Deloitte



BESIX Employee Well-being and Engagement Survey Jan Houben, Elien Leirman and dr. Jeroen Delmotte

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1. The research model

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- 2. Components of the research model

1. The research Model Three dimensions of the research model

Work Characteristics

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

Work perceptions

- Engagement
- Well-being
- Satisfaction
- Attractiveness

Results

- Performance
- Retention

How is your job? Causes (of work perception)

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

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

1. The research Model

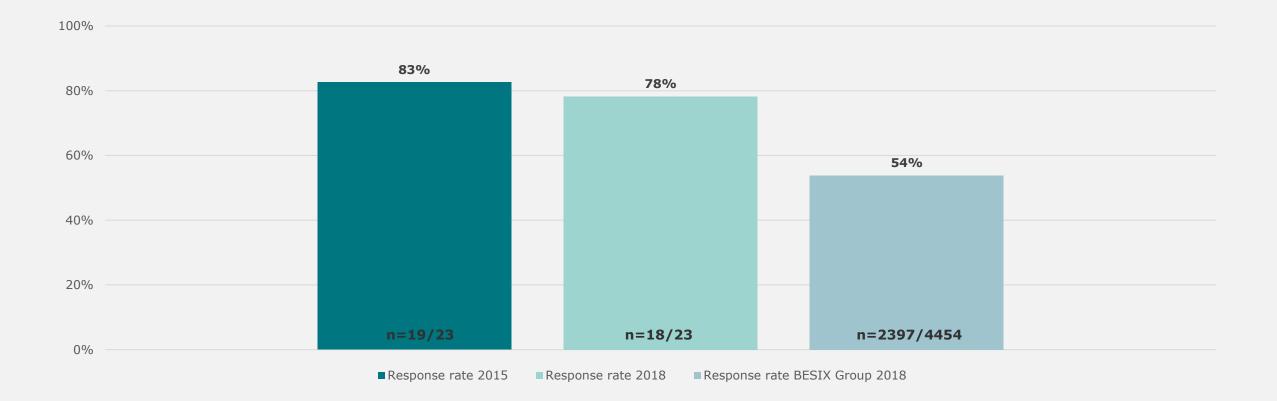
Components of the research model

Work Characteristics CAUSES	Work perceptions OUTCOMES	Results		
Work Content 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 		

2. Response rate analysis

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

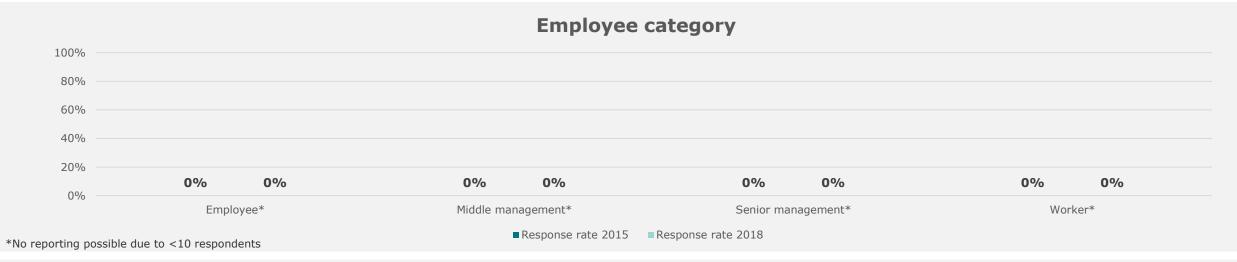
2. Response rate analysis General response rate of CEO Office



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 CEO Office by Employee Category and Executive Function

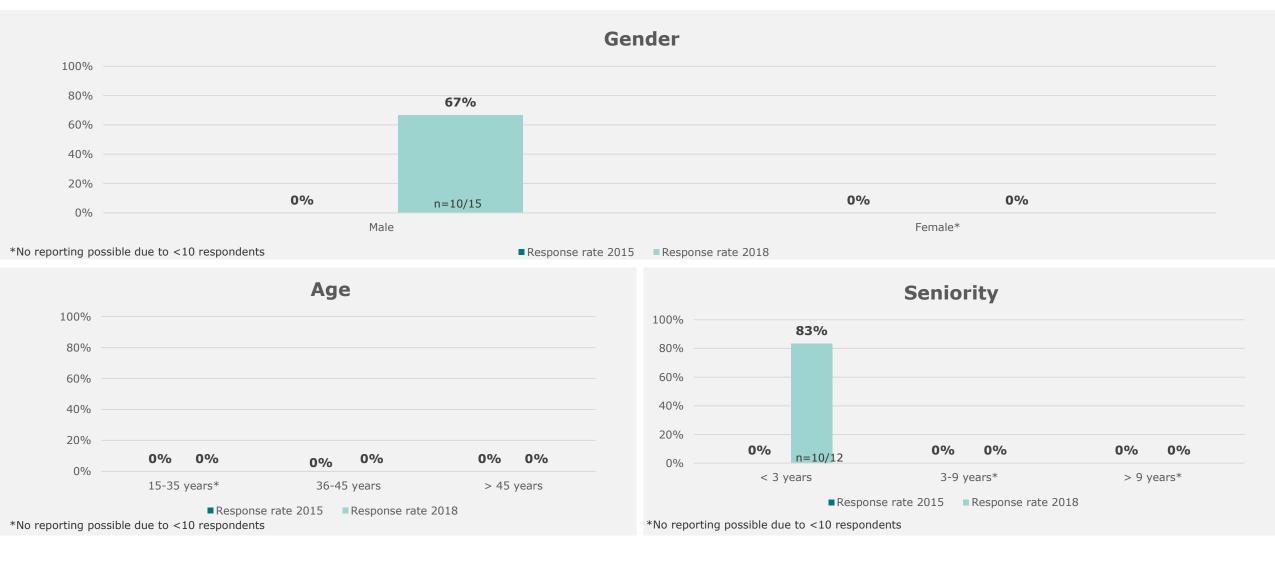


Executive function



*No reporting possible due to <10 respondents

2. Response rate analysis Response rate of CEO Office by Gender, Age and Seniority





3. Summary of the results

3. Summary of the results CEO Office

Work character	istics	
	2015	2018
Work content	6,54	6,48
Job variety	7,23	7,3
Job autonomy	6,49	5,97
Learning opportunities	6,47	7,03
Participation	5,92	5,69
Role and task definition	6,67	6,06
Discussions and role conflicts*	2,50	2,31
Feedback and task information	5,53	5,6
	2015	2018
Working conditions	5,45	5,53
Workload*	6,07	6,56
Physical load*	1,35	1,6
Mental load*	7,19	7,1
Emotional load*	3,60	2,64
	2015	2018
Terms of employment	5,87	6,21
Remuneration	4,95	5,69
Job security	7,01	6,77
Career opportunities	5,66	6,16
	2015	2018
Working relations	5,42	6,34
Communication	4,07	5,3
Relationship with colleagues	6,27	7,45
Relationship with direct supervisor	5,93	6,26
Relationship with employees**	8,10	-

Work perceptions							
L	2015	2018					
Engagement	6,69	6,74					
Work engagement	7,00	7,21					
Organizational commitment	6,38	, 6,27					
	2015	2018					
Well-being	6,61	5,82					
Pleasure at work	7,66	8					
Fatigue (work stress)*	4,03	5,47					
Worrying about work*	4,34	5,66					
Difficulties with work-family balance*	3,98	5,17					
Burnout*	2,25	2,59					
Undesirable behavior 2018	Witness	Victim					
Physical abuse	0%	0%					
Verbal abuse	39%	6%					
Sexual harassment	6%	6%					
Bullying	11%	6%					
(No comparison with 2015 as a zero tolerance pr	inciple is appl	ied)					
	2015	2018					
Satisfaction	6,56	6,79					
Overall job satisfaction	7,05	6,94					
Satisfaction with work content	6,99	7,4					
Satisfaction with terms of employment	5,45	6,53					
Satisfaction with working conditions	6,58	5,6					
Satisfaction with working relations	7,24	7,64					
	2015	2018					
Attractiveness	7,01	7,42					
Attractiveness of the employer	6,84	7,45					
Company culture and values	7,53	7,5					
Intention to recommend	6,66	7,31					

