



# Here Today, Gone Tomorrow

**Sheltering Workforce Engagement Under  
Volatile Manufacturing Demand ...  
And a Pandemic**

Lam Research, July 2020  
**Jennifer Hogge**





# Sheltering Workforce Engagements

## INTRODUCTION:

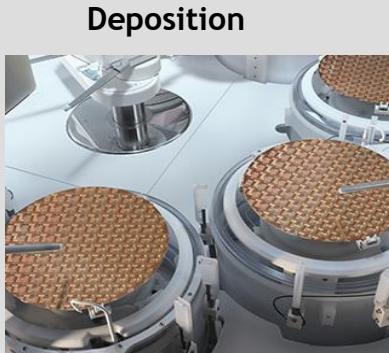
- Jennifer Hogge, HRBP Director

## CASE STUDY

- Lam Research At a Glance
- The Challenge
- Our Response
- Results To Date

# Lam Research at a Glance

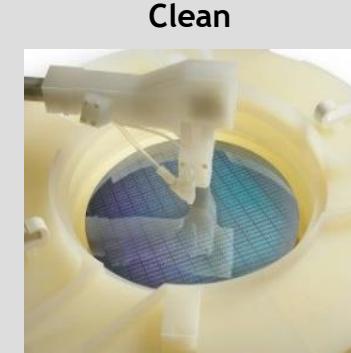
