

## **Flexible Work Arrangements (FWA) at Biogen Idec**

At Biogen Idec, we care deeply about our patients and our employees. With patients at the core of our mission, our work environment is rewarding, challenging, and exciting, but also very demanding at times. In caring deeply about the well being of our employees, we respect their needs to effectively manage personal and professional responsibilities and we promote a culture that embraces trust and flexibility.

**Flexible Work Arrangements (FWA)** consists of a menu of programs that provide flexibility in how, when, and where work gets done, while ensuring that the needs of the business are met. FWA guidelines will be applied globally and implemented locally to determine where and how employees may participate based on local regulations and/or business needs. While the program is intended to promote equity and consistency across the organization, FWA may not be suitable for all employees, positions, departments or locations.

The FWA guidelines and tools available to managers and employees will assist in the evaluation of and decision about work arrangements in a fair and consistent manner. The materials do not create employment rights and are not intended to significantly alter any arrangements already in place.

Information in this guide includes:

1. Flexible Work Arrangements: An Overview
2. Principles and Guidelines for Effective Flexible Work Arrangements
3. Proposal, Review and Approval
4. Flexible Work Options
  - a. Telecommuting
  - b. Flextime
  - c. Part-time
  - d. Job Share
5. Supplemental Resources and Tools

## I. Flexible Work Arrangements: An Overview

**Flexible Work Arrangements** are designed for employees and managers who want to establish a work arrangement that **consistently** differs from their department or office standard hours or work locations to accommodate personal responsibilities and commitments. Periodic or episodic flexibility is not included as part of the FWA program. These arrangements are occasional or modest without significant impact on an employee's manager, co-workers or clients and likely require an informal check-in rather than a formal proposal.

The FWA options at Biogen Idec include:

- **Telecommuting:** A work arrangement in which employees regularly work at home or at an approved alternative worksite up to three days per week.
- **Flextime:** A work schedule with variable starting and ending times, within limits set by their manager. Employees still work their standard number of hours per week.
- **Part-time:** A less than full-time schedule, but typically at least half the regular full-time schedule (20 hours), receiving a pro-rated salary and benefits.
- **Job Share:** Two part-time employees share the responsibilities of one full-time position, each receiving pro-rated salary and benefits.

## II. Principles and Guidelines for Effective Flexible Work Arrangements

A FWA is an arrangement requested by an employee and approved by the manager to alter how and where an employee works, either by hours and/or location. It is a mutually beneficial arrangement between the employee and their immediate manager that meets the needs of both the business and the individual. No one alternative fits all situations and no guidance can be appropriate for all situations.

Biogen Idec conducts business in multiple countries with diverse work environments and a variety of jobs. While many Biogen Idec employees have office-based jobs with more traditional schedules, a number of employees already have what may be considered an alternative work arrangement driven by business need. For example, our field sales force consists largely of “remote workers” who cover territories in non-office based locations. In addition, many of our employees in manufacturing work compressed workweeks to accommodate our 24/7 manufacturing operations.

However, many Biogen Idec roles are appropriate for at least one form of a FWA, provided the following principles are met. Although the specifics may vary from one individual or work group to another, the following should form the foundation for all Biogen Idec FWA. All decisions on FWA should be based on the same criteria though outcomes may differ:

**1. *Not all jobs lend themselves to a flexible work arrangement.***

Decisions are based on whether or not the business goals can be met under the FWA. It is a way to work, suitable for some individuals and jobs, but not for others. Decisions about flexible work arrangements will be based on the impact to the business, whether or not the work can be satisfactorily accomplished, and whether the employee has a strong performance history and the skills necessary to succeed within the framework of the particular arrangement.

**2. *We promote organizational equity and consistency in our guidelines; however a flexible work arrangement is a privilege.***

Decisions about flexible work arrangements will be based on consistent, transparent criteria with the manager owning the decision to approve, adjust or deny the request. Flexible work arrangements may be long or short-term, and may be modified if personal or business circumstances change. The FWA must be reviewed periodically and may be cancelled or modified at any time.

**3. *We believe for flexibility to work, it must be a two-way street. Communication and accountability are critical.***

A high-performing partnership and communication between employee and manager is critical to the success of a FWA. Specific arrangements for communication and accountability should be established to ensure success. An employee needs to be flexible as well, since the success of any flexible work arrangement depends largely on how well it is managed. A demonstrated partnership between employee and manager will be considered a critical factor.

**4. *Teamwork and Collaboration are essential to achieving our business outcomes regardless of the working arrangement.***

All FWA should be realized without curtailing normal department service hours, impairing the department or unit's effectiveness, placing undue burden on others in the unit or affecting a unit's ability to work with other departments. As part of any proposal, an employee needs to ensure that the FWA will not impact his/her ability to effectively collaborate and work with internal colleagues or external partners.

