

# Empresa XX Group Annual People Survey

Great People. Great Place.



## 2011 Results - Uruguay

Participation	2011	2010
Uruguay	73%	95%
Empresa XXGroup	89%	90%

# SURVEY RESULTS DISCUSSION

WHY is it \_\_\_\_\_  
important?

WHAT are the \_\_\_\_\_  
results?

HOW will we \_\_\_\_\_  
improve?



## OUR VISION

We lead in the creation and delivery of **innovative workforce solutions** and services that enable our clients to win in the changing world of work.

## OUR VALUES

People  
Knowledge  
Innovation

## OUR CREDO

### We power the world of work.

When our deep understanding of human potential is connected to the ambition of business, a dynamic power is created.

Power that drives organizations forward.  
Power that accelerates personal success.  
Power that builds more sustainable communities.

We generate this kind of power by connecting the visions of clients, the motivations of people, and what's now and what's next in the world of work.

We combine local expertise with a global reach to give organizations around the world access to and the ability to capitalize on unseen opportunities.

As trusted advisors we nurture partnerships with everyone we work with, because their success leads to our success.

Because of this, we create high-impact solutions to enhance the competitiveness of the organizations and the individuals we serve, so that they achieve more than they imagined.

And by creating these powerful connections, we help power the world of work.

# ORGANIZATION & CULTURE STRATEGY

## VISION

We lead in the creation and delivery of innovative workforce solutions and services that enable our clients to win in the changing world of work

## Organization and Culture

Evolving our organization and culture requires attracting and retaining high quality people for the long term. It also requires creating an environment that promotes entrepreneurship, rewards high performance and motivates us to reach our full potential

Revenue

Efficiency

Innovation

Thought Leadership

Great People

Great Place

I am

We are

### Attract

**Attracted** by challenging work and by making a difference

### Connect

**Connected** to my colleagues and to the clients, candidates & communities that I support

### Develop

**Challenged** and motivated to reach my fullest potential through the assignments, training and coaching I seek and receive

### Reward

**Accountable** for my results, excited by differentiated rewards and inspired by a culture of recognition and celebration

### Lead

**Leaders** in the changing world of work, leveraging our deep knowledge of human potential to provide our clients with innovative workforce solutions

### Live

**Living** our Values and Brand Attributes so we proudly create the Empresa XXGroup Experience everyday

### Execute

**Executing** against Vision, Credo and Strategies to drive industry star performance

Great People Processes  
Great Leadership

Great Results



## Organization & Culture Strategy

# GREAT PEOPLE

**ATTRACT 57%**

Attracted by challenging work and by making a difference

**CONNECT 65%**

Connected to my colleagues and to the clients, candidates & communities that I support

**DEVELOP 45%**

Challenged and motivated to reach my fullest potential through the assignments, training and coaching I seek and receive

**REWARD 28%**

Accountable for my results, excited by differentiated rewards and inspired by a culture of recognition and celebration

**2011 OVERALL SCORE 55%**

2010 OVERALL SCORE 58%





## Organization & Culture Strategy

# GREAT PLACE

### LEAD 50%

Leaders in the changing world of work, leveraging our deep knowledge of human potential to provide our clients with innovative workforce solutions

### LIVE 54%

Living our Values and Brand Attributes so we proudly create the Empresa XXGroup Experience everyday

### EXECUTE 42%

Executing against Vision, Credo and Strategies to drive industry star performance

**2011 OVERALL SCORE 49%**

2010 OVERALL SCORE 61%

## 2011 Strengths

### Top 5 performing items

Survey Items	% Fav	Change*
I know what I need to do to deliver a great experience to our clients.	93%	5
Empresa XXGroup's guidelines on ethical practice (Code of Conduct) have been made clear to me.	90%	14
Communications in my group are open and direct.	88%	13
I understand how I can contribute to meeting the needs of our clients.	84%	8
We treat our associates/contractors and candidates with respect.	83%	7

### Most significant increases

Survey Items	% Fav	Change*
I stay updated on new developments that impact our business.	57%	20
My Manager has a good understanding of the external business environment in which we operate.	70%	16
Empresa XXGroup's guidelines on ethical practice (Code of Conduct) have been made clear to me.	90%	14
Communications in my group are open and direct.	88%	13
The amount of work I am expected to do is reasonable.	55%	11

