

“YOUR OPINION AT BESIX”

Employee survey



Dr. Jeroen Delmotte
Anneleen De Ridder
July 2015



Table of contents

1. The research model	3
2. Response behaviour	6
3. Summary: overall results	17
4. Results of the engagement survey	32
5. Extra questions	56
6. Open questions	71
7. Appendices	74



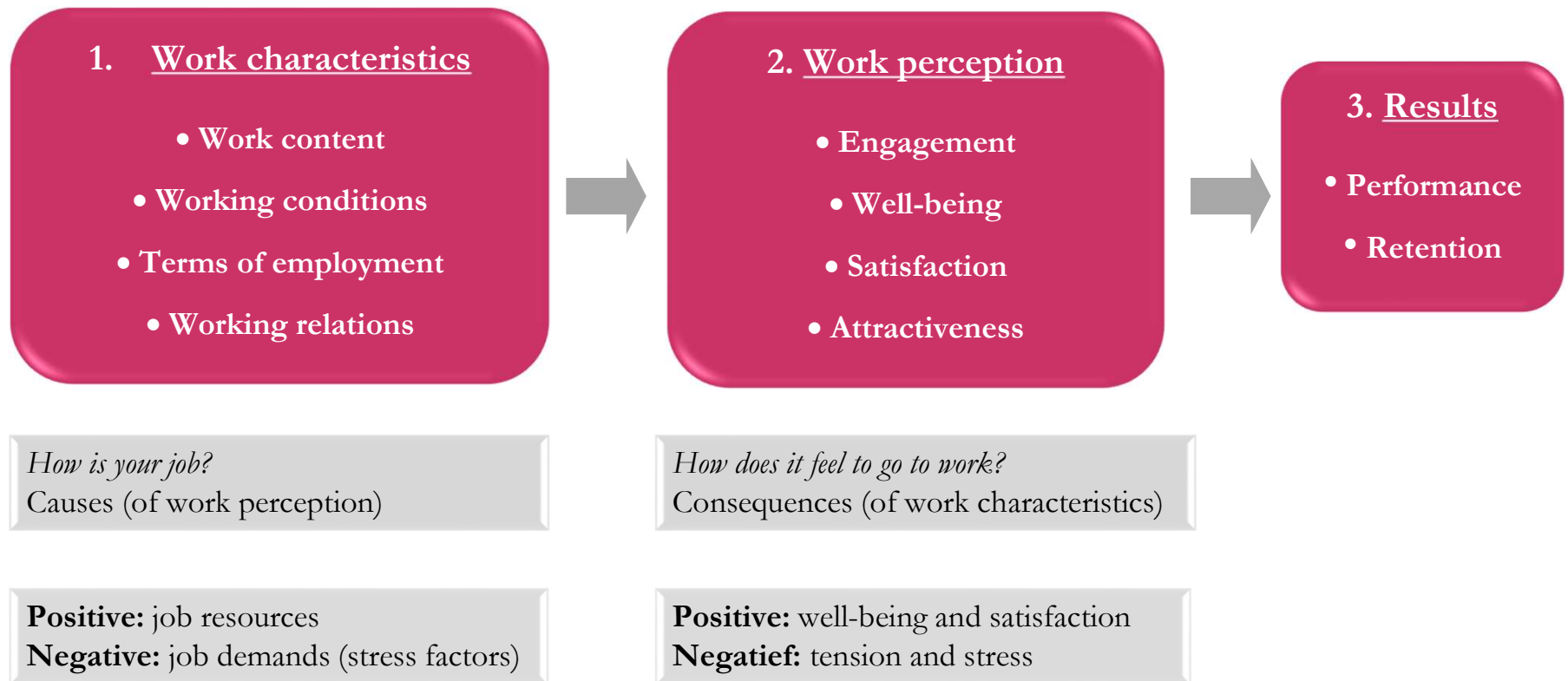
1. The research model

1.1. Three dimensions of the research model	4
1.2. Components of the research model	5



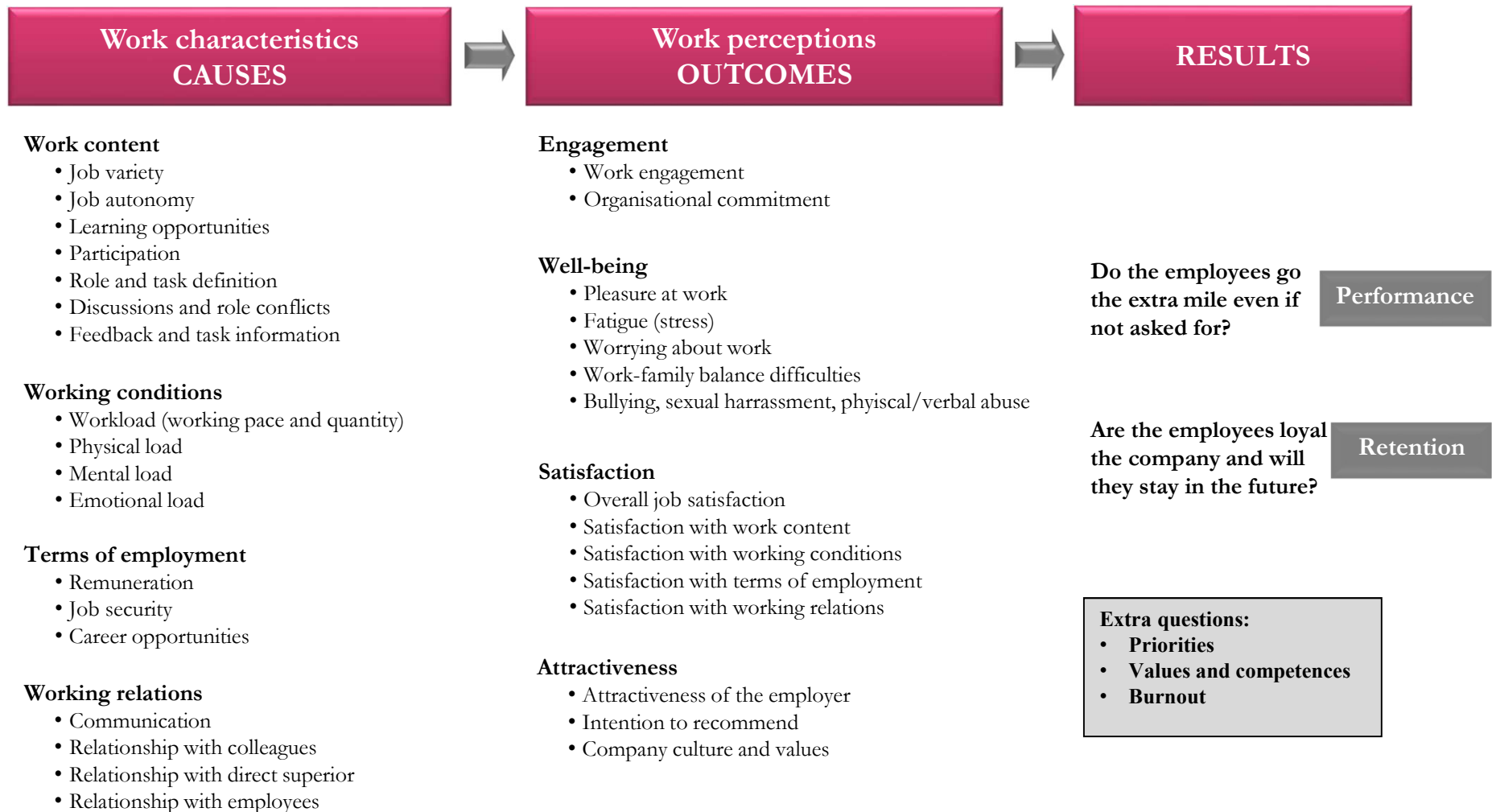
1. The research model

1.1. Three dimensions of the research model



1. The research model

1.2. Components of the research model

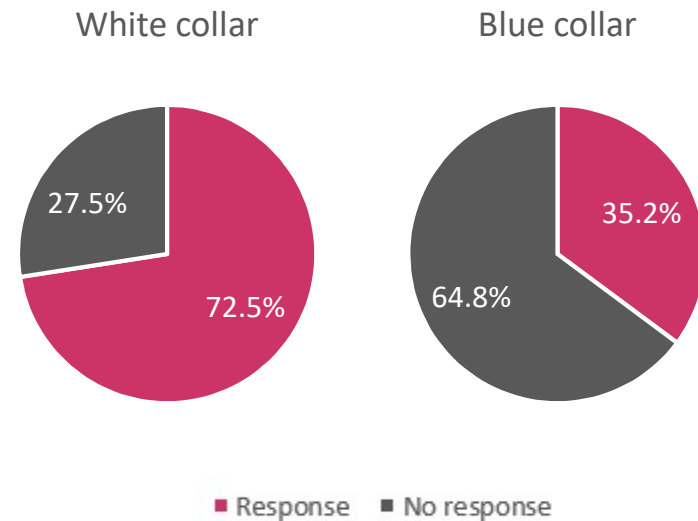
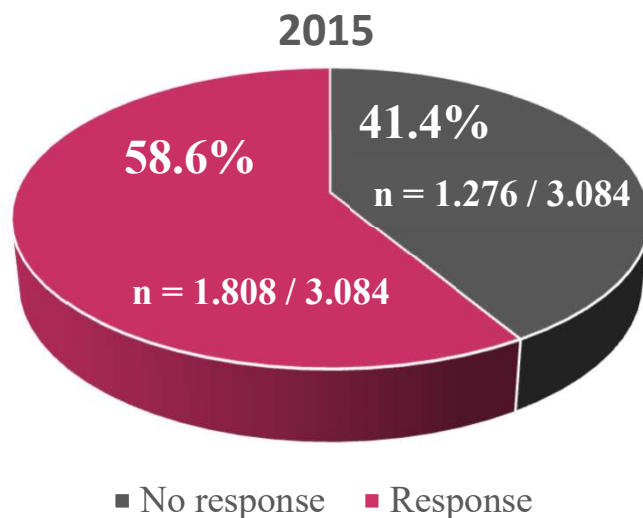


2. Response behaviour

2.1. Global response rate	7
2.2. Response rate by employee characteristics	8

2. Response behaviour

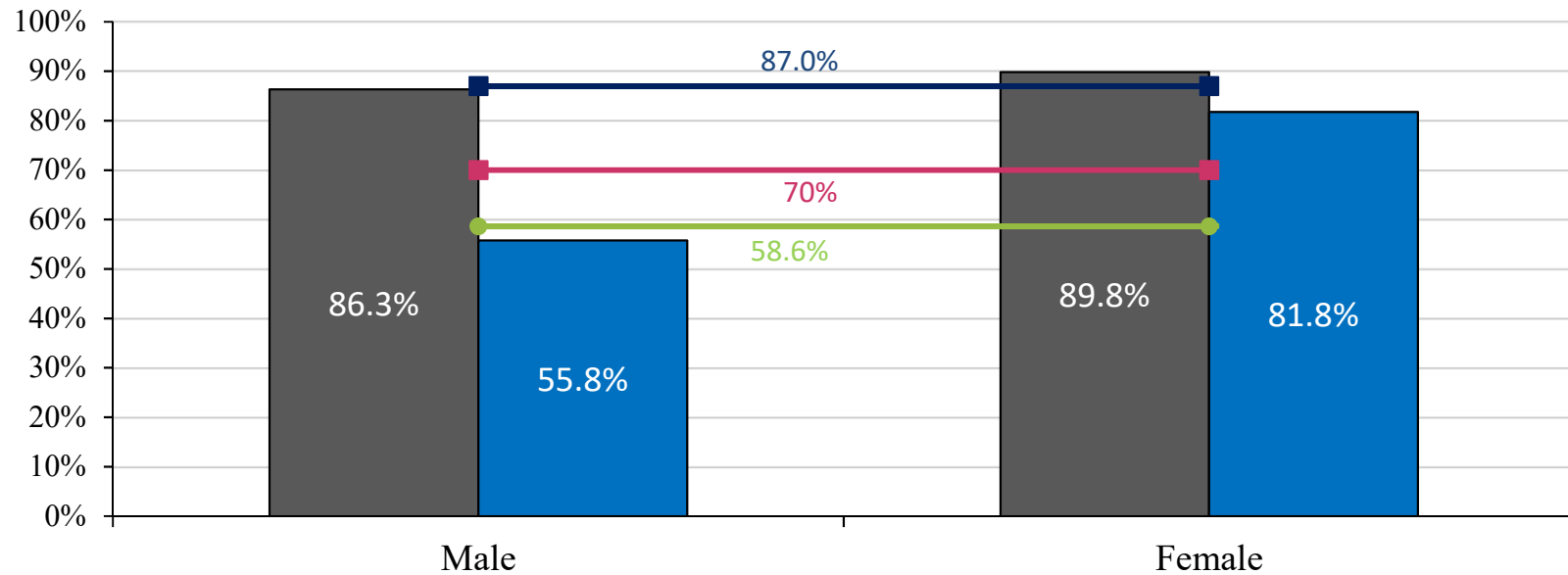
2.1. Global response rate



- Survey 2012: 87,0% (different population: no blue collar workers)
- iNostix-standard: 70%
- Representative response by background characteristics (except employee category)

2. Response behaviour

2.2. Response rate by gender



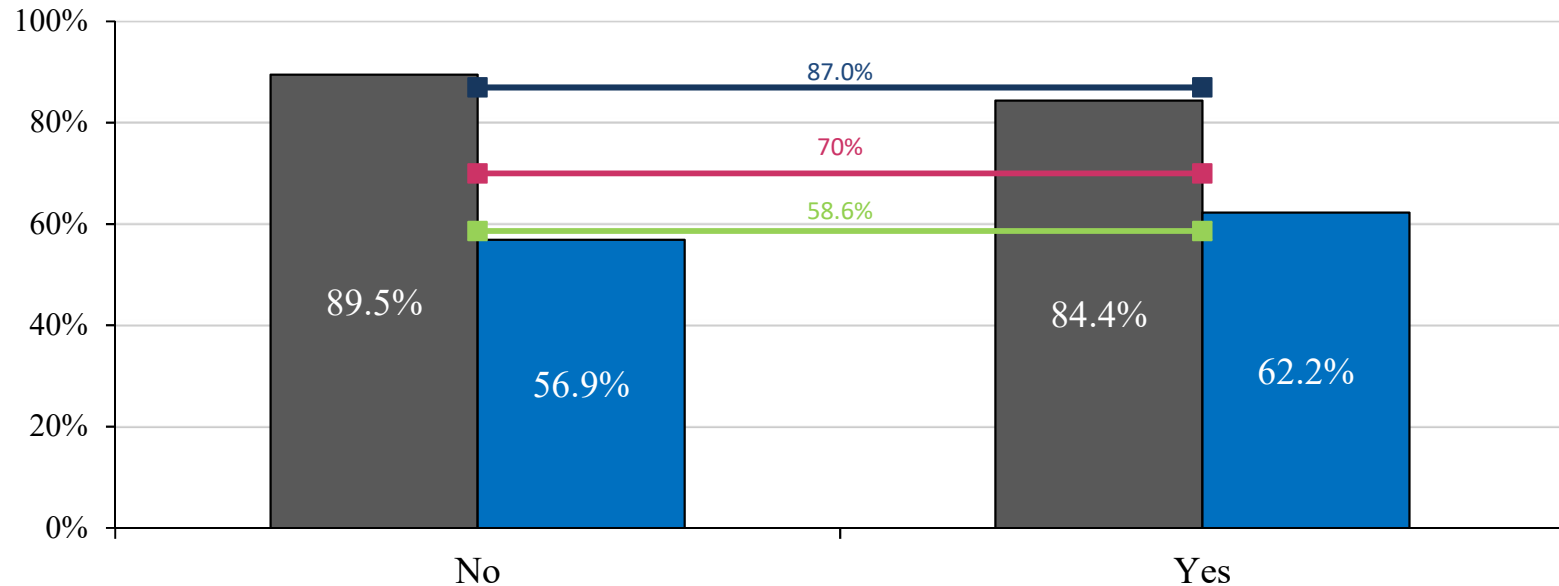
2012: n=1.167/1.352
2015: n=1.533/2.748

n=238/265
n=274/335

■ Response 2012 ■ Response 2015 ■ Overall response 2012 ● Overall response 2015 ■ iNostix-standard

2. Response behaviour

2.2. Response rate by executive function



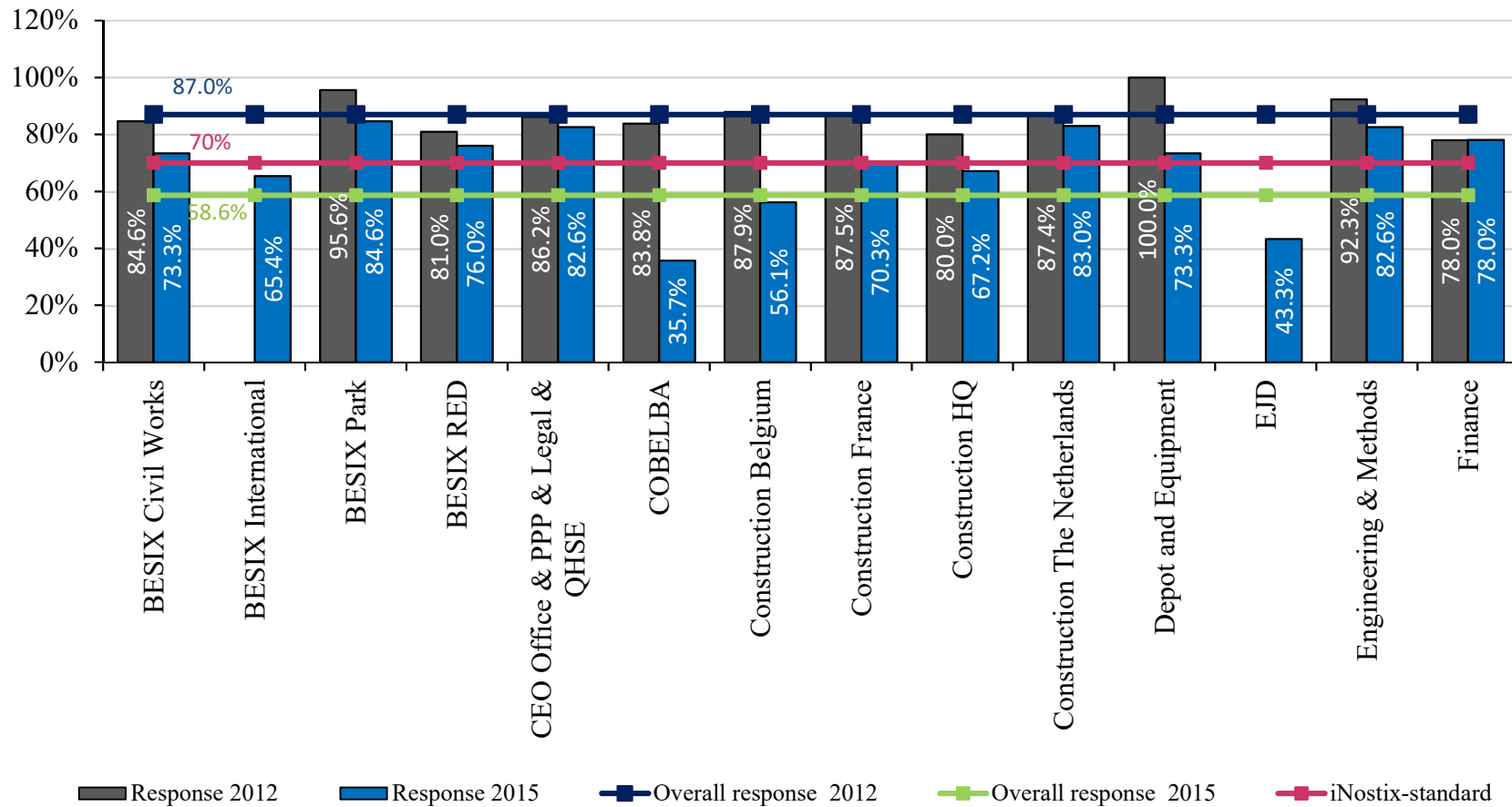
2012: n=572/639
2015: n=1.188/2.089

n=800/948
n=618/993

■ Response 2012 ■ Response 2015 ■ Overall response 2012 ■ Overall response 2015 ■ iNostix-standard

