



2015 Trends in Global Employee Engagement

Making engagement happen

Executive Summary

Build a Culture of Engagement— Make Employee Engagement Happen

The quote to the right from a leader at one of the Aon Hewitt Top Companies for Leaders® reflects two concepts that we continually see in top-performing companies: 1) business and talent strategies are intimately connected; and 2) leadership and employee engagement are essential for success. The best companies build and sustain a culture of engagement, led by CEOs who understand that employee engagement is not just a “nice to have” but critical to achieving business results. Leaders in these elite organizations also understand that employee engagement is primarily their responsibility.

The financial implications of an engaged workforce are significant. Our research reveals consistent, statistically significant relationships between higher levels of employee engagement and financial performance. In previous studies, we found that a 5% increase in employee engagement is linked to a 3% increase in revenue growth in the subsequent year.¹ But is engagement alone enough to drive sustainable performance?

Further research shows Aon Hewitt Best Employers enjoy strong leadership, reputations, and performance orientation in addition to strong employee engagement. Our latest research on 270 global organizations from 2010 to 2013 indicates that these additional cultural aspects of being an Aon Hewitt Best Employer drive incremental business performance in sales, operating margin, and total shareholder return beyond top-quartile employee engagement alone.²

The chart at right shows that top-quartile engagement and Aon Hewitt Best Employers status are related to total shareholder return, but that best employer status is linked to exponentially higher TSR than that of the top-quartile engagement companies—best employers drive an incremental 8 points of return to shareholders, resulting in 57% higher returns.

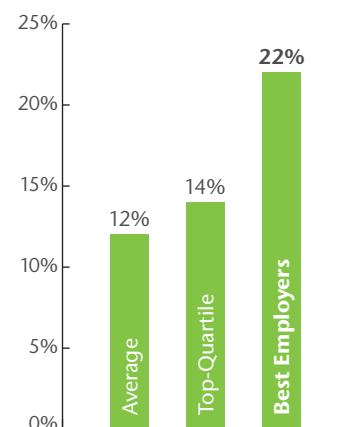
Achieving these business outcomes is not easy in today’s global environment. Economic conditions continue to be a leading indicator for investments in talent and employee engagement.

Global GDP grew in 2014 and is forecasted to grow 4% in 2015. Historically, GDP growth is generally followed by investments in people and a subsequent increase in employee engagement (the reverse appears to be true as well, as we saw engagement dip in 2010 following the Great Recession). Employee engagement levels have increased 1 point to 62% in 2014, and the graph on the following page suggests that the relative economic tailwinds in 2014 and those forecasted for 2015 should drive human capital investments and incremental improvement in global employee engagement in 2015 and 2016.

“Our talent practices are helping us build and sustain a culture and leaders within Cargill. We need to engage our employees to drive high performance.”

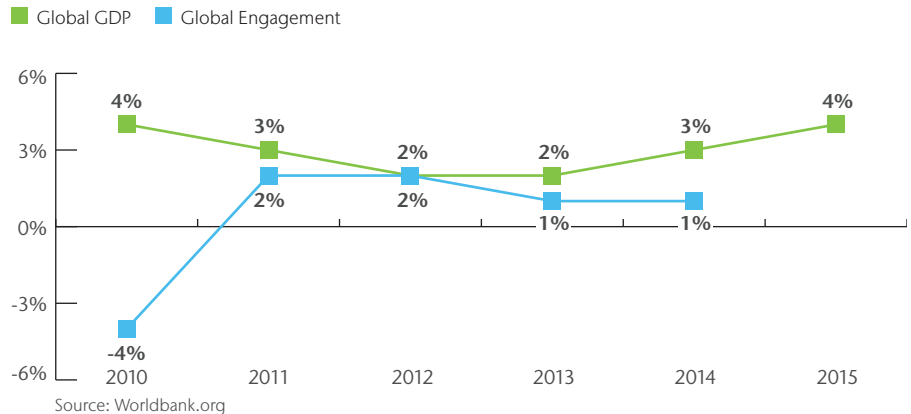
– Director of Assessment, Coaching, Engagement and Performance Management, Cargill

Total Shareholder Return (TSR) for Average Engagement, Top-Quartile Engagement, and Best Employer Organizations



1 Aon Hewitt. 2013 Trends in Global Employee Engagement.
2 Aon Hewitt. 2014 Trends in Global Employee Engagement.

GDP and Engagement Trends



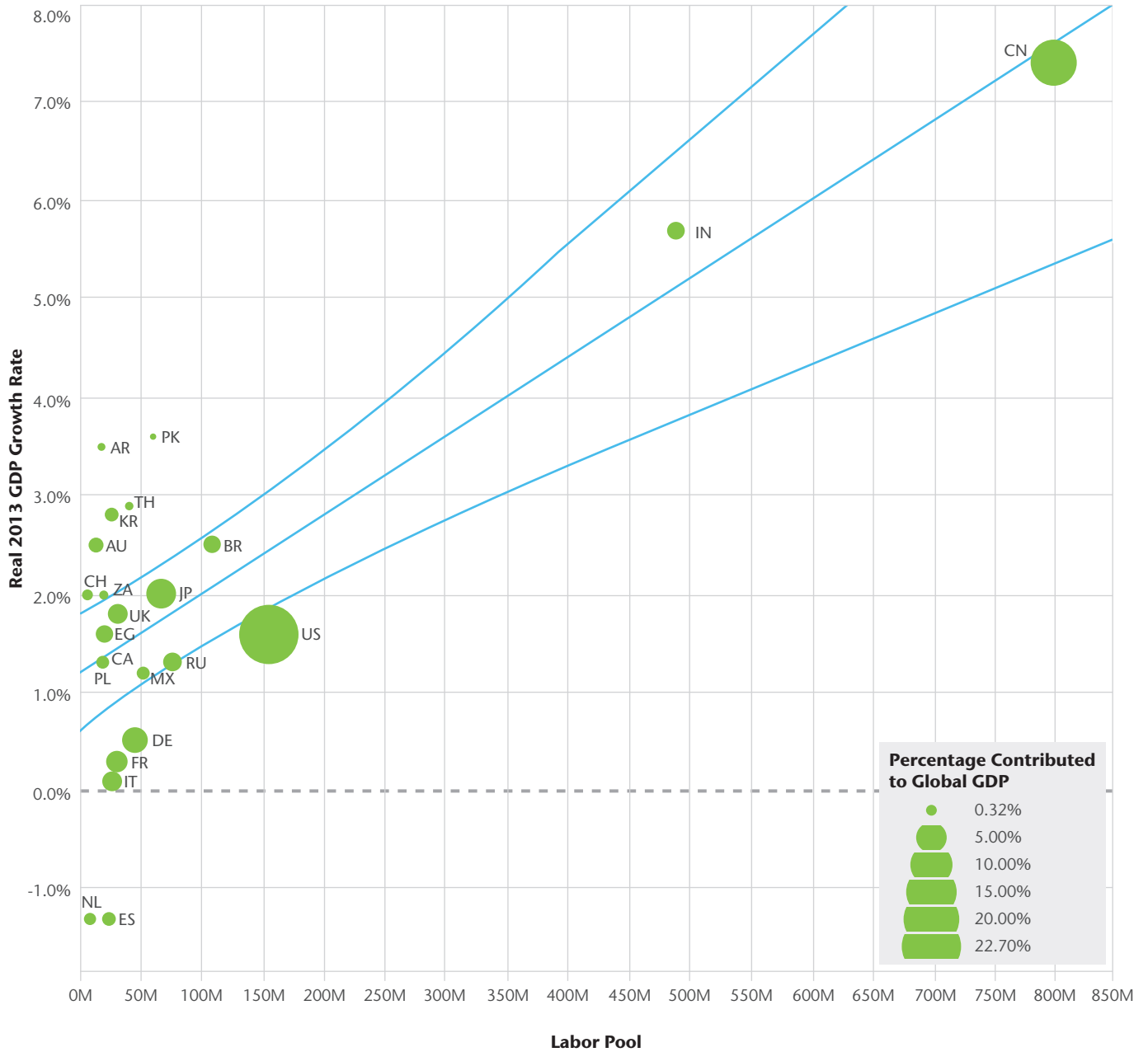
In addition, there are complex economic and labor dynamics at play. The chart on page 3 shows the world's largest economies and the world's largest labor pools (see the appendix for GDP and labor pool rankings). Together these countries make up over 80% of the global GDP and available labor. These countries also have very different dynamics in economic and population growth/stagnation, and wide ranges in average employee engagement levels (from 38% in Japan to 78% in Mexico).

- China and the United States are the dominant markets from a GDP and labor perspective. The U.S. GDP is double that of China. Yet China, where 40% of the world's workforce resides with almost 1.3 billion available workers, has a labor pool nearly five times that of the U.S. India has a very large labor pool but an economy that is a tenth the size of the U.S. and China combined.
- Japan, Germany, France, and the UK have relatively large economies but labor pools that are obviously much smaller than those of China and India.
- Other than China, the Philippines, India, Indonesia, and Vietnam, few of the very top economies have been growing beyond an average of 3% annually. The chart also highlights the smaller but growing economies of Indonesia, Vietnam, and the Philippines that offer large potential labor pools for multi-national organizations.

These data all point to the level of complexity leaders face in driving growth through talent and engagement strategies across global markets at various stages of growth and maturity. However, there are two very compelling facts about these data:

1. There is exactly zero correlation between the size of the economy and growth; but
2. There is a significantly positive correlation (0.52) between available labor and economic growth. Where there is available talent, there is growth.

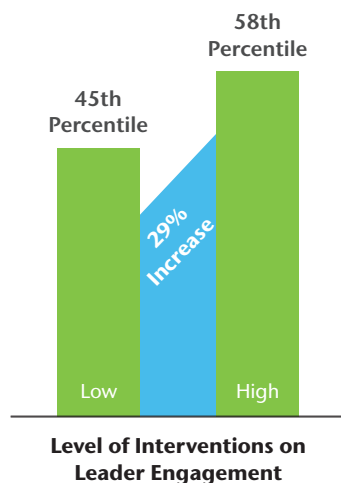
Available Labor and GDP Growth for the World's Largest Economies



Country Codes

AR	Argentina	CN	China	IN	India	NL	Netherlands	UK	United Kingdom
AU	Australia	DE	Germany	IT	Italy	PK	Pakistan	US	United States
BR	Brazil	EG	Egypt	JP	Japan	PL	Poland	ZA	South Africa
CA	Canada	ES	Spain	KR	South Korea	RU	Russia		
CH	Switzerland	FR	France	MX	Mexico	TH	Thailand		

Leader Engagement Interventions and Operating Income Ranking



Source: Aon Hewitt Top Companies for Leaders®, 2014

Leaders seem to be making the connection between talent, engaged talent, and business results at an exponentially increasing rate. However, companies are struggling to make engagement happen by fully aligning the business strategy and talent strategy. Many companies are experiencing a disconnect between the company’s productivity and profit growth and the relatively flat increase in wages for the majority of workers.³

Our research shows that less than half of global employees (46%) think they are paid fairly for what they contribute (a perception unchanged in the last year). Although there has been a slight improvement in other key engagement drivers like the employee value proposition, recognition, and innovation, the overall net change in the average employee’s work experience is negative. Most notably, global perceptions about resources and practices that enable a general culture of engagement have fallen in the last year.

So, the question becomes, “How do you create this culture of engagement and make engagement happen?” Lessons from Aon Hewitt Best Employers and Aon Hewitt Top Companies for Leaders® point to a holistic approach led by leaders. There are many stakeholders involved in creating a culture of engagement, but leaders are the ultimate owners. The four critical stakeholders are HR, people managers, the individual employee, and senior leaders.

Engaging leaders who engage others are not just a nice to have—they are the key ingredient to creating a culture of engagement that sustains business results in an ever-changing and complex global environment. Companies in which business unit leaders actively intervene following the announcement of engagement results drive engagement and financial performance. As the graph (at left) from our Aon Hewitt Top Companies for Leaders® study illustrates, companies that invest significantly in leader engagement have significantly higher operating income than those that do not.

Creating a culture of engagement requires pulling multiple levers and navigating many organizational stakeholders. As one leader in an Aon Hewitt Best Employer organization put it, “Go big.” Silver bullets do not work and relying only on HR or the manager is insufficient. This type of holistic approach is difficult, but engaging thousands of individuals can be accomplished through leader-led efforts. Leaders make engagement happen.

