# Deloitte.



### **BESIX Employee Well-being and Engagement Survey**

Jan Houben, Elien Leirman and dr. Jeroen Delmotte August 2018



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# 1. The research model

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- 2. Components of the research model

### 1. The research Model Three dimensions of the research model

#### **Work Characteristics**

- Work content
- Working conditions
- Terms of employment
- Working relations

#### Work perceptions

- Engagement
- Well-being
- Satisfaction
- Attractiveness

#### Results

- Performance
- Retention

*How is your job?* Causes (of work perception)

**Positive:** job resources **Negative:** job demands (stress factors) How does it feel to go to work? Consequences (of work characteristics)

**Positive**: well-being and satisfaction **Negative**: tension and stress

### 1. The research Model

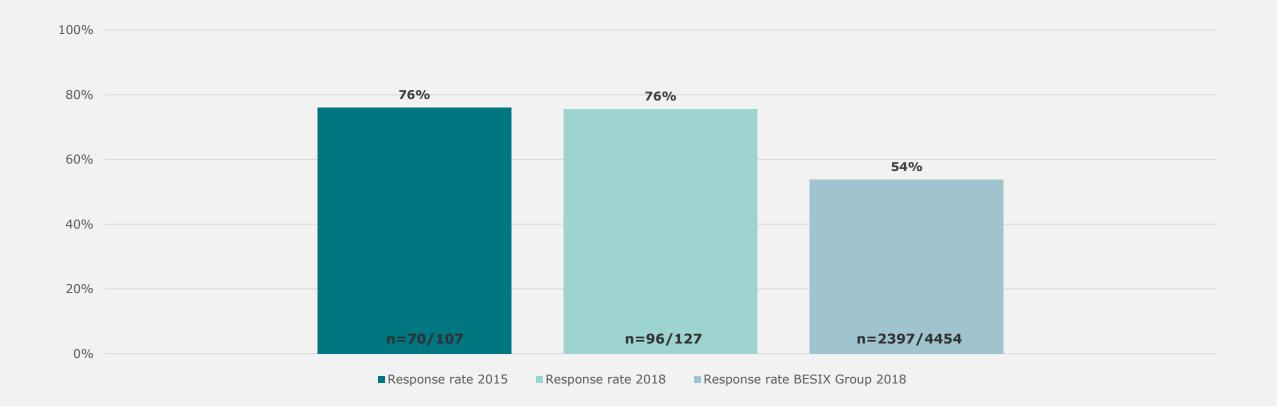
Components of the research model

Work Characteristics CAUSES	Work perceptions OUTCOMES	Results
Work Content <ul> <li>Job variety</li> <li>Job Autonomy</li> <li>Learning opportunities</li> </ul>	Engagement • Work engagement • Organisational commitment	
<ul> <li>Participation</li> <li>Role and task definition</li> <li>Discussions and role conflicts</li> <li>Feedback and task information</li> </ul>	Well-being   • Pleasure at work  • Fatigue (stress)  • Worrying about work  Work formities belonged difficulties	Do the employees go the extra mile even if not asked?
Working Condition • Workload (working pace and quantity) • Physical load • Mental load • Emotional load	<ul> <li>Work-family balance difficulties</li> <li>Bullying, sexual harassment, physical/verbal abuse</li> <li>Burnout</li> </ul>	Are the employees loyal to the company and will they stay in the future?
Emotional load     Terms of employment         • Remuneration         • Job security         • Carreer opportunities	Satisfaction <ul> <li>Overall job satisfation</li> <li>Satisfaction with work content</li> <li>Satisfaction with working conditions</li> <li>Satisfaction with terms of employment</li> <li>Satisfaction with working relations</li> </ul>	Extra questions • Leadership
Working relations <ul> <li>Communication</li> <li>Relationship with colleagues</li> <li>Relationship with direct supervisor</li> <li>Relationship with employees</li> </ul>	Attractiveness • Attractiveness of the employer • Intention to recommend • Company culture and values	<ul> <li>Safety at work</li> <li>HR satisfaction</li> <li>Management questions</li> </ul>

# 2. Response rate analysis

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

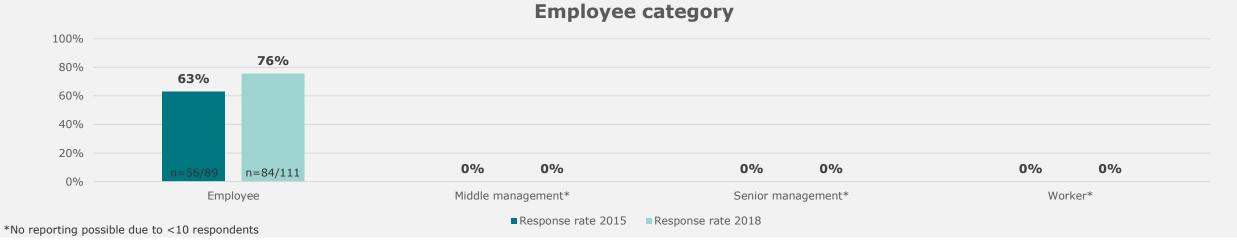
### 2. Response rate analysis General response rate of BESIX International



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)

### 2. Response rate analysis

Response rate of BESIX International by Employee Category and Executive Function



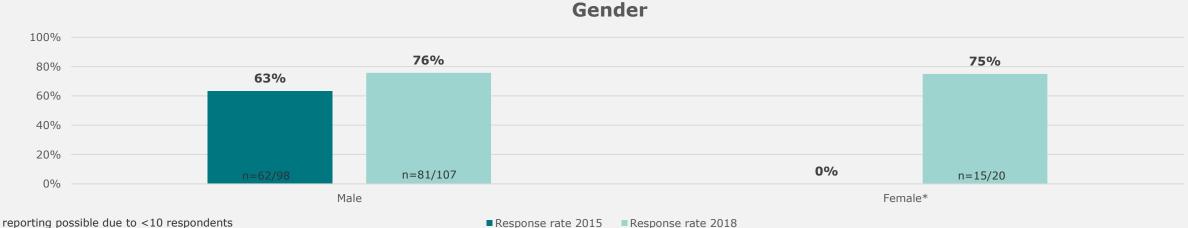
#### **Executive function**



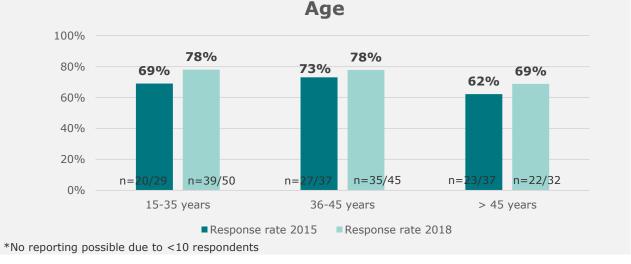
\*No reporting possible due to <10 respondents

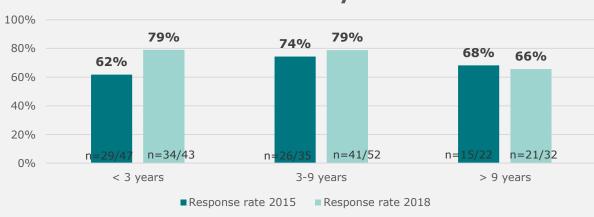
### 2. Response rate analysis

Response rate of BESIX International by Gender, Age and Seniority



\*No reporting possible due to <10 respondents





\*No reporting possible due to <10 respondents

**Seniority** 



# **3.** Summary of the results

### 3. Summary of the results BESIX International

Work character	istics	
	2015	2018
Work content	6,70	6,51
Job variety	6,78	6,53
Job autonomy	6,88	6,64
Learning opportunities	5,96	6,14
Participation	6,84	6,37
Role and task definition	7,02	6,43
Discussions and role conflicts*	2,62	2,45
Feedback and task information	6,06	5,91
	2015	2018
Working conditions	4,59	4,93
Workload*	6,40	6,4
Physical load*	2,83	2,26
Mental load*	8,29	7,8
Emotional load*	4,13	3,8
	2015	2018
Terms of employment	5,76	5,85
Remuneration	4,96	5,07
Job security	6,45	6,82
Career opportunities	5,88	5,64
	2015	2018
Working relations	6,27	6,67
Communication	5,10	5,75
Relationship with colleagues	6,88	7,43
Relationship with direct supervisor	6,83	6,82
Relationship with employees	7,74	7,88

