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BESIX Employee Well-being and Engagement Survey

Jan Houben, Elien Leirman and dr. Jeroen Delmotte August 2018



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1. The research model

- 1. Three dimensions of the research model
- 2. Components of the research model

1. The research Model Three dimensions of the research model

Work Characteristics

- Work content
- Working conditions
- Terms of employment
- Working relations

Work perceptions

- Engagement
- Well-being
- Satisfaction
- Attractiveness

Results

- Performance
- Retention

How is your job? Causes (of work perception)

Positive: job resources **Negative:** job demands (stress factors) How does it feel to go to work? Consequences (of work characteristics)

Positive: well-being and satisfaction **Negative**: tension and stress

1. The research Model

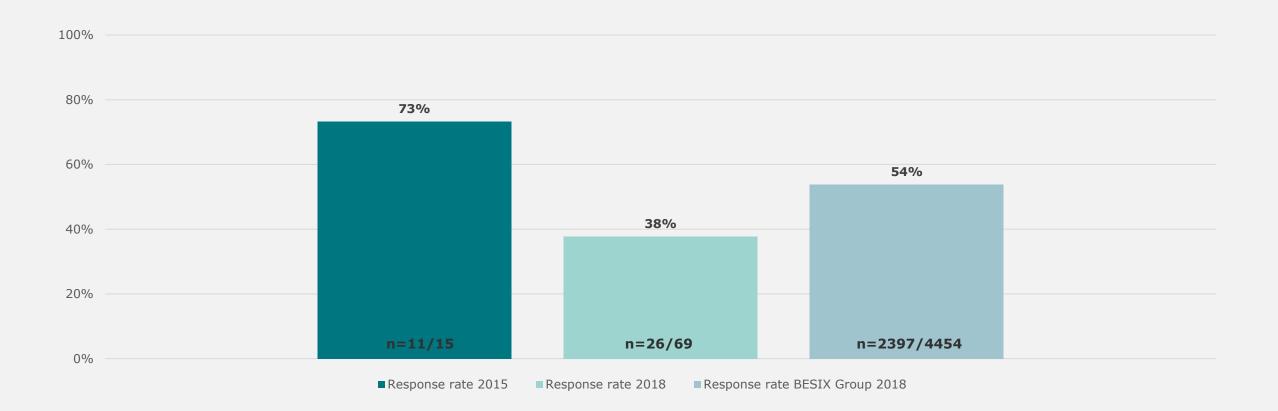
Components of the research model

Work Characteristics CAUSES	Work perceptions OUTCOMES	Results
Work Content Job variety Job Autonomy Learning opportunities 	Engagement • Work engagement • Organisational commitment	
 Participation Role and task definition Discussions and role conflicts Feedback and task information 	Well-being • Pleasure at work • Fatigue (stress) • Worrying about work Work formities belonged difficulties	Do the employees go the extra mile even if not asked?
Working Condition • Workload (working pace and quantity) • Physical load • Mental load • Emotional load	 Work-family balance difficulties Bullying, sexual harassment, physical/verbal abuse Burnout 	Are the employees loyal to the company and will they stay in the future?
Emotional load Terms of employment • Remuneration • Job security • Carreer opportunities	Satisfaction Overall job satisfation Satisfaction with work content Satisfaction with working conditions Satisfaction with terms of employment Satisfaction with working relations 	Extra questions • Leadership
Working relations Communication Relationship with colleagues Relationship with direct supervisor Relationship with employees 	Attractiveness • Attractiveness of the employer • Intention to recommend • Company culture and values	 Safety at work HR satisfaction Management questions

2. Response rate analysis

- 1. General response rate
- 2. Response rate by employee characteristics

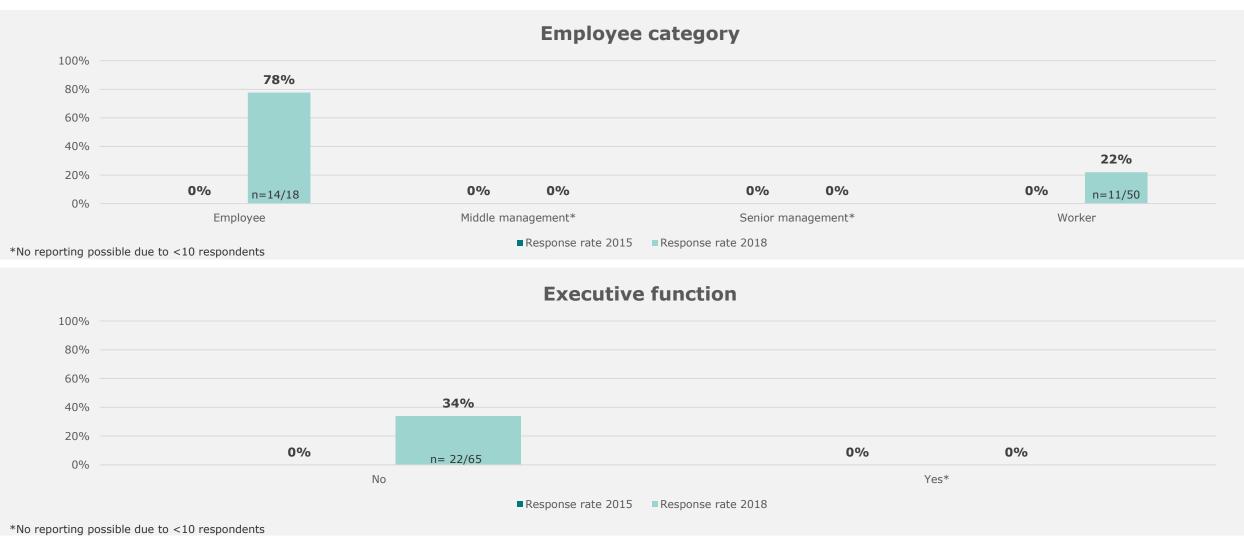
2. Response rate analysis General response rate of Depot & Equipments



The **iNostix by Deloitte response rate norm is 70%** and is the average response rate of 33 Engagement surveys executed by iNostix by Deloitte in 20 different companies (n=40.592)

2. Response rate analysis

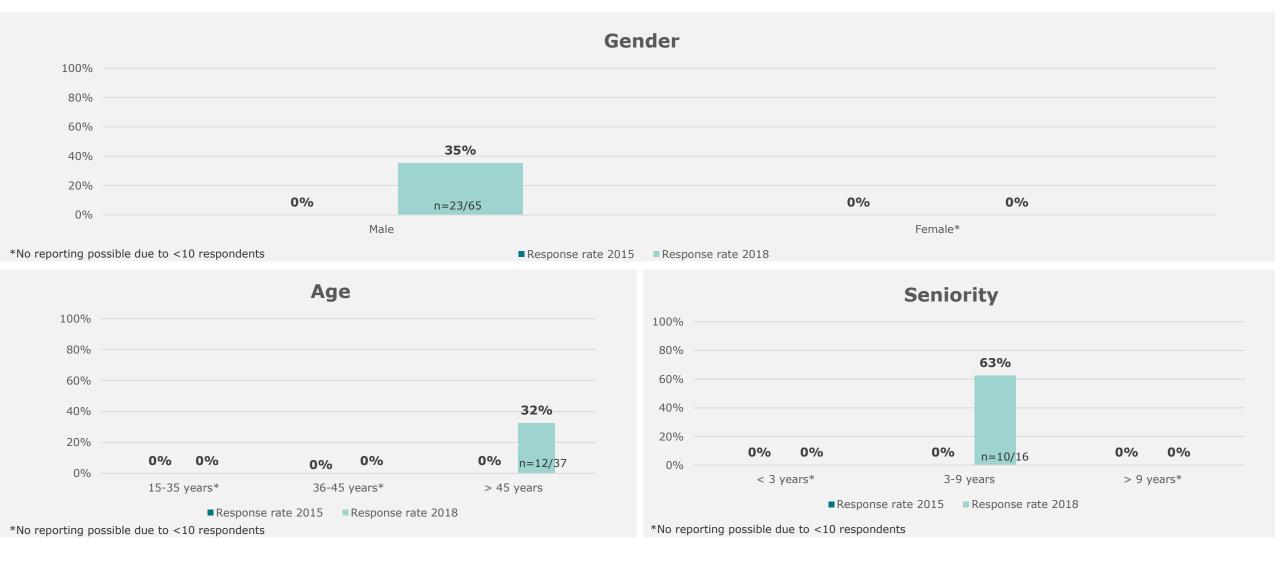
Response rate of Depot & Equipments by Employee Category and Executive Function