## 2011 Opportunities

### Bottom 5 performing items

Survey Items	% Fav	Change*
I have been fairly compensated (full package e.g. pay, benefits, incentives, etc.) for my performance in the last year.	16%	-9
Leadership energizes and inspires people to be their best.	17%	-25
Change is well managed in our organization.	21%	-18
In my organization, when people say they will do something, they do it.	26%	-16
I am encouraged to take risks so that we can be an innovative organization.	27%	-21

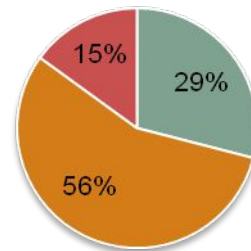
### Most significant decreases

Survey Items	% Fav	Change*
Leadership creates a learning environment and supports our development.	29%	-30
Leadership aligns our vision and strategy with business objectives.	40%	-30
Leadership is approachable and engaging.	38%	-26
Leadership energizes and inspires people to be their best.	17%	-25
We encourage new ideas and creative solutions.	39%	-23

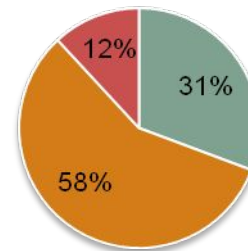


# ENGAGEMENT LEVEL

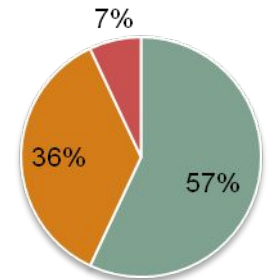
Uruguay  
2011



Uruguay  
2010



ManpowerGroup  
2011



## ENGAGED

Employees answered positively to all four engagement items.  
(positive = strongly agree / tend to agree)

## PARTIALLY ENGAGED

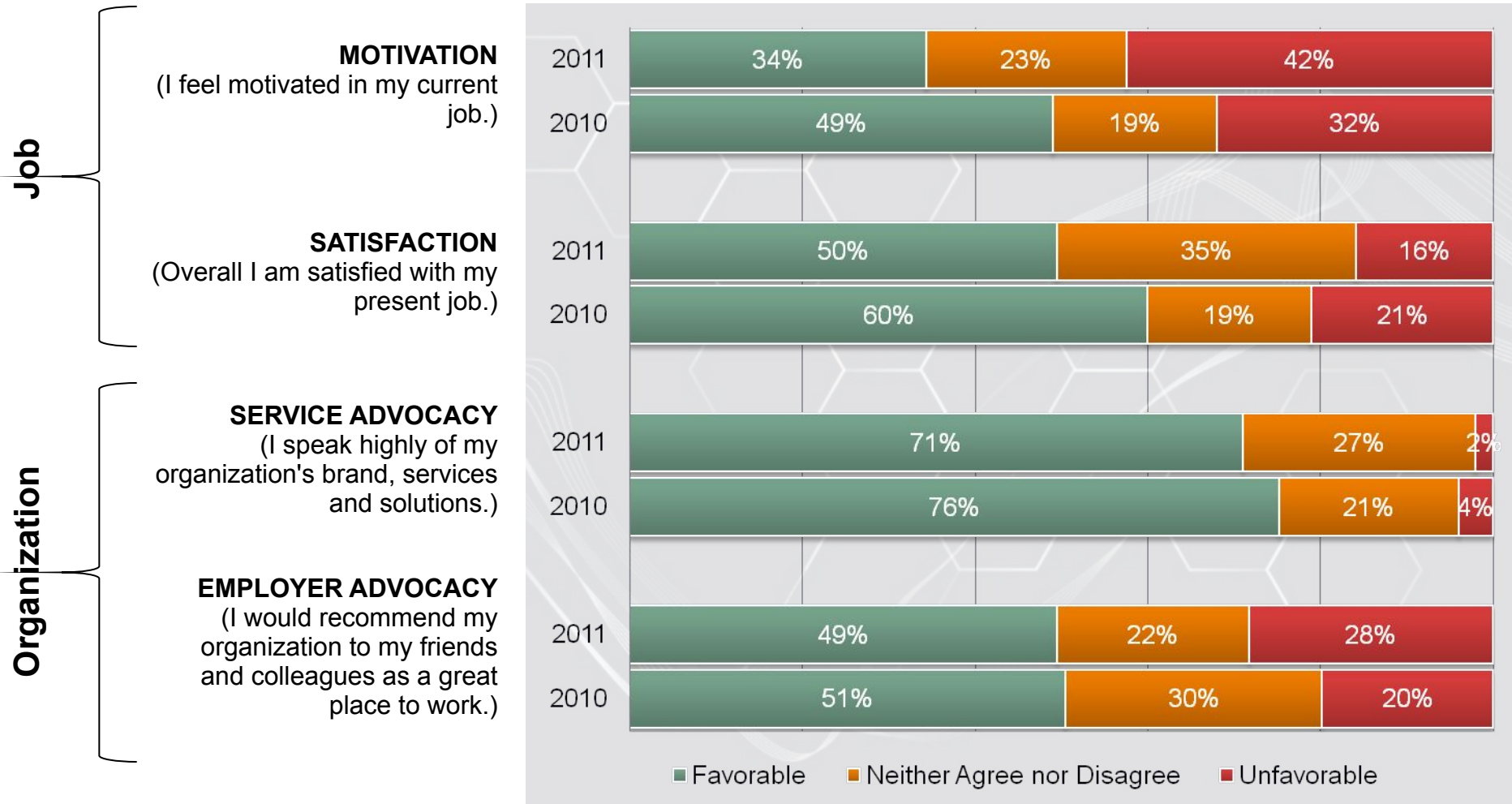
Employees answered positively to some but not all of the four engagement items.

