



Marshall Dennehey COVID-19 Office Reunion Plan

An Interactive Guide for COVID-19 Pandemic
Preparedness and Response

A NOTE TO ALL READERS

The information contained in the Marshall Dennehey COVID-19 Office Reunion Plan represents our current practices regarding the recommended operation of our offices, where and when permitted by law, during this unprecedented COVID-19 pandemic. The health and safety of our employees is our number one priority.

Effective May 11, 2020

DISCLAIMER – LEGAL STATEMENT

Please also note that this is a living document that may be updated at any time by Marshall Dennehey given the fluidity of this situation.

The Plan provides general recommendations for use in all Marshall Dennehey locations. Because there may be circumstances unique to a location, there may be some cases in which a particular location must adapt these policies to address that location's specific requirements. Such exceptions must be authorized by members of the Pandemic Response Team. Additionally, all locations must comply with all applicable laws meaning that if there is a conflict between any policy in this plan and the applicable law, the location must follow the applicable law.

Colleagues,

We are deeply focused on keeping our employees and visitors safe while in our offices and supporting our business.

As we continue to navigate this new normal, we have tapped into our numerous resources to develop a “Playbook” that lays out processes to raise awareness of new health and well-being protocols and potentially helpful practices for Firm operations, cross-functional teamwork, and business continuity.

While it is not a one-size-fits-all approach, the Plan includes practical recommendations, based on guidelines from the Centers for Disease Control and Prevention and World Health Organization, that address various scenarios that our Firm may face when returning to work. Regular updates will be made to the Plan based on real-time feedback.

This Plan covers a wide range of topics, including:

- **Step-by-step guides for pandemic response**
- **Cleaning and disinfection procedures**
- **Staggering shifts and lunch breaks and other social distancing strategies**
- **On-site health screening**
- **Protocols for isolating employees who become ill at work**

This has been a difficult time for everyone, and re-establishing a workplace where employees feel comfortable performing their jobs safely is a multi-faceted challenge. It is our hope that by sharing this resource we can work towards the same goals, as everyone adapts to new operating protocols in today’s still challenging conditions.

Stay safe,

**G. Mark Thompson, Esq.
President & CEO
Marshall Dennehey**

Pandemic Response Team

Our Pandemic Response Team (PRT) is a cross-functional team led by the Chief Operating Officer, with representation from our Executive Committee, Administration, Information Technology, Finance and our Pandemic Safety Officer/Human Resources. This group also receives regular input from our Regional Managers and others as needed.

The Team meets twice weekly to focus on the following:

- Employee Access Control - Managing social distancing logistics in regards to arriving and departing shifts, including both employees, visitors and contractors. Will also focus on potential mitigation measures to manage the risk of employees required to work less than 6 feet from others.
- Virus Prevention & Protocols - Development of protocols to ensure the wellness of all employees and the overall pandemic preparedness and response plan.
- Sanitization & Disinfection - Management of daily and periodic disinfection logistics, including routine and deep cleaning, disinfection processes, in compliance with Firm protocols.
- Communication & Training - Management of all pandemic-related communications and trainings related to pandemic preparedness and response.
- Personal Protective Equipment (PPE) & Materials - Working to secure all necessary supplies related to pandemic preparedness.

Office Reunion Plan Training

The Firm will provide information to all employees prior to the resumption of in-office work which will include:

- Distribution of a Quick Start Guide to ensure understanding of protocols and consistency at all locations.
- Quick Start Guide will be distributed while employees are working remotely and prior to return to in-office work.
- All topics will be reinforced with signage.

Office Reunion Plan

Our initial plan for return to work in the office is designed to ensure safety, and it will follow an organized and evolving process. It is a phased reintegration based on guidance from health authorities and state and local governments.

During this time, individual offices and employee groups will begin to return to work in offices in stages. Those employees who are considered to be at high risk for the virus may be given the opportunity to re-enter the workforce in one of the later stages. Employees may also be allowed to temporarily continue to work from home at Marshall Dennehey's discretion so that we may stagger workdays and limit the number of personnel in the offices to maintain social distancing.