Key Findings

Key Findings

Global Engagement Trends

Global

2014 Engagement

62% ↑ +1pt

2015 GDP Forecast

↑ 4%

Top Engagement Drivers

Career Opportunities	↓	-3
Reputation	↔	0
Pay	↔	0
EVP	↑	+3
Innovation	↑	+1

Largest Work Experience Changes

Leadership	↑	+5
EVP	↑	+3
Manager	↑	+2
HR Practices	↓	-5
People Focus	↓	-6
Resources	↓	-7

North America

2014 Engagement

66% ↑ +1pt

2015 GDP Forecast

↑ 3%

Top Engagement Drivers

Career Opportunities	↓	-3
Performance Management	↓	-1
Reputation	↔	0
EVP	↑	+2
People Focus	↑	+1

Largest Work Experience Changes

Communication	↑	+8
Customer Focus	↑	+7
Innovation	↑	+6
Accomplishment	↓	-3
Career Opportunities	↓	-3
Resources	↓	-3

Latin America

2014 Engagement

71% ↑ +1pt

2015 GDP Forecast

↑ 4%

Top Engagement Drivers

Career Opportunities	↓	-3
Recognition	↑	+2
Pay	↑	+2
EVP	↑	+5
Innovation	↑	+1

Largest Work Experience Changes

Leadership	↑	+13
Benefits	↑	+9
Communication	↑	+9
Accomplishment	↓	-6
People Focus	↓	-9
Customer Focus	↓	-9

Africa-Middle East

2014 Engagement

67% ↑ +6pts

2015 GDP Forecast

↑ 5%

Top Engagement Drivers

Career Opportunities	↑ +5
EVP	↑ +5
Recognition	↑ +2
HR Practices	↓ -24
Pay	↔ 0

Largest Work Experience Changes

Innovation	↑ +11
Communication	↑ +10
Leadership	↑ +6
Resources	↓ -13
People Focus	↓ -13
HR Practices	↓ -24

Europe

2014 Engagement

57% ↔ 0

2015 GDP Forecast

↑ 2%

Top Engagement Drivers

Career Opportunities	↓ -7
Reputation	↓ -1
Pay	↓ -1
Innovation	↓ -4
EVP	↑ +2

Largest Work Experience Changes

Leadership	↑ +3
EVP	↑ +2
Coworkers	↑ +2
Communication	↓ -10
Customer Focus	↓ -10
Resources	↓ -10

Asia Pacific

2014 Engagement

64% ↑ +3pts

2015 GDP Forecast

↑ 5%

Top Engagement Drivers

Career Opportunities	↑ +2
EVP	↑ +3
Recognition	↑ +2
Reputation	↑ +1
Pay	↑ +1

Largest Work Experience Changes

Communication	↑ +8
Innovation	↑ +7
Leadership	↑ +6
Resources	↓ -7
People Focus	↓ -7
HR Practices	↓ -13

- **Global employee engagement continues to rise gradually, up 1 point to 62%, as the economy continues to improve.** The table on pages 6 and 7 shows considerable differences across regions and markets, with engagement varying from 57% to 71% and changes in engagement ranging from no change to 3-point improvements.
- **Employee engagement in the world's largest markets was 61%, unchanged from 2013 to 2014.** Examining the weighted average (by GDP and labor pool) of engagement levels reveals that, on average, large companies operating in the world's largest markets have employee bases that are slightly less engaged than those of companies in other parts of the world.
- **Economic tailwinds can spur a positive impact on employee engagement, but hyper-growth economic conditions can be disengaging.** The rate of economic growth moderates the impact on employee engagement. Economic growth in the world's struggling economies spurred positive changes in employee engagement a year later, but sustained high growth in rapidly growing markets in Asia Pacific and Latin America was followed by a downturn in employee engagement.
- **The overall work experience is deteriorating—particularly in regard to enablement, autonomy, and sense of accomplishment.** The average trend is that the work experience is deteriorating more than it is improving. In particular, perceptions of resources and programs that empower are falling across many markets. Employees who are engaged but not empowered are at risk of frustration, burnout, disengagement, suboptimal productivity, and turnover.
- **Companies continue to struggle with providing growth opportunities for employees and other top engagement drivers.** Career opportunities is the top engagement driver globally; however, positive perceptions surrounding this driver have fallen 3 points, to 44%, from 2013 to 2014. Perceptions of career opportunities are most positive in India, Canada, and high-growth Latin American markets. Perceptions of career opportunities are least positive in Japan and the European region. The other top engagement drivers—reputation, pay, employee value proposition, and innovation—also show opportunity for improvement with about half of the global population dissatisfied with these key aspects of the work experience.
- **A strong employee value proposition (EVP) is consistently valuable to employees across the world's regions.** Companies create strong EVPs when employees are clear on performance expectations and feel that their employers in turn deliver on promises to them. Strong EVPs are highly engaging. A strong EVP is also a consistent element found in Aon Hewitt Best Employers. Perceptions of EVP are on the rise globally.
- **Perceptions of senior leaders are improving.** Sixty percent of global employees view senior leaders favorably. This perception has increased 5 points from 2013 to 2014. Leaders need to be both engaged themselves and engaging of others to be able to effectively impact their organizations. Senior leadership engagement has risen significantly since 2012, jumping 10 points to 76%. The key will be for these leaders to invest their energy in engaging others in their organizations.
- **Engagement alone is not enough.** Aon Hewitt Best Employers and Aon Hewitt Top Companies for Leaders® do more than simply drive above-average engagement. These companies create cultures of engagement marked by strong leadership, performance orientation, and brands (internal and external). They also empower leaders and individuals to develop themselves and others and believe this to be a critical part of sustainable value creation for the business. They understand the roles various stakeholders play in relation to engagement, and ensure success through systematic, strategic interventions geared toward driving desirable results.

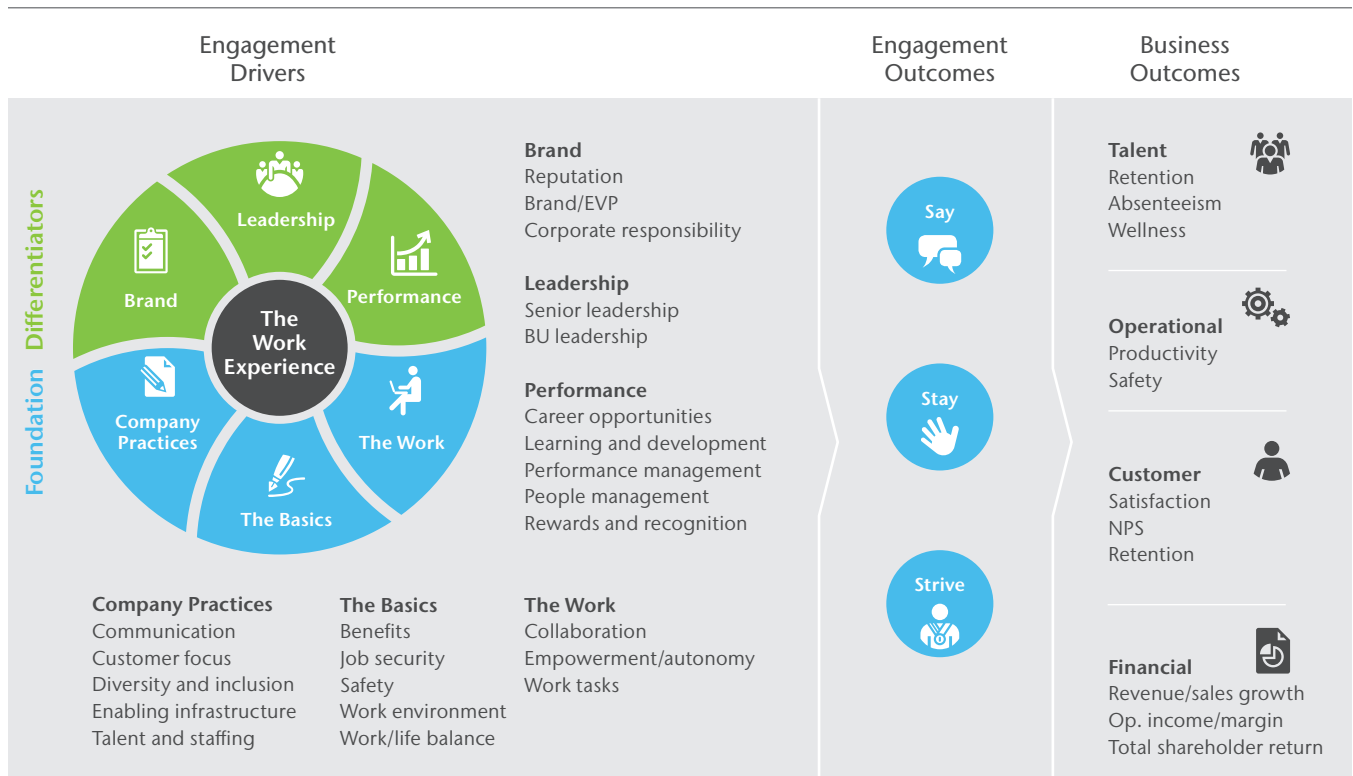
About This Report

Aon Hewitt defines engagement as the psychological state and behavioral outcomes that lead to better performance. The Aon Hewitt Engagement Model (above) examines engagement outcomes as Say, Stay, and Strive.

Engaged employees:

- **Say**—speak positively about the organization to coworkers, potential employees, and customers;
- **Stay**—have an intense sense of belonging and desire to be a part of the organization; and
- **Strive**—are motivated and exert effort toward success in their jobs and for the company.

The Aon Hewitt Engagement Model



In addition, we examine the work experience indicators that have an impact on engagement. These are the engagement drivers within management control—brand, leadership, performance, the work, the basics, and company practices. Finally, we include the business outcomes that often result from strong engagement drivers and higher employee engagement levels. Our research has consistently found that companies with higher engagement levels also have better talent, operational, customer, and financial outcomes.

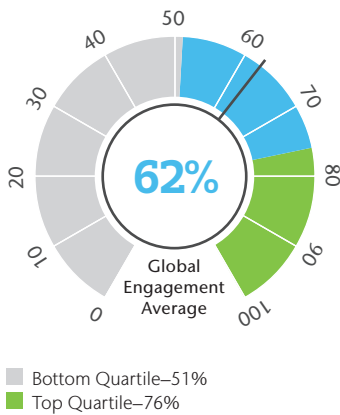
The data in this report comes from Aon Hewitt’s global employee research database consisting of over 8 million employee records from 2010 to 2014. The Aon Hewitt database represents companies from 68 industries operating in 164 countries around the world. This report is further supplemented by data and executive interviews from the 2014 Aon Hewitt Top Companies for Leaders® study.

Trends in Global Employee Engagement

Trends in Global Employee Engagement

Global Engagement Shift

2014



Global levels of employee engagement continue to trend upward since the Great Recession. Globally, engagement has moved up from 61% to 62%.

Behind this increase in overall engagement we see an increase in all of the say, stay, and strive facets of engagement, with strive (going above and beyond) increasing the most at +2 points. A relatively large number of employees say positive things about their company (68%; up 1 point), but fewer see a long-term future with their company (stay) or deliver their best performance every day (strive). The stay aspect of employee engagement continues to have the lowest score of the three facets of employee engagement we measure.

68%
Say



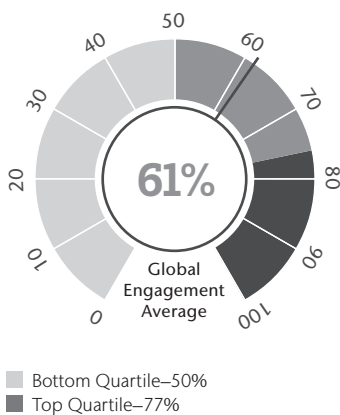
57%
Stay



60%
Strive



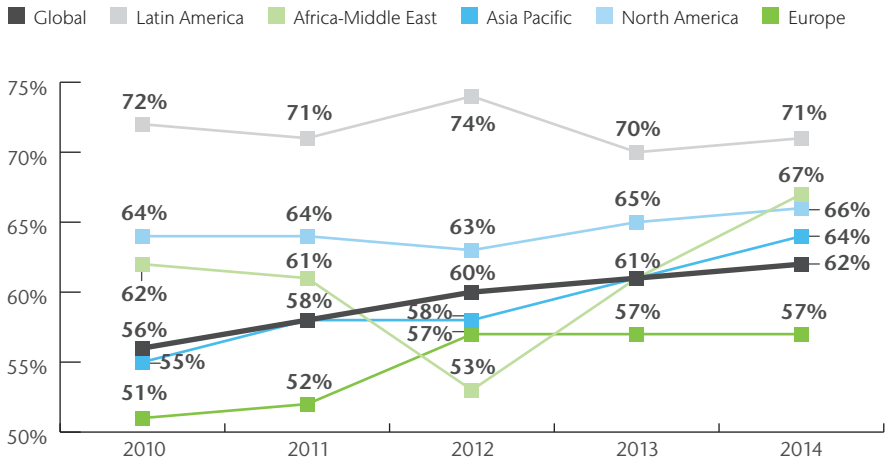
2013



These global engagement averages hide the nuances of the work experience in various regions and markets around the globe. In the chart on page 13, the dark grey global line shows a steady increase in the engagement level for the average company over the past five years, from 56% to 62%. But although the global levels have been steadily increasing, the regional trends tell a very different story.