## NOT ENGAGED

Employees did not answer positively to any of the four engagement items.  
(not positive = tend to disagree / strongly disagree)



## Individual Engagement Items



## 2011 Drivers of Engagement

**Red - take action**  
(less than 60% favorable)

**Orange - consider for action**  
(60%-70% favorable)

**Green - keep up the good work**  
(greater than 70% favorable)

2011 Drivers of Engagement	2011 Fav %	Change*	2010 Driver?
I believe there are opportunities in this organization to meet my career goals.	32%	-11	✓
I trust the organization to treat me fairly.	47%	-14	✓
I have been fairly compensated (full package e.g. pay, benefits, incentives, etc.) for my performance in the last year.	16%	-9	✓
My Manager is good at motivating me.	37%	-11	✓
We conduct our work with high ethical standards.	62%	-1	✓
Leadership energizes and inspires people to be their best.	17%	-25	✓
We treat our associates/contractors and candidates with respect.	83%	7	
I have a clear understanding of what is expected of me at work.	68%	-15	
Our clients believe we are experts in our field.	66%	-9	
Our work processes are generally well organized and efficient.	31%	-8	

Highest Impact on Engagement



High Impact on Engagement

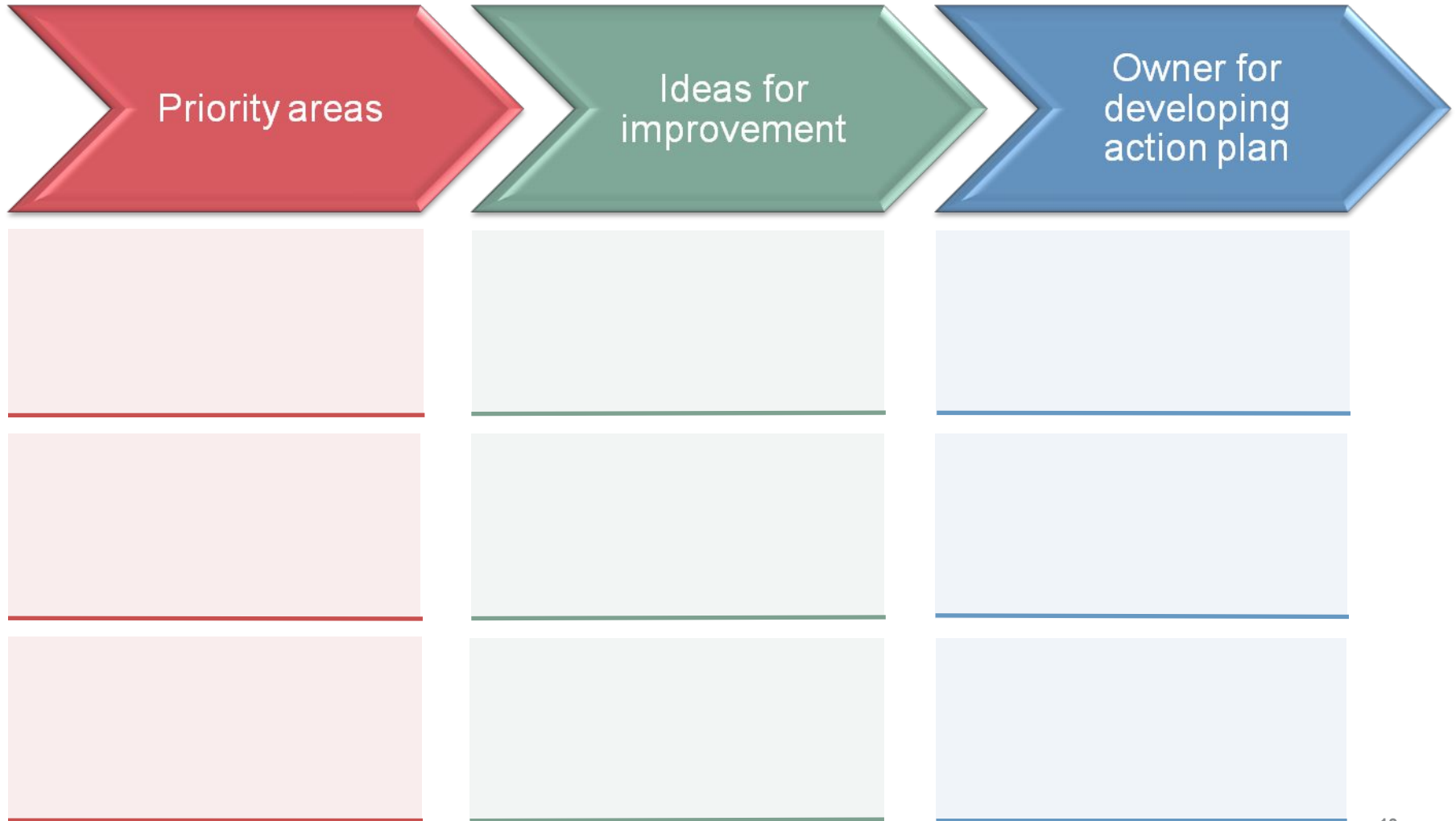
# Reflecting on our 2010 Action Plan

2010 Focus Areas	2010 Actions	2010 Fav %	2011 Fav %	Change
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Improved in 2011

