



**Sixco UAE, Oman, KSA &
Bahrain**

BESIX Employee Well-being and Engagement Survey

Jan Houben, Elien Leirman and dr. Jeroen Delmotte

August 2018

Table of contents

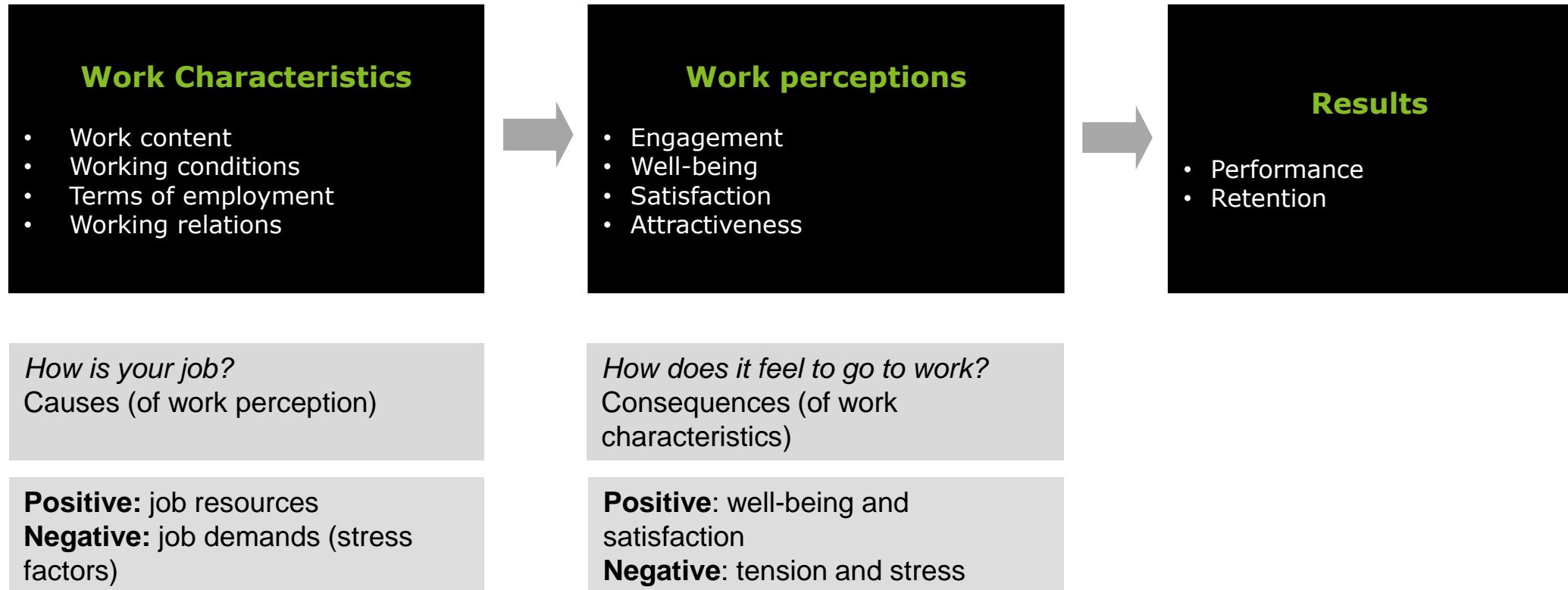
1. The research model
2. Management summary
3. Response rate analysis
4. Summary of the results
5. Impact analyses
6. Detailed results
7. Extra modules
8. Next steps
9. Appendix

1. The research model

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

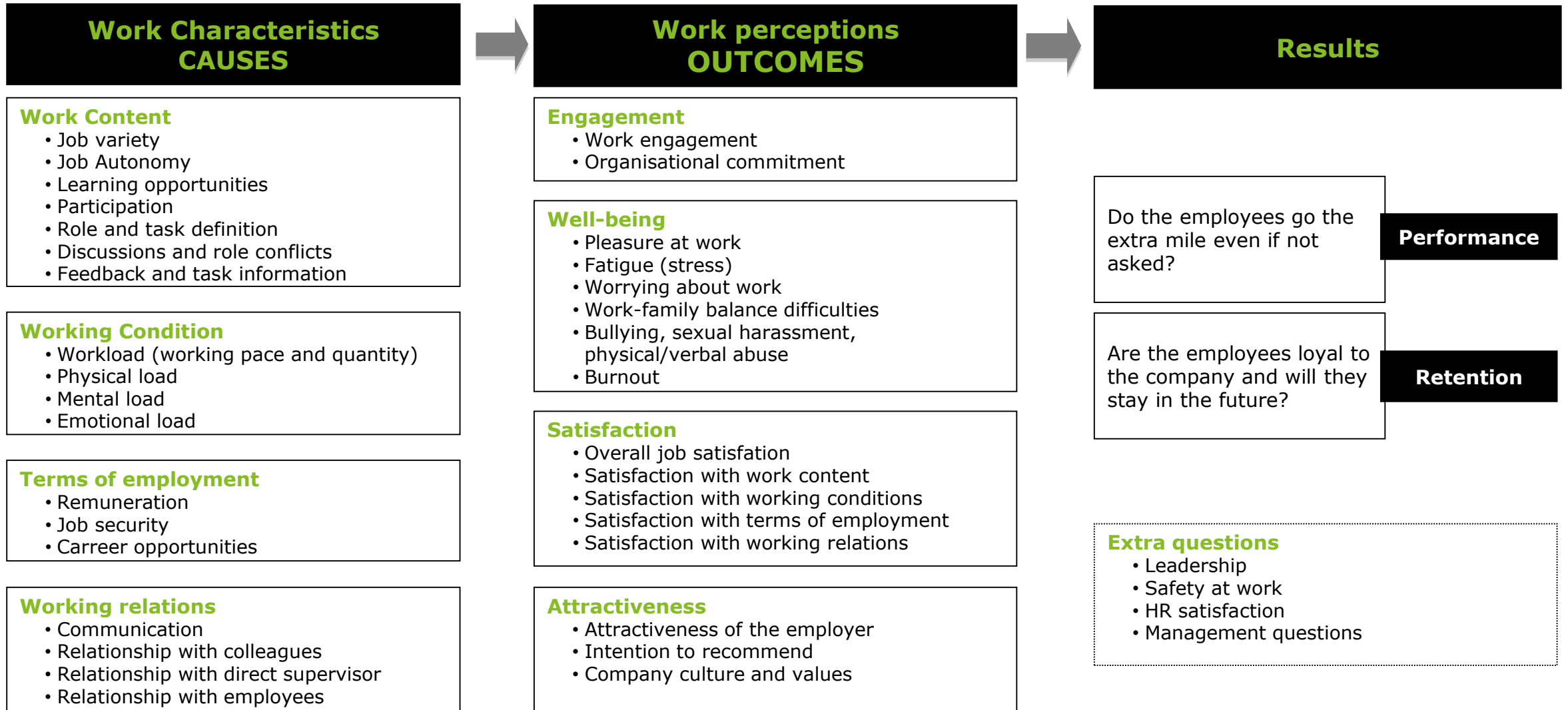
1. The research Model

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 **higher** response rate compared to 2015, on top of that Sixco UAE, Oman, KSA & Bahrain **reaches the iNostix by Deloitte benchmark** response rate of 70% and has a **higher response rate than the 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 UAE, Oman, KSA & Bahrain.

SCORES ON THE RESEARCH MODEL

2018 results

- Overall, we see green scores on most of the dimensions and indices for 2018.
- In general people **feel well** and are **engaged**.
- 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 a **moderate score** was assigned to **(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.

Comparison BESIX Group

- Sixco UAE, Oman, KSA & Bahrain scores are **in line with the BESIX Group scores**.

Comparison Benchmark

- **Most of the Sixco UAE, Oman, KSA & Bahrain scores are higher** than the benchmark scores.
- However, Sixco UAE, Oman, KSA & Bahrain 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 participation, feedback and task information, learning opportunities and communication.

2. Management summary

TYOLOGIES

Engagement

- In general, there is almost **no difference** in the engagement scores **compared to 2015**.
- Compared to the **benchmark, Sixco UAE, Oman, KSA & Bahrain** 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.
- Compared to the **benchmark**, there are remarkably **more Sixco UAE, Oman, KSA & Bahrain 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 challenging work to enjoyable work**, meaning that there is an **decrease in the level of stress** most employees experience but they **still do their work with pleasure**.

Job satisfaction

- Employees are still **satisfied to highly satisfied with their jobs**, even more compared to 2015.
- However, **compared to the benchmark**, Sixco UAE, Oman, KSA & Bahrain has relatively **more dissatisfied and satisfied employees** and less very satisfied employees.

Net promotor score

- Overall, Sixco UAE, Oman, KSA & Bahrain 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 promoters**.
- **Compared to the benchmark**, Sixco UAE, Oman, KSA & Bahrain has **more active promoters** and less passive promoters and detractors.

UNDESIRABLE BEHAVIOR

- For both witnesses and victims of undesirable behavior an **increase** in the relative/absolute numbers can be noticed.

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 8,23).

Leadership styles

- All 5 leaderships styles received a relatively good overall score.
- The **empowering leadership style** has the **highest overall score** (7,25), the **supportive leadership style** the **lowest** (6,72).

HR satisfaction

- Overall Sixco UAE, Oman, KSA & Bahrain employees **appreciate the accessibility, politeness, ability and reliability of HR**. However, they do have some **questions on the HR clarity, credibility, visibility, impartiality, responsiveness and impartiality**.

Safety at work

- The **best scoring** safety question is '**At my organization, we believe safety is everyone's responsibility**', 95% of all Sixco UAE, Oman, KSA & Bahrain 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.)**', 48% of all Sixco UAE, Oman, KSA & Bahrain employees indicate that risks occur when working with external parties.
- Looking at the Sixco UAE, Oman, KSA & Bahrain employees who were witness and/or victim of a safety incident, **not all affected employees are convinced that the organization took the appropriate actions to improve safety and counsel all the parties involved**.

Management questions

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

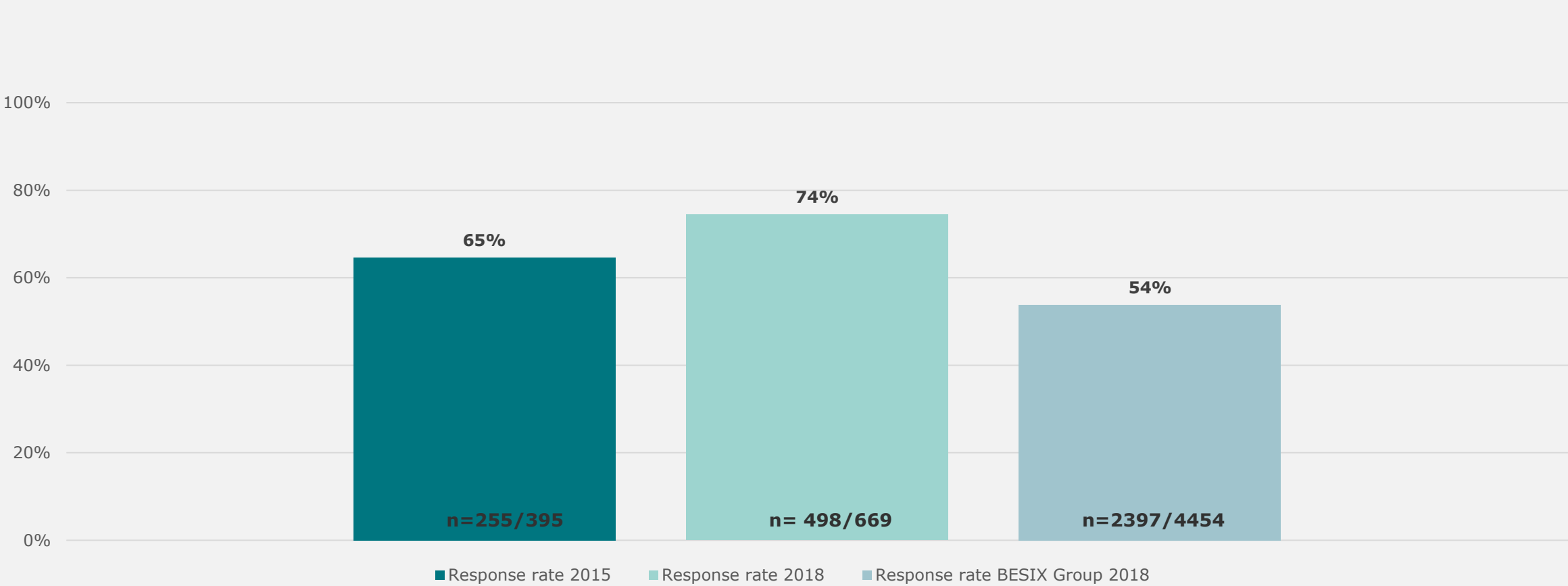
The remainder of the report displays the detailed results, concluding with advice on the next steps.

