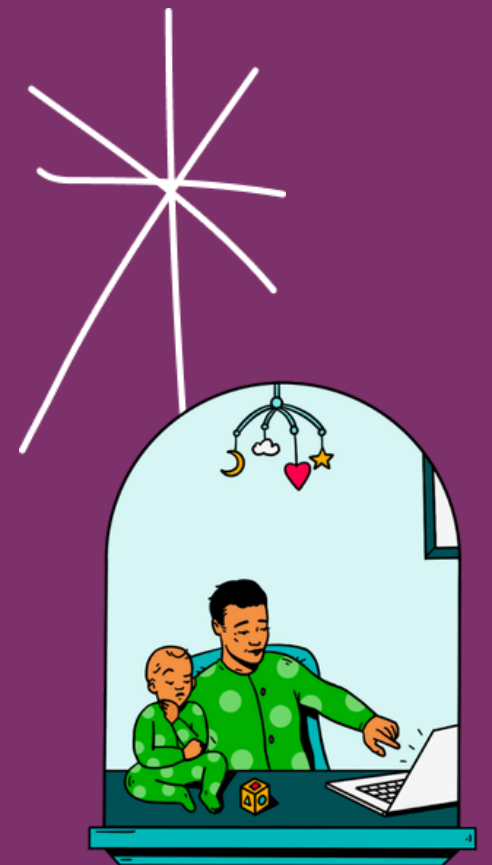
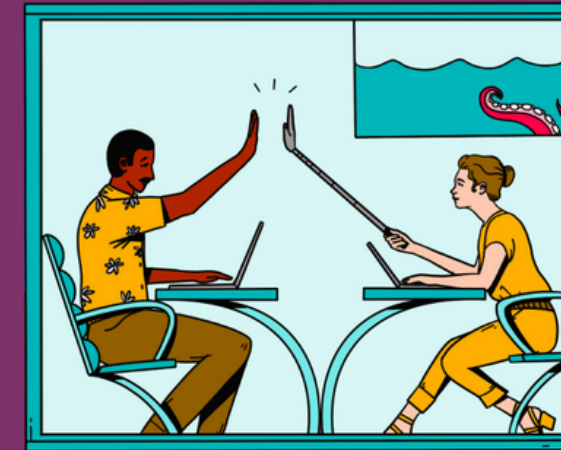


Engagement Survey 2025

Seattle Convention Center

June 2025



Hello! Nice to meet you.



Vivian Fructuoso
Lead People Scientist
Culture Amp

Agenda

1. Background context
2. Reflection on participation
3. Review the results of your Engagement Score
4. Review platform-derived focus areas
5. Implications, reflections, & next steps

Background

Context for this survey

- First engagement survey with Culture Amp
- **54 Survey Items**
 - 5 Engagement items
 - 3 Open text items
 - 50 items benchmarked against other Hospitality organizations in the US
- Survey design included questions across various facets of the employee experience including assessments of:
 - Communication
 - Company Confidence
 - Leadership & Management
 - Growth & Development
- **All SCC employees** were invited to participate

Participation

Participation

How many of employees provided feedback, and what does this mean?

Overall participation
77%
201 out of 261

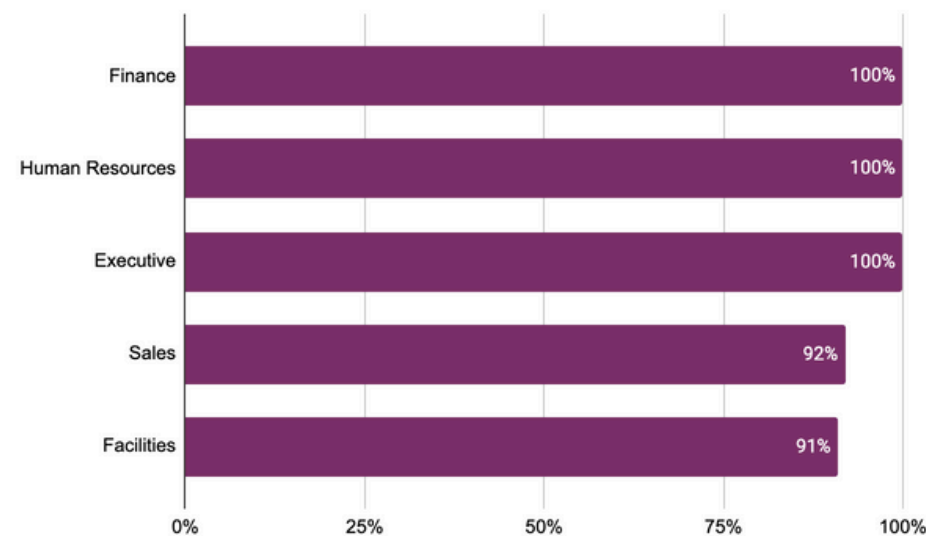
Commentary on participation:

