



BESIX Entity

BESIX Employee Well-being and Engagement Survey

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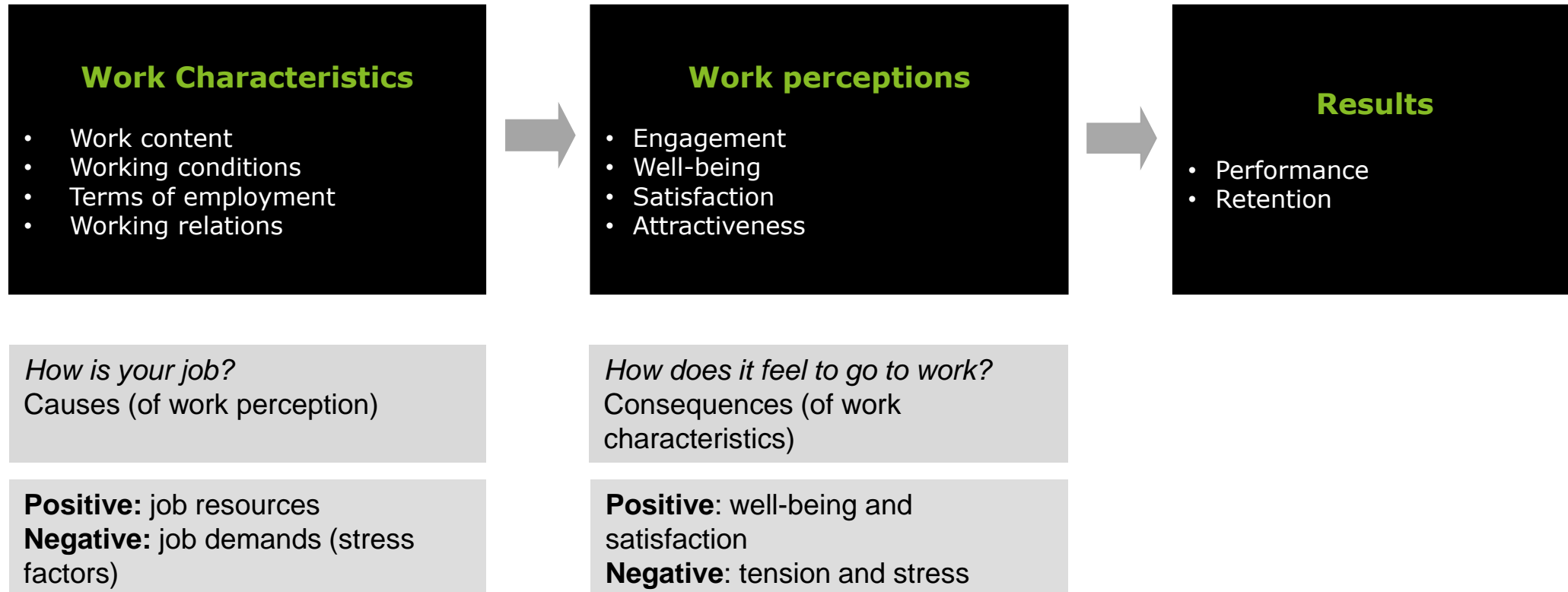
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1. The research model

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

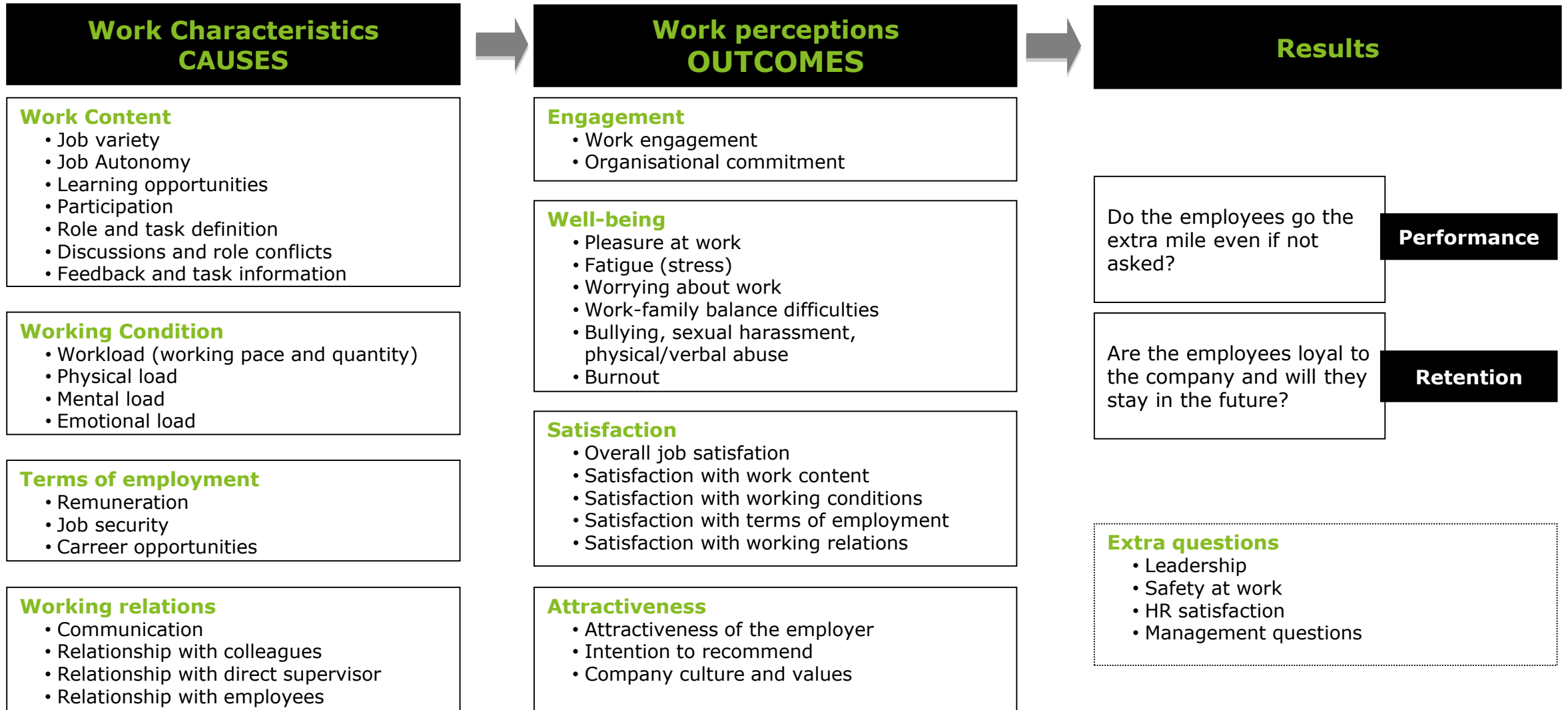
1. The research Model

Three dimensions of the research model



1. The research Model

Components of the research model



2. Management summary

2. Management summary

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

RESPONSE RATE

- Overall, a response rate **in line with 2015**, on top of that BESIX Entity **reaches the iNostix by Deloitte benchmark** response rate of 70%.
- For the **blue collar workers a lower response rate** can be noticed.
- However, the **response rates of the different demographic groups** are **high enough** and each group is **represented in line with the population** distribution.
- Concluding this, means that **valid and representative conclusions** can be made for BESIX Entity.

SCORES ON THE RESEARCH MODEL

2018 results

- Overall, we see green scores on most of the dimensions and indices for 2018.
- In general people **feel well** and are **engaged**.
- They do experience **work stress** and **worry** to some extent **about work**. They are **moderately satisfied** with their **terms of employment** (remuneration, career opportunities) and overall **moderate scores** were assigned to **participation, feedback and task information, (mental) workload** and **communication**.

Comparison 2015

- The 2018 scores are mostly **in line with the results of 2015**. There are **no outstanding differences** when looking at the general BESIX Entity results, meaning that none of the dimensions nor indices shows an increase or a decrease of 5% or more compared to 2015.

Comparison BESIX Group

- All the BESIX Entity scores are **in line with the BESIX Group scores**, there are no remarkable differences.

Comparison Benchmark

- **Most of the BESIX Entity scores are higher** than the benchmark scores.
- However, BESIX Entity employees indicate that they are experience **more fatigue and work stress, do worry more about work** and that they have **more difficulties balancing their work and family lives**.

IMPACT ANALYSES

- Since it has a big impact on different dimensions, it is definitely important to continue investing in learning opportunities. Next to that, participation, feedback and task information, communication and career opportunities are indices with a moderate score but a high impact on different dimensions. These are indices that need extra attention.

2. Management summary

TYPOLOGIES

Engagement

- In general, there is almost **no difference** in the engagement scores **compared to 2015**.
- Compared to the **benchmark**, **BESIX Entity has a remarkably higher percentage of highly engaged employees (37% - 30%)** and a **lower percentage of disengaged employees (10% - 16%)**.

Work engagement and organizational commitment

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

Pleasure at work and stress

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

Job satisfaction

- Employees are still **satisfied to highly satisfied with their jobs** compared to 2015.
- **Compared to the benchmark**, BESIX Entity has relatively **more satisfied employees** and less highly satisfied employees.

Net promotor score

- Overall, BESIX Entity employees are **very likely to promote BESIX as an organization to work for**.
- **Compared to the benchmark**, BESIX Entity has **more active promoters** and less passive promoters and detractors.

UNDESIRABLE BEHAVIOR

- **No big improvement** in the undesirable behavior outcomes, even an increase in the witnesses of sexual harassment can be noticed.

2. Management summary

EXTRA MODULES

Leadership questions

- All leadership dimensions received a good score. Especially the dimension '**Trust in supervisor**' scores **very high** (mean score of 8,29).

Leadership styles

- All 5 leaderships styles received a relatively good overall score.
- The **empowering leadership style** has the **highest overall score** (7,33), the **developmental leadership style** the **lowest** (6,25).

HR satisfaction

- Overall BESIX Entity employees **appreciate the politeness of HR** very strongly. However, they do have some **questions on the HR impartiality, visibility and empathy**.

Safety at work

- The **best scoring** safety question is '**At my organization, we believe safety is everyone's responsibility**', 86% of all BESIX Entity employees indicate that they agree.
- The **lowest scoring** safety question is '**I don't know where I can go with my questions or remarks about safety**', 71% of all BESIX Entity employees indicate that they do not know where to go with their safety questions/remarks.
- Looking at the BESIX Entity employees who were witness and/or victim of a safety incident, **victims are slightly more convinced than witnesses that the organization took the appropriate actions** to solve the problem and counsel the different parties involved.

Management questions

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

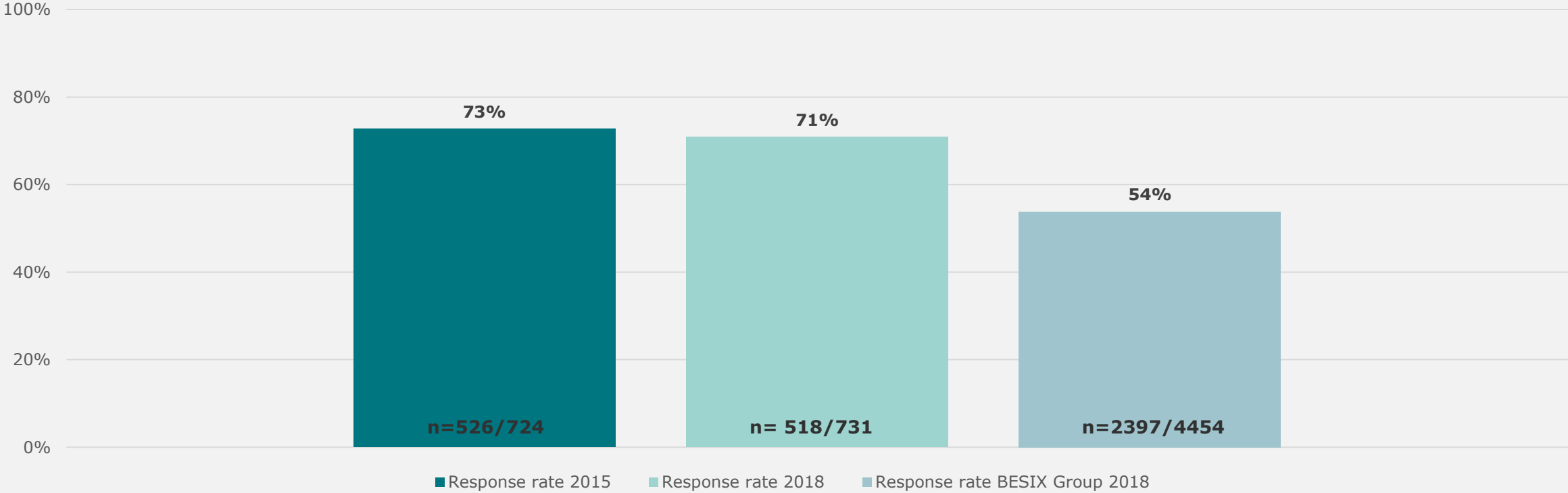
The remainder of the report displays the detailed results, concluding with advice on the next steps.

