



Well-being & motivation of older employees in Europe

September 2015



METHODOLOGY

13,600 European employees

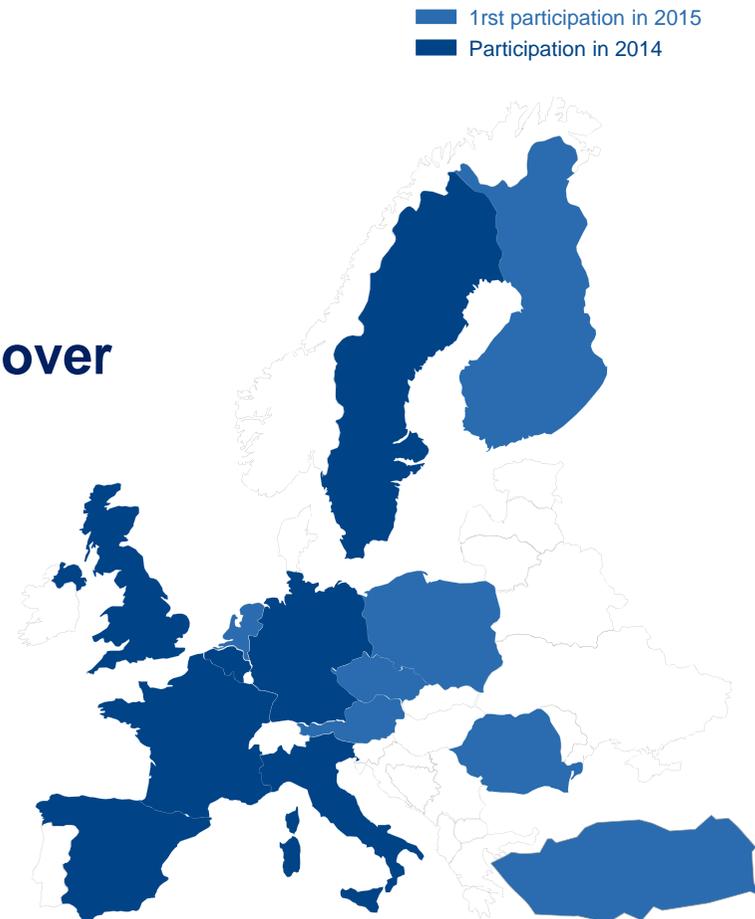
surveyed in **January 2015**,

including **2,000 employees aged 55 and over**

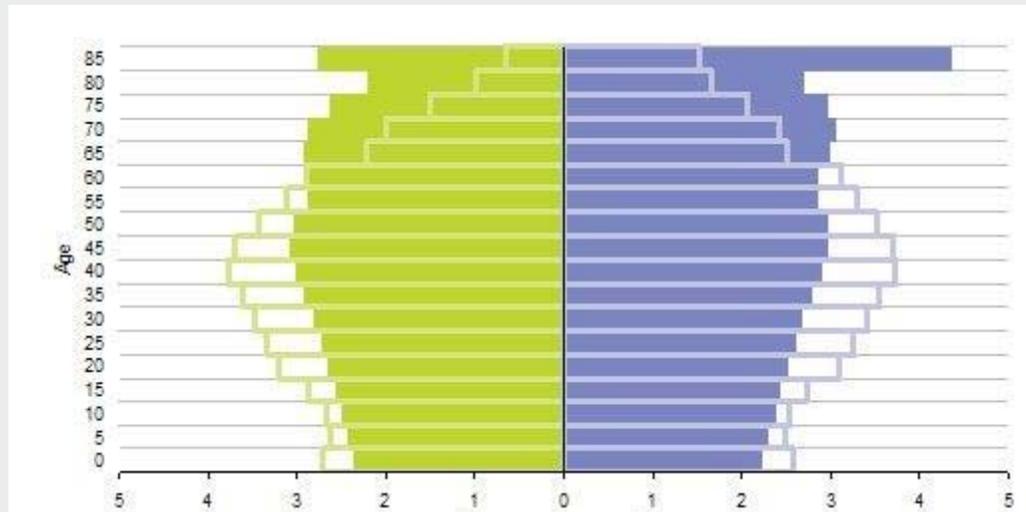
in **14 countries**:

Belgium, France, Germany, Italy, Spain, Sweden, the United Kingdom, and this year, Austria, the Czech Republic, Finland, the Netherlands, Poland, Romania and Turkey

