

MEMO



TO All HII Employees
FROM Chris Kastner
DATE Oct. 5, 2026
RE "Tell It" Employee Engagement Survey Feedback Results

Dear HII Team:

Thank you to everyone who took part in this year's "Tell It" Employee Engagement Survey. Your honest feedback is critical to shaping HII's culture and your experience of it.

As you might expect, the results are both encouraging, and instructive about the areas where we can improve.

On the positive side:

- Most employees indicate a strong sense of personal accomplishment and pride in working for HII.
- Most employees intend to stay with HII for at least the next year.
- Most employees indicate they value and have benefitted from performance-related feedback from managers.
- Most employees indicate HII does a good job recognizing accomplishments across the company.

At the same time, you were clear about where we need to improve:

- Many employees hesitate to recommend HII as a place to work.
- Many employees doubt the survey will lead to meaningful change in experience or culture.

In the coming weeks, managers will meet with their teams to review results in detail and then set up the actions to respond to the results in a tailored way, based on each team's needs.

Thank you again for your honest feedback and for your dedication to HII's mission. Let's continue to perform well in the areas where we succeed and improve in the areas you said need attention.

Respectfully,