



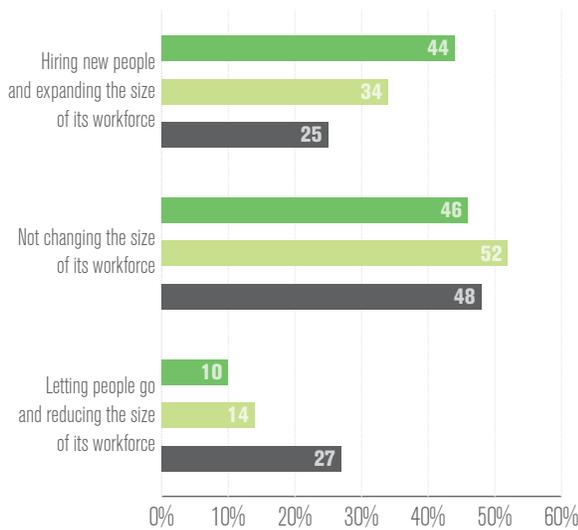
WHAT THE WORLD WANTS IS A GOOD JOB

Gallup research finds that good jobs are what the world needs most. Global surveys consistently demonstrate that people with “good jobs” — defined as those that offer steady work averaging 30 or more hours per week and a paycheck from an employer — are more likely than those in other employment categories to rate their present and future lives positively. Thus, job creation is essential to a community’s capacity to meet its residents’ needs, and leaders worldwide must learn how to attract or retain talented people who can create new businesses or help existing ones expand.

Communities striving to find sources of sustainable growth need a “critical mass” of high-energy businesses and organizations that bolster job creation and economic opportunity. That energy is more likely to be found in workplaces where employees are engaged in their jobs. Engaged employees are almost two times as likely as those who are actively disengaged to report that their companies are hiring new people or expanding. By contrast, actively disengaged employees report that their companies are reducing workforces at rates almost three times that of the engaged population.

BASED ON WHAT YOU KNOW OR HAVE SEEN, WOULD YOU SAY THAT, IN GENERAL, YOUR COMPANY OR EMPLOYER IS ... ?

ENGAGED NOT ENGAGED ACTIVELY DISENGAGED



Engaged Employees Rate Their Lives Better

When employees feel engaged and productive at work, it positively affects their lives at work and beyond the workplace as well. Engaged employees assess their overall lives more highly than not engaged or actively disengaged employees. They also report more positive day-to-day emotional states and interactions with others than their less engaged peers.

Each year in more than 140 countries and territories, Gallup’s World Poll tracks two types of measures important for assessing the subjective quality of people’s lives: 1) their overall life evaluations, which are used to categorize them as “thriving,” “struggling,” or “suffering,” and 2) their specific emotional states, measured by asking whether or not they experienced a series of positive and negative emotions — including enjoyment, stress, and anger — the day before the survey.

Life evaluations are based on the Cantril Self-Anchoring Striving Scale, with steps numbered from zero to 10. Thriving respondents rate their present lives at 7 or higher, and predict their lives in five years will be at 8 or higher. Suffering respondents rate both their present and future lives at 4 or lower. The remainder — those with midlevel ratings — are classified as struggling.

Engaged Employees Are More Optimistic About the Economy

Gallup data suggest that engaged employees help foster entrepreneurship in their communities. Job creation depends on the confidence of a city’s inhabitants to start up new ventures. Engaged employees are more likely than their less engaged peers to have confidence in their communities’ business environment: 71% of engaged employees report that their city is a good place to start a business, compared with 53% of those who are actively disengaged. Engaged employees are also more likely to agree that hard work gets you ahead.

