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People Data in Action:

# How Organizational Insights Drove Value Creation

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# Setting the Stage: Why Enviva Did This

## The Context

- Underwent significant restructuring and went private
- 1,200+ associates across 10+ manufacturing sites — largely non-desk workforce
- First culture survey in 6 years — no organizational baseline existed
- Leadership making people decisions based on anecdotes, not data
- Critical value creation plan with \$378M EBITDA target by 2030

## Questions Leadership Needed to Answer

-  Do our people have confidence in where we're headed?
-  Are the right people aligned to our value creation plan?
-  Where are communication and leadership gaps hiding?
-  What organizational risks aren't yet showing up in the financials?

# Insights to Help Manage Organizational Risk

Are our leaders and organization ready to deliver on the plan, and what are the execution risks?

## Entromy

### Organizational Insights platform

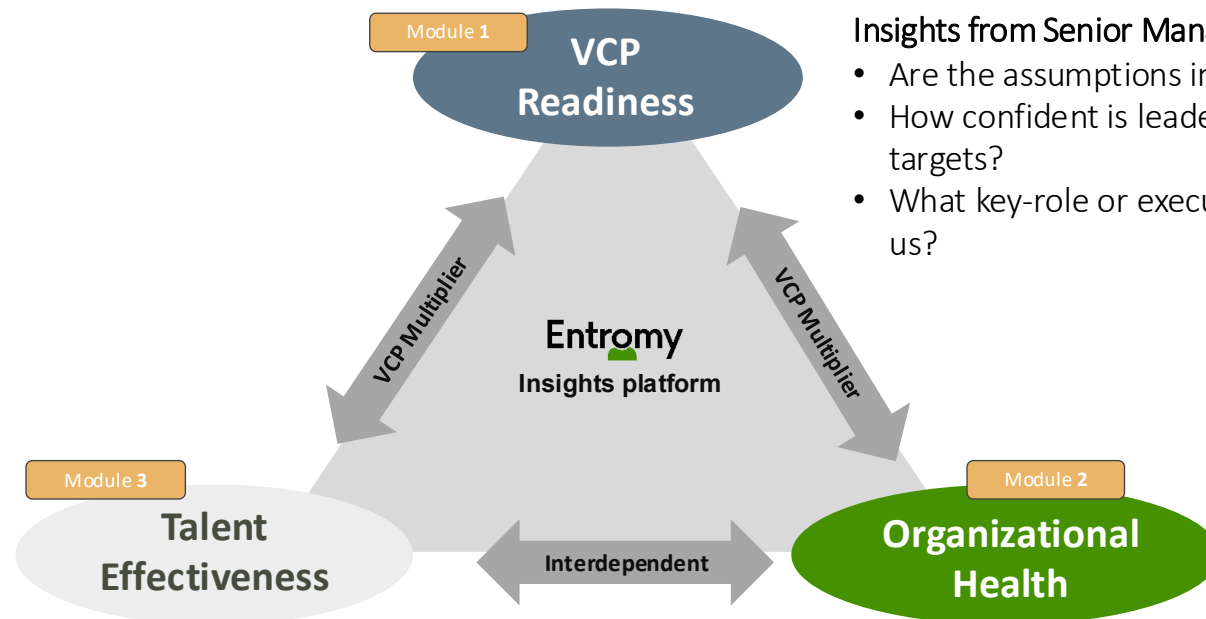
#### Our platform:

- Connects talent to strategic priorities
- Executive 360 assessments
- Company-wide organizational insights

Codifies previously consultant-driven capability using AI, NLP & ONA (organizational network analysis)

- Hours to insights vs. weeks

Provides ongoing insights to de-risk execution and strengthen the organization



#### Insights from Senior Management

- Are the assumptions in our plan realistic?
- How confident is leadership in hitting targets?
- What key-role or execution risks could derail us?

#### Feedback on Leaders

- Do we have the right people in the right roles?
- Are our leaders teaming effectively?
- Are our leaders prioritizing effectively?

#### Insights from All Employees

- Is our organization healthy (decision rights, processes, structure, accountability)?
- Do we have the right systems in place?
- Are our leaders managing change effectively?
- Who are our critical influencers?
- Are our employees enabled? What is the attrition risk?