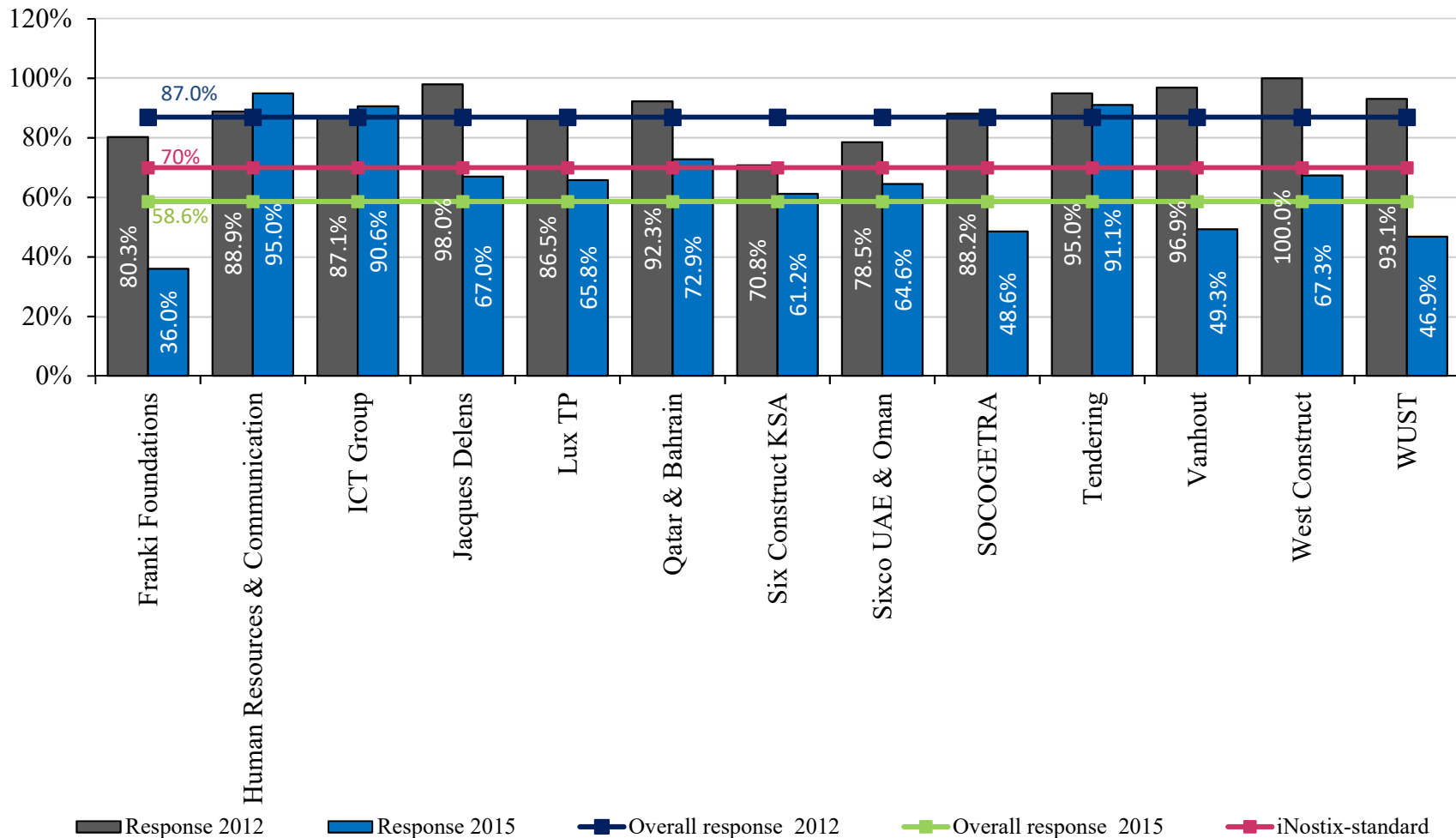
2. Response behaviour

2.2. Response rate by reporting 1/2



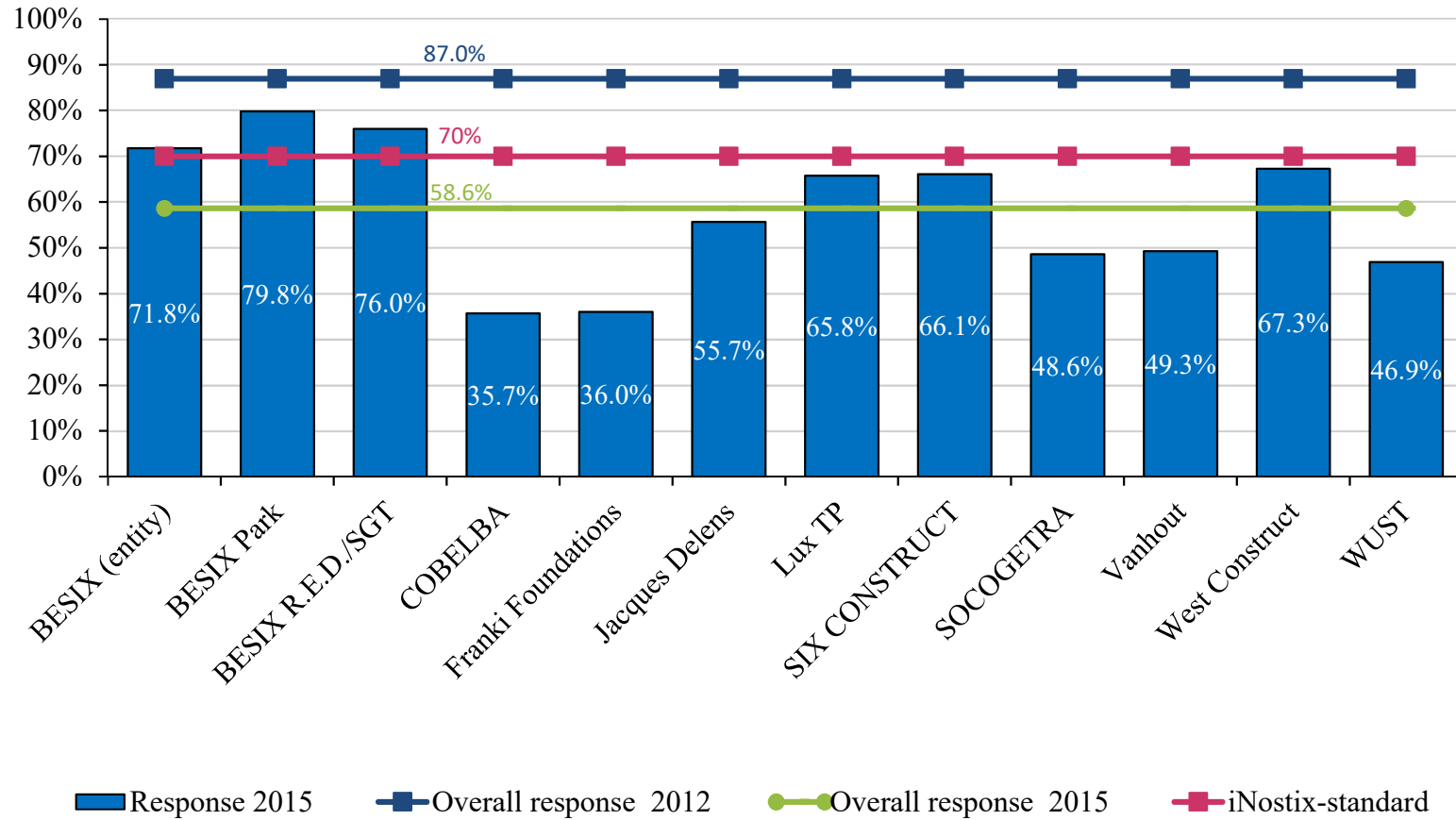
2. Response behaviour

2.2. Response rate by reporting 2/2



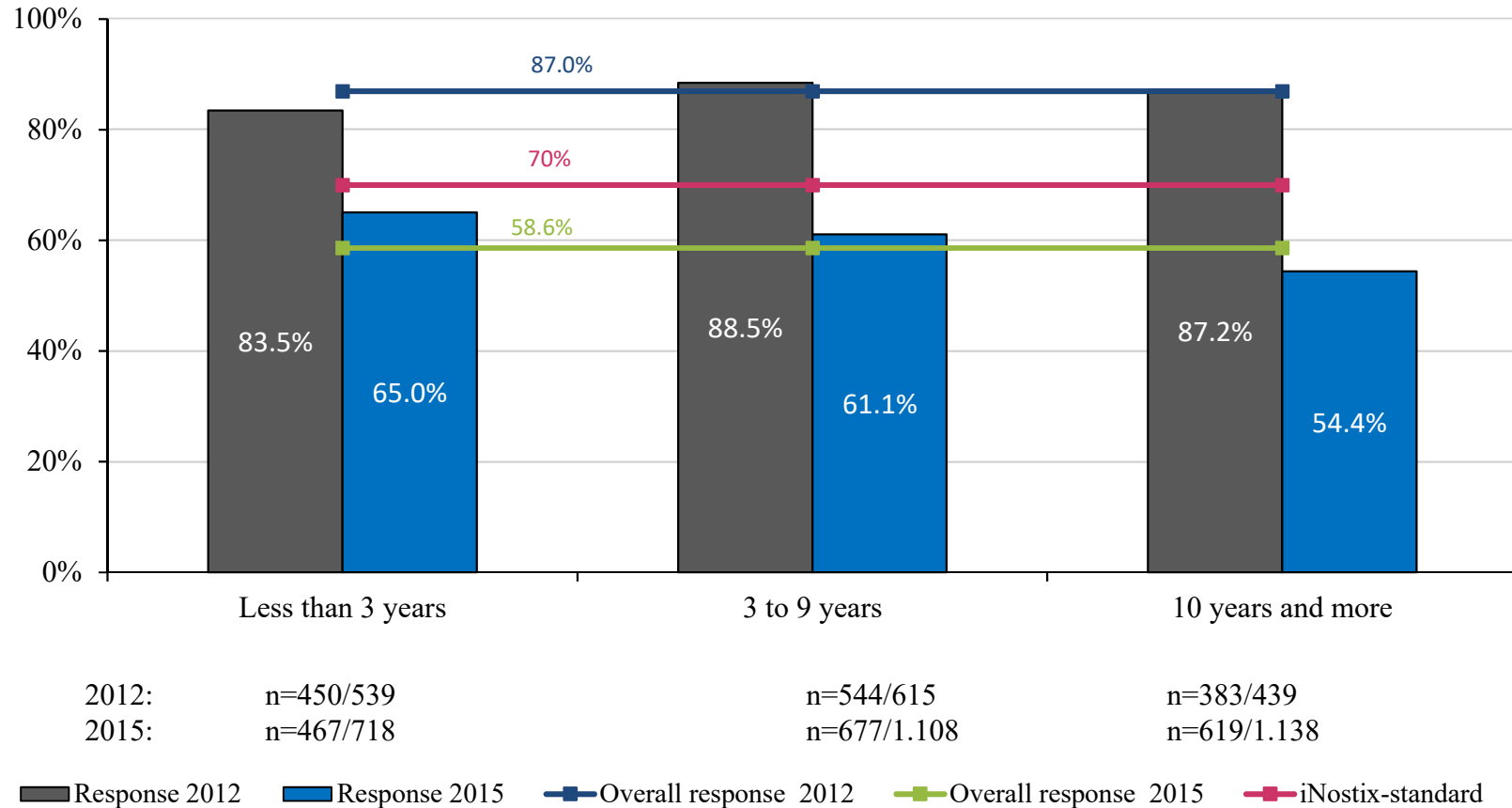
2. Response behaviour

2.2. Response rate by department



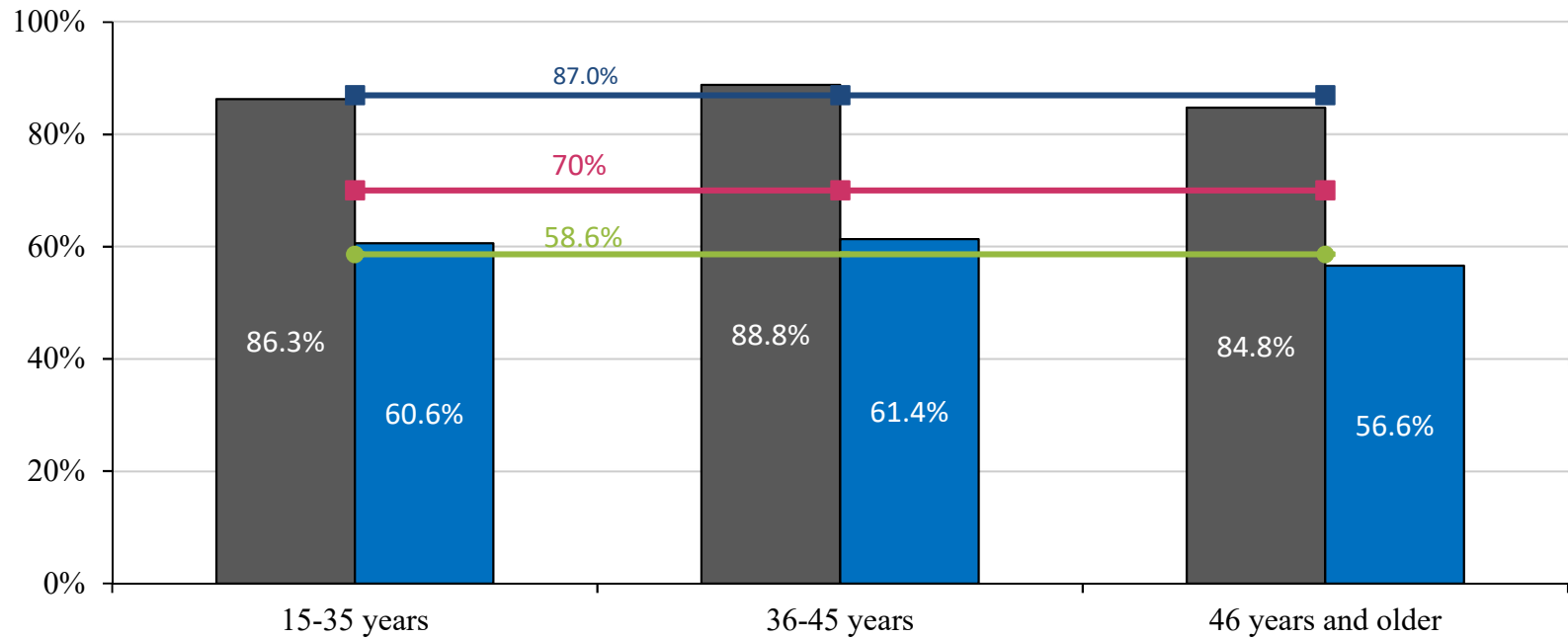
2. Response behaviour

2.2. Response rate by seniority



2. Response behaviour

2.2. Response rate by age



2012: n=472/547
2015: n=582/960

n=438/493
n=532/867

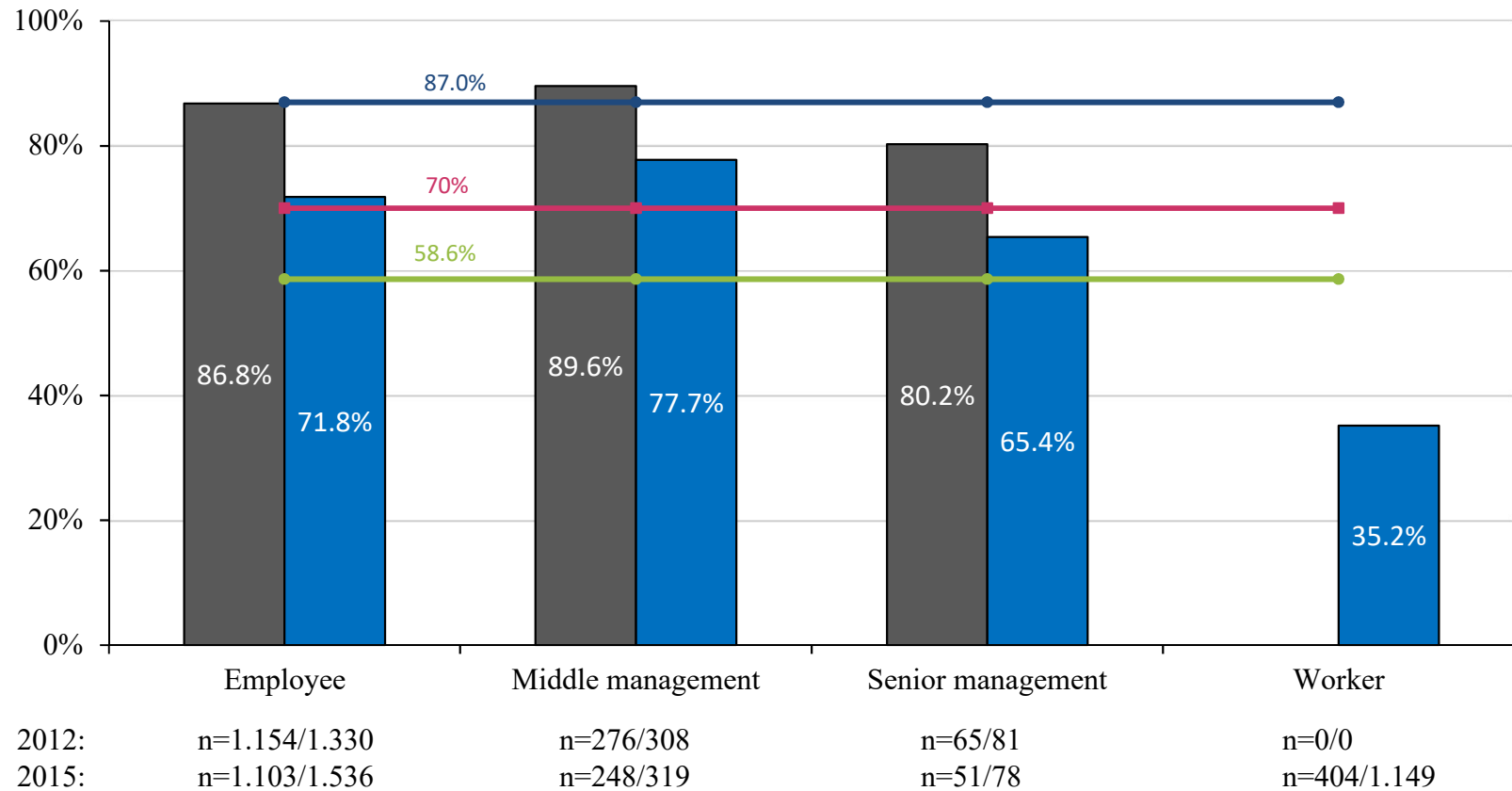
n=479/565
n=640/1.130

Response 2012
 Response 2015
 Overall response 2012
 Overall response 2015
 iNostix-standard



2. Response behaviour

2.2. Response rate by employee category

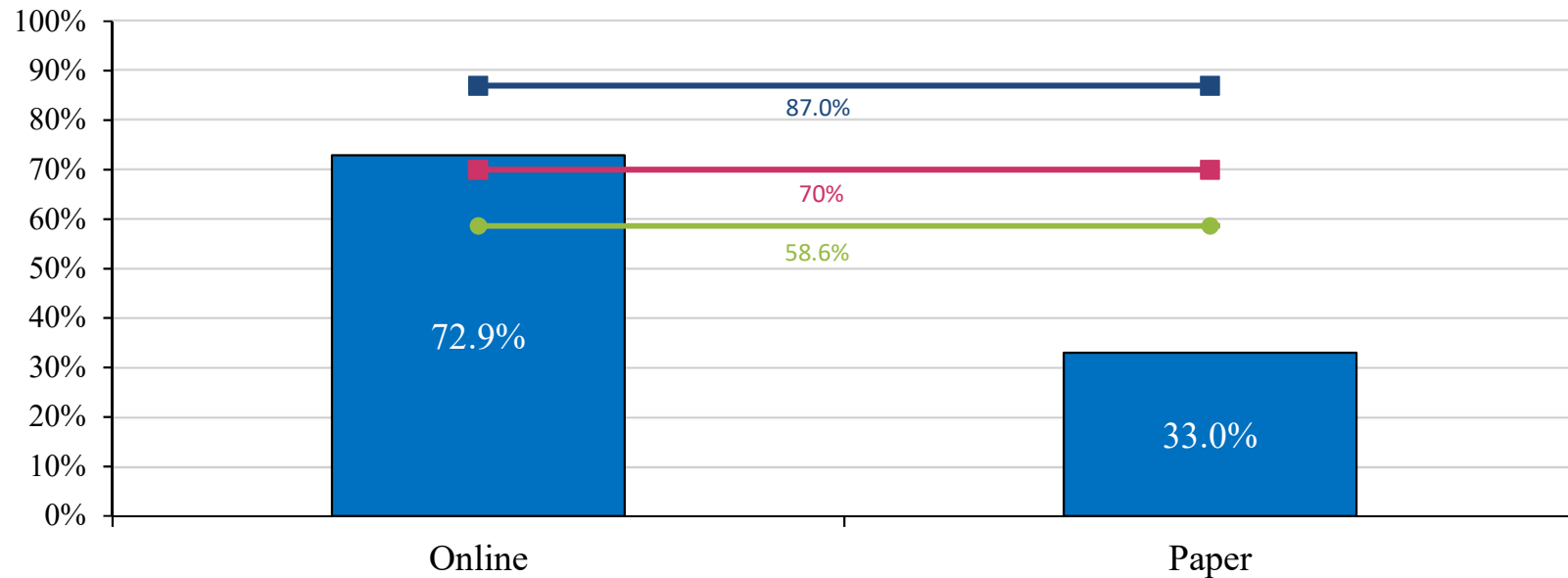


Response 2012
 Response 2015
 Overall response 2012
 Overall response 2015
 iNostix-norm



2. Response behaviour

2.2. Response rate by method



2015: n=1.418/1.944

n=359/1.088

Response 2015

Overall response 2012

Overall response 2015

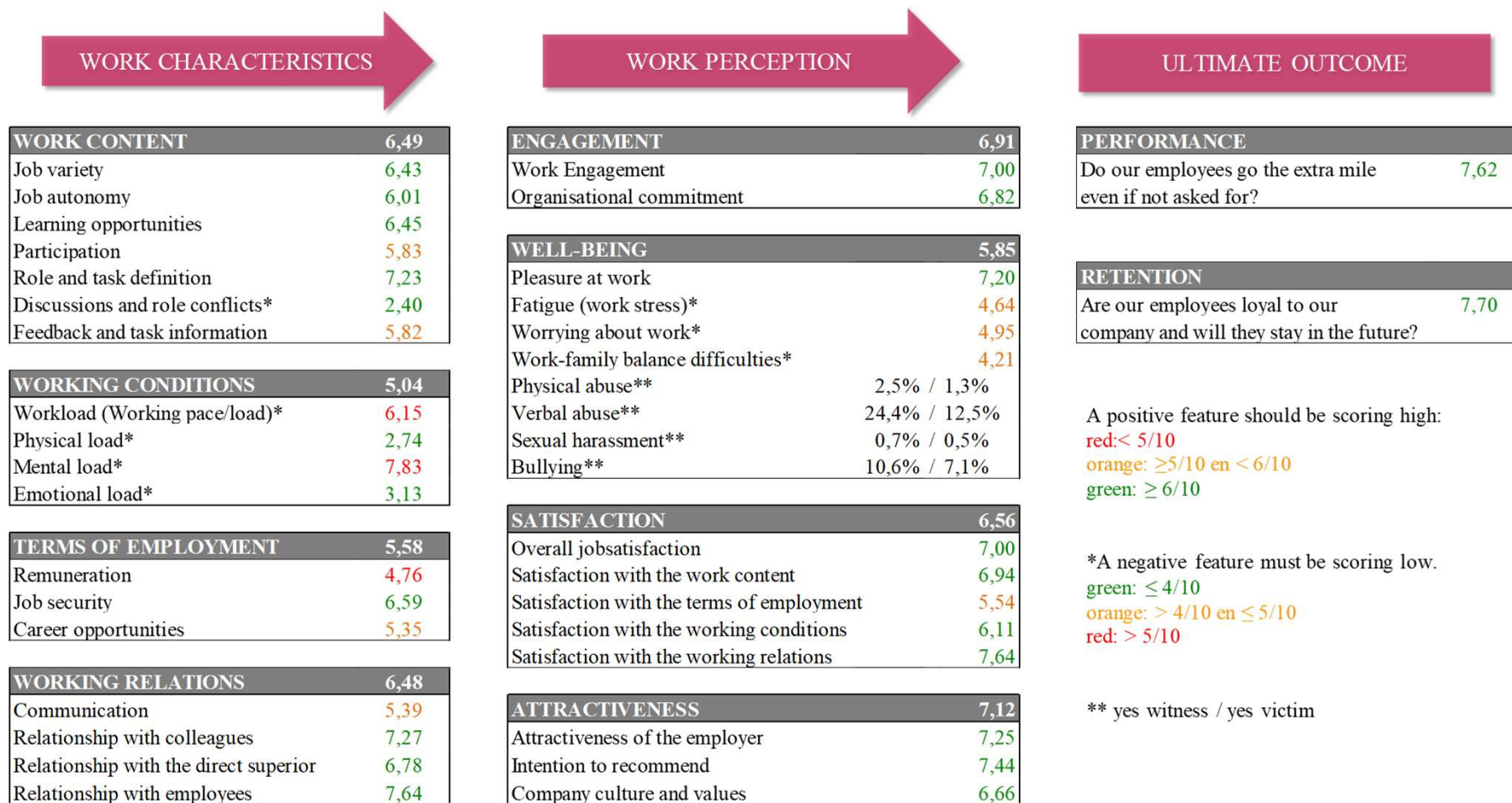
iNostix-standard

3. Summary: overall results

3.1. Summary table.....	18
3.2. The scores on the ‘ultimate outcome’.....	21
3.3. The scores on ‘work perception’.....	23
3.4. Unwanted behavior at work.....	25
3.5. Top conclusions of the research.....	31

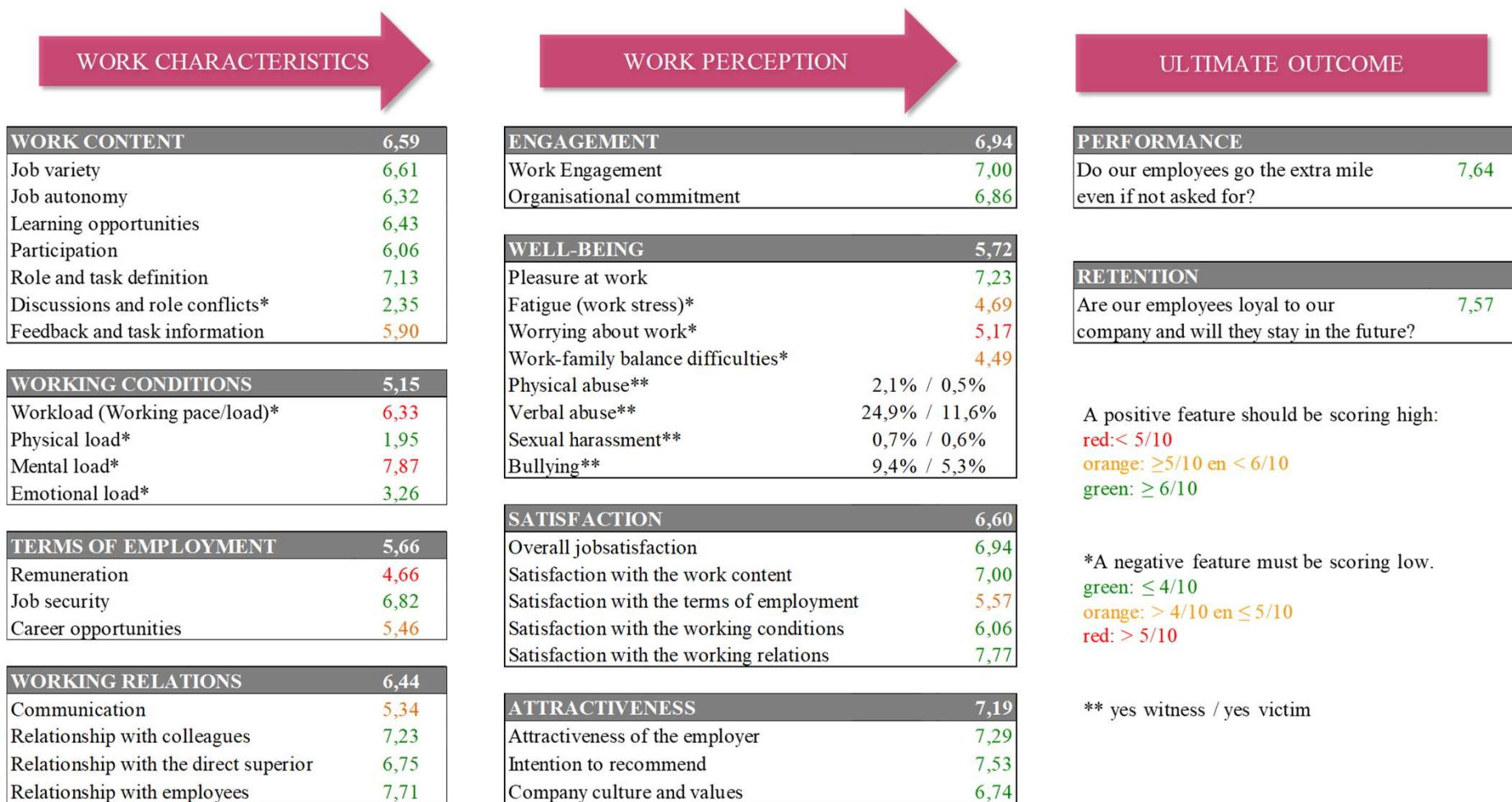
3. Summary: overall results

3.1. Summary table: total population



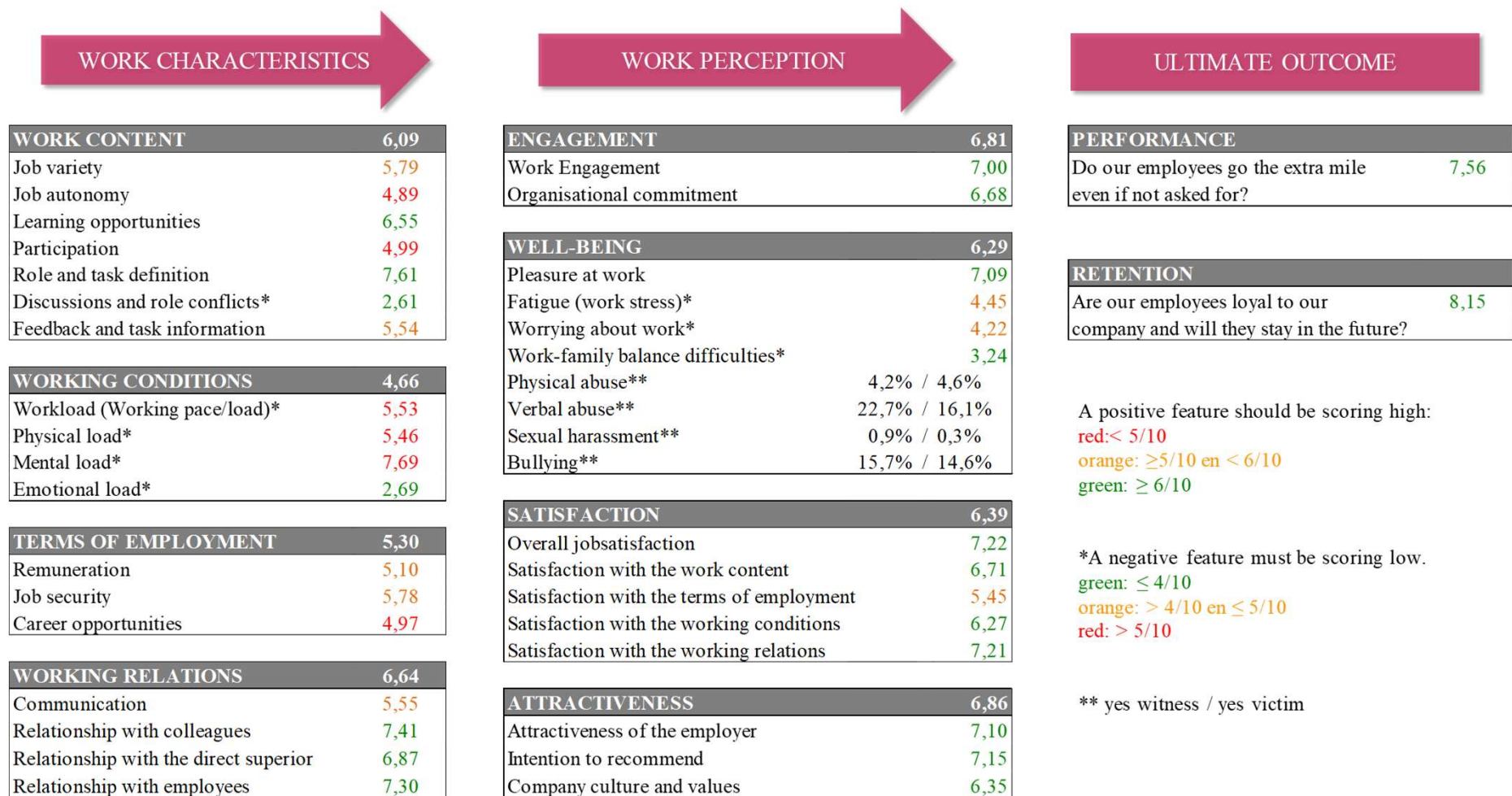
3. Summary: overall results

3.1. Summary table: white collar workers



3. Summary: overall results

3.1. Summary table: blue collar workers

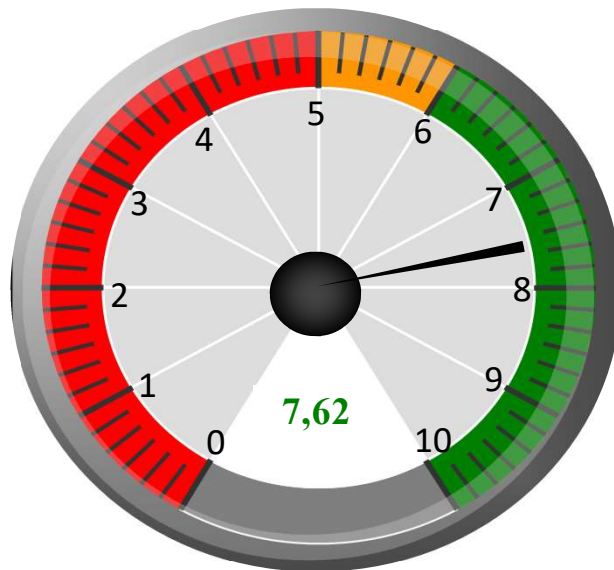


3. Summary

3.2. The scores on the ‘ultimate outcome’

Performance

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



BESIX 2012:

