

Engagement Survey 2021 – SONAR Report

BESIX Group

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Larissa Gilleman - Change Management

Caroline Vyncke – Talent & Leadership Management

Sylvie Floor – Learning & Development Management



Methodology



SONAR Model

Behaviours

STRESS

MOTIVATION

ABSENTEEISM

WORK-LIFE BALANCE

TURNOVER

BULLYING

AGRESSION

UNWANTED SEXUAL
CONDUCT AT WORK

DISCRIMINATION

Job content

Terms of employment

Labour organisation

Job related
interpersonal relations

Workplace conditions

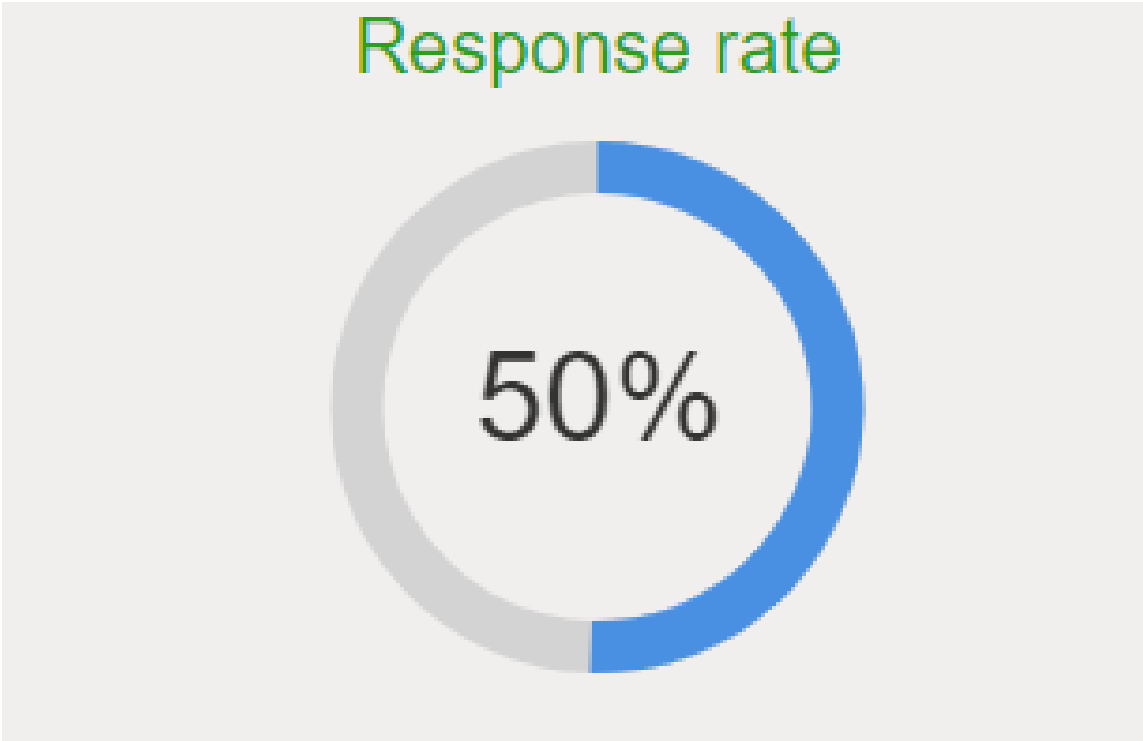
SONAR Questions

- SONAR refers to the device used to detect what is underwater
- On the surface, we observe various **behaviours** e.g. stress, lack of motivation etc, but we do not know the causes
- With the 29 **SONAR questions**, we can explore the underlying risks and evaluate if they influence positively / negatively the behaviours and hence the well-being of our staff members

2 Scan results



BESIX Group Total Reponse rate (white & blue collars)



BESIX Group Total Reponse rate (white & blue collars)

Sex

	Count	% of responses	%
Man	2,1k	<div></div>	81%
Woman	495	<div></div>	19%
X	0		

N 2,6k

Age category

	Count	% of responses	%
<25	96	<div></div>	4%
25-34	619	<div></div>	24%
35-44	800	<div></div>	31%
45-54	712	<div></div>	27%
≥55	394	<div></div>	15%
unknown	1	<div></div>	0%

N 2,6k

BESIX Group Total Reponse rate (white & blue collars)

White Collars Blue collars

	Nombre	% des réponses	%
White collar	2,3k	<div></div>	87%
Blue collar	340	<div></div>	13%

N 2,6k

Seniority in current company

	Count	% of responses	%
<2 years	435	<div></div>	17%
2-5 years	751	<div></div>	29%
6-10 years	493	<div></div>	19%
>10 years	942	<div></div>	36%
unknown	1	<div></div>	0%

N 2,6k

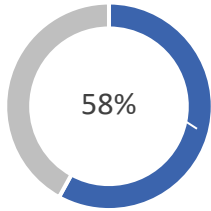
Manager?

