



European
Workforce
Study 2025



Leadership In Focus Series

The Business Benefits of a Psychologically Healthy Workplace



Belgium & Europe Focus

Great Place To Work®

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About Great Place To Work, Certification™ and Best Workplaces™ Lists

For over 30 years, Great Place To Work's Certification, Best Workplaces Lists, and global benchmarks have become the industry standard—built on data, updated annually, from more than 20 million employees in 170 countries around the world.

We are the global authority on workplace culture, providing leaders and organisations with the recognition and tools needed to foster a thriving workforce and robust employee engagement that ultimately leads to a healthier bottom line.

Our employee sentiment data is captured directly and confidentially from employees, empowering employers to use their workplace culture insights to achieve tangible business gains and a clear return on investment through enhancing their employee experience.

The global
authority on
workplace
culture

1 survey.
21,000 customers.
20m employees.
170+ countries.
Annually.

Certification & Lists

Our recognition is the most coveted and respected in the world for elevating employer brands to attract and retain the right people.

Platform & Data

Our proprietary methodology and survey platform enables organisations to truly capture, analyse, and understand the experience of all employees.

Research & Insights

Our tenable research empowers organisations to build cultures that retain talent and unlock the potential of every employee.

Resources & Community

Our experienced culture experts, data-driven content, and For All Community connect the boldest leaders, ideas, and innovations in employee experience.



Koen Dewettinck
CEO, Great Place To Work Belgium



About this report...

Exploring the psychological health of workplaces across Europe

Great Place To Work has been measuring the full spectrum of workplace culture through confidential employee surveys for over 30 years globally. Part of this process includes capturing survey data which can support our clients to understand their organisation's leadership skills, strengths, and areas for improvement.

Our 'Leadership In Focus' series of reports examines the average employee and leader experiences across Europe on a number of topics, including psychological health within the workplace.

It's important to state that this report is not intended to be a highly academic analysis, but rather a walkthrough of the data and insights regarding workplace psychological health across Europe. The metrics contained within this report are grassroots indicators, reflecting the perception of nearly 25,000 employees in the region.

Our study included 80 Likert scale statements, with the bulk covering workplace culture and leadership. An additional 20 statements covered specific workplace challenges that are not measured in the Great Place To Work Trust Index™.



A special thank you to Ozoda Muminova at The Good Insight, whose independent third-party data analysis was pivotal to this research.

Throughout the European Workforce Study 2025, and this mini report on psychological health, some statements have been shortened for readability. Multiple regression was used to quantify relationships between different variables to identify key relationships and drivers of business outcomes.

European Workforce Study 2025

24,938
Respondents

Annual Online
Quantitative Survey
Fieldwork conducted in Summer
2024 and compiled in Jan 2025

19
Countries

Austria	France	Luxembourg	Spain
Belgium	Germany	Netherlands	Sweden
Cyprus	Greece	Norway	Switzerland
Denmark	Ireland	Poland	U.K.
Finland	Italy	Portugal	

Approx 1,500 respondents per country with the exception of Austria (500), Finland (500), Luxembourg (1000), Spain (900) and Poland (700).

Note: The abbreviation 'pp' is used in this report to denote 'percentage points'