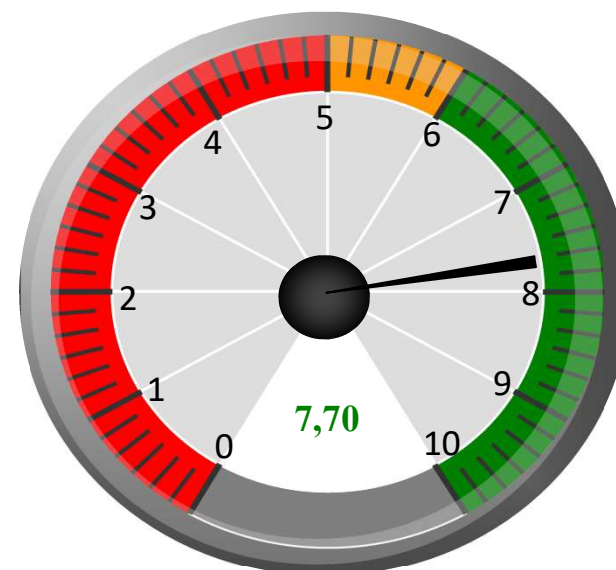
7,53

iNostix benchmark:

7,04

Retention

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



7,52

7,96

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

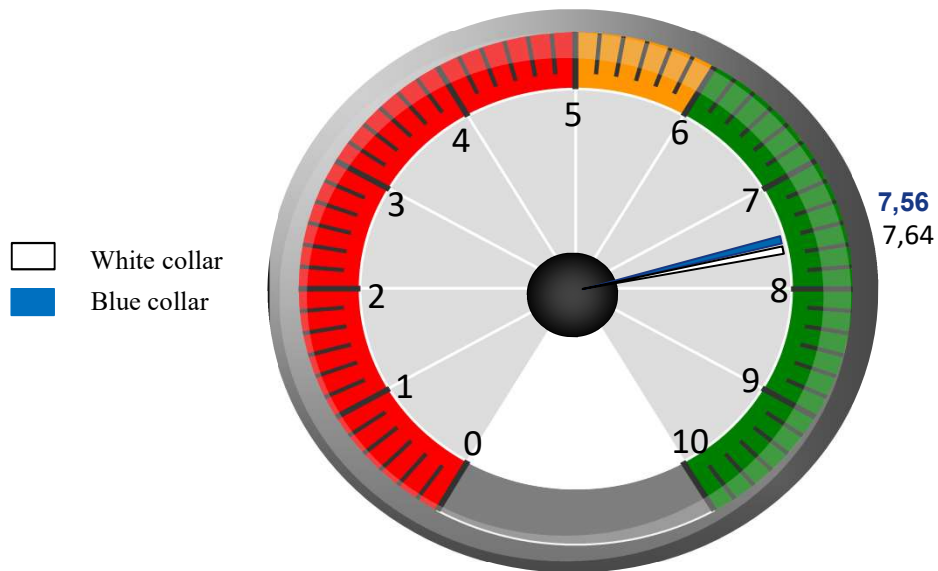


3. Summary

3.2. The scores on the 'ultimate outcome'

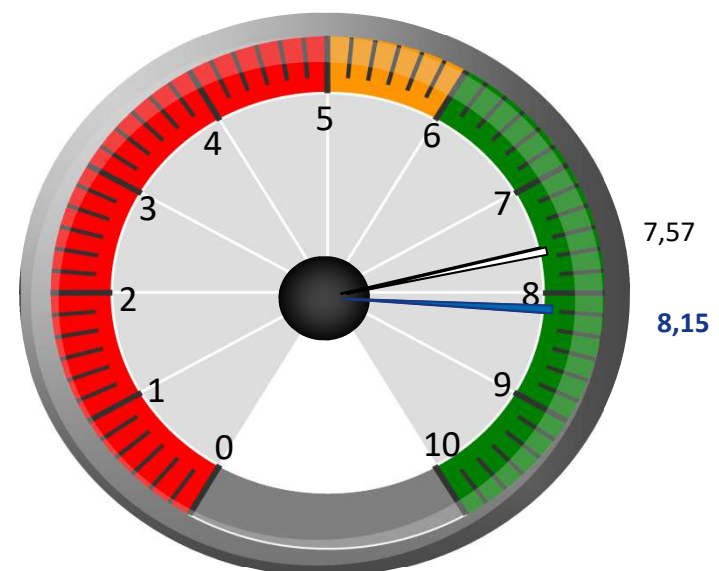
Performance

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



Retention

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



BESIX 2015:

7,62

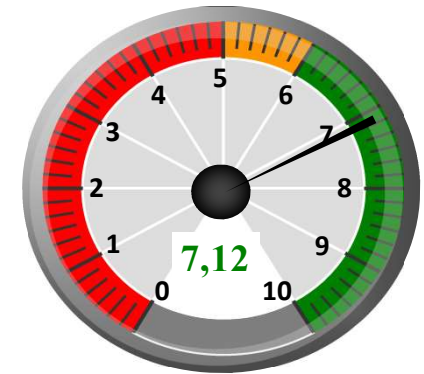
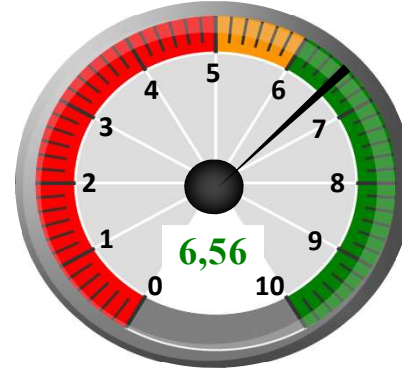
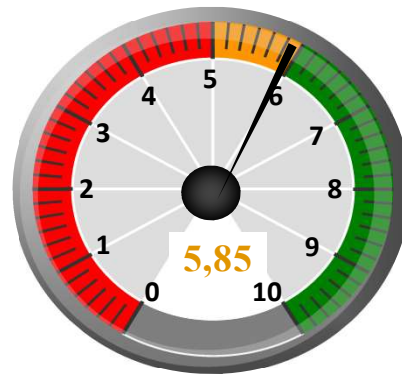
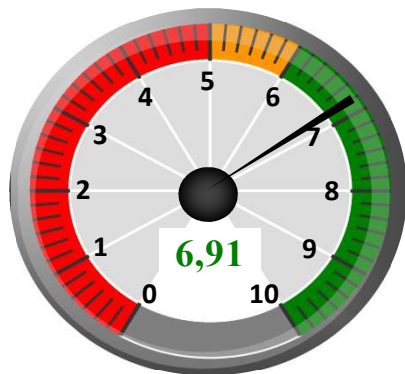
7,70



3. Summary

3.3. The scores on ‘work perception’

Engagement	Well-being	Satisfaction	Attractiveness
What’s the engagement level of our employees?	How do our employees score on well-being?	Are our employees satisfied?	Is our organization still attractive as an employer?



BESIX 2012:

6,79

5,76

6,35

7,00

iNostix
benchmark:

6,34

6,48

6,62

6,90

Legend: red: ≤ 4,99/10 // orange: ≥ 5/10 en ≤ 5,99/10 // green: ≥ 6/10



3. Summary

3.3. The scores on 'work perception'



BESIX 2015:

6,91

5,85

6,56

7,12

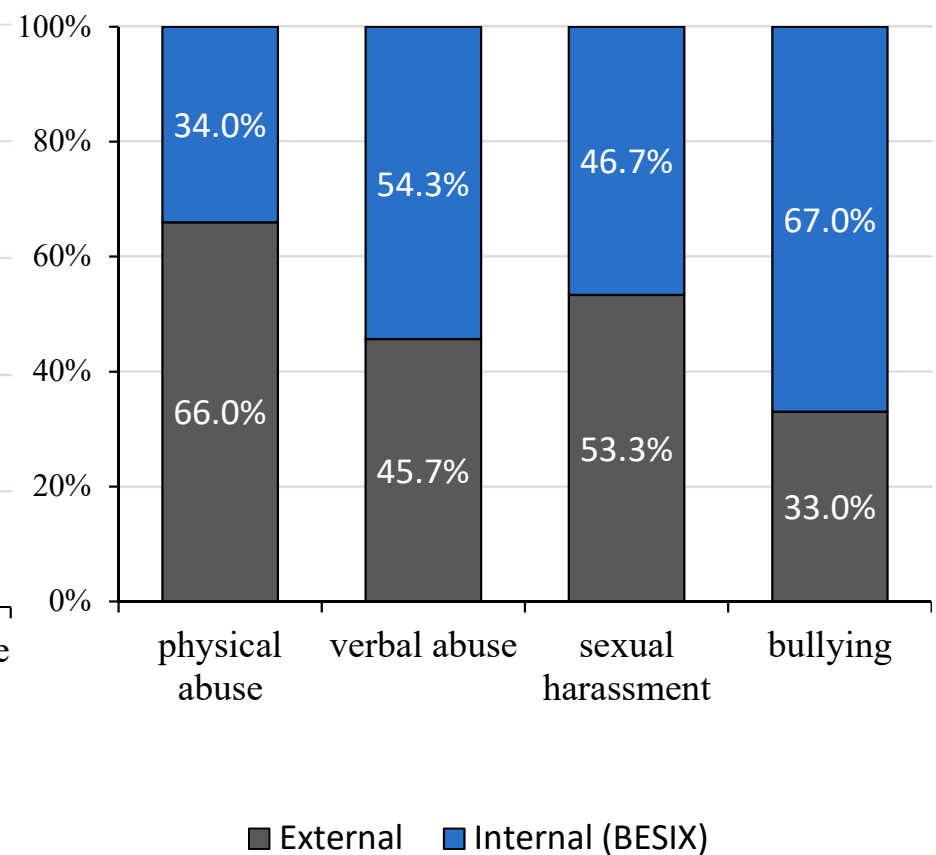
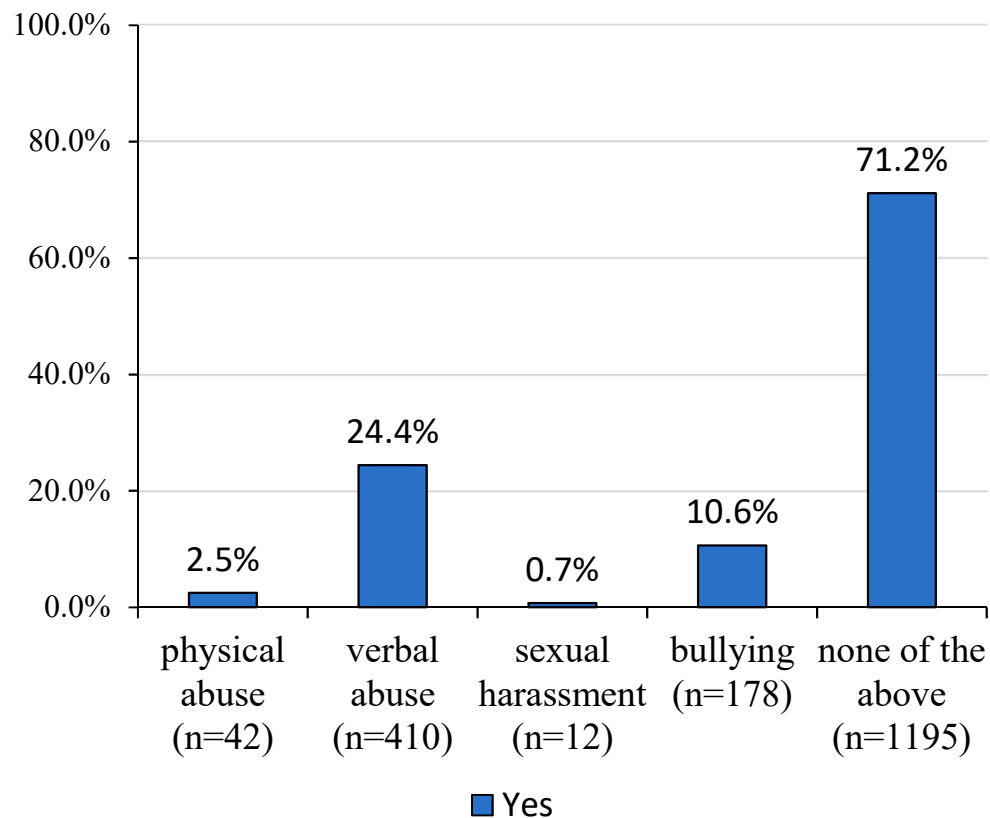


3. Summary

3.4. Unwanted behavior at work: witness (total survey population)

In the past twelve months, did you witness any ... at work?

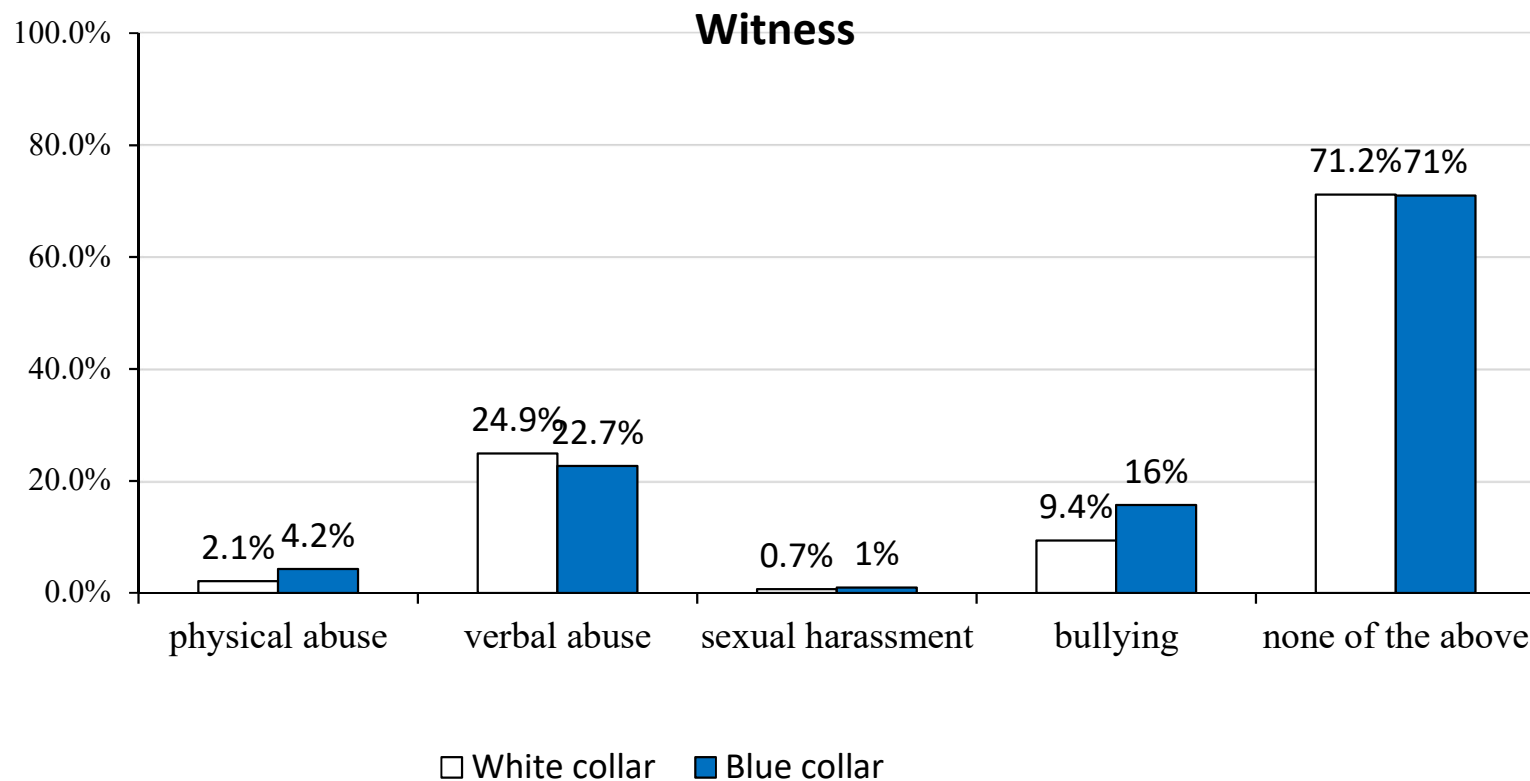
Where did this violence/behaviour originate from?



3. Summary

3.4. Unwanted behavior at work: witness

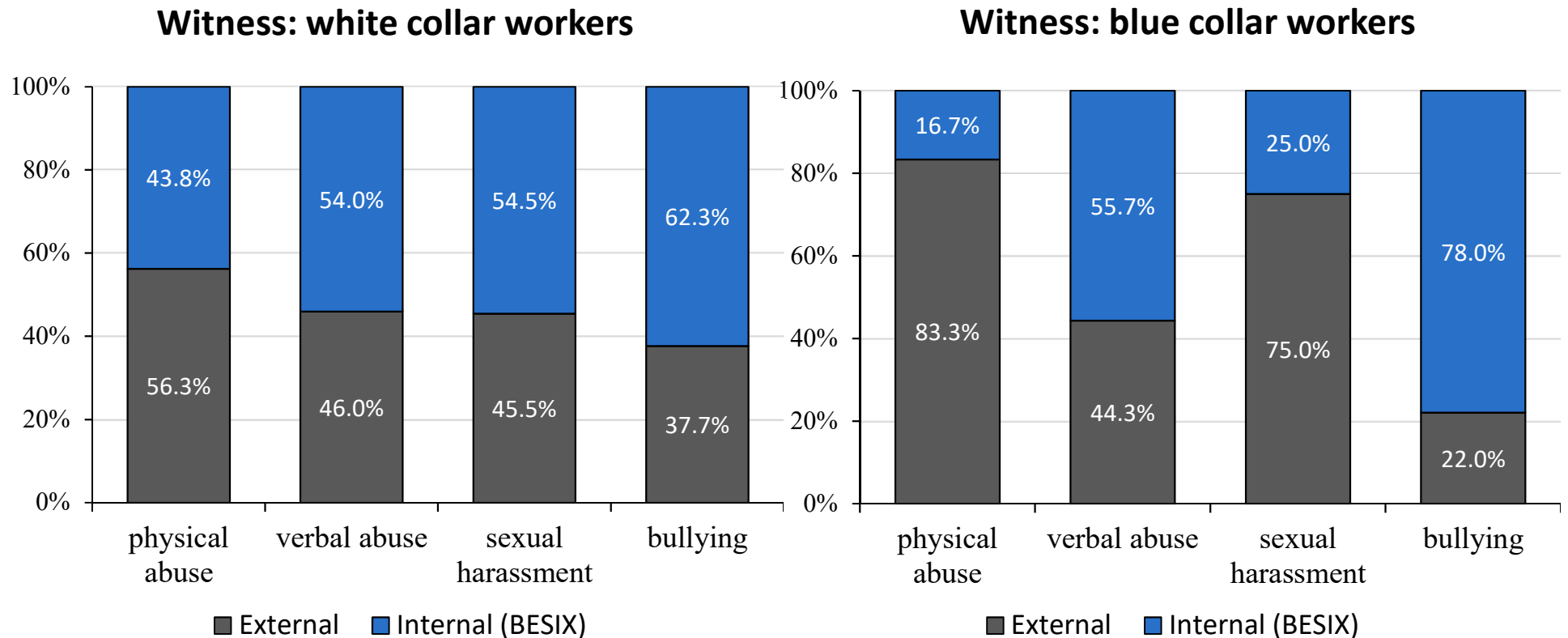
In the past twelve months, did you witness any ... at work?



3. Summary

3.4. Unwanted behavior at work: witness

Where did this violence/behaviour originate from?

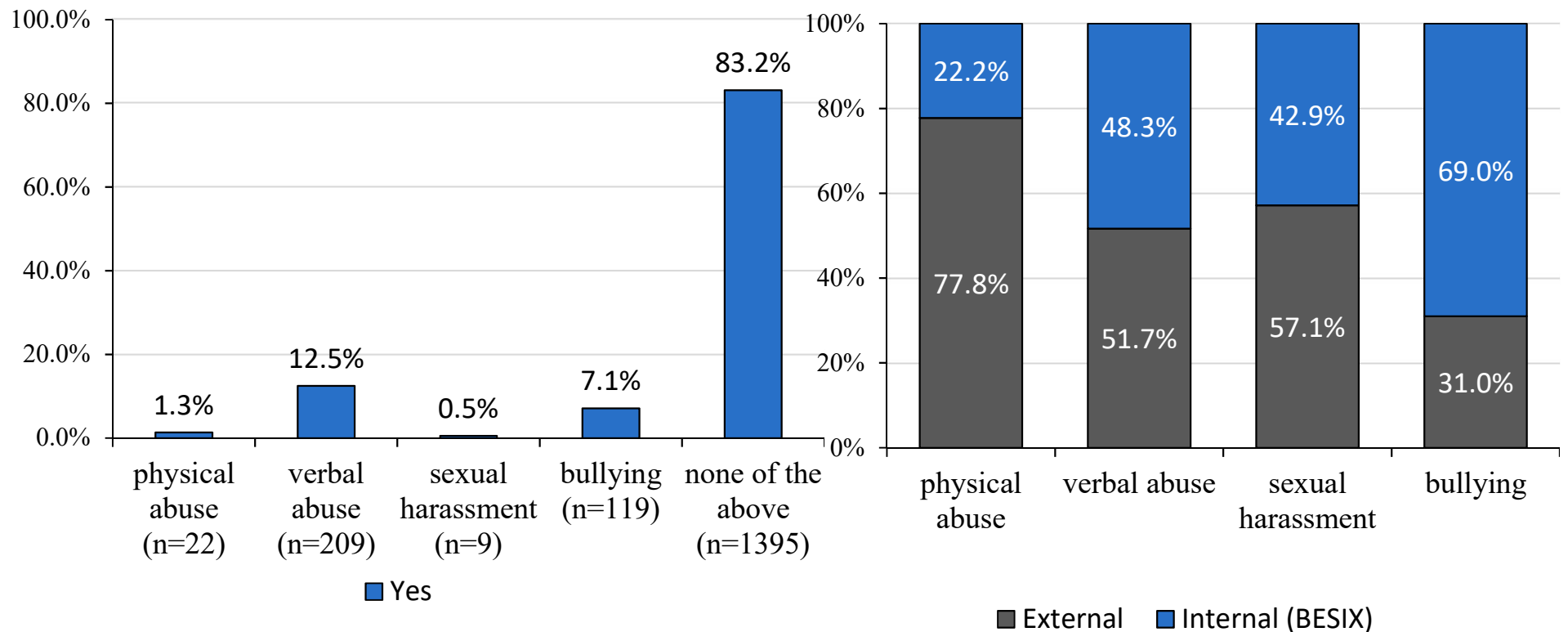


3. Summary

3.4. Unwanted behavior at work: victim (total survey population)

In the past twelve months, were you the victim of ... at work?

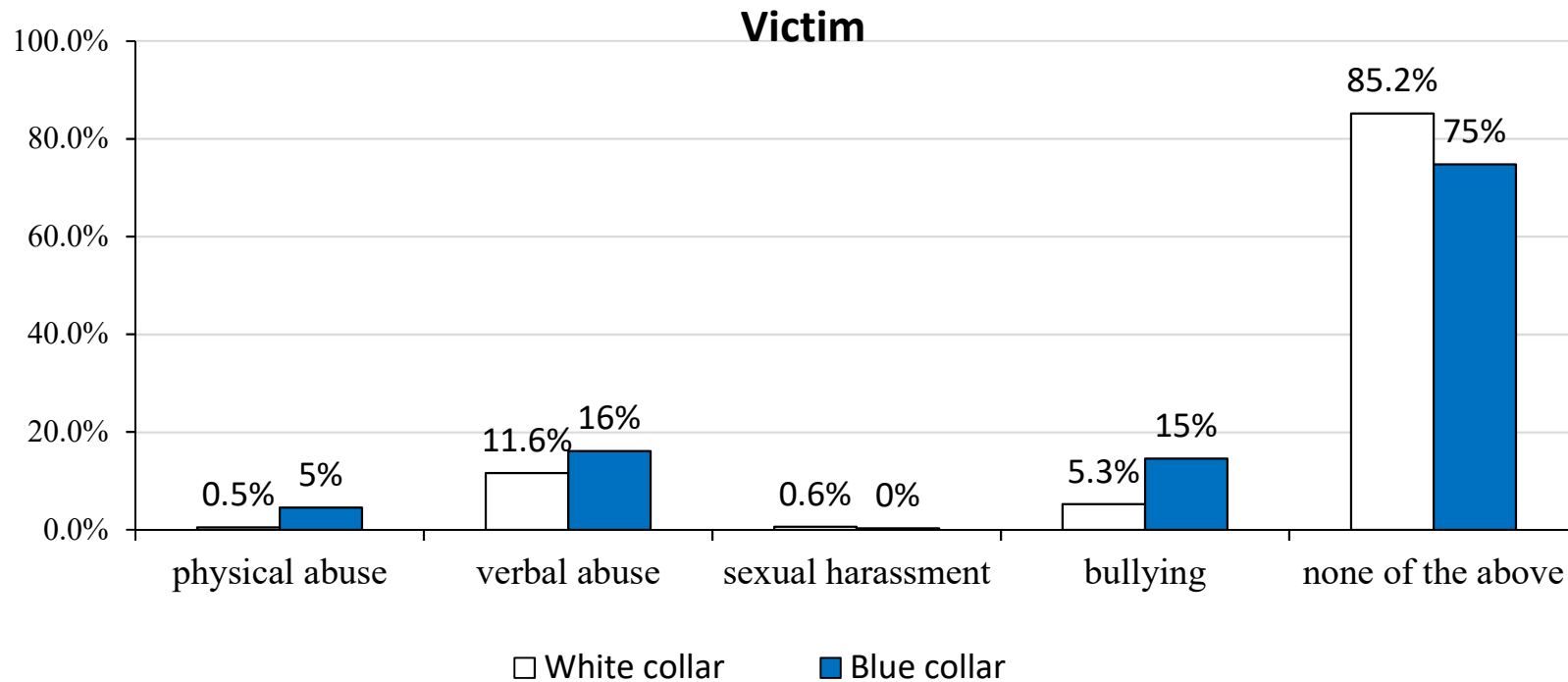
Where did this violence/behaviour originate from?