3. Response rate analysis

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

3. Response rate analysis

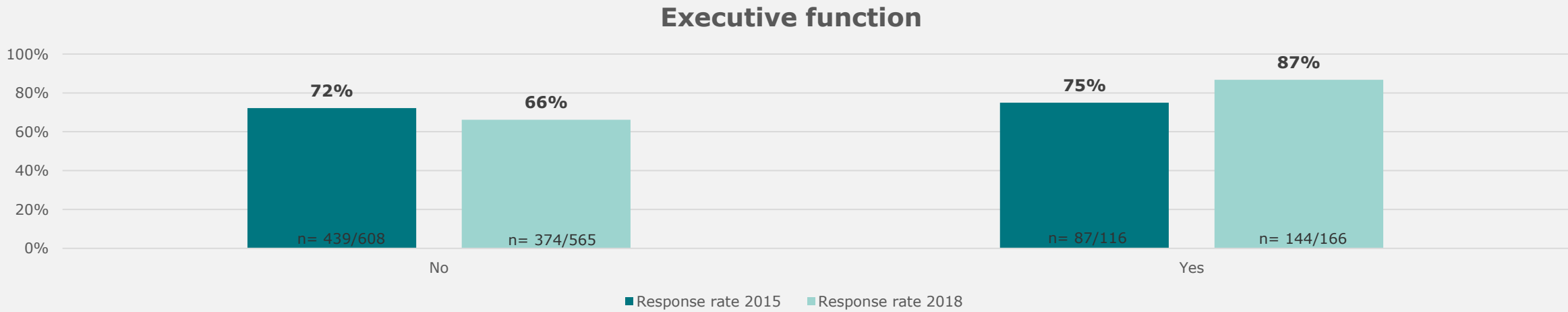
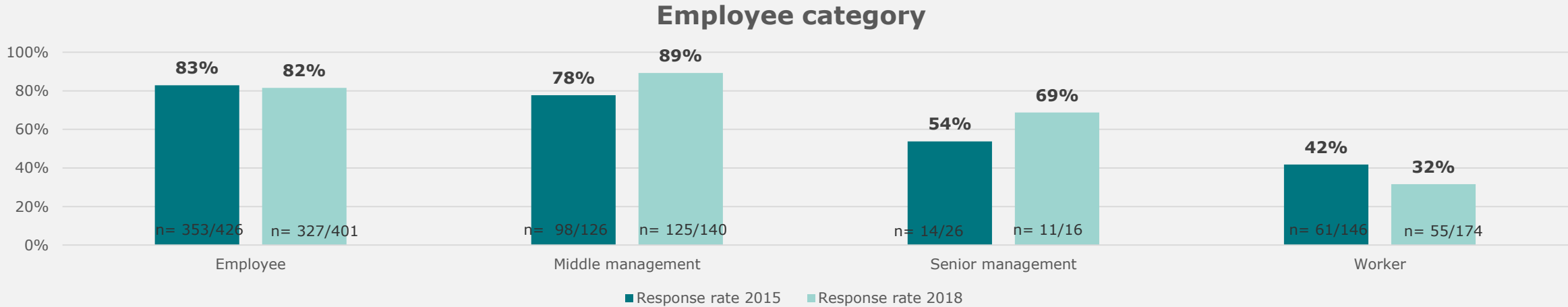
General response rate of BESIX Entity



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

3. Response rate analysis

Response rate of BESIX Entity by Employee Category and Executive Function



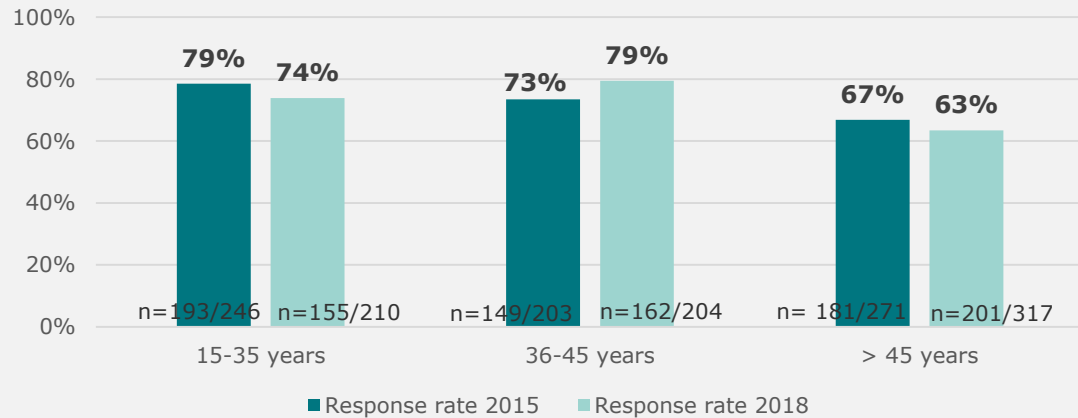
3. Response rate analysis

Response rate of BESIX Entity by Gender, Age and Seniority

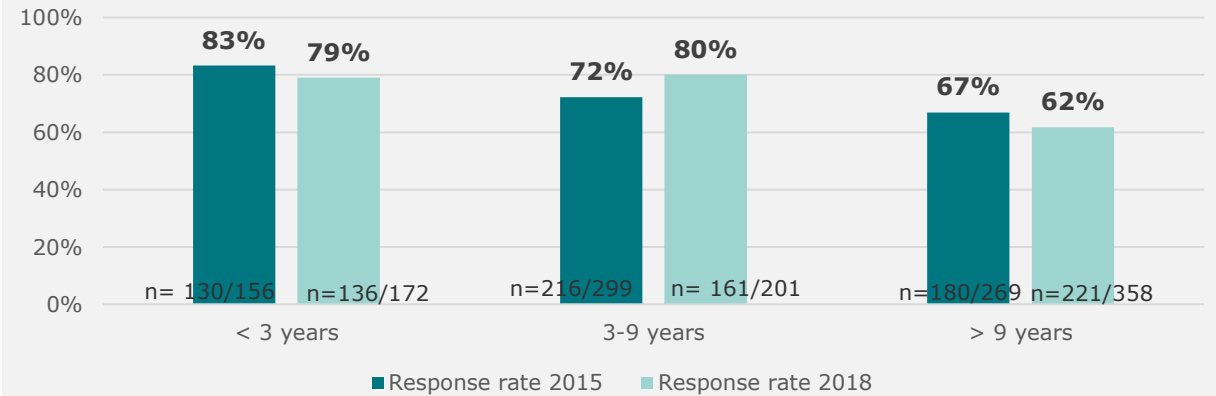
Gender



Age



Seniority



4. Summary of the results

4. Summary of the results BESIX Entity

Work characteristics		
	2015	2018
Work content	6,41	6,42
Job variety	6,53	6,68
Job autonomy	6,23	6,14
Learning opportunities	6,40	6,68
Participation	5,53	5,59
Role and task definition	6,98	6,68
Discussions and role conflicts*	2,36	2,39
Feedback and task information	5,58	5,54
	2015	2018
Working conditions	5,42	5,42
Workload*	6,03	6,18
Physical load*	1,85	1,83
Mental load*	7,61	7,41
Emotional load*	2,84	2,88
	2015	2018
Terms of employment	5,56	5,89
Remuneration	4,58	5,01
Job security	6,88	7,04
Career opportunities	5,20	5,63
	2015	2018
Working relations	6,27	6,32
Communication	4,93	5,16
Relationship with colleagues	7,27	7,25
Relationship with direct supervisor	6,63	6,53
Relationship with employees	7,56	7,45

Work perceptions		
	2015	2018
Engagement	6,73	6,67
Work engagement	6,80	6,76
Organizational commitment	6,66	6,58
	2015	2018
Well-being	6,35	6,21
Pleasure at work	7,20	7,14
Fatigue (work stress)*	4,35	4,61
Worrying about work*	4,64	4,75
Difficulties with work-family balance*	3,98	3,99
Burnout*	2,46	2,74
Undesirable behavior 2018	Witness	Victim
Physical abuse	1%	0%
Verbal abuse	19%	8%
Sexual harassment	2%	1%
Bullying	7%	4%
<i>(No comparison with 2015 as a zero tolerance principle is applied)</i>		
	2015	2018
Satisfaction	6,61	6,69
Overall job satisfaction	6,97	6,86
Satisfaction with work content	6,80	7
Satisfaction with terms of employment	5,57	5,79
Satisfaction with working conditions	6,45	6,38
Satisfaction with working relations	7,65	7,59
	2015	2018
Attractiveness	7,07	7,19
Attractiveness of the employer	7,23	7,37
Company culture and values	7,43	7,56
Intention to recommend	6,56	6,65

Results		
	2015	2018
Performance		
Going the extra mile even if not asked for	7,56	7,47
	2015	2018
Retention		
Intention to stay working within the organization	7,60	7,45

