



2025

CULTURE COUNTS

HR Annual Summary



THE YEAR OF
Integrity



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Team Member Satisfaction Survey

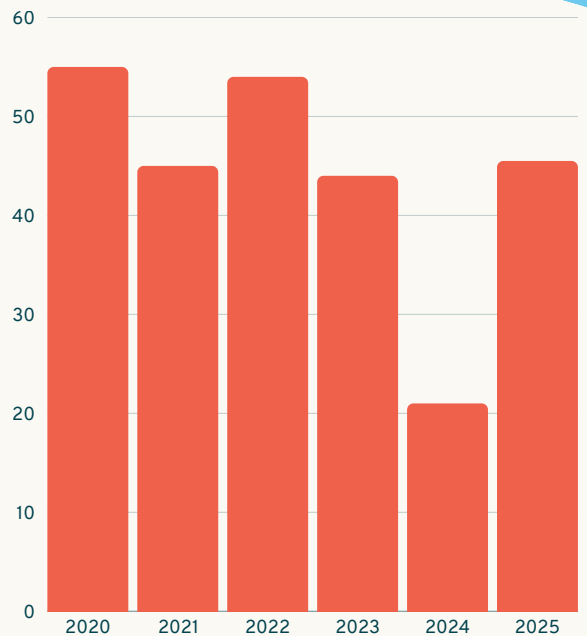
Survey Participation 2020-2025

In December, Adjoin distributed our annual Team Member Satisfaction Survey to our dedicated team, yielding valuable feedback on a range of important issues.

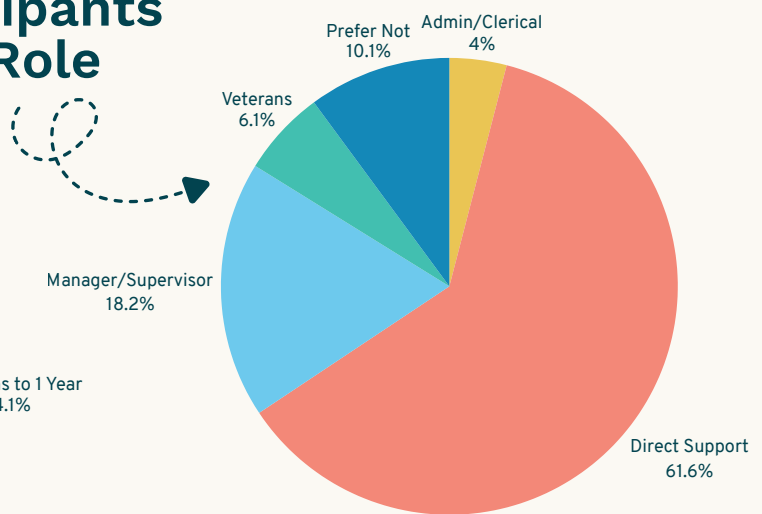
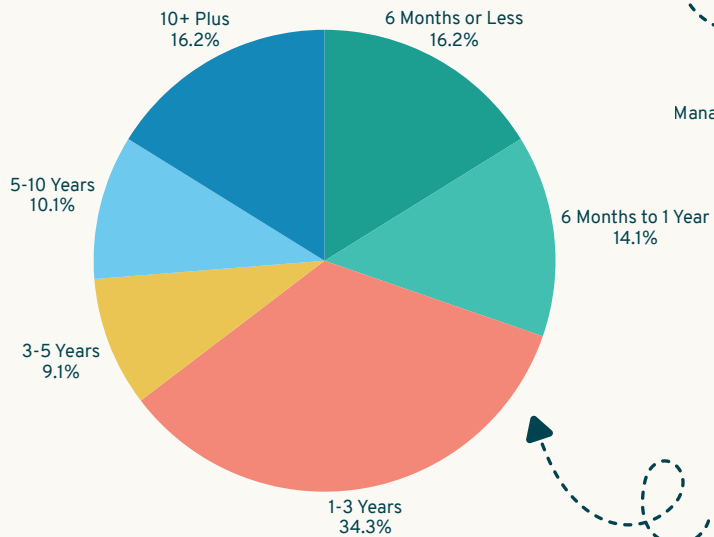
Participation was up by 25% from the previous year!

The survey was conducted through the UKG Employee Voice portal, guaranteeing confidentiality and the ability to analyze responses based on demographics.

Participation in our survey came from a variety of different demographic groups at Adjoin, and our team member population was well represented.



Participants by Role



Participants by Tenure

Team Member Experience

Job Satisfaction & Teamwork

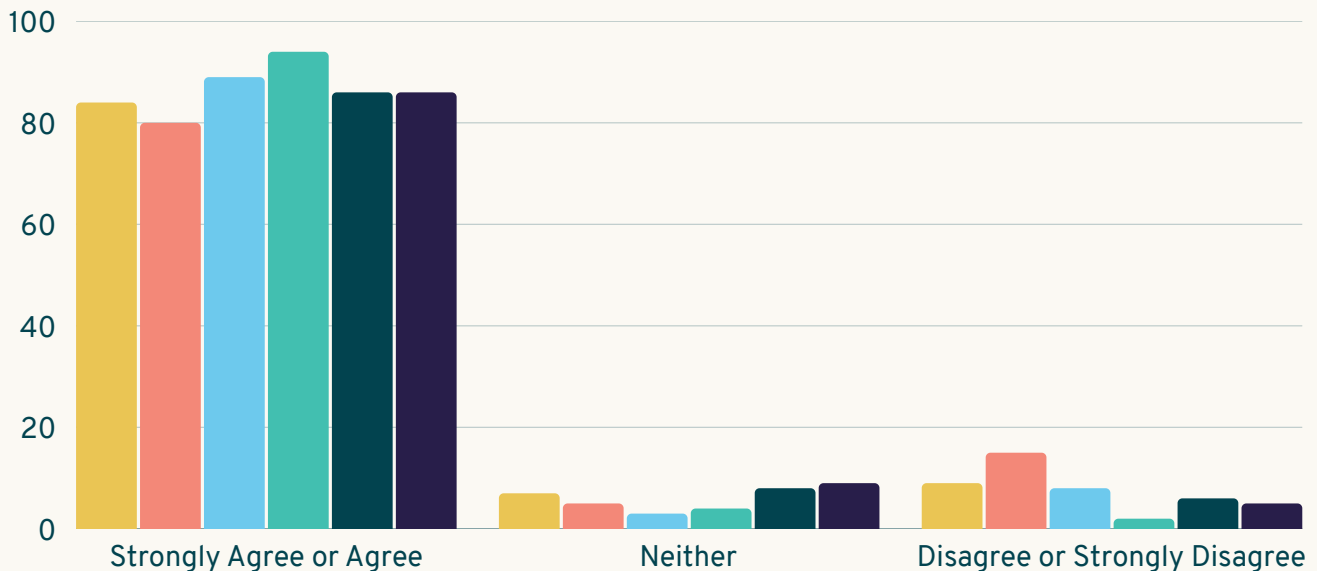
Our team members expressed that they are experiencing a great deal of satisfaction and feel good about coming to work. There seems to be a positive outlook on teamwork.

