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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

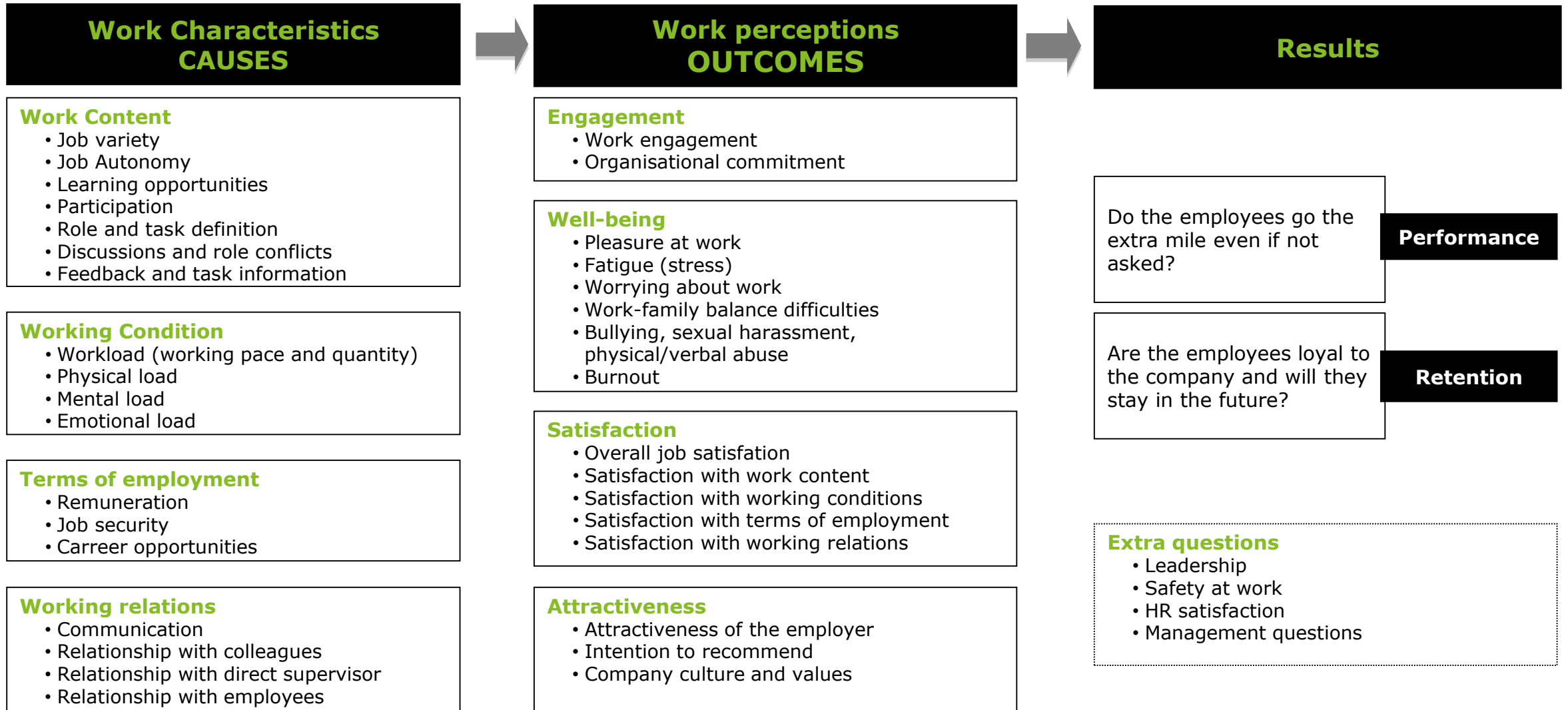
# 1. The research Model

## Three dimensions of the research model



# 1. The research Model

## Components of the research model



## 2. Management summary

# BESIX Employee Engagement Survey 2018

## General response rate

54%

(n=2397/4454)

2014: 59%

### Response rate of employees

76%



(n=1927/2527)

2015: 73%



### Response rate of workers

24%



(n=470/1927)

2015: 35%



Overall, we see green scores on most of the dimensions and indices for 2018. In general people **feel well** and are **engaged**, but they do experience **work stress, worry** to some extent **about work** and have **difficulties combining their work and family lives**. 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**.



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



The 2018 scores are mostly **in line with the results of 2015**, although we see a **slight improvement** in most of the scores.



Overall employees are **positive** about **the style and the behaviour of their direct supervisor**, also they **appreciate the politeness of HR** very strongly. However, they do have some **questions on the HR credibility, empathy, visibility and impartiality**.

## Engagement

6,93

Top 3 work characteristics with the highest correlation

- Learning opportunities
- Career opportunities
- Communication

## Well-being

6,12

Top 3 work characteristics with the highest correlation

- Emotional load\*
- Workload\*
- Discussions and role conflicts\*

## Satisfaction

6,66

Top 3 work characteristics with the highest correlation

- Learning opportunities
- Relationship with direct supervisor
- Career opportunities

## Attractiveness

7,27

Top 3 work characteristics with the highest correlation

- Communication
- Learning opportunities
- Feedback and task information

## Performance

7,54

Top 3 work characteristics with the highest correlation

- Relationship with employees
- Learning opportunities
- Participation

## Retention

7,68

Top 3 work characteristics with the highest correlation

- Learning opportunities
- Job security
- Remuneration

### 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

### Meaning of the arrows

↑ Increase of 5% or more compared to 2015

↓ Decrease of 5% or more compared to 2015

# BESIX Employee Engagement Survey 2018

## Extra modules

### Leadership module

2018

Trust in supervisor	8,21
Loyalty from supervisor	6,41
Going the extra mile for supervisor	7,02
Respect for supervisor	7,02
Affection towards supervisor	6,59
Developmental leadership style	6,29
Empowering leadership style	7,26
Supportive leadership style	6,66
Consulting leadership style	6,50
Recognizing leadership style	6,51

### HR-module

2018

Accessibility of HR	6,52
Politeness of HR	7,12
Ability of HR	6,37
Clarity of HR	6,03
Credibility of HR	5,84
Impartiality of HR	5,38
Visibility of HR	5,59
Reliability of HR	6,15
Responsiveness of HR	6,02
Empathy of HR	5,76

### Safety module

2018

#### Highest % favourable

At my organization, we believe safety is everyone's responsibility 87%

#### Highest % unfavourable

Safety risks occur when I have to work together with external parties (other organizations, subcontractors, customers, etc.) 40%

### Management questions

2018

#### Highest % favourable

(1) Management is approachable, easy to talk with 62%

(2) Management shows appreciation for good work and extra effort 62%

#### Highest % unfavourable

(1) Management involves people in decisions that affect their jobs or work environment 19%

(2) Management shows a sincere interest in me as a person, not just an employee 19%

#### 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



## 2. Management summary

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

### RESPONSE RATE

- Overall, a **lower** response rate compared to 2015 (54% in 2018 versus 59% in 2015), on top of that BESIX does **not reach the iNostix by Deloitte benchmark** response rate of 70%.
- The decrease in response rate is mainly due to the **lower response rate for the blue collar workers**, as the white collar workers do have a higher response rate compared to 2015 and even reach the iNostix by Deloitte benchmark of 70%.
- 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.

### 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, worry** to some extent **about work** and have **difficulties combining their work and family lives**. 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**, although we see a **slight improvement** in most of the scores. There are **no outstanding differences** when looking at the general BESIX results.
- The improvement in the general BESIX results is mainly caused by an **overall improvement of the scores of the white collar workers**, as **most of the scores of the blue collar workers are lower** compared to 2015.

#### *Comparison Benchmark*

- **Most of the general BESIX scores are higher** than the benchmark scores.
- However, BESIX employees indicate that they are experience **more fatigue and work stress** 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 communication and career opportunities are both indices with a moderate score but a high impact on different dimensions. These are indices that need extra attention.

## 2. Management summary

### TYOLOGIES

#### *Engagement*

- In general, there is almost **no difference** in the engagement scores **compared to 2015**.
- Compared to the **benchmark**, **BESIX has a remarkably higher percentage of engaged employees** (44% versus 30%).
- The engagement scores for the **white collar workers** are completely **in line with the general BESIX results and with the white collar scores of 2015**.
- The engagement scores of **the blue collars workers shifted from engaged employees to more disengaged employees** in comparison with 2015.

#### *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 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**.
- For the **blue collar workers** however there is also an **increase** in the relative number of **employees experiencing their work as dull** (low level of stress and low level of pleasure).

#### *Job satisfaction*

- Employees are still **satisfied to highly satisfied with their jobs** compared to 2015.
- **Compared to the benchmark**, BESIX has relatively **more satisfied employees** and less highly satisfied employees.
- For the **white collar workers** a positive trend can be noticed, resulting in relatively **more highly satisfied employees**. For the **blue collar workers** however, there is an **increase** in the relative number of **dissatisfied employees**.

#### *Net promotor score*

- Overall, BESIX employees are **very likely to promote BESIX as an organization to work for**, even slightly more than in 2015. This is mainly due to an **increase in active promotors** (61% versus 56%) and an **decrease in passive promotors** (33% versus 37%).
- **Compared to the benchmark**, BESIX has **more active promotors** and less passive promotors and detractors.
- Especially for the **blue collar workers**, there are relatively **more detractors** compared to the general BESIX results and the benchmark

### UNDESIRABLE BEHAVIOR

- Overall, there is a **relative decrease in the number of witnesses and victims** of undesirable behavior.
- Most of the employees that witness or feel victim of undesirable behavior experience **verbal abuse**.

## 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 8,21).

#### *Leadership styles*

- All 5 leaderships styles received a relatively good overall score.
- The **empowering leadership style** has the **highest overall score** (7,26), the **developmental leadership style** the **lowest** (6,29).

#### *HR satisfaction*

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

#### *Safety at work*

- The **best scoring** safety question is '**At my organization, we believe safety is everyone's responsibility**', 87% of all BESIX employees indicate that they agree.
- The **lowest scoring** safety question is '**Safety risks occur when I have to work together with external parties (other organizations, subcontractors, customers, etc.)**', 40% of all BESIX employees indicate that they (fully) agree with this statement.
- Looking at the BESIX employees who were witness and/or victim of a safety incident, **victims are less 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.

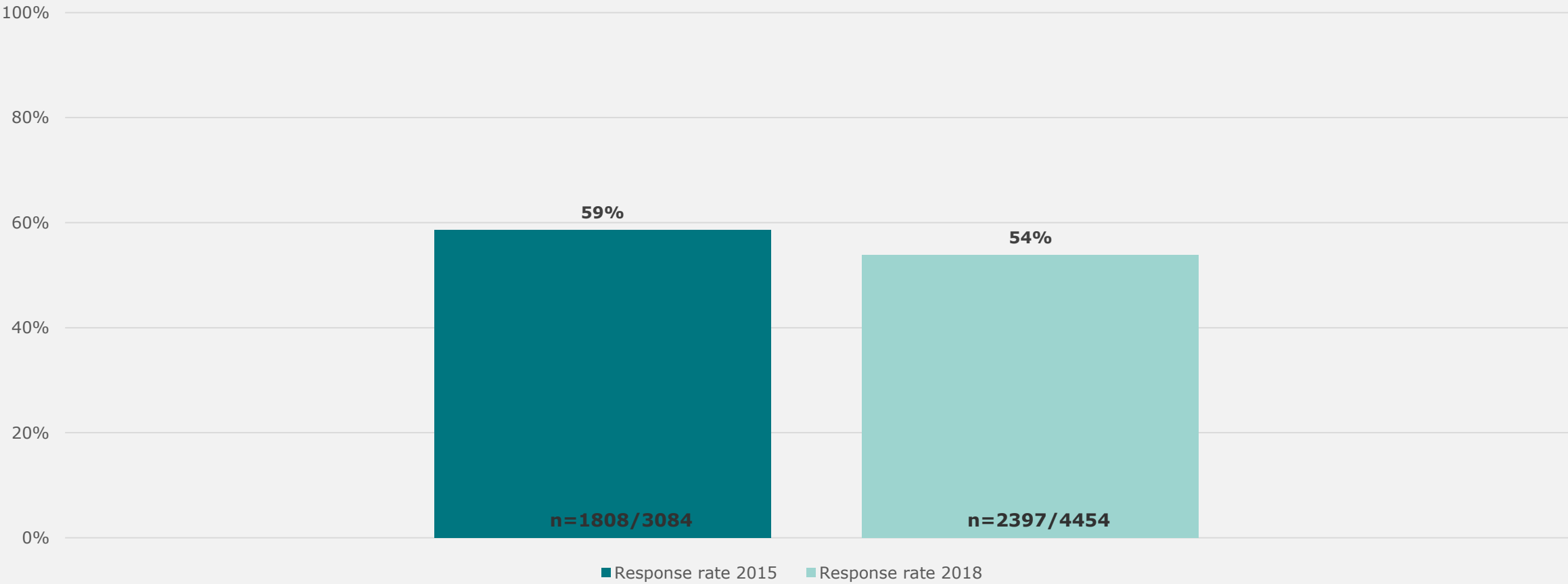
The remainder of the report displays the detailed results, concluding with advice on the next steps.

### **3. Response rate analysis**

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

# 3. Response rate analysis

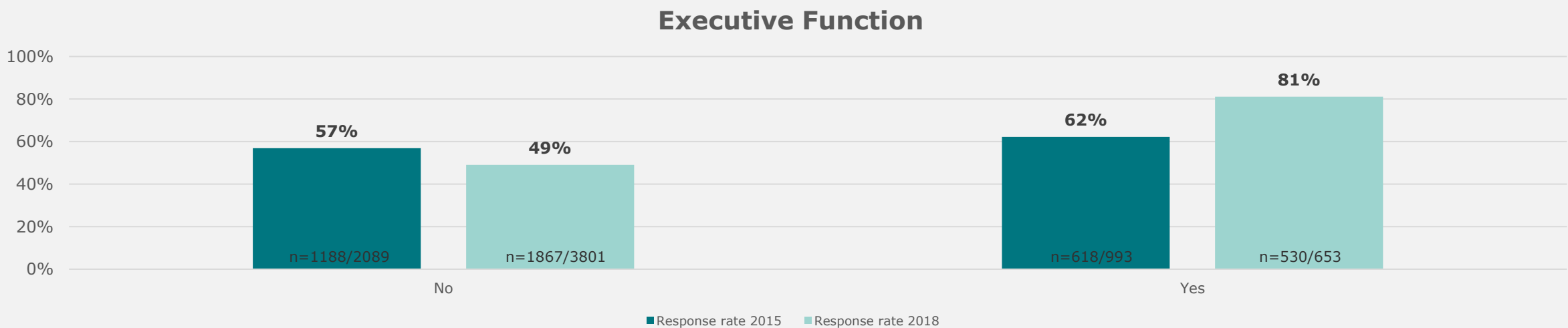
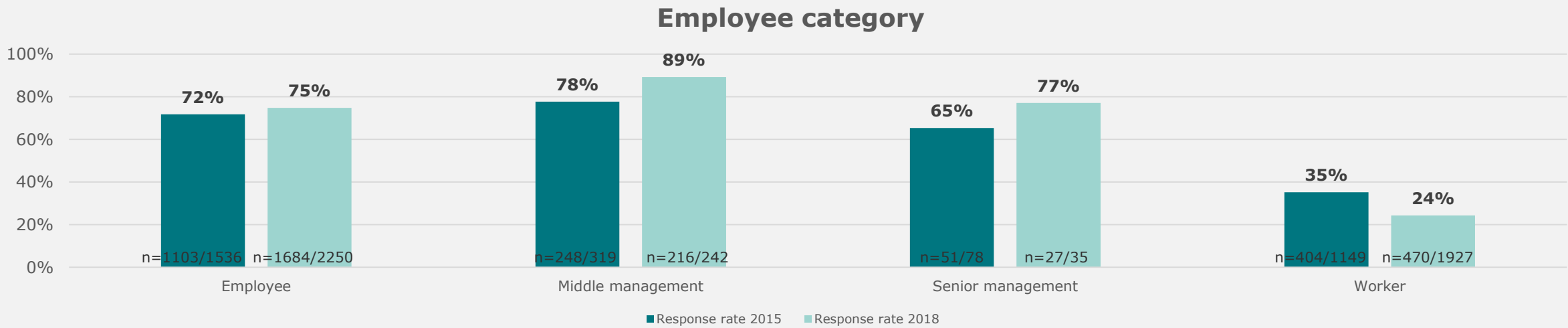
## General response rate of BESIX



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 by Employee Category and Executive Function



