Deloitte.



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

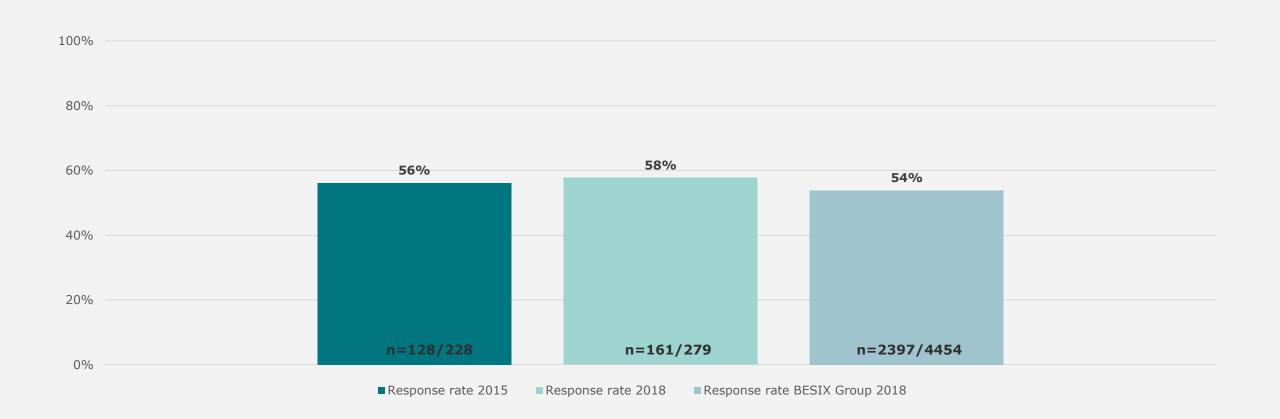
1. The research Model

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

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

General response rate of Construction Flanders & Brussels



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 Construction Flanders & Brussels by Employee Category and Executive Function



Executive function



Employee category

Response rate of Construction Flanders & Brussels by Gender, Age and Seniority





3. Summary of the results

3. Summary of the results Construction Flanders & Brussels

observation o,35 o,36 ob variety 6,62 6,89 ob autonomy 5,92 6,02 cearning opportunities 6,80 6,89 Participation 5,71 5,73 Role and task definition 7,55 7,08 Discussions and role conflicts* 2,40 2,39 reedback and task information 5,88 5,71 Discussions and role conflicts* 2,40 2,39 reedback and task information 5,88 5,71 Discussions and role conflicts* 2,40 2,39 reedback and task information 5,88 5,71 Discussions and role conflicts* 2,40 2,39 reedback and task information 5,88 5,71 Discussions 6,14 6,4 Ohysical load* 3,19 2,68 Mental load* 2,82 3,25 Discussional load* 2,82 3,25 Discussional load* 5,56 6,12 Remuneration 4,62 5,16	Work character	istics	
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c) 12 c) 12 c) 12 cearning opportunities 6,80 6,89 Participation 5,71 5,73 Sole and task definition 7,55 7,08 Discussions and role conflicts* 2,40 2,39 Feedback and task information 5,88 5,71 Vorking conditions 5,00 4,95 Vorkload* 6,14 6,4 Physical load* 3,19 2,68 Mental load* 7,92 7,88 Emotional load* 2,82 3,25 2015 2018 Ferms of employment 5,56 6,12 Remuneration 4,62 5,16 ob security 6,50 7,21 Career opportunities 5,50 6,01 2015 2018 2015 Norking relations 6,41 6,24 Communication 4,98 4,98 Relationship with colleagues 7,47 7,12 Relationship with direct supervisor 6,77 6,63	Job variety	6,62	6,89
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2015 2018 2015 2018 Remuneration 4,62 5,16 ob security 6,50 7,21 Career opportunities 5,50 6,01 2015 2018 Working relations 6,41 6,24 Communication 4,98 4,98 Relationship with colleagues 7,47 7,12 Relationship with direct supervisor 6,77 6,63	1ental load*	7,92	7,88
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Remuneration4,625,16ob security6,507,21Career opportunities5,506,0120152018Working relations6,416,24Communication4,984,98Relationship with colleagues7,477,12Relationship with direct supervisor6,776,63		2015	2018
anishing relations 4,02 5,10 ob security 6,50 7,21 Career opportunities 5,50 6,01 2015 2018 Norking relations 6,41 6,24 Communication 4,98 4,98 Relationship with colleagues 7,47 7,12 Relationship with direct supervisor 6,77 6,63	Terms of employment	5,56	6,12
Career opportunities5,506,0120152018Norking relations6,416,24Communication4,984,98Relationship with colleagues7,477,12Relationship with direct supervisor6,776,63	Remuneration	4,62	5,16
Vorking relations6,416,24Communication4,984,98Relationship with colleagues7,477,12Relationship with direct supervisor6,776,63	lob security	6,50	7,21
Working relations6,416,24Communication4,984,98Relationship with colleagues7,477,12Relationship with direct supervisor6,776,63	Career opportunities	5,50	6,01
Communication4,984,98Relationship with colleagues7,477,12Relationship with direct supervisor6,776,63		2015	2018
Relationship with colleagues7,477,12Relationship with direct supervisor6,776,63	Working relations	6,41	6,24
Relationship with direct supervisor 6,77 6,63	Communication	4,98	4,98
S. 1.1. 1.1. 1.1. 1.1. 1.1. 1.1. 1.1. 1	Relationship with colleagues	7,47	7,12
Relationship with employees 7,43 7,13	Relationship with direct supervisor	6,77	6,63
	Relationship with employees	7,43	7,13

Work perceptions		
	2015	2018
Engagement	6,89	6,69
Work engagement	7,07	6,83
Organizational commitment	6,78	6,55
	2015	2018
Well-being	6,46	6,18
Pleasure at work	7,33	7,29
Fatigue (work stress)*	4,27	4,7
Worrying about work*	4,48	4,69
Difficulties with work-family balance*	4,05	4,27
Burnout*	2,22	2,7
Undesirable behavior 2018	Witness	Victim
Physical abuse	3%	0%
Verbal abuse	20%	7%
Sexual harassment	3%	2%
Bullying	8%	3%
(No comparison with 2015 as a zero tolerance pr	inciple is appl	ied)
	2015	2018
Satisfaction	6,59	6,63
Overall job satisfaction	7,11	6,96
Satisfaction with work content	6,99	7,19
Satisfaction with terms of employment	5,64	5,81
Satisfaction with working conditions	6,35	6,08
Satisfaction with working relations	7,46	7,45
	2015	2018
Attractiveness	7,09	7,08
Attractiveness of the employer	7,47	7,29
Company culture and values	7,31	7,45
Intention to recommend	6,53	6,5

Results		
Performance	2015	2018
Going the extra mile even if not asked for	7,78	7,41
Retention	2015	2018
Intention to stay working within the organization	7,75	7,65

