



BESIX Sanotec

BESIX Employee Well-being and Engagement Survey

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1. The research model

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

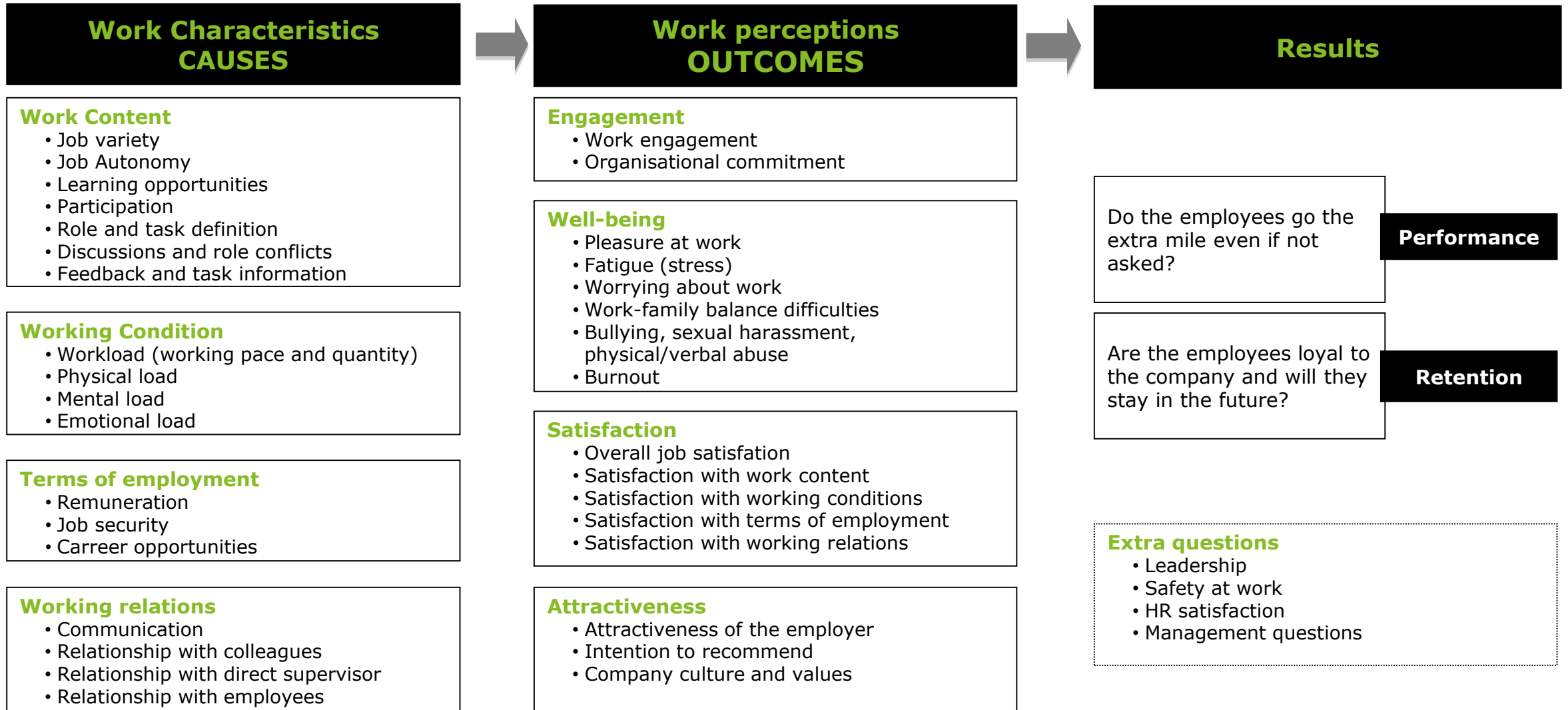
1. The research Model

Three dimensions of the research model



1. The research Model

Components of the research model

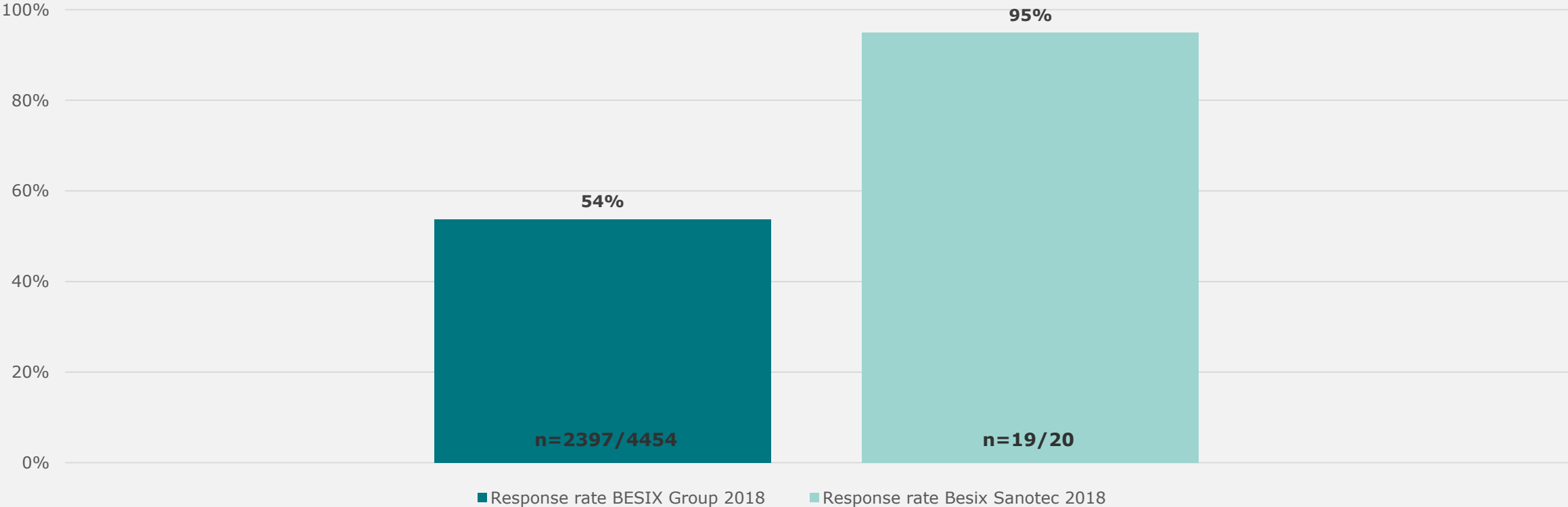


2. Response rate analysis

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

2. Response rate analysis

General response rate of BESIX Sanotec

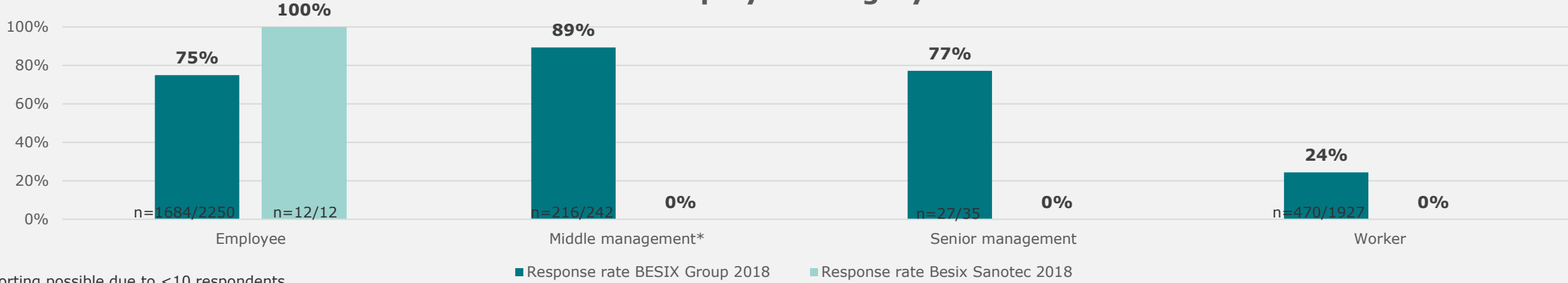


The **iNostix by Deloitte response rate norm is 70%** and is the average response rate of 33 Engagement surveys executed by iNostix by Deloitte in 20 different companies (n=40.592)

2. Response rate analysis

Response rate of BESIX Sanotec by Employee Category and Executive Function

Employee category



Executive function



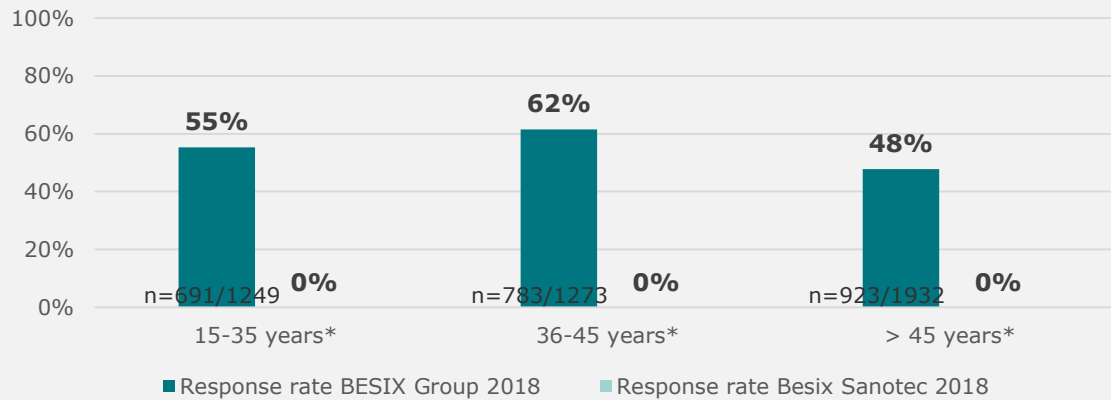
2. Response rate analysis

Response rate of BESIX Sanotec by Gender, Age and Seniority

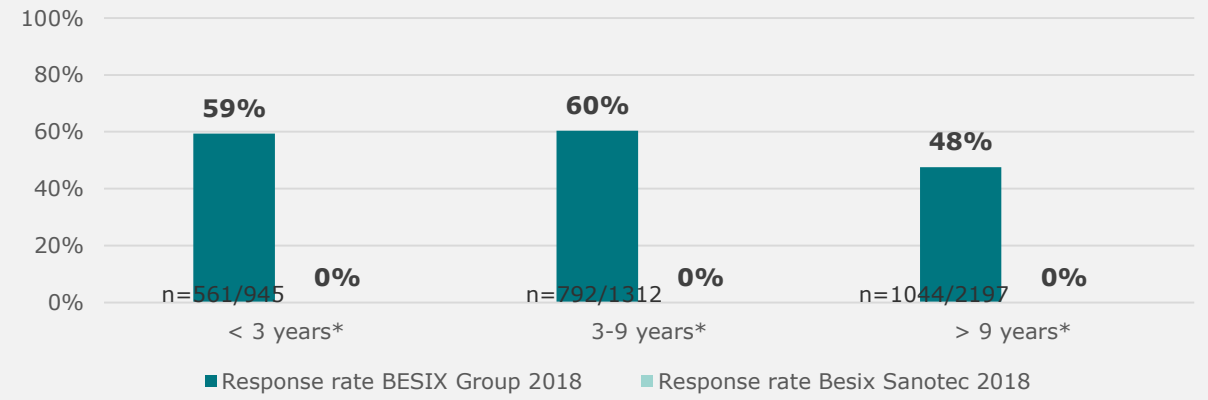
Gender



Age



Seniority



3. Summary of the results

3. Summary of the results

BESIX Group and BESIX Sanotec

Work characteristics		
	BESIX Group	BESIX Sanotec
Work content	6,51	6,17
Job variety	6,44	6,7
Job autonomy	6,15	6,18
Learning opportunities	6,57	5,95
Participation	5,97	5,39
Role and task definition	7,02	6,14
Discussions and role conflicts*	2,46	2,94
Feedback and task information	5,89	5,75
	BESIX Group	BESIX Sanotec
Working conditions	5,02	5,68
Workload*	6,26	6,14
Physical load*	2,69	1,64
Mental load*	7,77	6,9
Emotional load*	3,19	2,59
	BESIX Group	BESIX Sanotec
Terms of employment	5,88	5,38
Remuneration	4,95	5,26
Job security	7,04	6,05
Career opportunities	5,64	4,82
	BESIX Group	BESIX Sanotec
Working relations	6,57	6,15
Communication	5,58	5,72
Relationship with colleagues	7,34	7,06
Relationship with direct supervisor	6,81	5,68
Relationship with employees**	7,67	-

