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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

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

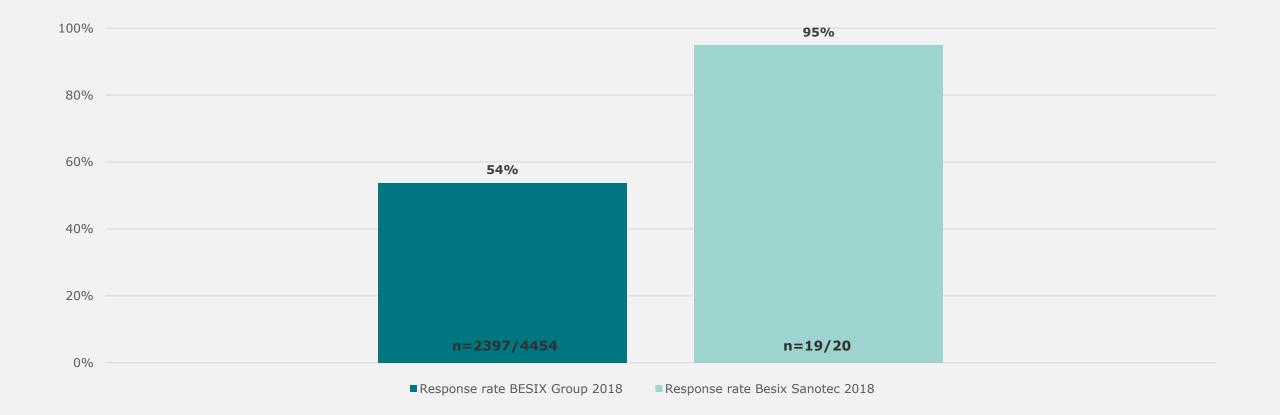
Components of the research model

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

2. Response rate analysis

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

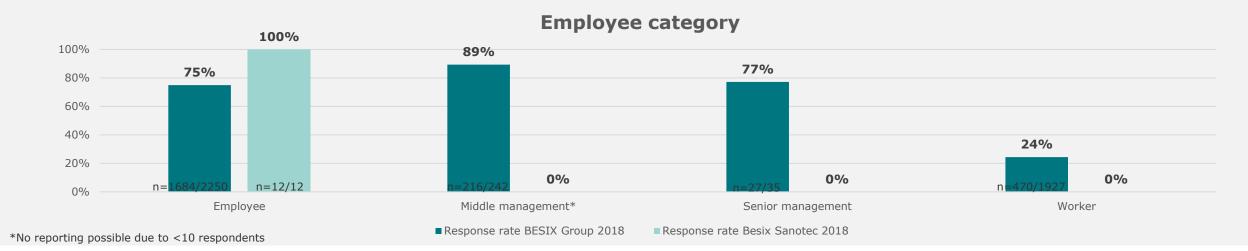
2. Response rate analysis General response rate of BESIX Sanotec



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



Executive function



*No reporting possible due to <10 respondents

2. Response rate analysis

Response rate of BESIX Sanotec by Gender, Age and 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	-					
	1						

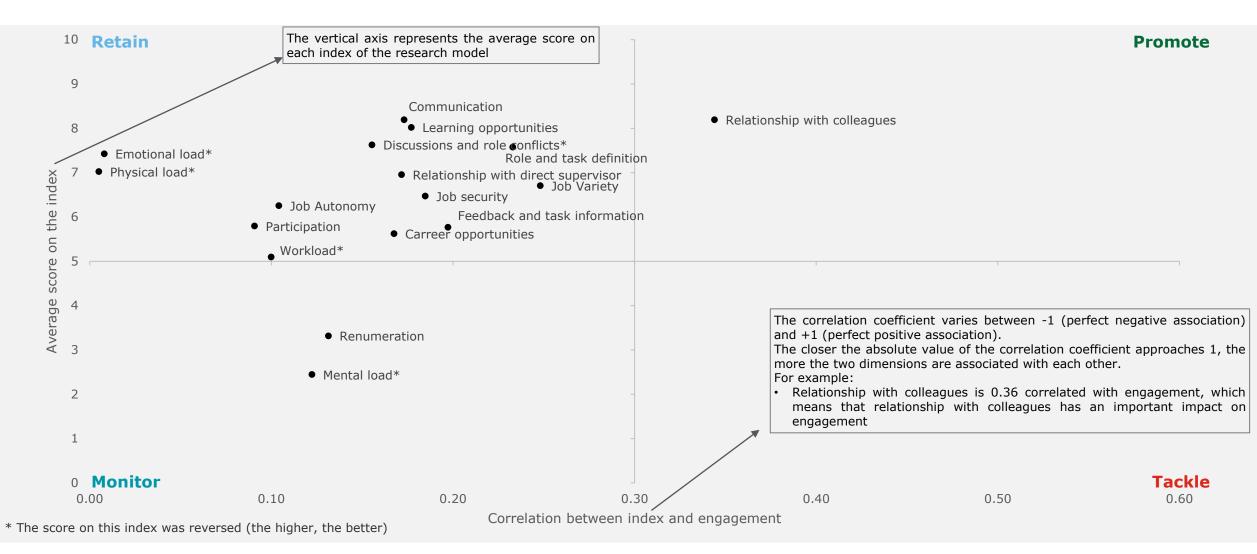
Work perceptions						
	BESIX Group	BESIX Sanotec				
Engagement	6,92	6,39				
Work engagement	6,98	6,58				
Organizational commitment	6,87	6,21				
	BESIX Group	BESIX Sanotec				
Well-being	6,12	6,2				
Pleasure at work	7,11	6,97				
Fatigue (work stress)*	4,73	4,11				
Worrying about work*	4,95	4,84				
Difficulties with work-family balance*	4,30	4,01				
Burnout*	2,54	3,04				
Undesirable behavior 2018	Witness	Victim				
Physical abuse	0%	0%				
Verbal abuse	11%	0%				
Sexual harassment	0%	0%				
Bullying	0%	0%				
(No comparison with BESIX Group as a zer		,				
	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								
Performance		BESIX Group	BESIX Sanoted					
Going the extra mile even if not	7,54	6,82						
Retention	BESIX Group							
Intention to stay working withir	7,68	6,41						
	-	f the colours orded dimension	ns					
	Mean score Mean score							
		<5/10 ≥5/10 and <6/						
	Mean score Mean score	<5/10 ≥5/10 and <6/	10					
	Mean score Mean score	<5/10 ≥5/10 and <6/ ≥6/10	10					
	Mean score Mean score *Negatively Mean score	<5/10 ≥5/10 and <6/ ≥6/10	10 sions					
	Mean score Mean score *Negatively Mean score	<5/10 ≥5/10 and <6/ ≥6/10 worded dimens ≤4/10 >4/10 and ≤5/	10 sions					

