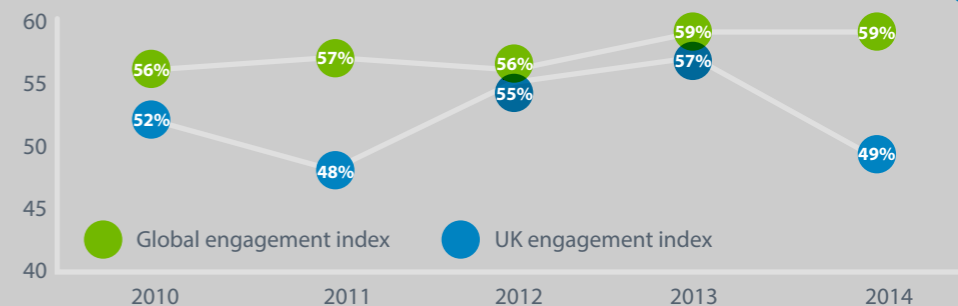


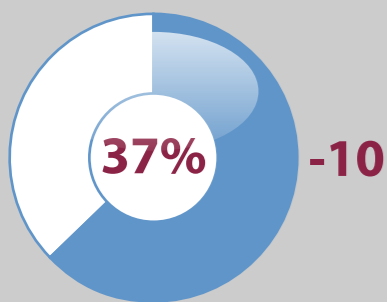
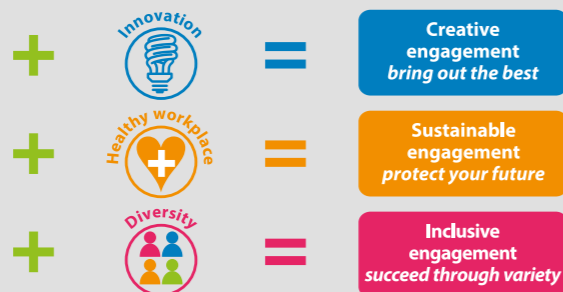
The second half of 2013 saw the global economy start to pick up pace with global growth projected at 3.7% for 2014. Within the UK, growth is forecast to reach 2.4%, exceeding other major European economies, while the unemployment rate has seen the largest decline since 1997.

Against this optimistic backdrop we undertook our 5th annual global *Perspectives* survey of over 7,000 employees in 20 countries across the world. This summary highlights the latest trends in employee engagement, identifies what is driving engagement and uncovers the key issues influencing the employee experience for workforces in the UK.

Whereas the **Global Engagement Index stabilises**, engagement in the UK declines sharply and the UK now ranks **3rd lowest globally**.

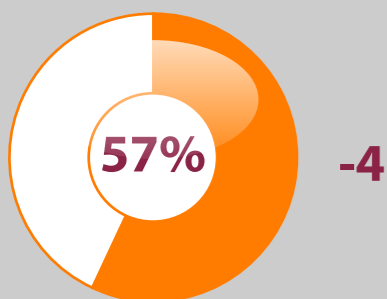


Employee engagement



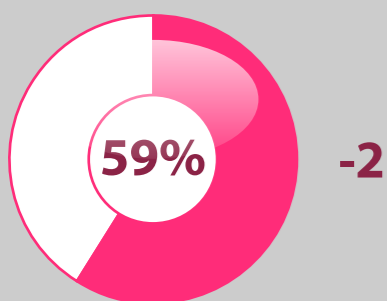
Innovation Index

Considerable declines in innovation place the UK index second lowest globally. There is a belief that organisations are not learning from mistakes or recognising failure as part of innovation.



Wellbeing Index

The UK is ahead of Continental Europe but behind the US, Australia, India and China. Less than half believe that their organisation cares about health and wellbeing or is good at promoting and communicating it.



Diversity Index

The UK is in line with the global index. Employees generally feel their individual differences are respected, but fewer feel treated with fairness and respect.

Employee Engagement Index Rankings 2014

	India	74
	China	66
	Russia	65
	Australia	65
	Switzerland	64
	USA	64
	Austria	62
	Brazil	62
	Canada	61
	Netherlands	60
	Turkey	60
	Global	59
	Italy	59
	Germany	58
	Sweden	57
	Singapore	56
	France	55
	Spain	53
	UK	49
	Hong Kong	48
	Japan	42

56%

enjoy

their work tasks
down 7 points
since 2013

49%

feel valued
– down 7 points

<40%

hold **positive** perceptions of **senior management**
– significant declines

6 in 10

employees believe their organisation is committed

to customer satisfactions (down 10 points),

1 in 5

would **NOT** recommend their organisations' products and services

36%

believe

organisational change is **managed** well, **significantly down** on last year

55%

know what career opportunities are available to them and

34%

think **opportunities** are based on **merit**

4 in 10

employees feel their manager **motivates** and inspires them and **less than half** feel they receive regular and constructive feedback

Relationships with colleagues are in **decline**.

1/3

– don't feel staff-management relationships are positive

KEY DRIVERS OF EMPLOYEE ENGAGEMENT 2014

1st
My job

2nd

Equality and feeling valued

3rd

Senior management

4th

Customer focus

5th

Wellbeing

6th

My manager

Employee Engagement Index (EEI) is an average of the positive responses to 6 engagement questions based on the Say, Stay, Strive model.

ORCInternational