Work perceptions		
	BESIX Group	BESIX Sanotec
Engagement	6,92	6,39
Work engagement	6,98	6,58
Organizational commitment	6,87	6,21
	BESIX Group	BESIX Sanotec
Well-being	6,12	6,2
Pleasure at work	7,11	6,97
Fatigue (work stress)*	4,73	4,11
Worrying about work*	4,95	4,84
Difficulties with work-family balance*	4,30	4,01
Burnout*	2,54	3,04
	Witness	Victim
Undesirable behavior 2018		
Physical abuse	0%	0%
Verbal abuse	11%	0%
Sexual harassment	0%	0%
Bullying	0%	0%
<i>(No comparison with BESIX Group as a zero tolerance principle is applied)</i>		
	BESIX Group	BESIX Sanotec
Satisfaction	6,66	6,16
Overall job satisfaction	7,08	6,47
Satisfaction with work content	7,07	6,43
Satisfaction with terms of employment	5,77	5,37
Satisfaction with working conditions	6,06	5,92
Satisfaction with working relations	7,75	6,91
	BESIX Group	BESIX Sanotec
Attractiveness	7,27	6,98
Attractiveness of the employer	7,41	7,06
Company culture and values	7,61	7,32
Intention to recommend	6,79	6,55

Results		
	BESIX Group	BESIX Sanotec
Performance		
Going the extra mile even if not asked for	7,54	6,82
	BESIX Group	BESIX Sanotec
Retention		
Intention to stay working within the organization	7,68	6,41

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

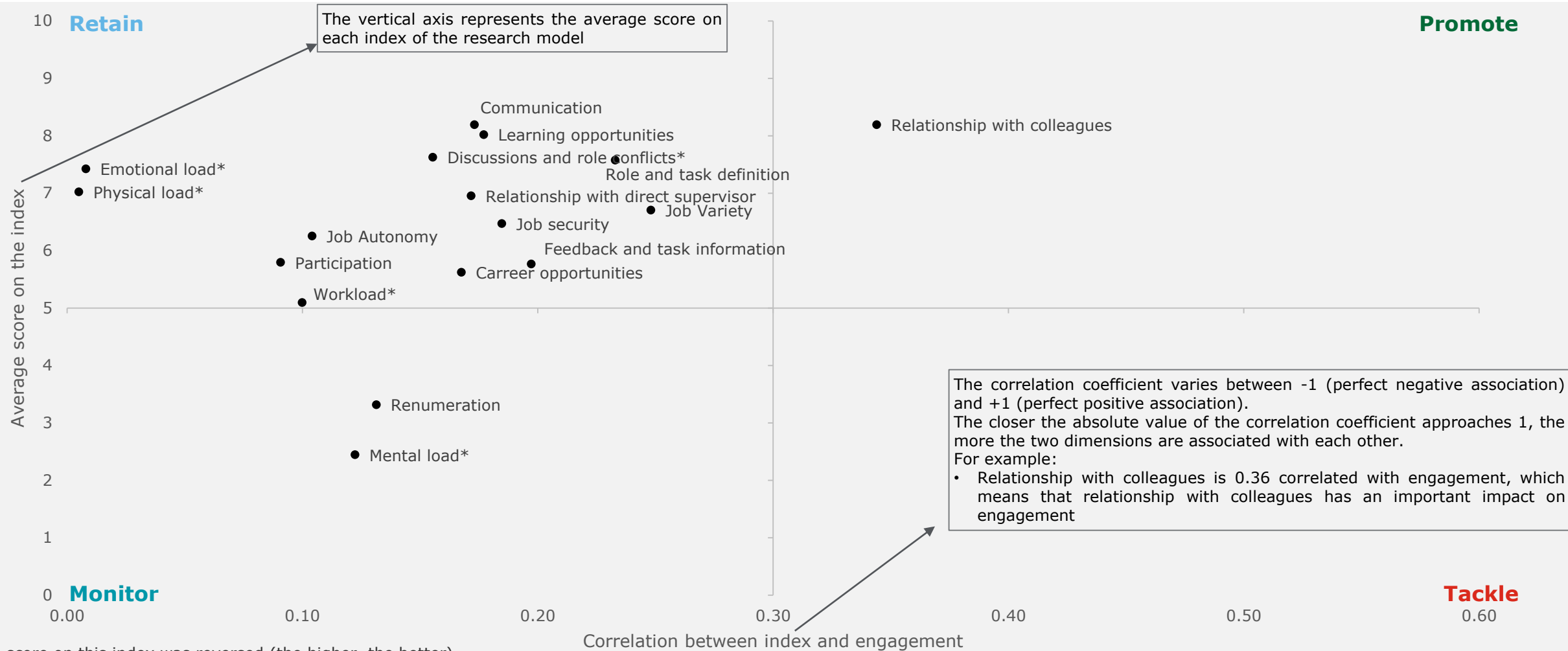
Mean score >5/10

**No reporting possible due to <10 respondents

4. Impact analyses

4. Detailed results

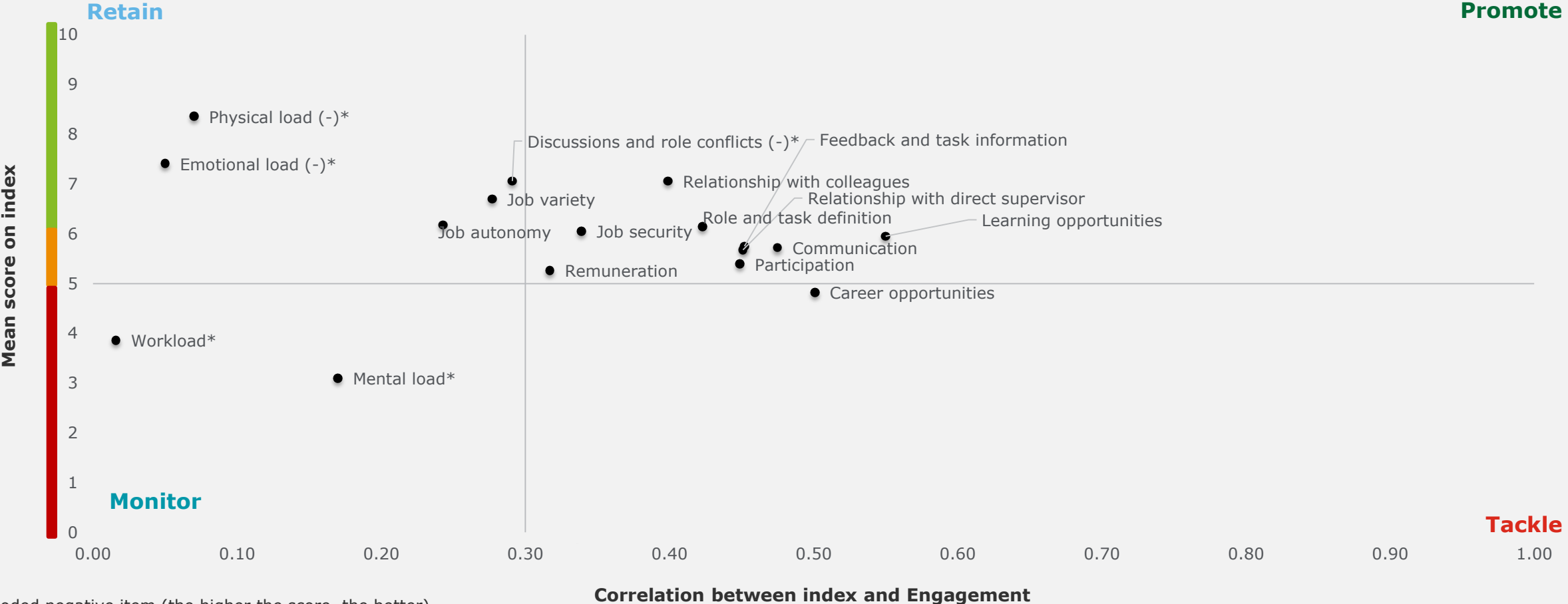
Interpretation slide: impact analysis engagement



* The score on this index was reversed (the higher, the better)

