



Analyzing the Value of Family Business Initiatives

Chris Mason

Head of Talent, Compensation, Workforce Analytics



patagonia®

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



Including 10 More Years
of Business Unusual

let my
people go
surfing

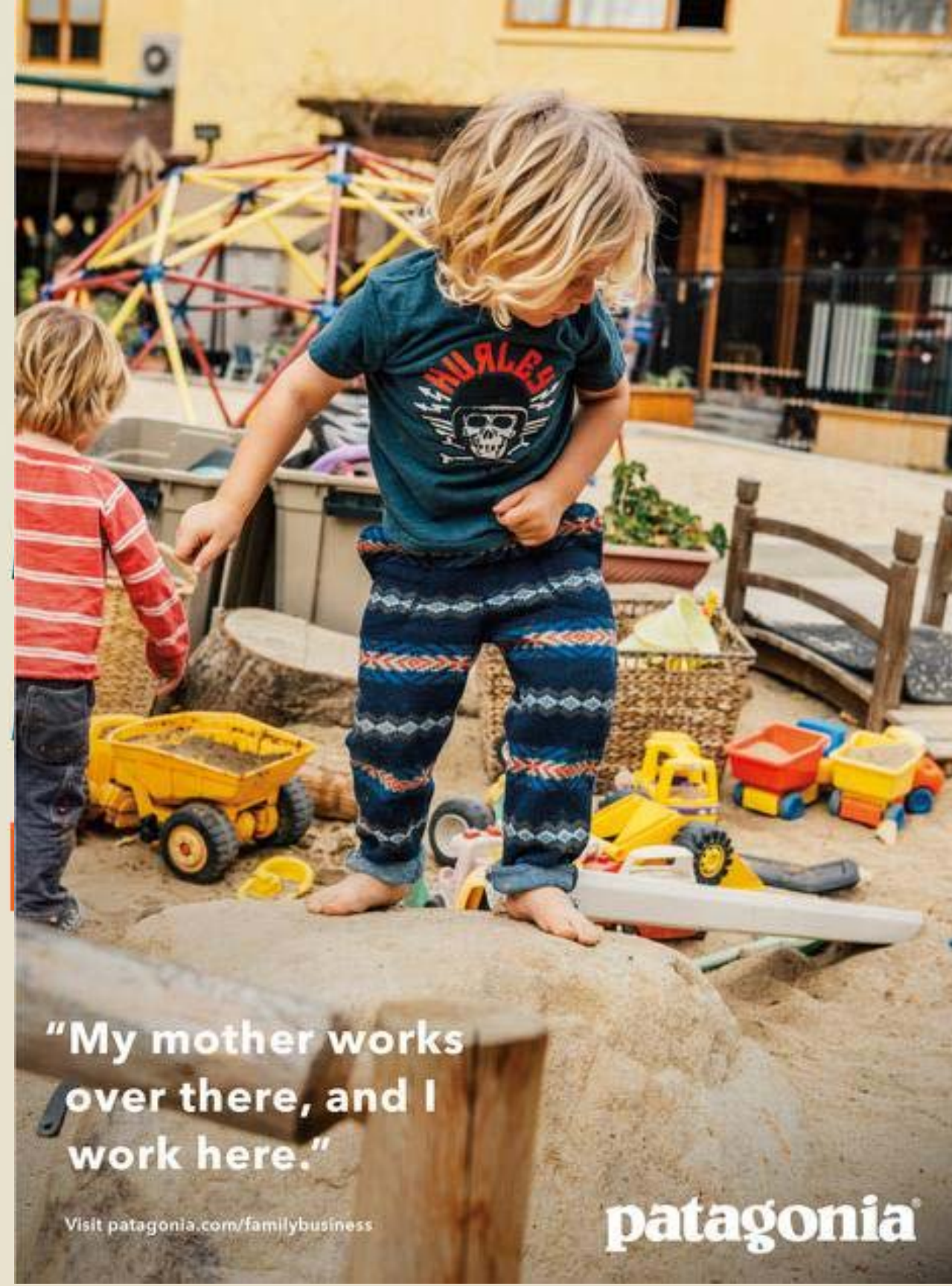
