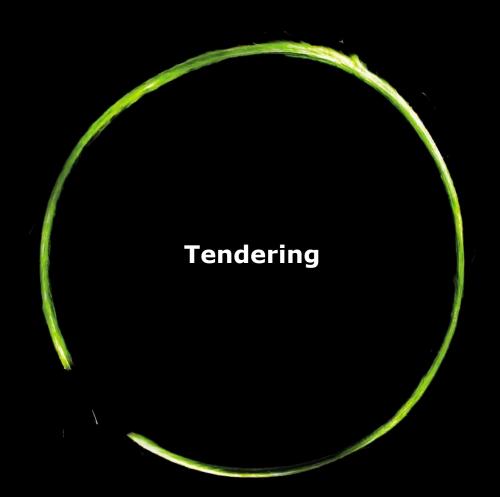
# **Deloitte**



# 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. Response rate analysis
- 3. Summary of the results
- 4. Impact analyses
- 5. Detailed results
- 6. Extra modules
- 7. 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

#### **Work Characteristics**

- Work content
- Working conditions
- Terms of employment
- Working relations

#### Work perceptions

- Engagement
- Well-being
- Satisfaction
- Attractiveness

#### Results

- Performance
- Retention

*How is your job?* Causes (of work perception)

**Positive:** job resources **Negative:** job demands (stress factors) How does it feel to go to work? Consequences (of work characteristics)

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

### 1. The research Model Components of the research model

Work Characteristics CAUSES	Work perceptions OUTCOMES	Results			
Work Content • Job variety • Job Autonomy • Learning opportunities	Engagement • Work engagement • Organisational commitment				
<ul> <li>Participation</li> <li>Role and task definition</li> <li>Discussions and role conflicts</li> <li>Feedback and task information</li> </ul>	Well-being <ul> <li>Pleasure at work</li> <li>Fatigue (stress)</li> <li>Worrying about work</li> </ul>	Do the employees go the extra mile even if not asked?			
Working Condition • Workload (working pace and quantity) • Physical load • Mental load	<ul> <li>Work-family balance difficulties</li> <li>Bullying, sexual harassment, physical/verbal abuse</li> <li>Burnout</li> </ul>	Are the employees loyal to the company and will they stay in the future?			
Emotional load  Terms of employment      Remuneration      Job security	Satisfaction <ul> <li>Overall job satisfation</li> <li>Satisfaction with work content</li> <li>Satisfaction with working conditions</li> <li>Satisfaction with terms of employment</li> </ul>				
Carreer opportunities     Working relations	Satisfaction with working relations      Attractiveness	Extra questions <ul> <li>Leadership</li> <li>Safety at work</li> <li>HR satisfaction</li> </ul>			
Communication	Attractiveness of the employer	<ul> <li>Management questions</li> </ul>			

- Intention to recommend
- Company culture and values

• Relationship with colleagues

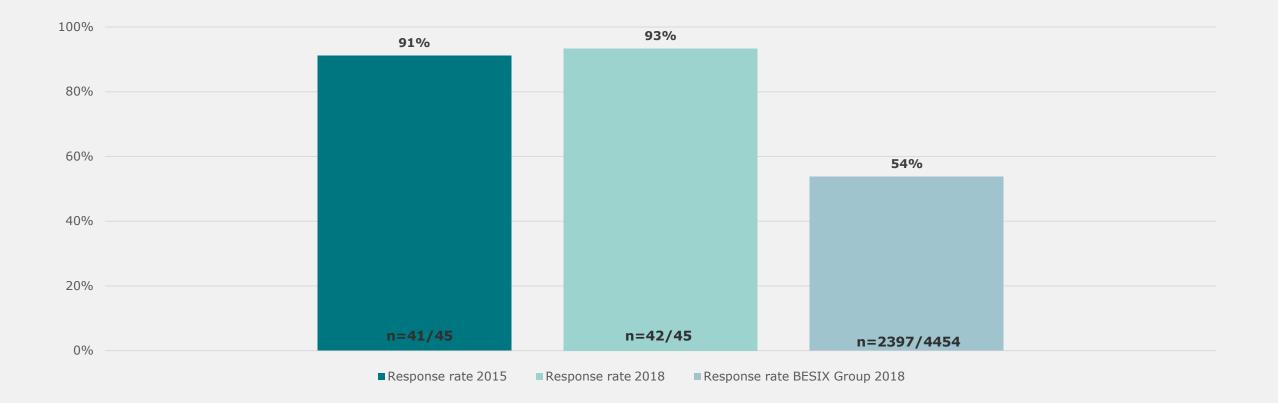
• Relationship with employees

• Relationship with direct supervisor

# 2. Response rate analysis

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

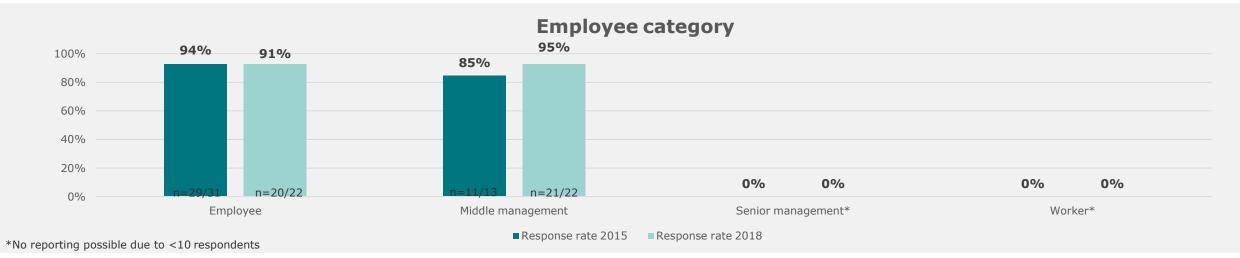
### 2. Response rate analysis General response rate of Tendering



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

### 2. Response rate analysis

Response rate of Tendering by Employee Category and Executive Function



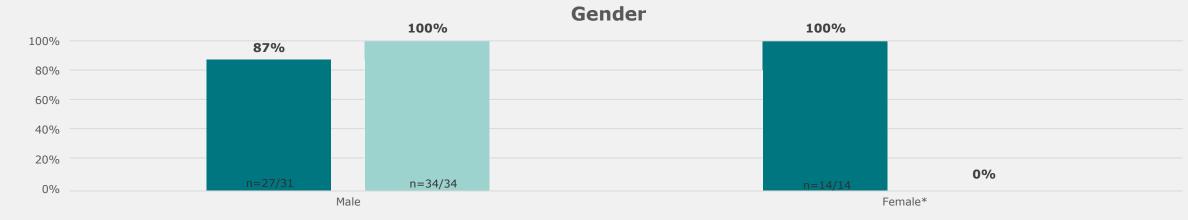
#### **Executive function**



\*No reporting possible due to <10 respondents

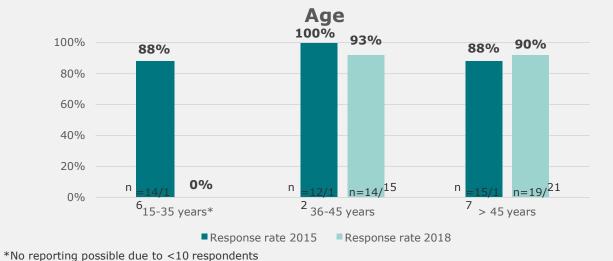
### 2. Response rate analysis

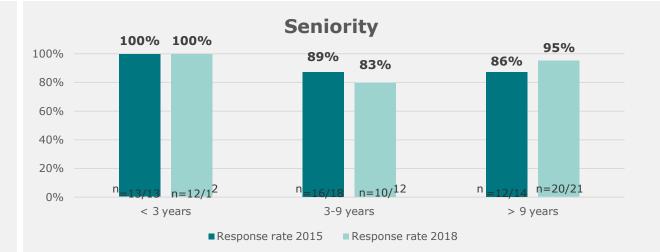
### Response rate of Tendering by Gender, Age and Seniority



