



# Solenis Culture Survey Results & Action Planning

2024

Global Town Hall on Culture Survey Results  
September 4, 2024



# Culture Survey Results 2024

## TOTAL PARTICIPATION RATE



## OVERALL EMPLOYEE SATISFACTION



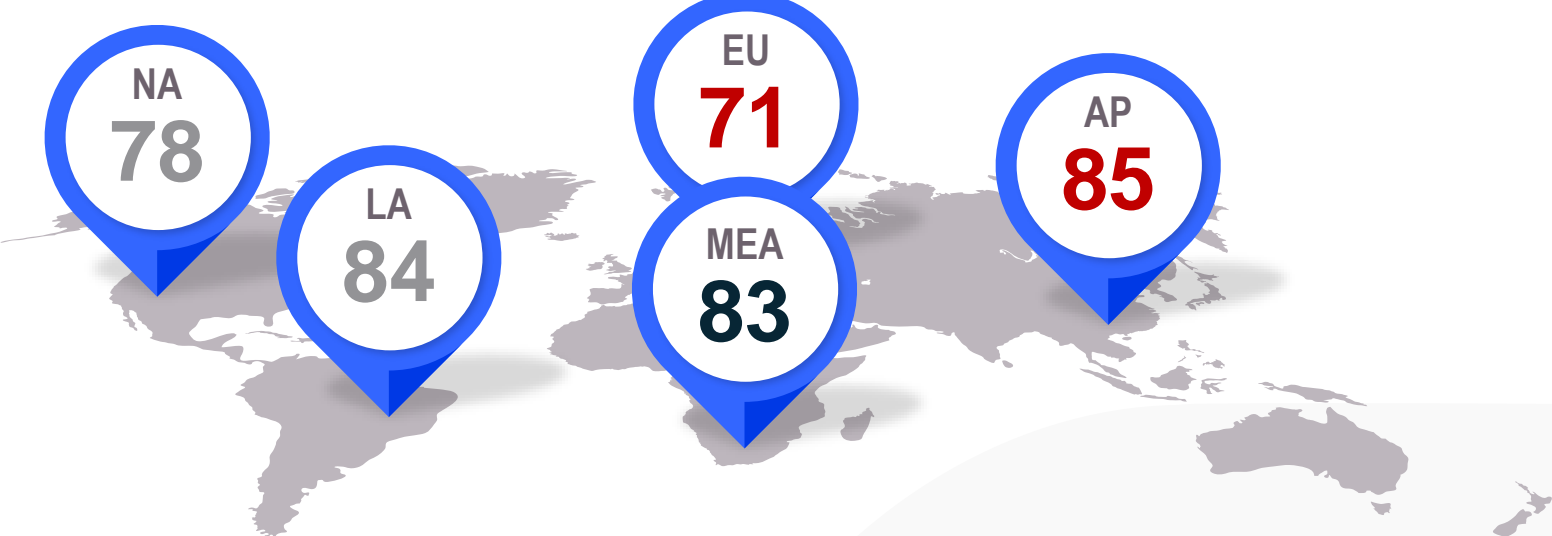
## FAVORABILITY SCALE



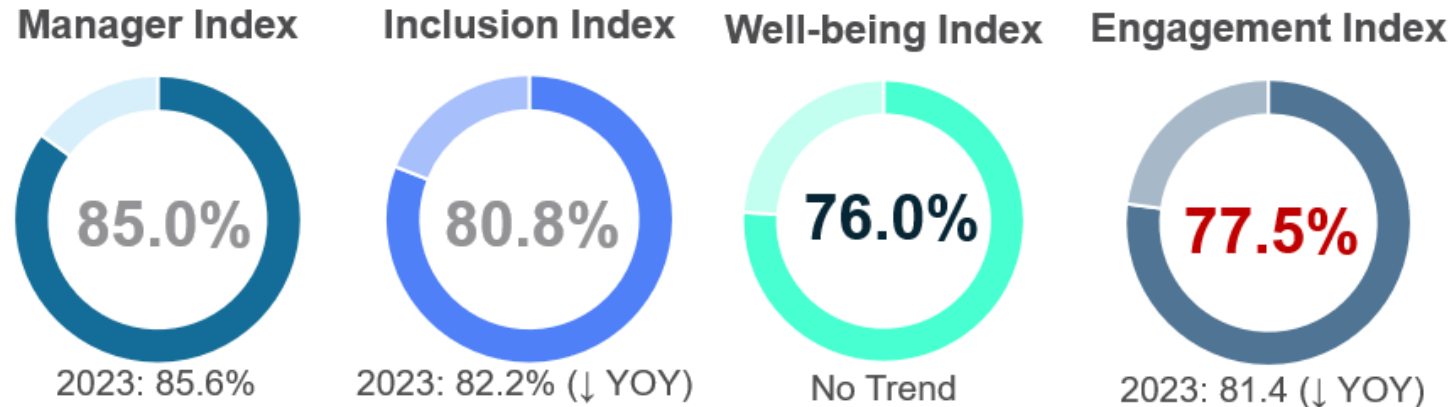
