Sanofi-aventis is doing benchmarking on teleworking programs. Please answer the following questions:

1. Does your Telework Program permit employees to work remotely 3 or more days?
2. If so, how do you handle any tax implication to the company or employees e.g. if they work and live in another state?

Ayelet Mosaffi, Sanofi-aventis, October 1, 2013

<table>
<thead>
<tr>
<th>COMPANY, CONTACT NAME</th>
<th>COMMENTS</th>
</tr>
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<tbody>
<tr>
<td>Allstate Elvia Herrera <a href="mailto:Elvia.herrera@allstate.com">Elvia.herrera@allstate.com</a></td>
<td>1. No</td>
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</tbody>
</table>
| Deere & Company Gail Henderson Hendersongailw@johndeere.com | John Deere does allow teleworking 3 or more days. We leave it to the manager and employee to determine the percent of time that employee is eligible to telework. For those that live and work in different states without reciprocal tax agreements we provide the following information. **Potential State Tax Withholding Implications for Teleworkers Working in Two States without reciprocal tax agreements (U.S. Employees Only)** Employees who telework between two work locations in states without reciprocal tax agreements need to be aware that their state withholding in the payroll system will only be made to the state of non-residence. Teleworkers between Iowa and Illinois locations are not impacted, due to a reciprocal tax agreement between the two states. This is not the case everywhere, however. For example, if you are a resident of North Carolina and you show 60% of your time in North Carolina on your teleworking form and 40% at an Illinois John Deere location, the state tax withholding in the payroll system will only allow for state withholding to Illinois on 40% of your earnings. A full 100% of your earnings will be subject to North Carolina state income tax reporting and will not have North Carolina withholding since the payroll system does not have an automatic way to withhold for two states. The resident state may allow a credit for taxes paid to the non-resident state. It is the teleworker’s responsibility to either have a flat withholding tax amount withheld for the resident state by providing payroll with a...
state withholding tax form with a specified flat amount of state tax or pay the necessary estimated taxes directly to the state. In addition, for bonus and stock option payments the teleworker must ensure the proper state tax is remitted for the state of residence by making the necessary estimated tax payments.

**Intel**  
Kate Nason  
kathryne.nason@intel.com

1. No- our policy is one day a week.

**Northern Trust**  
Jeanne Ulatowski  
jmu1@ntrs.com

Northern Trust has had alternative work options for quite some time. However, as we look at our square footage used, we are working at ways in which we can decrease that expense without having to downsize people. We have started a program which we call WorkSmart in which managers and/or employees work outside of the traditional office and, if they need to come into the office, they can plug in at any number of places. WorkSmart is about a year old at this point and seems to be doing well.

**Toyota**  
Dawn Mugavero  
dawn_mugavero@toyota.com

1. No.