**5. We care about what our people accomplish.**

We believe that these arrangements work best when managers and employees focus on what is accomplished regardless of how, when and where the work is done. As a result, FWAs work best if employees focus their goals on achieving measurable objectives and regularly communicate with their manager on their progress toward achieving these objectives.

***Eligibility, Accessibility and Evaluation***

**1. Eligibility:** A flexible work option is available to any employee whose job and responsibilities are suited to the proposed arrangement. The employee's immediate manager must approve all FWA. Additionally, employees must satisfy the following criteria:

***Position:*** The employee's job and responsibilities must be one that can be performed within the framework of the flexible work arrangement (e.g., job functions of a telecommuter should be conducive to being performed outside of the Biogen Idec office).

***Performance and Core Behaviors:*** The employee must have consistently met or exceeded expectations and demonstrated performance characteristics and core behaviors consistent with the flexible work arrangement. These may include, but are not limited to, self-motivation, self-discipline, effective communication, the ability to work independently, the ability to manage distractions, and the ability to meet deadlines.

***Tools and Resources:*** The employee must have the tools, resources and appropriate working environment.

**2. Accessibility:** Employees with approved flexible work arrangements must inform co-workers, supervisors and other key contacts about their schedules and work locations, where applicable. All employees, whether telecommuting or working onsite, must be accessible by telephone, instant messaging and/or e-mail during agreed upon work hours.

**3. Evaluation:** Managers are responsible for ensuring the performance of all employees is maintained. In any flexible work arrangement, employees will be expected to meet or exceed their performance goals and managers will be expected to use the same measurement criteria. For part-time and job share arrangements, goals and responsibilities are to be appropriate for the reduced work schedule.

Managers are expected to schedule face-to-face, 1:1 meetings with direct reports whenever possible to review performance. In addition, they should solicit feedback from team members and peers regarding the impact of a flexible work arrangement. This can be done on both an ad hoc basis and as part of the mid and year-end performance review cycles. Continuation of a FWA is dependent upon favorable performance and feedback.

### III. Proposal, Review and Approval

Before a flexible work agreement may begin, a formal discussion between the manager and the employee is required to understand and agree on expectations.

**Employee-Initiated:** Any employee who wishes to participate in a FWA should review the programs and eligibility criteria before initiating a conversation with their manager. FWA are not applicable for all jobs. The Biogen Idec FWA Proposal is a resource to assist employees in preparing for and framing the conversation with their manager. The proposal gives employees and managers the opportunity to address the benefits and challenges of the arrangement in a consistent and proactive manner.

**Business Criteria Evaluation:** Decisions are based on business needs and employee performance. Strong consideration is given to whether or not the employee can maintain their productivity and contribute positively to the department or team. Strong communication is essential to the success of a FWA.

The following considerations may be helpful to both managers and employees during the FWA discussion:

- How does the proposed arrangement differ from the current arrangement?
- Will the arrangement help the employee's ability to meet business objectives?
- Does the arrangement pose a potential challenge for others (teammates, clients, vendors)?
- How will the arrangement be implemented and managed?
- What does success look like?
- How do you maintain high levels of communication?

**Approval Process:** When approached by an employee with a proposal, the manager should encourage an open and candid discussion. The manager will determine the feasibility of the request, and may deny or approve the request with modifications. If denied, the manager should be able to clearly state the reasons why.

**Pilot Period:** All FWA should include an initial pilot period of up to three months, with identified start and end dates. While most challenges that arise during this pilot period can – and should – be addressed as they occur, the manager and employee should meet formally at the end of the pilot period to discuss and confirm any changes to the original arrangement.

**Re-evaluation:** Once established, the FWA should be reviewed annually. However, if there are performance issues, those discussions should take place immediately. Employees are encouraged to avoid frequent changes to the agreement, which may cause work disruption, management challenges, and adverse impact to co-workers. It is the employee's responsibility to ensure any changes or modifications to the arrangement are documented.

**Tools:** Once the FWA proposal is discussed with and approved by the manager, the employee will enter the details of the arrangement into Oracle. The Oracle tool will be operational effective January 1, 2013.

## IV. Flexible Work Option

Biogen Idec has four flexible work options:

1. **Telecommuting**
2. **Flextime**
3. **Part-Time**
4. **Job Sharing**

FWA are available to both exempt and non-exempt employees.

### **1. Telecommuting**

Telecommuting allows employees to routinely work from home or another approved off-site location up to three days per week. Full time telecommuting is not considered a FWA under this policy and will only be authorized based on business need. It is recommended that new hires should be in their role for a minimum of three to six months before requesting a telecommuting work arrangement.

#### **a. Considerations**

Telecommuting arrangements may not be suitable for all employees, positions, departments or locations. In general, the jobs best suited for telecommuting are those that:

- Can be performed effectively in an approved location other than the traditional Biogen Idec campus (e.g. at an employee's home)
- Have minimal or no unplanned face-to-face interaction with customers, co-workers, or supervisors

#### **b. Availability**

The manager and employee must discuss and agree upon the appropriate communication technology to be utilized during business hours, including but limited to phone, instant messaging and/or email. Home and/or cell phone numbers should be made available to team members and other key contacts.

