



**BESIX Employee Well-being and Engagement Survey**

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# 1. The research model

1. Three dimensions of the research model
2. Components of the research model

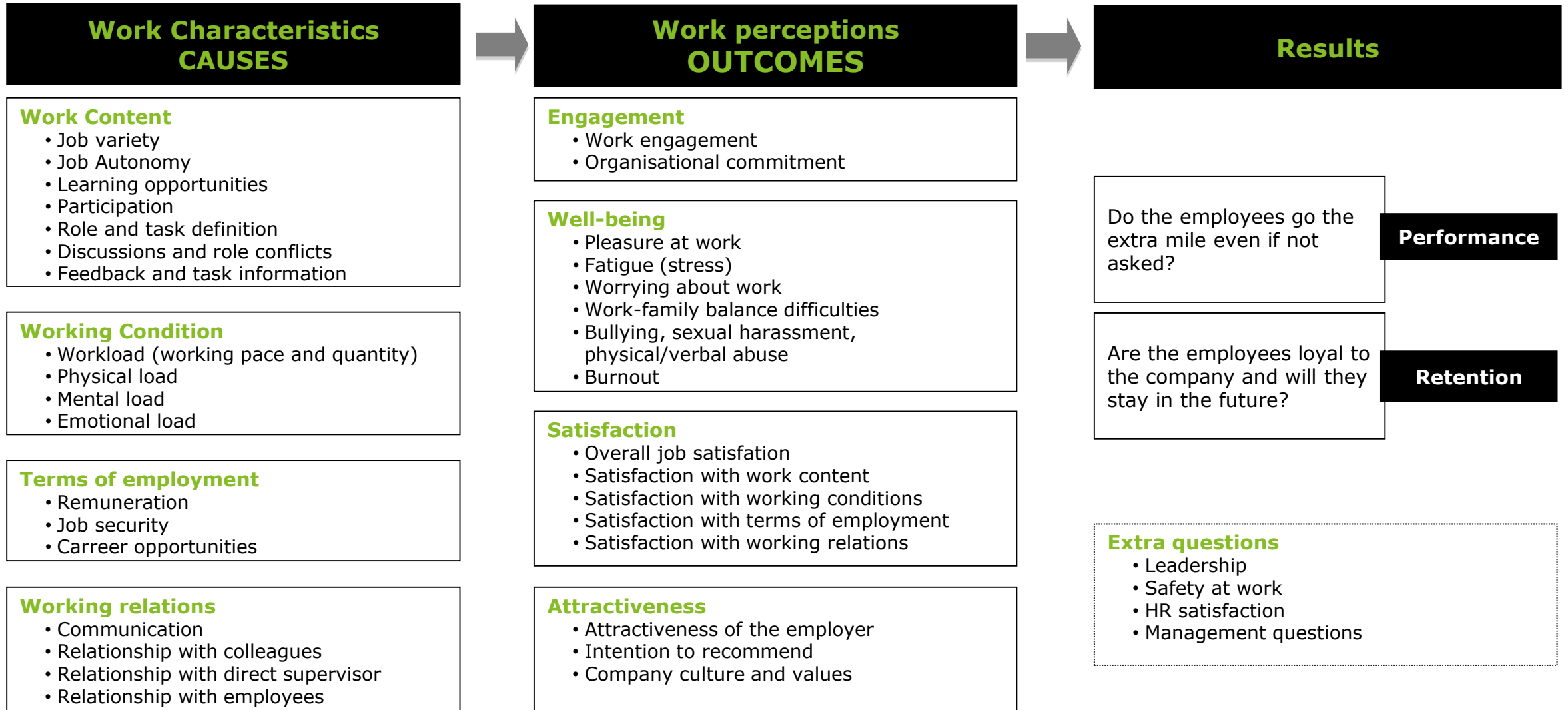
# 1. The research Model

## Three dimensions of the research model



# 1. The research Model

## Components of the research model



## 2. Management summary

## 2. Management summary

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

### RESPONSE RATE

- Overall, a **remarkable increase** in the response rate compared to 2015 (87% in 2018 versus 66% in 2015), on top of that Lux TP response rate is **above the iNostix by Deloitte benchmark** response rate of 70% and the **BESIX Group response rate**.
- The **response rates of the different demographic groups** are **high** and each group is **represented in line with the population** distribution.
- Concluding this, means that **valid and representative conclusions** can be made for Lux TP.

### SCORES ON THE RESEARCH MODEL

#### *2018 results*

- Overall, we see green scores on most of the dimensions and indices for 2018.
- In general people are **engaged and satisfied**.
- They do experience **work stress, worry about work** and have **difficulties combining their work and family lives**. They are **moderately satisfied** with their **terms of employment** (remuneration, career opportunities) and overall **moderate scores** were assigned to **feedback and task information and (mental) workload**.

#### *Comparison 2015*

- The 2018 scores are mostly **in line with the results of 2015**, although we see a **slight improvement** in most of the scores.
- The **most remarkable differences** can be found for **work stress (fatigue), worrying about work and difficulties with balancing work and private life**, those indices have a higher score compared to 2015, meaning employees struggle more with these topics.

#### *Comparison BESIX Group*

- The Lux TP scores are **in line with the BESIX Group results**, however Lux TP scores slightly better on most of the indices.

#### *Comparison Benchmark*

- **Most of the Lux TP scores are higher** than the benchmark scores.
- However, Lux TP employees indicate that they are experience **more fatigue and work stress** and that they have **more difficulties balancing their work and family lives**.

### IMPACT ANALYSES

- Since they have a big impact on different dimensions, it is definitely important to **continue investing in learning opportunities and communication**. Next to that **feedback and task information, remuneration and career opportunities** are indices with a moderate to low score but a high impact on different dimensions. These are indices that **need extra attention**.

## 2. Management summary

### TYPOLOGIES

#### *Engagement*

- In general, there is **remarkable decrease in the percentage of disengaged employees** towards more engaged and highly engaged employees.
- Compared to the **benchmark, Lux TP has a remarkably higher percentage of highly engaged employees and less disengaged employees.**

#### *Work engagement and organizational commitment*

- A **shift** from employees with high commitment but low engagement **to employees with both high commitment and engagement** can be noticed.
- Compared to the **benchmark**, there are remarkably **more Lux TP employees** that score **high on work engagement as well as on organizational commitment.**

#### *Pleasure at work and stress*

- In general, there is a **shift from dull work to challenging work**, meaning that there is an **increase in the level of stress and pleasure** most employees experience in their work.

#### *Job satisfaction*

- Employees are still **satisfied to highly satisfied with their jobs** compared to 2015, even more highly satisfied employees than in 2015.

#### *Net promotor score*

- Overall, Lux TP employees are **very likely to promote BESIX as an organization to work for**, even more than in 2015. This is mainly due to an **increase in active promotor** and an **decrease in detractor promotor**
- **Compared to the benchmark**, Lux TP has **more active promotor** and less passive promotor and detractor.

### UNDESIRABLE BEHAVIOR

- Compared to 2015, the number of employees witnessing or being victim of undesirable behavior is stable.



## 2. Management summary

### EXTRA MODULES

#### *Leadership questions*

- All leadership dimensions received a good score. Especially the dimension '**Trust in supervisor**' scores **very high** (mean score of 8,29).

#### *Leadership styles*

- All 5 leadership styles received a relatively good overall score.
- The **empowering leadership style** has the **highest overall score** (7,55), the **developmental leadership style** the **lowest** (6,50).

#### *HR satisfaction*

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

#### *Safety at work*

- The **best scoring** safety question is '**I am familiar enough with the safety regulations**', 88% of all Lux TP employees indicate that they agree.
- The **lowest scoring** safety question is '**I don't know where I can go with my questions or remarks about safety**', 93% of all Lux TP employees indicate that they do not know where to go with their safety questions/remarks.
- Looking at the Lux TP employees who were witness and/or victim of a safety incident, **only witnesses are convinced that the organization took the appropriate actions** to solve the problem and counsel the different parties involved.

#### *Management questions*

- All management questions **score relatively good** and the results are in line with each other.

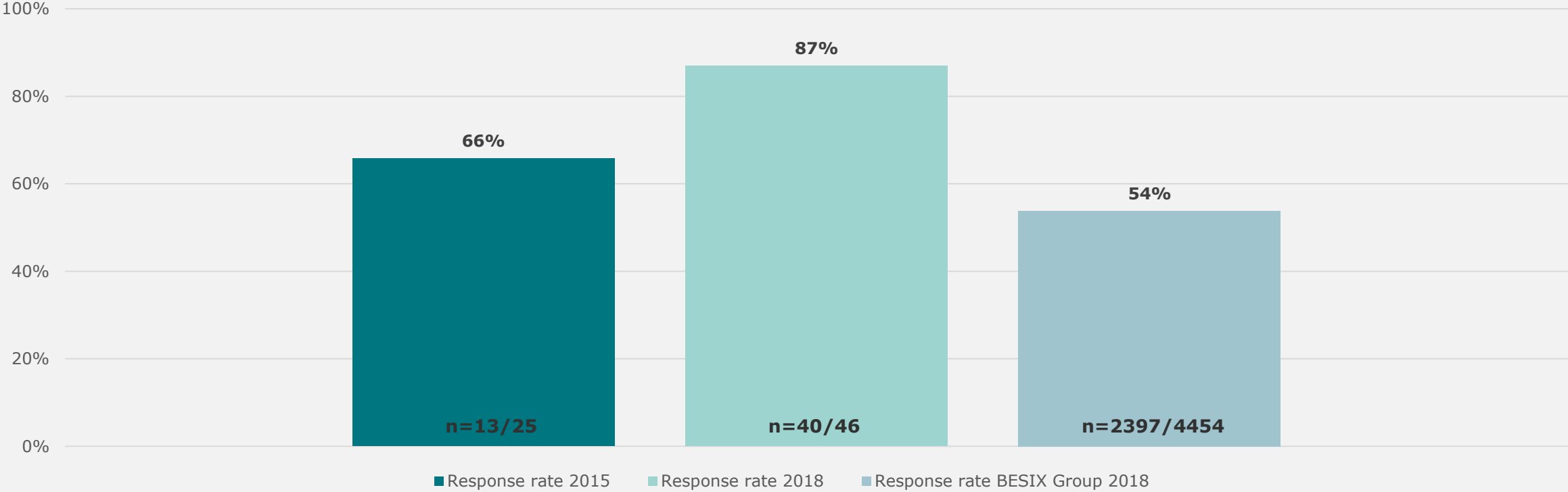
The remainder of the report displays the detailed results, concluding with advice on the next steps.

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

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

### 3. Response rate analysis

#### General response rate of Lux TP

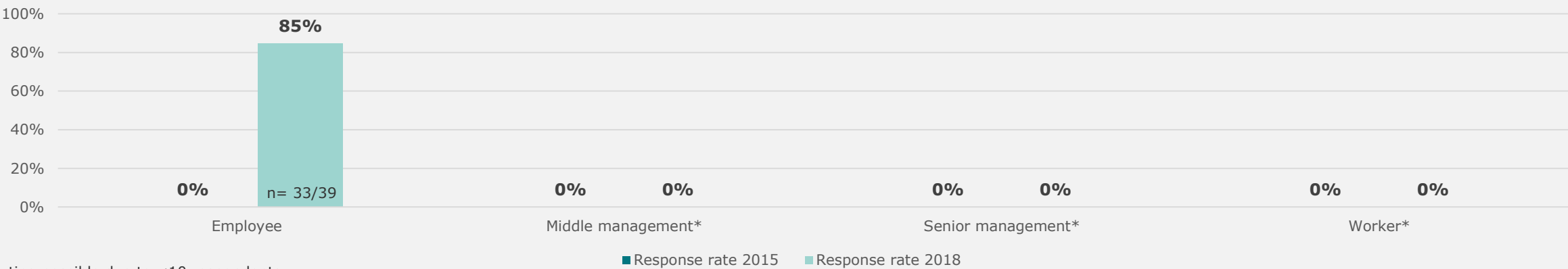


The **iNostix by Deloitte response rate norm is 70%** and is the average response rate of 33 Engagement surveys executed by iNostix by Deloitte in 20 different companies (n=40.592)

