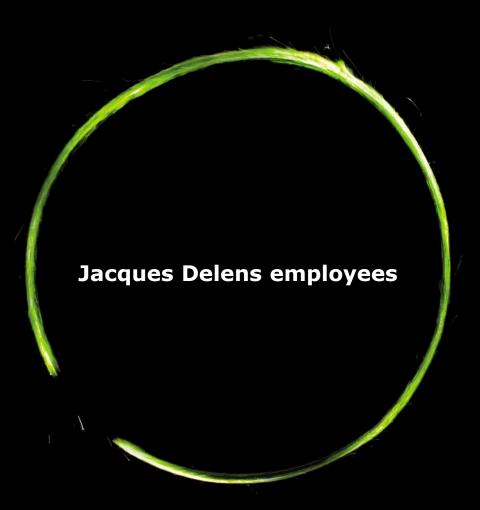
Deloitte.



BESIX Employee Well-being and Engagement Survey

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



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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

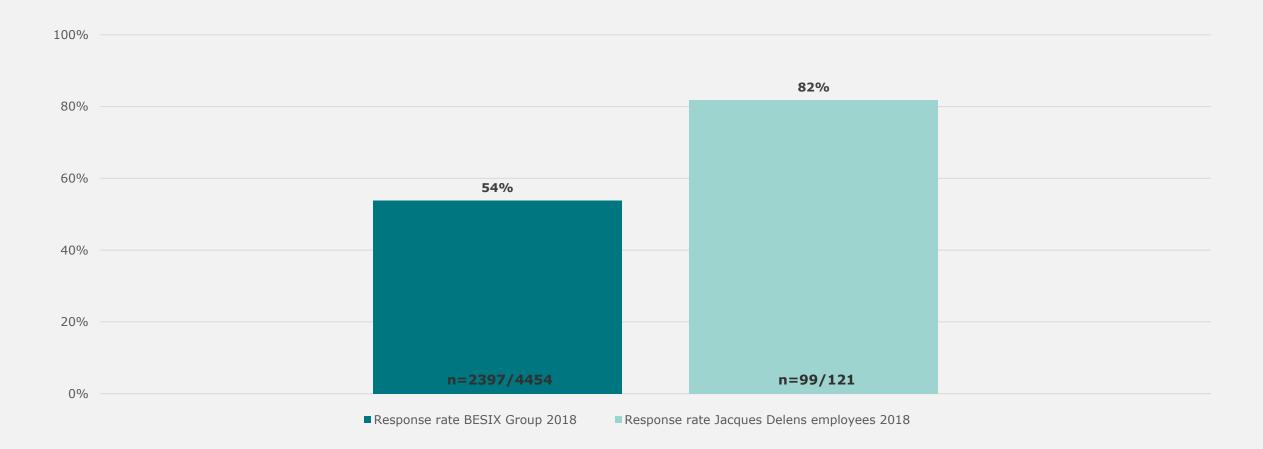
1. The research Model

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 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	 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

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

General response rate of Jacques Delens employees



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)

Response rate of Jacques Delens employees by Executive Function and Gender

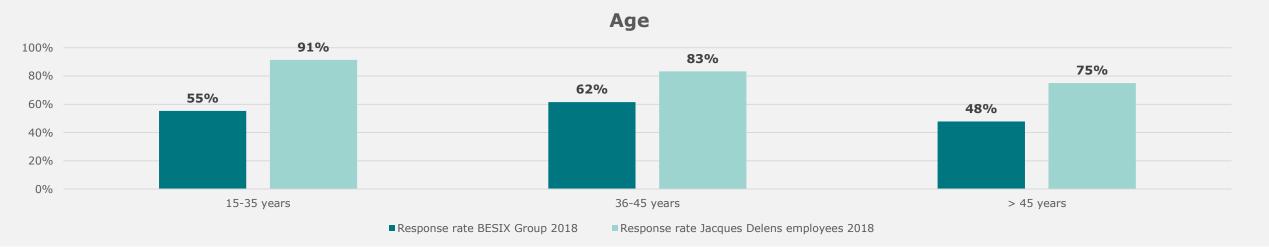


Executive function

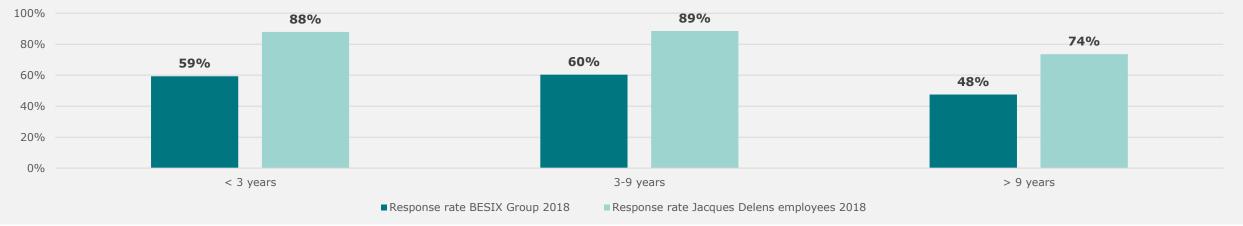
Gender



Response rate of Jacques Delens employees by Age and Seniority









3. Summary of the results

3. Summary of the results BESIX Group and Jacques Delens employees

Work	characteristics	
	BESIX Group	Jacques Delens employees
Work content	6,51	6,67
Job variety	6,44	6,93
Job autonomy	6,15	6,53
Learning opportunities	6,57	6,68
Participation	5,97	6,23
Role and task definition	7,02	7,15
Discussions and role conflicts*	2,46	2,33
Feedback and task information	5,89	5,54
	BESIX Group	Jacques Delens employees
Working conditions	5,02	4,99
Workload*	6,26	6,57
Physical load*	2,69	2,17
Mental load*	7,77	7,8
Emotional load*	3,19	3,52
	BESIX Group	Jacques Delens employees
Terms of employment	5,88	5,91
Remuneration	4,95	4,94
Job security	7,04	6,82
Career opportunities	5,64	5,96
	BESIX Group	Jacques Delens employees
Working relations	6,57	6,53
Communication	5,58	5,6
Relationship with colleagues	7,34	7,27
Relationship with direct supervisor	6,81	6,73
Relationship with employees	7,67	7,48

