

A couple of years ago I received the following (the dates are apparently the Amway employee meeting dates), and are arranged in the order I received them, so they may not be in sequential order, and there may even be repeats. ENJOY!:

Hi Scott!,

I enjoy you putting the fire out of these Ambots on Twitter and your blog. The deception goes quite deep in the company. In fact, I have documents that can incriminate their operation, and not just on the IBOs' side. There's even worse things going on inside. Here's a small sample just to prove we are on the same side. (From The "Open Door" employee communication.):

8/19/2015

Q. The State of California Labor codes 550 thru 553 deal specifically with employees not being required to work seven consecutive days. Labor code 551 states "Every person employed in any occupation of labor is entitled to one day's rest therefrom in seven" and code 552 states "No employer of labor shall cause his employees to work more than six days in seven".

Today we (here in the Santa Fe Springs, SC) were told that we will be expected to work (mandatory) 12 consecutive days starting on 7/27 thru 8/7. In light of the labor codes referenced here, how can this be "mandatory"?

A. The Distribution Center's schedule for the week of July 27TH was permissible under the law given applicable legal exceptions in the State of California Labor Code. Amway, however, prides itself on being an employer of choice and management will take your perspective into account when evaluating future work week schedules.

I replied the next day, about a year and a half ago: Thanks for your email. If you have more information, please forward the documents. Thanks again.

I didn't hear from this person until just the other day, and the floodgates opened:

Scott,

Here is some more "classy" replies from Open Door:

7/22/2015

Q. With the HSA being cut from \$2,000 a year annually to \$1,000 a year were the employees and families put into thought? With the average emergency room bill running at around \$900, what are we supposed to do if our children get sick the same year we do? Insurance doesn't kick in until the high deductible. We would be forced to suffer through sickness without medical help. Was this brought up into conversation?

A. We know our employees are our biggest asset, and our employees and their families are centered in the discussions when we make changes to our HSA and other reward programs. While Amway's HSA contribution is gradually being reduced through 2018, our overall health program remains competitive, comprehensive, and provides a value to our employees well

above industry standards and averages. The design of the high deductible plan is not intended for you to forego medical coverage, but instead puts you in control of your health care and health costs by charging lower per-pay-check premiums for coverage and establishes the Health Savings Account as a place to set aside funds to pay for future medical expenses, all while reducing your tax bill at the same time. With the reduced premiums that you pay for coverage in the Amway Consumer Plan over our prior plans, one option is to make your own contributions to your HSA (in addition to Amway's) and to build up a cushion in your HSA account over time such that you will have the funds available when a medical emergency arises. And don't forget that you can increase Amway's contribution to your HSA by participating in Optimal You and completing all three steps to earn your Optimal You \$500 HSA contribution incentive

7/29/2015

Q. Since you state we are above the industry standard at the 50% range in the pay ranges, how do you expect us to get to the 90% range when our management is told to keep the vast majority at the middle of the range?

A. Consistent performance over time will determine an employee's pay within his/her pay range with highest performers (competency score of 3.6 or higher) receiving larger increases and as a result, over time will be paid near the higher end of the pay range (top of the market). Solid performers (competency score of 3.0 - 3.59) will receive increases to keep up with the market and over time are paid near or above the middle of the range (middle of the market).

Amway's current performance management system continues to be market competitive and aligned to other high performing companies who provide significant differentiation in pay based on employee performance. If you feel your performance is not being measured or evaluated fairly, we encourage you to reach out to the HR Consultant for your area.

7/29/2015

Q. We read in the open door and other company publications that "you are in control of your health care and health costs" and "The design of the high deductible plan is not intended for you to forego medical coverage". Can you please give examples of other ways to control our costs without foregoing treatment? I currently cut my pills in half and do without the more expensive prescriptions that improve quality of life. I have found discounts that can be used at local pharmacies but if these are used then the cost of the drug does not count against my deductible and that costs me more in the long run. If you have not been on a drug for 3 months minimum then Express Scripts will not fill a 3 month supply as the doctor has prescribed. The only way we can see to cut costs is to do without. Help us understand how we can control our daily costs other than the Optimal You Incentive and putting more in our HSA for the tax advantage.

A. We would invite you to visit Coffee Break with Benefits where you can speak one on one with a benefits expert. Our benefits expert can point you to resources and tips that we have previously published. Coffee Break with Benefits is the first Tuesday of every month in Europa from 8:30am-11am.

8/18/2015

Q. When cutting benefits the corporation always states "we realize employees are our greatest asset". Then we lose a benefit or the price goes way up.

When an employee makes a comment about reductions in benefits to "The Open Door" and the company labels that "mean spirited"? So much for useful communication. The company has a problem and the inability to retain and hire talent is the evidence. Feel free to label this honest feedback "mean spirited" as well.

A. We apologize for the label "mean spirited". This was the opinion of a single processor and does not represent the view of Human Resources. We welcome feedback. We do know that our employees are our greatest asset, and we strive to provide a strong and meaningful overall employment value proposition for our employees, including a competitive benefit portfolio. The Amway Consumer Plan and HSA contribution provide benefits that are above industry standards; in fact, on average, Amway employees pay only 28% of what employees at other companies pay for health care. Our program will continue to provide value above industry standards even with the recently announced changes to our HSA contribution. We regularly benchmark all our benefit programs, including retirement planning, vacation, life insurance and other general support programs. We recognize the \$2,000 HSA contribution has been lowered. We hope our employees recognize this amount was significantly above industry and was intended to help fund their HSA. The communication has been very transparent from the beginning so employees could plan effectively.

By the way, can you please remove my name from any mention of these mails? I appreciate it! Keep up your hard work!

1/27/2017

Q. When will we know how the company did for our Incentive Bonus?

A. All US incentives will be paid out on March 9. Company performance results will be shared prior to the payouts and as soon as administratively feasible once all year-to-date performance information is compiled and analyzed.

1/26/2017

Q. Manpower has had two raises within the last two years. Is there any chance of us FINALLY seeing a raise? One raise in 12-years doesn't boost morale.

A. You should receive an annual merit statement every March from your upline. Your annual individual merit, whether it be a raise or lump sum, is based upon your performance (competency score) as well as your current positioning within your pay range (comparatio). Please discuss with your upline any questions you may have about your performance and annual merit, including why you may be receiving a lump sum instead of a raise.

1/26/2017

Q. Right sizing? That means your firing people right? Why not just come out and say it? What's with the cloak and dagger?

A. During our recent employee meeting, leadership was very transparent in sharing the state of business and that we will need to take actions to reduce our operating costs to be in alignment with our forecast sales – also known as right sizing. When we say reducing our cost structure, that doesn't just mean headcount, we have many areas where we have already been diligent at managing our costs including travel – we should all be looking to better leverage our digital communication tools – as well as outside services and contract labor, but there are still additional opportunities. All areas have also been taking a hard look at backfilling positions and will continue to do so with even greater scrutiny. Once plans are known, they will be openly shared with employees. Please know, any changes that happen will be implemented within the framework of our values.

1/26/2017

Q. With the current lawsuit against Herbalife and its model to sell their product, are there any concerns for the model that the ABO uses today to sell Nutrilite?

A. The Herbalife matter involved that company's settlement with the FTC. It does not address Amway and does not impact the ability of ABOs to sell NUTRILITETM products. The FTC has published some general guidance based on the settlement and outlined issues that it thinks direct selling companies should keep in mind. Amway, like other companies in the direct selling industry, is reviewing and evaluating this guidance.

1/26/2017

Q. The office areas are having redesigns because of collaboration which is costing hundreds of thousands of dollars. How is this important with the company sales declining and cost cutting measures? It affects morale negatively when you can't get resources but can spend money on remodeling which in many cases these areas are not used to meet the reasons they redesigned them in the first place.

A. Office renovations are managed by two processes – the need to renovate (based on the wear and tear of the space as well as technology capabilities) and a department's need to change the way in which work is completed for increased efficiency and better utilization of space. The most cost effective way to do this is when both are done at the same time. As much as possible, we also recycle furniture panels, re-laminate desktops, paint file cabinets, etc. to keep renovation costs down. Amway sets aside a fixed amount of money each year to sequentially complete the much needed and requested renovations. In 2017, the office renovation capital budget has been reduced by 50% with projects already in process being completed first, followed by areas that have not been renovated in more than 10 years. No additional major renovation projects are slated for 2017.

1/26/2017

Q. Recently I've noticed some promotions in the management division. It seems they get promoted, except more responsibility, and then get a raise to compensate. I've accepted two retirees' positions and responsibilities. I continuing to do my original position. Don't I deserve a promotion? Both positions were at a higher grade level.

A. Please contact your upline or HRC to discuss.

1/26/2017

Q. So we are being told to tighten our belts. There is a huge reduction in budget being requested. We are told "no more training". We are told we cannot have lunch meetings with a paid lunch. Meanwhile on the home page I see six pages of executive promotions.

A. Managing our headcount at all levels is very important. The executive changes you are referring to on the home page are primarily executives changing their role. The majority of the positions already existed. Looking at executive headcount at Corporate year of year, the number of executive positions actually decreased in 2016.

1/25/2017

Q. Will Amway's effort to "Right Size" the company include a Voluntary Early Retirement Program, like was offered as "VERP" several years ago?

A. With our decline in revenue primarily due to global exchange rates in Amway China sales, we have to ensure that we are in a strong, responsible position for future growth. Employee-related costs are an important part of that equation.

When discussing severances, it is important to keep terms clear. A Voluntary Early Retirement Plan (VERP) is one that provides employees, who are not otherwise retirement-eligible, specific support to vest them in retirement-specific benefits. This type of plan is not necessary for the current situation.

If reductions in workforce are necessary and after all other options have been exhausted (contract labor and attrition), we would look to utilize the standard severance offering.

1/11/2017

Q. Now that we are calibrating everyone from office hourly through managers in the same session, when will we be adding executives in this same mix? Why are executives excluded from this calibration?

A. The Executive Calibration process is handled the same as all other calibration groups. Levels of similar position are Calibrated together and the Executive group is no exception. They are included in the overall average of the Region to attain a 1.0. For more information, please see your upline.

1/11/2017

Q. What is the end date for submitting eligible 2016 receipts to the HSA account? Does this go towards the 2016 tax statement (if receipts are submitted for payment AFTER the tax form is available)?

A. As an Amway Consumer Plan participant in 2016 and had a Health Savings Account (HSA), then you may need to attach IRS Form 8889 to your tax-filing package, which is used to report contributions and distributions, to determine your HSA deduction if you made contributions outside of payroll and to determine if any income or additional taxes apply. Download your tax statement 1099-SA for distributions you made from your HSA at <http://mycdh.optum.com> under the Statements & Notifications tab. Please consult your personal tax advisor with questions. You are not required to submit receipts to Optum for charges on your HSA account; however, you should retain those receipts with your tax information in case you are ever audited. Any charges in 2016 are accounted for in 2016 for tax purposes.

1/10/2017

Q. Why isn't Protection Services sending operators to do a drug test? Is it because of Proposition 64?

A. The approval of Proposition 64 in California does not affect our drug policy. The same rules will continue to apply.

1/13/2017

Q. Can an employee be sent home or suspended for the night without a warning for exceeding a lunch for 10-minutes.

A. Yes. Please reach out to your Employee Relations Specialist in HR if you want to discuss this further.

1/4/2017

Q. Could you explain the company's policy on rewarding/recognizing hourly employees whose ideas or suggestions are implemented that save a department and the company money.

A. There is no standard policy on recognizing and/or rewarding any employee, hourly or salaried, for ideas that reduce spend for the company. Dept./divisional leadership have the discretion, based on independent recognition and reward programs, to determine whether an individual's contribution should receive recognition and any reward associated with it. Please check with your management team for additional input regarding how you can contribute and what forms of recognition are available.

1/4/2017

Q. I thought I remember an email that stated that an amount would be added to our pay to cover the taxes on the Meijer Gift Card we received for Christmas. On 12/15 pay advice I noticed an amount was added in the YTD totals for the Christmas Gift; however, no money was received in

the check for the current pay period or any other pay period in the past. Was this done correctly?

A. For the employee Christmas gift card, Amway increased (“grossed-up”) the employee’s gross taxable income for the attributable amount of Federal and State Income and Payroll Taxes based on the individual’s withholding elections (which can vary for each employee) so that employees wouldn’t have to pay his/her own (estimated) tax and thus the employee would realize the full value of the gift card. However, this does not impact your net pay. Amway has paid in the taxes on your behalf directly to the appropriate taxing authorities, which increased the total amount of year-to-date withholding taxes that will be reported on your 2016 W-2 and credited on your 2016 Tax Return against the total tax owed for the 2016 tax year.

Please see the pay statement dated Dec. 15, 2016 representing \$0.00 net pay that shows the amount reported for the XMAS gift and the taxes paid in on your behalf. The difference between the gross amount related to the XMAS gift and the taxes paid on your behalf equal the net \$50 that was received as a gift card.

/4/2017

Q. What were the favorability ratings in the Employee Opinion Survey for wages and healthcare benefits from the non-office employees?

