

Barclay Vouchers announce the results of the 2016 Edenedred-Ipsos Barometer survey of well-being at work worldwide

From the 15 countries surveyed, Japan had the lowest level of satisfaction for well-being at work

There is a correlation between the well-being at work expressed by a good physical, mental and social state and the contribution of the employees to the company with the resulting improvement in the company's performance. So, in order to secure and retain an excellent quality of human resources, the importance of a commitment to well-being has increased. The questions regarding well-being at work involve ascertaining how employees feel, what differences there are between the different countries and also what can be done to improve well-being. Barclay Vouchers Co., Ltd. (location: Chiyoda-ku, Tokyo; CEO: Laurent Gachet and hereinafter referred to as Barclay Vouchers), provider of the employee benefit meal solution "Ticket Restaurant®" and a wholly owned subsidiary of the French company Edenedred, has announced the results of the 2016 Edenedred-Ipsos Barometer survey of well-being at work. The 11th edition of the Edenedred-Ipsos Barometer, conducted among 14,400 employees expanding in 15 countries this year.

<Overview>

- More than 14,000 employees interviewed in 15 countries, including Japan
- 4 country profiles based on their assessment that determine employee well-being at work
- 7 in 10 employees are satisfied with their well-being at work
- The average satisfaction rating for well-being at work for all countries is 71% but Japan is the lowest at 44%
- Skills management is the HR policy that has the greatest impact on well-being at work

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 Edenedred-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.

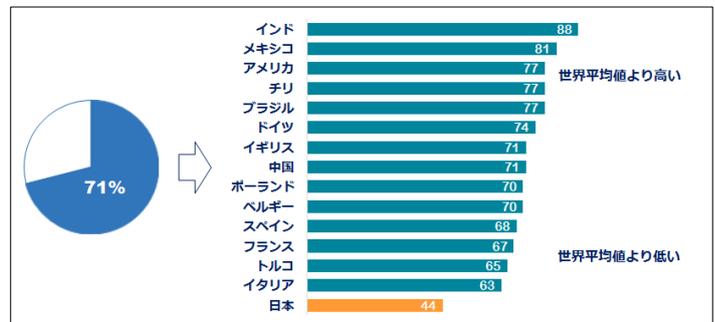


図 1:各国の職場のウェルビーイングの満足度

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.

RATINGS FOR WELL-BEING AT WORK AND BENEFITS IN JAPAN

The survey this time covered Japanese employees for the first time. As was mentioned above, the rating for satisfaction with well-being

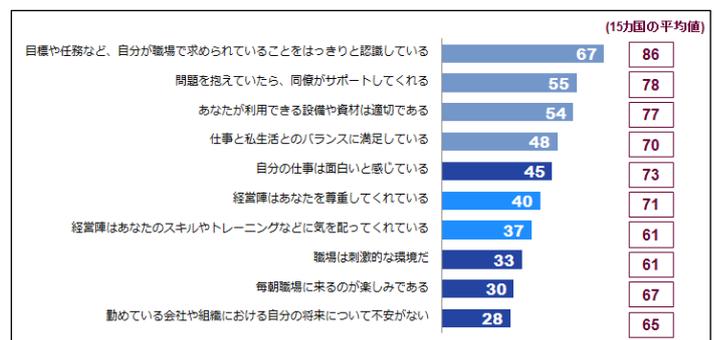


図 2: 職場のウェルビーイングの評価項目と日本の従業員の満足度

for employees in Japan was 44% and was at the lowest level compared to all of the other countries in the world. The results of the responses to the 10 items show that “motivation to work” in particular is low, with 72% of respondents feeling anxious about the future of the company or organization (world average 35%), 70% of respondents never feel any pleasure towards going to work in the mornings (world average 33%) and 67% of respondents think that the workplace is not a stimulating environment (world average 39%). On the other hand, responses to the 4 items in “working environment” such as clarification of work content, facilities and work-life balance are ranked highly (refer to figure 2). It can be inferred from these results that support assistance for work is being carried out by companies and organizations but that they have been slow in taking measures to provide added value so that employees can feel enjoyment and job satisfaction at work.

In the survey about satisfaction with company benefits’ programs that support an improvement in well-being, the most highly ranked items are “medical checks” and “payment of transportation/commuting expenses” followed by “lunch/meal support” (refer to figure 3). When the results are analyzed by different age groups, the ranking of the top 3 benefit items is high for all age groups but employees aged over 45 ranked “support for sports and cultural activities” more highly compared to other age groups and, on the other hand, for the younger generation aged under 30, ratings for “discounts in insurance and banking services,” “housing assistance” and “childcare support” were higher. It can be considered that differences in the availability of time and money and life needs are reflected in the level of the ratings for benefit programs.

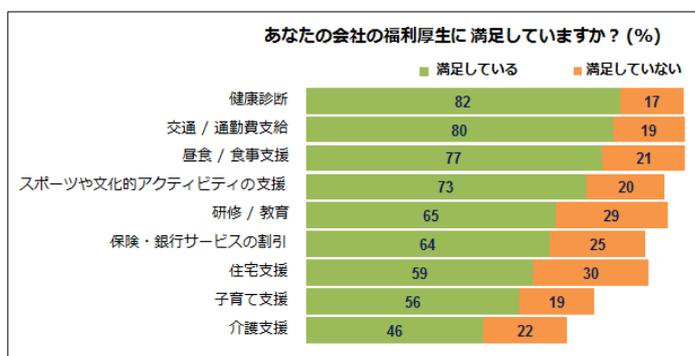


図3 : 会社の福利厚生プログラムへの日本の従業員の満足度

In addition, the proportion of companies currently incorporating benefits such as “lunch/meal support” and “support for sports and cultural activities” is still low, at 21% and 15% respectively for each of these benefits, so thinking about the adoption of these kinds of programs may be considered as one personnel measure that can be taken to increase the level of satisfaction of employees towards the company.

Laurent Gachet, CEO of Barclay Vouchers commented as follows. “In the current context of an ageing population and a very low birthrate, one of the biggest challenges Japanese corporations are currently facing is to attract and retain qualified professionals. Hence the growing interest in Employee Benefits in Japan over the last years. Interestingly, what the 2016 Edenedred – IPSOS Barometer is showing us is that Japanese employees experience an amazingly low level of well-being at work. And it is our belief at Edenedred that employers can address this serious issue by showing how much they care for their employees. Granting them with tangible and useful Employee Benefits can be a powerful management tool to serve both employees and employers’ interests.”

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.



+ 100,000
employees have been surveyed
since the first barometer

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About Barclay Vouchers (Edenred Japan)

Barclay Vouchers is a 100% subsidiary of Edenred. Edenred, which invented the Ticket Restaurant® meal voucher and is a world leader in corporate services, designs and manages solutions that improve the efficiency of organizations and purchasing power to individuals. Listed on the NYSE Euronext Paris stock exchange, Edenred operates in 42 countries including Japan, with more than 6,300 employees, nearly 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 euros. In Japan, through its subsidiary Barclay Vouchers Co. Ltd, Edenred is a major Employee Benefit service provider, pioneer and market leader in meal vouchers.

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