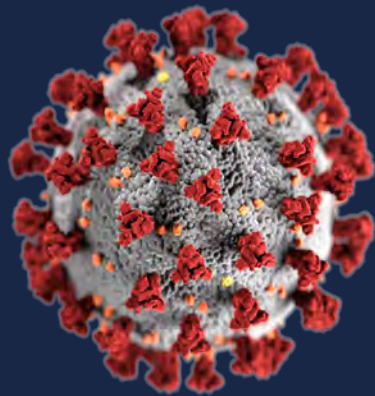




**Paladin
Risk Solutions**



COVID-19

INTELLIGENCE REPORT

Situational Awareness for:
Stakeholders and Decision Makers

15 September 2020



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Table with 5 columns: Region, Value 1, Value 2, Value 3, Value 4. Rows include Canada, USA, and Global with numerical data and change indicators.

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2. INSIGHT and SITUATIONAL AWARENESS

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International COVID. The World Health Organization (WHO) has reported a new daily record of COVID-19 cases in the world; 307,930 which was reported over the 24 hours prior to Monday. Of note, many jurisdictions, including BC and Alberta, do not report on Sunday, suggesting the number is much higher than reported. India was responsible for 94,372 cases, US for 45,523 cases and Brazil had 43,718 cases. Daily deaths have surpassed 1,000 a day in India and USA, while Brazil reported just under 800 in one day. Medical oxygen is running low in certain areas of India, the second worst hit country in the world. Moreover, as it continues to post record numbers of new cases it is likely that India will possibly surpass the USA in total COVID-19 cases.

European countries are also reporting increasing numbers of the virus, with France reporting record cases since the beginning of the lockdown and implementing local lockdowns until the end of September in two of its largest cities. Spain has also reported a record high rise in cases, totalling 12,183 daily new cases. The previous day, it reported 1,419 less infections. The Netherlands and Poland are also seeing a record increasing in cases since the lockdown has been removed.

Israel, a country which has previously reported that they have successfully eradicated the virus, will go into a three-week nationwide lockdown starting Friday. It will become the first country in the world to implement a second nation-wide lockdown. In mid May, Israel reported single digit numbers, while towards the end of June, the cases have climbed to triple digits. On September 10, Israel reported over 4,000 cases. Non-essential public businesses are to be closed, including restaurants, gyms, and recreational activities. Schools will be closed, gatherings of more than 10 people indoors are banned, and people may not leave their house further than 500 meters except for essential needs.

It is not believed that many countries will follow suit with Israel, as it is a high-density small country, with 8 million inhabitants in an area just over 22,000 km², with little space for social distancing. Additionally, it boasts a large number of older citizens, many of whom live with their families. Many important Jewish holidays occur in September, with much of the country shut down to begin with. Israel is likely trying to avoid indoor gatherings for the holidays, which often include religious meetings or close get-togethers with family and friends.

Domestic COVID. Canadian Chief Public Health Officer, Dr. Theresa Tam, released a statement urging Canadians to continue complying with public health guidelines. Quebec, Ontario, and BC are reporting a rise in cases, with Ontario putting a four-week break on any reduction in preventive measures. Since then, numbers continued to increase, and it is believed that Ontario will not relax measures but will likely only increase them should the numbers continue to grow.

The rise in cases across Canada is alarming as we have not yet fully entered the new stage of fall weather and school openings. With cooler weather and rain, people will be discouraged from outdoor gatherings, and as children go back to school and the flu season starts, cases will likely rise. Industries which have been affected negatively by the first lockdown may need to plan for any possible shutdowns, and employees of those industries should prepare to be laid off. Those who live in regions more affected, such as large cities, should also prepare for region specific lockdowns. The government has released its new COVID-19 benefit information, allowing for people to financially plan for the possibility of newly implemented measures.

Benefits Security. Service Canada has provided recommendations pertaining to applying for the Canada Emergency Response Benefit (CERB) and other pandemic benefits. It reminds individuals utilizing a shared



computer, such as one in a library, to not leave the computer unattended, and ensure that before leaving the computer, to log out of the website, clear the browser's history, and close the browser to ensure no access by others to their personal information. Additionally, for those using Internet Explorer as a browser, to make sure that compatibility mode is not turned on, which can be done via the tools menu of the browser. Further information may be located [here](#).

China. Reports indicate that China, among other countries, is attempting to interfere in the November US elections via a dual hacking and subversive social media campaign. Microsoft reported that state actors attempted to hack both the Trump and Biden campaigns this week and that these attempts had been ongoing for over a year. Though reports indicate that the Russian Military Intelligence unit "Fancy Bear" is the primary state actor in the attempted hacking of the Trump and Biden campaigns, China has likely committed numerous resources to this action. They have done so in a likely attempt to understand which geopolitical direction the US will head after the November elections. Doing so could also potentially obtain compromising information on the next US president.

China and India have agreed to de-escalate the situation along the "green line" in Ladakh. Chinese and Indian Foreign ministers met this week in Moscow to discuss the situation. They stated that troops along the border must cease provocative actions such as firing weapons and moving away from the border. The meeting took place after reports of soldiers firing their guns into the air. China and India have different views of where the border is located, escalating the issue. Additionally, recent reports indicate that Chinese elite military forces conducted a "parachute training exercise" in the region. Tensions are likely to remain high along the "green line" in Ladakh in the following weeks as soldiers remain close to each other. Despite this, it is unlikely that either country currently wishes to have an open conflict as the Indian economy has suffered dramatically from COVID-19. The Indian government cannot provide sufficient military resources to the Ladakh border should an open conflict break out. China's economy is currently beginning to recover from the COVID-19 pandemic, and the strong military presence in the COVID-19 vaccine research and development has shifted significant resources of the Chinese military. However, China continues to deploy military assets to the region, causing an increased level of concern with the Indian government.