## SATISFACTION BY GENDER

**Female: 77%**    **Male: 79%**    **Other: 66%**

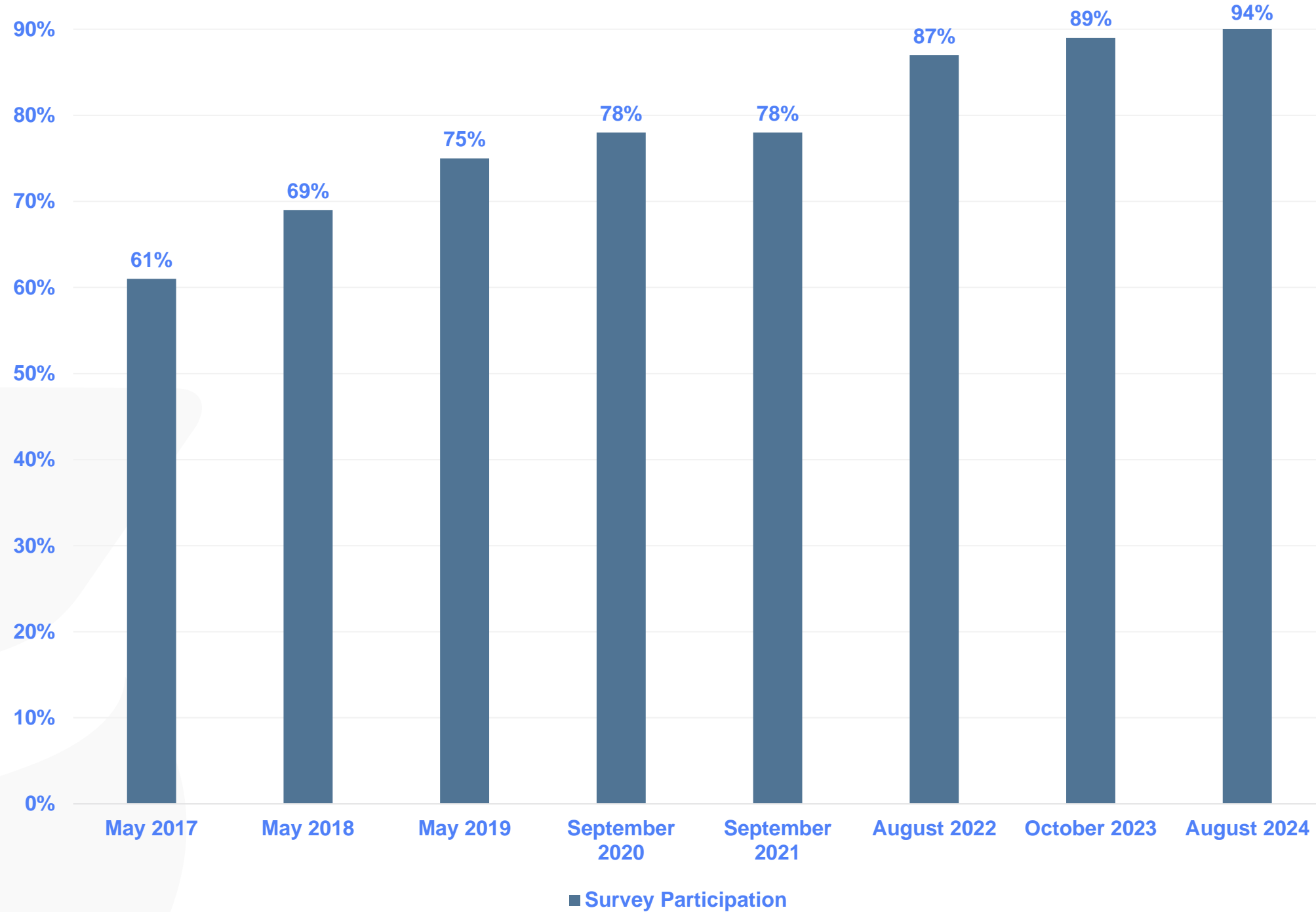
## SATISFACTION BY REGION



## SATISFACTION BY QUESTION TYPE

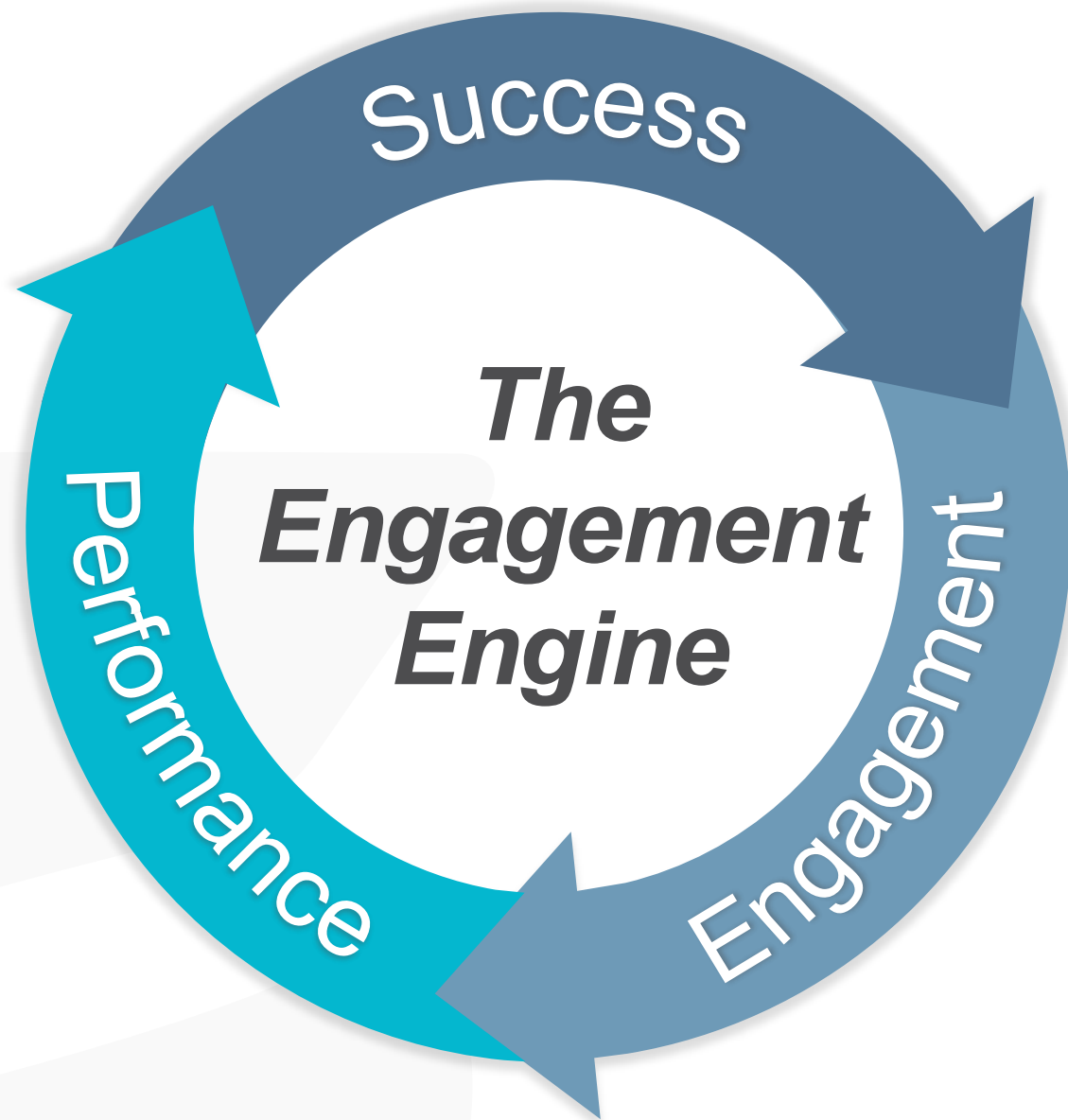


# Participation by Year



# Why Engagement Matters

Engaged employees perform better, better performance leads to success and the anticipation of success engages employees.