# Designing a Survey that Drives Action

Survey Run Length

**3 Weeks**

Target Audience

**All Associates**

Response Rate

**79%**

Org Health Score

**57**

Employee eNPS

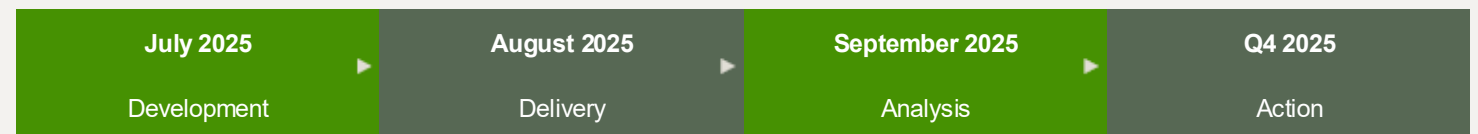
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## Organizational Health Baseline & Value Creation Plan

- Assess organizational and operational health
- Enviva's first culture survey in 6 years
- Results benchmarked and ready to be operationalized
- Link key talent to value drivers (VCP)

*Measures: Culture, Leadership, Strategy, Engagement, Talent Capabilities, Performance & Accountability, Operational Excellence, Collaboration, Communication*

## Survey Timeline



## What the Data Revealed

A 57 overall health score — 2nd quartile — coming out of restructuring. Strong foundation, clear gaps.

# 57

### Org Health Score

2nd quartile (avg: 55, top quartile: 64)

# 58%

### VCP Confidence

Key roles confident they can deliver the full plan

# 0

### Company eNPS

3rd quartile — 31% of respondents are detractors

# 33pt

### Site Score Spread

Best vs. worst performing location gap

### Key Strengths

- Direct manager trust scored 77 — strongest cultural asset across the org
- 78% of associates see themselves at the company one year from now
- Strong clarity on strategy and performance expectations company-wide
- 'Team backup' culture surfaced organically as a pillar across manufacturing sites

### Key Gaps

- Communication scored 42 — 13 points below benchmark (largest gap)
- Capabilities scored 37 — talent hiring, onboarding, training all below benchmark
- Key function had lowest VCP confidence and largest alignment gap vs broader team
- Non-performing sites scored 12 points below performing sites across all categories

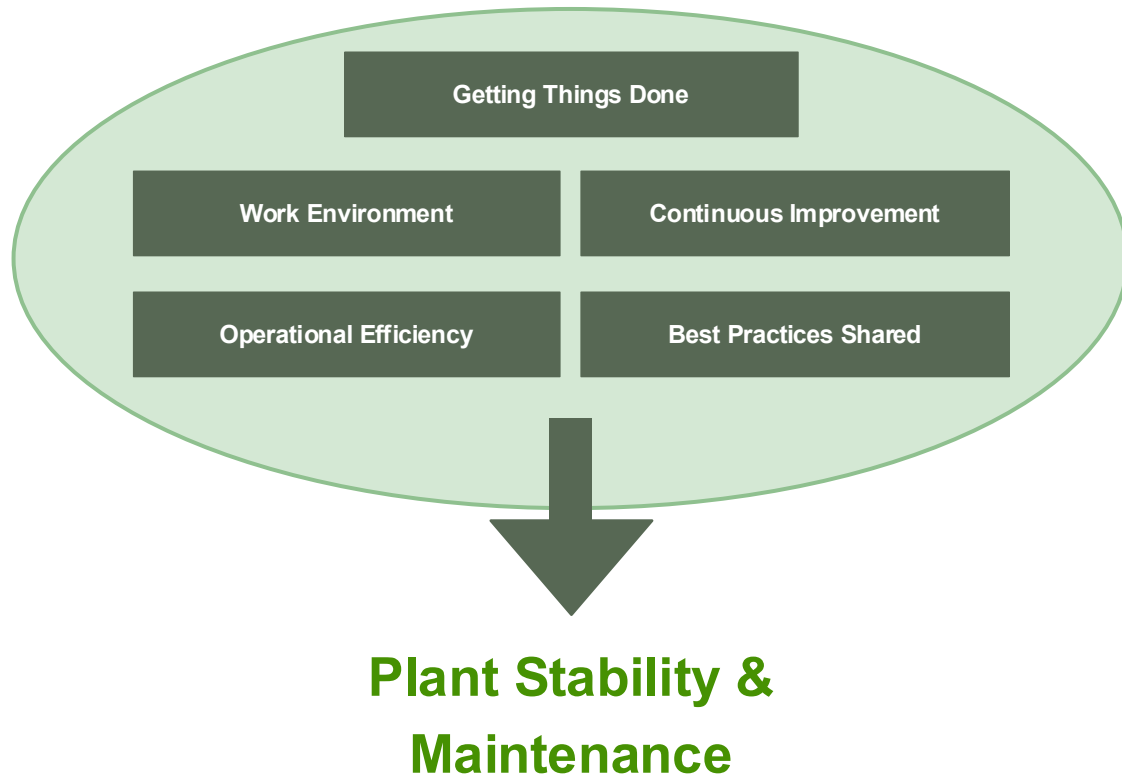
## Organizational Results | Key Themes

Category Scores	Score	Benchmark	Gap
Direct Managers	77	83	-6
Company Direction	68	72	-4
Engagement	61	66	-5
Operational Effectiveness	59	58	+1
Senior Leadership	58	69	-11
Culture	53	73	-20
Performance Management	53	58	-5
Org Structure	53	58	-5
Communication	42	55	-13
Capabilities	37	54	-17