China continues to develop and test its COVID-19 vaccine. It is also making pledges to countries in Asia, the Caribbean and Latin America to provide loans for the purchase of its vaccine. With four vaccine candidates in the final stage of testing, China is leading the development of a COVID-19 vaccine. China has approved two COVID-19 vaccines for emergency use to date for use by soldiers and state-owned companies. A Chinese developed, and mass-produced COVID-19 vaccine is likely 4 to 8 months away. This, though, has not stopped China from using the vaccine's prospect to strengthen ties with countries and areas that it views with vital interest. China is likely utilizing the pandemic to increase support for its strategic goals around the globe. The adverse effects of the two emergency use vaccines will likely be noted in China, delaying their mass production and distribution.

Following reports of Chinese spying at US universities, approximately 1000 Chinese graduate students and researchers have had their US Visas revoked and most returned to China. The US State Department stated that this was only a "small subset" of the US's Chinese student population (approximately 0.27% of Chinese students in the US). China called the revocation of the visas "Political persecution and racial discrimination" and stated that they have the right to "further respond." China will likely respond by revoking the visas of a similar number of Americans in China. This will likely only further increase tensions between China and the US at a time of rising tensions and global military building between the two superpowers.

Iran. The International Atomic Energy Agency (IAEA) said Iran's enriched uranium stockpile had reached 2,105kg (4,640lb). It comes after Iran gave IAEA inspectors access to one of two suspected former nuclear sites. This represents a stockpile that is ten times the allowed size under the 2015 Nuclear deal. Further, this comes a month after an Iranian nuclear facility in Natanz's city had a localized explosion that Iran stated was due to "sabotage." The Iranian stockpile of enriched uranium is likely far more significant than what has been reported, given that the IAEA has not been able to assess all requested locations. After the US withdrew from the Iran Nuclear Deal, Iran likely began the re- development of its Nuclear Weapons Program. This increase in enriched uranium is a direct result of that.

An Iranian naval exercise was conducted this week beginning on 10 Sept and running until 12 Sept in the Straits of Hormuz to prepare Iranian forces to counter any "foreign threats and any possible invasion," the commander of the maneuver, Admiral Habibollah Sardari, stated. The exercise is called "Zolfaghar-99". Iranian reports indicated that the US Military had removed drones from the area to allow for the exercise. Iran and its military forces conduct regular training exercises in the Straits of Hormuz and the Arabian Gulf with little to no notice to US and western militaries. It is unlikely that the US military has removed drones from the area, which is an area of significant importance to US interests in the area. Further, this exercise is likely being conducted in part to test the response of the new US 5th Fleet Commander.

Polls closed on 11 Sept 2020 for a delayed run-off parliamentary election. The election is being held after a February run-off election for ten seats. The February election led to the election of numerous conservatives to the Majlis or Iranian parliament. The election will not change the Majlis' political structure, given the limited number of seats in the run-off election. The run-off election outcome will show which way voters are likely to vote in the upcoming 2021 Presidential election and could be worrisome for incumbent Rouhani a reformist, given the large number of seats held by conservatives. Low election turnout will also be troubling for reformists.

Reports indicate that Iran, among other countries, is attempting to interfere in the November US elections via a dual hacking and subversive social media campaign. Microsoft reported that state actors had tried to hack both the Trump and Biden campaigns this week. These attempts had also been ongoing for over a year. The involvement of Iranian hackers within the context of hacking political accounts for the November elections is likely done in a support role to Russian "Fancy Bear" hackers as well as Chinese hackers. This is due to the numerous resources that China and Russia can commit to this operation compared to Iran. Further, it is unlikely that Iran will be able to garner the intelligence they seek from this operation.

Activism. The Black Lives Matter (BLM) and Anti-Fascist (Antifa) movements enter their 15th week of unrest in US cities since the murder of George Floyd on 25 May. Last week, the federal government responded to local governments' inadequate response to contain the violence by deputizing state police, thereby forcing anyone they arrest to bypass local and state district attorneys and face federal prosecution. This strategy, along with targeted arrests, is already showing signs of diminishing violence at protests by removing the more radical elements at these demonstrations.

BLM and related social activist groups are organizing a "siege" of the Whitehouse and federal buildings in Washington DC on 17 Sept Organizers are calling for non-violent civil disobedience "occupation" and is significant as it begins on the 9th anniversary of the Occupy Wall Street movement. They plan to protest for fifty days till the election on 3 Nov. In response, the Whitehouse has erected fortifications and increased security. BLM has decided to move forward with this initiative at a time when polling suggests they have lost potentially all their public support gains since shortly after the death of George Floyd. BLM's siege of the Whitehouse will likely attract the



largest gathering of supporters and demonstrators from around the country since the beginning of the movement. Tensions on both sides of the siege will be high, and both police and BLM organizers will likely be keeping a close watch to ensure signs of violence are quickly dealt with as the public's support can quickly turn against which side is seen as the instigators.

Incidents.

Chicago: Last week, a BLM protest in front of the Ridge Mall to abolish police, prisons, and ICE drew out only 4 x protestors. Authorities were prepared for a much larger turnout. A handful of counter-protesters in support of the law turned out in slightly larger numbers. The protest ended without incident.

Houston: An audible number of boos from the crowd at the NFL Kansas vs Houston season opener game in Kansas City during a moment of silence for unity has invited condemnation from several officials. It appears that using professional sports as an activist platform does not resonate with a growing number of fans.

Las Vegas: A vigil for a Las Vegas man shot by police 1 Jun was held on Wednesday 9 Sept His family and about fifty supporters came out peaceably and sang songs and spoke on police violence. BLM marches were held without incident in the prior week.

Phoenix: The city council has denied separate proposals for both BLM and pro-police murals to be painted on city streets.

Pittsburgh: A viral video of BLM activists harassing diners at a downtown restaurant has garnered much attention. The activists are seen mocking diners while stealing food and drinks from their tables. President Trump has condemned their actions, calling them "anarchists, not protestors," and "thugs." He also blamed democrats.

