# 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

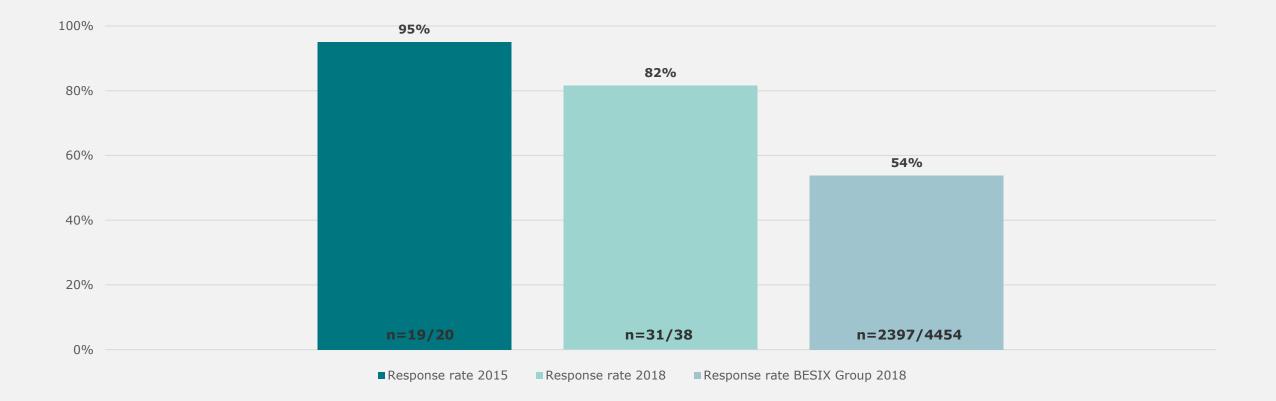
Components of the research model

| Work Characteristics<br>CAUSES  | Work perceptions<br>OUTCOMES   | Results   |
|---|--|---|
| Work Content <ul> <li>Job variety</li> <li>Job Autonomy</li> <li>Learning opportunities</li> </ul>  | Engagement<br>• Work engagement<br>• Organisational commitment   |   |
| <ul> <li>Participation</li> <li>Role and task definition</li> <li>Discussions and role conflicts</li> <li>Feedback and task information</li> </ul>                          | 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<br>• Workload (working pace and quantity)<br>• Physical load<br>• Mental load<br>• Emotional load   | <ul> <li>Work-family balance difficulties</li> <li>Bullying, sexual harassment,<br/>physical/verbal abuse</li> <li>Burnout</li> </ul>  | 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 <ul> <li>Overall job satisfation</li> <li>Satisfaction with work content</li> <li>Satisfaction with working conditions</li> <li>Satisfaction with terms of employment</li> <li>Satisfaction with working relations</li> </ul> | Extra questions<br>• Leadership   |
| Working relations <ul> <li>Communication</li> <li>Relationship with colleagues</li> <li>Relationship with direct supervisor</li> <li>Relationship with employees</li> </ul> | Attractiveness<br>• Attractiveness of the employer<br>• Intention to recommend<br>• Company culture and values   | <ul> <li>Safety at work</li> <li>HR satisfaction</li> <li>Management questions</li> </ul> |

# 2. Response rate analysis

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

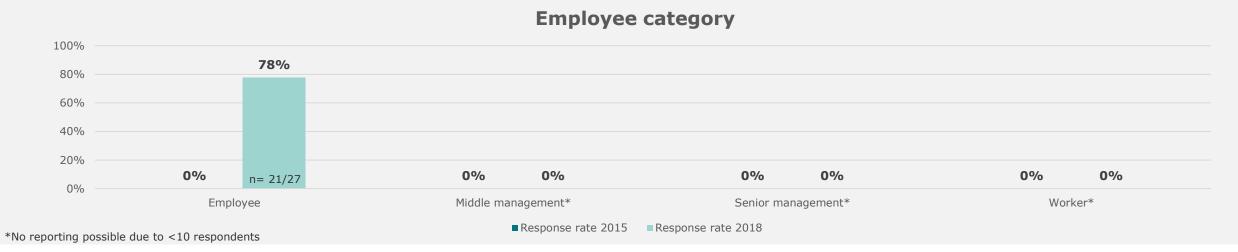
#### 2. Response rate analysis General response rate of Group HR & QHSE



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 Group HR & QHSE by Employee Category and Executive Function



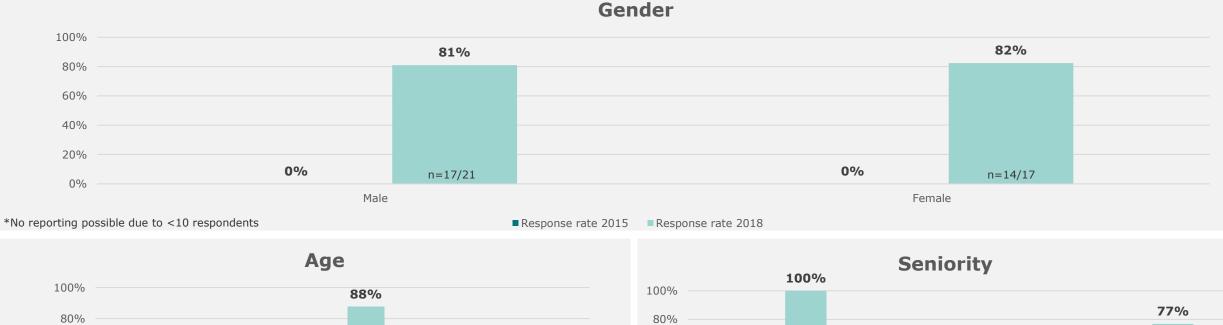
#### **Executive function**

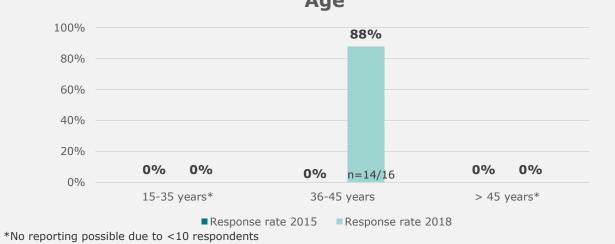


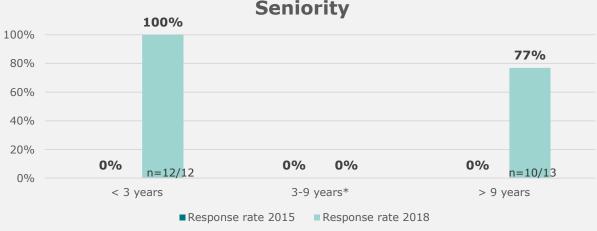
\*No reporting possible due to <10 respondents

#### 2. Response rate analysis

Response rate of Group HR & QHSE by Gender, Age and Seniority







\*No reporting possible due to <10 respondents



# **3.** Summary of the results

#### 3. Summary of the results Group HR & QHSE

| Work character                      | istics |      |
|-------------------------------------|--------|------|
|                                     | 2015   | 2018 |
| Work content                        | 5,81   | 6,39 |
| lob variety                         | 6,32   | 7,01 |
| lob autonomy                        | 6,40   | 6,32 |
| earning opportunities               | 5,36   | 6,65 |
| Participation                       | 4,74   | 5,51 |
| Role and task definition            | 5,96   | 6,32 |
| Discussions and role conflicts*     | 3,11   | 2,63 |
| eedback and task information        | 5,13   | 5,59 |
|                                     | 2015   | 2018 |
| Working conditions                  | 5,07   | 5,71 |
| Norkload*                           | 7,44   | 6,43 |
| Physical load*                      | 1,40   | 0,82 |
| Mental load*                        | 7,72   | 6,88 |
| Emotional load*                     | 3,16   | 3,01 |
|                                     | 2015   | 2018 |
| Terms of employment                 | 4,66   | 5,95 |
| Remuneration                        | 4,03   | 5,08 |
| lob security                        | 6,39   | 6,88 |
| Career opportunities                | 3,56   | 5,89 |
|                                     | 2015   | 2018 |
| Working relations                   | 5,68   | 6,17 |
| Communication                       | 5,00   | 5,29 |
| Relationship with colleagues        | 5,74   | 7,02 |
| Relationship with direct supervisor | 6,30   | 6,22 |
| Relationship with employees         | 7,67   | 7,29 |

