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BESIX Employee Well-being and Engagement Survey

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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 		



Looking at the different aspects of the research model, the following conclusions can be made:

RESPONSE RATE

- Overall, a higher response rate compared to 2015, on top of that Sixco UAE, Oman, KSA & Bahrain reaches the iNostix by Deloitte benchmark response rate of 70% and has a higher response rate than the BESIX Group.
- The response rates of the different demographic groups are high and each group is represented in line with the population distribution.
- Concluding this, means that **valid and representative conclusions** can be made for Sixco UAE, Oman, KSA & Bahrain.

SCORES ON THE RESEARCH MODEL

2018 results

- Overall, we see green scores on most of the dimensions and indices for 2018.
- In general people **feel well** and are **engaged**.
- They do experience work stress, worry about work and have difficulties combining their work and family lives. They are moderately satisfied with their terms of employment (remuneration) and overall a moderate score was assigned to (mental) workload.

Comparison 2015

• The 2018 scores are mostly in line with the results of 2015, although we see a slight improvement in most of the scores.

Comparison BESIX Group

• Sixco UAE, Oman, KSA & Bahrain scores are in line with the BESIX Group scores.

Comparison Benchmark

- Most of the Sixco UAE, Oman, KSA & Bahrain scores are higher than the benchmark scores.
- However, Sixco UAE, Oman, KSA & Bahrain employees indicate that they are experience more fatigue and work stress and that they have more difficulties balancing their work and family lives.

IMPACT ANALYSES

• Since they have a big impact on different dimensions, it is definitely important to continue investing in participation, feedback and task information, learning opportunities and communication.

TYPOLOGIES

Engagement

- In general, there is almost **no difference** in the engagement scores **compared to 2015**.
- Compared to the benchmark, Sixco UAE, Oman, KSA & Bahrain has a remarkably higher percentage of highly engaged employees.

Work engagement and organizational commitment

- The levels of work engagement and organizational commitment are in line with those of 2015.
- Compared to the **benchmark**, there are remarkably **more Sixco UAE**, **Oman**, **KSA & Bahrain employees** that score **high on work engagement as well as on organizational commitment**.

Pleasure at work and stress

• In general, there is a shift from challenging work to enjoyable work, meaning that there is an decrease in the level of stress most employees experience but they still do their work with pleasure.

Job satisfaction

- Employees are still satisfied to highly satisfied with their jobs, even more compared to 2015.
- However, compared to the benchmark, Sixco UAE, Oman, KSA & Bahrain has relatively more dissatisfied and satisfied employees and less very satisfied employees.

Net promotor score

- Overall, Sixco UAE, Oman, KSA & Bahrain employees are very likely to promote BESIX as an organization to work for, even more than in 2015. This is mainly due to an increase in active promotors.
- Compared to the benchmark, Sixco UAE, Oman, KSA & Bahrain has more active promotors and less passive promotors and detractors.

UNDESIRABLE BEHAVIOR

• For both witnesses and victims of undesirable behavior an **increase** in the relative/absolute numbers can be noticed.

EXTRA MODULES

Leadership questions

• All leadership dimensions received a good score. Especially the dimension 'Trust in supervisor' scores very high (mean score of 8,23).

Leadership styles

- All 5 leaderships styles received a relatively good overall score.
- The empowering leadership style has the highest overall score (7,25), the supportive leadership style the lowest (6,72).

HR satisfaction

• Overall Sixco UAE, Oman, KSA & Bahrain employees appreciate the accessibility, politeness, ability and reliability of HR. However, they do have some questions on the HR clarity, credibility, visibility, impartiality, responsiveness and impartiality.

Safety at work

- The best scoring safety question is 'At my organization, we believe safety is everyone's responsibility', 95% of all Sixco UAE, Oman, KSA & Bahrain employees indicate that they agree.
- The lowest scoring safety question is 'Safety risks occur when I have to work together with external parties (other organizations, subcontractors, customers, etc.)', 48% of all Sixco UAE, Oman, KSA & Bahrain employees indicate that risks occur when working with external parties.
- Looking at the Sixco UAE, Oman, KSA & Bahrain employees who were witness and/or victim of a safety incident, not all affected employees are convinced that the organization took the appropriate actions to improve safety and counsel all the parties involved.

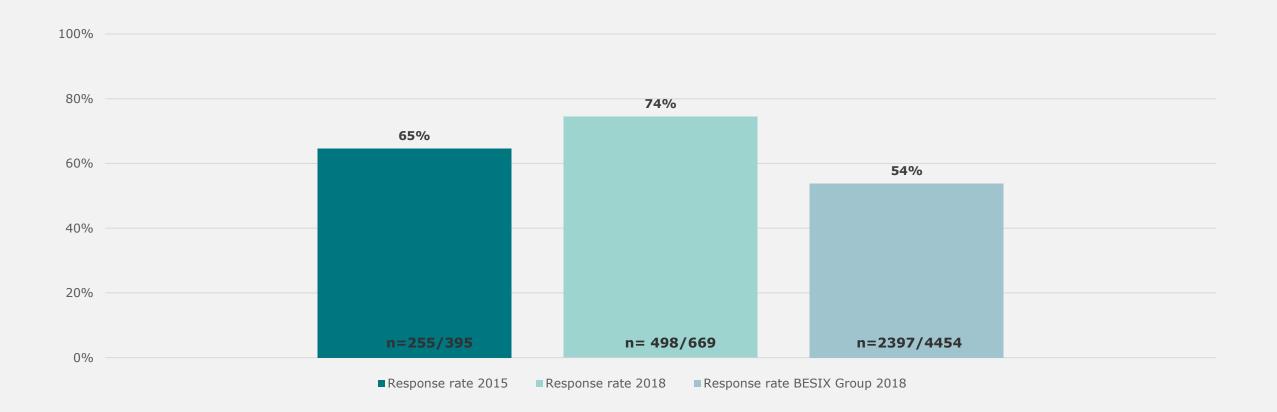
Management questions

• All management questions **score relatively good** and the results are in line with each other.

The remainder of the report displays the detailed results, concluding with advice on the next steps.

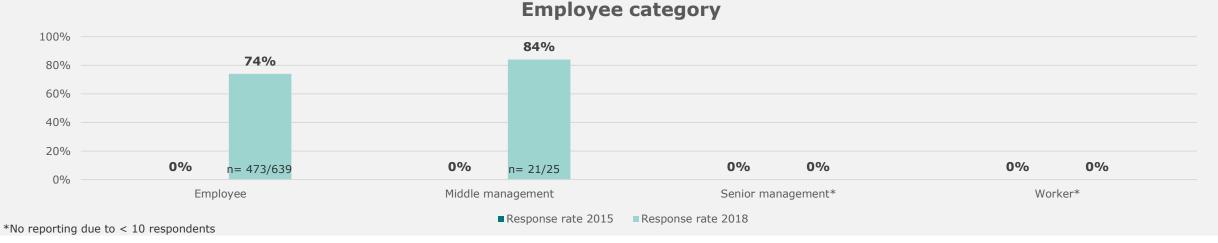
- 1. General response rate
- 2. Response rate by employee characteristics

General response rate of Sixco UAE, Oman, KSA & Bahrain



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)

Response rate of Sixco UAE, Oman, KSA & Bahrain by Employee Category and Executive Function



Executive function

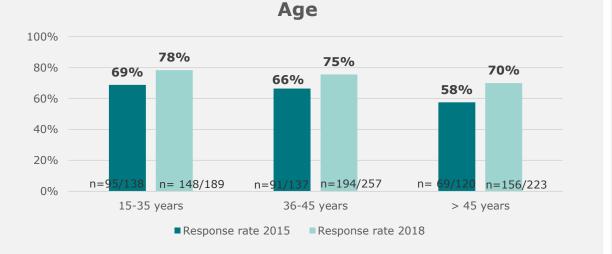


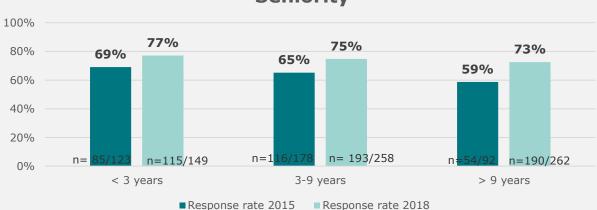
Response rate of Sixco UAE, Oman, KSA & Bahrain by Gender, Age and Seniority



