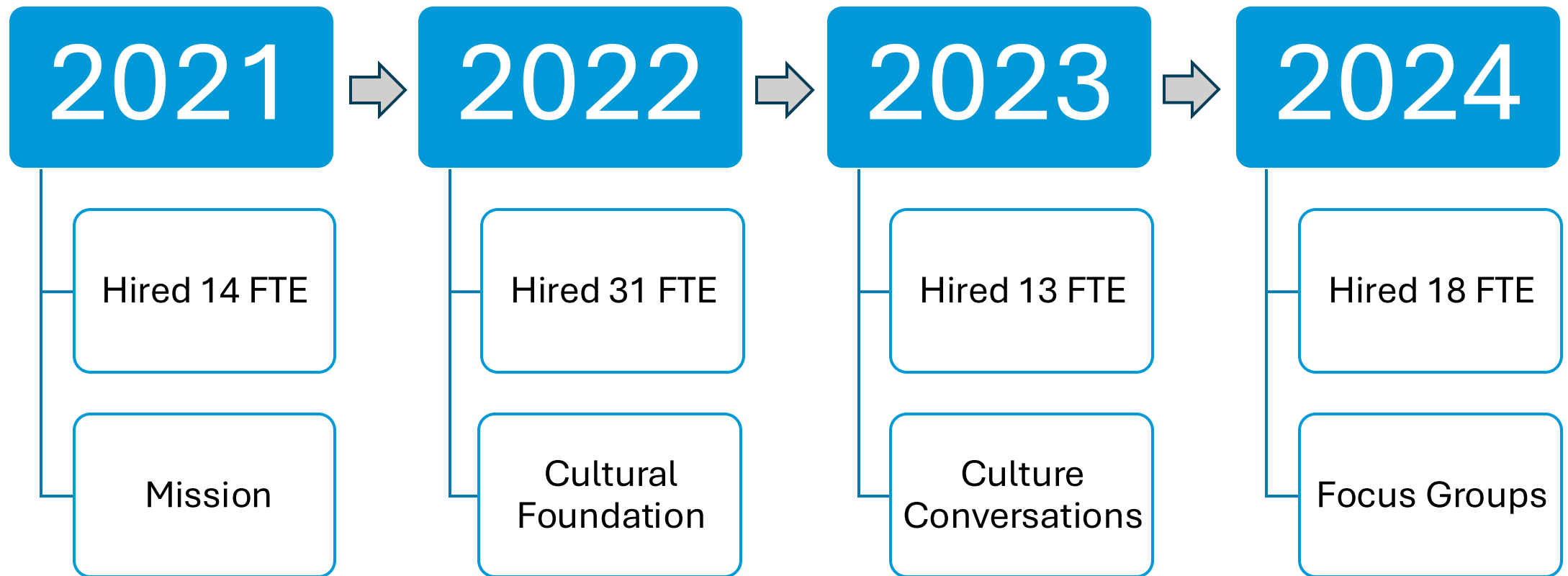


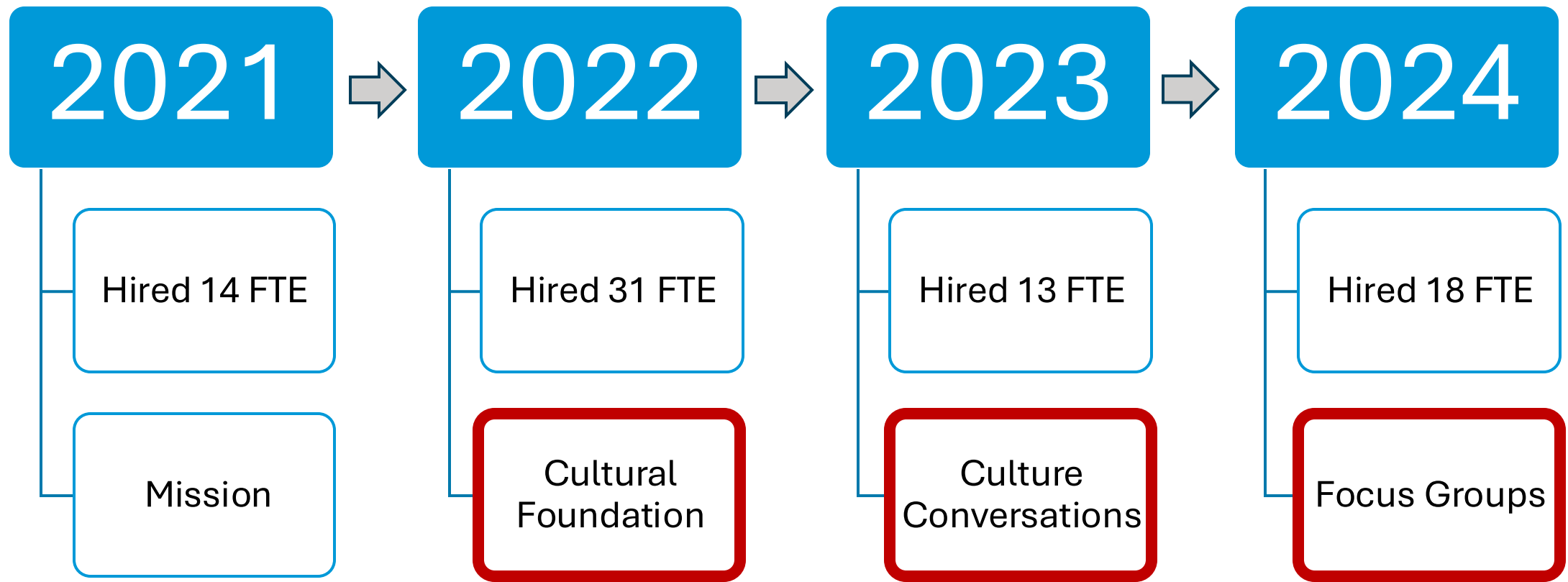


Employee Engagement Update

Employee Engagement Evolution



Employee Engagement Evolution



Cultural Foundation (2022)



- Collaboration is key.
- Speak up.
- Bring the right people together and work it out.
- Address and/or escalate issues as they arise.
- Put the work where it belongs.
- Assume positive intent.

Culture Conversations (Spring 2023)

Culture Conversations (Spring 2023)



VPRA is...



Direct Quotes

“This is the best place I’ve worked.”

“I look forward to coming to work each day.”

“I don’t think there’s a better organization you could go to right now.”

“There’s a great feeling to this organization.”

“I thought [X] was the best place, but we beat them, hands-down.”

“VPRA is a great place to work.”

Cautions

- Preserve what's good – and there's a lot of good
- Continue hiring for expertise and fit
- Stay the course
- Prevent silos from creeping in



Focus Groups (Summer 2024)

Focus Groups (Summer 2024)



Most Frequently Mentioned Positives

- Great place to work
- Commitment to our mission
- Our culture and our efforts to maintain it
- Trust and respect



Most Frequently Mentioned Concerns

- Project challenges
- Prioritization with so many different stakeholders
- Meeting deadlines and public perception



The Path Forward

- Continuous improvement
- Psychological safety
- Action items

