



# YOUR OPINION

BESIX ENGAGEMENT SURVEY

# INSPIRE TO IMPROVE



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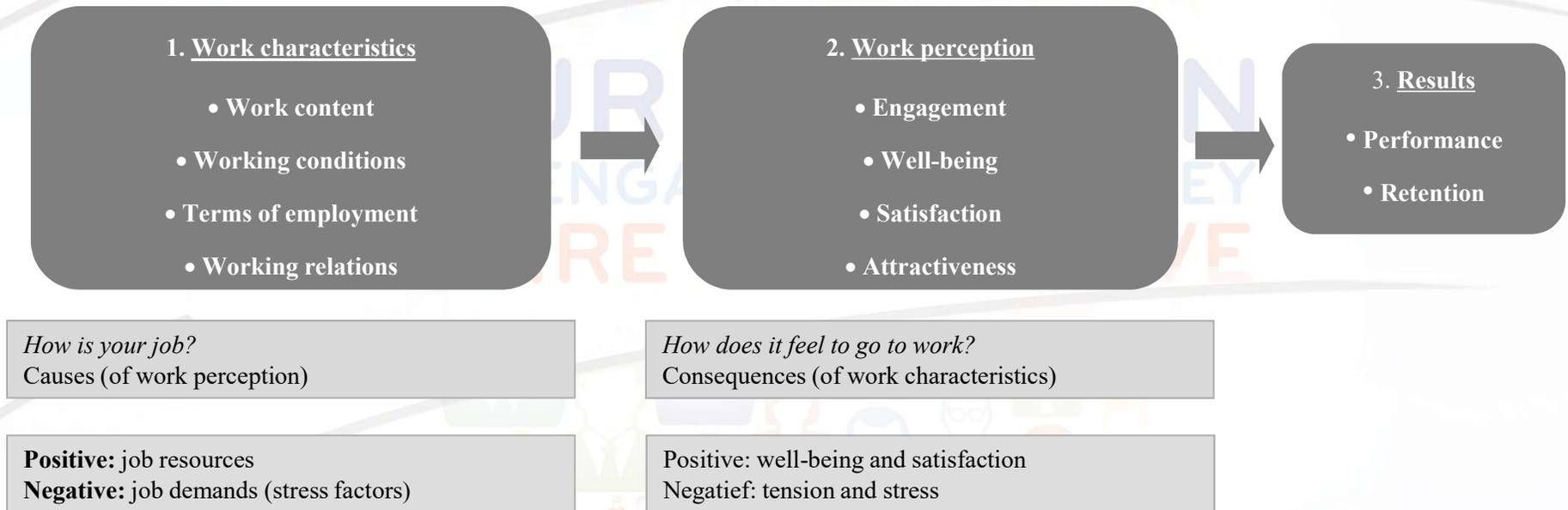
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# 1. The research model

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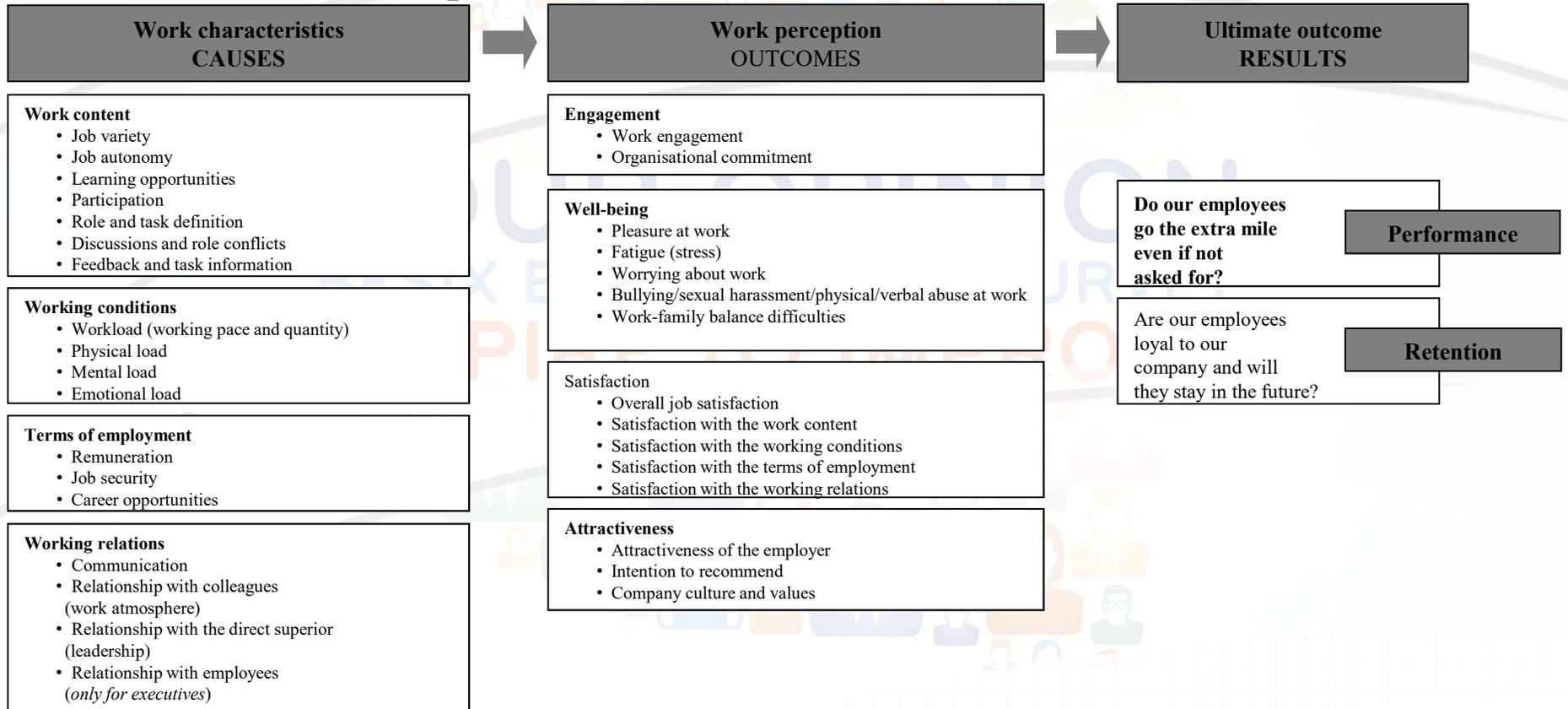
# 1. The research model

## 1.1. Three dimensions of the research model



# 1. The research model

## 1.2. Components of the research model



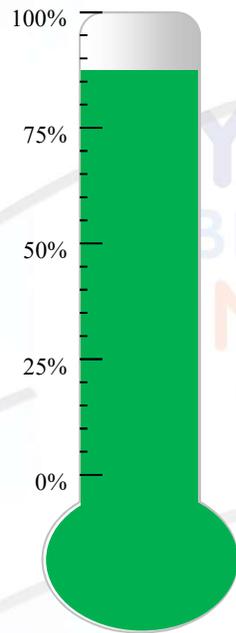


## 2. Response behaviour

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BESIX ENGAGEMENT SURVEY  
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## 2. Response behaviour



- High response (=high level of survey-commitment)
  - iNostix-standard = 70%
- Results are representative for gender, age, seniority, executive function, employee category and entity

## 3. Summary: overall results

- 3.1. Summary table
- 3.2. The scores on the 'ultimate outcome' with the iNostix benchmark
- 3.3. The scores on 'work perception' with the iNostix benchmark
- 3.4. The six outcomes by department, with the iNostix benchmark
- 3.5. Module leadership (trust, relationship and style)
- 3.6. Leadership dimensions by department
- 3.7. Top conclusions of the research



