

A photograph of two women in an office setting. The woman on the right is smiling broadly at the woman on the left. They are both wearing professional attire. The background is a blurred office environment.

**Boosting job
satisfaction**
– every day

krifa
Kristelig Fagbevægelse



At Krifa, we have
more than

750
CAPABLE
EMPLOYEES

KRIFA
is Denmark's

4TH
LARGEST
unemployment
insurance fund

4TH
LARGEST
trade union



KRIFA HAS EXISTED
SINCE

1899

JOB SATISFACTION
HAS BEEN OUR
MISSION SINCE



2016

– THE YEAR IN WHICH WE
SET A CLEAR DIRECTION
WITH OUR VISION



You will find Krifa in

16
LOCATIONS
working to spread
JOB
SATISFACTION

MORE THAN
200,000

PEOPLE HAVE
CHOSEN TO JOIN
KRIFA



Our mission is Job Satisfaction

At Krifa, we have an ambition. An ambition to bring about change together with others committed to boosting job satisfaction in Denmark.

We take a revolutionary approach to the industry we are in, and we want to challenge the preconceptions many people have about a trade union and unemployment insurance fund. We will still negotiate collective agreements, conduct cases, pay unemployment benefit and help people find work. But we also believe that so much more is needed to be relevant in people's working lives in the future. And so we want to lead the way as a *working-life movement*!

We aim to influence the attitudes and agendas that are set and prioritised in our society. Our members and society cannot accept workplaces with management failings, where the result is stress and dissatisfaction.

The future calls for organisations and managers who take responsibility for job satisfaction. And for good management, humanity and decent values to be the order of the day.

We know that wellbeing and job satisfaction affect an individual's happiness, and at the same time help to boost value creation in the workplace.

At Krifa, we know what creates job satisfaction for the individual and working communities. And this is where we have great ambitions to make a difference for people, their working life and a greater cause. So our mission is quite simple: *To boost job satisfaction every day for our members, employees and society.*

If you are a future employee, member or partner who is committed to the same cause, read more about our ambitions and how we can make a difference together.

It is a well-known fact that it takes more than one person to start a movement, so let's move this important agenda forward together.

*Preben R. Jørgensen, CEO, and
Søren Filbert, Executive Director*



We want to create job satisfaction

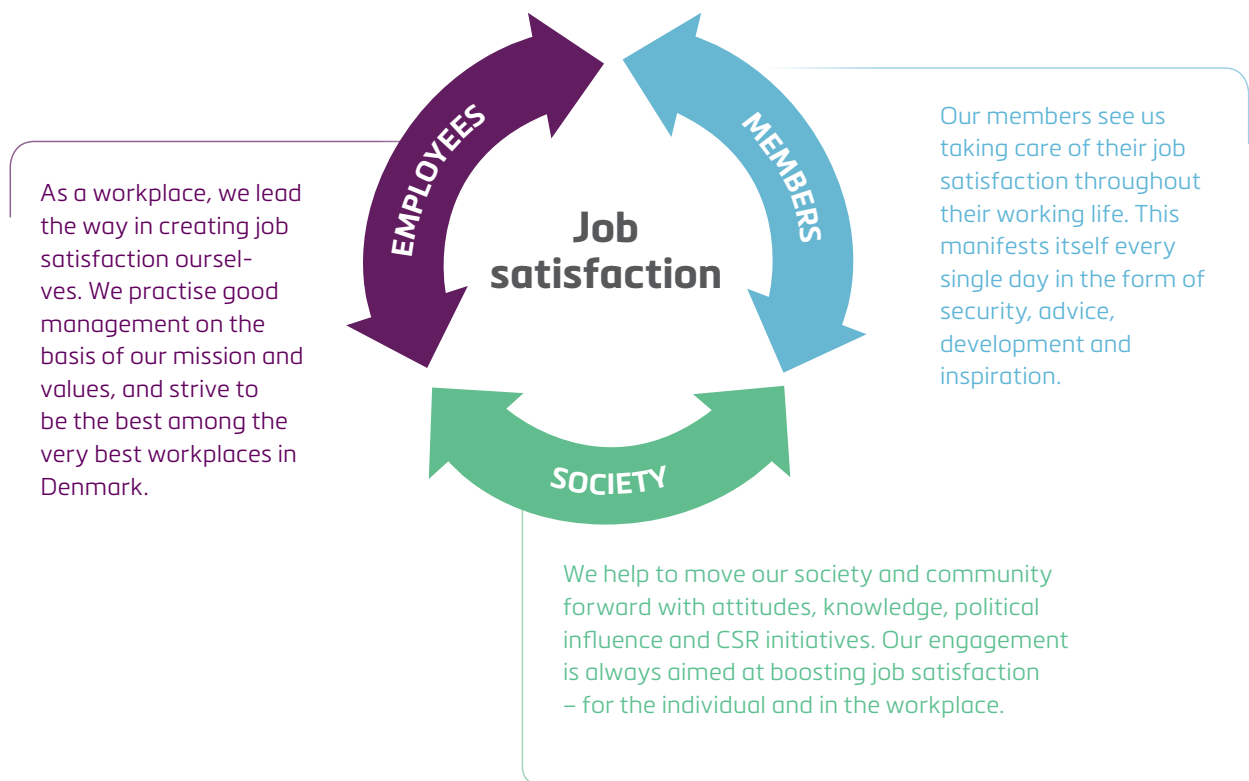
Krifa's mission is to boost job satisfaction every day
– for our employees, members and society