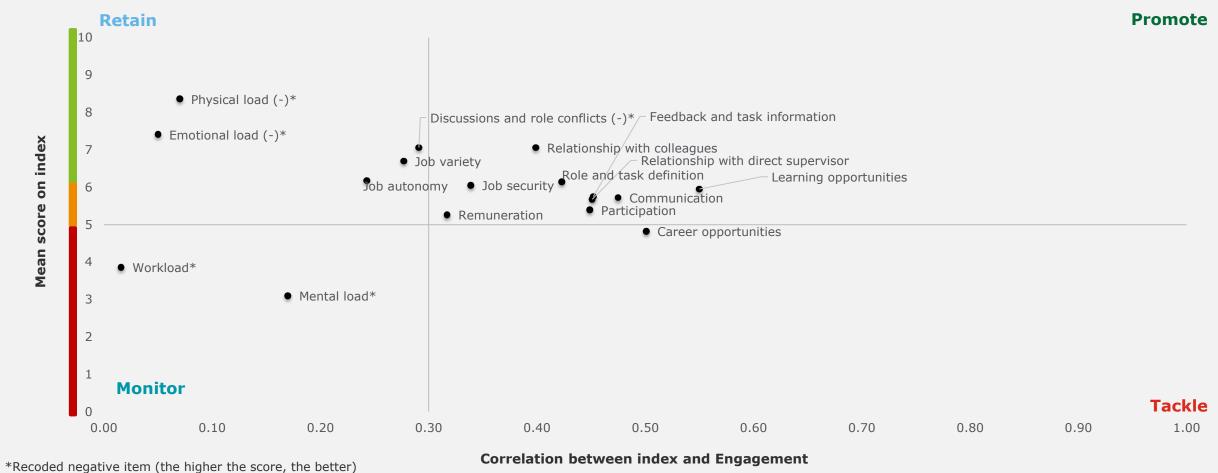


4. Impact analyses

4. Detailed results Interpretation slide: impact analysis engagement

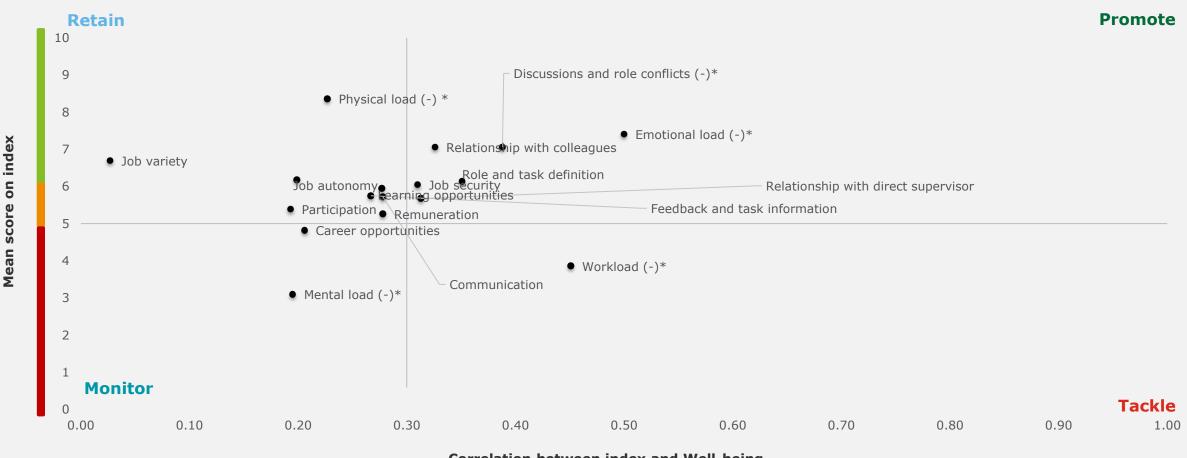


4. Impact analyses Engagement



Recoued negative item (the higher the score, the bet

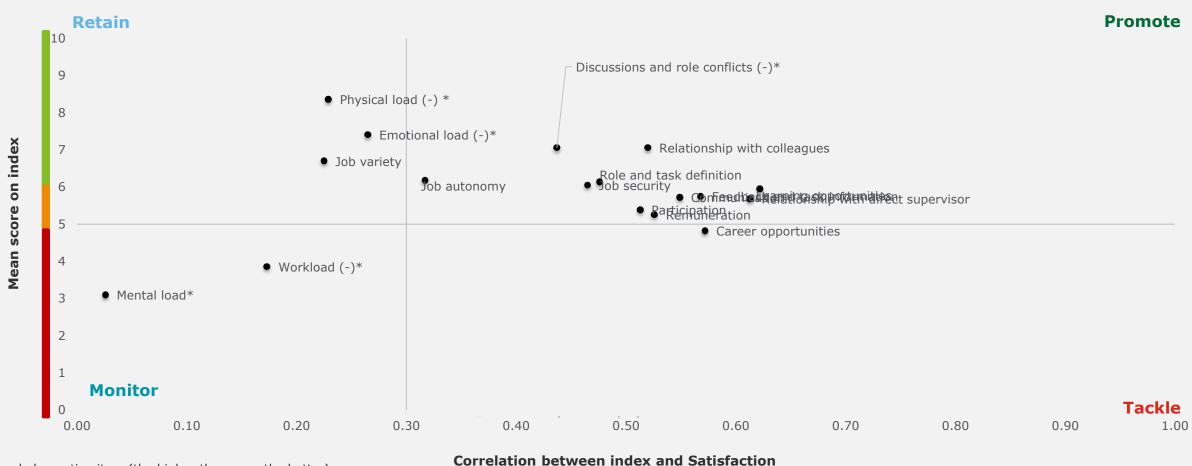
4. Impact analyses Well-being



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

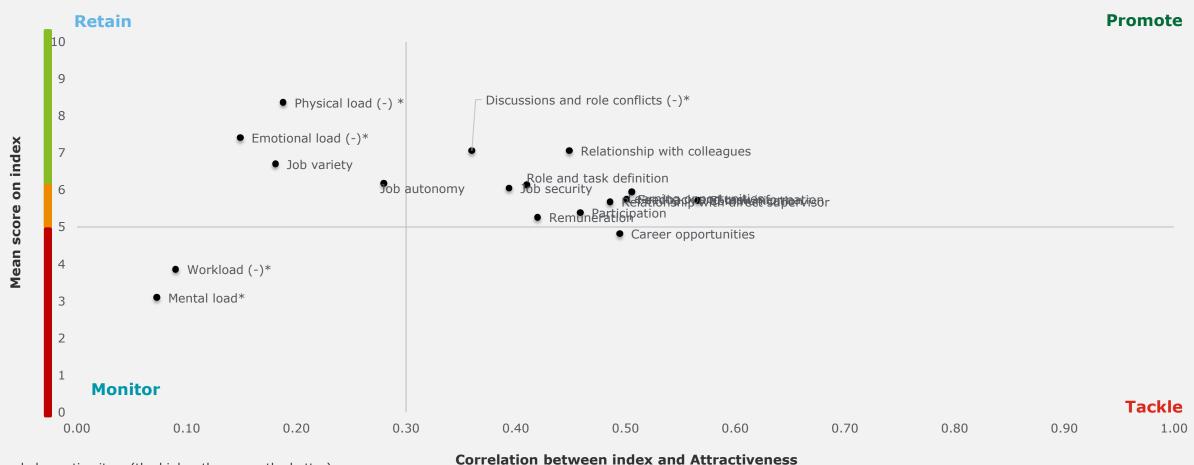
Correlation between index and Well-being