### 3. Summary: overall results

#### 3.1. Summary table

WORK CHARACTERISTICS		WORK PERCEPTION		ULTIMATE OUTCOME	
<b>WORK CONTENT</b>	6,47	<b>ENGAGEMENT</b>	6,79	<b>PERFORMANCE</b>	
Job variety	6,65	Work engagement	6,88	Do our employees go the extra mile even if not asked for?	7,53
Job autonomy	6,30	Organisational commitment	6,70		
Learning opportunities*	6,26				
Participation	5,81	<b>WELL-BEING</b>	5,76	<b>RETENTION</b>	
Role and task definition	7,01	Pleasure at work	7,25	Are our employees loyal to our company and will the stay in the future?	7,52
Discussions and role conflicts	2,47	Stress/fatigue	4,64		
Feedback and task information	5,70	Worrying about work	5,15		
		Work-family balance difficulties	4,41		
<b>WORKING CONDITIONS</b>	5,07	Physical abuse?***	2,5%		
Workload (working pace/load)*	6,44	Verbal abuse?***	33,4%		
Physical load	1,95	Sexual harassment?***	1,4%		
Mental load	7,96	Bullying?***	14,8%		
Emotional load	3,37				
		<b>SATISFACTION</b>	6,35		
<b>TERMS OF EMPLOYMENT</b>	5,60	Overall job satisfaction	6,89		
Remuneration	4,60	Satisfaction with the work content	6,80		
Job security	6,84	Satisfaction with the working conditions	5,72		
Career opportunities	5,35	Satisfaction with the terms of employment	5,40		
		Satisfaction with the working relations	7,48		
<b>WORKING RELATIONS</b>	6,24				
Communication	5,23	<b>ATTRACTIVENESS</b>	7,00		
Relationship with colleagues	7,02	Attractiveness of the employer	7,11		
Relationship with the direct superior (leadership)	6,48	Intention to recommend	7,38		
Relationship with employees	7,53	Company culture and values	6,52		
<i>(only for executives)</i>					

Positively worded indices::

red: ≤ 4,99/10

orange: ≥ 5/10 en ≤ 5,99/10

green: ≥ 6/10

Negatively worded indices:

green: ≤ 4/10

orange: ≥ 4,01/10 en ≤ 5/10

red: ≥ 5,01/10

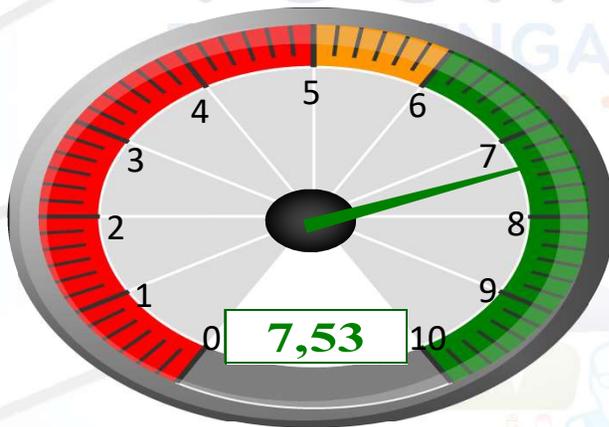
\*A positive feature (eg. learning opportunities), should be scoring high. A negative feature (eg. workload) must be scoring low.

\*\* "Bullying in the workplace, sexual harassment and physical/verbal abuse at work": % is the sum of 'sometimes'-'often'-'always'.

### 3. Summary

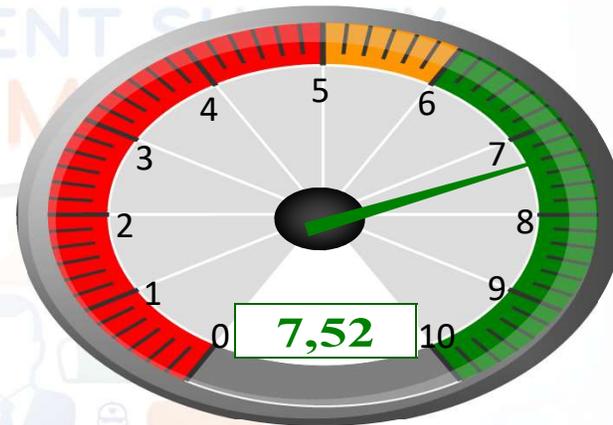
#### 3.2. The scores on the 'ultimate outcome' with the iNostix benchmark

**Performance**  
Do our employees go the extra mile even if not asked for?



**6,94** \*

**Retention**  
Are our employees loyal to our company and will they stay in the future?



**7,23** \*

Legend: red:  $\leq 4,99/10$ //orange:  $\geq 5/10$  en  $\leq 5,99/10$ //green:  $\geq 6/10$

\* iNostix Benchmark (n=62.732)

### 3. Summary

#### 3.3. The scores on 'work perception' with the iNostix benchmark



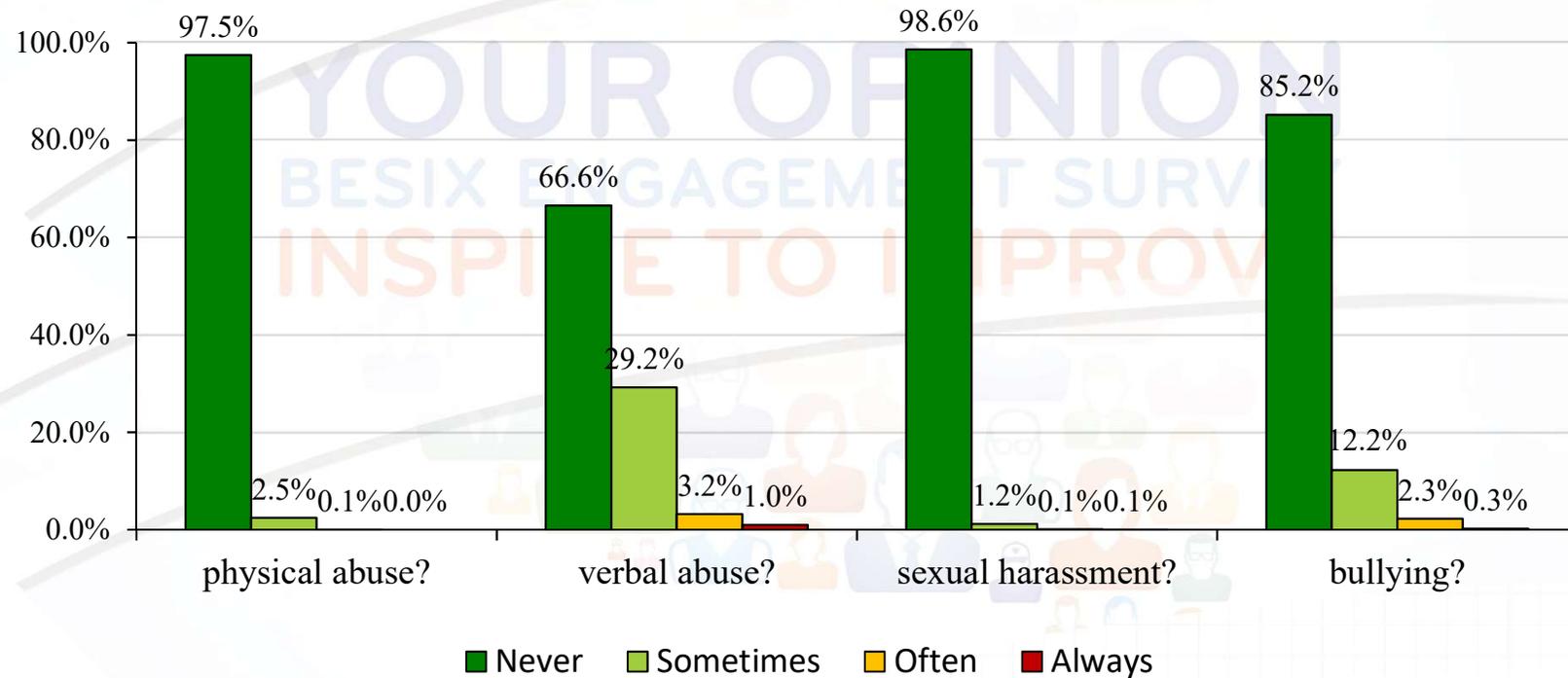
Legend: red:  $\leq 4,99/10$ //orange:  $\geq 5/10$  en  $\leq 5,99/10$ //green:  $\geq 6/10$

\* iNostix Benchmark (n=62.732)



## Unwanted behavior at work Work perception - well-being

Have you experienced any of the following in the workplace in the last 12 months...