A. Although we saw a decline in our favorability ratings from the last cycle, we are on par or better than benchmark comparisons relative to other non-office (manufacturing) environments globally. Amway is committed to completing regular benchmarks to ensure we remain competitive. We will continue to provide information on how our benefits compare to the market, as well as how to make the most of your benefits during open enrollment periods as well as throughout the year.

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12/29/2016

Q. Could HR please comment on this article and clarify why Amway still values the Calibration process? <http://www.forbes.com/sites/lizryan/2016/12/27/no-i-wont-grade-my-employees-on-a-bell-curve/#75cfd1ae75de>

A. Thank you for sharing the Forbes article regarding forced distribution of performance review scores. Fortunately at Amway, we do not prescribe to that philosophy. Performance is evaluated based on outcomes relative to the annual performance objectives set each year as well as the defined competencies and behaviors based on an individual's level in the organization. We do not rate performance on a bell curve.

The value of the calibration process is to ensure fairness and consistency in the way performance is scored across the calibration group, ensuring one leader isn't too tough when evaluating nor others too lenient. It allows leaders to discuss performance of each employee and align on the performance rating score. This also helps when it comes to determining the personal ACIP multiplier. Once leaders have discussed performance of the team members in a calibration group and have aligned on performance scores for both competencies and objectives, then ACIP multipliers are determined, giving the highest awards to the highest performing individuals. Based on changes made in 2015 to remove the forced distribution of personal multipliers as well as the cliffs or buckets (0, .5, 1.0, 1.25, and 1.5), leaders now have an incredible amount of flexibility when determining personal multipliers across the calibration group and can award personal multipliers in .05 increments. To ensure we manage to budget, leaders are required to ensure the overall average of the multipliers for the calibration group must equal 1.0. That means, in order for the highest performers to receive greater than 1.0 multiplier, the lowest performers in that year will receive less than a 1.0 multiplier. In some years, that means individuals who are meeting expectations may receive less than a 1.0. This is in alignment with our pay for performance philosophy. If you have further questions about the pay for performance philosophy, we encourage you to talk to your upline. To learn more about the calibration process, visit the Performance Management tab in Leadership Academy on AU. (here is a short video that discusses the importance of fairly evaluating performance and steps leaders should take to ensure fairness in the calibration process:
https://jam4.sapjam.com/groups/3MjAcMYgyxNWptviVBPmZI/documents/75wI0tJ6WTTfQakEM2T6f3/video_viewer?_lightbox=true)

12/22/2016

Q. Why haven't the 11/17/2016 Speak Up Minutes been posted? I tried to ask this question on that site; however, no meetings have been added to the site.

A. The answers to the Speak Up questions are routed to various subject matter experts throughout the company to be reviewed for accuracy. This takes time and is dependent on the schedules for these individuals. Once reviewed, they must all be compiled into one document for posting. The process has been streamlined and we hope to be able to make improvements to the posting time in the future. We anticipate the November Speak Up minutes being posted by mid-January.

11/18/2016

Q. Some of us in the Laundry Plant are being asked and almost harassed to give in to being a BBS coach. If someone has said that they have no interest on least three different occasions, it would be nice if they would stop asking.

A. Safety and the BBS program are extremely important to everyone in the Laundry Plant as it is to everyone in manufacturing. We try to keep all opportunities open for our employees and the BBS programs huge success has been because it is an employee owned program. Our intention is to keep the door open for the remaining employees and remind them at times that the opportunity for them is still there. Our message has been positive and seeking input on ways to improve our safety culture. Thank you.

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12/28/2016

Q. Thank you for your quick reporting of the Ada Campus Incident. Can you explain what an "undelivered cell phone text to 911" is?

A. Currently, the 911 system in Kent County only accepts emergency calls through a phone call. They are not able to accept, or receive, any information sent to them via text messaging using the "911" number. The Ada campus threat was never actually sent or received by 911 because the individual was trying to send the message via texting.

12/22/2016

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12/16/2016

Q. I have a friend in Cosmetics that tells me they religiously do exercises before each shift to avoid injuries. I have worked across the street in the warehouse for years. We don't do exercises.

A. Please contact your upline to discuss the possibility.

12/16/2016

Q. Was there a snow day for Monday, December 12th?

A. No. We send out a memo when retroactive snow days are awarded.

12/16/2016

Q. Does the "testing" that Infosafe keeps doing to employees really align with our values? It feels like they are just trying to catch people doing things wrong so they can scold us instead of really helping the enterprise.

A. The phishing tests being done by Information Security & Risk are one part of a larger global awareness program. Given that phishing and human error are leading causes of security breaches, we feel that teaching employees how to spot a scam or phishing email will help them keep Amway's — as well as their own personal information — safe. This is in keeping with Amway's philosophy of helping people live better lives. There is no intent to "catch" anyone doing anything wrong, and we certainly are not looking to scold anyone. This is purely an educational effort. The only intent is to help people understand that this is the way criminals are trying to trick people into doing something, or giving away information that they shouldn't, and how to respond when they receive email that appears to be suspicious. This, in turn, helps the enterprise by educating employees on how to protect our information. We provide training sessions to teams, departments, or divisions if you are interested in learning more. Simply send

a request to the InfoSafe@Amway.com email account, or visit the InfoSafe Institute in Amway University.

12/13/2016

Q. What is the point of having an article such as "Buena Park is a Top Workplace" but the links within the article cannot be viewed because they are blocked?

A. Please contact your support desk at 616-787-8500 or x8500.

12/13/2016

Q. If I get fired from Amway, do I get to keep my old Amway Retirement Plan money?

A. Please refer to HR Online > My Benefits & Services > Retiree Health Benefits > Retirement Reimbursement Account. If you have additional questions, please contact Human Resources at 616-787-8600 or x8600.

11/23/2016

Q. When is Amway going to address the raises (pay)? It takes way too long to get to top pay. It's not fair to us working beside someone who is making \$4 or more bucks more when we are doing the same thing.

A. We will not provide an explicit and separate cost of living pay adjustment. Our pay ranges move with the cost of living, and the annual merit awards account for cost of living and pay range movement.

11/29/2016

Q. It is with great concern our manager requires us to cross train. The jobs he says we are fully trained on is very misleading. For example switching rail cars, hooking up tankers, and unloading them is a very dangerous job. We are being required to do these jobs even though we were trained several years ago. Just because we read and sign compliance wire documents doesn't mean we are capable to do these tasks. It is being portrayed at quarterly meetings that we are all experts in these cross training jobs. Which is very untrue. We take great pride in doing things safely. This is a huge concern for all of us. We feel that we will be marked as " the next one he gets rid of" if we bring this up.

A. Employees are continuously working on building themselves into being a flexible workforce. Compliance Wire is just one means used to ensure that plant employees understand the skill sets needed to perform at their positions. No employee is ever asked to work in a position that they are not trained on or feel unsafe in performing the needed task. The cross training that is done not only benefits Amway, but also makes the employee a valued asset that is empowered and engaged.

12/9/2016

Q. Why does our new supervisor not respond to our email or phone messages?

A. As the transition takes place, individuals in the area can always contact one of the crew leaders or the Plant Manager. Thank you for your support.

12/13/2016

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A. Please refer to HR Online > My Benefits & Services > Retiree Health Benefits > Retirement Reimbursement Account. If you have additional questions, please contact Human Resources at 616-787-8600 or x8600.

12/13/2016

Q. Why did Accounts Payable close early on December 9th? This was one business day before the year end cutoff for processing invoices. They are especially needed during this busy time.

A. On Friday, December 9th, we closed operations at 4:00 pm EST, which is 1 hour earlier than the usual time; this is because the CRSSC had a site-wide event.

If you have questions or need support related to Invoices or Payments please dial extension 4913.

12/16/2016

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A. The phishing tests being done by Information Security & Risk are one part of a larger global awareness program. Given that phishing and human error are leading causes of security breaches, we feel that teaching employees how to spot a scam or phishing email will help them keep Amway's — as well as their own personal information — safe. This is in keeping with Amway's philosophy of helping people live better lives. There is no intent to "catch" anyone doing anything wrong, and we certainly are not looking to scold anyone. This is purely an educational effort. The only intent is to help people understand that this is the way criminals are trying to trick people into doing something, or giving away information that they shouldn't, and how to respond when they receive email that appears to be suspicious. This, in turn, helps the enterprise by educating employees on how to protect our information. We provide training sessions to teams, departments, or divisions if you are interested in learning more. Simply send a request to the InfoSafe@Amway.com email account, or visit the InfoSafe Institute in Amway University.

10/28/2016

Q. Why is it in some departments employees receive a 45 to 1 hour break/lunch when they are on a straight 8-hour shift?

A. We encourage employees to escalate issues to their upline's leadership and/or to their Human Resources Representative (or their upline leadership) so that your specific concerns can be researched and addressed.

10/26/2016

Q. Which candidate does Amway support in the national election?

A. As a company, Amway does not endorse or support candidates at the national level. Many of the company's shareholders and executives have personally supported some of the presidential candidates. This is simply their personal choice and is in no way an endorsement from Amway.

Amway does have a political action committee, ALTIPAC, which supports federal candidates in the U.S. Senate and House who will promote market-based policies consistent with Amway's principles and interests. ALTIPAC is a voluntary, nonpartisan political action committee (PAC) supported exclusively by eligible employees of Alticor companies and subsidiaries.

10/25/2016

Q. We have positions that were not set to be permanent positions. They were not posted. Did these positions become permanent?

A. Individuals in these assignments maintain their job classification and shift. As they rotate out of their temporary assignments and the need is assessed the opportunities will be posted for and candidates will be interviewed and selected.

10/24/2016

Q. In the hourly employee handbook it states that an employee cannot report directly to a relative. We have a hilo driver and backup crewleader that are related. Why is temporary reporting allowed?

A. As we continue to develop our teams and gain depth while keeping our labor at a minimum, this may occasionally occur. The policy is still accurate, however the backup crewleader position is not considered a full-time position, and not in violation of the policy. If you have any more questions please reach out to your upline.

10/24/2016

Q. Our current high deductible insurance is great if you never have to use it. However if you are a family that has medical needs year in and year out then \$5,000 maximum out of pocket can be a challenge, especially since we are already paying a decent amount weekly just for the insurance. Many of us feel like with the high deductible that we are not getting the medical attention when we need it simply because we cannot afford the high costs of the deductible. Now our medical coverage amount is going up and the company's HSA contribution is going down. Why can't the company keep the HSA money and get us insurance that has copays?

A. Amway is committed to ensuring employees have access to quality health care coverage and we will continue to offer the Amway Consumer Plan in 2017 for medical and prescription coverage. We do not have any current plans to offer an alternative. As an employee, you are certainly not required to sign up for our health insurance benefits, and you always have the option to purchase your own health insurance outside of Amway. Numerous alternative choices for health insurance coverage now exist, including plans at healthcare.gov, the health insurance marketplace created through the Affordable Care Act. Consider exploring the marketplace if you are interested in alternative coverage that is not high-deductible and may cost more in premiums.

10/24/2016

Q. In our Plant there has been a "special assignment" role for 3.5 years continual now. This position was never posted for anyone to apply. This continues to happen regularly with other positions as well. We feel cheated. There are several qualified people who would like the opportunity for and interview. All we are asking for is the opportunity and a fair chance. The corporate policies aren't being followed.

A. We have 2 temporary assignment roles in the Laundry Department, Maintenance planner and BBS coordinator. Both of these positions are posted plant wide when the assignment comes to an end. We also have an employee in the plant who has been filling a need, setting up and managing compliance wire, CMX documents and building training materials for our plant personnel. This is Not an Official assignment but has been essential to the plant success for the past two and a half years and will continue to be a very important going forward. We recognize the need for this position for the continued success of our QAC, CMX and training programs. This position will be posted in February of 2017.

10/19/2016

Q. It reads for the 401k benefits the Company provides matching contributions that adds up to 3% of what we invest into the 401k. Then it says that the company contributes to the 401k with profit sharing. The last point reads that the company adds an additional 3% at the end of the year which I have never seen in the statements. Can you please clarify where is the 3% that it says that the company is providing to us? Do we receive a statement showing this amount?

A. Amway provides contributions to the Amway Retirement Savings Plan on your behalf in the form of base, matching and profit sharing contributions. All contributions are made on a pre-tax basis to your account. Amway matches your voluntary contributions each pay period at 50 cents for every \$1 you contribute, up to six percent of your eligible pay. This contribution is deposited into the 401K Company Match source within your account. Following the end of the calendar year, Amway intends to make an annual base contribution equal to three percent of your eligible pay in addition to a profit-sharing contribution with a target of three percent. These contributions are calculated, added together and deposited into the Profit Sharing source within your account in mid-March. Last year's Base (3%) and Profit-Sharing (4.37%) contribution were deposited on March 9th, 2016.

10/19/2016

Q. Our Benefit costs are rising, yet you won't provide a cost of living increase. Can you tell us why? Amway is making a profit.

A. Amway does not provide a fixed cost of living increase. Rather, Amway has a pay-for-performance compensation philosophy. Annually during March/April, you will receive a merit increase based on your performance and current pay against the market. Amway has historically offered a merit budget during the March/April timeframe that is consistent with or in excess of the general cost of living increase. If you have questions about the specific amount of merit increase you have received in the past, please contact your upline.