drawing conclusions for the organization based on the feedback received.

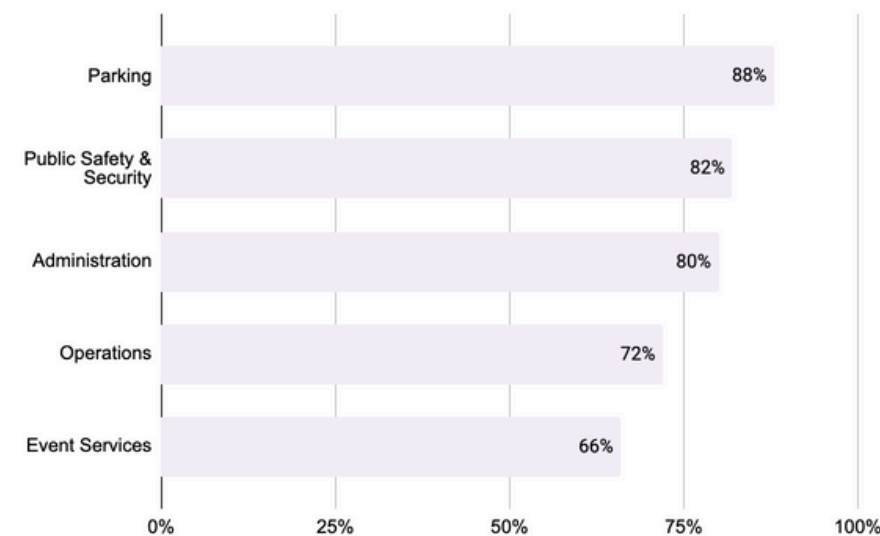
In your industry, Culture Amp customers have an average participation of **81%** - which you are now approaching but currently sit **6%** below.

High and low participation rates to be aware of:

Top 5:



Bottom 5:



Engagement results

What is engagement?



“Employee engagement represents the levels of enthusiasm and connection employees have with their organization. It's a measure of how motivated people are to put in extra effort for their organization, and a sign of how committed they are to staying there.”

What it is not:

- It is not just satisfaction or happiness with work
- It is not just 1 simple metric (eNPS) - it is broader than that

Engagement

Your Engagement Score:
70%
Same as
Hospitality, US benchmark

Commentary on overall Engagement:

Engagement is currently the same as other Hospitality organizations in the United States, according to the latest Culture Amp benchmark from January 2025. The aspect pulling Engagement up for SCC is employees' commitment to staying at the organization in the next 2 years. An initial opportunity is to focus on increasing sentiments of motivation.

Engagement index items:	Score	vs. Benchmark
I would recommend Seattle Convention Center as a great place to work	82%	+1 pt
I am proud to work for Seattle Convention Center	82%	-3 pts
Seattle Convention Center motivates me to go beyond what I would in a similar role elsewhere	62%	-5 pts
I see myself working for Seattle Convention Center in the next two years	71%	+5 pts
I rarely think about looking for a job at another company	52%	-3 pts