Results							
Performance	2015	2018					
Going the extra mile even if not asked for	7,82	7,94					
Retention	2015	2018					
Intention to stay working within the organization	7,04	7,12					

Meaning of the colours							
Positively worded dimensions							
Mean score <5/10							
Mean score \geq 5/10 and <6/10							
Mean score ≥6/10							

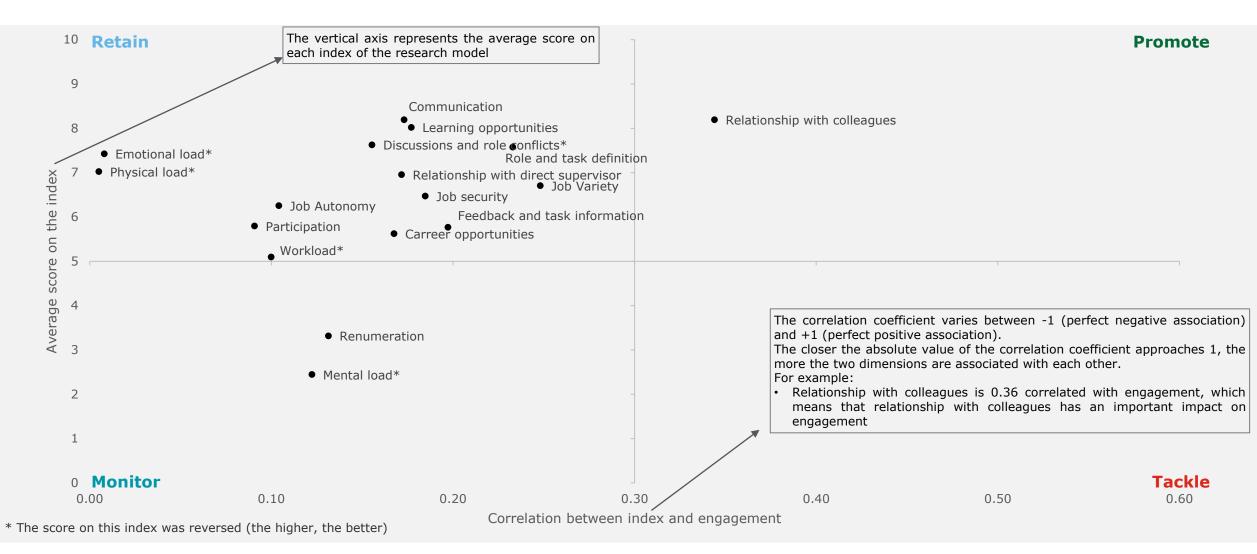
*Negatively worded dimensions Mean score ≤4/10 Mean score >4/10 and ≤5/10 Mean score >5/10