4. Impact analyses

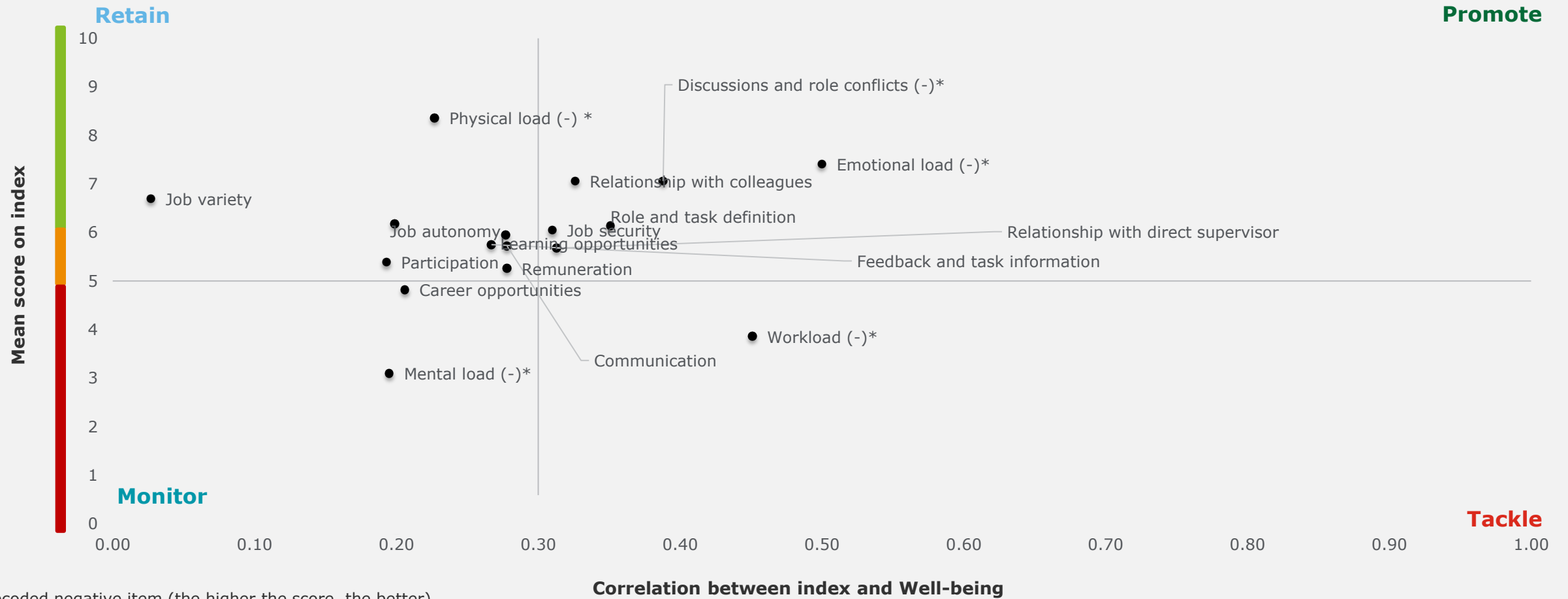
Engagement



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

4. Impact analyses

Well-being

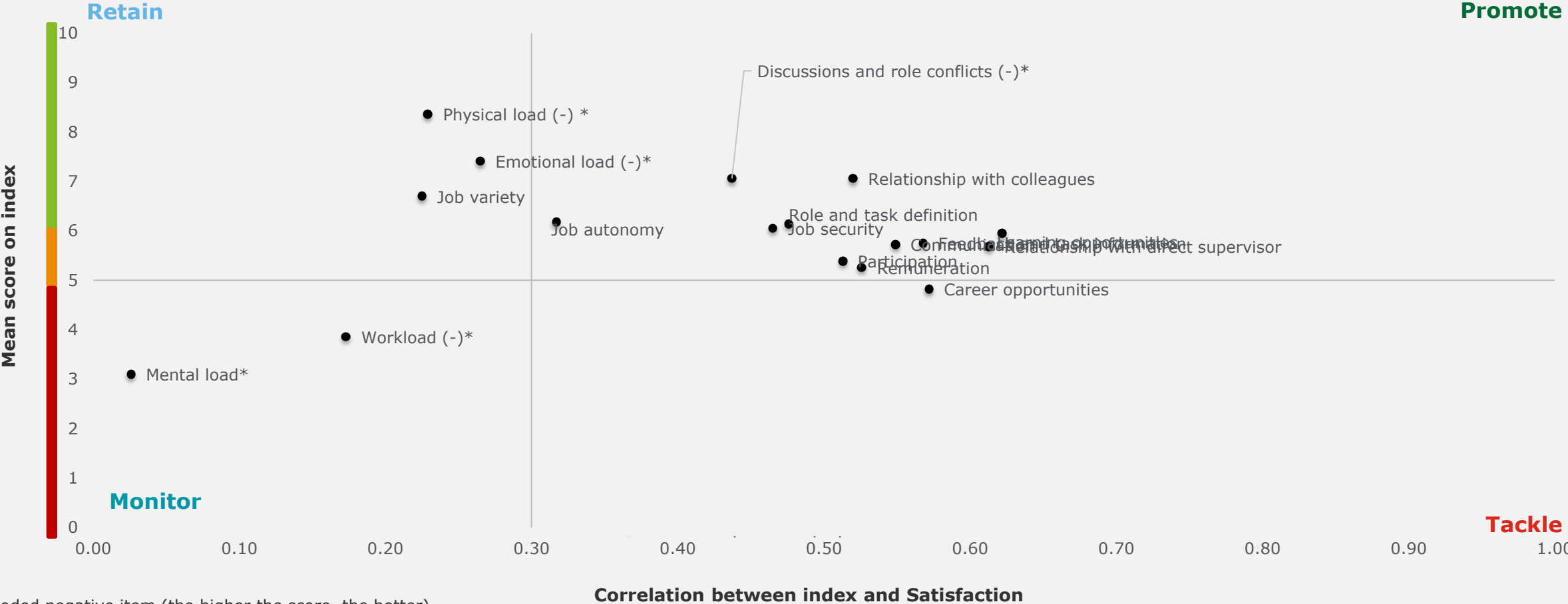


*Recoded negative item (the higher the score, the better)

(-): negative correlation with dimension

4. Impact analyses

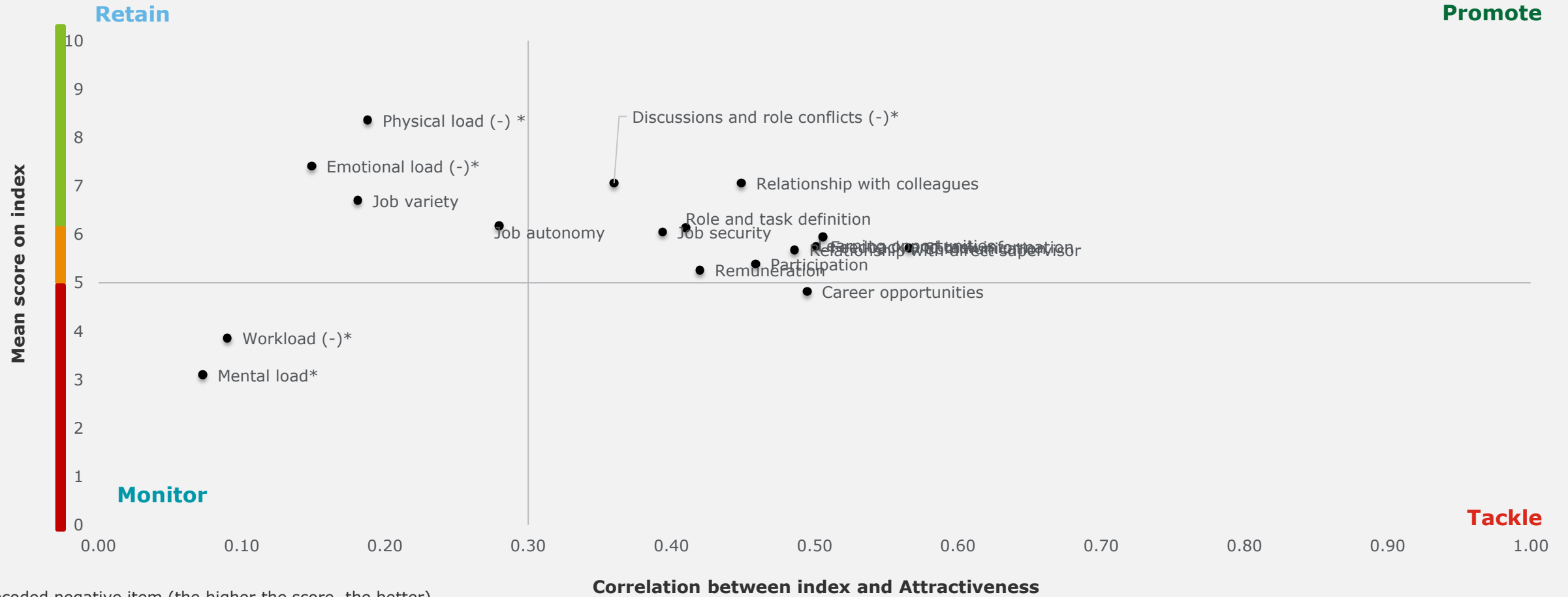
Satisfaction



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

4. Impact analyses

Attractiveness

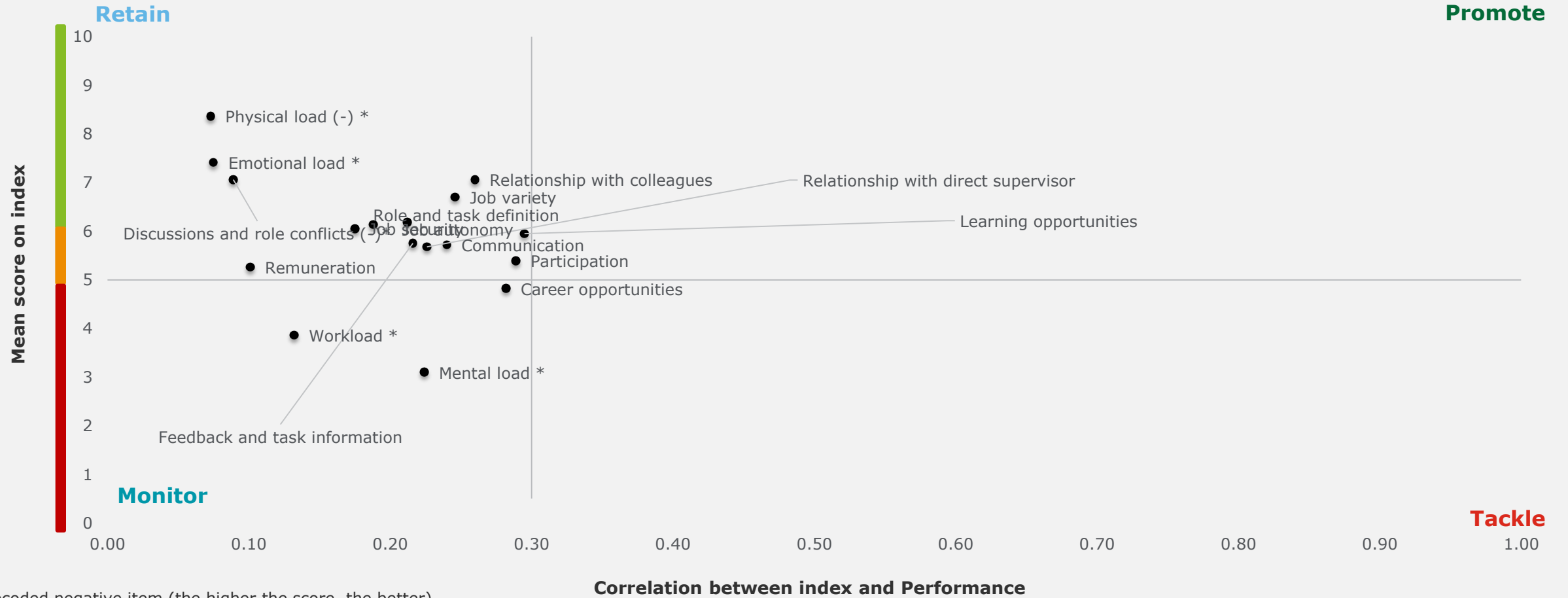


*Recoded negative item (the higher the score, the better)

(-): negative correlation with dimension

4. Impact analyses

Performance

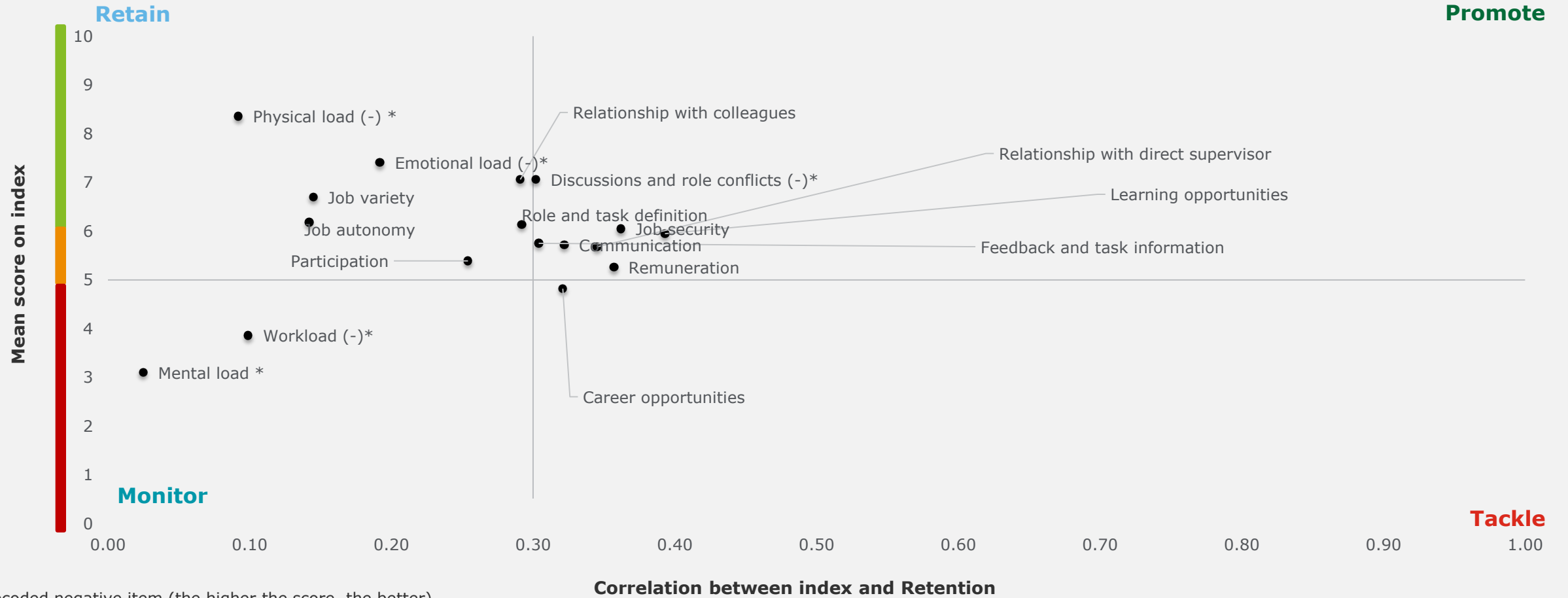


*Recorded negative item (the higher the score, the better)