4. Impact analyses Satisfaction



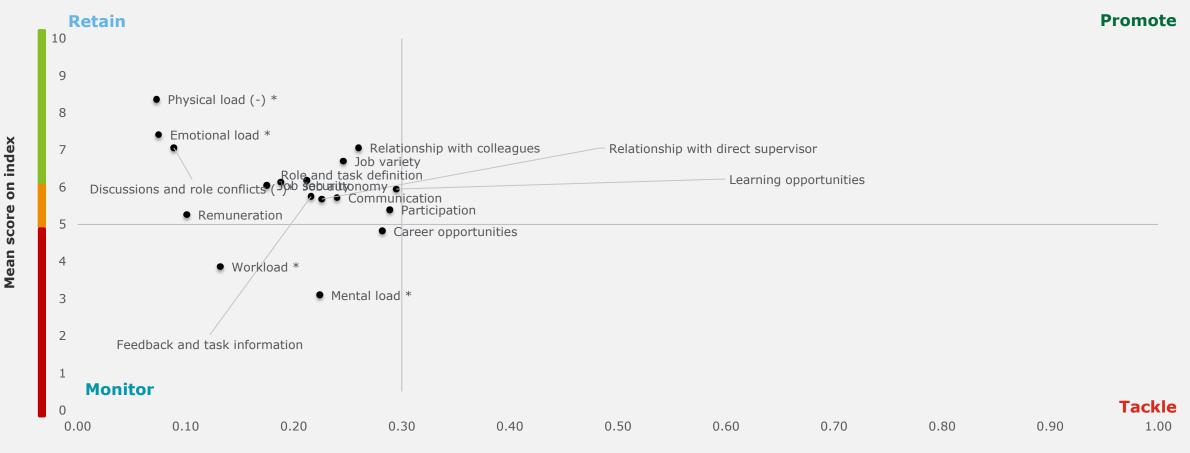
*Recoded negative item (the higher the score, the better)

4. Impact analyses Attractiveness



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

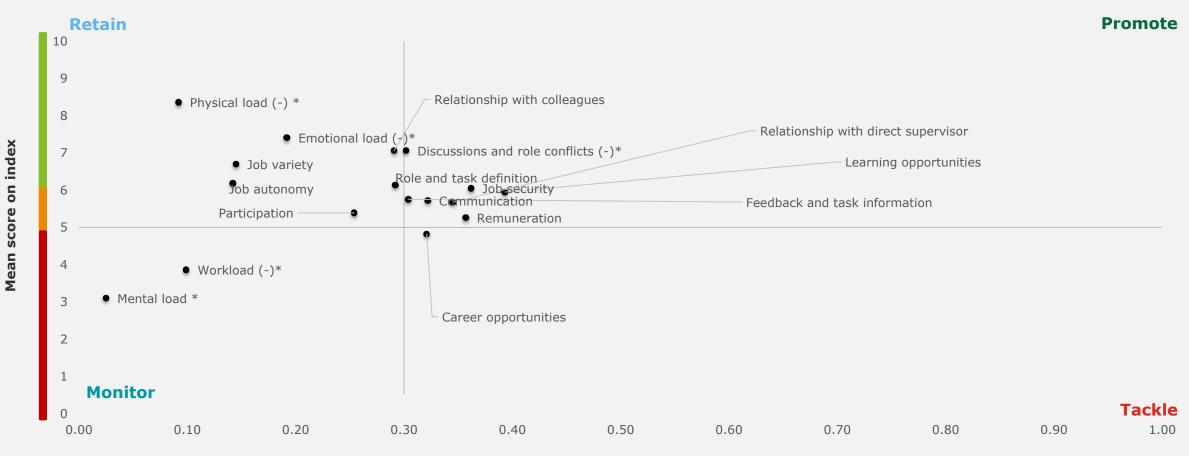
4. Impact analyses Performance



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)

(-): negative correlation with dimension

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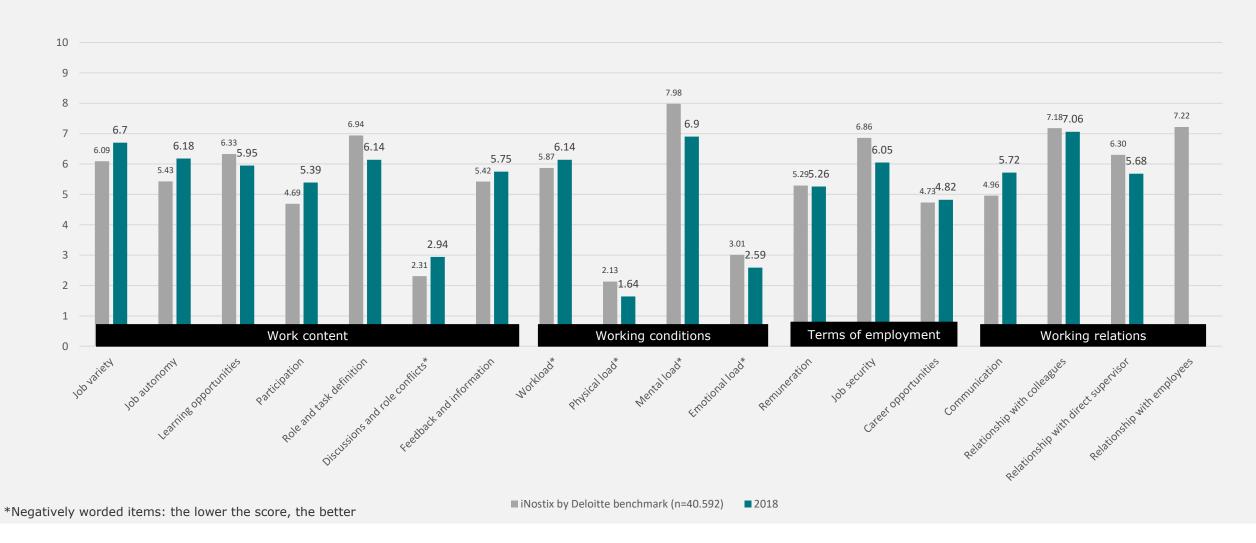