	Count	% of responses	%
Yes	564	<div></div>	22%
No	2,1k	<div></div>	78%

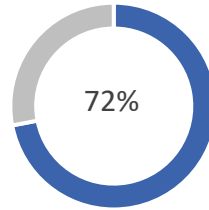
N 2,6k

Participation rate : BESIX HQ

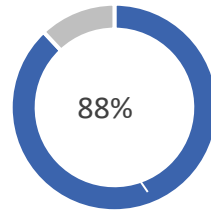
C-level Office



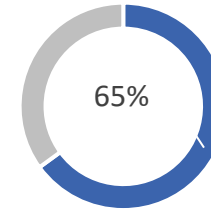
Engineering & Methods



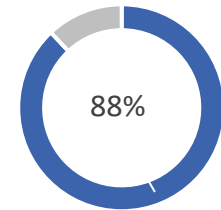
Tendering



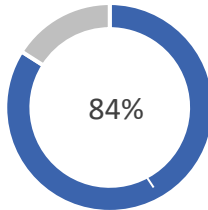
Finance & Administration



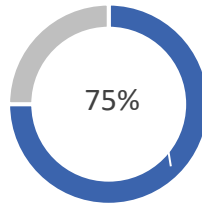
Corporate People



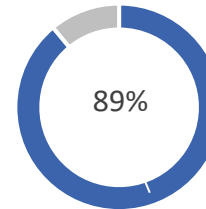
Procurement



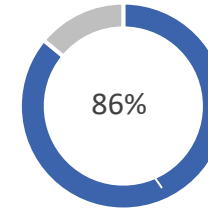
Legal, Contract & Insurance, BPS,
Foundation



