Please take a few minutes to answer the following questions from TD Bank regarding return to work programs (returnships or relaunch programs for those that have been out of work for more than 2 years).

- Do you have a return to work program? If yes, how long has it been in place?
- What are the benefits of the program?
- In your experience, do you believe there any risks of implementing a program?
- What success have you had or not had from running a program like this?
- If you do have a program, would you be willing to share specifics?

*Tracey Dalessio, TD Bank*

<table>
<thead>
<tr>
<th>COMPANY, CONTACT NAME</th>
<th>COMMENT</th>
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</thead>
<tbody>
<tr>
<td>Dot Foods</td>
<td>We do not have a return to work program.</td>
</tr>
<tr>
<td>Kelly Oliver <a href="mailto:kelly.oliver@dotfoods.com">kelly.oliver@dotfoods.com</a></td>
<td></td>
</tr>
<tr>
<td>Chubb</td>
<td>Chubb does not currently have a program like this.</td>
</tr>
<tr>
<td>Julie Flores <a href="mailto:julieflores@chubb.com">julieflores@chubb.com</a></td>
<td></td>
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</tbody>
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| American Express      | • Do you have a return to work program? If yes, how long has it been in place? Yes – 2 business units recently piloted returnship programs this year  
  • What are the benefits of the program? Attract new talent to the organization, provide in-depth job experience that aids in on ramping an experienced hire, etc.  
  • In your experience, do you believe there any risks of implementing a program? The business needs to actively engage in creating & designing the program. We currently have 2 BUs running returnship programs. Each looks different in the amount of time for the returnship and the total number of weeks needed to on ramp. From speaking with the business, they need to be fully involved and invested to ensure the best candidate is chosen for the |
<p>| Nicole Austin <a href="mailto:nicole.j.austin@aexp.com">nicole.j.austin@aexp.com</a> |         |</p>
<table>
<thead>
<tr>
<th>Company</th>
<th>Contact Person</th>
<th>Response</th>
</tr>
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<tbody>
<tr>
<td>PIMCO</td>
<td>Sara Picollo</td>
<td>No, we don’t have a program in place. We explored creating a program and/or partnering with an organization/conference focused on this employee population a few times over the past 10 years and each time found that our roles and culture didn’t align well with the candidate population.</td>
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<td>EY</td>
<td>Maryella Gockel</td>
<td>EY does not have a formal return to work program, however one of the best I’ve heard over the years is the Goldman’s “Returnship” (their name for their program) so you may want to reach out to them.</td>
</tr>
<tr>
<td>NSA</td>
<td>Jeanne Matotek</td>
<td>At the National Security Agency we do not have a return to work program but I would be interested in hearing what others are doing in this arena.</td>
</tr>
</tbody>
</table>
| Chevron      | Sara Kashima         | • Do you have a return to work program? If yes, how long has it been in place? **Chevron has some specific RTW programs for women who have been out on maternity leave, but typically their leave is 3-6 months, not 2+ years.**  
• What are the benefits of the program?  
• In your experience, do you believe there any risks of implementing a program?  
• What success have you had or not had from running a program like this?  
• If you do have a program, would you be willing to share specifics? **We don’t have anything like this, but are interested in learning more about your program.** |
| FM Global    | Mary Fox             | FM Global does not have a formal return to work program.                                                                                                                                                  |
The Commonwealth of Massachusetts
Ron Arigo
ronald.arigo@state.ma.us

We do not have a program such as this, but I am interested in what you learn.

Additional Information

*Returnships Offer Employers Ways to Find Skilled Diverse Employees* – SHRM
- Includes examples of programs that are already in place at:
  - BP
  - Goldman Sachs
  - reacHIRE
    - An organization that helps women who face significant obstacles in returning to their careers

*The Benefits of Returnships* – HR Magazine
- Highlights the implementation of and positive returns from a returnship program at Redington
- “Our returners offered much more than gender diversity. Having people come back to work after a period out brings a different, rounded and mature perspective to a young business like ours. All our returners continue to have a tremendous impact on our firm across many dimensions.”
- This year, they plan to reach out not only to women, but also to retirees and military interns