Online survey carried out by Ipsos in January 2015

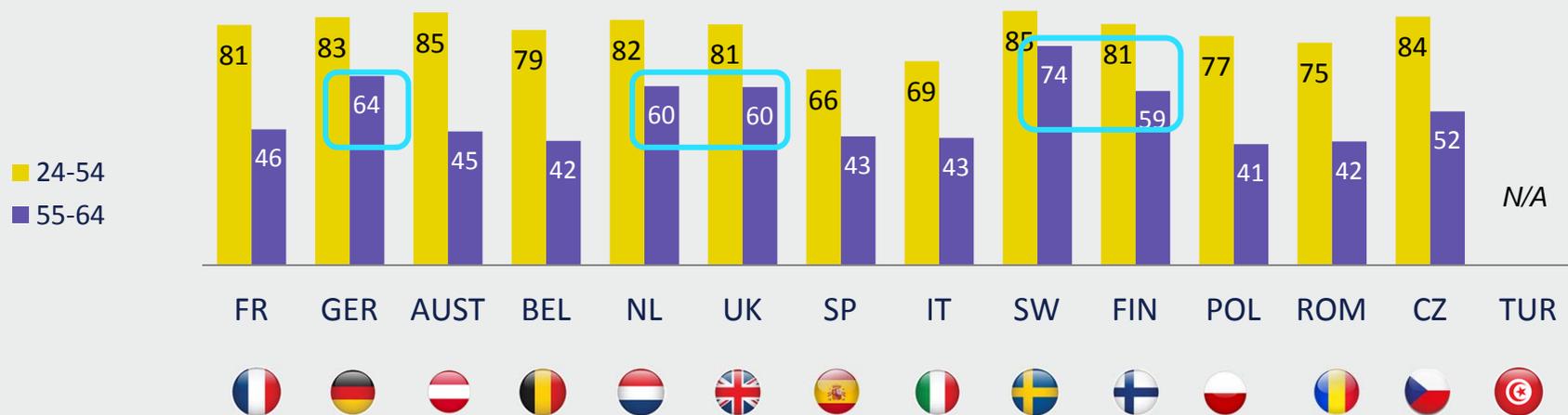


FIRST OBSERVATION: EUROPE'S POPULATION AND LABOR FORCE ARE AGING



Men
Women
Solid color: 2060
Border: 2011

SECOND OBSERVATION: EMPLOYMENT RATES DIFFER WIDELY IN EUROPE



EMPLOYMENT RATE BY COUNTRY AND BY AGE (SOURCE: INSEE, 2013)

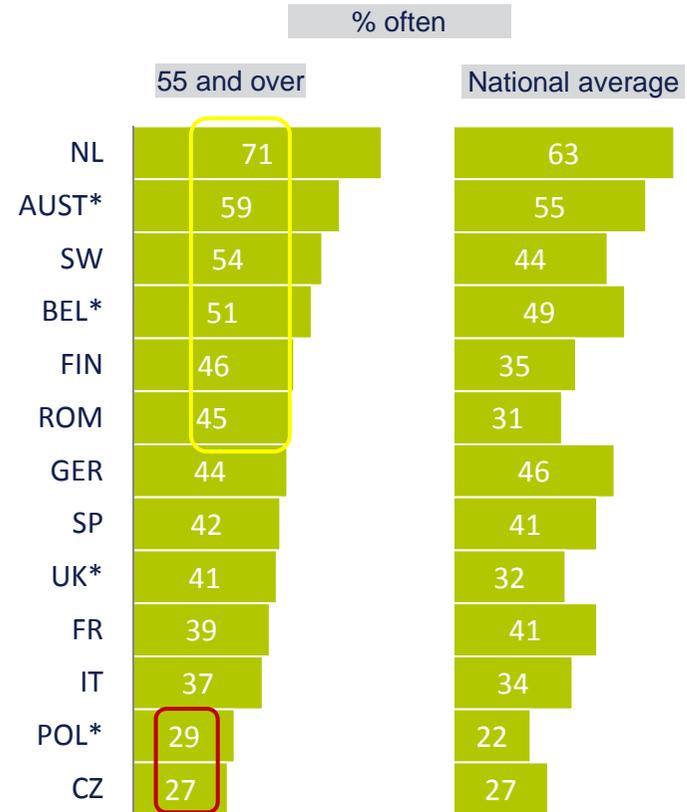
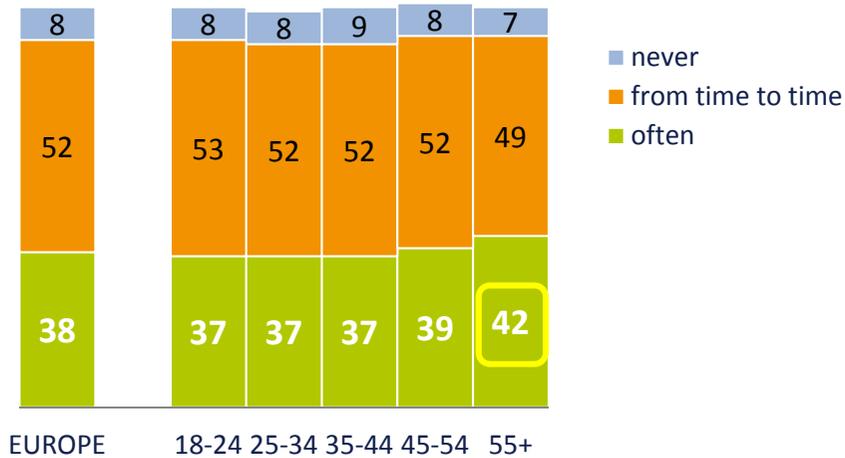
Which European employees are the most "happy" after 55? What are the keys to "happiness at work"?

