

November 18, 2005

Statement of Support for Expanding Workplace Flexibility

Based on organizational research and our own experience,

We believe that well-implemented workplace flexibility leads to increased employee commitment and engagement, greater productivity, reduced turnover, reduced stress, and, accordingly, increased profitability.

We believe that flexible work practices contribute to productive work environments and effective work processes and, accordingly, higher quality products and services.

We believe that managing flexibly must become a core leadership and management competency to enable our people to meet both the business demands of a global marketplace and their personal responsibilities.

We believe that our organizations' continued success demands flexibility in our approach to the business and to our people.

We therefore commit to provide leadership to:

- Actively communicate the business imperative for workplace flexibility
- Expand flexibility within our own organizations as a tool to advance business results
- Support managers in developing and strengthening skills for managing flexibility
- Build workplaces in which flexibility is broadly and equitably implemented as an integral part of the way work is organized and people are managed.

(Signatories on Reverse)

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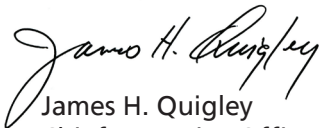
Joan M. Crockett
Senior Vice President of
Human Resources
Allstate Insurance Company



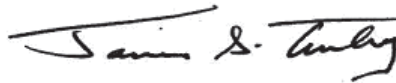
Robert L. Parkinson, Jr.
Chairman and CEO
Baxter International Inc.



David Lissy
Chief Executive Officer
**Bright Horizons Family
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James H. Quigley
Chief Executive Officer
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Mark Loughridge
Senior Vice President &
Chief Financial Officer
IBM Corporation



Joy Bunson
Senior Vice President
JPMorgan Chase



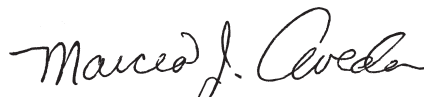
Thomas A. Heymann
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