### 3. Response rate analysis

#### Response rate of Lux TP by Employee Category and Executive Function

**Employee category**



\*No reporting possible due to <10 respondents

**Executive function**



\*No reporting possible due to <10 respondents

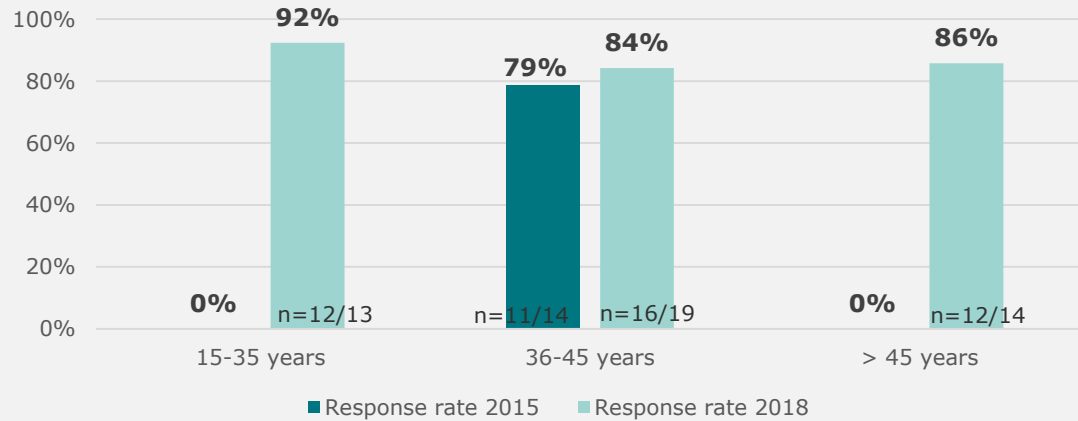
### 3. Response rate analysis

#### Response rate of Lux TP by Gender, Age and Seniority

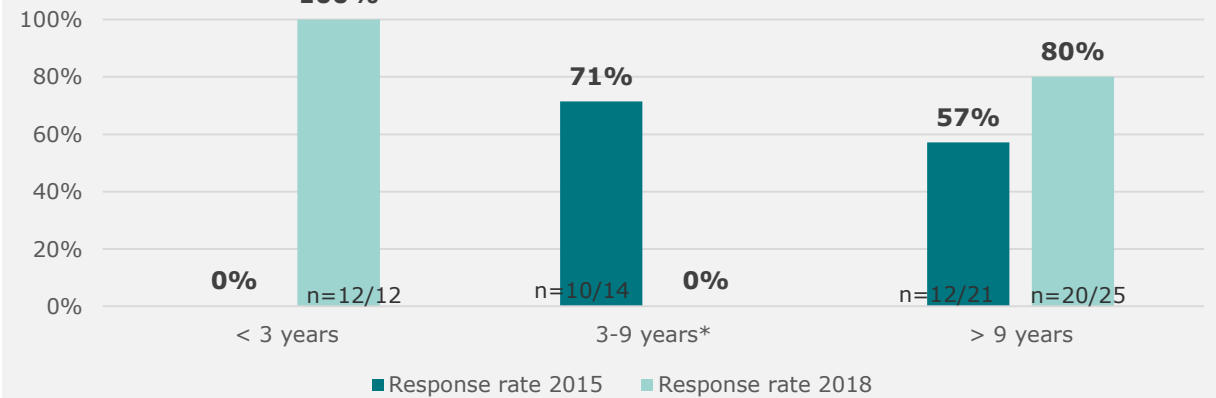
##### Gender



##### Age



##### Seniority



## 4. Summary of the results

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### Lux TP

#### Work characteristics

	2015	2018
<b>Work content</b>	<b>6,59</b>	<b>6,84</b>
Job variety	6,51	6,92
Job autonomy	6,63	6,92
Learning opportunities	6,06	6,64
Participation	6,03	6,35
Role and task definition	7,33	7,35
Discussions and role conflicts*	1,98	2,27
Feedback and task information	5,35	5,96
	<b>2015</b>	<b>2018</b>
<b>Working conditions</b>	<b>5,03</b>	<b>4,85</b>
Workload*	6,94	6,62
Physical load*	1,85	2,25
Mental load*	7,64	8,06
Emotional load*	3,44	3,69
	<b>2015</b>	<b>2018</b>
<b>Terms of employment</b>	<b>5,72</b>	<b>5,46</b>
Remuneration	4,40	4,15
Job security	7,34	6,95
Career opportunities	5,42	5,29
	<b>2015</b>	<b>2018</b>
<b>Working relations</b>	<b>6,56</b>	<b>7,14</b>
Communication	6,08	6,47
Relationship with colleagues	7,12	7,92
Relationship with direct supervisor	6,47	7,03
Relationship with employees	8,18	7,95

#### Work perceptions

	2015	2018
<b>Engagement</b>	<b>6,90</b>	<b>7,10</b>
Work engagement	6,69	6,81
Organizational commitment	7,10	7,40
	<b>2015</b>	<b>2018</b>
<b>Well-being</b>	<b>6,35</b>	<b>5,99</b>
Pleasure at work	7,10	7,18
Fatigue (work stress)*	4,23	5,1
Worrying about work*	4,87	5,27
Difficulties with work-family balance*	3,54	4,28
Burnout*	2,70	2,59
<b>Undesirable behavior 2018</b>	<b>Witness</b>	<b>Victim</b>
Physical abuse	0%	3%
Verbal abuse	10%	5%
Sexual harassment	0%	0%
Bullying	8%	3%
<i>(No comparison with 2015 as a zero tolerance principle is applied)</i>		
	<b>2015</b>	<b>2018</b>
<b>Satisfaction</b>	<b>6,49</b>	<b>6,62</b>
Overall job satisfaction	7,00	7,4
Satisfaction with work content	7,08	7,4
Satisfaction with terms of employment	5,23	5,08
Satisfaction with working conditions	5,90	6,02
Satisfaction with working relations	7,76	8
	<b>2015</b>	<b>2018</b>
<b>Attractiveness</b>	<b>7,05</b>	<b>7,4</b>
Attractiveness of the employer	7,01	7,35
Company culture and values	7,42	7,75
Intention to recommend	6,73	7,1

#### Results

	2015	2018
<b>Performance</b>		
Going the extra mile even if not asked for	7,81	7,79
	<b>2015</b>	<b>2018</b>
<b>Retention</b>		
Intention to stay working within the organization	8,15	8,17

#### Meaning of the colours

Positively worded dimensions

Mean score <5/10

Mean score ≥5/10 and <6/10

Mean score ≥6/10

\*Negatively worded dimensions

Mean score ≤4/10

Mean score >4/10 and ≤5/10

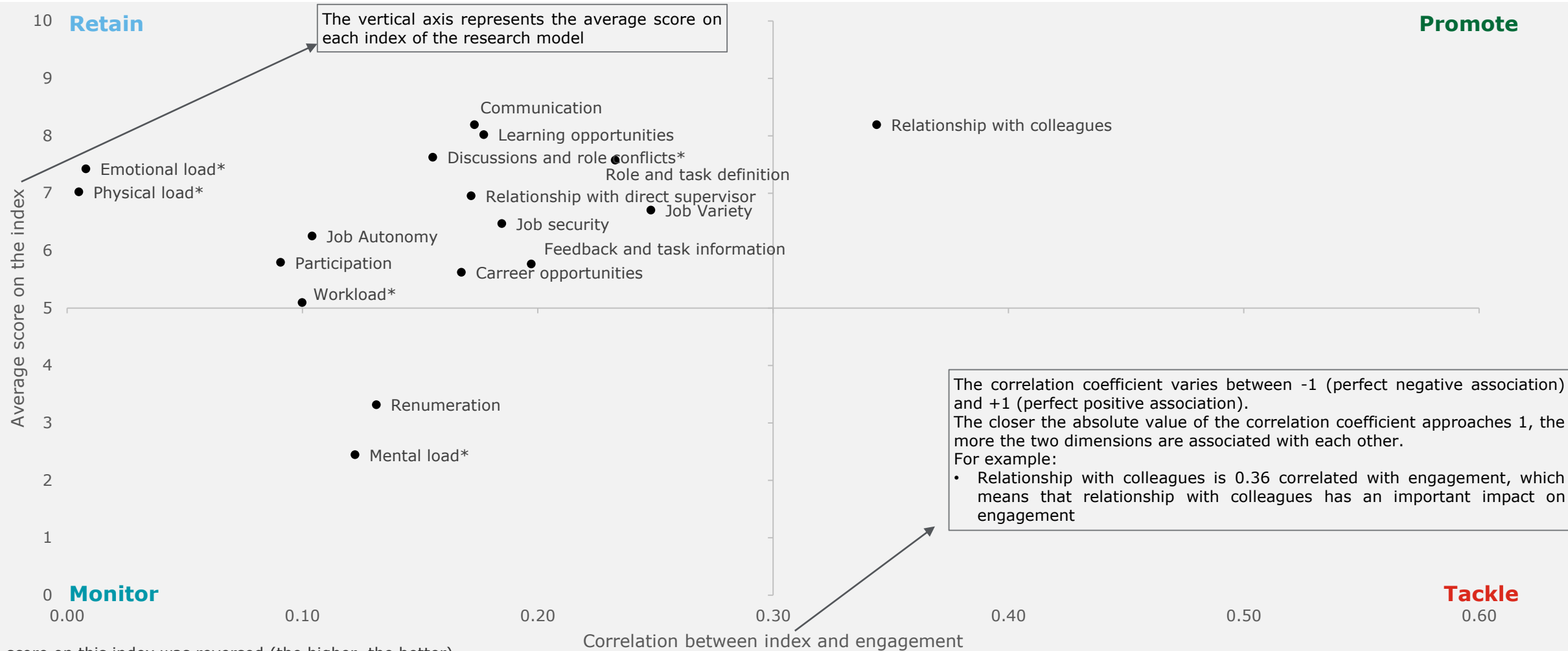
Mean score >5/10

## 5. Impact analyses



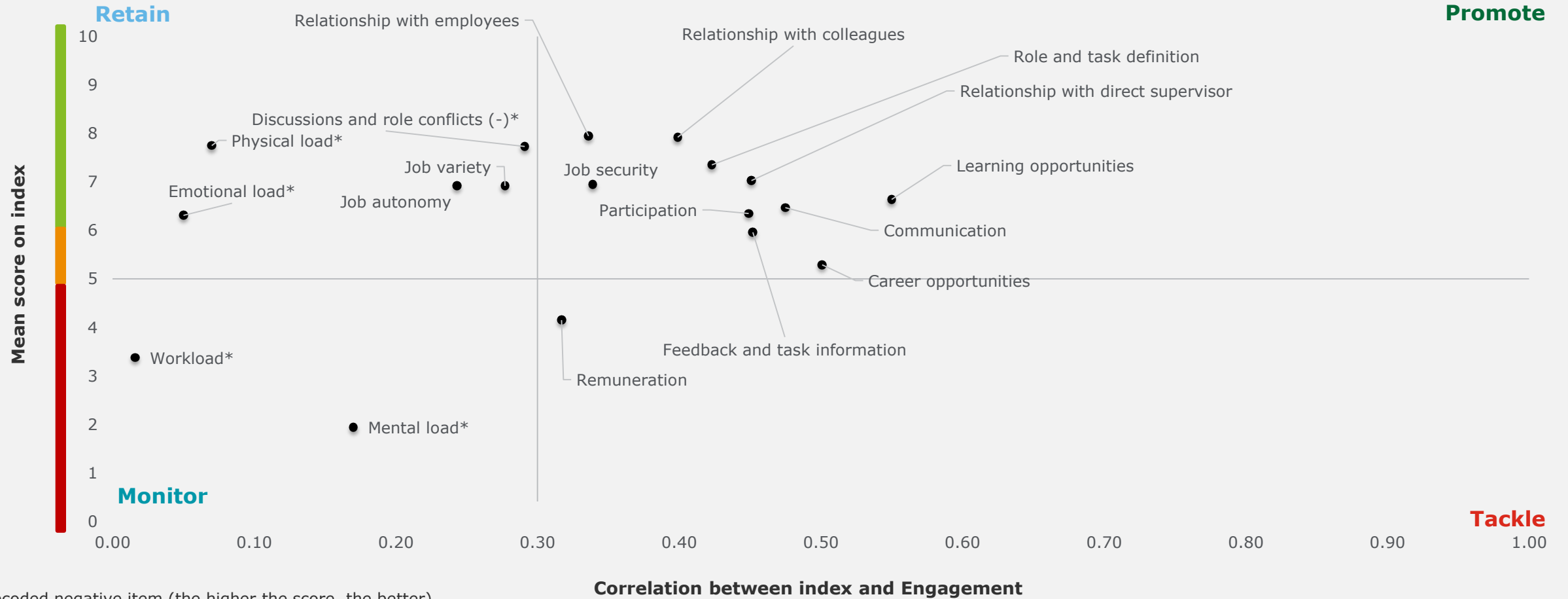
# 5. Impact analyses

## Interpretation slide: impact analysis engagement



# 5. Impact analyses

## Engagement

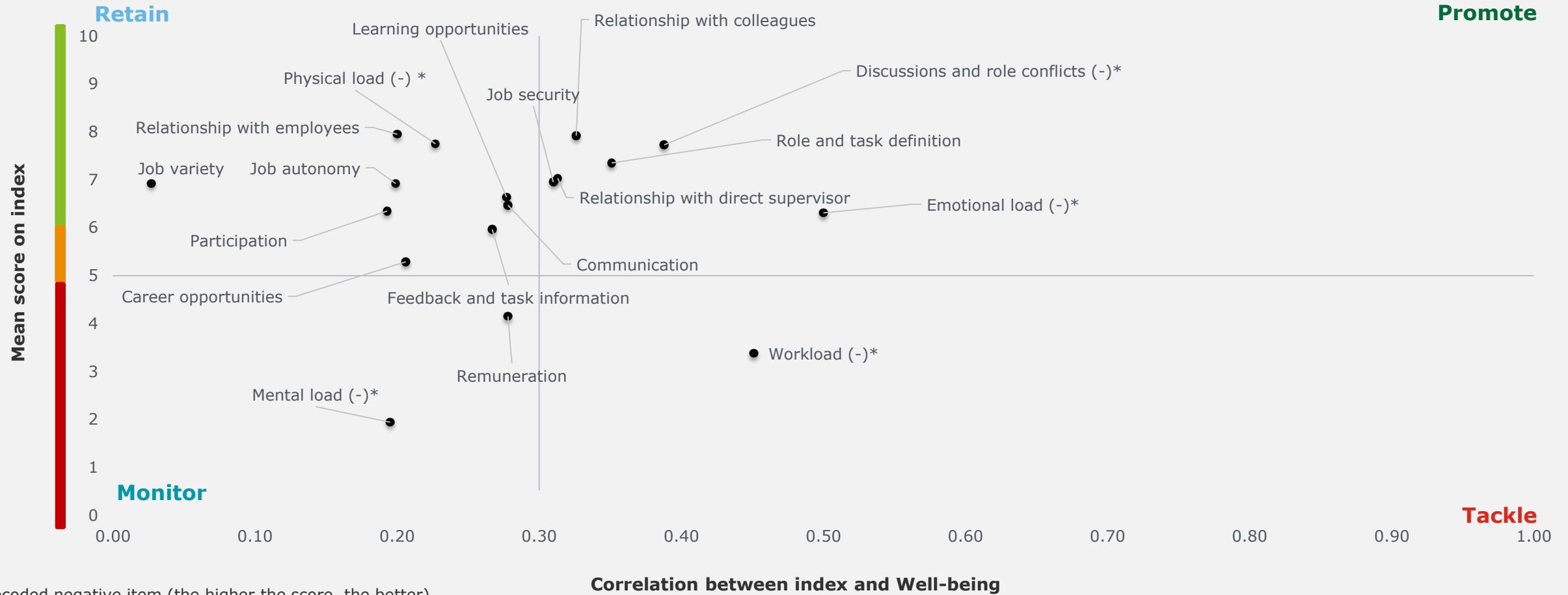


\*Recoded negative item (the higher the score, the better)

