



# **Open Mind Culture Survey 2021**



**Building UPL as a best place to work**  
**Listen. Act. Engage.**

# Process



# March 2021 General overview

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# Culture Survey - Methodology

In 2021, we designed a **new Culture Survey** targeting all UPL employees – office and factory staff.

**Willis Tower Watson (WTW)** is our strategical partner; offering benchmark at Global, Regional and Country level. With 78 external benchmarks the survey administration and data analysis becomes much more contextual

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**6 Dimensions:** Key questions to measure employee engagement based on expert standardized categorization



**Local language:** 21 languages – Adapted into local languages to facilitate understanding and response rating



**Standardized scale:** 1-5 points Likert scale for homogeneous reporting



**Online and paper surveys:** Inclusion of staff and Management with and without computer access (offices and manufacturing sites)



**Confidentiality:** Data management being externalised through WTW ensuring the confidentiality of responses.



# Culture Survey Dimensions Overview

Divided the questions into 6 broad constructs



**\*WTW specialty**

- Engage
- Enable
- Energize

**Sustainable engagement being a strong driver for all the other constructs, if this one is positive, the others ones, bound to be positive too**

**All Questions are on a 5-point scale and the scale points read as:**

Agree



Tend to Agree



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Tend to Disagree



Disagree



**% Total Favorable = Total %age of employees selecting Agree or Tend to Agree**

# March 2021 Survey results

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**83%** **↑** +21% (prev. year)  
participation rate



**6.266**  
people responded

**195**  
minimum respondents  
per region

*Global response rate for UPL is slightly lower than WTW's High-Performance company Top Quartile Response Rate (89%)*

# UPL Engagement score is in the top quartile in the industry

**UPL Sustainable  
Engagement** **88%**

**Agri & Crop Science  
Norm Top Quartile** **88%**

Agriculture & Crop  
Science Norm Top  
Quartile  
(83,448)

## Engage

Total Favorable Score

I believe strongly in the goals and objectives of this organization.

93% ↑ +2%

91%

I would recommend this organization as a good place to work.

89% =

89%

## Enable

I have the equipment/tools/resources I need to do my job effectively.

85% ↑ +2%

83%

There are no substantial obstacles at work to doing my job well.

80% ↓ -2%

82%

## Energize

The people I work with usually get along well together.

91% =

91%

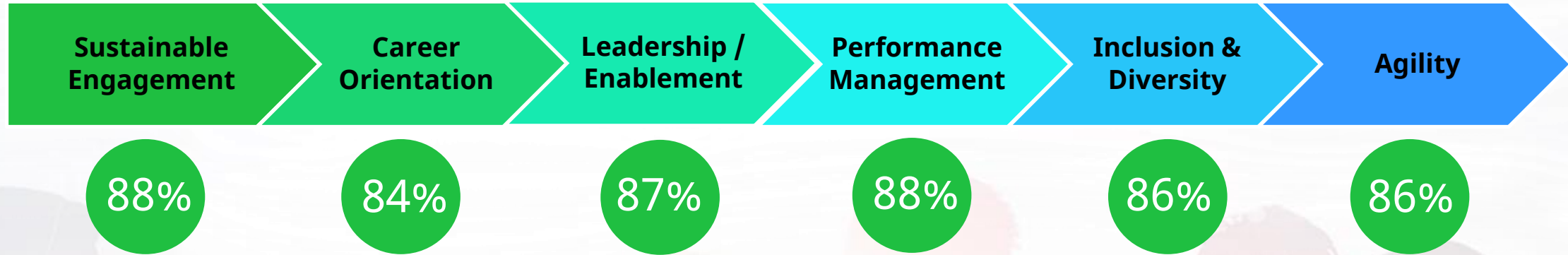
I am able to sustain the level of energy I need throughout the work day.

