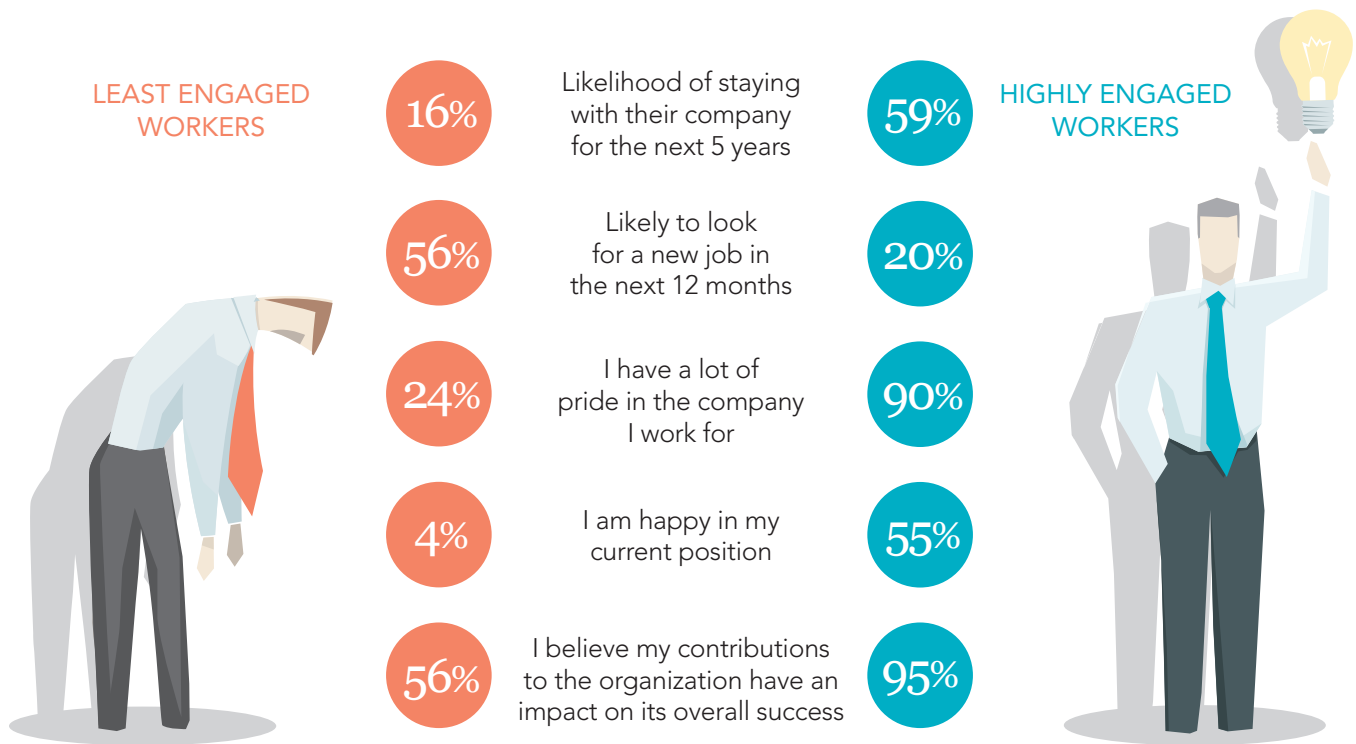


ENGAGEMENT & RETENTION

## Engagement & Retention

Workers today have more options and greater mobility. With the grass in the distance looking pretty green and lustrous, companies need to step up engagement activities. Lackluster retention efforts leave an organization vulnerable to high turnover and major talent shortages. The 2015 Emerging Workforce® Study offers new insights that underscore that reality.

