



**Name of your organization:** Carhartt

**How do you use the People Insights Platform today?**

We use the platform to share results with leaders across the company to pinpoint key themes for action planning at the enterprise and local levels. A concerted effort has been made to promote and endorse action planning throughout the organization. This involved establishing dedicated action planning teams at both enterprise and local levels, supported by monthly meetings to ensure accountability, collaboration, and support. These teams consistently deliver initiatives and deliverables that enhance the overall employee experience.

Additionally, the Perceptyx tool has significantly influenced our leadership strategy, directing a heightened focus on communication, benefits, learning and development, diversity, equity, and inclusion (DEI), recognition, and trust. Thanks to Perceptyx, our leadership team now has associate sentiment data related to these critical areas, contributing to an enhanced associate experience.

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

Following our 2022 annual engagement survey, we put an approach in place around action planning to ensure that the entire company was aligned around the next steps after the survey was completed. In prior years, action planning was very inconsistent across the company, or not happening at all. As part of our new approach, our Senior Leadership team aligned around the recommendation to focus as a company on the themes of Trust and Respect, Communications, and Recognition. We formed cross-functional teams with nominations from leaders to dive into the results using the data from Perceptyx, and then determined appropriate action that would benefit the organization. All Company Action Planning project teams meet monthly to share their progress but also to support each other and discuss how their work is related. Also, we asked leaders from across the company to focus on their team's results and participate in our Local Action Planning meetings monthly, ensuring accountability, collaboration, and support. As this approach to action planning was new for us, the company-wide action planning teams didn't have the opportunity to make as much progress as hoped. Following the 2023 survey, we chose to continue with the same company themes of Trust and Respect, Communications, and Recognition. These themes aim to have a significant impact on our culture, but we understand culture shifts take time, and continuing to focus on these areas will help to ensure that the culture shift is sustainable.

Comparing the 2022 and 2023 company-wide results, it is evident that we maintained consistency in our results. Notably, over two-thirds of the questions have remained above benchmark, indicating a positive response from associates and their appreciation for our proactive action planning efforts. Our associates recognize our commitment to continuous listening and taking action based on their feedback. We see a direct correlation between associate engagement and those who recognize the action planning efforts on their teams. Of the 63% of associates who responded favorably to the question "My team/workgroup has taken



action based on the results of the last associate engagement survey," 93% also have high engagement.

One success story around local action planning comes from our IT department. After the 2022 Engagement survey, the local action planning team determined that action was needed around Recognition. The team met with associates within IT to understand their feedback, and then proceeded to put into action an automated way to recognize associate birthdays and anniversaries, as well as asking associates to talk about how they want to be recognized. These actions resulted in a 7-point increase in positive responses to our question around recognition from 2022 and 2023!

A significant outcome that came from utilizing the Perceptyx platform and its insights was the development of a highly impactful deliverable, the "Inclusive Leader Toolkit". This initiative was developed through a collaboration between the Trust and Respect Company Action Planning Team and our Diversity, Equity, and Inclusion (DEI) team. The toolkit empowers leaders to cultivate a more inclusive leadership style, and feedback shows that associates have noticed their leaders' efforts in using the toolkit. We look forward to understanding how the application of this tool will impact our associates' impressions of their work environment.

**Which business outcome measures did your organization use to determine the impact on employees?**

- Increased participation rates (surveys and listening events)
- Improved pride in the company, improved morale and sentiment

**Do you have any additional KPIs/Metrics to demonstrate your impact on EX?**

Our organization has emphasized action planning coming out of our 2022 and 2022 engagement surveys. This commitment to action planning is evident in the positive outcomes observed within our organization, most notably sustaining high overall engagement of 85% for these two years. We will continue to prioritize action planning, as one of our measures of success as a company for FY2024 is to maintain overall associate engagement compared to the benchmarks provided by Perceptyx. We recognize the indispensable role that the Perceptyx tool and benchmark data plays in guiding our continued success.