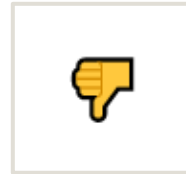
Key Organizational Opportunities
Continuous Improvement Drives Efficiency
Training and Development Builds Engagement
Communication and Transparency Matter
Staffing Stability Builds Confidence
Recognition Reinforces Performance

# Transforming Feedback into Actionable Insights

Over **7,000 employee** comments generated **80** sentiment topics  
Narrowed to **30** meaningful business-relevant **topics**  
More **accurate** and **actionable** analysis

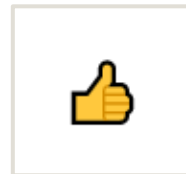


AI Summary Pre-Topics Revision



**Operational Effectiveness**

AI Summary Post-Topics Revision



**Plant Stability & Maintenance**

# Communication and Action Planning

## Post-Survey Communication



Post-Survey Announcements to all associates



27 Leadership Debriefs — Executive, Plant & Ports, Functional



All Associate Level Communication via town halls and team meetings

## Action Plans by Plants, Ports & Functions

**135**

Total Action Plans created

**62**

Completed by end of 2025

**94**

Completed by February 2026

# March 2026 Pulse Survey — Full Picture




## Action Plan Progress

**135** Total Action Plans

**62** Complete by EOY 2025

**94** Complete by Feb 2026

## Company-Wide Initiatives Launched

-  Communication Evaluation
-  Department Reorganizations
-  Rewards and Recognition Platform

Category	Pulse	OHB	Δ
Survey priorities communicated	67	—	—
Survey results communicated	67	—	—
Action from survey taken seriously	60	—	—
Communication channel to leadership	56	40	<b>+16</b>
Right people, right roles	54	42	<b>+12</b>
Training programs develop capabilities	52	35	<b>+17</b>
Incentivizes the right behaviors	52	40	<b>+12</b>
Rewards top performers	46	37	<b>+9</b>
Energized by work and no burnout	49	45	<b>+4</b>
Company eNPS	2	0	<b>+2</b>

# The "Aha" Moments

## CONFIRMED



### Validated what we already suspected

Rewards and recognition gaps were already on leadership's radar — the data confirmed urgency and gave permission to act faster. Direct manager trust was the biggest cultural asset, aligning with how leadership had been investing.

## SURPRISE



### Surfaced things no one saw coming

Site-level score variation was sharper than expected — a 33-point spread between best and worst locations opened honest conversations between site managers and leadership that hadn't happened before. The key function's confidence gap caught leadership off guard.

## REFRAME



### Changed how we framed the conversation

Positioning results as a diagnostic — not a performance review — was critical for plant and site managers. 'Team backup' as a cultural value surfaced organically in the data, giving leadership a shared language to build on rather than impose.

# Strengths, Opportunities & Path Forward

## What Worked Well

● Topics consolidation made 7,000 open comments usable at scale

● Email, text, and QR code drove high participation rates (79%)

● Org Health Baseline established for year-over-year comparison

## What We'd Do Differently

● Narrow question focus, shorten length, and explore front-line inclusive language

● Condense action planning and communication timeline

● Increase thoughtfulness for team sentiments and action plans

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## Lessons Learned — What We'd Tell Other CHROs

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### Don't wait until things are stable

The data is most valuable during change. Running this mid-restructuring gave leadership the signal they needed precisely when stakes were highest.

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### Direct manager trust is your biggest asset

Knowing which sites and functions have it lets you use those managers as change agents — not just managers.

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### The data gives you the right conversations

Results became the starting point for 27 leadership debriefs — not a report that sat on a shelf.

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### Prepare site leaders before results land

Leaders who received results as a diagnostic were far more open and took faster action. Those who felt graded got defensive.

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### Cascade results all the way down

Sharing at the site and team-level built ownership. 135 action plans came from teams owning their own improvements.

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### Plan for the pulse survey from day one

The baseline is only valuable if you measure again. Building in a 6-month pulse kept momentum and showed employees their voice led to action.

# Entromy

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