Global Culture Survey Results Review and Manager Culture Action Planning

August 2025

Every company **has a culture.**

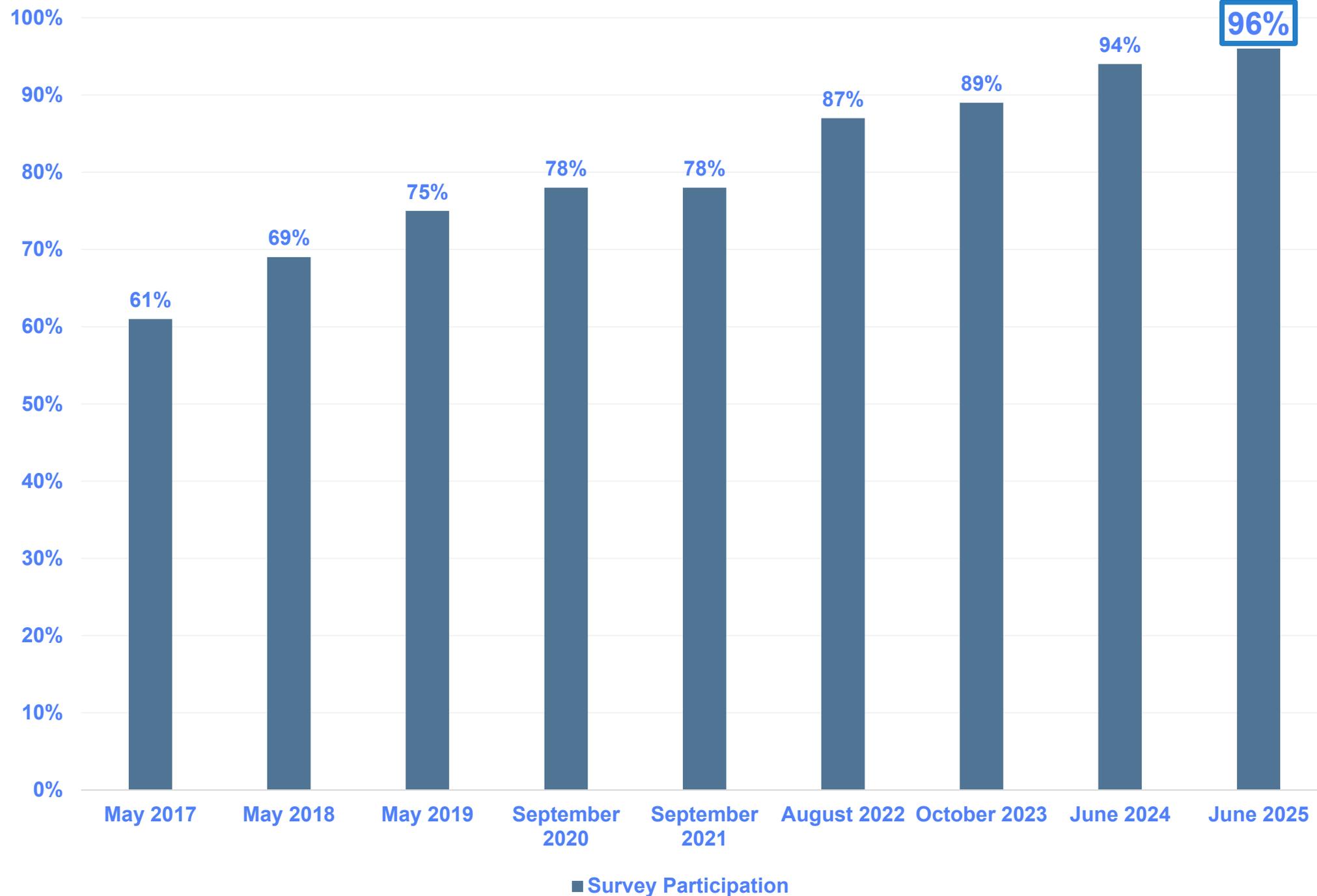But not every company **intentionally builds one.**

" IF YOU'RE NOT BUILDING THE CULTURE, YOU'RE ALLOWING IT TO HAPPEN BY DEFAULT"
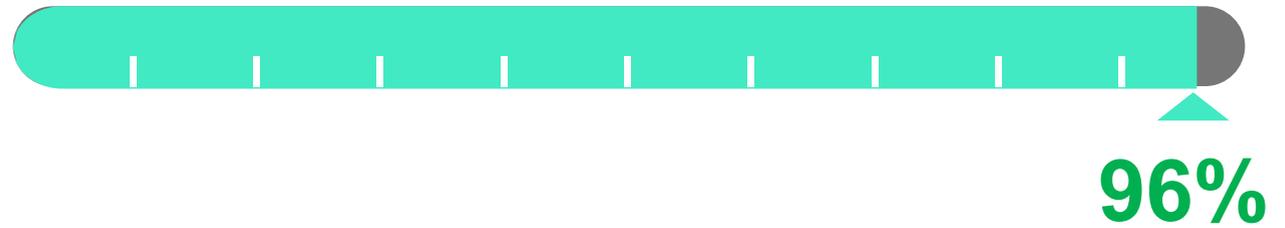
- JP DINNELL

Participation by Year

Solenis

■ Survey Participation

Perceptyx

Culture Survey Results 2025

Solenis

TOTAL PARTICIPATION RATE

↑2 points

96%

OVERALL EMPLOYEE SATISFACTION

↑2 points

80%

FAVORABILITY SCALE

5 – Strongly Agree	4 – Agree	3 – Neither Agree nor Disagree	2 – Strongly Disagree	1 – Disagree