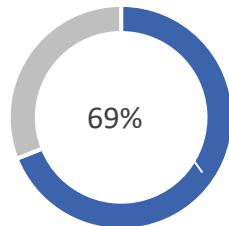
BESIX RED



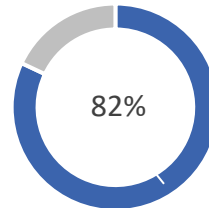
ICT



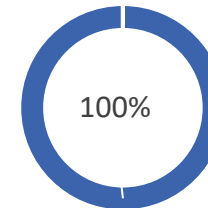
Concessions & Assets



QHSE

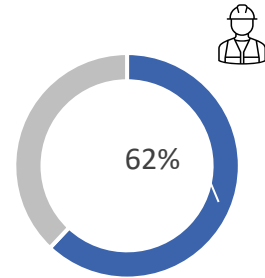


Environment

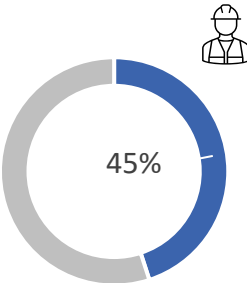


Participation rate Entities & Operational

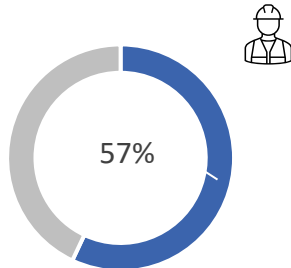
Contracting VL & Bxl



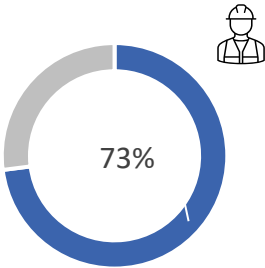
Contracting WL & Lux



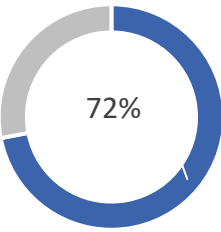
BESIX International



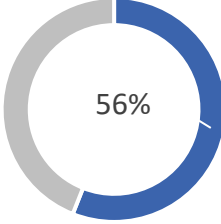
BESIX Nederland



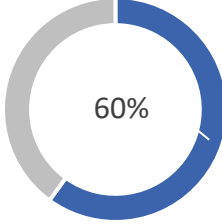
BESIX France



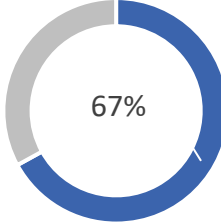
Sixco Qatar



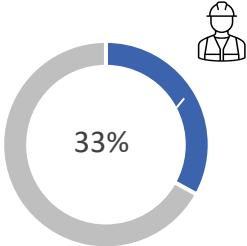
Sixco UAE



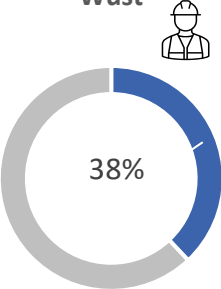
Watpac



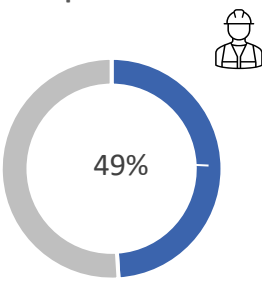
Depot & Equipment



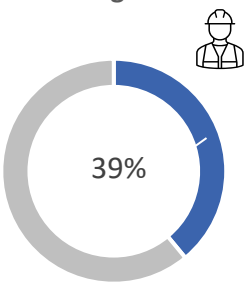
Wust



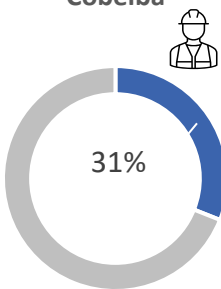
Jacques Delens



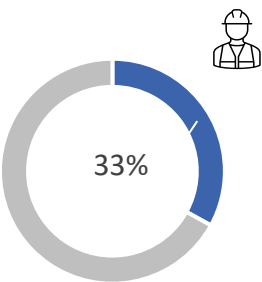
Socogetra



Cobelba

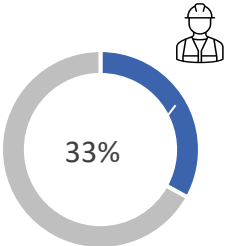


Franki Foundations

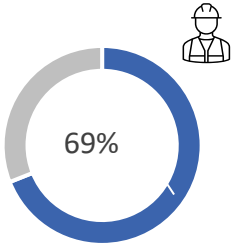


Participation rate Entities & Operational

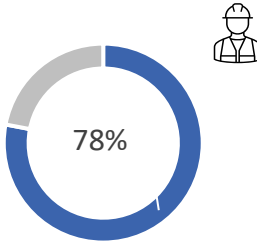
BESIX Infra



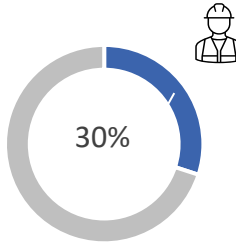
BESIX Infra NL



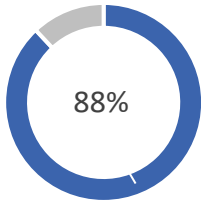
BESIX Infra Support



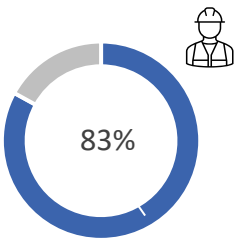
Van den Berg



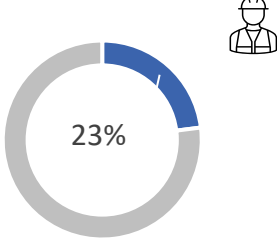
Lux TP



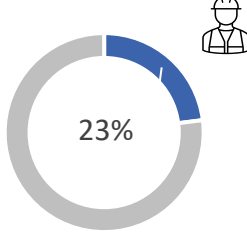
Vanhout Projects



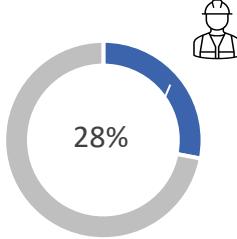
ComTIS Installations



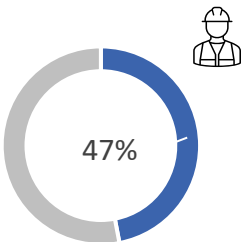
ComTIS Services



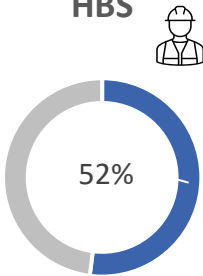
Energieconcepten



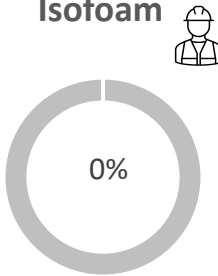
Vanhout (incl. Bilzen)