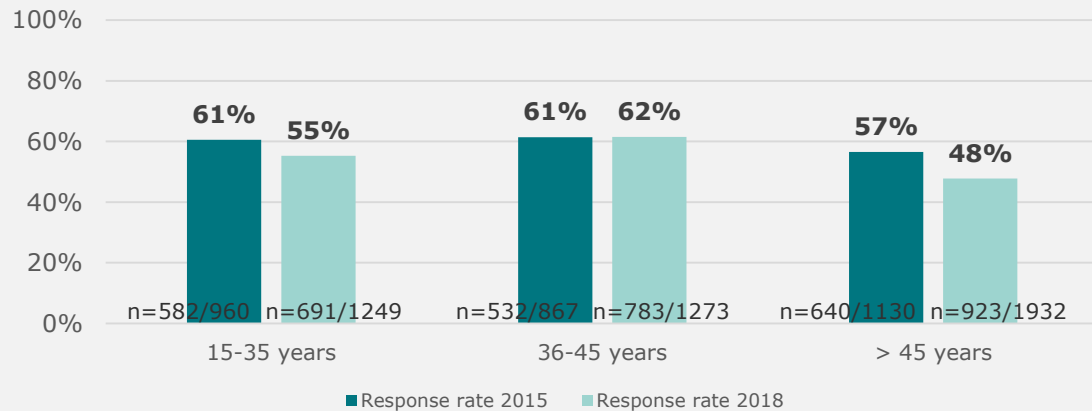
### 3. Response rate analysis

#### Response rate of BESIX by Gender, Age and Seniority

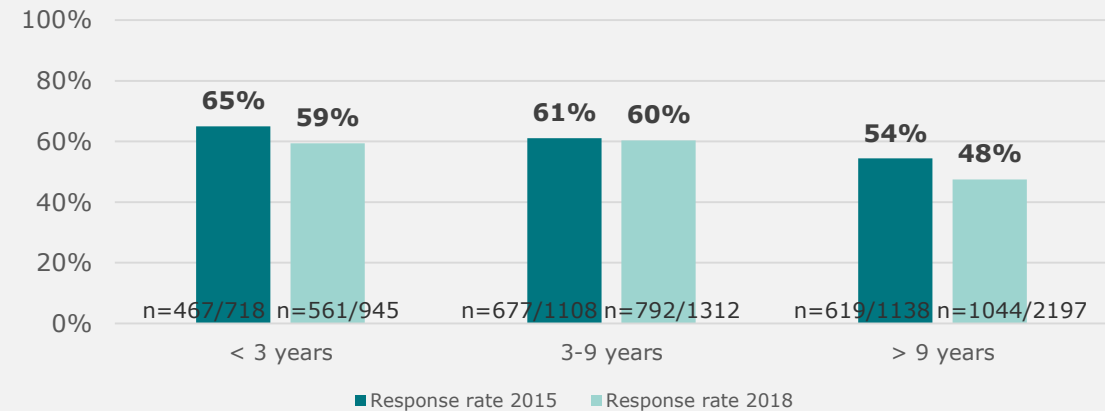
##### Gender



##### Age



##### Seniority



## 4. Summary of the results



## 4. Summary of the results

### BESIX total

Work characteristics		
	2015	2018
<b>Work content</b>	<b>6,49</b>	<b>6,51</b>
Job variety	6,43	6,44
Job autonomy	6,01	6,15
Learning opportunities	6,45	6,57
Participation	5,83	5,97
Role and task definition	7,23	7,02
Discussions and role conflicts*	2,40	2,46
Feedback and task information	5,82	5,89
<b>Working conditions</b>	<b>5,04</b>	<b>5,02</b>
Workload*	6,15	6,26
Physical load*	2,74	2,69
Mental load*	7,83	7,77
Emotional load*	3,13	3,19
<b>Terms of employment</b>	<b>5,58</b>	<b>5,88</b>
Remuneration	4,76	4,95
Job security	6,59	7,04
Career opportunities	5,35	5,64
<b>Working relations</b>	<b>6,48</b>	<b>6,57</b>
Communication	5,39	5,58
Relationship with colleagues	7,27	7,34
Relationship with direct supervisor	6,78	6,81
Relationship with employees	7,64	7,67

Work perceptions		
	2015	2018
<b>Engagement</b>	<b>6,91</b>	<b>6,92</b>
Work engagement	7,00	6,98
Organizational commitment	6,82	6,87
<b>Well-being</b>	<b>6,20</b>	<b>6,12</b>
Pleasure at work	7,20	7,11
Fatigue (work stress)*	4,64	4,73
Worrying about work*	4,95	4,95
Difficulties with work-family balance*	4,21	4,30
Burnout*	2,41	2,54
<b>Undesirable behavior 2018</b>	<b>Witness</b>	<b>Victim</b>
Physical abuse	1%	0%
Verbal abuse	18%	8%
Sexual harassment	1%	1%
Bullying	9%	5%
<i>(No comparison with 2015 as a zero tolerance principle is applied)</i>		
<b>Satisfaction</b>	<b>6,56</b>	<b>6,66</b>
Overall job satisfaction	7,00	7,08
Satisfaction with work content	6,94	7,07
Satisfaction with terms of employment	5,54	5,77
Satisfaction with working conditions	6,11	6,06
Satisfaction with working relations	7,64	7,75
<b>Attractiveness</b>	<b>7,12</b>	<b>7,27</b>
Attractiveness of the employer	7,25	7,41
Company culture and values	6,66	6,79
Intention to recommend	7,44	7,61

Results		
	2015	2018
<b>Performance</b>		
Going the extra mile for BESIX even if not asked for	7,62	7,54
<b>Retention</b>	<b>2015</b>	<b>2018</b>
Intention to stay working within BESIX	7,70	7,68

#### 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

## 4. Summary of the results BESIX employees

Work characteristics		
	2015	2018
<b>Work content</b>	<b>6,59</b>	<b>6,64</b>
Job variety	6,61	6,62
Job autonomy	6,32	6,4
Learning opportunities	6,43	6,62
Participation	6,06	6,22
Role and task definition	7,13	6,98
Discussions and role conflicts*	2,35	2,39
Feedback and task information	5,90	6,04
<b>Working conditions</b>	<b>5,15</b>	<b>5,17</b>
Workload*	6,33	6,36
Physical load*	1,95	1,92
Mental load*	7,87	7,79
Emotional load*	3,26	3,24
<b>Terms of employment</b>	<b>5,66</b>	<b>6,01</b>
Remuneration	4,66	5,03
Job security	6,82	7,17
Career opportunities	5,46	5,82
<b>Working relations</b>	<b>6,44</b>	<b>6,67</b>
Communication	5,34	5,71
Relationship with colleagues	7,23	7,4
Relationship with direct supervisor	6,75	6,88
Relationship with employees	7,71	7,79

Work perceptions		
	2015	2018
<b>Engagement</b>	<b>6,94</b>	<b>7,00</b>
Work engagement	7,00	7,04
Organizational commitment	6,86	6,96
<b>Well-being</b>	<b>6,09</b>	<b>6,07</b>
Pleasure at work	7,23	7,18
Fatigue (work stress)*	4,69	4,73
Worrying about work*	5,17	5,11
Difficulties with work-family balance*	4,49	4,46
Burnout*	2,45	2,51
<b>Undesirable behavior 2018</b>	<b>Witness</b>	<b>Victim</b>
Physical abuse	1%	0%
Verbal abuse	19%	8%
Sexual harassment	1%	1%
Bullying	9%	5%
<i>(No comparison with 2015 as a zero tolerance principle is applied)</i>		
<b>Satisfaction</b>	<b>6,60</b>	<b>6,76</b>
Overall job satisfaction	6,94	7,11
Satisfaction with work content	7,00	7,18
Satisfaction with terms of employment	5,57	5,89
Satisfaction with working conditions	6,06	6,06
Satisfaction with working relations	7,77	7,89
<b>Attractiveness</b>	<b>7,19</b>	<b>7,44</b>
Attractiveness of the employer	7,29	7,55
Company culture and values	7,53	7,81
Intention to recommend	6,74	6,96

Results		
	2015	2018
<b>Performance</b>		
Going the extra mile for BESIX even if not asked for	7,64	7,63
<b>Retention</b>	<b>2015</b>	<b>2018</b>
Intention to stay working within BESIX	7,57	7,68

### 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

## 4. Summary of the results BESIX workers

Work characteristics		
	2015	2018
<b>Work content</b>	<b>6,09</b>	<b>5,97</b>
Job variety	5,79	5,74
Job autonomy	4,89	5,09
Learning opportunities	6,55	6,34
Participation	4,99	4,91
Role and task definition	7,61	7,17
Discussions and role conflicts*	2,61	2,73
Feedback and task information	5,54	5,30
<b>Working conditions</b>	<b>4,66</b>	<b>4,42</b>
Workload*	5,53	5,86
Physical load*	5,46	5,85
Mental load*	7,69	7,68
Emotional load*	2,69	2,95
<b>Terms of employment</b>	<b>5,30</b>	<b>5,33</b>
Remuneration	5,10	4,61
Job security	5,78	6,50
Career opportunities	4,97	4,89
<b>Working relations</b>	<b>6,64</b>	<b>6,20</b>
Communication	5,55	5,04
Relationship with colleagues	7,41	7,06
Relationship with direct supervisor	6,87	6,51
Relationship with employees	7,30	7,00

Work perceptions		
	2015	2018
<b>Engagement</b>	<b>6,81</b>	<b>6,62</b>
Work engagement	7,00	6,76
Organizational commitment	6,68	6,48
<b>Well-being</b>	<b>6,59</b>	<b>6,30</b>
Pleasure at work	7,09	6,83
Fatigue (work stress)*	4,45	4,73
Worrying about work*	4,22	4,31
Difficulties with work-family balance*	3,24	3,64
Burnout*	2,24	2,64
<b>Undesirable behavior 2018</b>	<b>Witness</b>	<b>Victim</b>
Physical abuse	1%	0%
Verbal abuse	12%	9%
Sexual harassment	0%	0%
Bullying	10%	6%
<i>(No comparison with 2015 as a zero tolerance principle is applied)</i>		
<b>Satisfaction</b>	<b>6,39</b>	<b>6,28</b>
Overall job satisfaction	7,22	6,96
Satisfaction with work content	6,71	6,60
Satisfaction with terms of employment	5,45	5,27
Satisfaction with working conditions	6,27	6,08
Satisfaction with working relations	7,21	7,14
<b>Attractiveness</b>	<b>6,86</b>	<b>6,58</b>
Attractiveness of the employer	7,10	6,83
Company culture and values	7,15	6,79
Intention to recommend	6,35	6,13

Results		
	2015	2018
<b>Performance</b>		
Going the extra mile for BESIX even if not asked for	7,56	7,18
<b>Retention</b>	<b>2015</b>	<b>2018</b>
Intention to stay working within BESIX	8,15	7,66

### 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

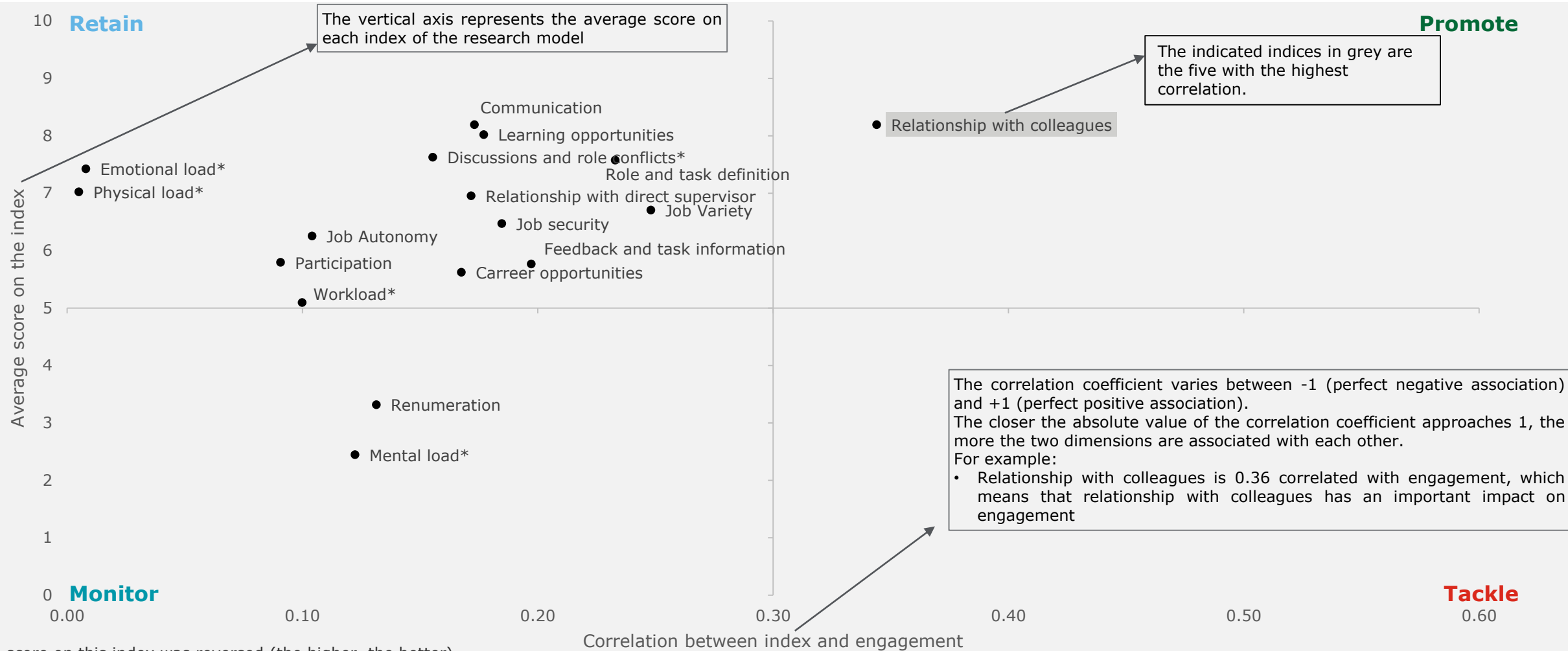
Mean score >4/10 and ≤5/10

Mean score >5/10

## 5. Impact analyses

# 5. Detailed results

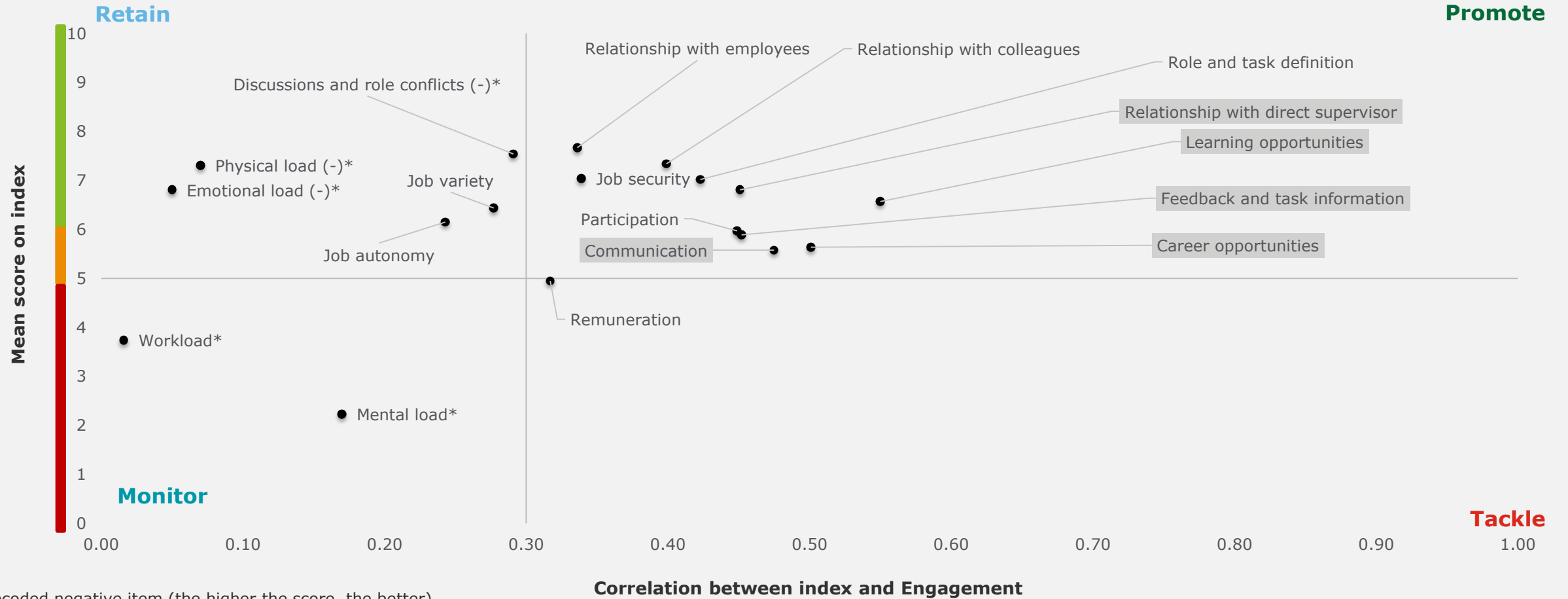
## Interpretation slide: impact analysis engagement