Work perceptions		
L	2015	2018
Engagement	7,09	6,78
Work engagement	7,18	6,82
Organizational commitment	7,00	6,74
	2015	2018
Well-being	5,63	5,66
Pleasure at work	7,13	6,79
Fatigue (work stress)*	5,30	5,05
Worrying about work*	5,95	5,65
Difficulties with work-family balance*	5,27	5,05
Burnout*	2,47	2,74
Undesirable behavior 2018	Witness	Victim
Physical abuse	3%	2%
Verbal abuse	31%	9%
Sexual harassment	3%	3%
Bullying	13%	5%
(No comparison with 2015 as a zero tolerance pr	rinciple is appl	ied)
	2015	2018
Satisfaction	6,61	6,49
Overall job satisfaction	6,51	6,94
Satisfaction with work content	7,17	6,79
Satisfaction with terms of employment	5,81	5,74
Satisfaction with working conditions	5,87	5,69
Satisfaction with working relations	7,57	7,73
	2015	2018
Attractiveness	7,44	7,38
Attractiveness of the employer	7,64	7,49
Company culture and values	7,80	8,01
Intention to recommend	6,87	6,64

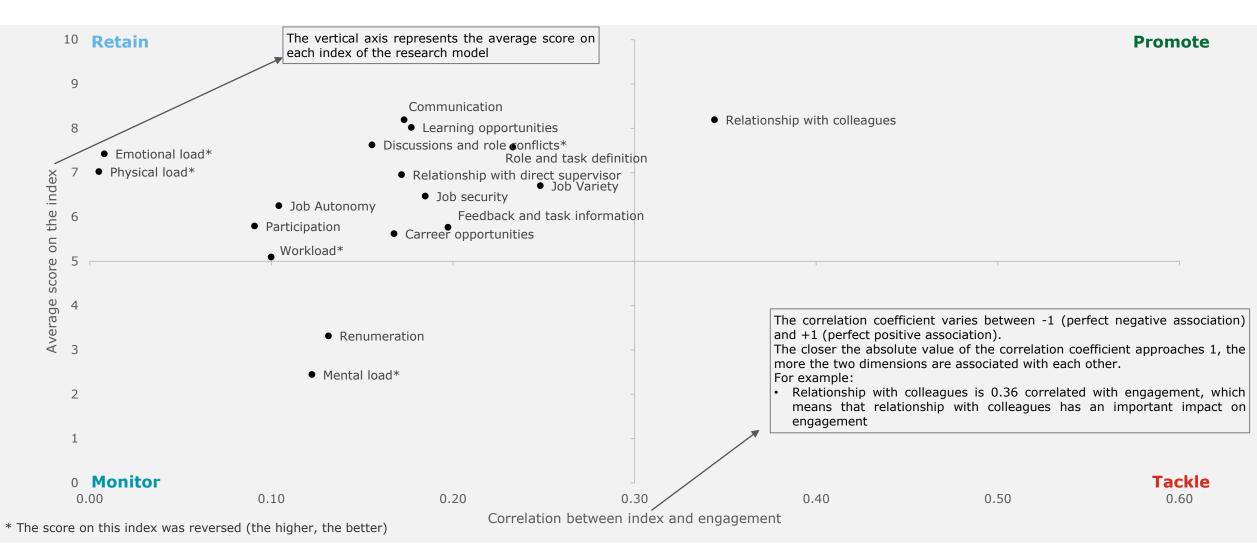
Results		
Performance	2015	2018
Going the extra mile even if not asked for	8,12	7,74
Retention	2015	2018
Intention to stay working within the organization	7,36	7,35

<b>Meaning of the colours</b> Positively worded dimensions
Mean score <5/10
Mean score $\geq 5/10$ and $< 6/10$
Mean score ≥6/10
*Negatively worded dimensions
Mean score ≤4/10
Mean score >4/10 and $\leq$ 5/10
Mean score >5/10

