

AN OECD SURVEY OF EMPLOYEE WELL-BEING: AN INSTRUMENT TO MEASURE EMPLOYEE WELL-BEING INSIDE COMPANIES

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An OECD survey of employee well-being: An instrument to measure employee well-being inside companies

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Abstract

This working paper provides an overview of a standardised Employee Well-being Survey implemented in four companies in Japan. This survey aligns with international measurement guidelines and practices, including the 2017 OECD Guidelines on Measuring the Quality of the Working Environment, it has been developed under the guidance of the Committee on Statistics and Statistical Policy, and it allows for the calculation at firm level of an equivalent of the Job Strain index, namely the third pillar of the OECD Job Quality framework. The objectives of the study were: i) to pilot the new Employee Well-being Survey at the firm level; ii) to demonstrate the potential of harmonised employee survey data as a source of information on business social performance, with associated benefits for companies, stakeholders, investors, governments and national statistical offices; and iii) to operationalise one element of a proposed framework on measuring non-financial performance of businesses.

Resumé

Ce document de travail décrit une enquête pilote harmonisée sur le bien-être des employés dans quatre entreprises au Japon. Cette enquête est alignée avec les pratiques et recommandations internationales de mesure telles que les Lignes Directrices sur la Mesure de la Qualité de l'Environnement de Travail ; elle a été développée sous le contrôle du Comité des Statistiques et de la Politique Statistique, et elle permet le calcul au niveau des entreprises d'un équivalent de l'Indicateur de Stress au Travail, qui constitue le troisième pilier du cadre de mesure de l'OCDE sur la Qualité du Travail. Les objectifs de l'initiative étaient de: i) piloter la nouvelle Enquête sur le Bien-être des Employés au niveau des entreprises; ii) démontrer le potentiel des données d'enquête harmonisée comme une source d'information sur la performance sociale des entreprises, avec des bénéfices associés pour les entreprises, les investisseurs, les gouvernements et les instituts nationaux statistiques; et iii) opérationnaliser un élément du cadre de mesure de la performance non-financière des entreprises.

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1. Introduction

The measurement of the environmental and social performance of firms is the subject of significant attention by businesses, investors, standard setters, and regulators (Siegerink, Shinwell and Žarnic, 2022^[1]). Measures of non-financial performance are used to inform companies' internal risk and impact management processes, to disclose information to investors and other stakeholders, and to benchmark company performance against that of other companies and industry averages. Because of the various functions of non-financial performance metrics, a range of public and private measurement and reporting frameworks have arisen¹. In addition, forthcoming disclosure standards and regulations, such as those by the International Sustainability Standards Board (ISSB), and the European Commission's Corporate Sustainability Reporting Directive², are starting to mandate non-financial reporting for publicly listed companies, providing much-needed harmonisation in disclosure metrics.

Existing frameworks and measurement practice by companies have some limitations, especially when it comes to measuring companies' impacts on people and society. Prevalent resources and approaches tend to focus on describing the processes that companies have in place, rather than on measuring the (well-being) outcomes that matter to stakeholders. Few frameworks feature self-reported and subjective indicators, which can provide meaningful information that cannot (easily) be gathered otherwise. Some companies use surveys to measure employee perceptions of company actions and certain aspects of employee well-being. However, such surveys are not necessarily rooted in international measurement standards and there is currently little harmonisation in such surveys, which prevents making comparisons. Lack of robust and harmonised non-financial performance data is one explanation for the persistent divergence in ESG ratings³.

In an effort to foster greater alignment between metrics of social progress, the OECD WISE Centre has previously published a working paper that provides a measurement framework for non-financial performance of firms through the lens of the OECD Well-being Framework (Siegerink, Shinwell and Žarnic, 2022^[1]). The paper builds on existing OECD Guidelines on Measuring Subjective Well-being (OECD, 2013^[2]) and on Measuring the Quality of the Working Environment (OECD, 2017^[3]), and positions these guidelines in the context of the measurement of the social performance of companies. It has a particular focus on the measurement of employee well-being, and encourages greater harmonisation between the measurement of well-being by national statistical offices and governments (at the macro level) and the measurement of well-being by companies (at the micro level).

¹ See for example the Impact Management Platform's "[System map](#)", an overview of international public goods resources on impact management and measurement, in particular the columns that feature resources to "Measure sustainability performance", and the columns on "Disclosure" and "Benchmarking".

² See: https://finance.ec.europa.eu/capital-markets-union-and-financial-markets/company-reporting-and-auditing/company-reporting/corporate-sustainability-reporting_en.

³ ESG ratings are aggregated measures of companies' environmental, social and governance risks (and, in some cases, impacts). Data availability and comparability is only one explanation for the divergence of ESG ratings, but it is an important reason. See for example: (Boffo and Patalano, 2020^[18]) and (Berg, Kölbel and Rigobon, 2022^[19]).

The present working paper presents the operationalisation of a component of the WISE Centre's framework, through the development of an OECD Employee Well-being Survey as a harmonised instrument for measuring people-related outcomes in businesses. This pilot project, which was implemented on a voluntary basis by four companies in Japan, aimed to demonstrate the potential benefits of collecting harmonised data on employee well-being within companies. These include benefits to companies, who can use such data in impact and risk management processes, and for benchmarking purposes, benefits to investors, who need harmonised people-related data in order to manage impacts and risks, and benefits to governments and national statistical offices (NSOs), who also have an interest in greater alignment and interoperability of people and nature-related data for the purposes of embedding well-being and sustainability in policy-making processes.

This working paper elaborates on these benefits and applications in more detail (Section 2), explains the development of the survey (Section 3) and the mechanism of implementation during the pilot project, during which the survey was rolled out in four companies in Japan (Section 4). For each of the participating companies, a survey report was produced, a sample of which can be found in Annex B.

2. Potential benefits and applications

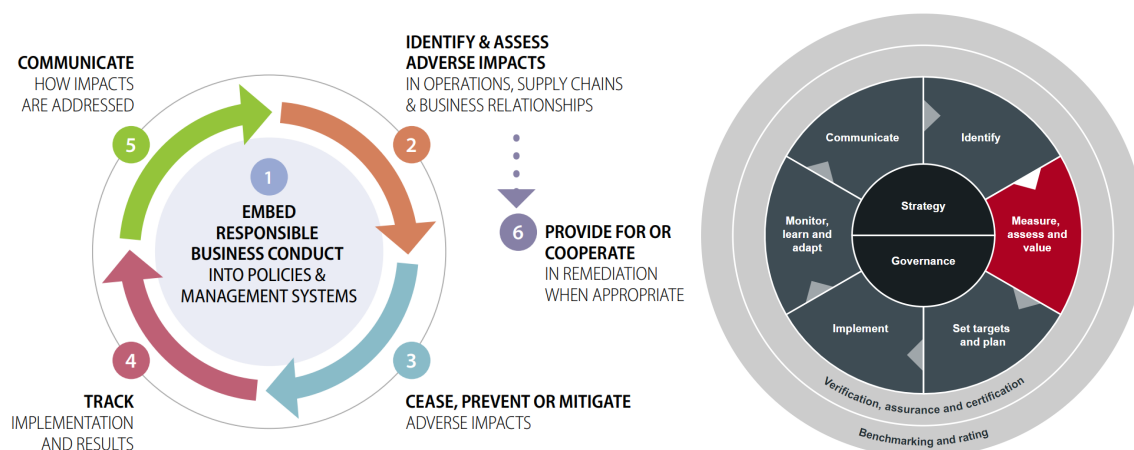
There are widespread potential benefits to harmonising the measurement of well-being outcomes and other ESG data across data providers and users. Interoperability of data and metrics can allow making comparisons between micro- and macro-level, making these statistics more useful and informative, as well as comparisons across companies. The following section presents some of the potential benefits and applications of the development of a harmonised OECD Employee Well-being Survey for different stakeholders.

For companies: to use conceptually sound and scientifically validated employee survey data in impact and risk management processes

Companies can use data on employee well-being to identify vulnerabilities, inequalities and risks in working conditions to inform interventions to improve workers' working conditions and well-being, but also their own productivity and financial performance. The OECD has previously made a comprehensive case for the benefits of promoting health and well-being at work (OECD, 2022^[4]). International standards, frameworks and guidance on managing sustainability issues recommend that businesses and investors use data to inform improvement processes. This is for example reflected in the actions *Measure, Assess and Value*, and *Monitor, Learn and Adapt*, in the Impact Management Platform's *Actions of Impact Management*, which reflect a consensus view of the actions associated with impact management of a number of international organisations and standard-setters (Figure 2.1).

Figure 2.1. International frameworks on due diligence and impact management

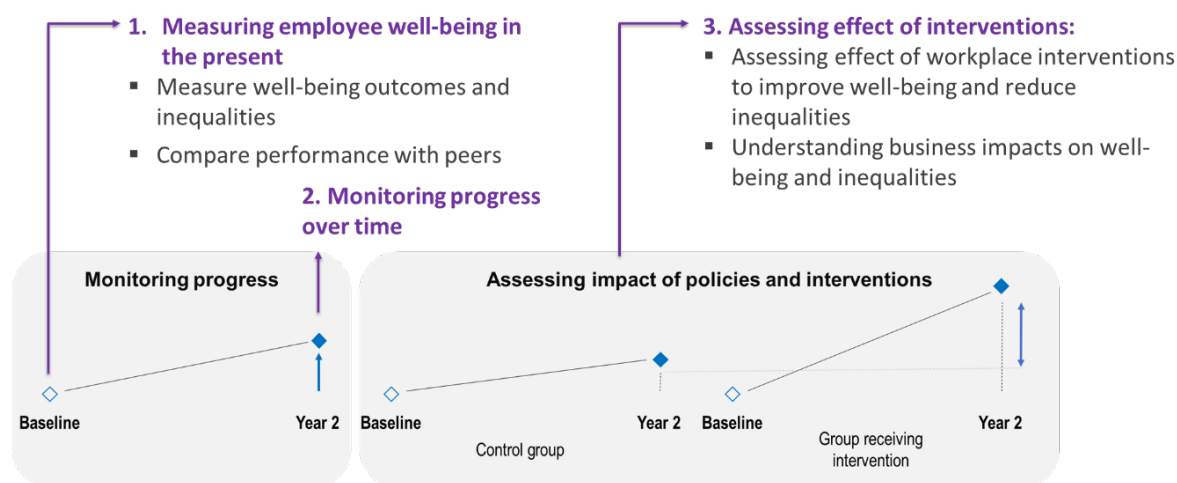
The OECD Due Diligence process (left) and the IMP's *Actions of Impact Management* (right)



Source: For the OECD Due Diligence process, see: OECD (2018), OECD Due Diligence Guidance for Responsible Business Conduct. For the Actions of impact management, see: <https://impactmanagementplatform.org/>.

The IMP's Actions suggest that companies measure (and report on) both their *practice*, i.e. company practices, policies and programmes, and their *performance*, i.e. outcomes⁴ and impacts on people and the natural environment, are necessary components of robust impact management processes. Collecting a set of standardised self-reported well-being metrics provides a good basis for the measurement of people-related performance relative to a company's own workforce. Specifically, measuring a multidimensional set of aspects of well-being and collecting data on inequalities can inform the measurement of people-related outcomes in the present (including comparing performance with peers), the monitoring progress over time, and the assessment of the effects of specific interventions (policies or programmes) (Figure 2.2).

Figure 2.2. Use of employee well-being data in monitoring and impact assessment



Source: Adapted from Impact Management Platform action *Monitor, Learn and Adapt*.

Measuring employee well-being and inequalities between groups may also inform companies' identification of areas where significant attention needs to be paid to manage impacts and risks. This includes the identification of risks of significant adverse impacts as part of companies' due diligence processes (See Figure 2.1). The OECD's guidance on due diligence for responsible business conduct recommend that businesses carry out a broad scoping exercise to identify all areas of the business where risks of adverse impacts on people are likely to be present and significant (OECD, 2018^[5]). An understanding of employee perceptions of poor working conditions and the measurement of poor well-being outcomes (or deprivations) may provide indications of potential adverse business impacts, such as in the areas of health and mental health, perceived discrimination and worker voice. The data derived from this survey may therefore be a useful instrument in the *Identify* and *Assess* stages of the due diligence process.

It should be noted that survey tools such as the one described here should be seen as one instrument in a diverse set of tools that allow companies to identify, measure and assess their potential impacts on people and the risks that derive from these impacts. Complementary processes, such as institutionalised mechanisms for employees to participate in decision-making, grievance mechanisms, among others, are indispensable.

⁴ The Impact Management Platform maintains two usages of the term outcome: #1: A change or event resulting from organisations' activities and outputs, providing a causal link between the activities/outputs and their impact(s) on people and/or the natural environment; and usage #2: The level of well-being experienced by people or condition of the natural environment that results from the actions of the organisation, as well as from external factors. Here, when using the term outcome, the second usage is referred to. See also: <https://impactmanagementplatform.org/impact/>.

In addition, a harmonised survey instrument and the use of standardised questions does not negate the possible need for companies to implement supplementary or complementary survey initiatives in order to ask employees context-specific questions or to better understand possible drivers of well-being outcomes.

For companies and other stakeholders: To allow benchmarking company performance with that of other companies, thanks to a standardised survey instrument

Benchmarking is an important part of business impact management processes and serves to provide internal and external accountability on companies' non-financial performance and impacts. Benchmarks are useful for companies themselves, in order to make comparisons of outcomes with other companies and identify relative strengths and weaknesses, but benchmarks and ratings are equally important to allow stakeholders, including investors and other external stakeholders help hold companies accountable for their impacts on people.

The lack of an internationally agreed approach to surveying employees prohibits the widespread benchmarking of employee-related experiences and outcomes. While using survey questions for the measurement of employee experiences is not itself new, such surveys appear to sometimes be developed in an ad hoc manner, without appropriate validation of survey questions. Even though companies do use surveys to understand facets of employee experiences, surveys do not always appear to be underpinned by strong conceptual frameworks around the employee experience (Welbourne, 2016^[6]). There is no internationally agreed approach to what is being measured, despite certain aspects of the employee experience to be relevant in many settings. This limits the usefulness of employee well-being data for benchmarking and comparison purposes.

Investors increasingly use ESG ratings, a form of benchmark indicative of environment, social and governance risks and opportunities, to understand companies' sustainability performance and inform investment decisions. These ratings suffer from underlying data quality issues and divergence in terms of scope and relative weights across rating providers, suggesting that market actors have not yet converged on what elements are important to consider (Berg, Kolbel and Rigobon, 2019^[7]). PRI, the organisation that houses the Principles for Responsible Investment, in its framework on *Investing with SDG Outcomes* has noted that "Key stakeholders within and beyond the financial system will need to work together to further develop and standardise metrics and data to measure outcomes, to then be used in benchmarks" (PRI, 2020^[8]). A harmonised set of self-reported employee well-being metrics could fill an important gap with regards to the benchmarking of people-related outcomes.

For investors: To demonstrate the potential of harmonised employee survey data as a source of useful information on people-related impacts and risks for investors

Indeed, investors are increasingly interested in investee companies' efforts to manage their impacts and dependencies on people and the risks and opportunities that arise from these impacts. In a recent consultation among PRI's signatories, 41% of responding signatories suggested that taking action on sustainability outcomes is part of their investment approach, and 63% of participating asset owners said that acting on sustainability outcomes should become part of their investment approach in the future (PRI, 2023^[9]). This reflects a growing shift towards the management of impacts on real world outcomes by investors. In the same survey, data and information was identified as the most significant barrier in managing sustainability-related outcomes (identified by 75% of respondents), underpinning the need for high quality, harmonised data.

Investors' interest in managing their impacts on people is motivated by a number of reasons. Some investors are intrinsically interested in making a positive impact, contributing to greater sustainable development and well-being⁵. Others believe that managing business impacts on people is necessary

⁵ The size of the "impact investment" market has been estimated to have grown to US\$1.2 trillion. (GIIN, 2022^[20]).

to manage dependencies, reduce risks, and reap opportunities, and such beliefs are substantiated with evidence on the relationship between employee well-being and financial outcomes, which is increasingly supported by evidence (Bellet, De Neve and Ward, 2023^[10]). Increasingly, some investors also manage impacts on people and the natural environment motivated by an interest in mitigating system-level risks and opportunities.⁶

Information on companies' sustainability-related performance is partially derived from external sources (e.g. big data, web-scraping, intelligence providers) and partially facilitated by sustainability-related reporting, an increasingly important and promising source of information on business impacts, dependencies, risks and opportunities. Communication and disclosure, are, in addition to measurement and benchmarking, important steps in companies' impact management processes⁷. Up until recently, that has not necessarily included information on employees' self-reported experiences, but there are increasingly examples of companies that report information on employees' self-reported experiences to external stakeholders, although such figures are often limited to employee engagement, rather than employee well-being outcomes⁸.

Despite companies increasingly self-reported a variety of survey-based metrics in their sustainability-related reports, these metrics often differ and are based on distinct (sets of) survey questions, which severely limits their usage to investors. Disclosure standards, if they recommend disclosing indicators based on self-reported data at all, do not currently provide guidance on how companies should measure and report on employees' self-reported experiences⁹.

For all of these reasons, there is therefore ample scope for greater harmonisation of employee well-being data, which would allow investors to better manage business impacts and risks related to people's well-being.

For governments and national statistical offices: To contribute to the harmonisation of measurement methodologies across business and official statistics

A harmonised survey on employee well-being also allows making steps towards broad interoperability of well-being data across government and business. Since the emergence of the Beyond GDP agenda, of which the OECD Better Life Initiative was a part, more and more countries are putting in place whole-of-government and whole-of-society approaches to advance people's well-being by embedding well-being metrics in policy and decision-making processes. Increasingly, well-being, rather than economic growth, is seen as the relevant outcome that societies should strive to optimise. A whole-of-society approach to managing and improving well-being would be strengthened by a common conceptual understanding of what well-being is and how it should be measured. Recent analysis has shown that national well-being frameworks often share many common elements, and that the OECD Well-being Framework, specifically, shares

⁶ This logic is laid out in PRI's *Active Ownership 2.0* framework, among others. <https://www.unpri.org/investment-tools/stewardship/active-ownership-20>.

⁷ As per both the OECD's Due Diligence Guidance and the IMP's *Actions of Impact Management*.

⁸ Some examples of businesses reporting on survey-based metrics are [Unilever](#), [Schneider Electric](#), and [Microsoft](#).

⁹ SASB, a disclosure standard-setting organisation that has now been incorporated into the International Sustainability Standards Board (ISSB), has included an indicator in a sub-set of its standards, including for *Professional & Commercial Services*, that recommends disclosing companies to report the share of employees that report feeling engaged, based on self-reported data, setting a precedent for the inclusion of survey data in disclosure standards. It does not provide detailed guidance on how to measure or report on engagement. The Global Reporting Initiative (GRI), the world's leading standard-setter on impact reporting does not currently include any indicators based on self-reported data in its standards, but such recommendations may be made in forthcoming standards.

National Statistical Offices (NSOs) are increasingly building links between national level and sectoral level data on business contributions to well-being and sustainability, which relies on such data interoperability. For example, Statistics Canada has initiated an Environmental, Social and Governance (ESG) Project, which provide industry-level statistics that can be used to benchmark company performance¹⁰. Statistics Denmark has previously conducted a study of sectoral performance of the business sector on selected SDGs indicators¹¹. Such studies ultimately rely on harmonised measurement at the business level.

Currently, however, there is limited data interoperability between metrics of well-being in business statistics and the metrics that are used by government agencies and national statistical offices to measure well-being and progress in societies as a whole. As pointed out, business surveys tend to be designed in an ad-hoc manner and do not always consider the conceptual and measurement work that has been achieved by the international statistical community. This is a missed opportunity, and using internationally agreed measurement methodologies, notably the OECD Guidelines on Measuring Subjective Well-being and the OECD Guidelines on Measuring the Quality of the Working Environment, which propose survey instruments that are in use by countries around the world, would allow making steps towards the harmonisation of employee data.

