



Talent 2025 Spring CEO Council Meeting

May 12, 2022



Thanks to Our Host

Meijer

Welcome & Agenda

- 3:00 pm Welcome, Introductions and Meeting Preview
 Host Welcome – Rick Keyes
- 3:20 pm The Talent Strategy Shift
- 4:45 pm Working Group Impact Report
- 5:00 pm Post-Meeting Refreshments



Welcome New Members



Peter Baldwin
AMDG Architects



Park Kersman
Lorin Industries



Jeff McMartin
Pliant Plastics Corporation



Bryan Nyeholt
SoundOff Signal



Mike Olthoff
Olthoff Holdings, LLC



Tony Sarsam
SpartanNash



Tim Schowalter
Pioneer Construction



Bob Tillis
Nichols: A Division
of Imperial Dade



Zachary Verhulst
Pure Architects



fresh

meijer®

1997

me

bottle return

meijer

Where We Began

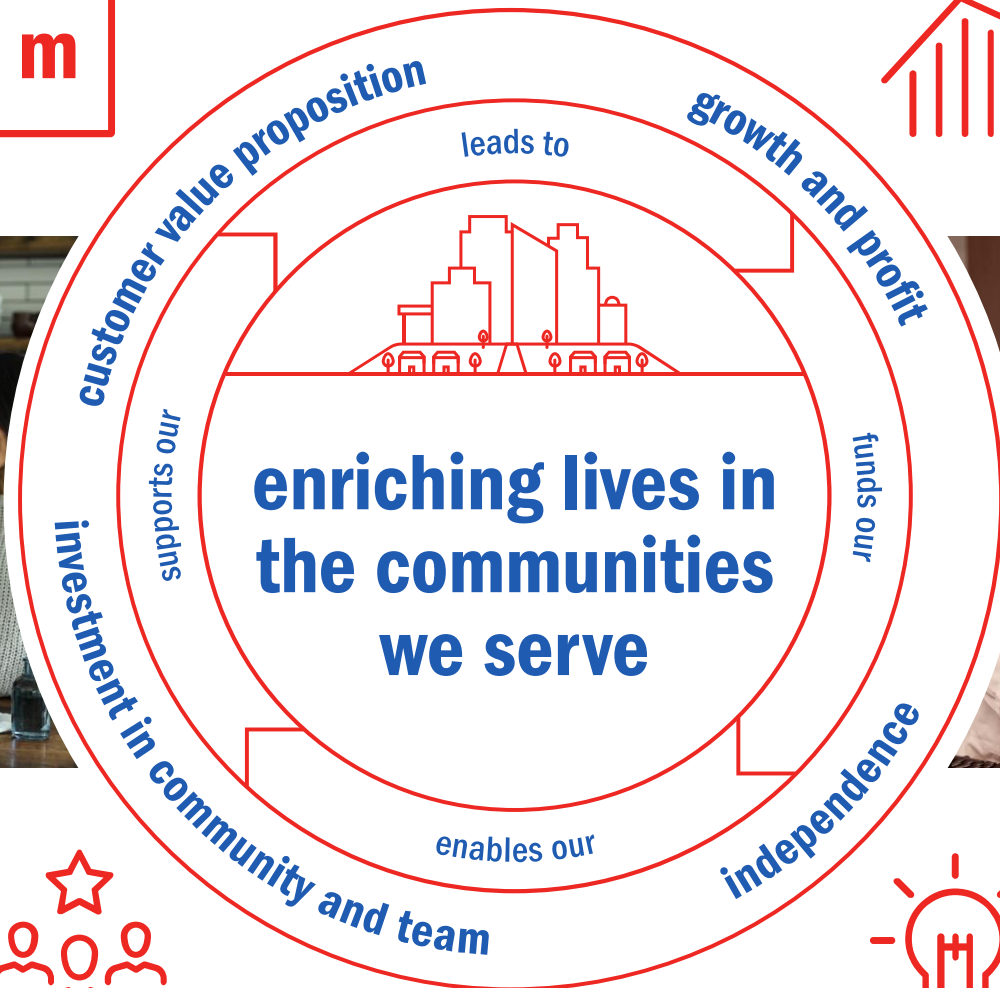