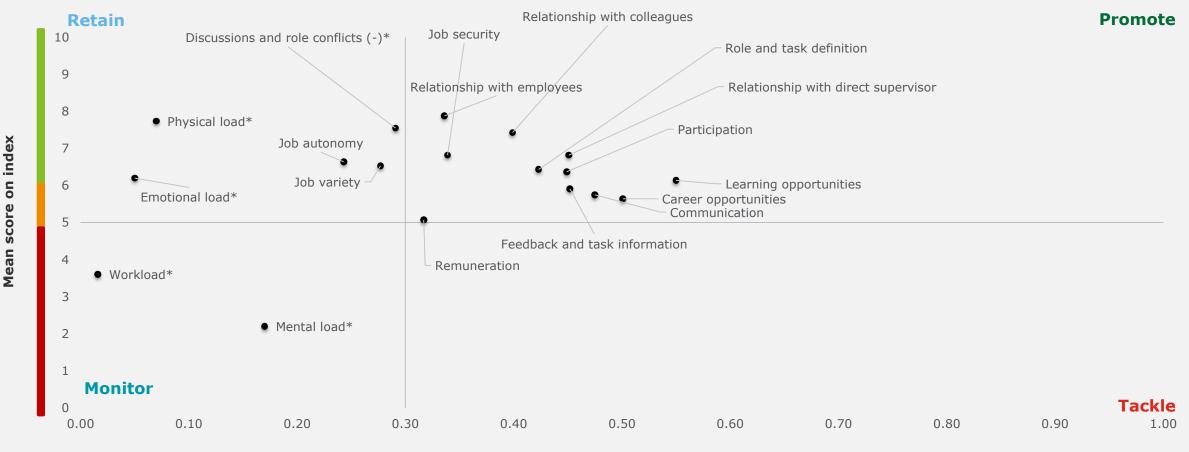


# **4. Impact analyses**

### 4. Detailed results Interpretation slide: impact analysis engagement



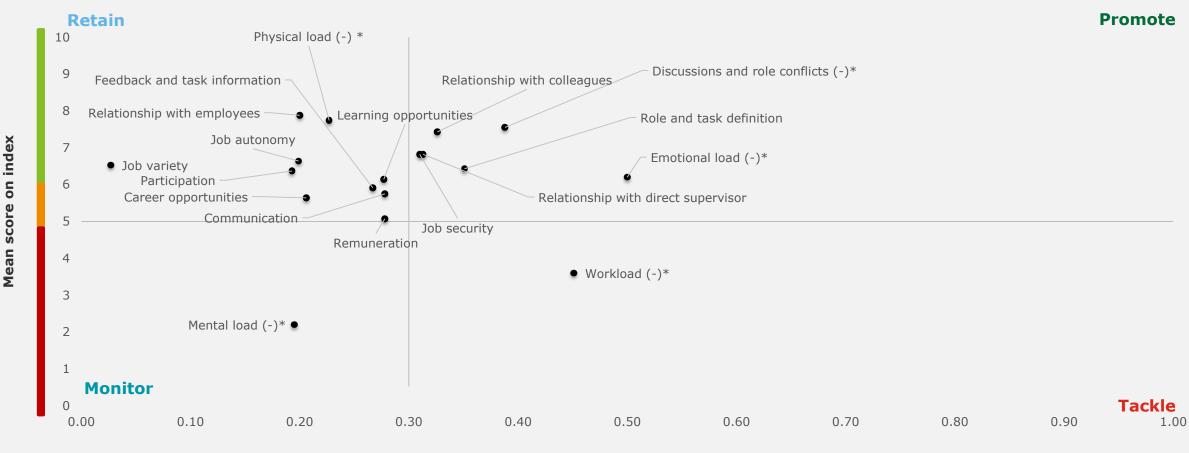
### 4. Impact analyses Engagement



**Correlation between index and Engagement** 

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

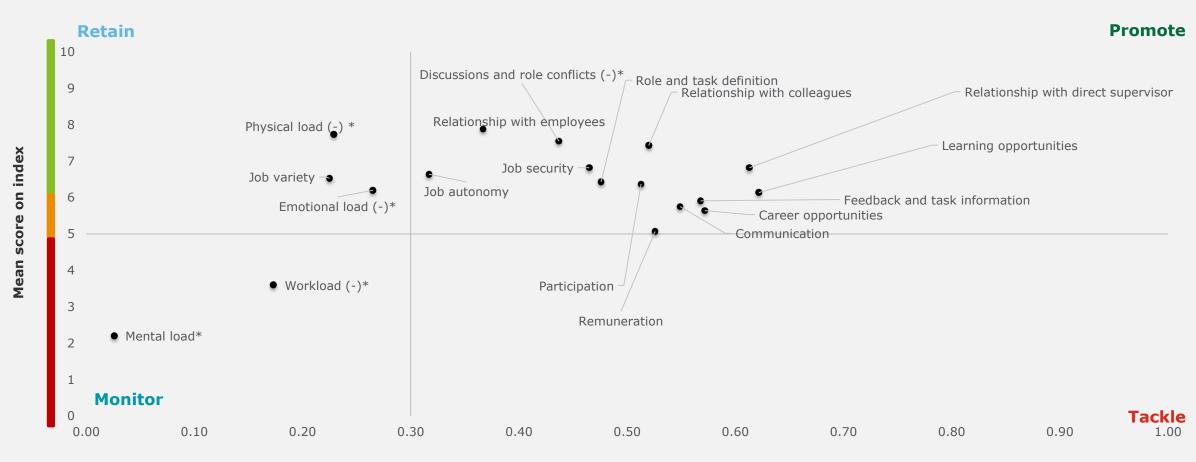
### 4. Impact analyses Well-being



Correlation between index and Well-being

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

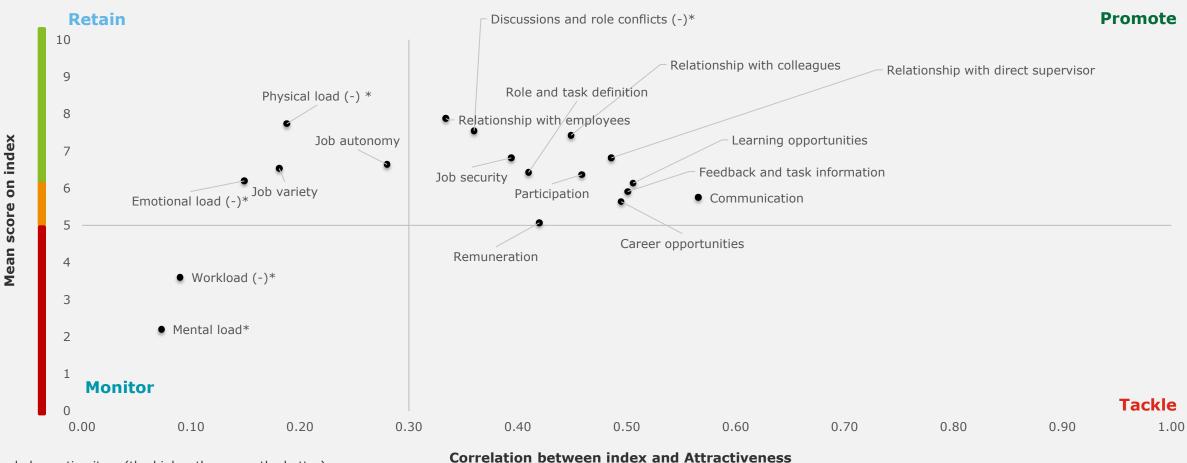
# 4. Impact analyses Satisfaction



**Correlation between index and Satisfaction** 

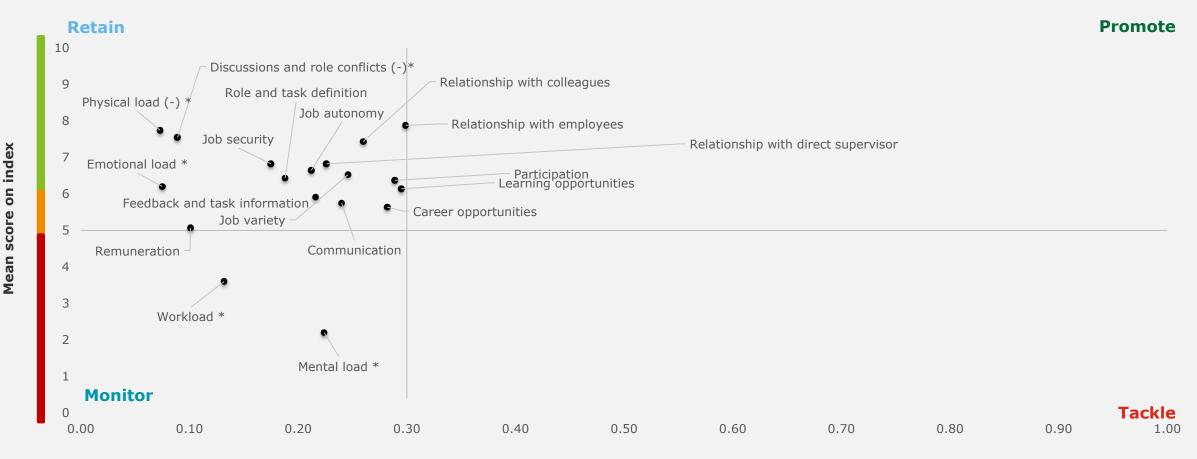
\*Recoded negative item (the higher the score, the better)

### 4. Impact analyses Attractiveness



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

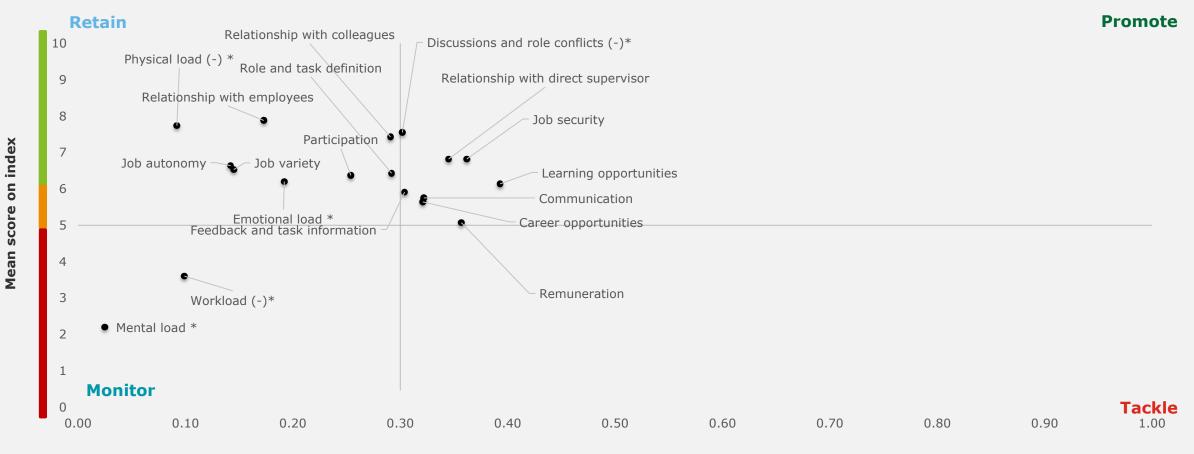
### 4. Impact analyses Performance



**Correlation between index and Performance** 

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

### 4. Impact analyses Retention



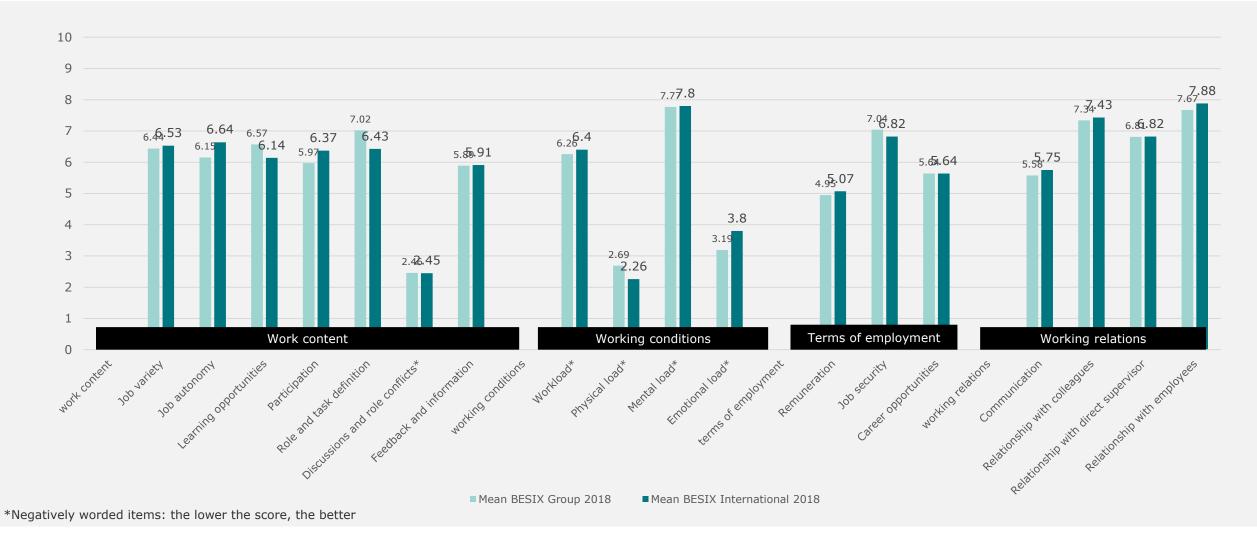
**Correlation between index and Retention** 