3. Summary

3.4. Unwanted behavior at work: victim

In the past twelve months, were you the victim of ... at work?

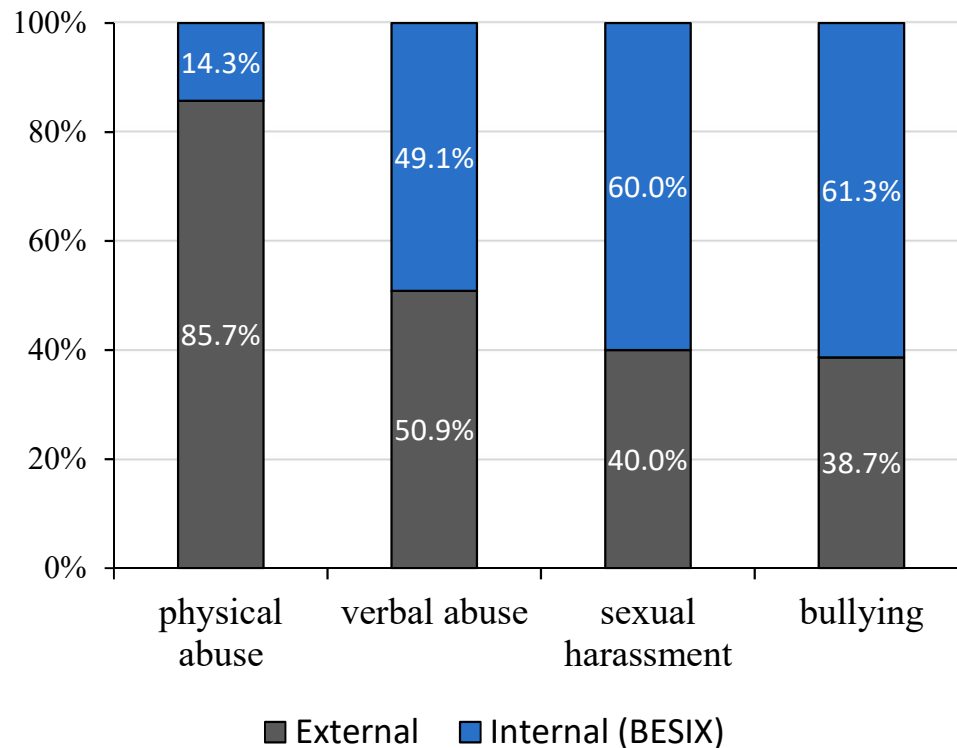


3. Summary

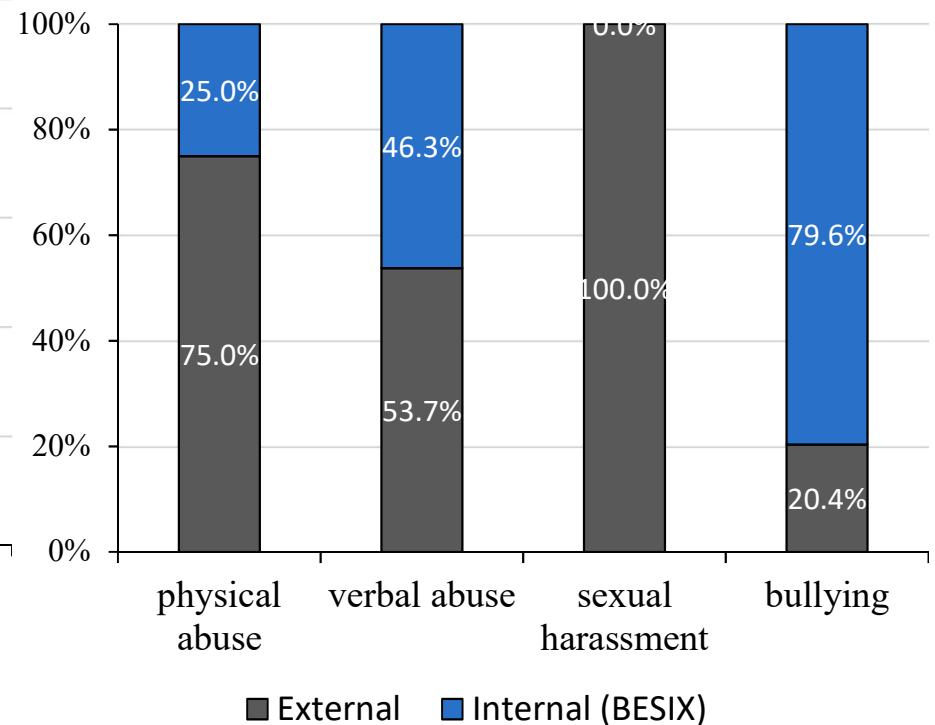
3.4. Unwanted behavior at work: victim

Where did this violence/behaviour originate from?

Victim: white collar workers



Victim : blue collar workers



3. Summary

3.5. Top conclusions of the research

Strengths

- **Outcomes:** very high scores on performance (extra mile) and retention
- **Work perception:** very high scores on engagement, commitment, pleasure at work, overall job satisfaction, satisfaction with work content / working conditions / working relations, attractiveness of the employer, intention to recommend and culture and values
- **Work characteristics: good scores on:**
 - Work content: job variety, job autonomy, learning opportunities, role definition and discussions
 - Working conditions: physical and emotional load
 - Terms of employment: job security
 - Working relations: relationships with colleagues, direct superior and employees

Concerns

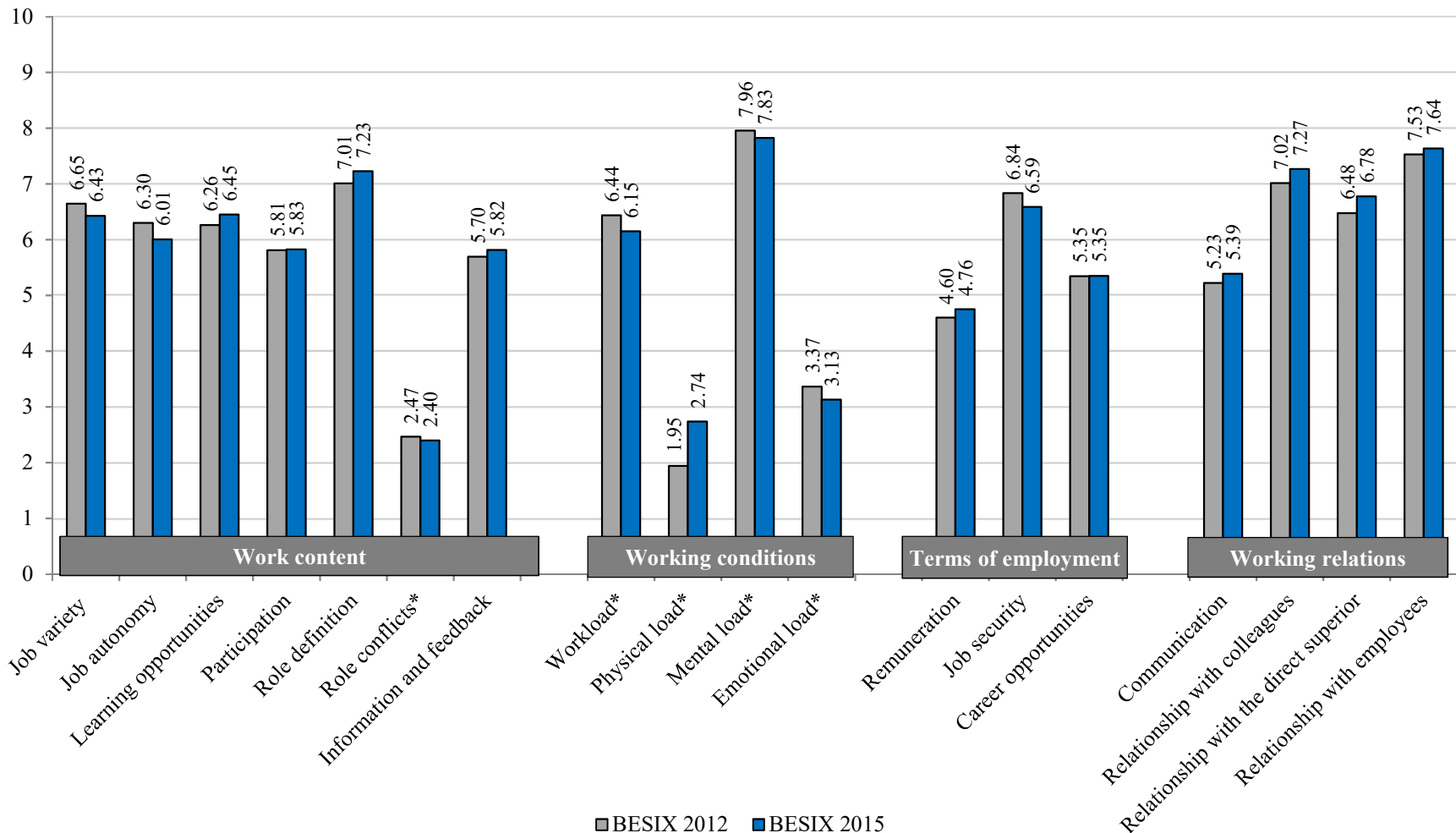
- **Points of concern:**
 - Workload (big impact on well-being)
 - Remuneration (big impact on satisfaction, attractiveness and retention)
 - Mental load
 - Participation
 - Feedback and task information
 - Career opportunities (vertical)
 - Communication
 - Fatigue
 - Worrying
 - Work-life balance
 - Satisfaction with terms of employment

4. Results of the engagement survey

4.1. The indices compared to the results of 2012	33
4.2. The indices compared to the iNostix benchmark	35
4.3. Typology work perception: pleasure and stress at work	37
4.4. Engagement analysis	39
4.5. Analysis of commitment	41
4.6. Intention to recommend	43
4.7. Overall job satisfaction	45
4.8. The five main drivers of the outcomes	47
4.9. Priority analysis for : engagement, well-being, satisfaction, attractiveness, performance and retention	50

4. Results of the engagement survey

4.1. The indices compared to results of 2012 (1/2)

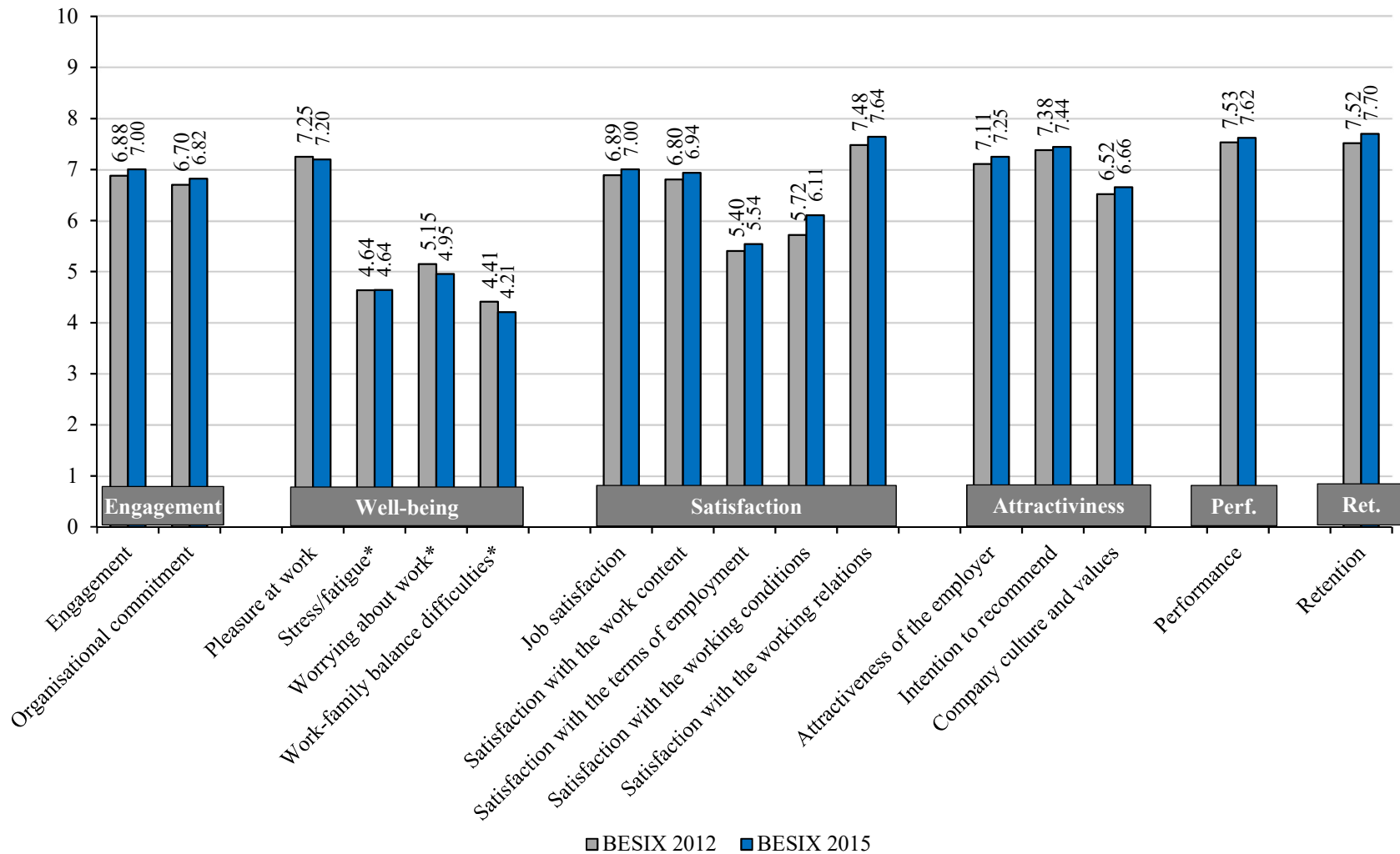


* Negative feature



4. Results of the engagement survey

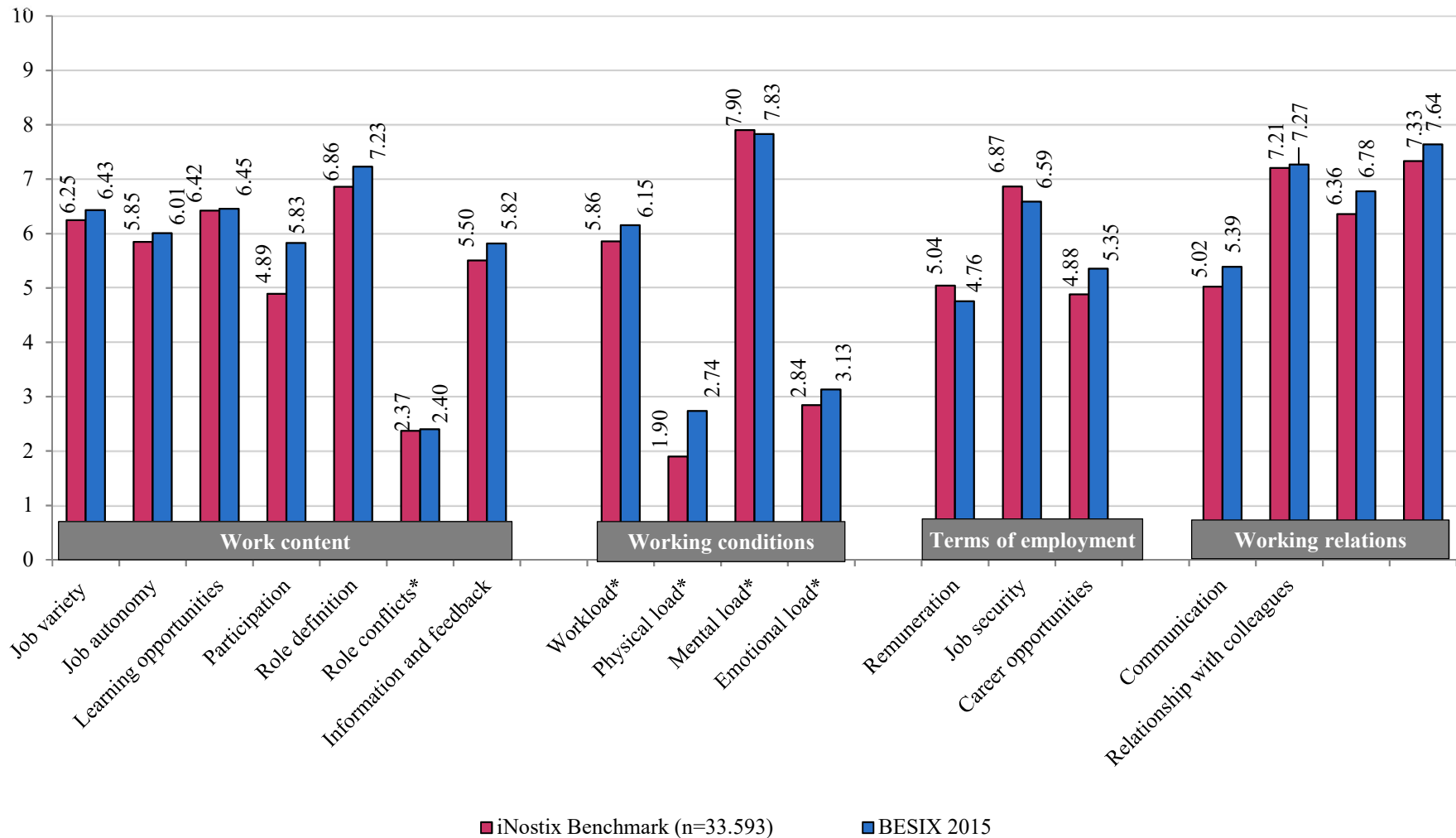
4.1. The indices compared to the results of 2012 (2/2)



* Negative feature

4. Results of the engagement survey

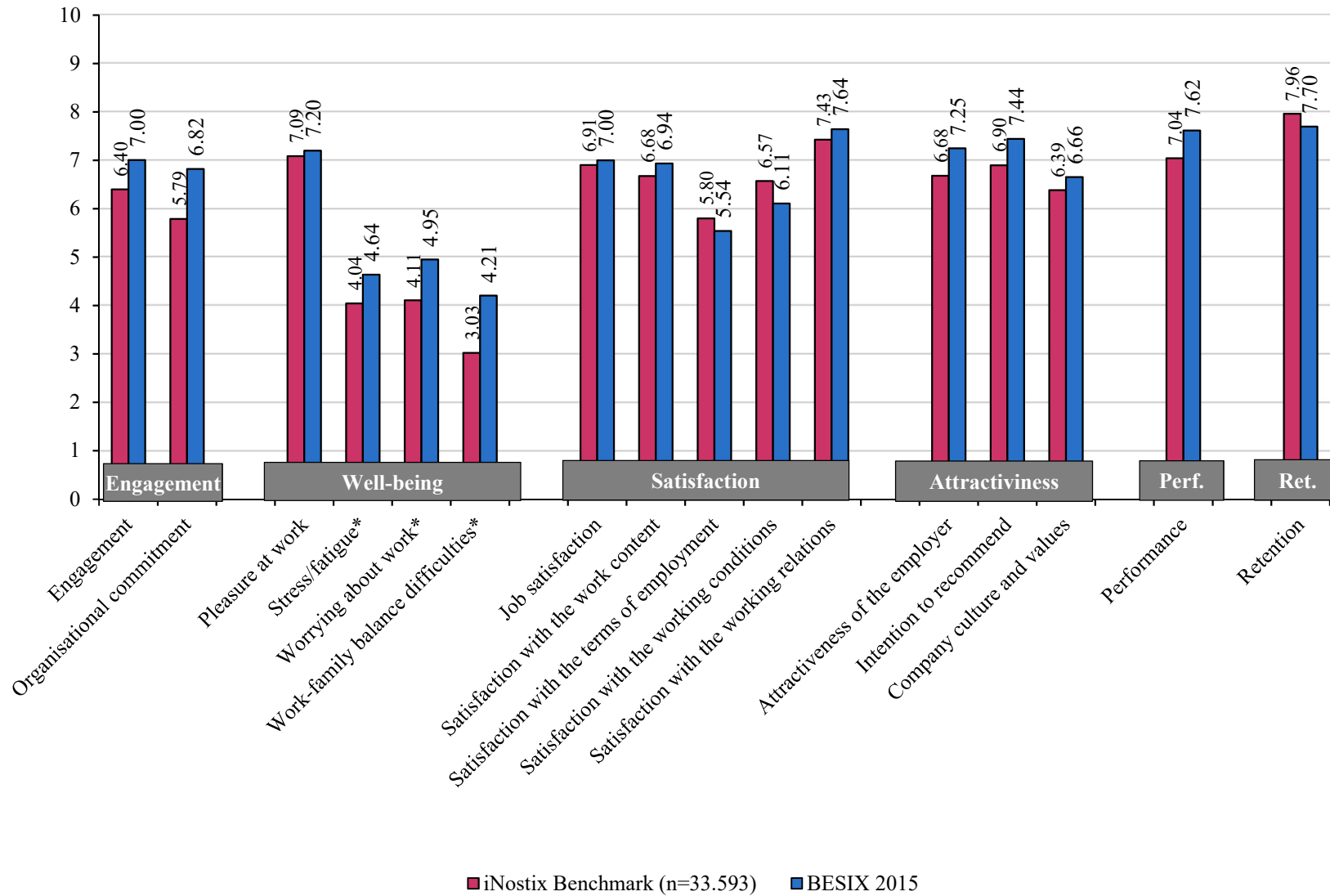
4.3. The indices compared to the iNostix benchmark (1/2)



* Negative feature

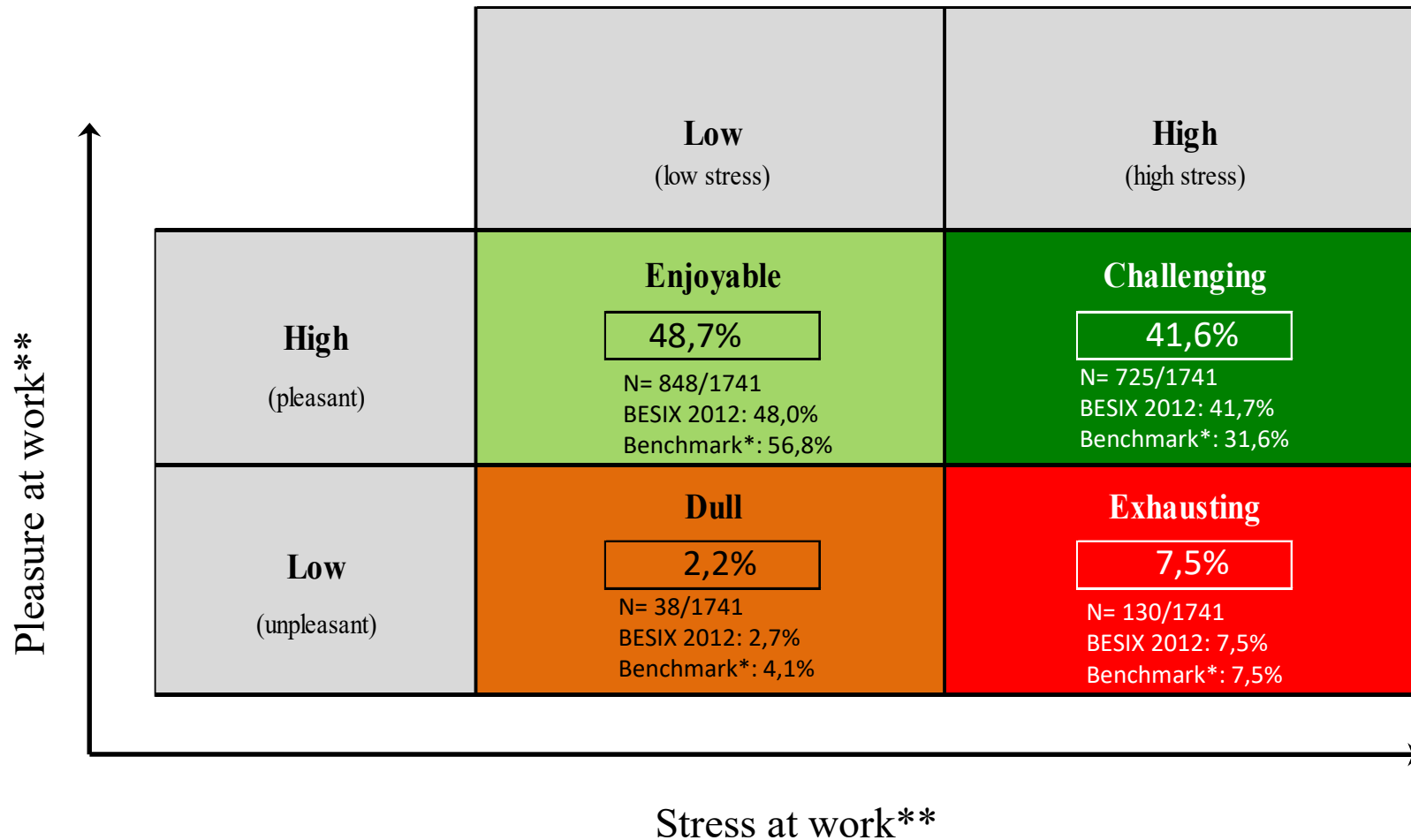
4. Results of the engagement survey

4.3. The indices compared to the iNostix benchmark (2/2)



4. Results of the engagement survey

4.4. Typology 'work perception': pleasure and stress at work



*iNostix benchmark (n=33.593)

