How good company practices impact on workplace well-being and performance

**European Company Survey**

The fourth edition of the European Company Survey (ECS), carried out jointly by Eurofound and Cedefop in 2019, collected information about:

- Work organisation
- HR management
- Skills use & development
- Employee participation

The ECS 2019 is the first Europe-wide company survey to use a push-to-web methodology: establishments were contacted by telephone to identify respondents, who were then asked to complete the questionnaire online.

Overall, the survey confirms that most EU27 companies have a positive work climate.

**Job quality**

‘High investment, high involvement’ workplaces have the best outcomes for workers and employers, managing to boost performance and improve job quality by:

- Increasing employee autonomy
- Facilitating employee involvement
- Promoting training and learning

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1. Only one-fifth of European companies find secret to combining optimal workplace well-being and business performance.

**Autonomy**

Many jobs across EU27 companies offer little autonomy and only to a small proportion of workers.

**Employee involvement**

Workplaces with involving, trusting and influential social dialogue are more likely to have regular, direct employee participation that makes a difference on the ground.

**Training and learning**

Most workplaces in the EU offer at least some training to at least some workers, but…

...only 9% of workplaces offer comprehensive training and learning opportunities.

**Role of governments and social partners**

A people-centred management approach – which supports employees in the application of their skill and knowledge in the workplace and facilitates training and skills development – can bring benefits that go beyond the workplace, such as lower healthcare costs and increased civic engagement.

Governments and social partners have a crucial role in promoting good company practices and supporting managers to adopt them in the workplace.