## Engagement Linked To:

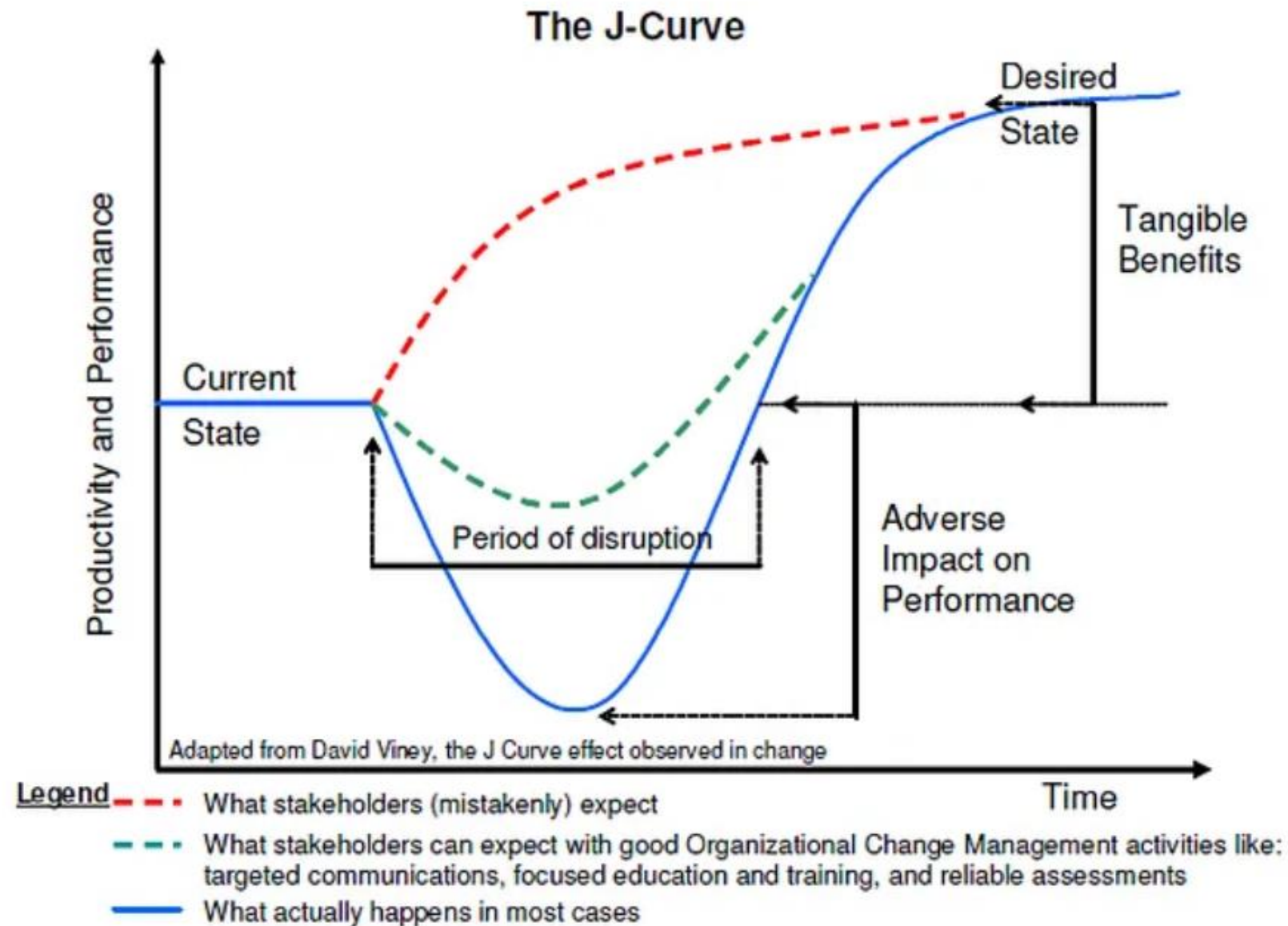
- Individual / Team Performance
- Customer Satisfaction / Loyalty
- Employee Retention
- Quality / Service Quality
- Safety Metrics
- Profitability / Total Shareholder Return
- Business Growth / Market Share

- **Gallup Research** : Engaged teams demonstrated 41% reduction in absenteeism, 17% increase in productivity, 59% less turnover in low-turnover organizations, 24% less turnover in high-turnover organizations, 10% increase in customer ratings, 20% increase in sales
- **Engagement Institute**: Disengaged employees cost U.S. companies up to \$5.5 billion per year!

# Managing Through Change: Employee Engagement

## J-curve Concept

We experience this same effect on employee engagement during times of change.



Adapted from David Viney, *The J Curve Effect Observed in Change*



# Results Summary

# All Categories

	<span style="color: teal;">●</span> Favorable <span style="color: gray;">●</span> Neutral <span style="color: red;">●</span> Unfavorable	Perceptyx Overall	Chemical Manufacturing	Company Size: 10-20K
★ Teamwork	91.3%	+4.0	--	--
★ Manager Relationship	86.6%	+5.6	--	--
★ DE&I	81.6%	+1.9	--	--
★ Performance Management	80.0%	+5.0	--	+4.4
Future Vision	79.4%	+0.6	--	--
Empowerment	78.8%	+4.5	+4.9	+4.2
Engagement	77.5%	-1.8	-1.0	-1.7
Growth and Development	77.2%	+3.5	+4.8	+5.4
● Resources and Support	76.5%	+0.5	--	--
● Well-being Index	76.0%	--	--	--
● M&A	62.5%	--	--	--

# Highest / Lowest Questions – Total Solenis

## Continued focus on Top 5

## Continued progress to Bottom 5

	Favorability Δ YOY	
In my area, we are encouraged to take personal responsibility for safety.	94	+0.3
My team is committed to doing high quality work.	92	+0.2
My manager treats employees with respect.	91	-0.2
My team continuously strives to improve our performance.	90	+0.4
I know what is expected of me at work.	90	-1.8

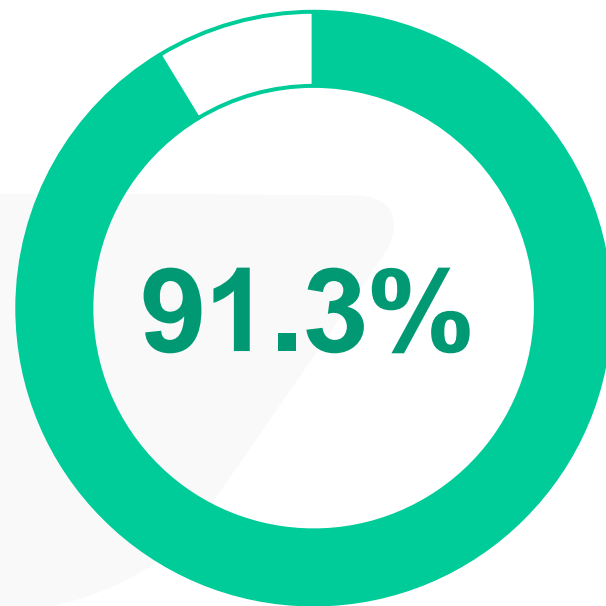
	Favorability Δ YOY	
The stress levels at work are manageable.	66	N/A
Processes and procedures allow me to effectively meet my customers' needs.	64	-4.5
Leaders in my company help me see how changes made today will affect the company's future.	63	-4
I have confidence in the integration/merger.	63	-9.7
I am satisfied with the cooperation between my department and new departments with whom I need to interact with.	61	-0.8



# Solenis Strengths: **Teamwork**

## Notable Categories and Areas

### Teamwork



- **+0.3 YOY**
- **+4 Perceptyx Benchmark**

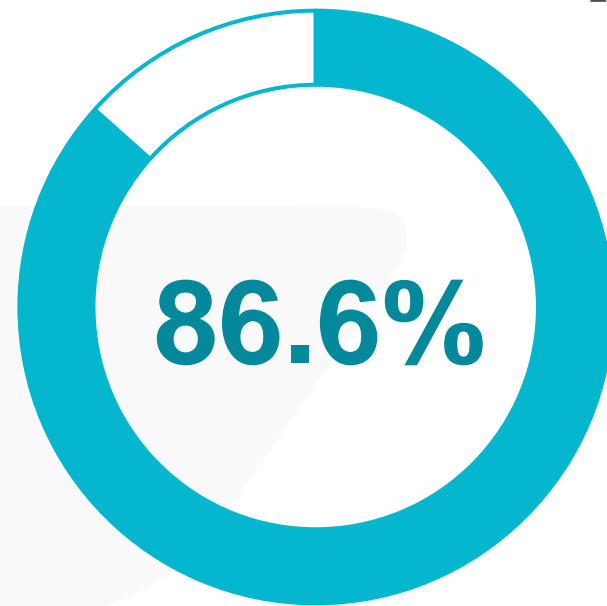
## Comment Themes: Top 5 Victories

1. The company has a strong sense of team and commitment among highly professional members.
2. Regular sessions and trainings are held to increase the sense of teamwork and spread the burden of responsibilities among all teammates.
3. Implementing more hands-on training and team-building development skills will support team dynamics and reduce stress levels across the organization.
4. The company culture promotes open communication, continuous learning, and teamwork, creating a wonderful environment.
5. The team spirit and cooperation among employees, as well as with new business units, create a positive atmosphere and respect for each other.

