



Annual Engagement Survey 2025

Results Overview

April 2025



Survey Overview | Overall Participation : 94%, White Collar : 91%

Annual Engagement Survey 2025



Survey Administration:
27th Jan – 17th Feb 2025



100% Online Survey for White Collar)
Online + Offline for Blue Collar

Survey Design



- 8** Opinion Questions common for all employees across **3** Categories
- 1** Opinion Question specifically for **UPL Corporation** employees
- 6** Opinion Questions specifically for **DECCO** employees
- 2** Open-ended Comment Questions

Survey Categories

Engagement

Career Orientation

Leadership / Enablement

UPL Corporation Specific Question

DECCO Specific Questions

Open Mind Pulse Survey 2025 | Questionnaire

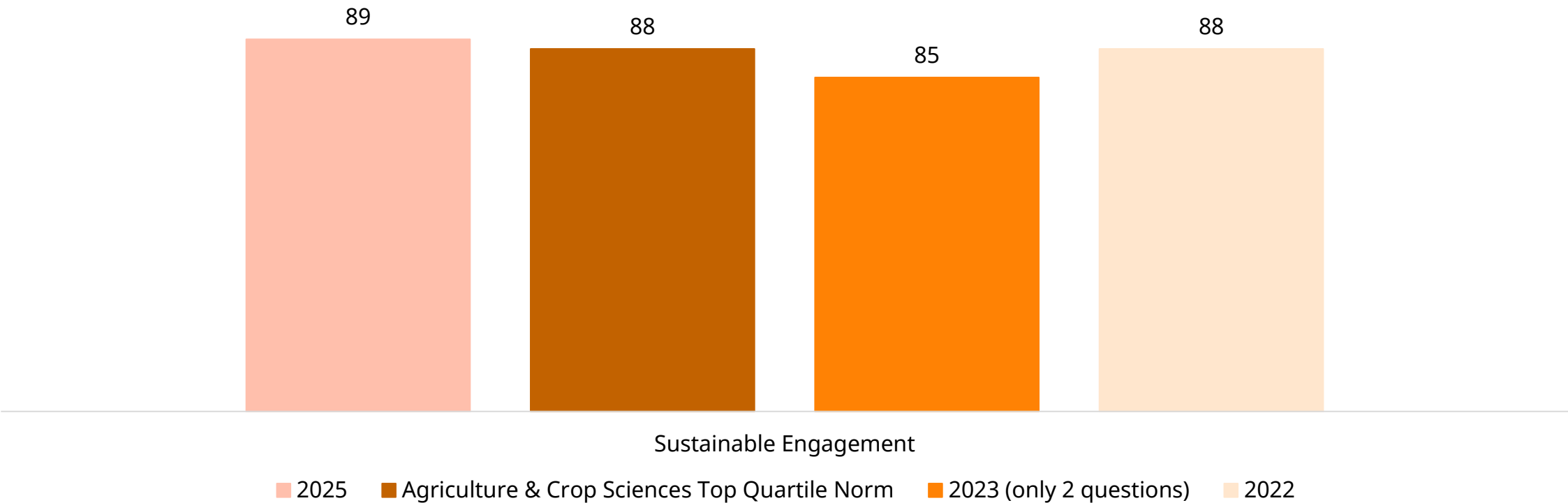
8 questions were asked - 4 of them featured in the 2023 Open Mind Culture survey and two open ended questions.

Dimension	Pulse survey questions	Open Mind Survey 2023	Open Mind Survey 2022
Sustainable Engagement	<ul style="list-style-type: none">I have the equipment/tools/resources I need to do my job effectivelyI believe strongly in the goals and objectives of the organizationThe people I work with usually get along well togetherI am able to sustain the level of energy I need to work throughout the dayThere are no substantial obstacles at work to doing my job wellI would recommend this organization as a good place to work	<div><div></div><div></div><div></div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div><div></div><div></div><div></div></div>
Career Orientation	<ul style="list-style-type: none">This organisation helps me with opportunities to learn new skills and develop myself	<div><div></div></div>	<div><div></div></div>
Leadership/Enablement	<ul style="list-style-type: none">Top Leaders do a good job of explaining the reasons behind major decisions	<div><div></div></div>	<div><div></div></div>

