

ECONOMIQUE



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Travail de Fin d'Etudes

en vue de l'obtention du titre de

Bachelier Assistant de Direction
Année académique 2020-2021

To what extent has teleworking had an impact on the well-being of Aedifica's employees?

Aedifica sa

Rue Belliard 40
1040 BRUXELLES



Présenté par

Chloé MARCOTY



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I would first like to thank my promotor, Mr Cédric Luthers for the encouragements and all the advice you gave me in the writing of my paper.

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I experienced “teleworking” as a student and did not live it well. Teleworking is something I always saw myself doing in the future because I always thought it would be fun to work from my bed or in my pajamas, but it turns out that it was not as enjoyable as I originally expected.

This subject is close to my heart, and I was very curious to know how it is handled in a professional environment. Besides, since it is my last year as a student, it is a great opportunity for me to better understand how the work environment is evolving in general, and teleworking is going to take a great part in this evolution.

For over a year now our planet has been put on pause and our way of working has completely changed. Before everything started, teleworking was seen as an option which would be used in the future, and it had not been tested many times. Nowadays, it is our present, but it is still very new to us all, and it will definitely be a part of our future.

To better structure my work, I divided it in two big parts, the first one being the “theoretical part” and the second one being the “practical part”. In the first part, I will first give a brief presentation of Aedifica, a real-estate company specialised in elderly care, in which I did my 15-week internship this year. I will then try to determine and define the essence of my subject which is teleworking and well-being. I will also identify what risks can occur when our work environment is not safe and the legal aspects of it all.

In the second part, I will mainly focus on the survey I did and try to analyse the results to answer my main question: to what extent has teleworking had an impact on the well-being of Aedifica's employees? At the end of this paper, you will find the conclusion where I bring everything together and give an answer to this question.

THEORETICAL PART

2 Presentation of Aedifica

2.1 Short introduction to the company

Aedifica is a Belgian listed company specialised in healthcare real estate investment and particularly housing for the elderly. The company was founded 15 years ago by the current CEO, Stefaan Gielens, and has its headquarters in Brussels. In total, there are currently 72 employees all around Europe, including 59 (counting the Executive Committee) in Belgium alone.

The company builds care facilities itself, but also acquires existing buildings with the aim of expanding or renovating them, or both. To date, Aedifica has over 510 facilities throughout Europe worth € 4 billion.

Aedifica has a portfolio of facilities in no less than seven different countries: Belgium, the Netherlands, Germany, the United Kingdom, Finland, Sweden and more recently Ireland. The company does not handle the logistics of the buildings and therefore rents them out to more than 110 groups of professional care operators with long-term contracts that generate high rental yields. However, each group generates less than 15 % of the total rental income which is € 219 million.

2.2 Timeline¹

- 2005: Creation of Aedifica with a portfolio of hotels and apartments
- 2006: Listing on Euronext Brussels and acquisition of the first nursing homes
- 2013: First acquisitions in Germany
- 2016: First investments in the Netherlands
- 2017: Aedifica is the most active private investor in healthcare real estate in the Netherlands

¹ *About us.* (n.d.). Retrieved June 22, 2021, from Aedifica website: <https://aedifica.eu/about-us/>

- 2018: Aedifica is for a second time the most active private investor in healthcare real estate in the Netherlands
- 2019:
 - First investments in the United Kingdom (£ 450 million)
 - Divestments of apartments and hotels portfolios
 - Secondary listing on Euronext Amsterdam
- 2020:
 - First investments in Finland and Sweden
 - Entry in the BEL20 (leading share index of Euronext Brussels)
- 2021: First investments in Ireland

2.3 Asset types

Their primary goal is to address the rising demand for senior housing by investing in various forms of buildings:

- a) Senior care homes for those who require high care needs (68 %)
- b) Senior housing providing on-demand care services for more independent people (5 %)
- c) Facilities that combine the two above (14 %)
- d) Facilities reserved for disabled people and/or people who require special care (6 %)
- e) Children day-care centres which can be combined with other care or school facilities² (only in Finland and Sweden) (7 %)

² This is due to the urbanization in Northern Europe, leading to a specific demand for these centres.

2.4 The team

Diversity, fair opportunity, and respect for all people are essential to the smooth operation of their firm. Aedifica's team is made up of people from various educational and cultural backgrounds, with a gender diversity ratio that is well balanced (40 % female and 60 % male). Because they believe in intergenerational dialogue, they also hire people of various ages.

2.4.1 The employees' well-being

Aedifica does everything in their power to recognize and reward the effort made by each employee. They also provide them with all the resources they need to maintain a healthy work-life balance.

Their goal is to improve their employees' well-being and happiness in the workplace as well as to create a pleasant and stimulating work environment to allow them to socialize with their colleagues on a daily basis. Events are also held twice a year to strengthen their bonds.

The company also offers regular training to their employees so they can continuously develop their talent (in 2019, each employee had on average 31 hours of training).

"Fostering our employees' professional development is integral to our company's culture of continuous learning. Talent needs to be fueled and that is why Aedifica offers its employees a wide set of talent development tools to maximize their skills and expertise."³

Aedifica's efforts to maintain their employees' positive well-being paid off since the majority would recommend the company as a great place to work for.

³ *Our team.* (n.d.). Retrieved June 22, 2021, from Aedifica website: <https://aedifica.eu/aedifica/our-team/>

2.5 Commitments

2.5.1 Towards the environment

The climate crisis is important to Aedifica, which is why they are implementing measures to reduce their climate footprint. They are also currently working on a CSR⁴ action plan which they intend to carry out by 2025.

"We analyse our buildings' life cycle before acquisition or in the design stage of new development projects. Moreover, we perform energy audits on the existing properties in our portfolio. This way, we do not only decrease our environmental footprint, we also make our portfolio more resilient to climate change."⁵

Aedifica also encourages their employees to commute on public transport by giving them a mobility card with a budget of € 50 per month which they can use all year round.

2.5.2 Towards their stakeholders

One of Aedifica's goals is to promote communication and good connections with stakeholders on a proactive basis. Understanding their requirements and engaging with them on the problems that matter most to them is an important aspect of Aedifica's long-term and sustainable strategy.

2.5.3 Towards governance

It is important for Aedifica to have a business culture characterised by honesty, integrity and a sense of duty. They also seek the same high standards in companies with which they do business.

⁴ Corporate Social Responsibility (CSR): self-regulating business model that helps a company be socially accountable

⁵ *Our commitments*. (n.d.). Retrieved June 22, 2021, from Aedifica website: <https://aedifica.eu/sustainability/our-commitments/>

2.6 Values

Aedifica's values are named as such on their website: care, transparency, leadership and agility.

Aedifica wants to have a positive impact on the lives of the people in their community. It is important for them to provide creative housing solutions for their residents but also to create an inclusive and empathetic workplace for their employees.

They also place a high value on transparency, ethics and competent management. As stated before, they strive to cultivate a business culture that values honesty and integrity as well as a sense of duty.

Aedifica is one of the biggest companies in the field of European healthcare real estate and with their extensive knowledge and by investing in quality innovation, they ensure they stay at the top of the market. They adapt quickly to the unique characteristics of each market in which they operate. With their experience, they can rapidly meet the needs of their tenants.

3 What is well-being?

3.1 Definition

When I first started working on my end-of-study work, the concept of well-being was still quite abstract to me. I already knew it had a positive tone to it and that it had an impact on everybody's day-to-day life, but I could not define it specifically. Therefore, the first thing I did when I started working on my end-of-study paper was to look up the definition of well-being.

I turned towards Dictionary.com, which had this definition of well-being⁶:

"A good or satisfactory condition of existence; a state characterized by health, happiness and prosperity; welfare."

Even though all my sources have a very similar definition of well-being, they also all say that well-being is more complicated and goes beyond a simple definition. We all know that well-being is very personal since what one individual considers to be their ideal state of well-being may be radically different from what another person considers to be their ideal state of well-being.

Well-being refers to the aspects of our life that we determine for ourselves: our own skills as individuals, how we feel about ourselves, the quality of our relationships, and our sense of purpose. A lot of criteria can determine our overall level of well-being: our environment, our relationships, our health, what we do, our personal finances and the economy as well as our level of education and skills. All these aspects determine how satisfied we are with our lives.

⁶ *The definition of wellbeing*. (2019). Retrieved March 30, 2021, from Dictionary.com website: <https://www.dictionary.com/browse/wellbeing>

3.2 Types of well-being

Tchiki Davis (January 2, 2019) Doctor of Philosophy (Ph.D.), Social and Personality Psychology, splits well-being into five distinct categories⁷:

- a) Emotional well-being
- b) Physical well-being
- c) Social well-being
- d) Societal well-being
- e) Workplace well-being

Since my thesis focuses on the impact of teleworking on the well-being of Aedifica's employees, I intend on mainly focusing on "workplace well-being".