10/17/2016

Q. What are we doing to get more Manpower help? We can't seem to get enough of them for our workload, especially on the off-shifts. We are even using some set-ups on over-time to cover our shortage. That is costing the company a lot of money.

A. We are aware of the challenges facing us as it relates to Manpower staffing and Amway is not the only employer in West Michigan with temporary labor shortages. We are partnering closely with Manpower leadership to develop solutions. We will continue to monitor this closely as we are committed to meeting the needs of our customers.

10/17/2016

Q. When are we going to get more information on Pressure Packaging's closing? Most of us will be affected and may have to take positions other than the ones we are in now. I would like to know as soon as possible so I can make plans to either stay at Amway or find another position elsewhere.

A. Updates were provided to all manufacturing departments late last week. If you need further information – please contact your upline or dept. manager.

10/13/2016

Q. In the Laundry Plant there has been a "special assignment" role for 3.5 years continual now. This position was never posted for anyone to apply. This continues to happen regularly with other positions as well. We feel cheated. There are several qualified people who would like the opportunity for and interview. All we are asking for is the opportunity and a fair chance. The corporate policies aren't being followed.

A. We have 2 temporary assignment roles in the Laundry Department, Maintenance planner and BBS coordinator. Both of these positions are posted plant wide when the assignment comes to an end. We also have an employee in the plant who has been filling a need, setting up and managing compliance wire, CMX documents and building training materials for our plant personnel. This is Not an Official assignment but has been essential to the plant success for the past two and a half years and will continue to be a very important going forward. We recognize

the need for this position for the continued success of our QAC, CMX and training programs. This position will be posted in February of 2017.

10/11/2016

Q. Could you explain the reasoning of why our Optimal You incentive is placed in our HSA rather than using it to lower our premiums as in past years? It would be better for the employee if it was not put in our HSA so we would be allowed to contribute more before taxes. We cannot find any tax restrictions to use it to lower our premiums so we are assuming this benefits the company doing it the way you do.

A. The benefits of contributing to an HSA offers each employee a tax protected vehicle to increase funds for planned and unplanned medical expenses. Amway's base contributions have been adjusted to align with competitive levels. The deposit of the \$500 Optimal You incentive offers employees an additional contribution amount for completing the OY incentive steps which sustains a more competitive contribution amount and in addition, offers you a free health assessment that would typically cost an individual \$200 - \$250 minimum if prescribed by a physician. The results which offer employees a more detailed assessment of their overall health and any related health risks. The HSA offers employees funds to pursue medical interventions that would typically be paid out of pocket.

10/11/2016

Q. Why weren't there any signs posed in advance that large swaths of parking were going to be closed today? Coming in 10-minutes early today turned into me being 5-minutes late.

A. The parking situation was due to the employee picnic, information was posted on the Weekly Wire and Target vision well in advance. PS Officers were posted in parking lots to assist getting employees parked. In the past this has been sufficient, we will keep your comments in mind for any upcoming events.

10/11/2016

Q. BP Manufacturing has not seen a new hire since 2014. I have asked before and was told that there was not a hiring freeze and that hiring fulltime employees was based on need. Departments are in need of help. Why has the "freeze" not been lifted?

A. We are always reviewing our staffing based on business need. There has been a lot of change recently with the movement of softgel manufacturing from Buena Park to Spaulding, and the packaging from Spaulding to Buena Park. We will continue to evaluate our staffing levels and hire as needed.

10/10/2016

Q. Is it okay for husband and wife to say if one or the other is qualified to do a task?

A. We encourage employees to escalate issues to their upline's leadership and/or to their Human Resources Representative (or their upline leadership) so that your specific concerns can be researched and addressed.

7/2016

C. We take all reports of harassment seriously and will investigate all alleged violations of our Policy Against Harassment. The policy also provides protection for employees making allegations and/or participating in an investigation of an alleged policy violation. We encourage employees of CPE to escalate issues to their upline's leadership and/or to their Human Resources Representative (or their upline leadership) so that your specific concerns can be researched and addressed.

10/7/2016

Q. If someone finds a job and leaves Amway tomorrow, do we still get our HIP payment in March prorated?

A. Please visit HR Online > Home > My Compensation > Incentive Programs for the Frequently Asked Questions about bonus payouts.

10/7/2016

Q. Would it be possible to have a global job openings list as opposed to only local openings?

A. If you are interested in an assignment, you should begin discussing available opportunities with your management team based on your expertise and development needs. Past performance and future potential are taken into account when evaluating potential assignees, so success in your current role is the first step in this process. In addition, we recommend ensuring your Employee Central Employee File is up to date and reflects your career interests and areas of expertise, as these tools are utilized in talent searches for open assignment positions.

If you are looking for more specific assignment information, your manager and/or local Human Resource Consultant can provide you with additional information related to assignment opportunities and eligibility requirements.

7/22/2015

Q. With the HSA being cut from \$2,000 a year annually to \$1,000 a year were the employees and families put into thought? With the average emergency room bill running at around \$900, what are we supposed to do if our children get sick the same year we do? Insurance doesn't kick in until the high deductible. We would be forced to suffer through sickness without medical help. Was this brought up into conversation?

A. We know our employees are our biggest asset, and our employees and their families are centered in the discussions when we make changes to our HSA and other reward programs. While Amway's HSA contribution is gradually being reduced through 2018, our overall health program remains competitive, comprehensive, and provides a value to our employees well

above industry standards and averages. The design of the high deductible plan is not intended for you to forego medical coverage, but instead puts you in control of your health care and health costs by charging lower per-pay-check premiums for coverage and establishes the Health Savings Account as a place to set aside funds to pay for future medical expenses, all while reducing your tax bill at the same time. With the reduced premiums that you pay for coverage in the Amway Consumer Plan over our prior plans, one option is to make your own contributions to your HSA (in addition to Amway's) and to build up a cushion in your HSA account over time such that you will have the funds available when a medical emergency arises. And don't forget that you can increase Amway's contribution to your HSA by participating in Optimal You and completing all three steps to earn your Optimal You \$500 HSA contribution incentive

7/29/2015

Q. Since you state we are above the industry standard at the 50% range in the pay ranges, how do you expect us to get to the 90% range when our management is told to keep the vast majority at the middle of the range?

A. Consistent performance over time will determine an employee's pay within his/her pay range with highest performers (competency score of 3.6 or higher) receiving larger increases and as a result, over time will be paid near the higher end of the pay range (top of the market). Solid performers (competency score of 3.0 - 3.59) will receive increases to keep up with the market and over time are paid near or above the middle of the range (middle of the market).

Amway's current performance management system continues to be market competitive and aligned to other high performing companies who provide significant differentiation in pay based on employee performance. If you feel your performance is not being measured or evaluated fairly, we encourage you to reach out to the HR Consultant for your area.

7/29/2015

Q. We read in the open door and other company publications that "you are in control of your health care and health costs" and "The design of the high deductible plan is not intended for you to forego medical coverage". Can you please give examples of other ways to control our costs without foregoing treatment? I currently cut my pills in half and do without the more expensive prescriptions that improve quality of life. I have found discounts that can be used at local pharmacies but if these are used then the cost of the drug does not count against my deductible and that costs me more in the long run. If you have not been on a drug for 3 months minimum then Express Scripts will not fill a 3 month supply as the doctor has prescribed. The only way we can see to cut costs is to do without. Help us understand how we can control our daily costs other than the Optimal You Incentive and putting more in our HSA for the tax advantage.

A. We would invite you to visit Coffee Break with Benefits where you can speak one on one with a benefits expert. Our benefits expert can point you to resources and tips that we have previously published. Coffee Break with Benefits is the first Tuesday of every month in Europa from 8:30am-11am.

8/18/2015

Q. When cutting benefits the corporation always states "we realize employees are our greatest asset". Then we lose a benefit or the price goes way up.

When an employee makes a comment about reductions in benefits to "The Open Door" and the company labels that "mean spirited"? So much for useful communication. The company has a problem and the inability to retain and hire talent is the evidence. Feel free to label this honest feedback "mean spirited" as well.

A. We apologize for the label "mean spirited". This was the opinion of a single processor and does not represent the view of Human Resources. We welcome feedback. We do know that our employees are our greatest asset, and we strive to provide a strong and meaningful overall employment value proposition for our employees, including a competitive benefit portfolio. The Amway Consumer Plan and HSA contribution provide benefits that are above industry standards; in fact, on average, Amway employees pay only 28% of what employees at other companies pay for health care. Our program will continue to provide value above industry standards even with the recently announced changes to our HSA contribution. We regularly benchmark all our benefit programs, including retirement planning, vacation, life insurance and other general support programs. We recognize the \$2,000 HSA contribution has been lowered. We hope our employees recognize this amount was significantly above industry and was intended to help fund their HSA. The communication has been very transparent from the beginning so employees could plan effectively.

Employee MEMO

December 20,
2016

To West Michigan Employees
From Kelly Savage, Chief Human Resources Officer
Subject **ADA CAMPUS INCIDENT**

Early Monday evening, December 19, an undelivered cell phone text to 911 containing an alleged bomb threat was discovered in the Cosmetics building. Amway Protection Services was immediately notified and individuals in the area were moved to a safe location. After the initial investigation, Protection Services was unable to determine, with certainty, if the threat was truly a hoax and the

decision was made to contact local authorities, send second shift employees home and cancel third shift to ensure employee safety.

A thorough sweep of the building was conducted by law enforcement and the bomb sniffing dogs. Nothing of concern was found and the building was declared safe to re-enter. Business operations resumed this morning beginning with first shift.

Employee safety is always our top priority and any alleged threat is taken very seriously. We are relieved that this threat was unfounded and that employees were never in any danger. This type of incident impacts many aspects of our business including employees feeling unsafe while on campus, loss of productivity and decreased service to ABOs. We do not tolerate workplace violence or behaviors implying potential harm to employees.

The criminal investigation by law enforcement is ongoing. If you have any information that could help in the investigation you are asked to call x6354 or you can speak with your upline or your HRC.

We value our employees and are committed to providing a safe work environment at all times.

10/4/2016

Q. The floating holiday voting just went out. July 4th is a Tuesday next year. Why is Wednesday the 5th available but not Monday the 3rd?

A. As a company, our number one priority is supporting ABOs. July 3 was not offered as a floating holiday option due to the need to meet 24-hour processing for ABO orders placed over the weekend and prior to the July 4 holiday

9/28/2016

Q. After Employee Meetings, why is there not an option to ask questions? Why is this form of communication removed from employees?

A. We are tried a few new approaches with recent employee meeting including format and providing employees the opportunity to submit questions ahead of time based on the agenda topics. We did not receive any questions prior to the meeting, however had there been any submitted we would have addressed them during the meeting or provided follow up on the intranet. We typically do not include a Q&A session at the conclusion of our employee meetings due to time constraints. There's a lot of information to share and based on feedback received, employees appreciate keeping the meetings to one hour in length. Other venues for submitting questions or comments include the post-employee meeting survey, Open Door and Speak Up.

9/26/2016

Q. I have seen several references to personal days being used on this site. Can personal days be defined? Vacation and comp are the two types of days that I have been able to use.

A. The company's Sick Pay (personal days) benefit is payable due to employee illness or injury. Please visit HR Online > My Benefits & Services > Hourly Full Time Handbook. For additional questions, please contact your upline or your HRC/ER Specialist.

6/26/2016

Q. If we choose not to work on our objectives, because of lack of time and personal life, do we have to do them? Sometimes we just do not need the pressure and the stress added to life.

A. Objectives are not optional and the performance rating is used as the basis for determining incentive pay annually. Determining what the Objectives should include is a collaborative effort between the employee and up line. Effective objectives should add value by being aligned to strategy, drive the business forward and helping you learn and grow.<p> Additional information about Objectives can be found on the Performance Management page, including an Objective Worksheet and Workshop material with examples on page 24-25.

9/16/2016

Q. This morning I heard on the radio that Michigan companies have been giving their employees a pay increase of 3% annually even during the tough economic times. Is this company going to step up this year and follow suit with a 3% wage increase for all employees that have performed well? Will the cost to serve continue to hold employees at their current wages?

A. Just like other Michigan companies noted above, Amway has had a merit budget that exceeds 3% on average over the past several years. Merit increases are part of our pay-for-performance philosophy. Each individual's merit increase is based on their own performance (competency score) and compa-ratio (current pay position compared to the market). Amway's merit budget has not been impacted by our focus on Cost to Serve. We would encourage you to have a conversation with your upline to further understand how your merit increase is determined each year.

12/2016

Q. I have heard that skilled trades now gets \$2.00 an hour for shift premium. If this is true are Set Up Mechanics going to receive it also. In our job description we are classified as skilled?

A. Please consider discussions with your upline or human resource consultant for clarity on our compensation philosophy.

9/12/2016

Q

When I first started here, comp days were supposed to be treated as rewards for 13 weeks of perfect attendance and to be used as rewards. Now we are told that we need to save them, along with vacation days, to use as part of the three days to cover sick time. How many people are actually sick for longer than three days? It seems like that policy just encourages people to take more time off so they can actually benefit from having to use their personal time. Any chance of changing this policy this year or is it going to be another year of the same? Maybe fewer personal days in exchange? Tired of working with sick co workers.