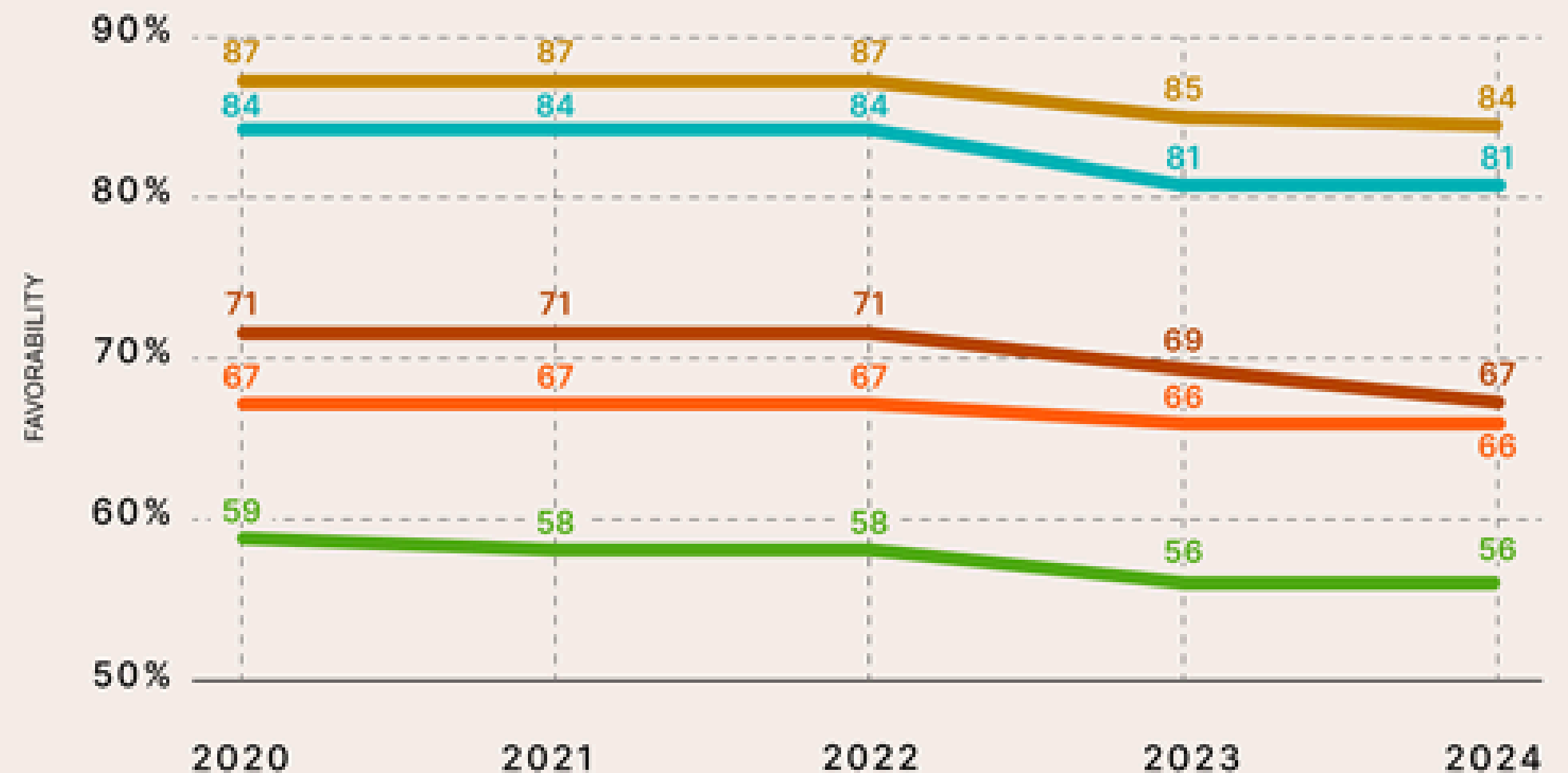
Motivation and pride continue to drop, while commitment and advocacy has stabilized



Employee motivation declines for the third consecutive year

Survey question:

- I am proud to work here
- I would recommend [Company] as a great place to work
- [Company] motivates me to go beyond what I would in a similar role elsewhere
- I see myself still working here in two years' time
- I rarely think about looking for a job at another company



