



FOR IMMEDIATE RELEASE

## **Employee loyalty rises during global economic recession, Kelly international workforce survey finds**

**TROY, Mich.** (March 8, 2010) – In the wake of the global economic downturn, more than a quarter of employees surveyed worldwide say that the recession has made them *more* loyal to their employer, according to the latest results from workforce solutions leader Kelly Services.

The survey, conducted from early October 2009 to the end of January 2010, finds that organizations with positive management, strong morale and active communications have succeeded in making their workforce more engaged in spite of the uncertainty caused by falling profits and layoffs.

The most 'engaged' employees are in North America, where 52 percent say they are 'totally committed' to their job, compared with 47 percent in Asia Pacific and 36 percent in Europe.

The findings are part of the [\*Kelly Global Workforce Index\*](#), which obtained the views of approximately 134,000 people in 29 countries across North America, Europe, and Asia Pacific.

A total of 27 percent of respondents worldwide say the economic recession made them feel more loyal to their employer, while only 10 percent feel less loyal and 63 percent say it has made no difference. For younger workers, experiencing their first major economic downturn, Gen Y (aged 18-29) have emerged somewhat more loyal than Gen X (aged 30-47) and baby boomers (aged 48-65).

"Many organizations have been through an extremely difficult period but some have managed the challenges in a positive way and have emerged with a new level of trust among the workforce," says Kelly Services Executive Vice President and Chief Operating Officer, George Corona.

Key generational findings of the survey reveal that:

- 28 percent of Gen Y say that as a result of the recession, they are now more loyal to their employers, compared with 27 percent of baby boomers and 26 percent of Gen X.
- 43 percent of employees say they feel 'totally committed' and 26 percent 'somewhat committed' to their current employer.
- All generations cite 'more interesting or challenging work' as the main thing that would make them more engaged with their job, ahead of 'higher salary or benefits.'
- Lack of advancement is the main cause of job turnover among Gen Y and Gen X, while poor management is the leading cause for baby boomers.
- Corporate reputation is considered a critical factor in job choice and job retention by almost half (47 percent) of baby boomers, but by only 39 percent of Gen X and 34 percent of Gen Y.

- All generations agree that the most important factor in a company's reputation is the quality of its products and services, followed by the quality of its management.
- Telecommuting or working from home is considered 'extremely important' by only 12 percent of respondents.

When considering whether to remain in or quit their job, younger workers have a much greater interest in the possibility of career advancement, while more mature workers predominantly focus on the quality of management. The issue of salary and benefits is of secondary importance for all generations. The survey also found that all generations are watching closely how organizations manage their corporate reputation and they rely upon this in making decisions about current and future employment.

"Attracting employees and keeping them productively engaged is constantly among the most challenging tasks for employers. The survey shows the complex array of issues that impact and motivate employees of different ages. A multi-generational strategy is vital to attracting not only the best talent, but also to fostering a climate that encourages creativity and learning for all workers," Corona concludes.

For more information about the survey results and key global findings, please visit the [Kelly Global Workforce Index](#).

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#### **About the Kelly Global Workforce Index**

The Kelly Global Workforce Index is an annual survey revealing opinions about work and the workplace from a generational viewpoint. Approximately 134,000 people from North America, Europe, and Asia Pacific responded to the 2010 survey with results published on a quarterly basis. In 2009, Kelly Services was the recipient of a MarCom Gold Award for the Kelly Global Workforce Index in the Research/Study category.

#### **About Kelly Services**

Kelly Services, Inc. (NASDAQ: KELYA, KELYB) is a leader in providing workforce solutions. Kelly offers a comprehensive array of outsourcing and consulting services as well as world-class staffing on a temporary, temporary-to-hire and direct-hire basis. Serving clients around the globe, Kelly provides employment to 480,000 employees annually. Revenue in 2009 was \$4.3 billion. Visit [www.kellyservices.com](http://www.kellyservices.com).