A. We continuously review all of our benefit programs to ensure our overall benefit portfolio is market competitive. Please visit HR Online > My Benefits & Services > Hourly Full Time Handbook. For additional questions, please contact your upline or your HRC/ER Specialist.

10/5/2016

Q. If I recently bid into the department and went off a written job description when I accepted this job, can the manager decide to place me on other tasks within the plant? Do I have the right to stay on the job I was hired for?

A. Amway Manufacturing needs its employees to be flexible. In order to thrive, our manufacturing plants need all employees to contribute wherever and whenever possible to meet the needs of our customers. While our goal is for you to work in your intended position, there are a variety of circumstances that could lead to your department needing you to perform related duties outside of your job description.

10/4/2016

Q. Is it a requirement or stated anywhere in the employee handbook that you have to tell your upline when you apply for another position here at Amway?

A. The HR- Talent Acquisition Policy states that "any employee selected to interview outside of their department must notify their current upline that they are interested and being considered for an opportunity outside of their upline's department prior to completing the formal interview."

9/6/2016

Q. Is a cost of living pay increase coming soon?

A. We will not provide an explicit and separate cost of living pay adjustment. Our pay ranges move with the cost of living, and the annual merit awards account for cost of living and pay range movement.

8/8/2016

Q. Cosmetics cannot run scheduled production lines due to lack of people! Will we be hiring new employees? This effects our HIP payout!

A. There are a couple things that play into the lack of labor concern you speak of.

1) Manpower Team is working diligently to fill all request needed to fill our daily demands.

2) The bigger push this week is with our Hand Assembly work. These lines are used as backup work so we do not order people daily for these lines, but do run them when other lines are in change over. This week we had a potential TNA concern as well as equipment that was needed on a couple different lines at the same time. These 2 lines account for a total of 21 additional individuals to complete this work. We are working with the Manpower Team to help address the need for the higher demand of individuals when hand assembly work is needed.

8/30/2016

Q. It looks like they are planting pine trees out front along M-21 where pine trees were cut down. What was the reasoning behind that?

A. The pine trees removed were Austrian Pines nearing the end of their life expectancy. The new pines are Norway Spruce and Serbian Spruce which have much longer life expectancy. These new trees are also more resistant to disease and insects requiring less maintenance.

8/30/2016

Q. I have seen a lot of awesome events planned for Buena Park and Ada but none for Quincy. I understand that we are a remote location but it is a little discouraging seeing events that we can't participate in. We felt a little left out of great benefits such as repacks, employee outings and appreciation lunches. Is there a way to increase our events other than just a Christmas party? I know that our schedule is much different than the other plants but it would be encouraging to see efforts and consideration for improving employee morale in Quincy.

A. We are committed to providing benefits, services, and events to NBC such as company picnics, lunches, and holiday parties. Due to the remote location of the site, it is difficult to provide all of the exact same events as the main corporate locations in Ada and Buena Park. However, we do offer Double X in the break room and we will look into the possibility of providing more options for company store items. We would love to hear any suggestions you may have on offerings and events, please bring them to any member of the leadership team at NBC.

8/29/2016

Q. Do you have to participate in the 5k to purchase a t-shirt?

A. After the 5k walk/run if there are still shirts available you will have an opportunity to purchase them at the Employee Store. Prior to the event they are only being offered to 5k participants.

8/26/2016

Q. Can we move the employee picnic back to the first Saturday after Labor Day? How many years have we had it on that date with no problems? It's cooler at that time and less chance of inclement weather.

A. Significant thought and planning goes into determining the timing and content of the annual picnic. We take into consideration the beginning of school, student athletics, summer ending

vacations, weather, vendor availability and a list of other items, when identifying a date for the picnic. There is no perfect formula that will accommodate everyone and every situation. Amway's goal is to offer a fun and meaningful day of appreciation for all that our employees do for Amway, as well as recognizing employee families for their support.

8/26/2016

Q. Is Open Door completely anonymous or are the origins of a question submitted known?

A. Open Door is an anonymous way for employees to submit questions they might not be comfortable asking in person of their uplines or leaders. The origin of the submitter is not known. We are committed to keeping Open Door anonymous.

From: EMPLOYEE NEWSNET

Sent: Tuesday, July 05, 2016 12:48 PM

Subject: EMPLOYEE MEMO: HOURLY INCENTIVE PLAN (HIP) FORMULA IMPROVEMENT

To HIP Eligible Participants
From Kelly Savage, Chief Human Resources Officer
Subject **HOURLY INCENTIVE PLAN (HIP) FORMULA
IMPROVEMENT**

We are pleased to announce an improvement in the HIP formula, effective for HIP payouts in March of 2017. We have continuously received feedback that the company performance portion calculation has been difficult to understand. This change is intended only to simplify the formula for understanding and to bring consistency across our incentive plans. With this change, all hourly plant (HPT), hourly aviation (HAV) and technical skilled (HTS) employees in all states will share consistent HIP targets and formula.

We expect the overall HIP payouts to be marginally higher under the improved formula.

Going forward, an employee's accumulated eligible earnings will be the basis used in both the company and employee performance portion of HIP. Previously, payout for the company performance portion of HIP was calculated using a flat hourly rate adjusted by an employee's overtime. Below is a sample calculation of the new formula to illustrate this change.

HIP Sample Calculation

Calculating the annual incentive payout is a three-step process. The example below demonstrates how HIP is calculated and using a company performance multiplier of 105% and a team/individual objective score of 138%:

For complete details of the HIP program, including definitions of the components used in the calculation, please visit [HROnline > My Compensation > Incentive Programs](#).

For reference to the old formula, please click [here](#).

From: EMPLOYEE NEWSNET
Sent: Thursday, June 02, 2016 4:04 PM
Subject: EMPLOYEE MEMO: SALE OF GURWITCH

To U.S. Employees
From Mike Cazer, Chief Operating Officer
Subject **SALE OF GURWITCH**

After careful consideration, we have made the strategic decision to sell Gurwitch. While these decisions are never easy, we feel that a new owner will provide Gurwitch a better opportunity to grow and build on its solid product portfolio.

Over the past few months, we have been searching to find the best partner for Gurwitch and I am pleased to tell you that Shiseido Americas Corporation has signed a definitive agreement to purchase Gurwitch Products, LLC. Under the agreement, Shiseido Americas will acquire 100 percent of the membership interests in Gurwitch, including its portfolio of leading prestige brands (Laura Mercier® and RéVive®), Gurwitch's operating entities and distributorship agreements. The deal will close in the coming weeks.

Alticor purchased Gurwitch in 2006 to gain insight into the luxury cosmetics marketplace and leverage combined product development capabilities. With the support Gurwitch gained from Alticor's global infrastructure and resources, the company was able to double its sales and add to its strong luxury brand portfolio.

While this has been a great partnership for many years, it was the right time to explore opportunities to sell Gurwitch as we continue to identify opportunities to improve our operational efficiency, advance the Amway business and that of our subsidiaries. We believe in the potential of the Laura Mercier and RéVive brands and are committed to helping achieve sustainable growth for Gurwitch. As part of the Shiseido portfolio, Laura Mercier and RéVive will be able to build on their impressive growth and successes to date and introduce their products and techniques to more customers around the world.

Over the next few months, we will begin the process of transferring Gurwitch operations to Shiseido. We appreciate the hard work and dedication of those who supported Gurwitch during our partnership and would appreciate your continued support as we move through this transition

We wish Gurwitch, its people and brands, much success in the future.

10/22/2015

Q. A managers role should be improving/enhancing their downlines so they move up in the company. While I realize this is a cooperative effort between the employee and manager, shouldn't the manager take a more active role in this task? It seems to be the managers, (general statement) are more focused on their careers than that of their downline.

A. You're right the development of each employee is a shared responsibility, where we hope everyone feels empowered to take steps to develop themselves and advance their career. While it is an expectation of Amway leaders to support their downlines, your career goals and development planning start with you. If you haven't initiated a career planning or development planning discussion with your upline, that's a great place to start. Find tools and resources to aid you in getting started and how to engage your upline in this process on Amway University (AU) in the Professional Development group. If you have initiated development discussion with your upline and aren't getting the full support you need, there are a few options to consider. You could have the conversation again with you upline, and be more specific about what support you need from him/her and ask their commitment to provide this support. Consider seeking support from other leaders or colleagues that have expertise in the area you are trying to develop. Leverage resources and experts found on Amway University, or contact your HR Consultant for support in engaging your upline.

11/2/2015

Q. I know we have a goal of "pay for performance", but when we give the same merit bump for a "3.0" employee that we give to a "3.59" employee, are we really meeting that goal (this is not taking into account where someone is in their range, I know)? A "3.0" employee is just shy of not being given a merit increase at all whereas a "3.59" employee is a pretty darn solid performer and contributor. Can we look at breaking up that grouping of merit increase percentages to allow more differentiation?

A. We continuously review our pay programs to ensure alignment with our overall pay for performance philosophy. At this time, there are no changes currently planned to the merit matrix groupings.

10/15/2015

Q. A lot of employees are looking to leave Amway due to all the cutbacks and low pay. Does this concern the company? There are many unhappy employees here?

A. Thank you for sharing your concern. Employee impact is front of mind whenever we consider any change in a pay, benefits or other program offerings. At times, changes to our offerings may be necessary to align to market or to drive our business strategies, such as AmwayNEXT. Our total package for employees continues to exceed market benchmarks even during this period of change.

9/9/2015

Q. I have read over and over again on this forum that the company is market competitive with respect to wages. When is the company going to get market competitive with respect to

electrician wages? You can't continue to turn a blind eye to the fact that electricians are quitting here and going to other local, smaller, obviously more market competitive companies and getting better wages and benefits. So now I question as well are the rest of the plant employees really being paid what other top performance companies are paying?

A. Amway regularly reviews wages to ensure we remain competitive in the market in which we compete for talent and changes are made when we find we are not competitive. With that said – we are aware that the market for skilled trades labor is highly competitive, particularly for electricians, and are working on a strategy to identify both short term and long term solutions to ensure we successfully attract and retain skilled labor. One element of this strategy, with more changes to come, has been the implementation of the Apprenticeship programs for skilled trades.

9/8/2015

Q. Why wasn't more effort made to communicate that Asbestos has been found in the building near the gym? You would think this would be a priority.

A. Asbestos-containing building materials identified during the recently completed survey were reported to be in good condition. Undisturbed asbestos-containing materials that are in good condition do not pose health threats. In many buildings, the only potential asbestos-containing materials identified were certain brands of fire doors. In other buildings, materials such as floor tile and steam pipe insulation were found to contain asbestos. Employee training, communications to contractors and work practice limitations are in place to ensure that these materials are not unintentionally disturbed. When these materials must be disturbed, the services of a licensed asbestos abatement contractor will be utilized. The communications to employees (bulletin board notices, Weekly Wire notices, etc.) exceeded the regulatory requirements for this communication and were considered sufficient and appropriate given the types, quantities and condition of the asbestos-containing materials identified on this complex.

8/18/2015

Q. When cutting benefits the corporation always states "we realize employees are our greatest asset". Then we lose a benefit or the price goes way up.

When an employee makes a comment about reductions in benefits to "The Open Door" and the company labels that "mean spirited"? So much for useful communication. The company has a problem and the inability to retain and hire talent is the evidence. Feel free to label this honest feedback "mean spirited" as well.

A. We apologize for the label "mean spirited". This was the opinion of a single processor and does not represent the view of Human Resources. We welcome feedback. We do know that our employees are our greatest asset, and we strive to provide a strong and meaningful overall employment value proposition for our employees, including a competitive benefit portfolio. The Amway Consumer Plan and HSA contribution provide benefits that are above industry standards; in fact, on average, Amway employees pay only 28% of what employees at other companies pay for health care. Our program will continue to provide value above industry

standards even with the recently announced changes to our HSA contribution. We regularly benchmark all our benefit programs, including retirement planning, vacation, life insurance and other general support programs. We recognize the \$2,000 HSA contribution has been lowered. We hope our employees recognize this amount was significantly above industry and was intended to help fund their HSA. The communication has been very transparent from the beginning so employees could plan effectively.

Amway Supports Proposal 1

Posted By: Employee NewsNet on: 4/9/2015

On Tuesday, May 5 Michigan voters will be asked to approve Proposal 1.

Proposal 1 is a plan that will address the need for a long-term funding solution for Michigan's crumbling roads and bridges. As a Michigan-based company making products that are sold around the world, we know the importance of safe and dependable roads. They are vital in getting our products to market and our employees safely to work and their homes. Michigan's continued economic recovery also depends on supporting new jobs and investment with a quality transportation infrastructure.

We encourage you to educate yourself on this proposal and vote. For more information on the proposal,

[WATCH THIS VIDEO](#) or [VISIT WWW.SAFEROADSYES.COM](http://WWW.SAFEROADSYES.COM).

3/16/2015

Q. During my review, my supervisor included our Crew Leader. I thought our reviews were confidential.

A. The inclusion of Crew Leaders in the delivery of Performance Reviews, particularly in Manufacturing, has been occurring for the past few years and is based on the idea that Crew Leaders, in most cases, can provide the most relevant and direct insight into an employee's performance as it relates to the competencies they are being evaluated against.