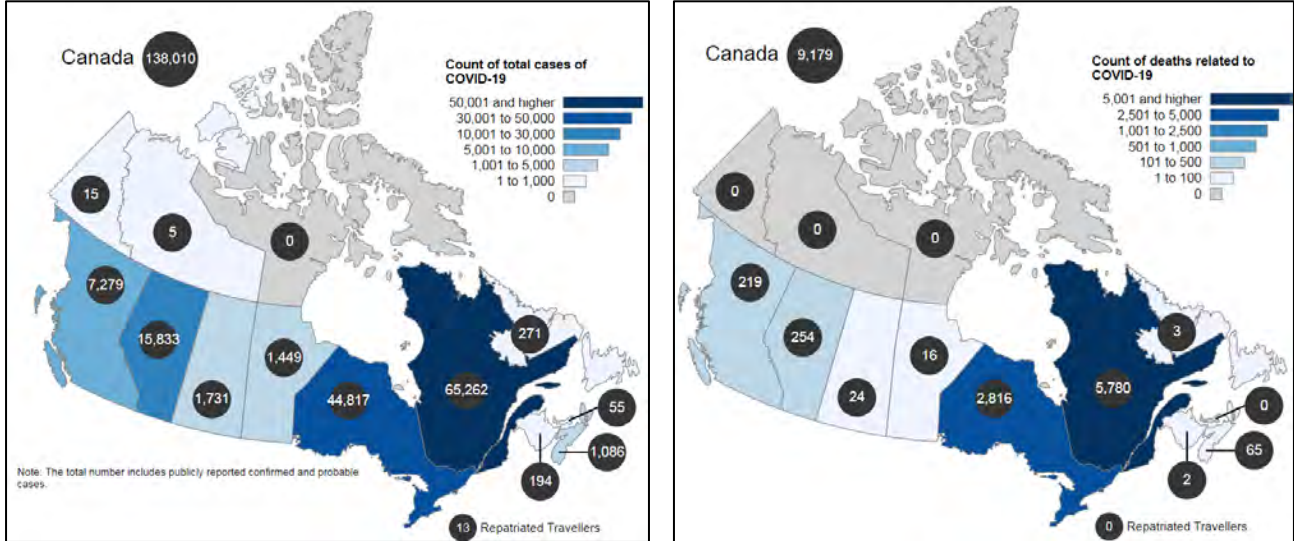
Seattle: Federal prosecutors have charged a 24-year old Everett man with the possession of a stolen police rifle, allegedly taken during a riot downtown on 30 Mar. Seattle police are seeking five other men connected to police gun thefts during the riot.

St. Petersburg: A Pizza Hut delivery driver was videotaped, pushing his car through protesters blocking his way. The police say there is not much they can do without a formal complaint, and Pizza Hut has yet to comment.

COVID Vaccine. More than 100 teams of scientists worldwide are developing and testing a vaccine against the virus SARS-CoV-2 as quickly as possible. Many groups are working on a COVID-19 vaccine using technologies that have been in development for decades but have never yet been approved for wide-scale human use, such as DNA, RNA, and viral-vector vaccines. Many of those candidates are considered very promising, garnering vast amounts of funding and billions of pre-orders from some countries. An effective vaccine against COVID-19 is everyone's hope for a real return to everyday life. Even in countries with a devastating number of deaths from COVID-19, there is nowhere close to a level of "herd immunity" within the population, preventing the disease from spreading exponentially if the world returns to normal social interaction levels. Most vaccine candidates who make it to preclinical testing never make it to market (*about 94 percent fail, 2013*). But in this case, with so many different vaccines under development, there may still end up being multiple vaccines for the coronavirus, possibly using different strategies. The "best" vaccine, in the end, may not be best for everybody. But the "second best" might be, for those that do not respond. Therefore, have multiple backup vaccines or vaccines that can be used in parallel worldwide is a prudent approach.