**No reporting due to < 10 respondents

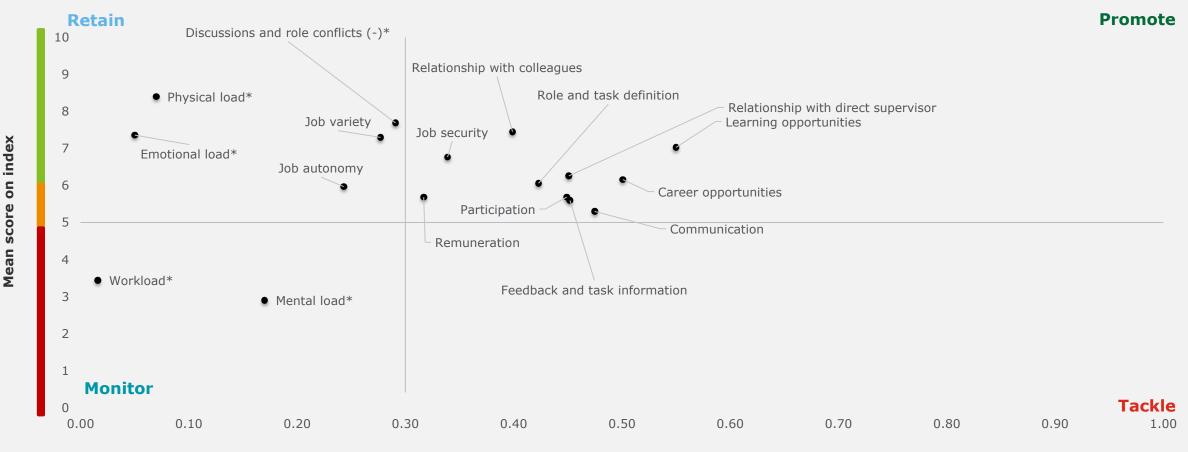


4. Impact analyses

4. Detailed results Interpretation slide: impact analysis engagement



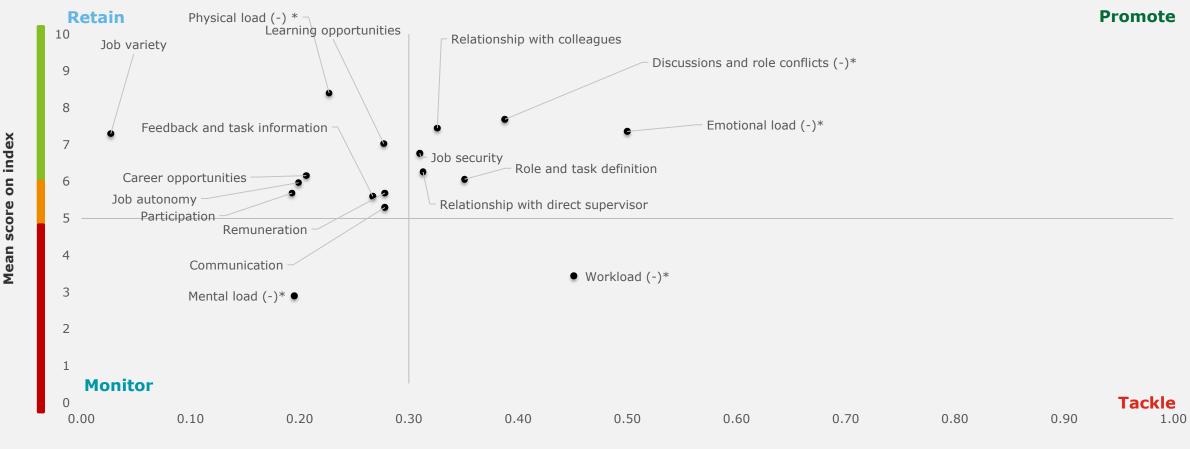
4. Impact analyses Engagement



Correlation between index and Engagement

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

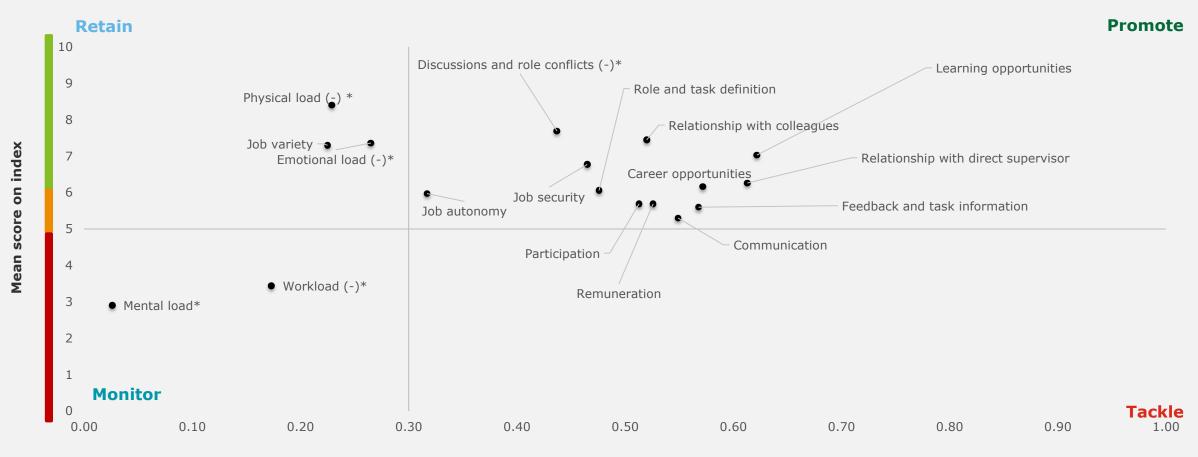
4. Impact analyses Well-being



Correlation between index and Well-being

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

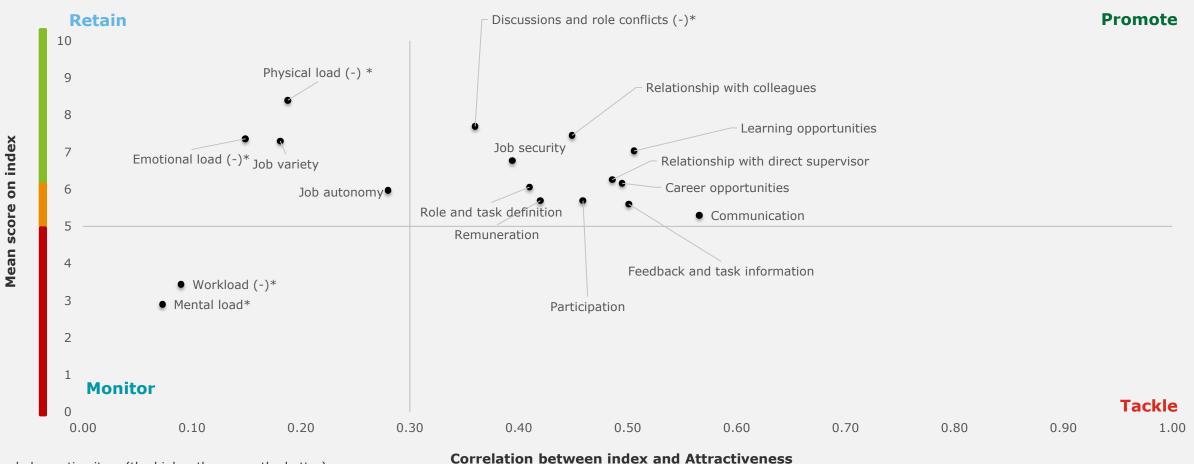
4. Impact analyses Satisfaction



Correlation between index and Satisfaction

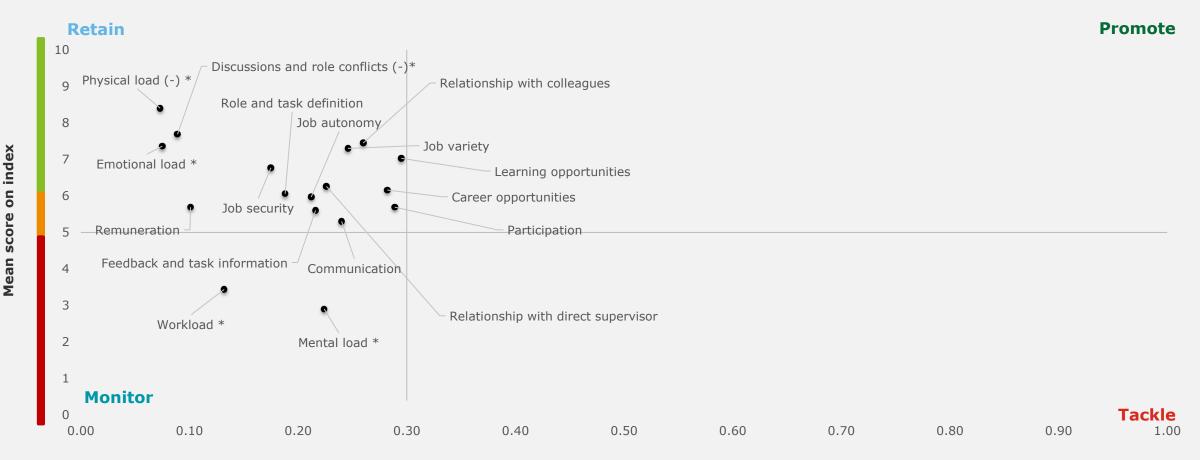
*Recoded negative item (the higher the score, the better)

