



Name of your organization: AvalonBay

How do you use the People Insights Platform today?

Currently for our annual engagement survey. Goal is to add in at least one pulse survey this year or next.

Please share your EX Impact story. Detail your challenge, solution, and impact.

We have historically been focused on numbers - where did we improve/decline. But taking action was a much slower process, and thus, associates had a hard time linking action to their feedback. Beginning after the 2022 survey, our leadership focused on quicker access to reporting, communication, and action. We were able to get results back to managers almost 4 weeks sooner by eliminating the hierarchical reporting approach. And leaders focused on connecting directly with associates through Town Halls and Speak Ups, to get more clarity on their feedback and what actions would have the biggest impact.

In 2023, over 100 feedback sessions were conducted across the company, across all groups and levels. We also streamlined our communication approach, implementing a weekly email that goes to all associates with critical information included, and monthly Town Halls to share progress on our strategic initiatives. In 2023, we saw the biggest item increase in our recent history (+18) in the item "Improvements were made as a result of associate feedback", which was very exciting and indicated that associates are directly linking their feedback to actions. We also focused the feedback sessions on career growth, and how we can make the process more transparent. We began announcing all promotions to the entire company and launched a program allowing associates to "apply" for projects that offer development opportunities. These actions led to a +12 increase in the item "Advancement opportunities are awarded fairly".

After the 2023 survey, based on associate feedback, we continued our efforts around communication between departments by reinforcing the need for cross-departmental meetings to share updates and get feedback and creating an organization guide to help associates understand what each group does and how to contact them. We also continued our growth and development actions by implementing a career path framework and tools that more clearly describe what it takes to move from level to level. Our 2024 survey launches in late February and we hope to see additional improvements in these areas.