(-): negative correlation with dimension

# 5. Impact analyses

## Well-being

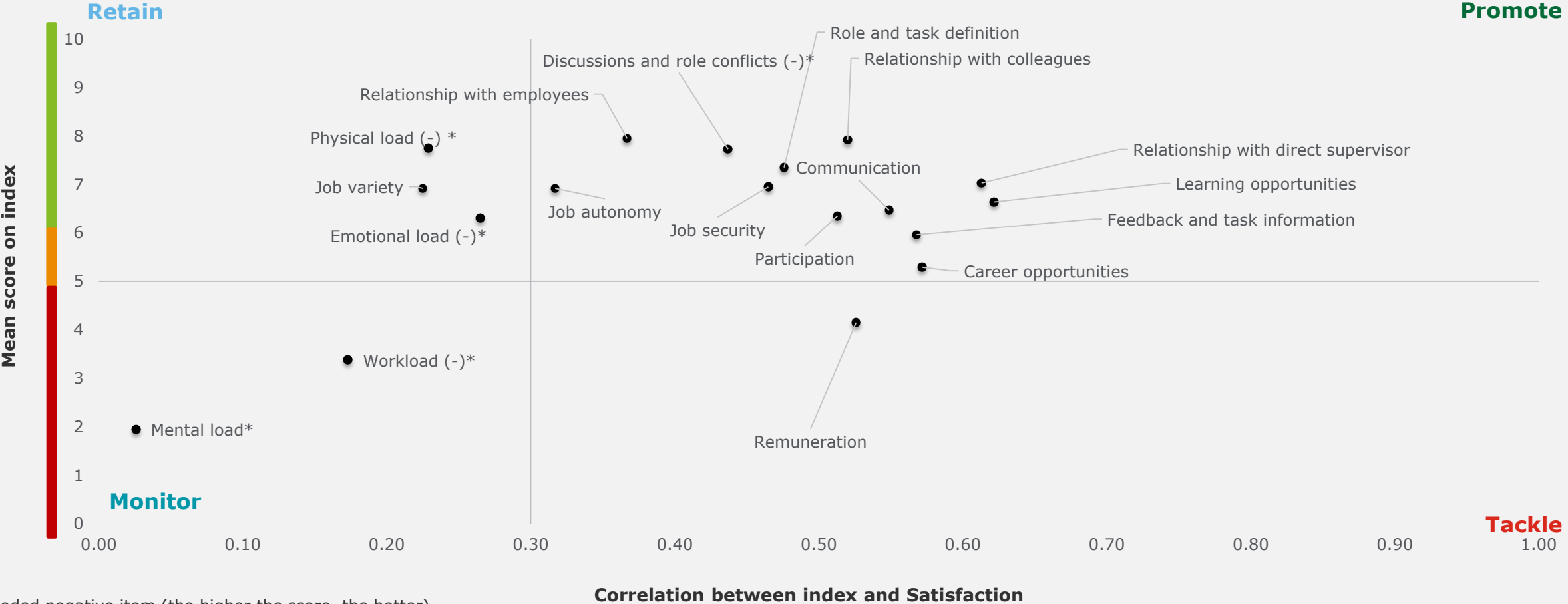


\*Recoded negative item (the higher the score, the better)

(-): negative correlation with dimension

# 5. Impact analyses

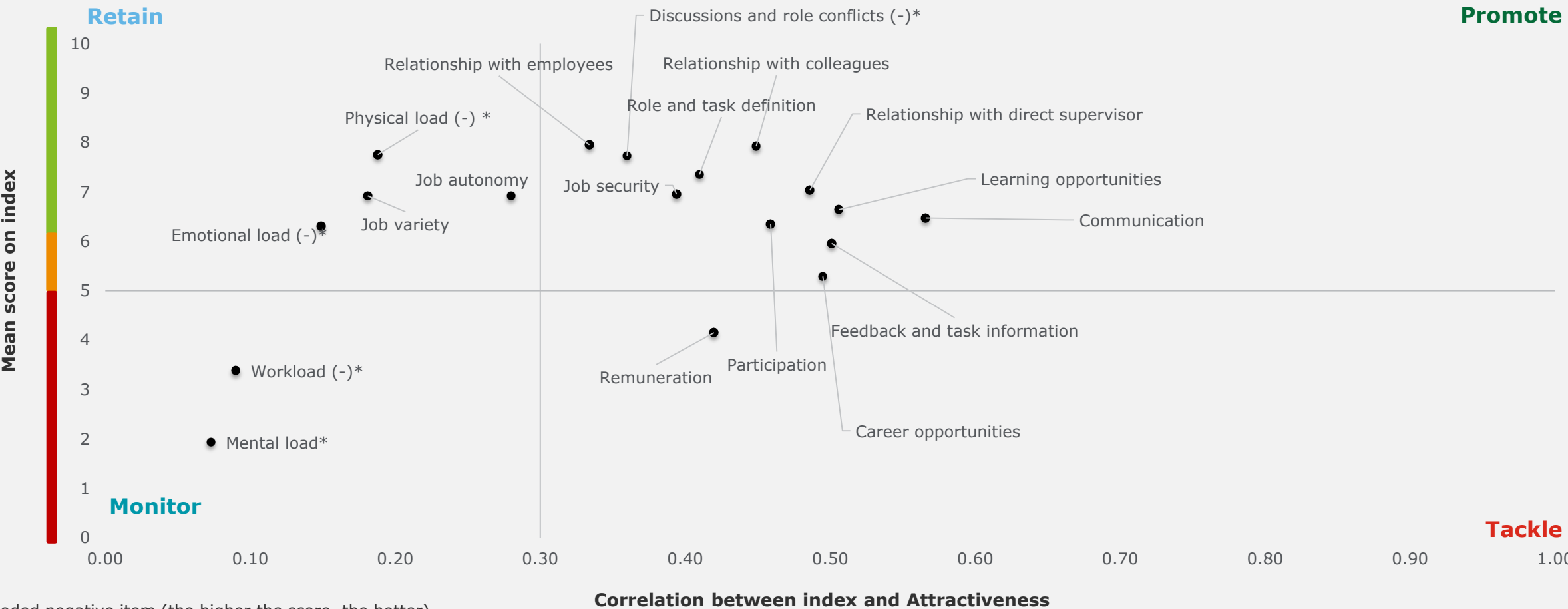
## Satisfaction



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

# 5. Impact analyses

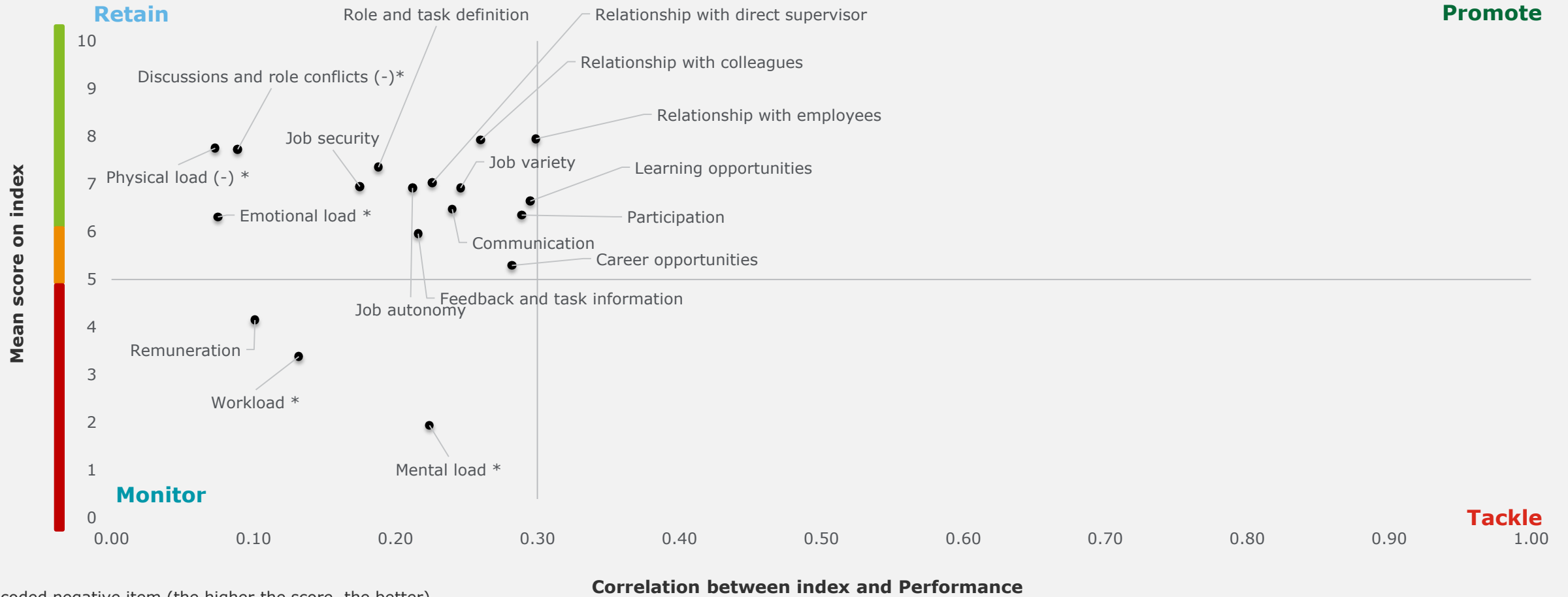
## Attractiveness



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

# 5. Impact analyses

## Performance

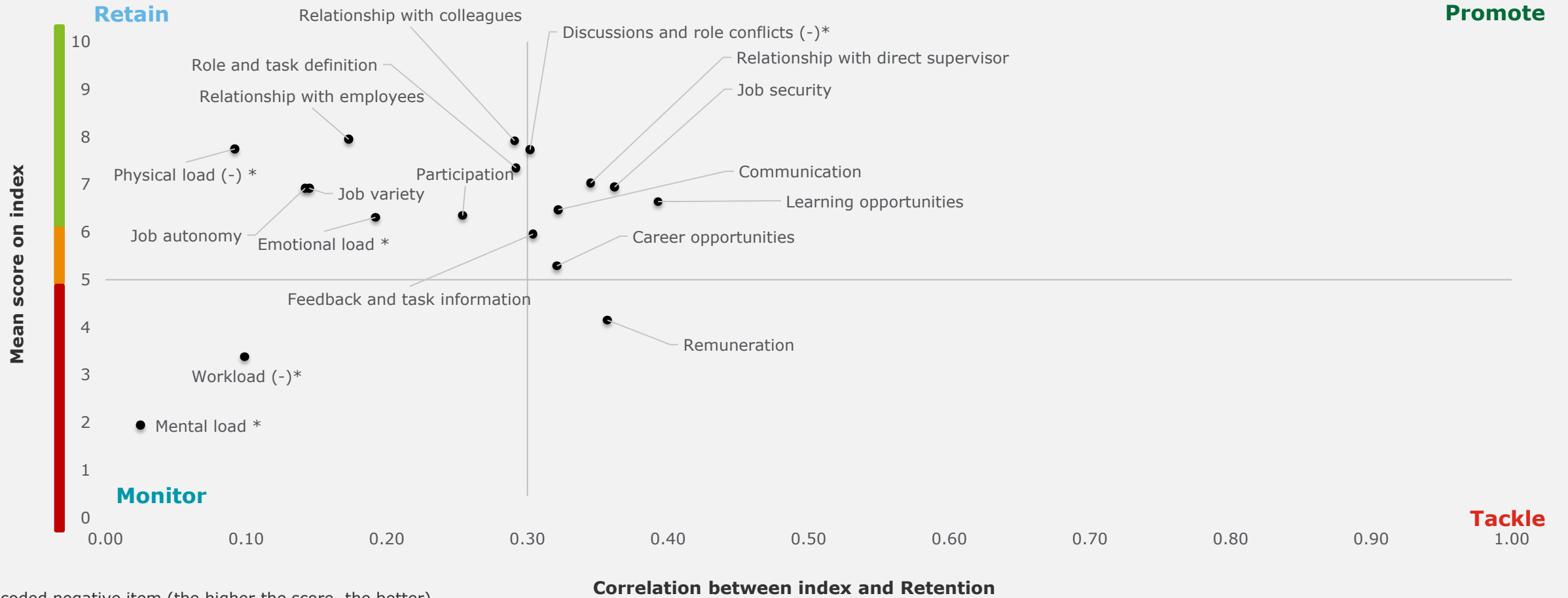


\*Recoded negative item (the higher the score, the better)