Meaning of the colours

Positively worded dimensions

Mean score <5/10

Mean score ≥5/10 and <6/10

Mean score ≥6/10

*Negatively worded dimensions

Mean score ≤4/10

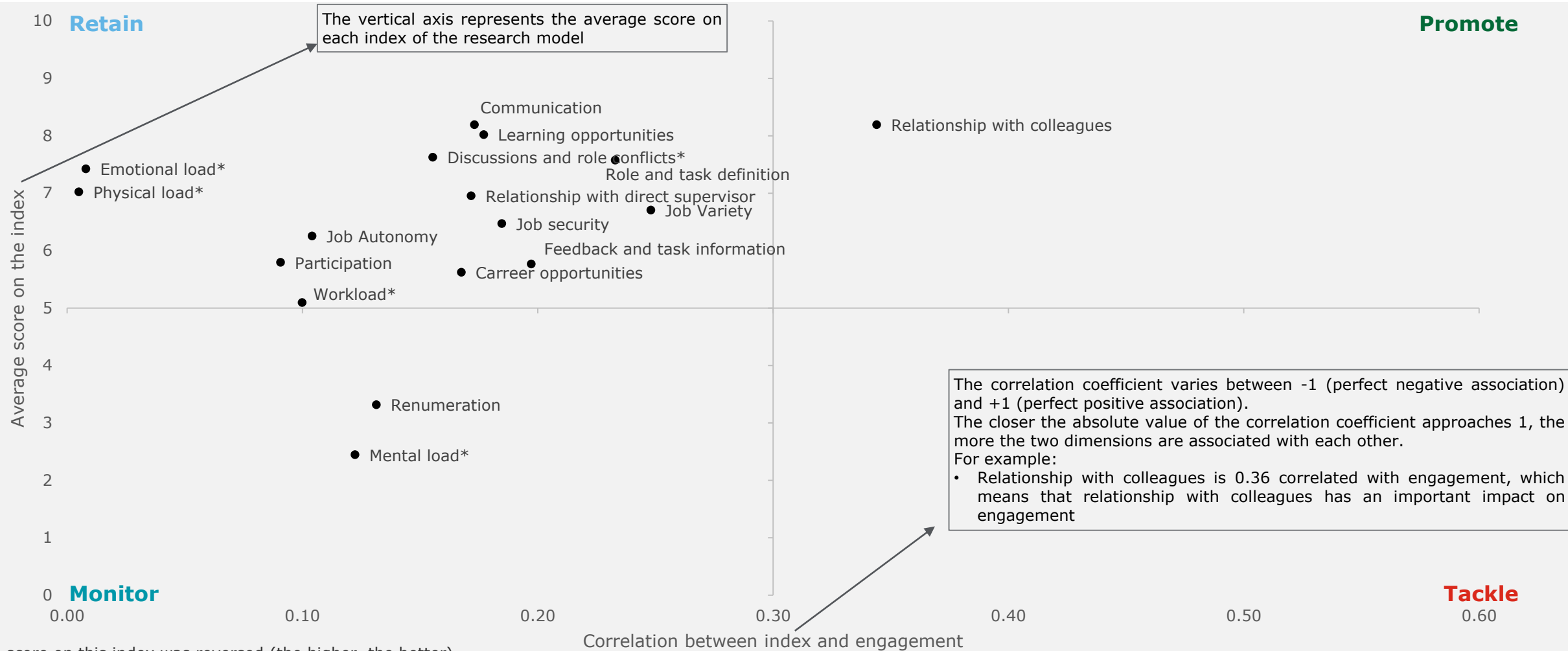
Mean score >4/10 and ≤5/10

Mean score >5/10

5. Impact analyses

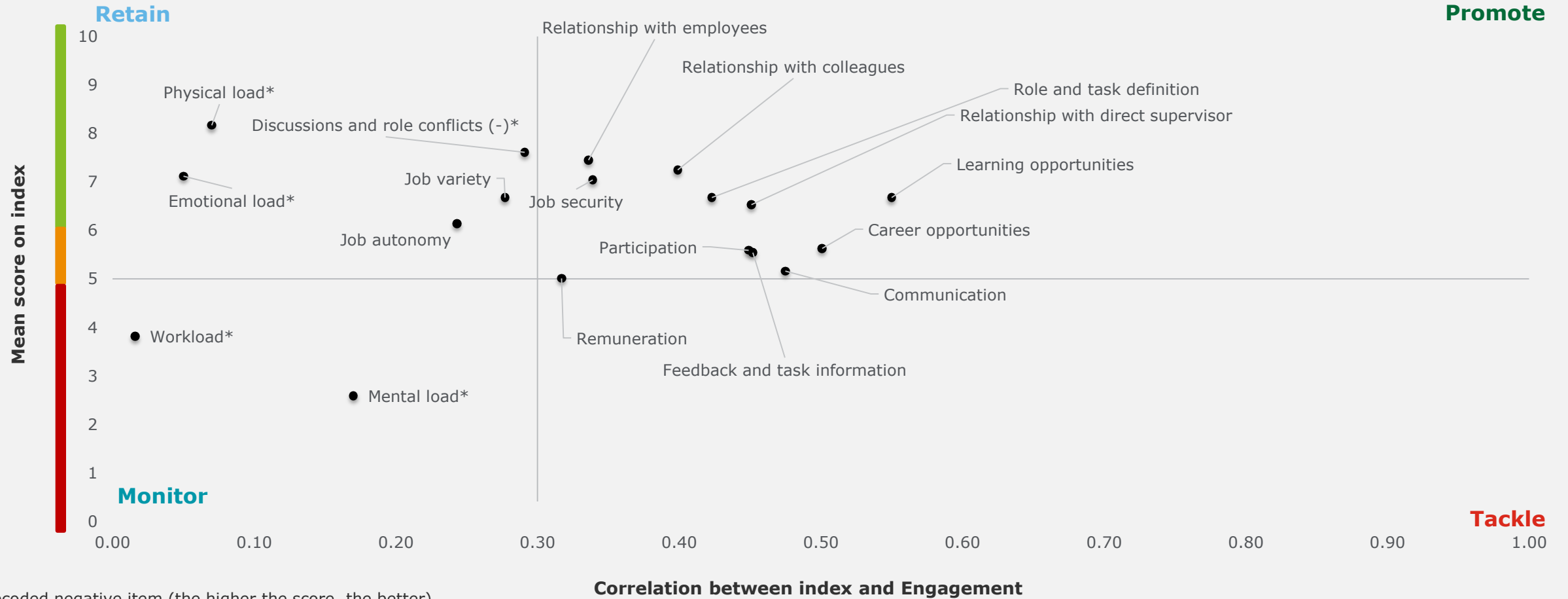
5. Impact analyses

Interpretation slide: impact analysis engagement



5. Impact analyses

Engagement

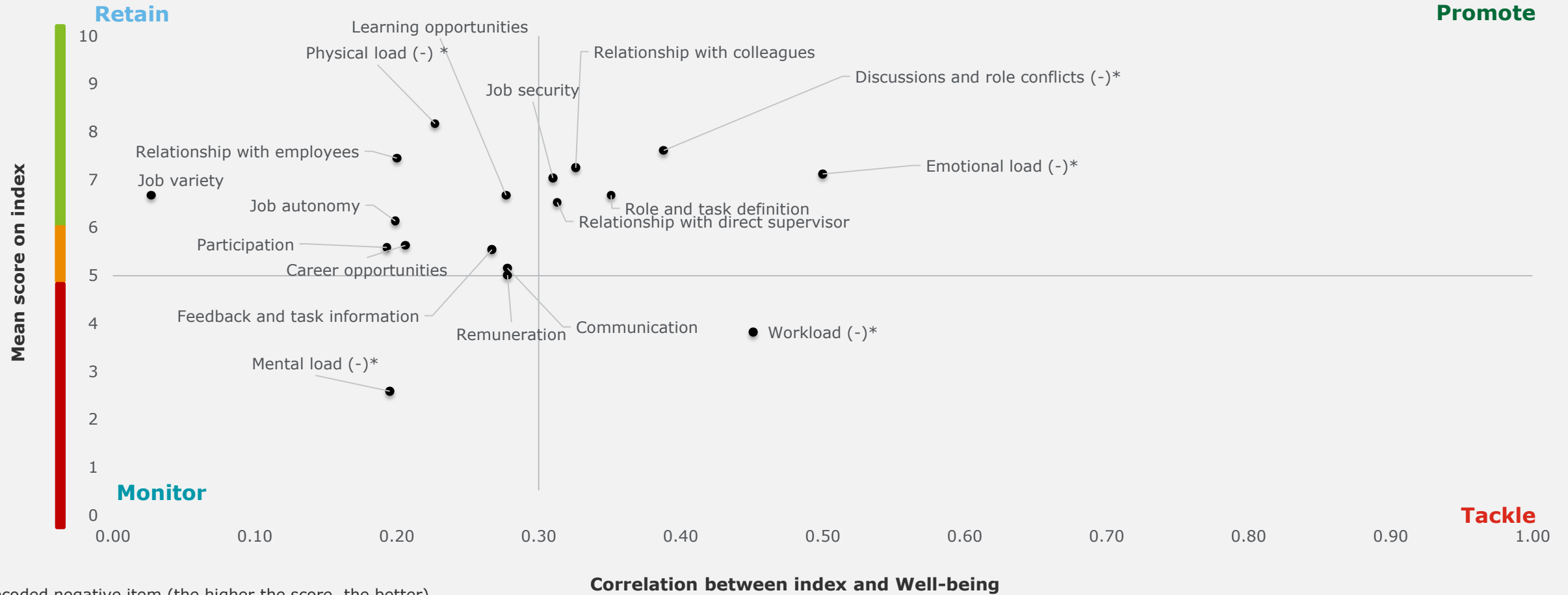


*Recoded negative item (the higher the score, the better)

(-): negative correlation with dimension

5. Impact analyses

Well-being

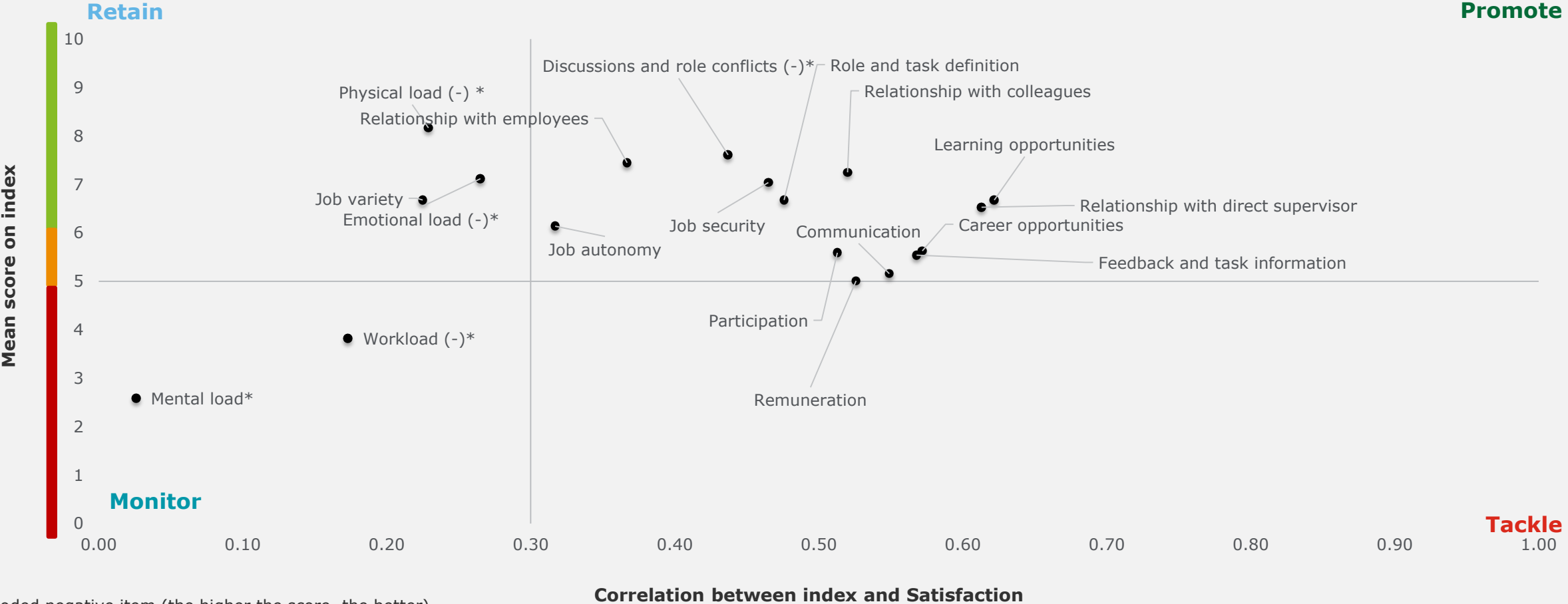


*Recorded negative item (the higher the score, the better)

(-): negative correlation with dimension

5. Impact analyses

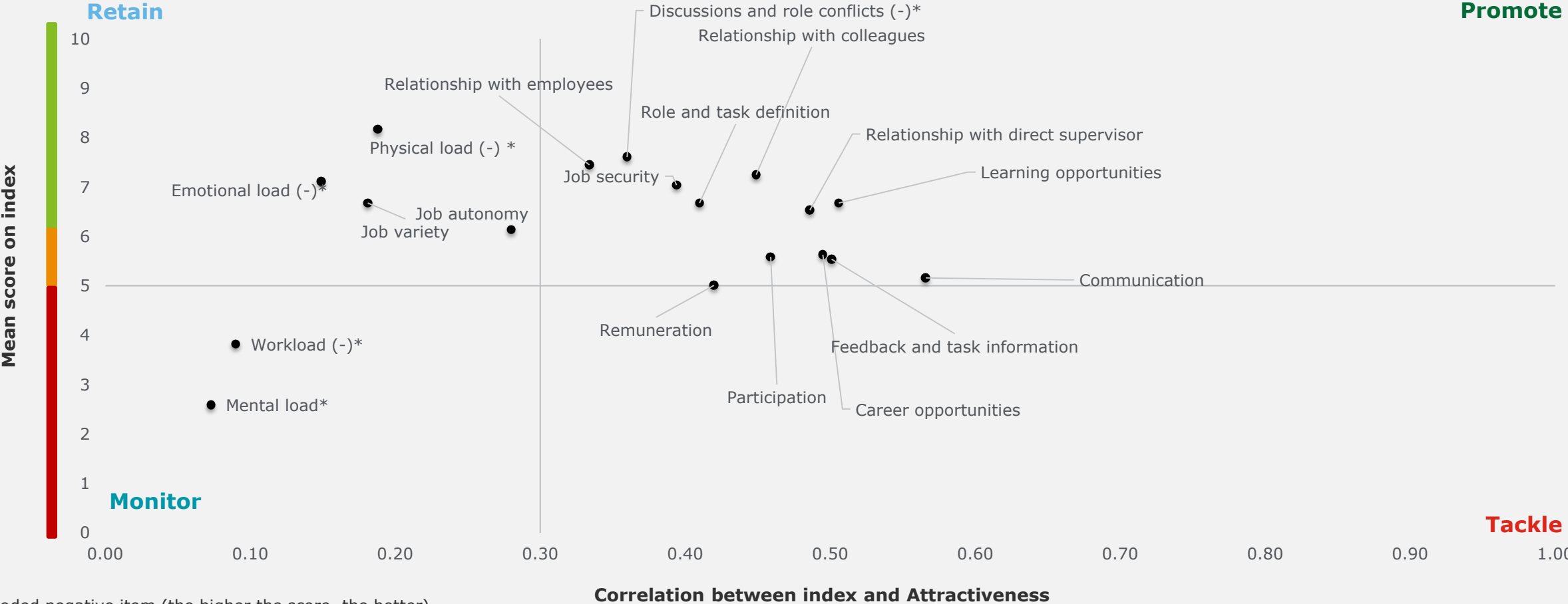
Satisfaction



*Recoded negative item (the higher the score, the better)
 (-): negative correlation with dimension

5. Impact analyses

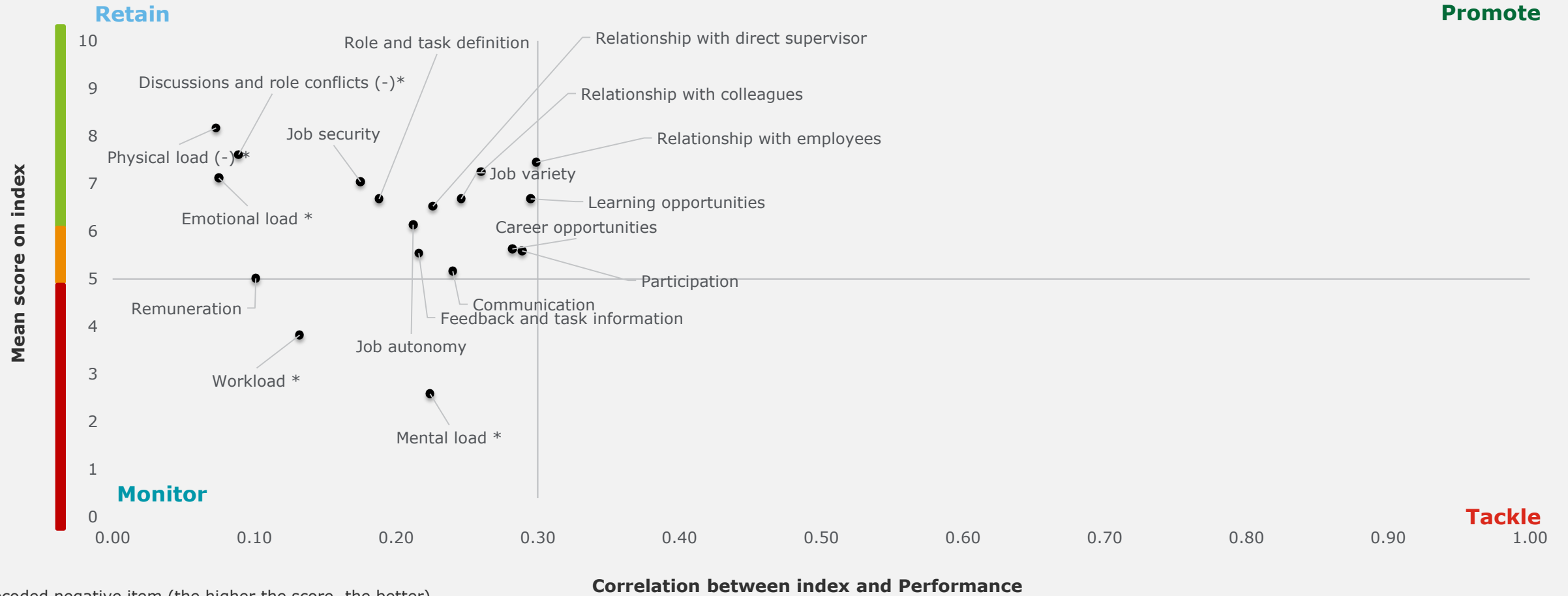
Attractiveness



*Recoded negative item (the higher the score, the better)
 (-): negative correlation with dimension