HBS



Isofoam

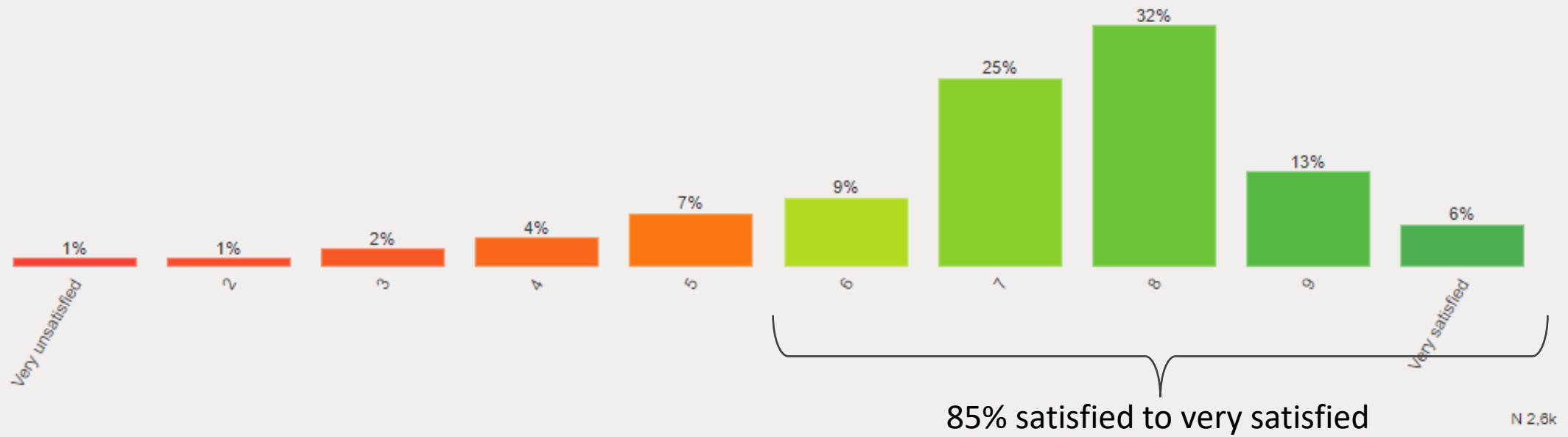


3 Satisfaction & Net Promoter Score

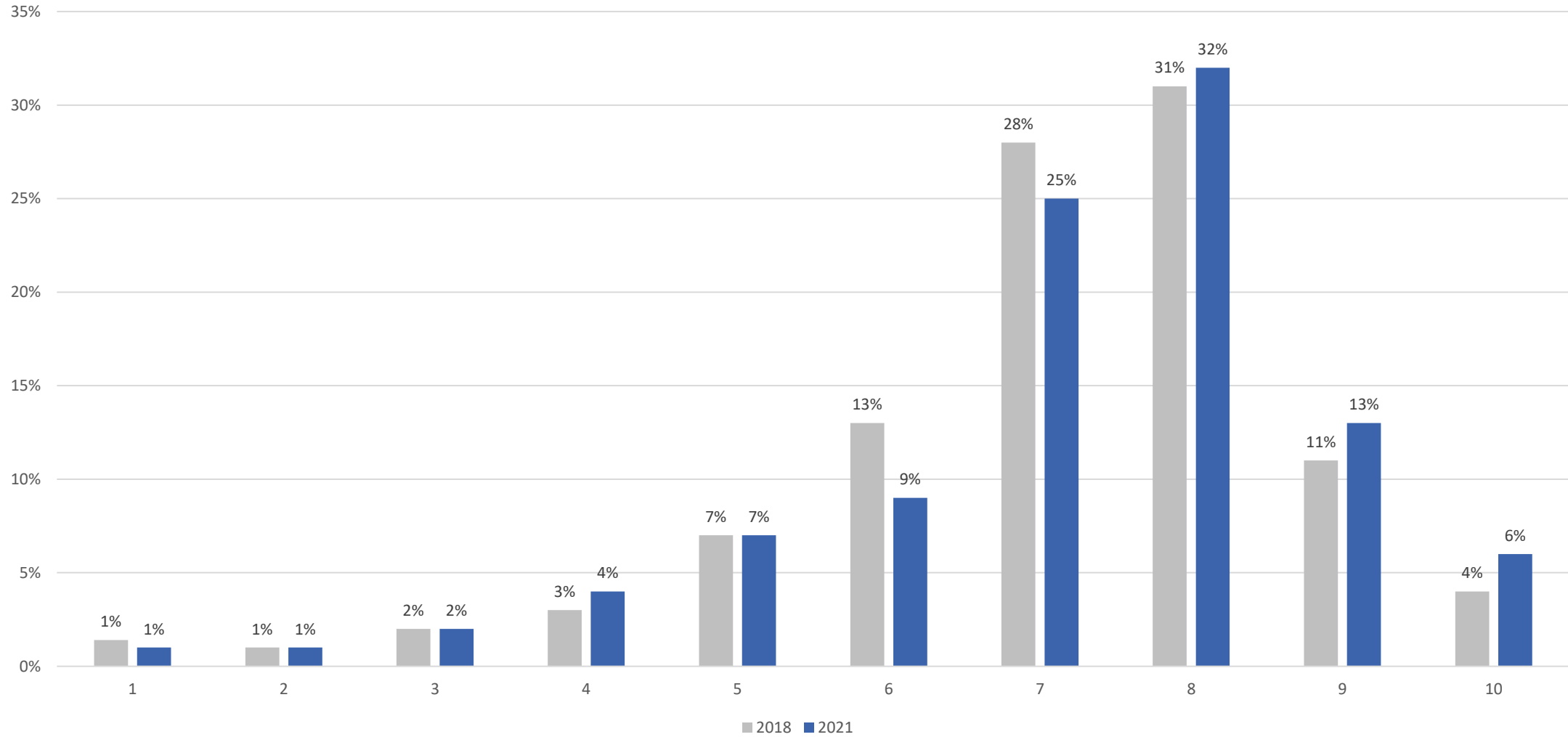


Satisfaction Rate

Taking everything into account, how satisfied are you with your current job position?