3/26/2015

Q. What happens if I do not sign my evaluation?

A. If you do not sign your evaluation, it will be moved to the completed folder without your signature. As a reminder, signing your evaluation is not an indication that you agree with what is stated in your evaluation, it is an acknowledgement that you have received the evaluation. If you do not agree with an element of your evaluation, you have the option to write comments indicating so in your evaluation form.

3/18/2015

Q. What definition does the company go by in the case of harassment? I feel there is a lot of indirect harassment that takes place between co-workers. When the topic is brought up to the

group leaders nothing is said or done to correct the issue. It is directed back to us to fix. I don't feel comfortable in my department. I don't feel comfortable in bringing my concerns to the group leader's attention. I have been seeing this type of leadership evolve a lot over time. How are we supposed to succeed as a group if we can't get along? I know I should take this to my HR rep. I am not comfortable doing that either because it seems we become sores in the eyes of the up line in the department.

A. Per our Policy against Harassment, all employees are responsible for fostering an environment of mutual respect, and free from intimidation, humiliation and insult. Harassment of any kind is not welcomed at Amway. Employees are expected to bring violations to the Company's attention in good faith, therefore we suggest that you report any issues and concerns immediately to your HR Representative

3/27/2015

C. There is harassment and emotional bullying going on in our department and management does not care. I am about ready to write to Steve and Doug. The problem ends up being the employee is who having an issue. So if we come forward, we get the verbals and write ups for not getting along with other employees. A human being can only take so much. When you go to Human Resources, they always side with management so we as employees are in a no win situation.

2/6/2015

Q. Was there a snow day on Monday, 2/2/2015?

A. No, Monday, 02/02/2015, was NOT declared a snow day.

2/18/2015

Q. I heard that salaried employees are told not to take risks to make it to work during bad weather like the snowstorm in early February. I was told they do not have to take a vacation day as HR has instructed management not to send the wrong message. Why is it okay for HR to put hourly workers' lives at risk by forcing them to come in or to be punished by enforcing the use of vacation or comp day? Why is there not a consistent policy from HR? Shouldn't the safety message be the same for hourly and salaried employees? If a different message is being sent from HR isn't this opening the company up for liability if a hourly person is hurt trying to get in for their shift?

A. We are concerned about the safety of ALL employees and recognize it's a personal decision as to whether or not you feel comfortable driving to work during challenging weather. With that said, we are not aware of such a policy or HR issuing any type of instruction as you've indicated. To clarify, the decision to declare a snow day is done by the Site Emergency Team, which is comprised of representatives from EH&S, Operations (Distribution and Manufacturing), Facilities Maintenance, Protection Services, HR and several other functional areas.

2/25/2015

Q. I feel very uncomfortable after I had my review. My upline had a cell phone on the table and was pushing buttons. I feel like the conversation was being taped or someone on the other end was listening. Who should I talk to about this?

A. In general, electronic recording of any conversation is not permitted. We suggest that you reach out to your HR Rep regarding your concerns.

2/16/2015

Q. If you are in a confidential case between you and Human Resources that also involves supervision, is it okay for the supervisor/crew leader to coach the witness on what to say ahead of time (before speaking with Human Resources)?

A. When any employee is involved in an investigation, it is the expectation that they are honest and forthcoming with information that they are able to provide based on their own experience and to the best of their recollection. Because of the uniqueness of your situation, we ask that you reach out directly to your HR representative.

Amway India Leadership Changes
Title: Bill Pinckney and Anshu Budhraj
Division: Europe/India/Africa Department: Amway India Upline: Samir Behl Effective Date: 1/27/2015
[Click to view more detail](#)
Amway India Leadership Changes
Bill Pinckney, Resident Director and Anshu Budhraj, General Manager

Bill Pinckney, who has led the Indian affiliate so admirably, will be stepping down as Managing Director, effective immediately. Bill will have an ongoing role in India. He will continue to support the various legal cases and other matters and remain as the Resident Director for Amway India, as well as an employee. Bill has more than 34 years of experience with Amway, including 15 years at the helm of Amway India. The success of the Indian affiliate, despite the regulatory challenges, speaks for itself and we are so grateful for Bill's leadership and his extraordinary dedication to Amway, as well as his support for the transition of his day-to-day management responsibilities to his successor.

Replacing Bill will be Anshu Budhraj, who has accepted the role of General Manager, India, effective as of today. Anshu started his Amway career 17 years ago as Finance Manager, India. In 2008 he became Regional Head of the South Region for one year. In 2009 he was promoted to CFO India, and in August 2013 to COO India, including Finance, IT, Facilities and the four regions. Anshu will be a member of the Regional Executive Staff team. We will inform you of Anshu's replacement, in his current role, in due course.

Speak Up Meeting November 17, 2016 A Speak Up Meeting was held November 17, 2016 at 1 p.m. The mechanics of the meeting were explained to those who had not attended previously. Doug DeVos chaired the meeting along with Kelly Savage, Tim Morton, Jenni Lee and Kistin Gallagher. Participants from the following areas were in attendance.

Customer Service

Finance

Information Support

Laundry

Plant Manufacturing

Maintenance

NA Logistics

Nutritional Product Support

Paper Products

Personal Care

Plastics Department

Pressure Packing

The following questions were submitted through the Speak Up Intranet site or directly to one of the participants. Please note that some questions may not be from the department that presented them. Customer Service

Q. End-of-month orders, with the addition of the first-of-the-month DITTO generation of orders, are overwhelming carriers. ABOs and customers are complaining that their orders are not arriving by the "on" or "by" date given at the time of order. We, as a company, need to get extra delivery assistance and other carriers to step up and assist with getting orders delivered the first two weeks of the month. All of this is creating frustration with our ABOs and customers as well as causing excessive calls to Customer Service with concerns as to why orders are not being received by the promised date.

A. Over the course of the last three years, the average speed of delivery has gone from a high of 3.8 days to 2.9 days which has allowed us to improve our delivery promise of 3-8 business days to within 5 business days. In addition, the percentage of orders meeting our service commitment level has gone from 93% (which was a 3-8 day commitment) to 99.2% (within 5 days). This includes ditto and end-of-month orders. Complaint rate for on time delivery has decreased 20% in just the last year. Yes, we do have deliveries that do not happen on time, we will not be able to completely eliminate this. We will continue to monitor delivery times and continue to make improvements.

Q. In a meeting, Jim Ayres mentioned we were going to start paying ABOs to obtain customers, or something of that nature, which I find totally out of left field. We have a whole line of sponsorship who teaches their new ABOs to purchase at retail pricing for themselves and not worry about obtaining customers to be successful in the Amway business. I would think we should address the issue first.

It's just like the exporting issues. Customer Service has turned these issues in to Business Conduct and Rules, but seems like they are ignored until things get extremely out of hand! The company might still have a crown in the U.S. if anyone bothered to take the issues we report seriously and much sooner.

A. Over the last few years, through the Strategic Account Management (SAM) initiative, Amway has been working very closely with ABO organizations around the globe to understand more effective ways on how to teach ABOs to sustainably grow their business. Along the way, many individuals that may not have been growing the business properly have either course corrected,

and/or have left the business. These issues are managed in a company to ABO conversation and out of respect for the individuals, are not broadcast. While individuals in specific roles may not have a full line of sight to the details of what is happening, rest assured, these issues are being dealt with.

Regarding selling, Amway recognizes ABOs for hitting their PV (point value) goals. We know that recognizing and rewarding them for achieving Customer Sales, along with overall qualifications, will not only help them grow stronger, more sustainable personal businesses, it will also help grow Amway's business overall.

Q. Next year, can national/school holidays be considered in the holiday voting selection (i.e. Martin Luther King Day, President's Day, Columbus Day, etc.)?

A. For the past two years we have been expanding the floating holiday selection options available to employees. We can certainly consider your suggestion when the time comes to select options for 2018. Certain days may not be viable if they interfere with meeting the needs of ABOs and their customers. Finance Information Support

Q. Given the softening sales in China over the past few years, do you foresee further geographic expansion in other areas of the world? If so, what countries and why?

A. Despite current softening of business in China, we will remain focused on the business and ABOs in our current 55 markets. There remains untapped potential in many of these markets and the prospect of their growth, with recovery in China gives us confidence in the current market configuration. Note, we also do study viability on new markets on routine basis. For at least the next few years, we do not foresee a compelling new market, relative to the still untapped potential of many existing markets. Laundry Plant

Q. What happens when the Behavioral Based Safety (BBS) coach's time is up in February? The current BBS has been in the roll for more than two years and nobody else seems to want it. A. We will follow the same procedure as before. When the current person's assignment is due to end the assignment, along with the responsibilities of the position, will be posted for all employees to apply.

Manufacturing Maintenance

Q. If President-Elect Trump follows through on his commitment to place a 30% tariff on goods coming into the U.S., will the jobs that we have lost to China come back? Will we still follow through with sending two-thirds of our durables production to China next year?

A. Amway China does not manufacture any products that are imported into the U.S. market. The purpose for moving some of our durables production to China is to reduce lead times to other Asian markets so that we can better respond to affiliate promotions and oversells. There will no impact from a potential U.S. tariff increase. Q. Will daycare ever be an option at Amway? A. At this time we have no plans to open a daycare facility on campus, but we can certainly assist in connecting people with businesses in the local community to help employees. We encourage employees to take advantage of Big Steps -Little Feet across the street as well

as leverage the daycare referral services provided by ENCOMPASS. Their contact information is 616-459-9180 or toll-free at 1-800-788-8630. You can also visit their website at www.encompass.us.com and enter the password "amway."

Q. With the Pressure plant closing, will there be an option for early retirement for those who are close to retirement age to make room for this transition to take place?

A. There are no plans to offer any early retirements. In fact, for the past year we've been cautious, and purposeful, about holding open positions that became available in anticipation of the closure of the Pressure plant. At this point, we are confident we have positions for all of the Pressure Packaging employees. NA Logistics

Q. Could you please explain the logic for the 4th of July holiday? Having two holidays in the middle of the week puts a wrench into plans when employees need to travel on this holiday. Can it be changed so we have a long weekend? It would be greatly appreciated. No matter how it is looked at it will remain the first week of the month.

A. The additional day off around Independence Day was selected based on input gathered from a variety of functional areas that support ABOs. Our main focus as a company, and as employees, is to provide continuous support to ABOs. If an employee would like additional days off around a holiday, they are encouraged to use vacation or comp days to cover their time away from the office.

Q. Has there been a great cutback on building and grounds maintenance? They just don't seem as nice as they used to be. There are weeds growing around patios and in wood chips. The outside trash bins are overflowing on patios (58A) and some of the bathrooms have a constant odor and could use a good cleaning and some fresh paint (58B &D).

A. We are currently working on some of the restrooms in building 58 B & D. However, in order to provide prompt service and address any issues, please call the Facilities Work order desk at x4120 with your specific area concerns.

Q. Thank you for rescheduling the picnic. It would be so nice to go back to Fallasburg Park and have the BBQ chicken dinner like the past. Also, having several stands for popcorn, pop and cotton candy scattered throughout the grounds would help to alleviate the long lines and folks just waiting their day away.

A. Thank you for your suggestion regarding picnic locations, food and options offered. As part of the planning process we review various locations, food options and activities based on availability, space offered, employee feedback and post event survey responses to determine the best option for all.

Q. Could the corporation please look at the scheduling of events on complex? Most take place during times where only office personnel can attend - like the United Way festivities and the Fitness Facility activities. The hours are for those who can flex. Those of us in warehousing and production cannot flex our hours.

A. When planning events in the future, we will look at providing various times to accommodate different schedules. However, historically when off times have been provided for the various shifts/schedules we have had very little participation.

Q. Is there an explanation as to why we no longer can have a department incentive lunch for doing well on safety? This is being dictated by OSHA to a private organization?

A. Due to a recent change in OSHA rules, employers must not have incentive programs, or any other programs that deter or discourage an employee from reporting an injury or illness. In other words, there may no longer be goals to reduce the incident rate or incentives for numbers of days safe as this could be interpreted as discouraging the reporting of incidents. We can certainly have incentive programs rewarding worker participation in safety-related activities like the Manufacturing ABC and BBS programs. Environmental Health & Safety is taking the lead on this and is working with all locations to become compliant with this new rule. Even though we are a private company, we must still adhere to OSHA rules and regulations.

Q. With Gurwitch being sold and Pressure Packaging being dissolved, will there be severance packages offered? If not, will senior employees continue to be bullied into retirement before retirement age? This is bringing the moral of the corporation down. This is a question that needs to be answered by Doug and Steve and not sent to the department upper management for an answer.

A. There are no plans to offer severance packages to employees due to either the sale of Gurwitch or the closure of Pressure Packaging. We have jobs for all the impacted employees.

Regarding the rest of your question, no employee should feel bullied or coerced into retirement. If you feel this is occurring, you should contact x8600 and ask to speak to Employee Relations.

Q. Employees in the Midwest Regional Service Center (MWRSC) are cross-trained on many different functions. Some individuals become very proficient at some tasks and others they do not. The training is not always at the best level. Is this grounds for termination if you are only receiving bits and pieces of information and still expected to perform at a specified level?