(-): negative correlation with dimension

4. Impact analyses

Retention



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

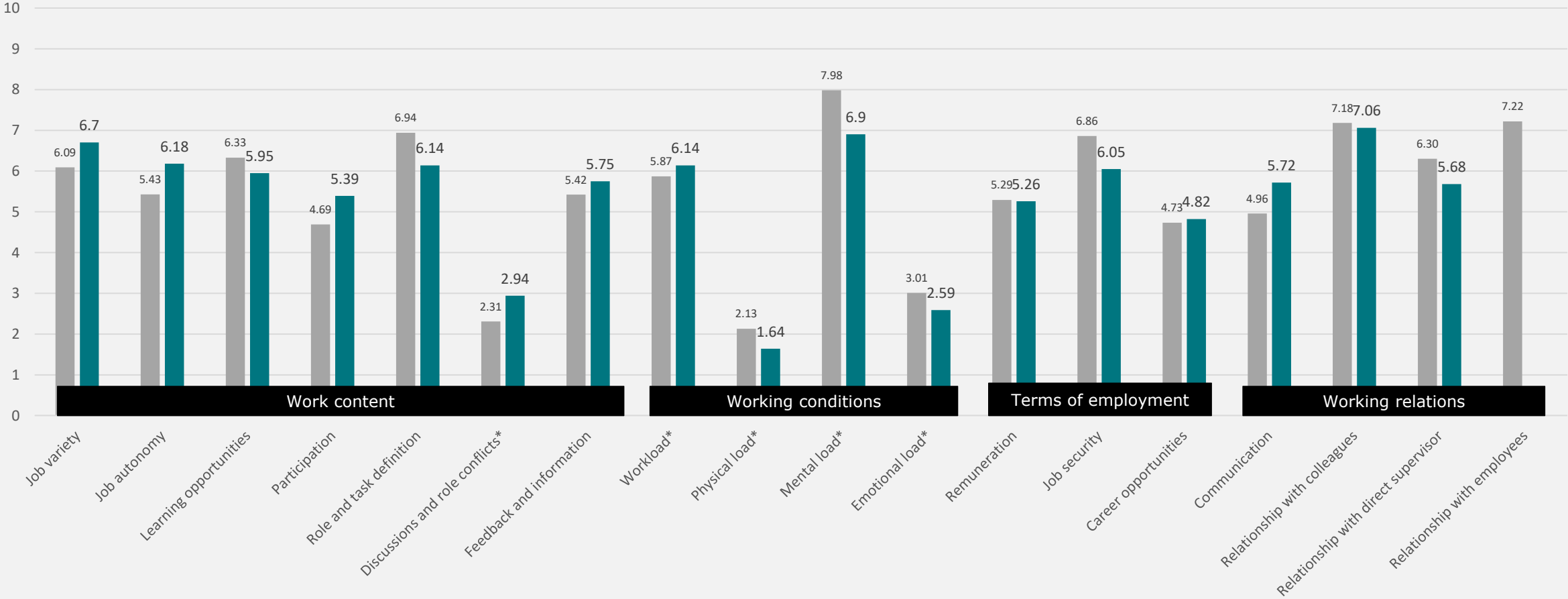
(-): negative correlation with dimension

5. Detailed results

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

5. Detailed results

Comparing the indices with the benchmark (1/2)

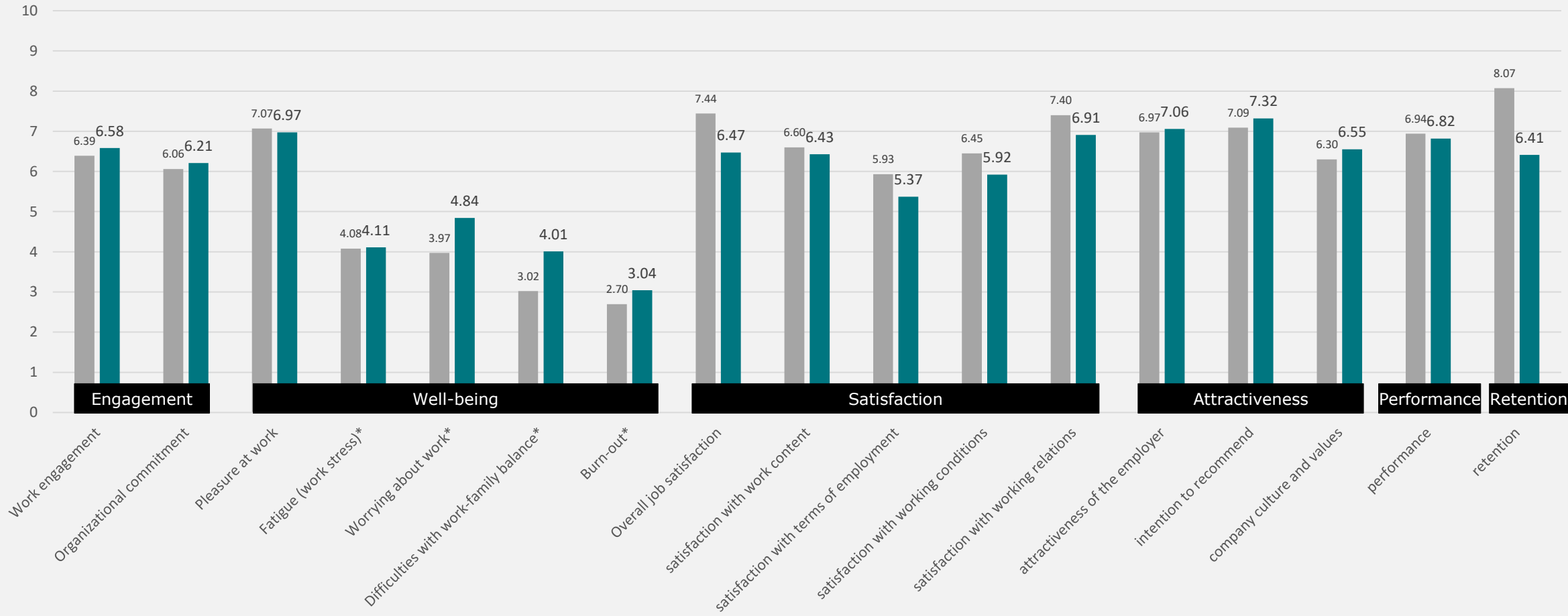


*Negatively worded items: the lower the score, the better

■ iNostix by Deloitte benchmark (n=40,592) ■ 2018

5. Detailed results

Comparing the indices with the benchmark (2/2)

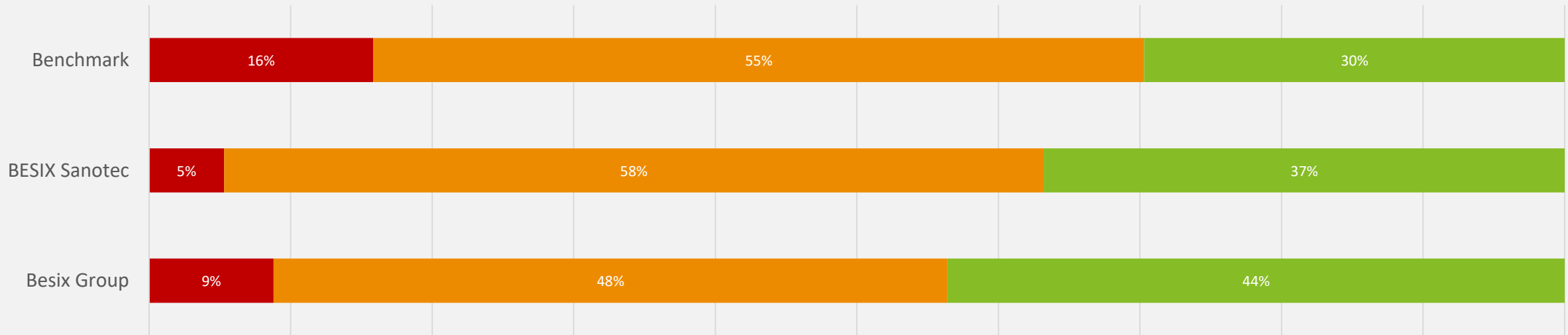


*Negatively worded items: the lower the score, the better

■ iNostix by Deloitte benchmark (n=40.592) ■ 2018

5. 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

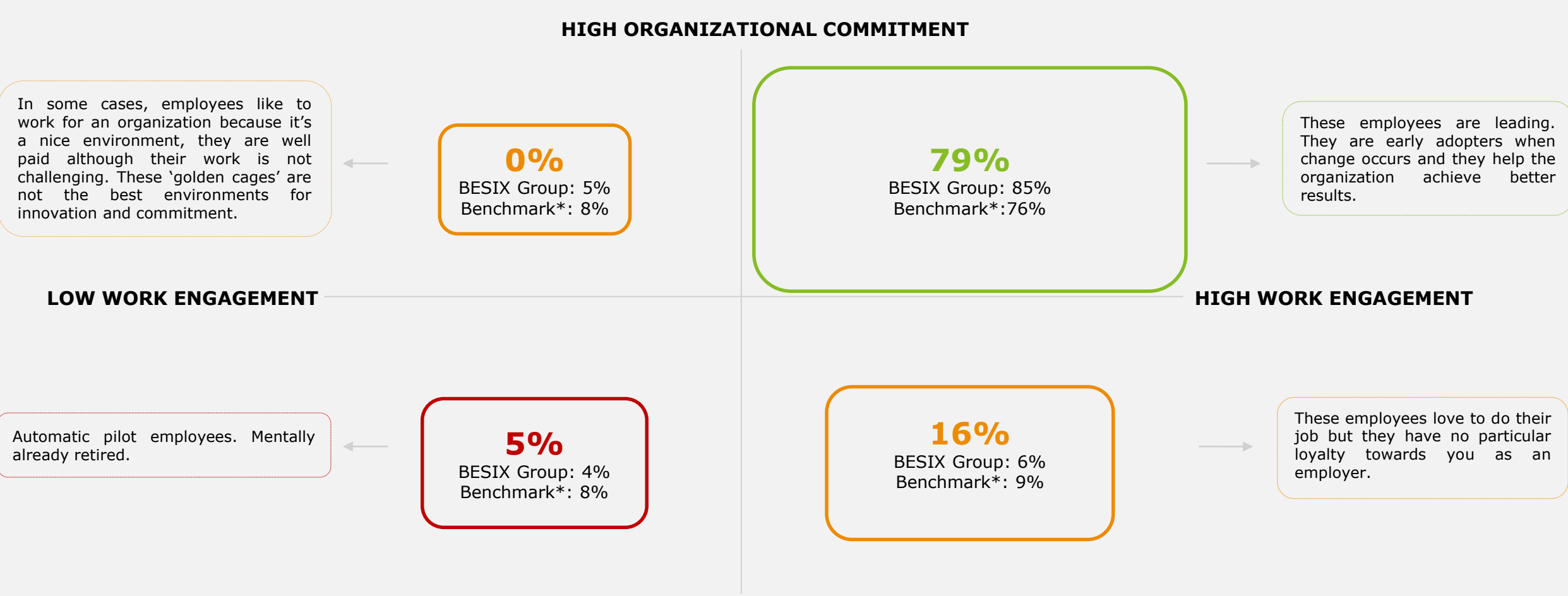
Highly engaged (>7,5/10)
High level of engagement