5. Impact analyses

Performance

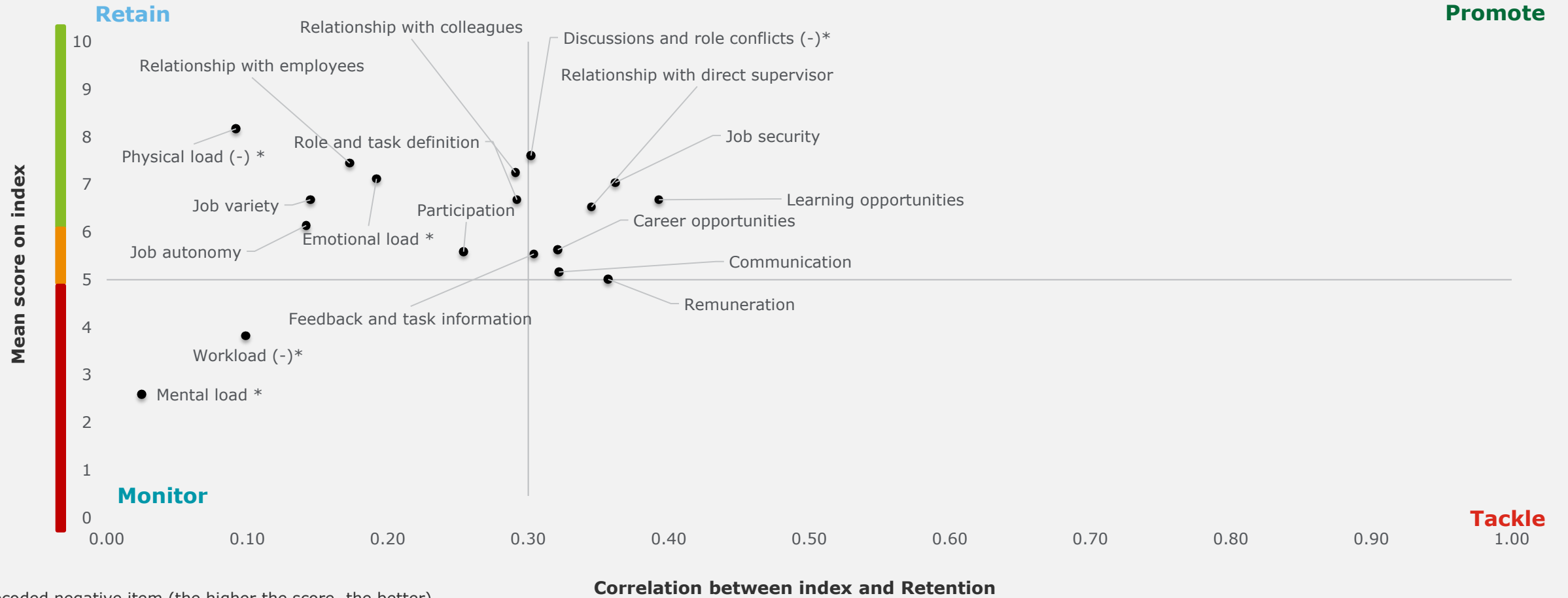


*Recorded negative item (the higher the score, the better)

(-): negative correlation with dimension

5. Impact analyses

Retention



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

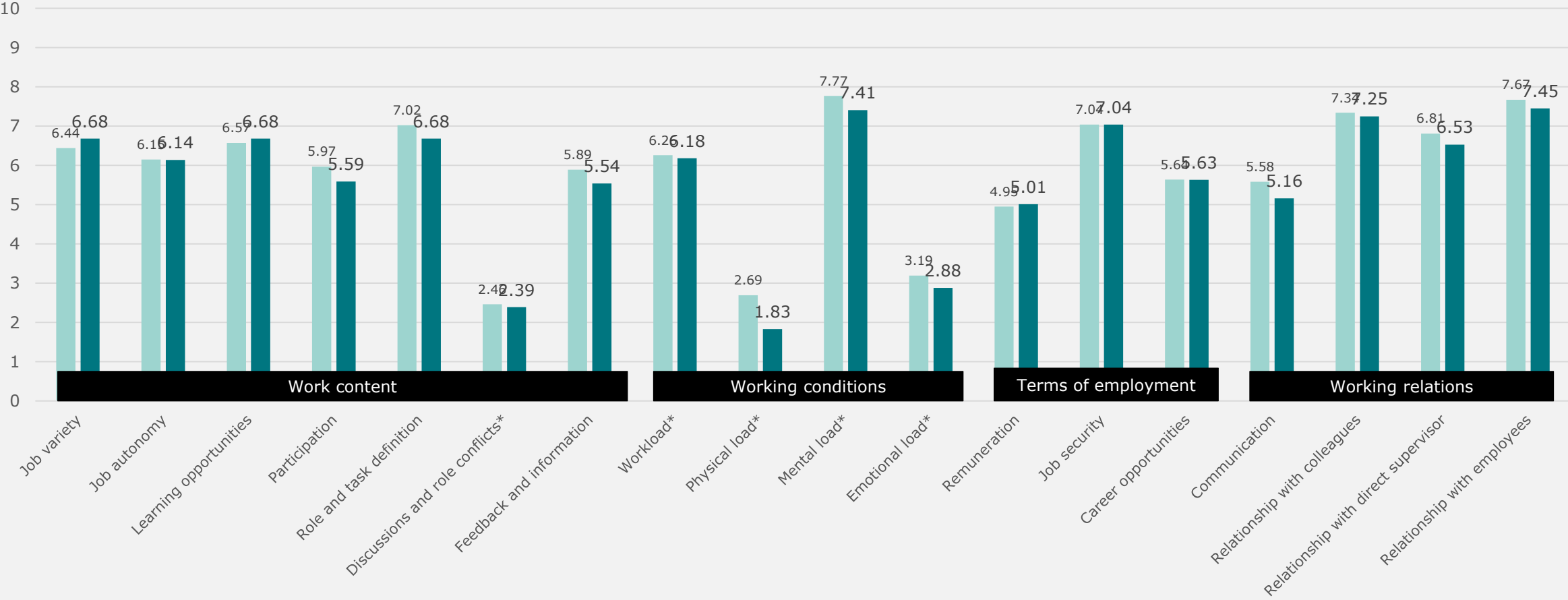
(-): negative correlation with dimension

6. Detailed results

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

6. Detailed results

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

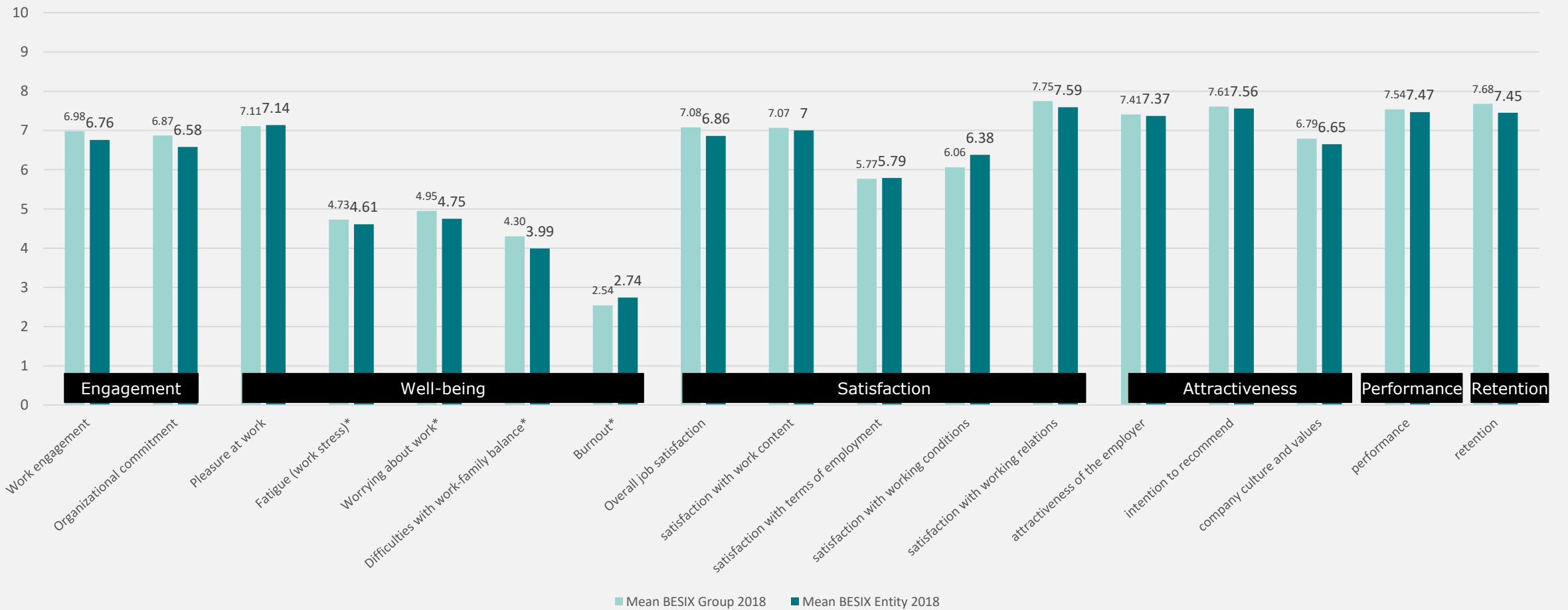


*Negatively worded items: the lower the score, the better

■ Mean BESIX Group 2018 ■ Mean BESIX Entity 2018

6. Detailed results

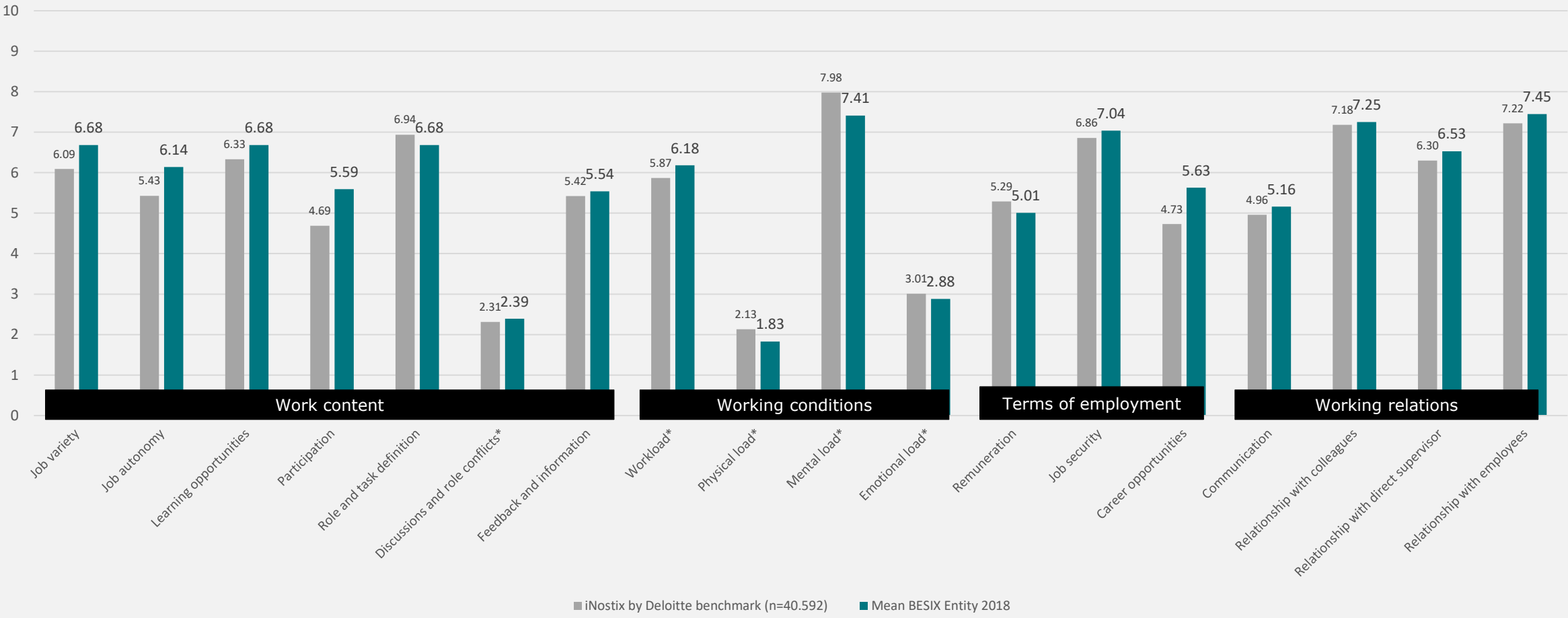
Comparing the indices with the BESIX Group results (2/2)



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

6. Detailed results

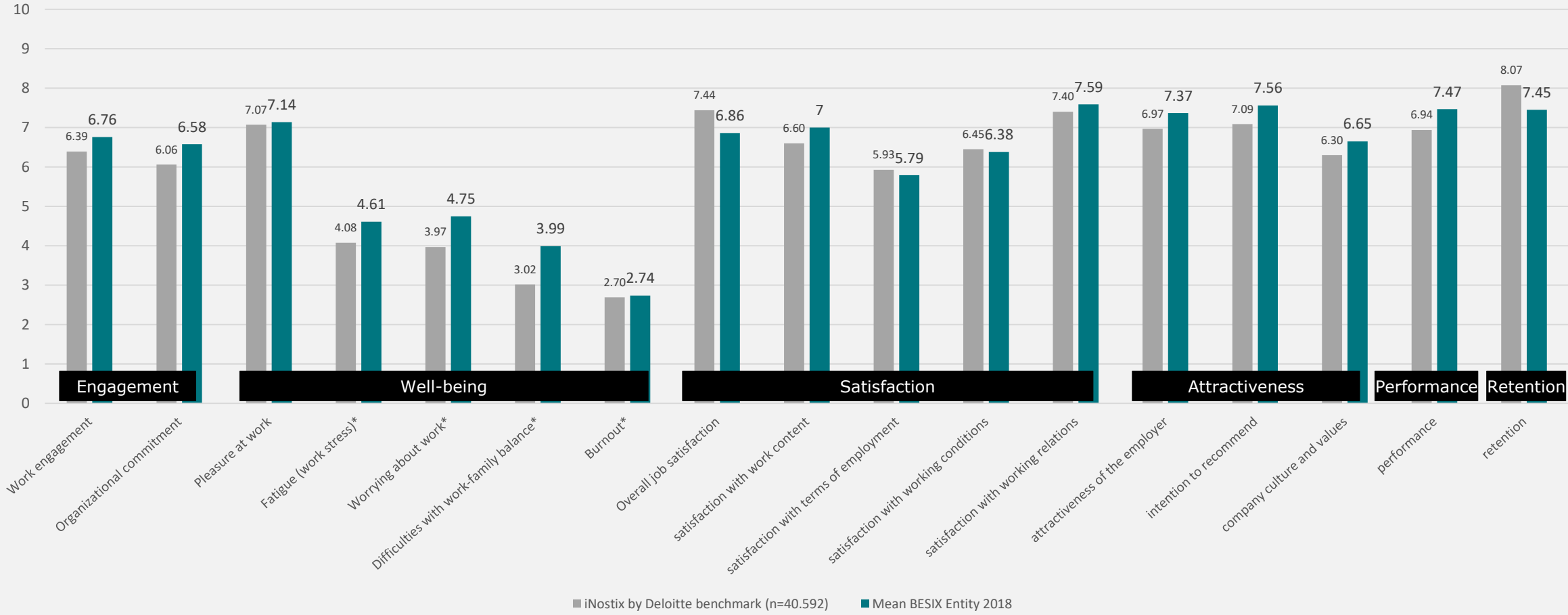
Comparing the indices with the benchmark (1/2)