A. Working different functions is, and will continue to be, an important aspect of supporting the variety of work that is completed in MWRSC. If you feel that you have not been adequately trained, you should discuss this with your supervisor to ensure additional training is completed and that you feel comfortable performing your job successfully.

Q. Now in MWRSC we are supposed to be rotating and learning new job functions. Some employees have done the same job for years. Recently, we are being thrust into new areas to learn new jobs. Despite what management says, some jobs take a long time to learn. As we rotate, we may not get back to an area for a long while. Retaining new knowledge can be difficult. We need to be able to ask questions and work as a team without worry. Many employees have not been cross-trained on these jobs. If we are put on a personal improvement plan due to difficulties learning a new function, this can be used for great harm toward trying to retain employment. This can happen before supervision even knows how we may fair at other functions.

As a long-time employee who likes working here, please tell me, is it fair if I don't understand something, or can't learn it, to be fired for this? It doesn't mean that I can't do other jobs in the warehouse. Are these grounds for being fired?

A. Given the personal nature of your question/concern, please contact x8600 and asked to speak with your Employee Relations specialist.

Q. When someone gets told they must retire or leave because they don't grasp all the job functions, why can't they move to another department that has a job (hilo) posted at that time?

A. Given the personal nature of your question/concern, please contact x8600 and asked to speak with your Employee Relations specialist Nutritional Products Support

Q. Is it true that Buena Park hourly employees earn 10 hours of comp for every 13 weeks worked? If so, why do Ada employees only earn eight hours?

A. When comp time was implemented, the intent was to give employees the ability to earn a comp day every 13 weeks for a total of four days per year. For the most part, California-based employees work a 4x10 schedule and Ada-based employees work 5x8 schedule. In the end, California-based employees get no more comp days than other employees at other locations.

As work schedules in Ada have evolved, employees now work a variety of work schedules. To ensure consistency in Ada, employees continue to earn eight hours of comp time every 13 weeks, regardless of work schedule, which means Ada-based employees that work different work schedules get the same amount of paid time off.

Q. Year-after-year NPP deals with erratic spikes on customer demand. There are months that we cannot meet the customer's demand on time and/or air ship delivery. During this time, technicians are asked to do overtime to meet customer demands. Then, there are months that are stagnant with very low production demand. What is the plan to maintain an even flow of production in the plant?

A. NPP manufactures highly-promoted products. More than 90% of them are new to the markets having just launched in the past four years. For these launches, NPP produced in advance what was thought to be several months of demand... but some new products like BodyKey were so popular that we sold out of what we thought was several months of demand in only hours. The unpredicted success of some of these launches, combined with the high level of market promotions, have made NPP finished goods difficult to forecast. NPP technicians have done an excellent job responding to what the business has asked for by their willingness to work overtime, improve efficiency and flexibility to flow with the work. As NPP finished goods now begin to stabilize post-launch, Planning can more easily partner with the markets to plan promotions. This should help smooth those demand 'mountains' into demand 'rolling hills'. Thank you to the NPP team for your hard work to continue making Nutrilite a success!

Comment: The entire NPP group appreciates the beautification of the main entrance and new parking lots outside of the Nutrition Product Plant.

Paper Products

Q. How does the company plan to motivate people to do health screenings if there is no discount on health insurance or money being added to our HSA for 2018?

A. In 2018 there will be a \$1,000 HSA base contribution as well as the opportunity to add \$500 to your HSA by participating in the annual Optimal You Health screening.

Q. If Donald Trump repeals Obamacare, would the company consider providing better insurance since the tax burden of Obamacare will be lifted?

A. At this point it is too early to tell what will change, if anything, with the Affordable Care Act. We will evaluate as more information is available.

Q. Why aren't more options considered for our health care plans? My wife has Priority Health and it is a lot better plan than ours. She pays a little bit more for it, but it has proven to pay for itself and turns out to be cheaper than our plan because of all the added costs (i.e. - doctors visit = \$100; kids MRI = \$2,000 out-of-pocket).

A. At this point in time, we are committed to providing health care coverage to all eligible employees and we remain committed to the Amway Consumer Plan and Health Savings Account. However, the health care industry continues to be complex and is constantly changing based on regulations and adherence to certain aspects of the Affordable Care Act. As such, future change is always a possibility as we consistently review our benefit plan offerings and trends to ensure we offer competitive benefit package.

Q. Has there been any indication that people have stopped taking necessary prescriptions due to the high deductible plan?

A. We frequently review utilization and have not seen any indication that people have stopped taking their medications.

Personal Care

Q. If the Amway gym is for employees, why should we have to pay to use it? I should be able to go and use the gym when I want to as a benefit, not as a privilege to pay to use it.

A. On-site facilities such as ours is a major commitment of space and resources that most companies do not offer. You are correct that Amway has chosen to make this commitment as a significant benefit for our employees. Requiring an extremely minor membership fee is common practice for those companies that offer on-site facilities in order to cover portions of the operating expense that otherwise would be used for other business operations. We are pleased to be able to offer employees a significant savings/better value over what an employee and family member would pay for a comparable gym in the Greater Grand Rapids while also offering the convenience of 24/7 availability.

Liquids

Q. Why is our HSA contribution shrinking each year?

A. The annual HSA contribution provided by Amway has, and continues to be, significantly higher than the industry average. The transition to a high deductible consumer driven health plan in 2015 was considered a significant change for employees and their families. To support employees with this transition, Amway chose to offer a significant HSA base contribution schedule to provide employees with a more gradual shift to allow them to become more familiar with a consumer driven health plan as well as becoming more comfortable in assessing their annual health care expenses. The gradual reduction in the HSA contribution is intended to accomplish two things, 1) draw back the contribution amount to a more industry competitive level, and 2) provide employees a financial bridge as they become more comfortable with assessing their annual health care expenses and how to effectively utilize their HSA funds and other health plan benefits.

Q. When is the third shift that is currently cross-training in SuperFill Center (SFC) East going to transition back to third shift in SFC West?

A. Cross-training individuals have scheduled return dates based on business needs and are coordinated with each individual. In the case of third shift in SFC West, we expect we will need additional resources for running production lines on that shift around mid-2017.

Plastics

Q. People drive too fast along Lake Amway from Plastics to Laundry. When the weather is decent, employees walk or run through there. Can something be done to slow people down?

A. Protection Services will increase patrols of this area when available, but we also ask that everyone operate in a safe manner which includes maintaining a high level of situational awareness and following the posted speed limits and traffic signs.

Q. There is a constant problem with flooding in our bathrooms. It's happened at least two times in last month. Water all over the floors. Facilities says it is due to people flushing paper towel down the toilet. I don't think that is the case. I think there is a real problem.

A. The constant flooding problem really is due to paper towels and other objects being flushed down the toilets. When we clear the drains, we are pulling out large masses of paper towel which do not break down. Please call the Facilities work order desk at x4120 with your specific concerns so we can address these issues as soon as possible.

Speak Up Meeting August 16, 2016

A Speak Up Meeting was held August 16, 2016 at 1p.m. The mechanics of the meeting were explained to those who had not attended previously. Steve Van Andel chaired the meeting along with Tim Morton, Kistin Gallagher, Brian Riefe-Peters and Jenni Lee. Participants from the following areas were in attendance.

Cosmetics
Customer Service
Durables

Global Business
Gurwitch Fulfillment
Liquids
Maintenance
Nutritional Products Support
Paper Products
Plastics
Pressure Packing
Testing

The following questions were submitted through the Speak Up intranet site or directly to one of the participants. Please note that some questions may not be from the department that presented them.

Cosmetics

No questions.

Customer Service

Q. I often walk or ride my bike to campus. I notice people using their cell phones, calling, reading texts, whatever. This doesn't seem a safe practice for pedestrians or cyclists. Has the company considered discouraging the use of cell phones while driving on campus?

A. We have shared Rules of the Road and those rules strictly prohibit the use of cell phones while riding bikes. There are also areas throughout the Manufacturing plants where cell phones are prohibited. We do not have rules prohibiting use of cell phones by pedestrians for all locations. Regarding drivers, State law prohibits texting while driving. This law would apply to all drivers on our campus as well as public roadways. To view the Amway Campus Bike Rules and Rules of the Road visit the Fitness Facility website and click on On-Campus Biking.

Q. Every six months, Amway has a retailing campaign for the ABOs. The one just ending is called "Fresh Takes" and the one that will begin September 7 is "Get Inspired." The campaign features special offers on current and new products. We also have a sweepstakes called "Win Everything." This prize has a retail value of \$1,700. There are two winners per month during the six-month campaign and ABOs and Customers are eligible to participate.

What I would like to suggest is giving more press to the winners of these campaigns. It would be an awesome credibility pieces to showcase on the amway.com site, Amway Connections and the ABOs' personal retail websites.

A. We try to feature campaign sweepstakes winners as much as possible on social media - primarily on the Amway U.S. Facebook page and Twitter account. Regarding the frequency of featuring the winners, we often have to rely on images/information being submitted by the winners and the timing of receiving that information can vary.

Q. I recently picked up the Phyto2GO drink product at the Employee Store. I understand it's quite the unique presentation when you release the product from the cap. I also like that it has Stevia as an alternative sweetener. What I don't understand is the cap. I did not see a marking for recycle. When you consider you throw away this cap, which is a substantial size, it adds up. I

just wanted to give my opinion as we are always regarded as a company that is environmentally conscious. Thanks.

A. The cap is not recyclable in the U.S. at this time so it cannot carry the recycle symbol. The Phyto2GO cap is much more complicated than it appears. It is actually made with multiple types of plastic and due to the mixed plastic types, it does not qualify for recycling. Ideally, the next generation of this cap will be recyclable. The good news is the bottle is re-useable.

Q. Since they painted the walls such a dark color in Customer Service it is extremely dark on the North side of the room. Can we please get some brighter lighting on that side of the room, especially in the Comp Customer Service Rep area? They are working on it right now so it would be a great time to put up some better lighting. Thank you very much.

A. Thank you for the feedback. Based on your Speak Up comment, we did recently survey the team in the area regarding the new paint colors. The results of the survey will help influence the color scheme as we continue to remodel the department. Once our remodel is complete, we will be adding artwork, posters and additional monitors on the walls to help brighten up the area and will also ensure lighting meets the needs of the area. Please keep us in the loop as the remodel continues. We appreciate the feedback.

Q. I recently put in to use a comp day (a reward day for attending work for 13 consecutive weeks). We have always been able to use this reward day at any time by the company. Customer Service management has taken that away from its Customer Service staff. Now, we can only use it at their discretion. I would hope Corporate can do something about this. It is not like a reward any longer, at least not in our department. Management already limits when you can take your vacation days, and on top of that we cannot use our comp day to cover time off so we get a point and lose our holiday pay if one falls beside the day we need off. Their reaction is oh well, too bad, so sad for you. You get a point and lose your holiday pay because we are not allowing you to use your reward comp day. After more than 20 years of loyal service they even take that from us in Customer Service.

A. Thank you for the feedback on comp/blackout days. Due to comments received, we have recently empowered supervisors to be able to work with our Customer Service Representatives in order to make exceptions for blackout days in extraordinary circumstances. Please feel free to reach out to HR, or to a manager in Customer Service, if we can be of further assistance with your situation.

Q. I have already spoken to HR about this so now I am asking it in Speak Up. We have blackout days that management assigns in Customer Service. We are not allowed to even use a comp day to cover this day. Example: I took the 31st of May off to go see my new grandbaby. In our rules it states that managers can make an exception to the rule. I actually sent my manager a note however, they obviously did not feel a need to even reply!

So I was not only given a point – the first one in 25 years - they refused to pay me my holiday pay. They would let me put in a vacation or a comp day for payment, but they still would not give me the pay for the holiday preceding or following that day. Afterwards, I found out that they gave VTO (voluntary time off) that day as early as 8:30 p.m. and to many people after that. They, including HR, refused to remove the point, or give me holiday pay, or make any adjustments even knowing all of that. If it is slow enough that Customer Service is letting people have VTO that day, I see no reason a Customer Service Rep cannot use a comp day (reward day) to cover that day, or even a vacation day, to avoid a point and be able to receive holiday pay. They are

adding more and more of these blackout days. I think there is a point when saving a dollar at the expense of your employees should be considered too extreme. And yes, I would like my point removed and my holiday pay for that period. I am asking that you address this issue with management in Customer Service as Human Resources refuses to address this with Customer Service management.

A. Thank you for your feedback regarding comp/blackout days. The goal in the guidelines around comp days is that we have to make sure we have adequate coverage in order to best meet the needs of the ABOs. We know that work schedules do not always align with our personal schedules, and we encourage all of our team members to share scheduling conflicts as quickly as possible with their supervisor, and the scheduling team, so we can attempt to accommodate requests as much as possible.

Durables

No questions.

Global Business

Q. How do you view the changes and investment in the Ada community from the point of view of Amway?

A. The Ada community has talked about the Envision Ada project for a long time, and we're excited to see both commercial and residential expansion come to Ada to make our city a destination for everyone to enjoy. Ada has a beautiful riverfront and its more prominent usage will help attract even more families and businesses to our community. Envision Ada is a win for the community, residents and employees. And, the project will also help continue to foster a warm, welcoming community for ABOs who visit from around the world.

