



THE FUTURE OF WORK

INSIGHTS FROM OUR GLOBAL ENGAGEMENT 101 INFLUENCERS

SUPPORTED BY



SEPTEMBER 2019

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AN INTRODUCTION BY OUR FOUNDER

This book's purpose is to bring together different views from different places, backgrounds, experiences but all with one unifying aspect, the desire to improve the world of work from its contributors.

We tasked each one of 2019 Top 101 Employee Engagement Influencers to give us their views on the future of work, whether in the immediate or long term.

What we are sharing is a myriad of views that we hope brings you new ideas, a fresh perspective, legitimacy to a strategy in place or one about to be proposed.

"The Future of Work" is a gargantuan topic to try and whittle down into 250-word views. So in the next 4 books we co-create with other Influencers from the Top 101, we will be focusing on single issues and asking them to provide their thoughts and practical advice too.

We would love your views on this book and what topics you'd love our Influencers to tackle. Contact us at stefan@ee-awards.com

Before you get stuck into the book, the themes the team and I drew from our Engagement 101 were:

- The evolution of the leadership role within an organization and the impact of it
- Technology is an opportunity to enable us to become more human in the workplace, not a threat
- The importance of the focus on the Employee Experience (the above enables this too)
- The value that diversity of thinking can bring to an organization and how that drives inclusive cultures

We hope you find it valuable.

Until next time.

Regards,

Matt Manners



Founder & CEO
The Employee Engagement Awards & Conference

SARAH MEURER

HEAD OF INTERNAL COMMUNICATIONS

NESTLÉ UK&I



“We are living in a time of ‘People Power’ not ‘Powerful People’”

Employee engagement has never been a more exciting space to be in. Today, we are able to influence a whole range of different work aspects: from creating a culture of belonging, designing a working environment that facilitates agile working to using AI to improve workplace efficiency.

However, I believe that two main trends will shape the Future of Work in 2020:

1. Diversity and Inclusion. The lack of diversity and inclusion in business has long been talked about, but now businesses have woken up to its innovative, commercial and reputational advantage. Employees are now seeking a company culture where they feel comfortable to bring their whole selves to work, and want to feel a true sense of belonging. Employees are now bravely stepping forward and telling their personal stories – enabling others to do the same, and bringing to light progressive issues such as mental health.

2. “Inside-out” corporate narrative. We are living in a time of ‘People Power’ not ‘Powerful People’, where consumers are considering ‘value’ and not ‘value for money’. The employee experience inside a business is reflected in the customer and consumer experience outside of a business. Evolving your corporate narrative to become outside in, ensuring your purpose is front and centre and it addresses societal expectations of your company is key for employee engagement.

Taking advantage of these two trends in 2020 will help propel any business as we move into this exciting new world of work!

ROB CATALANO

CHIEF ENGAGEMENT OFFICER & CO FOUNDER

WORKTANGO



“Technology will offer the ability to automate and enhance many of the procedures that relate to traditional management”

The future of work, although exciting, is pretty scary considering the unprecedented advancements in technology, and more importantly, the changing expectations of the modern employee.

This future, relating to the constructs of Leadership will change significantly from one of formal authority to one of influence.

Technology will offer the ability to automate and enhance many of the procedures that relate to traditional management (leadership) such as performance and engagement measurement, coaching and learning, and offer ‘nudges’ in the workplace to support the success of employees, leaders, teams, and organizations.

What will begin to shift is the role of leadership and their influence on the workplace through adding meaning and purpose to an employee’s work, empathy, and building an environment and experience where employees can succeed.

In a world where traditional leadership and HR practices are automated, leaders that have that informal influence will rise to the top to impact a better environment and experience, and ultimately a better bottom line.

JULIE ANN SULLIVAN

AUTHOR, SPEAKER

YOUR CATALYST OF CULTURE



“Nothing will replace how people feel.”

2029. That date seems futuristic, but it is a mere 10 years away. Employee engagement will have become a thin piece of the pie known as the employee experience. The importance of your presence on the web through the experience of someone leaving your company is of the utmost importance to your company’s success.