Tchiki Davis (*ibid.*) explains that, in order to maintain a good workplace well-being, it is important to perpetually train ourselves to develop our skills. Building these skills allows us to create a sense of purpose for ourselves and help us meet our life goals. But we also need to be careful and try to keep a decent work-life balance.

⁷ Davis, T. (2019, January 2). *What Is Well-Being? Definition, Types, and Well-Being Skills*. Retrieved July 4, 2021, from Psychology Today website: <https://www.psychologytoday.com/us/blog/click-here-happiness/201901/what-is-well-being-definition-types-and-well-being-skills>

4 Workplace well-being

4.1 Definition

The International Labour Organization (ILO)⁸ defines workplace well-being as such⁹:

"Workplace Wellbeing relates to all aspects of working life, from the quality and safety of the physical environment, to how workers feel about their work, their working environment, the climate at work and work organization."

4.2 The link between productivity and happiness

The ILO also states that the employees' well-being is a critical aspect in determining a company's long-term effectiveness since many studies have found a direct correlation between employee productivity and their overall health and well-being.

One of these studies was led by Shawn Achor, *The New York Times*¹⁰ bestselling author of *"The Happiness Advantage"* and *"Big Potential"*. He spent twelve years at Harvard University and became one of the biggest experts on the connection between happiness and success.

In 2011, Shawn Achor published an article on the Harvard Business Review titled "The Happiness Dividend" in which he states that a happy and motivated workforce is the single biggest advantage in our modern economy. He also mentions that intensive research has proven that happiness raises sales by 37 %, productivity by 31 % and accuracy on tasks by 19 %.¹¹

⁸ The International Labour Organization (ILO) is a U.N. agency which brings together governments, workers and employers of 187 member States since 1919 to set labour standards and develop policies.

⁹ *Workplace well-being*. (2009, June 15). Retrieved June 23, 2021, from ILO website: https://www.ilo.org/global/topics/safety-and-health-at-work/areasofwork/workplace-health-promotion-and-well-being/WCMS_118396/lang-en/index.htm

¹⁰ The New York Times is a New York City-based daily newspaper with a global readership founded in 1851.

¹¹ Achor, S. (2011, June 23). *The Happiness Dividend*. Retrieved June 24, 2021, from Harvard Business Review website: <https://hbr.org/2011/06/the-happiness-dividend>

4.3 Laws on well-being in the workplace

Aedifica has employees in Belgium, Germany and the Netherlands, but since the great majority of employees are located in Brussels, I decided to focus on Belgian laws.

The primary law in the sphere of occupational safety and health is the "Act of 4 August 1996"¹² on the welfare of workers while performing their work. This law, commonly known as the "welfare law"¹³, establishes a framework for the issuance of implementing decrees.¹⁴

The Act of 4 August 1996 links the following elements to the well-being of employees:

- a) Safety at work
- b) Protection of worker's health
- c) Psychological aspects of work
- d) Ergonomics
- e) Occupational hygiene
- f) Embellishment of the workplace

This law on well-being also requires all employers to carry out a diagnosis and implement a plan to prevent the psychological burden at work of all employees.¹⁵

¹² Personal translation from French to English of "loi du 4 août 1996".

¹³ Personal translation from French to English of "loi bien-être".

¹⁴ *Bien-être au travail - Service public fédéral Emploi, Travail et Concertation sociale*. (n.d.). Retrieved June 24, 2021, from [emploi.belgique.be](https://emploi.belgique.be/fr/themes/bien-etre-au-travail) website: <https://emploi.belgique.be/fr/themes/bien-etre-au-travail>

¹⁵ Art. 32/2 § 1 & 2. *Loi relative au bien-être des travailleurs lors de l'exécution de leur travail*. August 4, 1996.

5 Psychosocial hazards

5.1 Definition

Psychological hazards are defined by the SPF ETCS¹⁶ as such¹⁷:

"Les risques psychosociaux (RPS) sont définis comme la probabilité qu'un ou plusieurs travailleurs subissent un dommage psychique qui peut également s'accompagner d'un dommage physique suite à l'exposition à une situation de travail comportant un danger. Cette situation de travail « dangereuse » peut faire référence à l'organisation du travail, aux conditions de travail, aux conditions de vie au travail, au contenu du travail ou aux relations interpersonnelles au travail."

Psychological hazards come in many different forms and their origin lies in the work organization, the content of work, the work conditions, the working life conditions and the interpersonal relations at work. All these sources of risk are also linked to each other and influence each other.

According to a 2015 Belgian national working conditions study of 2,500 workers, 3 out of 10 workers (33 %) have experienced stress at work most of the time or all of the time in that year, 7 % of employees have been bullied or harassed at work and 3 % have been victims of physical violence.

¹⁶ "Service Public Fédéral Emploi, travail et concertation sociale" is a Belgian federal public service whose task is to ensure the balance between workers and employers in their employment relationship.

¹⁷ Université de Namur, Flohimont, V., Lambert, C., Berrewaerts, J., Zaghdane, S., Desseilles, M., & Füzfa, A. (2017, November). *Guide pour la prévention des risques psychosociaux au travail*. Retrieved July 4, 2021, from https://emploi.belgique.be/sites/default/files/fr/modules_pages/publicaties/document/psrfr2013.pdf?id=39967

5.2 Who does it affect?

Everyone is affected by psychosocial risks. Individuals can be exposed to and suffer from psychosocial dangers regardless of their personality or upbringing. Experienced personnel and devoted supervisors are sometimes the first to express dissatisfaction in an overly disrupted organization. And when someone is exposed to these psychosocial risks, it does not only negatively affect them but also their friends and family.

5.3 The impact on the employee

Psychosocial hazards can have an impact on the mental health as well as the physical health of employees. PSR¹⁸ can cause emotional, behavioral, and/or physical problems such as, among other things, substance misuse, back pain, migraines, depression, conflict, burnout, violence, and harassment. Certain physical illnesses, such as hypertension, have also been demonstrated to be linked to PSR exposure, according to studies.

5.3.1 Emotional symptoms

Depression, burnout, or a sense of unease/suffering are one of the main emotional symptoms of PSR. But one symptom in particular is more frequent and present than the others and that is stress. According to the European Agency for Workplace Safety and Health, stress is the second most prevalent health condition in the workplace. In the EU-27, it affects 22 % of the workforce. Furthermore, The European Foundation for the Improvement of Working Conditions in Dublin estimates the cost of stress in the EU to be 20 billion euros.

Employees and employers must, however, distinguish between "acute stress" and "chronic stress", as the two have different health consequences. When the pressure is applied continuously and the person accepts it, the effects can be tolerated within limited parameters.

¹⁸ PSR is the abbreviation for Psycho-Social Risks.

When an employee is under pressure for an elongated period of time, it is known as chronic stress and the body always ends up paying the price. In this scenario, the individual tries and continues to cope in meeting a professional requirement that exceeds their capabilities. Since the body is constantly pushed to its limits, it becomes weary and the repercussions on the individual's health are terrible.¹⁹

5.3.2 Behavioral symptoms

As stated before, PSR can lead to psychological as well as physical problems. When the interpersonal relations at work are not well-managed and become a risk, they can lead to serious consequences such as violence, moral or sexual harassment, alcohol and drug abuse or even in some cases, suicides.

5.3.3 Physical symptoms

I stated above that studies have linked PSR to physical illnesses like hypertension, but it is not the only side-effect. For example, exposure to psychosocial risks can also cause muscular pain, sleeping disorders, digestive problems, and cardiovascular diseases. It is pretty obvious that bearing these illnesses for a long period of time is not viable for employees and thus, for the company.

5.4 The impact on the company

Since now, we know very well how important the well-being of a company's employees is. If psychological hazards start to disturb the staff's happiness, several side-effects can be noticed, such as an increase in absenteeism, a high staff turnover, non-compliance with schedules, disciplinary issues, a decrease in productivity, workplace accidents and incidents, a deterioration in the social climate, or a deterioration of the company's image.

¹⁹ *Risques psychosociaux*. (2020, May 3). Retrieved June 28, 2021, from Ministère du Travail website: <https://travail-emploi.gouv.fr/sante-au-travail/prevention-des-risques-pour-la-sante-au-travail/article/risques-psychosociaux>

5.5 Laws on psychosocial hazards

The code of well-being at work that I mentioned earlier also includes laws on the prevention of psychosocial risks at work. Every employer is required by the law to analyse any possible situation that can lead to psychosocial risks for their employees', and they are also required to take measures if needed.

