



Group HR & QHSE

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

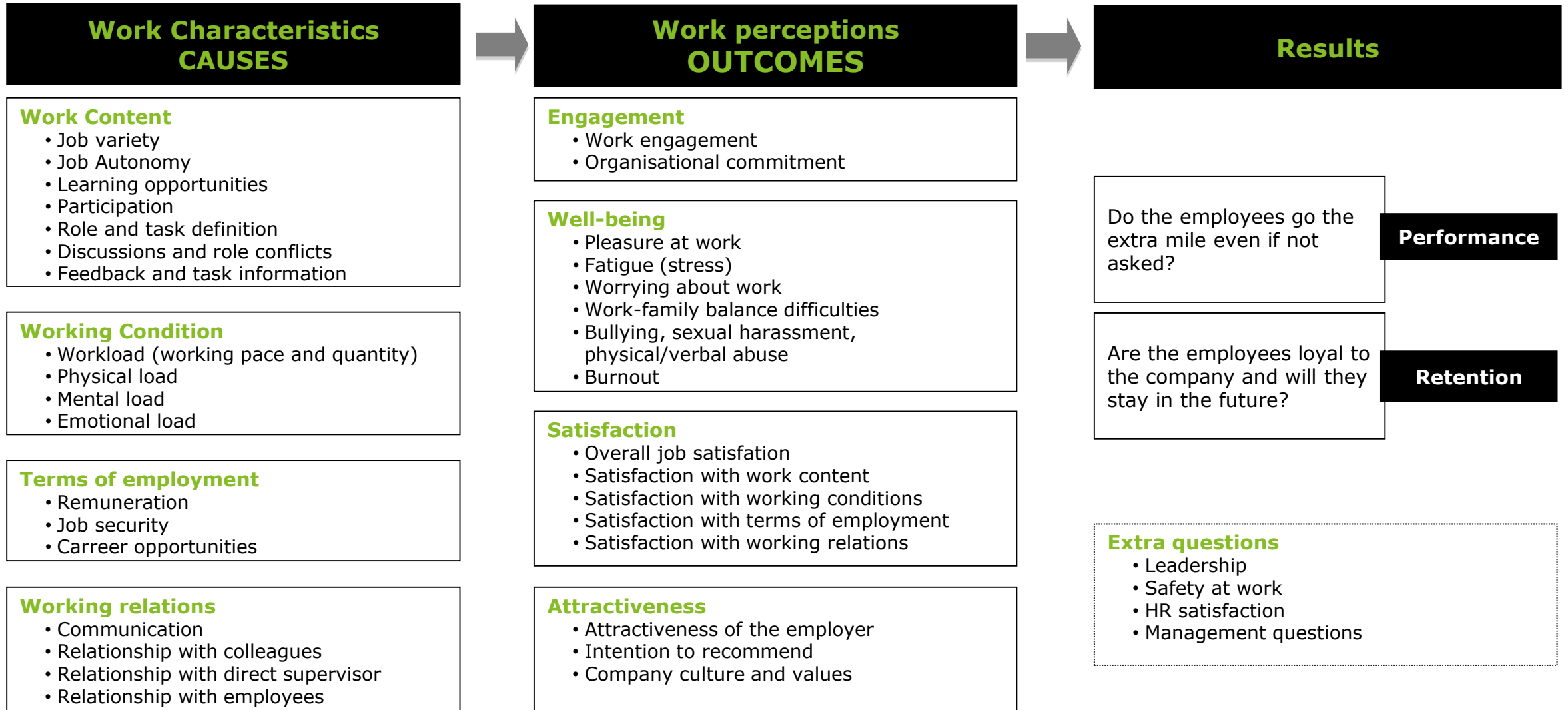
1. The research Model

Three dimensions of the research model



1. The research Model

Components of the research model

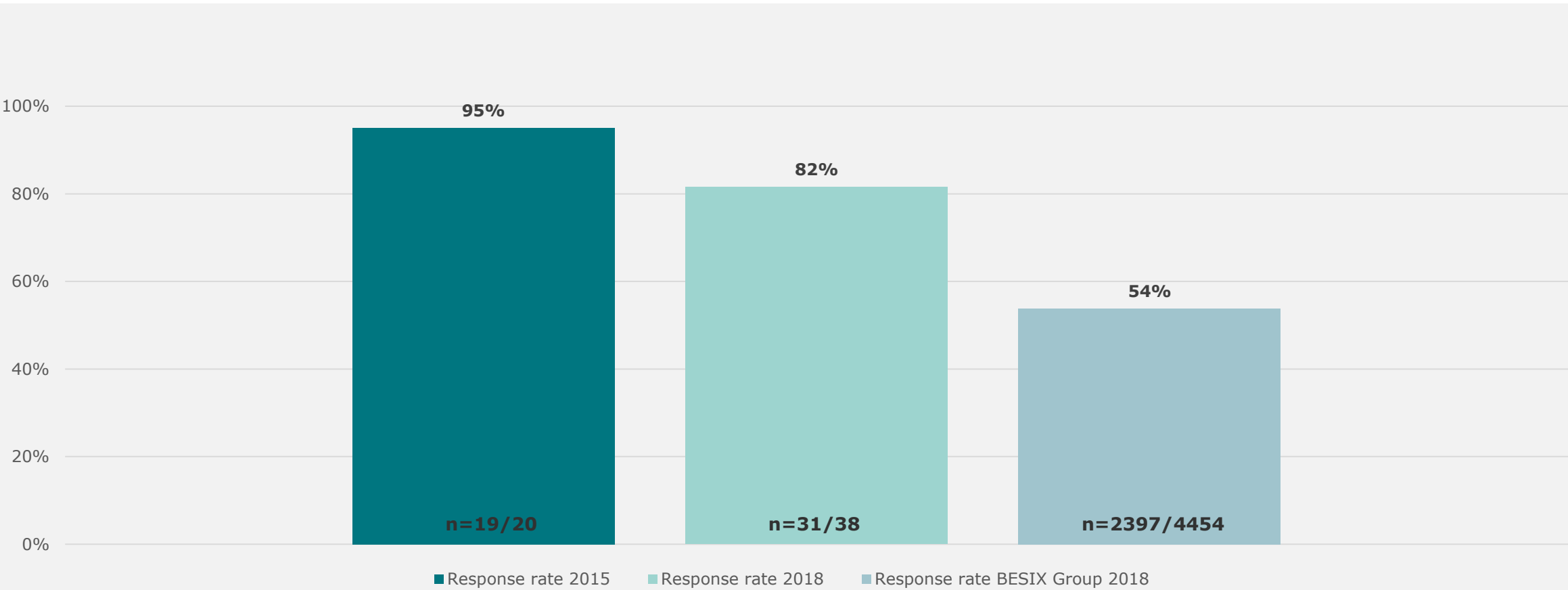


2. Response rate analysis

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

2. Response rate analysis

General response rate of Group HR & QHSE

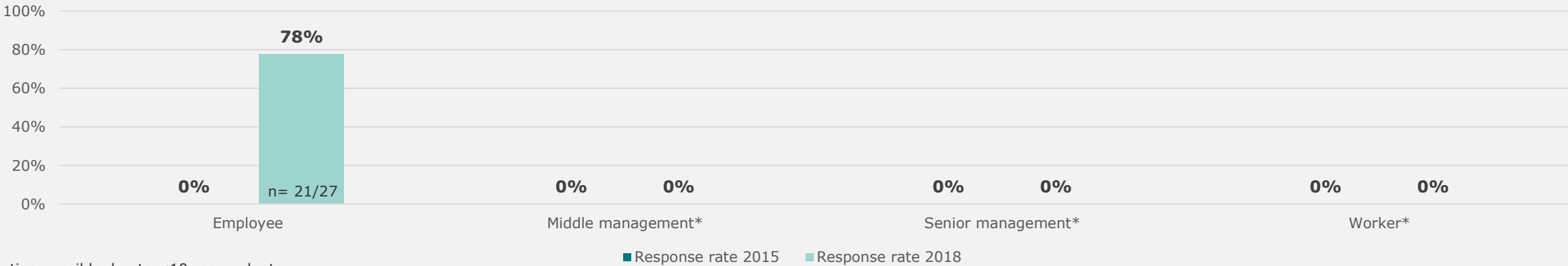


The *iNostix by Deloitte response rate norm is 70%* and is the average response rate of 33 Engagement surveys executed by iNostix by Deloitte in 20 different companies (n=40.592)

2. Response rate analysis

Response rate of Group HR & QHSE by Employee Category and Executive Function

Employee category



*No reporting possible due to <10 respondents

Executive function



*No reporting possible due to <10 respondents

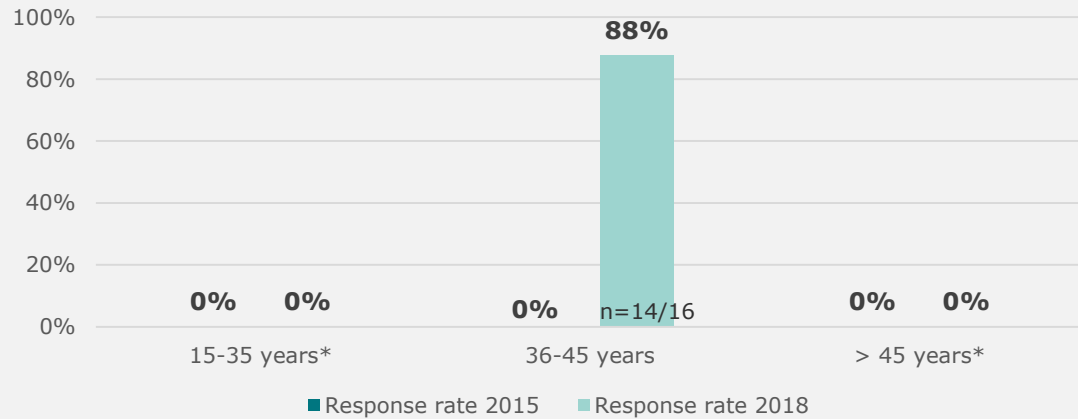
2. Response rate analysis

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

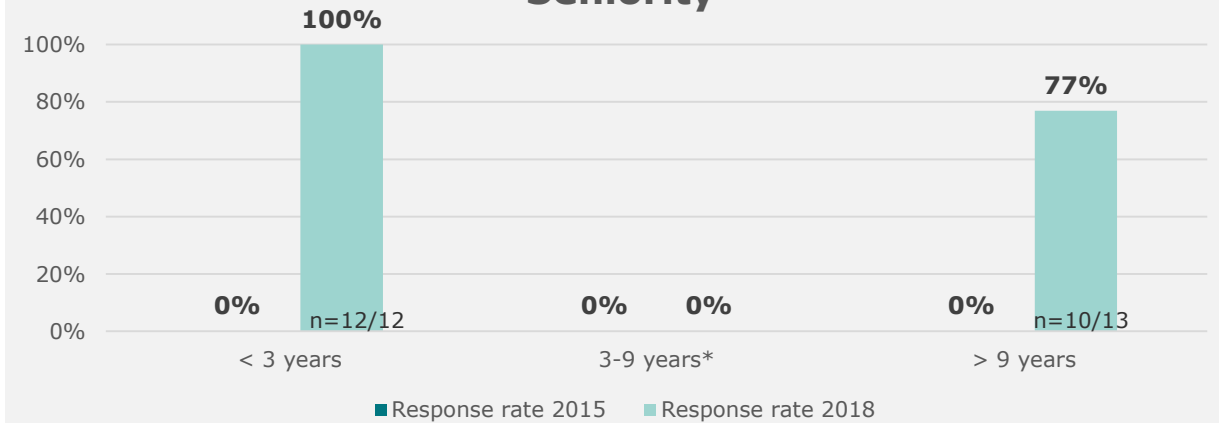
Gender



Age



Seniority



3. Summary of the results

3. Summary of the results

Group HR & QHSE

Work characteristics

	2015	2018
Work content	5,81	6,39
Job variety	6,32	7,01
Job autonomy	6,40	6,32
Learning 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
Feedback and task information	5,13	5,59
	2015	2018
Working conditions	5,07	5,71
Workload*	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
Job 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

	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%
<i>(No comparison with 2015 as a zero tolerance principle is applied)</i>		
	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
Intention to recommend	6,00	6,84