Sustainable Engagement Overview

UPL's Engagement scores are at par with top quartile of external benchmark

Sustainable Engagement Scores



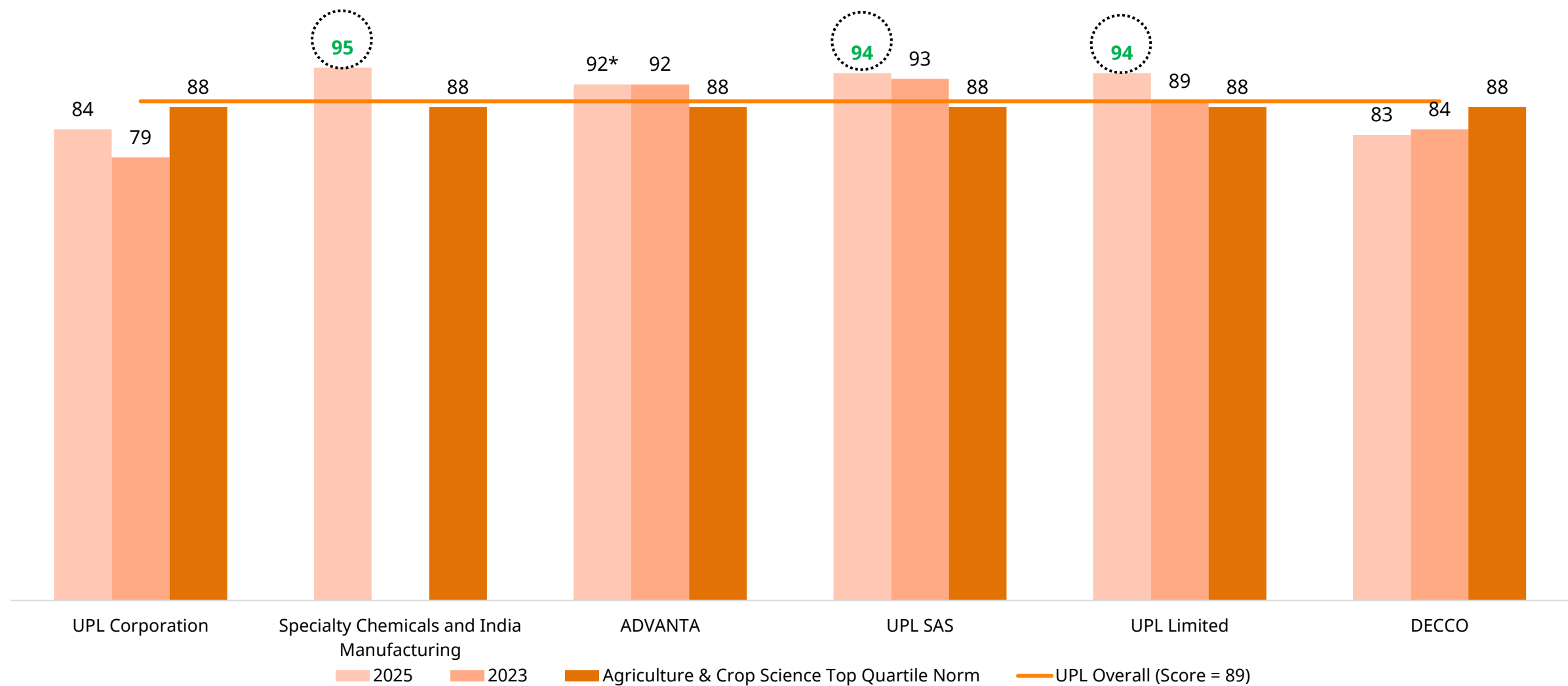
Representative Agri Companies: *Bayer AG, British American Tobacco plc, ITC, Louis Dreyfus Commodities Suisse SA, Origin Enterprises plc, Royal Golden Eagle Group (RGE Pte Ltd.), Tropical Melhoramento & Genética, Wilbur-Ellis Company, Inc.*

Category Overview

Scores in Leadership/Enablement outperform the industry benchmark by 10 points, maintaining overall position in the upper quartile

Categories	UPL Overall (7,247 Responses)	Open Mind Pulse Survey 2023 (6,100 Responses)	Open Mind - Your Voice Matters 2022 (7,505 Responses)	Agriculture & Crop Science Top Quartile Norm (104,531 Responses)
Career Orientation: This organization helps me with opportunities to learn new skills and develop myself.	86	N/A	-1	0
Leadership / Enablement: Top Leaders do a good job of explaining the reasons behind major decisions.	80	-1	-3*	10*