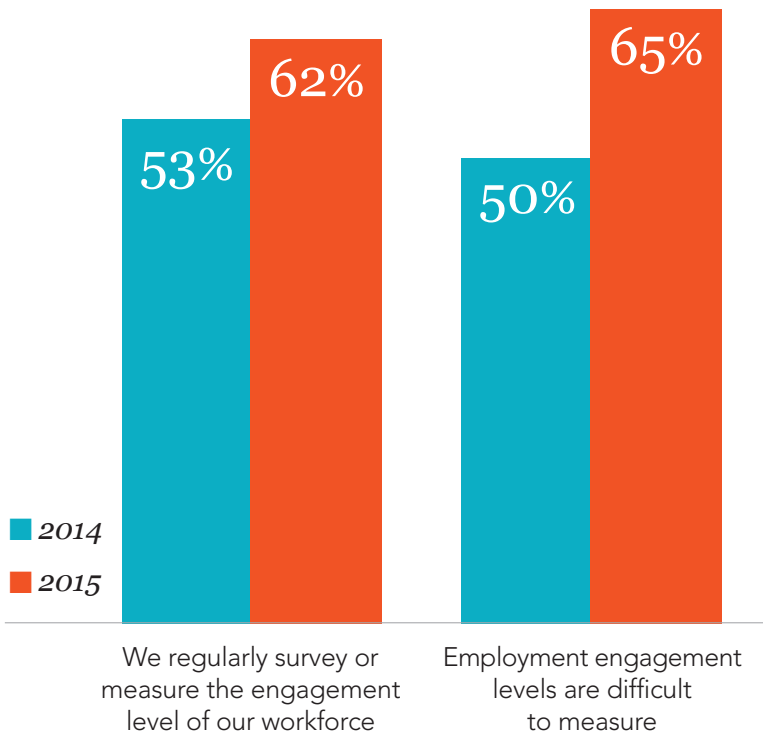
### Engagement levels impact key HR outcomes, reduce turnover by 36%



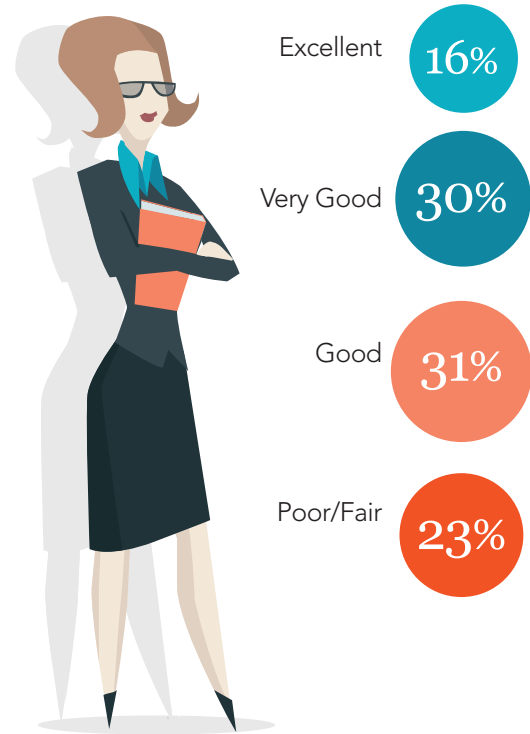
### Engagement a Rising Concern

Employers dramatically increased their focus on improving employee engagement compared to last year, though they made little progress. While engagement levels haven't significantly changed, employers are more in tune with their employees and their level of engagement. Ironically, employers continue to struggle with measuring and managing employee engagement, which are key components of moving the needle toward higher engagement.

*Engagement is more top of mind, but difficult to measure and manage*



*Employee's current level of job satisfaction in 2015*



***Retention a Critical Issue***

Employee retention continues to be a critical issue for U.S. companies. A first step in retaining employees is to better understand the worker perspective on what drives retention, and it is abundantly clear that employers and employees think differently. One-quarter of employees report that they are likely to look for a new job in the next 12 months.

***Getting Engagement & Retention Right***

When employees feel their contributions are valued and appreciated; their need for balance between job and personal life accommodated; and their desire for new challenges acknowledged and encouraged, the greater their engagement. Higher engagement leads to higher retention, as well as productivity, customer satisfaction, innovation and quality, providing ample impetus for employers to redouble their efforts to more effectively engage and retain the valuable assets they have.