3. Response rate analysis

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

3. Response rate analysis

General response rate of Sixco UAE, Oman, KSA & Bahrain

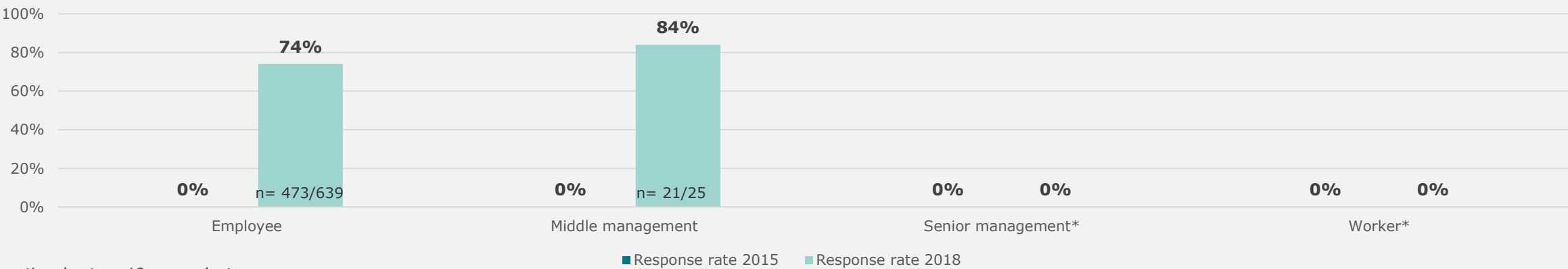


The **iNostix by Deloitte response rate norm is 70%** and is the average response rate of 33 Engagement surveys executed by iNostix by Deloitte in 20 different companies (n=40.592)

3. Response rate analysis

Response rate of Sixco UAE, Oman, KSA & Bahrain by Employee Category and Executive Function

Employee category



*No reporting due to < 10 respondents

Executive function



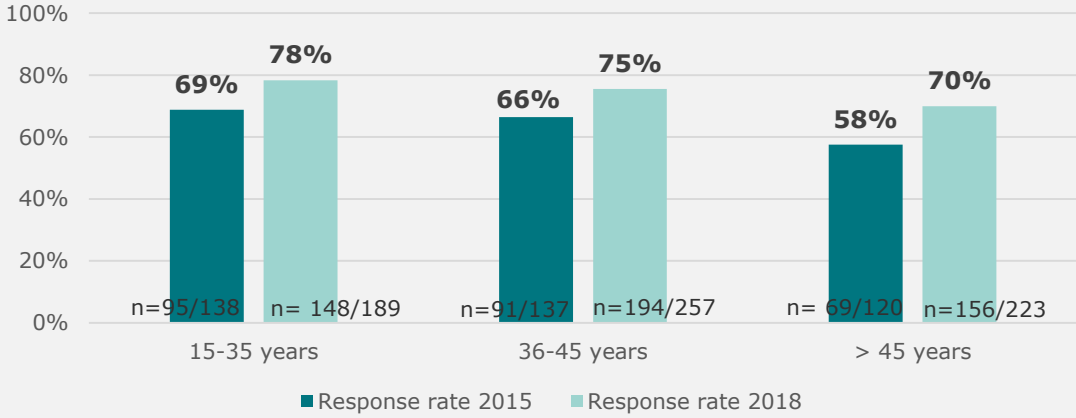
3. Response rate analysis

Response rate of Sixco UAE, Oman, KSA & Bahrain by Gender, Age and Seniority

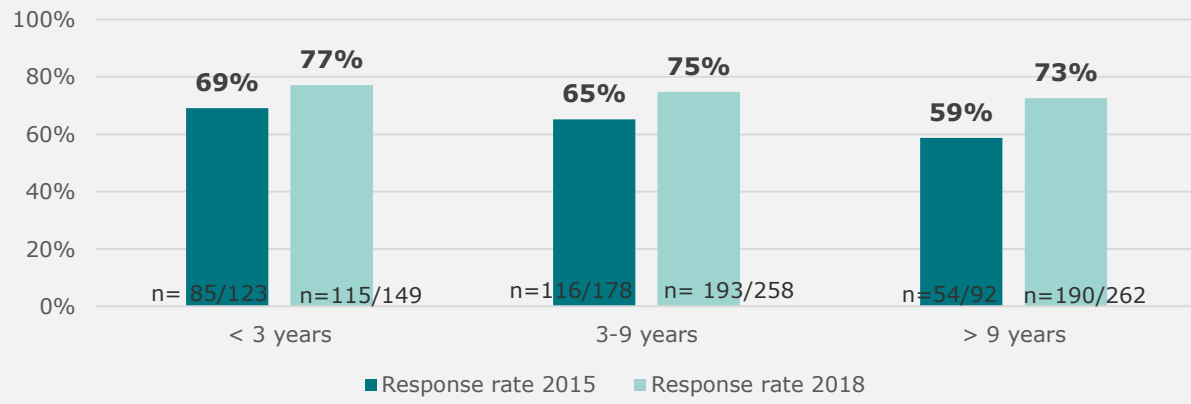
Gender



Age



Seniority



4. Summary of the results

4. Summary of the results

Sixco UAE, Oman, KSA & Bahrain

Work characteristics

	2015	2018
Work content	6,75	6,94
Job variety	6,40	6,22
Job autonomy	6,15	6,41
Learning opportunities	6,35	6,6
Participation	6,70	6,99
Role and task definition	7,46	7,47
Discussions and role conflicts*	2,47	2,33
Feedback and task information	6,64	7,21
	2015	2018
Working conditions	4,57	4,92
Workload*	6,71	6,24
Physical load*	3,05	2,62
Mental load*	8,31	8,19
Emotional load*	3,63	3,27
	2015	2018
Terms of employment	5,72	6,08
Remuneration	4,57	5,09
Job security	6,58	6,96
Career opportunities	5,81	6,2
	2015	2018
Working relations	6,89	7,41
Communication	5,91	6,65
Relationship with colleagues	7,55	7,71
Relationship with direct supervisor	7,20	7,86
Relationship with employees	8,07	8,36

Work perceptions

	2015	2018
Engagement	7,32	7,40
Work engagement	7,41	7,45
Organizational commitment	7,19	7,35
	2015	2018
Well-being	5,57	5,79
Pleasure at work	6,82	6,76
Fatigue (work stress)*	5,19	5,02
Worrying about work*	5,75	5,39
Difficulties with work-family balance*	5,69	5,13
Burnout*	2,36	2,27
Undesirable behavior 2018	Witness	Victim
Physical abuse	3%	1%
Verbal abuse	18%	8%
Sexual harassment	1%	0%
Bullying	9%	5%
<i>(No comparison with 2015 as a zero tolerance principle is applied)</i>		
	2015	2018
Satisfaction	6,41	6,85
Overall job satisfaction	6,75	7,19
Satisfaction with work content	6,94	7,3
Satisfaction with terms of employment	5,26	5,89
Satisfaction with working conditions	5,42	5,73
Satisfaction with working relations	7,99	8,46
	2015	2018
Attractiveness	7,36	7,91
Attractiveness of the employer	7,43	8,04
Company culture and values	7,65	8,28
Intention to recommend	6,99	7,43

Results

	2015	2018
Performance		
Going the extra mile even if not asked for	7,84	7,85
	2015	2018
Retention		
Intention to stay working within the organization	7,22	7,6

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

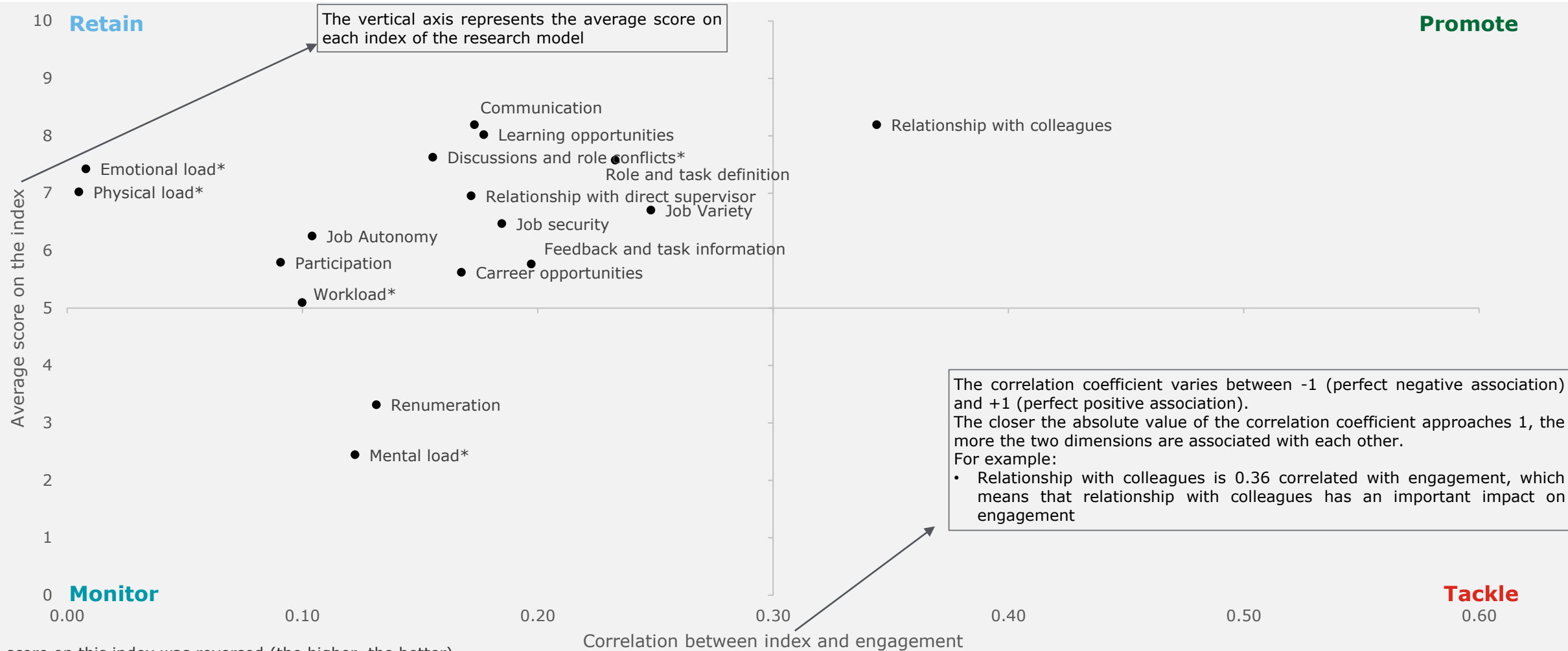
Mean score >4/10 and ≤5/10

Mean score >5/10

5. Impact analyses

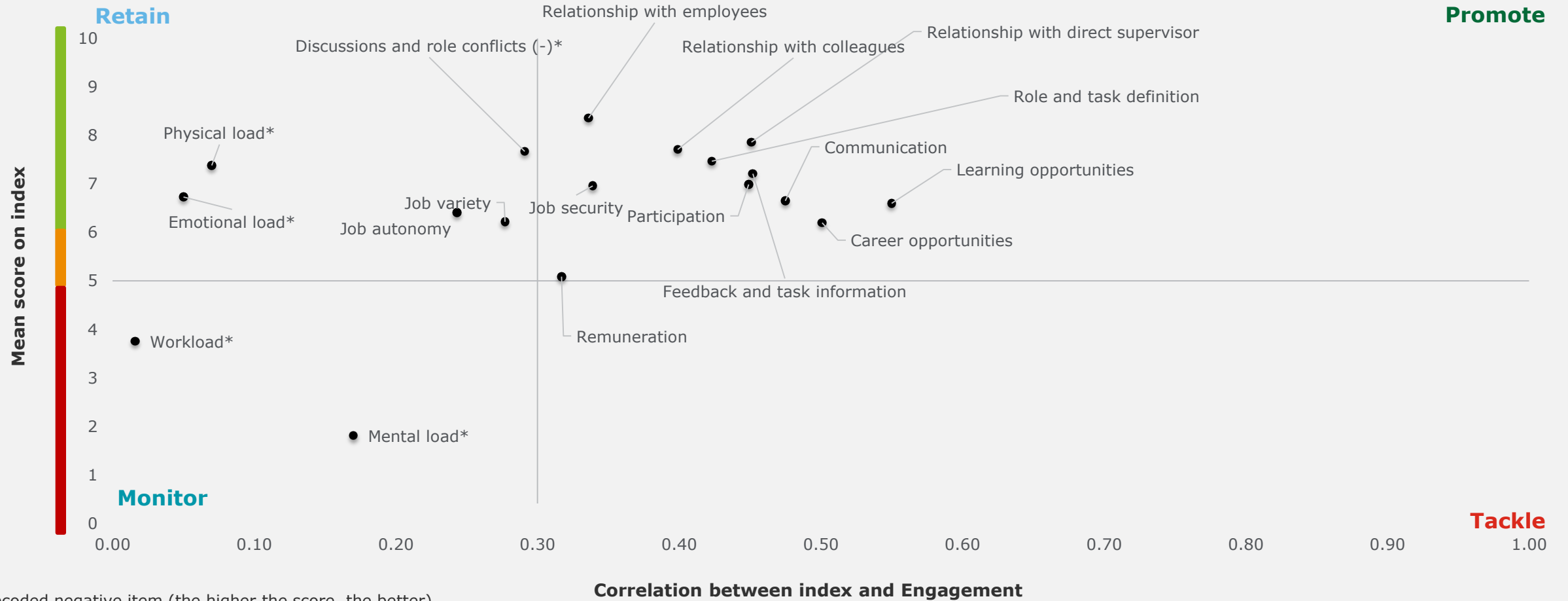
5. Impact analyses

Interpretation slide: impact analysis engagement



5. Impact analyses

Engagement

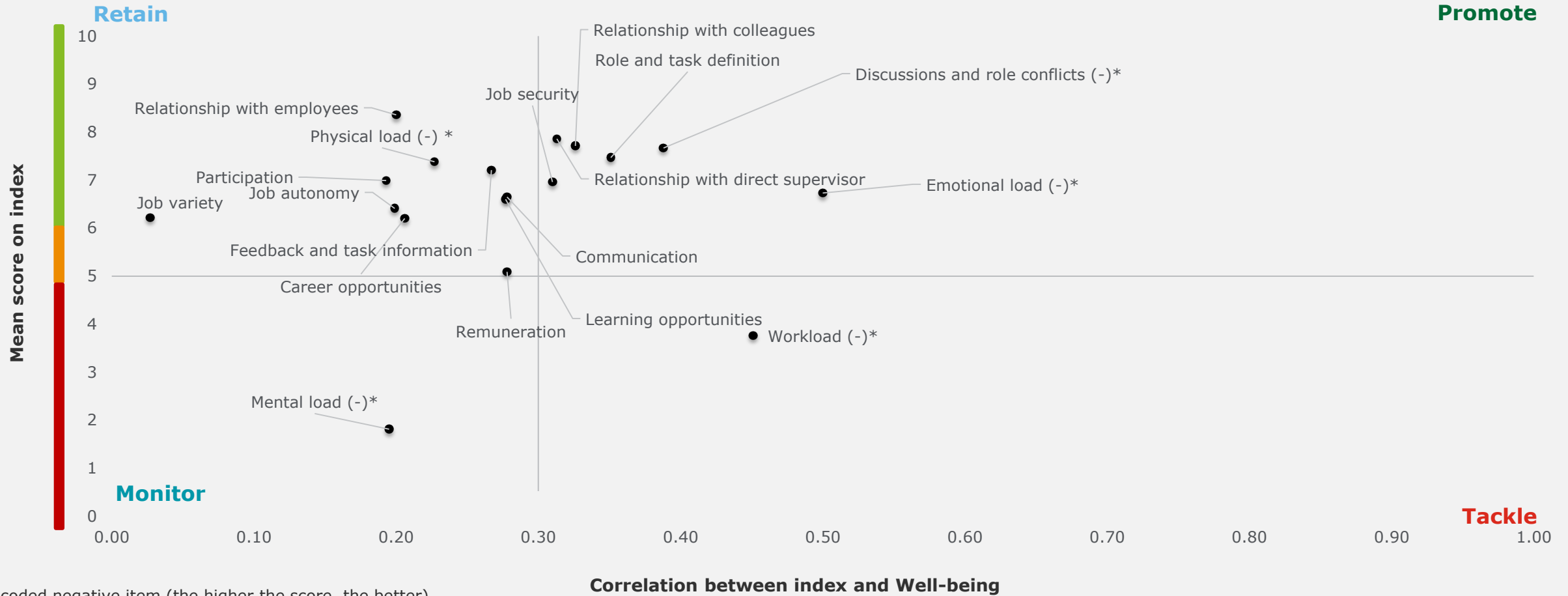


*Recoded negative item (the higher the score, the better)

