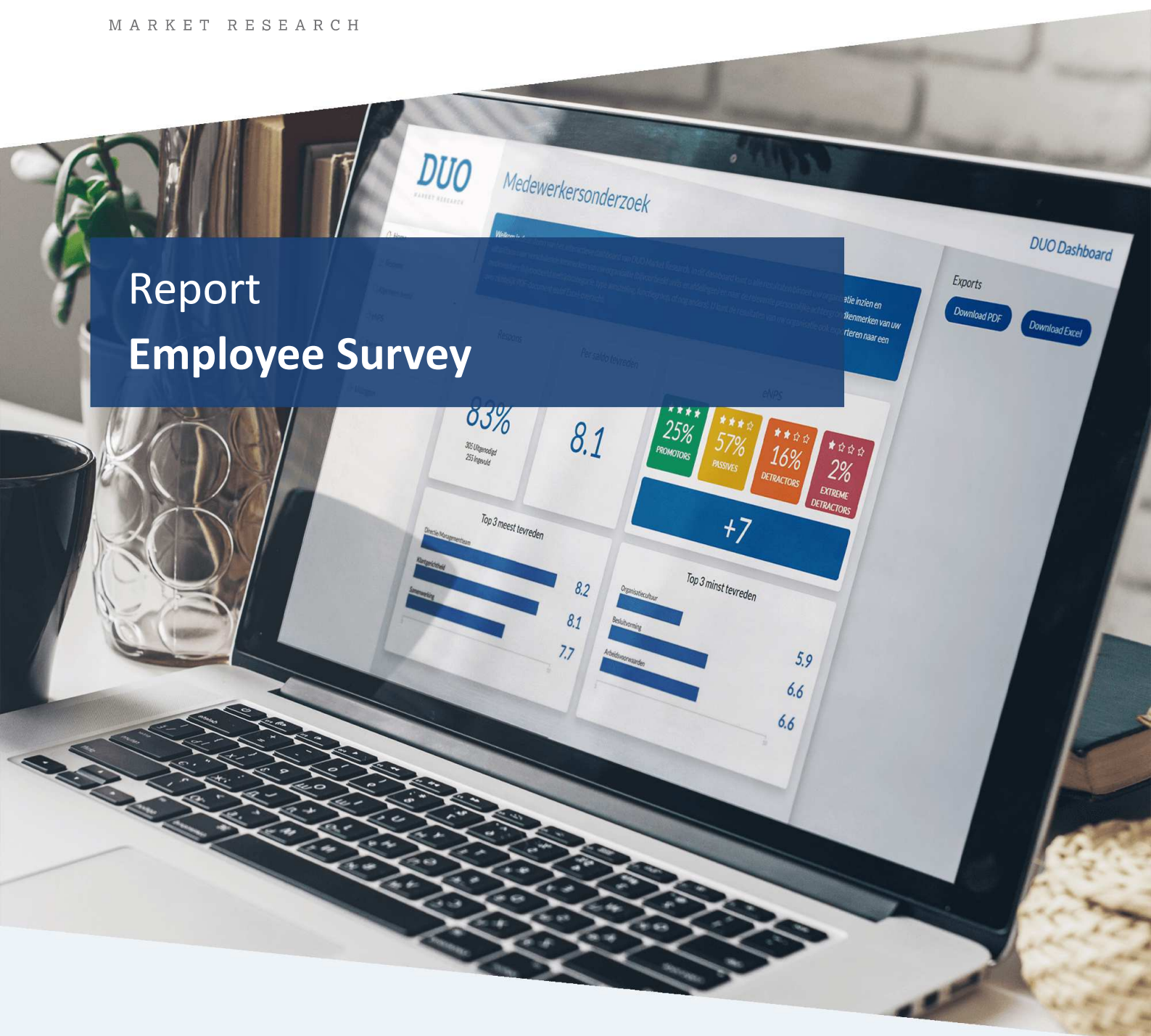


## Report Employee Survey



Report type:

Overall report

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Yes We Can Healthcare Group

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This report was composed by DUO Market Research, commissioned by Yes We Can Healthcare Group.

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## 1. Introduction

Yes We Can Healthcare Group wanted to gain insight into the employee satisfaction, involvement and motivation in 2019. Also in 2024 Yes We Can Healthcare Group wanted to gain insight into the employee satisfaction, involvement and motivation of their employees. Against this background, DUO Market Research has conducted an employee survey in the months March and April 2024.

In this report, the results of the survey are presented.

### 1.1 Research objectives

The objectives of the employee survey are as follows:

- *To find out how the employees experience working at Yes We Can Healthcare Group (and their company) and how satisfied they are.*
- *To determine the level of employee commitment to Yes We Can Healthcare Group and to their respective company.*
- *To identify points of improvement for Yes We Can Healthcare Group and the companies.*
- *To determine how professional the culture of Yes We Can Healthcare Group is.*
- *To determine what contributions the employees can make to create an (even more) professional culture at Yes We Can Healthcare Group.*
- *To determine differences in employee satisfaction since the last measurement.*

### 1.2 Structure of the survey

#### Method

An employee survey should be carried out in a way that enables the employees of the organisation to carefully consider their responses to the questions.

Yes We Can Healthcare Group opted for an online approach. Participation took place as follows:

- the employees received an e-mail sent to their corporate or personal e-mail address;
- the e-mail contained a personalised link which, when clicked, took the employees directly to the online survey;
- a reminder was sent after one, two and three weeks. The reminders were only sent to employees who had not yet (fully) completed the online survey.

# Employee Survey

## Fieldwork

The survey was conducted between the 18th of March until the 14th of April 2024.

## Survey

The survey was developed in close consultation with Yes We Can Healthcare Group.

## Research group and response

The survey was conducted among all 461 employees working at Yes We Can Healthcare Group. In the end, 338 employees completed the questionnaire, which results in a response rate of 73%. The previous survey in 2019 resulted in a response rate of 79%. To safeguard anonymity in the table of responses below, small groups (in which five or fewer people work) have not been listed separately.

Company	Invited	Net response	Response %
<i>Yes We Can Healthcare Group</i>	461	338	73%
Coach BV	59	46	78%
Feniiks BV	57	37	65%
Hawking BV	7	7	100%
Youth BV	27	15	56%
YWCC BV	265	194	73%
Zero & Sano BV	46	39	85%

## Ensuring employee anonymity

We have gathered all given answers into a single data file, which we used to make this report. To ensure the anonymity of employees, we only report those groups where at least five employees have responded. If less than 5 people of a certain group (e.g. a team or an age category) have filled in the survey, this group will not be reported separately. This way, employee anonymity is ensured.

## 1.3 Interpretation of the results

The survey consists mainly of statements with which the employees could either agree or disagree. An example of a statement might be, *'I am satisfied with my salary'*. Respondents could reply with completely disagree, disagree, neither disagree nor agree, agree, or completely agree. We then examine the results in a variety of ways:

### The average scores for each theme and statement

We attribute the answers to a value: (1 'for completely disagree' to 10 'for completely agree'). We then calculate the average score for each aspect/statement. As a guideline in the interpretation of the average scores, we use the following classification:

- 7.8 or higher: very good / very satisfied;
- 7.4 to 7.7: good / satisfied;
- 6.9 to 7.3: reasonable / reasonably satisfied;
- 6.1 to 6.8: moderate / moderately satisfied;
- 6.0 or lower: unsatisfactory/poor / dissatisfied.

#### Percentage of dissatisfied employees

We regard the employees who reply to (positively formulated) statements – for example, *'I am satisfied with my secondary terms and conditions of employment'* – with 'completely disagree' or 'disagree' as dissatisfied employees. We classify aspects on which 20% or more of the employees are dissatisfied as problem areas/concerns for the organisation. Experience shows that if the mean score on an aspect is 6.0 or lower, it is often the case that 20% or more of the employees are dissatisfied.

#### The benchmark

To put the survey results into perspective, we benchmark the results against the Healthcare benchmark. This benchmark is based on research by DUO Market Research, conducted on its own initiative, among people employed in the mentioned sector. See Section 3.1.3 of this report.

#### The Priority Matrix

See Section 3.1.4 of this report for the analysis technique regarding the priority matrix and a detailed explanation of the priority matrix.

#### The commitment of employees to the organisation

Based on the replies to certain questions, we divide the employees of Yes We Can Healthcare Group into five different categories: **leaders, driving forces, job hoppers, leavers** en **stickers**. See section 3.1.5 of this report for more information.

#### Loyalty

Based on the so-called Employee Net Promotor Score, we measure the loyalty of the employees of Yes We Can Healthcare Group. See section 3.1.6 of this report for more information.

#### Professionalism of the culture of the organisation

Finally, we provide an insight into the professionalism of the culture at Yes We Can Healthcare Group, from the perspective of the employees. We discern several dimensions concerning the professionalism of the culture within the organisation. See section 3.1.7 Priorities for improvement of this report for more information.

A balanced view of the results is created by looking at the results from different angles.

## 2. Summary

### 2.1 Main results

Of the 461 Yes We Can Healthcare Group employees who received an invitation, 338 completed the questionnaire, resulting in a response rate of 73%. The previous survey in 2019 resulted in a response rate of 79%.

#### Overall satisfaction

We have presented the following statement to employees: 'Overall, I am satisfied with my work at Yes We Can Healthcare Group'. This statement provides insight into the overall satisfaction of employees about their job at Yes We Can Healthcare Group. The results for Yes We Can Healthcare Group are shown below, compared to the previous measurement and the benchmark. Compared to the research conducted in 2019 scores Yes We Can Healthcare Group **almost the same**. In addition, scores Yes We Can Healthcare Group **almost the same** to the benchmark Healthcare.

#### Overall satisfaction



#### Loyalty - Employee Net Promotor Score

We measure the loyalty of the employees of Yes We Can Healthcare Group using the so-called Employee Net Promotor Score (eNPS). The following question was posed to all employees: 'How likely (on a scale from 0 to 10) is it that you will recommend coming to work at Yes We Can Healthcare Group to someone else?' Where '0' means 'I would definitely not recommend Yes We Can Healthcare Group' and a '10' represents 'I would definitely recommend Yes We Can Healthcare Group'.

Based on the loyalty question, the employees can be divided into four groups: promoters, passives, detractors and extreme detractors. We calculate the Employee Net Promotor Score (eNPS) as follows: percentage promoters - percentage (extreme) detractors. The eNPS for Yes We Can Healthcare Group is shown below, compared to the previous measurement and the benchmark. Compared to the previous measurement, Yes We Can Healthcare Group scores **worse**. Compared to the Healthcare benchmark, Yes We Can Healthcare Group scores **comparable**.

#### Employee Net Promotor Score



# Employee Survey

## The themes

The table below contains a summary of four criteria to determine the success factors and the problem areas: the average score for a theme, where possible the comparison to the benchmark Healthcare, the percentage of (dis)satisfied employees and the position in the priority matrix.

	Score	Benchmark	Deviation from the benchmark	Percentage of dissatisfied employees	Percentage of satisfied employees	Position in the priority matrix
Atmosphere	8.3	8.1	o	2 %	90 %	Maintain
Supervisor	8.2	7.5	++	4 %	88 %	Strong points
Content of work	8.1	8.0	o	3 %	91 %	Strong points
Cooperation	8.0	7.7	+	4 %	88 %	Maintain
Working conditions	7.7	7.2	++	6 %	81 %	Strong points
Personal development	7.4	7.1	+	9 %	74 %	Unclear position
Communication	7.1	6.5	++	11 %	69 %	Points of improvement lower priority
Terms and conditions of employment	7.1	6.7	+	9 %	66 %	Points of improvement higher priority
Board	7.1	6.2	++	7 %	64 %	Points of improvement lower priority
Workload	6.5	6.3	o	20 %	58 %	Points of improvement lower priority
Participation Council	5.5	7.1	--	23 %	28 %	

### Explanation of 'Position in the priority matrix'

- The priority matrix is a tool for organisations to make choices based on the research results. The priority matrix answers the following question: 'if the organisation wants to improve the **overall satisfaction** of its employees, which themes should the organisation tackle first?'. See section 3.1.4 for more information on this analysis.
- The following themes are not included in the priority matrix due to limited influence Yes We Can Healthcare Group has on these themes: **Participation Council**.



# Employee Survey

## Comparison with the previous measurement

A previous measurement for Yes We Can Healthcare Group was also conducted in 2019. Below we compare the scores from the current measurement with the scores from the measurement of 2019.

Theme	2024	2019	Deviation from 2019
Overall satisfaction with work	8.3	8.5	o
Content of work	8.1	8.2	o
Working conditions	7.7	7.8	o
Personal development	7.4	6.6	++
Terms and conditions of employment	7.1	7.3	o
Supervisor	8.2	8.0	o
Board	7.1	7.0	o
Participation Council	5.5	5.8	-
Cooperation	8.0	7.9	o
Communication	7.1	6.7	+
Atmosphere	8.3	8.2	o
Workload	6.5	6.2	+

### The scale has the following meaning:

--	significantly lower/worse than the measurement in 2019 (difference of 0,5 or more)
-	lower/worse than the measurement in 2019 (difference of 0,3 or 0,4)
0	(approximately) equal to the measurement in 2019 (difference of 0,2 or less)
+	higher/better than the measurement in 2019 (difference of 0,3 or 0,4)
++	significantly higher/better than the measurement in 2019 (difference of 0,5 or more)

# Employee Survey

## The commitment of employees

Based on the replies to certain questions, we divide the employees of Yes We Can Healthcare Group into five different categories employees: **leaders**, **driving forces**, **job hoppers**, **leavers** and **stickers**. The table below shows the distribution of employees according to the aforementioned groups for Yes We Can Healthcare Group.



In the table below we compare the results of Yes We Can Healthcare Group with the results of the previous measurement and with the benchmark figures. Compared to the benchmark Healthcare there are relatively many 'leaders' at Yes We Can Healthcare Group.

	Leaders	Driving forces	Job hoppers	Leavers	Stickers
<b>Yes We Can Healthcare Group</b>	<b>14%</b>	<b>72%</b>	<b>12%</b>	<b>2%</b>	<b>0%</b>
Yes We Can Healthcare Group 2019	13%	73%	13%	1%	1%
Healthcare	6%	70%	16%	3%	5%

## Professionalism of the culture

We provide an insight into the professionalism of the culture at Yes We Can Healthcare Group, from the perspective of the employees. The results for Yes We Can Healthcare Group are shown below, compared to the previous measurement and the benchmark. Compared to the measurement in 2019 Yes We Can Healthcare Group scores **almost the same**. In addition, Yes We Can Healthcare Group scores **higher** than the benchmark Healthcare.