5. Detailed results

- 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

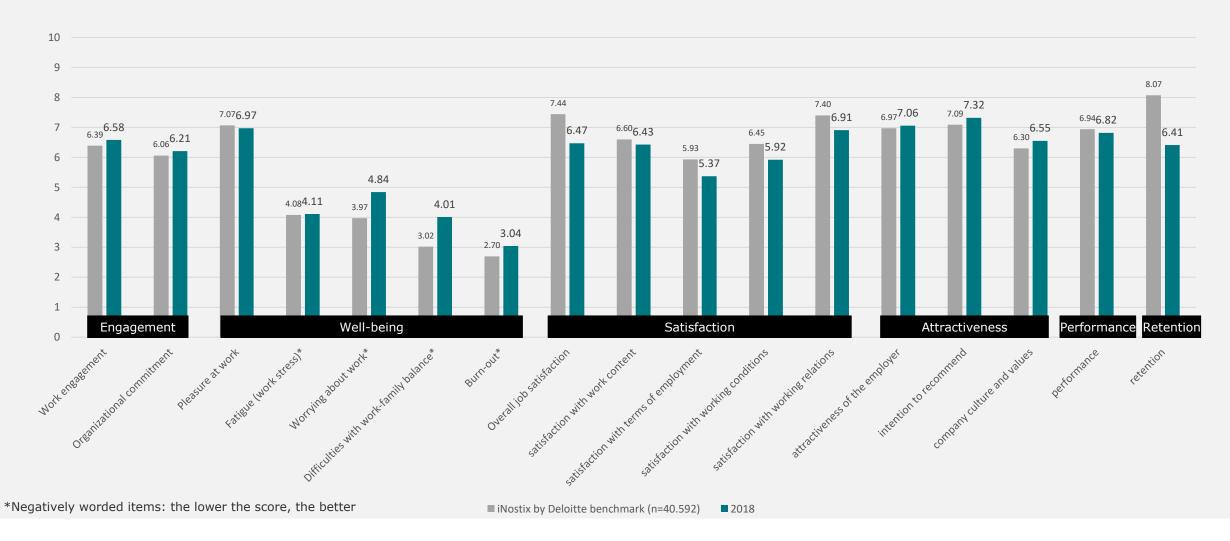
5. Detailed results

Comparing the indices with the benchmark (1/2)

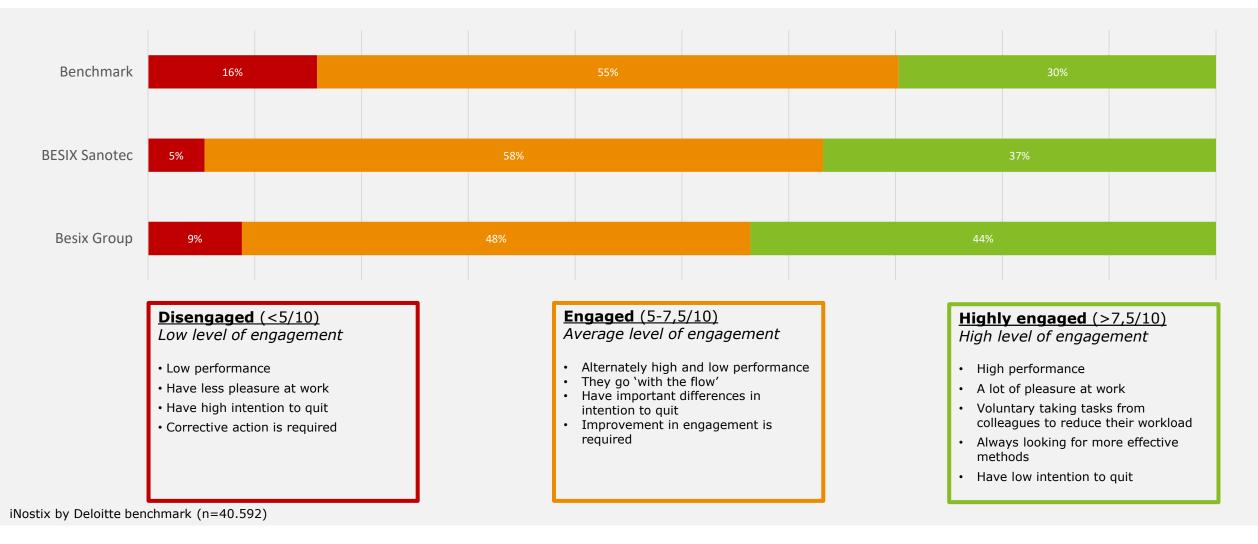


5. Detailed results

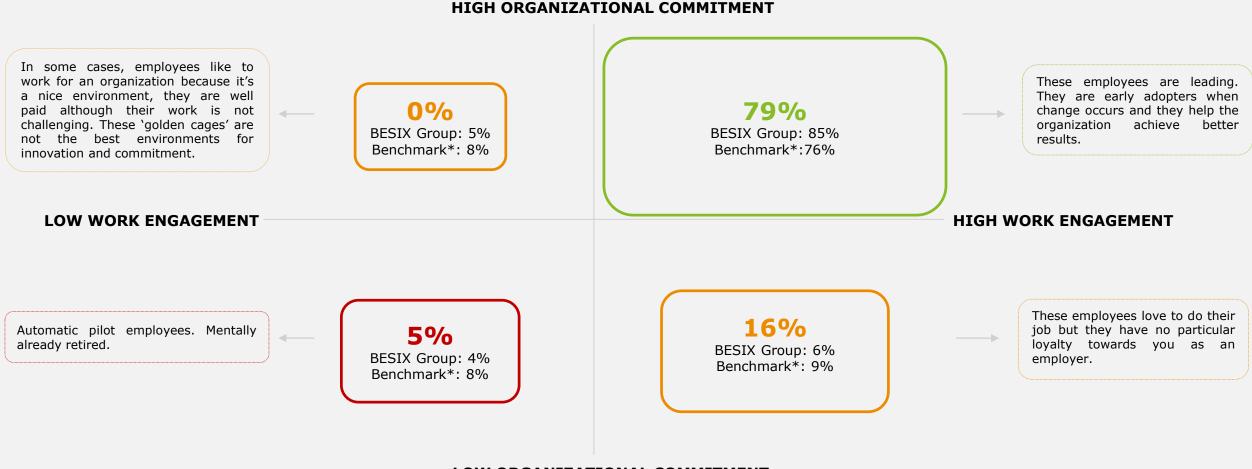
Comparing the indices with the benchmark (2/2)



5. Detailed results Engagement analysis



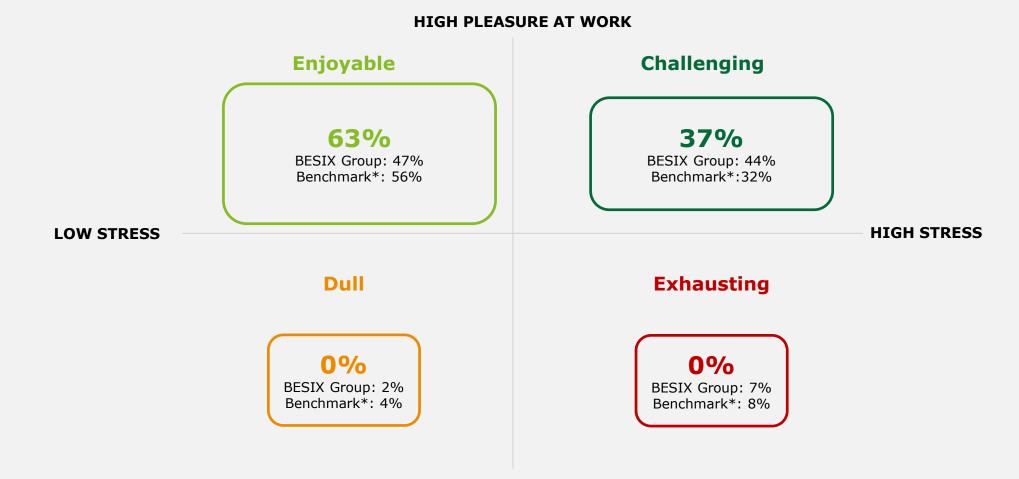
5. Detailed results Analysis of commitment



