



Centre on Well-being, Inclusion, Sustainability and Equal Opportunity (WISE)

GOLDSCHMEDING
FOUNDATION
MENS • WERK • ECONOMIE

ASSESSING THE VALUE OF WORK

A Goldschmeding Foundation – OECD Wise Centre Workshop

Wednesday, December 6th
2023



PETER BROUWER

Program Manager

Goldschmeding Foundation



Centre on Well-being, Inclusion, Sustainability and Equal Opportunity (WISE)

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PROF. DR. JANKA STOKER

Member of the Board

Goldschmeding Foundation



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PROGRAM



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**GOLDSCHMEDING
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10:00 – 10:10

Prof. Dr. Janka Stoker
Goldschmeding Foundation

10:10 – 11:00

Dr. Fabrice Murtin
OECD WISE Centre

11:00 – 11:50

Prof. Dr. Paul de Beer
University of Amsterdam

11:50 – 13:00

Networking Lunch

13:00 – 13:50

Dr. Jessie Koen
TNO/University of Amsterdam

13:50 – 14:40

Vincent Siegerink
OECD Wise Centre

14:40 – 15:00

Break

15:00 – 16:00

Paneldiscussion guided by **Peter Brouwer**, with:

- **Antoine Reijnders**, VNO-NCW/MKB NL
- **Margaretha Buurman**, UWV
- **Jaap Jongejan**, Stichting SBI
- **Bas ter Weel**, SEO Economisch Onderzoek



QUALITY OF THE WORKING ENVIRONMENT AND EMPLOYEES WELL-BEING

Fabrice Murtin

Head of Research and Modelling,
OECD Centre on Well-being, Inclusion, Sustainability and Equal
Opportunities (WISE)



MEASURING QUALITY OF THE WORKING ENVIRONMENT



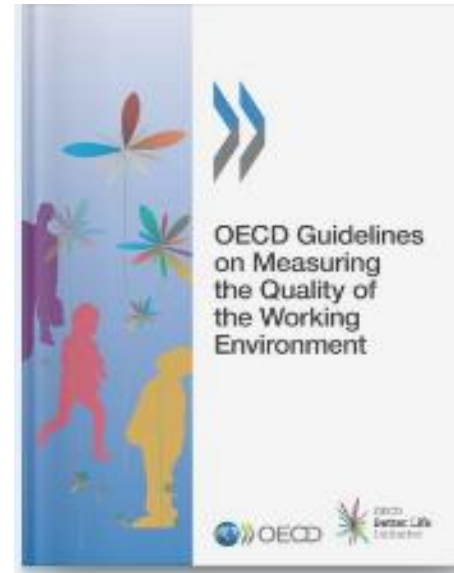
Why look at job quality?

- **Job quality is important for people's well-being** (for their health, competencies, identity, sense of worth)...
- **.. but also for firm's productivity** (lower absences from work, more engagement on the job)
- **Job Quality is the new feature in 2018 “OECD Job Strategy”** (from ‘10 commandments’ of labour market flexibility to more balanced & flexible blueprint for labour market reforms)
- **How does the OECD defines ‘job quality’**
 - ✓ **Earnings quality**
 - ✓ **Labour market security**
 - ✓ **Quality of the working environment (QWE)**



The OECD Guidelines on Measuring QWE

- ✓ **Designed for NSOs**, other data producers and businesses interested in fielding surveys on this topic



- ✓ **Contain prototype modules**
 - **Extended module**: 25 items, several qs on each job characteristics, based on questions from a variety of sources, 5 item response scales, ~6 1/2 minutes to complete
 - **Condensed module**: 13 questions focusing on 11 key job characteristics (~3mn of survey time)
 - **Core module**: 4 questions on 4 job characteristics, ~60 seconds in total



Some Key Job Characteristics

- Focus on **objective** and **observable** features of the work environment, most commonly available through **workers' self-report** (surveys)
- OECD Guidelines define QWE as combination of **job characteristics** (17) pertaining to (6) broader **dimensions** relevant to all jobs
 - **Physical and social environment** (physical risks, physical demands, intimidation/discrimination, social support)
 - **Job tasks** (work intensity, emotional demands, task discretion)
 - **Organisational characteristics** (participation/voice, managerial practices, task clarity/performance feedback)
 - **Working time arrangements** (unsocial work schedule, flexible hours)
 - **Job prospects** (job insecurity, learning & promotion opportunities)
 - **Intrinsic aspects** (intrinsic rewards, opportunities of self-realisation)



Mapping job characteristics with the job demands-resources model

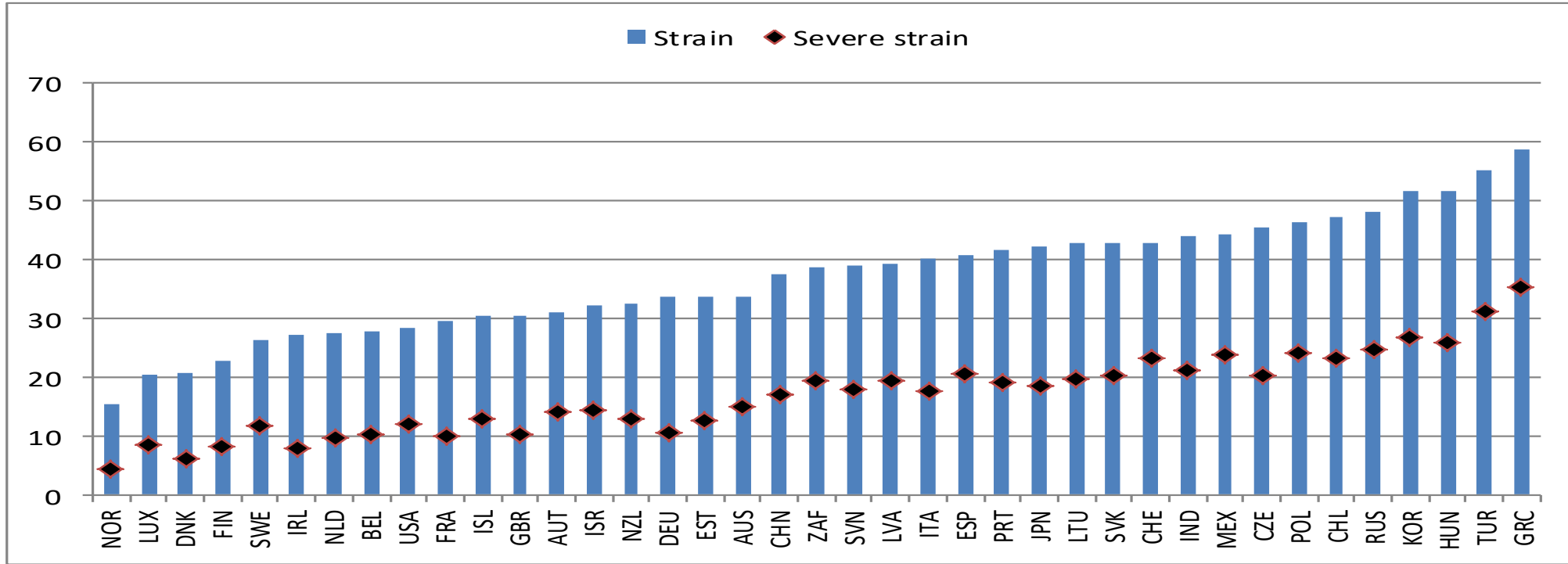
- Theoretical model used in the Guidelines (Demerouti et al., 2001)
 - Balancing demands of the job (-) and resources available to workers (+)
 - Counting job demands and resources allows measuring overall “job strain”

Job dimensions	Job strain as a result of...	
	...too many job demands	...too few job resources
A. Physical and social environment	Physical demands Hard physical work (ISSP) Carrying or moving heavy loads (EWCS)	
B. Job Tasks	Work intensity Long working hours (ISSP and EWCS)	Task discretion and autonomy Free to organise daily work (ISSP) Change order of tasks/methods of work, set working arrangements (EWCS)
D. Worktime arrangements	Inflexibility of working hours Hard to take hours off (ISSP) Hard to take a break when you wish (EWCS)	
E. Job prospects	Training and learning opportunities Training over the past 12 months (ISSP) Training or on-the-job training over the past 12 months (EWCS)	
	Opportunity for career advancement High opportunities for advancement (ISSP) Good prospects for career advancement (EWCS)	



The OECD Job Strain Index: $\frac{\sum(R_i < D_i)}{N}$

- ✓ Official version: 3 job demands, 3 job resources
- ✓ Strain: more demands than resources
- ✓ Severe strain: 2 demands & 0 resource, or 3 demands & 1 resource



Note. Data on Korea are based on results of the 2005 International Social Survey Programme (ISSP).

Source: OECD Job Quality database (2017) based on the 6th European Working Conditions Survey (Forthcoming) and International Social Survey Program Work Orientations Module III.



A more comprehensive analysis: EU+US+KOR 2010-2015

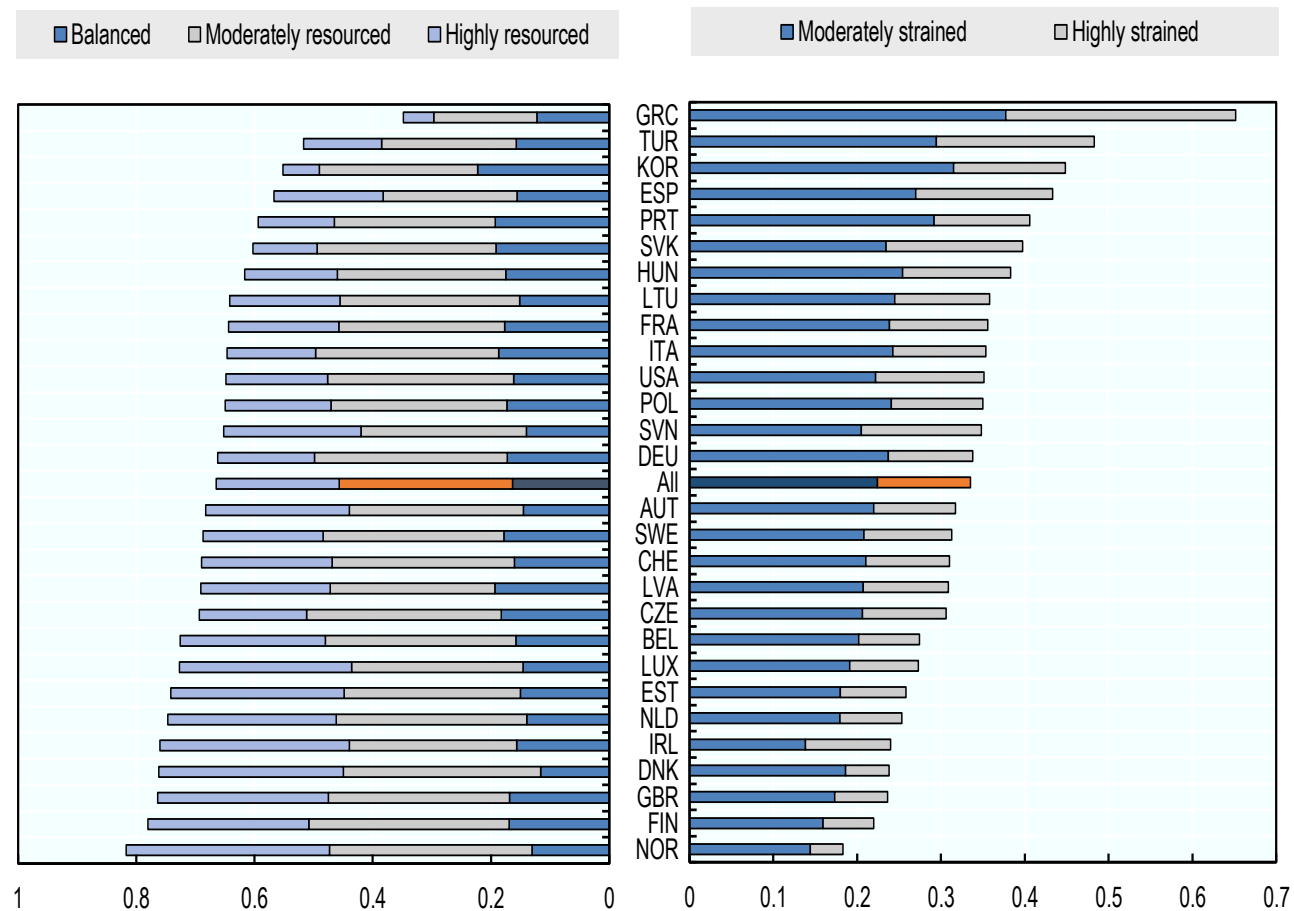
- ✓ OECD working paper: 7 job demands, 7 job resources
- ✓ (Almost) identical questions

Job dimensions	Job demands	Job resources
A. Physical and social environment	i) Physical risk factors ii) Physical demands iii) Intimidation and discrimination at the workplace	i) Social support at work
B. Job Tasks	iv) Work intensity v) Long working hours	ii) Autonomy to organise daily work
C. Organisational characteristics	-	iii) Organisation participation and workplace voice
D. Worktime arrangements	vi) Unsocial work-schedule	iv) Flexibility of working time
E. Job prospects	-	v) Training and learning opportunities vi) Opportunity for career advancement
F. Intrinsic aspects	vii) Perception of job insecurity	vii) Opportunities for self-realisation



QWE in 2015

- ✓ 1/3 of employees are strained (10% are severely so)
- ✓ 50% of employees are well-resourced (20% highly so)

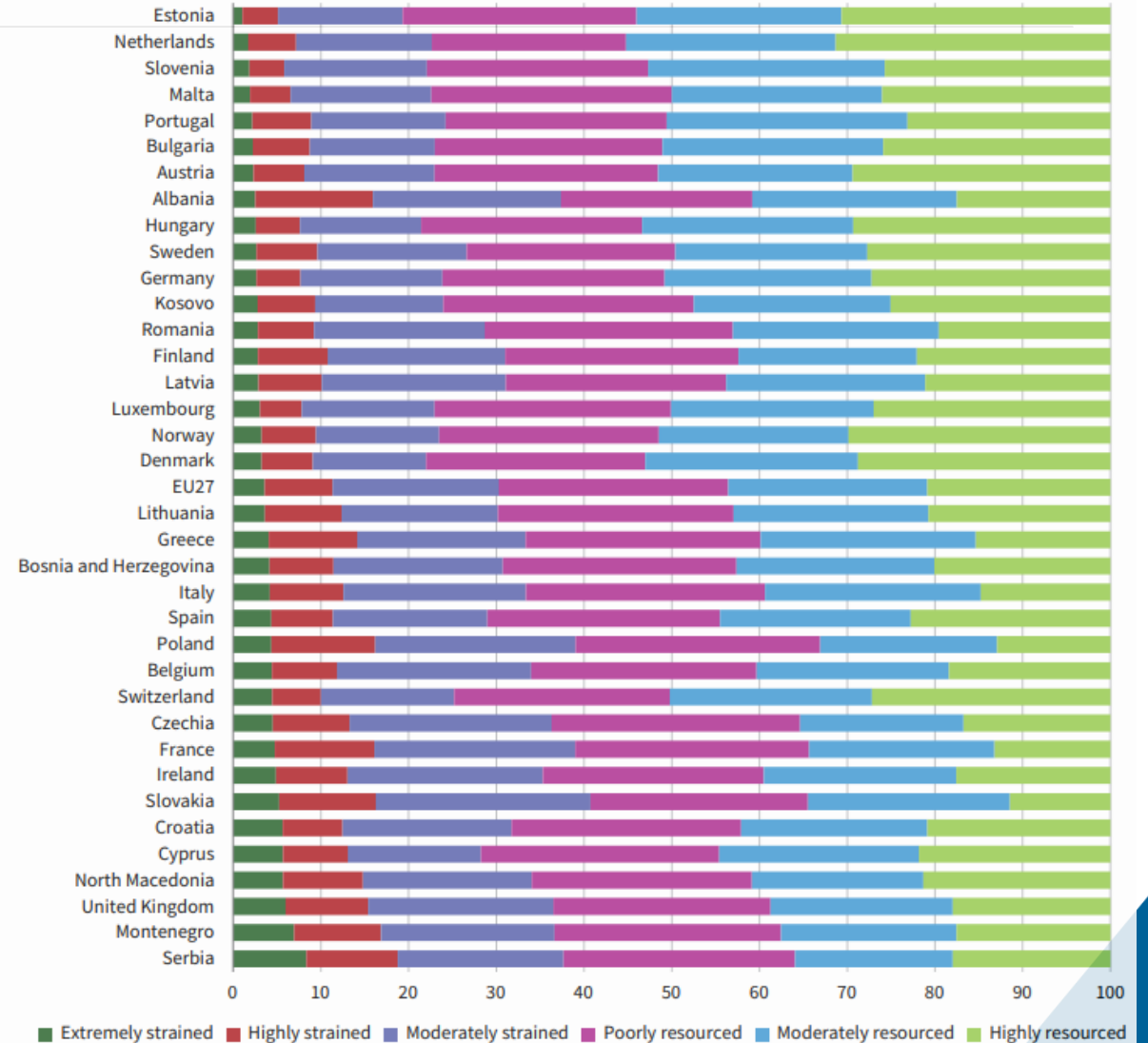




QWE in 2021 - EU

According to the 2021 European Working Conditions Survey:

- About **one third of workers** in the EU, on average, experiences job strain with more job demands than job resources