(-): negative correlation with dimension

# 5. Impact analyses

## Retention



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

(-): negative correlation with dimension

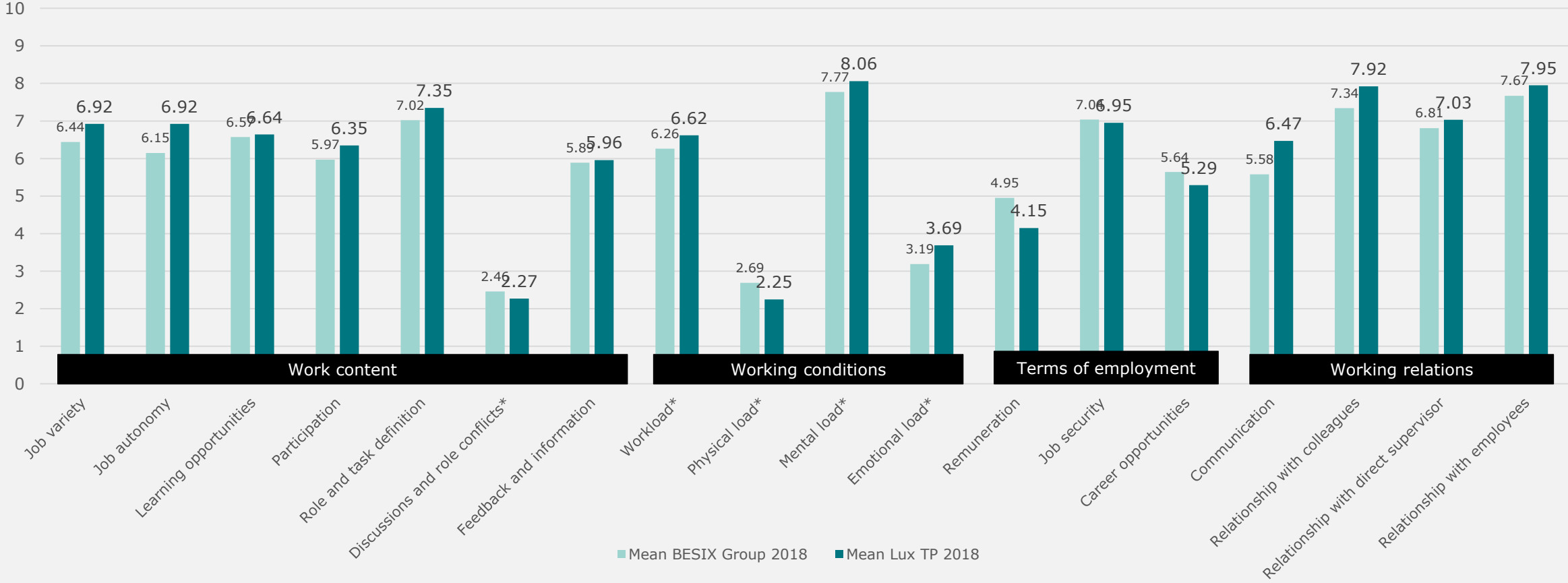
## 6. Detailed results

1. Comparing the indices 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



# 6. Detailed results

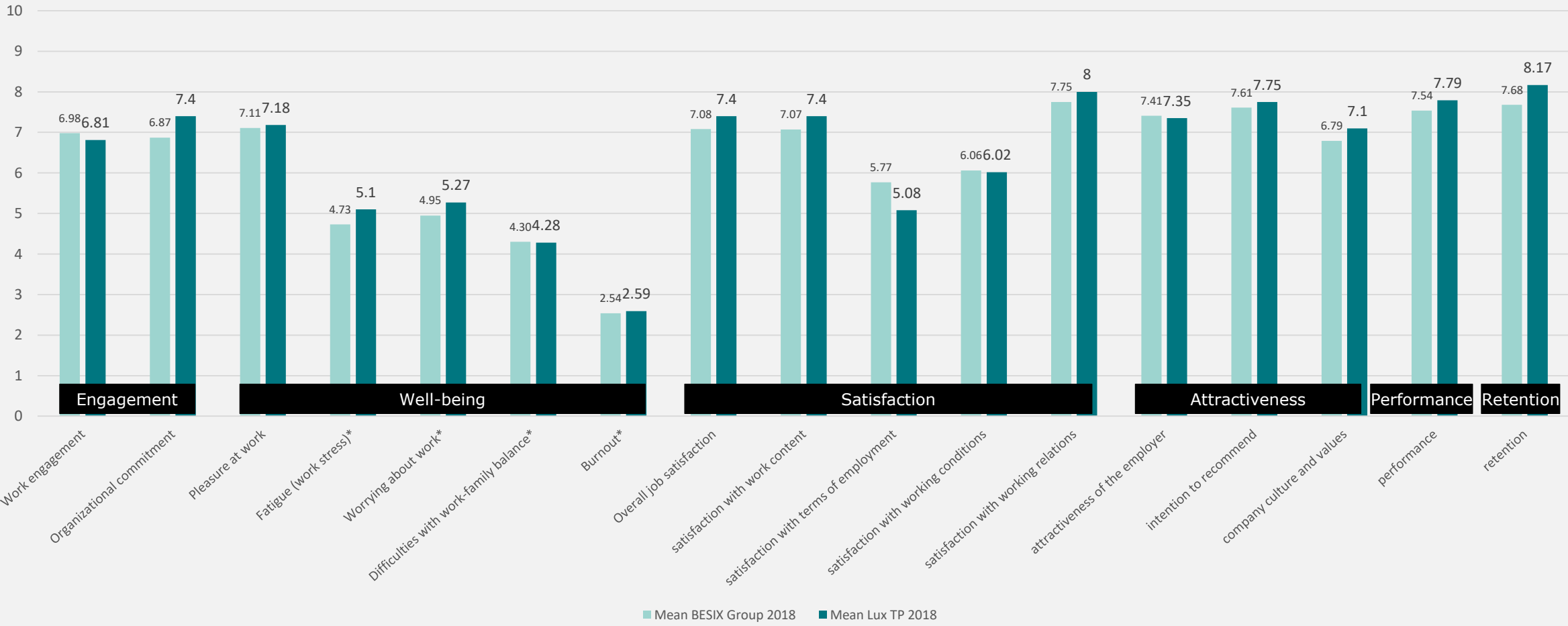
## Comparing the indices with the BESIX Group results (1/2)



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

# 6. Detailed results

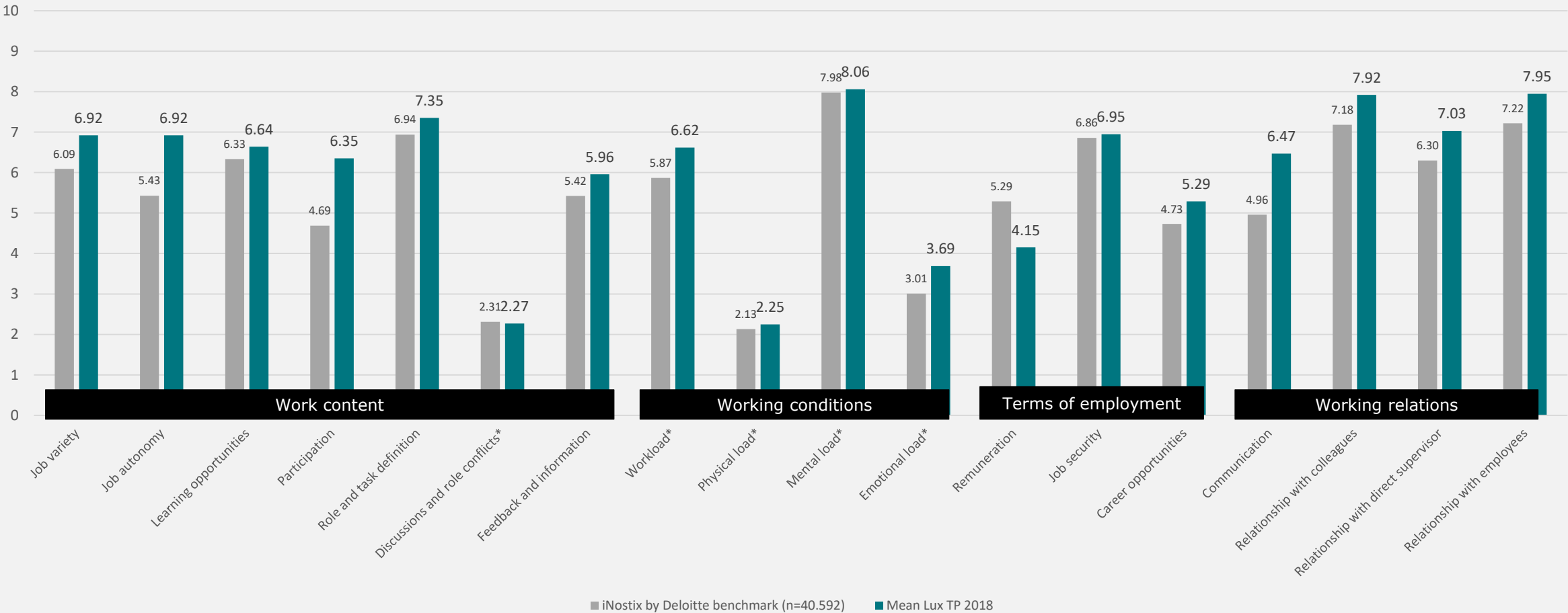
## Comparing the indices with the BESIX Group results (2/2)



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

# 6. Detailed results

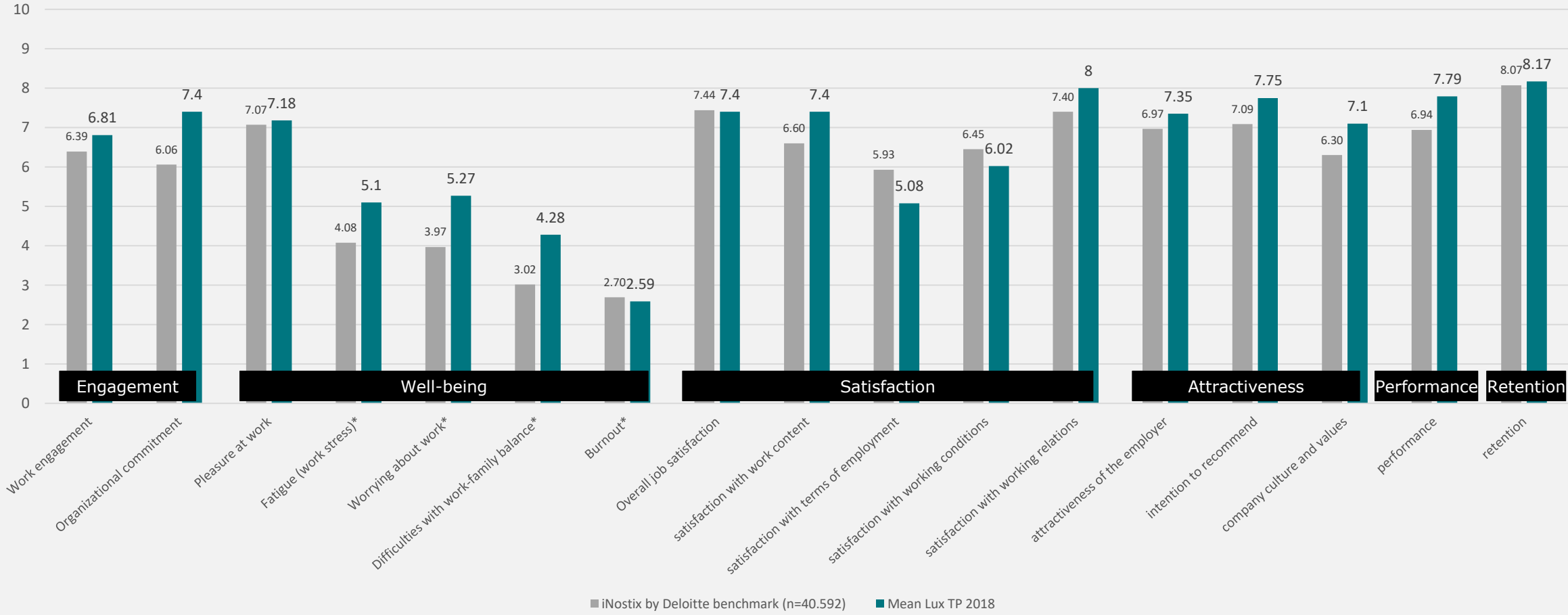
## Comparing the indices with the benchmark (1/2)



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

# 6. Detailed results

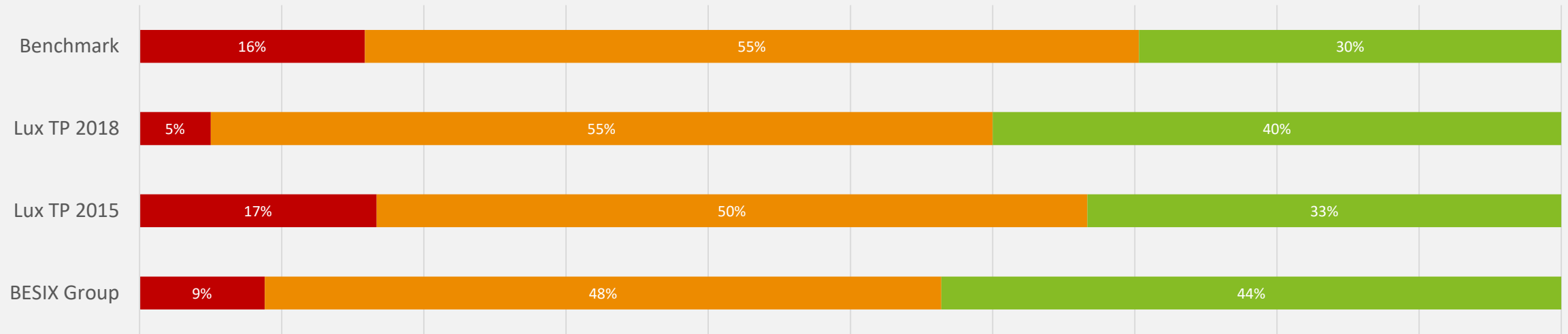
## Comparing the indices with the benchmark (2/2)



