

NPE 2024 | **MADE
FOR YOU**
The Plastics Show

Produced by  **PLASTICS**
INDUSTRY ASSOCIATION

Attracting and Retaining your workforce: why the employee experience matters

Damian Welch

Mars, Incorporated

Insta: [damianwelch_mars](#)



The Mars Associate Experience

The world we want tomorrow starts with how we do business today

MARS



150,000+ Associates

are united and guided by Five Principles of Mars, which span geographies, languages, cultures and generations



1911

Frank C. Mars made the first Mars candies in his Tacoma, Wash., kitchen



80+
Markets worldwide



HQ

Global HQ in McLean, VA

glassdoor
BEST PLACES TO WORK



Private, family-owned company



\$51B+
NET SALES



170+

Mars brands are enjoyed in 170+ markets worldwide

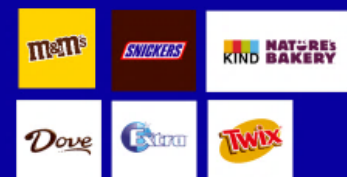


450+
SITES

3,000 +
VETERINARY HOSPITALS



Billion Dollar Brands



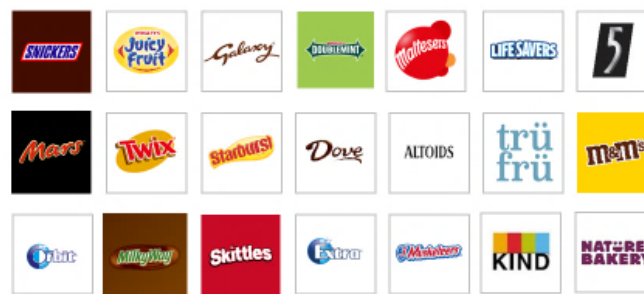
MARS
Petcare

A Better World For Pets

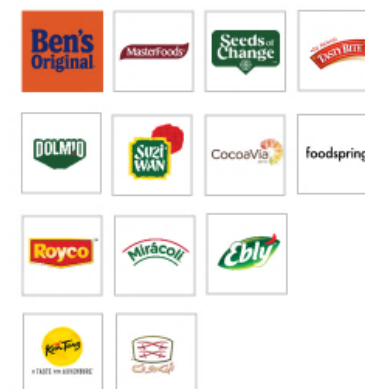


MARS
Snacking

Inspire moments of everyday happiness



MARS
Food & Nutrition



MARS

Note: Net sales reflect fiscal year ended December 31, 2023 in accordance with U.S. GAAP

Terms

- Engaged
- Actively disengaged
- GrandMean percentile

Ratio of
Engaged to
Actively Disengaged

1:1



13:1

GrandMean
Percentile
Ranking

17th



80th

**Ratio of
Engaged to
Actively Disengaged**

0.78



13:1

**GrandMean
Percentile
Ranking**

17th



80th

**Ratio of
Engaged to
Actively Disengaged**

0.78



**GrandMean
Percentile
Ranking**

17th

A large teal circle containing the number 13 and the text 'Gallup Exceptional Workplace Awards'. The circle is set against a dark blue background with a faint, stylized graphic of a building or structure behind it.