3. COVID-19 IN CANADA

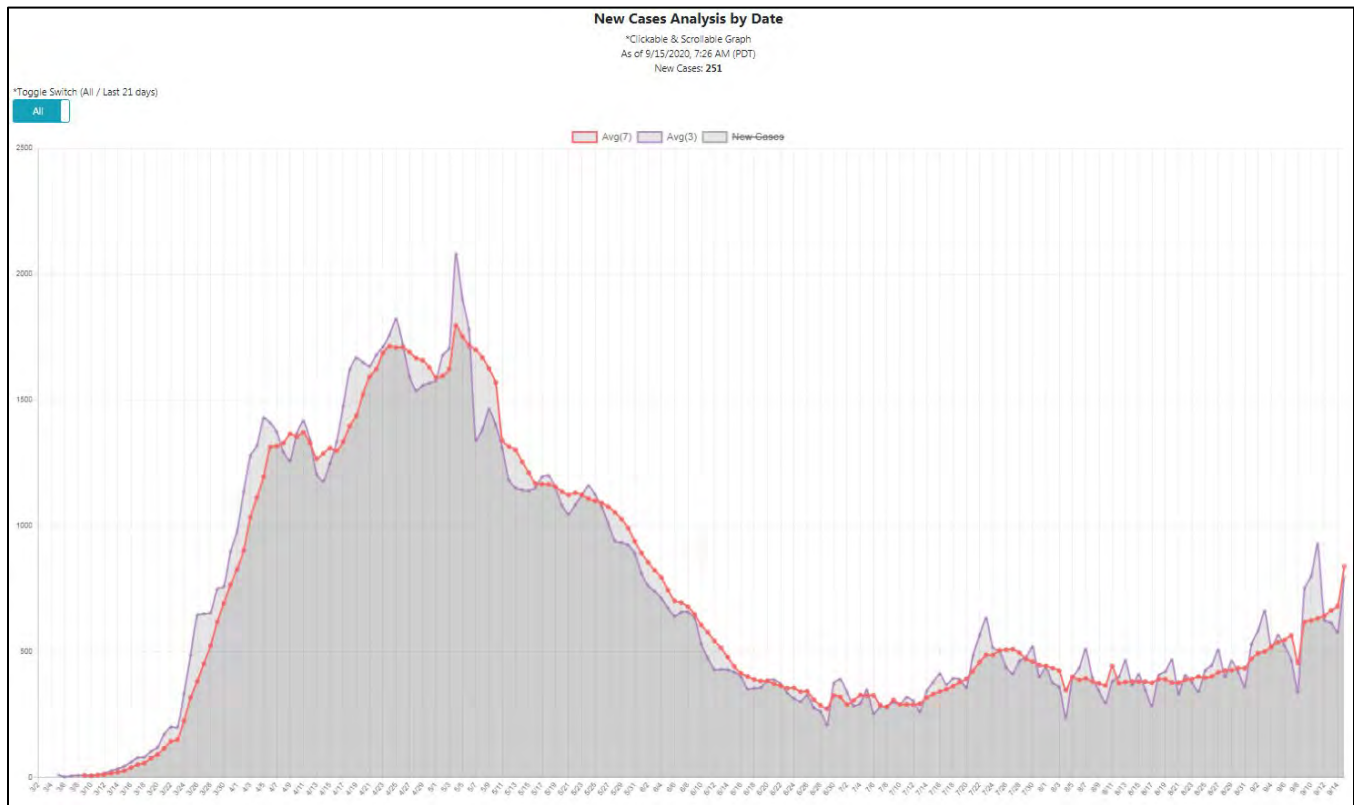


Source: <https://www.canada.ca/en/public-health/services/diseases/2019-novel-coronavirus-infection.html>

Prov.	Total Confirmed	Total Deaths	Total Recovered	Total Active
Total	138,261 (↑251)	9,183 (↑4)	121,341 (↑117)	7,737 (↑130)
BC	7,279	219	5,446	1,614
ON	45,068 (↑251)	2,820 (↑4)	40,091 (↑117)	2,157 (↑130)
QC	65,262	5,780	57,428	2,054
AB	15,833	254	14,041	1,538
MB	1,449	16	1,176	257
NB	194	2	189	3
SK	1,731	24	1,604	103
PEI	55	0	47	8
NL	271	3	266	2
NS	1,086	65	1,020	1
YT	15	0	15	0
NT	5	0	5	0
NU	0	0	0	0
Repatriated Travellers	13	0	13	0
Rate of change	↑ 0.2%	↑ 0.0%	↑ 0.1%	↑ 1.7%



Prov.	Total Test	Total Waiting	Total Hosp	Total ICU
Total	6,747,022 (+27,664)	-	-	-
BC	437,681	-	58	16
ON	3,369,802 (+27664)	24339 (+5079)	47	19 (+2)
QC	1,267,020	-	124	19
AB	1,130,828	-	37	7
MB	155,803	-	12	3
NB	66,687	-	0	0
SK	160,275	-	3	0
PEI	28,792	84	-	-
NL	35,470	-	0	0
NS	84,662	-	0	0
YT	2,936	17	-	-
NT	4,473	168	0	0
NU	2,593	413	0	0
Rate of change	↑ 0.4%	-	-	-



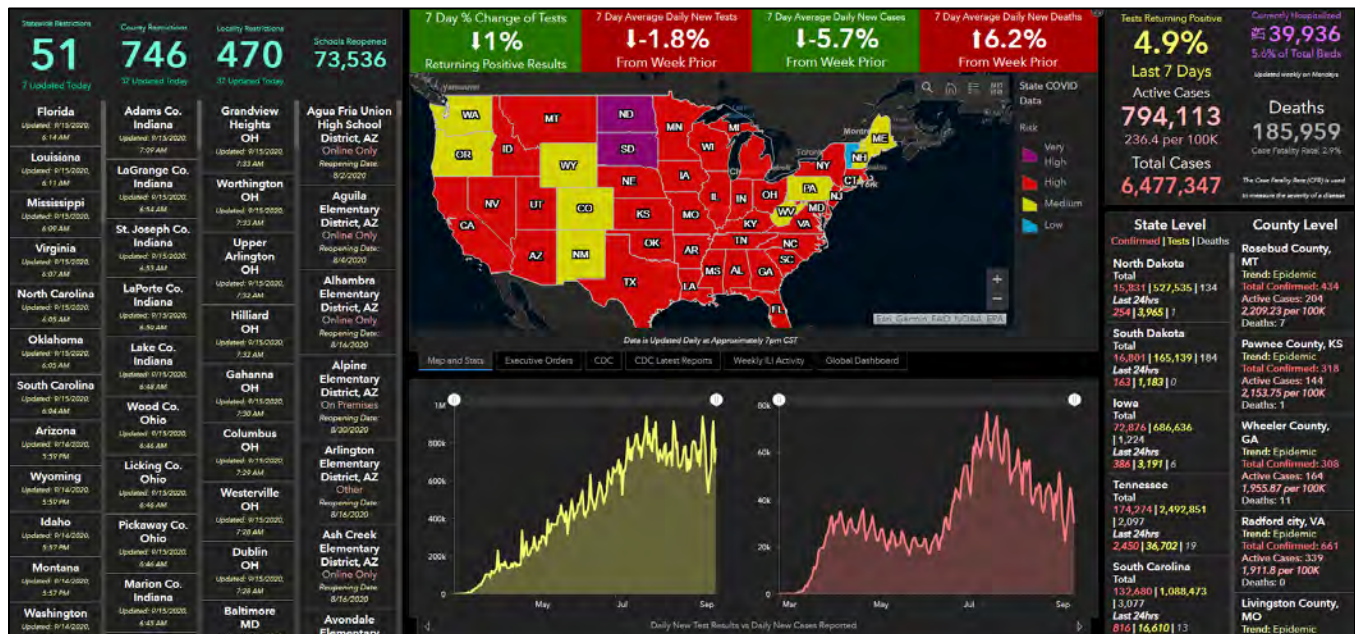
Source: <https://www.covid-19canada.com>