The Latin American region continues to have the highest and most stable engagement levels, with around seven out of 10 employees engaged. We attribute some of this dynamic to the economic and cultural attributes of the region. Africa and the Middle East region, with the next highest levels of employee engagement at 67%, has seen great volatility in the last five years—falling to a low of only 53% engaged in 2012, but rising 14 points in just the last two years. This volatility and rapid bounce are likely related to both regional risk and economic opportunities. North America has the next highest engagement levels, and is now almost back to pre-recession highs at 66%. The Asia Pacific region is up 3 points in the last year to 64% and has seen a 9-point increase in average engagement over the last five years, which is likely interrelated with steadily high economic opportunities across many markets in the region. The European region historically has had the lowest engagement levels, and has seen no change in the last three years at 57% average engagement. The average European company saw a significant rise in employee engagement in the first few years after the recession (from 51% in 2010 to 57% in 2012), but as growth prospects for many Eurozone markets have stalled in the last few years amid growth in other global regions, so has employee engagement.

Global Trends in Employee Engagement



Source: Aon Hewitt Database

The figure on page 14 shows the segmentation of employees into various engagement profiles. The engaged group can be segmented further into the highly engaged and the moderately engaged. Likewise, the non-engaged employees can be segmented into passively and actively disengaged employees.

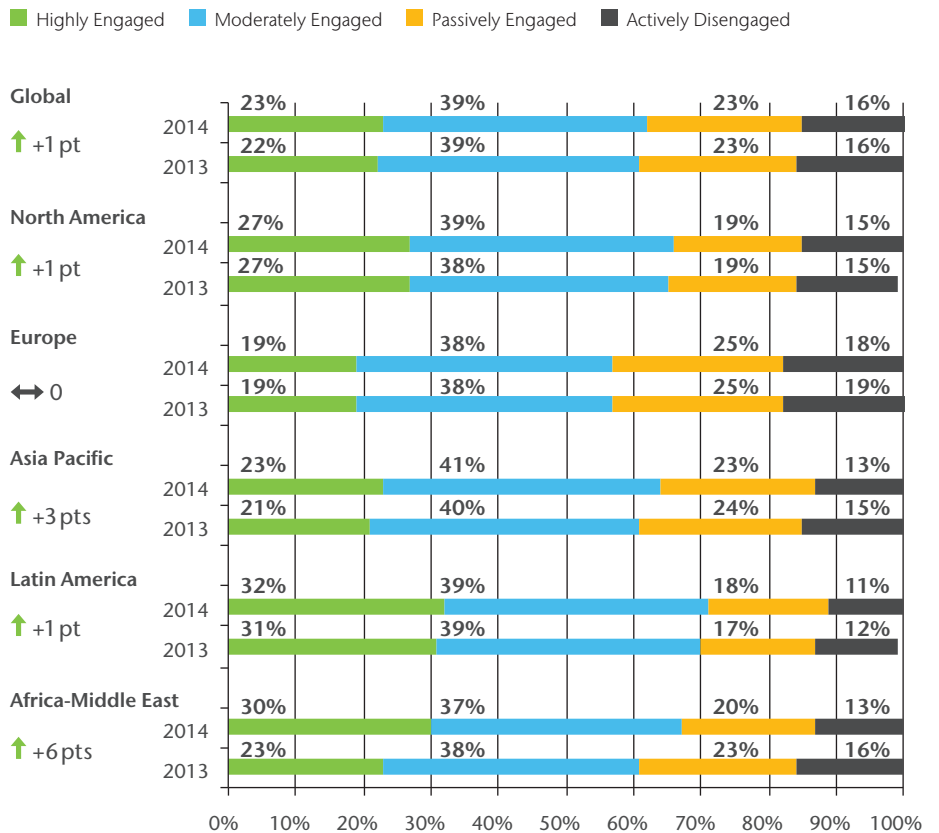
We have consistently found that the highly engaged employees (those who are most positive about all say, stay, and strive indicators) deliver the most value to the organization—well above even the moderately engaged. These highly engaged are much like the “promoters” measured on Net Promoter Score (NPS) customer metrics in terms of the exponential value they deliver to an organization.

Passive employees demonstrate ambivalence toward their jobs and their employers—sometimes positive and sometimes negative. These employees represent an opportunity to be taken seriously—they could become more engaged or they could also disengage.

Finally, nearly two out of 10 employees are actively disengaged. These employees do not say positive things about the company, do not see a long-term path, and do not strive to go above and beyond.

We have seen a trend in the last few years with a net positive shift in the extreme segments, meaning fewer actively disengaged and more highly engaged employees—particularly in the rapid-growth regions. We are also seeing a trend of organizations managing these extremes, particularly in understanding the highly engaged employees and leaders and putting plans in place to assess, select, and develop more of them.

Engagement Distribution 2013–2014

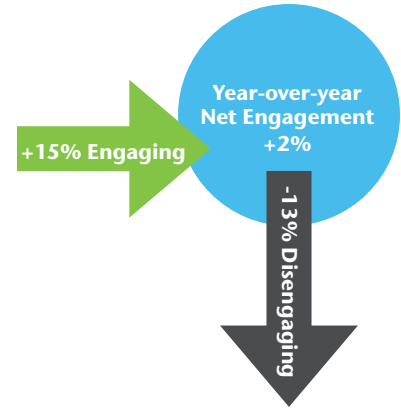


This segmentation teaches us a few valuable lessons. First, it is important to understand the differences among engaged employees and that the extreme segments have extreme impact on value—both positive and negative. Second, much like any other asset class, these human assets in an organization’s talent portfolio provide varying levels of return that should be understood and managed carefully. Finally, we see that individual employee engagement can be volatile from year to year, even month to month or day to day. These data show us that net effects are evident that hide movement across segments in most cases. We explored this further with individual companies, and discovered that as many as 45% of employees can change segments from year to year—even though only a net change of a few percentage points is visible on the surface. Most employees who change profiles usually move one step up or down, but the dynamics can reveal a lot that is hidden by averages and net score changes.

Case Study: Net Engagement Effect vs. Changes in Individual Engagement

For example, with one client we saw a 2% net increase in engagement, up to a total of just over 60%. But over the course of the measurement, we saw that in actuality 13% of those who were engaged became disengaged, and 15% who were previously disengaged became engaged (+15% – 13% = 2% net engagement effect).

What appears on the surface to be very little change in overall employee engagement masks a fair degree of volatility in individual levels of employee engagement. Consider the difference between observing a 2% increase in engagement and the underlying fact that 28% of the workforce had a significant change in work experience and motivation. For a 50,000-person company, that's a significant engagement change affecting 14,000 employees—not 1,000.



Global Economic and Labor Dynamics

In order to take a realistic view of trends in global employee engagement, one must take into account economic and labor indicators. As noted earlier, the average employee engagement level across all markets has risen 1 point, to 62%. However, when looking at engagement levels in companies operating in the world's largest markets, we see a slightly different picture. The average engagement level (weighted for both relative GDP and labor size) in these large global markets is slightly less—at 61%—and has remained unchanged from 2013 to 2014. This average engagement level is brought down by lower engagement levels in Europe and Japan. The upward trend in employee engagement is greatly slowed down by some global “giants”—India, the U.S., and Germany all have had no change in engagement and the rate of engagement in China fell 4 points.

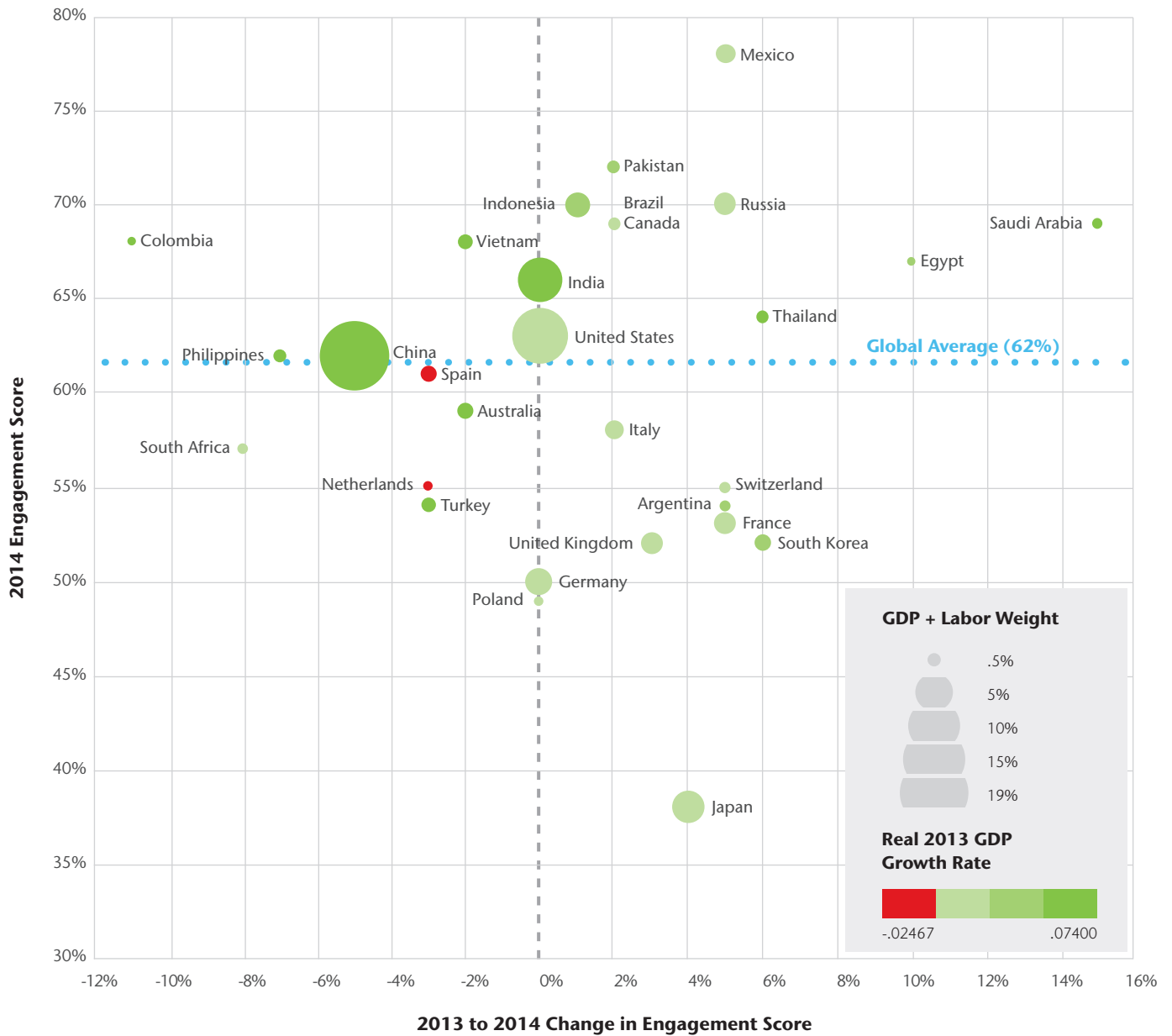
However, as the chart on page 17 illustrates, there is no clear pattern. Examining these data further, we also see some other interesting groupings. We see that Europe's largest markets—Germany, UK, and France—have much lower average engagement in the mid-50% range, but also show positive engagement trends. Russia, Pakistan, Egypt, and Saudi Arabia are the markets with high and growing engagement levels. Japan and Mexico demonstrate some of the extreme outlier conditions—Japan, with historically low levels of employee engagement, shows positive engagement growth (+6 points) and Mexico, with the highest engagement levels on the planet, also shows a positive 4-point trend in engagement levels.

The interplay of macro, micro, labor, and behavioral economics covered in our previous two Engagement Trends reports continues. We generally see a lagged feedback loop from macro to behavioral trends, creating both virtuous and vicious circles for organizations and employees.

Consider two companies: One is growing with favorable economic tailwinds. Management in turn invests in employee growth, rewards, and recognition; employees in turn are attracted to and stay with the company, and are engaged to contribute to the company's objectives. The second company is struggling to grow amid economic headwinds and competitive labor conditions. Management has fewer profits to reinvest in employees' growth and rewards, employees become less motivated, and it becomes more difficult to attract and retain top talent to deliver desperately needed growth.

We can see that the rate of economic growth plays a moderating role in this overly simplistic view.

