



SALMON

HEALTH and RETIREMENT

June 8, 2020

Dear Team,

For many of you, the past weeks have been especially difficult and tense for reasons that stem far beyond the ongoing global COVID-19 pandemic. In cities and towns across the U.S., people are feeling and expressing their sadness, fear, hopelessness, and frustration. At the same time, we have also seen widespread calls for peace, justice, and equality. While recent events may have been sparked by what tragically unfolded in Minneapolis, what we are all experiencing has much deeper roots and is not something that can be easily resolved, nor should it be quickly forgotten.

In these challenging times, there are also undeniable signs of hope and collaboration, as people from multiple backgrounds come together to support and stand up for one another.

SALMON was founded on principles of dignity, celebrating diversity, and caring for Residents, families, and each other. Our dedicated team reflects that spirit day after day in our communities. And even though you are no doubt grappling with the events and adversity of today, you continue to show up for Residents and each other. You prove the best of humanity and why you are truly heroes; thank you.

That said, no one on this team should feel that they must process their emotions or struggle in silence. Please seek help if you need it. This may mean speaking to your family, friends, doctors, human resources representatives or your manager, or calling the employee assistance line at 800-316-2796.

On behalf of the entire leadership team, please know this: you are part of the SALMON family. Whatever your race, religion, gender, sexual preference, or however many ways you identify, SALMON will be a place for you to experience a sense of belonging and respect, just as you are. If you have any feedback to the contrary, please reach out to your manager or our HR team and let us know. We take your input seriously.

I will close by again thanking each of you for your dedication. You continue to rise to the occasion during unprecedented times. And, while much work must still be done outside of SALMON to address the complex matter of systemic racial inequality, my sincere hope is that you find some comfort in knowing that SALMON Health and Retirement will always be a place you may call home.

Sincerely,

Matt

Matt Salmon, CEO, on behalf of Kim, Andrew, and the entire Salmon family

The Willows
Retirement Communities

*Westborough
Worcester*

Whitney Place
Assisted Living and
Memory Care

*Natick
Northborough
Northbridge
Sharon
Westborough*

Beaumont Rehabilitation
& Skilled Nursing Centers

*Natick
Northborough
Northbridge
Westborough
Worcester*

The Health Center
at The Willows

Worcester

SALMON Adult
Day Health Centers

*Natick
Northbridge*

SALMON
VNA & Hospice

Central Massachusetts

SALMON
Private Care Options

Central Massachusetts

SALMON Centers
for Early Education

*Natick
Northbridge*