

Staying Ahead of the Curve: Flexible Work Strategies from Honest Tea and Sara Lee



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Jane Seibel, CEO/Founder of the Flex Pages and Flex-Friendly Certification



Debra Schwartz, VP of Human Resources at Honest Tea



Kathy Bayert, Senior Manager, Organizational Effectiveness at Sara Lee Corporation

***THE FLEX PAGES
AND
FLEX-FRIENDLY CERTIFICATION***



WHO WE ARE

Founded in 2010 as an organization that certifies and recognizes those great companies who offer flex.

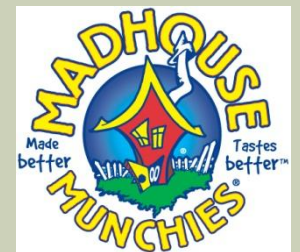
Jane Seibel, CEO/Founder

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www.theflexpages.com



SOME OF OUR COMPANIES INVOLVED



INFORMAL AND FORMAL FLEX HAPPENING RIGHT NOW!

- Flex-manager to manager
- Right to ask
- Management within teams
- Policies on the books
- Culture of Flex

www.theflexpages.com



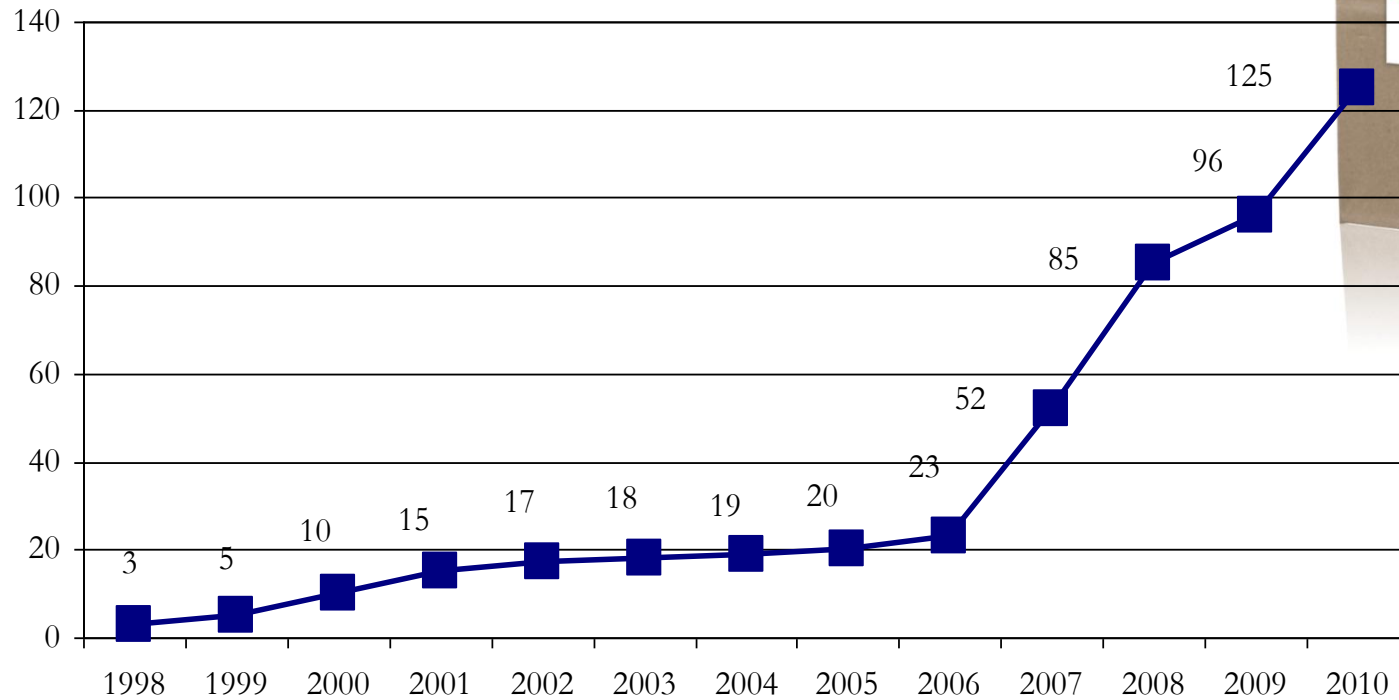
