

Work Wellbeing In Germany 2023 Report: How Thriving People Create Thriving Companies

Executive Summary

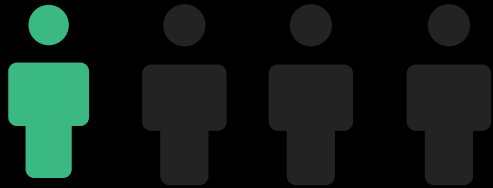
Indeed commissioned Forrester to explore employee wellbeing across the globe. In Germany, Forrester surveyed 1,506 employees to understand their current wellbeing at work, as well as wellbeing beliefs and how that affected their performance, productivity, and retention.

For the purpose of this study, an employee has high wellbeing or is “thriving” if they indicate: 1) having a clear sense of purpose, 2) feeling satisfied with their job, 3) feeling happy most of the time, and 4) not feeling stressed at work most of the time. These four key indicators align with Forrester and Oxford expertise around work wellbeing.¹ In Germany, we found the following:

1. Employee expectations around work wellbeing are rising in Germany, and workers have become more open to switching companies if they are not happy.
2. When it comes to the percentage of employees who are thriving at work, Germany comes in last behind the US, Canada, and all EU countries in this study (i.e., The Netherlands, United Kingdom, and France).
3. Employees who are thriving have significantly higher retention metrics, and happy employees are significantly more productive than those who are not. Feeling a sense of belonging, feeling energized, and being able to trust people have the biggest impact on employee wellbeing.
4. Work wellbeing is having a greater impact on career trajectory for younger employees compared to older generations, yet few companies are measuring or prioritizing it.
5. The majority of employees in Germany believe it's important to find companies that care about how they feel. However, they don't think wellbeing is a priority for their senior leaders or their companies.

Only 21%

of employees in Germany
are thriving at work.



Average percentage of thriving employees
among countries studied: **25%***



Base: 1,506 respondents in Germany who are part of the active workforce

*Base: 15,197 global respondents' part of the active workforce in the US (4,002), India (2,132), UK (1,517), Canada (1,510), The Netherlands (1,504), France (1,508), Germany (1,506), and Japan (1,518)

*Note: Average among countries surveyed; no weight has been applied based on country sample sizes

Source: A commissioned study conducted by Forrester Consulting on behalf of Indeed, March 2023

The majority of employees believe their employer is responsible for their wellbeing at work.

While most employees report their wellbeing expectations have remained the same or increased in the last year, less than half feel their employers are doing all they can to improve it.

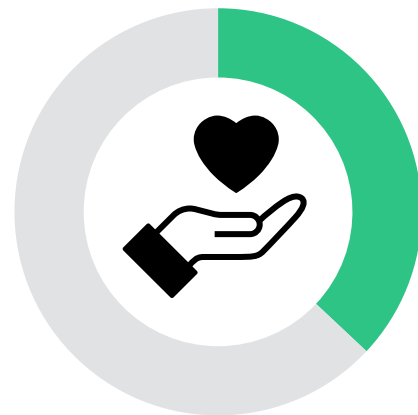


63%

My employer is responsible for my work wellbeing.*

88%

Wellbeing expectations at work have remained the same or increased in the last year.



37%

My company is doing all that it can to improve employee wellbeing and happiness.†

Base: 1,506 respondents in Germany who are part of the active workforce

*Note: Sum of managers, top management responsible for entire organization, the CEO, human resources

†Note: Note: Showing 4 or 5 on a scale of 1 [Strongly disagree] to 5 [Strongly agree]

Source: A commissioned study conducted by Forrester Consulting on behalf of Indeed, March 2023

Feeling a sense of belonging, feeling energized, and being able to trust people have the most significant impact on wellbeing.

Drivers With The Most Impact On Work Wellbeing

Magnitude of impact/relative importance of scale.	Highest	Lowest
I feel a sense of belonging in my company.	17%	
In most of my work tasks, I feel energized.	14%	
I can trust people in my company.	10%	
My work environment feels inclusive and respectful of all people.	9%	
I am achieving most of my goals at work.	9%	
I am paid fairly for my work.	9%	
My manager helps me succeed.	7%	
There are people at work who appreciate me as a person.	7%	
My work has the time and location flexibility I need.	7%	
I often learn something at work.	6%	
There are people at work who give me support and encouragement.	4%	

Base: 1,506 respondents in Germany who are part of the active workforce

Note: These numbers represent the relative impact of attributes on employee wellbeing, calculated as incremental contribution of each attribute into explaining the variance in the wellbeing variable. To make it easier to compare the attributes, these numbers are turned into percentages that sum up to 100%. Due to rounding sum may appear greater than/less than 100%.