## Core Products



Deposition



Etch & Strip



Clean

Process Analytics &  
Control Engineering



Service & Support



## ► Lam Research

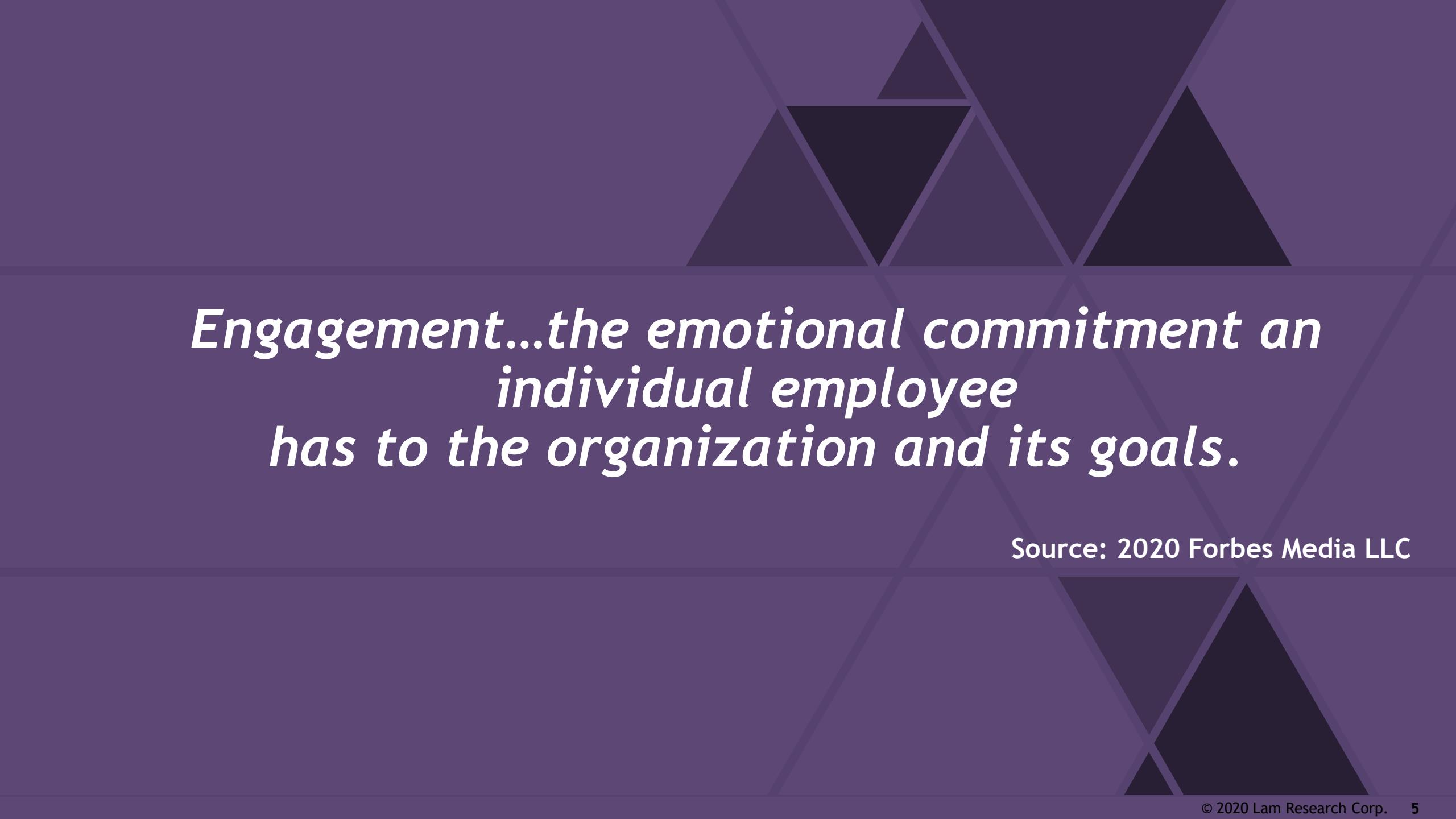
- A global leader in wafer fabrication equipment and services since 1980
- Manufacturing and suppliers worldwide
- 11,000 employees across North America, Asia, and Europe
- Headquarters in Fremont, CA
- \$9.5B annual revenue (CY 2019)
- \$1.2B R&D investment (CY 2019)
- Strong core value based culture