BREWING AN HONEST CULTURE

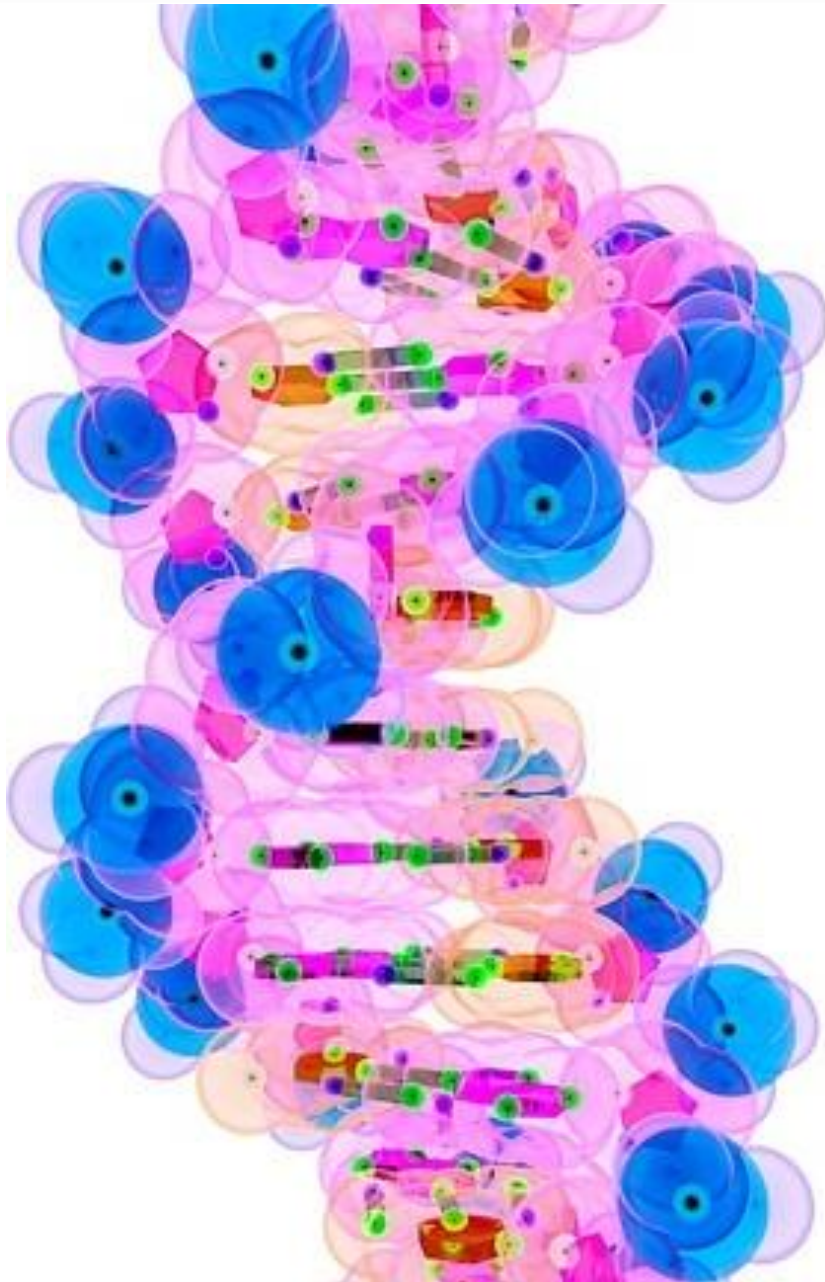
EDUCATION ALLOWANCE
PAID VOLUNTEER TIME FLEX
PROMOTING FROM WITHIN
HEALTH/WELLNESS COACH TIME
TELECOMMUTING
HEALTHY EMPLOYEE RECOGNITION
HEALTH ADVOCATE
COMMUTING ALLOWANCE
EMPLOYEE DIVERSITY
CONFIDENTIAL 3RD PARTY COUNSELING
INTRA-DEPARTMENT CONSULTANCIES

- Co-founders Seth and Barry start operations out of Seth's house in 1998
- First sale was to Whole Foods regional office with five thermoses & empty Snapple bottle
- World's first organic bottled tea & first Fair Trade Certified™ bottled tea
- Honest Tea is now the top-selling ready-to-drink organic bottled tea in the U.S.
- Coca-Cola purchased 40% of Honest Tea in February 2008; in March 2011, Coca-Cola acquired remaining shares for full ownership



- A career in food and hospitality
- HR department created in 2007
- Hired 73 employees in 3 years with a dept of 2.5
- Snack packs, wellness programs