### Professionalism of the culture

Yes We Can Healthcare Group	Yes We Can Healthcare Group 2019	Healthcare
<b>7.6</b>	<b>7.4</b>	<b>7.1</b>

## 2.2 Conclusions

In this paragraph, we will discuss both the positive and less positive results (the points of attention), as well as other notable outcomes.

### Employees are highly satisfied, proud and committed!

Overall, the employees of are highly satisfied with their jobs (8.3). The score achieved by closely matches the benchmark for the Health and Well-being sector (8.1) and the result of the previous survey (8.5).

Employees feel a strong sense of commitment to their department/team and, to a slightly lesser degree, to the organisation as a whole. They are very proud to be working for , they experience job security and, if given the option of choosing where they want to work, they would once again choose to work for .

Employees are highly satisfied with the following themes:

- the workplace atmosphere;
- their direct supervisor;
- the nature of their work;
- the collaboration.

In response to the open question of what employees love the most about working at , one in three employees spontaneously cites 'the collaboration with colleagues (collegiality)'.

#### Comparison with the previous survey: (significant) improvements realised on various themes

The themes of personal development, communication and workload score higher than on the previous survey. In particular, progress has been made with regard to the theme of personal development (from a score of 6.6 in 2022 to a 7.4 now).

Only the score for the Participation Council is lower than it was in 2022. The scores for the other themes are virtually the same as they were in the 2022 survey.

#### Comparison to the Health and Well-being benchmark: generally higher scores

Compared to the benchmark, scores well. For most of the themes, the scores are (significantly) higher than the average scores of other organisations in the Health and Well-being sector. The Participation Council scores significantly lower than the benchmark. On the few remaining themes, scores in line with the benchmark.

#### Loyalty: the employee Net Promoter Score

27% of employees actively recommend as an employer (promoter), while 16% does not recommend the organisation ((extreme) detractors). This results in an employee Net Promoter Score (eNPS, a measure of employees' loyalty to their employer) of +11. The score achieved by closely matches the benchmark for the Health and Well-being sector (+1). Compared to the previous survey, the eNPS has dropped (+21).

What does the eNPS represent?

- First and foremost, the eNPS tells you something about employees' loyalty to their employer. Especially given the shortages on the employment market, organisations will benefit from an eNPS far above 0 if they wish to recruit new staff with the help of current employees.
- A high eNPS is indicative of a pleasant and enthusiastic team, which a company's stakeholders (fellows, parents/ family members, the municipality, insurance companies, referrers) are sure to notice.

## Professionalism of the culture

Employees feel that the culture at is generally professional. The score for the professionalism of the culture is higher than the benchmark and virtually the same as in the previous survey.

However, compared to the previous survey, does score significantly lower for the aspect 'Stakeholder comes first'. On the other hand, the scores for the aspects 'Clear vision of management that is supported by the employees' and 'Attention to personal development' are significantly higher than before.

## **Key issues to be resolved**

Despite the aforementioned positive results, there is also relatively high dissatisfaction among employees regarding certain themes. The points of attention are mainly related to the themes of WC and workload.

## Participation Council

Employees are least satisfied with the Participation Council. They feel highly dissatisfied about all related aspects. Two out of five employees believe the Participation Council does not communicate well enough about what is going in the organisation and that the Participation Council is not visible enough. Additionally, nearly one in four employees indicates that the Participation Council does not serve their interests effectively, offers no added value and is hard to reach.

## Workload

There is also relatively high dissatisfaction about the workload. The key issues are:

- the number of colleagues in the team/department (not enough to do the work effectively);
- the control employees have over their own workload (they feel overwhelmed and not in control);
- the amount of overtime employees have to work (it is deemed unacceptable);
- and a relatively large number of employees does not have a good work-life balance.

## More focus on undesirable behaviour

29 employees (9%) say they have experienced undesirable behaviour from colleagues in the past twelve months. This percentage is higher than that of other organisations in the sector (6%). It primarily concerned the mildest form of undesirable behaviour, i.e. undesirable conduct. However, employees also say they have experienced verbal harassment/ violence, bullying, sexual harassment, discrimination and physical harassment.

Additionally, several employees indicate they have experienced undesirable behaviour from supervisors. This concerns undesirable conduct, discrimination, bullying and verbal harassment/violence.

Undesirable behaviour is therefore a point of attention for . After all, every employee who experiences undesirable behaviour at work is one too many.

## **Other notable outcomes**

### Core values

Nearly all employees are familiar with the core values of . All aspects related to the core values that are covered in the survey (e.g. knowing what they mean, knowing how to adhere to them, being able to adhere to them) score well.

### Differences between the companies

There are (sometimes quite significant) differences between the companies with regard to the various themes. For example, the employees of Hawking BV are generally highly satisfied. On the other hand, the employees of Youth BV feel the greatest degree of dissatisfaction.

The company reports contain a wealth of relevant information for each company. This information can be used to draw up a plan of approach tailored to each company's specific areas of success and attention.

### 3. Research results

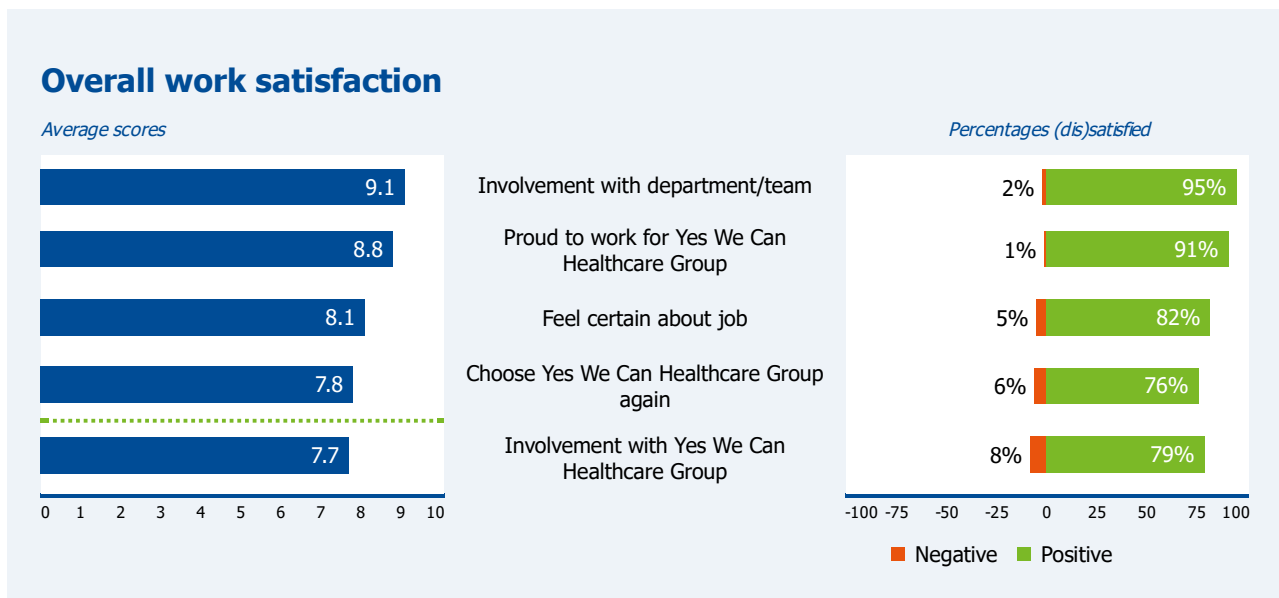
#### 3.1 General view of Yes We Can Healthcare Group

##### 3.1.1 Overall satisfaction

We have presented the employees with a number of statements to get a general picture of the satisfaction, commitment and loyalty of the employees. The results for Yes We Can Healthcare Group are shown below (compared to the previous measurement and the benchmark), followed by a graph with the results of the remaining statements.

Compared to the measurement in 2019 Yes We Can Healthcare Group scores **almost the same**. In addition, Yes We Can Healthcare Group scores **almost the same** as the benchmark Healthcare.

##### Overall satisfaction



##### Explanation of the graph

In graphs, such as the one shown above, the average score on the various statements is found on the left. An average score of **7.8 or higher** is classified as 'very good'. An average score of **6.0 or lower** is classified as 'bad'. On the right side of the graph we show the percentage distribution between the employees that are (very) satisfied and the employees that are (very) dissatisfied about each of the statements. The neutral category (neither disagree nor agree) is not included in the graph on the right.

# Employee Survey

## Strong and weak points

We presented the employees with two open-ended questions (without pre-designated answer categories). In the tables below we present the answers that relatively many employees have given.

### Which aspects do you like most about working at Yes We Can Healthcare Group?

Most frequently given answers	%
The collaboration with colleagues (collegiality)	33%
The content of the work/working method	14%
The atmosphere	12%
The contact with clients/the target group	11%
The variation/diversity in the work	7%
The freedom/independence	7%
Being appreciated	4%
The personal development/improvement	2%
Short lines/accessibility	2%

### Which aspects do you like least about working at Yes We Can Healthcare Group?

Most frequently given answers	%
Workload	23%
Working hours	12%
Uncertainty/unrest within the organisation	5%
(Lack of) communication	5%
Travel time/distance	5%
Bad atmosphere	4%
Lack of clarity in procedures	4%
Employees' opinions are not taken seriously	3%
Understaffing	3%
Administrative tasks/bureaucracy	3%
Inadequate management	3%
Salary and/or supplements	2%
Ad hoc decisions and changes	2%

## Employee Survey

### Course of action

We also presented the employees with the following open-ended question (without pre-designated answer categories). In the tables below we present the answers that relatively many employees have given.

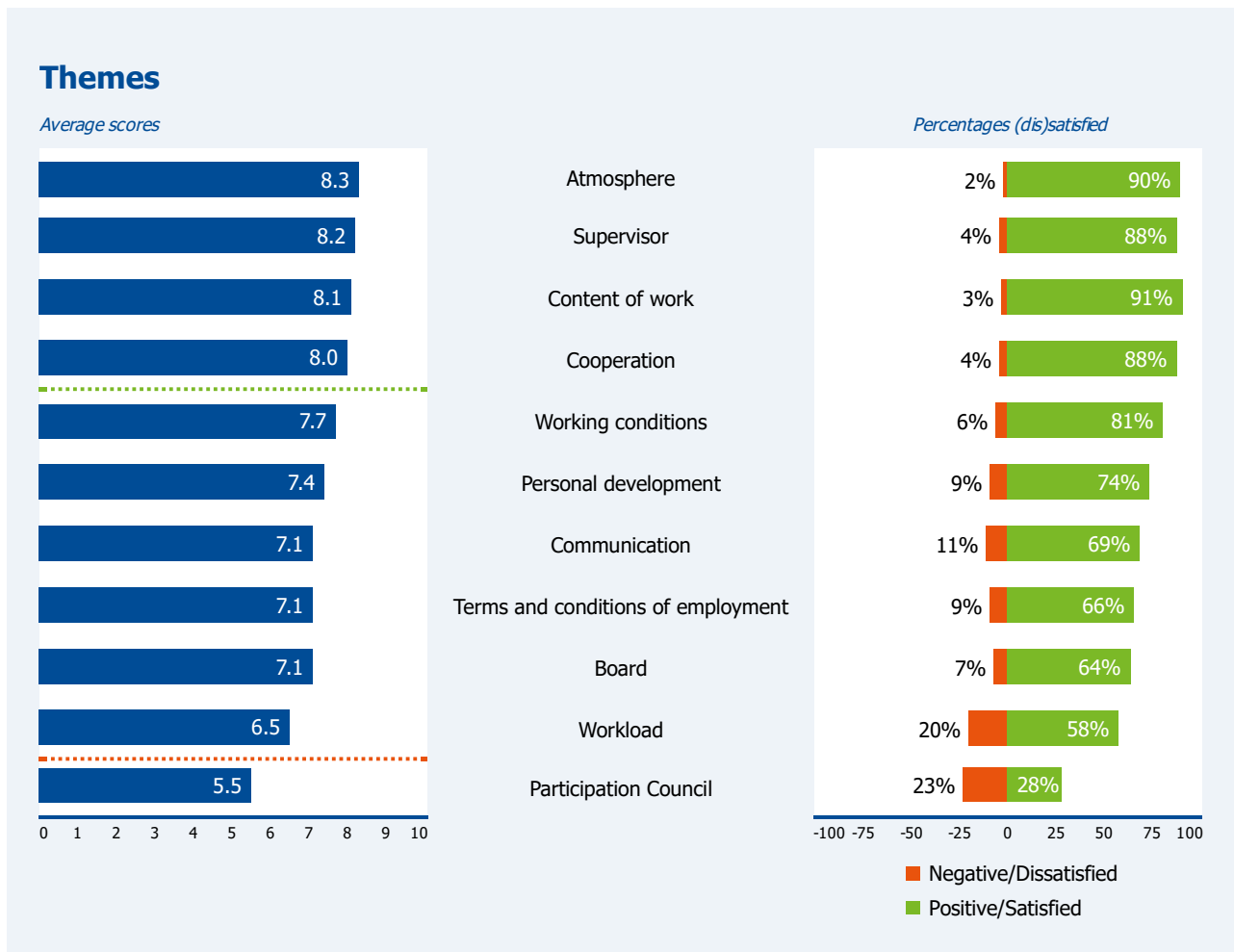
### Please specify three actions/activities that could be taken/carried out to make Yes We Can Healthcare Group function (even) better.

Most frequently given answers	%
Improve internal communication	14%
Share knowledge/give feedback	12%
Keep an eye on personal balance/stay positive	12%
Be constructive within the organisation	10%
Improve internal cooperation	6%
Improve collegiality/teambuilding	5%
Werk on personal development (training/courses/education)	4%

### Please specify three actions/activities that your department could take/carry out to make Yes We Can Healthcare Group function (even) better.

Most frequently given answers	%
Improve collegiality/teambuilding	7%
Improve internal communication	7%
Improve internal cooperation	7%
Personnel deployment (better/more personnel)	6%
Be clearer/more openness	5%
Give mutual feedback	4%
Improve image/promotion of the organisation	2%
Improve time management/scheduling	2%
More consultation	2%

3.1.2 Satisfaction with work perception aspects (the themes)



On the next page(s), a breakdown is shown for the themes by company. In chapter 5, breakdowns of the results are shown for the themes by several background characteristics.