LOW ORGANIZATIONAL COMMITMENT

*iNostix by Deloitte benchmark (n=40.592)

5. Detailed results Analysis of commitment

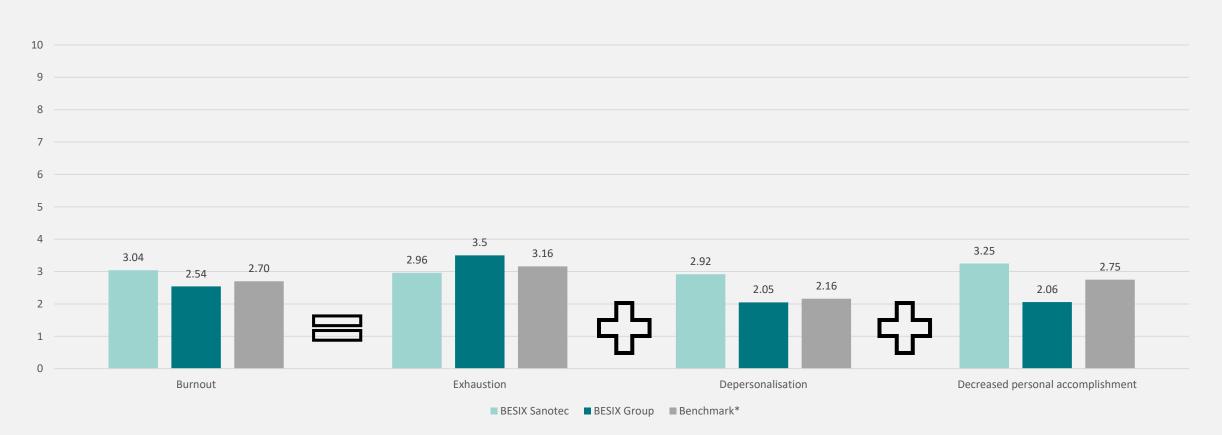


LOW PLEASURE AT WORK

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)

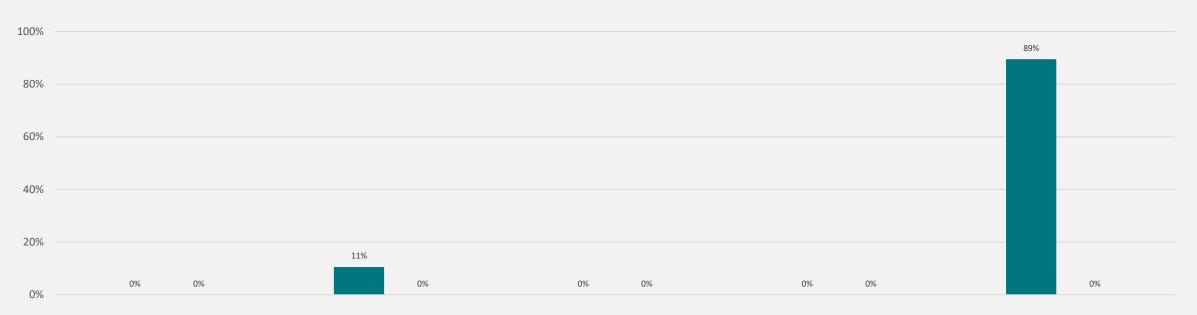
5. Detailed results Burnout

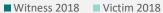


The higher the scores, the higher the risk of burnout Burnout = (exhaustion + depersonalisation + personal accomplishment)/3

*iNostix by Deloitte benchmark (n=40.592)

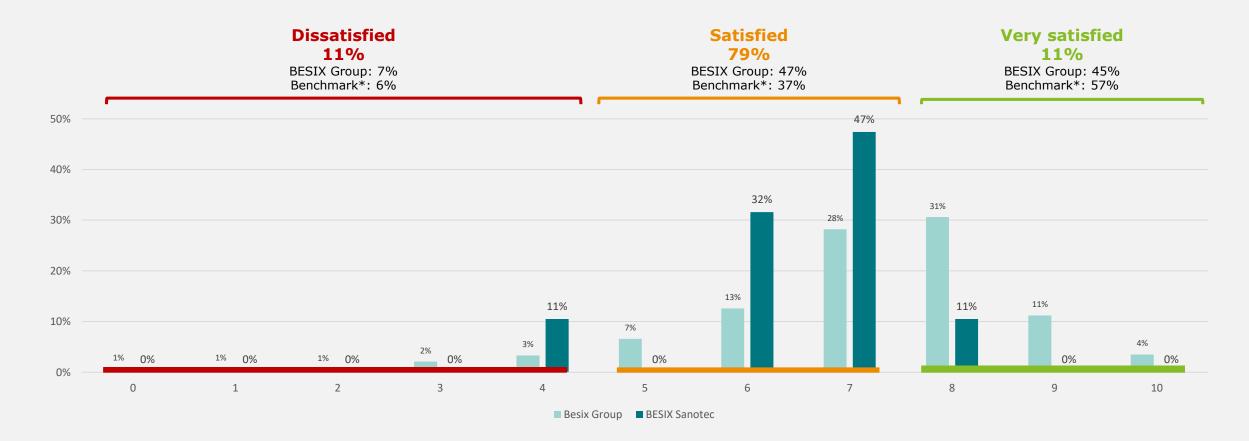
5. Detailed results Undesirable behaviour



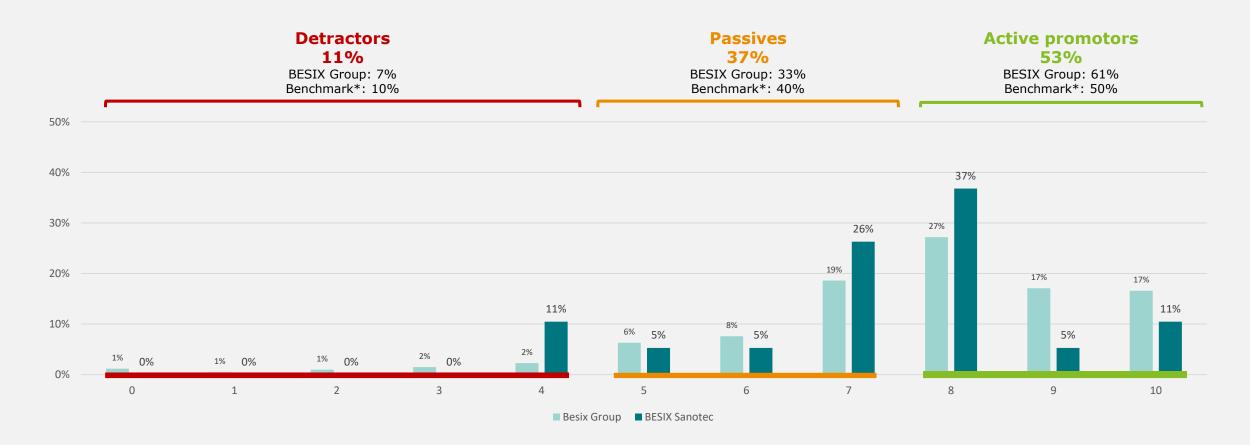


Undesirable behavior	Witness 2018				Victim	2018
	n	%	of which internal	n	%	of which internal
physical abuse	0	0%	-	0	0%	-
verbal abuse	2	11%	50%	0	0%	-
sexual harassment	0	0%	-	0	0%	-
bullying	0	0%	-	0	0%	-
none of the above	17	89%	N/A	0	0%	N/A

