

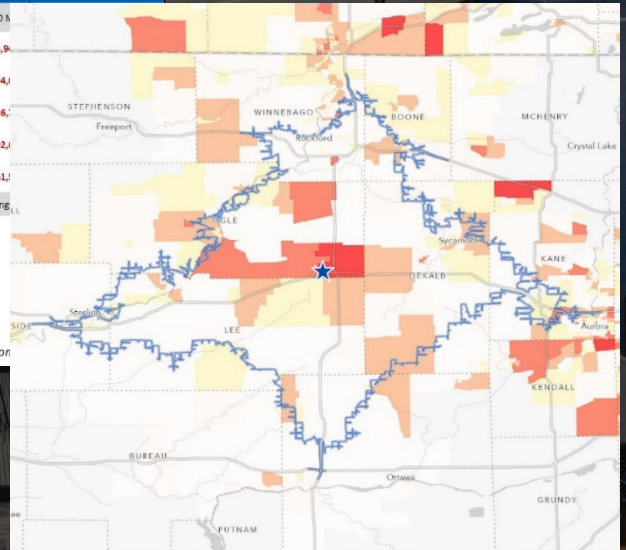


## Site Benchmarking Analysis

Existing and Evaluating

	Existing - Best for Comparison			Existing - Not for Comparison			Existing - Underperforming			Evaluating			Evaluating		
	2929 N Ohio St, Wichita, KS			1027 Warren Ave, Osceola, IA			1205 Chavenelle Court, Dubuque, IA			11200 88th Ave, Pleasant Prairie, WI			6401 8th Ave, St Cloud, MN		
Drive Time Radius	20 Min	40 Min	60 Min	20 Min	40 Min	60 Min	20 Min	40 Min	60 Min	20 Min	40 Min	60 Min	20 Min	40 Min	60 Min
Target Labor Pool*	1,081	1,764	2,196	19	54	1,041	164	339	593	303	1,653	4,941	603	1,653	4,941
Population	37,193	43,674	47,297	720	977	25,477	1,028	2,056	3,093	17,074	128,027	354,111	17,074	128,027	354,111
Population Speaks Spanish at Home	68,451	84,347	93,608	1,308	1,768	44,837	1,653	2,912	4,232	30,782	197,310	536,111	30,782	197,310	536,111
Population Hispanic/Latino	23,057	27,556	30,529	496	608	15,708	463	868	1,213	10,057	69,550	192,111	10,057	69,550	192,111
Population High School Educated and Below	18,839	21,283	22,708	440	492	12,262	263	735	1,053	7,626	63,948	161,111	7,626	63,948	161,111
Population Immigrant Born in Latin America															
Occupation	Median Hourly Earnings			Median Hourly Earnings			Median Hourly Earnings			Median Hourly Earnings			Median Hourly Earnings		
51-3093: Food Cooking Machine Operators and Tenders	\$17.62			\$13.73			\$17.91			\$16.28			\$16.28		
51-3099: Food Processing Workers, All Other	\$13.24			\$16.76			\$17.45			\$12.64			\$12.64		
49-9041: Industrial Machine Mechanics	\$26.48			\$24.67			\$25.41			\$27.77			\$27.77		
49-9043: Maintenance Workers, Machinery	\$22.81			\$23.14			\$20.27			\$27.65			\$27.65		

\*Aggregate resident workers, which represents where populations live who are employed in the target occupation



## LOCATION STRATEGY

# Workforce Assessment and Hiring Feasibility

## Consulting Services

Hormel's ham-boning plant needed to hire 120 production workers within three months, attrition was up to 30-40%, and it was facing wage pressures from federal stimulus that made it difficult to attract new hires. There was concern among company leadership about growing the current location or moving operations elsewhere to accommodate demand.

Transwestern Consulting first conducted a workforce assessment and wage feasibility analysis to diagnose and benchmark hiring activity in the region. The team then interviewed hiring managers for the five largest employers in the region for similar positions, as well as economic development stakeholders, to compare information about the hiring challenges and solutions experienced in the region. In-depth analysis on labor market supply and demand was also performed.

This data-driven approach concluded that it was possible for Hormel to attract enough labor with higher wages – even at a time when labor shortages were at a peak in the aftermath of pandemic-related shutdowns.

Based on Transwestern's understanding of the supply and demand of target workers and subsequent recommendations, Hormel proceeded to expand in this location and revise its marketing efforts, retention strategies and compensation plans.