In the future, data on employee well-being by businesses could potentially be used by NSOs (provided they are adequately resourced to process this data). NSOs already collect data on business contributions to well-being and sustainability, although these typically rely on administrative records maintained by businesses or on reports of activities and programs that businesses implement. Harmonised collection of employee well-being data by firms could provide a new (experimental) source of business statistics. This project attempts to build a bridge between business and social statistics by demonstrating how data on employee well-being could be collected in a standardised manner.

Another potential future application of standardised employee well-being surveys implemented by businesses is in nowcasting macro level trends on working conditions and employee well-being. Currently, surveys on working conditions, such as the EWCS, are not implemented with a high degree of frequency due to resource constraints. However, more timely and frequent data may be useful, provided that a critical mass of companies representative of the business sector adopts this employee well-being survey, to allow for the establishment of time series on working conditions, employee well-being and more generally social performance of firms. Real-time firm data may allow now-casting national trends in working conditions and employee well-being.

Finally, an OECD Employee Well-being Survey could serve as vehicle to study emerging issues such as digital platform employment (OECD/ILO/European Union, 2023^[11]), the impacts of teleworking and gender policies (Touzet, 2023^[12]) or new forms of (algorithmic) management (Fernandez Macias et al., 2023^[13]), in a flexible and agile manner as specific modules could be implemented.

¹⁰ See: Statistics Canada, "Environmental, Social and Governance Project", <https://www.statcan.gc.ca/en/trust/modernization/esg>.

¹¹ See: Statistics Denmark (2021), "The Danish business sector and the sustainable development goals 2020", <https://www.dst.dk/en/Statistik/nyheder-analyser-publ/Publikationer/VisPub?cid=44794>.

3. Development of an OECD Employee Well-being Survey

To address the gaps described in the availability and harmonisation of business social performance data, in 2022, the OECD WISE Centre embarked on a pilot project together with the Well-being for Planet Earth Foundation and the Nikkei Well-being Initiative, a consortium of companies committed to the advancement of well-being in society and in business. The pilot project involved the implementation of a standardised survey on employee well-being across participating companies, which companies carried out in November 2022.

For each company, an overview report was produced (see a sample report in Annex B). The overview report and the underlying data can help companies use evidence to manage and improve the well-being of employees. The data could also support the communication and reporting of companies' social performance to investors, governments, and other stakeholders. As such, the results from the survey provide an experimental source of data on companies' ESG-related impacts and risks in the "social" dimension.

Survey development

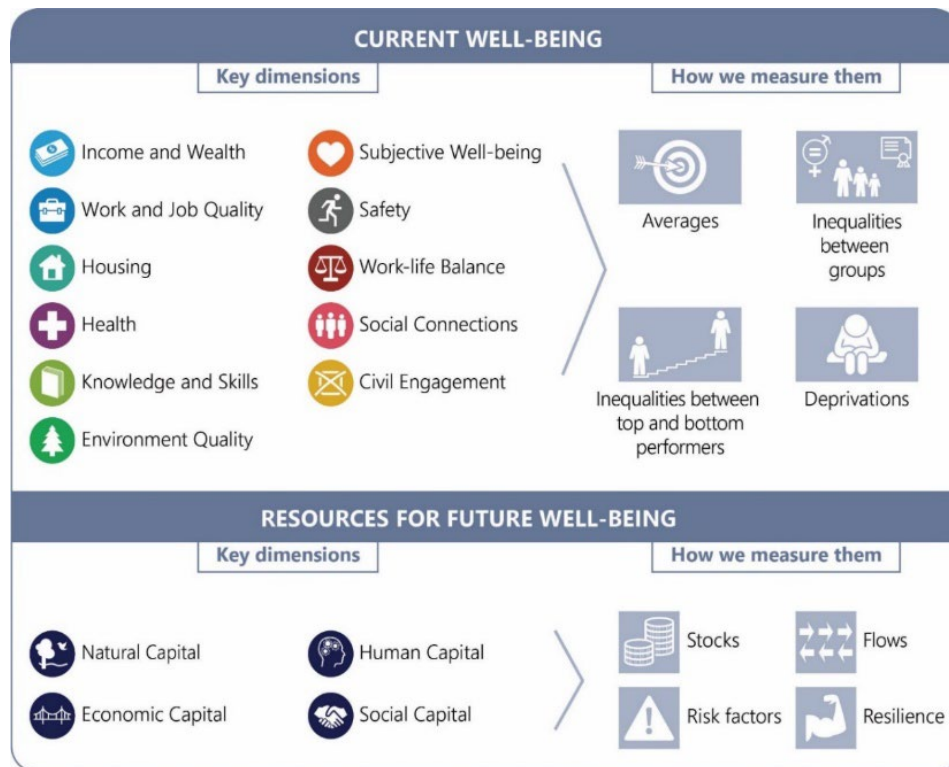
This section describes a number of considerations in the development and design of the proposed employee well-being survey.

Conceptual foundations

The OECD Employee Well-being Survey was heavily informed by two key OECD frameworks built for the purpose of measuring job quality and well-being inside member states, namely the OECD Well-being Framework and the OECD Job Quality Framework (Figure 3.1).

The OECD Well-being Framework (Figure 3.1) was developed, in collaboration with policy makers, academics, civil society organisations, among others, to measure and compare progress and well-being in OECD countries, with a focus on measuring the multi-dimensional outcomes that are important to people. It is used by the OECD to compare well-being and inequalities in countries, across a range of dimensions of material conditions (income and wealth, work and job quality, housing) and aspects of quality of life (work-life balance, health, knowledge and skills, social connections, safety, civic engagement, environmental quality and subjective well-being).

Figure 3.1. The OECD Well-being Framework



Source: OECD (2020^[14]), *How's Life? 2020: Measuring Well-being*, OECD Publishing, Paris, <https://doi.org/10.1787/9870c393-en>.

Building on the existing work from the academic community, international organisations and outcomes-based approach of the OECD work on multi-dimensional well-being, the OECD Job Quality Framework was developed to assess labour market performances and better capture well-being at the workplace, bringing together three key complementary dimensions of job quality: earnings quality, labour market (in)security, and the quality of the working environment (Cazes, Hijzen and Saint-Martin, 2015^[15]).

The OECD employee well-being survey builds on both the OECD Well-being and Job Quality frameworks, especially as operationalised by a recent contextualisation of these frameworks for the purpose of measuring the non-financial performance of firms (Siegerink, Shinwell and Žarnic, 2022^[11]). A main principle behind the development and design of the employee well-being survey is alignment with survey items and best practices from existing OECD guidelines on the measurement of well-being and working conditions, notably the OECD Guidelines on Measuring Subjective Well-being (OECD, 2013^[2]) and the OECD Guidelines on Measuring the Quality of the Working Environment (OECD, 2017^[3]), which provide some of the methodological foundations behind indicators in the OECD Well-being Framework and the OECD Job Quality Framework.

Table 3.1. Overview of key OECD frameworks and tools on well-being and job quality

	OECD Well-being Framework	OECD Employee Well-being Survey	OECD Job quality framework
Purpose	Measuring well-being at the national level in OECD countries, for the purpose of international comparisons and informing policy	Measuring the quality of the working environment and well-being inside companies, for the purpose of encouraging micro-macro comparisons and informing company practices and comp	Measuring job quality across countries, national socio-demographic groups and over time in OECD countries, for the purpose of international comparisons and informing policy
Framework structure	11 dimensions of current well-being	11 dimensions of current well-being	3 dimensions
Conceptual approach and measurement focus	Well-being outcomes	Job quality outcomes, which represent determinants of well-being; and well-being outcomes	Job quality outcomes as experienced by workers, which represent determinants of well-being. Favours objective features of job quality in order to ensure better comparability across countries and over time
Dimensions	-Income and wealth -Work and job quality -Housing -Work-life balance -Health -Knowledge and Skills -Social connections -Voice and representation -Safety -Environmental quality -Subjective well-being	-Selected aspects of the quality of the working environment (job strain) -Selected aspects of earnings quality -Selected dimensions of well-being (from OECD Well-being Framework)	-Earnings quality -Labour market (in)security -Quality of the working environment (job strain)

Survey questions

The employee well-being survey is to a large extent an operationalisation of the self-reported items contained in the measurement framework presented in the OECD working paper on measuring the non-financial performance of firms through the lens of the OECD Well-being Framework, shared with the CSSP in 2021 (Siegerink, Shinwell and Žarnic, 2022^[11]). The questions included in the survey (listed in Annex A) originate from various OECD measurement guidelines and existing surveys on measuring the quality of the working environment, notably the 2021 cycle of the European Working Conditions Survey (EWCS), implemented by Eurofound, which has been replicated as the American Working Conditions Survey (AWCS) in the United States by the Rand Corporation in 2015 and is also closely aligned with the Korean Working Conditions Survey (KWCS). The benefit of aligning with existing survey instruments is the potential prospect for data interoperability and benchmarking that can be done as a result of the usage of identical survey questions.

Table 3.2 presents the origin of the survey items included in the OECD Employee Well-being Survey. The survey features four types of survey items:

- **Well-being outcomes:** subjective assessments of components of people's well-being
- **Perceptions of working conditions:** self-reported and subjective assessments of the quality of the working environment
- **Job characteristics:** Self-reported individual job characteristics
- **Individual characteristics:** Self-reported individual characteristics

Table 3.2. Survey items included in the OECD Employee Well-being Survey

Category	Source	Question items
Well-being outcomes	<i>OECD Guidelines on Measuring Subjective Well-being</i> (as reported in the OECD's <i>How's Life?</i> report)	Life satisfaction; eudaimonia; and satisfaction with a number of life domains: satisfaction with physical health; time use; personal relationships; financial situation; job
	<i>World Health Organisation (also in European Working Conditions Survey)</i>	WHO-5 well-being index on positive mental health
	<i>Gallup World Poll 2020 Global Well-being Initiative Survey Module</i>	Balance
	<i>EU-SILC</i> (as reported in the OECD's <i>How's Life?</i> report)	Perceptions of financial security
Perceptions of working conditions	<i>OECD Guidelines on Measuring the Quality of the Working Environment and European Working Conditions Survey</i>	Perceptions of job insecurity; opportunities for self-realisation; intrinsic rewards; work intensity; physical risk factors; training and learning opportunities; social support; good managerial practices; organisational participation and workplace voice; task discretion and autonomy; opportunities for career advancement
	<i>European Working Conditions Survey (2021)</i>	Adverse social behaviour (bullying, harassment and violence; unwanted sexual attention; verbal abuse and threats); discrimination; engagement; participation in training
	<i>OECD PIAAC Survey</i>	Skills needs and skills match
	<i>Gallup World Poll</i>	Work enjoyment; contribution to society
	<i>OECD Guidelines on Measuring Trust</i>	Trust in company board; trust in executive management; trust in your own manager(s); trust in other workers
Other job characteristics	<i>OECD Guidelines on Measuring the Quality of the Working Environment and European Working Conditions Survey (2021)</i>	Contract type; Working time; Commuting time
	<i>European Working Conditions Survey (2021)</i>	Gender of manager; work location (adapted)
	<i>Other</i>	Placement in national wage distribution
Individual characteristics	<i>Eurobarometer 83.4 (2015)</i>	Minority status self-identification
	<i>European Working Conditions Survey (2021)</i>	Health status and functional limitations
	<i>Other</i>	Gender; age; education level; relationship status; household income

Given the significant geographical coverage of the EWCS, AWCS and KWCS, the questions on working conditions included were aligned with these surveys. In a number of cases, there are minor differences between the question items suggested in the OECD Guidelines on Measuring the Quality of the Working Environment and the EWCS questions. This concerns particularly response scales for a number of perceptions of working conditions, such as questions on task discretion and autonomy, learning, and intrinsic rewards. For these questions, the OECD guidelines recommended using a different response scale to ensure that they capture as much variation in workers' conditions as possible and to maximise consistency across questions. Given that data interoperability is an important design consideration of the OECD's survey, in these cases, the EWCS response scales were used.

In addition to recommended questions on subjective well-being and domain satisfaction from the OECD Guidelines on Measuring Subjective Well-being, the OECD Employee Well-being Survey features a question on *balance*. Balance is a concept that has roots in Eastern cultures, and means a state where “the various elements which constitute a phenomenon, and/or the various forces acting upon it, are in proportionality and/or equilibrium, often with an implication of stability, evenness, and poise”. In 2020, the Gallup World Poll (GWP), in collaboration with the Well-being for Planet Earth Foundation, included a number of questions on balance and harmony in a GWP survey module (Lomas et al., 2022^[16]). In an effort to ensure the relevance of the pilot survey in a Japanese setting, a question on balance from the 2020 module was included in the survey.

Given the importance of measuring inequalities between groups and the relevance of measures of diversity and inclusion to companies, the survey includes a question on minority self-identification, based on a 2015 Eurobarometer question. In a 2018 working paper, (Balestra and Fleischer, 2018^[17]) noted the challenges with designing internationally comparable questions on diversity, such as those related to race and ethnicity. Rather than including a question that asks respondents to self-identify as part of a specific ethnic or racial group, and following the Eurobarometer question, the employee well-being survey asks respondents to indicate whether they are part of a racial or ethnic minority in general. It also asks respondents whether they self-identify as a minority based on their sexual orientation, disability status, or another type of minority status.

Survey mode

The survey was implemented using a dedicated standardised online survey tool (see a demo version of the survey [here](#)). Survey mode is known to potentially influence survey responses due to social desirability bias, although the evidence is mixed and inconclusive. In addition, computer-assisted self-interviewing (CASI) is understood to be associated with response bias. However, from a practical perspective, online surveys are significantly more attractive to implement and scale in a business context.

Question order

Survey order is an important design consideration when measuring subjective well-being, and potentially loaded questions (e.g. on life satisfaction, health, mental health), were placed early on in the survey to avoid potential order effects.

Response scales and response burden

As a result of the variety of different sources for survey questions, the survey contains questions with a range of different types of response scales (e.g.: 11-point numerical scales; labelled Likert scales, binary answer options), which may increase the cognitive burden of completing the survey. The choice was made to use response scales used in external surveys and guidelines (as described below) in order to maintain comparability, possibly at the expense of clarity and response burden.

Survey length

The determination of survey length is dependent on finding a balance between response burden and response rate and comprehensiveness. In the development of the survey, the aim was to limit the average survey completion length, while preserving a comprehensive view of working conditions and well-being outcomes. The average completion time of completed surveys (excluding responses discarded for quality reasons) was 18 minutes.

Data protection and respondent privacy

The OECD is committed to protecting the personal data it processes, in accordance with its Personal Data Protection Rules¹². The data received from respondents did not include personal identifiers. The microdata are stored by the OECD and were not and are not shared with participating companies.

¹² See: <https://www.oecd.org/general/data-protection.htm>.

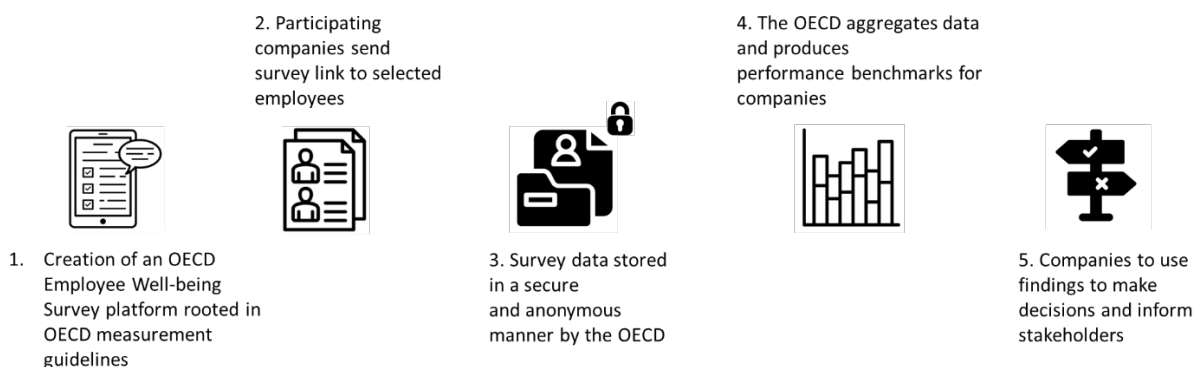
4. Survey implementation

The implementation of the employee well-being survey can be summarized in five main steps, depicted in Figure 4.1. Four companies participated in the pilot project, each of which are a member of the Nikkei Well-being Initiative. The companies included both large and medium-sized companies in different sectors, although predominantly operating in services sectors. Data collection started in November 2022 and was terminated in early December.

Each of the participating companies disseminated the OECD's pilot survey instrument to their employees. The data was then collected by the OECD, respecting confidentiality and other data protection routines, and processed to provide aggregated results.

For each company, an overview report was produced (see a sample report in Annex B). The overview report and the underlying data can help companies use evidence to manage and improve the well-being of employees. The data could also support the communication and reporting of companies' social performance to investors, governments, and other stakeholders. As such, the results from the survey provide an experimental source of data on companies' ESG-related impacts and risks, particularly in the "social" dimension.

Figure 4.1. Pilot survey implementation process



Sampling

Online survey tools and the increasingly digital nature of work increasingly allows companies to disseminate surveys to all employees (and even contract workers). There are multiple reasons for which an all-staff survey is beneficial.

First, it allows reaching a high degree of confidence about the accuracy of the results and facilitates conducting in-depth analysis on inequalities between groups in the worker population. Many of these inequalities are intersectional, and a high level of granularity of data allows considering these

intersectional inequalities (for example, considering the outcomes of female employees in non-management job categories).

Another important reason to employ an all-staff survey is that it can allow employees to feel a sense of ownership over the data and the results and encourage their participation in decision-making processes. Many companies implement all staff surveys, not only as a way to gather data, but also as a form of stakeholder engagement. By sharing the survey with all employees, employees can get a feeling that their voice is being heard.

Since this was a pilot project, the four companies that participated in the survey were presented with a choice of implementing an all-staff survey, or to randomly select a sub-set of employees. One participating company, a small enterprise, implemented the survey among all of its employees, whereas the other three companies sent the survey to a random sample of employees. These companies were given guidance in the process of selecting a random sample of employees, stratified by age and gender in order to ensure representativeness of the survey along these lines. Companies that implemented random samples were encouraged to invite at least 1 500 employees. Ultimately, the sampling process and the dissemination of the survey link to selected employees was done by companies, and so we are not in a position to verify the random nature of the selected samples.

Table 4.1, Figure 4.2 and Figure 4.3 present some sampling statistics for the four participating companies. The average response rate across companies was 59%, with a total of 6,078 respondents. Companies that conducted a random sample of their employees first stratified their employees along gender and age groups to ensure that the samples were representative of the company's workforce. Typically, response rates were slightly higher among female employees than among male employees (Figure 4.2). In terms of age groups, response rates tend to be marginally higher among older and younger employees, with slightly lower rates among the middle age groups (Figure 4.3).

