

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

Older French employees among least happy in Europe

In honor of International Day of Older Persons on October 1, 2015, Edenred has taken a closer look at older employees' well-being and motivation at work. Close to 2,000 employees aged 55 and over in 14 European countries took part in the Edenred-Ipsos Barometer. The results paint an uneven picture of late-stage career well-being. While French employees emerge as among the least fulfilled in Europe, their Northern counterparts fare significantly better, pointing the way to a potential solution.

Key figures 2015

- 13,600 employees including nearly 2,000 aged 55 and over were surveyed in 14 European countries.
- Less than 40% of older French employees feel that their managers genuinely care about their well-being versus 55% at the European level.
- 60% of over-55s in France think that not enough is being done to develop and transfer skills compared to less than a quarter of respondents in the Netherlands and Germany.
- Less than 40% of employees aged 55 and over in France said that they are "often happy at work", versus 71% of their Dutch counterparts.

OLDER FRENCH EMPLOYEES AMONG THE LEAST HAPPY AT WORK

Not all employees in France share the same levels of happiness at work, with only 39% of over-55s reporting being "often happy at work" compared to 47% of employees aged under 25. At the European level, the Netherlands, Austria and Sweden have the most upbeat older workforces, with a respective 71%, 59% and 54% of over-55s saying that they are happy at work.

Older French employees also view their quality of life at work quite poorly. On a scale of 1 to 10, only 29% rate it as between 8 and 10, compared to the European average of 42%. The leaders in this area are Finland (66%), Sweden (56%) and Austria (54%).

OLDER FRENCH WORKERS UNSATISFIED WITH THEIR EMPLOYERS

→ Lack of consideration from their managers

Only **39%** of employees aged 55 and over in France feel that their **managers genuinely care about their well-being**. This is well below the European average (55%), and places France far behind the United Kingdom (67%), the Netherlands and Finland (both 65%). A mere **46%** say they are treated with a **satisfactory amount of respect**, nearly 25 percentage points below the European average (70%).

→ Not enough being done to encourage skills development and transfer

In France, **60% of employees aged 55 and over** feel that their employers are not doing enough in terms of skills development and transfer. This contrasts with only a quarter of respondents in Austria and Germany, where markedly better progress has been made with initiatives like mentoring¹ and continuing professional development. Furthermore, 60% of French employees aged 55 and over think that their company **does not encourage experienced employees to pass on their expertise**.

→ Poor talent management

Some 61% of French employees over 55 believe that their **employers do not take talent management sufficiently into account**, compared to just 34% at the European level. And a mere 21% say they are satisfied with the career development opportunities in their company; a figure that rises to 50% in Sweden.

→ HR policies on the employability of older workers need improving in France

A total of **40% of French employees aged 55 and over** are **critical of how the employability of older workers is managed**, compared to the European average of just 27%. **A similar proportion (41%) report a lack of information on training opportunities within their company**, whereas 82% of their counterparts in Finland, for example, say they are "well informed". In France, only 33% of employees aged 55 and over receive training compared to 61% of 25 to 34 year olds².

Close-up: French employees over 55 pessimistic about retirement

- In France, **only 55% of employees over 55 are confident about the years leading up to their retirement**, versus a European average of 66%.
- **A mere 58% of employees over 55 say they feel they receive enough training** to enable them to finish their career in the same company, versus 78% in Europe.
- **55% of employees over 55 say they are still motivated** to work until their retirement, versus 67% in Europe.
- **23% of employees over 55 believe that they still have opportunities to progress inside or outside their company**, versus 43% in Europe.

NORTHERN COUNTRIES MAY POINT WAY TO SOLUTION

Northern European countries³ almost systematically rank among the best-in-class with regard to the various issues covered by the Edenred-Ipsos Barometer. Not only do employees in these countries rate themselves as happier and more satisfied in their professional life, they also have a more positive view of their companies' HR policies:

- In the Netherlands, **71% of employees aged 55 and over** say that they are "**often happy at work**".
- In Finland, **66%** rate their **quality of life at work** as between 8 and 10.
- In Sweden, **61%** feel that their managers **genuinely care about their well-being**.

¹ Mentoring: A system of support whereby an experienced person, the mentor, uses their know-how and expertise to help a less experienced person, the mentee, to acquire skills and knowledge or achieve professional objectives.

² INSEE, 2013.

³ The Northern European countries that took part in the 2015 Edenred-Ipsos Barometer were Finland, the Netherlands and Sweden.

Countries like Sweden, Finland and the Netherlands have shown success in achieving and maintaining **high levels of employment for older workers**. This can mainly be attributed to **particularly "proactive" social policies that aim to increase the number of jobs available while encouraging people to work longer**. Measures taken include offering tax incentives, improving working conditions and training opportunities, rethinking job definitions and combatting age discrimination.

"Longer careers are one of the key challenges facing human resources management in Europe. Age is currently one of the leading forms of discrimination perceived in the workplace. As working methods become increasingly digital and management structures transform to accommodate them, employers will have to be extremely proactive in managing their older employees, ensuring they stay employable, effectively using their experience and developing their career paths," says Antoine Solom, head of Employee Relations Management at the Ipsos Group.

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

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