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

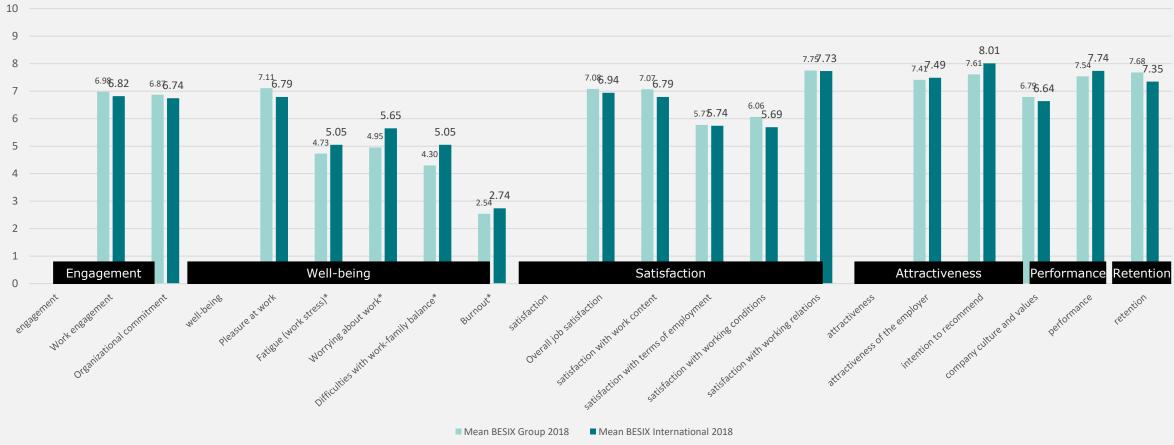


- 1. Comparing the indices with the BESIX Group results
- 2. Comparing the indices with the iNostix by Deloitte benchmark
- 3. Engagement analysis
- 4. Analysis of commitment
- 5. Typology work perception: pleasure and stress at work
- 6. Burnout
- 7. Undesirable behaviour
- 8. Overall job satisfaction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

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

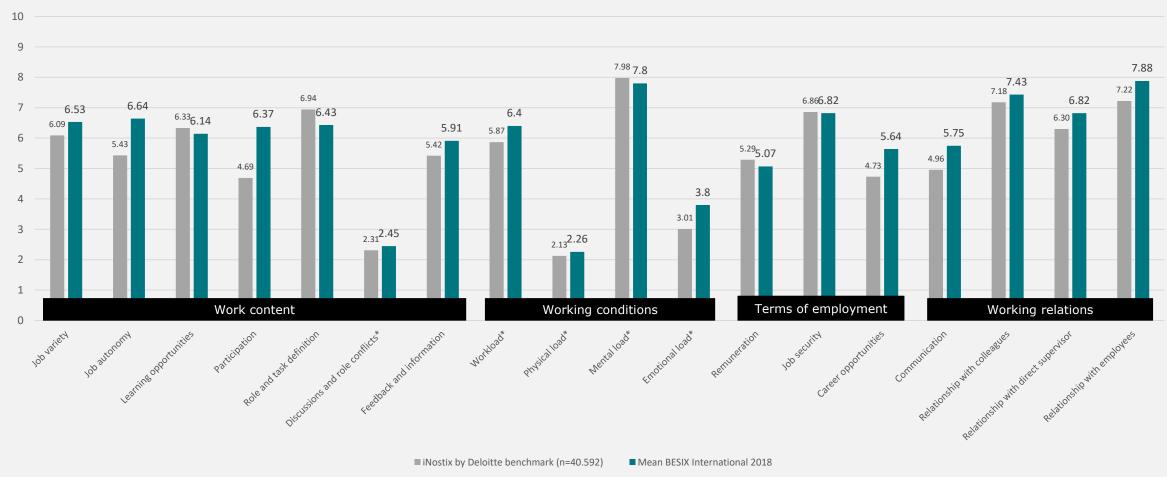


Comparing the indices with the BESIX Group results (2/2)

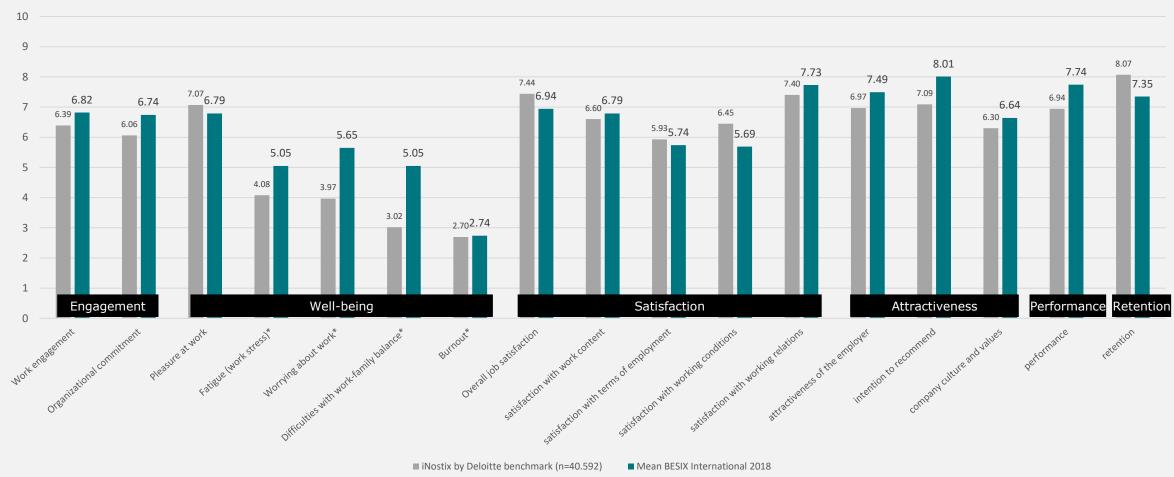


\*Negatively worded items: the lower the score, the better

Comparing the indices with the benchmark (1/2)



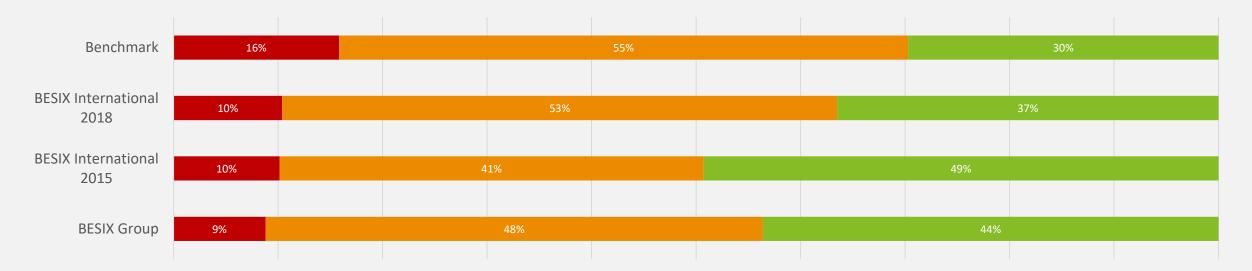
Comparing the indices with the benchmark (2/2)



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

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### 5. Detailed results Engagement analysis





iNostix by Deloitte benchmark (n=40.592)