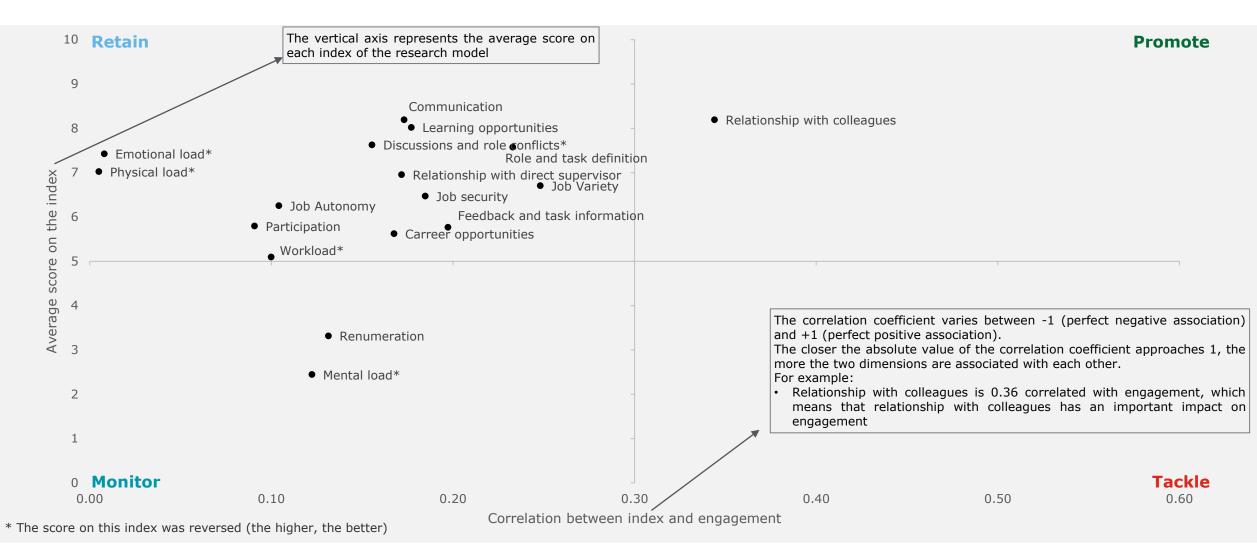
Work per	rceptions					
rk engagement ganizational commitment all-being asure at work igue (work stress)* rrying about work* ficulties with work-family balance* mout* desirable behavior 2018 vsical abuse tbal abuse scual harassment lying o comparison with BESIX Group as a zero tisfaction erall job satisfaction disfaction with work content disfaction with terms of employment disfaction with working conditions	BESIX Group	Jacques Delen employees				
Engagement	6,92	6,90				
Work engagement	6,98	7,15				
Organizational commitment	6,87	6,65				
	BESIX Group	Jacques Delens employees				
Well-being	6,12	6,16				
Pleasure at work	7,11	7,77				
Fatigue (work stress)*	4,73	4,83				
Worrying about work*	4,95	5,3				
Difficulties with work-family balance*	4,30	4,19				
Burnout*	2,54	2,65				
Undesirable behavior 2018	Witness	Victim				
Physical abuse	1%	0%				
Verbal abuse	27%	8%				
Sexual harassment	1%	0%				
Bullying	16%	11%				
(No comparison with BESIX Group as a ze	ro tolerance principle					
	BESIX Group	Jacques Delens employees				
Satisfaction	6,66	6,68				
Overall job satisfaction	7,08	7,06				
Satisfaction with work content	7,07	7,26				
Satisfaction with terms of employment	5,77	5,84				
Satisfaction with working conditions	6,06	5,83				
Satisfaction with working relations	7,75	7,79				
	BESIX Group	Jacques Delens employees				
Attractiveness	7,27	7,13				
	7,41	7,23				
Attractiveness of the employer	, , , , , , ,	. /20				
Attractiveness of the employer Company culture and values	7,61	7,53				

Results Performance BESIX Group Jacques Delens employees Going the extra mile even if not asked for 7,54 7,63 Retention BESIX Group Jacques Delens employees Intention to stay working within the organization 7,68 Besix 8,05 Meaning of the colours 8,05 8,05 Positively worded dimensions Mean score <5/10 Mean score <5/10								
Retention			7,63					
	ne organization							
Intention to stay working within th	e organization	BESIX Group						
		7,68						
	Positively we	orded dimensions	5					
	Mean score	≥5/10 and <6/10						
	Mean score	·						
	- ,	worded dimensio	ons					
	Mean score	$\leq 4/10$ >4/10 and $\leq 5/1^{-1}$	0					
	Mean score		U					