- 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)

5. Detailed results

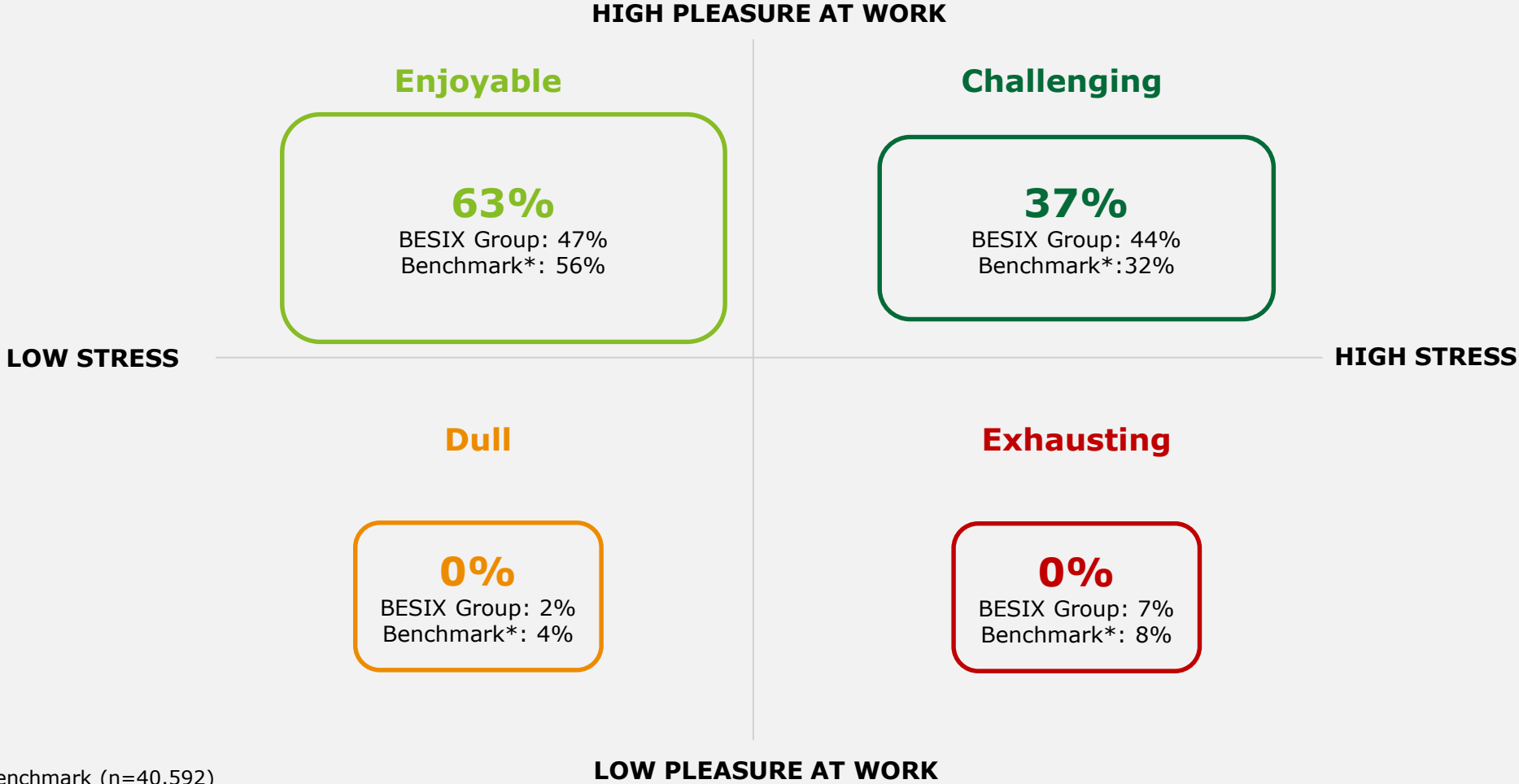
Analysis of commitment



*iNostix by Deloitte benchmark (n=40.592)

5. Detailed results

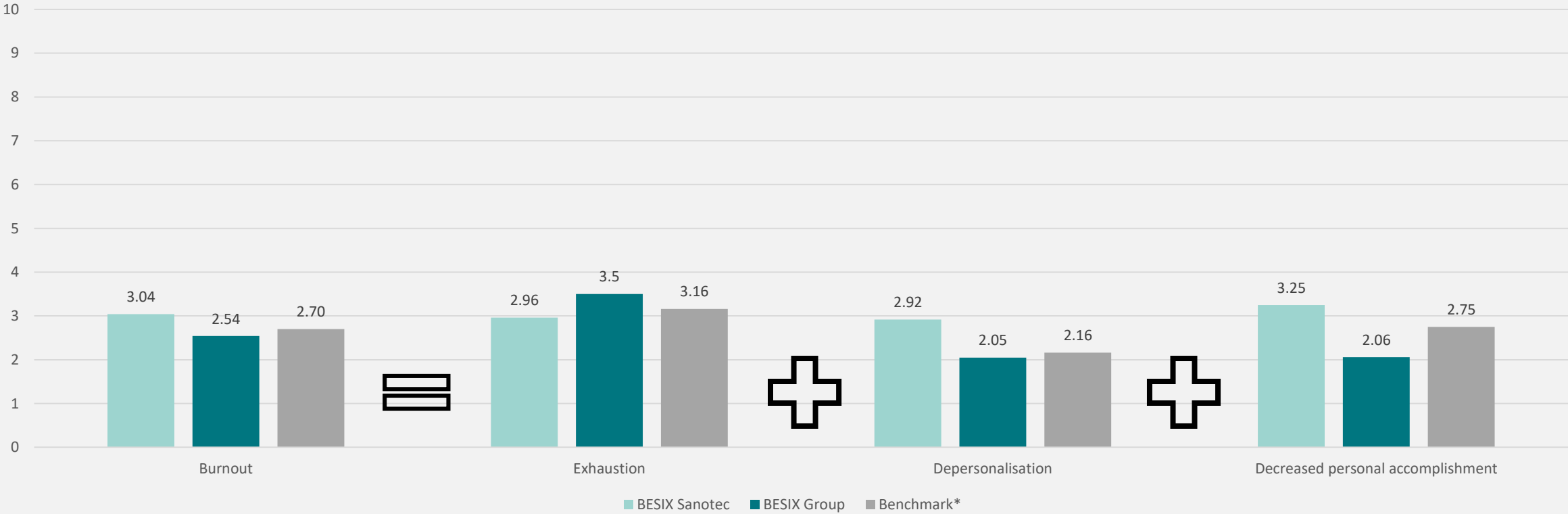
Analysis of commitment



*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

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)

5. Detailed results

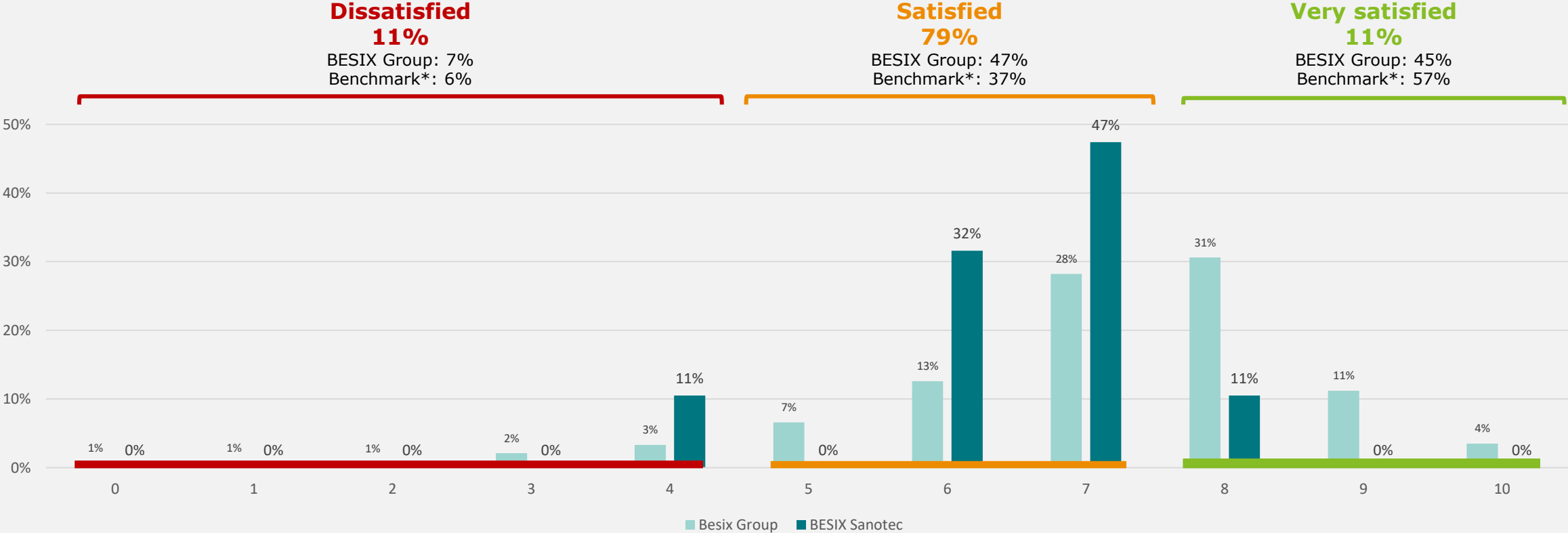
Undesirable behaviour



Undesirable behavior	Witness 2018			Victim 2018		
	n	%	of which internal	n	%	of which internal
physical abuse	0	0%	-	0	0%	-
verbal abuse	2	11%	50%	0	0%	-
sexual harassment	0	0%	-	0	0%	-
bullying	0	0%	-	0	0%	-
none of the above	17	89%	N/A	0	0%	N/A

5. Detailed results

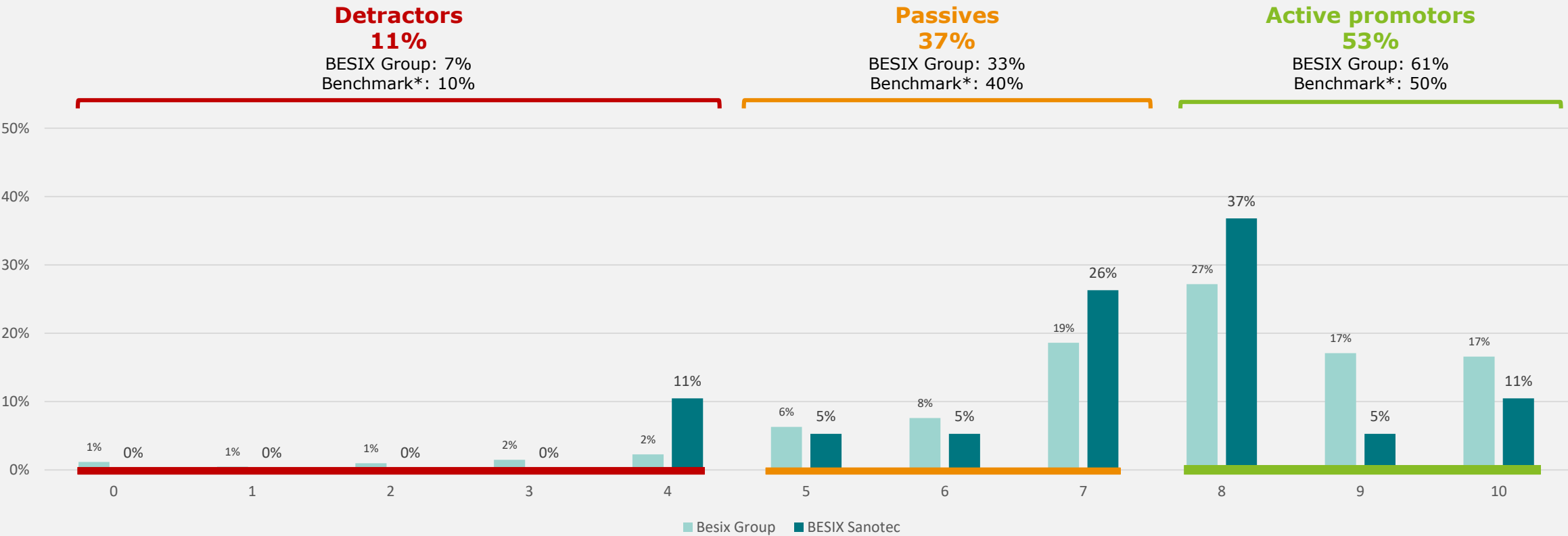
Overall job satisfaction



*iNostix by Deloitte benchmark (n=40.592)