Data will propel the marketing strategies of your web presence. AI will certainly churn through the resumes that come your way. Keeping track of the pulse of engagement will be an ongoing process through the newest apps available through a multitude of devices, some we can’t even fathom at this moment.

However, nothing will replace how people feel. I am a true believer that human connection will always be the best path to create a “best place to work.” Deep connections come from mutual respect and a deep understanding of who people really are. The more you know about each other and are willing to accept differences, the stronger are your ties to your colleagues. What happens inside work, directly affects what happens outside work. That is true for how you treat your customers, clients, family and friends.

So, continue your work in creating a workplace where people get up in the morning and want to do their best, not only for you but also for themselves. But don’t forget your people. They are complex, sometimes needy and deserve as much attention as you give all the apps, gadgets, and assessments.

KARIN VOLO

CEO, DIRECTOR

EVOLOSHEN



“It is vital to have high levels of trust”

Culture will absolutely give you the competitive edge to be successful!

Over the years, I’ve found that there are three key building blocks that will put the foundation in place to creating an amazing company culture.

The first is creating a Culture of Engagement. This can be defined through 5 Cultural Keys. Here is a very brief description of each:

1. Collaboration – taking teamwork to the next level
2. Creativity – allowing the ideas to flow from within the company
3. Connection – an emotional connection through the purpose & values
4. Celebration – recognition and focusing on what is going well
5. Contribution – making a meaningful and positive impact

The second is having a Bigger Purpose—this is the why you do what you do that is stated in a clear, concise way that immediately connects to your employees and customers in a way that makes them excited to be a part of the impact you are having in the world.

The third foundational block is Trust. Without a deep level of trust, the rest will not stick. So it is vital to have high levels of trust throughout the organization, from management to board, to employees, to customers, to suppliers, etc. You need to have a 360° perspective on trust which means authenticity and transparency.

When you have those three blocks in place, know that all the culture work you do will be a huge success! This is the future of having #JoyAtWork!

DAVID DUCHEYNE

FOUNDER

OTOLITH



“We should remain careful because before we know it, we are focused on increasing the number. Then the number becomes the target.”

Employee Engagement is like the holy grail of HR. Working with nothing but engaged people seems to be a dream. And yet, reported engagement levels remain low. And this provokes some questions.

1. Why do we seem to be unable to increase overall engagement levels?
2. What do employee engagement surveys really measure?
3. To what extent is the link between overall engagement levels and company performance solid, knowing that value is usually created by a small number of employees?
4. And what about the engagement of the increasing numbers of flexible workers within the ever-thinning walls of the organization?
5. Does it really make sense to mount programs to increase engagement?

We should remain careful because before we know it, we are focused on increasing the number. Then the number becomes the target. This has perverse effects on behaviour. We need to take a step back and look at the engagement effort and ask these questions:

1. Is it not more important to work on avoiding demotivation than on increasing the motivation of people?
2. Should we not see engagement as the result of many good practices, to begin with leadership?
3. How can we increase and maintain sustainable productivity (in the broadest sense possible) rather than engagement?
4. How can we make sure that people can work with at least effort as possible? If we can make it easier for people to be successful in their job, the more likely it becomes they will not be demotivated.

If you want to understand why engagement is important, try and work with someone who is not engaged. But in the search for engagement, we could become a bit more realistic and be tolerant for those who come to work to earn a living without going that extra mile. As long as they are motivated to do what they are supposed to do, things might be not that bad after all. So, let's make sure they do not get demotivated. We all know how to do that.