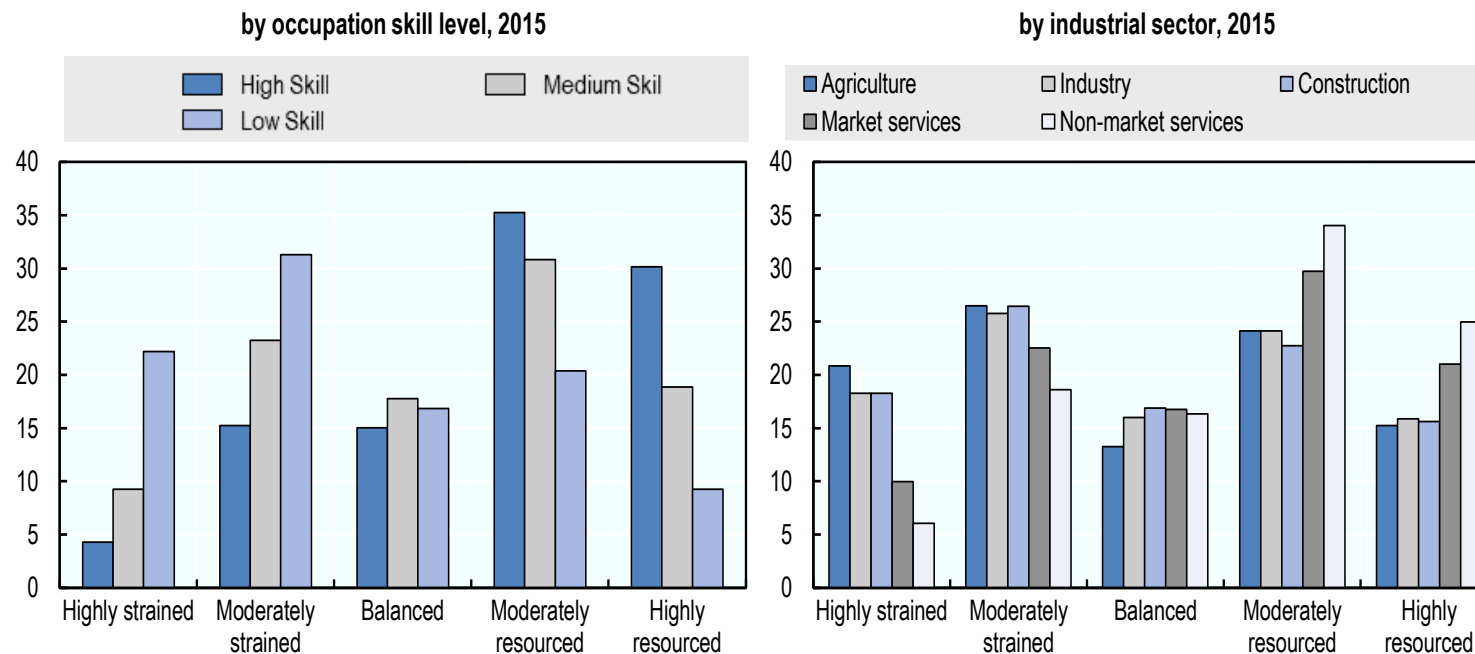


Source: Eurofound (2022), Working conditions in the time of COVID-19: Implications for the future, European Working Conditions Telephone Survey 2021 series, Publications Office of the European Union, Luxembourg.



QWE by group

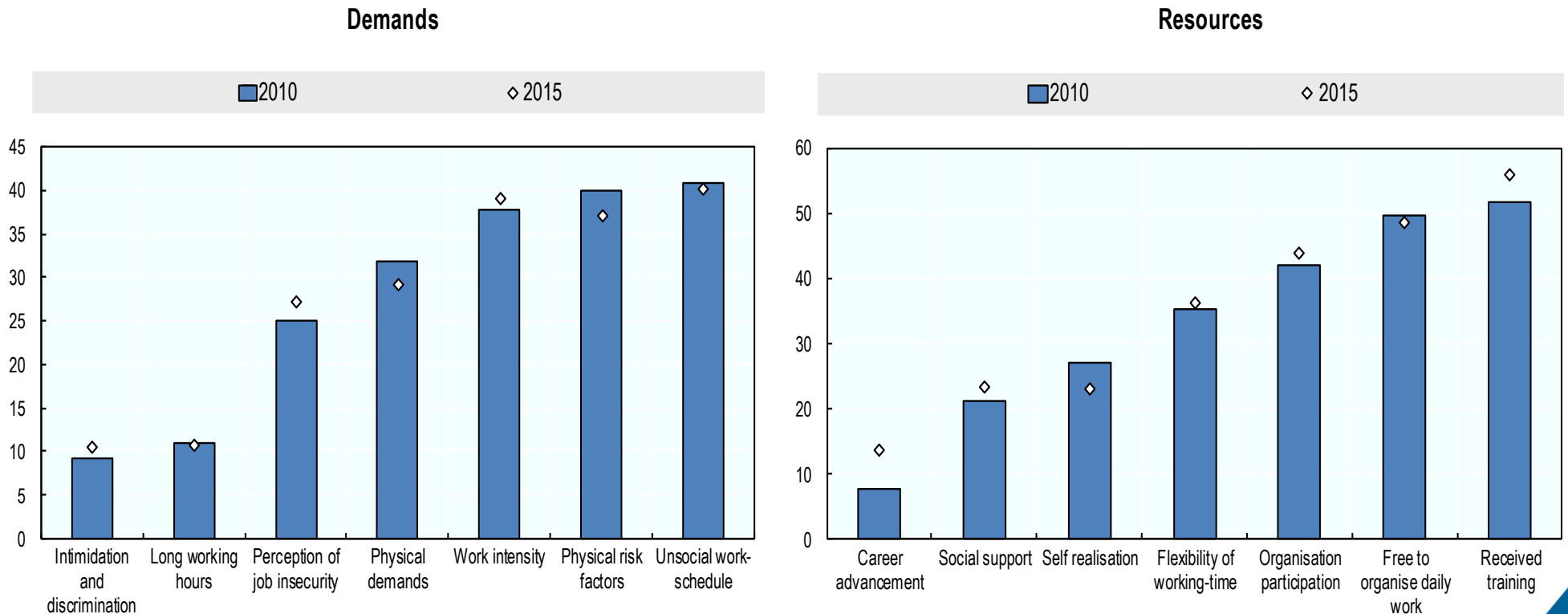
- ✓ The largest differences in QWE are observed across education/skills and sectors
- ✓ Slight differences by age, contract type, gender (females having higher QWE) and size of worksite





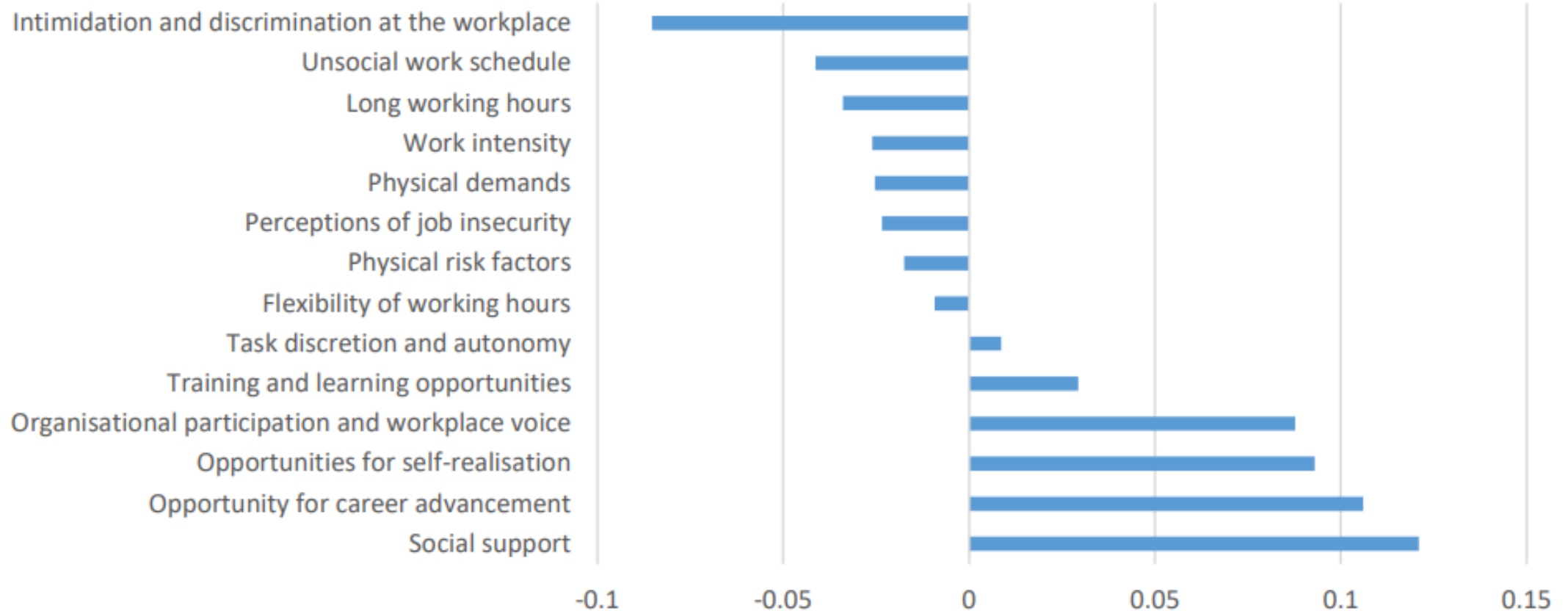
Change in QWE over 2010-2015

- ✓ QWE has improved in a majority of countries
- ✓ Better prospects of career advancement, higher take-up of training, stronger social support and organisation participation at work, higher flexibility of working time, as well as lower exposure to physical risk factors, hard physical demands and unsocial work schedule.
- ✓ On the other hand, perceptions of job insecurity, intimidation and discrimination and work intensity have been on the rise.





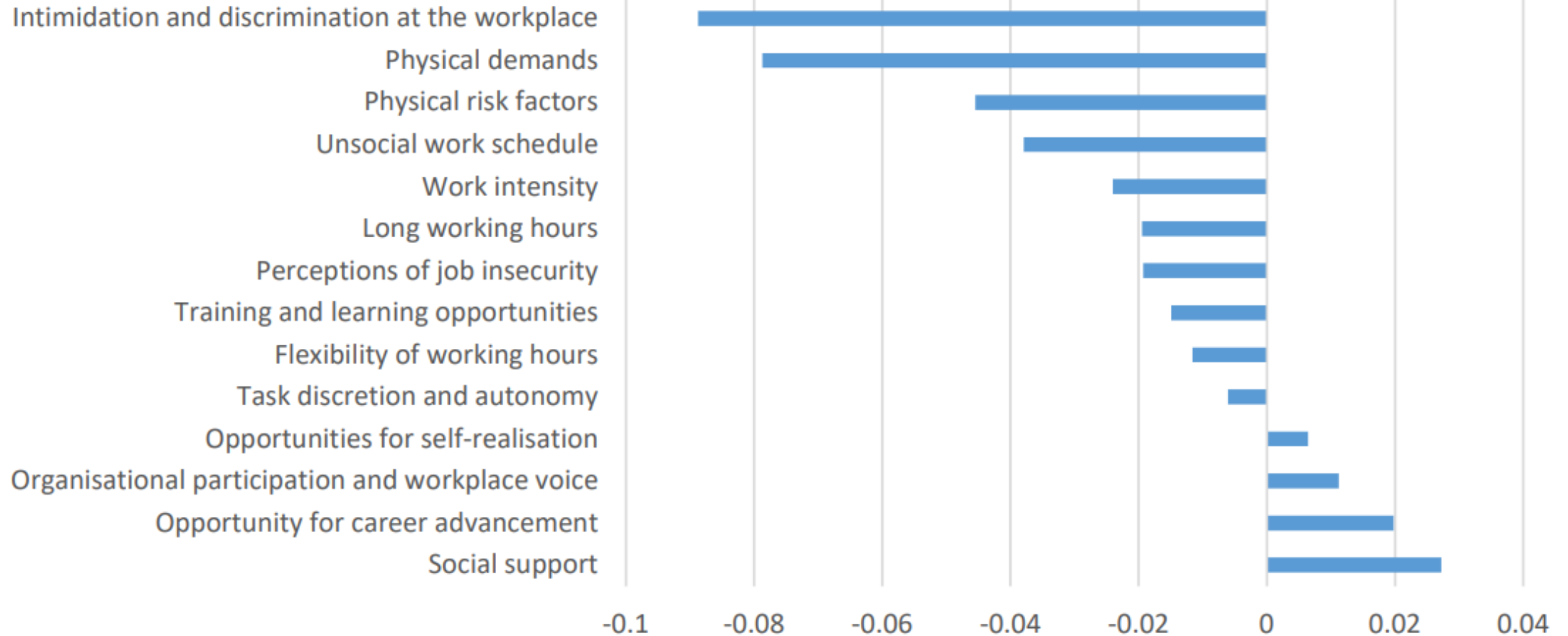
Working conditions are significantly correlated with mental health...



Source: Murtin, F., Arnaud, B., Le Thi, C., and Parent-Thirion, A. (2022), "The relationship between quality of the working environment, workers' health and wellbeing: Evidence from 28 OECD countries", *OECD Papers on Well-being and Inequalities*, <https://doi.org/10.1787/51837366-en>



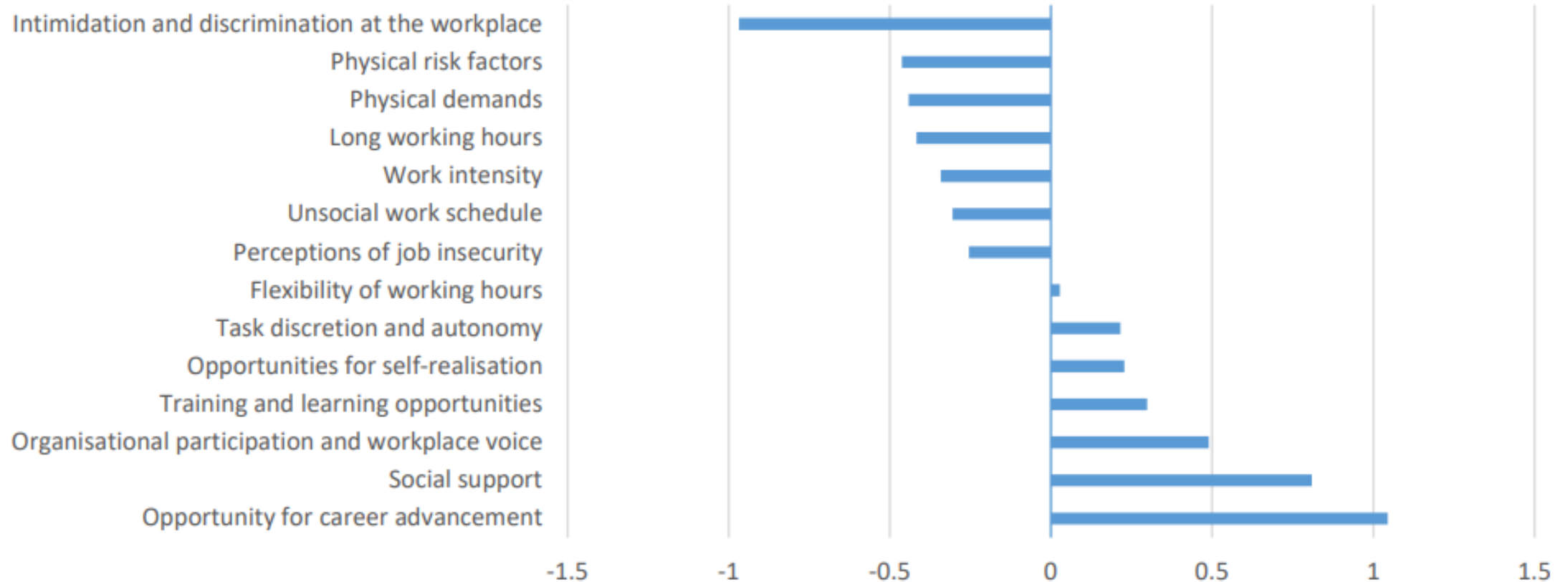
Average effects of resources and demands on physical health



Source: Murtin, F., Arnaud, B., Le Thi, C., and Parent-Thirion, A. (2022), "The relationship between quality of the working environment, workers' health and wellbeing: Evidence from 28 OECD countries", *OECD Papers on Well-being and Inequalities*, <https://doi.org/10.1787/51837366-en>



Average effects of resources and demands on job satisfaction





VALUING THE QUALITY OF THE WORKING ENVIRONMENT



Shadow prices: how it works

- A shadow price is the monetary equivalent of one unit of a non-monetary good (e.g. working conditions)
- ‘Monetary equivalent’ in the sense of **equal preference for people** (same utility): **no ethical judgement** (‘the price of life’)

$$U(y, m) = U(y - \delta, m^*)$$

$$w = \frac{\delta}{m^* - m}$$

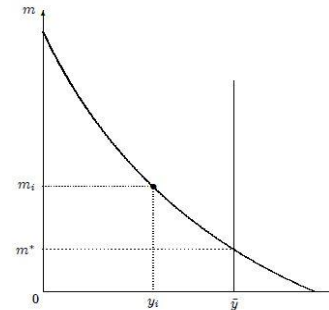


Figure 4.3: Equivalent income

- We use hedonic regressions to estimate impact of working conditions on subjective well-being, and use the coefficient on income to compute shadow prices



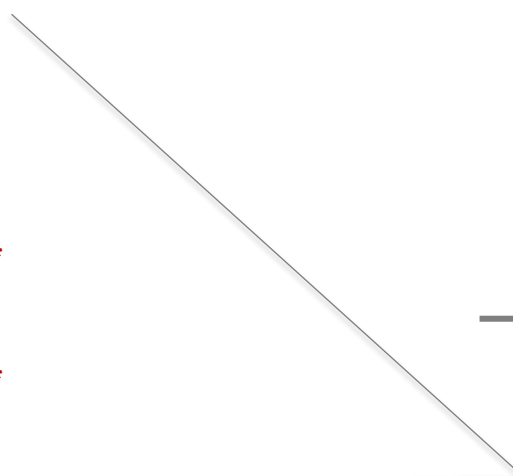
Monetising 3 job characteristics

- We use the [European Quality of Life Survey](#), which contains data on:
 - **life satisfaction** (proxy for utility)
 - **household income** (to compute equivalent income)
 - **working conditions** (variables of interest, below):

Variable	Description
Working hours	Respondent works more than 49 hours per week
Tensions with management	Respondent reports a perception of severe tensions between management and workers in the country they live in
Job insecurity	Respondent believes it is very likely they will lose their job in the next 6 months
Unemployment or inactivity	Respondent is unemployed or inactive.



