

MEMO



TO All Hill Employees
FROM Chris Kastner
DATE Oct. 22, 2024
RE 2024 Engagement Survey

Dear Hill Team:

Thank you for taking the time to participate in our 2024 engagement survey. I take these results seriously because they come directly from you. Across the company, 78% of you provided input, giving each of your teams a solid start toward building the culture where you perform at your best.

The survey results show employees across the company feel best about the following three statements:

1. **Being Recognized:** "In the last seven days, I have received recognition or praise for doing good work." (48th percentile)
2. **Encouraged in Their Development:** "There is someone at work who encourages my development." (45th percentile)
3. **Connected to the Mission:** "The mission or purpose of my company makes me feel my job is important." (44th percentile)

Likewise, we have the most work to do in how employees feel about the following statements:

1. **Engagement / Survey Accountability Index:** Measures employees perceptions on three topics — seeing survey results (21st percentile), discussing survey results with their team (26th percentile) and their team taking action on survey results (27th percentile)
2. **Having the Right Materials / Equipment:** "I have the materials and equipment I need to do my work right." (28th percentile)
3. **Feeling Heard:** "At work, my opinions seem to count." (33rd percentile)
4. **Feeling Respected:** "At work, I am treated with respect." (33rd percentile)

In the coming weeks you will review the results from your specific team. Then, your team will create action plans to shape the culture you want to experience here at Hill.

This is our opportunity to lean into the survey results and build the culture you say you want and need. Let's make it happen.

Respectfully,

A handwritten signature in black ink that reads "Chris Kastner".

Chris Kastner
President and CEO