## ► Tualatin (TU) OR High Volume Manufacturing

- \$2.5B annual revenue (CY 2019)
- Produces roughly 150 product configurations
- @1000 employees with 50-60% contingent; HC doubled since Jan 1
- 24x7 compressed shift structure
- About 35% former or active military, all generations represented, @20% contingent workforce are female



We are expected to be able to scale +/- 25% in 90 days, while supporting a broad set of complex products with a very high rate of engineering changes.

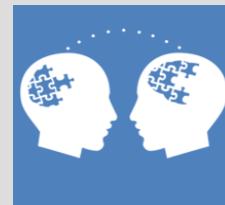


*Engagement...the emotional commitment an  
individual employee  
has to the organization and its goals.*

Source: 2020 Forbes Media LLC

## ► Pre Pandemic Conditions

- Tight labor markets command full time employment not contingent
- 2020 ramp requiring 80% resource increase
- Cyclical nature of semiconductor drives aggressive hiring ramps followed by swift reduction



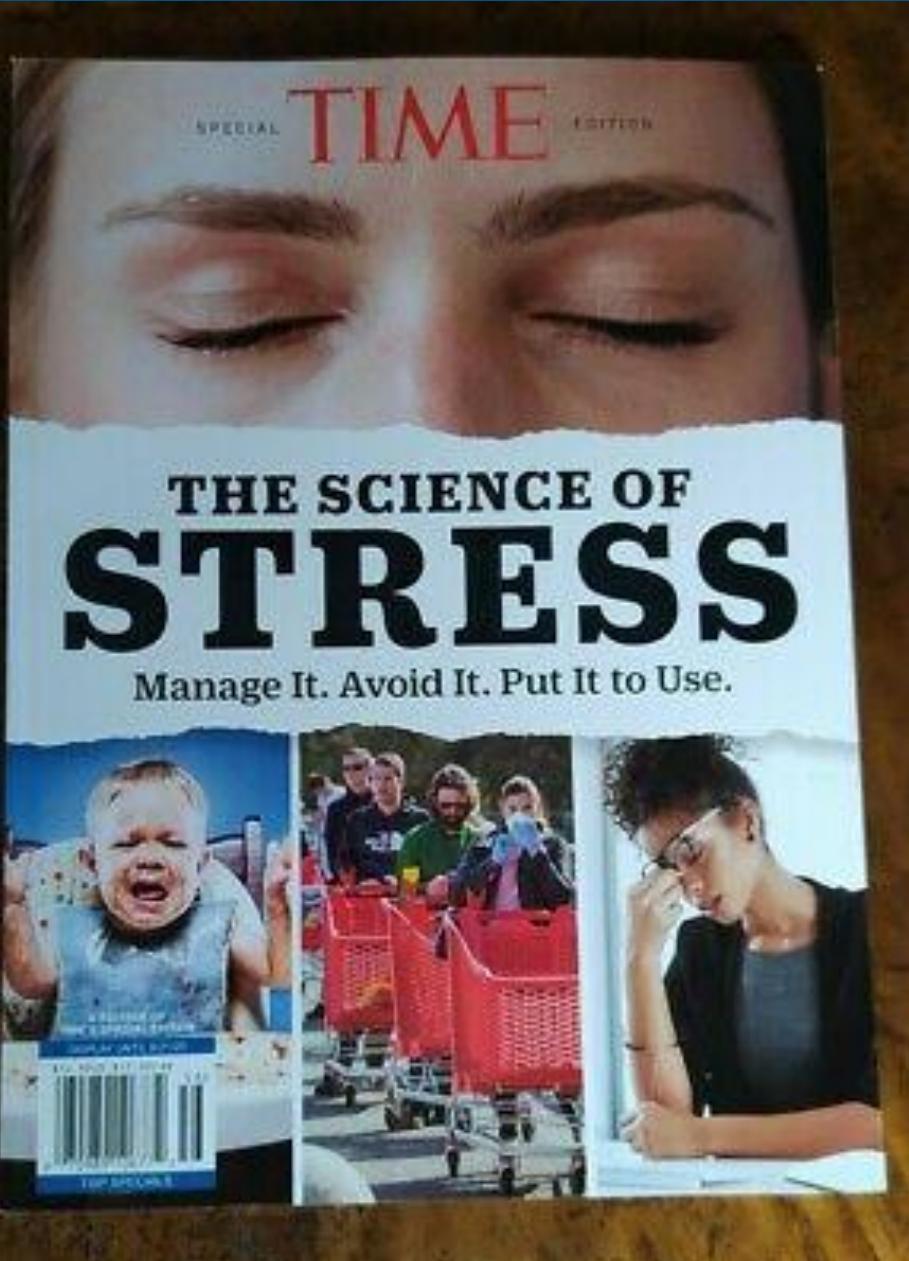
Our workforce, pre- and current pandemic is looking for stability and security within financial, psychological and physical well being.

## ► Current Pandemic Conditions

- Shelter in place government mandates, yet Lam deemed an essential
- Government incentives more lucrative to stay at home
- Increase in stress, ramp pressure, concerns for personal/family safety, child care

The one constant we can offer is change. Engagement actions must address psychological and physical safety for both regular and contingent workforce alike.

## Our Demographics



In the US, 75% of adults report they have experienced at least one stress symptom in the past month, and 35% of people report experiencing chronic work stress.