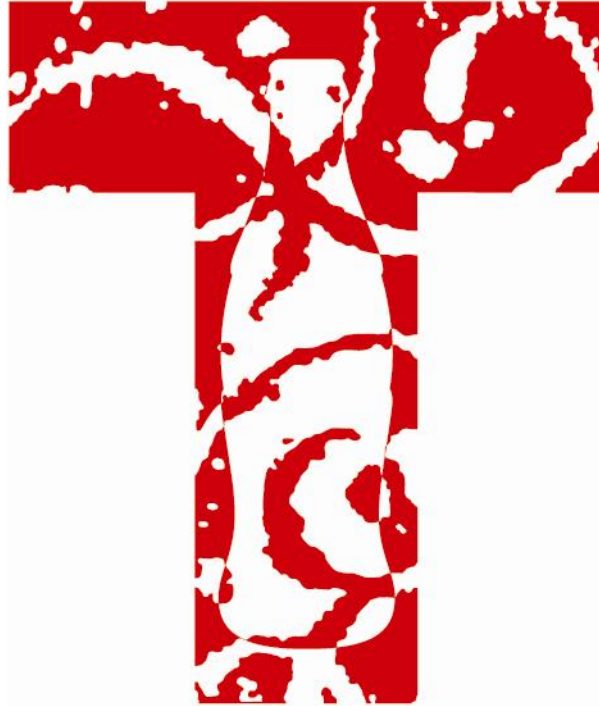


- Flex time is part of who we are
 - Since February 1998
 - Crew drives, trade shows, employee ownership
- Top-down
 - TeaEO is a model for all employees
 - Sr. Managers
- 60% employees are “field”
- No slips or punch clocks

- Employee hardship and flextime
- Maternity leave and flex time
- Creating a fun, caring culture and family
- Mission-driven business model



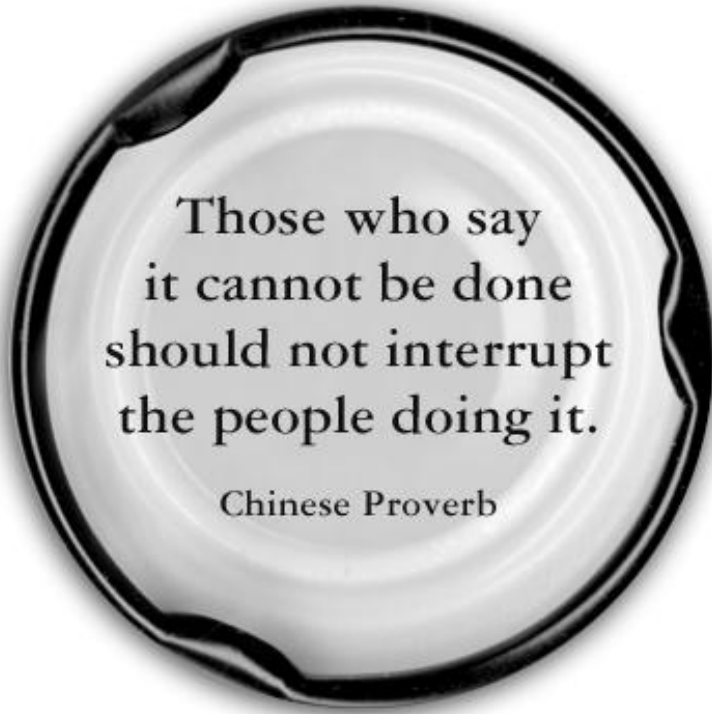
HONEST



and

Coca-Cola[®]

Live Positively. Live Honestly.



Those who say
it cannot be done
should not interrupt
the people doing it.

Chinese Proverb



Workplace Flexibility at Sara Lee



We are a company in transition

- **Global manufacturer and marketer of high-quality, brand-name products for consumers throughout the world**
 - Food and beverage are primary focus
- **Sales of \$10.8 billion in FY10***
 - 37% from outside the United States
 - 33,000 employees worldwide*
- **Leading positions in retail coffee, packaged meats, fresh and frozen bakery and foodservice categories**
- **Recently announced decision to separate coffee business from meats/frozen bakery, as well as divesting fresh bakery business**

* Continuing operations, which reflects Int. H&BC as a discontinued operation.

