



WORKFORCE EXPERIENCE AUDIT

SAMPLE REPORT

INSIGHTS ANALYSIS

19 MARCH 2026

AGENDA

AUDIT CONSTRUCT

COMPANY RESULTS

SUGGESTED ACTIONS

NEXT STEPS



OUR OBJECTIVES

- The survey was designed to generate actionable intelligence across five critical dimensions of the employee experience: Job, Team, Manager, Organization, and Compensation

01

Measure Satisfaction

Quantify how employees feel about their roles, teams, managers, and the broader organization.

02

Identify Strengths

Pinpoint what is working well so we can protect and amplify those areas across the business.

03

Surface Gaps

Uncover opportunities for improvement, i.e., communication, transparency, and leadership.

04

Inform Action

Translate findings into targeted initiatives with clear ownership and measurable outcomes.

Audit Questionnaire Structure



ITN Audit Question Design

Job

- Support
- Training
- Information
- Process & Procedures
- Life-Balance

Team

- Clear Responsibilities
- Communication
- Trust
- Conflict Resolution
- Teamwork

Manager

- Recognition
- Caring
- Information
- Fair & Objective
- Helpful

Organization

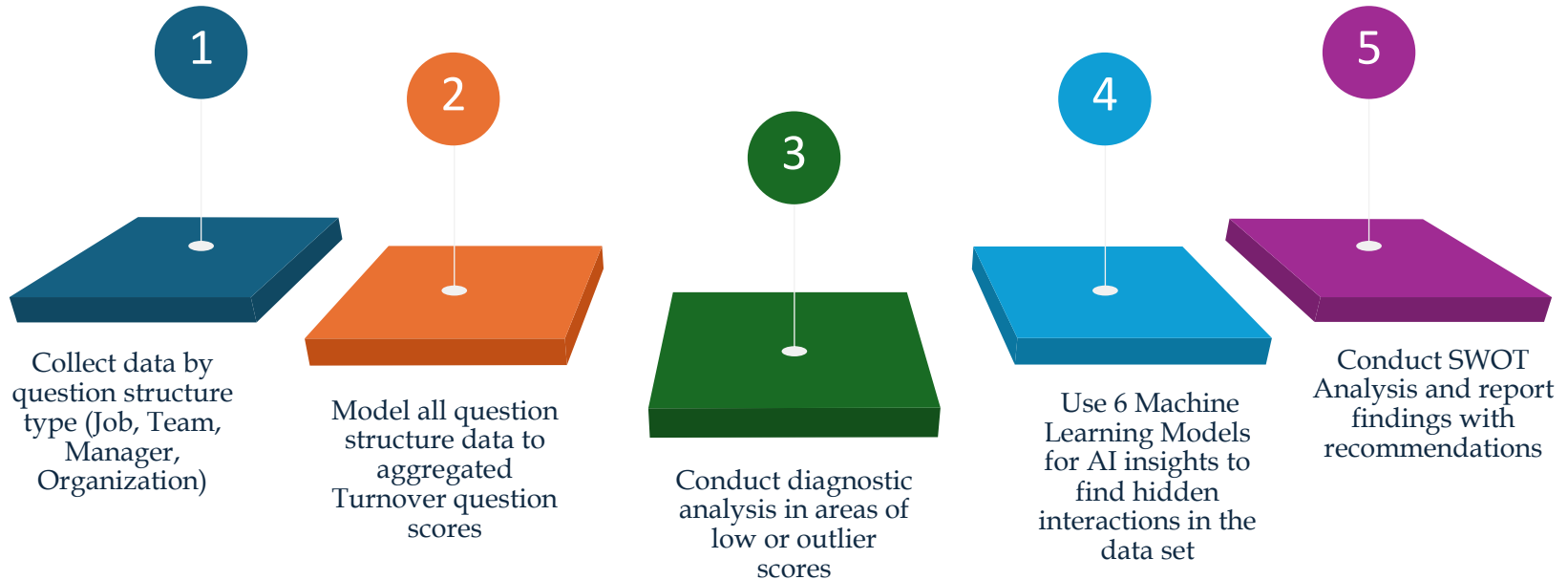
- Open & Honest
- Values & Vision
- Trust
- Fairness
- Good Culture

Engagement Response Structure



- Responses modeled for each category against the aggregated scores of the turnover questions
- All other attributes were considered as independent variables
- Interaction effects of independent variables were observed with diagnostic and predictive methods

Audit Process Overview



Rating Scale Used

Rating Scale Used for
Categorization of Average Scores

Excellent (4.0 - 5.0)

Good (3.6 - 4.0)

Needs Attention (< 3.6)

Likert Scale Rating

Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree
1	2	3	4	5

Ratings are not standardized in any way but are based on ITN norms.

WORKFORCE SURVEY COUNT

Respondent
Number

159

Request
Number

159

Percent
Response

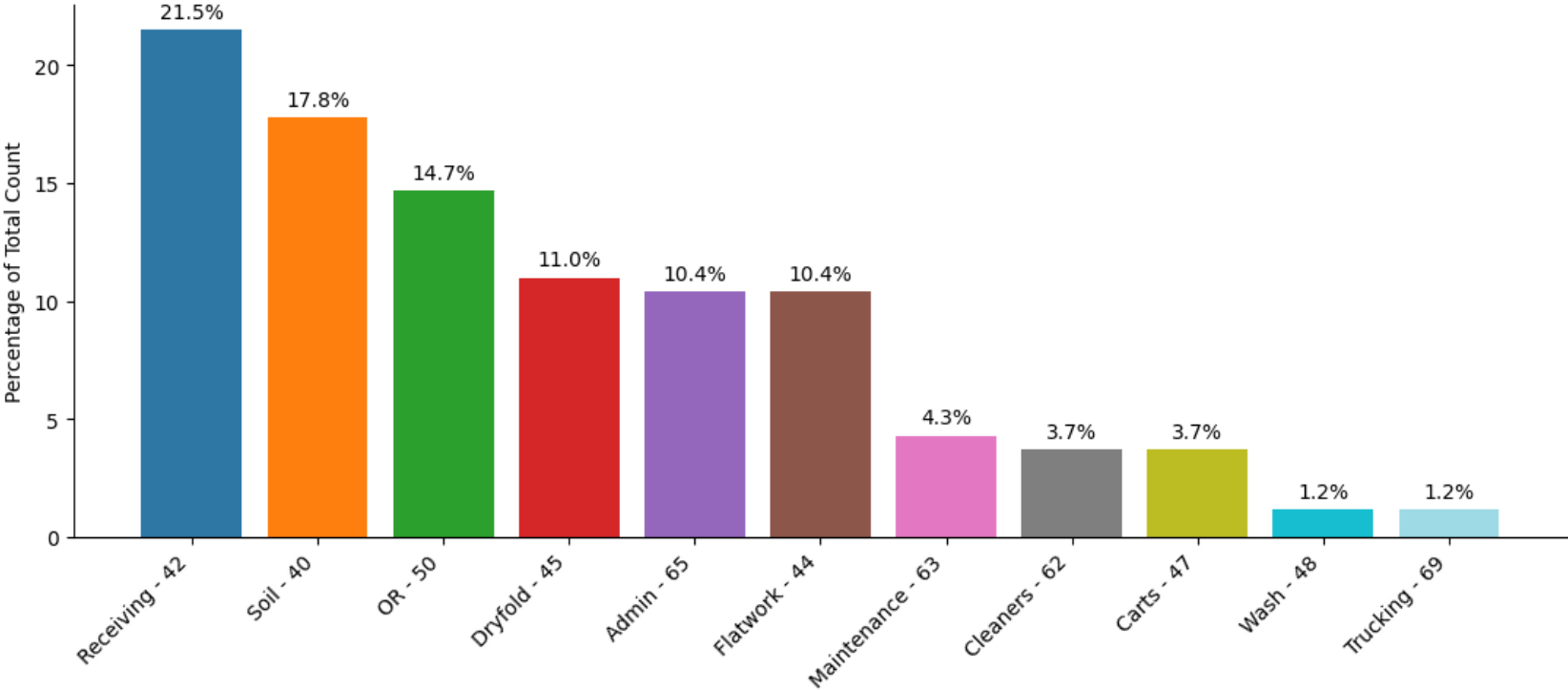
100%

DEMOGRAPHICS



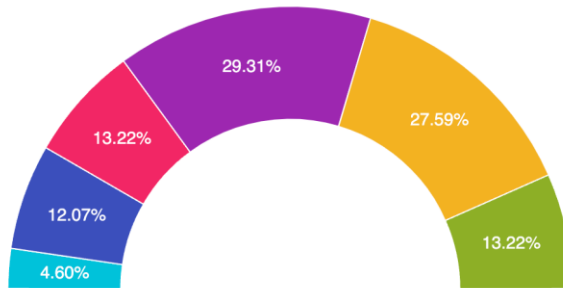
Respondent Percent by Department

Count at 159



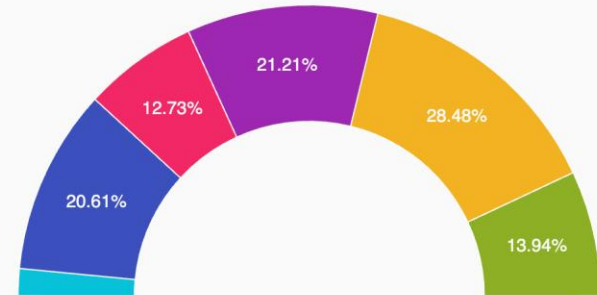
Tenure Count

2025



- Less than one year
- Between one and 5 years
- Between 6 and 10 years
- Between 11 and 15 Years
- Between 16 and 20 Years
- More than 20 Years