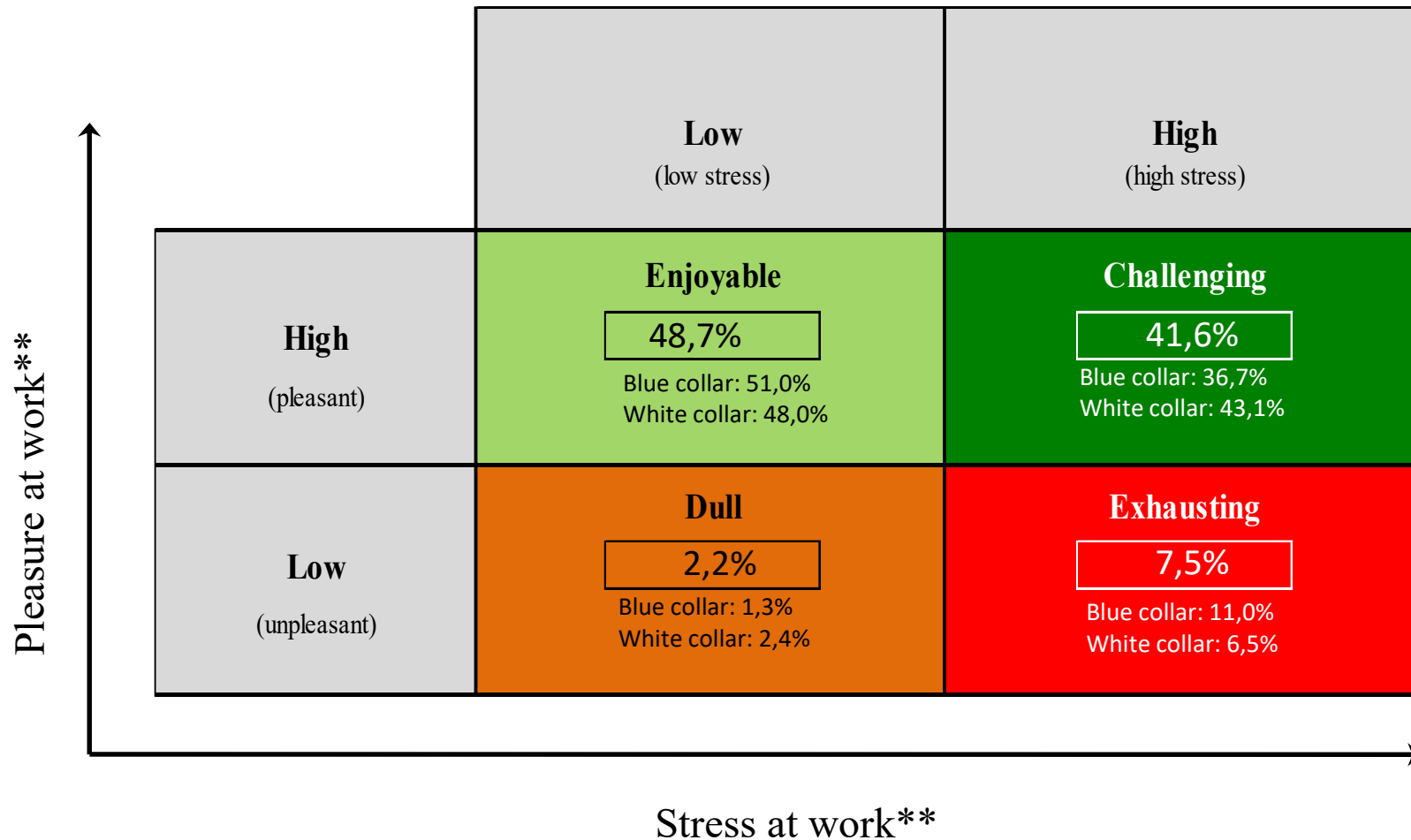
**Neutral scale "5" as cut-off point

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

4.4. Typology 'work perception': pleasure and stress at work



*iNostix benchmark (n=33.593)

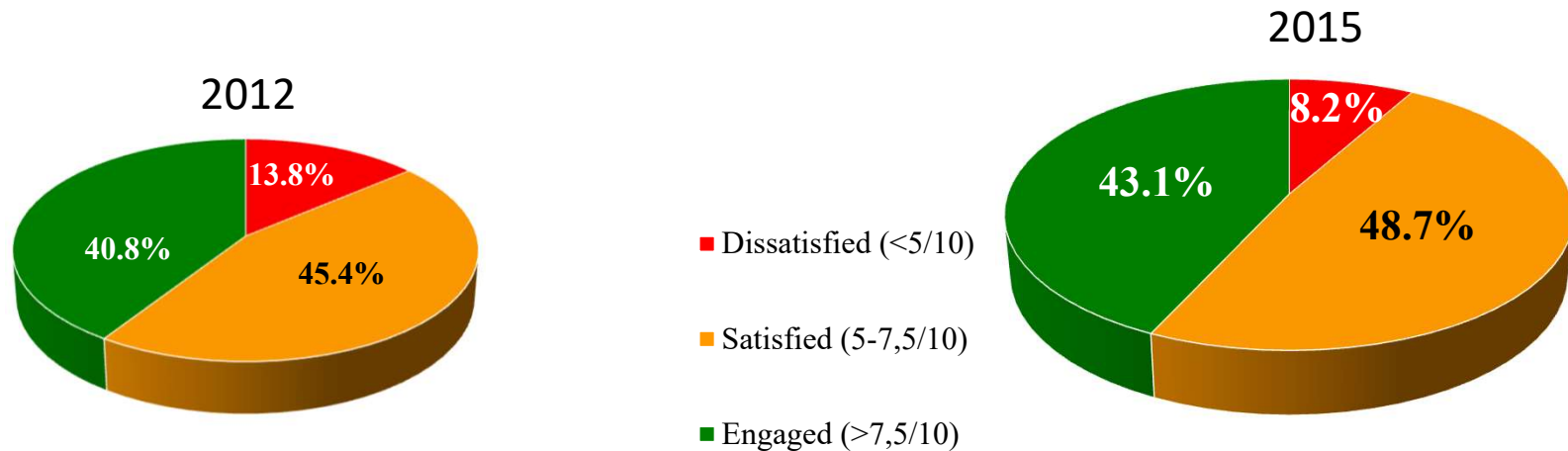
**Neutral scale "5" as cut-off point

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

4.5. Engagement analysis



Dissatisfied
Low level of engagement

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

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

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

iNostix benchmark:
 (n=33.593)

21,4%

49,4%

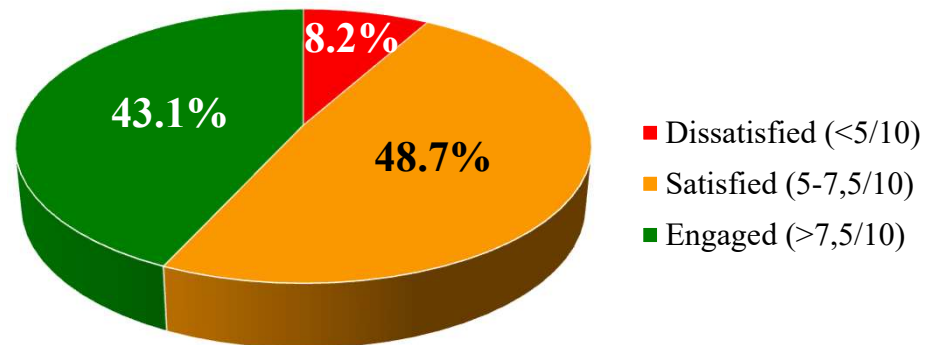
29,1%



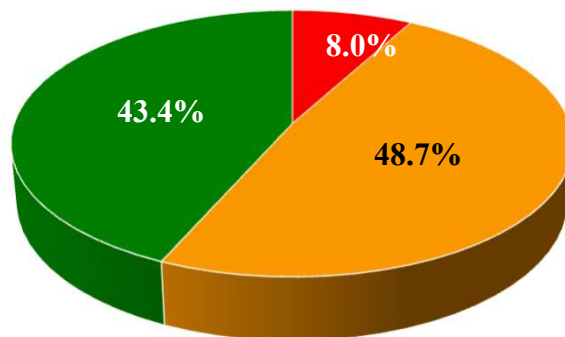
4. Results of the engagement survey

4.5. Engagement analysis

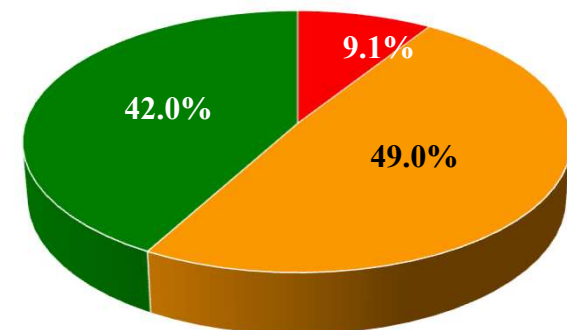
Total population 2015



White collar 2015

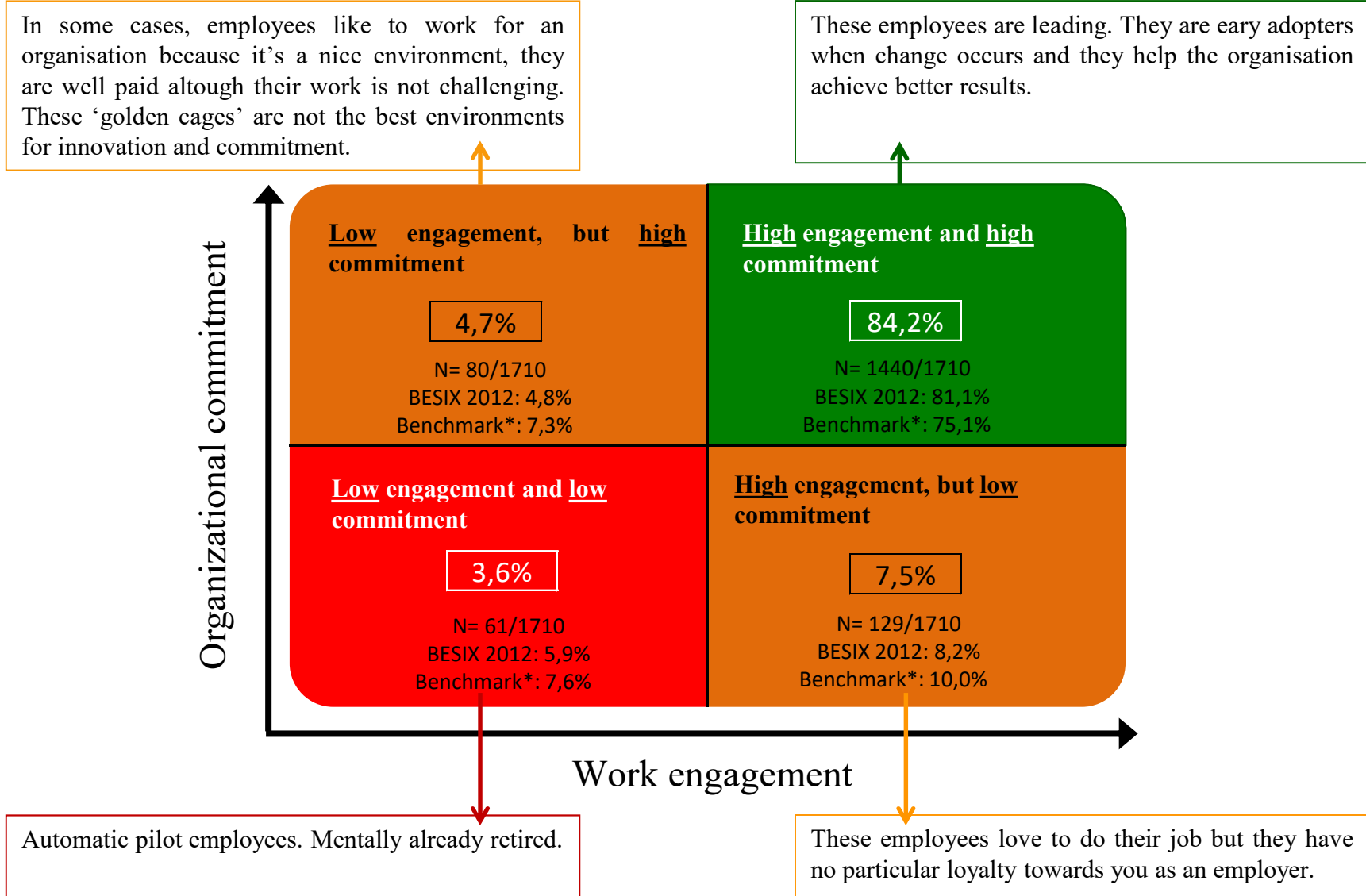


Blue collar 2015



4. Results of the engagement survey

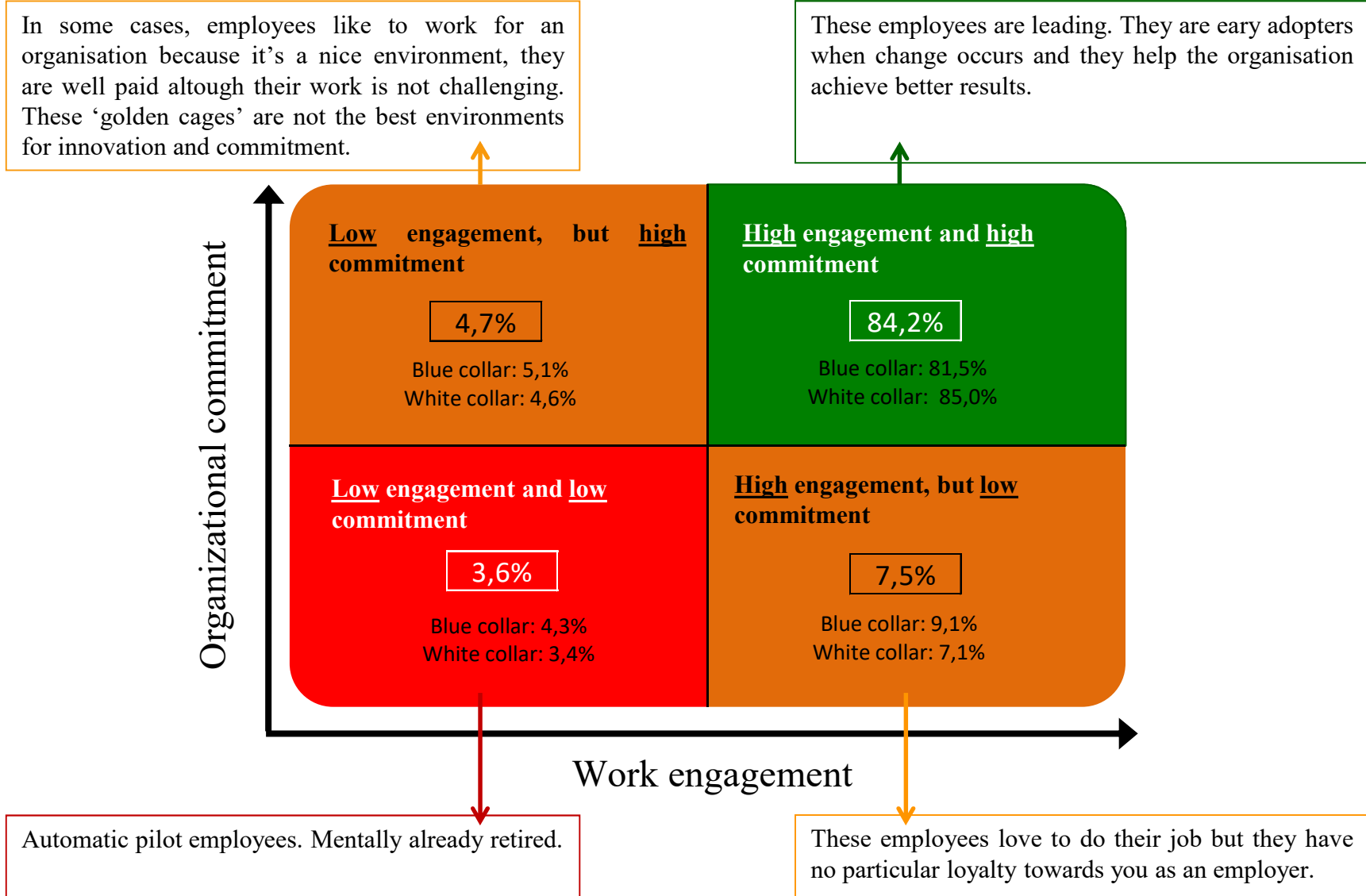
4.6. Analysis of commitment



*iNostix benchmark (n=33.593)

4. Results of the engagement survey

4.6. Analysis of commitment



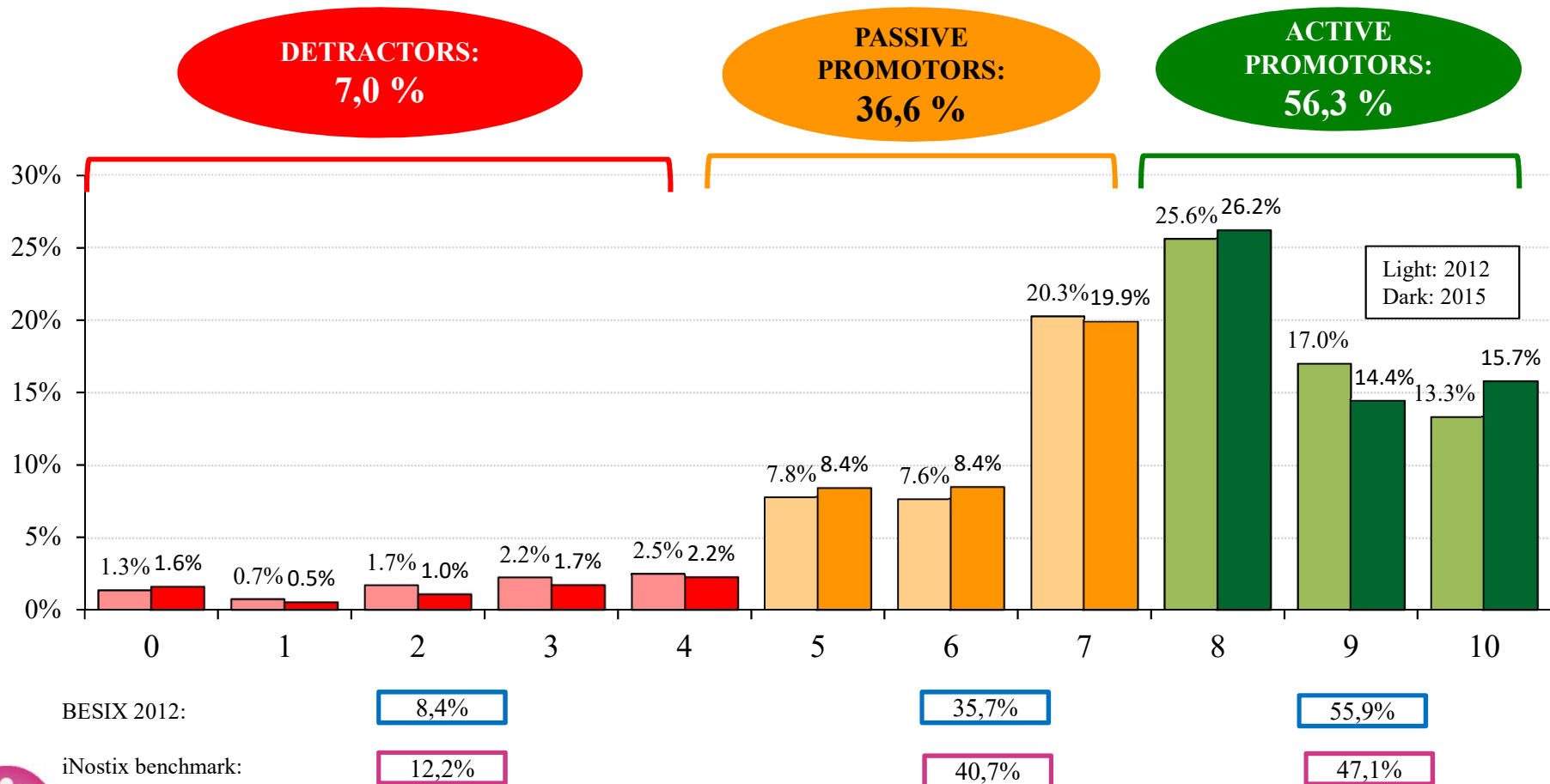
*iNostix benchmark (n=33.593)

4. Results of the engagement survey

4.7. Intention to recommend

Intention to recommend	
Mean (/10)	7,44
Median (/10)	8,00
Standard deviation	2,04

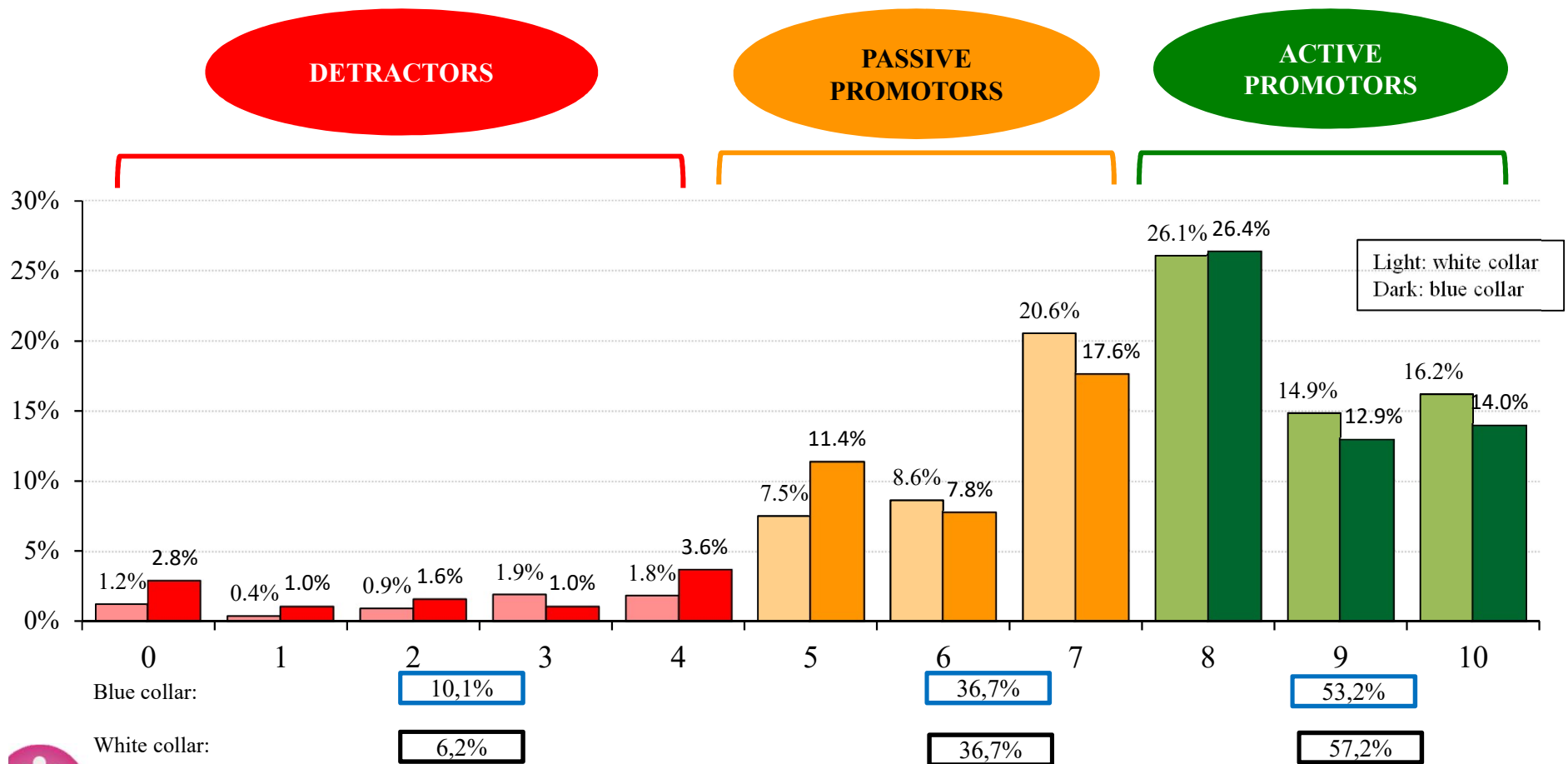
Based on your experience with this employer, how likely are you to recommend your organization to friends or acquaintances currently looking for work? Please rate on a scale from 0 to 10, with 0 being "highly unlikely" and 10 being "highly likely".



4. Results of the engagement survey

4.7. Intention to recommend

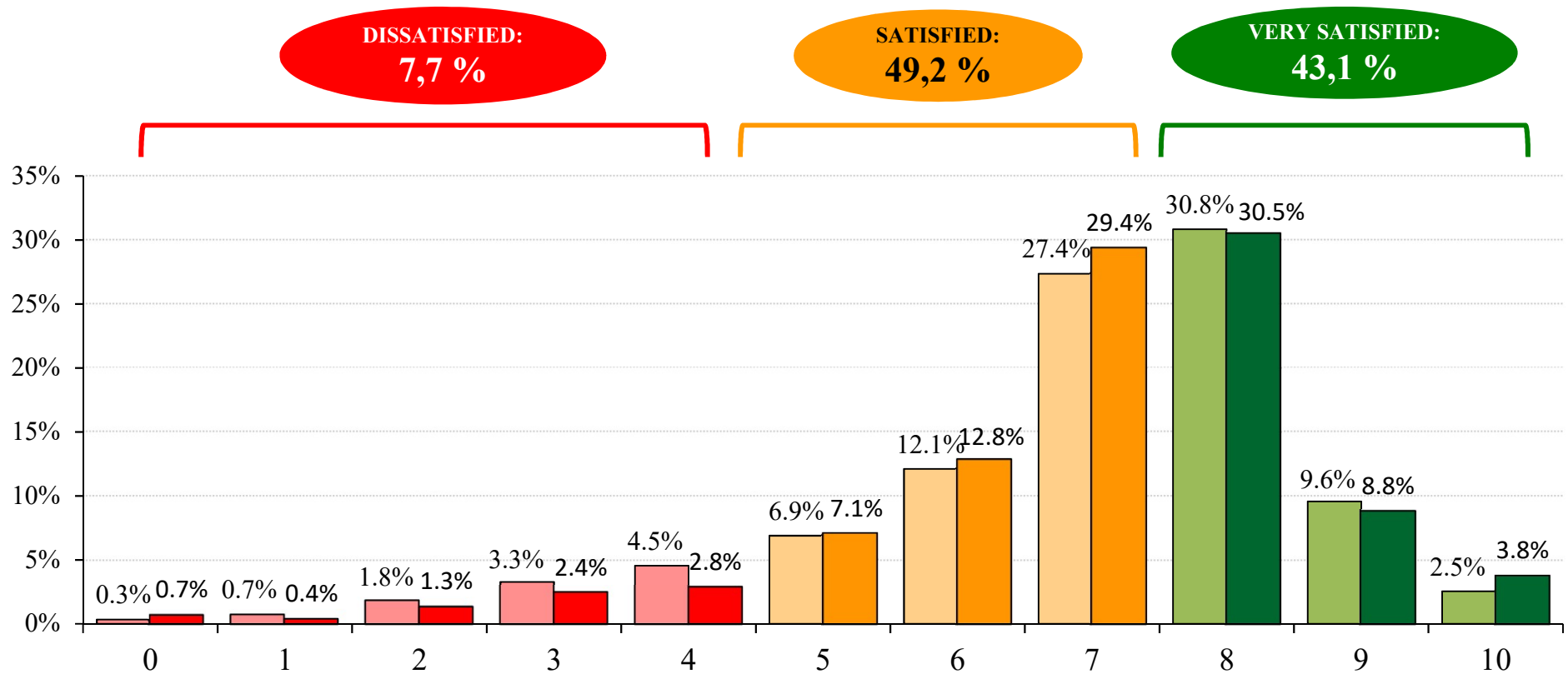
Based on your experience with this employer, how likely are you to recommend your organization to friends or acquaintances currently looking for work? Please rate on a scale from 0 to 10, with 0 being "highly unlikely" and 10 being "highly likely".