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

## 6. 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)

# 6. Detailed results

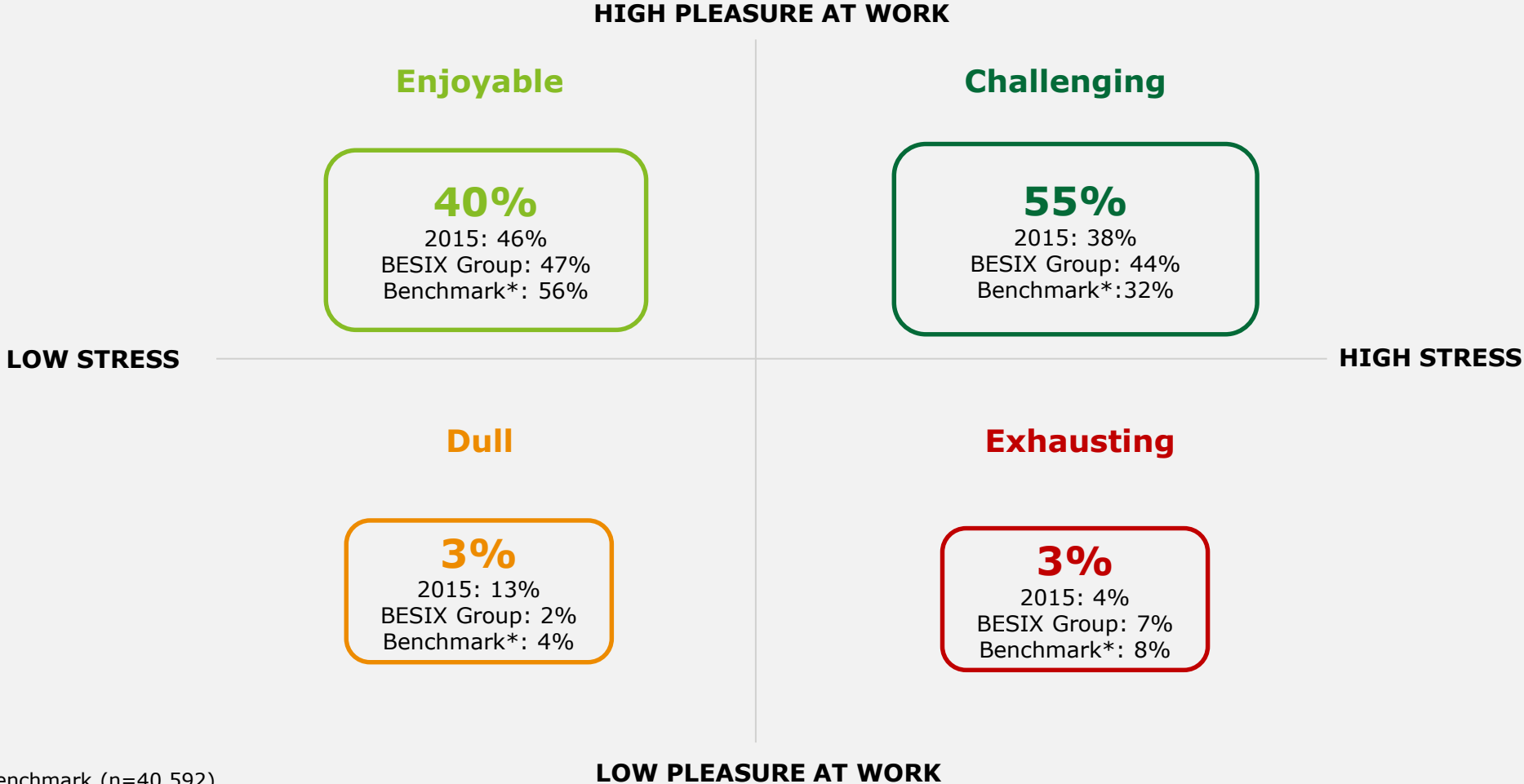
## Analysis of commitment



\*iNostix by Deloitte benchmark (n=40.592)

# 6. Detailed results

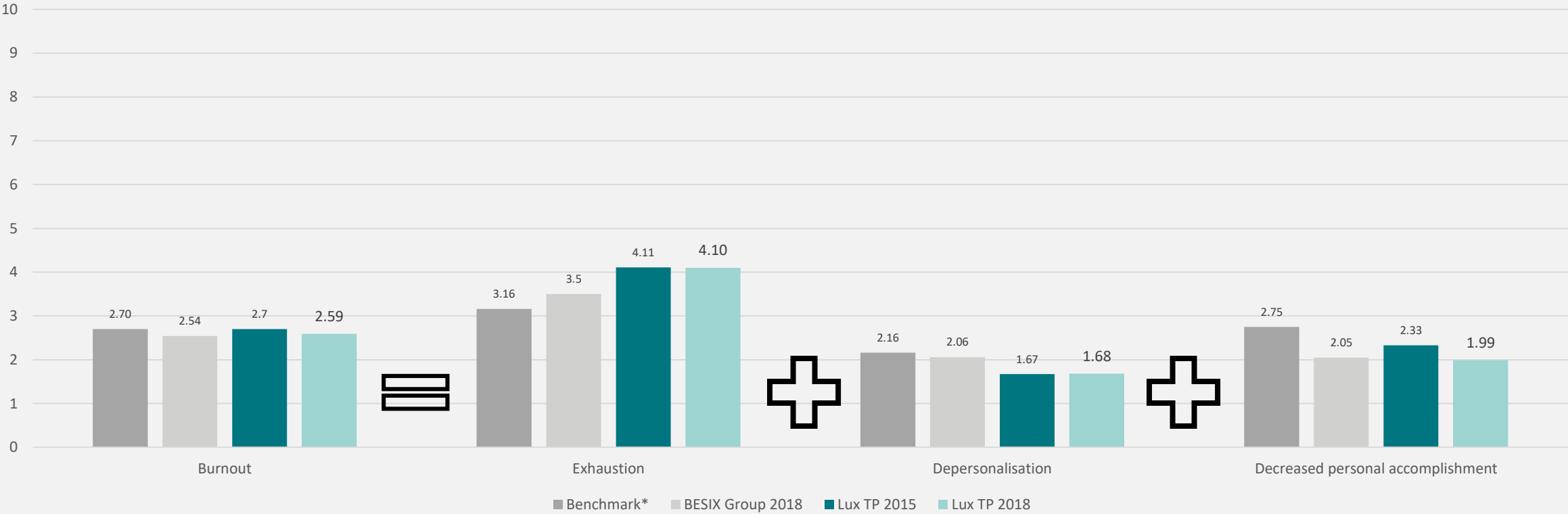
## Analysis of commitment



\*iNostix by Deloitte benchmark (n=40.592)  
Neutral scale "5" as cut-off point: score below 5/10 is considered as a 'low' score, a score above 5/10 is considered as a 'high' score

# 6. Detailed results

## Burnout



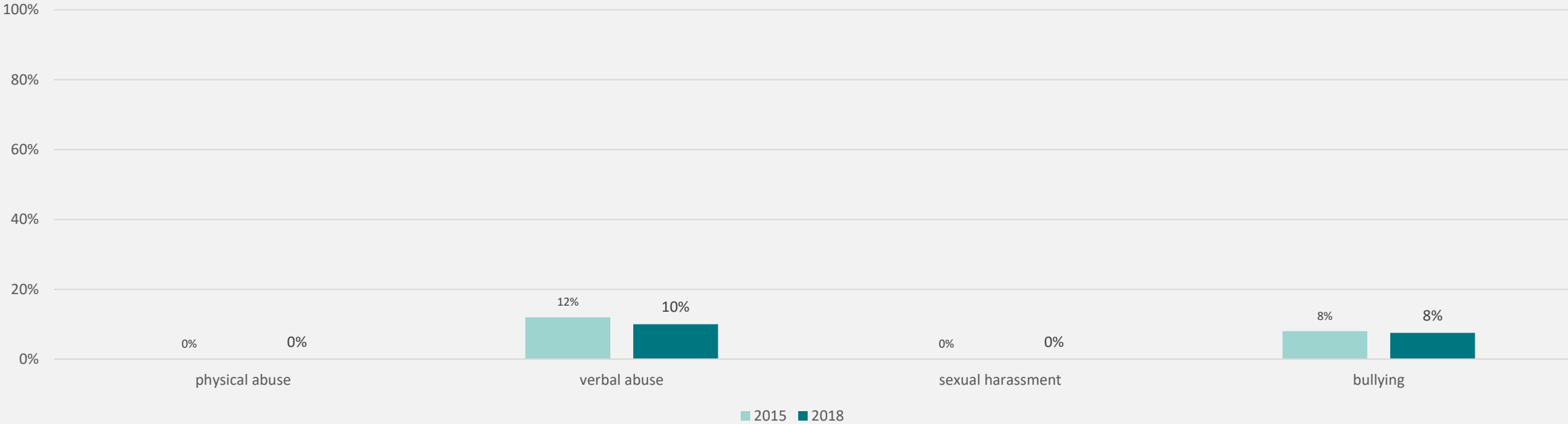
*The higher the scores, the higher the risk of burnout*  
*Burnout = (exhaustion + depersonalisation + personal accomplishment)/3*

\*iNostix by Deloitte benchmark (n=40.592)



# 6. Detailed results

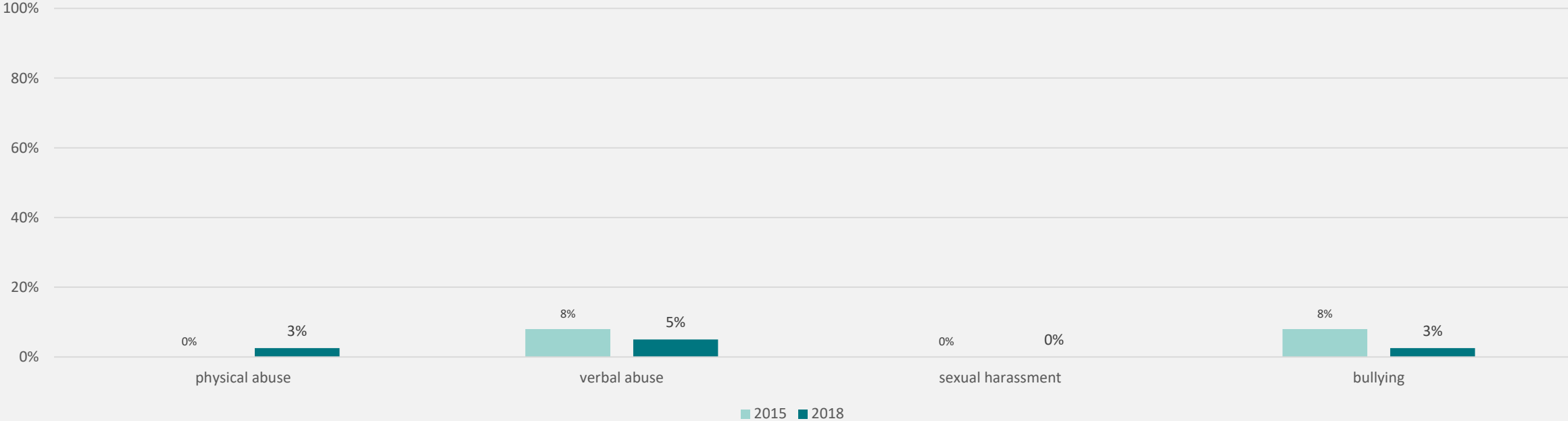
## Undesirable behaviour: witness



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	3	12%	67%	4	10%	75%
sexual harassment	0	0%	N/A	0	0%	N/A
bullying	2	8%	100%	3	8%	0%

# 6. Detailed results

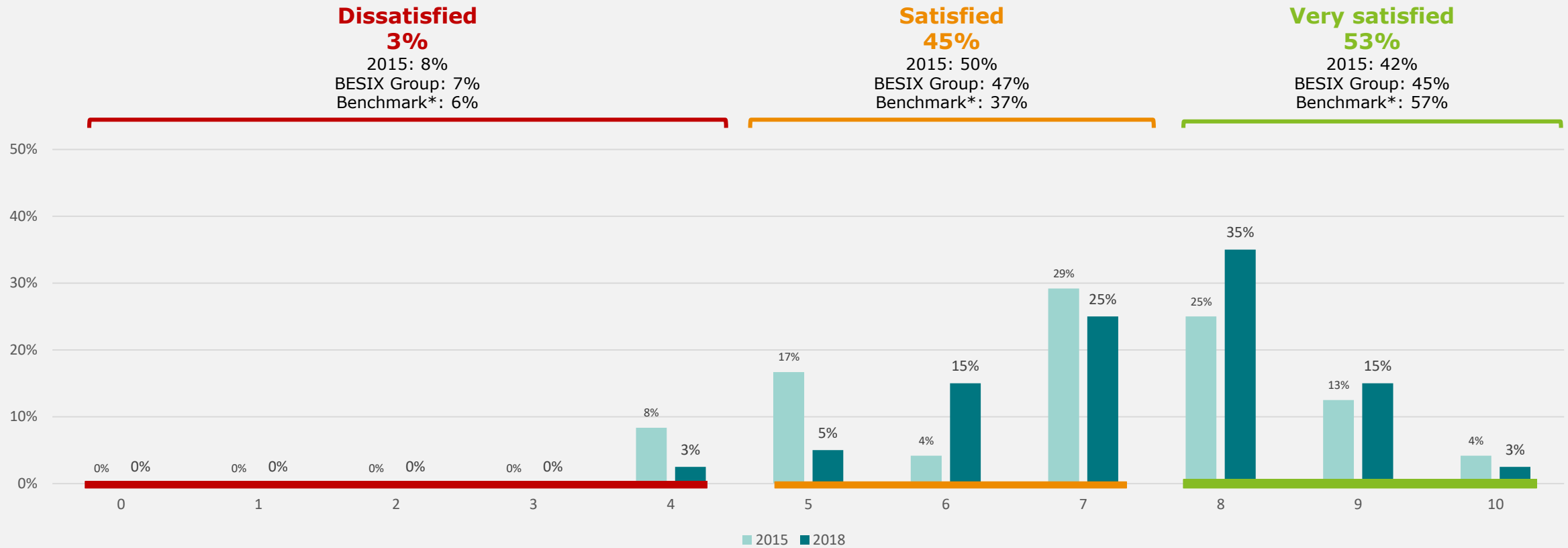
## Undesirable behaviour: victim



Undesirable behavior	Victim 2015			Victim 2018		
	n	%	of which internal	n	%	of which internal
physical abuse	0	0%	N/A	1	3%	100%
verbal abuse	2	8%	50%	2	5%	50%
sexual harassment	0	0%	N/A	0	0%	N/A
bullying	2	8%	100%	1	3%	0%