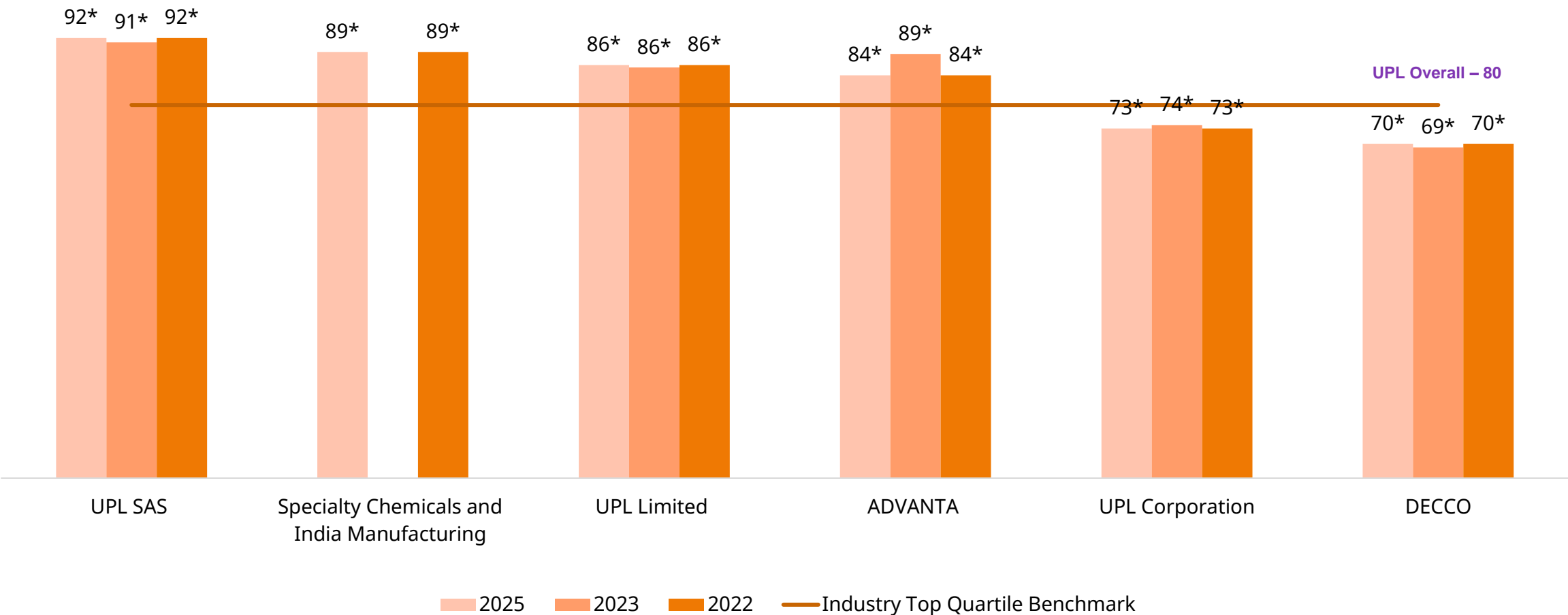
Engagement Overview by Business Unit |



2023 historical comparison is with only 2 common questions from 2025 | Comparisons for Europe SCM is with France country benchmark, for Corporate & Global CPHQ with India country norm & US Norm, for MECA with Turkey country norm for GBS with Mexico Country norm