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2. Response rate analysis

Response rate of Depot & Equipments by Gender, Age and Seniority



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3. Summary of the results

3. Summary of the results Depot & Equipment

Work content 7,12 6,09 Job variety 6,97 6,74 Job autonomy 6,89 5,77 Learning opportunities 7,77 6,67 Participation 6,36 5 Role and task definition 7,35 6,12 Discussions and role conflicts* 1,82 2,72 Feedback and task information 6,29 5,06 2015 2018 Working conditions 5,61 4,84 Workload* 6,06 6,51 Physical load* 1,41 3,03 Mental load* 2,80 3,17 Zol15 2018 2015 Terms of employment 6,16 5,3 Remuneration 4,82 4,38 Job security 7,39 6,61 Career opportunities 6,91 5,72 Communication 5,45 4,1 Relationship with colleagues 7,65 7,05 Relationship with direct supervisor 7,64 6	Work character	istics	
Number of the second		2015	2018
0.97 6,74 Job autonomy 6,89 5,77 Learning opportunities 7,77 6,67 Participation 6,36 5 Role and task definition 7,35 6,12 Discussions and role conflicts* 1,82 2,72 Feedback and task information 6,29 5,06 2015 2018 Working conditions 5,61 4,84 Workload* 6,06 6,51 Physical load* 1,41 3,03 Mental load* 7,27 7,91 Emotional load* 2,80 3,17 2015 2018 2015 Terms of employment 6,16 5,3 Remuneration 4,82 4,38 Job security 7,39 6,61 Career opportunities 6,29 4,9 2015 2018 2015 Working relations 5,45 4,1 Relationship with colleagues 7,65 7,05 Relationship with direct supervisor	Work content	7,12	6,09
Learning opportunities 7,77 6,67 Participation 6,36 5 Role and task definition 7,35 6,12 Discussions and role conflicts* 1,82 2,72 Feedback and task information 6,29 5,06 2015 2018 Working conditions 5,61 4,84 Workload* 6,06 6,51 Physical load* 1,41 3,03 Mental load* 7,27 7,91 Emotional load* 2,80 3,17 2015 2018 Terms of employment 6,16 5,3 Remuneration 4,82 4,38 Job security 7,39 6,61 Career opportunities 6,29 4,9 Working relations 6,91 5,72 Communication 5,45 4,1 Relationship with colleagues 7,65 7,05 Relationship with direct supervisor 7,64 6	Job variety	6,97	6,74
Participation 6,36 5 Role and task definition 7,35 6,12 Discussions and role conflicts* 1,82 2,72 Feedback and task information 6,29 5,06 Working conditions 5,61 4,84 Workload* 6,06 6,51 Physical load* 1,41 3,03 Mental load* 7,27 7,91 Emotional load* 2,80 3,17 2015 2018 Terms of employment 6,16 5,3 Remuneration 4,82 4,38 Job security 7,39 6,61 Career opportunities 6,29 4,9 Working relations 6,91 5,72 Communication 5,45 4,1 Relationship with colleagues 7,65 7,05 Relationship with direct supervisor 7,64 6	Job autonomy	6,89	5,77
Role and task definition 7,35 6,12 Discussions and role conflicts* 1,82 2,72 Feedback and task information 6,29 5,06 2015 2018 Working conditions 5,61 4,84 Workload* 6,06 6,51 Physical load* 1,41 3,03 Mental load* 7,27 7,91 Emotional load* 2,80 3,17 2015 2018 Terms of employment 6,16 5,3 Remuneration 4,82 4,38 Job security 7,39 6,61 Career opportunities 6,29 4,9 Working relations 6,91 5,72 Communication 5,45 4,1 Relationship with colleagues 7,65 7,05 Relationship with direct supervisor 7,64 6	Learning opportunities	7,77	6,67
Discussions and role conflicts* 1,82 2,72 Feedback and task information 6,29 5,06 2015 2018 Working conditions 5,61 4,84 Workload* 6,06 6,51 Physical load* 1,41 3,03 Mental load* 7,27 7,91 Emotional load* 2,80 3,17 2015 2018 Terms of employment 6,16 5,3 Remuneration 4,82 4,38 Job security 7,39 6,61 Career opportunities 6,29 4,9 Working relations 6,91 5,72 Communication 5,45 4,1 Relationship with colleagues 7,65 7,05 Relationship with direct supervisor 7,64 6	Participation	6,36	5
Feedback and task information 1,02 2,72 Feedback and task information 6,29 5,06 2015 2018 Working conditions 5,61 4,84 Workload* 6,06 6,51 Physical load* 1,41 3,03 Mental load* 7,27 7,91 Emotional load* 2,80 3,17 2015 2018 Terms of employment 6,16 5,3 Remuneration 4,82 4,38 Job security 7,39 6,61 Career opportunities 6,29 4,9 Working relations 6,91 5,72 Communication 5,45 4,1 Relationship with colleagues 7,65 7,05 Relationship with direct supervisor 7,64 6	Role and task definition	7,35	6,12
0,25 0,00 2015 2018 Working conditions 5,61 4,84 Workload* 6,06 6,51 Physical load* 1,41 3,03 Mental load* 7,27 7,91 Emotional load* 2,80 3,17 2015 2018 Terms of employment 6,16 5,3 Remuneration 4,82 4,38 Job security 7,39 6,61 Career opportunities 6,29 4,9 2015 2018 2015 2018 Working relations 6,91 5,72 2018 Communication 5,45 4,1 3,05 Relationship with colleagues 7,65 7,05 Relationship with direct supervisor 7,64 6	Discussions and role conflicts*	1,82	2,72
Working conditions 5,61 4,84 Workload* 6,06 6,51 Physical load* 1,41 3,03 Mental load* 7,27 7,91 Emotional load* 2,80 3,17 2015 2018 Terms of employment 6,16 5,3 Remuneration 4,82 4,38 Job security 7,39 6,61 Career opportunities 6,29 4,9 2015 2018 2015 Working relations 6,91 5,72 Communication 5,45 4,1 Relationship with colleagues 7,65 7,05 Relationship with direct supervisor 7,64 6	Feedback and task information	6,29	5,06
Workload* 6,06 6,51 Physical load* 1,41 3,03 Mental load* 7,27 7,91 Emotional load* 2,80 3,17 Z015 Z018 Terms of employment 6,16 5,3 Remuneration 4,82 4,38 Job security 7,39 6,61 Career opportunities 6,29 4,9 Working relations 6,91 5,72 Communication 5,45 4,1 Relationship with colleagues 7,65 7,05 Relationship with direct supervisor 7,64 6		2015	2018
Physical load* 1,41 3,03 Mental load* 7,27 7,91 Emotional load* 2,80 3,17 2015 2018 Terms of employment 6,16 5,3 Remuneration 4,82 4,38 Job security 7,39 6,61 Career opportunities 6,29 4,9 Working relations 6,91 5,72 Communication 5,45 4,1 Relationship with direct supervisor 7,64 6	Working conditions	5,61	4,84
1,41 3,05 Mental load* 7,27 7,91 Emotional load* 2,80 3,17 2015 2018 Terms of employment 6,16 5,3 Remuneration 4,82 4,38 Job security 7,39 6,61 Career opportunities 6,29 4,9 Working relations 6,91 5,72 Communication 5,45 4,1 Relationship with colleagues 7,65 7,05 Relationship with direct supervisor 7,64 6	Workload*	6,06	6,51
Emotional load* 7,27 7,91 Emotional load* 2,80 3,17 2015 2018 Terms of employment 6,16 5,3 Remuneration 4,82 4,38 Job security 7,39 6,61 Career opportunities 6,29 4,9 2015 2018 Working relations 6,91 5,72 Communication 5,45 4,1 Relationship with colleagues 7,65 7,05 Relationship with direct supervisor 7,64 6	Physical load*	1,41	3,03
2,00 3,17 2015 2018 Terms of employment 6,16 5,3 Remuneration 4,82 4,38 Job security 7,39 6,61 Career opportunities 6,29 4,9 2015 2018 Working relations 6,91 5,72 Communication 5,45 4,1 Relationship with colleagues 7,65 7,05 Relationship with direct supervisor 7,64 6	Mental load*	7,27	7,91
Terms of employment6,165,3Remuneration4,824,38Job security7,396,61Career opportunities6,294,920152018Working relations6,915,72Communication5,454,1Relationship with colleagues7,657,05Relationship with direct supervisor7,646	Emotional load*	2,80	3,17
Remuneration4,824,38Job security7,396,61Career opportunities6,294,920152018Working relations6,915,72Communication5,454,1Relationship with colleagues7,657,05Relationship with direct supervisor7,646		2015	2018
Anisotration4,824,36Job security7,396,61Career opportunities6,294,920152018Working relations6,915,72Communication5,454,1Relationship with colleagues7,657,05Relationship with direct supervisor7,646	Terms of employment	6,16	5,3
Career opportunities 6,29 4,9 2015 2018 Working relations 6,91 5,72 Communication 5,45 4,1 Relationship with colleagues 7,65 7,05 Relationship with direct supervisor 7,64 6	Remuneration	4,82	4,38
20152018Working relations6,915,72Communication5,454,1Relationship with colleagues7,657,05Relationship with direct supervisor7,646	Job security	7,39	6,61
Working relations6,915,72Communication5,454,1Relationship with colleagues7,657,05Relationship with direct supervisor7,646	Career opportunities	6,29	4,9
Communication5,454,1Relationship with colleagues7,657,05Relationship with direct supervisor7,646		2015	2018
Relationship with colleagues7,657,05Relationship with direct supervisor7,646	Working relations	6,91	5,72
Relationship with direct supervisor 7,64 6	Communication	5,45	4,1
	Relationship with colleagues	7,65	7,05
Relationship with employees** 7,71 -	Relationship with direct supervisor	7,64	6
	Relationship with employees**	7,71	-

Work perception	s	
L	2015	2018
Engagement	7,69	6,82
Work engagement	7,88	6,78
Organizational commitment	7,50	6,86
	2015	2018
Well-being	7,17	6,38
Pleasure at work	8,27	7,06
Fatigue (work stress)*	3,91	4,52
Worrying about work*	4,20	4,3
Difficulties with work-family balance*	2,56	3,46
Burnout*	1,77	2,86
Undesirable behavior 2018	Witness	Victim
Physical abuse	0%	0%
Verbal abuse	35%	31%
Sexual harassment	0%	0%
Bullying	8%	8%
(No comparison with 2015 as a zero tolerance	principle is appl	ied)
	2015	2018
Satisfaction	7,46	6,58
Overall job satisfaction	7,91	6,88
Satisfaction with work content	8,18	7,06
Satisfaction with terms of employment	6,59	5,35
Satisfaction with working conditions	6,67	6,55
Satisfaction with working relations	8,41	7,36
	2015	2018
Attractiveness	7,71	6,84
Attractiveness of the employer	7,80	6,92
Company culture and values	8,27	7,12
Intention to recommend	7,05	6,48

Results		
Performance	2015	2018
Going the extra mile even if not asked for	8,12	7,68
Retention Intention to stay working within the organization	2015 8,69	2018 7,52