Office Managers will create a schedule that will allow for staggered shifts, workdays and start/end times. This plan will be submitted and reviewed periodically by members of the Pandemic Response Team to ensure a successful workplace reintegration.

The most important consideration for when we reunite in our offices is for all personnel to maintain proper social distancing at all times. In-person meetings may be conducted only in spaces where proper social distancing can be maintained.

Adjusting the size of the meeting space and/or the number of personnel involved is critical when planning and conducting in-person meetings. For the time being, in no case should a meeting size exceed ten (10) people. If proper social distancing cannot be maintained, the meeting should be changed to a space, time and/or number that will allow for proper distancing.

This practice of social distancing includes, but is not limited to, meetings in attorney offices, lunch rooms, hallways, coffee stations, rest rooms, copy centers, entrance/exit areas of work locations and offices, and all other common areas. While these are merely examples, the principle of social distancing is universally applicable.

Social Distancing Protocol

Social distancing is a simple yet very effective mechanism to prevent potential infection that relies on simple distance to avoid infection by observing the following:

- Stay 6 feet away from others as a normal practice.
- Eliminate contact with others, such as handshakes or embracing coworkers, visitors or friends.
- Avoid touching surfaces touched by others, to the extent feasible.
- Avoid anyone who appears to be sick, or who is coughing or sneezing.

The practice of social distancing includes but is not limited to lunch rooms, hallways, entrance/exit areas of work locations and offices, and any other common areas. These are examples, but the principle of social distancing is universally applicable.

Social Distancing in Offices

- Whenever possible, work stations should be arranged to allow separation of 6 feet.
- Receptionists should utilize PPE to ensure their safety in the reception area.
- Employees are strongly encouraged to disinfect their own work space multiple times throughout the day, giving special attention to common surfaces.
- Employees are reminded to avoid touching their faces and must use hand sanitizer and/or wash their hands thoroughly with soap and water several times during the work day to reduce risk and prevent person-to-person infections.
- Management of employee lunches to provide social distancing and proper hygiene is necessary, and start/end times for lunch breaks should be staggered.

- The number of chairs in conference rooms will be limited to meet the social distancing standard of no more than 10 people.
- Lunch rooms will be temporarily closed for seating until further notice, and employees will need to utilize other methods for lunch.

In situations where it is not possible to follow the recommended spacing of workstations, the following will occur:

- Work designs should avoid face-to-face layouts. If this condition cannot be met, then employees will be provided with an alternative measure(s) to mitigate their exposure, such as:
 - Face masks
 - Body orientation
 - Physical barriers may also be installed if necessary and practical and with approval from Human Resources. The barriers must be cleaned multiple times per day.
- Refer to ***Isolation Protocol*** (See page 10) for employees with symptoms of illness and/or if other employees make a complaint.

Social Distancing at the Beginning and End of the Workday

Entering and exiting the building must be managed thoughtfully to reduce infection risk. Start times must be staggered, with a gap of time in between each designated time.

- Employees are to enter and exit at the designated entrances and exits.
- Individual locations will implement a method that works best for their location.
- End of shift times should be scheduled to release employees in the order they arrived.
- Employees should avoid gathering when entering and exiting the building.
- Employees should remain in their cars or outside of the building until their scheduled window of start time.
- Ensure 6 feet of space between each person while entering the building.
- If it is necessary to talk to someone while waiting, make sure you do not point your head directly at them.
- Do not touch your face before you have a chance to wash your hands.

Cleanliness and Sanitation

- Employees will be designated to disinfect kitchenettes/lunch rooms, conference rooms and common areas on a regular basis.
- Supplies will be provided for employees to clean up after themselves (e.g.: wiping down tables, desks, etc.).

Restroom Usage During the Work Day

The frequency of restroom cleanings will be increased and these suggested/ recommended restroom cleaning measures are in addition to those provided by building management. To

ensure a clean environment and make sure social distancing is maintained, the following will occur:

- Establish maximum capacity that allows for social distancing and post the maximum capacity.
- Provide enough supplies for employees to clean up after themselves.
- Where possible, close certain stalls in larger restrooms, and utilize individual unisex restrooms, using social distancing when a line becomes necessary.

