



Board Presentation
Sixth Administration of Gallup's Employee Engagement 2026

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GALLUP®

The Mesa Water Engagement Journey

2019 - **3.75**

2022 – **3.78** (28th percentile)

2023 – **4.06** (+.28 | 47th percentile)

2024 – **3.91** (35th percentile)

2025 – **3.79** (27th Percentile)

2026 – **3.97** (+.18 | 40th Percentile)

In just one admin (2022-2023), you can make **meaningful improvement** from Mesa Water's Employee perspective (+.28) and Gallup's Database (47th percentile).

Key Highlights

KEY DATA POINTS

- ♦ **88%** participation, down 6%
- ♦ **3.97** Engagement Mean, +0.18
- ♦ **8 of 13** items **meaningfully improved**, led by Q4 Recognition (+0.43)
- ♦ **71%** of reportable teams **below the 50th percentile**; none yet top-quartile

WHAT'S WORKING

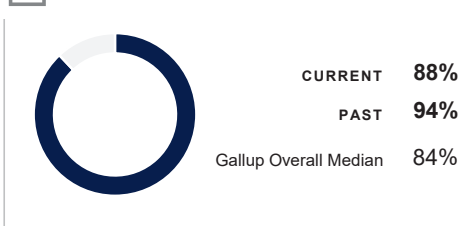
- ♦ **Supervisors** made greatest gains of any group (+0.66, now 65th perc.)
- ♦ **Item gains: recognition, care, mission connection and voice** – the manager-relationship core of engagement is strengthening
- ♦ **Top Tier: Water Production (92nd percentile) and Field Services (75th)** prove top-tier engagement is achievable inside Mesa Water
- ♦ **Employees feel deep responsibility for service quality** – a cultural asset tied to Mesa Water's public promise

OPPORTUNITIES

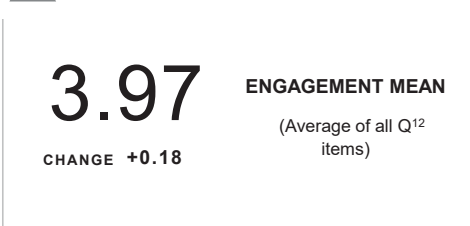
- ♦ **Leads** needs support (14th percentile; role clarity declined sharply) — the critical link between leadership intent and daily execution
- ♦ **Tenure: Engagement drops for employees years 2-5** – a retention risk in the group Mesa Water has invested in developing
- ♦ **Inconsistency:** The employee experience **varies widely by team**, and foundational needs: focus on clarifying roles and expectations (Q1)

Mesa Water District – Employee Engagement Metrics 2026

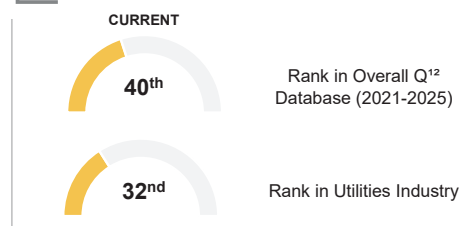
ANNUAL PARTICIPATION



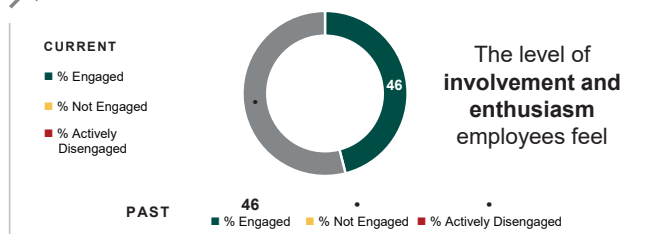
ENGAGEMENT MEAN



PERCENTILE RANK



% ENGAGED



Percentile range in Gallup database: 1st–24th 25th–49th 50th–74th 75th–89th ≥90th

Note: Gallup's scientifically proven Q12 metric positively correlates with better business outcomes such as productivity, profitability, growth and employee retention. Organizations leverage insights from the engagement survey to enhance their culture and advance their mission. Gallup's Overall Company Level Database comprises 663 organizations with at least 1,000 respondents and includes 21.4 million employees.

Eight of 13 Items Meaningfully Improved – Led by Recognition

The strongest gains are concentrated in recognition, care, voice and mission; evidence that employees are experiencing a more positive relationship with the organization and their managers. But the fundamentals of high performance remain less consistent. Clear priorities, access to what employees need, and the opportunity to use their strengths should now become the operational focus. Relational gains create the trust; foundational clarity converts that trust into performance.

n Size = 51		■ %1 (Strongly Disagree) ■ %2 ■ %3 ■ %4 ■ %5 (Strongly Agree)					P-TILE	CURRENT MEAN	MEAN Δ	PAST MEAN
ENGAGEMENT MEAN							40 th	3.97	+0.18	3.79
GROWTH How do I grow?	Q00 Overall Satisfaction			22	38	32	35 th	3.90	+0.36 ▲	3.54
	Q12 Learn and Grow	8	10		32	46	44 th	4.08	+0.18	3.90
	Q11 Progress	8	10		37	43	51 st	4.04	+0.13	3.91
TEAMWORK Do I belong?	Q10 Best Friend	14	14	21	26	26	30 th	3.35	-0.29 ▼	3.64
	Q09 Committed to Quality	8	10		42	40	40 th	4.06	±0.00	4.06
	Q08 Mission/Purpose		16		29	49	48 th	4.18	+0.35 ▲	3.83
INDIVIDUAL What do I give?	Q07 Opinions Count	8	8	8	45	31	42 nd	3.84	+0.31 ▲	3.53
	Q06 Development	6	16		38	36	42 nd	3.96	+0.23 ▲	3.73
	Q05 Cares About Me		8		46	40	39 th	4.18	+0.33 ▲	3.85
BASICS What do I get?	Q04 Recognition	6	6	20	30	38	53 rd	3.88	+0.43 ▲	3.45
	Q03 Opportunity to do Best	6	18		42	32	30 th	3.92	+0.21 ▲	3.71
	Q02 Materials and Equipment	8	6	12	33	41	29 th	3.94	+0.25 ▲	3.69
	Q01 Know What's Expected	6	10		27	55	30 th	4.24	+0.07	4.17

Note: Percentiles based on Workgroup Level_Overall_Overall Q12 Database (2021-2025); Due to rounding, percentages may sum to 100% ±1; Numerical values shown when 5% or higher; ▲/▼ indicates meaningful change bolded and defined as ±0.10 or greater for n size ≥1,000 and ±0.20 or greater for n size <1,000.



Thank You