Teamwork outlook stayed consistent in 2025.



Teamwork

2020 2021 2022 2023 2024 2025



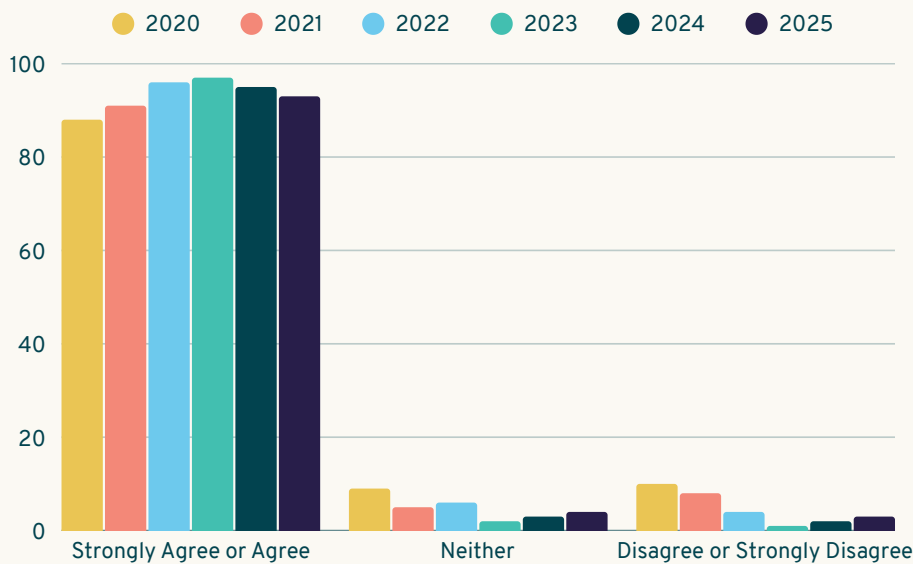
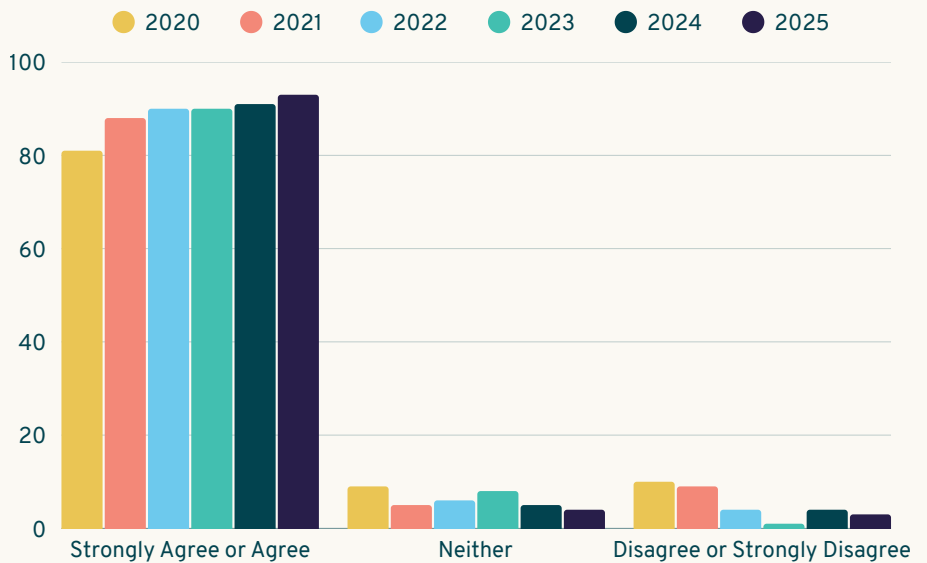
Team Member Experience

Supervisors

Quantitative feedback suggests that team members value supportive supervisors and strong communication, while some expressed a desire for more consistent communication, greater accessibility from leadership, and continued focus on respectful day-to-day interactions.

Regular Feedback

Survey feedback suggests a slight change in team rapport with supervisors. Although supervisor feedback scores improved overall, perceptions of respectful treatment declined slightly.



Respect

There was a modest decrease from the previous year in team members' perception of being treated respectfully by their supervisors. This shares an opportunity to strengthen communication and engagement by leadership.

Team Member Experience

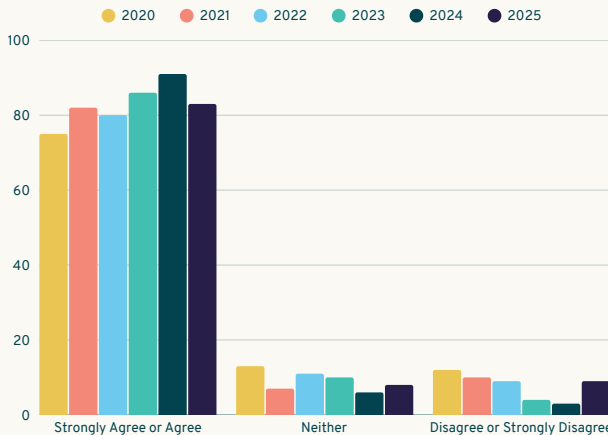
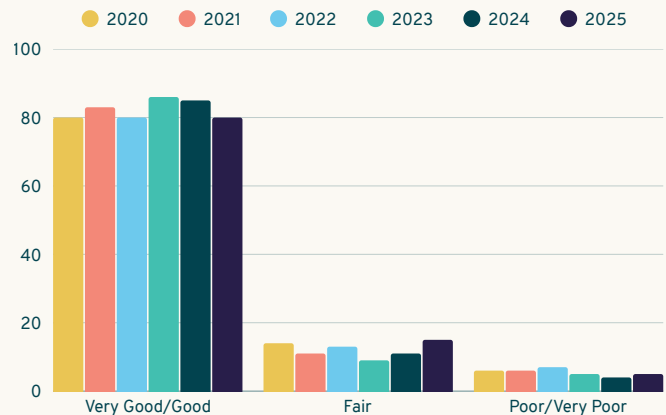
Communication, Training, & Policies

Overall slight decreases related to policies and communication from the previous year. However, there was a slight increase related to training Adjoin provides.

Policies

5% decrease in positive responses regarding our policies.

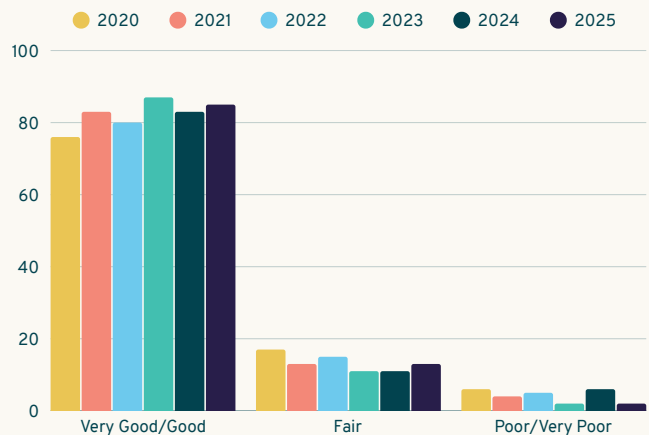
Responses regarding policies suggest an opportunity to reinforce clarity, communication, and consistency in application.