Results

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

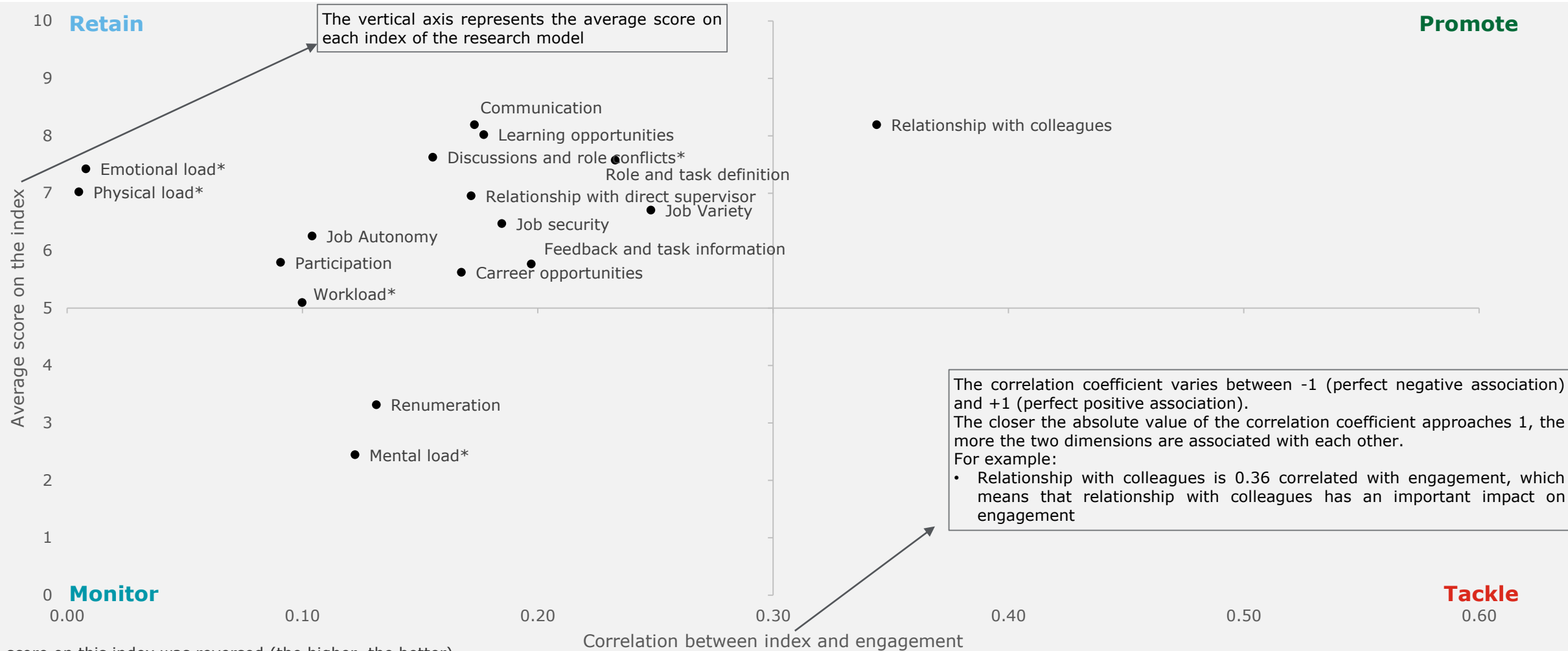
Meaning of the colours
 Positively worded dimensions
 Mean score <5/10
 Mean score ≥5/10 and <6/10
 Mean score ≥6/10

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

4. Impact analyses

4. Detailed results

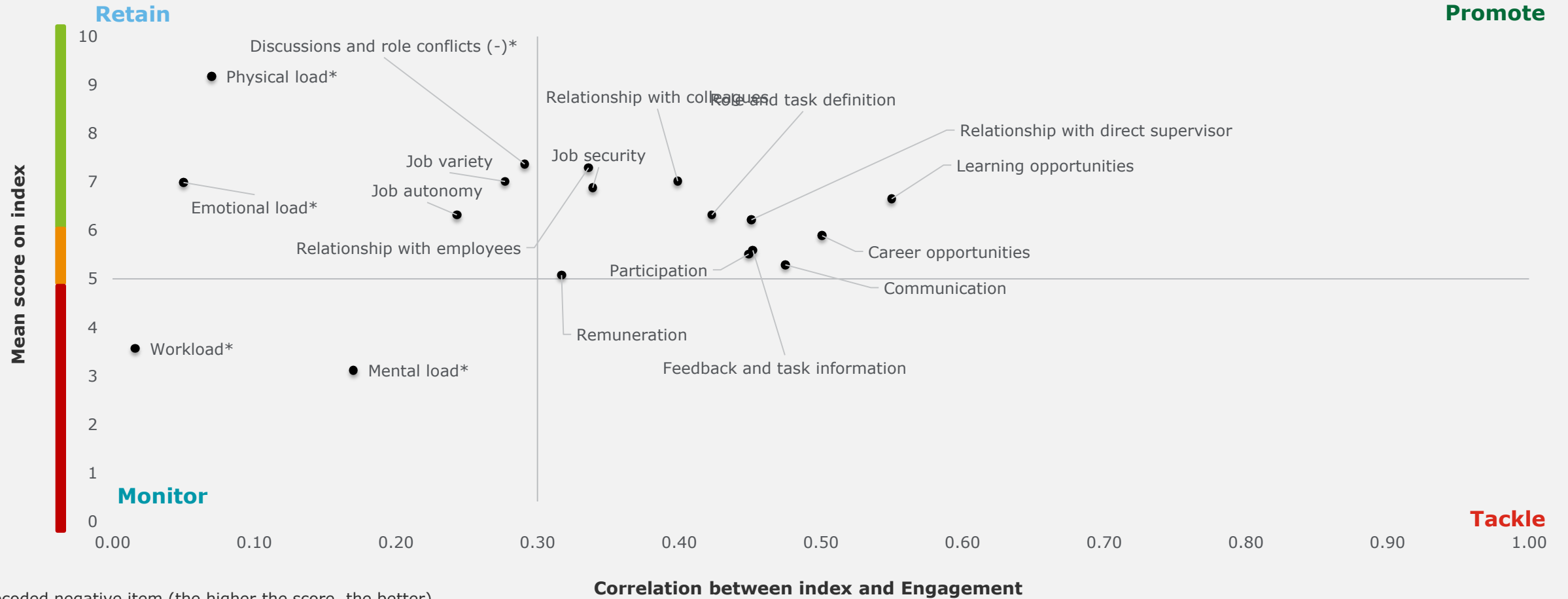
Interpretation slide: impact analysis engagement



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

4. Impact analyses

Engagement

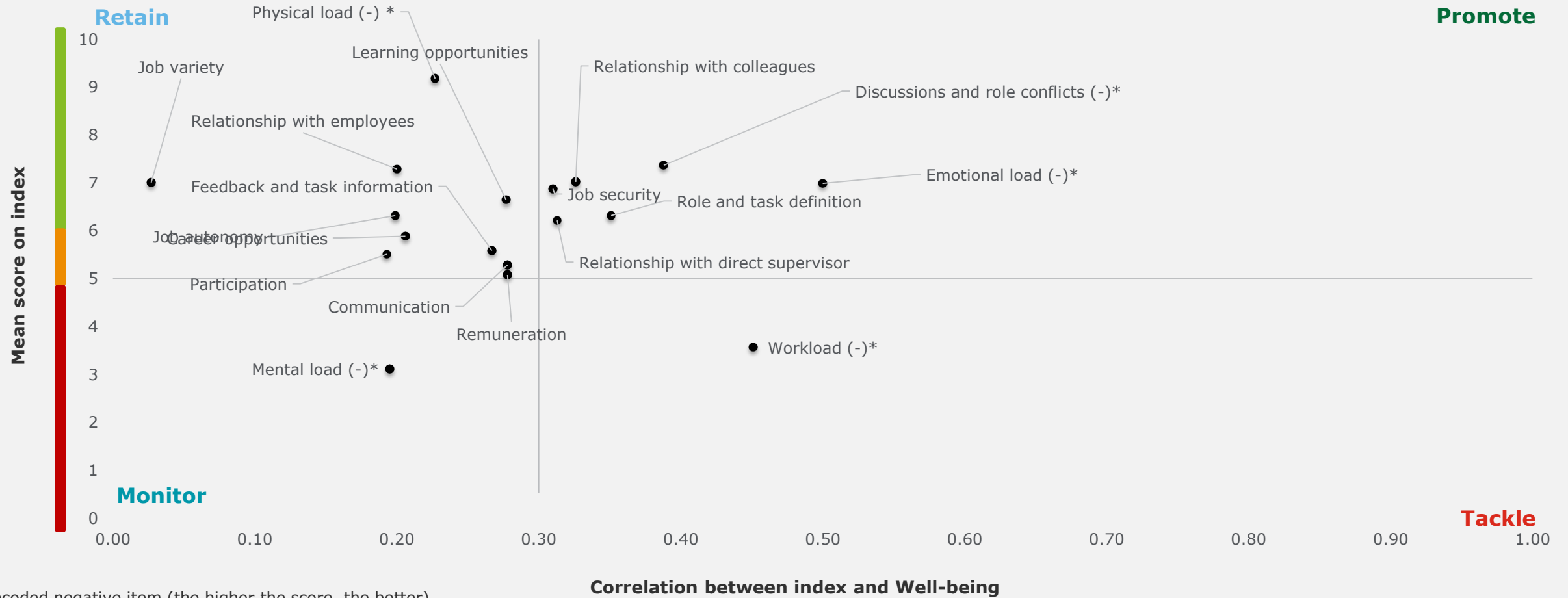


*Recoded negative item (the higher the score, the better)

(-): negative correlation with dimension

4. Impact analyses

Well-being

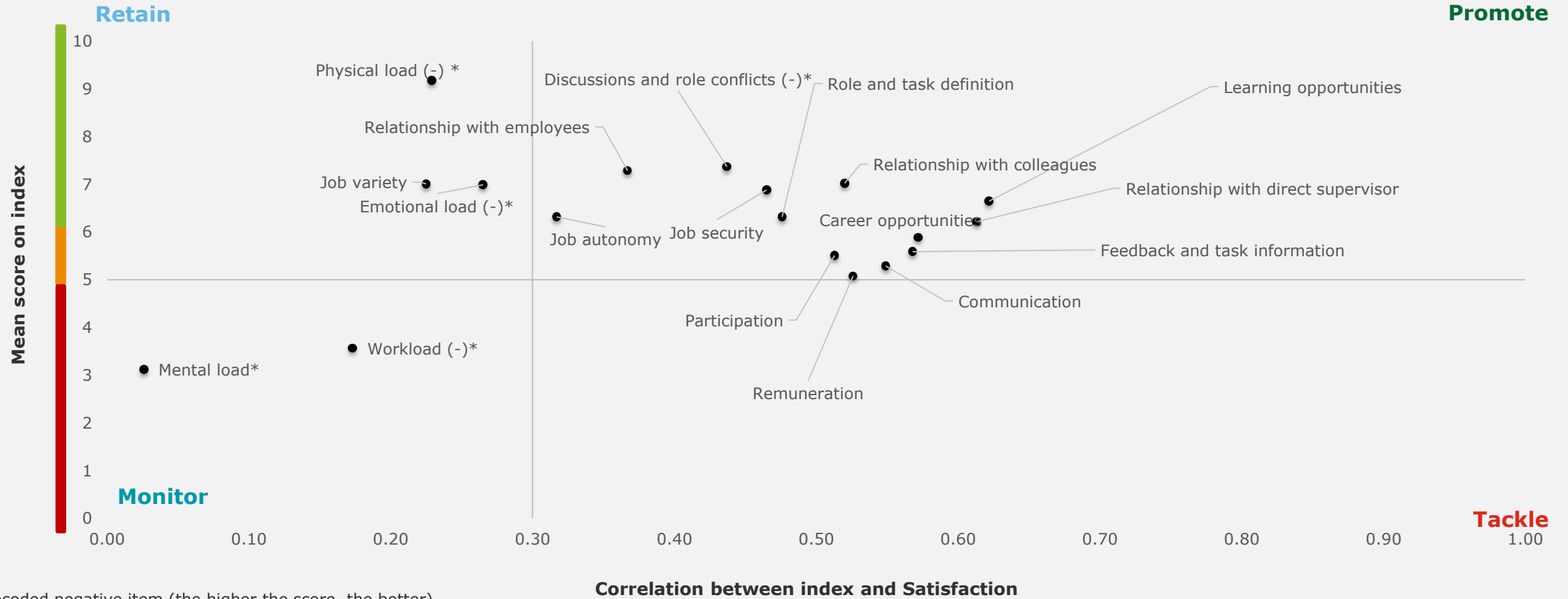


*Recorded negative item (the higher the score, the better)