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

6. Detailed results

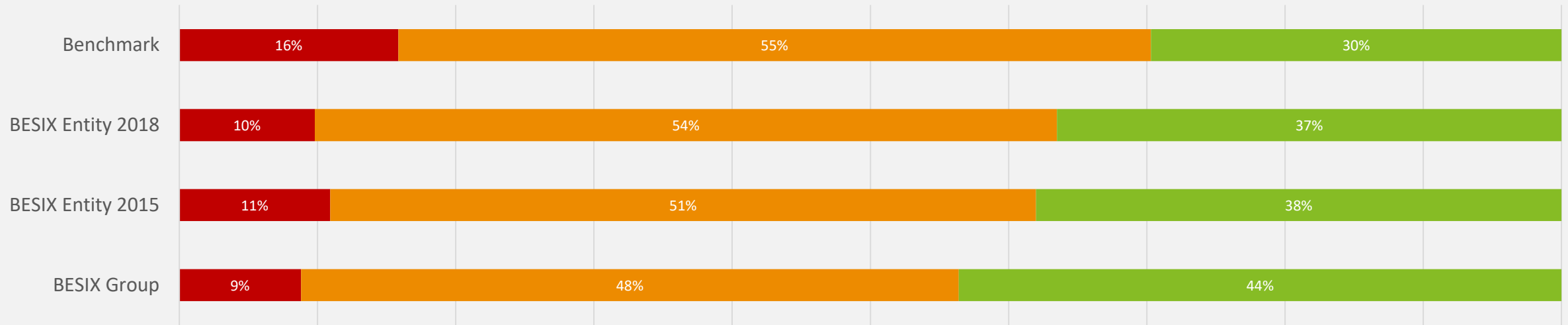
Comparing the indices with the benchmark (2/2)



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

6. Detailed results

Engagement analysis



Disengaged (<5/10)
Low level of engagement

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

Engaged (5-7,5/10)
Average level of engagement

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

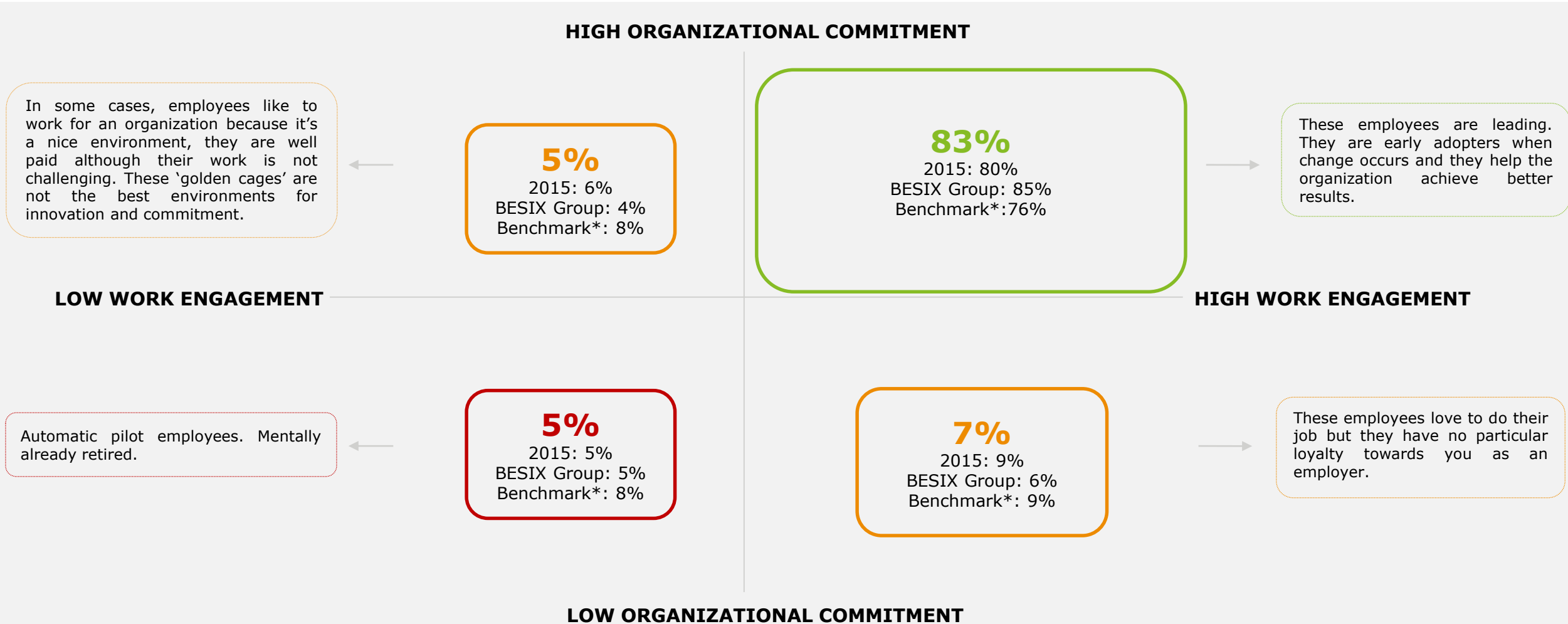
Highly engaged (>7,5/10)
High level of engagement

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

iNostix by Deloitte benchmark (n=40.592)

6. Detailed results

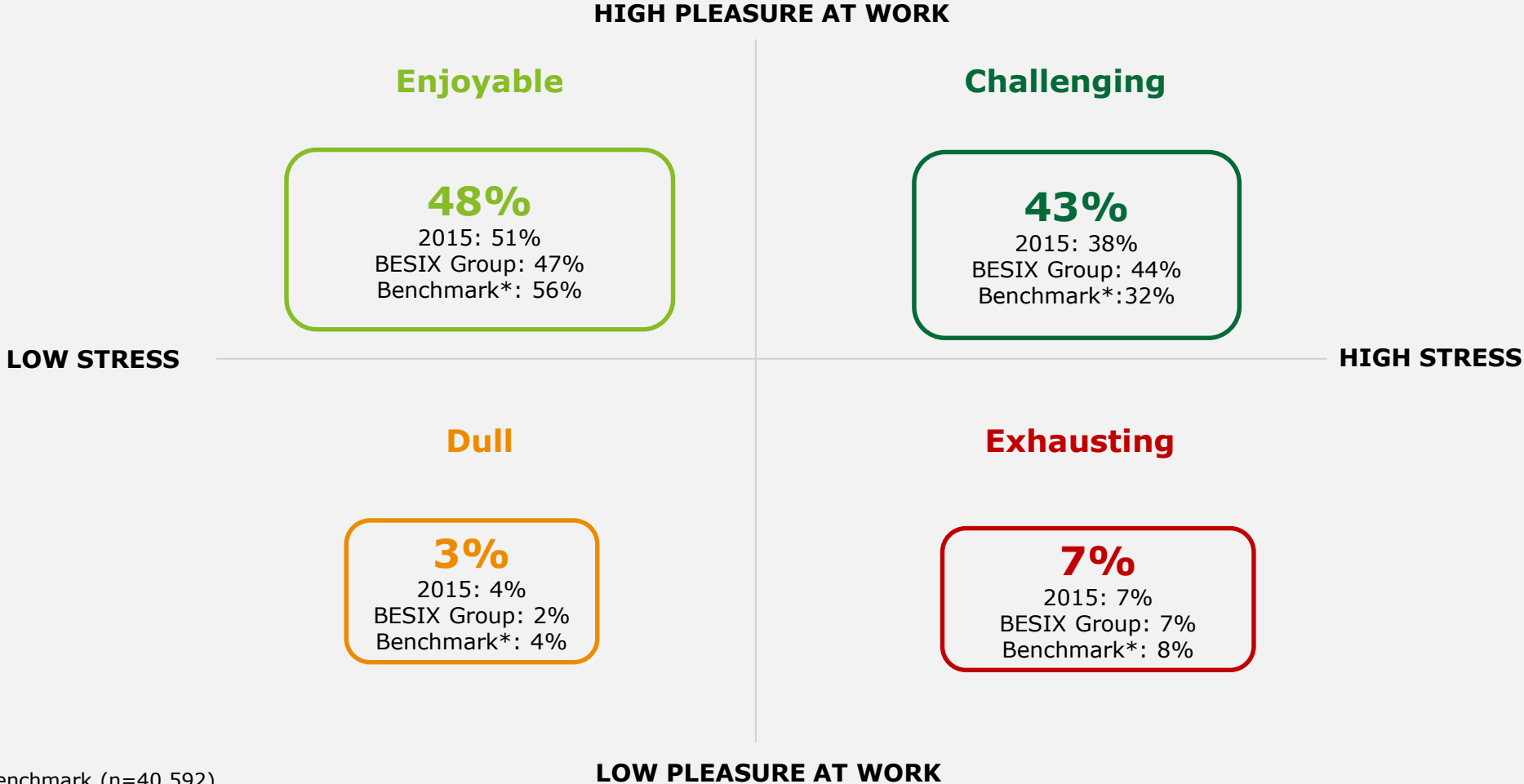
Analysis of commitment



*iNostix by Deloitte benchmark (n=40.592)

6. Detailed results

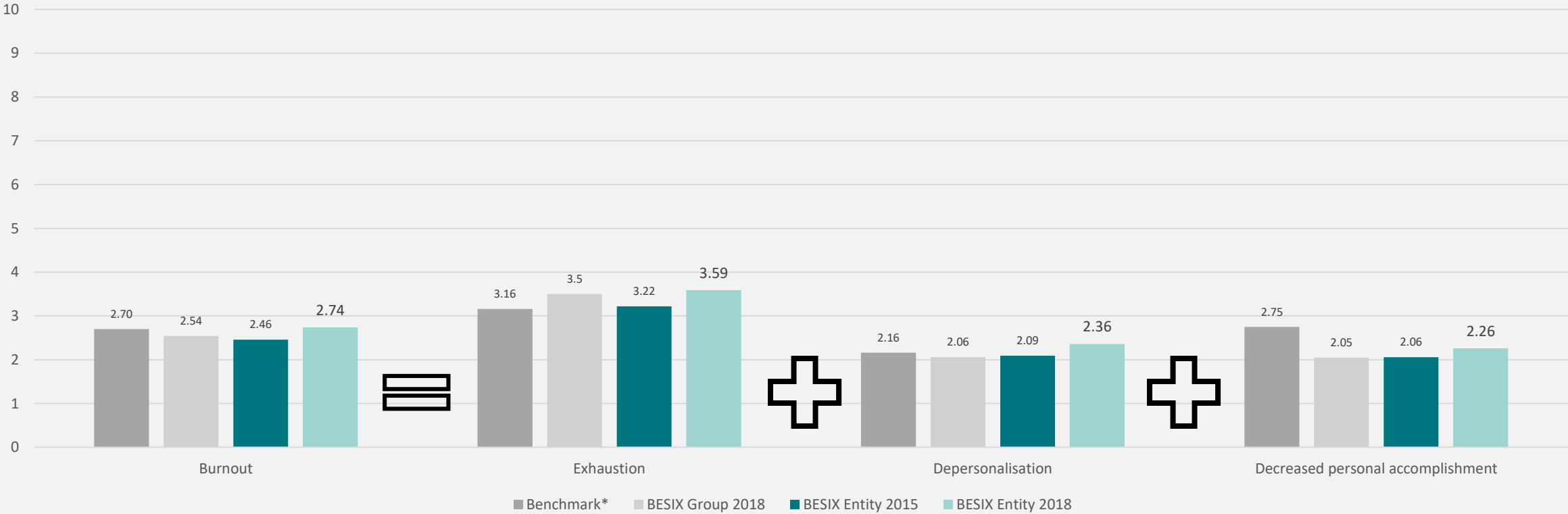
Analysis of commitment



*iNostix by Deloitte benchmark (n=40.592)
Neutral scale "5" as cut-off point: score below 5/10 is considered as a 'low' score, a score above 5/10 is considered as a 'high' score

6. Detailed results

Burnout

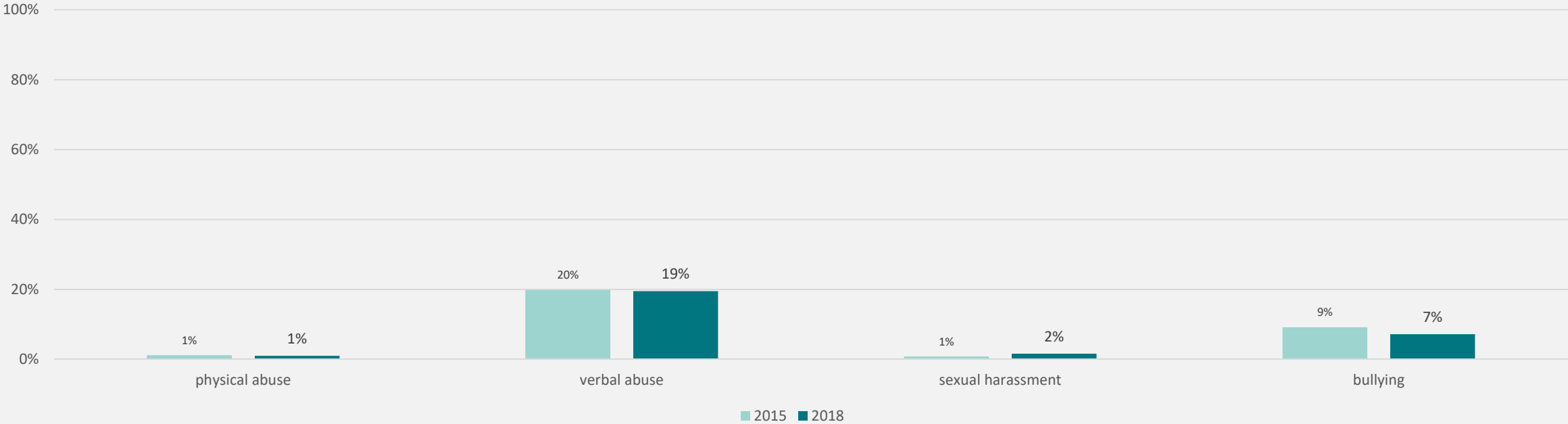


The higher the scores, the higher the risk of burnout
Burnout = (exhaustion + depersonalisation + personal accomplishment)/3