Hedonic regression

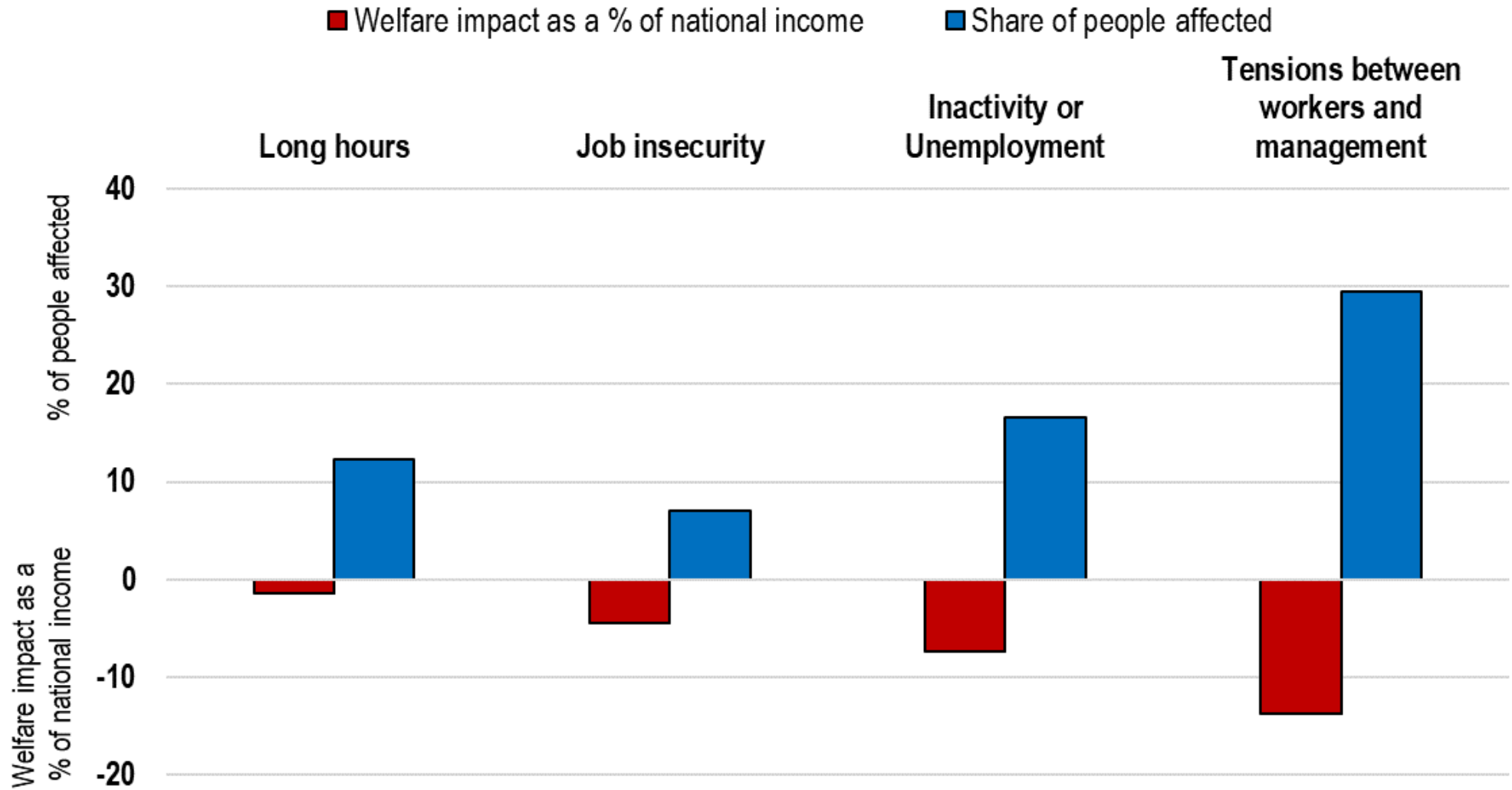
	(6)	
Log income	0.770***	
	(0.111)	
Working hours > 49	-0.074*	
	(0.037)	
Tension with management	-0.372***	
	(0.046)	
Job insecure	-0.568***	
	(0.039)	
Employed	0.111**	
	(0.053)	
Unemployed	-0.847***	
	(0.106)	
constant	2.390***	
	(0.763)	
Country and time dummies	Yes	
R2	0.207	
N	4.7e+04	

Equivalent income:
$$\frac{0.111}{0.770} = 14\% \text{ of income per individual}$$

WISE Centre
Note: Standard errors in parentheses. * p < 0.10; ** p < 0.05; *** p < 0.01



Aggregate value





Thank you!

fabrice.murtin@oecd.org

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The quality of work after the Covid-19 pandemic

Paul de Beer

Value of Work Monitor

- Biannual survey among a representative sample of the Dutch population
- C. 5,000 respondents aged 18-69
- Three waves: 2019, 2021, 2023
- Basic questionnaire (a.o. work centrality, valuation and evaluation of work aspects)
- Varying questionnaire (in 2023 impact of technological change and transition to sustainable economy)

Percentage of workers to whose work the following aspects apply (agree or strongly agree)

	2019	2021	2023		2021- 2023	2019- 2023
Working with pleasant people	87,9	88,5	87,4		-1,2	-0,5
Nice work	83,8	81,3	82,2		0,9	-1,5
Good working hours	79,7	84,9	81,5		-3,4	1,8
Sufficient opportunity for initiative	76,6	77,1	77,4		0,3	0,7
Sufficient security	72,8	79,8	74,9		-4,9	2,1
Regularly proud of the work	75,1	74,1	73,1		-1,1	-2,0
Work in which you can help other people	69,6	71,8	72,4		0,6	2,8
Good holiday arrangement/many days off	68,2	72,1	69,3		-2,8	1,1
A job that is useful to society	66,1	69,6	69,2		-0,4	3,2
Good wages/salary	67,5	70,3	68,3		-2,0	0,7
Being able to decide for yourself how you do your work	72,4	72,1	68,0		-4,1	-4,4
Many social contacts		70,6	67,9		-2,6	
Work in which you can develop yourself		66,9	67,4		0,5	
Work that people generally appreciate	64,4	63,0	63,4		0,4	-0,9
Not too much pressure or stress	45,3	50,3	50,0		-0,4	4,7
Work in which you contribute to solving social, societal or environmental problems	43,2	46,4	44,2		-2,2	1,0
Good career opportunities	37,7	41,7	44,1		2,4	6,4
Mean percentage	67,3	69,4	68,3		-1,2	0,9

Percentage of workers to whose work the following aspects do not apply (disagree or strongly disagree)

	2019	2021	2023		2021-2023	2019-2023
Work in which you contribute to solving social, societal or environmental problems	33,4	29,3	34,3		5,0	0,9
Not too much pressure or stress	31,2	22,9	26,9		3,9	-4,4
Good career opportunities	29,8	26,9	26,2		-0,7	-3,6
Work in which you can develop yourself		12,4	13,6		1,2	
Good wages/salary	12,7	11,1	13,4		2,4	0,7
Being able to decide for yourself how you do your work	8,9	9,6	12,8		3,2	3,9
Work that people generally appreciate	12,7	12,7	12,4		-0,3	-0,3
A job that is useful to society	11,2	9,4	11,9		2,5	0,7
Many social contacts		10,8	11,8		1,0	
Good holiday arrangement/many days off	11,7	11,0	11,6		0,7	-0,1
Sufficient security	12,2	10,2	11,3		1,1	-0,9
Work in which you can help other people	11,3	9,6	10,9		1,3	-0,3
Regularly proud of the work	7,3	8,1	8,9		0,8	1,6
Sufficient opportunity for initiative	7,9	7,2	7,5		0,3	-0,4
Good working hours	6,7	5,3	7,3		2,0	0,6
Nice work	6,0	5,6	6,0		0,4	0,0
Working with pleasant people	3,0	2,3	3,3		1,0	0,3
Mean	13,7	12,0	13,5		1,5	-0,2

Summary indicators for quality of work (0-10)

	Mean				Standard deviation		
	2021	2023	2021-2023		2021	2023	2021-2023
Terms of employment	7,23	7,10	-0,13		1,80	1,88	0,08
Working conditions	8,05	7,86	-0,19		2,19	2,22	0,02
Labour relations	7,08	7,05	-0,04		1,56	1,59	0,03
Relaxed work	5,65	5,58	-0,07		1,80	1,87	0,08
Meaningful work	6,92	6,85	-0,07		1,83	1,88	0,04
Work engagement	7,21	7,27	0,06		1,64	1,65	0,01
Overall score	7,01	6,94	-0,07		1,06	1,11	0,05

Percentage of workers with low and high scores

	Score < 5.5				Score > 8		
	2021	2023	2021-2023		2021	2023	2021-2023
Terms of employment	13,5	17,2	3,6		32,2	31,9	-0,3
Working conditions	15,8	17,1	1,4		56,5	52,8	-3,7
Labour relations	15,3	16,3	1,0		26,3	26,7	0,4
Relaxed work	50,9	52,6	1,6		11,8	12,4	0,5
Meaningful work	19,5	21,9	2,4		28,7	29,2	0,4
Work engagement	13,3	12,2	-1,1		37,2	38,5	1,3
Overall score	8,1	7,8	-0,3		16,4	16,0	-0,3

Change of quality of work 2021-2023 by educational attainment

	Terms of employment	Working conditions	Labour relations	Relaxed work	Meaningful work	Work engagement	Overall score
Primary/lowere secondary education	-0,49	-0,27	-0,07	-0,39	-0,04	0,10	-0,20
Higher secondary education	-0,06	-0,09	-0,02	0,07	-0,13	0,05	-0,04
Tertiary education	-0,05	-0,17	0,00	-0,11	0,01	0,07	-0,04



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NETWORKING LUNCH

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WELCOME BACK

ASSESSING THE VALUE OF WORK

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The paradox of proactivity

dr. Jessie Koen - senior scientist Future of Work



About me

Work & Organizational Psychologist with a PhD (cum laude) on employability & career success

Research:

1. How do societal transitions (digitalization, technology (AI), energy, climate) impact work and careers?
2. How can we reorganize work and careers to cope with & contribute to these transitions?



UNIVERSITY
OF TWENTE.

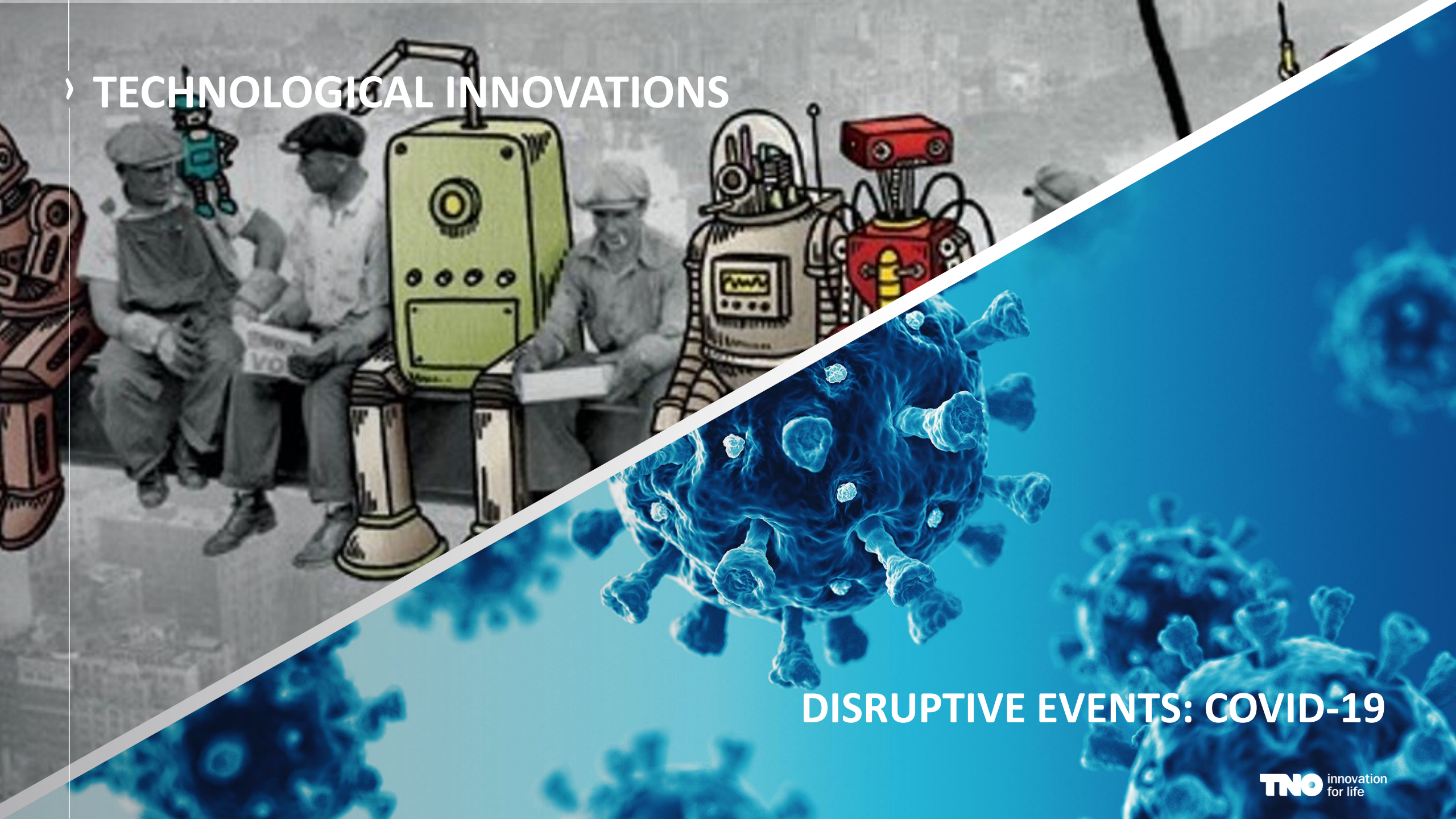
Today

- The impact of transitions on work and careers
- How to cope with these transitions?
- The problem (or paradox) of proactivity
- Potential solutions: a system-level perspective