...but have historically supported workplace flexibility



- **Policy existed in various forms prior to corporate transformation in 2005**
- **Revised policy in 2008 in conjunction with launch of Returnships@Sara Lee™**
 - Current employees wanted to participate in Returnships program to get access to flexibility
 - Internal communications accompanied revised policy
- **Renewed emphasis on flexibility in early 2010 as we integrated Returnships into regular recruiting**
 - Desire to maintain focus on flex options for employees



Our current policy identifies three types of flexible options

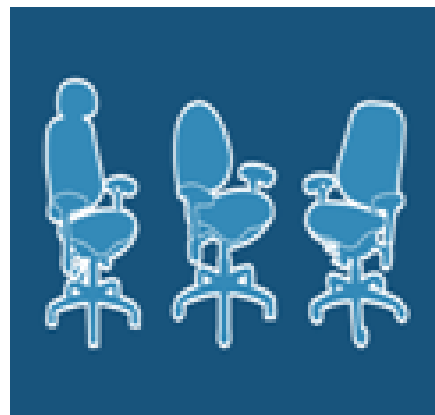
3 Flexible Working Arrangements

Flex Time



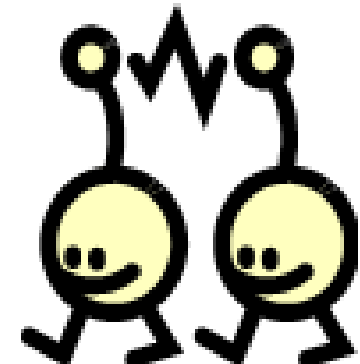
Start/Finish times
Condensed workweek

Flex Location



Remote office

Flex Role



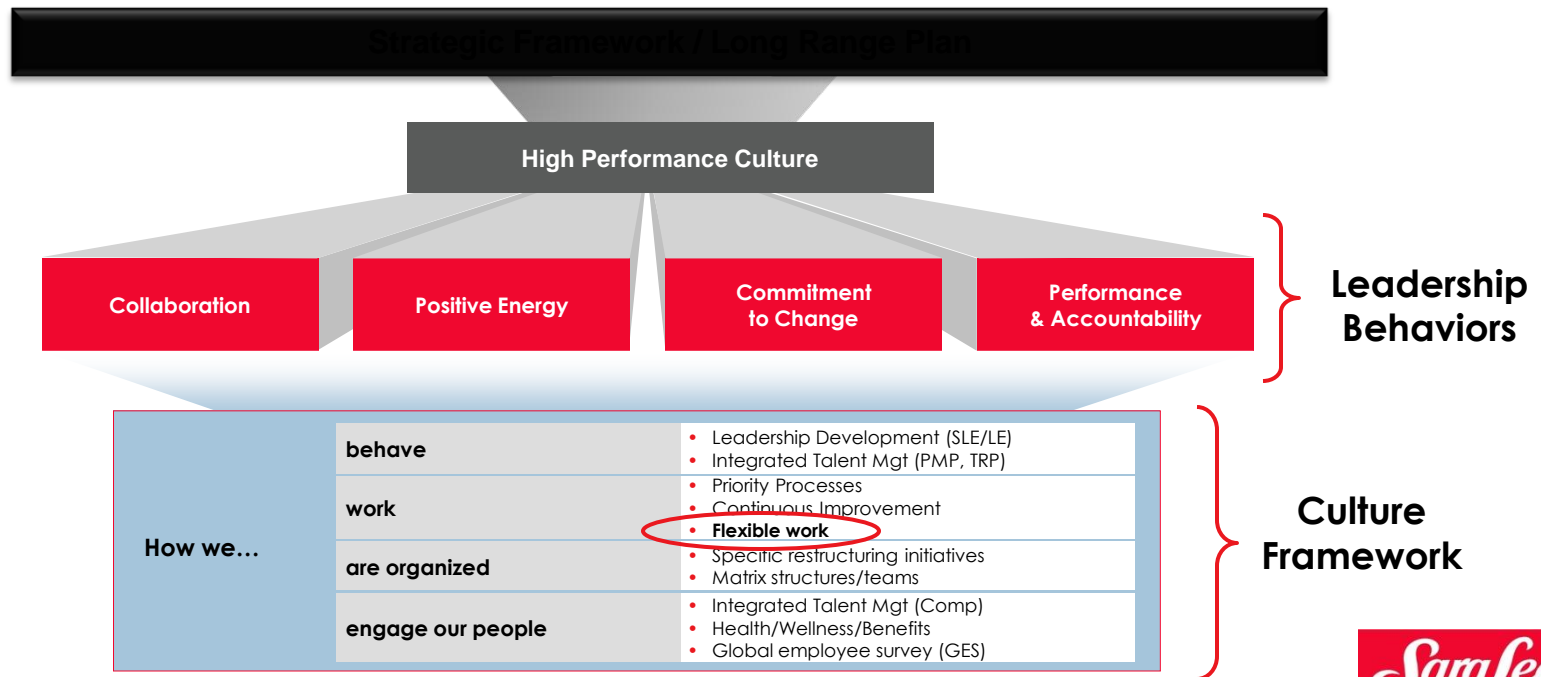
Part-Time work
Job Sharing

- However, we don't track who works a flex schedule or what type of flex they utilize