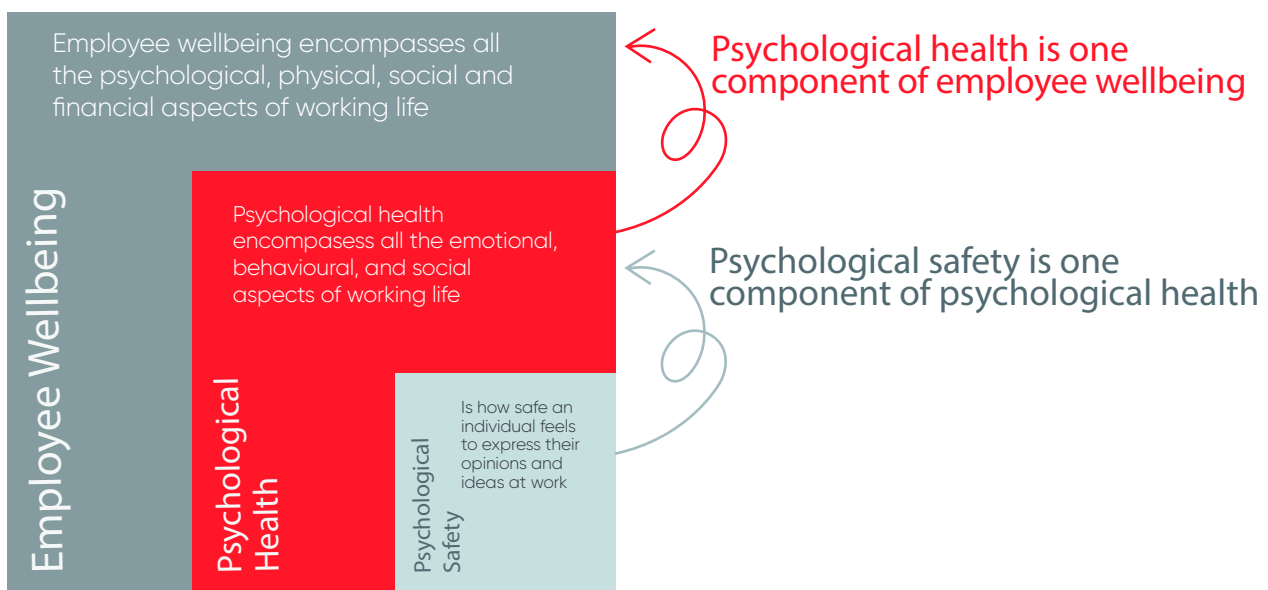
Is psychological health the same as psychological safety?

In short, no. Before we delve into the data, it's important to clarify that having a psychologically healthy workplace is not the same as feeling psychologically safe at work.

While psychological safety and psychological health are related, they are not interchangeable. Psychological safety refers to the context in which an individual interacts with others, while psychological health refers to the individual's internal state of wellbeing. Both are important factors in creating a positive and supportive work environment that promotes overall wellbeing and success.

The core statement used in our report asks respondents to assess whether their organisation is a 'psychologically and emotionally healthy place to work.' This statement serves as a standalone outcome measure, forming part of the broader employee wellbeing framework within our Wellbeing Index.

Psychological health at work encompasses all the emotional, behavioural, and social aspects of working life.



...Psychological safety at work is a component of a psychologically healthy workplace