At Krifa, our mission is to boost job satisfaction every day – for our members, for each other and in society as a whole. This mission commits us in word and deed to creating experienced job satisfaction, regardless of where we meet people on their working-life journey. Whether it is in connection with changing job, during unemployment, at a job satisfaction review, in the workplace, as a victim of stress, as a self-employed person or as a manager with key responsibility for job satisfaction.

Our task as a working-life movement is to help people along in their working life by providing the right assistance and seeing when there is a need for

security, support and development. We must find new answers and solutions for the working life of tomorrow. At Krifa, we all have a responsibility and opportunity to fulfil our mission.

Our mission gives purpose to what we do, and defines everything we do. Our mission goes back to our dialogue perspective, values and view of people, so the way in which we carry out our mission bears the stamp of our DNA and history. Our mission alters the way in which we act in society and bring about change in an industry where there is a need for innovation and a new *raison d'être*.





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“I have a dream of a society where more people get up happy in the morning because their job gives them a sense of purpose, where fewer people suffer from stress and more people experience balance. I dream of Krifa moving workplaces and society forward towards greater job satisfaction.”

Søren Fibiger Olesen, Chairman

What is job satisfaction?

Enjoying their work is very important to most people – which means that it is also in the best interests of workplaces for employees to feel happy.

We call this job satisfaction. Where employees and organisations work together to create wellbeing and development, culture and results flourish for the benefit of all. Job satisfaction as we understand it is much more than a fleeting sense of pleasure in the present and spontaneous actions. So job satisfaction is not just tea and cake or superficial greetings. For us, job satisfaction is a deep understanding of what really means something in people's working lives. And some things mean more than others.

Job satisfaction is not a vague term, but actually quite specific. In recent years, we have explored the area to find

out more about what gives people job satisfaction. We analysed a number of factors that affect job satisfaction, and in our Job Satisfaction Index report we defined in words and figures how job satisfaction stands and what really makes a difference if you want to boost it.