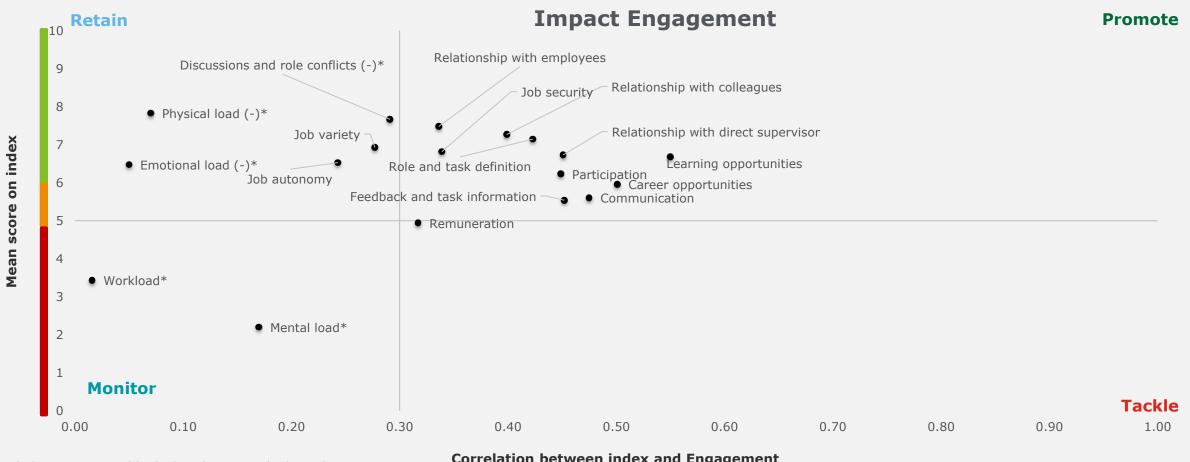


4. Impact analyses

4. Detailed results Interpretation slide: impact analysis engagement



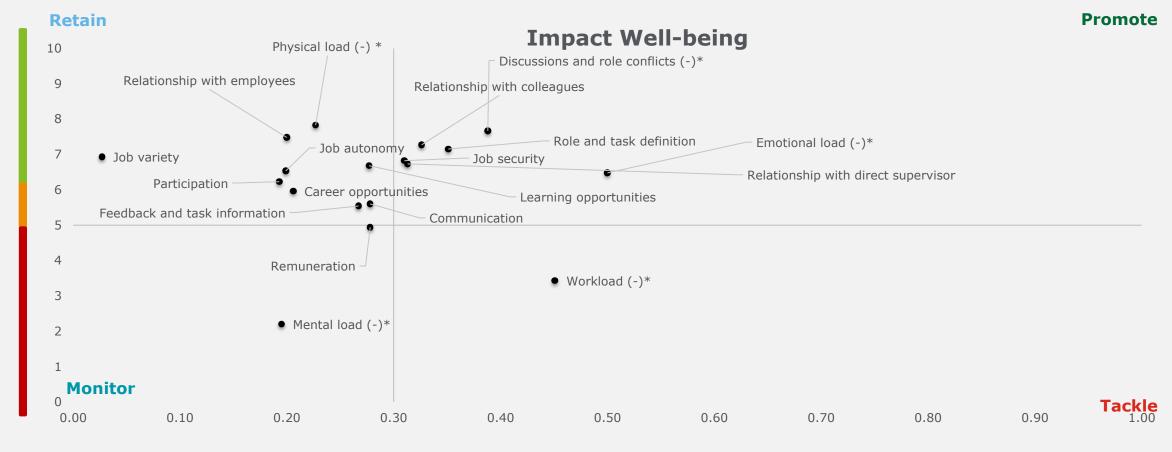
4. Impact analyses Engagement



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

Correlation between index and Engagement

4. Impact analyses Well-being



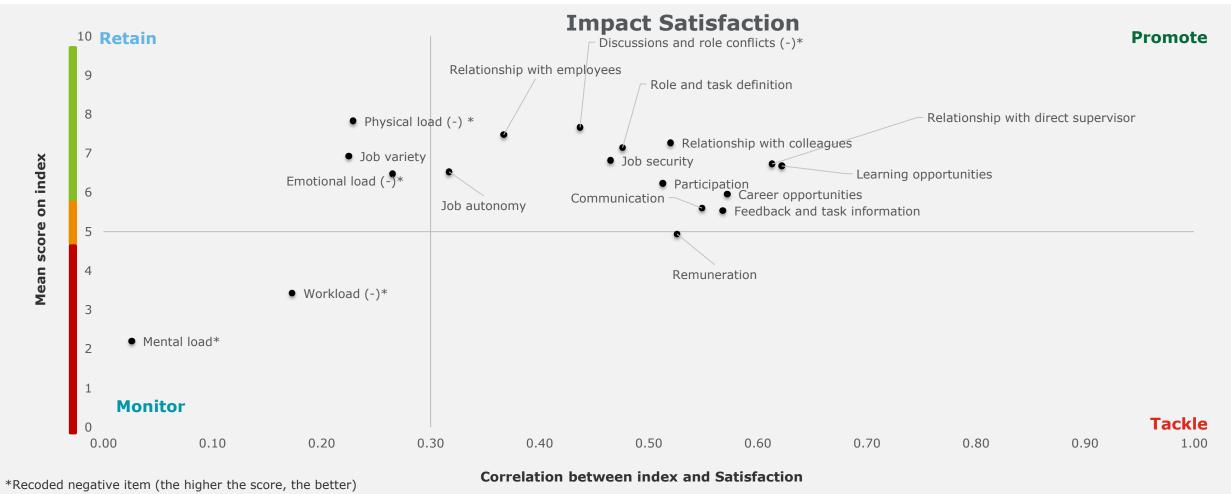
Correlation between index and Well-being

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

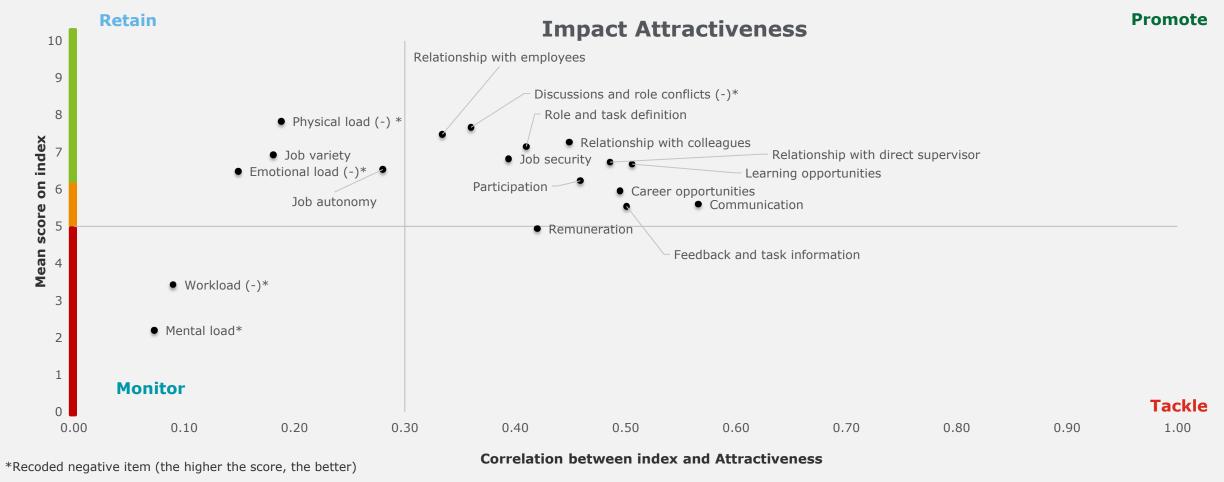
(-): negative correlation with dimension