BRUCE BOLGER

PRESIDENT

ENTERPRISE ENGAGEMENT ALLIANCE



“Every new process or technology requires long-term leadership and discipline”

The Employee Engagement Alliance has probably come closest to creating a global community of people passionate about employee engagement. As someone who has been at the quest on both sides of the pond since 1989, and who has watched and benefited from the success of the Loyalty, Quality, CRM, the Internet, Content Marketing fields, I can say the Employee Engagement movement is precarious despite 10 years of talk. Why? I see the same nomenclature and solution battles that plagued other fields in their early years when every expert espoused the next best solution. There are no bright shiny objects: every new process or technology requires long-term leadership and discipline, and not the latest fad or buzzwords. Nomenclature battles show that organizations have failed to find a framework against which to make intelligent decisions; people hope by changing words they will get a different result. This field will achieve its potential when it:

- Provides a bottom-line benefit to the CEO and investors as well as enhanced experiences for customers, employees, vendors, communities.
- Becomes part of a proactive sincere, strategic, and systematic effort led by the CEO rather than an ad hoc, reactive bottom-up approach that creates siloes and misalignment.
- Connect the dots between the brand, all people, and processes so that promises get kept.
- Rallies around the need to convince CEOs that addressing this issue is critical to success and working collaboratively to build a serious discipline rather than a collection of self-interested cliques.

RUSSELL ROBINSON

DIRECTOR, ORGANIZATION DEVELOPMENT & LEADERSHIP

US DEPARTMENT OF HEALTH



“...ensuring that employees hired and promoted align to the values of the organization”

Over the past few decades, research has found several drivers of an employee’s engagement state. Some of these drivers include empowerment, value, meaningfulness, authenticity, trust, creativity, culture, innovation, work/life balance, confidence and resources. Recently, organizational development has started to conceptualize employee experience, which evolves beyond the engagement state to the employee’s life cycle within the workforce. Through both the conceptual frameworks of employee engagement and employee experience, the key driver is the role of supervisors and leaders. However, as practitioners put emphasis directly on employee-based resources and HR SaaS-based tools, there needs to be a renewed focus on achieving the outcomes of employee engagement and employee experience through structured leadership selection and development.

Leadership selection should start with ensuring that employees hired and promoted align with the values of the organization. This method ensures that the organizational values are strengthened and practised, not just espoused. Also, this shifts the focus of leadership development from focusing solely on technical capabilities to a balance with character-based aspects. Next, leadership development should be grounded in development of leadership competencies and performance management, which should include communication, strategic planning and communication. This process of leadership development should include all stakeholders from all levels of management and front-line employees. This type of leadership development ensures employees are aligned to the purpose, mission and values of the organization, which aligns to employee engagement.

Additionally, this type of leadership development ensures that supervisors and managers authentically and professionally lead employees throughout their life cycles, which aligns to employee experience.

DEBRA COREY

CHIEF 'PAY IT FORWARD' OFFICER

DEBCO HR



“Have I moved from a ‘one size fits all’ approach to something that is broader and more flexible?”

The challenges faced by companies today and in the next 24 months are those centring around complexity - operating and standing out in a more complex environment, and engaging with a more complex workforce.

Ask yourself, how can I stand out from my competitors, who by the way, comes from a much longer list than they did in the past. And, how can I do this in such a social and fast-moving world of work? Do I have a ‘secret sauce’ that gets employees in the door and then is sprinkled throughout their employee experience to engage and retain them? If not, create one and then shout it from the rooftops on every social media channel out there!

Next, ask yourself, how can I reach out to my workforce that has such diverse cultures, ages and perspectives, fulfilling their individual needs? Have I moved from a ‘one size fits all’ approach to something that is broader and more flexible? If not, there’s no time like the present to get out and do this.

As Albert Einstein said, “Any intelligent fool can make things bigger and more complex . . . It takes a touch of genius - and a lot of courage to move in the opposite direction.” So be courageous, don’t ignore the complexities, and tackle them head-on.

HELEN BISSETT

FOUNDER, MANAGING DIRECTOR

H&H AGENCY



*“I’ve never heard anyone ask:
What will be the impact on
peoples’ health of increasing
the sales targets by another
5%?”*

People are amazing. Our expansive capability for ingenuity, astuteness and problem solving are the building blocks of organisational achievement. But, according to positive psychologists, what makes us truly happy and healthy at work is not how many problems we solve. It’s how much compassion, gratitude, kindness and generosity we experience.

However, the measure of success in organisations is not determined by levels of compassion or generosity. It’s measured by numbers (sales, profit, market share etc.). And herein lies the problem. We might know how healthy our business model is, but what about the health of our people? I’ve never heard anyone ask: What will be the impact on peoples’ health of increasing the sales targets by another 5%?

