Analyzing the Value of Family Business Initiatives

Chris Mason
Head of Talent, Compensation, Workforce Analytics
40+ years in Business
Private/Founder
~1B in Sales
~2000 Employees
Global (in 4 Continents; primarily in US/Japan/EU)
Direct-Retail & Online and Wholesale in 4K+ distributors
Build the best product, cause no unnecessary harm, use business to inspire solutions to the environmental crisis.

- Patagonia Mission Statement
Family Business

Innovative On-Site Child Care Since 1983

Mámié Chouinard
Jennifer Riegyway

patagonia

“My mother works over there, and I work here.”

Visit patagonia.com/familybusiness
PATAGONIA RELEASES NEW BOOK, "FAMILY BUSINESS: INNOVATIVE ON-SITE CHILD CARE SINCE 1983"

And recently we’ve been getting a lot of press about this release...

Why Are Companies Abandoning On-Site Day Care?

While other family-friendly benefits are on the rise, on-site day care is on the verge of extinction.

Patagonia’s CEO Explains How To Make On-Site Child Care Pay For Itself

To support our families, Patagonia provides company-paid health care and sick time for all employees, paid maternity and paternity leave, access to on-site child care for employees at our headquarters in Ventura, California, and...
A Recent Talent Analytics Question:
Is there any evidence that our family business initiatives create value? Specifically...

16 Weeks Paid Maternity Leave

12 Weeks Paid Paternity Leave

2 Onsite Childcare Centers
Range Restriction

• 4-6% annual turnover at HQ last 5yrs
• 91-94% of employees in each location agree “(Patagonia) is a Great Place to Work”
• 100% of new mothers return to work (last 10yrs)

Small Sample Sizes

• ~500 employees at HQ location
• <25 employees operate 32 stores
• 10-20 mothers take leave per year

Some of Our Data Analytics Challenges
Some Ways We Solve For Our Data Analytics Challenges

- Build the Case From Multiple Data Sources
- Leverage External Benchmarks and Data
- Supplement with Qualitative Analyses
- Partnerships With Bigger Organizations (Anyone Interested?)
Building the Case From Multiple Data Sources (Internal & External)

Attracting Our Talent

Engaging Our Talent

Retaining Our Talent
Sustained Increase
Applicants per Job

VENTURA HQ - APPLICANT PIPELINE
NOT INCLUDING INTERNS

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Patagonia Page Views by Month (Jan 2015 – Sept 2016)

Patagonia LinkedIn Applications by Month (Oct 2015 – Sept 2016)

Attracting Our Talent

Family Business Promotion Period
- **100% of moms return to work (last 10 years)**

*All differences in chart above are statistically significant at p<.05 level*
Supplementing with Qualitative Data

“I wouldn’t have come back to work had this program not been here.”

“Having my three children here at Patagonia is profound. I can’t think of one thing in life that would make a bigger difference.”

“It’s a family-run, family-style business.”

“On-site child care at Patagonia has always been about parents helping fellow parents.”

- Jennifer Ridgeway

Next Steps…

8 Moms In Leadership
Join in the discussion…

- How do you use analytics to connect to social goals for your organization?

- How do you deal with analytical challenges of small sample sizes / low variance?

- In what ways do you leverage qualitative analytics techniques?