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# KELLY GLOBAL WORKFORCE INDEX

## Company Loyalty & Employee Engagement: Key Global Findings

### North America

- 35 percent of employees say that they are now more loyal to their employer following the economic recession – higher than in Asia Pacific (30 percent) and Europe (20 percent);
- 52 percent of employees say they feel ‘totally committed’ to their current employer;
- ‘More interesting or challenging work’ is the main feature, nominated by 33 percent, that would make people feel more committed or engaged with their job;
- In deciding where to work, an organization’s reputation is considered ‘very important’ by 53 percent;
- 47 percent say they are ‘very confident’ in their employer’s ability to act as a good corporate citizen, higher than in both Asia Pacific (42 percent) and Europe (23 percent);
- 27 percent say that telecommuting or working from home would be ‘extremely important’ in attracting them to a job or keeping them in a job.

### Europe

- 20 percent of employees say that they are now more loyal to their employer following the economic recession – lower than in North America (35 percent) and Asia Pacific (30 percent);
- 36 percent of employees say they feel ‘totally committed’ to their current employer;
- ‘More interesting or challenging work’ is the main feature, nominated by 42 percent, that would make people feel more committed or engaged with their job;
- In deciding where to work, an organization’s reputation is considered ‘very important’ by 27 percent;
- 23 percent say they are ‘very confident’ in their employer’s ability to act as a good corporate citizen, lower than in both North America (47 percent) and Asia Pacific (42 percent);
- 12 percent say that telecommuting or working from home would be ‘extremely important’ in attracting them to a job or keeping them in a job.

### Asia Pacific

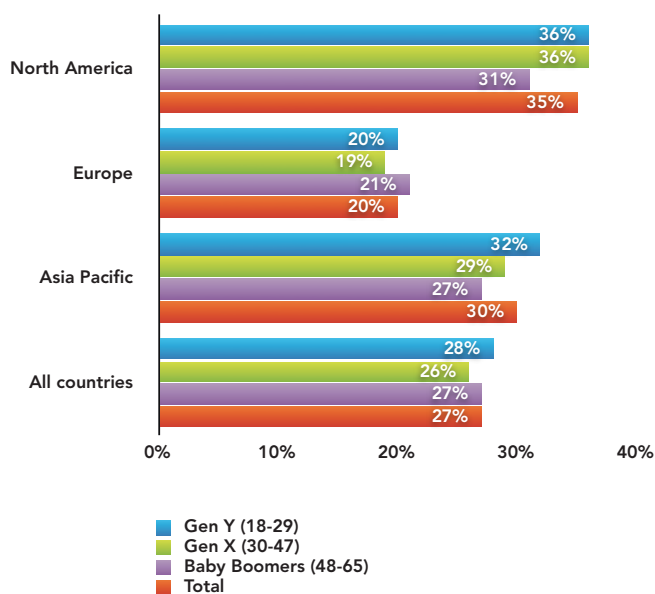
- 30 percent of employees say that they are now more loyal to their employer following the economic recession – higher than in Europe (20 percent) but lower than in North America (35 percent);
- 47 percent of employees say they feel ‘totally committed’ to their current employer;
- ‘More interesting or challenging work’ is the main feature, nominated by 40 percent, that would make people feel more committed or engaged with their job;
- In deciding where to work, an organization’s reputation is considered ‘very important’ by 42 percent;
- 42 percent say they are ‘very confident’ in their employer’s ability to act as a good corporate citizen, lower than in North America (47 percent) but higher than in Europe (23 percent);
- 17 percent say that telecommuting or working from home would be ‘extremely important’ in attracting them to a job or keeping them in a job.



## KELLY GLOBAL WORKFORCE INDEX

As a result of the recession, are you more or less loyal to your employer?