## Employee Survey

### Breakdown by company.

The table below shows a breakdown of the results for the themes by company.

The aspects relating to the direct manager/supervisor are not shown at company level in this report.

*When a score was established based on less than five ratings, we replaced the score by an '\*' because of the privacy of the employees.*

	Coach BV	Feniks BV	Hawking BV	Youth BV	YWCC BV	Zero & Sano BV	Yes We Can Healthcare Group
<i>Number of respondents</i>	46	37	7	15	194	39	338
Overall satisfaction with work	8.1	8.2	9.7	8.4	8.4	7.8	8.3
Content of work	7.9	7.7	9.4	8.5	8.2	8.0	8.1
Working conditions	7.2	7.6	6.5	7.8	7.8	7.7	7.7
Personal development	8.1	6.9	8.1	6.1	7.5	6.6	7.4
Terms and conditions of employment	6.6	6.9	8.4	7.8	7.2	6.8	7.1
Board	7.3	7.9	9.3	5.8	7.0	6.6	7.1
Participation Council	4.9	6.7	5.9	4.4	5.7	4.8	5.5
Cooperation	8.3	7.6	9.0	7.5	7.9	8.2	8.0
Communication	7.6	7.1	9.0	6.4	7.0	6.9	7.1
Atmosphere	8.4	8.1	9.4	7.6	8.3	8.3	8.3
Workload	5.3	7.3	9.0	7.0	6.4	7.3	6.5

### **The colors in the table above indicate the following:**

Dark red	significantly lower/worse than Yes We Can Healthcare Group as a whole (difference of 0.5 or more)
Light red	lower/worse than Yes We Can Healthcare Group as a whole (difference of 0.3 or 0.4)
White	(approximately) equal to Yes We Can Healthcare Group as a whole (difference of 0.2 or less)
Light green	higher/better than Yes We Can Healthcare Group as a whole (difference of 0.3 or 0.4)
Dark green	significantly higher/better than Yes We Can Healthcare Group as a whole (difference of 0.5 or more)

# Employee Survey

## Comparison with the previous measurement

A Employee Survey was also conducted in 2019 for Yes We Can Healthcare Group. Below we compare the scores from the current measurement with the scores from the measurement of 2019.

On the following themes Yes We Can Healthcare Group scores (strongly) higher than the measurement in 2019: personal development, communication en workload.

On the following themes Yes We Can Healthcare Group scores (much) lower than the measurement in 2019: participation council.

Theme	2024	2019	Deviation from 2019
Overall satisfaction with work	8.3	8.5	o
Content of work	8.1	8.2	o
Working conditions	7.7	7.8	o
Personal development	7.4	6.6	++
Terms and conditions of employment	7.1	7.3	o
Supervisor	8.2	8.0	o
Board	7.1	7.0	o
Participation Council	5.5	5.8	-
Cooperation	8.0	7.9	o
Communication	7.1	6.7	+
Atmosphere	8.3	8.2	o
Workload	6.5	6.2	+

### The scale has the following meaning:

--	significantly lower/worse than the measurement in 2019 (difference of 0,5 or more)
-	lower/worse than the measurement in 2019 (difference of 0,3 or 0,4)
0	(approximately) equal to the measurement in 2019 (difference of 0,2 or less)
+	higher/better than the measurement in 2019 (difference of 0,3 or 0,4)
++	significantly higher/better than the measurement in 2019 (difference of 0,5 or more)

### 3.1.3 Benchmark Healthcare

In the following table, we compare the research results of Yes We Can Healthcare Group (where possible) with the Healthcare.

Yes We Can Healthcare Group scores (far) higher than the Healthcare benchmark - on the following themes: supervisor, cooperation, working conditions, personal development, communication, terms and conditions of employment en board.

Yes We Can Healthcare Group scores (far) lower than the Healthcare benchmark - on the following themes: participation council.

Theme	Yes We Can Healthcare Group	Benchmark Healthcare	Deviation from the benchmark
Overall satisfaction with work	8.3	8.1	o
Content of work	8.1	8.0	o
Working conditions	7.7	7.2	++
Personal development	7.4	7.1	+
Terms and conditions of employment	7.1	6.7	+
Supervisor	8.2	7.5	++
Board	7.1	6.2	++
Participation Council	5.5	7.1	--
Cooperation	8.0	7.7	+
Communication	7.1	6.5	++
Atmosphere	8.3	8.1	o
Workload	6.5	6.3	o

**The symbols in the 'deviation scale' indicate the following:**

--	significantly lower/worse than the benchmark (difference of 0.5 or more)
-	lower/worse than the benchmark (difference of 0.3 or 0.4)
0	(approximately) equal to the benchmark (difference of 0.2 or less)
+	higher/better than the benchmark (difference of 0.3 or 0.4)
++	significantly higher/better the benchmark (difference of 0.5 or more)

**3.1.4 Priorities for improvement**

To be able to interpret the assessment of the various themes of working at the organisation correctly it is important, in addition to the satisfaction of employees with the various themes, to gain an insight into the importance of these themes for the employees. After all, a low satisfaction score on an theme that appears to be of little importance to employees demands a different/lower priority from the organisation than a low satisfaction score on an theme that actually appears to be of major importance for employees.

We determine the importance of a theme by calculating the correlation/cohesion between the general work satisfaction of the employees on the one hand and the satisfaction of the employees with the different themes on the other hand (by performing a so-called multiple regression analysis). This analysis assumes that a stronger correlation/cohesion between a theme and the general work satisfaction implies a larger importance of this theme to the employees.

On the basis of 'importance scores' (which we determine on a multiple regression analysis) and 'satisfaction scores', we formulate a priority matrix with four quadrants.

Below we show an overview of the four quadrants. We indicate which themes fall into which quadrant and what these quadrants mean. If a theme falls too much on the center line, it cannot be assigned to one of the quadrants in the priority matrix unambiguously. The priority matrix itself is shown on the next page.

**POINTS OF IMPROVEMENT**

Are employees (relatively) **dissatisfied** about and is **important** to the overall satisfaction.

Improvements to these themes can contribute greatly to the greater general satisfaction/commitment of the employees:  
Terms and conditions of employment.

**STRONG POINTS**

Are employees (relatively) **satisfied** about and is **important** to the overall satisfaction.

These are the strengths, the success factors of Yes We Can Healthcare Group: Content of work, Working conditions, Supervisor.

**POINTS OF ATTENTION**

Are employees (relatively) **dissatisfied** about and is **not important** to the overall satisfaction.

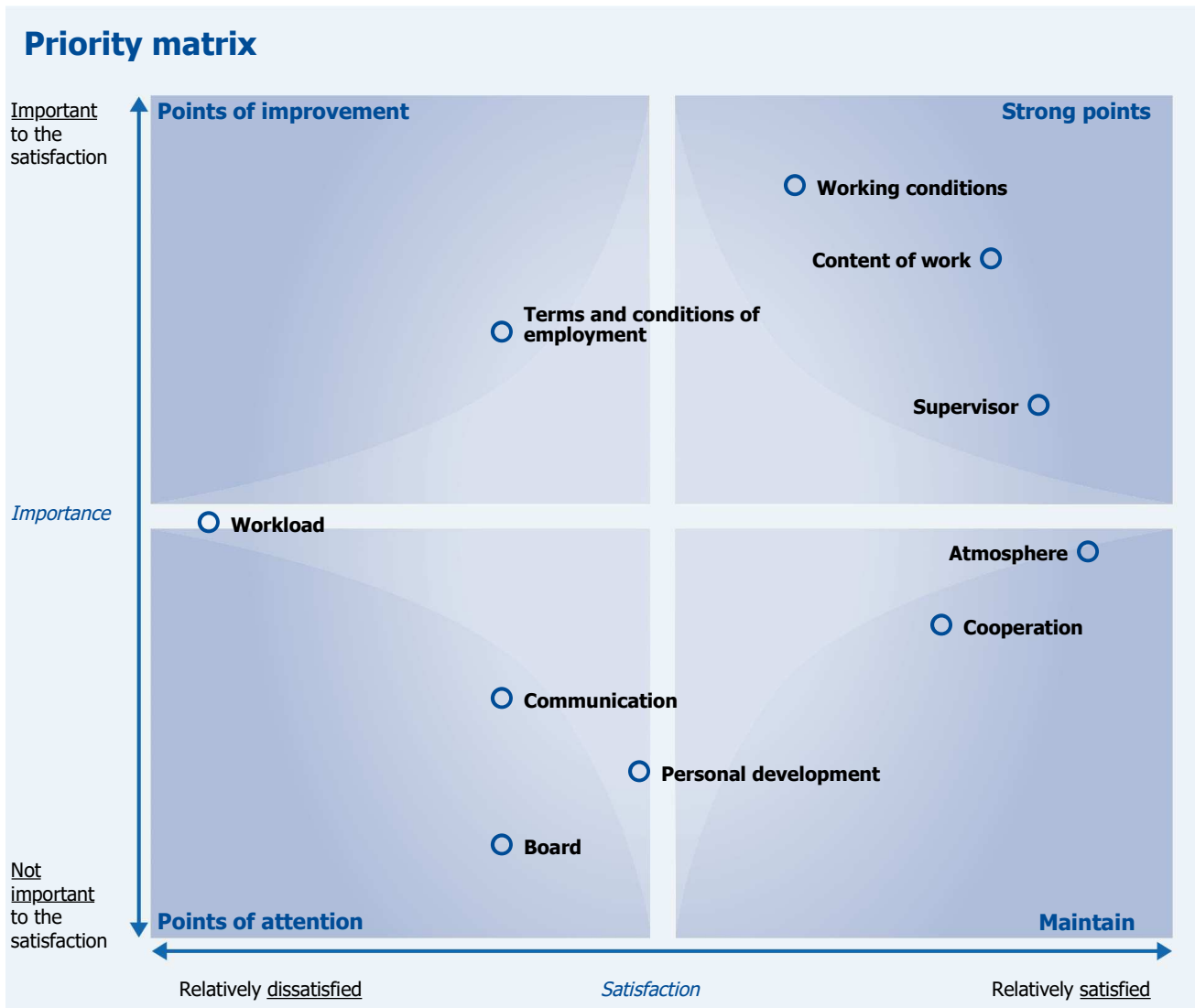
Not much profit can be made on these themes for the overall satisfaction of the employees: Board, Communication, Workload.

There could be other reasons to tackle these themes anyway.

**MAINTAIN**

Are the employees (relatively) **satisfied** about and is **not important** to the overall satisfaction.

These themes require little attention, but should be monitored by Yes We Can Healthcare Group: Cooperation, Atmosphere.



#### Explanation of the Priority Matrix

The priority matrix is a tool for organisations to make choices based on the research results. It answers the following question: 'if the organisation wants to improve the **overall satisfaction** of its employees, which themes should the organisation tackle first?'.

# Employee Survey

### 3.1.5 The commitment of employees to the organisation

Satisfied, involved and motivated employees are of great importance to the organisation for which they are working. The fact is that satisfied, involved and motivated employees are more committed to the organisation, they are less likely to change jobs, have less sickness-related absenteeism and - last but not least - have a positive influence on general employee satisfaction. In other words, they are of 'great value' to the organisation, much more than dissatisfied, uninvolved and demotivated employees. This is why we take a more in-depth look at the commitment of employees of the organisation.

We identify five categories of employees: **leaders, driving forces, job hoppers, leavers** and **stickers**. The distribution of employees for Yes We Can Healthcare Group is shown below. Between brackets the scores of the Healthcare benchmark are shown.



Extremely enthusiastic, very motivated and very involved employees, work plays an important role in their lives, they are very satisfied with the work and the employer, are proud to work for the organisation, by definition they will go the extra mile without someone within the organisation having to ask for this.

Reasonably enthusiastic, motivated and involved employees, satisfied with the work and the employer, work is indeed important but its importance remains only relative, they will go the extra mile – if it is necessary and it is asked – without grumbling.

Often have the same characteristics as the 'driving forces', but their involvement with the organisation is weaker. Their enthusiasm (which is clearly present within this group of employees) is related more to the content of the work and less to being proud to work for the organisation. Always 'in' for a new job with a different employer if the see more opportunities (career and/or financial) there.

Not enthusiastic, (very) dissatisfied, not motivated and not involved. Actively looking for a different employer.

Completely lacking enthusiasm, not motivated, uninvolved and only moderately satisfied with the work and the employer. Have or see few opportunities (whether or not this is justified) other than with their current employer.

In the table below we compare the results of Yes We Can Healthcare Group with the results from the previous measurement and the benchmark figures. Compared to the benchmark Healthcare there are relatively many 'leaders' at Yes We Can Healthcare Group.

	Leaders	Driving forces	Job hoppers	Leavers	Stickers
<b>Yes We Can Healthcare Group</b>	<b>14%</b>	<b>72%</b>	<b>12%</b>	<b>2%</b>	<b>0%</b>
Yes We Can Healthcare Group 2019	13%	73%	13%	1%	1%
Healthcare	6%	70%	16%	3%	5%

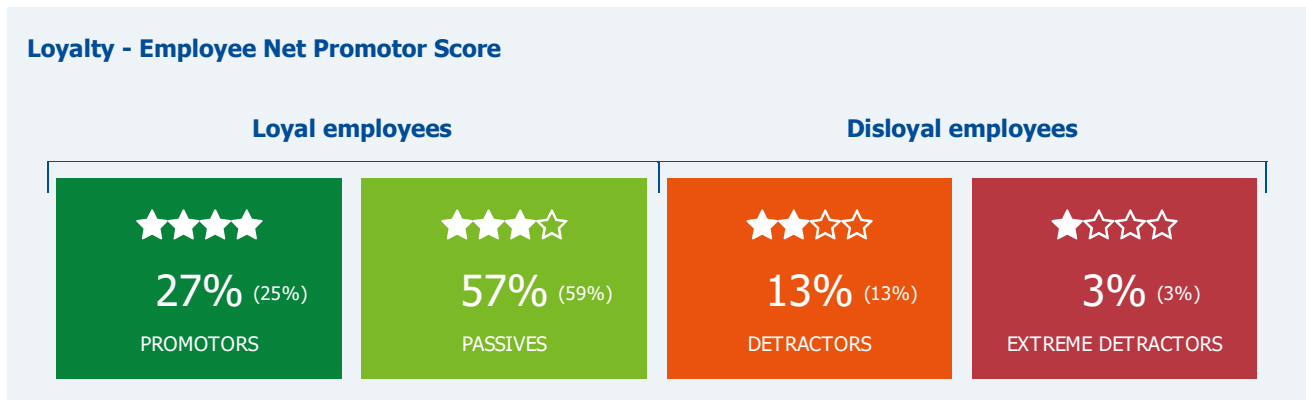
# Employee Survey

## 3.1.6 Loyalty

We measure the loyalty of the employees of Yes We Can Healthcare Group using the so-called Employee Net Promotor Score (eNPS).

