

Coronavirus disease 2019

Internal communication guidebook

Organizations should use the internal communication samples included below after customizing the communications and resources to reflect their business. When crafting communication, the Centers for Disease Control and Prevention (CDC) and World Health Organization (WHO) should be the primary source for information on emergency preparedness and response to the coronavirus. The below information does not constitute as legal or medical advice.

EMAIL MESSAGE TO EMPLOYEES

On behalf of the company, I wanted to let you know that we are closely monitoring the global coronavirus situation, and we are committed to keeping you informed with the latest guidance and expert resources. Please know that our top priority during this time is the health and well-being our people and their families worldwide.

Given the uncertainty of the issue and the rapidly evolving situation, we understand things will change and may impact ability to travel. We encourage all our people to follow [Centers for Disease Control and Prevention \(CDC\)](#) and [World Health Organization \(WHO\)](#) guidance to help prevent the spread of the virus, stay safe and healthy and to make the decision that is right for each individual.

To help our people during this time, we have worked with leaders across the company to provide guidance on key considerations for remote work, travel, IT, real estate, meetings and events, and continuity of work. These resources will be available on the intranet and will continue to be updated as the situation evolves.

INTRANET UPDATE

The company is continuing to closely monitor the coronavirus outbreak on behalf of our employees and clients. The situation is fast-developing, and local health agencies should be consulted for the latest news and directives.

Coronavirus disease 2019 (COVID-19), caused by a virus named SARS-CoV-2, continues to cause an outbreak of respiratory illness across the globe. Originating in Wuhan, China in December 2019, COVID-19 is being reported outside of China.

Below you will find several resources specific to the company's internal policies.

CORONAVIRUS DISEASE 2019 (COVID-19) OVERVIEW

COVID-19 is the abbreviation for the specific strain of the novel (new) coronavirus disease 2019 (previously referred to as 2019 N-Cov), which is causing a spread of respiratory illness. It originated in Wuhan, China. To date, the virus has spread person-to-person in several countries, including China, South Korea, Iran, Italy and the United States, and CDC officials expect the virus to continue spreading in U.S. communities.

When working with clients, employees should leverage the external resources provided by the company and point clients to the [Centers for Disease Control and Prevention \(CDC\)](#) [National Institute of Occupational Safety and Health](#) as well as the [World Health Organization \(WHO\)](#) for the most up-to-date information.

The CDC should be your primary source for emergency preparedness and response to the coronavirus. The information does not constitute as medical advice, instead it is designed to guide employees and clients to the most current resources.

TRAVEL GUIDANCE AND FAQ

When considering travel required for work, make the decision that is right for you. At this point, the company is not putting a hold on all travel but suggesting our people use their best judgment and limit nonessential travel to a minimum. This is a fluid situation and we will make changes as necessary. If you are traveling or planning to travel, take extra precautions to avoid contracting the virus. In some cases, avoiding travel altogether may be preferred. The health and safety of our people is always paramount, and employees should refer to official guidance provided by the [Centers for Disease Control and Prevention \(CDC\)](#), the [World Health Organization \(WHO\)](#) and their country of residence when making travel decisions.

I am uncomfortable traveling right now. What should I do?

We always appreciate you putting your safety and the safety of others first. When it comes to travel, make the decision that is right for you, and follow the advice of your healthcare professional. Special work accommodations can be made, including attending meetings via Webex versus in-person. View the Remote Work Resource Guide for more information.

What should I do if:

- I develop a fever and symptoms of respiratory illness, such as a cough or shortness of breath, within 14 days of travel/exposure to a high-risk area?
- I have another reason to believe I may have contracted COVID-19?
- I am caring for someone who may have/does have COVID-19?

Follow the CDC's current guidance. At this time, the current guidance is to call your healthcare professional first and mention your recent travel, possible exposure or other reason for concern. The CDC will continue to develop updated guidelines for healthcare professionals, but most likely, your healthcare professional will work with your state's public health department and the CDC to determine if you need to be tested for COVID-19.

Notify your manager and your local HR representative immediately that you are ill and that you have contacted your healthcare provider for further guidance. Work with your manager and HR point of contact to determine possible special work arrangements given your team's needs and priorities (sick leave, work from home, etc.), and establish a cadence to check-in with work on a regular basis.