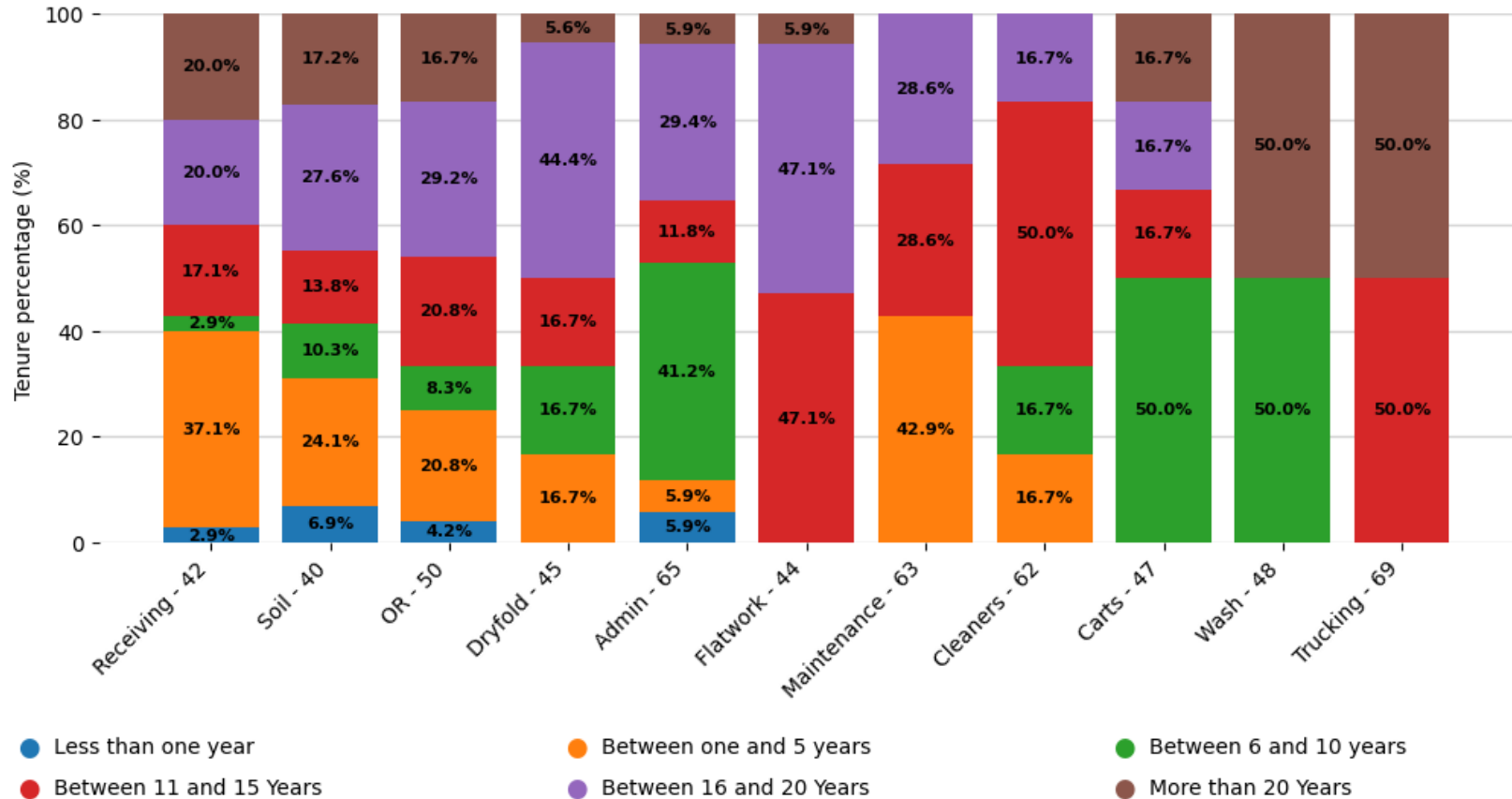
2026



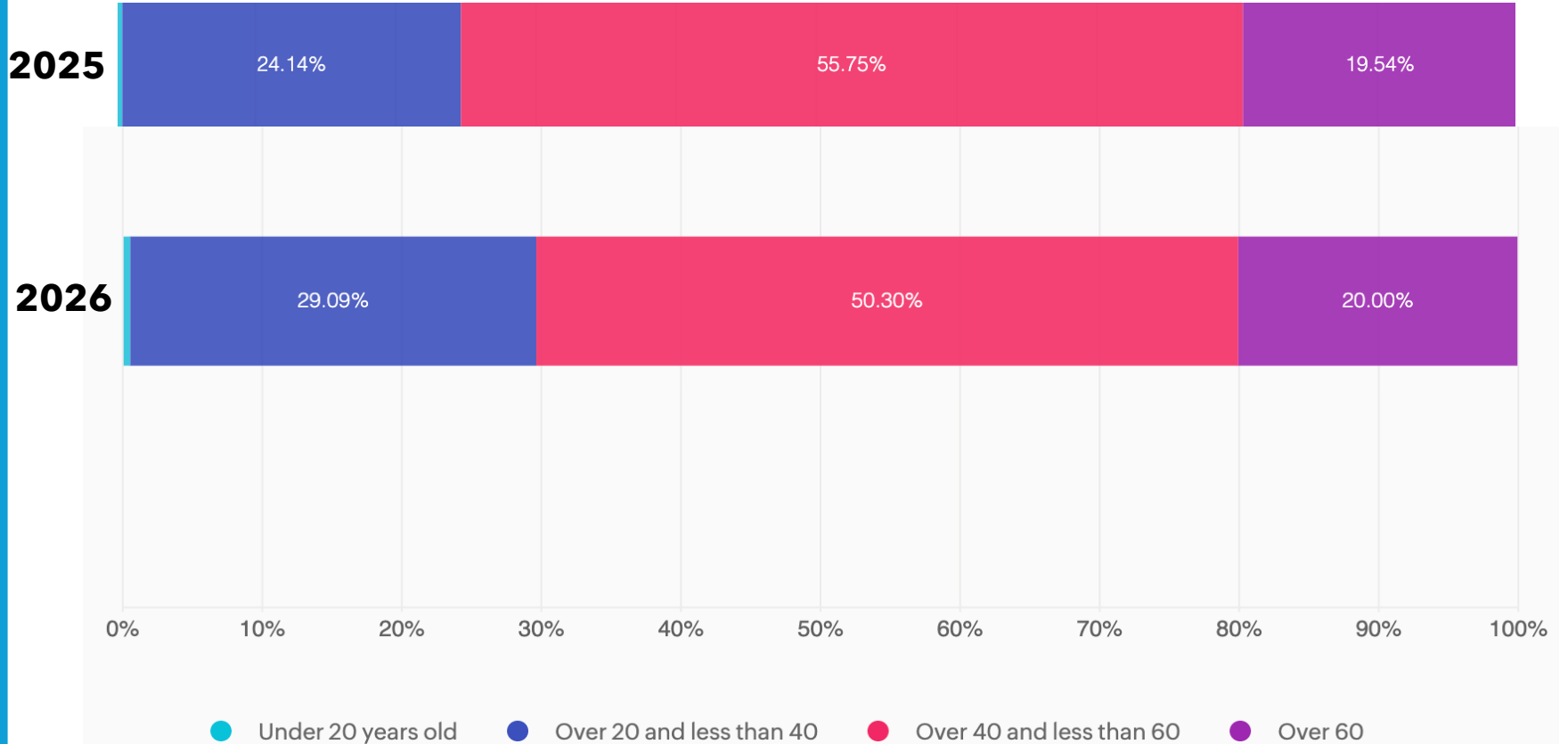
- Less than one year
- Between one and 5 years
- Between 6 and 10 years
- Between 11 and 15 Years
- Between 16 and 20 Years
- More than 20 Years

Slight decrease in 11 to 15 years but excellent retention of high tenure (over 10 years) employees.

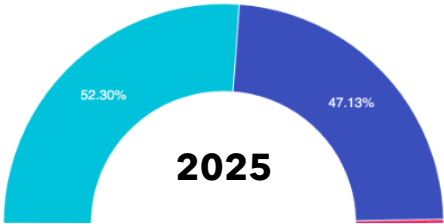
Tenure by Department



Age Count by Percentage

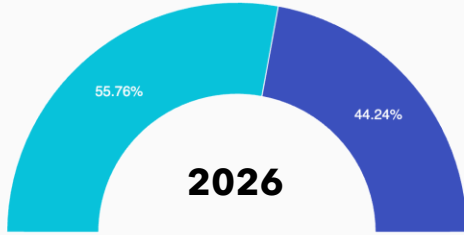


Gender Count



● Male ● Female ● Other

Choices	Response percent	Response count
Male	52.30%	91
Female	47.13%	82
Other	0.57%	1

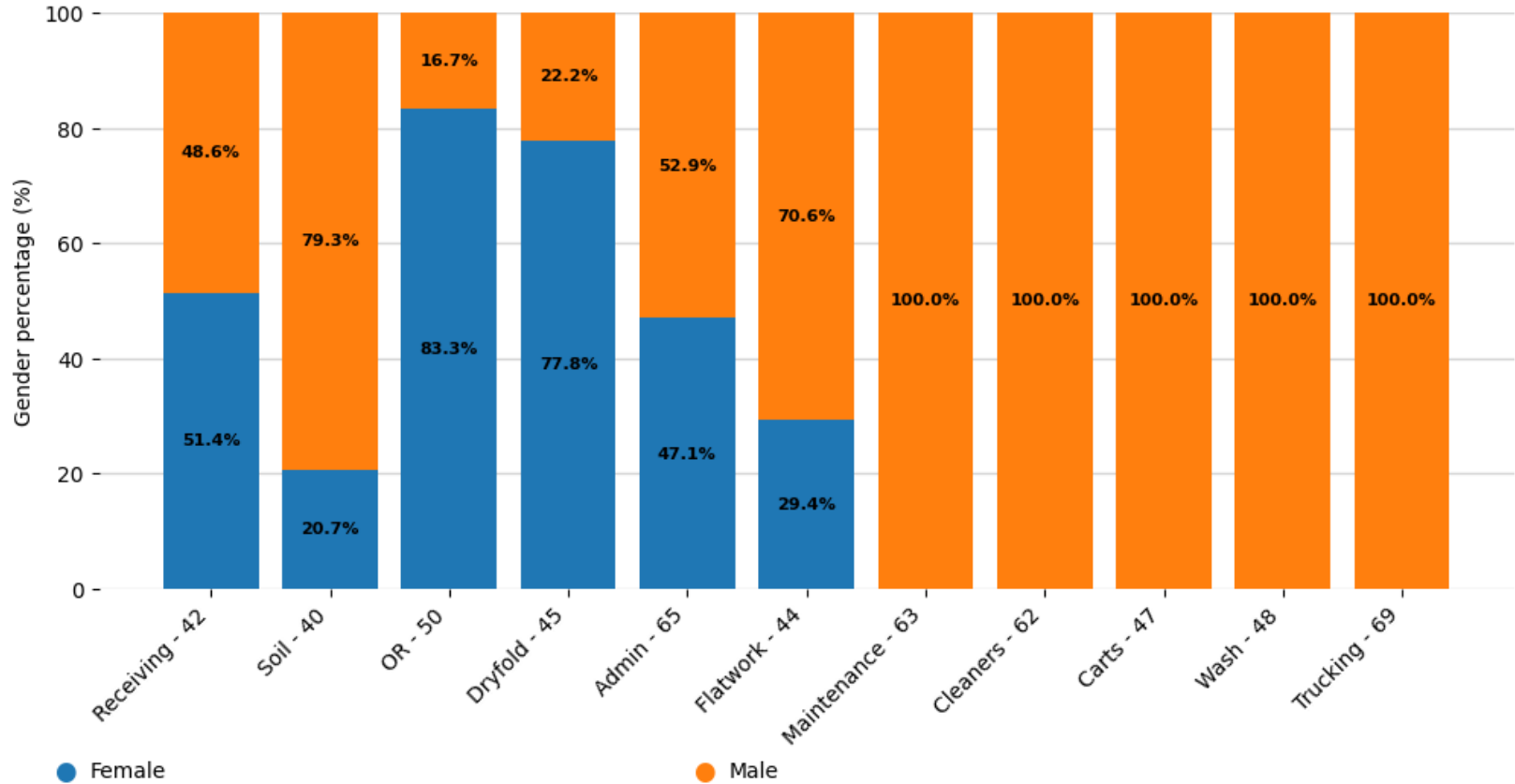


● Male ● Female ● Other

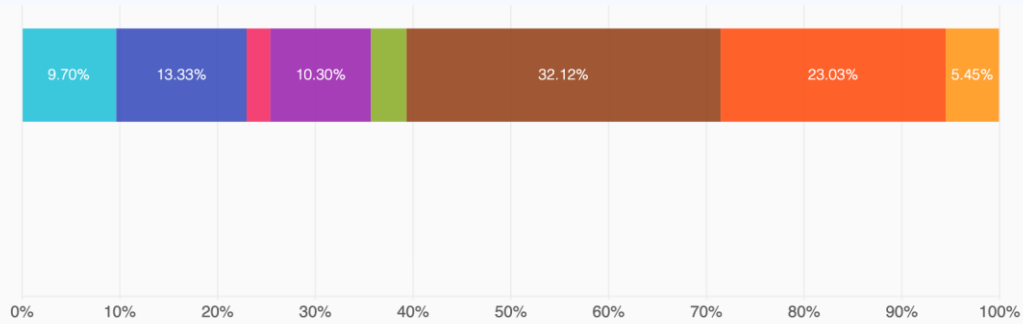
Choices	Response percent	Response count
Male	55.76%	92
Female	44.24%	73
Other	0.00%	0

In 2026 the Gender Count remained very similar to the previous year.

Gender by Department

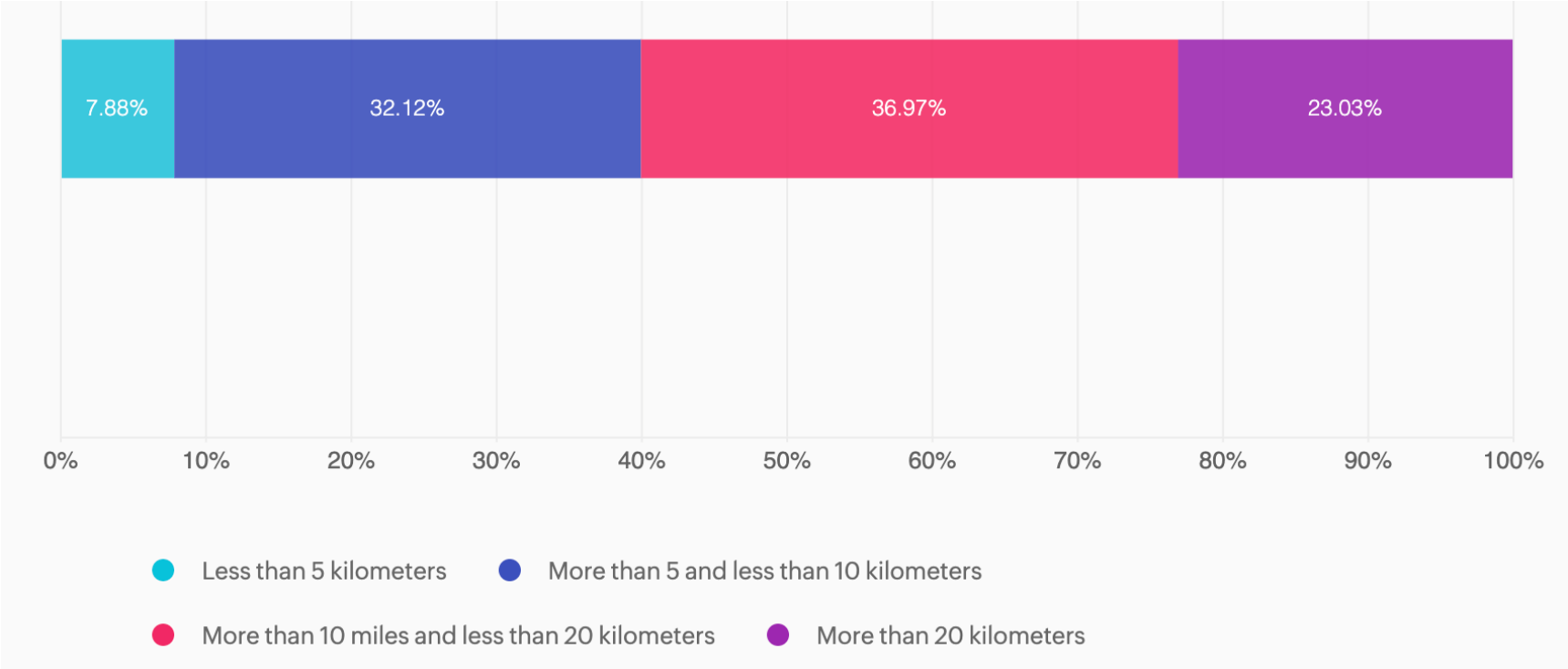


Race & Ethnicity



	Response percent	Response count
African	9.70%	16
Caucasian	13.33%	22
Hispanic or Latino	2.42%	4
Asian	10.30%	17
Indigenous	0.00%	0
East Indian	3.64%	6
Haitian	32.12%	53
Filipino	23.03%	38
Other (Please specify) 9 responses	5.45%	9