Generation (% more loyal)

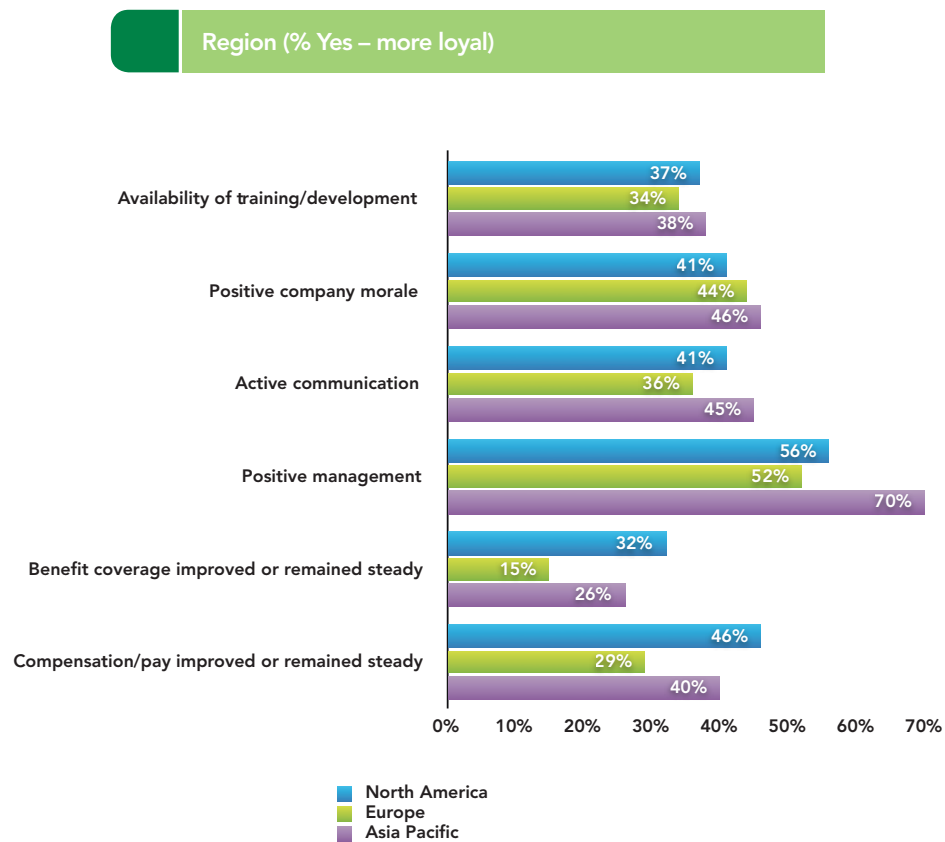




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As a result of the economic recession, are you more loyal to your employer? If yes, why?

(Multiple responses allowed so percentages add to more than 100)

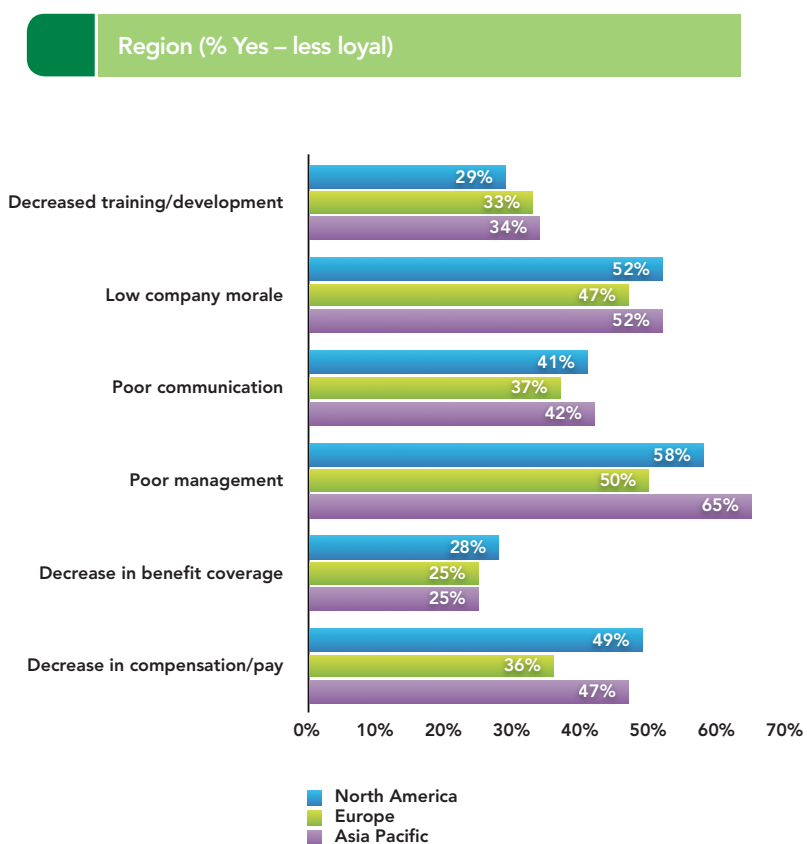




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As a result of the economic recession, are you less loyal to your employer? If yes, why?