Founded in 1934 by Hendrik Meijer

Third Generation Family Run

Greenville, MI

Created Supercenter Concept in 1962





Company Overview

Team Members: **74,000+**

Number of Stores: **263**

Meijer Express: **232**

Distribution Facilities: **6**

Manufacturing Facilities: **6**

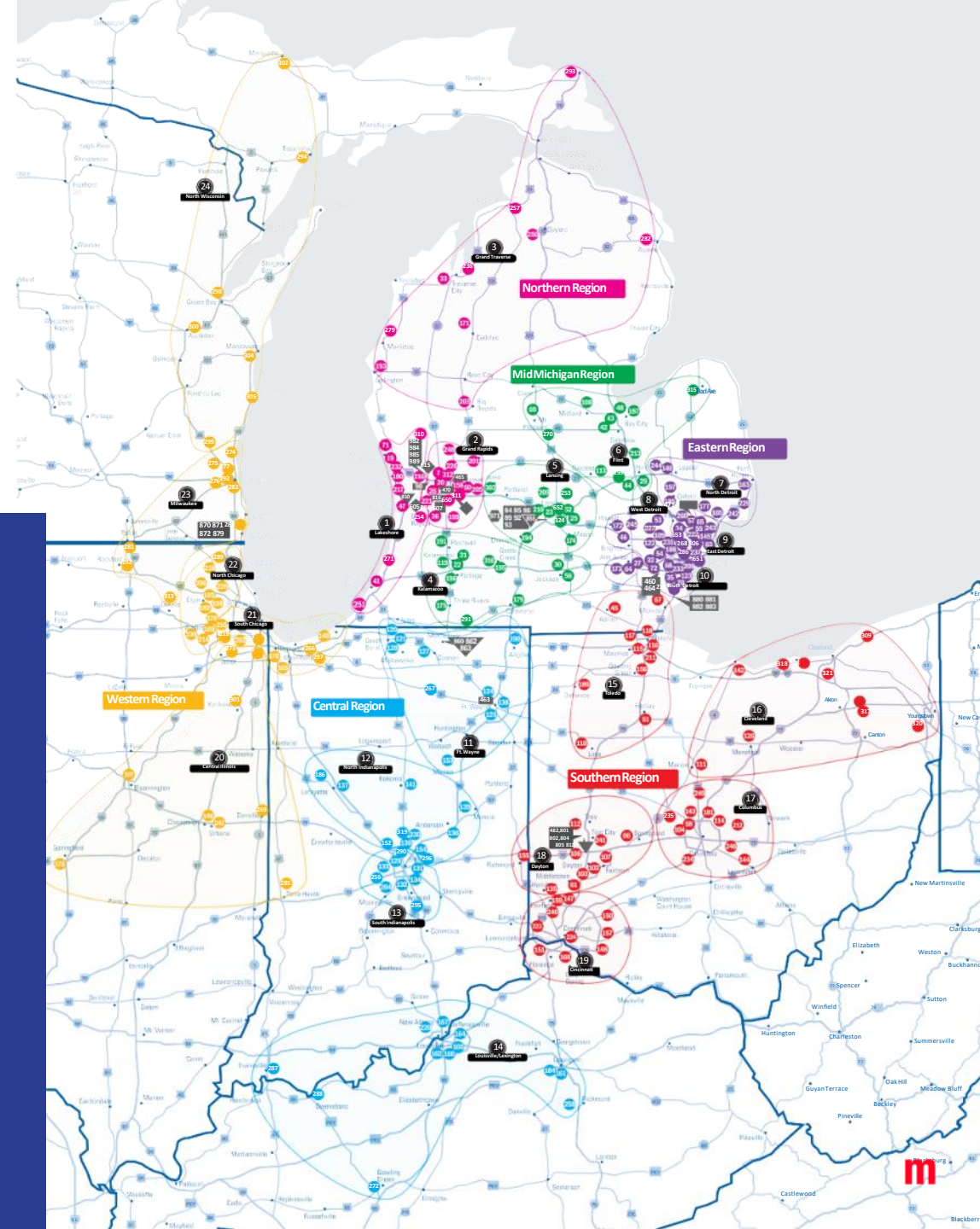
New Stores in 2022: **6**



13th Largest Private
Company in U.S.
(As ranked by Forbes)



Corporate Campus in
Grand Rapids, MI



Delivering value through our portfolio of formats

Each store in the current Meijer portfolio serves a particular customer need.



**ONE-STOP, VARIETY,
EFFICIENT, ROUTINE
STOCK-UP.**

"I always feel like I can shop really efficiently in the store because I can get everything I need there." Pam T.