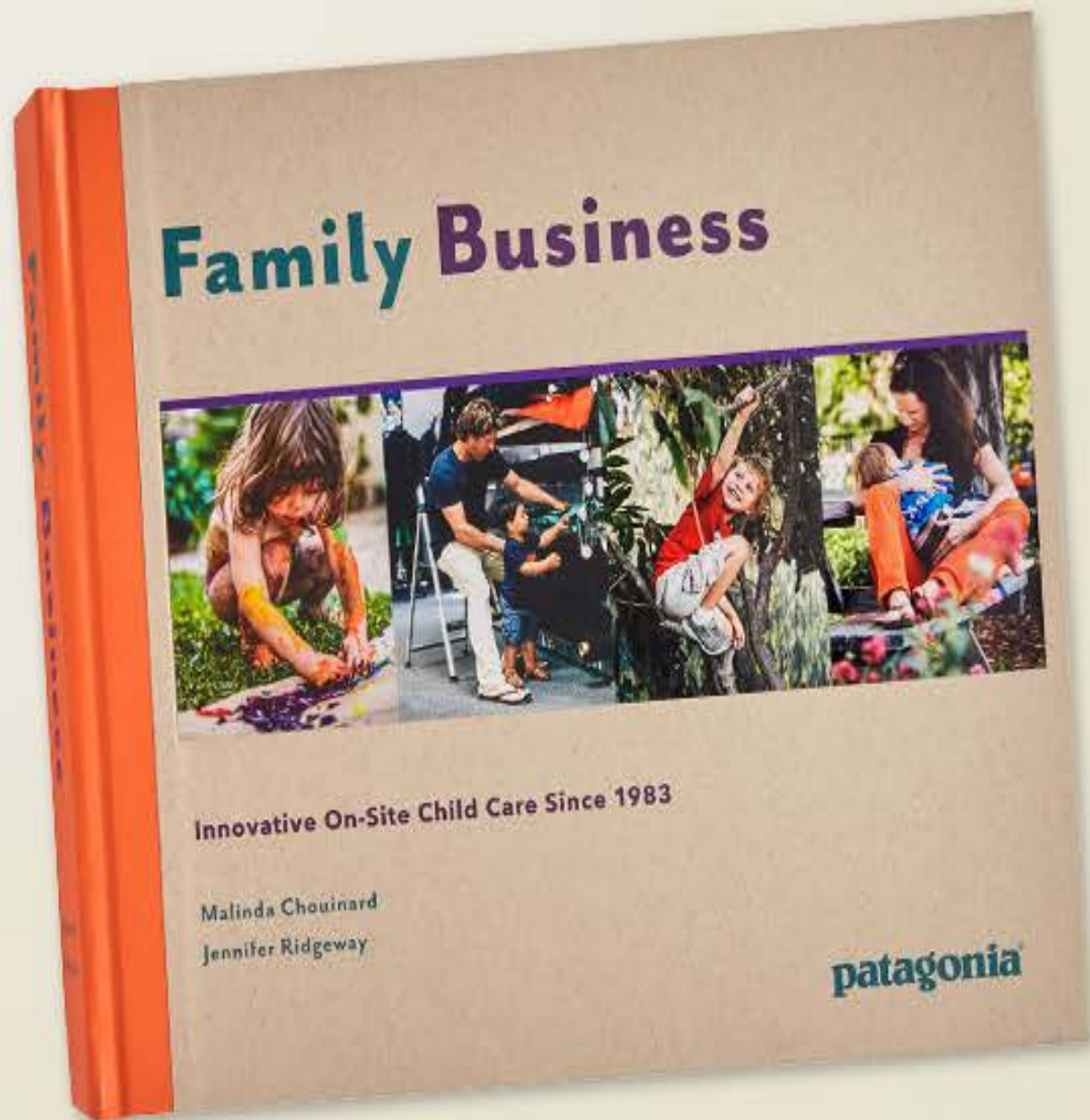
*Build the best product, cause no unnecessary
harm, **use business to inspire** and implement
solutions to the environmental crisis.*

- Patagonia Mission Statement

Yvon Chouinard

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"My mother works
over there, and I
work here."