Mean score on index

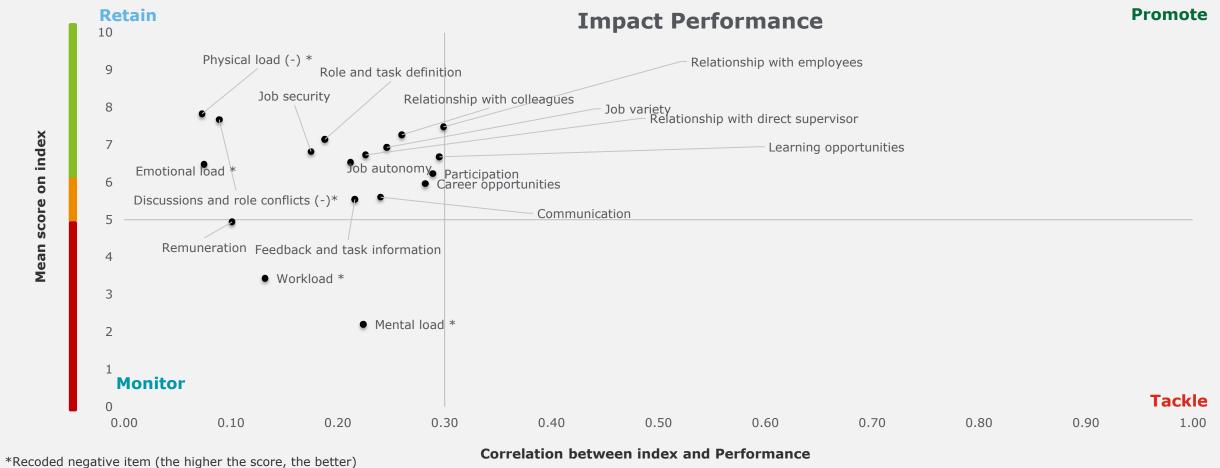
4. Impact analyses Satisfaction



4. Impact analyses Attractiveness

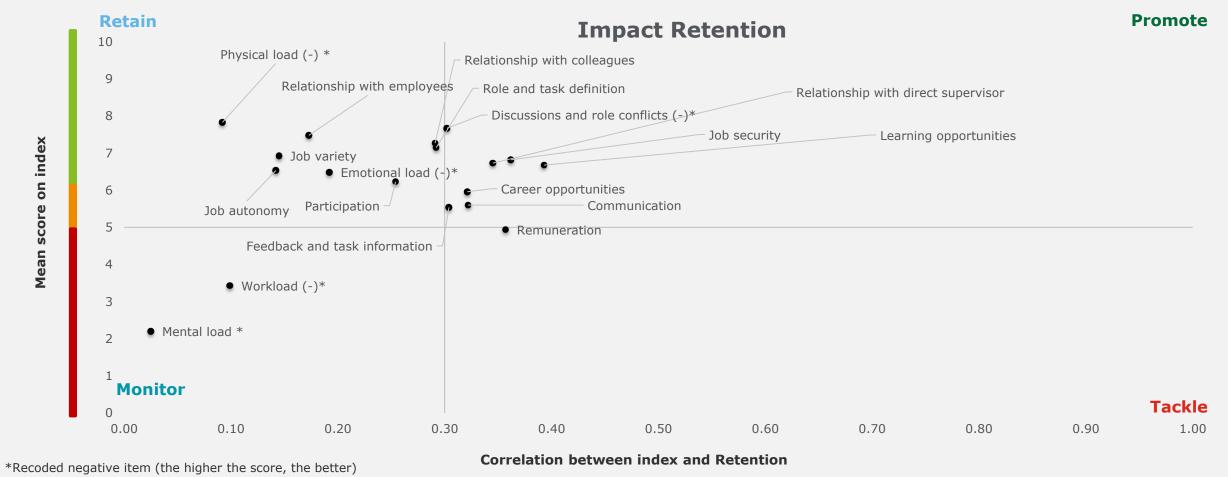


4. Impact analyses Performance



Recouce negative real (the higher the score, the s

4. Impact analyses Retention

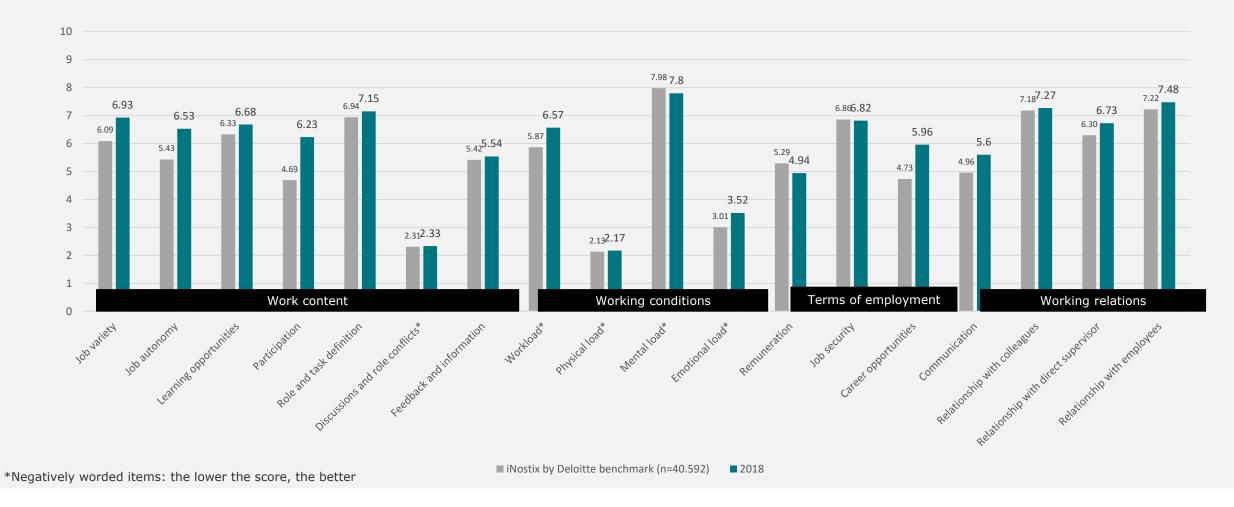




5. Detailed results

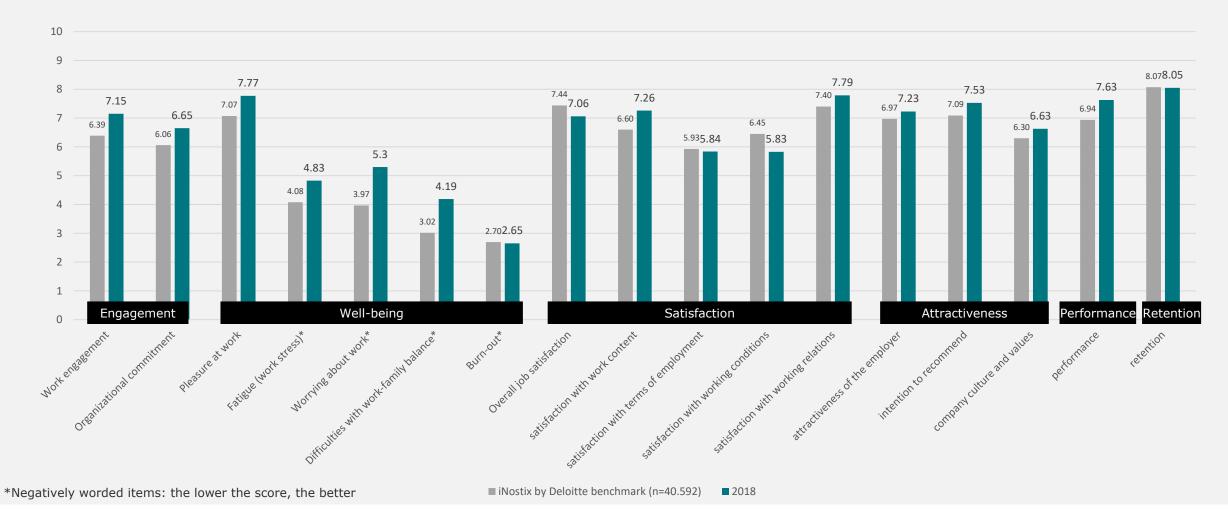
- 1. Comparing the indices to the iNostix by Deloitte benchmark
- 2. Engagement analysis
- 3. Analysis of commitment
- 4. Typology work perception: pleasure and stress at work
- 5. Burnout
- 6. Undesirable behaviour
- 7. Overall job satisfaction
- 8. Intention to recommend

5. Detailed results Comparing the indices with the benchmark (1/2)

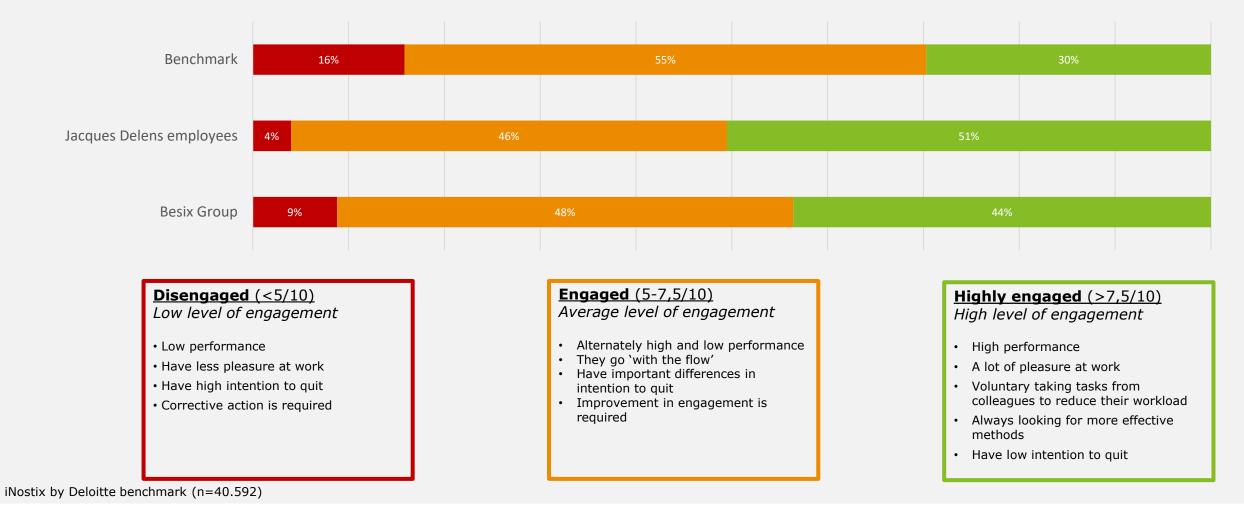


5. Detailed results

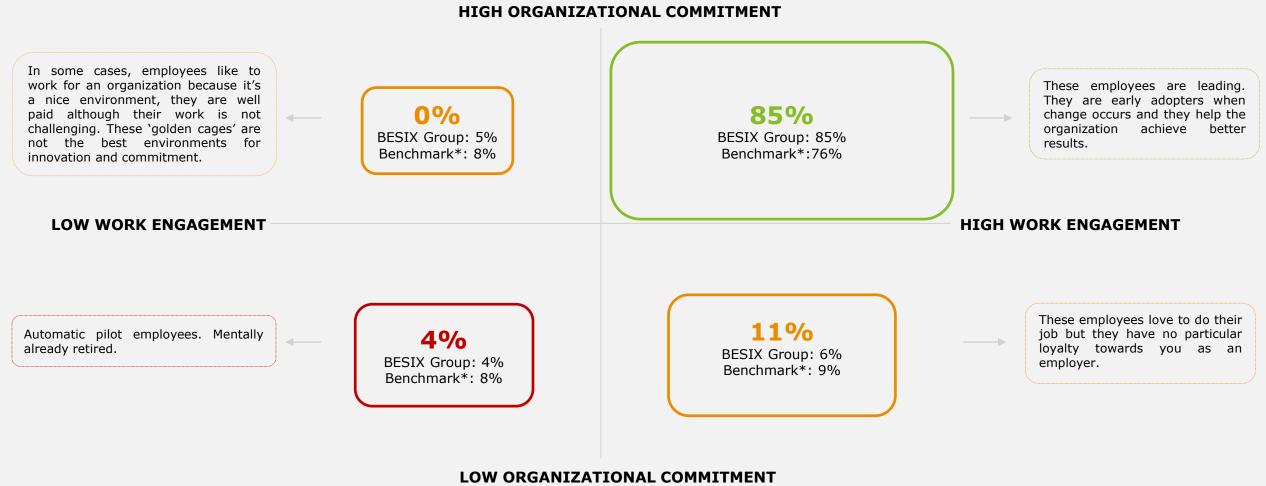
Comparing the indices with the benchmark (2/2)