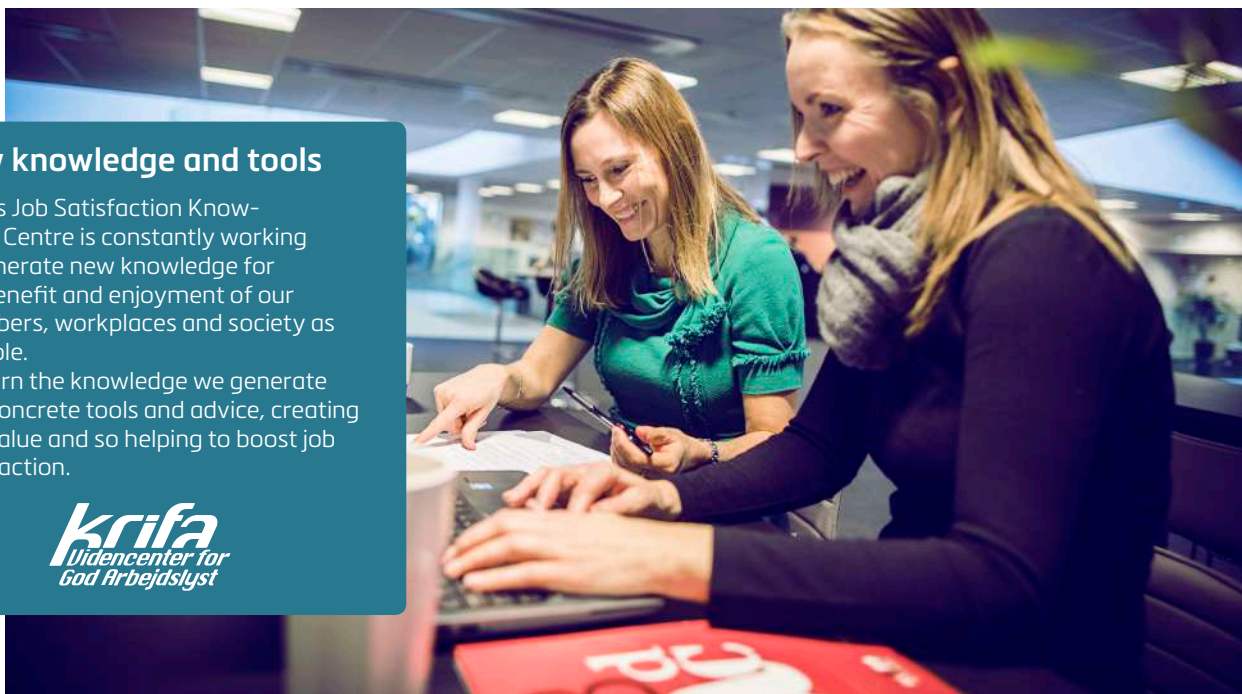
Everyone experiences ups and downs over the course of their working life. Finding job satisfaction, regardless of where you are in your working life, is the essence of our mission. Because job satisfaction is about finding the motivation and desire to go to work, be happy and develop in your job – regardless of your starting point.

New knowledge and tools

Krifa's Job Satisfaction Knowledge Centre is constantly working to generate new knowledge for the benefit and enjoyment of our members, workplaces and society as a whole.

We turn the knowledge we generate into concrete tools and advice, creating real value and so helping to boost job satisfaction.

krifa
Udvalgt center for
God Arbejdslyst





Job Satisfaction Index

We have been working to analyse what creates job satisfaction in Danish workplaces since 2014. In the Job Satisfaction Index, we have identified seven factors that together account for 71 percent of Danes' job satisfaction. The Job Satisfaction Index, a report produced annually, was developed by Krifa and the Happiness Research Institute in collaboration with Kantar Gallup.

Read the full report at krifa.dk/index





A movement in time – on a firm foundation

Focus on working life
– more than on trade

The dialogue perspective
– we are each other's preconditions

Values
– that make a difference

1899

The story begins

A new platform on the Danish labour market is created with the foundation of 'Kristeligt Dansk Fællesforbund' – Krifa's forerunner.

1929

Official approval

The unemployment insurance fund is officially approved. Before that, its members supported each other financially in the event of unemployment.

1946

Two employees

The movement, which is run by hundreds of shop stewards and other champions of the cause, gets its first two paid employees.

1974

Member No. 1,000

A crucial milestone, as from this year onwards the state only recognises unemployment funds with at least 1,000 members.