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

# 5. Impact analyses

## Engagement

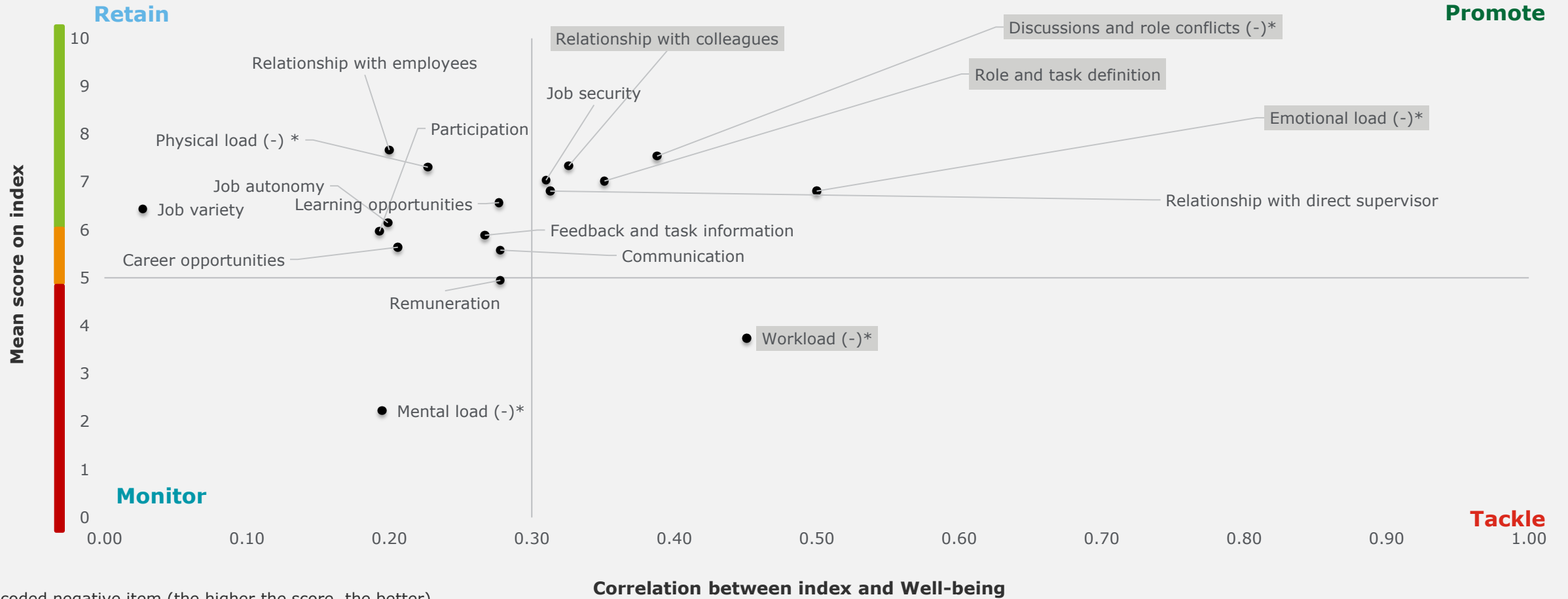


\*Recoded negative item (the higher the score, the better)

(-): negative correlation with dimension

# 5. Impact analyses

## Well-being

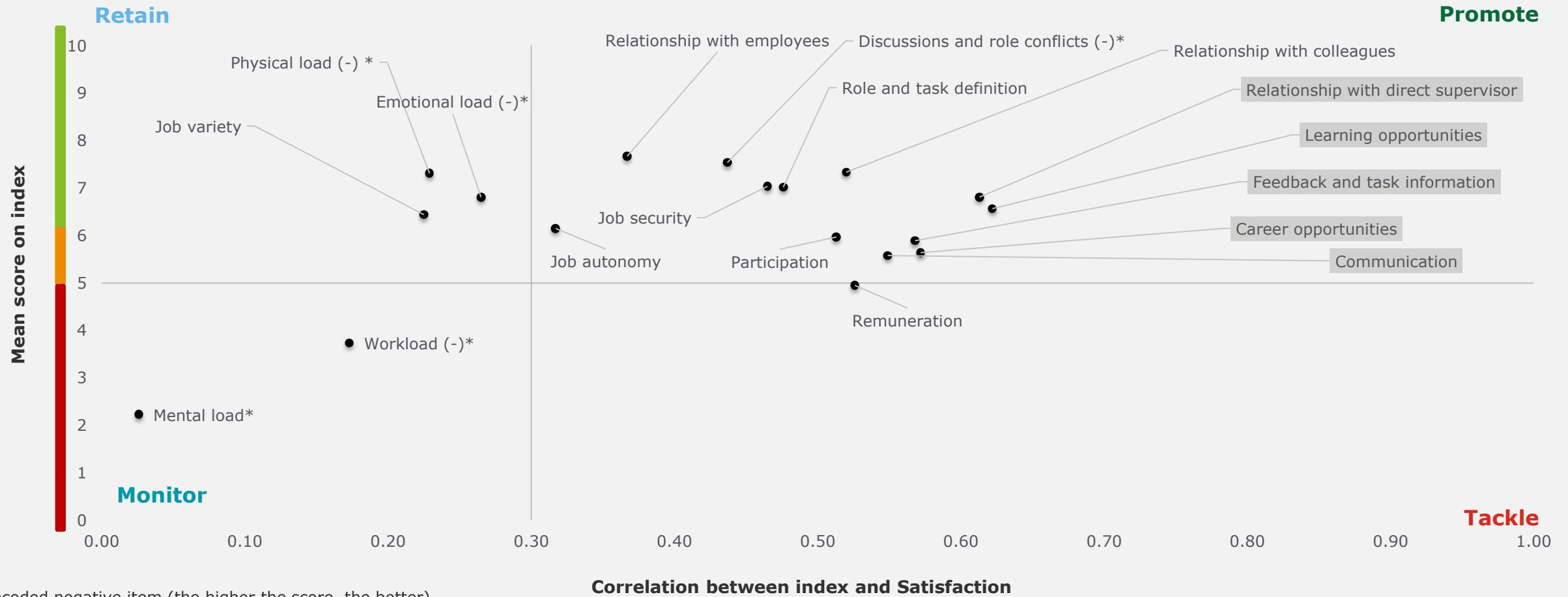


\*Recoded negative item (the higher the score, the better)

(-): negative correlation with dimension

# 5. Impact analyses

## Satisfaction



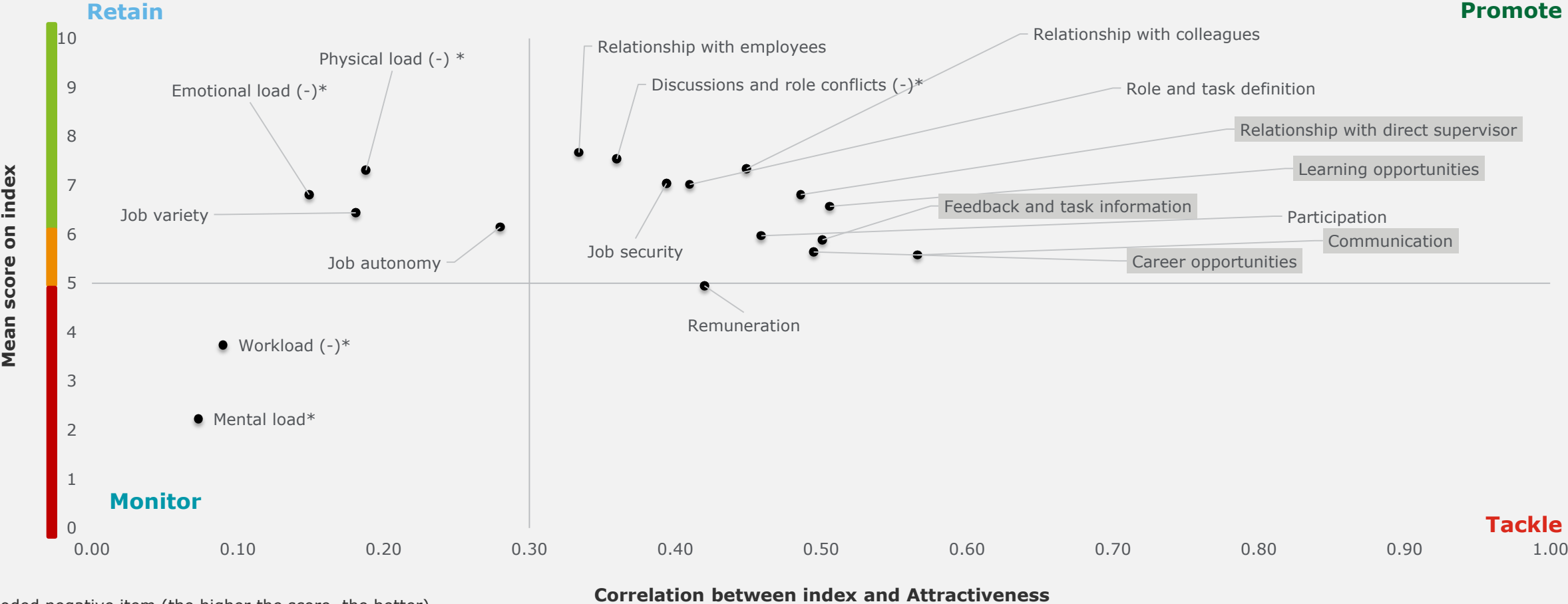
\*Recoded negative item (the higher the score, the better)

(-): negative correlation with dimension



# 5. Impact analyses

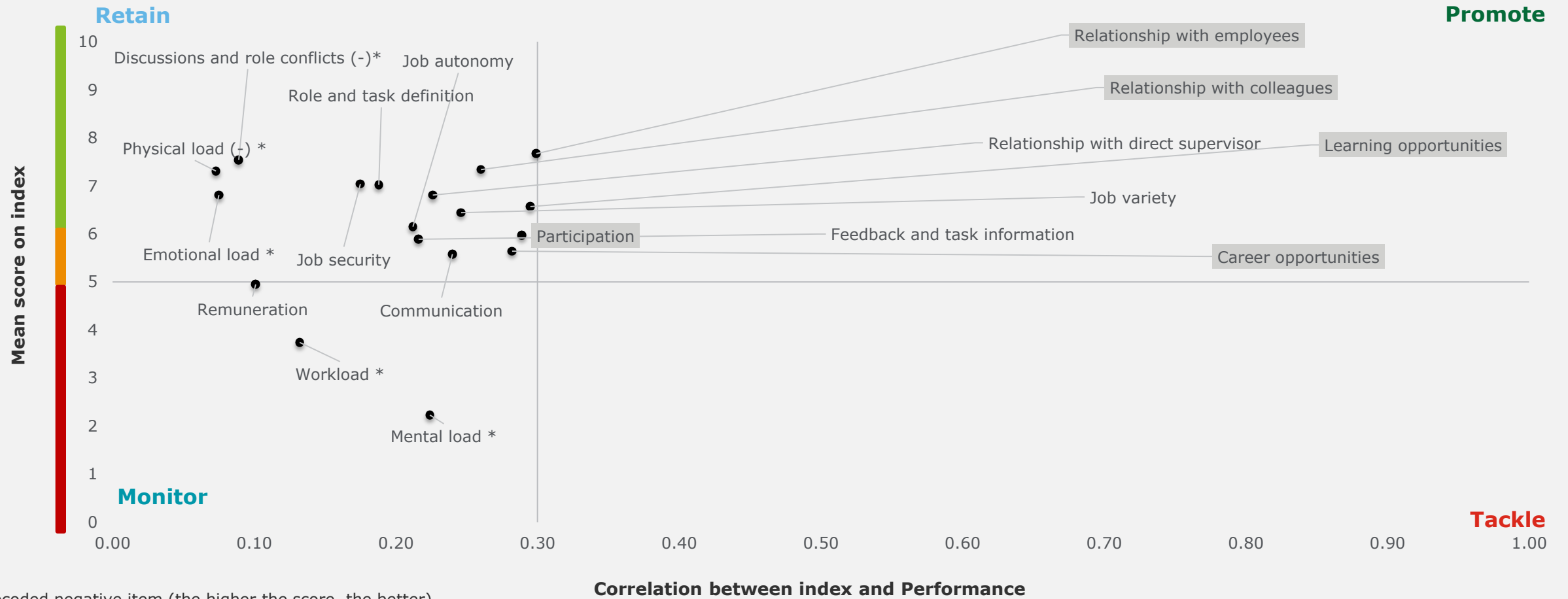
## Attractiveness



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

# 5. Impact analyses

## Performance

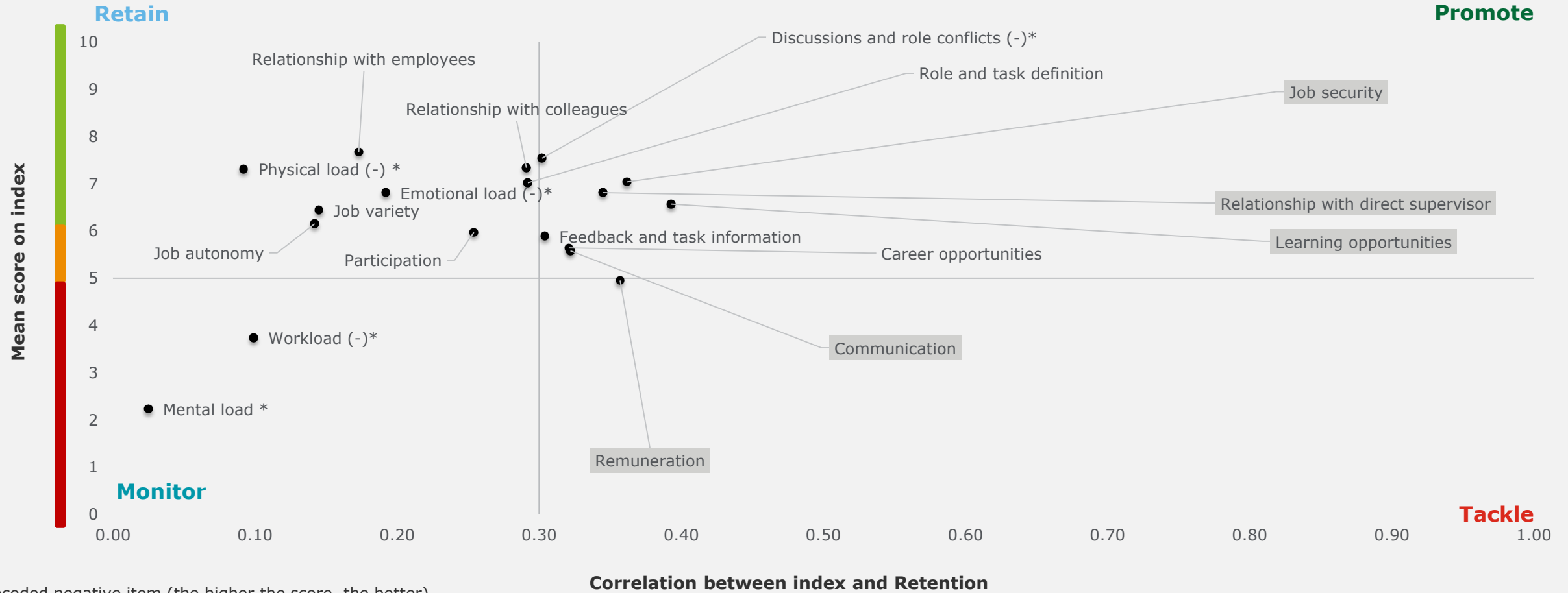


\*Recoded negative item (the higher the score, the better)

(-): negative correlation with dimension

# 5. Impact analyses

## Retention



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

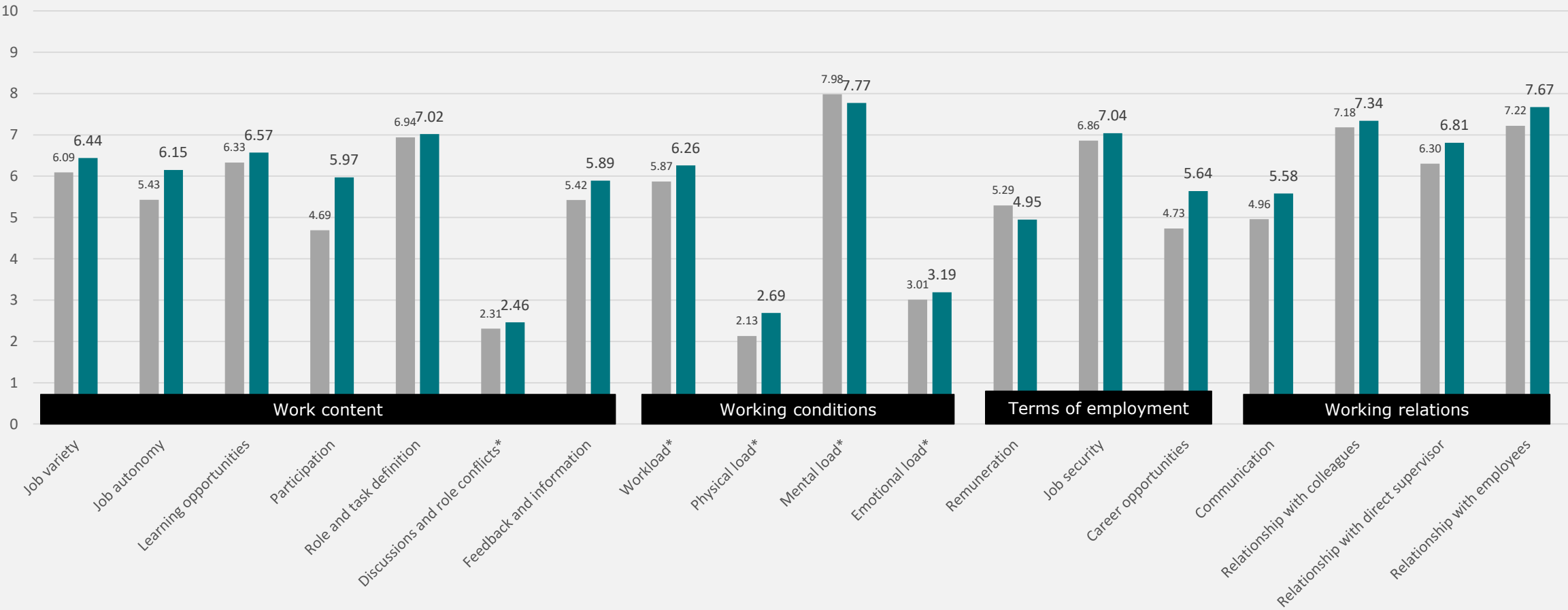
(-): negative correlation with dimension