Communication

8% decrease in positive responses regarding our communication practices.

Team Member feedback requests clearer updates, more consistent information sharing, and increased leadership visibility.



Training

2% increase in positive responses to our training programs.

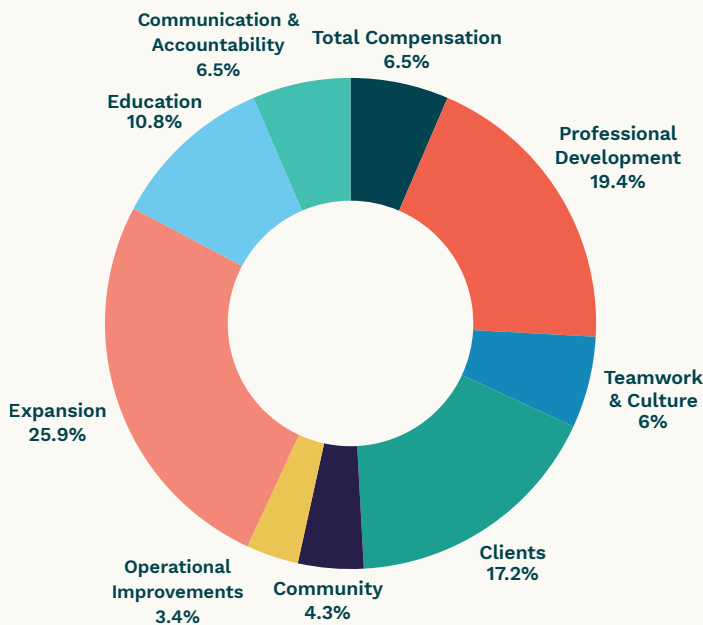
Positive feedback on onboarding and development efforts, alongside continued interest in expanded and more practical training opportunities.

Team Member Experience

Quality and Future

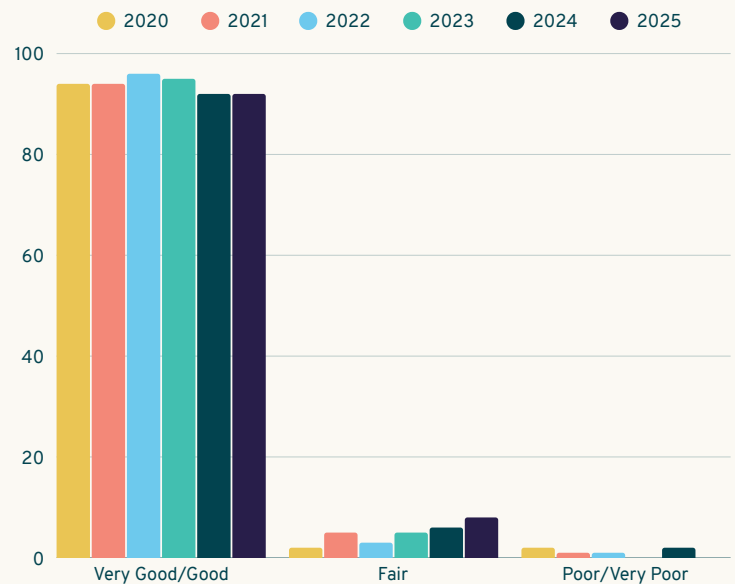
Team Members shared that they feel positive about the quality of service that Adjoin provides clients.

When asked about what specifically they were excited about for the future, Team Members highlighted the following key themes:

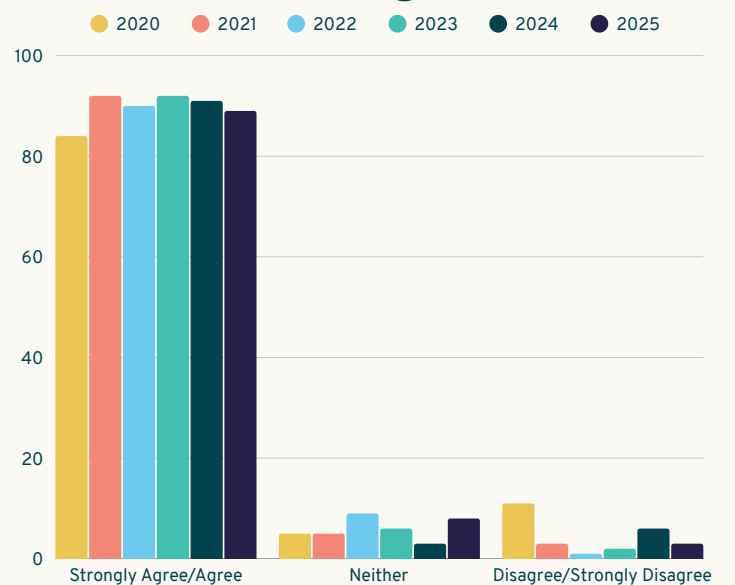


Survey feedback reflects cautious optimism about the organization's direction, with many team members expressing appreciation for the mission, ongoing improvements, and leadership efforts while encouraging continued focus on communication, support, and employee experience.

Quality of Service to Clients



Headed in the Right Direction



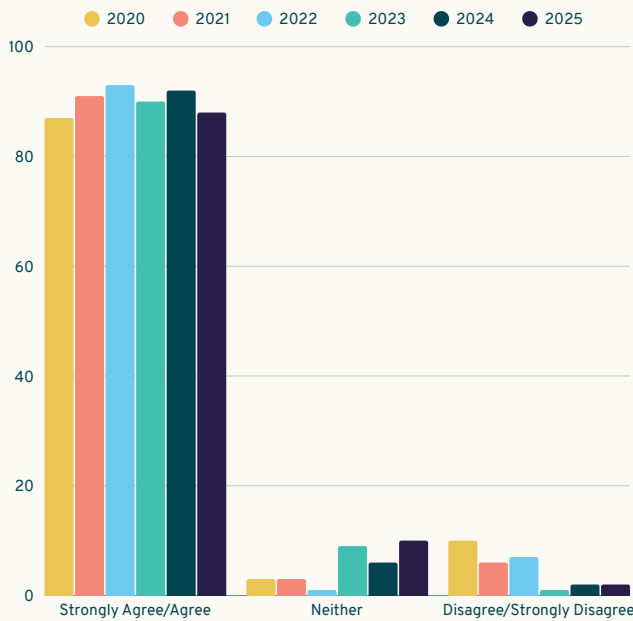
Team Member Experience

CEO & Where's Wendy Now?