### BESIX 3. Summary

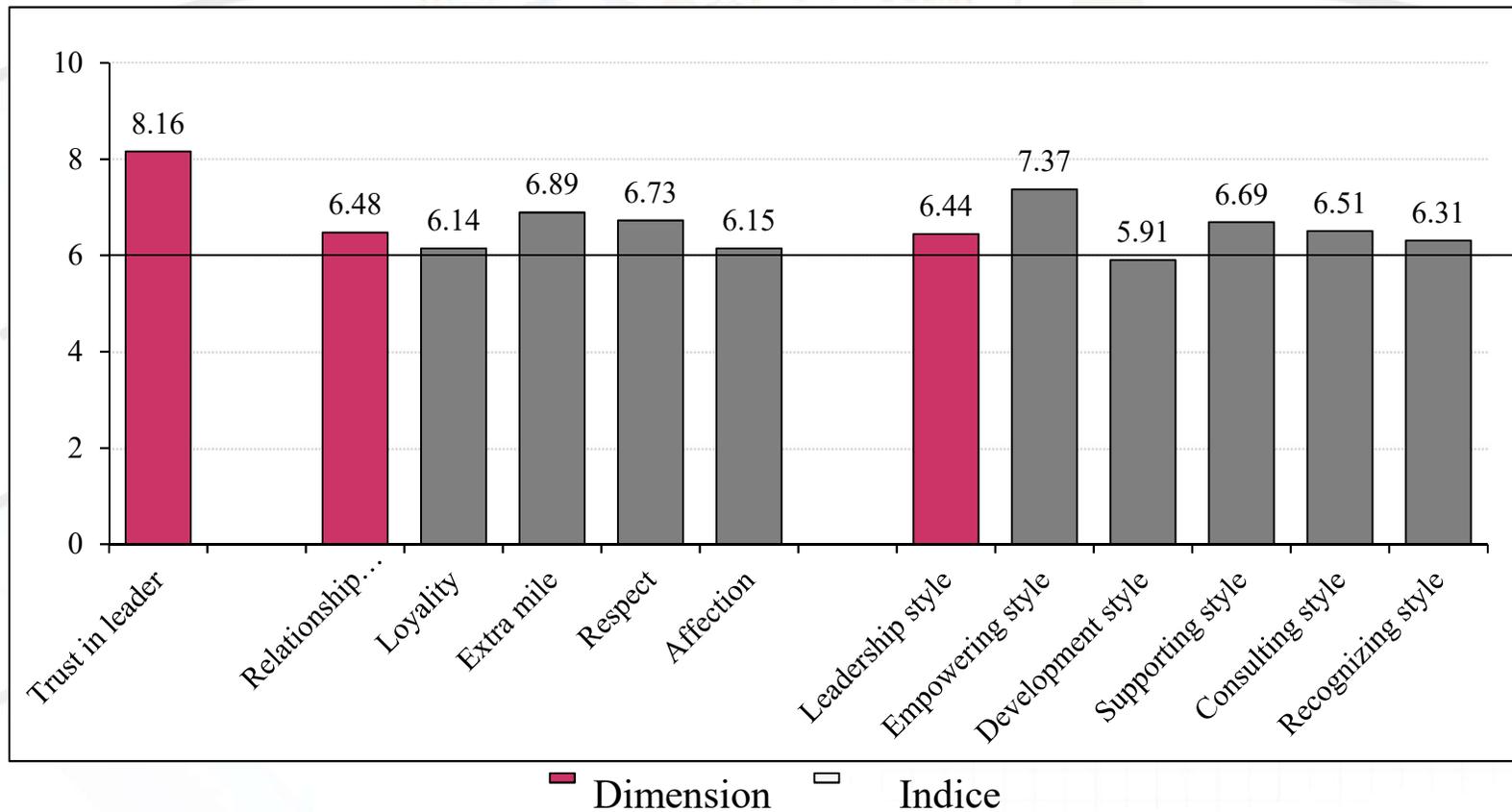
#### 3.4. Six outcomes by department, with the iNostix benchmark

Dimension	iNostix Benchmark (n=62.732)	Global mean BESIX	Department (by survey)												
			BESIX (entity)	BESIX Park	BESIX R.E.D/SGT	Cobelba	Franki Found.	Jacques Delens	Lux TP	Sanotec	Six Constr.	Socog.	Vanhout	West Constr.	Wust
Engagement	6,04	6,79	6,71	6,43	6,59	7,02	7,04	7,24	7,14	6,43	6,59	7,40	7,08	6,82	6,79
Well-being	6,90	5,76	5,98	7,10	5,84	6,55	5,93	6,16	6,05	6,10	4,90	6,40	6,13	5,86	5,79
Satisfaction	6,74	6,35	6,41	6,48	5,95	6,79	6,42	6,82	6,36	6,07	5,87	6,82	7,03	6,74	6,39
Attractiveness	6,69	7,00	7,08	6,63	6,39	6,84	6,65	7,54	7,26	5,61	6,73	7,56	7,77	6,85	6,90
Performance	6,94	7,53	7,43	7,08	7,84	8,17	7,46	7,67	7,99	7,12	7,67	7,71	7,43	7,75	7,32
Retention	7,23	7,52	7,58	8,33	6,73	7,36	7,87	8,11	8,20	6,57	6,72	8,84	8,56	7,57	7,54

Legend: red:  $\leq 4,99/10$  // orange:  $\geq 5/10$  en  $\leq 5,99/10$  // green:  $\geq 6/10$

### 3. Summary

#### 3.5. Module leadership (trust, relationship and style)





### 3. Summary

#### 3.6. Leadership dimension by department

Dimension	Global mean BESIX	Department (by survey)													
		BESIX (entity)	BESIX Park	BESIX R.E.D./SGT	Cobelba	Franki Found.	Jacques Delens	Lux TP	Sanotec	Six Constr.	Socog.	Vanhout	West Constr.	Wust	
Trust in leader	8,16	8,15	8,10	7,84	8,55	8,40	8,46	8,20	8,06	8,15	8,20	7,76	8,28	8,14	
Relationship with leader	6,48	6,35	6,49	6,03	6,84	6,74	6,59	6,81	5,94	6,44	6,68	6,86	6,72	6,47	
Leadership style	6,44	6,32	6,46	6,08	6,94	6,71	6,65	6,81	5,98	6,37	6,70	6,80	6,65	6,37	
Relationship with direct supervisor (iNostix indice)	6,48	6,29	6,26	5,45	7,16	6,26	6,86	6,96	5,75	6,54	6,97	6,70	6,86	6,40	

Legend: red:  $\leq 4,99/10$ //orange:  $\geq 5/10$  en  $\leq 5,99/10$ //green:  $\geq 6/10$



## 3. Summary

### 3.7. Top conclusions of the research

#### Strengths

- High level of survey-commitment: 87,0%
- **Engagement, Satisfaction & Attractiveness:** very high scores!
- **Performance & Retention:** very high scores!
- Notable high scores compared to the iNostix benchmark: career opportunities, participation, learning opportunities (= important drivers of engagement) and organisational commitment
- Leadership: very high scores!

#### Concerns

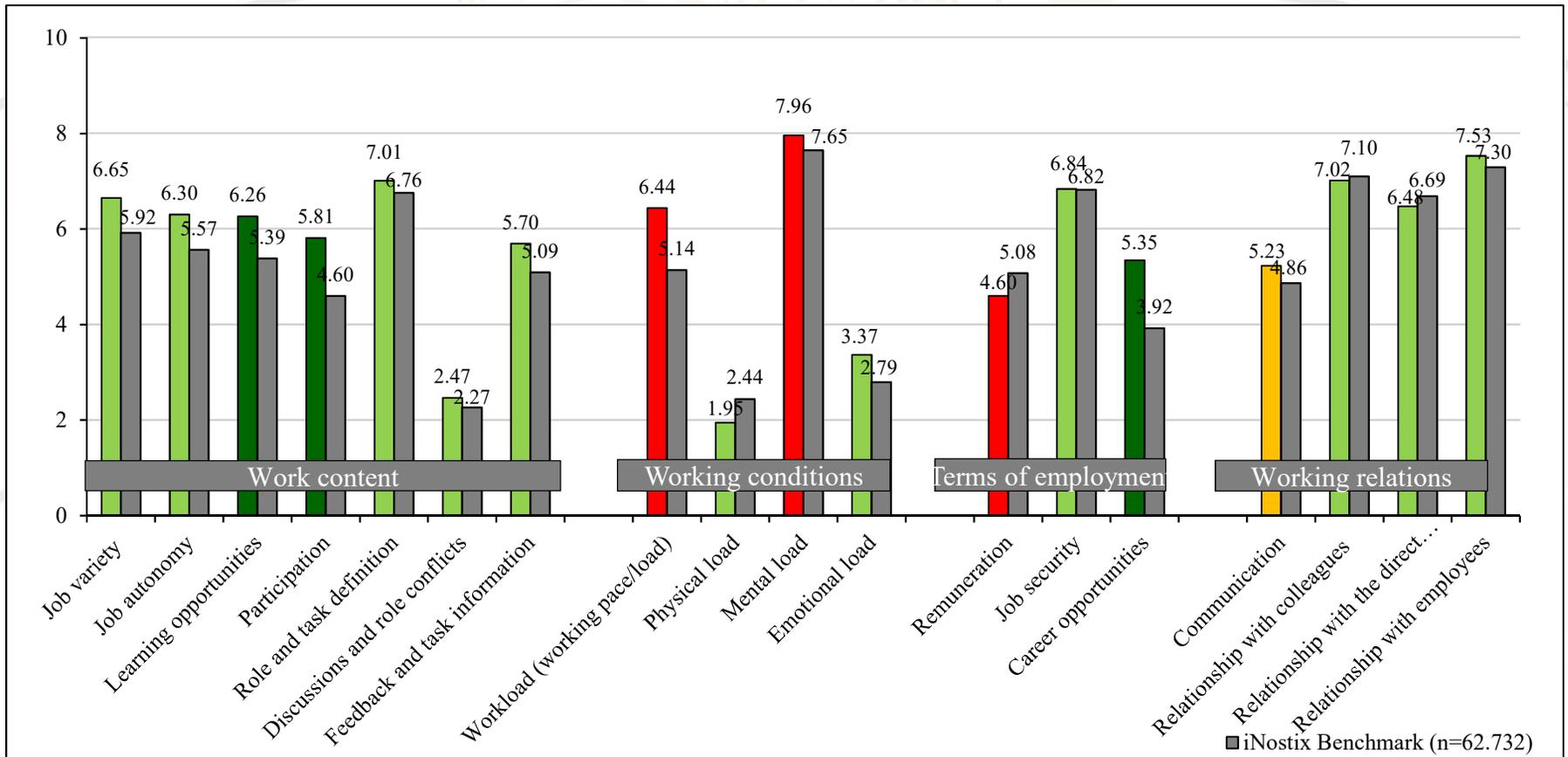
- Workload (has an important impact on well-being)
- Worrying about work
- Mental load
- Remuneration (has an important impact on satisfaction, attractiveness and retention)
- Notable low scores compared to the iNostix benchmark: workload (= important driver of well-being), worrying about work, work-family balance difficulties, satisfaction with working conditions and stress/fatigue