What should I do if I am traveling/on the ground in an affected area?

- Travel with a pack of antibacterial wipes with alcohol and wipe down the surfaces you come into contact with (i.e., airplane seat, tray table, armrests, seatbelt handle, air vents and call buttons, rental car seat, steering wheel and buttons, hotel room surfaces, remote control, telephone, etc.).
- Maintain good personal hygiene.
- Wash your hands frequently, carry hand sanitizer and avoid touching your face.
- If you are manifesting symptoms of any kind, wear a face mask.
- Avoid direct contact with animals, alive or dead, and surfaces that may be contaminated with droppings.
- Avoid activities where you're likely to be exposed to large groups of people.
- Avoid people who are obviously sick.

Are there any special considerations when it comes to booking travel?

Book your travel through the company travel team. The travel team is monitoring the situation closely, and as travel waivers and warnings expand to new regions, they are reaching out to impacted employees proactively.

TRAVEL GUIDANCE – OPTION 2

As the coronavirus situation continues to develop in our communities, the company is taking additional steps to ensure the health and safety of our people and to help contain the outbreak. We continue to monitor the situation and will communicate any changes. Our intent is to make decisions based on what we know, driven by guidance from the Centers for Disease Control and Prevention (CDC), that put our people and our clients first.

The company is enacting a moratorium on all global travel. The company is also enacting a moratorium on all nonessential domestic travel.

- “Nonessential” means that unless the reason for travel is related to an operational continuity issue, employees should find a way to conduct the meeting virtually.
- The company has provided specific guidance on remote work considerations and IT needs to help enable continuity of work and ensure high-quality virtual meetings.
- Above all – **if you are not comfortable traveling, do not travel.**

These travel moratoriums could be extended if the outbreak continues to spread. Overall, we encourage our people to continue making decisions that are in their best interest.

PERSONAL TRAVEL

The company is suggesting all employees carefully consider the personal health and safety implications of traveling through the end of April.

Lockton’s Coronavirus Advisory Practice has advised that this time frame will be a key window for the spread of the virus. Due to the virus’s lengthy incubation period (ability to infect others days and weeks prior to the individual manifesting symptoms themselves) the spring break travel timeframe will be an especially critical time for containment of the virus.

The CDC has provided multiple resources for travelers, including a COVID-19 risk assessment by country. Employees should consult the CDC materials as well as their healthcare provider when making travel decisions.

The company has provided travel guidance and FAQ, which includes information about traveling in affected areas and what to do if you begin manifesting symptoms. Employees should leverage access to telemedicine providers and other virtual care options in order to stay healthy and prevent contracting or spreading the disease.

We will continue to keep you updated as the situation develops. When looking for answers, please always follow the guidance provided by the Centers for Disease Control and Prevention (CDC), the World Health Organization and your healthcare provider.

PUBLIC/MASS TRANSIT

People in communities where ongoing community spread with the virus that causes COVID-19 has been reported are at elevated, though still relatively low, risk of exposure. Though avoiding public/mass transit is not a specific Centers

for Disease Control and Prevention (CDC) or World Health Organization (WHO) recommendation for those who are not manifesting symptoms at this time, you should always make the decision that is right for you.

The following prevention measures are recommended to prevent the spread of the virus:

- Regularly and thoroughly clean your hands with an alcohol-based hand sanitizer or wash them with soap and water. Washing your hands with soap and water or using alcohol-based sanitizer kills viruses that may be on your hands.
- If possible, travel with a pack of antibacterial wipes with alcohol, and wipe down the surfaces you come into contact with (i.e., seat, armrests, seatbelt, handle, air vents and call buttons, etc.).
- Maintain at least 3 feet of distance between yourself and anyone who is coughing or sneezing. When someone coughs or sneezes, they spray small liquid droplets from their nose or mouth, which may contain viruses. If you are too close, you can breathe in the droplets, including the coronavirus, if the person coughing has the disease.
- Avoid touching your eyes, nose and mouth. Hands touch many surfaces and can pick up viruses. Once contaminated, hands can transfer the virus to your eyes, nose or mouth. From there, the virus can enter your body and can make you sick.
- Make sure you, and the people around you, follow good respiratory hygiene. This means covering your mouth and nose with your bent elbow or tissue when you cough or sneeze. Then, dispose of the used tissue immediately. Droplets spread viruses. By following good respiratory hygiene, you protect the people around you from viruses such as cold, flu and COVID-19.
- Stay home if you feel unwell. If you have a fever, cough and difficulty breathing, seek medical attention and call in advance. Follow the directions of your local health authority. National and local authorities will have the most up-to-date information on the situation in your area. Calling in advance will allow your health care provider to quickly direct you to the right health facility. This will also protect you and help prevent spread of viruses and other infections.