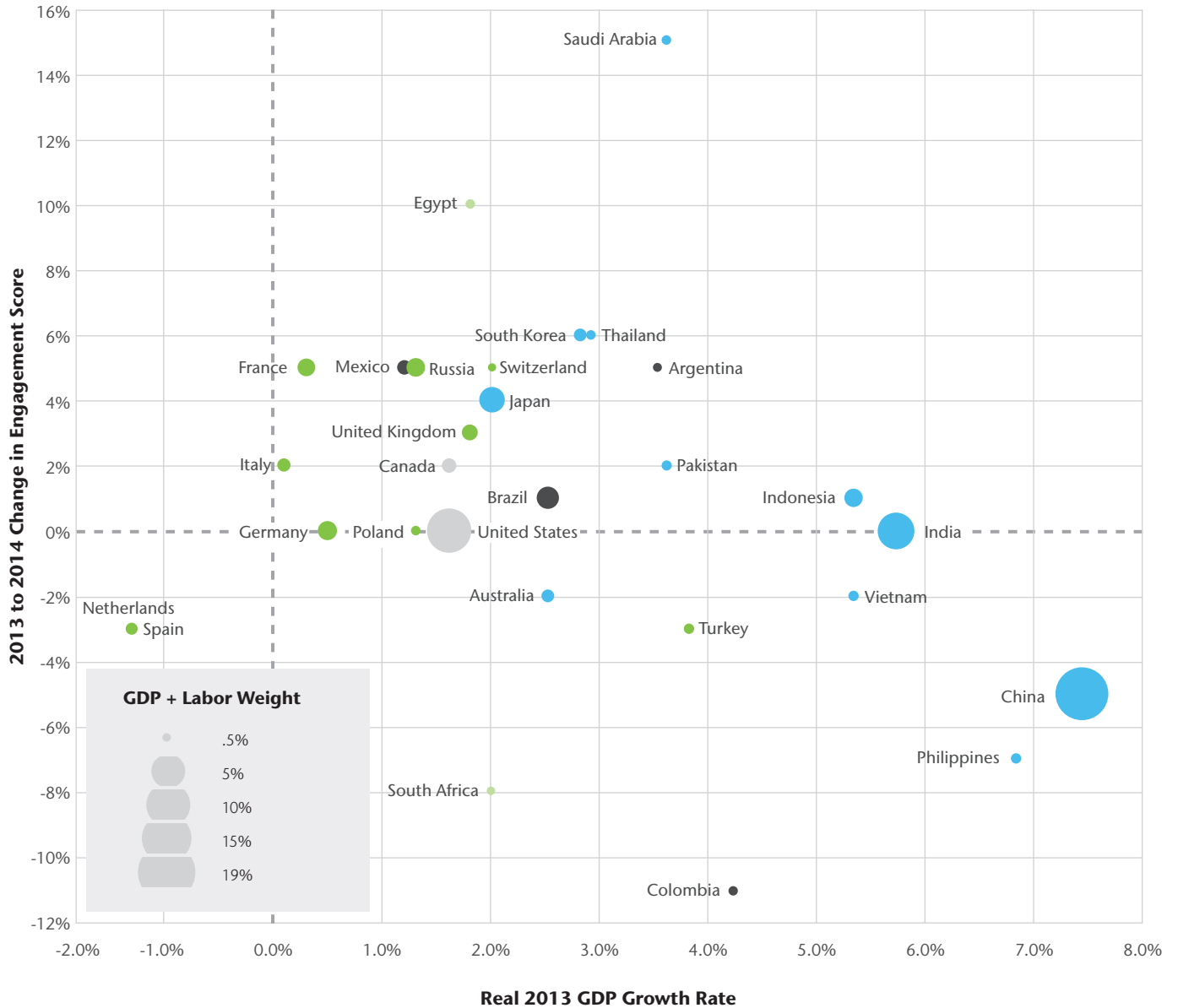
Markets by Engagement Score Values and Changes



Change in GDP vs. Change in Engagement

Region

■ Africa-Middle East
 ■ Asia Pacific
 ■ Europe
 ■ Latin America
 ■ North America



The chart on page 18 displays 2013 GDP growth and engagement growth a year later in 2014 for the world's largest markets (weighted by GDP and labor pool). At first glance, there is no real pattern. However, there is a very distinct set of dynamics distinguishing low-growth markets from high-growth markets. First, the low-growth European markets (in green) show a significantly positive correlation ($r = 0.65$ if Turkey is excluded) between GDP growth and engagement level increases a year later. Perhaps this represents the motivating effect of tailwinds and freed up human capital investments. Examining the pattern of high-growth markets in Asia Pacific (blue) and Latin America (grey), we see the opposite pattern. There is a distinctly negative correlation between GDP growth and engagement change in these high-growth markets ($r = -0.61$ and -0.50 , respectively). As GDP growth moves higher and higher, engagement falls. This suggests that as growth and market opportunity exceed a company's ability to enable employees and deliver on customer expectations, pressure on the employees increases and engagement falls. Excessive tailwinds can become barriers as companies and employees struggle to keep up.

In the next section we will examine aspects of the work environment that further explain the dynamics in these global regions.

Work Experience Trends

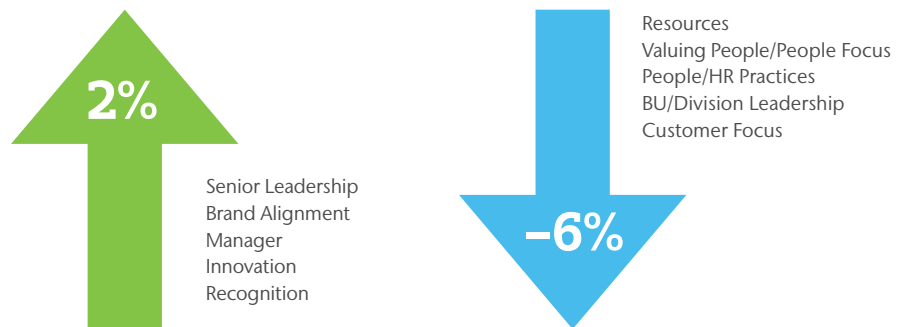
Broadly speaking, the work experience is made up of several elements that can be grouped as either foundational elements or potential differentiators. Foundational elements consist of company *practices* like communication, policies, and infrastructure; the *basic* areas like job security and benefits; and *the work* itself. Potential differentiators are seen in perceptions of *brand* or reputation, *leadership*, and *performance* orientation. In addition to driving strong engagement levels, these three areas of differentiation are the critical areas in which Aon Hewitt Best Employer companies excel.

Despite some steady increases in some leadership and business alignment indicators, these trends point to a general work experience of frustrated engagement. As we found in our Engagement Outlier research⁴, the best way to rapidly improve low engagement levels is to “fix the basics”—and the basics appear to be suffering. Looking across all global employee work experience indicators, we see that the net change shows a negative trend of 28 points. The highlighted areas in the following heat map paint a picture of the ups and downs of employees’ work experience. They represent the changes companies have made, both intentionally and unintentionally, as perceived by employees.

Examining the trends in employee engagement and overall work experience indicators reveals some distinct patterns in various regions and submarkets (see the appendix for a breakdown of the work experience indicators in major markets within regions).

- **While North American employee engagement is on the rise, there is deterioration in empowerment, autonomy, and growth.** The overall work experience is showing slight improvement, largely fueled by increases in Canadian scores. Aside from a sharp 10-point increase in the senior leadership driver in the U.S., there is deterioration in employee perceptions of empowerment, autonomy, and growth.

Largest Changes in the Global Work Experience 2013 to 2014



Percentage Point Change in Work Experience Indicators (2013-2014)

Engagement 2014	62%	66%	57%	64%	71%	67%
% Change (2013–14)	1%	1%	0%	3%	1%	6%
Drivers	Global	North America	Europe	Asia Pacific	Latin America	Africa-Middle East
Senior Leadership	5%	5%	3%	6%	13%	6%
Brand Alignment	3%	2%	2%	3%	5%	5%
Manager	2%	0%	1%	3%	-1%	4%
Innovation	1%	6%	-4%	7%	1%	11%
Recognition	1%	2%	-1%	2%	2%	2%
Work/Life Balance	1%	-1%	-1%	6%	2%	6%
Benefits	1%	2%	0%	1%	9%	3%
Communication	0%	8%	-10%	8%	9%	10%
Coworkers	0%	0%	2%	-2%	1%	-7%
Learning and Development	0%	-1%	-2%	3%	-2%	2%
Managing Performance	0%	-1%	-3%	3%	8%	1%
Organization Reputation	0%	0%	-1%	1%	1%	-1%
Pay	0%	2%	-1%	1%	2%	0%
Work Processes	0%	0%	-2%	1%	0%	4%
Physical Work Environment	-1%	0%	-3%	3%	3%	6%
Autonomy/Choice	-1%	-3%	-5%	6%	-5%	2%
Safety	-1%	0%	-2%	-2%	1%	-7%
Sense of Accomplishment	-1%	-3%	0%	0%	-6%	1%
Work Tasks	-1%	-2%	0%	2%	-6%	3%
Diversity	-3%	-1%	-3%	-4%	-1%	-9%
Career Opportunities	-3%	-3%	-7%	2%	-3%	5%
Customers	-3%	0%	-7%	1%	-10%	3%
BU/Division Leadership	-5%	3%	-8%	-5%	-1%	-10%
Customer Focus	-5%	7%	-10%	-2%	-9%	-3%
People/HR Practices	-5%	1%	-4%	-13%	5%	-24%
Valuing People/People Focus	-6%	1%	-9%	-7%	-9%	-13%
Resources	-7%	-3%	-10%	-7%	-4%	-13%
Net Employee Work Experience	-28%	21%	-85%	17%	5%	-13%

- **The European region is struggling against relatively lower GDP forecasts, declining engagement, and a deteriorating work experience.** This region's work experience has the largest negative trend relative to other global regions (net employee work experience trend of -85 points) primarily in the areas of enabling resources, customer focus, and communication and people practices. Engagement in this region lags the global average with Western Europe experiencing lower and falling engagement scores and Central Europe facing sharply negative trends. However, Eastern Europe demonstrated significantly higher and improving levels of employee engagement.
- **The Asia Pacific region shows continuing strong prospects but also local volatility and engagement risk.** In this region, we see strong GDP growth and improved engagement and work experience indicators across all key engagement drivers. However, we also see the wild dynamics of low engagement in Japan (although improving), deteriorating engagement and work experience indicators in China, and increasing engagement and work experience indicators in South Korea. As noted earlier, a combination of strong market growth without the resources to deliver on demand and customer expectations can create engagement risks for markets like China.
- **Latin America is improving moderately in terms of incremental economic growth, engagement levels, and improvement in all of the top engagement drivers.** The overall work experience is improving for this region in the critical drivers of leadership, EVP, communication, managing performance, pay, and career opportunities. However, there is a great deal of variance across markets. Colombia, Chile, and Peru seem to have negatively trending work experiences that indicate lack of enablement with employees struggling to keep up. Colombia, in particular, is sharply negative. But Argentina's trend is positive, up from relatively low engagement levels. Puerto Rico, Mexico, and Venezuela have high and improving engagement, although work experience indicators in Venezuela indicate a contrast of positives and negatives.
- **Africa and the Middle East markets are showing strong yet volatile economic, labor, and growth opportunities.** The Middle East and North African region has seen engagement levels grow 8 points, to 70%. Despite deterioration in enabling practices and resources, the MENA region has seen a generally positive work experience trend with strong improvement in areas of innovation, leadership, communication, and EVP. However, sub-Saharan Africa's average engagement is closer to the global average, and falling. Basic work experience elements are generally trending negatively with the greatest deterioration in resources, safety, and work-life balance in sub-Saharan Africa.

Making Engagement Happen

The Top Employee Engagement Drivers

Our research has consistently shown that some work experience areas are more important to improving engagement than others are. The key drivers below were identified as the priorities for *making engagement happen*.

Global Engagement Drivers

Engagement Score 2014			62%	66%	57%	64%	71%	67%
Engagement Change from 2013			1%	1%	0%	3%	1%	6%
Drivers	Positive Perception	Perception Change 2013 to 2014	2014 Global Rank (2013 Rank)	North America	Europe	Asia Pacific	Latin America	Africa-Middle East
Career Opportunities	44%	↓ -3%	1 (1)	1	1	1	1	1
Organization Reputation	59%	↔ 0%	2 (3)	3	2	4		
Pay	46%	↔ 0%	3 (4)		3	5	3	5
Brand Alignment	56%	↑ 3%	4	4	5	2	4	2
Innovation	53%	↑ 1%	5		4		5	
Managing Performance	57%	↔ 0%	(2)	2				
Communication	47%	↔ 0%	(5)					
Valuing People/People Focus	59%	↓ -6%		5				
People/HR Practices	51%	↓ -5%						4
Recognition	51%	↑ 1%				3	2	3
Work Processes	55%	↔ 0%						
Senior Leadership	60%	↑ 5%						

Three of the top engagement drivers—career opportunities, reputation, and pay—have remained consistent from 2013 to 2014. The top five drivers are relatively consistent across markets and regions. What is also consistent is that only about half of employees have a favorable view of these areas that are so critical to their engagement. In the case of career opportunities, the majority of employees do not see a path forward with their organizations, and this has the strongest and most consistent impact on whether employees say, stay, and strive.

The combination of top engagement drivers provides some insight into the mindset of employees in various regions. Globally, the top drivers point to the average employee looking for growth, equitable reward, and pride in his or her company. This view is consistent with the average European employee. Many employees in Asia Pacific and Latin America appear to be highly motivated by recognition. The average North American employee appears to be driven by alignment of performance expectations and the employee value proposition with a people-focused culture.