The following question was posed to all employees: 'How likely (on a scale from 0 to 10) is it that you will recommend coming to work at Yes We Can Healthcare Group to someone else?' Where '0' means 'I would definitely not recommend Yes We Can Healthcare Group' and a '10' represents 'I would definitely recommend Yes We Can Healthcare Group'.

Based on this question, we divided the employees into four groups: **Promoters** (9-10), **Passives** (7-8), **Detractors** (5-6) and **Extreme detractors** (0-4). In the figure below, we provide a representation of these four categories and calculate the eNPS score for Yes We Can Healthcare Group. We compare the eNPS score for Yes We Can Healthcare Group with the previous measurement and the Healthcare benchmark. Between brackets the scores of the Healthcare benchmark are shown.



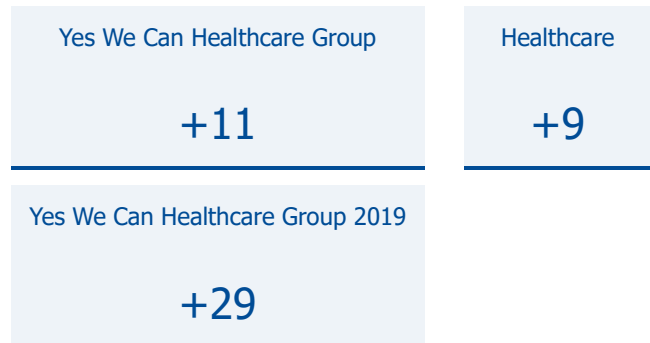
**Promoters** are employees who are very satisfied, strongly involved with the organisation and express their enthusiasm about the organisation (as an attractive employer) to others;

**Passives** are employees who are reasonably satisfied and involved, but would, nevertheless, not actively recommend Yes We Can Healthcare Group to others as a potential employer;

**Detractors** are disloyal, dissatisfied employees who may provide a negative image of the organisation;

**Extreme detractors** are disloyal, (very) dissatisfied employees who express, without doubt, a negative image of the organisation.

### Employee Net Promotor Score



### Explanation of the eNPS

We calculate the Employee Net Promotor Score (eNPS) as follows: percentage promoters - percentage (extreme) detractors (27-13-3 = **+11**). The eNPS shows the balance between these two groups. Compared to the previous measurement in 2019 Yes We Can Healthcare Group scores **lower**. In addition, Yes We Can Healthcare Group scores **almost the same** as the benchmark Healthcare.

The eNPS is a useful tool to help organisations attract new employees by way of referral recruitment. Especially when there is a shortage in the labour market, the eNPS proves to be an efficient tool to attract new employees. Having an eNPS score of '0' means there is an equal balance of loyal and disloyal. An organisation profits greatly when having a score exceeding '0' by a large amount when they want to recruit new employees by way of referral recruitment.

# Employee Survey

## Breakdown by company.

The table below shows a breakdown of the eNPS by company.

Company	eNPS
Totaal	+11
Coach BV	+26
Feniks BV	+32
Hawking BV	+57
Youth BV	-20
YWCC BV	+7
Zero & Sano BV	-2

The colors in the table above indicate the following:

**Red** = Compared to Yes We Can Healthcare Group, this company scores significantly worse (difference of 20 eNPS points or more)

**Green** = Compared to Yes We Can Healthcare Group, this company scores significantly better (difference of 20 eNPS points or more)



### 3.1.7 Professionalism

In this paragraph, we present the analysis of the professionalism within Yes We Can Healthcare Group from the viewpoint of the employees. This analysis is based on various statements from different themes within the questionnaire concerning the professionalism of the culture. The results for Yes We Can Healthcare Group are shown below, compared to the previous measurement and the benchmark. Compared to the previous measurement in 2019 Yes We Can Healthcare Group scores **almost the same**. In addition, Yes We Can Healthcare Group scores **higher** than the benchmark Healthcare.

#### Professionalism of the culture

Yes We Can Healthcare Group	Yes We Can Healthcare Group 2019	Healthcare
<b>7.6</b>	<b>7.4</b>	<b>7.1</b>

The result shown above is based on various dimensions concerning professionalism within the organization. In the table below, we compare the results of each dimension with the previous measurement..

Dimensions	2024	2019	In comparison with 2019
Clear vision of Management/MT that is supported by the employees	7.2	6.6	++
Attention to personal development	7.3	6.7	++
Open culture	7.6	7.4	o
The stakeholder comes first	8.0	8.7	--
Ownership	7.7	7.7	o
<b>Total</b>	<b>7.6</b>	<b>7.4</b>	o

The result shown below is based on various dimensions concerning professionalism within the organization. In the table below, we compare the results of each dimension with the Healthcare benchmark.

Compared to the benchmark, Yes We Can Healthcare Group scores higher for 'Clear vision of Management/MT that is supported by the employees', 'Attention to personal development' and 'Open culture'. Compared to the benchmark, Yes We Can Healthcare Group does not score lower on any item.

Dimensions	Yes We Can Healthcare Group	Benchmark	Compared to benchmark
Clear vision of Management/MT that is supported by the employees	7.2	6.5	++
Attention to personal development	7.3	7.0	+
Open culture	7.6	7.2	+
The stakeholder comes first	8.0	7.8	o
Ownership	7.7	7.6	o
<b>Total</b>	<b>7.6</b>	<b>7.1</b>	++

#### Explanation of the construction of the dimensions

Each dimension is based on various statements. On the following page, we present the results per statement for each of the dimensions.

# Employee Survey

<b>Dimension: Clear vision of Management/MT that is supported by the employees</b>	<b>Yes We Can Healthcare Group</b>
I support the vision of the board on the future of the Yes We Can Healthcare Group	6.8
The board has a clear vision on the future of the Yes We Can Healthcare Group	7.6
<b>Average</b>	<b>7.2</b>

<b>Dimension: Attention to personal development</b>	<b>Yes We Can Healthcare Group</b>
I am encouraged to develop in my work	7.7
In my current work I can learn enough new things and gain experience	7.9
I have sufficient prospects for further growth/promotion at the Yes We Can Healthcare Group	6.3
<b>Average</b>	<b>7.3</b>

<b>Dimension: Open culture</b>	<b>Yes We Can Healthcare Group</b>
At work we help each other when necessary	8.8
The communication within the Yes We Can Healthcare Group is open and honest	6.8
At the Yes We Can Healthcare Group I can say what I think	7.3
At the Yes We Can Healthcare Group we think mainly in terms of solutions rather than problems	7.9
At the Yes We Can Healthcare Group we provide feedback on each other's job performance in a (constructively) critical manner	7.5
At the Yes We Can Healthcare Group we learn from our mistakes	7.4
<b>Average</b>	<b>7.6</b>

<b>Dimension: The stakeholder comes first</b>	<b>Yes We Can Healthcare Group</b>
At the Yes We Can Healthcare Group we are aware of the needs of stakeholders	7.8
At the Yes We Can Healthcare Group we think along with the stakeholder	8.1
At the Yes We Can Healthcare Group we offer the stakeholders quality products and services	8.0
At the Yes We Can Healthcare Group the stakeholder comes first	8.1
<b>Average</b>	<b>8.0</b>

<b>Dimension: Ownership</b>	<b>Yes We Can Healthcare Group</b>
I have enough freedom to decide how to perform my tasks/activities	7.8
I have the freedom to take decisions independently	7.5
At the Yes We Can Healthcare Group we feel responsible for the agreements we make	8.0
At the Yes We Can Healthcare Group we honour our agreements	7.4
<b>Average</b>	<b>7.7</b>

### 3.2 A closer look at the various themes

In this section, we zoom in on each of the themes. Employees were not only asked about their satisfaction with the theme, but also about their satisfaction with many aspect that are included under each theme.

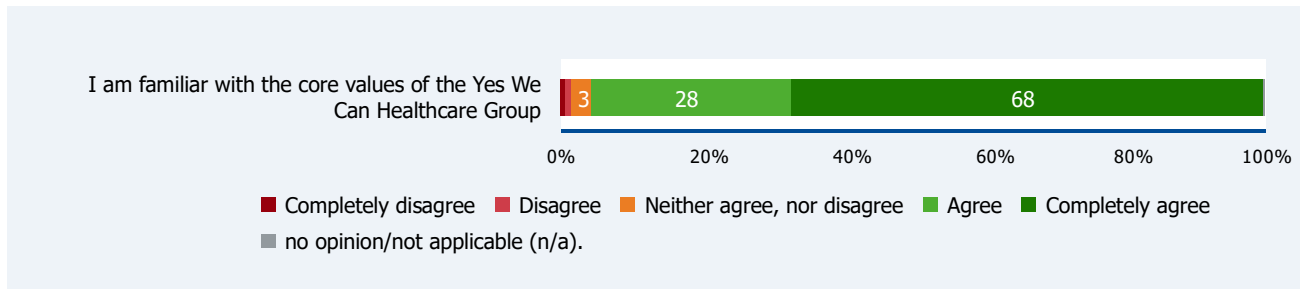
#### 3.2.1 Content of your work

The employees consider strongly that their work is challenging (8.7), that they know which tasks/activities they have to carry out (8.5), that their work is diverse (8.4), that they know what results are expected from them (8.0) and that they have sufficient freedom in determining how to carry out their tasks/activities (7.8).

There are no statements about which employees are dissatisfied.



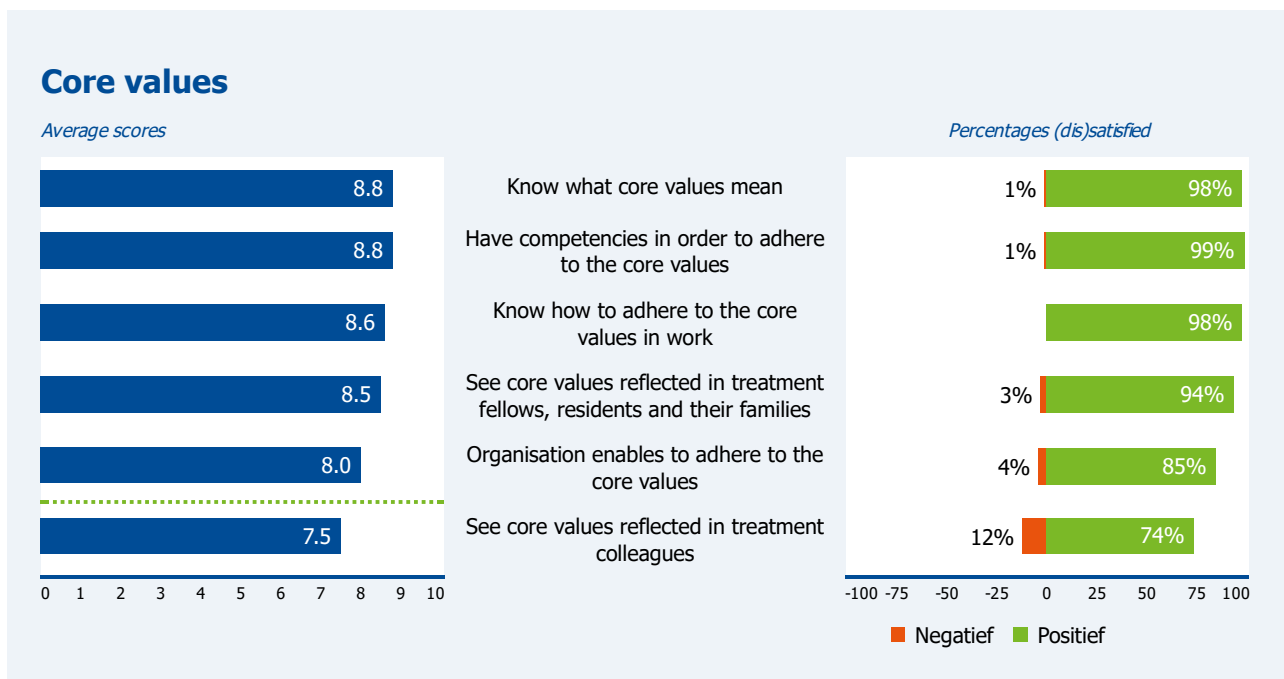
**3.2.2 Core values**



The employees who indicated that they are familiar with the core values of Yes We Can Healthcare Group (n=322) were showed the following statements.

De employees consider strongly that they know what the core values mean to them personally (8.8), that they see the core values reflected in the way fellows, residents and their families are treated at Yes We Can Healthcare Group (8.5) and that Yes We Can Healthcare Group enables them to adhere to the core values in their daily work (8.0). They declare that they have the appropriate competencies in order to adhere to the core values in their daily work (8.8) and that they know how to adhere to the core values in their daily work (8.6).

Er zijn geen stellingen waarover (relatief veel) employees negatief gestemd zijn.

