Toyota would like to hear from you regarding the flexible work programs offered at your organizations. Please answer the following questions:

1) What type of flexible work arrangements do you offer?
   a. For exempt employees?
   b. For non-exempt employees?
   c. Do you offer anything different for your employees in CA?

2) How do you communicate your flexible work programs?

3) How is your organization’s culture with respect to workplace flexibility?

*Dawn Mugavero, Toyota, April 15, 2014*

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<thead>
<tr>
<th>COMPANY, CONTACT NAME</th>
<th>COMMENTS</th>
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</table>
| Allstate Elvia Herrera | 1) Informal flexible arrangements. We have, Work From Home, Job Share, Flextime, remote works, hoteling, compress work weeks and telecommuting.  
  a. Yes  
  b. Yes, but slightly more limited  
  c. No  
  2) It is on our portal.  
  3) It varies by location and business unit. |
| AstraZeneca Liz Perotti | 1) We offer the following flexible working arrangements for exempt, non-exempt, including CA employees.  
  **Flextime** – Employees work a full-time schedule (37.5 hours per week) but vary their workday start and end times around core hours.  
  **Teleworking** – Employees engage in office-type work at home or at another work site for one day each week instead of at their designated office locations. Eligibility for teleworking is determined by whether job requirements and the needs of the business, co-workers, and internal and external customers can be met working off-site.  
  **Part-time** – Employees work less than the regular full-time (37.5 hours per week) work schedule. (Includes Job Share.)  
  **Informal/Ad Hoc Flexibility** – There may be times when informal flexibility is needed on an ad hoc basis to meet business and personal needs, including such things as:  
  Working with colleagues in different time zones or ensuring coverage may necessitate a shift in start or end times on a temporary basis.  
  When travel or evening or weekend business events necessitate extensive work outside of normal business hours.  
  **Summer Hours** – From the Friday of Memorial Day weekend through Labor Day weekend, employees generally work a longer day Monday through Thursday and half-day on Friday. |

Allstate Elvia Herrera
Elvia.Herrera@allstate.com

AstraZeneca Liz Perotti
Liz.Perotti@astrazeneca.com
2) We communicate our flexible work programs in New Hire Orientation. We will also post communications before & after Summer Hours.

3) AstraZeneca promotes Flexible Work Arrangements (FWAs) as tools to improve business performance by supporting employees in managing their commitments inside and outside of work. FWAs provide employees with options for when, where and how they work to enhance business and personal effectiveness and success. Some managers are better than others with regards to supporting FWAs.

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<tr>
<th>Company</th>
<th>Contact Person</th>
<th>Comment</th>
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<tbody>
<tr>
<td>Chevron</td>
<td>Sara Kashima</td>
<td>Response from Chevron is below…feel free to contact me with any questions.</td>
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</table>
|         | SKSH@chevron.com | 1) The most prevalent is the 9/80 compressed work week schedule where every other weekend is a 3-day weekend (alternate Fridays are days off). Over 60% of our US workforce and 44% of our global workforce is on the 9/80 schedule. We offer part-time but this is a very small percentage of our workforce who works part-time. We also offer the 4/10 compressed work schedule. There are a small # of employees who work a job share.  
   a. 9/80 schedule  
   b. 9/80 schedule  
   c. No.  
2) Via the intranet and periodic communications through HR.  
3) It depends on the business unit, as Chevron is very decentralized. Some business units are much more flexible than others. |
| Chubb & Son Insurance | Julie La Saracina | 1) Chubb offers teleworking, flex time, compressed workweeks, part-time, and job sharing  
   a. All of the options listed above are available for exempt employees.  
   b. All of the options listed above are available for nonexempt employees. The types of compressed workweeks available for nonexempts is not as expansive as it is for exempts.  
   c. The available options in CA do not differ, but there are some procedural differences based on local law. These procedures are overseen by the local HR Manager.  
2) It typically first comes up during hiring discussions. After that, employees are informed during new hire orientation. We typically have one or two all-employee blast emails about the program each year. Passively, we have a website dedicated to the program. Some offices also display posters.  
3) While there remain to be pockets of resistance, on the whole, there is support. |
| Deere & Company | Gail Henderson | 1)  
   a. Telework, Compressed Work Week, Flex Time, Part Time  
   b. For non-production, non-bargained salaried employees we offer the same, Telework, Compressed Work Week, Flex Time and Part |
Time

c. No, however due to the overtime laws requiring us to pay overtime for more than 8 hours a day, it is up to managers to determine if non-exempt employees can work a compressed workweek. We have very few employees in CA.