4. Results of the engagement survey

4.8. Overall job satisfaction

Job satisfaction	
Mean (/10)	7,00
Median (/10)	7,00
Standard deviation	1,69



BESIX 2012:

10,7%

46,4%

42,9%

iNostix benchmark:

9,0%

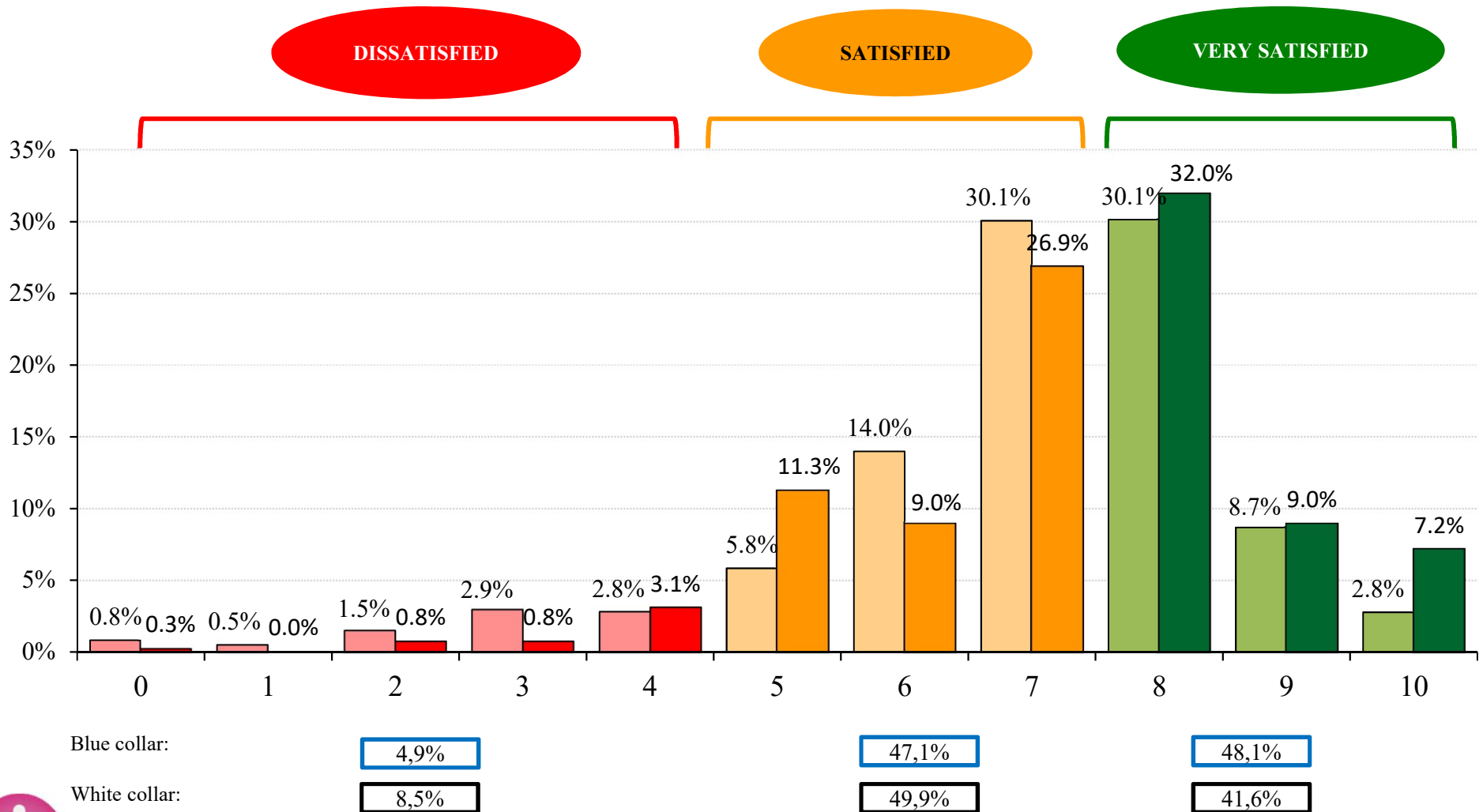
48,9%

42,0%



4. Results of the engagement survey

4.8. Overall job satisfaction



4. Results of the engagement survey

4.9. The five main drivers of the outcomes

Total survey population

1. Engagement

Learning opportunities	0,53
Communication	0,47
Career opportunities	0,45
Relationship with superior	0,44
Participation	0,43

2. Well-being

Emotional load*	0,50
Workload*	0,49
Role conflicts*	0,37
Role definition	0,31
Relationship with superior	0,29

3. Satisfaction

Relationship with superior	0,63
Learning opportunities	0,62
Information and feedback	0,58
Career opportunities	0,57
Communication	0,55

4. Attractiveness

Communication	0,52
Learning opportunities	0,50
Career opportunities	0,47
Relationship with superior	0,46
Information and feedback	0,46

5. Performance

Relationship with employees	0,28
Participation	0,27
Relationship with colleagues	0,26
Career opportunities	0,25
Relationship with superior	0,24

6. Retention

Learning opportunities	0,44
Remuneration	0,37
Communication	0,35
Relationship with superior	0,34
Role conflicts*	0,33

The correlation coefficient (r) is shown next to the indice. The correlation varies between -1 (perfect negative association) and +1 (perfect positive association). The closer the absolute value of the correlation coefficient approaches 1, the more the two dimensions are associated with each other.

* Negative feature



4. Results of the engagement survey

4.9. The five main drivers of the outcomes

Blue collar workers

1. Engagement

Learning opportunities	0,57
Career opportunities	0,53
Relationship with superior	0,52
Communication	0,49
Information and feedback	0,43

2. Well-being

Emotional load*	0,44
Workload*	0,42
Role conflicts*	0,39
Relationship with superior	0,39
Communication	0,36

3. Satisfaction

Relationship with superior	0,67
Learning opportunities	0,62
Career opportunities	0,61
Communication	0,58
Information and feedback	0,58

4. Attractiveness

Career opportunities	0,55
Information and feedback	0,55
Relationship with superior	0,55
Communication	0,54
Learning opportunities	0,53

5. Performance

Participation	0,33
Learning opportunities	0,32
Career opportunities	0,32
Relationship with superior	0,30
Relationship with colleagues	0,28

6. Retention

Relationship with superior	0,42
Learning opportunities	0,42
Information and feedback	0,40
Communication	0,36
Job security	0,36

The correlation coefficient (r) is shown next to the indice. The correlation varies between -1 (perfect negative association) and +1 (perfect positive association). The closer the absolute value of the correlation coefficient approaches 1, the more the two dimensions are associated with each other.

* Negative feature

4. Results of the engagement survey

4.9. The five main drivers of the outcomes

White collar workers

1. Engagement

Learning opportunities	0,52
Communication	0,46
Participation	0,44
Information and feedback	0,43
Relationship with superior	0,42

2. Well-being

Emotional load*	0,51
Workload*	0,49
Role conflicts*	0,38
Physical load*	0,38
Role definition	0,30

3. Satisfaction

Learning opportunities	0,63
Relationship with superior	0,62
Information and feedback	0,57
Career opportunities	0,55
Communication	0,55

4. Attractiveness

Communication	0,52
Learning opportunities	0,49
Relationship with superior	0,44
Career opportunities	0,44
Information and feedback	0,43

5. Performance

Relationship with employees	0,29
Relationship with colleagues	0,26
Participation	0,26
Career opportunities	0,23
Relationship with superior	0,23

6. Retention

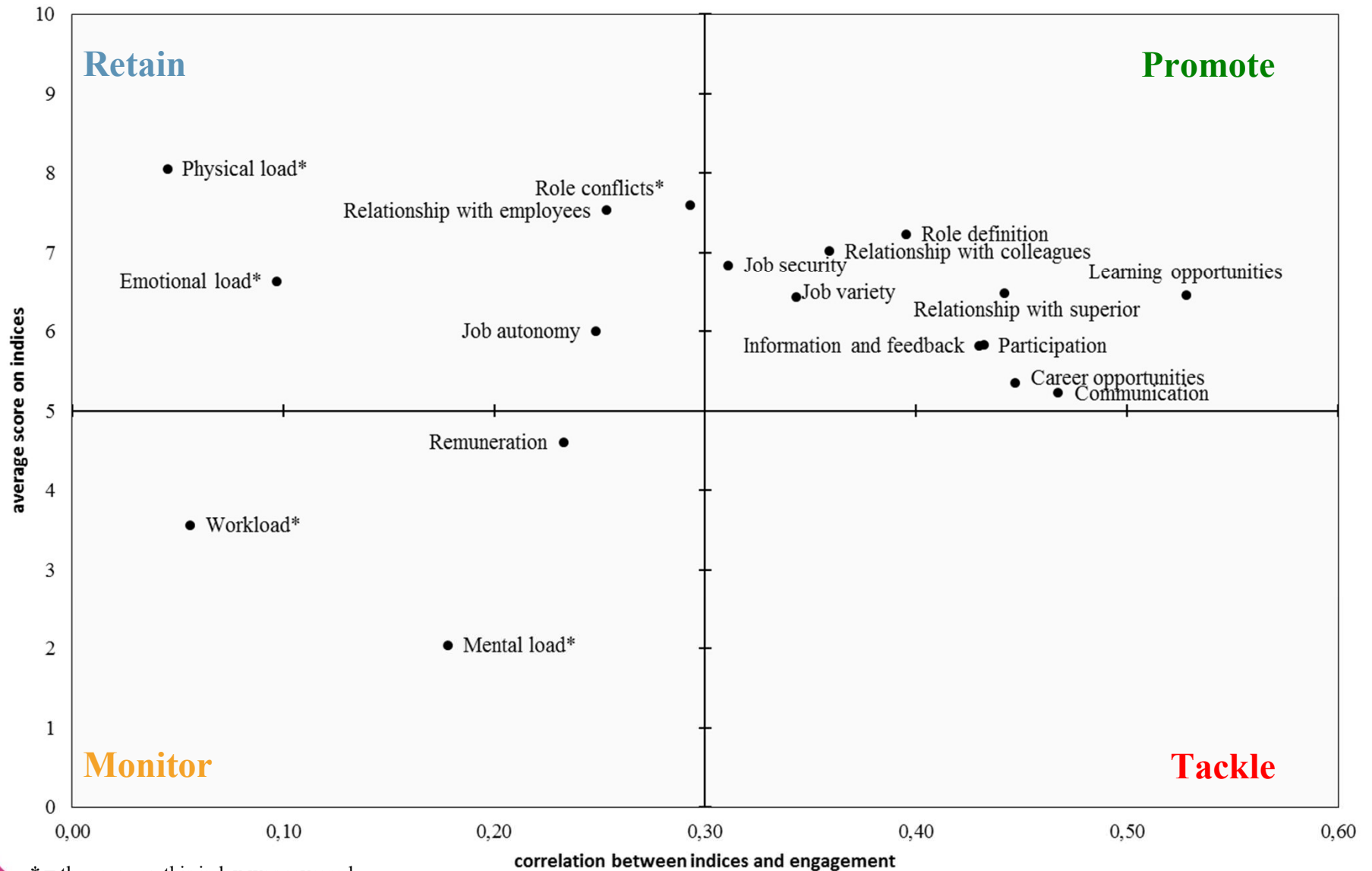
Learning opportunities	0,44
Remuneration	0,36
Communication	0,35
Role conflicts*	0,34
Career opportunities	0,33

The correlation coefficient (r) is shown next to the indice. The correlation varies between -1 (perfect negative association) and +1 (perfect positive association). The closer the absolute value of the correlation coefficient approaches 1, the more the two dimensions are associated with each other.

