Deloitte.

Sixco Qatar

BESIX Employee Well-being and Engagement Survey

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iNostix
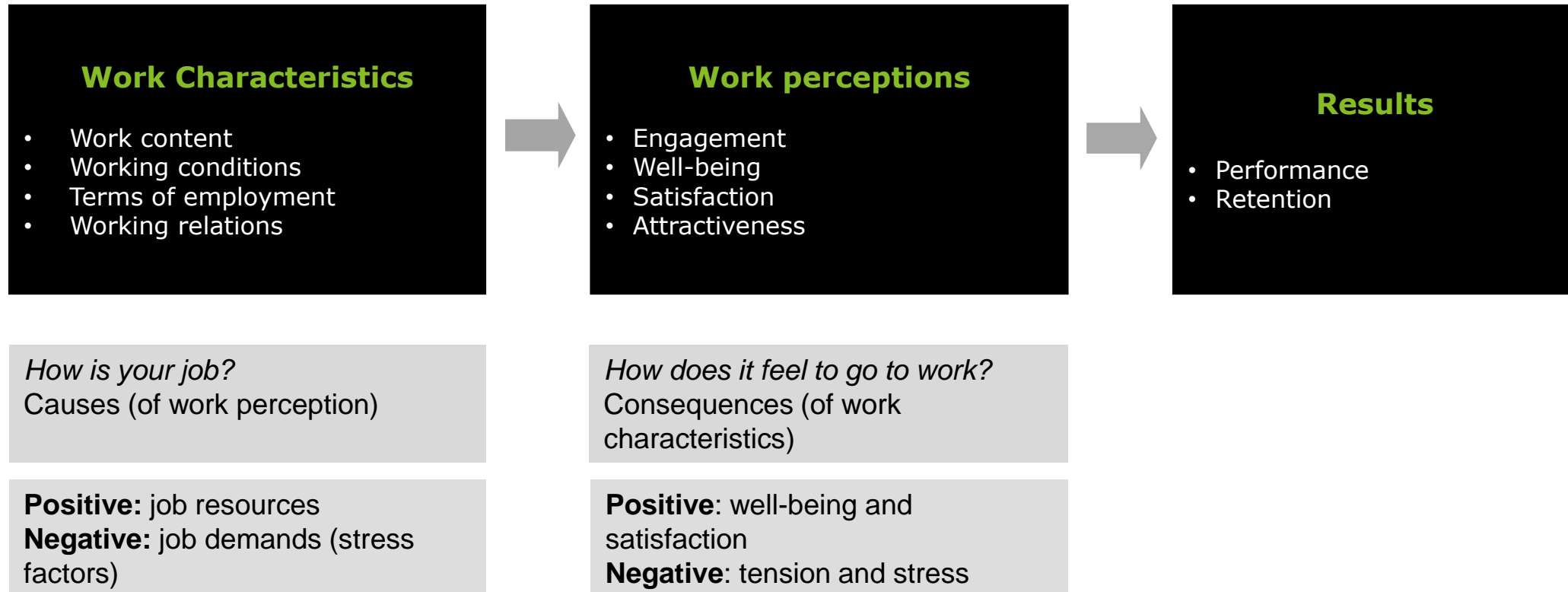by **Deloitte.**

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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)

How does it feel to go to work?
Consequences (of work characteristics)

Positive: job resources
Negative: job demands (stress factors)

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

1. The research Model
Components of the research model

Work Characteristics CAUSES

Work Content
- Job variety
- Job Autonomy
- Learning opportunities
- Participation
- Role and task definition
- Discussions and role conflicts
- Feedback and task information

Working Condition
- Workload (working pace and quantity)
- Physical load
- Mental load
- Emotional load

Terms of employment
- Remuneration
- Job security
- Carreer opportunities

Working relations
- Communication
- Relationship with colleagues
- Relationship with direct supervisor
- Relationship with employees

Work perceptions OUTCOMES

Engagement
- Work engagement
- Organisational commitment

Well-being
- Pleasure at work
- Fatigue (stress)
- Worrying about work
- Work-family balance difficulties
- Bullying, sexual harassment, physical/verbal abuse
- Burnout

Satisfaction
- Overall job satisfation
- Satisfaction with work content
- Satisfaction with working conditions
- Satisfaction with terms of employment
- Satisfaction with working relations

Attractiveness
- Attractiveness of the employer
- Intention to recommend
- Company culture and values

Results

Do the employees go the extra mile even if not asked?

Performance

Are the employees loyal to the company and will they stay in the future?

Retention

Extra questions
- Leadership
- Safety at work
- HR satisfaction
- Management questions

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 **slightly higher** response rate compared to 2015, on top of that Sixco Qatar **reaches the iNostix by Deloitte benchmark** response rate of 70% and has a **higher response rate than BESIX Group**.
- 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 Sixco Qatar.

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) and overall **moderate scores** were assigned to **workload, mental load and emotional load**.

Comparison 2015

- For most of the indices we see an **improvement compared to 2015**, the most remarkable positive differences can be found for **learning opportunities, participation, feedback and task information, remuneration and communication**.

Comparison BESIX Group

- On most of the indices, **Sixco Qatar scores better than BESIX Group**.

Comparison Benchmark
- **Most of the Sixco Qatar scores are higher** than the benchmark scores.
- However, Sixco Qatar employees indicate that they **experience more 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, participation, feedback and task information and communication**.

2. Management summary

TYPOLOGIES

Engagement
- Compared to 2015, there is a shift towards **more highly engaged employees**.
- Compared to the **benchmark**, **Sixco Qatar** has a **remarkably higher percentage of highly engaged employees.**

Work engagement and organizational commitment
- The levels of **work engagement and organizational commitment** are **in line** with those of 2015, however we see a shift towards employees that are both highly engaged as well as highly committed.
- Compared to the **benchmark**, there are remarkably **more Sixco Qatar employees** that score **high on work engagement as well as on organizational commitment.**

Pleasure at work and stress
- In general, there is a small shift in the level of stress employees are experiencing as both **enjoyable work as well as dull work have a higher percentage of employees** compared to 2015.

Job satisfaction
- Employees are still **satisfied to highly satisfied with their jobs**, there are even more highly satisfied employees compared to 2015.
- However, Compared to the **benchmark**, Sixco Qatar has relatively **more dissatisfied employees**.

Net promotor score
- Overall, Sixco Qatar employees are **very likely to promote BESIX as an organization to work for**, even more than in 2015. This is mainly due to a remarkable **increase in active promotors**.
- **Compared to the benchmark**, Sixco Qatar has **more active promotors**.

UNDESIRABLE BEHAVIOR
- In 2015 there were no witnesses nor victims of sexual harassment, in 2018 this is the case.

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 8,60).

Leadership styles
- All 5 leaderships styles received a relatively good overall score.
- The **empowering leadership style** has the **highest overall score** (7,09), the **supportive leadership style** the **lowest** (6,28).

HR satisfaction
- Overall Sixco Qatar employees **appreciate the accessibility, politeness and reliability of HR**. However, they do have some **questions on the other HR satisfaction indicators**. Especially the **impartiality of HR is valued lower** by the Sixco Qatar employees.

Safety at work
- The **best scoring** safety question is '**I am familiar enough with the safety regulations**', 97% of all Sixco Qatar employees indicate that they agree.
- The **lowest scoring** safety question is '**Safety risks occur when I have to work together with external parties (other organizations, subcontractors, customers, etc.)**', 47% of all Sixco Qatar employees indicate that risks occur when working with external parties.
- Looking at the Sixco Qatar employees who were witness and/or victim of a safety incident, **all employees indicate that the organization took immediate action to improve safety**. However, not all witnesses nor victims are convinced that the organization took the appropriate actions to 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 Sixco Qatar
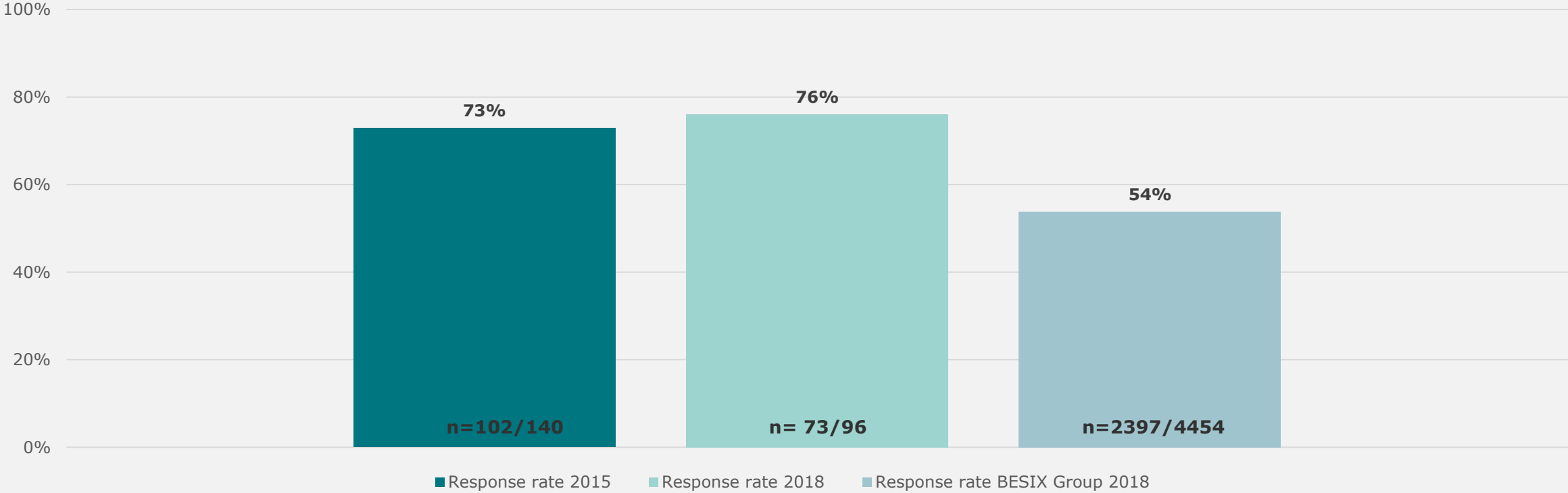
*The **iNostix by Deloitte response rate norm is 70%** and is the average response rate of 33 Engagement surveys executed by iNostix by Deloitte in 20 different companies (n=40.592)*