| Work perceptions                             | 5                 |        |
|--|-------------------|--------|
|  | 2015              | 2018   |
| Engagement                                   | 6,79              | 7,02   |
| Work engagement                              | 6,79              | 7,23   |
| Organizational commitment                    | 6,78              | 6,81   |
|  | 2015              | 2018   |
| Well-being                                   | 6,22              | 6,32   |
| Pleasure at work                             | 6,89              | 7,69   |
| Fatigue (work stress)*                       | 4,42              | 4,6    |
| Worrying about work*                         | 4,48              | 4,74   |
| Difficulties with work-family balance*       | 3,99              | 4,29   |
| Burnout*                                     | 2,90              | 2,46   |
| Undesirable behavior 2018                    | Witness           | Victim |
| Physical abuse                               | 0%                | 0%     |
| Verbal abuse                                 | 29%               | 6%     |
| Sexual harassment                            | 3%                | 0%     |
| Bullying                                     | 10%               | 10%    |
| (No comparison with 2015 as a zero tolerance | principle is appl | lied)  |
|  | 2015              | 2018   |
| Satisfaction                                 | 5,93              | 6,8    |
| Overall job satisfaction                     | 6,44              | 7,1    |
| Satisfaction with work content               | 5,95              | 7,24   |
| Satisfaction with terms of employment        | 4,92              | 6      |
| Satisfaction with working conditions         | 6,27              | 6,34   |
| Satisfaction with working relations          | 6,60              | 7,62   |
|  | 2015              | 2018   |
| Attractiveness                               | 6,41              | 7,26   |
| Attractiveness of the employer               | 6,39              | 7,34   |
| Company culture and values                   | 6,83              | 7,61   |
|  |                   |        |

| Results   |      |      |
|---|------|------|
| Performance                                       | 2015 | 2018 |
| Going the extra mile even if not asked for        | 7,70 | 7,68 |
| Retention   | 2015 | 2018 |
| Intention to stay working within the organization | 6,77 | 7,92 |

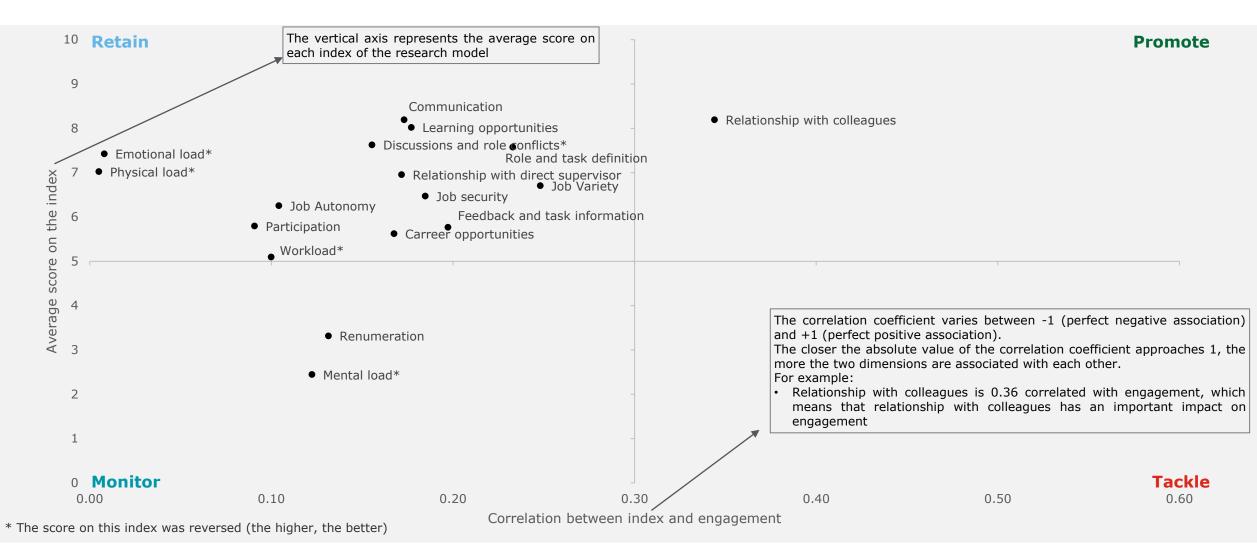
| Meaning of the colours           |  |  |  |  |  |  |  |
|----------------------------------|--|--|--|--|--|--|--|
| Positively worded dimensions     |  |  |  |  |  |  |  |
| Mean score <5/10                 |  |  |  |  |  |  |  |
| Mean score $\geq$ 5/10 and <6/10 |  |  |  |  |  |  |  |
| Mean score ≥6/10                 |  |  |  |  |  |  |  |
|                                  |  |  |  |  |  |  |  |
| *Negatively worded dimensions    |  |  |  |  |  |  |  |
| Mean score ≤4/10                 |  |  |  |  |  |  |  |