Source: A commissioned study conducted by Forrester Consulting on behalf of Indeed, March 2023

Thriving Employees Have Significantly Higher Retention Metrics ...

THRIVING

86% plan to stay at their current job for the next 12 months.*

82% feel they are in the right role.†

52% never, or almost never feel stressed at work.

NOT THRIVING

56% plan to stay at their current job for the next 12 months.*

56% feel they are in the right role.†

14% never, or almost never feel stressed at work.

Base: 318 respondents identified as having high wellbeing (i.e., "thriving"); 1,188 respondents identified as having low-to-moderate wellbeing (i.e., "not thriving") in Germany who are part of the active workforce

Note: Showing 4 or 5 on a scale of 1 [Not at all likely] to 5 [Very likely]

†Note: Showing 4 or 5 on a scale of 1 [Strongly disagree] to 5 [Strongly agree]

Source: A commissioned study conducted by Forrester Consulting on behalf of Indeed, March 2023

... And Happy Employees Have Significantly Higher Productivity Levels

HAPPY

66%

prioritize work effectively.

66%

put a lot of energy into their tasks.

65%

solve problems creatively.

NOT HAPPY

33%

prioritize work effectively.

39%

put a lot of energy into their tasks.

32%

solve problems creatively.

Base: 1,506 respondents in Germany who are part of the active workforce

Note: Showing 4 or 5 on a scale of 1 [Very rarely] to 5 [Very Often]

Source: A commissioned study conducted by Forrester Consulting on behalf of Indeed, March 2023

After pay, feeling stressed and not being satisfied with their job are the top reasons employees consider new opportunities.

33%

I'm not paid fairly for my work.

17%

Overall, I am not satisfied with my job.

19%

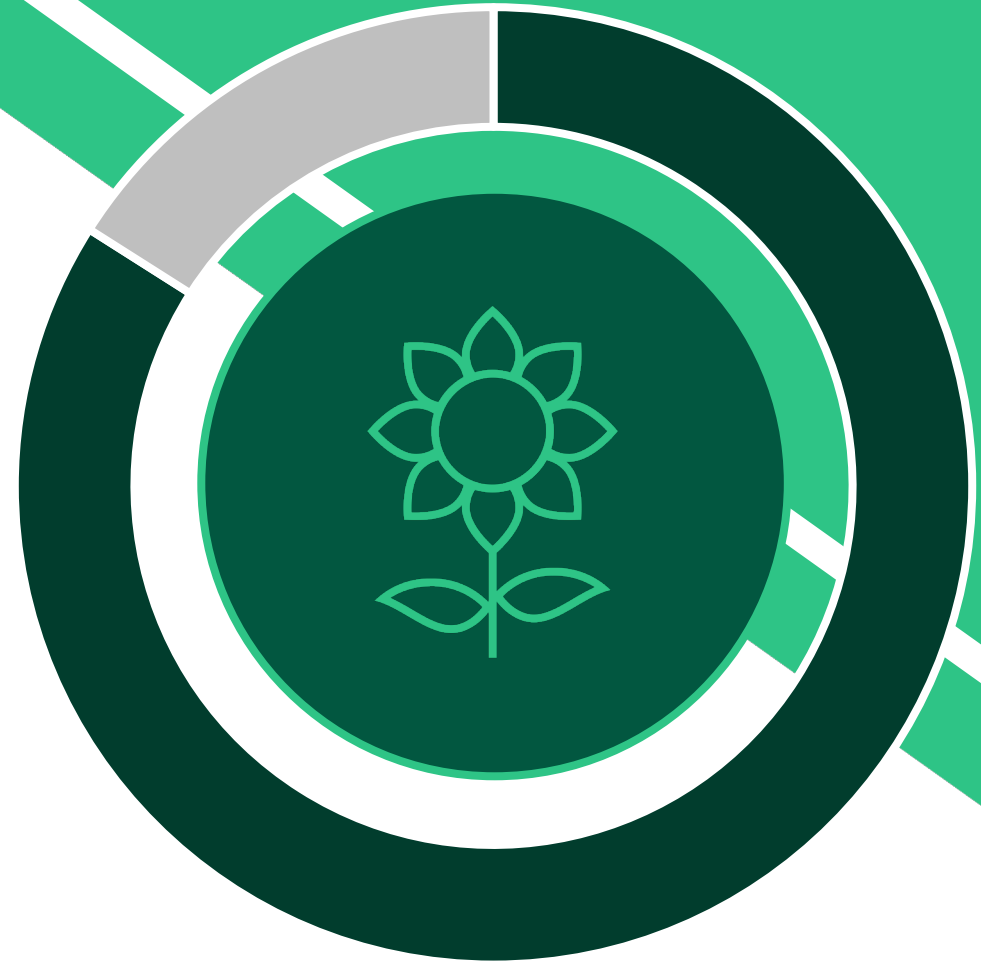
I feel stressed at work most of the time.