METHODOLOGY – COMMENTS

- **Managers are disproportionately represented in the “45 and over” age category** (and particularly the “55 and over” category) in **Austria, Belgium, the United Kingdom** and **Poland** (35%-45% versus 24% on average) → **the results may therefore be “skewed upward”** for employees aged 45 and over in these countries.
- Employees aged 55 and over are underrepresented in Turkey (20 respondents).

HAPPINESS AT WORK: A 44-POINT DIFFERENCE BETWEEN MOST AND LEAST HAPPY COUNTRIES

Do you think that you are **happy in your work?** (%)

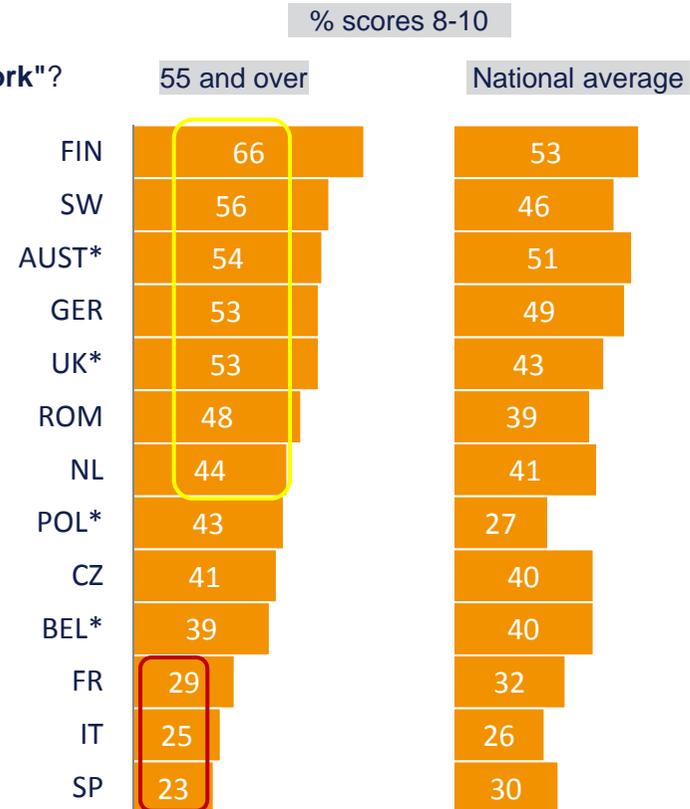
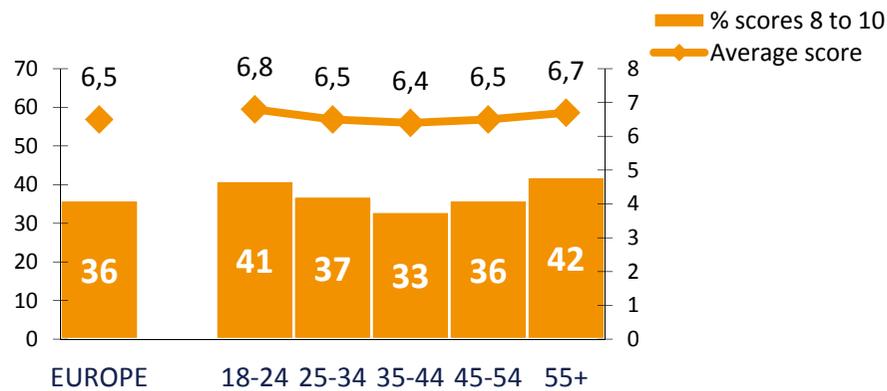