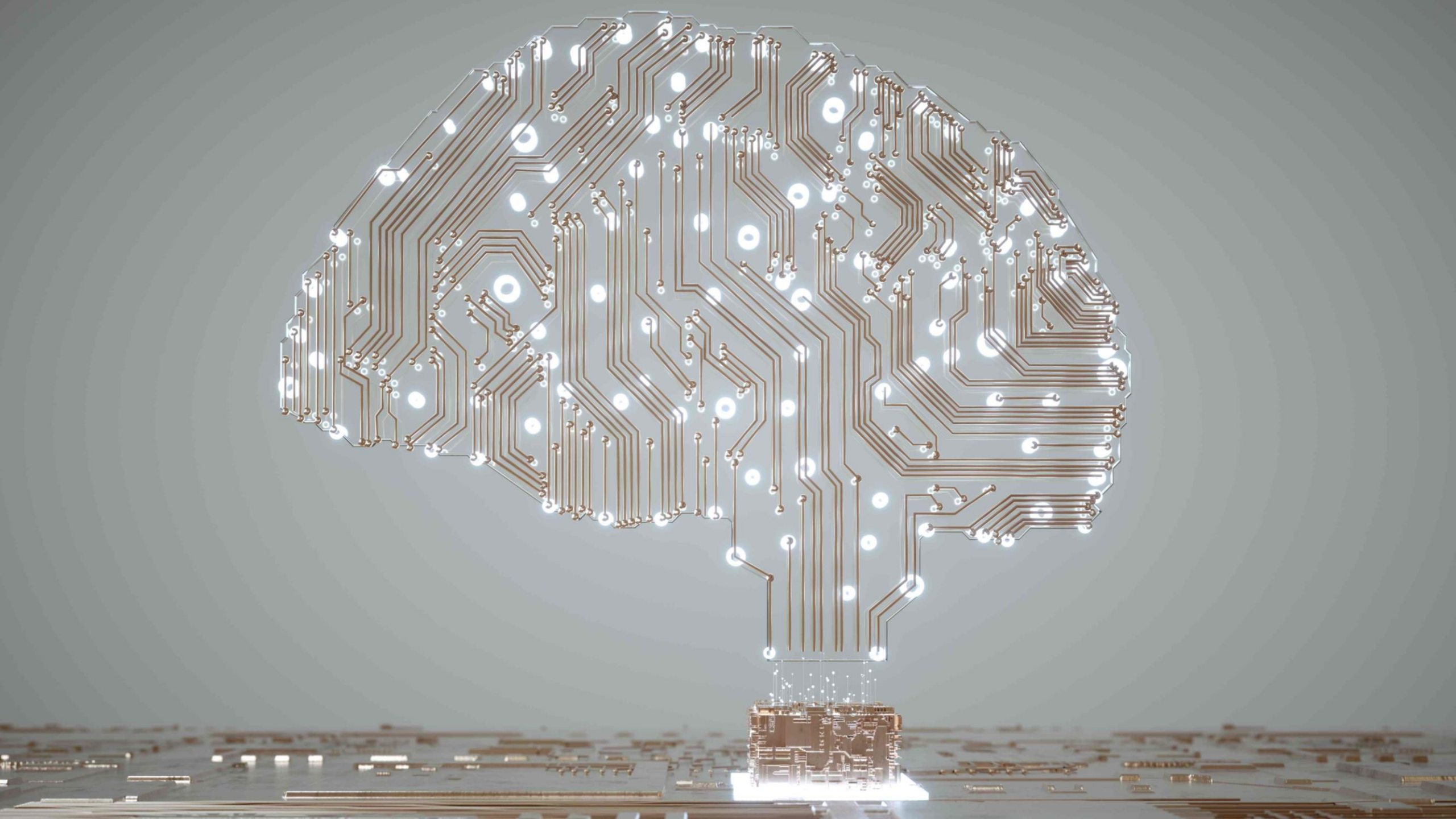


The impact of transitions on work and careers

› TECHNOLOGICAL INNOVATIONS



DISRUPTIVE EVENTS: COVID-19



› The impact of transitions

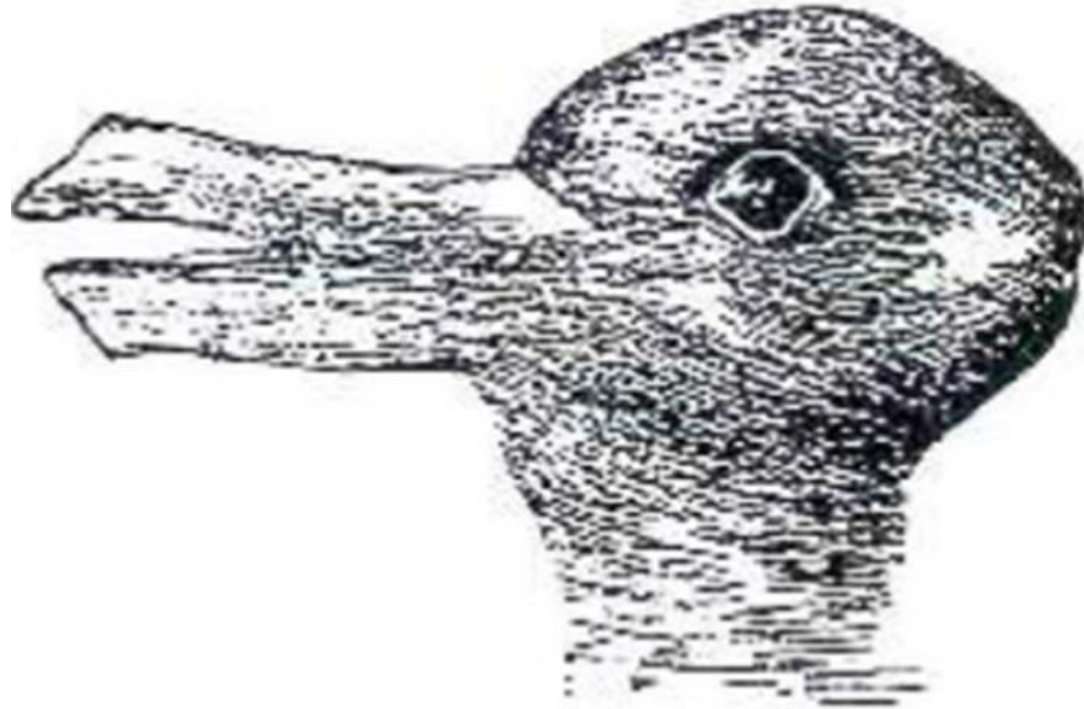
Job insecurity

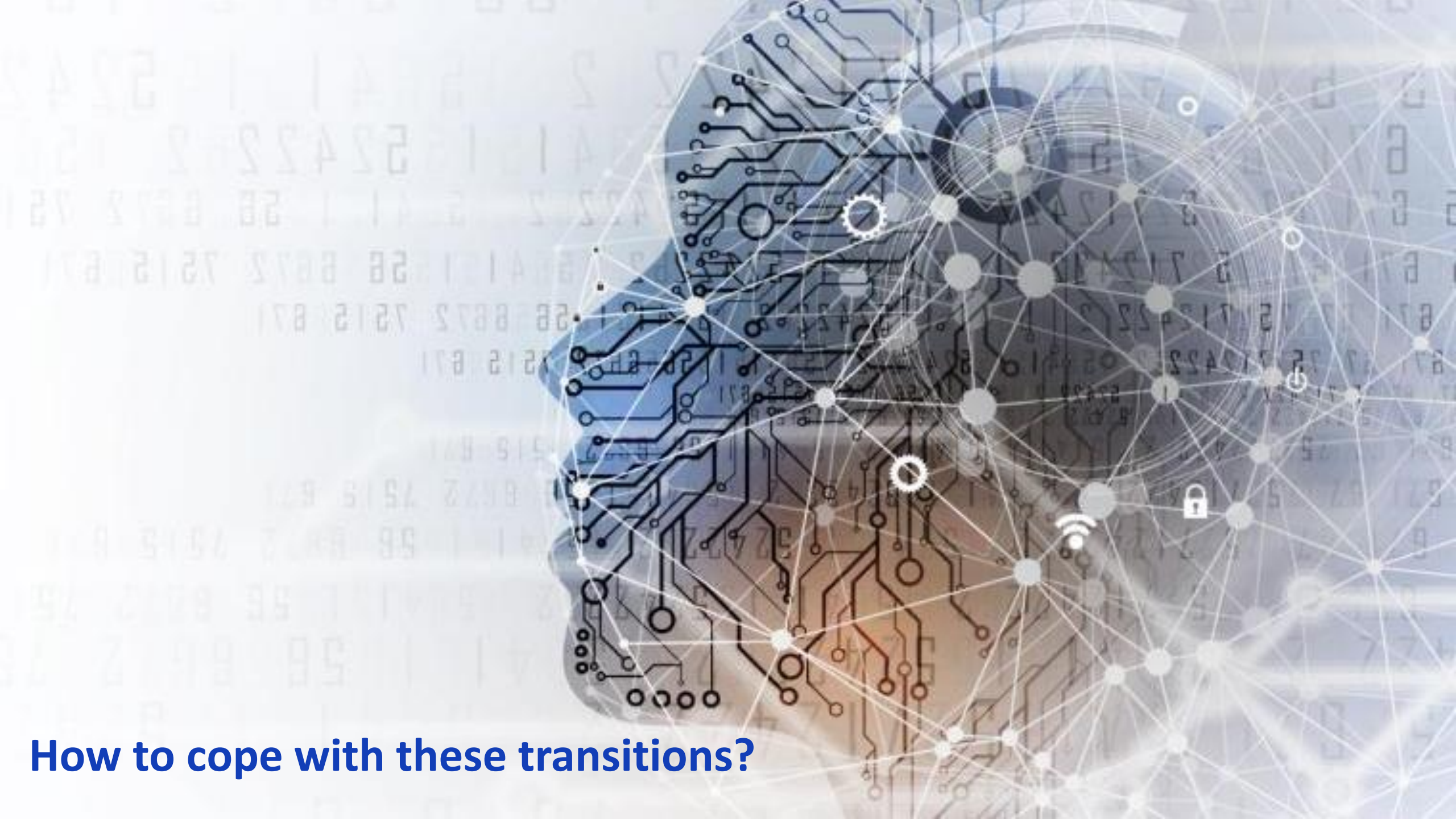
- **“a threat to the continuity and stability of employment as it is currently experienced” (Shoss, 2017)**

Many negative consequences

- Stress and burnout symptoms
- Lower career success
- Poor job performance
- Increased chance of unemployment & poverty

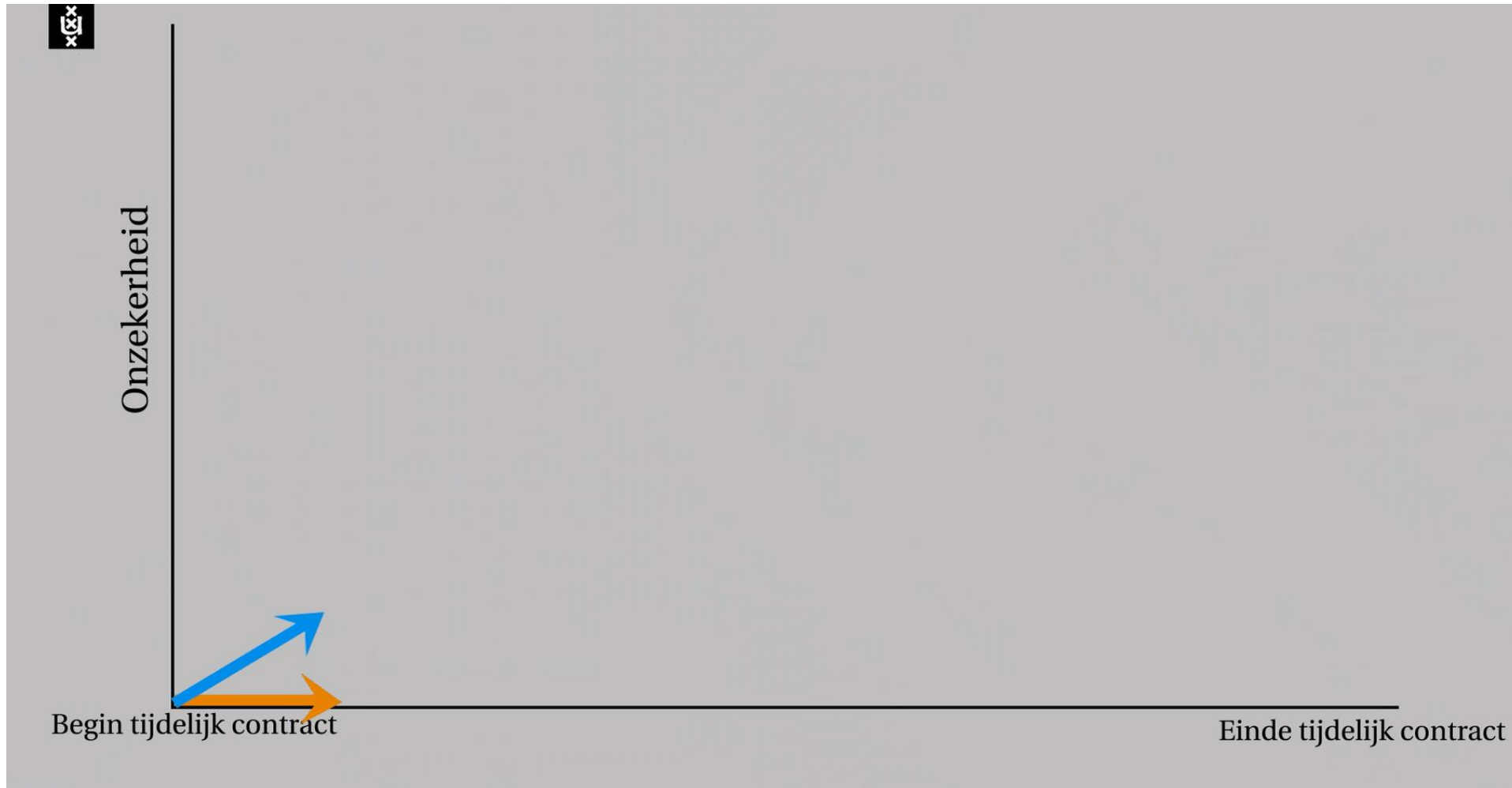
› The impact of transitions





How to cope with these transitions?

How to cope with transitions



Koen, J. & Parker, S.K. (2020). In the eye of the beholder: How proactive behavior alters perceptions of insecurity. *Journal of Occupational Health Psychology*, 25(6), 385-400.

How to cope with transitions

Proactive career behavior: Thinking forward, acting forward

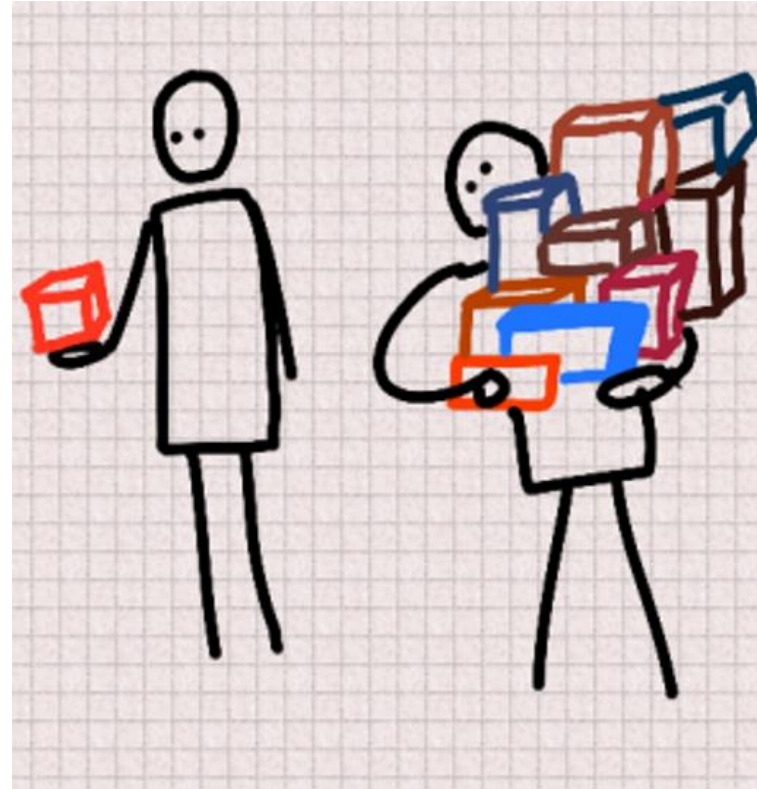
- Career planning
 - I am regularly thinking about what I want to do in the next few years of my career
- Networking
 - I am building a network (...) that will further my work chances
- Career consultation
 - I initiate talks with my supervisor/colleagues about the things I need to do to improve my future work prospects
- Lifelong development
 - I develop skills which may not be needed so much right now, but in future positions



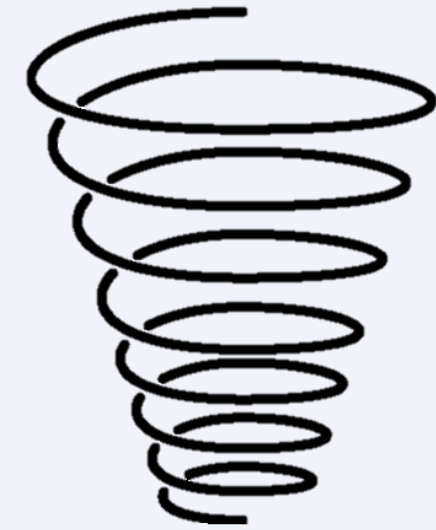
The problem (or paradox) of proactivity

The problem (or paradox) of proactivity

- Negative spiral: stronger threats are accompanied by less resources to overcome the threat
- “Matthew effect” of accumulated (dis-)advantage
 - the rich get richer while the poor get poorer
 - the insecure become more insecure while the secure become more secure