Meaning of the colours
Positively worded dimensions
Mean score <5/10
Mean score \geq 5/10 and <6/10
Mean score ≥6/10

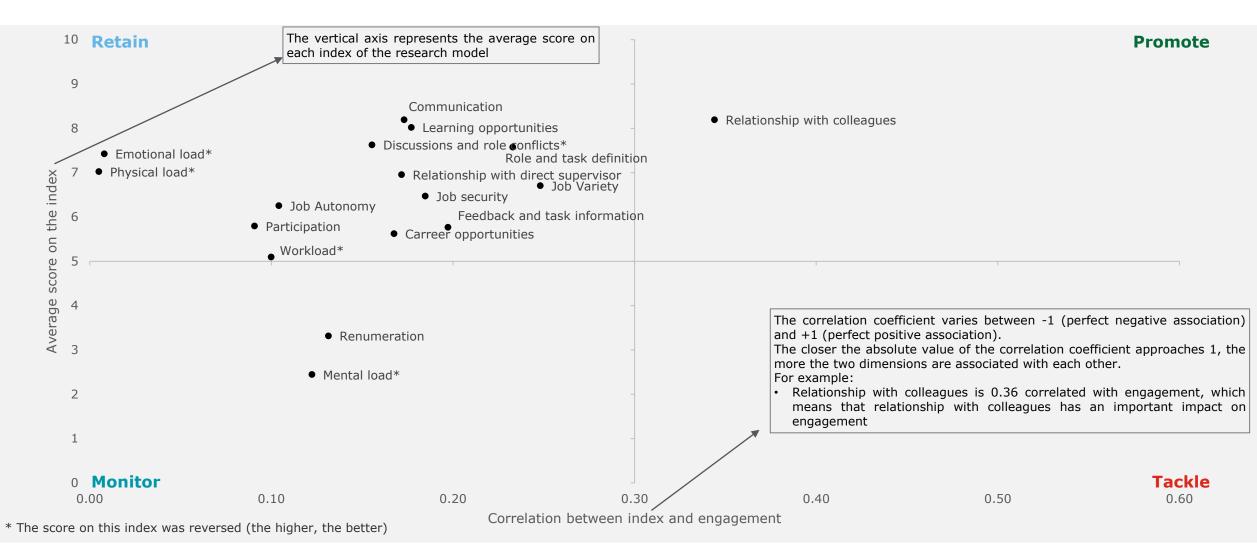
*Negatively worded dimensions Mean score ≤4/10 Mean score >4/10 and ≤5/10 Mean score >5/10

**No reporting due to < 10 respondents

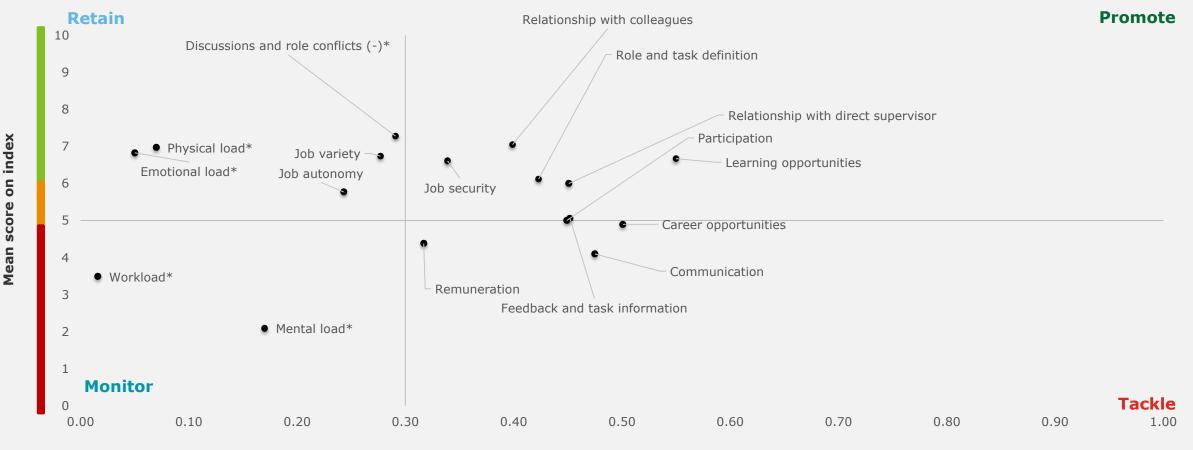


4. Impact analyses

4. Detailed results Interpretation slide: impact analysis engagement



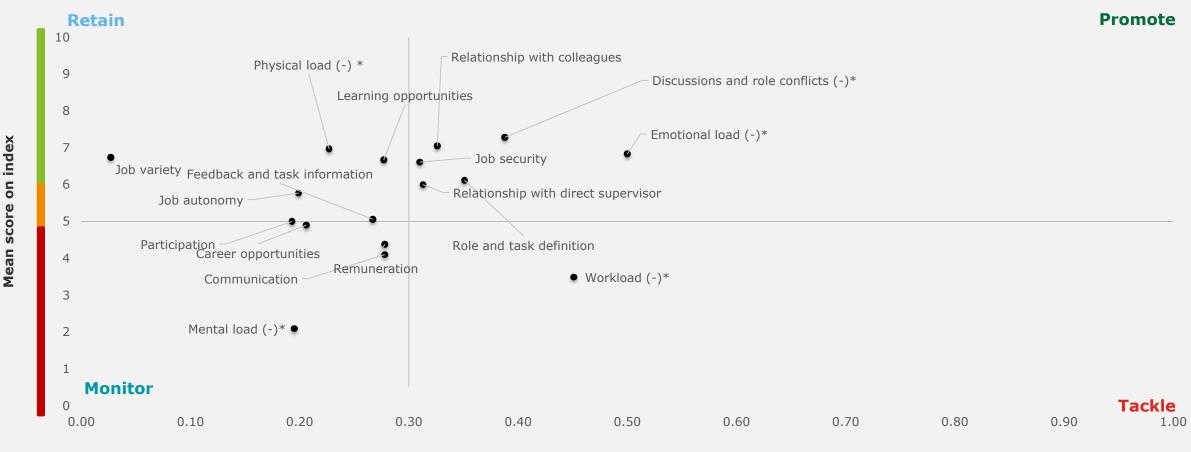
4. Impact analyses Engagement



Correlation between index and Engagement

*Recoded negative item (the higher the score, the better)

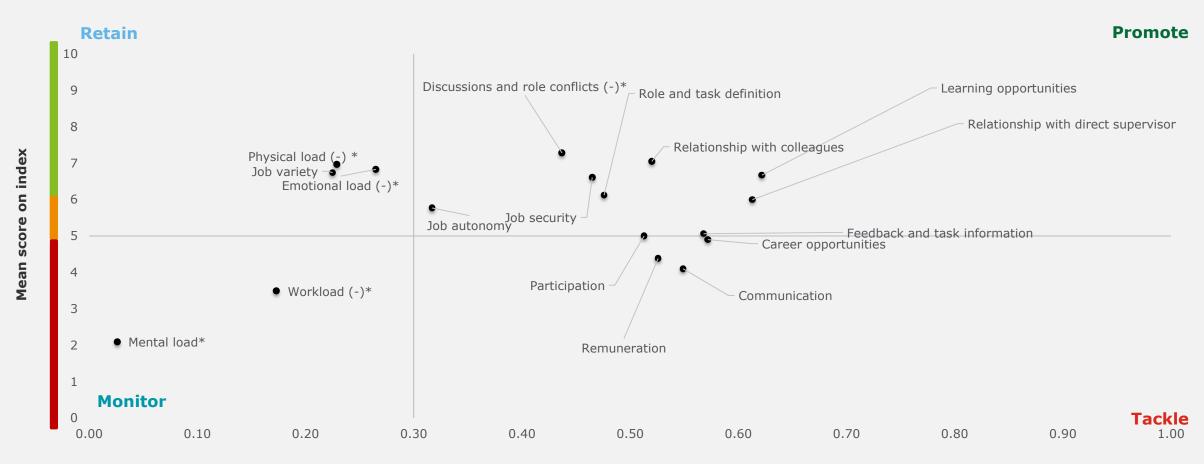
4. Impact analyses Well-being



Correlation between index and Well-being

*Recoded negative item (the higher the score, the better)