Same or lower in 2011

# Ideas for our 2011 Action Plan







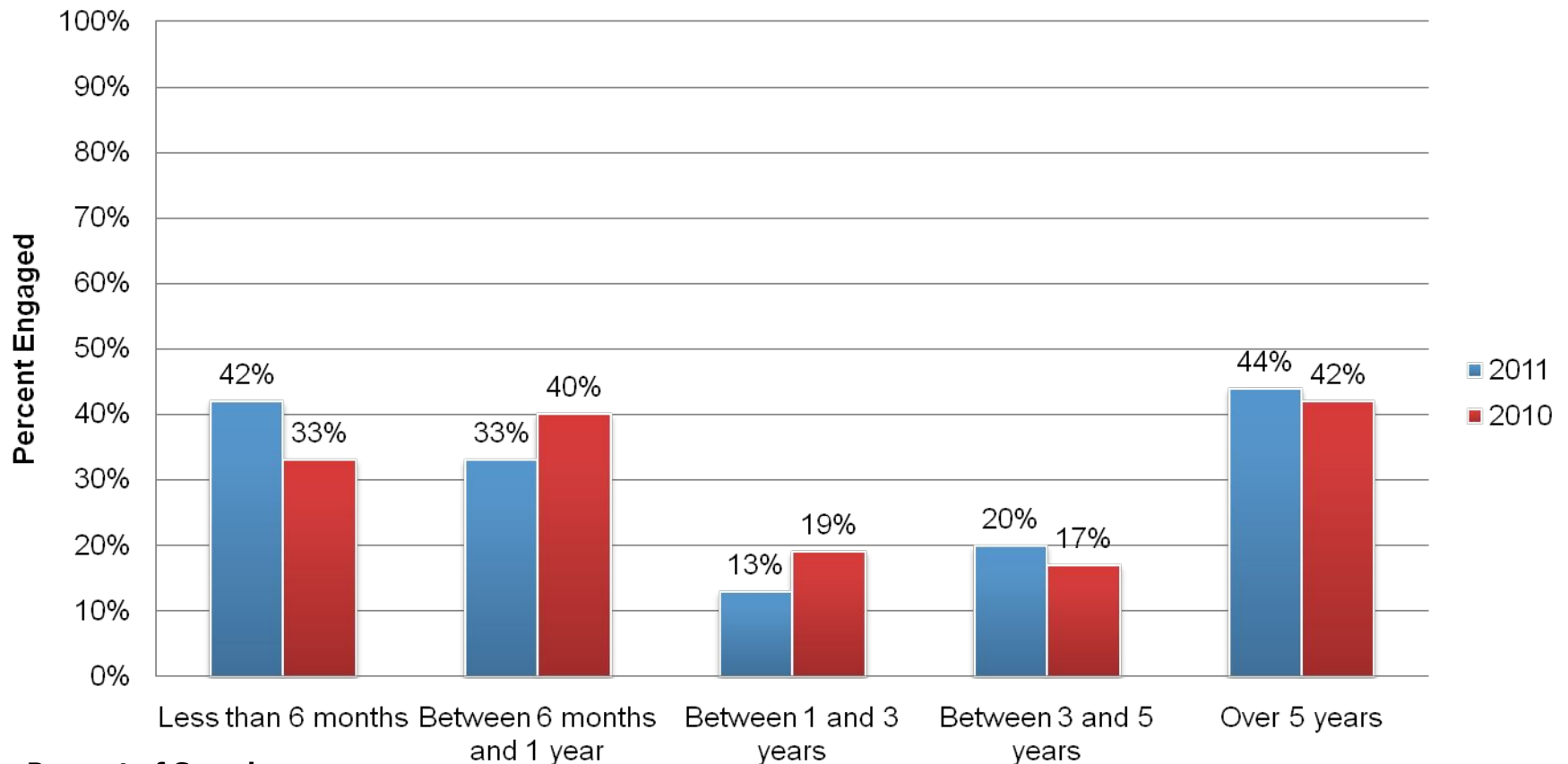
# THANK YOU

for helping us be a great  
place to work!