## 6. 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

# 6. Detailed results

## Comparing the BESIX Group indices with the benchmark (1/2)

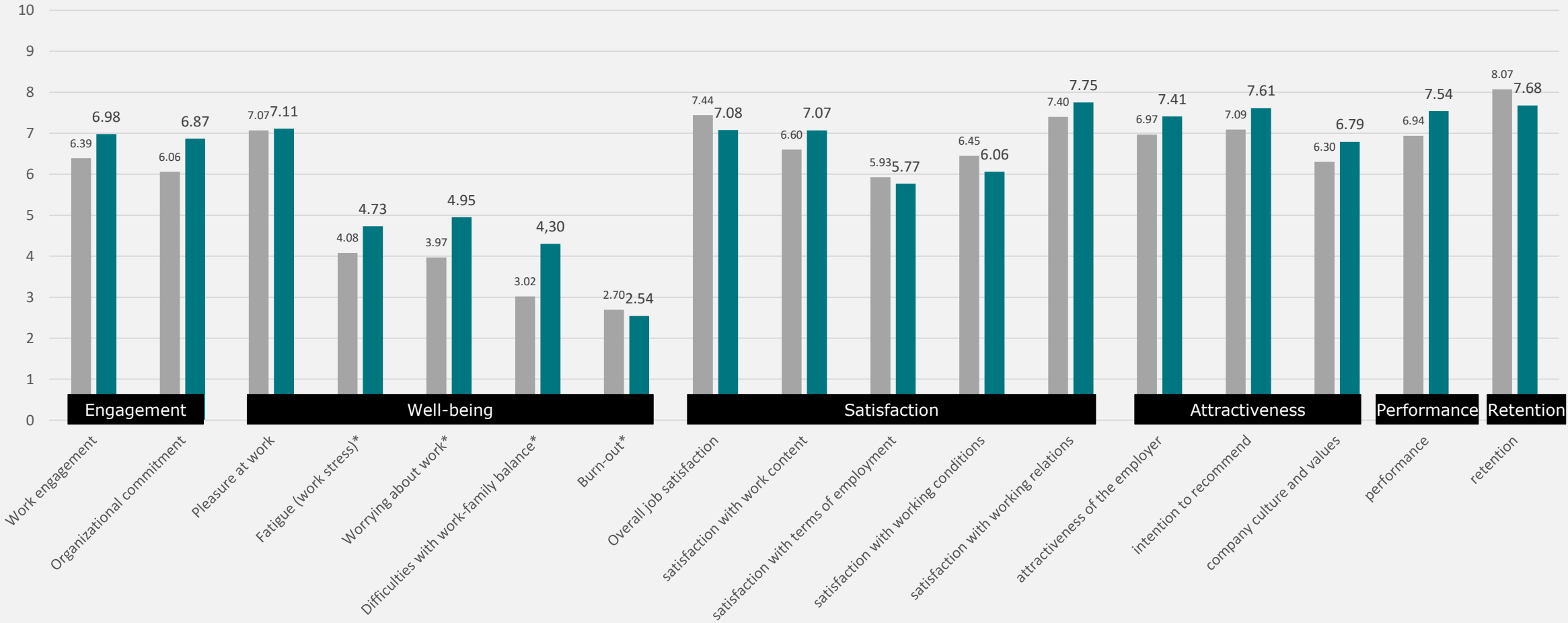


\*Negatively worded items: the lower the score, the better

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

# 6. Detailed results

## Comparing the BESIX Group indices with the benchmark (2/2)

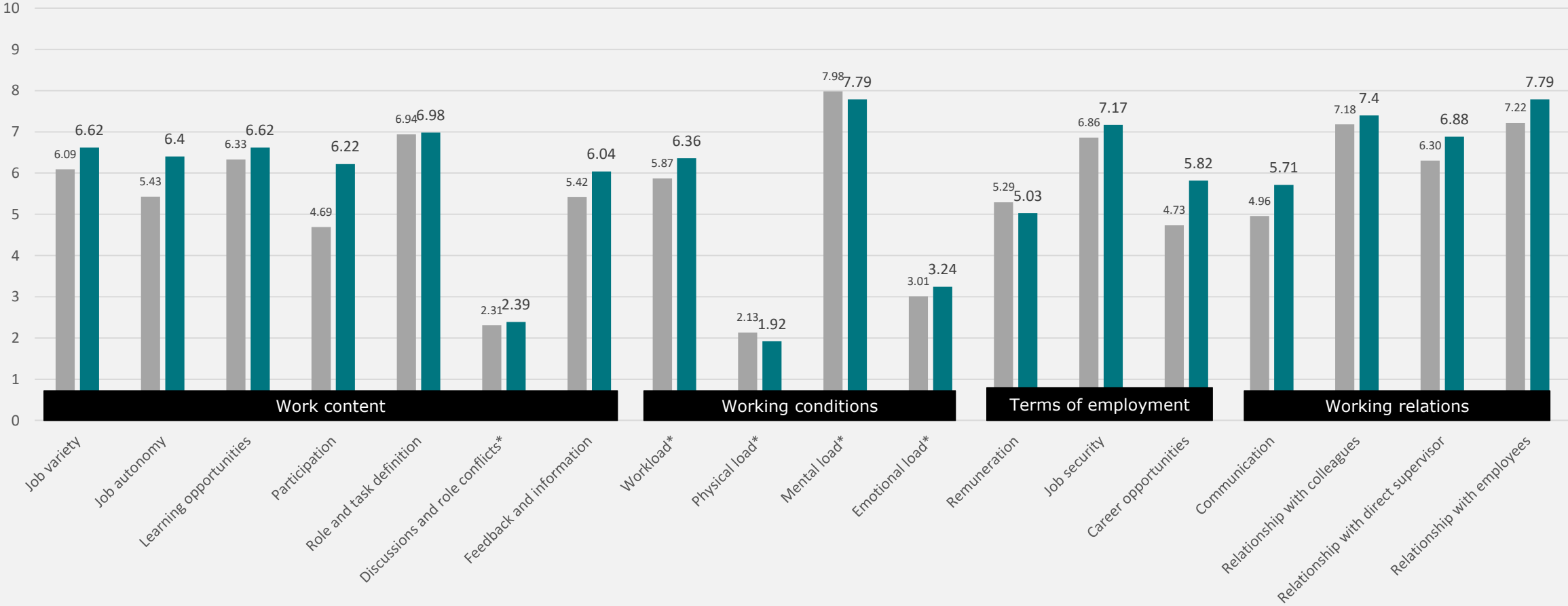


\*Negatively worded items: the lower the score, the better

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

# 6. Detailed results

## Comparing the BESIX employees indices with the benchmark (1/2)

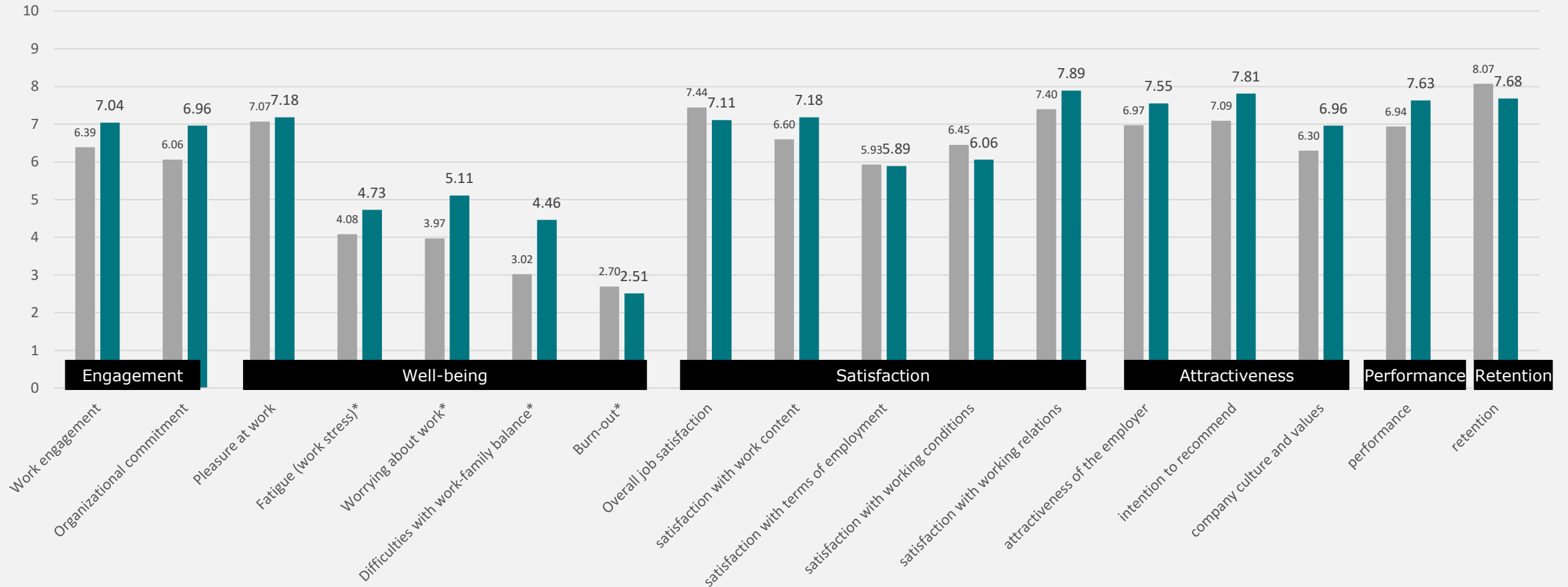


\*Negatively worded items: the lower the score, the better

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

## 6. Detailed results

### Comparing the BESIX employees indices with the benchmark (2/2)



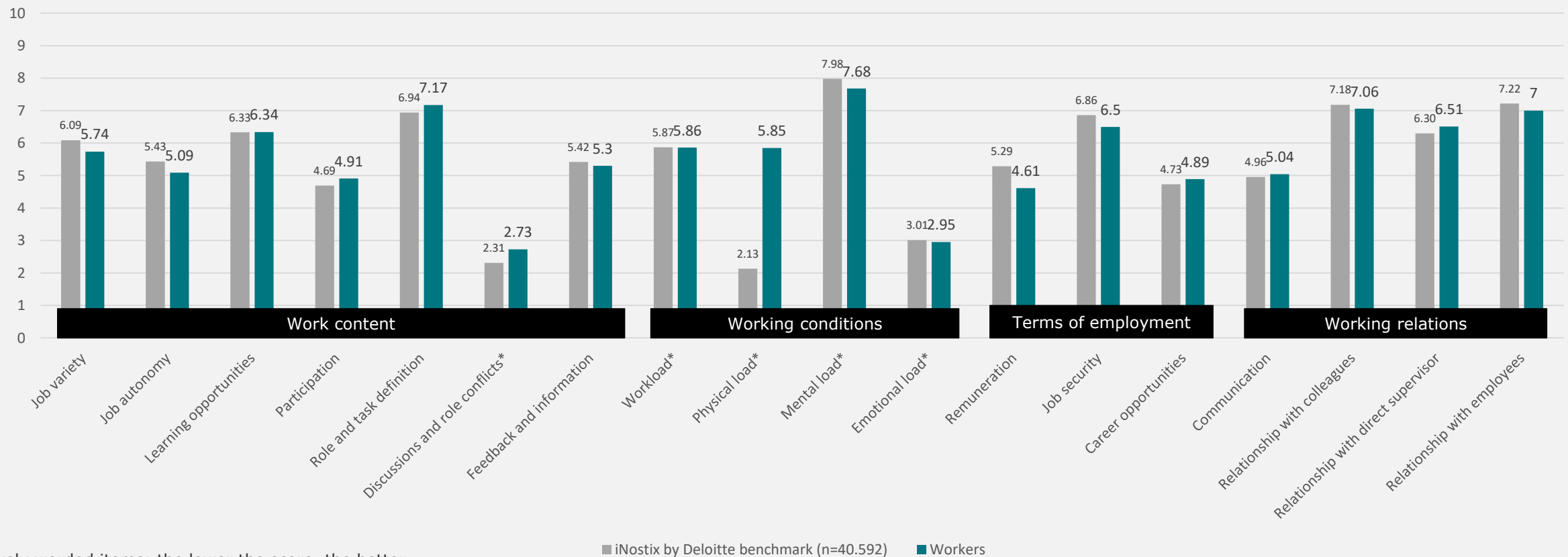
\*Negatively worded items: the lower the score, the better

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



## 6. Detailed results

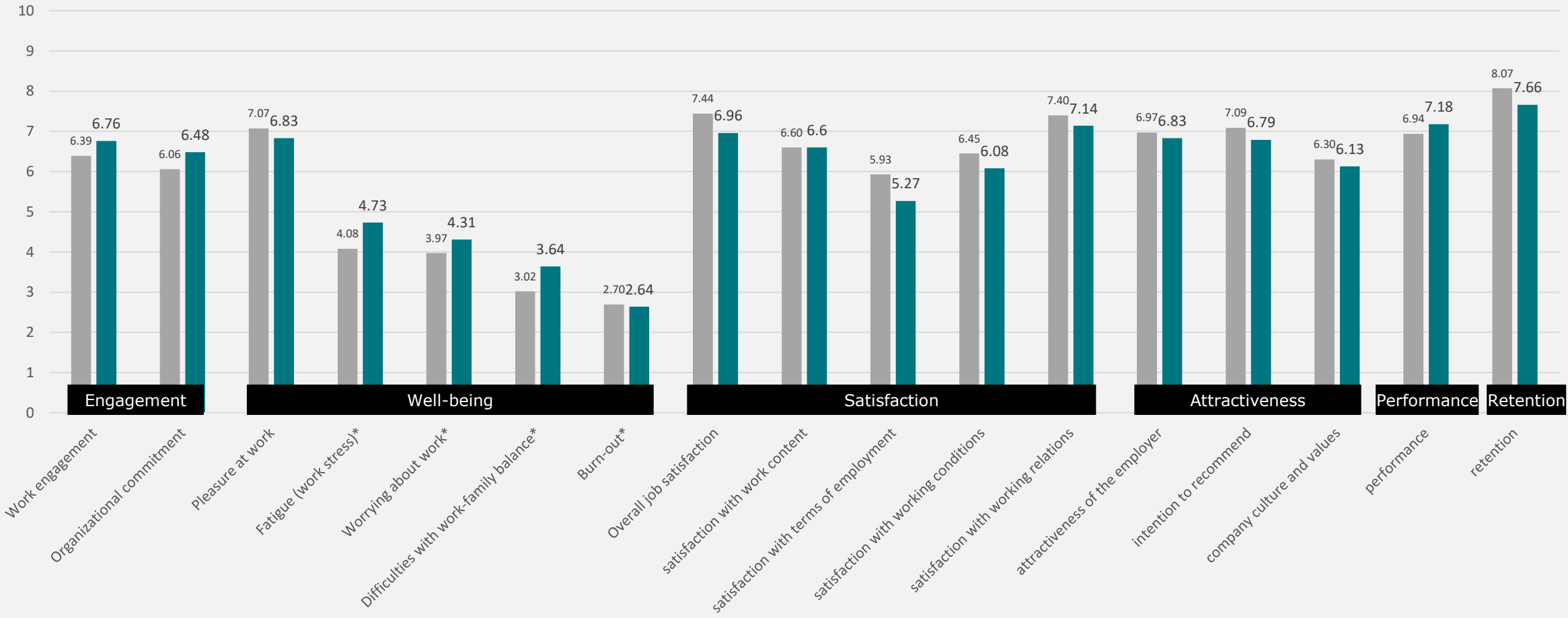
### Comparing the BESIX workers indices with the benchmark (1/2)