Development in membership from 1899 to the present

Krifa was Denmark's first union movement open to all trades. This has been a characteristic of the organisation ever since 1899. Today, it means that we see ourselves as a working-life movement rather than a classic trade union and unemployment insurance fund. We focus on people – not trades. We follow people through the changes that happen over an entire working life.

Ever since Krifa was founded in 1899, our basic view has been that employers and employees are each other's preconditions rather than each other's opposites, and that their relationship must be based on dialogue, not on conflict and struggle. The dialogue perspective is one of Krifa's foundation stones and a living part of our self-understanding and everyday life. Employees and employers cannot create job satisfaction without each other. When it comes to the labour market of the future, the thinking behind the dialogue perspective is more relevant than ever.

'Kristeligt Dansk Fællesforbund' was founded on Christian values, which remain a firm part of Krifa's culture. They describe how we as an organisation see each other and the people whose job satisfaction we are committed to boosting. We believe that our values, together with our Christian outlook and humanity, make a difference and contribute to making Krifa special as both a working-life movement and a workplace.

1992

Member No. 100,000

Whereas it took 75 years to reach 1,000 members, it took just 18 years for the next 99,000.

2006

The Danish Closed Shop Act is repealed

Krifa wins a historic case at the European Court of Human Rights. Members of certain trade unions must not be given preferential treatment when hiring.

2013

The Job Satisfaction mission

We start work on Job Satisfaction with a view to generating long-term change.

Present

Fourth-largest unemployment insurance fund and trade union. Krifa has more than 200,000 members and 750 employees.



EXPERIENCED JOB SATISFACTION

We want to see job satisfaction grow in society, and to create experienced job satisfaction for the individual and communities. We will measure our success on the basis of our members' feedback – it is their working life after all.

VISION 2030

A BRAND NEW PLATFORM

In 1899 we created a new platform on the labour market. We now want to do that again – based on our 'Job Satisfaction' mission. Krifa wants to be much more than a traditional trade union – we want to be a working-life movement.

To establish a brand new platform by creating experienced job satisfaction for the individual in every phase of working life, in working communities and in the workplace. This will make us the natural first choice for more people.

THE NATURAL FIRST CHOICE FOR MORE PEOPLE

We want to be the natural first choice for people who want to experience greater job satisfaction, and for social actors and partners. We want to gain the position of the natural first choice through experienced value, relationships and our ability to create experienced job satisfaction – in every phase of working life.



IN EVERY PHASE OF WORKING LIFE

We focus on working life as a whole and the whole person. Based on our values, we help and inspire the individual to succeed in the roles and changes that contemporary and future working life brings.

IN WORKING COMMUNITIES AND THE WORKPLACE

The future will offer new forms of employment and working communities – we want to meet new needs with new solutions. The classic employer-employee relationship will be challenged. We want to bring about cooperation on job satisfaction for the benefit of employers and employees alike.



Our dream for 2030

Krifa's vision gives the Job Satisfaction mission a clear direction up to 2030.

What we have started with Job Satisfaction is a movement over time – not just a strategy that can be implemented in the short term.

We therefore need a long-term, ambitious vision that provides a clear direction and ensures that we expand as an organisation.

Krifa is a modern organisation with modern solutions to the working-life challenges of the future. That is how we like to see ourselves. But we are more than that.

Our roots and history are important elements in our present-day understanding of ourselves as a modern organisation with a strong cause. So we also talk a lot about identity in our vision, and what we would like Krifa's identity to be in 2030.

A working-life movement on a Christian basis

Krifa is built on a Christian outlook and humanity. This influences how we treat members, partners and others. Our values describe how we see people in four sentences.

01 People are created uniquely with a dignity that must not be violated

We therefore strive to

- ▶ see all people as unique individuals.
- ▶ treat everyone with respect and equality.
- ▶ challenge disempowering systems and the tendency to pigeonhole people – both within Krifa and in general.
- ▶ prevent violations of dignity. And to take action if it happens.

Elaboration: We believe that people are created with a body, soul and mind. God has given every person a dignity that people, systems or communities must not crush. By dignity we mean people's personal value, self-respect and rights. Violation means treating another person in a way that infringes or disregards their dignity.