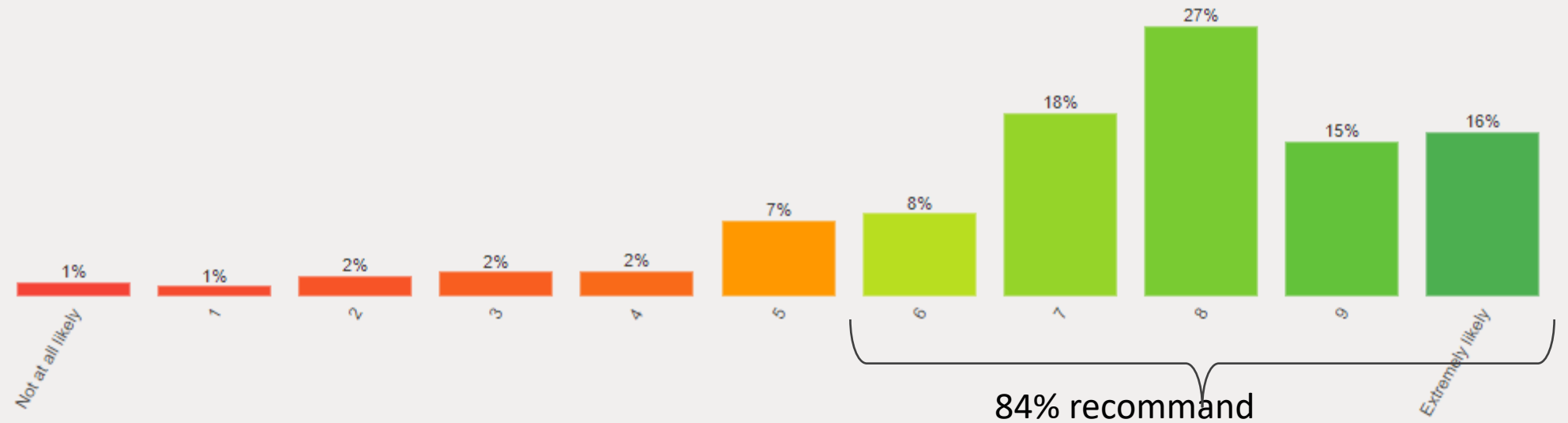


Overall job satisfaction



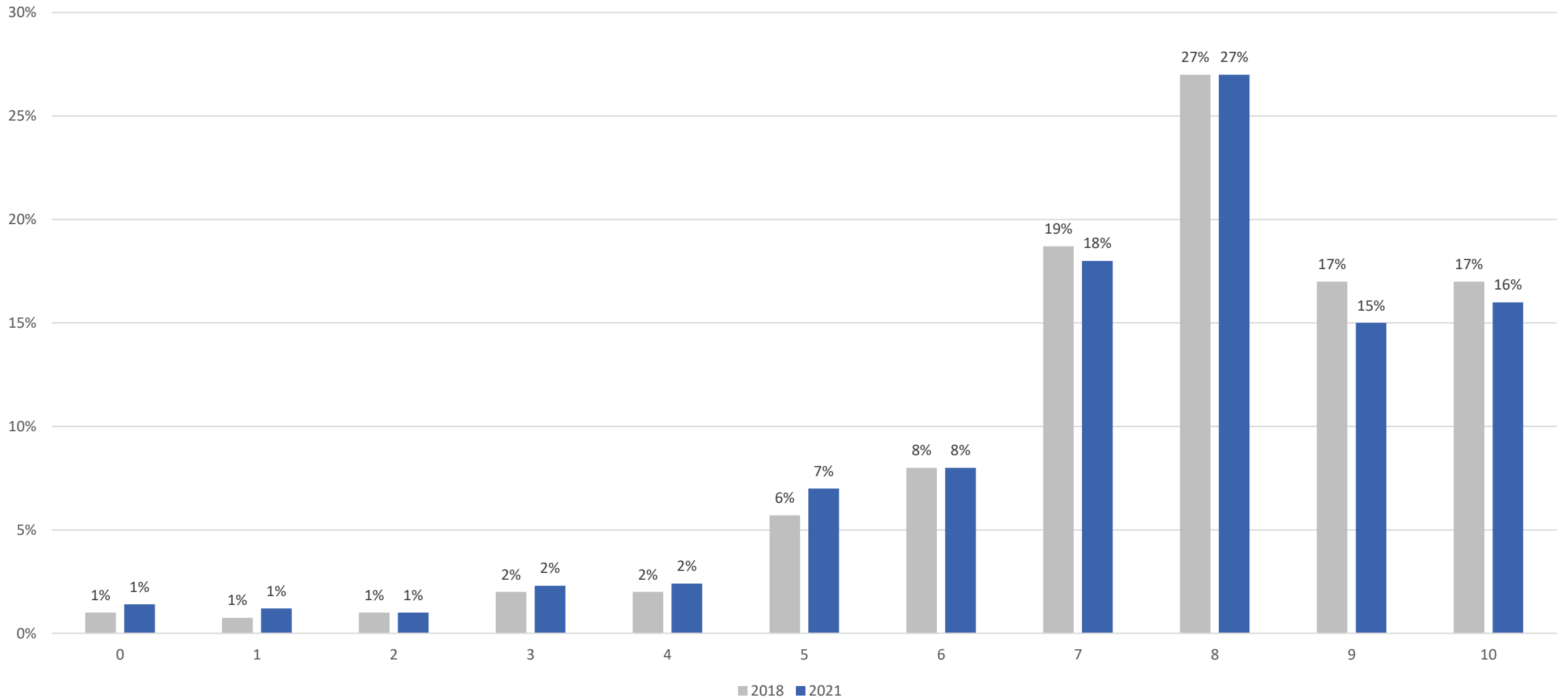
Net Promoter Score

Based on your experience with your company, how likely are you to recommend your company to friends or acquaintances currently looking for work?

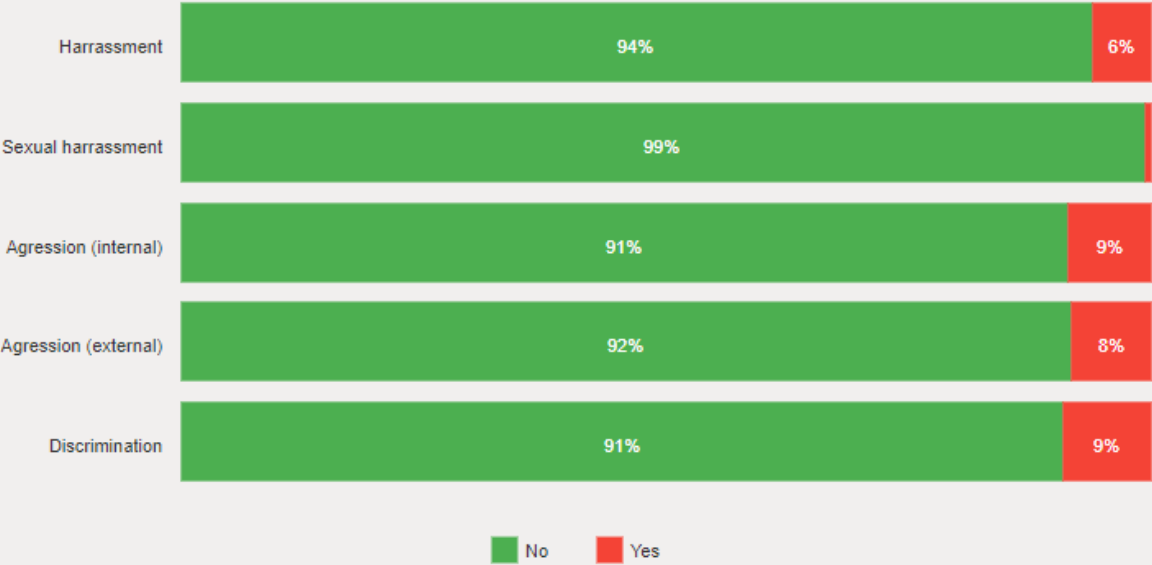


N 2,6k

Intention to recommend

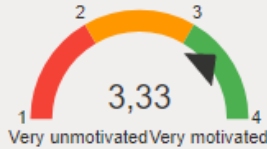


Unwanted Behavior At Work



N 2,6k

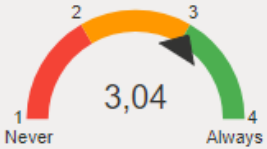
Motivation



Stress



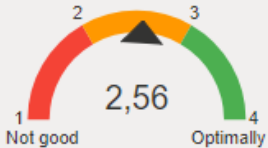
Coping stress



Intention to leave



Work Life Balance



N 2,56k

Psychosocial risks

Labour organisation



Structure Say
Job security

Job content



Variation Mental strain
Independence

Terms of employment



Holiday, working regime Training
 Career Opportunities
 Evaluations
 Remuneration