(Multiple responses allowed so percentages add to more than 100)

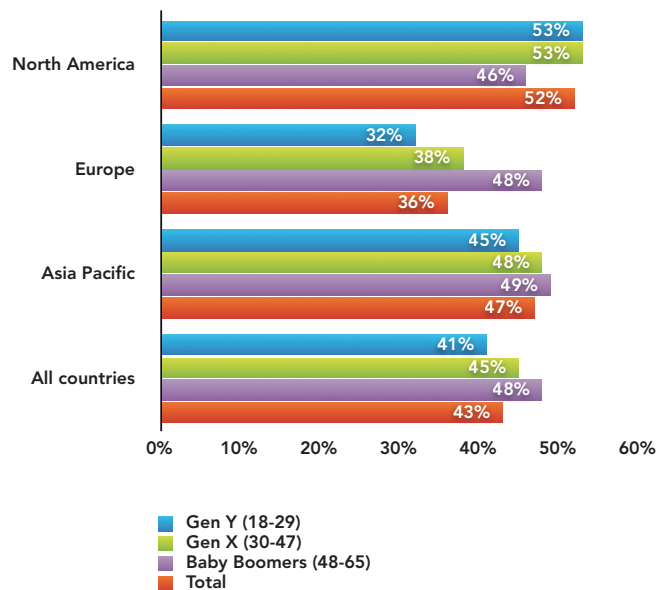




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How committed or 'engaged' do you feel  
with your current employer?

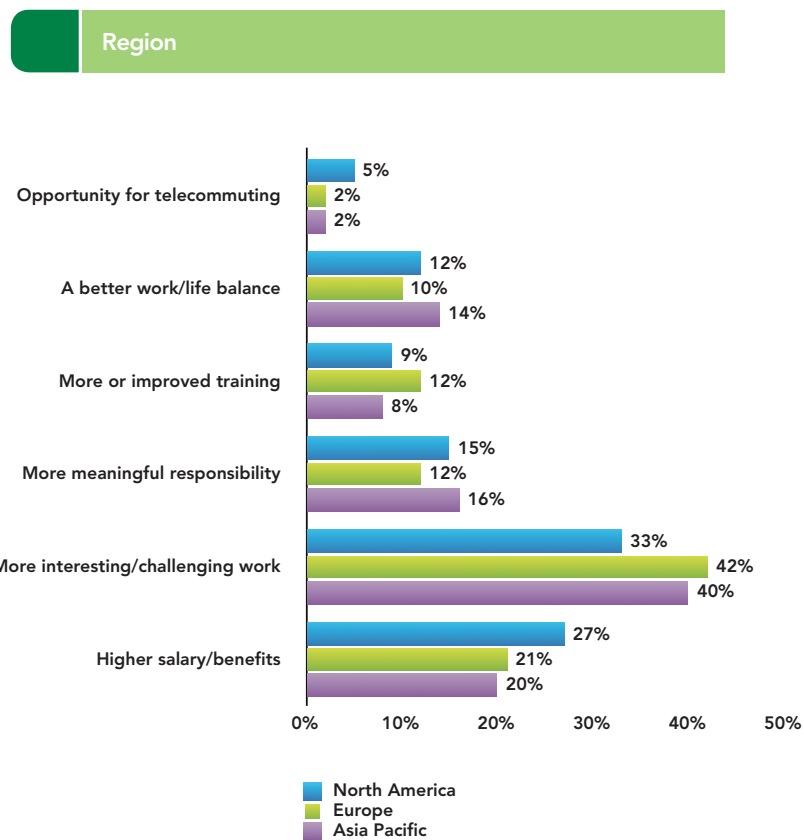
Region (% totally committed)





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What one thing would make you feel more committed or 'engaged' with your job?