Travel Distance



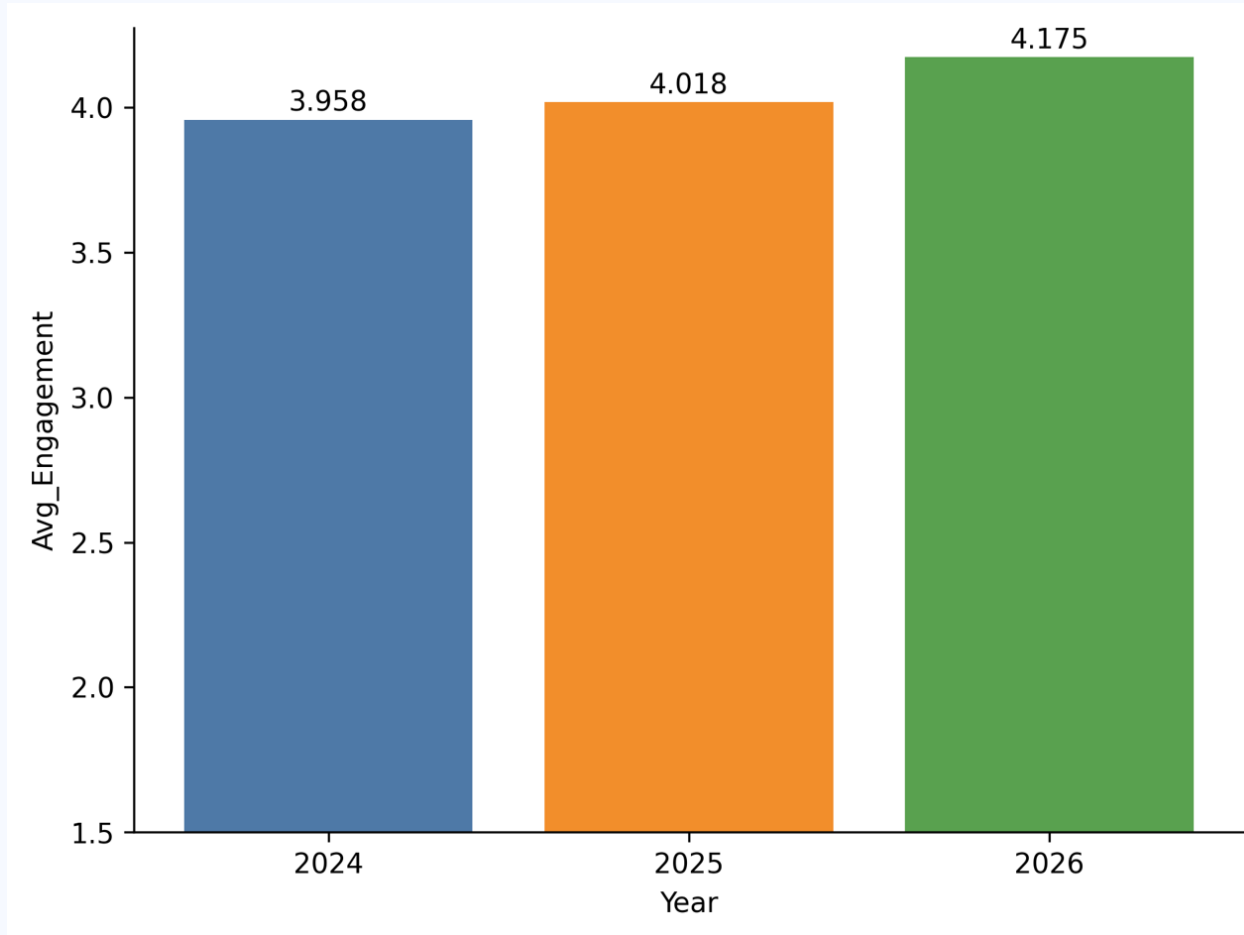


Employee Engagement Survey: Executive Summary

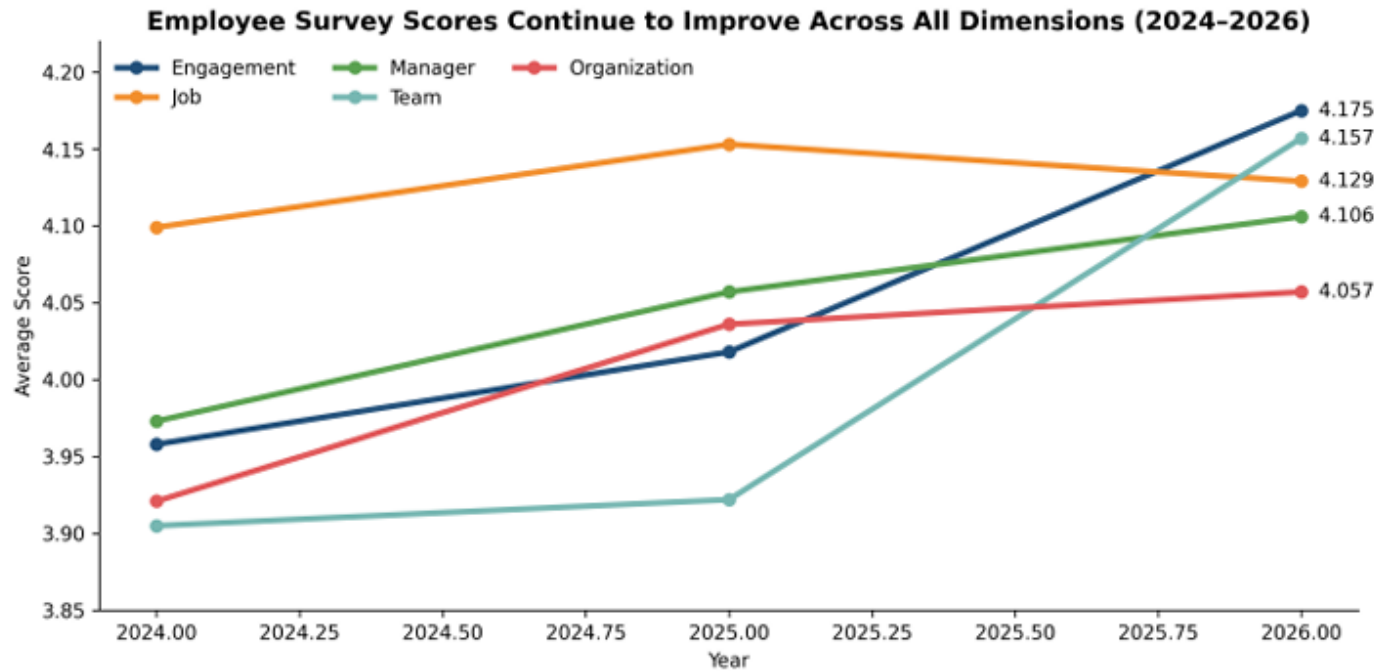
A record-breaking year for employee engagement – all major dimensions scoring above 4.0 on a 5-point scale, signaling a strong, resilient, and people-first workplace culture.