Favorable	Neutral	Unfavorable

SATISFACTION BY GENDER

Female: 80%
FY24: 77

Male: 80%
FY24: 79

Other: 75%
FY24: 66

SATISFACTION BY REGION

NA 78
FY24: 78

LA 84
FY24: 84

EU 74
FY24: 71

MEA 86
FY24: 83

AP 85
FY24: 85
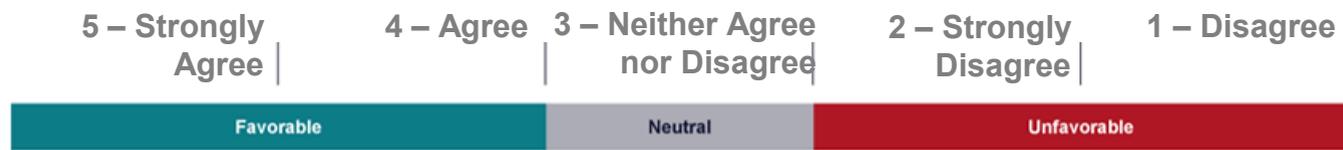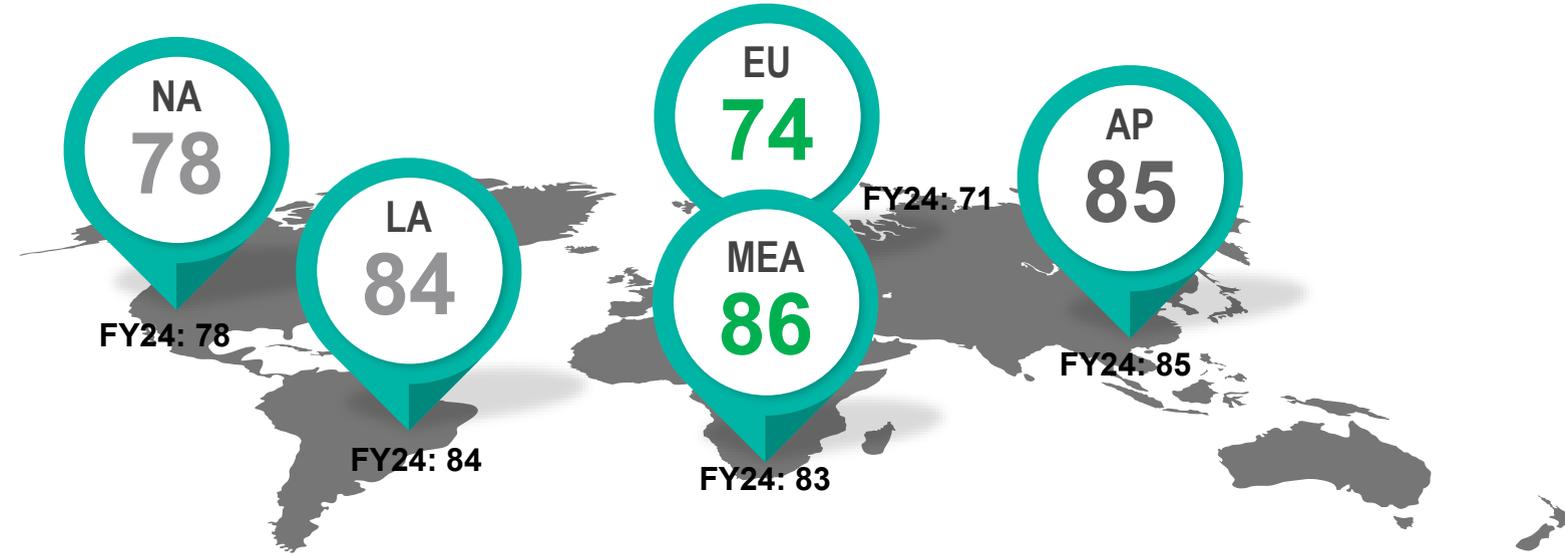
SATISFACTION BY QUESTION TYPE

Manager Index
86.0%
2023: 85.6%
2024: 85.0%

Inclusion Index
82.2%
2023: 82.2%
2024: 80.8%

Well-being Index
77.4%
2024: 76.0%

Engagement Index
78.0%
2023: 81.4%
2024: 77.5%

Perceptyx

Negligible Change   Increase   Decrease
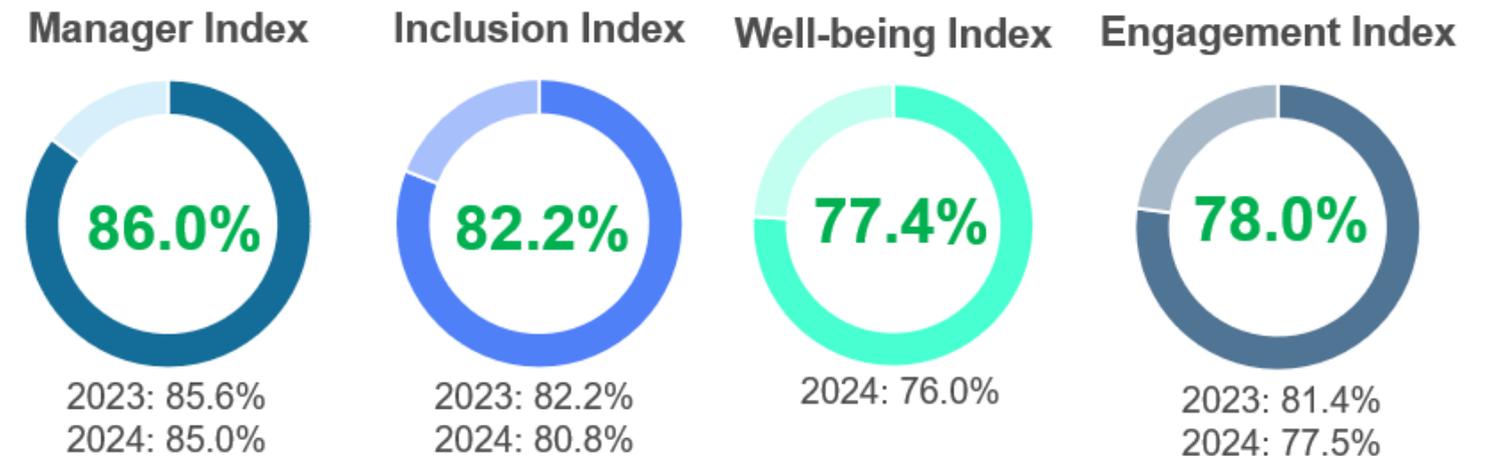
Highest / Lowest Questions – 2025

Continued focus on Top 5

	Δ YOY
In my area, we are encouraged to take personal responsibility for safety.	**+0.9**
My team is committed to doing high quality work.	**0**
My manager treats employees with respect.	**+0.7**
My team continuously strives to improve our performance.	**+0.5**
I know what is expected of me at work.	**+0.8**

Same Top 5 and Order from 2024

Continued progress to Bottom 5

|	Δ YOY
The stress levels at work are manageable.	**+1.9**
I am satisfied with the cooperation between my department and new departments with whom I need to interact with.	**+7.0**
**The company is doing what is necessary to compete effectively.	**-2.4**
Leaders in my company help me see how changes made today will affect the company's future.	**+3.8**
Processes and procedures allow me to effectively meet my customers' needs.	**+0.9**

**New to top 5 for 2025

Negligible Change   Increase   Decrease

Executive Summary

Solenis

80%
Adjusted Overall Satisfaction Index
+1 from 2024

96%
of employees responded to the survey
+2 from 2024

15,370 invited

14,699 (96%) responded

Overall Sentiment Trending Positive

Following declines in sentiment in 2024, favorability levels have stabilized and in many cases they have improved. At the regional level, Engagement Index levels outpace comparable benchmarks in three of five regions. Employees who are "Net Promoters" say:

- The company fosters a supportive and inclusive work environment.
- Solenis prioritizes employee well-being and safety.
- There are ample opportunities for professional growth and development.
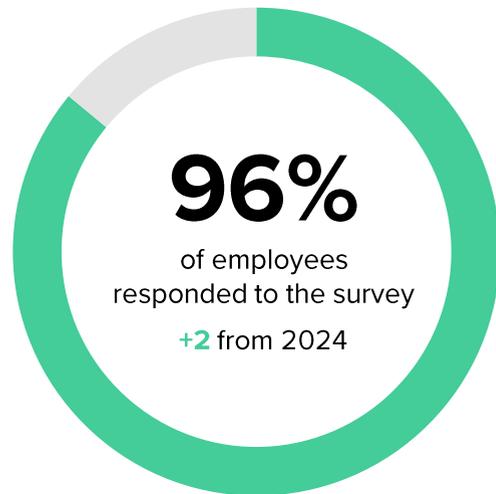
Focused Action Leads to Progress

Over the past year Solenis has embarked on a program of targeted actions based on employee feedback, leading to significant gains in employee sentiment in these areas. In spite of these successes, some opportunities remain. For example, stress levels of Managers have not improved. Manager comments point to:

- Significant challenges concerning staffing, workload, and employee morale..
- Job security concerns due to ongoing restructuring.