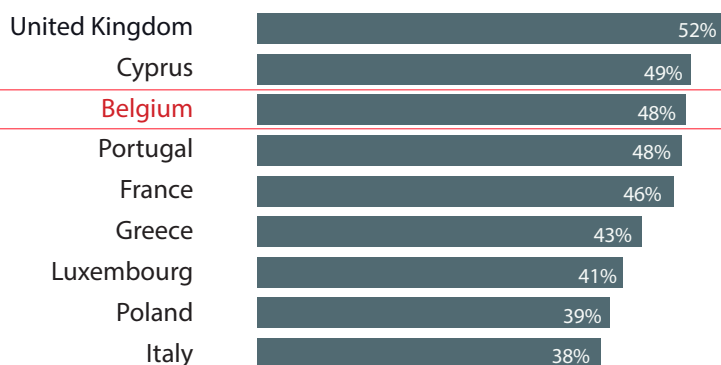
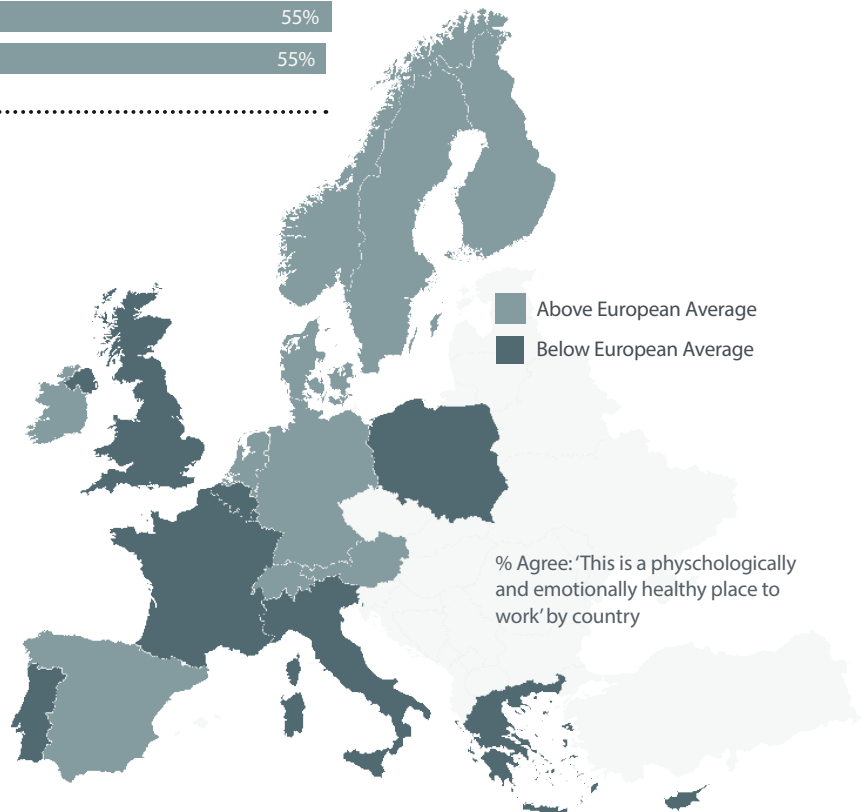
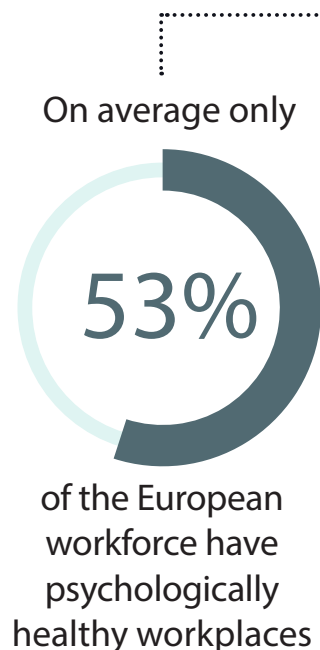
The European Outlook

How psychologically healthy are workplaces across Europe?

In our study of approximately 25,000 employees, Northern European countries are leading the way in providing psychologically healthy workplaces



Norway, Denmark and the Netherlands top the list on psychological health, outperforming the bottom-ranked countries (Greece, Luxembourg, Poland and Italy) by 20pp+



Belgium ranks just below average. This presents substantial opportunities for improvement, and important lessons can be drawn from top European counterparts as well as organisations awarded Belgium's Best Workplaces™ recognition.

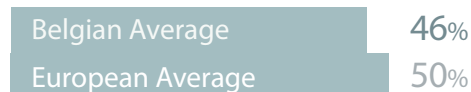
Organisations and industries offering less flexibility than their peers have the lowest levels of psychological and emotional health.

Hybrid working best supports psychological health, potentially because this combines flexibility (work-life balance) and autonomy, with opportunities for both structured and spontaneous social interactions.