The greatest degree of variation in engagement drivers typically is found by organizational level and job function. We do not see as many differences in engagement drivers across generations (see appendix) as for drivers by different job segments. For example, executives and senior management have higher than average engagement at 76%, and are most motivated by the reputation of their companies. Professional individual contributor employees have the lowest level of engagement at 54%, and are most engaged by growth opportunities, performance management that allows them to contribute, and recognition. Engineering, production, and finance professionals are most engaged by pay.

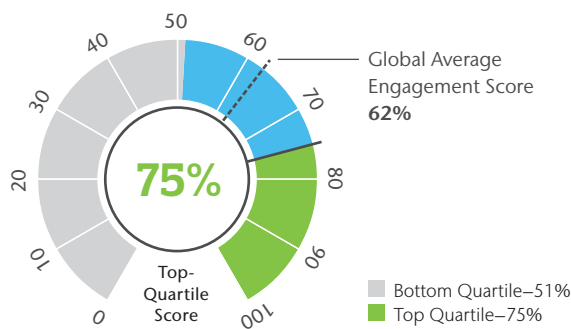
The differences in these segments—as well as others in various companies and industries—show how important it is to understand employees’ engagement drivers and create the strategies with the greatest impact on factors such as effectiveness compared to benchmarks, relative impact of various drivers on engagement, and the ability to change the conditions of a particular driver. The themes of the top

engagement drivers (innovative companies with strong reputations; performance-oriented cultures that match results with rewards; environments where employees are enabled to perform, grow, and be recognized) are not only what employees need to be engaged. Those themes are also organizational, and are driven by the effective leaders and practices commonly found in best employers with superior and sustained financial performance. They are critical ingredients to creating a culture of engagement.

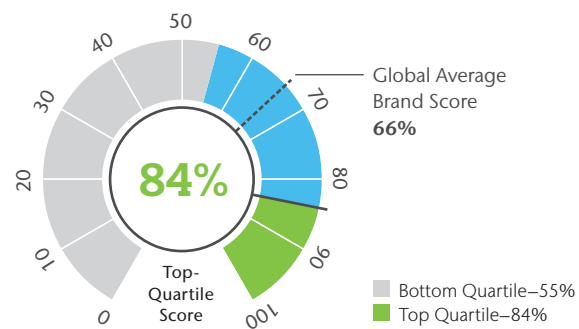
Aon Hewitt Best Employers excel at leadership, reputation, performance culture, and ultimately, employee engagement. The meters below illustrate the top-quartile threshold that best employers attain. These elite companies raise the bar for most companies struggling with the top engagement drivers. Beyond having double the number of highly engaged employees that the average company has, roughly eight out of 10 employees at best employers see strong leadership, think their company has a strong reputation and purposeful EVP, and think their company has a performance culture.

Aon Hewitt Best Employers Excel at Top Engagement Drivers

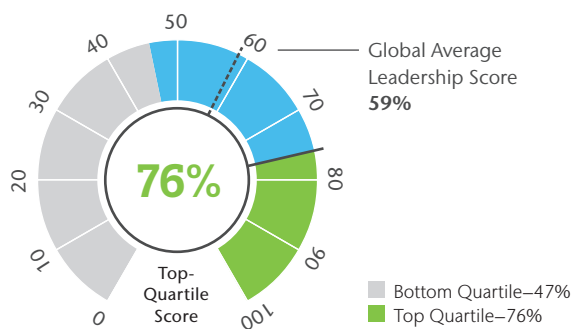
Global Engagement Score



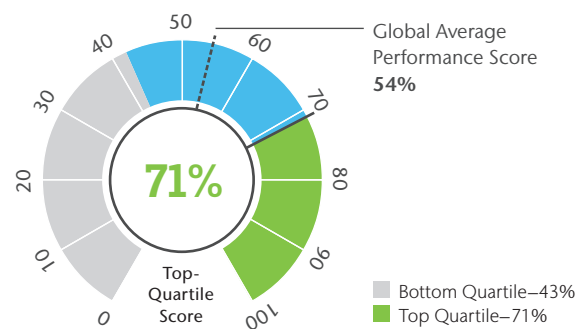
Global Brand Score



Global Leadership Score



Global Performance Score



Beyond Engagement Measurement— Solutions to Make Engagement Happen

Whether companies are looking to become Aon Hewitt Best Employers or Aon Hewitt Top Companies for Leaders®, reaping the financial rewards that come with this level of execution requires a holistic approach. The findings in this report point to actions companies can take to create a culture of engagement. Several executives from the Aon Hewitt Top Companies for Leaders® study provide insights and thoughts on how they have made engagement happen at their companies. Historically, moving the needle on engagement has been the work of HR and of people managers. But best practices from the best organizations demonstrate investments in helping leaders lead the way to a culture of engagement. These leaders focus on building skills, empowering others and driving individual accountability to take ownership of solutions and of one's own engagement.

"To keep the more than 120,000 employees motivated and engaged you have to continuously provide a clear vision for the next 10 years, and clarify with your people their role in helping the organization achieve this vision."

— Joseph Jimenez, (CEO), Novartis

Conventional wisdom may view HR as the owner of employee engagement, but current research shows the role of the HR professional is to support the leaders of the organization in achieving the engagement agenda. HR owns many programs required for engagement, such as setting a strong employee value proposition (EVP), pay, development programs, and often managing an employee survey program. HR business partners also typically support the delivery of action plans at a managerial unit level. Another critical stakeholder is the people manager, who owns the delivery of employee growth and performance. Managers play a big role in the delivery of career planning and coaching (essential elements for building a primary driver of engagement—career opportunities). While HR and people managers have traditionally been the primary stakeholders in an engagement agenda, we see a rapidly accelerating shift in responsibility toward two other critical stakeholders required to create a culture of engagement—senior leaders and the individuals themselves.

Companies have been talking for many years about career development being a two-way street requiring both company and individual responsibility. Likewise, many engagement strategies are beginning to involve the individual as another important stakeholder in managing his or her own engagement. Awareness and mindfulness in employees appear to be prerequisites for enabling them to fully engage and unleash their energy. Thus, individual feedback and reflection at the individual level are needed. Companies are now beginning to provide more direct feedback to employees through websites and mobile devices that challenge employees to reflect on their own engagement, to understand when they are most/least engaged, and to get actively involved in ensuring they have what they need to be optimally engaged.

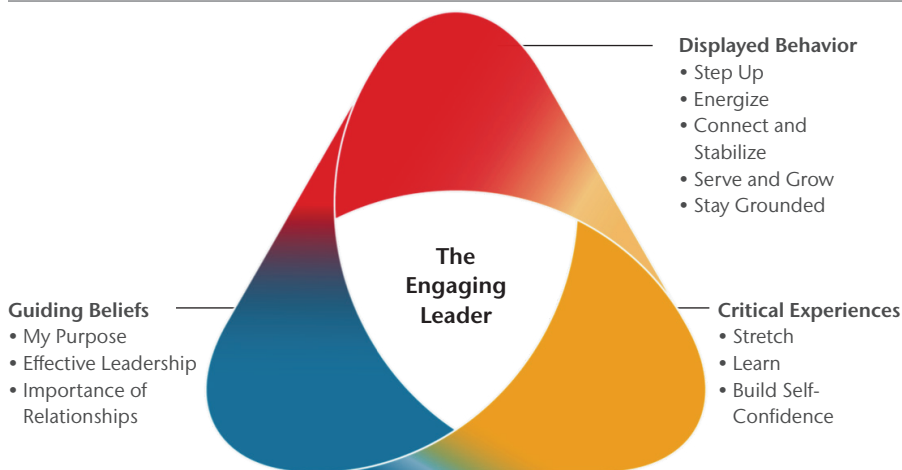
As mentioned above, leaders are the ultimate owners of creating a culture of engagement. "Leadership is what makes or breaks our projects. With strong leaders, projects hum, clients are happy, and the teams are highly engaged." (CEO, global top company). Senior leaders impact virtually every critical engagement driver we see in our research, ranging from organizational reputation and innovation to the resources, policies, processes, and infrastructure elements that enable (or frustrate and discourage) change and growth. Leaders can also exponentially engage others through direct coaching and developing other leaders (who, in turn, coach and develop other leaders). Nearly all of the global top

companies for leaders' senior management teams get involved with most aspects of core talent activities like coaching (100%), feedback (100%), and performance discussions (96%). We offer five key ingredients to building a culture of engagement below.

1. Build Engaging Leadership

We have identified the qualities of engaging leaders through extensive research, and we find that creating a culture of engagement starts with leaders. The diagram below outlines the critical experiences, guiding beliefs, and displayed behaviors that interact to create an engaging leader. Every organization has engaging leaders—but not all have engaging leadership. Engaging leadership happens when there is a critical mass of leaders who make engagement an expected way of life through their words and actions. These engaging leaders consistently step up and own solutions when others will not or cannot, they energize others around future possibilities, they connect with others to stabilize during transformation, they serve and grow their followers, and they stay grounded through authenticity and humility. Sam Allen, CEO of Deere & Co., states that the most engaging leaders at Deere have “humble confidence.”

The Engaging Leader



Aon Hewitt research conducted on a random sample of leaders reveals the top personality traits of engaging leaders. Personality assessments can be used to select leaders with the attributes and beliefs that predispose them to be engaging of others. Positivity is the most important personality attribute, predicting all five of the engaging leader behaviors. Drive and liveliness also play a big role in predicting leadership success. Most engaging leaders are able to lead organizations through change. Other personality traits like sensitivity (social and cultural awareness) and composure become critical predictors of success in this area.

American Express leverages feedback from many assessment tools to identify key drivers of engagement, including a two-pronged performance rating: one for goals and one for leadership; and individual assessments such as 360-degree surveys and enterprise-wide engagement surveys. The aggregate data from these surveys is used to inform both individual and organizational leadership development strategies that further drive engagement.

The Personality of Engaging Leaders

Aon Hewitt ADEPT-15 Personality Facet	Average Correlation Across Engaging Leader Behaviors	Step Up	Energize	Connect and Stabilize	Serve and Grow	Stay Grounded
Positivity		!!	!!	!!	!	!
Drive		!!	!	!!	!!	
Liveliness		!	!!	!!		
Cooperativeness		!	!!	!!	!	
Composure		!		!	!	!
Sensitivity			!	!!!	!	

! = indicates size of correlation between ADEPT personality facet and engaging leader behavior as measured by Engaging Leader 360.

The Aon Hewitt Top Companies for Leaders® research found that selection and coaching are both required to build the necessary critical mass; however, the data indicate that coaching appears to have the most impact. The top companies don't just send leaders to coaches or development programs. Leaders do it themselves. "Developing others and self is one of our key leadership behaviors and the 'leaders teaching leaders' concept is deeply embedded in our development programs," states Janette Shimanski, Vice President of Global Talent Solutions, 3M. As another example, leaders with low engagement scores were identified and coached at another global top company. Their leaders changed by actually listening and doing things differently.

2. Build Trusting Relationships with Your Employees with a Compelling EVP

A strong employee value proposition is about clarifying the employment contract—articulating what you expect and in turn delivering on what employees expect. Our research found that fully 100% of the global top companies for leaders have a strong reputation in the marketplace for cultivating talent (versus only 73% of all other participating organizations). Pay and rewards are very much part of an EVP and many companies are getting much more clear and extreme about the value proposition for top performance.

A global top company explained that in the past, differentiation was very small, and maximum bonuses were four to five months' salary. The company instituted greater bonus differentiation for performance, wherein top performers (who receive a performance rating of 5) stand to get two times the amount of bonus an average performer (who gets a performance rating of 3) receives. The bonus levels were extended drastically to reach 24 months' salary (for top leaders), 16 (for senior management), and 11 (for junior executives and managers).

What is central here is reputation—what is your company known for in the job market? Can your employees clearly explain what makes working for you better than working

someplace else? Without solid answers to this, it is very difficult to attract, retain, and engage talent (and only about six out of 10 employees can answer these questions). Getting clear on this value proposition and delivering on it builds trust. And trust is a central part of employee engagement—whether they will say great things about your company to others, whether they will stay with you, and whether they will try their best to exceed expectations.

3. Grow Your Talent

Employees need to develop learning agility and proactively create the solutions needed for the future. IBM has developed a “Faculty Academy” to help employees find answers instead of giving them the answers. Typically we see the immediate people manager as the owner of career development and performance management, and this will always be required, but we are seeing the conversation shift to empowering the individual to define his or her own path. Some of the best make talent development part of the fabric of their organizations. Procter & Gamble has created a company-wide culture of coaching where employees experience training, coaching, mentoring, and recruiting with the desire to do the same for others. “It is a combination of formal and informal, with the vast portion being more organic,” states Mark Biegger, Chief Human Resources Officer, P&G.

As the Engaging Leader model illustrates, early critical experiences involving stretch assignments are integral to development. General Mills has a disciplined approach for matching people to potential roles and providing a framework for how a new person could approach that role. “While we value placing people in uncomfortable or stretch roles, we do not put people in new roles cold,” explains the Vice President of Talent and Organization Capabilities at General Mills.