Managing through Change

How organizations lead through change can have a profound impact on employee engagement. Although Solenis is showing improvement, change-related items remain the lowest scoring on the survey. Comments indicate:

- Frustration over the excessive administrative workload that detracts from their ability to focus on customer.
- Ongoing issues with internal processes and systems, such as Salesforce and Tableau.

90%
of employees agree that their team embraces diversity of thought and contribution.

6 in 10
Managers say the stress levels at work are manageable.

68%
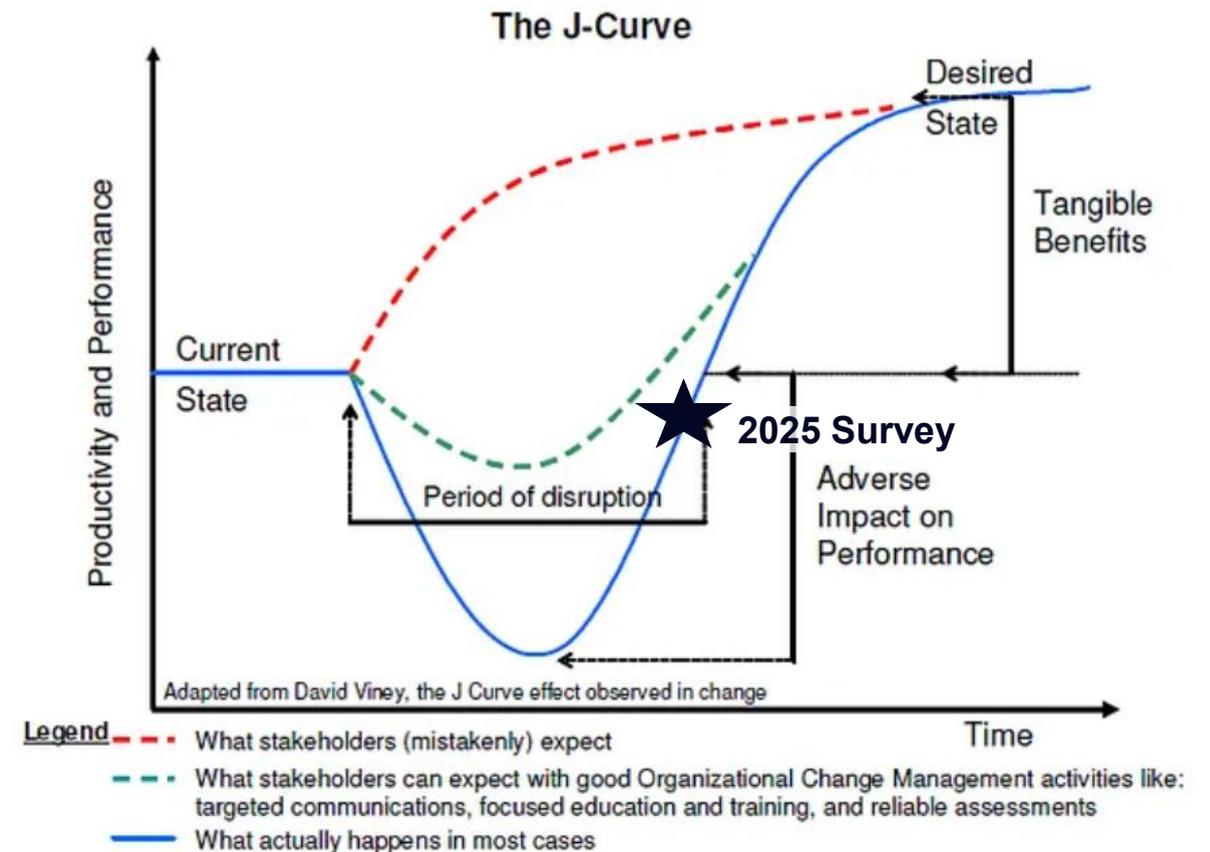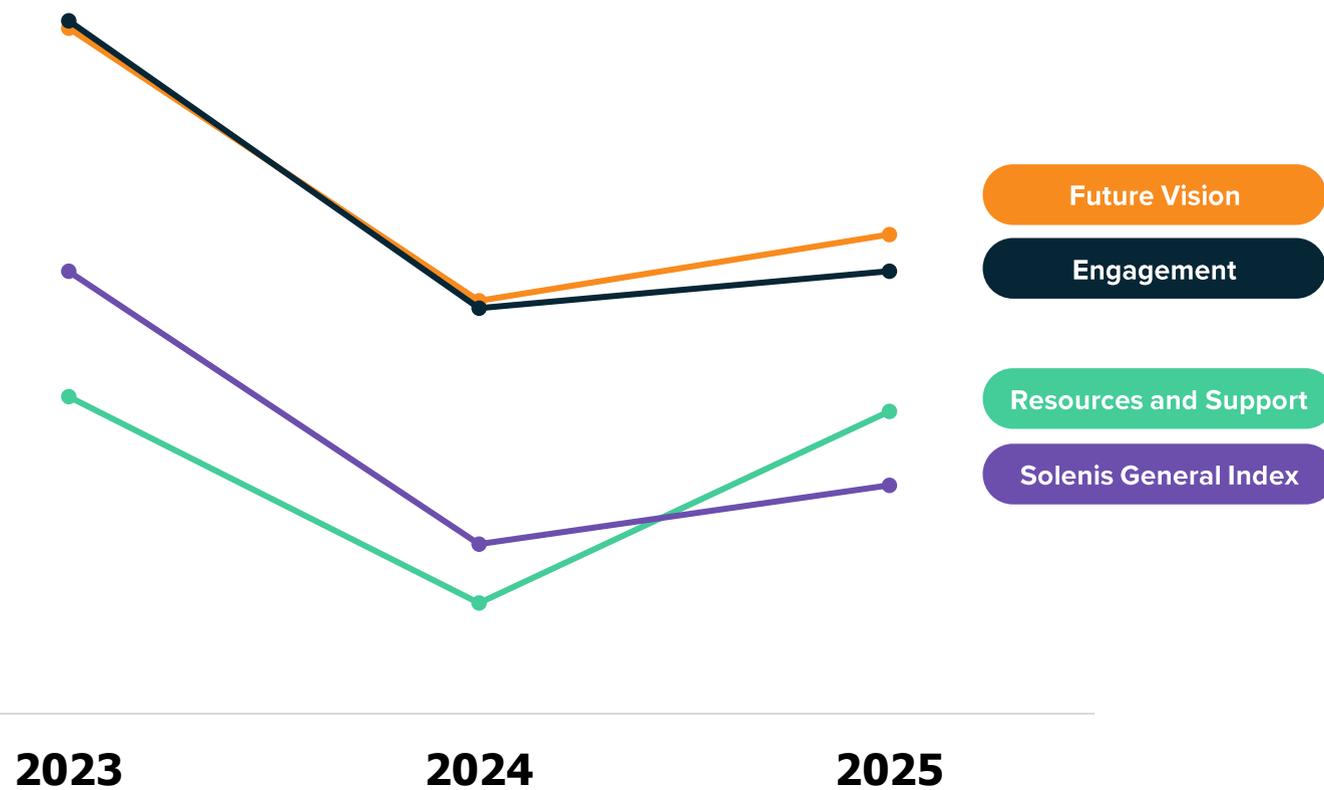of employees feel that the company is doing what is necessary to compete effectively.