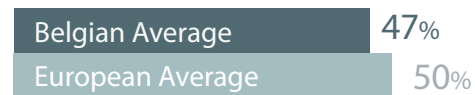
Hybrid



Onsite

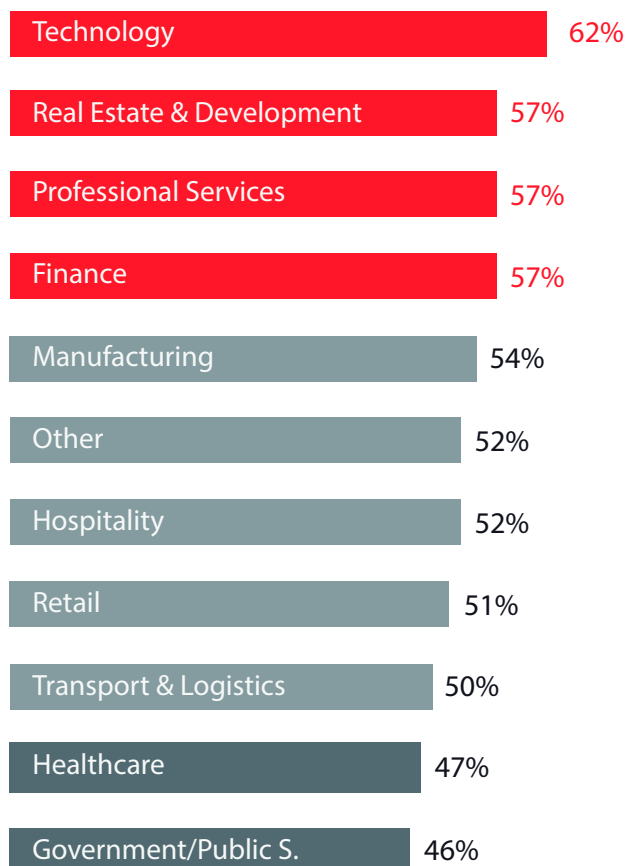


Remote



% Agree: 'This is a psychologically and emotionally healthy place to work', by mode of work - (Belgium and Europe)

European breakdown of psychologically healthy workplaces by sector.



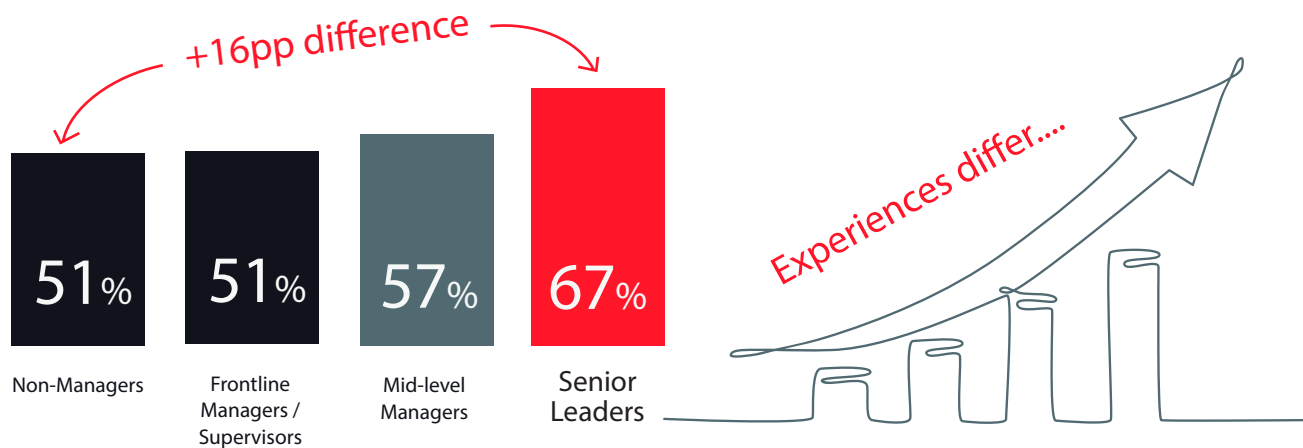
% True: 'This is a psychologically and emotionally healthy place to work', by Industry (Europe)

Recognising the ^{reality}~~perception~~ gap of psychological health in the workplace

Leaders must become comfortable with the knowledge that differing levels of psychological health is not a perception gap, it is a reality gap!

Our data reveals that perceptions of psychological health within an organisation improve significantly with hierarchical level. As a leader, your perspective on the organisation's culture likely differs from that of most employees – yet both are rooted in genuine, lived experiences.

% Agree their workplace is 'psychologically and emotionally healthy'



% Agree: 'This is a psychologically and emotionally healthy place to work', by seniority (Europe)