Response rate 2015
Response rate 2018

\*No reporting possible due to <10 respondents







# **3.** Summary of the results

# 3. Summary of the results Tendering

Work character	istics	
	2015	2018
Work content	6,10	6
Job variety	5,67	5,87
Job autonomy	6,10	6,49
Learning opportunities	5,91	6,25
Participation	4,43	4,42
Role and task definition	7,19	6,23
Discussions and role conflicts*	2,27	2,26
Feedback and task information	5,63	5
	2015	2018
Working conditions	5,89	5,79
Workload*	5,55	5,63
Physical load*	1,36	1,46
Mental load*	7,28	7,38
Emotional load*	2,27	2,38
	2015	2018
Terms of employment	5,48	6,1
Remuneration	4,54	5,46
Job security	7,50	7,81
Career opportunities	4,40	5,02
	2015	2018
Working relations	5,83	5,94
Communication	4,52	5,24
Relationship with colleagues	6,85	6,87
Relationship with direc t supervisor	6,12	5,71
Relationship with employees	7,65	6,84

Work perceptions		
	2015	2018
Engagement	6,26	6,55
Work engagement	6,21	6,26
Organizational commitment	6,30	6,85
	2015	2018
Well-being	6,41	6,36
Pleasure at work	6,76	6,7
Fatigue (work stress)*	3,99	4,42
Worrying about work*	4,45	4,36
Difficulties with work-family balance*	3,64	3,27
Burnout*	2,63	2,85
Undesirable behavior 2018	Witness	Victim
Physical abuse	0%	0%
Verbal abuse	5%	5%
Sexual harassment	0%	0%
Bullying	2%	0%
(No c omparison with 2015 as a zero toleranc e pro	inc iple is appli	ed)
	2015	2018
Satisfaction	6,45	6,58
Overall job satisfaction	6,55	6,43
Satisfaction with work content	5,95	6,45
Satisfac tion with terms of employment	5,65	5,95
Satisfaction with working conditions	6,66	6,56
Satisfac tion with working relations	7,53	7,35
	2015	2018
Attractiveness	6,97	7,52
Attrac tiveness of the employer	7,29	7,74
Company c ulture and values	7,20	7,79
Intention to recommend	6,41	7,02

Results		
Performance	2015	2018
Going the extra mile even if not asked for	7,63	7,32
Retention	2015	2018
Intention to stay working within the organization	7,28	7,65

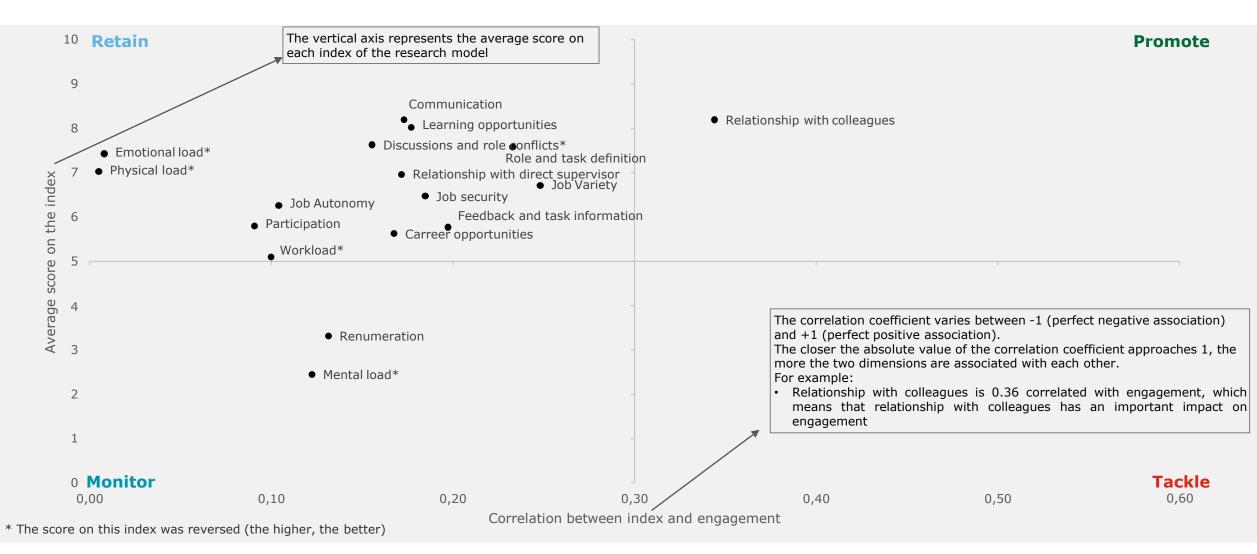
Meaning of the coloursPositively worded dimensionsMean score <5/10Mean score  $\geq 5/10$  and <6/10Mean score  $\geq 6/10$ 