Overall Sentiment Trending Positive

Focus Area

Rebounding After Disruption: A J-Curve Recovery in Sentiment

The survey data shows a clear J-curve pattern across four categories that can be trended over this time period. Following the 2023 baseline, employee sentiment in 2024 declined sharply following a major merger—a typical reaction to organizational disruption and uncertainty. In 2025, we see meaningful recovery, suggesting that employees are beginning to adjust and re-engage as the post-merger environment stabilizes.

We experience this same effect on employee engagement during times of change.

Legend:
- What stakeholders (mistakenly) expect
- What stakeholders can expect with good Organizational Change Management activities like: targeted communications, focused education and training, and reliable assessments
- What actually happens in most cases

Adapted from David Viney, *The J Curve Effect Observed in Change*

2023   2024   2025

Future Vision
Engagement
Resources and Support
Solenis General Index

Focused Action Leads to Progress
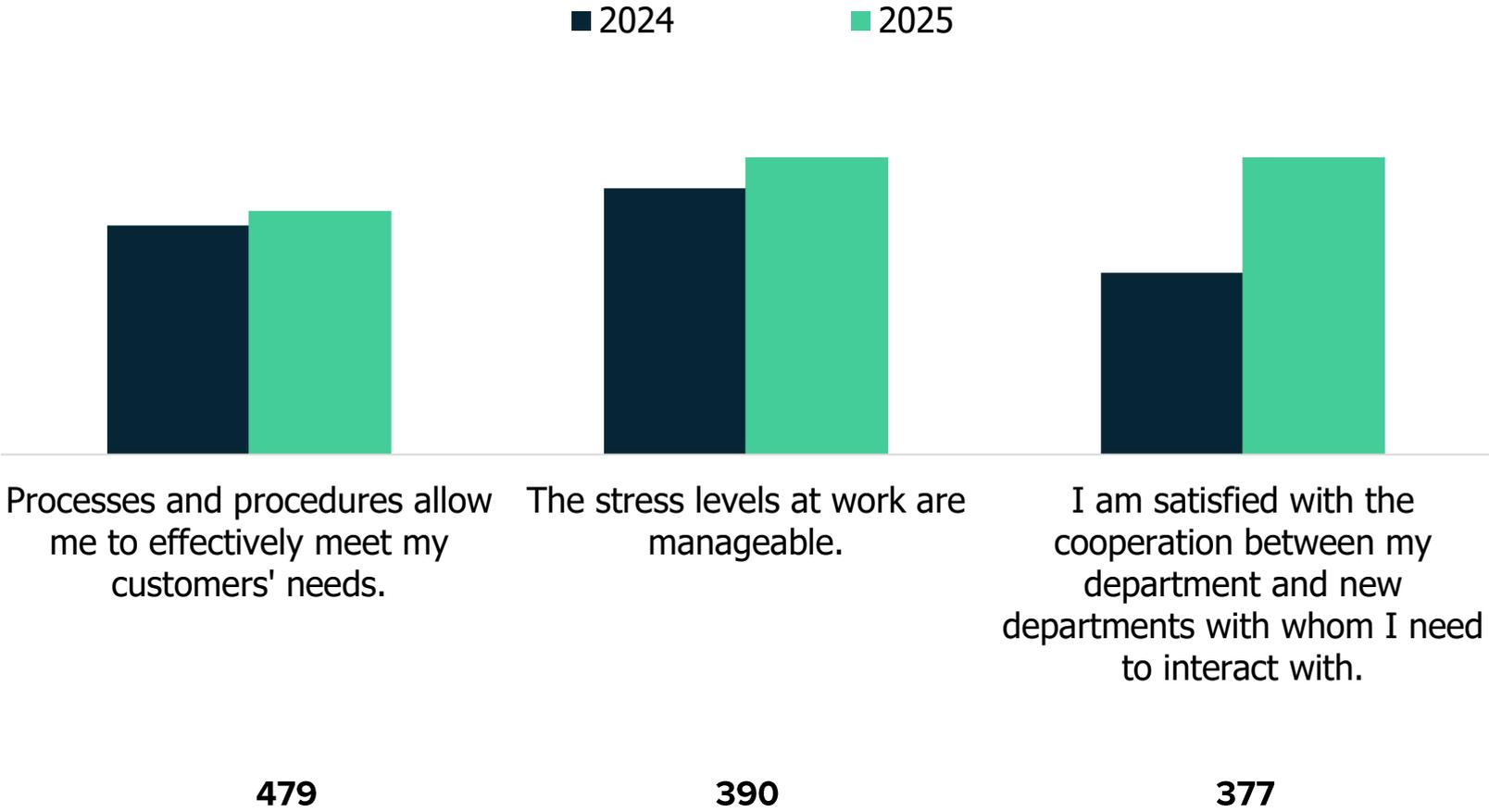
Focus Area

2024 Culture Action Planning

Topic	Leader
Silos between Departments I am satisfied with the cooperation between my department and new departments with whom I need to interact.	Jose Aguirre
Confidence Level in Integration I have confidence in the integration/merger.	Gretchen Decker
Leadership Communication Leaders in my company help me see how changes made today will affect the company's future.	Avin Krishnan
Processes and Procedures allow me to effectively meet my customer's needs.	Somer Gundogdu
Stress & Wellbeing The stress levels at work are manageable.	Ted Kelly

Action planning supports improvements in key focus areas

Action plans were most often created for these three survey statements. Successful initiatives included localized town halls, "Working Together" pilots, process improvement funding, and enhanced well-being support.