*iNostix by Deloitte benchmark (n=40.592)

6. Detailed results

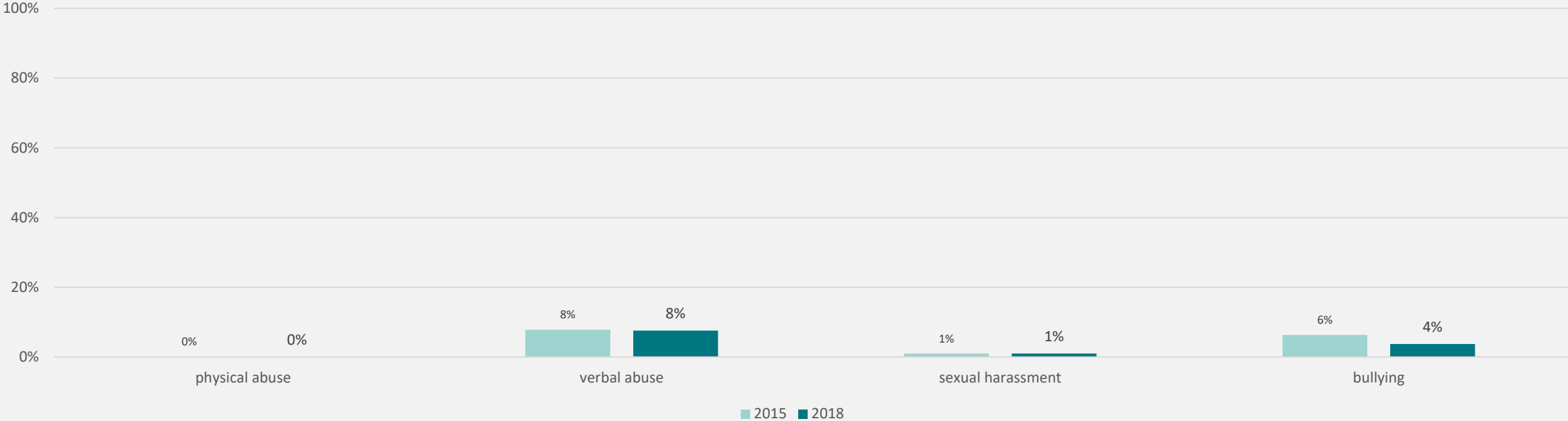
Undesirable behaviour: witness



Undesirable behavior	Witness 2015			Witness 2018		
	n	%	of which internal	n	%	of which internal
physical abuse	6	1%	25%	5	1%	67%
verbal abuse	104	20%	65%	101	19%	33%
sexual harassment	4	1%	80%	8	2%	38%
bullying	48	9%	81%	37	7%	13%

6. Detailed results

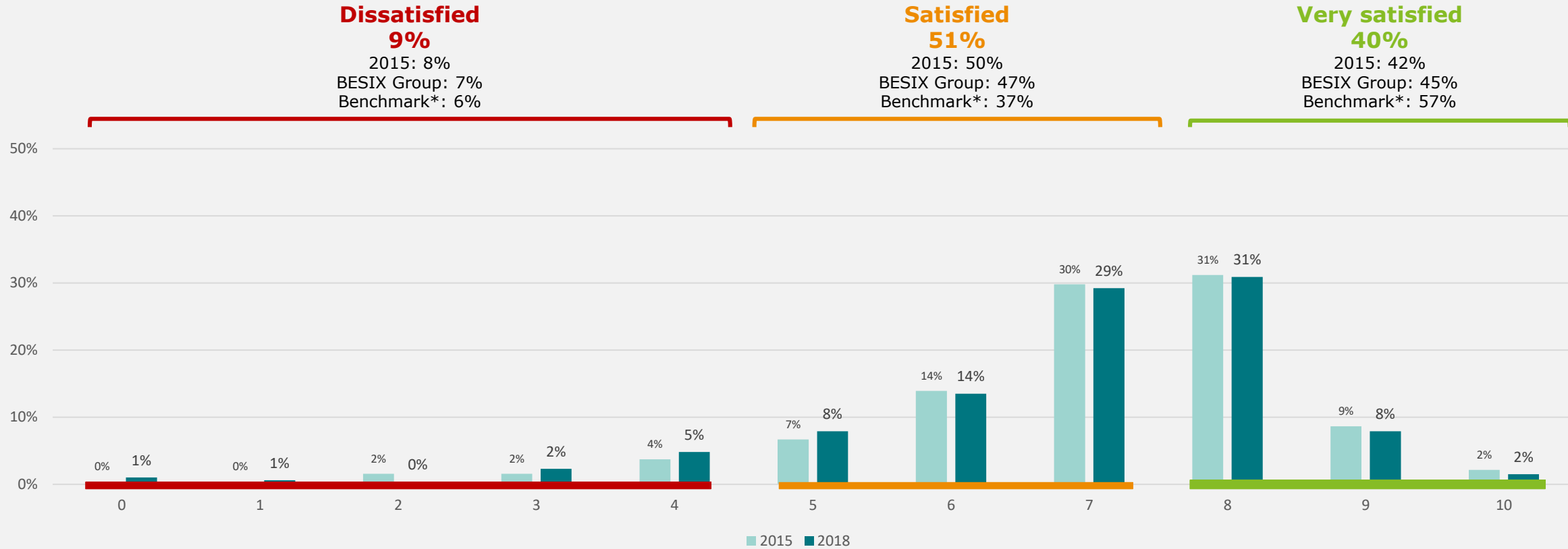
Undesirable behaviour: victim



Undesirable behavior	Victim 2015			Victim 2018		
	n	%	of which internal	n	%	of which internal
physical abuse	0	0%	N/A	0	0%	N/A
verbal abuse	41	8%	64%	39	8%	36%
sexual harassment	5	1%	83%	5	1%	17%
bullying	33	6%	78%	19	4%	14%

6. Detailed results

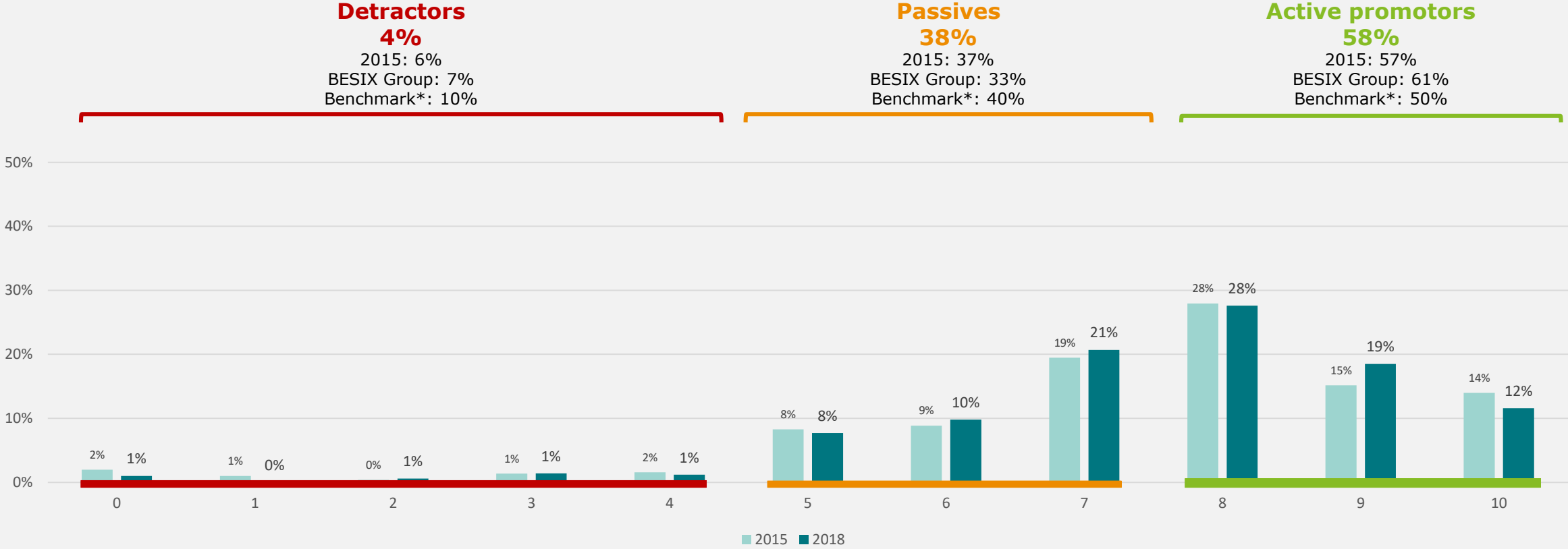
Overall job satisfaction



*iNostix by Deloitte benchmark (n=40.592)

6. Detailed results

Intention to recommend

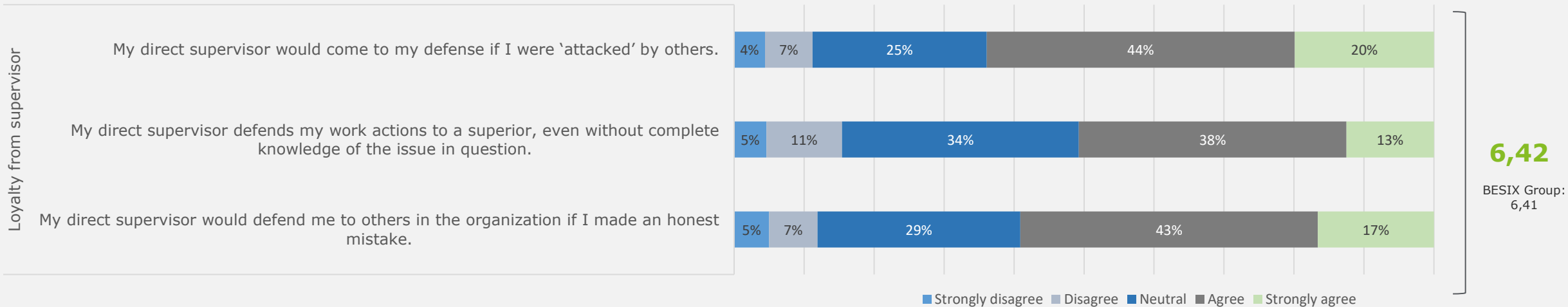
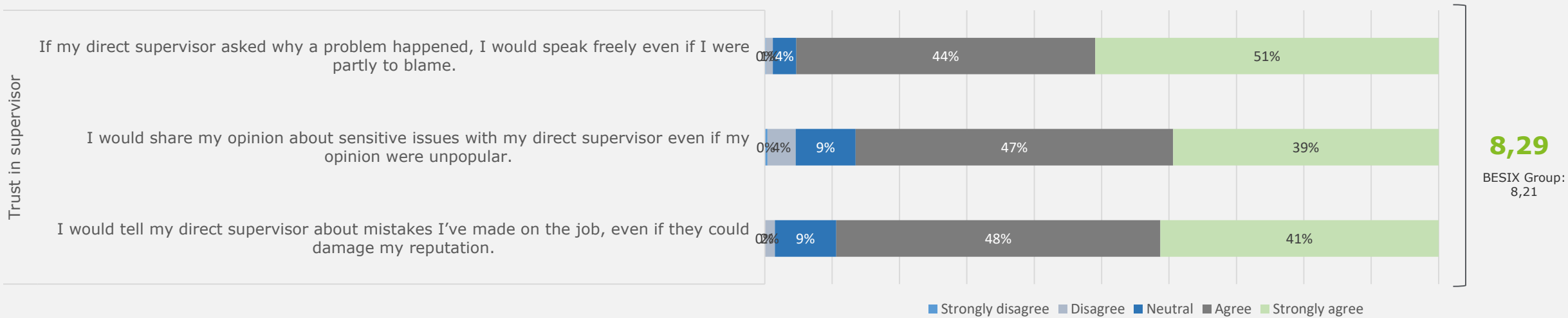


*iNostix by Deloitte benchmark (n=40.592)

7. Extra modules

7. Extra questions

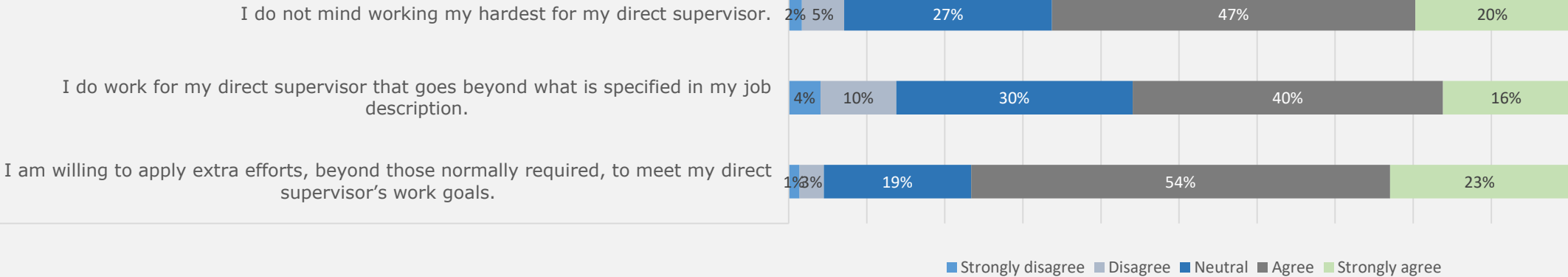
Leadership questions (1/3)