Gender

Response rate 2015
Response rate 2018





Seniority



4. Summary of the results

4. Summary of the results Sixco UAE, Oman, KSA & Bahrain

Work character	istics		
	2015	2018	
Work content	6,75	6,94	
Job variety	6,40	6,22	
Job autonomy	6,15	6,41	
Learning opportunities	6,35	6,6	
Participation	6,70	6,99	
Role and task definition	7,46	7,47	
Discussions and role conflicts*	2,47	2,33	
Feedback and task information	6,64	7,21	
	2015	2018	
Working conditions	4,57	4,92	
Workload*	6,71	6,24	
Physical load*	3,05	2,62	
Mental load*	8,31	8,19	
Emotional load*	3,63	3,27	
	2015	2018	
Terms of employment	5,72	6,08	
Remuneration	4,57	5,09	
lob security	6,58	6,96	
Career opportunities	5,81	6,2	
	2015	2018	
Working relations	6,89	7,41	
Communication	5,91	6,65	
Relationship with colleagues	7,55	7,71	
Relationship with direct supervisor	7,20	7,86	
Relationship with employees	8,07	8,36	

Work perceptions					
	2015	2018			
Engagement	7,32	7,40			
Work engagement	7,41	7,45			
Organizational commitment	7,19	7,35			
	2015	2018			
Well-being	5,57	5,79			
Pleasure at work	6,82	6,76			
Fatigue (work stress)*	5,19	5,02			
Worrying about work*	5,75	5,39			
Difficulties with work-family balance*	5,69	5,13			
Burnout*	2,36	2,27			
Undesirable behavior 2018	Witness	Victim			
Physical abuse	3%	1%			
Verbal abuse	18%	8%			
Sexual harassment	1%	0%			
Bullying	9%	5%			
(No comparison with 2015 as a zero tolerance pr	inciple is appl	ied)			
	2015	2018			
Satisfaction	6,41	6,85			
Overall job satisfaction	6,75	7,19			
Satisfaction with work content	6,94	7,3			
Satisfaction with terms of employment	5,26	5,89			
Satisfaction with working conditions	5,42	5,73			
Satisfaction with working relations	7,99	8,46			
	2015	2018			
Attractiveness	7,36	7,91			
Attractiveness of the employer	7,43	8,04			
Company culture and values	7,65	8,28			
Intention to recommend	6,99	7,43			

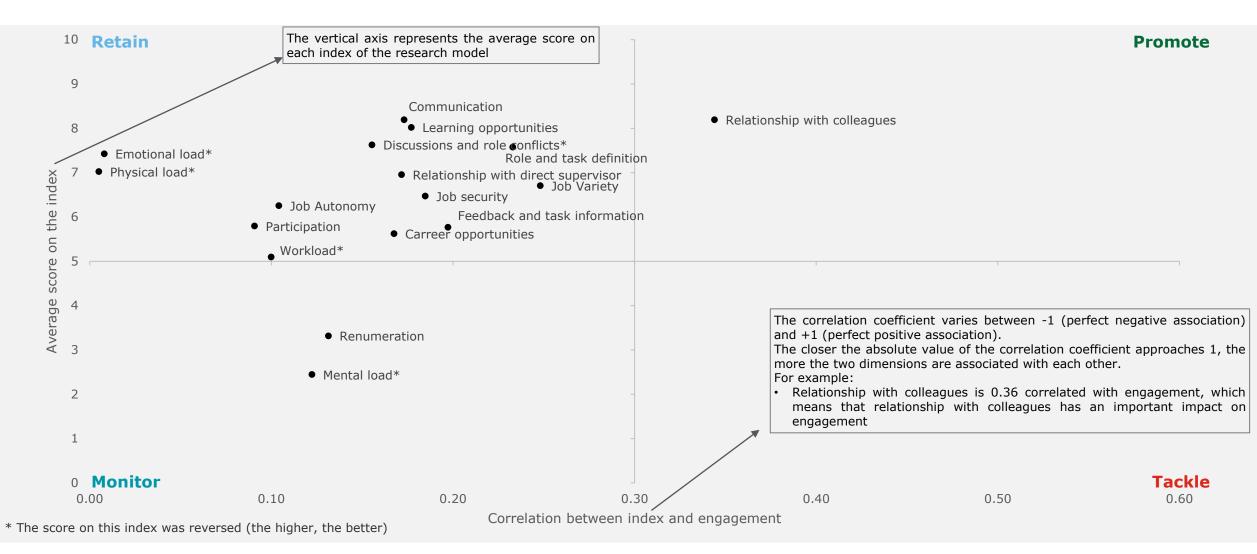
Results					
Performance	2015	2018			
Going the extra mile even if not asked for	7,84	7,85			
Retention	2015	2018			
Intention to stay working within the organization	7,22	7,6			

<i>Meaning of the colours</i> 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 \leq 5/10
Mean score >5/10