3. Response rate analysis
Response rate of Sixco Qatar by Employee Category and Executive Function

Employee category

- 72% n= 93/129 (Employee, 2015)
- 76% n= 72/95 (Employee, 2018)
- 0% 0% (Middle management*)
- 0% 0% (Senior management*)
- 0% 0% (Worker*)

■ Response rate 2015   ■ Response rate 2018
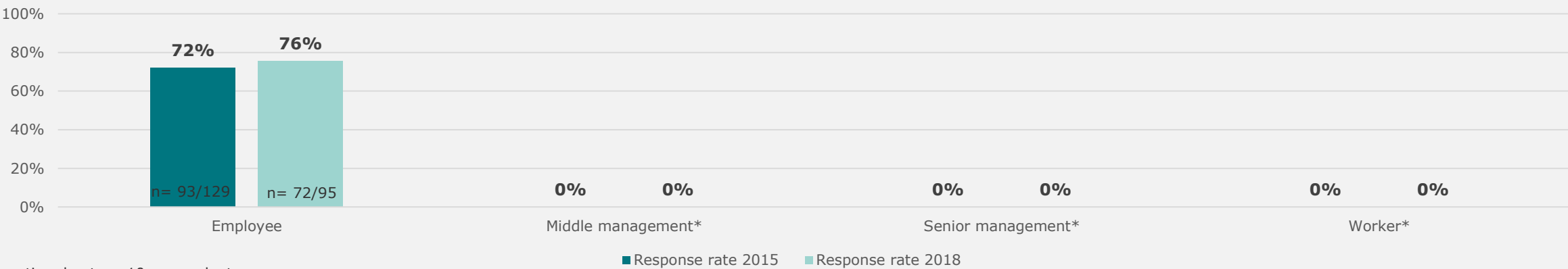
*No reporting due to < 10 respondents

Executive function

- 71% n= 79/111 (No, 2015)
- 70% n= 46/66 (No, 2018)
- 79% n= 23/29 (Yes, 2015)
- 90% n= 27/30 (Yes, 2018)

■ Response rate 2015   ■ Response rate 2018

3. Response rate analysis
Response rate of Sixco Qatar by Gender, Age and Seniority

Gender

- 73% (Male, 2015) n=95/131
- 77% (Male, 2018) n=67/87
- 0% (Female*, 2015)
- 0% (Female*, 2018)

Male

Female*

*No reporting due to < 10 respondents

■ Response rate 2015   ■ Response rate 2018

Age

- 15-35 years: 78% n=38/496 | 70% n=21/30
- 36-45 years: 74% n=36/49 | 83% n=34/41
- > 45 years: 67% n= 28/42 | 72% n=18/25

■ Response rate 2015   ■ Response rate 2018

Seniority

- < 3 years: 67% n= 37/55 | 84% n=16/19
- 3-9 years: 76% n=53/70 | 77% n= 33/43
- > 9 years: 80% n=12/15 | 71% n=24/34

■ Response rate 2015   ■ Response rate 2018

iNostix

by **Deloitte**.
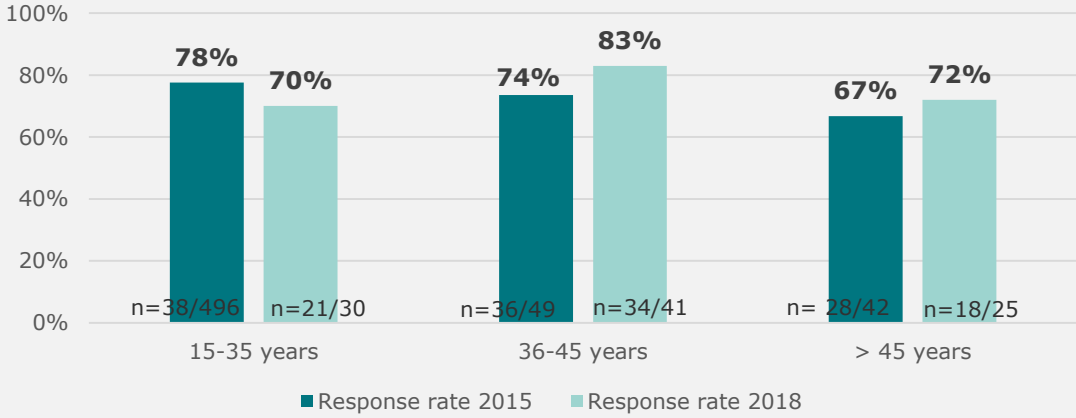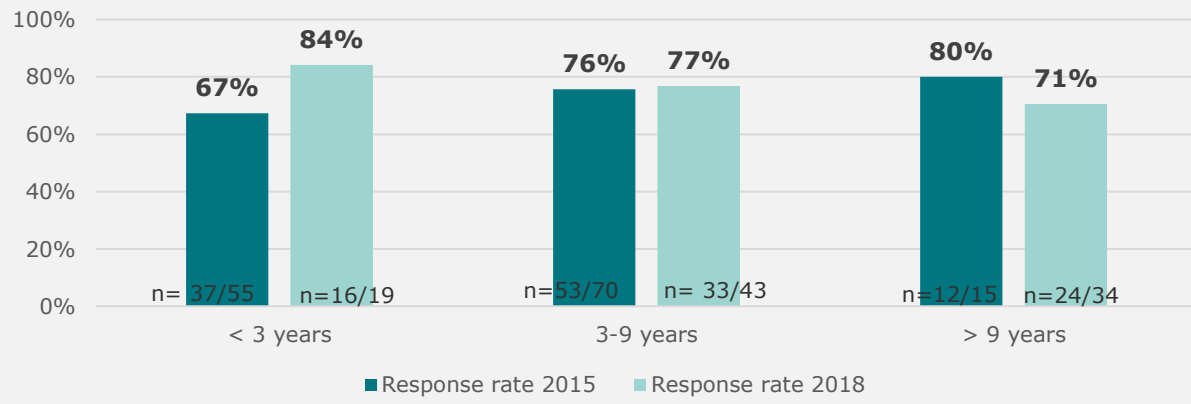
4. Summary of the results

4. Summary of the results
Sixco Qatar

Work characteristics

	2015	2018
Work content	**6,50**	**6,88**
Job variety	6,58	6,3
Job autonomy	6,00	6,36
Learning opportunities	5,96	6,57
Participation	6,46	7,32
Role and task definition	7,17	7,43
Discussions and role conflicts*	2,93	2,9
Feedback and task information	6,05	7,05
	2015	2018
Working conditions	**4,48**	**4,55**
Workload*	6,88	7,04
Physical load*	2,85	2,69
Mental load*	8,38	8,01
Emotional load*	3,99	4,04
	2015	2018
Terms of employment	**5,28**	**5,88**
Remuneration	4,04	5,03
Job security	6,18	6,58
Career opportunities	5,74	6,03
	2015	2018
Working relations	**6,35**	**7,24**
Communication	4,88	6,32
Relationship with colleagues	7,35	7,83
Relationship with direct supervisor	6,87	7,57
Relationship with employees	7,88	8,22

Work perceptions

	2015	2018
Engagement	**6,66**	**7,29**
Work engagement	6,86	7,36
Organizational commitment	6,49	7,21
	2015	2018
Well-being	**5,42**	**5,64**
Pleasure at work	6,75	6,76
Fatigue (work stress)*	5,41	4,84
Worrying about work*	5,68	5,74
Difficulties with work-family balance*	5,71	5,41
Burnout*	2,83	2,56

Undesirable behavior 2018	Witness	Victim
Physical abuse	1%	1%
Verbal abuse	26%	5%
Sexual harassment	3%	1%
Bullying	7%	4%

(No comparison with 2015 as a zero tolerance principle is applied)

	2015	2018
Satisfaction	**6,17**	**6,69**
Overall job satisfaction	6,52	7,15
Satisfaction with work content	6,79	7,11
Satisfaction with terms of employment	4,88	5,73
Satisfaction with working conditions	5,04	5,71
Satisfaction with working relations	7,96	8,22
	2015	2018
Attractiveness	**6,79**	**7,84**
Attractiveness of the employer	6,85	7,98
Company culture and values	6,99	8,05
Intention to recommend	6,52	7,49

Results

	2015	2018
Performance	2015	2018
Going the extra mile even if not asked for	7,78	7,76
Retention	2015	2018
Intention to stay working within the organization	6,28	7,35

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

Retain

Promote

The vertical axis represents the average score on each index of the research model