Good examples

We communicate respectfully – including with frustrated members, critics on Facebook and colleagues under pressure.

We provide legal assistance when an employer disregards a member's rights.

We work for change when legislation or practice disempowers people and prevents job satisfaction.

02 People are created to form relationships and so be part of a community

We therefore strive to

- ▶ treat others as we would like to be treated ourselves.
- ▶ be charitable to and solicitous of our fellow human beings.
- ▶ equip people to handle and develop relationships in their working life.
- ▶ pursue dialogue rather than conflict.

Elaboration: We believe that God created people for community with others. Community is so fundamental that it is in relationships that people come into being and fulfil their potential.

Good examples

A stressed colleague does not face his or her problem alone.

We pursue dialogue, whether it is a matter of collective bargaining, conflict management or attitude in the public sphere.

We seek cooperation and partnership – both internally and externally.

We place confidence in employers and employees basically being each other's partners, not adversaries.



03 People are created to show commitment and take responsibility

We therefore strive to

- ▶ have faith that people want to show commitment and take responsibility.
- ▶ practise trust instead of control/distrust.
- ▶ challenge people to take responsibility for their own life and situation.
- ▶ show active commitment to each other, members and society/nature.

Elaboration: We believe that God has given people responsibility for themselves, others and nature. Commitment is fundamental to growing and succeeding as a person.



Good examples

We want to motivate members to take responsibility and explore new avenues instead of expecting the 'system' to take care of things.

We see every contact as a meeting with a human being – not a case or just a number. So we take responsibility in every contact.

We are committed to spreading job satisfaction in society through CSR initiatives, for example.

We endeavour to use nature's resources responsibly.

04 People are created with great potential – but also have their limitations and failings

We therefore strive to

- ▶ encourage and inspire people to fulfil their potential.
- ▶ help people to have a realistic and constructive approach to their own and other people's limitations.
- ▶ leave room for a new start and forgiveness when relationships go wrong.

Elaboration: We believe that God created people in his image with a multiplicity of abilities and potentials. But people also have their limitations – e.g. physically, mentally and in terms of competence. We all make mistakes – and do not always act towards others as we should. So there is a need for forgiveness and a new start.

Good examples

We encourage jobseekers to be ambitious and think outside the box – but are also honest if they are aiming far too high.

We have the courage to challenge ourselves and colleagues to take on new tasks – but also accept that mistakes will be made and try to learn from them.

We seek understanding and reconciliation when relationships go wrong, whether with a manager, colleague, member or partner.

What do our values mean for Krifa employees and board members?

Krifa is a working-life movement, and it is in this context that we want to live out a Christian outlook and humanity. This manifests itself in our attitudes, in the way we work, and in our approach to people and their working life. We do not concern ourselves with theological questions unconnected with our role as a working-life movement.

Employees, managers and board members must abide by the outlook and humanity described in our values. In other words, they must act in accordance with these principles in their day-to-day work. Managers have a special responsibility as role models. They must

develop and maintain Krifa's value markers and be examples for how our values can be implemented in word and deed. Examples that other people will be inspired by and follow.

As far as senior staff are concerned, it is not enough for them to abide by Krifa's values in their work. We expect them to convert our ethos into concrete action based on their knowledge of a Christian outlook and humanity, and to ensure constantly and proactively that day-to-day work in their department is always performed in accordance with Krifa's values.



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Our values describe how we see and treat people. That is what makes Krifa special.

Søren Fibiger Olesen, Chairman



Job Satisfaction begins with us

At Krifa, we see Job Satisfaction as a common cause. This means that we are all responsible for making our mission come alive. So we as individuals, a team, a management and an organisation bear a joint responsibility for creating and implementing job satisfaction for each other, for our members and in society. Working together for a greater cause gives us purpose.



Krifa as a workplace

We strive to be the best among the very best Danish workplaces in terms of experienced job satisfaction. We want to have the reputation of being an attractive, value-based workplace.