#### 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

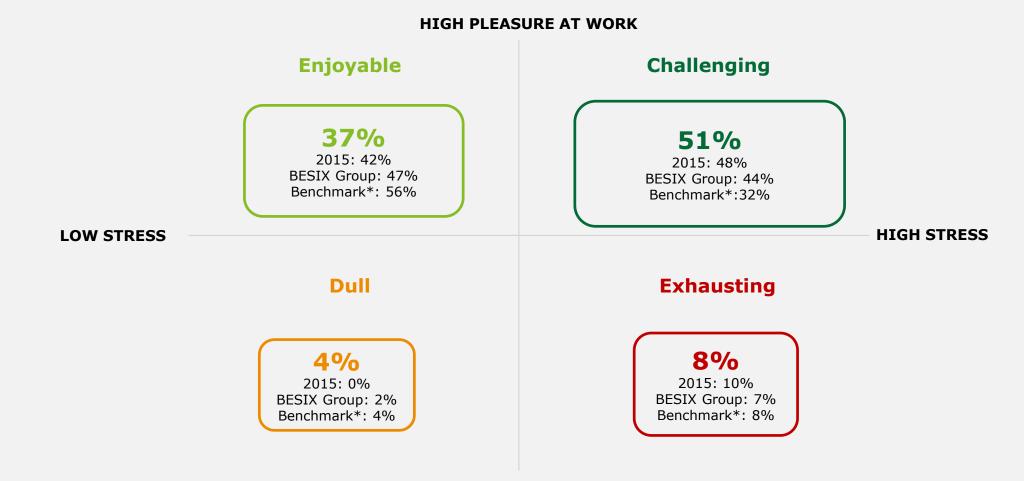
- A lot of pleasure at work
- Voluntary taking tasks from colleagues to reduce their workload
- Always looking for more effective methods
- Have low intention to quit

### 5. Detailed results Analysis of commitment



\*iNostix by Deloitte benchmark (n=40.592)

### 5. Detailed results Analysis of commitment

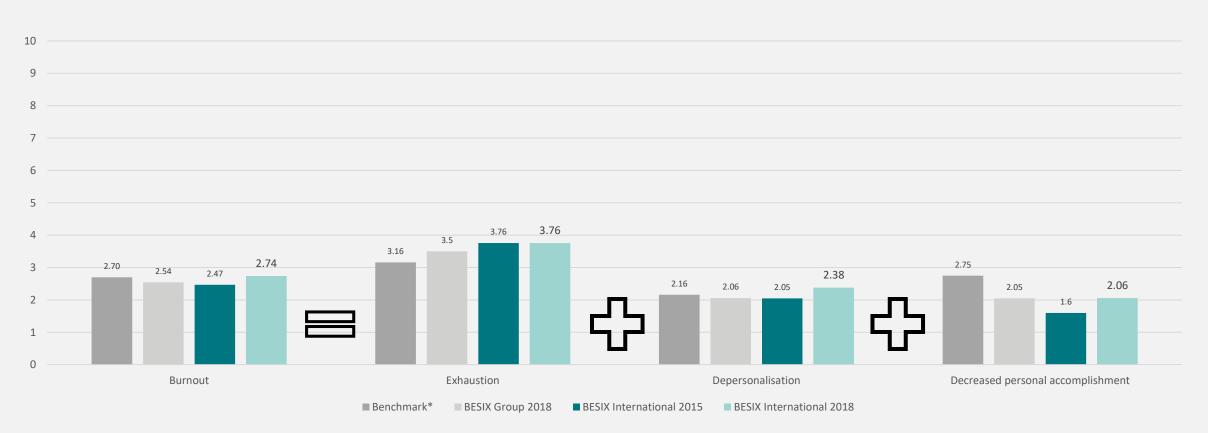


#### LOW PLEASURE AT WORK

Neutral scale "5" as cut-off point: score below 5/10 is considered as a 'low' score, a score above 5/10 is considered as a 'high' score

\*iNostix by Deloitte benchmark (n=40.592)

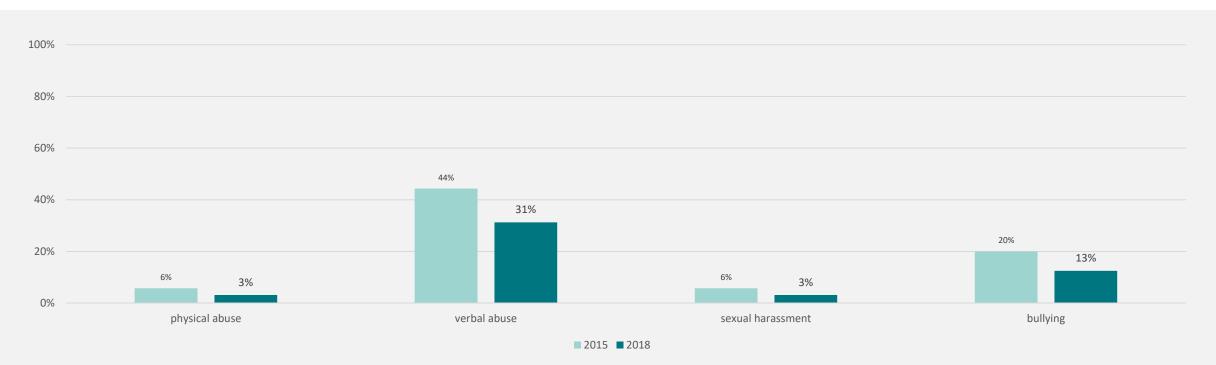
### 5. Detailed results Burnout



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

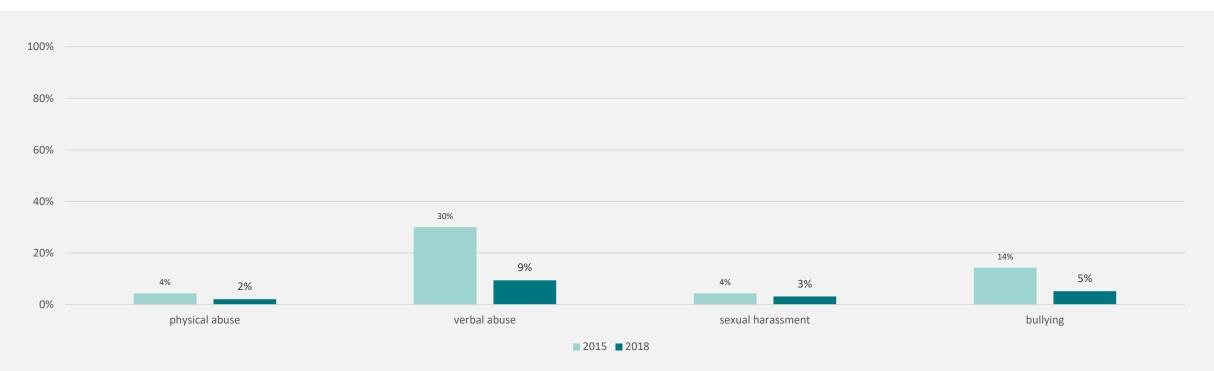
\*iNostix by Deloitte benchmark (n=40.592)

### Undesirable behaviour: witness



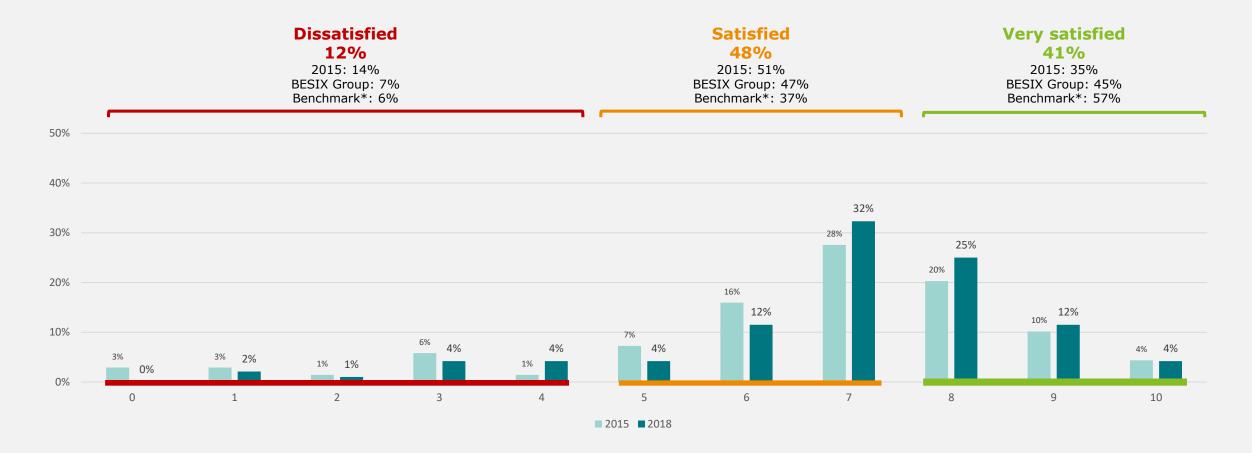
Undesirable behavior		Witness	s 2015	Victim 2018				
	n	%	of which internal	n	%	of which internal		
physical abuse	4	6%	25%	3	3%	0%		
verbal abuse	31	44%	47%	30	31%	44%		
sexual harassment	4	6%	20%	3	3%	100%		
bullying	14	20%	50%	12	13%	43%		