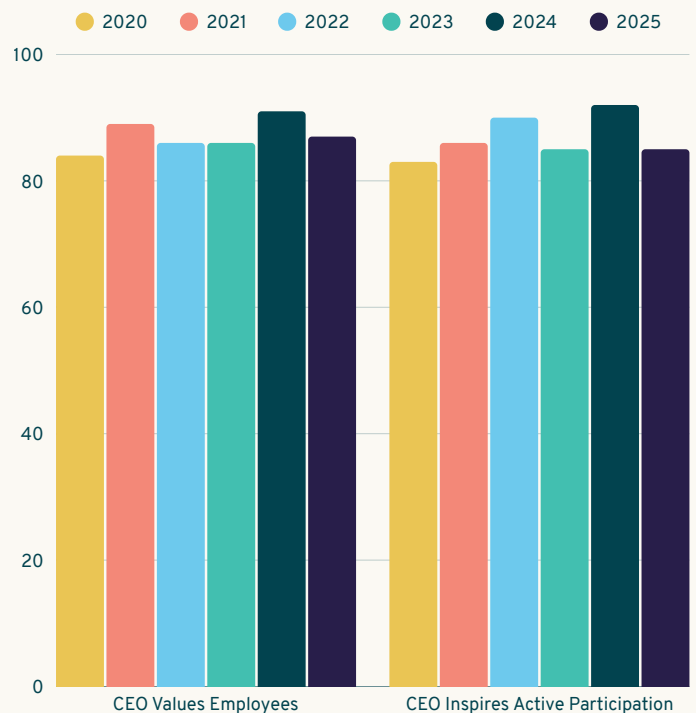
Team members reported a slight decline in support and confidence in the CEO, likely due to leadership transitions, new roles, and added demands from recent changes.

Team members report that they find the weekly Where's Wendy Now meetings valuable.

Communication of Organization's Future



Team Member Views of CEO

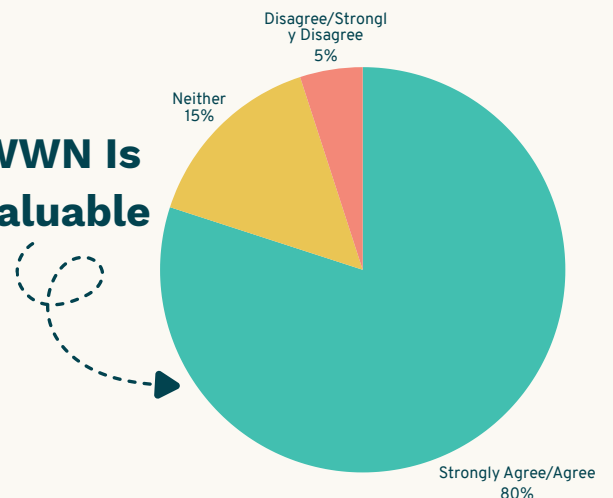


WWN Segments Suggestions

We asked what other segments they would like to see on WWN:



WWN Is Valuable

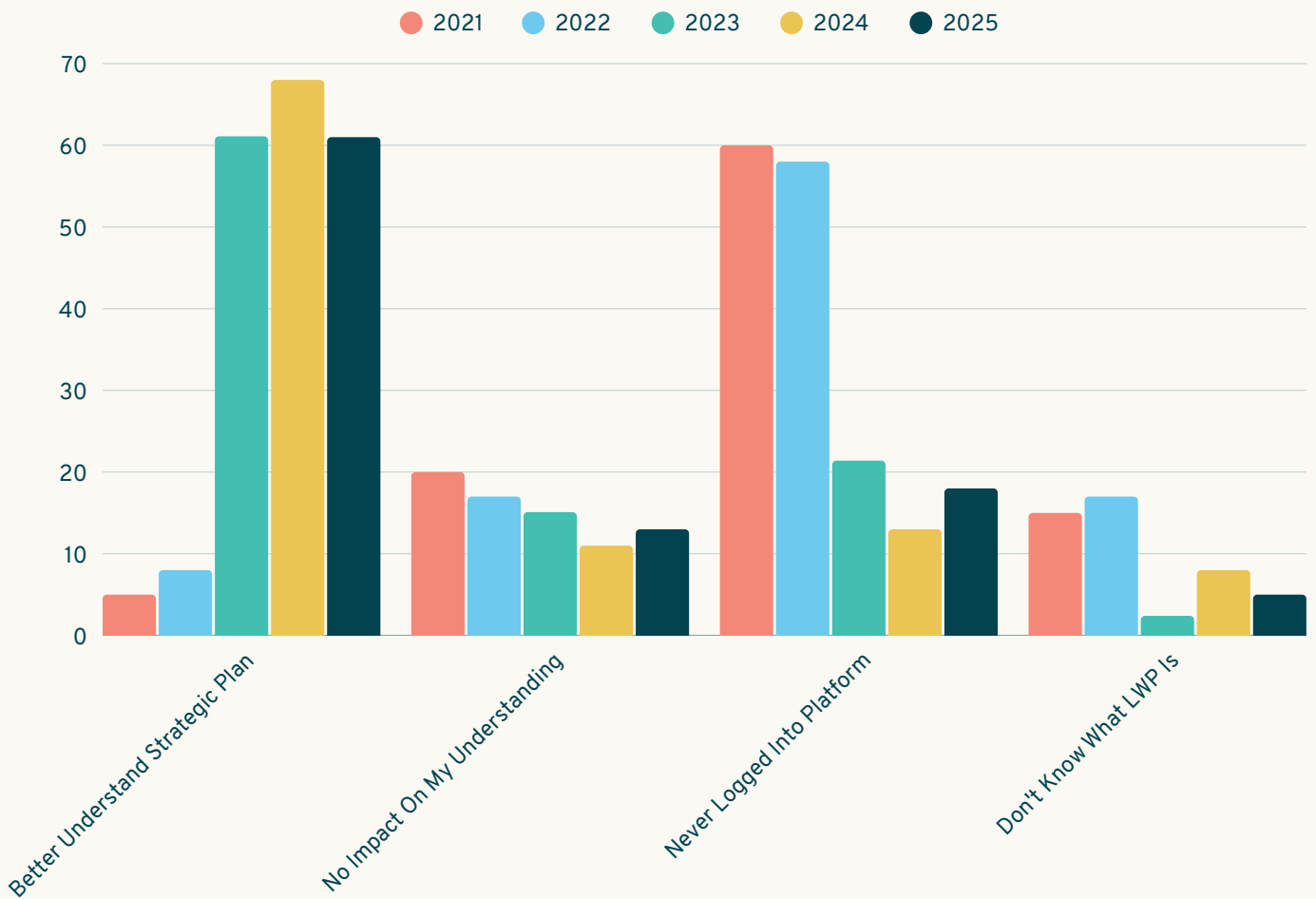


Team Member Experience

Strategic Goals

Adjoin is committed to enhancing communication by participating in our Lead with Purpose platform to share progress on Adjoin's strategic goals. We inquired with our team members to gauge if this initiative has contributed to a deeper understanding of our organization's strategic plan.

Lead with Purpose



Team Member Experience

Team Member Engagement

While awareness of our engagement programs is high, participation remains lower than desired. Feedback was largely positive or neutral, indicating support while highlighting the need for evaluation. We are continuing to refine our approach to encourage and enhance overall team member connection and engagement.