Table 4.1. Sampling statistics

	Total company employees	Invitations sent	Survey respondents	% of employees surveyed	Response rate
Company 1	365	365	196	54%	54%
Company 2	10,951	2,984	1,954	65%	65%
Company 3	17,973	4,851	3,146	65%	65%
Company 4	14,582	1,525	782	5%	51%

Figure 4.2. Sampling statistics, by gender

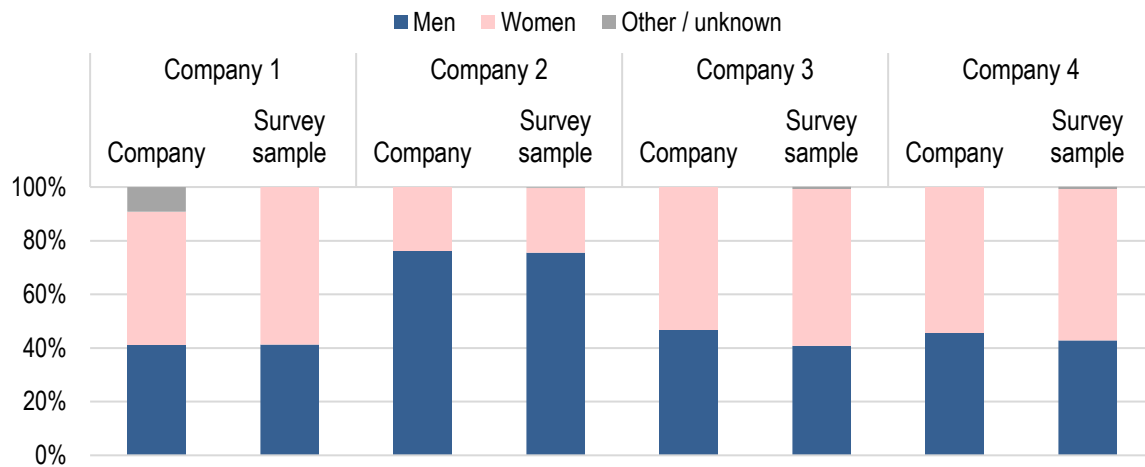
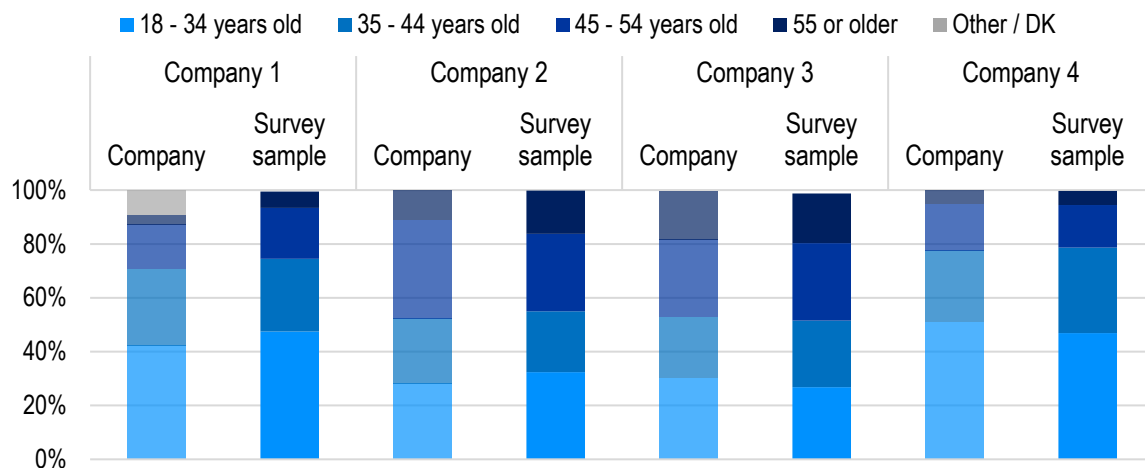


Figure 4.3. Sampling statistics, by age

Sample composition relative to company workforce composition, by age



Data cleaning and processing

Data cleaning

Results only feature respondents that completed the full survey. Respondents that spent less than 6 minutes responding the survey, that had identical responses on all the questions of a specific module, and that answered “Don’t know” to more than 10 questions in the survey were discarded to safeguard the quality of responses.

Results

The results of the survey are presented in the form of a report for each of the participating companies (See a sample report in Annex B). The report consists of an employee well-being wheel which presents

a comprehensive overview of the various areas of employee well-being through a selected set of key indicators. In addition, it provides detailed information on employees' well-being in each of the dimensions of well-being, including by displaying the company's outcomes relative to the average of the four participating companies, the distribution of responses inside the firm and horizontal inequalities (i.e. inequalities between groups).

Thresholds

One important step in the aggregation and presentation of company statistics on working conditions and well-being is the determination of thresholds for good or bad performance. As non-expert audiences, companies need guidance on the interpretation of results, and in the company reports, including in the employee well-being wheel, indicators present the share of respondents with "good"/"positive" and "poor"/"negative" outcomes. There is no internationally agreed threshold on what constitutes good or bad outcomes when it comes to well-being outcomes, particularly those items with 11-point quantitative response scales, where there are no verbal scale labels except the anchors provided at 0 and 10.

For this reason, in the company reports, the following approach is taken:

- For each indicator, the entire distribution of response options is shown, in order to avoid losing any information. However, the report also presents the share of responses with "good"/"positive"; "neutral", and "poor"/"negative" outcomes, aided by the use of colour codes (shades of green, yellow and orange). For 11-point scale items (e.g. life satisfaction, domain satisfaction, trust), data on level (i.e. mean scores) are presented in addition to the distribution of responses.
- For 11-point scale items, in presenting the distribution of responses, the response option 5 is considered a neutral response; responses below 5 (i.e. 4 and below) are presenting as "poor"/"negative" outcomes and responses above 5 (i.e. 6 and above) are considered "good"/"positive" outcomes. This is a pragmatic choice that considers any non-neutral response on each side of the scale as positive or negative thereby avoiding the need to set an arbitrary threshold. However, more work could be done in the future to identify thresholds for such indicators.
- For questions that use labelled Likert scales, non-neutral responses are grouped together into binary "good"/"positive" and "bad"/"negative" categories. For example, for the item "*Recognition: the share of employees who believe they receive the recognition they deserve for their work*", the share of "good"/"positive" outcomes is computed as the share of employees responding "agree"/"strongly agree" to the question, where "neither disagree nor agree" represents the neutral option. In the case of questions where response options are an indication of frequency ("never"/"rarely"/"sometimes"/"often"/"always"), "sometimes" is considered the neutral response option.

The approach of setting absolute thresholds has limitations, because it does not put employee well-being outcomes in context and provide an understanding of the conditions of a company's employees relative to those of other companies. External reference points are a helpful and necessary way of giving more context to interpret this data. The benchmarks of participating companies, included in the company reports, provide one source of external reference. In the future, it would also be helpful to compare employee well-being outcomes with industry or national level averages in order to better understand companies' performance. Better alignment of micro and macro level data on employee well-being and working conditions is necessary to do so.

5. Conclusion

The lack of standardisation of employee survey data is a coordination challenge that currently is still unsolved for. Harmonised data on employee well-being in companies is potentially relevant for business executives, managers, as well as sustainability and human resource departments, in order to improve resource management and identify areas of vulnerability when it comes to workforce related issues. It is also potentially relevant for investors and policymakers, as it can help them evaluate company and industry (social) sustainability-related impacts, dependencies, risks and opportunities.

This working paper presented an OECD initiative to implement a pilot survey on employee well-being across a number of companies in Japan. The company reports reflect substantial remaining challenges in participating companies in the area of working conditions, including in terms of perceptions work intensity, opportunities for career advancement, physical and emotional demands, and employee voice. In terms of well-being outcomes, there is scope for significant improvement on many indicators, including life satisfaction, self-reported health and mental health, time use satisfaction, and satisfaction with the financial situation, among others. A robust cycle of continued monitoring and improvements may yield incremental improvements in working conditions and well-being outcomes.

For participating companies, this first pilot survey will establish a baseline of the well-being of employees. Repeated data collection will allow companies to understand how employee well-being changes over time and in response to interventions aimed at improving (aspects of) employee well-being. It may be desirable in the future to provide guidance to companies to collect and use this type of data, given possible concerns about how such a survey would affect the employer-employee relationship. Additional pilots may also feature companies in different geographical contexts and sectors of the economy and the establishment of time series.

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Annex A. OECD Employee Well-being Survey questions – Version 1 (2022)

Part 1: Your life

This survey starts by asking you a few questions about your life. Please answer these questions truthfully.

Remember, the results of this survey are anonymous and will not be seen by your employer.

Question 1 [Life satisfaction]

The following question asks how satisfied you feel, on a scale from 0 to 10.

Zero means you feel “not at all satisfied” and 10 means you feel “completely satisfied”.

How satisfied are you with your life as a whole these days?

Not at all satisfied	0	1	2	3	4	5	6	7	8	9	10	DK/ RF	Completely satisfied
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Question 2 [Eudaimonia]

The following question asks how worthwhile you feel the things you do in your life are, on a scale from 0 to 10.

Zero means you feel the things you do in your life are “not at all worthwhile”, and 10 means “completely worthwhile”.

Overall, to what extent do you feel the things you do in your life are worthwhile?

Not at all worthwhile	0	1	2	3	4	5	6	7	8	9	10	DK/ RF	Completely worthwhile
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Question 3 [Mental health (WHO-5)]

Over the last two weeks, how often have you been feeling ...

... cheerful and in good spirits

At no time	Some of the time	Less than half of the time	More than half of the time	Most of the time	All of the time	DK/RF
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... calm and relaxed

At no time	Some of the time	Less than half of the time	More than half of the time	Most of the time	All of the time	DK/RF
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... active and vigorous

At no time	Some of the time	Less than half of the time	More than half of the time	Most of the time	All of the time	DK/RF
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... fresh and rested when you woke up

At no time	Some of the time	Less than half of the time	More than half of the time	Most of the time	All of the time	DK/RF
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... that your daily life has been filled with things that interest you

At no time	Some of the time	Less than half of the time	More than half of the time	Most of the time	All of the time	DK/RF
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Question 4 [Domain satisfaction]

The following questions ask how satisfied you feel about specific aspects of your life, on a scale from 0 to 10.

Zero means you feel “not at all satisfied” and 10 means you feel “completely satisfied”.

How satisfied are you with your physical health?

Not at all satisfied	0	1	2	3	4	5	6	7	8	9	10	DK/RF	Completely satisfied
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How satisfied are you with your personal relationships?

Not at all satisfied	0	1	2	3	4	5	6	7	8	9	10	DK/RF	Completely satisfied
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How satisfied are you with the amount of time you have to do the things that you like doing?

Not at all satisfied	0	1	2	3	4	5	6	7	8	9	10	DK/RF	Completely satisfied
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How satisfied are you with your job?

Not at all satisfied	0	1	2	3	4	5	6	7	8	9	10	DK/RF	Completely satisfied
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How satisfied are you with your financial situation?

Not at all satisfied	0	1	2	3	4	5	6	7	8	9	10	DK/RF	Completely satisfied
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Question 5 [Balance]

In general, how often are the various aspects of your life in balance?

Never	Rarely	Often	Always	DK/RF
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Question 6 [Financial security]

A household may have different sources of income and more than one household member may contribute to it.

Thinking of your household's total monthly income, is your household able to make ends meet...?

With great difficulty	With difficulty	With some difficulty	Fairly easily	Easily	Very easily	DK/RF
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Part 2: Your experience at work

The next part of the survey contains questions about your job. In answering these questions, please focus on your experience working for your organisation.

Question 7 [Work enjoyment, contribution to society]

Do you enjoy the work you do in your job every day, or not?

Yes	No	DK/RF
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Do you think the work you do in your job significantly improves the lives of other people outside of your own household, or not?

Yes	No	DK/RF
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Question 8 [Satisfaction with organisation]

Overall, how satisfied are you with your organisation as a place to work?

Not at all satisfied	0	1	2	3	4	5	6	7	8	9	10	DK/RF	Completely satisfied
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Question 9 [Engagement]

The following statements are about how you feel about your job. For each statement, please tell me how often you feel this way:

At my work I feel full of energy

Never	Rarely	Sometimes	Often	Always	DK/RF
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I am enthusiastic about my job

Never	Rarely	Sometimes	Often	Always	DK/RF
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Time flies when I am working

Never	Rarely	Sometimes	Often	Always	DK/RF
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I feel physically exhausted at the end of the working day

Never	Rarely	Sometimes	Often	Always	DK/RF
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I feel emotionally drained by my work

Never	Rarely	Sometimes	Often	Always	DK/RF
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Question 10 [Working conditions – social support, voice, intrinsic rewards]

How often does the following apply to your work situation?

Your colleagues or peers help and support you

Never	Rarely	Sometimes	Often	Always	DK/RF
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Your manager helps and supports you

Never	Rarely	Sometimes	Often	Always	DK/RF
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You can influence decisions that are important for your work

Never	Rarely	Sometimes	Often	Always	DK/RF
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You are involved in improving the work organisation or work processes of your department or organisation

Never	Rarely	Sometimes	Often	Always	DK/RF
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You have the feeling of doing useful work

Never	Rarely	Sometimes	Often	Always	DK/RF
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Your job gives you the feeling of work well done

Never	Rarely	Sometimes	Often	Always	DK/RF
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Question 11 [Working conditions – learning, job demands]

And does your job involve...

...learning new things

Never	Rarely	Sometimes	Often	Always	DK/RF
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...working at very high speed

Never	Rarely	Sometimes	Often	Always	DK/RF
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...working to tight deadlines

Never	Rarely	Sometimes	Often	Always	DK/RF
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Question 12 [Working conditions – autonomy and discretion]

Are you able to choose or change...

...your order of tasks

Never	Rarely	Sometimes	Often	Always	DK/RF
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...your methods of work

Never	Rarely	Sometimes	Often	Always	DK/RF
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Question 13 [Working conditions – physical environment]

At work, how often are you exposed to...

...noise so loud that i have to raise my voice to talk

Never	Rarely	Sometimes	Often	Always	DK/RF
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...handling or being in skin contact with chemical products or substances

Never	Rarely	Sometimes	Often	Always	DK/RF
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Question 14 [Working conditions – job security, recognition, career advancement]

To what extent do you agree or disagree with the following statements about your job?

I might lose my job in the next 6 months

Completely disagree	Disagree	Neither disagree nor agree	Agree	Completely agree	DK/RF
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I receive the recognition I deserve for my work

Completely disagree	Disagree	Neither disagree nor agree	Agree	Completely agree	DK/RF
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My job offers good prospects for career advancement

Completely disagree	Disagree	Neither disagree nor agree	Agree	Completely agree	DK/RF
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Question 15 [Training]

Over the past 12 months, have you undergone any of the following types of training to improve your skills?

Training paid for or provided by your employer

Yes	No	DK/RF
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Over the past 12 months, how many days in total did you spend in training paid for or provided by your employer?

1 day or less	2-3 days	4-5 days	6-9 days	10-19 days	20 days or more	DK/RF
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Question 16 [Training outcomes]

To what extent do you agree or disagree with the following statements on the training received over the last 12 months paid for and provided by your employer?

I have improved the skills I need to do my job

Completely disagree	Disagree	Neither disagree nor agree	Agree	Completely agree	DK/RF
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I feel my prospects for future employment are better

Completely disagree	Disagree	Neither disagree nor agree	Agree	Completely agree	DK/RF
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Question 17 [Skills needs]

Which of the following statements would best describe your skills in your own work?

I need further training to cope well with my duties
My present skills correspond well with my duties
I have the skills to cope with more demanding duties
DK/RF

Question 18 [Training barriers]

In the last 12 months, were there any learning or training activities you wanted to participate in but did not?

This may refer to both learning activities that lead to formal qualifications and other organised learning activities.

Yes	No	DK/RF
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Which of the following reasons prevented you from participating in education and training? Please indicate the most important reason.

I did not have the prerequisites
It was too expensive
Lack of support from my employer
I was too busy at work
The course or program was offered at an inconvenient time or place
I did not have time because of child care or family responsibilities
Something unexpected came up that prevented me from taking education or training
Other
DK/RF

Question 19 [Trust]

On a scale from zero to ten, where zero is not at all and ten is completely, in general how much do you trust the following?

The company board

I do not trust them at all	0	1	2	3	4	5	6	7	8	9	10	DK/RF	I trust them completely
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Executive management

I do not trust them at all	0	1	2	3	4	5	6	7	8	9	10	DK/RF	I trust them completely
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Your direct manager(s)

I do not trust them at all	0	1	2	3	4	5	6	7	8	9	10	DK/RF	I trust them completely
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Other employees at my company

I do not trust them at all	0	1	2	3	4	5	6	7	8	9	10	DK/RF	I trust them completely
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Question 20 [Perceived discrimination]

Over the past 12 months, have you been discriminated at work? By this, we mean being treated less favourably or unfairly because of who you are or because you have certain characteristics.

Yes	No	DK/RF
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Question 21 [Adverse social behaviour]

Over the past 12 months, during the course of your work, have you been subjected to any of the following?

Verbal abuse or threats

Yes	No	DK/RF
-----	----	-------

Unwanted sexual attention

Yes	No	DK/RF
-----	----	-------

Bullying, harassment or violence

Yes	No	DK
-----	----	----

Part 3: The nature of your job

To understand the experiences of different groups in your company, we will ask you a few questions about the nature of your job.

In answering these questions, please focus on your experience working for your organisation.

Question 22 [Job title]

What is your job title? You can indicate a general category (e.g. Administrative staff, scientist, manager).

<text box>

Question 23 [Contract status]

What kind of employment contract do you have?

Permanent/indefinite contract	Fixed-term contract	A temporary employment agency contract	An apprenticeship or training scheme	No contract	DK
-------------------------------	---------------------	--	--------------------------------------	-------------	----

Question 24 [Tenure]

How long have you worked for your current employer?

Less than 2 years	2 – 4 years	5 – 9 years	10 – 19 years	> 20 years	DK
-------------------	-------------	-------------	---------------	------------	----

Question 25 [Manager]

Do you manage or supervise other employees?

Yes	No	DK/Refuse
-----	----	-----------

Question 26 [Gender of manager]

What is the gender of your immediate manager or supervisor?

Man	Woman	Other	DK/RF
-----	-------	-------	-------

Question 27 [Hours worked]

How many hours do you usually work per week in your job? Include any usual paid or unpaid overtime, but exclude lunch breaks or other breaks.

<number field>

Question 28 [Work location]

In the last month, how often did you work in any of the following locations?

Your employer's premises (office, factory, shop, etc.)

Between 0% and 20% of the time	Between 20% and 40% of the time	Between 40% and 60% of the time	Between 60% and 80% of the time	Between 80% and 100% of the time	DK
--------------------------------	---------------------------------	---------------------------------	---------------------------------	----------------------------------	----

Your own home

Between 0 and 20% of the time	Between 20% and 40% of the time	Between 40% and 60% of the time	Between 60% and 80% of the time	Between 80% and 100% of the time	DK
-------------------------------	---------------------------------	---------------------------------	---------------------------------	----------------------------------	----

Other locations

Between 0 and 20% of the time	Between 20% and 40% of the time	Between 40% and 60% of the time	Between 60% and 80% of the time	Between 80% and 100% of the time	DK
-------------------------------	---------------------------------	---------------------------------	---------------------------------	----------------------------------	----

Question 29 [Commuting]

In total, how many minutes per day do you usually spend travelling from home to work and back?

<number field>

Question 30 [Wage income]

If you feel comfortable sharing, which of these wage income bands corresponds best to your total monthly wage income from working for your organisation, i.e. the income that you receive each month, before taxes have been deducted?

[bottom quintile]	[second quintile]	[third quintile]	[fourth quintile]	[top quintile]	DK/RF
-------------------	-------------------	------------------	-------------------	----------------	-------

Part 4: Context

Question 31 [Gender]

How would you describe yourself?

Man	Woman	I would describe myself in another way	DK/RF
-----	-------	--	-------

Question 32 [Age]

Please choose the answer that applies to you:

18 - 24 years old	25 – 34 years old	35 – 44 years old	45-54 years old	55 or older	DK/Refuse
-------------------	-------------------	-------------------	-----------------	-------------	-----------

Question 33 [Minority self-identification]

Do you consider yourself to be part of any of the following? Please tell me all that apply:

An ethnic or racial minority
A sexual minority (e.g. gay, lesbian, bisexual, transgender or transsexual)
A minority in terms of disability
Any other minority group
None
DK/Refuse

Question 34 [Health status and functional limitations]

Do you have any longstanding illness or longstanding health problem? (i.e. any illness or health problems which have lasted or are expected to last for six months or more).

Yes	No	DK/Refuse
-----	----	-----------

Are you limited because of a health problem in activities people usually do?

Yes	No	DK/Refuse
-----	----	-----------

Question 35 [Education]

What is the highest level of education or training you have successfully completed?

Upper secondary education or less [ISCED 3 or less]	Post-secondary non-tertiary education or short-cycle tertiary education [ISCED 4 - 5]	A bachelor's degree or higher [ISCED 6 or more]
--	--	--

Question 36 [Relationship status]

Please choose the answer that applies to you:

Single	In a relationship	Married	Divorced	Widowed	DK/Refuse
--------	-------------------	---------	----------	---------	-----------

Question 37 [Household income]

What is the total monthly income of your household after taxes have been deducted? Income can come from salaries and wages, profit from self-employment, interest, rent, pension, social insurance payments and other benefits, among others.