4. Impact analyses Attractiveness



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

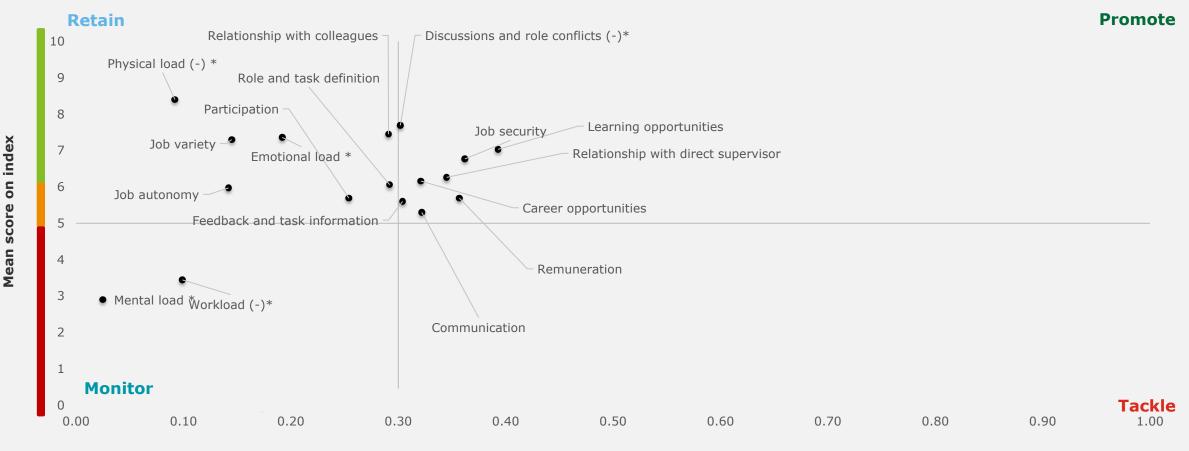
4. Impact analyses Performance



Correlation between index and Performance

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

4. Impact analyses Retention



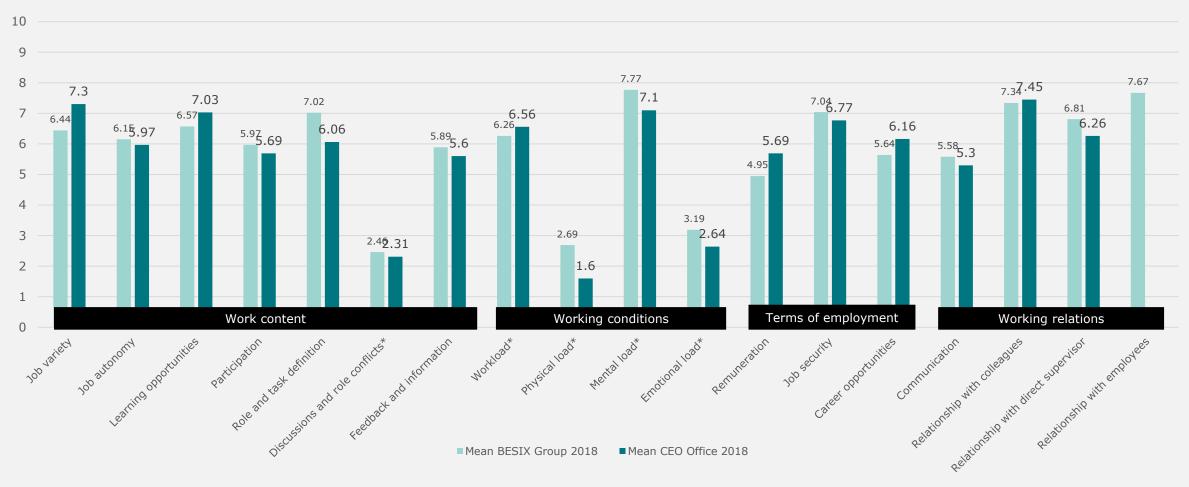
Correlation between index and Retention

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



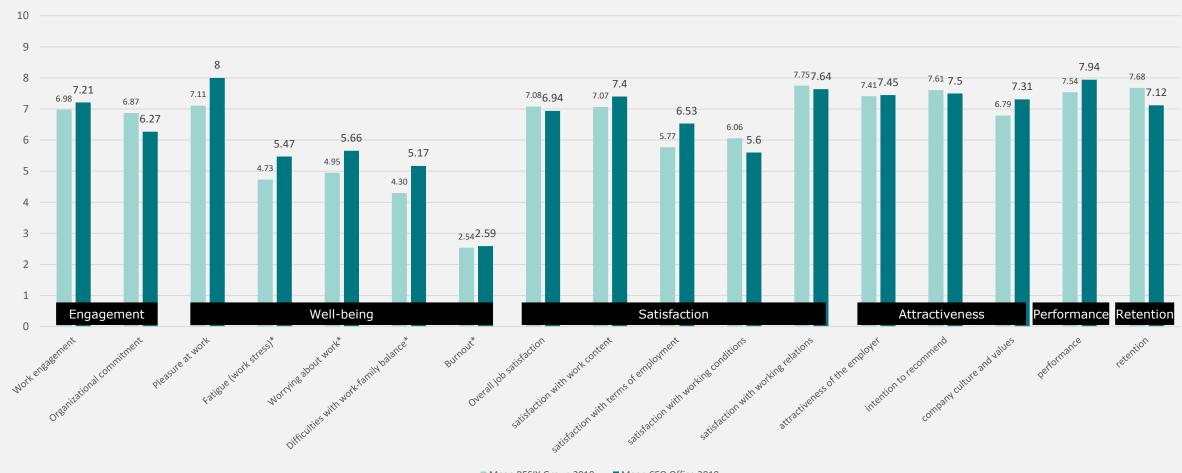
- 1. Comparing the indices with the BESIX Group results
- 2. Comparing the indices with the iNostix by Deloitte benchmark
- 3. Engagement analysis
- 4. Analysis of commitment
- 5. Typology work perception: pleasure and stress at work
- 6. Burnout
- 7. Undesirable behaviour
- 8. Overall job satisfaction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

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



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

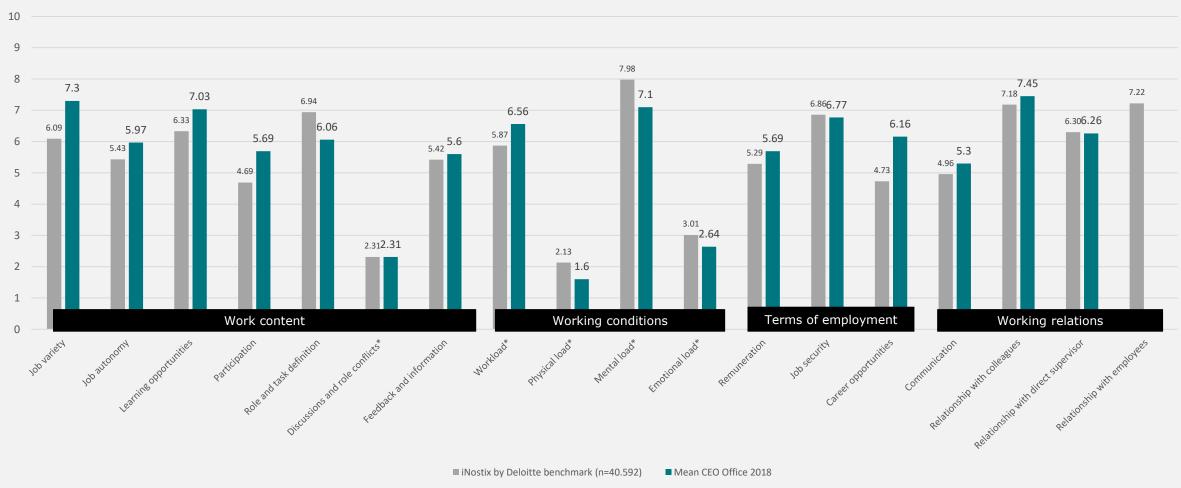
Comparing the indices with the BESIX Group results (2/2)



Mean BESIX Group 2018
Mean CEO Office 2018

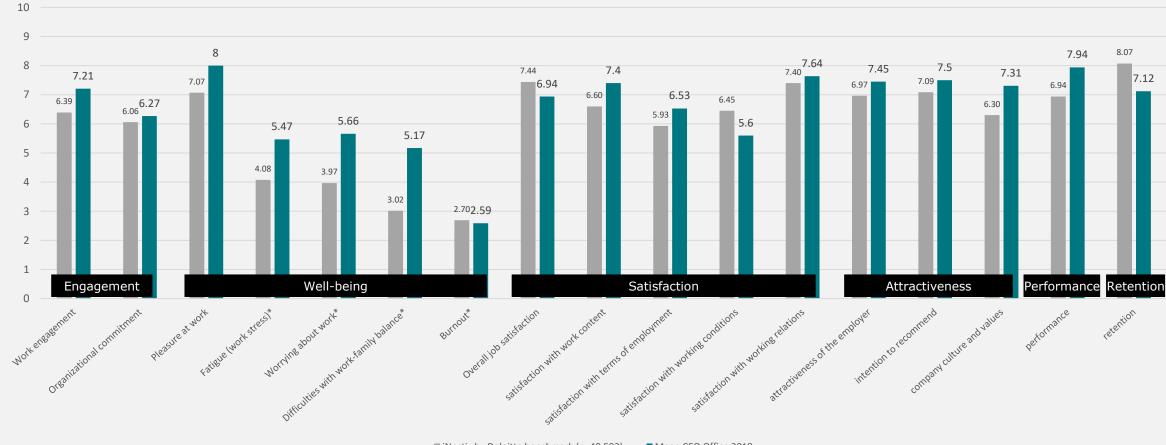
*Negatively worded items: the lower the score, the better

Comparing the indices with the benchmark (1/2)



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

Comparing the indices with the benchmark (2/2)

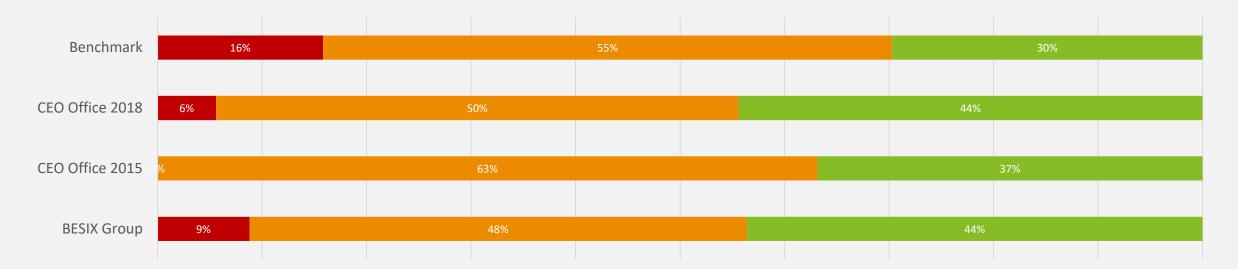


■ iNostix by Deloitte benchmark (n=40.592) ■ Mean CEO Office 2018

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

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5. Detailed results Engagement analysis





iNostix by Deloitte benchmark (n=40.592)