Workplace conditions



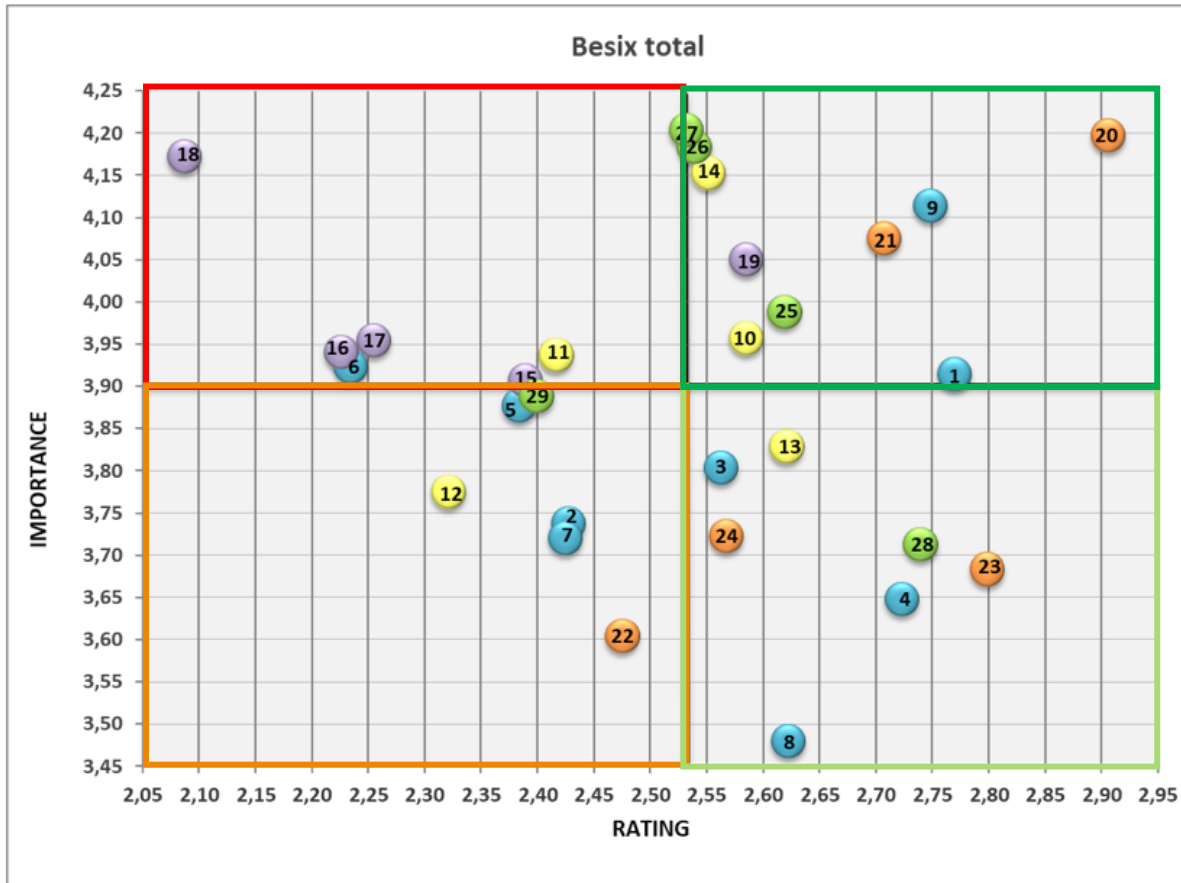
Safety
Work equipment

Job related interpersonal relations



Support of colleagues
Support of superior

Results



Job

Content

1. Variation in the work
2. Division of tasks
3. Work procedures
4. Level of difficulty
5. Job pressure
6. Mental strain due to the work
7. Emotional strain due to the work
8. Physical strain due to the work
9. Independence in the work

Labour

Organisation

10. Clear organizational structure
11. Say in the organisation
12. Policy organisation
13. Organisational culture
14. Work and job security

Terms of

employment

15. Training opportunities
16. Career opportunities
17. Evaluation procedures
18. Remuneration
19. Holiday, working regime

Workplace
conditions

20. Safety
21. Work equipment
22. Noise
23. Lighting
24. Climate control and ventilation

Job related
Interpersonal relations

25. Support and appreciation of colleagues
26. Support and appreciation of superior
27. Atmosphere at work
28. Contact with externals at work
29. Communication and expectations