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

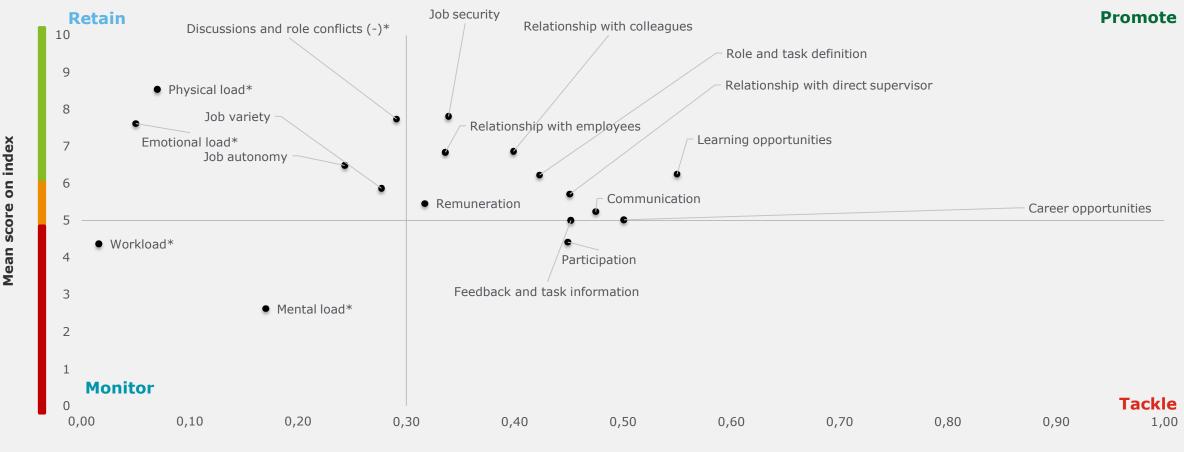


## 4. Impact analyses

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



### 4. Impact analyses Engagement

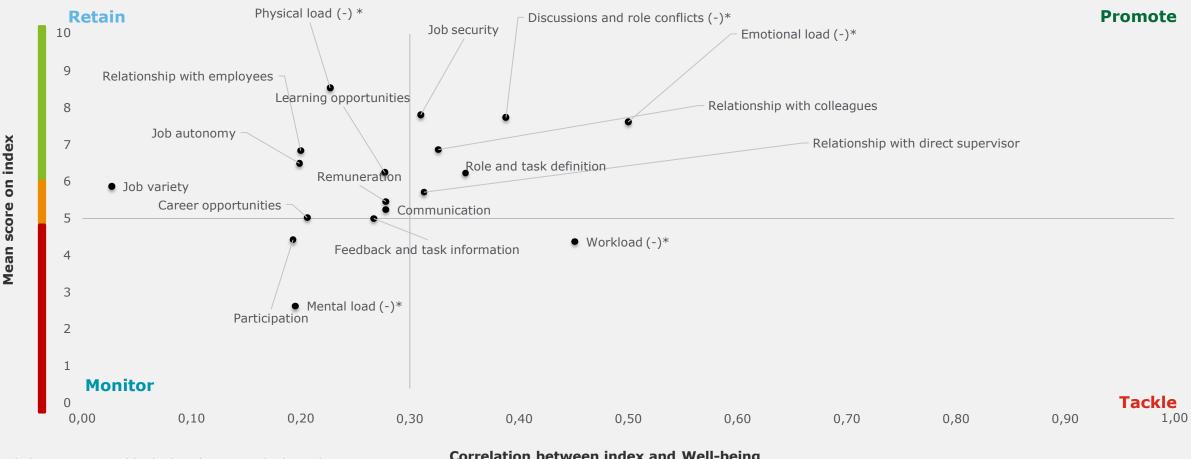


**Correlation between index and Engagement** 

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

(-): negative correlation with dimension

### 4. Impact analyses Well-being



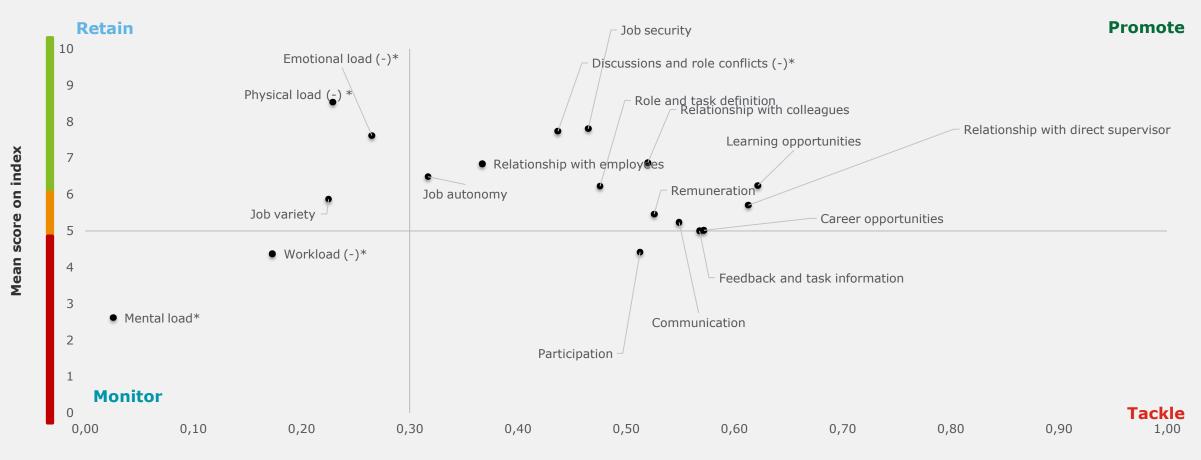
\*Recoded negative item (the higher the score, the better)

**Correlation between index and Well-being** 

(-): negative correlation with dimension

© Deloitte Belgium 2018

# 4. Impact analyses Satisfaction

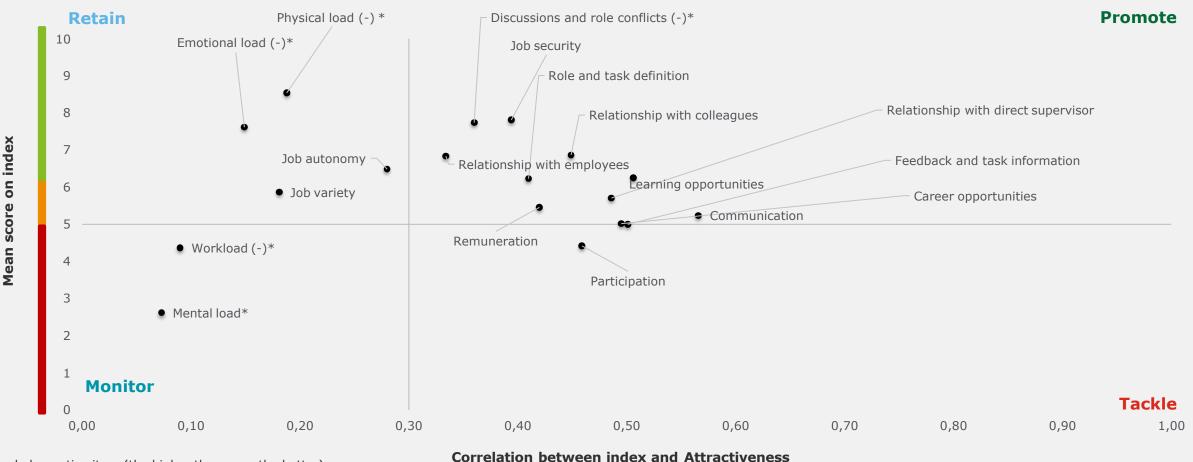


Correlation between index and Satisfaction

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

(-): negative correlation with dimension

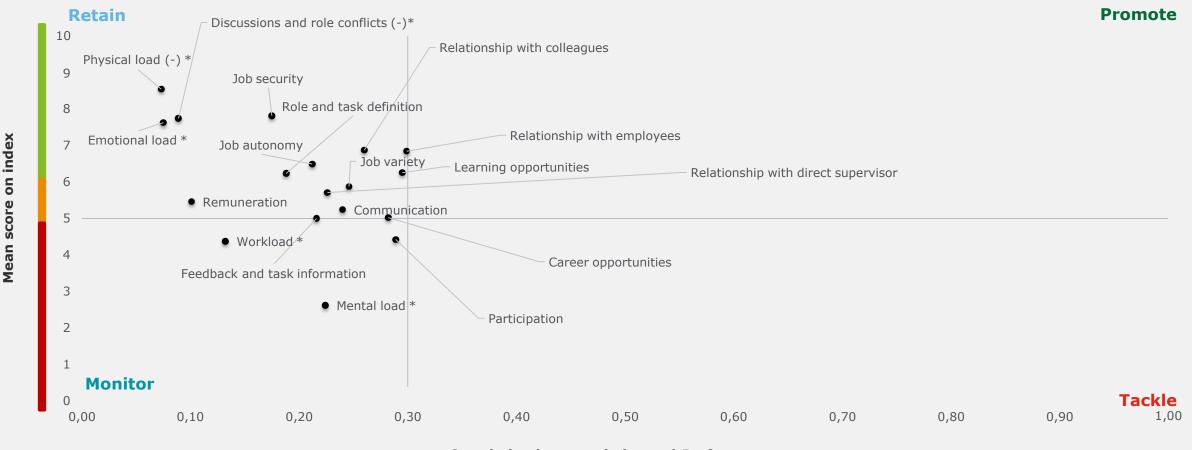
### 4. Impact analyses Attractiveness



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

(-): negative correlation with dimension

### 4. Impact analyses Performance



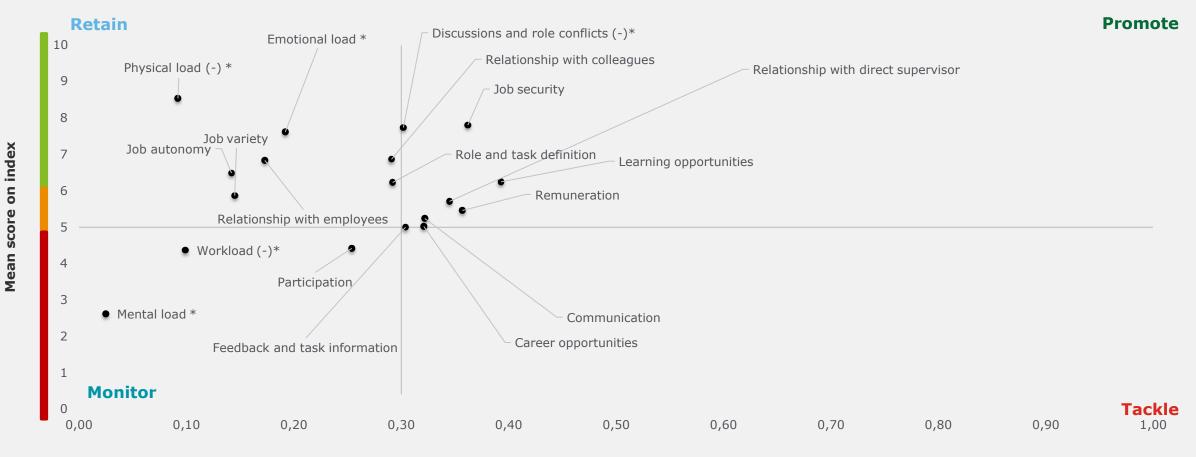
\*Recoded negative item (the higher the score, the better)