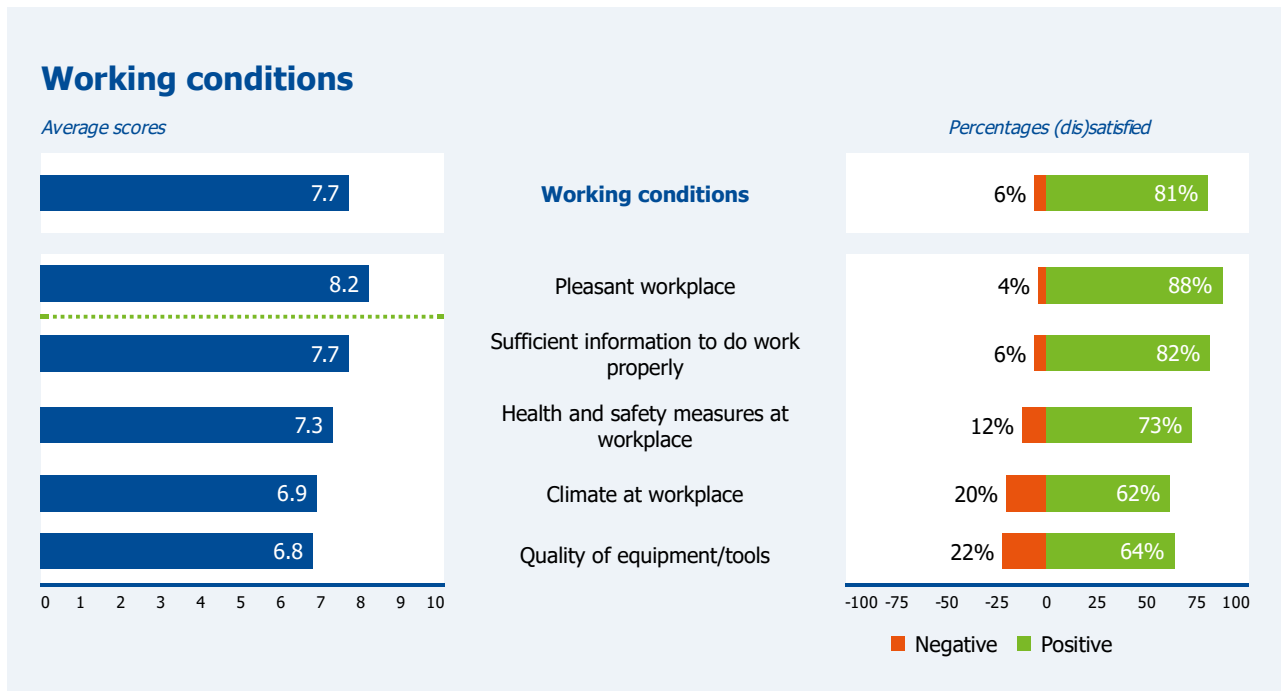


# Employee Survey

### 3.2.3 Working conditions

The employees consider strongly that they have a pleasant workplace (8.2).

(Relatively many) employees are of the opinion that the quality of the equipment/tool with which they work is not good (6.8; 22% negative). They are not satisfied with the climate (temperature, fresh air, adequate light) of their workplace (6.9; 20% negative).

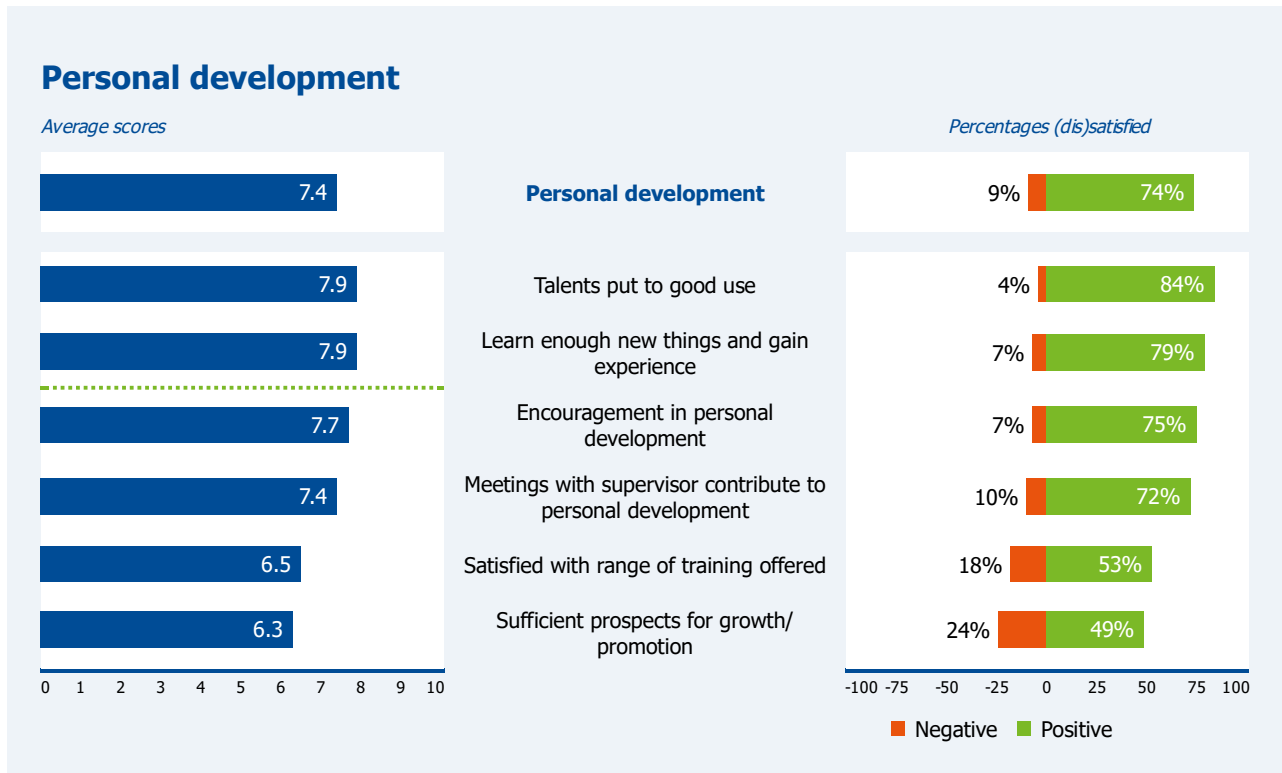


# Employee Survey

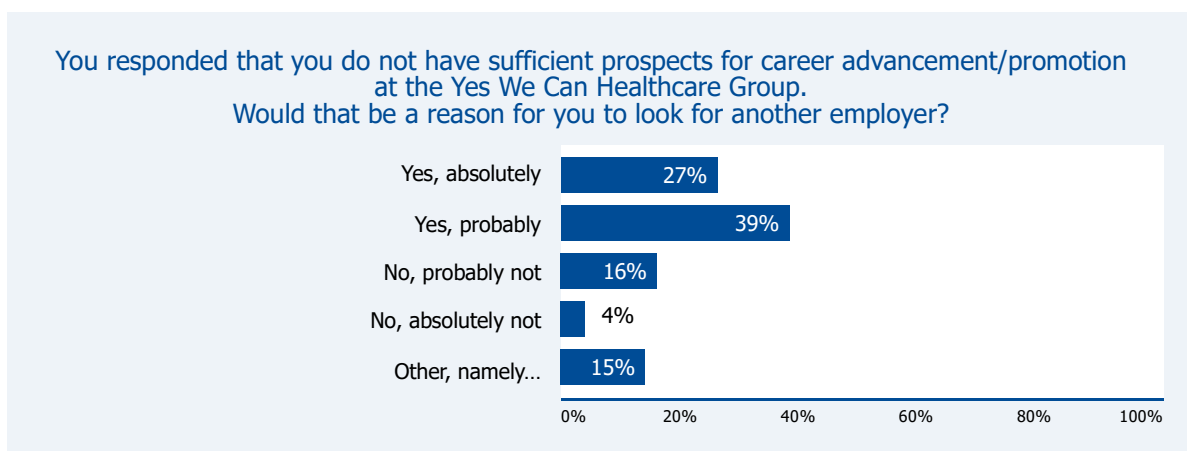
## 3.2.4 Personal development

The employees consider strongly that their talents can be put to good use in their work (7.9) and that in their work they are able to learn enough new things and gain experience (7.9).

(Relatively many) employees indicate that they do not have sufficient prospects for growth/promotion (6.3; 24% negative).



The employees who indicated that they have insufficient career advancement/promotion prospects (n=74) were asked whether that is a reason to look for another employer.

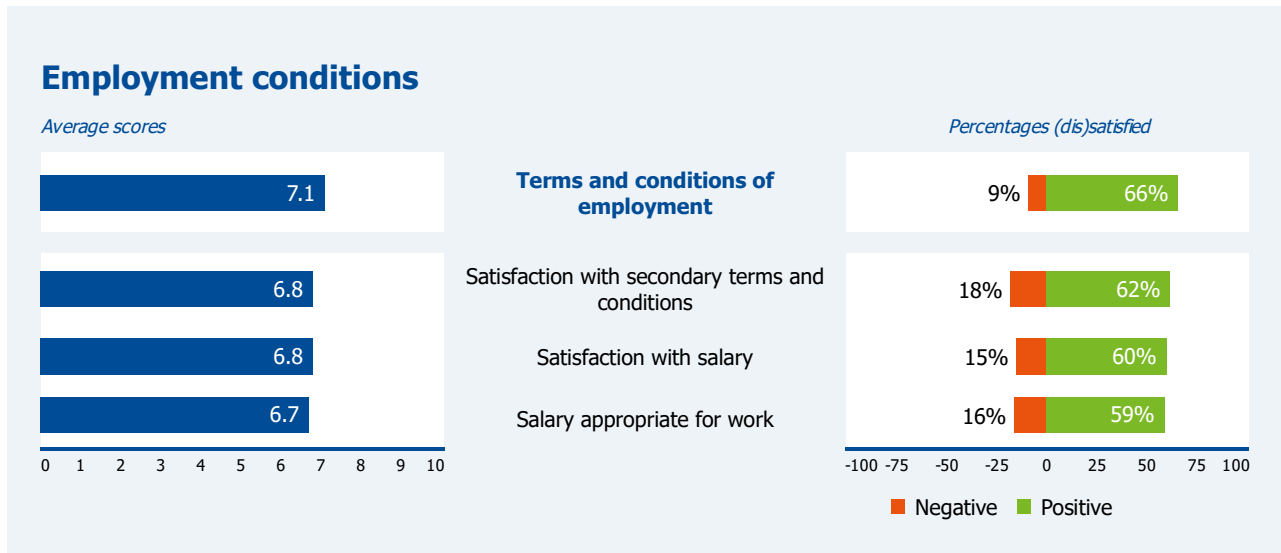


# Employee Survey

## 3.2.5 Terms and conditions of employment

There are no statements about which employees are very satisfied.

There are no statements about which employees are dissatisfied.

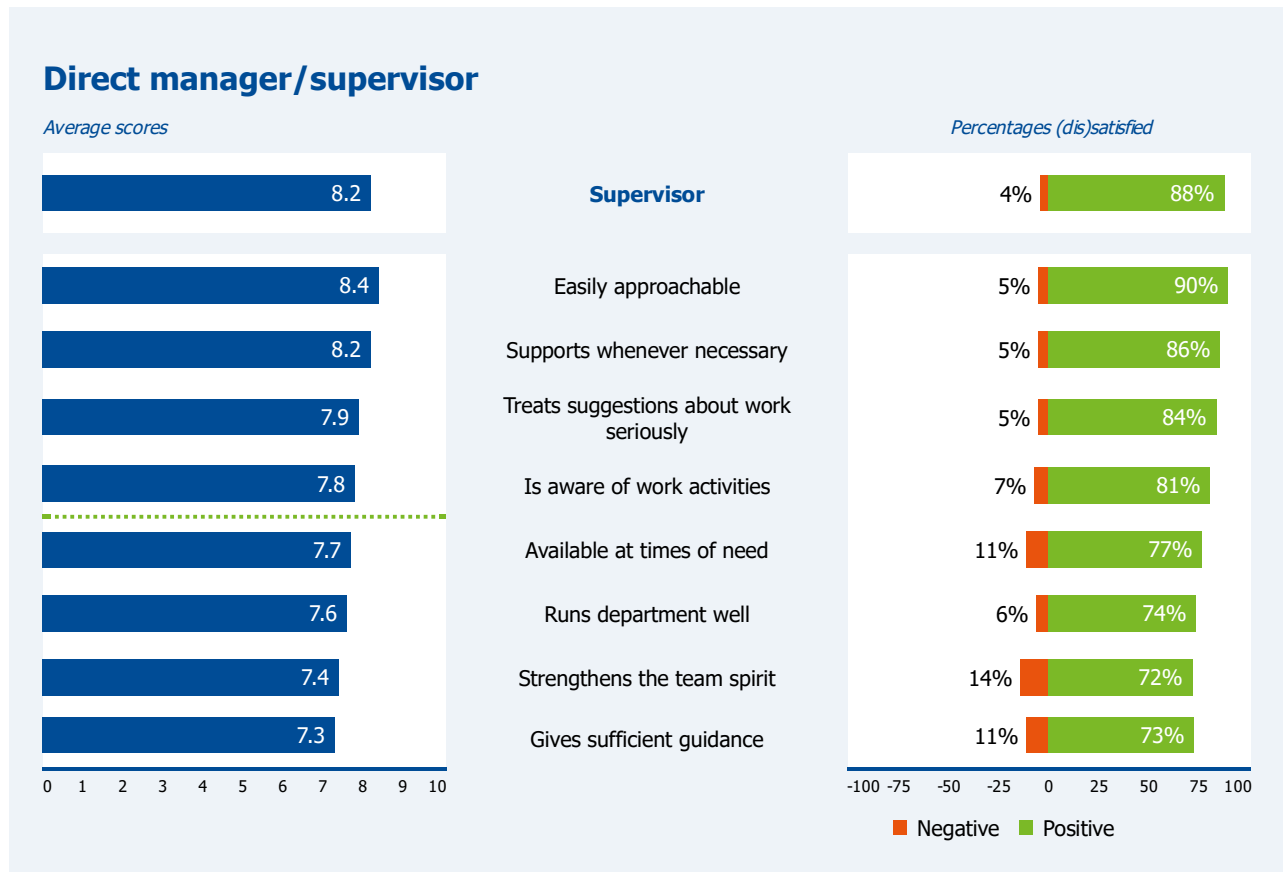


# Employee Survey

## 3.2.6 Direct manager/supervisor

The employees consider strongly that their supervisor is easily approachable (8.4), that their supervisor supports them whenever necessary (8.2), that their supervisor treats the suggestions they make about their work seriously (7.9) and that their supervisor is aware of the work they do (7.8).

There are no statements about which employees are dissatisfied.