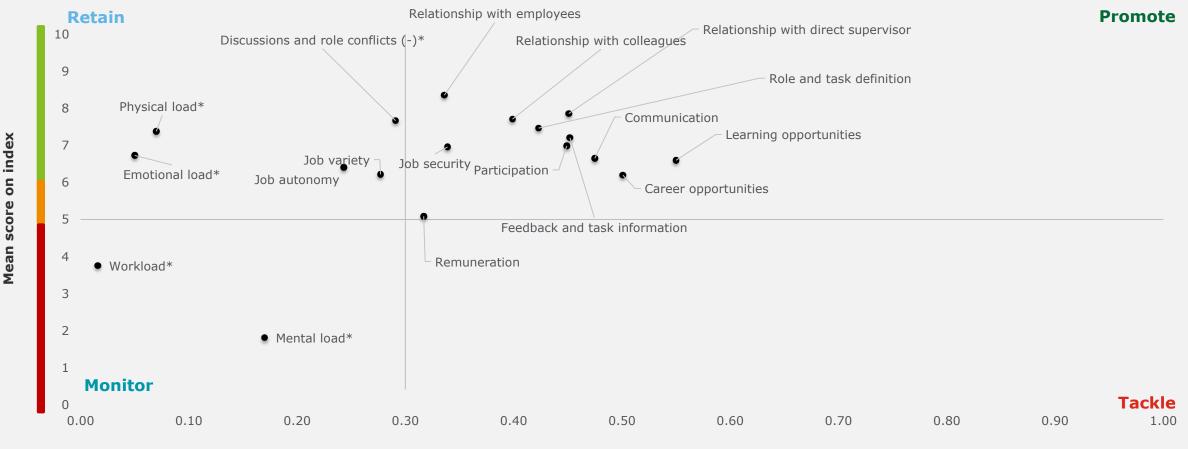


5. Impact analyses

5. Impact analyses Interpretation slide: impact analysis engagement



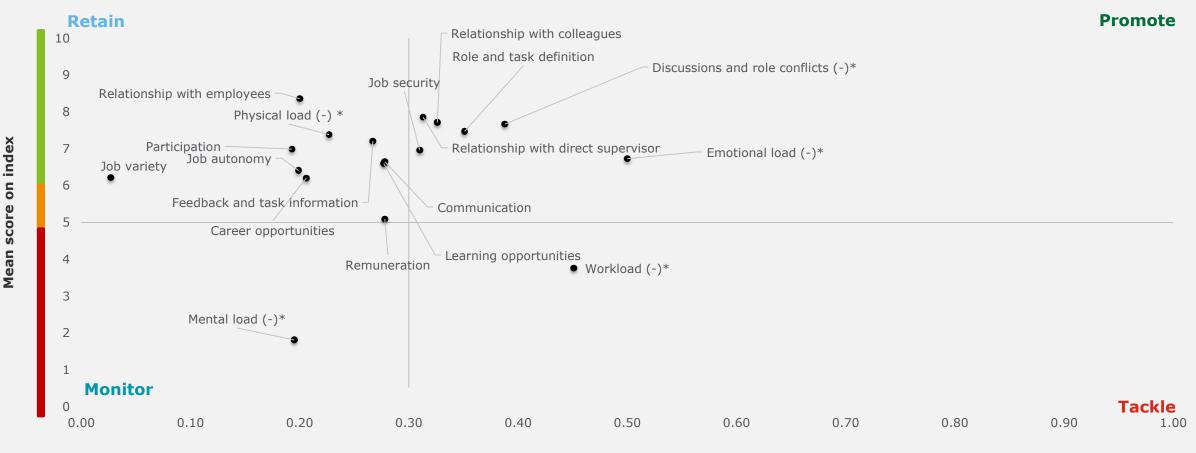
5. Impact analyses Engagement



Correlation between index and Engagement

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

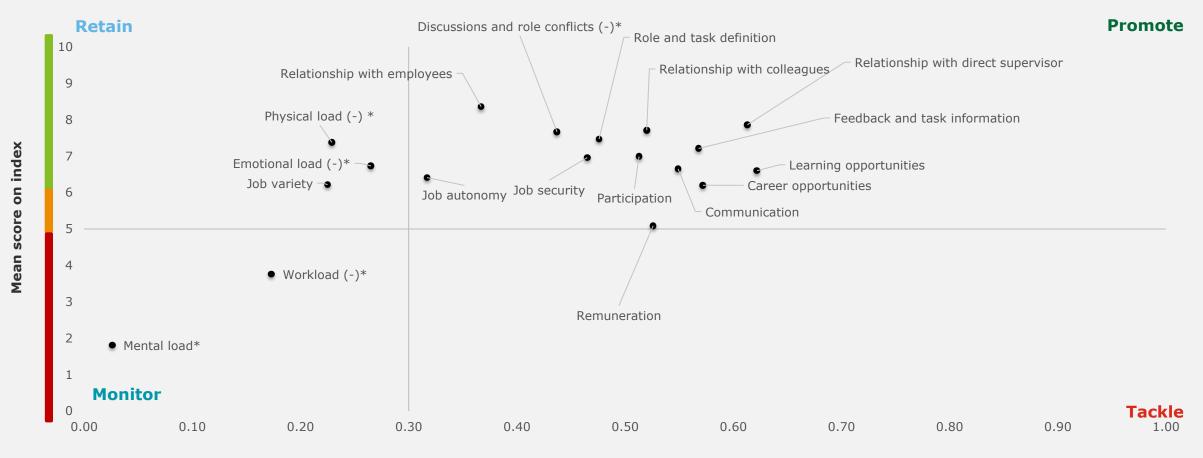
5. Impact analyses Well-being



Correlation between index and Well-being

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

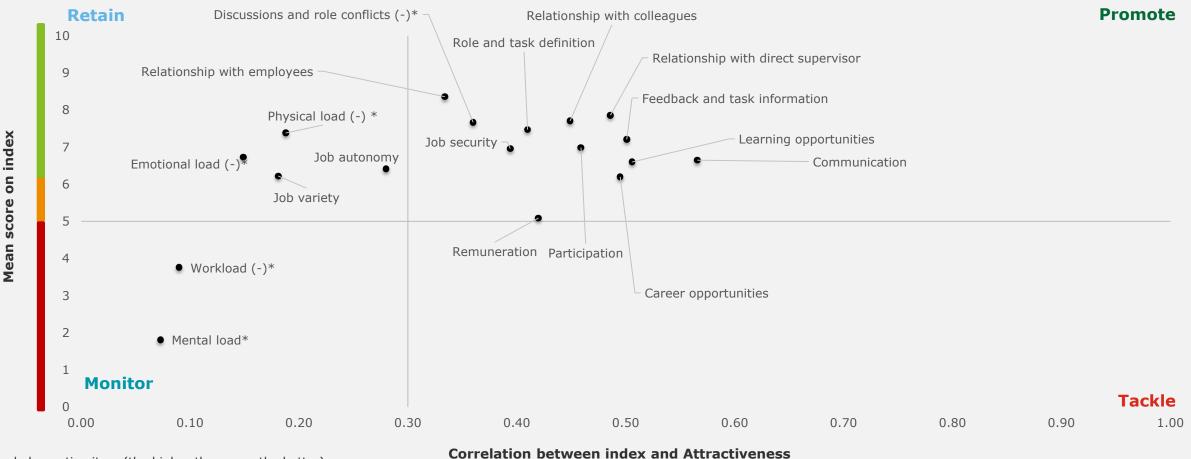
5. Impact analyses Satisfaction



Correlation between index and Satisfaction

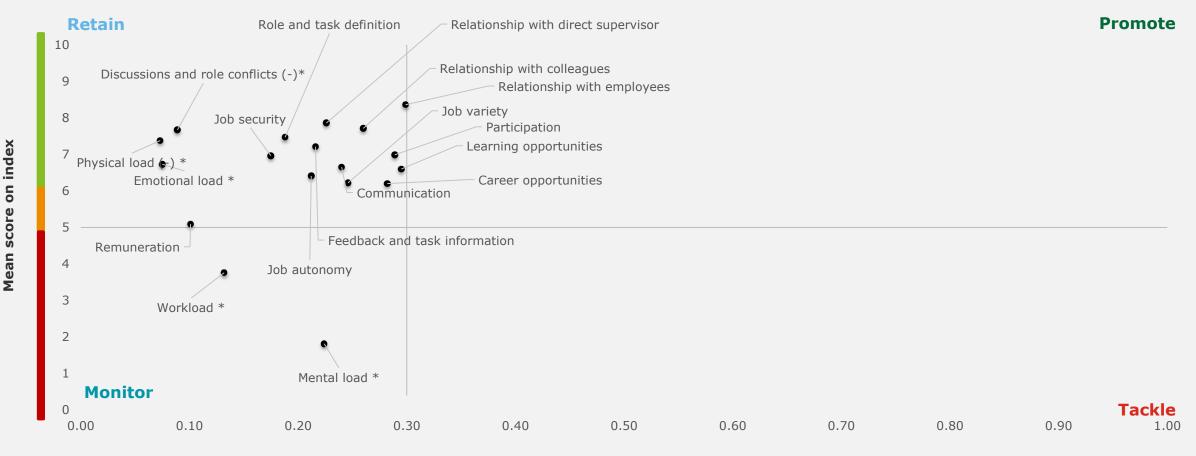
*Recoded negative item (the higher the score, the better)