...and we are working to make it a living part of our culture

- **Cultural framework is defined by four key areas:**

- How we behave
- How we work
- How we organize
- How we engage



In past two years, we've stepped-up our efforts around workplace flexibility



- Revised and relaunched Flex Work Policy (September 2008)
- Hosted Roundtable on Flex-Work for Women's Bureau of U.S. Department of Labor (September 2009)
- Sara Lee **HR Roundtable** on Flexible work (January 2010)
- Identified Flexible Work as focus of SL Diversity Council Working Environment subcommittee (January 2010); communicating "bright spots" where flexibility works
- **Certified as "Flex-Friendly" workplace** by Employmoms / Women for Hire (February 2010)
- Brenda Barnes, CEO & Stephen Cerrone, EVP HR participated in **White House Forum on Workplace Flexibility** (March 2010)
- Began **identifying "flex eligible" on open positions**; these are identified on job postings and the Sara Lee Careers website (April 2010)
- Added flex question to our Employee Engagement survey (September 2010)
- Exploring internal best practices for work environment in our manufacturing facilities

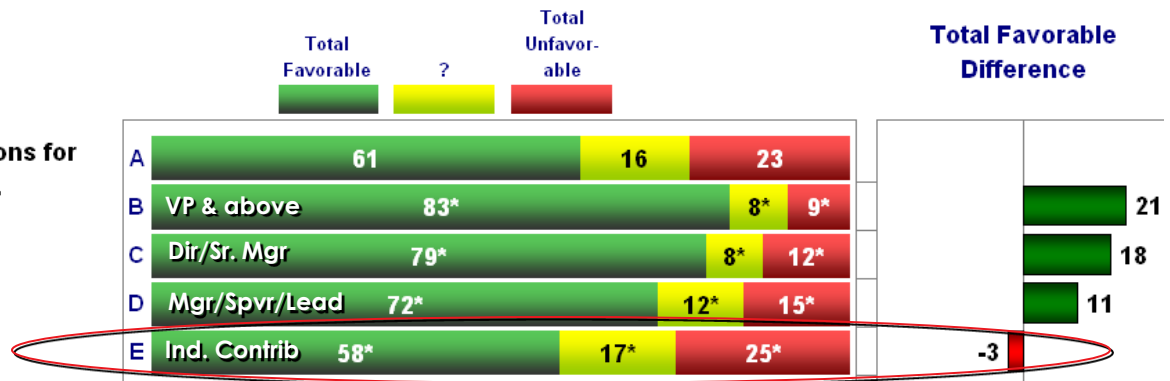


...with mixed results from employees on how we're doing

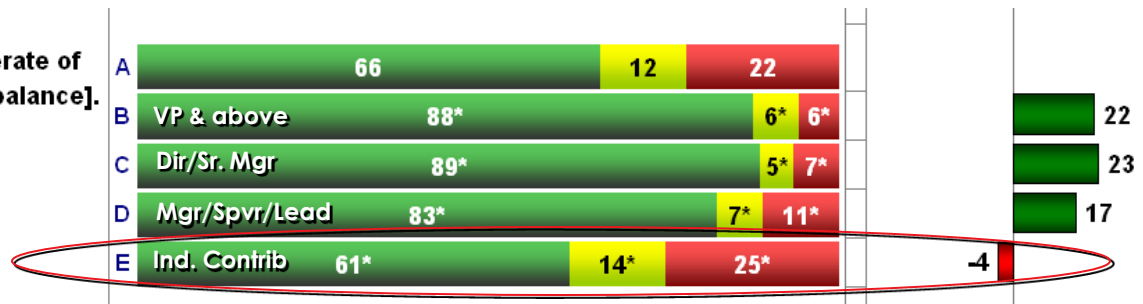


- Identified two questions on our annual Employee Engagement Survey focused on flexibility

45. Sara Lee provides flexible solutions for managing work and personal life.



7. My immediate manager is considerate of my life outside of work [work/life balance].



But we plan to address issues culturally and through practical programs



- **Salaried, professional employees**

- Targeting culture change
- Encouraging teams to try flexible arrangements for 6 month periods

- **Hourly, front-line employees**

- Identify and share best practices across manufacturing facilities
- Programs focus on improved/predictive scheduling, dedicated relief crews and cross-training



Chat us with your questions!

Thank you

Care.com

Thank you for attending today's webinar!
#flexwork

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Care.com's annual invite-only event, to learn more about how
industry leaders are shaping the future of work!

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HONEST