

Perceptyx EX Impact Award Application

How do you use the People Insights Platform today?

The Perceptyx People Insights Platform is our enterprise-wide solution for all things employee listening and action planning. Our model looks at the totality of the Founder (employee) experience, moving beyond just Engagement. The full index is comprised of Engagement, Belonging, Well-Being and Growth. Organon founders flourish when all pillars are in balance with one another.

- Engagement - The level of enthusiasm that founders feel towards their job and Organon
- Belonging - The degree to which founders feel accepted for who they are, confident that they will be successful while being their authentic selves
- Well-Being - The extent to which founders feel supported at Organon and can balance their work with time to rest / recharge
- Growth - The degree to which founders feel they are gaining meaningful skills and experiences at Organon that will contribute to their development over time

We administer our flagship survey, The Founder Experience Survey, annually. We supplement this effort through a robust set of lifecycle and targeted pulse surveys.

Results and subsequent action are most impactful when approached bilaterally at Organon. Thus, as soon as our sample is deemed large enough to be representative, we begin to work on a top-down executive friendly deck that aligns the organization with core results and themes. Afterwards, we immediately hold an all-manager training and open the tool for grassroots, bottom-up action-planning. This ensures that the survey is still fresh in everyone's mind. The People Insights Platform is key to helping us unlock individualized trends as we share results with people managers at scale. This year, we are also leveraging the platform to report on action planning utilization. Specifically, we not only monitor **who** is saying what, but we look for hot themes about **what** is being said and **where** in the organization. This helps us double down on our foundational work and identify additional opportunities for targeted interventions.

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

Laying the Foundation to Grow @ Organon | Transformation & Change

Challenge: Improving the experience of growth at Organon

Organon spun off Merck / MSD in 2021 to become its own company focused explicitly on Women's Health with Biosimilars and Established Brands as additional growth drivers. The company emerged with high energy and an engaged team of employees (or founders, as we like to call them) committed to making an impact through their work.

As a natural part of any spin, our workforce was initially comprised of founders conveyed over from the legacy company, many of whom were appointed to senior-level roles. Consequently, our founders told us that they struggled to find line of sight into growth and career advancement opportunities. The emergent gap between our score in this domain and the 75th percentile benchmark further vindicated our findings. We discovered that our founder's mindset around growth was primarily focused on upward movement, or promotions.

It is not feasible for every individual to be able to advance in level here, and this led to a philosophical reckoning and change exercise. Organon should be viewed as a stop-off on Founders' career journeys, ensuring they receive the requisite skills, experiences, and training to grow relative to their own internal goals. This means celebrating all growth, including upward, downward, sideways, as well as healthy external moves. We succeed when our founders succeed.

Solution: Implementation of Growing @ Organon, a multi-faceted, multi-year growth and development approach



Growing @ Organon helped us weave together all the disparate programs related to growth and identify new areas of investment in the development of our founders. Enterprise-wide, as well as team-focused actions, were developed systematically under the umbrella term of “Growing @ Organon.”

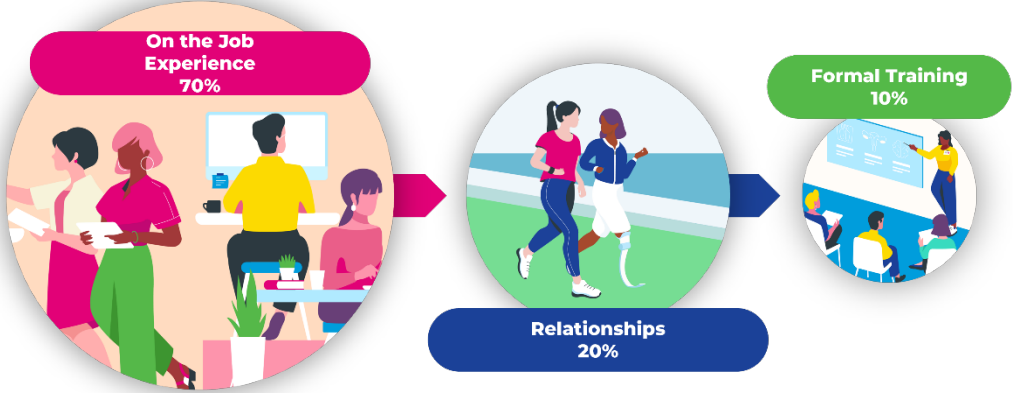
Managers received training on how to guide their founders in pursuing the most appropriate growth opportunities through conversations about their aspirations and the best approach to develop the skills / experiences needed to get there.

The initiative addressed Growth from three key angles: *Growing Through Experiences*, *Growing Through Relationships* and *Growing Through Training*. The tripartite model assumes that 70% of growth comes from experiences, 20% through relationships and 10% through training.