5. Impact analyses Attractiveness



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

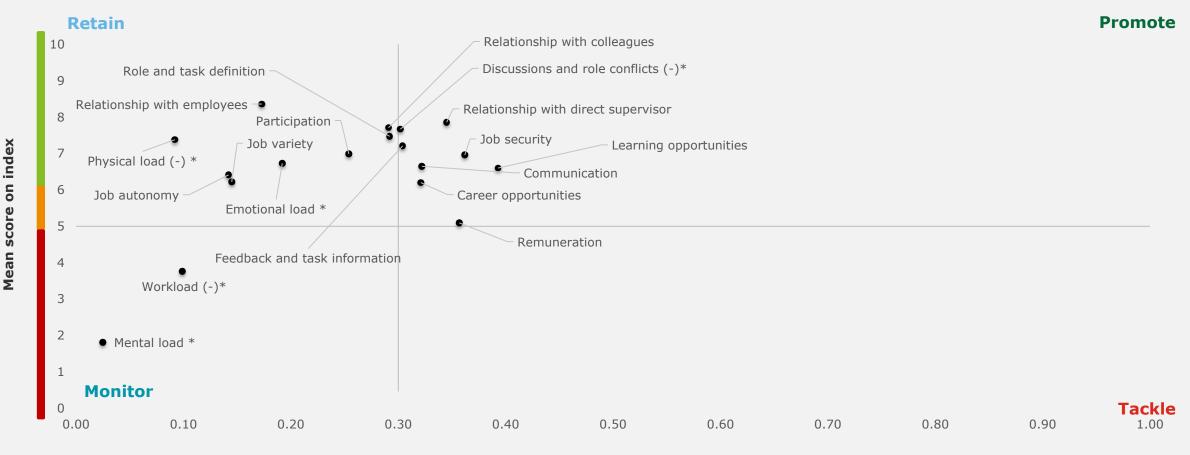
5. Impact analyses Performance



Correlation between index and Performance

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

5. Impact analyses Retention



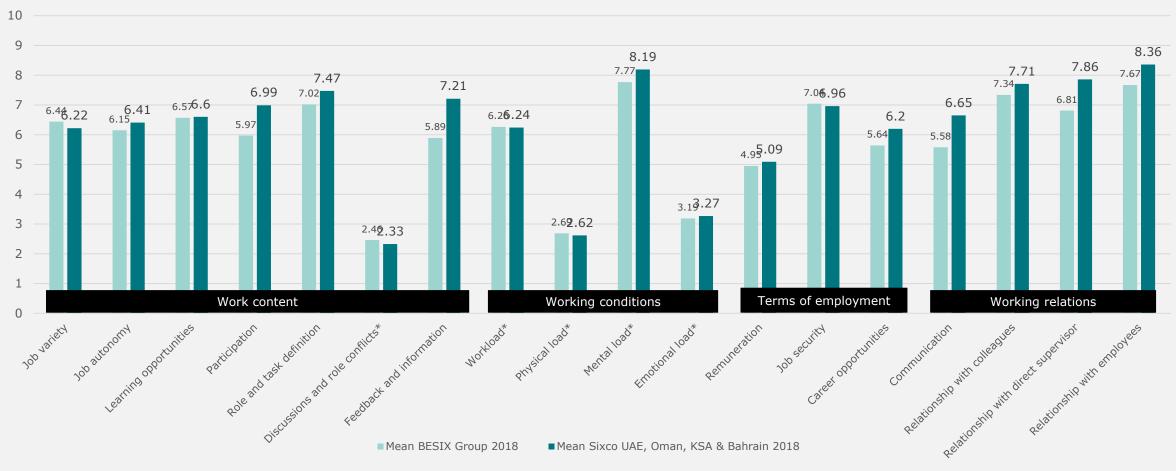
Correlation between index and Retention

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

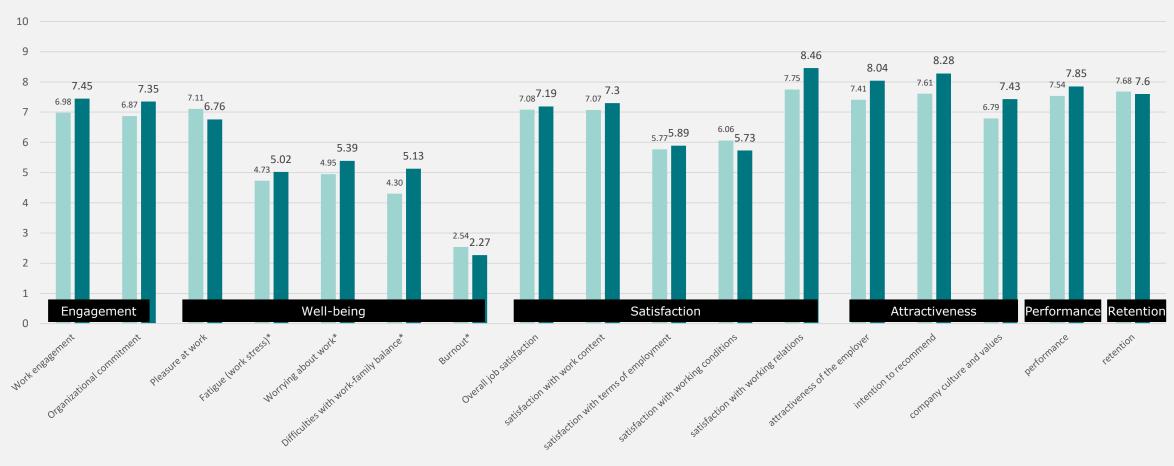


- 1. Comparing the indices with the BESIX Group results
- 2. Comparing the indices with the iNostix by Deloitte benchmark
- 3. Engagement analysis
- 4. Analysis of commitment
- 5. Typology work perception: pleasure and stress at work
- 6. Burnout
- 7. Undesirable behaviour
- 8. Overall job satisfaction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

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



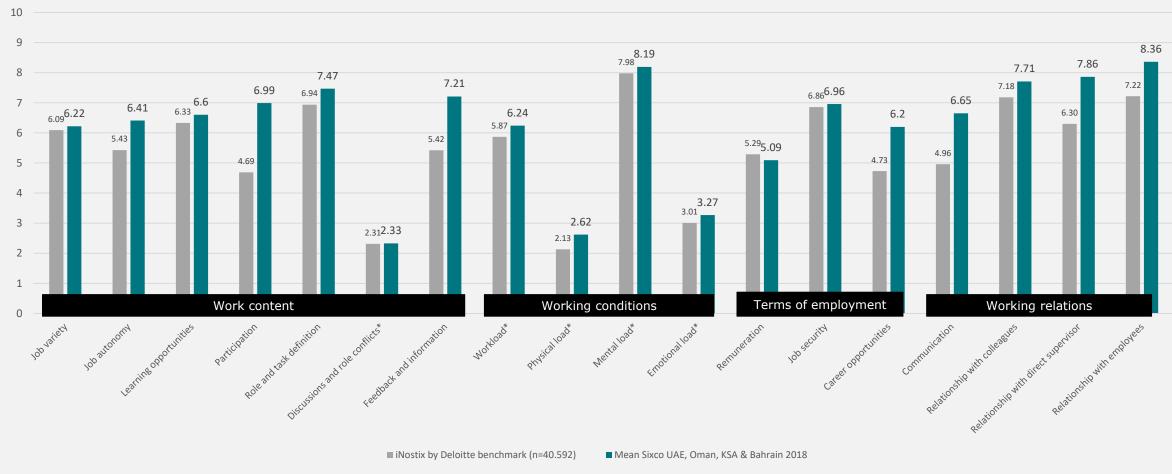
Comparing the indices with the BESIX Group results (2/2)





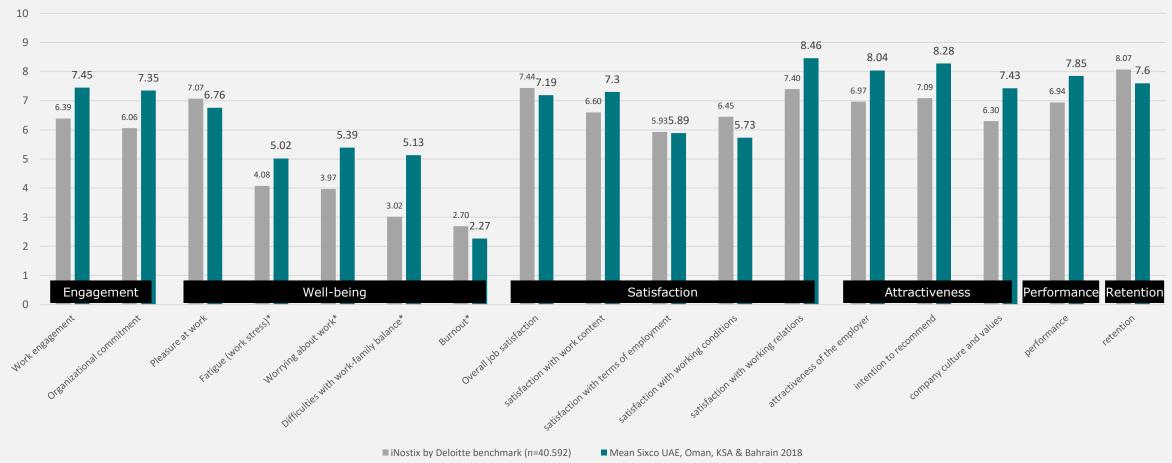
*Negatively worded items: the lower the score, the better

Comparing the indices with the benchmark (1/2)



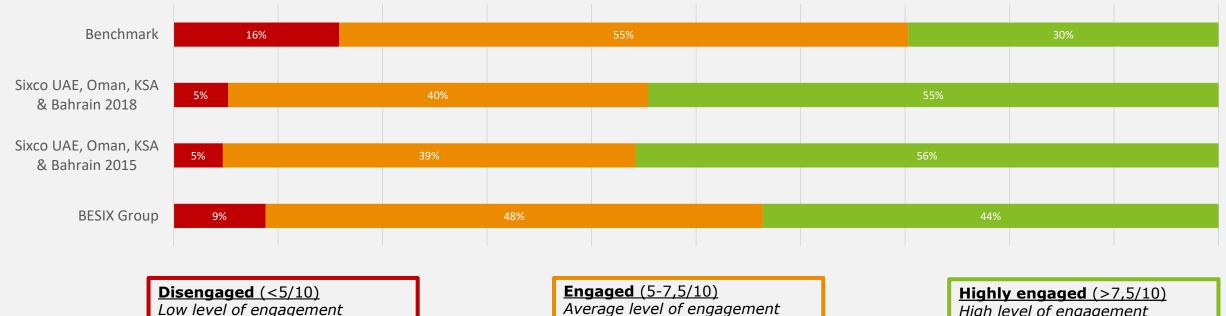
*Negatively worded items: the lower the score, the better