# Solenis Strengths: Manager Relationship

## Notable Categories and Areas

### Manager Relationship



- **+5.6 Perceptyx Benchmark**

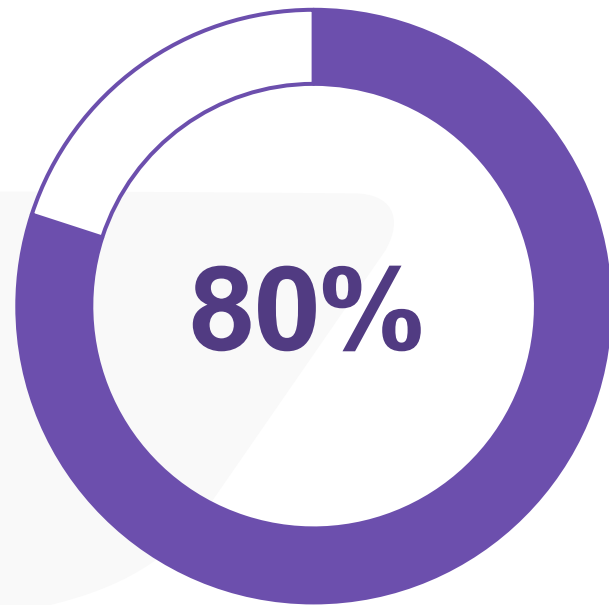
## Comment Themes: Top 5 Victories

1. Managers are approachable, supportive, and provide guidance for new ideas, creating a positive and dynamic work environment.
2. Communication and constant support from leadership has been very strong and encouraging.
3. Managers are always open for improvements and suggestions.
4. My manager is an excellent leader and supports me in all my endeavors.
5. The push for better managerial culture and higher focus on safety is appreciated.

# Solenis Strengths: Performance Management

## Notable Categories and Areas

### Performance Management



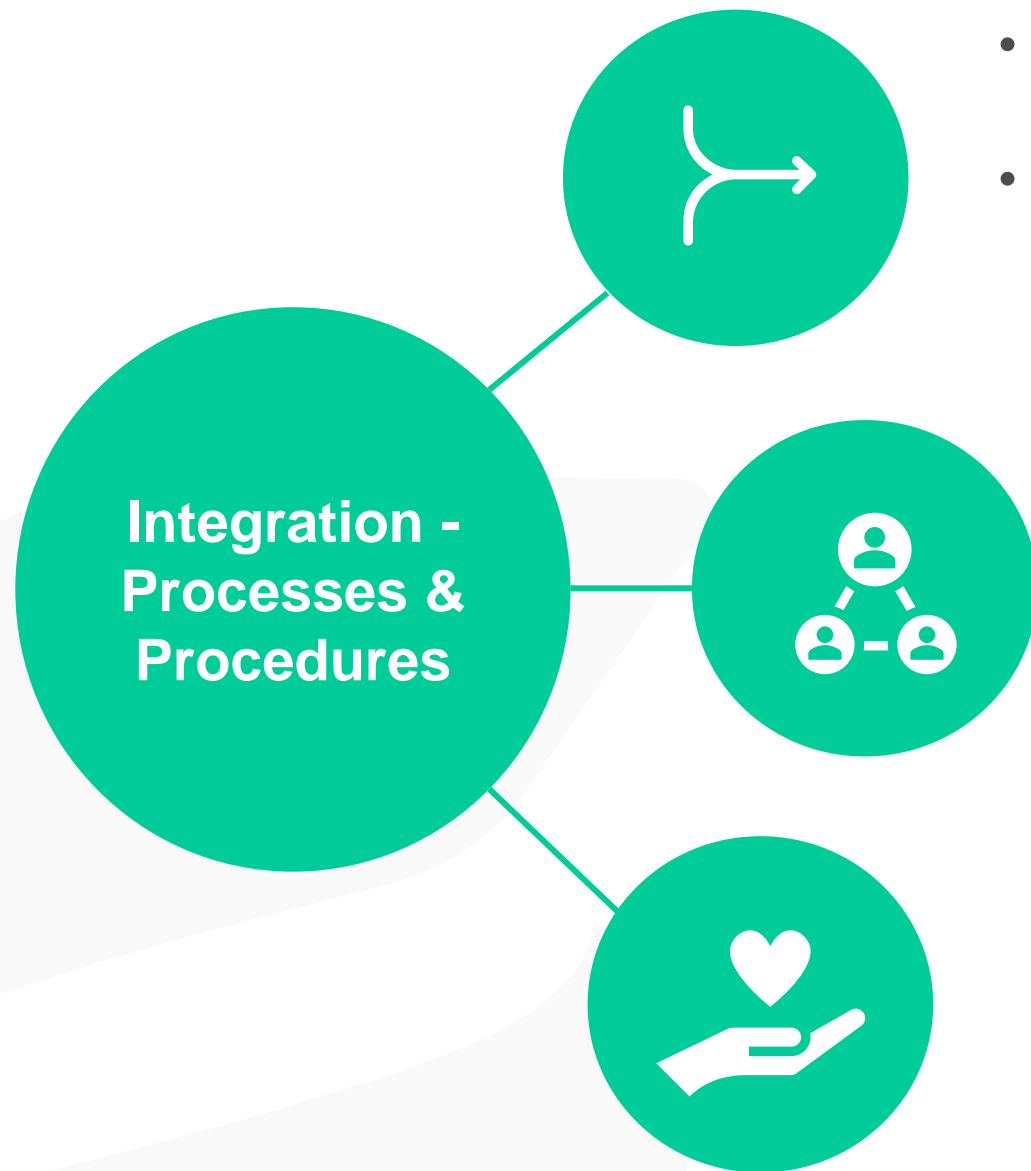
- **+5 Perceptyx Benchmark**
- **+4.4 Company's 10k-20k**

## Comment Themes: Top 5 Victories

1. Employees appreciate the open and inclusive atmosphere that encourages collaboration and innovation.
2. The company culture is inviting, dynamic, and actively focused on skill development, continuous learning, and personal/professional growth through training and other opportunities.
3. Encouraging dialogue and feedback from employees leads to a positive working environment.
4. The company values innovation, collaboration, and diversity, creating an inclusive and rewarding work environment.
5. Clear and defined pillars in the company focusing on safety, value, customer focus, innovation, sustainability, diversity, and inclusion.