# 6. Detailed results

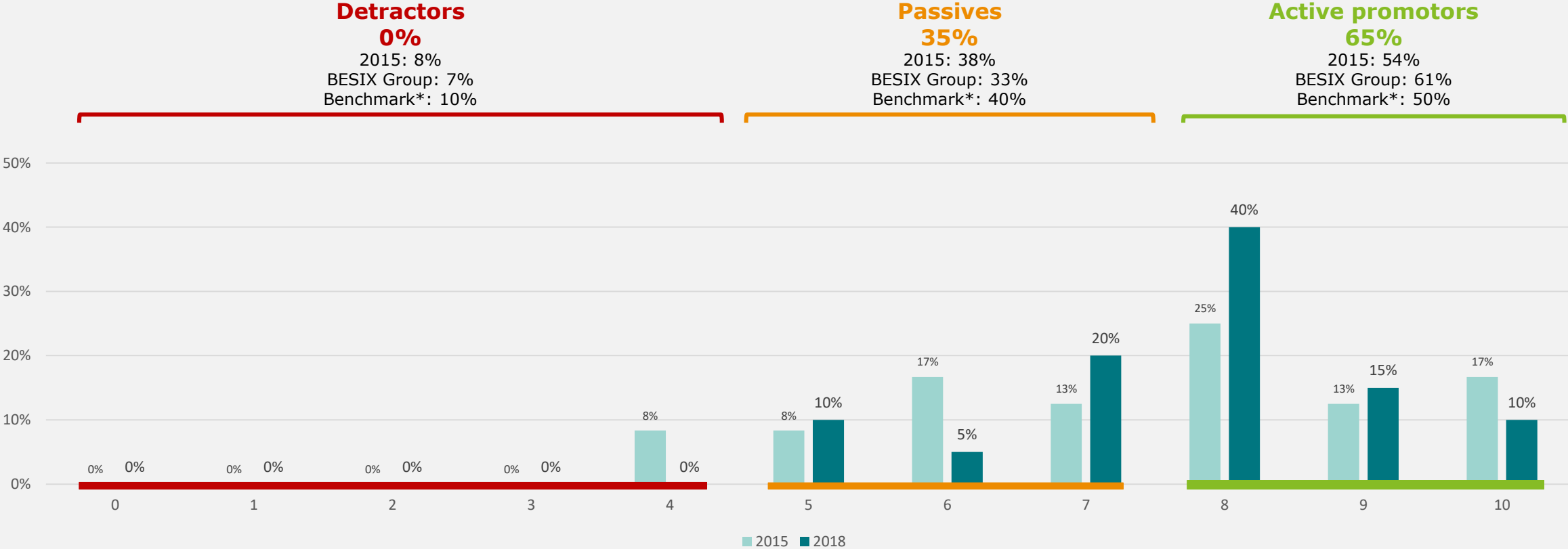
## Overall job satisfaction



\*iNostix by Deloitte benchmark (n=40.592)

# 6. Detailed results

## Intention to recommend

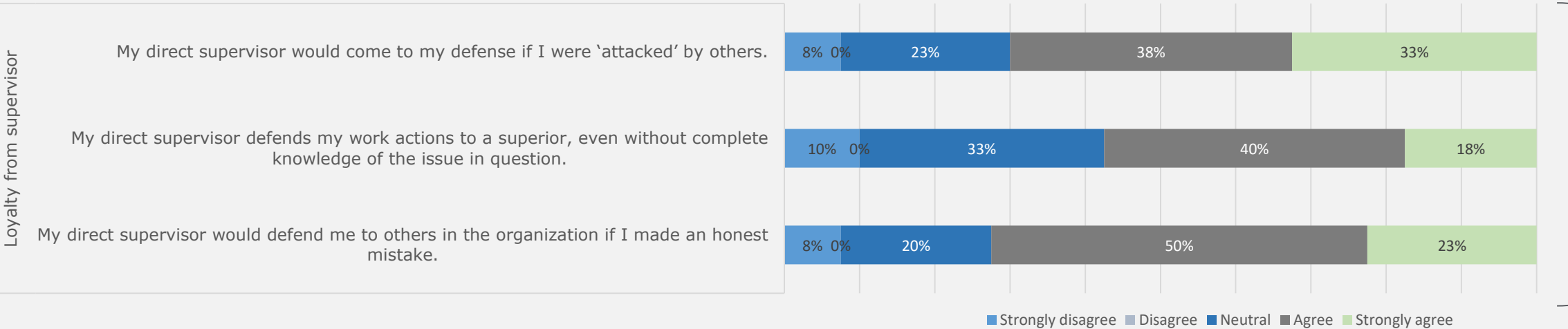
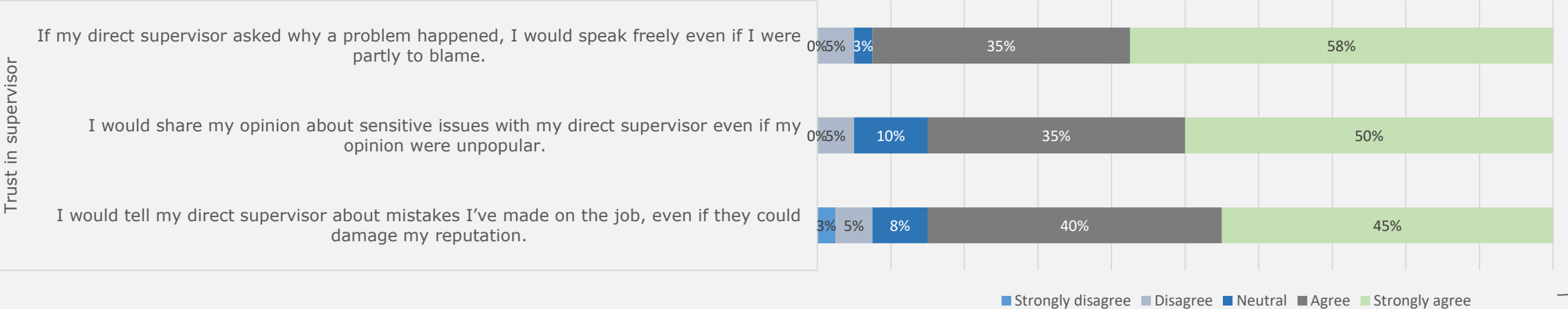


\*iNostix by Deloitte benchmark (n=40.592)

## 7. Extra modules

# 7. Extra questions

## Leadership questions (1/3)



# 7. Extra questions

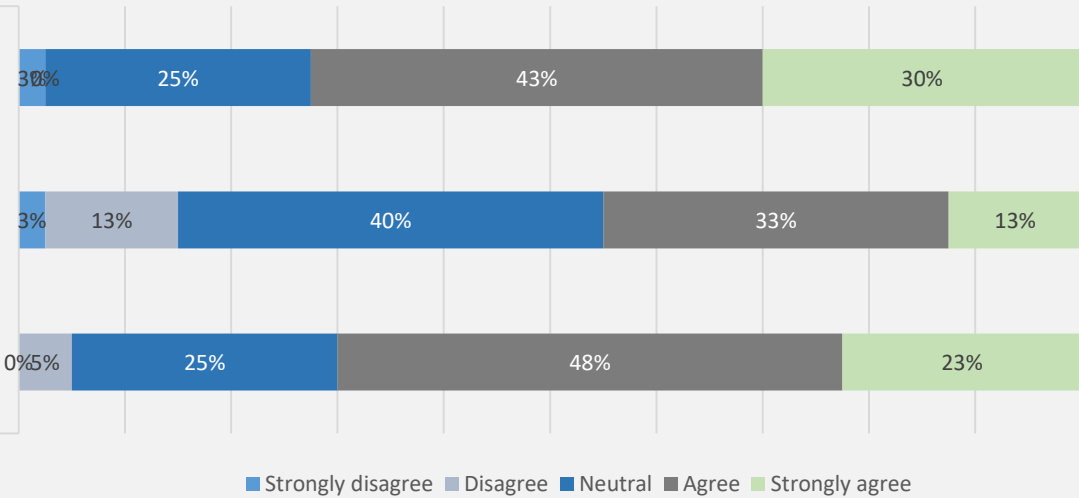
## Leadership questions (2/3)

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.



**6,88**

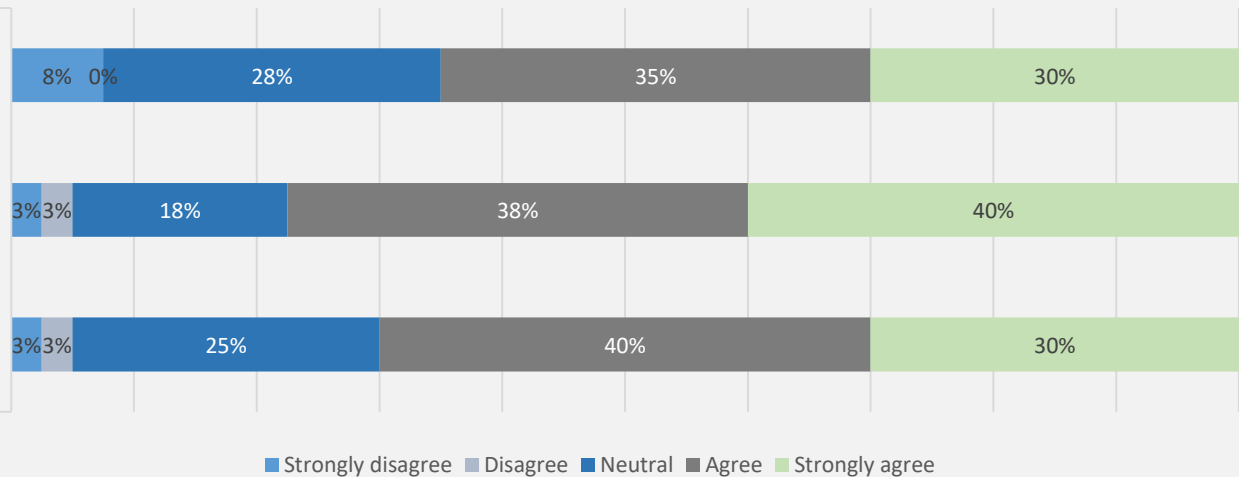
BESIX Group:  
7,02

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.

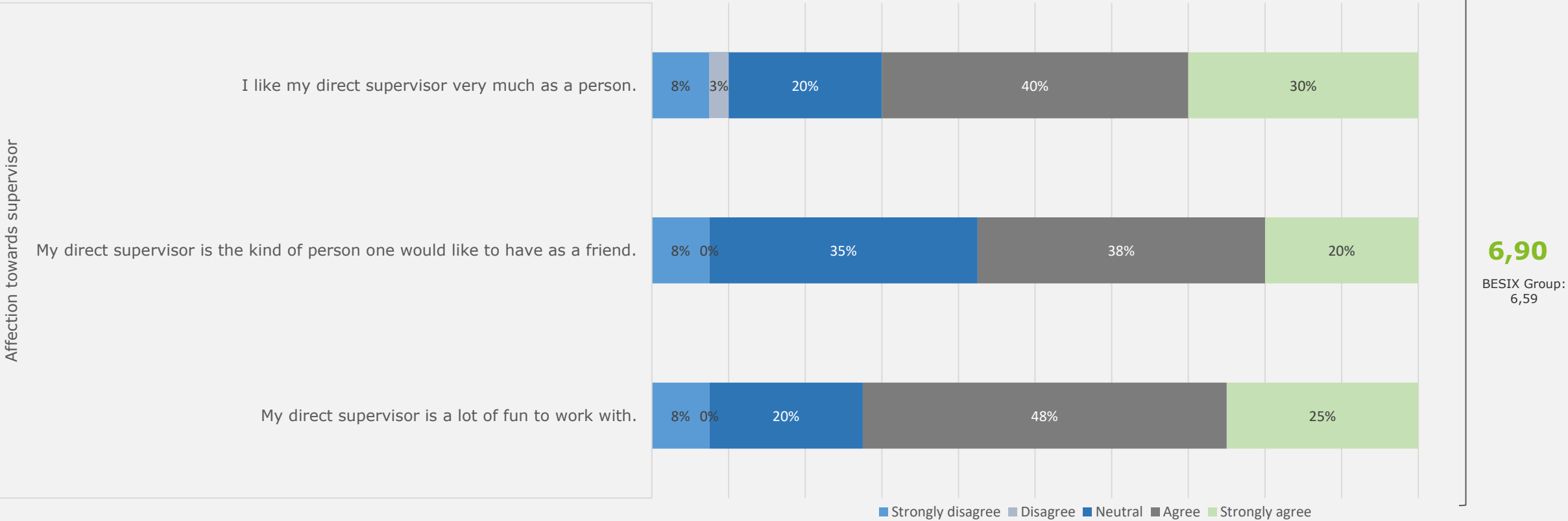


**7,35**

BESIX Group:  
7,02

# 7. Extra questions

## Leadership questions (3/3)

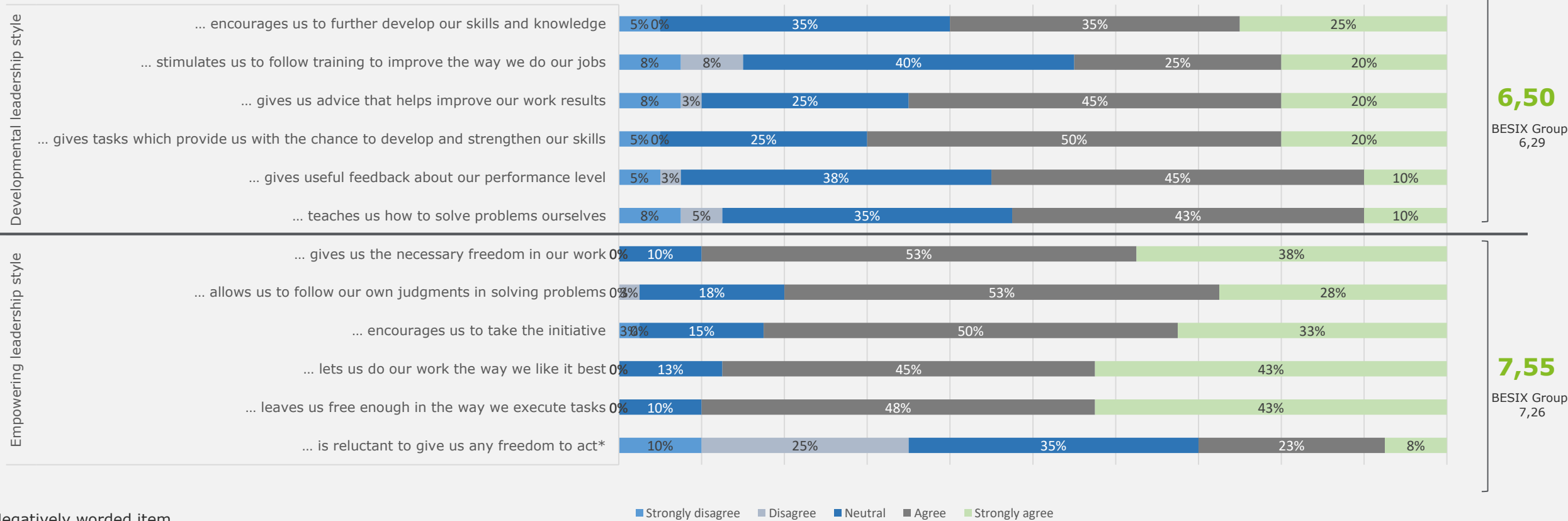




# 7. Extra questions

## Leadership style (1/2)

My direct supervisor...