(-): negative correlation with dimension

5. Impact analyses

Well-being

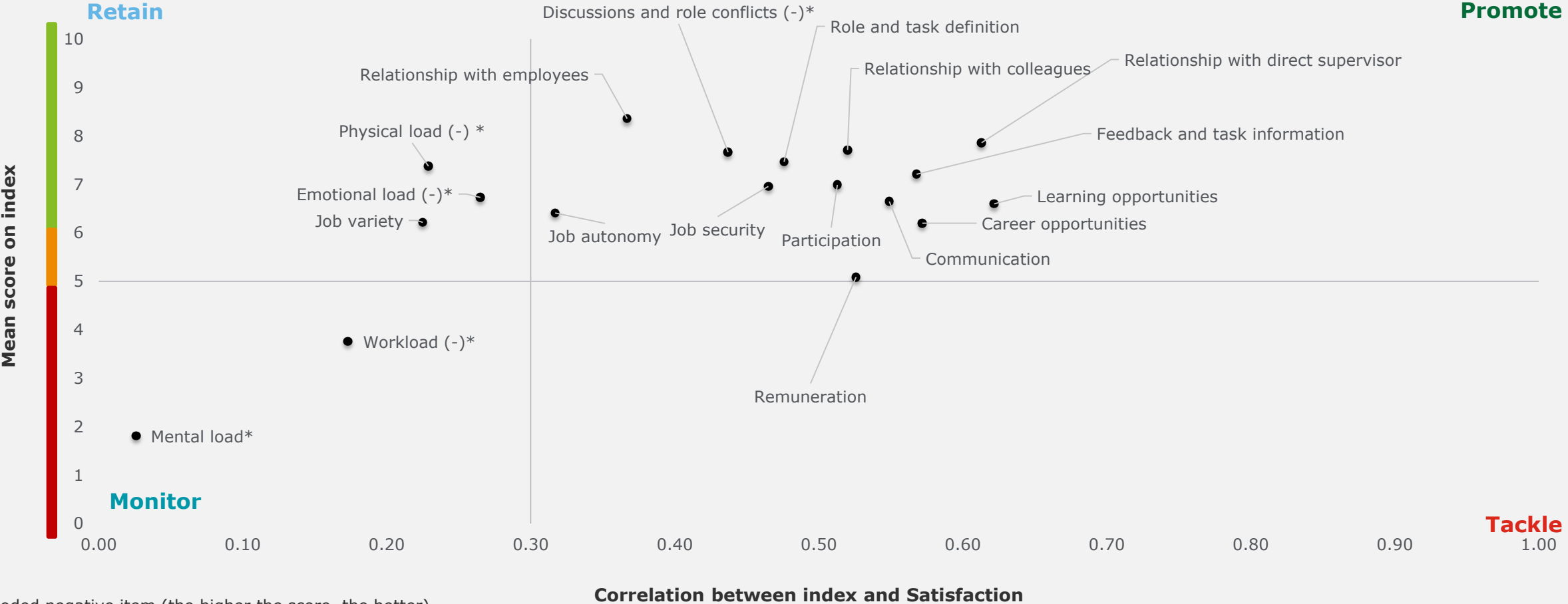


*Recoded negative item (the higher the score, the better)

(-): negative correlation with dimension

5. Impact analyses

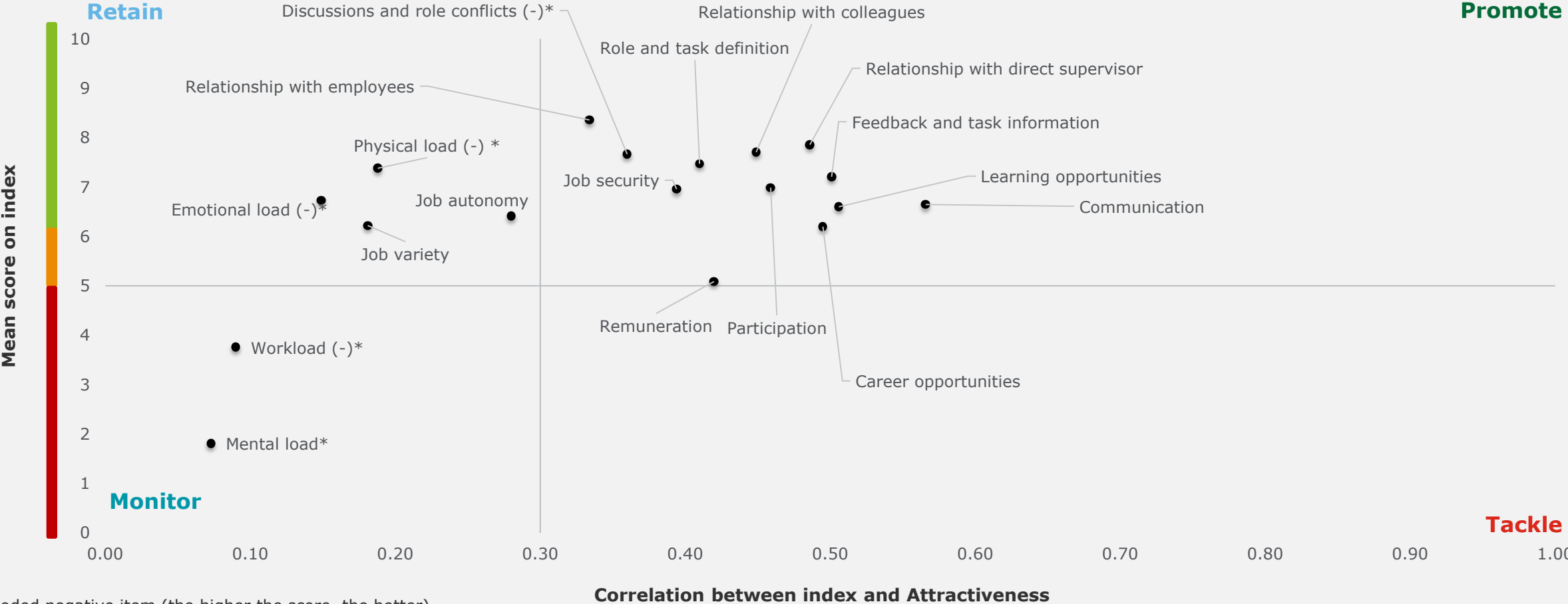
Satisfaction



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

5. Impact analyses

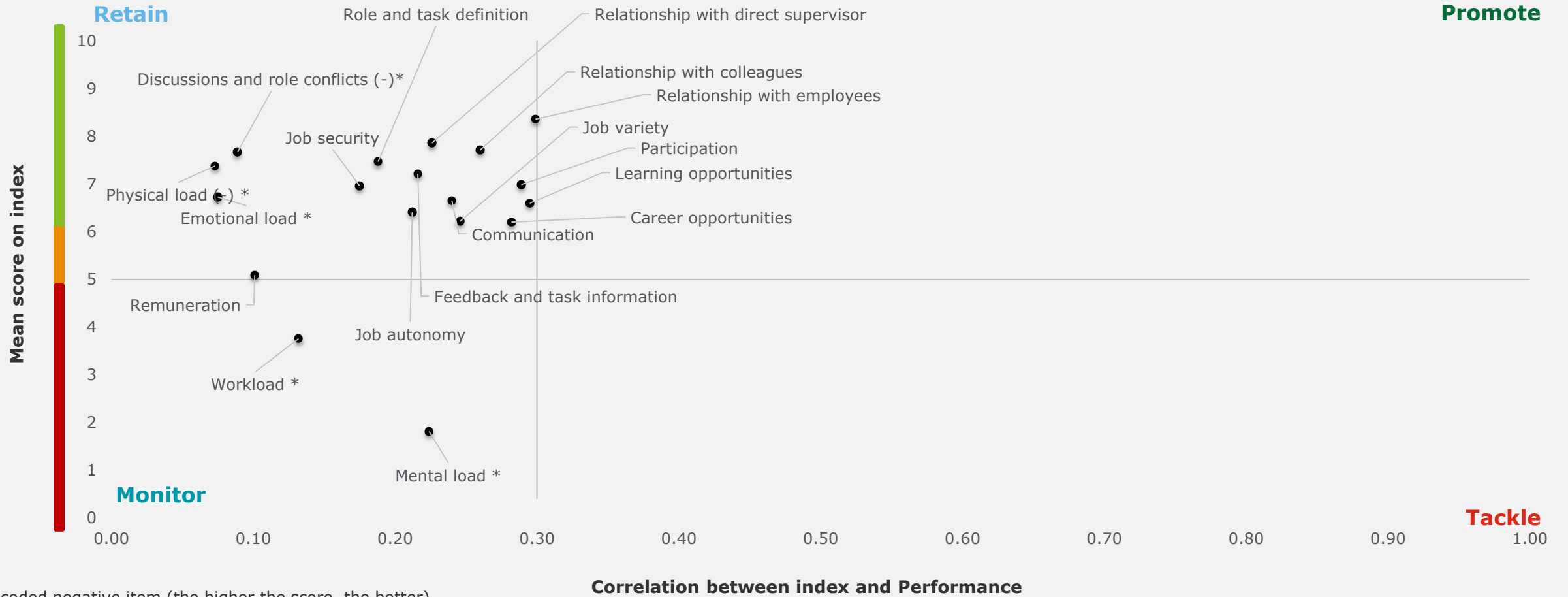
Attractiveness



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

5. Impact analyses

Performance

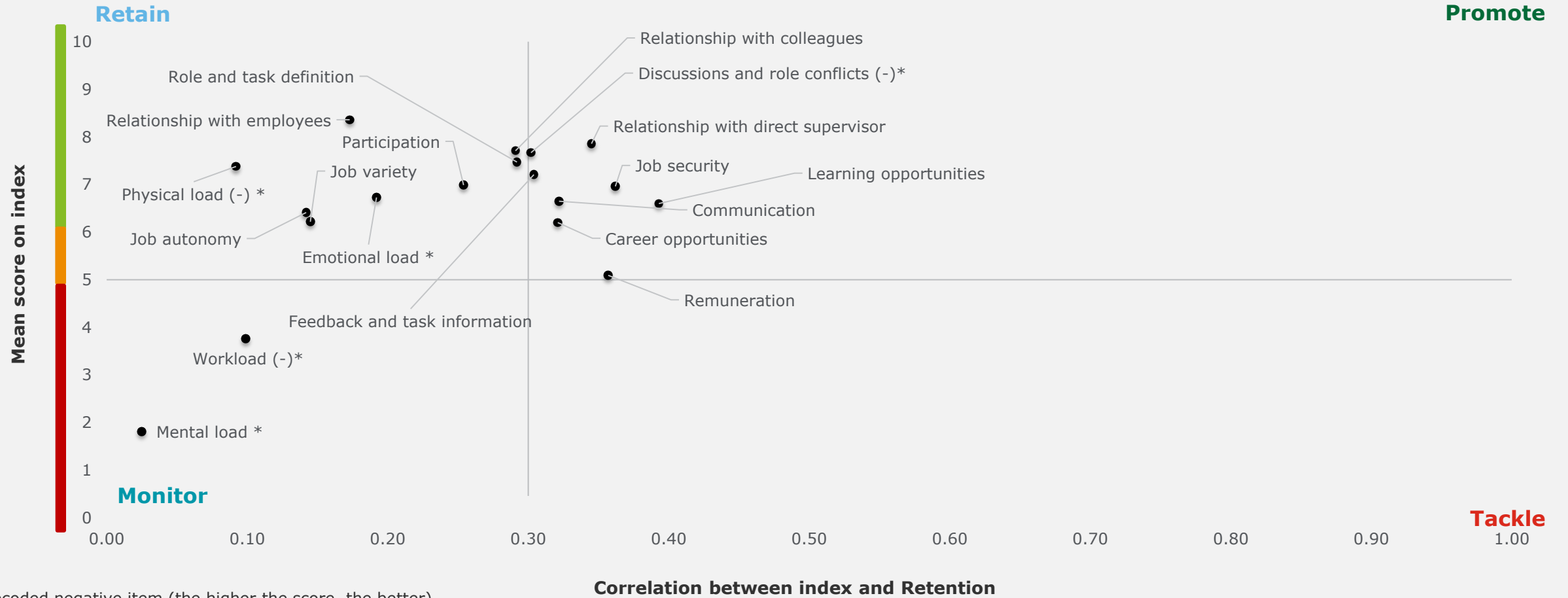


*Recoded negative item (the higher the score, the better)