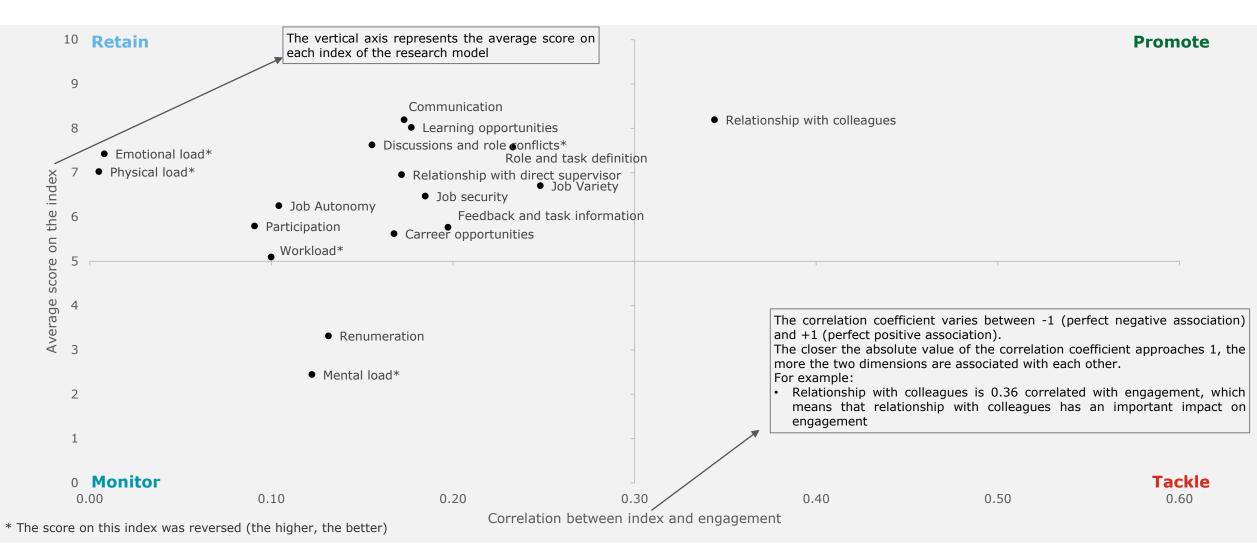
<i>Meaning of the colours</i> Positively worded dimensions
Mean score <5/10
Mean score \geq 5/10 and <6/10
Mean score ≥6/10
*Negatively worded dimensions
Mean score ≤4/10
Mean score >4/10 and \leq 5/10