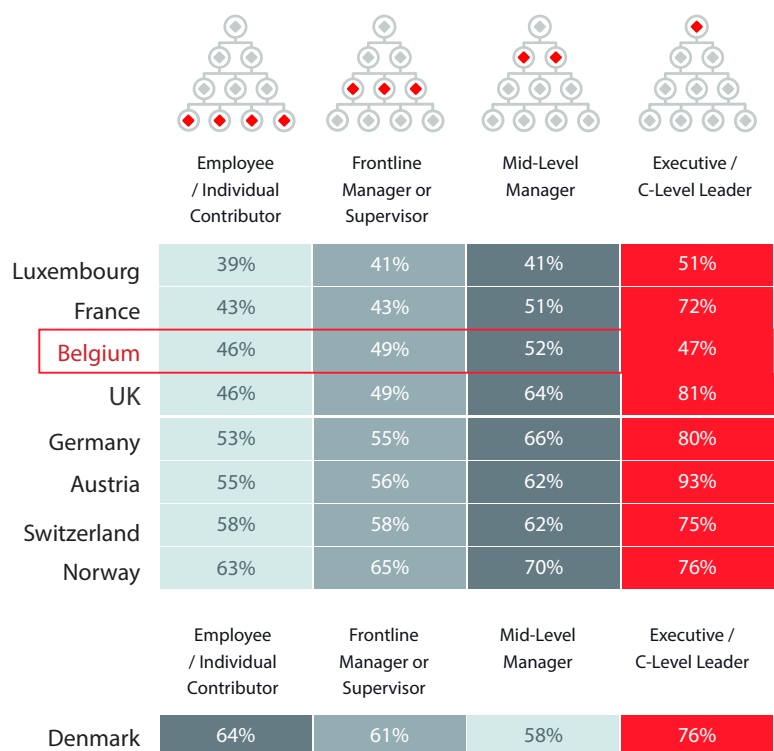
Across Europe, people at all levels, seem to experience only moderate levels of psychological health in the workplace. This indicates that more support for psychological wellbeing is clearly needed.

Senior leaders almost consistently report higher levels of psychological health compared to their colleagues at frontline and midlevel managerial positions and individual contributors. Our findings also suggest that countries where organisations are traditionally less hierarchical tend to offer a healthier environment for more junior employees and contributors too. Denmark is an interesting example here. The country is known for its flat hierarchies and it ranks among the top two countries for psychological and emotional health (the other being Norway). Interestingly, more junior employees' health scores are higher than those of their (more senior) managers

Belgium is also a very interesting case. While the overall level of psychological health scores similar to many other European countries, perceptions of Belgian executive levels is very specific in two ways.

First, Belgian executives evaluate psychological health in their organisation much lower than executives in other countries, indicating that they are overall much more critical about the extent to which they succeed in creating a psychologically healthy workplace.

Second, the data also shows that perceptions of Belgian executives are much more aligned and at the same level of the perception of other groups in the organisation. So, while we are not necessarily doing a great job, at least, Belgian executives seem to be aware of it. This gives hope because awareness is often a first and necessary step to start acting and doing effort towards improvement.