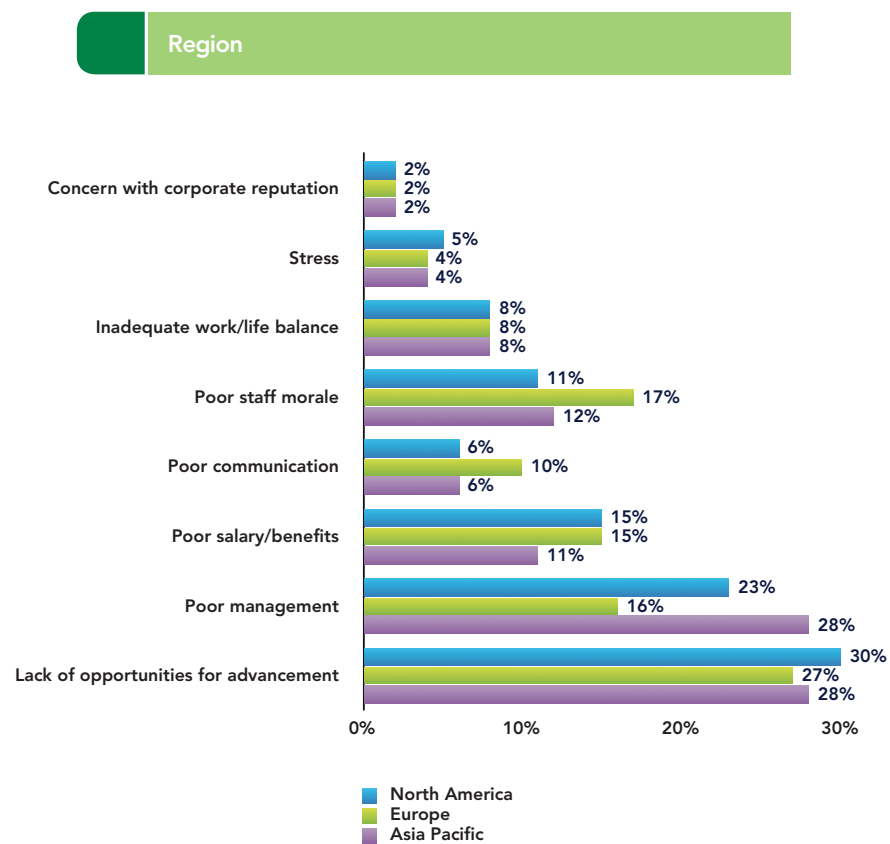






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What one factor would be most likely to cause you to leave your organization?

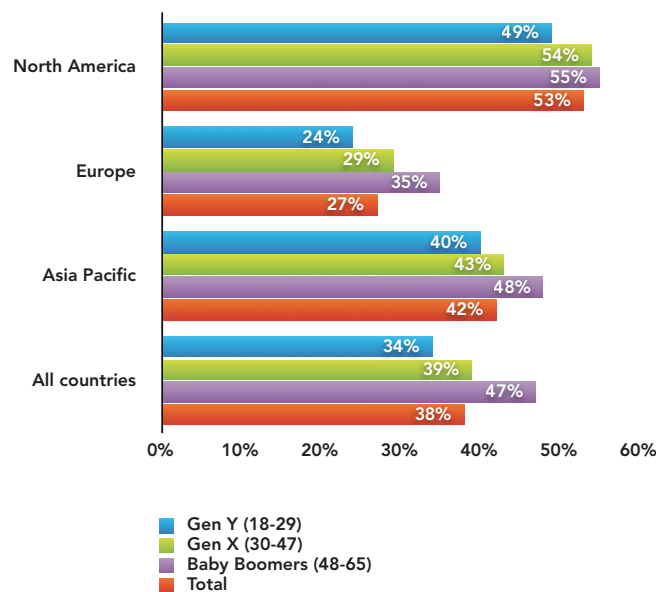




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How important is a company's reputation when considering whether to join or remain working with an organization?