Mean score >5/10

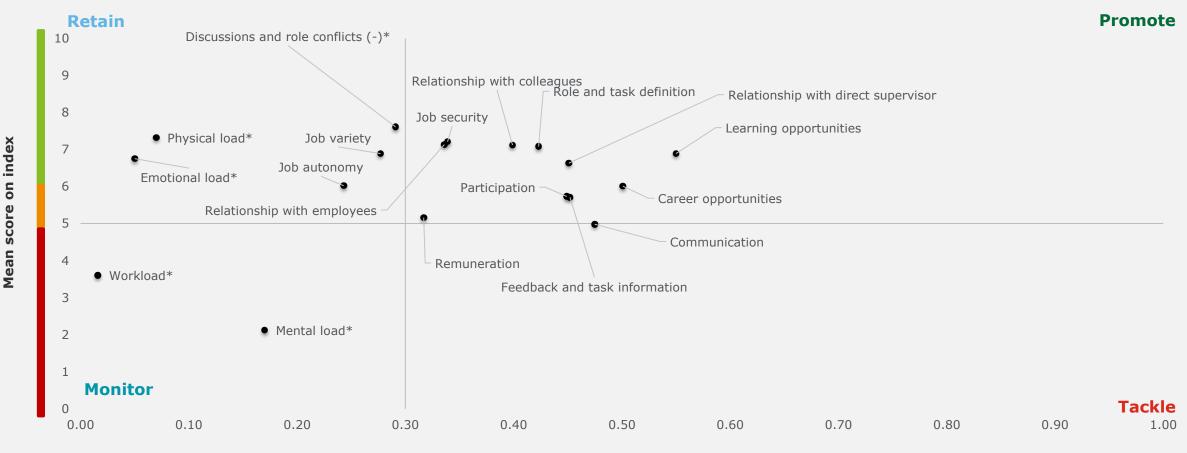


4. Impact analyses

4. Detailed results Interpretation slide: impact analysis engagement



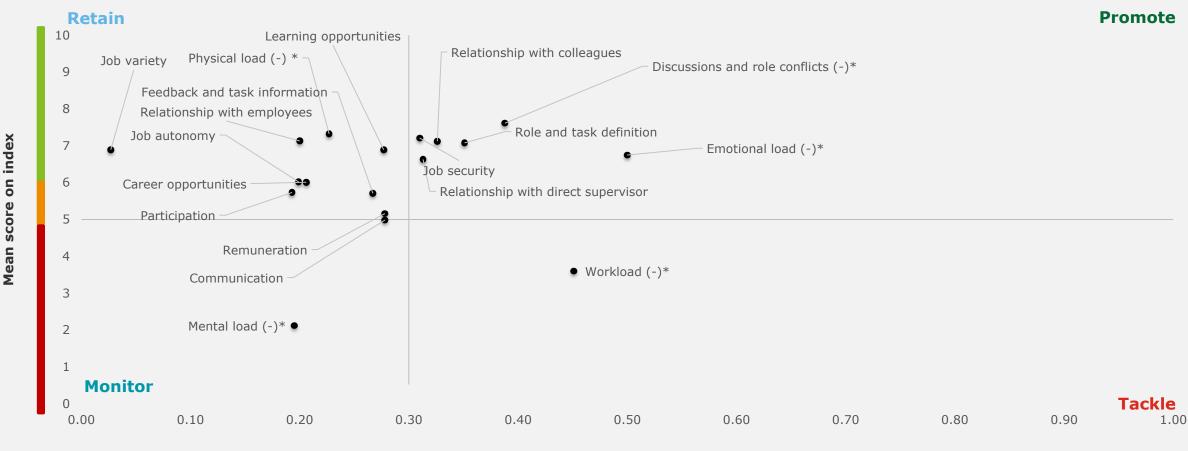
4. Impact analyses Engagement



Correlation between index and Engagement

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

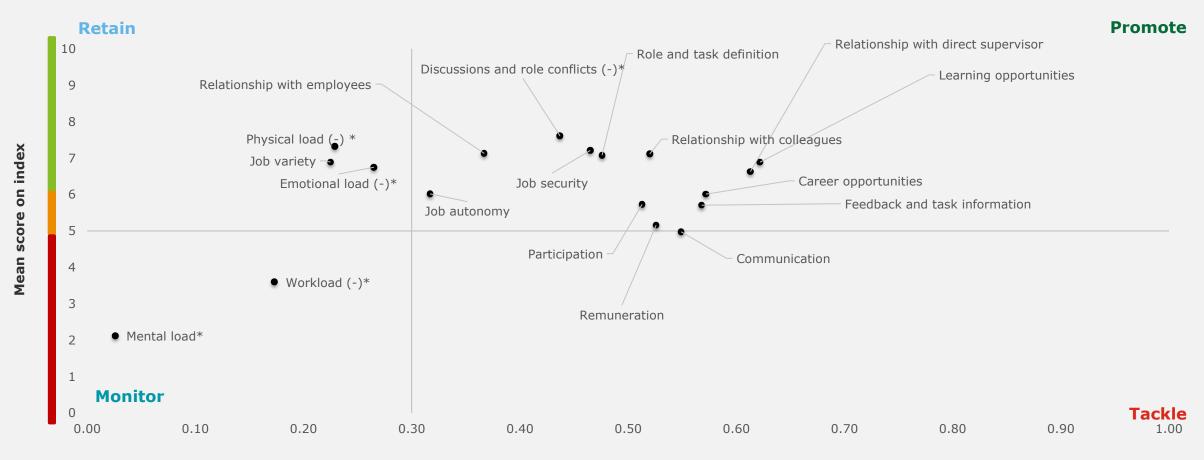
4. Impact analyses Well-being



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

Correlation between index and Well-being

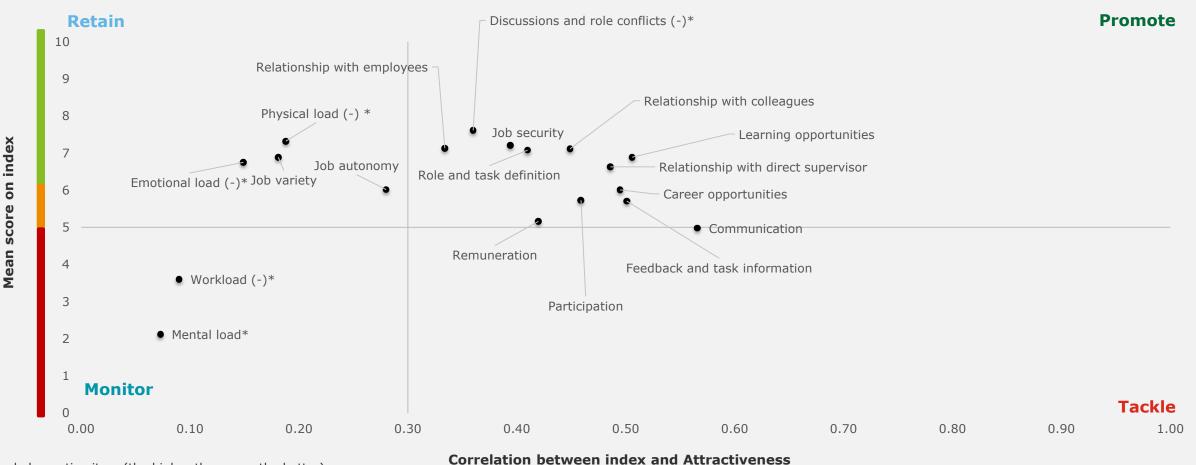
4. Impact analyses Satisfaction



Correlation between index and Satisfaction

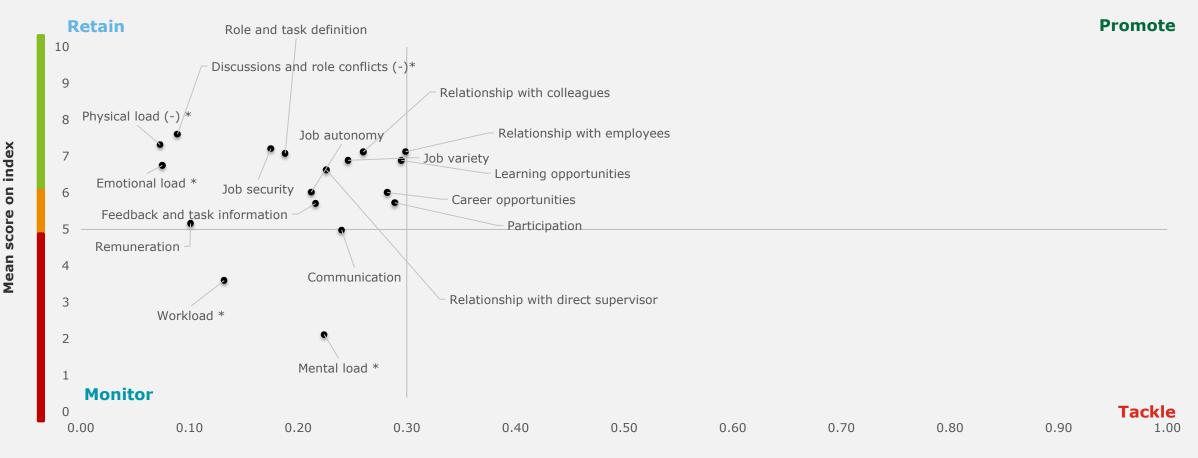
*Recoded negative item (the higher the score, the better)

4. Impact analyses Attractiveness



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

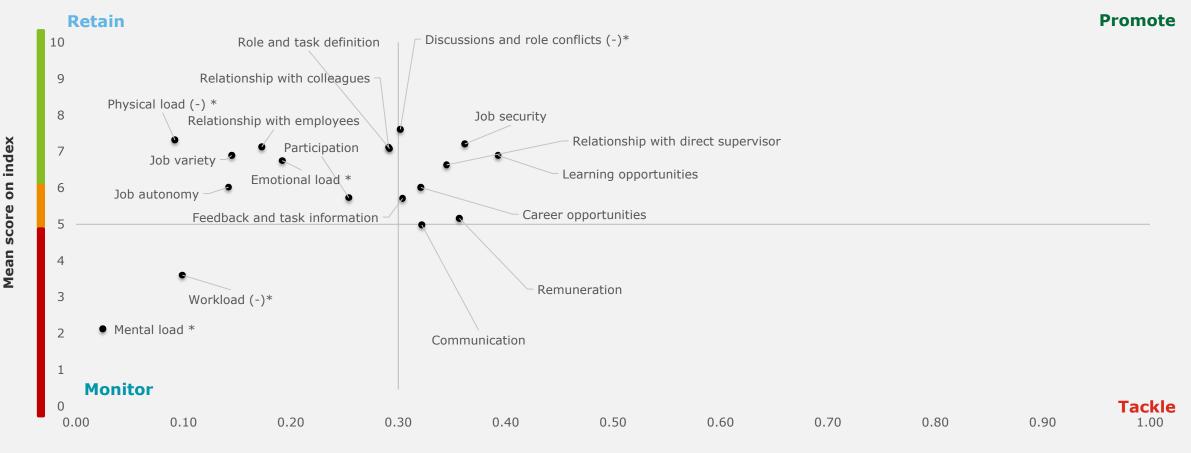
4. Impact analyses Performance



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)

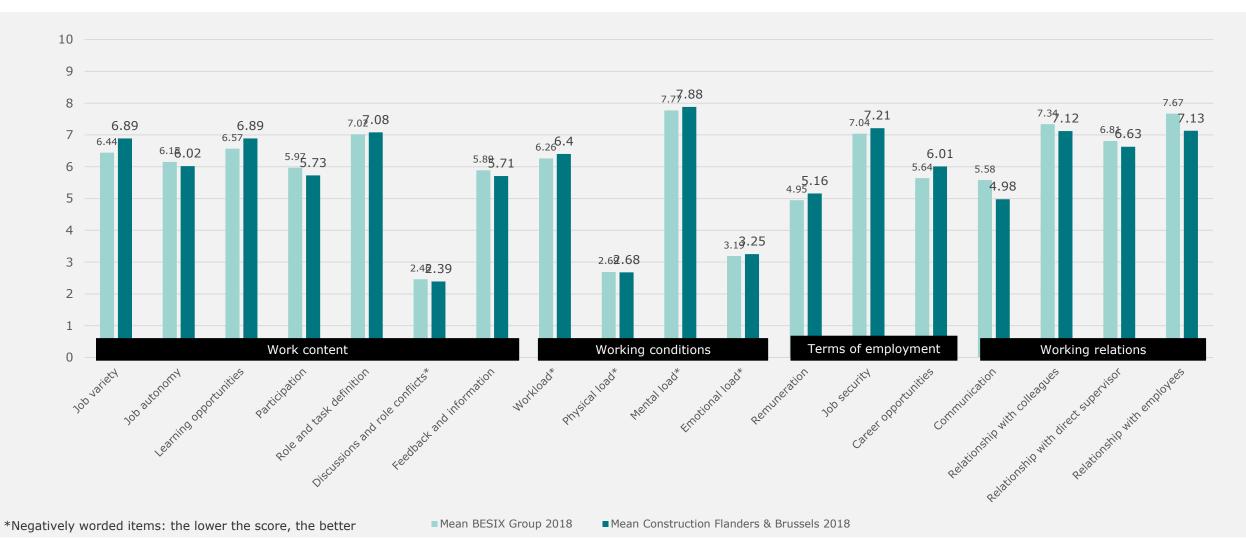
(-): negative correlation with dimension

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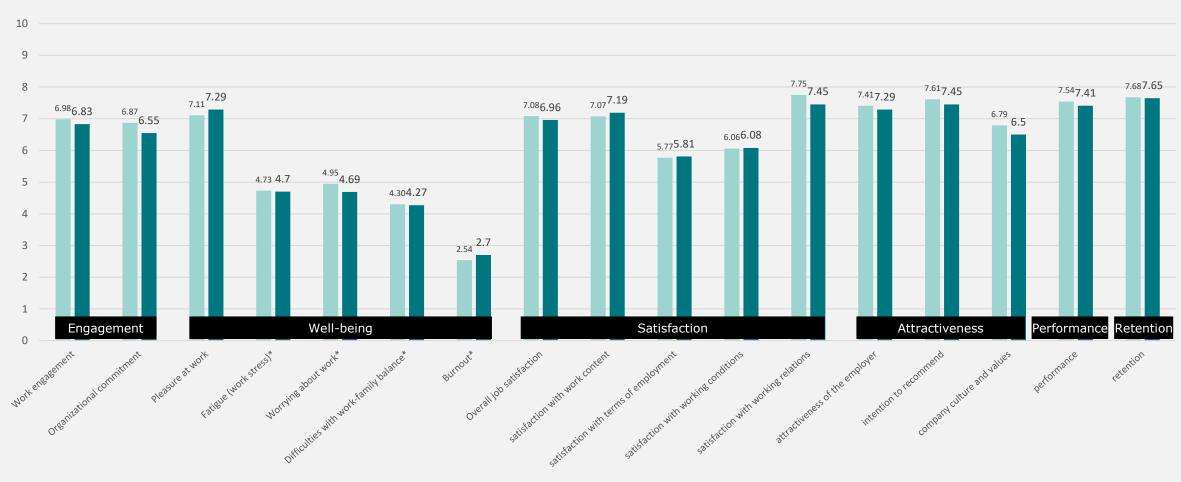


