

EMPLOYEES RISING:

Seizing the Opportunity in Employee Activism

European Edition

Today's corporate leaders are rightfully laser-focused on employee satisfaction and engagement. Employee engagement is central to company success and is the underlying foundation for high-performing companies.

Yet to prepare for the future workforce, employers will need to build upon engagement and acknowledge and embrace employee activism. Employee activists make their engagement visible, defend their employers from criticism and act as active advocates, online and off. Many employee activists already exist today. Employers can't afford to miss the open window of opportunity to lean in and capitalise on this movement.

In **Employees Rising: Seizing the Opportunity in Employee Activism**, Weber Shandwick explores the employee activist movement to help organisations understand what it takes to catch the rising tide of employee activism. Weber Shandwick, in partnership with KRC Research, conducted a global online survey of 2,300 employees covering 15 markets worldwide. 675 European employees were included, the results for whom are presented below.

Please visit http://webershandwick.co.uk/wp-content/uploads/2014/04/WS-EmployeeActivism-report_UK-A4_final.pdf to view the full report.

UNREST IN THE WORKFORCE



84%

of European employees have recently experienced an employer change event (e.g., leadership change, crisis, etc.)



60%

of European employees are on the defence — they've defended their employer from criticism



only 46%

of European employees can describe to others what their employer does



only 28%

of European employees are deeply engaged with their employer

THE WORKFORCE ACTIVISM SPECTRUM®

Using segmentation modelling, all respondents were sorted by their reported actions toward their employers — both supporting and detracting. The model identified six distinct segments of employees. In Europe, employees are classified as follows...

InActives

Report little or no employer support or detraction behaviours. Almost as unengaged as Detractors. Are the least likely to put a great deal of effort into their jobs and few can explain to others what their employer does. Little motivates them to do a good job, even pay increases.



Detractors

All take negative actions against their employer. Are the least engaged and are the most distrustful of leadership. Not social, so damage is contained offline.



ReActivists

Mostly take positive actions but also have a high propensity for detraction. Have an average level of engagement. Are critical of workplace conditions. Highly social.



HyperActives

The wildcard of employee activism. Have the most potential to both help and damage employer's reputation. Half of them have posted something online about their employer that they regret. Are the most engaged next to ProActivists. Two-thirds have a job that entails social media so are highly social.



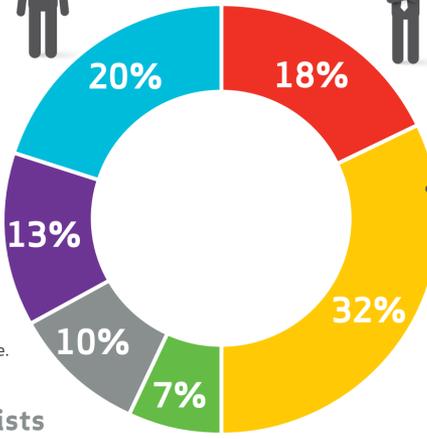
ProActivists

The embodiment of employee activism. Conduct the most positive actions with nearly no negative actions. Have the highest level of employer engagement. Highly social.



PreActivists

All take positive actions but not nearly as many positive actions as ProActivists. Engage in more negative actions than ProActivists. Actions are not as social as those of ProActivists. Have an average level of engagement.



THE EMPLOYEE ACTIVIST IS NOW AMONGST US



Nearly 1 in 5 European employees is a ProActivist.

In a workforce of 5,000 that's

1,000 employees enthusiastically showing they are behind their employer



WHAT DRIVES EMPLOYEE ACTIVISM?

Leadership is most important for influencing employee activism, but not to the exclusion of internal communications, HR policies, employee development and corporate social responsibility.

Leadership



Internal Communications



HR Policies



Corporate Social Responsibility



SOCIAL MEDIA IGNITES EMPLOYEE ACTIVISM

Of European employees in our study...



33% have shared praise or positive comments online about employer



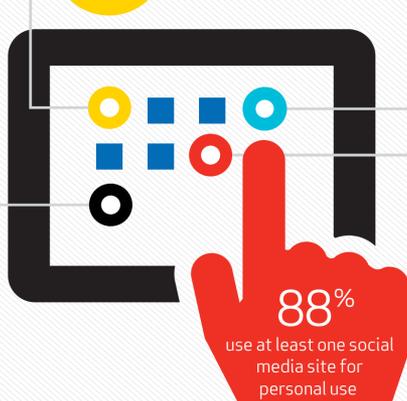
43% post messages, pictures or videos in social media about employer



11% have shared criticism or negative comments online about employer



10% have posted something about their employer in social media that they wish they hadn't



88% use at least one social media site for personal use

SOME EMPLOYERS HAVE JOINED THE MOVEMENT



24%

of employers encourage their European employees to use social media to share news and information about their work or employer



European employees whose companies encourage social sharing are

51%

more likely to recommend their company's products or services to others

THE EMPLOYEE ACTIVISM TIP SHEET



ProActivists

Leverage and empower their activism



HyperActives

Handle with care: Upgrade to ProActivists



Detractors

Brace for and defuse



PreActivists

Ignite their activism: Upgrade to ProActivists



ReActivists

Attend to internal matters



InActives

Focus on engagement, not activism

For more information about **Employees Rising: Seizing the Opportunity in Employee Activism**, please contact:

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