Drivers of employee engagement have only gotten stronger



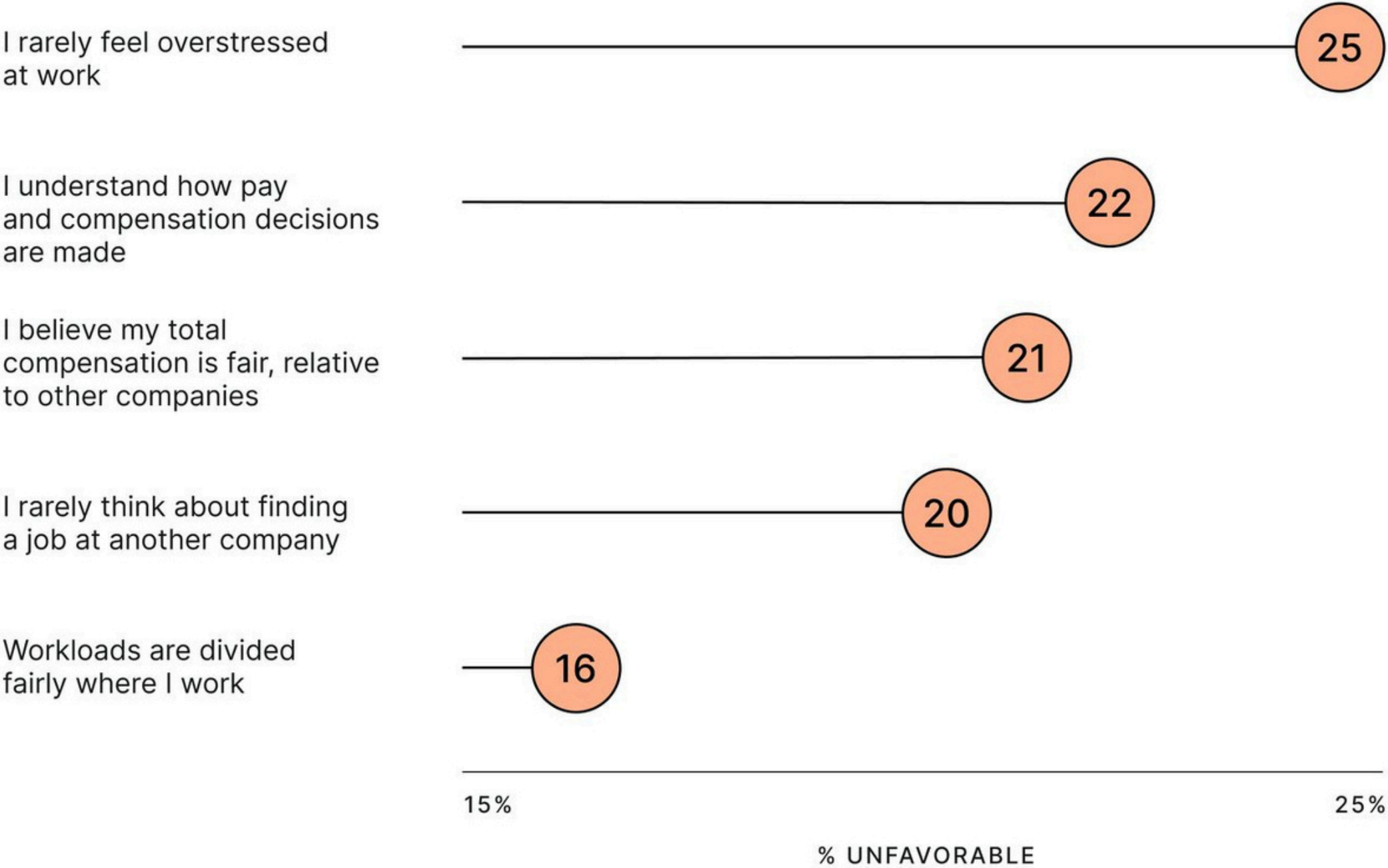
Confidence in leadership is the #1 driver of engagement globally and across countries with most Culture Amp customers.