**Correlation between index and Performance** 

(-): negative correlation with dimension

© Deloitte Belgium 2018

### 4. Impact analyses Retention



**Correlation between index and Retention** 

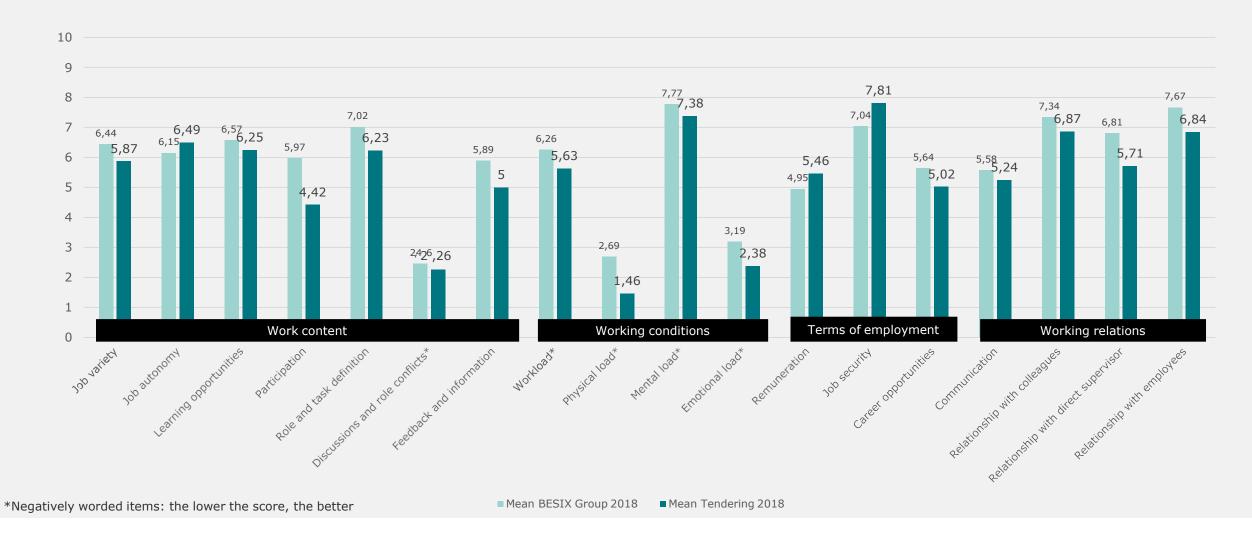
\*Recoded negative item (the higher the score, the better)

(-): negative correlation with dimension

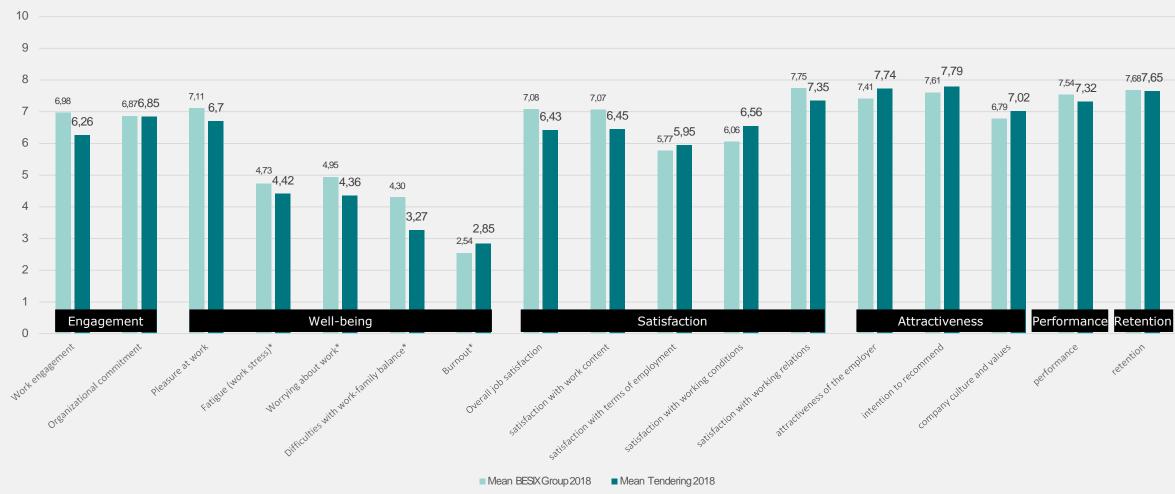


- 1. Comparing the indices with the BESIX Group results
- 2. Comparing the indices with the iNostix by Deloitte benchmark
- 3. Engagement analysis
- 4. Analysis of commitment
- 5. Typology work perception: pleasure and stress at work
- 6. Burnout
- 7. Undesirable behaviour
- 8. Overall job satisfaction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

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



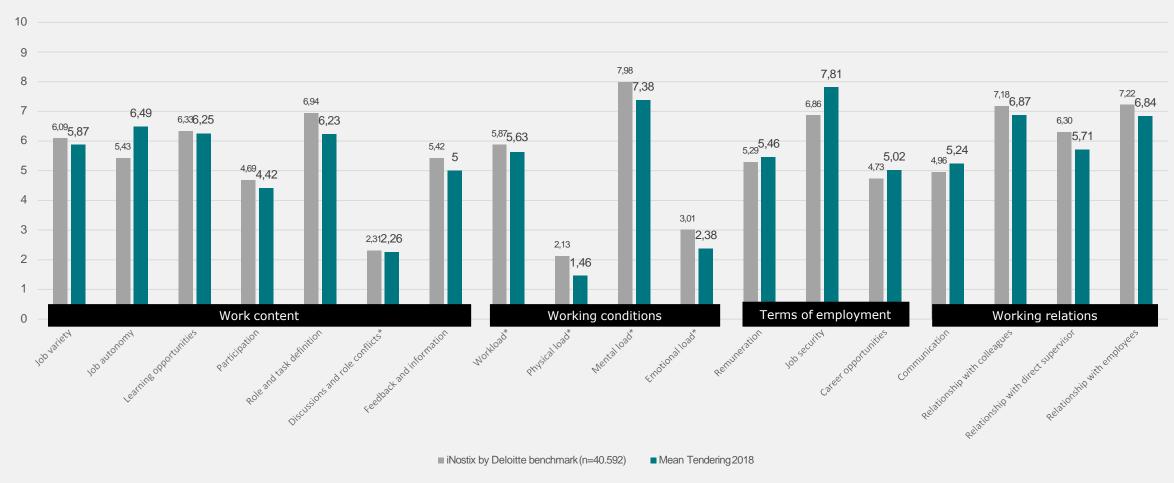
Comparing the indices with the BESIX Group results (2/2)



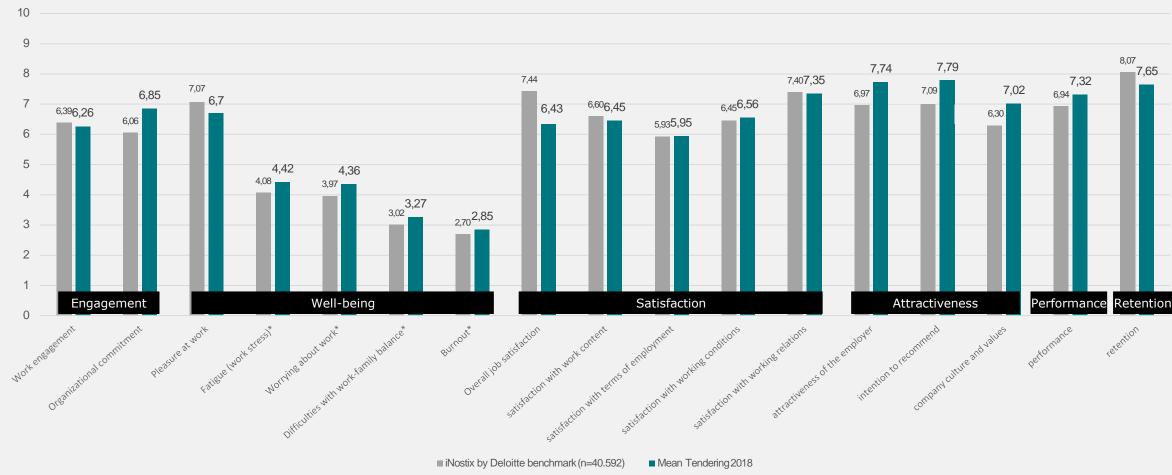
\*Negatively worded items: the lower the score, the better

© Deloitte Belgium 2018

Comparing the indices with the benchmark (1/2)



Comparing the indices with the benchmark (2/2)



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

© Deloitte Belgium 2018

### 5. Detailed results Engagement analysis



<b>Disengaged</b> (<5/10) Low level of engagement
<ul> <li>Low performance</li> <li>Have less pleasure at work</li> <li>Have high intention to quit</li> <li>Corrective action is required</li> </ul>

iNostix by Deloitte benchmark (n=40.592)