(-): negative correlation with dimension

5. Impact analyses

Retention



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

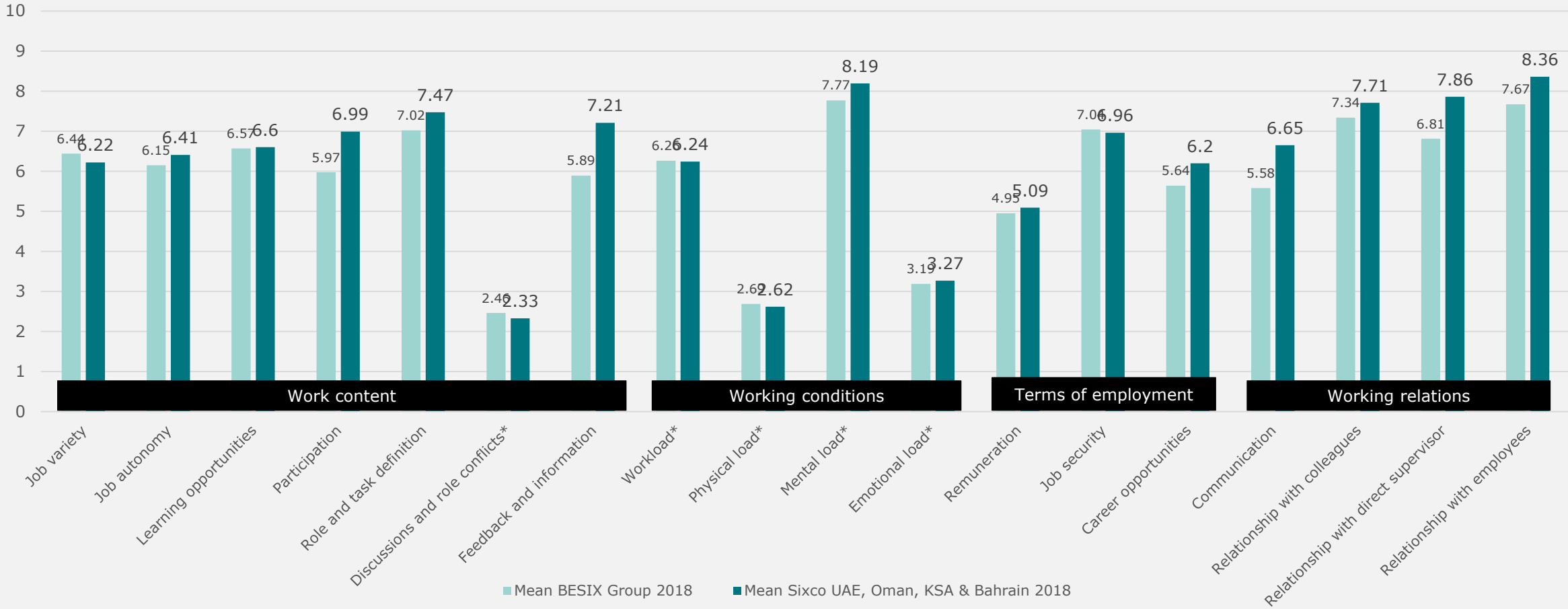
(-): negative correlation with dimension

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

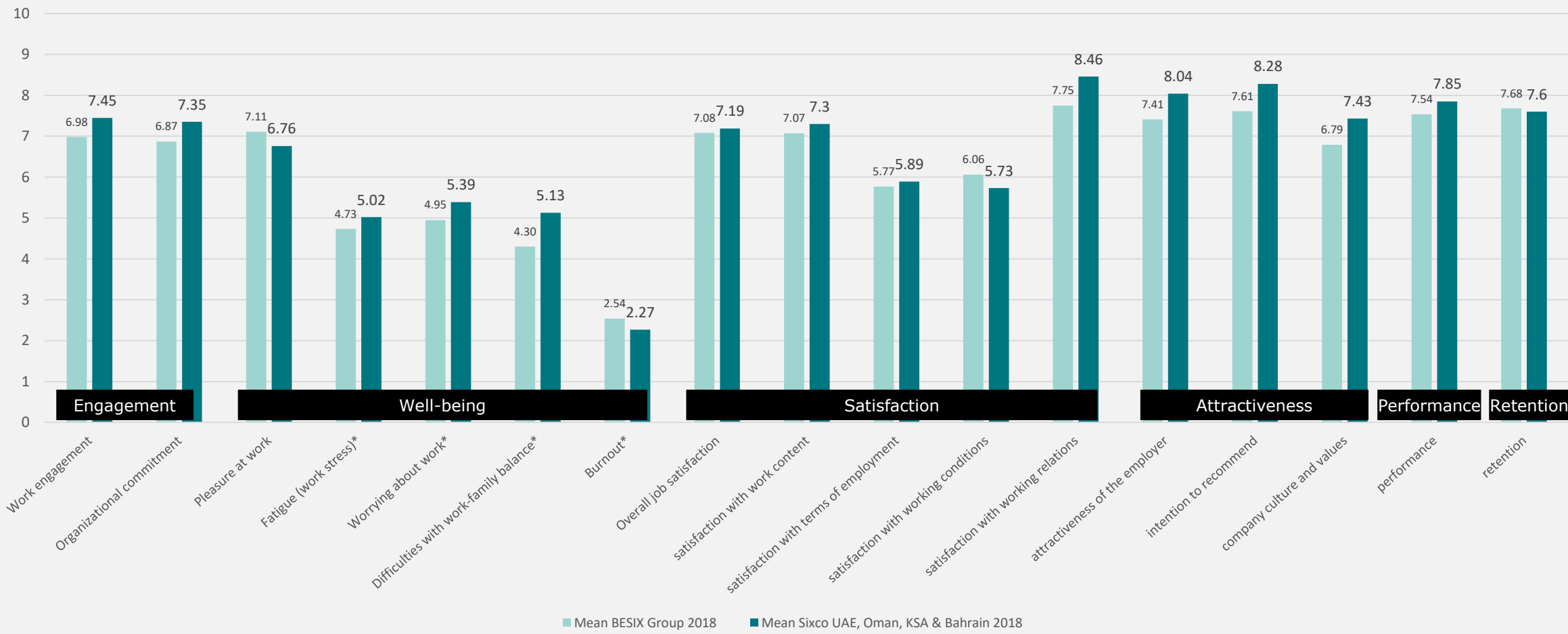
Comparing the indices with the BESIX Group results (1/2)



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

6. Detailed results

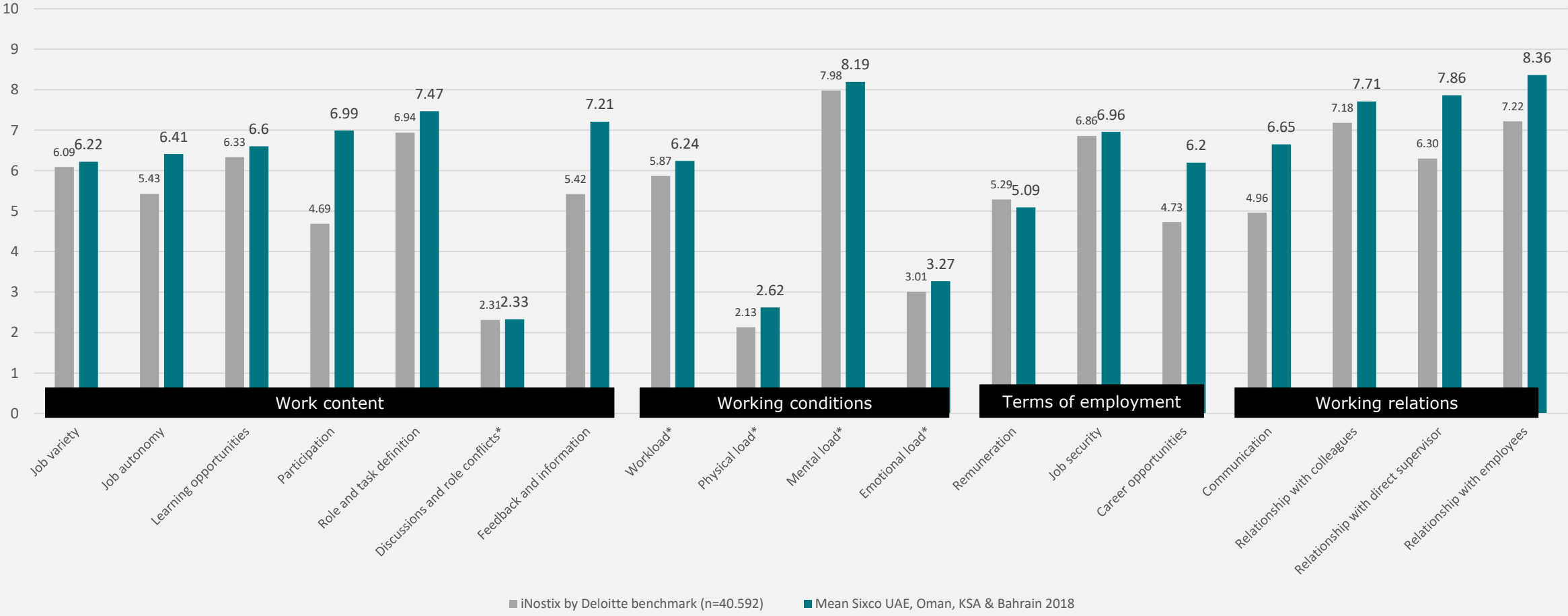
Comparing the indices with the BESIX Group results (2/2)



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

6. Detailed results

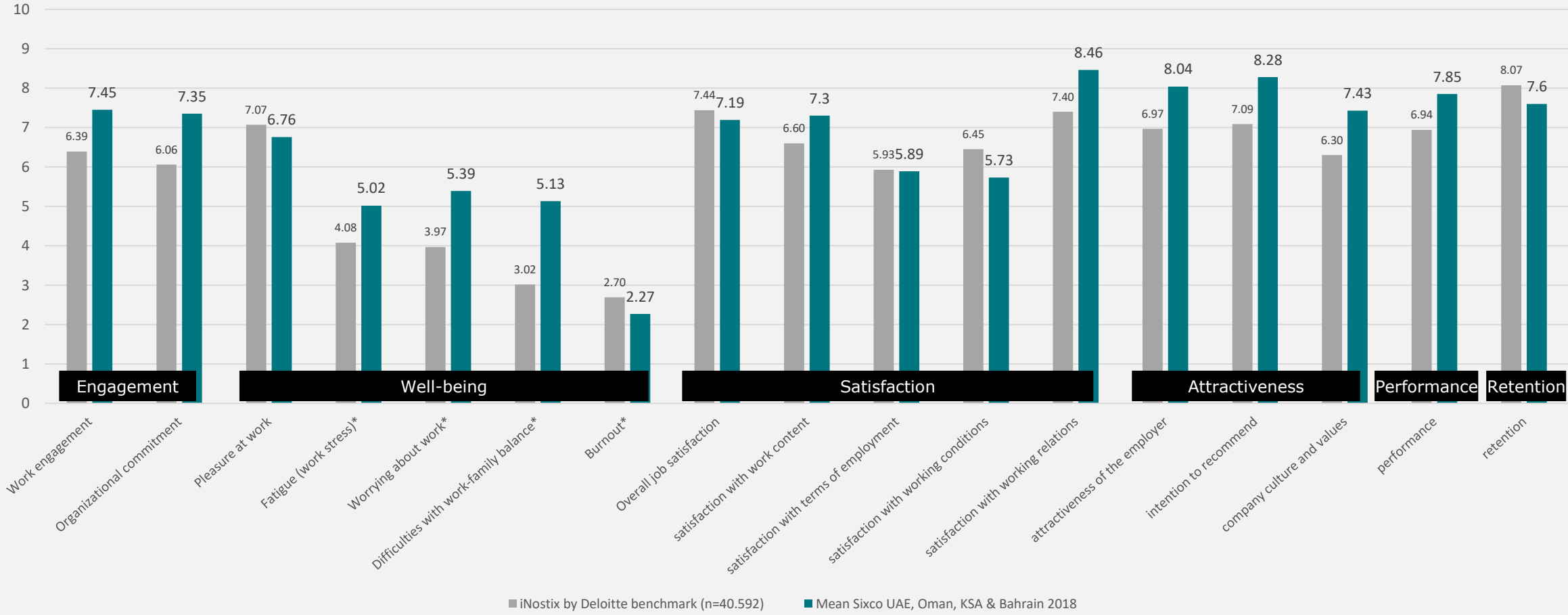
Comparing the indices with the benchmark (1/2)