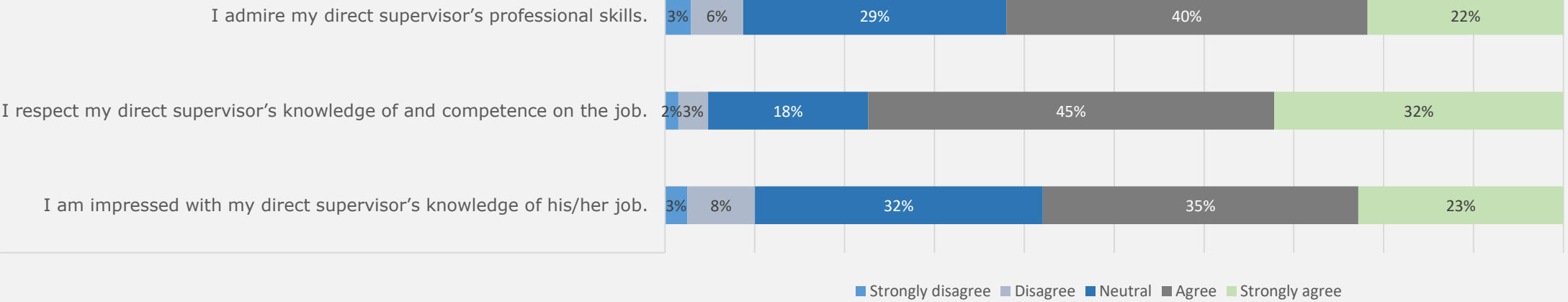
7. Extra questions

Leadership questions (2/3)

Going the extra mile for supervisor

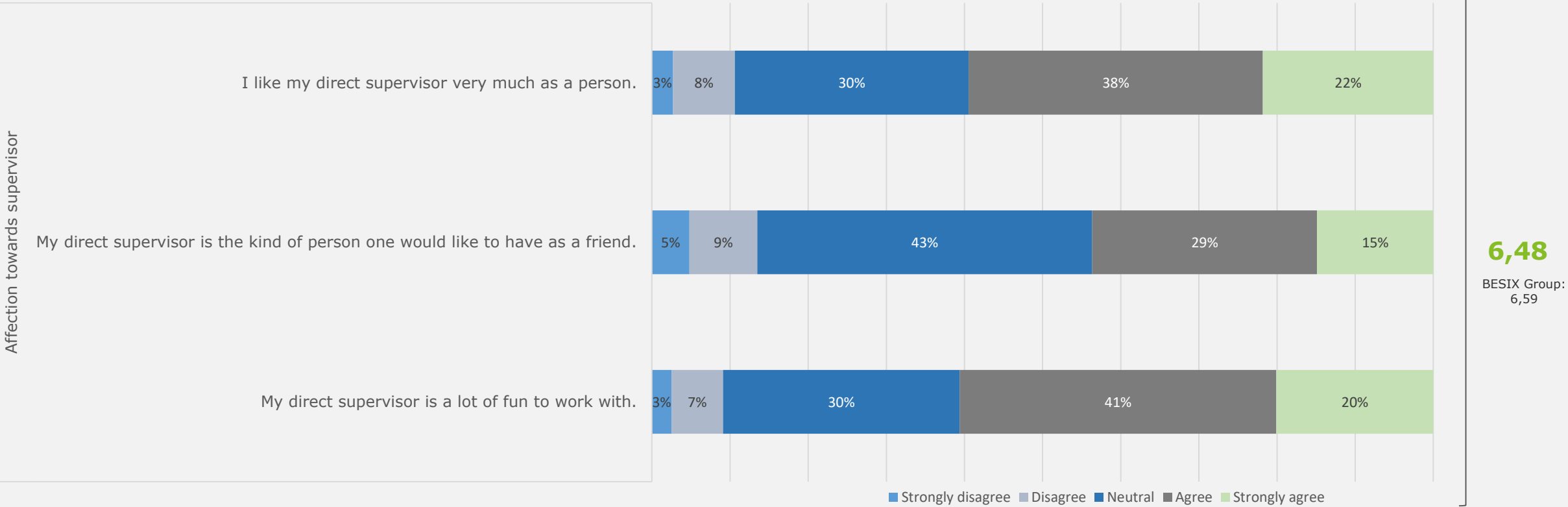


Respect for supervisor



7. Extra questions

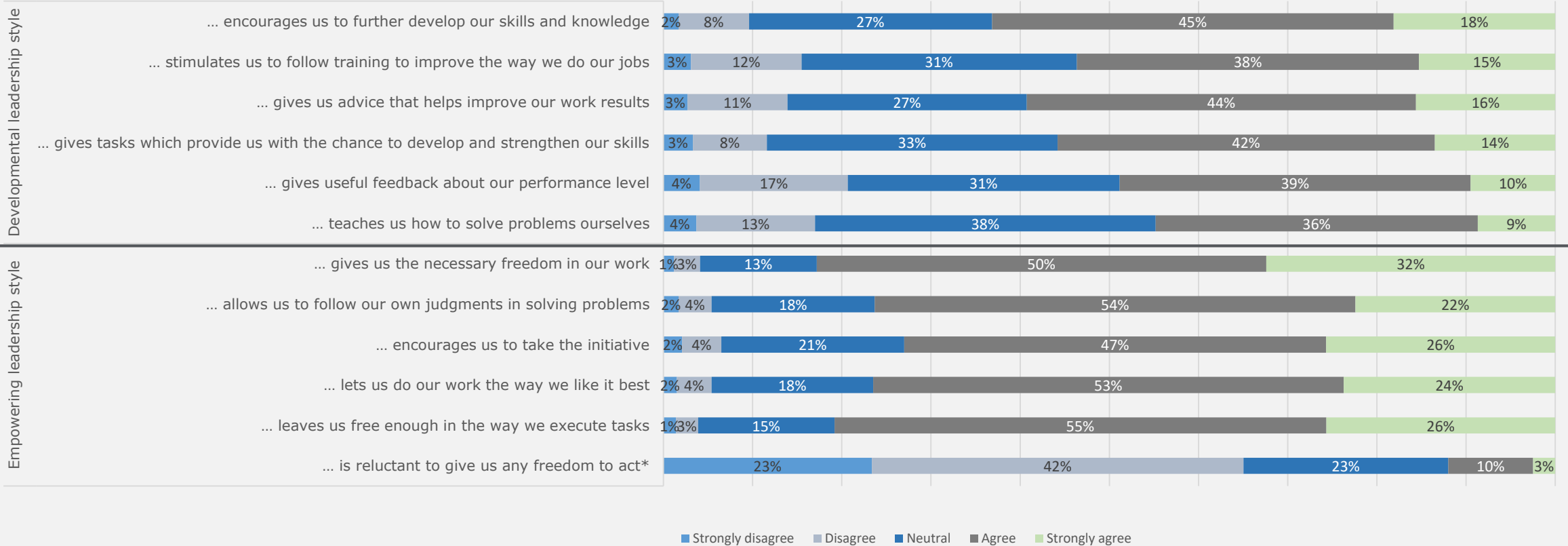
Leadership questions (3/3)



7. Extra questions

Leadership style (1/2)

My direct supervisor...

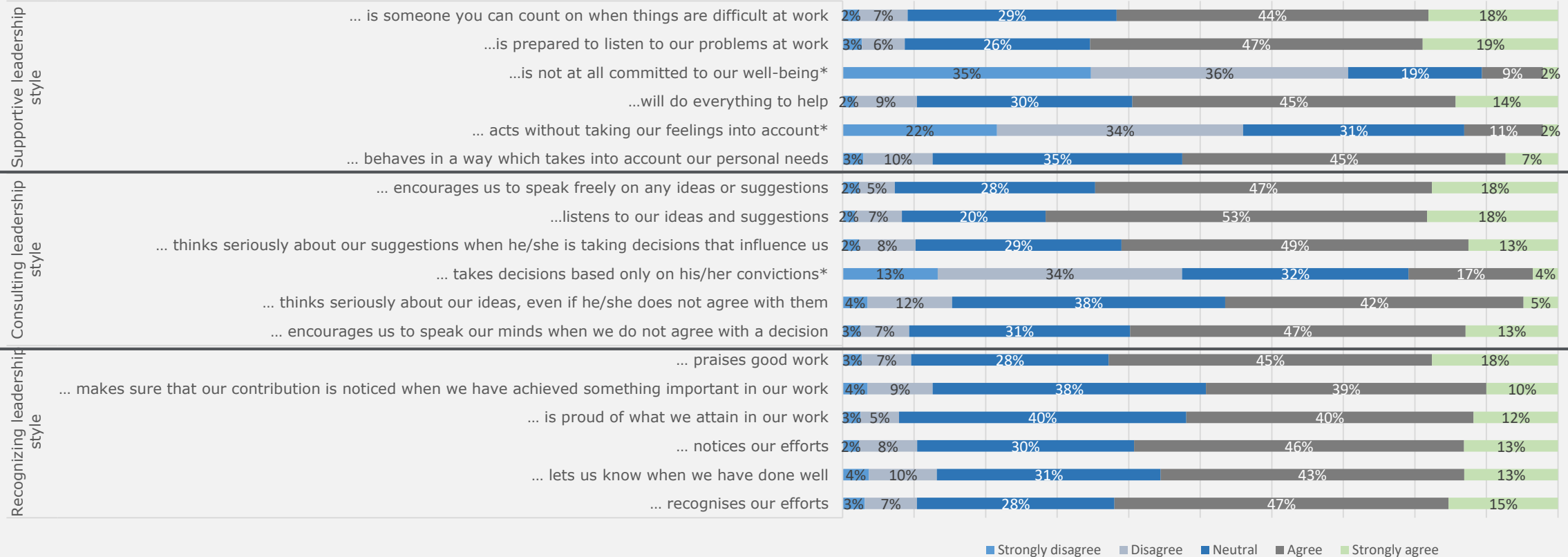


*Negatively worded item

7. Extra questions

Leadership style (2/2)

My direct supervisor...



6,68

BESIX Group: 6,66

6,43

BESIX Group: 6,50

6,42

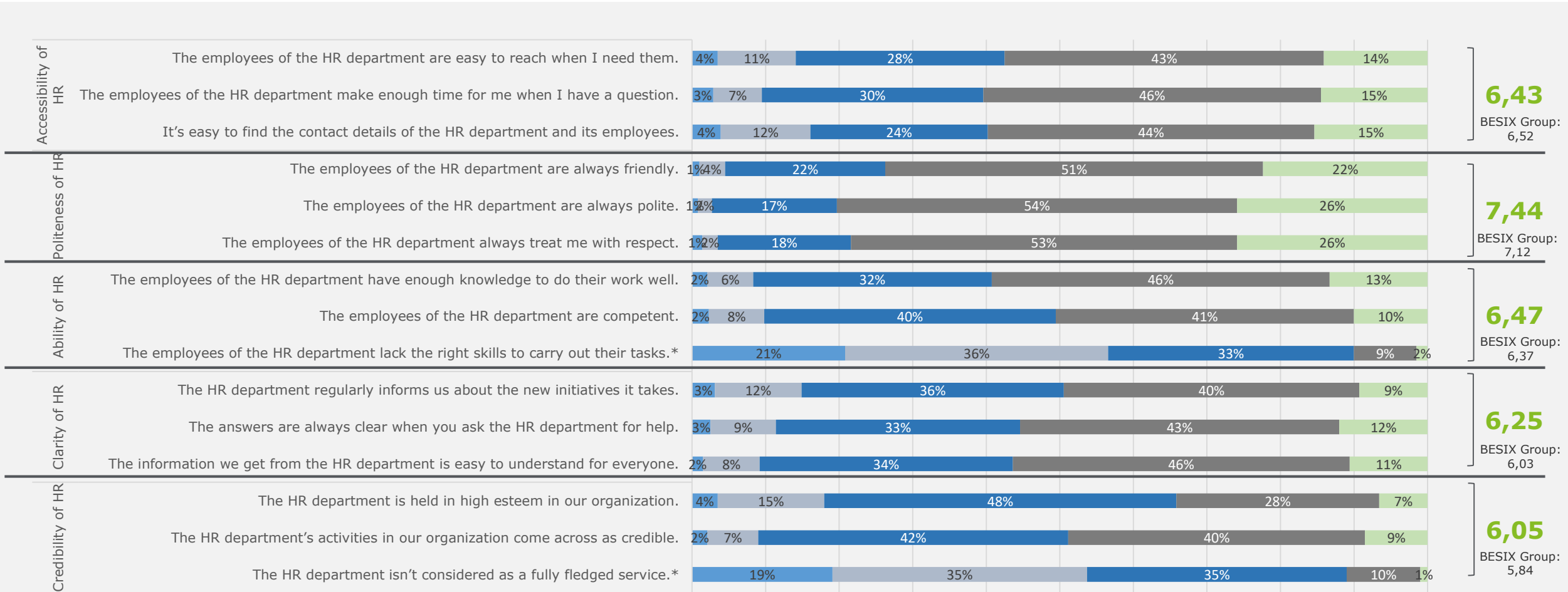
BESIX Group: 6,51

Strongly disagree Disagree Neutral Agree Strongly agree

*Negatively worded item

7. Extra questions

HR satisfaction (1/2)