Refer to official guidance provided by the CDC, the WHO and local authorities to ensure you're armed with the most up-to-date information on whether COVID-19 is spreading in your area. Make the decision that is right for you and follow the advice of your healthcare professional.

REMOTE WORK

Maintaining a healthy work environment for our people during the current coronavirus disease situation is our top priority. To ensure we're delivering a safe and healthy environment, please take the following precautions provided by the Centers for Disease Control and Prevention (CDC).

Since every team and location is different, each team should have a proactive conversation about critical work that needs to get done. This includes addressing options to get assignments done if people are absent, sick but able to work from home, or who are quarantined due to taking care of a sick family member. It is essential to discuss all situations and make everyone aware of the plan to ensure the team knows how to contact each other and distribute information in the event the plan needs to be utilized.

Exceptions to the regular remote work policy are permissible given extreme circumstances. For example:

- If there is a limit on the number of work from home days and/or allowances for remote work on your team, these rules can be lifted or modified at leadership's discretion as needed to ensure business continuity.
 - If any worker needs to work from home or is stuck in a remote location due to an outbreak and can work remotely, they should try to continue their normal schedule as much as possible.

- If additional laptops/special equipment is available, these can and should be distributed at management’s discretion.
- For employees who need to track their time, please continue to log in, regardless of your physical work location, if possible. If not possible, payroll will ensure that any remote-working employees are paid at their normal hour level for the period (full-time or part-time) and any unlogged overtime will be adjusted later at the first available opportunity, with standard manager approval.
- Our standard leave policies and procedures apply for any illness that keeps the employee away from work for any period beyond accrued sick days. An exception would be an employee who can’t come to the office due to illness/quarantine but, by mutual agreement between employee and their manager, can work from a remote location. Employees are always encouraged to follow medical advice.

IT NEEDS

The IT team is on point to help enable continuity of work in the case of continued spread of the coronavirus. Your local IT lead is prepared to support technology needs for connecting with clients via video conference in the office or if remote work becomes necessary. The tools below are in place and available to maintain client and market contact. For questions or assistance with any of the below technology solutions, employees should reach out to their local Help Desk.

Need	Solution	Description	Pre-requisites	How to access it	Learn more
Desktop					
Business Phone					
Meetings					
Email					

REAL ESTATE

We continue to monitor the rapidly-evolving impact of COVID-19. With new cases being reported daily and no known treatment or vaccine currently available, prevention of the infection is critical. From a facilities perspective, the [Centers for Disease Control and Prevention \(CDC\)](#) recommends the frequent cleaning and disinfection of all frequently touched objects and surfaces using a regular household cleaning spray or wipe.

In response, all offices should consider the following steps to prevent contamination:

Hand sanitizer/Surface wipes

- Purchasing additional hand sanitizer and disinfecting wipes for distribution throughout the building.
- Ensuring hand sanitizer is available in all break rooms, restrooms and reception/elevator lobby areas. Further distribute hand sanitizer and disinfecting wipes near copy machines and in all conference rooms and shared spaces.

Communication

- Place signs in restrooms and breakrooms reminding employees of good practices, including frequent handwashing.

Additional actions

- Where appropriate, each location should employ day-porters to make rounds and wipe down susceptible surfaces.
- Office managers should reach out to their local property managers to understand what measures their building is putting in place. If these are not deemed adequate, request from the property manager additional measures, or take steps independently to increase the level of cleaning.
- Develop a relationship with your local health department so you are informed with the latest information regarding the local community health plan.

GROUP TRAVEL, MEETINGS, CONFERENCES AND EVENTS – OPTION 1

We are seeing a rapid ramp-up in travel restrictions. The restrictions typically describe “nonessential travel” anywhere outside of the U.S. for U.S. citizens and inter-country travel for those outside of the U.S. At this point, the company is not putting a hold on all travel, but suggesting that our people use their best judgment and limit nonessential travel to a minimum. This is a fluid situation and we will make changes as necessary.

