CWF Resources for AstraZeneca (Flexibility)
Information Request on Global Flexibility (2011) (attached)
Information Request on Flexibility (2010) (attached)

CWF Resources

- **CWF Research Report**: Overcoming the Implementation Gap: How Twenty Leading Companies are Making Flexibility Work [Full Report/Executive Summary]
  - This report presents in detail an array of exemplary programs from leading companies along with insights, recommendations, and strategies believed to be responsible for their success
- **CWF Executive Briefing Series**: Creating a Culture of Flexibility
  - Obstacles to successful implementation – why is it so difficult to integrate flexibility into the culture of the workplace?
  - How leading companies are moving beyond the barriers to sustain a flexible work culture.
- **CWF Metrics Manual**: 10 approaches to Measuring Work-Life Initiatives
  - This Manual helps practitioners strengthen their ability to measure progress, evaluate results, and responsibly manage investments. The measurement processes offered provide employers practical options for measuring their work/life initiatives.
- **Implementing Workplace Flexibility**: Flexibility Training Module for Managers (upon request)
  - CWF suggested course curriculum for manager training
- **CWF Research Report**: Measuring the Impact of Workplace Flexibility
- **Listserv Summary on Compressed Workweeks** (2011)
- **ROI of Flexibility** (2010) (attached)

Flexible workplaces have been proven to deliver bottom-line results

- Attract talent
- Employee loyalty
- Employee engagement
- Customer satisfaction
- Customer retention
- Customer service levels
- Continuity/disaster readiness
- Productivity
- Profitability
- Employee health and wellness

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Landscape of Flexibility
Organizational Best Practices

- IBM

- **Flexibility and Work-Life Principles** are communicated broadly throughout the organization (see link for full principles, summarized below). IBM recognizes that flexibility is about culture change and uses its "Flexibility Principles" to define what that means for IBM as follows:
  - **The Enterprise doesn't stop**, but that does not mean employees work 24 x 7 x 365.
  - **Balancing of needs**: of our clients, our business, team effectiveness and the individual employee.
  - **Trust and personal responsibility**.
  - **Range of options** for flexible work.

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**Figure 1**

The Flexibility Spectrum

<table>
<thead>
<tr>
<th>Let's Make a Deal</th>
<th>Moving Toward Formalization</th>
<th>Evolution to Strategy</th>
<th>Cultural Embedding</th>
</tr>
</thead>
<tbody>
<tr>
<td>No flexibility philosophy, strategy or policy</td>
<td>Written policies and programs exist, BUT...</td>
<td>Flexibility is perceived as strategic—an essential element in achieving organizational success</td>
<td>Flexibility is part of the organizational culture, embedded into the job and workplace design, all aspects of talent management, and how work is done</td>
</tr>
<tr>
<td>Flexibility takes place &quot;under the radar&quot; as an individual accommodation or &quot;deal&quot; granted to high performers (or other favorites) on a case-by-case basis</td>
<td>Flexibility is limited to selected segments of the workforce and/or</td>
<td>Flexibility practices broaden to address: - Scheduling - Careers (interweaving work with leave and time off across the career lifecycle) - Flexible ways of working - Leadership by example - Management style - Cultural norms - Processes - Responses to diverse needs across generations and other demographics</td>
<td>Link between agility as a business/organizational excellence imperative and flexibility as a people strategy is understood</td>
</tr>
<tr>
<td>IBM Flexibility and Work-Life Principles are communicated broadly throughout the organization (See link for full principles, summarized below). IBM recognizes that flexibility is about culture change and uses its &quot;Flexibility Principles&quot; to define what that means for IBM as follows:</td>
<td>Flexibility practices are concentrated primarily in one mode (e.g., flexible scheduling, career flexibility, etc.)</td>
<td>Workplace flexibility is considered a core competency—important enough to train people for</td>
<td>Organizationwide focus on results over hours, face-time or level</td>
</tr>
<tr>
<td>• IBM</td>
<td>No systematic training of managers or employees</td>
<td>• Flexibility is part of the organizational culture, embedded into the job and workplace design, all aspects of talent management, and how work is done</td>
<td>Universal access to flexibility needed for personal and professional success</td>
</tr>
<tr>
<td></td>
<td>Inconsistent management practices abound</td>
<td>• Flexibility practices are concentrated primarily in one mode (e.g., flexible scheduling, career flexibility, etc.)</td>
<td>Flexible practices measurably contribute to organizational outcomes by enhancing excellence, innovation, productivity and/or engagement</td>
</tr>
</tbody>
</table>
Understanding differences:
Focus on results: In the new world of work, work is something you do, not a place you go. Focus on results, setting goals and measuring performance. The new world of work provides an opportunity for an outstanding experience for IBM customers, clients and employees.
Roundtable Member Contact: Anupama Vaish anuvaish@in.ibm.com; +91 9560509305