2024 **2025**

Processes and procedures allow me to effectively meet my customers' needs.	The stress levels at work are manageable.	I am satisfied with the cooperation between my department and new departments with whom I need to interact with.
479	**390**	**377**

Number of Action Plans

Nearly 100% of our managers created action plans in 2024
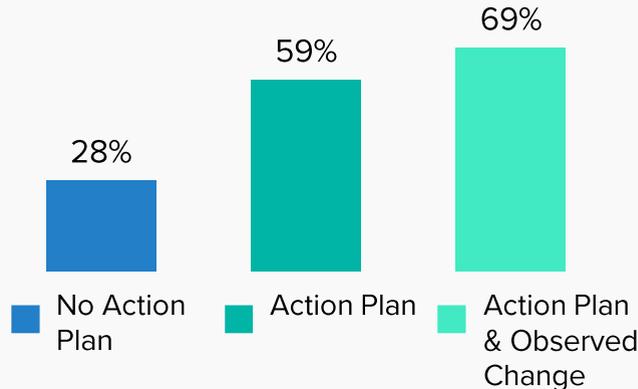

Perceptyx Research

Organizations That Act Are 3X More Likely to See Engagement Increases

Perceptyx research shows that only **28%** of organizations that surveyed without action planning saw improved engagement, compared to **69%** of those where employees recognized meaningful behavior change from manager-led actions. Simply put, listening without action erodes trust, while enabling managers with clear, simple action plans leads to sustained engagement gains.

Improvement in Engagement

28% 59% 69%

No Action Plan | Action Plan | Action Plan & Observed Change

Summary and Action Plan

Recommendations to consider

Support improvements in processes and procedures

- Identify top pain points through employee focus groups and continuous improvement teams. Prioritize changes that reduce duplication or delay.

- Give frontline employees a structured channel to flag outdated or inefficient processes.

- Track and celebrate process improvements: Publicly share updates on resolved issues and time savings to reinforce momentum.
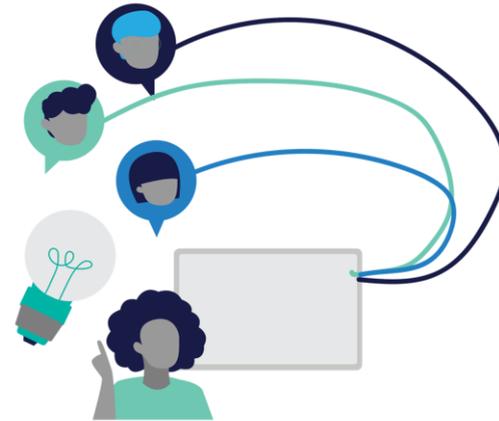
Continue to refine the future vision and provide strategic clarity

- Cascade the strategy more clearly through managers: Equip mid-level leaders with toolkits and talking points to explain how departmental work supports enterprise goals.

- Introduce a "Why This Matters" campaign: For major initiatives, explicitly link the change to customer impact, long-term growth, and employee value.

- Spotlight local wins aligned to strategy: Use storytelling to connect real team successes with broader company objectives.

Support employee training & development

- Support employees in learning new systems and tools designed to build scale and efficiencies.

- Build transparent career paths. Include lateral moves or stretch assignments as valid development opportunities, not just title changes.

- Clarify how compensation is determined (e.g., based on responsibilities, location, tenure, or performance), and communicate pay ranges when possible.

1-2-3's of Effective Action

Even well-designed surveys can fail if managers are overwhelmed by data and attempt too many improvements at once. Research indicates that managers who focus on the most important area are more likely to see measurable results.

1 Select **One** Issue.

Use analytics to pinpoint the theme or behavior that will drive the biggest impact on team engagement or performance.

2 Identify **Two** Action Items.

Choose two behaviors to adopt, refine, or discontinue. Assign owners, create timelines, and measure progress.
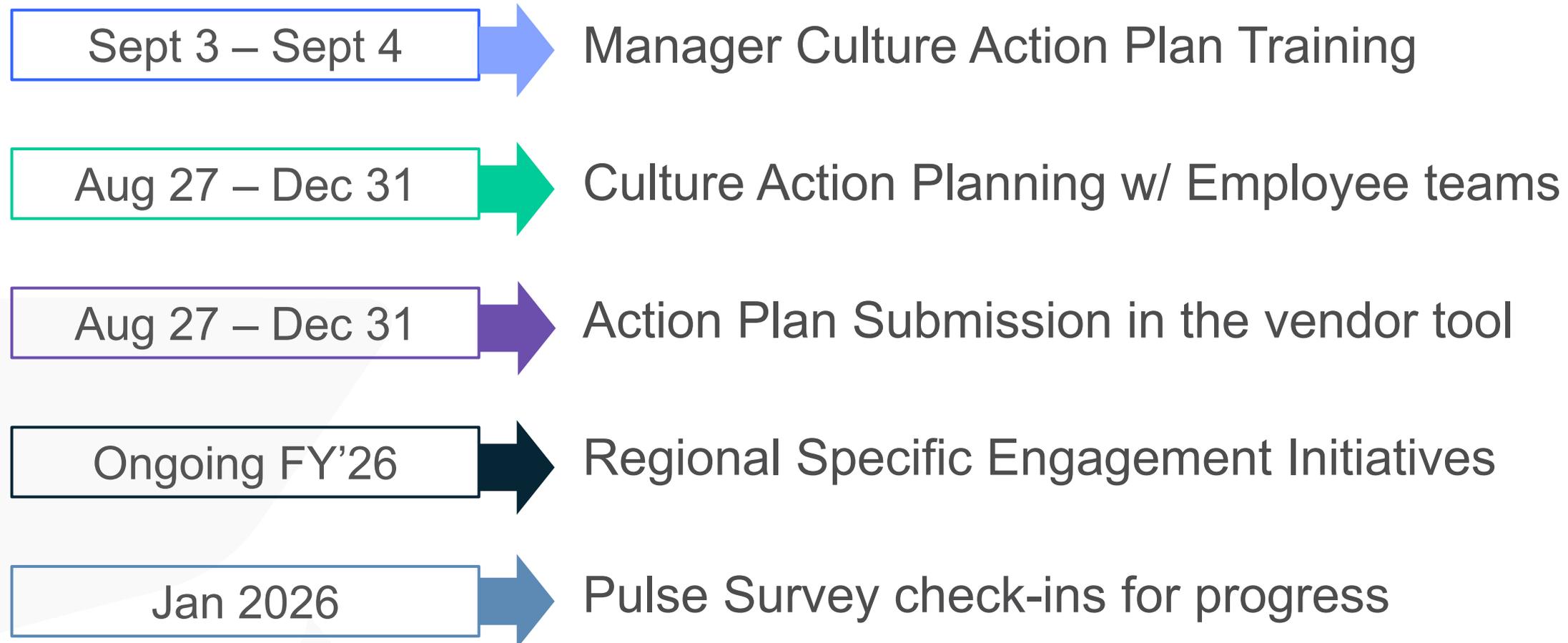
3 Communicate and Check in at Least **Three** Times.