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

# 6. Detailed results

## Comparing the BESIX workers indices with the benchmark (2/2)

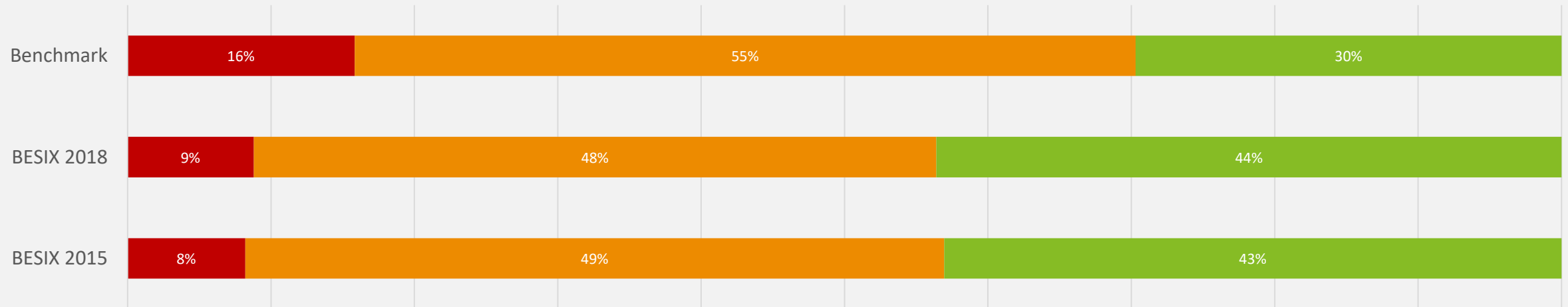


\*Negatively worded items: the lower the score, the better

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

## 6. Detailed results

### Engagement analysis (1/2)



**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

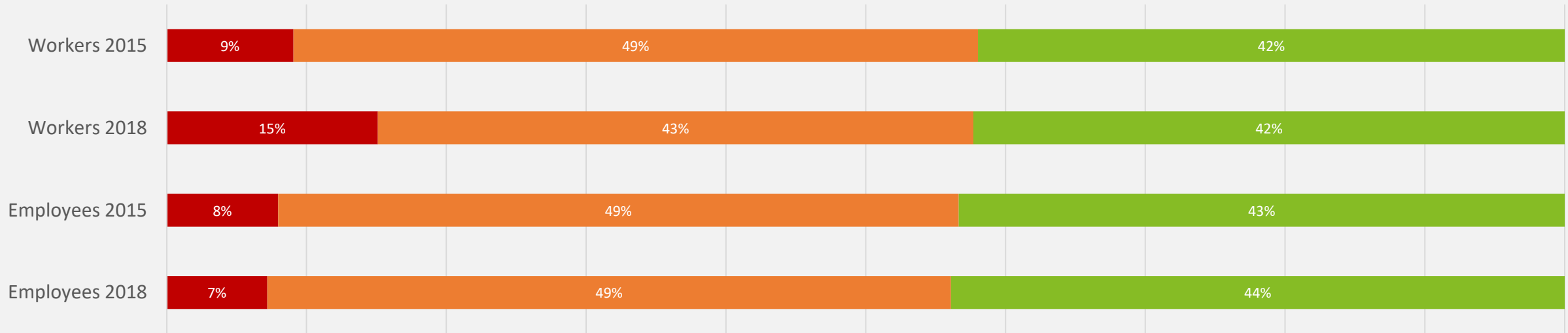
**Highly engaged (>7,5/10)**  
*High level of engagement*

- 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

### Engagement analysis (2/2)



**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

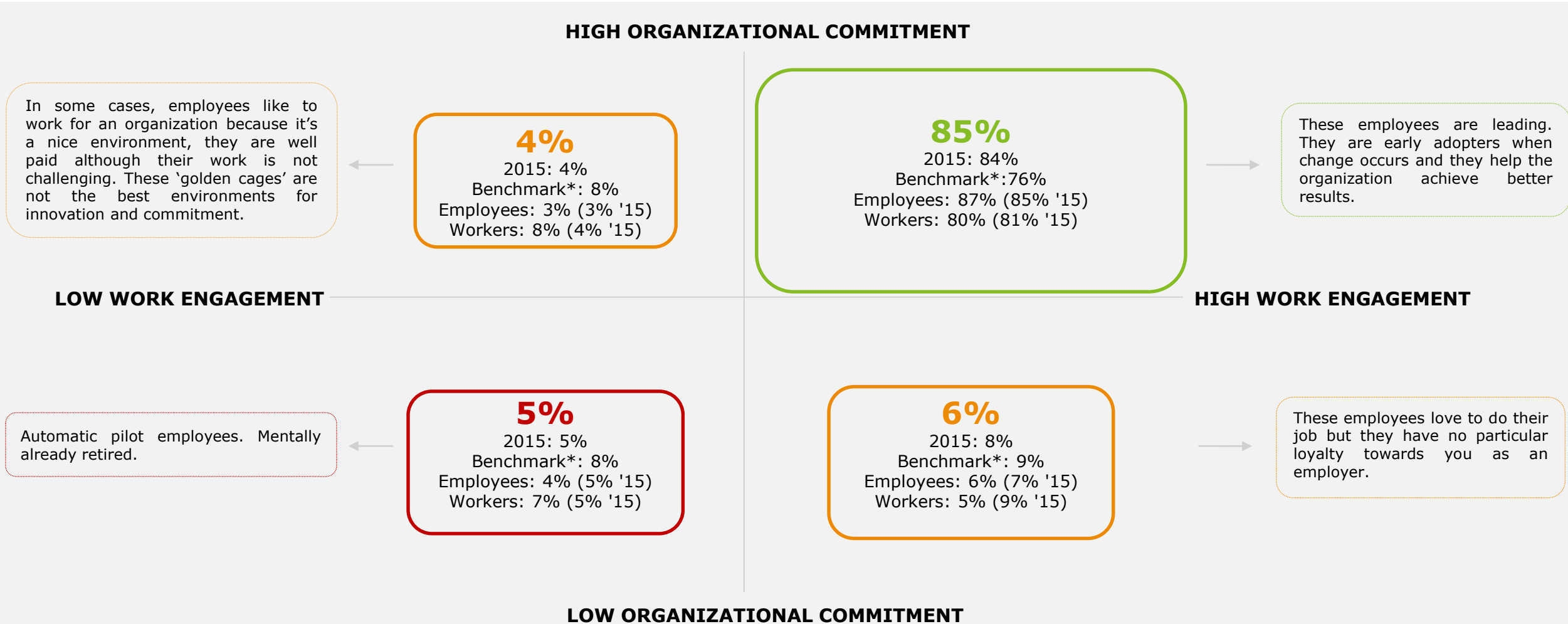
**Highly engaged (>7,5/10)**  
*High level of engagement*

- 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

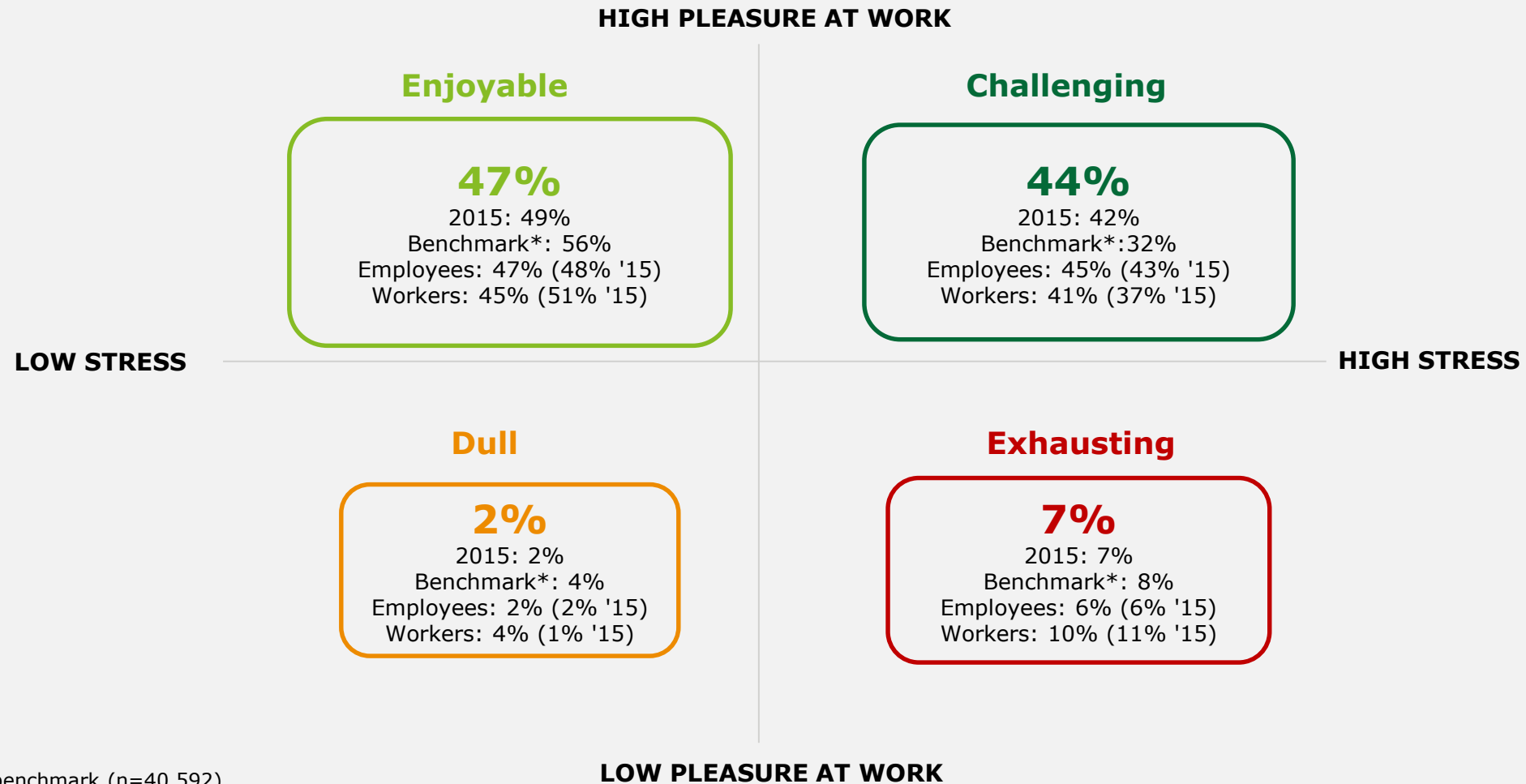
## Analysis of commitment



\*iNostix by Deloitte benchmark (n=40.592)

## 6. Detailed results

### Analysis of commitment

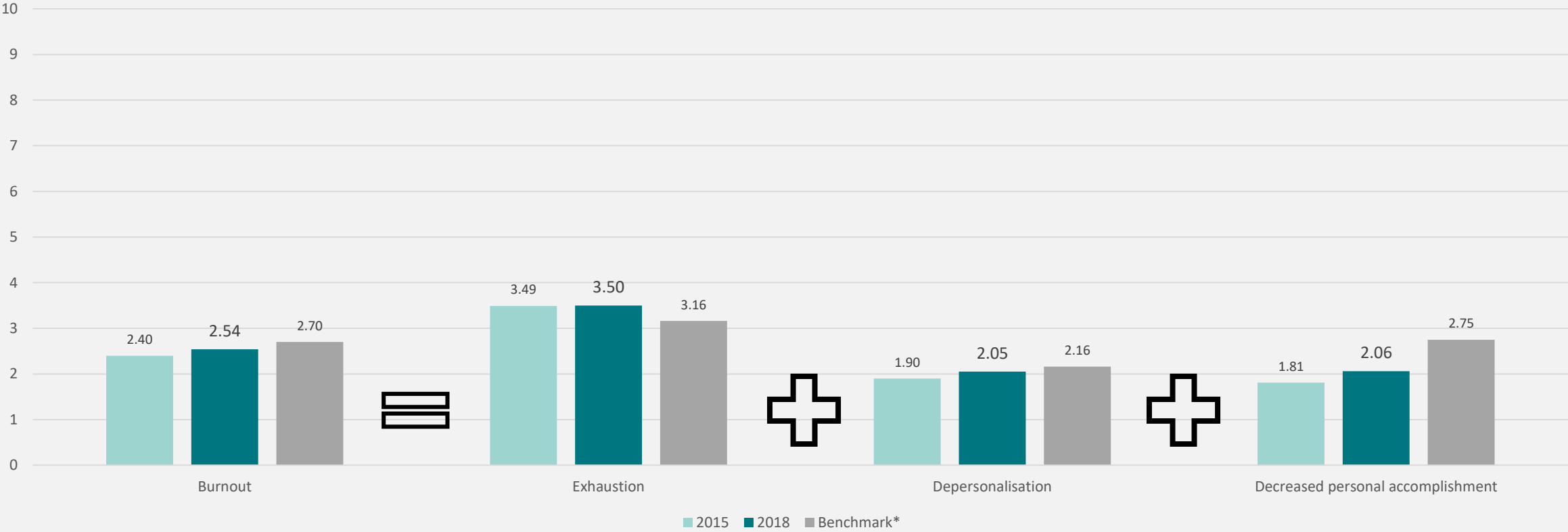


\*iNostix by Deloitte benchmark (n=40.592)

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 (1/2)

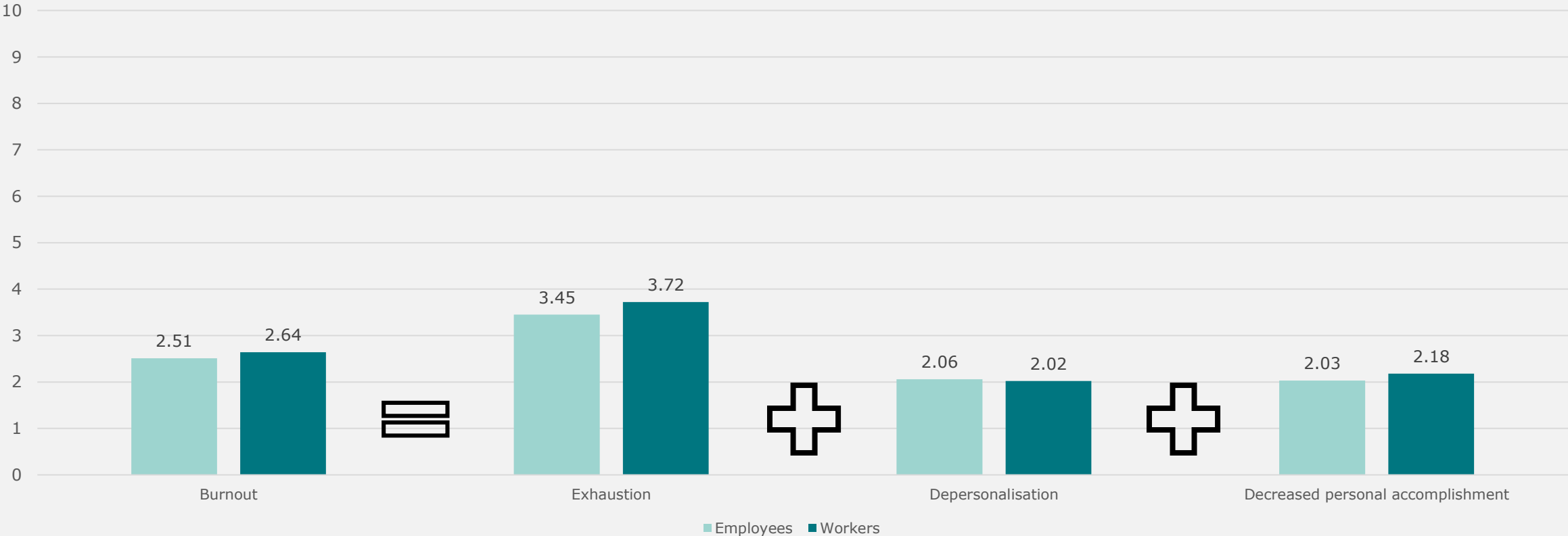


*The higher the scores, the higher the risk of burnout*  
 $Burnout = (exhaustion + depersonalisation + personal\ accomplishment) / 3$

\*iNostix by Deloitte benchmark (n=40.592)

