

2015 Edenred-Ipsos Barometer 10th edition Employee well-being and motivation in Europe

Can the shift to digital in companies cast a new spell on work?

Key figures 2015

- **13,600 employees** surveyed in **14 European countries**
- **73% of employees familiar** with digital in their private life vs. **64% who find that their company is at the same level or lagging behind** other companies in the same sector
- **80% of employees** think that digital technology has a **positive or neutral effect on their motivation**
- **20% of them** fear a **negative** impact on the **balance between their personal and professional life**

The tenth Edenred-Ipsos Barometer on employee well-being and motivation in Europe covered 13,600 employees in 14 countries, with a particular focus this year on the shift to digital.

While a large majority of employees in Europe agree that the digital revolution is under way, it does not represent the same reality to all of them. The disparity between digital initiatives and the differences in perception in terms of the impact on everyday working life represent a real challenge for organizations. Whether the employees are "Connected", "Impatient", "Passive" or "Isolated", the challenge facing companies, and HR management in particular, consists of turning this revolution into an opportunity to improve the work force's well-being and motivation.

INFORMED EMPLOYEES BUT COMPANIES THAT ARE “LAGGING BEHIND”: THE PARADOX OF DIGITAL TECHNOLOGY NEW USAGE

A large majority of European employees (73%) claim that they are familiar with digital technology in their private life, **irrespective of their age group**. Contrary to common preconceptions, 67% of seniors (55 and over) use digital tools every day. When questioned on the development of the use of digital technology in their own company, **6 out of 10 employees think that it is "at the same level" or "behind" other companies in the same sector**. But, the shift to digital conceals different realities. The most widespread initiatives in Europe include the **electronic management of HR processes** (digitization of pay slips, hiring on social media, etc.), **e-learning**, the creation of **corporate social networks** and **virtual work spaces**. On the other hand, agreements on home working or BYOD policies (*Bring Your Own Device*) are still rare.

DIGITAL TECHNOLOGY AT WORK: AN OVERALL POSITIVE INFLUENCE

For most of the European employees who were surveyed, **digital tools** have a **positive or neutral (80%) impact on their motivation at work**.

Irrespective of the country, 1 in 2 European employees considers digital tools as **means of developing their skills** (51%) and feels that they have a positive impact on their **autonomy at work** (48%) and their **quality of life at work** (48%). The consequences are also perceived as being largely beneficial for the **quality of client relations** or **cooperation between teams** by 46% of employees in Europe.

Moreover, 1 in 5 European employees thinks that the digital revolution could have a **negative impact on the balance of life** and the same proportion mentions a negative impact on **managerial behavior**. Indeed, if employees feel that they do not receive sufficient support from their manager (flexible working methods, too much autonomy granted, etc.), digital technology can have a negative influence on their motivation.

CHANGE MANAGEMENT: SUPPORT FOR EACH AND ALL OF THE EMPLOYEES

The results of the Edenred-Ipsos barometer reveal **four employee profiles** that perceive the shift to digital differently.

The "Connected": a well-established use of digital technology

The so-called "Connected" employees, who are strongly represented amongst **Top Managers and in the telecommunications and IT sectors**, are **better equipped** than average. They think that their **company is in the forefront** (67%) and that digital tools have a **positive impact on their motivation** (53%). For them, the digital revolution means innovation and taking risks. But this category, who stays connected all day long, also suffers from **high levels of stress**.

→ For this type of profile, HR management must care for the **change management in the long term**, by trying to limit stress and by drawing up, for example, guidelines on the proper use of digital at work.

The "Impatient": a professional reality that does not meet their expectations

While "Impatient" employees also have a **positive perception of the digital revolution** (66% feel that digital technology has a positive impact on their motivation), they **want their employers** to speed up the pace of change. **Many of them work in the public sector** and they feel that their company or administration is at the same level (48%) or **lagging behind** (35%) other organizations in the same sector. They also feel that digital technology has a positive impact on most of the indicators related to their well-being, and on their balance of life in particular (61%).

→ HR management, together with executive management, can meet the expectations of "Impatient" employees by **supporting and accelerating the shift to digital**.

The "Passive": a sense of indifference

"Passive" employees are well equipped and feel that their company is **at the same level as other companies** (56%). They have a **predominantly neutral vision** of the influence of digital tools on their motivation (52%) and on the balance of life (61%). But, they are **more critical** of the impact of digital technology on **managerial behavior**. They expect the behavior of management to change in the digital era (more feedback, taking risks, etc.).

→ HR management needs to **involve the "Passive" employees by encouraging them to become stakeholders** in the transformation of their company.

The "Isolated": digital technology absent from their workplace

Poorly equipped with digital technology, the "Isolated" employees feel that their company is at the same level as other business (38%) or lagging behind (28%). This category includes more employees aged over 55 or who work in the building industry.

→ For employees who feel "Isolated" from the digital revolution, **change management is a secondary concern for HR at this stage**.

In the face of the digital revolution, the existence of these four categories in the same company requires **HR management to implement different policies for each population**. HR management has a major role to play in **supporting change** in their organizations. **Managerial methods** must also be adapted to the needs of each of these categories of employees.

"Can the shift to digital 'cast a new spell' on work? Yes, if its effects on the balance between work and private life are kept under control, and managerial methods are adapted, in particular to preserve skills and creativity", explains Antoine Solom, Director of the Employee Relationship Management practice within Ipsos Group.

"The shift to digital is at the heart of the Edenred group's strategy. Digital technology allows us to develop new solutions, to change the way we work and our relations with our stakeholders, who are increasingly connected. The 2015 Edenred-Ipsos barometer provides a new and factual insight into other opportunities for development related to digital: the motivation and well-being of employees, which are sources of performance for the company. It also prompts us to think about taking specific HR actions, according to the different employee profiles", declares Jeanne Renard, Executive Vice President Human Resources and Corporate Social Responsibility at Edenred.

The 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 tenth Edenred-Ipsos barometer on the employee well-being and motivation in Europe was conducted in January 2015 on a selection of 13,600 employees in Belgium, France, Germany, Italy, Spain, Sweden and the UK, and, for the first time this year, Austria, the Czech Republic, Finland, the Netherlands, Poland, Romania and Turkey. Since the first barometer, more than 87,000 employees have been surveyed online.

About Edenred

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:

- Employee benefits (Ticket Restaurant®, Ticket Alimentación, Ticket CESU, Childcare Vouchers, etc.)
- Expense management (Ticket Car, Ticket Clean Way, Repom, etc.)
- Incentive and rewards programs (Ticket Compliments, Ticket Kadéos, etc.)

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

Listed on the NYSE Euronext Paris stock exchange, Edenred operates in 42 countries, with more than 6,000 employees, nearly 660,000 companies and public sector customers, 1.4 million affiliated merchants and 41 million beneficiaries. In 2014, total issue volume amounted to €17.7 billion, of which 60% was generated in emerging markets.

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We help our customers to navigate faster and more easily in a world that is going through deep-seated changes.

We bring them the inspiration that is necessary to take strategic decisions.

We bring them security, speed, simplicity and substance.

We are game changers.

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