# APPENDIX

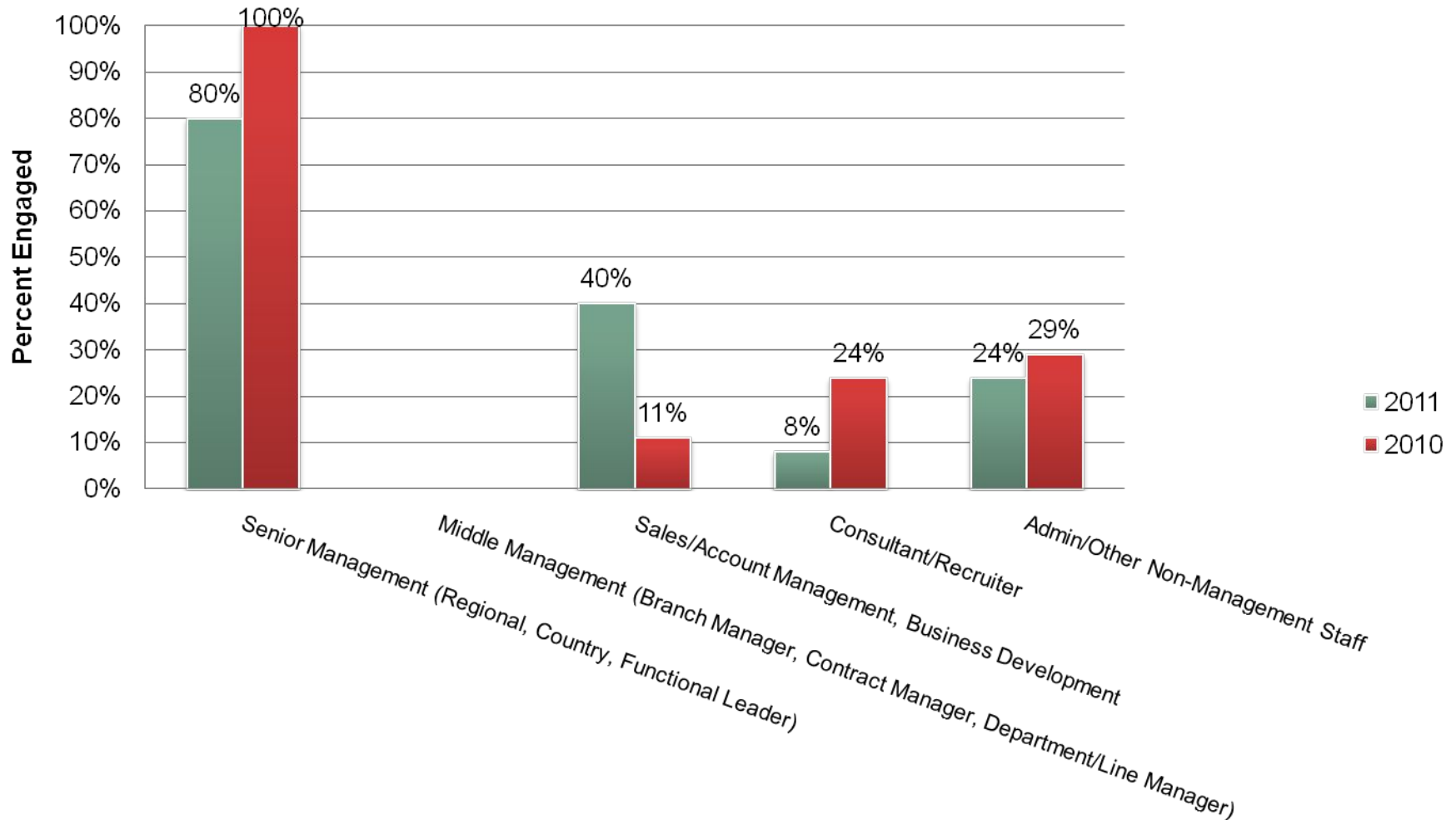
(Additional details for managers)

# Engagement - Variation by Length of Service



Percent of Sample	
<b>2011:</b>	25%      13%      33%      10%      19%
<b>2010:</b>	25%      17%      27%      10%      20%

# Engagement - Variation by Level



# Application to Retention

## Reported Intent to Stay

	I plan to stay for at least 3 years	I plan to stay for 6 months - 3 years	I plan to stay for less than 6 months
Engaged	20%	12%	2%
Partially Engaged	5%	39%	22%
Not Engaged	N/A	N/A	N/A
<b>Total</b>	<b>24%</b>	<b>51%</b>	<b>24%</b>

## 2011 Top 5 Drivers of Retention

Highest Impact on Retention



High Impact on Retention

	2011 Fav %	Change*	2010 Driver?
I believe there are opportunities in this organization to meet my career goals.	32%	-11	✓
I trust the organization to treat me fairly.	47%	-14	✓
I have confidence in our Leadership's ability to deliver business success.	41%	-22	✓
The amount of work I am expected to do is reasonable.	55%	11	
We conduct our work with high ethical standards.	62%	-1	

**Red - take action**  
(less than 60% favorable)

**Orange - consider for action**  
(60%-70% favorable)

**Green - keep up the good work**  
(greater than 70% favorable)



# Items Organized by Organization and Culture Strategy

# Great People - Attract

Item #	Item	2011	2010
9	My Manager helps me understand how my job contributes to the success of the organization.	62%	67%
30	The amount of work I am expected to do is reasonable.	55%	44%
31	Our work processes are generally well organized and efficient.	31%	39%
32	I have a clear understanding of what is expected of me at work.	68%	83%
33	I have the equipment and/or materials I need to do my job well.	73%	66%
34	I find my work challenging and fulfilling.	45%	50%
70	I am proud of the work I do.	65%	74%