# 6. Detailed results

## Burnout (2/2)

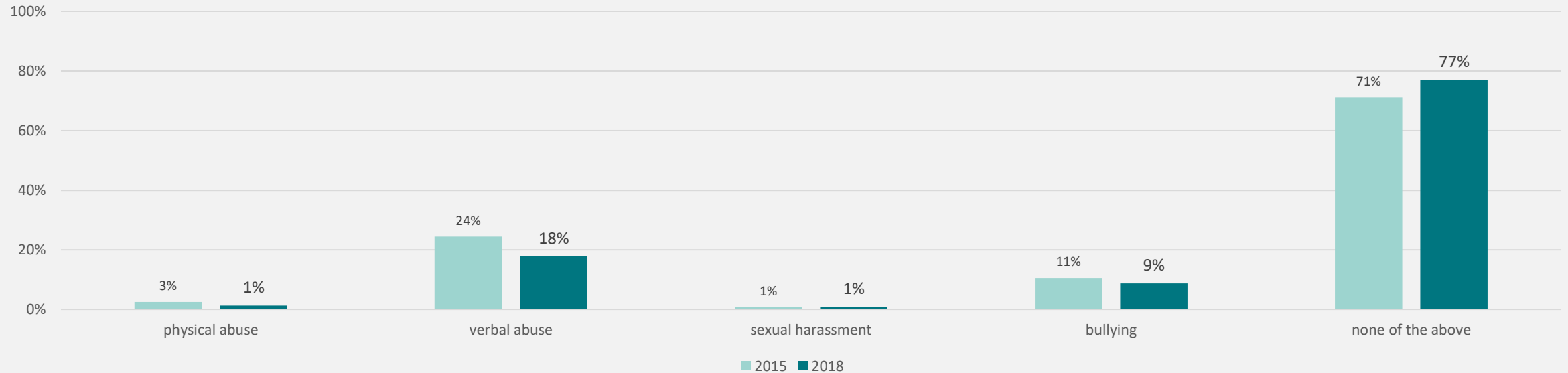


*The higher the scores, the higher the risk of burnout*  
*Burnout = (exhaustion + depersonalisation + personal accomplishment)/3*



## 6. Detailed results

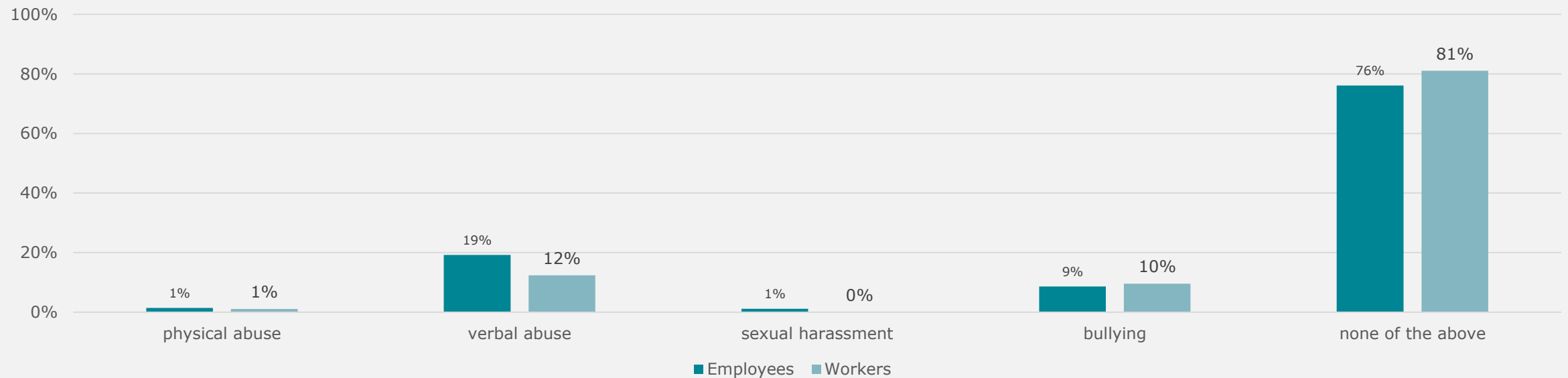
### Undesirable behaviour: witness (1/2)



Undesirable behavior	Witness 2015			Witness 2018		
	n	%	of which internal	n	%	of which internal
physical abuse	42	3%	34%	32	1%	69%
verbal abuse	410	24%	54%	428	18%	55%
sexual harassment	12	1%	47%	22	1%	41%
bullying	178	11%	67%	211	9%	38%
none of the above	1195	71%	N/A	1847	77%	N/A

## 6. Detailed results

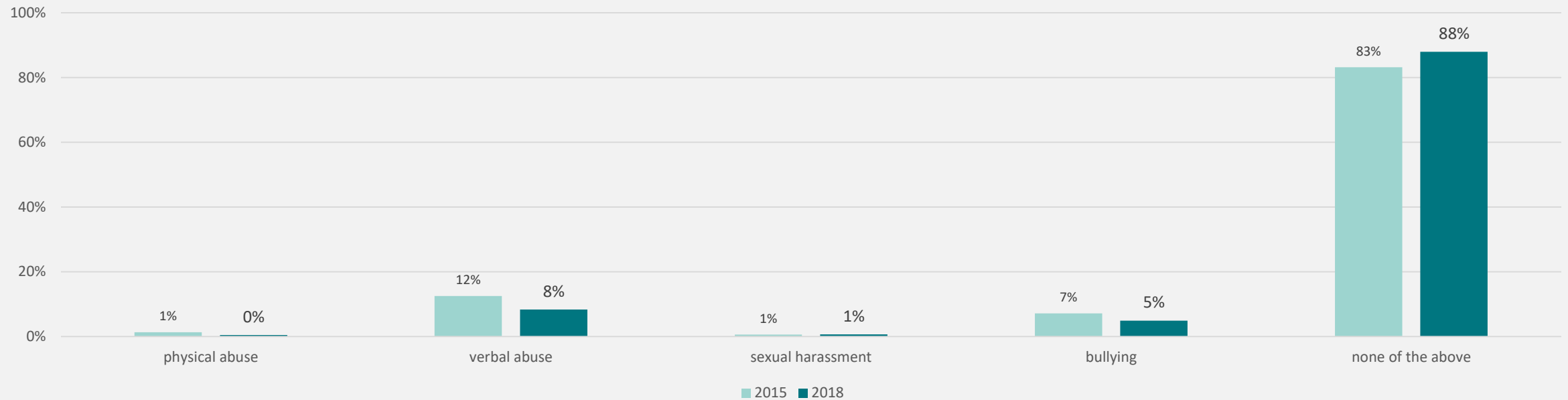
### Undesirable behaviour: witness (2/2)



Witness undesirable behavior 2018	Employees			Workers		
	n	%	of which internal	n	%	of which internal
physical abuse	27	1%	74%	5	1%	40%
verbal abuse	370	19%	58%	58	12%	40%
sexual harassment	22	1%	41%	0	0%	N/A
bullying	166	9%	42%	45	10%	24%
none of the above	1466	76%	N/A	381	81%	N/A

## 6. Detailed results

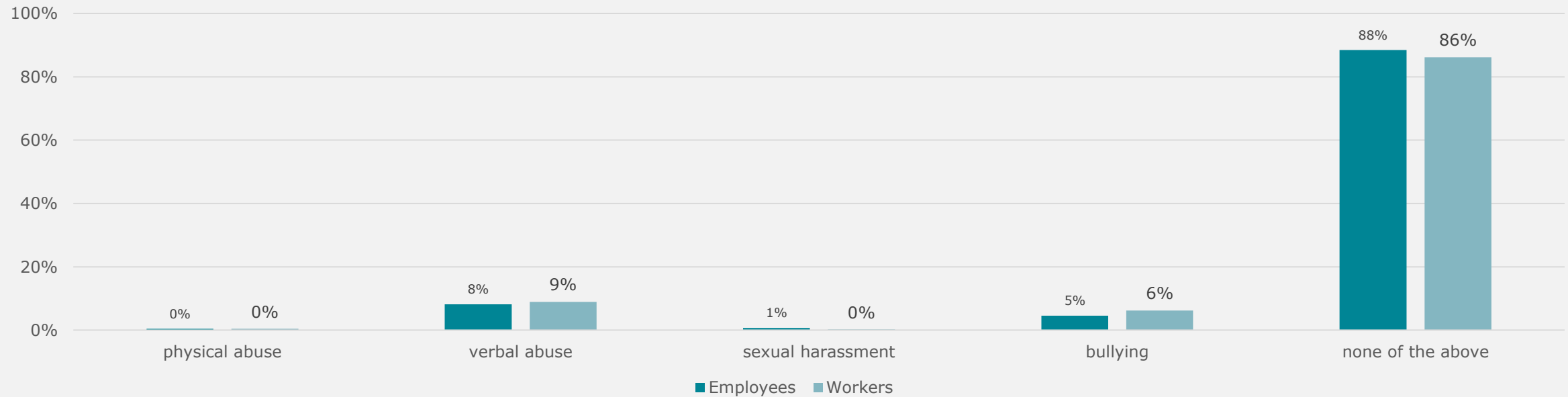
### Undesirable behaviour: victim (1/2)



Undesirable behavior	Victim 2015			Victim 2018		
	n	%	of which internal	n	%	of which internal
physical abuse	22	1%	22%	11	0%	45%
verbal abuse	209	12%	48%	200	8%	55%
sexual harassment	9	1%	43%	15	1%	20%
bullying	119	7%	69%	117	5%	38%
none of the above	1395	83%	N/A	2109	88%	N/A

## 6. Detailed results

### Undesirable behaviour: victim (2/2)

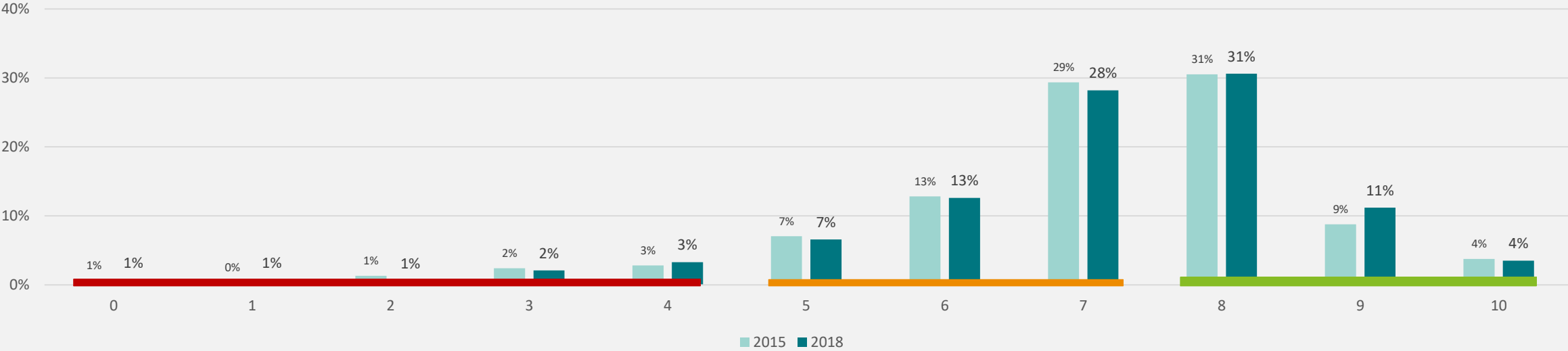


Witness undesirable behavior 2018	Employees			Workers		
	n	%	of which internal	n	%	of which internal
physical abuse	9	0%	44%	2	0%	50%
verbal abuse	158	8%	56%	42	9%	48%
sexual harassment	14	1%	21%	1	0%	0%
bullying	88	5%	43%	29	6%	24%
none of the above	1704	88%	N/A	405	86%	N/A

# 6. Detailed results

## Overall job satisfaction

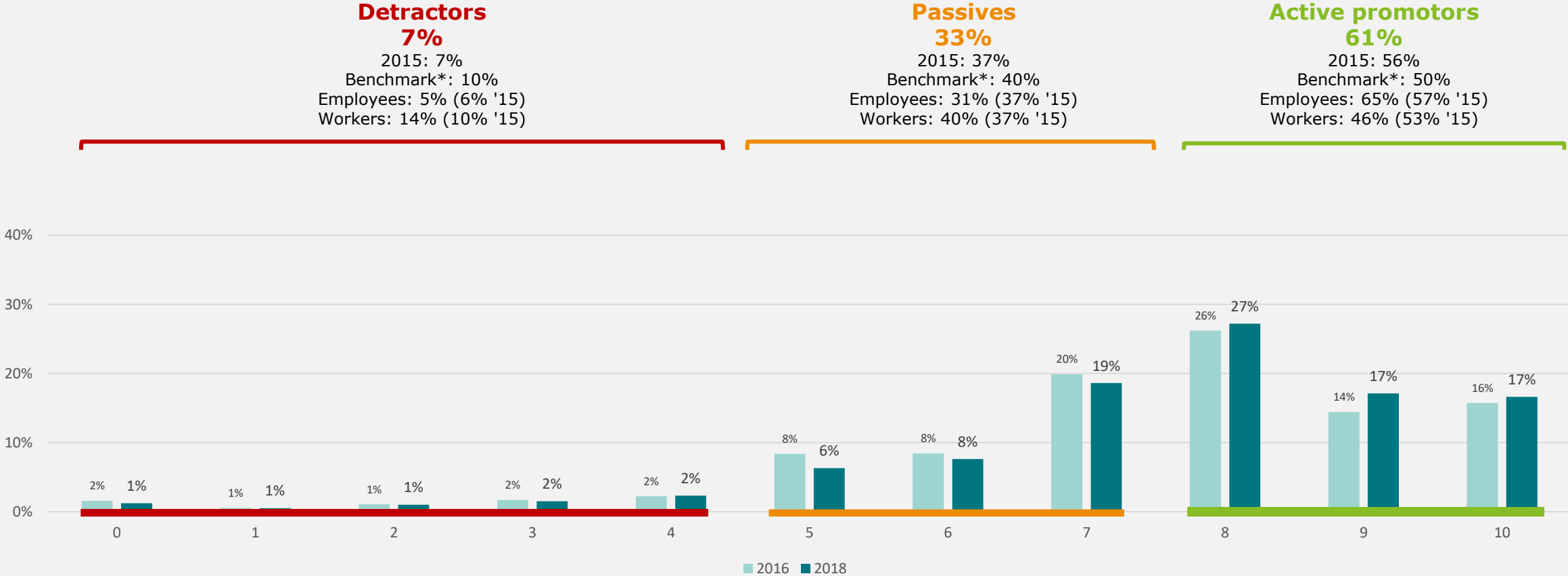
<p><b>Dissatisfied</b>  <b>7%</b>                  2015: 8%                  Benchmark*: 6%                  Employees: 7% (9% '15)                  Workers: 9% (5% '15)</p>	<p><b>Satisfied</b>  <b>47%</b>                  2015: 49%                  Benchmark*: 37%                  Employees: 48% (50% '15)                  Workers: 46% (47% '15)</p>	<p><b>Very satisfied</b>  <b>45%</b>                  2015: 43%                  Benchmark*: 57%                  Employees: 45% (42% '15)                  Workers: 46% (48% '15)</p>
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\*iNostix by Deloitte benchmark (n=40.592)

# 6. Detailed results

## Intention to recommend

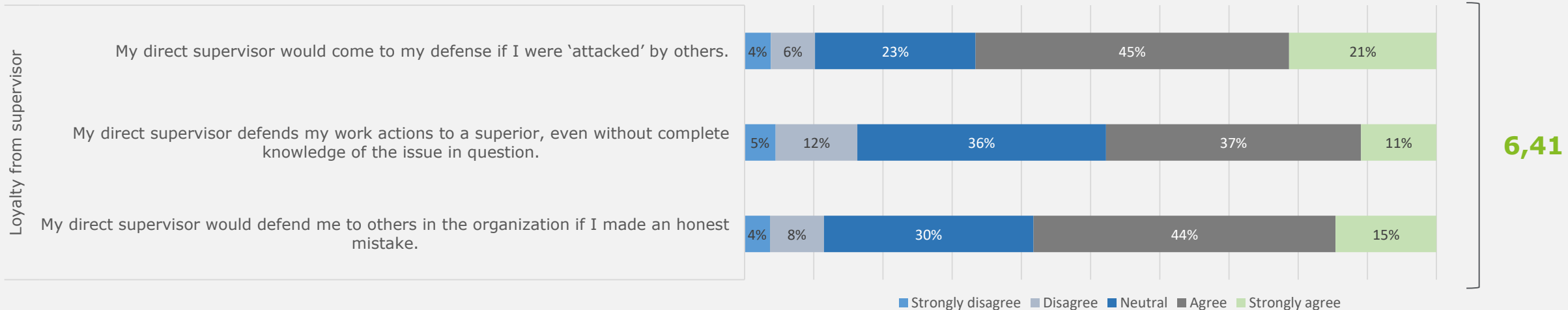
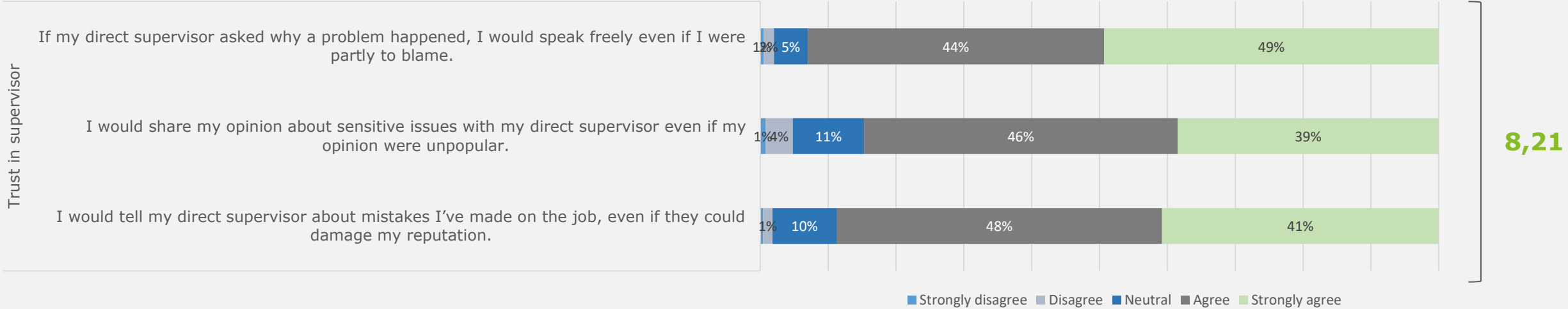