3.1. CANADA NEWS

- [Trudeau urges Canadians to be vigilant as COVID-19 cases climb](#)
- [Health minister calls Ontario's 313 new COVID-19 cases a 'disturbing and significant' increase](#)
- [Montreal extends state of emergency after recording 350 new cases last week](#)
- [Guaranteed basic income emerges as top policy priority for Liberal MPs amid COVID-19](#)
- [Canada still open to vaccine deals with China, says minister](#)
- [Here's what back-to-school looks like in Nunavut, Canada's only region with zero COVID-19 cases](#)
- [COVID-19 and kids' health: Your questions answered](#)
- [Ontario hospitals alarmed by increase in COVID-19 cases, warn province 'losing ground'](#)
- [With 276 new infections, Quebec surpasses 65,000 cases of COVID-19](#)

4. COVID-19 IN USA





Coronavirus Cases
6,751,883

Deaths:
199,164

Recovered:
4,029,037

USA State	Total Cases	Total Deaths	Total Recovered	Active Cases	Tot Cases/ 1M pop	Deaths/ 1M pop	Total Tests	Tests/ 1M pop	Population
USA Total	6,751,883	199,164	4,029,037	2,523,682	20,398	602	92,928,996	280,750	
California	765,779	14,467	378,323	372,989	19,381	366	12,806,189	324,107	39,512,223
Texas	697,735	14,582	600,046	83,107	24,063	503	5,637,040	194,408	28,995,881
Florida	665,730	12,649	154,588	498,493	30,996	589	4,948,075	230,382	21,477,737
New York	478,379	33,128	382,815	62,436	24,591	1,703	9,381,651	482,259	19,453,561
Georgia	295,337	6,353	61,700	227,284	27,816	598	2,905,977	273,699	10,617,423
Illinois	264,839	8,546	199,536	56,757	20,900	674	4,771,796	376,568	12,671,821
Arizona	208,725	5,322	32,975	170,428	28,676	731	1,578,693	216,892	7,278,717
New Jersey	200,522	16,158	165,645	18,719	22,576	1,819	3,189,970	359,142	8,882,190
North Carolina	185,781	3,060	167,257	15,464	17,714	292	2,634,819	251,220	10,488,084
Tennessee	174,274	2,097	156,808	15,369	25,519	307	2,487,707	364,276	6,829,174
Louisiana	157,947	5,252	140,440	12,255	33,976	1,130	2,078,364	447,076	4,648,794
Pennsylvania	150,045	7,956	118,951	23,138	11,720	621	1,829,672	142,921	12,801,989
Alabama	139,459	2,355	54,223	82,881	28,443	480	1,070,171	218,260	4,903,185
Ohio	138,642	4,429	115,708	18,505	11,861	379	2,616,007	223,799	11,689,100

Chicago: University of Illinois Hospital Nurses have started a 7-day strike as their 3-year contract expired 7 Sept. The hospital and union could not agree on the nurses' demands for more staffing and safety measures.

Houston: Seven schools report confirmed COVID-19 cases after just one week of reopening. The city is allowing some public events to resume at 25% capacity and mandatory masks for attendees.

Pittsburgh: The state is relaxing requirements on childcare providers to relieve pressure on parents returning to work. All providers must register with the government and have background checks before opening.

Salt Lake City: CDC reports 12 x children from 3 x separate child-care facilities were infected with COVID-19 and spread it to their families.

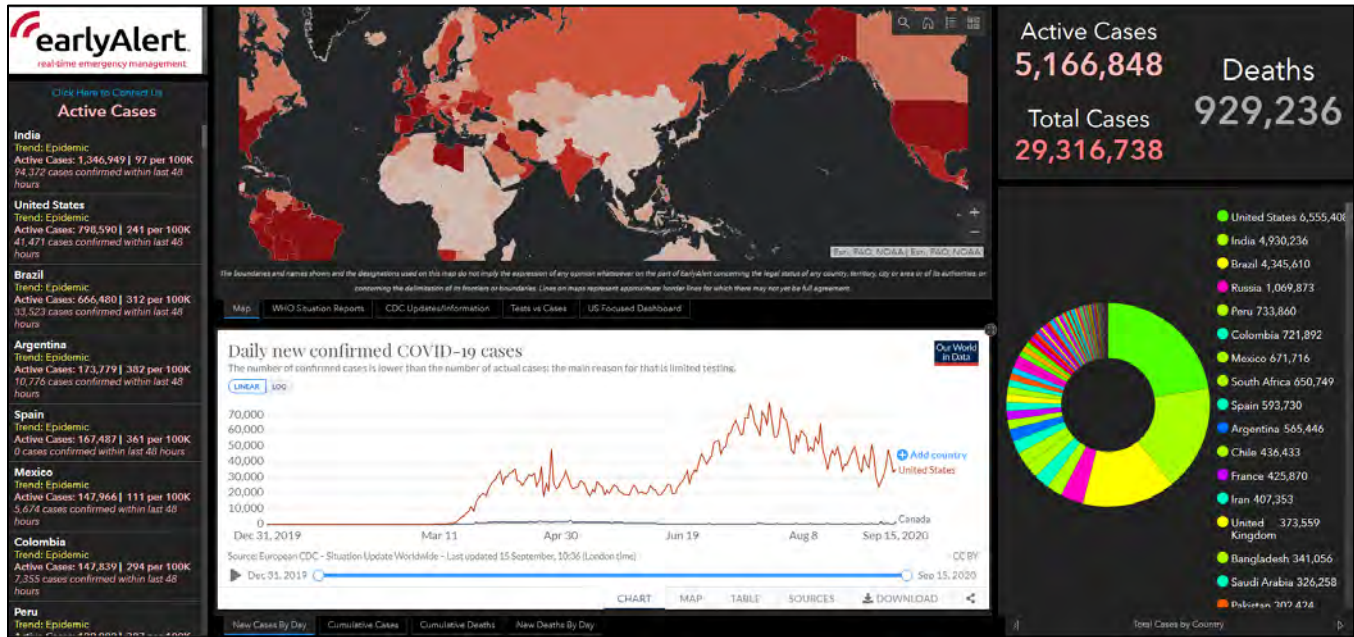
Seattle: The city has announced they will keep 4 x COVID-19 testing sites open if air quality does not decrease further. They will also open a Healthy Air Center south of downtown for the homeless.