# What are people telling us about what they need?

## Key Takeaways



### Confidence in the Integration

- **63% respondents** have confidence in the merger (-10 pts YOY).
- The integration is perceived as rushed and the complexity of the integration of processes was underestimated.

### Processes & Resources and Support

- There is a **need for more support**, especially around the SAP integration.
- Processes & procedures highlighted as an area of employee concern.
- **Communication** was good in the beginning but now is perceived as lacking.

### Stress Levels

- Work life balance is lacking, leading to **potential burnout**.
- Middle level managers report the highest levels of stress.
  - 56% female managers reported manageable stress levels.



# Leadership Action Planning

# Leadership Council – Culture Action Planning

- Assignments for 5 groups comprised of the Leadership council
- One leader designated for each bottom scoring area, cross-functional group
- Assignment: 60 days working in teams tackle our Bottom 5 scoring culture survey questions/areas
- Each group meets to analyze and discover the why, and recommend to executive leadership team an action plan to address
- Present back to the Executive Leadership Team & Leadership Council recommended organizational actions

# Assignments

Topic	Leader	Team	
<b>Silos between Departments</b> I am satisfied with the cooperation between my department and new departments with whom I need to interact.	Jose Aguirre	Frank Theis Kat Davis Katy Abernathy Patrick Seitz	Terilyn Dumas Scott Barrett Dave Jellison Zdenek Kratky
<b>Confidence Level in Integration</b> I have confidence in the integration/merger.	Gretchen Decker	Bekie Riley Eric Wagnon Jordan Brackett Steven Ma	Naama Lilach Paul Verbiest Wanderley Flosi Arnoud Gengler
<b>Leadership Communication</b> Leaders in my company help me see how changes made today will affect the company's future.	Avin Krishnan	Christy Notigan Hans de Ridder Chris Neer	Jorge Vitalle Louise Robinson Lotta Öqvist
<b>Processes and Procedures</b> allow me to effectively meet my customer's needs.	Somer Gundogdu	Andrea Natali Jennifer Bressler Jim Marks	Robert Abrahams Kevin Liu Elgay Kalay Alberto Bozzi
<b>Stress &amp; Wellbeing</b> The stress levels at work are manageable.	Ted Kelly	Sheila Tiegs Aneta Schulz Alistair Diack Charles Wallace	Filitsa Tsitouris Christoph Adami Erin Loew

*Note: Each Team may bring in other members from the organization who are not on the LC. Consider talented team members with great ideas for an exposure opportunity.*