Q. Due to the repaving at the East entrance, it has been great to have the guard shack at building

77 manned in the mornings. Now that Headley is the new main street in Ada, and is a more popular intersection for Fulton and Amway, are there plans to keep that gate manned for at least the morning crowd on a regular basis? This would be appreciated since it is the easiest way to get from Thornapple River Drive into Amway's complex. Thanks in advance for consideration.

A. We are currently monitoring this situation and the changing traffic patterns due to the Ada construction. Even though the traffic has increased, it has not increased enough to justify manning a gate that already has automated access. We will continue to monitor the traffic volumes at all of the gates through the completion of the Ada project and make any necessary adjustments for the best traffic flow onto complex.

Q. As employees, we appreciate Amway as one of the best employers in the area. From your perspective, why does Amway stay in the West Michigan area? What does the future hold?

A. West Michigan is where Amway was founded and both families still reside here. The Ada area is a great location for our headquarters and we see no reason to relocate. Other companies relocate for a variety of reasons, some for tax breaks, others for opportunities to expand their facilities, but we are happy where we are.

Gurwitch Fulfillment

Comment: I have no questions, but rather a praise. Our group LOVED the employee appreciation lunch. We really enjoyed the new changes.

Liquids

Q. Why do Manpower associates time out? Just when we get them trained they have to leave.

A. One of the primary goals of using agency employees is to fill temporary hourly operation needs and/or entry-level hourly positions where the individual can get up-to-speed quickly. It's been a long-standing practice to limit the duration of Agency employees to approximately 18 months for assignments at Amway. This duration also complies with Legal guidelines.

Q. We need to be able to use the exhaust fans in Super Fill East (Liquids) Department. The GMPs (Good Manufacturing Practices) have changed and since then, we have not been able to use them. It can be very difficult to work because of the heat.

A. The exhaust fans in Super Fill East have been inspected by Facilities Maintenance and are all fully functional. They are currently in-use to help remove heat and humidity from the plant. We continue to explore further improvements that can be made to help with the heat in the plant.

Q. Can we get a cost of living raise?

A. There are no plans to provide an explicit, and separate, cost of living pay adjustment. Our pay ranges move with the cost of living and the annual merit awards account for cost of living and pay range movement.

Q. Why do we have to cover sick days with vacation days or take a point on our attendance record? Is this policy campus-wide?

A. Regular full-time hourly employees have up to seven days, or 56 hours, of paid sick days per calendar year. These sick days cannot be used during the first three days of an illness, but rather you may use earned comp days and/or vacation days during the first three days. After the three days, even if your vacation and comp days are exhausted, you may use remaining sick days until short-term disability payments begin.

Q. Why is the review process skewed so that one cannot attain a 4 - 5 review score?

A. The current rating scale for performance reviews is a five-point scale and there are no limitations/restrictions, neither implied nor intended, on the use of higher rating scores. In fact, many employees receive these higher review scores.

Additionally, it is important to have a clear understanding of your objectives and the expectations for what meets/exceeds, or does not meet your objectives based on the outcomes of your goals and metrics. Talk to your upline throughout the year and provide updates on your work and progress against objectives. Also be sure to ask for feedback on how you are doing.

Maintenance

No questions.

Nutritional Products Support

Q. Currently Amway North America has a year-round Flex Friday program. We have learned that R&D is also adopting a flex schedule including work from home and one flex day every other week. Will Marketing also be adopting a year-round flex schedule in the near future?

A. Leadership is currently looking into what flexible options could be offered to Marketing employees. In addition, we are presenting working on a corporate-wide approach to flexible work arrangements. Soon, we will be asking leaders to explore a flexible approach and supporting them as they define what flexibility looks like within each of their individual organizations. The expectation is for the divisions to determine what works best for their employees while keeping the ABO at the forefront of everything we do. We will be sure to communicate additional information as it becomes available.

Q. With the volume decreasing in all of Ada Manufacturing, and many of the core line products being moved to a third party manufacturer, it appears as if leadership is not committed to the future growth of Ada as the main manufacturer. Is leadership committed to keeping production of core products in-house?

A. Amway is strongly committed to Ada and the jobs that are provided here. We also understand that our business continues to evolve and as a company, we must evolve with it. We remain focused on providing value to our ABOs and manufacturing is a significant part of this value creation.

Q. AmwayNEXT is committed to doubling the number of Platinums by 2025. When talking with ABOs that tour our plant, they have stated that their biggest competitor is Amazon and E-Bay. Yesterday, I ran a search of Amway products on Amazon and I found more than 2,000 items that could be purchased outside of our ABOs. What is Amway doing to assist in helping our ABOs compete against the e-Commerce realm of selling, like free-shipping or receiving products within two days of purchase like Amazon offers? What is being done to stop illegal sales of our products? Is that enough?

A. Unauthorized selling activity is taken very seriously by Amway. Selling online or from a store eliminates the personal connection and is inconsistent with the Amway Business Model. Unauthorized selling in stores and online also weakens brand integrity and voids the Satisfaction Guarantee - all of which have a negative impact on the reputation of Amway and ABOs.

Many measures have been put in place to protect Amway Business Owners against the potentially damaging effects of unauthorized selling. The Retail Establishments Rule, for example, was created to prohibit unauthorized selling of Amway products in places such as stores and online sites like Amazon and eBay. Sites like these are monitored daily, and ABOs who are identified as selling products there (or providing products for others to sell) are sanctioned under the Rules of Conduct.

In fact, since 2011 more than 1,670 ABOs, at all qualification levels, have been sanctioned – resulting in more than 700 suspensions/terminations. Additionally, 12,640 images/text have been removed from eBay, Amazon and Taobao due to copyright infringement. Where appropriate, Amway has taken legal action against eBay Power Sellers to try to put a stop to

this type of selling. While these steps are not taken lightly, they represent the strength of Amway's commitment to a fair opportunity for all ABOs.

If you have questions about the ABO Rules of Conduct, or if you have information about unauthorized online selling of Amway products, please contact Business Conduct & Rules at bcr@amway.com.

Regarding shipping and delivery, Amway is committed to providing our ABOs a modern and competitive delivery experience. As an example, in the Americas Region, significant investments in both front-end and back-end systems are budgeted for 2017. We recognize the need to offer a variety of delivery options to our ABOs. We recently launched a new 'Premium' service in Canada to reach most Canadian ABOs and Customers within two days!

We are also launching a lower cost delivery option for U.S. ABOs early next year.

Paper Products

Q. Is it true that the off shift maintenance workers are getting \$2 more an hour for their shift premium? If so, why? They are already being paid what they deserve, are they not? Is there any talk of raising the shift premium for everyone else?

A. Due to a shortage of skilled trades labor, and an extremely competitive labor market in West Michigan, it is difficult to attract, develop and retain the skilled trades talent needed to service the business. In addition, our staffing plan gives preference to longevity, which means open skilled trade positions in both Central and Manufacturing Maintenance are on the off-shift. As a result, in order to successfully compete with market, the decision has been made to increase the off-shift premium to \$2 an hour for Ada-based skilled trades employees.

There are no plans to expand this to other job classifications.

Q. Is there any chance at offering early retirement?

A. There are no current plans to offer early retirement packages.

Plastics

No questions.

Pressure Packaging

Q. Since the switch to OPTUM, why are health service providers asking for an HSA check instead of accepting my card via the telephone? Why is this happening now when the old HSA plan was accepted by everyone?

A. There are a variety of ways to pay for an invoice and this may be a request from the health care service provider. When concerns or questions arise we encourage you to call Optum's customer service at 1.877.470.1771 or via email at mycdh@healthaccountservices.com.

Testing

Q. We need a better after-hours security solution for access to the Spaulding campus. The ATLAS Project is using Spaulding to host testing this summer and fall. More than 100 people are involved and testing often extends beyond the hours when the gate is manned. During un-

manned hours it is necessary to use the keypad to connect to someone who then must authorize your access and open the gate. This is even the case when exiting the campus (no automatic sensor). There does appear to be a card reader device at the gate, however, unlike the headquarter gates, it does not recognize our badges.

The access problems results in large delays entering and exiting the campus during off hours and weekends, often with 10 to 15 cars lined up.

A. We will be contacting the ATLAS Spaulding team, and Protection Services, to determine the most efficient means for the team to access the Spaulding complex. Thank you for letting us know.

Q. In light of trending moves by other large corporations, is Amway also considering discontinuing or replacing the current performance review strategy (aka Success Factors)? A. We are not looking at discontinuing or replacing our current performance review strategy, but we are looking for ways to focus on what is most important - ongoing feedback and development. There has been a lot of information on performance reviews in the news and we are keeping an eye on the trends across industries. Every company is unique in what approach works best for them. At Amway, we want to recognize and empower employees to perform to their full potential in order to maximize the ABO success. It is important to receive regular feedback, both positive and constructive, that enables you to do your best.

2017 Floating Holiday Selection

Each year, employees have an opportunity to select additional days off throughout the calendar year to complement the six standard holidays that Amway already observes.

Amway provides 11 paid holidays each year - six standard holidays and five floating holidays.

Below are the six standard holidays for 2017:

Monday, January 2: New Year's Day Observed
Monday, May 29: Memorial Day
Tuesday, July 4: Independence Day
Monday, September 4: Labor Day
Thursday, November 23: Thanksgiving Day
Monday, December 25: Christmas Day

Listed below are the floating holiday dates available for 2017. Please choose five dates. Please make your selection by Thursday, October 13. *

Monday, February 6: Day after Super Bowl

Friday, April 14: Good Friday

Friday, May 26: Friday before Memorial Day

Wednesday, July 5: Day after Independence Day

Friday, November 10: Veterans Day Observed

Friday, November 24: Day after Thanksgiving

Tuesday, December 26: Day after Christmas

Speak Up Meeting June 13, 2016

A Speak Up meeting was held on June 13, 2016 at 1 p.m. The mechanics of the meeting were explained to those who had not attended previously. Doug DeVos chaired the meeting along with Laura Davis, Kistin Gallagher, Tim Morton, and Brian Riefe-Peters. Participants from the following areas were in attendance.

Cosmetics
Deployment
I&O Design & Engineering
Laundry Plant
Liquids
NA Logistics
Paper Products
Plastics
Pressure Packing
South East Region
Spaulding Soft Gel

The following questions were submitted through the Speak Up Intranet site or directly to one of the participants. Please note that some questions may not be from the department that presented them.

Cosmetics

Q. Is it possible to offer the option of converting overtime hours worked to vacation days? A limit could be set to 40 hours, or one week, to be earned or used within that calendar year.

A. Overtime pay is protected under the Fair Labor Standards Act and this type of arrangement would not be available under the regulations.

Q. There has been discussion about sick time in our group. I don't know the stipulations, but I think you have to use three days of vacation or comp time to use it. By the time you use the three days you feel better. Can we change it to where we can use sick time when we are actually sick instead of having to first use vacation/comp time? We have had people come in sick because they don't want to use their vacation/comp time.

A. Although we regularly review these policies, there is no change being planned for sick or comp days at this time. On January 1 each year, all regular full-time hourly employees are awarded seven days (56 hours) of sick pay. Sick pay days are intended to be used from the fourth to the 10th day of an illness prior to short-term disability pay being available on the 11th day. The first three days of any illness are intended to be covered by comp days, or vacation days if no comp days are available.

Deployment

Q. As Amway is now a silver-level bicycle friendly business, I am wondering about riding my bike to work. I live a little South of Fulton and am wondering about the center gate. Will it eventually be manned or can there be a pedestrian opening? I do not want to come in the main gate for fear of taking my life in my hands with the trucks and the East gate is really out of my way. All of these factors currently make me decide to not ride my bike to work.

A. We will research options.

Infrastructure & Operations Design and Engineering

Q. Have there been any discussions to add additional health insurance coverage options?

A. At this time, we are committed to providing health coverage through the Amway Consumer Plan as a highly-valuable option to our employees. As an employee, you are not required to enroll in the coverage we offer. Numerous alternative choices for health insurance coverage now exist, including plans at [healthcare.gov](https://www.healthcare.gov), the health insurance marketplace created through the Affordable Care Act. Consider exploring the marketplace or having discussions with your insurance agent if you are interested in alternative health insurance coverage.

Q. Are there any plans to migrate some of the IT staff from South Belt to Ada? Some groups are not physically required to be there. Being in the same physical location is important in building team-to-team relationships with the teams in Ada.

A. With physical facility constraints, we leverage the Southbelt facility to group engineers and technology together for synergistic success. We do not impose any rules on traveling to meetings, which can be held at the Ada campus or Southbelt, and encourage a common sense approach. Employees can travel or take advantage of our collaborative technologies for face-to-face communication or meetings.

Q. The Internet allows most IT professionals to work from home in the event of bad weather, doctor's appointments, etc. Are there any plans to allow IT the ability to work a set number of days from home? It would allow us to save on long commute times or transportation expenses with no negative effect on the company.

A. Leaders are empowered to manage flexibility with their staff while also ensuring we meet business obligations. We are currently working on corporate-wide guidelines regarding flexible work arrangements and asking leaders to look at flexibility and how it might be structured for each individual organization. The expectation is to figure out what works best for the division and employees while meeting business demands and keeping the ABOs at the forefront of everything we do. If you have flexibility questions specific to your area, you are encouraged to talk to your upline.