**PRIMARY TRIP
TYPE: WEEKLY
ROUTINE/ FILL-IN**

Fresh Essentials
Densification



**LOCAL, UNIQUE, QUALITY.
FUN EXPLORATION.**

"This concept of a neighborhood, full-service Grocery store is such a bonus to an urban area." Nancy T.



**QUICK, CONVENIENT,
ESSENTIAL. QUICK
STOP.**

"It's easy to get in and out with your basic essentials." Lori B.



CONVENIENT, FLEXIBLE, ROUTINE, EASY

"I love how fast and easy it is to be able to order things." Tim M.



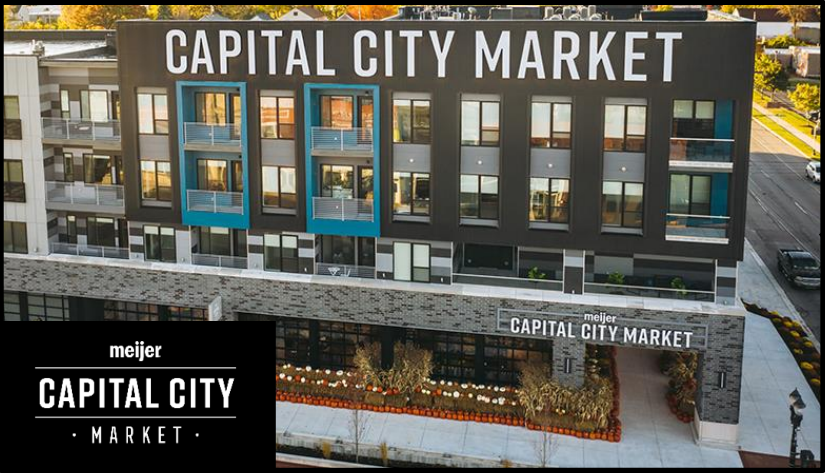
Coming 2022

2 New Grocery Format Stores

meijer
grocery



Market Format Locations



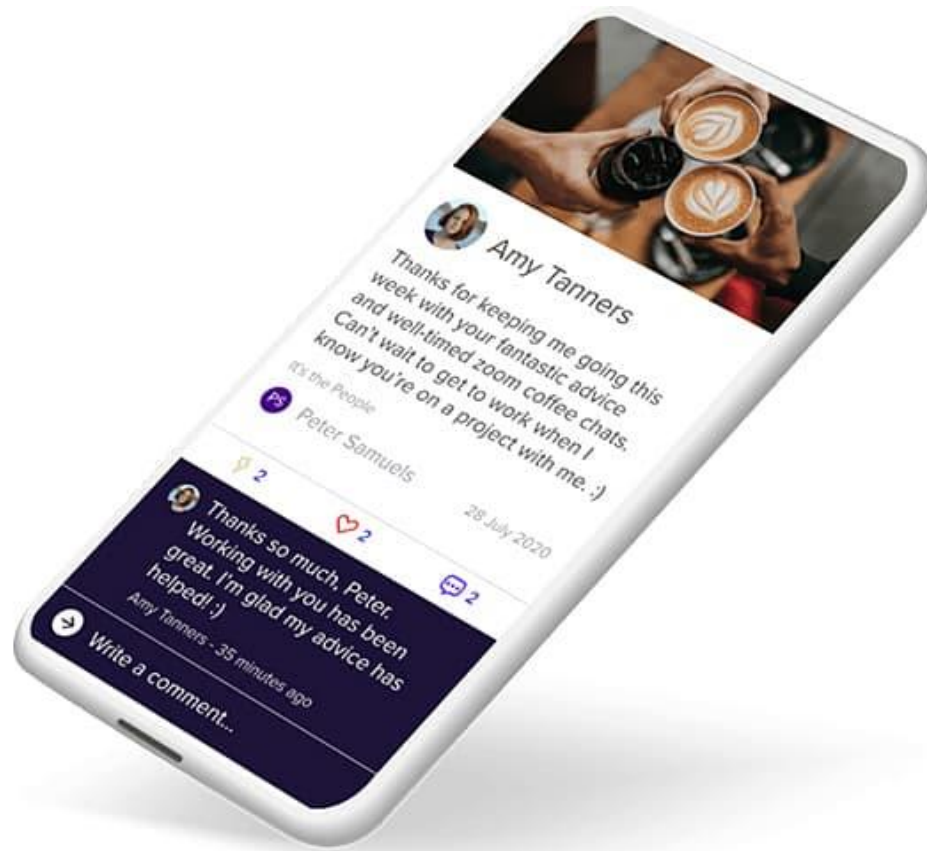
Fresh • Local • Value



Fred's Legacy

"Team Members want to
be involved, needed and
recognized"