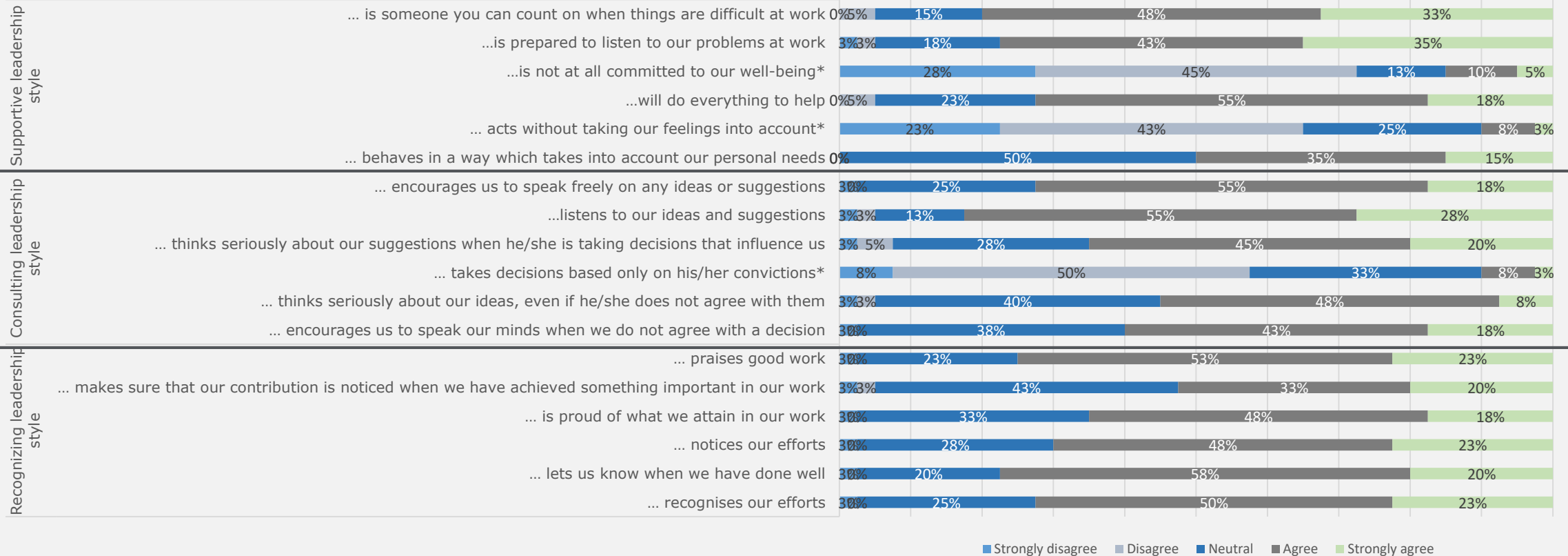


\*Negatively worded item

# 7. Extra questions

## Leadership style (2/2)

My direct supervisor...



**7,16**

BESIX Group: 6,66

**6,84**

BESIX Group: 6,50

**7,10**

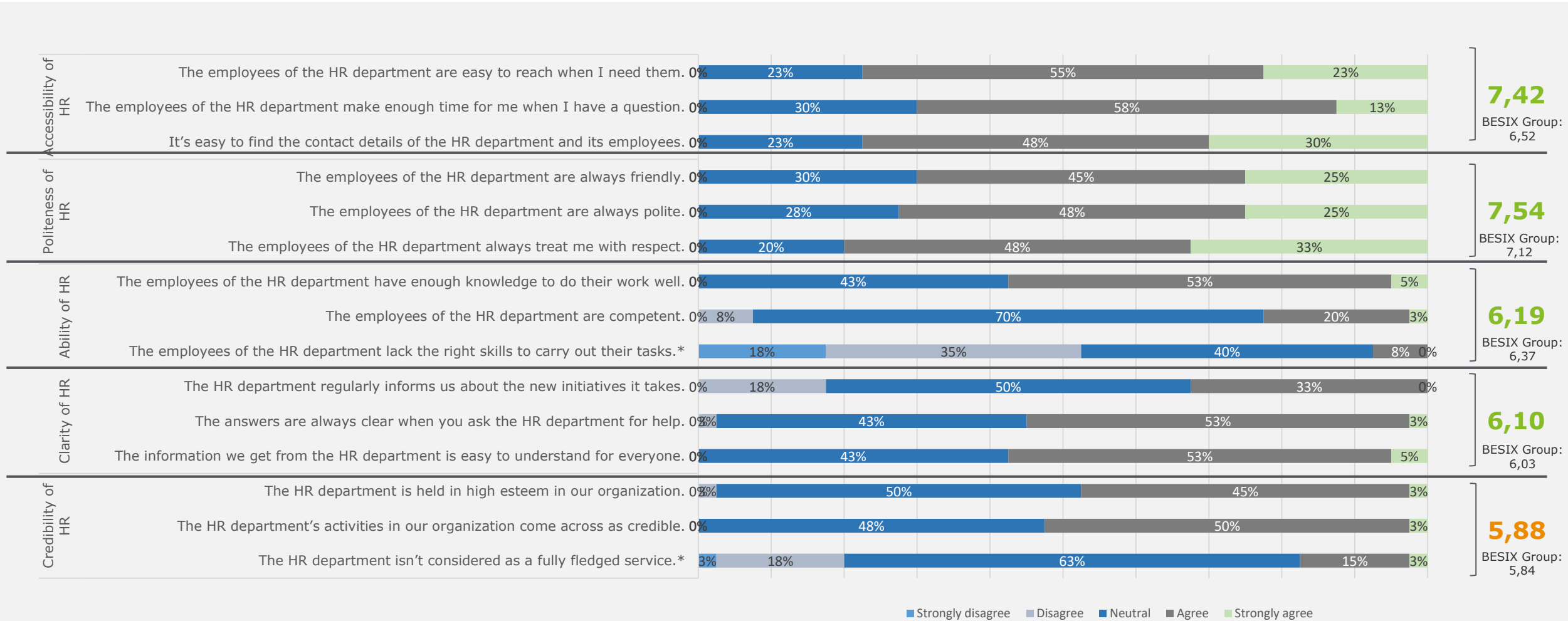
BESIX Group: 6,51

Strongly disagree Disagree Neutral Agree Strongly agree

\*Negatively worded item

# 7. Extra questions

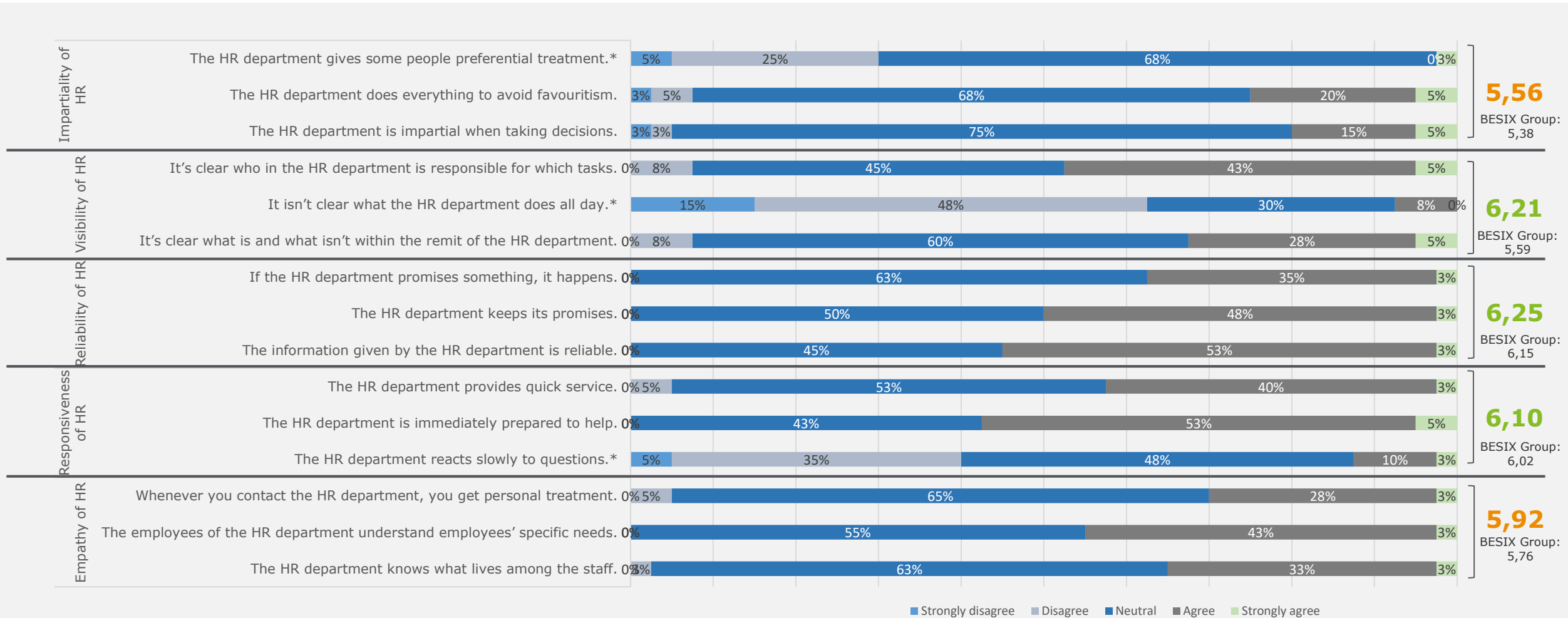
## HR satisfaction (1/2)



\*Negatively worded item

# 7. Extra questions

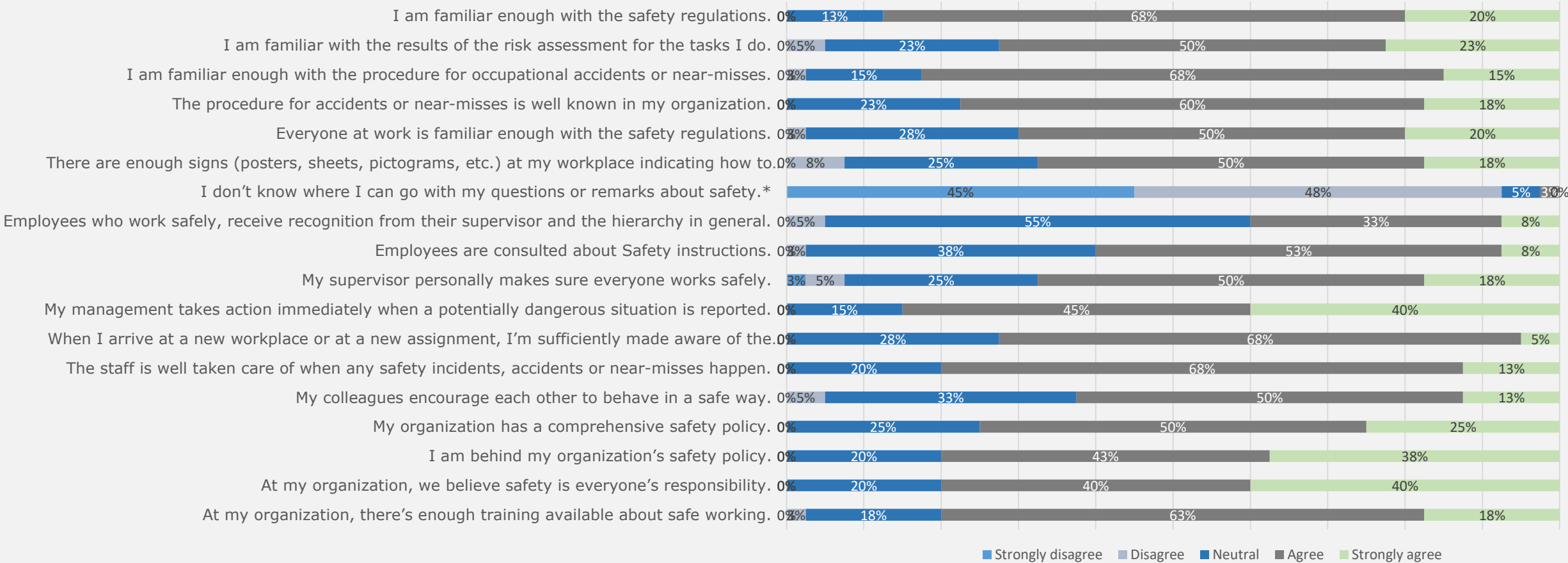
## HR satisfaction (2/2)