Comparing the indices with the benchmark (2/2)



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

6. Detailed results **Engagement analysis**



• Low performance

- Have less pleasure at work
- Have high intention to guit
- Corrective action is required

iNostix by Deloitte benchmark (n=40.592)

Average level of engagement

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

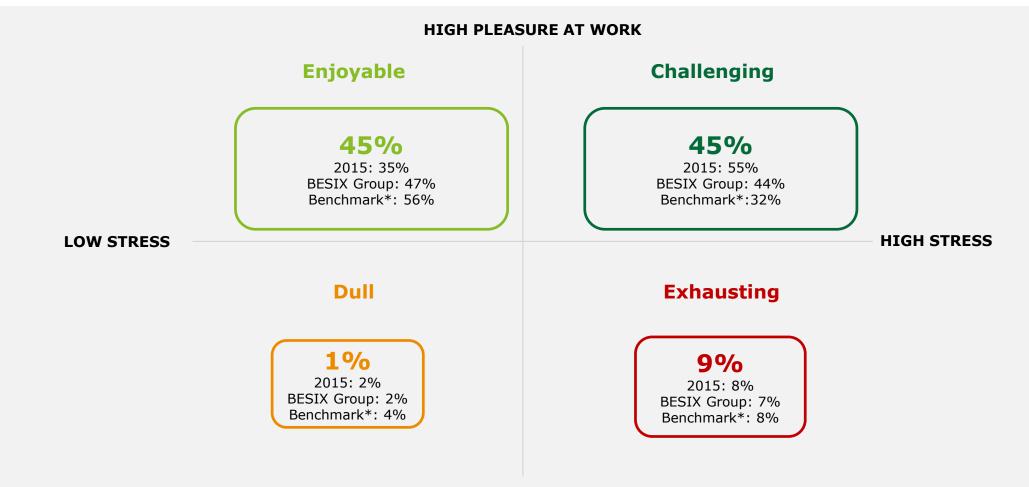
High level of engagement • High performance

- 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 guit

6. Detailed results Analysis of commitment



6. Detailed results Analysis of commitment

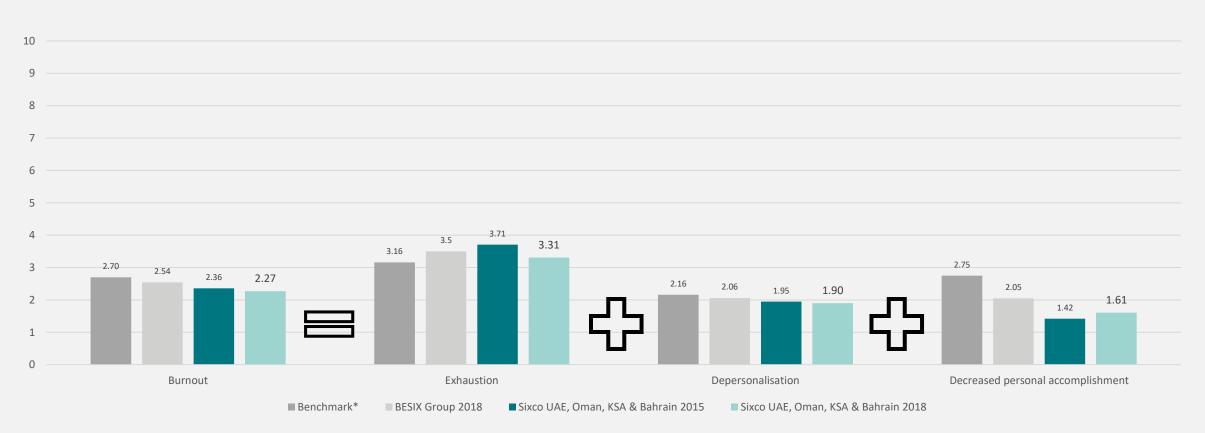


LOW PLEASURE AT WORK

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)

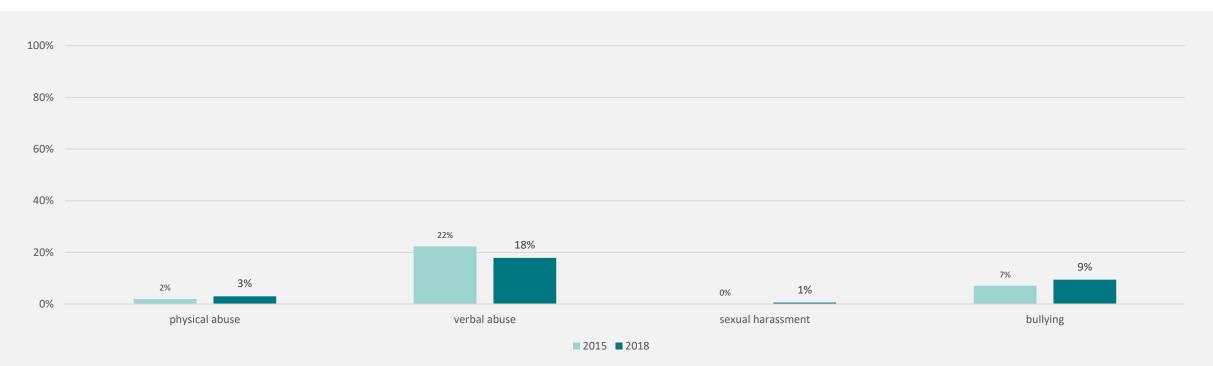
6. Detailed results Burnout



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



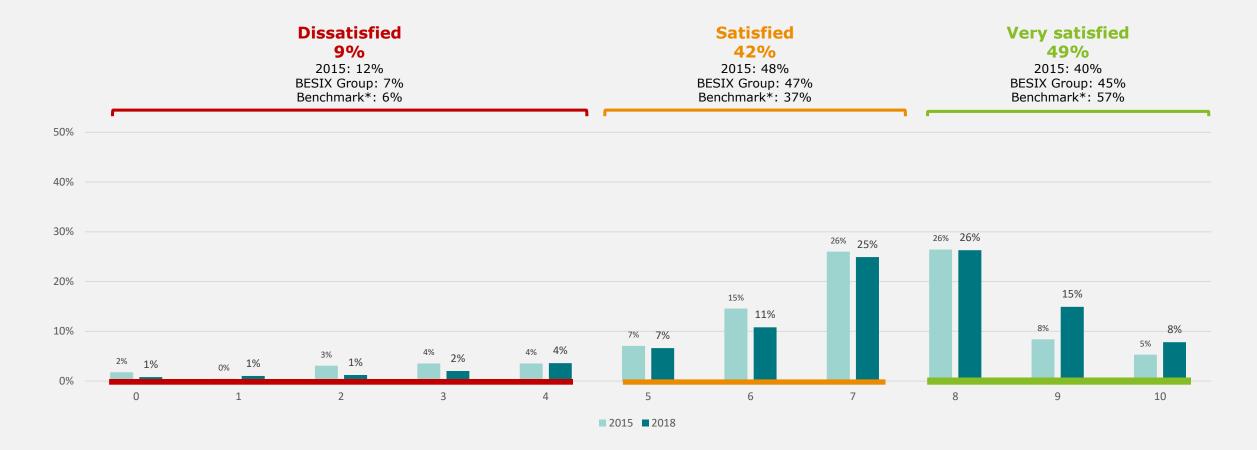
Undesirable behavior	Witness 2015		Witness 2018			
	n	%	of which internal	n	%	of which internal
physical abuse	5	2%	33%	15	3%	67%
verbal abuse	57	22%	43%	89	18%	71%
sexual harassment	0	0%	N/A	3	1%	67%
bullying	18	7%	50%	47	9%	84%