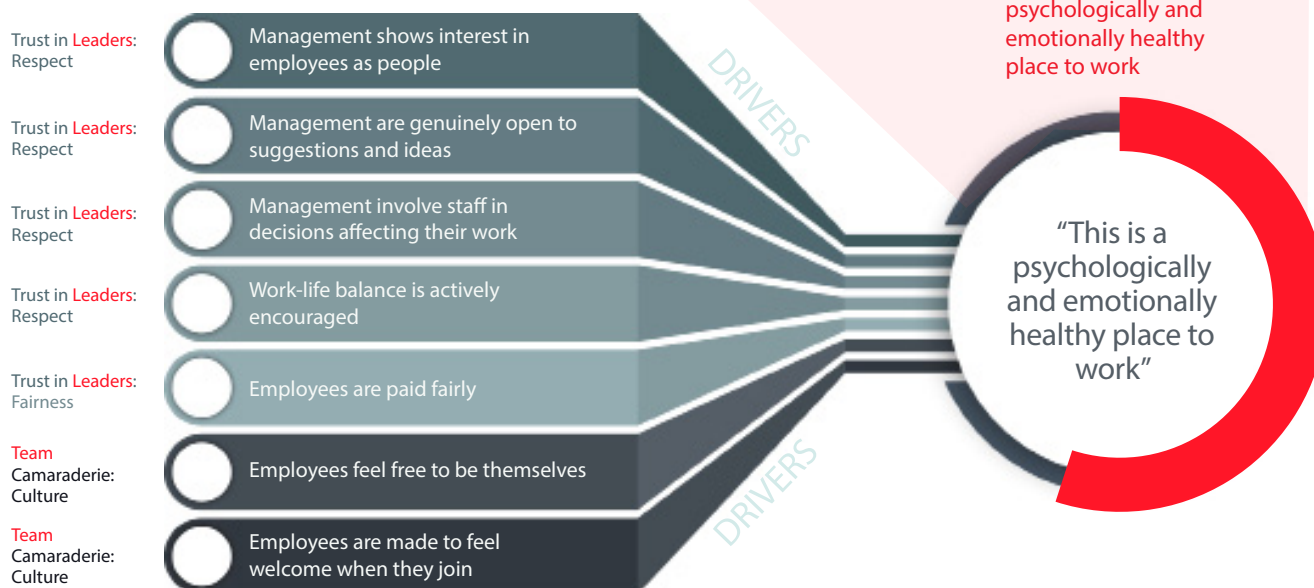


employees have a better experience than managers

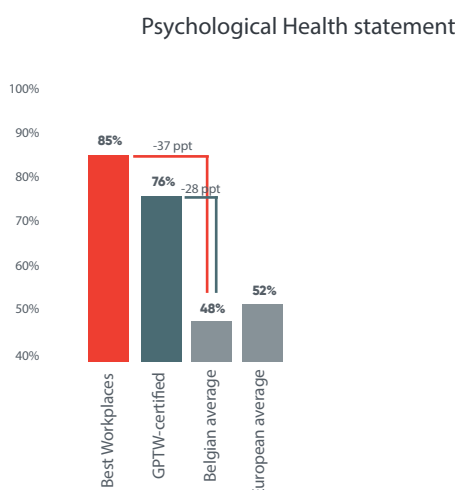
Creating psychologically healthy workplaces



Key drivers of psychological health



Psychological health for Belgian-based employees: Our Best Workplaces clearly outperform Belgian & European average



% Agree: 'This is a psychologically and emotionally healthy place to work', Great Place To Work BE Client Data 2024 + EWS 2025

Key Drivers

Our European Workforce Study found that just over half of Europeans agree with the statement, “This is a psychologically and emotionally healthy place to work.” Using multiple regression analysis, we identified key factors influencing perceptions of psychological health, many of which are tied to psychological safety. Supporting leaders to create a safe environment that fosters open communication, encourages idea-sharing, and involves employees in work-related decisions is therefore essential.



TIP: Quantitative survey data in the Great Place To Work Trust Index™ helps leaders to understand employee experiences across different demographics. Why not analyse responses by length of service in your organisation, and build a business case for additional mechanisms or initiatives that can better support long-serving employees?



Top 3 Leadership Traits

All Other Employees' Perspective

- 1 Is Approachable & Listens
- 2 **Advocates Employee Wellbeing & Development**
- 3 Is Transparent & Strong Communicator

Executive Leadership's Perspective

- 1 Is Approachable & Listens
- 2 Showcases Integrity & Ethics
- 3 Is Transparent & Strong Communicator


Source: European Workforce Study (all Europe); Top three ranking senior leadership qualities (out of 10) split by seniority

Understanding psychological health: A data-driven approach


Don't Underestimate Leadership's Role

What is clear from the survey results is that employees at all levels expect the advocacy of employee wellbeing to be championed by their C-Suite. Leaders set the tone for workplace culture, workloads, and priorities. When leadership fails to prioritise wellbeing, no HR policy can compensate for the lack of support or a toxic work environment.


Leverage Your Employee Survey Data

 **TIP:** It is vital to use any quantitative data available to identify who is most disadvantaged, uncover experience gaps, and understand the factors influencing low psychological health within your organisation.

Identify Key Drivers

 Applying key driver analysis at organisational level can reveal the specific nuances of your workforce and highlight areas for improvement.

Create a Targeted Action Plan

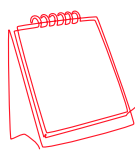
 Complement quantitative data with qualitative insights to gain a full picture of psychological health. Methods such as focus groups, behavioural observations, and interviews can provide valuable context to your findings, enabling you to develop a comprehensive and actionable plan for fostering a healthier workplace.