Overall Engagement at a company record high of 4.175

ENGAGEMENT: YOY SCORES

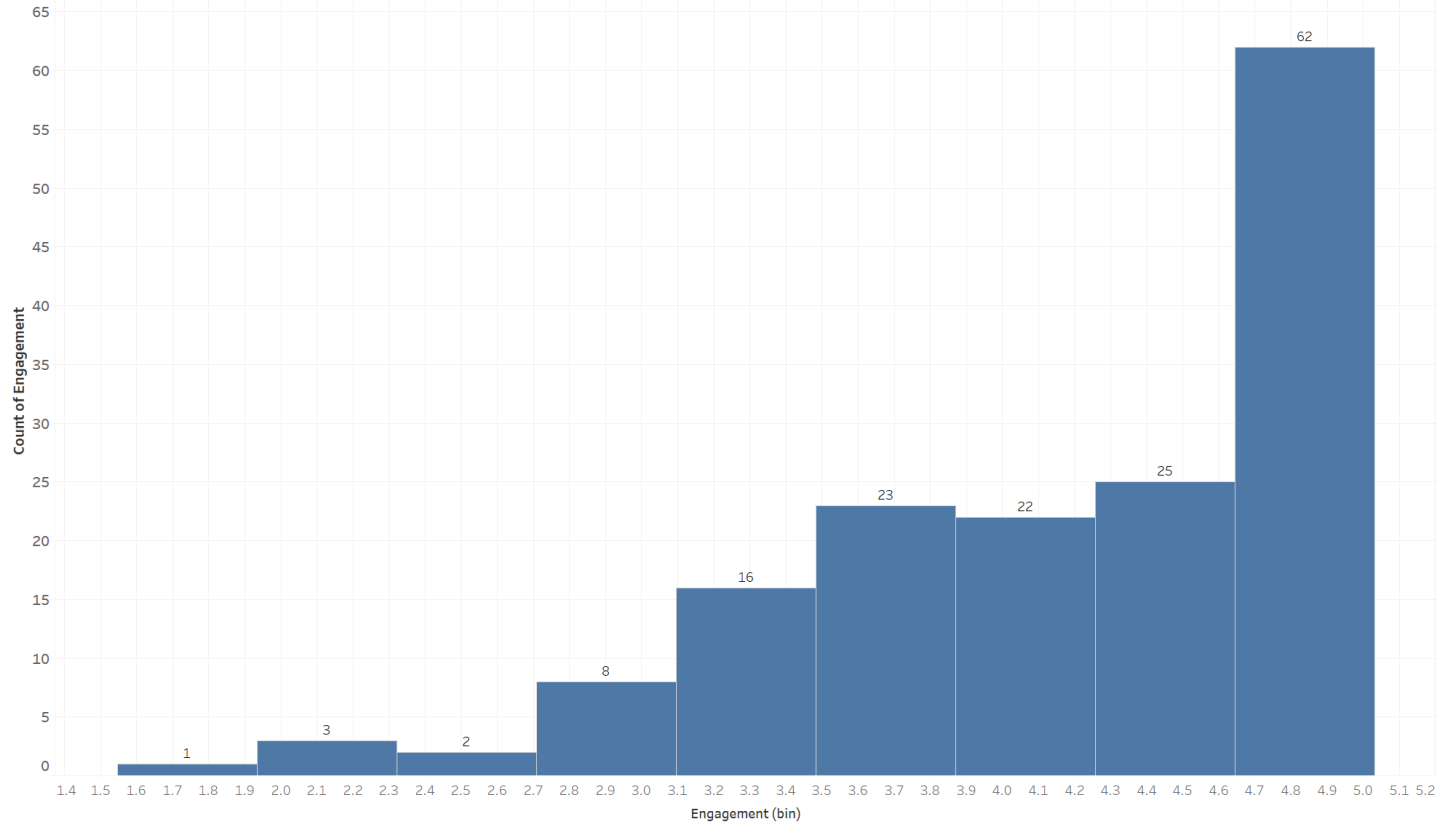


Data Trends by Year

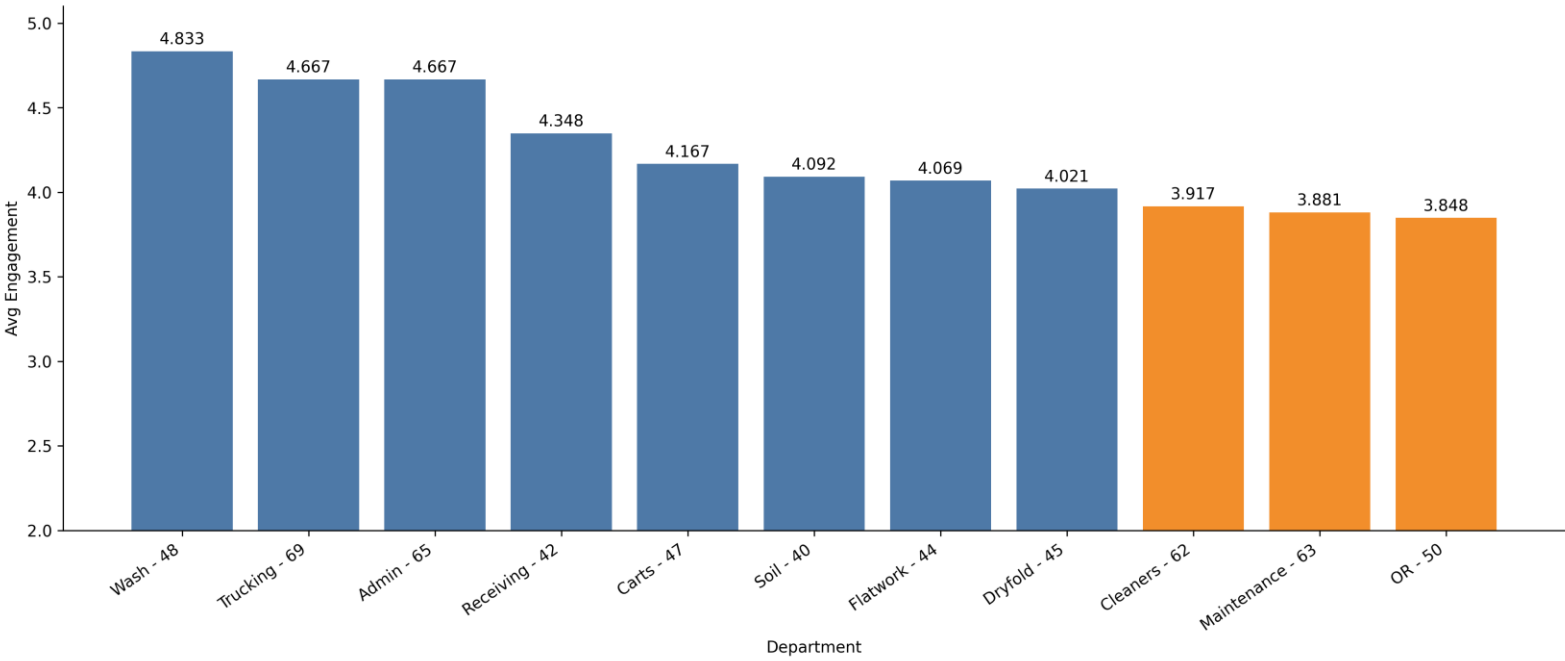


Engagement Score Distribution

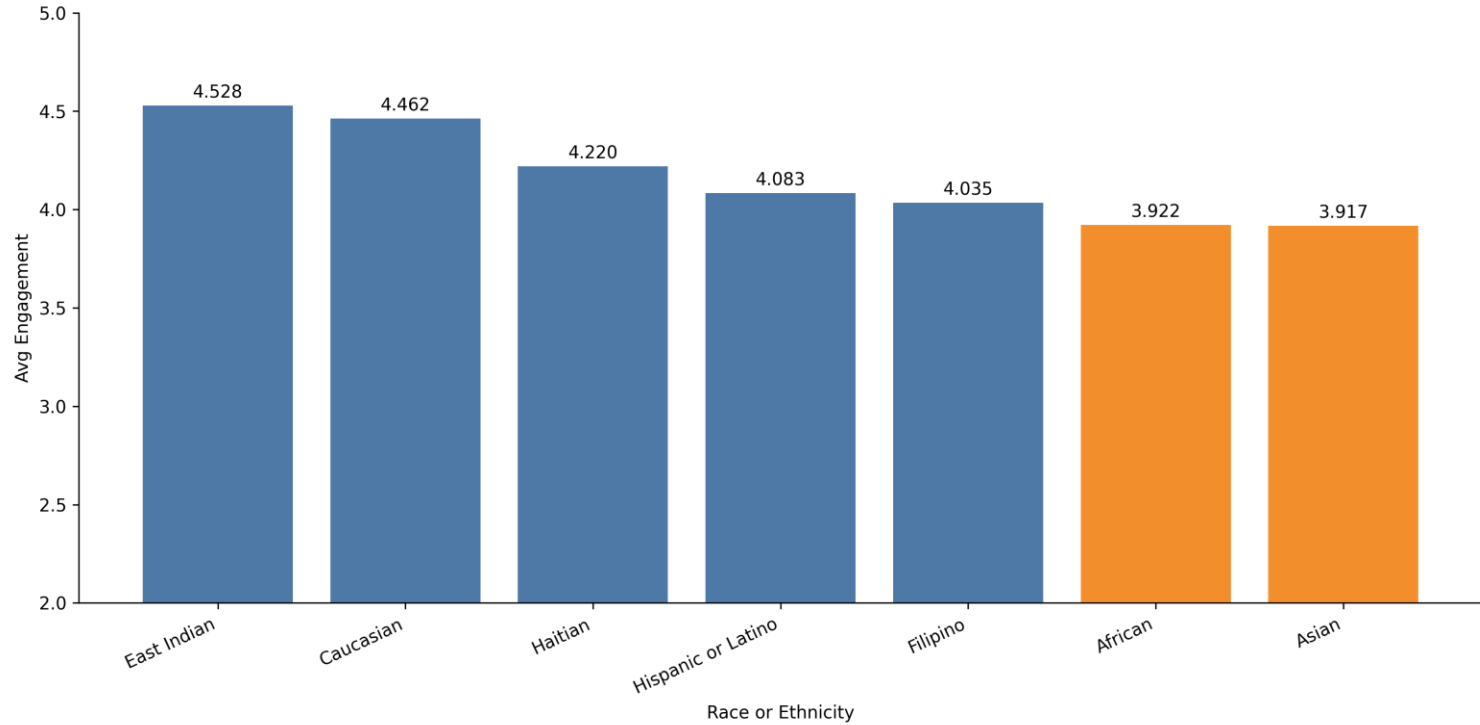
Count by Binned Score



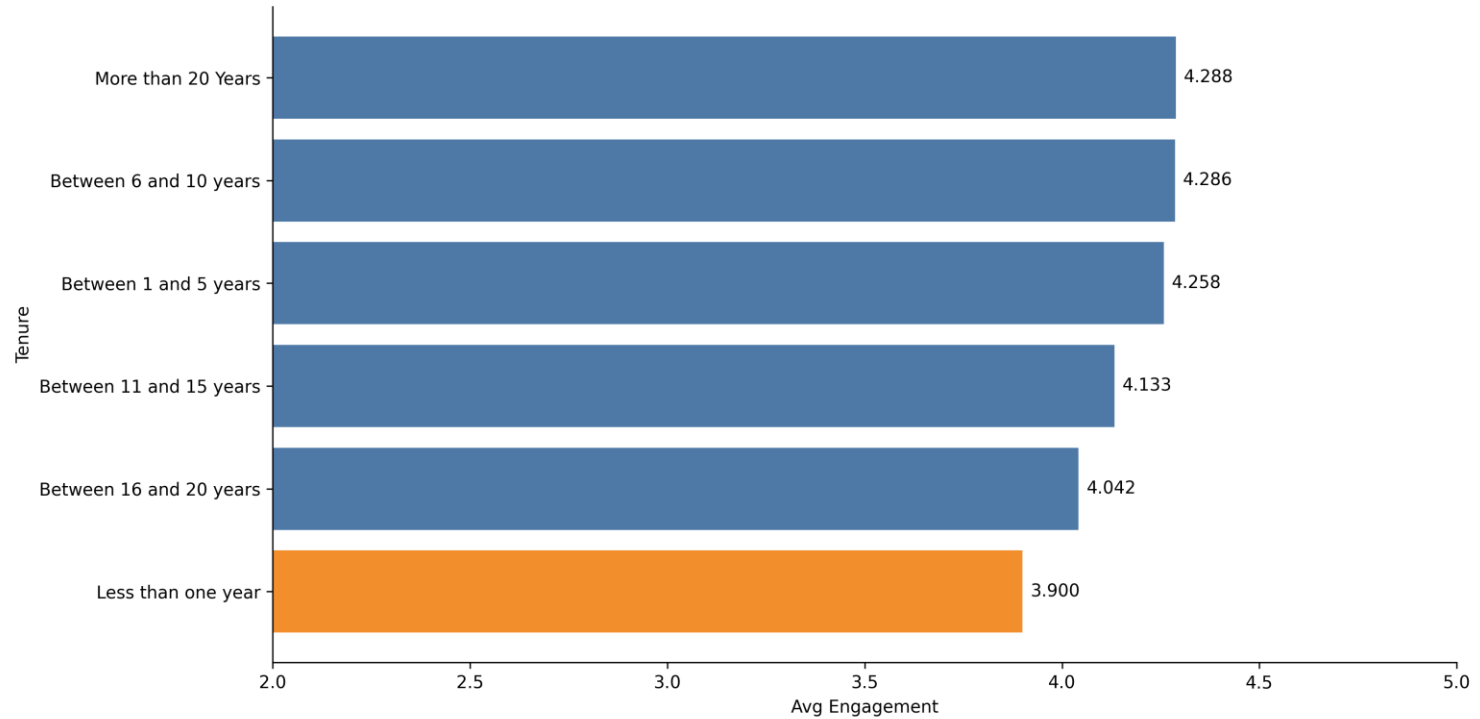
Engagement Scores by Department



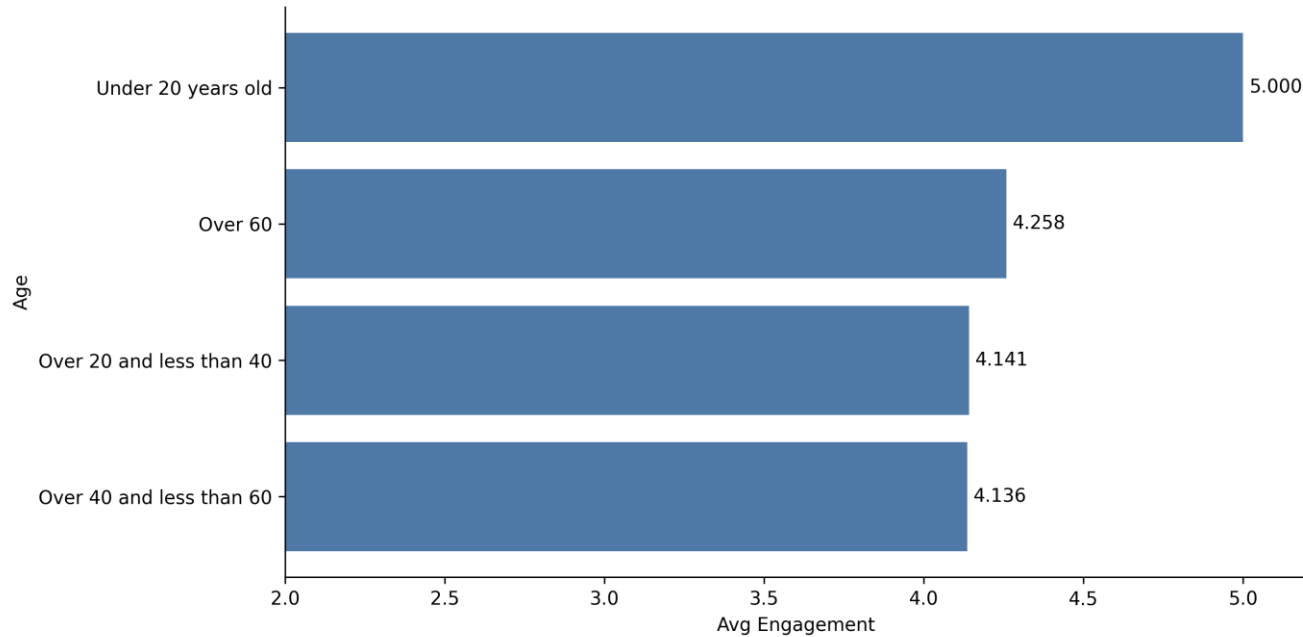
Race/Ethnicity Engagement Scores



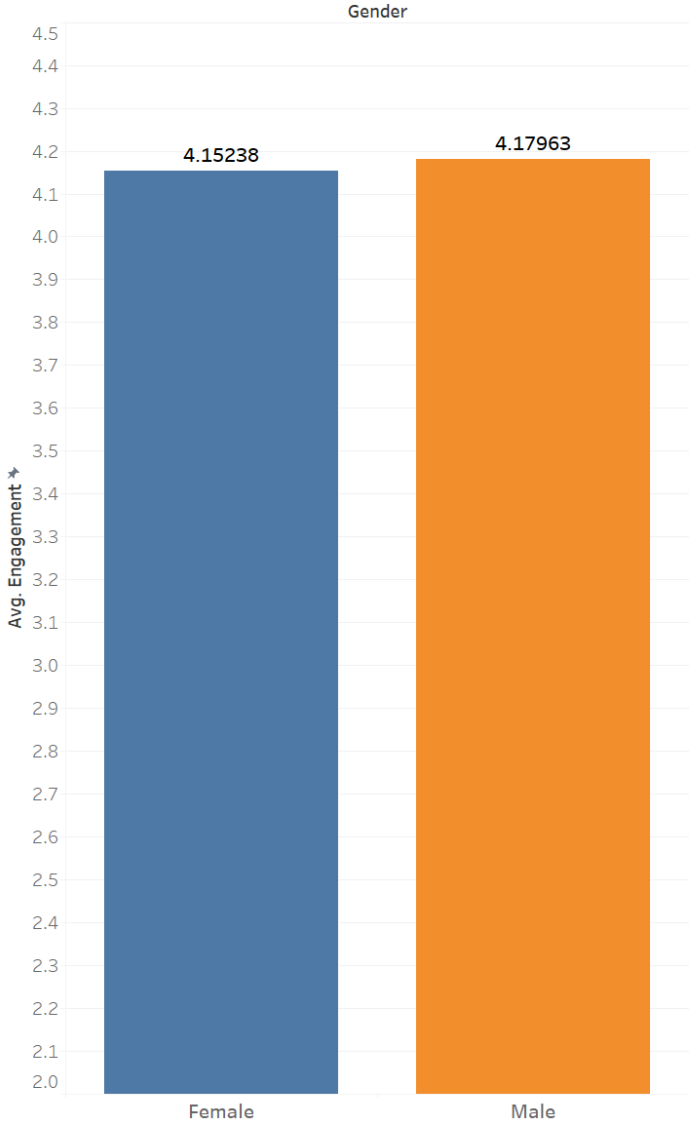
Engagement Scores by Tenure



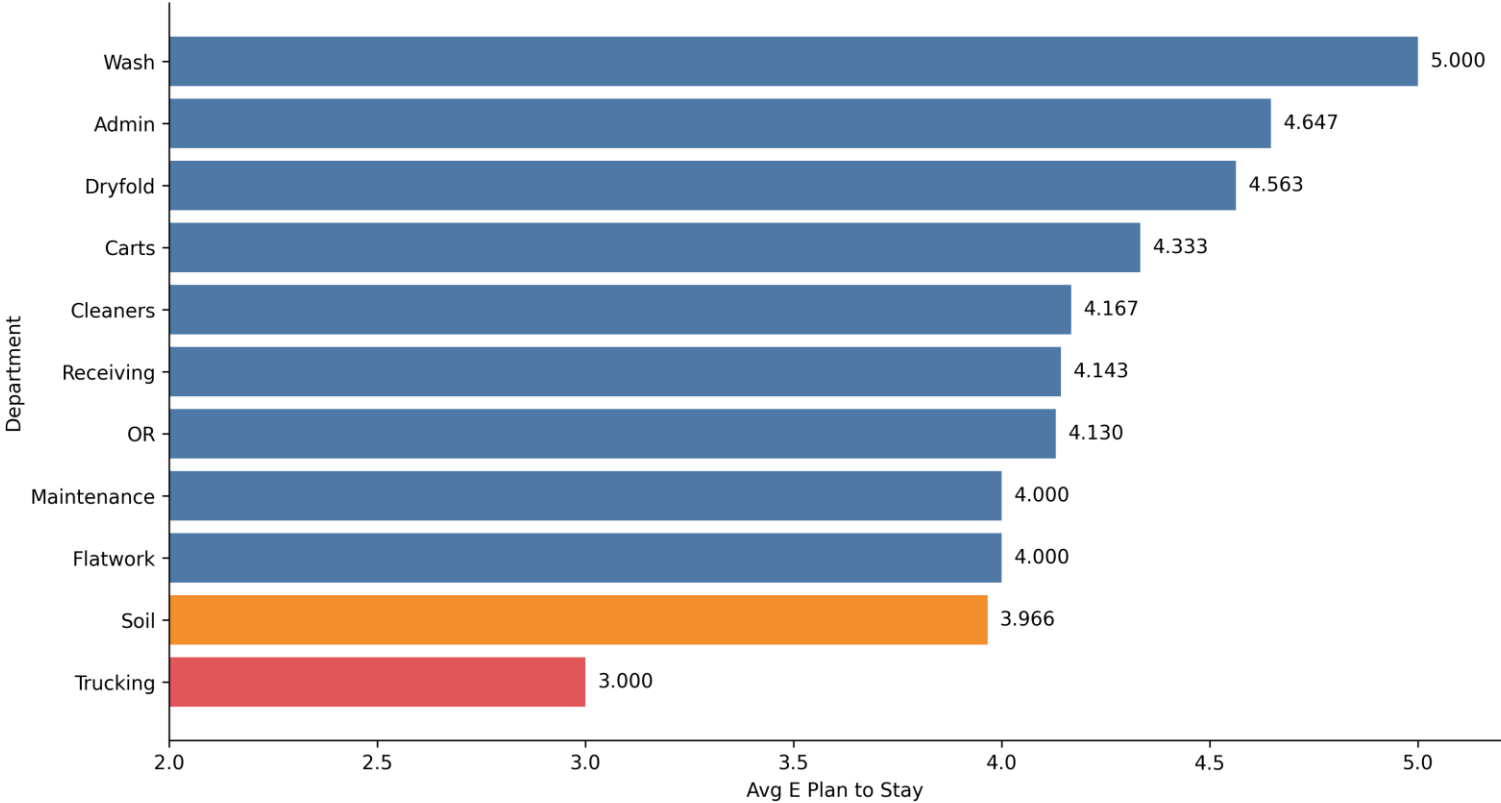
Age Engagement Scores



Gender Engagement Scores



How likely are you to stay over the next 2 years? *By Department*



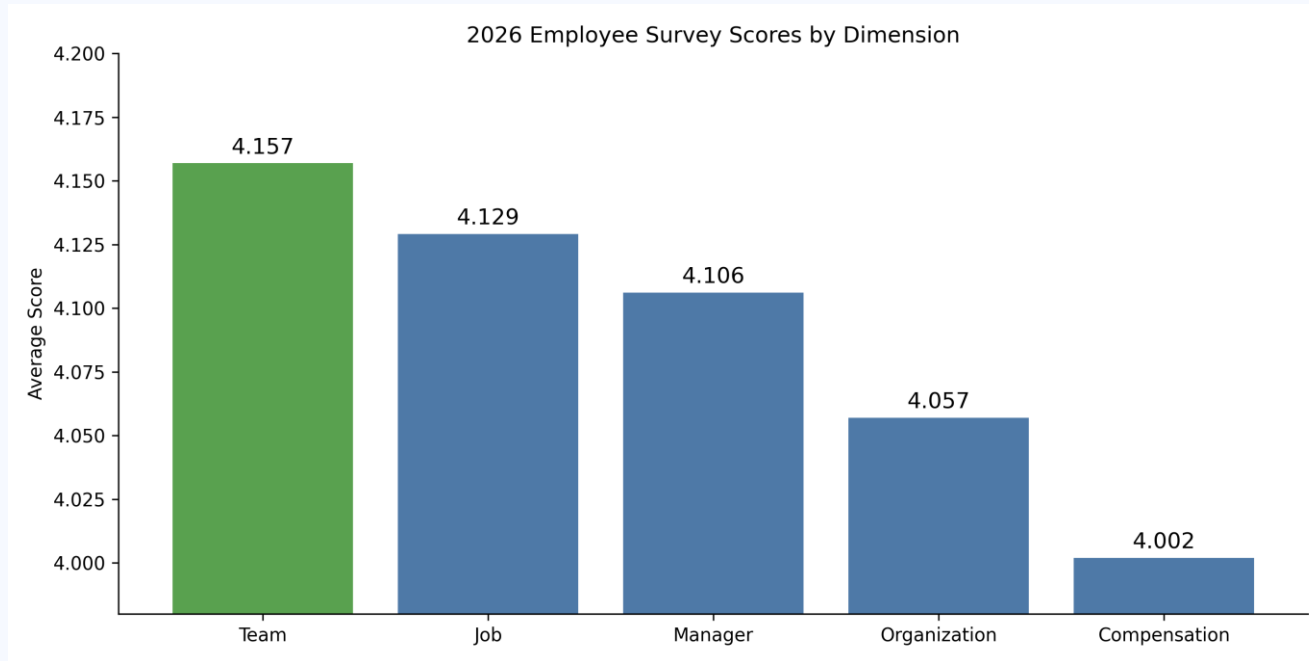
JTMOC SCORE SUMMARY

JOB, TEAM, MANAGER,
ORGANIZATION,
COMPENSATION



Record-High Dimension Scores

All major dimensions of the survey surpassed the 4.0 Excellent threshold, reflecting a very strong and positive work environment across the organization.



