

Make Employee Engagement Happen

Global Engagement Trends



61% Engagement in the world's largest markets (no change)

Volatility



A complex and dynamic global environment requires more of employees and leaders.

-2 to +8%

Range of economic growth in the world's largest markets

+5%

Point at which GDP growth moves from tailwind to potential engagement barrier

38-73%

Range in engagement levels across markets

-6 to +15

Range in the change in engagement levels across markets

45%

Change in employees that engage or disengage year over year

"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, Assessment, Coaching, Engagement and Performance Management

Average Employee's Work Experience



↓ 6%

Enablement, autonomy and sense of accomplishment

↓ 6%

People focus

↓ 5%

Customer focus

Top Engagement Drivers

Only about half of employees have a favorable view of the critical engagement areas:



#1 Employee growth opportunities	↓ 3pts
#2 Reputation	No change
#3 Pay	No change
#4 Perceptions of a strong EVP	↑ 3pts
#5 Innovation	↑ 1pt

The Best Perform Better

8 of 10

favorable on leadership, reputation, performance and engagement

83%

higher TSR for Aon Hewitt Best Employers vs. average company

29%

higher operating income for companies that invest in engaging leaders

Building a Culture of Engagement

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. The findings in this report point to actions companies can take to create a culture of engagement.

Building Engaging Leadership

▶ Sam Allen, CEO of Deere & Co states that the most engaging leaders at Deere have ‘humble confidence.’

Focus on the Individual

▶ “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

Compelling EVP

▶ In the past, maximum bonuses were four to five months of salary. They instituted greater bonus differentiation for performance, whereby top performers could receive up to 24 months salary (for top leaders), 16 months (for senior management) and 11 months (for junior executives and managers)

- Global Top Company

Enable Performance

▶ 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.”

- VP, Talent and Organization Capabilities

Grow Your Talent

▶ “Leaders with low engagement scores are identified and coached. Leaders were changing by actually listening and doing things differently.”

- Global Top Company

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