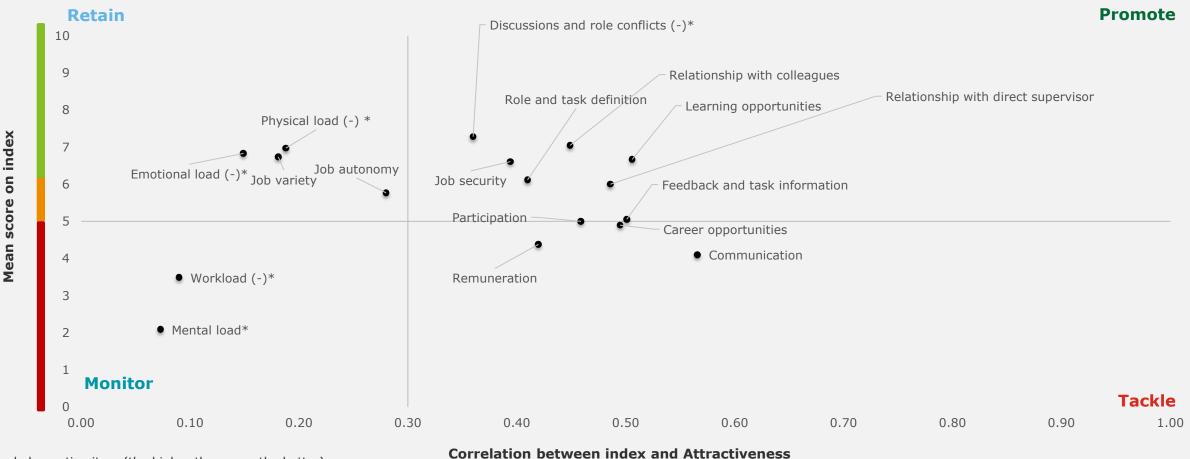
4. Impact analyses Satisfaction



Correlation between index and Satisfaction

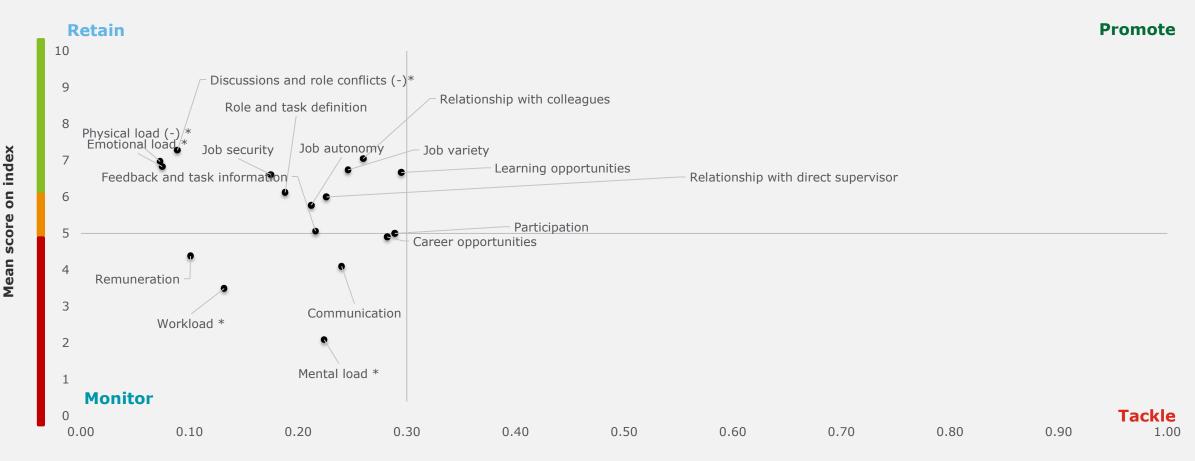
*Recoded negative item (the higher the score, the better)

4. Impact analyses Attractiveness



*Recoded negative item (the higher the score, the better)

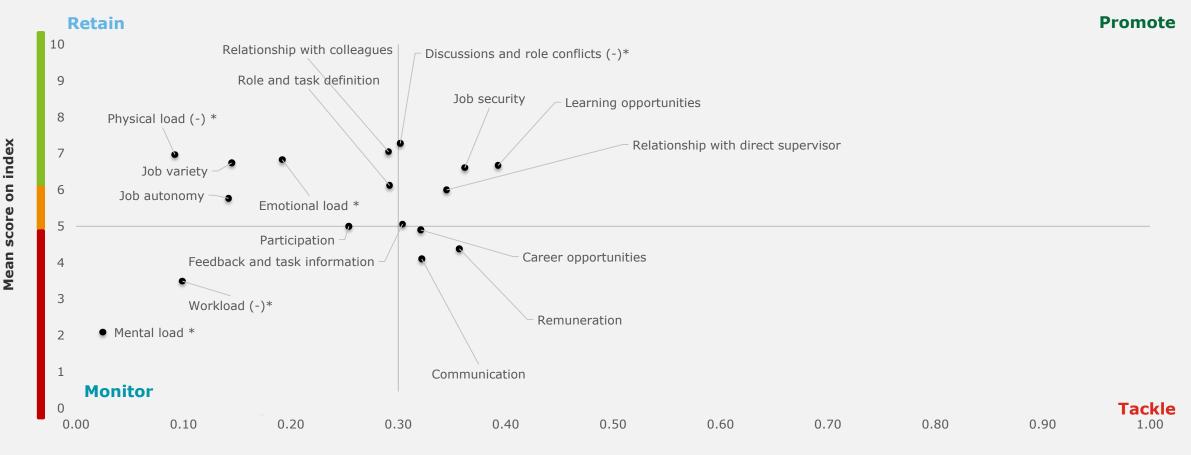
4. Impact analyses Performance



Correlation between index and Performance

*Recoded negative item (the higher the score, the better)

4. Impact analyses Retention



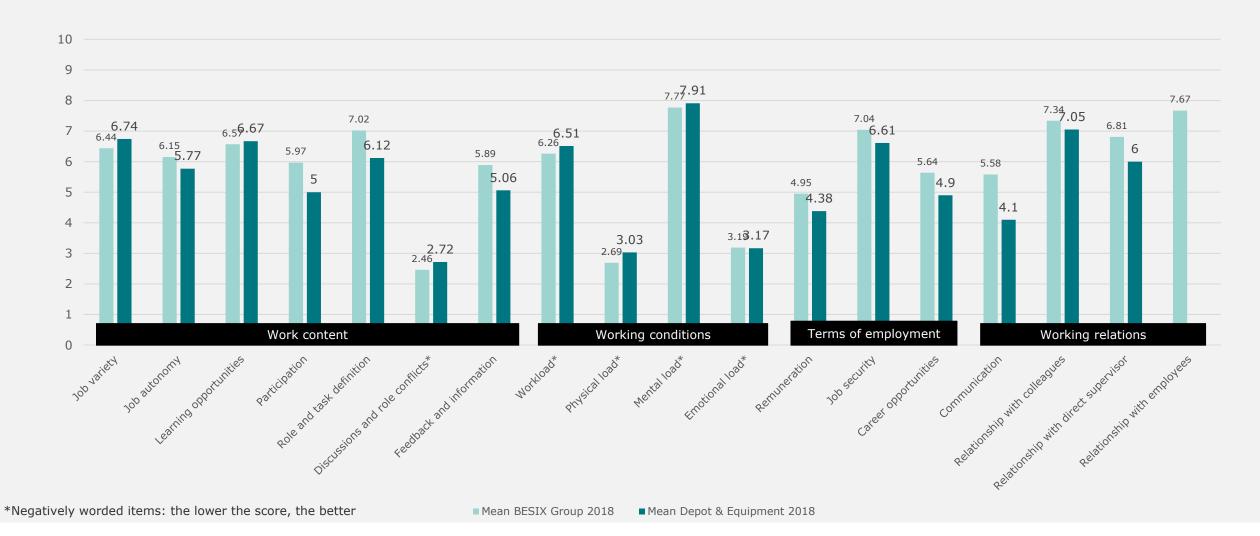
Correlation between index and Retention

*Recoded negative item (the higher the score, the better)

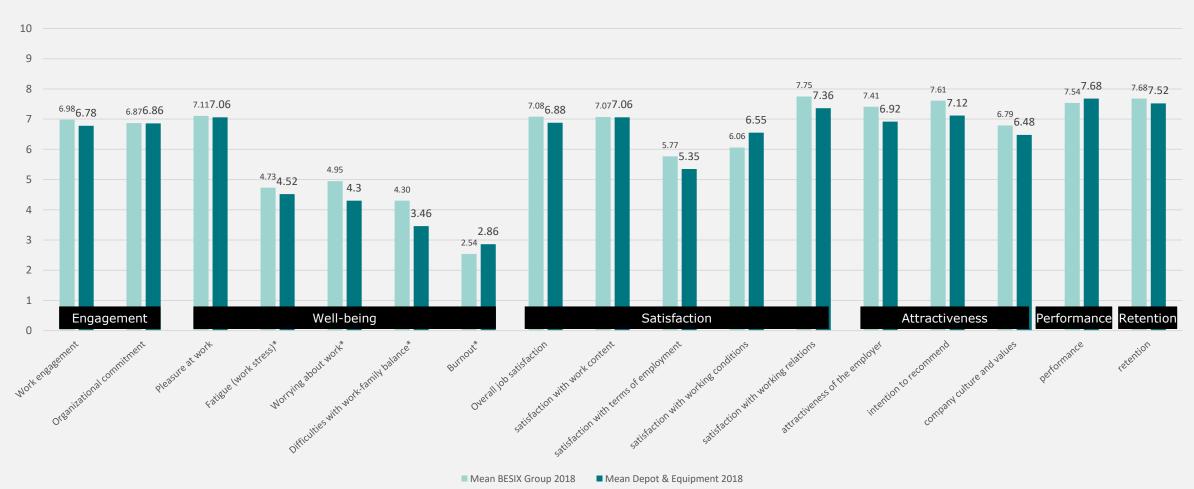


- 1. Comparing the indices with the BESIX Group results
- 2. Comparing the indices with the iNostix by Deloitte benchmark
- 3. Engagement analysis
- 4. Analysis of commitment
- 5. Typology work perception: pleasure and stress at work
- 6. Burnout
- 7. Undesirable behaviour
- 8. Overall job satisfaction
- 9. Intention to recommend

Comparing the indices with the BESIX Group results (1/2)



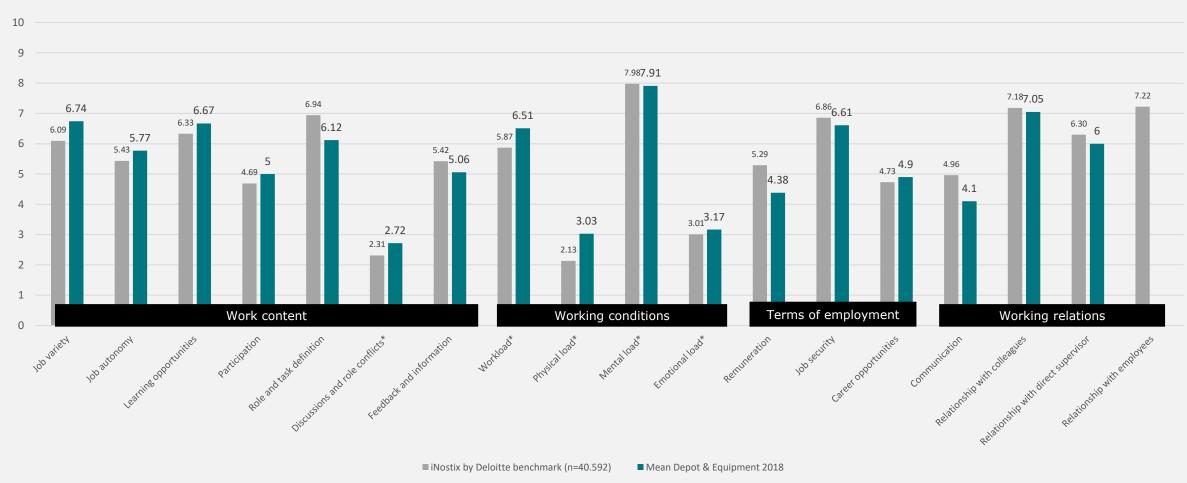
Comparing the indices with the BESIX Group results (2/2)