A recent HSE report indicates 15.4 million working days were lost in 2018 due to work-related stress – 55% linked to workload. And over half the respondents in our own research into workplace experiences are regularly experiencing burnout emotions such as depression and anxiety.

Employee wellbeing awareness is on the rise, which is truly encouraging. But now this particular Pandora’s box has been opened, I can’t see it closing any time soon. It means too much. It’s personal. A voice has been given to something that has long been conveniently ignored. Our workplaces are making people ill.

Facing up to this is tough enough, but it’s nothing compared to the challenge that lies ahead. Once people feel safe to admit the psychological and physical impact their jobs are having, then what?

Are we ready to make significant structural and organisational changes to improve the working experience? Are we equipped to deal with substantial numbers of employees who may require support? Are we brave enough to face up the reality of this?

For me, this is going to be one of the biggest issues facing organisations over the coming years. But it may well prove to be the impetus needed to start pulling down the walls of century-old ways of working that are no longer fit for purpose. And more importantly, significantly improve the life and health of millions of employees.

JOSH LEVINE

PARTNER, AUTHOR

GREAT MONDAYS



When employment rating sites like Glassdoor and social media-powered employee opinions reveal the truth behind 'what it's like to work with us' Web proclamations, for better or worse, every company's inner workings will become visible to the world. This influential trend will drive the first three megatrends.

1. Employees and customers will choose brands for their business practices as much as features and benefits.
2. Company culture will become a critical competitive advantage.
3. The role of Chief Culture Officer will become prevalent.

An increasing scarcity of highly skilled talent and the rising cost of real estate in urban areas drives the next four trends.

1. Companies will hire talent who live further and further from urban centres.
2. Extreme distributed workforces will become the norm.
3. Work hubs—hyper-localized WeWork style co-working spaces—will replace traditional offices and headquarters.
4. SMBs will become micro multinationals as they hire and work regularly with international teams.

These trends will be bolstered by the technology that allows people to work from anywhere, anytime. It's going to be a gradual but powerful economic lift for non-urban regions, particularly those that have relied on dying or shored industries like coal and traditional manufacturing. The trend gives individuals who might otherwise not have earning potential a way to contribute, and on the other side, creates a market where businesses can seek the best talent at the best price.

Finally, because the average tenure of the American worker is falling—below 24 months for most, but a recruiter's nightmare of 18 months in the Bay Area—we will soon see the last three trends emerge.

1. The fight for employee retention will lose economic viability.
2. Companies will adopt "work cycles," a business methodology focused on high-speed, project-based work.
3. The majority of workers will need to build their own books of business and take responsibility for managing their own skills and development.

If you can keep employees, you should—it is definitely less expensive than finding new ones. But the shorter tenures will eventually drag down the ROI of retention efforts. Inside of a decade, job-hopping will be the norm for most employees, and even the most tantalizing retention offers won't compete with the opportunity for new work with new people.

Individual career ownership was once the company that provided the opportunity to learn skills, provided leadership support and access to mentors, but that ability will be limited when individuals hop from one role to the next. Extend that theme and the more interesting question is what resources and organizations the modern worker will need. Hello, next business opportunity.

Now if I can just find some talent.

GETHIN NADIN

DIRECTOR, EMPLOYEE WELLBEING

BENEFEX



“We have a vested interest in society to make sure we are educating children with the new skills required for this new world of work”

It's obvious that the world of work will change drastically over the next 20 years. Automation will replace many of the effort-driven manual jobs, no more so than driving. Automated vehicles could be on the roads as early as 2021 according to the UK Government. But even this in itself brings new opportunities. What is being referred to as the 'mobility on demand' market (like Uber, Lyft, ZipCar etc) is expected to hit \$200bn by 2024 . This was a market that didn't exist just over 10 years ago. But what I think automation does is open up opportunities for roles where employees can be more innovative and creative.