<Number field>

Question 38 [Household]

How many people live in your household? A household is defined as a housekeeping unit or, operationally, as a social unit having common arrangements; sharing household expenses or daily needs; in a shared common residence.

<Number field>

Out of those, how many are below 18 years old?

<Number field>

Other than yourself, how many people in your household (aged 18 or over) are...

... at work full time

<Number field>

... at work part time

<Number field>

Annex B. Employee Well-being Report

This Annex contains a [sample employee well-being report](#) produced for the companies participating in the pilot. The specific report included in this Annex was produced for Persol Holdings, a human resource management company, which volunteered to make its survey results public.

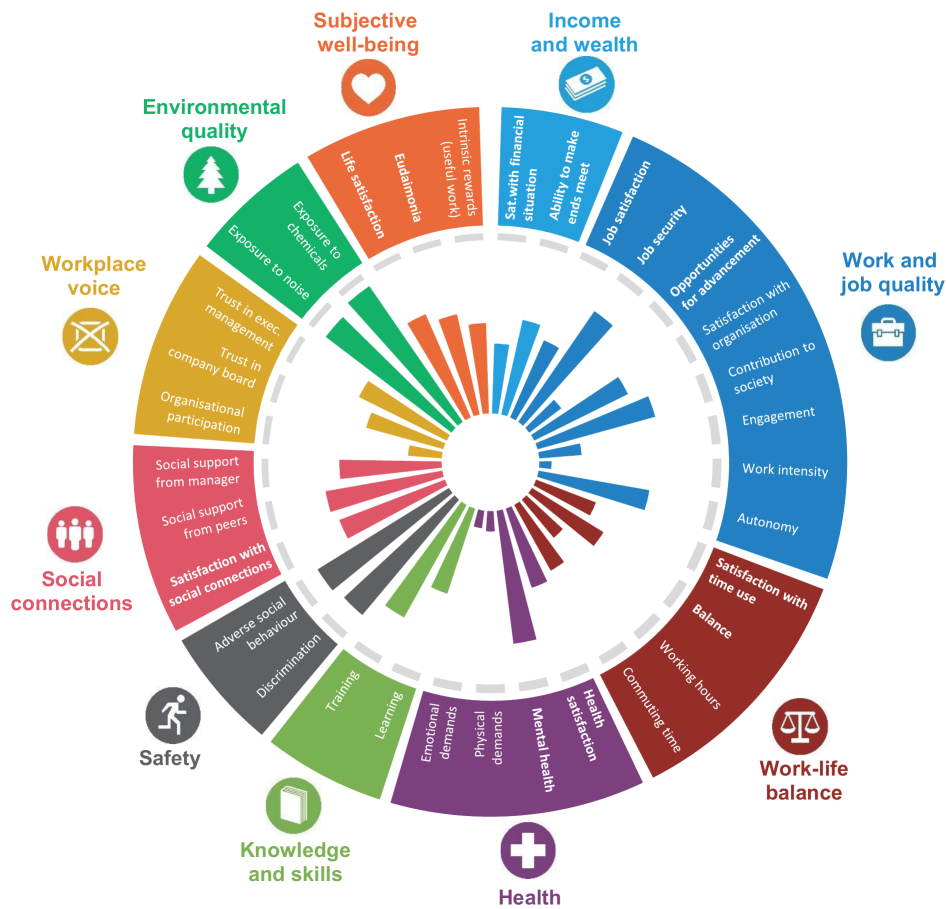


Employee well-being report (Pilot)

Persol Holdings

This report provides an overview of the well-being of employees inside the company. The employee well-being wheel, below, provides high-level visual of a subset of well-being indicators presented in this report. All of the indicators shown in this wheel are presented in detail in the next section of the report.

A glance at the employee well-being wheel allows understanding the main areas in which employees in the company fare well, and in which areas they fare poorly. The wheel distinguishes between indicators of well-being outcomes (in bold) and indicators of working conditions (not in bold). In the wheel, longer bars are always associated with better (positive) performance, and shorter bars are associated with poorer (negative) performance.



Note: Bars depict the share of employees with good/positive (non-neutral) outcomes. Longer bars are always associated with better (“good”) outcomes, and shorter bars are always associated with worse (“poor”) outcomes. The wheel distinguishes between indicators of well-being outcomes (in bold) and indicators of working conditions (not in bold).

Introduction

Companies have a lot to gain from understanding the well-being of their employees. Understanding working conditions and how employees fare in various parts of their life is an important step in making improvements.

The objective of this report is to measure and monitor employee well-being in companies using standardised metrics. The report allows companies to identify strengths and weaknesses in employee well-being, including inequalities between groups, and to compare the well-being of their employees with those in other companies.

This report is the result of a pilot survey on employee well-being, implemented by the OECD in October and November 2022 in four Japanese companies. It is rooted in the [OECD's framework on measuring the non-financial performance of firms](#), a conceptual framework for companies interested in measuring their sustainability performance through a well-being lens.

Why measure employee well-being?

Employees are one of the most important assets of any enterprise. Healthy and happy employees contribute positively to business financial performance. Promoting the well-being of employees is therefore critical for a company's current and future success. Conversely, poor well-being outcomes in the workforce can result in missed opportunities for the business and carry risks for financial performance.

Meanwhile, the well-being of the workforce also forms an important pillar of a healthy and prosperous society. The achievement of many aspects of the Sustainable Development Goals (SDGs) remains off track in many countries, and more efforts are needed by all actors to attain them¹. A failure to deliver on the SDG's implies major risks for all stakeholders, including businesses, investors, and future generations.

Given that so much of people's time is spent at work, companies have an important direct and indirect impact of the well-being of their employees. By supporting the well-being of its employees, companies can contribute to inclusive and sustainable growth, for the benefit of themselves and for society as a whole.

¹OECD (2022), The Short and Winding Road to 2030: Measuring Distance to the SDG Targets, OECD Publishing, Paris, <https://doi.org/10.1787/af4b630d-en>.

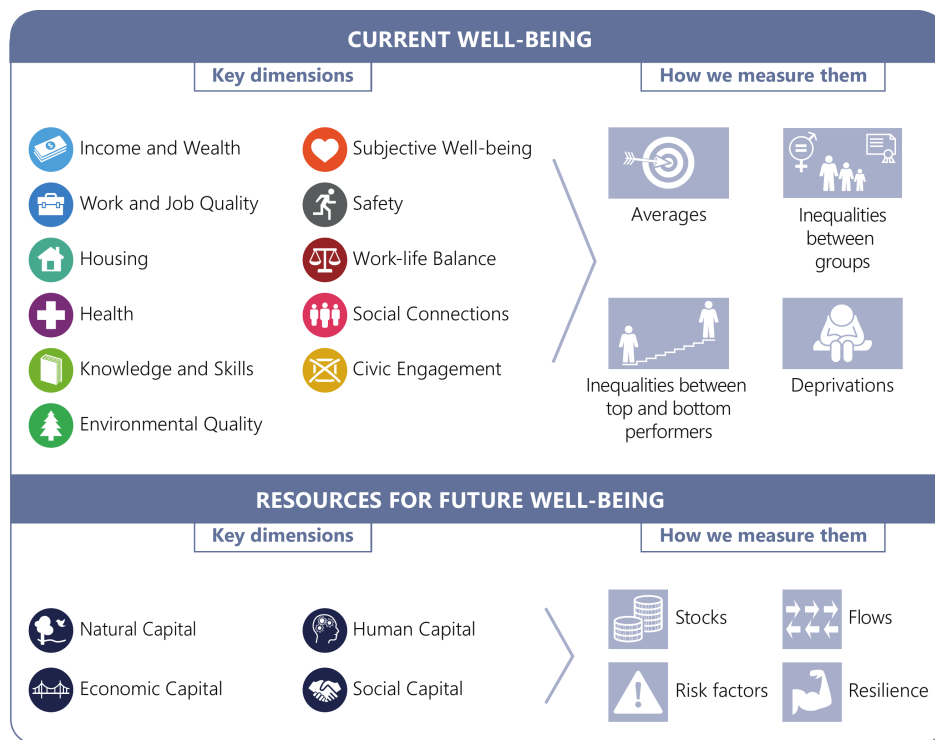
What is well-being?

At its core, well-being means the state of living a good life and having the ability to shape one’s own life. Well-being can be measured by asking people questions about their overall life experiences. It is widely recognised that well-being is composed of different facets that collectively contribute to an overall sense of how people fare in their own life. In other words, well-being is multi-dimensional and spans different dimensions of life, from income and wealth to health, and from work-life balance to social connections and safety.

The survey on which this report is based are rooted in international measurement guidelines developed as part of the OECD’s Better Life Initiative, notably the [OECD Guidelines on Measuring the Quality of the Working Environment](#), and the [OECD Guidelines on Measuring Subjective Well-being](#). A subset of the indicators presented in this report are regularly reported on at the national level in the [OECD’s How’s Life?](#), an international reference report on the measurement of well-being.

The [OECD Well-being Framework](#) is an internationally agreed framework for measuring well-being, composed of eleven dimensions of current well-being and four capitals that represent resources for sustaining well-being over time. This report uses the eleven dimensions of current well-being as a lens through which to understand the well-being of employees.

The OECD Well-being Framework

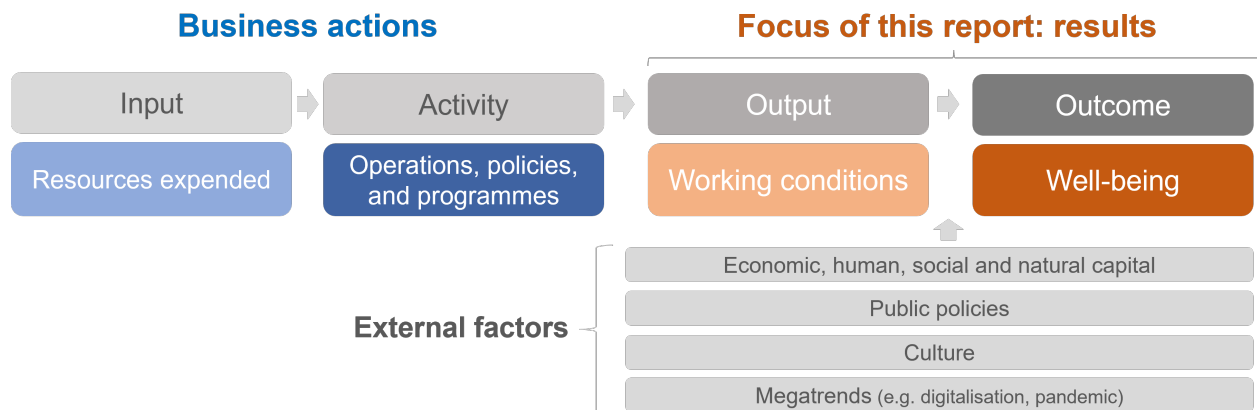


The measurement of well-being in general relies on both objective and subjective indicators. The data in this report is collected through survey questions that capture information on people’s objective circumstances through self-reported questions as well as information on people’s subjective assessments of their own circumstances. Some aspects of well-being are better measured in other ways and are not featured in this report.

What gap does this report aim to address?

In sustainability measurement and reporting, much focus has been placed on measuring the policies and programmes that companies put in place, rather than on measuring the outcomes of these actions. Measuring the quality of the working environment and well-being outcomes is necessary to understand the results of company activities and the impact that companies and the working environment have on their employees.

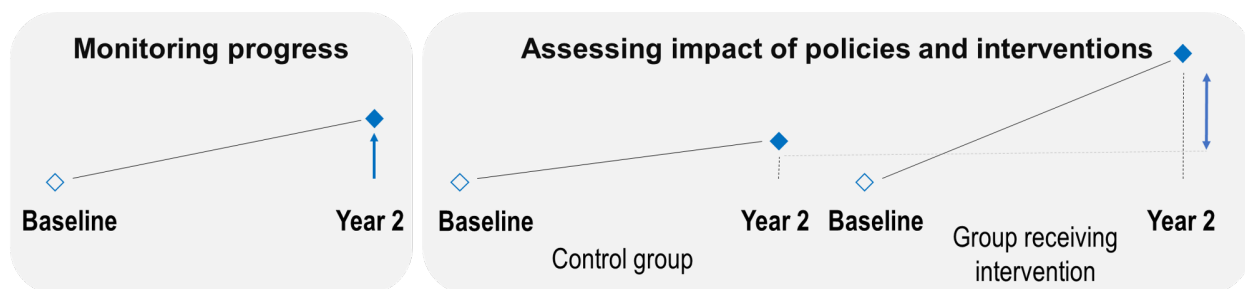
The quality of the working environment, (referred to in short as “working conditions”), and job quality overall are major determinants of a range of well-being outcomes². The quality of the working environment is also a key component of job quality in the OECD [Job Quality Framework](#), together with earnings quality and labour market security. This report includes data on both on working conditions, which can be considered outputs or drivers of well-being, and well-being outcomes, or aspects of people’s well-being.



Of course, well-being outcomes are affected by a range of other factors, including individual characteristics, public policies, and megatrends such as digitalisation, globalisation and most recently, the pandemic. Despite these varied drivers of well-being, it is necessary for companies to measure well-being outcomes in order to understand how employees are faring overall and whether business policies and interventions are having an effect on these outcomes.

Future applications

This report presents employee well-being at a baseline, meaning that this is the first instance of measurement. Repeated measurement will increase the usefulness of this tool by uncovering changes in employee well-being, allowing for the monitoring of progress. This baseline can also facilitate assessments of the impact of specific interventions on employee well-being in the future.



²See for example: Murin, F., et al. (2022), “The relationship between quality of the working environment, workers’ health and well-being: Evidence from 28 OECD countries”, OECD Papers on Well-being and Inequalities, No. 04, OECD Publishing, Paris, <https://www.oecd.org/publications/the-relationship-between-quality-of-the-working-environment-workers-health-and-well-being-c3be1162-en.htm>.

Who is this report for?

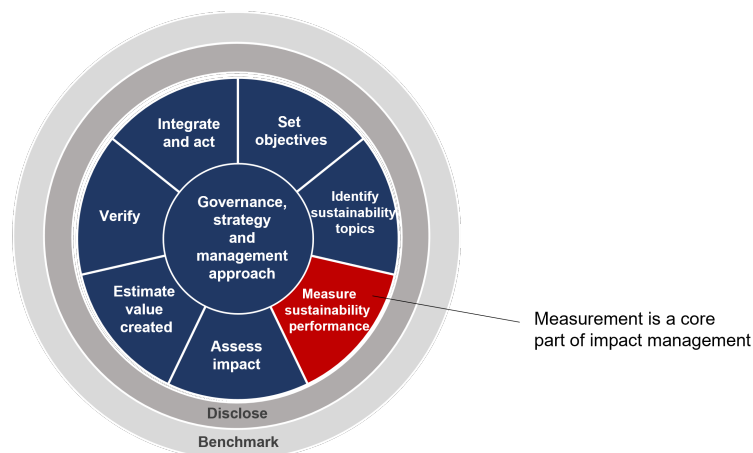
This report is primarily intended to be used by leaders in the company responsible for staff and sustainability management, including:

- **Executive leadership:** To implement the governance, strategy and management approach necessary to facilitate improvements
- **Human resource departments:** To inform the implementation of policies and interventions aimed to make improvements
- **Managers:** To understand areas for improvement and adapt management culture and practice to facilitate better working conditions and well-being outcomes
- **Sustainability departments:** To broaden the scope of a company's traditional view of sustainability and integrate employee well-being as a component of social sustainability

As such, this report can play a role in the company's impact management approach. Impact management is the process of managing a company's sustainability impact through a process of continuous improvement.

The measurement of sustainability performance, such as the well-being of employees, is an important action of impact management, as defined by the actions of impact management of the Impact Management Platform.

The “Actions” of impact management, as defined by the Impact Management Platform



Source: [Impact Management Platform](#)

Similarly, in [OECD Due Diligence Guidance for Responsible Business Conduct](#), companies are encouraged to identify and assess possible adverse impacts to stakeholders. This report may be beneficial in shedding light on specific areas of employee well-being and employee groups where adverse impacts may occur.

This report could also be used to inform investors about sustainability risks and opportunities faced by the company. It may also be relevant to employees who are interested in understanding how the company manages and monitors the well-being of employees and the effects of company policies and interventions.

Methodology

The data in this report were collected through the implementation of a pilot version of an employee well-being survey developed by the OECD. This survey aims to encourage greater harmonisation in employee well-being measurement by using well-established survey questions that are embedded in OECD guidelines and that are already in use by national statistical offices to measure well-being at the national level. This harmonisation allows direct comparisons between the well-being reported by employees in companies and the well-being reported by governments and by the OECD, for example in its How's Life? report.

The pilot survey was implemented in four member companies of the Nikkei Well-being Initiative in October and November 2022. Each company selected a stratified random sample of employees³ that received a link to an online survey platform, which employees were given two weeks to complete. The survey was built and managed by the OECD, and the raw data was not shared with companies in order to safeguard the privacy of respondents. The average response rate across the participating companies was 61%.

The following page presents the company's survey sampling statistics, including information about sample size, response rate, the age and gender composition of the sample relative to the company as a whole, as well as descriptive statistics on the demographic characteristics of the sample of employees. Data on the company's actual age and gender composition were obtained directly from the company. All other statistics are based on self-reported information collected in the survey.

³One company sent the survey link to all of its employees, rather than a randomly samples subset.

Survey sampling statistics

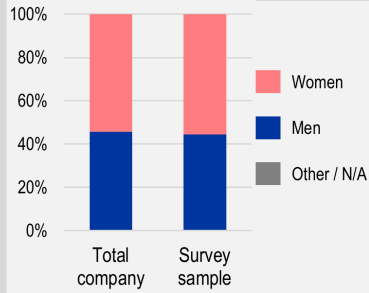
Company size and sample size

Total company employees: 14,582
Survey sample: 782

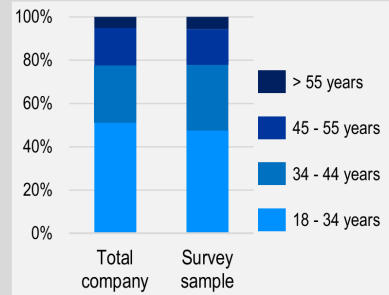
Response rate:

Total 51%
Men 50%
Women 52%
Young (18 - 34 years old) 45%
Old (> 55 years old) 62%

Gender

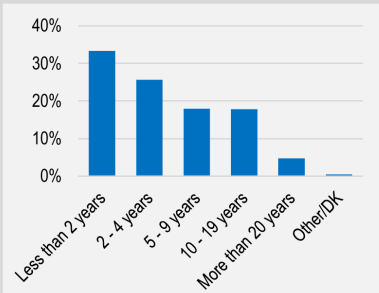


Age

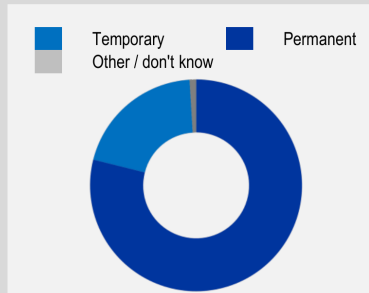


Descriptive statistics

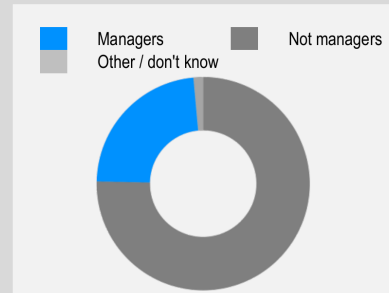
Tenure: years in the company



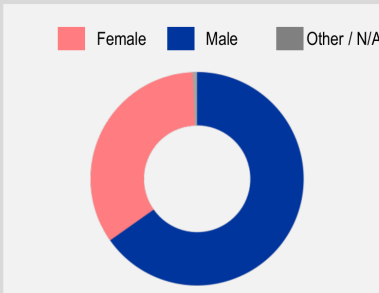
Contract status



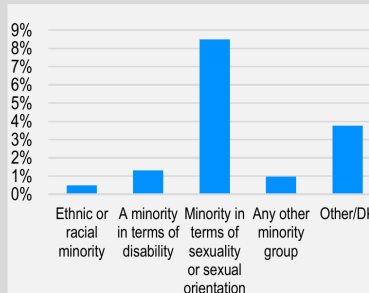
Managers



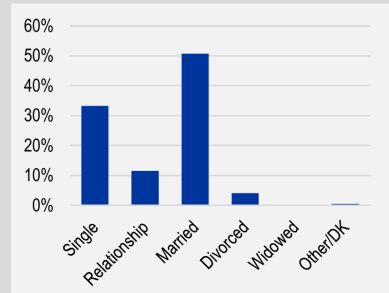
Gender of manager



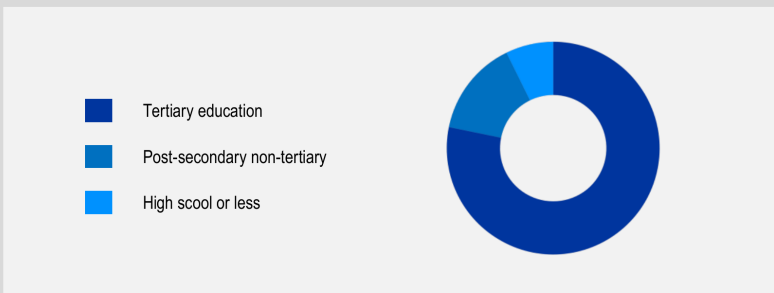
Self-identified minority status



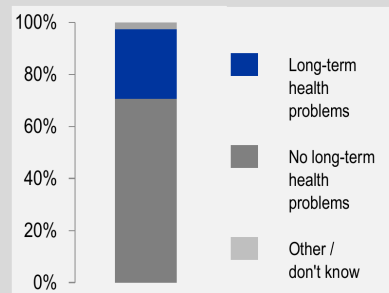
Marital status



Education level



Long term health problems



Note: Data on the company's true age and gender composition were obtained from the company's administrative records. All other data is based on self-reported information in the employee well-being survey.