* results "skewed upward"

QUALITY OF LIFE AT WORK: SIGNIFICANT DIFFERENCES BETWEEN NORTHERN AND SOUTHERN EUROPE



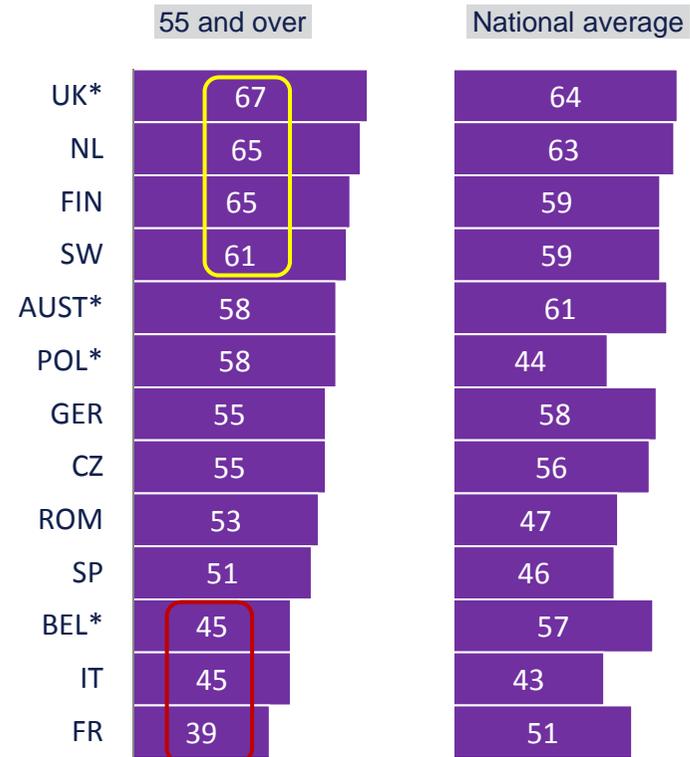
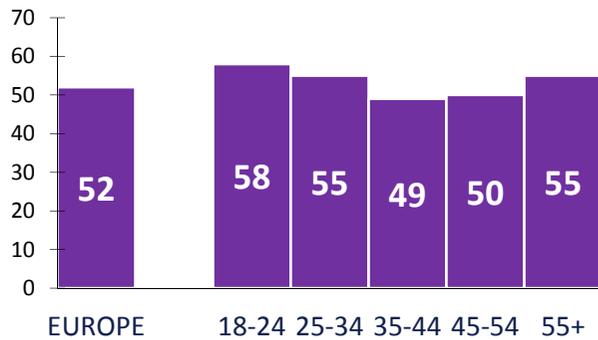
On a scale from 1 to 10, how would you rate your "quality of life at work"?



* results "skewed upward"

EMPLOYER CONCERN FOR WELL-BEING: THE UNITED KINGDOM, THE NETHERLANDS AND FINLAND LEAD THE WAY

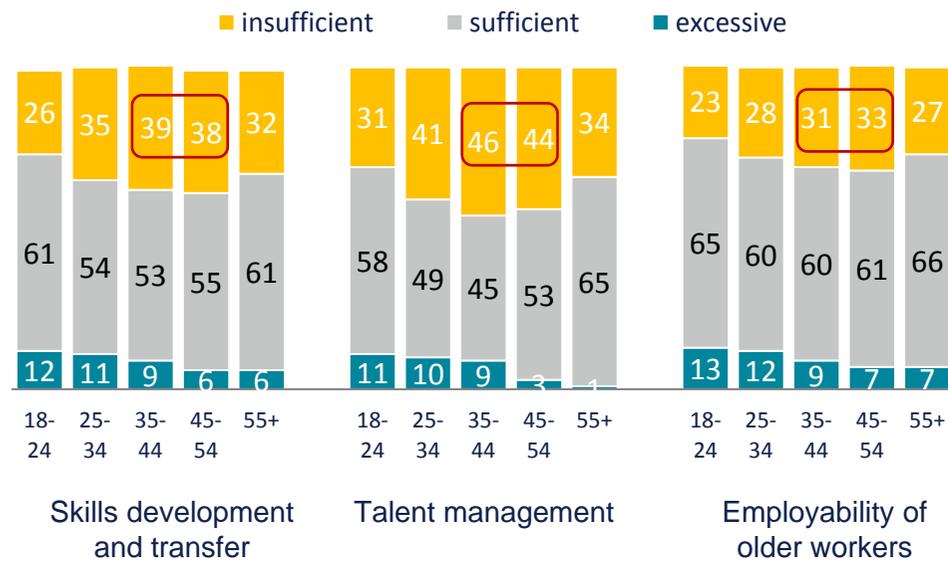
Would you say that your line manager **genuinely cares about employee well-being?** (% strongly agree + agree)