Recognition & Engagement



OVERALL ACTIVATION RATE

 **96%**

DOLLARS AWARDED

 **\$152.4 million**

RECOGNITIONS RECEIVED

 **22 million**

Partnership with Hyer

60 MILLION WORKERS IN THE U.S.
PARTICIPATE IN THE GIG ECONOMY



Our lives, and the way we work, have changed

Return to office, while maintaining a safe and flexible work culture



A photograph of a Meijer store exterior, showing the large 'meijer' sign on the building facade. The image is partially obscured by a diagonal blue overlay that runs from the top left to the bottom right.

meijer

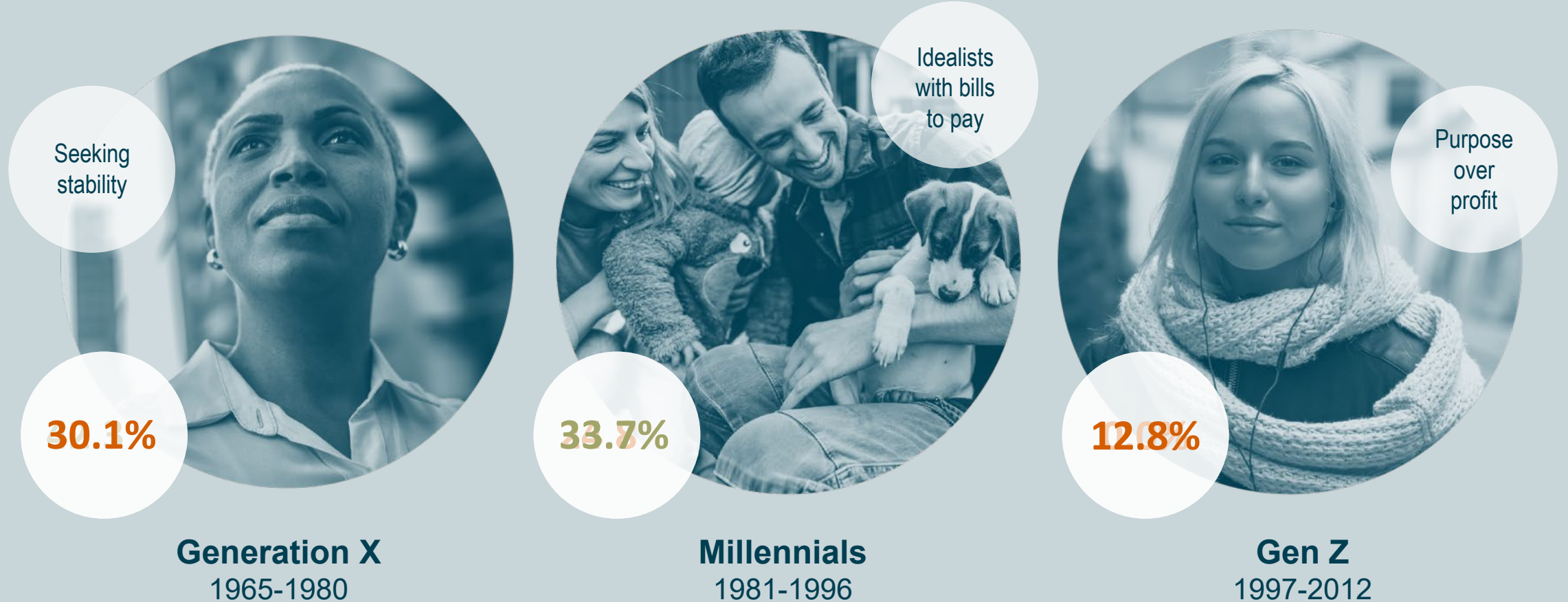
Thank You



The Talent Strategy Shift

What's working, what's not, and how leadership can navigate the challenges of the new talent landscape.