Employees should refer to official guidance provided by the [Centers for Disease Control and Prevention \(CDC\)](#), the [World Health Organization \(WHO\)](#), and their country of residence when making decisions regarding travel and event attendance.

The Meetings and Events team will be notifying attendees of their events’ status. At the office-level, leaders should work to keep employees informed of the status of any upcoming events.

Leaders are also encouraged to work closely with the Meetings and Events team when making decisions regarding cancellation of events. In localities where a state of emergency has been declared, meetings contracts may be cancelled without penalties.

In the case of cancellation of scheduled trips and events, video conference meetings can be arranged, when appropriate, to accomplish necessary discussions.

GROUP TRAVEL, MEETINGS, CONFERENCES AND EVENTS – OPTION 2

We continue to evaluate upcoming group travel, including travel for large meetings, conference and events, and make decisions on a case-by-case basis. More information will be provided as it is available, and you can expect to receive direct communication based on the status of your specific events.

Until further guidance, opt for attending meetings and large gatherings virtually when possible.

The CDC has provided [guidance for preventing coronavirus spread at mass gatherings](#). Specific recommendations include:

- Promote the daily practice of everyday preventive actions like handwashing and the use of alcohol-based hand sanitizers.
- Rather than handshakes, opt for an elbow rub.

- If you are planning an event, provide prevention supplies like sanitizers, disposable tissues and disinfecting wipes. Disposable facemasks should be kept onsite and used only if someone (worker or attendee) becomes sick at the event.
- Promote messages that discourage people who are sick from attending events.

EXTERNAL RESOURCES FOR EMPLOYEES AND CLIENTS

Planning & risk assessment

- [Guidance for Business and Employers](#)
- [Guidance for Businesses – Risk Assessment & Employee Actions](#)
- [CDC State and Local Health Department Gateway](#)
- [Guidance for Travel](#)
- [Handwashing Resources](#)

Prevention of community spread

- [CDC coronavirus Frequently Asked Questions](#)
- [CDC Frequently Asked Questions for Travelers](#)

EMAIL TO EMPLOYEES: WORK FROM HOME GUIDANCE – OPTION 1

As the current coronavirus situation continues to develop in our communities, maintaining a healthy work environment for our people is our top priority.

The company is providing the specific guidance that if you are feeling unwell or manifesting symptoms, you should stay home from work.

Employees who have symptoms of acute respiratory illness are recommended to stay home and not come to work until they are free of fever (100.4° F/37.8° C or greater using an oral thermometer), signs of a fever, and any other symptoms for at least 24 hours, without the use of fever-reducing or other symptom-altering medications (e.g., cough suppressants).

Top priority is your health and the health of those around you. If you have concerns about your exposure to the coronavirus, call your healthcare provider for information about how and where to seek care. Ask your healthcare provider to call the local or state health department, and follow any instructions provided by your provider and the health department.

It is suggested that employees who have traveled to high-risk areas or who are otherwise concerned about a possible exposure to the coronavirus stay home for five to seven days after the possible exposure to ensure they do not begin manifesting symptoms.

If you need to stay home, work with your manager and HR point of contact to determine possible special work arrangements given your team's needs and priorities (sick leave, work from home, etc.), and establish a cadence to check-in with work on a regular basis. The company has provided specific guidance on remote work considerations and IT needs to help enable continuity of work.

To ensure we're delivering a safe and healthy environment, please always follow the guidance provided by the [Centers for Disease Control and Prevention \(CDC\)](#), the [World Health Organization](#) and your healthcare provider.

EMAIL TO EMPLOYEES: WORK FROM HOME GUIDANCE – OPTION 2

As the coronavirus situation continues to develop in our communities, the company is committed to doing everything we can to ensure the health and safety of our people and to help contain the outbreak.

The company is suggesting that employees consider the option of working from home to help minimize the spread of the virus by limiting person-to-person contact. Due to the virus's lengthy incubation period (ability to infect others days and weeks prior to the individual manifesting symptoms themselves), the virus is often able to spread before an individual knows they are sick.

Employees who are at higher risk of contracting the virus or who live with someone in a vulnerable population (i.e., very young, elderly, weak or compromised immune system) should carefully consider the option of working from home.