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

6. Detailed results

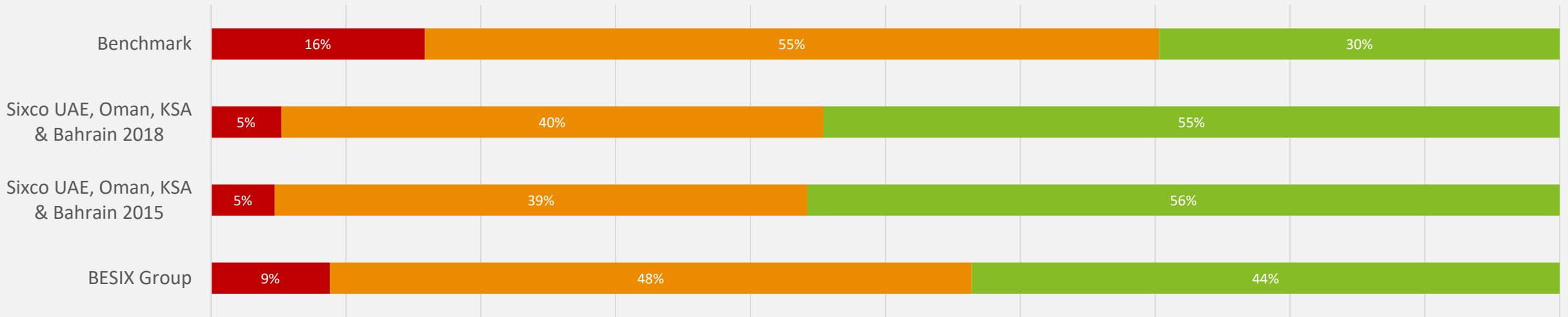
Comparing the indices with the benchmark (2/2)



*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

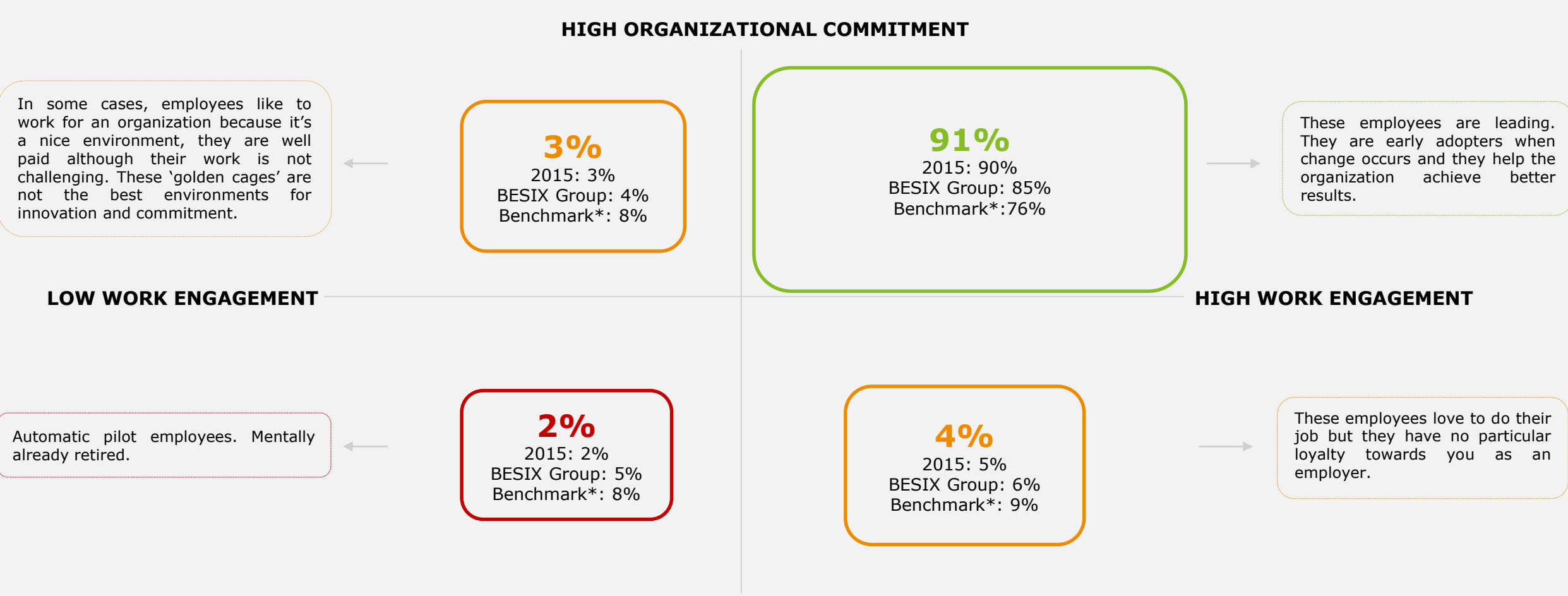
Highly engaged (>7,5/10)
High level of engagement

- 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

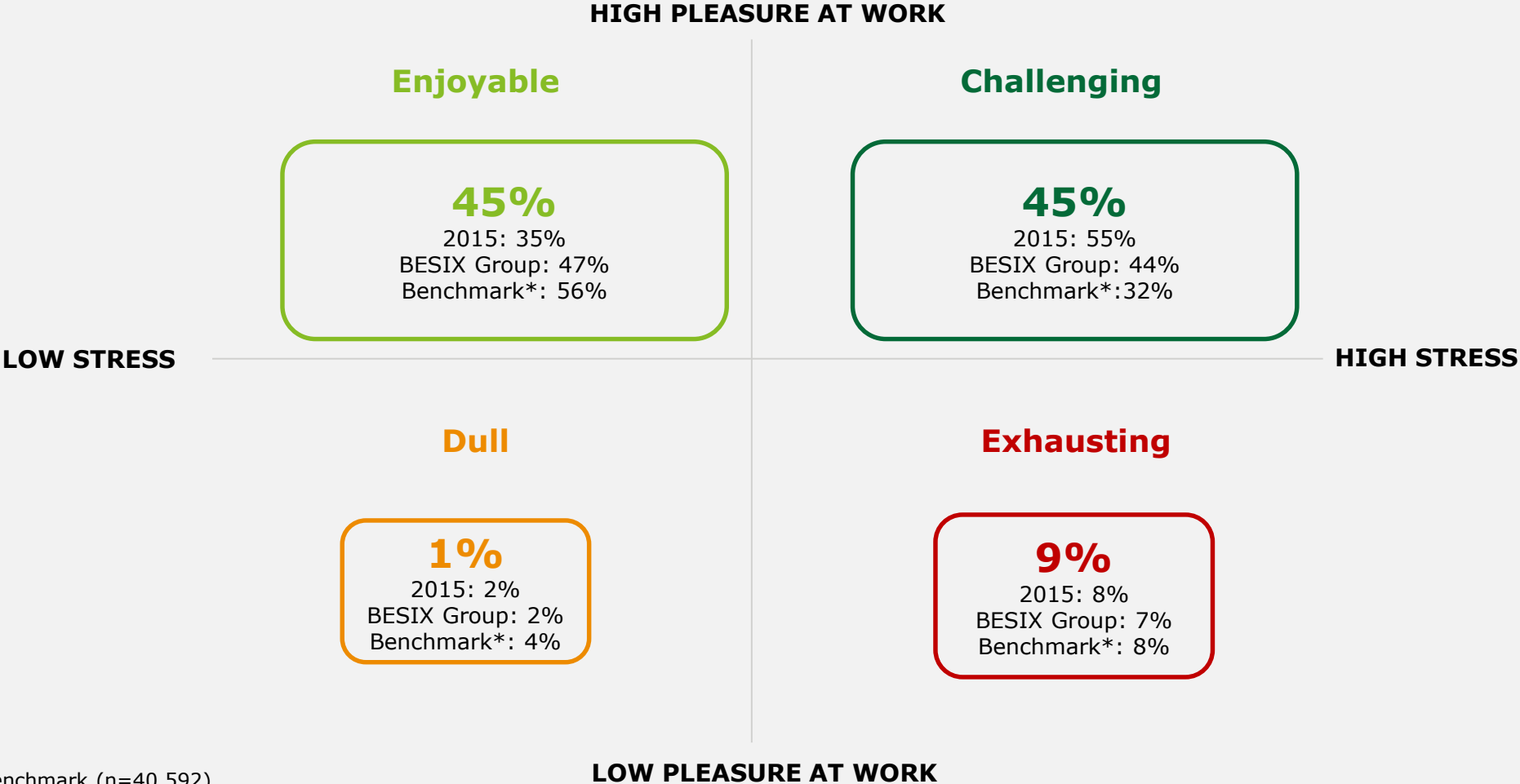
Analysis of commitment



*iNostix by Deloitte benchmark (n=40.592)

6. Detailed results

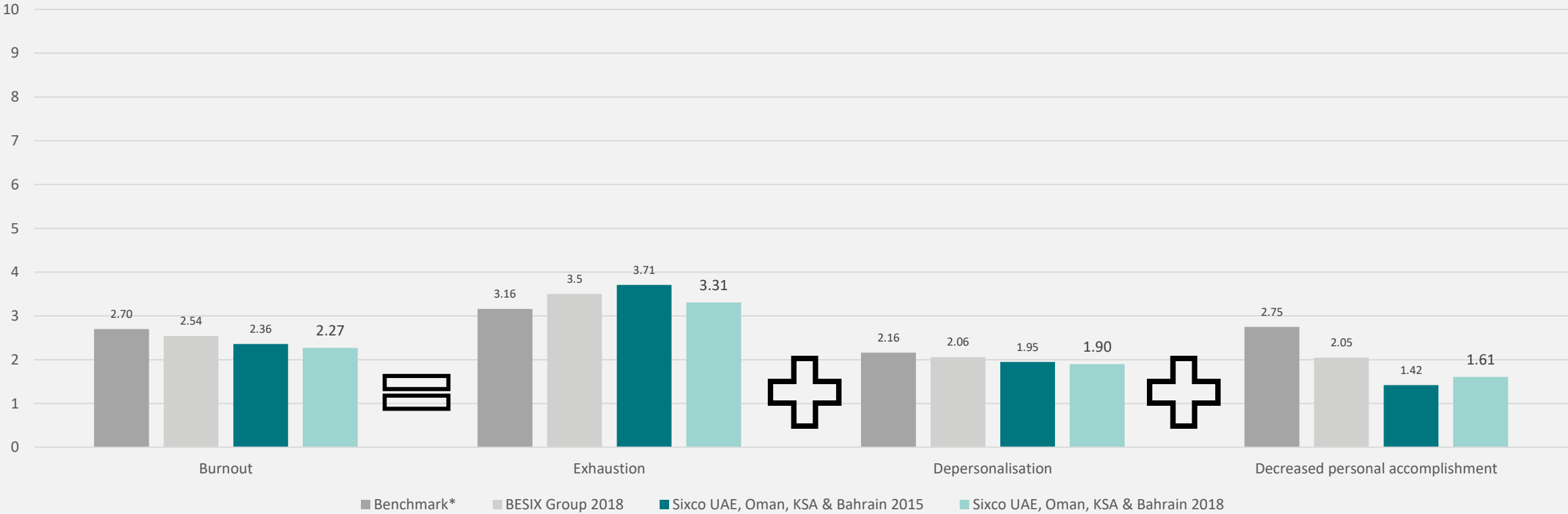
Analysis of commitment



*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

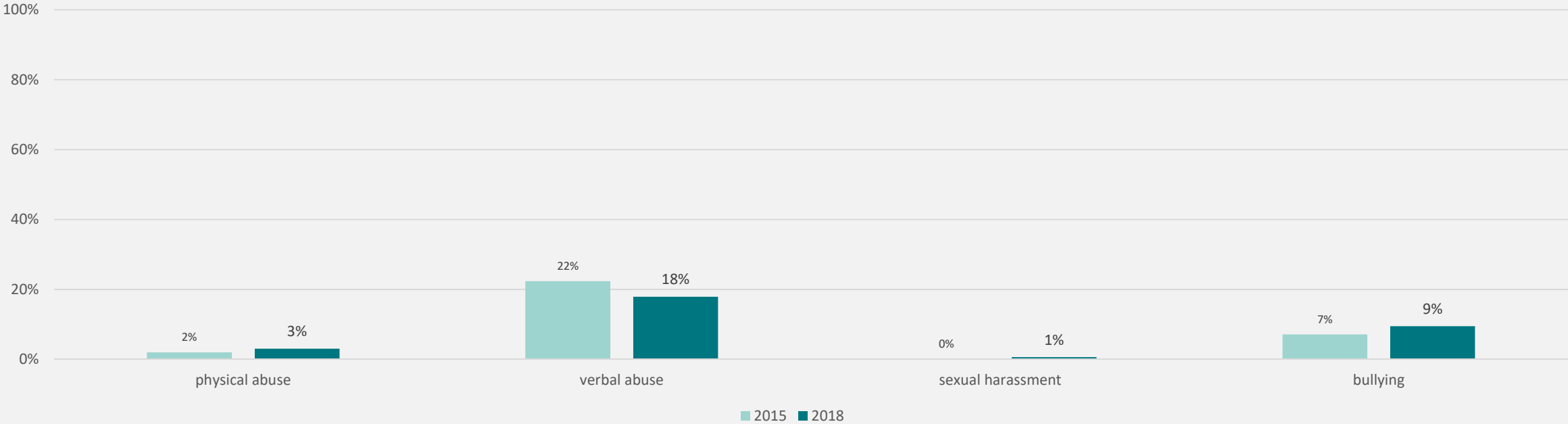


The higher the scores, the higher the risk of burnout
Burnout = (exhaustion + depersonalisation + personal accomplishment)/3

*iNostix by Deloitte benchmark (n=40.592)

