

**From:** [Max Leventhal](#)  
**To:** [All Employees](#)  
**Subject:** Trust and Respect  
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To: All Employees

When we started the year, we sought to amplify our old-fashioned values of trust and respect – respecting our competition and trusting the men and women we are privileged to work with. Today, we must rely upon these values in order to overcome challenges of the like we have never seen.

We are all faced with an unprecedented crisis with COVID-19 and everyone should be taking this public health concern seriously. Each of us needs to put the health of our families, customers, suppliers and friends first.

While we have never experienced anything like this, I am proud to say that our values of trust and respect are shining through. There have been countless people across our company that have reached out to offer their assistance far outside the scope of their job descriptions. With that, we are implementing procedures that will replicate each of our departments and allow us to compartmentalize any outbreak. The following is a synopsis of what has been coordinated to ensure continuity of our business:

- Staggered driver start times
  - As of this week, we have staggered our drivers start times to mitigate against large groups of drivers waiting to be dispatched. We hope to prevent large groups from forming to ensure the health and safety of our entire workforce. As an aside, we have also provided our drivers with sanitary wipes and hand sanitizer for them and the interior of their trucks to continue to maintain a healthy work environment. Drivers have also been instructed to make deliveries following social distancing guidelines.
- Cross training of merchandisers, field managers and on-premise specialists for warehouse work
  - We have had our merchandisers, field managers and on-premise specialists receive training to operate warehouse equipment and to perform bottle picking functions that will back up our current warehouse operations. In the event we must quarantine our warehouse team, we now have a redundant team that will allow us to service our customers.
- Somerville office
  - We have brought our Somerville offices online to support a redundant Customer Service, Accounting and Purchasing department. With unparalleled speed and accuracy, as well as multi-functional coordination, we expect to have a team of fifteen operating in these offices in parallel to their counterparts in Basking Ridge starting Monday.
- Credentialed entry
  - Our offices and warehouse are now restricted to Fedway personnel. No one will be able to enter these facilities without the proper credentials. Please be sure to have your badge with you in order to gain access to our facilities.
- More frequent sanitization of the workplace
  - Our cleaning crews have been instructed to, and provided with, the necessary resources to more frequently clean our place of work. Furthermore, we have hand sanitizer and antiseptic wipes at high pass, high pause areas throughout our work environments.
- Rotation of the sales management and marketing teams
  - The sales management and marketing teams will be rotated so they are not all in the office at the same time. In other words, a group has been assigned to be in the market next week while another group is assigned to the office – the following week, those

assignments will be flipped. Furthermore, we have requested our salespeople not to congregate at the office but to instead observe social distancing guidelines.

- Provisioning of backup laptops
  - In the event we are required to shelter in place, we have begun the process of provisioning laptops that will allow us to operate remotely and ensure continuity of our business. Furthermore, everyone at Inter Metro has tested and gained access to their work machines remotely via Go To My PC.
  - **For those of you that have laptops, please begin taking your laptops home. Should we be required to shelter in place, we want to make sure you are properly equipped.**

We are proud of the work our people are initiating. Together, we will ensure that we continue to support one another, our customers and suppliers. We cannot thank you enough for all that you do. Your actions over the last few weeks are what makes this company the special place that it is and further solidifies our position as a leader in our industry. Now, more than ever, is the time to draw down on our values of trust and respect – these are the times when we shine.

We understand that many of you, your families and colleagues are feeling stress and anxiety – be assured that we are here to support you. We believe that together we will get through this period and together we will come out the other end stronger than ever. Remember what Mike Eruzione, the captain of the 1980 US Men’s National Ice Hockey team that beat the Soviets said, “never forget where you came from, there will be highs and there will be lows, but we must always remain humble and true to ourselves”.

Please pay close attention to your health as well as the health of your friends and family. As things continue to unfold, we will update you accordingly at Fedway.com and via email.

Sincerely,

Max Leventhal  
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