Ensure accountability by scheduling dedicated follow-up conversations. Remind employees why these changes are happening and how their feedback drove the initiative.

Then, repeat this process with your next action focus area

Expanded Next Steps & Timeline

**ALL PEOPLE MANAGERS are required to submit culture action plans

|	
Sept 3 – Sept 4	Manager Culture Action Plan Training
Aug 27 – Dec 31	Culture Action Planning w/ Employee teams
Aug 27 – Dec 31	Action Plan Submission in the vendor tool
Ongoing FY'26	Regional Specific Engagement Initiatives
Jan 2026	Pulse Survey check-ins for progress

**Managers with < 3 employee responses will use direct manager's results for action planning

Sample Agenda for Action Planning Session

- **Introduction and Purpose**: "Why did we do the culture survey?"

- **Survey Results**: Distribute and explain the culture survey report.
  - Report can be generated using the vendor platform

- **Discuss**: "What do these culture items mean to our team?"
  - Reminder: Ask open-ended questions to facilitate greater discussion

- **Prioritize**: "Which 2 culture items should we focus on?"

- **Brainstorm**: Generate action ideas for your plan.
  - Do this with your teams!

- **Follow-Up (periodically)**: "What progress have we made?"
  - Conduct these sessions multiple times per year

Perceptyx Resources

These can help facilitate the discussion

Results Report

Leader's Guide
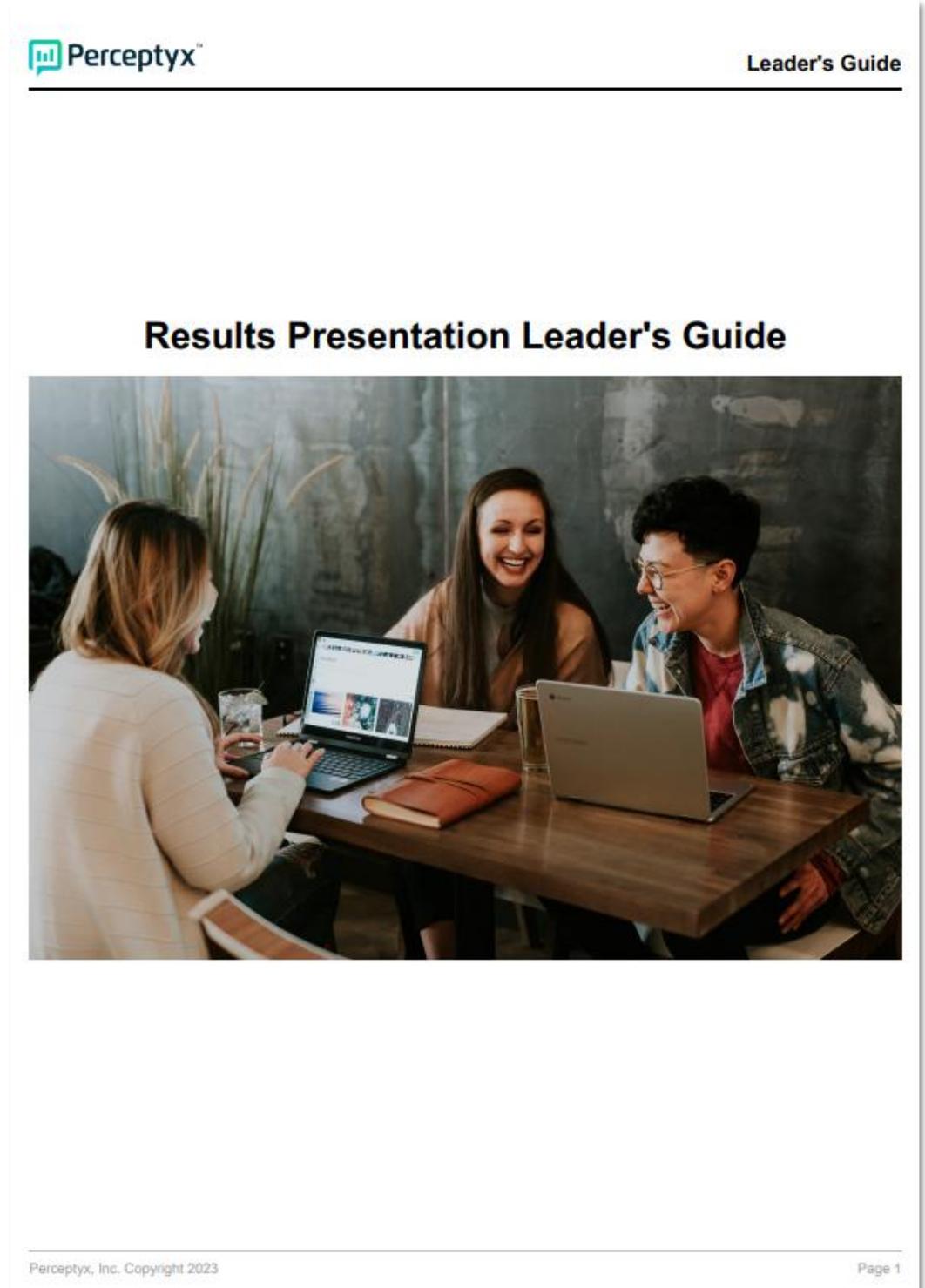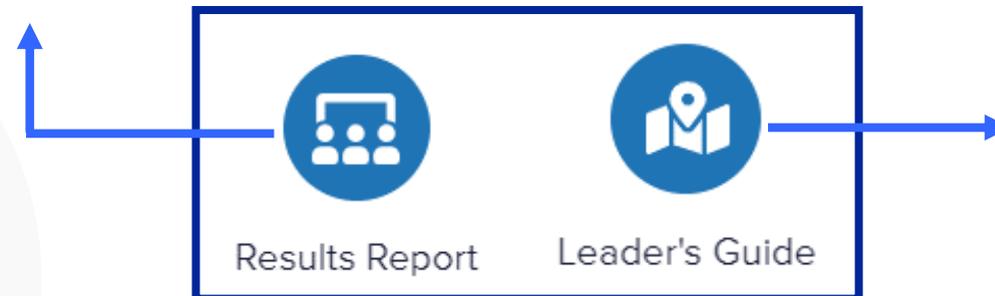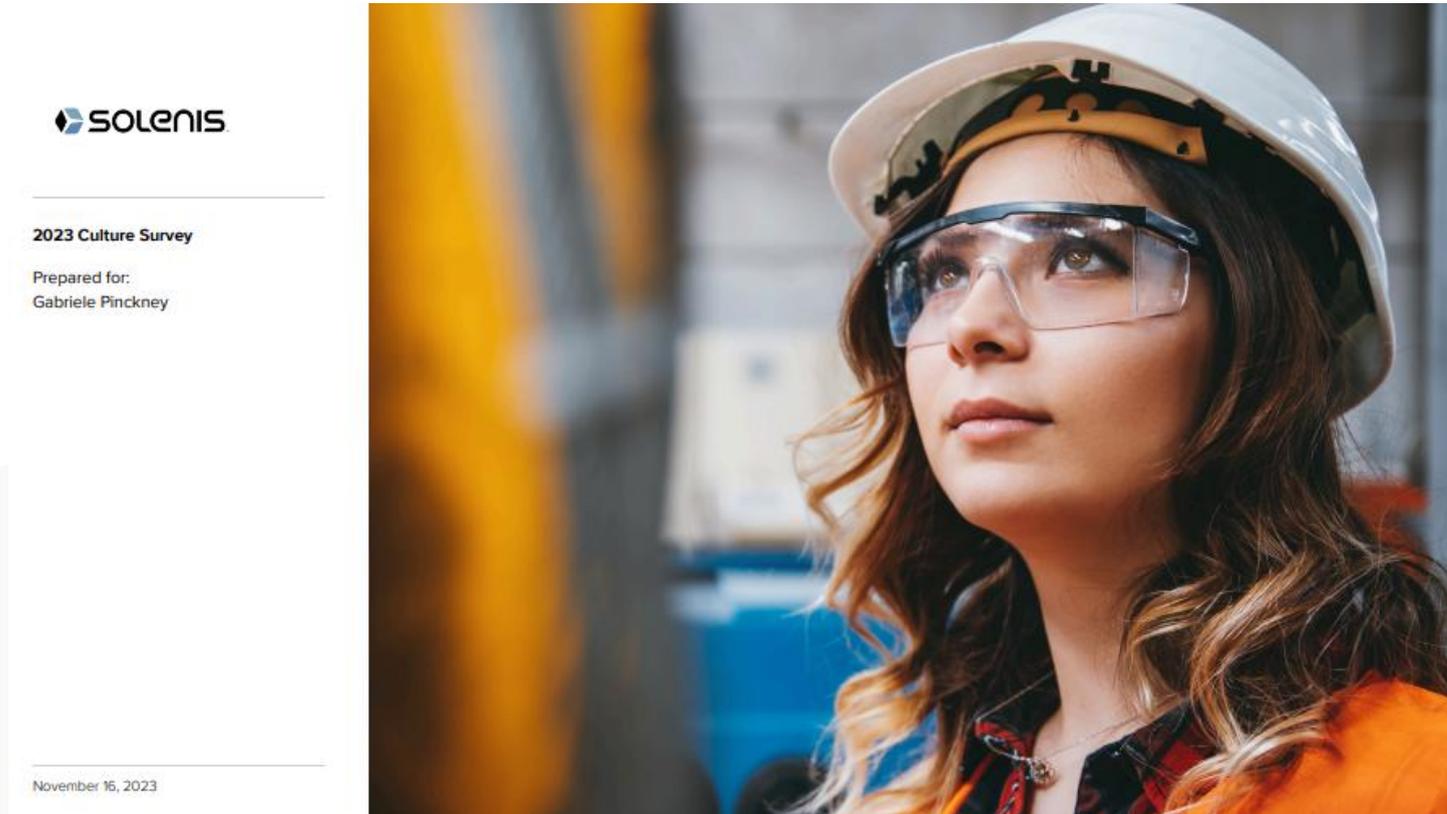
Focus the Action Planning Conversation
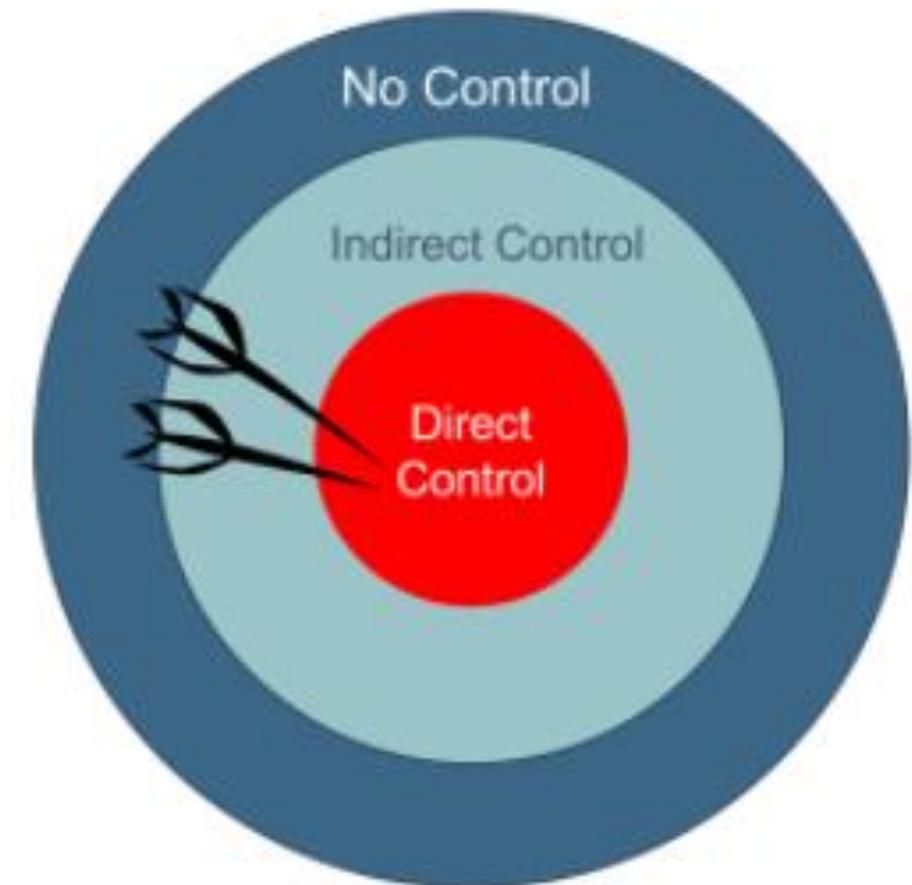
What to discuss

Things that are **directly** in your control

Things you can influence and go do now

What not to discuss

Things that are out of your control

- No control
  - Ex. What you do/don't like about InSite
- Indirect control
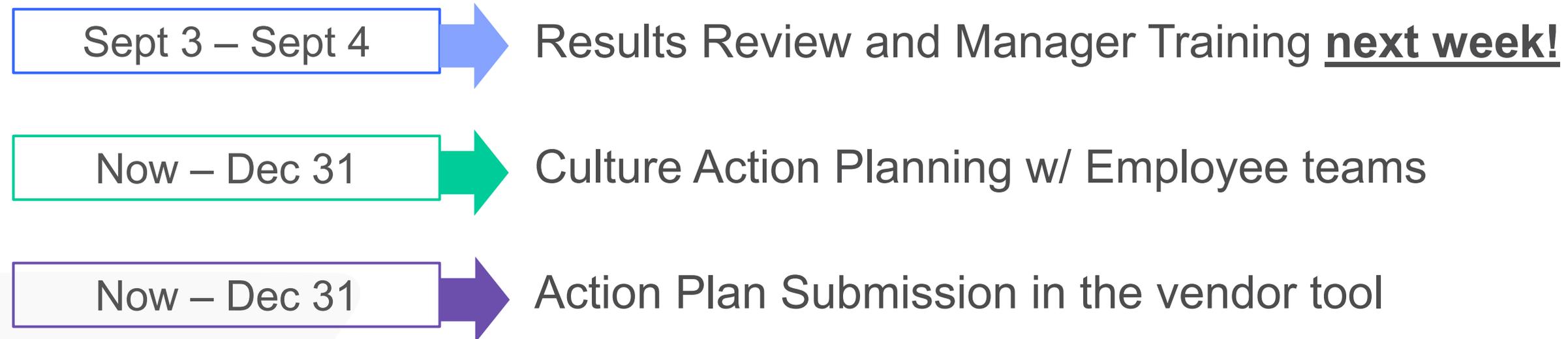 - Ex. Asking your VP to host more department town halls