Mean score  $\leq 4/10$ Mean score > 4/10 and  $\leq 5/10$ Mean score > 5/10

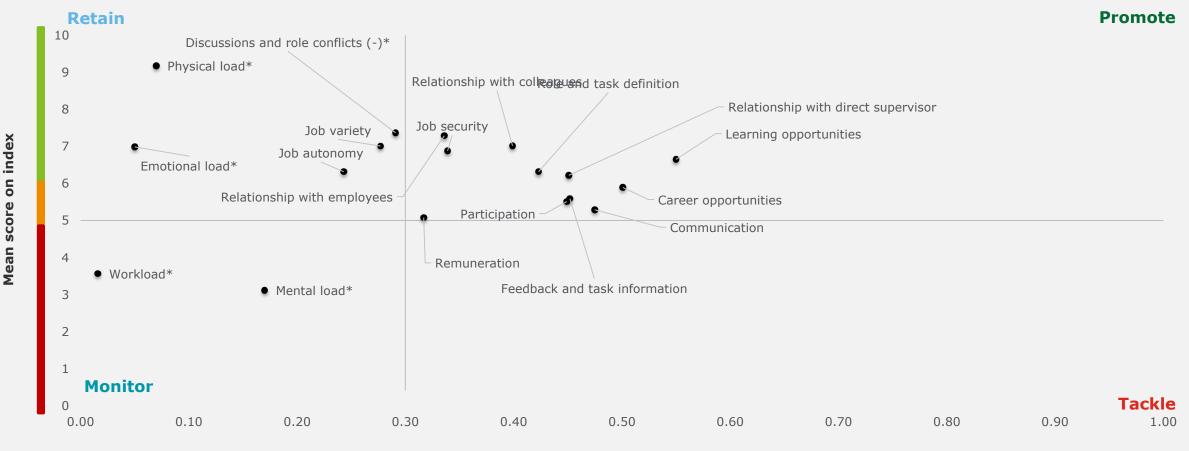


## **4. Impact analyses**

#### 4. Detailed results Interpretation slide: impact analysis engagement



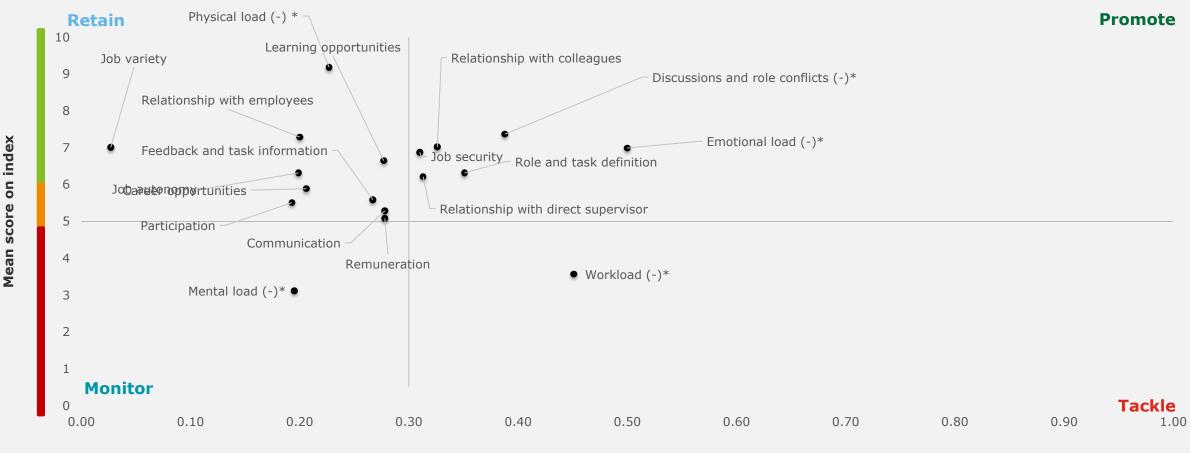
## 4. Impact analyses Engagement



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

Correlation between index and Engagement

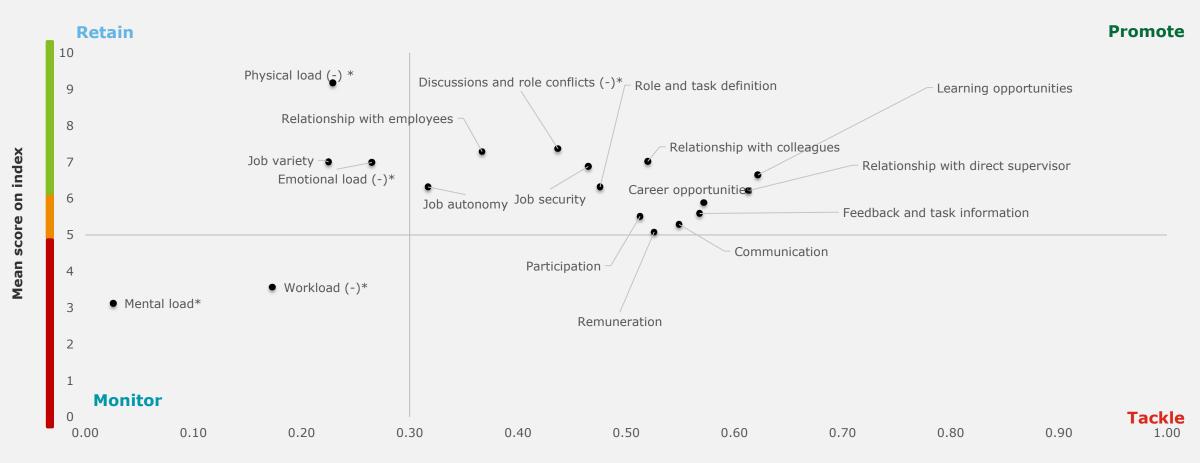
## 4. Impact analyses Well-being



Correlation between index and Well-being

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

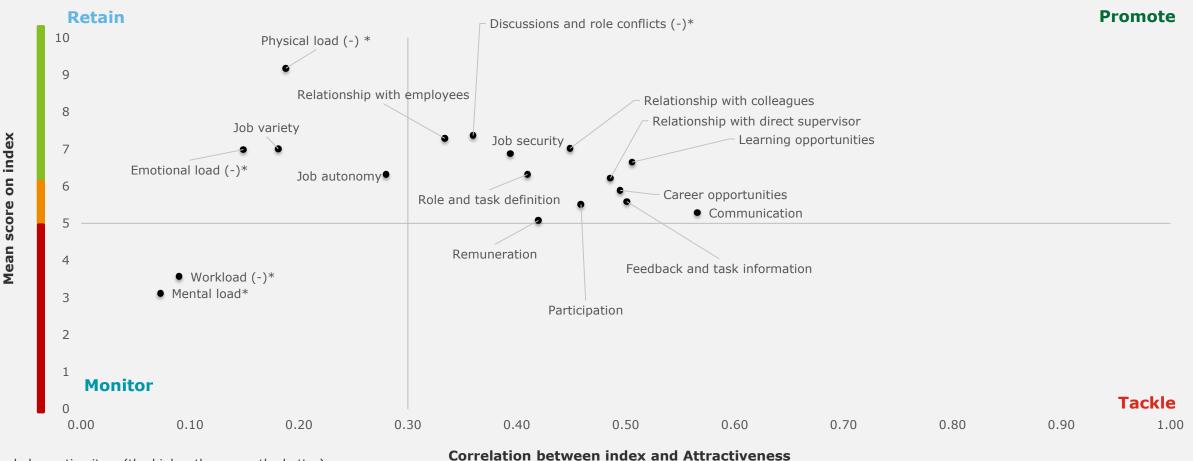
# 4. Impact analyses Satisfaction



**Correlation between index and Satisfaction** 

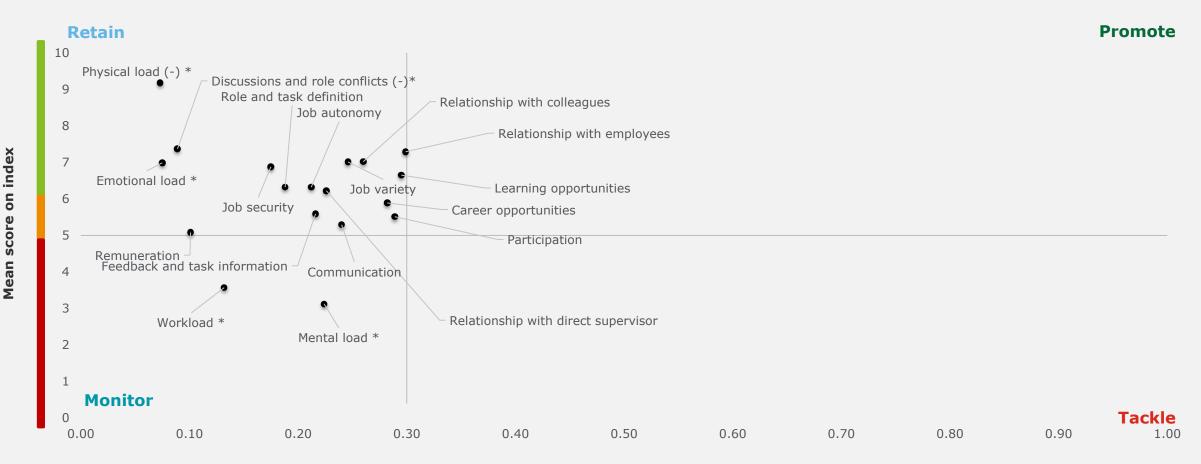
\*Recoded negative item (the higher the score, the better)