*"Il (l'employeur) tient compte notamment des situations qui peuvent mener au stress ou au burn-out occasionnés par le travail ou à un dommage à la santé découlant de conflits liés au travail ou de violence ou de harcèlement moral ou sexuel au travail."*²⁰

Everything regarding the laws and the obligations of employers can be found in the "Livre I, Titre 3, Art. I. 3-1 to I. 3-66".

5.5.1 How to prevent psychosocial hazards

Each company's psychosocial risks are unique. In order to avoid these dangers, each organization must develop its own unique preventative strategy. Following are five steps that each company can follow to create a good approach to the prevention of psychosocial risks²¹:

- 1) Prepare the strategy by involving all the actors in the company and collecting PSR indicators.
- 2) Make a list of risk factors and evaluate the exposure conditions.
- 3) Define an action plan (planning of tasks, definition of the means to be implemented, etc.)
- 4) Implementation of the action plan (adjusting work to employees' abilities, strengthening corporate strategy communication, clearly defining each employee's function, etc.)
- 5) Reassessment of risk factors to see if upstream actions are working.

²⁰ Art. I.3-1. Chapitre I. Livre I^{er}. *Prévention des risques psychosociaux au travail*. Code du bien-être au travail. April 10, 2014.

²¹ Benistant, L. (2017, May). *Quelles sont les conséquences des risques psychosociaux ?* Retrieved June 28, 2021, from Axess.fr website: <https://www.axess.fr/blog/sante-au-travail-sante/consequences-risques-psy-chosociaux>

But for this strategy to work, several actors of the company need to be involved. First of all, the company manager(s) and the HR manager need to be active in this strategy. The management's and all supervisors' participation and enthusiasm are critical to the achievement of a preventative policy, especially as these workers can also be subject to PSR. As a result, management must play an important role in reducing psychological hazards.

The workers' representatives and the employer's representatives (CPPT²²) and the internal prevention and safety advisor (SIPPT²³) also need to play a role in the prevention. If there is no internal prevention and safety advisor, an external psychosocial prevention advisor (SEPPT) is always an option. The last actors on this list are the occupational physician, the trade union representatives and delegates and the workers.

²² "Comités pour la prévention et la protection au travail" is the committee which is elected by the workers during the social elections.

²³ "Service interne pour la prévention et la protection au travail" is used to assist the employer, the members of the hierarchy and the workers in the application of the regulations concerning the well-being of the workers.

6 Teleworking

6.1 Laws on teleworking

Once again, I will be focusing on the Belgian laws on teleworking. In the private sector in Belgium, the occupation of teleworkers is currently controlled by the National Labour Council's Collective Labour Agreement No. 85 and the Act of 3 July 1978 on employment contracts in the private sector.

Since March 5th, 2017, there is also a law regulating occasional telework. The regulations are therefore not the same for regular and occasional telework.

6.1.1 Regular telework

The Collective Labour Agreement No. 85 Chapter II, Art. 2 of 9 November 2005²⁴ defines regular telework as such²⁵:

"Une forme d'organisation et/ou de réalisation du travail, utilisant les technologies de l'information, dans le cadre d'un contrat de travail, dans laquelle un travail, qui aurait également pu être réalisé dans les locaux de l'employeur, est effectué hors de ces locaux de façon régulière et non occasionnelle."

Telework must always be carried out willingly, and as a result, a written agreement between the employer and the teleworker must be in place before the time the teleworker begins to telework. The agreement must be the subject of an employment contract revision in the case of an already existing employment contract.²⁶

²⁴ Personal translation from French to English of "Convention Collective de Travail N° 85 du 9 novembre 2005"

²⁵ Art. 2. Chapitre II. *Convention Collective de Travail N° 85*. November 9, 2005.

²⁶ *Travail à domicile - travailleurs du privé qui sont des télétravailleurs - Service public fédéral Emploi, Travail et Concertation sociale*. (n.d.). Retrieved June 30, 2021, from emploi.belgique.be website: <https://emploi.belgique.be/fr/themes/contrats-de-travail/contrats-de-travail-particuliers/travail-domicile-et-teletravail-0>

6.1.1.1 *Mandatory information in writing*

As stated above, a written agreement between the employer and the employee is mandatory and the following information must be in the contract:

- Frequency of telework, as well as days and hours of telework or days and hours of attendance in the office, if possible
- Times and periods when the worker must be reachable and by what means
- A plan to cover the price and expenses of telework-related equipment
- The times when the teleworker can contact technical assistance
- The arrangements for returning to work at the company's premises and, if applicable, the period of notice and/or the duration of the telework as well as its renewal
- The location(s) where the teleworker has chosen to do his/her work

6.1.1.2 *Work conditions*

The regular teleworker must have similar work conditions as the employees working on the employer's premises. This means that they should have the same rights in terms of training, opportunities and overall, the same collective rights as the other workers.

Furthermore, because they work from home does not mean that they are required to have a reduced or increased workload compared to the other employees.

In terms of equipment and costs, the employer is required to supply, install, and maintain the equipment necessary for telework. The employer must pay the costs of communications and connections related to telework. If the teleworker uses his/her own equipment, the employer pays for the installation of the computer programs, the operating costs and the depreciation and maintenance costs.

Every aspect regarding regular telework can be found in the Collective Labour Agreement No. 85 mentioned above.

6.1.2 Occasional telework

The Article 23 of Section 2 of Chapter II of the Act of 5 March 2017 defines occasional telework as such²⁷:

"Une forme d'organisation et/ou de réalisation du travail dans le cadre d'un contrat de travail, utilisant les technologies de l'information, dans laquelle des activités, qui pourraient également être réalisées dans les locaux de l'employeur, sont effectuées en dehors de ces locaux de façon occasionnelle et non-régulière."

Occasional telework is different from regular telework because it can be claimed by a worker only in cases when it is impossible for them to work in their usual place of work. For example, it can be claimed when there is an unexpected train strike or when the weather makes it impossible to travel to the work place. The employee could also have personal reasons which could make it difficult for them to work from home.

The worker must make their request to their employer in advance and within a reasonable period of time while indicating the reason why they need to telework. Of course, depending on the circumstances, the period to make the request can vary.

6.1.2.1 Work conditions

Just like for regular telework, the working conditions for an occasional teleworker must be similar to a regular employee working on the employer's premises.

The fact that a worker teleworks on occasion has no bearing on his or her rights and obligations, which must be the same when he or she works on the company's premises.

²⁷ Chapitre II. Section 2, Art. 23. *Loi concernant le travail faisable et maniable*. March 5, 2017.

6.2 Work-life balance

An aspect that is very important for people when looking for a job is a good work-life balance, especially nowadays. We have grown to learn how important mental health is and how our whole life should not revolve around our work. Unfortunately, it happens a little too often that people find their work-life balance inadequate and there are a few symptoms that can indicate a bad work-life balance.

6.2.1 A feeling of less fulfilment

When your work-life balance is disrupted, you start questioning yourself and your work and wonder if this is really the life you want to have. It becomes increasingly difficult to meet your professional and personal needs and you regularly have a feeling of running out of time. You also begin to enjoy your work less and start losing sight of the positive aspects of work (new challenges, colleagues, etc.) A way of describing this is “feeling trapped in a vicious circle from which you cannot escape”.

6.2.2 A feeling of exhaustion

When work takes over all the other elements of your life, you tend to forget to relax and take time for yourself. It becomes increasingly hard to focus on your tasks, so you are also more likely to make mistakes. That is when your body starts sending you signals to slow down. This phenomenon is more frequently called a “burn-out”.

Illness, stress-related anxiety, insomnia, migraines and high-blood pressure are all common signs of burn-out and, most of the time, they end up in a sick leave, which greatly impacts the productivity of the company.

6.2.3 Less time for you and your loved ones

If you fail to find a good work-life balance, your tasks can drain your energy to dangerous levels and leave you exhausted and unable to do anything else. You do not spend as much time as before with your family and friends and you also begin to avoid family activities and dinners because you have no energy left.

Because they cannot comprehend enough what you are going through, your friends and family members can easily annoy, irritate and anger you. The quality of your interactions with your loved ones drastically deteriorates over time.²⁸

6.2.4 Solutions

What can we do to restore our internal peace and work-life balance? The key is to not overwork ourselves and manage our time more efficiently. The best reaction is to prioritise the most important tasks that have to be done quickly and then distribute the rest of the tasks on a more elongated period of time.