#### **c. Resources**

A telecommuter's home or other approved remote office location must be adequately equipped and appropriately confidential. A telecommuter must maintain a distraction free work environment, including appropriate dependent care arrangements, while working remotely. Biogen Idec does not fund or set-up a secondary office location for telecommuters in the US.

## **2. Flexible Schedule (Flextime)**

Biogen Idec operates Monday through Friday, with specific hours to be set by work location and/or department. Flexible hours or *flextime* is a schedule arranged between an employee and their manager for alternative starting and ending times for an individual's workday. These may differ from the regularly scheduled workday. A standard Biogen Idec workday may vary by site, country, job function and department.

Flextime allows the employee to meet personal responsibilities, such as sharing childcare with a spouse or partner or coming to work before or after traffic, etc. Flextime can also be used as a staffing tool to increase coverage and help employees organize and manage personal responsibilities.

### **a. Considerations**

When discussing a flextime work arrangement, the manager and employee should consider the following:

- What effect would a flex schedule have on customers?
- If the job is a support function, will someone be available to provide timely assistance to customers?
- What effect would a flex schedule have on co-workers?
- Will work be evenly distributed when the employee is absent?

### **b. Availability**

The manager and employee must discuss and agree on the hours of the day when the employee (or team member) must be available to meet the responsibilities of the job, such as answering customer calls.

Some examples of flextime include:

- **Staggered hours within a fixed schedule.** All employees do not arrive and leave at the same time
- **Core hours within a variable schedule.** Employees work a set number of hours each week and must be on site during specified hours as determined by the manager however, arrival and departure times may be adjusted
- **Variable day.** Employees work a consistent schedule of a different number of hours each day as long as they achieve the expected number of hours within the week
- **Mid-day flextime.** Employees take a longer than usual scheduled break and make up the time by starting work earlier or staying late

## **3. Part-Time Schedule**

The employee arranges with their manager a reduced work schedule (typically less than forty hours) each week on a temporary or permanent basis. Salary, most benefits and paid time off are reduced or pro-rated accordingly

A part-time schedule provides the employee with the flexibility to alter their schedule in response to home or work demands. A temporary part-time arrangement may facilitate a phased-out retirement or a transition back to work from maternity leave. It may facilitate recruitment or retention or allow costs to be reduced without reducing staff.

Some examples of part-time schedules include:

- Three or four days a week, 8 hours each day.
- Five days a week, 4 to 6 hours each day.

**a. Considerations**

When discussing a part-time schedule, the manager and employee should discuss whether the job could work successfully as a part-time role, In addition, the following should be considered:

- Some of the work may need to be re-allocated to team members
- Meetings schedules may need to be adjusted
- Compensation and schedule may need to be adjusted if the employee is consistently working more (or less) than the defined hours

**4. Job Share**

A job share is an arrangement where two part-time employees share the responsibilities of one full time position, each receiving pro-rated salary and benefits. Any individual interested in a job share should include the name of their job share partner with their proposal.

Job share partners have shared goals for their position, but each partner will receive an individual year-end review, compensation, and overall performance rating based on his or her individual performance within the job share. The manager will provide each job share partner with individual feedback on strengths and developmental areas.

If one of the partners wishes to terminate the relationship, it is important to create a transition plan that minimizes disruption to the business.

**a. Considerations**

When discussing a job share, the manager and employee should consider the following:

- A pre-determined work schedule that meets the needs of the business
- Designating parts of the job to each partner as the primary or secondary owner to ensure accountability and reduce conflict
- Colleagues of the job-share partners need to be aware that, in the course of normal work, job-share partners may need to share confidential information with each other that was confided to one person but not the other. Both partners will honor such confidences equally.

**b. Availability**

Ongoing communication and the transfer of information is the most important component of a successful job share arrangement. It is the responsibility of the job share partners to discuss and agree to the appropriate communication technology.. Home and/or cell phone numbers should be made available to each other and other key contacts.

***c. Resources***

Job share partners will share one office space. They may choose to share one office management system (i.e. one-mail account, one voicemail address).

## **V. Supplemental Resources and Tools**

The following supplemental resources will assist managers and employees in framing the FWA conversation, deciding what flexible work options may work best, and managing the arrangement going forward. These resources include:

- 1. Questions to Consider: Preparing Your Proposal**
- 2. Flexible Work Arrangement Proposal**
- 3. Frequently Asked Questions (FAQs)**
- 4. Manager Training Guide**
- 5. Job Share Partner Agreement**

Effective January 1, 2013, the on-line Oracle tool will be available via the FWA iNet site for employees to register their approved FWA.