13
**Gallup Exceptional
Workplace Awards**

Outcomes

NSV

- 2003: \$20Bn
- 2023: \$51Bn
- 2030: \$90Bn

Acquisitions

24 companies in
the space of 6
years

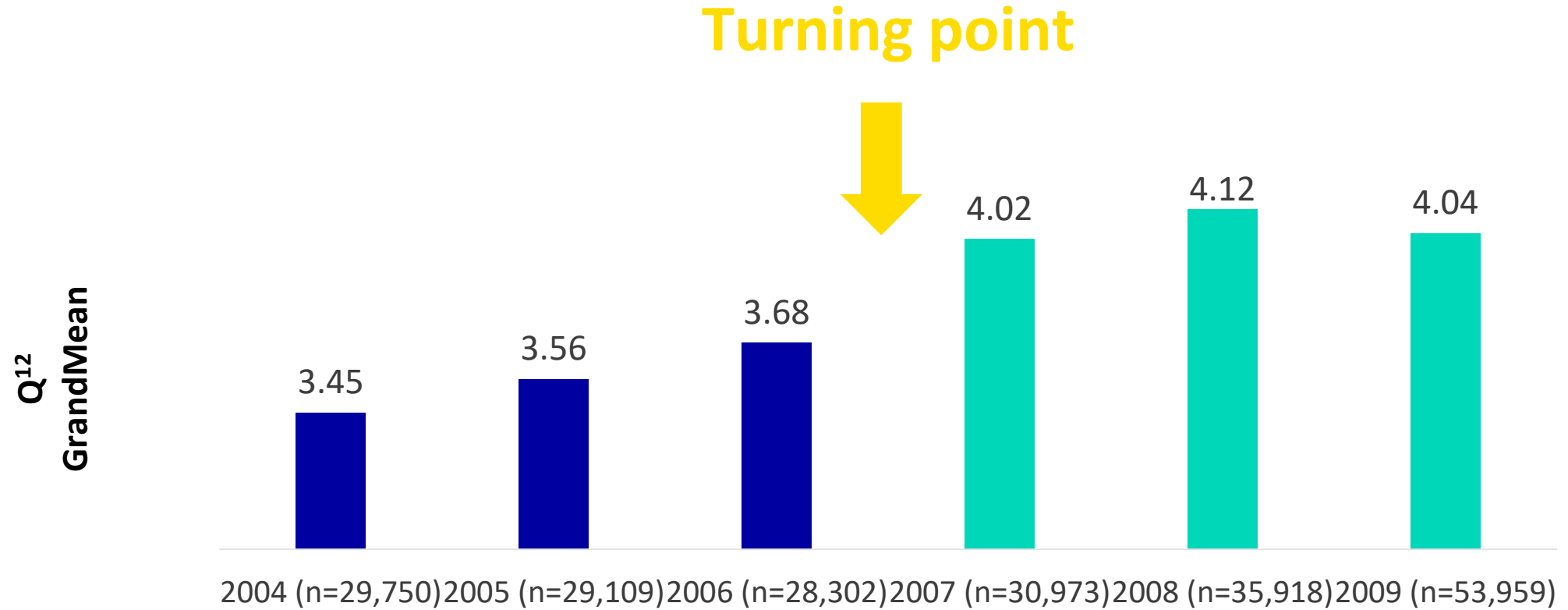
Respondents

2003: 29,750
2023: 109,594

Family

Fifth generation
Mars Family
involvement in
Mars

Mars Associate Survey: the beginning



Percentile	18 th	24 th	32 nd	57 th	64 th	59 th

Insights

- What we believe
- What we've learned
- How we've evolved

02 What we believe



Think back to one of your best days at work.

- How did you feel?
- Who made it happen?
- What was the impact?

What we believe

1

How people
feel at work
matters.