*Negatively worded items: the lower the score, the better

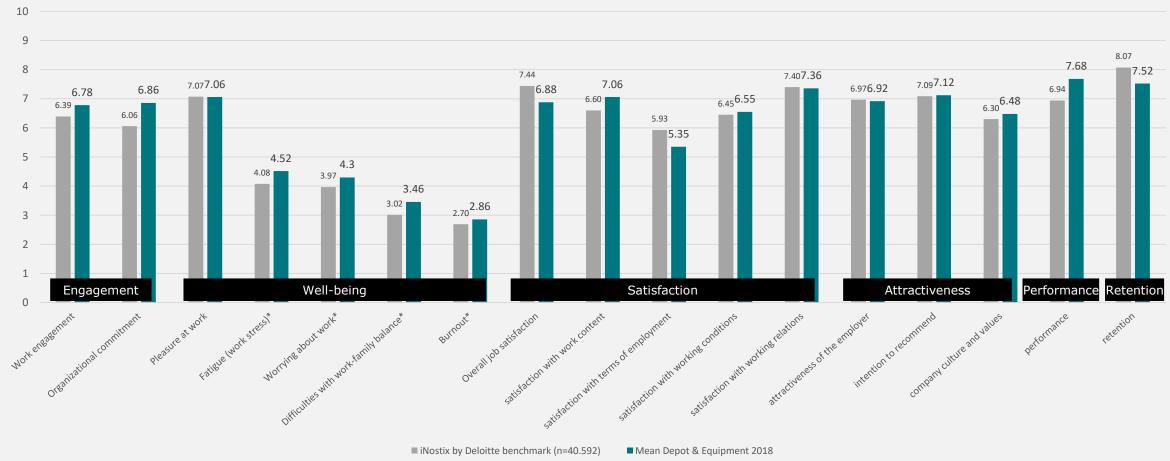
© Deloitte Belgium 2018

Comparing the indices with the benchmark (1/2)



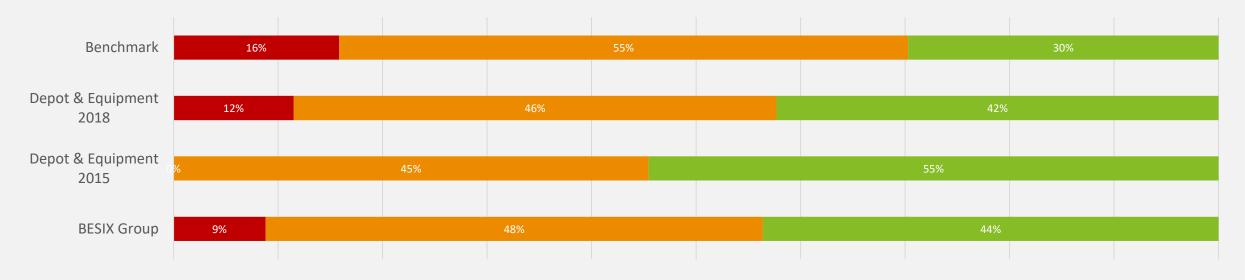
*Negatively worded items: the lower the score, the better

Comparing the indices with the benchmark (2/2)



*Negatively worded items: the lower the score, the better

5. Detailed results Engagement analysis





iNostix by Deloitte benchmark (n=40.592)

Engaged (5-7,5/10)

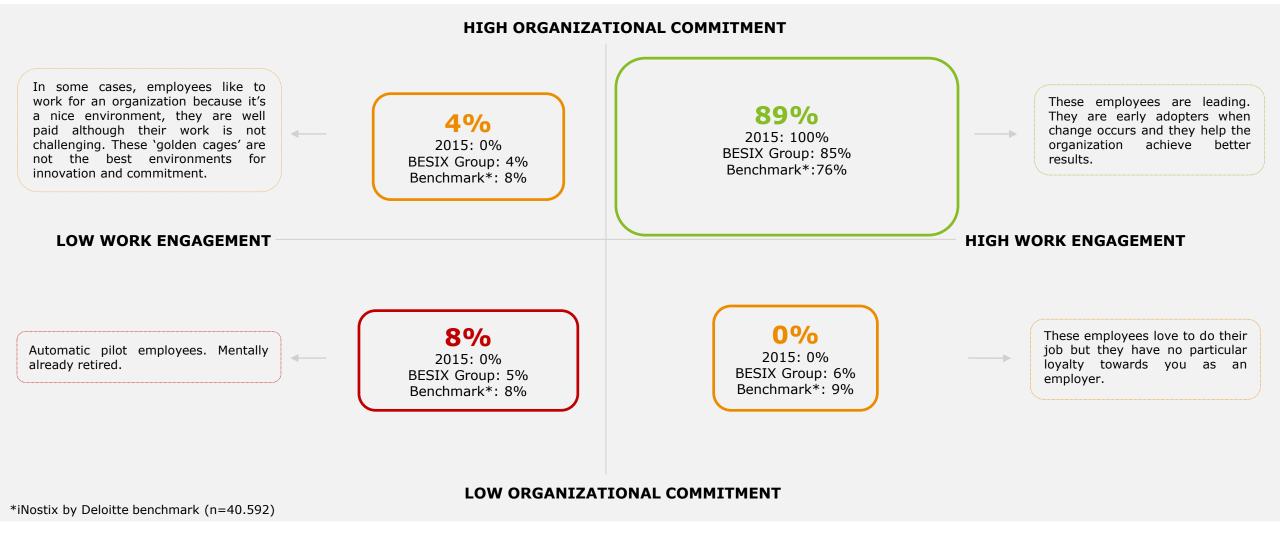
Average level of engagement

- Alternately high and low performance
- They go 'with the flow'
- Have important differences in intention to quit
- Improvement in engagement is required

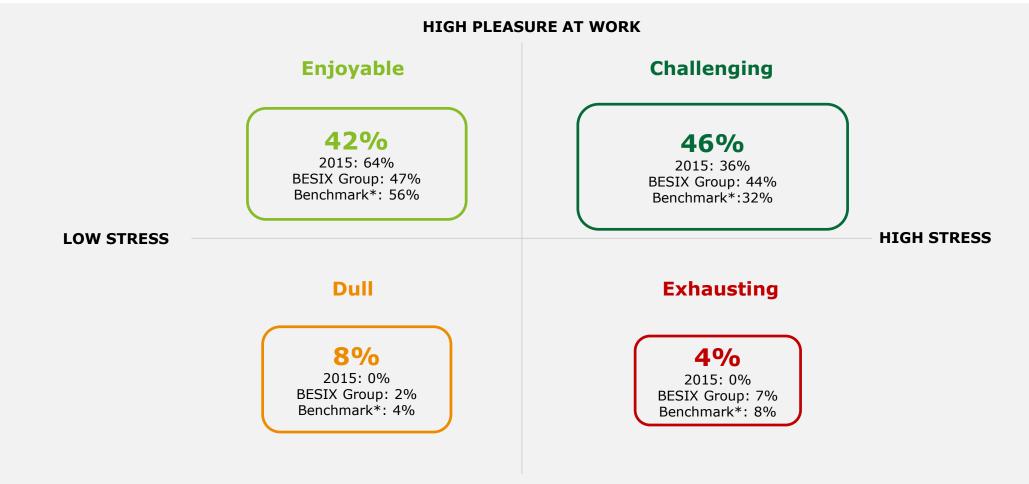
Highly engaged (>7,5/10) High level of engagement • High performance

- A lot of pleasure at work
- Voluntary taking tasks from colleagues to reduce their workload
- Always looking for more effective methods
- Have low intention to quit

5. Detailed results Analysis of commitment



5. Detailed results Analysis of commitment

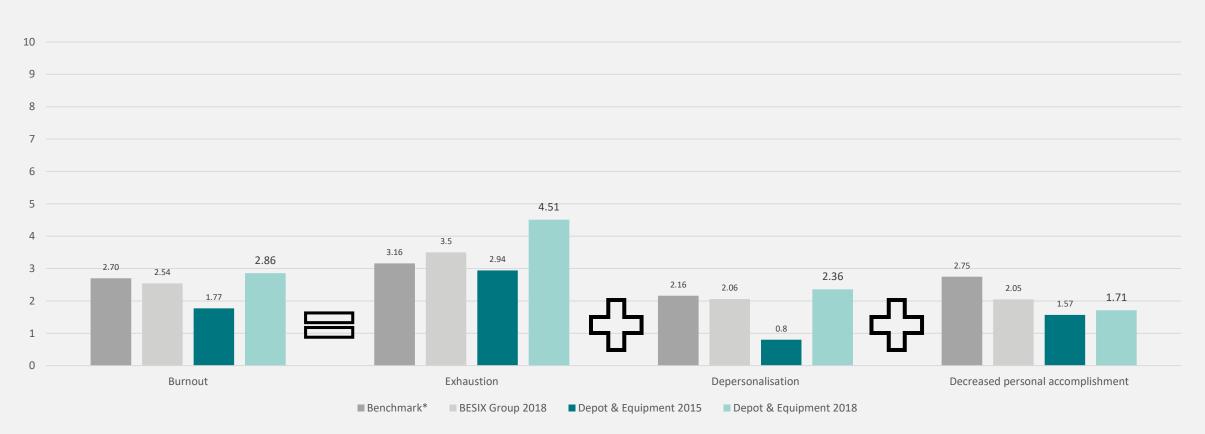


LOW PLEASURE AT WORK

Neutral scale "5" as cut-off point: score below 5/10 is considered as a 'low' score, a score above 5/10 is considered as a 'high' score

