

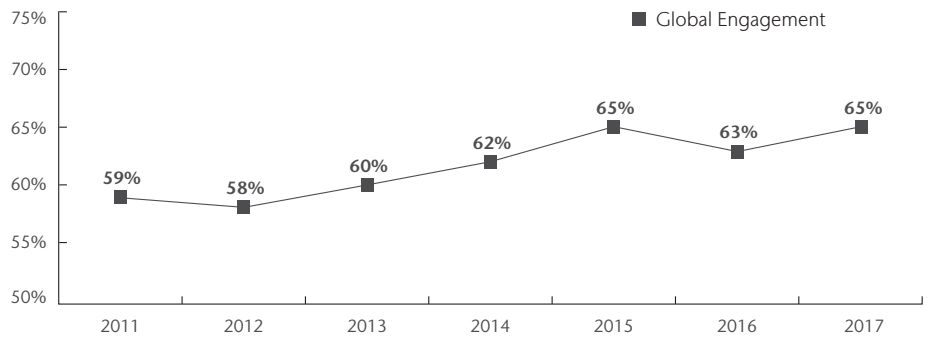
# 2018 Trends in Global Employee Engagement

## Improved Scores Point Toward Investing in the Employee Experience

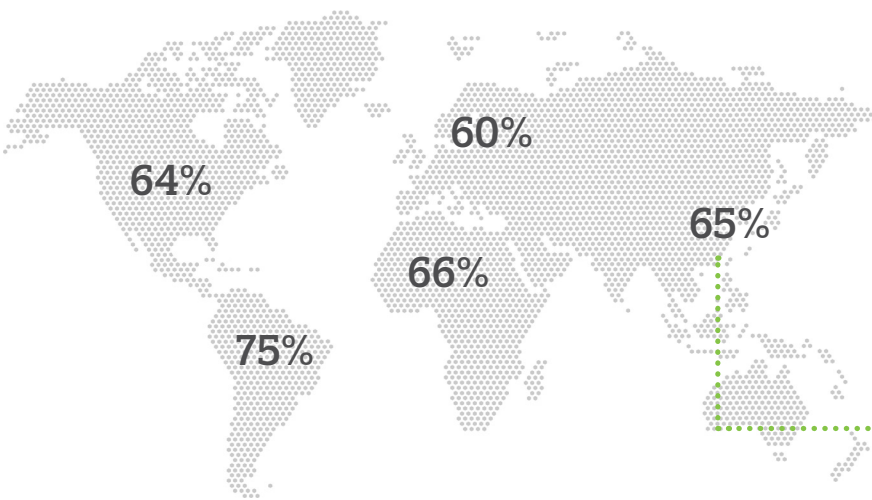
### In Times of Major Change, Organizations Are Focusing on Talent

**65%**  
of employees are engaged

After a dip in 2016 engagement numbers bounced back to previous levels.



Global engagement rebounds to match the all-time high



"Although most companies are continuing to face disruption and uncertainty, a robust, expanding economy means companies typically are investing more in people, and that makes the work experience much better for most employees."

—Ken Oehler, Aon's Global Culture & Engagement Practice Leader

This rebound is largely driven by from improved engagement in China, India & Japan

### Top Opportunities for Employers

#1 Rewards & Recognition	Being recognized and paid fairly.
#2 Senior Leadership	Hearing a clear vision for the future from senior leaders — not just tactical direction from managers.
#3 Career & Development	Receiving opportunities to grow.
#4 Employee Value Proposition	Cultural fit — the unique elements that make working for your organization special.
#5 Enabling Infrastructure	Processes and tools that help employees do their job, instead of setting up frustrating hurdles.



#### What You Can Learn

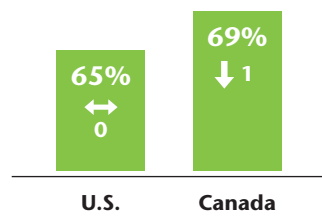
Every organization is different. Engagement drivers differ across regions and across organizations. Improving engagement starts with clearly identifying your top engagement focus areas and the ways you can elevate the employee experience in those areas.

Employees are focused on the future. Workers want more exposure to senior leadership and strategy, and help gaining skills and knowledge that will boost them later in their career.

### North American Trends in Employee Engagement

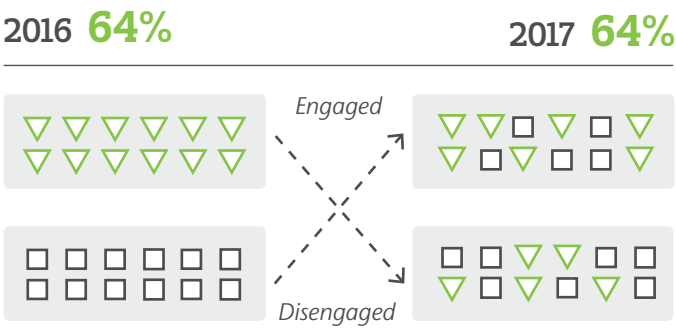
**64%**  
of employees in North America are engaged

**No change**  
Engagement was flat



Engagement in the U.S. stayed at 65%, and engagement in Canada dropped one point to 69%.

### Flat? Yes. But there is Movement Beneath the Surface.



"The data shows a warning here for employers. The best employers boast 75% engagement. Plateauing at 64% in times of economic stability is not a big win. If you want to see growth, invest in engaging your workforce. Our research shows that a 5-point increase in engagement is linked to a 3% increase in revenue."

—Christopher Adair, Aon's Senior Consultant

### What Makes Employees Engaged?

#1 Enabling Infrastructure	-1
#2 Senior Leadership	0
#3 Rewards & Recognition	+1
#4 Career & Development	+1
#5 Employee Value Proposition	0

#### Enabling infrastructure as #1 Sets North America Apart from Other Regions

This high ranking driver shows that employees are looking for processes that enable them to be productive and react to the changing nature of work.

### Top Opportunities for North American Employers

<b>Organizational Agility</b> North American consumers have learned to expect easy, elegant experiences. We expect the same when we come to work. Remove obstacles in employees' work experiences.
<b>Engaging Leadership</b> Leaders have the power to drive the push toward agility. Communication from senior leaders is more important than what employees hear from direct managers.
<b>Talent Focus</b> Make rewards and recognition a priority. Clearly communicate how pay is tied to performance. Make employees feel like they are valued and part of something they can get behind.



#### What You Can Learn

Top employers focus on the themes that move the needle on engagement.

With change as the new constant, employees expect leaders to continually adapt. Setting clear goals and working toward them is important, but being flexible and adjusting along the way is paramount.

Get the full story at: [www.aon.com/engagement18](http://www.aon.com/engagement18)