6. Detailed results

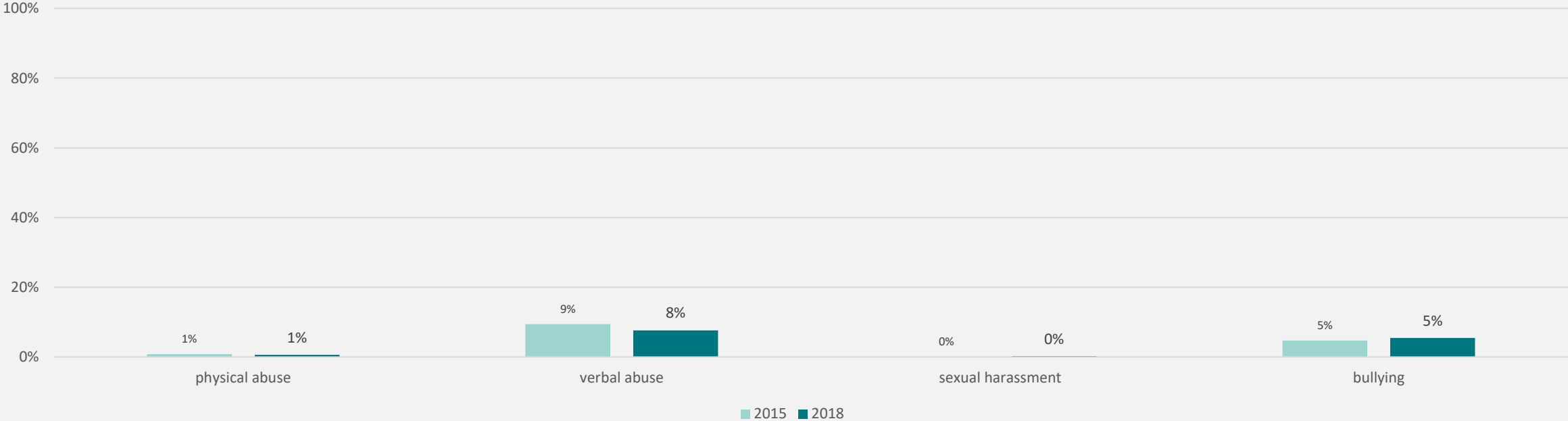
Undesirable behaviour: witness



Undesirable behavior	Witness 2015			Witness 2018		
	n	%	of which internal	n	%	of which internal
physical abuse	5	2%	33%	15	3%	67%
verbal abuse	57	22%	43%	89	18%	71%
sexual harassment	0	0%	N/A	3	1%	67%
bullying	18	7%	50%	47	9%	84%

6. Detailed results

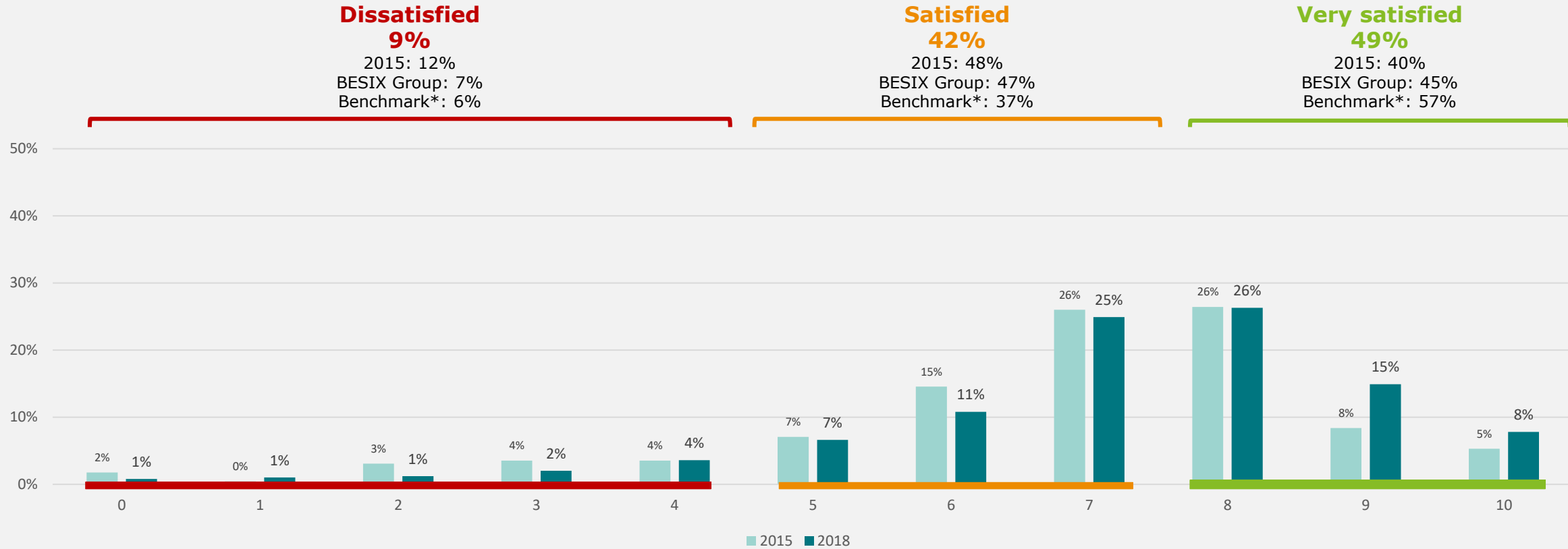
Undesirable behaviour: victim



Undesirable behavior	Victim 2015			Victim 2018		
	n	%	of which internal	n	%	of which internal
physical abuse	2	1%	0%	3	1%	67%
verbal abuse	24	9%	39%	38	8%	71%
sexual harassment	0	0%	N/A	1	0%	0%
bullying	12	5%	42%	27	5%	86%

6. Detailed results

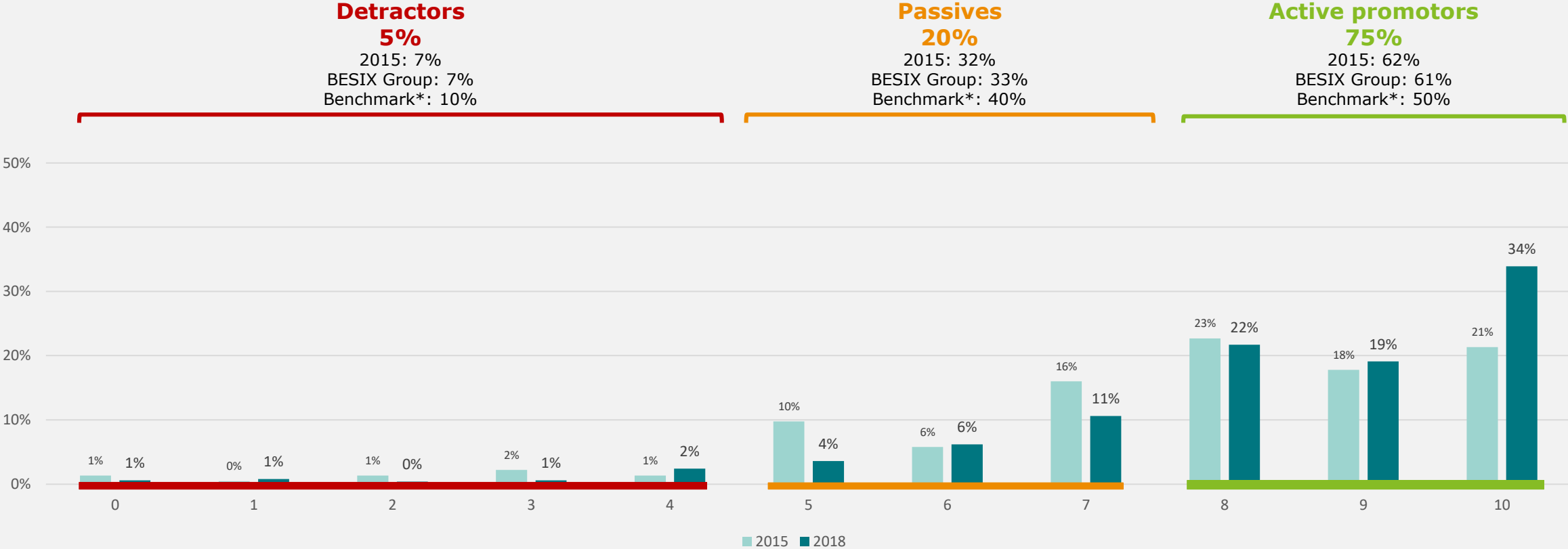
Overall job satisfaction



*iNostix by Deloitte benchmark (n=40.592)

6. Detailed results

Intention to recommend

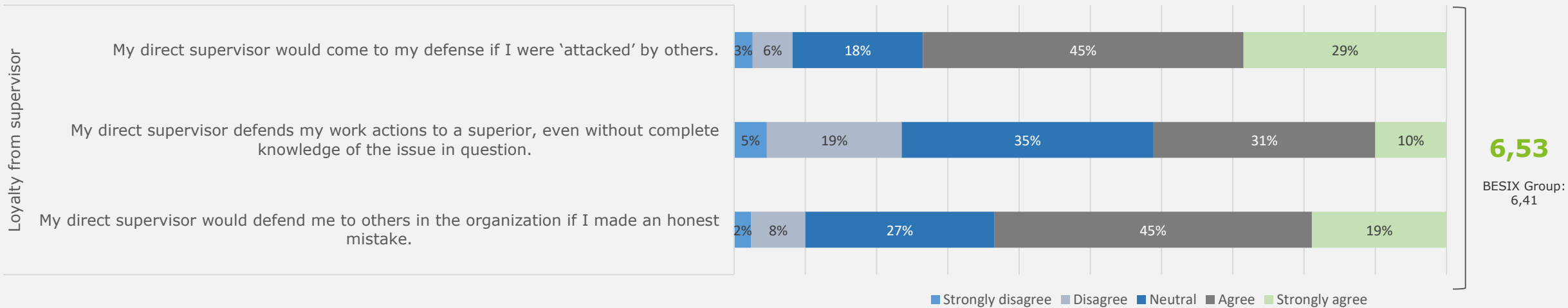
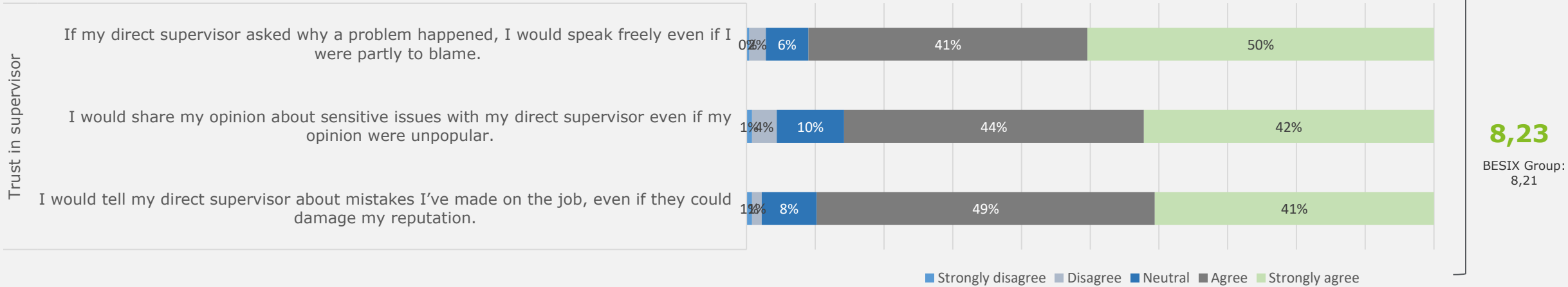


*iNostix by Deloitte benchmark (n=40.592)

7. Extra modules

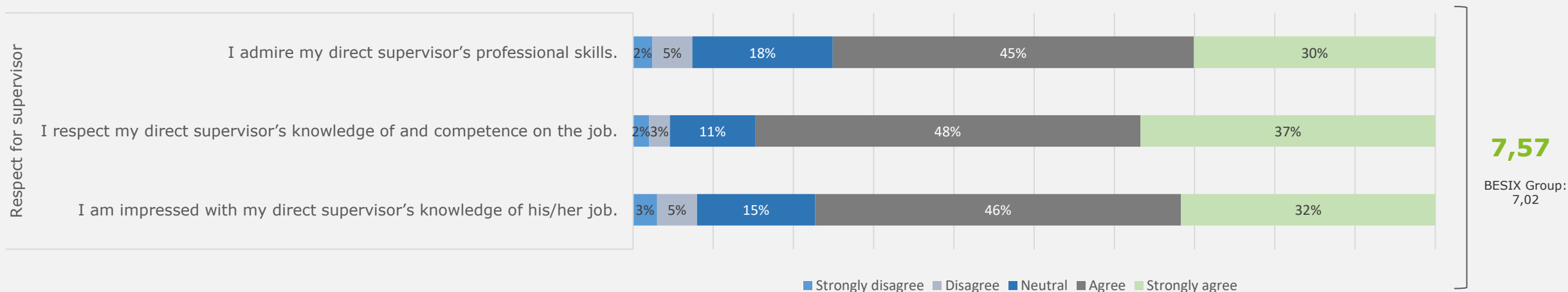
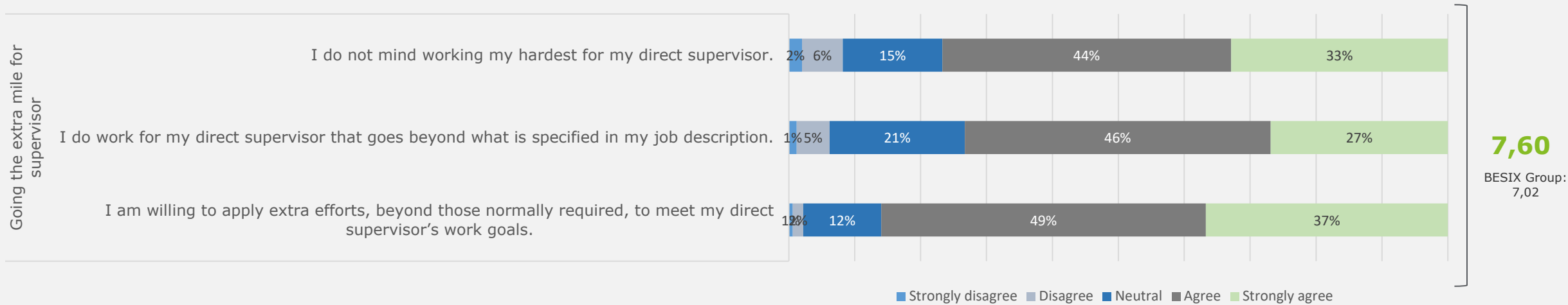
7. Extra questions