#### Engaged (5-7,5/10)

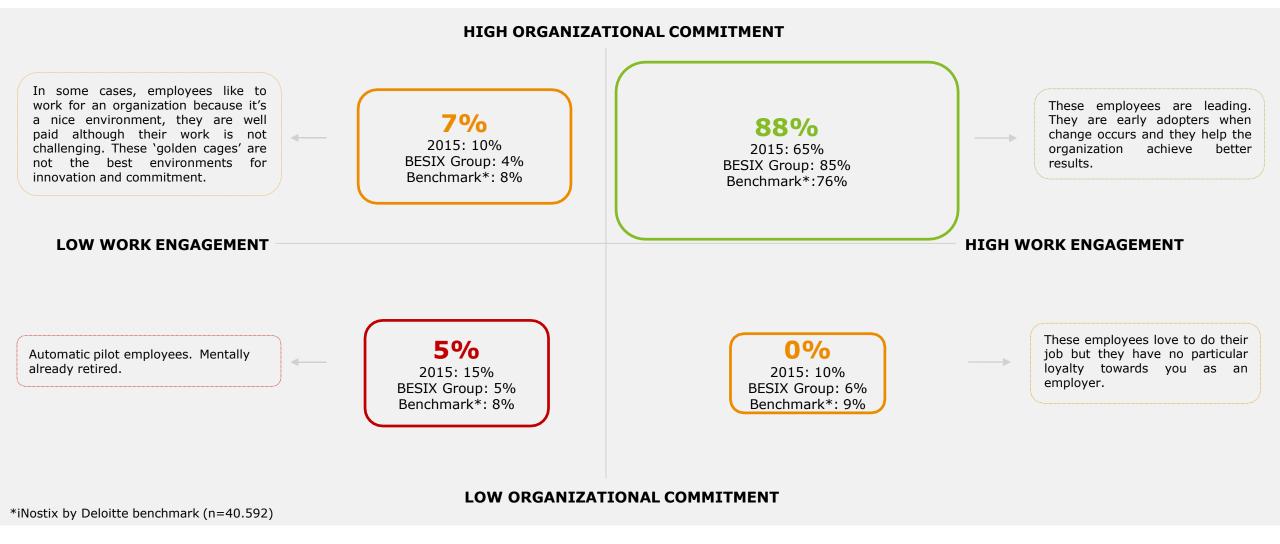
Average level of engagement

- Alternately high and low performance
- They go 'with the flow'
- Have important differences in intention to quit
- Improvement in engagement is required

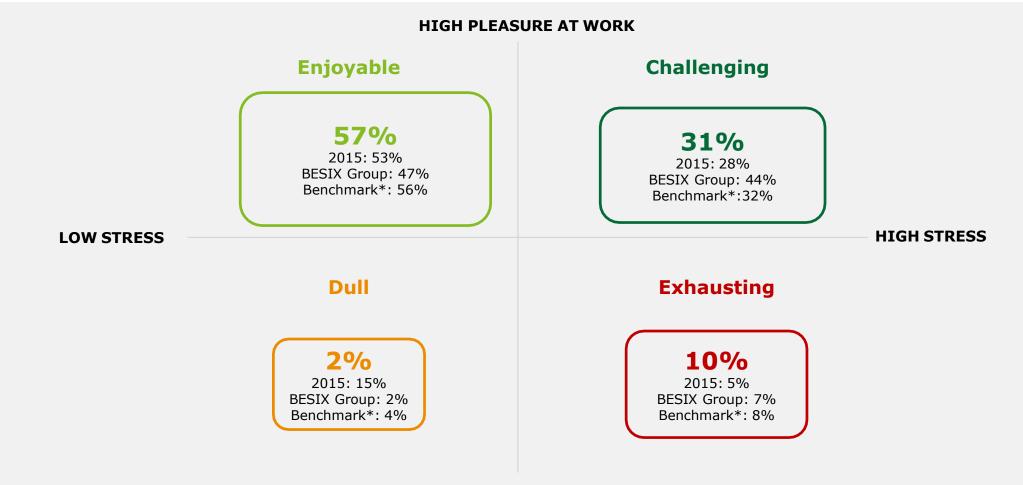
### <u>Highly engaged (>7,5/10)</u> High level of engagement

- 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

### 5. Detailed results Analysis of commitment



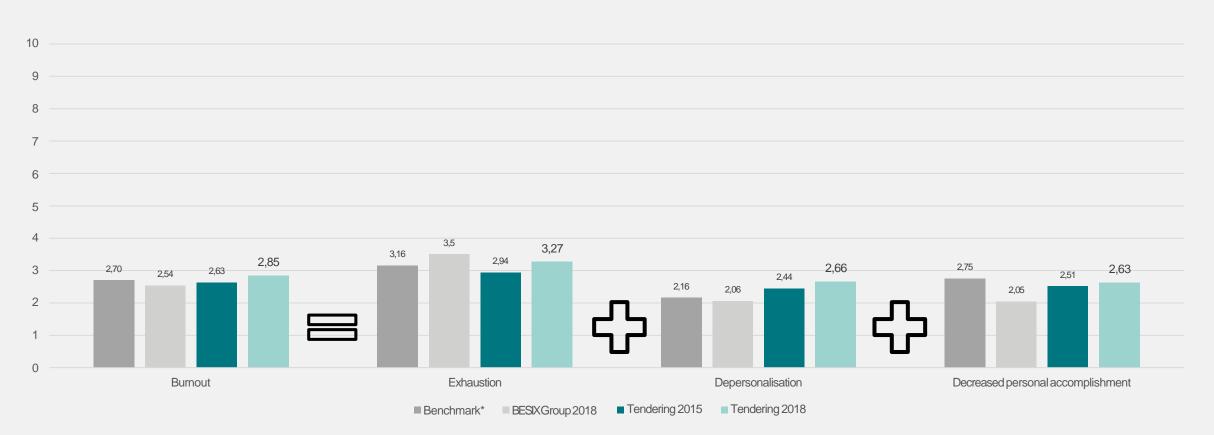
### 5. Detailed results Analysis of commitment



\*iNostix by Deloitte benchmark (n=40.592)

Neutral scale "5" as cut-off point: score below 5/10 is considered as a 'low' score, a score above 5/10 is considered as a 'high' score

### 5. Detailed results Burnout



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

\*iNostix by Deloitte benchmark (n=40.592)

### Undesirable behaviour: witness

100% —				
80% —				
60% —				
40% —				
20% —				
0% —	0% 0%	5% 5%	<sup>2%</sup> 0%	5% 2%
070	physical abuse	verbal abuse	sexual harassment	bullying
		■ 2015 ■ 20	018	

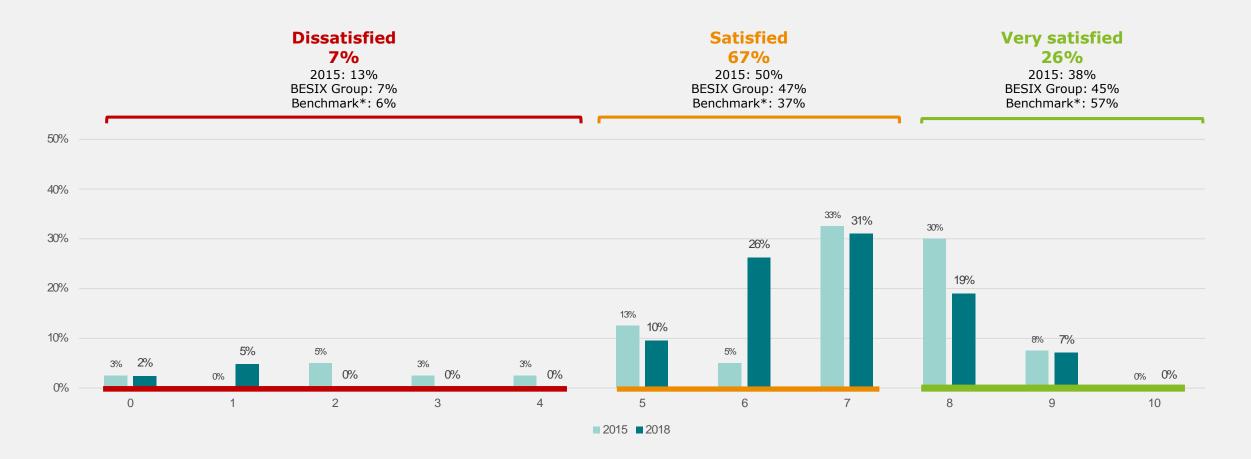
Undesirable behavior		Witness	s 2015	Victim 2018				
	n	n % of which internal			% of which internal n		%	of which internal
physical abuse	0	0%	N/A	0	0%	N/A		
verbal abuse	2	5%	50%	2	5%	50%		
sexual harassment	1	2%	100%	0	0%	N/A		
bullying	2	5%	67%	1	2%	0%		