## 4. Results of the engagement survey

- 4.1. The indices compared to the iNostix benchmark
- 4.2. Typology work perception: pleasure and stress at work with the iNostix benchmark
- 4.3. Engagement: profile of the employees with the iNostix benchmark
- 4.4. Analysis of commitment with the iNostix benchmark
- 4.5. Intention to recommend with the iNostix benchmark
- 4.6. Priority analysis for : engagement, well-being, satisfaction, attractiveness, performance and retention

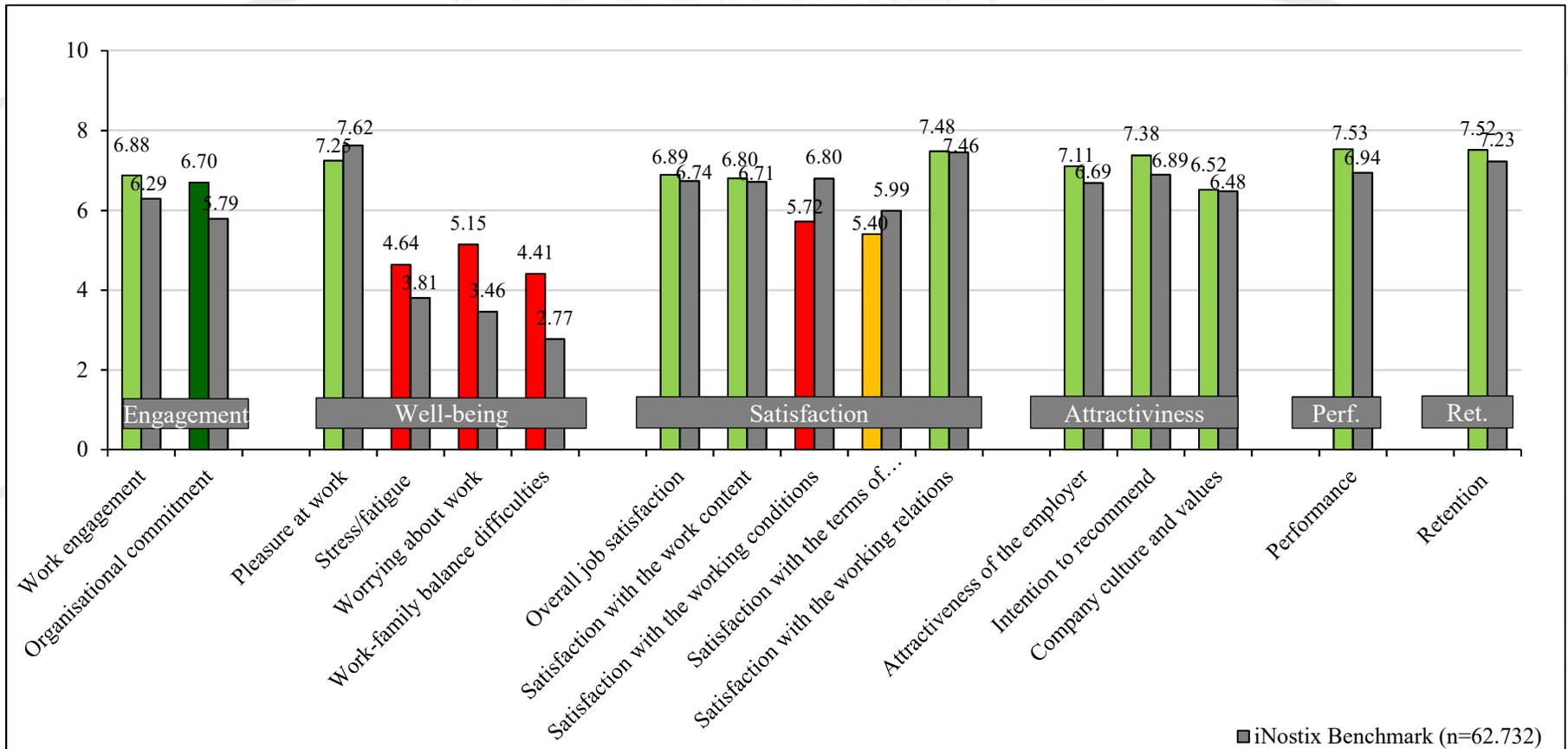
## 4. Results of the engagement survey

### 4.1. The indices compared with the iNostix benchmark (1/2)



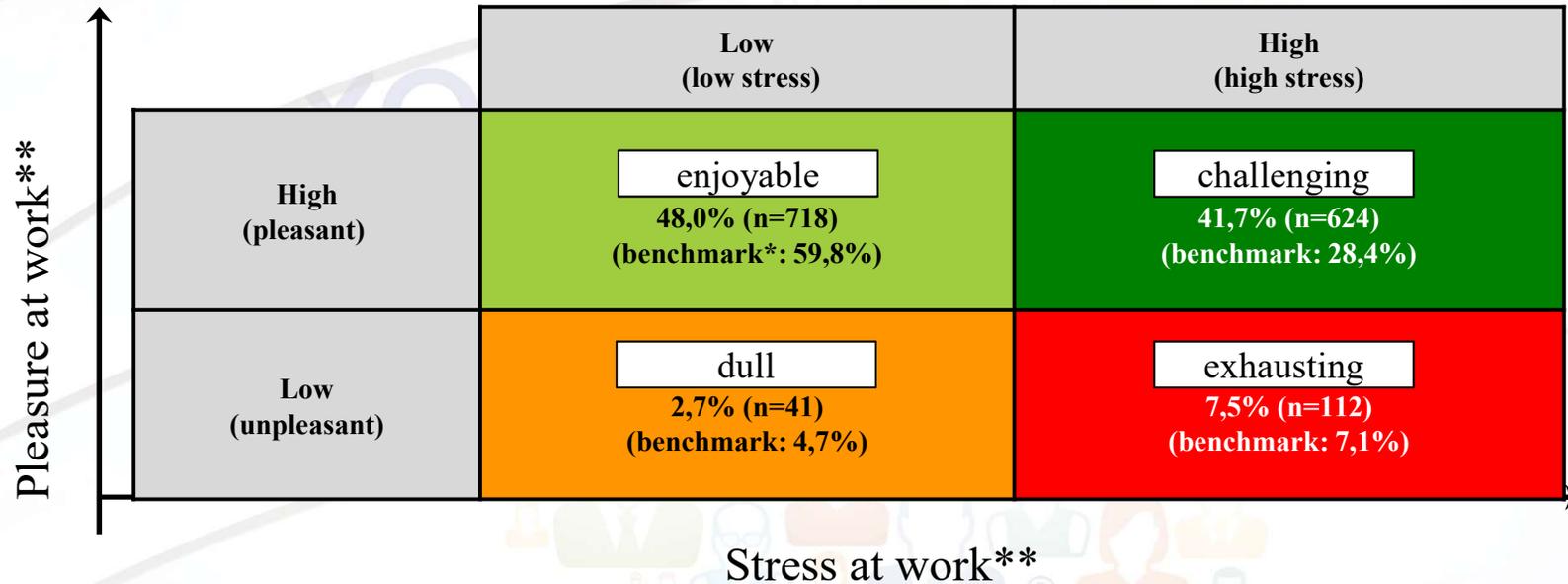
## 4. Results of the engagement survey

### 4.1. The indices compared with the iNostix benchmark (2/2)



#### 4. Results of the engagement survey

##### 4.2. Typology ‘work perception’: pleasure and stress at work with the iNostix benchmark



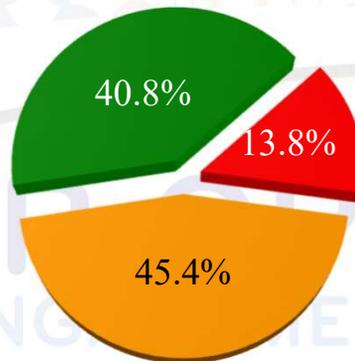
\* iNostix Benchmark (n=62.732)

\*\*Neutral scale "5" as cut-off point

A score below 5/10 is considered as a ‘low’ score, a score above 5/10 is considered as a ‘high’ score.