- 1. Comparing the indices with the BESIX Group results
- 2. Comparing the indices with the iNostix by Deloitte benchmark
- 3. Engagement analysis
- 4. Analysis of commitment
- 5. Typology work perception: pleasure and stress at work
- 6. Burnout
- 7. Undesirable behaviour
- 8. Overall job satisfaction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

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



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

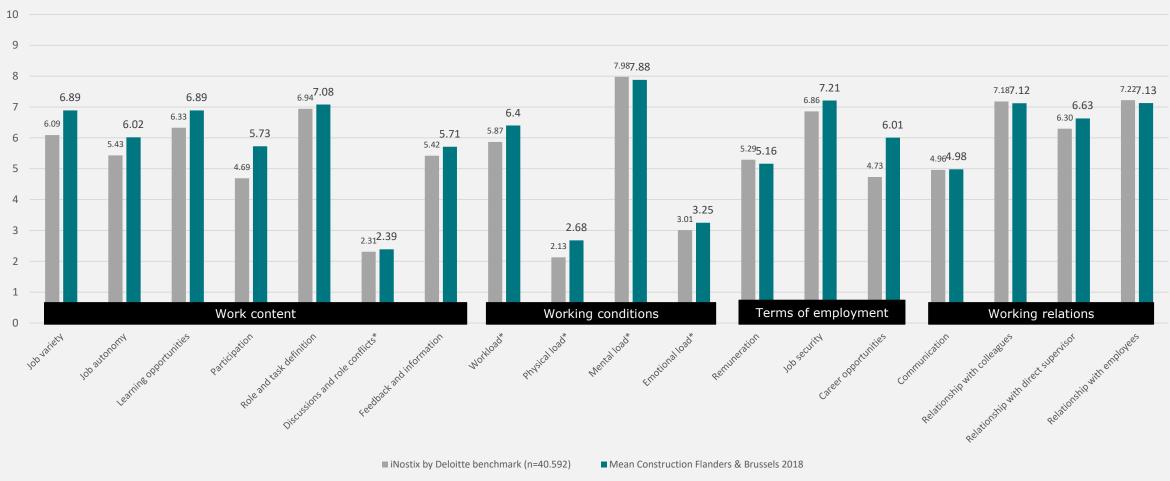




*Negatively worded items: the lower the score, the better

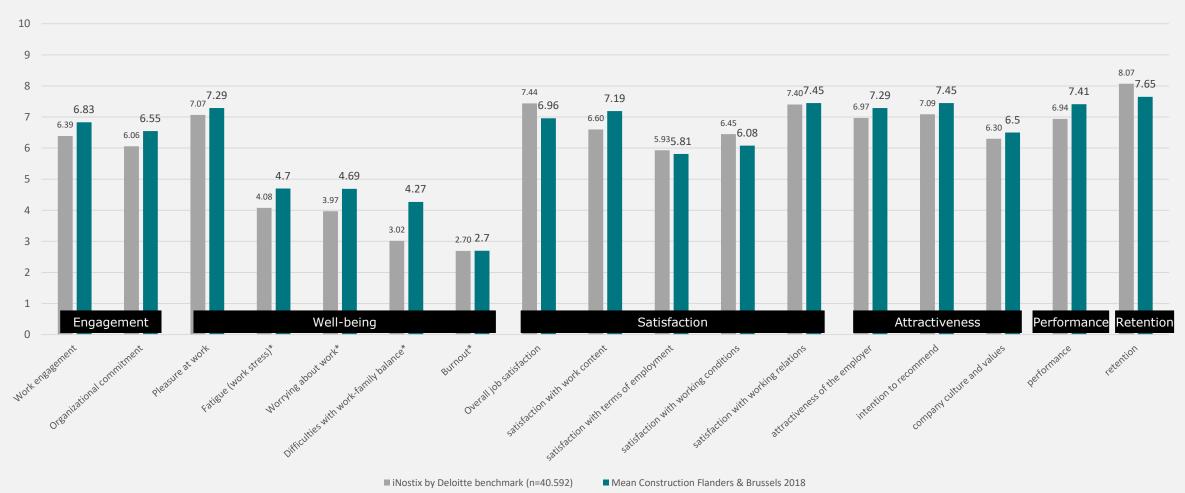
© Deloitte Belgium 2018

Comparing the indices with the benchmark (1/2)



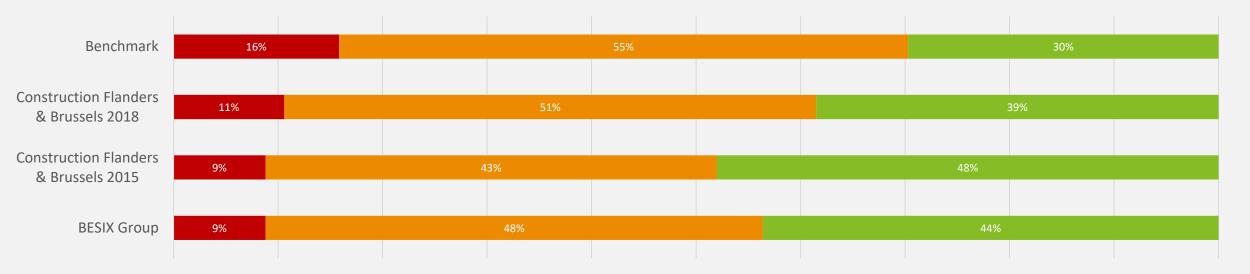
*Negatively worded items: the lower the score, the better

Comparing the indices with the benchmark (2/2)



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

5. Detailed results Engagement analysis





iNostix by Deloitte benchmark (n=40.592)

Engaged (5-7,5/10)