A diverse group of business professionals are gathered in a library or office setting, with bookshelves visible in the background. In the foreground, a man with white hair in a light blue shirt is looking towards the right. Behind him, a woman with long brown hair in a white and black dress is smiling. To her left, a man with dark hair in a light pink shirt is also smiling. On the far right, a man with glasses and a grey shirt is partially visible. In the bottom right corner, a young Black man in a light blue shirt is looking towards the left. A large red rectangular overlay is positioned on the left side of the image, containing the text 'The Business Impact' in white. There are also several smaller red rectangular shapes scattered throughout the image, including one near the top right and another near the bottom left.

The Business Impact

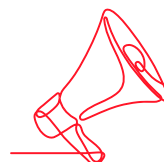
Psychologically healthy workplaces are more likely to retain their employees and have strong employee advocacy

Belgium-based employees working at psychologically healthy organisations are...



3x

more likely
to want to
stay



4,5x

more likely
to be strong
advocates

Our data from the European Workforce Study shows that employees have far superior loyalty intention and are vastly more likely to recommend their organisation to friends and family when they work for a psychologically and emotionally healthy workplace.

By prioritising psychological health, organisations not only create a more positive and productive environment, they also build a loyal workforce that champions the company both internally and externally.

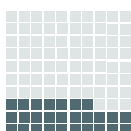
Source: European Workforce Study (all Europe). Data: Employees who 'work at a psychologically and emotionally healthy workplace' and 'want to stay a long time' / 'would recommend working at their organisation to friends and family'

Across Europe, employee and customer satisfaction skyrocket at psychologically healthy organisations

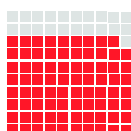
Employee Satisfaction

% Agree "This is a great place to work"

27%



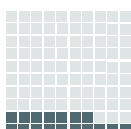
low levels of
psychological health



79%

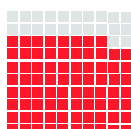
high levels of
psychological health

17%



Customer Satisfaction

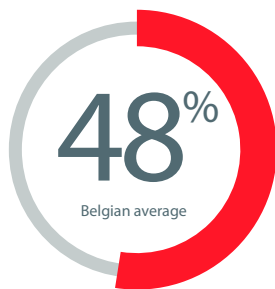
% Agree "Customers give us an excellent rating"



78%

Source: European Workforce Study (all Europe) Data

The Belgian Best Workplaces surpass the national average psychological health score by almost 40 percentage points...



Average Belgian psychological health score vs. the Belgium's Best Workplaces™



Source: European Workforce Study (Belgium data) v Belgium's Best Workplaces 2025



Value-weighted Best Workplaces Portfolio



- Can you bring your full self to work; how wide is the gap between who you'd say you are, and who your colleagues or manager think you are?
- Are interactions grounded in kindness and trust; do people give each other the benefit of the doubt?
- Would you openly challenge something you disagreed with, or open up about personal issues affecting you at work?
- Do you need to be 'on guard' at work?

All of these questions give an indication of how psychologically and emotionally healthy your workplace is.

Whilst it's insightful to examine the employee experience around this via a European-wide lens, the more granular country-level variances reflect what we often see within countries and indeed organisations – some groups have a better experience than others.

If significant numbers of people feel an organisation is psychologically unhealthy, this is likely symptomatic of other things happening in the workplace, either recently or chronically, and these are the things that leaders need to unpick. This may relate to workload and stress, changes occurring, inter- and intra-team dynamics, or wider cultural phenomena.

Quantitative survey data provides a good pulse of how people are feeling about their psychosocial work environment. This is closely linked to trust and psychological safety, providing a foundation for thriving in the workplace – but it doesn't say enough on its own. The reasons and root causes driving this perception must be investigated, and actioned.

Because, as we've seen through the business impact, creating a psychologically healthy workplace is in everyone's best interests: it's better for business, better for people, and better for the world.

Koen Dewettinck
CEO,
Great Place To Work Belgium

www.greatplacetowork.be



Get Certified
and start
your journey
to becoming
the Best...



Certification is based on the results of an anonymous, company-wide survey. Organisations who surpass the required Trust Index™ score are Certified 'great' for 12-months.



Best Workplace recognition is awarded to a maximum of 10 companies, within each size category, annually. Great Place To Work have national Best Workplaces lists all around the world.

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