* results "skewed upward"

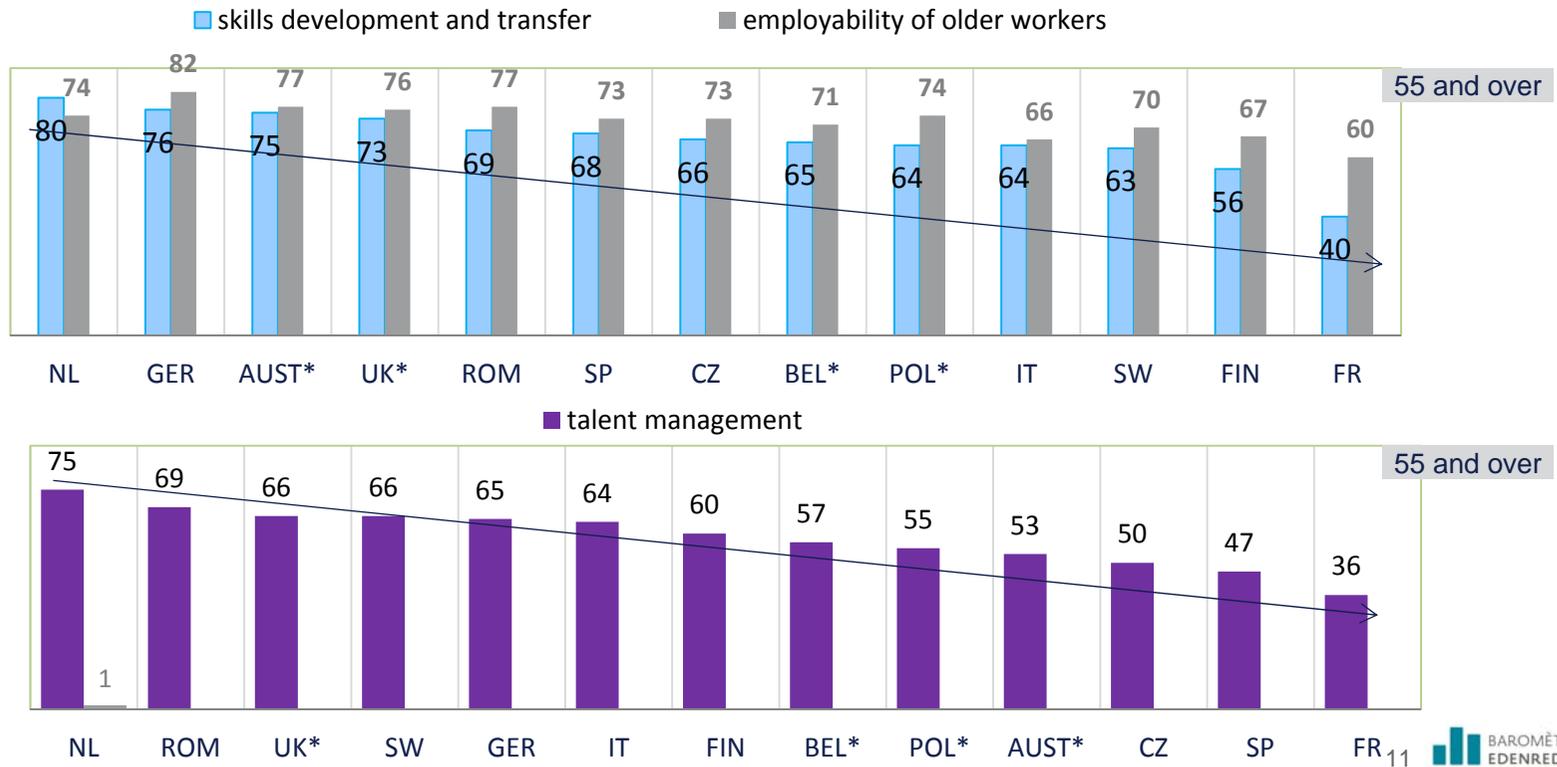
OLDER WORKERS ARE GENERALLY LESS CRITICAL OF HOW THEIR EMPLOYER HANDLES SKILLS MANAGEMENT...