Additionally, all employees should take the opportunity to prepare for a possible work from home situation by reviewing the remote work considerations and IT needs documentation.

We continue to monitor the situation and will communicate any changes as they develop. Our intent is always to make decisions based on what we know, driven by guidance from the Centers for Disease Control and Prevention (CDC), that put our people and our clients first.

EMAIL TO EMPLOYEES: WORK FROM HOME GUIDANCE – OPTION 3

We continue to monitor the coronavirus situation in our community, and the company is committed to doing everything we can to ensure the health and safety of our people and to help contain the outbreak.

In order to help minimize the spread of the virus by limiting person-to-person contact, we are closing the office until further notice and beginning a mandatory work from home period.

While this step may seem drastic, we have been closely monitoring the infection rate in our area, and we feel this is the right thing to do to keep our people safe and healthy. Because of the virus's lengthy incubation period (ability to infect others days and weeks prior to the individual manifesting symptoms themselves), the virus is often able to spread undetected before an individual knows they are sick.

Please work with your manager to determine your team's needs and priorities, and establish a cadence to check-in with work on a regular basis. The company has provided specific guidance on remote work considerations and IT needs to help enable continuity of work. Your local IT lead is prepared to support your technology needs for connecting with coworkers and clients.

Our intent is always to make decisions based on what we know, driven by guidance from the Centers for Disease Control and Prevention (CDC), that put our people and our clients first. We continue to keep you updated and communicate changes as they develop.

EMAIL TO EMPLOYEES: CONFIRMED CASE IN OFFICE

We have confirmed a case of coronavirus disease 2019 (COVID-19) in an employee from our office. We are working with the employee and the local health department to ensure we're doing our part to contain the outbreak. The employee is currently on home isolation, and they will be permitted back to work after the full isolation period has passed and they have received clearance from their healthcare provider.

Immediate actions:

- We are doing additional office cleaning and disinfection to help prevent the spread of the disease.

- All employees should refer to CDC guidance for [how to conduct a risk assessment](#) of their potential COVID-19 exposure.

Additionally, employees who begin manifesting symptoms or who need to work from home should stay home. Top priority is your health and the health of those around you. If you have concerns about your exposure to the coronavirus, call your healthcare provider for information about how and where to seek care. Ask your healthcare provider to call the local or state health department, and follow any instructions provided by your provider and the health department.

Employees should work with their manager and HR point of contact to determine possible special work arrangements given the team's needs and priorities (sick leave, work from home, etc.), and establish a cadence to check-in with work on a regular basis. The company has provided specific guidance on remote work considerations and IT needs to help enable continuity of work.

We will continue to keep you updated as the situation develops. When looking for answers, please always follow the guidance provided by the [Centers for Disease Control and Prevention \(CDC\)](#), the [World Health Organization](#) and your healthcare provider.

EMAIL TO EMPLOYEES: POSSIBLE CASE IN OFFICE

An employee from our office who recently traveled to affected areas has begun manifesting symptoms of coronavirus disease 2019 (COVID-19). We are working with the employee and the local health department to ensure we're doing our part to contain the outbreak. The employee is currently on home isolation, and they will be permitted back to work after the full isolation period has passed and they have received clearance from their healthcare provider.

Immediate actions:

- We are doing additional office cleaning and disinfection to help prevent the spread of the disease.
- All employees should refer to CDC guidance for [how to conduct a risk assessment](#) of their potential COVID-19 exposure.

Additionally, employees who begin manifesting symptoms or who need to work from home should stay home. Top priority is your health and the health of those around you. If you have concerns about your exposure to the coronavirus, call your healthcare provider for information about how and where to seek care. Ask your healthcare provider to call the local or state health department, and follow any instructions provided by your provider and the health department.

Employees should work with their manager and HR point of contact to determine possible special work arrangements given the team's needs and priorities (sick leave, work from home, etc.), and establish a cadence to check-in with work on a regular basis. The company has provided specific guidance on remote work considerations and IT needs to help enable continuity of work.

We will continue to keep you updated as the situation develops. When looking for answers, please always follow the guidance provided by the [Centers for Disease Control and Prevention \(CDC\)](#), the [World Health Organization](#) and [your healthcare provider](#).

DIGITAL AND PRINTABLE SIGNAGE

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