### Undesirable behaviour: victim

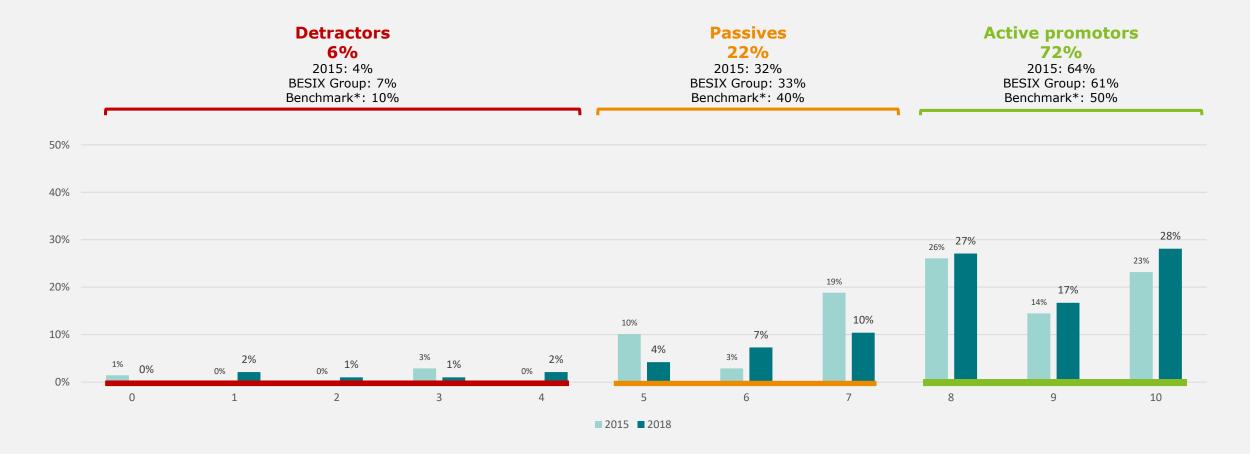


Undesirable behavior		Victim	2015	Victim 2018				
	n	%	of which internal	n	%	of which internal		
physical abuse	3	4%	0%	2	2%	0%		
verbal abuse	21	30%	46%	9	9%	33%		
sexual harassment	3	4%	25%	3	3%	33%		
bullying	10	14%	60%	5	5%	40%		

### 5. Detailed results Overall job satisfaction



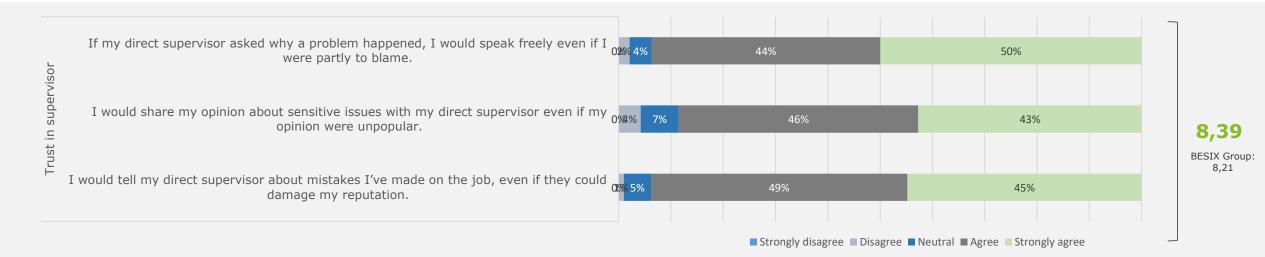
### 5. Detailed results Intention to recommend

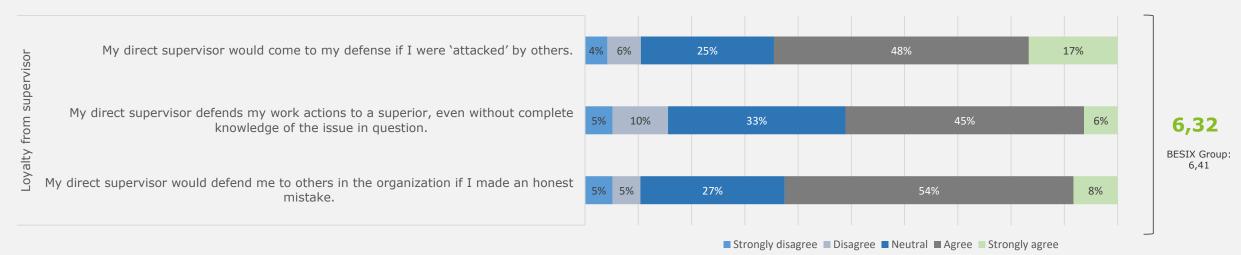




# **6. Extra modules**

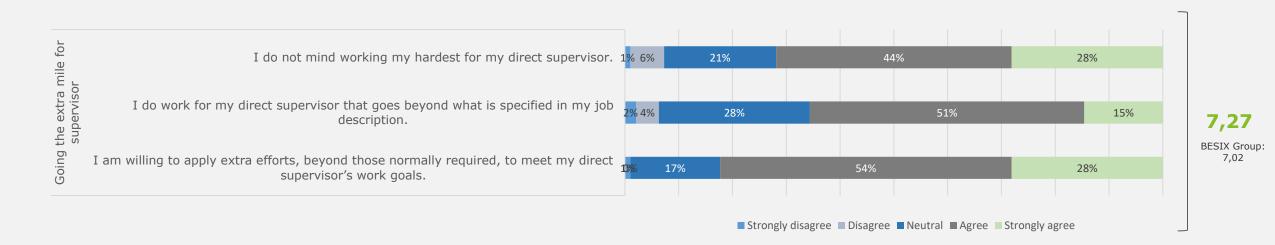
### 6. Extra questions Leadership questions (1/3)

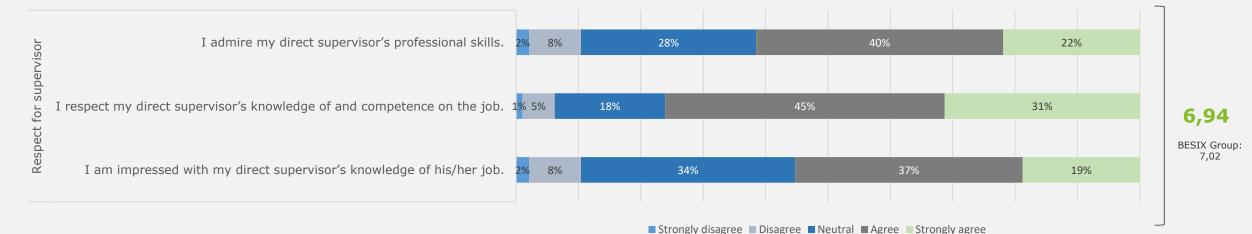




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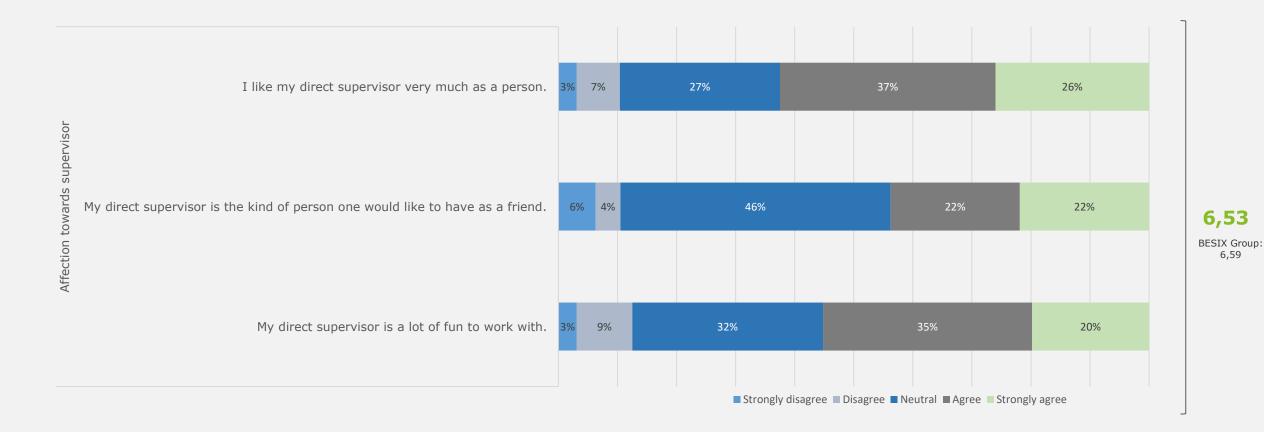
### 6. Extra questions Leadership questions (2/3)