JTMOC Scores

by Department

Department	Avg. Job	Avg. Team	Avg. Manager	Avg. Organization	Avg. Compensation
Admin - 65	4.813	4.556	4.456	4.733	4.467
Carts - 47	4.114	4.214	4.167	4.071	3.643
Cleaners - 62	4.150	4.375	4.458	4.063	4.125
Dryfold - 45	3.900	3.705	3.814	3.646	3.865
Flatwork - 44	3.900	3.958	4.033	3.925	3.863
OR - 50	4.057	3.825	3.921	3.950	3.919
Receiving - 42	4.082	4.196	3.980	4.059	4.000
Soil - 40	4.408	4.306	4.236	4.174	3.978



Job – 4.129

The second-highest score signals that employees find their work meaningful, understand their roles clearly, and see a path for growth. Strong job satisfaction is a critical retention lever and reflects well on how roles are structured and supported.

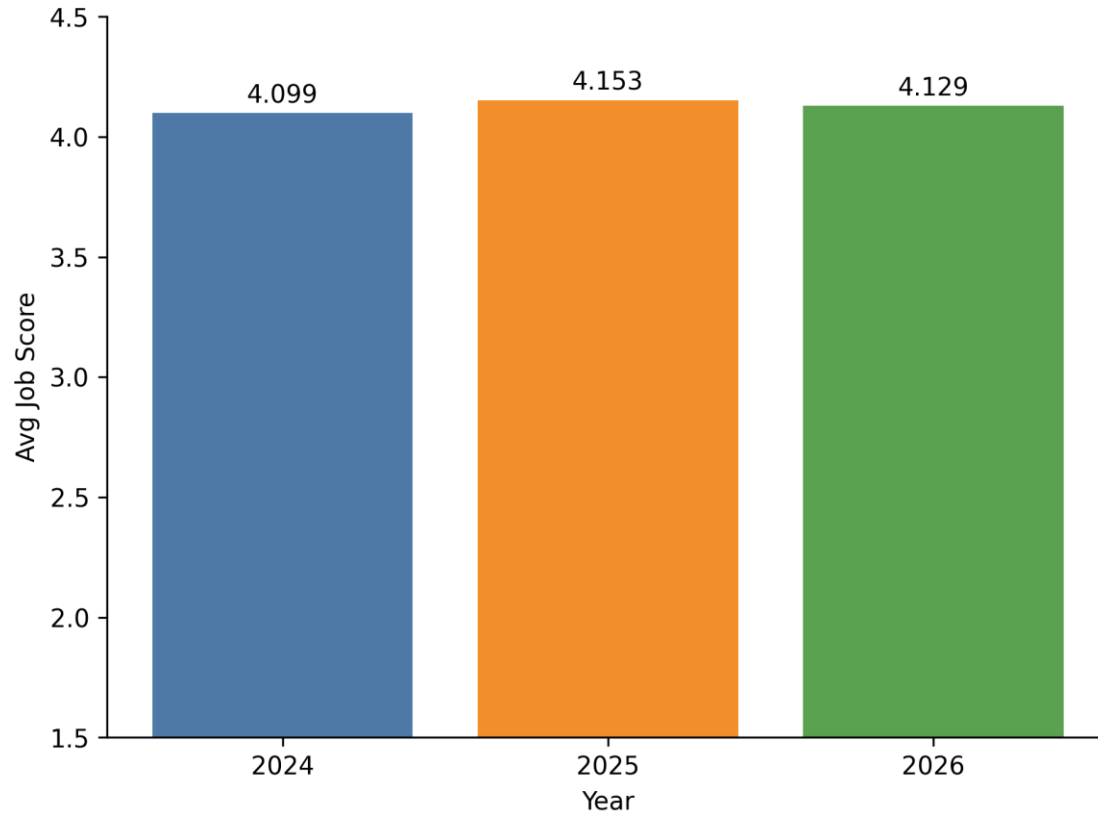
What's Working

- Employees feel their roles are clearly defined and purposeful
- Sense of meaning and impact in day-to-day work is high
- Growth and development opportunities are viewed positively

Opportunity Areas

- Deepen career pathing and development conversations at the manager level
- Ensure workload balance does not erode job satisfaction over time
- Align individual goals more explicitly with organizational priorities

YOY Average Job Score



Job Question Responses by Department

Department	Avg J Support and Resources	Avg J Person Accomplishment	Avg J Information and Training	Avg J Processes and Procedures	Avg J Work-Life Balance
Admin - 65	4.75	4.75	4.63	4.69	4.44
Carts - 47	4	4	4.17	4.5	4.33
Cleaners - 62	3.83	3.83	3.5	4	4.33
Dryfold - 45	3.88	4.12	4.18	4.53	4.47
Flatwork - 44	3.94	3.71	3.82	3.76	4
Maintenance - 63	3.86	4	3.43	3.71	3.57
OR - 50	3.96	3.78	4.04	3.87	4.22
Receiving - 42	4.29	4.17	4.2	4.37	4.23
Soil - 40	3.68	3.82	4.29	3.86	4.04
Trucking - 69	5	5	5	5	4
Wash - 48	4.5	4.5	4.5	4.5	5

Job Scores by Race & Ethnicity

Race or Ethnicity	Avg J Support and Resources	Avg J Person Accomplishment	Avg J Information and Training	Avg J Processes and Procedures	Avg J Work-Life Balance
African	4.00	3.87	4.40	4.33	4.47
Asian	3.81	4.00	3.81	4.13	4.13
Caucasian	4.45	4.41	4.45	4.45	4.14
East Indian	4.50	4.50	4.50	4.83	4.50
Filipino	3.81	3.86	3.92	3.97	4.14
Haitian	4.06	3.90	4.10	4.04	4.12
Hispanic or Latino	4.25	4.25	4.25	4.25	4.50

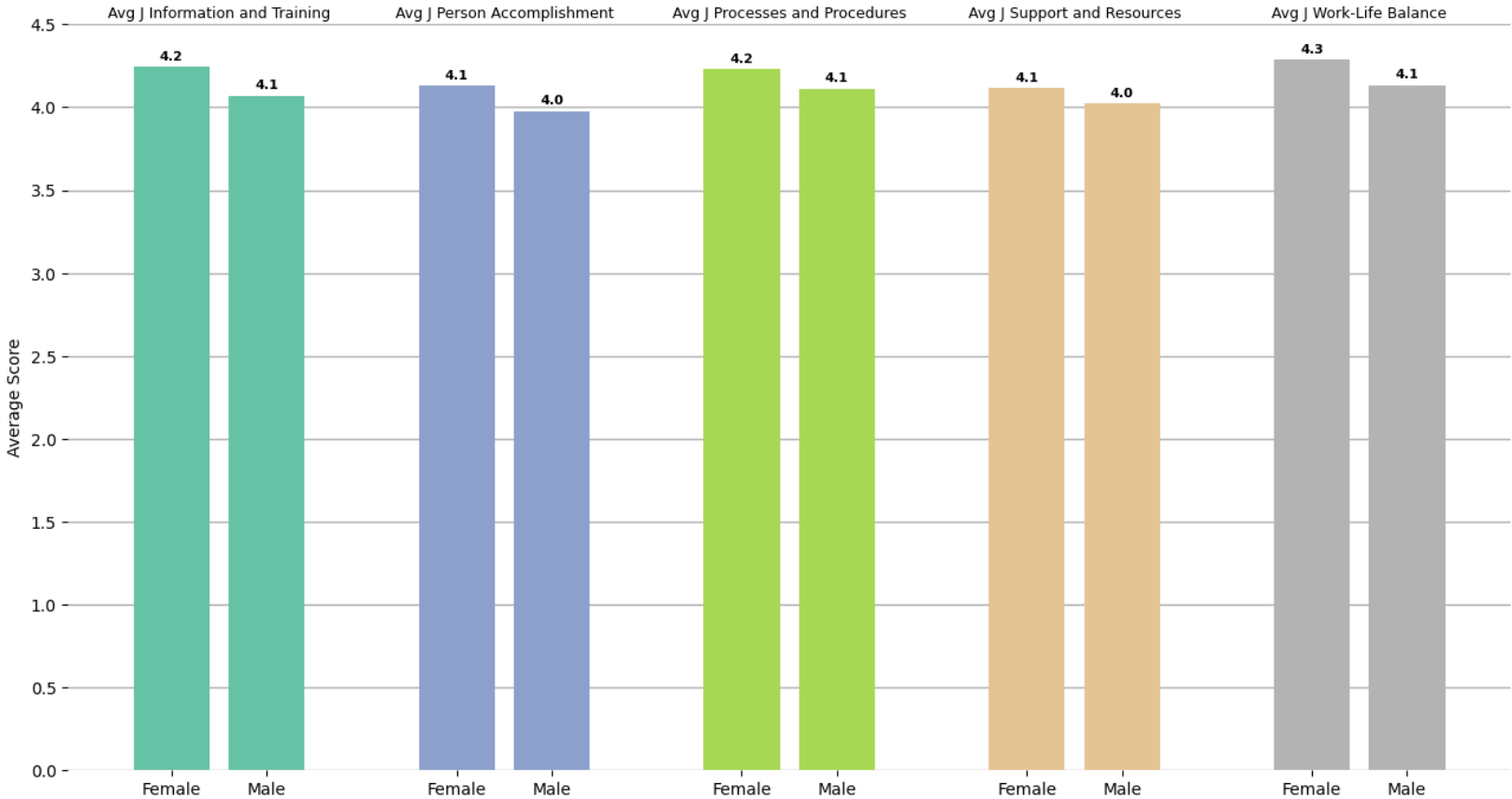
Job Scores by Tenure

Tenure	Avg J Support and Resources	Avg J Person Accomplishment	Avg J Information and Training	Avg J Processes and Procedures	Avg J Work-Life Balance
Less than one year	4.00	4.00	4.20	4.40	4.20
Between one and 5 years	4.06	4.28	4.16	4.34	4.44
Between 6 and 10 years	3.95	4.10	4.15	4.35	4.30
Between 11 and 15 Years	4.06	3.86	3.91	3.91	3.71
Between 16 and 20 Years	4.00	3.89	4.20	4.07	4.24
More than 20 Years	4.32	4.27	4.36	4.27	4.45

Job Scores by Age Category

Age	Avg J Support and Resources	Avg J Person Accomplishment	Avg J Information and Training	Avg J Processes and Procedures	Avg J Work-Life Balance
Under 20 years old	5.00	5.00	5.00	5.00	5.00
Over 20 and less than 40	4.00	4.05	4.11	4.30	4.20
Over 40 and less than 60	4.02	3.99	4.12	4.01	4.10
Over 60	4.21	4.15	4.21	4.33	4.42

Gender Scores by Job Attribute





Manager – 4.106

The highest-scoring dimension reflects that employees feel well-supported, guided, and heard by their direct supervisors. Strong manager relationships are a foundational driver of daily engagement and retention.

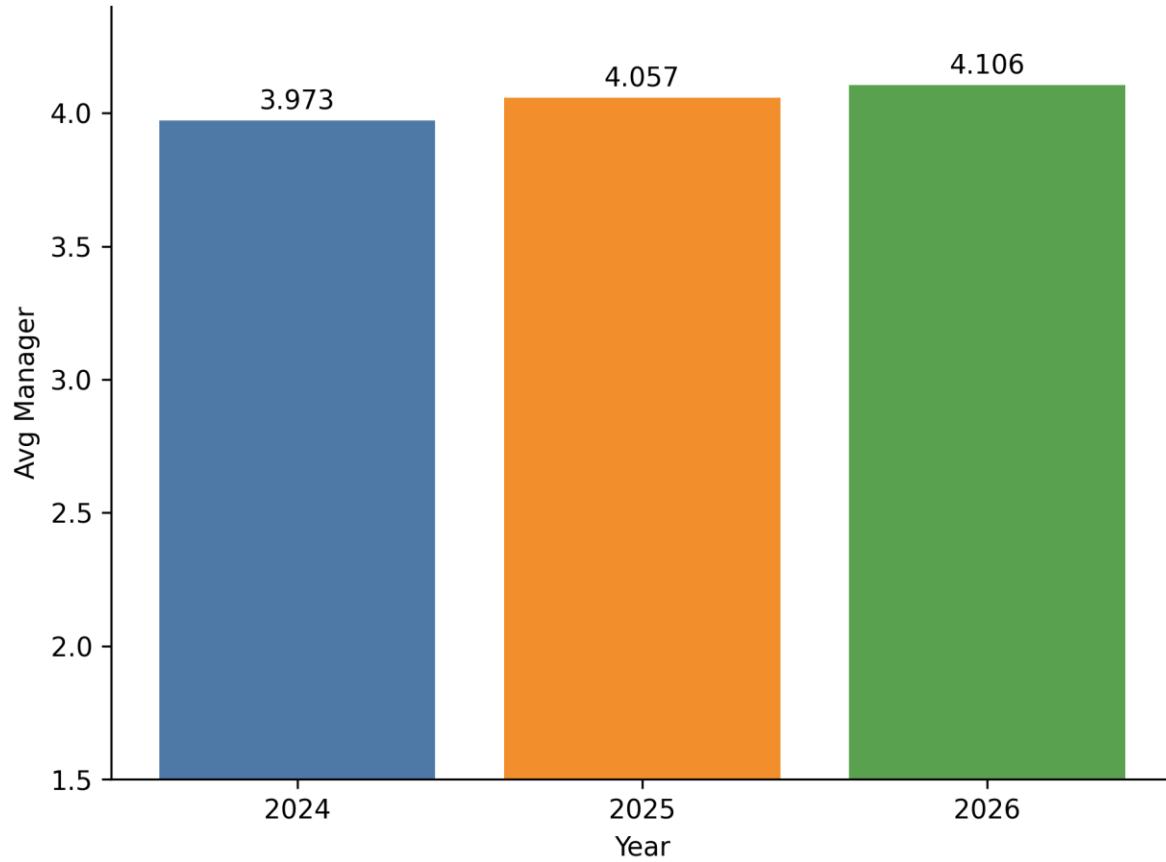
What's Working

- Employees feel supported and receive clear direction
- Day-to-day communication with supervisors is effective
- Manager relationships are a key engagement anchor