## 4. Results of the engagement survey

### 4.3. Engagement: profile of the employees with the iNostix benchmark



- Dissatisfied (<5/10)
- Satisfied (5-7,5/10)
- Engaged (>7,5/10)

#### **Dissatisfied**

*Low level of engagement*

- Low performance
- Have less pleasure at work
- Have high intention to quit
- Corrective action is required

22,4%\*

#### **Satisfied**

*Average level of engagement*

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

51,7%\*

#### **Engaged**

*High level of engagement*

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

25,9%\*

\* iNostix Benchmark  
(n=62.732)

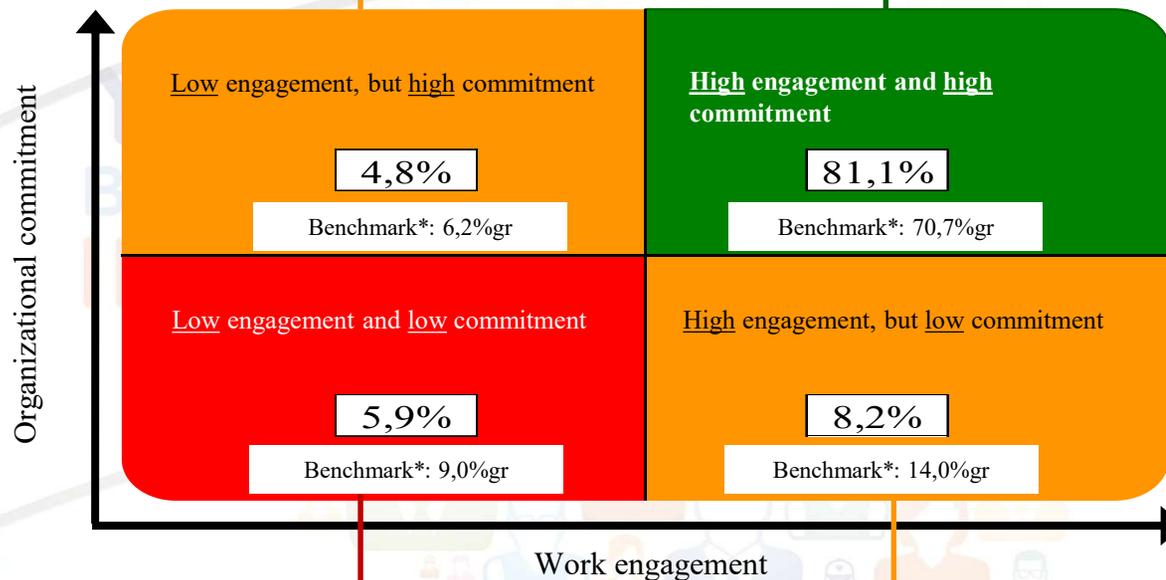


## 4. Results of the engagement survey

### 4.4. Analysis of commitment with the iNostix benchmark

In some cases, employees like to work for an organisation because it's a nice environment, they are well paid although their work is not challenging. These 'golden cages' are not the best environments for innovation and commitment.

These employees are leading. They are early adopters when change occurs and they help the organisation achieve better results.



Automatic pilot employees. Mentally already retired.

These employees love to do their job but they have no particular loyalty towards you as an employer.

\* iNostix Benchmark  
(n=62.732)