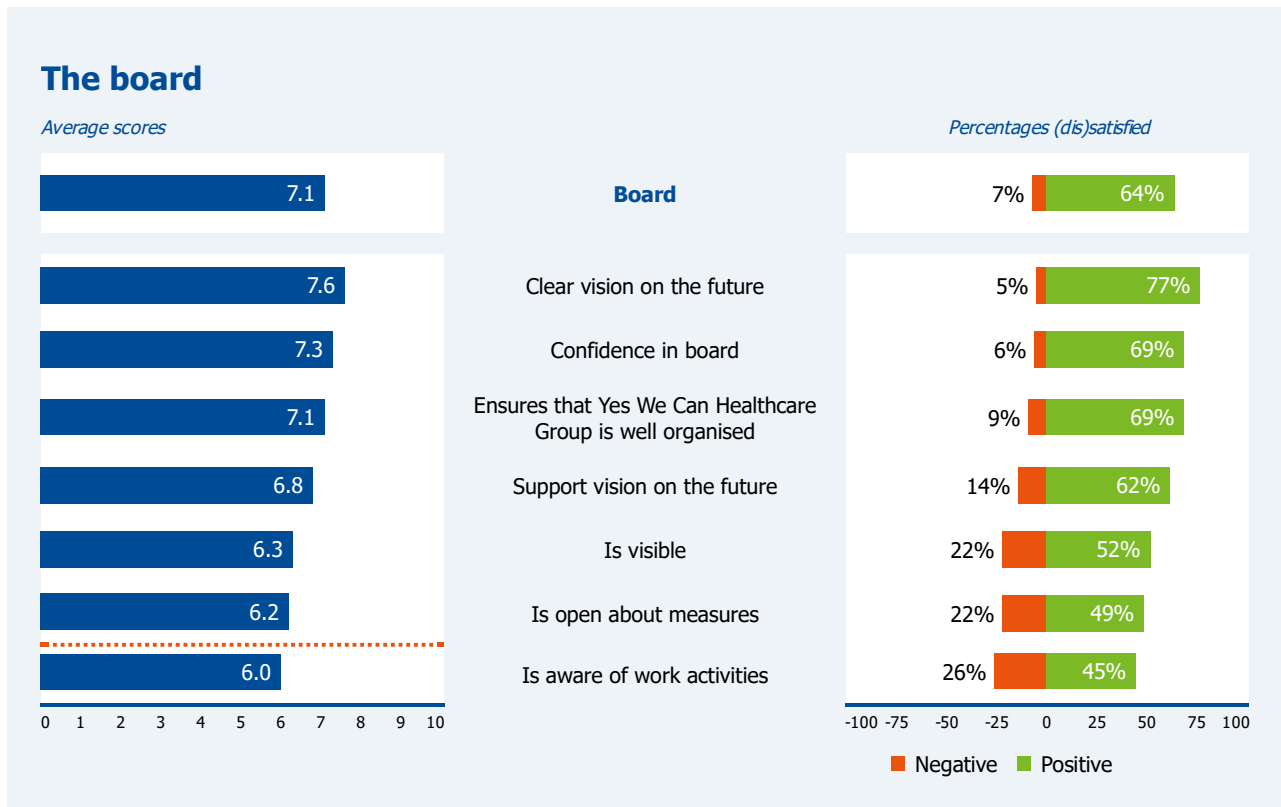
# Employee Survey

## 3.2.7 The board

There are no statements about which employees are very satisfied.

(Relatively many) employees are of the opinion that the board is not aware of the work they do (6.0; 26% negative).

They indicate that the board is not open about the measures that it takes (6.2; 22% negative) and that the board is not visible within the organisation (6.3; 22% negative).

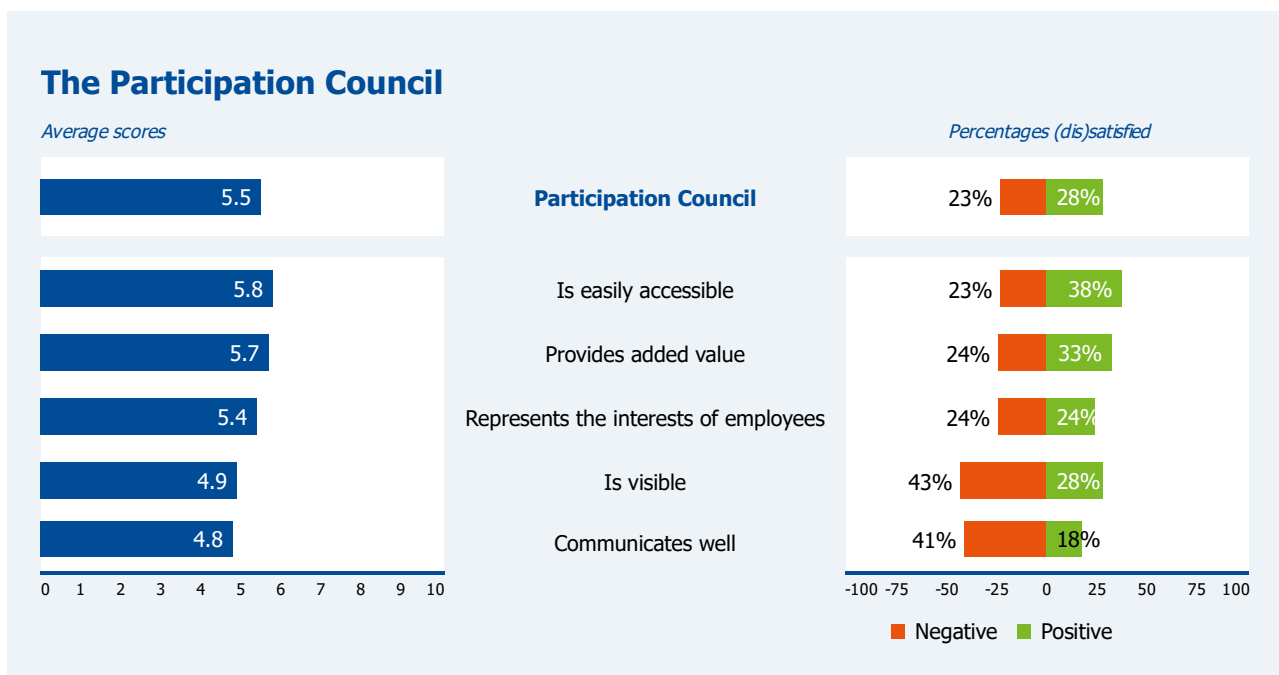


# Employee Survey

## 3.2.8 The Participation Council

There are no statements about which employees are very satisfied.

(Relatively many) employees indicate that the Participation Council does not communicate well about what is going on (4.8; 41% negative), that the Participation Council is not visible within Yes We Can Healthcare Group (4.9; 43% negative), that the Participation Council does not represent their interests well (5.4; 24% negative), that the Participation Council does not provide added value (5.7; 24% negative) and that the Participation Council is not easily accessible (5.8; 23% negative).

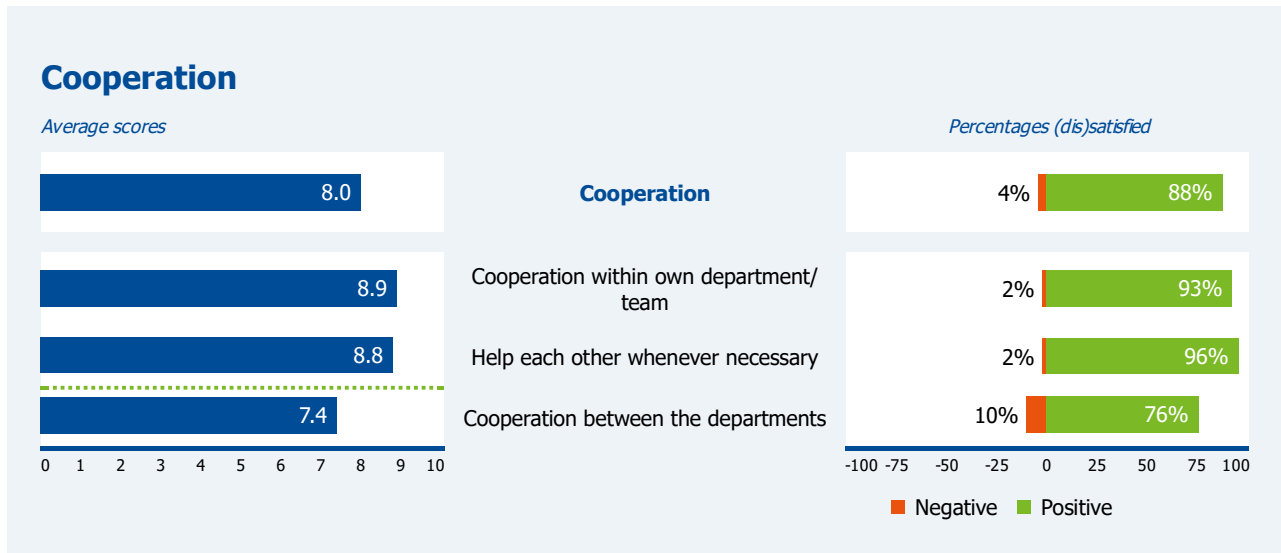


# Employee Survey

## 3.2.9 Cooperation

The employees consider strongly that the level of cooperation within their department/team is good (8.9) and that colleagues always help each other whenever that is necessary (8.8).

There are no statements about which employees are dissatisfied.

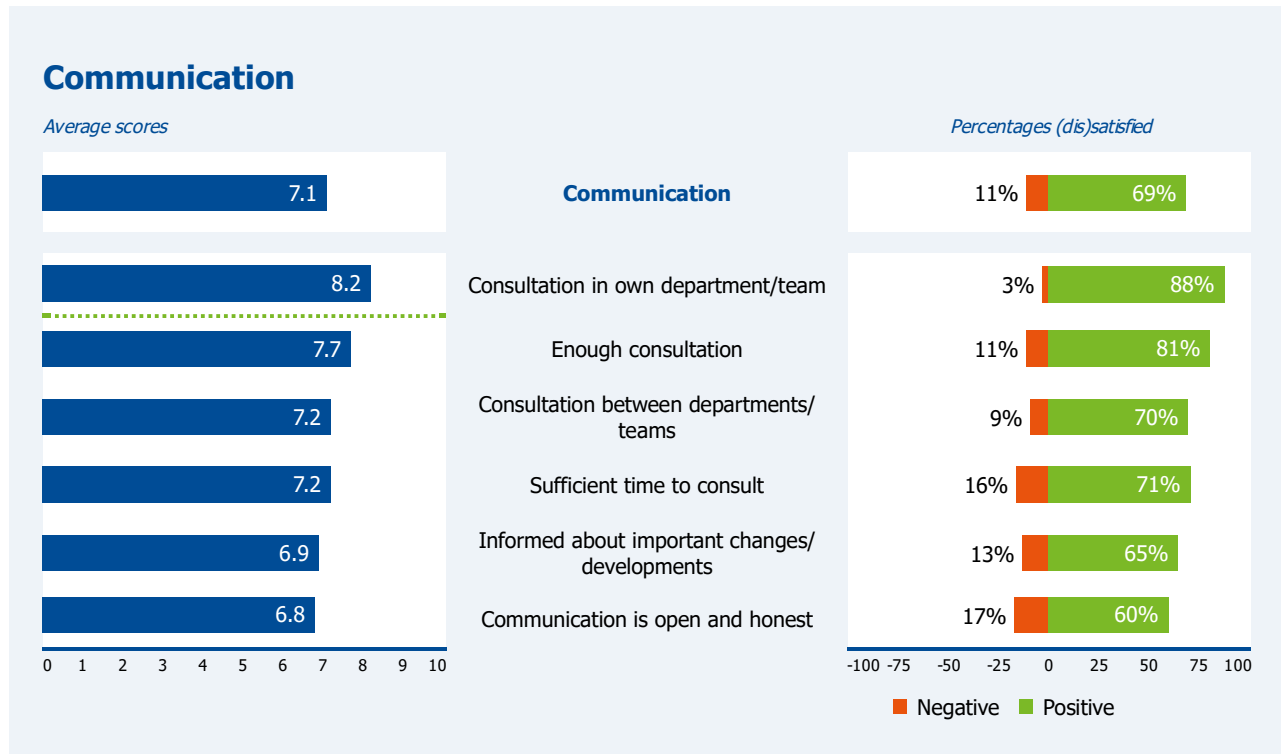


# Employee Survey

## 3.2.10 Communication

The employees consider strongly that the level of consultation in their department/team is good (8.2).

There are no statements about which employees are dissatisfied.

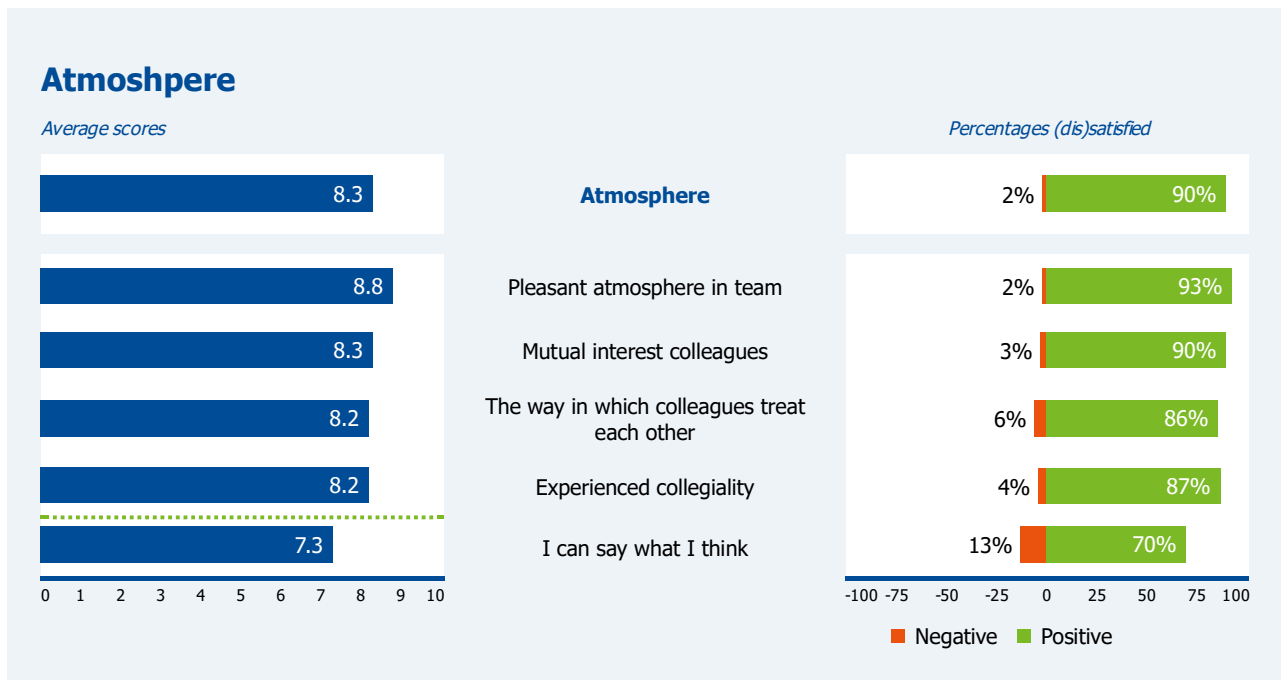


# Employee Survey

## 3.2.11 Atmosphere

The employees declare that that a pleasant atmosphere prevails in their team (8.8) and that they experience a great deal of collegiality within Yes We Can Healthcare Group (8.2). They declare thatn that at Yes We Can Healthcare Group employees are genuinely interested in each other (8.3). They are very satisfied about the way in which colleagues treat each other (8.2).