Pathfinder Card

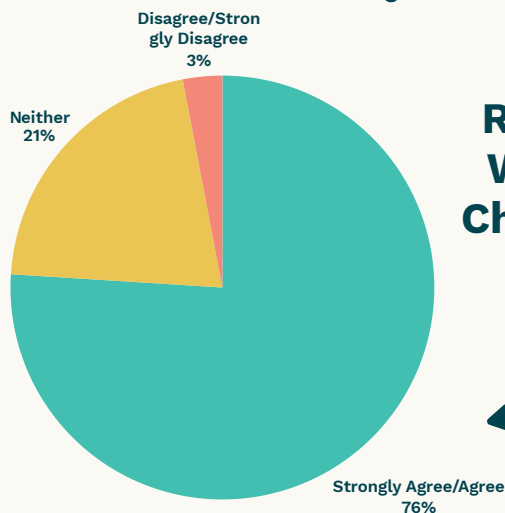
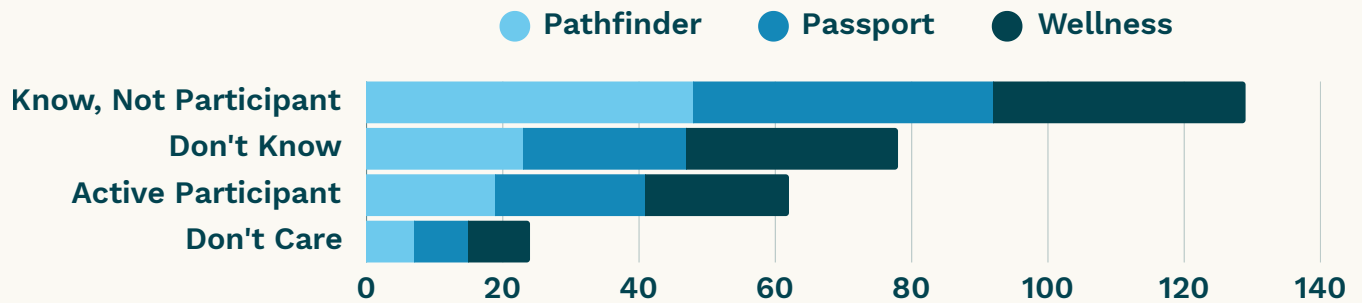
is a recognition tool for leaders to reward people who exemplify our values.

Passport to Ignite Possibilities

is an engagement tool for team members to learn about all of our programs.

Wellness Program

is a company-wide engagement program of wellness challenges.



Relatable Wellness Challenges



Wellness Topic Suggestions

We asked our team what other features they would like to see:

- Stress Management
- Holistic
- Ergonomics
- Nutrition
- Discounted Memberships
- Community
- Wellness Equipment
- Counseling
- Mental Health
- Meditation

Our Wellness Program restarted in Q4 of 2024. Our team values the program and we continue to have active participation. Average participation in 2025 was 28.25%.

Team Member Experience

Team Member Engagement

We sought to better understand the satisfaction and overall experience of our recognition programs. Feedback indicates that team members are generally satisfied with recognition related to work anniversaries and birthdays.

Anniversary Recognition

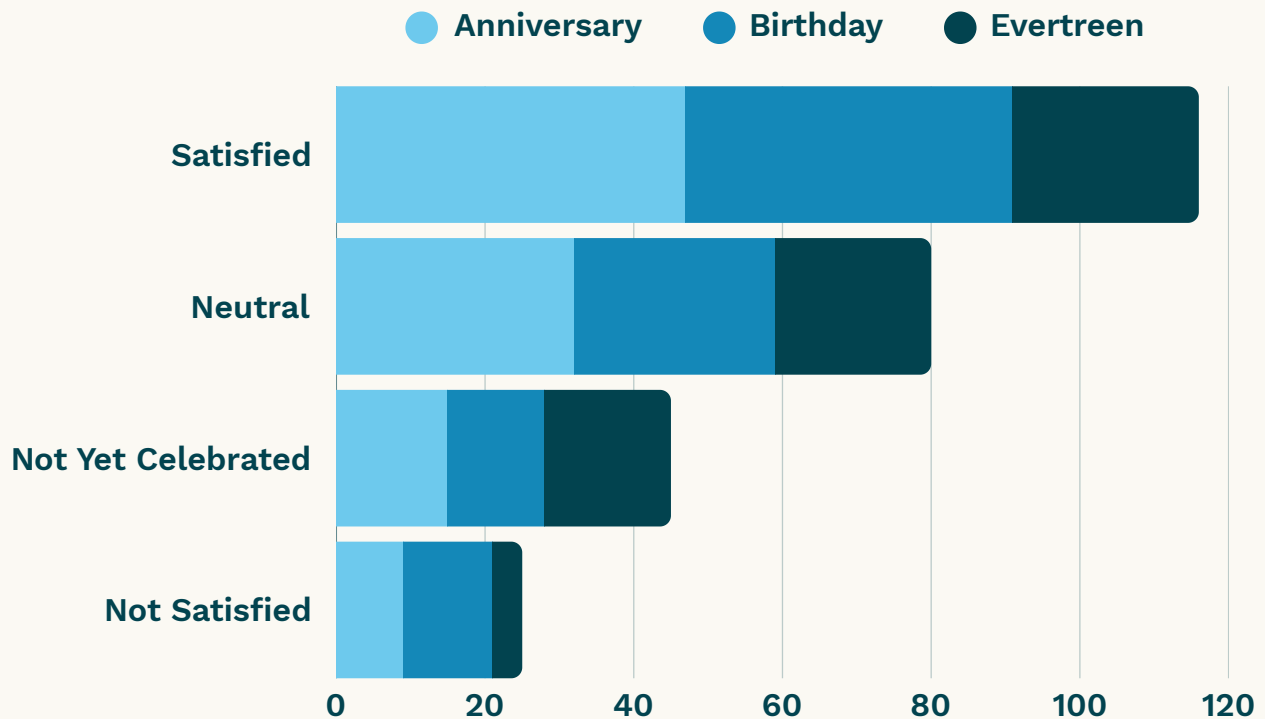
Adjoin recognizes certain anniversary milestones where team members receive a different care package each time.

Birthday Recognition

Each team member receives a birthday card and a \$5 gift card.

Evergreen Recognition

As part of our work anniversary recognition, we partner with Evergreen to restore forests worldwide by planting a tree on behalf of each team member.