Do you feel that the **measures in place in your company** in the following areas are...



... BUT SIGNIFICANT DIFFERENCES EXIST BETWEEN COUNTRIES

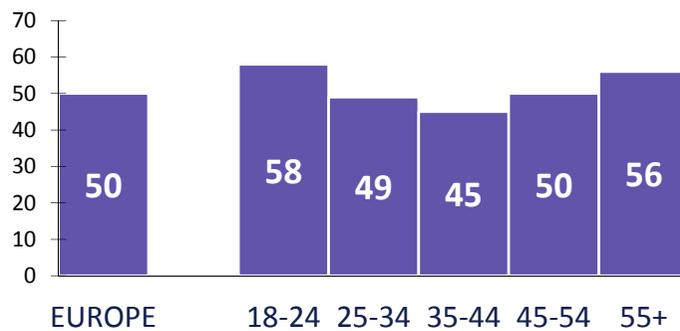
Do you feel that the **measures in place in your company** in the following areas are... (% excessive + sufficient)



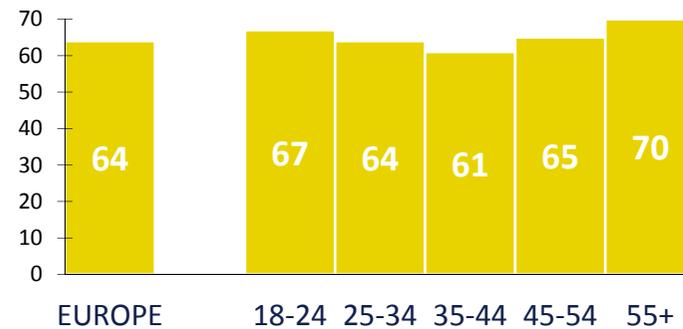
RECOGNITION AND RESPECT AT WORK: KEY ISSUES FOR OLDER WORKERS IN EUROPE

 Would you say that you are satisfied with... (% strongly agree + agree)