* Negative feature

4. Results of the engagement survey

4.10. Priority analysis 1: Engagement

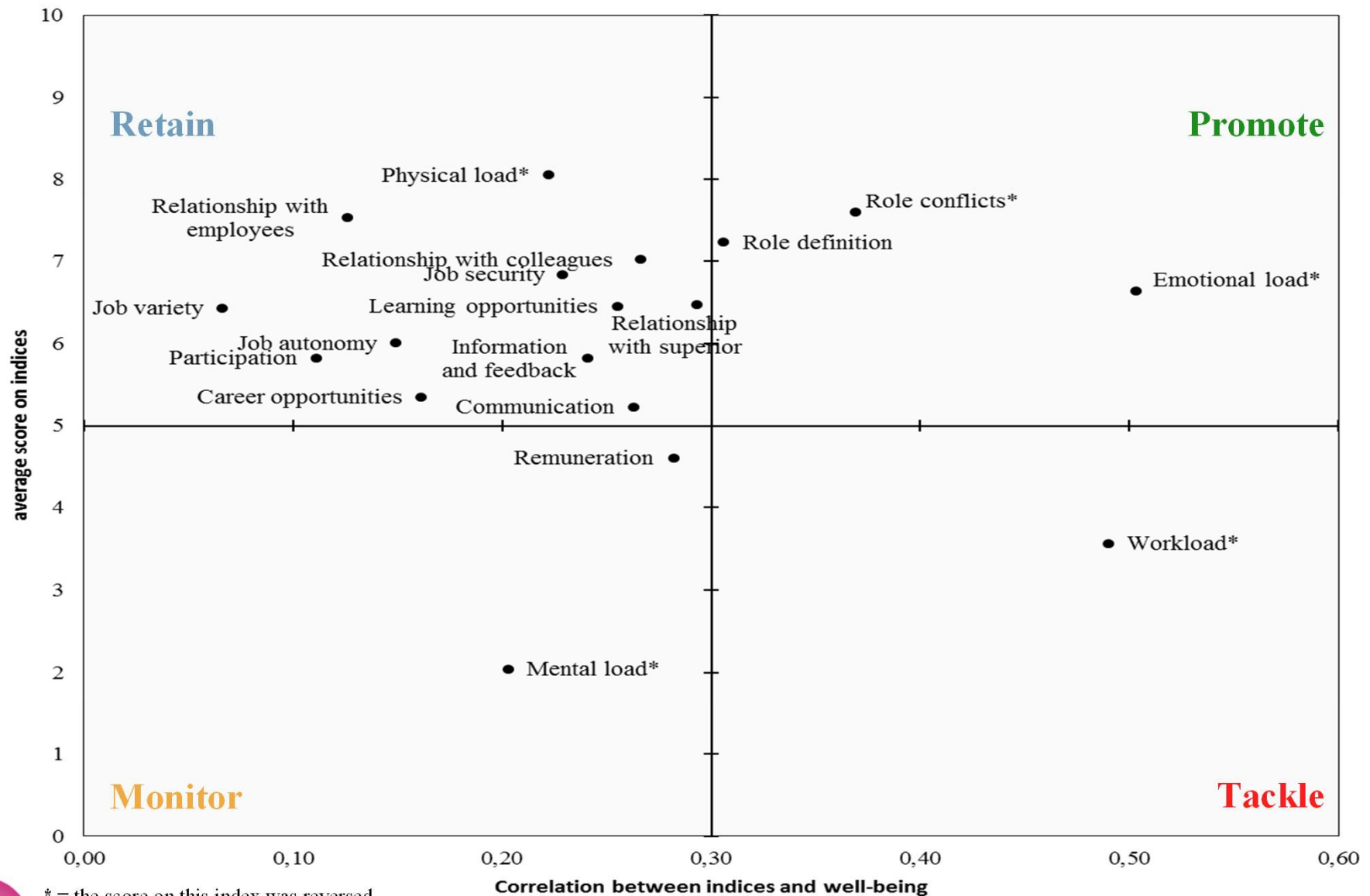


* = the score on this index was reversed



4. Results of the engagement survey

4.10. Priority analysis 2: Well-being

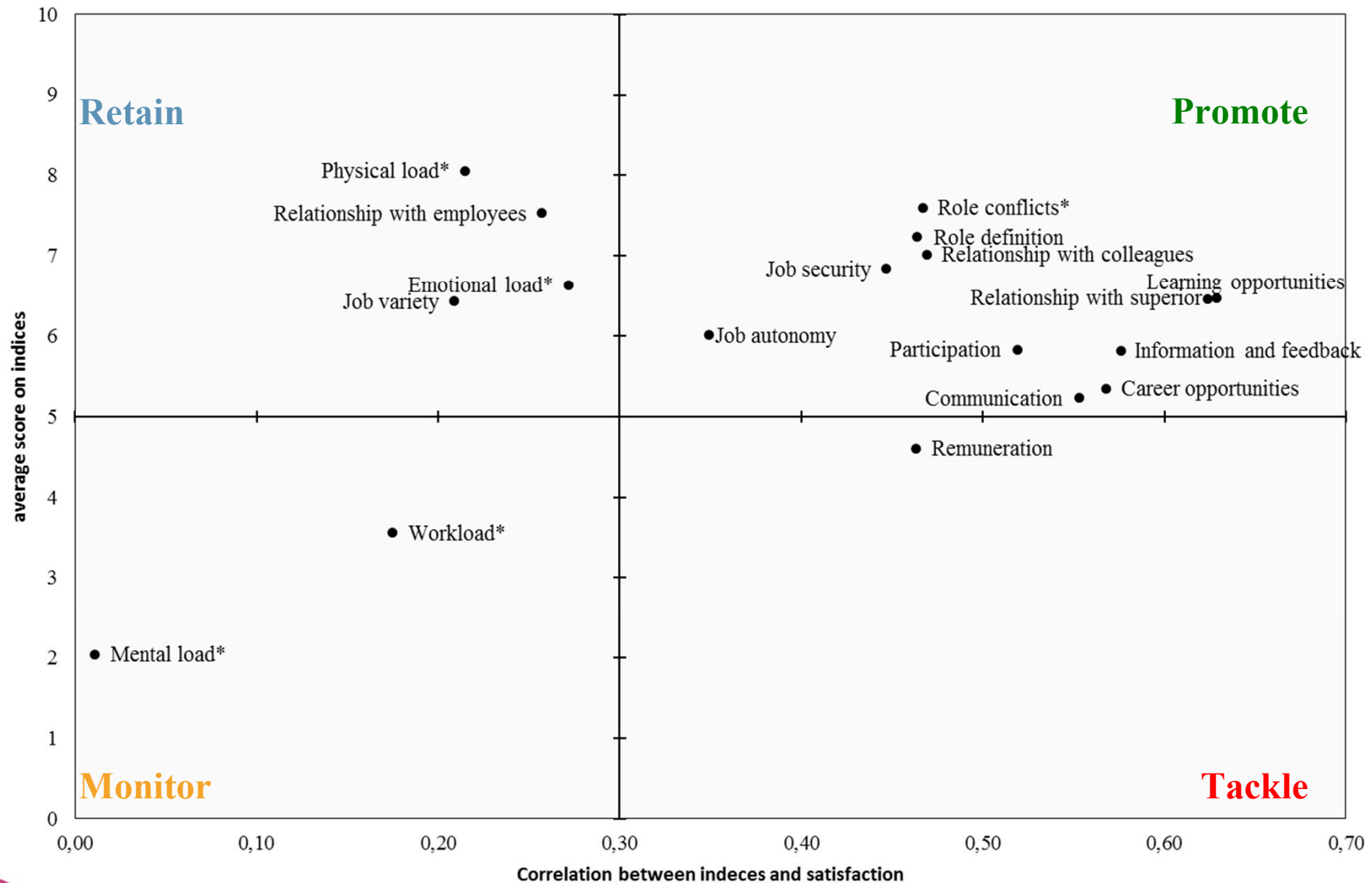


* = the score on this index was reversed



4. Results of the engagement survey

4.10. Priority analysis 3: Satisfaction

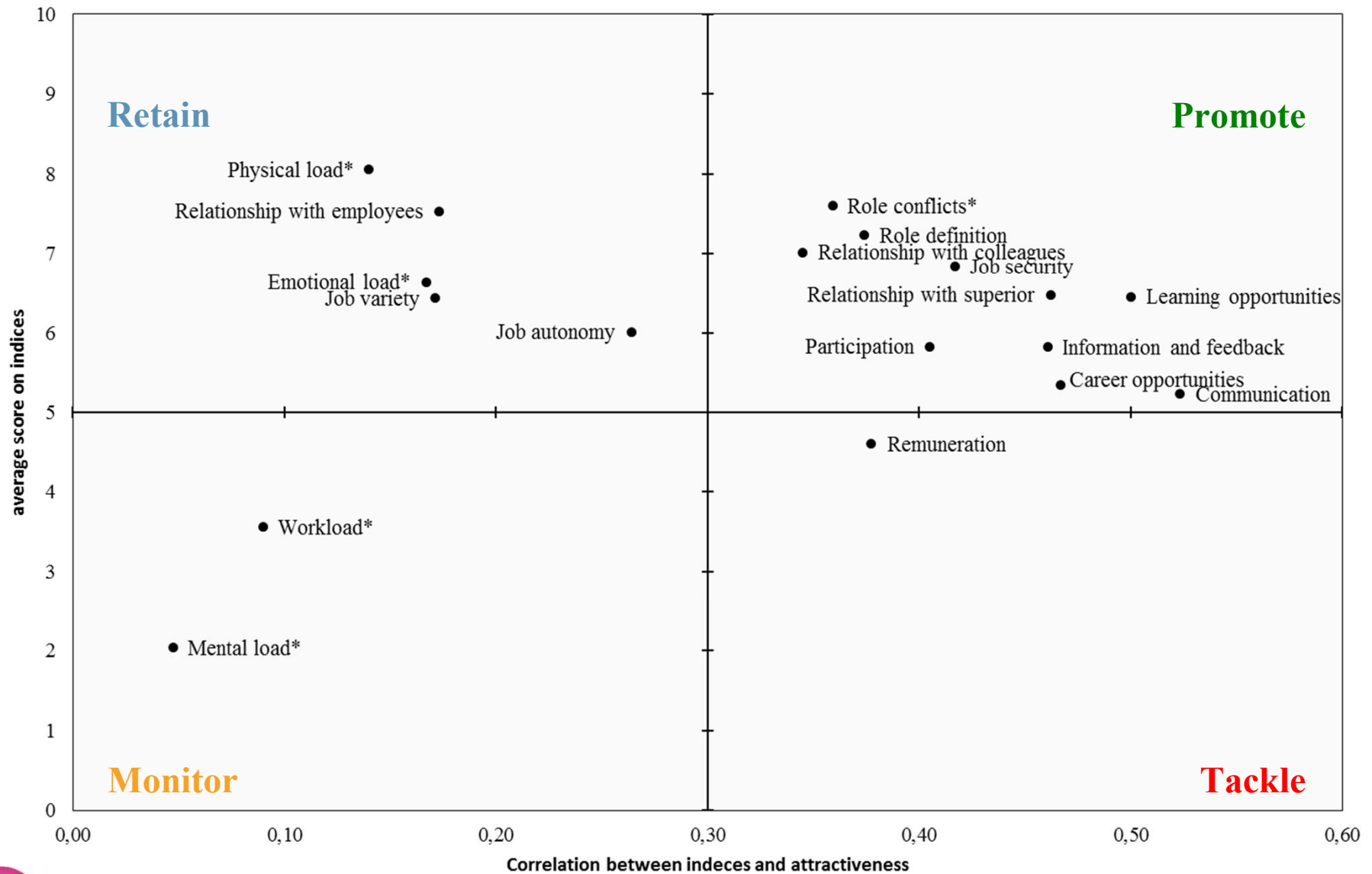


* = the score on this index was reversed



4. Results of the engagement survey

4.10. Priority analysis 4: Attractiveness

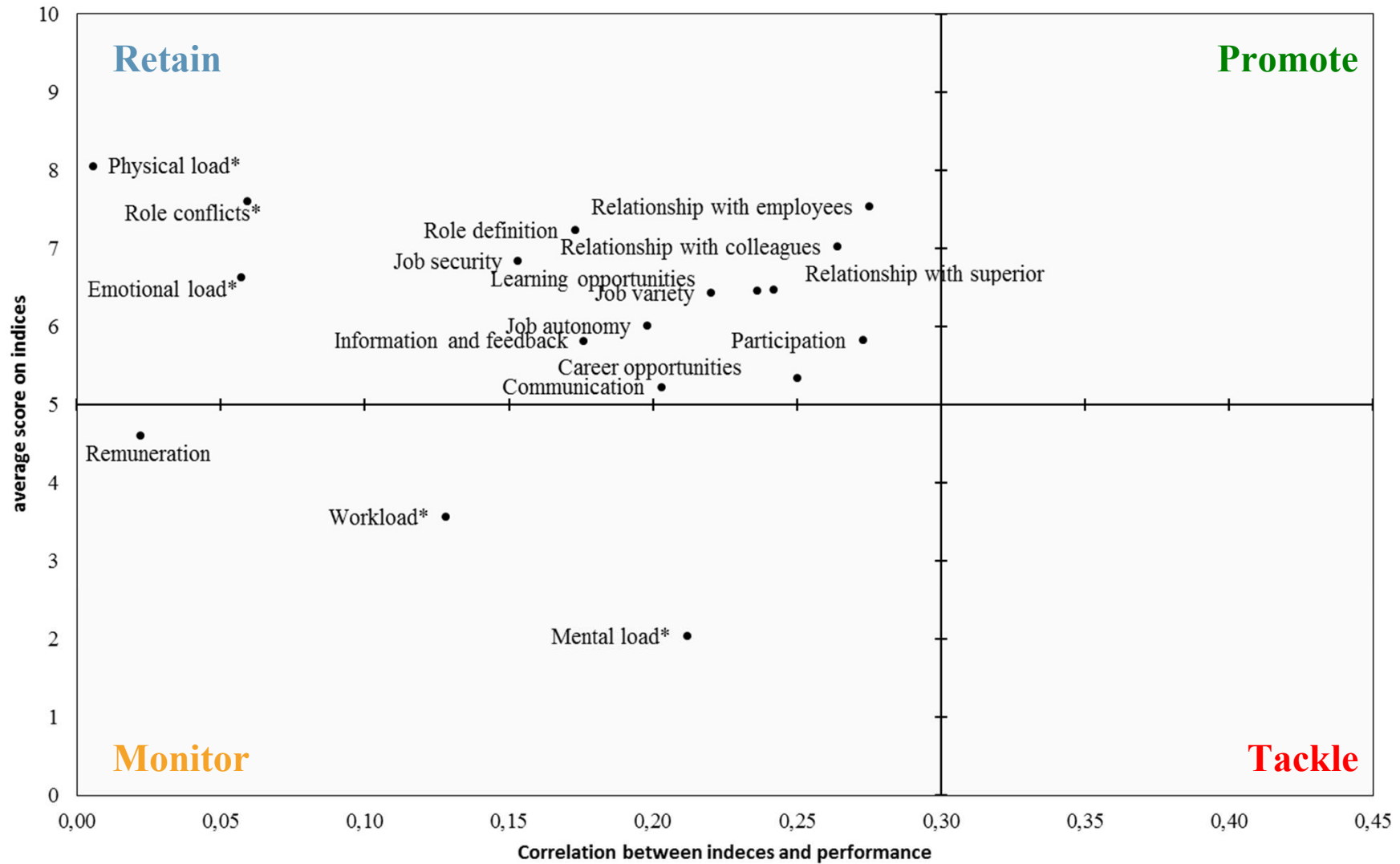


* = the score on this index was reversed



4. Results of the engagement survey

4.10. Priority analysis 5: Performance

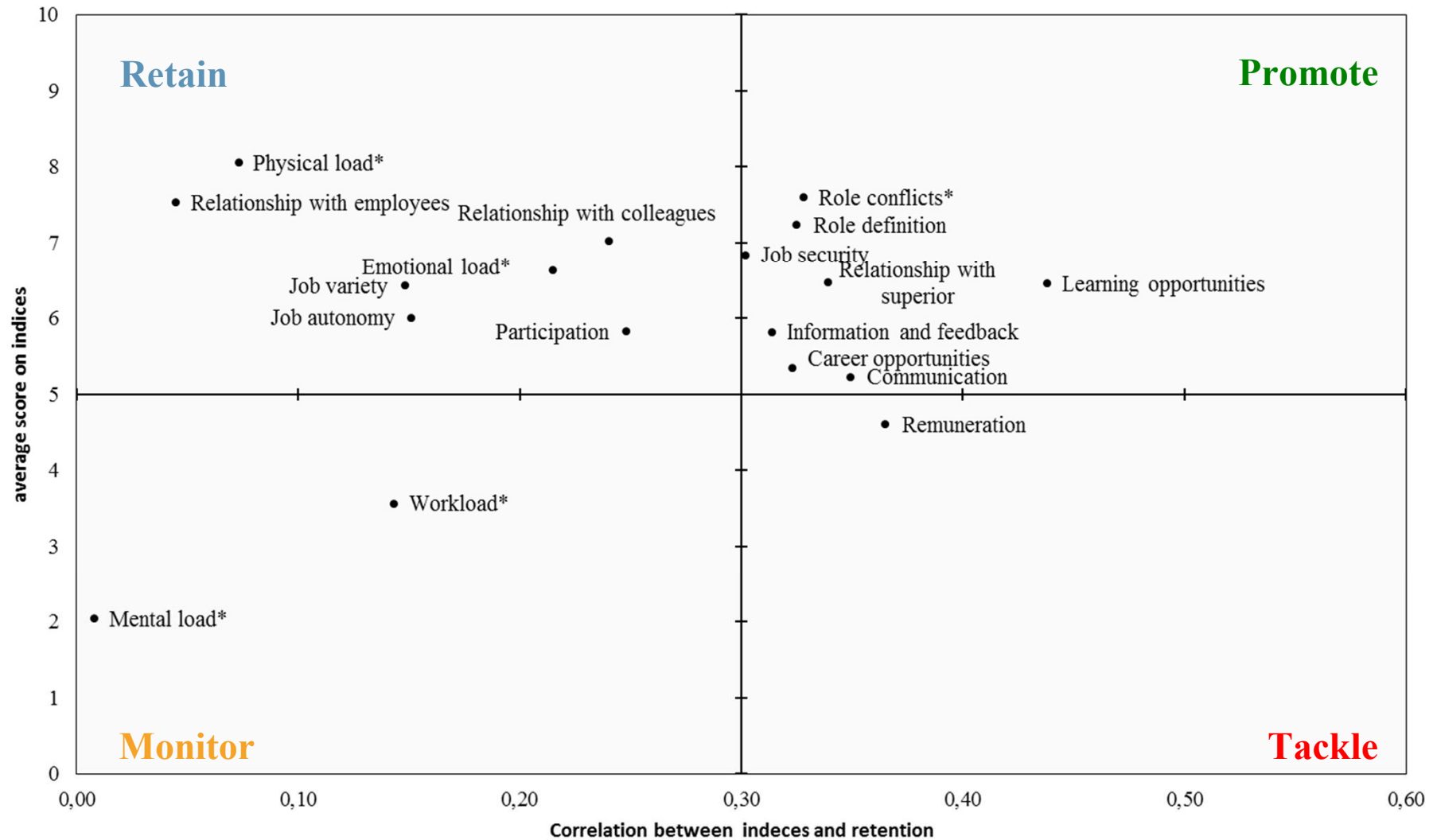


* = the score on this index was reversed



4. Results of the engagement survey

4.10. Priority analysis 6: Retention



* = the score on this index was reversed



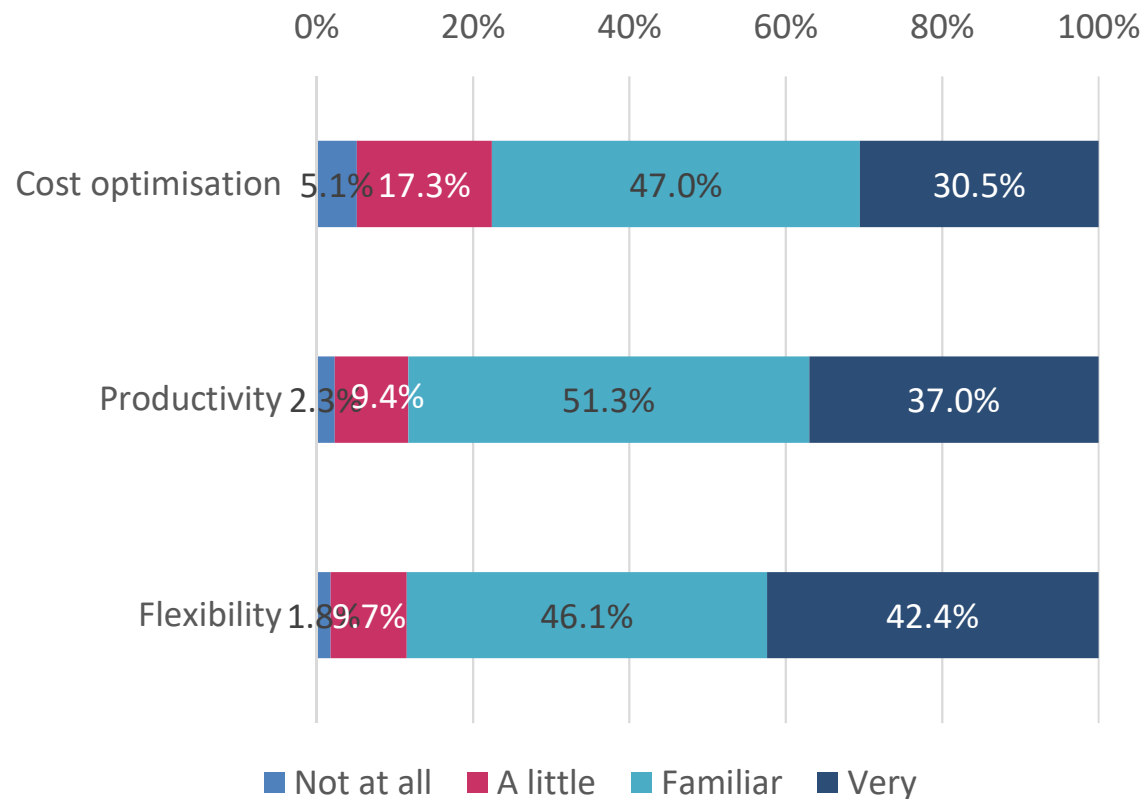
5. Extra questions

5.1. Priorities	57
5.2. Values and competencies	62
5.3. Burnout	67

5. Extra questions

5.1. Priorities

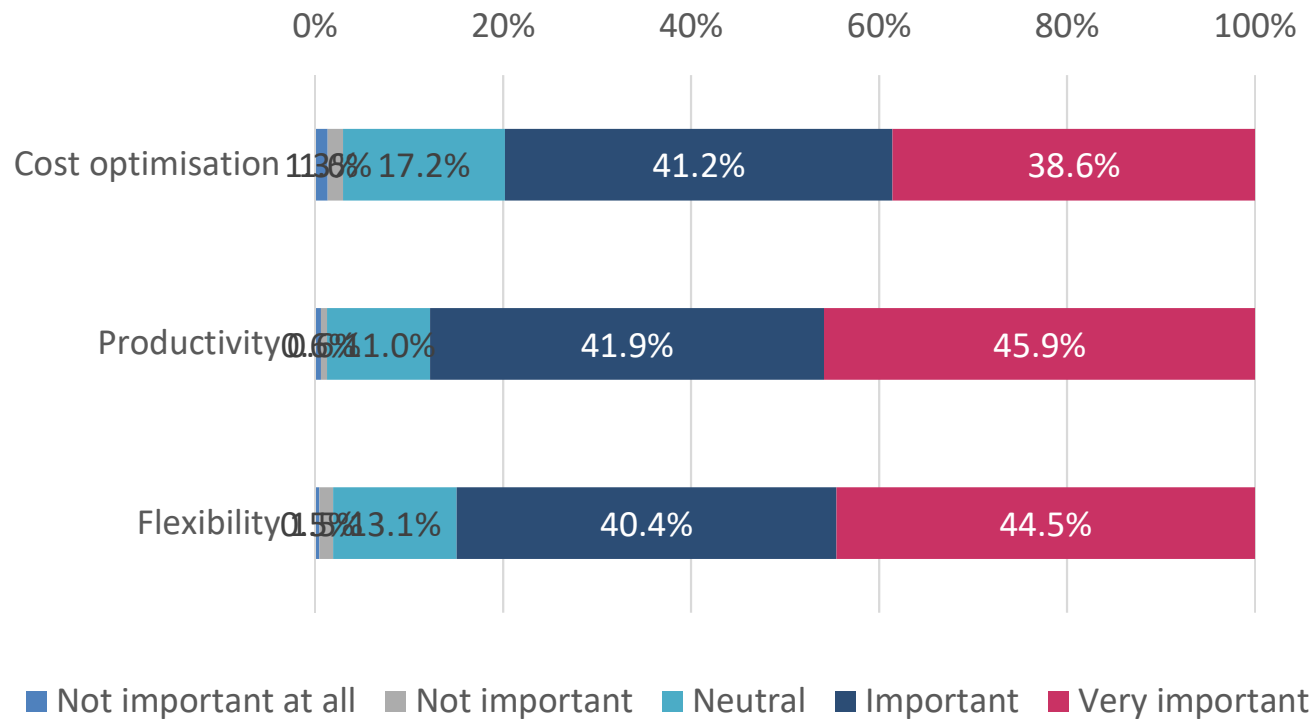
Please indicate how **familiar** you are with the following priorities of your company.



5. Extra questions

5.1. Priorities

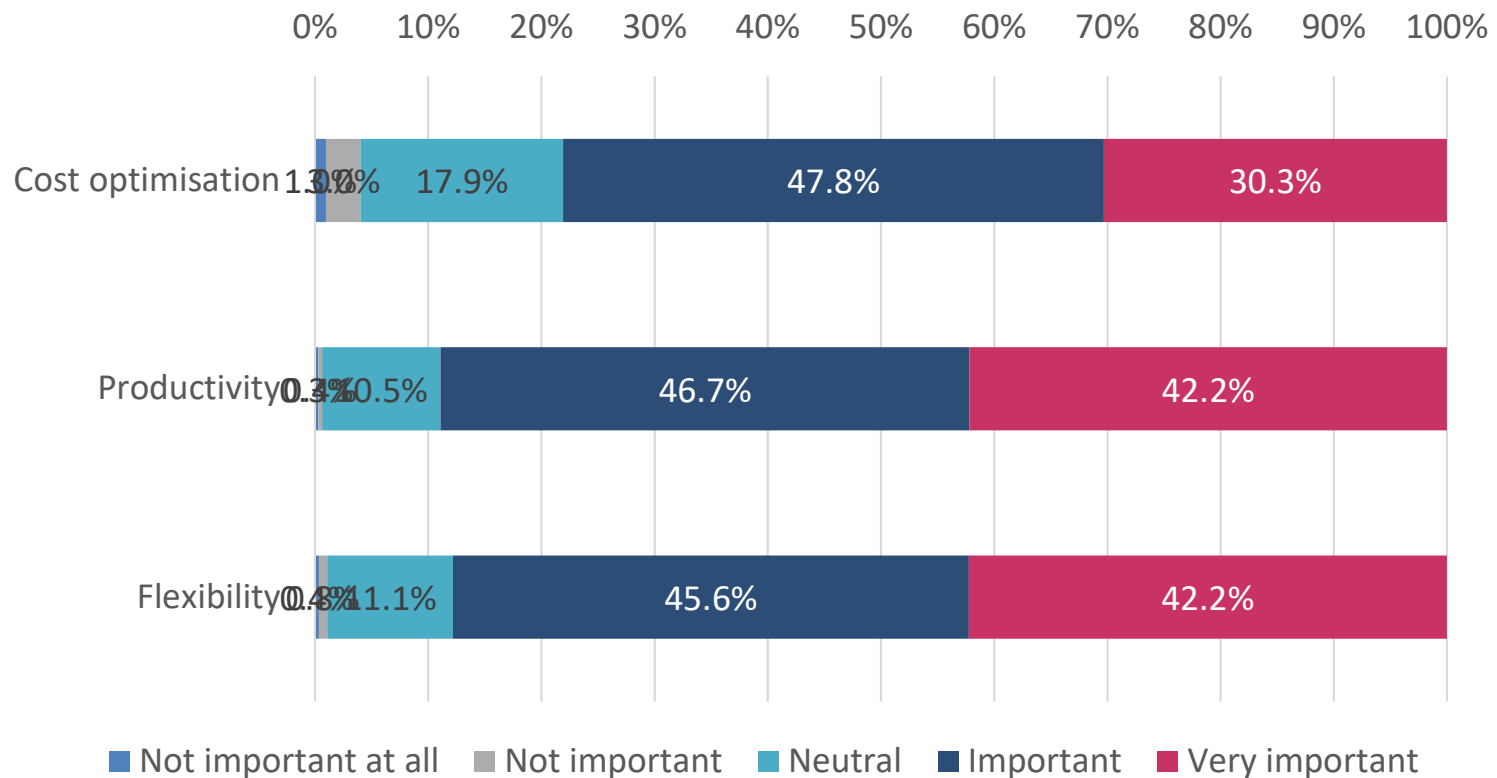
How **important** are the following priorities **for your company**, do you think?



5. Extra questions

5.1. Priorities

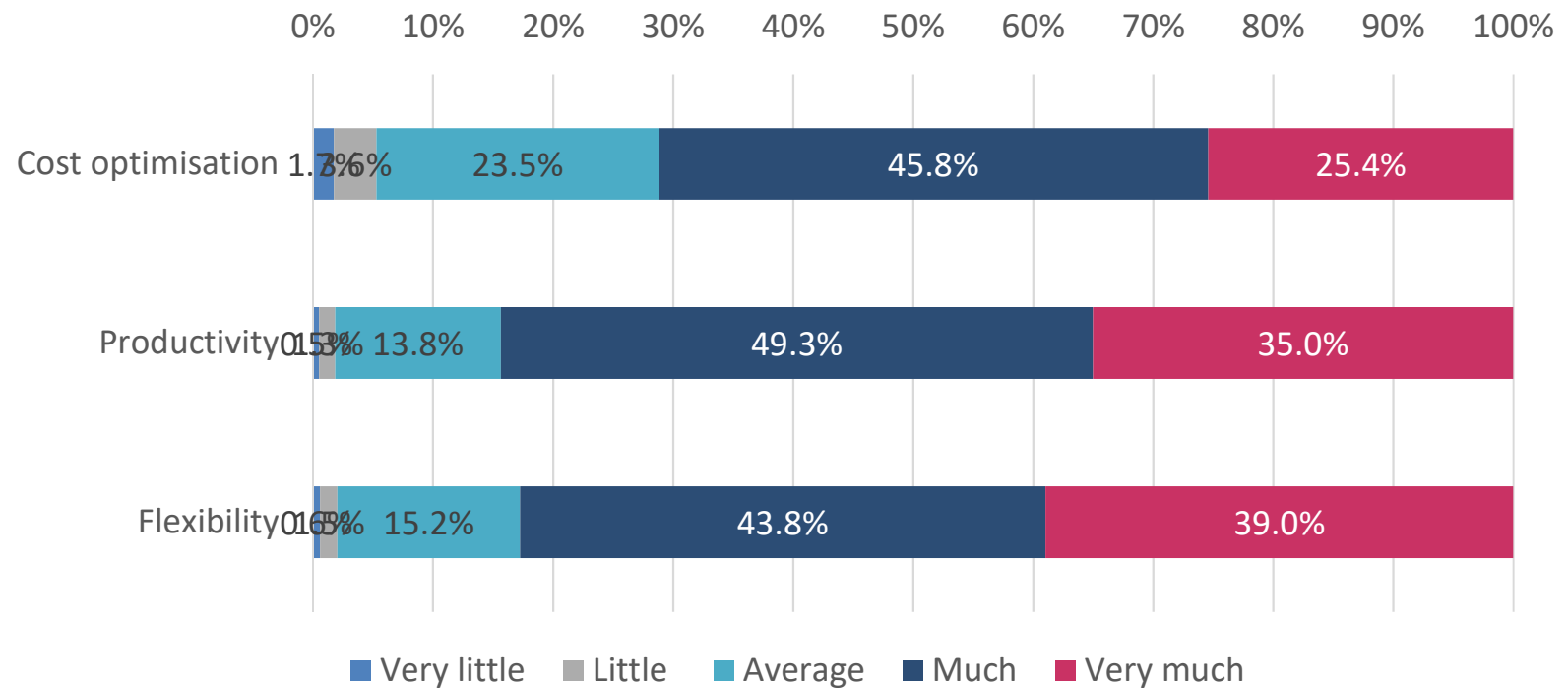
How **important** do you **personally** find the following priorities to carry out your work/job?



5. Extra questions

5.1. Priorities

Please indicate to what extent you **personally apply** the following priorities to your work/job?



5. Extra questions

5.1. Priorities

How do you contribute to these priorities?
In other words: what do you do to apply these priorities?

English

achieve always **best** better changes company **Cost** costs
daily day doing effective efficient efficiently ensure Every find Flexibility
follow give good job less manage manpower materials maximum order plan
possible priorities production **Productivity** profit project properly
quality reduce required resources site task **tasks** team **time** Try
work Working works

French

100 accomplir adapter Besix **bien** bon bonne chantier choix collègues
couts coûts délais ENTREPRISE essaie essaye **est** façon faire
fais faut flexibilité flexible fonction gestion heures jour manière
maximum même **mieux** Optimisation organisation ouvriers planning
possible priorité **priorités** prix projets qu qualité rendement Respect
respecter **tâches** temps toujours **travail** travailler

Dutch

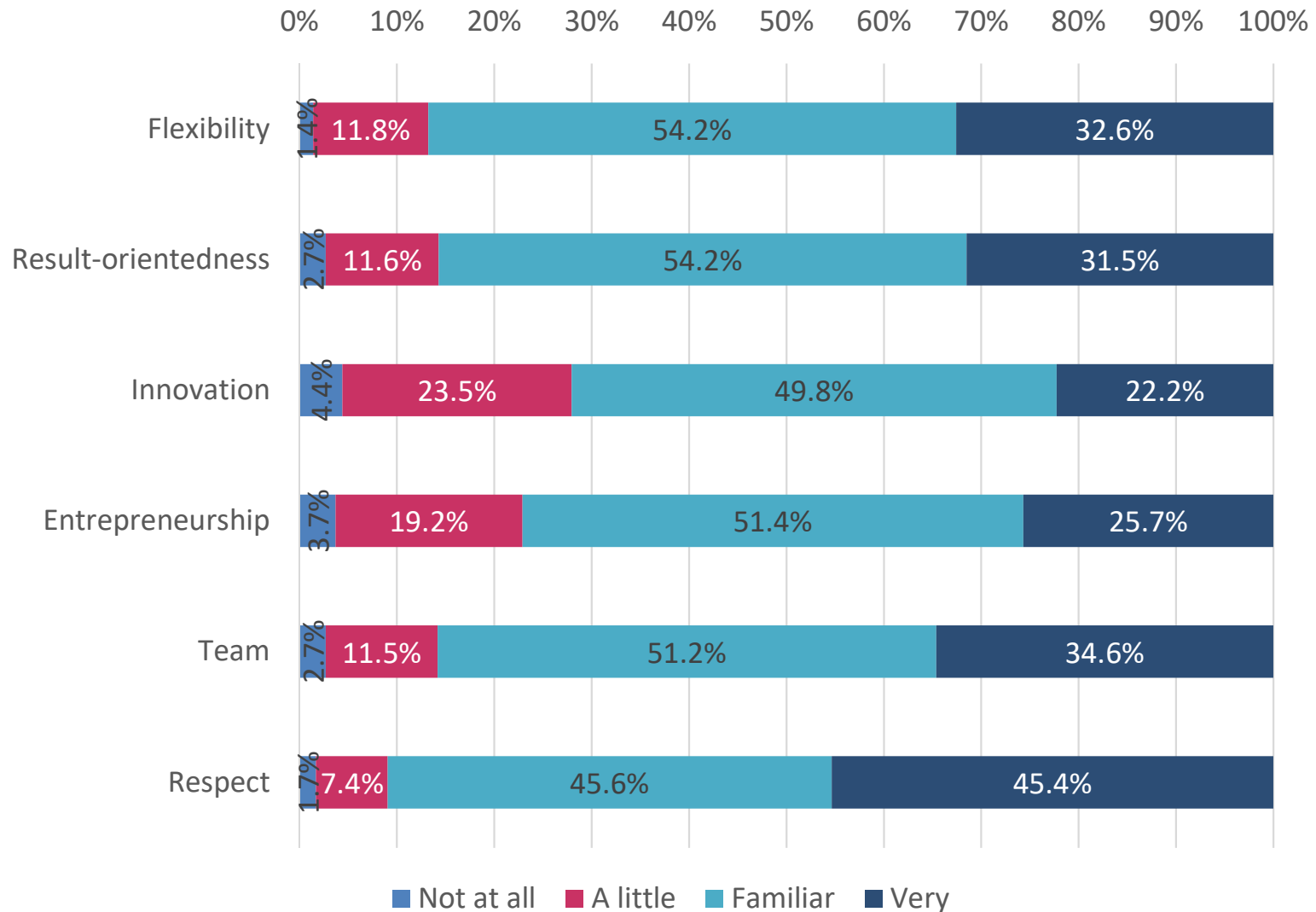
aanpassen alle and basis bepaalde **collega** dag Dagelijks doen efficient
eigen **flexibel** flexibiliteit gaan geven **goed** goede inzet juiste
kosten maken meest Mensen **mogelijk** nieuwe nodig
onderaannemers onderneming open oplossingen organisatie Planning
prioriteiten probeer proberen productiviteit projecten resultaat snel
Steeds stellen taken tijd uitvoering werf **werk werken**
werkuren zaken zoeken



5. Extra questions

5.2. Values and competencies

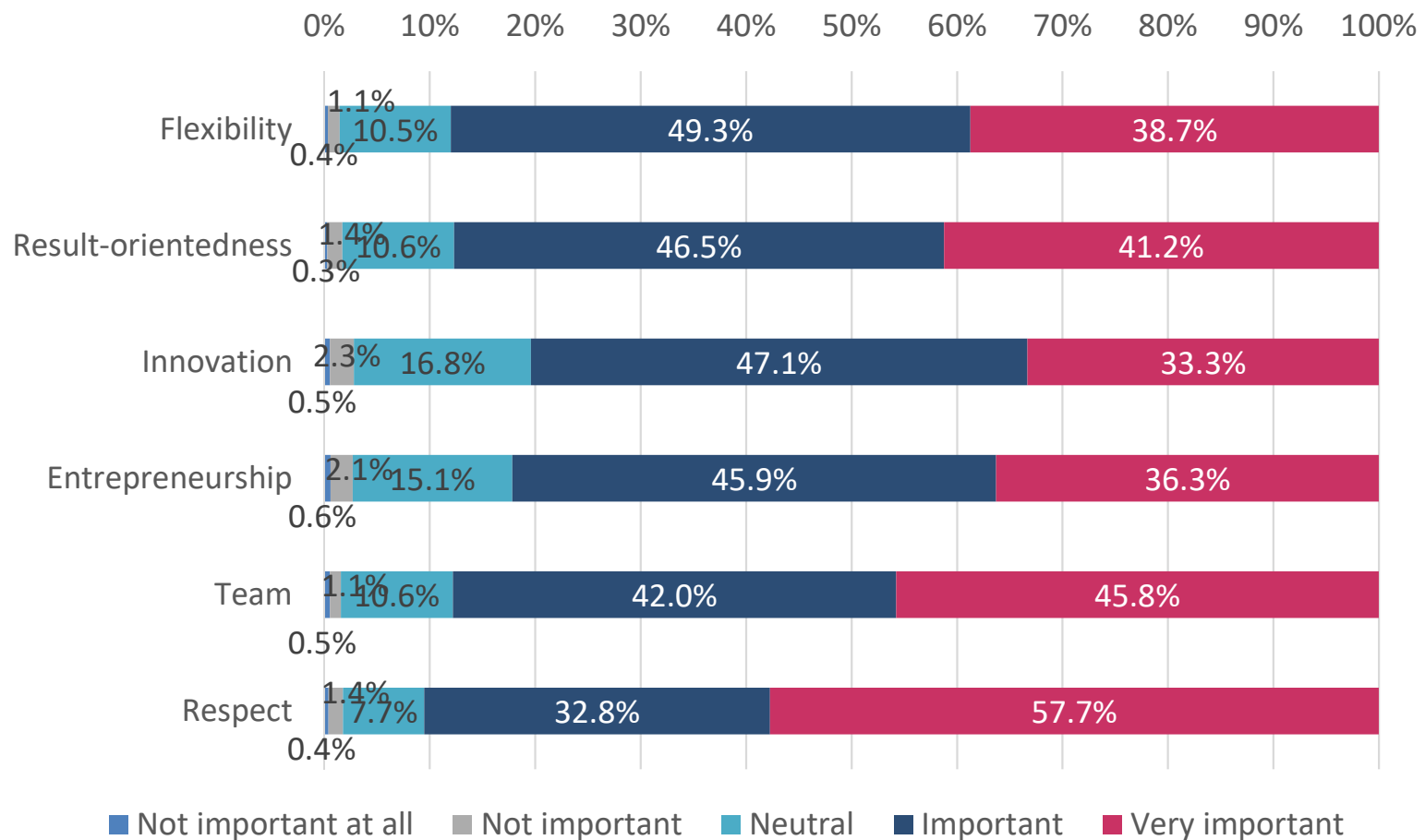
Please indicate how **familiar** you are with the following competencies of your company.