OPTIMISM ABOUT THE LOCAL ECONOMY RISES WITH ENGAGEMENT LEVEL

ENGAGED NOT ENGAGED ACTIVELY DISENGAGED

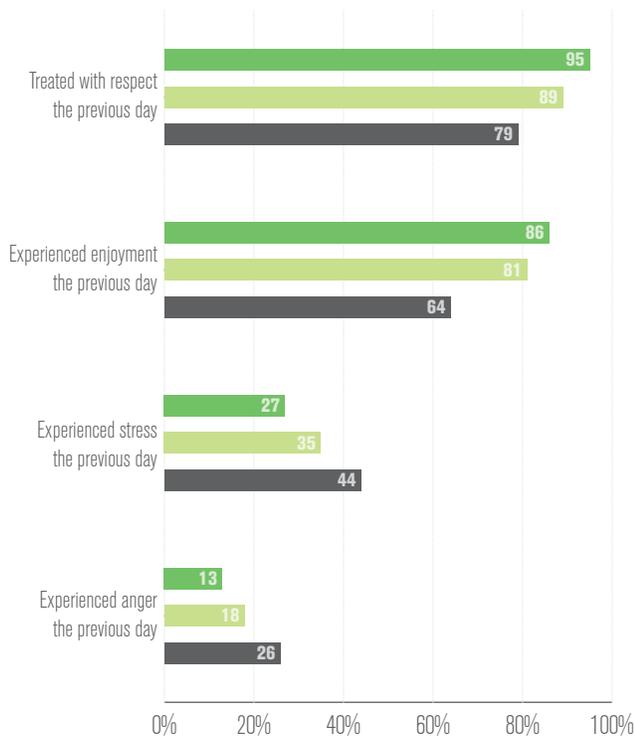


Worldwide in 2012, 31% of employees rated their lives highly enough to be considered thriving, while the majority, 59%, were struggling and 10% were suffering. But these results varied dramatically according to whether or not those employees were engaged in their jobs. Engaged employees were more than three times as likely to be thriving in their overall lives as those who were actively disengaged. This relationship is meaningful because employees who are both engaged in their jobs and thriving in their overall lives are less likely to be thrown off course by organizational changes or disruptions in their personal lives.

ENGAGED EMPLOYEES ARE FOUR TIMES AS LIKELY AS THOSE WHO ARE ACTIVELY DISENGAGED TO SAY THEY LIKE WHAT THEY DO EACH DAY.

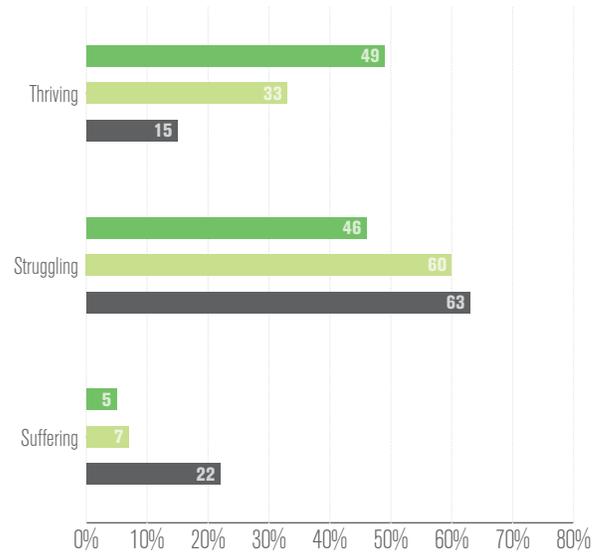
ENGAGED EMPLOYEES HAVE MORE POSITIVE DAILY INTERACTIONS

ENGAGED NOT ENGAGED ACTIVELY DISENGAGED



ENGAGED EMPLOYEES ARE MORE THAN THREE TIMES AS LIKELY TO BE “THRIVING” AS ACTIVELY DISENGAGED EMPLOYEES

ENGAGED NOT ENGAGED ACTIVELY DISENGAGED



Engaged employees also exhibit more positive day-to-day emotions and experiences than not engaged or actively disengaged employees. Almost all engaged employees (95%) report being treated with respect the previous day. Engaged employees also experience higher rates of enjoyment and lower rates of anger and stress than their not engaged or actively disengaged counterparts. Perhaps most tellingly, engaged employees are four times as likely as those who are actively disengaged to say they like what they do each day.

As the pressure increases for community leaders to provide good jobs and increase economic opportunities, engaging employees has never been more relevant. Engaged workforces create external benefits to the entire community through increased economic optimism among residents and improved performance outcomes among businesses. As Gallup CEO Jim Clifton notes in his 2011 book, *The Coming Jobs War*, “Successful local companies are not just engines for job creation but also engines for local social and community improvement.” Through their effect on business outcomes, efforts to improve employee engagement have the potential to create the economic energy necessary to build stronger communities. 