Source: 2020 Time Magazine, Science of Stress

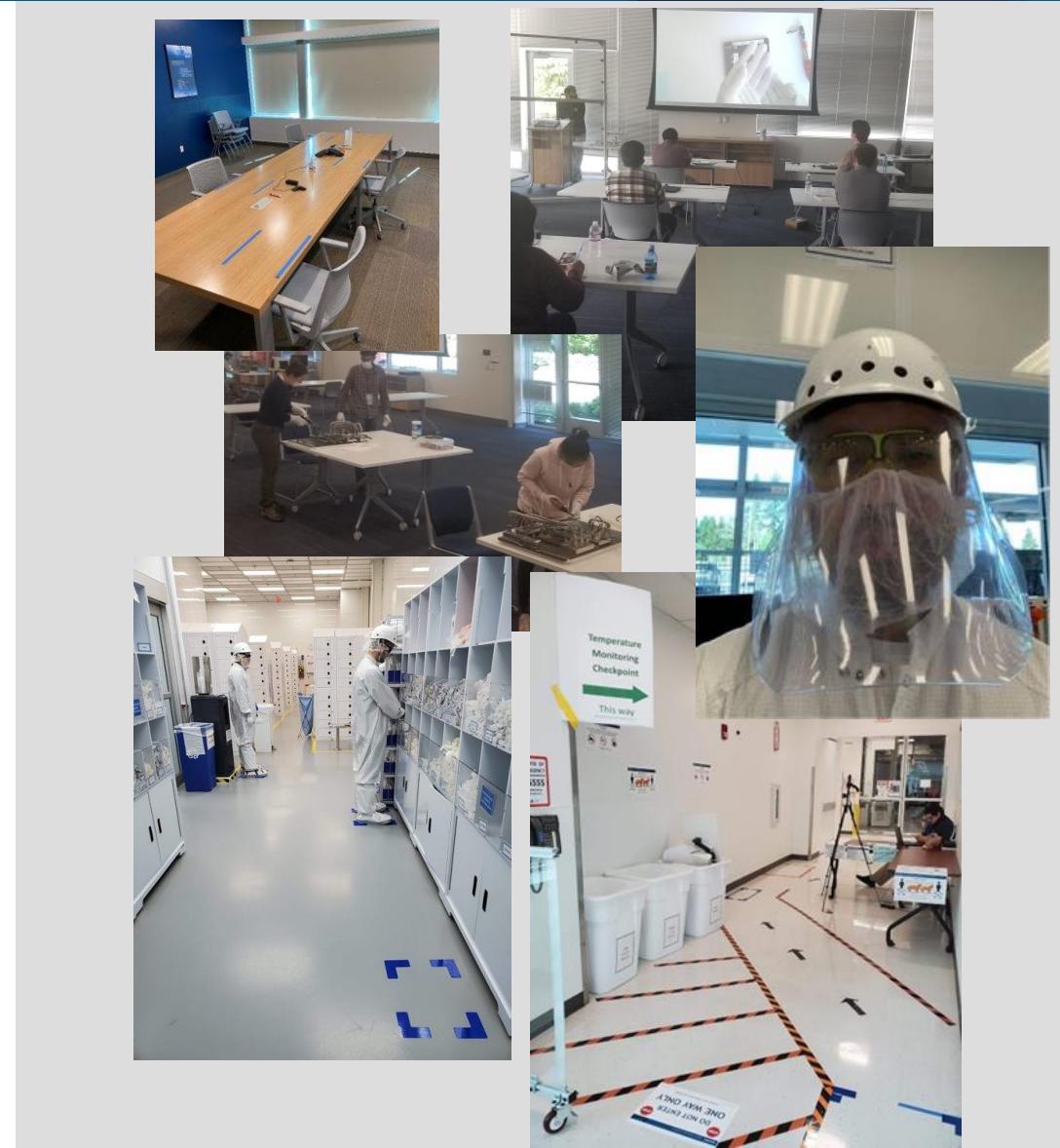
# So What Changed?

## ► Prior to COVID

- Launched onsite mental health focused services: Employee and family counselors/services, expanded benefits, etc.
- Deepened Front Line Leader soft skills: career mapping, communication ownership
- Onsite Athletic Trainer to address physically demanding jobs
- Team stretching during daily huddle meetings

## ► Current COVID

- Immediate physical workspace addressed
- Front-line leadership training and support services addressing personal and emotional safety
- Benefits added: Emergency and continued pay, child care, expanded counseling, etc.
- Increased and transparent cascaded communication
- Clearer separation of contingent and regular employee roles enabling greater support



# In Summary

## ► Our Approach is Working

- Engagement survey results increased 16% favorable rating with 22% increased participation in 6 months
- ER cases dramatically reduced
- Turnover for both populations down 15%
- New hire assimilation down to 10 from 14 weeks
- Exceeding ontime client deliveries with improved quality
- AND all happening during a pandemic

## ► In Summary

- Engagement is achieved by addressing both the physical and psychological safety needs of our contingent and regular employees
- By redefining engagement, we are unlocking productivity to meet our customer demands but more importantly the needs of our workforce



### Observations and thoughts

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