5. Detailed results

Intention to recommend

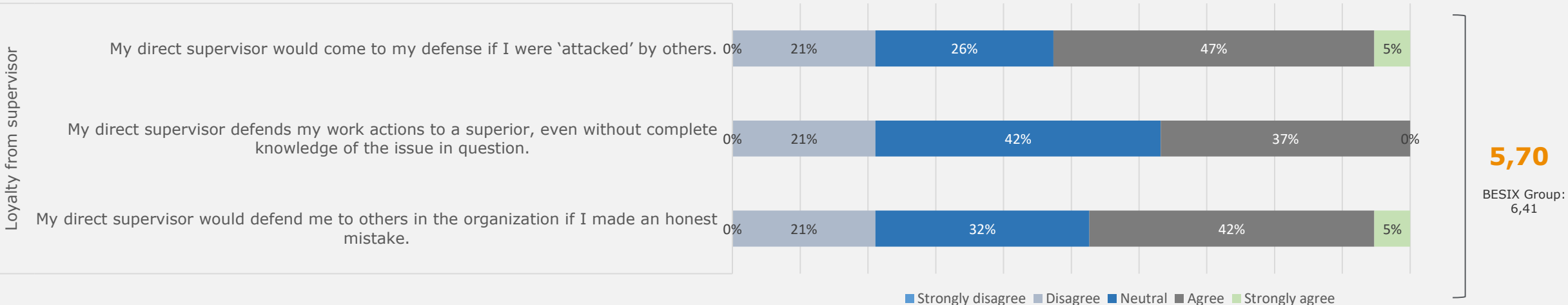
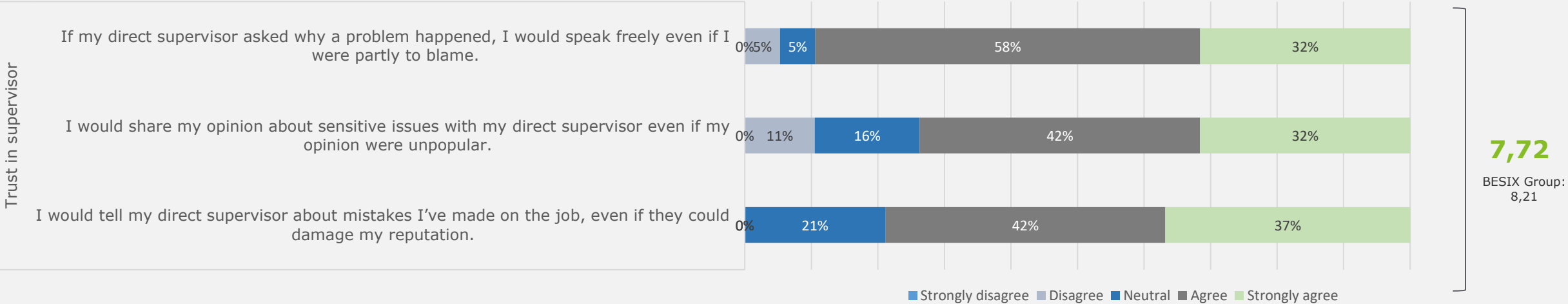


*iNostix by Deloitte benchmark (n=40.592)

6. Extra modules

6. Extra questions

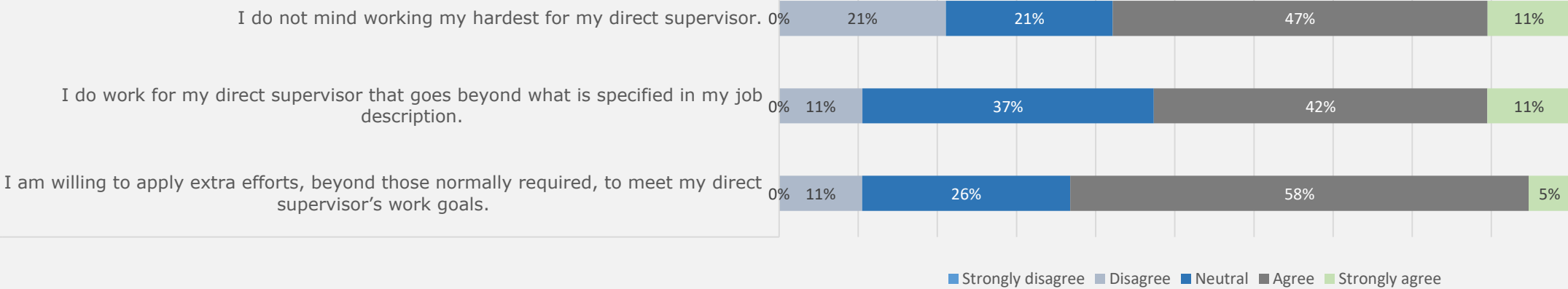
Leadership questions (1/3)



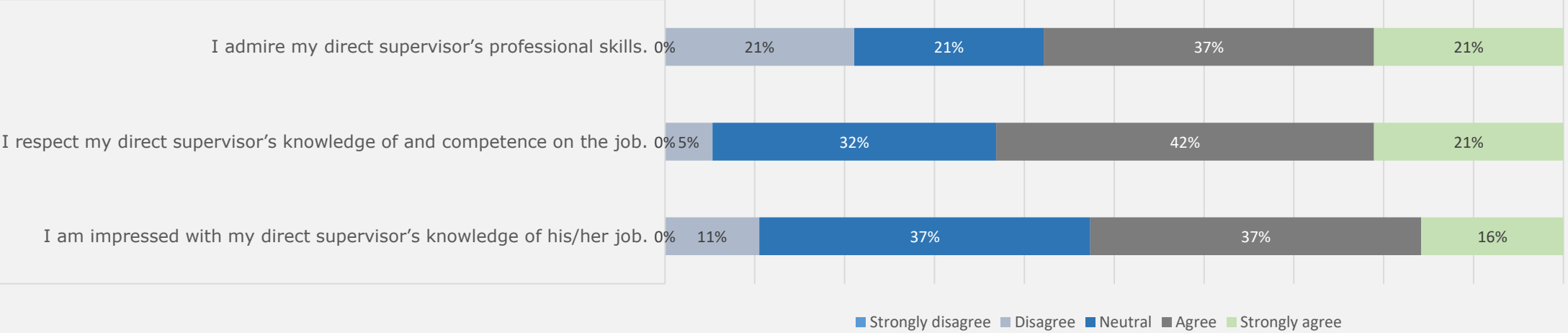
6. Extra questions

Leadership questions (2/3)