Communication

Learning opportunities

Discussions and role conflicts*

Role and task definition

Emotional load*

Physical load*

Relationship with direct supervisor

Job Variety

Job security

Job Autonomy

Feedback and task information

Participation

Carreer opportunities

Workload*

Relationship with colleagues

The correlation coefficient varies between -1 (perfect negative association) and +1 (perfect positive association).
The closer the absolute value of the correlation coefficient approaches 1, the more the two dimensions are associated with each other.
For example:
• Relationship with colleagues is 0.36 correlated with engagement, which means that relationship with colleagues has an important impact on engagement

Renumeration

Mental load*

Monitor

Tackle

Average score on the index

Correlation between index and engagement

0.00   0.10   0.20   0.30   0.40   0.50   0.60

0 1 2 3 4 5 6 7 8 9 10

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

5. Impact analyses
Engagement

Retain   **Promote**

Relationship with employees

Relationship with colleagues

Role and task definition

Discussions and role conflicts (-)*

Relationship with direct supervisor

Physical load*

Communication   Learning opportunities

Job variety

Participation

Job autonomy   Job security

Emotional load*

Career opportunities

Feedback and task information

Remuneration

Workload*

Mental load*

Monitor   **Tackle**

Mean score on index (y-axis: 0, 1, 2, 3, 4, 5, 6, 7, 8, 9, 10)

Correlation between index and Engagement (x-axis: 0.00, 0.10, 0.20, 0.30, 0.40, 0.50, 0.60, 0.70, 0.80, 0.90, 1.00)

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

(-): negative correlation with dimension

BESIX / Employee Engagement

5. Impact analyses
Well-being
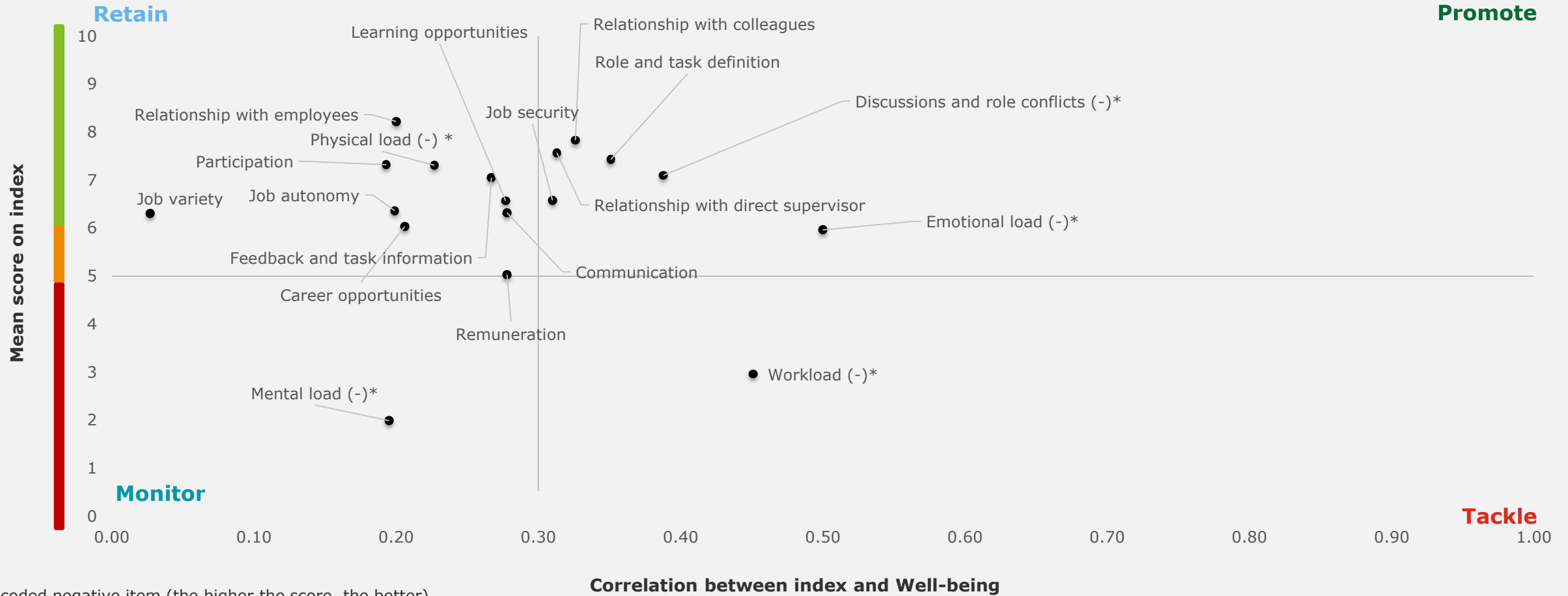
*Recoded negative item (the higher the score, the better)

(-): negative correlation with dimension

5. Impact analyses
Satisfaction
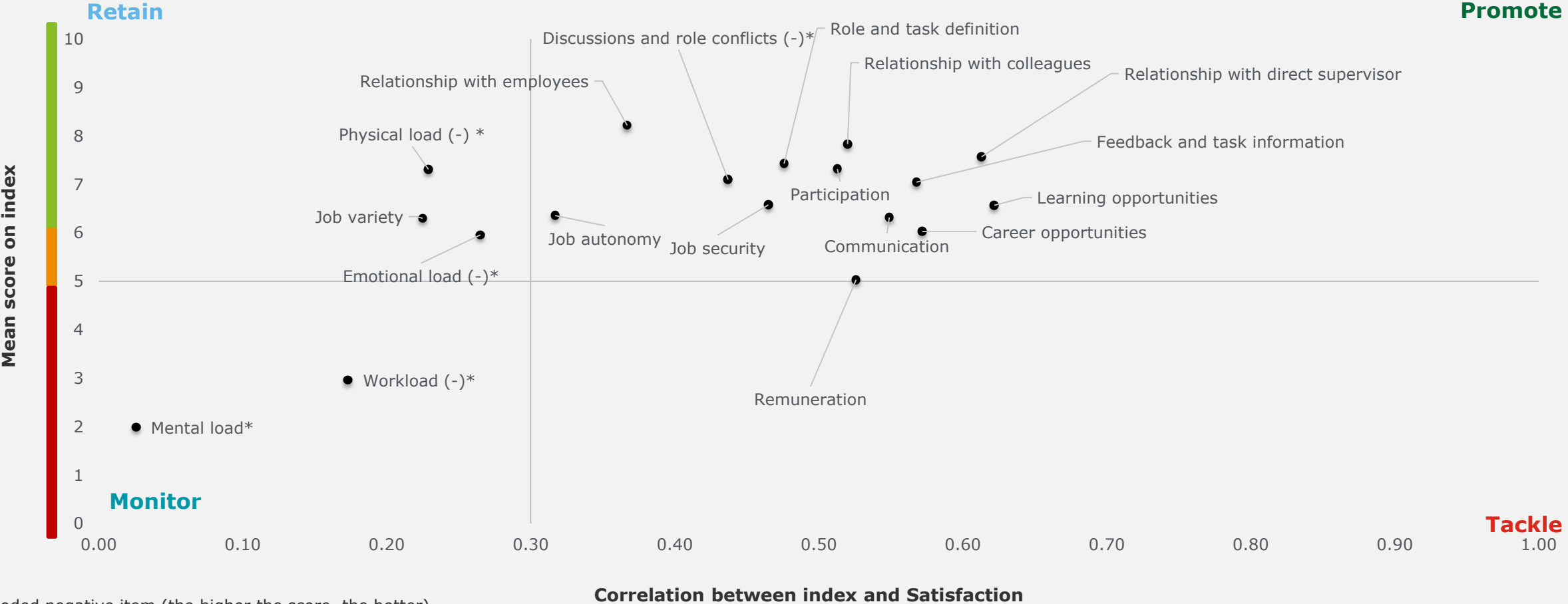
*Recoded negative item (the higher the score, the better)