DRIVERS OF ENGAGEMENT	UK	US	GLOBAL	AUSTRALIA	GERMANY
I have confidence in leaders					
The company is a great place for me to make a contribution to my development					
The leaders have communciated a vision that motivates me					
Leaders demonstrate people are important to the company's success					
Day-today decisions demonstrate that quality and improvement are top priorities					
The company effectively directs resources toward company goals					
The company really allows us to make a positive difference					

Transactional aspects of work bring about the most disagreement from employees



Employees **disagree** most with questions about questions related to **compensation, work-related stress, and workload.**



Top strengths

Where we have our highest favorability scores and compared to benchmark

Top 3 most favorable items:	Score	vs. Benchmark
I know what I need to do to be successful in my role	94%	+5 pts
I know how my work contributes to the goals of Seattle Convention Center	91%	+3 pts
My manager makes me feel valued	87%	No comparison

Top 2 strongest compared to benchmark:	Score	vs. Benchmark
I have access to the things I need to do my job well	80%	+8 pts
I know what I need to do to be successful in my role	94%	+5 pts

Competitive challenges

Where we have our lowest favorability scores and compared to benchmark

Bottom 3 least favorable items:	Score	vs. Benchmark
When it is clear that someone is not delivering in their role we do something about it	33%	-22 pts
I believe my total compensation is fair, relative to similar roles in other companies	39%	-9 pts
At Seattle Convention Center we act on promising new or innovative ideas	50%	-17 pts

Bottom 2 weakest compared to benchmark:	Score	vs. Benchmark
When it is clear that someone is not delivering in their role we do something about it	33%	-22 pts
At Seattle Convention Center we act on promising new or innovative ideas	50%	-17 pts

Focus areas

Where the data suggests we should focus our attention toward action

Top 3 focus items:	Score	Vs. Benchmark
The leaders at Seattle Convention Center have communicated a vision that motivates me	59%	-7%
I have confidence in the leaders at Seattle Convention Center	63%	-11 pts
The leaders at Seattle Convention Center keep people informed about what is happening	62%	-6 pts

How we determine which items to focus upon

We use a combination of factors to help you to zone in on which question items will most drive your overall Engagement Score. The 3 main aspects we consider are:

- **Driver analysis:** this is a statistical method which identifies the items which have the strongest relationship with Engagement
- **Favorability:** we look for impactful items which have lower favorability scores, meaning they are stronger levers to pull in enhancing your overall Engagement score because there is room for growth.
- **Comparison to benchmark:** we look for items where you are scoring lower compared to external comparisons, suggesting you can do better because others are doing it better, too