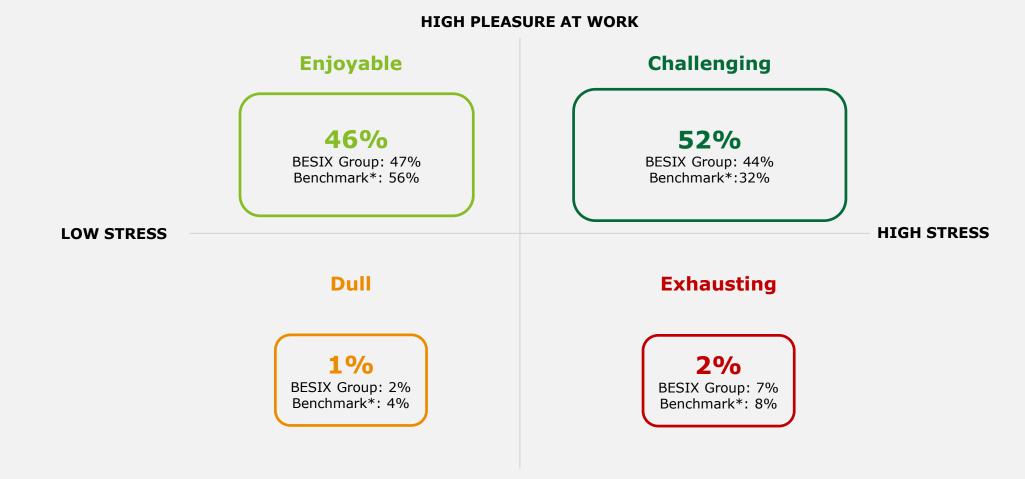
5. Detailed results Engagement analysis



5. Detailed results Analysis of commitment



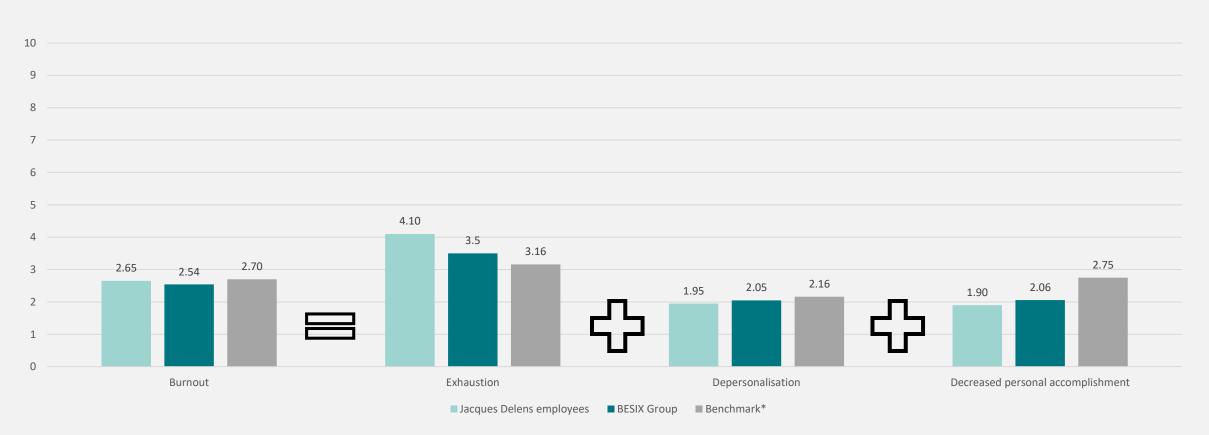
5. Detailed results Analysis of commitment



LOW PLEASURE AT WORK

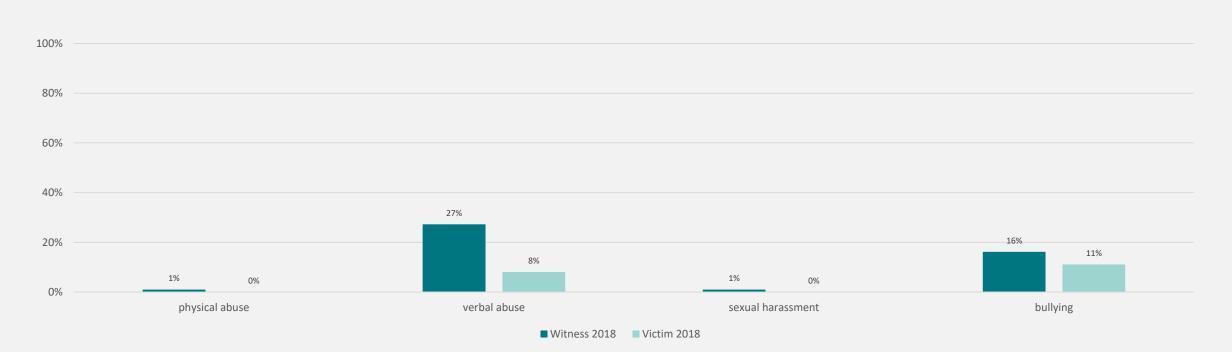
Neutral scale "5" as cut-off point: score below 5/10 is considered as a 'low' score, a score above 5/10 is considered as a 'high' score

5. Detailed results Burnout



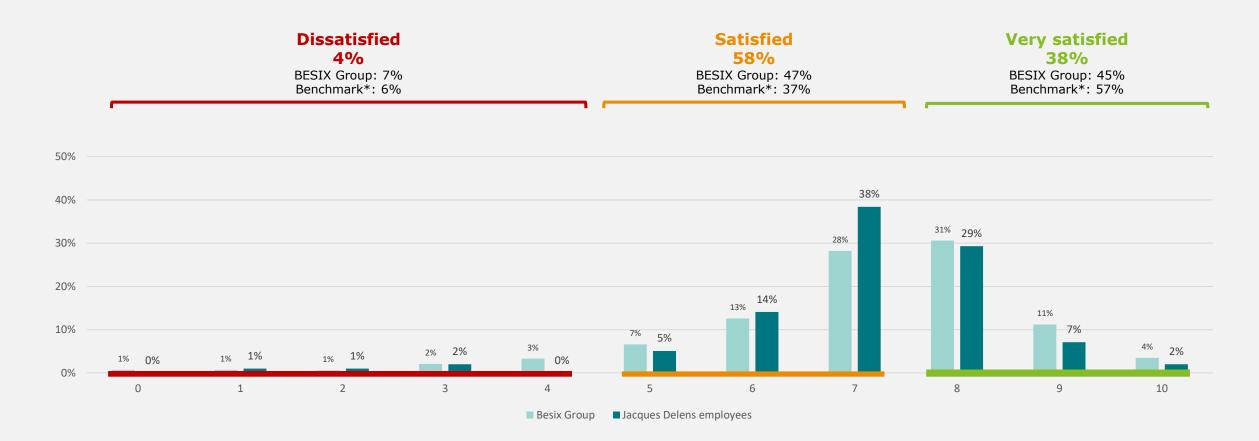
The higher the scores, the higher the risk of burnout Burnout = (exhaustion + depersonalisation + personal accomplishment)/3