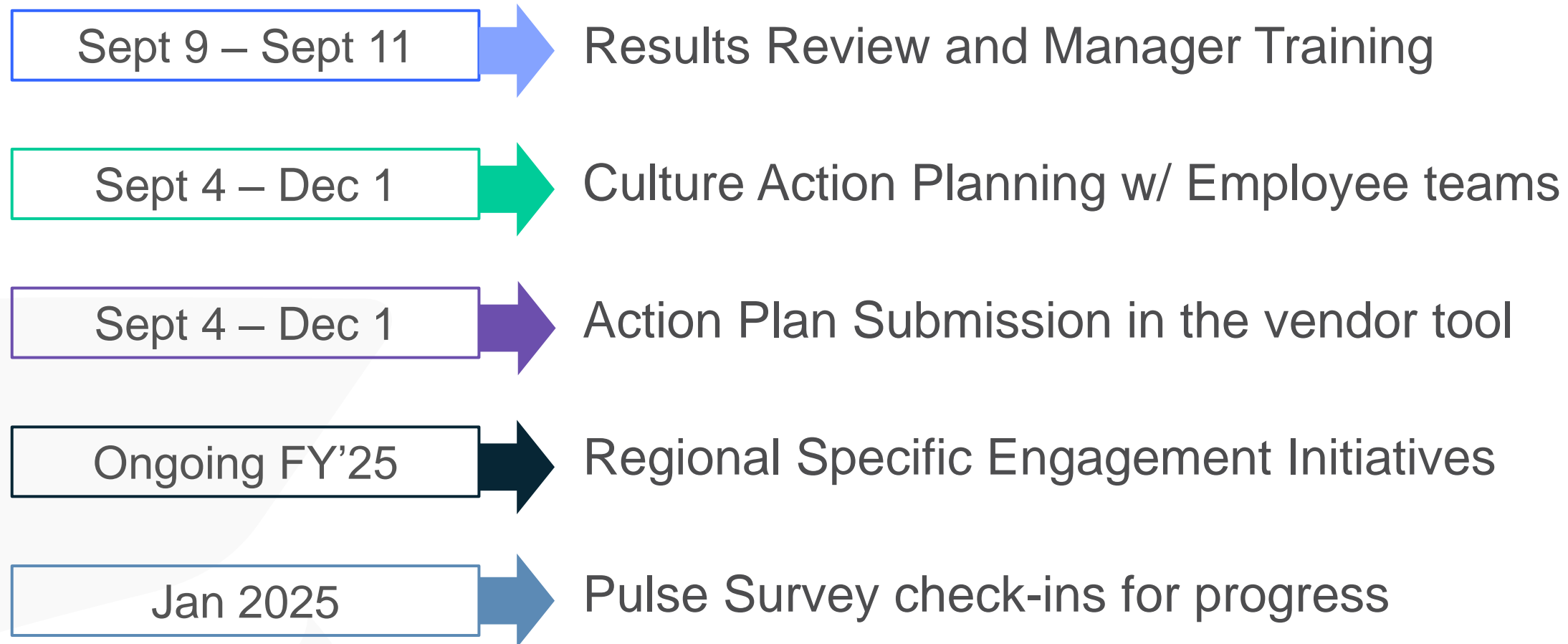


# Manager Action Planning



# Expanded Next Steps & Timeline

**\*\*ALL PEOPLE MANAGERS are required to submit culture action plans**



**\*\*Managers with < 3 employee responses will use direct manager's results for action planning**

# Sample Agenda for Action Planning Session

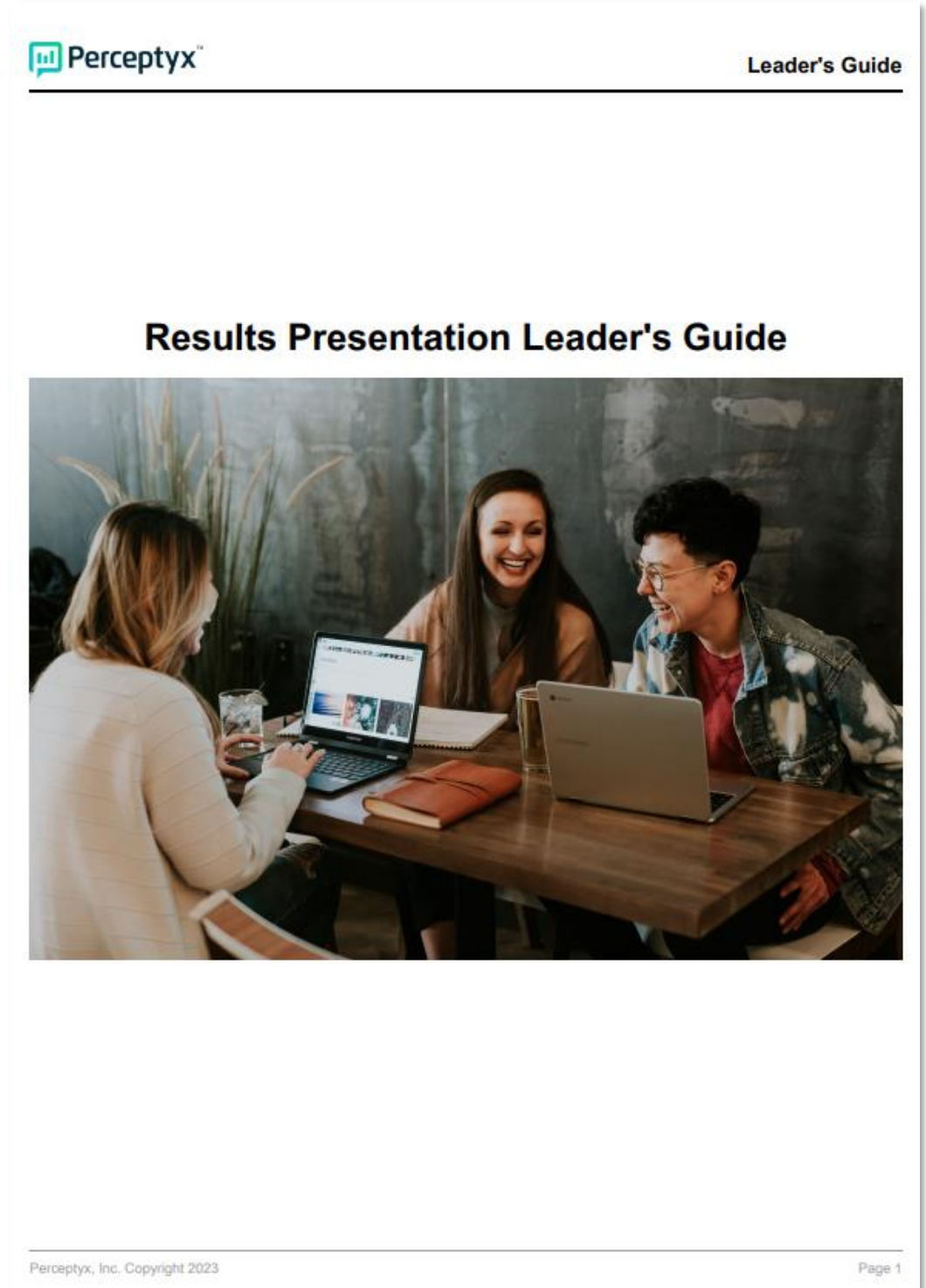
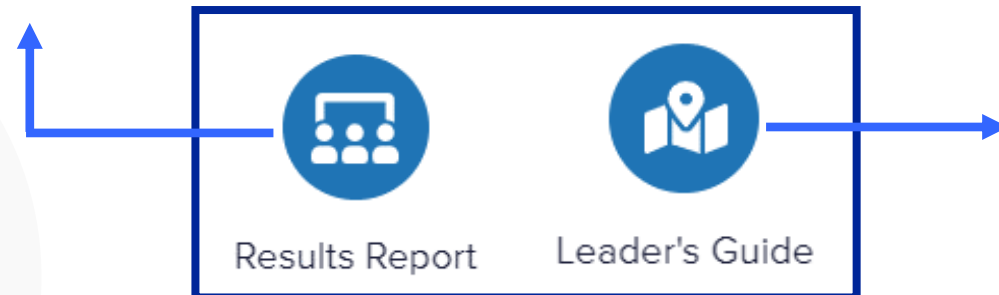
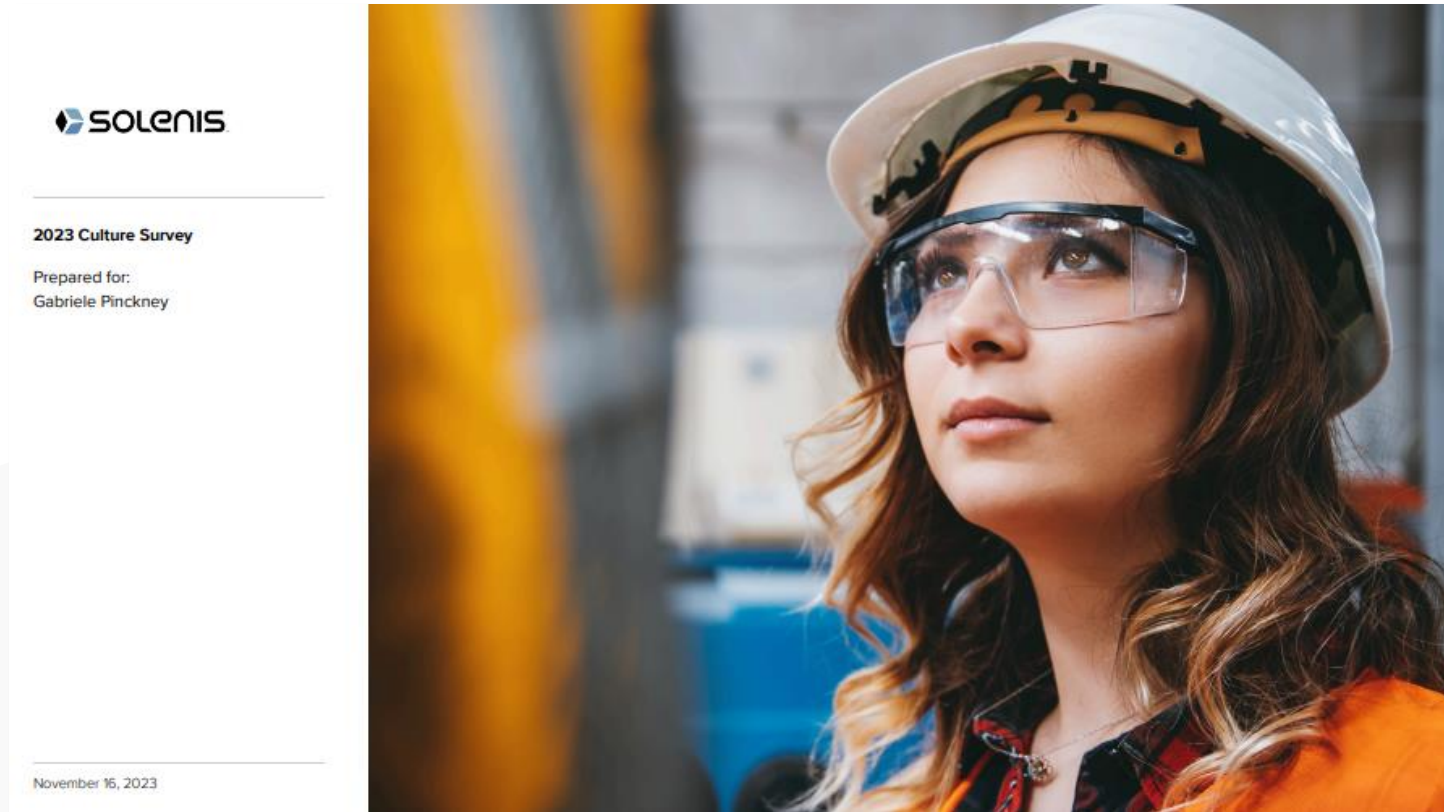
- **Introduction and Purpose:** “Why did we do the culture survey?”
- **Survey Results:** Distribute and explain the culture survey report.
  - **Report can be generated using the vendor platform**
- **Discuss:** “What do these culture items mean to our team?”
  - **Reminder: Ask open-ended questions to facilitate greater discussion**
- **Prioritize:** “Which 2 culture items should we focus on?”
- **Brainstorm:** Generate action ideas for your plan.
  - **Do this with your teams!**
- **Follow-Up (periodically):** “What progress have we made?”
  - **Conduct these sessions multiple times per year**