(-): negative correlation with dimension

4. Impact analyses

Satisfaction

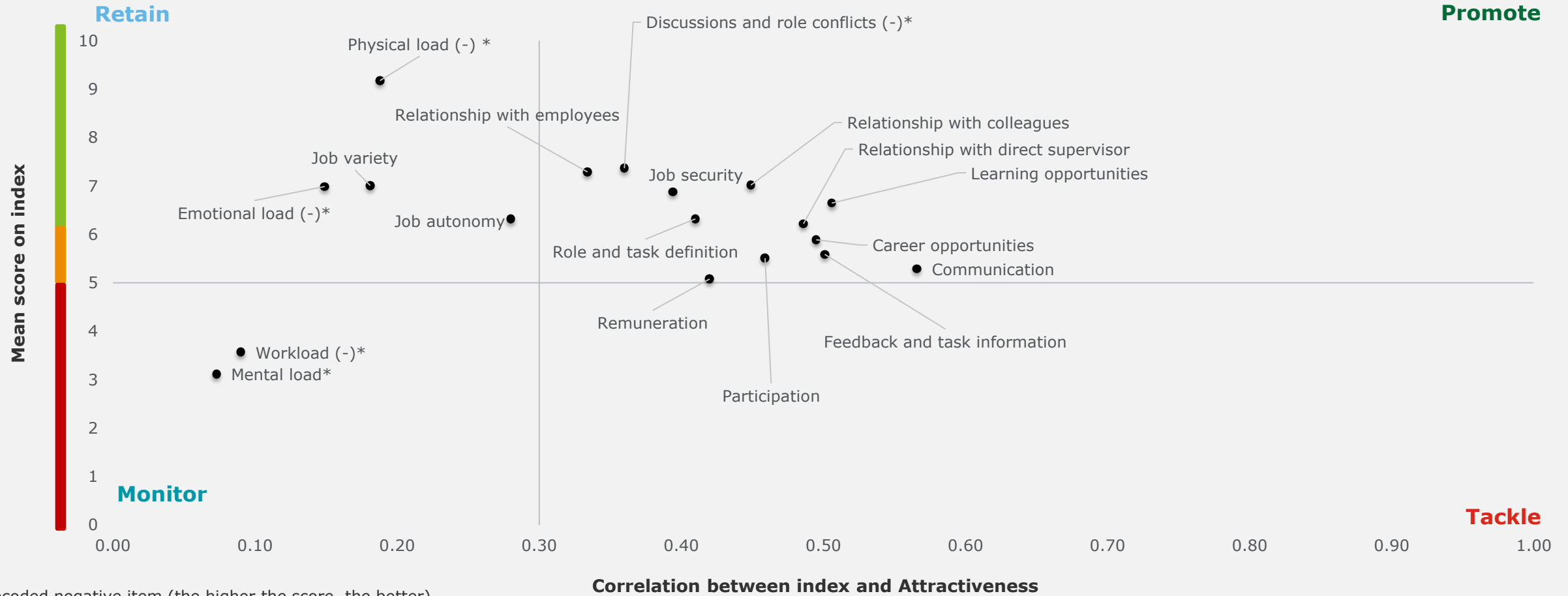


*Recoded negative item (the higher the score, the better)

(-): negative correlation with dimension

4. Impact analyses

Attractiveness

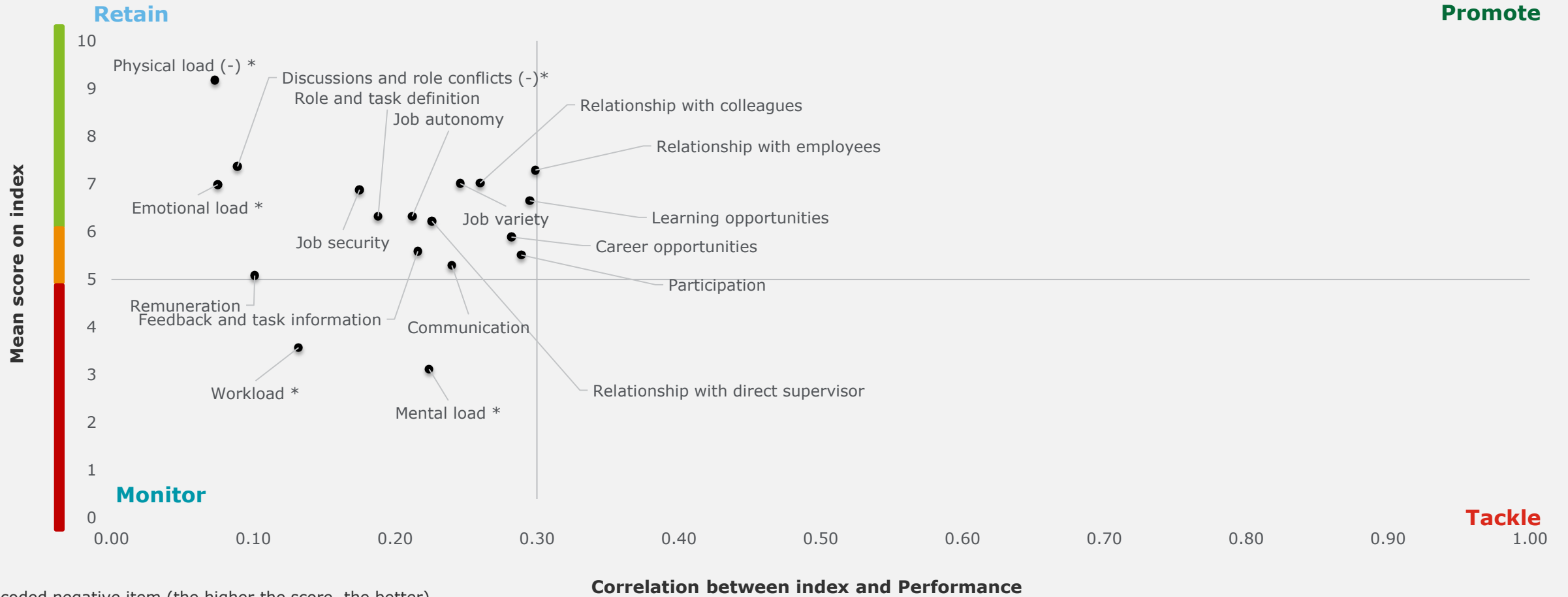


*Recoded negative item (the higher the score, the better)

(-): negative correlation with dimension

4. Impact analyses

Performance

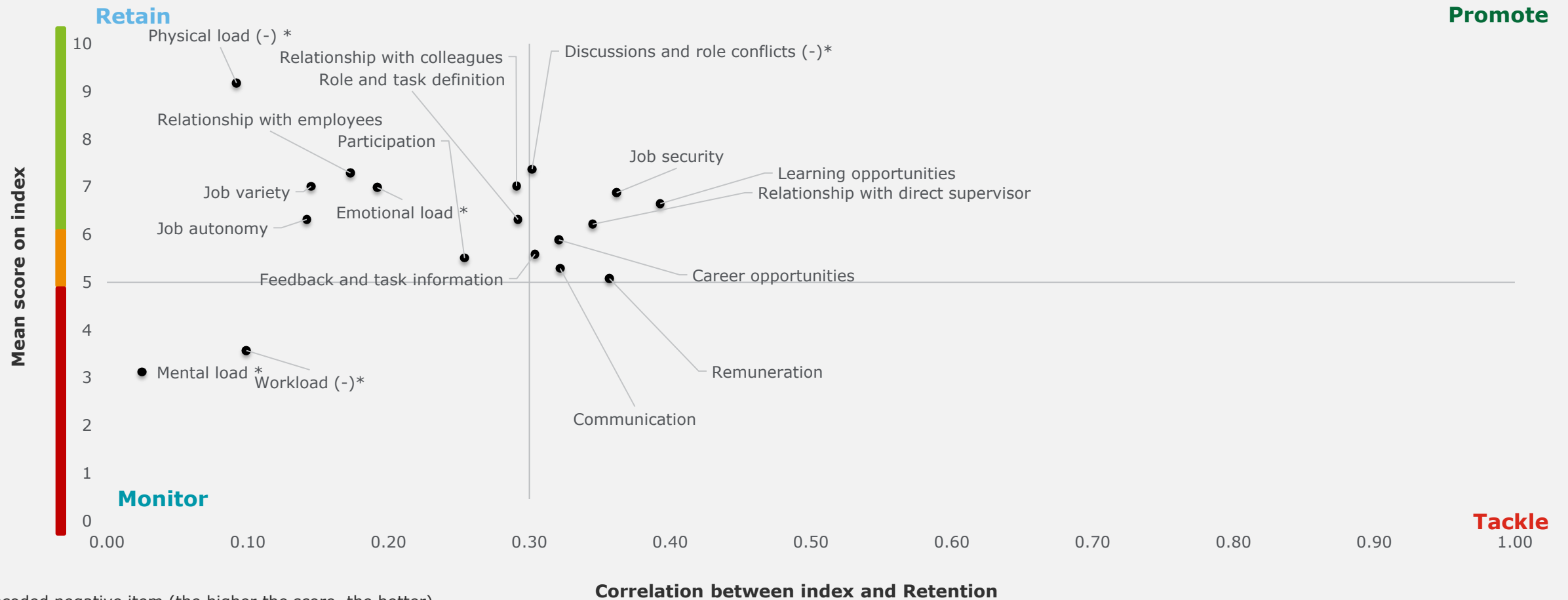


*Recoded negative item (the higher the score, the better)

(-): negative correlation with dimension

4. Impact analyses

Retention



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

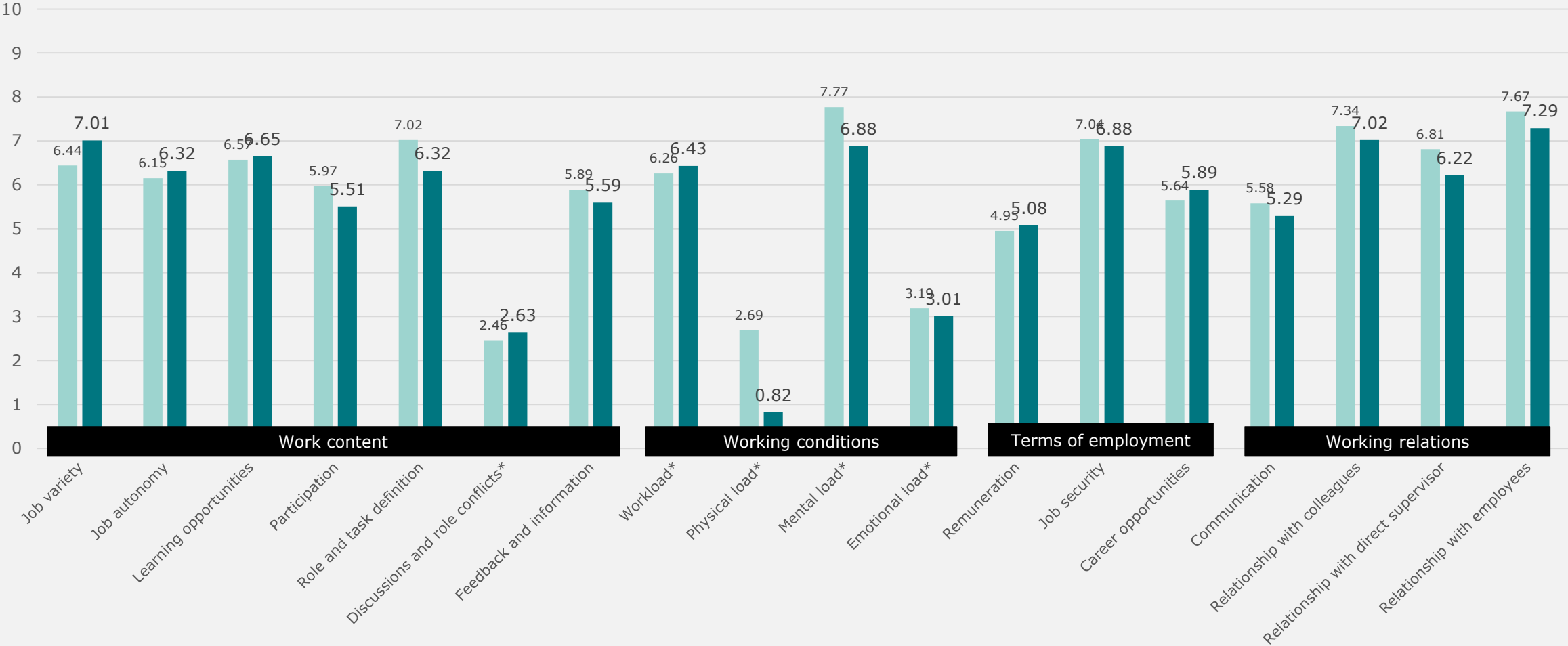
(-): negative correlation with dimension