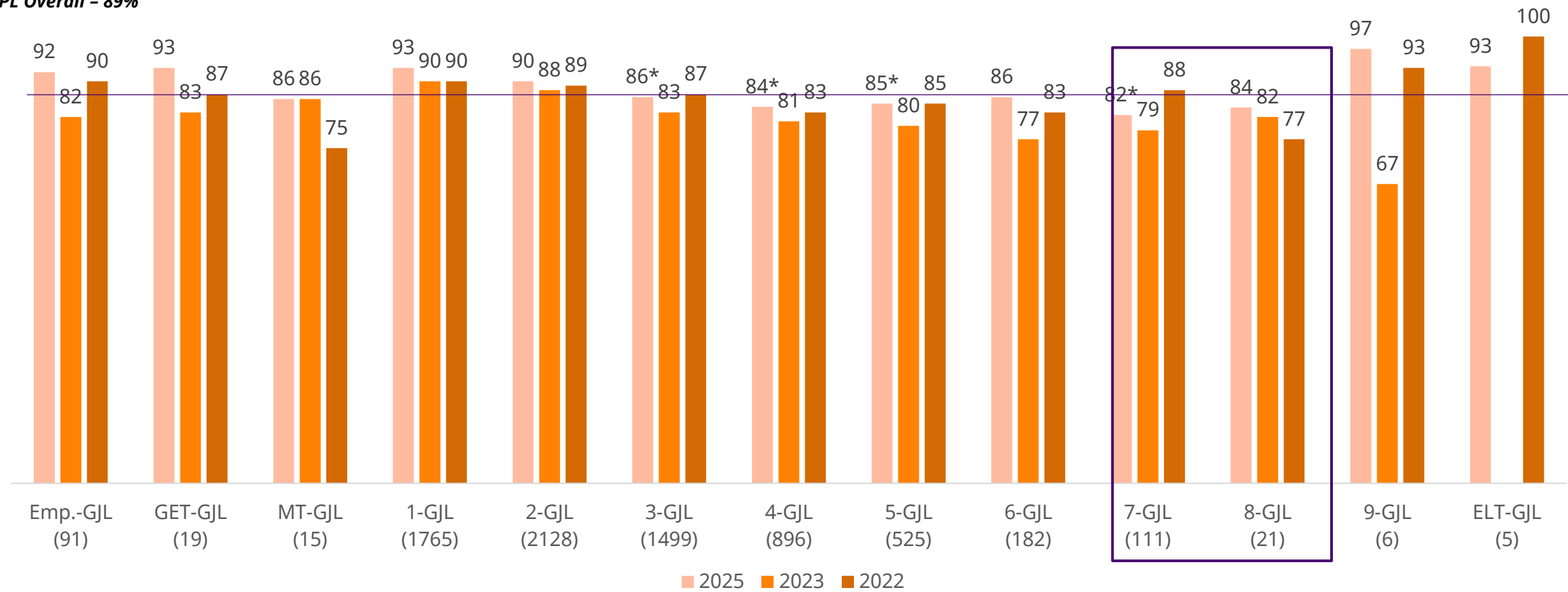
Perception on Leadership Communication by Business Unit

Top Leaders do a good job of explaining the reasons behind major decisions.