Another thing you can do is force yourself to take breaks and detach yourself from work. For example, when you come home from work, you put aside your e-mails and take time for yourself. We already have very little time for our family and hobbies, so it is important to enjoy it.

Finding a good balance takes practice and time so you must not give up.

²⁸ *Concilier vie privée vie professionnelle*. (n.d.). Retrieved July 20, 2021, from robertwalters.be website: <https://www.robertwalters.be/fr/career-advice/concilier-vie-privee-vie-professionnelle.html>

PRACTICAL PART

7 The impact of teleworking on Aedifica's employees' well-being

7.1 Aedifica and teleworking

When I discussed with several employees during my internship, they told me it was not usual to telework for Aedifica. Of course, everything changed under the COVID-19 pandemic.

Since Aedifica wanted their employees to have a good work experience while working from home, they made a survey in August 2020 and asked their staff how they felt at the time and what could be done to improve their well-being. With this survey, they also wanted to know if their employees felt that teleworking would be a good option in the future.

Almost a year has passed now and that is why the Human Resources thought my idea to do a second survey on teleworking was useful. With my new survey and analysis of the results, they could better understand the point of view of their staff and prepare an efficient new policy on teleworking, if it is necessary.

7.1.1 Aedifica's previous survey

The survey started with questions regarding the technical aspects and workspace of the employees. At the time, 76 % of Aedifica's employees agreed that they had all the material and equipment necessary to work from home. It meant that 24 % of employees still had slight issues that have been resolved since (no headset, comfortable chair, second screen, etc.) At the time, 4 % of employees also reported that they did not have access to their files and had some trouble staying in contact with their colleagues.

Following are some questions related to psychological and physical aspects of teleworking. In August, 78 % of employees stated that they managed to balance their private and professional obligations and 82 % of them also said that teleworking had a positive impact on their work-life balance.

Regarding their work hours and schedule, it is almost fifty-fifty: 57 % of employees say that they have kept the same work schedule as before the pandemic and 43 % state that it has changed. Unfortunately, the responses do not say how their schedule has changed or if it is in a positive or negative way.

At the time, 94 % of the employees of Aedifica stated that their level of productiveness stayed the same while they worked from home and 57 % said that they did not have the same work schedule as before the pandemic. This shows that, while teleworking, the employees tend to plan their day not only around their work, but also around their personal obligations. This explains the statement above that 82 % of the employees have noticed a positive change in their work-life balance.

In August, the biggest disadvantage the employees noticed was how little informal contact they had with their colleagues, as 78 % of them stated that they did not have the same relational aspects with their co-workers.

The most important part of my thesis is to understand the point of view of Aedifica's employees and how their experience with teleworking had an impact on their life and happiness. To identify the positive and negative aspects of telework, I decided that the best solution would be a survey. This survey can be found in appendix 1.

8.1 Questions

Before revealing the results of this survey, I wanted to explain why I decided to ask these questions and what my thought process was. I decided to keep this survey anonymous to make sure that the employees would remain as honest as possible. To structure my questionnaire, I decided to divide it into four different categories.

8.1.1 Targeting questions

First, I knew that I needed a few basic questions to really target the employees and determine whether the status, the age, or the number of children in the household had a significant impact on the employees' experiences with teleworking.

8.1.2 Questions regarding the workspace

The workspace we have at home while teleworking is very important and can change entirely how we perceive working from home. That is why it is important to dissociate people with a decent workspace with people who do not have a comfortable place to work.

With these questions, I also wanted to know if everyone had a good quality internet connection and if they had all the tools they needed to work from home (computer, access to all the files needed, etc.)

8.1.3 Questions regarding teleworking

With these questions I wanted to gather all the different opinions on teleworking and how was their experience with it overall. Another goal with these questions was to put forward the advantages and disadvantages of teleworking according to Aedifica's employees. In the end, I wanted to determine if the staff felt that it would be a good idea to implement a teleworking policy for the future.

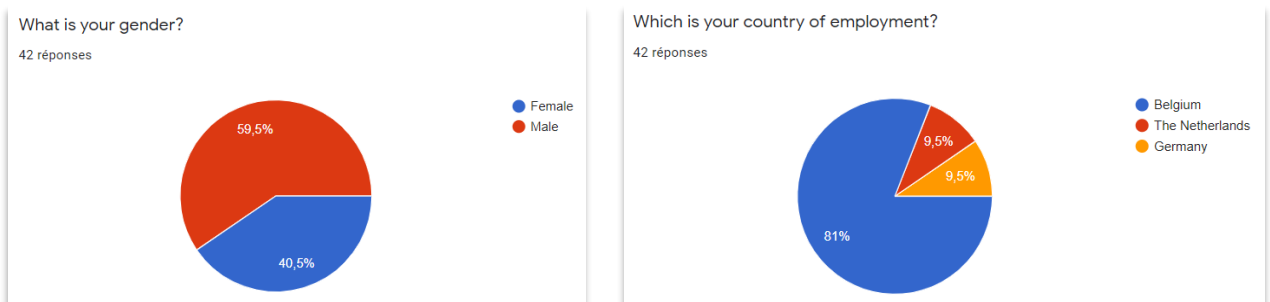
8.1.4 Questions regarding well-being

We must not forget that the main question of this thesis is "to what extent has teleworking had an impact on the well-being of Aedifica's employees?" so it was important to know if it had an impact at all. In this section, I wanted the employees to rate their well-being, explain if they had a positive change in their habits, etc.

9 Results of the survey

My survey was sent out on June 28th to the employees of Aedifica in Belgium, the Netherlands and Germany, which means that 72 people had the opportunity to participate and share their experience with teleworking.

In total, I received 42 responses, which represents a participation rate of 58.3 %, with a total of 25 men (59.5 %) responding and 17 women (40.5 %). The country with the highest participation rate is Belgium with 34 (81 %) employees responding and the Netherlands and Germany are equal with 4 (9.5 %) employees responding each. These statistics are not surprising since there is a higher rate of men working at Aedifica and Belgium has the most employees in the Aedifica group, as mentioned in the presentation of the company.



As for the status of the employees, most of them are married (47.6 %) and the rest are either single (35.7 %), in a relationship (14.3 %) or are even in a legal cohabitation (2.4 %). In regard to age groups, the employees in their thirties, which most employees of Aedifica are, come first with a total of 23 employees, the ones in their forties come second with 8 employees followed closely by the employees in their twenties since there is only a one-person difference between the two groups. The age group from 51 to 60 years old arrives last with only 4 people.

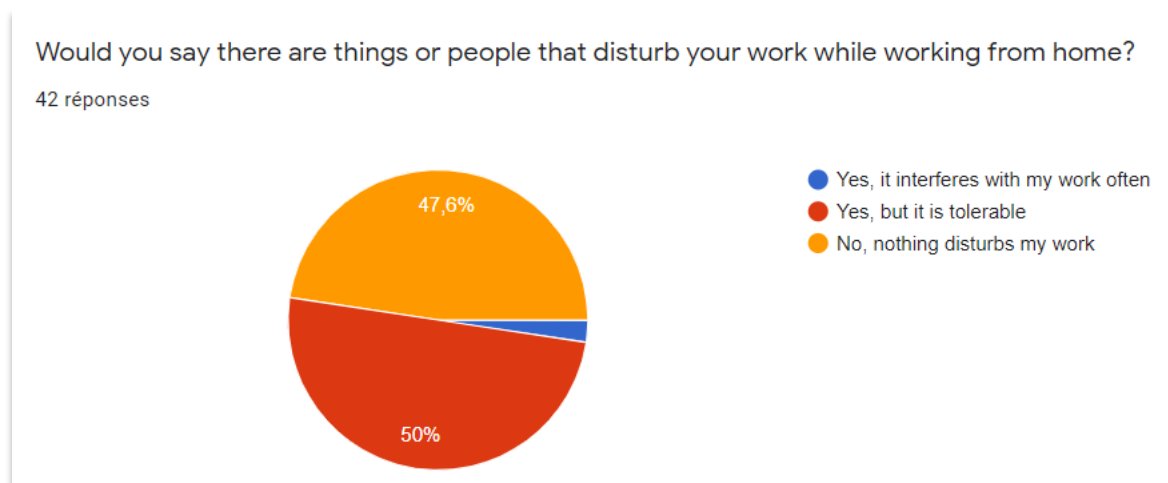
As I knew that the great majority of the employees were in their thirties, I thought it would be a good idea to also ask how many children (under 18 years old) each of them had. Half of the employees do not have children under 18 years old since 21 people answered negatively to this question. The other half of the employees do have children: 10 of them have 2 children (23.8 %), 8 of them have 1 (19 %) and only 3 of them have 3 children at home (7.1 %).