Base: 1,118 respondents in Germany who are part of the active workforce and open to new opportunities
Source: A commissioned study conducted by Forrester Consulting on behalf of Indeed, March 2023

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84%

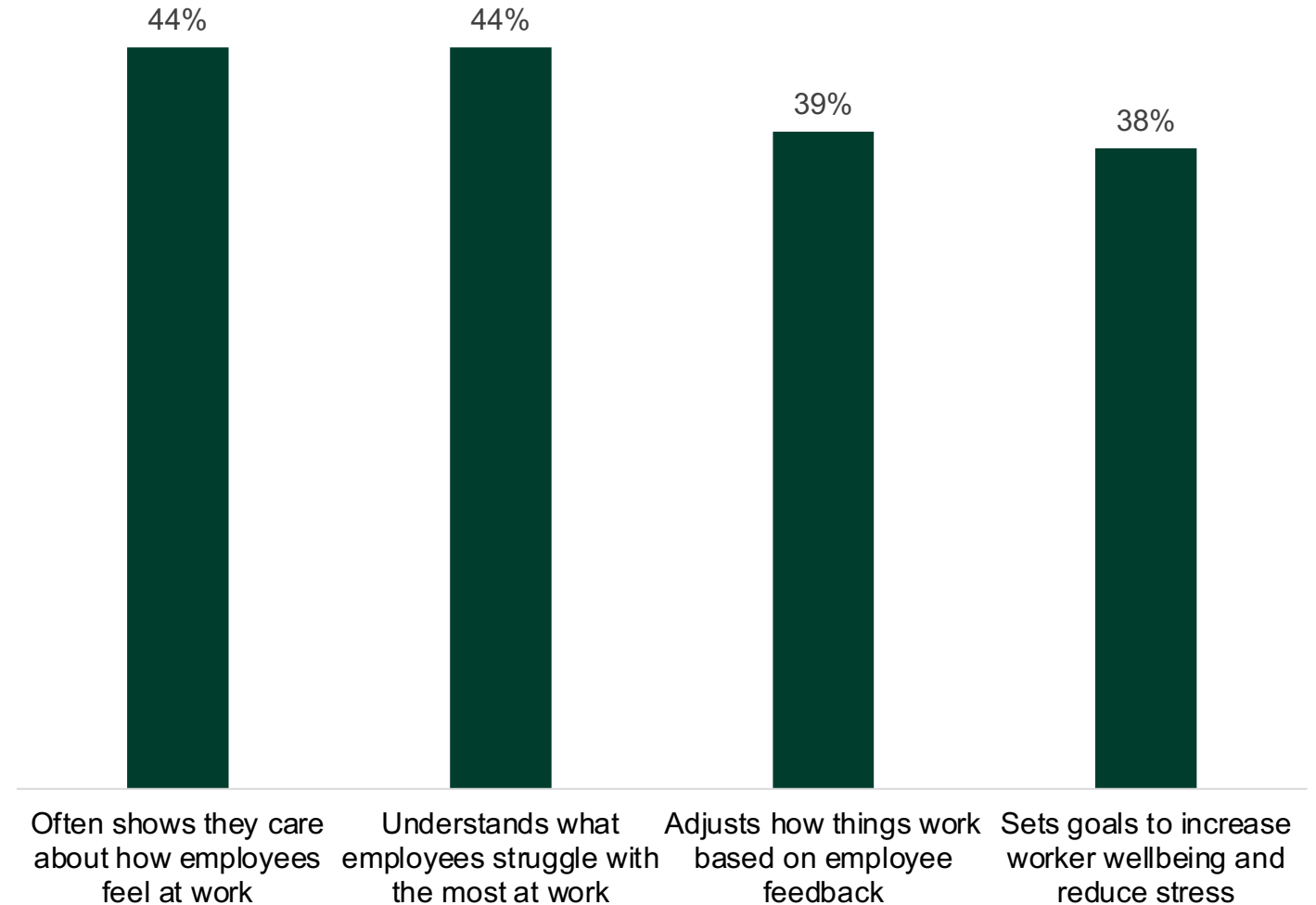
of employees in Germany believe it's important to find companies that care about how you feel.





