

Overview of global pandemic business continuity and resiliency efforts

As the COVID-19 public health emergency continues to create challenges worldwide, we wanted to share Dentons' approach and actions to protect our people and to serve our clients.

Dentons represents clients across the globe, including virtually every location where COVID-19 has already had a serious impact. While our principal concern is with the humanitarian nature of the pandemic, we have focused the extraordinary depth and breadth of our global resources to ensure we remain well positioned to navigate this public health emergency and to serve our clients during this challenging time despite travel restrictions, government mandates, supply chain interruptions, and other challenges that impact traditional ways of doing business.

Early at the outset of this emergency, Dentons activated our **Global Pandemic Preparedness Task Force** with representation from the Firm's Security, Technology, Finance, Talent, Risk, Clients & Markets, Communications and Projects leadership to coordinate our response throughout Dentons. This global team is tightly integrated with regional leadership and response teams around the world.

The Task Force meets daily to ensure Dentons evaluates the most up-to-date information from public health agencies and government authorities, shares key data and best practices with our leadership around the world, and takes appropriate steps to protect the health and safety of all of our people while continuing to meet the needs of our clients worldwide.

Among priority items, the Task Force working with our business operations worldwide has addressed the following:

1. repeated stress testing of our **crisis communications infrastructure**;
2. ensuring **our global and regional IT infrastructure** can support large numbers of our colleagues working remotely as that becomes necessary in certain markets;

3. developing and testing **contingency measures to ensure the continuation of business operations** as public health or government authorities mandate business interruptions;
4. **reviewing all upcoming Dentons-sponsored events** to cancel or postpone based on the latest information from public health and government agencies;
5. **tracking government- and airline-imposed travel limitations** and ensuring colleagues are using firm-approved travel vendors and protocols;
6. **sharing best practices and policies** to guide **office access** and **self-isolation** and measures;
7. supporting our regional and local teams in **developing and implementing tailored workplace, office access, human resources, flexible working and related policies** that comply with local law and regulations;
8. supporting team leaders as they **manage virtual teams for prolonged periods** and ensuring continued high performance;
9. **liaising with several different working groups of Chief Security Officers in the Global 500**, these groups are focused on Incident Response and Business Continuity Planning, Employee Health and Safety, Operational Resiliency, Supply Chain/Economic Disruption and various other evolving issues;
10. **securing information from various intelligence sources** and consultants from around the world;
11. **engaging subject matter experts in pandemic and biological threat response** as key external advisors to the Firm;
12. **tasking our internal intelligence team** to assist in information collection, incident response, situation reporting, event modeling and communication strategies;
13. **implementing virus-specific business continuity plans and drills**;
14. **delivering multiple daily situation reports to senior management, and activating an Incident Response Portal** to gather and distribute information and resource material to the office level;

15. **publishing Security Bulletins and Best Practices Guidance** for both specific subject-matter functions as well as global constituencies around the world; and
16. **monitoring the action steps and communications of our clients and peers.**

We also collaborated **by sharing our approach, policy and implementation via various law firm leadership and general counsel networks** in which we are active, so that there can be mutual benefit of information-sharing within the law firm community.

The result of these efforts include **global and local policies, procedures, guidance, and communications**, including email communications, weekly newsletters, and office- and individual-based discussions. Our people are aware **that policies and procedures are updated as further information from the World Health Organization, other leading public health groups, and relevant sources becomes available.**

COVID-19 related policies and procedures at Dentons include:

1. **implementation of remote-working plans across multiple regions of the global firm**;
2. **limitation of all non-essential business travel and other travel restrictions**;
3. **testing to ensure that all communication and employee notification systems are updated and functional**;
4. **self-isolation requirements following any travel to designated locations, for 14 days following return**, even if the traveler is not symptomatic;
5. **best practices recommended by the World Health Organizations and other public health authorities to protect the health and safety** of all individuals in the Firm and their families;
6. **designation of internal points of contact for each Dentons Region, so that personnel have an immediate resource for questions and comments**;
7. **updates to our business continuity and disaster recovery plans** to address the specific COVID-19 risk issues that our Operations team has identified;

8. provision of additional support for Partners and employees to ensure **access to Firm systems from remote locations**;
9. **segregation among critical pairs and clusters** of key personnel, to ensure that, even if one individual becomes unwell, there is a designated back-up with whom the infected individual would not have had close contact; and
10. **best practices for remediating any office that may have been impacted by a COVID-19 event** including hygiene-related protocols.

To support client needs, **Dentons also has created a free Global COVID-19 Hub**, accessible from our web page, offering our clients the best of our insights, guidance and counsel in addressing COVID-19 related issues across the 75 countries in which Dentons operates. For instance, with employment issues at the forefront of our clients' minds, this includes a multi-jurisdictional tool on employers' responsibilities across countries. For this and a number of other resources, please visit:



<https://www.dentons.com/en/issues-and-opportunities/covid-19-coronavirus-hub>

...we have focused the extraordinary depth and breadth of our global resources to ensure we remain well positioned to navigate this public health emergency and to serve our clients during this challenging time...

Dentons lawyers and professionals are already advising across a wide range of issue areas related to COVID-19, including, but not limited to: Employment considerations, such as employer protection responsibilities, data privacy, flexible working policies, remuneration, response to diagnosis, shutdowns, employment term adjustments, employment claims, immigration and related matters; supply chain interruption and delivery delays; national government and local regulations and their implications; commercial contracts and insurance-related questions, including force majeure, material adverse change, cancellation and related inquiries; restructuring and insolvency including distressed acquisitions of assets or an entire business line; securities regulation and disclosure requirements; and development and/or refinement of business continuity plans.

To share knowledge and experience gained across the globe, we have established client-issue task forces at the global and regional level which are sharing best practices and solutions to the issues our clients are facing.

We are here to help you and look forward to discussing how we can best add value as you seek to minimize operational and financial risks to your business and talent base.

We are committed to remaining in close coordination with you regarding these important issues. We recognize that this may be a prolonged effort, and wanted you to be fully aware of Dentons' commitment to help you navigate challenges and advance your business objectives. Please do not hesitate to contact us with any questions.

Elliott Portnoy
Global CEO

Global Management Committee



Astrid Egerton-Vernon
Global Director
of Communicatons



Beth Wilson
Canada Region CEO



Chris Carson
Dentons Cohen & Grigsby
President and CEO



Doug Stipanicev
Australasia Region CEO



Elliott Portnoy
Global CEO



Hong Zhang
China Region Representative



Jay Connolly
Global Chief Talent Officer



Jeremy Cohen
UK & Middle East Region CEO



Jiangtao Ma
China Region CEO



Joe Andrew
Global Chairman



John Fernandez
Global Chief Innovation Officer



John Koski
Global Chief Legal Officer



Jorge Alers
Latin America & the Caribbean
Region CEO



Karl Hopkins
Global Chief Security Officer



Marcel Henri
Global Chief Information Officer



Marie McDermott
Global Projects Director



Mike McNamara
US Region CEO



Neal Livingston
Global Chief Financial Officer



Noor Kapdi
Africa Region CEO



Perrine Summers
Global Chief Clients
& Markets Officer



Philip Jeyaretnam
ASEAN Region CEO



Tomasz Dabrowski
Europe Region CEO