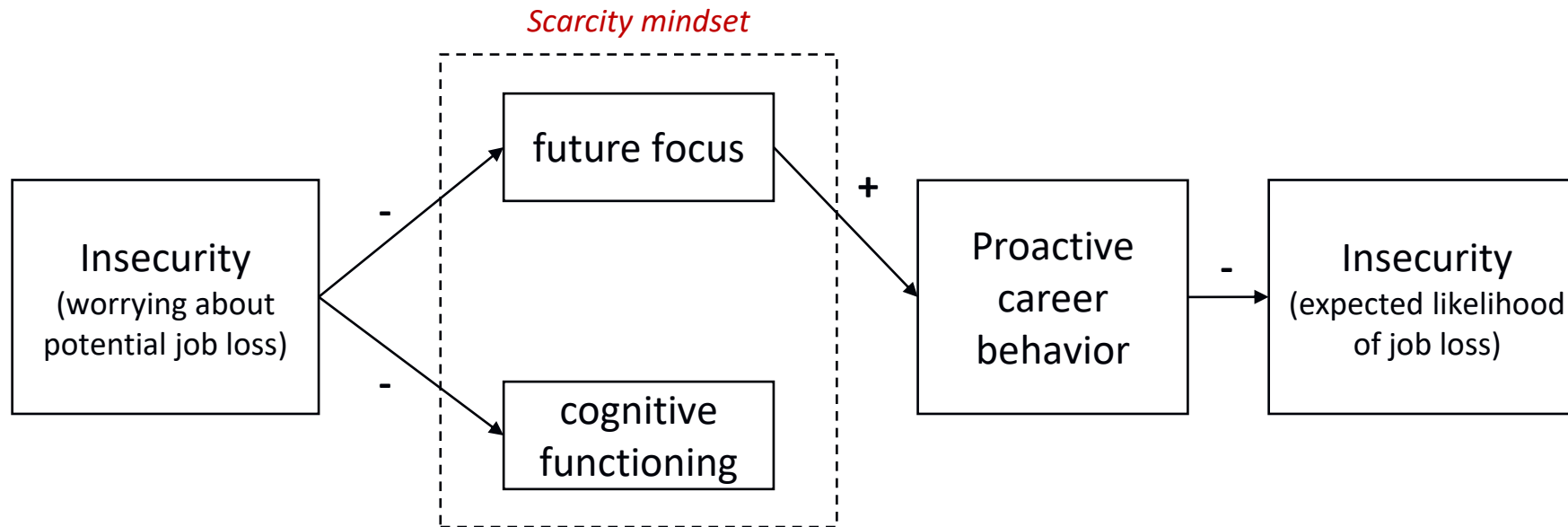


The problem (or paradox) of proactivity



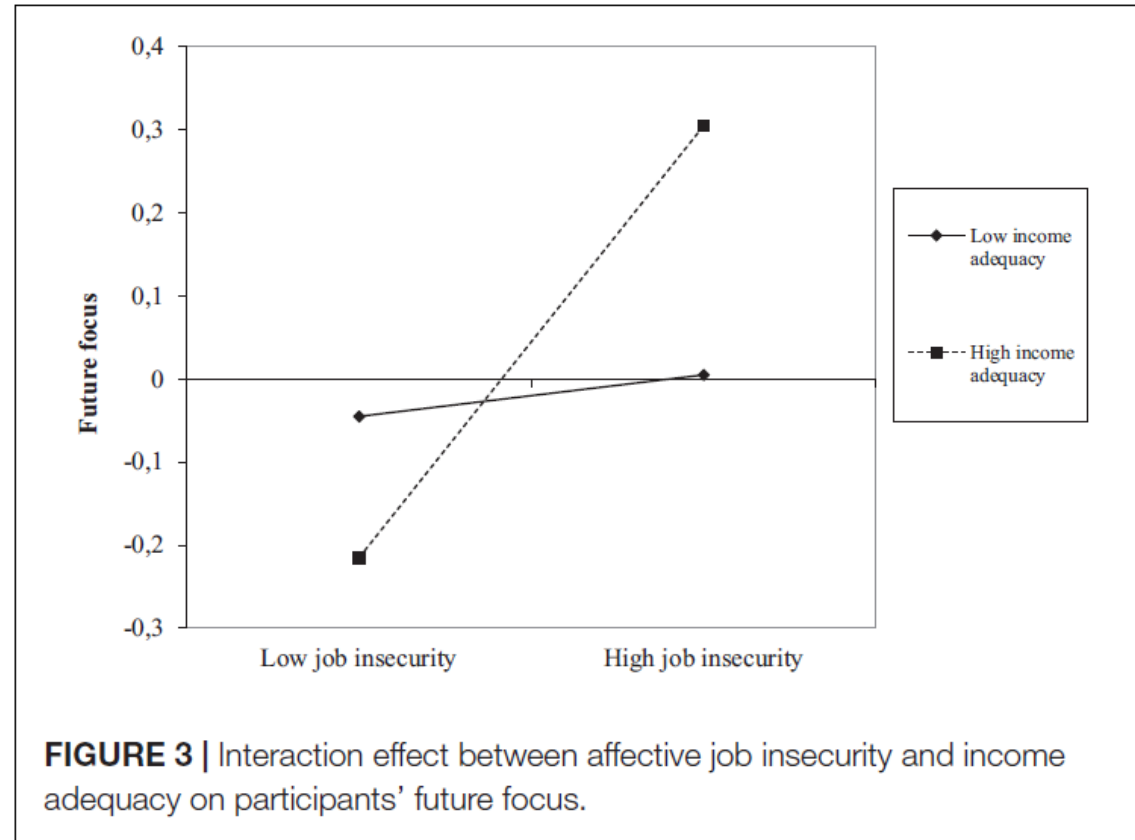
The situations that require proactivity are the same situations that obstruct proactivity

The problem (or paradox) of proactivity



Koen, J. & van Bezouw, M.J. (2021). Acting proactively to manage job insecurity: how worrying about the future of one's job may obstruct future-focused thinking and behavior. *Frontiers in Psychology*.

The problem (or paradox) of proactivity

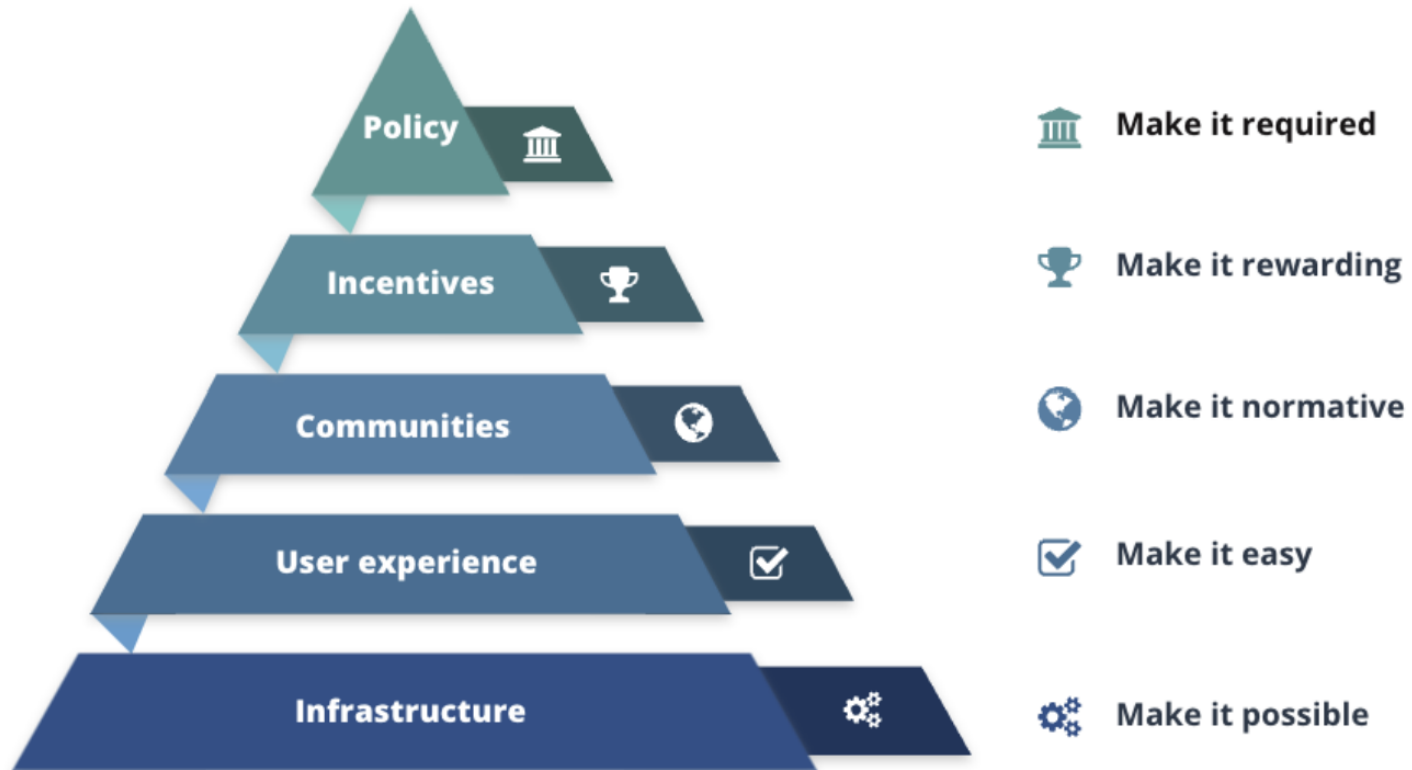


Koen, J. & van Bezouw, M.J. (2021). Acting proactively to manage job insecurity: how worrying about the future of one's job may obstruct future-focused thinking and behavior. *Frontiers in Psychology*.



Potential solutions: a system-level perspective

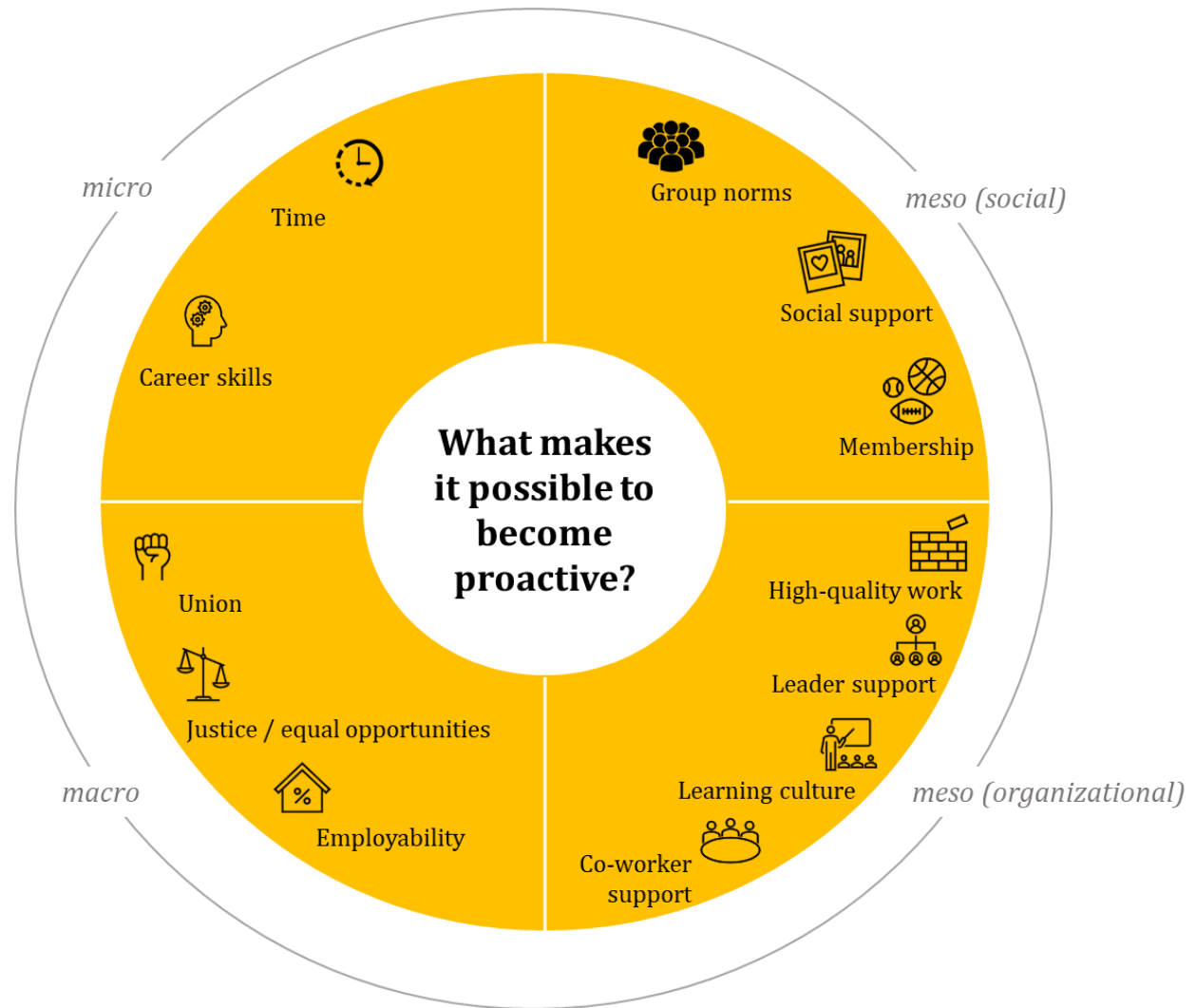
Potential solutions: a system-level perspective



Inspired by the center for open science (cf. Brian Nosek and colleagues)

Potential solutions

- Make it possible
- Make it easy
- Make it normative
- Make it rewarding
- Make it required



Potential solutions

- Make it possible
- Make it easy
- Make it normative
- Make it rewarding
- Make it required

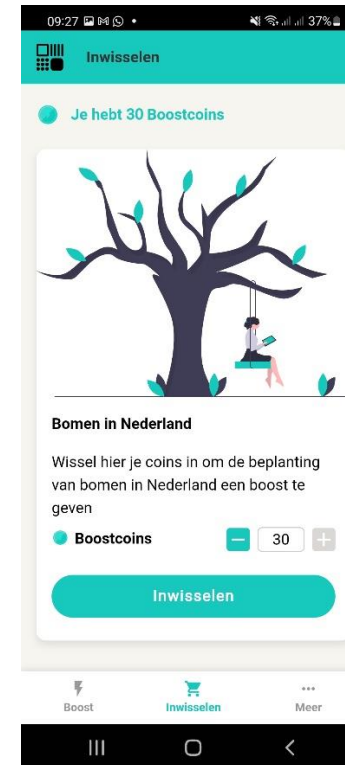
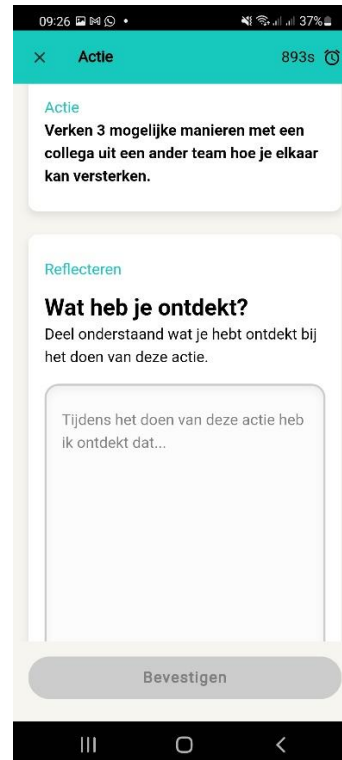


Potential solutions

- Make it possible
- Make it easy
- Make it normative
- Make it rewarding
- Make it required



Potential solutions: a system-level perspective



Potential solutions

- Make it possible
- Make it easy
- Make it normative
- Make it rewarding
- Make it required

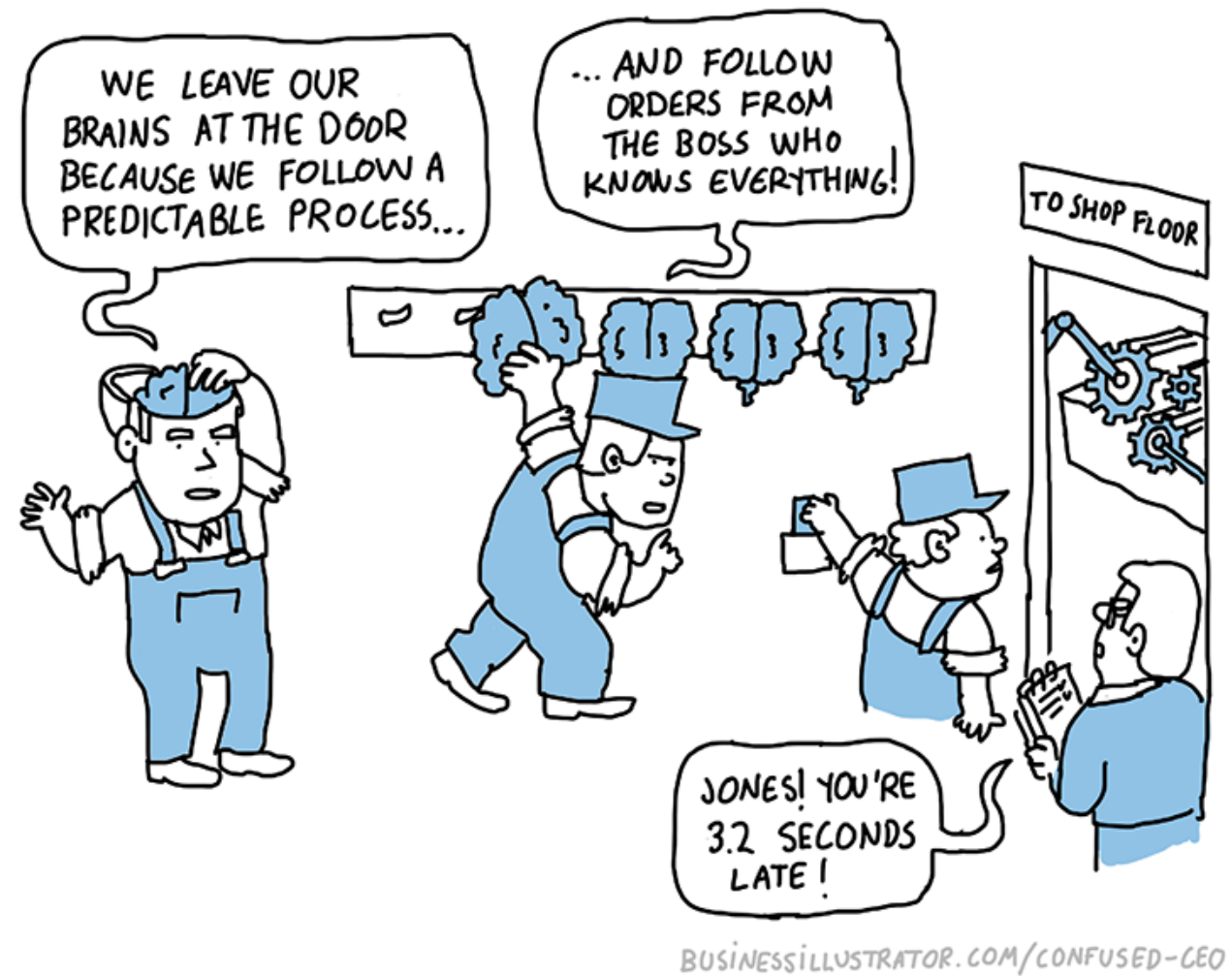


Beware of:

- Taylorism
- Job insecurity

Human-centered design

- Worker participation
- Allow lifelong development
- within resourceful workplaces