... **the recognition** you receive for your commitment

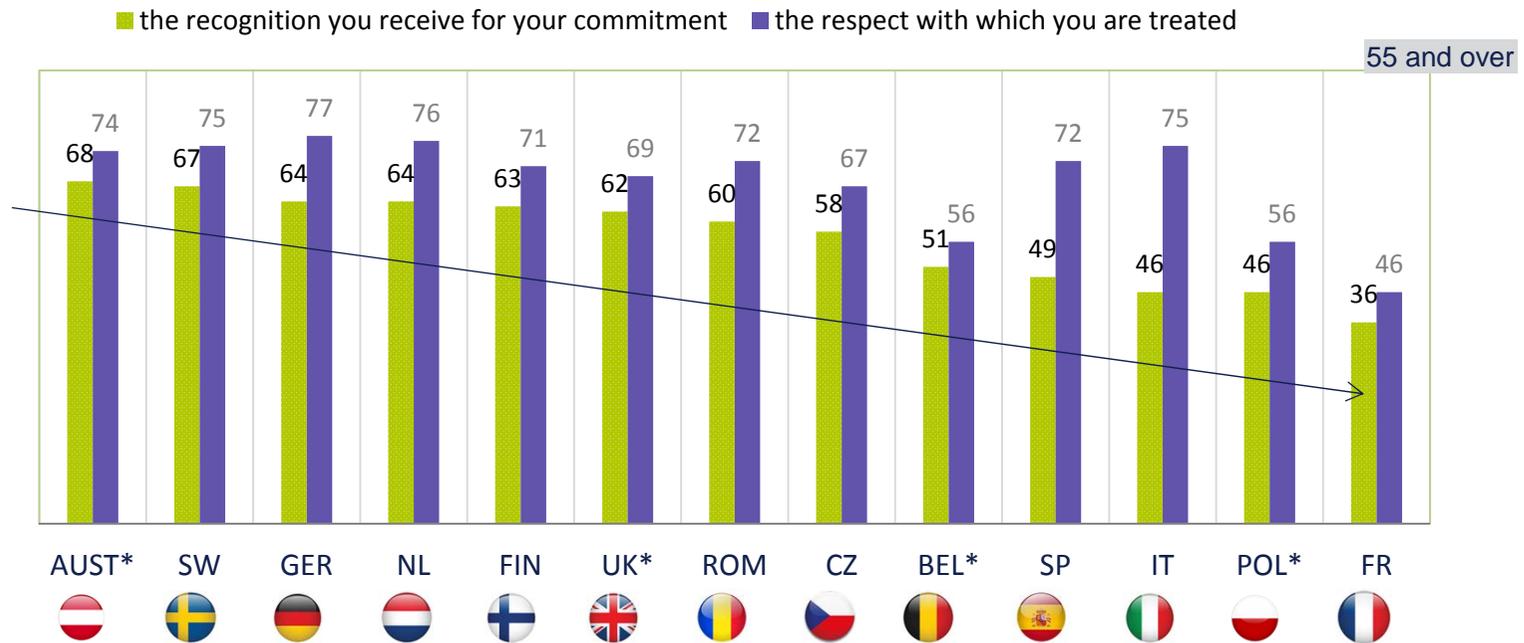


... **the respect** with which you are treated



RECOGNITION AND RESPECT RATED DIFFERENTLY DEPENDING ON THE COUNTRY

Would you say that you are satisfied with... (% strongly agree + agree)



* results "skewed upward"

