

WHAT MAKES A GREAT EMPLOYER?



MANPOWER®

**INTRODUCTION BY DANIEL KASMIR,
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Motivated, committed employees drive business success; demotivated employees cost money.

For most enterprises today, no market is more competitive than the market for employees. The fast changing business world combined with external demographic trends will make being a Great Employer even more important over the coming decade.


That is why we have spent the last 12 months as part of a qualitative industry research consortium alongside Unilever, Prudential, BT and Zurich Financial Services. The aim of the consortium was to investigate how employees want to work in the future and the positive impacts of being a Great Employer on staff motivation, engagement, commitment and ultimately business profitability. The International Labour Organisation (ILO) validated the findings.

Additionally, we have conducted a survey with MORI (www.mori.com) amongst 12,000 job-seekers across Europe, Middle East and Africa from June to August 2005. This data provides another dimension to the research and demonstrates what employees want from their employer, as well as highlighting current and future work trends across Europe.

The findings are compelling and provide valuable insight into how employees want to work and what employers must offer to succeed in future.

Concerns about job security across the region are widespread. Trust is low in organisations and socially aware employees are citing ethical behaviour as paramount when choosing their next employer. This report charts how these trends affect us all as employers and how, by embracing these trends and working to encourage an environment of engagement and trust, we can all become truly great employers.

Kind regards,

A handwritten signature in blue ink, appearing to read 'DKasmir', enclosed within a large, loopy oval shape.

Daniel Kasmir
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