### 4. Impact analyses Attractiveness



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

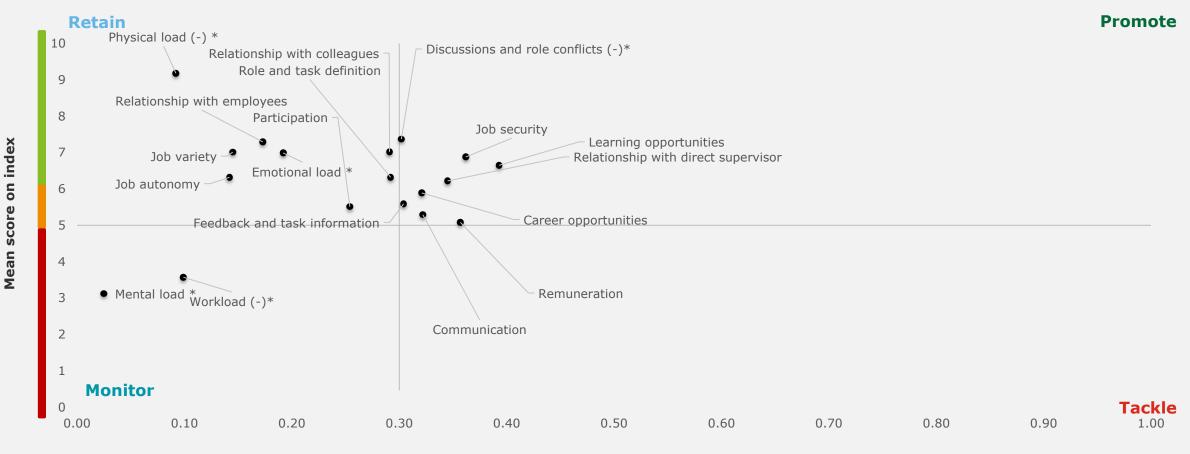
### 4. Impact analyses Performance



**Correlation between index and Performance** 

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

### 4. Impact analyses Retention



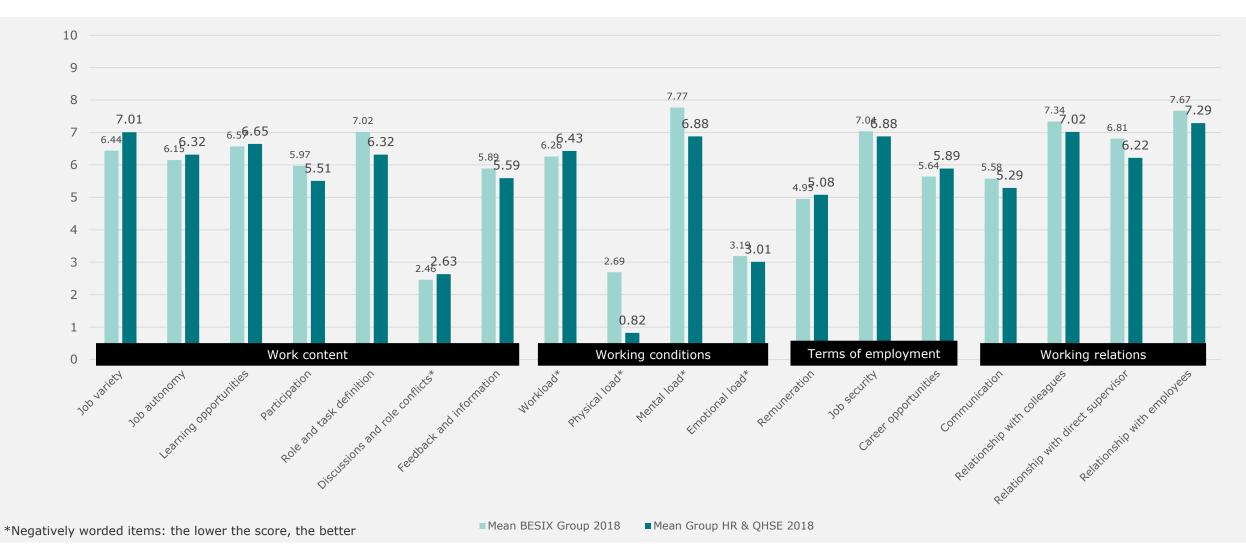
**Correlation between index and Retention** 

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

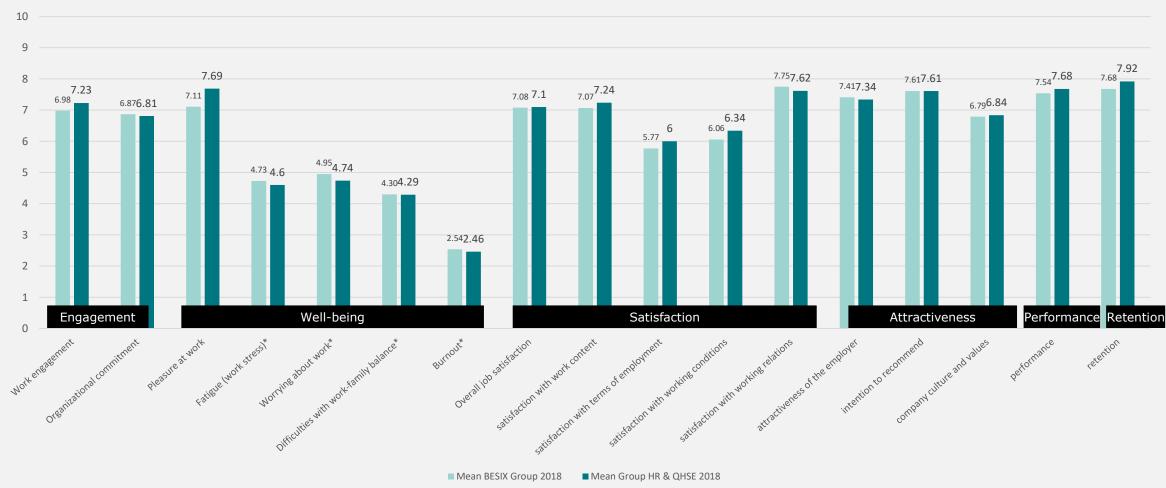


- 1. Comparing the indices with the BESIX Group results
- 2. Comparing the indices with the iNostix by Deloitte benchmark
- 3. Engagement analysis
- 4. Analysis of commitment
- 5. Typology work perception: pleasure and stress at work
- 6. Burnout
- 7. Undesirable behaviour
- 8. Overall job satisfaction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

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

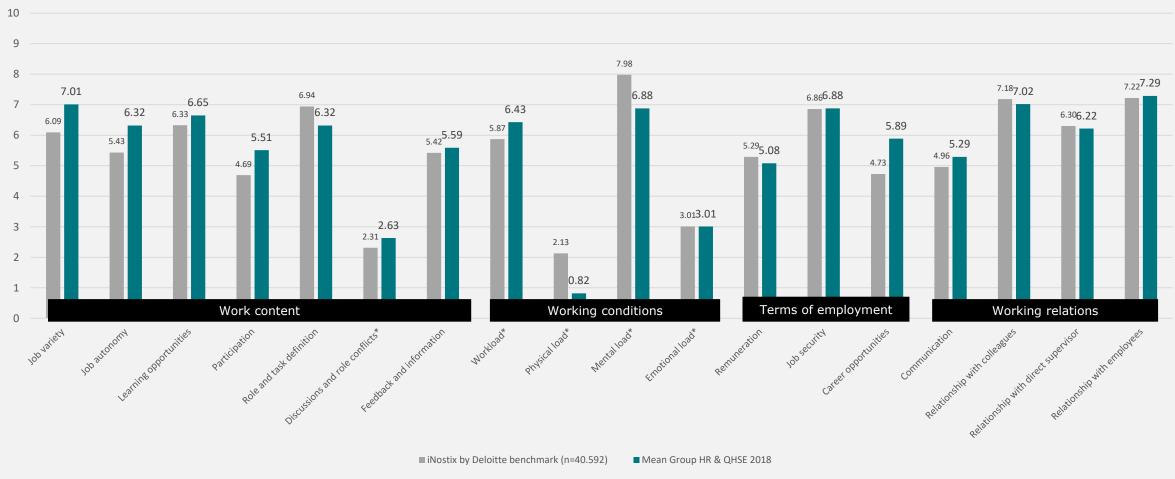


Comparing the indices with the BESIX Group results (2/2)

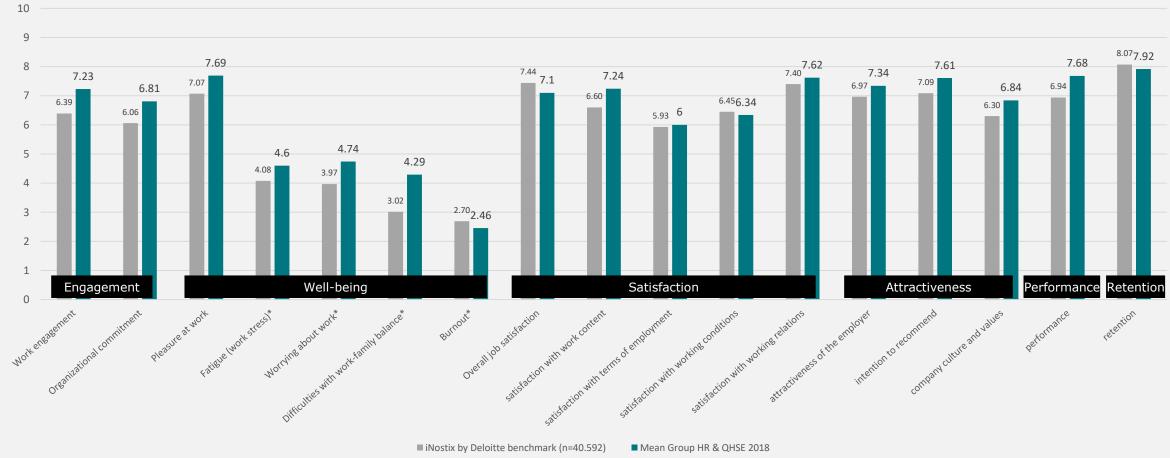


\*Negatively worded items: the lower the score, the better

Comparing the indices with the benchmark (1/2)



Comparing the indices with the benchmark (2/2)



\*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)