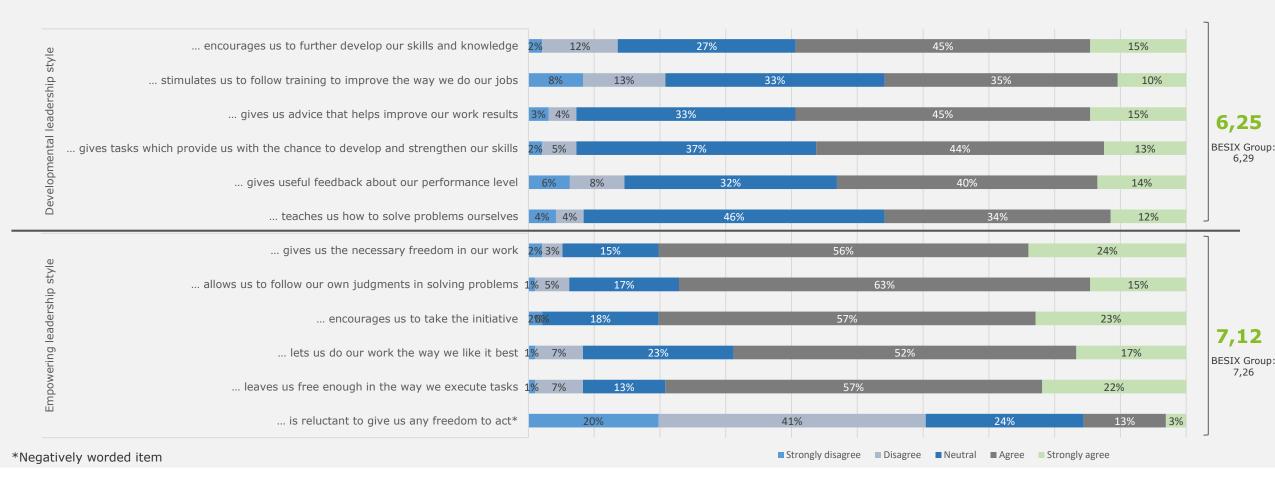
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### 6. Extra questions Leadership questions (3/3)



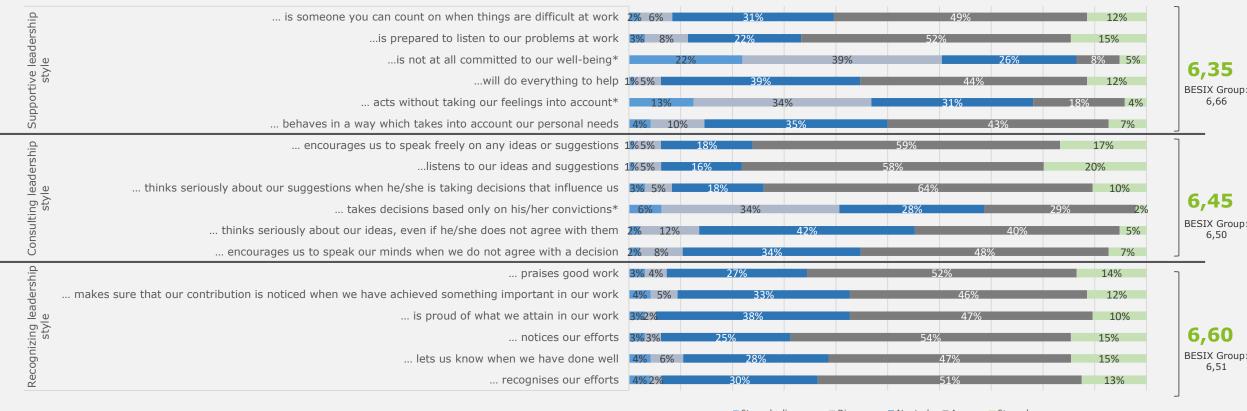
### 6. Extra questions Leadership style (1/2)

My direct supervisor...



### 6. Extra questions Leadership style (2/2)

My direct supervisor...



Strongly disagree Disagree Neutral Agree Strongly agree

### 6. Extra questions HR satisfaction (1/2)

ty of	The employees of the HR department are easy to reach when I need them.	1 <mark>%</mark> 8%		33%			47%		10%	]
ssibility HR	The employees of the HR department make enough time for me when I have a question.	1 <mark>%</mark> 6%		35%			49%		8%	6,39
Acces	It's easy to find the contact details of the HR department and its employees.	<b>3%</b> 8%		31%			48%		9%	BESIX Group: 6,52
of HR	The employees of the HR department are always friendly.	122%	25%			60%			12%	]
less (	The employees of the HR department are always polite.	1%/	21%			66%			12%	7,06
Polite	The employees of the HR department always treat me with respect.	208%	24%			62%		_	13%	BESIX Group: 7,12
НН	The employees of the HR department have enough knowledge to do their work well.	1 <mark>% 5% 🔤</mark>		37%			48%		9%	
ty of	The employees of the HR department are competent.	1 <mark>%</mark> 6%		43%			42%		8%	6,28
Ability	The employees of the HR department lack the right skills to carry out their tasks.*	13%		35%			38%		14% 1 <mark>%</mark>	BESIX Group: 6,37
HR	The HR department regularly informs us about the new initiatives it takes.	4%	13%		43%			33%	7%	
ty of	The answers are always clear when you ask the HR department for help.	<mark>2%</mark> 9%		429	%		4	1%	6%	6,05
Clarit	The information we get from the HR department is easy to understand for everyone.	1 <mark>%</mark> 2%		42%			47%		8%	BESIX Group: 6,03
of HR	The HR department is held in high esteem in our organization.	4% 1	.2%		50%			28%	6%	
bility o	The HR department's activities in our organization come across as credible.	1 <mark>%</mark> 9%		38%			46%		6%	5,74
Credib	The HR department isn't considered as a fully fledged service.*	9%	22	2%		52%			14% 3%	BESIX Group: 5,84
0										

Strongly disagree Disagree Neutral Agree Strongly agree

### 6. Extra questions HR satisfaction (2/2)

:y of	The HR department gives some people preferential treatment.*	7%	16%		529	%	18%	7%	]
Impartiality HR	The HR department does everything to avoid favouritism.	5%	13%		65	5%	15	% 3%	5,00
Impa	The HR department is impartial when taking decisions.	5%	13%		58%		21%	3%	BESIX Group: 5,38
 " HR	It's clear who in the HR department is responsible for which tasks.	3%	18%		46%		27%	6%	1
ility of	It isn't clear what the HR department does all day.*	10%		31%		43%		16% 0 <mark>%</mark>	5,69
Visib	It's clear what is and what isn't within the remit of the HR department. $0$	% 12%			50%		34%	4%	BESIX Group: 5,59
of HR	If the HR department promises something, it happens.	<mark>2%</mark> 8%			50%		35%	4%	]
oility o	The HR department keeps its promises.	<mark>2%</mark> 6%			54%		31%	6%	6,00
Reliat	The information given by the HR department is reliable.	<mark>%</mark> 4%		40%		49%		6%	BESIX Group: 6,15
eness	The HR department provides quick service. 0	% 10%			45%		40%	5%	
esponsiveness of HR	The HR department is immediately prepared to help. 0	% 5%		44%		442	%	7%	6,09
Respo	The HR department reacts slowly to questions.*	7%		37%		43%		14% 0 <mark>%</mark>	BESIX Group: 6,02
of HR	Whenever you contact the HR department, you get personal treatment.	<b>%</b>		43%		45%		9%	
athy c	The employees of the HR department understand employees' specific needs.	<mark>%</mark> 8%		419	%	4	-5%	5%	6,05 BESIX Group:
Empa	The HR department knows what lives among the staff.	<mark>2%</mark> 139	6		50%		32%	3%	5,76