Opportunity Areas

- Strengthen coaching and developmental feedback practices
- Improve consistency of communication across teams
- Invest in leadership development to close the gap with Team and Job scores

YOY Manager Scores



Manager Response Scores by Department

Department	Avg M Recognition	Avg M Caring	Avg M Informed	Avg M Opportunities	Avg M No Bias	Avg M Help
Admin - 65	4.56	4.56	4.56	4.38	4.75	4.69
Carts - 47	4.33	4.33	4.00	4.17	4.17	4.33
Cleaners - 62	4.33	4.33	4.50	4.33	4.33	4.33
Dryfold - 45	4.41	4.47	3.88	3.94	4.24	4.29
Flatwork - 44	3.76	3.71	3.65	3.65	3.65	3.82
Maintenance - 63	4.14	4.57	4.29	3.57	4.00	4.43
OR - 50	4.00	4.04	3.87	3.65	3.65	3.83
Receiving - 42	4.49	4.11	4.09	3.97	3.69	4.14
Soil - 40	4.32	4.11	4.04	3.79	4.11	4.18

Manager Responses

by Race & Ethnicity

Race or Ethnicity	Avg M Recognition	Avg M Caring	Avg M Informed	Avg M Opportunities	Avg M No Bias	Avg M Help
African	4.07	4.27	3.87	4.00	4.27	4.33
Asian	4.13	4.38	4.06	3.88	4.13	4.19
Caucasian	4.45	4.36	4.32	4.09	4.36	4.41
East Indian	4.83	4.33	4.50	4.00	4.50	4.50
Filipino	4.05	4.00	3.89	3.73	3.73	4.00
Haitian	4.42	4.04	3.94	3.80	3.78	4.02
Hispanic or Latino	4.25	4.25	4.25	4.25	3.25	4.25

Manager Responses By Tenure

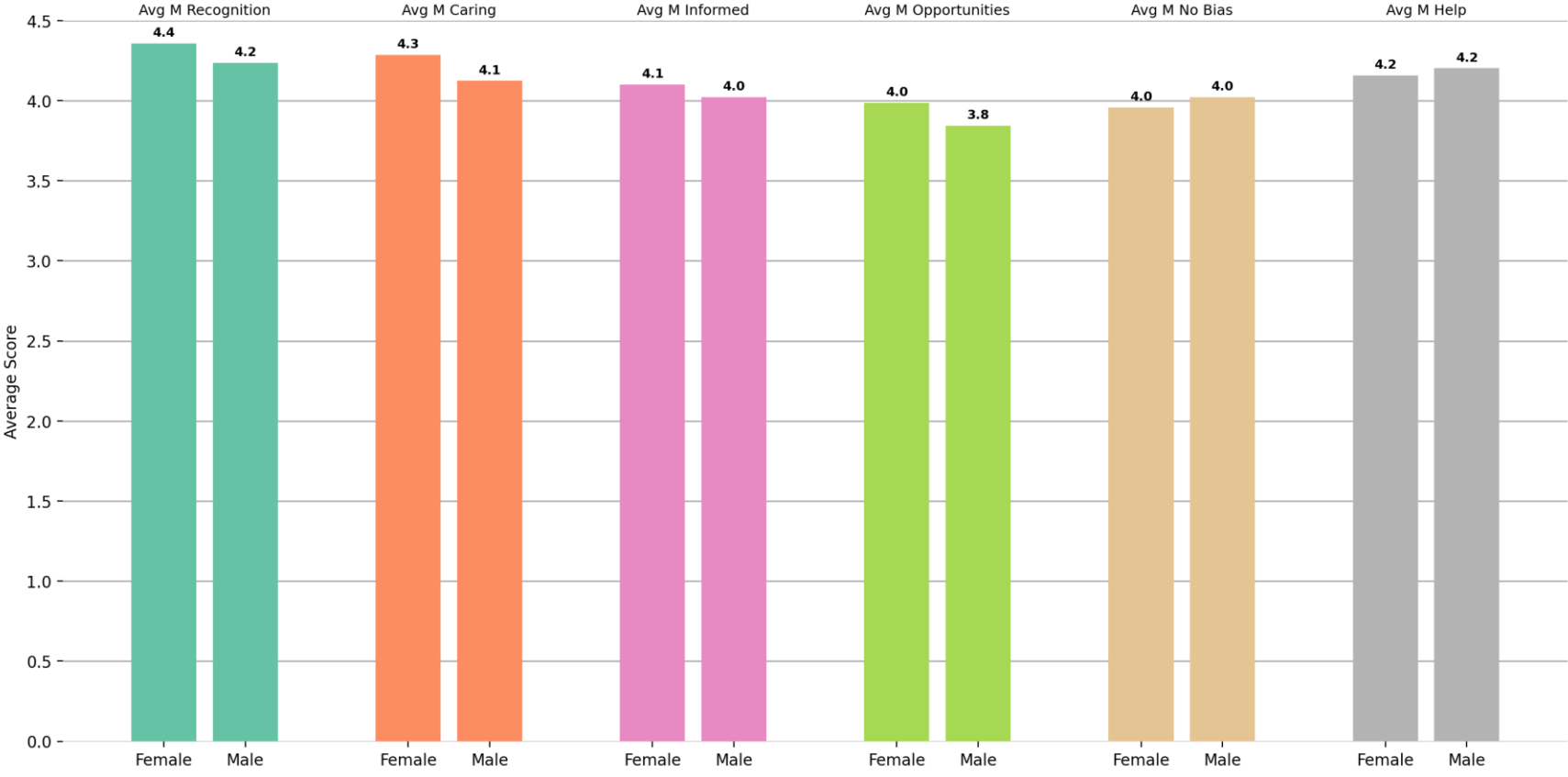
Tenure	Avg M Recognition	Avg M Caring	Avg M Informed	Avg M Opportunities	Avg M No Bias	Avg M Help
Less than one year	4.60	4.40	3.80	3.40	4.60	4.60
Between one and 5 years	4.53	4.44	4.16	4.00	4.25	4.47
Between 6 and 10 years	4.40	4.25	4.20	4.05	4.00	4.20
Between 11 and 15 Years	3.91	3.83	3.80	3.69	3.71	3.91
Between 16 and 20 Years	4.22	4.22	4.00	3.87	3.91	4.02
More than 20 Years	4.50	4.27	4.36	4.18	4.09	4.41

Manager Responses

by Age

Age	Avg M Recognition	Avg M Caring	Avg M Informed	Avg M Opportunities	Avg M No Bias	Avg M Help
Under 20 years old	5.00	5.00	5.00	5.00	5.00	5.00
Over 20 and less than 40	4.32	4.27	4.00	3.75	4.20	4.39
Over 40 and less than 60	4.23	4.07	3.99	3.90	3.81	4.05
Over 60	4.36	4.36	4.27	4.09	4.12	4.21

Manager Scores *by Gender*



Team – 4.157

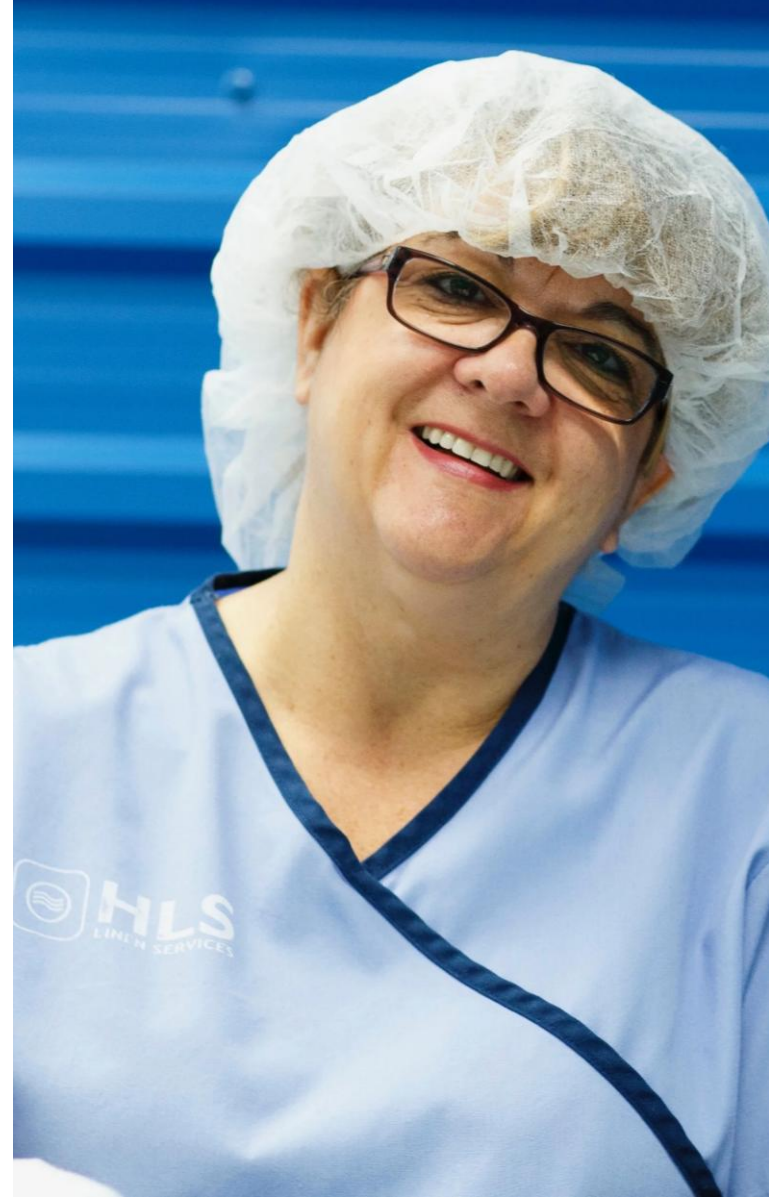
The highest-scoring dimension reflects that employees feel a strong sense of belonging, trust, and collaboration with their peers. Team relationships are a powerful buffer against disengagement and a key driver of day-to-day motivation.

What's Working

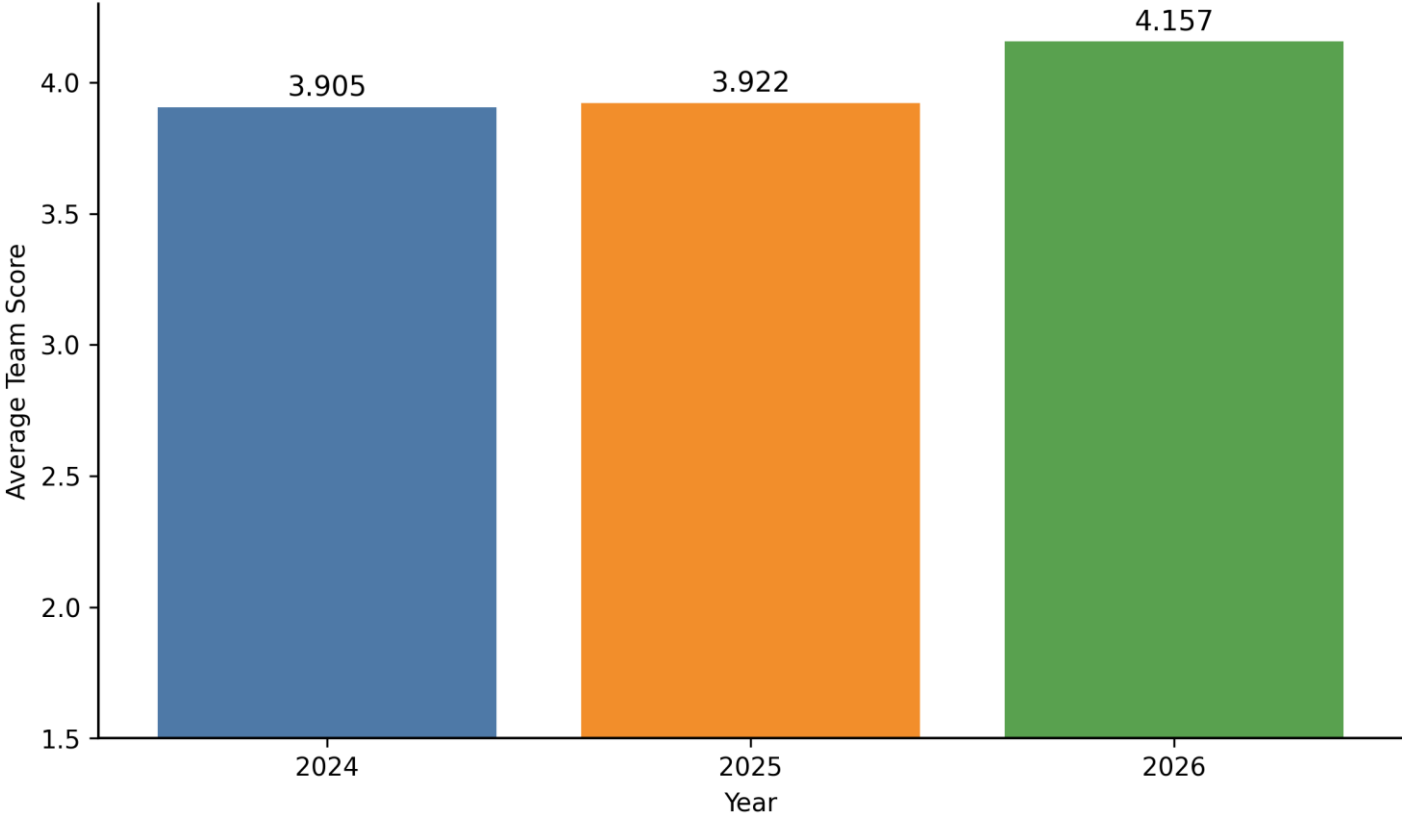
- Employees report strong peer relationships and a collaborative culture
- Cross-functional teamwork is viewed positively
- Team cohesion is the top engagement driver across the organization