5. Detailed results

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

5. Detailed results

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

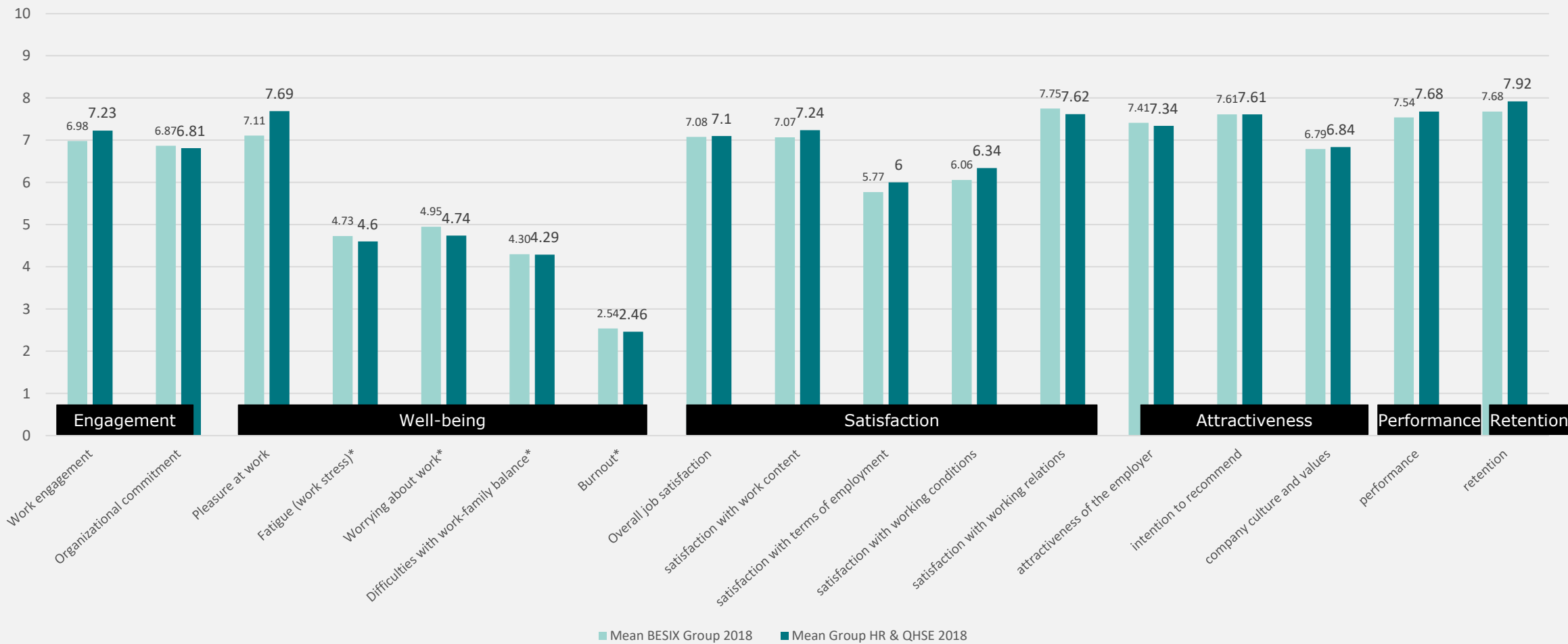


*Negatively worded items: the lower the score, the better

■ Mean BESIX Group 2018 ■ Mean Group HR & QHSE 2018

5. Detailed results

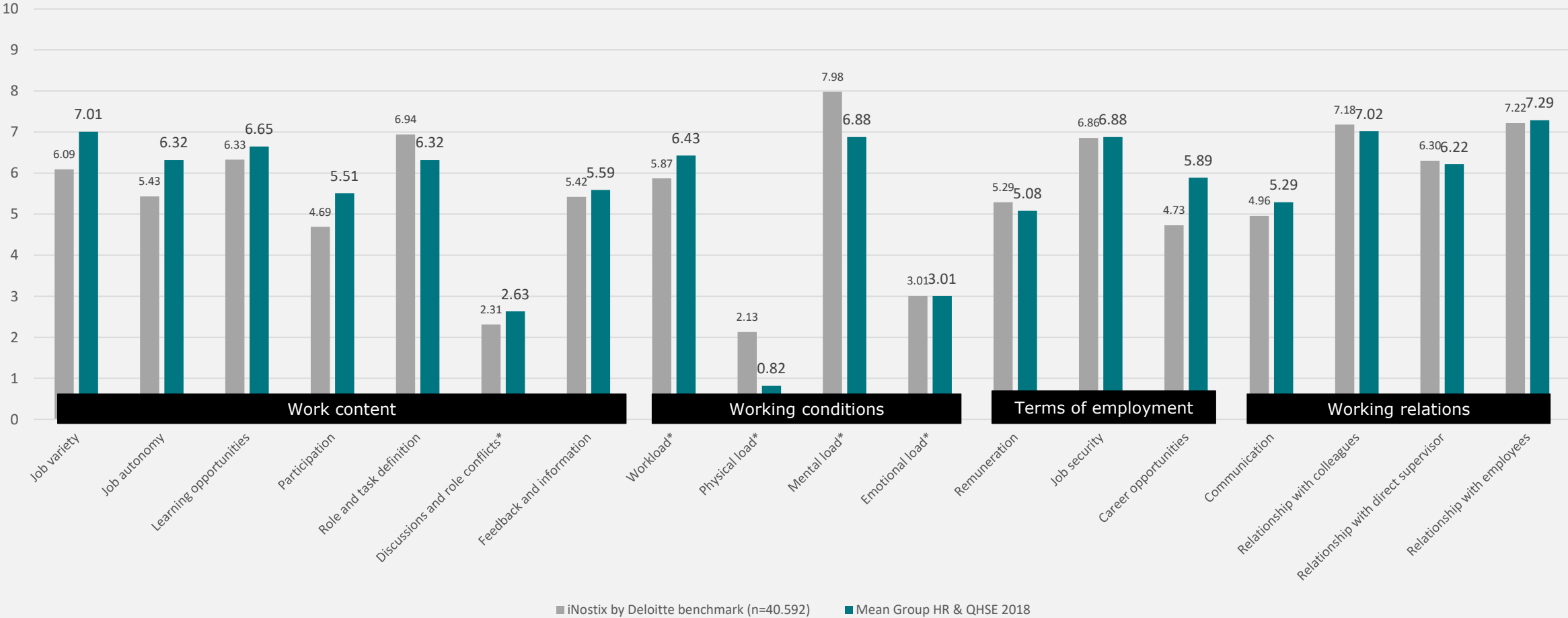
Comparing the indices with the BESIX Group results (2/2)



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

5. Detailed results

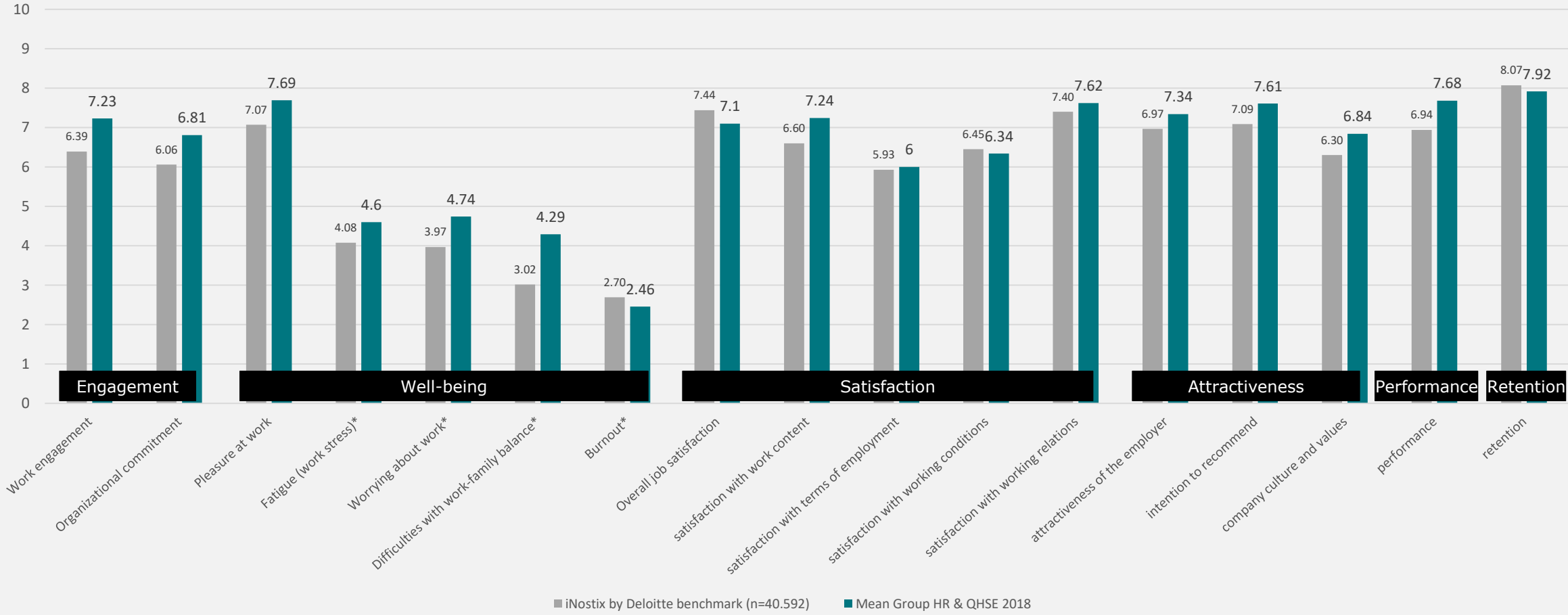
Comparing the indices with the benchmark (1/2)



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

5. Detailed results

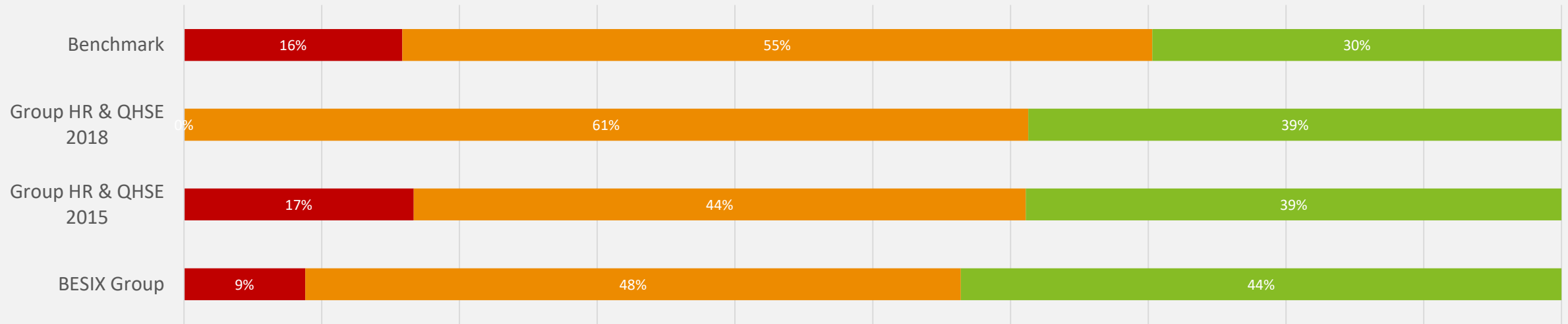
Comparing the indices with the benchmark (2/2)



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

5. Detailed results

Engagement analysis



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

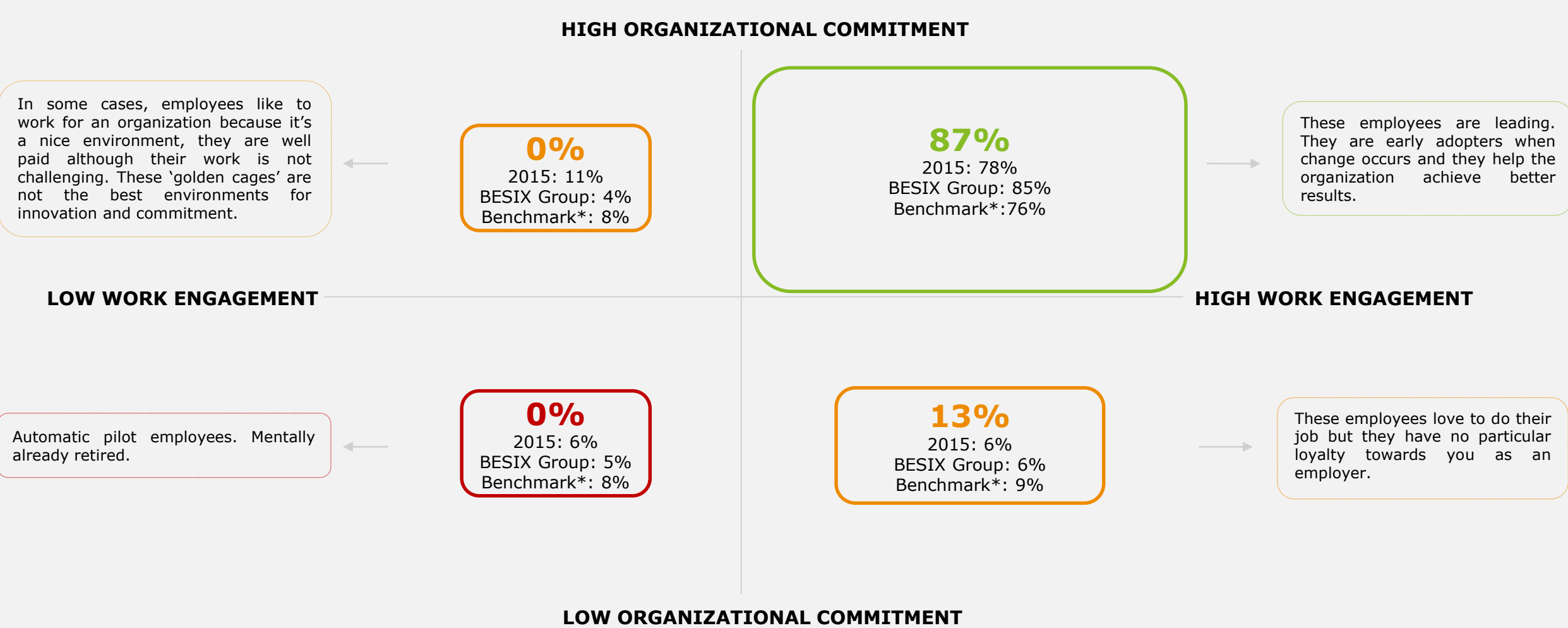
Highly engaged (>7,5/10)
High level of engagement

