

2016 Edenred-Ipsos Barometer: How to Understand and Improve Well-being at Work



INSIGHTS

- More than 14,000 employees interviewed in 15 countries, more than 100,000 employees have been surveyed since the first barometer
- **7 in 10 employees are satisfied with their well-being at work**
- **4 country profiles** based on their assessment that determine employee well-being at work
- **Skills management** is the HR policy that has the greatest impact on well-being at work
- **67% of French** employees are positive about their well-being at work

What is well-being at work? How do employees perceive it? Does it vary from one country to the next? How can it be measured? And how can it be improved? The topic is a growing challenge due to the presumed correlation between well-being, commitment, and ultimately the performance of companies.

The 11th edition of the Edenred-Ipsos Barometer, conducted among 14,400 employees in 15 countries for the first time this year (Belgium, Brazil, Chile, China, France, Germany, India, Italy, Japan, Mexico, Poland, Spain, Turkey, the United Kingdom and the United States) examined the topic. It found that well-being at work is based on an unequal combination of a job environment, appreciation and emotion. Depending on how employees are positioned in relation to these three components, four country profiles were identified.

Below is an overview of well-being at work around the world.

THREE PILLARS FOR MEASURING WELL-BEING AT WORK

The Edenred-Ipsos Barometer identified 10 items related to well-being at work, divided into three pillars:

- **ENVIRONMENT:** equipment, work-life balance, a clear idea of what is expected on the job, etc. An employee content with his/her job is in particular an employee who feels good in his/her work environment.
- **APPRECIATION:** respect shown by management, skills management, etc. Well-being also depends on the attention paid by management to employees.
- **EMOTION:** enjoying coming to work in the morning, interest in the job, its stimulating nature, etc. The emotions of employees from day to day should also be taken into account.

The survey shows that all countries combined, **employees are more satisfied with items related to environment** (e.g. 86% are satisfied with the clarity of what is expected from them on the job), **while scores related to appreciation and emotion are lower** (only 61% consider they work in a stimulating environment).

A HIGH AVERAGE BUT DIFFERENCES BETWEEN COUNTRIES

71% of the employees interviewed are positive about their well-being at work. There are two countries that particularly stand out at the extremes. **India** holds the record for satisfaction with almost 9 in 10 Indian employees positive about their well-being (88%). **Japan**, on the other hand, is far behind the other countries, with only 44% of Japanese employees saying they are content with their job. Countries in the Americas (Mexico, the United States, Chile and Brazil) are at the top of the list, right after India, whereas Europe is behind high-growth markets. These results, also related to the local job market and economic environment, should also be interpreted **in the light of cultural biases inherent in this type of survey.**

FOUR "FAMILIES" OF COUNTRIES HAVE BEEN IDENTIFIED

Further to a (statistical) analysis aiming to **position the countries in relation to one another and to counteract cultural bias linked to the way people usually answer a survey** (e.g. Japanese employees are more critical and Indian employees are more positive when answering a survey), **4 main country profiles have been identified:**

- **Japan, Turkey, China, Italy and Poland:** employee well-being at work is characterized by higher scores on items pertaining to the **ENVIRONMENT** (the equipment, the clarity of their tasks, or the work-life balance between).
- **India, Mexico, Brazil and Chile,** where the scores are the highest for all the items linked to well-being at work, and more specifically the most positive about **EMOTION** (enjoying coming to work in the morning, interest in the job, its stimulating nature, confidence in their own professional future).
- **Spain, the United Kingdom and the United States:** the results for the three pillars of well-being at work are more balanced; however they are characterized by a **LACK OF EMOTION.**
- As with the previous profile, **Belgium, France and Germany** are characterized by a better balance between the three pillars, although employees perceive a **LACK OF APPRECIATION** (respect shown by management, skills management).

WHAT ARE THE DRIVERS OF WELL-BEING AT WORK?

What HR policies have the greatest impact on well-being at work? Concretely, what do employees expect?

Skills management is the HR policy likely to have **the greatest impact on employee well-being – with, as a priority, the transmission and renewal of skills**, and then 'end of career' management. While working on the transmission and renewal of skills is likely to avoid a negative score for well-being, implementing a policy for the management of seniors will boost the likelihood of having a positive score.