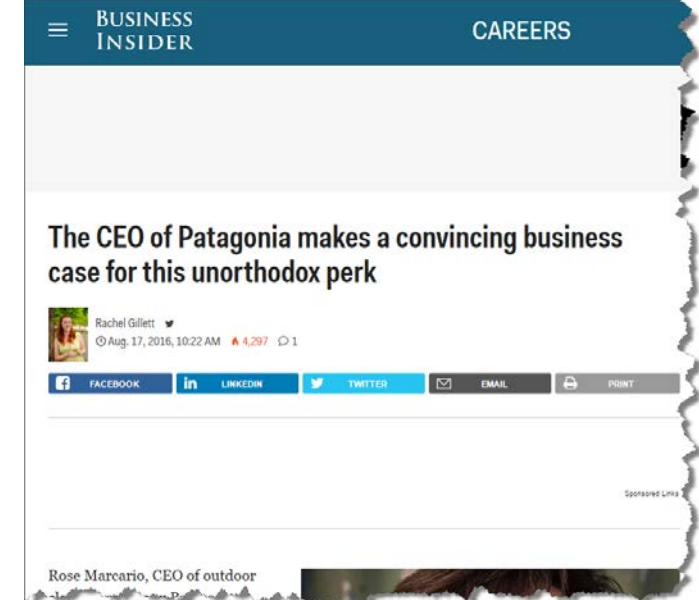
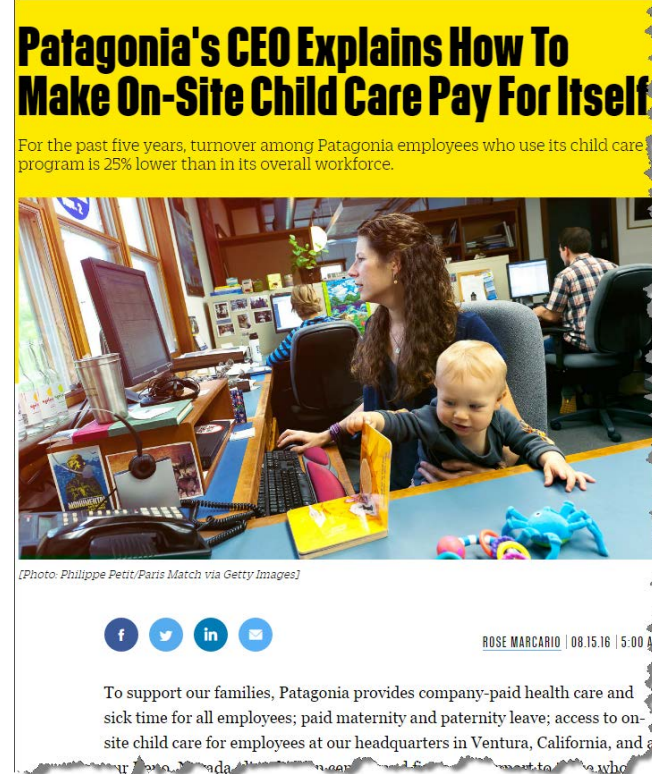
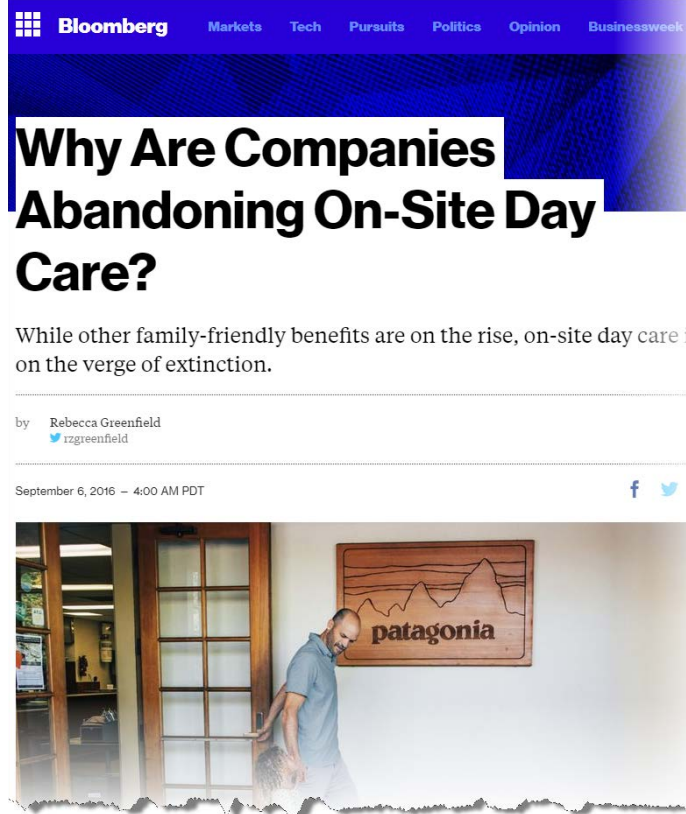
Visit patagonia.com/familybusiness