A great example of where we've seen this happen is in film and television. The significant changes in how we watch media has created a brand-new industry pioneered by the likes of Netflix, Amazon and Apple. This new digital tv and film industry will be worth more than \$100bn by 2022 . A \$64bn increase in just 5 years. With this rapid growth comes opportunities for people in an industry that is brand new to us all.

The total number of people economically supported by film and tv in the US has increased to around 2.1 million . In the UK, the industry has increased by almost 10% and is now the second-largest contributor to the 2017 0.5% increase in GDP . Production spend on Film in and TV in 2018 reached £3.1bn. Last year also saw the highest recorded cinema admissions to date .

The world needs consumers that buy. They can only do that when they have jobs, so we have a vested interest in society to make sure we are educating children with the new skills required for this new world of work, but also ensuring we are giving our existing employees the opportunity to retrain to ensure their employability continues.

ALYSON DAICHENDT

MANAGING DIRECTOR, HUMAN CAPITAL

DELOITTE



The Future of Work is a topic that is fuelled by so many changes required of business today - the need to compete for talent and create agile and responsive environments are at the top of the list. Not to mention the increased focused on automation and flexible workforce models to take advantage of what employees require today.

To get there, organizations need to take a proactive stance to analyze what they have, what they need, and where they want to go to assure they are ready for the Future of Work now.

As we share at Deloitte, companies will be called on to revise their talent models and practices to prepare for the age of disruption to get ready for an increasingly digital future!

LEWIS GARRAD

PRACTICE LEAD & PARTNER, EMPLOYEE EXPERIENCE SOLUTIONS

MERCER



“Enable diverse perspectives to come together to generate exceptional outcomes”

In Mercer’s 2019 Talent Trends study, 73% of companies told us they expect significant disruption over the next few years, and nearly all respondents told us that they are taking some sort of action to prepare for the Future of Work. Taking a closer look there seem to be two main changes that people see happening: First, organizations are increasingly deploying machines that are automating and scaling the transactional and predictable work that has dominated industrial and electrical era jobs (including cognitive transactions such as getting advice), removing tasks from the mainstream of what people do. Second, the new jobs that are being created by the many organizations contain much more work focused on building trust & relationships and deploying expertise (often in the form of problem-solving). This transformation and the impact it is having on the global economy has come to be known as the fourth industrial revolution.

In line with these change, a lot of emerging work trends (like Agile) highlight the need to move away from thinking of a team as just a unit of efficiency (dividing work up to get things done faster) towards thinking of a team as a unit of improved problem solving and decision making. The idea behind this move is that organizations can generate much more value from focusing on new ways to solve customer problems faster, leveraging the influx of new technology (and the data it generates), to produce better experiences for everyone. This transition also means that many organizations are putting increased focus on collaborative problem solving to enable diverse perspectives to come together to generate exceptional outcomes.

RAPHAEL CRAWFORD MARKS

CO-FOUNDER & CEO

BONUSLY



“The employee experience should be a top strategic priority for every organization”

Competing for talent is the biggest challenge companies will face in the coming years. As rote and low-skilled work is automated and outsourced, companies are competing for high-skilled, creative professionals who can solve the problems of the 21st century. Companies that do the best at attracting, developing, and retaining the best people will succeed. Therefore, the employee experience should be a top strategic priority for every organization.

The ideal employee experience instils a sense of purpose, progress, and belonging. Purpose is the feeling that your work matters. Progress is the feeling that you are learning and growing. Belonging is the feeling that you are an important and trusted member of the team. Companies must create an environment that fosters these three things throughout the entire employee lifecycle.

It's not enough to provide some shallow perks like free food or a games room and expect great work in return. Organizations will need to systematically solicit feedback from and include employees in the design of the employee experience. Programs that centre and empower employees are most likely to maximize employee engagement and productivity. Examples of this include flexible work schedules, modern learning and development, and peer-to-peer recognition.

GREG SIMPSON

MANAGING DIRECTOR

AGENT IN ENGAGEMENT



“It’s imperative that companies obsess on selecting the right people for management roles”

The future of work is about company leaders providing talented individuals with compelling reasons to join, engage, and grow with their organizations. To achieve this, company leaders must focus on the employee experience, a culmination of the countless interactions an employee has with a company.