5. Detailed results Undesirable behaviour

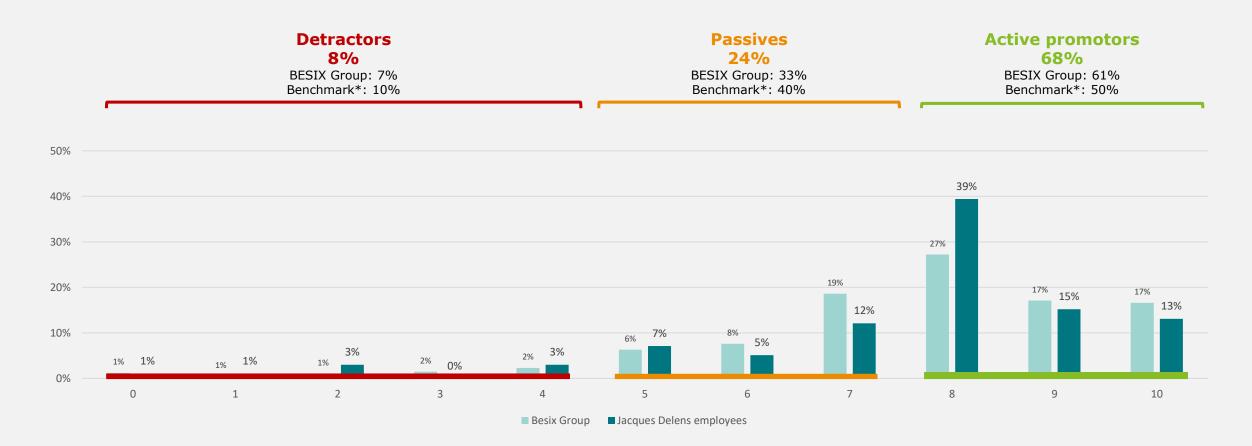


Undesirable behavior	Witness 2018 Victim 2018					
	n	%	of which internal	n	%	of which internal
physical abuse	1	1%	100%	0	0%	N/A
verbal abuse	27	27%	59%	8	8%	50%
sexual harassment	1	1%	0%	0	0%	N/A
bullying	16	16%	31%	11	11%	18%

5. Detailed results Overall job satisfaction



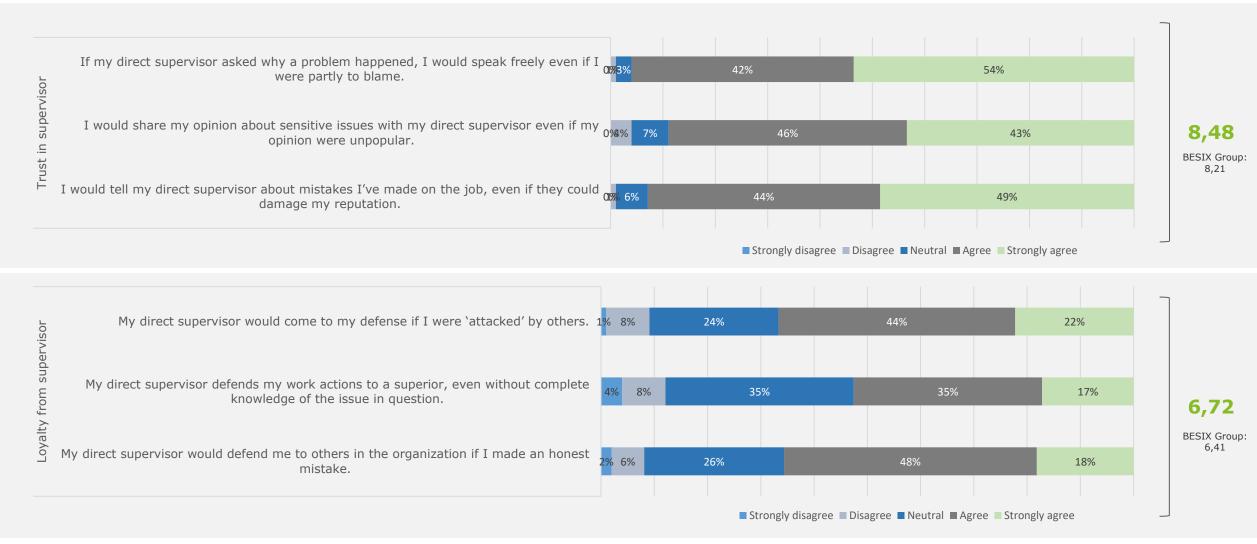
5. Detailed results Intention to recommend



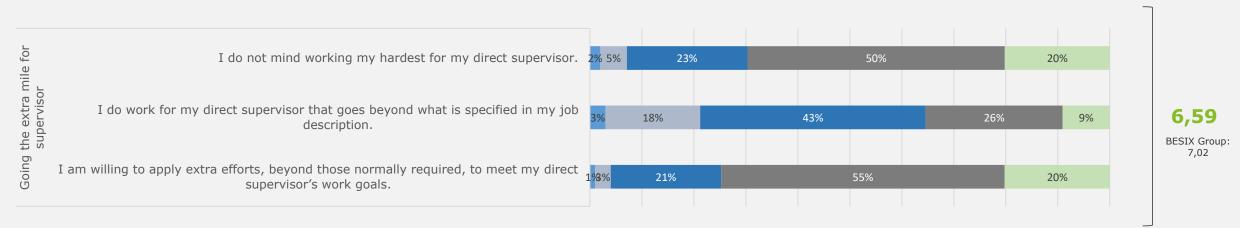


6. Extra modules

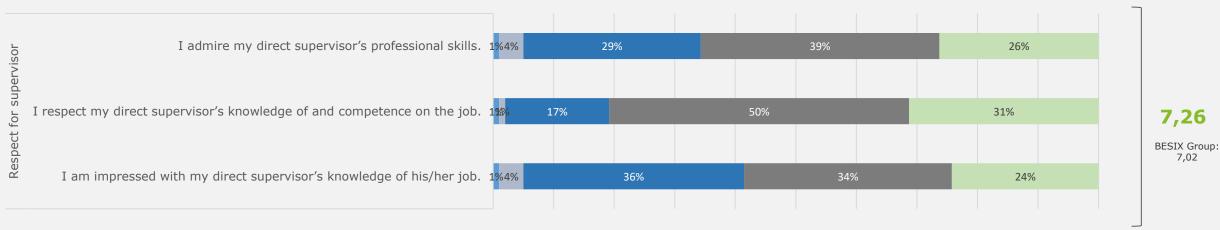
6. Extra questions Leadership questions (1/3)