(-): negative correlation with dimension

5. Impact analyses
Attractiveness

Retain

Promote

Discussions and role conflicts (-)*

Relationship with colleagues

Role and task definition

Relationship with employees

Relationship with direct supervisor

Physical load (-) *

Feedback and task information

Job autonomy

Job security

Learning opportunities

Emotional load (-)*

Job variety

Communication

Remuneration

Participation

Career opportunities

Workload (-)*

Mental load*

Monitor

Tackle

Mean score on index

0.00   0.10   0.20   0.30   0.40   0.50   0.60   0.70   0.80   0.90   1.00

Correlation between index and Attractiveness

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

(-): negative correlation with dimension

5. Impact analyses
Performance

Retain

Promote

Role and task definition

Relationship with direct supervisor

Relationship with colleagues

Discussions and role conflicts (-)*

Relationship with employees

Participation

Job security

Physical load (-) *

Learning opportunities

Job variety

Career opportunities

Communication

Emotional load *

Remuneration

Feedback and task information

Job autonomy

Mean score on index

10
9
8
7
6
5
4
3
2
1
0

Workload *

Mental load *

Monitor

Tackle

0.00   0.10   0.20   0.30   0.40   0.50   0.60   0.70   0.80   0.90   1.00

Correlation between index and Performance

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

(-): negative correlation with dimension

5. Impact analyses
Retention

Retain

Promote

Monitor

Tackle

10
9
8
7
6
5
4
3
2
1
0

Mean score on index

0.00 0.10 0.20 0.30 0.40 0.50 0.60 0.70 0.80 0.90 1.00

Correlation between index and Retention

Relationship with colleagues

Role and task definition

Discussions and role conflicts (-)*

Relationship with employees

Relationship with direct supervisor

Participation

Job security

Learning opportunities

Physical load (-) *

Job variety

Communication

Job autonomy

Feedback and task information

Career opportunities

Emotional load *

Remuneration

Workload (-)*

Mental load *

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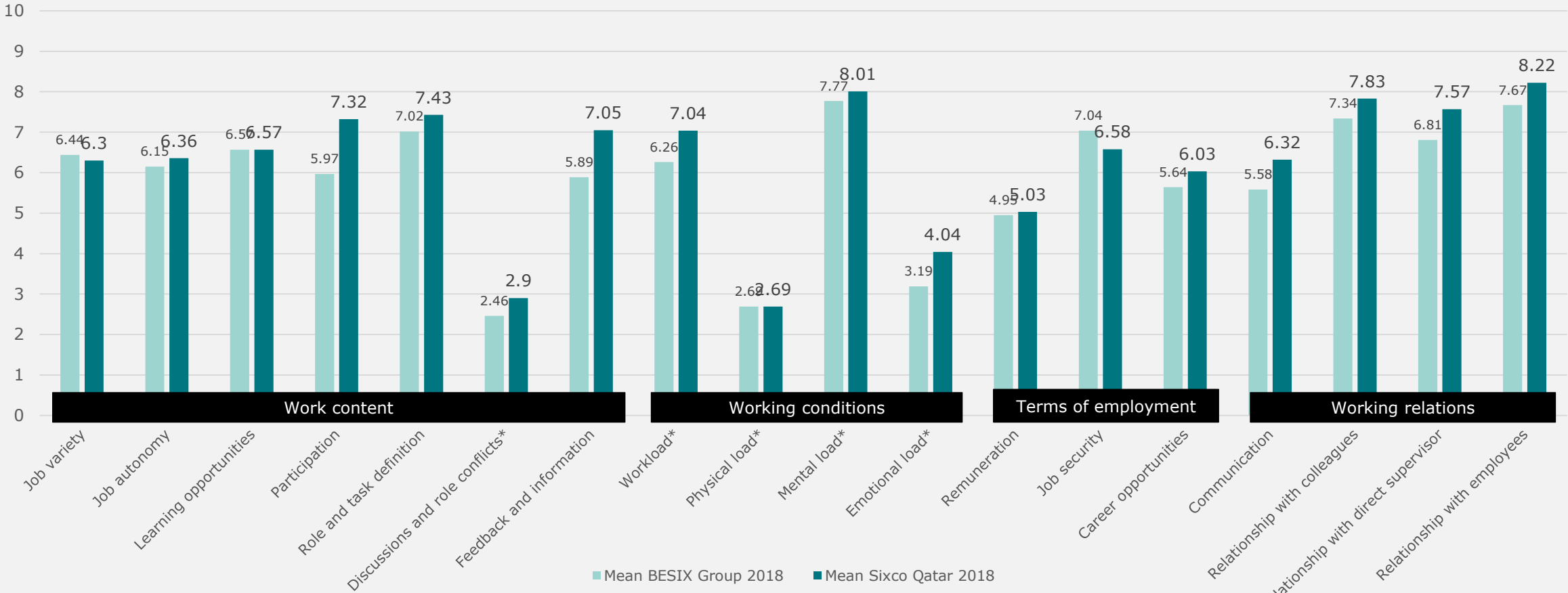
*Negatively worded items: the lower the score, the better

6. Detailed results
Comparing the indices with the BESIX Group results (2/2)

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

Legend: ■ Mean BESIX Group 2018   ■ Mean Sixco Qatar 2018

Chart categories and values:

Engagement
- Work engagement: 6.98 / 7.36
- Organizational commitment: 6.87 / 7.21

Well-being
- Pleasure at work: 7.11 / 6.76
- Fatigue (work stress)*: 4.73 / 4.84
- Worrying about work*: 4.95 / 5.74
- Difficulties with work-family balance*: 4.30 / 5.41
- Burnout*: 2.54 / 2.56

Satisfaction
- Overall job satisfaction: 7.08 / 7.15
- satisfaction with work content: 7.07 / 7.11
- satisfaction with terms of employment: 5.77 / 5.73
- satisfaction with working conditions: 6.06 / 5.71
- satisfaction with working relations: 7.75 / 8.22

Attractiveness
- attractiveness of the employer: 7.41 / 7.98
- intention to recommend: 7.61 / 8.05
- company culture and values: 6.79 / 7.49

Performance
- performance: 7.54 / 7.76

Retention
- retention: 7.68 / 7.35

6. Detailed results
Comparing the indices with the benchmark (1/2)

	iNostix by Deloitte benchmark (n=40.592)	Mean Sixco Qatar 2018

Work content
- Job variety: 6.09 / 6.3
- Job autonomy: 5.43 / 6.36
- Learning opportunities: 6.33 / 6.57
- Participation: 4.69 / 7.32
- Role and task definition: 6.94 / 7.43
- Discussions and role conflicts*: 2.31 / 2.9
- Feedback and information: 5.42 / 7.05

Working conditions
- Workload*: 5.87 / 7.04
- Physical load*: 2.13 / 2.69
- Mental load*: 7.98 / 8.01
- Emotional load*: 3.01 / 4.04

Terms of employment
- Remuneration: 5.29 / 5.03
- Job security: 6.86 / 6.58
- Career opportunities: 4.73 / 6.03

Working relations
- Communication: 4.96 / 6.32
- Relationship with colleagues: 7.18 / 7.83
- Relationship with direct supervisor: 6.30 / 7.57
- Relationship with employees: 7.22 / 8.22

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

6. Detailed results
Comparing the indices with the benchmark (2/2)

iNostix by Deloitte benchmark (n=40.592) Mean Sixco Qatar 2018

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

6. Detailed results
Engagement analysis

	Disengaged	Engaged	Highly engaged
Benchmark	16%	55%	30%
Sixco Qatar 2018	8%	40%	52%
Sixco Qatar 2015	9%	48%	42%
BESIX Group	9%	48%	44%
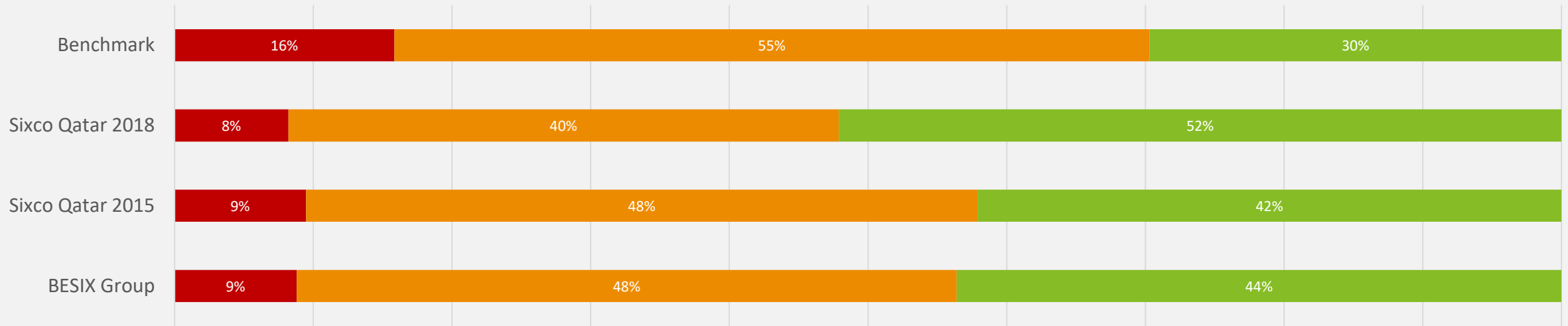
Disengaged (<5/10)
Low level of engagement

• 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

HIGH ORGANIZATIONAL COMMITMENT

In some cases, employees like to work for an organization because it's a nice environment, they are well paid although their work is not challenging. These 'golden cages' are not the best environments for innovation and commitment.

7%
2015: 4%
BESIX Group: 4%
Benchmark*: 8%

88%
2015: 81%
BESIX Group: 85%
Benchmark*:76%

These employees are leading. They are early adopters when change occurs and they help the organization achieve better results.

LOW WORK ENGAGEMENT   **HIGH WORK ENGAGEMENT**

Automatic pilot employees. Mentally already retired.

1%
2015: 5%
BESIX Group: 5%
Benchmark*: 8%

4%
2015: 10%
BESIX Group: 6%
Benchmark*: 9%

These employees love to do their job but they have no particular loyalty towards you as an employer.