St Petersburg: Florida bars will be allowed to reopen at 50% capacity this Monday. Pinellas County school district is implementing a "surgical quarantine," isolating a single class at a local high school after a student who tested positive likely exposed several students.

4.1. USA NEWS

- [Fauci says U.S. needs to 'hunker down' for fall and winter](#)
- [Smoke from wildfires can worsen COVID-19 risk, putting firefighters in even more danger](#)
- [U.S. COVID-19 cases fall 15% in past week, deaths down for four weeks](#)
- [Retirements, layoffs, labor force flight may leave scars on U.S economy](#)
- [Record one-day increases in COVID-19 cases in seven U.S. states](#)
- [Relief groups turn to hotels to shelter West Coast fire evacuees amid coronavirus pandemic](#)
- [Covid-19 death rate slows slightly as U.S. nears grim 200,000th fatality milestone](#)

5. GLOBAL COMMON OPERATING PICTURE



Total Confirmed		Total Deaths		Total Recovered			Mortality Rate			
29,504,404		933,955		21,329,915			3.17%			
#	Country	Confirmed	Deaths	Recov.	Mort.	Critical	Active	Cases /1M	Active /1M	Deaths /1M
1	USA us	6,751,113 (+1,824)	199,148 (+148)	4,028,794	2.9%	14,104	2,523,171	20,371	n/a	601
2	India IN	4,948,592 (+22,078)	81,039 (+231)	3,873,627	1.6%	8,944	994,326	3,579	n/a	59
3	Brazil BR	4,349,544	132,117	3,613,184	3.0%	8,318	604,243	20,433	n/a	621
4	Russia RU	1,073,849 (+5,529)	18,785 (+150)	884,305	1.7%	2,300	170,759	7,358	n/a	129
5	Peru PE	733,860	30,812	573,364	4.2%	1,460	129,684	22,194	n/a	932
6	Colombia CO	721,892	23,123	606,925	3.2%	863	91,844	14,156	n/a	453
7	Mexico MX	671,716 (+3,335)	71,049 (+43)	475,794	10.6%	2,747	124,872	5,199	n/a	550
8	South Africa ZA	650,749	15,499	579,289	2.4%	539	55,961	10,944	n/a	261
9	Spain ES	593,730	29,848	n/a	5.0%	1,157	563,882	12,698	n/a	638
10	Argentina AR	565,446	11,710 (+43)	438,883	2.1%	2,992	114,853	12,487	n/a	259
11	Chile CL	436,433	12,013	407,725	2.8%	906	16,695	22,790	n/a	627
12	Iran IR	407,353 (+2,705)	23,453 (+140)	349,984	5.8%	3,811	33,916	4,837	n/a	278
13	France FR	387,252	30,950	89,507	8.0%	712	266,795	5,930	n/a	474
14	UK GB	371,125	41,637	n/a	11.2%	79	329,488	5,461	n/a	613
15	Bangladesh BD	341,056 (+1,724)	4,802 (+43)	245,594	1.4%	n/a	90,660	2,067	n/a	29
16	Saudi Arabia SA	326,930 (+672)	4,338 (+33)	305,022	1.3%	1,286	17,570	9,361	n/a	124
17	Pakistan PK	302,424 (+404)	6,389 (+6)	290,261	2.1%	563	5,774	1,364	n/a	29
18	Iraq IQ	294,478	8,086	229,132	2.7%	539	57,260	7,289	n/a	200
19	Turkey TR	292,878	7,119	260,058	2.4%	1,301	25,701	3,465	n/a	84
20	Italy IT	288,761	35,624	213,950	12.3%	197	39,187	4,777	n/a	589
21	Philippines PH	269,407 (+3,544)	4,663 (+34)	207,352	1.7%	1,048	57,392	2,452	n/a	42
22	Germany DE	263,721 (+500)	9,437 (+1)	237,550	3.6%	237	16,734	3,146	n/a	113
23	Indonesia ID	225,030 (+3,507)	8,965 (+124)	161,065	4.0%	n/a	55,000	821	n/a	33
24	Israel IL	162,273 (+1,905)	1,141 (+5)	120,443	0.7%	533	40,689	17,643	n/a	124
25	Ukraine UA	159,702 (+2,905)	3,264 (+53)	70,810	2.0%	177	85,628	3,656	n/a	75
26	Canada CA	138,261 (+251)	9,183 (+4)	121,341	6.6%	53	7,607	3,649	n/a	243



6. LAW ENFORCEMENT AND CRIME REPORTING

- [Victim Beaten After Asking Unmasked Florida Man to Socially Distance: Police](#)
- [2 Los Angeles deputies shot in apparent ambush in patrol car: police](#)
- [Man arrested after admitting he used Molotov cocktail to start brush fire in Portland](#)

7. TRAVEL

- [Delta flight from Detroit to Los Angeles delayed after passenger refuses to wear mask](#)
- [WestJet to provide free COVID-19 travel insurance to airline customers](#)
- [What it's like travelling to Cancun during COVID-19](#)

8. SOLUTION AND RESPONSE EFFORTS

- [Pfizer coronavirus vaccine could be given to Americans before end of the year, CEO says](#)
- [As Americans await a COVID-19 vaccine, health officials worry the US isn't ready for one](#)
- [Coronavirus vaccine-makers keep safety details quiet, alarming scientists](#)
- [Now everyone's a statistician. Here's what armchair COVID experts are getting wrong](#)

9. MEDICAL INFORMATION

- [COVID-19 ventilator patients can have permanent nerve damage from prone position](#)
- [Best bet to beat COVID-19 this fall? Flu shots](#)
- [Loneliness doubled among older adults in first months of COVID-19, poll shows](#)
- [The lasting misery of coronavirus long-haulers](#)

10. INTERNATIONAL DATA

- [WHO sees record daily rise in cases around world](#)
- [Israel to impose three-week national lockdown](#)
- [No masks, no distancing: Schools in Denmark defy COVID-19 — with success so far](#)
- [Russia to send Mexico 32 million doses of Covid vaccine in November](#)
- [Not everyone in China will need vaccine, CDC chief says](#)
- [Spain reports 27,000 cases over weekend](#)

