

Driving Employee Engagement Globally and Locally



AON Hewitt

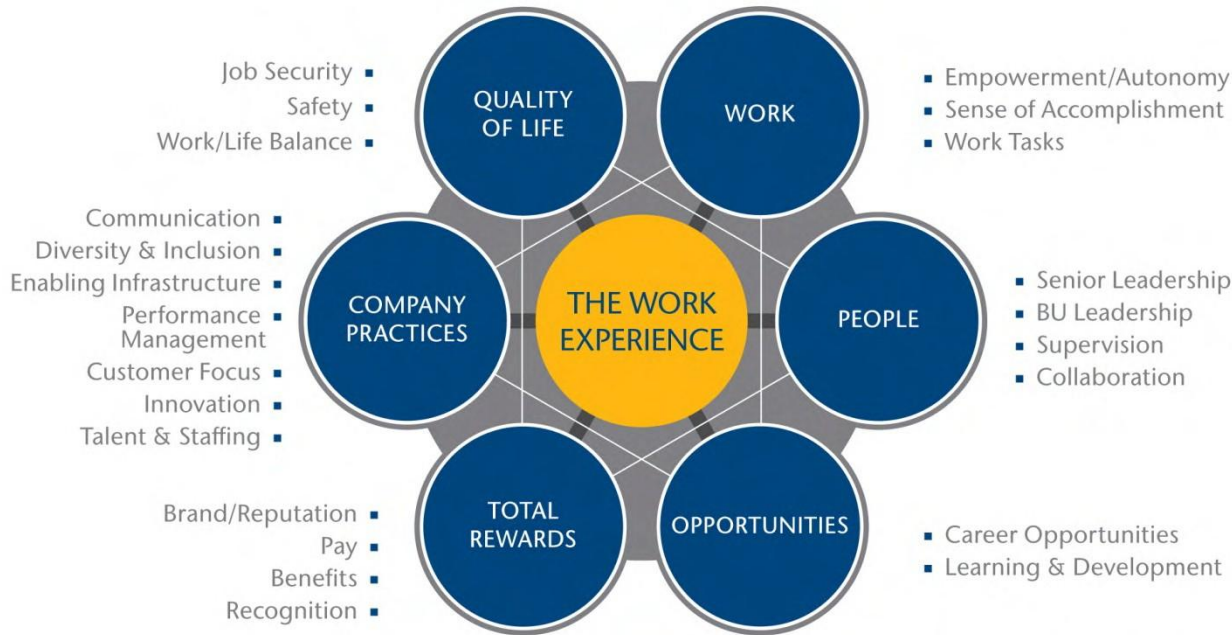
Agenda

- Introductions
- Global and European engagement trends
- Engagement Results and key priorities
- Conclusions and questions