5. Detailed results Overall job satisfaction



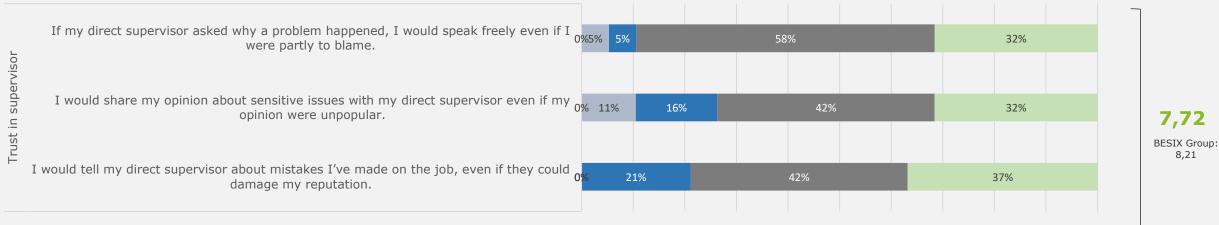
5. Detailed results Intention to recommend



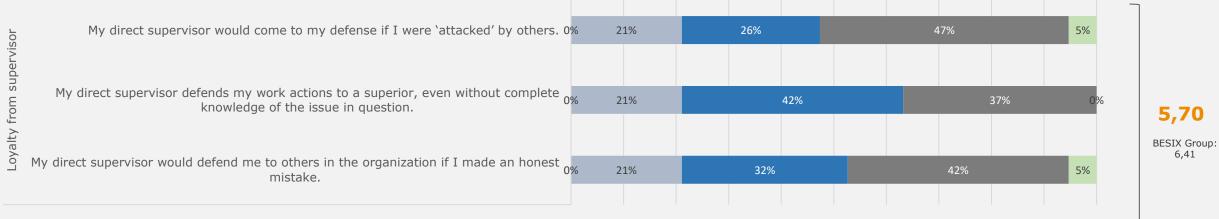


6. Extra modules

6. Extra questions Leadership questions (1/3)

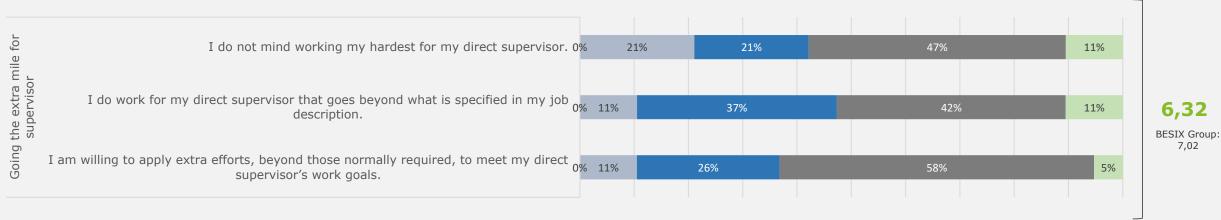


■ Strongly disagree ■ Disagree ■ Neutral ■ Agree ■ Strongly agree

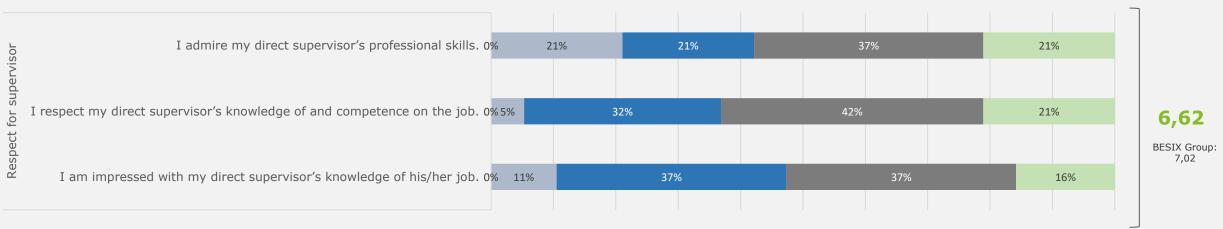


■ Strongly disagree ■ Disagree ■ Neutral ■ Agree ■ Strongly agree

6. Extra questions Leadership questions (2/3)

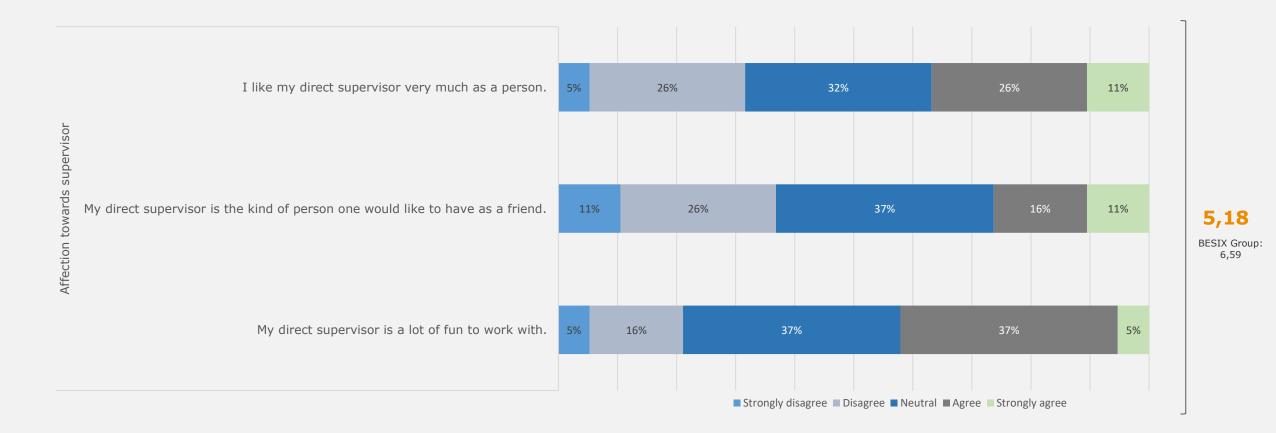






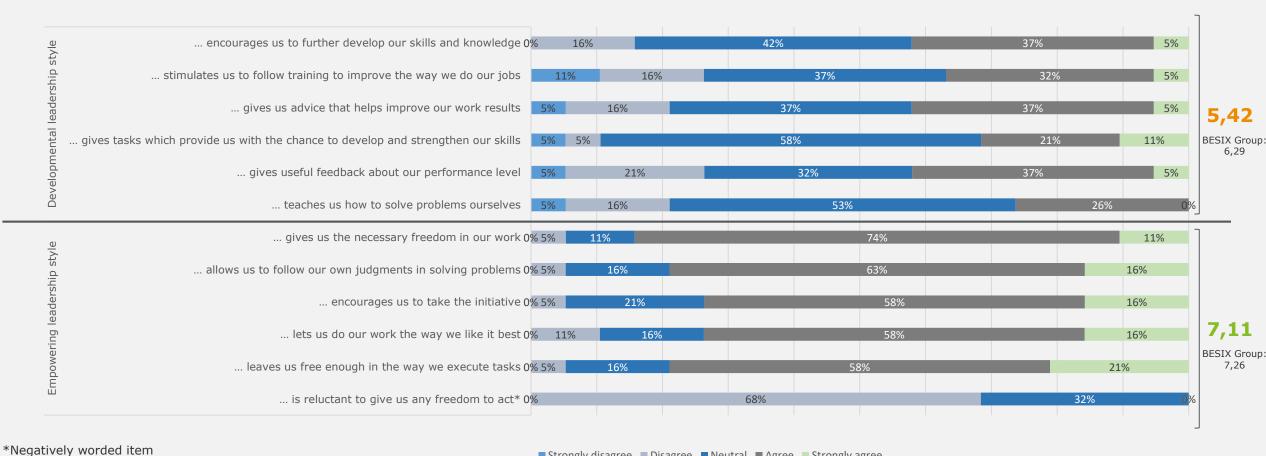
■ Strongly disagree ■ Disagree ■ Neutral ■ Agree ■ Strongly agree

6. Extra questions Leadership questions (3/3)



6. Extra questions Leadership style (1/2)

My direct supervisor...



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

6. Extra questions Leadership style (2/2)

My direct supervisor...

ship	is someone you can count on when things are difficult at work 0% 11%		53%	32%	5%]
ders	is prepared to listen to our problems at work 0% 16%	6 21%		58%	5%	
ortive leaders style	is not at all committed to our well-being* 169	6	42%	21%	21% 0%	5,75
-tive	will do everything to help 0%	26%	32%	37%	5%	BESIX Group:
lodd	acts without taking our feelings into account* 11%	26%		47%	11% 5%	6,66
Su	behaves in a way which takes into account our personal needs 11%	26%	26%	32%	5%	
hip	encourages us to speak freely on any ideas or suggestions 5% 5%	26%		58%	5%	
ders	listens to our ideas and suggestions 0%	21%	21%	53%	5%	
ulting leaders style	thinks seriously about our suggestions when he/she is taking decisions that influence us 0%	32%	21%	47%	0%	5,61
lting	takes decisions based only on his/her convictions* 0%	32%	16%	53%	0%	BESIX Group:
nsu	thinks seriously about our ideas, even if he/she does not agree with them 0%	26%	42%	32%	0%	6,50
ů	encourages us to speak our minds when we do not agree with a decision 0% 11%	26%		63%	0%	
ship	praises good work 0% 11%	26%		53%	11%	
ader	makes sure that our contribution is noticed when we have achieved something important in our work 0% 16%	0	42%	42%	0%	
izing lead	is proud of what we attain in our work 0%5%		58%	32%	5%	C 10
st	notices our efforts 0% 11%		42%	42%	5%	6,10
uboc	lets us know when we have done well 5%0%	479	%	37%	11%	BESIX Group: 6,51
Red	recognises our efforts	479	%	37%	11%	

Strongly disagree Disagree Neutral Agree Strongly agree

6. Extra questions HR satisfaction (1/2)

Accessibility of HR	The employees of the HR department are easy to reach when I need them. (The employees of the HR department make enough time for me when I have a question. (It's easy to find the contact details of the HR department and its employees.		26%	32% 26%	37% 47% 37%	_	16% 16% 16%	6,36 BESIX Group: 6,52