Insight to action

Insight to action

Culture Amp's recommendation for your next steps

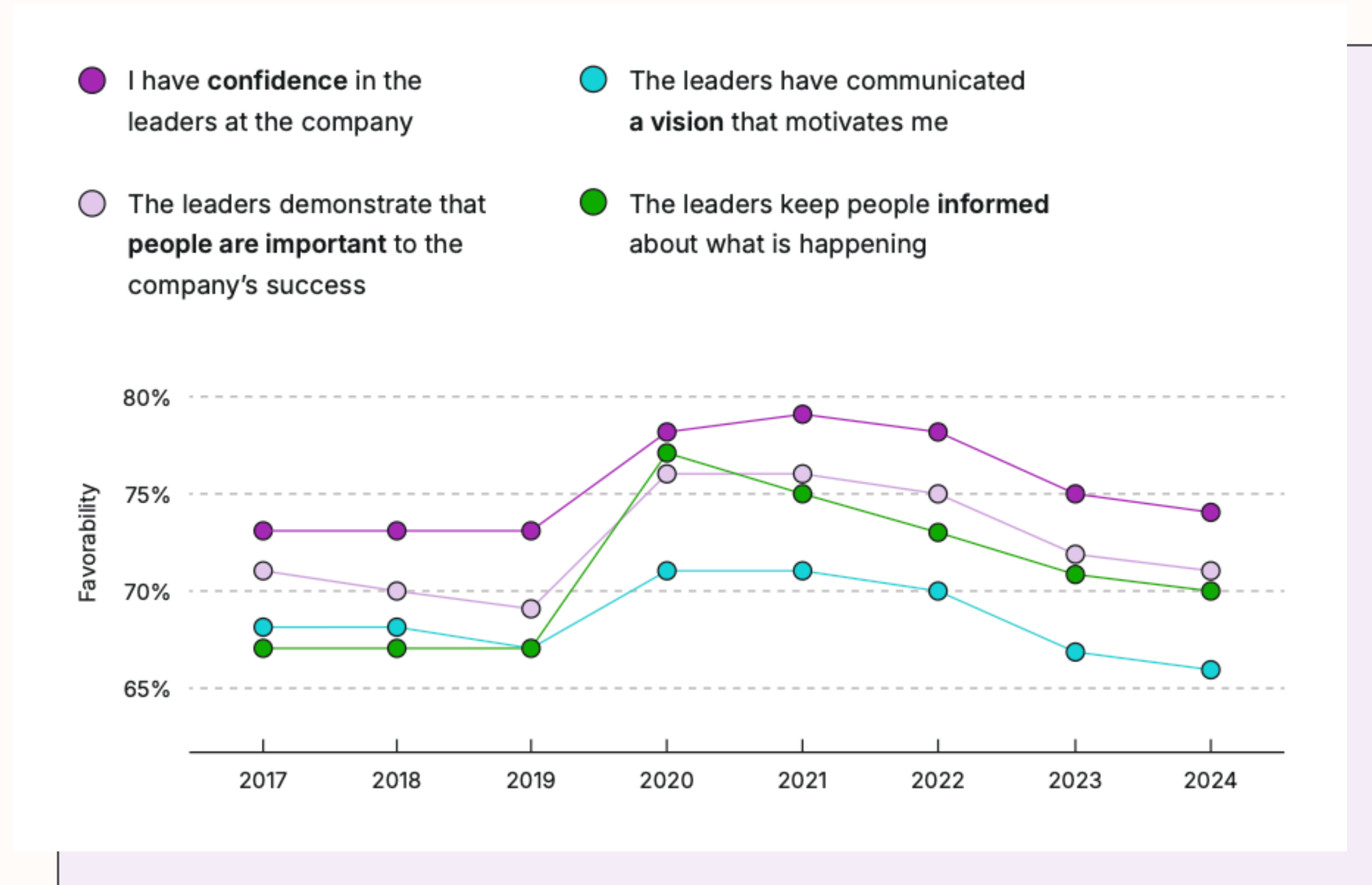
Our recommendation on where you should focus for action to drive improvements:

Looking at the three items spotlighted by the data for focus, the platform identifies **one key theme** emerging:

Leadership

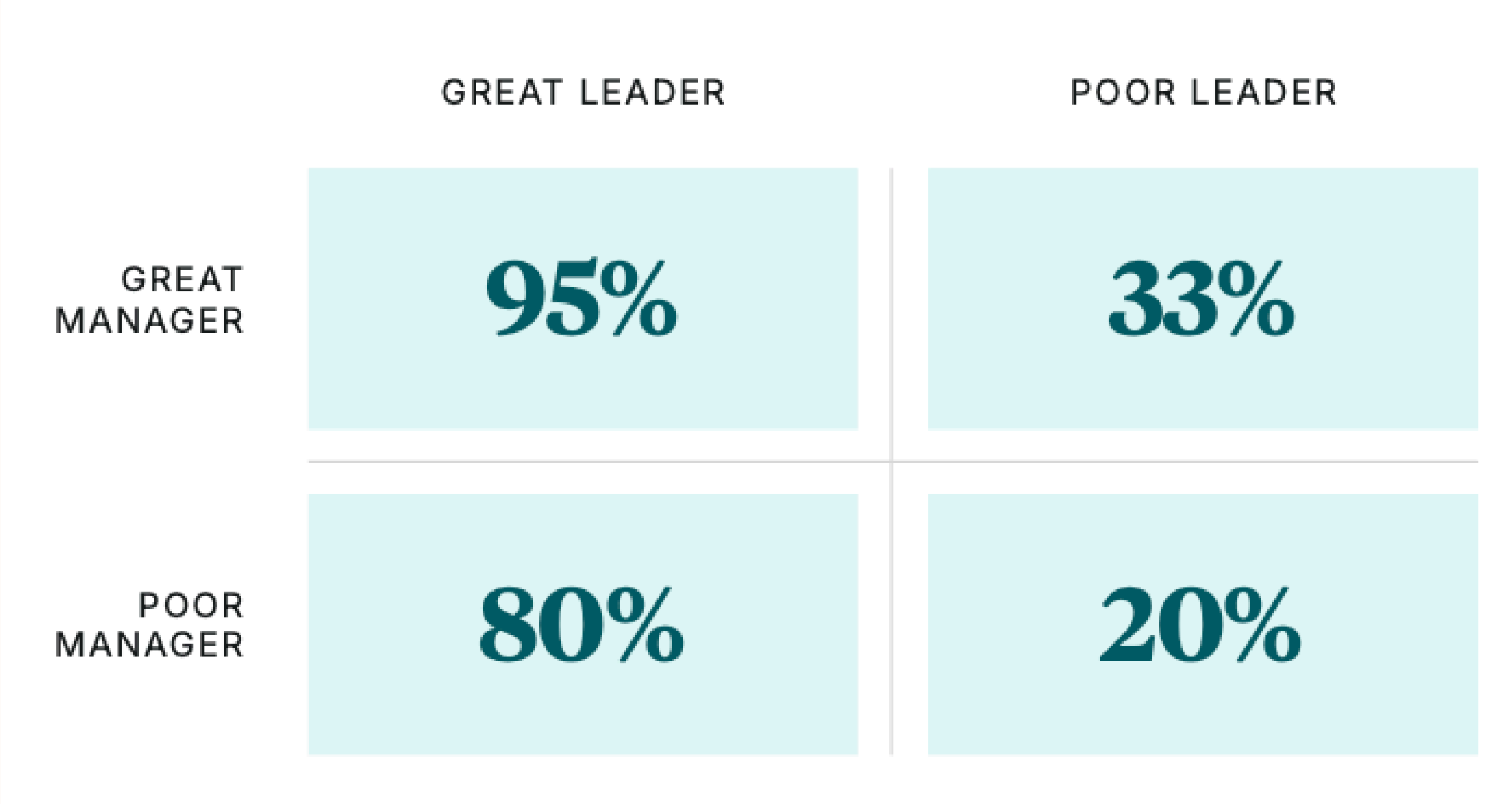
- Moderate scoring items compared to other items in the survey
- Large neutral sentiments (moveable middle)
- Relatively large gaps compared to other Hospitality organizations in the US
- **Most important: Incredibly high impact on overall Engagement**

Perception of leadership continues to steadily decline toward pre-pandemic levels



Great leadership is the secret to scaling impact

Our data suggests that **great leaders** have an **outsized impact on engagement**



Focus area: Leadership

Where the data suggests we should focus our attention toward action

Leadership factor items:	Score	Vs. Benchmark
Leadership Factor	62%	-7 pts
The leaders at Seattle Convention Center demonstrate that people are important to the company's success	67%	No difference
I have confidence in the leaders at Seattle Convention Center	63%	-11 pts
The leaders at Seattle Convention Center keep people informed about what is happening	62%	-6 pts
The leaders at Seattle Convention Center have communicated a vision that motivates me	59%	-7 pts

Commentary on Leadership

These items are all **very high impact** on SCC's employee engagement.

Although there is a small amount of comments, consider a few aspects to this theme:

- Lower leadership sentiments, especially **lower confidence** in leaders, often follow **organization-wide changes**, especially if the change has not been effectively communicated or if decisions are still unclear or perceived to lack transparency. It can also stem from having new leadership in place and not feeling connected to them yet.
- Lower sentiments on having a **motivating vision** often is shown hand-in-hand with the leadership confidence item. It often indicates that the vision is unclear or is inconsistently communicated within different teams. Sentiments on this item also strongly relate to overall motivation.

Next steps

Discussion

Key questions for us to consider:

- What part of the results resonated most with you and why?
- Were there any results from the survey which surprised you; if so why?
- What ideas can we all bring to the table to address these opportunities? How can all employees be a part of that discussion?
- What is one action I can take to positively contribute to our culture?
- What's one practice to ritual I've seen work well elsewhere that could help here?

Questions?

Thank you