Team Member Experience

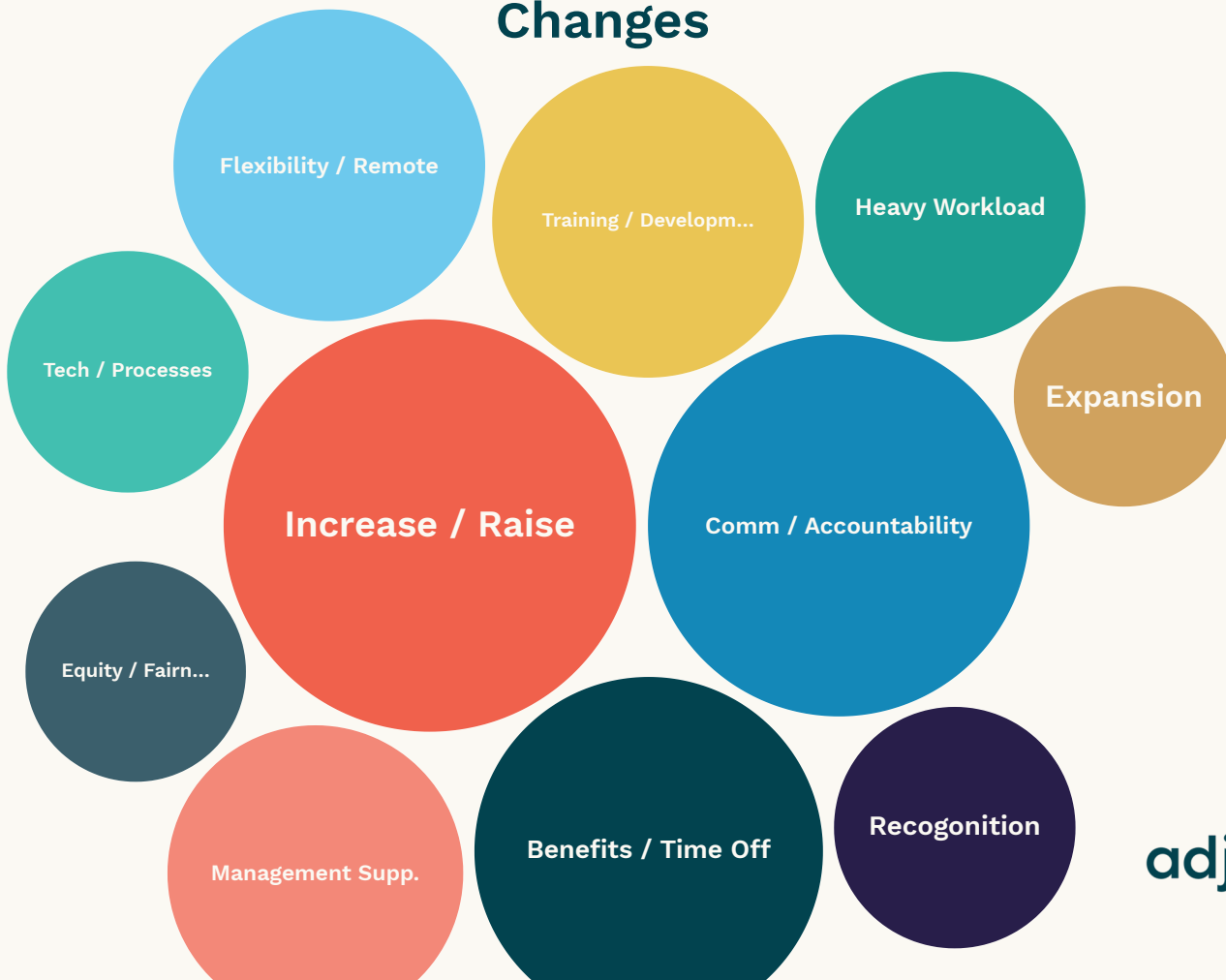
Team Member Thoughts

Broad takeaways from our Team Member Satisfaction Survey shows what team members like about the overall organization and what areas mean most to them that Adjoin can benefit from improving.

Likes



Changes



Team Member Experience

Team Member Thoughts

Below are some notable comments from our team member engagement survey.

“Have more employee input in decision making concerning engagement initiatives.”

“I choose to work with Adjoin because I truly believe in the mission and the impact we make every day.”

“I love what I do. I love being able to take care of people that aren't able to take care of themselves.”

“Our PTO accrual is very low and the amount of holidays we have is so much lower than other non-profits.”

“I choose to work with Adjoin because I truly believe in the mission and the impact we make every day.”

“I'm grateful to be part of this organization and appreciate all the efforts...but I hope for a better future.”

“Overall, I really appreciate the effort being put into these engagement initiatives.”



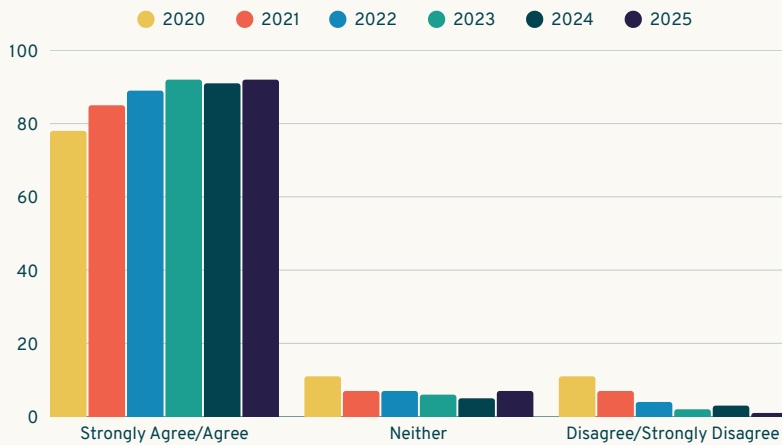
Safety

Perception & Reports



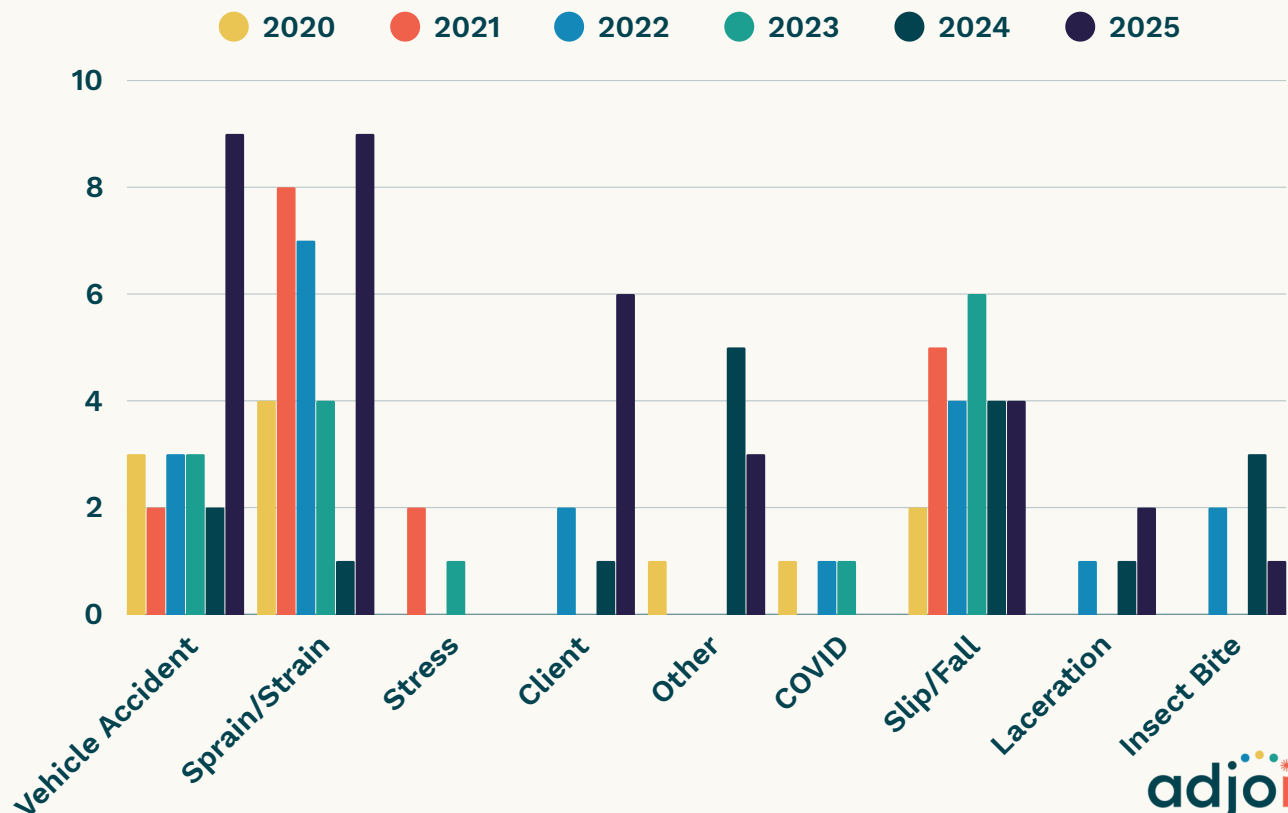
A majority of our team members express confidence in Adjoin's decisions concerning their health and safety in the workplace.