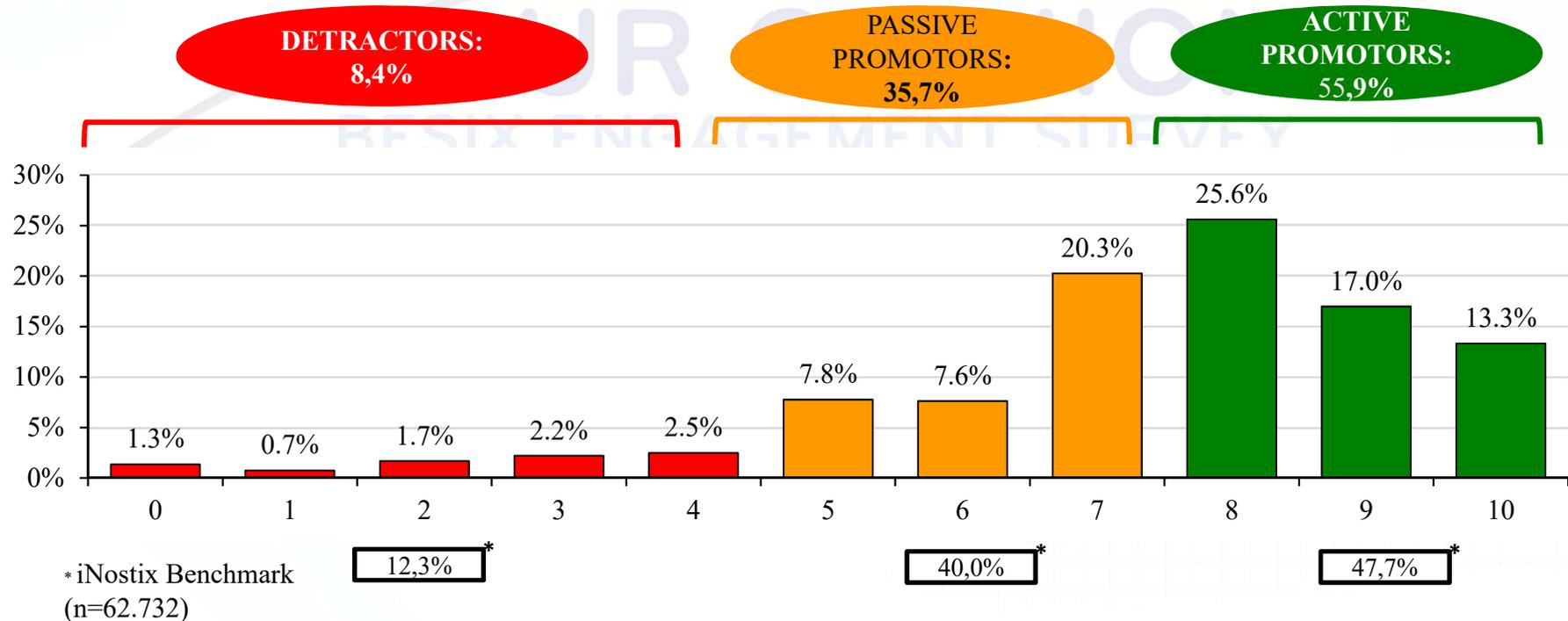


## 4. Results of the engagement survey

### 4.5. Intention to recommend with the iNostix benchmark

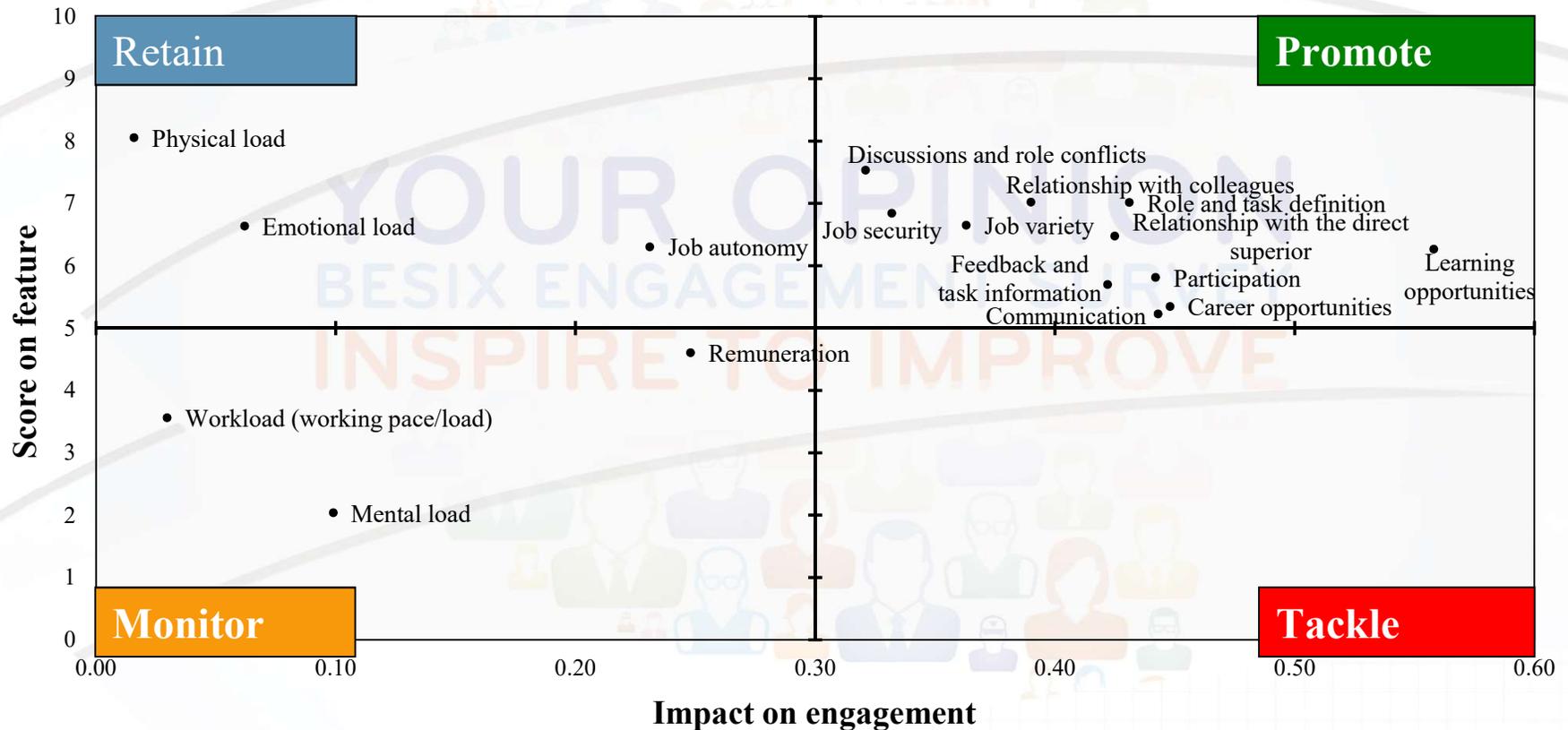
Based on your experience with this employer, how likely are you to recommend your organization to friends or acquaintances currently looking for work? Please rate on a scale from 0 to 10, with 0 being "highly unlikely" and 10 being "highly likely".

Intention to recommend	
Mean (/10)	7,38
Median (/10)	8,00
Standard deviation	2,07