90% =

90%



## UPL Dimensions wise results

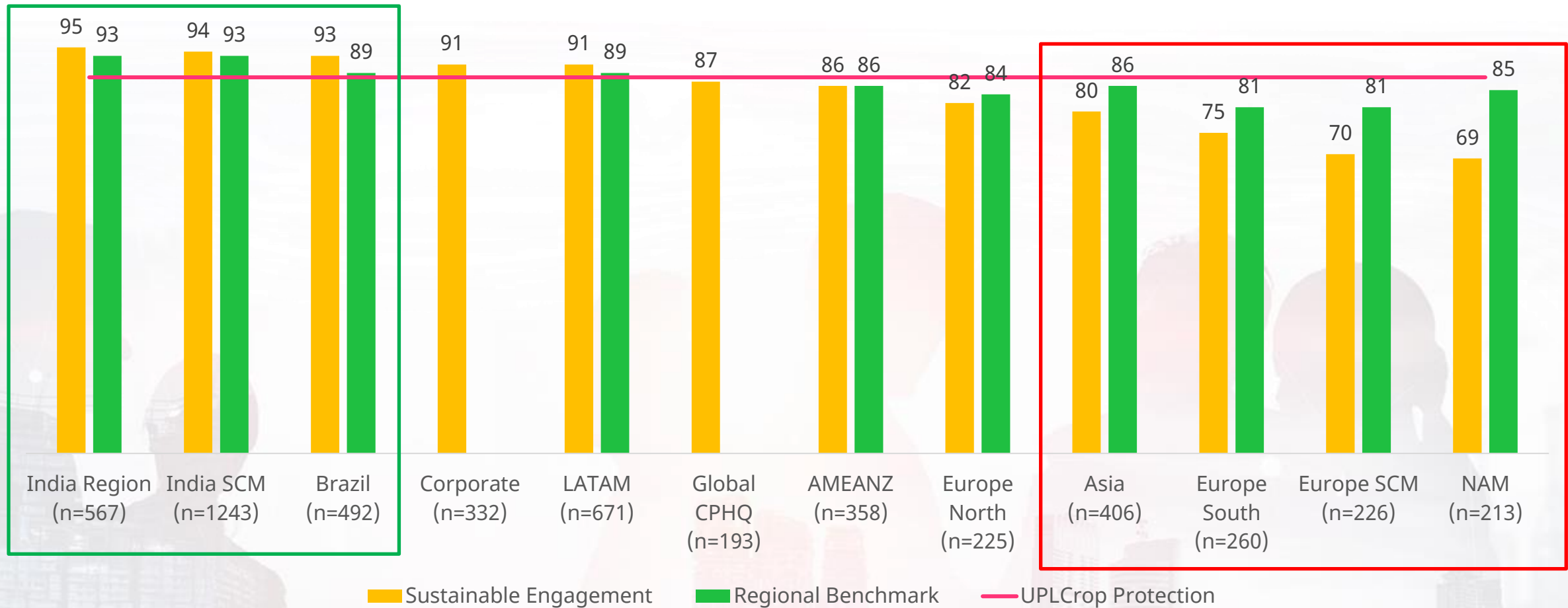


- UPL Crop Protection's **engagement is encouraging and surpassing industry benchmark**
- World class scores on **Role Clarity, Link to Purpose & Focus on Customer**

