



September 21, 2021

Dear Marsden Associates,

On September 9, 2021, President Biden issued a series of executive orders and announcements related to COVID-19 vaccinations that will impact businesses across the nation. These executive actions include vaccination requirements designed to increase vaccination rates and will impact the following groups of people across the United States:

- 1) Private employers with 100 or more workers (most Marsden companies fall within this range);
- 2) Federal employees and government contractors (some Marsden companies provide services to the federal government as contractors or subcontractors); and
- 3) Healthcare institutions such as hospitals, nursing homes, and outpatient facilities which receive reimbursement through federal Medicare programs, including service providers at those facilities (like Marsden).

The vaccination requirements will include a process for employees to request an exemption or accommodation for a disability or bona fide religious beliefs as required by federal law.

As we learn more about these latest pronouncements, there are many details that must be sorted through. Marsden's COVID-19 task force has been diligent in advising our organization and is already very focused on navigating the forthcoming changes.

While we all wonder about the future, I want to remind us of our resilience. Despite multitudes of challenges, we have been successful throughout this pandemic by giving top priority to keeping people safe, retaining jobs for our associates, and preserving the health of this company. As CEO, I remain confident in Marsden's and our associates' ability to navigate the new vaccination requirements. While I don't have any changes to announce today, I wish to share a few thoughts:

- 1) First, I want to reiterate that I care deeply about our associates and this company. I remind us all that we're in this together. We've come through so much already and I know we will be successful through the coming changes.
- 2) Second, to help Marsden thoughtfully navigate the impact on our associates, I invite you to share your experience. You are always encouraged to speak with your immediate supervisor or manager, but you can also share your experiences with the company via the "share your experience and concerns" form on Marsden's website: <https://www.marsden.com/covid-19-employee-resources/>
- 3) Third, I request all Marsden associates to share their current vaccination status to enable our leaders to better understand how to navigate this change. Your choices are, "I'm vaccinated," "I'm not vaccinated," or "I don't wish to answer." [Click here to submit your answers to the vaccination questionnaire.](#)

Marsden's leadership team and the COVID-19 Task Force will have more updates for us soon. In the meantime, stay safe and healthy. ...and remember, we are all in this together.

Until next time.

*/s/ Guy Mingo*

Chief Executive Officer