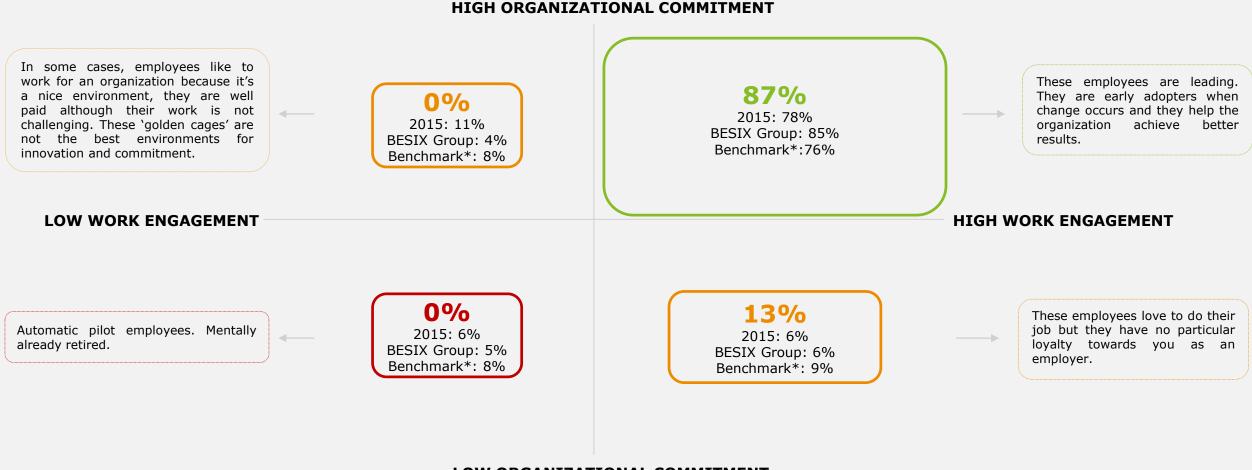
Average level of engagement

- 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

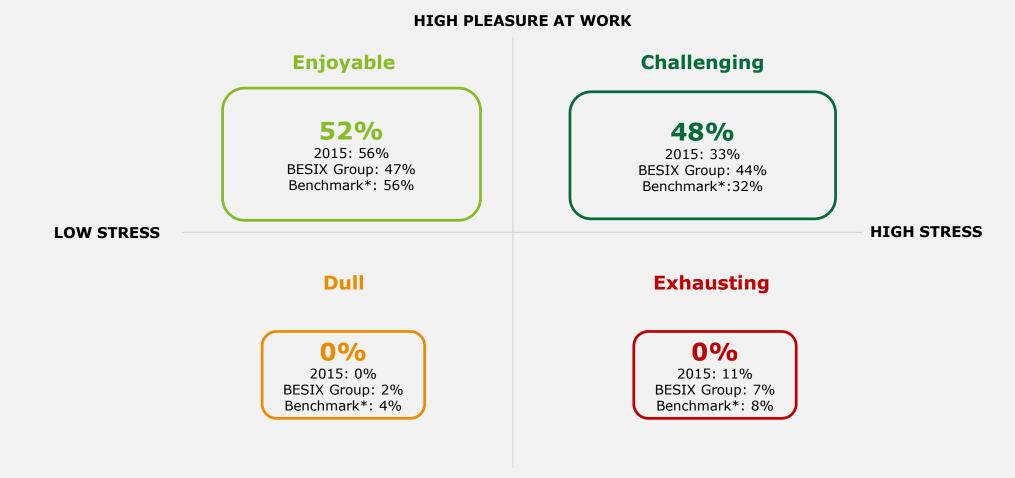
- riigh performance
- A lot of pleasure at work
- Voluntary taking tasks from colleagues to reduce their workload
- Always looking for more effective methods
- Have low intention to quit

#### 5. Detailed results Analysis of commitment



#### LOW ORGANIZATIONAL COMMITMENT

#### 5. Detailed results Analysis of commitment

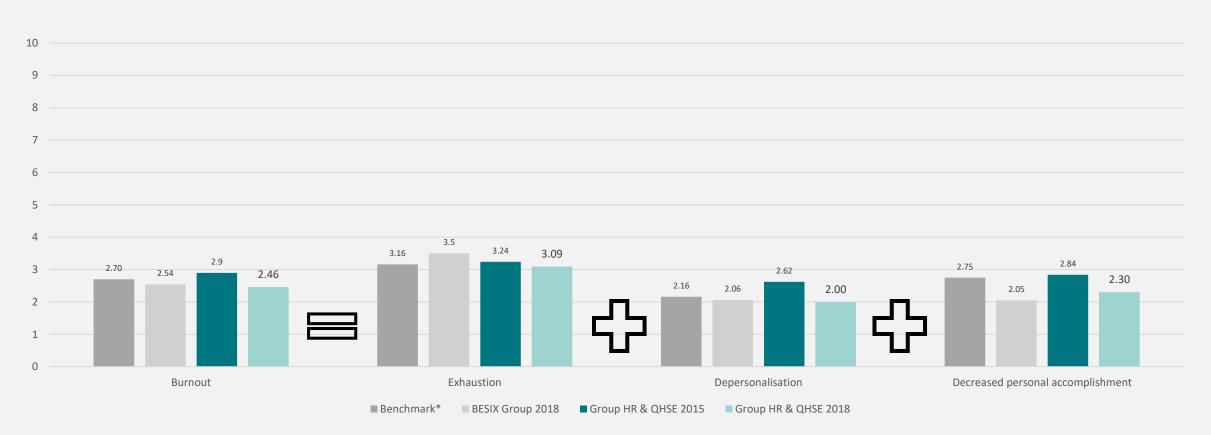


LOW PLEASURE AT WORK

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)

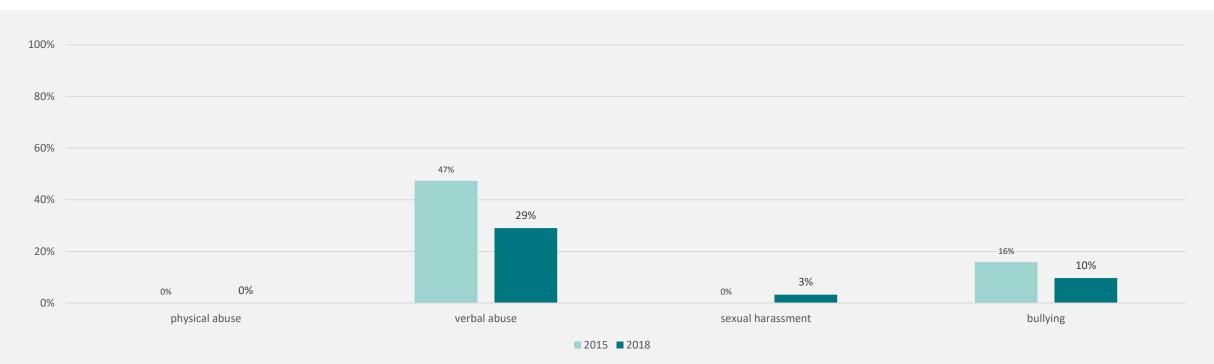
#### 5. Detailed results Burnout



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



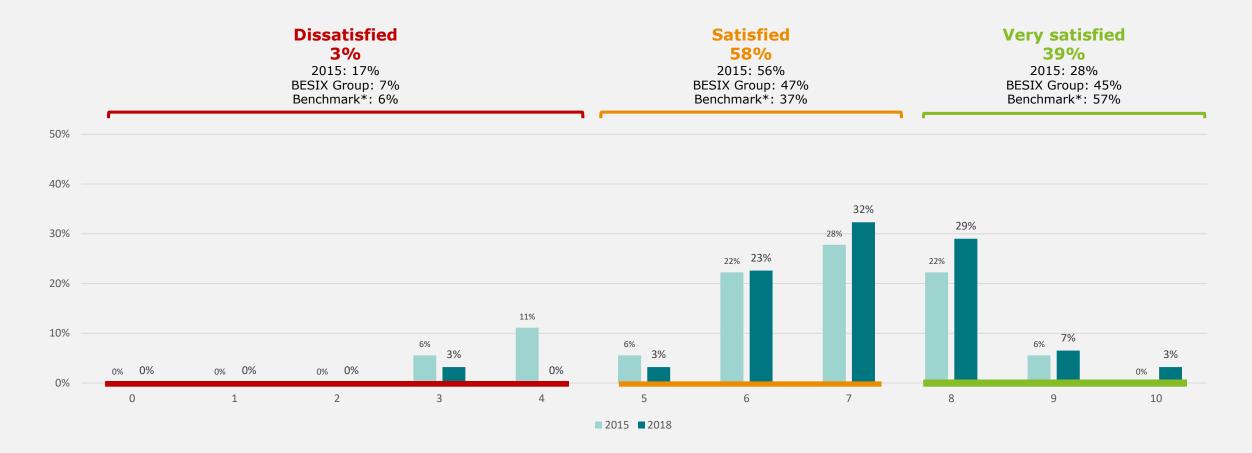
| Undesirable behavior |          | Witness | s 2015 | Witness 2018 |                 |     |                   |   |   |                   |
|----------------------|----------|---------|--------|--------------|-----------------|-----|-------------------|---|---|-------------------|
|                      | n % of v |         | n %    |              | n % of which ir |     | of which internal | n | % | of which internal |
| physical abuse       | 0        | 0%      | N/A    | 0            | 0%              | N/A |                   |   |   |                   |
| verbal abuse         | 9        | 47%     | 90%    | 9            | 29%             | 20% |                   |   |   |                   |
| sexual harassment    | 0        | 0%      | N/A    | 1            | 3%              | 0%  |                   |   |   |                   |
| bullying             | 3        | 16%     | 100%   | 3            | 10%             | 0%  |                   |   |   |                   |