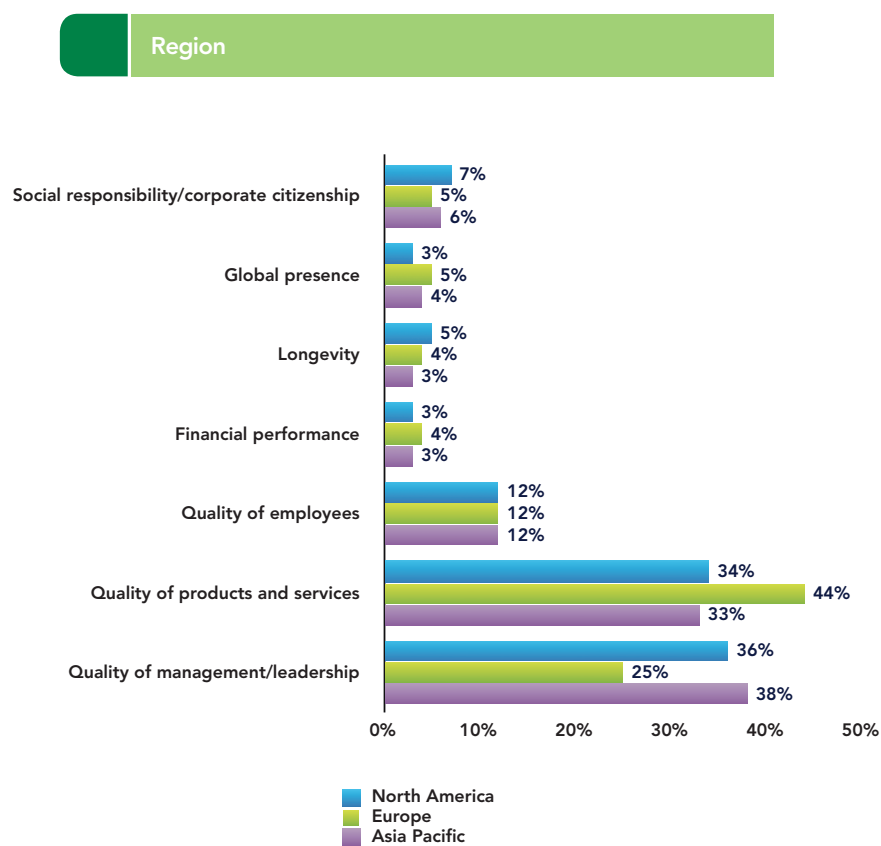
Generation (% very important)





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What is the most important factor in determining an organization's reputation?

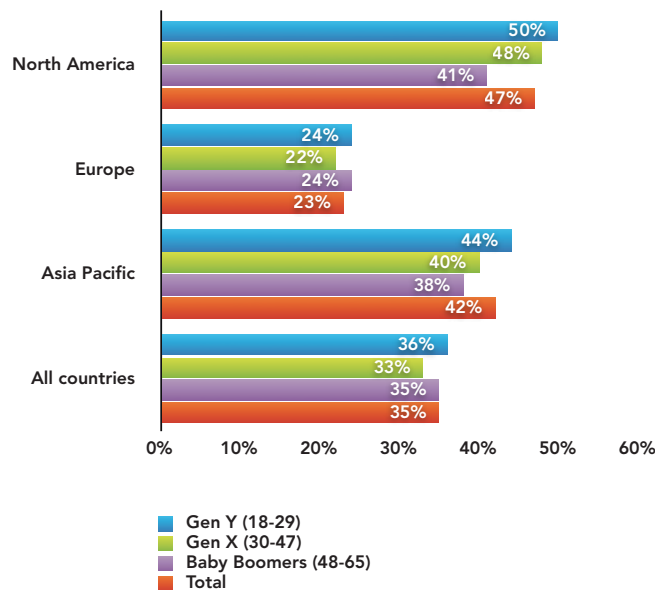




## KELLY GLOBAL WORKFORCE INDEX

What level of confidence do you have in your current company's ability to be a good corporate citizen and act responsibly?

Generation (% very confident)





## KELLY GLOBAL WORKFORCE INDEX

How important would telecommuting or working from home be in attracting you, or encouraging you to stay with your employer?

Generation (% very important)