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Attracting Our Talent

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...



**A Recent Talent Analytics Question:
Is there any evidence that our family business
initiatives create value? Specifically...**

Family Business
16 Weeks Paid Maternity Leave

12 Weeks Paid Paternity Leave

2 Onsite Childcare Centers



Innovative On-Site Child Care Since 1983

Malinda Chouinard
Jennifer Ridgeway



Some of Our Data Analytics Challenges

Small Sample Sizes

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



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)





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**



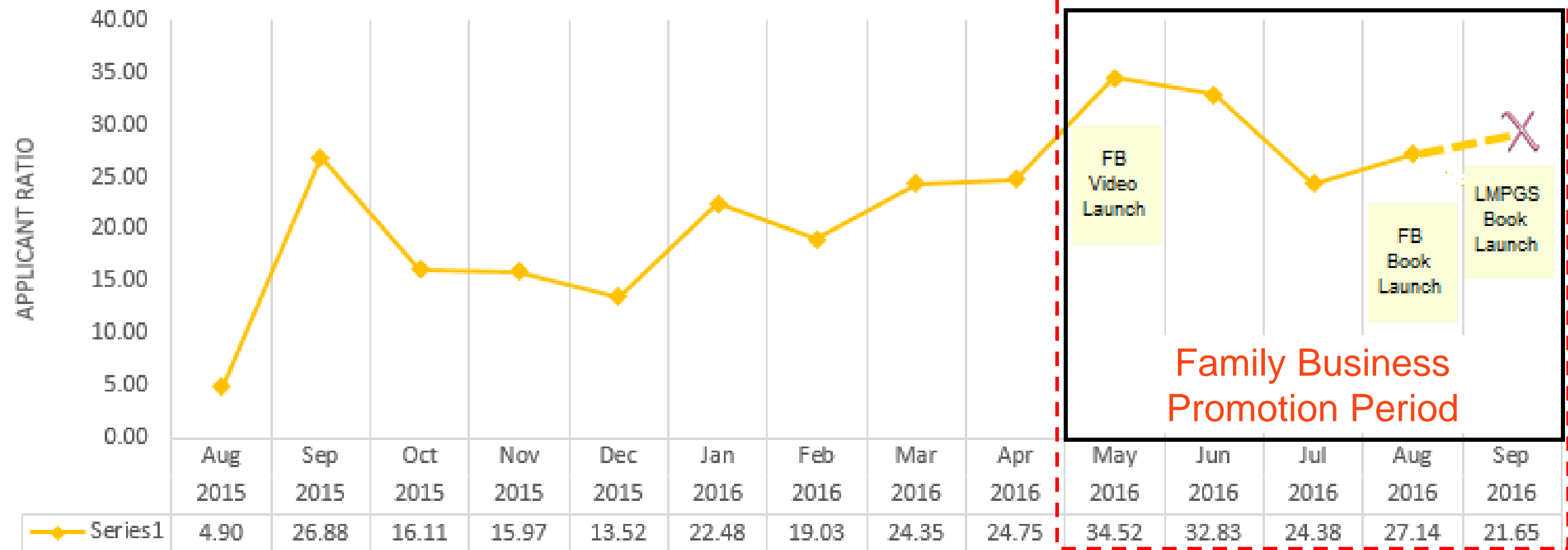
**Engaging
Our Talent**

**Retaining
Our Talent**



Sustained Increase Applicants per Job

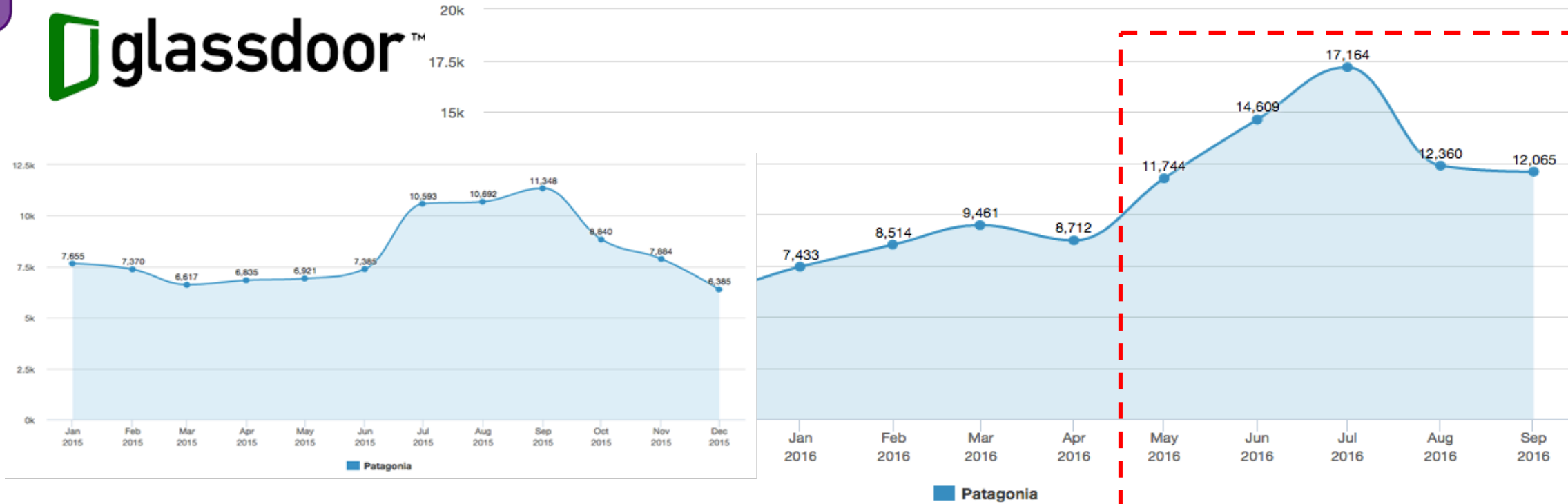
VENTURA HQ - APPLICANT PIPELINE NOT INCLUDING INTERNS