Engaged (5-7,5/10)

Average level of engagement

- Alternately high and low performance
- They go `with the flow'
- Have important differences in intention to quit
- Improvement in engagement is required

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

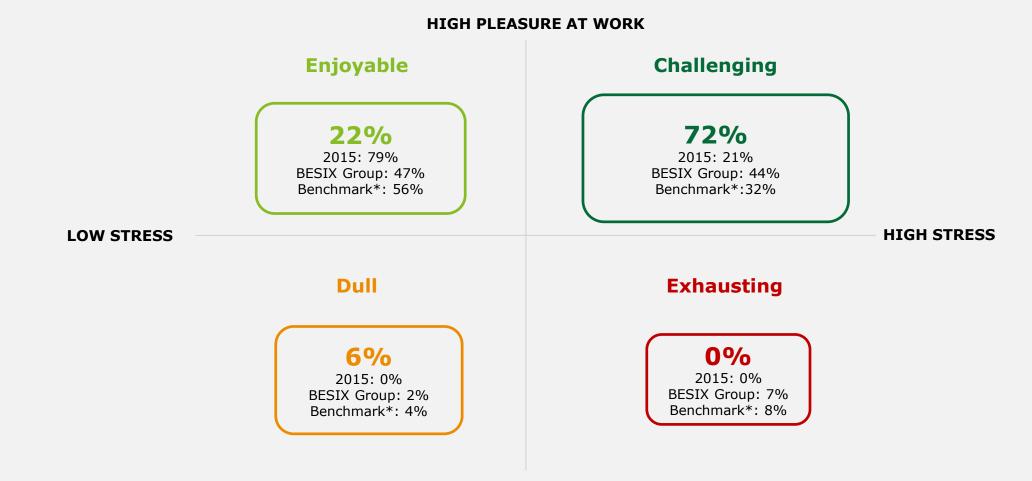
- A lot of pleasure at work
- Voluntary taking tasks from colleagues to reduce their workload
- Always looking for more effective methods
- Have low intention to quit

5. Detailed results Analysis of commitment



*iNostix by Deloitte benchmark (n=40.592)

5. Detailed results Analysis of commitment

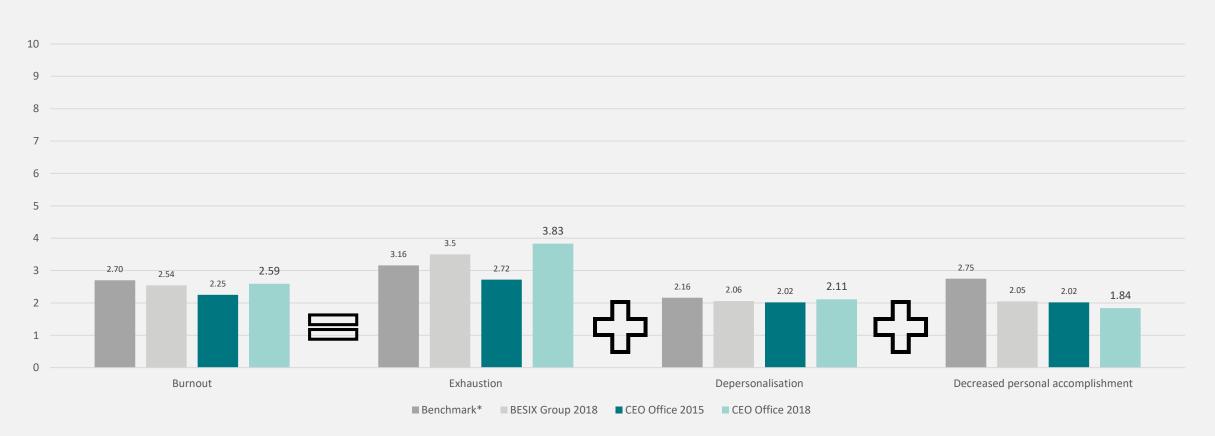


LOW PLEASURE AT WORK

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

*iNostix by Deloitte benchmark (n=40.592)

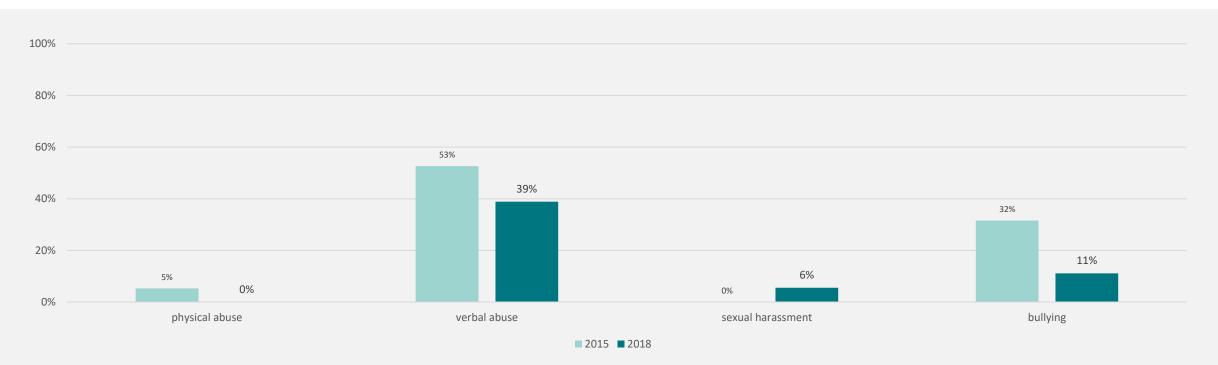
5. Detailed results Burnout



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

*iNostix by Deloitte benchmark (n=40.592)

Undesirable behaviour: witness



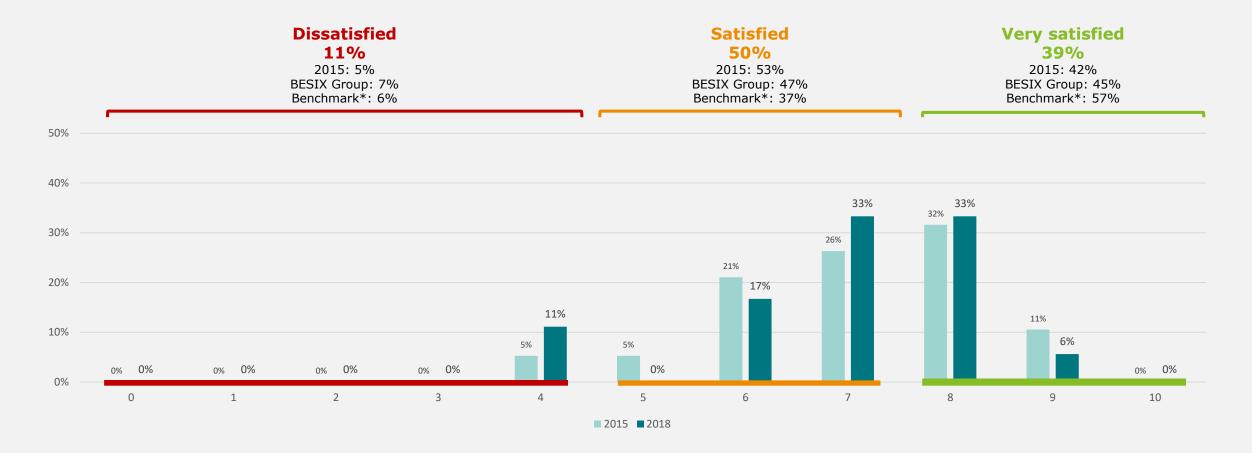
Undesirable behavior	Witness 2015				s 2018	
	n	n % of which internal		n	%	of which internal
physical abuse	1	1 5% 0%		0	0%	N/A
verbal abuse	10	53%	83%	7	39%	13%
sexual harassment	0	0%	N/A	1	6%	0%
bullying	6	32%	86%	2	11%	0%