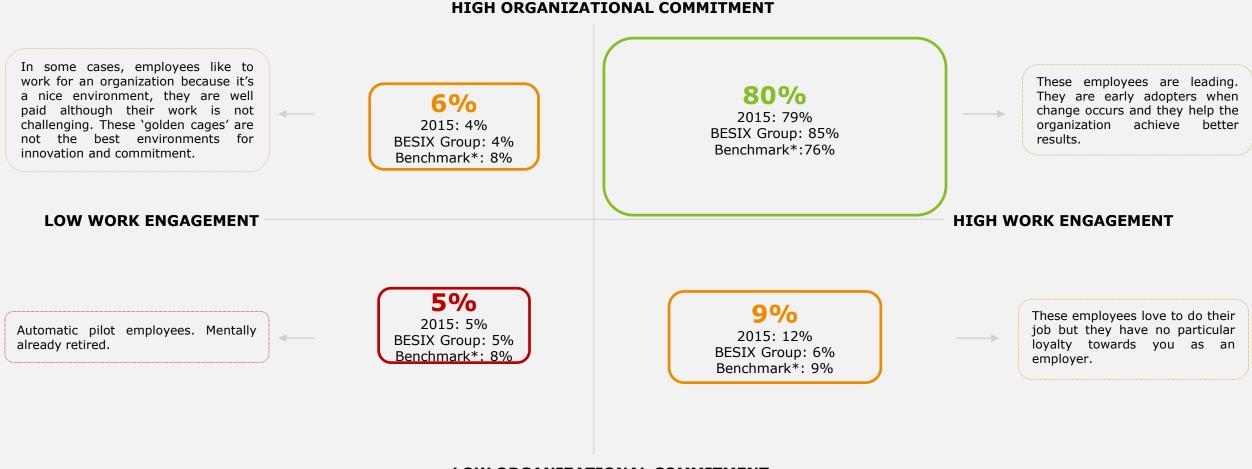
Average level of engagement

- 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

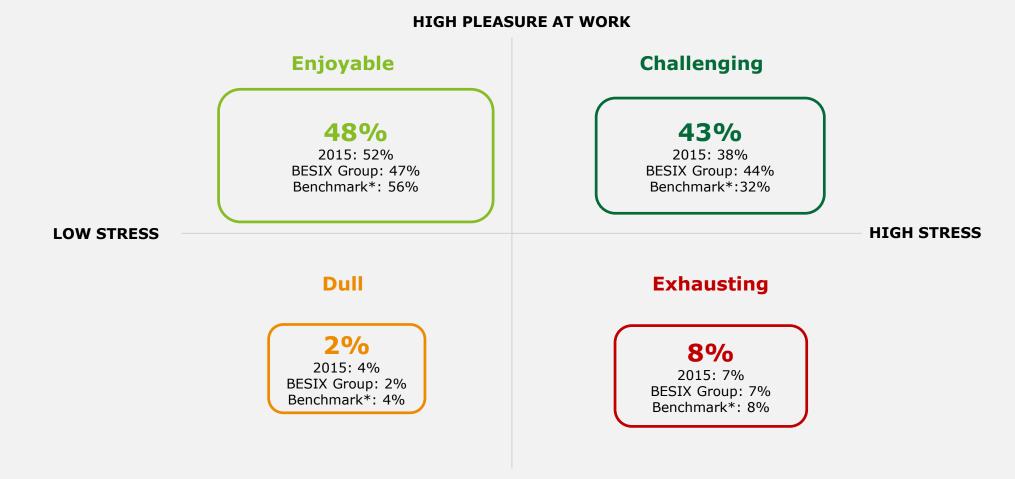
- Voluntary taking tasks from colleagues to reduce their workload
- Always looking for more effective methods
- Have low intention to quit

5. Detailed results Analysis of commitment



LOW ORGANIZATIONAL COMMITMENT

5. Detailed results Analysis of commitment

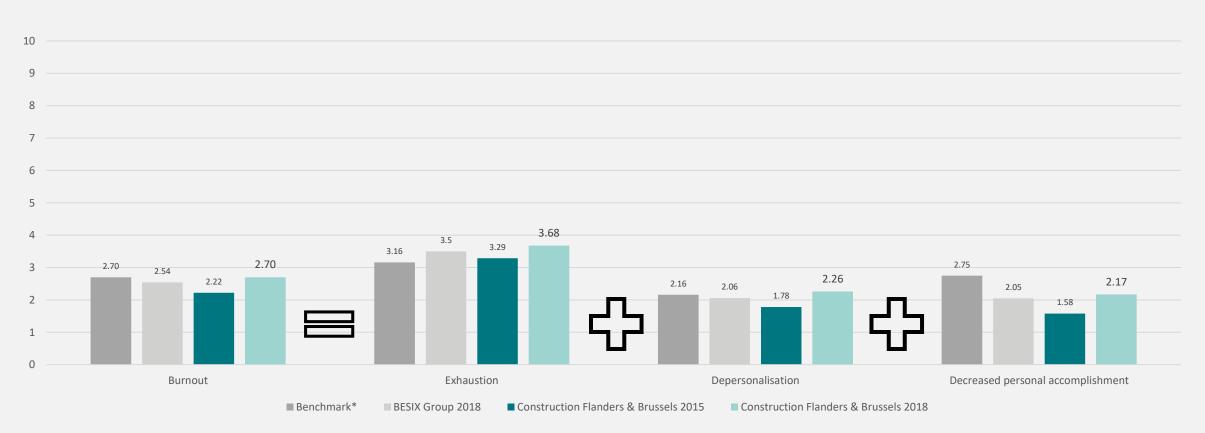


LOW PLEASURE AT WORK

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

*iNostix by Deloitte benchmark (n=40.592)

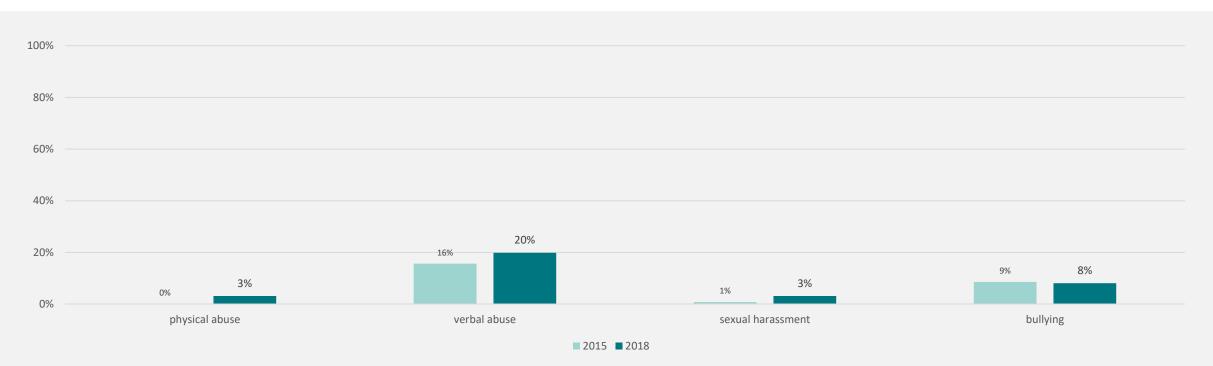
5. Detailed results Burnout



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



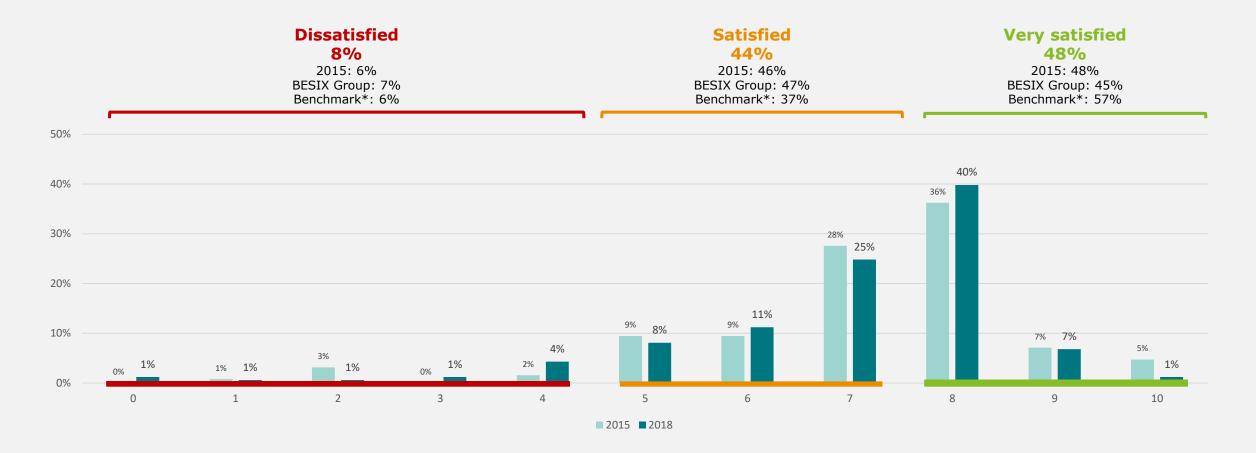
Undesirable behavior		Witness 2015 Witness 2018				
	n % of which internal		n	%	of which internal	
physical abuse	0	0%	N/A	5	3%	67%
verbal abuse	20	16%	64%	32	20%	53%
sexual harassment	1	1%	50%	5	3%	60%
bullying	11	9%	91%	13	8%	23%