Opportunity Areas

- Continue investing in team-building and cross-functional initiatives
- Ensure remote or distributed team members feel equally included
- Leverage high team scores to reinforce broader cultural strengths



Average Team Score by Year



Team Question Responses

by Department

Department	Avg T Clear Roles	Avg T Effective Communication	Avg T Trust	Avg T Resolve Problems	Avg T Respect	Avg T Help Each Other
Admin - 65	4.50	4.38	4.50	4.44	4.69	4.81
Carts - 47	3.83	3.67	4.00	3.83	4.83	4.83
Cleaners - 62	4.00	4.17	4.17	4.33	4.50	4.33
Dryfold - 45	4.35	4.18	4.12	3.76	4.12	4.12
Flatwork - 44	3.71	3.88	3.47	3.71	3.88	3.88
Maintenance - 63	3.86	3.86	3.71	3.57	4.14	3.86
OR - 50	4.04	3.87	3.96	3.74	4.13	4.09
Receiving - 42	4.40	4.14	4.26	4.29	4.31	4.11
Soil - 40	4.14	4.11	4.32	4.25	4.14	4.14
Trucking - 69	4.50	4.50	4.50	4.00	5.00	4.00
Wash - 48	5.00	5.00	4.50	4.50	4.50	5.00

Team Scores by Race & Ethnicity

Race or Ethnicity	Avg T Clear Roles	Avg T Effective Communication	Avg T Trust	Avg T Resolve Problems	Avg T Respect	Avg T Help Each Other
African	4.40	4.40	4.40	4.13	4.27	4.13
Asian	3.75	4.00	3.81	3.63	4.31	4.19
Caucasian	4.23	4.05	4.14	3.91	4.23	4.14
East Indian	4.67	4.67	4.83	4.83	4.83	4.67
Filipino	3.92	3.95	3.95	3.86	4.14	4.16
Haitian	4.34	4.08	4.12	4.18	4.20	4.16
Hispanic or Latino	4.25	4.25	4.25	4.25	4.50	4.25

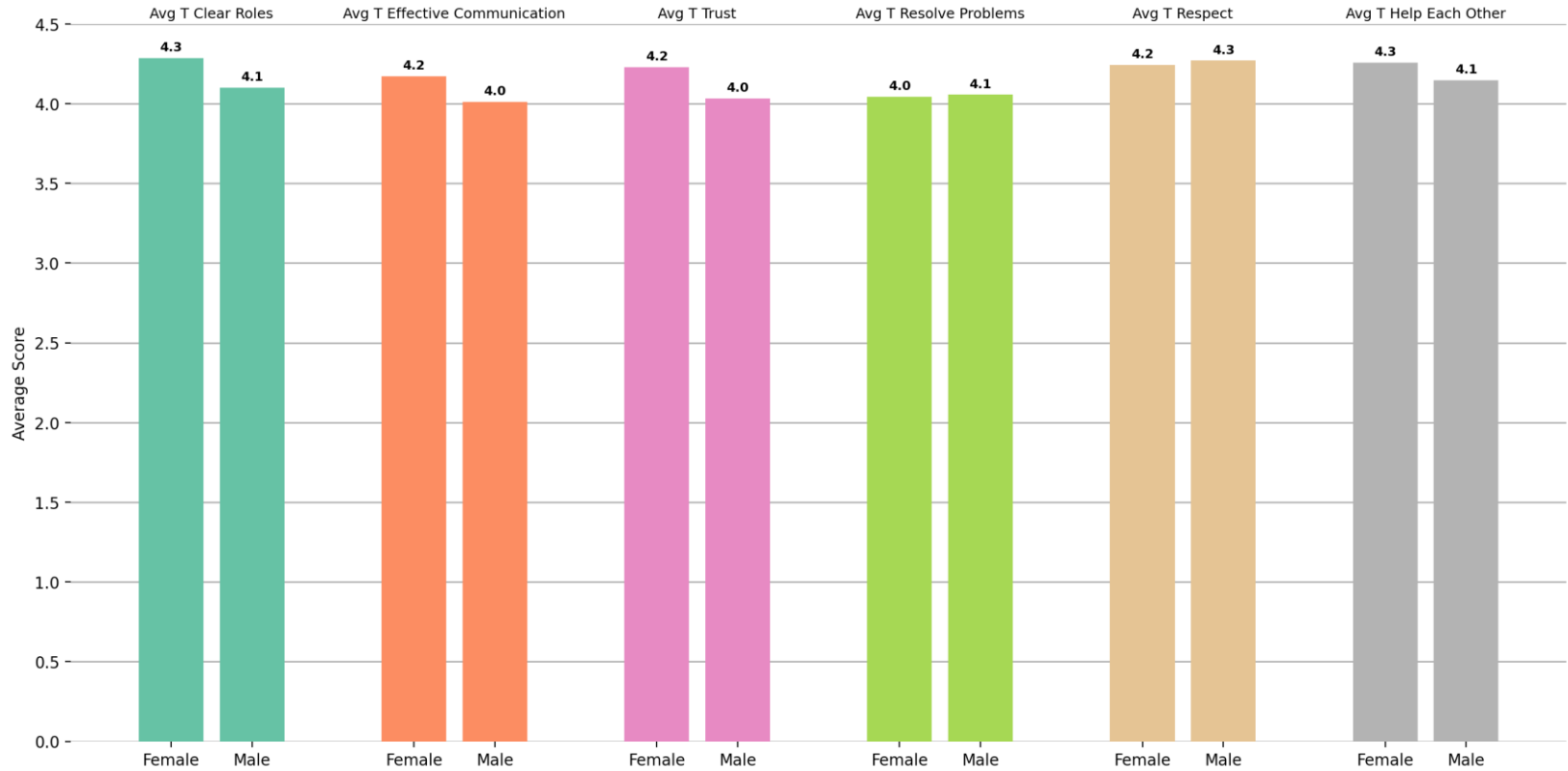
Team Scores by Tenure

Tenure	Avg T Clear Roles	Avg T Effective Communication	Avg T Trust	Avg T Resolve Problems	Avg T Respect	Avg T Help Each Other
Less than one year	4.80	4.80	4.80	5.00	5.00	5.00
Between one and 5 years	4.50	4.19	4.22	4.06	4.28	4.22
Between 6 and 10 years	4.00	4.00	4.05	3.95	4.30	4.40
Between 11 and 15 Years	3.94	3.91	3.86	3.89	4.17	4.09
Between 16 and 20 Years	4.02	4.07	4.11	4.07	4.24	4.07
More than 20 Years	4.45	4.14	4.32	4.14	4.18	4.23

Team Scores by Age

Age	Avg T Clear Roles	Avg T Effective Communication	Avg T Trust	Avg T Resolve Problems	Avg T Respect	Avg T Help Each Other
Under 20 years old	5.00	5.00	5.00	5.00	5.00	5.00
Over 20 and less than 40	4.36	4.07	4.16	4.09	4.39	4.41
Over 40 and less than 60	4.05	4.01	4.06	3.99	4.12	4.10
Over 60	4.24	4.24	4.18	4.12	4.39	4.12

Team Scores by Gender





Organization – 4.057

Employees hold a very positive view of the company's culture and direction, though this dimension ranks slightly lower than Manager, Team, and Job. The gap suggests there is room to sharpen strategic clarity and organizational communication, so employees feel more connected to leadership's vision.

Strategic Clarity

Employees may not fully see how their day-to-day work connects to organizational goals. Clearer, more consistent messaging from senior leadership can bridge this gap.

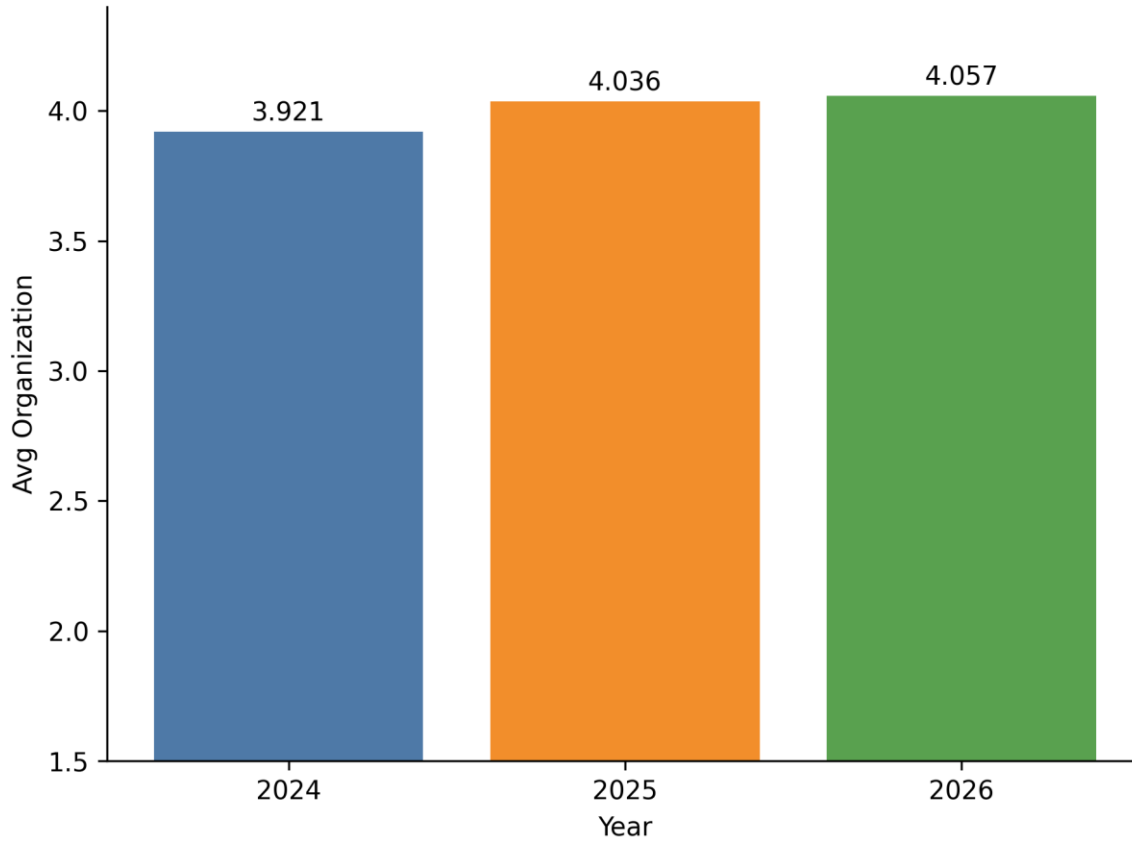
Cultural Alignment

Perceived gaps between stated values and lived experience can erode trust. Reinforcing cultural behaviors at every level strengthens cohesion and confidence in direction.

Leadership Visibility

Greater transparency and accessibility from senior leaders can meaningfully improve employees' sense of organizational connection and trust.

YOY Organization Scores



Organization Question Responses

by Department

Department	Avg O Open Communication	Avg O Trust Leadership	Avg O Fair Treatment	Avg O Caring
Admin - 65	4.63	4.75	4.81	4.81
Carts - 47	4.00	4.33	4.50	4.50
Cleaners - 62	4.17	4.17	3.83	4.33
Dryfold - 45	3.82	4.00	3.71	3.59
Flatwork - 44	3.75	3.88	4.06	3.63
Maintenance - 63	3.57	3.71	4.29	3.86
OR - 50	3.74	3.57	3.83	3.70
Receiving - 42	4.12	4.12	4.09	4.24
Soil - 40	3.86	4.18	3.96	4.04
Trucking - 69	4.50	5.00	4.50	5.00

Organization Question Responses

by Race & Ethnicity

Race or Ethnicity	Avg O Open Communication	Avg O Trust Leadership	Avg O Fair Treatment	Avg O Caring
African	3.93	4.07	3.80	4.07
Asian	3.69	3.94	3.81	3.81
Caucasian	4.27	4.23	4.32	4.45
East Indian	4.33	4.67	4.67	4.33
Filipino	3.83	3.89	4.11	3.86
Haitian	3.88	4.08	3.96	3.98
Hispanic or Latino	4.25	4.25	4.00	4.50

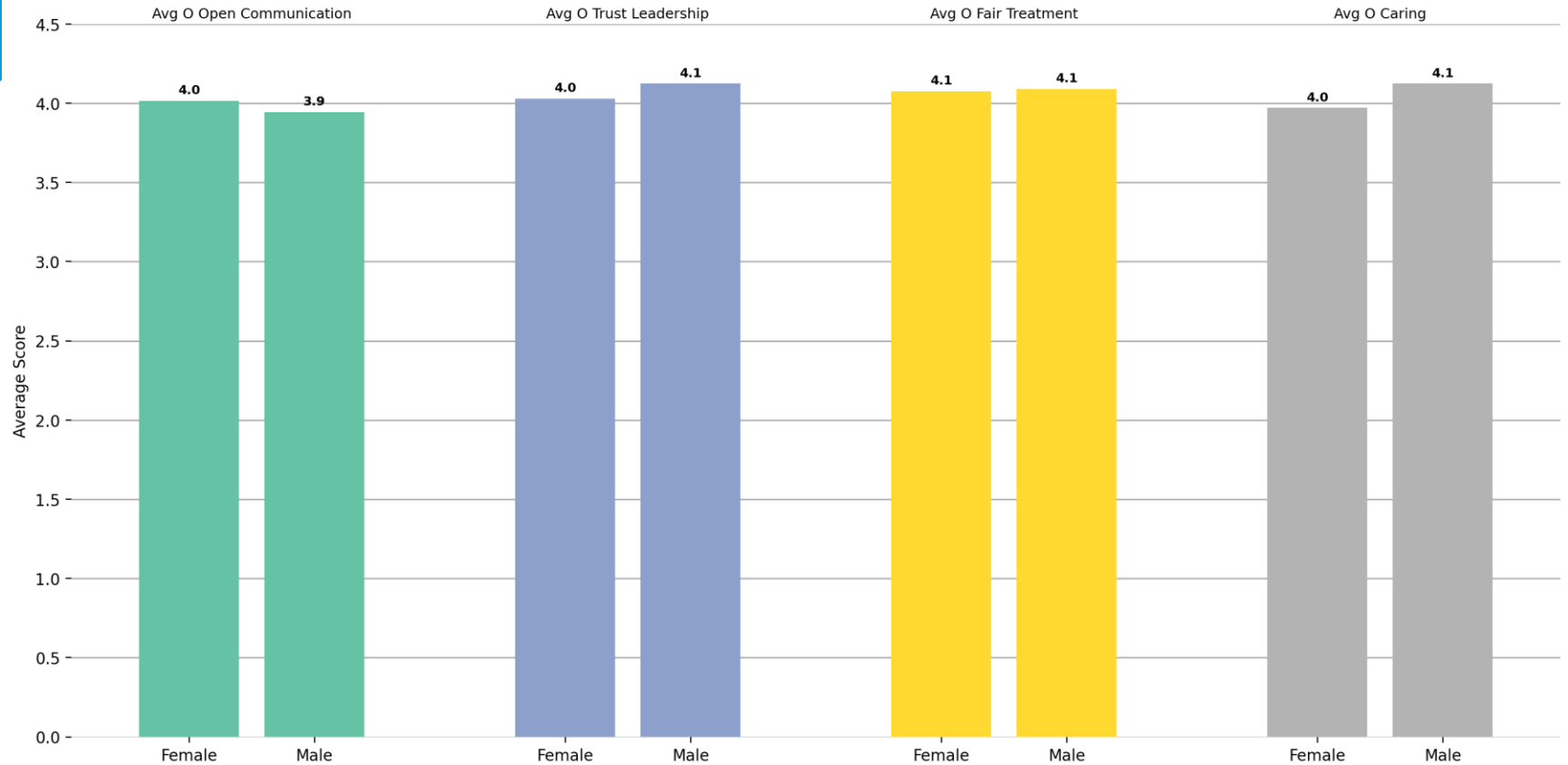
Organization Question Responses *by Tenure*