#### Undesirable behaviour: victim

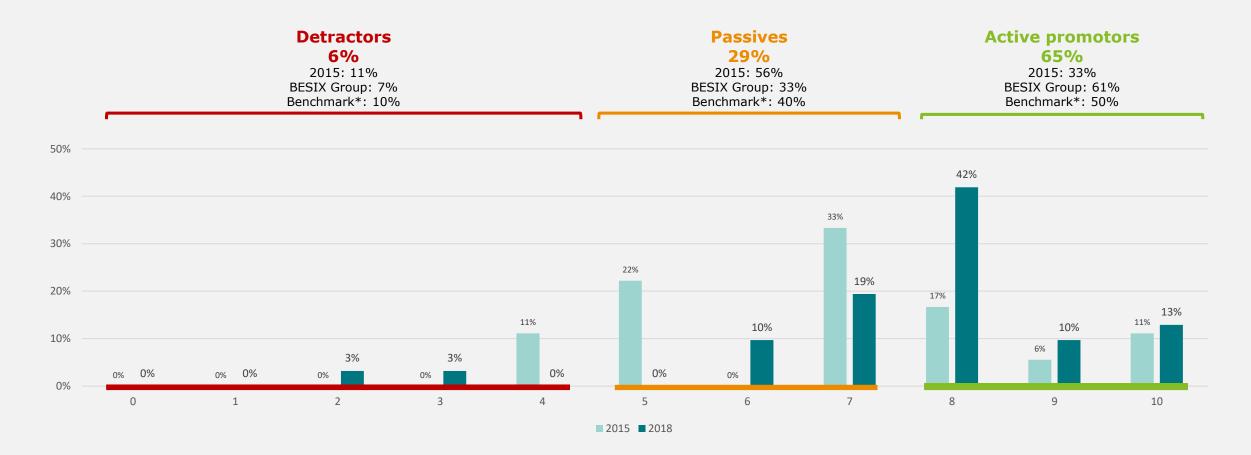
| 100% — |                |              |                           |          |
|--------|----------------|--------------|---------------------------|----------|
| 80% —  |                |              |                           |          |
| 60% —  |                |              |                           |          |
| 40% —  |                |              |                           |          |
| 20% —  |                | 11% 6%       |                           | 10%      |
| 0% —   | 0% 0%          |              | 0% 0%                     |          |
|        | physical abuse | verbal abuse | sexual harassment<br>2018 | bullying |

| Undesirable behavior | Victim 2015 |     |                   | Victim 2018 |     |                   |  |  |
|----------------------|-------------|-----|-------------------|-------------|-----|-------------------|--|--|
|                      | n           | %   | of which internal | n           | %   | of which internal |  |  |
| physical abuse       | 0           | 0%  | N/A               | 0           | 0%  | N/A               |  |  |
| verbal abuse         | 2           | 11% | 100%              | 2           | 6%  | 0%                |  |  |
| sexual harassment    | 0           | 0%  | N/A               | 0           | 0%  | N/A               |  |  |
| bullying             | 1           | 5%  | 100%              | 3           | 10% | 0%                |  |  |

#### 5. Detailed results Overall job satisfaction



#### 5. Detailed results Intention to recommend

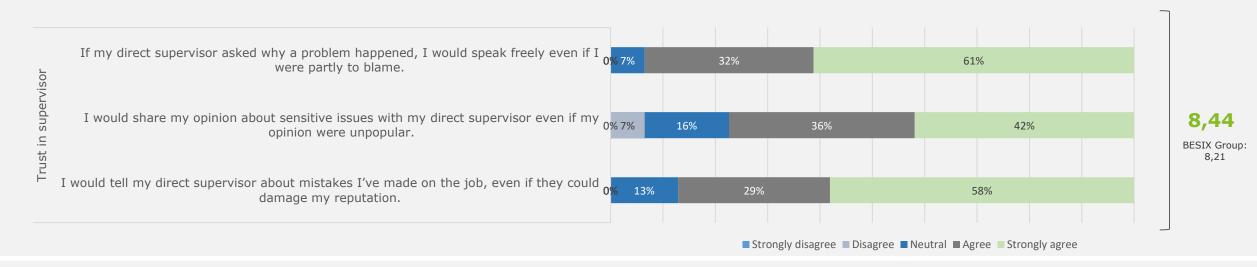


\*iNostix by Deloitte benchmark (n=40.592)



## **6. Extra modules**

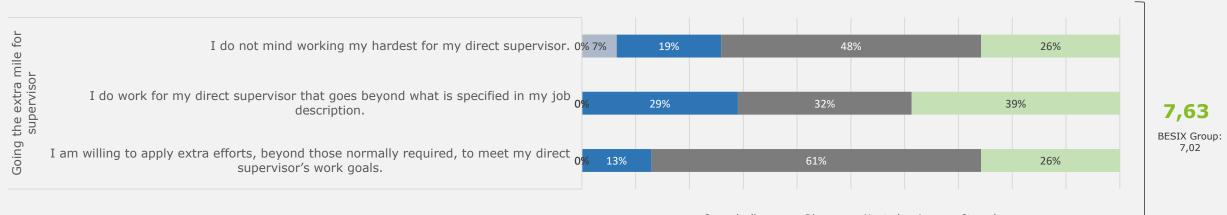
### 6. Extra questions Leadership questions (1/3)



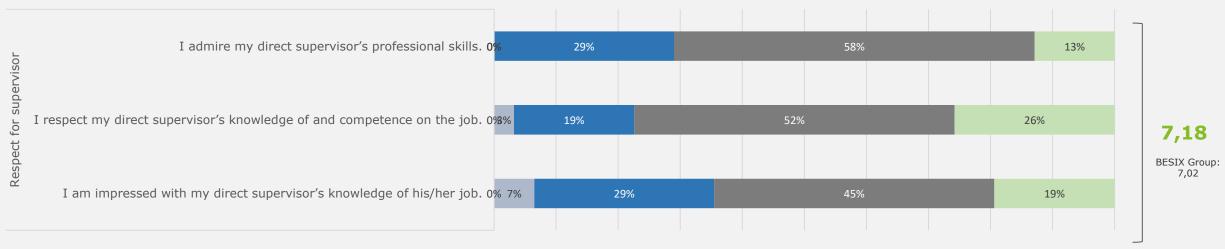
| DL        | My direct supervisor would come to my defense if I were 'attacked' by others. 0% 7%   | 23% |    | 42% |    | 29% |  |                             |
|-----------|---|-----|----|-----|----|-----|--|-----------------------------|
| superviso |   |     |    |     |    |     |  |                             |
| ty from s | My direct supervisor defends my work actions to a superior, even without complete 0% 7% knowledge of the issue in question. | 29  | 9% | 39  | 9% | 26% |  | <b>7,26</b><br>BESIX Group: |
| Loyali    | My direct supervisor would defend me to others in the organization if I made an honest $_{0\%7\%}$ mistake.                 | 23% |    | 42% |    | 29% |  | 6,41                        |
|           |   |     |    |     |    |     |  |                             |