Politeness of HR	The employees of the HR department are always friendly. The employees of the HR department are always polite. The employees of the HR department always treat me with respect.	0 <mark>% 11%</mark>	21%		79% 68% 58%		11% 21% 21%	7,59 BESIX Group: 7,12
Ability of HR	The employees of the HR department have enough knowledge to do their work well. The employees of the HR department are competent. The employees of the HR department lack the right skills to carry out their tasks.*	0%5%	37 42% 21%	32%		47% 42% 42%	5% 11% 5%0 %	6,45 BESIX Group: 6,37
Clarity of HR	The HR department regularly informs us about the new initiatives it takes. The answers are always clear when you ask the HR department for help. The information we get from the HR department is easy to understand for everyone.	0%5%	42% 47 21%	7% 26%	37%	37% 42%	16% 11% 11%	6,32 BESIX Group: 6,03
Credibility of HR	The HR department is held in high esteem in our organization. The HR department's activities in our organization come across as credible. The HR department isn't considered as a fully fledged service.*		47%	58% 47%	32%	21% 37%	16% 21% 5%0 %	6,54 BESIX Group: 5,84

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

6. Extra questions HR satisfaction (2/2)

ty of	The HR department gives some people preferential treatment.* 5%	379	6	32%	21%	5%]
artiality HR	The HR department does everything to avoid favouritism.	11%	53%		21%	11%	5,53
Impa	The HR department is impartial when taking decisions. 0% 16	5%	53%		21%	11%	BESIX Group: 5,38
of HR	It's clear who in the HR department is responsible for which tasks. 5%	32%		37%	21%	5%]
bility o	It isn't clear what the HR department does all day.* 5%	32%	_	37%	21%	5%	5,18
Visib	It's clear what is and what isn't within the remit of the HR department. 0% 16	5%	47%		37%	0%	BESIX Group:
y of	If the HR department promises something, it happens. 0 <mark>%</mark>	42%		47%		11%]
Reliability e HR	The HR department keeps its promises. 0 <mark>%</mark>	42%		53%		5%	6,67
Reli	The information given by the HR department is reliable. 0% 5%	32%		53%		11%	BESIX Group: 6,15
renes R	The HR department provides quick service. 5% 5	%	53%		32%	5%]
Responsivenes s of HR	The HR department is immediately prepared to help. 0%		53%	3	7%	11%	6,05
Resp	The HR department reacts slowly to questions.* 0%	479	6	4	7%	<u>5% 0</u> %	BESIX Group: 6,02
of HR	Whenever you contact the HR department, you get personal treatment. 5% 0%		47%		42%	5%	
athy	The employees of the HR department understand employees' specific needs. 0% 16	5%	37%	3	7%	11%	5,66
Emp	The HR department knows what lives among the staff. 5%	21%		47%	26%	0%	BESIX Group: 5,76