Undesirable behaviour: victim

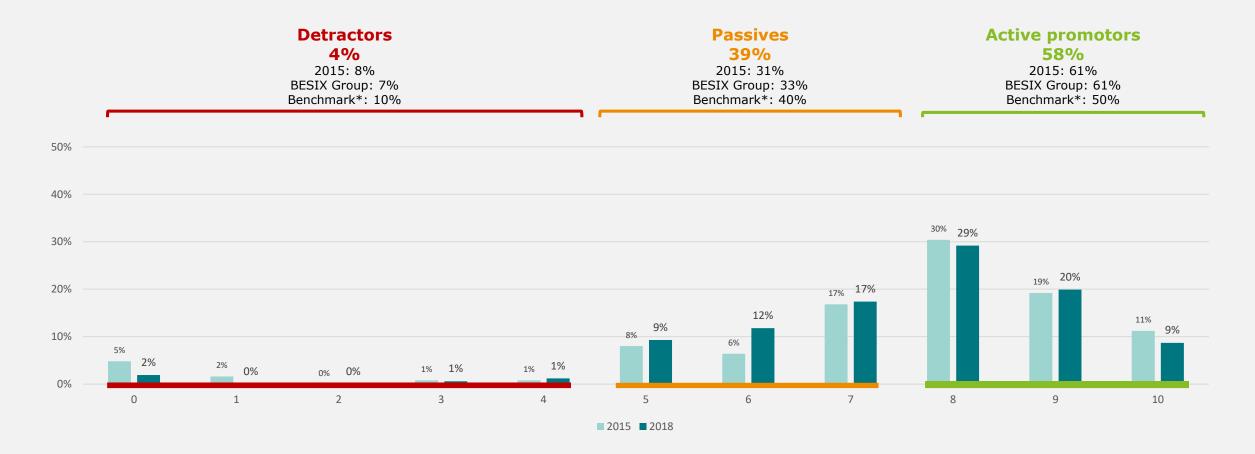
100% -				
80% -				
60% -				
40% -				
20% -				
		7% 7%		10%
0%	0% 0%		1% 2%	3%
078	physical abuse	verbal abuse	sexual harassment	bullying
		2015	2018	

Undesirable behavior		Victim	2015	Victim 2018					
	n % of which interna		of which internal	n	%	of which internal			
physical abuse	0	0%	N/A	0	0%	N/A			
verbal abuse	9	7%	54%	12	7%	53%			
sexual harassment	1	1%	50%	4	2%	20%			
bullying	13	10%	92%	5	3%	0%			

5. Detailed results Overall job satisfaction



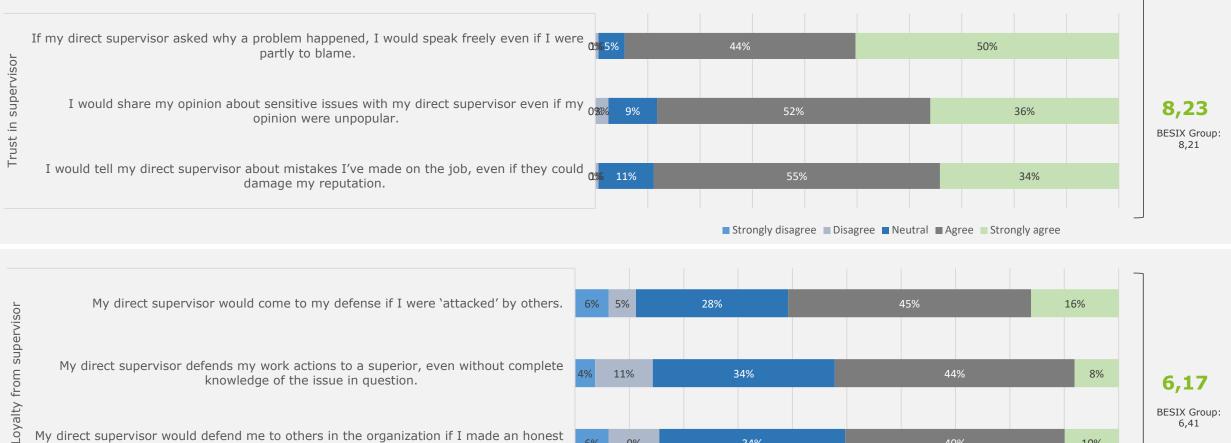
5. Detailed results Intention to recommend





6. Extra modules

6. Extra questions Leadership questions (1/3)



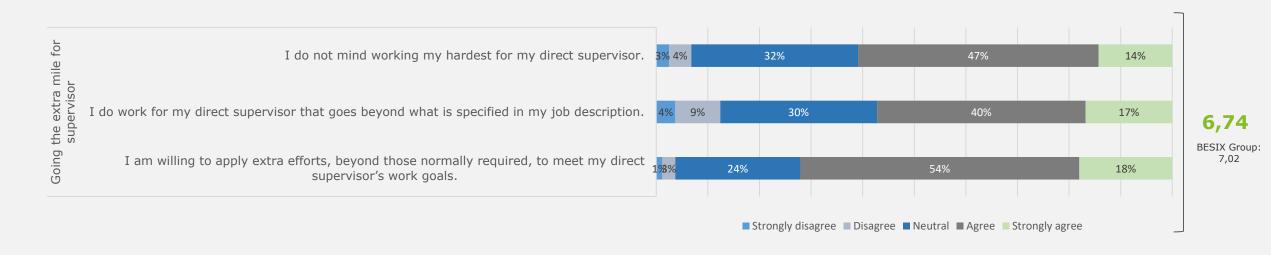
My direct supervisor defends my work actions to a superior, even without complete 11% 34% 44% 8% knowledge of the issue in question. My direct supervisor would defend me to others in the organization if I made an honest 6% 9% 34% 10% mistake.

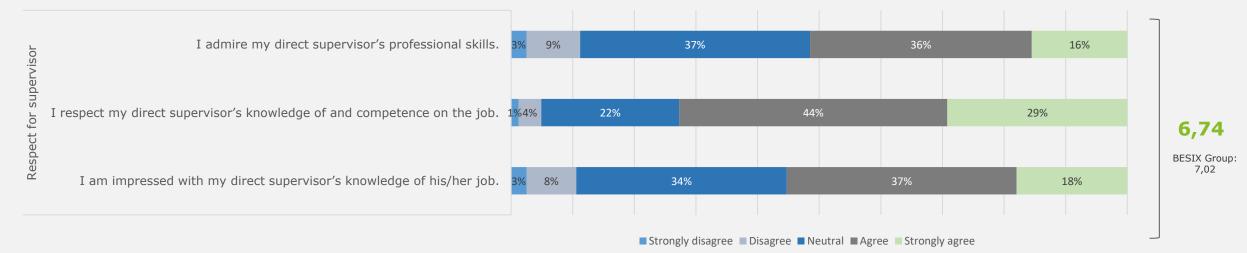
■ Strongly disagree ■ Disagree ■ Neutral ■ Agree ■ Strongly agree