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

### 6. Extra questions Leadership questions (2/3)

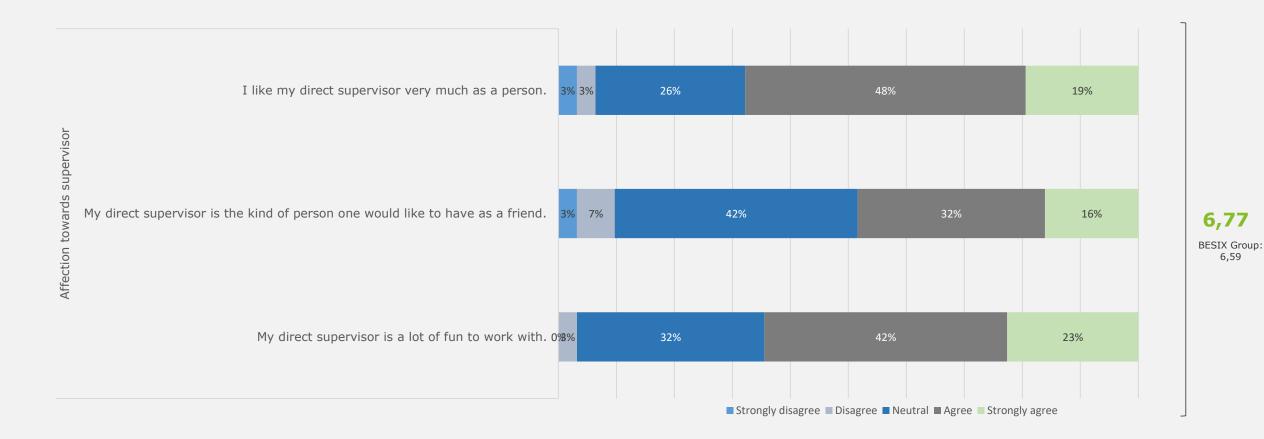


Strongly disagree Disagree Neutral Agree Strongly agree



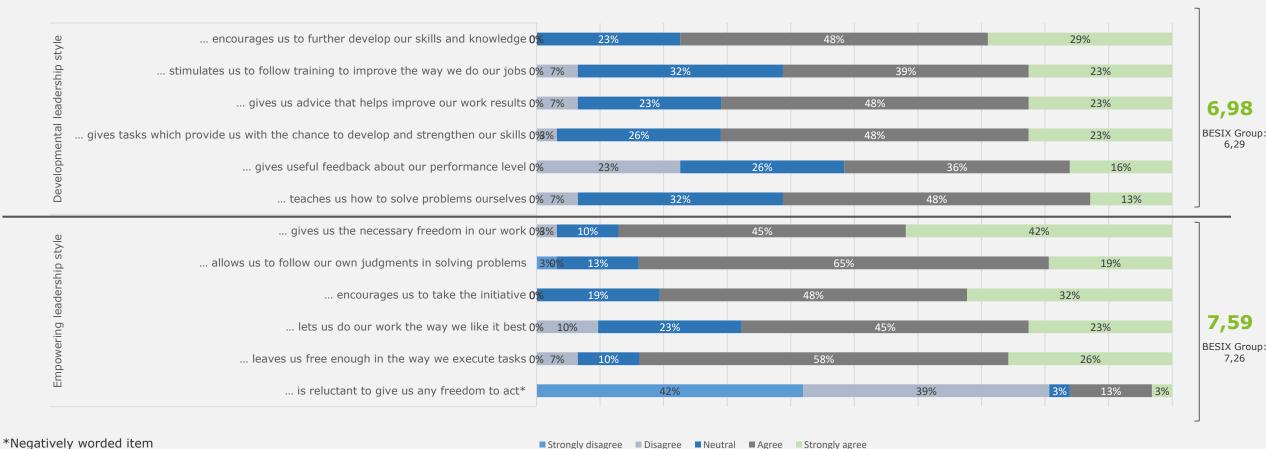
Strongly disagree Disagree Neutral Agree Strongly agree

#### 6. Extra questions Leadership questions (3/3)



#### 6. Extra questions Leadership style (1/2)

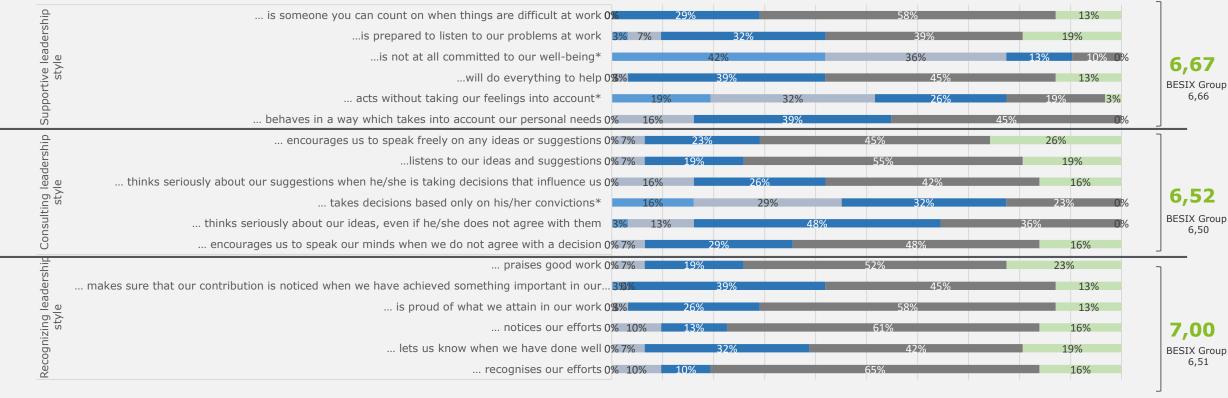
My direct supervisor...



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

#### 6. Extra questions Leadership style (2/2)

My direct supervisor...



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

## 6. Extra questions HR satisfaction (1/2)

| ccessibility of<br>HR | The employees of the HR department are easy to reach when I need them.<br>The employees of the HR department make enough time for me when I have a question.<br>It's easy to find the contact details of the HR department and its employees. | 7%<br>3% 3%        | 7%<br>13%<br>10% | 13% | 16% |     | 489<br>619 |      |     | -   |     | 9%     | 6,96<br>BESIX Group:<br>6,52 |
|-----------------------|---|--------------------|------------------|-----|-----|-----|------------|------|-----|-----|-----|--------|------------------------------|
| <br>s of A            | The employees of the HR department are always friendly. (   |                    |                  | -   |     |     | 68%        | -070 |     |     |     | 9%     | ]                            |
| Politeness<br>HR      | The employees of the HR department are always polite.   | 0% 7%              |                  |     |     | 61% |            |      |     |     | 32% |        | 7,85                         |
| Polii                 | The employees of the HR department always treat me with respect.  | 0%3% 7%            |                  |     |     |     | 68%        |      |     |     | 23% | ,<br>) | BESIX Group:<br>7,12         |
| HR                    | The employees of the HR department have enough knowledge to do their work well.   | 0%8%               | 16%              |     |     |     |            | 71%  |     |     |     | 10%    | ]                            |
| ity of                | The employees of the HR department are competent.   | 3% 3%              |                  | 26% |     |     |            | 48%  |     |     | 19  | 9%     | 7,39                         |
| Ability               | The employees of the HR department lack the right skills to carry out their tasks.*   |                    |                  |     | 48% |     |            |      | 32% |     | 13% | 7% 0%  | BESIX Group:<br>6,37         |
| HR                    | The HR department regularly informs us about the new initiatives it takes.  | <mark>3%</mark> 7% |                  | 16% |     |     |            | 58%  |     |     |     | 16%    |                              |
| ity of                | The answers are always clear when you ask the HR department for help.   | 0% 16              | 5%               |     | 23% |     |            |      | 52% |     |     | 10%    | 6,53                         |
| Clarity               | The information we get from the HR department is easy to understand for everyone. (   | 0% 7%              |                  |     | 45% |     |            |      |     | 39% |     | 10%    | BESIX Group:<br>6,03         |
| y of                  | The HR department is held in high esteem in our organization.   | 3%                 | 239              | 6   |     |     | 45%        |      |     |     | 26% | 3%     | ]                            |
| edibility<br>HR       | The HR department's activities in our organization come across as credible.   | 3% 7%              |                  | 19% |     |     |            |      | 65% |     |     | 7%     | 6,26                         |
| Cree                  | The HR department isn't considered as a fully fledged service.*   |                    | 3                | 2%  |     |     | 32%        |      |     | 23% |     | 13% 0% | BESIX Group:<br>5,84         |
|                       |   |                    |                  |     |     |     |            |      |     |     |     |        |                              |