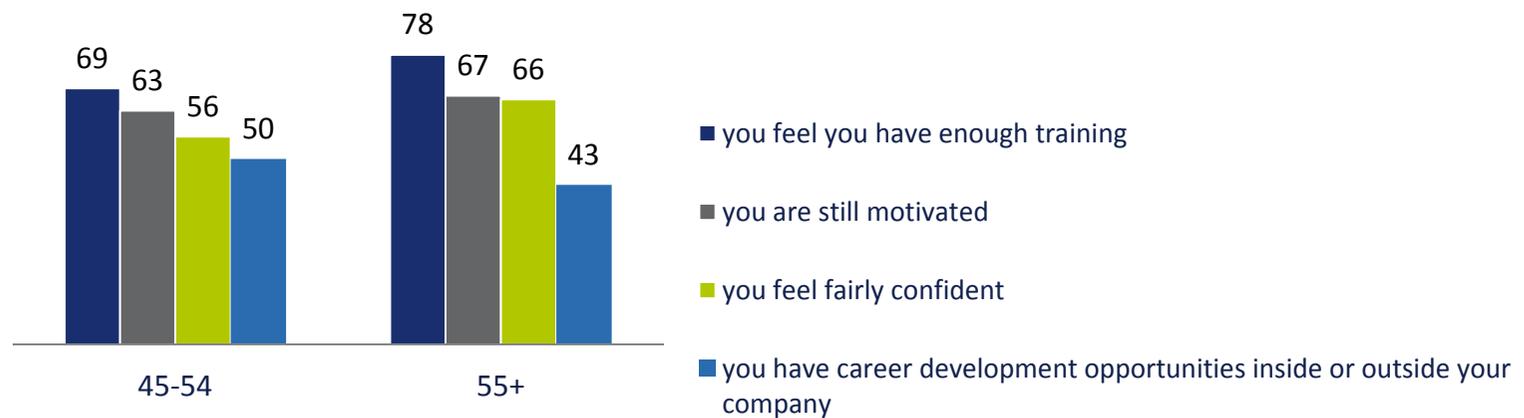


Prospects leading up to retirement

FEELINGS ABOUT RETIREMENT: QUITE WELL TRAINED EMPLOYEES

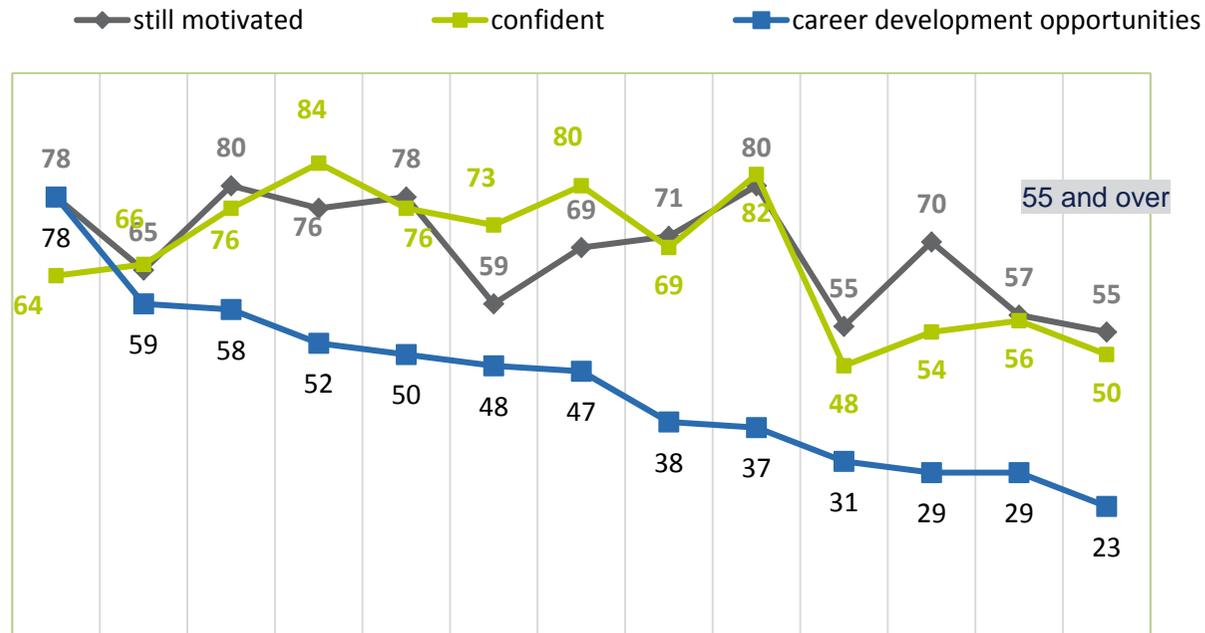


When you think about the years leading up to your retirement, would you say that...
(% strongly agree + agree) [cohort = aged 45 and over]



... BUT WITH FEWER CAREER DEVELOPMENT OPPORTUNITIES

 **When you think about the years leading up to your retirement, would you say that...**
(% strongly agree + agree)

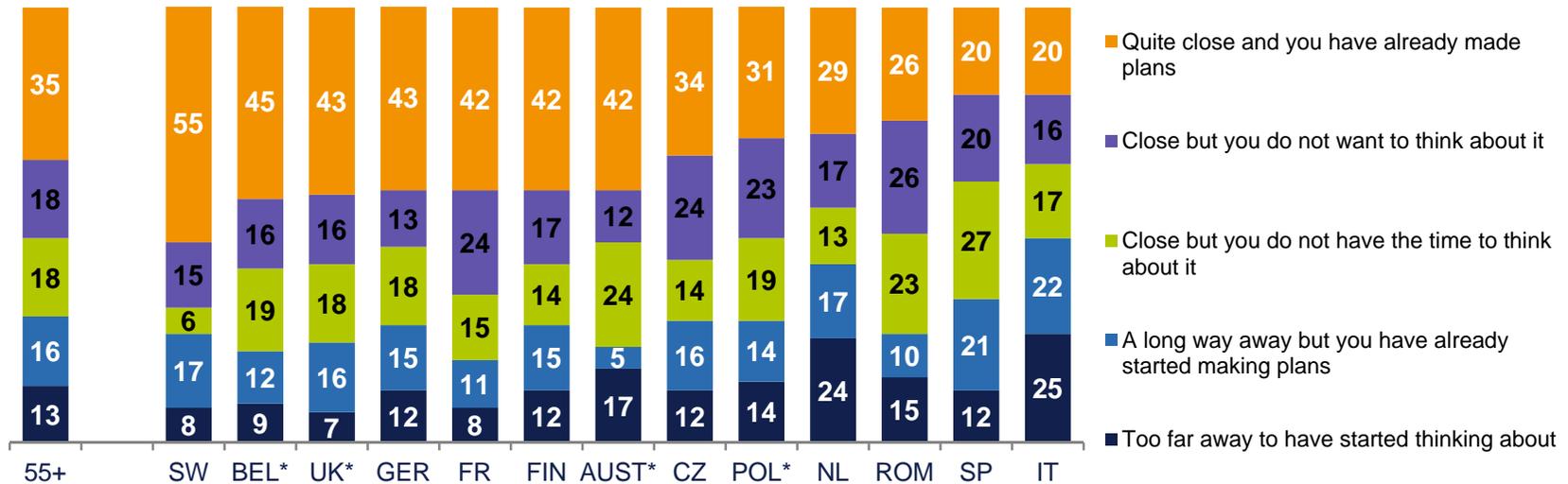


* results "skewed upward"



HOW EMPLOYEES AGED 55 AND OVER SEE THEIR RETIREMENT

Would you say that **retirement** is... [cohort = aged 55 and over] (% each possible answer)



* results "skewed upward"

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