The last targeting question I asked was regarding the type of living situation they have, whether they live in a house or an apartment. I think this can have an impact on teleworking since people living in the city or in a building can be more easily disturbed. I learned that 64.3 % of the employees that responded to my survey live in a house which amounts to 27 people. The rest of the employees either live in an apartment (28.6 %) or in a loft (2.4 %) and there are even two people (4.8 %) living with their parents during COVID-19.

9.1 Workspace

As for the workspace, 81 % (34) of the employees stated that they had a dedicated workspace at home whereas 19 % (8) of them said they did not have a space dedicated to their work only.

When I asked in my survey if anything like noisy neighbours, toddlers or even pets disturbed their work, half of the employees answered in the positive but stated that it was still manageable while the other half was in great majority the ones that were never disturbed (47.6 %) and one person that is always disturbed during their work (2.4 %).



This proves that having a dedicated workspace does not guarantee that you will have total peace and quiet while working from home, and neither that not having a dedicated workspace means that you will not be able to concentrate properly because only one person out of the eight who do not have a dedicated workspace is not able to concentrate.

Regarding the necessary IT equipment and the internet connection, most employees seem to be doing well with a rate of 78.6 % employees having all the material they need, but there are still 9 employees, which is a rate of 21.4 %, who do not seem to have the equipment to properly work from home. As for the Wi-Fi connection, 14 employees (33.3 %) give their internet access 4 stars out of 5. Then there are 12 employees who rate their internet connection with 5 stars out of 5 and 12 other employees who would rather give the Wi-Fi connection 3 stars. Unfortunately, the remaining four employees think their internet connection only deserves 2 stars out of 5.

9.2 Teleworking

The first question I asked regarding teleworking in my survey was how often did each employee use to telework before the pandemic. As I stated above in my end-of-study work, it was not very common for Aedifica's employees to work from home before the pandemic hit us. As I expected, 26 employees out of 42 had never teleworked before, which is more than half (61.9 %) of the employees that responded to this survey. Twelve other employees said that they used to telework occasionally (28.6 %) and only 4 of them used to work frequently from home (9.5 %).

During COVID-19 though, it is a different story, thus I decided to ask the employees of Aedifica how often they were coming to the office during the pandemic. Except for this question, I also added frequencies with each option in the survey. Twenty-one employees stated that, during the pandemic, they come to the office less than twice per month while 10 other employees stated that they actually never come to the office and 9 others that they come once a week. There is only one employee that comes to the office several times a week and one other that comes every single day.

How often do you come at the office during the pandemic?

42 réponses

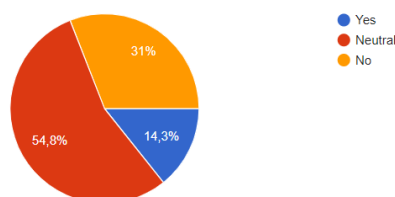


I also wanted to know if teleworking meant less contact with your employer and whether the employees find it harder to reach colleagues when needed, so I also asked them this in my survey.

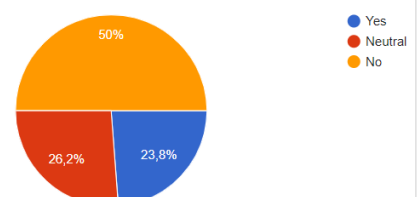
First of all, 23 employees (54.8 %) stated that their contact with their manager does not change whether they are working at the office or from home, but the second majority of employees (31 %) answered negatively which means that they actually have less contact with their employer while teleworking. The minority, which amounts to 6 employees, have noticed that they do, in fact, have more contact with their manager when they work from home.

Interaction with their colleagues though is not exactly the same since half of the employees find it easier to reach their colleagues when they are not at the office. Only 10 of them (23.8 %) find it harder to contact their co-workers and the rest (26.2 %) see no difference while being at the office or working from home.

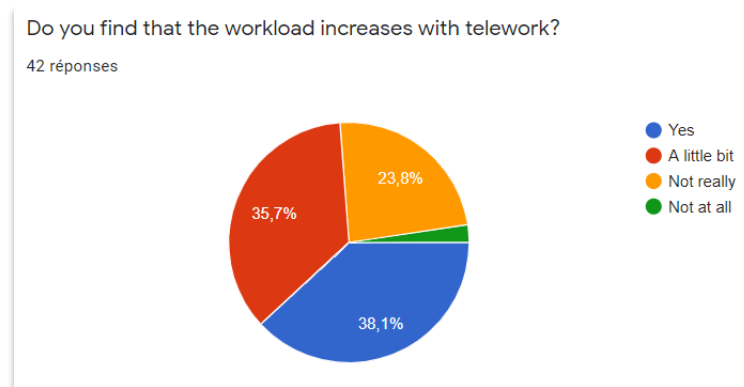
Do you have more contact with your manager while working from home?
42 réponses



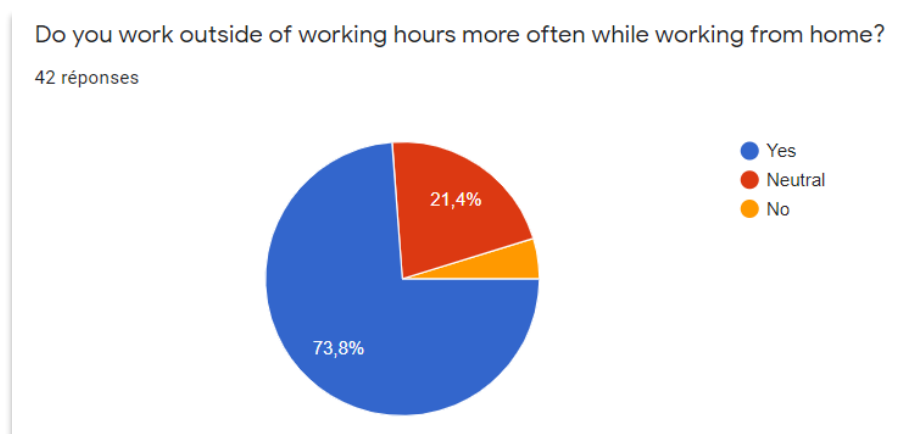
Do you find it harder to reach colleagues while working from home?
42 réponses



An aspect of telework I have talked about many times with several colleagues when they were at the office is how the workload increases while working from home, so I had to ask everyone their opinion about it in my survey. The majority of employees (38.1 %), which is 16 in this case, finds that the workload increases considerably when they telework, and 15 others find that the workload does increase, but not by much. On the other hand, 10 employees find that they do not have more work while teleworking and one single employee states that the workload does not increase at all.

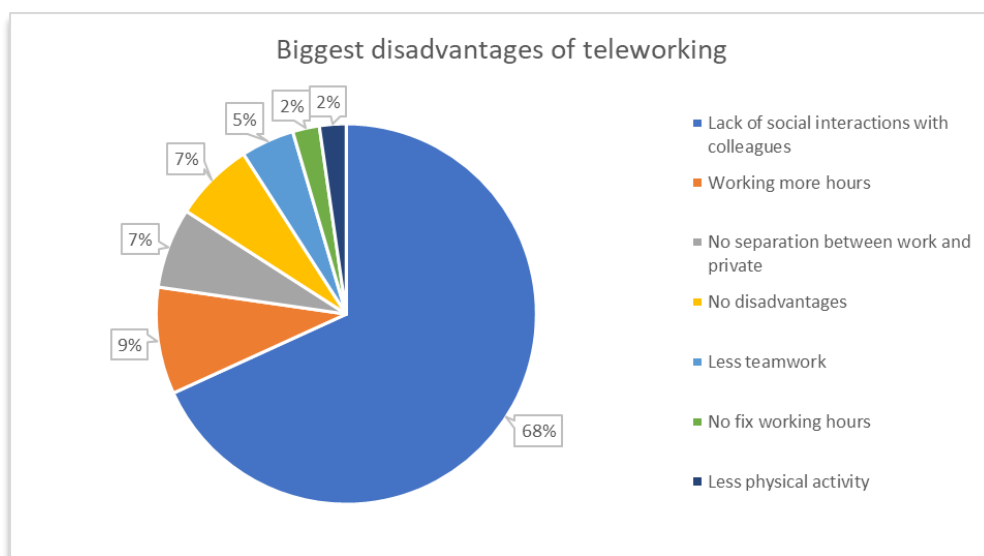
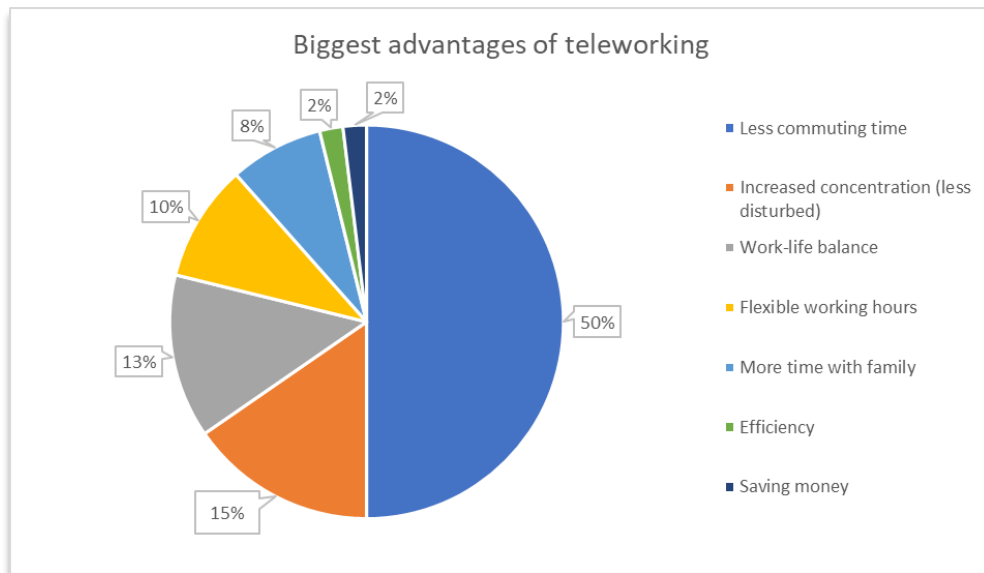