- 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)

5. Detailed results

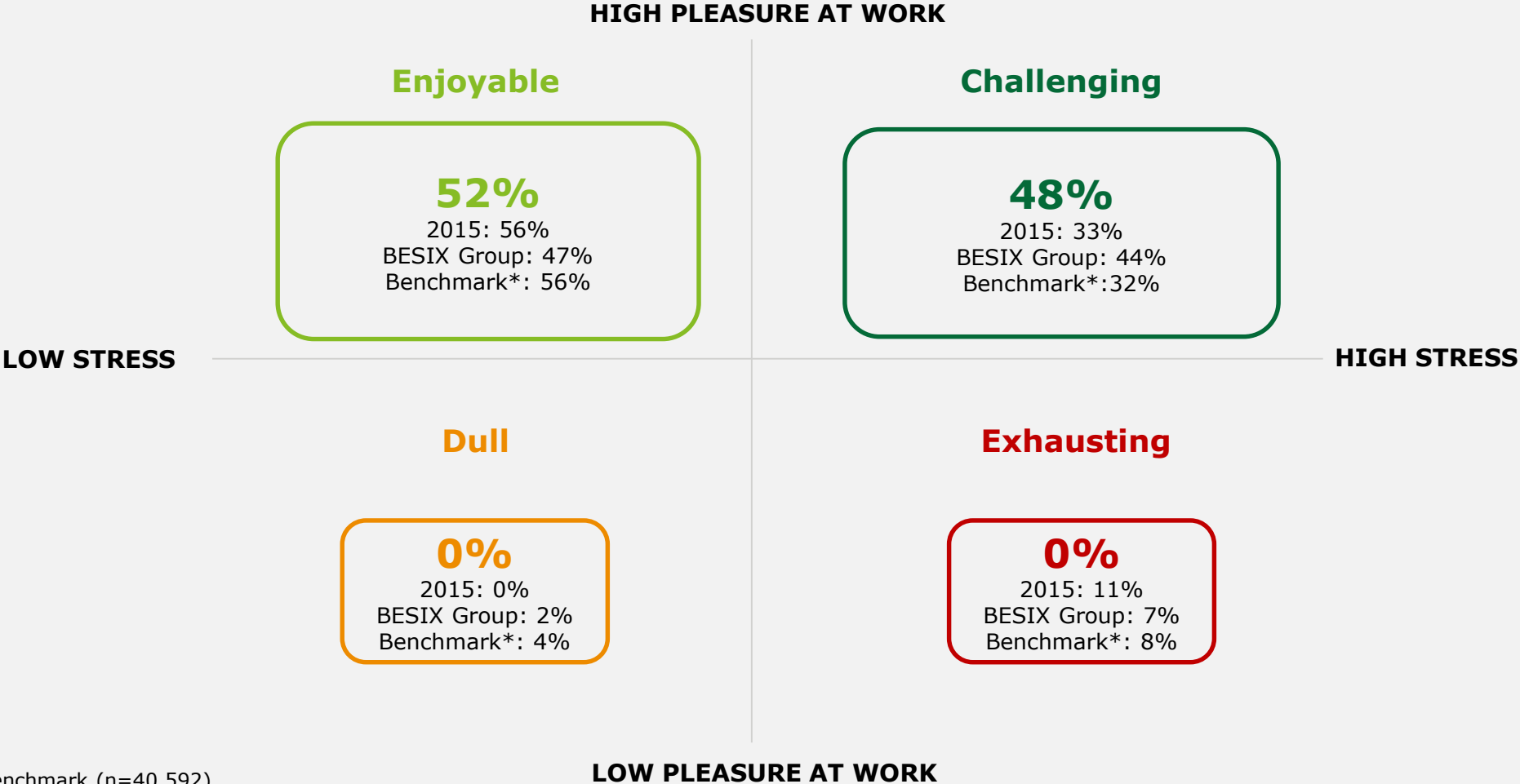
Analysis of commitment



*iNostix by Deloitte benchmark (n=40.592)

5. Detailed results

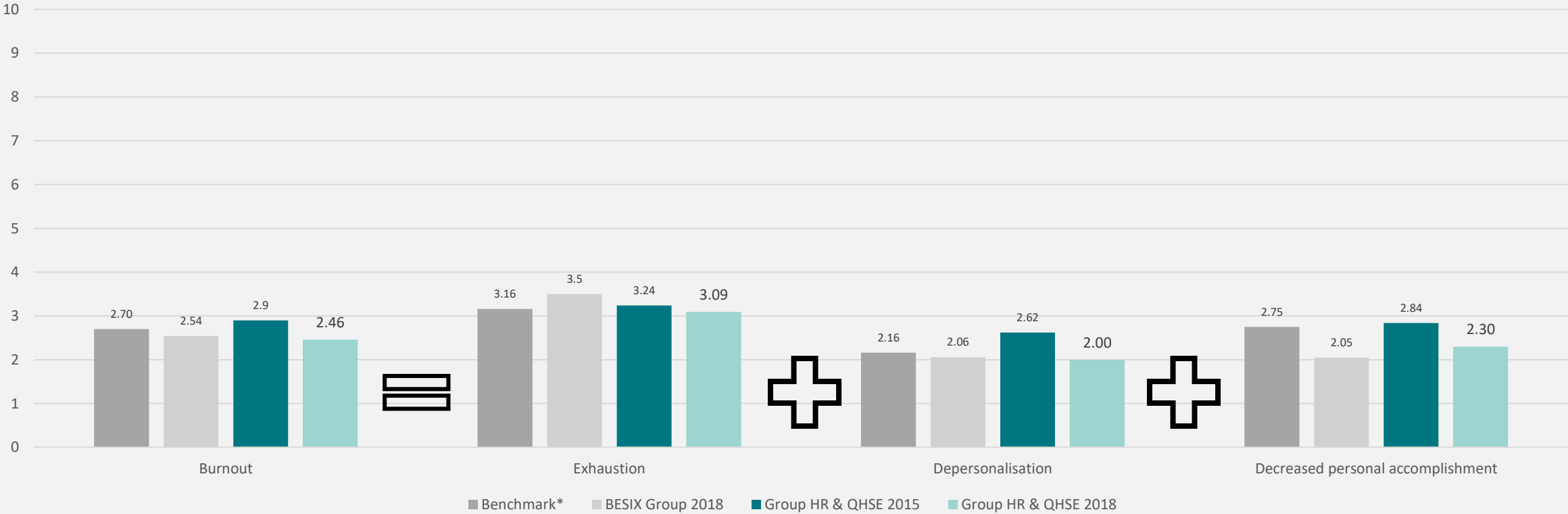
Analysis of commitment



*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

5. Detailed results

Burnout

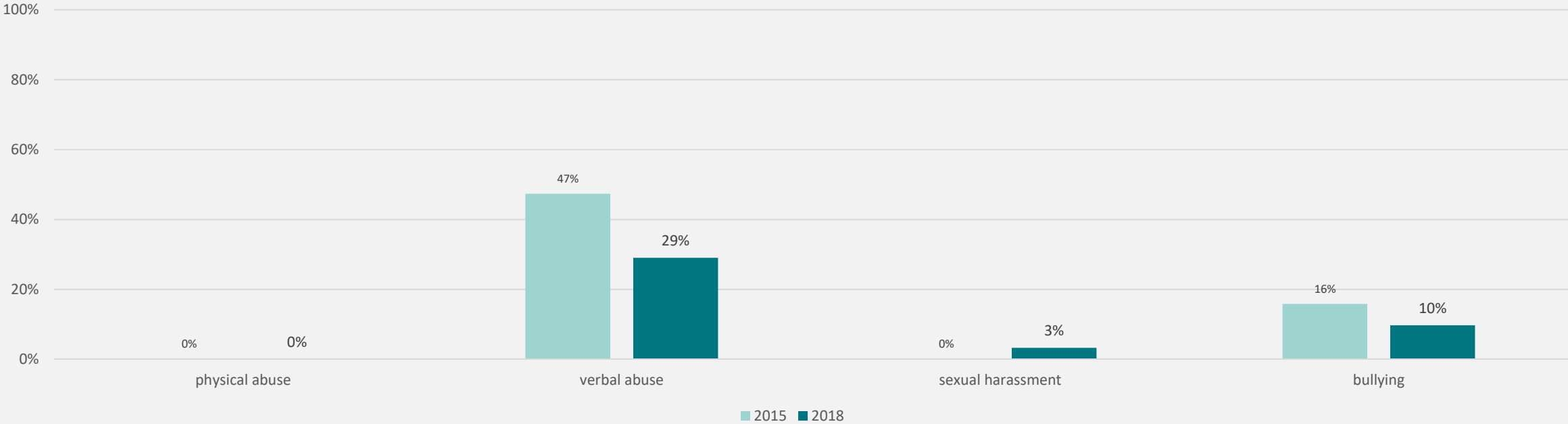


The higher the scores, the higher the risk of burnout
Burnout = (exhaustion + depersonalisation + personal accomplishment)/3

*iNostix by Deloitte benchmark (n=40.592)

5. Detailed results

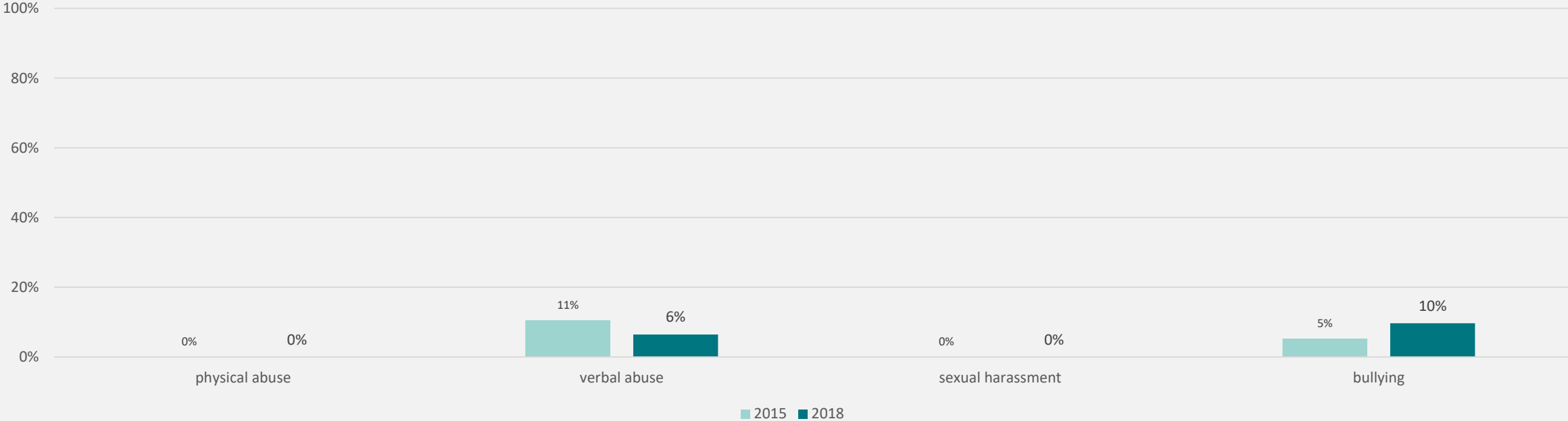
Undesirable behaviour: witness



Undesirable behavior	Witness 2015			Witness 2018		
	n	%	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%