4. Enable Engagement and Performance

The 2015 engagement research uncovered a disturbing trend—engagement is on the rise, but enabling resources and programs are deteriorating. In fact, we found that the first thing companies with really low engagement should do in order to drive big improvements is to “fix the basics” that enable work to get done.⁵ And organizations with engagement challenges typically have basics that are broken. What we hear from many employees is that their companies are either bogged down in processes or unclear governance, or they are in hyper-growth or transformative situations without adequate resources to get things done. Only about half of employees feel enabled and, on average, the vast majority of those who do not feel enabled are not engaged.

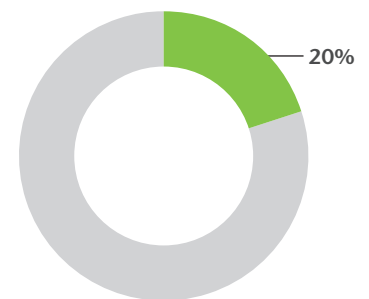
In fact, 36% of employees who do not feel enabled are in the actively disengaged category. Within the group who do not feel enabled, approximately 33% are engaged—presenting a significant risk for organizations. This combination can lead to frustration and burnout that saps the energy of otherwise engaged employees. These “frustrated engaged” will quickly disengage or leave. The enabling areas we see as most impactful center on resources, processes, work/life balance, and even safety. We find that when employees feel enabled with the right resources and programs, 78% of them are engaged.

Likelihood of Being a Top Company for Leaders

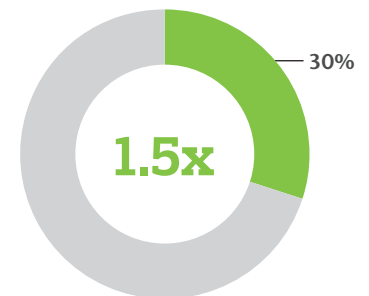
■ Is a Top Company
■ Not a Top Company

Chance of Being a Top Company

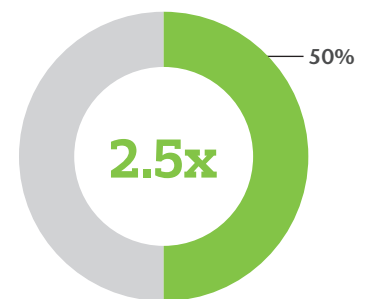
No Engaging Leader Interventions



Select Leaders Based on Ability to Engage Others

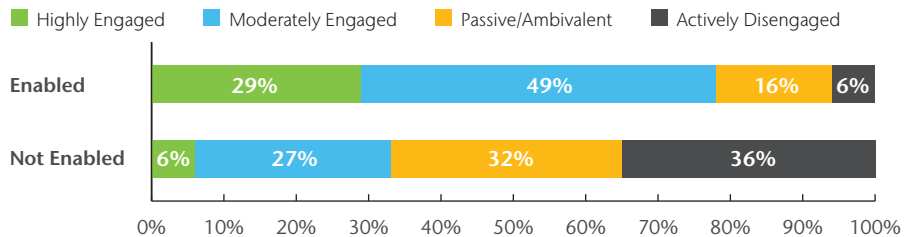


Coach Leaders to Engage Others



⁵ Aon Hewitt (2013). The Engagement Outliers.

Enablement and Engagement



Source: Aon Hewitt Engagement Database

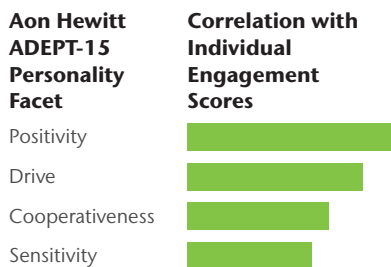
5. Focus on the Individual

As noted above, there has been a shift toward the individual in creating a culture of engagement. Historically, engagement surveys were conducted at the aggregate level with aggregate scores, for aggregate groups and interventions implemented with aggregated teams. What this leaves out is the fact that engagement is an individual concept and should be measured and managed at that level as much as possible. There are two major trends we see here. First, companies affect the culture of engagement one person at a time by the people they bring into the organization. Ongoing research with our ADEPT-15™ personality instrument reveals that personality is not only a strong predictor of performance, it is also an accurate predictor of whether or not an individual is likely to be engaged. Personality can be a strong predictor for identifying engaging leaders who engage others. The four individual personality facets most predictive of an individual's engagement are positivity, drive, cooperativeness, and sensitivity. These four are also common to the engaging leader predictors.

The second trend we see in terms of individual engagement is providing immediate feedback to individuals upon completion of surveys. We looked at the relationship between companies in which business unit leaders report low incidences of intervention following the release of engagement results and those that report high levels of involvement in these activities. We found that running active interventions on leader engagement increases operating income percentile rank within industry by 29%.

Solutions we have implemented with many clients include using survey technology or mobile apps to provide instant confidential feedback to individuals about their engagement levels, a challenge for individual reflection, and suggestions individuals can take to improve or sustain their levels of engagement.

The Personality of Engagement

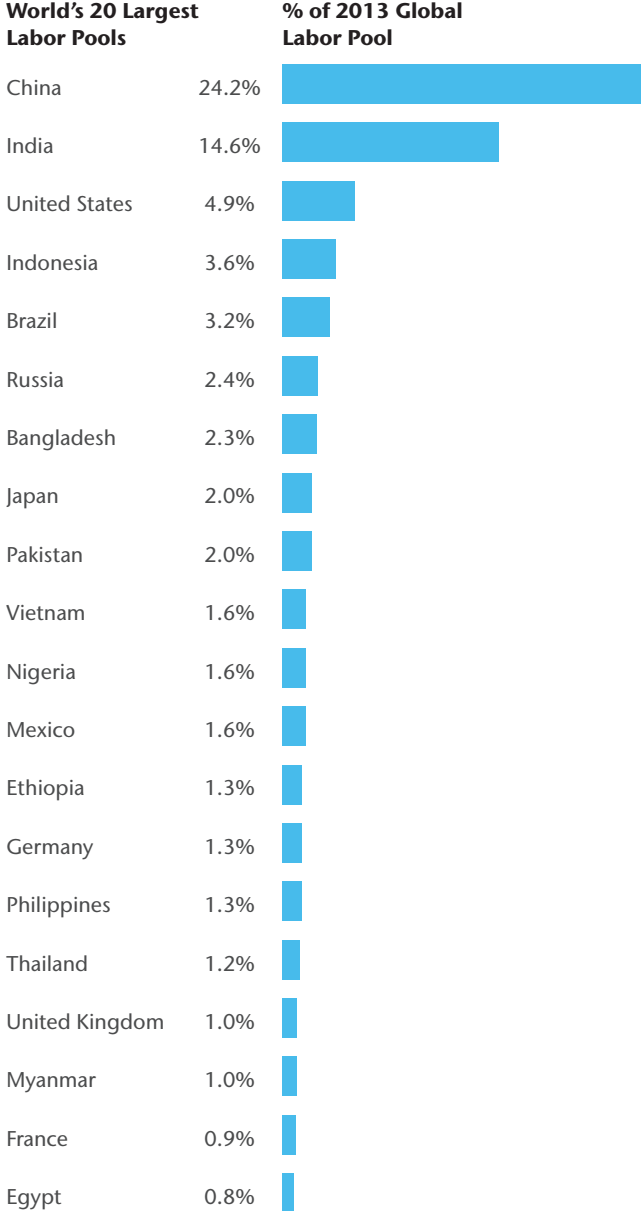
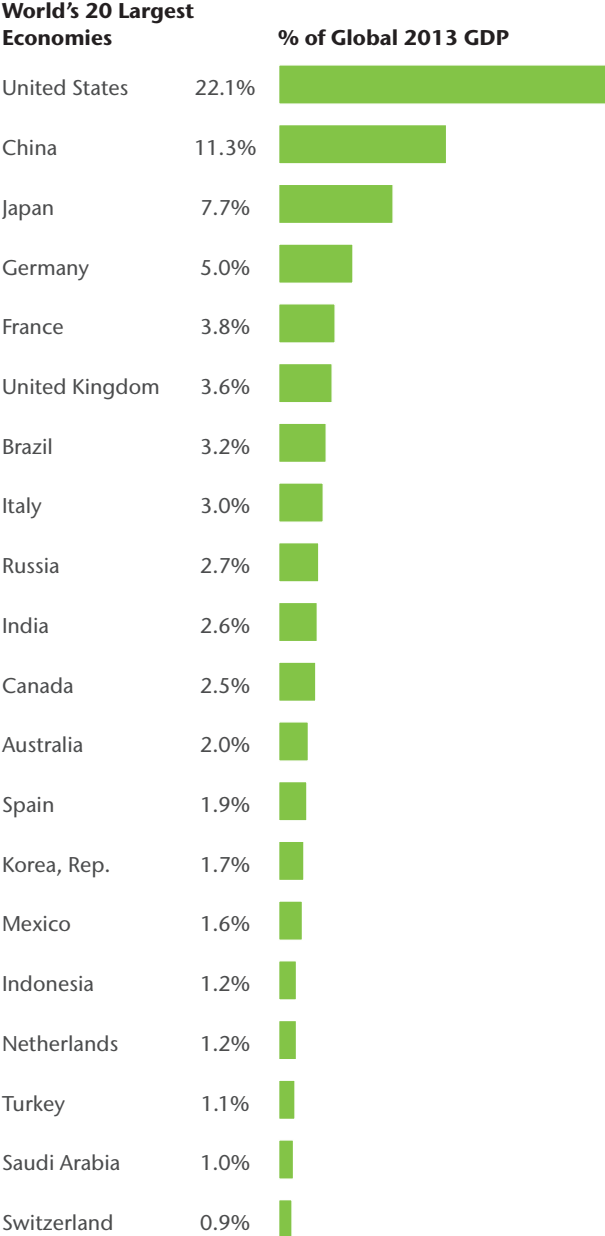


Final Thoughts

Making engagement happen is not about a development program or tools or technology. It is not about managing to a score. It's not about "HR's survey." There are two words that consistently come up when we talk with executives from Aon Hewitt Top Companies for Leaders® and Aon Hewitt Best Employers about the keys to their success in talent and engagement—*culture* and *leadership*. Culture is about changing and aligning people, programs, and infrastructure to drive a consistent set of beliefs, decisions, and behaviors in an organization. Leaders are in a unique position to set the tone, demonstrate the value of human capital, link people to the mission of the organization, and act in consistent, authentic, and strategic ways to make engagement happen.

Appendix

GDP and Labor Pools



Source: <http://data.worldbank.org>

Say, Stay, Strive by Region

Asia Pacific: 64%



Europe: 57%



Latin America: 71%



North America: 66%

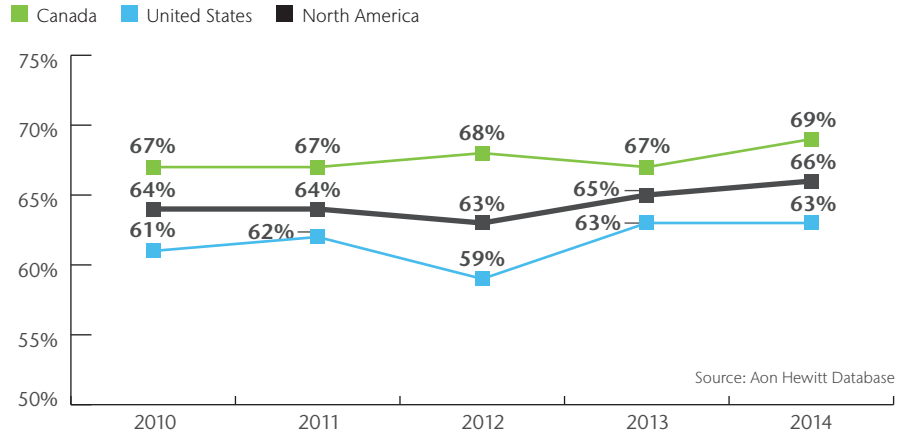


Africa-Middle East: 67%

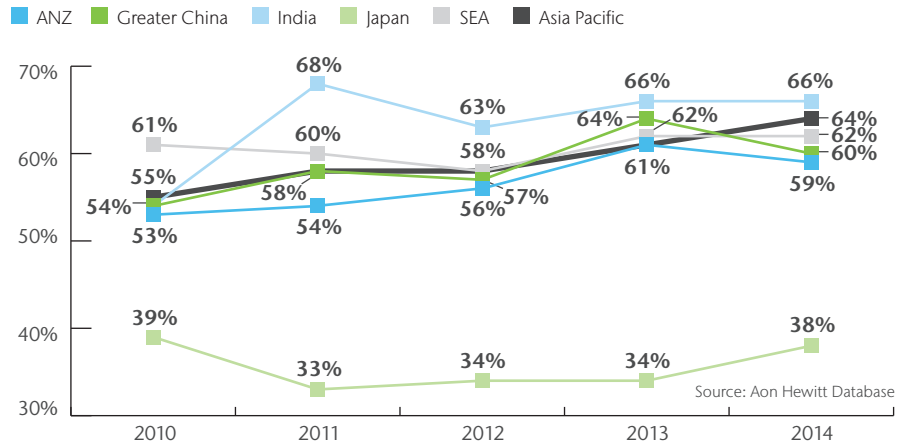


Sub-Regional Engagement Trends

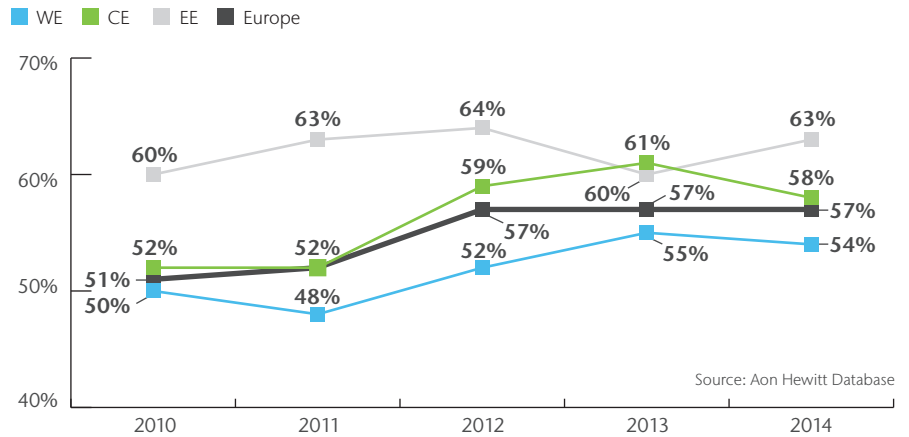
North America Trends in Employee Engagement