LOW ORGANIZATIONAL COMMITMENT

*iNostix by Deloitte benchmark (n=40.592)

6. Detailed results
Analysis of commitment

HIGH PLEASURE AT WORK

Enjoyable

41%
2015: 35%
BESIX Group: 47%
Benchmark*: 56%

Challenging

51%
2015: 55%
BESIX Group: 44%
Benchmark*:32%

LOW STRESS

HIGH STRESS

Dull

4%
2015: 2%
BESIX Group: 2%
Benchmark*: 4%

Exhausting

4%
2015: 8%
BESIX Group: 7%
Benchmark*: 8%

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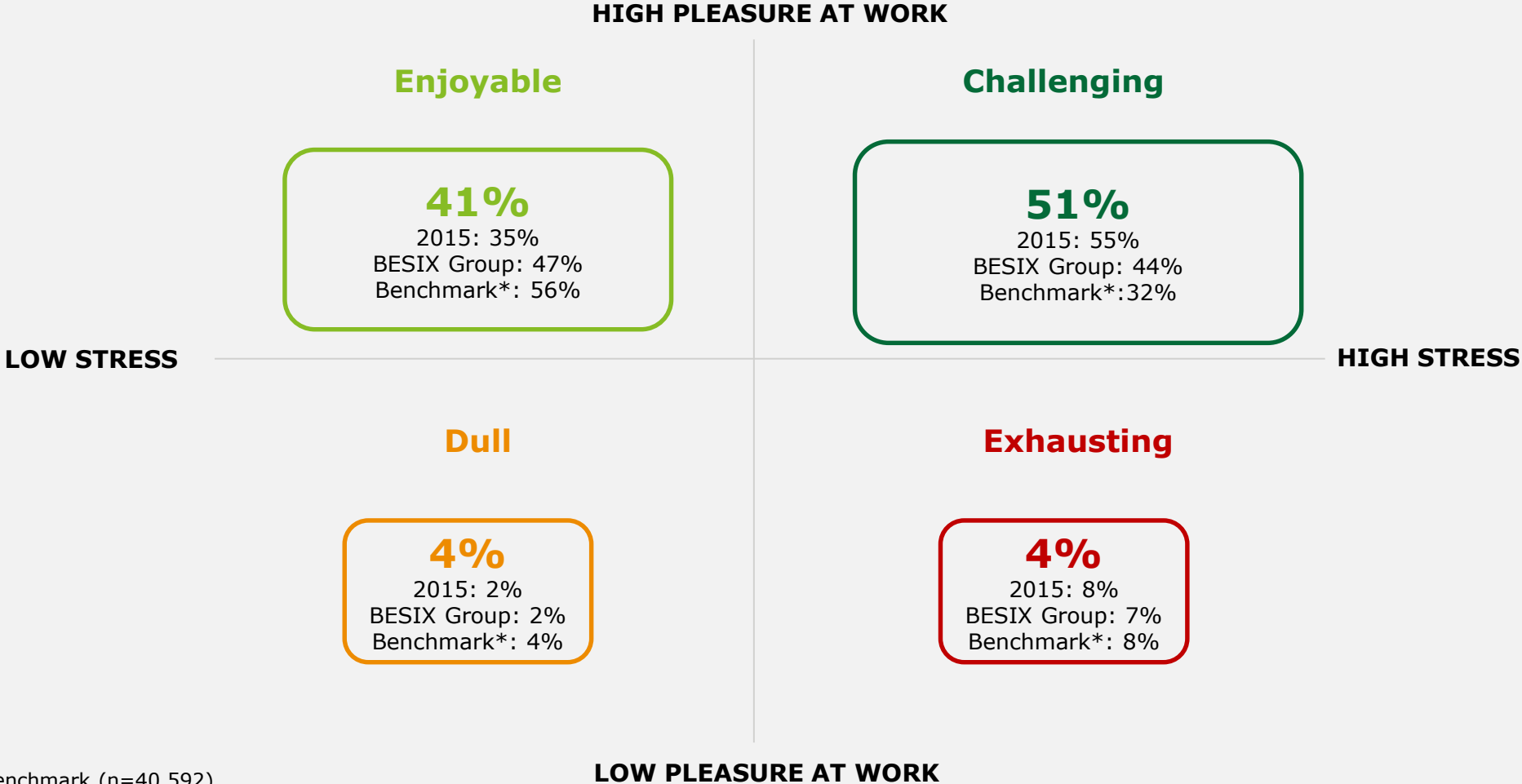
*iNostix by Deloitte benchmark (n=40.592)
Neutral scale "5" as cut-off point: score below 5/10 is considered as a 'low' score, a score above 5/10 is considered as a 'high' score

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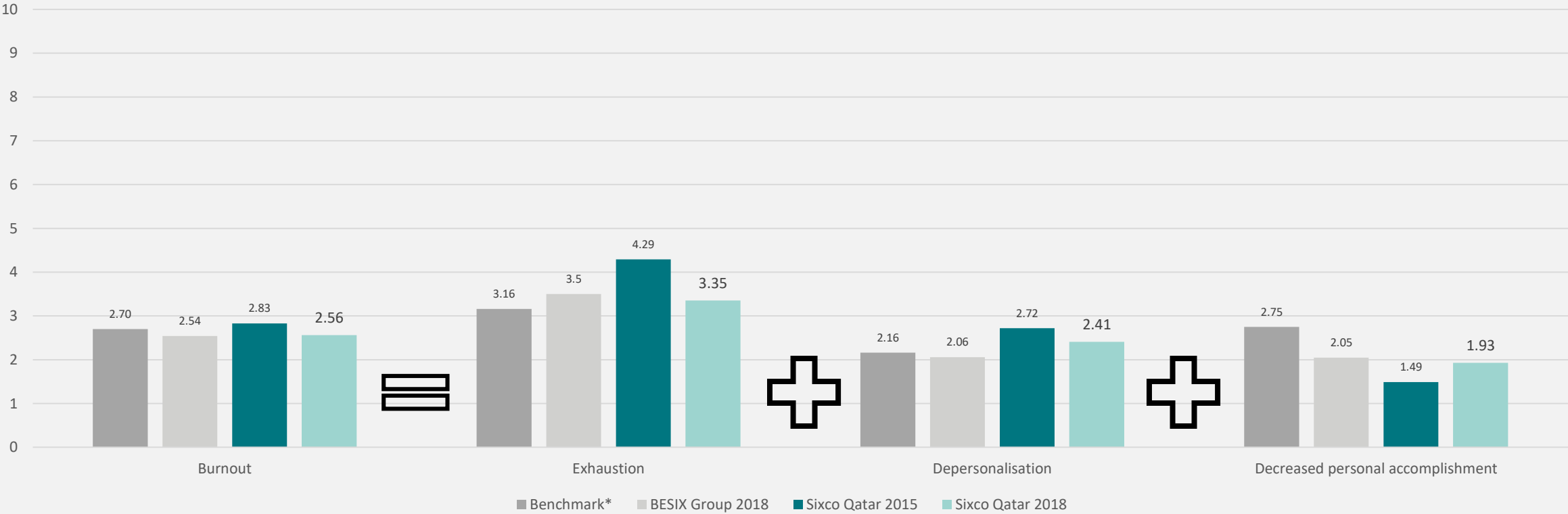
The higher the scores, the higher the risk of burnout
Burnout = (exhaustion + depersonalisation + personal accomplishment)/3

6. Detailed results
Undesirable behaviour: witness
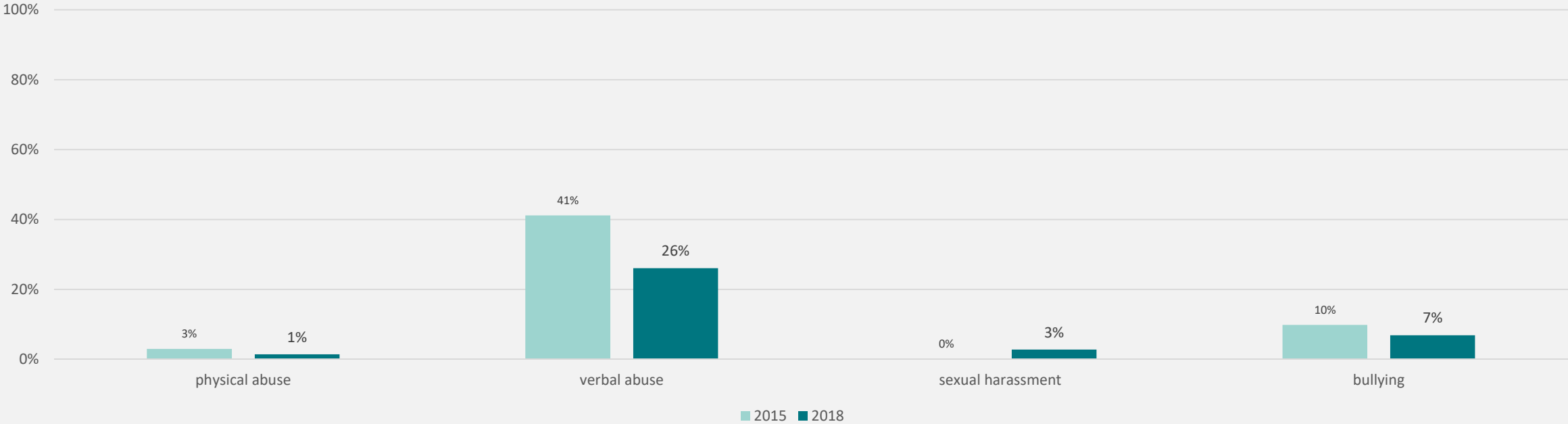
Undesirable behavior	Witness 2015			Witness 2018		
	n	%	of which internal	n	%	of which internal
physical abuse	3	3%	75%	1	1%	100%
verbal abuse	42	41%	43%	19	26%	70%
sexual harassment	0	0%	N/A	2	3%	50%
bullying	10	10%	30%	5	7%	67%