Chubb & Son Insurance
- Flex Coaches: Role of managers is critical and the Chubb program emphasizes training for all managers. Chubb has gone one step further by identifying flex coaches that can talk through specific cases and figure out a program that may be mutually beneficial.
- Training and Roll Out Phase: Approximately 2 months. Critical goal: Ensure that HR and Business Managers are trained before the program is released. The Workplace Flexibility Office worked with the HR Communications Specialist to design and implement a roll out communications plan, which included posters, a memo to managers, intranet announcement, and blast email.
- Branding: Chubb's flex program motto: “work. Life. Better Together” emphasizes the enriching qualities of Flexibility. Many organizations focus on avoiding conflict—which sets up flexibility as a zero sum game of balance. The research acknowledges that a positive approach where one aspect of your life enriches the other can give you the sense of expansion. This positive perception strongly influences your ability to cope and your sense of work-life integration.
  Roundtable Member Contact: Julie LaSaracina jlasaracina@chubb.com; 908-903-2047

Pearson
- Accountability Guide (attached)
  - Developed to help managers and employees with Flexible Work Options and provide guidance and tools to help everyone be successful no matter when, where or how they work.
  Roundtable Member Contact: Chris Pfeiffer christine.pfeiffer@pearson.com, 201-236-3378

State Street
- 2012 Fall Roundtable Presentation: Manager Initiated Flex, Maia Germain
  - Flex governance structure: designed to ensure that the program evolves in line with the enhancement of the operating model, business transformation and innovative technology solutions, while focusing on the need to rapidly implement the program globally.
  - Flex resources rolled out include: Manager & Employee Guide to Flexible Work, Manager-Initiated Toolkit (overview of toolkit provided)
Trends regarding Compressed Workweeks in Pharmaceutical Industry
Executive Summary CWF Benchmarking Report for Eli Lilly & Company (2009) (attached)

AstraZeneca participated in this benchmarking survey, along with 4 other pharma members. In return for participation, all participants received the executive summary of results.

Table 2: FWAs Offered at Participating Organizations

<table>
<thead>
<tr>
<th>Arrangement</th>
<th>Offered (Yes/No)</th>
<th>Definition</th>
<th>Available to</th>
<th>Utilization rates</th>
</tr>
</thead>
<tbody>
<tr>
<td>a. Flexible hours</td>
<td>All 8 companies offer some version</td>
<td>Periodically change starting and quitting times within some range of hours.</td>
<td>Almost everyone; some companies feel this is not possible for some jobs in manufacturing or in jobs with union contracts.</td>
<td>Use is hard to track; almost everyone said flexible hours are widely used. One company allows employees to change hours regularly within 1-2 hours without much ado; others leave these arrangements up to their managers.</td>
</tr>
<tr>
<td>b. Compressed Work Schedule (9/80, 4x10)</td>
<td>All 8 offer this possibility</td>
<td>Compress work week by working longer hours on fewer days.</td>
<td>Almost everyone; some jobs may even require it.</td>
<td>Use is hard to track; rates varied across organizations with some reporting wide use and some reporting little use of this option.</td>
</tr>
<tr>
<td>c. Part-time work</td>
<td>All 8 offer this option</td>
<td>Work less than the standard number of hours each week.</td>
<td>Field reps typically, Mothers use this but it is available to almost all employees.</td>
<td>Utilization ranged from widespread use to hardly any part time employees. One company said that this option is becoming popular for pre-retirees.</td>
</tr>
<tr>
<td>d. Job Sharing</td>
<td>All 8 offer this option</td>
<td>Two employees share one full time job.</td>
<td>Policy is available to all, but in reality, some jobs cannot be constructed this way.</td>
<td>Use of this option is not widespread. One organizational representative said that this was preferred over standard part time and becoming more popular as a result.</td>
</tr>
<tr>
<td>e. Full-time Work at Home</td>
<td>6 of 8 companies offer this option</td>
<td>Work from home all the time.</td>
<td>Some jobs cannot be carried out off site such as manufacturing jobs, and jobs that require lab work.</td>
<td>One company reported that 42% of employees use this; another company said that field reps and sales people do it but while their home is their base, they spend most of their time out on the road, for the other companies who offer this option, use was low.</td>
</tr>
<tr>
<td>f. Telecommuting some days (less than full time)</td>
<td>All 8 companies offer this option</td>
<td>Work some regular hours at home occasionally or regularly.</td>
<td>Varies by organization, but limited in all cases to work that can be successfully conducted off-site.</td>
<td>Laptops are standard issue in one organization, making teleworking easier. The use of occasional telework is widespread and increasing in several companies.</td>
</tr>
</tbody>
</table>

The Compressed Workweek Debate
Compressed Work Week Info Request (attached)
Possible Benefits of Compressed Workweeks:

- Reduced commuting time for employees (may help meet obligations under the Clean Air Act as well)
- Reduced employee costs for transportation, child care or other daily work-related expenses
- Increased morale and possible increases in productivity or customer service as a result of improved morale.
Possible Drawbacks of Compressed Workweeks:
- There may be a lack of supervision during some hours of the workday.
- There is the potential for reductions in productivity or customer service due to longer working hours.
- Stress may increase in some occupations from repetitive work or “burnout.”
- Periodic absenteeism has a proportionately greater impact on work time.
- The administration of payroll, leave and holidays may be slightly more complicated.

Employers Rethinking 5 Day Work Week
In 2011, about 34 percent of employers offer some sort of compressed workweek benefit, up from 26 percent in 2008, according to the Society for Human Resource Management.