\*iNostix by Deloitte benchmark (n=40.592)

## 7. Extra modules

# 7. Extra questions

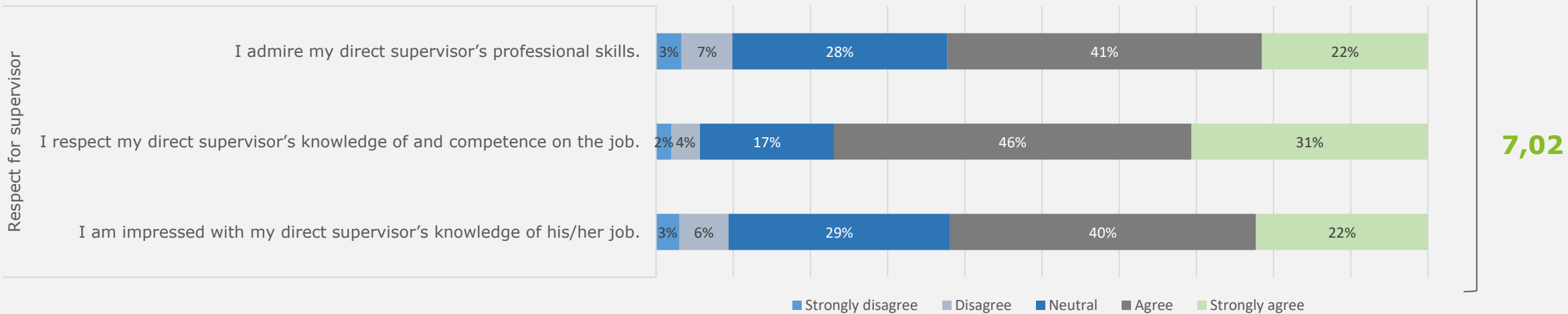
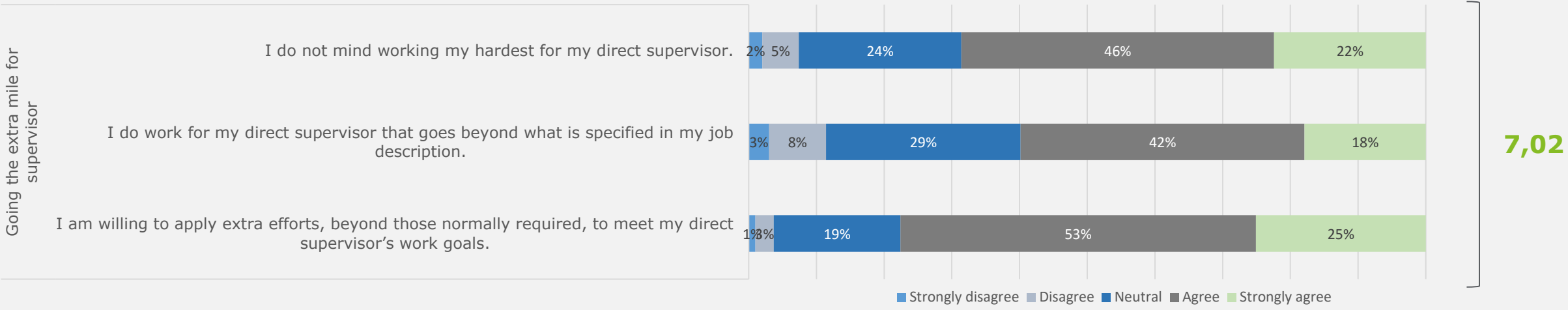
## Leadership questions (1/3)





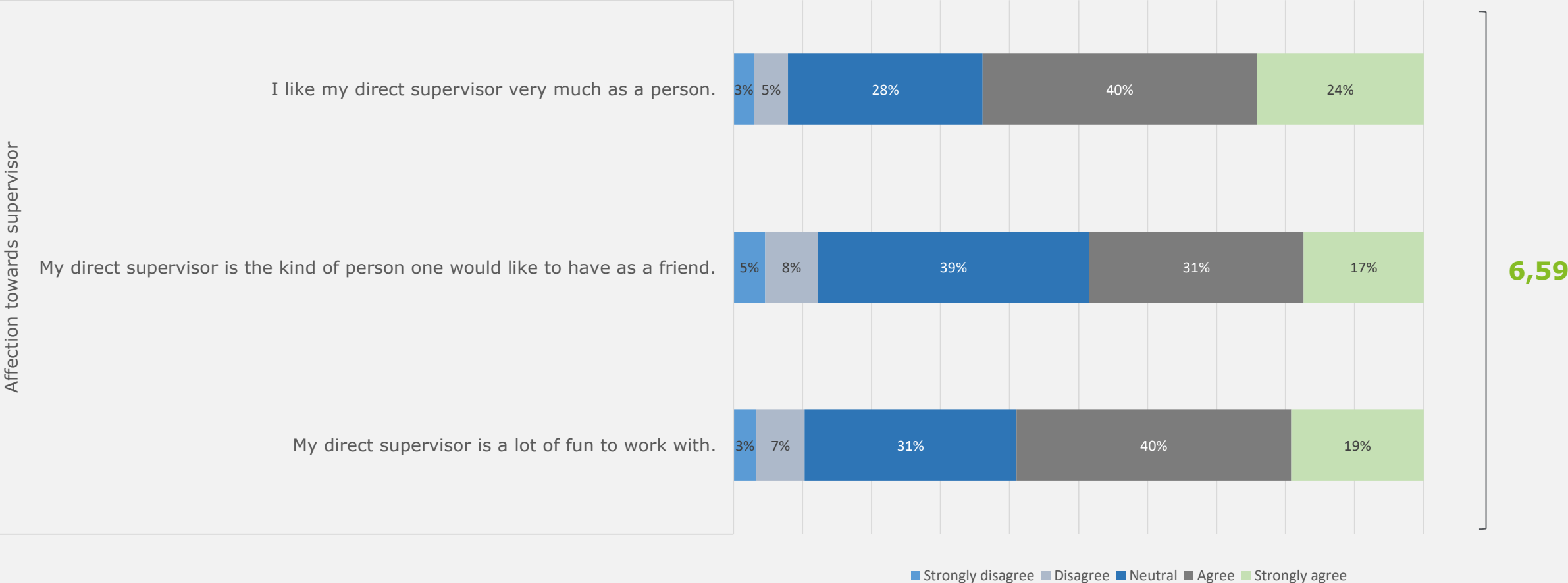
# 7. Extra questions

## Leadership questions (2/3)



# 7. Extra questions

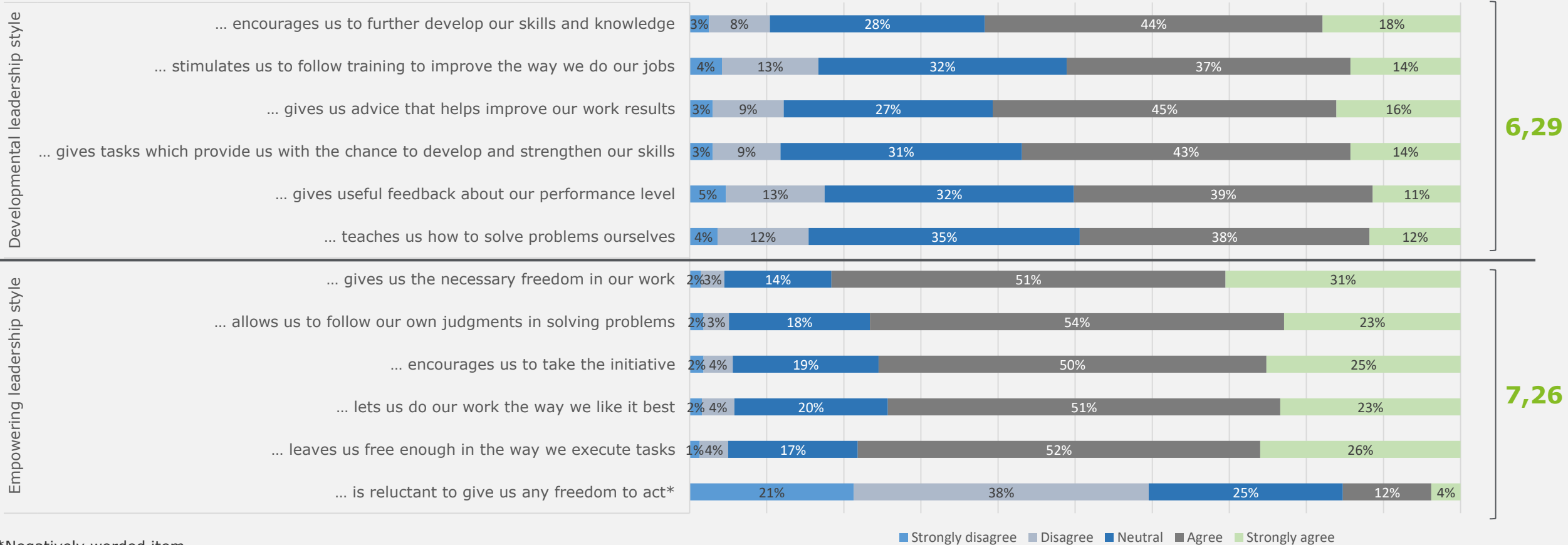
## Leadership questions (3/3)



# 7. Extra questions

## Leadership style (1/2)

My direct supervisor...

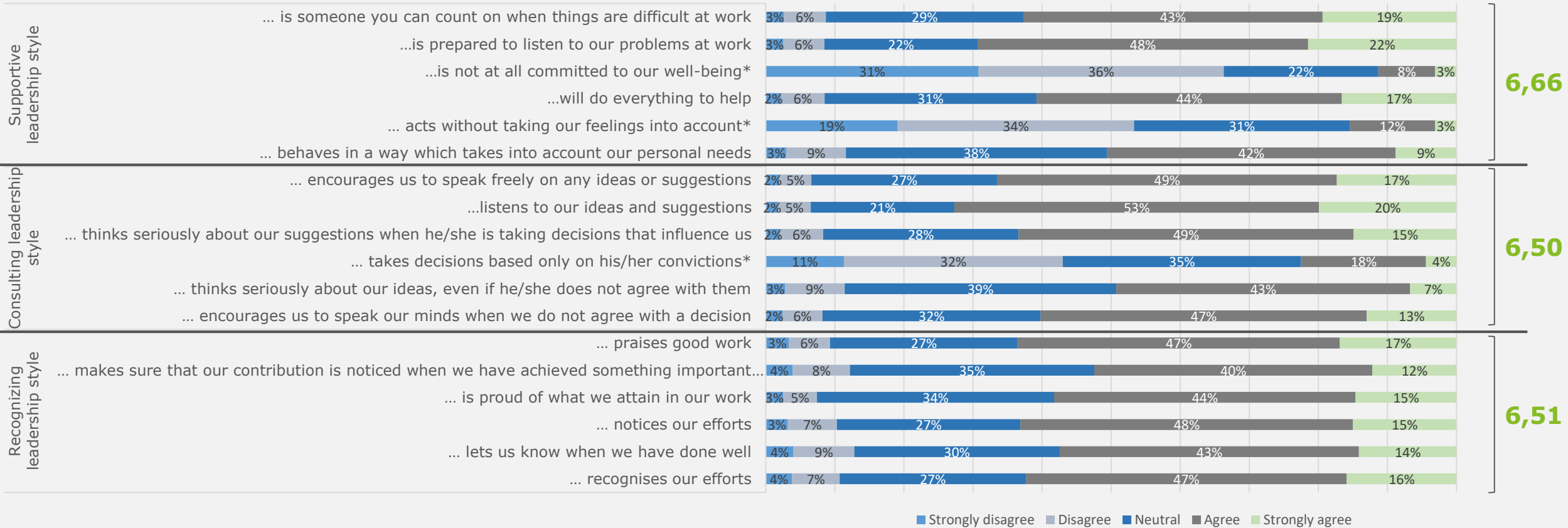


\*Negatively worded item

# 7. Extra questions

## Leadership style (2/2)

My direct supervisor...



6,66

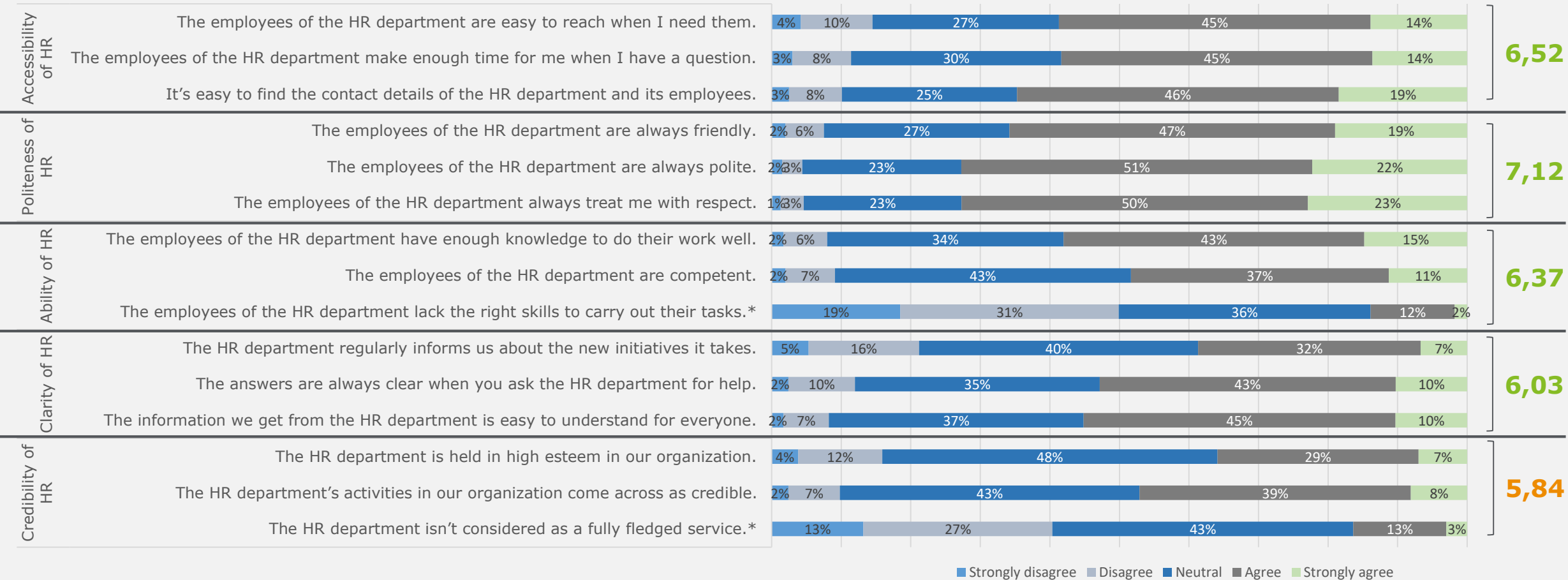
6,50

6,51

\*Negatively worded item

# 7. Extra questions

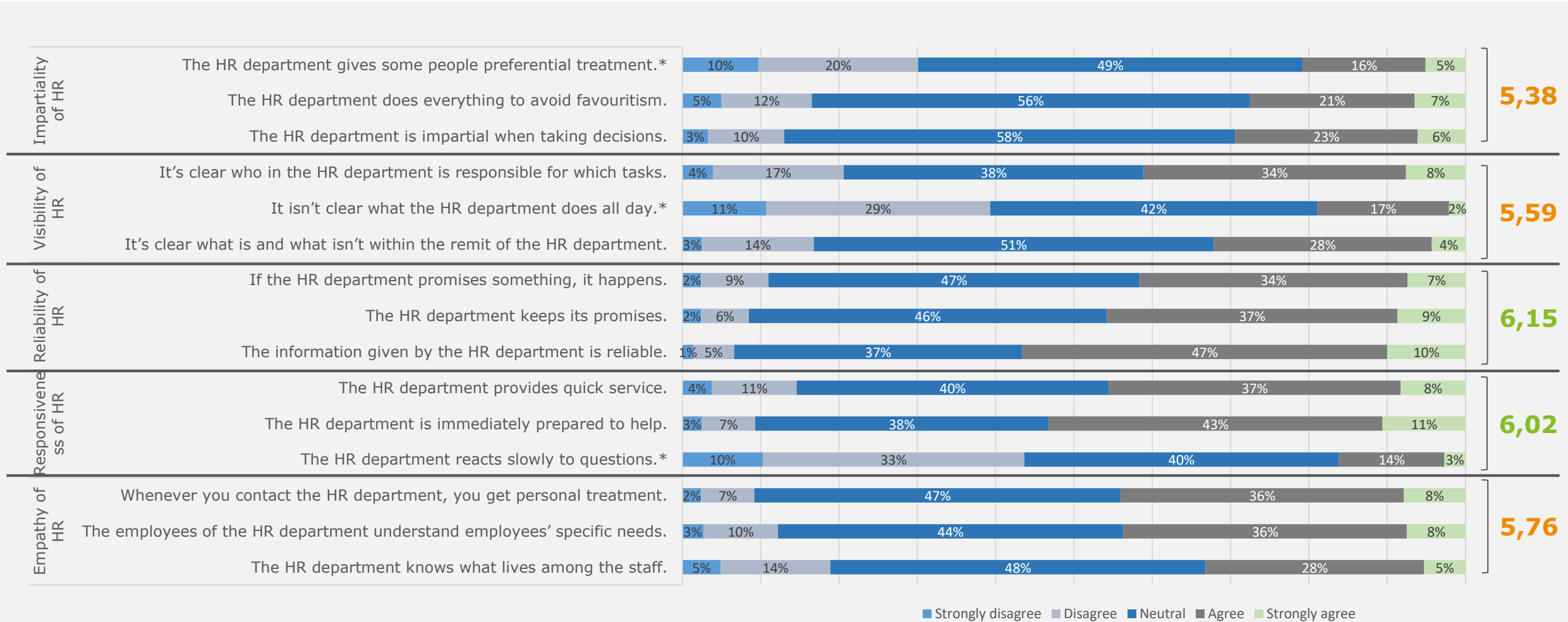
## HR satisfaction (1/2)