6. Detailed results
Undesirable behaviour: victim
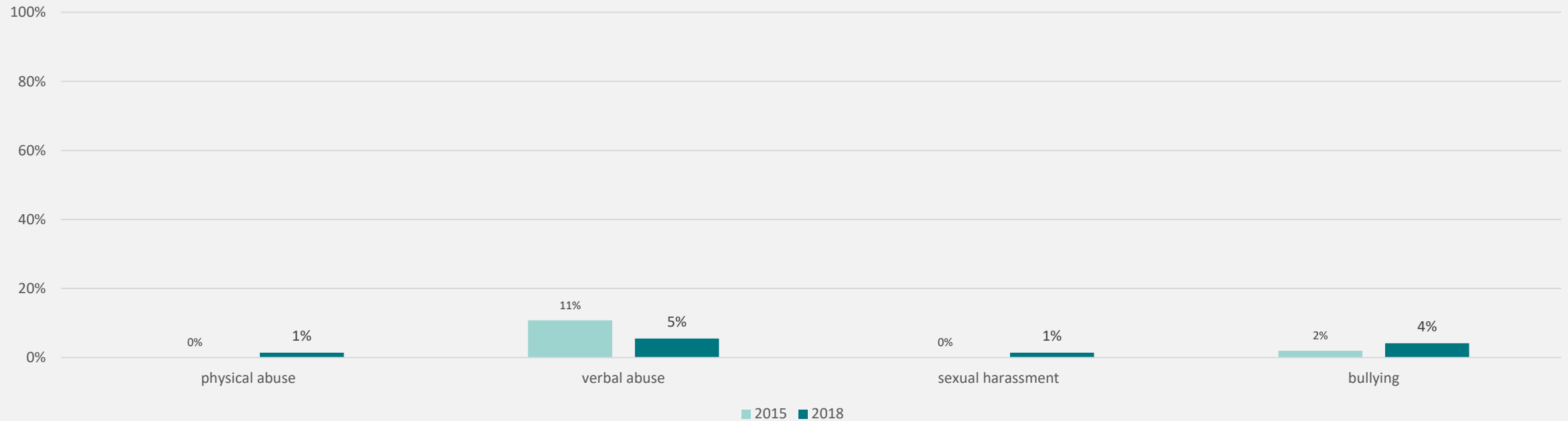
Undesirable behavior	Victim 2015			Victim 2018		
	n	**%**	**of which internal**	**n**	**%**	**of which internal**
physical abuse	0	0%	N/A	1	1%	0%
verbal abuse	11	11%	39%	4	5%	75%
sexual harassment	0	0%	N/A	1	1%	0%
bullying	2	2%	100%	3	4%	50%

6. Detailed results
Overall job satisfaction

Dissatisfied
11%
2015: 15%
BESIX Group: 7%
Benchmark*: 6%

Satisfied
38%
2015: 52%
BESIX Group: 47%
Benchmark*: 37%

Very satisfied
51%
2015: 33%
BESIX Group: 45%
Benchmark*: 57%

■ 2015 ■ 2018
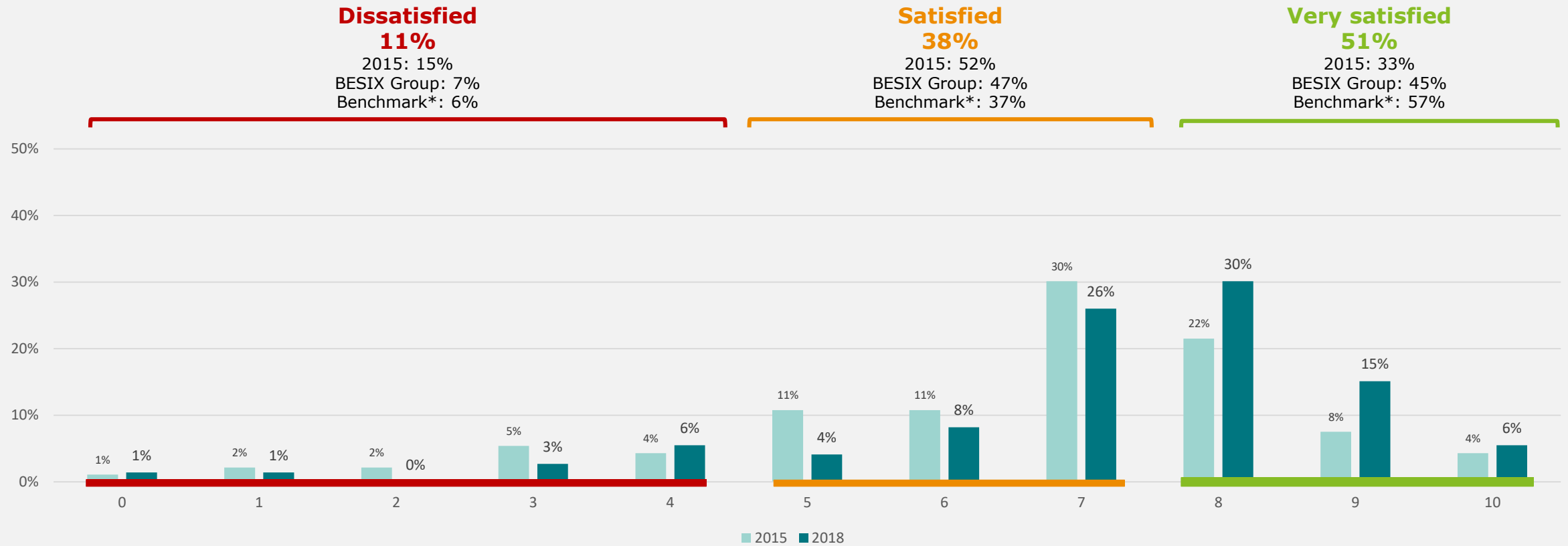
*iNostix by Deloitte benchmark (n=40.592)

6. Detailed results
Intention to recommend

Detractors
7%
2015: 15%
BESIX Group: 7%
Benchmark*: 10%

Passives
19%
2015: 34%
BESIX Group: 33%
Benchmark*: 40%

Active promotors
74%
2015: 51%
BESIX Group: 61%
Benchmark*: 50%

	0	1	2	3	4	5	6	7	8	9	10
2015	3%	1%	3%	4%	3%	8%	11%	16%	20%	14%	16%
2018	1%	0%	0%	1%	4%	1%	8%	10%	30%	18%	26%
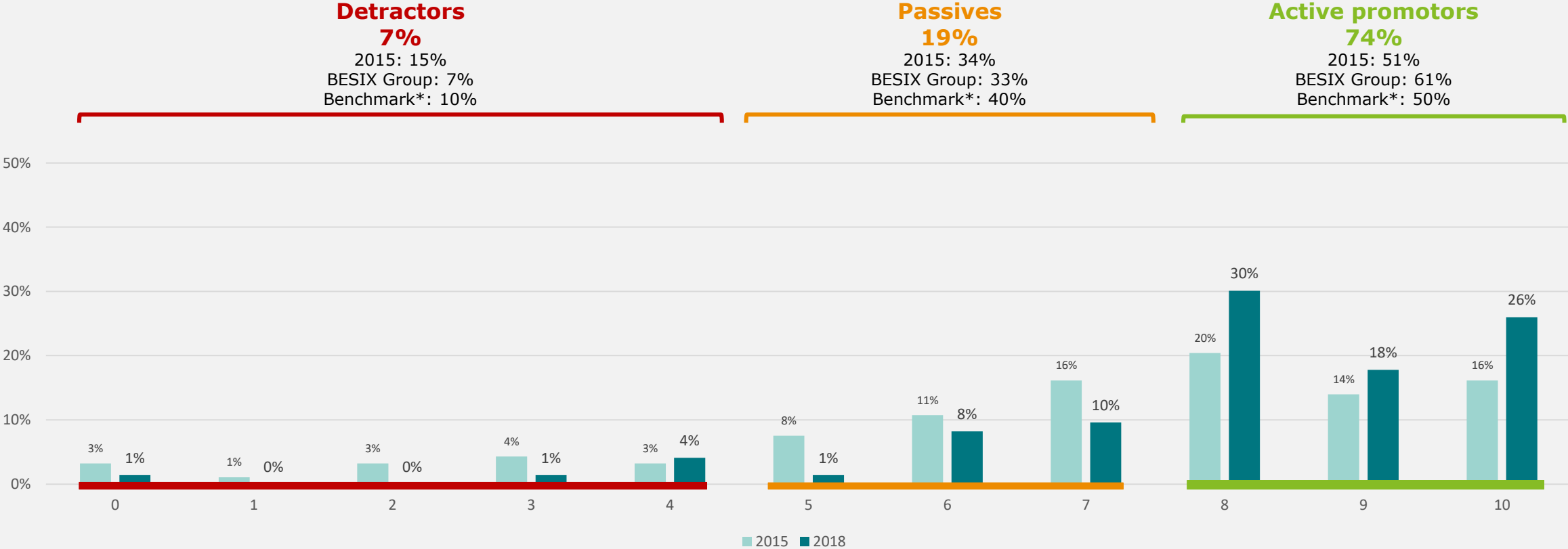
*iNostix by Deloitte benchmark (n=40.592)

7. Extra modules

7. Extra questions
Leadership questions (1/3)

Trust in supervisor

If my direct supervisor asked why a problem happened, I would speak freely even if I were partly to blame.
- 0%/1%/3% — 41% (Agree) — 55% (Strongly agree)

I would share my opinion about sensitive issues with my direct supervisor even if my opinion were unpopular.
- 0%/3% — 52% (Agree) — 45% (Strongly agree)

I would tell my direct supervisor about mistakes I've made on the job, even if they could damage my reputation.
- 0%/1%/6% — 45% (Agree) — 48% (Strongly agree)