Team Members Feel Safe



In 2025, we saw a slight increase in work-related injuries. With the growth of our transportation services we saw an increase in vehicle accidents, however, the majority our staff were not at fault. We remain committed to reducing injuries in 2026 through continued safety initiatives, with Directors maintaining active participation in our quarterly Safety Meetings to support awareness, accountability, and prevention efforts.

Types of Incidents



Retention

Turnover & Industry Trends



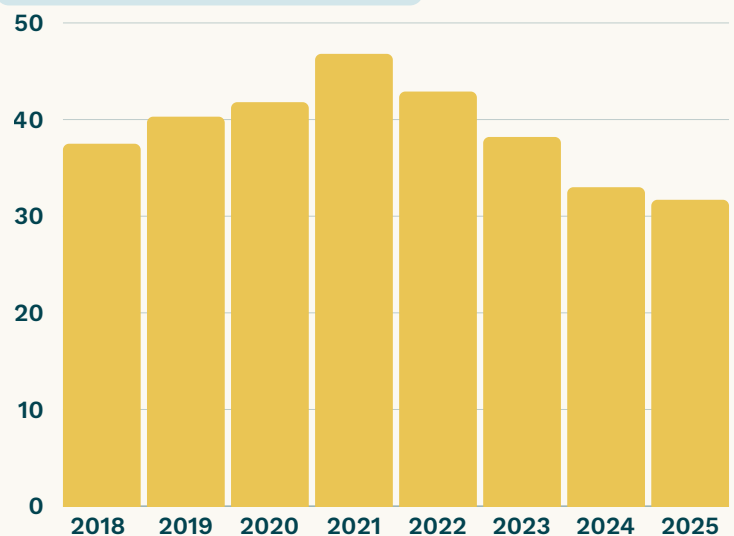
The IDD workforce crisis is the #1 issue facing service providers.

In 2024 a study done by ANCOR (National IDD Association) reported:

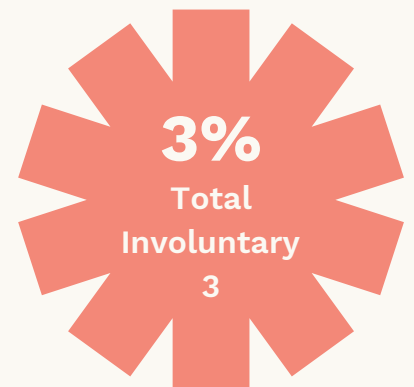
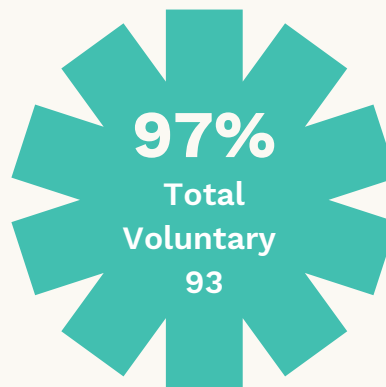
- 90% experienced moderate or severe staffing challenges in the past year
- 69% reported turning away new referrals
- 39% were discontinuing programs/services
- 64% intended to delay the launch of programs/services
- 34% were considering further cuts to programs if recruitment challenges failed to subside
- 45% were experiencing more frequent reportable incidents
- 57% of case managers struggled to connect with people services
- 57% reported eliminating services in areas where few or no other option exist



Adjoin Turnover Trends



At Adjoin, we understand and recognize the challenges. While we actively strive to implement strategies aimed at minimizing turnover, it remains an ongoing challenge. Until we secure additional funding for compensation, this issue will persist.