Results

This section presents detailed results for each dimension of well-being. For each indicator, the report aims to highlight three different types of information:



Averages: average outcomes in the employee population. These are presented either as the share of employees with “good” (positive, non-neutral) outcomes, or the average score on an 11-point numerical scale (a scale from 0 to 10).



Vulnerabilities: the share of employees experiencing “poor” (negative) outcomes. These are given by the share of employees that respond to the survey question with a negative, non-neutral, response option.

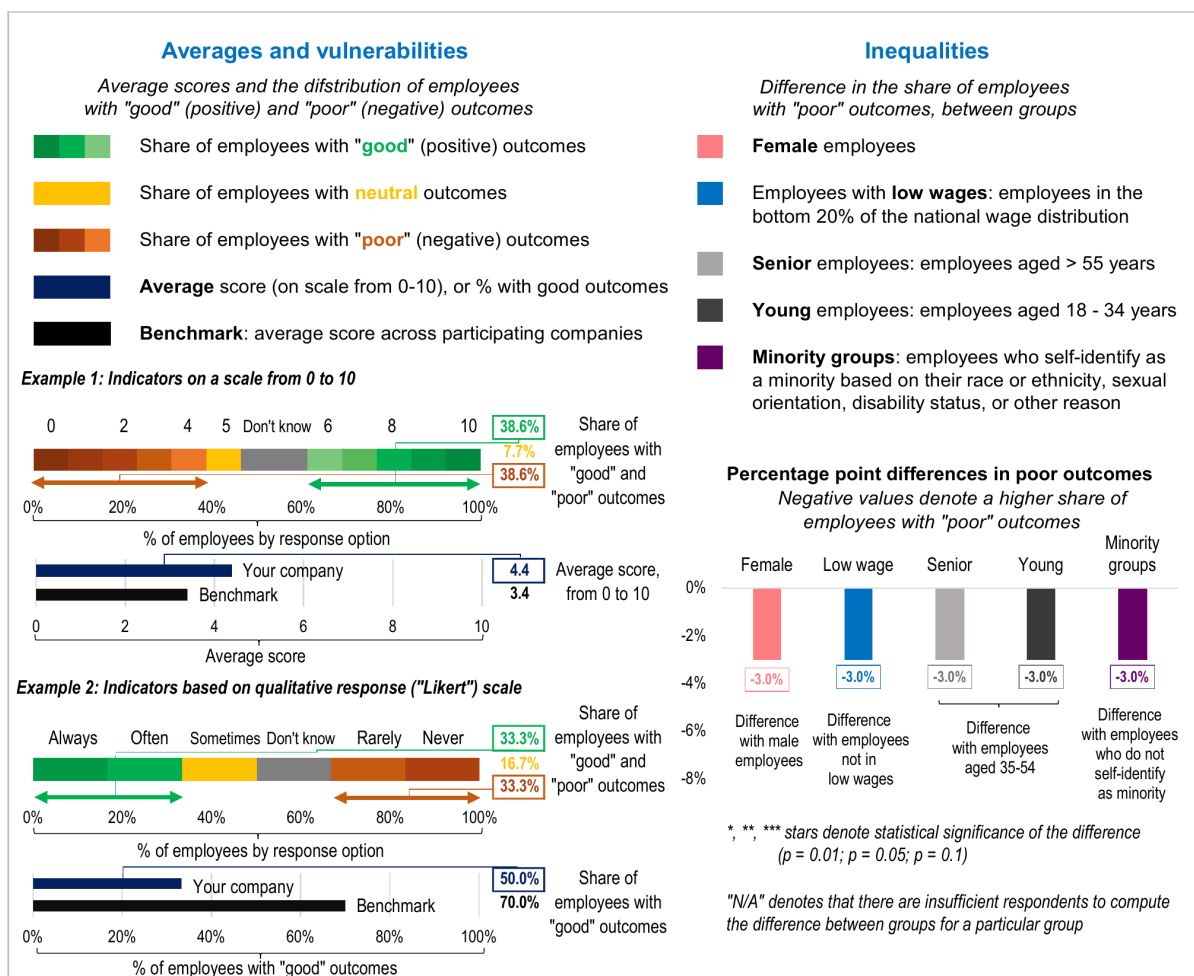


Inequalities: the difference in outcomes between groups of employees. These represent the difference in the average outcome between groups.



Vulnerabilities and inequalities may be a source of business **risks** and **missed opportunities**

How to read the charts in this report:

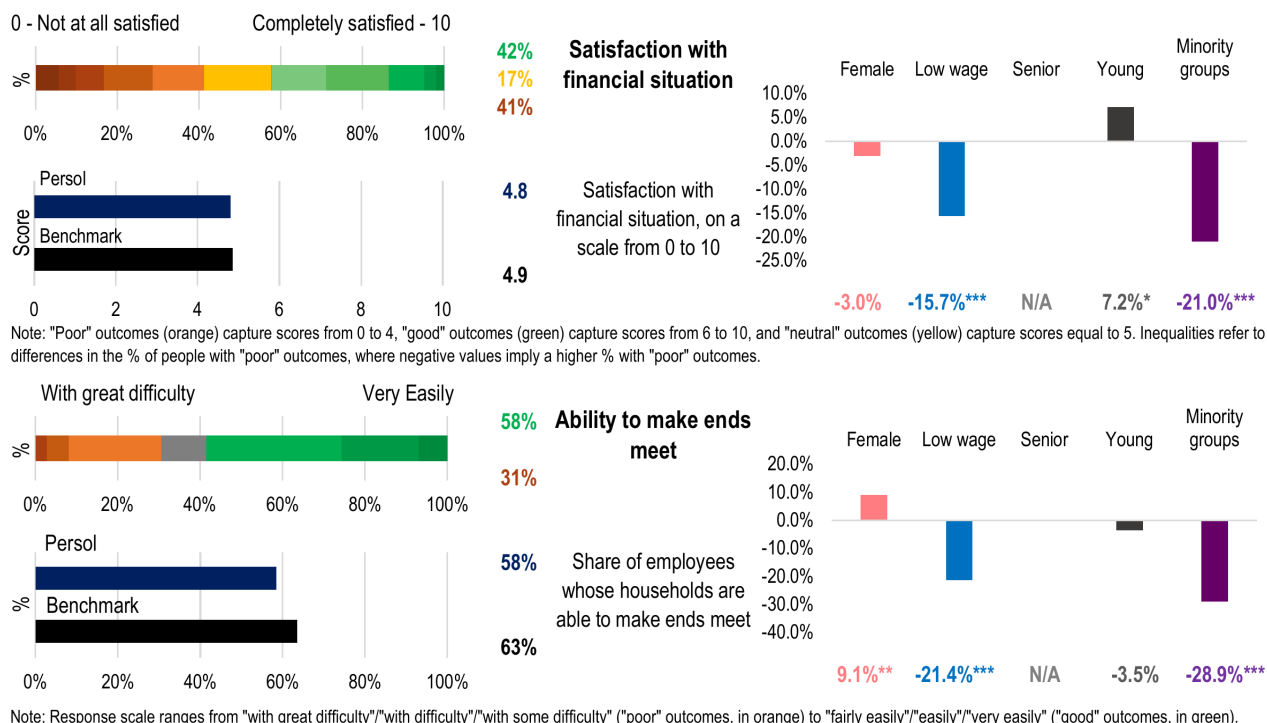


Income and wealth

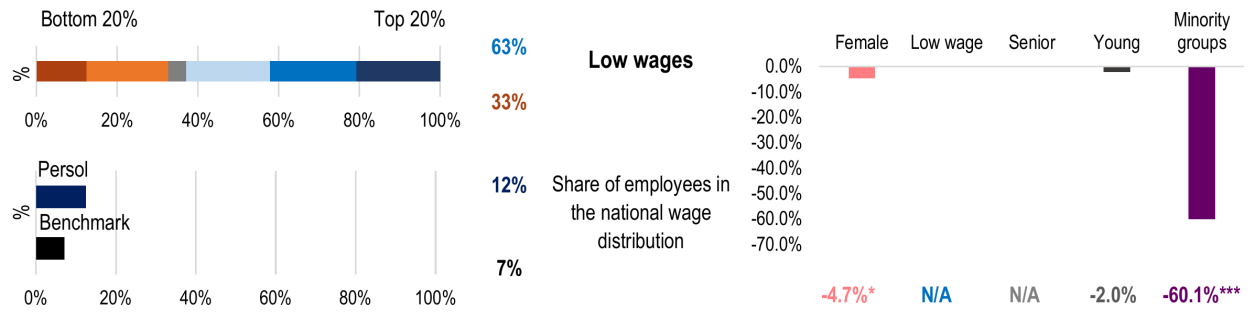
Income and wealth are essential components of people's well-being, enabling the freedom to satisfy needs, invest in personal development and make life choices. Wealth, or accumulated income and capital, provides a safety net throughout people's lives protecting them from unexpected shocks, and allows for consumption smoothing across time. Income and wealth define the scope of economic opportunities of the household. Financial insecurity, meaning the degree of vulnerability to economic shocks, affects other areas of people's well-being. The distributions of earnings, income, and wealth are also an important driver of well-being in society as a whole, as inequality can undermine growth and other well-being outcomes.

The impact of businesses on employees' income and wealth is direct, through wages, pension and savings schemes and other financial benefits. For employees, wages represent a significant portion of the household's financial resources. While wages are an important driver of income, employees may have other sources of income and their material conditions partially depend on the income and wealth of other household members.

Well-being outcomes



Working conditions



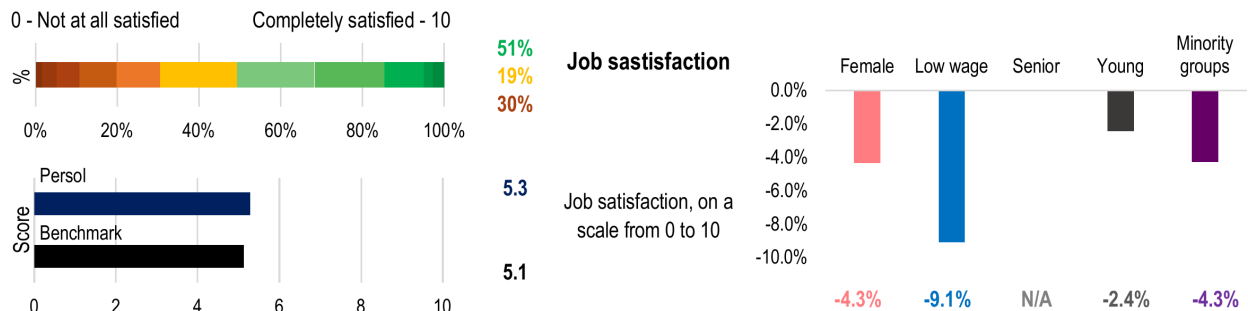
Note: This indicator shows the % of employees in each wage quintile based on the actual Japanese wage distribution as per most recent OECD data. This indicator is negatively oriented, meaning the company/benchmark values depict the % of respondents with "poor" outcomes, rather than "good" outcomes.

Work and job quality

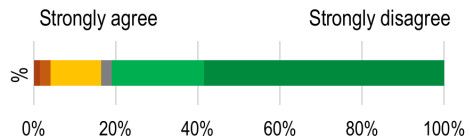
Having a job is important both as a means of generating income and for a sense of utility and purpose. Work shapes personal identity and creates opportunities for personal development of skills and capabilities, as well as for social connections. Job quality, which includes aspects like job satisfaction, career advancement prospects, and working conditions, has been shown to have an impact on other areas of well-being, such as subjective well-being, health, and social connections. Good working conditions can also promote skills development, increase firm productivity and competitiveness, and foster well-being in society as a whole.

Considering the time people spend at work, firms exert a strong influence on people's lives through work and job quality. Businesses contribute to work and job quality in many ways, from the composition of the physical working environment and the work and management culture to company's policies and practices related to human resources, hiring and promotion, and health and well-being, among others.

Well-being outcomes



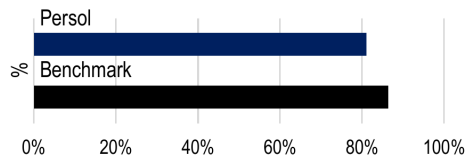
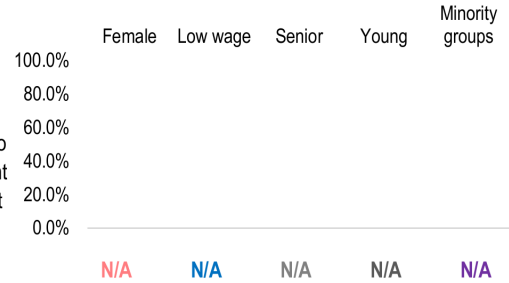
Note: "Poor" outcomes (orange) capture scores from 0 to 4, "good" outcomes (green) capture scores from 6 to 10, and "neutral" outcomes (yellow) capture scores equal to 5. Inequalities refer to differences in the % of people with "poor" outcomes, where negative values imply a higher % with "poor" outcomes.



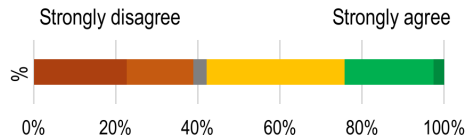
Job security

81%
12%
4%

81% Share of employees who do not believe they might lose their job in the next 6 months



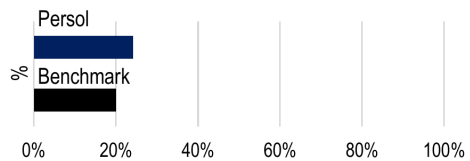
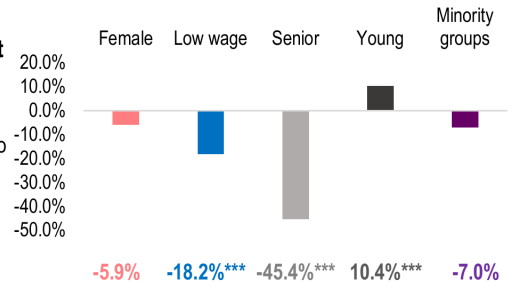
Note: Response scale ranges from "strongly disagree"/"disagree" ("poor" outcomes, in orange) to "agree"/"strongly agree" ("good" outcomes, in green), with the neutral response option "neither agree nor disagree" depicted in yellow.



Opportunities for career advancement

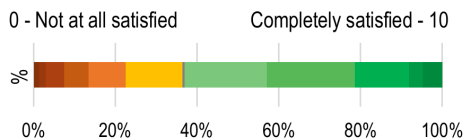
24%
34%
39%

24% Share of employees who believe their job offers good prospects for career advancement



Note: Response scale ranges from "strongly disagree"/"disagree" ("poor" outcomes, in orange) to "agree"/"strongly agree" ("good" outcomes, in green), with the neutral response option "neither agree nor disagree" depicted in yellow.

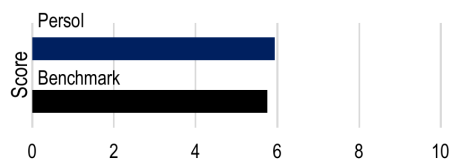
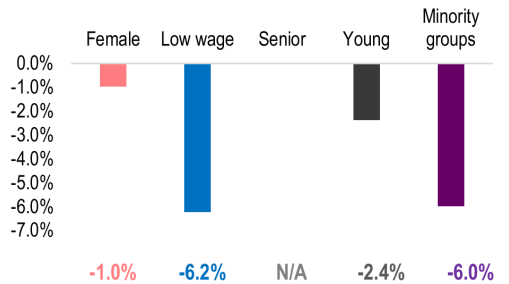
Working conditions



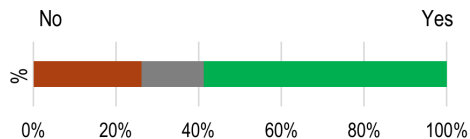
Satisfaction with organisation

63%
14%
23%

5.9 Satisfaction with the organisation you work for, on a scale from 0 to 10



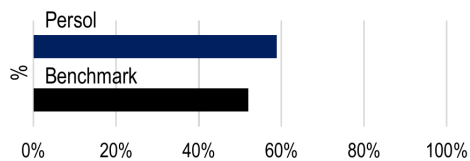
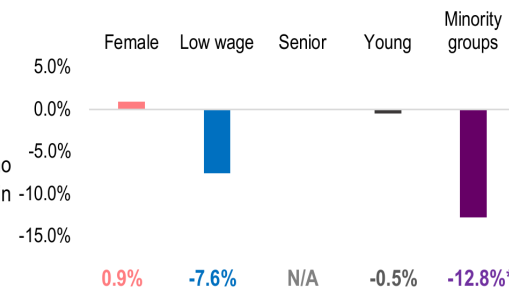
Note: "Poor" outcomes (orange) capture scores from 0 to 4, "good" outcomes (green) capture scores from 6 to 10, and "neutral" outcomes (yellow) capture scores equal to 5. Inequalities refer to differences in the % of people with "poor" outcomes, where negative values imply a higher % with "poor" outcomes.



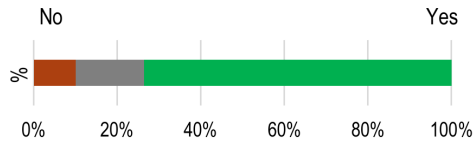
Work enjoyment

59%
26%

59% Share of employees who enjoy the work they do in their job every day

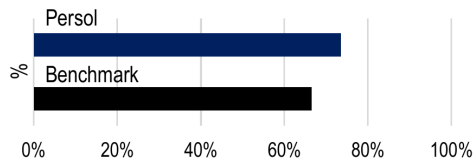
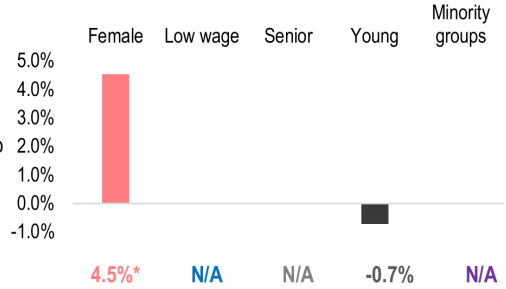


Note: Binary response scale.