5. Detailed results

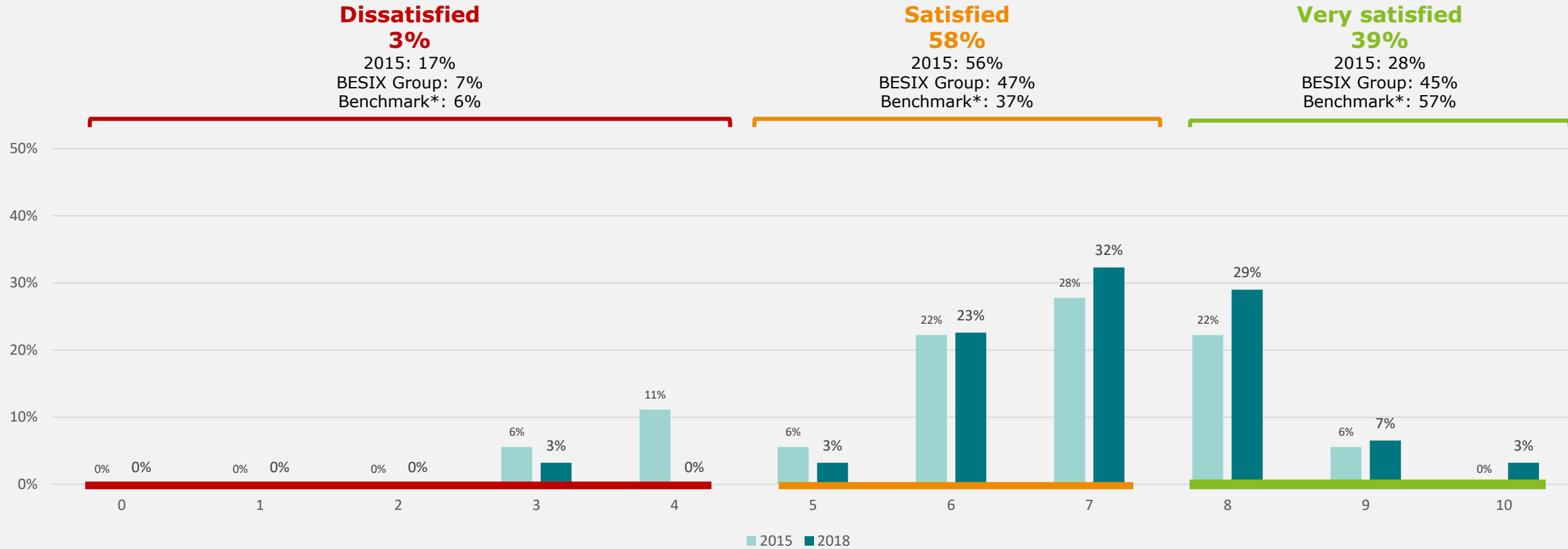
Undesirable behaviour: victim



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

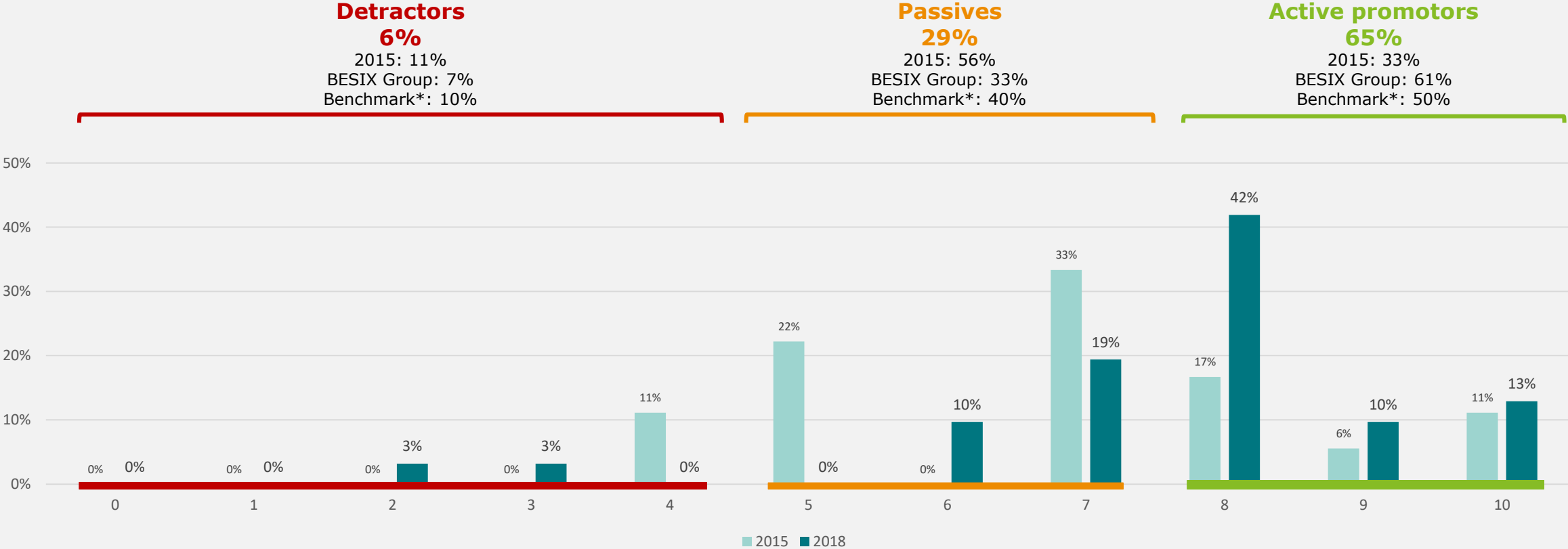
Overall job satisfaction



*iNostix by Deloitte benchmark (n=40.592)

5. Detailed results

Intention to recommend

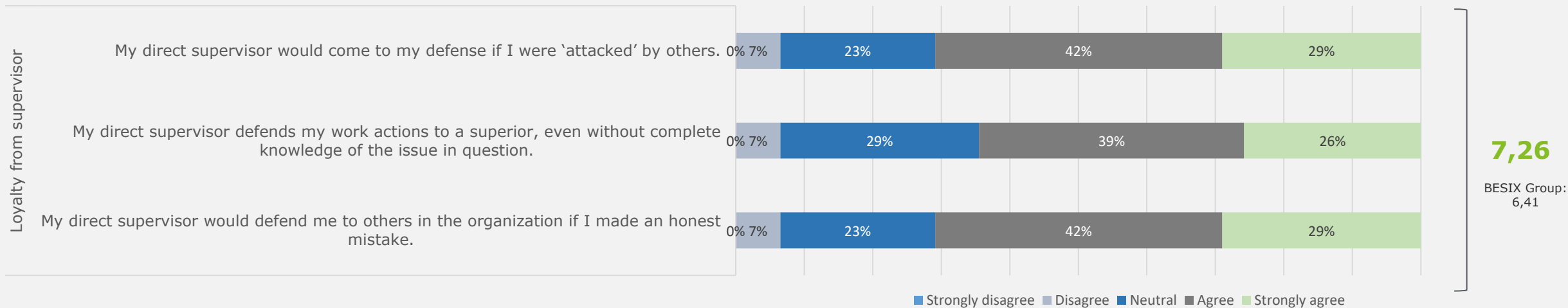
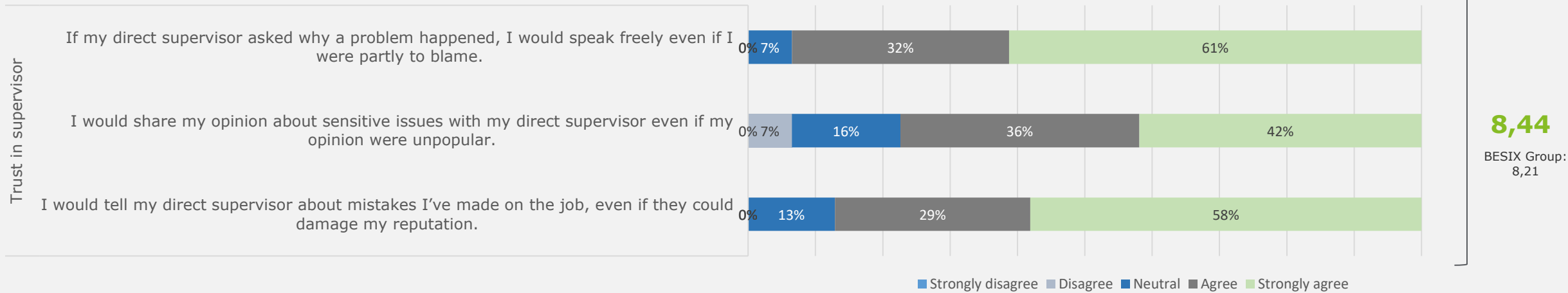


*iNostix by Deloitte benchmark (n=40.592)

6. Extra modules

6. Extra questions

Leadership questions (1/3)



6. Extra questions

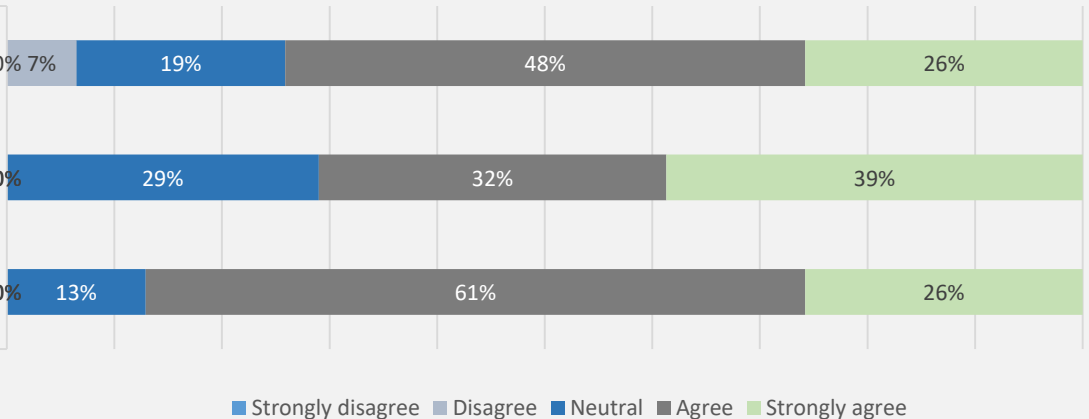
Leadership questions (2/3)

Going the extra mile for supervisor

I do not mind working my hardest for my direct supervisor.

I do work for my direct supervisor that goes beyond what is specified in my job description.

I am willing to apply extra efforts, beyond those normally required, to meet my direct supervisor's work goals.



7,63

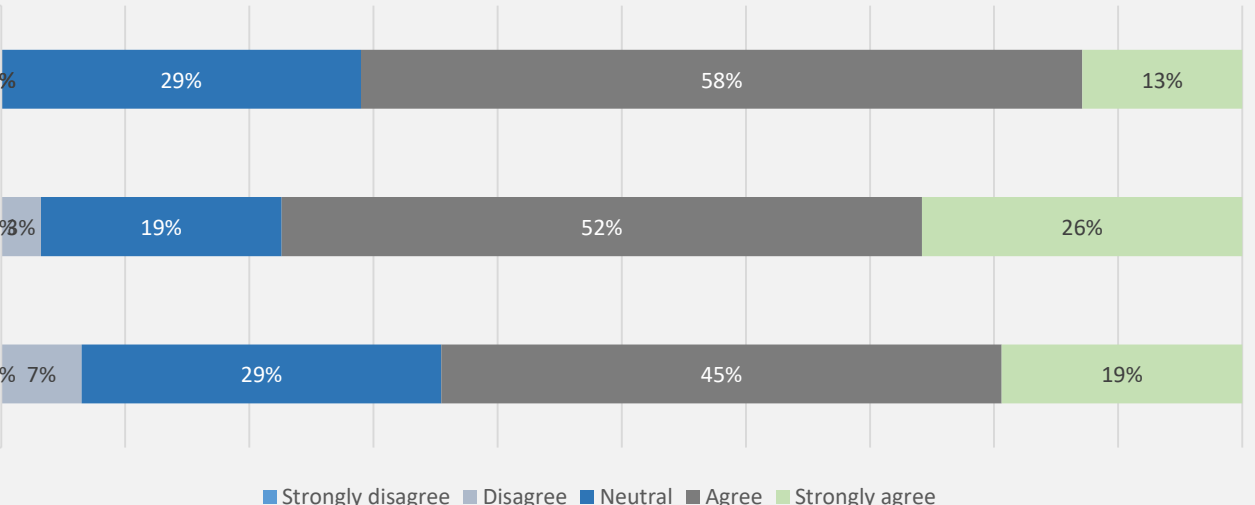
BESIX Group: 7,02

Respect for supervisor

I admire my direct supervisor's professional skills.

I respect my direct supervisor's knowledge of and competence on the job.

I am impressed with my direct supervisor's knowledge of his/her job.