Personal Protective Equipment (PPE)

Safeguarding our employees is always a top priority, and we look to achieve that via the protective triad of:

1. Personal hygiene
2. Social distancing
3. Frequent disinfection of common surfaces

Face masks and gloves will be required PPE for a very limited number of pandemic response and management personnel within each location, such as:

- Health screeners
- Disinfection team members
- Those with broad exposure to other employees

These items must be used when carrying out duties, such as health screenings and disinfecting of common areas.

All other employees will be required to wear masks while entering and exiting the building and when in common areas such as restrooms, conference rooms and copier rooms.

Masks will be provided to employees who work in locations where businesses are required by state or local government to provide them, however, an employee can opt to use their own personal face mask instead. Employees in all other locations should use their own masks in the workplace. In addition, the Firm will have a supply of masks on hand at these locations for employees and visitors who may need them.

Based on CDC findings, the Firm does not require or recommend that our employees wear gloves except for those listed above. However, the Firm will provide gloves if mandated by local laws.

Note: Gloves can put employees at higher risk of exposure and are not recommended for general protective use for the following reasons:

- *The COVID-19 virus does not harm your hands, so gloves provide no protection, and touching your face with contaminated hands, whether gloved or not poses a significant risk of infection.*
- *Gloves often create a false sense of security for the individuals wearing them. People are more likely to touch contaminated surfaces because they feel they are protected from the virus because of the gloves when in reality, they are not.*
- *When wearing gloves people are less inclined to wash their hands, this is counterproductive and puts others at higher risk.*
- *We want people to wash their hands because it is the number-one defense against any virus.*
- *Proper removal of gloves takes training; if contaminated gloves are not removed properly, our employees are exposed to greater risk.*

Preventative Material Inventory

- An inventory will be conducted by each Office Manager to confirm all office locations have an adequate supply of soap, disinfection spray, hand sanitizer, paper towels and tissues.
 - Minimum quantity of a 30-day supply of disinfectant supplies will be maintained.
 - Portable disinfection caddies may be used for disinfection team members to maintain and transport cleaning supplies.
- A stock of face masks and gloves will be kept on-site and on-order with proper lead time.
 - Minimum quantity of a 30-day supply of PPE.
 - Health screeners and cleaning crews are required to wear gloves, masks and glasses.
- “Touchless” thermometers will be maintained on-site for employee screenings.

Disinfection Measures

General Disinfection Measures will be implemented, and the cleaning steps outlined below should be taken routinely, based on the frequency mentioned to protect employees.

Disinfection Frequency in Offices

Area/Place		Disinfection Content	Disinfectant	Disinfection Measures	Frequency
1	Work Area common surfaces	Copy rooms, etc.	Hospital grade disinfectant or fresh 10% chlorine bleach solution as appropriate	Spray with hand held sprayer or wipe	Minimum at the end of each day
2	Offices, desk, and conference rooms	Table and chair surface		Spray with hand held sprayer or wipe	At the end of each meeting and end of day
3	General objects often used or touched	Doors and windows, handles, faucets, sinks, and restrooms		Spray with hand held sprayer or wipe	At least four times per day
4	Lunch Room/Kitchenette	Table and chair surfaces, dispensers, vending machines, etc.		Spray with hand held sprayer or wipe	Generally 3 or more times per day to include after lunch time
5	Walls	Portions of walls in high traffic areas		Spray with hand held sprayer or wipe	Periodic where frequently touched

Deep-Cleaning and Disinfection Protocol

The Deep-Cleaning and Disinfection Protocol is triggered when an employee is identified as positive for COVID-19 by testing. In certain instances, the Firm may also opt to have a deep cleaning performed for presumed cases if it seems suitable. If more than 7 days have passed since the person who is sick visited or used the facility, additional cleaning and disinfection is not necessary

Note: For the company's purpose, deep cleaning is defined as a more comprehensive cleaning using advanced technologies and more aggressive cleaning solutions that are administered by an external third party.