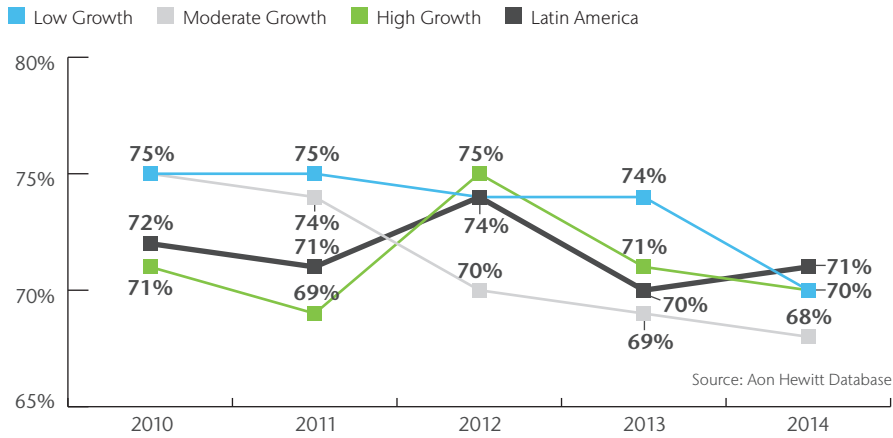
Asia Pacific Trends in Employee Engagement



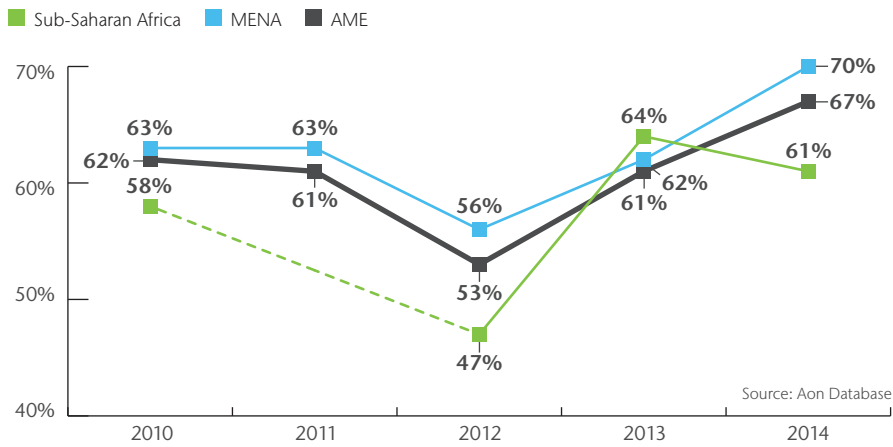
Europe Trends in Employee Engagement



Latin America Trends in Employee Engagement



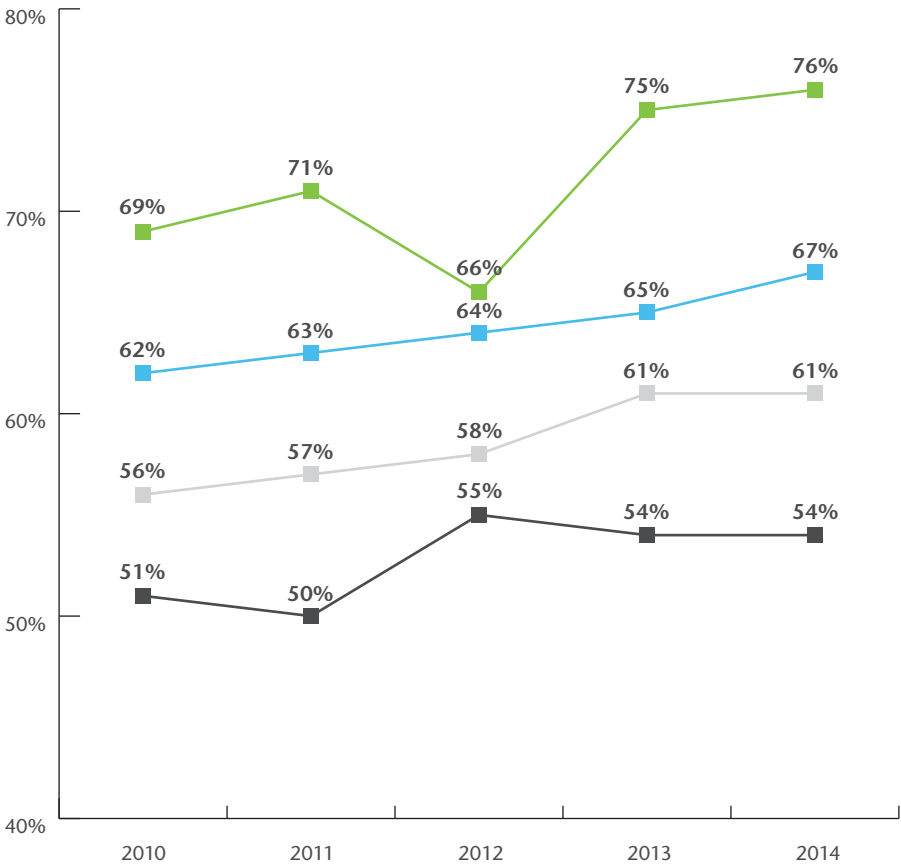
Africa-Middle East Trends in Employee Engagement



Engagement Trends by Job Level

Engagement Trends by Job Level

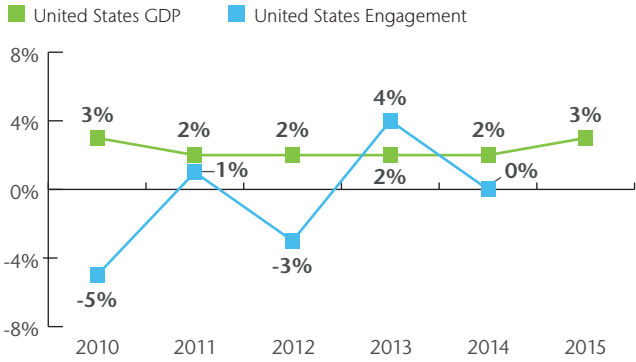
- Executives and Senior Management
- Middle Management or Team Leader
- Team Member or Front-Line Employee
- Professional Employee



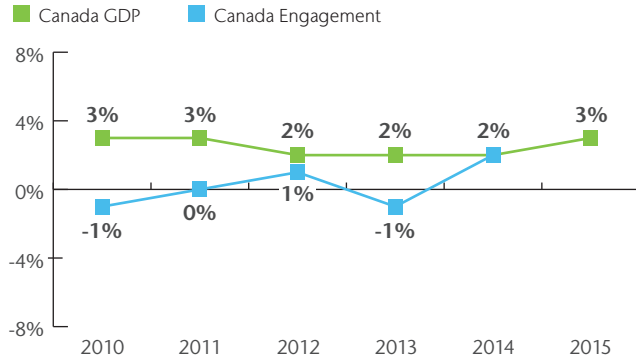
Source: Aon Database

Regional and Sub-Regional GDP Engagement Trends

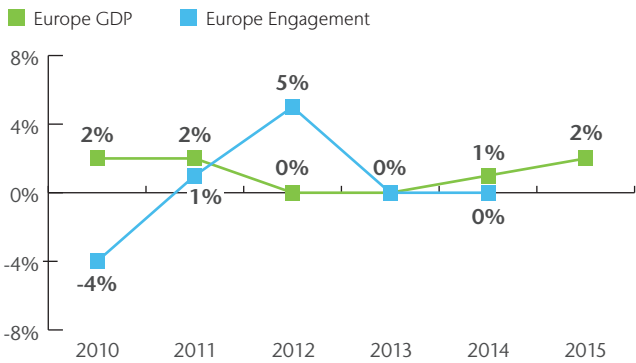
United States Engagement Trends Compared to Economic Indicators



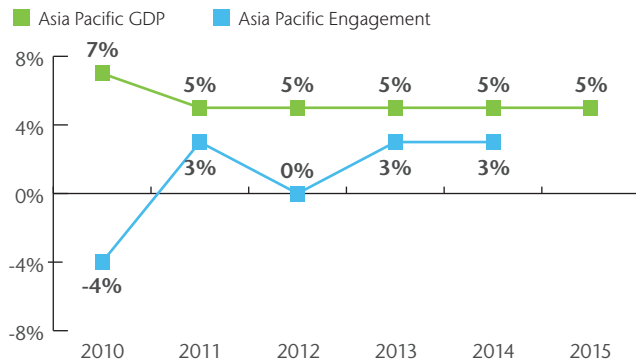
Canada Engagement Trends Compared to Economic Indicators



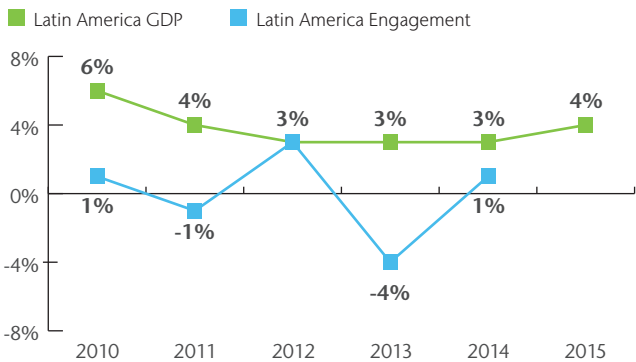
Europe Engagement Trends Compared to Economic Indicators



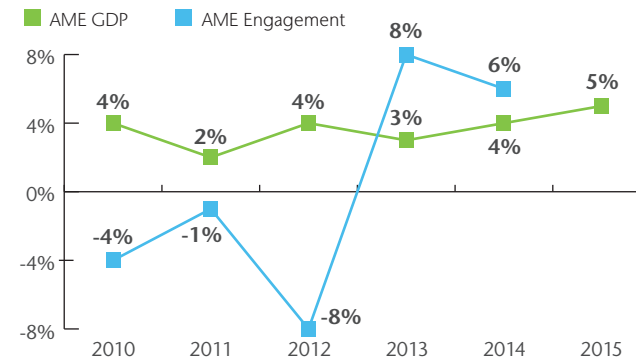
Asia Pacific Engagement Trends Compared to Economic Indicators



Latin America Engagement Trends Compared to Economic Indicators



Africa-Middle East Engagement Trends Compared to Economic Indicators



Engagement Drivers: North America

Engagement 2014	62%	66%	63%	69%
% Change (2013–14)	1%	1%	0%	2%
Drivers	Global	North America	United States	Canada
Senior Leadership	5%	5%	10%	1%
Brand Alignment	3%	2%	3%	1%
Manager	2%	0%	-2%	0%
Innovation	1%	6%	2%	12%
Recognition	1%	2%	3%	1%
Work/Life Balance	1%	-1%	0%	-1%
Benefits	1%	2%	2%	1%
Communication	0%	8%	7%	7%
Coworkers	0%	0%	0%	-1%
Learning and Development	0%	-1%	-3%	1%
Managing Performance	0%	-1%	-1%	1%
Organization Reputation	0%	0%	0%	0%
Pay	0%	2%	-3%	6%
Work Processes	0%	0%	2%	-1%
Physical Work Environment	-1%	0%	1%	0%
Autonomy/Choice	-1%	-3%	-6%	0%
Safety	-1%	0%	0%	1%
Sense of Accomplishment	-1%	-3%	-5%	0%
Work Tasks	-1%	-2%	-3%	-1%
Diversity	-3%	-1%	-2%	0%
Career Opportunities	-3%	-3%	-7%	1%
Customer Focus	-3%	7%	2%	–
BU/Division Leadership	-5%	3%	0%	4%
Customers	-5%	0%	3%	-2%
People/HR Practices	-5%	1%	1%	1%
Valuing People/People Focus	-6%	1%	5%	-2%
Resources	-7%	-3%	-6%	0%