I also knew from talking with some colleagues that most of them work more hours because they do not have to commute, they therefore start earlier in the day. I found that this statement was correct because, in total, 31 employees (73.8 %) out of 42 stated that they do work more outside of working hours when they telework. Nine other employees (21.4 %) do not see any difference between working from home or at the office, and the two last employees (4.8 %) actually work less outside of working hours.



The fact that so many people work outside of working hours more often while they telework proves that working from home does not have a negative impact on the productivity of employees, it is in fact the opposite.

Finally, I wanted the employees to each tell me what, according to them, was the biggest advantage and disadvantage of teleworking. The charts below show how many times each option was mentioned because some employees found several advantages or disadvantages instead of one.



As for the future of teleworking, I wanted the employees to tell me whether they saw themselves working from home in the future or not, and 40 employees out of 42, which is a rate of 95.2 %, stated that yes, they would be happy with a new teleworking policy. Then, they had to indicate how frequently they would telework if they had the opportunity, and they seem to think that three days a week would be best.



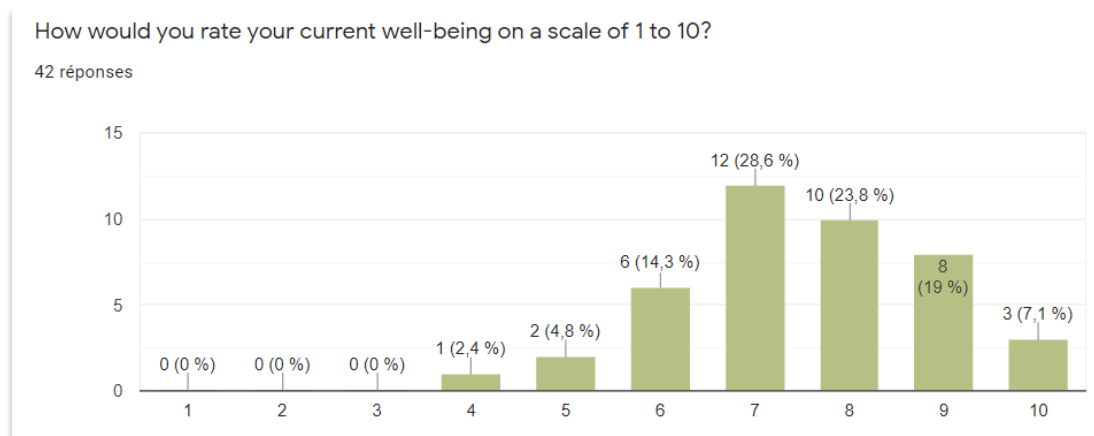
Two employees left interesting comments regarding a future teleworking policy at the end of the survey:

“I think that a mix homeworking/office working will be the best solution for the future in order to keep a good life balance between private/professional life and a good internal communication.”

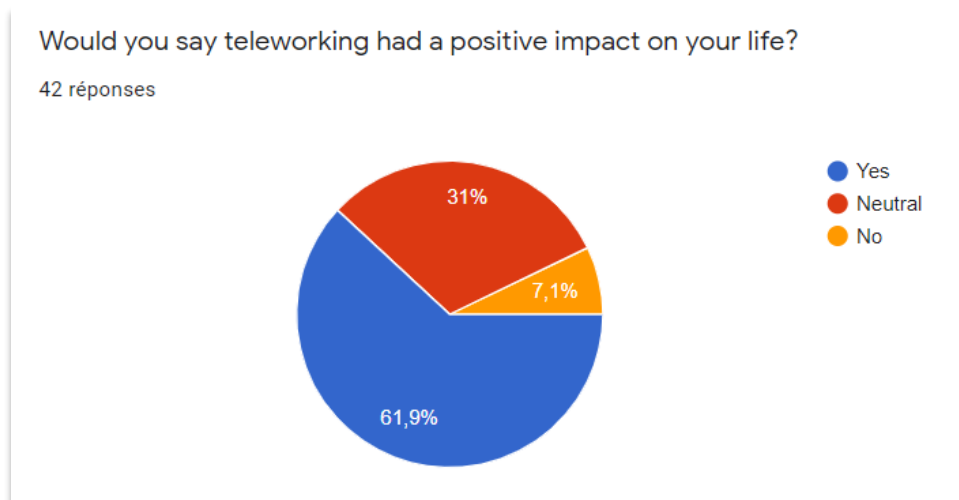
“A home-work policy should provide enough flexibility to accommodate the different needs for people who prefer home working vs people who prefer time in the office.”

9.3 Well-being

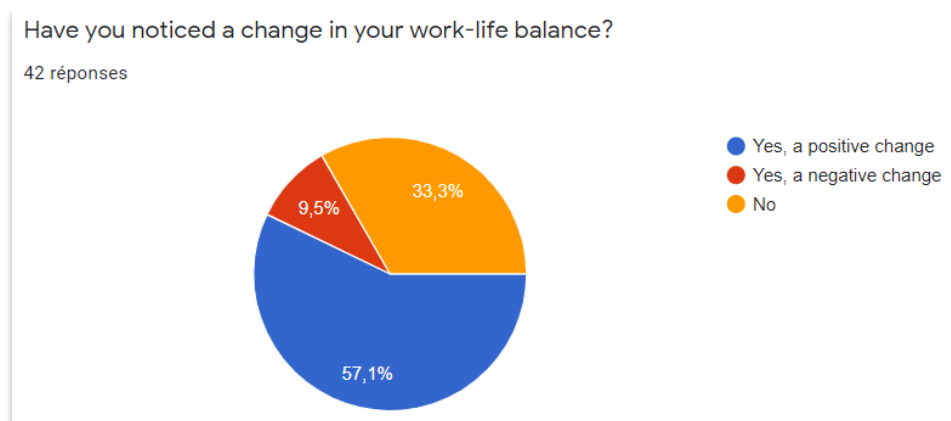
The first question I asked was for the employees of Aedifica to rate their current well-being on a scale of 1 to 10. The results are quite satisfactory since 97.6 % of the employees rated their well-being between a five and a ten. There is only one employee that rated their current well-being a 4 out of 10.



I also wanted to know how their well-being evolved in the past year and most employees (47.6 %) say that their well-being has improved while the others either say that their well-being has stayed the same (26.2 %) or worsened (26.2 %). But after asking this question, I need to know if it is teleworking that had an impact on the employees' well-being. Twenty-six employees (61.9 %) agree that teleworking has had a positive impact on their life and thirteen others say that it has no impact on their quality of life. However, three employees (7.1 %) find that teleworking has had a negative impact on their life.