Deep cleaning should be performed as soon after the confirmation of a positive test is practical, and the office is to seek guidance from the Pandemic Response Team as part of the process. Close off areas used by the person who is sick. The firm does not necessarily need to close operations if affected areas can be closed off. If possible, increase air circulation in the area. Clean and disinfect all areas used by the person who is sick, such as offices, restrooms, common areas, shared electronic equipment like touch screens, keyboards, remote controls, etc.

Notwithstanding the above, if an active employee is confirmed to have a COVID-19 positive test, the office may, in lieu of performing deep cleaning, quarantine the affected work area for a period of at least 24 hours to allow for natural deactivation of the virus, followed by a comprehensive disinfection of all common surfaces. Once an area has been appropriately disinfected, it can be opened for use.

All office closures must be approved by the Executive Committee in advance of the closure.

Daily Self Screening Protocol

The Daily Self-Screening Protocol is in place to prevent sick or symptomatic employees from leaving their homes and decreases the likelihood of spreading infection. **The Employee & Visitor Self-Screening Form** (See page 16) may be utilized to conduct the Daily Self-Screening.

- If an employee does not recognize symptoms in their Daily Self-Screening
 - and is deemed symptomatic upon reporting to work, reference the **On-Site Health Screening Protocol** (See page 10).
 - is deemed symptomatic during the workday or after the employee has spent any time in the office, reference the **Isolation Protocol** (See page 10).
- Reference the **Self-Quarantine and Return to Work Protocol** (See page 13) for employees who are confirmed positive for COVID-19 by a medical professional.

Visitor Restrictions

Visitation by non-Marshall Dennehey employees to our offices will be suspended for the first week after an individual office re-opens. If local conditions for a particular office lend consideration for a longer suspension period, the Office Manager or the Managing Attorney may request a longer period of time. Changes to this policy will be updated periodically based on guidance from health authorities and state and local governments.

After the suspension period expires for a particular office, visitor meetings may take place in our offices provided the following conditions are met:

- 1) The visitors have a legitimate business purpose for meeting in our offices;
- 2) Visitors should be directed to designated areas in each office—e.g., reception areas, conference rooms, rest rooms and other common areas where we typically host visitors. Visitors should be escorted by the most direct route to the designated meeting area and they should not unnecessarily interact with employees;
- 3) The meeting is held in a space that will allow appropriate social distancing for the number of people involved in the meeting;
- 4) Visitors should be made aware of our expectations regarding social distancing (e.g., no handshakes or embraces, keeping 6 feet distance, etc.);
- 5) The meeting is held in accordance with Marshall Dennehey policy;

- 6) All meeting personnel practice expected hygiene regarding washing hands and covering coughs/sneezes;
- 7) The visitor(s) complete(s) an **Employee & Visitor Self Screening Checklist** (See page 16).

Personal visits from visitors must limit exposure to Marshall Dennehey employees to the maximum extent practicable.

Individuals who have had known exposure to persons with COVID-19 within the past 14 days, or who are exhibiting symptoms of illness consistent with COVID-19, are not permitted in any of our offices under any circumstance.

On-Site Health Screening Protocol

The Firm will periodically update company guidance on current recommendations from the Centers for Disease Control (CDC) and the World Health Organization (WHO).

To help prevent the spread of COVID-19 and reduce the potential risk of exposure to our employees and visitors, temperature and health screenings will be implemented at all locations as needed.

On-Site Health Screenings will involve:

- Temperature readings
- Observation for overt symptoms
- Verbal/non-verbal confirmation of daily self-screening
- The **Self Quarantine and Return to Work Protocol** (See page 13) for employees who are confirmed positive for COVID-19 by a medical professional will be utilized.

If an employee does not accept the On-Site Health Screening, the Office Manager will ask the employee to leave the office, obtain medical clearance and provide an official certification prior to returning to work. If for some reason an employee is unable to obtain a clearance, he/she must contact Human Resources for guidance on how to proceed.

If an employee receives a positive diagnosis of COVID-19 from a healthcare professional, the Firm will inform employees in the immediate work area. The personal data and confidentiality of the employee must be protected where possible, and information will only be shared on a need-to-know basis. The name of the infected employee will not be provided unless the employee authorizes the disclosure.