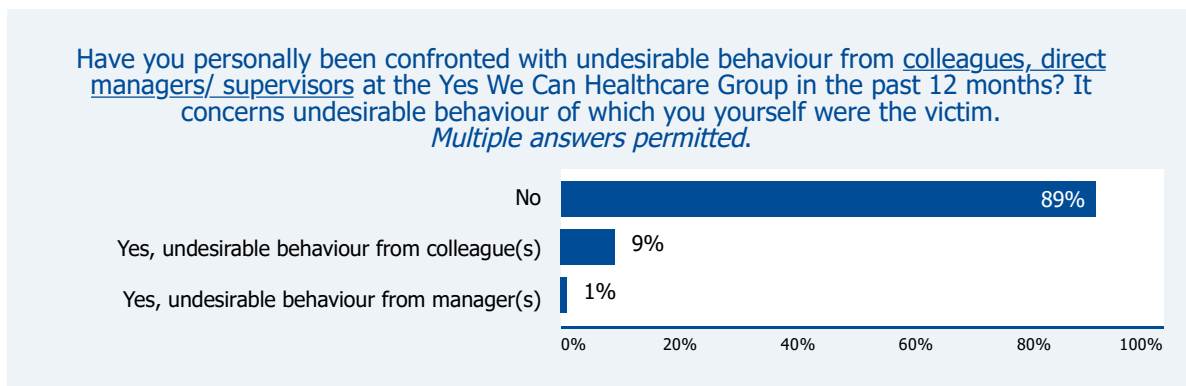
There are no statements about which employees are dissatisfied.



# Employee Survey

### 3.2.12 Undesirable behaviour

We have asked the employees of Yes We Can Healthcare Group about undesirable behaviour in the workplace. We define undesirable behaviour as *undesirable ways of treating other people* (e.g. gossiping, making fun of someone, excluding someone), *discrimination* (based on age, gender, sexual orientation, ethnicity, religion, migration background, handicap, illness, level of education), *bullying, violence and aggression* and *sexual intimidation*. Undesirable behaviour can also include any *other forms* of behaviour that the employees consider undesirable. We have asked the employees of Yes We Can Healthcare Group if they have had to deal with undesirable behaviour from colleagues or direct managers/supervisors in the past 12 months. The results are shown in the graph below.



### Comparison to the benchmark

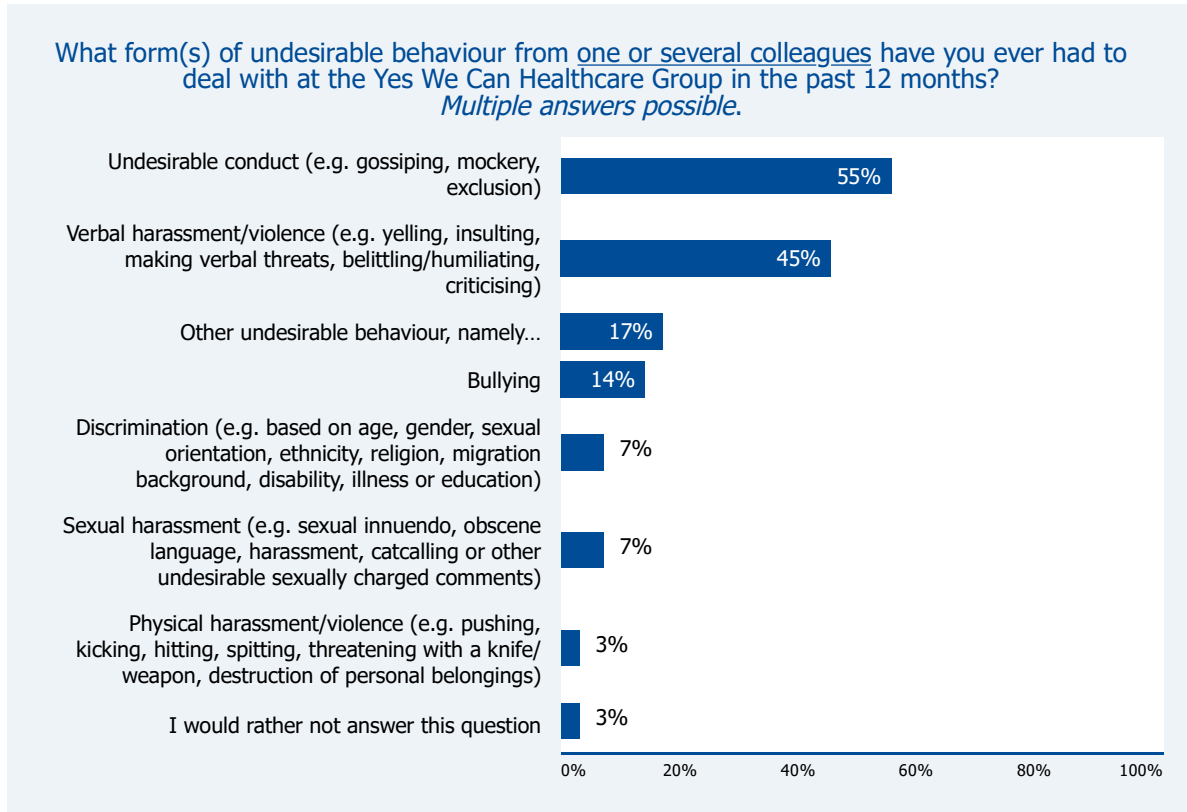
In the table below we compare the results of the question above with the benchmark Healthcare.

#### Quantity of employees that dealt with undesirable behaviour in the workplace.

Undesirable behaviour from...	Quantity of employees 2024	Percentage of employees 2024	Benchmark Healthcare
...colleagues	29	9%	6%
...direct managers/supervisors	5	1%	4%

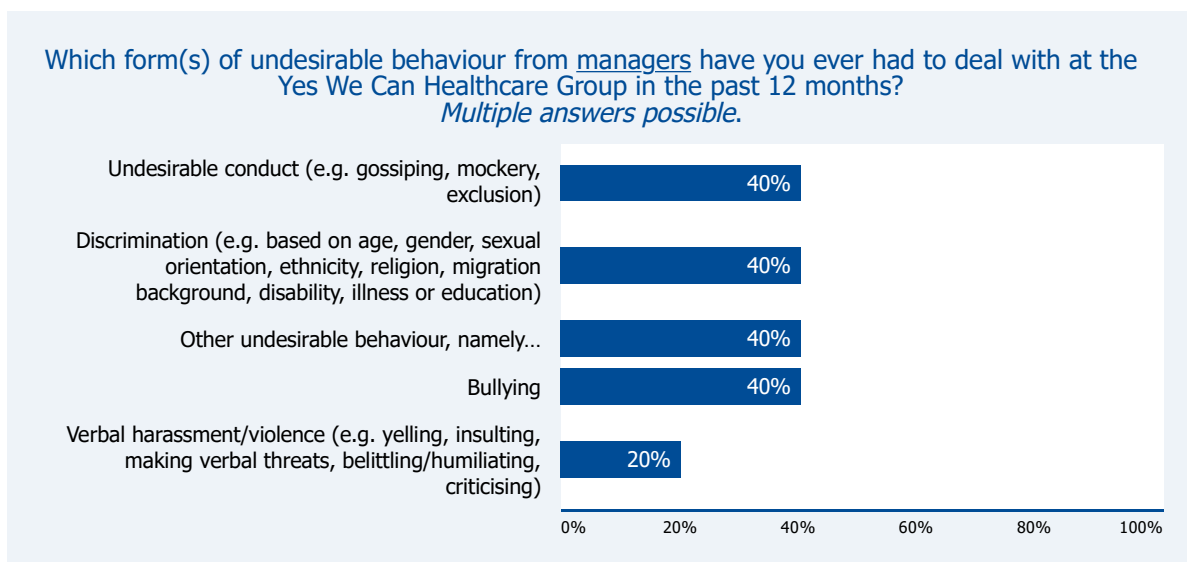
**Undesirable behaviour from colleagues**

We have asked employees who have dealt with undesirable behaviour in the past year from colleagues, how it manifested itself. The results on this question are shown in the figure below.



**Undesirable behaviour from direct managers/supervisors**

We have asked employees who have dealt with undesirable behaviour in the past year from direct managers/supervisors, how it manifested itself. The results on this question are shown in the figure below.

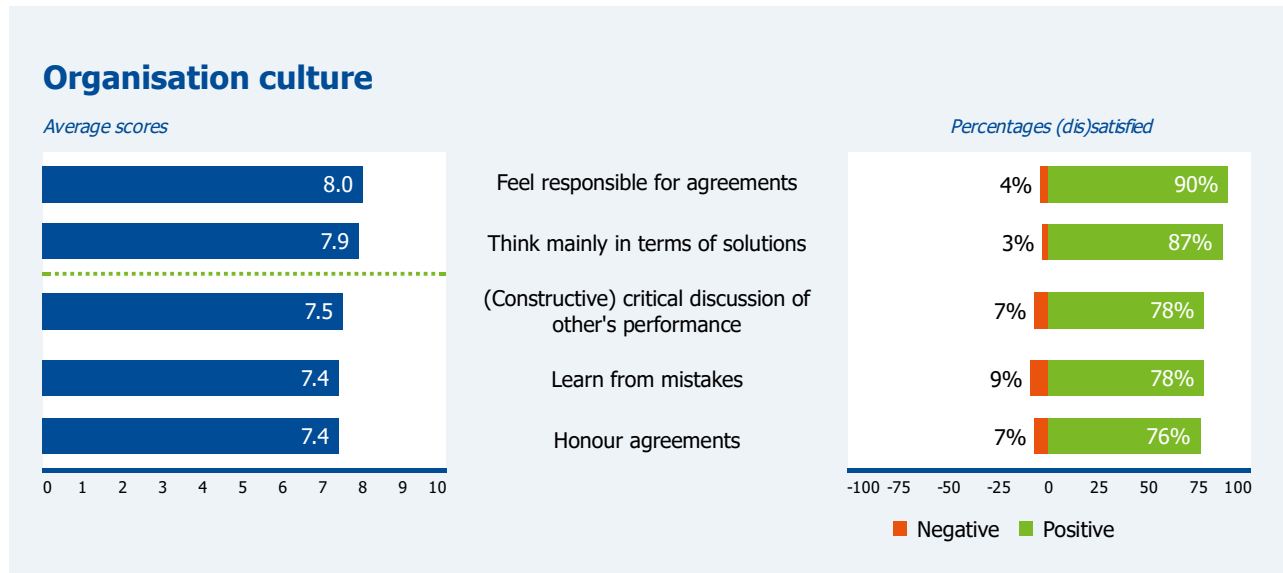


# Employee Survey

## 3.2.13 Organisation culture

The employees consider strongly that they feel responsible for agreements that have been made (8.0) and that at Yes We Can Healthcare Group they think mainly in terms of solutions rather than problems (7.9).

There are no statements about which employees are dissatisfied.



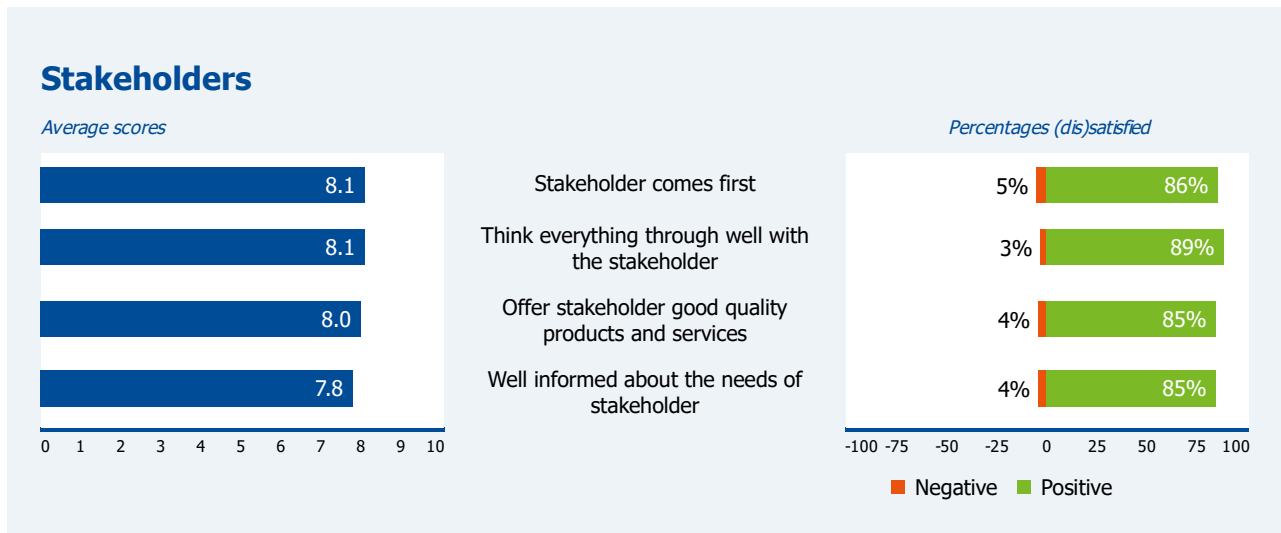


# Employee Survey

## 3.2.14 Stakeholders

The employees consider strongly that the stakeholder comes first (8.1), that everything is thought through well with the stakeholder (8.1), that Yes We Can Healthcare Group offers the stakeholder good quality products and services (8.0) and that Yes We Can Healthcare Group is well informed about the needs of stakeholders (7.8).