Only 44%
of employees agree that
senior leadership
partakes in activities to
promote their wellbeing.

The senior leadership in my company ...



Managers have an opportunity to impact worker wellbeing



54%

My manager understands
what it's like to do my job.

49%

My manager leads
by example.

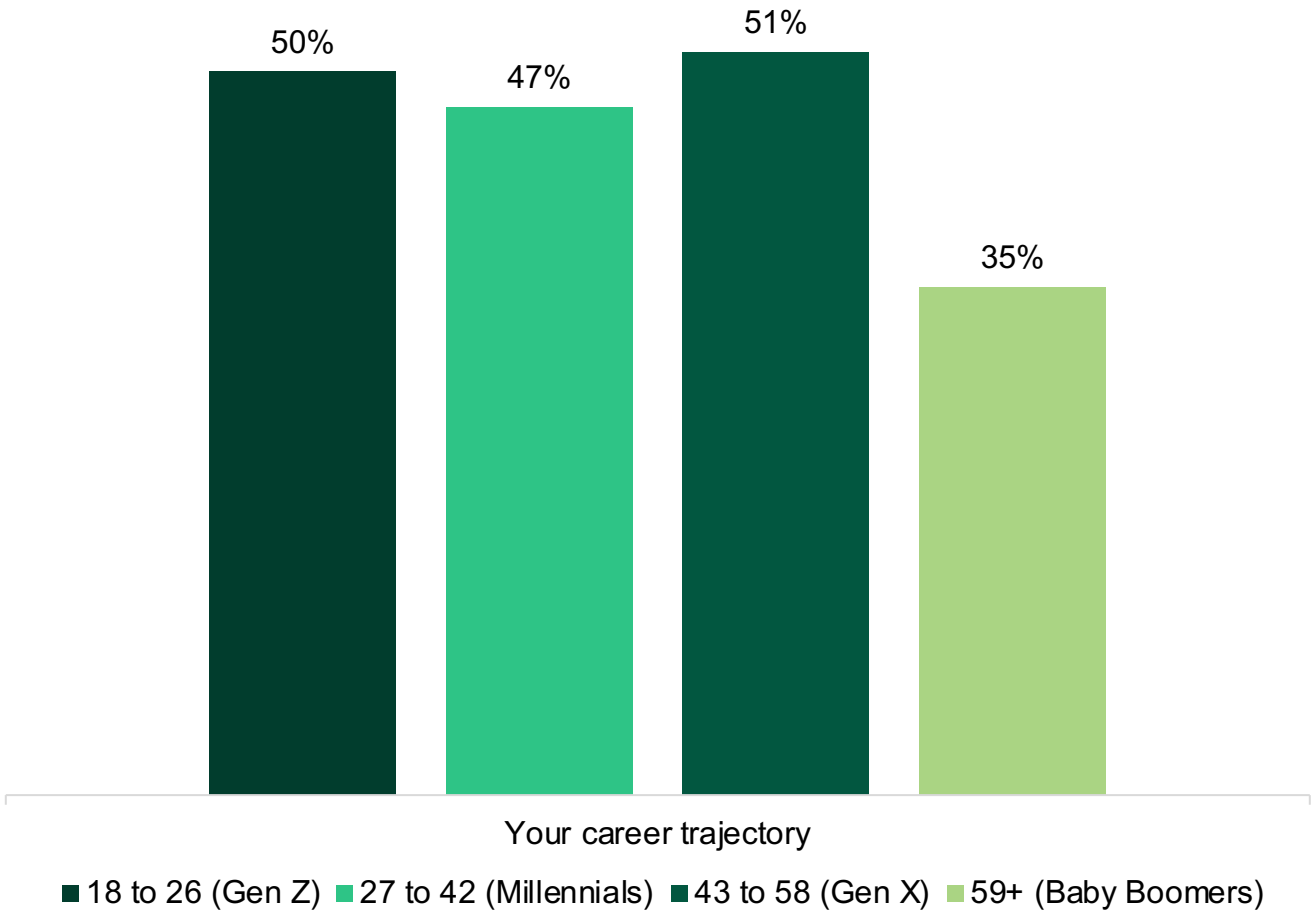


Managers should be empathetic leaders that lead by example. Without this guidance, employees feel less supported in their role, which negatively affects wellbeing.

Base: 1,506 respondents in Germany who are part of the active workforce
Note: Showing 4 or 5 on a scale of 1 [Strongly disagree] to 5 [Strongly agree]
Source: A commissioned study conducted by Forrester Consulting on behalf of Indeed, March 2023

Work wellbeing is having a greater impact on career trajectory for younger employees compared to older generations.