Isolation Protocol for Employees Who Become Ill at Work

If an employee feels ill, or if someone observes that another person is exhibiting symptoms of COVID-19 at work, they are to contact the Office Manager of their location. The Office Manager in consultation with Human Resources will determine the nature of the symptoms and how best to proceed, and can refer to the **Employee Symptom & Isolation Protocol** (See page 12).

Telephone communications are preferable, so the Office Manager can don the appropriate PPE prior to aiding the ill employee. If the Office Manager is directly contacted by an employee who is symptomatic, they must ask the employee to go directly to the predetermined Isolation Room by the most direct route.

Once the symptomatic employee arrives in the Isolation Room, they must immediately be given a mask and gloves. This precaution is to help protect other employees and prevent the spread of a potential virus.

The Office Manager must complete a **COVID-19 Case Form** (See page 15) and call Human Resources to seek advice on how to proceed. The Office Manager and any others attending the symptomatic employee should also wear a protective mask and gloves while working with the symptomatic employee.

If appropriate, and after consultation with Human Resources, the Office Manager may direct the ill employee to leave work and go home, seeking treatment from either telemedicine or a health center if necessary. If the infected person is well enough to drive their own vehicle, ask them to use it.

The Office Manager, in coordination with Human Resources, must identify persons who may have been in contact with the symptomatic employee, while maintaining confidentiality, and inform them of the following:

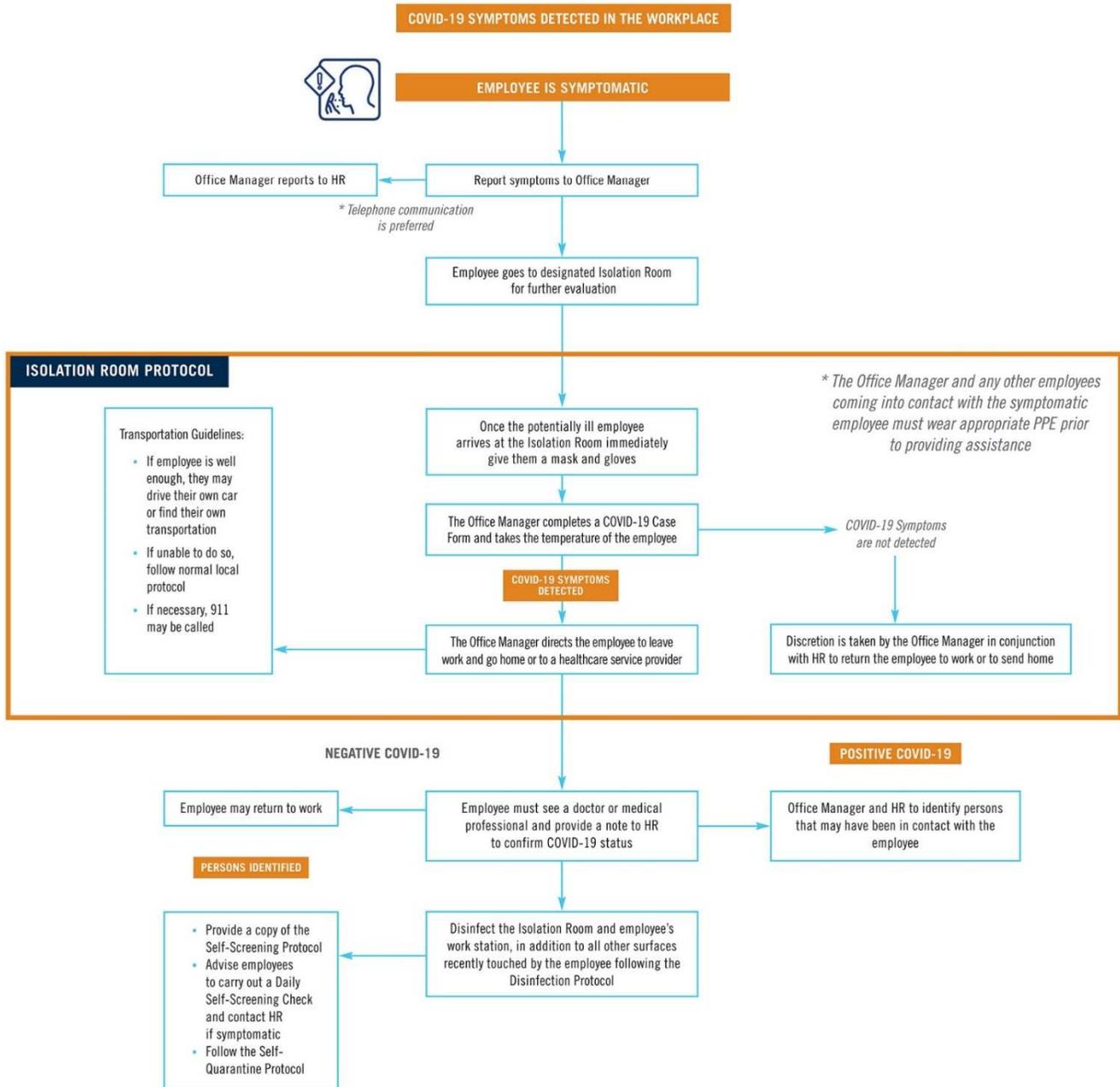
- Advise each employee that they may have been in contact with a symptomatic employee.
- Request that they carry out the **Daily Self-Screening Protocol** every morning (See page 9), and based on the results, contact Human Resources.
- Advise each employee that if symptoms of COVID-19 are present, they will need to contact a physician for further guidance and, based on the results, may need to obtain medical clearance to return to work. If the employee is unable to obtain documentation of their clearance to return to work, he/she must contact Human Resources for guidance on how to proceed.