Leadership questions (1/3)



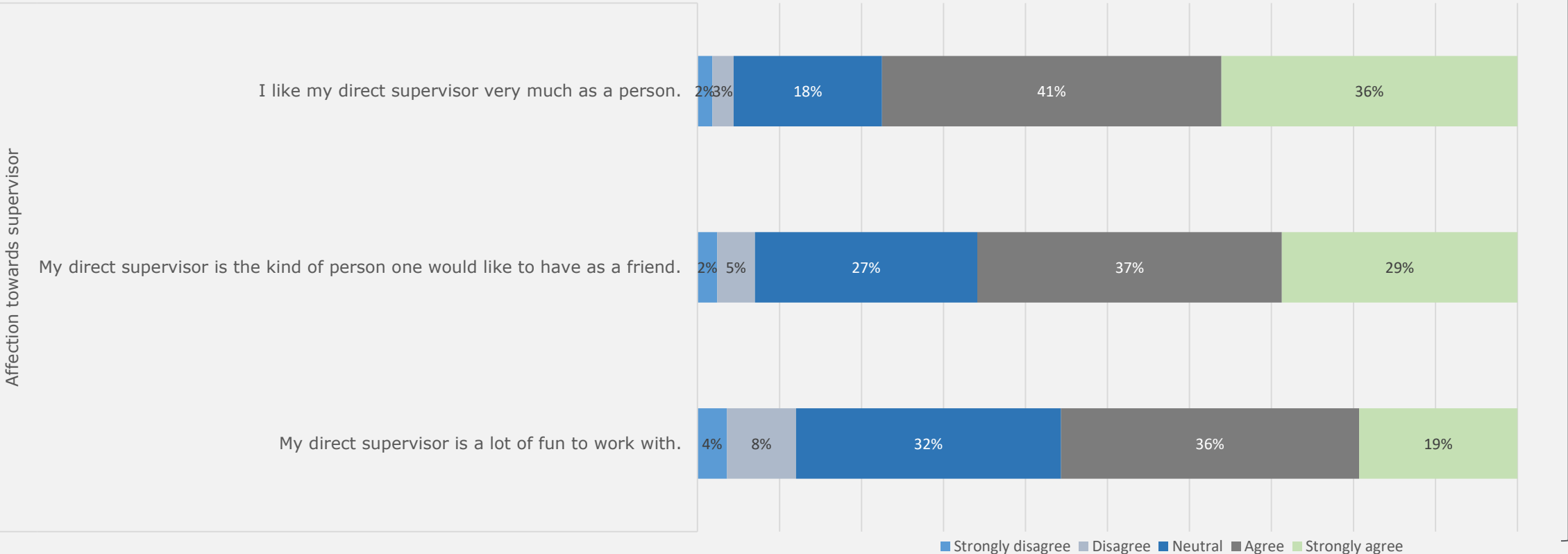
7. Extra questions

Leadership questions (2/3)



7. Extra questions

Leadership questions (3/3)

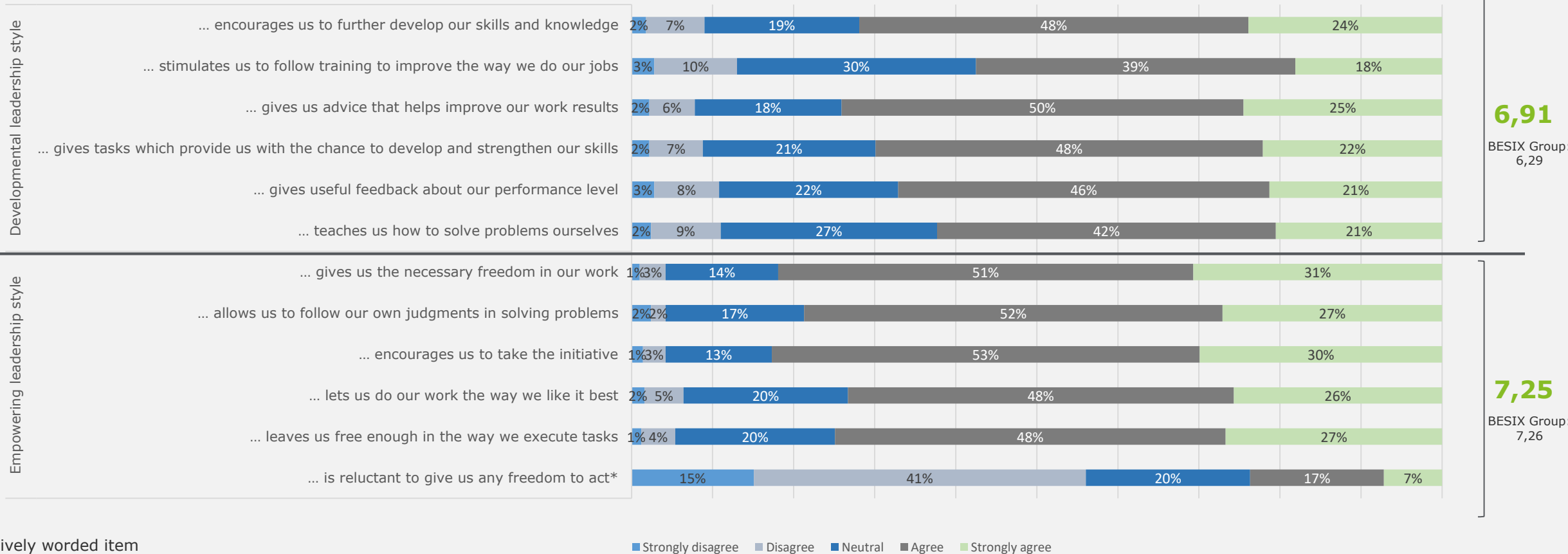


7,10
BESIX Group:
6,59

7. Extra questions

Leadership style (1/2)

My direct supervisor...

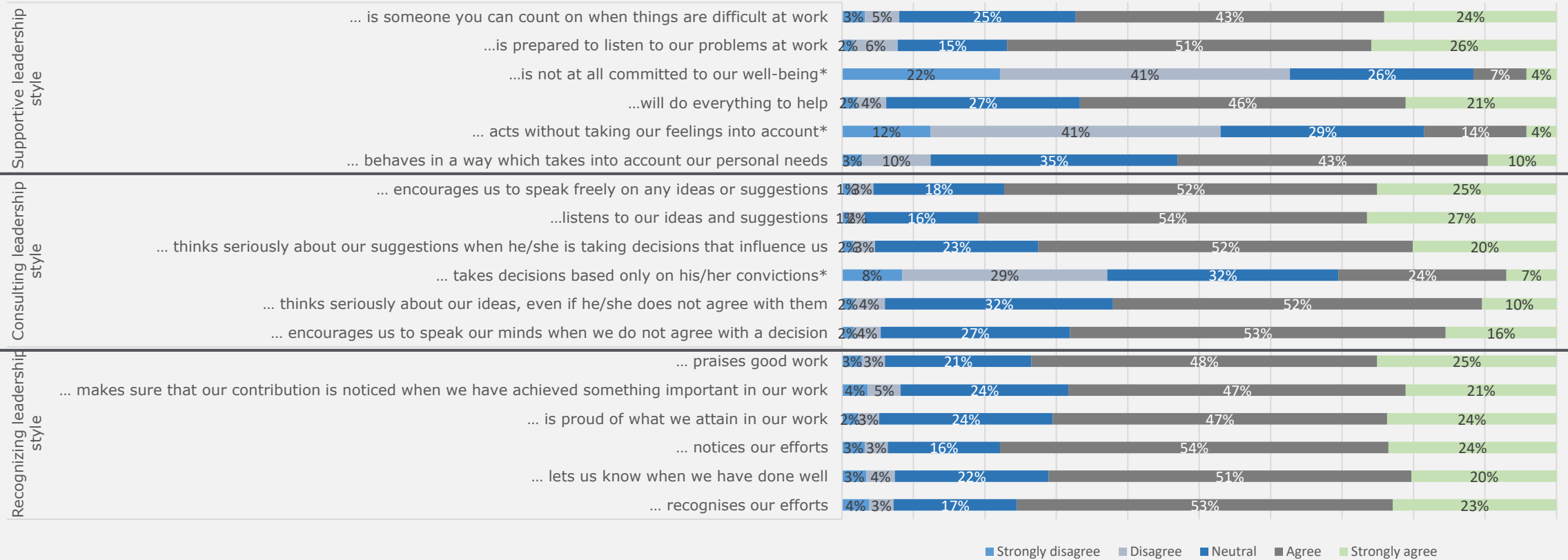


*Negatively worded item

7. Extra questions

Leadership style (2/2)

My direct supervisor...



6,72
BESIX Group:
6,66

6,82
BESIX Group:
6,50

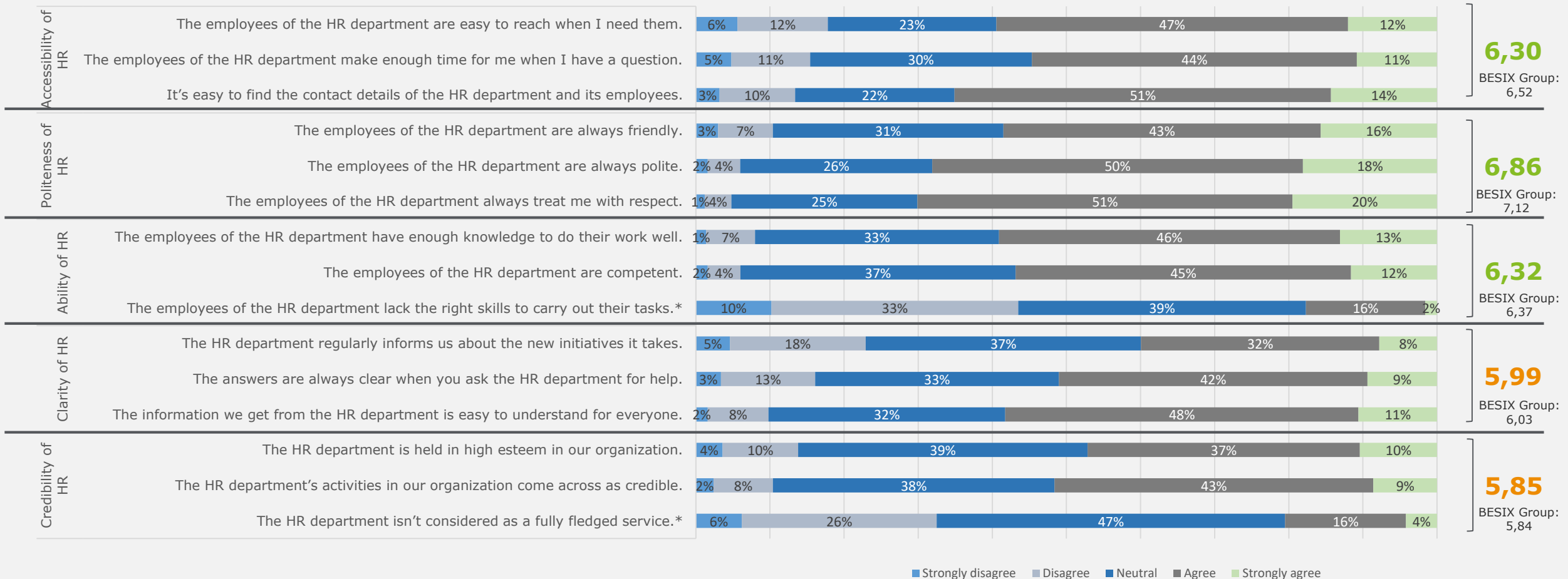
7,14
BESIX Group:
6,51

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

*Negatively worded item

7. Extra questions

HR satisfaction (1/2)