There are no statements about which employees are dissatisfied.

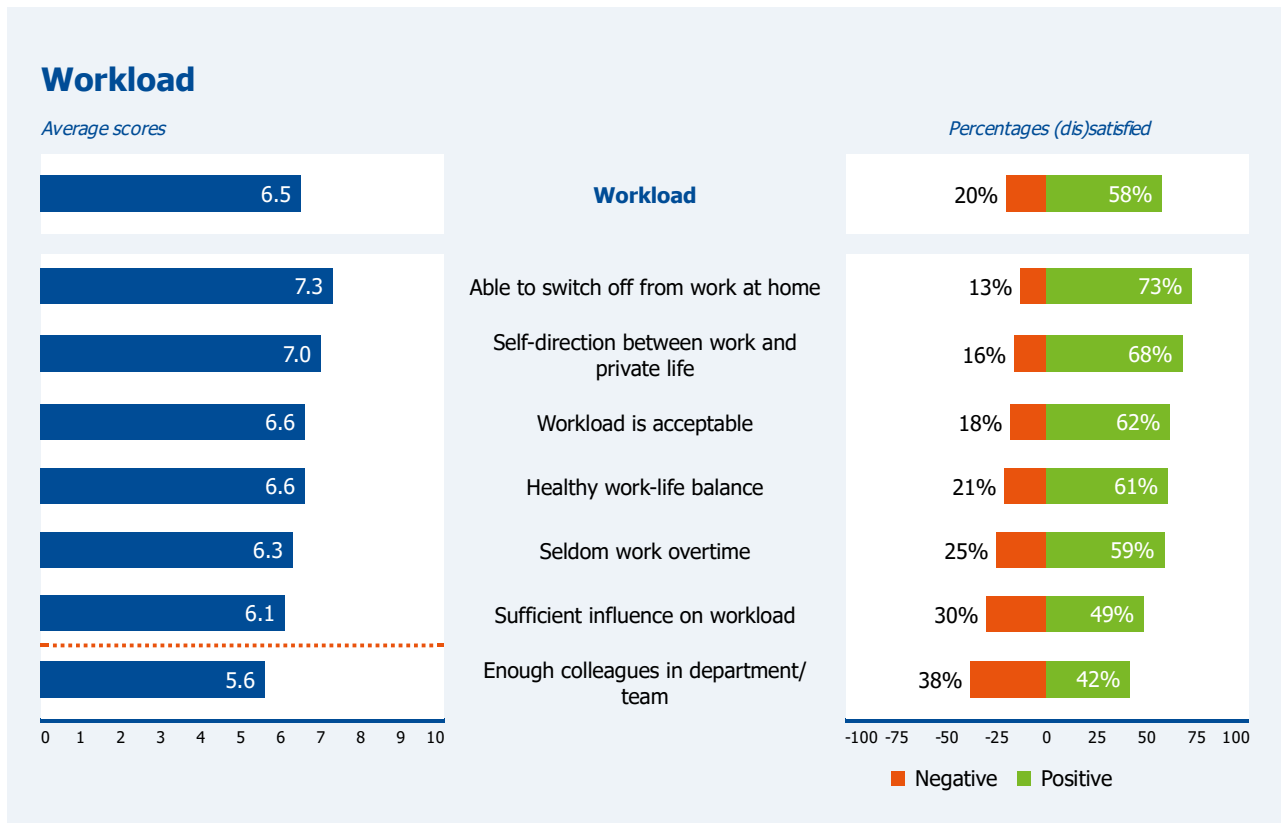


# Employee Survey

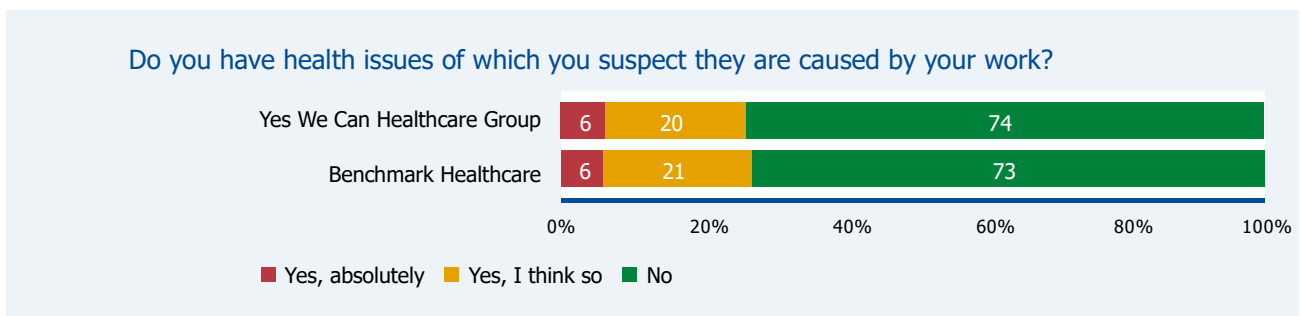
## 3.2.15 Workload

There are no statements about which employees are very satisfied.

(Relatively many) employees are of the opinion that there are not enough colleagues in their department/team for the work to be done properly (5.6; 38% negative). They indicate that they do not have sufficient influence on their workload (6.1; 30% negative), that they often need to work overtime (6.3; 25% negative) and that they are not able to maintain a healthy work-life balance (6.6; 21% negative).



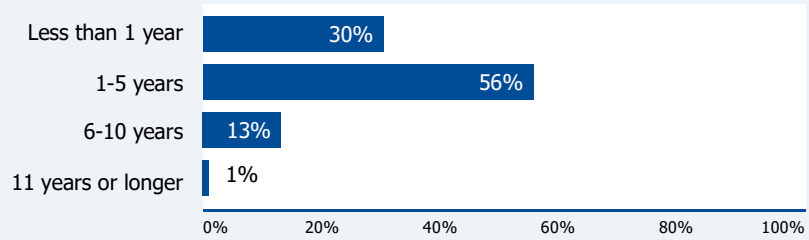
We have asked the employees if they experience any health problems from which they suspect to be caused (partially) by their work. Below we present the results on this question, compared to the benchmark Healthcare.



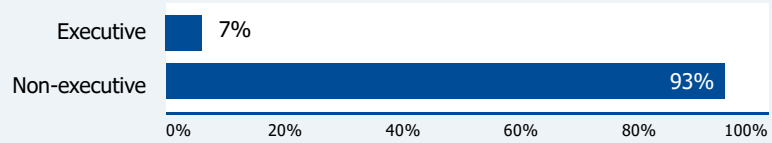
## 4. Background characteristics of the employees

In this section we present a number of characteristics of the employees who completed the questionnaire.

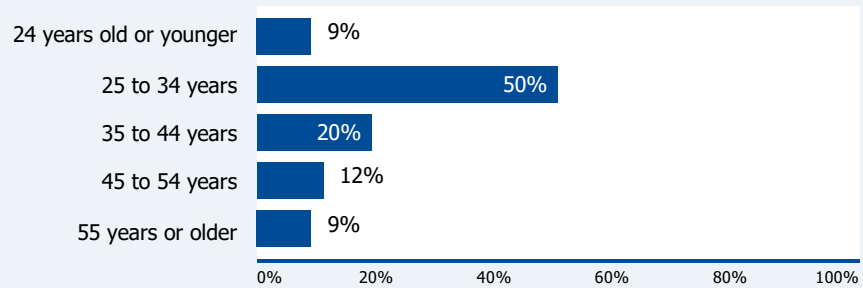
How many years have you been working for Yes We Can Healthcare Group?



In your current position are you in direct charge of a department/ team or a group of people?



How old are you?



## 5. Breakdown by background characteristics

In this chapter, breakdowns of the results are shown for the themes by several background characteristics.

# Employee Survey

## Breakdown by length of service

The table below shows a breakdown of the results for the themes by length of service.

When a score was established based on less than five ratings, we replaced the score by an '\*' because of the privacy of the employees.

	Less than 1 year	1-5 years	6-10 years	11 years or longer	Yes We Can Healthcare Group
<i>Number of respondents</i>	102	188	44	4	338
Overall satisfaction with work	8.3	8.2	8.8	*	8.3
Content of work	8.0	8.1	8.7	*	8.1
Working conditions	7.7	7.5	8.4	*	7.7
Personal development	7.7	7.2	7.8	*	7.4
Terms and conditions of employment	7.1	6.8	8.3	*	7.1
Supervisor	8.1	8.2	8.4	*	8.2
Board	7.1	6.9	7.7	*	7.1
Participation Council	5.5	5.4	6.1	*	5.5
Cooperation	8.2	7.8	8.2	*	8.0
Communication	7.2	7.0	7.3	*	7.1
Atmosphere	8.3	8.2	8.4	*	8.3
Workload	6.7	6.3	7.0	*	6.5

### The colors in the table above indicate the following:

Dark red	significantly lower/worse than Yes We Can Healthcare Group as a whole (difference of 0.5 or more)
Light red	lower/worse than Yes We Can Healthcare Group as a whole (difference of 0.3 or 0.4)
Light green	higher/better than Yes We Can Healthcare Group as a whole (difference of 0.3 or 0.4)
Dark green	significantly higher/better than Yes We Can Healthcare Group as a whole (difference of 0.5 or more)

# Employee Survey

## Breakdown by position: executive and non-executive

The table below shows a breakdown of the results for the themes by the position of the employees: executive and non-executive

When a score was established based on less than five ratings, we replaced the score by an '\*' because of the privacy of the employees.

	Executive	Non-executive	Yes We Can Healthcare Group
<i>Number of respondents</i>	23	315	338
Overall satisfaction with work	9.4	8.2	8.3
Content of work	9.1	8.1	8.1
Working conditions	8.9	7.6	7.7
Personal development	8.4	7.3	7.4
Terms and conditions of employment	8.4	7.0	7.1
Supervisor	8.8	8.2	8.2
Board	8.8	7.0	7.1
Participation Council	5.5	5.5	5.5
Cooperation	8.9	7.9	8.0
Communication	8.3	7.0	7.1
Atmosphere	9.2	8.2	8.3
Workload	7.8	6.4	6.5

### The colors in the table above indicate the following:

Dark red	significantly lower/worse than Yes We Can Healthcare Group as a whole (difference of 0.5 or more)
Light red	lower/worse than Yes We Can Healthcare Group as a whole (difference of 0.3 or 0.4)
White	(approximately) equal to Yes We Can Healthcare Group as a whole (difference of 0.2 or less)
Light green	higher/better than Yes We Can Healthcare Group as a whole (difference of 0.3 or 0.4)
Dark green	significantly higher/better than Yes We Can Healthcare Group as a whole (difference of 0.5 or more)

# Employee Survey

## Breakdown by age

The table below shows a breakdown of the results for the themes by age.

When a score was established based on less than five ratings, we replaced the score by an '\*' because of the privacy of the employees.

	24 years old or younger	25 to 34 years	35 to 44 years	45 to 54 years	55 years or older	Yes We Can Healthcare Group
<i>Number of respondents</i>	31	170	66	40	31	338
Overall satisfaction with work	7.8	8.1	8.8	8.7	8.7	8.3
Content of work	7.9	7.9	8.5	8.3	8.4	8.1
Working conditions	7.2	7.4	8.2	8.0	8.3	7.7
Personal development	7.6	7.5	7.6	6.8	7.2	7.4
Terms and conditions of employment	6.9	6.6	7.6	7.6	8.3	7.1
Supervisor	8.0	8.0	9.0	8.3	8.2	8.2
Board	6.8	6.7	7.7	7.7	7.5	7.1
Participation Council	5.3	5.0	6.2	6.5	5.4	5.5
Cooperation	8.1	7.9	8.3	7.7	8.0	8.0
Communication	7.3	6.9	7.4	6.9	7.2	7.1
Atmosphere	8.3	8.1	8.5	8.3	8.3	8.3
Workload	6.1	6.0	7.4	7.1	7.3	6.5

### The colors in the table above indicate the following:

Dark red	significantly lower/worse than Yes We Can Healthcare Group as a whole (difference of 0.5 or more)
Light red	lower/worse than Yes We Can Healthcare Group as a whole (difference of 0.3 or 0.4)
White	(approximately) equal to Yes We Can Healthcare Group as a whole (difference of 0.2 or less)
Light green	higher/better than Yes We Can Healthcare Group as a whole (difference of 0.3 or 0.4)
Dark green	significantly higher/better than Yes We Can Healthcare Group as a whole (difference of 0.5 or more)

# Employee Survey

## Breakdown by commitment

The table below shows a breakdown of the results for the themes by commitment: frontrunners, driving forces, job hoppers, leavers and stickers.

When a score was established based on fewer than five ratings, we replaced the score by an '\*' because of the privacy of the employees.

	Frontrunners	Driving forces	Job hoppers	Leavers	Stickers	Yes We Can Healthcare Group
<i>Number of respondents</i>	46	238	41	5	1	338
Overall satisfaction with work	8.9	8.4	7.8	4.6	*	8.3
Content of work	8.5	8.3	7.6	5.5	*	8.1
Working conditions	8.6	7.8	6.5	4.6	*	7.7
Personal development	8.2	7.5	6.3	3.3	*	7.4
Terms and conditions of employment	7.6	7.2	6.1	5.5	*	7.1
Supervisor	8.8	8.3	7.8	4.6	*	8.2
Board	7.6	7.2	6.5	4.2	*	7.1
Participation Council	5.4	5.7	4.9	4.2	*	5.5
Cooperation	8.3	8.0	7.8	5.1	*	8.0
Communication	7.7	7.2	6.0	3.7	*	7.1
Atmosphere	8.9	8.4	7.4	5.1	*	8.3
Workload	6.7	6.7	5.8	3.7	*	6.5

### The colors in the table above indicate the following:

Dark red	significantly lower/worse than Yes We Can Healthcare Group as a whole (difference of 0.5 or more)
Light red	lower/worse than Yes We Can Healthcare Group as a whole (difference of 0.3 or 0.4)
Light green	higher/better than Yes We Can Healthcare Group as a whole (difference of 0.3 or 0.4)
Dark green	significantly higher/better than Yes We Can Healthcare Group as a whole (difference of 0.5 or more)



## GENERAL DATA

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