Employees without close contact with the person who is sick can return to work immediately after disinfection protocol.

Both the Isolation Room and the work station or office of the infected employee must be thoroughly cleaned and disinfected, in addition to all other common surfaces recently touched by the infected employee. All persons carrying out this cleaning must wear masks and disposable gloves, and their PPE should be appropriately discarded prior to resuming normal work functions.



EMPLOYEE SYMPTOM & ISOLATION PROTOCOL



Self-Quarantining and Return-to-Work Protocol

Initial Self-Quarantine Period

Employees are requested to remain out of the office for at least 14 days if COVID-19 symptoms are present, they have been directly exposed to COVID-19 or if a test shows positive results. Employees should avoid leaving home if possible, but if necessary should practice exceedingly good hygiene and social distancing.

Work while at home may continue if the employee is not presenting serious symptoms and feels that it is possible, but should be approved by Human Resources.

Returning to Work After Home Isolation

Employees with COVID-19, presumed or tested, or who have been directly exposed to others with COVID-19 and have been under home isolation/quarantine, as noted above, may in certain circumstances return to work under the following conditions consistent with WHO/CDC guidelines:

If you have not/will not have a test to determine if you are still contagious, you can report to work after these three things have happened:

- You have had no fever for at least 72 hours (that is 3 full days of no fever without the use of medicine that reduces fevers) AND
- Other symptoms have improved (for example, when your cough or shortness of breath have improved) AND
- At least 7 days have passed since your symptoms first appeared.

This may apply when a health professional has confirmed a different diagnosis.

If you will be tested to determine if you are still contagious, you can leave home after these three things have happened:

- You no longer have a fever (without the use of medicine that reduces fevers) AND
- Other symptoms have improved (for example, when your cough or shortness of breath have improved) AND
- You received two negative tests in a row, 24 hours apart.

Please contact Human Resources prior to returning to work to advise that you have met one of the above criteria for your return and to discuss documentation that may be required prior to return to work. This determination will be made at the discretion of the Firm.