# Great People - Connect

Item #	Item	2011	2010
2	My Manager cares about me as a person.	71%	68%
5	My Manager communicates relevant information on a timely basis.	49%	57%
6	My Manager is approachable.	81%	72%
10	My Manager encourages me to consider new ways of doing business and serving our clients.	49%	52%
21	Communications in my group are open and direct.	88%	75%
22	Communication is good across the teams or departments I work with.	54%	66%
23	I receive the information I need to perform well in my job.	66%	56%
41	My opinions are valued.	58%	63%
44	Teamwork is encouraged in this organization.	56%	61%
46	People collaborate across the organization to achieve common goals.	38%	54%
56	I understand how I can contribute to meeting the needs of our clients.	84%	76%
57	I receive the support I need to deliver what my clients require.	60%	56%
62	We treat our associates/contractors and candidates with respect.	83%	76%

# Great People - Develop

Item #	Item	2011	2010
1	My Manager is good at motivating me.	37%	48%
8	My Manager provides candid and timely feedback about my performance.	54%	49%
13	My Manager coaches and mentors my development.	43%	60%
26	I receive the development I need to do my job well.	32%	46%
27	I have been assigned projects and/or responsibilities that contribute to my longer-term development.	58%	66%
28	I believe there are opportunities in this organization to meet my career goals.	32%	43%
29	I stay updated on new developments that impact our business.	57%	37%

# Great People - Reward

Item #	Item	2011	2010
24	I have been fairly compensated (full package e.g. pay, benefits, incentives, etc.) for my performance in the last year.	16%	25%
25	I receive praise and recognition when I do a good job.	30%	49%
53	We celebrate our successes.	36%	56%



## Great Place - Lead

Item #	Item	2011	2010
11	My Manager is a role model for our values.	51%	50%
15	Leadership is a role model for our values.	44%	55%
19	Leadership creates a learning environment and supports our development.	29%	59%
36	Our organization values a diverse workforce.	55%	48%
38	We encourage new ideas and creative solutions.	39%	62%
39	We are able to attract great people to work here.	39%	30%
47	People are treated with respect.	77%	74%
48	I am encouraged to take risks so that we can be an innovative organization.	27%	48%
49	I trust the organization to treat me fairly.	47%	61%
50	We conduct our work with high ethical standards.	62%	63%
52	As an organization we often think of new or different ways of doing things.	38%	58%
55	We partner well with our clients to deliver innovative solutions.	59%	70%
61	The organization's solutions and services meet the needs of a wide variety of clients.	81%	91%

# Great Place - Live

Item #	Item	2011	2010
17	Leadership energizes and inspires people to be their best.	17%	42%
18	Leadership is approachable and engaging.	38%	64%
45	People at this organization are approachable and engaging.	48%	67%
54	In my organization people know they can raise ethical concerns without fear of retaliation. (NEW ITEM)	47%	N/A
59	We quickly respond to our clients' requests.	78%	85%
60	Our clients believe we are experts in our field.	66%	75%
63	We attract and retain better qualified associates/contractors and candidates than our competitors.	45%	54%
64	I know what I need to do to deliver a great experience to our clients.	93%	88%
65	We deliver a great experience to our candidates.	65%	74%
71	I am proud to work for the organization.	48%	67%

## Great Place - Execute

Item #	Item	2011	2010
3	My Manager has a good understanding of the external business environment in which we operate.	70%	54%
14	I have confidence in our Leadership's ability to deliver business success.	41%	63%
16	Leadership aligns our vision and strategy with business objectives.	40%	70%
35	Change is well managed in our organization.	21%	39%
37	We anticipate changes in the market and make sure we are ready for them.	32%	49%
40	We have a clear and compelling vision for the organization.	46%	52%
42	We share internal best practices across the organization to improve our results.	41%	54%
43	In my organization, when people say they will do something, they do it.	26%	42%
58	We are committed to delivering high quality service.	60%	82%