Q. The current year-end review system does not appear to consider peer reviews or it is not transparent enough for that to be obvious. Wouldn't it be valuable to have those you interact with the most contribute to your year-end rating?

A. This should be a regular practice during the review process. Opportunities should be made available to peers to provide feedback however, it is not a requirement of a review. It is encouraged to seek this type of feedback in order to be able to provide the most meaningful review to an employee. We do provide these guidelines for managers to consider when delivering a review.

Laundry

No questions.

Liquids

Q. Is there ever going to be volunteer relief team trips planned again for full-time workers and their children?

A. The relief trips were suspended due to growing safety concerns for employees. We do have a wide variety of local volunteer opportunities employees are encouraged to participate in and we continue to explore partnerships with additional nonprofit organizations.

Q. Is it possible that Amway could go to Priority Health Insurance for medical and dental in the future?

A. Anything is possible in the future. At this time, we are committed to utilizing Blue Cross Blue Shield of Michigan through 2017 for medical coverage, and we are also committed to utilizing Delta Dental for dental coverage. We evaluate numerous criteria when selecting our administrative partners, including but not limited to: network and geographical coverage, negotiated discounts of providers within the networks, customer service and participant tools.

Q. Is there any thought to bring back catalog merchandise in the Employee Store?

A. Currently, there are no plans to offer catalog merchandise in the Employee Store. This was a corporate strategic decision that has allowed for more focus on the ABOs and products that help build their business.

NA Logistics

Q. We have a good number of employees that utilize the four/10 work week. Those of us that work five/8 would like to know if there is a flex option that we could utilize on occasion to use a four/10 week (excluding peak and black-out weeks) at times when we need a whole day off. This is asked because management does work with the group allowing us to flex hours on occasion, but there are times when we need a whole day, and the newer hires do not have as much vacation or comp time that can be used freely. In addition, we would like to save those days for actual vacation. We've asked a few times, but we're not getting an answer.

A. In order to support operational and business needs, while at the same time effectively administering this program, we cannot accommodate periodic requests to flex work weeks in order to preserve vacation or comp days. We will do our best to accommodate flex schedules without disrupting business needs.

Q. We have a daily stand up meeting at the start of our shift to learn our directed work for the day. This is a time when the whole shift is together and when we feel it's a good time to ask questions that may pertain to everyone or a majority of present personnel. There have been times afterward when we, or an individual, has been told that these are not appropriate questions for stand up meetings. We feel that the open door policy is not being applied and now many of us are afraid or don't want to ask the questions anymore, even if we feel that they are important. A lot of the employees have been here a long time and feel that management is not willing to listen to our perspective based on our experience.

A. Employees are encouraged to ask questions and leadership fully supports the open door policy. While some questions may be relevant in a group environment, other questions may not. The daily stand-up meeting is intended to be a brief meeting to provide all employees with work-specific information for that day. Questions/comments that are targeted to a specific subject or instance can often be better handled on a one-on-one basis.

Q. As referenced in the June 2015 Speak Up questions, performance reviews are supposed to be performance-based, but it seems that many times your review score is based on how good of a relationship you have with your upline and not your performance. There is some concern that we are not being judged on the performance we provide or that the WLMS (Warehouse Labor Management System) does not track performance for each person accurately since we all do different tasks. Secondly, WLMS does not seem suited to track certain tasks accurately (i.e. pulling raw materials) and the worry is that this will slow a person's performance down and impact their review.

A. One of the employee benefits with a WLM (Warehouse Labor Management) tool is the creation of a single standard that all employees are measured against. This standard sets the performance expectation for specific jobs allowing for feedback for both a team's and individual's performance. When used effectively, feedback should be provided throughout the year as well as during the review process. In addition to individual performance, our competency model considers teamwork, communication and collaboration. The working relationship you have with your upline and peers does contribute to your overall score in each category. The WLM standard is unique to each job in distribution and has been validated by a team of Amway leadership, hourly staff and WLM engineers for consistency within each job function. Job functions that to-date cannot be tracked consistently, such as pulling raw materials, have been excluded from the WLM performance tracking.

Paper Products

No questions.

Plastics

No questions.

Pressure Packing

Q. The fence around Lake Amway was recently taken down. As a result, has Amway's liability insurance gone up?

A. It has not impacted the cost directly, but it is an increase in our potential exposure.

Q. Are there any plans for the East end of the complex once Pressure Packaging closes?

A. The primary focus has been the transfer of operations to Cosmetics, and Paper West, where significant capital investments have been made in the form of new technology to produce products and components previously manufactured in facilities on the East end. Concurrent with these activities is the ongoing assessment of a variety of options for future use of that space. These all remain conceptual. A formal decision regarding the future use of the East end will not likely be made prior to the end of the calendar year.

South East Region

Q. What is the status of the business in India?

A. India reported Q1 sales of \$62mm which is a 5% decline versus prior year. And although the market continues to face regulatory challenges and a tough operating environment, they are stabilizing. We remain committed to doing business in this market and believe it has great potential.

As a bit of background, India operates much like 25 states versus a centralized government and the police in each state have pretty broad powers. There is a lot of ambiguity in the law, especially around direct selling, and we are awaiting direct selling guidelines from the Central Government. The guidelines, produced by an inter-ministerial committee following extensive review, will provide individual states with direction on establishing rules and regulations for the direct selling industry. Amway has advocated for such guidelines for years and now believes that the guidelines will be issued in a matter of weeks. The guidelines will ultimately help regulators and police to differentiate between fraud and legitimate direct selling companies, providing further legitimacy for the industry.

Spaulding Soft Gel

Q. I see a lot of social media promotion for competitors like Herbalife, but don't see it for Amway products. Why don't we see it more? Is it against policy? I see the Herbalife name everywhere.

A. We agree, we have outstanding products. We have invested in paid and earned social media to promote our products, brands and business opportunity and will continue to do so. We are also working with our ABOs to provide them with social media content and assets to enable them to talk about our amazing products through their personal social networks and websites. Thank you for the support.

Q. With there being so many women in manufacturing, is there any thought about providing a daycare facility for the different shifts?

A. We encourage employees to take advantage of Little Feet across the street as well as leverage the daycare referral services provided by ENCOMPASS, their contact information is 616-459-9180 or toll-free at 1-800-788-8630. You can also visit their website at www.encompass.us.com and enter the password "amway." At this time, we have no plans to open an on-site day care facility, but we can assist in connecting people with businesses in the local community.

Other Questions Submitted / Not Presented by Speak Up Representative

Q. Can the server be upgraded so that Impower will work at shift changes instead of locking up? You are demanding much more information from us now and it can take 30-40 minutes with it not working.

A. Thank you for informing us of the slow down occurring at shift change. This information has been passed on to the Engineering team who is looking into the issue.

3/17/2017

Q. How can I look up my past reviews?

A. Please contact the HR Help desk at 787-8600.

3/17/2017

Q. Why will the results of the Employee Opinion Survey not be shared with employees this year? I have been told that our team (Logistics) will not share the results this year.

A. It is an expectation that all teams who received EOS reports would share those results. Not every department receives a report, but there should at least be reports at the Divisions level to share and take action on. If you have additional questions, please reach out to your upline or HRC.

3/16/2017

Q. As an Amway leader I feel a bit in the dark over the new vacation and sick time policies. It seems we launched a new policy and then started figuring out the rules after the fact. The announcement came out last week with no heads up. My HRC doesn't know any details yet I'm left to try to explain/support this change. When are we going to come out with more details?

A. That was not our intent. The leadership memo that went out before the changes were announced provided background, links to preview the memo, an FAQ and some talking points around the change. It also provided the name of a specific individual – Jeff Melville – to contact with any questions. We've answered a lot of them. And we welcome yours or those from your team; either way works.

Since the announcement, the funnel of questions to Jeff has allowed us to really look at the themes of questions that are arising. We're going to take a couple more days to field questions so that we're sure to cover as much as we can. The details will be shared in the 3/23 Weekly Wire.

We understand that people want to know everything now. We're balancing that with what you need to know now, and what we can make exactly clear if we listen for a few days. We recognize that's a change for this culture, but we're willing to experiment a bit here, since nothing is even effective for a few more weeks.

With that explanation provided, we'd ask you to reflect on your submission above, particularly the degree to which you took an understandable gap in understanding and assumed the worst of another party. We're all in this together.

3/16/2017

Q. With all of the recent questions about the new vacation time policies and Work By Design has any thought been given to the idea of allowing employees to purchase additional vacation days? This is done at other companies and would greatly benefit those of us that only get 2 weeks of vacation a year. Just something else to think about as we try and become a more work-life balance friendly company.

A. As always, we appreciate the thought and willingness to share ideas that could make us a better company. To be honest, we looked at dozens of different work/life concepts used at leading companies to encourage energized, productive employees.

After thorough review, the clear takeaway was that a corporation's collective mindset trumps programs. Work by Design flowed from that conclusion. As we mature and get more comfortable with the focus areas and options available within this approach, we genuinely believe that we'll need fewer (not more) targeted, sometimes administratively time-consuming programs. It'll take time, but we're getting there.

3/16/2017

Q. The ACIP (formerly HIP) was changed from last year with the ACIP personal multiplier being revised to allow a range for each level and leaders having more flexibility to differentiate and align performance to pay. The payout this year was significantly less than the previous year. Has Management ever been aligned in their ACIPs as well to reflect the other companies since their ACIPs are more substantial?

A. The target bonus percentage by grade is reviewed and benchmarked against other companies to ensure we have competitive incentive targets. All participants in ACIP receive a personal multiplier that is calibrated and determined by performance, including management.

3/15/2017

Q. Please explain the logic of reducing the carryover from 80 to 40. This seems:

- Unfair to people who have saved up for a trip in 2018.
- Unfair to people who only have 2 weeks/per year, because it makes it tough to have a 2 week vacation and enough time left for emergencies and other things that pop up.
- To punish people who don't want to take vacation in a year.

A. The logic is very simple – We want refreshed employees. In order to achieve that state, you should be getting away multiple times every year. Nonetheless, we understand the desire for a certain amount of flexibility to plan for a unique year. That's why we kept 40 hours. One point 1, there is no less vacation in your annual allotment next year than before. So at minimum, if 2018 is your year to take one big vacation instead of multiple smaller ones, you can still take, at minimum, a 3-week vacation.

On point 2, you can take a 2-week vacation and still have a week of vacation left for the things you mention. Also – given the number of 4-day weekends we have by Holiday design – you can take a 2-week vacation without using a full two weeks. One last thing: emergencies and things that pop up can be handled quite often through effective Work by Design.

On point 3, as noted above, we're committed to ensuring that people get away. We don't see that as punishment.

Finally, we understand that you may have felt better having a larger number of vacation hours in your allotment to begin past years. But there is no less vacation available now than in the past. It's a zero-sum game; to get to a higher carryover, you need to take fewer hours in earlier years. We've simply reduced the variability between years to promote regular recovery time.

3/15/2017

Q. In regards to the new "Modernizing Time Away Policy", if I have two weeks of vacation available and am considering offering my resignation, do I simply give my two weeks' notice and then use those two weeks as my vacation time? Is that what is implied by "planning to use this time prior to departure" since it will no longer be paid out? I am concerned about creating that type of environment here at Amway from a training and transition standpoint.

A. Thank you for your questions. We understand your concern and share it. This is not what's meant by planning to use your time prior to departure. But before getting into what we mean, an individual considering this type of behavior should consider a couple things:

- A leader has unequivocal ability to (a) reject vacation requests that impact business delivery, and/or (b) accept a resignation and make it effective immediately.
- This is really short-sighted. The leaders and co-workers you would leave in a lurch may be hiring managers or recommendation influencers down the road.

When we say you can plan for using time prior to departure, we mean the following:

- Since you know you won't be paid out at separation (for salaried resignations, in this scenario), use it in the normal course of your work year.
- If you're considering leaving, that requires interviews and time away, for which you'll need vacation.
- Even if you're left with some time at the end, you can negotiate a new start date that allows you to take a few days of vacation, train/transition work, take a few more, and finalize your transition. It need not be the abrupt scenario you detail in your question.

3/15/2017

Q. Amway is an international company and thus we have staff from around the world. The recent changes to the vacation policy are supposed to improve work life balance. As an employee from an international background, having those two weeks carry over was critical in case of a death in the family. While three days are very generous, depending on where your family lives, sometimes it takes two to three days to get there alone. Certain religious services take up to three days. Without being able to carry over those two weeks, I won't be able to enjoy any additional vacation because I must hold onto my two weeks just in cases something happens. This is especially hard on those employees with only two weeks (less five years of services) of vacation.

A. We really appreciate this question, because it provides us an opportunity to highlight Work by Design, a driving force behind many of the announced changes. We recognize that the situation you describe here is time intensive and emotional. What we'd want to point out is that it also includes a lot of down time. A Work by Design conversation with your upline about what could get done, and when you could be available during this trip would easily trim the number of days that you'd need to take for vacation. We encourage those discussions and expect leaders to have an open mind about partnering during such unique situations.