



**Name of your organization:** DuPont

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

DuPont has contracted with Perceptyx as our assessment platform since 2020. DuPont uses the People Insights Platform for our IMPACT Employee Engagement Survey program. Our program includes one annual comprehensive census survey in November and one mid-year pulse-survey in June. The ten-item Pulse survey is considered a progress check because its content is comprised of top action focus areas from the November survey and emerging hot topics.

After each annual survey, managers at all levels of the organization with at least 10 survey responses in their hierarchy receive access to their own teams' results. They are invited to a Perceptyx and DuPont Talent Management co-hosted webinar orienting them to navigating their dashboards, process for analyzing their data, and expectations for sharing and acting on results. DuPont follows a simple 1-2-3 action planning process: All managers identify 1 local action theme that is most meaningful and reasonable for their team, 2 action strategies to address the theme, and commit to checking progress 3 times through the year. One progress check is the mid-year Pulse survey; other progress checks can occur more informally during team discussions.

DuPont also uses the People Insights Platform to administer 360 assessments for development. We have three forms: A Leader 360, an individual contributor, and an ad hoc Plant Leader assessment. Participants can register for a 360 at any time and administration is done in monthly batches, culminating in a group debrief and orientation to their results.

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

**CHALLENGE:**

In today's rapidly changing business environment, attracting and retaining talent is crucial to the success of any organization. At DuPont, we recognize that our employees are core to our success. We know that investing in the health and well-being of our employees is critical for their engagement and satisfaction, as well as the long-term success of our business. Fundamentally, DuPont employees seek a career with the company to make a difference; whether that's through Opportunity for growth and reward, Experience through strong connections with their leaders and colleagues, and Purpose through meaningful work. When these elements align, we unlock creativity and energy, contributing to employee satisfaction and retention.

We have measured employee experience through the lenses of Opportunity, Experience, and Purpose through the Perceptyx People Insights Platform since 2020.

Over time, our results have consistently indicated that our Production employees (non-exempt operators in manufacturing environments) are having a different employee experience than the salaried Non-Production workforce. Creating a custom demographic which segments our



workforce into two groups based on job family and salary grade has made it possible to understand the unique experiences of each population and their engagement drivers so we could target action in the areas that matter most.

Though individual managers address top improvement needs locally, at an enterprise level we sought to narrow the gap in engagement scores between Production and Non-Production employees. Exploring our data and our comments pointed to an opportunity to address the items in our "My Manager Index," that is, all items associated with the unit of analysis "My Manager." These items scored notably lower among the Production workforce than the Non-Production workforce but were associated with easily implementable actions. Example items included:

- My manager and I communicate about the expectations of my role.
- My manager gives me regular feedback that helps me improve my performance.
- In the last year, I have discussed my individual development goals or career aspirations with my manager.
- My manager supports my efforts to balance my work and personal life.

The lower scores on the Manager effectiveness items by the Production workforce suggested that Production managers were not as well-equipped to use DuPont's talent tools and resources and to hold talent conversations as managers in the Non-Production workforce.

#### SOLUTION:

DuPont Talent Management has a suite of frameworks, tools, and resources available to support manager effectiveness in holding talent conversations to optimize individual employee engagement. Discussions with Local HR partners globally and a review of leadership development program participation confirmed that hypothesis that our talent tools and resources were well-trained and widely adopted through the Non-Production teams since their inception in 2020, but had been less well-cascaded through the Production environments.

Throughout 2023, a DuPont Operational Excellence team partnered with HR to improve activation of talent frameworks and improve manager effectiveness in Production environments. As examples,

- The Operational Excellence team reinforced expected behaviors with Production managers, to include Gemba Walks, commonly known as shop floor workplace walkthroughs, for closer connections and communication with their teams;
- DuPont Talent Management facilitated two cohorts of leadership development training with targeted invitations to all production managers who had not yet participated, so more leaders understood our talent frameworks and expected leadership behaviors;
- DuPont Talent Management and Local HR partnered to develop a bespoke "Leadership Fundamentals" program for production managers to reinforce our talent tools and frameworks and to address unique management challenges in the Production environment; and
- Local HR partners ran workshops for employees and managers at their sites to introduce the tools related to having productive career planning conversations together.



## IMPACT:

At the close of our 2023 IMPACT survey, we celebrated significant improvements made across our Production sites over the last year, which indicated that our solution to improve manager effectiveness had the intended impact.

2023 IMPACT survey results indicate that Production managers are now holding more career conversations (+7 points), giving more performance feedback (+5 points), and are better supporting work/life balance (+5 points).

Managers' collective effort to increase engagement in the Production environment had the unexpected finding that as manager behaviors improved, so did our Diversity, Equity & Inclusion (DE&I) scores (+6). Our DE&I index is a composite of three items: DuPont has a climate in which diverse perspectives are valued, DuPont treats all employees fairly regardless of differences, and DuPont has an inclusive environment.

The key takeaway from the survey results is that as managers were better equipped to have talent conversations, the DE&I experience and overall Engagement of their employees also increased. We continue to work with our managers to continue the progress made in the last year.

Beyond these targeted impacts in the Production environment, we continue to see incremental improvements in our employee experience overall during the four years we have used the Perceptyx platform.

Investing in our employees has helped us achieve positive engagement scores on our employee survey and high retention rates compared to industry peers, and we believe that these results will only continue to improve as we move forward.

Our strong culture of engagement is evident by our low annual voluntary attrition rate of 5%. Listening, learning and taking action are key components of our engagement approach. We use employee listening to strengthen our employee experience. In 2023, 77% of employees responded to our annual voluntary engagement survey with employees reporting 80% on our engagement index. These results underscore our commitment to creating a supportive, inclusive, and engaging work environment for all our employees.

We understand that to be impactful, our employee listening program must go beyond just surveying our workforce and exploring the data with the robust analytics platform; it's ultimately about execution. To go beyond simply listening, we implemented the "You said, We did" campaign to reinforce that we are taking action at all levels of the organization as a result of the voice of the employee. Prior to each annual survey cycle managers at all levels are encouraged to bookend their 1-2-3 action planning process with a simple summary of the changes that the team made together over the previous year as a result of last year's survey. This simple reminder reinforces the importance of the survey as a mechanism for driving positive changes to Purpose, Experience, and Opportunity at the most local level and reinvigorates enthusiasm to participate in the next cycle.



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

- Increased employee engagement