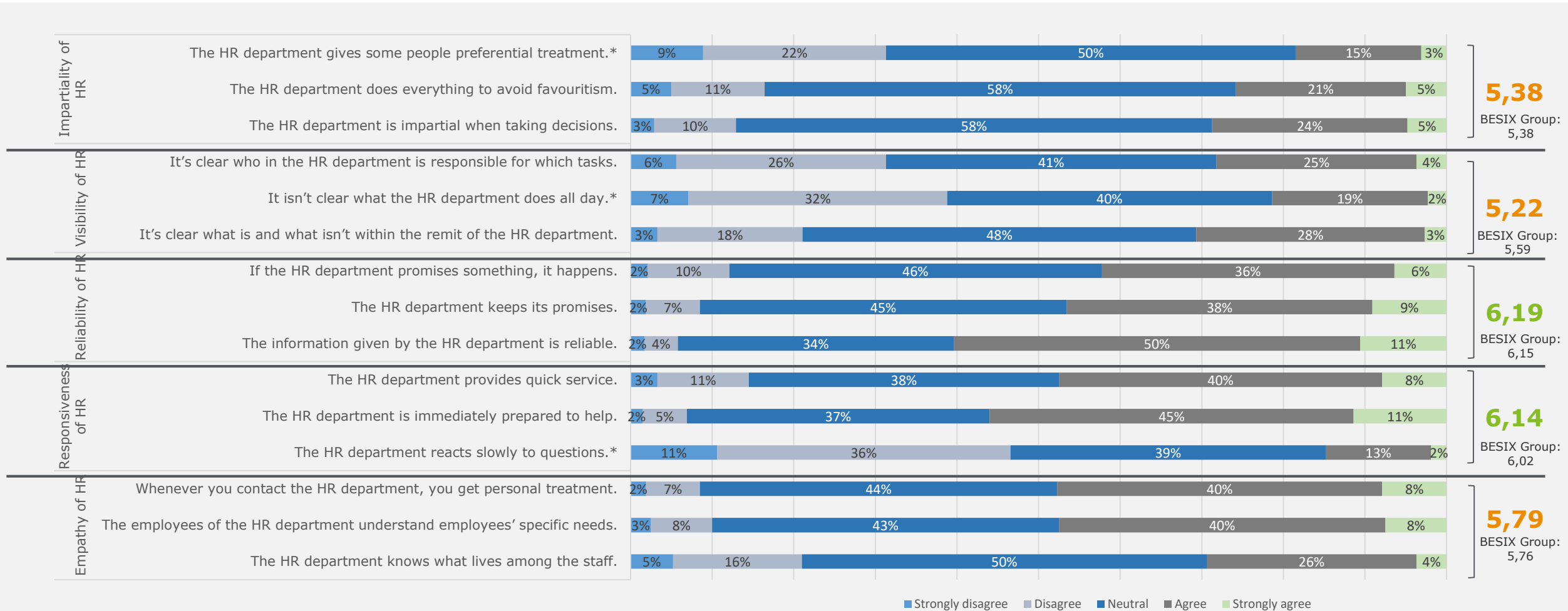


*Negatively worded item

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

7. Extra questions

HR satisfaction (2/2)



*Negatively worded item

7. Extra questions

Safety at work (1/3)

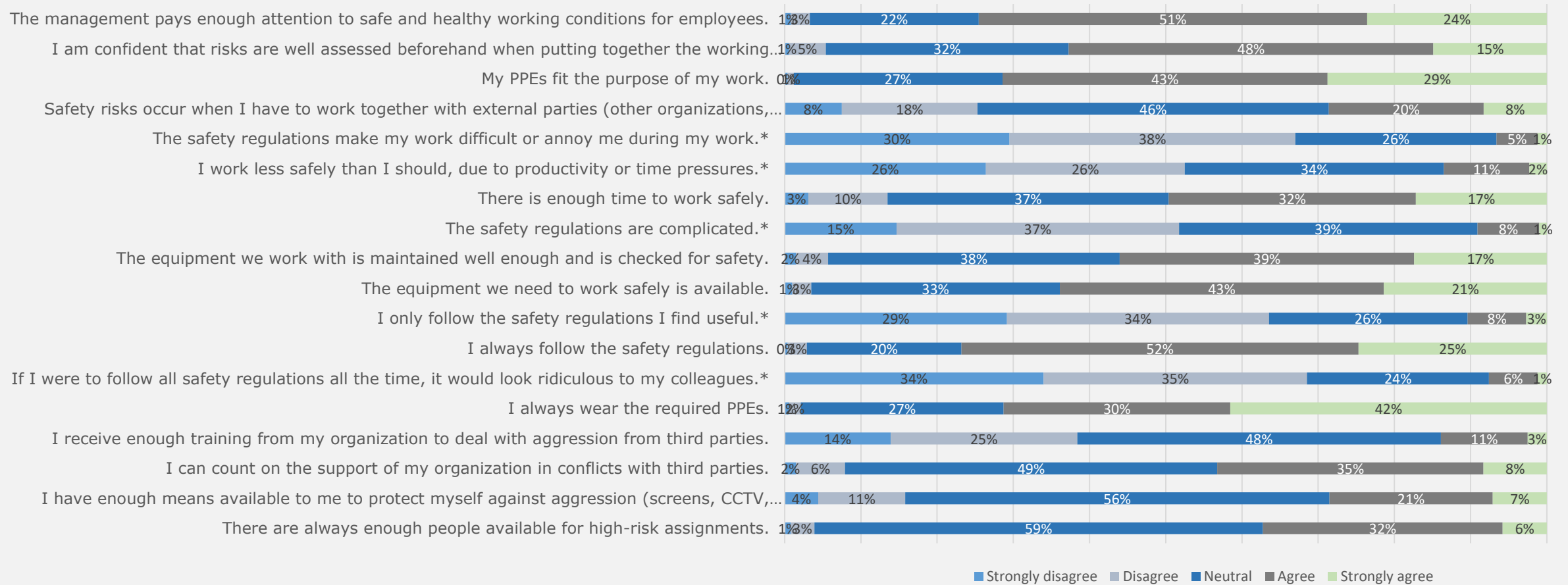


Strongly disagree Disagree Neutral Agree Strongly agree

*Negatively worded item

7. Extra questions

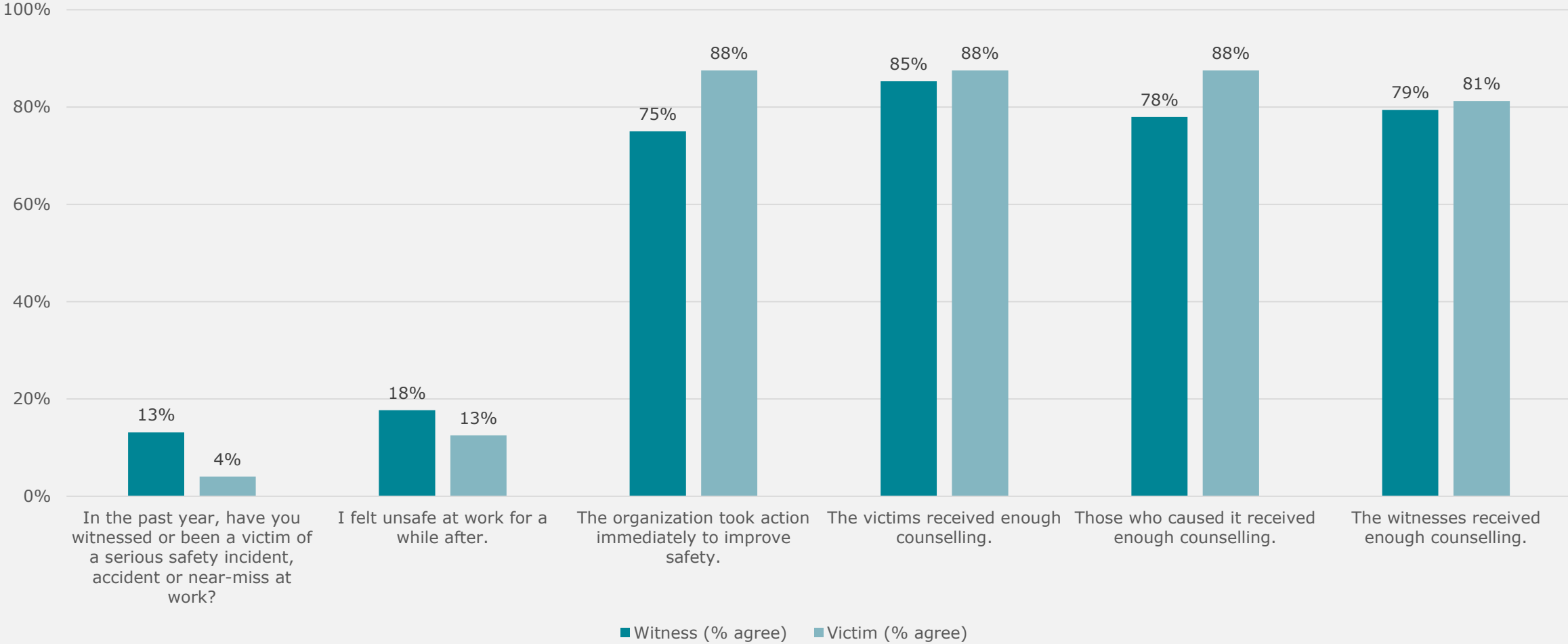
Safety at work (2/3)



*Negatively worded item

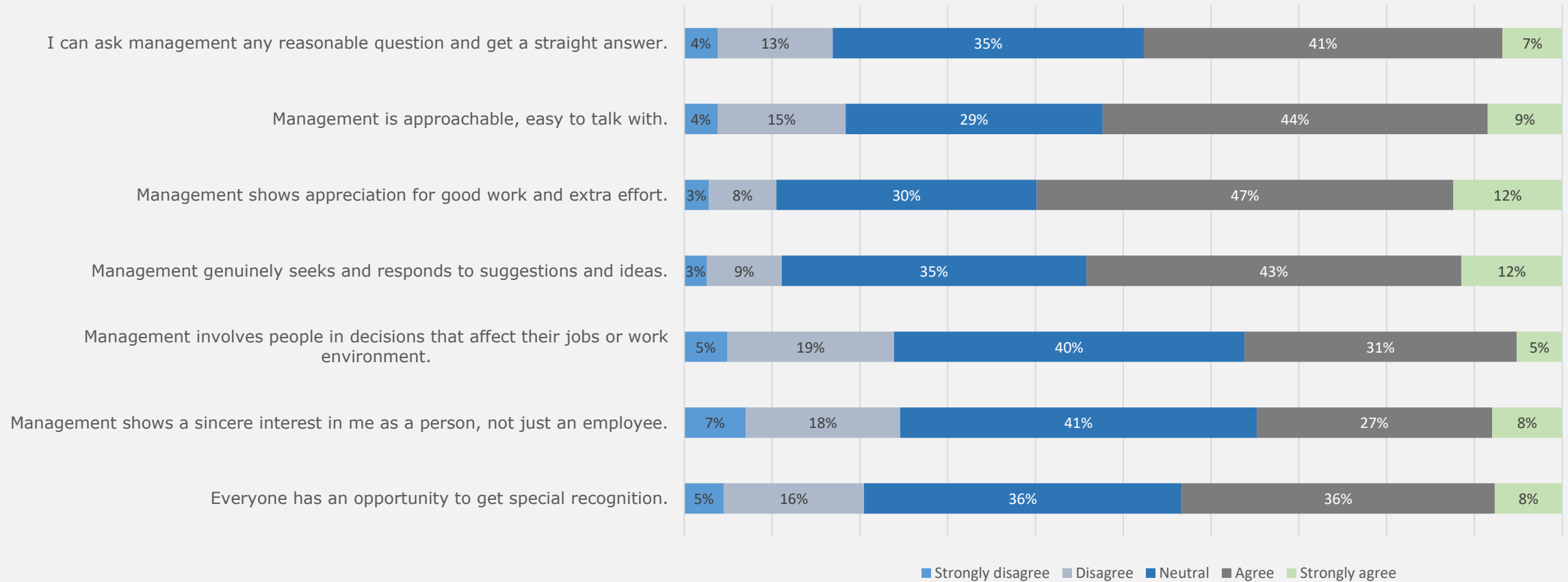
7. Extra questions

Safety at work (3/3)



7. Extra questions

Management questions



8. Next steps

8. Next steps

How to continue

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

(1) EXPLORE

Take the time to go through the results

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

(2) COMMUNICATE

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

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

(3) SELECT PRIORITIES

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

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

(4) TRANSLATE PRIORITIES INTO CONCRETE ACTIONS

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

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

8. Next steps

Specific recommendations (1/2)

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

PARTICIPATION

Involvement, pride and being in control of your work is impossible if you can't participate in decision making. Managers tend to make decisions themselves and distribute/sell them to their team members. It's better to have employees being involved in the strategy and decisions in the first place. That way the outcomes will be supported and carried out more by engaged employees. The leadership module indicates that BESIX Entity employees do generally trust their supervisor and that the empowering leadership style is already recognized by a lot of BESIX Entity employees. However, iNostix by Deloitte advises managers to act like a coach and empower employees in voicing their opinions as much as possible.

WORKLOAD AND MENTAL LOAD

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

FEEDBACK AND TASK INFORMATION

Feedback is a very powerful management tool as it helps employees get on track and as it serves as a guide in assisting people to know how others perceive their performance. On top of that, feedback and clear task descriptions can be very motivating and energizing. Formal feedback can be provided in a number of ways and has to be seen as a continuous learning opportunity.

REMUNERATION

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

8. Next steps

Specific recommendations (2/2)

CAREER OPPORTUNITIES

Offering attractive career opportunities are important to connect employees both to the work they do as to the organization they work for. As a format of internal (and eventually also external) employer branding, re-evaluating the policy concerning talent management might be interesting. Is there a possibility to introduce job rotation? Should employees continue working in fixed departments and job positions, rather than project-based and more task-oriented? Another important aspect in this is the transparent and concentrated communication concerning career opportunities and the way the company handles promotion.

COMMUNICATION

Employees questioning firm communication can mean various things. They might wish for more communication (quantitative), a better and more clear communication content or procedure (qualitative) or a communication that actively reaches all of them in the first place (scope). Involve employees more often and let them know what happens at BESIX Entity. Distribution of messages and information is best done utilizing the most efficient channels, which are in most cases not the 'official' ones. As communication is key in a context of transformation and change, organize update sessions regularly (e.g. via push communication using a short movie, webinars, face-to-face Q&A sessions,...), update the 'who is who' on a constant base, install spots in your company, if not yet existing, where people can meet, hand-out leaflets at the entrances or coffee corners, or use restaurant placemats, share digital screen information on waiting points (elevators, coffee corners...).

WORK STRESS AND WORRYING ABOUT WORK

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

9. Appendix

9. Appendix

Excel report:

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



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