Aon Hewitt's employee engagement model

Engagement Drivers



Engagement Outcomes

Say

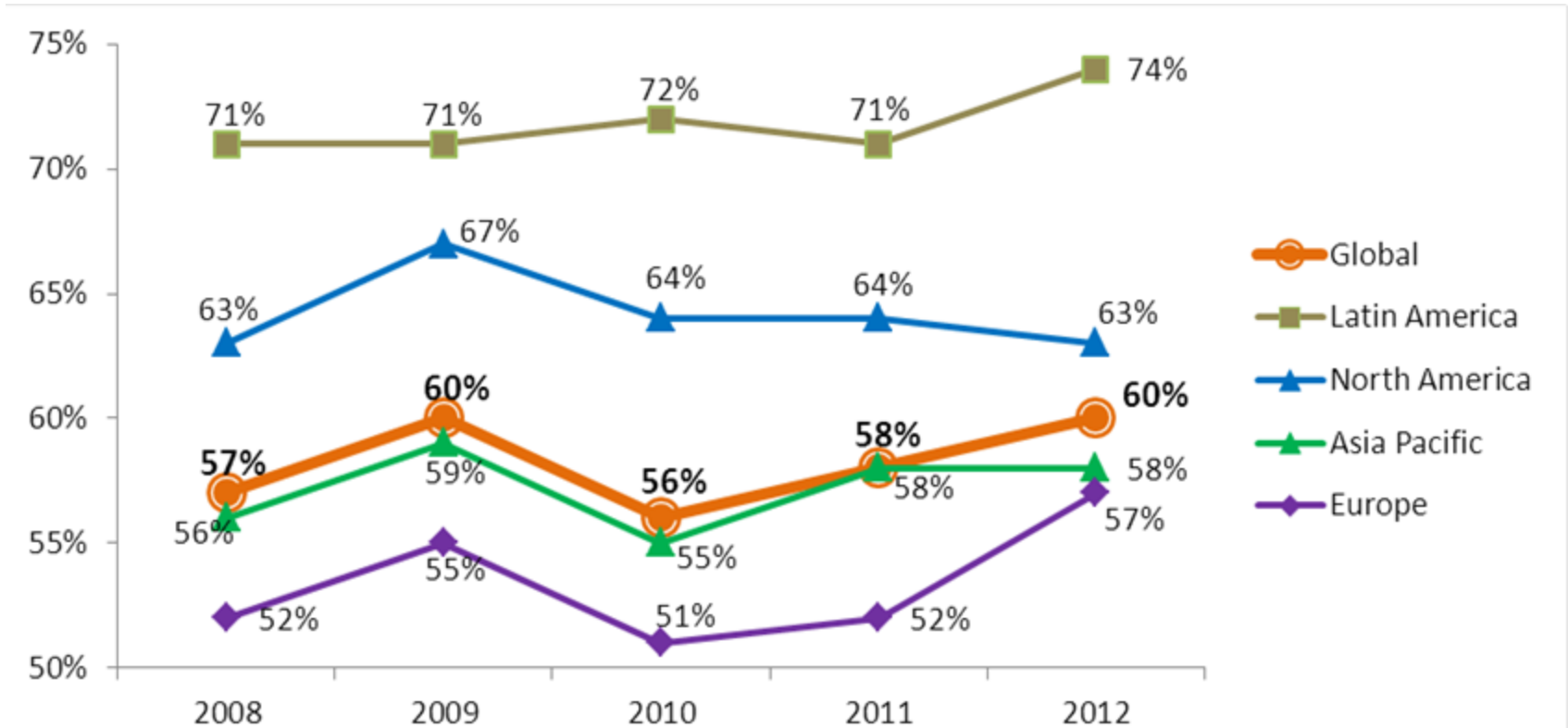
Stay

Strive



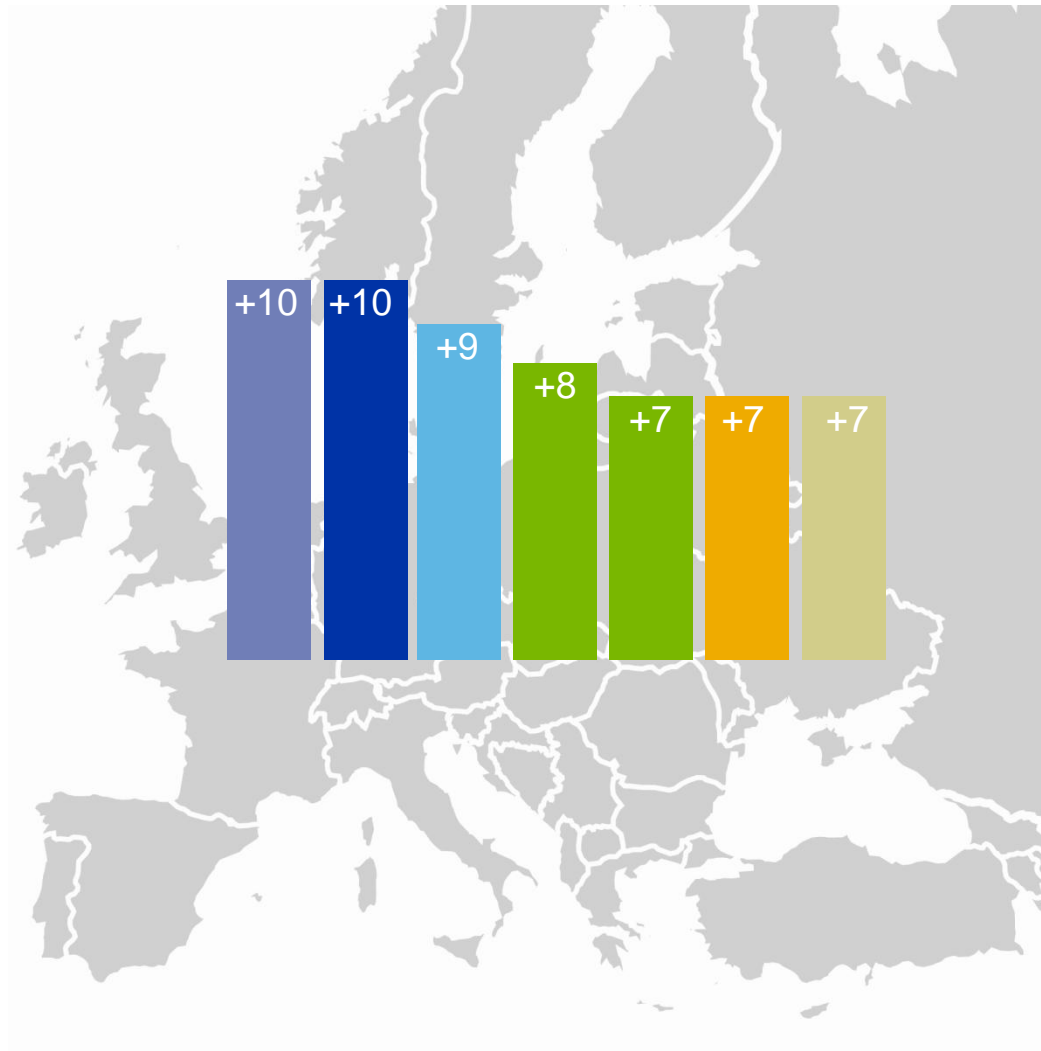
Global and European Engagement Trends

Engagement levels are on the rise globally but shifting across regions



Source: Aon Hewitt 2013 Trends in Global Employee Engagement

Biggest changes in perception of drivers in 2012 globally







Relative change in perception of engagement drivers

- Communication +10
- Brand alignment +10
- Recognition +9
- Career opportunities +8
- Innovation +7
- Senior Leadership +7
- BU/Division Leadership +7