6. Extra questions Leadership questions (2/3)

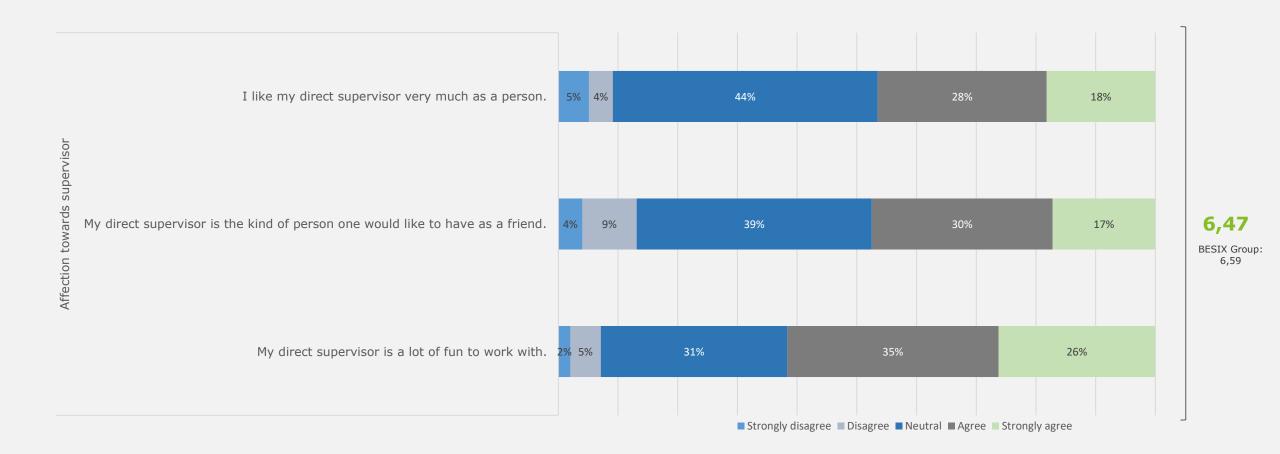


■ Strongly disagree ■ Disagree ■ Neutral ■ Agree ■ Strongly agree



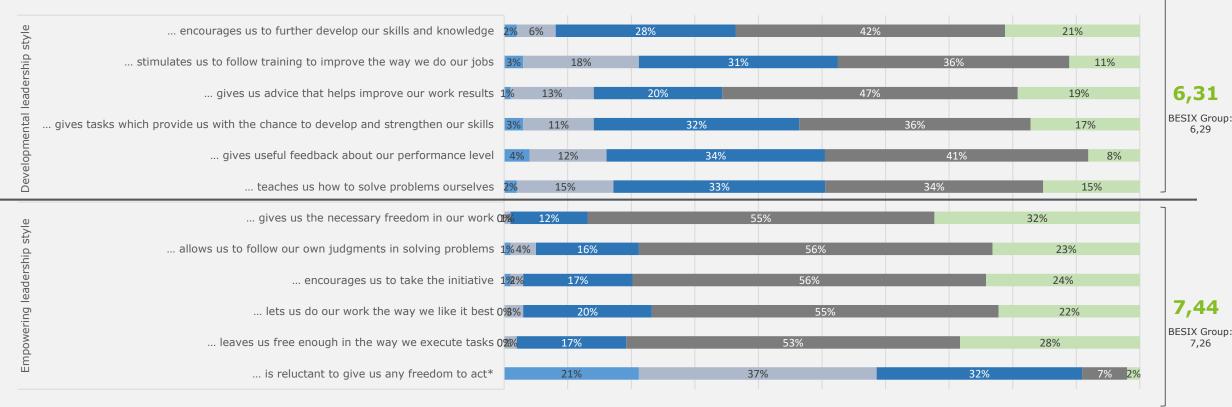
Strongly disagree Disagree Neutral Agree Strongly agree

6. Extra questions Leadership questions (3/3)



6. Extra questions Leadership style (1/2)

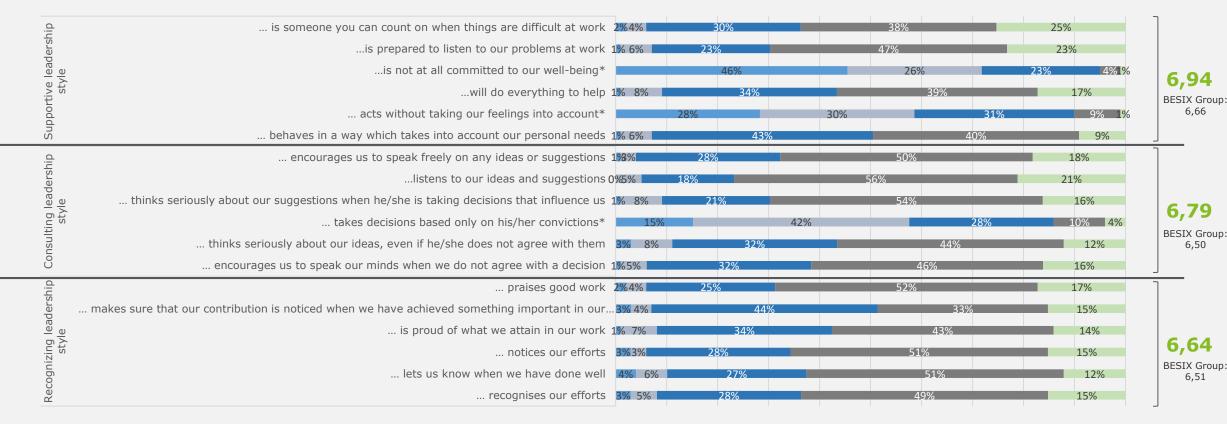
My direct supervisor...



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

6. Extra questions Leadership style (2/2)

My direct supervisor...



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.	15%		23%		23	%		29%		9%]
ssibility HR	The employees of the HR department make enough time for me when I have a question.	4%	22%			32%			34%		7%	6,01
Acces	It's easy to find the contact details of the HR department and its employees.	<mark>2%</mark> 3% 1	.1%			52%				32%		BESIX Group: 6,52
of HR	The employees of the HR department are always friendly.	1 <mark>%</mark> 11%		20%			51%				17%]
eness o	The employees of the HR department are always polite.	0%5%	19%			50%	6			26%		7,18
Polite	The employees of the HR department always treat me with respect.	0% 6%	21%			4	7%			26%		BESIX Group: 7,12
HR	The employees of the HR department have enough knowledge to do their work well.	1 <mark>%</mark> 9%		36%				36%			17%]
ity of	The employees of the HR department are competent.	7%	11%			54%				20%	8%	6,11
Abil	The employees of the HR department lack the right skills to carry out their tasks.*		25%		23%			41%			9% <mark>1%</mark>	BESIX Group: 6,37
HR	The HR department regularly informs us about the new initiatives it takes.	5%	23%			31%			31%		9%	
ity of	The answers are always clear when you ask the HR department for help.	<mark>2%</mark> 9%		32%				46%			11%	6,09
Clar	The information we get from the HR department is easy to understand for everyone.	1 <mark>%</mark> 8%		35%				40%			15%	BESIX Group: 6,03
of HR	The HR department is held in high esteem in our organization.	6%	16%			48%			1	23%	7%	
oillity o	The HR department's activities in our organization come across as credible.	<mark>2%</mark> 11%			47%				30%		10%	5,75
Credit	The HR department isn't considered as a fully fledged service.*	189	%	2	27%			39%		1	12% <mark>3%</mark>	BESIX Group: 5,84