Potential solutions

- Make it possible
- Make it easy
- Make it normative
- Make it rewarding
- Make it required



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Potential solutions: a system-level perspective

Stimulating proactivity requires a different approach in different situations:

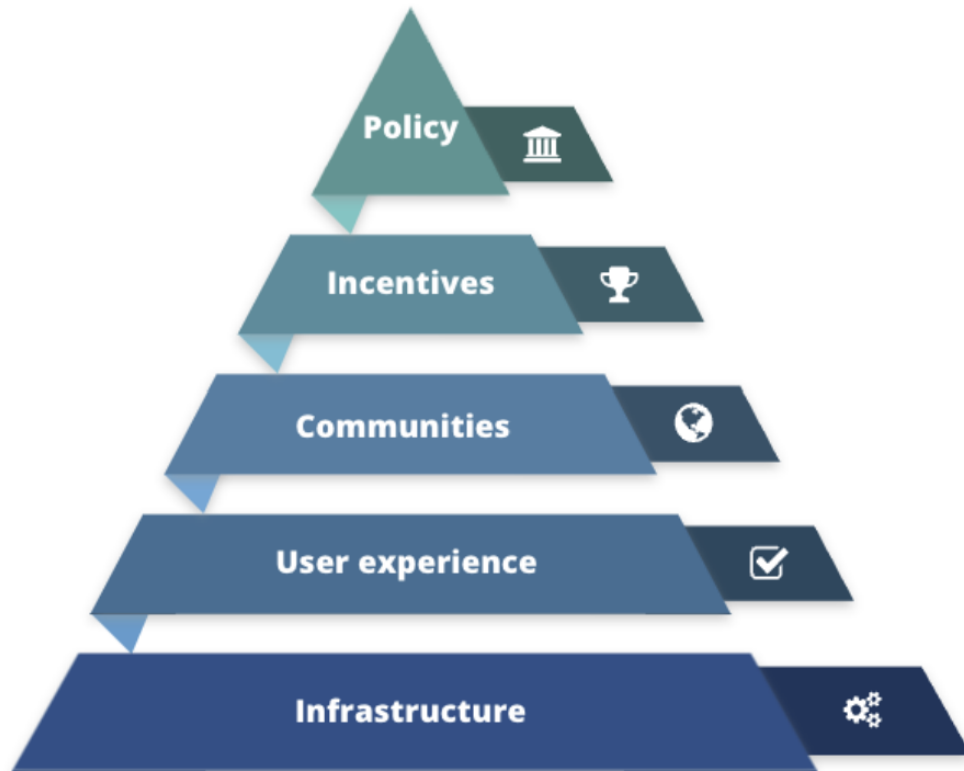
Relatively secure











direct social context stimulate proactive behaviors
(family, co-workers, leader, learning culture)

Relatively insecure

indirect social context signals importance and usefulness of proactive behaviors
(institutions, official arrangements -governmental budget-, labor market policy)

Potential solutions: a system-level perspective



-  **Make it required** 
-  **Make it rewarding** 
-  **Make it normative**  (informal) learning culture, arrangements
-  **Make it easy**  Technology-supported, break it down
-  **Make it possible**  A resourceful context



www.toekomstvanwerkzekerheid.nl

jessie.koen@tno.nl



PROGRAM



Centre on Well-being, Inclusion, Sustainability and Equal Opportunity (WISE)

**GOLDSCHMEDING
FOUNDATION**
MENS • WERK • ECONOMIE

10:00 – 10:10

Prof. Dr. Janka Stoker
Goldschmeding Foundation

10:10 – 11:00

Dr. Fabrice Murtin
OECD WISE Centre

11:00 – 11:50

Prof. Dr. Paul de Beer
University of Amsterdam

11:50 – 13:00

Networking Lunch

13:00 – 13:50

Dr. Jessie Koen
TNO/University of Amsterdam

13:50 – 14:40

Vincent Siegerink
OECD Wise Centre

14:40 – 15:00

Break

15:00 – 16:00

Paneldiscussion guided by **Peter Brouwer**, with:

- **Antoine Reijnders**, VNO-NCW/MKB NL
- **Margaretha Buurman**, UWV
- **Jaap Jongejan**, Stichting SBI
- **Bas ter Weel**, SEO Economisch Onderzoek



Measuring the non-financial performance of firms through the lens of the OECD Well-being Framework

Vincent Siegerink, Economist/Policy Analyst
OECD Centre for Well-being, Inclusion, Sustainability and Equal Opportunities



How do companies and sectors contribute to sustainable development, and well-being?

	3 GOOD HEALTH AND WELL-BEING			8 DECENT WORK AND ECONOMIC GROWTH					10 REDUCED INEQUALITIES								
	SDG 1	SDG 2	SDG 3	SDG 4	SDG 5	SDG 6	SDG 7	SDG 8	SDG 9	SDG 10	SDG 11	SDG 12	SDG 13	SDG 14	SDG 15	SDG 16	SDG 17
All sectors	0.8	0.6	1.2	0.9	1.2	0.8	0.9	1.3	1.2	0.9	0.9	1.1	0.9	0.4	0.5	0.7	1.0
By mega sector:																	
Energy, natural resources and basic materials	0.7	0.6	1.1	0.7	1.0	0.8	1.0	1.3	1.2	0.8	0.8	1.1	1.0	0.4	0.6	0.6	0.8
Financial services	0.8	0.6	1.3	1.0	1.3	0.7	1.0	1.4	1.2	1.0	0.8	1.0	1.0	0.3	0.5	0.8	1.1
Food, beverage and consumer goods	0.9	0.8	1.3	0.9	1.2	0.6	0.6	1.3	1.0	1.0	0.7	1.1	0.7	0.4	0.6	0.6	1.1
Healthcare and life sciences	0.7	0.7	1.7	1.0	1.3	0.8	1.0	1.6	1.2	1.1	0.7	1.2	0.9	0.2	0.5	0.8	1.1
Industrial manufacturing	0.8	0.6	1.2	0.9	1.1	0.8	1.0	1.3	1.3	0.9	0.9	1.1	1.0	0.4	0.5	0.7	0.9
Mobility and transportation	1.0	0.9	1.2	0.9	1.0	0.7	0.8	1.5	1.3	1.0	1.3	1.3	1.1	0.7	0.6	0.5	1.1
Telecommunications and technology	0.6	0.4	1.1	1.0	1.3	0.5	0.7	1.3	1.3	1.1	0.9	1.1	0.9	0.3	0.4	0.7	1.0
Other	0.8	0.7	1.1	0.9	1.2	0.8	0.8	1.3	0.9	0.9	0.8	1.0	0.7	0.4	0.5	0.7	1.0

Notes: SDG = Sustainable Development Goal. The original question was: "From your perspective, what would you say is your company's current impact on each of the Global Goals?". A higher score corresponds to a more positive impact. On a scale of -2 to 2, where -2= Significant negative impact, -1= Somewhat negative impact, 0= No impact or not aware of the impact that our company has on this goal, 1= Somewhat positive impact and 2= Significant positive impact. The colours in the cells vary from blue (the largest value) to white (the value at the 50th percentile) to red (the lowest value).

Source: OECD calculations based on the 2020 UNGC survey (not publicly available).



Which companies, and industries, add value to our economy and society?

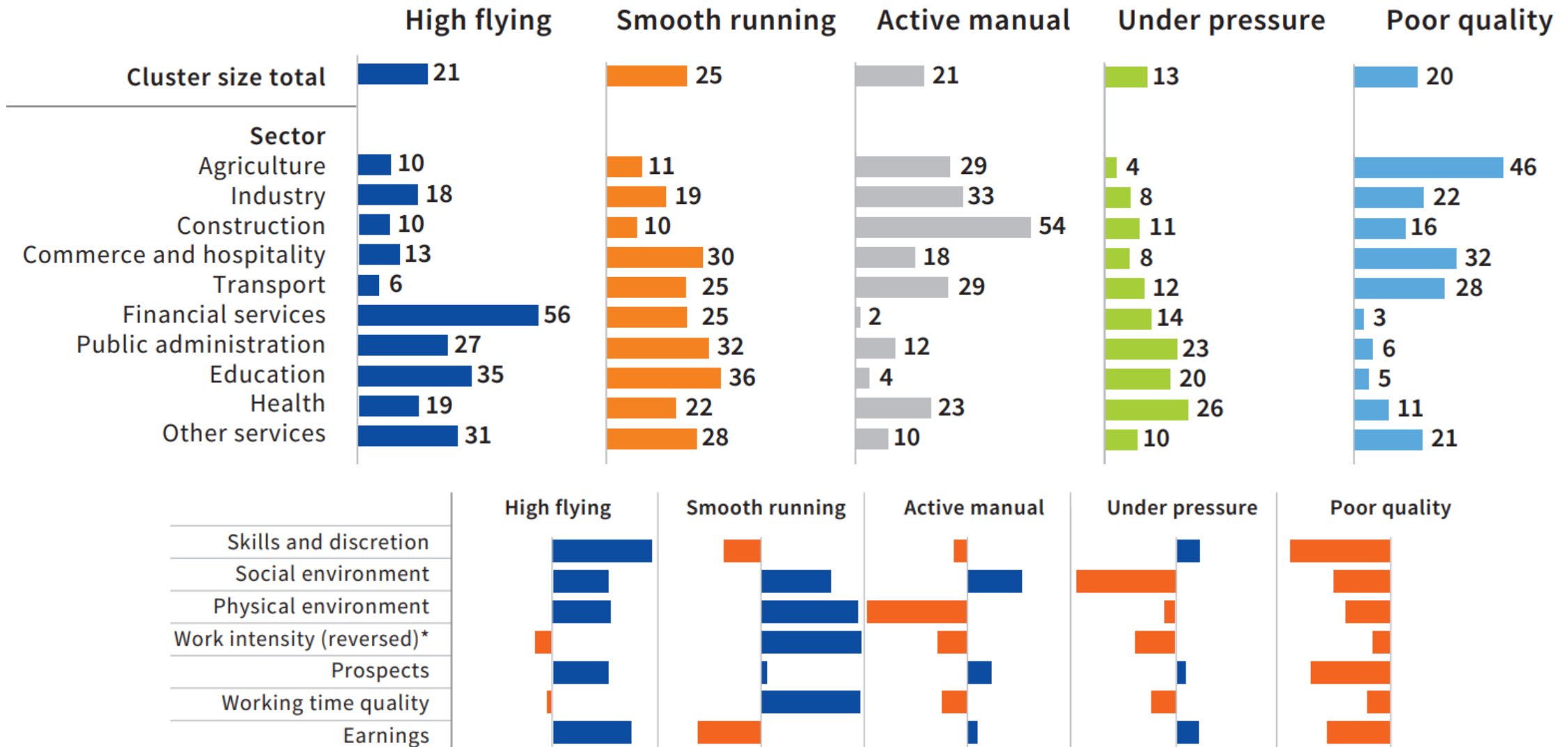
The Danish business sector and the Sustainable Development Goals: industry progress against SDGs

Indicator	Total	Agriculture, forestry and fishing	Mining and quarrying	Manufacturing	Energy supply	Water, sewerage and waste	Construction	Wholesale and retail trade	Transportation	Accommodation and food serv.	Information and communication	Financial and insurance	Real estate activities	Knowledge-based services	Business services
Employment	↑	↑	↑	↑	↓	↓	↑	↑	↑	↑	↑	↑	↑	↑	↑
Value added	↑	↑	↓	↑	↓	↑	↑	↑	↑	↑	↑	↓	↑	↑	↑
Research expenditure	↑	↑	↑	↑	↑	↑	↑	↑	↑	↑	↓	↑	↑	↑	↑
Environmental goods and serv.	↑	↑	.	↑	↑	↑	↑	↑	.
Donations	↑
Greenhouse gases/value added	↑	↑	↓	↑	↓	↑	↑	↑	↑	↑	↑	↑	↑	↑	↑
Energy consumption/value added	↑	↑	↓	↑	↓	↑	↑	↑	↑	↑	↑	↑	↑	↑	↑
Water consumption/value added	↑	↓	↑	↑	↑	↑	↑	↑	↑	↑	↑	↑	↑	↑	↑
Volume of waste/value added	↑	↓	↑	↑	↑	↑	↓	↑	↑	↓	↑	↑	↓	↑	↑
Accidents at work, frequency	↑	↑	↑	↑	↑	↑	↑	↑	↑	↑	↑	↑	↑	↑	↑
Sickness absence, men	↓	.	→	↓	→	→	↓	↓	↑	↑	↓	↓	↑	↓	↓
Gender distribution, reg. jobs	↓	.	↓	↑	↑	↑	→	→	↓	↓	↓	↓	↑	↓	↓
Gender distribution, senior management	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→
Equal pay, regular jobs	↑	.	→	↑	↑	→	↑	↑	↑	↑	→	↑	↓	↑	↑

↑: Positive tendency ↓: Negative tendency ↑: Neutral/uncertain .: No information.
 Note: The overview does not cover all indicators. More information and details in the individual chapters.



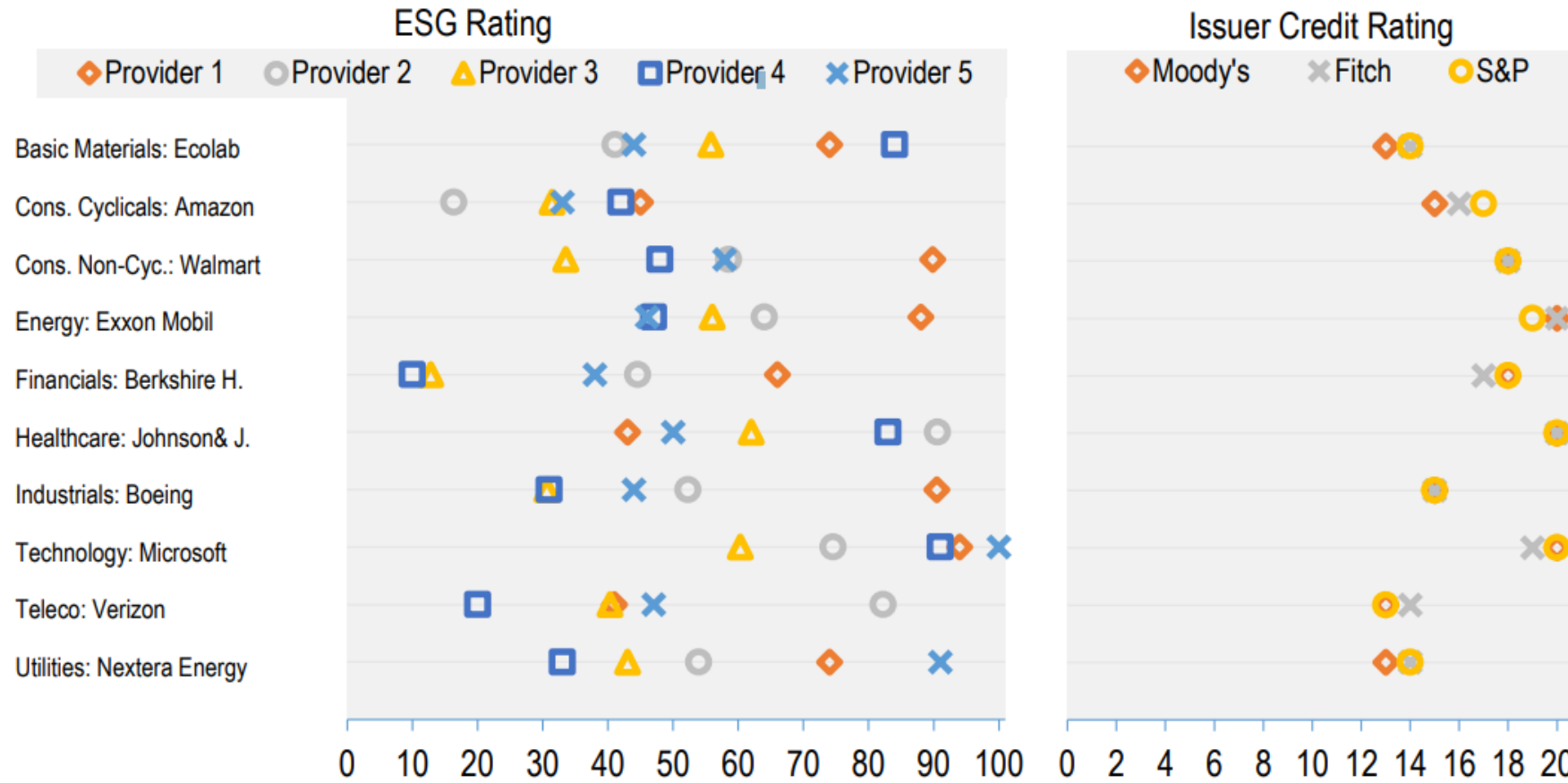
Which companies, and industries, add value to our economy and society?





Lack of clarity around how to measure sustainability remains

Much more variance in ESG ratings than in credit ratings














Note: Sample of public companies selected by largest market capitalisation to represent different industries in the United States. The issuer credit ratings are transformed using a projection to the scale from 0 to 20, where 0 represents the lowest rating (C/D) and 20 the highest rating (Aaa/AAA).