Strongly disagree Disagree Neutral Agree Strongly agree

### \*Negatively worded item

%4%	9%				58%				28%	
1 <mark>%</mark> 4%		18%			54	1%			23%	0
2%	12%		19%			46%			229	6
1 <mark>%</mark>	14%		18%			51%				17%
2%	16	5%	19%				50%			14%
<mark>2%</mark> 4%	%	15%			55%	, )			24%	
		27%				49%		9	9% 9	% 5%
3%		19%		31%				40%		7%
<mark>2%</mark>	7%		35%				47%			8%
<mark>2%</mark> 4%	%		33%				44%			17%
2 <u>%</u> %	139	%			62%				23%	/ D
3%	7%		24%			51	1%			15%
<mark>2%</mark> 3%	0	21%				59%				15%
<mark>2%</mark> 4%	%	17%				62%				16%
2%	129	6			58%				27%	
5%	4%	15%			46%				30%	
2%1%	5%		-	48%				44%		
2%	12%		22%			46%	0		1	9%

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

I am familiar enough with the safety regulations. 09 I am familiar with the results of the risk assessment for the tasks I do. 1 I am familiar enough with the procedure for occupational accidents or near-misses. The procedure for accidents or near-misses is well known in my organization. 1 Everyone at work is familiar enough with the safety regulations. There are enough signs (posters, sheets, pictograms, etc.) at my workplace indicating how...2 I don't know where I can go with my questions or remarks about safety.\*

Employees who work safely, receive recognition from their supervisor and the hierarchy in...

Employees are consulted about Safety instructions.

My supervisor personally makes sure everyone works safely.

My management takes action immediately when a potentially dangerous situation is reported.

When I arrive at a new workplace or at a new assignment, I'm sufficiently made aware of the ...

The staff is well taken care of when any safety incidents, accidents or near-misses happen.

My colleagues encourage each other to behave in a safe way.

My organization has a comprehensive safety policy. 1

I am behind my organization's safety policy.

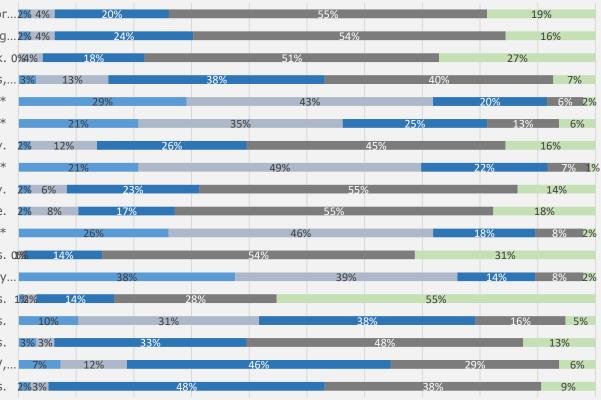
At my organization, we believe safety is everyone's responsibility.

At my organization, there's enough training available about safe working.

6. Extra questions

Safety at work (1/3)

### 6. Extra questions Safety at work (2/3)

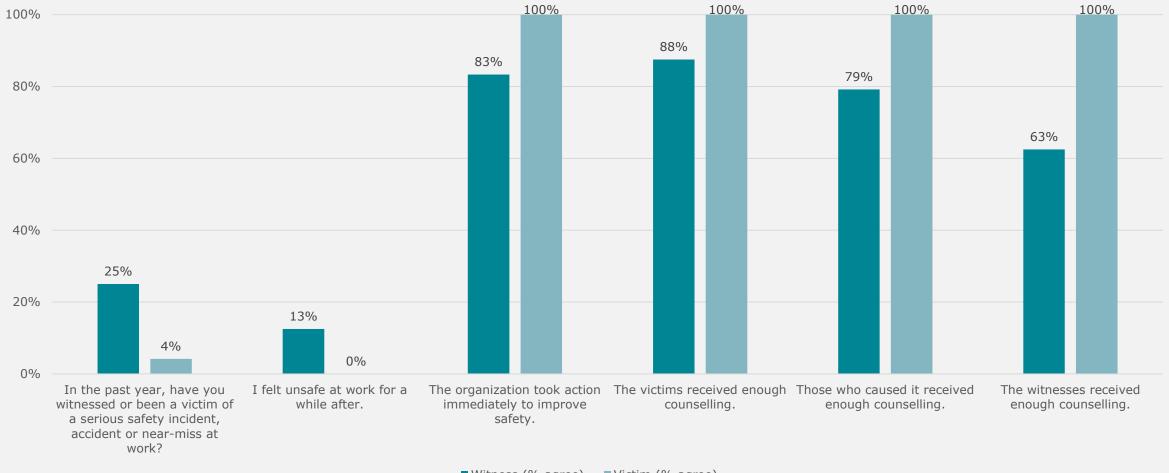


■ Strongly disagree ■ Disagree ■ Neutral ■ Agree ■ Strongly agree

The management pays enough attention to safe and healthy working conditions for... 2% 4% I am confident that risks are well assessed beforehand when putting together the working... 2% 4% My PPEs fit the purpose of my work. 0%4% Safety risks occur when I have to work together with external parties (other organizations,... 3%) The safety regulations make my work difficult or annoy me during my work.\* I work less safely than I should, due to productivity or time pressures.\* There is enough time to work safely. 2% The safety regulations are complicated.\* The equipment we work with is maintained well enough and is checked for safety. 2% 6% The equipment we need to work safely is available. 2% 8% I only follow the safety regulations I find useful.\* I always follow the safety regulations. 07 14% If I were to follow all safety regulations all the time, it would look ridiculous to my... I always wear the required PPEs. 122% 14% I receive enough training from my organization to deal with aggression from third parties. I can count on the support of my organization in conflicts with third parties. 3% 3% I have enough means available to me to protect myself against aggression (screens, CCTV,... 7%

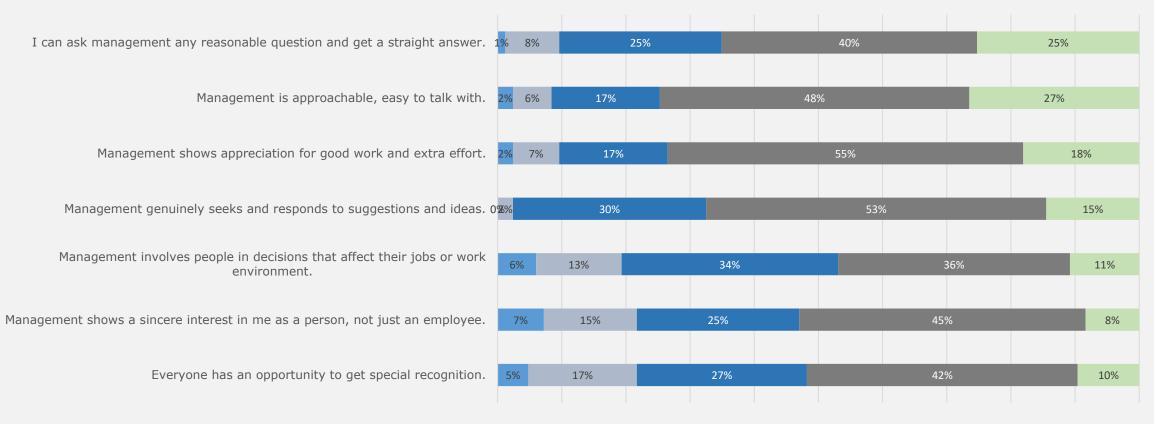
There are always enough people available for high-risk assignments. 2%3%

### 6. Extra questions Safety at work (3/3)



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

### 6. Extra questions Management questions



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



# 7. Appendix

### 7. Appendix

#### **Excel report:**

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

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