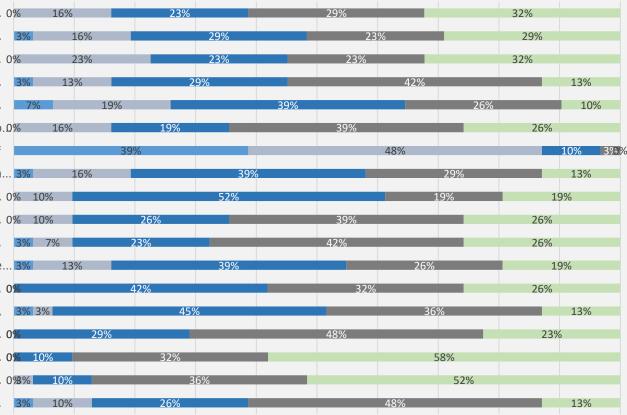
■ Strongly disagree ■ Disagree ■ Neutral ■ Agree ■ Strongly agree

## 6. Extra questions HR satisfaction (2/2)

| Impartiality of<br>HR   | The HR department gives some people preferential treatment.*<br>The HR department does everything to avoid favouritism.<br>The HR department is impartial when taking decisions.                          | 19<br>7% 3%          | 9%<br>10%<br>19% | 23%        | 58%<br>39%      | 45%               | 13%        | 10% 3%<br>13%<br>10% | <b>5,70</b><br>BESIX Group:<br>5,38 |
|-------------------------|---|----------------------|------------------|------------|-----------------|-------------------|------------|----------------------|-------------------------------------|
| Visibility of HR        | It's clear who in the HR department is responsible for which tasks.<br>It isn't clear what the HR department does all day.*<br>It's clear what is and what isn't within the remit of the HR department.   | 10%<br>16%<br>3%     | 19%              | 26%        | 19%<br>%<br>42% | 29%               | 45%<br>29% | 0%<br>16% 3%<br>7%   | <b>5,51</b><br>BESIX Group:<br>5,59 |
| : Reliability of<br>HR  | If the HR department promises something, it happens. 09<br>The HR department keeps its promises. 09<br>The information given by the HR department is reliable. 09   | % 7%                 |                  | 36%<br>!9% |                 | 48%<br>55%<br>74% |            | 10%<br>10%<br>10%    | 6,85<br>BESIX Group:<br>6,15        |
| Responsiveness<br>of HR | The HR department provides quick service.<br>The HR department is immediately prepared to help. 09<br>The HR department reacts slowly to questions.*  | 7%<br>8%<br>13%      | 16%<br>29%       | 2          | 55%             | 58%               | 48%<br>23% | 3%<br>10%<br>7% 3%   | <b>6,40</b><br>BESIX Group:<br>6,02 |
| Empathy of HR           | Whenever you contact the HR department, you get personal treatment.<br>The employees of the HR department understand employees' specific needs.<br>The HR department knows what lives among the staff. 09 | 7%<br>3% 3%<br>% 16% | 13%<br>23%       | 23%        | 42%             | 48%<br>58%        | 32%        | 10%<br>13%<br>10%    | <b>6,26</b><br>BESIX Group:<br>5,76 |

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

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

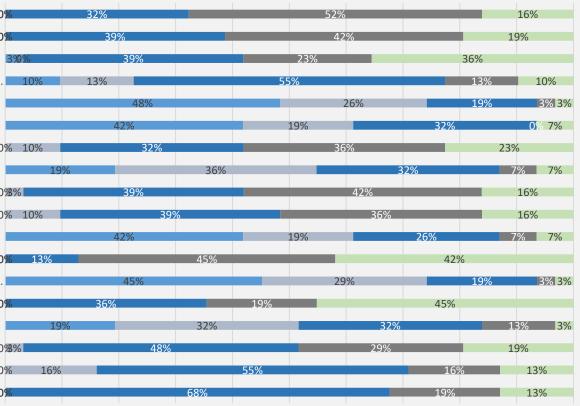


■ Strongly disagree ■ Disagree ■ Neutral ■ Agree ■ Strongly agree

I am familiar enough with the safety regulations. 0% 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. 0% The procedure for accidents or near-misses is well known in my organization. **3%** Everyone at work is familiar enough with the safety regulations. 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... 3% Employees are consulted about Safety instructions. 0% 10% My supervisor personally makes sure everyone works safely. 0% 10% My management takes action immediately when a potentially dangerous situation is reported. 3% 7% When I arrive at a new workplace or at a new assignment, I'm sufficiently made aware of the... 3% The staff is well taken care of when any safety incidents, accidents or near-misses happen. My colleagues encourage each other to behave in a safe way. 3% 3% My organization has a comprehensive safety policy. 0% I am behind my organization's safety policy. 0% 10% At my organization, we believe safety is everyone's responsibility. 0%% 10%

At my organization, there's enough training available about safe working. 38

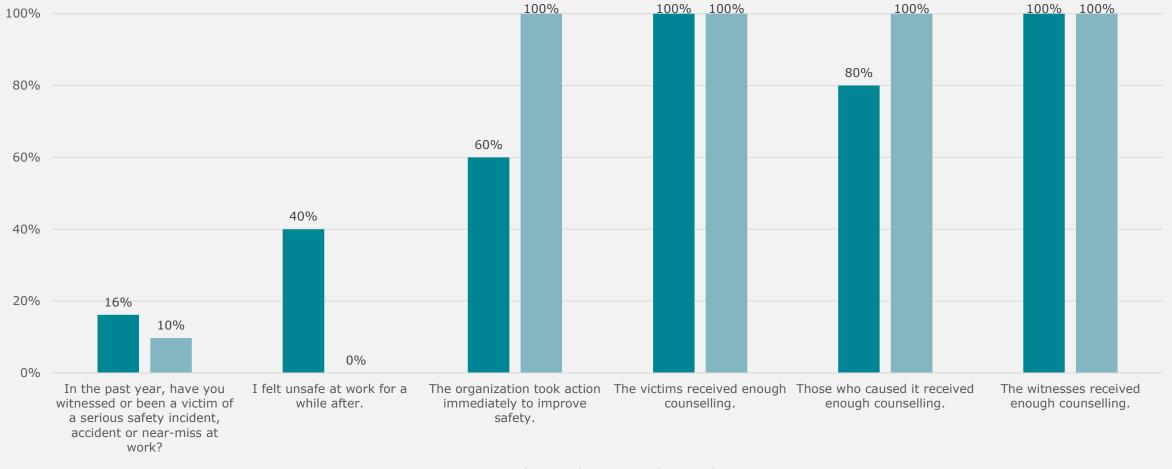
## 6. Extra questions Safety at work (2/3)



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

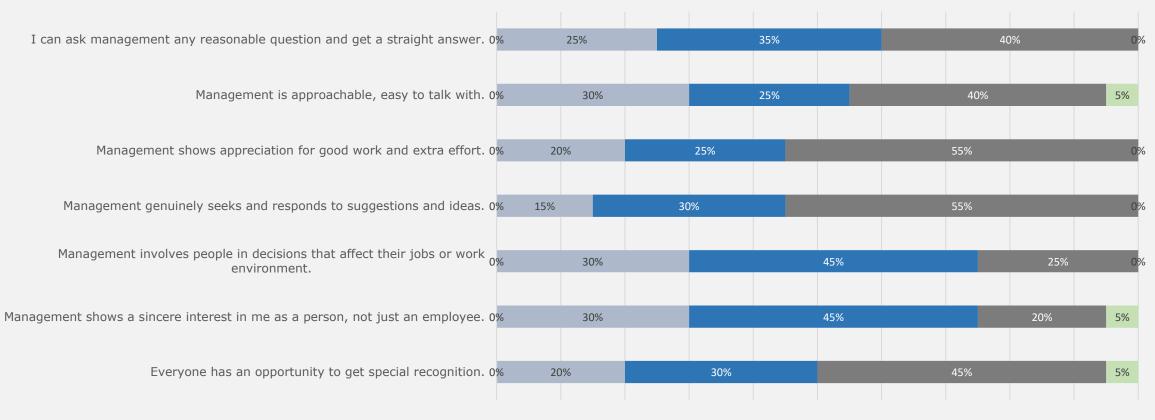
The management pays enough attention to safe and healthy working conditions for.02 I am confident that risks are well assessed beforehand when putting together the working.09 My PPEs fit the purpose of my work. 399 Safety risks occur when I have to work together with external parties (other... The safety 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% 10% The safety regulations are complicated.\* The equipment we work with is maintained well enough and is checked for safety. 0% The equipment we need to work safely is available. 0% 10% I only follow the safety regulations I find useful.\* I always follow the safety regulations. 0% If I were to follow all safety regulations all the time, it would look ridiculous to my... 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%% I have enough means available to me to protect myself against aggression (screens, .0% There are always enough people available for high-risk assignments.

#### 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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