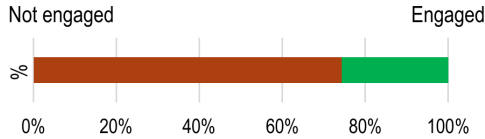


Contribution to society

Share of employees who feel their work contributes positively to society

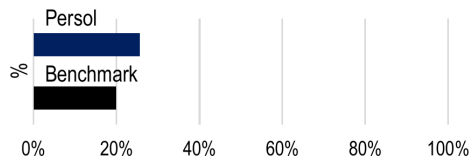
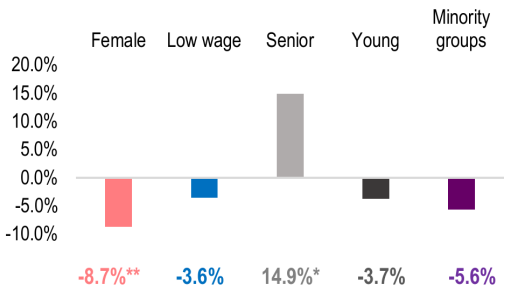


Note: Binary response scale.

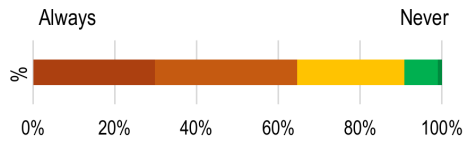


Engagement index

Share of employees with positive engagement scores

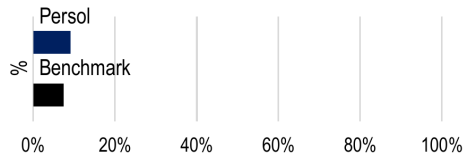
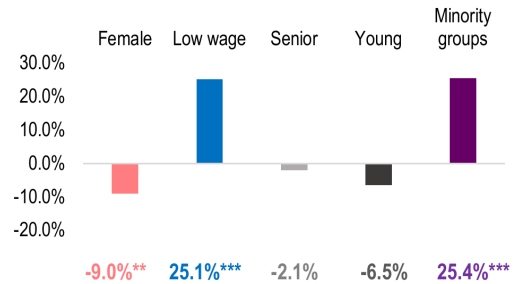


Note: The share of employees with positive engagement scores refers to the share of employees who report feeling "often" or "always" engaged on each of the three components capturing "absorption", "vigor" and "dedication".

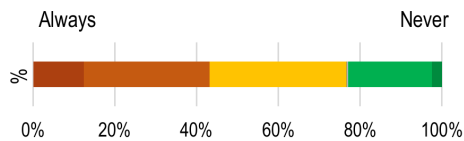


Work intensity: working at high speed

Share of employees whose job never or rarely involves working at high speed

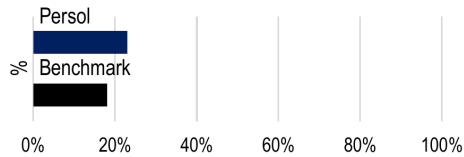
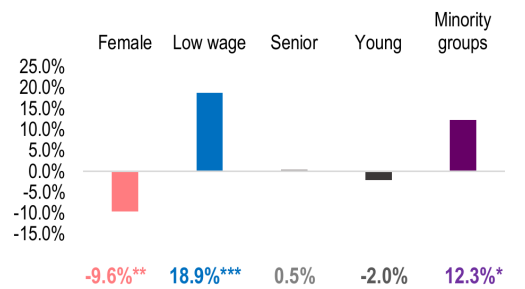


Note: Response scale ranges from "always"/"often" ("poor" outcomes, in orange) to "rarely"/"never" ("good" outcomes, in green), with the neutral response option "sometimes" depicted in yellow.

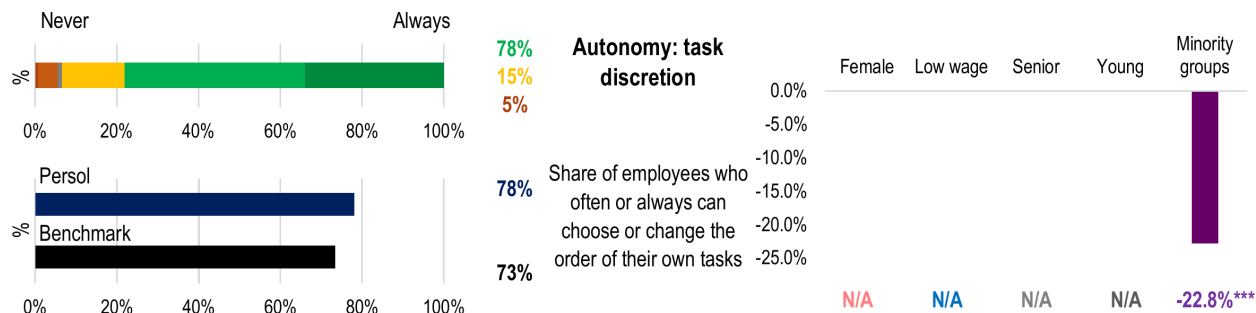


Work intensity: working to tight deadlines

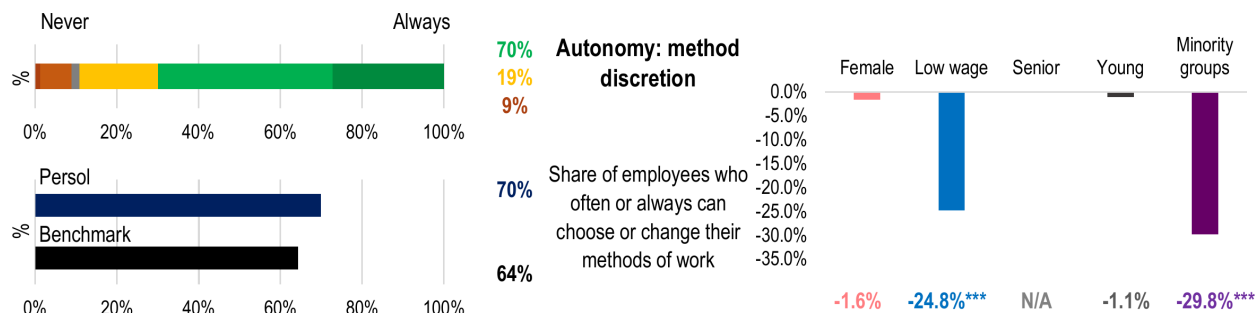
Share of employees whose job never or rarely involves working to tight deadlines



Note: Response scale ranges from "always"/"often" ("poor" outcomes, in orange) to "rarely"/"never" ("good" outcomes, in green), with the neutral response option "sometimes" depicted in yellow.



Note: Response scale ranges from "never"/"rarely" ("poor" outcomes, in orange) to "often"/"always" ("good" outcomes, in green), with the neutral response option "sometimes" depicted in yellow.



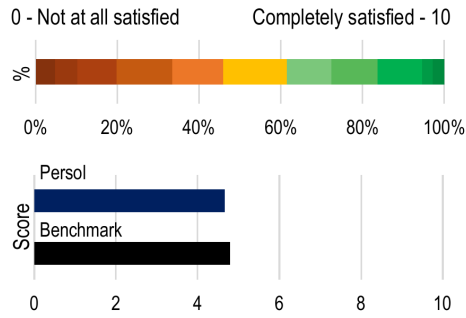
Note: Response scale ranges from "never"/"rarely" ("poor" outcomes, in orange) to "often"/"always" ("good" outcomes, in green), with the neutral response option "sometimes" depicted in yellow.

Work-life balance

The way people spend their time is an important determinant of their well-being. Long working hours are a significant risk factor of health problems, including cardiovascular diseases and stroke. Being able to choose how to divide time between paid work, unpaid work, leisure, social and family commitments and other activities is also crucial for people's well-being. The balance at stake is between the need to work enough to sustain other activities and to benefit from the intrinsic value of work, while still allowing for sufficient time for leisure, family and self-care and other activities. Balance and harmony, a sense of achieving a proportionate and complementary use of one's time, have been shown to be strongly associated with other well-being outcomes.

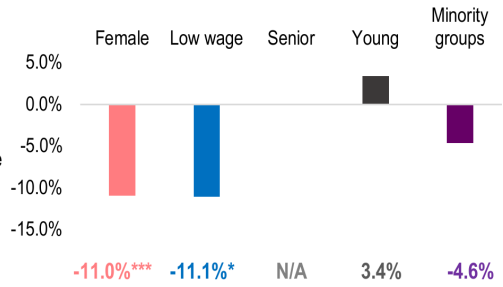
Companies have different means at their disposal to facilitate a good work-life balance for employees. Company policies around working hours, annual leave, parental leave, and flexible working arrangements are concrete levers that companies have at their disposal. Setting realistic expectations for employees, creating a work culture that normalises a good work-life balance, and integrating a consideration for work-life balance in managerial practice are also important drivers.

Well-being outcomes

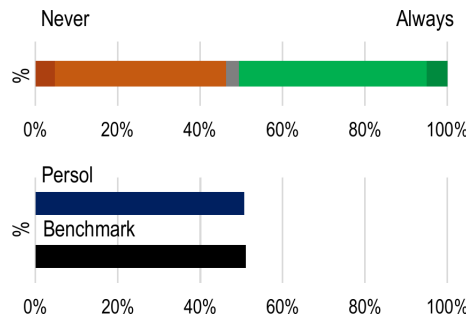


Time use satisfaction

Satisfaction with the amount of time you have to do the things you like doing, on a scale from 0 to 10

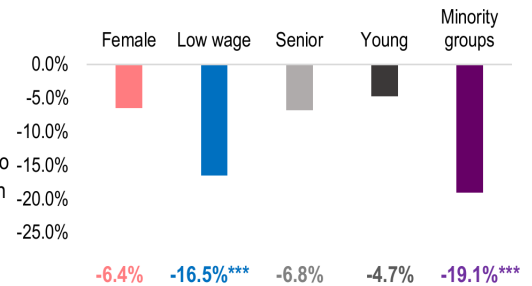


Note: "Poor" outcomes (orange) capture scores from 0 to 4, "good" outcomes (green) capture scores from 6 to 10, and "neutral" outcomes (yellow) capture scores equal to 5. Inequalities refer to differences in the % of people with "poor" outcomes, where negative values imply a higher % with "poor" outcomes.



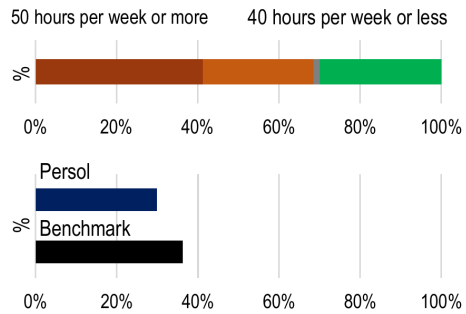
Balance

Share of employees who feel like their life is often or always in balance



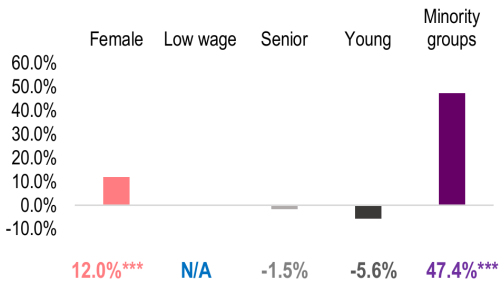
Note: Response scale ranges from "never"/"rarely" ("poor" outcomes, in orange) to "often"/"always" ("good" outcomes, in green).

Working conditions

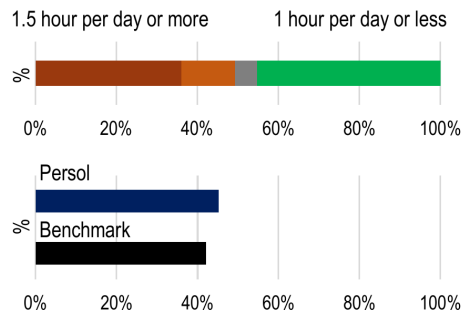


Hours worked

Share of employees who work a maximum of 40 hours per week

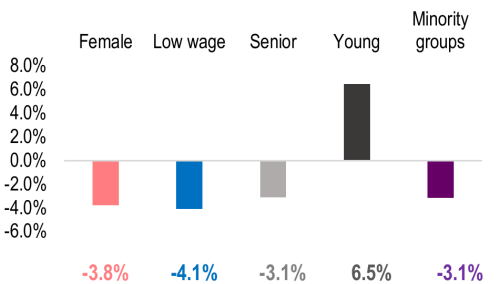


Note: The distribution of hours worked distinguishes between long (40 - 50 hours) and very long (>50) hours, per week. Hours worked includes paid or unpaid overtime, but excludes lunch breaks and other breaks.

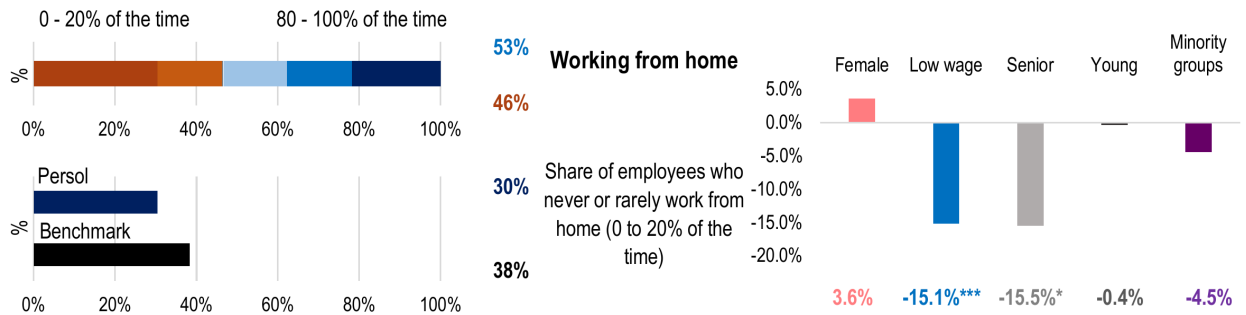


Commuting time

Share of employees who spend less than 60 minutes per day commuting



Note: Commuting time refers to minutes per day spent travelling from home to work and back. Longer commuting times are categorised as long commuting times (60-90 minutes total per day) and very long commuting times (>90 minutes per day).



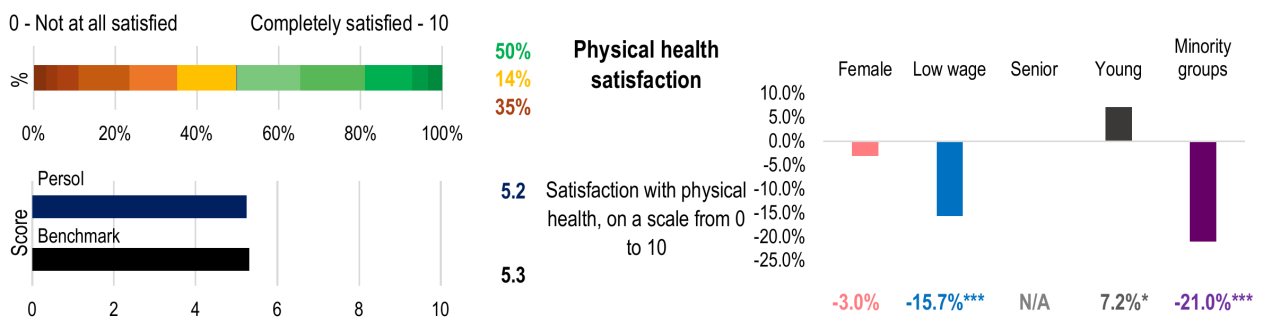
Note: This indicator presents the share of employees who work from home respectively 0-20%; 20-40%; 40-60%; 60-80%; 80-100% of the time. This indicator is negatively oriented, meaning the company/benchmark value depict the share of respondents with "poor" outcomes, rather than "good" outcomes.

Health

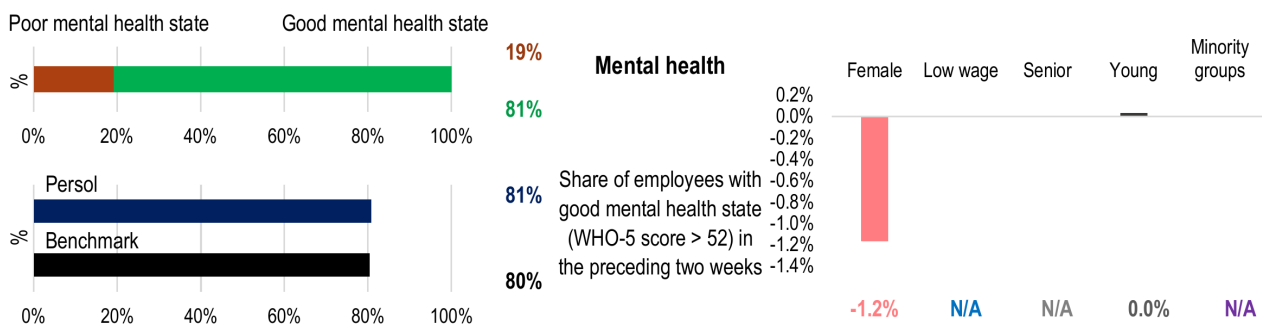
Health is a core component of well-being and affects people's ability to work, learn, enjoy leisure activities, and build social ties. Health is about being and feeling well: the ability to lead a long life unencumbered by physical or mental illness, and the ability to participate in activities that people value. It is one of the most important drivers of life satisfaction alongside income, employment, and social connections.

Businesses have considerable impacts on their employees' physical and mental health, through the quality of the physical and social working environment, the wages they pay to their employees, which enable financial security and healthy life choices, and by facilitating employees' access to healthcare services and programmes. Aside from employment conditions, health status is also driven by biology and genetics, early childhood development, education, the physical environment, and public health programmes. Still, the positive and negative potential impacts of the working environment on health outcomes are considerable, and businesses have an important role in shaping these impacts.

Well-being outcomes

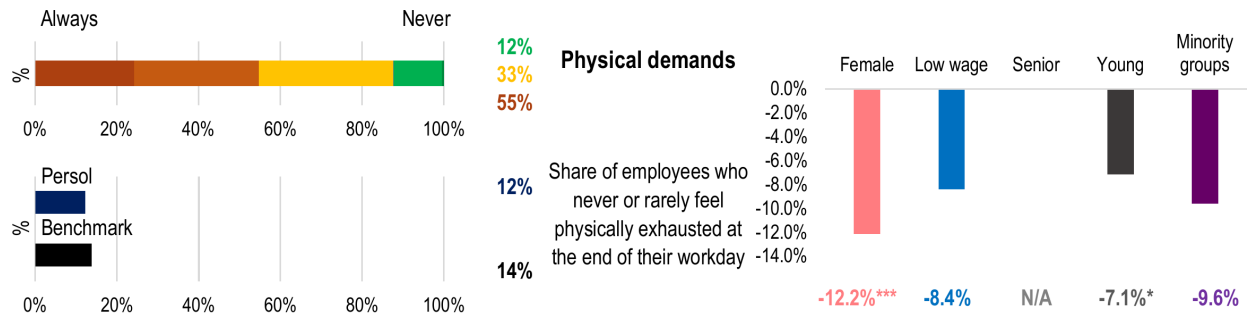


Note: "Poor" outcomes (orange) capture scores from 0 to 4, "good" outcomes (green) capture scores from 6 to 10, and "neutral" outcomes (yellow) capture scores equal to 5. Inequalities refer to differences in the % of people with "poor" outcomes, where negative values imply a higher % with "poor" outcomes.