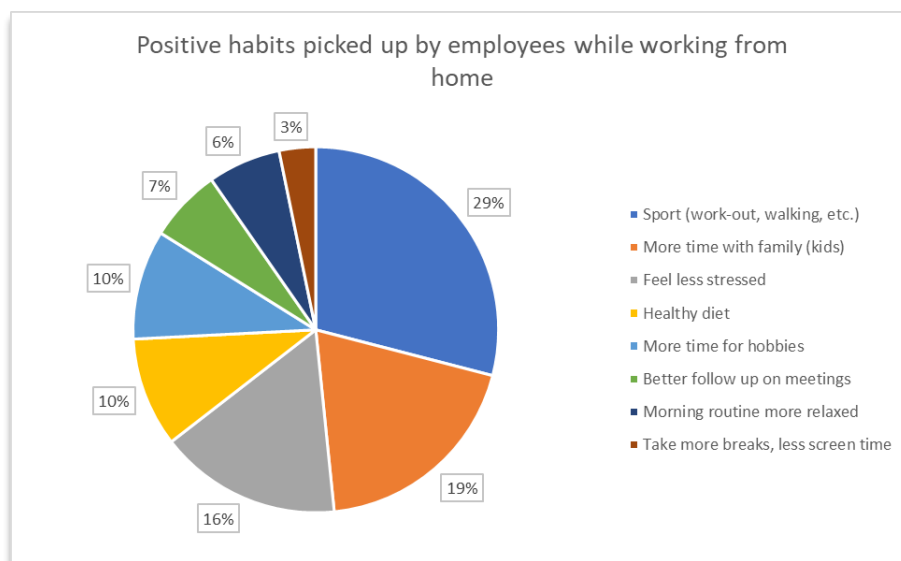


As I stated in the theoretical part of my work, work-life balance is also very important for the well-being of people in general, and Aedifica's employees noticed a positive change in their work-life balance since they started teleworking. Over half (57.1 %) of the employees that responded to my survey have a better work-life balance now and 14 others (33.3 %) stated that they have noticed no change in this aspect of their life. Unfortunately, four employees (9.5 %) did not have the same experience because they noticed a negative change in their work-life balance.



9.3.1 Positive habits

I noticed that, in general, a lot of people picked up positive habits during the pandemic. Increasingly more people started sharing their journey to a healthier lifestyle online and I noticed myself that I took time to do the things I enjoy again, like reading, for example. That is why I also asked the employees of Aedifica if they had noticed anything new in their habits. Twenty-eight employees (66.7 %) have noticed positive changes in their habits while they telework.

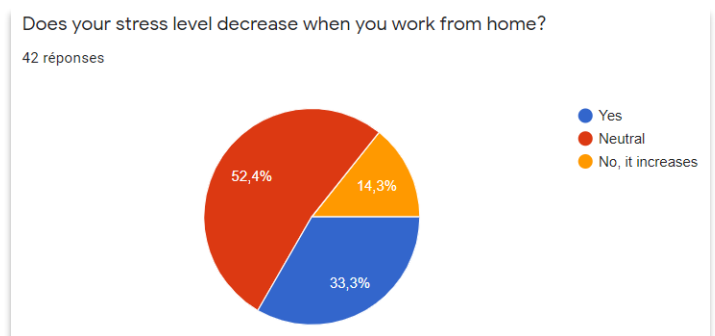
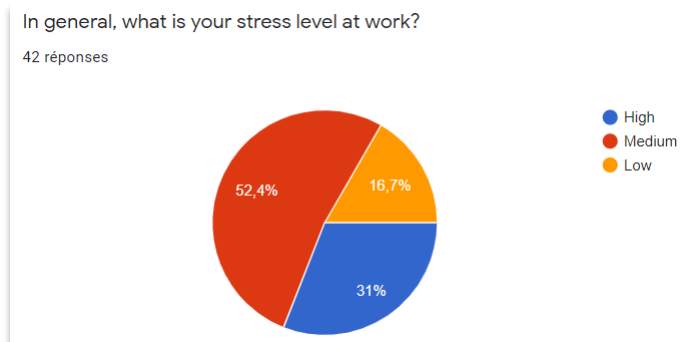


The chart above represents how many times each of these examples was mentioned by the employees in the survey. Giving an example was not mandatory.

9.3.2 Stress

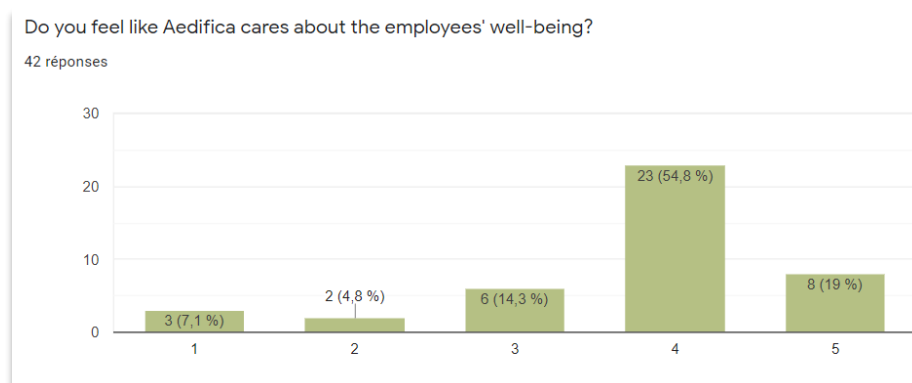
As I mentioned in the part regarding the emotional symptoms of psychosocial hazards, *"stress is the second most prevalent health condition in the workplace"* so, naturally, I had to ask the employees of Aedifica about their experience with stress at work. Twenty-two employees (52.4 %) experience stress at a "medium" level when they are working at the office opposed to seven employees (16.7 %) who feel a low level of stress in that same environment. The rest amounts to 13 employees (31 %) who experience a high level of stress on a daily basis.

Then, I asked if they feel that their stress level decreases when they work from home and 14 employees (33.3 %) actually notice a positive impact on their stress levels since it decreases when they telework, and 22 others (52.4 %) see no difference whether they work from home or at the office. However, 6 employees (14.3 %) notice that their stress levels increase when they work away from the office.



9.4 Aedifica

At the end of the survey, I wanted the employees to be honest and to rate on a scale of 1 to 5 how much they think Aedifica cares about the well-being of its employees. Over half of the employees (54.8 %) gave 4 stars out of 5 and in second place come the 8 people who gave Aedifica 5 stars out of 5 which is a rate of 19 % of employees who think Aedifica cares a lot about its employees' well-being. Six employees (14.3 %) decided to give Aedifica 3 stars, three employees (7.1 %) gave only 1 star out of 5 and finally, two employees (4.8 %) gave 2 stars out of 5.



Most employees (52.4 %) state that their well-being has improved since they started working for Aedifica while 38.1 % of the employees say that their well-being has stayed the same. However, four employees (9.5 %) feel like their well-being is worse since they started working for Aedifica.

In the theoretical part, I mentioned that *"Aedifica's efforts to maintain their employees' positive well-being paid off since the majority would recommend the company as a great place to work for"* and this statement turns out to be true since the majority of employees feel like their well-being has improved since they started working for them.

9.5 Analysis of the results

As you can see in the chart of the disadvantages, the biggest problem people have with teleworking is the lack of informal interactions with their colleagues. Except this is not fundamentally a disadvantage of teleworking, but more an inconvenience that came with quarantine. This means that if it were not for social distancing, there would be very little disadvantages coming with working from home.

Even the other disadvantages that were cited by the employees were directly linked to the pandemic and the fact that they were confined at home, not to teleworking.

Most employees find that the workload increases while teleworking and more than 70 % work over-time. Nevertheless, they still would rather continue teleworking several days a week in the future.

Teleworking had predominantly a very positive impact on the employees' overall well-being and allowed them to enjoy a better work-life balance, for the most part. Having way less commuting time allows people to relax in the morning and gives them time for themselves to go for a run or a walk, read a book, take care of their children, etc.

Even though some employees stated that teleworking did not have a positive impact on their life or that it did not change their life, 40 people out of 42 still voted to continue teleworking in the future. This is a clear statement that the employees of Aedifica see more advantages to teleworking than disadvantages.

10 Difficulties encountered and what I would have done differently

Of course, not everything went perfectly smoothly while I worked on my survey and my end-of-study work. There were a few bumps along the way and there are different aspects that I would do differently if I had the chance.

The very first difficulty I encountered was the lack of motivation. It took me several months to gather the strength to finally get started on my final paper. It was very hard for me to get started since the very concept of an end-of-study work was still abstract to me. I did not know where to start or how to properly write it. In the end, I simply had to force myself and once I got going, it became easier and less stressful.

The second bump on the road is directly linked to the survey I was working on. It took me about three days to perfect it because I always felt like something was missing. In my mind, I only had one shot at this, I could not just send a second survey to all the employees, so it had to be impeccable. Knowing this, I always found it too short, so I tried to really take my time before I sent it out to the whole company.