WE WANT TO LEAD THE WAY AS A WORKPLACE

Our Job Satisfaction mission commits us to leading the way by trying out our knowledge, tools and ideas, and constantly developing our thoughts on what constitutes a good workplace. We want to share our knowledge and experience, and learn from others with the same ambition. At Krifa, we take the factors that we know to affect job satisfaction as our starting point and continuously measure the results of our efforts using our Job Satisfaction Index Score. Job Satisfaction has already brought about a lot of change at Krifa, and we have only just begun.

THE CULTURE AT KRIFA

You might as well get used to it. There is no swearing at Krifa. The tone is correct, and we treat each other, the world about us and our members with respect. Any organisation will probably claim that its culture is special. And so do we. In fact, we are frequently told it is by members and partners. We believe that they sense how passionate we are about helping, about making a difference, and about taking people forward in their working life. We have some amazing

employees who are committed to helping others both inside and outside Krifa. So our culture and recruiting the right people mean everything. That is what makes the difference, and if someone is unable to find value in helping others, Krifa is not the workplace for them. We don't believe in sharp elbows. On the other hand, we are full of ambition, and there is so much we want to do. Solidarity, community and good relations are characteristic of Krifa. We believe that the best results are achieved through participation and co-creation across the organisation. It is something we are practising.

GOOD MANAGEMENT AT KRIFA

We have a clear ambition to practise good management throughout Krifa. Krifa's managers must be role models who inspire others, so leadership development is a constant focus and a clear expectation. Krifa's managers must take responsibility and create the conditions for employees to succeed, as well as having an appreciative and transparent management style. The management culture at Krifa must be characterised by trust and a value-based management style.


OPPORTUNITIES FOR EMPLOYEES

We want to create the best opportunities for our employees, enabling them to thrive and develop. We therefore attach great importance to our introduction process for new employees, as well as to ongoing training and career opportunities. We provide a thorough grounding in the Job Satisfaction Index to ensure that all employees possess, use and can communicate knowledge of job satisfaction, products and services. It goes without saying that we as an organisation focus on health, good physical and social conditions, stress prevention and employee benefits.

Krifa's mission gives purpose to what we do every day and commits us to creating experienced job satisfaction for our employees.

Henriette Søndergaard
HR Manager



An aerial photograph showing five people walking on a light-colored wooden floor. Two people are at the top, one in the middle left, and two at the bottom. They are all dressed in casual business attire.

” *I really hadn’t considered moving to Krifa – I was in clover. Quite by chance, in 2015, I was introduced to the Job Satisfaction Index. And I was hooked. Hooked by the fact that Job Satisfaction wasn’t just a clever slogan, but had knowledge and weight behind it.*

Marie Gramstrup
Legal Centre Manager

” *I’ve developed so much in the 15 years I’ve worked here. But the biggest thing I’ve been involved in is Job Satisfaction. The mission we have put on the agenda is simply brilliant. I’m so proud. And my pride was boosted even more when my boss asked me if I wanted to be a Job Satisfaction champion. Just think, I’m helping to create my own workplace.*

Birgit Lykke Larsen
Job Consultant

” *I’d just become unemployed and came for a Kickstart interview. I thought: I have to work here! They mean what they say. And now I have the best workplace in the world. I’ve won the colleague lottery and have a job with a purpose, because at Krifa everyone is valuable.*

Cathrine Zober Østergaard
Unemployment Insurance Consultant

A difference for more people



We dream of moving job satisfaction forward

At Krifa, we exist first and foremost for our members. But we also have a dream of helping to move society as a whole forward, with more people experiencing job satisfaction.

We take social responsibility through our CSR work. We want all people – including those on the fringes of the labour market – to have a chance to be part of the community. We therefore invest human and professional competencies in helping the vulnerable in the labour market gain a foothold and find job satisfaction.

Knowledge changes attitudes and behaviour. With our knowledge of what creates and prevents job satisfaction, we want to help change attitudes and behaviour in society.