6,17

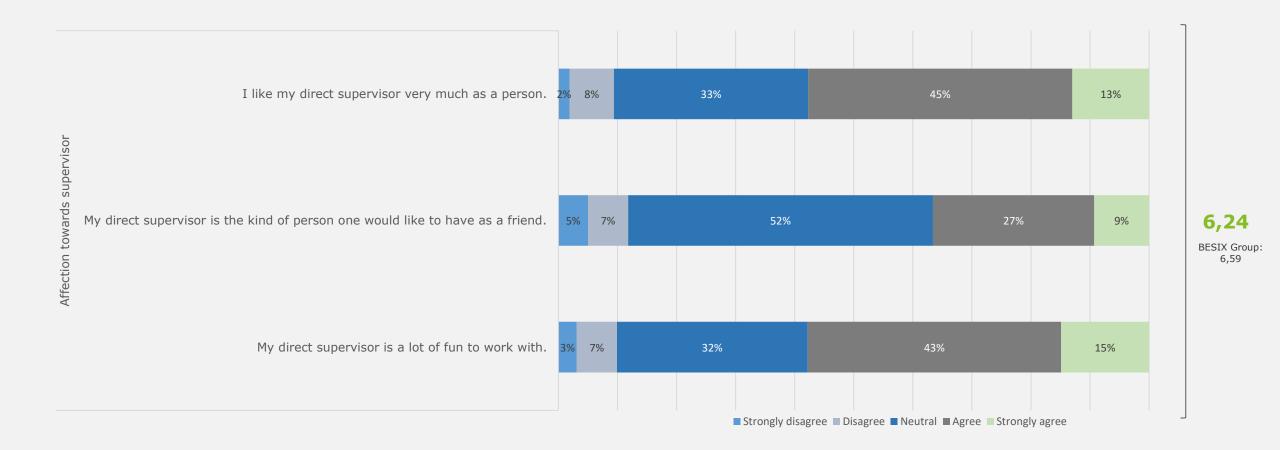
BESIX Group: 6,41

6. Extra questions Leadership questions (2/3)



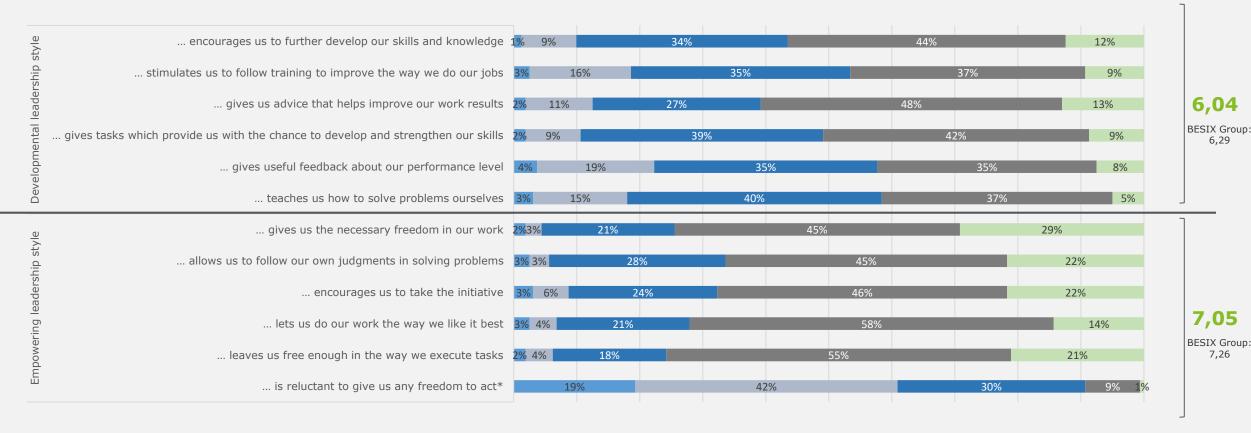


6. Extra questions Leadership questions (3/3)



6. Extra questions Leadership style (1/2)

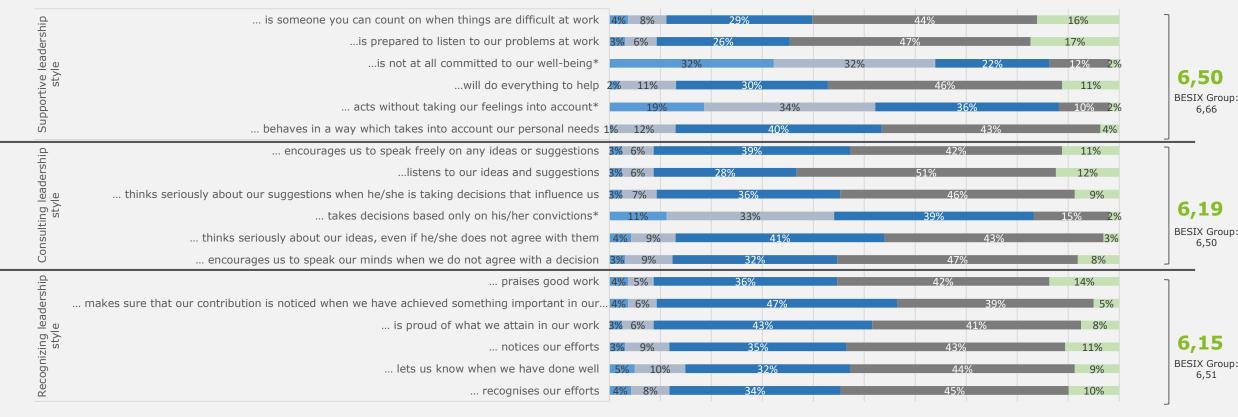
My direct supervisor...



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

6. Extra questions Leadership style (2/2)

My direct supervisor...



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.	4%		16%		34%			37%		9%]
ssibility HR	The employees of the HR department make enough time for me when I have a question.	4%	9%		3	37%		39	%		11%	6,00
Acces	It's easy to find the contact details of the HR department and its employees.	4%	1	.5%		29%		38%			14%	BESIX Group: 6,52
of HR	The employees of the HR department are always friendly.)%4%		21%			57%				.8%]
ness	The employees of the HR department are always polite.	3%	15	%			63%			1	9%	7,36
Polite	The employees of the HR department always treat me with respect.	0%4%		17%			60%			1	9%	BESIX Group:
HR	The employees of the HR department have enough knowledge to do their work well.	1 <mark>%</mark> 5%			36%			45%			12%	
ity of	The employees of the HR department are competent.	1 <mark>%</mark> 6%			40%			4	5%		8%	6,42
Ability	The employees of the HR department lack the right skills to carry out their tasks.*		16%			39%			34%		9% <mark>3%</mark>	BESIX Group: 6,37
HR	The HR department regularly informs us about the new initiatives it takes.	3%	1	17%		41	1%		33%		6%	
ity of	The answers are always clear when you ask the HR department for help.	4%	8%		34%	6		47	%		8%	5,99
Clarity	The information we get from the HR department is easy to understand for everyone.	<mark>3%</mark> 4%			40%			4	7%		7%	BESIX Group: 6,03
of HR	The HR department is held in high esteem in our organization.	4%	14	1%			53%			24%	6%	
	The HR department's activities in our organization come across as credible.	<mark>2%</mark> 6%				50%			37%		6%	5,92
Credibility	The HR department isn't considered as a fully fledged service.*	12	2%			40%			39%		8% 1 <mark>%</mark>	BESIX Group: 5,84

*Negatively worded item

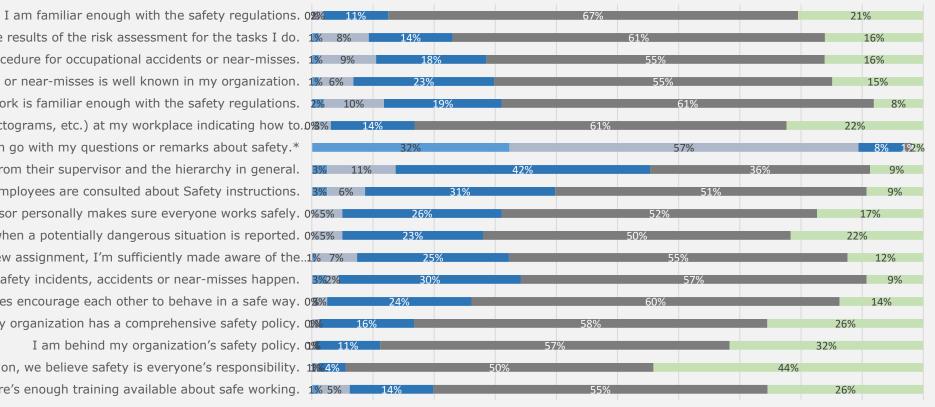
Strongly disagree Disagree Neutral Agree Strongly agree