11. ECONOMIC IMPACT

- [The Other Way Covid Will Kill: Hunger](#)
- [Amazon to hire 100,000 to keep up with online shopping surge](#)
- [Airline stocks led higher by Delta Air after travel demand rises to post-COVID-19 high](#)
- [Pandemic may permanently replace some human jobs with machines](#)
- [COVID-19 vaccine hopes lift world stocks, dollar eases](#)
- [In 2020, campus life is masked, distant and strictly monitored](#)

12. CYBER NEWS

- [Ransomware Was the Top Cyber Insurance Claim in Q1 2020](#)
- [Feds warn COVID-19 researchers again of threat of foreign actors](#)
- [COVID-19 Amplifies Existing Cybersecurity Crisis](#)



End Report

Please submit feedback to:

Scott McGregor, CD, BCom

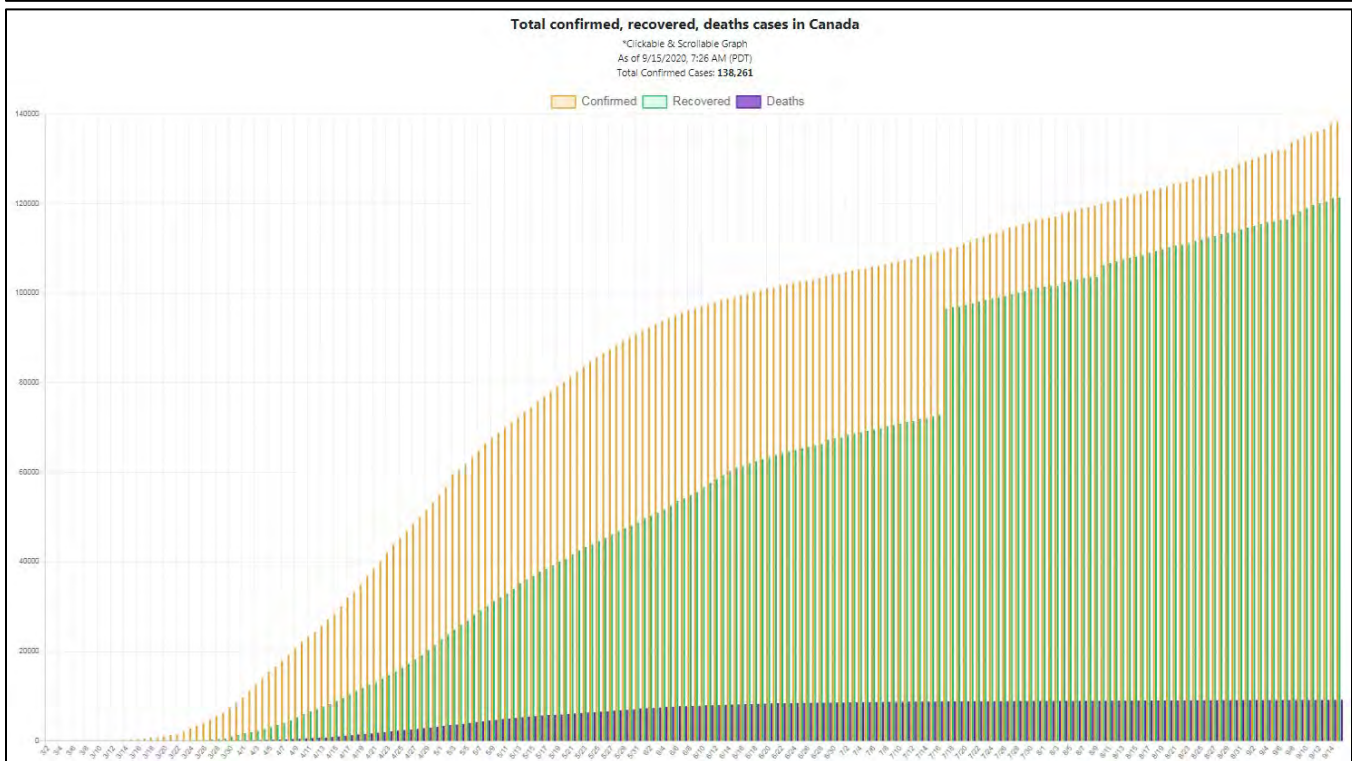
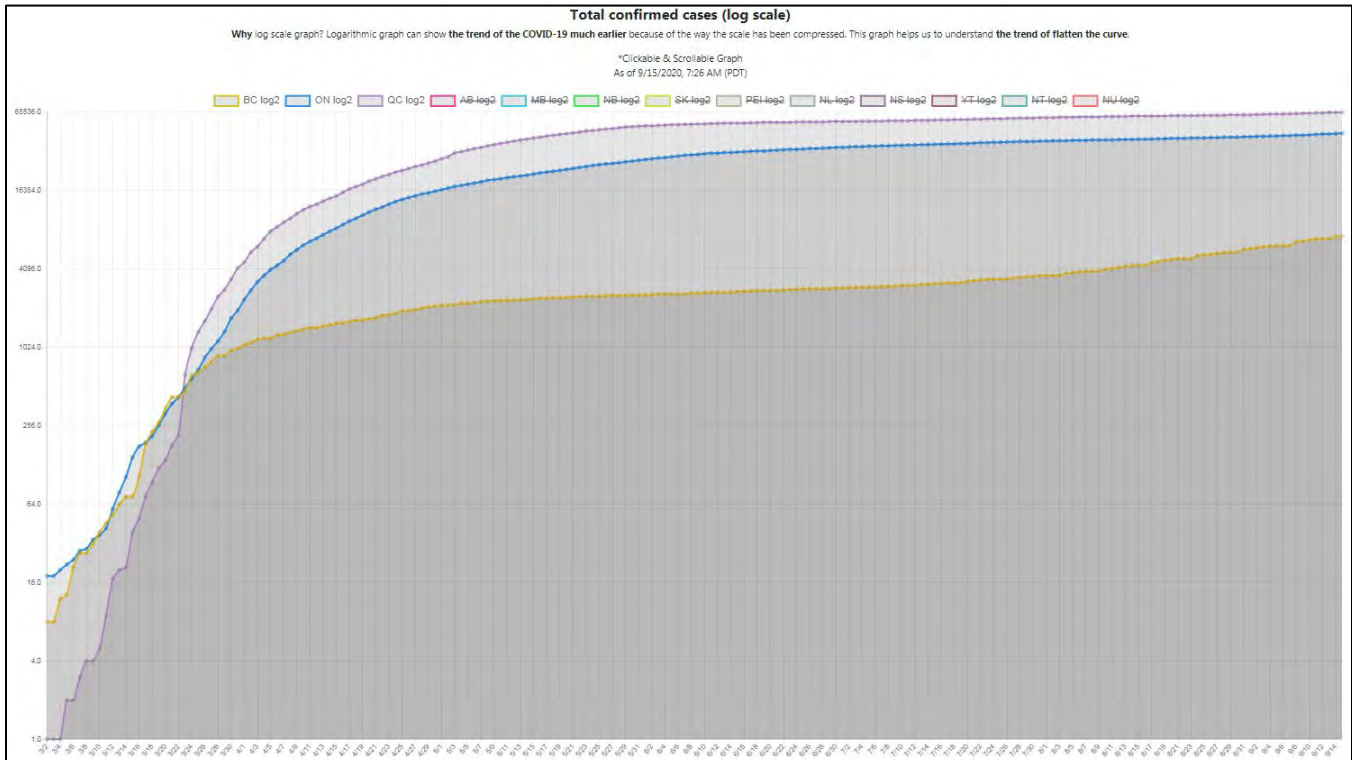
Intelligence Manager