Skill management is currently the main expectation of employees. Only 68% of employees consider that their company currently has an active policy for the transmission and renewal of skills, and this figure is 64% for 'end of career' management. This HR policy is mentioned **ahead of flexibility in the organization of working hours and the promotion of health at work, and far ahead of consideration for employee diversity and the integration of young people** – which are seen as less 'impactful' in terms of well-being at work and also less 'expected' by employees. For example, 81% of employees said their company has an active policy for diversity, 76% for the integration of young people, and 74% for health at work.

Working on digital culture will be, as with the professional management of seniors, a driver likely to improve well-being at work scores, while working on the other dimensions will above all help avoid negative scores.

Further to these results, the Edenred-Ipsos Barometer identified **two sets of countries**:

- **Chile, France, the United Kingdom, Belgium and Poland**, which have favorable, recognized policies on diversity and the integration of young people, but pay less attention to the management of seniors and the skills development.
- And on the other hand, countries paying less attention to diversity and the integration of young people, but which have more active policies when it comes to skills development and the management of seniors: **China, India, Mexico, the United States, Germany, Italy and Spain**. Note that Japan has higher than average scores for the implementation of policies around health at work; this is the case of China for skills management and Germany for 'end of career' management.

FRENCH EMPLOYEES AT WORK: PESSIMISTIC?

In the context of a sluggish economy and depressed job market, French people, who are well-known for their pessimism, are also pessimistic about their work, positioning France below the average for all of the surveyed countries. **With 67% of employees considering they are satisfied with their well-being at work** (7 points below its neighbor Germany), France is at the bottom of the ranking, right before Turkey, Italy and Japan.

Why? First of all, because just over **one in two French employees considers their company has active policies relating to well-being at work**. Next, because they mainly consider they lack attention and respect from their management and are also not very confident about their professional future in their company. Whereas for most items, they are aligned with other employees, only 55% of them for example consider that their management pays attention to their skills and training (versus an average of 61%, all countries combined).

They lack confidence in their own professional future and in the future of their country. Predictably, the economic context has mainly impacted French employees, only a small minority of whom (38%) feel confident in the future of the country, whereas the average for all surveyed countries represents the majority (54%).

And yet these same employees, all sectors and all levels combined, are generally confident when it comes to the future of their company. Their **main concern is therefore related to their salary** (47%) and to a lesser extent to keeping their job (33%). The majority of French employees (56%) remain dissatisfied with their purchasing power. Their main expectations are for their employer to consider health support, transportation support and catering at lunch time as priorities (respectively 43%, 40% and 36%).

"In professional environments undergoing profound changes, employees play a central role. Active consideration for their well-being at work is a priority; in France, this does not cover only the prevention of psycho-social risks but also the implementation of ambitious skills development strategies and revised management modes focused on dialog, involvement and contribution," explains **Antoine Solom, Director of the Employee Relations Management Practice in the Ipsos Group**.

"In a sometimes difficult economic context, employee engagement is central to the sustainable performance of organizations. In its capacity of observer of the job market, Edenred listens closely to companies to improve their efficiency, in particular in terms of human resources. To that end, the Edenred-Ipsos Barometer is a preferred tool for determining the needs of employees and allows us to think about developing specific HR actions. We ourselves put into practice a dynamic HR policy from day to day aiming to create conditions for this well-being at work, in particular with management coaching, training on digital immersion, systematic 'best place to work' certification schemes, etc." affirms **Jeanne Renard, Executive Vice President Human Resources and Corporate Social Responsibility for Edenred**.

EDENRED-IPSOS BAROMETER

A world leader on the employee benefits market, Edenred has been developing a wide range of tools to understand social trends for over 50 years. The eleventh Edenred-Ipsos Barometer on employee well-being (Well-Being@Work #WBW Barometer) was conducted in January 2016 on a selection of 14,400 employees in Belgium, France, Germany, Italy, Poland, Spain, Turkey and the United Kingdom, and, for the first time this year, Brazil, Chile, China, India, Japan, Mexico and the United States.



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Edenred, which invented the Ticket Restaurant® meal voucher and is the world leader in prepaid corporate services, designs and manages solutions that improve the efficiency of organizations and increase the purchasing power of individuals. By ensuring that allocated funds are used specifically as intended, these solutions enable companies to more effectively manage their:

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The Group also supports public institutions in managing their social programs.

Listed on the Paris stock exchange, Edenred operates in 42 countries, with 6,300 employees, 660,000 companies and public sector clients, 1.4 million affiliated merchants and 41 million beneficiaries. In 2015, total issue volume amounted to €18.3 billion.

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