6. Extra questions HR satisfaction (2/2)

													_
ب • •	ry or	The HR department gives some people preferential treatment.*	4%	24%	6			59%				12% 1 <mark>%</mark>	
	HR	The HR department does everything to avoid favouritism.	<mark>3%</mark> 9%	%			61%				25%	3%	5,43
T	ттрагсіансу (НR	The HR department is impartial when taking decisions.	<mark>2%</mark> 8%			(63%				25%	3%	BESIX Group: 5,38
	. HR	It's clear who in the HR department is responsible for which tasks.	4%	27	7%			43%			25%	1%]
	lity of	It isn't clear what the HR department does all day.*	4%		32%			44%			199	% 1 <mark>%</mark>	5,11
	Visibi	It's clear what is and what isn't within the remit of the HR department.	3%	17%			53%				25%	1%	BESIX Group: 5,59
	"HR	If the HR department promises something, it happens. 1	<mark>%</mark> 13	3%		48%				33%		5%	
	lity of	The HR department keeps its promises. 1	<mark>%</mark> 8%			48%				32%		11%	6,09
	eliabi	The information given by the HR department is reliable.	1%3%		41%				45%			9%	BESIX Group: 6,15
	ess ess	The HR department provides quick service.	3%	12%		45%				34%		6%	
	esponsiveness of HR	The HR department is immediately prepared to help. 1	% 7%		42%				42			9%	5,87
	of	The HR department reacts slowly to questions.*			29%			47	7%			15% 1%	BESIX Group: 6,02
	Υ Ο		070		29%			47	70			15% 170	- 0,02
	of HR	Whenever you contact the HR department, you get personal treatment.	1%4%		5:	۱%				40%		4%	
	ithy o	The employees of the HR department understand employees' specific needs.	<mark>2%</mark> 6%	-		48%				40%		3%	5,64 BESIX Group:
	Empa	The HR department knows what lives among the staff.	5%	17%			53%				24%	1%	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 with the results of the risk assessment for the tasks I do. 1% 8% I am familiar enough with the procedure for occupational accidents or near-misses. 1% The procedure for accidents or near-misses is well known in my organization. 1% 6% Everyone at work is familiar enough with the safety regulations. 2% 10% There are enough signs (posters, sheets, pictograms, etc.) at my workplace indicating how to.0%% I don't know where I can go with my guestions or remarks about safety.* Employees who work safely, receive recognition from their supervisor and the hierarchy in general. 3% Employees are consulted about Safety instructions. 3% 6% My supervisor personally makes sure everyone works safely. 0%5% My management takes action immediately when a potentially dangerous situation is reported. 0%5% When I arrive at a new workplace or at a new assignment, I'm sufficiently made aware of the .. 1% 7% The staff is well taken care of when any safety incidents, accidents or near-misses happen. 3%2% My colleagues encourage each other to behave in a safe way. 0% My organization has a comprehensive safety policy. I am behind my organization's safety policy. 0 11% At my organization, we believe safety is everyone's responsibility. 12%4%

At my organization, there's enough training available about safe working. 1% 5%

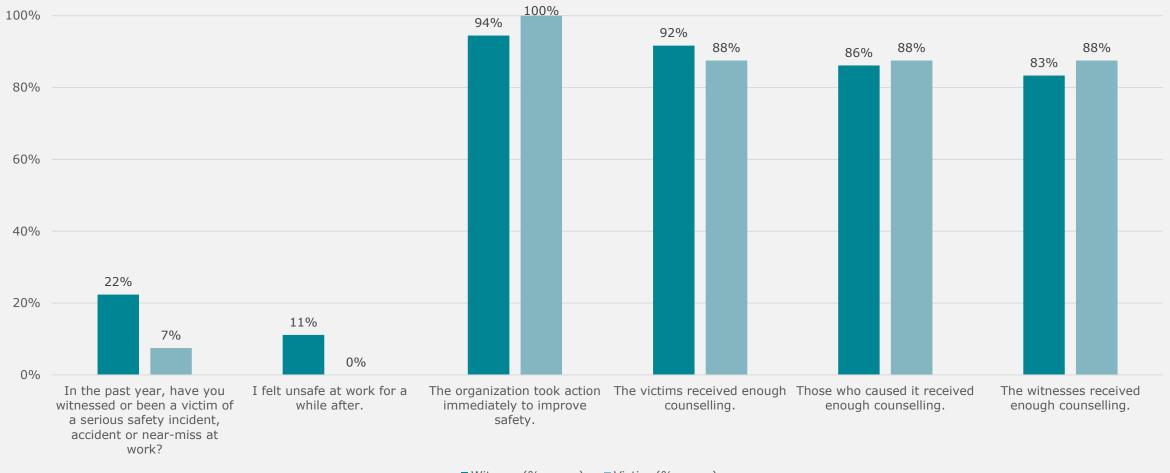
6. Extra questions Safety at work (2/3)

enough attention to safe and healthy working conditions for employees. 1	17%		55%		_	26%	
: risks are well assessed beforehand when putting together the working1%4% $lacksquare$	22%			60%			14%
My PPEs fit the purpose of my work. 07 109	6	50%		_		40%	
hen I have to work together with external parties (other organizations,	17%	27%			32%	1	9%
fety regulations make my work difficult or annoy me during my work.*	28%			45%	_	19%	7% 1
work less safely than I should, due to productivity or time pressures.*	24%		32%		27%	1	6% 2
There is enough time to work safely. 3%	13%	37%			36%	-	12%
The safety regulations are complicated.*	%	44%			32%		11% 1
nent we work with is maintained well enough and is checked for safety. 1938	25%			47%	_	24%	
The equipment we need to work safely is available. 0786	16%		55%			27%	
I only follow the safety regulations I find useful.*	31%			46%		16%	5% 3
I always follow the safety regulations. 078%	11%		65%			21	%
ety regulations all the time, it would look ridiculous to my colleagues.*	39%	0		39%		14%	8% 1
I always wear the required PPEs. 0 ⁷⁶ 119	%	35%			54%		
aining from my organization to deal with aggression from third parties.	%	29%		39%		17%	39
count on the support of my organization in conflicts with third parties. 1% 9%		42%			41%		8%
s available to me to protect myself against aggression (screens, CCTV,	17%		42%			29%	6%
There are always enough people available for high-risk assignments. 07478		42%			48%		6%

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

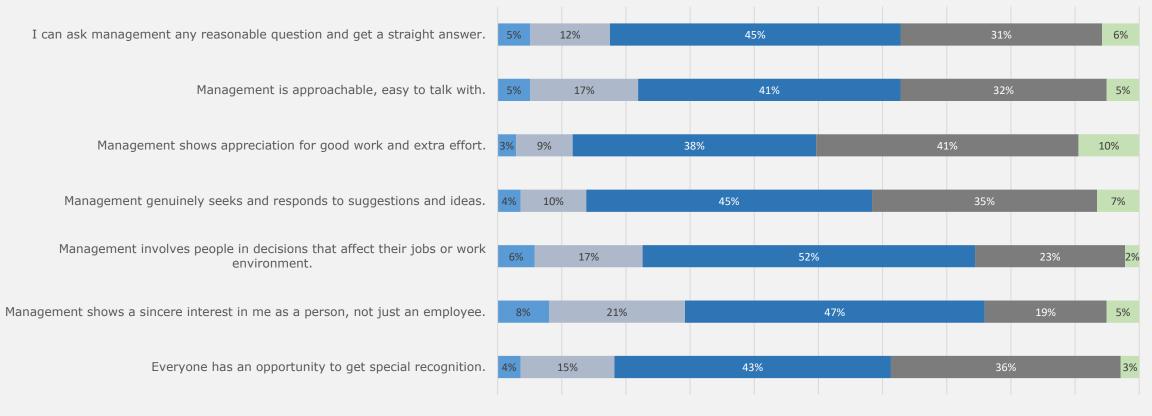
The management pays enough attention to safe and healthy working conditions for employed I am confident that risks are well assessed beforehand when putting together the worki My PPEs fit the purpose of my wo Safety risks occur when I have to work together with external parties (other organization The 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 safe The safety regulations are complicated The equipment we work with is maintained well enough and is checked for safe The equipment we need to work safely is available I only follow the safety regulations I find useful I always follow the safety regulation If I were to follow all safety regulations all the time, it would look ridiculous to my colleagues I always wear the required PP I receive enough training from my organization to deal with aggression from third parti I can count on the support of my organization in conflicts with third parti I have enough means available to me to protect myself against aggression (screens, CC

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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