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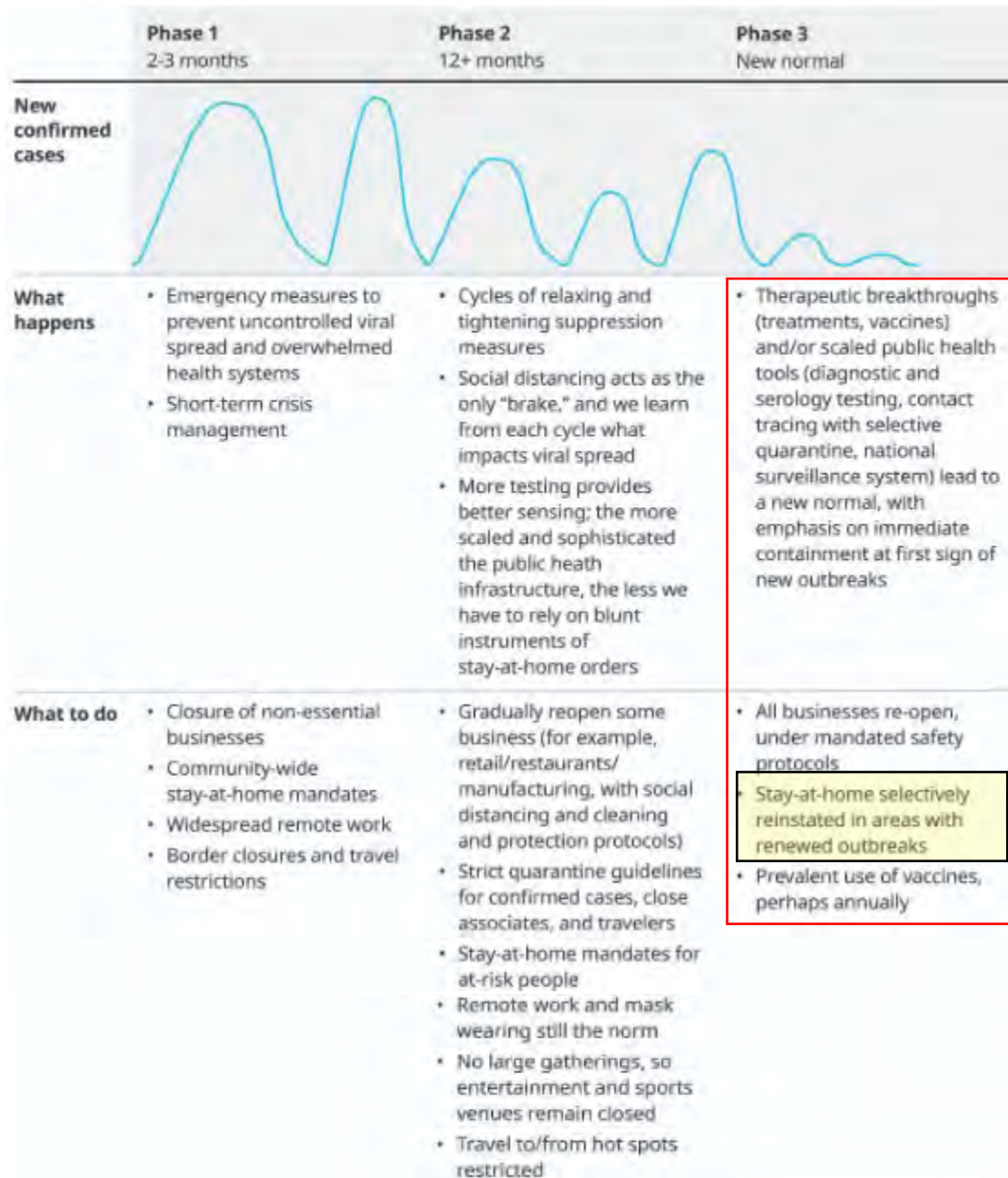
13. APPENDIX A – Canadian Tracking Information



Source: <https://www.covid-19canada.com/graphs>



14. APPENDIX B – Phase 1 to 3: Progression on Managing COVID-19 Pandemic



Source: <https://www.oliverwyman.com/our-expertise/insights/2020/apr/getting-back-to-work-responsibly.html>