Source: OECD, 2020 Business and Finance Outlook. Staff calculations using data from Refinitiv, Bloomberg, MSCI, Yahoo finance, Moody's, Fitch, S&P



Business frameworks have limited coverage of well-being dimensions, especially in measurement

Well-Being Dimension	Address the dimension	Quantitative measures of the dimension
 Environment	91% (31)	47% (16)
 Governance	91% (31)	38% (13)
 Jobs and Earnings	79% (27)	38% (13)
 Health	71% (24)	32% (11)
 Education and skills	65% (22)	32% (11)
 Social connections	53% (18)	21% (7)
 Income and wealth	38% (13)	18% (5)
 Work and life balance	38% (13)	15% (5)
 Personal security	21% (7)	6% (2)
 Subjective well-being	21% (7)	0% (0)
 Housing	3% (1)	0% (0)



An OECD WISE Centre framework for measuring business social performance





An OECD Employee Well-being Survey



OECD Employee Well-being Survey

0%

This survey is currently not active. You will not be able to save your responses.

Welcome!

The Organisation for Economic Co-Operation and Development (OECD) invites you to participate in a survey that aims to collect information on the well-being and working environment of workers of firms in Japan.

This survey is a pilot and is sent to a subset of employees in your company. You were randomly chosen to participate in the survey.

The survey is composed of four sections. It will take about 10 - 15 minutes to complete. Should you leave the webpage, you can continue with the survey at a later stage. The aggregate findings of the survey will be shared with your company's leadership and may inform decision-making among executives in your company, policy-makers, and investors.

The survey is **NOT** designed to evaluate your performance as an employee, and your company will not be able to see your individual responses.

Data protection

Your responses to this survey are anonymous, and will not be linked to you. Your company will not have access to your individual data.

The OECD is committed to protecting the personal data it processes, in accordance with its Personal Data Protection [Rules](#).

The data we collect will be stored by the OECD and retained until the end of this project, at the latest until the end of 2023. Only selected OECD staff have access to the data, which will not be linked to you.

If you have further queries or complaints related to the processing of your data, please contact the Data Protection Officer.

the OECD

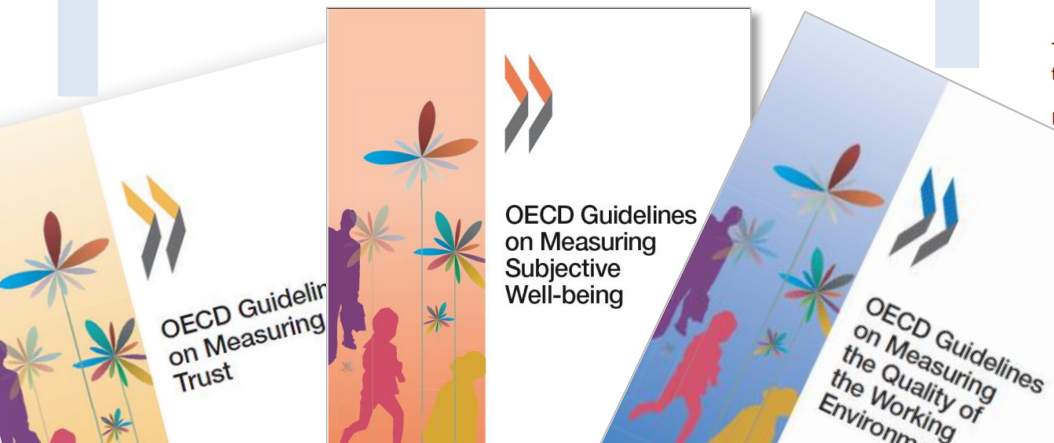
International organisation that works to build better policies for better lives. Our goal is to shape policies that foster prosperity, equality, opportunity and well-being for all. We draw on experience and insights to better prepare the world of tomorrow.

for participating in this survey.

are 3 questions in this survey.

Information about:

- Well-being outcomes
- Working conditions
- Job characteristics
- Personal characteristics





An OECD Employee Well-being Survey: objectives and benefits

For companies:

- **Use evidence** to identify vulnerabilities, inequalities and risks in working conditions, in order to inform interventions to **improve well-being** but also **productivity and financial performance**
- **Compare performance** with that of other companies, thanks to a **standardised** approach

For investors, governments and other actors:

- **Demonstrate** the potential of employee survey data as a source of **useful information on business social performance**, potentially useful for investors and government
- **Harmonise measurement methodologies** across business and official statistics

Survey content

OECD EWBS

Dimensions of inequalities

Age	Gender
Minority group self-identification	Sexual orientation
Contract status	Vertical inequalities

Context

Tenure	Manager
Gender of manager	Health status
Household composition	



Drivers

Wage income			
Work intensity	Engagement	Autonomy and discretion	Satisfaction with organisation
Commuting time			
Physical demands	Emotional demands		
Working hours	Teleworking		
Training	Barriers to training	Training needs	
Social support	Recognition		
Work	Intrinsic	Positive	Self-

Outcomes

Satisfaction with financial situation	Difficulties making ends meet	
Perceived opportunities	Job security	Job satisfaction
Mental health	Perceived health	
Satisfaction with time use		
Perceived learning	Skills improvement	
Satisfaction with social connections	Trust in other workers	
Adverse social behaviour	Discrimination	
Workplace voice	Trust in management	
Exposure to chemicals	Exposure to noise	
Life	Eudaimonia	Balance



An (automated) report on a company's employee well-being

OECD
WELL-BEING, INCLUSION, SUSTAINABILITY AND EQUAL OPPORTUNITY

Employee well-being report

Toppar

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 (positive) outcomes, and shorter bars are always associated with poorer (negative) performance. More detailed data on each of the indicators can be found in the next section.

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Contents:

- Introduction to well-being
- Applications: impact management
- Employee well-being wheel
- Dimension-specific results

Indicator lenses:



- Averages
- Vulnerabilities
- Inequalities

+ Benchmarks with 4-company average

An employee well-being wheel: some initial observations for a company

Strengths

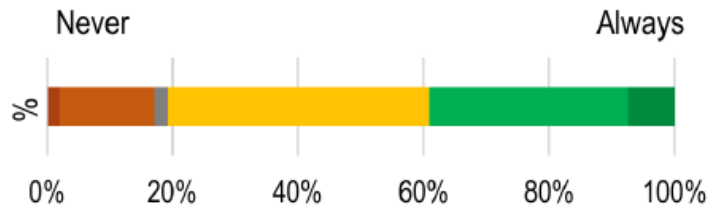
- **Job security** (2% believe they may lose their jobs next 6 months)
- **Exposure to noise and chemicals** (1% and 0%, respectively)
- **Training** (59% receives at least 2 days of training per year)
- **Social support** (13% never or rarely feels supported by manager)

Vulnerabilities

- **Financial well-being** (28% have difficulties making ends meet)
- **Opportunities for advancement** (49% report not having opportunities)
- **Emotional demands** (57% feel drained after work)
- **Skills needs** (56% report needing further training)
- **Voice** (30% feels involved in improving work processes)



Subjective well-being

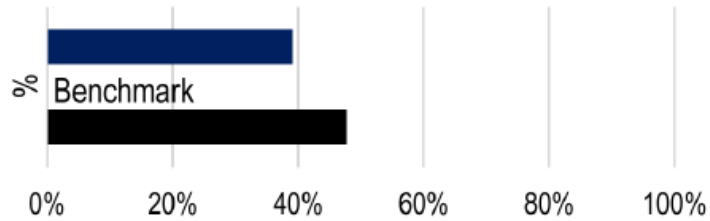


**Intrinsic rewards:
useful job**

39%

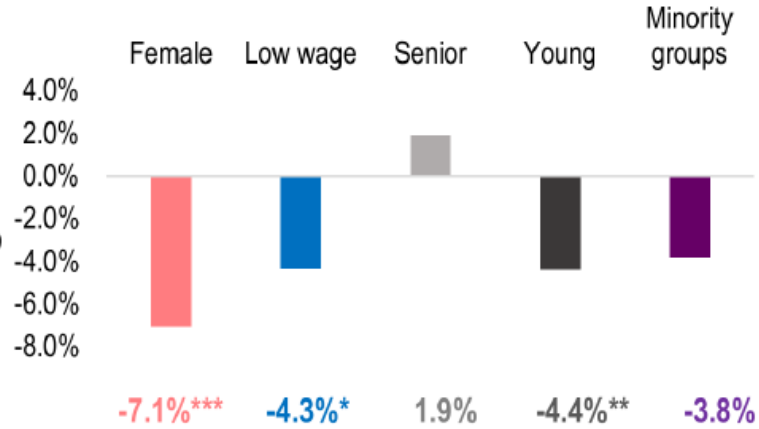
42%

17%

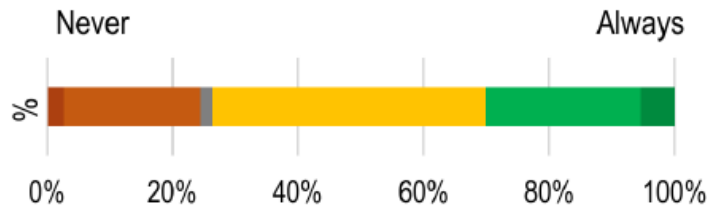


39% Share of employees who often or always feel they do useful work

48%



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.

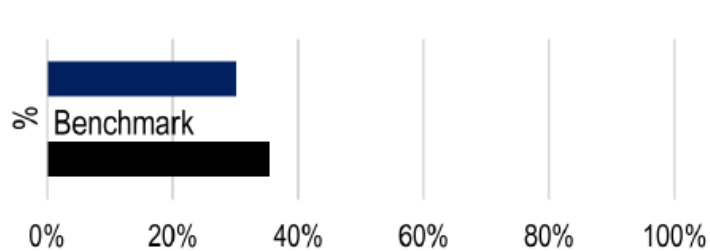


**Intrinsic rewards:
job well done**

30%

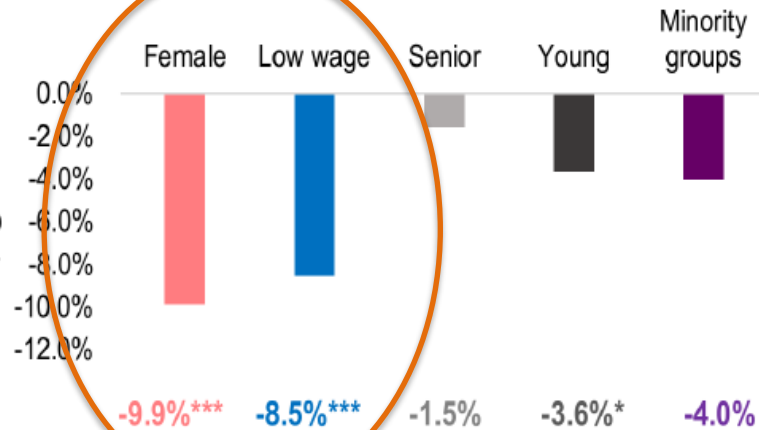
44%

25%



30% Share of employees who often or always feel their job gives a feeling of work well done

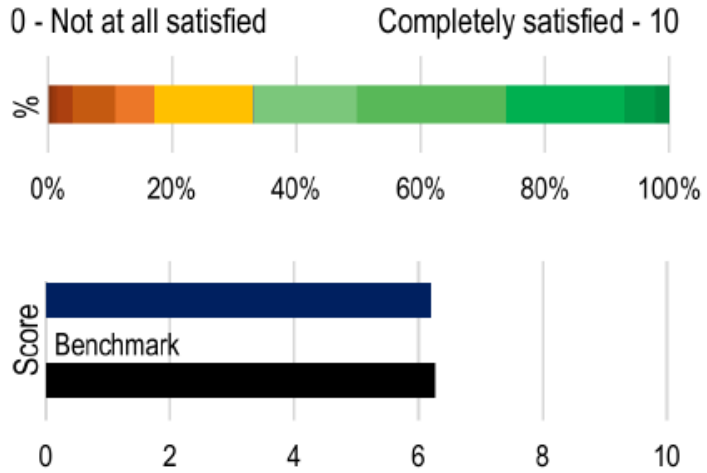
36%



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.



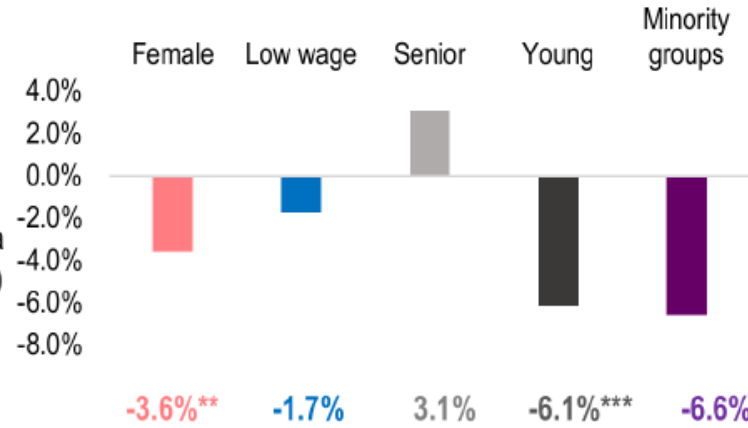
Subjective well-being



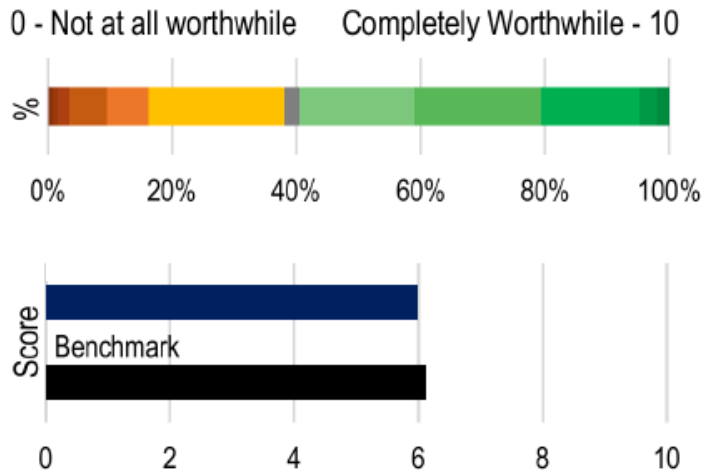
67%
16%
17%

Life satisfaction

6.2 Satisfaction with life as a whole, on a scale from 0 to 10
6.3



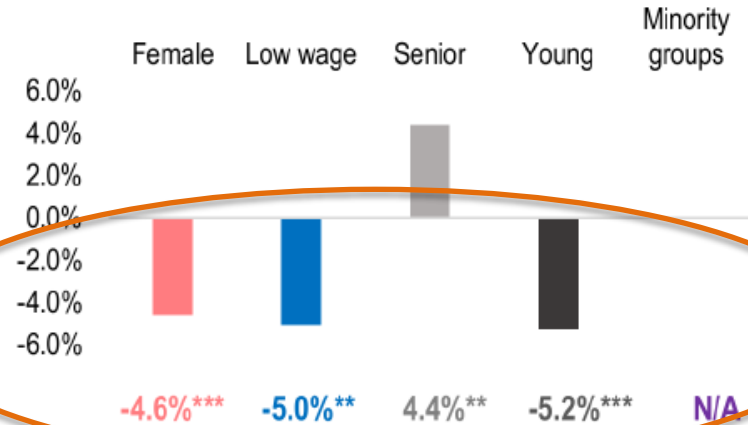
Note: "Poor" outcomes (orange) capture scores from 0 to 4, "good" outcomes (green) capture scores from 6 to 10, and "neutral" outcomes (yellow) capture scores equal to 5. Inequalities refer to differences in the % of people with "poor" outcomes, where negative values imply a higher % with "poor" outcomes.



60%
22%
16%

Eudaimonia

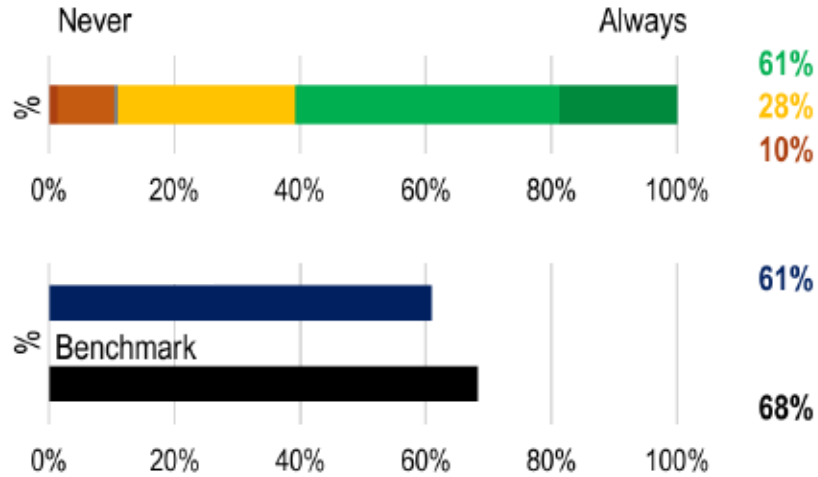
6.0 The extent to which you feel your life is worthwhile, on a scale from 0 to 10
6.1



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 and job quality



Autonomy: task discretion

61%

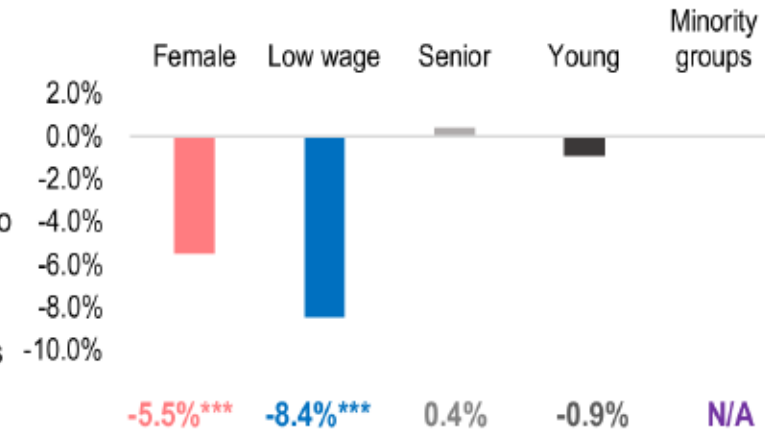
28%

10%

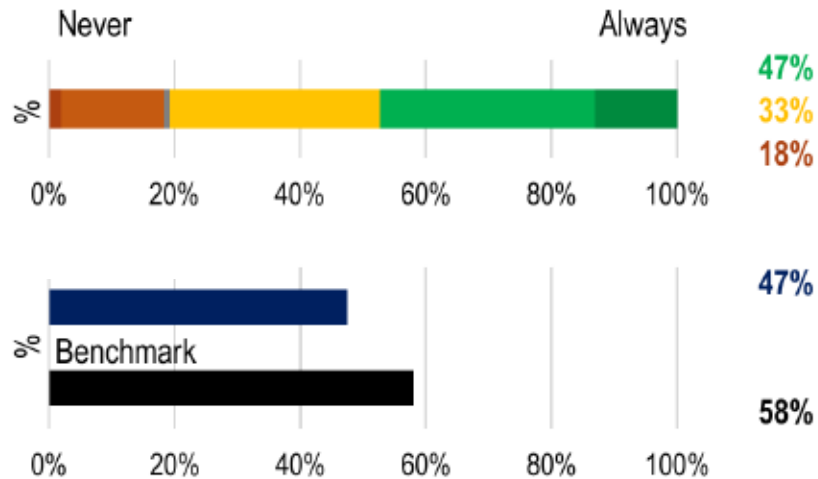
61%

68%

Share of employees who often or always can choose or change the order of their own tasks



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.