2) At a Corporate level we use an electronic newsletter to employees on HR matters, and an electronic newsletter to managers on HR matters. We also have a Work-life Web site that has a special section dedicated to flexible work-arrangements.

Divisions (Ag or Construction for example) and Unit locations also have special promotions for work-life and flexible work arrangements.

3) The nature of work has been supportive of flexibility. Working globally and working with teams virtually has helped us recognize the need for workplace flexibility. Our senior leadership is very supportive. We have a Teleworker ERG in place now. We have been successful introducing flexibility in many countries and are gaining participants. As a heavy manufacturing company, we have many jobs that require work be done at the physical location and communicate that the various types of flexibility will not be an option for all employees.

<table>
<thead>
<tr>
<th>Herman Miller</th>
<th>I attached a summary of FWA programs. This will answer a. and b. Let me know if you have further questions.</th>
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<tbody>
<tr>
<td>Kim Smit</td>
<td>1)</td>
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<tr>
<td></td>
<td>a. See attachment</td>
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<td>b. See attachment</td>
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<td></td>
<td>c. No</td>
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<td></td>
<td>2) We utilize our intranet. We have pages of information, processes and tools</td>
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<td></td>
<td>3) For the most part accepting, different areas and buildings vary in usage. Many of our professional jobs have daily flexibility in addition to the formal programs.</td>
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<tr>
<th>IBM</th>
<th>1) Job Share, Compressed/Flexible Work Week, Individualized Work Schedule, Part Time Reduced Work Schedule, Work at Home, Leave of Absence, Mobile - available options vary by country guidelines, job role, etc.</th>
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<tr>
<td></td>
<td>a.</td>
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<td></td>
<td>b.</td>
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<td></td>
<td>c. No</td>
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<td></td>
<td>2) Work-Life Toolkit on intranet, Education modules, team/organization meetings, during Work-Life Integration month</td>
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<td>3) IBM has a strong culture with respect to workplace flexibility.</td>
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<tr>
<th>Sanofi-aventis</th>
<th>1) What type of flexible work arrangements do you offer?</th>
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<tbody>
<tr>
<td>Ayelet Mosaffi</td>
<td>a. For exempt employees?</td>
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</table>
| **Ayelet.Mosaffi@sanofi.com** | **University of Kentucky**  
**Erika Chambers**  
**erikachambers@uky.edu** |
|---|---|
| Telework, occasional remote work, part-time, job share for field sales  
  b. For non-exempt employees?  
  Telework and occasional remote work and part time. Typically non-exempt home office utilized occasional remote work vs telework (1-2 days working remotely). This is not applicable for the manufacturing sites.  
  c. Do you offer anything different for your employees in CA?  
  no  
2) How do you communicate your flexible work programs?  
The information is posted on our intranet. When we launched we send employees news articles. |
| 4) a. Flextime, telework, summer and winter hours  
b. Flextime, telework, compressed workweek, summer and winter hours  
c. We do not have employees in California. However, I created and managed a flexible work initiative at my previous employer in California and would have happy to talk with you more about this. Essentially, for our non-exempt employees we offered flextime and, depending on their role and ability to account for their time, we offered telework one or two days a week.  
5) Via internal newsletters, our website: [http://www.uky.edu/hr/work-life/workplace-flexibility/what-is-workplace-flexibility](http://www.uky.edu/hr/work-life/workplace-flexibility/what-is-workplace-flexibility), new employee orientation, team presentations, and benefit packages.  
6) It varies widely by department and manager. I would not say that we currently have a culture of flexibility. |