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

6. Extra questions HR satisfaction (2/2)

												7
ty of	The HR department gives some people preferential treatment.*	12%	13%			5:	1%			17%	7%	
(mpartiality HP	The HR department does everything to avoid favouritism.	5%	15%			55%				16%	9%	5,24 BESIX Group:
Impa	The HR department is impartial when taking decisions.	4%	13%			57%				17%	9%	5,38
	It's clear who in the HR department is responsible for which tasks.	2%	27%			29%			35%		6%]
2 24 1	It isn't clear what the HR department does all day.*	11%		26%			41%			20%	5 1 <mark>%</mark>	5,57
Vicibi	It's clear what is and what isn't within the remit of the HR department.	1 <mark>%</mark> 16	%		46%	6			30%		7%	BESIX Group: 5,59
of	If the HR department promises something, it happens.	1 <mark>%</mark> 8%			54%				30%		7%	
Reliability	The HR department keeps its promises.	2%2%		51%					35%		10%	6,21
Relia	The information given by the HR department is reliable.	0%4%		42%				41%			12%	BESIX Group: 6,15
enes	The HR department provides quick service.	12%		20%		32%			26%		9%	
of HR	The HR department is immediately prepared to help.	2%	20%		34%				31%		12%	5,33
Responsivenes c of HP	The HR department reacts slowly to questions.*	8%	2	26%			39%			18%	8%	BESIX Group: 6,02
а ц	Whenever you contact the HR department, you get personal treatment.	1 <mark>%</mark> 3%		53	%				34%		9%	
4 2 2	The employees of the HR department understand employees' specific needs.	1 <mark>%</mark> 14%			43%				33%		8%	5,77
	The HR department knows what lives among the staff.	<mark>2%</mark> 1	6%			54%				25%	3%	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.	1%4%	20%		51%		24%
I am familiar with the results of the risk assessment for the tasks I do.	1% 6%	28%		48%	_	17%
I am familiar enough with the procedure for occupational accidents or near-misses.	0% 7%	20%		46%		27%
The procedure for accidents or near-misses is well known in my organization.	0% 9%	28%		39%	_	23%
Everyone at work is familiar enough with the safety regulations.	0% 11%		35%	38%	6	15%
There are enough signs (posters, sheets, pictograms, etc.) at my workplace indicating how	01% 12%		58%			29%
I don't know where I can go with my questions or remarks about safety.*		48%	479	% 5%	% 48	8%
Employees who work safely, receive recognition from their supervisor and the hierarchy in	2%3%	33%		43%	_	18%
Employees are consulted about Safety instructions.	4% 7%		39%		38%	11%
My supervisor personally makes sure everyone works safely.	2% 5%	21%		43%		28%
My management takes action immediately when a potentially dangerous situation is reported.	0%% 175	%	46%		349	%
When I arrive at a new workplace or at a new assignment, I'm sufficiently made aware of the	1%	34%		47%	_	17%
The staff is well taken care of when any safety incidents, accidents or near-misses happen.	02%	33%		42%		22%
My colleagues encourage each other to behave in a safe way.	1%	32%		46%	_	20%
My organization has a comprehensive safety policy.	01% 15%		46%		38%	
I am behind my organization's safety policy.	<mark>0% 12</mark> %		42%	-	46%	
At my organization, we believe safety is everyone's responsibility.	0% 13%		36%		51%	
At my organization, there's enough training available about safe working.		20%				23%

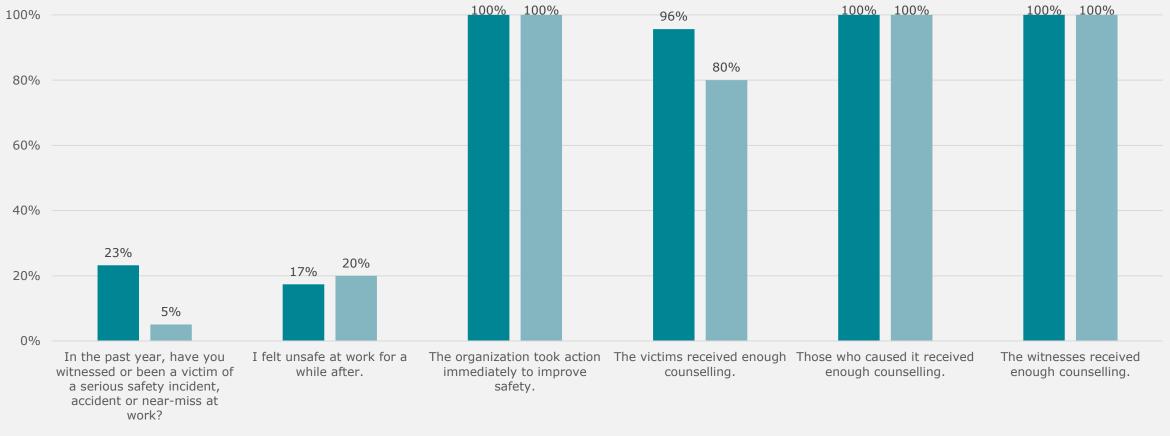
Strongly disagree Disagree Neutral Agree Strongly agree

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

The management pays enough attention to safe and healthy working conditions for.	0% 17	%	46%			37%	
I am confident that risks are well assessed beforehand when putting together the working.	.0%	26%		60%			14%
My PPEs fit the purpose of my work.	0%4%	17%	36%			42%	
Safety risks occur when I have to work together with external parties (other organizations,	7%	21%	33%			28%	10%
The safety regulations make my work difficult or annoy me during my work.*		35%		33%		26%	4%1
I work less safely than I should, due to productivity or time pressures.*		28%	20%		36%		15% (
There is enough time to work safely.	3% 10%	%	40%		29%		17%
The safety regulations are complicated.*	18	3%	28%		44%		7% 2
The equipment we work with is maintained well enough and is checked for safety.	2% 4%	19%	37%			37%	
The equipment we need to work safely is available.	1%2%	21%	38%			37%	
I only follow the safety regulations I find useful.*		39%		34%		22%	3%
I always follow the safety regulations.	02%	22%	42%			33%	
If I were to follow all safety regulations all the time, it would look ridiculous to my colleagues.*		49%	%		28%	209	6 39
I always wear the required PPEs.	1%3%	16%	26%		5	4%	
I receive enough training from my organization to deal with aggression from third parties.	13%	16%		56%			10% 5%
I can count on the support of my organization in conflicts with third parties.	0% 6%		43%		37%		13%
I have enough means available to me to protect myself against aggression (screens, CCTV,	4% 4%		52%			31%	9%
There are always enough people available for high-risk assignments.	01%	48	%		40%		11%

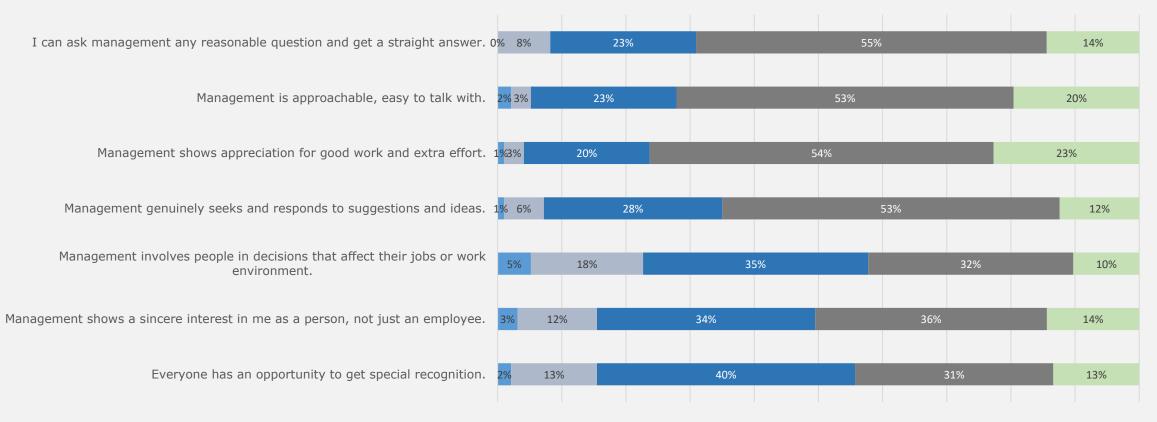
■ Strongly disagree ■ Disagree ■ Neutral ■ Agree ■ Strongly agree

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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