Undesirable behaviour: victim

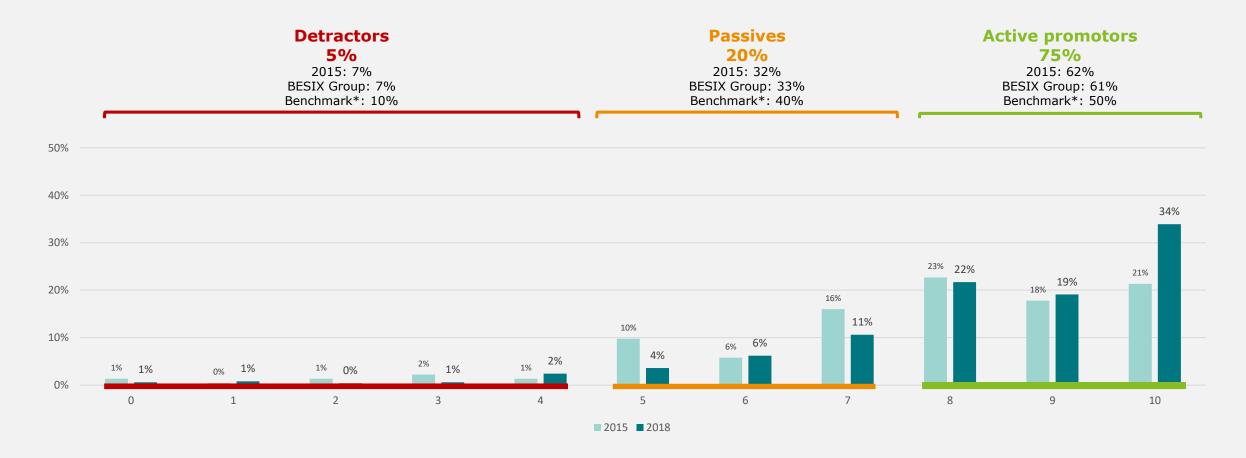
100% -						
80% -						
60% -						
40% -						
20%						
0% -	1% 1%	9% 8%	0% 0%	5% 5%		
	physical abuse	verbal abuse	sexual harassment	bullying		
	2015 2018					

Undesirable behavior	Victim 2015		Victim 2018			
	n	%	of which internal	n	%	of which internal
physical abuse	2	1%	0%	3	1%	67%
verbal abuse	24	9%	39%	38	8%	71%
sexual harassment	0	0%	N/A	1	0%	0%
bullying	12	5%	42%	27	5%	86%

6. Detailed results Overall job satisfaction



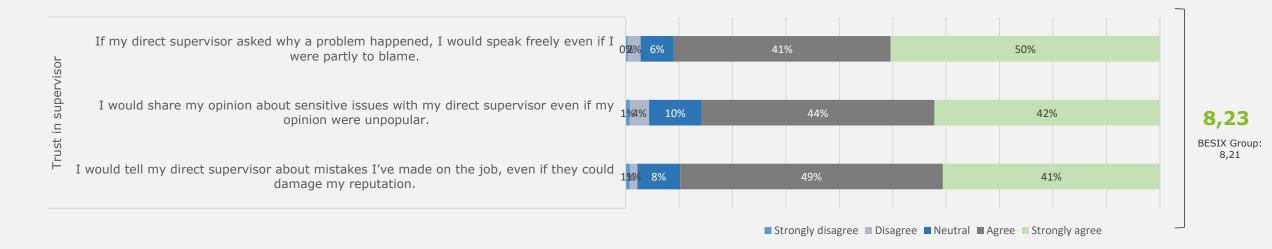
6. Detailed results Intention to recommend

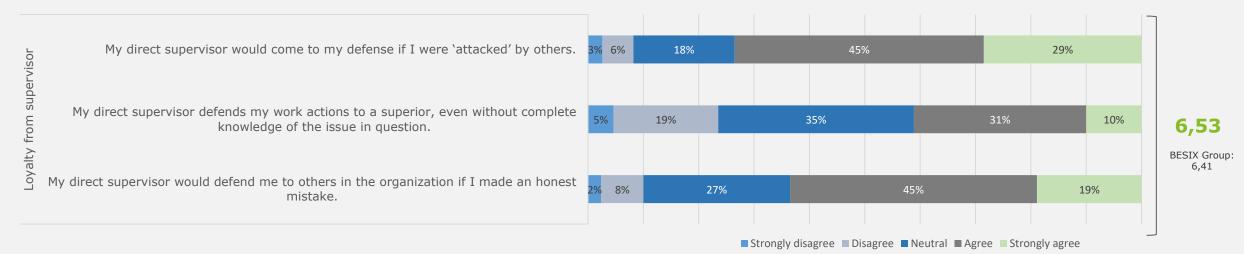




7. Extra modules

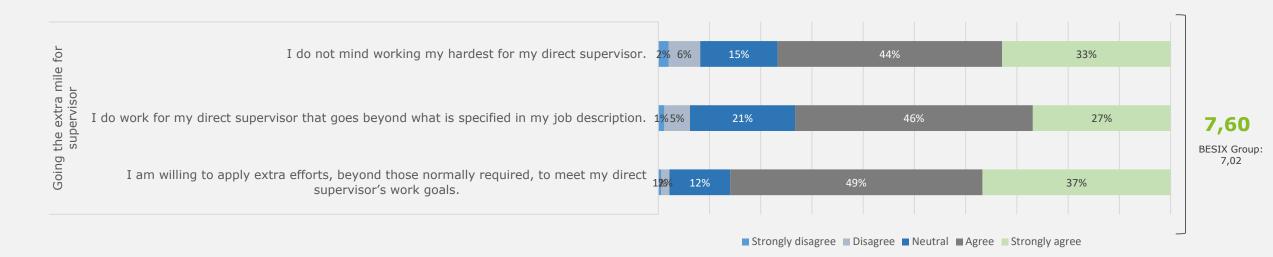
7. Extra questionsLeadership questions (1/3)

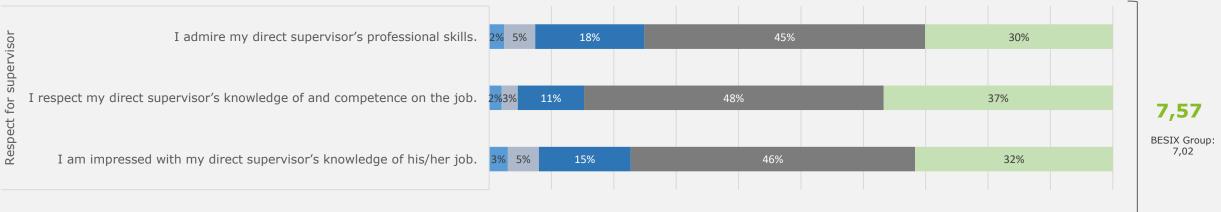




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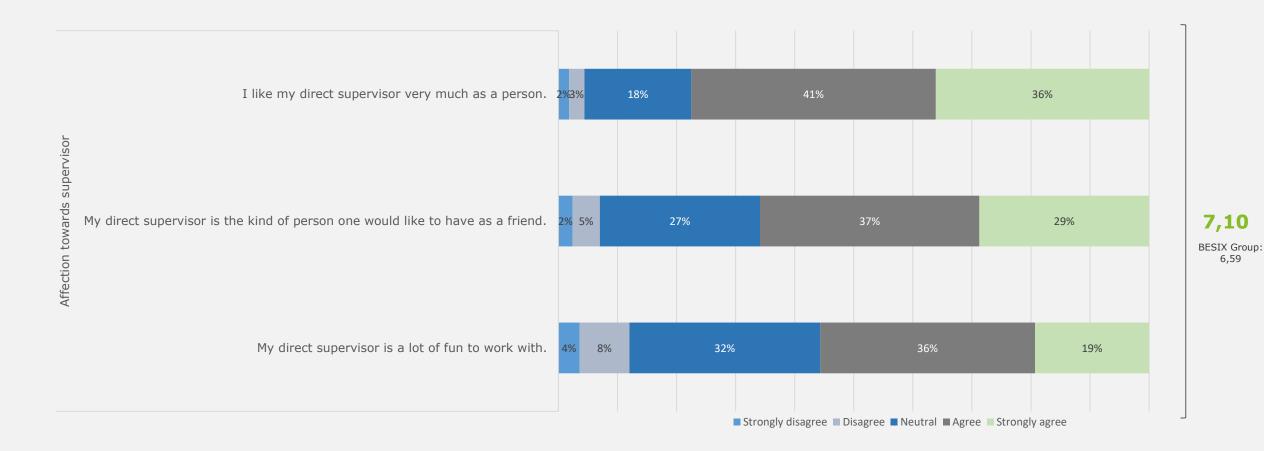
7. Extra questionsLeadership questions (2/3)