# Tips for a Successful Action Planning Session

- Prioritize top **1-2 items**
- Focus on areas that **you and your team** can impact yourselves
- **Ask open-ended questions:** “What are we doing that makes this a strong or weak result?” “What would a ‘10’ look like?”
- **Follow up:** review progress with your team (team meetings, 1x1s, etc.)

# Perceptyx Resources

These can help facilitate the discussion



# Focus the Action Planning Conversation

## What to discuss

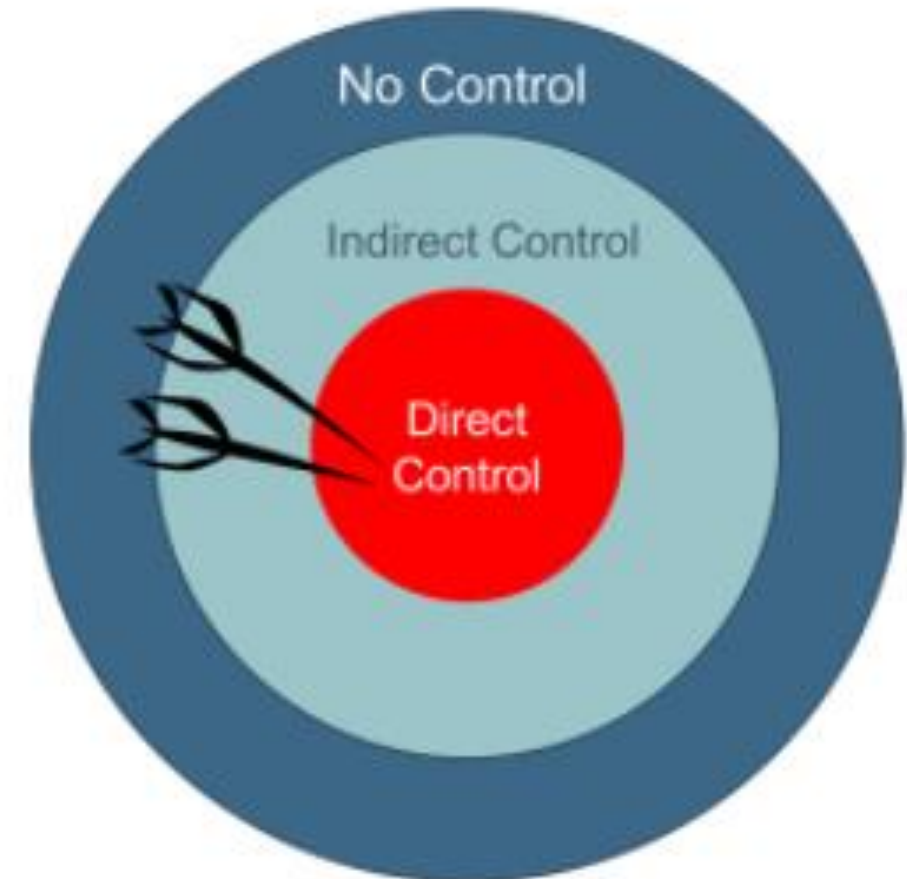
Things that are **directly** in your control

Things you can influence and go do now

## What not to discuss

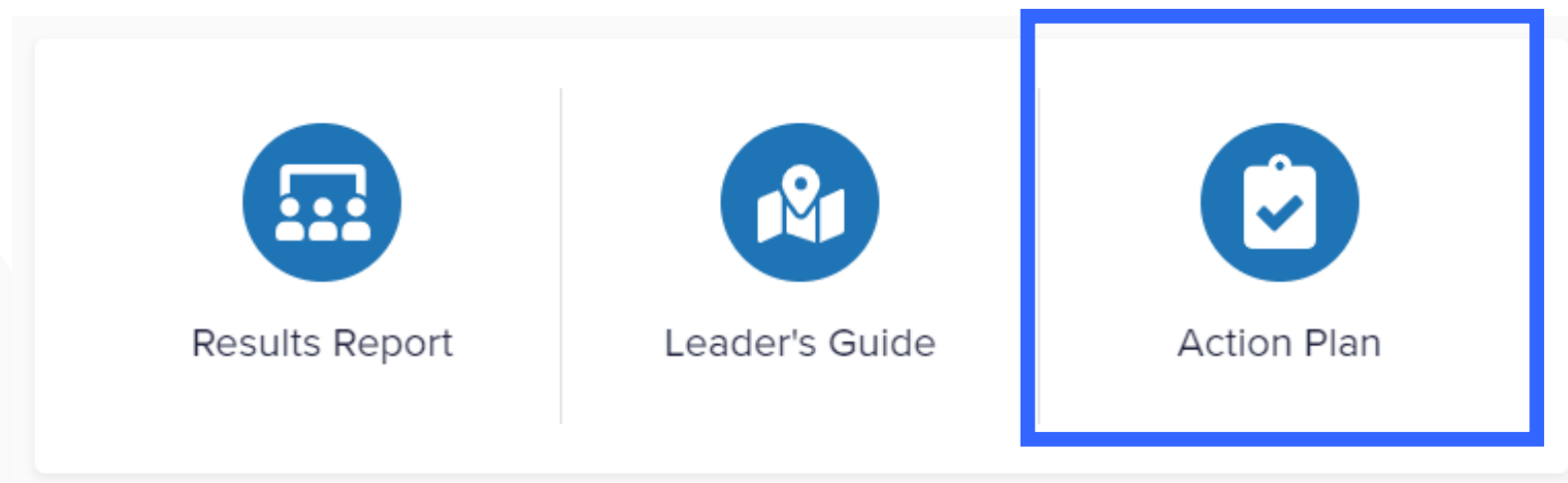
Things that are out of your control

- No control
  - Ex. What you do/don't like about InSite
- Indirect control
  - Ex. Asking your VP to host more department town halls