Tenure	Avg O Open Communication	Avg O Trust Leadership	Avg O Fair Treatment	Avg O Caring
Less than one year	4.00	3.60	4.60	4.00
Between one and 5 years	4.00	4.28	4.25	4.09
Between 6 and 10 years	4.30	4.30	4.35	4.35
Between 11 and 15 Years	3.79	3.94	4.00	3.97
Between 16 and 20 Years	3.86	3.98	3.74	3.84

Organization Question Responses *by Age*

Age	Avg O Open Communication	Avg O Trust Leadership	Avg O Fair Treatment	Avg O Caring
Over 20 and less than 40	4.02	4.05	4.30	4.05
Over 40 and less than 60	3.94	4.06	3.92	4.01
Over 60	4.00	4.18	4.18	4.18

Organization Scores by Gender



Compensation – 4.002

While firmly in the excellent range, Compensation is the lowest-scoring dimension – indicating employees view pay and benefits as fair, but with a heightened sensitivity relative to other aspects of their experience. This presents a focused opportunity for leadership action.

Pay Transparency

Clearly communicating how compensation decisions are made builds confidence and reduces perceived inequity.

Performance Incentives

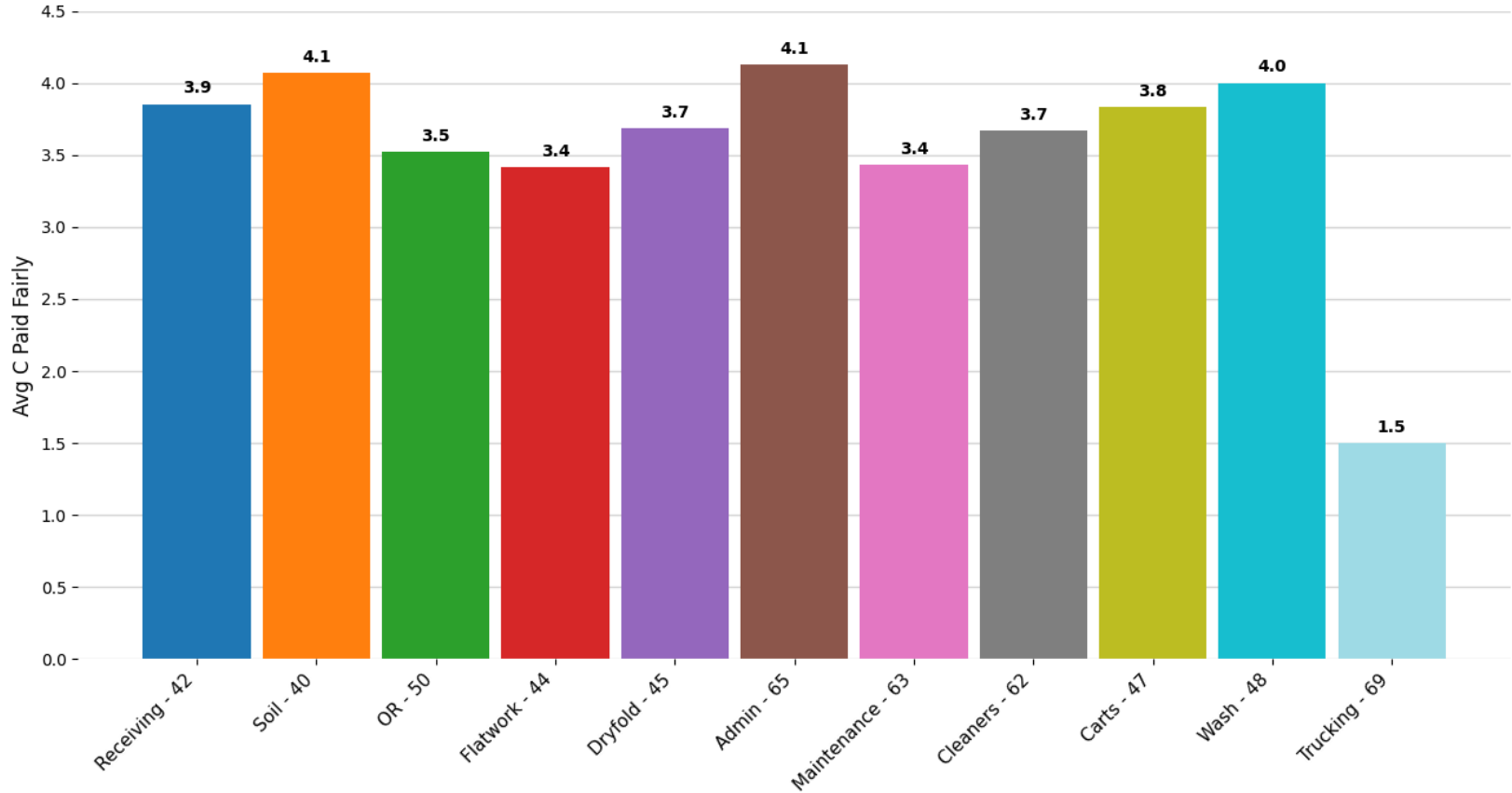
Strengthening the link between individual contribution and reward reinforces a culture of meritocracy and recognition.

Recognition Programs

Formal and informal recognition programs can supplement compensation perception and improve overall employee satisfaction.



I am fairly paid for the job I perform. *by Department*



Compensation Question Responses by Department

Department	Avg C Paid Fairly	Avg C Pension Plan	Avg C Insurance	Avg C Policy Information
Admin - 65	4.13	4.06	4.31	4.69
Carts - 47	3.83	4.33	4.33	4.50
Cleaners - 62	3.67	4.33	4.50	4.33
Dryfold - 45	3.69	3.88	4.06	4.06
Flatwork - 44	3.41	3.65	3.59	3.88
Maintenance - 63	3.43	3.57	3.71	4.43
OR - 50	3.52	4.00	4.09	3.96
Receiving - 42	3.85	3.94	4.18	4.09
Soil - 40	4.07	4.07	4.21	3.96

Compensation Question Responses *by Race & Ethnicity*

Race or Ethnicity	Avg C Paid Fairly	Avg C Pension Plan	Avg C Insurance	Avg C Policy Information
African	4.21	4.21	4.14	4.29
Asian	3.38	3.88	3.69	4.00
Caucasian	3.41	3.77	4.14	4.59
East Indian	4.33	4.67	5.00	4.67
Filipino	3.68	3.89	4.11	3.86
Haitian	3.76	3.88	4.10	3.94
Hispanic or Latino	4.25	4.75	4.75	4.50

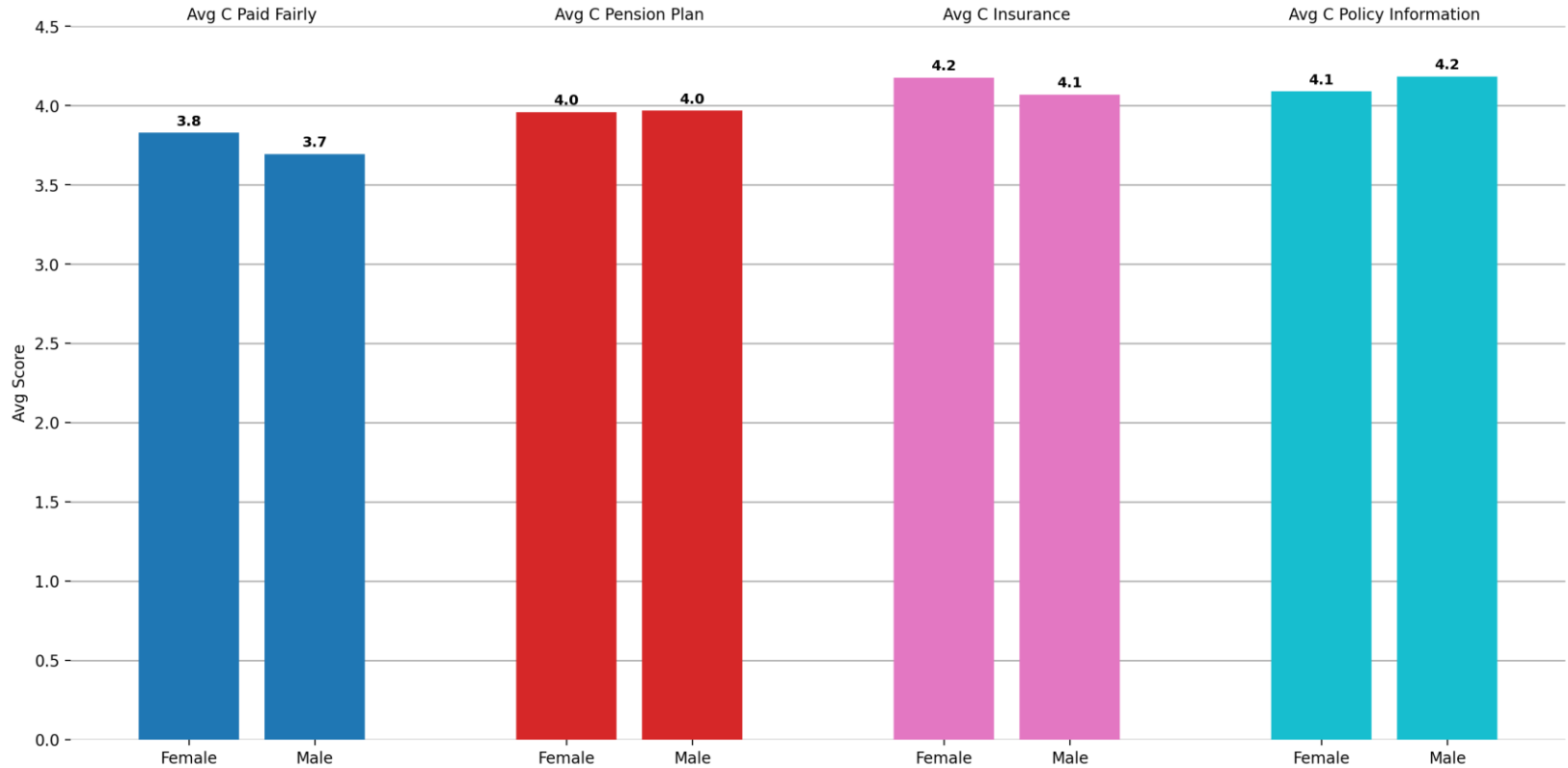
Compensation Question Responses *by Tenure*

Tenure	Avg C Paid Fairly	Avg C Pension Plan	Avg C Insurance	Avg C Policy Information
Less than one year	3.80	4.20	4.00	3.80
Between one and 5 years	4.19	4.31	4.25	4.19
Between 6 and 10 years	4.00	4.05	4.20	4.35
Between 11 and 15 Years	3.34	3.51	3.91	3.97
Between 16 and 20 Years	3.65	3.95	4.02	4.07

Compensation Question Responses *by Age*

Age	Avg C Paid Fairly	Avg C Pension Plan	Avg C Insurance	Avg C Policy Information
Over 20 and less than 40	3.60	3.91	3.98	4.23
Over 40 and less than 60	3.83	4.02	4.15	4.09
Over 60	3.76	3.88	4.21	4.15

Compensation Question Responses by Gender



Highest Average Scored Questions

01

I am very proud to work for this organization.

02

I am appropriately recognized for a job well done.

03

I am motivated to contribute more than what is expected of me.

Lowest Average Scored Questions

01

I am paid fairly for the job I perform.

02

My supervisor provides me with opportunities for growth and development.

03

I am satisfied with the company Pension Plan.

Key Insights & Recommendations



Since the Job category was the only area that had a slight decline, there is opportunity to close the job experience gap by strengthening trust. Since the Job category was the only area that had a slight decline, there is opportunity to close the job experience gap by strengthening trust. Since the Job category was the only area that had a slight decline, there is opportunity to close the job experience gap by strengthening trust.

2026 SWOT ANALYSIS

Strengths



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- Solid employee participation and high engagement scores.
- Every category except Job improved YOY.

Weakness



W

- Maintenance indicated some concerns around job information and training, work life balance, opportunities, team's ability to resolve problems, and organizational communication.

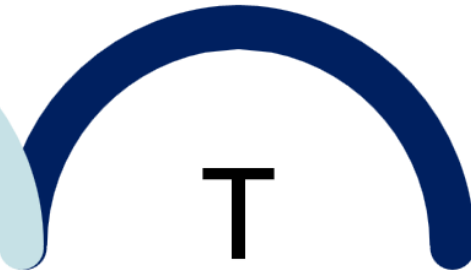
Opportunity



O

- Continue focus on Job Experience gap by strengthening trust and communication.
- Enhance career development opportunities.

Threats



T

- Difficult to maintain high positive scores year over year without intentional leadership practices.

Recommended Next Steps

To sustain this record performance and address targeted opportunities, we recommend three priority actions for the year ahead.

1

Continue to Invest in Manager Development

Launch structured coaching programs and communication workshops to build on the Manager dimension's strong foundation and close the gap toward top-performing areas.

2

Enhance Communication Skills

Increase transparency around organizational priorities, decisions, and how individual roles contribute to company-wide goals – driving deeper alignment and purpose.

3

Conduct Focus Groups

Conduct a focus group with the maintenance team to explore causes of low scores.

Overall: The organization enters the next engagement cycle from a position of strength – a record score of 4.175 provides a powerful platform to build upon.





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