OPERATING PROTOCOLS

#	Topic	Task
1	Pandemic Response Team (PRT)	<ul style="list-style-type: none"> Set up the Pandemic Response Team (PRT) Have a plan in place to adopt this corporate framework and develop site-specific protocols
2	Preventative Material Inventory	<ul style="list-style-type: none"> Confirm operation has an adequate supply of soap, disinfection, hand sanitizer, paper towels and tissues Confirm stock of face masks, gloves, and glasses on-site and on order with lead time Have “non-touch” thermometers on-site for employee screening
3	Personal Protective Equipment (PPE)	<ul style="list-style-type: none"> Review and understand protocol
4	Disinfection Measures	<ul style="list-style-type: none"> Implement the General Disinfection Procedures
5	Deep-Cleaning and Disinfection Protocol	<ul style="list-style-type: none"> Review, understand, and prepare for the triggering of the Deep-Cleaning and Disinfection Protocol
6	Inbound Parts/Materials/Packages	<ul style="list-style-type: none"> Manage incoming supplies in accordance with standards
7	Isolation Protocol	<ul style="list-style-type: none"> Review and understand protocol Protocol in place to isolate employees if symptomatic on site Print out forms and protocol to be available as needed
8	Social Distancing Protocol	<ul style="list-style-type: none"> Review and understand protocol Complete and continue to adhere to the Social Distancing
9	Daily Self-Screening Protocol	<ul style="list-style-type: none"> HR team prepared to receive inquiries or reports of symptomatic employees
10	Self-Quarantining and Return-to-Work Protocol	<ul style="list-style-type: none"> Review and understand protocol and adjust as necessary for state and local guidelines
11	Visitors Self-Screening	<ul style="list-style-type: none"> Plan in place for screening visitors Employee & Visitor Self-Screening Form printed and available as needed
12	Employee Trainings	<ul style="list-style-type: none"> Review of Office Reunion Plan with employees Training for Health Screeners Training for Disinfection Team & HR Team
13	Health & Wellness	<ul style="list-style-type: none"> Review and understand Daily Self-Screening Protocol
14	Signage	<ul style="list-style-type: none"> Create and distribute Facility Signage



COVID-19 CASE FORM

Report for Employees/Visitors Presenting Symptoms at Work

Please indicate if you are an: Employee Visitor Contractor

Name: _____ Date: _____

Job Title: _____ Location: _____

Address: _____

Symptoms Noticed

Temperature > 38°C/100.4°F | Time of fever onset: _____

Shortness of breath

Cough

Running nose

Sneezing

Muscle pain

Tiredness

Symptoms and isolation periods will be updated periodically as information becomes available following the emergence of a pandemic and virus strain.

Please indicate where employee/visitor was referred to:

Additional Notes:

Report Completed By

Job Title



COVID-19 EMPLOYEE & VISITOR SELF-SCREENING CHECKLIST

The safety of our employees and visitors is the firm’s primary concern. As the COVID-19 outbreak continues to evolve and spread globally, the firm is monitoring the situation closely and will periodically update our guidance on current recommendations from the Centers for Disease Control and the World Health Organization.

To help prevent the spread of COVID-19 and reduce the potential risk of exposure to our employees and visitors, we are conducting a simple screening questionnaire. Your participation is important to help us take precautionary measures to protect you and everyone in the building.

Thank you for your time and cooperation.

I am a(n): Employee Visitor Contrator

Contact Information

Name: _____ Location: _____

Email Address: _____ Mobile Number: _____

Visitor’s Company Name: _____

Name of Marshall Dennehey Host: _____

If the answer to question 1 below is YES, access to the facility will be denied.

- Are you showing any signs of one or more of the following symptoms? Yes No
 - Temperature > 100.4°F
 - Cough
 - Shortness of breath
 - Difficulty breathing
 - Tiredness
- Is the information provided in this form true and correct to the best of your knowledge? Yes No

If there has been any YES response to the COVID-19 Self Screening Checklist, please advise the employee or visitor to leave the premises. Notify the host, and notify the appropriate person to disinfect any common surfaces touched by the visitor. Advise HR of the incident.

All staff and visitors are expected to comply with office signage and to follow firm guidelines on social distancing:

- Staying 6 feet away from others as a normal practice.
- Eliminating contact with others, such as handshakes or embracing coworkers, visitors, or friends.
- Avoiding touching surfaces touched by others, to the extent feasible.
- Avoiding anyone who appears to be sick, or who is coughing or sneezing.
- Wearing face masks where required in common areas or as mandated by state or local guidelines.