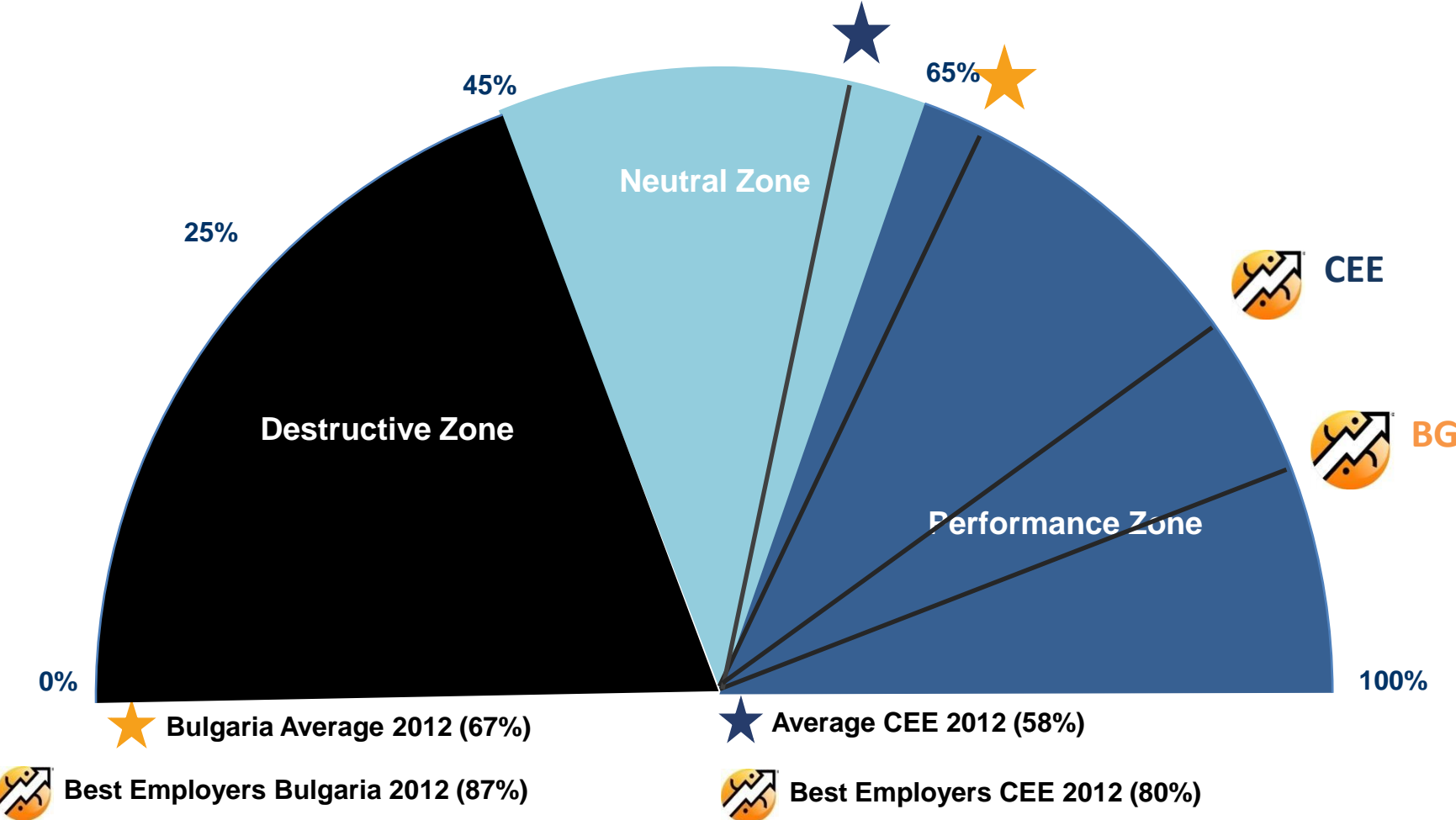
Source: Aon Hewitt 2013 Trends in Global Employee Engagement

Key drivers of engagement

Engagement drivers	Global	Europe					Eastern Europe
Career Opportunities	1	1	2	1	1		1
Organisation Reputation	2	2	1	2	2		3
Pay	3	3				1	2
Recognition	4					2	
Communication	5		3		3		
Managing Performance			4	3		3	
Innovation		5			4		4
Work Processes		4		5	4		
People/HR Practices				3			5
Benefits						5	
Brand Alignment			5			3	