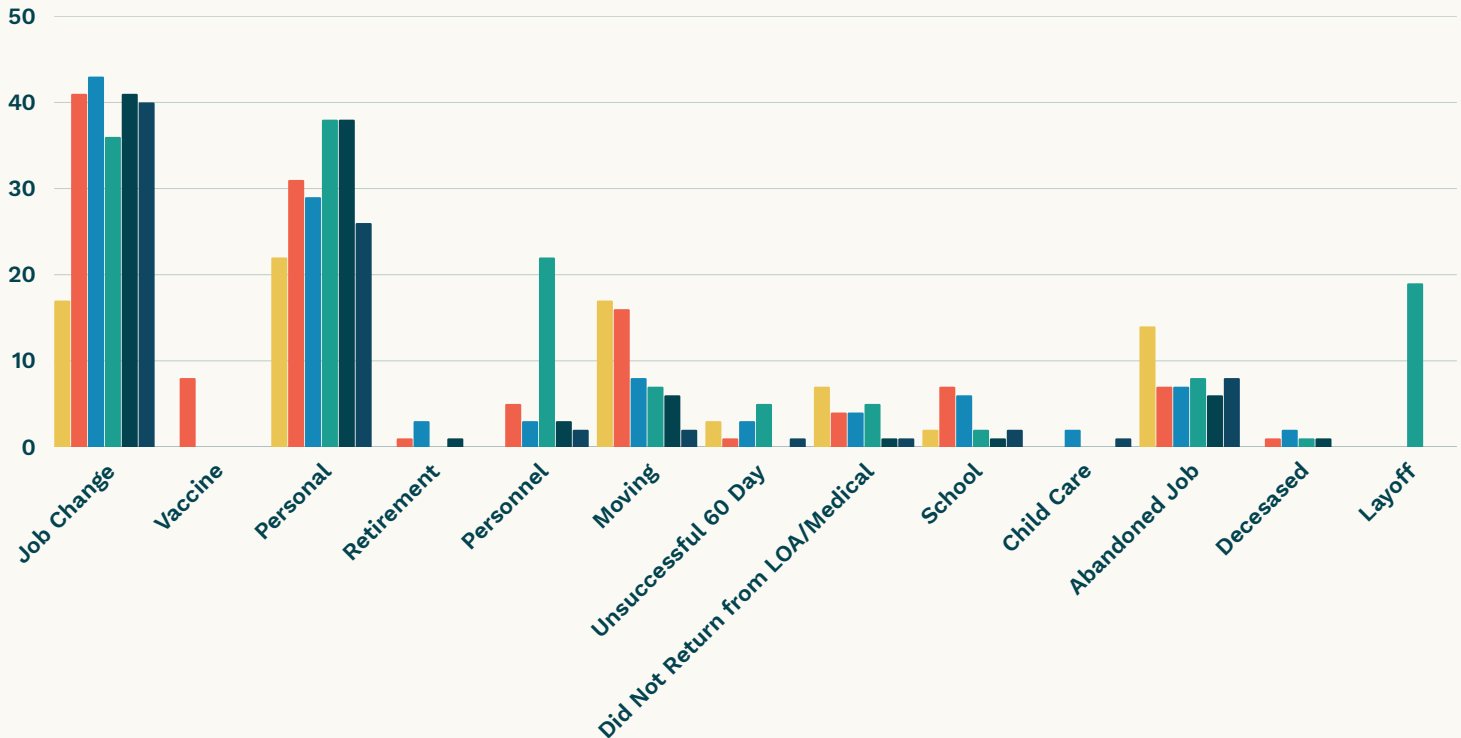
Retention

Turnover & Tenure



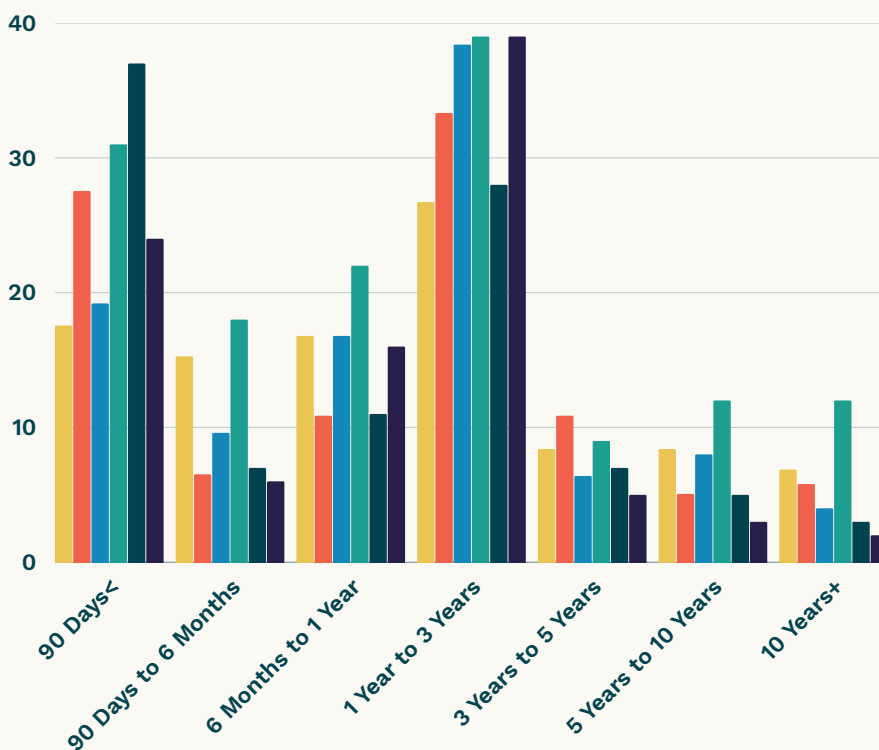
Reasons for Leaving

● 2020
 ● 2021
 ● 2022
 ● 2023
 ● 2024
 ● 2025



Tenure of Team Members

● 2020
 ● 2021
 ● 2022
 ● 2023
 ● 2024
 ● 2025



Despite a slight decrease in turnover, we continue to struggle with retention as several team members depart in pursuit of positions offering higher compensation or greater growth opportunities.

To effectively reduce turnover and increase recruitment, Adjoin is putting emphasis on the employee engagement and onboarding training.

Recruitment

Turnover & Tenure



Recruitment continues to be a top priority for Adjoin, and we are actively refining our processes to improve both efficiency and effectiveness.

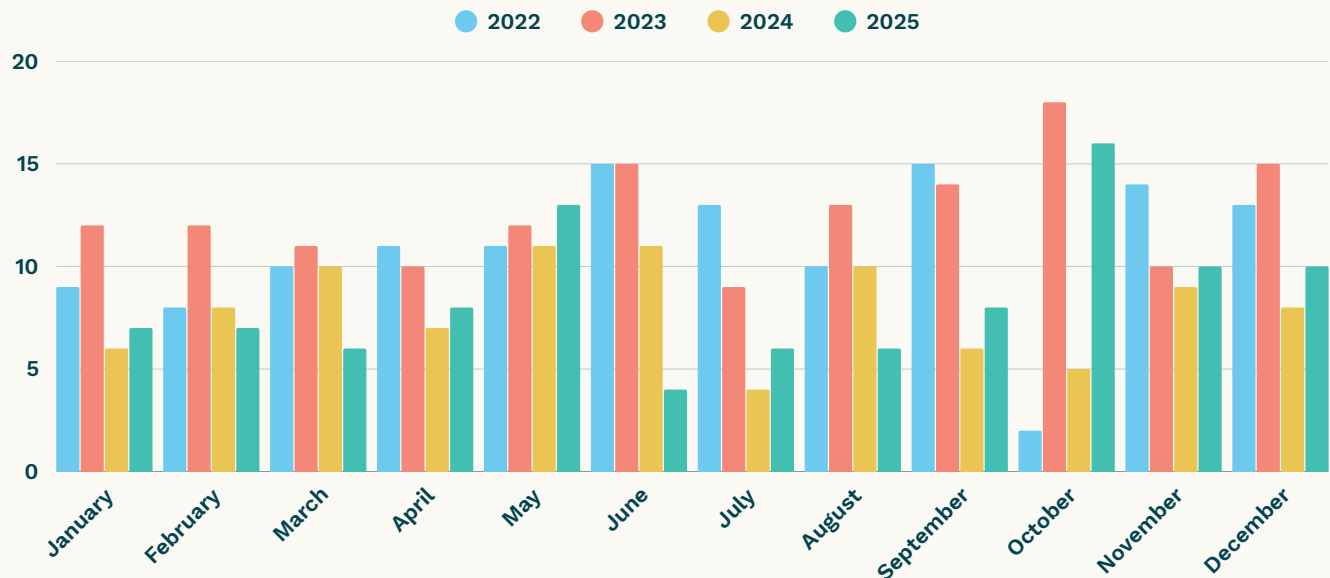
To strengthen our talent pipeline, we are leveraging EDD CalJobs to reach a broader pool of candidates and integrating Handshake to enhance our engagement with college students and emerging professionals.

Looking ahead, we plan to participate in job fairs and hiring events to further expand our talent network. Through these initiatives, combined with targeted outreach on Handshake, we aim to attract top-tier candidates and cultivate the next generation of talent for Adjoin.

Headcount as of January 1



Hires Per Month



adjoin together we
ignite possibility



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