Regardless of my efforts to make it as complete as possible, there are a few things I noticed afterwards that I would change if I had the opportunity. First of all, I find my questions regarding frequency a bit vague. For example, the first question in the section regarding teleworking (12th question in appendix 1) is a multiple-choice question “How often did you telework before the pandemic?” which you can answer with the following: never, occasionally, often. Except these answers are not really specific. By this I mean that “often” can signify three days a week for someone and twice a month for somebody else. The next question specifies what each answer really means but it is too late since you cannot go back and change your answer on this survey.

While discussing with my promotor, I also realised that asking how far people live from their work would have been a great idea as well as asking how they commute. I think it could really influence their perception of telework because someone living closer to work could see teleworking as less beneficial opposed to someone living thirty minutes away for example.

Another aspect regarding my survey that I would do differently is choosing a better timing to send it out. We decided with the HR Manager to send it to the employees of Aedifica on June 28th, just after a meeting they had regarding a different survey. It is only a bit later that I realised the answers slowly stopped showing up and then, they stopped completely at only 32 responses, which amounted to a participation rate of 44.44 %. The explanation for this is that everybody was going away on vacation, so the timing was not perfect. This participation rate was not ideal for me since I wanted the results to be as accurate as possible, so I asked the HR Manager if it was possible to send a reminder a bit later in July, when everybody came back, to base my paper on more accurate numbers. A reminder was sent out and the rate for participation went up to 58.33 %.

Well-being at work is an issue that is becoming increasingly more important to employers as time goes by. We have discovered that a sense of well-being at work is directly linked to the productivity of companies and that psychosocial risks can cost a lot to employers on the long run.

We have known for a long time now that telework is an option, but it seems that it was not a very common work method in many companies. Employers might have been scared that allowing people to work from their homes would make them more lazy and less productive. We see with this survey that it actually went the opposite way. When employees have the ability to plan their day themselves, they tend to start work earlier and finish later.

To answer the main question of my end-of-study paper, *"To what extent has teleworking had an impact on the well-being of Aedifica's employees?"*, I can say for sure that it had an excellent impact on the employees' well-being. Over half the employees have noticed a positive impact of telework on their work-life balance and most of them have also developed healthy habits on the side.

A home working policy would also enable companies to invest in smaller office premises. I do not think we could ever go back to the way we used to work before. I think teleworking gives us the opportunity to work in a more "human-friendly" way. And for those who do not like working away from the office, it should also always be an option to decide to not telework. It is not because it is good mentally for most people that every single person feels the same way.

The solution of teleworking is a win-win situation for both the employee and the employer.

But the question now is, are the employers ready to finally take that step?

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Art. 2. Chapitre II. Convention Collective de Travail N° 85. November 9, 2005.

Art. 23. Section 2. Chapitre II. *Loi concernant le travail faisable et maniable*. March 5, 2017.

Art. 32/2 § 1 & 2. *Loi relative au bien-être des travailleurs lors de l'exécution de leur travail*. August 4, 1996.

To what extent has teleworking had an impact on the well-being of Aedifica's employees?

Hello everyone!

Being in my last year of a Bachelor's Degree Management Assistant, I decided to do my thesis on the well-being of the employees at Aedifica.

Your responses will be very important for me and will allow me to understand the real impact of telework on well-being.

Aedifica has agreed to the participation of this survey as it will help to get insights into the current attitude towards teleworking.

This survey is completely anonymous and should take you around 3 minutes to finish. Only anonymous results will be handed over to HR.

Thank you very much for your participation!

***Obligatoire**

Questions to target

1. What is your gender? *

Une seule réponse possible.

- ☐ Female
- ☐ Male
- ☐ Autre : _____

2. What is your status? *

Une seule réponse possible.

- ☐ Single
- ☐ Married
- ☐ Divorced
- ☐ Widowed
- ☐ Autre : _____

3. In which age group do you fit? *

Une seule réponse possible.

- ☐ From 20 to 30 years old
- ☐ From 31 to 40 years old
- ☐ From 41 to 50 years old
- ☐ From 51 to 60 years old
- ☐ Over 60 years old

4. Which is your country of employment? *

Une seule réponse possible.

- ☐ Belgium
- ☐ The Netherlands
- ☐ Germany

5. How many people are there in your household? *

Une seule réponse possible.

- ☐ 1
- ☐ 2
- ☐ 3
- ☐ 4
- ☐ 5
- ☐ 6
- ☐ Over 6

6. How many children are there in your household? *

Under 18 years old

Une seule réponse possible.

- ☐ 0
- ☐ 1
- ☐ 2
- ☐ 3
- ☐ 4
- ☐ Over 4

7. Where do you live? *

Une seule réponse possible.

- ☐ House
- ☐ Apartment
- ☐ Loft
- ☐ With parents
- ☐ With parents (only during COVID-19)
- ☐ Autre : _____

Questions regarding your workspace at home

8. Do you have a dedicated workspace at home? *

Une seule réponse possible.

- ☐ Yes
- ☐ No

9. Would you say there are things or people that disturb your work while working from home? *

Noisy neighborhood, toddlers, pets, etc.

Une seule réponse possible.

- ☐ Yes, it interferes with my work often
- ☐ Yes, but it is tolerable
- ☐ No, nothing disturbs my work

10. Do you have all the necessary material to work from home? (IT equipment, access to files, etc.) *

Une seule réponse possible.

- ☐ Yes
- ☐ No

11. How would you rate your Internet connection? *

Une seule réponse possible.

	1	2	3	4	5	
Terrible	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Perfect

Questions regarding teleworking

12. How often did you telework before the pandemic? *

Une seule réponse possible.

- ☐ Never
- ☐ Occasionally
- ☐ Often

13. How often do you come at the office during the pandemic? *

Une seule réponse possible.

- ☐ Never
- ☐ Occasionally (less than twice per month)
- ☐ Sometimes (once per week)
- ☐ Often (more than twice per week)
- ☐ Everyday

14. Have special measures been put in place by Aedifica to facilitate working from home? *

Une seule réponse possible.

- ☐ Yes
- ☐ No

15. Could you give an example?

16. Do you have more contact with your manager while working from home? *

Une seule réponse possible.

- ☐ Yes
- ☐ Neutral
- ☐ No

17. Do you find it harder to reach colleagues while working from home? *

Une seule réponse possible.

- ☐ Yes
- ☐ Neutral
- ☐ No

18. Do you find that the workload increases with telework? *

Une seule réponse possible.

- ☐ Yes
- ☐ A little bit
- ☐ Not really
- ☐ Not at all

19. Do you work outside of working hours more often while working from home? *

Une seule réponse possible.

- ☐ Yes
- ☐ Neutral
- ☐ No

20. How easy are the tools to work from home? *

Une seule réponse possible.

I can't use them efficiently ☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 I have no problem with these tools

21. What is the biggest advantage of working from home according to you? *

22. What is the biggest disadvantage of working from home according to you? *

23. Would you see yourself working from home in the future? *

Une seule réponse possible.

☐ Yes

☐ No *Passer à la question 25*

Section sans titre

24. How often would you see yourself working from home? *

Une seule réponse possible.

1 2 3 4 5

1 day/week ☐ ☐ ☐ ☐ ☐ 5 days/week

Questions regarding your well-being

25. How would you rate your current well-being on a scale of 1 to 10? *

Une seule réponse possible.

[illegible]

26. How has your well-being evolved in the past year? *

Une seule réponse possible.

- ☐ It has improved
- ☐ It stayed the same
- ☐ It has worsened

27. Would you say teleworking had a positive impact on your life? *

Une seule réponse possible.

- ☐ Yes
- ☐ Neutral
- ☐ No

28. Have you noticed a positive change in your habits while working from home? *

Une seule réponse possible.

- ☐ Yes
- ☐ No

29. Could you give an example?

30. In general, what is your stress level at work? *

Une seule réponse possible.

- ☐ High
- ☐ Medium
- ☐ Low

31. Does your stress level decrease when you work from home? *

Une seule réponse possible.

- ☐ Yes
☐ Neutral
☐ No, it increases

32. Have you noticed a change in your work-life balance? *

Une seule réponse possible.

- ☐ Yes, a positive change
☐ Yes, a negative change
☐ No

33. Do you feel like Aedifica cares about the employees' well-being? *

Une seule réponse possible.

	1	2	3	4	5	
Not really	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Yes, very much

34. How would you say your well-being has evolved since you started working for Aedifica? *

Une seule réponse possible.

- ☐ It has improved
☐ It stayed the same
☐ It has worsened

Section sans titre

35. Would you like to leave a comment?