“How does your wellbeing at work impact the following?”



Base: 1,506 respondents in Germany who are part of the active workforce; 187 that were in the 18 to 26 age range; 617 that were 27 to 42; 556 that were 43 to 58; and 146 that were 59+
Note: Showing 4 or 5 on a scale of 1 [Negative impact] to 5 [Positive impact]; showing wellbeing impacts with significant differences
Source: A commissioned study conducted by Forrester Consulting on behalf of Indeed, March 2023

Employers who prioritize wellbeing foster an environment for employees to thrive.

Yet less than half of companies are doing that — or even measuring it.

Employers who are doing all they can to improve employee wellbeing and happiness are
2x more likely
to have thriving employees.*

29%

of employees indicate their employer prioritizes wellbeing over profit.

36%

of employees say their employer measures wellbeing.

Base: 1,506 respondents in Germany who are part of the active workforce

Note: Showing 4 or 5 on a scale of 1 [Strongly disagree] to 5 [Strongly agree]

*Base: 318 respondents identified as having high wellbeing (i.e., "thriving"); 1,188 respondents identified as having low-to-moderate wellbeing (i.e., "not thriving") in Germany who are part of the active workforce

Source: A commissioned study conducted by Forrester Consulting on behalf of Indeed, March 2023

Key Recommendations



Focus on employee wellbeing to drive retention and productivity. We found that thriving employees have significantly higher retention rates and happy employees are significantly more productive. With only 37% of German employees believing their employer is doing all they can to improve wellbeing and happiness, there's a lot of room for improvement. While companies should care about their people because it is the right thing to do, those who take action when it comes to employee wellbeing will see an immense return in their business performance as well.



Understand what actually drives wellbeing at work. Our study shows that German employees who are thriving are much more likely to be in the right role. Helping employees feel energized, feel a sense of belonging, and feel that they can trust people at work are what have the biggest impact on the four key indicators of wellbeing (i.e., happiness, purpose, satisfaction, and stress). Understanding what drives your workforce wellbeing can help you improve it – benefiting both your employees and your company.



Showcase the wellbeing of your employees to attract talent. We found that 84% of surveyed employees in Germany believe it's important to find companies who care about how they feel. Highlighting how your employees are thriving as a proof point on job descriptions, your company website, and during interviews will make your company stand out.

Methodology

In this study, Forrester conducted an online survey of 1,506 respondents in Germany to evaluate their overall wellbeing at work. Survey participants included adults in the active workforce (i.e., those 18+ working full-time, part-time, or who have been unemployed for less than two years and are open to new opportunities). Questions provided to the participants asked a variety of topics related to happiness at work, including general perspectives on happiness, drivers of happiness, impact of happiness at work on business results, different aspects of stress at work, the relationship between work happiness and job searches, and others. Respondents were offered a small incentive as a thank-you for time spent on the survey. The study began in February 2023 and was completed in March 2023.

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Forrester Employee Experience research group

Demographics

Country

Germany (100%)

Level Of Monthly Household Income

Low (under €500 to €1,999)
(27%)

Medium (€2,000 to €2,999)
(28%)

High (€3,000 to €7,500 or more)
(44%)

N/A (1%)

Gender

Male (53%)

Female (47%)

Employment Status

Full-time (35+ hours per week)
(77%)

Part-time (less than 35 hours per
week) (23%)

Age Range

18 to 24 (10%)

25 to 34 (21%)

35 to 44 (28%)

45 to 54 (26%)

55 to 64 (13%)

65+ (2%)

Tenure

3 months or less (2%)

4 to 6 months (3%)

7 months to a year (7%)

2 to 3 years (19%)

4 to 5 years (16%)

6 to 10 years (21%)

11 to 15 years (13%)

16 to 20 years (6%)

More than 20 years (13%)

Demographics (cont'd)

Level Of Education

Low (Elementary or secondary school certificate) (31%)

Medium (Higher/technical college entrance qualifier, some university/college without degree, technical school degree) (38%)

High (Bachelor degree to doctorate degree) (30%)

Type Of Work

Primarily knowledge work (33%)

Primarily manual labor (24%)

Primarily service-based (42%)

Other (1%)

Endnotes

¹ Work wellbeing definition based on methodology developed in partnership with Oxford that aligns with external standards from the Organisation for Economic Co-operation and Development (OECD) and UK Office For National Statistics.

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Forrester Research, Inc., December 29, 2022.

[“Forrester’s Essential Guide To Forging And Leading A Thriving Organization In 2023,”](#) Forrester Research, Inc.,
November 11, 2022.

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