

Pulse Survey UPL Group Results

December 2023

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Open Mind Pulse Survey

'Open Mind' Pulse Survey is our process to continuously listen to our employees, define concrete action plans to act upon the received feedback and improve the overall employee experience to become a real great place to work.

Our objective?

To Understand Employee Sentiment:

- Gather feedback on implementation and communication of changes this year
- Assess impact of changes on employee morale and engagement
- Identify areas needing further support or communication



3 Dimensions 6 Questions

- Sustainable Engagement
- Leadership / Enablement
 - **Long term future**

**All office staff globally
(except GBS, TATVA,
NOAFFIL, UPIL)**



Confidentiality: Data management and survey administration was handled externally.

We partnered with Willis Towers Watson (WTW) – our strategic partner offering benchmarks at Global, Regional and Country level.

Questions Pulse Survey 2023

‘Open Mind’ Pulse Survey: 6 questions were asked; 4 of them that featured in the October 2022 Open Mind Culture survey and one open ended question.

Pulse survey questions	Dimension	Open Mind Survey 2022
<ul style="list-style-type: none"> • Top leaders do a good job of explaining the reasons behind major decisions • I am confident in our leaders abilities to lead us through the change ahead • I am confident about the long term future of the organization • I am able to sustain the level of energy I need throughout the work day • I would recommend this organization as a good place to work • What one thing would you change to make this organization better? 	<ul style="list-style-type: none"> • Leadership / enablement • Leadership / enablement • Long term future • Engagement • Engagement • N/A 	<ul style="list-style-type: none"> •  •  •  •  •  • 



Pulse Survey Participation

Culture Survey	August 2019	February 2020	March 2021	October 2022	December 2023
Participation Rate	55%	57%	83%	89%	69%
Engagement Score	65	71	88	87	85*

* Not true engagement score – this is an average of two engagement questions



Dimensions Overview

Dimensions	UPL Group	Advanta	DECCO	UPL Cayman	UPL LTD	UPL SAS	Veto Pharma
Engagement	85	92*	84	79*	89*	94*	64*
Leadership / Enablement	81	90*	69*	74*	87*	92*	66*
Long term future	82	93*	76*	75*	87*	91*	54*

Dimensions	UPL Group	Advanta	DECCO	UPL Cayman	UPL LTD	UPL SAS	Veto Pharma
Engagement	85	7	-1	-6	4	8	-21
Leadership / Enablement	81	8	-12	-7	6	11	-16
Long term future	82	11	-6	-8	5	9	-28



Dimension and question overview by Platform

Dimensions	UPL Group	Advanta	DECCO	UPL Cayman	UPL LTD	UPL SAS	Veto Pharma	2022 Survey
Engagement	85	7	-1	-6	4	8	-21	n/a
I am able to sustain the level of energy I need throughout the work day	87	4	-2	-4	4	7	-19	90
I would recommend this organization as a good place to work	83	10	-1	-7	5	10	-23	89
Leadership / Enablement	81	8	-12	-7	6	11	-16	n/a
Top leaders do a good job of explaining the reasons behind major decisions	81	8	-11	-7	5	11	-9	82
I am confident in our leaders abilities to lead us through the change ahead	82	9	-13	-8	7	11	-22	n/a
Long term future	82	11	-6	-8	5	9	-28	n/a
I am confident about the long term future of the organization	82	11	-6	-8	5	9	-28	n/a

Pulse survey opportunities

2023 pulse survey opportunities



Communication – greater transparency about changes and the future of the organization



Engagement of female employees



Leadership – develop leadership capabilities



Internal processes – clearer and simpler processes

2022 culture survey opportunities



Future Orientation - Digital Readiness



Engagement of female employees / D&I



Efficient Organizational Structure

Thank you

Any Questions?

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