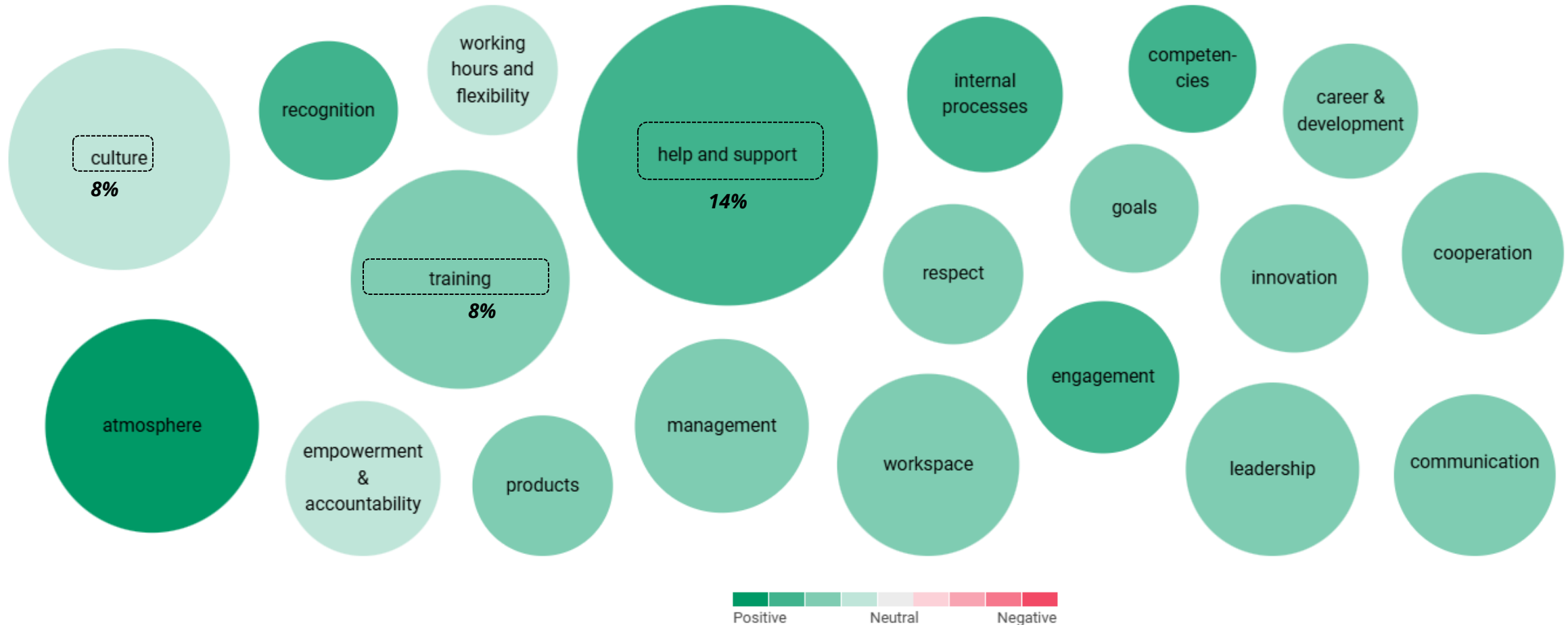
Engagement Overview by Level

UPL Overall - 89%



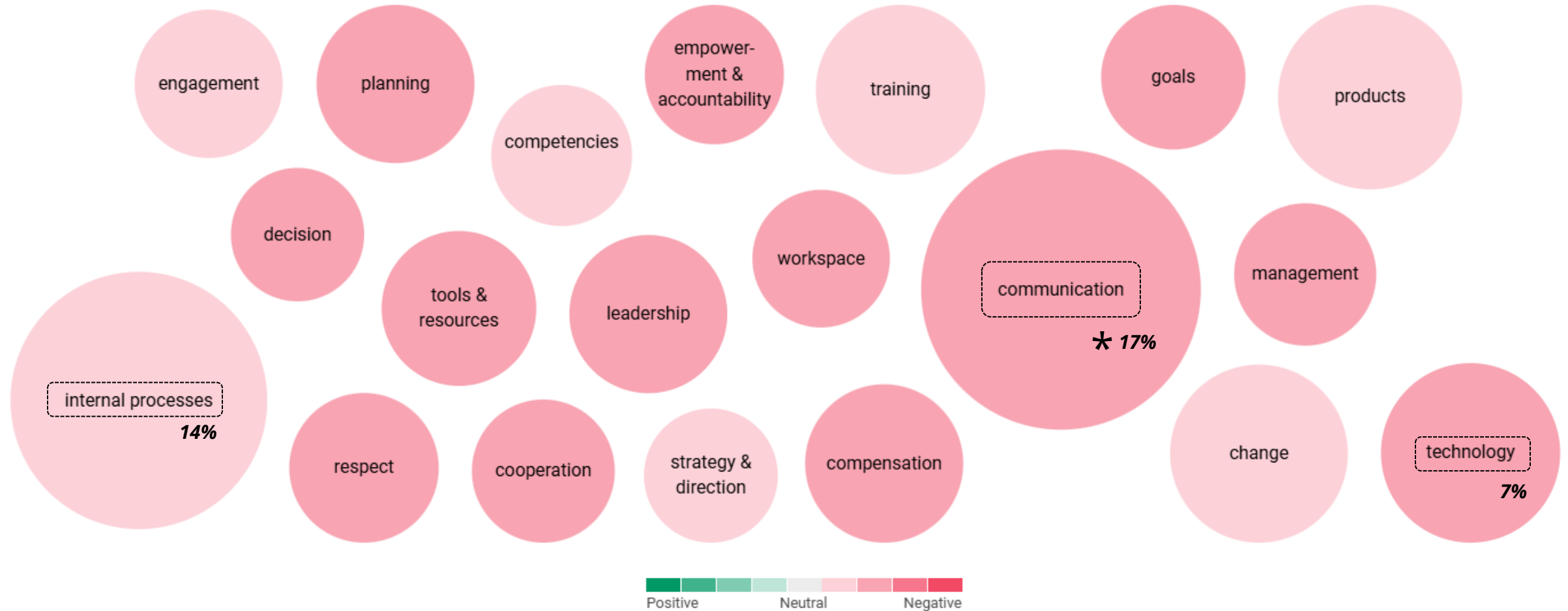
Analysis of Open-Ended Questions

What is the one thing you enjoy most about working here?



Analysis of Open-Ended Questions

What one thing would you change to make this organization better?