Source: Aon Hewitt 2013 Trends in Global Employee Engagement

Employees engagement – Bulgaria 2012



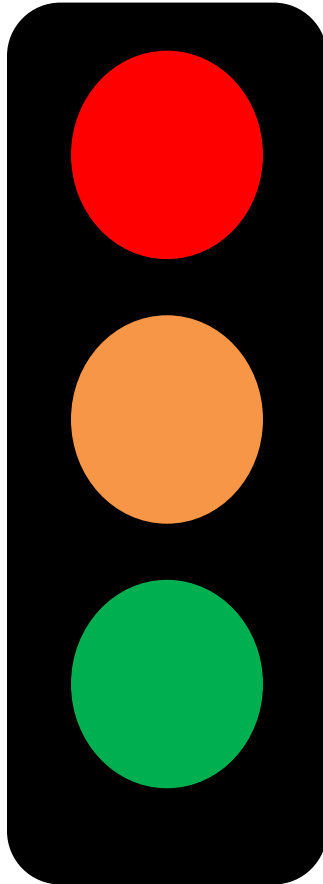
Top 5 drivers of engagement - Bulgaria VS Europa 2012





Engagement results and key priorities

After conducting engagement study - What's next?

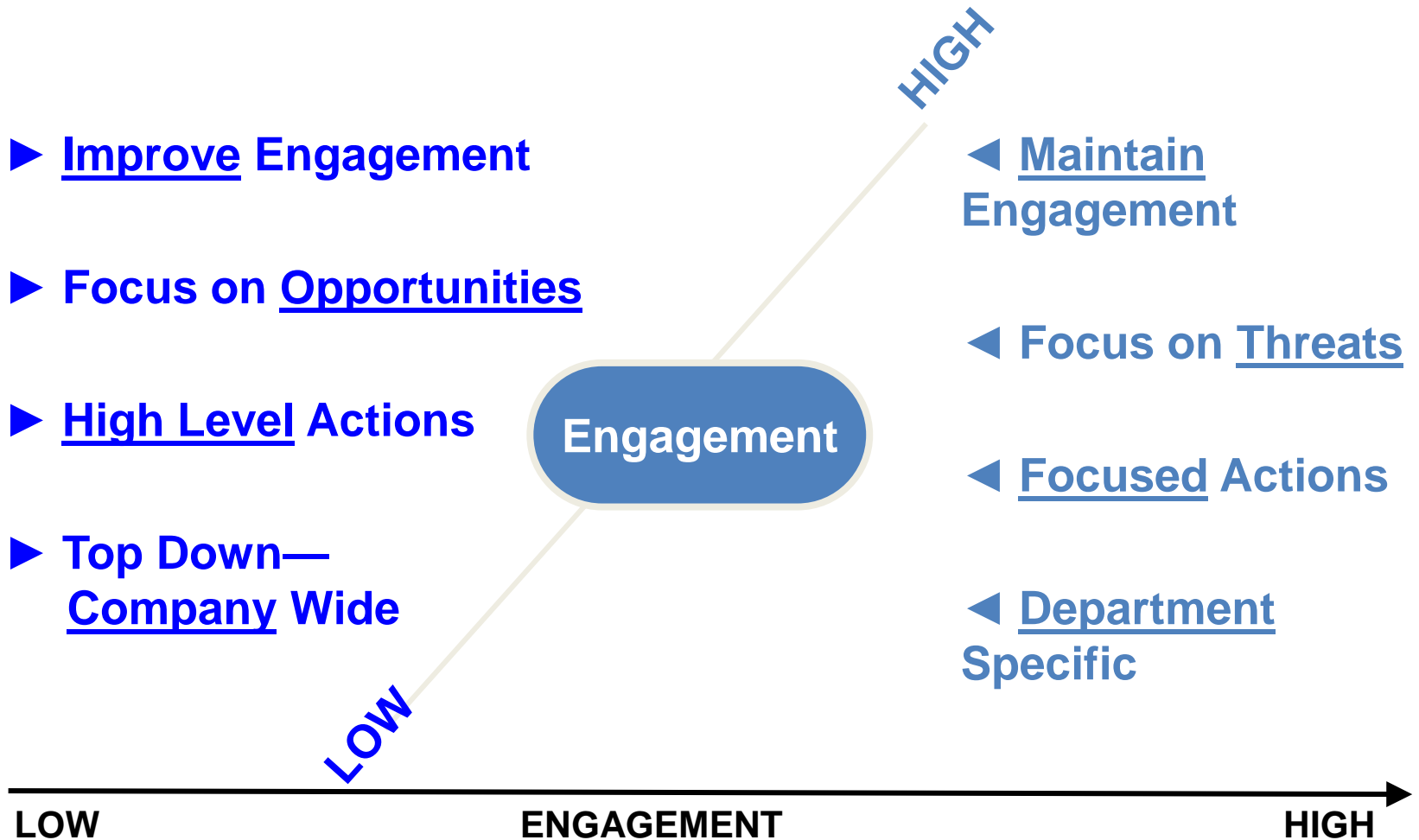


Yes, we have to take actions immediately!

We have to deal with the problems, but it's not No1 priority

The results are ok, no significant change needed at this point

Taking „Results to Action“ — Focus on All Employees, not Just Disengaged

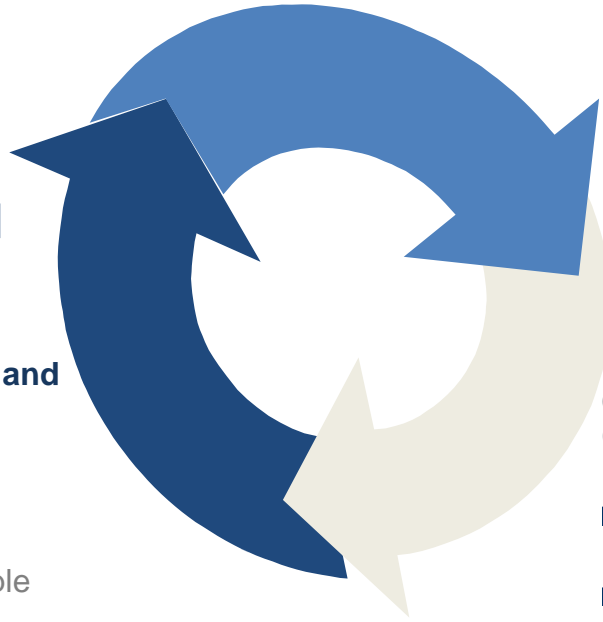


The Engagement Results to Action Framework

1. Build Understanding and Commitment

Establish an understanding of the current situation and a commitment to a desired state:

- Understand the current and future desired state of the organisation
- Build leadership commitment to making it a reality
- Focus on commitment before leaping to action!



2. Prepare for Action

Facilitate agreement with key stakeholders to ensure understanding of the key issues and a commitment to action in the areas impacting Engagement.

- Incorporate additional information and research if required
- Follow process to identify appropriate actions to address issues
- Allow adequate resources and budget to demonstrate commitment

3. Execute and Embed Change

Implement and ensure action is sustained through accountability and adequate investment of time and resource

- Execute the plan
- Maintain accountability for action
- Measure outcomes and keep people focused to execute effectively
- Increasing the investment to sustain long-term benefits

Conclusions

Employee engagement a business imperative

Engagement levels on the rise

Response to economic challenges will be critical

Opportunity for action in key driver areas:

- Career opportunities
 - Company reputation
 - Pay
 - Leadership
- Identify key drivers in your organisation



AON Hewitt

Contact

For more information, please contact us on
bestemployersbulgaria@aon.bg

Follow us on



Aon Hewitt is the global [leader](#) in human resource consulting and outsourcing solutions. The [company](#) partners with organizations to solve their most complex benefits, talent and related financial challenges, and improve business performance. Aon Hewitt designs, implements, communicates and administers a wide range of human capital, retirement, investment management, health care, compensation and talent management strategies.

With more than 29,500 [professionals](#) in 90 countries, Aon Hewitt makes the world a better [place](#) to work for clients and their employees.

www.aonhewitt.com

© 2013 Aon plc