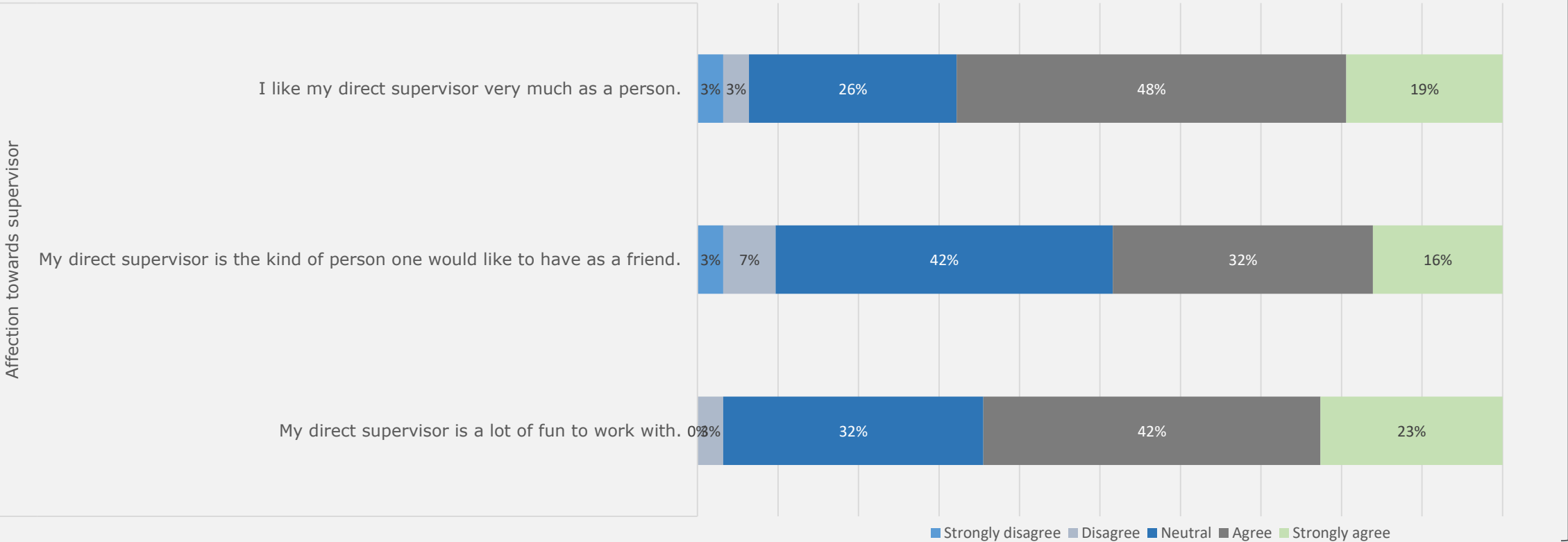


7,18

BESIX Group: 7,02

6. Extra questions

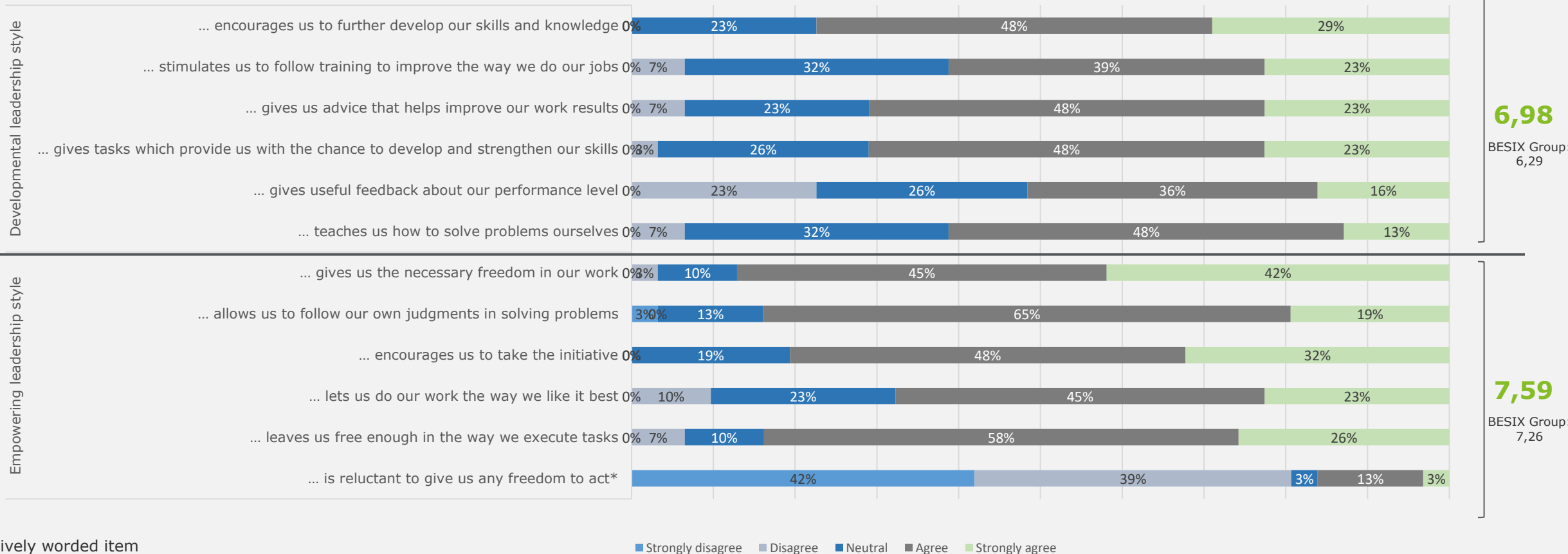
Leadership questions (3/3)



6. Extra questions

Leadership style (1/2)

My direct supervisor...

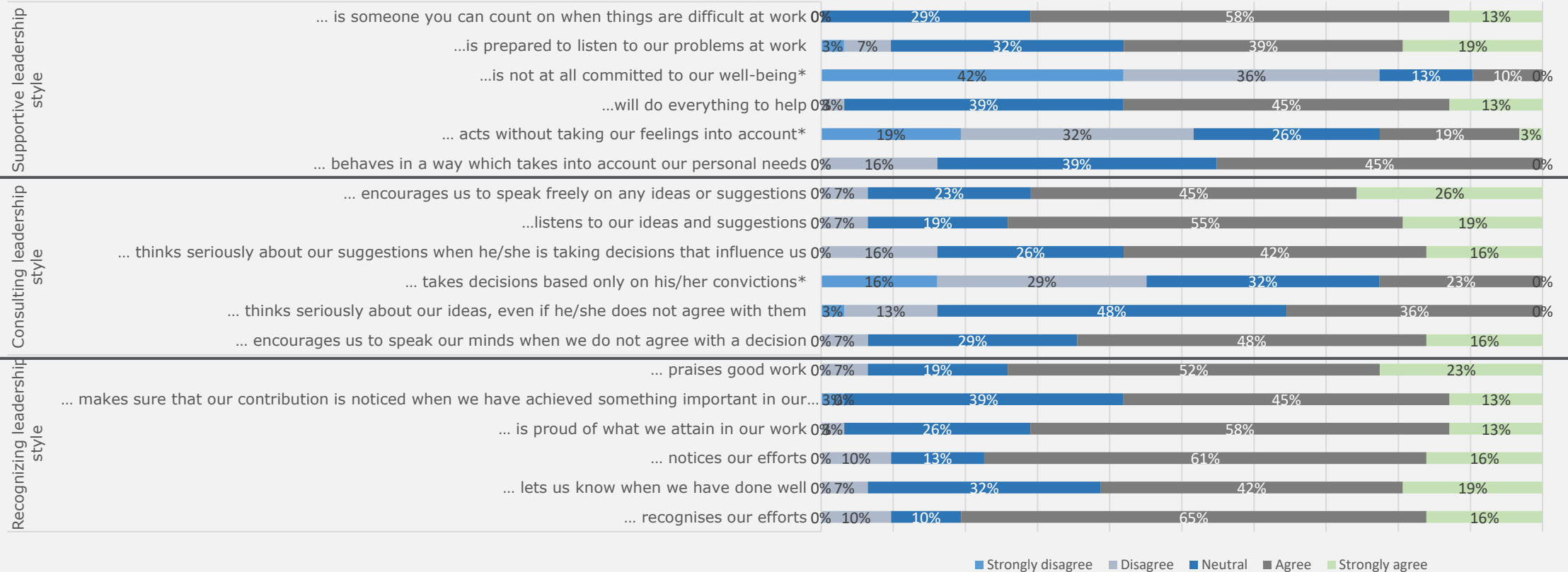


*Negatively worded item

6. Extra questions

Leadership style (2/2)

My direct supervisor...



6,67
BESIX Group:
6,66

6,52
BESIX Group:
6,50

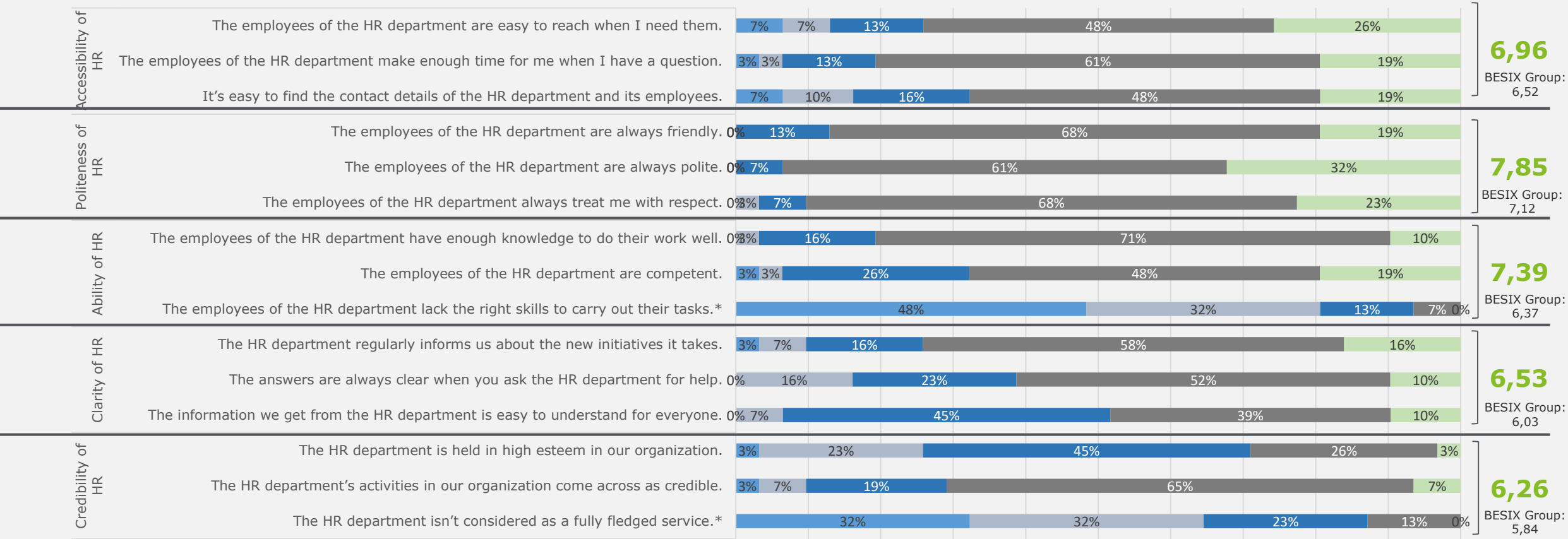
7,00
BESIX Group:
6,51

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

*Negatively worded item

6. Extra questions

HR satisfaction (1/2)

