

Together we are  
**MIRAVIDA**  
*strong*

September 8, 2021

Team,

Eighteen months ago, our lives and work were upended by the pandemic. We came together and demonstrated that together, WE ARE MIRAVIDA STRONG. We have risen to meet the many challenges of COVID and together done whatever it takes to care for our residents and support one another. I am proud of you and what we have accomplished.

Today, with positivity rates rising, the pandemic continues to be at our doorstep. With every round of tests, we come face-to-face with the possibility of COVID in our midst. With even one positive test result, our residents face isolation in their rooms. With group dining and activities suspended, residents dine in their rooms and miss their favorite activities. Families and friends must use the safe spaces to visit. Visits are through plastic barriers and the time together is limited. Additional personal protective equipment is required. Admissions are postponed or canceled.

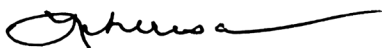
To be consistent with our purpose, Miravida Living must take every measure possible to reduce the risk faced by our residents, team members, and operations including requiring COVID vaccinations. **Effective November 1, all staff will be required to have completed their vaccinations as a condition of employment.**

Since an unvaccinated person presents a direct threat to the health and safety of our residents, there is no option but to proceed with the mandate. In our conversations with unvaccinated staff, we have learned you may resign rather than be vaccinated. While hoping you will choose to be vaccinated and continue your work with Miravida Living, we accept this may happen. Some are fearful of the vaccine. If this is the case, we will work with you on understanding the science of the vaccine. Some do not want to be told what to do. We recognize you reserve the right to follow your personal convictions.

In closing, Miravida Living is responsible for the well-being of our residents and ensuring a best experience in this last chapter of their lives. To fulfill this responsibility, all staff are required to be fully vaccinated by November 1 and obtain a booster vaccination when required.

We appreciate your commitment to our residents and their care. As always, if you have any questions or comments, please contact me at [tbertram@miravidaliving.com](mailto:tbertram@miravidaliving.com) or 920.527.0920.

Sincerely,



Theresa M. Bertram  
Chief Executive Officer