### Undesirable behaviour: victim

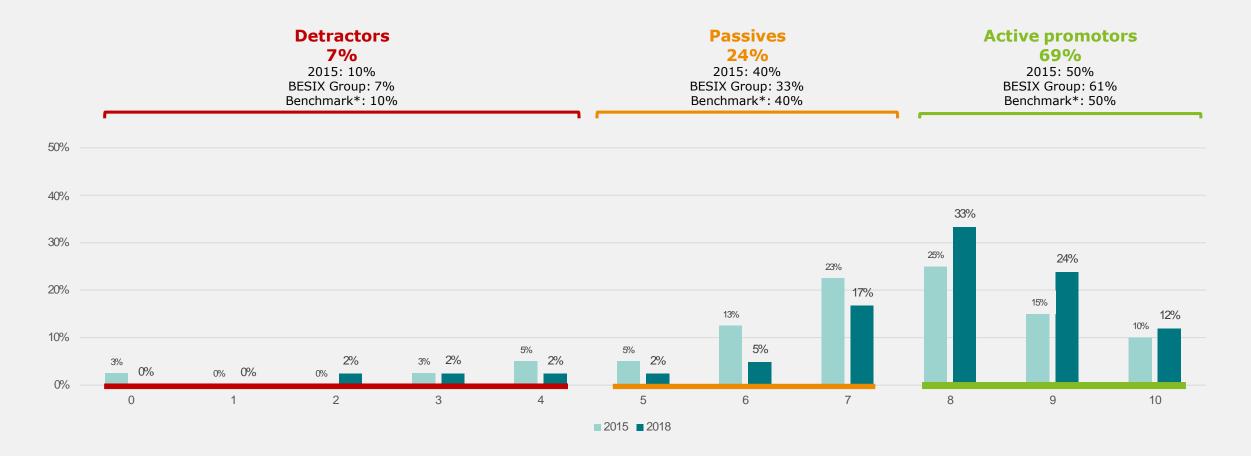
100% —								
80% —								
60% —								
40% —								
20%								
0% —	0%	0%	5%	5%	2%	0%	5%	0%
	physical abuse	•	verbal ab	buse	sexual h	narassment	bully	ving
				2015 2	018			

Undesirable behavior		Victim	2015	Victim 2018			
	n	n % of which internal			%	of which internal	
physical abuse	0 0%		N/A	0	0%	N/A	
verbal abuse	2	5%	67%	2	5%	50%	
sexual harassment	1	2%	100%	0	0%	N/A	
bullying	2	5%	50%	0	0%	N/A	

### 5. Detailed results Overall job satisfaction



### 5. Detailed results Intention to recommend

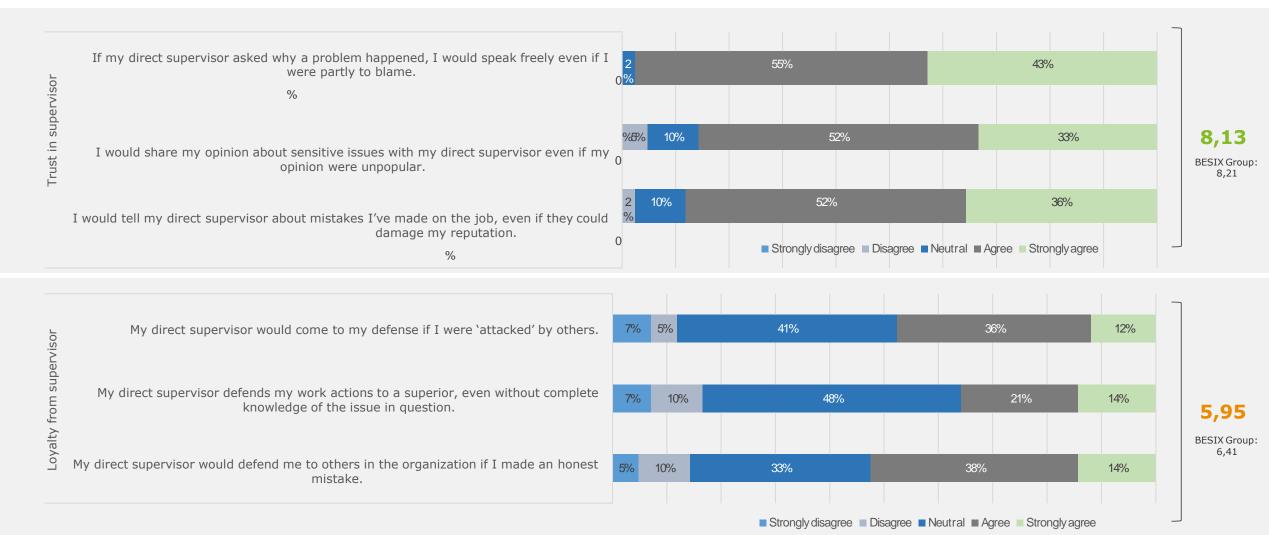


\*iNostix by Deloitte benchmark (n=40.592)



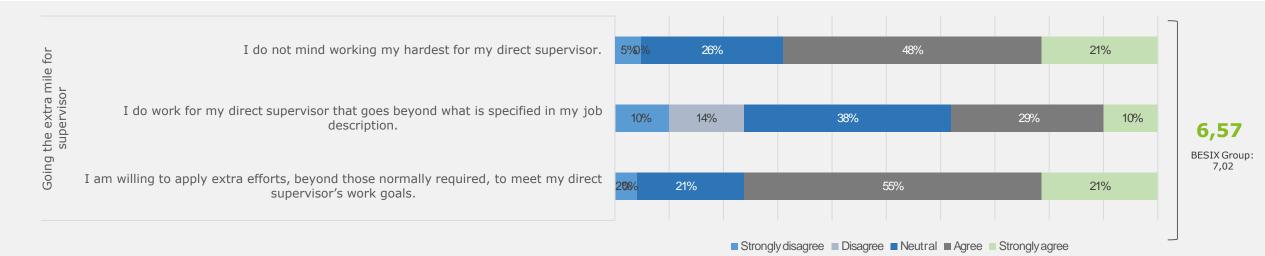
## **6. Extra modules**

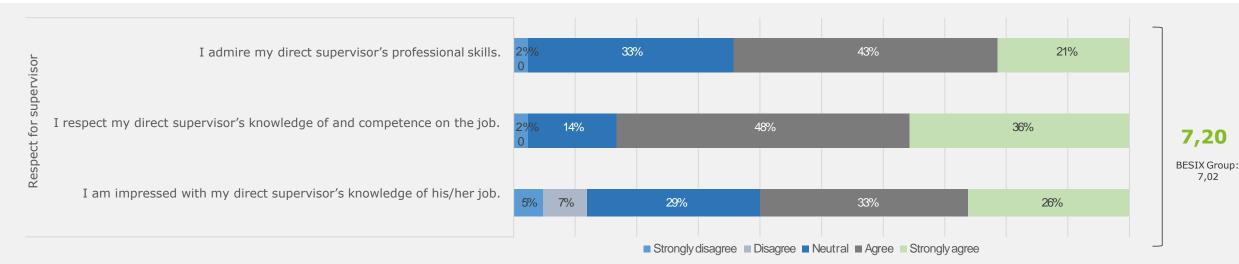
### 6. Extra questions Leadership questions (1/3)