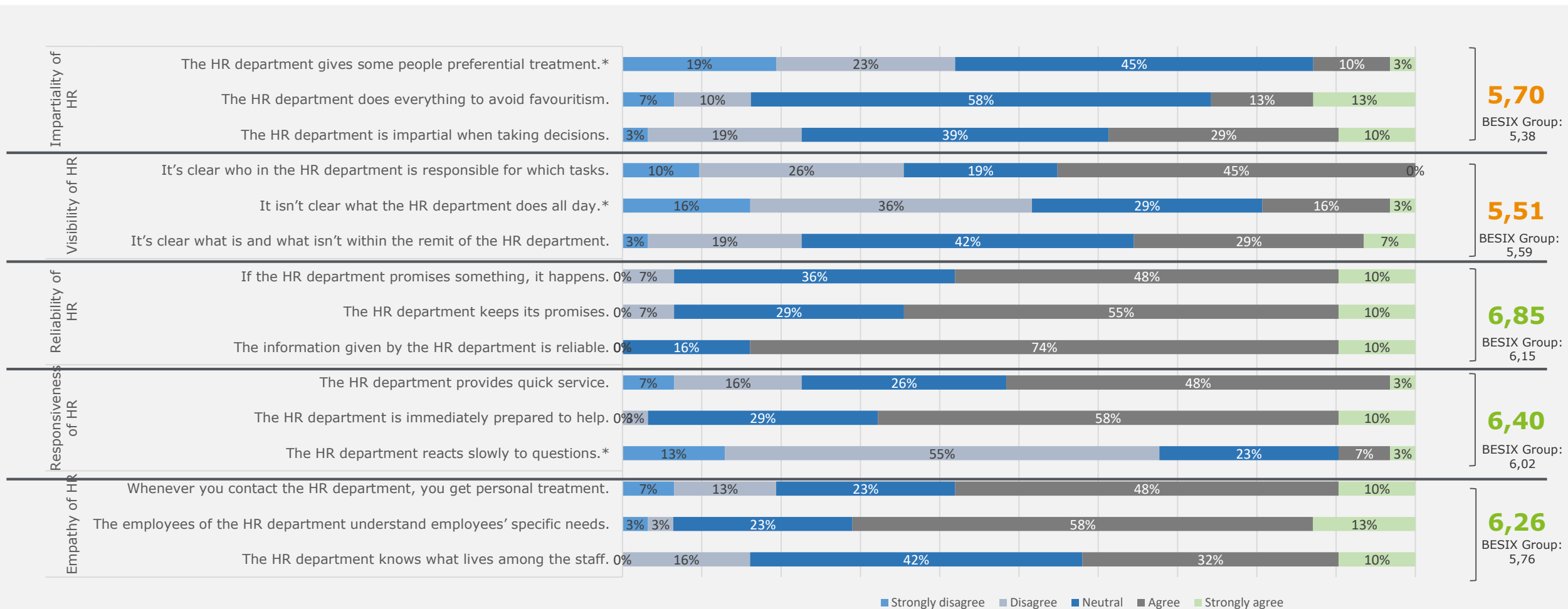


Strongly disagree Disagree Neutral Agree Strongly agree

*Negatively worded item

6. Extra questions

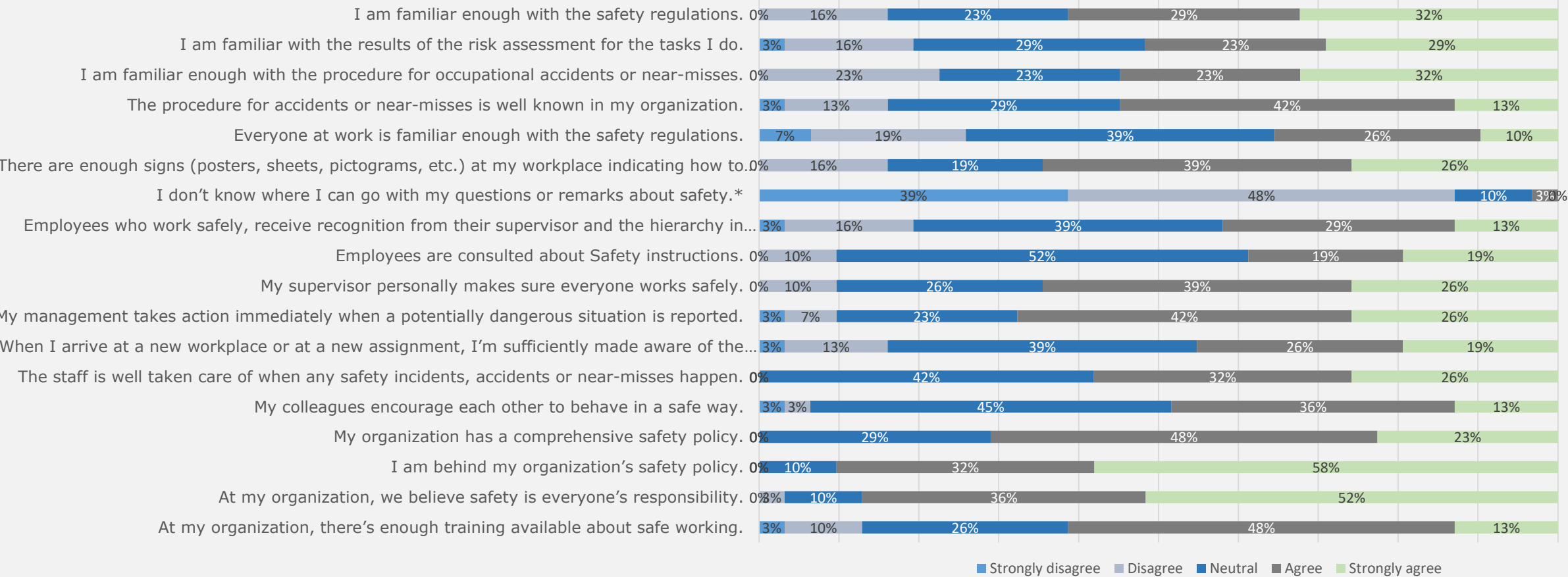
HR satisfaction (2/2)



*Negatively worded item

6. Extra questions

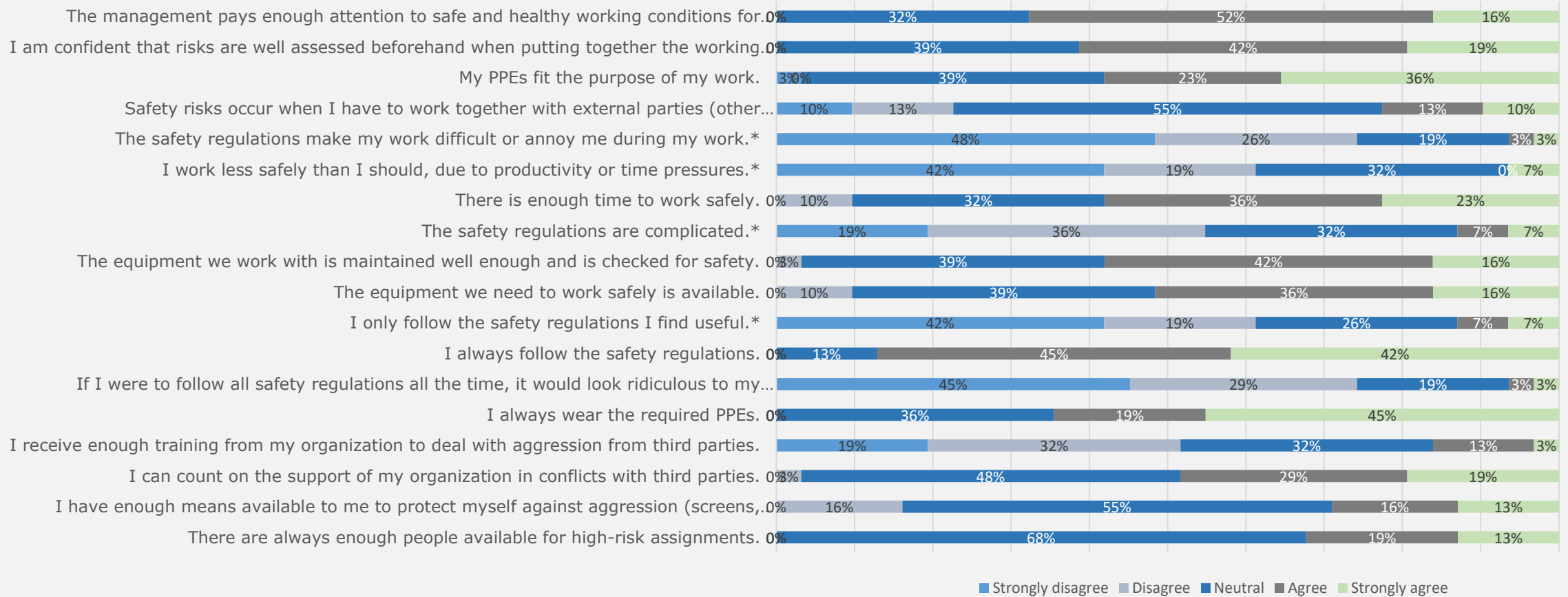
Safety at work (1/3)



*Negatively worded item

6. Extra questions

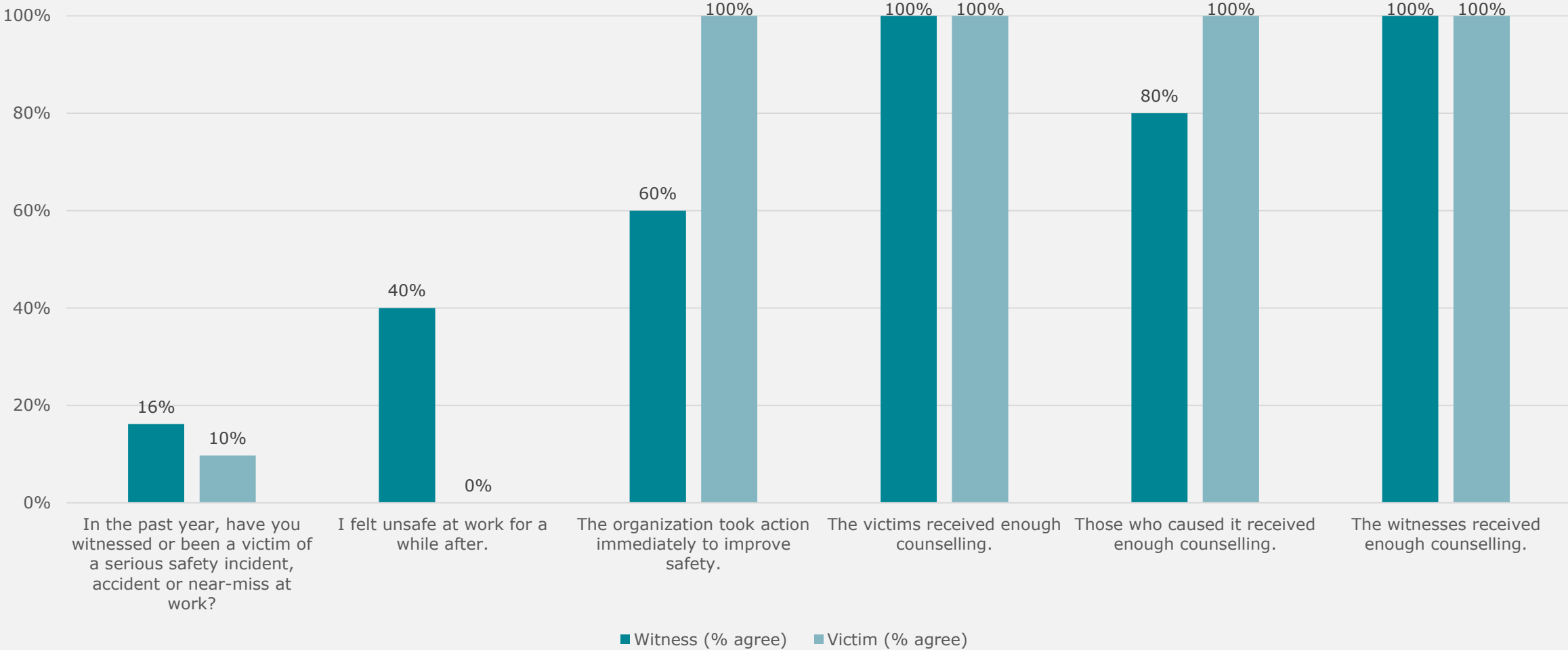
Safety at work (2/3)



*Negatively worded item

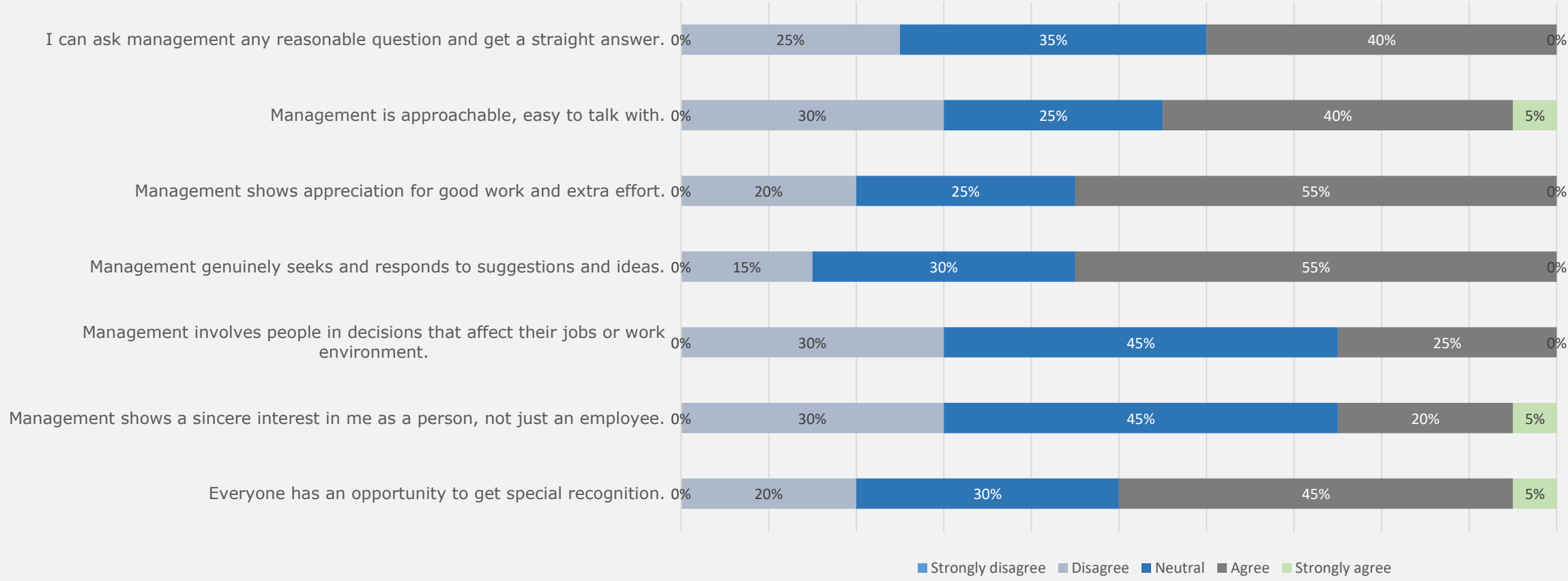
6. Extra questions

Safety at work (3/3)



6. Extra questions

Management questions



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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