Undesirable behaviour: victim

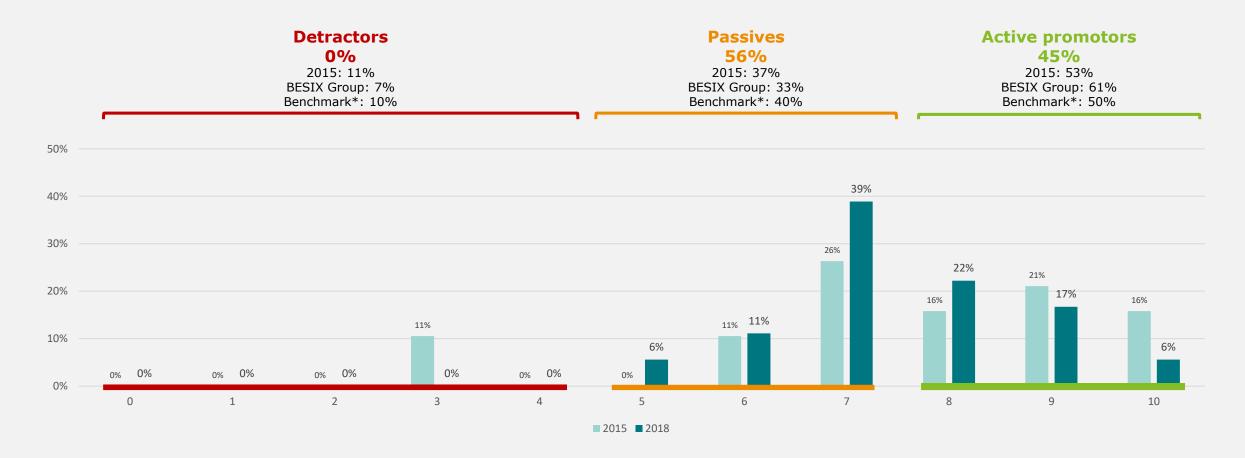
100% —										
80% —										
60% —										
40% —										
20% —		11% 6%	6%	6%						
0%	0% 0%		0%							
	physical abuse	verbal abuse	sexual harassment	bullying						
	■ 2015 ■ 2018									

Undesirable behavior	Victim 2015			Victim 2018			
	n	n % of which internal		n	%	of which internal	
physical abuse	0	0 0% N/A		0	0%	N/A	
verbal abuse	2	11%	50%	1	6%	0%	
sexual harassment	0	0%	N/A	1	6%	0%	
bullying	3	16%	67%	1	6%	0%	

5. Detailed results Overall job satisfaction



5. Detailed results Intention to recommend

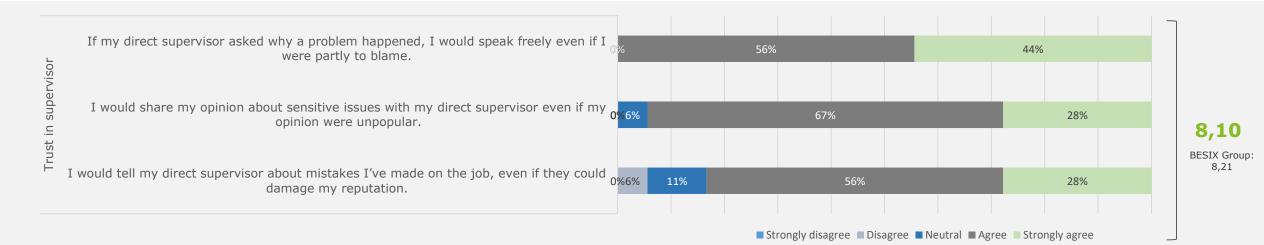


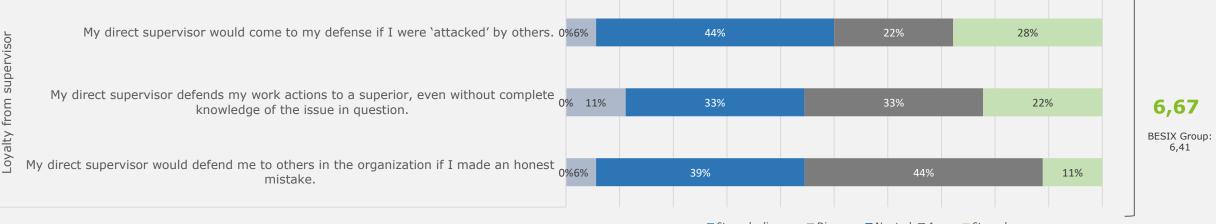
*iNostix by Deloitte benchmark (n=40.592)



6. Extra modules

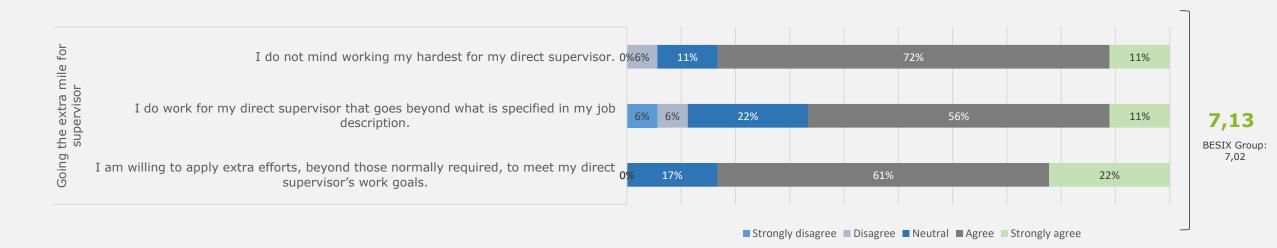
6. Extra questions Leadership questions (1/3)

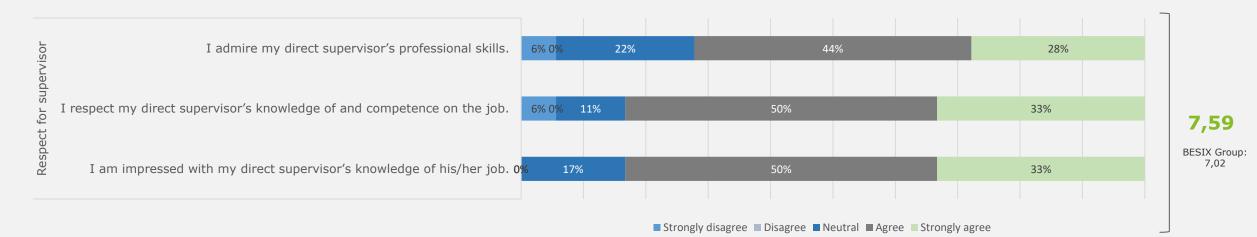




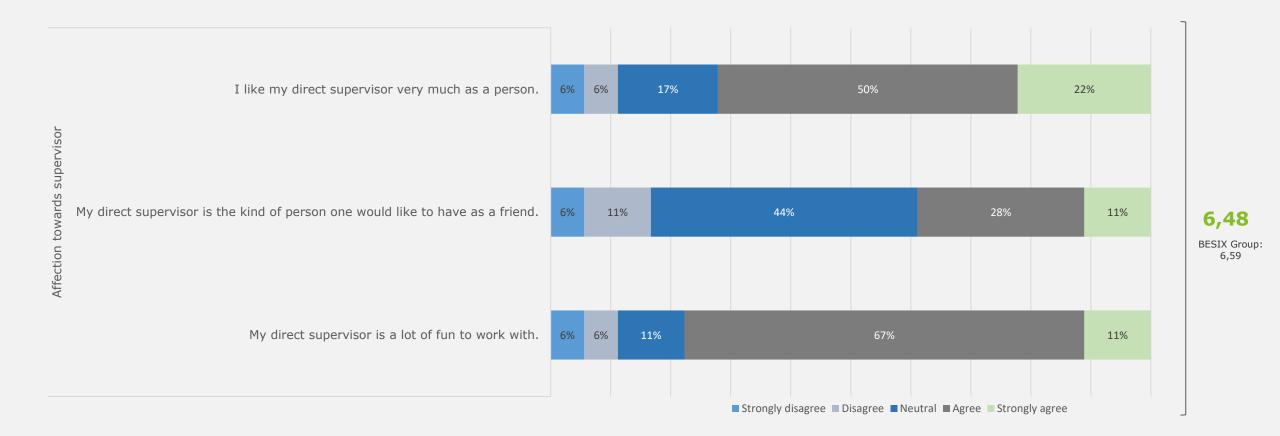
Strongly disagree Disagree Neutral Agree Strongly agree