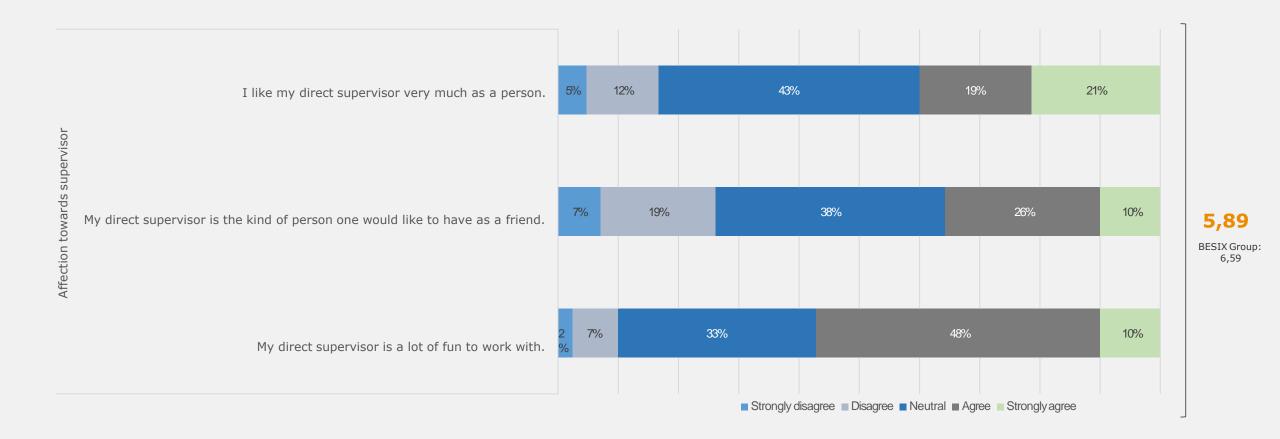
© Deloitte Belgium 2018

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



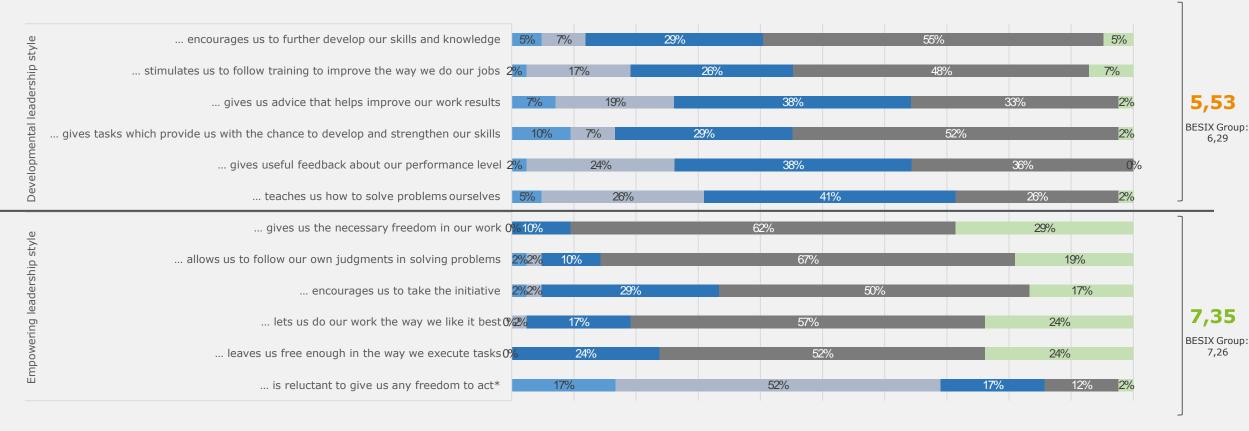


### 6. Extra questions Leadership questions (3/3)



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

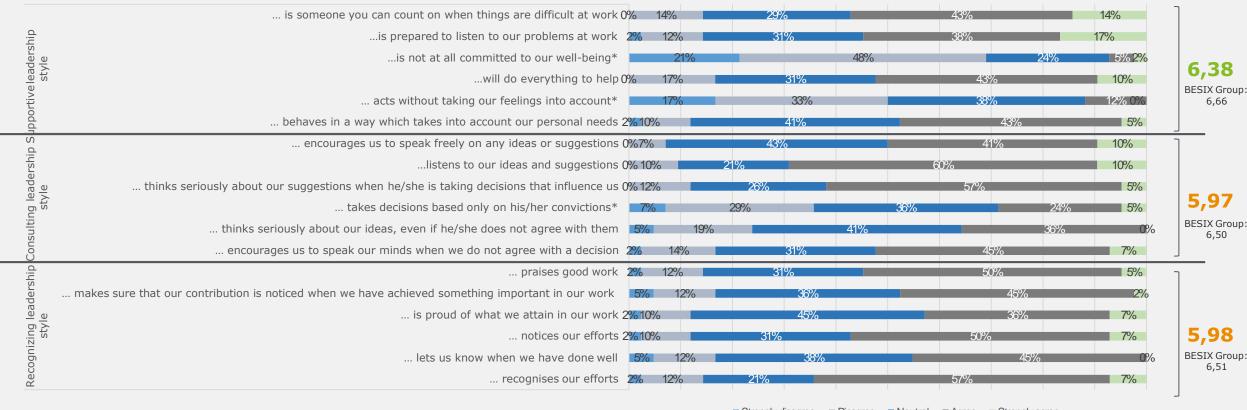
My direct supervisor...



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

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

My direct supervisor...



Strongly disagree Disagree Neutral Agree Strongly agree

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

of	The employees of the HR department are easy to reach when I need them.	<mark>2%</mark> 5%	19%				60%				14%	
Jilit Th ™ Th	e employees of the HR department make enough time for me when I have a question.	2%2%	21%				60%				14%	6,87
ccessi	It's easy to find the contact details of the HR department and its employees.	2 <mark>% 1</mark> 4	4%	14%			55%	)			14%	BESIX Group: 6,52
s of A	The employees of the HR department are always friendly.	208%	26%				48%			24%	)	]
Politeness H R	The employees of the HR department are always polite.	208%	17%			52%				29%		7,44
Polit	The employees of the HR department always treat me with respect.	208%	24%			45%	, 0			29%		BESIX Group: 7,12
HR	The employees of the HR department have enough knowledge to do their work well.	<mark>2%</mark> 5%		33%			38	%		21	%	]
ty of	The employees of the HR department are competent.	2% 5%		36%				43%			14%	6,73
Ability	The employees of the HR department lack the right skills to carry out their tasks.*		24%			38%			29%		7%2%	BESIX Group: 6,37
HR	The HR department regularly informs us about the new initiatives it takes.	0%7%		36%				38%		1	9%	
ty of	The answers are always clear when you ask the HR department for help.	<mark>2%</mark> 5%		31%			43	%		1	9%	6,69
Clari	The information we get from the HR department is easy to understand for everyone.	2% 5%		38%				38%			17%	BESIX Group: 6,03
y of	The HR department is held in high esteem in our organization.	<mark>2%</mark> 10%			52%				21%		14%	]
Credibility of HR	The HR department's activities in our organization come across as credible.	208%		45%				38%			14%	6,25
Cred	The HR department isn't considered as a fully fledged service.*		21%		31%			31%		12	% 5%	BESIX Group: 5,84

Strongly disagree Disagree Neutral Agree Strongly agree

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

												~
ty of	The HR department gives some people preferential treatment.*	14%		24%				45%		12%	6 5%	
rtiali HR	The HR department does everything to avoid favouritism.	7%	12%			48%			21%		12%	5,60
Impartiality ( HR	The HR department is impartial when taking decisions.	<b>5%</b> 5%				64%				17%	10%	BESIX Group: 5,38
of HR	It's clear who in the HR department is responsible for which tasks. $ heta$	%	24%			43%			26	%	7%	]
lity o	It isn't clear what the HR department does all day.*	10%		29%			33%			24%	5%	5,46
Visibility	It's clear what is and what isn't within the remit of the HR department.	2%	19%			41%			29%		10%	BESIX Group: 5,59
of HR	If the HR department promises something, it happens.	<b>2%</b> 10%			52%				26%		10%	
ability o	The HR department keeps its promises.	<mark>2%</mark> 7%			50%				29%		12%	6,37
Reli	The information given by the HR department is reliable.	2%%	21%				55%			219	6	BESIX Group: 6,15
eness	The HR department provides quick service.	<b>2%</b> 10%		31%				45%			12%	
insive of HR	The HR department is immediately prepared to help.	<mark>2%</mark> 2%		38%				43%			14%	6,53
Responsiveness of HR	The HR department reacts slowly to questions.*	14%			45%				33%		5%2%	BESIX Group: 6,02
f HR	Whenever you contact the HR department, you get personal treatment. Of	%5%		33%				45%			17%	]
athy o	The employees of the HR department understand employees' specific needs.	%5%		36%				48%			12%	6,35 BESIX Group:
Empathy	The HR department knows what lives among the staff.	5%	12%		48	3%			29%	)	7%	5,76