What we believe

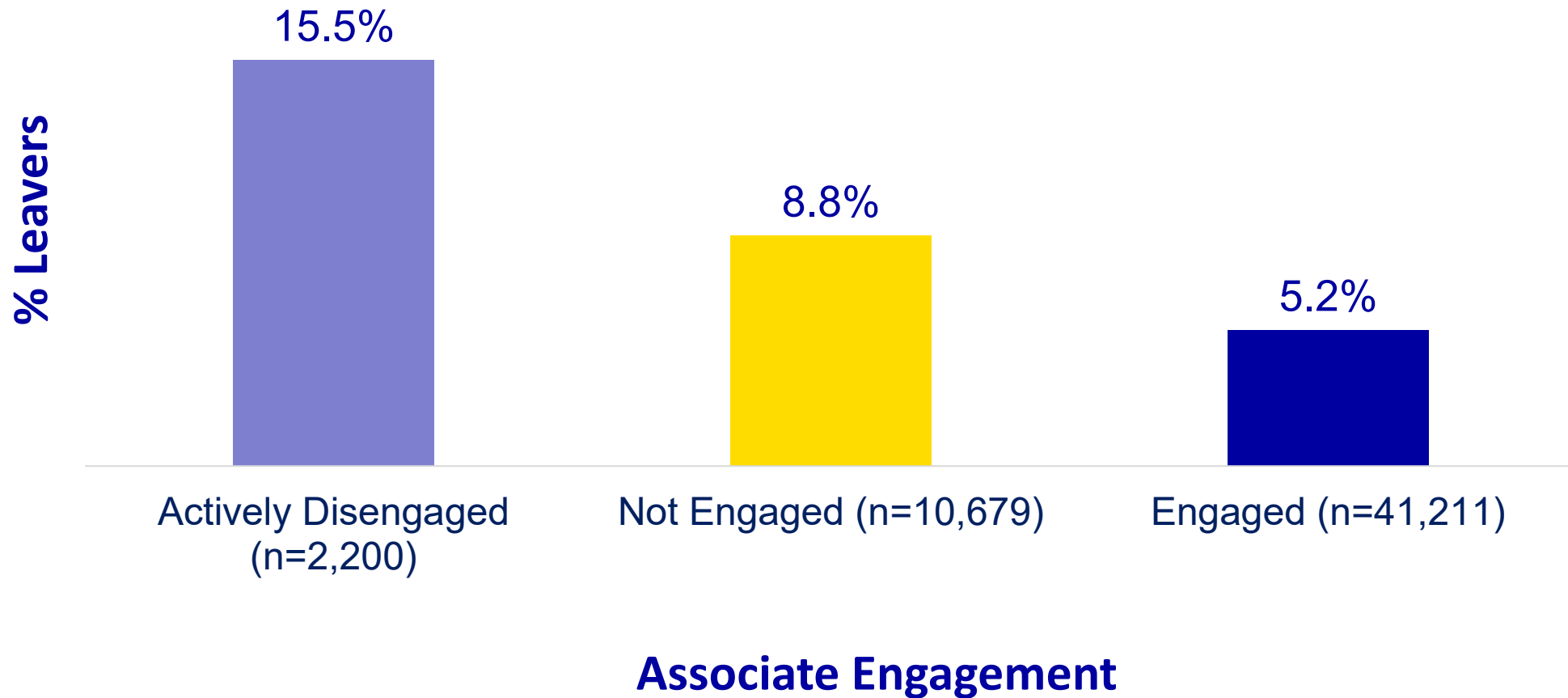
1

How people
feel at work
matters.

2

It's good for
business, not just
for people.

Associates stay when they are Engaged



What we believe

1

How people *feel* at work matters.

2

It's good for business, not just for people.

3

It's something we can influence.



02 What we've learned

Five strategies to go from good to great

1

Hold managers accountable

2

Recruit, develop & promote those who can engage

3

Celebrate & replicate the performance of the best

4

Act on chronic under-performers

5

Remove systemic barriers

What we've learned



Be brave enough to let go.



Conversation is the oxygen of change.



Managers create engagement, leaders set the culture.



The climb gets harder the closer you are to the top.

What we've learned



Be brave enough to let go.



Conversation is the oxygen of change.



Managers create engagement, leaders set the culture.



The climb gets harder the closer you are to the top.



Hold steady until you *need* to change course.



03 How we've evolved

Today...

MARS
ASSOCIATE
SURVEY

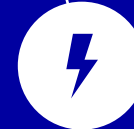
Empowered
Safe and Valued



Engaged
Enthusiastic, Connected and
Committed



Energized
Present, Balanced,
Purpose-driven



Included
Belonging and Fairness



Think like an Engineer

- Start with the literature, don't try to reinvent the wheel.
- Research, test, learn and be willing to adapt based on data.
- Forget 'favorability' - you need the full range.

What we wouldn't do again

- Don't let goals get out of control
- Don't overwhelm people
- Don't allow the reality to be more stick than carrot

“

**If you care about your
products and your
business, make work
more human.**

”

instagram: damianwelch_mars