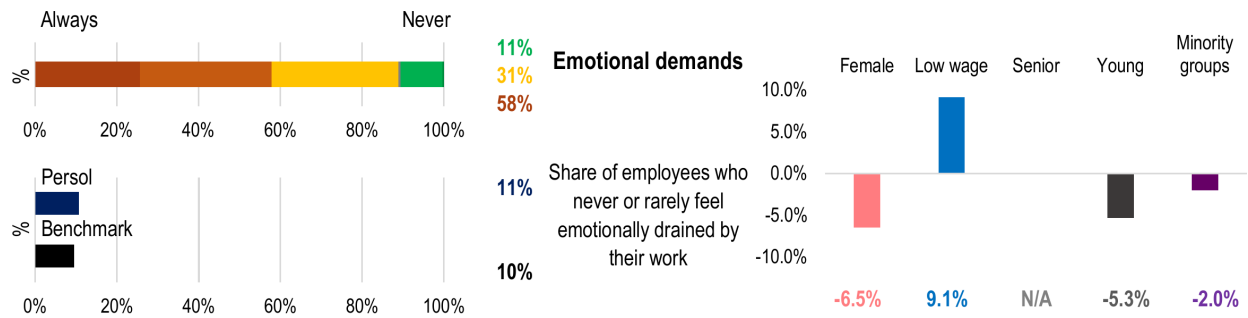


Note: A good mental health state (green) is defined as a score of 52 or above on a set of five questions (WHO-5).

Working conditions



Note: Response scale ranges from "always"/"often" ("poor" outcomes, in orange) to "rarely"/"never" ("good" outcomes, in green), with the neutral response option "sometimes" depicted in yellow.



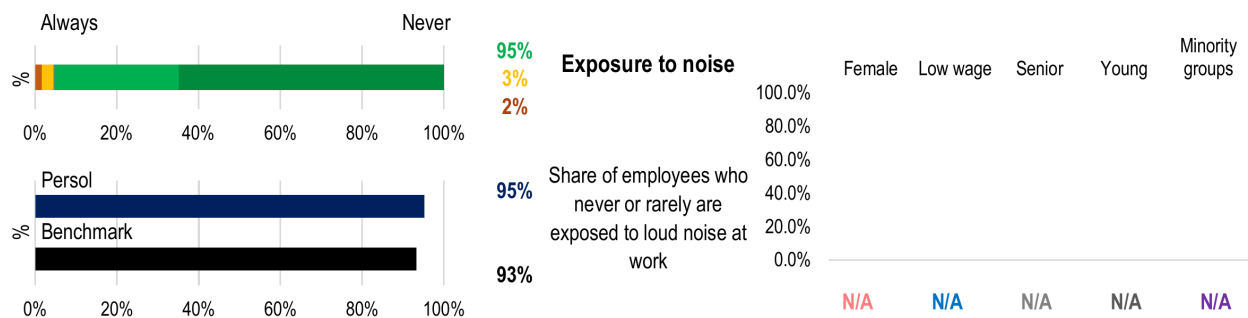
Note: Response scale ranges from "always"/"often" ("poor" outcomes, in orange) to "rarely"/"never" ("good" outcomes, in green), with the neutral response option "sometimes" depicted in yellow.

Environmental quality

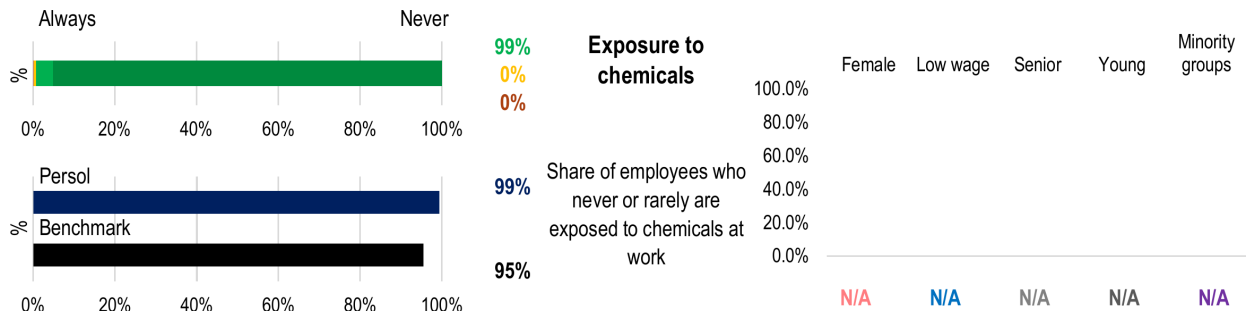
Environmental quality refers to the absence of environmental hazards and the presence of environmental amenities in the workplace. The state of the physical environment directly affects people's health and can take many forms, depending on the sector and the job type. This section presents two possible components of experience of poor environmental quality, namely exposure to noise and exposure to chemicals, but there are many others potential environmental risk factors.

In many countries, businesses are obliged to comply with environmental and safety standards in the workplace. Still, workers can be exposed to environmental risks and hazards at work, and firms can strive to mitigate these as much as possible.

Working conditions



Note: Response scale ranges from "always"/"often" ("poor" outcomes, in orange) to "rarely"/"never" ("good" outcomes, in green), with the neutral response option "sometimes" depicted in yellow.



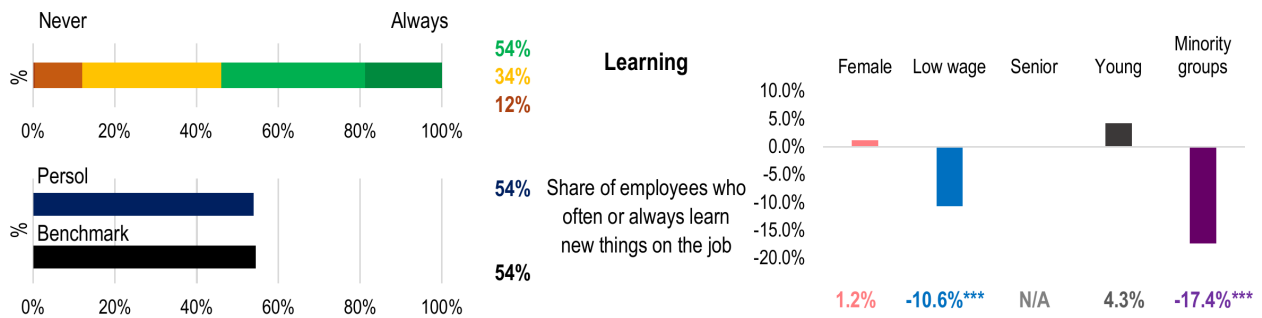
Note: Response scale ranges from "always"/"often" ("poor" outcomes, in orange) to "rarely"/"never" ("good" outcomes, in green), with the neutral response option "sometimes" depicted in yellow.

Knowledge and skills

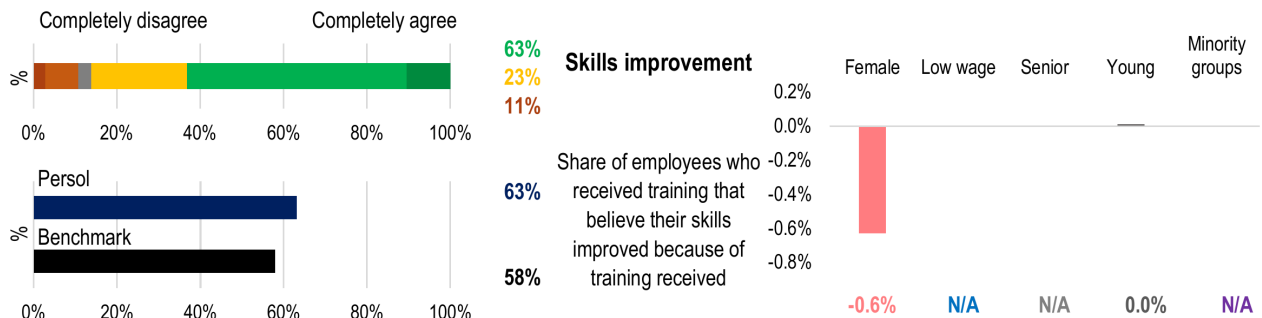
Developing knowledge and skills is essential for human growth and the capacity of people to live their life as they choose it. Acquiring new knowledge and skills has intrinsic value due to a basic human desire to learn and develop, but it is also important for accessing opportunities for quality employment. People with higher levels of education also have higher incomes and tend to be healthier, report higher social support and subjective well-being.

Through investments in knowledge and skills, for example by providing training and on-the-job learning, firms can foster greater opportunities for career advancement for all employees. Businesses are essential in encouraging lifelong learning, the need for people to continue to build skills along the life course to promote social mobility and strengthen people's resilience against megatrends such as globalisation and digitalisation.

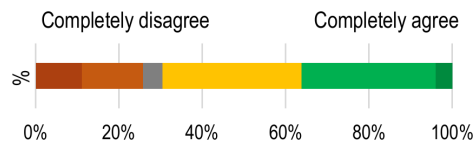
Working conditions



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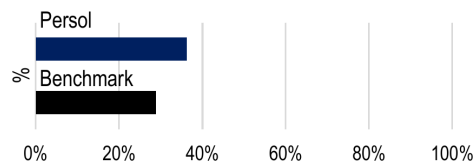


Note: Response scale ranges from "completely disagree"/"disagree" ("poor" outcomes, in orange) to "agree"/"completely agree" ("good" outcomes, in green), with the neutral response option "neither disagree nor agree" depicted in yellow.

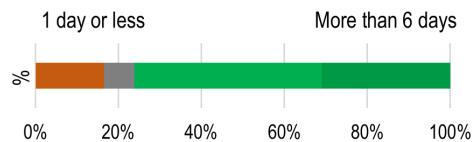
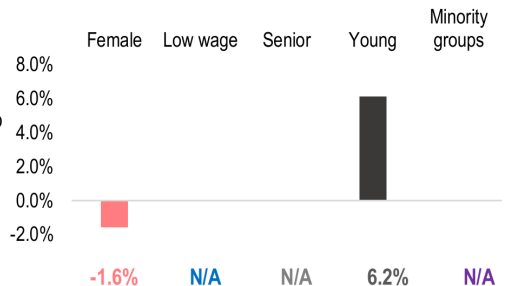


Prospects improvement

Share of employees who received training that believe their future employment prospects improved because of training received

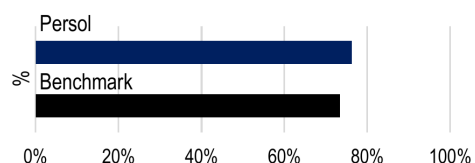


Note: Response scale ranges from "completely disagree"/"disagree" ("poor" outcomes, in orange) to "agree"/"completely agree" ("good" outcomes, in green), with the neutral response option "neither disagree nor agree" depicted in yellow.

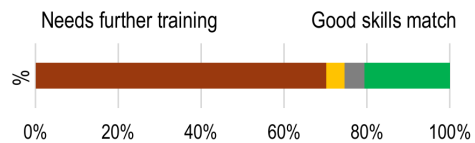
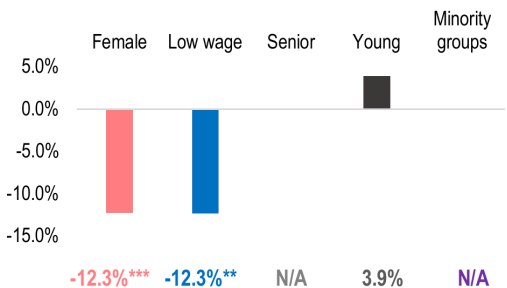


Training

Share of employees who received training paid for or provided by their employer in the past year

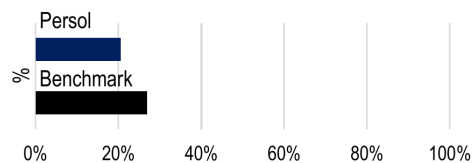


Note: Training days per year are broken down as follows: 1 day or less ("poor" outcome, in orange); 1-6 days; more than 6 days ("good" outcomes, in green).

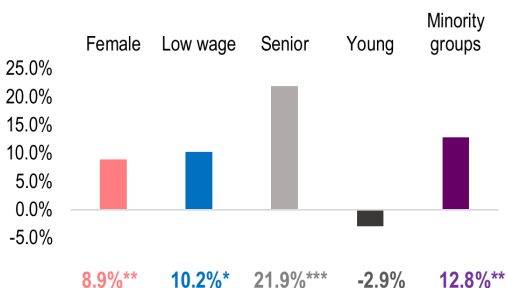


Skills match

Share of employees whose skills correspond well with their duties



Note: Responses in yellow refer to employees whose believe they have the skills to cope with more demanding duties.

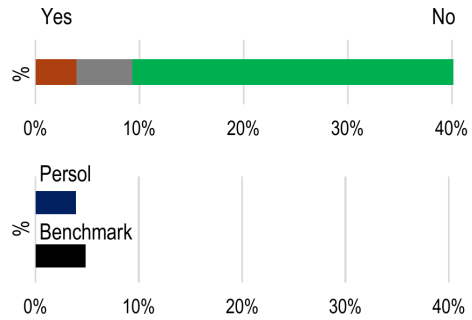


Safety

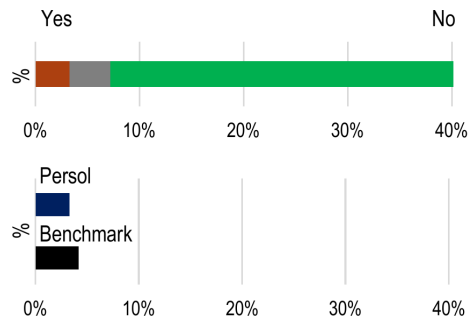
Personal safety, or freedom from physical and emotional harm or threat, is another critical component of people's well-being. The workplace can present different sources of threats to personal safety. The physical working environment can be a source of risks to people's safety in the form of accidents and work-related fatalities, which are typically monitored in company records. The workplace can also provide a setting for forms of adverse social behaviour, such as unwanted sexual attention, verbal or physical harassment and bullying. In addition, experiences of discrimination represent a form of harm that can occur in the workplace, and which can impede good outcomes in other areas of well-being, including equal opportunities.

Businesses have an important role to play in minimising the risk of safety incidents and ensuring that employees feel safe in the workplace. The occurrence of adverse social behaviour and discrimination can be addressed in a number of ways, including by promoting a culture of intolerance, implementing anti-harassment and discrimination policies and trainings, and by establishing reporting mechanisms and facilitating due process.

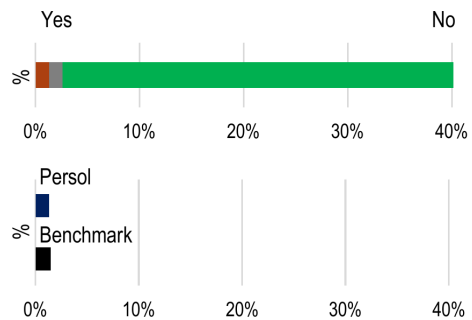
Working conditions



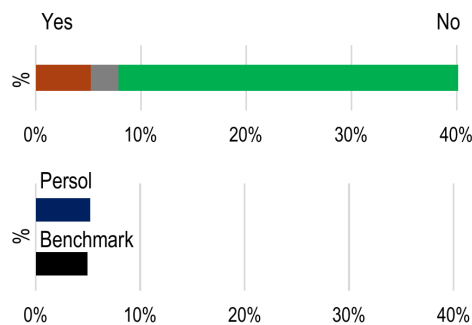
Note: Binary response scale.



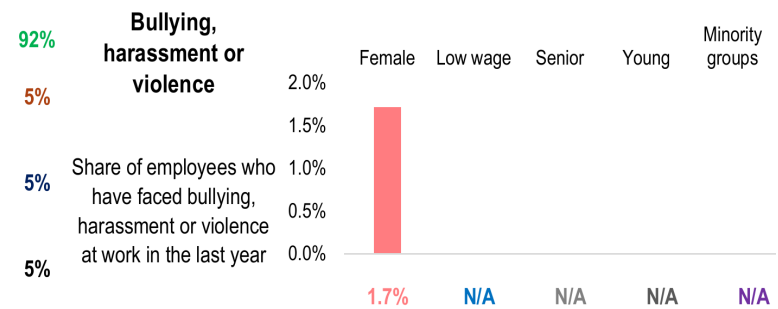
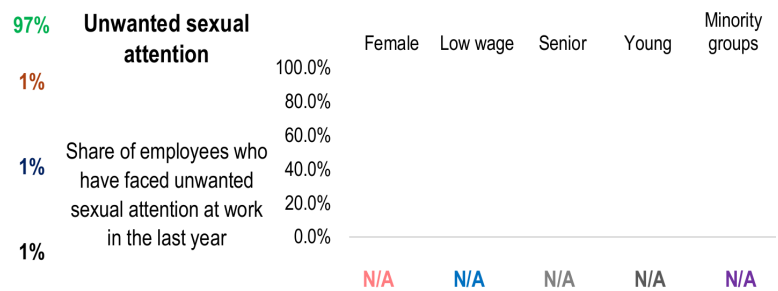
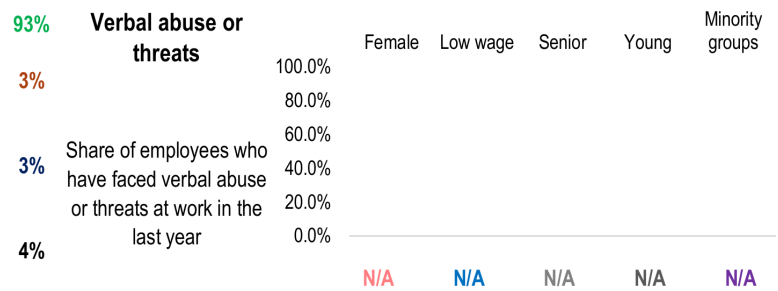
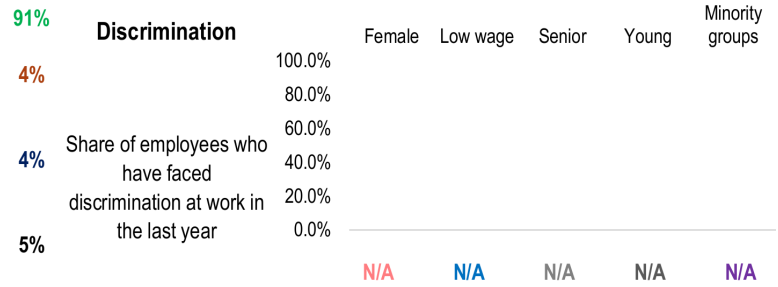
Note: Binary response scale.



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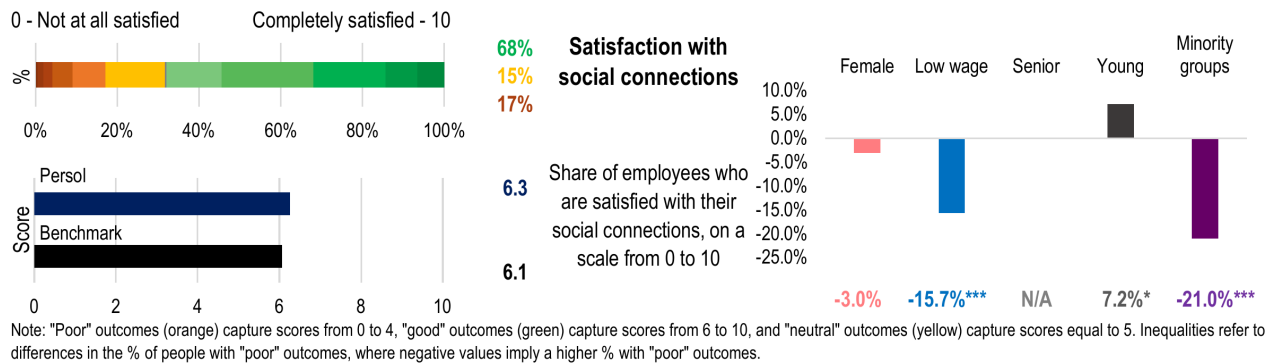


Social connections

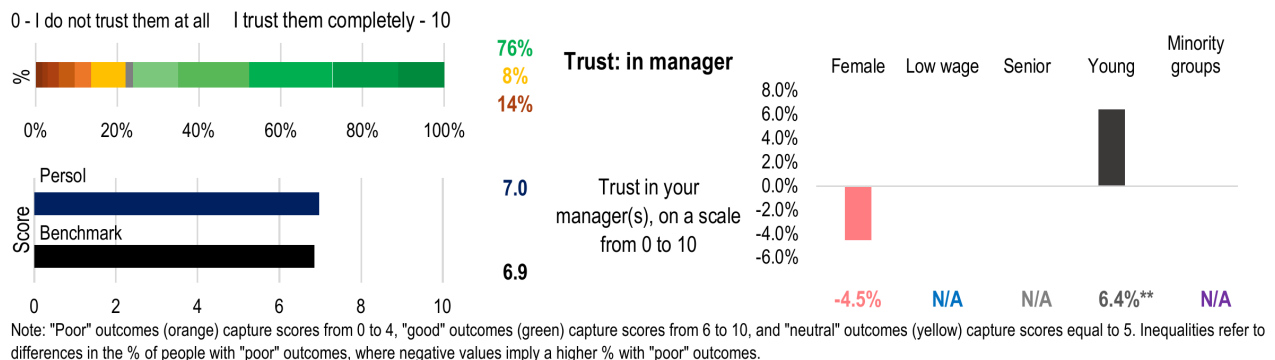
Social connections relate to both the quality and quantity of time we spend with others, and the existence of social and supportive networks. They are crucial for a strong, cohesive, and functioning society. People with extensive and supportive social connections have better health, tend to live longer, and are more likely to be employed. At a society-wide level, they can generate shared value, such as trust in others and norms of reciprocity, which influence a range of outcomes, including economic growth, democratic participation, and crime.