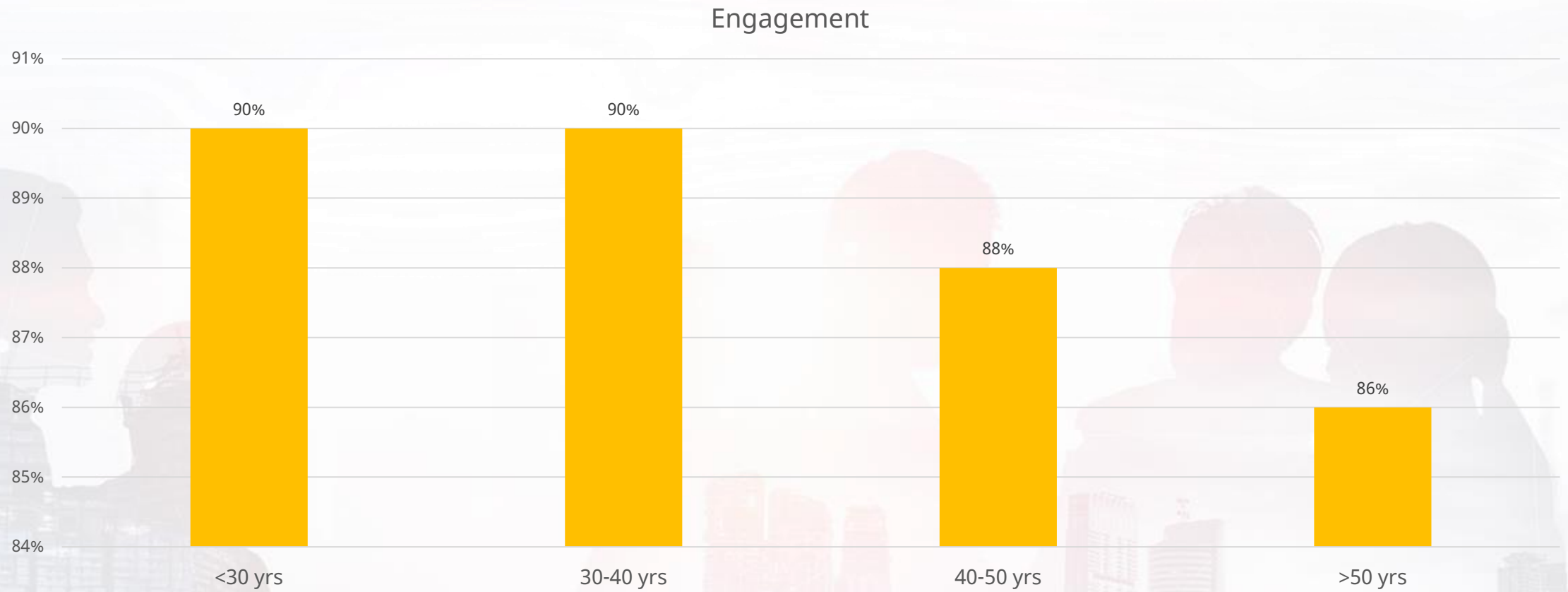
Engagement Result – Region Wise



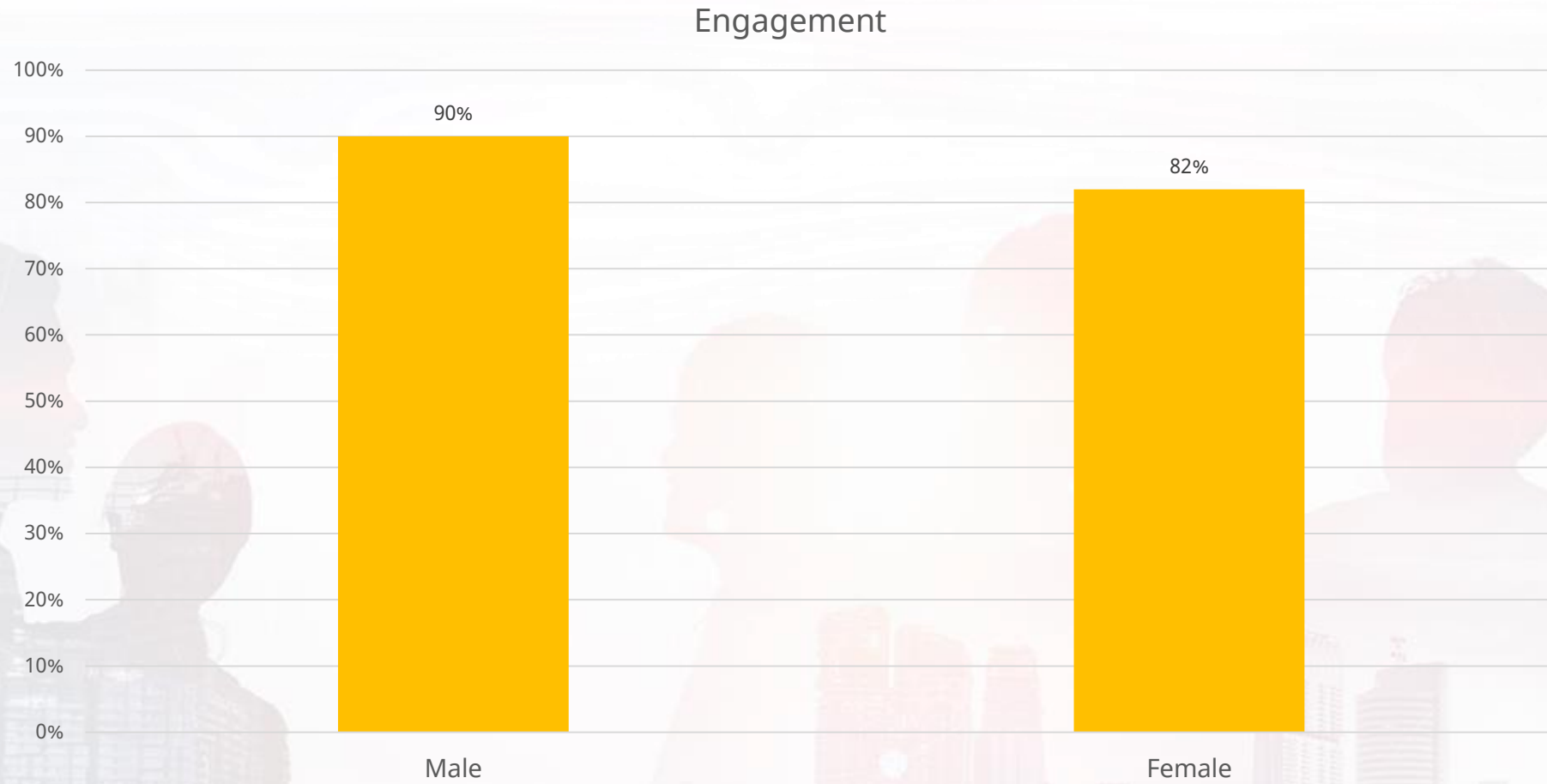
Overall UPL Score: 88%



## Engagement Result – Age Wise



## Engagement Result – Gender Wise



# Global & Regional-scale top initiatives created



## UPL Women's Network

**Creation of an internal network to promote female leadership excellence at UPL**

- +350 women registered
- Steering Committee created
- Events with female competencies
- Global & Regional Discussion Groups
- Female Mentoring program
- Unconscious Bias training, and others



## UPL Career Dialogues

**Talent Development framework created to develop career growth in the Organization**

- Global framework developed, with the 70:20:10 development model
- Inclusion within the Individual Development Plan (IDP), into the existing MyUPL systems
- Presented to Global HR Community
- Regional roll-out with high engagement



## Talent Management

**Identify, retain and develop top talent**

- Creation of our Competency Model
- Definition of our 6 key competencies
- Talent Review framework developed to ensure a successful talent mapping and healthy talent bench through Succession Planning
- Definition of key Development Plans



## Internal Communication

**Continuous internal communication to guarantee a smooth flow of information**

- Global & Regional Town Hall meetings
- Leadership conferences
- Regular pulse surveys with employees
- Regional and local newsletters adapted to the local contexts
- Team briefings



# First visible results: Glassdoor rating

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As on today, we are doing better than most for our competitors

Companies	Overall Rating	Culture & Values	D&I	Work/Life Balance	Senior Management	Compensation & Benefits	Career Opportunities
UPL	4.4	4.2	4.2	4.0	4.2	4.0	4.3
Industry Average	4.08	3.98	4.13	3.8	3.53	3.92	3.65





Thank you