Strongly disagree Disagree Neutral Agree Strongly agree

7. Extra questionsLeadership questions (3/3)



7. Extra questions Leadership style (1/2)

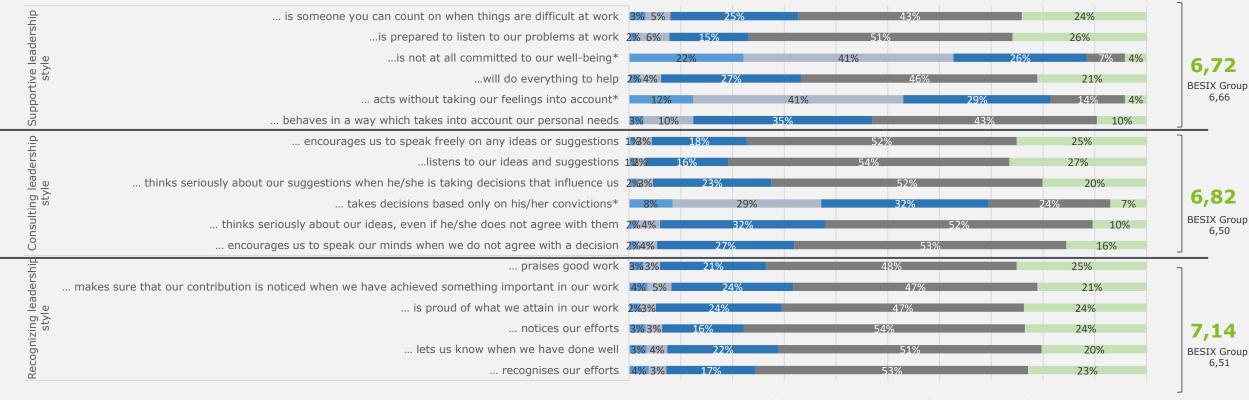
My direct supervisor...

style	encourages us to further develop our skills and knowledge	<mark>2%</mark>	7%		19%				48%		24%	, D		
	stimulates us to follow training to improve the way we do our jobs	3%	10%	%		30%				39%		18%		
eadership	gives us advice that helps improve our work results	2% (6%		18%			5	50%		25%	,		6,91
ental	gives tasks which provide us with the chance to develop and strengthen our skills	2%	7%		21%	6			48%		22	%		BESIX Group 6,29
elopme	gives useful feedback about our performance level	3%	8%		2	22%			46%	-	21	۱%		
Deve	teaches us how to solve problems ourselves	2%	9%			27%			42%		2	1%		
<u>e</u>	gives us the necessary freedom in our work	1 <mark>%</mark> 3%		14%				51%			31%]
iip style	allows us to follow our own judgments in solving problems	<mark>2%</mark> 2%	6	17%				52%		-	27%			
eadership	encourages us to take the initiative	1 <mark>%</mark> 3%	2	13%		_		53%			30%			
Empowering lea	lets us do our work the way we like it best	2 <mark>%</mark> 59	%		20%			4	.8%		26%			7,25
	leaves us free enough in the way we execute tasks	1 <mark>%</mark> 4%	6	2	.0%			48	%		27%			BESIX Grou 7,26
Em	is reluctant to give us any freedom to act*		15%				41%			20%	17%	-	'%	

Strongly disagree Disagree Neutral Agree Strongly agree

7. Extra questionsLeadership style (2/2)

My direct supervisor...



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

7. Extra questions HR satisfaction (1/2)

Accessibility 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.	5%	12% 11%	23	3% 30%		47% 44% 51%		12% 11% 14%	6,30 BESIX Group: 6,52
Politeness of 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.	<mark>2%</mark> 4%	26				43% 50% 51%	18		6,86 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.*			33% 37% 33%			46% 45% 39%	16	13% 12% % 2%	6,32 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.	3%	18% 13%	32%	33%	37%	42%	32%	8% 9% 11%	5,99 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.*	4% 10 2% 8%	2	3 8 6%	39% 3%		37 43% 47%		10% 9% 4%	5,85 BESIX Group: 5,84

Strongly disagree Disagree Neutral Agree Strongly agree

7. Extra questionsHR satisfaction (2/2)

ty of	The HR department gives some people preferential treatment.*	5%	17%			46%			24	1%	8%	
irtiali ⁱ HR	The HR department does everything to avoid favouritism.	5%	13%			53%				23%	6%	5,13
Impartiality HR	The HR department is impartial when taking decisions.	4%	12%			52%				26%	6%	BESIX Group: 5,38
of HR	It's clear who in the HR department is responsible for which tasks.	3%	15%		31%			429	%		9%]
		9%		26%			45%			17%	2%	5,71
Visibility	It's clear what is and what isn't within the remit of the HR department.	<mark>2%</mark> 1	11%		5	4%				29%	4%	BESIX Group:
/ of	If the HR department promises something, it happens.	<mark>3%</mark> 89	%		47%				35%		7%	
Reliability HR	The HR department keeps its promises.	3% 7%	6		49%				34%		7%	6,05
Relia	The information given by the HR department is reliable.	1 <mark>%</mark> 7%		36%				48%			8%	BESIX Group: 6,15
kesponsiveness of HR	The HR department provides quick service.	5%	12%		36%				39%		8%	
onsive of HR	The HR department is immediately prepared to help.	4%	8%	3	7%			44	%		8%	5,76
Respo	The HR department reacts slowly to questions.*	5%		32%			41%			18%	4%	BESIX Group: 6,02
of HR	Whenever you contact the HR department, you get personal treatment.	3% 1	10%		46%				36%		6%]
athy	The employees of the HR department understand employees' specific needs.	4%	11%		40%				40%		6%	5,69
Empe	The HR department knows what lives among the staff.	4%	11%		5	0%			3	1%	4%	BESIX Group: 5,76
					Strong	v disagree	Disagree Ne	utral Agree	Strongly	agree		_

Strongly disagree Disagree Neutral Agree Strongly agree

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

I am familiar enough with the safety regulations.	02% 6% 59%		35%
I am familiar with the results of the risk assessment for the tasks I do.	1 <mark>1% 10% 5</mark>	58%	30%
I am familiar enough with the procedure for occupational accidents or near-misses.	0%% 11%	59%	27%
The procedure for accidents or near-misses is well known in my organization.	0%3% 14%	55%	28%
Everyone at work is familiar enough with the safety regulations.	0% 6% 18%	56%	20%
There are enough signs (posters, sheets, pictograms, etc.) at my workplace indicating how to	0%% 8%	51%	29%
I don't know where I can go with my questions or remarks about safety.*	27%	51%	<u>10% 9% 3%</u>
Employees who work safely, receive recognition from their supervisor and the hierarchy in general.	1%% 28%	49%	20%
Employees are consulted about Safety instructions.	1%8% 22%	56%	19%
My supervisor personally makes sure everyone works safely.	0% 21%	47%	29%
My management takes action immediately when a potentially dangerous situation is reported.	01% 9% 49%	40)%
When I arrive at a new workplace or at a new assignment, I'm sufficiently made aware of the.	02% 12% 5	54%	32%
The staff is well taken care of when any safety incidents, accidents or near-misses happen.	019% 14%	54%	30%
My colleagues encourage each other to behave in a safe way.	012% 15%	59%	25%
My organization has a comprehensive safety policy.	01266% 50%	43%	6
I am behind my organization's safety policy.	3% 6% 16%	42%	33%
At my organization, we believe safety is everyone's responsibility.	0	52%	
At my organization, there's enough training available about safe working.	1 <mark>%% 12% 51</mark> "	%	35%