- **70% Growing Through Experiences and On-the-Job:** Internal Mobility, Short-Term Assignments (Gigs), In-Role Development
 - Example: Founder identifies short-term assignment on gig board and works with manager to open bandwidth and pursue opportunity.
- **20% Growing Through Relationships:** Giving and Receiving Feedback, Peer Coaching, Mentoring, Employee Resource Groups
 - Example: Founders are assembled via an ERG and are able to develop reverse mentoring relationships, gaining new career perspectives.
- **10% Growing Through Training:** On-Demand Virtual Learning Programs (Learning4All), Cohort Based Live Programs, Business English, New Founder Onboarding, New Manager Training
 - Example: Founder attends a Learning4All training aligned to the leadership behavior with their manager. Both benefit from the content covered and can re-engage with the strategies discussed in 1:1's.

These three pillars represented a philosophical shift in how we approached Growing @ Organon. For *Growing Through Experiences* and *On-the-Job*, our Talent Attraction team prioritized internal mobility as the first step of the sourcing process, where our talent attraction business partners proactively brought our founders new job opportunities. Additionally, we launched a gig board to give founders opportunities for new experiences outside of their current role. For *Growing Through Relationships*, we incorporated debriefs and breakouts in all our trainings to foster connectivity across programming. For *Growing through Training*, we democratized access to learning programming by eliminating special criteria / manager nomination processes. Our learning suite of offerings was branded as Learning4All and focused on increasing the availability and quality of relevant opportunities.

Finally, we added Growth as a fourth dimension of our Flourishing model (the way we measure Organizational Health at Organon) in addition to Engagement, Belonging and Well-Being, focusing enterprise results on this specific dimension as a core facet of the employee experience. Our analytics COE (Center of Excellence) partnered with representatives from Human Resources (e.g., Learning, Talent Attraction, Business Partners) to create a robust and granular set of 8 discreet items measuring this topic area.



Impact: Changing Metrics & Mindsets

Through effective change management, Growing @ Organon was consistently flagged as Organon’s most impactful program in 2022 and 2023.

To further support this initiative, our work was operationalized through a balanced scorecard (see appendix), updated quarterly, and shared with core stakeholders in the business. We further revamped our Workday dashboards to match the Growing @ Organon framework, democratizing data and empowering HR leaders to look at these metrics in real time.

Organon’s Internal Fill rate went up **8.5% YoY** (20% to 28%), which is particularly impressive given that we have had reduced hiring and vacancies this year. Additionally, indices show that Growth Opportunity scores from the Founder Experience Survey improved **4% YoY** with scores on items about “growth mindset” outpacing those about physical advancement. For example, **84%** of our founders reported learning a new skill in the past year. (You can view our full redacted Growing @ Organon scorecard in the appendix).

More broadly, unearthing Growth as a key focus area from our Employee Listening efforts has enabled a cultural shift in how our founders talk about career development and mobility. Managers and founders feel empowered to initiate conversations about employee development, even if the most appropriate next step means leaving one’s current team or the organization.



Appendix – Quarterly Growing @ Organon Scorecard

		KPI	Q1	Q2
Formal Training 10%	LinkedIn Learning	% LinkedIn Learning usage	XX%	XX%
	L4All	# unique Founders registered in any Learning for All *	XX%	XX%
		# total attendees in Learning for All	XX	XX
		% total L4All completions (attended and stayed for at least 75 of 90 mins)	XX%	XX%
	N2L	# People managers enrolled in New to Leading People	NA	XX
	WLP	# Women enrolled in Woman's Leadership Program**	NA	XX
Relationships 20%	Talk	% founders seeking/giving feedback via Talk	XX%	XX%
	Business English	# people enrolled in Rosetta Stone	NA	XX
On-the-job Experience 70%	Career Profiles	% founders with completed career preference in career profile/workday	XX%	XX%
		% founders with completed job interests in career profile/workday	XX%	XX%
	Internal Moves	Internal Mobility: # of internal job change activities happened during the period including promotions, lateral move and developmental downward move across the organization	XX	XX
		# Lateral Moves: # of lateral move job change activities happened	XX	XX
		# Promotions: # of promotion job change activities happened	XX	XX
		Internal fill rate: % of posted Regular EE opportunities being filled by internal talent	X%	X%
		# Gigs Available via Gig Board***	NA	XX
	Gigs	# Gigs - Expressions of Interest (EOI)***	NA	XX

Appendix – YoY Growing @ Organon Scorecard

	2022		2023	
Founder Experience Survey Results	Organon	Perceptyx Benchmark	Organon (YoY Δ)	Perceptyx Benchmark
Manager Relationship	XX%	XX% (X)	XX% (X)	XX% (X)
Manager Performance Feedback	XX%	XX% (X)	XX% (X)	XX% (X)
Growth and Development	XX%	XX% (X)	XX% (X)	XX% (X)
I am satisfied with learning opportunities I am offered at Organon	XX%	XX% (X)	XX% (X)	XX% (X)
Growth Opportunities	XX%	XX% (X)	XX% (X)	XX% (X)
There are growth opportunities for me at Organon	XX%	XX% (X)	XX% (X)	XX% (X)
I know what I need to do to grow my career at Organon	XX%	XX% (X)	XX% (X)	XX% (X)