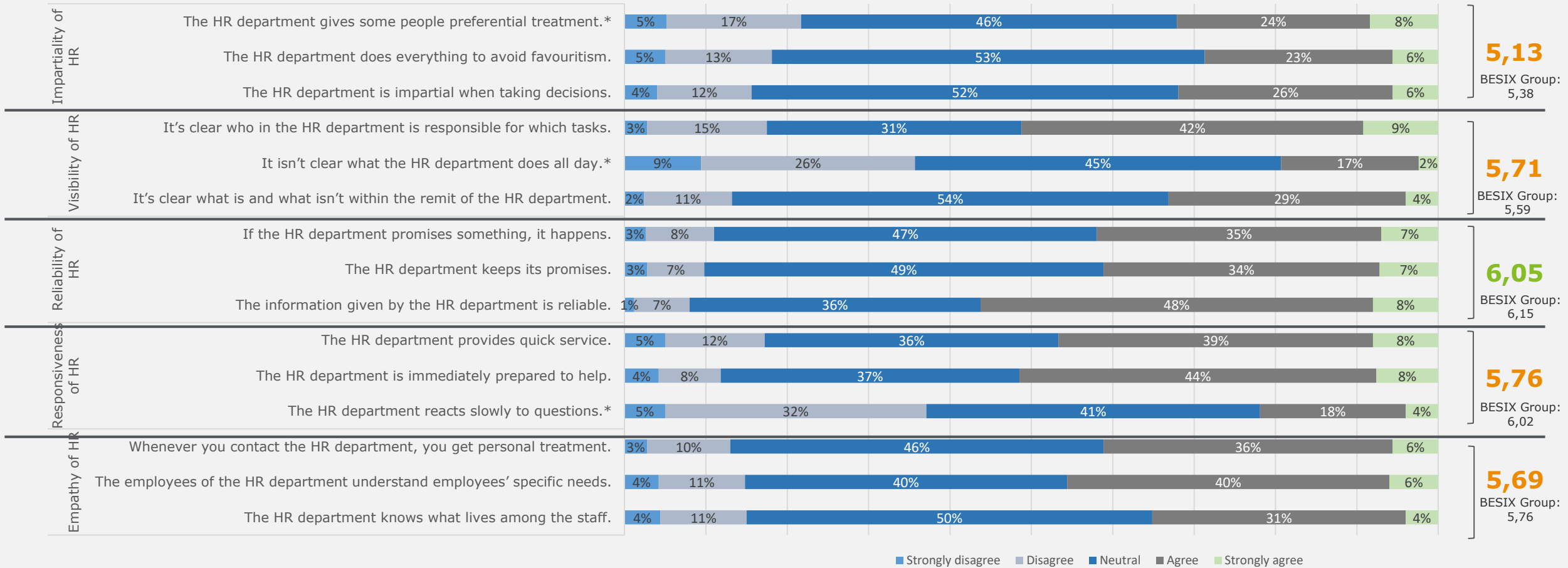


■ Strongly disagree ■ Disagree ■ Neutral ■ Agree ■ Strongly agree

*Negatively worded item

7. Extra questions

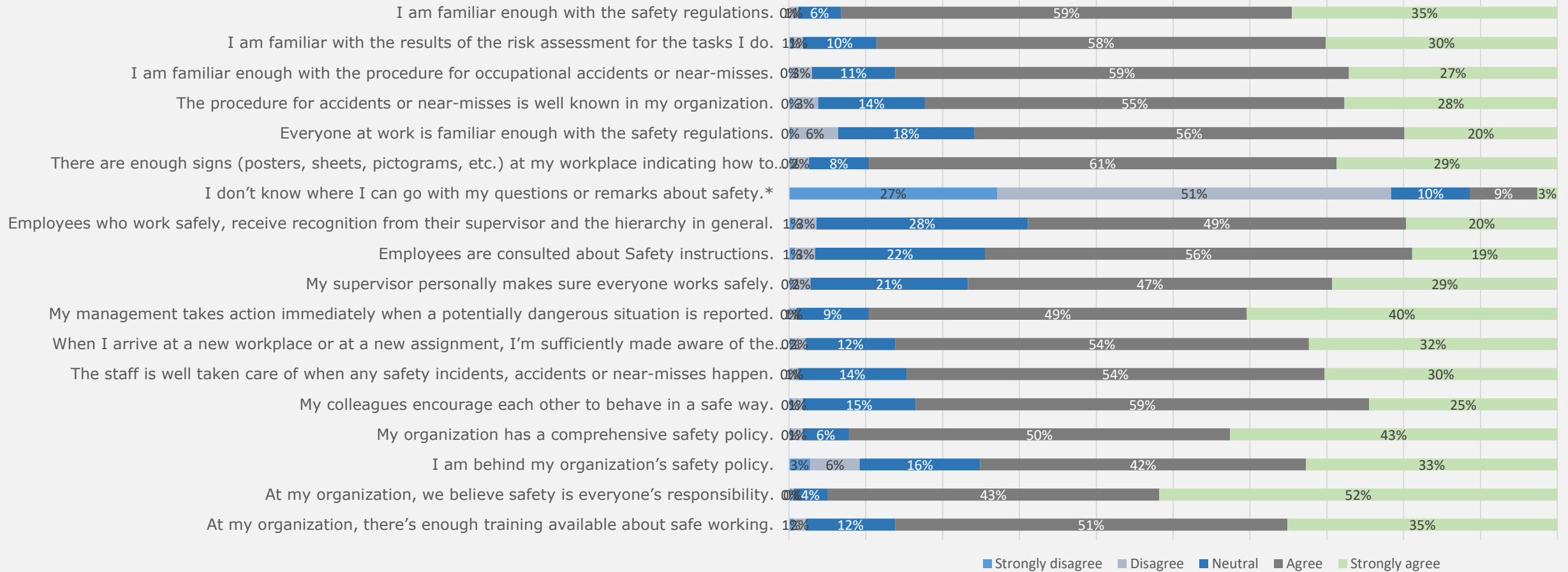
HR satisfaction (2/2)



*Negatively worded item

7. Extra questions

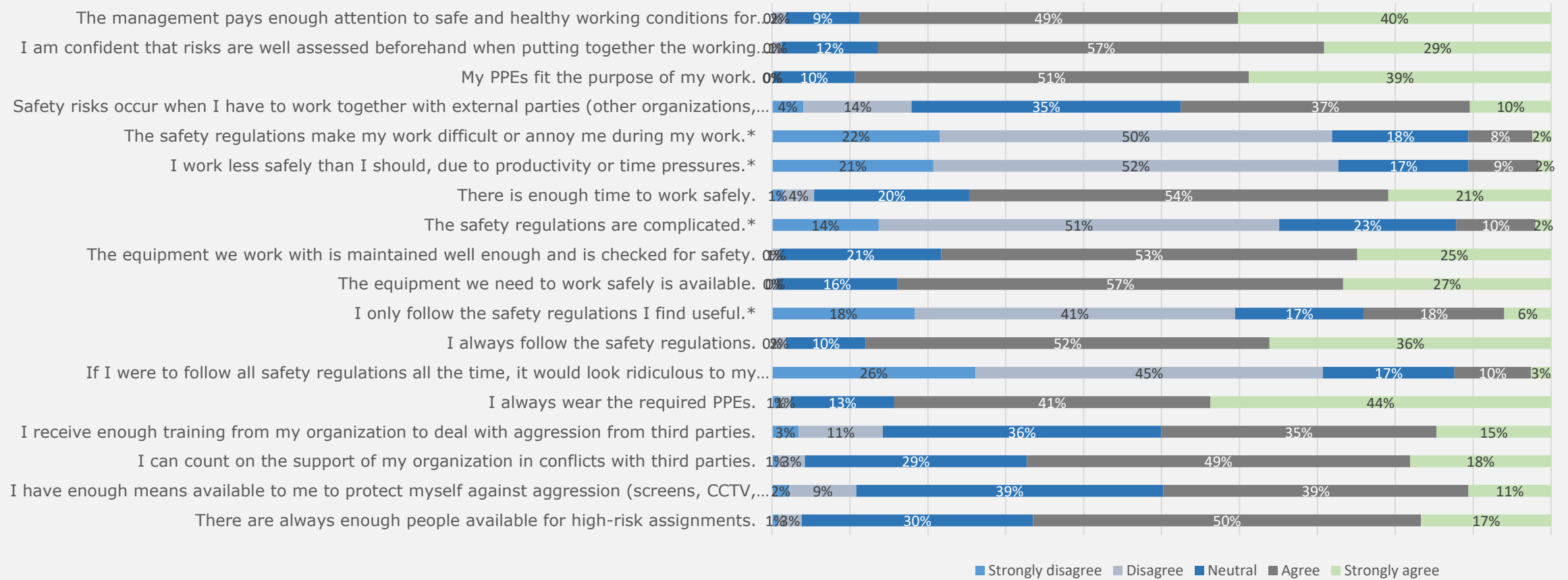
Safety at work (1/3)



*Negatively worded item

7. Extra questions

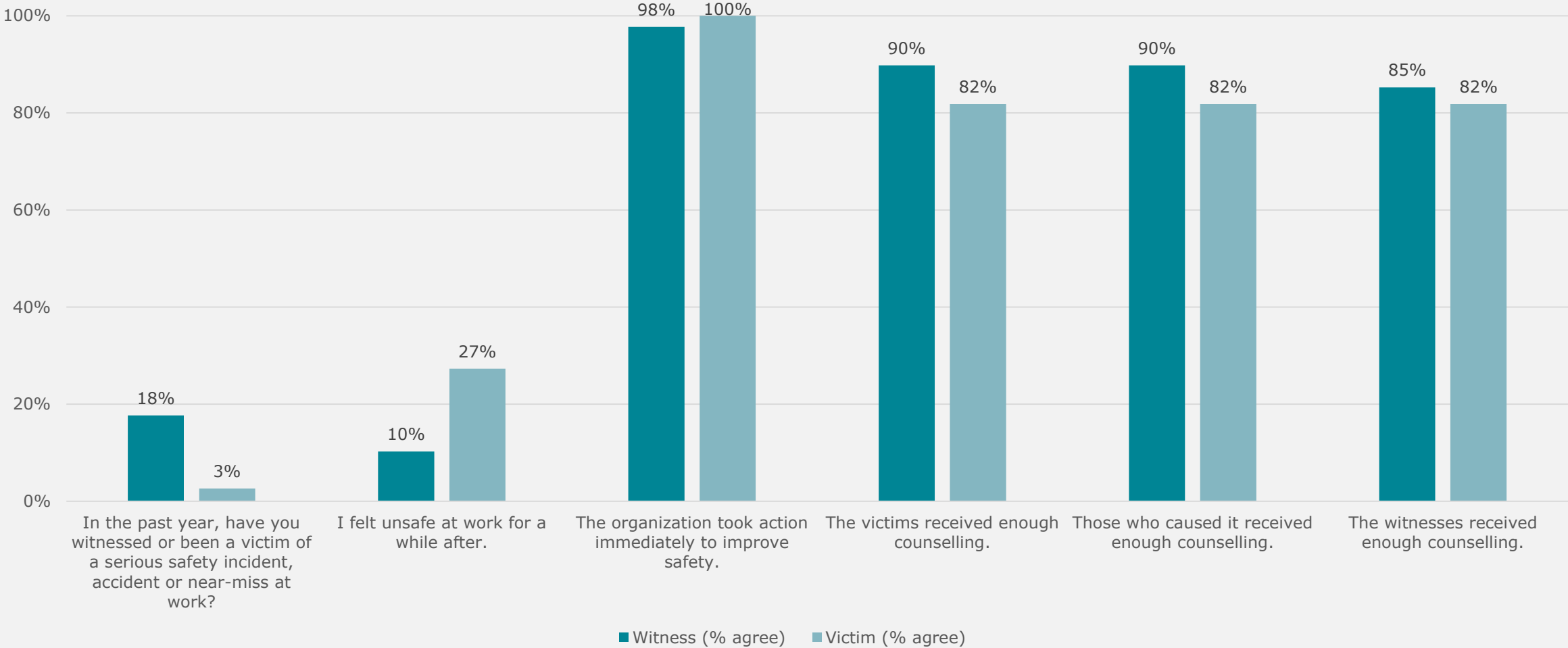
Safety at work (2/3)



*Negatively worded item

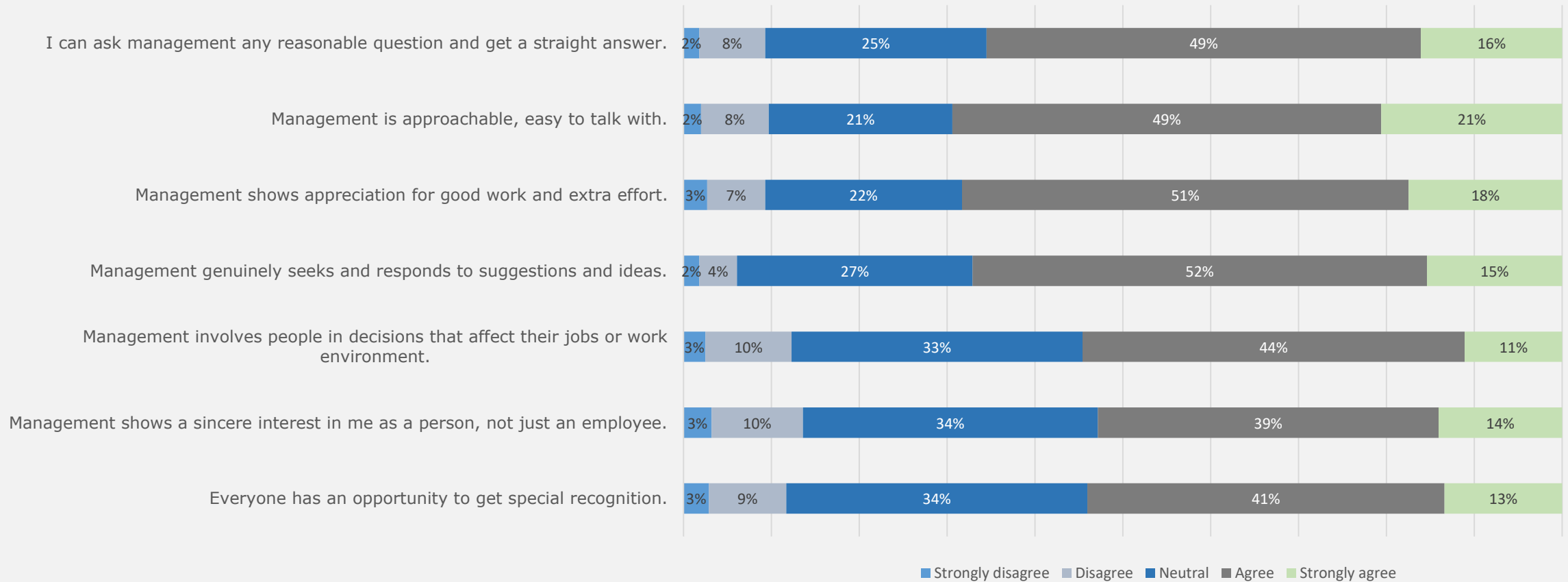
7. Extra questions

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 Sixco UAE, Oman, KSA & Bahrain scoring differently than the external benchmark?
- 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 UAE, Oman, KSA & Bahrain 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 UAE, Oman, KSA & Bahrain. 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 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.

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 refers to one or more of Deloitte Touche Tohmatsu Limited, a UK private company limited by guarantee (“DTTL”), its network of member firms, and their related entities. DTTL and each of its member firms are legally separate and independent entities. DTTL (also referred to as “Deloitte Global”) does not provide services to clients. Please see www.deloitte.com/about for a more detailed description of DTTL and its member firms.

This communication is for internal distribution and use only among personnel of Deloitte Touche Tohmatsu Limited, its member firms, and their related entities (collectively, the “Deloitte network”). None of the Deloitte network shall be responsible for any loss whatsoever sustained by any person who relies on this communication.

© 2018. For information, contact Deloitte Touche Tohmatsu Limited