Going the extra mile for supervisor

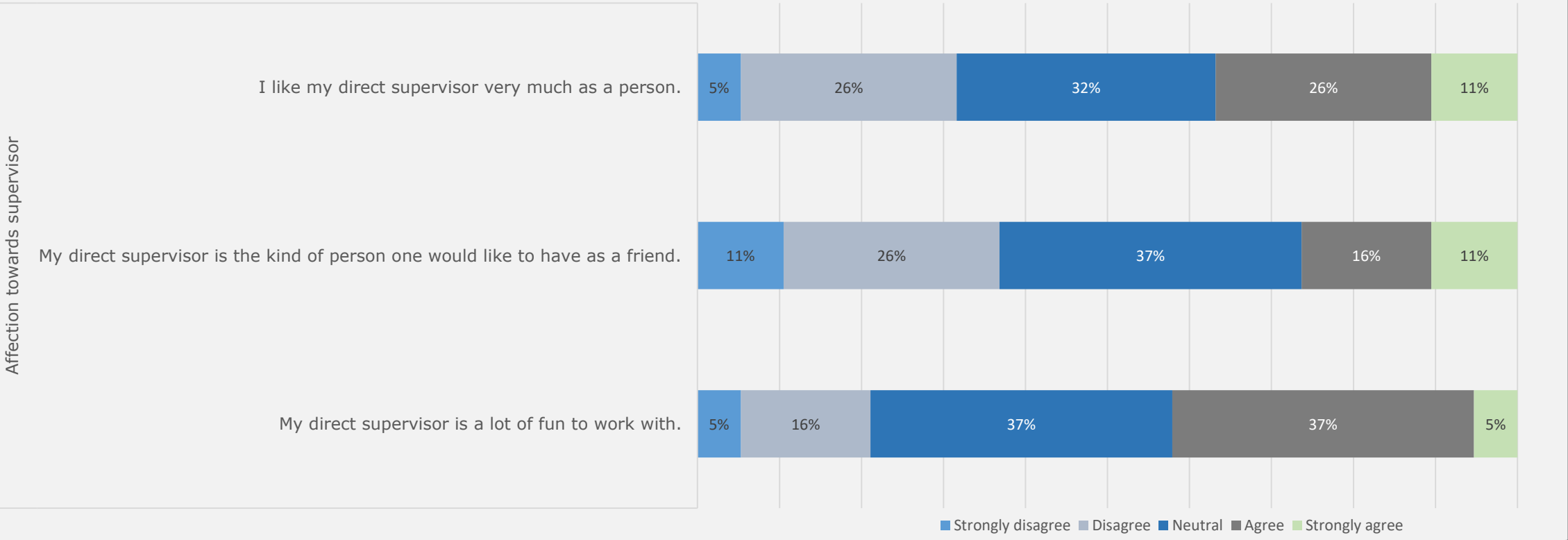


Respect for supervisor



6. Extra questions

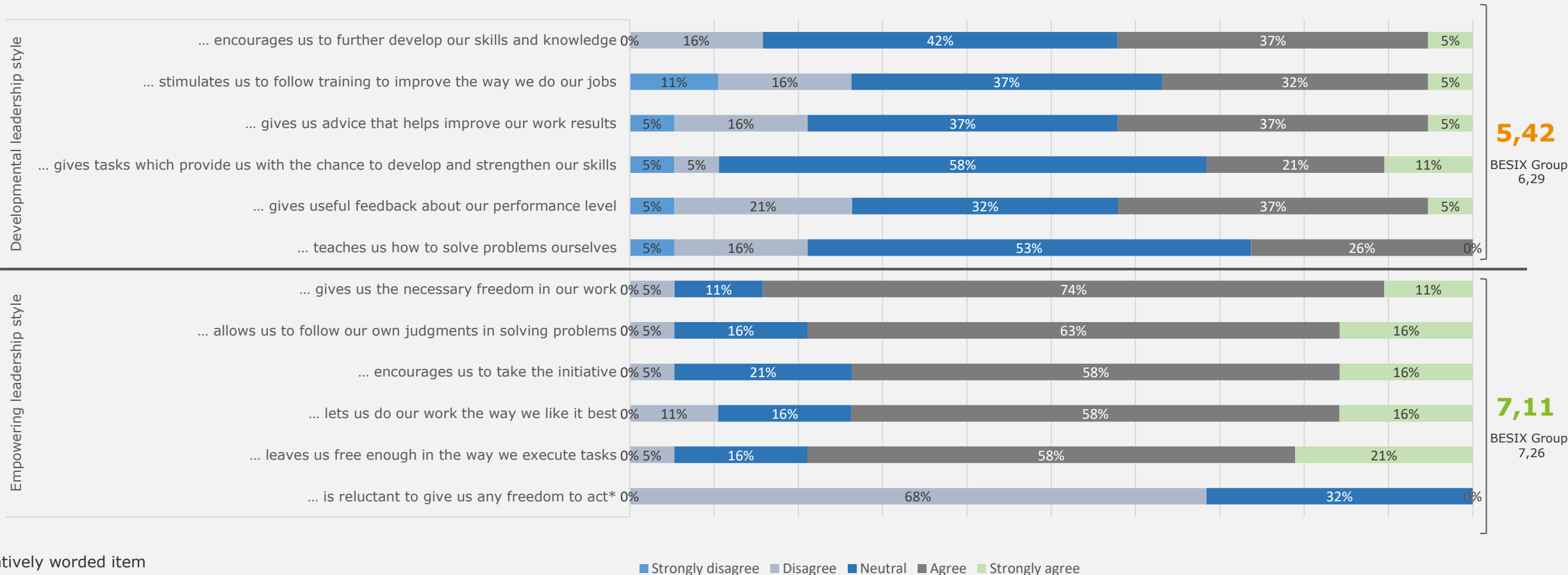
Leadership questions (3/3)



6. Extra questions

Leadership style (1/2)

My direct supervisor...

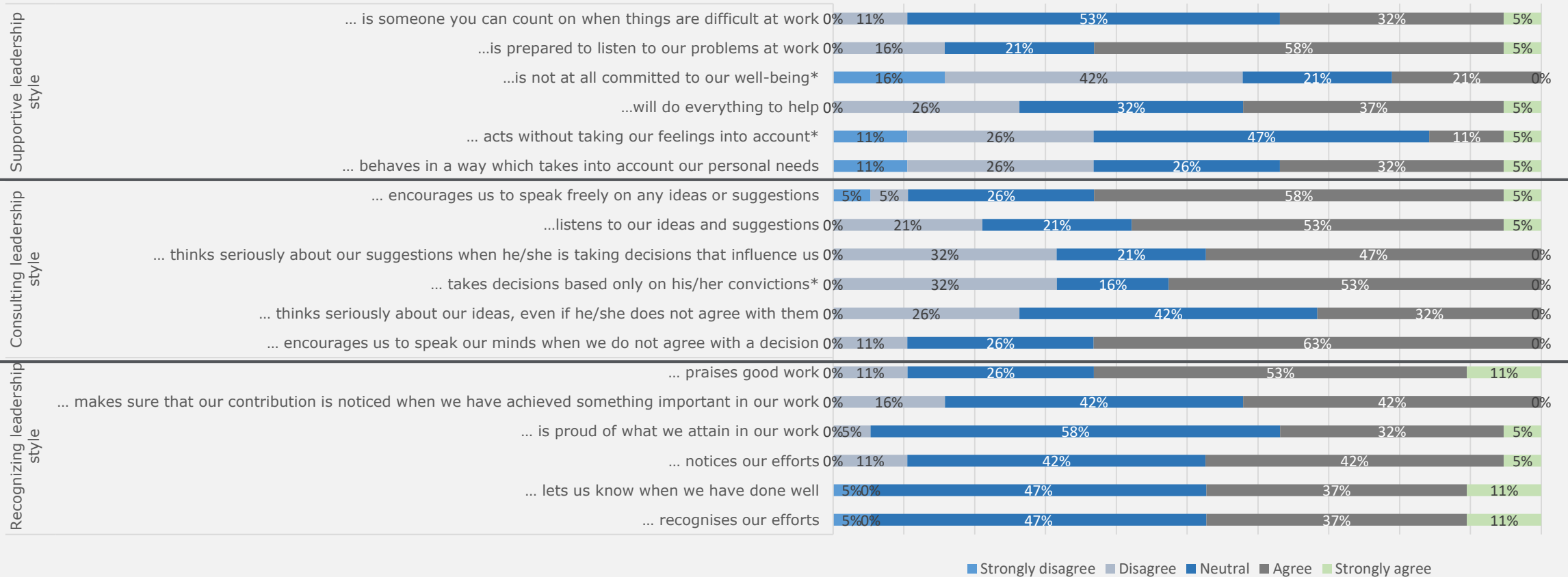


*Negatively worded item

6. Extra questions

Leadership style (2/2)

My direct supervisor...



5,75
BESIX Group:
6,66

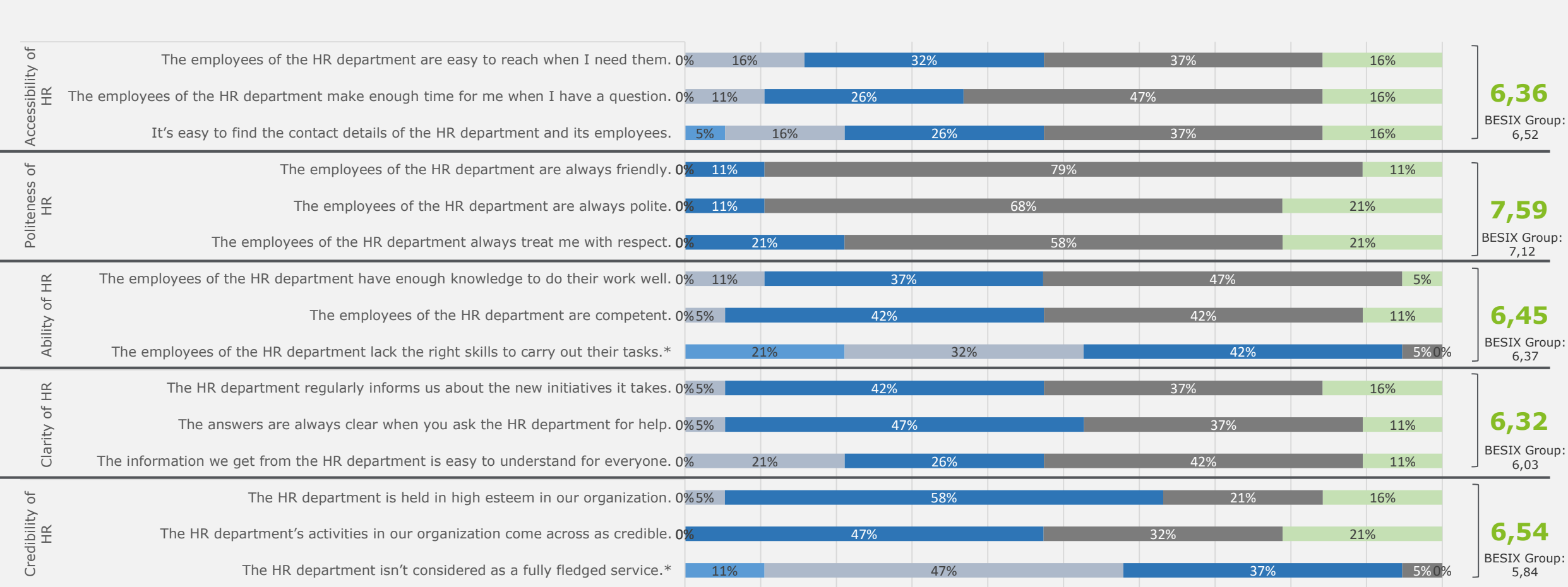
5,61
BESIX Group:
6,50

6,10
BESIX Group:
6,51

*Negatively worded item

6. Extra questions

HR satisfaction (1/2)

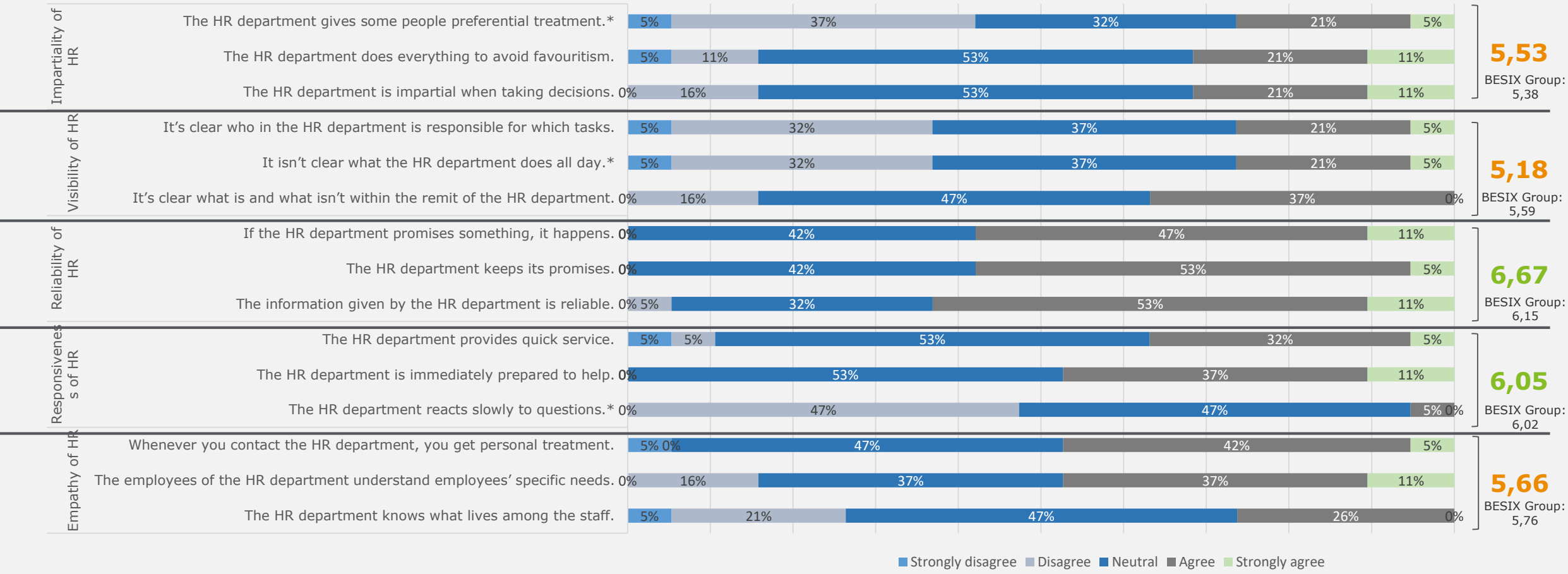


■ Strongly disagree ■ Disagree ■ Neutral ■ Agree ■ Strongly agree

*Negatively worded item

6. Extra questions

HR satisfaction (2/2)