After your team culture planning session…

- You need to submit your 2 culture action plan items using the Perceptyx platform
  - **This is a requirement by ALL PEOPLE MANAGERS and will be tracked and communicated with regularly frequency by L1 Leader**

- If you are a manager with a manager index below 70%, you need to review these actions with leadership before submitting into the Perceptyx platform

- Use the following slides to submit your culture action plan items using the Action Plan button on your main dashboard screen

Results Report   Leader's Guide   Action Plan
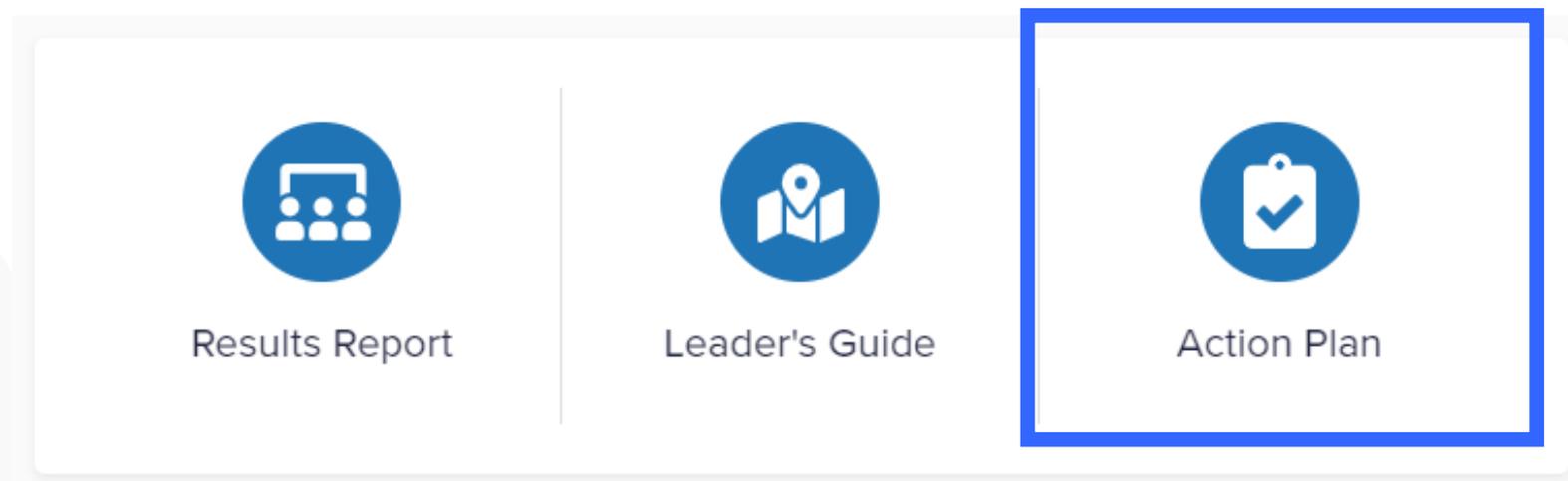
Immediate Next Steps & Timeline – FOR MANAGERS

**ALL PEOPLE MANAGERS are required to submit culture action plans

Sept 3 – Sept 4 ➔	Results Review and Manager Training **next week!**
Now – Dec 31 ➔	Culture Action Planning w/ Employee teams
Now – Dec 31 ➔	Action Plan Submission in the vendor tool

**DEADLINE for culture action plan submission
is December 31, 2024**

*Managers with < 3 employee responses will use direct manager's results for action planning

Culture Survey Questions and Translations

Translations

- Arabic
- Chinese - Simplified
- Danish
- Dutch
- English
- Finnish
- French
- German
- Italian
- Korean

- Norwegian
- Polish
- Portuguese Brazil
- Russian
- Spanish (Latin America)
- Swedish
- Thai
- Turkish

Culture Survey Questions

Growth and Development
My manager supports my skill and career development.
I believe I have the opportunity for personal development and growth at the company.

Performance Management
My manager gives me regular feedback on my performance.
When I do an excellent job, my accomplishments are recognized.
I know what is expected of me at work.
Success and innovation are recognized and celebrated.

Manager Relationship
My manager treats employees with respect.
My manager cares about me as a person.
My manager supports me in my efforts to adapt to changes.

DE&I
All employees are valued equally regardless of differences (fairness in recognition, promotion opportunity, pay, etc.).
My manager supports inclusion and diversity in the workplace.
My team embraces diversity of thought and contribution.

Future Vision
My manager helps me understand how my work contributes to the overall success of the company.
I can see a clear link between my work and the company's objectives.
Management's business practices are ethical and honest.
I have a clear understanding of the goals and objectives of my department/region.
Senior Management keeps employees informed about company matters.
I am aware/understand the company mission and values.
The company is doing what is necessary to compete effectively.
The vision and mission of the company makes me feel that my work is important.
Leaders in my company help me see how changes made today will affect the company's future.

Culture Survey Questions

Engagement
My work gives me a sense of personal accomplishment.
I am proud to work at Solenis.
I intend to stay with this company for at least the next 12 months.
I would recommend the company as a great place to work.

Empowerment
I have the authority to make the decisions necessary to do my job.
My job makes good use of my skills and abilities.
My opinions matter.

Well-being Index
My manager supports my efforts to balance my work and personal life.
I have flexibility in my work hours to meet my personal commitments.
The stress levels at work are manageable.
I am able to effectively cope with the stress of my job.
Solenis encourages me to focus on my health and wellness.
I am aware of the tools the company provides for well-being.
I feel happy at work most of the time.
It is safe for me to speak up and express my views/opinions, without fear of negative consequence.

NPS
Based on your experience, how likely is it that you would recommend Solenis to your friends, family or colleagues as a place of work?
Please tell us why you provided this rating.

Open Ended Comments
What is the one thing that I can do to improve your job satisfaction?
What is the single most stupid thing we do as a company?
What is your single best idea for us to improve the company?
Is there any additional feedback you would like to provide in reference to the general company culture?

THANK YOU!

Questions?