## 4. Results of the engagement survey

### 4.6. Priority analysis 1: Engagement

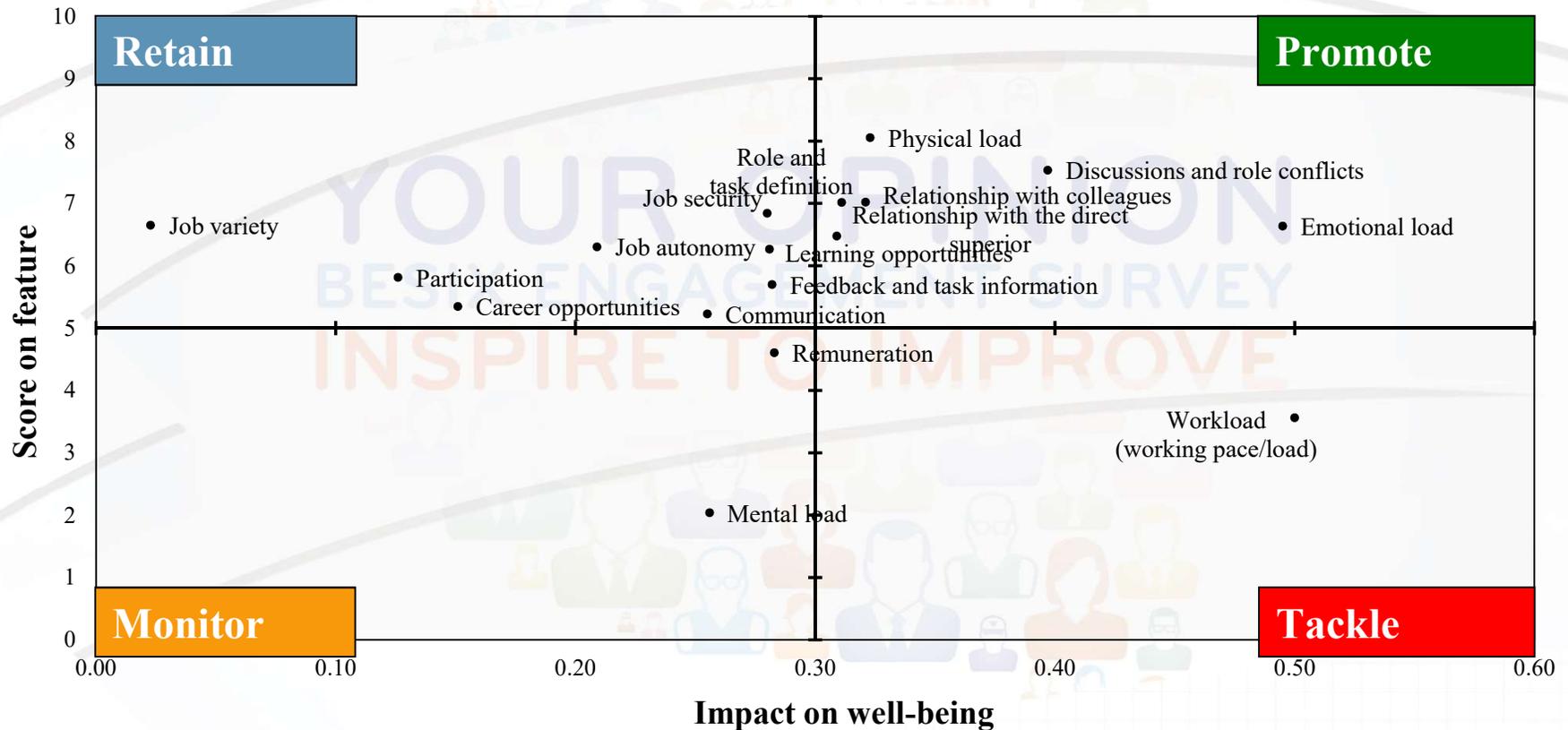


\* = the score on this index was reversed



## 4. Results of the engagement survey

### 4.6. Priority analysis 2: Well-being

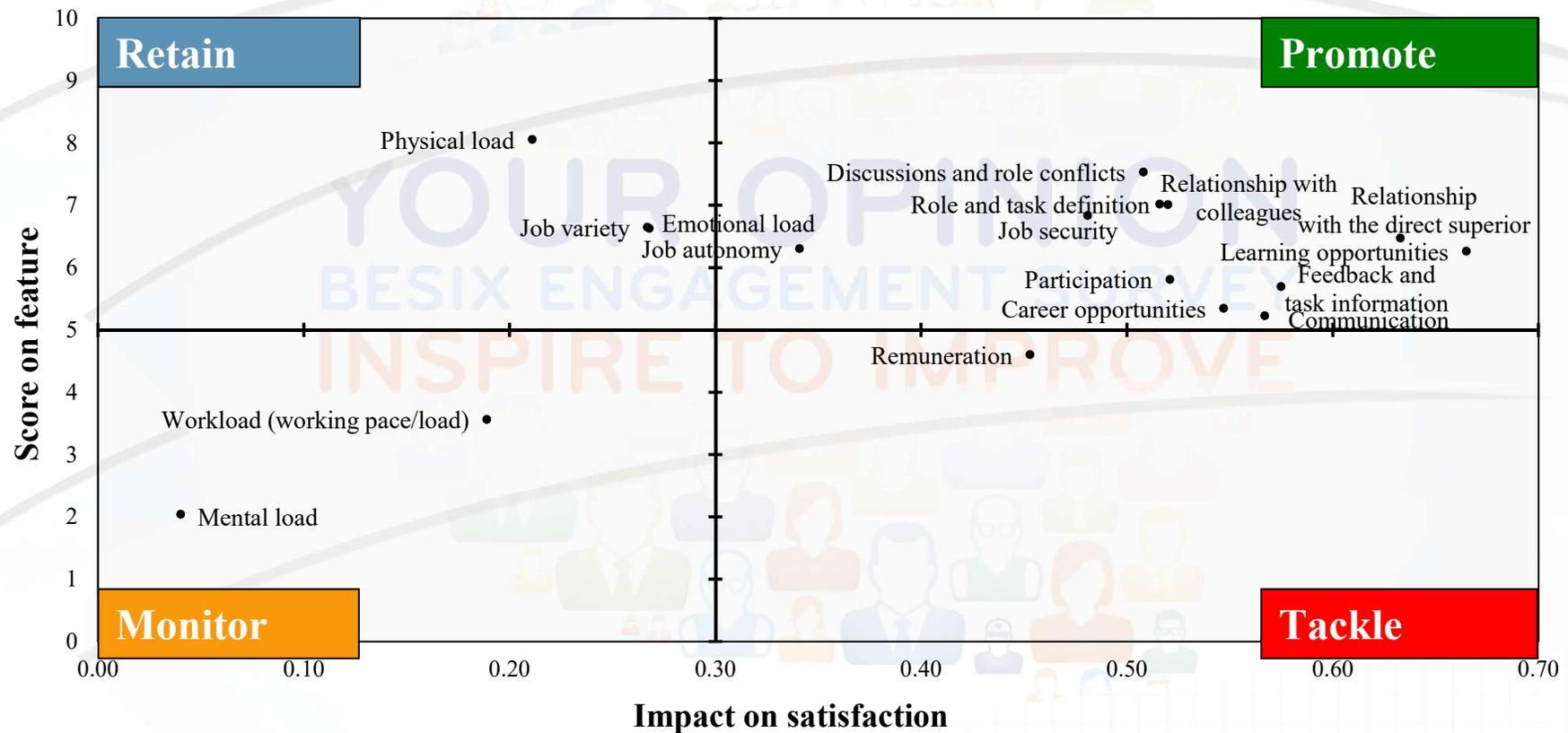


\* = the score on this index was reversed



## 4. Results of the engagement survey

### 4.6. Priority analysis 3: Satisfaction

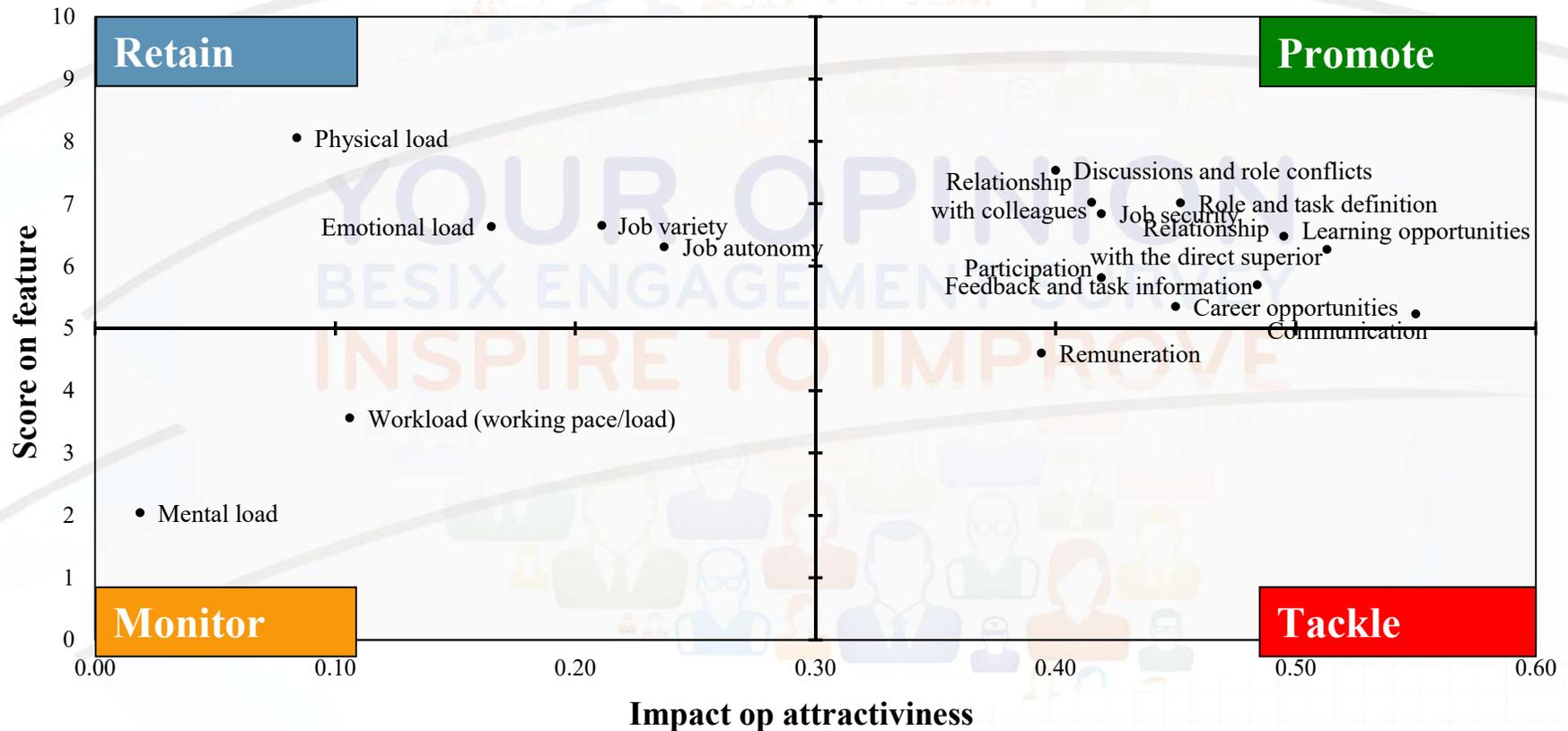


\* = the score on this index was reversed



## 4. Results of the engagement survey

### 4.6. Priority analysis 4: Attractiveness

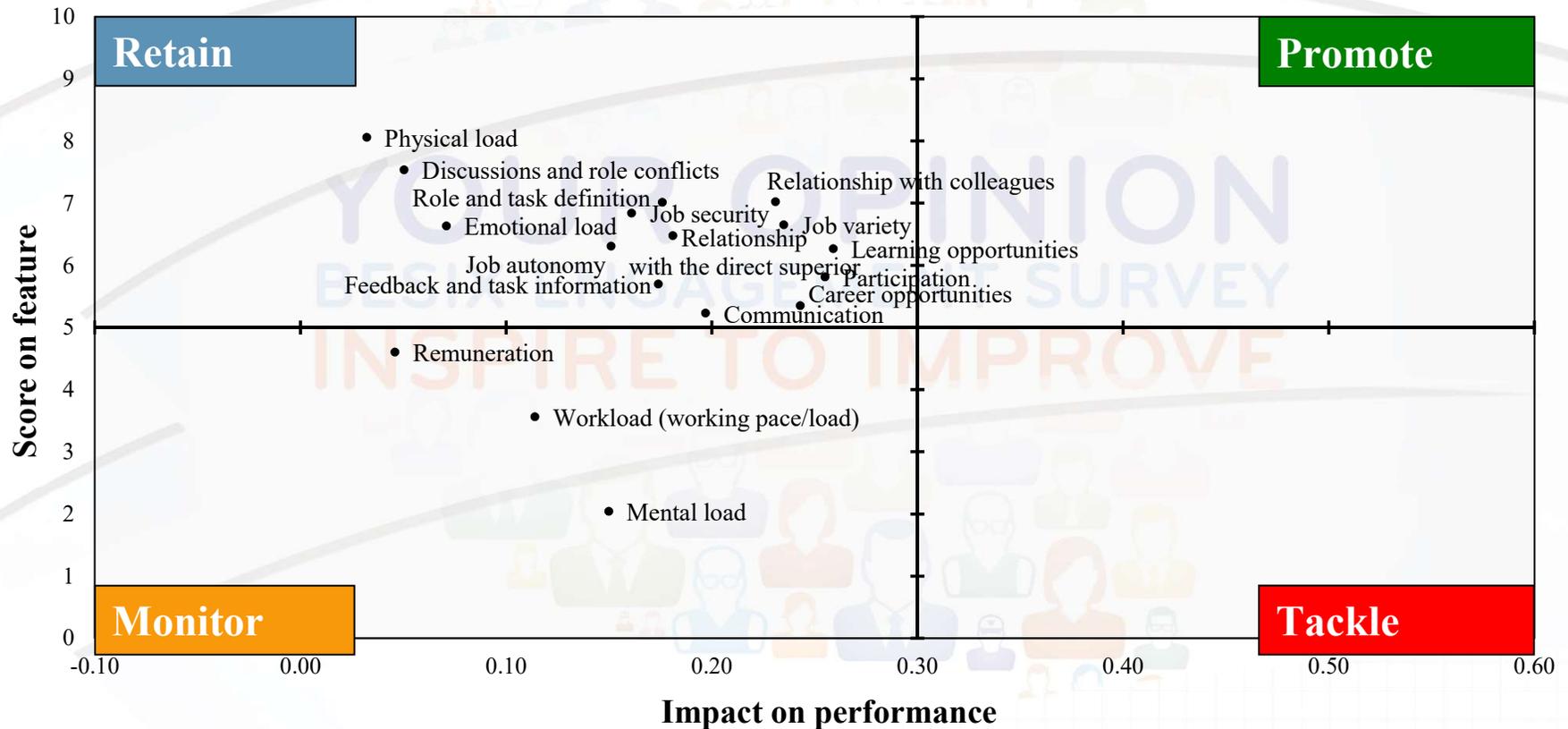


\* = the score on this index was reversed



## 4. Results of the engagement survey

### 4.6. Priority analysis 5: Performance

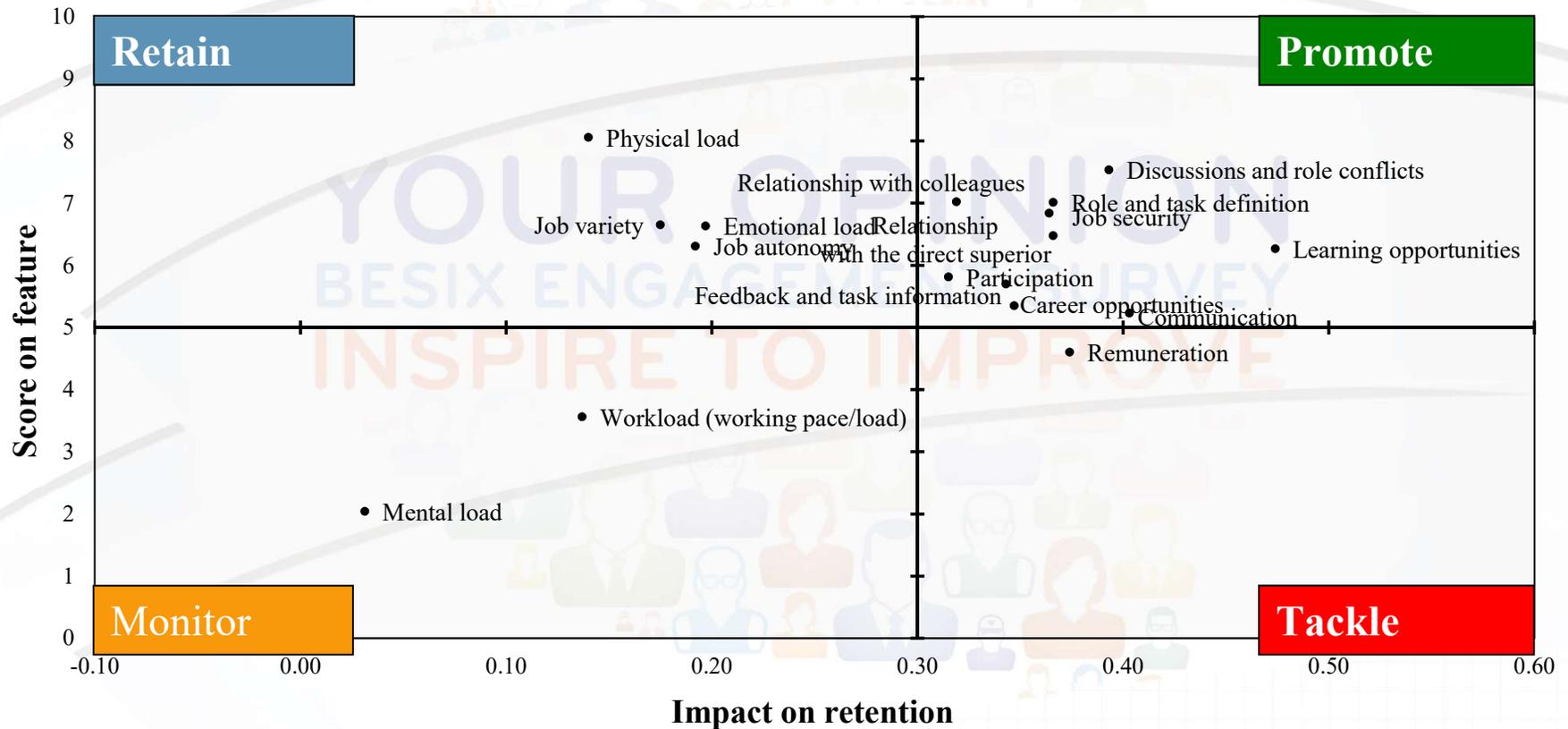


\* = the score on this index was reversed



## 4. Results of the engagement survey

### 4.6. Priority analysis 6: Retention



\* = the score on this index was reversed

## 5. Conclusions

5.1. Strengths

5.2. Points for concerns



## 5. Conclusions

### 5.1. Strengths (3/3)

#### Retain and Promote!

- Notable high scores compared to the iNostix benchmark:

<u>Indice</u>	<u>BESIX</u> <u>Score</u>	<u>Benchmark</u>	<u>Difference</u>
Career opportunities	5,35	3,92	+14,23%
Participation	5,81	4,60	+12,14%
Organisational commitment	6,70	5,79	+9,10%
Learning opportunities	6,26	5,39	+8,77%

## 5. Conclusions

### 5.1. Strengths (1/3)

#### Retain and Promote!

- Very good scores for work perception and ultimate outcome
  - Work engagement 6,88/10
  - Pleasure at work 7,25/10
  - Overall job satisfaction 6,89/10
  - Satisfaction with work content 6,80/10
  - Satisfaction with working relations 7,48/10