8,60
BESIX Group: 8,21

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

Loyalty from supervisor

My direct supervisor would come to my defense if I were 'attacked' by others.
- 1% — 11% — 18% — 47% — 23%

My direct supervisor defends my work actions to a superior, even without complete knowledge of the issue in question.
- 6% — 21% — 33% — 32% — 10%

My direct supervisor would defend me to others in the organization if I made an honest mistake.
- 1% — 12% — 32% — 43% — 12%

6,26
BESIX Group: 6,41

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

7. Extra questions
Leadership questions (2/3)

Going the extra mile for supervisor

I do not mind working my hardest for my direct supervisor.
- 1% / 4% / 15% / 45% / 34%

I do work for my direct supervisor that goes beyond what is specified in my job description.
- 0% / 6% / 21% / 40% / 34%

I am willing to apply extra efforts, beyond those normally required, to meet my direct supervisor's work goals.
- 0% / 11% / 45% / 44%

7,85
BESIX Group: 7,02

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

Respect for supervisor

I admire my direct supervisor's professional skills.
- 1% / 3% / 15% / 49% / 32%

I respect my direct supervisor's knowledge of and competence on the job.
- 1% / 0% / 12% / 47% / 40%

I am impressed with my direct supervisor's knowledge of his/her job.
- 1% / 6% / 16% / 44% / 33%

7,76
BESIX Group: 7,02

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

7. Extra questions
Leadership questions (3/3)

Affection towards supervisor

I like my direct supervisor very much as a person. 1% 3% | 32% | 33% | 32%

My direct supervisor is the kind of person one would like to have as a friend. 1% 8% | 37% | 32% | 22%
6,59

My direct supervisor is a lot of fun to work with. 3% 16% | 38% | 36% | 7%

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

6,52
BESIX Group:
6,59

7. Extra questions
Leadership style (1/2)

My direct supervisor…

Developmental leadership style

Question	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
… encourages us to further develop our skills and knowledge	1%	11%	25%	43%	21%
… stimulates us to follow training to improve the way we do our jobs	1%	21%	26%	37%	15%
… gives us advice that helps improve our work results	1%	10%	22%	49%	18%
… gives tasks which provide us with the chance to develop and strengthen our skills	1%	12%	21%	51%	15%
… gives useful feedback about our performance level	1%	12%	29%	38%	19%
… teaches us how to solve problems ourselves	1%	16%	29%	36%	18%

6,52
BESIX Group: 6,29

Empowering leadership style

Question	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
… gives us the necessary freedom in our work	1%	6%	15%	52%	26%
… allows us to follow our own judgments in solving problems	1%	3%	16%	53%	26%
… encourages us to take the initiative	1%	1%	21%	49%	27%
… lets us do our work the way we like it best	1%	6%	23%	45%	25%
… leaves us free enough in the way we execute tasks	0%	4%	23%	48%	25%
… is reluctant to give us any freedom to act*	14%	32%	32%	15%	8%

7,09
BESIX Group: 7,26

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

*Negatively worded item

7. Extra questions
Leadership style (2/2)

My direct supervisor…

Supportive leadership style

Statement	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
… is someone you can count on when things are difficult at work	1%	10%	29%	41%	19%
…is prepared to listen to our problems at work	0%	7%	21%	51%	22%
…is not at all committed to our well-being*	16%	30%	36%	12%	6%
…will do everything to help	3%	3%	32%	47%	16%
… acts without taking our feelings into account*	14%	23%	33%	23%	7%
… behaves in a way which takes into account our personal needs	6%	15%	38%	29%	12%

6,28 BESIX Group: 6,66

Consulting leadership style

Statement	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
… encourages us to speak freely on any ideas or suggestions	1%	4%	16%	49%	29%
…listens to our ideas and suggestions	0%	4%	22%	51%	23%
… thinks seriously about our suggestions when he/she is taking decisions that influence us	0%	11%	22%	44%	23%
… takes decisions based only on his/her convictions*	4%	26%	36%	26%	8%
… thinks seriously about our ideas, even if he/she does not agree with them	3%	7%	36%	48%	7%
… encourages us to speak our minds when we do not agree with a decision	1%	6%	27%	53%	12%

6,60 BESIX Group: 6,50

Recognizing leadership style

Statement	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
… praises good work	0%	11%	26%	51%	12%
… makes sure that our contribution is noticed when we have achieved something important in our work	6%	10%	30%	44%	11%
… is proud of what we attain in our work	3%	8%	32%	41%	16%
… notices our efforts	0%	6%	34%	45%	15%
… lets us know when we have done well	3%	11%	30%	44%	12%
… recognises our efforts	3%	7%	33%	44%	14%

6,46 BESIX Group: 6,51

Legend: ■ Strongly disagree ■ Disagree ■ Neutral ■ Agree ■ Strongly agree

*Negatively worded item

7. Extra questions
HR satisfaction (1/2)

Accessibility of HR

The employees of the HR department are easy to reach when I need them. — 6% | 7% | 26% | 51% | 11%

The employees of the HR department make enough time for me when I have a question. — 6% | 10% | 23% | 55% | 7%

It's easy to find the contact details of the HR department and its employees. — 4% | 7% | 25% | 55% | 10%

6,35
BESIX Group: 6,52

Politeness of HR

The employees of the HR department are always friendly. — 4% | 11% | 29% | 47% | 10%

The employees of the HR department are always polite. — 1% | 7% | 25% | 56% | 11%

The employees of the HR department always treat me with respect. — 1% | 8% | 19% | 56% | 15%

6,59
BESIX Group: 7,12

Ability of HR

The employees of the HR department have enough knowledge to do their work well. — 3% | 8% | 33% | 47% | 10%

The employees of the HR department are competent. — 4% | 6% | 40% | 43% | 8%

The employees of the HR department lack the right skills to carry out their tasks.* — 6% | 21% | 44% | 29% | 1%

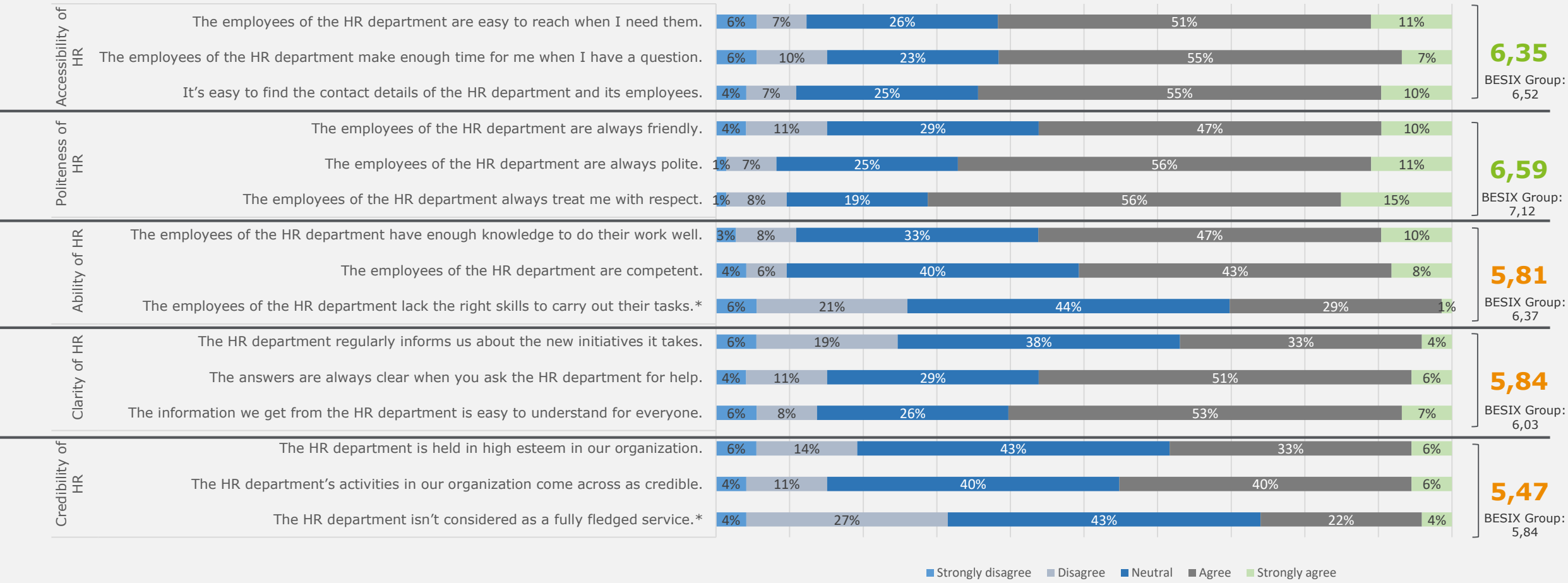**5,81**
BESIX Group: 6,37

Clarity of HR

The HR department regularly informs us about the new initiatives it takes. — 6% | 19% | 38% | 33% | 4%

The answers are always clear when you ask the HR department for help. — 4% | 11% | 29% | 51% | 6%

The information we get from the HR department is easy to understand for everyone. — 6% | 8% | 26% | 53% | 7%

5,84
BESIX Group: 6,03

Credibility of HR

The HR department is held in high esteem in our organization. — 6% | 14% | 43% | 33% | 6%

The HR department's activities in our organization come across as credible. — 4% | 11% | 40% | 40% | 6%

The HR department isn't considered as a fully fledged service.* — 4% | 27% | 43% | 22% | 4%