\*Negatively worded item

# 7. Extra questions

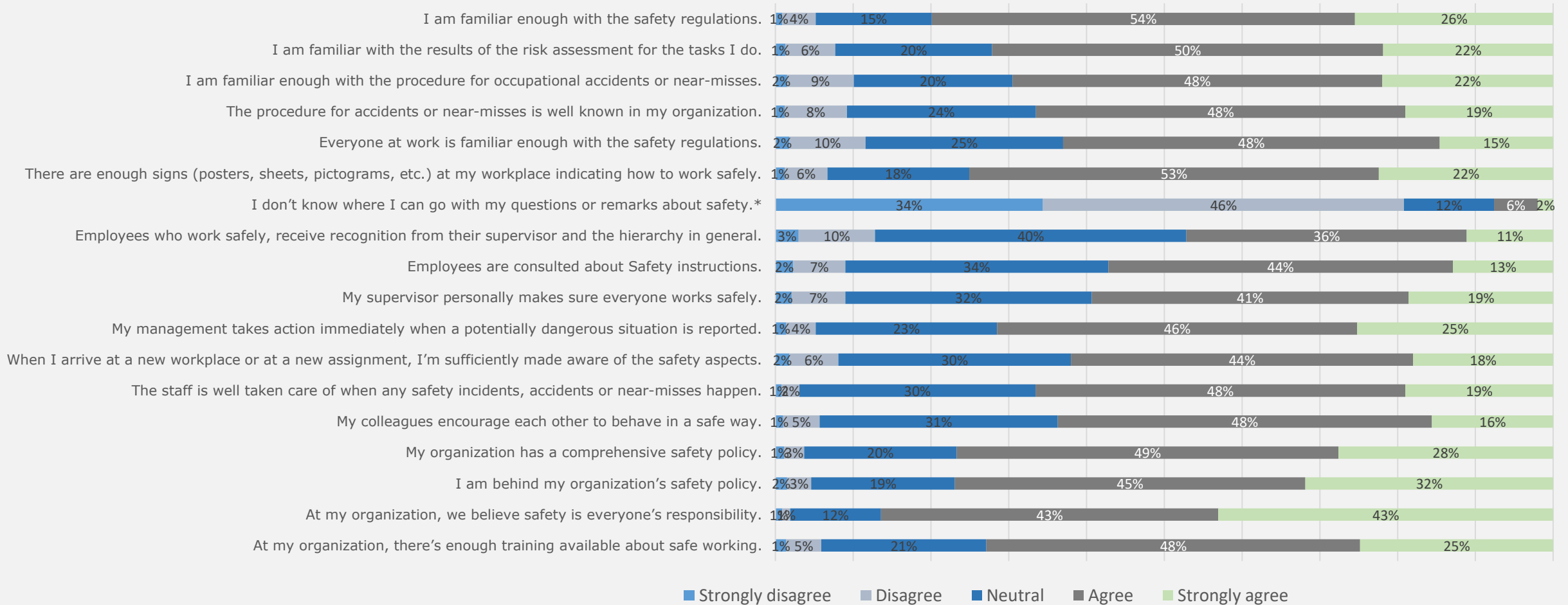
## HR satisfaction (2/2)



\*Negatively worded item

# 7. Extra questions

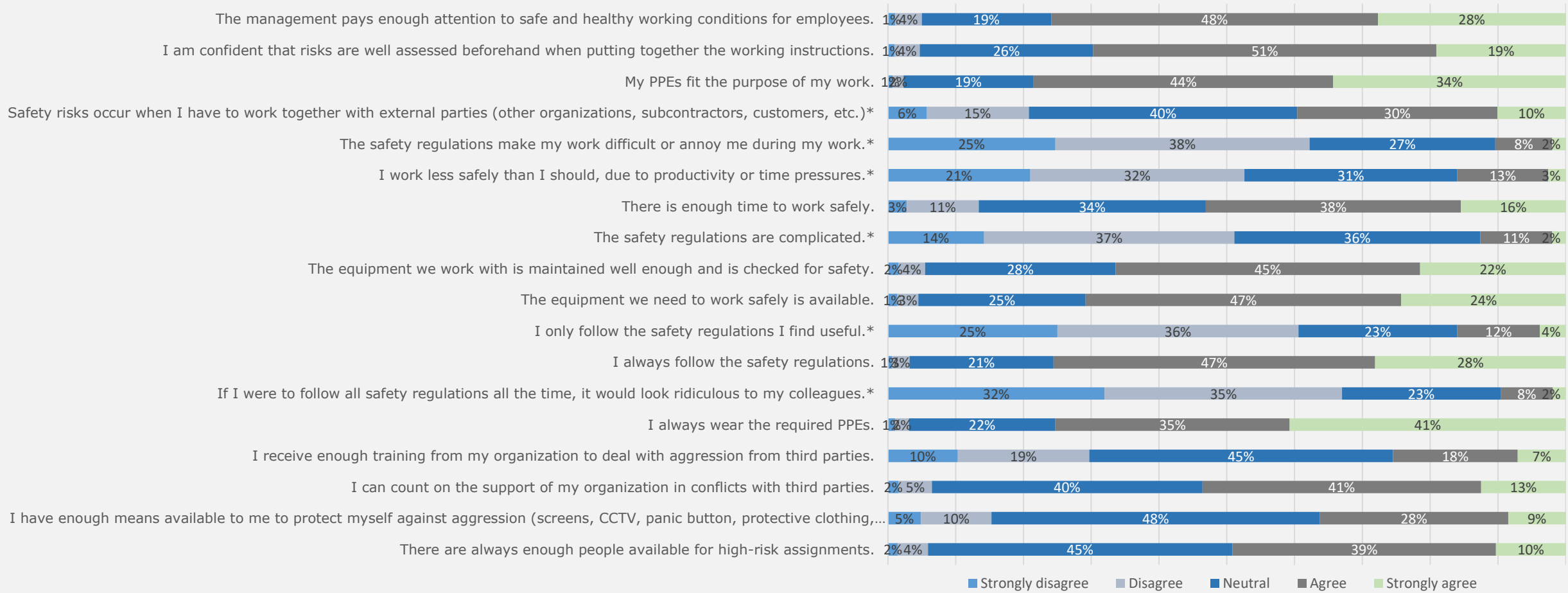
## Safety at work (1/3)



\*Negatively worded item

# 7. Extra questions

## Safety at work (2/3)

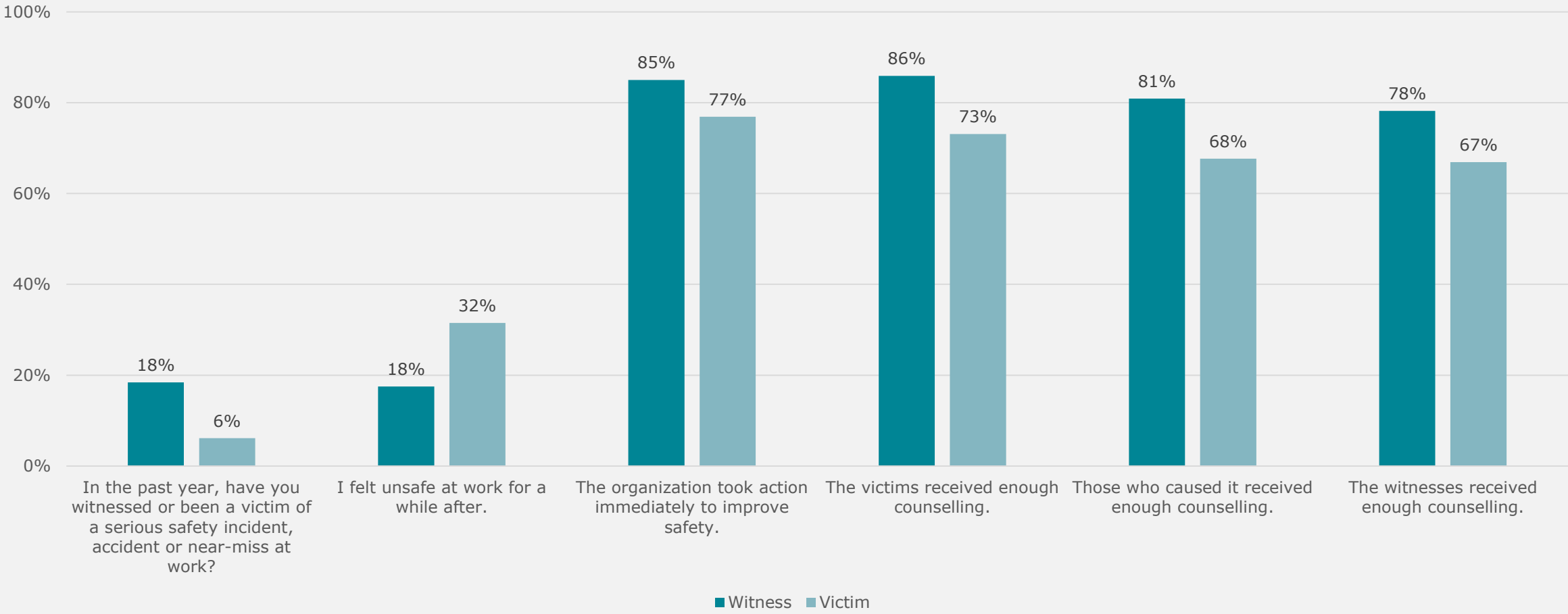


\*Negatively worded item



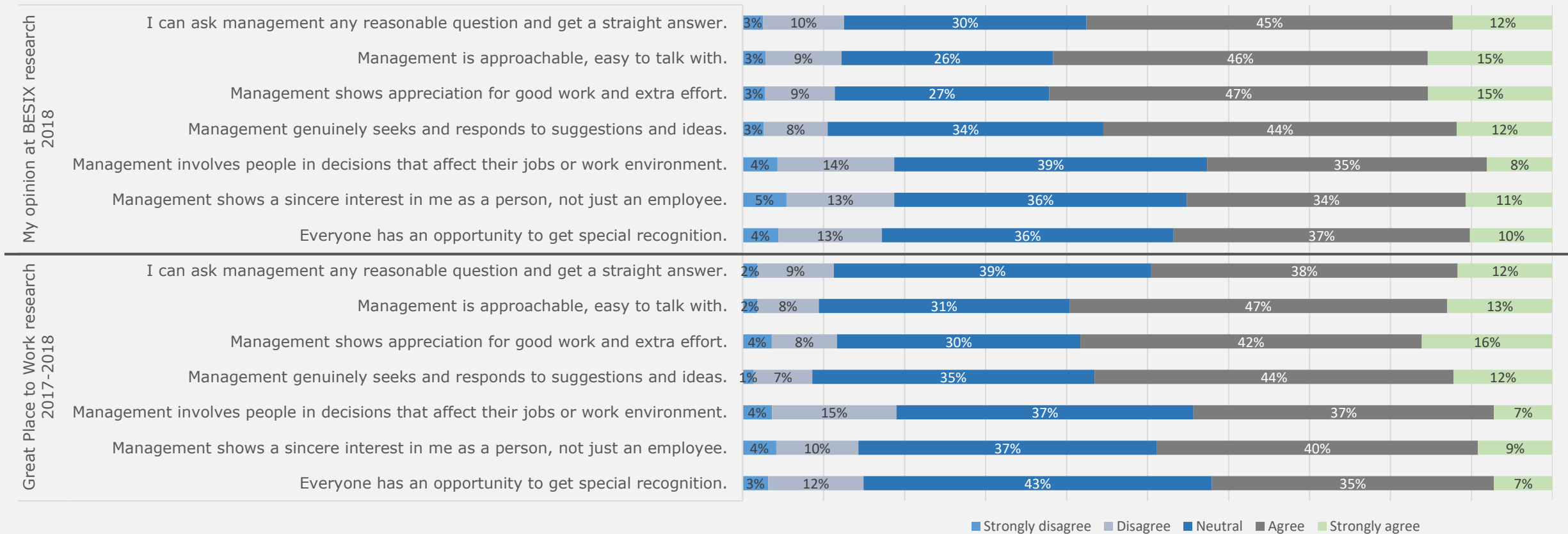
# 7. Extra questions

## 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 scoring differently than the external benchmark?
- 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 results.
- Provide employees with balanced information (strengths and concerns).
- Set-up a timeline regarding the next steps BESIX 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. 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 employees do generally trust their supervisor and that the empowering leadership style is already recognized by a lot of BESIX employees. However, iNostix by Deloitte advises managers to act like a coach and empower employees in voicing their opinions as much as possible. As the low participation score is mainly situated among the blue collar workers, this might be mainly a point to elaborate on for this specific group.

#### **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. 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

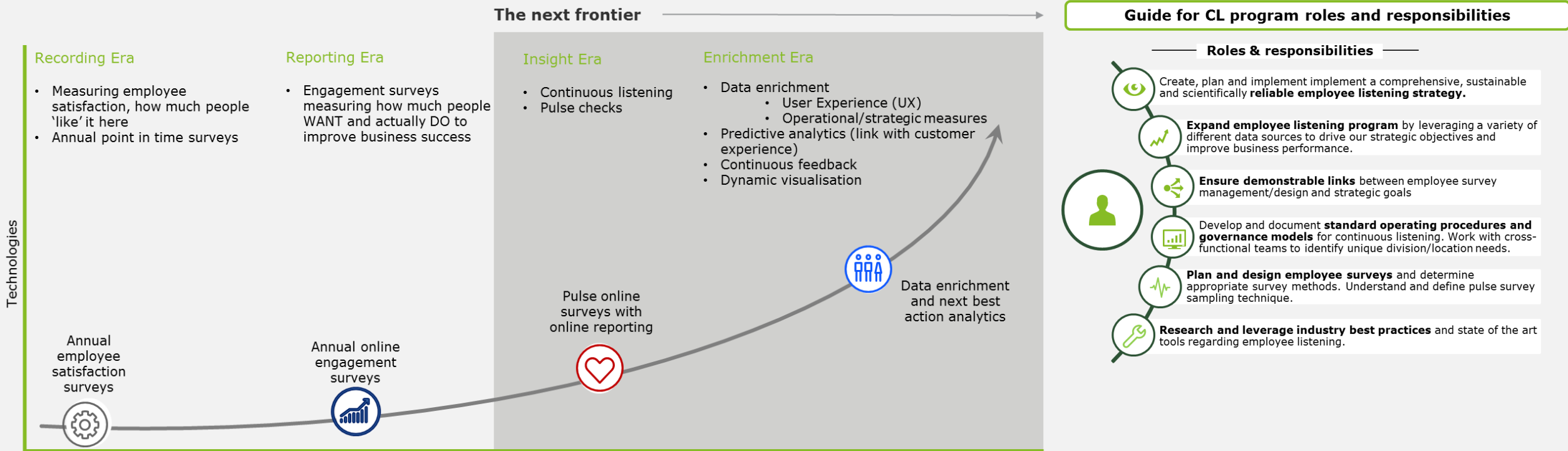
It is perfectly normal to experience some stress signals once in a while. However, if employees experience an on-going imbalance between their job demands and their coping possibilities, without regular moments of relaxation, they are at risk to develop a burnout. The roll out of a structured well-being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

# 8. Next steps

## Continuous listening and data enrichment

### CONTINUOUS LISTENING AND DATA ENRICHMENT

The days of annual surveys as the sole arbiter of understanding employee perceptions are disappearing. Today, pulse checks, other data sources and people data enrich the picture. Having a successful feedback solution in place is only one part of the story. Success also requires a new way of working and implies new roles and responsibilities.



# 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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