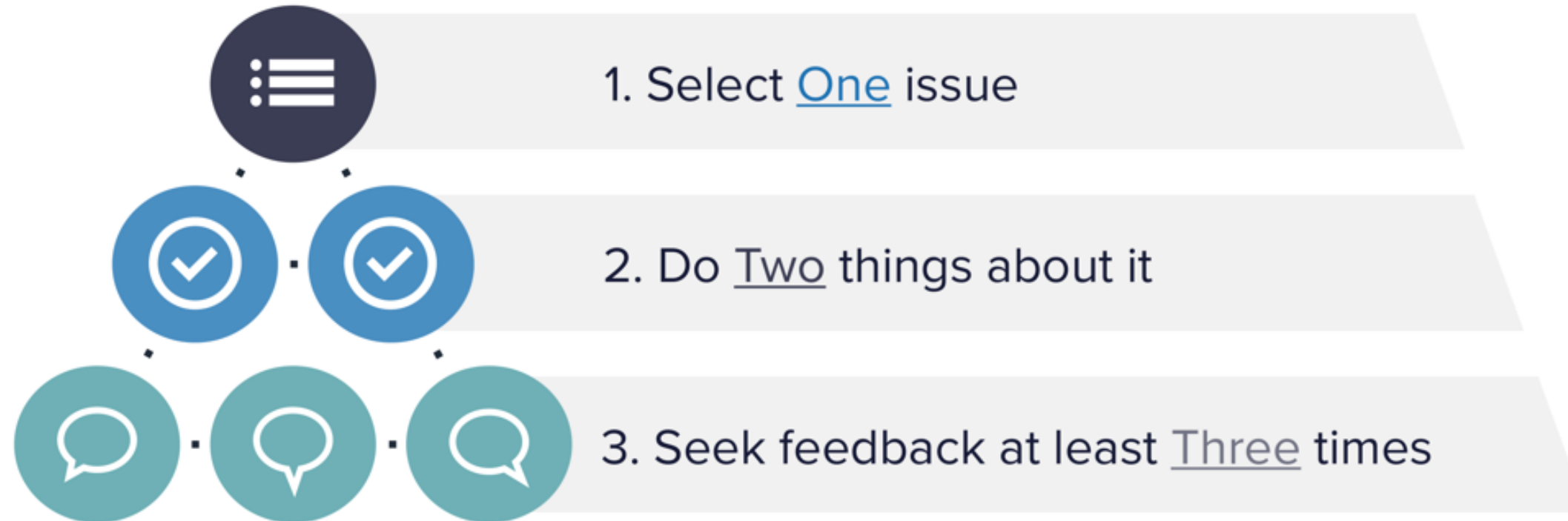
# After your team culture planning session...

- You need to submit your 2 culture action plan items using the Perceptyx platform
  - This is a requirement by **ALL PEOPLE MANAGERS** and will be tracked and communicated with regularly frequency by L1 Leader
- If you are a manager with a manager index below 3.5, you need to review these actions with leadership before submitting into the Perceptyx platform
- Use the following slides to submit your culture action plan items using the Action Plan button on your main dashboard screen



# Action Planning Submission

## Perceptyx 1:2:3 Approach



Then, repeat this process with your next action focus area

**All managers must submit at least 2 action plan accountabilities!**

# Additional Action Needed: Manager Index

- People Managers who score 3.5 or lower on their Manager Index, must review culture action plans with leadership team (Managers through VPs & HRBP) prior to submitting in the vendor tool
- These plans will be reviewed at the LT/LC level





# Immediate Next Steps & Timeline – FOR MANAGERS

**\*\*ALL PEOPLE MANAGERS are required to submit culture action plans**

Sept 9 – Sept 11



Results Review and Manager Training **next week!**

Sept 4 – Dec 1



Culture Action Planning w/ Employee teams

Sept 4 – Dec 1



Action Plan Submission in the vendor tool

**DEADLINE for culture action plan submission  
is December 1, 2024**

**\*Managers with < 3 employee responses will use direct manager's results for action planning**

# Culture Survey Questions and Translations

# Translations

- Arabic
- Chinese - Simplified
- Danish
- Dutch
- English
- Finnish
- French
- German
- Italian
- Korean
- Polish
- Portuguese Brazil
- Russian
- Spanish (Latin America)
- Swedish
- Thai
- Turkish

# Manager Questions

Sub-Header	Please answer the following questions about your manager.
Growth and Development	My manager supports my skill and career development.
Performance Management	My manager gives me regular feedback on my performance.
Performance Management	When I do an excellent job, my accomplishments are recognized.
Performance Management	I know what is expected of me at work.
Manager Relationship	My manager treats employees with respect.
Manager Relationship	My manager cares about me as a person.
Manager Relationship	My manager supports me in my efforts to adapt to changes.
DE&I	All employees are valued equally regardless of differences (fairness in recognition, promotion opportunity, pay, etc.).
DE&I	My manager supports inclusion and diversity in the workplace.
DE&I	My team embraces diversity of thought and contribution.
Future Vision	My manager helps me understand how my work contributes to the overall success of the company.
Future Vision	I can see a clear link between my work and the company's objectives.
Future Vision	Management's business practices are ethical and honest.
Future Vision	I have a clear understanding of the goals and objectives of my department/region.
Teamwork	My team continuously strives to improve our performance.
Teamwork	My team is committed to doing high quality work.
Resources and Support	In my area, we are encouraged to take personal responsibility for safety.

# Company Questions

Sub-Header	Please answer the following questions about the company as a whole.
Engagement	My work gives me a sense of personal accomplishment.
Engagement	I am proud to work at Solenis.
Engagement	I intend to stay with this company for at least the next 12 months.
Engagement	I would recommend the company as a great place to work.
Future Vision	Senior Management keeps employees informed about company matters.
Future Vision	I am aware/understand the company mission and values.
Future Vision	The company is doing what is necessary to compete effectively.
Future Vision	The vision and mission of the company makes me feel that my work is important.
Empowerment	I have the authority to make the decisions necessary to do my job.
Empowerment	My job makes good use of my skills and abilities.
Empowerment	My opinions matter.
Resources and Support	I have the information to do my job well.
Resources and Support	I have the tools I need to do good work.
Resources and Support	Processes and procedures allow me to effectively meet my customers' needs.
Performance Management	Success and innovation are recognized and celebrated.
Growth and Development	I believe I have the opportunity for personal development and growth at the company.

# Additional Questions

Sub-Header	Please answer the following questions regarding Well-being.
Well-being	Solenis encourages me to focus on my health and wellness.
Well-being	The stress levels at work are manageable.
Well-being	I am able to effectively cope with the stress of my job.
Well-being	I feel happy at work most of the time.
Well-being	My manager supports my efforts to balance my work and personal life.
Well-being	I have flexibility in my work hours to meet my personal commitments.
Well-being	I am aware of the tools the company provides for well-being.
Sub-Header	Please answer the following questions regarding integration.
M&A	I have confidence in the integration/merger.
M&A	I am satisfied with the cooperation between my department and new departments with whom I need to interact with.
M&A	Leaders in my company help me see how changes made today will affect the company's future.
Comment	Please share your thoughts about your experience with the integration. What has gone well and what challenges do you continue to experience?
NPS	Based on your experience, how likely is it that you would recommend Solenis to your friends, family or colleagues as a place of work?
Comment	Please tell us why you provided this rating.
Comment	Is there any additional feedback you would like to provide in reference to the general company culture?



# THANK YOU!

Questions?