Attracting
Our Talent

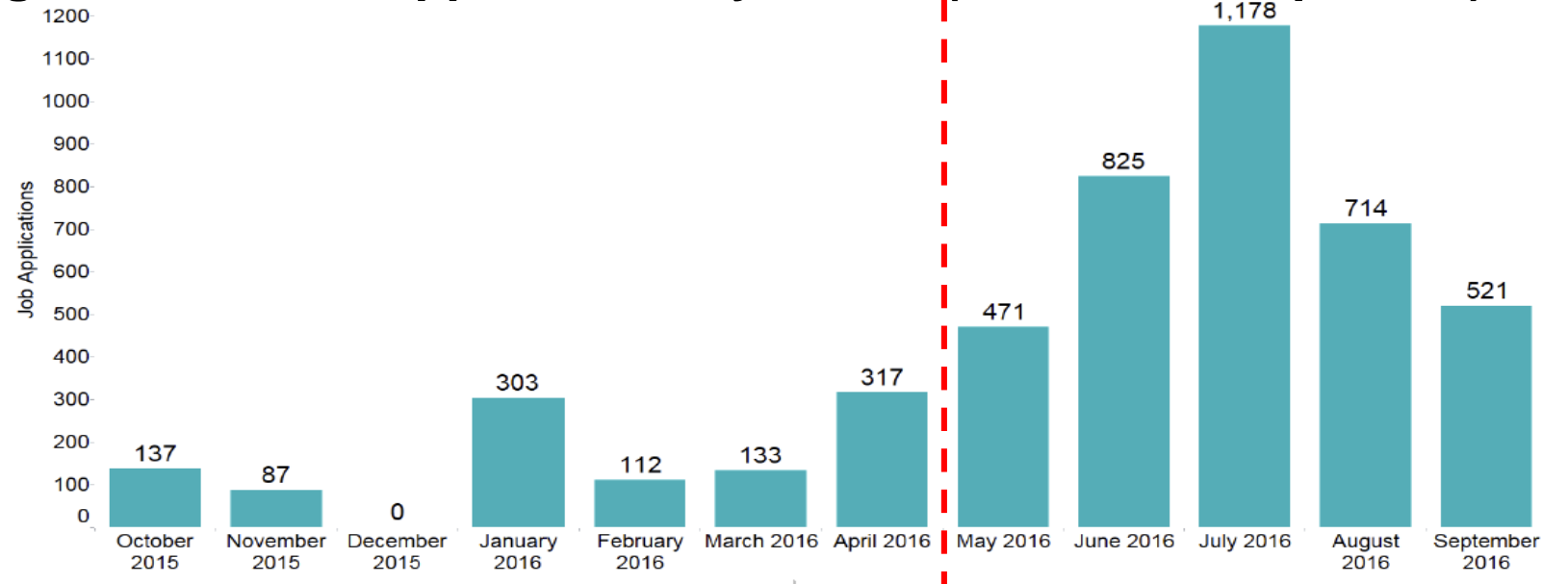


Patagonia Page Views by Month (Jan 2015 – Sept 2016)



