



# We will get through this.

Due to the public health and economic impacts of COVID-19 and disruption in our markets, the coming months are shaping up to be one of the greatest global challenges humanity and our company have faced in our history.

We are all in this together, and we each have different roles to play. There is no one-size-fits-all guidance we can give you. When in doubt and above all else, we should each:

## Live our VV&C in everything we do, every time.

Consistent with that, please follow these key principles:

### 1. Protect our colleagues' health.

Be a role model for relentlessly keeping each other safe and healthy — physically, mentally, and emotionally.

### 2. Lead with integrity.

Think ahead, get input, make timely decisions based on facts, balance, and good judgment; then communicate transparently, authentically, and with integrity.

### 3. Serve our customers.

Demonstrate our commitment to help our customers through these challenging times.

### 4. Protect our colleagues' livelihoods.

Preserve employment for as many of our colleagues as we can, for as long as we can.

### 5. Sustain our business.

Anticipate, plan, and make tough decisions quickly to preserve our company for the long term.

### 6. Help our communities.

We're built to make a difference. Tough times like these are when we do our best work.

We need each other today more than ever. We will come out the other side of this stronger, wiser, and more resilient, as we have from every other challenge in our history.

**As always, our VV&Cs will guide us.**

Thank you.

BRENDAN *Jack*