6. Extra questions Leadership questions (2/3)



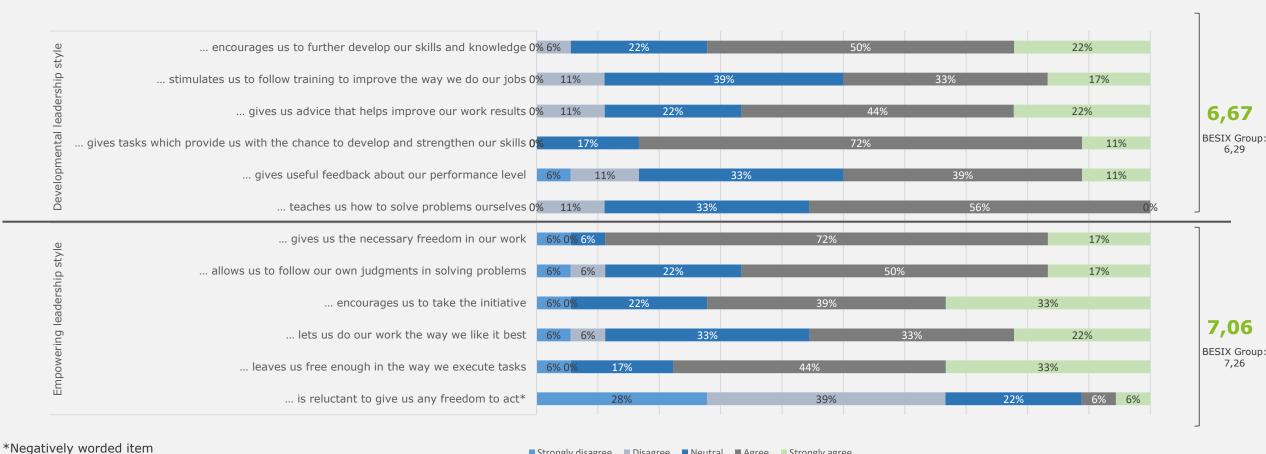


6. Extra questions Leadership questions (3/3)



6. Extra questions Leadership style (1/2)

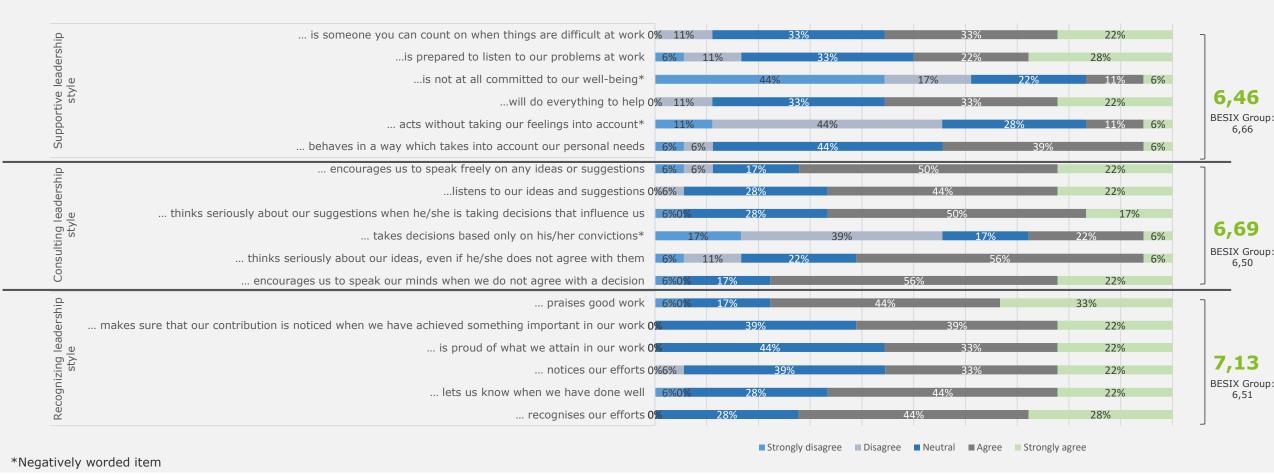
My direct supervisor...



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

6. Extra questions Leadership style (2/2)

My direct supervisor...



6. Extra questions HR satisfaction (1/2)

Accessibility of HR	The employees of the HR department are easy to reach when I need them. 0% 11% The employees of the HR department make enough time for me when I have a question. 0%6% It's easy to find the contact details of the HR department and its employees. 6%	17% 28% 17%	56% 56% 50%	17% 11% 11%	6,62 BESIX Group: 6,52
Politeness of HR	The employees of the HR department are always friendly. 0% 11% The employees of the HR department are always polite. 0% 11% The employees of the HR department always treat me with respect. 0% 11%		72% 72% 67%	17% 17% 22%	7,69 BESIX Group: 7,12
Ability of HR	The employees of the HR department have enough knowledge to do their work well. 0% 6%	11%	67%	17%	7,13
	The employees of the HR department are competent. 0% 6%	39%	50%	6%	BESIX Group:
	The employees of the HR department lack the right skills to carry out their tasks.*	33%	44%	17% 6% 0%	6,37
Clarity of HR	The HR department regularly informs us about the new initiatives it takes. 6%0%	22%	61%	11%	6,90
	The answers are always clear when you ask the HR department for help. 0%6%	17%	67%	11%	BESIX Group:
	The information we get from the HR department is easy to understand for everyone. 0%6%	28%	56%	11%	6,03
Credibility of HR	The HR department is held in high esteem in our organization. 0%	33%	33%	33% 0%	6,62
	The HR department's activities in our organization come across as credible. 0% 6%	33%	50%	11%	BESIX Group:
	The HR department isn't considered as a fully fledged service.*	50%	28%	22% 0%	5,84

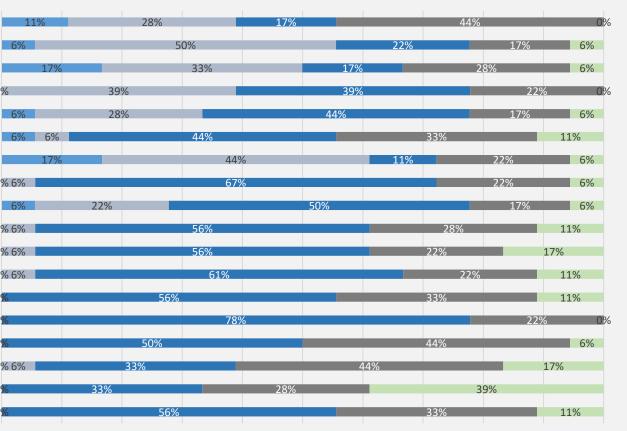
■ Strongly disagree ■ Disagree ■ Neutral ■ Agree ■ Strongly agree