Engagement Drivers: Europe

Engagement 2014	62%	57%	54%	58%	63%
% Change (2013-14)	1%	0%	-1%	-3%	3%
Drivers	Global	Europe	Western Europe	Central Europe	Eastern Europe
Senior Leadership	5%	3%	2%	-2%	16%
Brand Alignment	3%	2%	4%	-7%	8%
Manager	2%	1%	0%	1%	7%
Innovation	1%	-4%	-2%	-3%	-7%
Recognition	1%	-1%	-2%	1%	-1%
Work/Life Balance	1%	-1%	-3%	-6%	2%
Benefits	1%	0%	0%	1%	5%
Communication	0%	-10%	-9%	-13%	-5%
Coworkers	0%	2%	-4%	7%	9%
Learning and Development	0%	-2%	-2%	-6%	4%
Managing Performance	0%	-3%	-1%	-8%	0%
Organization Reputation	0%	-1%	1%	2%	0%
Pay	0%	-1%	-2%	1%	-1%
Work Processes	0%	-2%	-4%	3%	3%
Physical Work Environment	-1%	-3%	0%	-5%	-4%
Autonomy/Choice	-1%	-5%	-9%	-4%	0%
Safety	-1%	-2%	-1%	-5%	9%
Sense of Accomplishment	-1%	0%	-1%	-1%	3%
Work Tasks	-1%	0%	-2%	3%	1%
Diversity	-3%	-3%	-4%	-7%	1%
Career Opportunities	-3%	-7%	-5%	-11%	-7%
Customers	-3%	-7%	-6%	-4%	-11%
BU/Division Leadership	-5%	-8%	-6%	-20%	4%
Customer Focus	-5%	-10%	-3%	-18%	-16%
People/HR Practices	-5%	-4%	-4%	-13%	–
Valuing People/People Focus	-6%	-9%	-7%	-20%	1%
Resources	-7%	-10%	-8%	-10%	-5%

Western Europe: Andorra, Austria, Belgium, Denmark, Finland, France, Germany, Iceland, Italy, Liechtenstein, Luxembourg, Monaco, Netherlands, Norway, Portugal, Spain, Sweden, Switzerland, United Kingdom

Central Europe: Bosnia, Bulgaria, Croatia, Czech Republic, Hungary, Montenegro, Poland, Romania, Slovakia, Slovenia

Eastern Europe: Albania, Belarus, Cyprus, Estonia, Georgia, Greece, Latvia, Lithuania, Moldova, Russia, Serbia, Turkey, Ukraine

Engagement Drivers: Asia Pacific

Engagement 2014	62%	64%	59%	60%	66%	38%	62%	52%
% Change (2013-14)	1%	3%	-2%	-4%	0%	4%	0%	6%
Drivers	Global	Asia Pacific	ANZ	Greater China	India	Japan	SEA	South Korea
Senior Leadership	5%	6%	-2%	-6%	2%	5%	3%	10%
Brand Alignment	3%	3%	-1%	-10%	1%	5%	-1%	6%
Manager	2%	3%	2%	-3%	6%	4%	3%	3%
Innovation	1%	7%	3%	-5%	-3%	7%	-1%	9%
Recognition	1%	2%	0%	-4%	2%	7%	1%	8%
Work/Life Balance	1%	6%	0%	-3%	0%	3%	3%	6%
Benefits	1%	1%	1%	-7%	-3%	0%	0%	11%
Communication	0%	8%	-2%	3%	1%	-3%	10%	5%
Coworkers	0%	-2%	-1%	-6%	0%	4%	2%	0%
Learning and Development	0%	3%	-1%	-6%	2%	1%	2%	13%
Managing Performance	0%	3%	1%	-6%	3%	5%	3%	11%
Organization Reputation	0%	1%	-2%	-8%	2%	7%	0%	10%
Pay	0%	1%	0%	-7%	0%	4%	0%	9%
Work Processes	0%	1%	-5%	-7%	3%	-2%	1%	3%
Physical Work Environment	-1%	3%	-2%	-2%	7%	1%	6%	2%
Autonomy/Choice	-1%	6%	3%	5%	-1%	-1%	8%	20%
Safety	-1%	-2%	-1%	1%	4%	-10%	9%	5%
Sense of Accomplishment	-1%	0%	-2%	-7%	0%	4%	-4%	5%
Work Tasks	-1%	2%	1%	-7%	2%	6%	2%	3%
Diversity	-3%	-4%	0%	-4%	1%	7%	1%	8%
Career Opportunities	-3%	2%	-2%	-7%	1%	3%	-3%	0%
Customers	-3%	1%	-2%	1%	3%	-2%	3%	-6%
BU/Division Leadership	-5%	-5%	6%	3%	-5%	-5%	2%	-
Customer Focus	-5%	-2%	1%	-12%	-6%	-2%	-1%	-2%
People/HR Practices	-5%	-13%	-6%	-16%	-1%	-6%	-6%	-3%
Valuing People/People Focus	-6%	-7%	1%	-4%	1%	0%	3%	-9%
Resources	-7%	-7%	-2%	-7%	-1%	-6%	-3%	4%

Greater China: China, Hong Kong, Taiwan

Southeast Asia: Indonesia, Malaysia, Philippines, Singapore, Thailand, Vietnam

Engagement Drivers: Latin America

Engagement 2014	62%	71%	54%	70%	68%	64%	78%	69%	82%	70%
% Change (2013–14)	1%	1%	5%	1%	-11%	-2%	5%	-2%	2%	5%
Drivers	Global	Latin America	Argentina	Brazil	Colombia	Chile	Mexico	Peru	Puerto Rico	Venezuela
Senior Leadership	5%	13%	5%	12%	1%	12%	6%	26%	22%	5%
Brand Alignment	3%	5%	3%	1%	-13%	1%	12%	6%	4%	9%
Manager	2%	-1%	6%	-1%	-8%	-3%	-1%	-3%	2%	4%
Innovation	1%	1%	4%	1%	-20%	-1%	2%	1%	4%	7%
Recognition	1%	2%	-1%	3%	-10%	4%	4%	3%	6%	7%
Work/Life Balance	1%	2%	2%	4%	-6%	1%	3%	-2%	2%	9%
Benefits	1%	9%	7%	5%	-9%	5%	9%	6%	8%	25%
Communication	0%	9%	5%	1%	-2%	-1%	3%	9%	27%	12%
Coworkers	0%	1%	-7%	4%	2%	5%	0%	1%	-3%	-4%
Learning and Development	0%	-2%	-8%	3%	-19%	-13%	5%	6%	4%	6%
Managing Performance	0%	8%	-5%	-3%	-16%	6%	1%	18%	3%	23%
Organization Reputation	0%	1%	4%	-2%	-10%	-4%	7%	1%	6%	14%
Pay	0%	2%	1%	5%	-5%	5%	7%	-4%	4%	15%
Work Processes	0%	0%	-2%	-2%	-14%	0%	3%	3%	16%	3%
Physical Work Environment	-1%	3%	15%	-14%	-7%	7%	3%	-4%	3%	7%
Autonomy/Choice	-1%	-5%	-14%	-1%	-13%	-5%	-4%	-3%	5%	4%
Safety	-1%	1%	-4%	1%	6%	-5%	2%	-22%	-8%	9%
Sense of Accomplishment	-1%	-6%	-6%	-3%	-14%	-3%	-3%	-18%	2%	1%
Work Tasks	-1%	-6%	0%	-5%	-12%	-7%	1%	-13%	3%	-1%
Diversity	-3%	-1%	-6%	1%	-11%	-2%	-4%	-8%	3%	9%
Career Opportunities	-3%	-3%	-4%	1%	-16%	-4%	-2%	-2%	2%	6%
Customers	-3%	-10%	-10%	-5%	-7%	-6%	-11%	-24%	-5%	-14%
BU/Division Leadership	-5%	-1%	15%	0%	18%	-28%	-4%	-16%	15%	-25%
Customer Focus	-5%	-9%	-1%	-9%	-9%	-6%	-9%	-8%	-22%	–
People/HR Practices	-5%	5%	-2%	-3%	7%	-6%	-1%	16%	38%	-30%
Valuing People/ People Focus	-6%	-9%	5%	-7%	-5%	-11%	-7%	0%	15%	-43%
Resources	-7%	-4%	-3%	-6%	-11%	-10%	5%	-16%	5%	7%

Engagement Drivers: Africa-Middle East

Engagement 2014	62%	67%	70%	61%
% Change (2013–14)	1%	6%	8%	-3%
Drivers	Global	Africa-Middle East	MENA	Sub-Saharan Africa
Senior Leadership	5%	6%	9%	-3%
Brand Alignment	3%	5%	8%	-3%
Manager	2%	4%	5%	-3%
Innovation	1%	11%	15%	–
Recognition	1%	2%	3%	-2%
Work/Life Balance	1%	6%	10%	-11%
Benefits	1%	3%	3%	–
Communication	0%	10%	11%	-1%
Coworkers	0%	-7%	-8%	-7%
Learning and Development	0%	2%	4%	-1%
Managing Performance	0%	1%	3%	2%
Organization Reputation	0%	-1%	-1%	1%
Pay	0%	0%	2%	-5%
Work Processes	0%	4%	5%	5%
Physical Work Environment	-1%	6%	–	–
Autonomy/Choice	-1%	2%	2%	6%
Safety	-1%	-7%	-7%	-8%
Sense of Accomplishment	-1%	1%	2%	-2%
Work Tasks	-1%	3%	4%	1%
Diversity	-3%	-9%	-9%	-2%
Career Opportunities	-3%	5%	7%	1%
Customers	-3%	3%	4%	1%
BU/Division Leadership	-5%	-10%	–	–
People/HR Practices	-5%	-24%	-26%	-4%
Valuing People/People Focus	-6%	-13%	-13%	4%
Resources	-7%	-13%	-14%	-11%

Middle East/North Africa: Afghanistan, Algeria, Bahrain, Egypt, Iran, Iraq, Israel, Jordan, Kuwait, Lebanon, Libya, Morocco, Oman, Palestine, Qatar, Saudi Arabia, Syria, Tunisia, UAE, Yemen

Sub-Sahara Africa: Angola, Botswana, Burundi, Cameroon, Congo, Ethiopia, Gabon, Ghana, Ivory Coast, Kenya, Lesotho, Liberia, Malawi, Mauritania, Mauritius, Mozambique, Namibia, Niger, Nigeria, Rwanda, Senegal, Sierra Leone, Somaliland, South Africa, Sudan, Tanzania, The Gambia, Tristan da Cunha, Uganda, Zambia, Zimbabwe

Engagement Drivers: By Generation

Engagement Score 2014	62%	58%	61%	67%
Engagement % Change from 2013	1%	2%	1%	1%
	Global	Millennials	Generation X	Baby Boomers
Career Opportunities	1	1	1	1
Organization Reputation	2	3	2	2
Pay	3	2	3	5
Brand Alignment	4	4	4	
Innovation	5			4
Recognition		5	5	3

Engagement Drivers: By Job Function

Engagement Score 2014	62%	62%	69%	66%	65%
Engagement % Change from 2013	1%	2%	5%	8%	7%
	Global	Sales, Marketing, and Business Development	Engineering/ Production	Finance/ Administration	Other Support Functions
Career Opportunities	1	1			1
Organization Reputation	2	2	3	2	4
Pay	3	4	1	1	3
Brand Alignment	4	3	2	3	2
Innovation	5	5			
Managing Performance			4		
Recognition			5	4	
Senior Leadership				5	
Work Processes					5

Engagement Drivers: By Job Level

Engagement Score 2014	62%	76%	67%	54%	61%
Engagement % Change from 2013	1%	1%	2%	0%	0%
	Global	Executives and Senior Management	Middle Management	Professional Employee	Team Member/ Front-Line Employee
Career Opportunities	1	2	1	1	1
Organization Reputation	2	1	2	4	3
Pay	3		3	5	2
Brand Alignment	4		4		4
Innovation	5				
Managing Performance		5		2	
Communication			5		
Recognition		3		3	5
Work Processes		4			

About Aon

Aon plc (NYSE:AON) is the leading global provider of risk management, insurance and reinsurance brokerage, and human resources solutions and outsourcing services. Through its more than 66,000 colleagues worldwide, Aon unites to empower results for clients in over 120 countries via innovative and effective risk and people solutions and through industry-leading global resources and technical expertise. Aon has been named repeatedly as the world's best broker, best insurance intermediary, best reinsurance intermediary, best captives manager, and best employee benefits consulting firm by multiple industry sources. Visit aon.com for more information on Aon and aon.com/manchesterunited to learn about Aon's global partnership with Manchester United.

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