  - Attractiveness of the employer 7,11/10
  - Intention to recommend 7,38/10
  - Performance 7,53/10
  - Retention 7,52/10



## 5. Conclusions

### 5.1. Strengths (2/3)

#### Retain and Promote!

- Very good scores for the following work characteristics:
  - Role and task definition 7,01/10
  - Discussions and role conflicts 2,47/10
  - Physical load 1,95/10
  - Job security 6,84/10
  - Relationship with colleagues 7,02/10
  - Relationship with employees 7,53/10



## 5. Conclusions

### 5.2. Points for concern

### Monitor and Tackle!

- Points to note for work characteristics:
  - Workload 6,44/10
  - Mental load 7,96/10
  - Remuneration 4,60/10
  - Worrying about work 5,15/10

<u>Indice</u>	<u>BESIX</u> <u>Score</u>	<u>Benchmark</u>	<u>Difference</u>
Worrying about work	5,15	3,46	+16,85%
Work-family balance difficulties	4,41	2,77	+16,36%
Workload	6,44	5,14	+12,99%
Satisfaction with working conditions	5,72	6,80	-10,82%
Stress/fatigue	4,64	3,81	+8,31%

## 6. Recommendations

6.1. Recommendations for communication: results and action

6.2. ACTIONS



## 6. Recommendations

### 6.1. Recommendations for communication: results and actions

SEEING HIGH PARTICIPATION NEED TO GIVE CLEAR AND DIRECT FEEDBACK

KEEPING THIS SCORE WOULD BE AN ACHIEVEMENT OVER TIME

REINFORCE WHAT IS GIVING GOOD SCORES

ANALYSIS PER DEPARTMENT REMAINS NEEDED FOR LOCAL ACTION POINTS

**•EXECUTIVE / MANAGEMENT BOARD LEVEL**

**WE WANT TO KEEP HIGH SCORE ON RETENTION AND PERFORMANCE**

3 actions

**EVERY MANAGER SHOULD HAVE ENGAGEMENT as an OBJECTIVE**

**EVERY DEPARTMENT/REGION/COMPANY MUST INTRODUCE A 2-YEAR  
PLAN ON ENGAGEMENT**

**COMPANY WILL LAUNCH GROUP CAMPAIGN on RESPECT. ANY FORM OF  
ABUSE MUST BE CONSIDERED AS NOT ACCEPTABLE.**