Talent Strategy Shift: Know Your People



Talent Strategy Shift: Overview

- Big shift in employee expectations
- Perception gap between employers and employees
 - Gap in effectiveness of hybrid work
 - Value of training
- Former strategies are no longer effective

- 1 Flexibility and Benefits
- 2 Keeping and Developing Your Current Workforce
- 3 Social Responsibility
- 4 Creating Purpose
- 5 Positioning Your Company in the Labor Market



76%

want permanently flexible
hours and locations



44% know someone who
quit, or plans to, over
return-to-office mandates



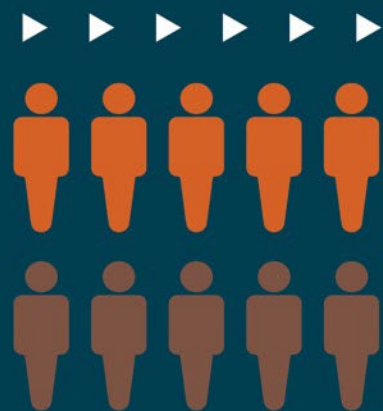
36% would choose flexible
work options over pay raises

30%

of professionals say using
flexible options threatens
career growth

- How do you fairly provide the flexibility and benefits employees now expect?
- How do you build culture in the era of hybrid work?

Keeping and Developing Your Current Workforce



50%

of workers will need
reskilling in the next
five years

\$ \$ \$

Hiring new
workers can
be >2 times as
expensive as
upskilling and
reskilling

Employees who
take new jobs
internally are

3.5x

more likely to
be engaged

*“The pandemic and so much more
have redefined employee expectations
and employers should update their
rewards and career advancement models
to respond to a still fluid labor market.”*

- EY

In our survey, employers are investing, but
employees need to be able to see clear
paths to advancement.

**3 in 4**

Millennials say they would take a **pay cut** to work for a responsible company



76% of Millennials factor social, environmental commitments in job choices; 64% would reject employers without strong corporate social responsibility policies

68%

of employees would quit for a chance to work for an employer with strong stances on topics important to them

Consider: People, Planet, Politics



“Employees, consumers, and communities are holding companies to account for environmental and social stewardship. Top performers on these topics are rewarded with valuation multiples 3% to 19% higher than median performers.”

– Fortune



70%

of employees say
they define their purpose
through their work

89%

of executives say a collective
sense of purpose drives
employer satisfaction;
80% say it helps increase
customer loyalty

Purpose-driven
companies have

40%

HIGHER LEVELS
of workforce retention

*“Tens of millions of people visit us daily. Join
our team to help put a smile on their faces.”*

– McDonald’s

*“In essence, the modern worker desires a
work life that reflects their values”*

– Talent 2025



95%

of job candidates say
company reputation is
a key consideration

\$\$\$

PAY INCREASE

A minimum of **10% more**
pay is needed to lure top
talent to companies with a
poor employer brand



69%

Even if unemployed, 69% of candidates
would reject an offer from a company
with a bad reputation

“Externally, we are making an intentional effort to use storytelling and team member testimonials to showcase our company core values and family culture. We allocate 8 hours of volunteer time off for team members to proactively engage in the community and continuously challenge leaders to empower team members to bring forward improvement ideas.”

“Our marketing department handles this.”

Talent Solutions Series

Connect with an expected 300+ business leaders in West Michigan as we examine key strategies for success:

- **Employer Branding** | August
- **Building a Diverse & Inclusive Workforce** | September
- **Hiring for Attitude, Training for Skills** | September
- **Upskilling Your Workforce** | October
- **Embracing Automation & AI** | November
- **Establishing Talent Pipelines** | December

Grand Valley State University, DeVos Campus
Downtown GR | 12:00-1:30 p.m.

Shifting demographics.

The Great Resignation.

Remote work. **Automation.** Wage volatility.

Evolving employee expectations.

The fast-growing demand for
knowledge and skills.