We therefore share our knowledge – in workplaces and in the public sphere. And we try to influence the people and processes that create the conditions on the labour market.

You can read about some of Krifa's initiatives here.



Why we offer **STRESSFREE**

Stress is one of the greatest challenges to job satisfaction. Krifa has developed StressFree, a bespoke, professional online process for our members. As well as helping victims of stress, we also provide information for relations and offer stress prevention processes.



Why we train **CERTIFIED JOB SATISFACTION CONSULTANTS**

Working in collaboration with Dania Academy, University of Applied Sciences, Krifa has created a course based on our knowledge from the Job Satisfaction Index. The course covers how a Certified Job Satisfaction Consultant can boost job satisfaction in the workplace.



Why we are CAREER MENTORS

Many Krifa employees and managers make a difference in young people's lives as career mentors. The career mentors use their free time, networks and expertise to help vulnerable young benefit recipients get into work or training.

This is done in collaboration with Association New Dane, which runs the 'End Youth Unemployment Now' project. The initiative operates nationwide, and more than 30 young people have had a mentor from Krifa.



Why we develop INSPIRATION AND TOOLS

We want to bring concrete knowledge and inspiration to the individual's working life. That is why we develop targeted tools, events, email newsletters, podcasts, webinars, etc. – all with different angles on wellbeing and job satisfaction. Most recently, we developed the GAIS online platform, where you, your colleagues and your workplace can measure and work on your job satisfaction.



Find out more at www.gais.dk

Why we publish THE JOB SATISFACTION INDEX

Working in collaboration with the Happiness Research Institute and Kantar Gallup, we have analysed what is most important for Danes' job satisfaction. The result is the annual Job Satisfaction Index, the most comprehensive survey in Denmark.



Together we can make a difference

We know that it takes more than one person to create a movement. But we also know that many people share our dream. We therefore want to be in movement and dialogue with other people who find a purpose in boosting job satisfaction. We want to cultivate new knowledge and find new answers and possibilities together.

We want to create job satisfaction. And we want to invite others who are passionate about the cause to collaborate so that we extend our reach and influence more people.



We help people along in working life

We regard helping people along as our noblest task. Our skilled job satisfaction advisers, career advisers, career consultants, legal consultants, occupational wellbeing consultants and unemployment insurance associates are ready and waiting to assist our members.

Job satisfaction or job loathing?

When the alarm clock goes off first thing on a Monday morning, we know exactly what time it is. A new working week lies ahead.

Are we eager to tackle the week, leap out of bed and hit the ground running? Or do we pull the duvet up over our head and wish it would all go away?

Working life is not always plain sailing. Sometimes it is a warm, sunny summer's day and the wind is behind you, while at others there is a strong headwind with the rain lashing in your face.

There are times when we feel that we could fly, that we are making a difference, that we are valued and would actually be missed if we were not there.

At other times, it is an uphill struggle – maybe we are not up to the job? Maybe your colleagues are not prepared to accept you. Or maybe it is simply hard to see the point of it all.

Working life is part of our lives. A large part, but not our whole life all the same. Just large enough that it should preferably give us a sense of purpose.

When your job is not going well, it affects everything else. It spills over and makes us unhappy. It affects our sleep, our relationships and our mood. And it can turn into job loathing.

Job loathing is the opposite of job satisfaction. Because job satisfaction is when pleasure, motivation, wellbeing and security come together in a perfect union.

At Krifa, we take working life seriously, because we take life seriously and people seriously. We see people as whole people. We see working life as a journey where it is quite natural for there to be a need for help, support and inspiration for development. And we see workplaces as communities made up of individuals who basically want the same thing.

Our mission is to boost the job satisfaction experienced by our members, by us and in society as a whole, and we dream of everyone enjoying job satisfaction, wherever they are.

For us, job satisfaction comes alive when we can meet people where they are at and respectfully take their lives as our starting point. We want to help people find job satisfaction, both when there is a need for security, advice and professional assistance, and when we can serve as a sounding board or provide development and inspiration.

That is why we work to ensure that people experience job satisfaction in their working life.