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

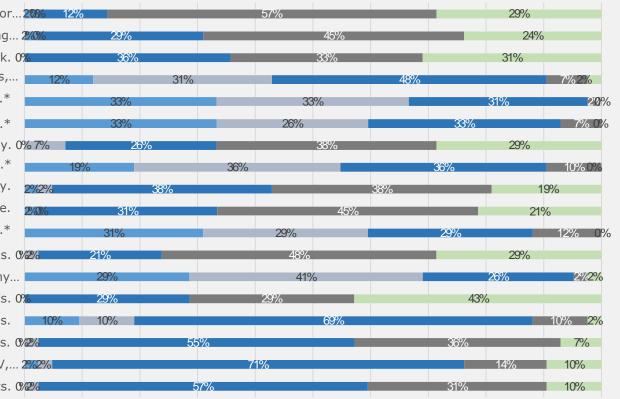
0% 7%	0	26%			48%			1	9%
5%	10%		31%			43%			12%
0%	17%		36%			31%			17%
2%	14%		33%			36%			14%
2%	19%		21%			45%			12%
.0% 7%	6 1	7%		5	52%			24%	
	299	%			45%		12	2%	12% <mark>2%</mark>
5%	10%			60%				17%	10%
2%	10%		48%				26%		14%
5%	2%		62%					24%	7%
2%%		41%				43%			14%
2%	10%		41%			369	%		12%
<mark>2%</mark> 2%	6	43%				41%			12%
<mark>2%</mark> 5	5%		55%				29%		10%
21%%	14%			60%				24%	
0%	17%			50%				33%	
0% 7%	0		55%				3	38%	
02%	19%			50%				29%	

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

I am familiar enough with the safety regulations. I am familiar with the results of the risk assessment for the tasks I do. I am familiar enough with the procedure for occupational accidents or near-misses. The procedure for accidents or near-misses is well known in my organization. Everyone at work is familiar enough with the safety regulations. There are enough signs (posters, sheets, pictograms, etc.) at my workplace indicating how to. I don't know where I can go with my questions or remarks about safety.\* Employees who work safely, receive recognition from their supervisor and the hierarchy in.. Employees are consulted about Safety instructions. My supervisor personally makes sure everyone works safely. My management takes action immediately when a potentially dangerous situation is reported. When I arrive at a new workplace or at a new assignment, I'm sufficiently made aware of the.. The staff is well taken care of when any safety incidents, accidents or near-misses happen. My colleagues encourage each other to behave in a safe way. My organization has a comprehensive safety policy. I am behind my organization's safety policy. At my organization, we believe safety is everyone's responsibility.

At my organization, there's enough training available about safe working. 0200

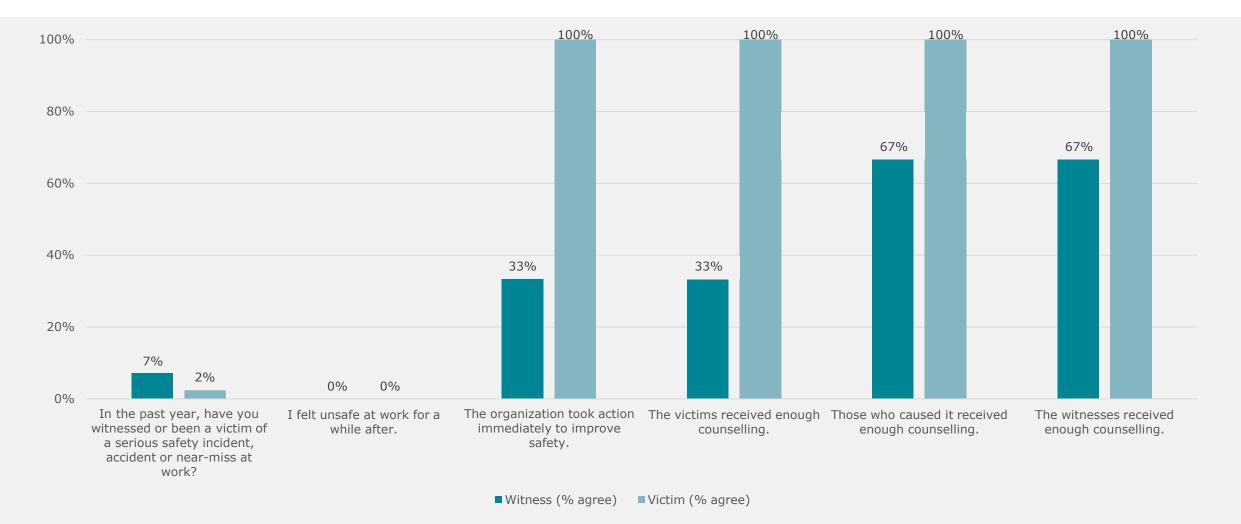
### 6. Extra questions Safety at work (2/3)



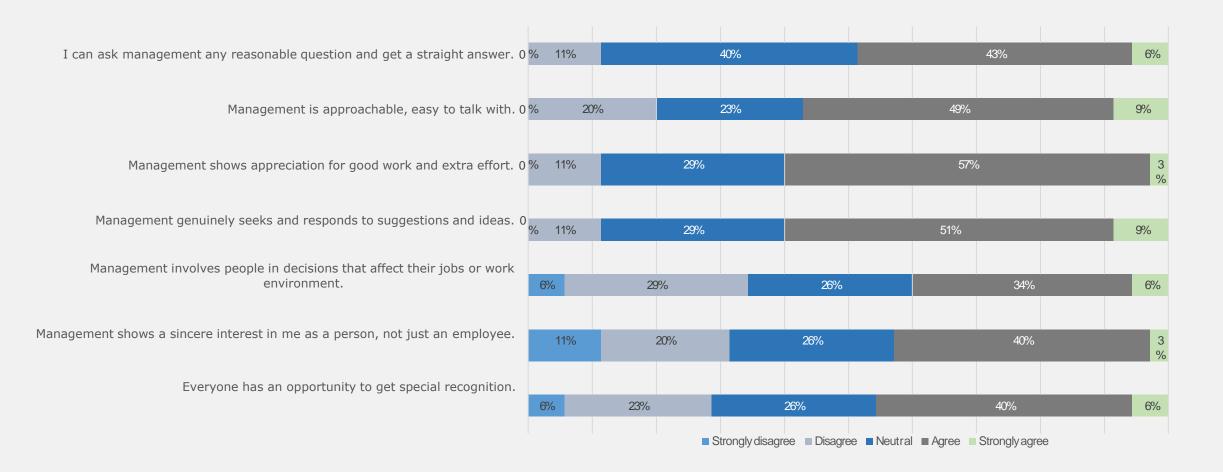
Strongly disagree Disagree Neutral Agree Strongly agree

The management pays enough attention to safe and healthy working conditions for... 20% 12% I am confident that risks are well assessed beforehand when putting together the working... 200 My PPEs fit the purpose of my work. 09 Safety risks occur when I have to work together with external parties (other organizations,... The safety regulations make my work difficult or annoy me during my work.\* I work less safely than I should, due to productivity or time pressures.\* There is enough time to work safely. 0% 7% The safety regulations are complicated.\* The equipment we work with is maintained well enough and is checked for safety. The equipment we need to work safely is available. I only follow the safety regulations I find useful.\* I always follow the safety regulations. 0/2/4 If I were to follow all safety regulations all the time, it would look ridiculous to my... I always wear the required PPEs. 0% I receive enough training from my organization to deal with aggression from third parties. I can count on the support of my organization in conflicts with third parties. 0/2/4 I have enough means available to me to protect myself against aggression (screens, CCTV, ... 2%2%) There are always enough people available for high-risk assignments. 0/2/6

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



# 6. Extra questionsManagement questions





# 7. Appendix

### 7. Appendix

### **Excel report:**

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

## **Deloitte.**

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 <a href="http://www.deloitte.com/about">www.deloitte.com/about</a> 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