Full-time employees spend most of their day at work, so social relations in the workplace can meaningfully contribute to overall perceptions of the quality of social connections. The social support that employees receive from their managers and other workers is a potential driver of social connections overall as well as an enabling factor for learning, personal development, and career advancement. In addition, working hours and work intensity can affect the budget of time and energy people have available to engage with others outside work.

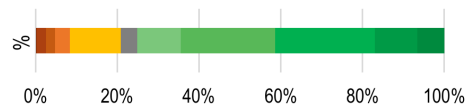
Well-being outcomes



Working conditions

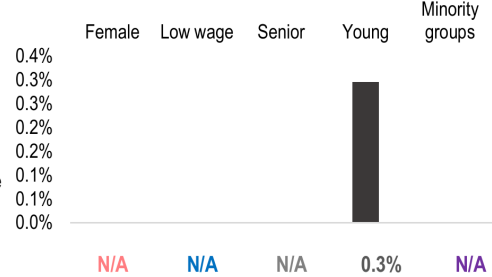
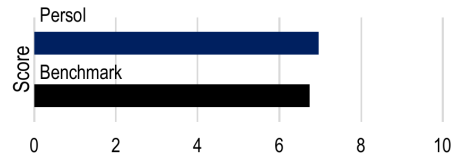


0 - I do not trust them at all | trust them completely - 10

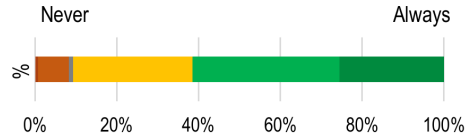


Trust: in other workers

7.0 Trust in other workers in the company, on a scale from 0 to 10
6.7

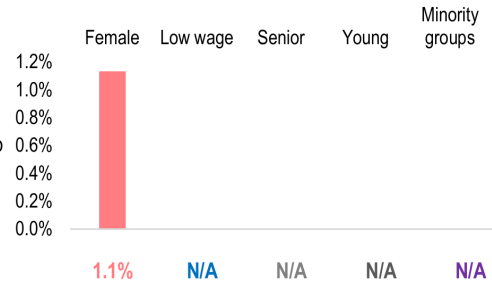
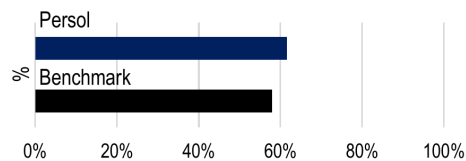


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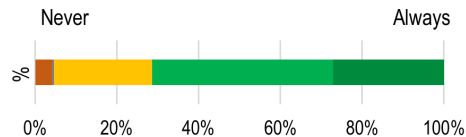


Support from manager

62% Share of employees who often or always feel supported by their manager
58%

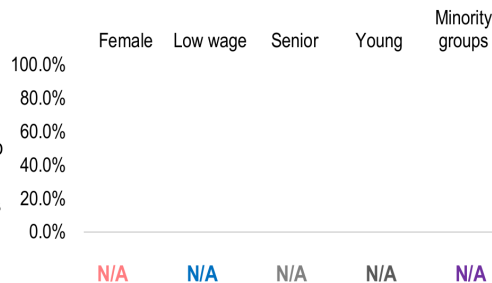
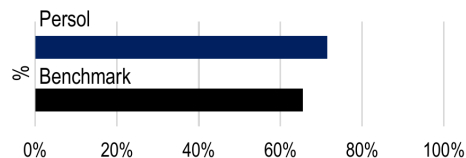


Note: Response scale ranges from "never"/"rarely" ("poor" outcomes, in orange) to "often"/"always" ("good" outcomes, in green), with the neutral response option "sometimes" depicted in yellow.

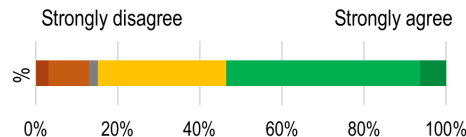


Support from peers

71% Share of employees who often or always feel supported by their peers or colleagues
65%

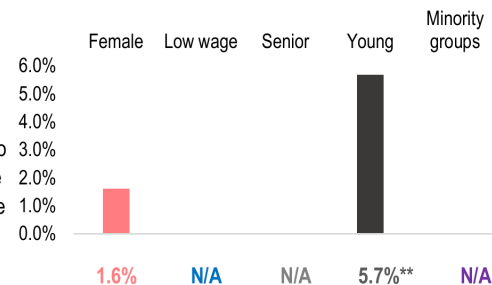
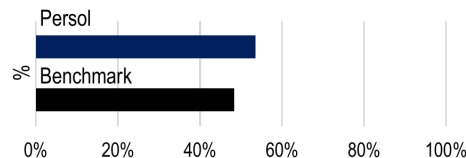


Note: Response scale ranges from "never"/"rarely" ("poor" outcomes, in orange) to "often"/"always" ("good" outcomes, in green), with the neutral response option "sometimes" depicted in yellow.



Recognition

54% Share of employees who believe they receive the recognition they deserve for their work
48%



Note: Response scale ranges from "strongly disagree"/"disagree" ("poor" outcomes, in orange) to "agree"/"strongly agree" ("good" outcomes, in green), with the neutral response option "neither disagree nor agree" depicted in yellow.

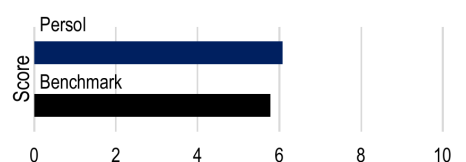
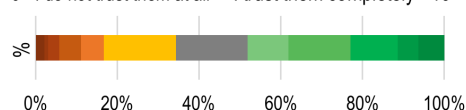
Voice

In the business context, having a voice refers to the ability of employees to participate in decision-making processes, both through representatives as well as through direct consultation and good communication with management. Voice and participation enhance employers' awareness of workers' needs, leads to more efficient use of their resources, and allows workers to shape their working conditions, enabling other well-being outcomes and fostering a sense of trust in the leadership of the company. Voice and representation are also relevant in narrowing inequalities in the firm.

The extent to which employees feel like they have a voice in decision-making process can be shaped directly by companies through participatory decision-making processes, good communication and transparency, and responsive, reliable, and fair management practices.

Working conditions

0 - I do not trust them at all | I trust them completely - 10

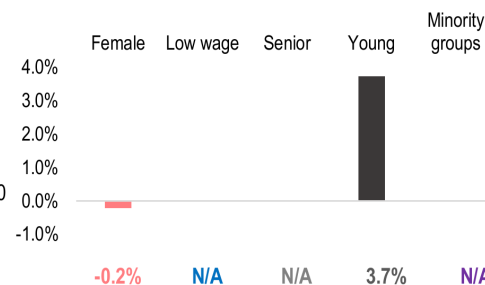


Trust: in company board

48%
18%
17%

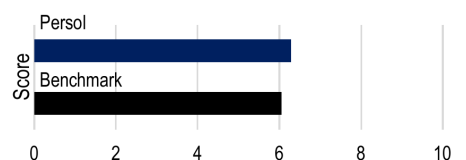
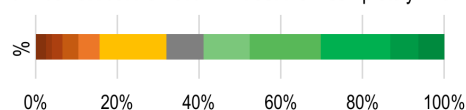
6.1 Trust in the company board, on a scale from 0 to 10

5.8



Note: "Poor" outcomes (orange) capture scores from 0 to 4, "good" outcomes (green) capture scores from 6 to 10, and "neutral" outcomes (yellow) capture scores equal to 5. Inequalities refer to differences in the % of people with "poor" outcomes, where negative values imply a higher % with "poor" outcomes.

0 - I do not trust them at all | I trust them completely - 10

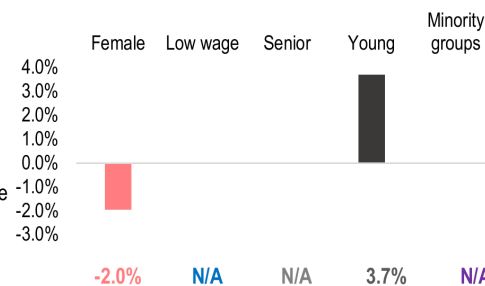


Trust: in executive management

59%
16%
16%

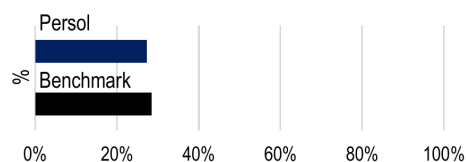
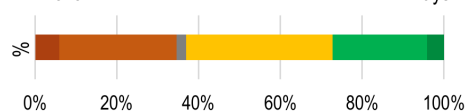
6.3 Trust in executive management, on a scale from 0 to 10

6.0



Note: "Poor" outcomes (orange) capture scores from 0 to 4, "good" outcomes (green) capture scores from 6 to 10, and "neutral" outcomes (yellow) capture scores equal to 5. Inequalities refer to differences in the % of people with "poor" outcomes, where negative values imply a higher % with "poor" outcomes.

Never | Always

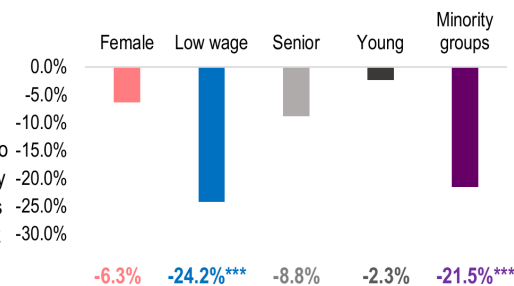


Ability to influence decisions

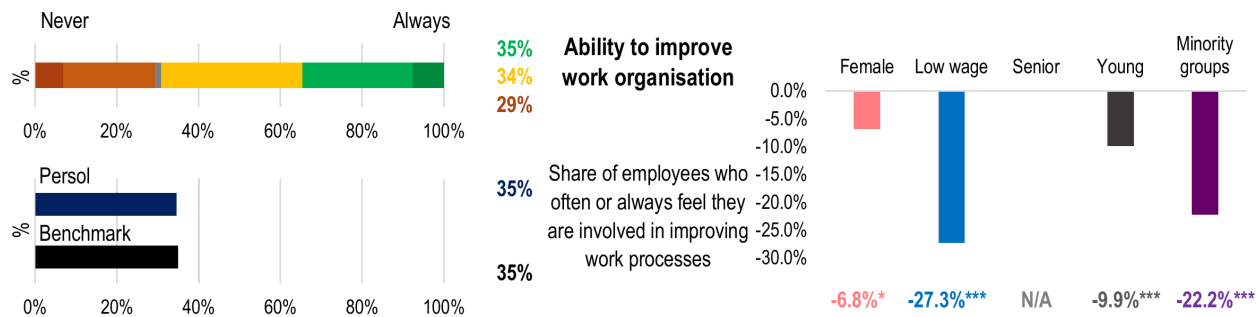
27%
36%
35%

27% Share of employees who often or always feel they can influence decisions important for their work

28%



Note: Response scale ranges from "never"/"rarely" ("poor" outcomes, in orange) to "often"/"always" ("good" outcomes, in green), with the neutral response option "sometimes" depicted in yellow.



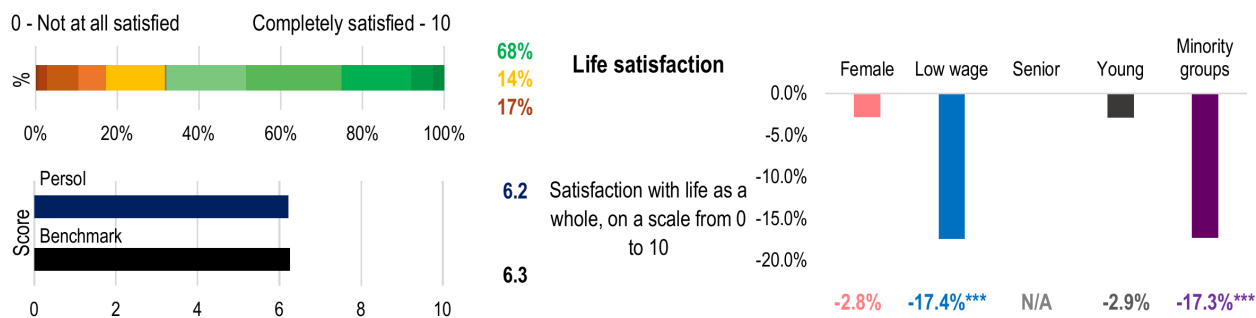
Note: Response scale ranges from "never"/"rarely" ("poor" outcomes, in orange) to "often"/"always" ("good" outcomes, in green), with the neutral response option "sometimes" depicted in yellow.

Subjective well-being

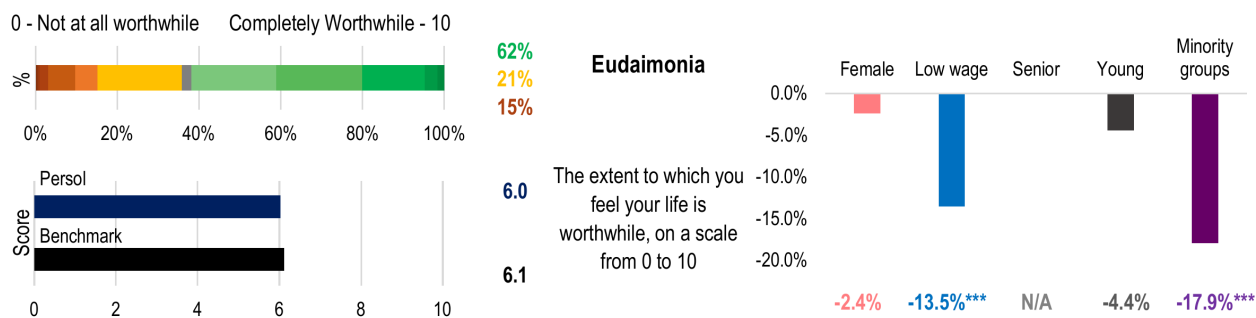
Subjective well-being is about overall good mental states, how people experience and evaluate their lives. It is composed of three elements: life evaluation, a reflective assessment on a person's life or some specific aspect of it; affect, a person's feelings, emotions, and states, typically measured with reference to a particular point in time; and eudaimonia, a sense of meaning and purpose in life. Affect is closely related to positive mental health, which is reported in the Health dimension of this report.

Aside from a source of income, work can offer people a routine, social contact, self-esteem, and even a sense of purpose. Each of the individual dimensions listed in this report is directly or indirectly linked to subjective well-being. Given the large impacts work and the workplace have on each of these dimensions, work and the conditions defined by a business exert a large influence on subjective well-being.

Well-being outcomes

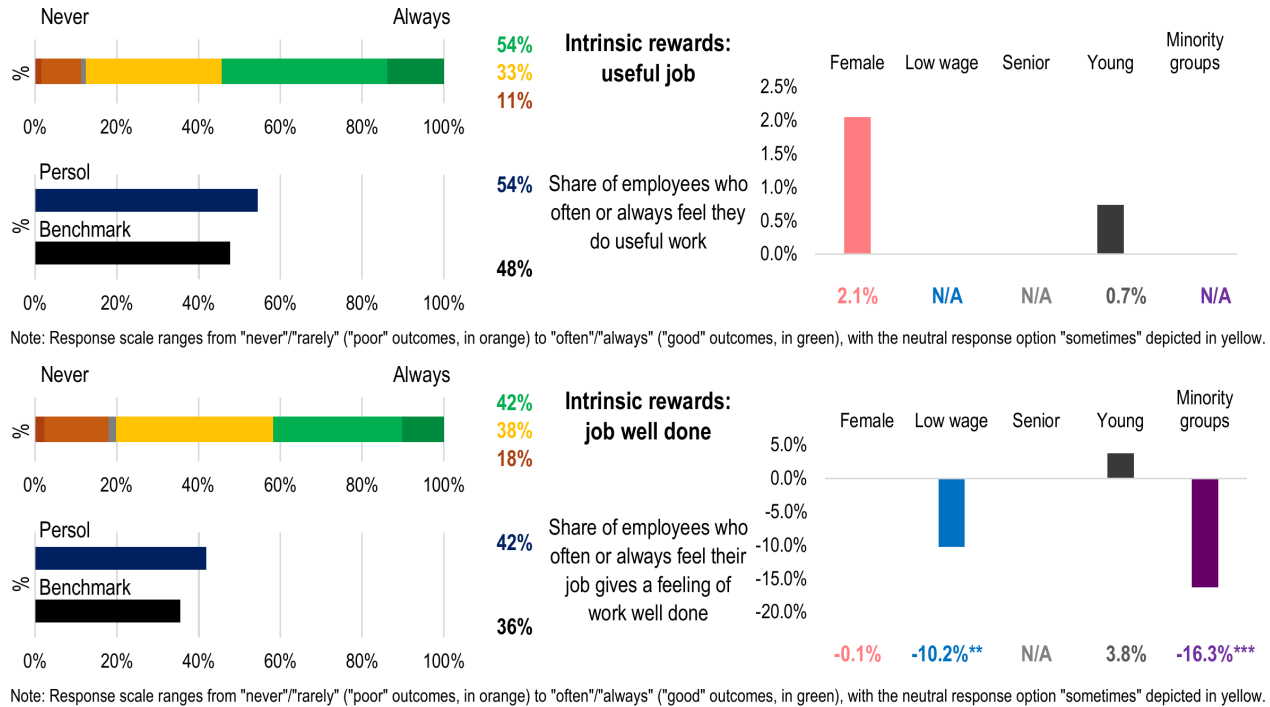


Note: "Poor" outcomes (orange) capture scores from 0 to 4, "good" outcomes (green) capture scores from 6 to 10, and "neutral" outcomes (yellow) capture scores equal to 5. Inequalities refer to differences in the % of people with "poor" outcomes, where negative values imply a higher % with "poor" outcomes.



Note: "Poor" outcomes (orange) capture scores from 0 to 4, "good" outcomes (green) capture scores from 6 to 10, and "neutral" outcomes (yellow) capture scores equal to 5. Inequalities refer to differences in the % of people with "poor" outcomes, where negative values imply a higher % with "poor" outcomes.

Working conditions



Who produced this report?

This report presents the result of a pilot survey conducted by the Organisation for Economic Co-operation and Development (OECD), in collaboration with the Nikkei Well-being Initiative and the Well-being for Planet Earth Foundation. The report was financed by the Well-being for Planet Earth Foundation. It was prepared by the OECD Centre for Well-being, Inclusion, Sustainability and Equal Opportunities (OECD WISE Centre). Vincent Siegerink led the project, which was supervised by Fabrice Murtin and published under the direction of Romina Boarini. Junya Ino conducted the statistical analysis in this report, and Fumina Okahara supported the implementation of the survey. This report benefited greatly from the coordination support of Manabi Sato and Junichiro Oda at Nikkei, and from the comments and insights of Yoshiki Ishikawa and Alden Lai at the Well-being for Planet Earth Foundation.

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