
S&P Global

Name of your organization: S&P Global

How do you use the People Insights Platform today?

S&P Global employs the Perceptyx People Insights Platform as a strategic component of our employee listening program, VIBE (Voice, Insights, Belonging, Expectations), providing a robust mechanism for capturing and analyzing employee feedback. VIBE incorporates listening throughout the employee lifecycle: onboarding, exit, and multiple checkpoints through the year with Annual and Pulse surveys. We've also integrated our internal learning resources with Perceptyx's Actionable Insights tool, facilitating greater alignment and consistent use of our talent development programs, enhancing engagement and fostering a culture of continuous learning. Furthermore, we use Perceptyx's OnDemand survey tool extensively within our talent development programs. This tool enables us to assess and monitor the experiences and perceptions of participants, ensuring that our development initiatives are not only impactful but also well-aligned with employee needs and expectations. Through the analytics of the platform, we are able to derive meaningful insights that shape our people strategies and drive engagement, satisfaction, and business success. Overall, the Perceptyx People Insights Platform is a strategic partner enabling us to deliver exceptional employee experiences and drive a culture of continuous development.

Please share your EX Impact story. Detail your challenge, solution, and impact.

S&P Global's employee experience journey is a narrative of commitment to a people-first culture, marked by proactive measures, responsive changes, and impactful outcomes. We've utilized the People Insights Platform to align workplace culture with our employees' evolving needs, earning recognition on Bloomberg's Gender-Equality Index and the Corporate Equality Index by the Human Rights Campaign Foundation. Our influence extends beyond the workplace, as we've empowered global communities to thrive, thereby enriching our employees' experience.

Transformation & Change

Our journey was tested during the large-scale merger between S&P Global and IHS Markit from 2021 to 2023, scaling from a 20k-person organization to a 35k-person organization. During this period, we focused on understanding our employees' sentiments, which helped us adjust our communication and change plans. We integrated items from Perceptyx's M&A index into our survey, linked them to our executive team's goals, and implemented a pre-merger listening strategy in collaboration with the two merging entities. This proactive approach continued post-merger, maintaining open communication channels with our teams.

We added M&A benchmarks to our analysis to assess specific impacts on newly acquired populations and conducted enterprise-wide and division-specific analyses to inform our change planning. This comprehensive approach allowed us to create tailored solutions for all people across S&P Global, such as our 'Powering Global Markets' events, a roadshow hosted by our executive leadership team to help bring our vision & strategy to life for their unique populations.

The results were impressive. Survey scores related to effective leadership through change and confidence in the integration remained high and increased over time. Employee engagement,

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particularly among those who were acquired, remained high and improved, and we experienced low attrition rates throughout the merger period. These positive outcomes have inspired our M&A team to incorporate listening and cultural assessment in future deals and scale our listening solutions for smaller activities. We've developed enterprise-wide change leadership solutions, enhancing change leadership capabilities across our managers. We've also utilized OnDemand as part of our change leadership advisory and consultancy, resulting in an agile transformation in S&P Dow Jones Indices and organizational changes in S&P Global Commodity Insights.

Employee Health & Wellbeing

As part of our employee experience journey, S&P Global has also made significant strides in prioritizing Employee Health & Wellbeing. Recognizing the increasing concern over employee burnout and the shift towards wellbeing among senior leaders, we embarked on a focused journey to enhance our employees' wellbeing. We partnered with the World Wellbeing Movement, Indeed & Oxford to gain external insights and best practices. Internally, we collaborated with researchers in our Sustainable1 division, who publish the Corporate Sustainability Assessment, to better understand the wellbeing landscape within our organization.

In partnership with Perceptyx, we created a Wellbeing Index and added wellbeing items to our survey, thereby gaining a more comprehensive understanding of our employees' wellbeing-related thoughts and needs. This data-driven approach was complemented by a concerted effort to communicate and educate our leaders and executive stakeholders about the importance of employee wellbeing. We also conducted enterprise-wide and division-specific analyses, which provided insights to inform our change planning at multiple levels, ensuring our wellbeing initiatives were relevant and impactful across the organization.

Our efforts have had a tangible impact on our employees' wellbeing. We introduced workshops on time management, boundaries, personal development, and health topics to our live and webinar learning offerings. Based on employee feedback, we further developed our wellbeing benefits packages, introducing an annual wellbeing stipend, enhanced mental health offerings, and Pet Care. We also made a commitment to the Cancer Pledge and introduced Menopause Resources to support our employees during challenging life stages. Recognizing the importance of rest and rejuvenation, we've continued to include Wellness Days in our time off practices and introduced Wellness Weeks to some parts of the organization. These initiatives are not just token gestures, they are integral to our commitment to ensure a fulfilling and rewarding employee experience at S&P Global.

Hybrid Work Experience

The transition to a hybrid work environment throughout the Covid-19 pandemic presented its own unique set of challenges for S&P Global. Initially, there was no unified enterprise stance, resulting in disparate information and practices across the company's business units. The employee experience was varied, resulting in confusion and a desire for more concrete guidance. Coupled with low in-office attendance and the growing concern over onboarding new team members in a hybrid work environment, we knew we had to find innovative solutions to ensure a seamless transition to a 'new normal' hybrid environment.

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We began by loading confidential office badging data into Perceptyx to understand employee sentiment based on office attendance frequency. We also conducted in-person and virtual focus groups in partnership with the Wharton School of Business to gain deeper insights on the hybrid work experience directly from our employees. Instead of repeating the same Return-to-Office (RTO) questions in our 2023 survey, we adjusted our approach to gain new perspectives. With the data collected, we reported multi-year insights and analyses to our executive stakeholders, combining focus group inputs and survey data insights for a comprehensive view of our employees' needs and preferences. To address the concern over onboarding new hires in a hybrid environment, we launched an Onboarding survey, developed in partnership with our talent development team. This led to the creation of a hybrid onboarding experience "Explore S&P Global" that launched in 2023. An extensive internal site around hybrid work best practices was also published to address questions and concerns heard from employee feedback.

The outcomes and impact of these solutions were significant. We saw greater clarity and a sense of fairness across the organization. Our approach helped to consolidate disparate datasets (HRIS, Office Badging, Sentiment) for teams that had not previously combined them. The final decisions and approach to hybrid work were informed by listening to our employees, and a communications plan and change planning were developed in partnership with our Culture and Engagement team.

Our proactive approach to change management, informed by our listening program, allowed us to anticipate potential issues and responses. This understanding helped us avoid pitfalls, follow best practices, and resulted in a smoother than expected transition to a hybrid work environment. Looking ahead, we plan to incorporate more workplace analytics (Viva) and conduct a longer-term study on onboarding. This proactive and informed approach ensures that we continue to adapt and evolve in line with our employees' needs, ensuring that their experience remains rewarding and fulfilling.

Do you have any additional KPIs/Metrics to demonstrate your impact on EX?

- High Participation Rate: 89% completion in 2023. Annual Survey has 5-year average completion rate of 89%.
- Strong overall engagement: 87% engagement in 2023. Annual Survey has 5-year average engagement score of 86% - the past 5 years have been a period of significant disruption and change
- High retention: In 2023, our voluntary turnover rate was 7.20%
- External Accolades from 2022-2023:
 - Fortune's World's Most Admired Companies (#255 in 2023)
 - Working Mother Magazine – part of 100 Best companies for Working Moms (3 years consecutively)
 - Newsweek: America's Most Responsible Companies (6 years consecutively)