Autonomy: method discretion

47%

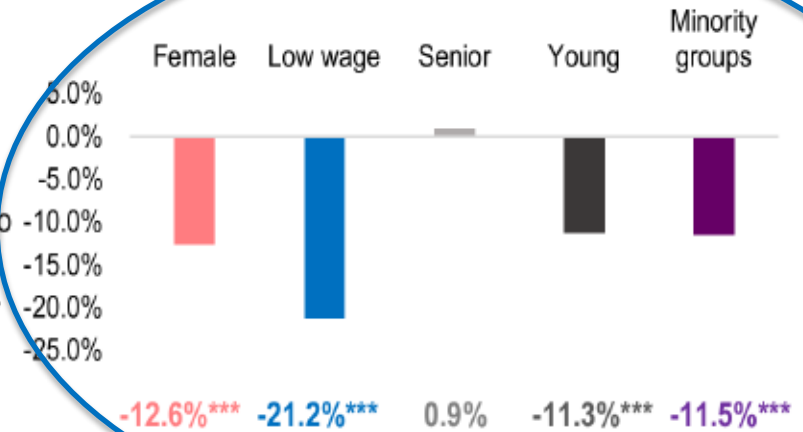
33%

18%

47%

58%

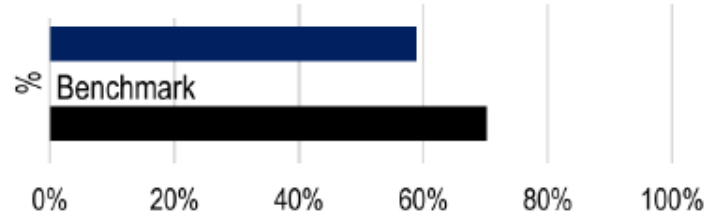
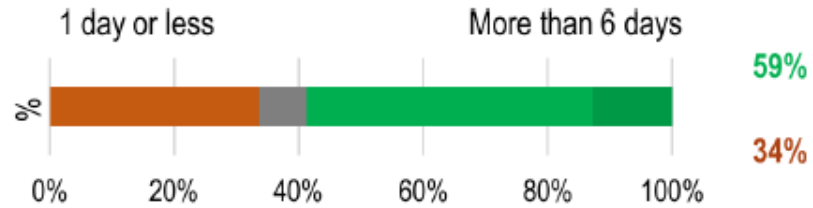
Share of employees who often or always can choose or change their methods of work



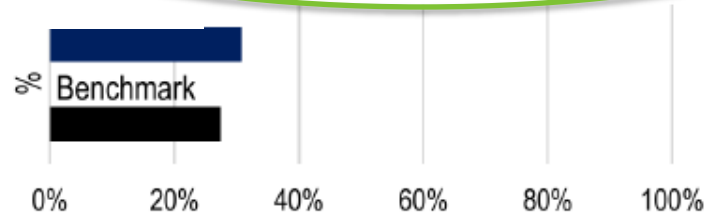
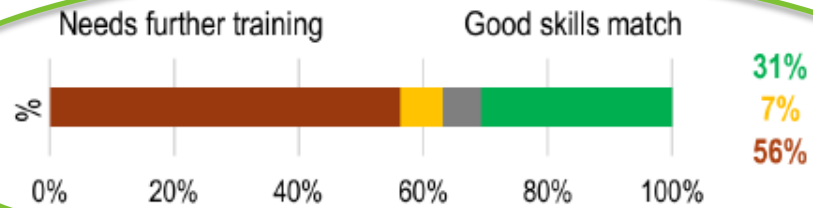
Note: Response scale ranges from "never"/"rarely" ("poor" outcomes, in orange) to "often"/"always" ("good" outcomes, in green), with the neutral response option "sometimes" depicted in yellow.



Knowledge and skills



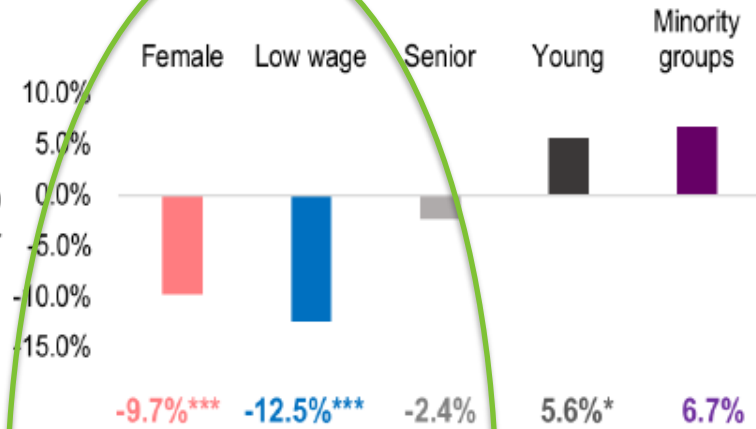
Note: Training days per year are broken down as follows: 1 day or less ("poor" outcome, in orange); 1-6 days; more than 6 days ("good" outcomes, in green).



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

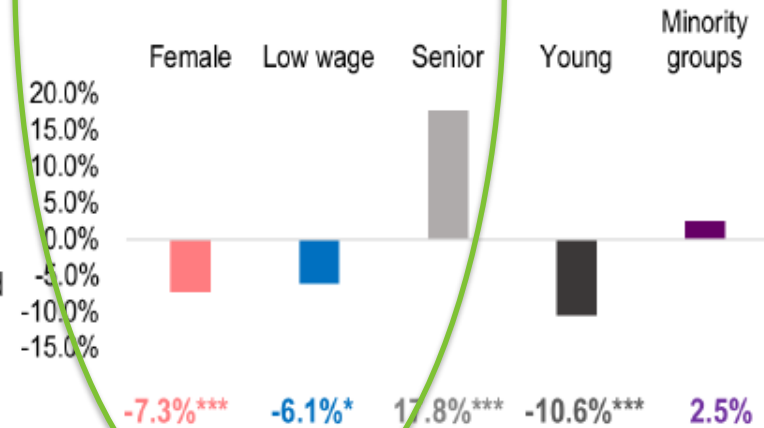
Training

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

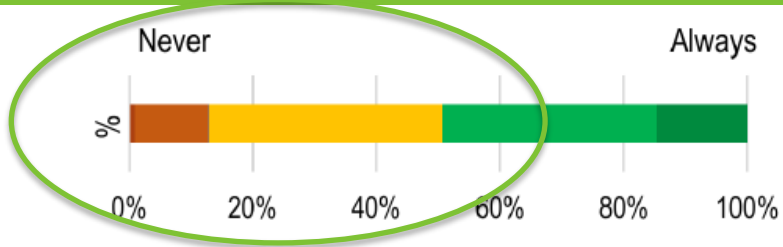


Skills match

Share of employees whose skills correspond well with their duties



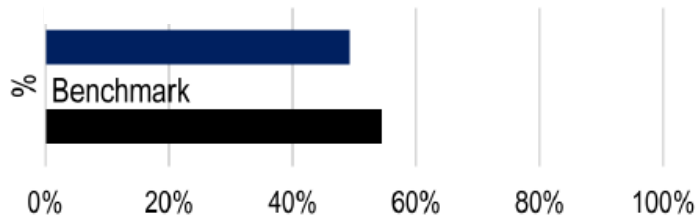
Knowledge and skills



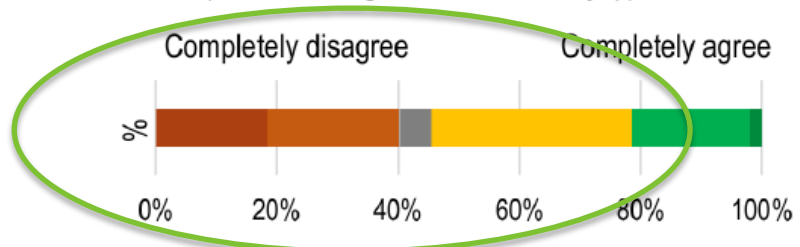
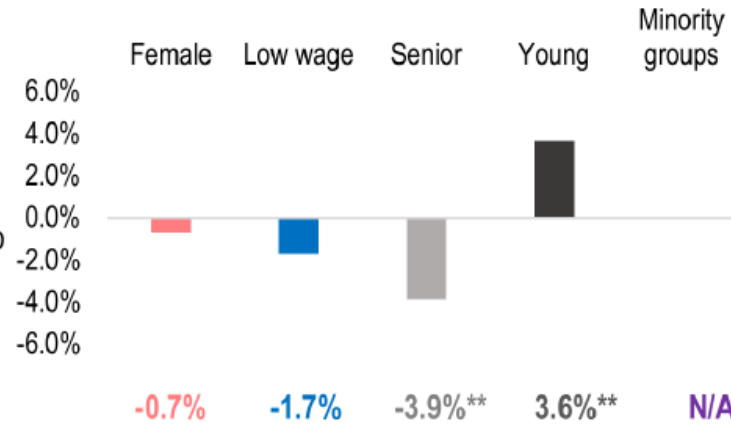
49%
38%
13%

Learning

49% Share of employees who often or always learn new things on the job
54%



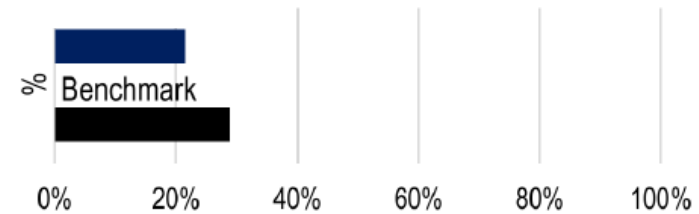
Note: Response scale ranges from "never"/"rarely" ("poor" outcomes, in orange) to "often"/"always" ("good" outcomes, in green), with the neutral response option "sometimes" depicted in yellow.



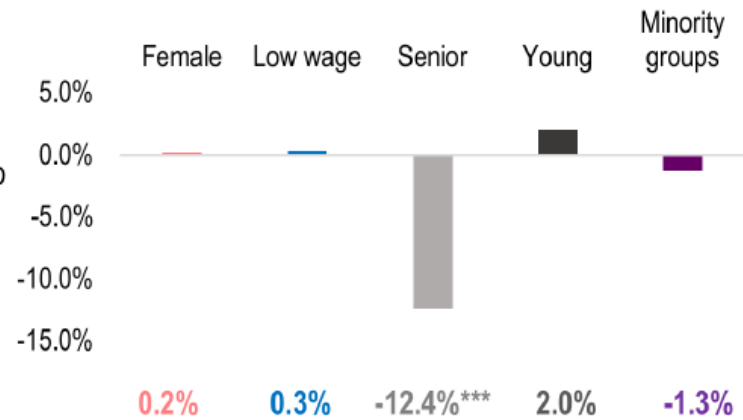
21%
33%
40%

Prospects improvement

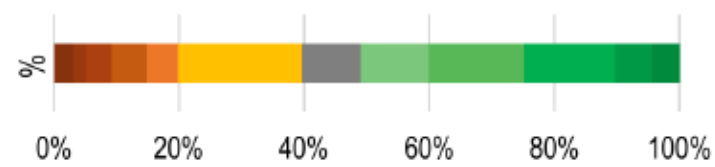
21% Share of employees who received training that believe their future employment prospects improved because of training received
29%



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.



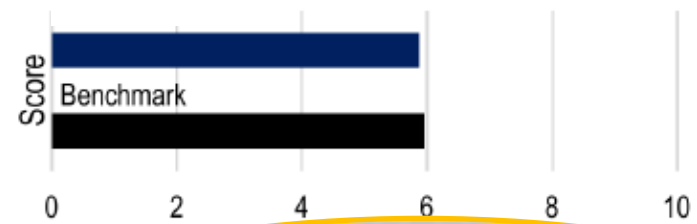
0 - I do not trust them at all | I trust them completely - 10



51% Trust: in executive management

20%

20%

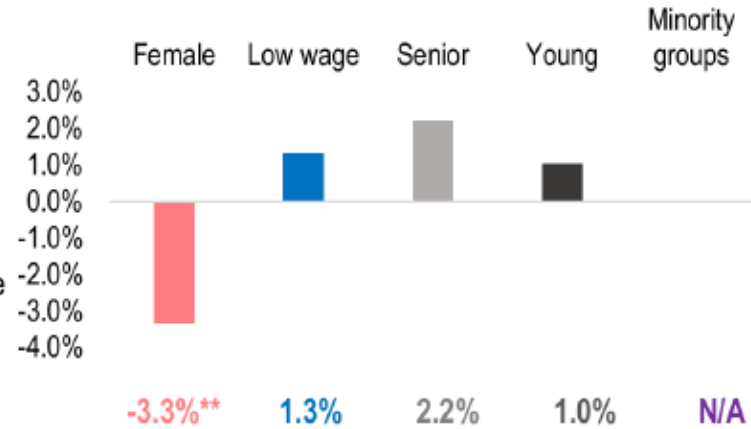


5.9

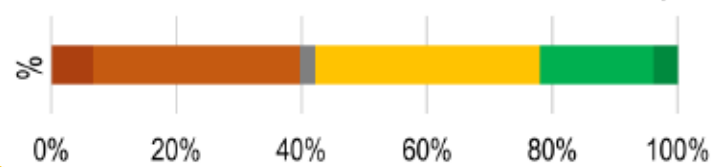
Trust in executive management, on a scale from 0 to 10

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.



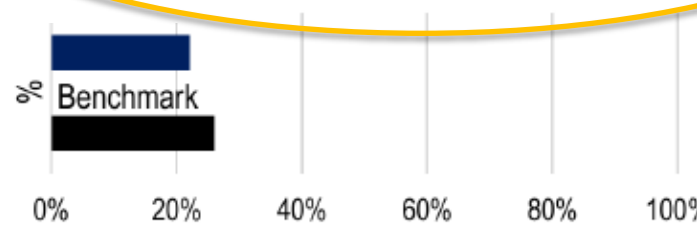
Never | Always



22% Ability to influence decisions

36%

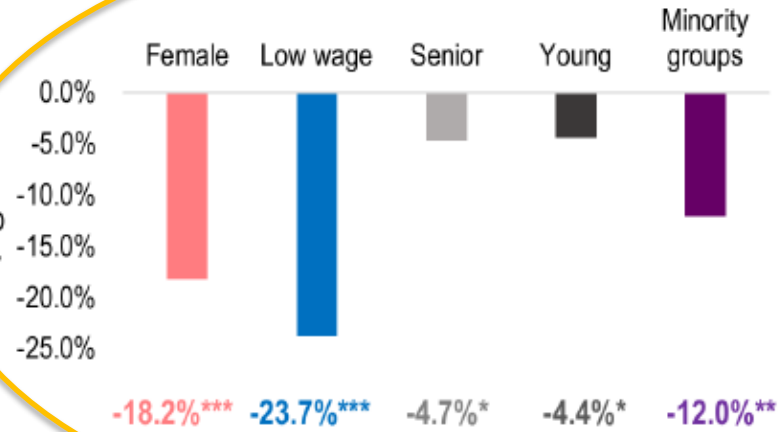
40%



22%

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

26%



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.





Challenges with implementing firm-level well-being measurement

- Coordination challenge
- Sunk cost associated with altering existing surveys
- Lack of technical expertise in companies
- Political constraints inside companies
- Resistance to transparency



WISE work moving forward:



OECD
Better Life
Initiative

1. **At the “micro” level:**

- Continuing to pilot employee well-being survey
- Developing measurement guidance for businesses on measuring well-being

2. **At the “macro” level**

- Conducting analysis of the non-financial performance of sectors of the economy
- Continuing to strive for harmonisation of relevant well-being statistics across NSOs

3. **Working towards data interoperability**

- Provide clarity on the meaning of sustainability topics and underlying measures
- Encouraging greater collaboration across various measurement communities



THANK YOU



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Antoine Reijnders
VNO-NCW/MKB NL



Jaap Jongejan
Stichting SBI



Margaretha Buurman
UWV



Bas ter Weel
SEO Economisch Onderzoek



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THANK YOU FOR YOUR PARTICIPATION

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