Herman Miller is doing benchmarking on flexibility offerings for hourly production employees.

1. How many hourly production employees do you have?
   a. 0
   b. 1-200
   c. 200-500
   d. 500-1000
   e. 1000+

2. Are your hourly employees located:
   a. At one facility
   b. At multiple facilities

3. Do you offer any of the following flexibility for your hourly production employees?
   a. Flexible start and end times
   b. Part time work
   c. Compressed work week
   d. Phasing into Retirement - reducing hours
   e. Sabbaticals (part of the year off)
   f. Shift swapping
   g. Other – explain

4. Why do you offer the flexibility options for hourly production employees?
   e. Employee Engagement
   f. Employee Preferences
   g. Age of the Workforce
   h. Other

5. Do you consider your hourly production flexibility programs successful? Why?

Can a Herman Miller contact follow up with you if they have additional questions?

Kim Smit, Herman Miller, September 20, 2013

<table>
<thead>
<tr>
<th>COMPANY, CONTACT NAME</th>
<th>COMMENTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Allstate Elvia Herrera <a href="mailto:elvia.herrera@allstate.com">elvia.herrera@allstate.com</a></td>
<td></td>
</tr>
</tbody>
</table>

Dear Roundtable members,

Herman Miller is doing benchmarking on flexibility offerings for hourly production employees.

1. How many hourly production employees do you have?
   e. 1000+
3. Are your hourly employees located:
   b. At multiple facilities

4. Do you offer any of the following flexibility for your hourly production employees?
   a. Flexible start and end times
   b. Part time work
   c. Compressed work week
   f. Shift swapping

5. Why do you offer the flexibility options for hourly production employees?
   e. Employee Engagement