*iNostix by Deloitte benchmark (n=40.592)

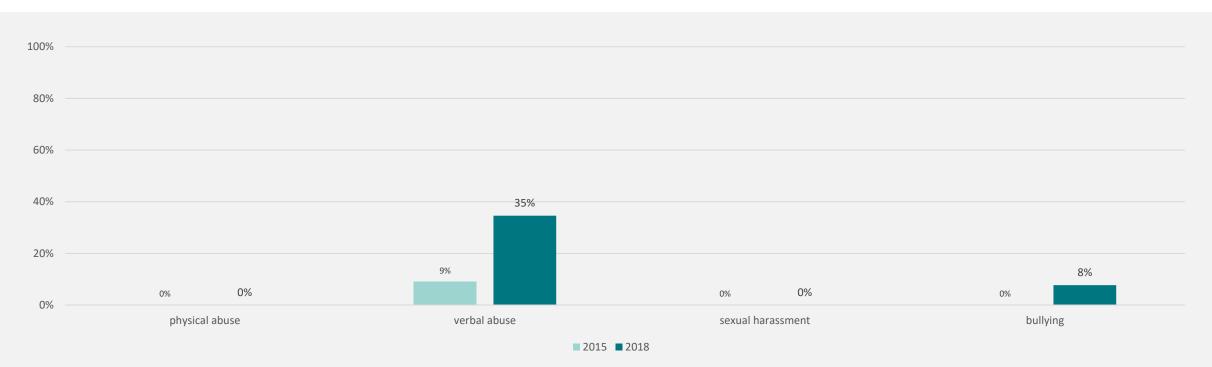
5. Detailed results Burnout



The higher the scores, the higher the risk of burnout Burnout = (exhaustion + depersonalisation + personal accomplishment)/3

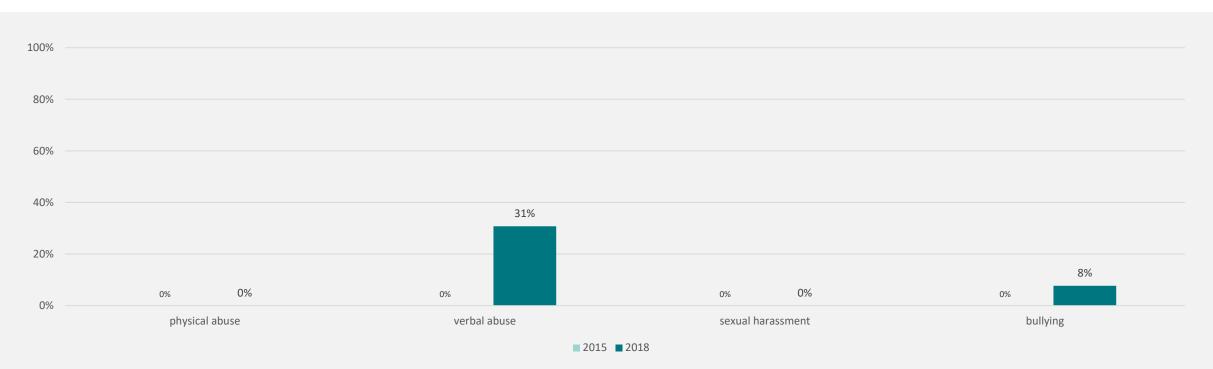
*iNostix by Deloitte benchmark (n=40.592)

Undesirable behaviour: witness



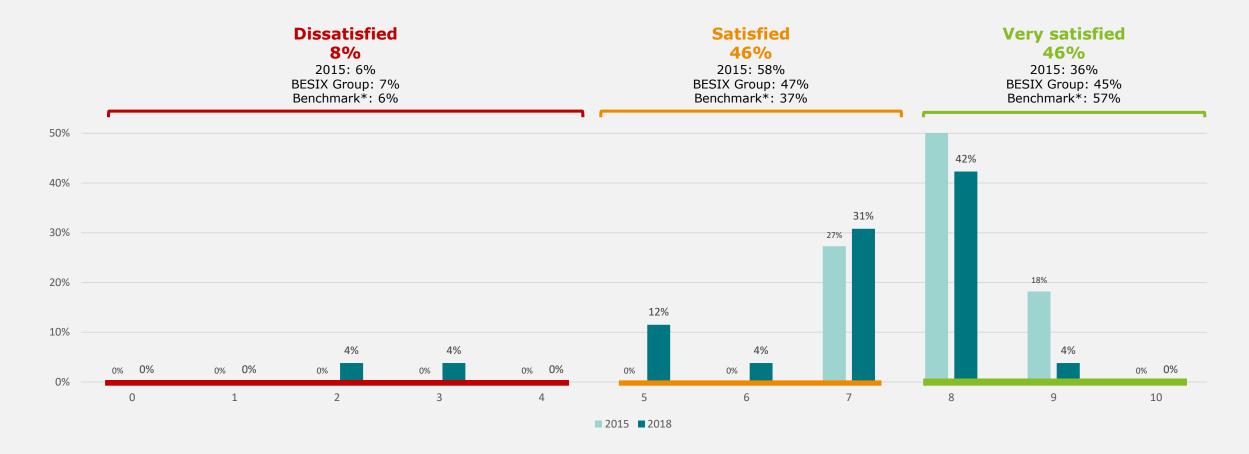
Undesirable behavior		Witness	s 2015		Witness	s 2018
	n	%	of which internal	n	%	of which internal
physical abuse	0	0%	N/A	0	0%	N/A
verbal abuse	1	9%	100%	9	35%	20%
sexual harassment	0	0%	N/A	0	0%	N/A
bullying	0	0%	N/A	2	8%	0%

Undesirable behaviour: victim



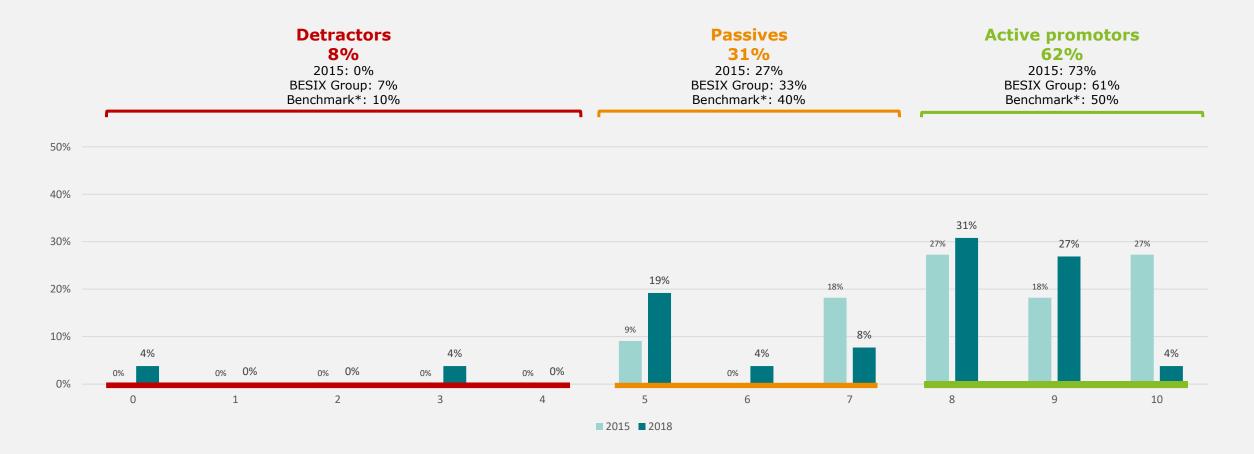
Undesirable behavior		Victim	2015		Victim	2018
	n	%	of which internal	n	%	of which internal
physical abuse	0	0%	N/A	0	0%	N/A
verbal abuse	0	0%	N/A	8	31%	13%
sexual harassment	0	0%	N/A	0	0%	N/A
bullying	0	0%	N/A	2	8%	33%

5. Detailed results Overall job satisfaction



*iNostix by Deloitte benchmark (n=40.592)

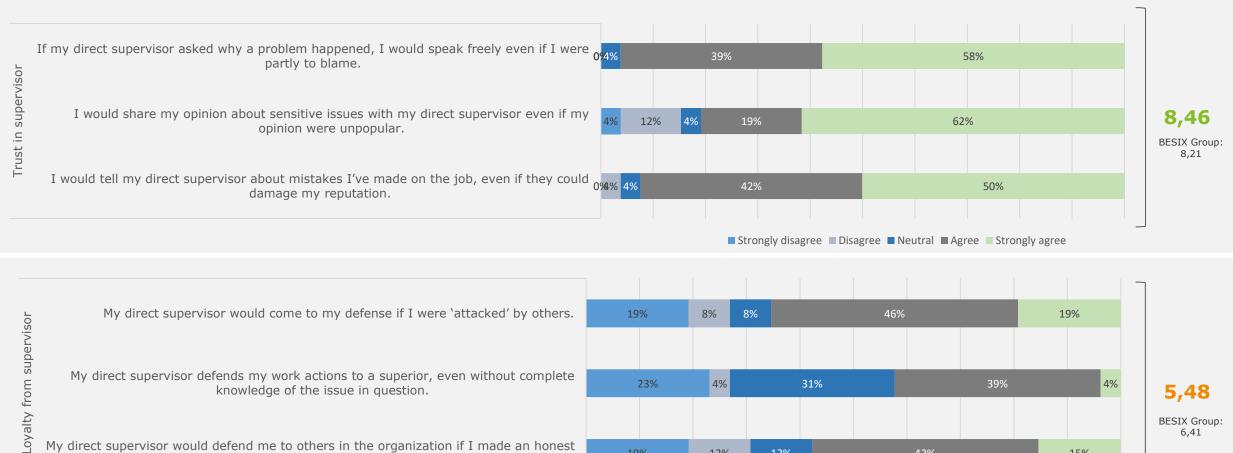
5. Detailed results Intention to recommend