Working Group Impact Report



Early Childhood

Reach Out and Read

Scaling across West Michigan through partnerships:

- 13 counties
- 330 medical providers
- 50 sites
- 31,500 children



**Spectrum
Health**



Trinity Health



**UNIVERSITY OF
MICHIGAN HEALTH-WEST**
MICHIGAN MEDICINE

Childcare

Legislative reforms to ease the regulatory burden on providers expected by June

PreK

Significant investments made:

- Muskegon piloting **PK4All**
- Focus now on **quality**:
 - High-quality curriculum, professional development
 - Teacher pay to reduce turnover, attract talent, increase quality
 - Statewide assessment of kindergarten readiness

K-12 Education

Competency-based Education

- Personalized and flexible learning
- Skills-based, rigorous and relevant
- Increased student engagement & academic achievement
- Greater teacher satisfaction & less teacher burnout

Findings from Research

- Students in CBE schools are making greater gains in math and reading over 2 school years; students who were behind are catching up.
- CBE schools had modest gains in reading and math scores over peers in other schools.
- 43% - 47% of students who were behind traditional grade levels completed performance levels in 3 or fewer quarters – less than in a traditional education system.

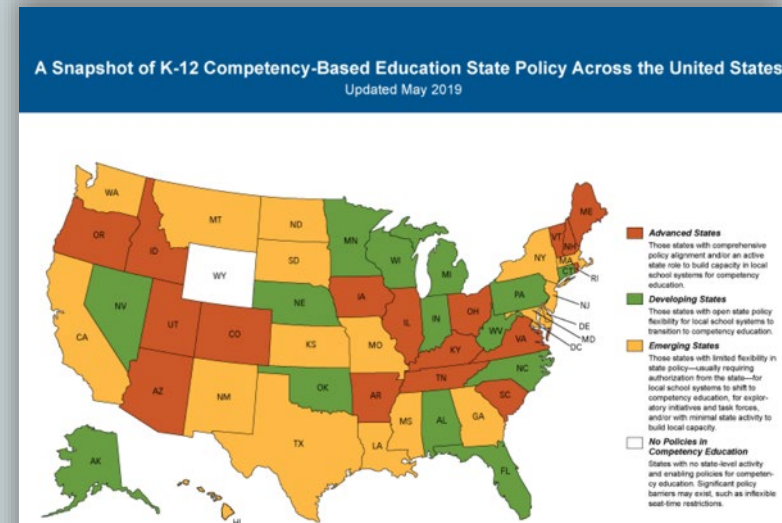


Challenges to Scale

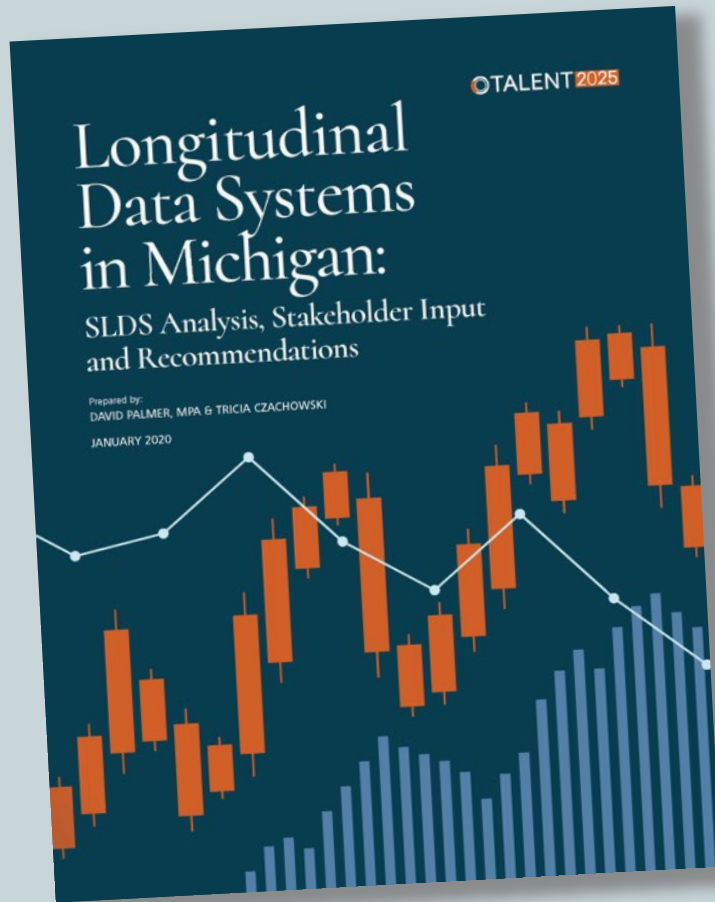
- No statewide strategy or policy flexibility
- MDE's lack of capacity to support and innovate

Strategies

- Help districts make the shift
- Flexibility for districts to innovate
- National support to develop a statewide framework