Strongly disagree Disagree Neutral Agree Strongly agree

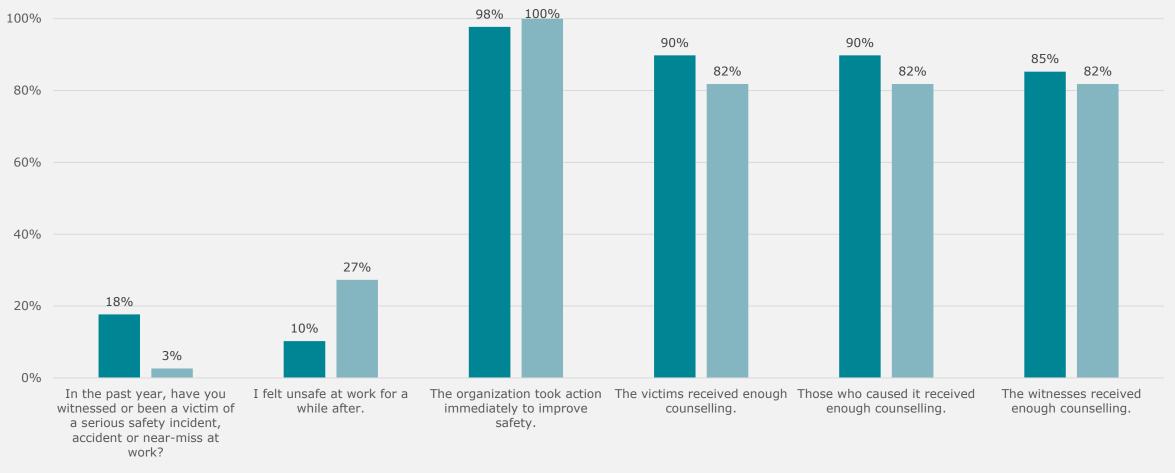
7. Extra questions Safety at work (2/3)

.02%	9%	49%		40%	
.012%	12%	57%		29%	
0%	10%	51%	_	39%	
4%	14%	35%	37	7%	10%
	22%	50%		18%	8% 2%
	21%	52%		17%	9% 2%
1 <mark>%</mark> 49	% 20%		54%	2	1%
	14%	51%		23%	10% 2%
01%	21%	53%		25%	6
0%	16%	57%		27%	
	18%	41%	17%	18%	6%
02%	10%	52%		36%	
	26%	45%		17%	10% <mark>3%</mark>
1%%	13%	41%		44%	
3%	11%	36%	35%		15%
1 <mark>%</mark> 3%	29%		49%		18%
2%	9%	39%	39%	6	11%
1 <mark>%</mark> 3%	30%		50%		17%

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

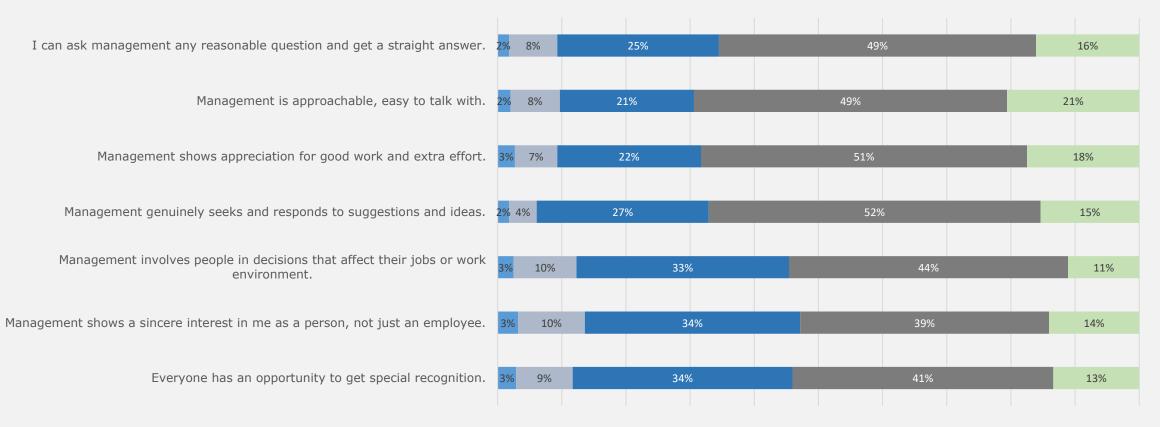
The management pays enough attention to safe and healthy working conditions for. I am confident that risks are well assessed beforehand when putting together the working. My PPEs fit the purpose of my work. Safety risks occur when I have to work together with external parties (other organizations,... The safety regulations make my work difficult or annoy me during my work.* I work less safely than I should, due to productivity or time pressures.* There is enough time to work safely. The safety regulations are complicated.* The equipment we work with is maintained well enough and is checked for safety. The equipment we need to work safely is available. I only follow the safety regulations I find useful.* I always follow the safety regulations. If I were to follow all safety regulations all the time, it would look ridiculous to my.. I always wear the required PPEs. I receive enough training from my organization to deal with aggression from third parties. I can count on the support of my organization in conflicts with third parties. I have enough means available to me to protect myself against aggression (screens, CCTV,... There are always enough people available for high-risk assignments.

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



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

7. Extra questionsManagement questions



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



8. Next steps

8. Next steps How to continue

This report contains a lot of valuable information that serves as the start of a collective journey towards the creation and roll-out of an action plan for a healthy work climate. This means a work environment in which people feel good, perform well and contribute to the strategy of the organization. In order to achieve the goals mentioned above, the following steps are important:

(1) EXPLORE

Take the time to go through the results

- Is everything clear to you (i.e. the content, interpretation, the model...)?
- Can you recognize the results? What surprises you? What drew your attention?
- What are the big changes compared with 2015? On what points is Sixco UAE, Oman, KSA & Bahrain scoring differently than the external benchmark?
- What are your own take-away points? What are the strengths you see? What concerns require extra attention?

(2) COMMUNICATE

Make a first communication message to reach all employees as soon as possible. This could be spread by mail, via television screens on waiting points, restaurant placemats, leaflets at the entrance or coffee corners, posters on the walls...

- Focus on high-level information about the main Sixco UAE, Oman, KSA & Bahrain results.
- Provide employees with balanced information (strengths and concerns).
- Set-up a timeline regarding the next steps BESIX is going to take in creating a sustainable action plan (if possible mention the key priorities to work on).

(3) SELECT PRIORITIES

Employees expect you to highlight the priorities to focus on, as management with a clear vision on the strategy and the future of the organization

- Do not try to fix everything at once, limit your priorities to 2-3 key attention points.
- Not every priority may be applicable for everyone, nor will some departments see their main priorities tackled. Give them the possibility to add-on 1 or max. 2 additional priorities.
- Focus on those aspects that have a high impact, that stand out and that are adjustable.

(4) TRANSLATE PRIORITIES INTO CONCRETE ACTIONS

After priorities are selected, it is important to link these to meaningful and practical actions

- Give employees voice and include them in this process in order to support a successful execution of the action plan.
- Make actions SMART and address dedicated responsibilities.
- Continuously listen to your employees to ensure the effectiveness of the action plan, both in qualitative (e.g. focus groups) as quantitative (e.g. short pulse surveys) ways.

8. Next steps Specific recommendations

Our extensive experience in engagement research has led to some recommendations and best practices that might be relevant for Sixco UAE, Oman, KSA & Bahrain. However, there is no off-theshelf solution for these kind of challenges and dedicated support in the creation of a sustainable action plan might be necessary.

WORKLOAD AND MENTAL LOAD

As this is one of the primary causes of burnout, iNostix by Deloitte advices to coach employees in how to be in control again of their own work environment and work stressors. By using techniques as prioritization, boundary setting, mapping tasks, slicing work, regrouping, having well-defined responsibilities, managing projects with a clear start and end... employees are able to regain order and handle workload in a better way. However, it is important to emphasize that a certain level of mental load is necessary to feel engaged and perform in an optimal way.

REMUNERATION

Although remuneration is not the item having the most important impact on employee satisfaction, it is a fundamental way of recognizing and validating the efforts employees have put in their jobs and their employer. It is not really the amount of salary that is crucial, but rather the perception that their remuneration package is fair and in line with the work they do. Research shows that if this perception is negative, people get demotivated and efficiency will drop. A positive perception on the other hand is the base for other sustainable motivating stimuli: self-deployment, being able to learn, doing a job that you find interesting.... Be aware that remuneration is a very short term 'motivator', people quickly perceive it as acquired.

WORK STRESS AND WORRYING ABOUT WORK

It is perfectly normal to experience some stress signals once in a while. However, if employees experience an on-going imbalance between their job demands and their coping possibilities, without regular moments of relaxation, they are at risk to develop a burnout. The roll out of a structured well-being policy, a coaching trajectory and a reintegration procedure can both focus on the prevention of as the recovery from burnout.



9. Appendix

9. Appendix

Excel report:

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

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