And which company leader has the most influence on the employee experience? It’s the direct manager, the leader an employee interacts with the most each day. Employees consider managers to be the face of the Company so it’s imperative that companies obsess on selecting the right people for management roles and that they provide continuous development opportunities to those selected.

Direct managers play a key role in moving the company forward in a world of work that is constantly changing. Technological advances, changes in demographics, decentralization, globalization, etc., are causing anxiety. It’s the direct manager who helps employees navigate this considerable uncertainty in conjunction with the potential benefits these disruptions may provide. This requires that managers understand both their employees’ and Company’s purpose and needs in order to find outcomes that create a win-win-win for the employee, the Company, and its stakeholders.

Ultimately, the employee experience drives the degree of employee engagement, a point-in-time measurement. It’s the direct manager that has the most influence over creating a more meaningful, productive, and engaging workplace experience. With a dedicated focus on direct managers, companies AND their employees will thrive because, in the end, an engaged workforce is the foundation of organizational success.

KEVIN GROSSMAN

PRESIDENT AND BOARD MEMBER

TALENT BOARD HR



“Communication and feedback are key competitive differentiators in recruiting.”

What’s more critical than ever in creating a higher level of perceived fairness in the hiring process and receiving higher positive candidate ratings is to sustain communication and feedback loops with your external as well as internal candidates. Communication and feedback are key competitive differentiators in recruiting and a better candidate experience via our Talent Board Candidate Experience benchmark research we deliver annually.

For example, of the 41% who had applied 2+ months ago in North America in 2019, 27% were still waiting for a response, significantly lower than in previous years, which is a good thing, but resentment goes up 20% – which means candidates won’t apply again, refer others or buy stuff if and when applicable for consumer-based companies. However, those candidates who were asked for feedback on the application experience alone are 57% more likely to increase their relationship – apply again, refer others and buy stuff.

Our annual benchmark research also shows that those companies with the highest positive candidate ratings – our candidate experience award winners – have 15 per cent higher ratings than all other participating companies pre-application to screening and interviewing, which is where we see the greatest competitive difference in the entire recruiting process. Investing in more front-end communication and feedback loops in 2020 can definitely provide dividends and a more positive impact on the business bottom line.

CHESTER ELTON & ADRIAN GOSTICK

PARTNER, FOUNDER

THE CULTURE WORKS



“A leader’s ability to connect people and connect with their people has never been more important.”

Our hope for the future of work: The old-school leader will finally fade into obscurity.

But he’s not going out without a fight.


Exactly no one thinks they act like an old-school manager, and yet they are everywhere. Don’t believe us? Consider Harvey Weinstein, who until just a few years ago was the most powerful voice in Hollywood. Weinstein reportedly hoarded power, dominated others and lead through a bullish personality—even able to cover up decades of alleged sexual harassment.

How, in our modern-day, could a manager like that flourish? Because we’ve got a long way to go.

For more than two decades now, the two of us have studied workplace cultures and employee engagement, surveying more than 1 million working adults around the world. What we are seeing is the slow emergence of new-school leaders, those who are able to tap the potential and passion of their people by valuing those in their care.

A leader’s ability to connect people and connect with their people has never been more important. While we are linked by technology 24/7, we have never felt more alone. A recent poll from YouGov finds 30 per cent of millennials say they feel lonely, and 22 per cent say they have zero friends. Stress, burnout and disengagement are also at all-time highs. No surprise then that an employee’s relationship with his or her immediate supervisor can have such an impact on not only engagement but overall life happiness.

The way we care for each other at work will be the defining difference for organizations that don’t just attract great talent but retain those people and get their best efforts.



EMPLOYEE ENGAGEMENT AWARDS

The **Employee Engagement Awards (EE Awards)** is the first and only global, independent Employee Engagement Awards & Conferences business. We believe in inspiring and educating people to remake the way organisations think about, and engage, people to achieve their purpose.

That's why we created, and continue to improve, the Employee Engagement Awards and Conferences; to provide a platform to recognise excellence in engagement that inspires action and drives improvement in the employee experience.



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