5,47
BESIX Group: 5,84

Legend: ■ Strongly disagree ■ Disagree ■ Neutral ■ Agree ■ Strongly agree
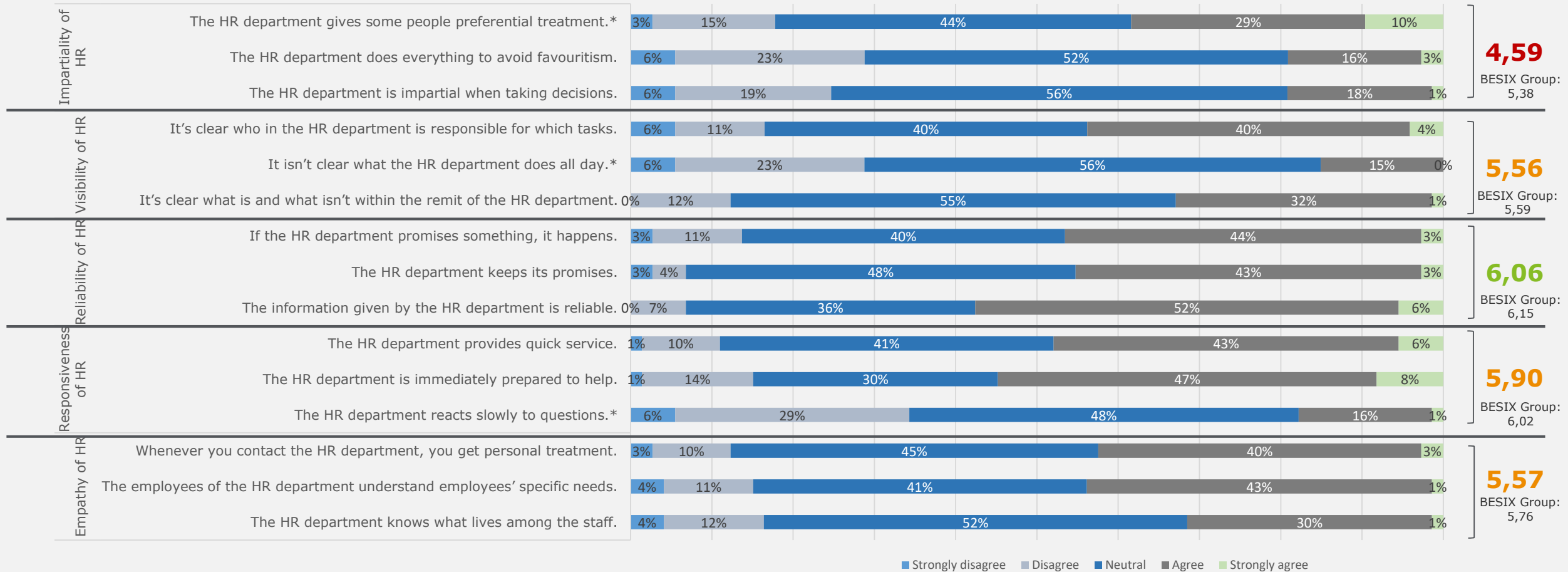
*Negatively worded item

HR satisfaction (2/2)

		Strongly disagree	Disagree	Neutral	Agree	Strongly agree	
Impartiality of HR	The HR department gives some people preferential treatment.*	3%	15%	44%	29%	10%	**4,59** BESIX Group: 5,38
	The HR department does everything to avoid favouritism.	6%	23%	52%	16%	3%	
	The HR department is impartial when taking decisions.	6%	19%	56%	18%	1%	
Visibility of HR	It's clear who in the HR department is responsible for which tasks.	6%	11%	40%	40%	4%	**5,56** BESIX Group: 5,59
	It isn't clear what the HR department does all day.*	6%	23%	56%	15%	0%	
	It's clear what is and what isn't within the remit of the HR department.	0%	12%	55%	32%	1%	
Reliability of HR	If the HR department promises something, it happens.	3%	11%	40%	44%	3%	**6,06** BESIX Group: 6,15
	The HR department keeps its promises.	3%	4%	48%	43%	3%	
	The information given by the HR department is reliable.	0%	7%	36%	52%	6%	
Responsiveness of HR	The HR department provides quick service.	1%	10%	41%	43%	6%	**5,90** BESIX Group: 6,02
	The HR department is immediately prepared to help.	1%	14%	30%	47%	8%	
	The HR department reacts slowly to questions.*	6%	29%	48%	16%	1%	
Empathy of HR	Whenever you contact the HR department, you get personal treatment.	3%	10%	45%	40%	3%	**5,57** BESIX Group: 5,76
	The employees of the HR department understand employees' specific needs.	4%	11%	41%	43%	1%	
	The HR department knows what lives among the staff.	4%	12%	52%	30%	1%	

*Negatively worded item

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

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
I am familiar enough with the safety regulations.	0%		3%	58%	40%
I am familiar with the results of the risk assessment for the tasks I do.	0%		6%	60%	34%
I am familiar enough with the procedure for occupational accidents or near-misses.	0%		7%	59%	34%
The procedure for accidents or near-misses is well known in my organization.	0%		12%	56%	32%
Everyone at work is familiar enough with the safety regulations.	0%		12%	69%	19%
There are enough signs (posters, sheets, pictograms, etc.) at my workplace indicating how to.	0%		7%	52%	41%
I don't know where I can go with my questions or remarks about safety.*	37%	47%	4%	10%	3%
Employees who work safely, receive recognition from their supervisor and the hierarchy in general.	0%	3%	25%	51%	22%
Employees are consulted about Safety instructions.	0%		25%	62%	14%
My supervisor personally makes sure everyone works safely.	0%		18%	55%	26%
My management takes action immediately when a potentially dangerous situation is reported.	0%		8%	55%	37%
When I arrive at a new workplace or at a new assignment, I'm sufficiently made aware of the.	0%		11%	51%	38%
The staff is well taken care of when any safety incidents, accidents or near-misses happen.	0%		10%	62%	29%
My colleagues encourage each other to behave in a safe way.	0%		22%	52%	26%
My organization has a comprehensive safety policy.	0%		7%	49%	44%
I am behind my organization's safety policy.	4%	6%	14%	43%	34%
At my organization, we believe safety is everyone's responsibility.	0%		8%	41%	51%
At my organization, there's enough training available about safe working.	1%	3%	8%	51%	37%

*Negatively worded item

BESIX / Employee Engagement

7. 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…	0%	1%	16%	44%	38%
I am confident that risks are well assessed beforehand when putting together the working…	0%	1%	15%	52%	32%
My PPEs fit the purpose of my work.	0%	1%	10%	49%	40%
Safety risks occur when I have to work together with external parties (other…		6%	16%	32%	34%	12%
The safety regulations make my work difficult or annoy me during my work.*		16%	37%	37%	8%	1%
I work less safely than I should, due to productivity or time pressures.*		22%	38%	29%	8%	3%
There is enough time to work safely.	0%	12%	26%	43%	19%
The safety regulations are complicated.*		16%	49%	21%	12%	1%
The equipment we work with is maintained well enough and is checked for safety.	0%	15%	52%	33%	
The equipment we need to work safely is available.	0%	1%	14%	58%	27%
I only follow the safety regulations I find useful.*		18%	43%	12%	19%	8%
I always follow the safety regulations.	0%	1%	12%	47%	40%
If I were to follow all safety regulations all the time, it would look ridiculous to my…		29%	37%	21%	10%	4%
I always wear the required PPEs.	0%	2%	7%	38%	52%
I receive enough training from my organization to deal with aggression from third parties.	1%	21%	34%	26%	18%
I can count on the support of my organization in conflicts with third parties.	0%	4%	37%	45%	14%
I have enough means available to me to protect myself against aggression (screens,…	1%	10%	40%	34%	15%
There are always enough people available for high-risk assignments.	0%	4%	27%	51%	18%

*Negatively worded item

7. Extra questions
Safety at work (3/3)

Legend: ■ Witness (% agree) ■ Victim (% agree)

Categories and values:
- In the past year, have you witnessed or been a victim of a serious safety incident, accident or near-miss at work? — Witness 37%, Victim 10%
- I felt unsafe at work for a while after. — Witness 15%, Victim 57%
- The organization took action immediately to improve safety. — Witness 100%, Victim 100%
- The victims received enough counselling. — Witness 89%, Victim 71%
- Those who caused it received enough counselling. — Witness 93%, Victim 100%
- The witnesses received enough counselling. — Witness 85%, Victim 71%

7. Extra questions
Management questions

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
I can ask management any reasonable question and get a straight answer.	2%	3%	22%	53%	20%
Management is approachable, easy to talk with.	2%	10%	15%	54%	19%
Management shows appreciation for good work and extra effort.	2%	9%	24%	51%	15%
Management genuinely seeks and responds to suggestions and ideas.	2%	9%	25%	51%	14%
Management involves people in decisions that affect their jobs or work environment.	3%	15%	22%	51%	9%
Management shows a sincere interest in me as a person, not just an employee.	3%	12%	27%	48%	10%
Everyone has an opportunity to get special recognition.	5%	12%	34%	39%	10%

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 Sixco Qatar 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 Sixco Qatar 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 Sixco Qatar. 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.

WORKLOAD, MENTAL LOAD, EMOTIONAL LOAD
As this is one of the primary causes of burnout, iNostix by Deloitte advices 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.

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

9. Appendix

Excel report:

- Response by population (tab: Response Rate)

- Analysis of variance (tab: Analysis of variance)

- Item analysis (tabs: Items)

Deloitte.