5. Extra questions

5.2. Values and competencies

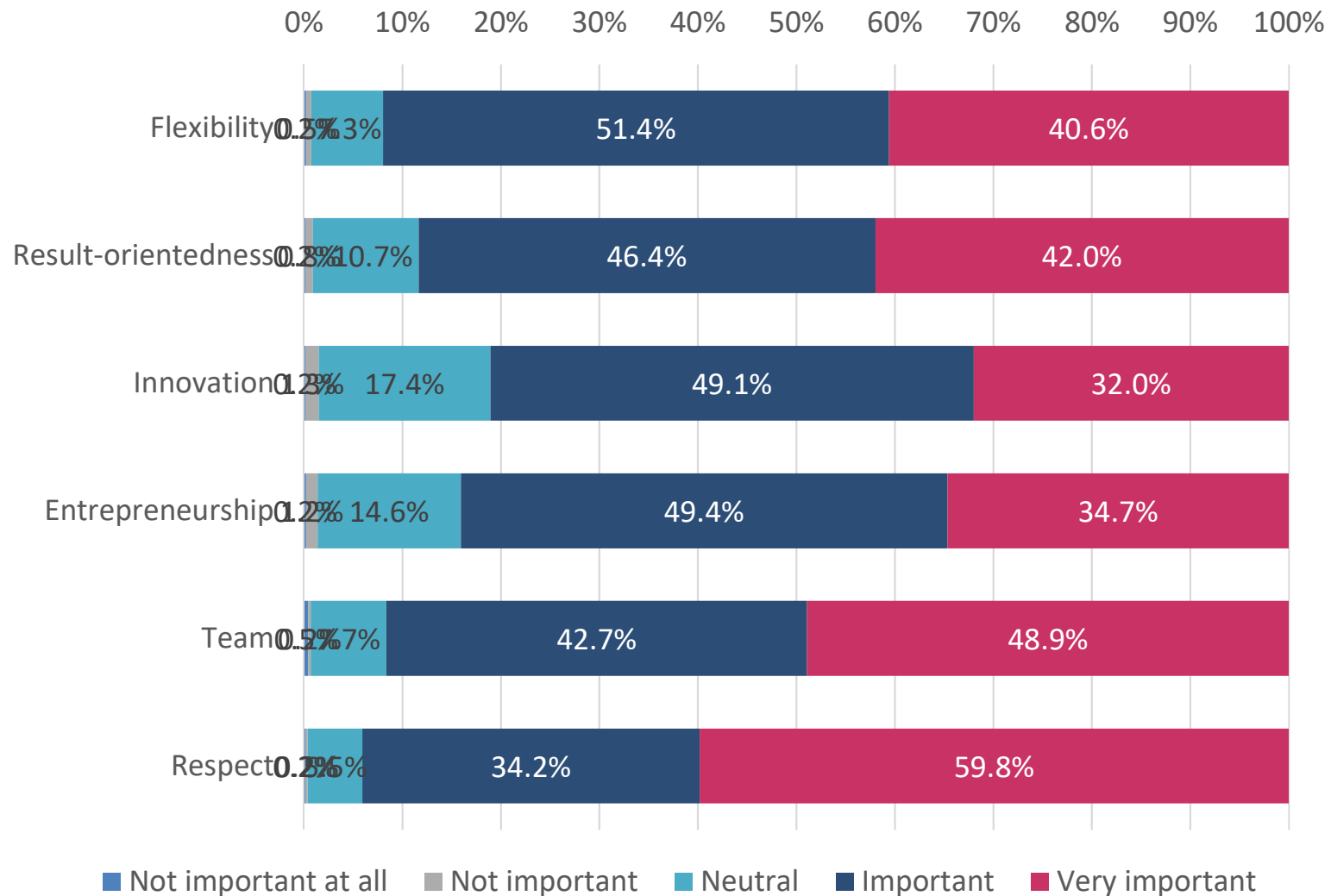
How **important** are the following values **for your company**, do you think?



5. Extra questions

5.2. Values and competencies

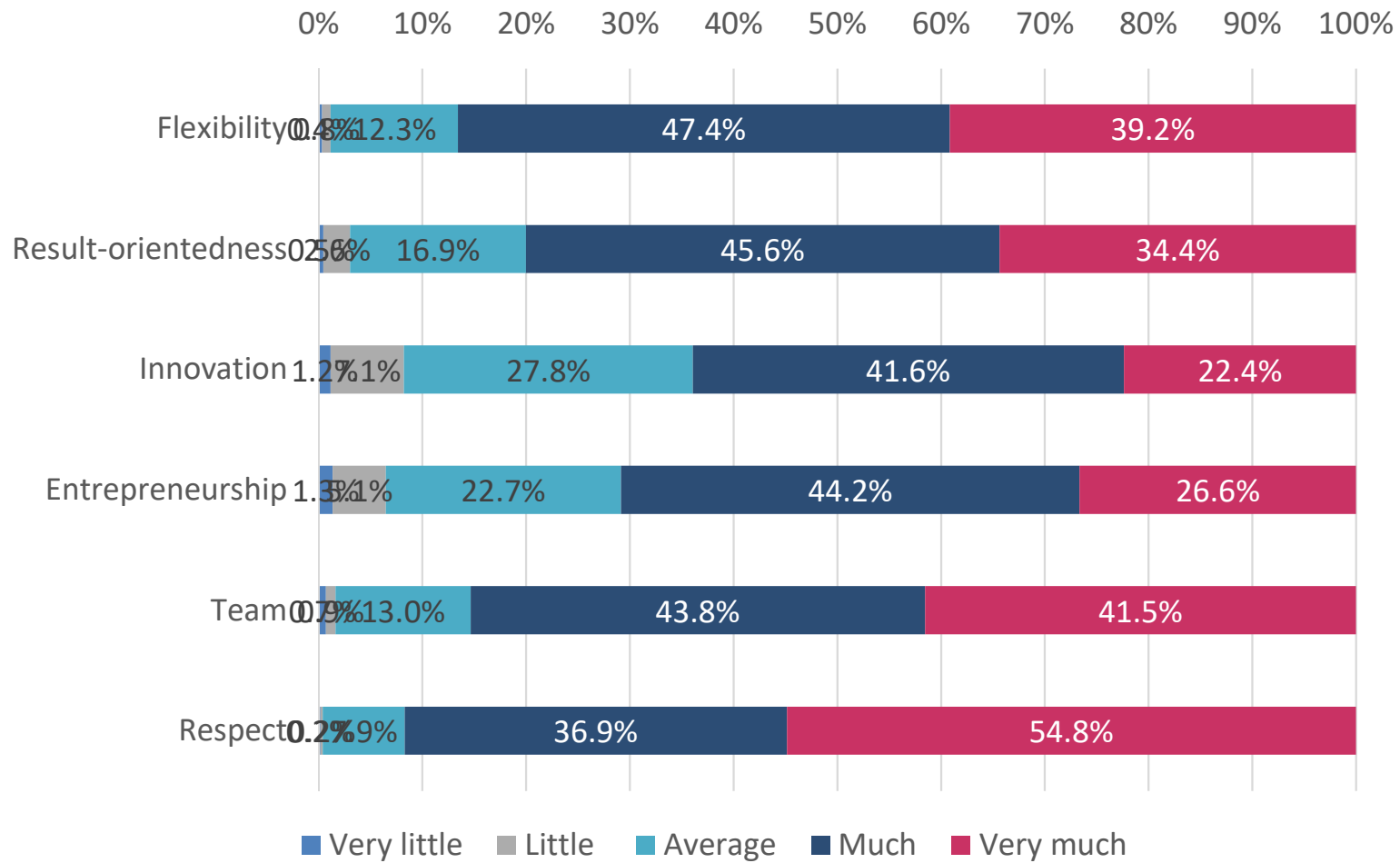
How **important** do you **personally** find the following values to carry out your work/job?



5. Extra questions

5.2. Values and competencies

Please indicate to what extent you **personally apply** the following values to your work/job?



5. Extra questions

5.2. Values and competencies

Dutch

alle and bedrijf belangrijk **BESIX** beter betere blijven **collega**
communicatie dient Eigen flexibiliteit gaan gaat geven **goed**
goede iedereen innovatie laten maken management **mensen** mogelijk
nieuwe **onderneming** problemen project **respect** steeds
the tijd to toegepast vaak veiligheid verbeteren verder verschillende
vragen waarde **Waarden werk** werken werknemer werknemers
werkvloer werven

English

Always believe Besix best better communication **company**
different doing employee **employees** environment Every feel give
good improve job know level management need new one order
people performance person personal policy productivity project
projects provide really **Respect** site staff system team think time
top training value **values** within work working years

What do you think about the values of your company? Or what should the company still improve to apply these values even better?

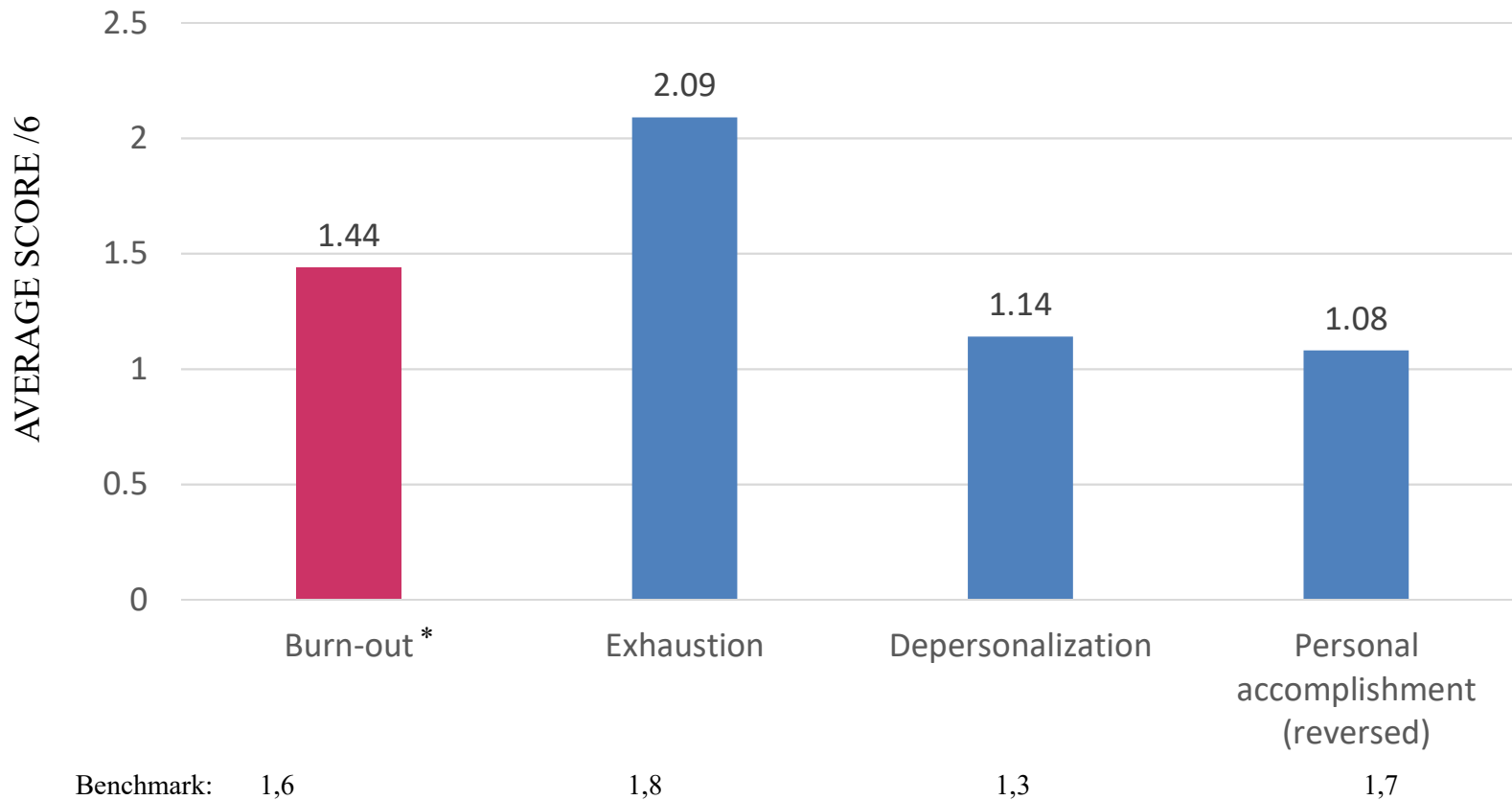
French

améliorer ans Besix **bien** bon bonne bonnes chantier collaborateurs
collègues **communication** direction Donner employés
entreprise équipe esprit **est** etre faire faut gens
innovation interne manque même Mettre mieux niveau non organisation
ouvriers pense personnel personnes place Prendre qu **Respect**
respecter sein société souvent temps toujours **travail** travailler Trop
valeur **valeurs**



5. Extra questions

5.3. Burnout



The higher the scores, the higher the risk of burnout

* exhaustion + depersonalization + personal accomplishment

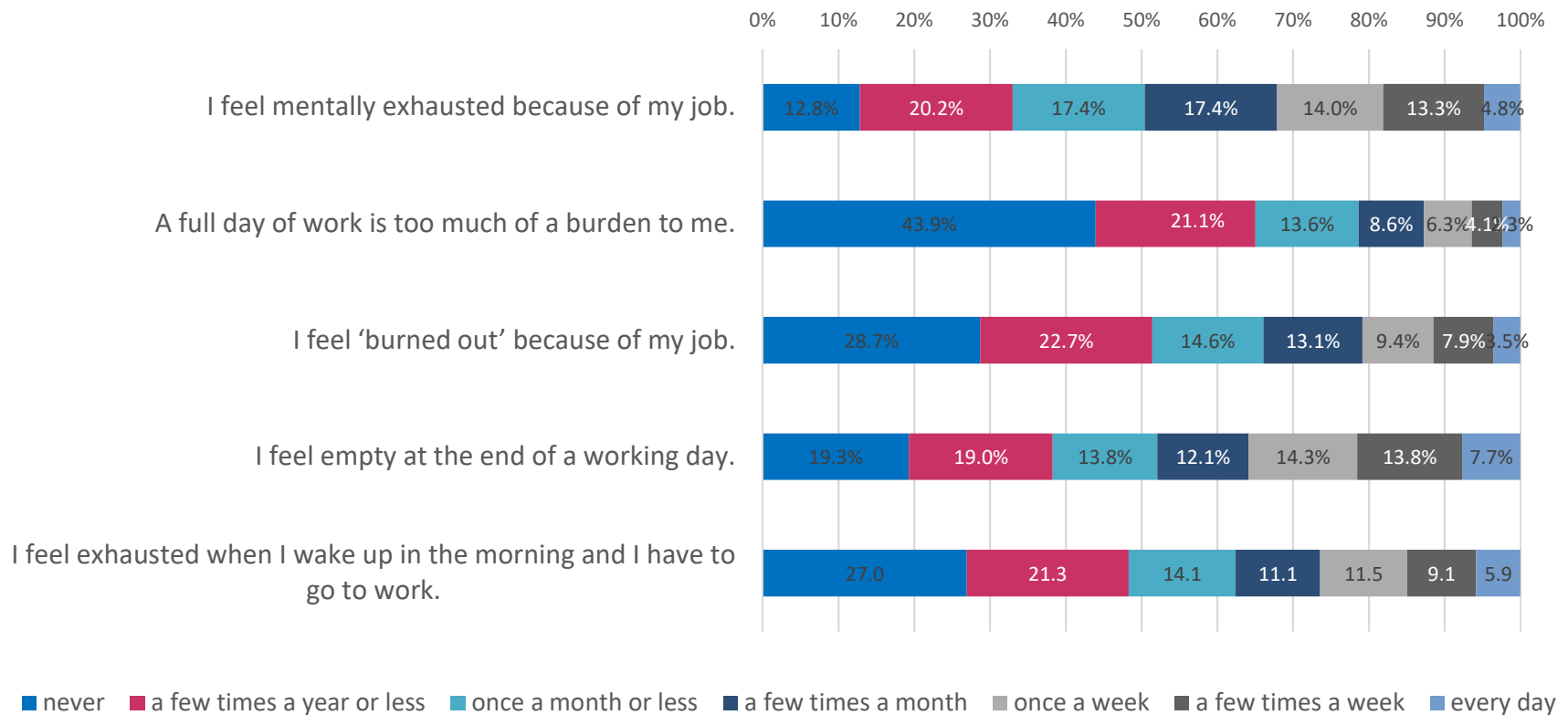
See Excel report for differences by employee characteristics



5. Extra questions

5.3. Burnout

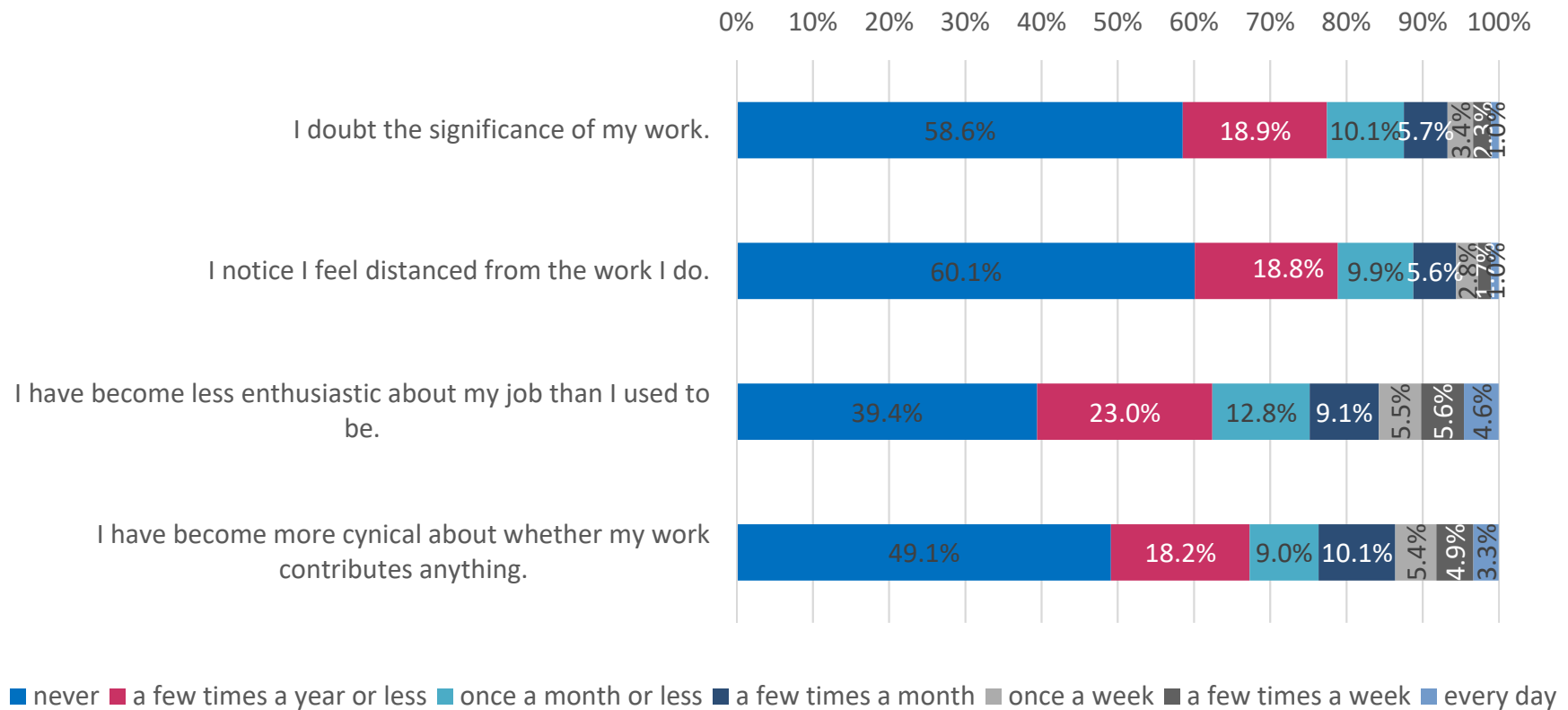
Exhaustion



5. Extra questions

5.3. Burnout

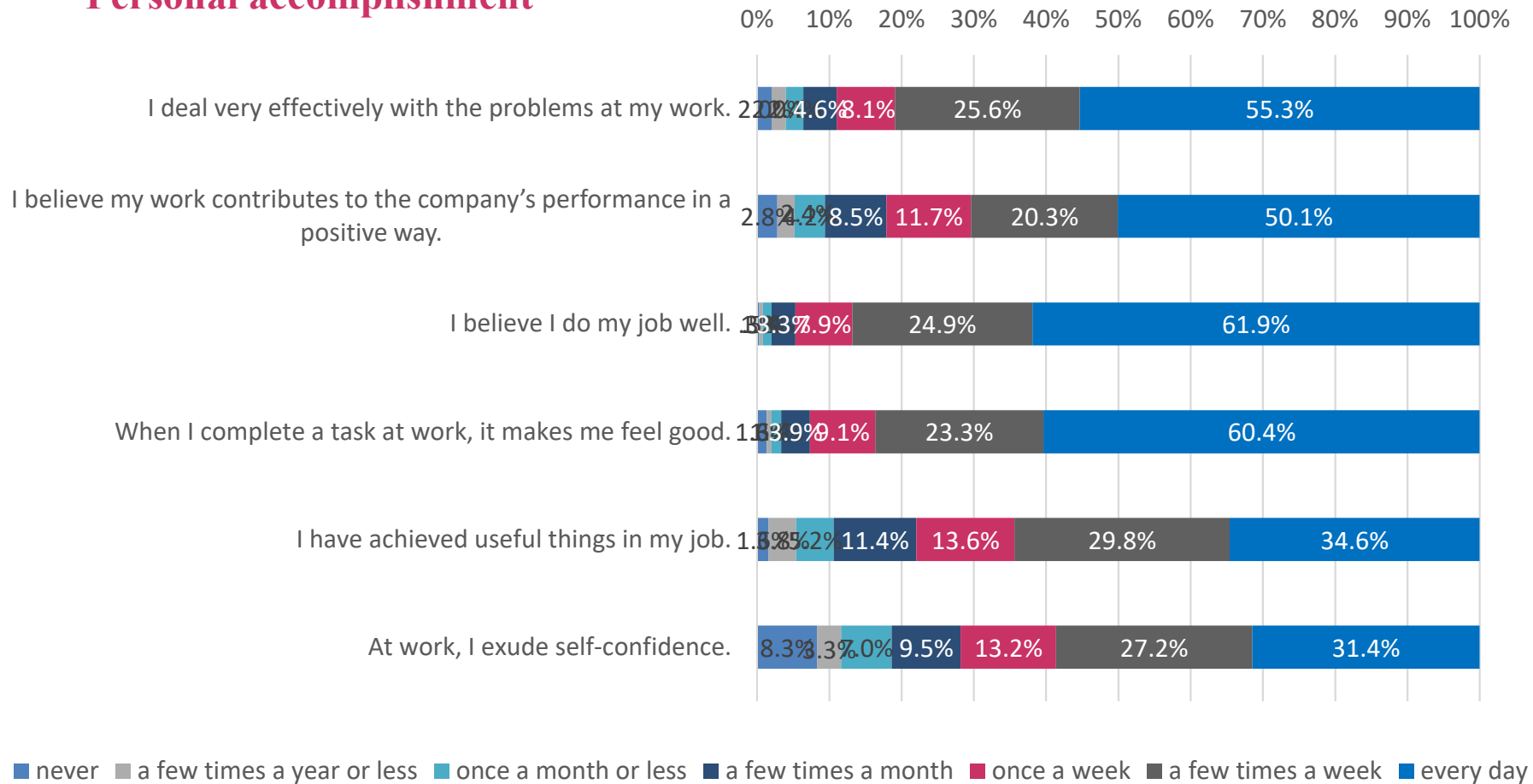
Depersonalization



5. Extra questions

5.3. Burnout

Personal accomplishment





6. Open Questions



6. Open questions

6.1. Improvements

benefits **better** bonus career chance clear **company** courses
current day department development employees experience feel give
Given good grow having higher hours improve Increase **job** jobs
level line Management manager Need new ONE people per
position project promotion Provide Salary site skills Staff
tasks technical time **training** work working years

According to you, in which way could your job position be improved to increase your level of job satisfaction?

Améliorer ans Augmentation Besix bien chantier charge

communication direction **entreprise** **est** etre faire fonction
formation formations heures horaires informations jours meilleur
Meilleure même mieux non organisation ouvriers part personnel
personnes Possibilité prendre pression promotion qu reconnaissance
respect **Salaire** sein supérieur supérieurs tâches **temps** Toujours
travail travaille travailler trop vie vision

andere Balans bedrijf bepaalde Besix **beter** **Betere** blijft
collega **Communicatie** dagen Duidelijke Duidelijkheid eigen
functie gevoel goed graag hoog huidige iedereen job krijgen
leidinggevende loon management mensen mogelijkheden mogelijkheid nodig
organisatie personeel planning privé project projecten taken tijd
toekomst verantwoordelijkheden verhouding **verloning** verschillende waardering
werf **werk** werkdruk werken werkuren zaken

6. Open questions

6.2. Comments

Have any job-related aspects been omitted in this survey? Please write any comments or questions you may have below.

aspects believe big comment comments **company** countries
covered decisions Due employee **employees** even experience families
family form good happy Health improved increase issues **job** lack
management need nil **None** nothing one opportunity people
personal questions related Safety salary six staff suggestion
survey talented thank thanks **think** time work Working years

band BESIX **beter** Betere blijven Denk dienen **enquête** evaluatie firma
gedaan **geven** goed goede graag jaar **leidinggevende** line
maken manager manier medewerkers **mensen** mogelijk nodig Opmerking
opmerkingen organisatie persoon Planning procedures survey vaak **vorige**
vraag **vragen** werk **werken** willen zeker

ans apprendre assez **Besix** bien cadre chantier communication déjà
demande employés **entreprise** équipe **est** faire famille faudrait
faut formation gens heures impression jamais jours management manque
même mettre mission missions monde **non** ouvriers part pense
personnel projets **qu** respect sein sens société temps toujours
travail travaille travailler trop valeurs vie

7. Appendices

Excel report:

- Response by population (tab: response)
- Analysis of variance (tab: analysis of variance)
- Item analysis (tabs: items tables & items graphs)

Thank you!



Jeroen Delmotte: +32 486 511210
Anneleen De Ridder: + 472 400630
Office: +32 16 270051



Business Center 'In Volle Vaart'
Engels Plein 35/01.01
B - 3000 Leuven



jeroen.delmotte@inostix.com
anneleen.deridder@inostix.com



www.linkedin.com/in/jeroendelmotte
www.linkedin.com/in/anneleenderidder



@inostix



www.inostix.com



Facebook.com/inostix