6. Extra modules

6. Extra questions Leadership questions (1/3)



19%

12%

12%

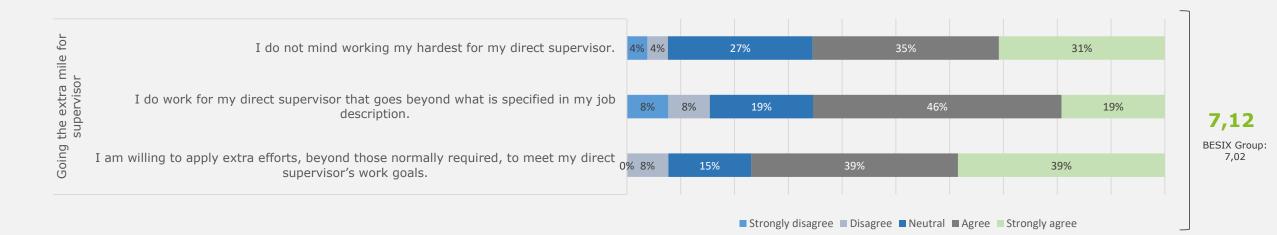
My direct supervisor would defend me to others in the organization if I made an honest mistake.

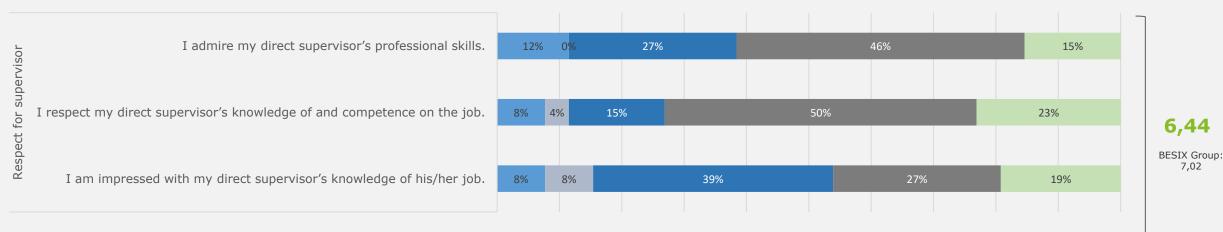
■ Strongly disagree ■ Disagree ■ Neutral ■ Agree ■ Strongly agree

15%

BESIX Group: 6,41

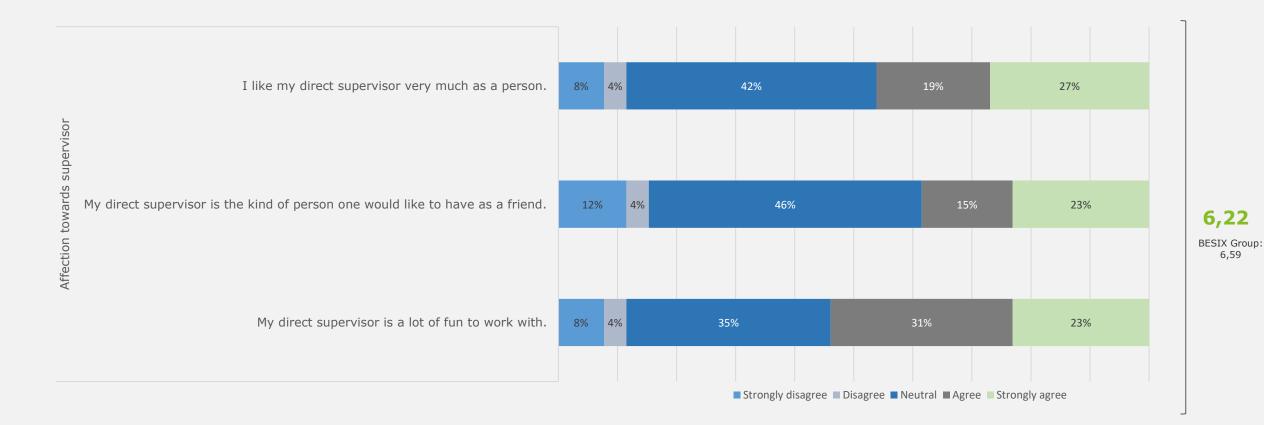
6. Extra questions Leadership questions (2/3)





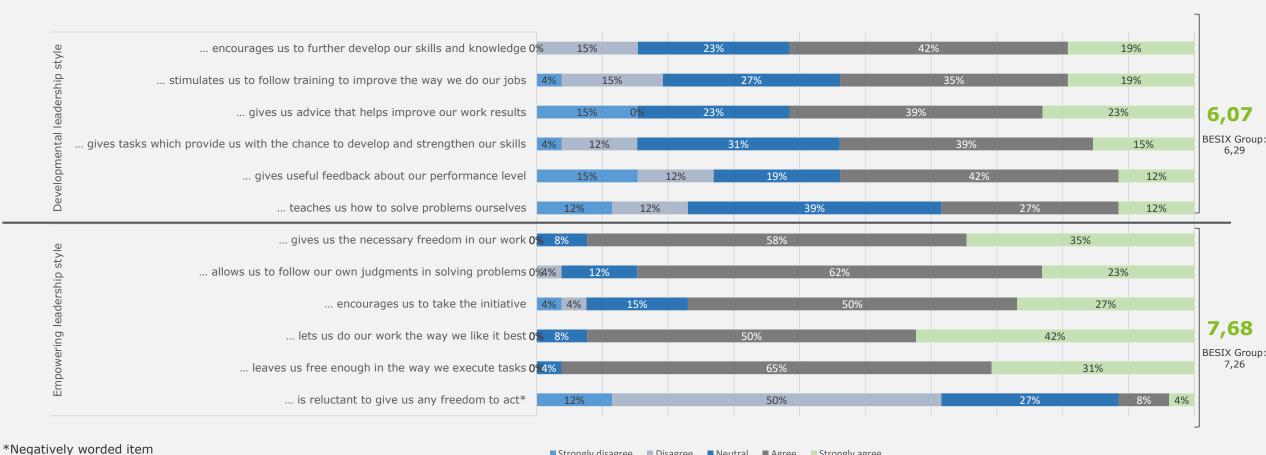
■ Strongly disagree ■ Disagree ■ Neutral ■ Agree ■ Strongly agree

6. Extra questions Leadership questions (3/3)



6. Extra questions Leadership style (1/2)

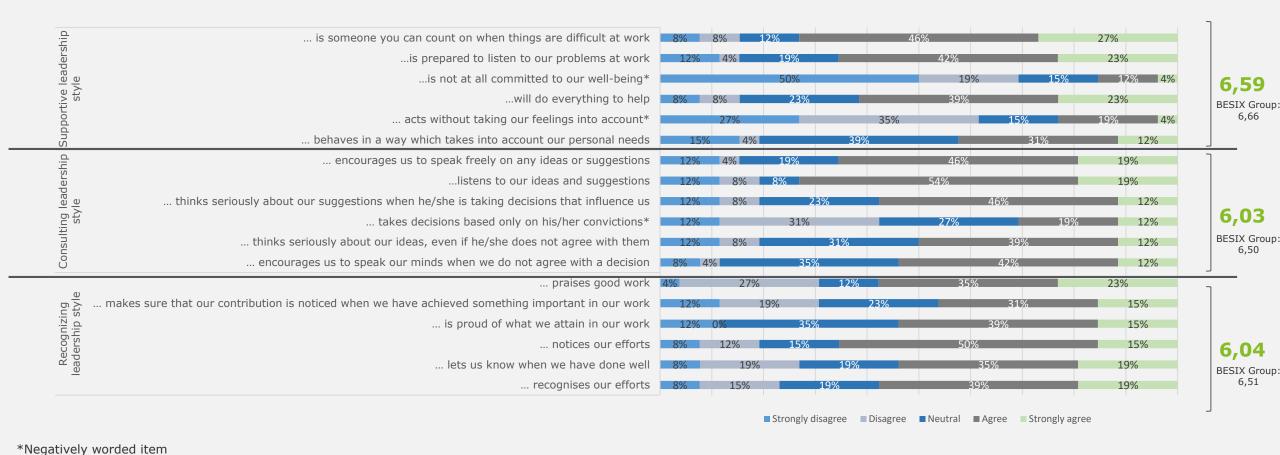
My direct supervisor...



■ Strongly disagree ■ Disagree ■ Neutral ■ Agree ■ Strongly agree

6. Extra questions Leadership style (2/2)

My direct supervisor...