Family Business Promotion Period

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



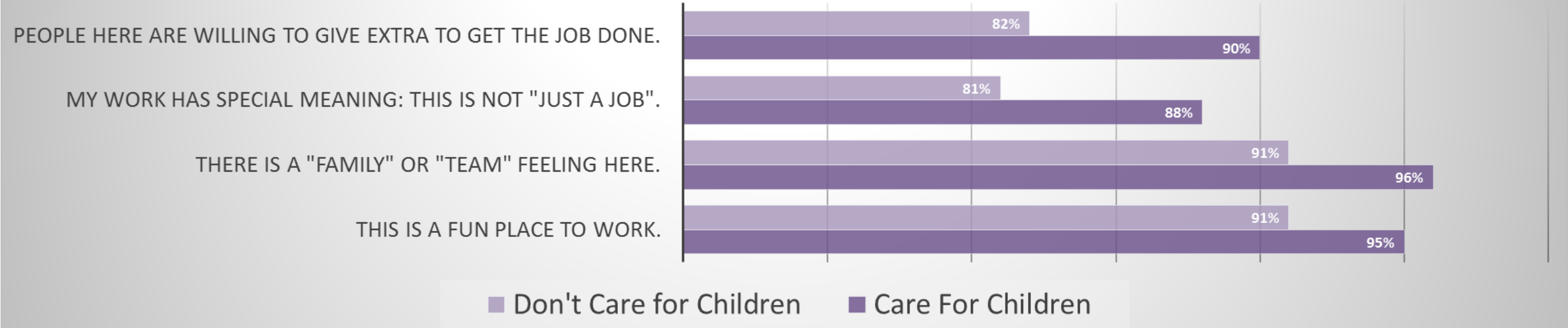
400 Average Monthly Applications*

100 Average Applications per Job*

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Engaging Our Talent

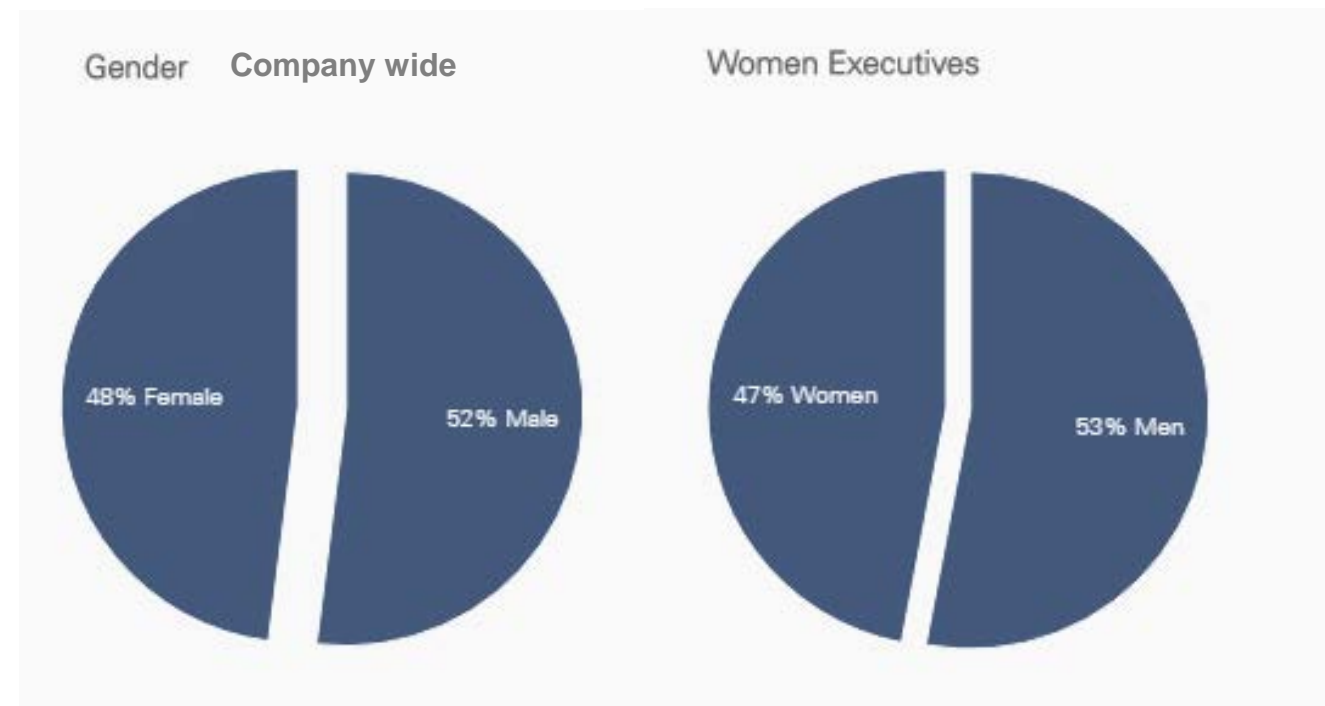
% of Employees Responding Favorably by Type of Childcare Responsibilities



*All differences in chart above are statistically significant at p<.05 level

Retaining Our Talent

- 100% of moms return to work (last 10 years)






Supplementing with Qualitative Data

"I wouldn't have come back to work had this program not been here."

Learn more about the Family Business book and videos at patagonia.com/familybusiness




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

Visit patagonia.com/familybusiness



"It's a family-run, family-style business."

Visit patagonia.com/familybusiness



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

- Jennifer Ridgeway

Visit patagonia.com/familybusiness

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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?**