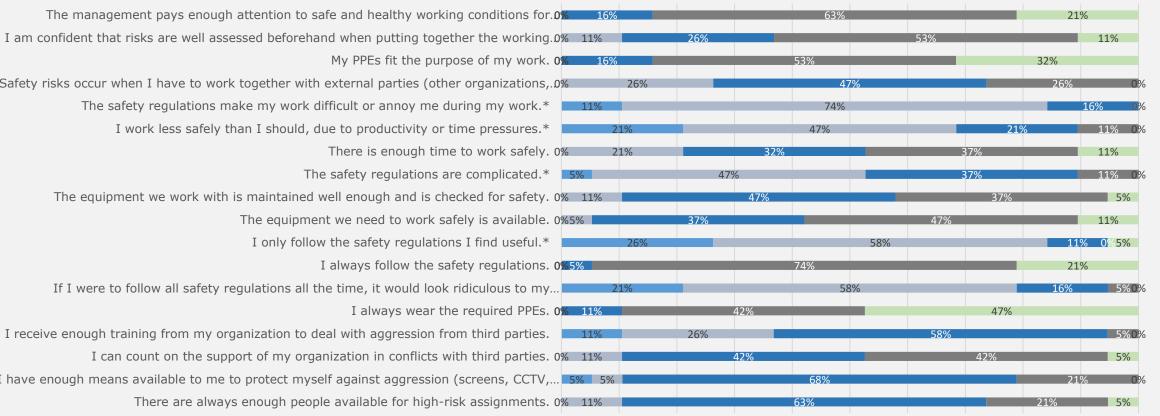
Strongly disagree Disagree Neutral Agree Strongly agree

6. Extra questions Safety at work (1/3)

I am familiar enough with the safety regulations.	J <mark>% 16</mark>	%		68%			16%
I am familiar with the results of the risk assessment for the tasks I do.	J%5%	16%		74%	6		5%
I am familiar enough with the procedure for occupational accidents or near-misses.	ე% 5%		32%		63%		0%
The procedure for accidents or near-misses is well known in my organization.	J%	26%		32%	37%		5%
Everyone at work is familiar enough with the safety regulations.	5%0%		32%		53%		11%
There are enough signs (posters, sheets, pictograms, etc.) at my workplace indicating how to.)%	21%		63%			16%
I don't know where I can go with my questions or remarks about safety.*		21%		53%		21%	<u>5%0</u> %
Employees who work safely, receive recognition from their supervisor and the hierarchy in general.	5%	16%		58%		219	% 0%
Employees are consulted about Safety instructions.)%5%		32%		53%		11%
My supervisor personally makes sure everyone works safely.	5% 5%	6	42%		47%		0%
My management takes action immediately when a potentially dangerous situation is reported.)%5%	26%		53%	6		16%
When I arrive at a new workplace or at a new assignment, I'm sufficiently made aware of the.)%5%		42%		42%		11%
The staff is well taken care of when any safety incidents, accidents or near-misses happen.)%5%		53%		37%		5%
My colleagues encourage each other to behave in a safe way.	0% 169	%	32%		47%		5%
My organization has a comprehensive safety policy.)%5%	16%		63%			16%
I am behind my organization's safety policy.	J <mark>% 5%</mark>		e	68%		26%	
At my organization, we believe safety is everyone's responsibility.	J%		74%	,		26%	
At my organization, there's enough training available about safe working.				63%			16%

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

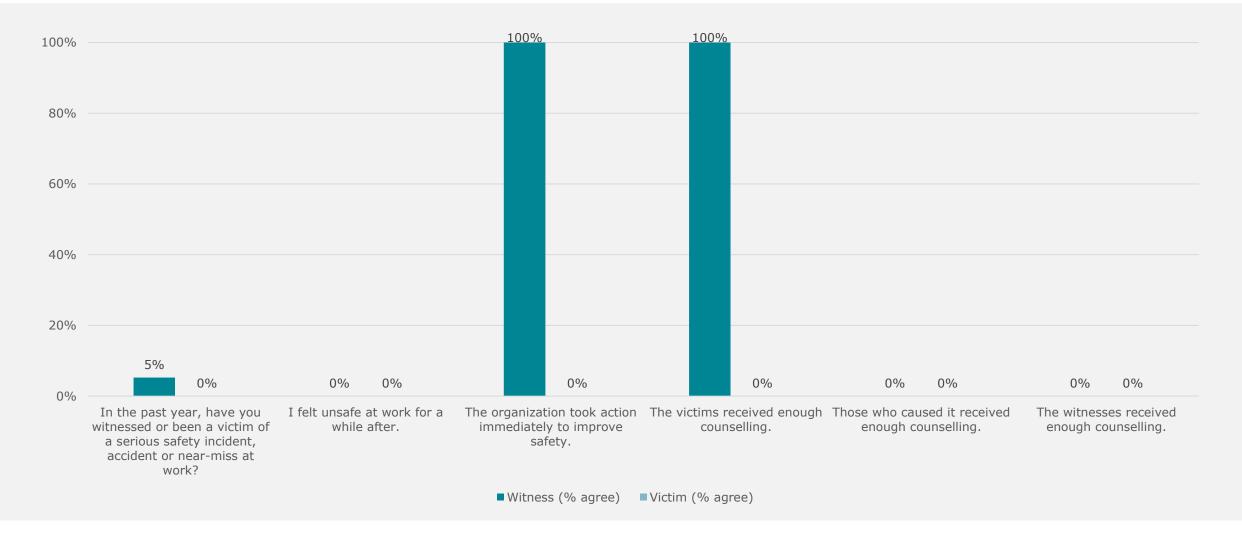
6. Extra questions Safety at work (2/3)



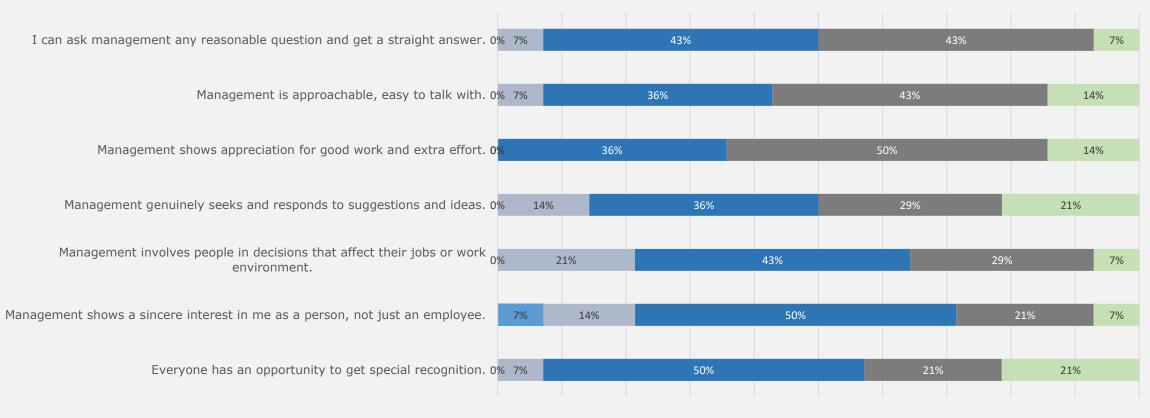
■ Strongly disagree ■ Disagree ■ Neutral ■ Agree ■ Strongly agree

Safety risks occur when I have to work together with external parties (other organizations, .0% 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. 0% The safety regulations are complicated.* The equipment we work with is maintained well enough and is checked for safety. 0% 11% The equipment we need to work safely is available. 0%5% I only follow the safety regulations I find useful.* I always follow the safety regulations. 0%5% If I were to follow all safety regulations all the time, it would look ridiculous to my... I always wear the required PPEs. 0% 11% 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. 0% 11% I have enough means available to me to protect myself against aggression (screens, CCTV,... 5% 5% There are always enough people available for high-risk assignments. 0% 11%

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



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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