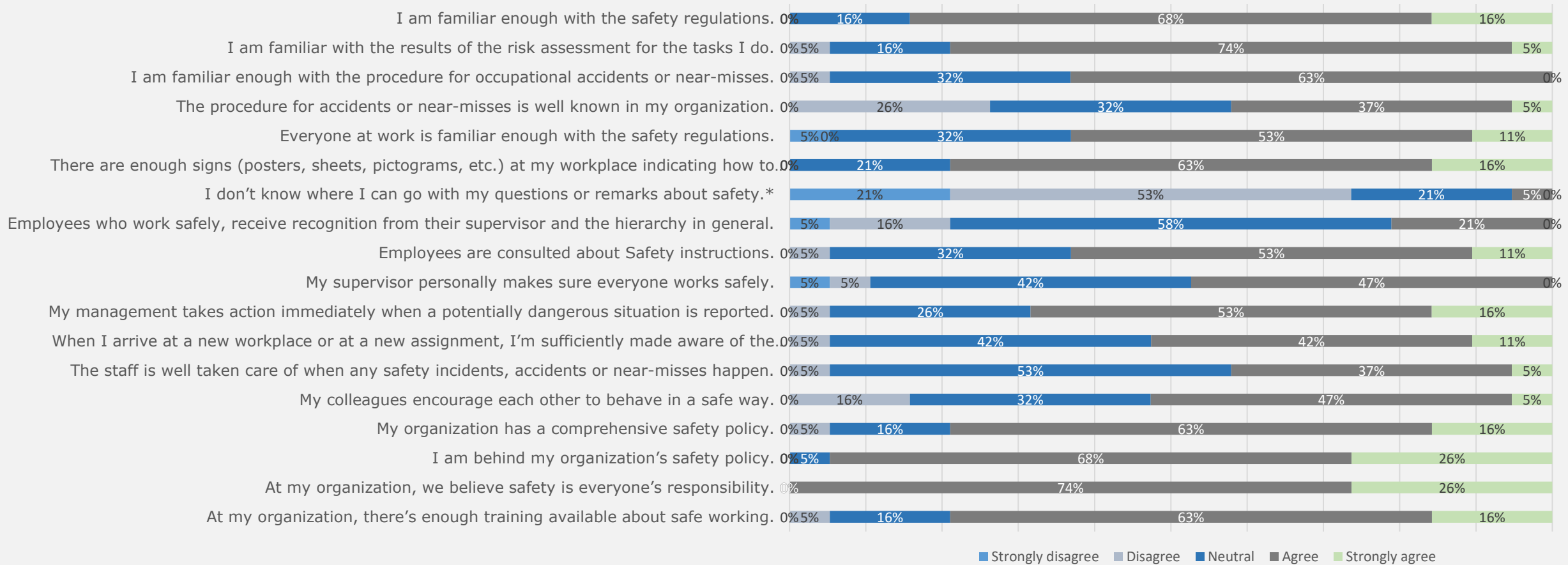


■ Strongly disagree ■ Disagree ■ Neutral ■ Agree ■ Strongly agree

*Negatively worded item

6. Extra questions

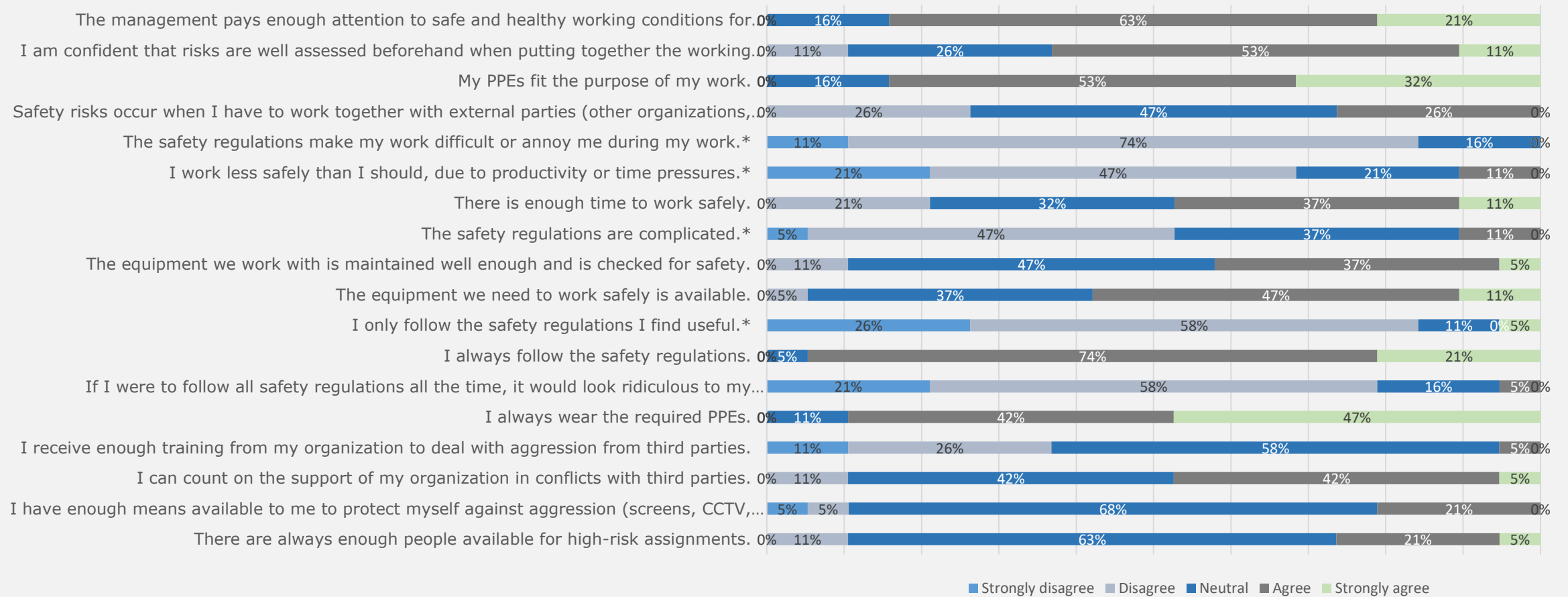
Safety at work (1/3)



*Negatively worded item

6. Extra questions

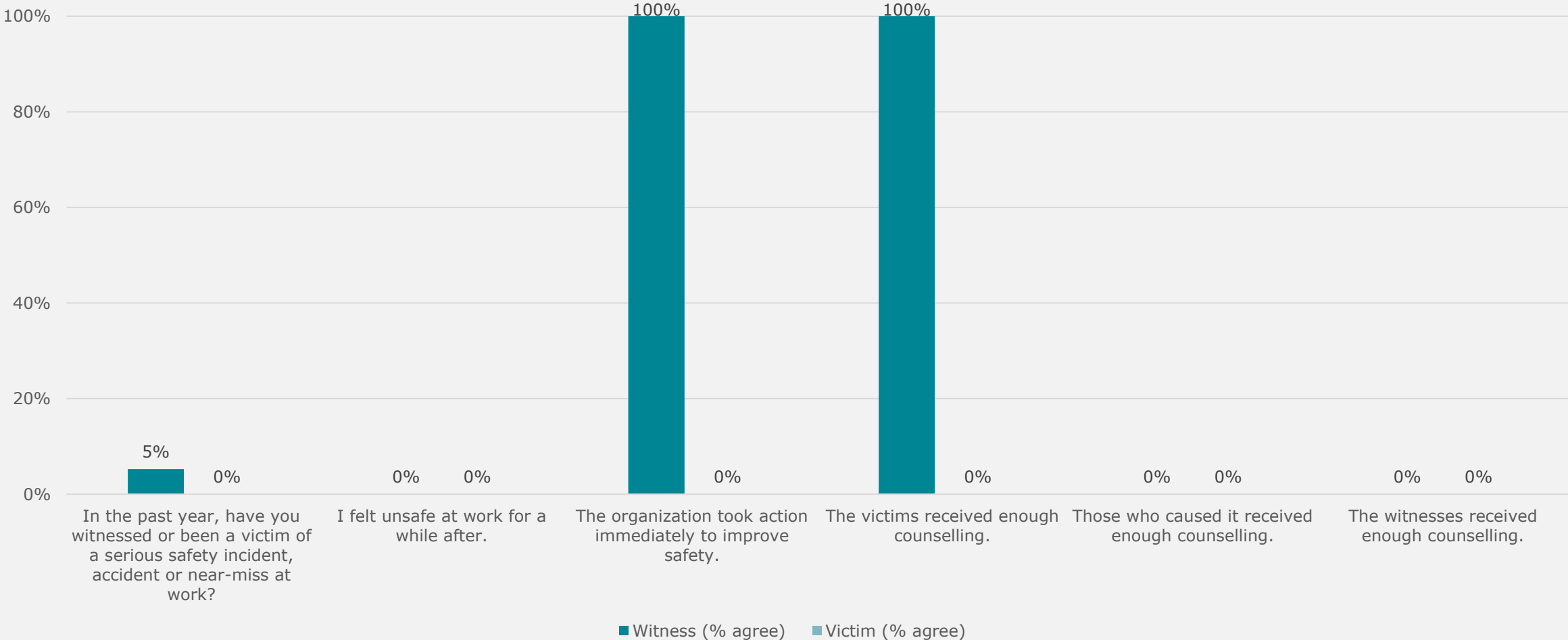
Safety at work (2/3)



*Negatively worded item

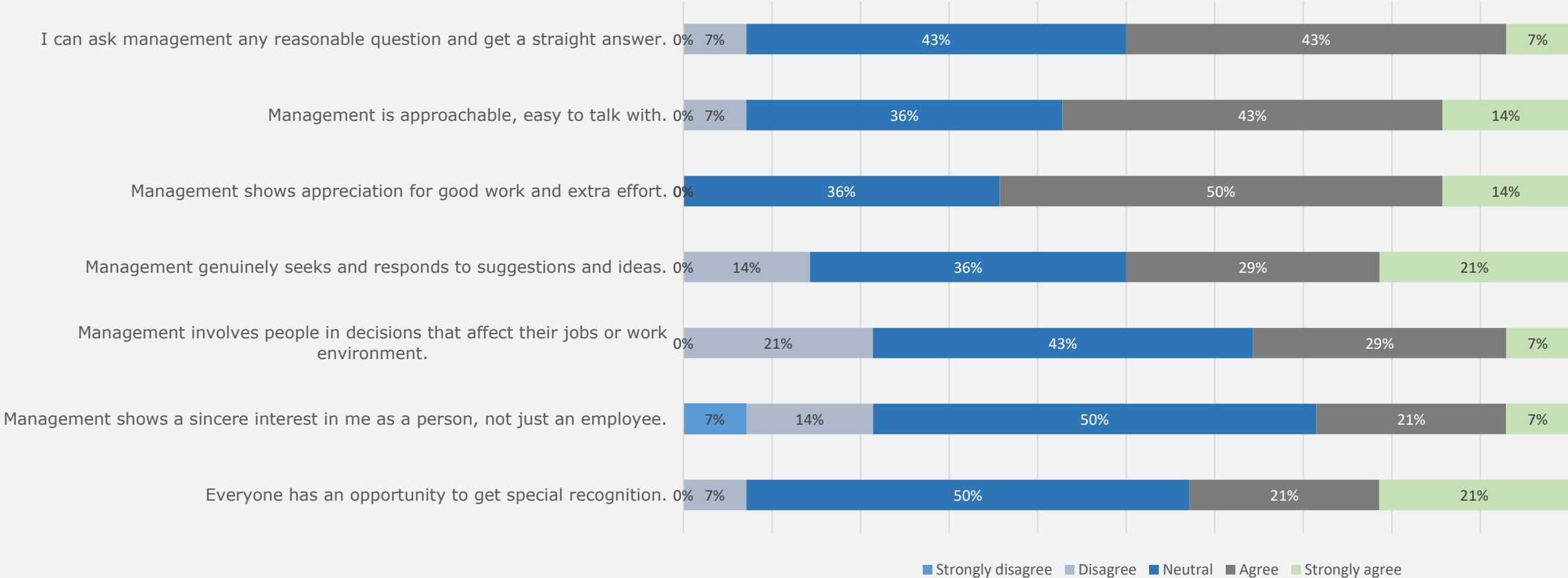
6. Extra questions

Safety at work (3/3)



6. Extra questions

Management questions



7. Appendix

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Excel report:

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



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