** Question on communication by leadership has also seen a decline from both 2023 & 2022*

Summarizing Key Themes

Overall Engagement

Overall Engagement scores are comparable to top quartile industry benchmarks

Experience at Business Unit Level

- Variance in Engagement of employees within regions of UPL Corporation & DECCO needing attention
- APAC region has the highest engagement score gain – up by 11 points from 76 in 2023 to 87 in 2025

Communication & Leadership (GJL-7)

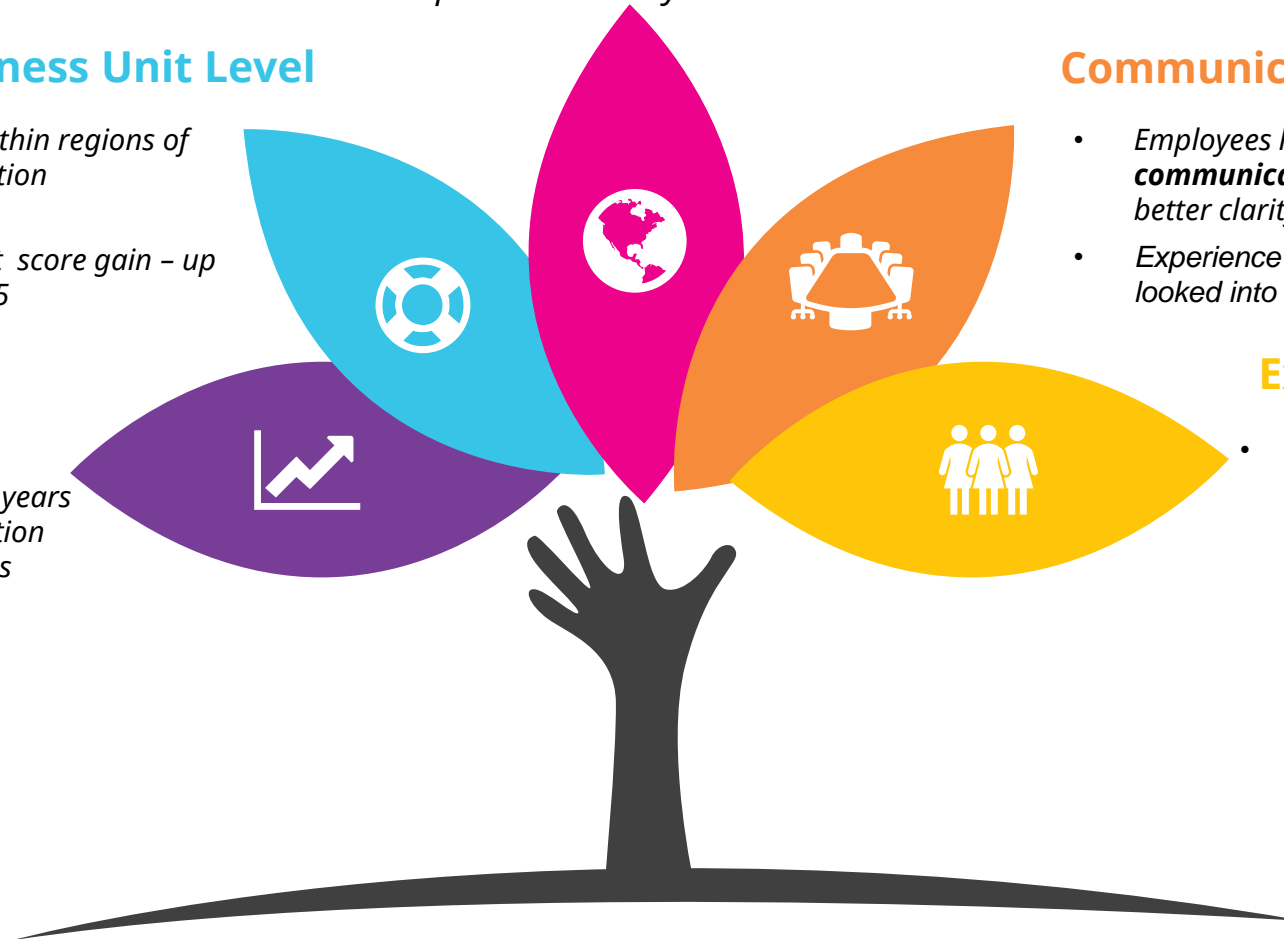
- Employees have expressed a need for **transparent communication from leaders** which would help them better clarity on organizational direction and changes
- Experience of senior employees at GJL-7 needs to be looked into

5-10 years of Tenure

- As in previous years, employees in 5-10 years tenure range expect better communication from leadership around major decisions

Experience of Women

- Overall experience of Female colleagues has improved ; yet an area for continued attention



Thank You