Data System Reform

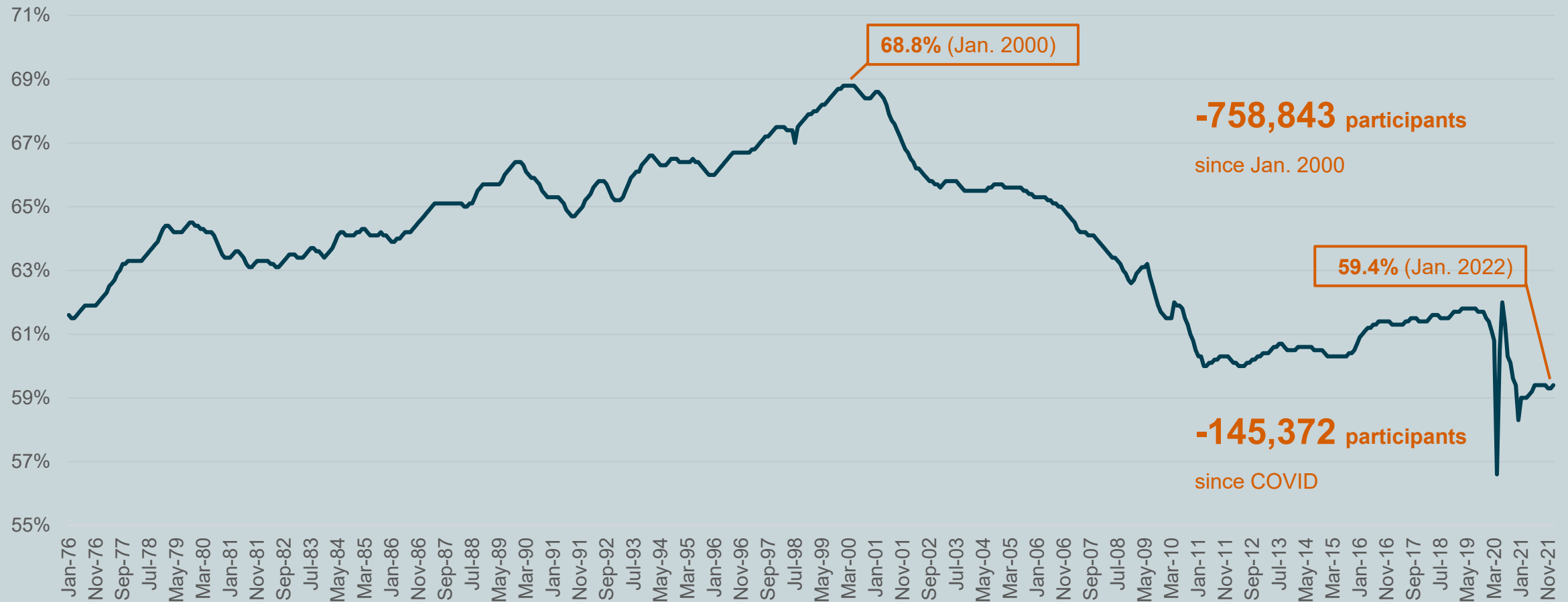


\$83.6M appropriated to:

- Expand available data to include pre-K and merge data sets for individuals from birth to death to allow for longitudinal research
- Create a single portal for public to submit requests and access all previously fulfilled requests
- Create a data analytics governing board and advisory council to ensure interagency coordination and timely deliverables
- Assign a unique identifier code to every individual in Michigan at first engagement with state government
- Expand the Michigan UIA form UC 1017 to include job title, hours worked, and primary job location
- Upgrade IT infrastructure for analytics services
- Increase staffing to manage, analyze, and report data

Michigan's Labor Force Participation Rate Declining Since 2000

Labor Force Participation Rate (16+), Michigan 1976-2022



LFPR Study: Root Causes and Recommendations

Objectives

1. Determine root causes for the decline in labor force participation in Michigan
2. Develop policy recommendations to reverse the trend before lame-duck session