\*Negatively worded item

# 7. Extra questions

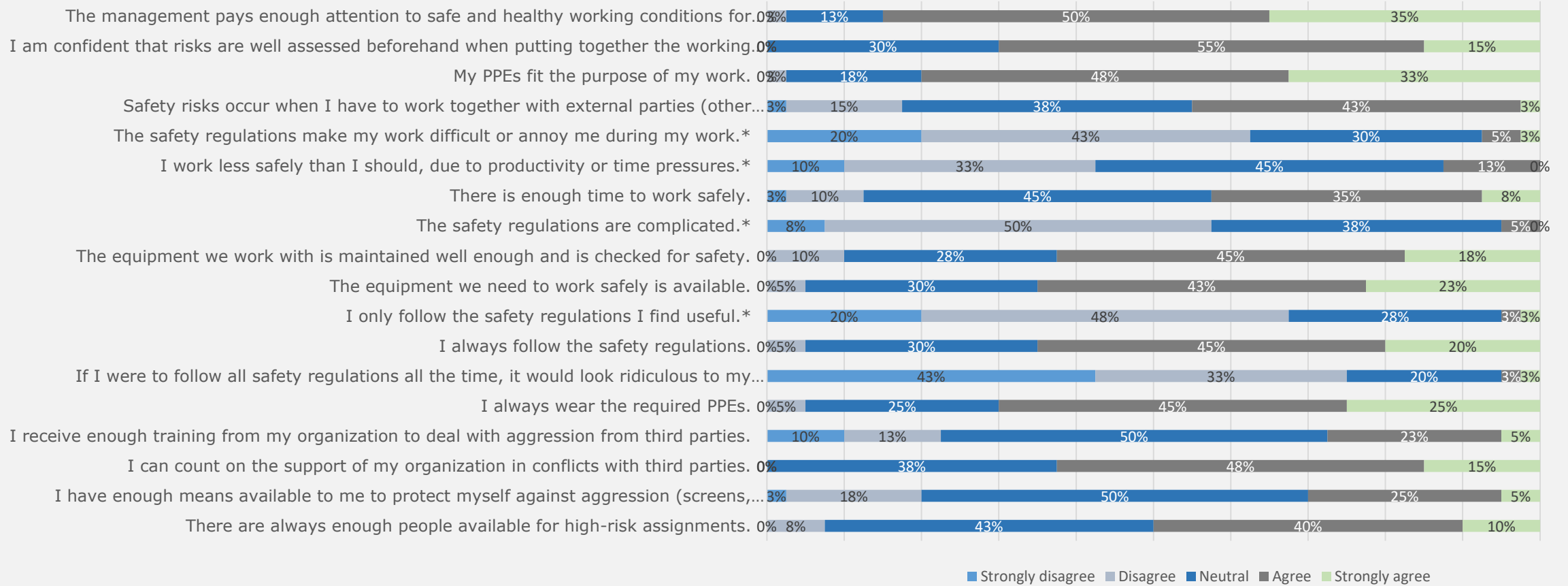
## Safety at work (1/3)



\*Negatively worded item

# 7. Extra questions

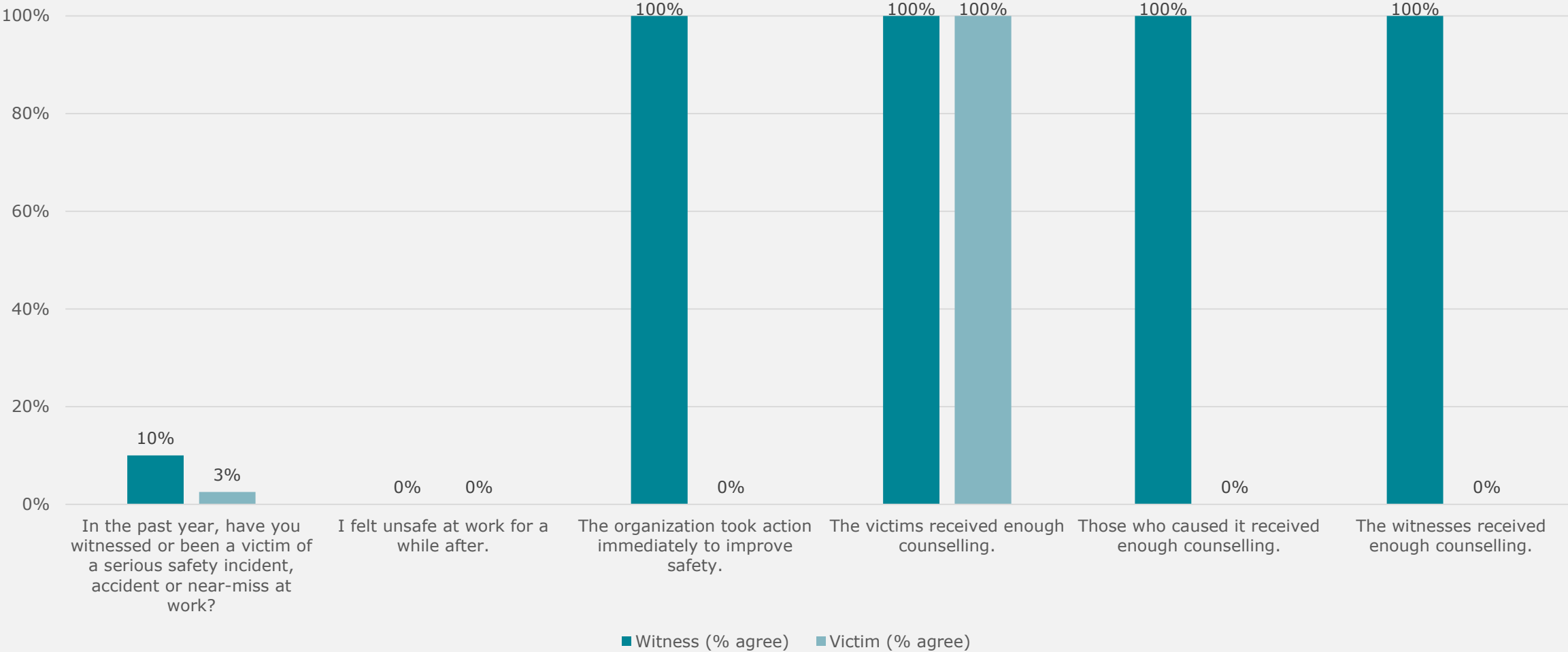
## Safety at work (2/3)



\*Negatively worded item

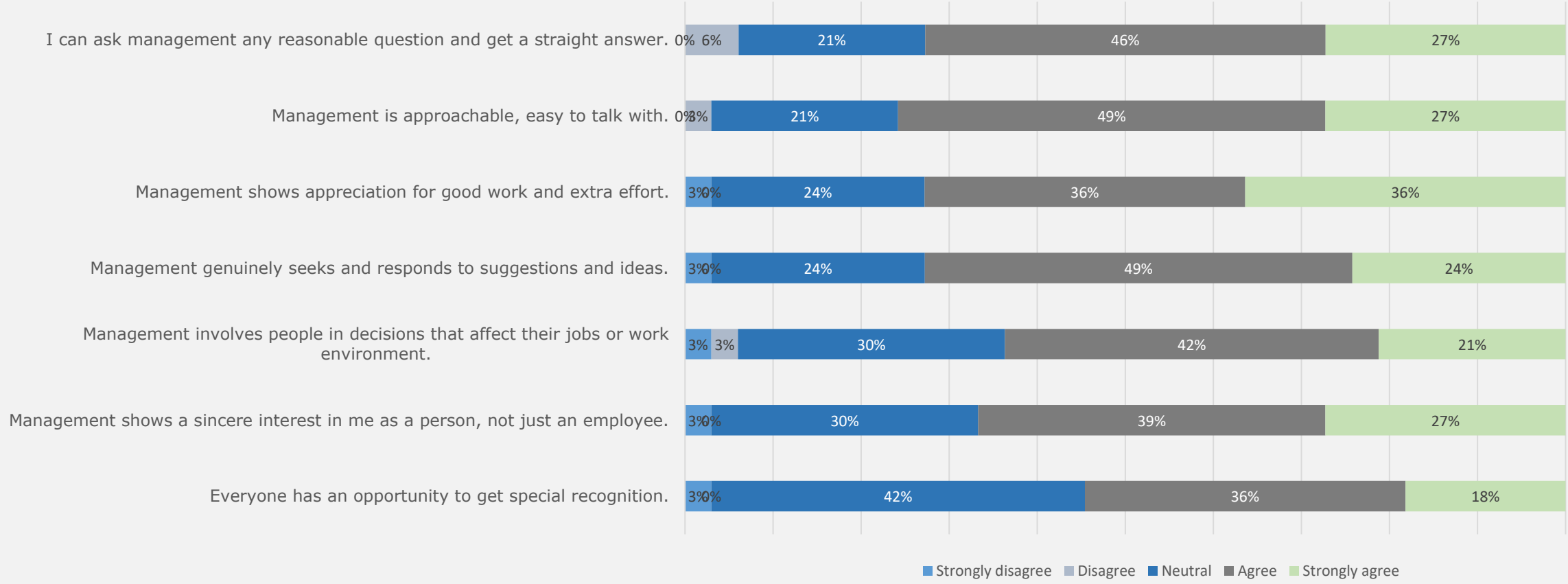
# 7. Extra questions

## Safety at work (3/3)



# 7. Extra questions

## Management questions





## 8. Next steps

# 8. Next steps

## How to continue

This report contains a lot of valuable information that serves as the start of a collective journey towards the creation and roll-out of an action plan for a healthy work climate. This means a work environment in which people feel good, perform well and contribute to the strategy of the organization. In order to achieve the goals mentioned above, the following steps are important:

### (1) EXPLORE

*Take the time to go through the results*

- Is everything clear to you (i.e. the content, interpretation, the model... )?
- Can you recognize the results? What surprises you? What drew your attention?
- What are the big changes compared with 2015? On what points is Lux TP scoring differently than the external benchmark and BESIX Group?
- What are your own take-away points? What are the strengths you see? What concerns require extra attention?

### (2) COMMUNICATE

*Make a first communication message to reach all employees as soon as possible. This could be spread by mail, via television screens on waiting points, restaurant placemats, leaflets at the entrance or coffee corners, posters on the walls...*

- Focus on high-level information about the main Lux TP results.
- Provide employees with balanced information (strengths and concerns).
- Set-up a timeline regarding the next steps BESIX is going to take in creating a sustainable action plan (if possible mention the key priorities to work on).

### (3) SELECT PRIORITIES

*Employees expect you to highlight the priorities to focus on, as management with a clear vision on the strategy and the future of the organization*

- Do not try to fix everything at once, limit your priorities to 2-3 key attention points.
- Not every priority may be applicable for everyone, nor will some departments see their main priorities tackled. Give them the possibility to add-on 1 or max. 2 additional priorities.
- Focus on those aspects that have a high impact, that stand out and that are adjustable.

### (4) TRANSLATE PRIORITIES INTO CONCRETE ACTIONS

*After priorities are selected, it is important to link these to meaningful and practical actions*

- Give employees voice and include them in this process in order to support a successful execution of the action plan.
- Make actions SMART and address dedicated responsibilities.
- Continuously listen to your employees to ensure the effectiveness of the action plan, both in qualitative (e.g. focus groups) as quantitative (e.g. short pulse surveys) ways.

# 8. Next steps

## Specific recommendations

Our extensive experience in engagement research has led to some recommendations and best practices that might be relevant for Lux TP. However, there is no off-the-shelf solution for these kind of challenges and dedicated support in the creation of a sustainable action plan might be necessary.

### FEEDBACK AND TASK INFORMATION

Feedback is a very powerful management tool as it helps employees get on track and as it serves as a guide in assisting people to know how others perceive their performance. On top of that, feedback and clear task descriptions can be very motivating and energizing. Formal feedback can be provided in a number of ways and has to be seen as a continuous learning opportunity.

### WORKLOAD AND MENTAL LOAD

As this is one of the primary causes of burnout, iNostix by Deloitte advises to coach employees in how to be in control again of their own work environment and work stressors. By using techniques as prioritization, boundary setting, mapping tasks, slicing work, regrouping, having well-defined responsibilities, managing projects with a clear start and end... employees are able to regain order and handle workload in a better way. However, it is important to emphasize that a certain level of mental load is necessary to feel engaged and perform in an optimal way.

### REMUNERATION

Although remuneration is not the item having the most important impact on employee satisfaction, it is a fundamental way of recognizing and validating the efforts employees have put in their jobs and their employer. It is not really the amount of salary that is crucial, but rather the perception that their remuneration package is fair and in line with the work they do. Research shows that if this perception is negative, people get demotivated and efficiency will drop. A positive perception on the other hand is the base for other sustainable motivating stimuli: self-deployment, being able to learn, doing a job that you find interesting... . Be aware that remuneration is a very short term 'motivator', people quickly perceive it as acquired.

### CAREER OPPORTUNITIES

Offering attractive career opportunities are important to connect employees both to the work they do as to the organization they work for. As a format of internal (and eventually also external) employer branding, re-evaluating the policy concerning talent management might be interesting. Is there a possibility to introduce job rotation? Should employees continue working in fixed departments and job positions, rather than project-based and more task-oriented? Another important aspect in this is the transparent and concentrated communication concerning career opportunities and the way the company handles promotion.

### WORK STRESS AND WORRYING ABOUT WORK

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

# 9. Appendix

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### **Excel report:**

- Response by population (tab: Response Rate)
- Analysis of variance (tab: Analysis of variance)
- Item analysis (tabs: Items)



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