6. Extra questions HR satisfaction (2/2)

	ty of	The HR department gives some people preferential treatment.*	6%	22%			61%		11% 0 <mark>%</mark>]
	ıpartiality HR	The HR department does everything to avoid favouritism. 0	% 11%			61%		28%	0%	5,46
	Impa	The HR department is impartial when taking decisions.	6%	11%		44%		39%	0%	BESIX Group: 5,38
	f HR	It's clear who in the HR department is responsible for which tasks.	6%	11%		39%		44%	0%]
	isibility o	It isn't clear what the HR department does all day.*	17%	6	33%	0	22%	28%	<mark>0</mark> %	5,51
	>	It's clear what is and what isn't within the remit of the HR department.	6%	22%		39%		33%	0%	BESIX Group: 5,59
	of HR	If the HR department promises something, it happens.	6%	11%		44%		33%	6%]
	bility o	The HR department keeps its promises.	6%	11%	28%		5	0%	6%	6,06
	Reliat	The information given by the HR department is reliable.	6% 6%	11%			72%		6%	BESIX Group: 6,15
	eness	The HR department provides quick service.	6% 0 <mark>%</mark>		33%		50%	_	11%	
	esponsiveness of HR	The HR department is immediately prepared to help. 0	%	33%			56%		11%	6,81
	Respi	The HR department reacts slowly to questions.*	11%			67%		11%	11% 0 <mark>%</mark>	BESIX Group: 6,02
thy of HR	4	Whenever you contact the HR department, you get personal treatment. 0	% 6%		33%		50%		11%	
	-	The employees of the HR department understand employees' specific needs. 0	% 6%		33%		56%		6%	6,44 BESIX Group:
	Empa	The HR department knows what lives among the staff.	6% 6%		33%		5)%	6%	5,76

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

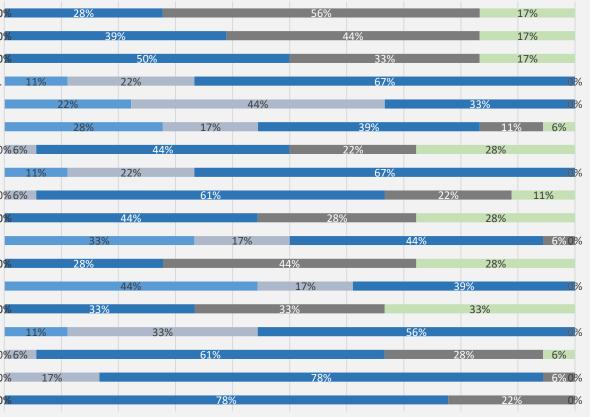
6. Extra questions Safety at work (1/3)



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

I am familiar enough with the safety regulations. I am familiar with the results of the risk assessment for the tasks I do. I am familiar enough with the procedure for occupational accidents or near-misses. The procedure for accidents or near-misses is well known in my organization. 0% Everyone at work is familiar enough with the safety regulations. There are enough signs (posters, sheets, pictograms, etc.) at my workplace indicating how to... 6% 6% I don't know where I can go with my questions or remarks about safety.* Employees who work safely, receive recognition from their supervisor and the hierarchy in general. 0% 6% Employees are consulted about Safety instructions. My supervisor personally makes sure everyone works safely. 0%6% My management takes action immediately when a potentially dangerous situation is reported. 0% 6% When I arrive at a new workplace or at a new assignment, I'm sufficiently made aware of the.0% 6% The staff is well taken care of when any safety incidents, accidents or near-misses happen. 0 My colleagues encourage each other to behave in a safe way. 0 My organization has a comprehensive safety policy. 0% I am behind my organization's safety policy. 0%6% At my organization, we believe safety is everyone's responsibility. 09 At my organization, there's enough training available about safe working. 0

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

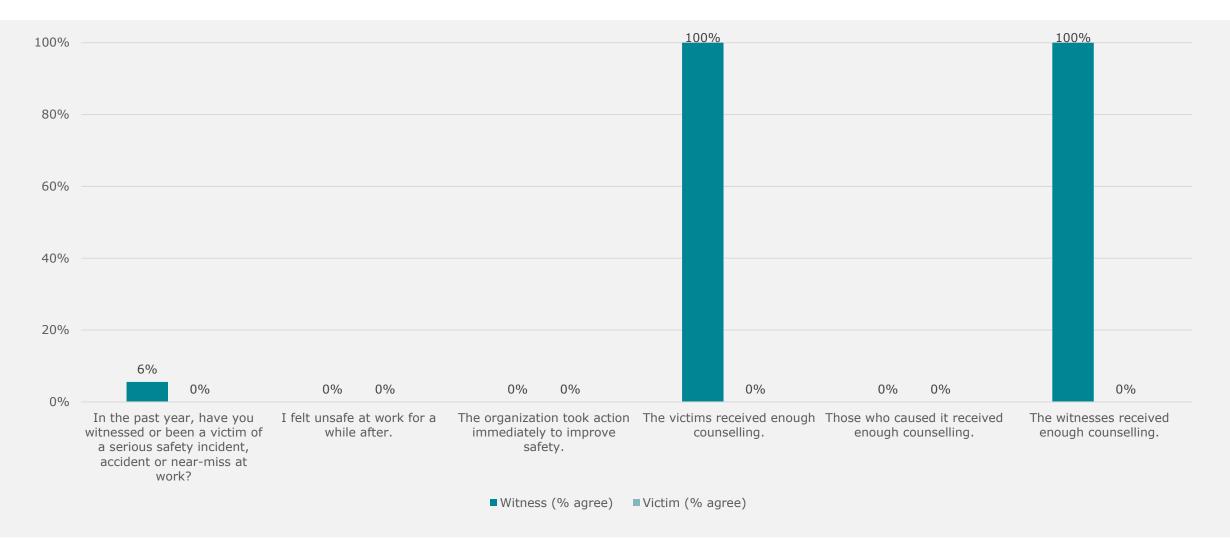


■ Strongly disagree ■ Disagree ■ Neutral ■ Agree ■ Strongly agree

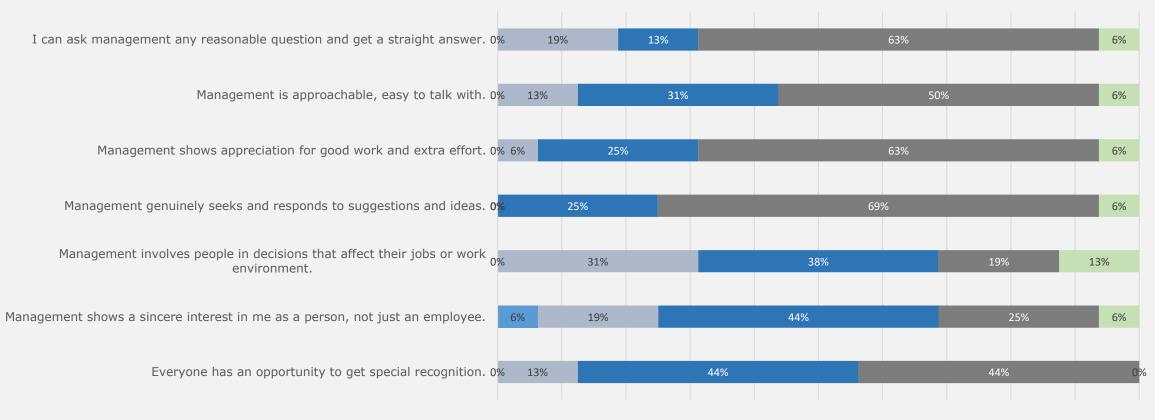
The management pays enough attention to safe and healthy working conditions for.09 I am confident that risks are well assessed beforehand when putting together the working.09 My PPEs fit the purpose of my work. 09 Safety risks occur when I have to work together with external parties (other organizations,... 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%6% The safety regulations are complicated.* The equipment we work with is maintained well enough and is checked for safety. 0%6% The equipment we need to work safely is available. 09 I only follow the safety regulations I find useful.* I always follow the safety regulations. 09 If I were to follow all safety regulations all the time, it would look ridiculous to my colleagues.* I always wear the required PPEs. 09 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%6% I have enough means available to me to protect myself against aggression (screens, CCTV,.0%

There are always enough people available for high-risk assignments. 09

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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