Deep-Dive Sessions

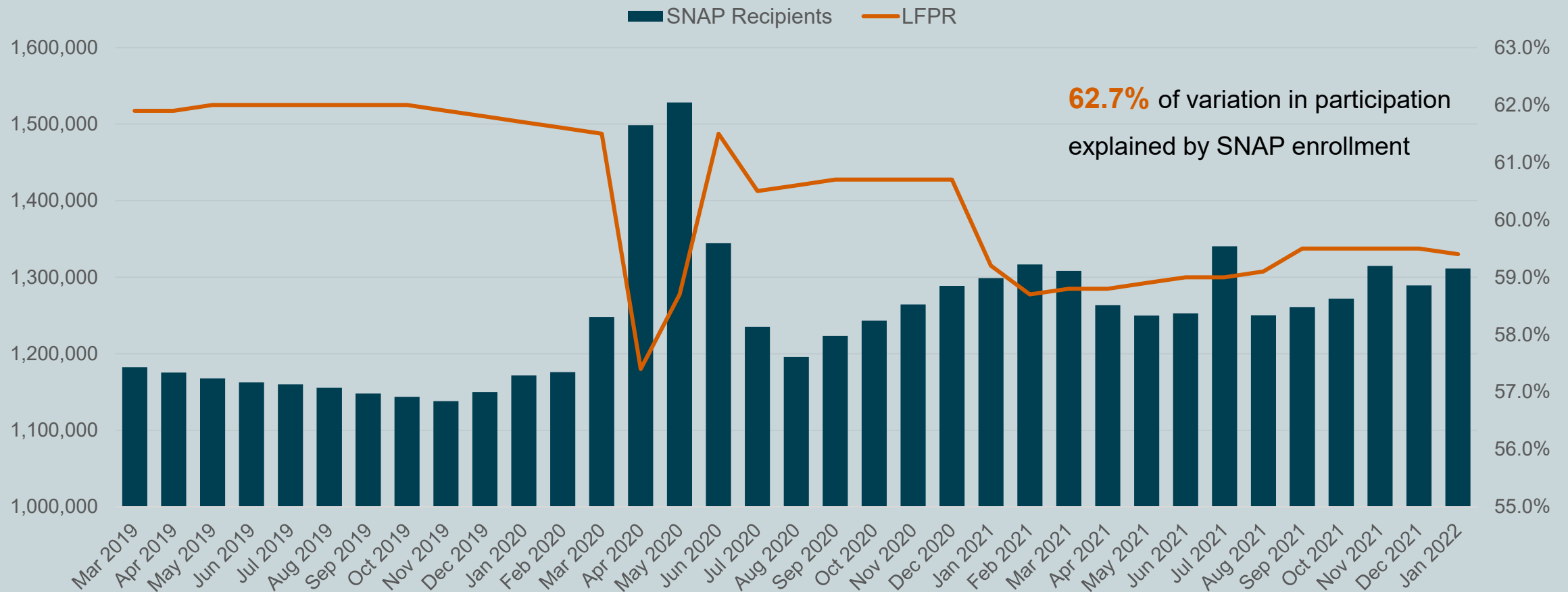
- **Immigration** | May 27 – 1 p.m.
- **Gig Work** | June 14 – 3:30 p.m.
- **Education and Skills** | TBD
- **Disability Policy** | July 13 – 1 p.m.
- **Substance Use** | July 18 – 9 a.m.
- **Disconnected Youth** | August 11 – 11 a.m.
- **Anti-poverty Programs** | TBD



Expanded SNAP Benefits Contribute to Slow Recovery

SNAP Recipients and Labor Force Participation, Michigan

March 2019 - Jan 2022



Adult Basic Education in Michigan

Need

710,197

lack a high school diploma or
English proficiency in 2019

Enrollment

-8%

since 2015

25,275

adults enrolled in 2019

3.6%

of population
in need

Goal

1.9%

of population
in need

13,497

adults to see a measurable
skills gain of 1 level

State Funding

\$30M

allocated for Sec. 107 in 2019

-78%

since 2001



Adult Basic Education in Michigan

Preliminary Findings

- State leadership, commitment, and investments are critical and lacking
- Performance measures incentivize providers to screen out those “too hard to serve”
- State approach is one of compliance, not innovation and improvement

Early Recommendations

- Expand GoingPRO to include adult basic education
- Redesign data collection, analysis, and feedback mechanism
- Shift to human-centered approach and incentivize adoption of best practices





A new era. A new name.



What's in a name?

- **First** in strategies.
- **First** in providing opportunities for all.
- **First** in advancing education.
- **First** in data-based insights, innovation and advocacy.

We put talent first.





TALENTFIRST

Vision. Insights. Solutions.



Save the Date

Fall 2022 CEO Council
Thursday, October 6

Hosted by Haworth



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