6. Extra questions HR satisfaction (1/2)

ccessibility of HR	The employees of the HR department are easy to reach when I need them. The employees of the HR department make enough time for me when I have a question. It's easy to find the contact details of the HR department and its employees.	12% 12%	4%	5%	19% 31% 22%		54% 46% 42%		4% 8%	5,67 BESIX Group: 6,52
Politeness of Ac HR	The employees of the HR department are always friendly. The employees of the HR department are always polite. The employees of the HR department always treat me with respect.	12% 8% 4% 4%	8%	15% 19%	23%	46% 42% 39%		23 31% 31%		6,99 BESIX Group: 7,12
Ability of HR	The employees of the HR department have enough knowledge to do their work well. The employees of the HR department are competent. The employees of the HR department lack the right skills to carry out their tasks.*	8%	12% 23%	23%	35%	35%	42%	19%	4% 12% 4%0%	5,80 BESIX Group: 6,37
Clarity of HR	The HR department regularly informs us about the new initiatives it takes. The answers are always clear when you ask the HR department for help. The information we get from the HR department is easy to understand for everyone. (12% 4% 0% 15%	19%	19%	35%	39% 39%	19% 42%	31%	0% 19% 8%	5,51 BESIX Group: 6,03
Credibility of HR	The HR department is held in high esteem in our organization. The HR department's activities in our organization come across as credible. The HR department isn't considered as a fully fledged service.*	8% 8% 15%	12% 8%	15%	50	54% % 58		19% 27%	8% 8% 12% 0%	5,51 BESIX Group: 5,84

■ Strongly disagree ■ Disagree ■ Neutral ■ Agree ■ Strongly agree

*Negatively worded item

6. Extra questions HR satisfaction (2/2)

Impartiality of HR	The HR department gives some people preferential treatment.* The HR department does everything to avoid favouritism. The HR department is impartial when taking decisions.	15% 12% 12%	8%	23%	42	%	50%	3	15% 9%	4% 4% 4% 0%	5,26 BESIX Group: 5,38
Visibility of HR	It's clear who in the HR department is responsible for which tasks. It isn't clear what the HR department does all day.* It's clear what is and what isn't within the remit of the HR department.	1: 8%	9% 15% 15%	19%		54			15% 19% 19	4%	4,71 BESIX Group: 5,59
Reliability of HR	If the HR department promises something, it happens. The HR department keeps its promises. The information given by the HR department is reliable.	8% 4 4%0% 8% 4		50%	54% 42%			3 42% 42%	1%	4% 4% 4%	5,77 BESIX Group: 6,15
Responsiveness of HR	The HR department provides quick service. The HR department is immediately prepared to help. The HR department reacts slowly to questions.*	8% 8%	15% 15% 9%	19%	31%	42%	35%	35%	23%	8% 12% 4%	5,54 BESIX Group: 6,02
Empathy of HR	Whenever you contact the HR department, you get personal treatment. The employees of the HR department understand employees' specific needs. The HR department knows what lives among the staff.	4% 4% 12% 12%	8%		54%	46% 50%		27%	1% 19%	12% 4% 8%	5,38 BESIX Group: 5,76

Strongly disagree Disagree Neutral Agree Strongly agree

*Negatively worded item

6. Extra questions Safety at work (1/3)

I am familiar enough with the safety regulations. 0% 12% 8%	46%	35%
I am familiar with the results of the risk assessment for the tasks I do. 4% 12% 15%	50%	_
I am familiar enough with the procedure for occupational accidents or near-misses. 0% 12%	62%	
The procedure for accidents or near-misses is well known in my organization. 0% 15% 23%	50%	
Everyone at work is familiar enough with the safety regulations. 0% 27%	35%	35%
There are enough signs (posters, sheets, pictograms, etc.) at my workplace indicating how to 8% 12% 19%	50%	
I don't know where I can go with my questions or remarks about safety.*	50%	
Employees who work safely, receive recognition from their supervisor and the hierarchy in 12% 12% 35	%	35%
Employees are consulted about Safety instructions. 12% 8% 35%		35%
My supervisor personally makes sure everyone works safely. 0% 12%	50%	_
My management takes action immediately when a potentially dangerous situation is reported.	50%	_
When I arrive at a new workplace or at a new assignment, I'm sufficiently made aware of the.0% 12% 23%	54%	
The staff is well taken care of when any safety incidents, accidents or near-misses happen. 0% 8%	54%	_
My colleagues encourage each other to behave in a safe way. 0% 12% 42%		35%
My organization has a comprehensive safety policy. 0%4% 31%	46%	_
I am behind my organization's safety policy. 0%4% 12% 35%		50%
At my organization, we believe safety is everyone's responsibility. 0% 8%		42%
At my organization, there's enough training available about safe working. 0% 8%	46%	

Strongly disagree Disagree Neutral Agree Strongly agree

*Negatively worded item

19% 15% 12%

19% 19% 12% 19%

12%

23%

19%

4% 12% 8% 0%4% 8% 12%

6. Extra questions Safety at work (2/3)

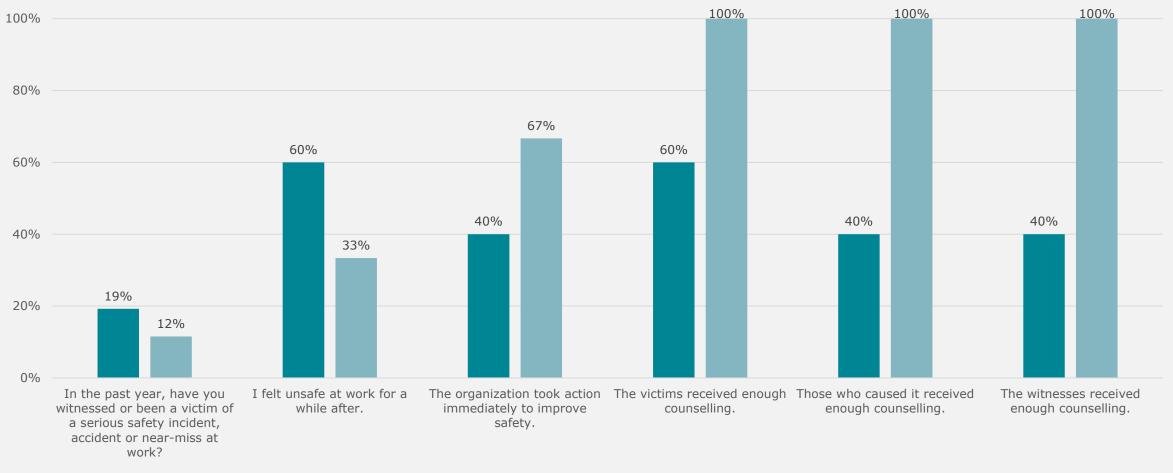
o safe and healthy working conditions for.0%	8%	12%			50%				31%	
ehand when putting together the working.0%	19	%		31%			35%			15%
My PPEs fit the purpose of my work. 0%	15%			46%	/)				39%	
ith external parties (other organizations,	8%	19%			35%			31%		8%
k difficult or annoy me during my work.* \blacksquare		27%			31%			31%		12% 09
I, due to productivity or time pressures.* \blacksquare	15%		3	1%			31%		12%	12%
There is enough time to work safely. 0%	15%			35%			39'	%		12%
The safety regulations are complicated.*	15%			42%		-		31%		12% 0
ed well enough and is checked for safety. 0%	15%		23%			42	%		1	9%
ment we need to work safely is available. 0%	%	27%				54%				15%
llow the safety regulations I find useful.* \blacksquare		35%			3:	1%		15%	12%	8%
I always follow the safety regulations. 0%	%	15%		4	2%			:	39%	
Il the time, it would look ridiculous to my $lacksquare$		4	2%			23%		23%		8% 4%
I always wear the required PPEs. 0944	% 12	%	3	1%				54%		
o deal with aggression from third parties.	19	%	15%			46%			15%	4%
rganization in conflicts with third parties.	8%	12%	2	3%			46%			12%
yself against aggression (screens, CCTV,	8%	15%		27%			35%			15%
eople available for high-risk assignments.	8%	8%		35%				46%		4%

■ Strongly disagree ■ Disagree ■ Neutral ■ Agree ■ Strongly agree

The management pays enough attention to I am confident that risks are well assessed beforeh Safety risks occur when I have to work together wit The safety regulations make my work I work less safely than I should, The equipment we work with is maintained The equipm I only follo If I were to follow all safety regulations all I receive enough training from my organization to I can count on the support of my org I have enough means available to me to protect my There are always enough peop

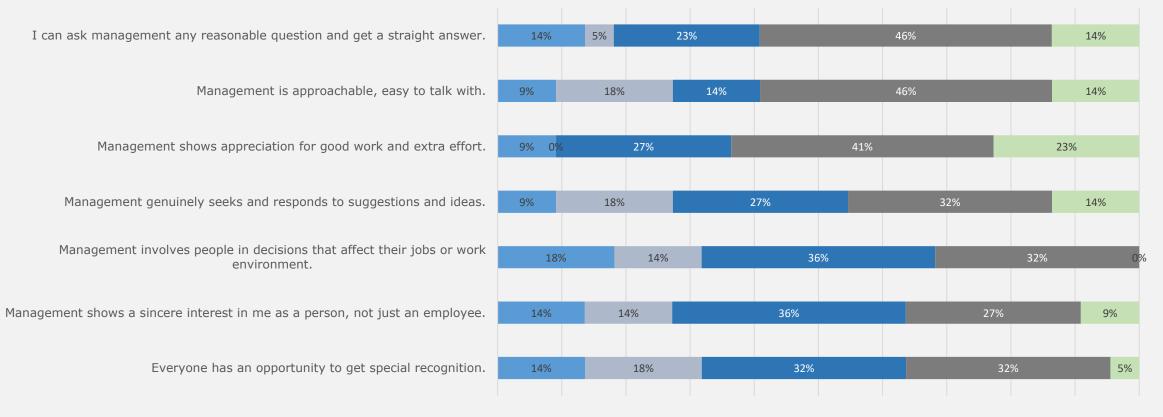
*Negatively worded item

6. Extra questions Safety at work (3/3)



■ Witness (% agree) ■ Victim (% agree)

6. Extra questions Management questions



■ Strongly disagree ■ Disagree ■ Neutral ■ Agree ■ Strongly agree



7. Appendix

7. Appendix

Excel report:

- Response by population (tab: Response Rate)
- Analysis of variance (tab: Analysis of variance)
- Item analysis (tabs: Items)

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