4 Managers >< Non-Managers

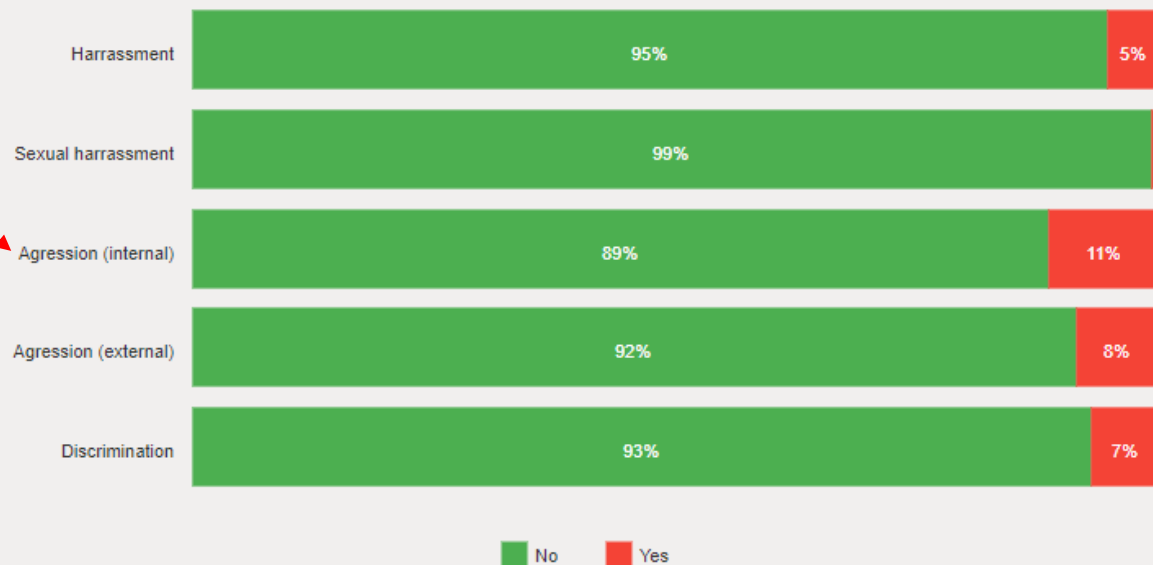




Manager Profile

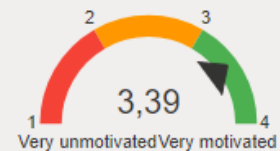
Well-being Indicators

Unwanted Behavior At Work



N 554

Motivation



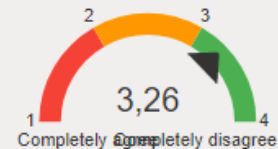
Stress



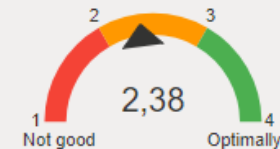
Coping stress



Intention to leave



Work Life Balance



N 554

Psychosocial risks

Labour organisation



Structure ↑ Say ↓
Culture ↑ Policy ↓
Job security ↓

Job content



Variation ↑ Mental strain ↓
Independence ↑

Terms of employment



Holiday, working regime ↑ Remuneration ↓

Workplace conditions



Safety ↑
Work equipment ↑

Job related interpersonal relations

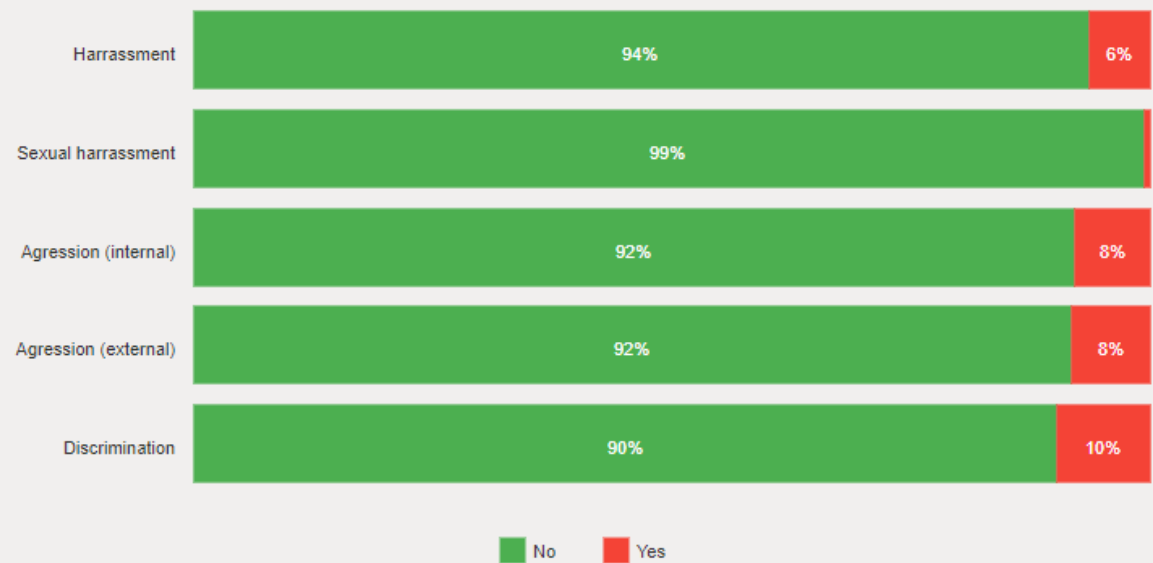


Support of colleagues ↑ Atmosphere ↓
Communication ↓

Non-Manager Profile

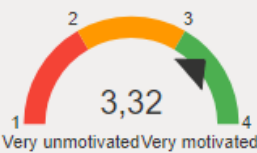
Well-being Indicators

Unwanted Behavior At Work

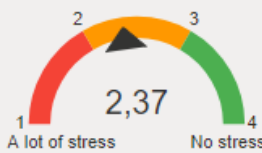


N 2k

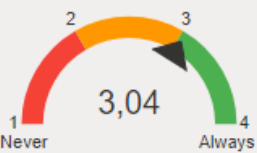
Motivation



Stress



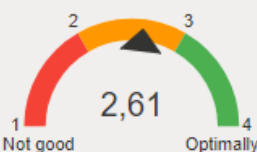
Coping stress



Intention to leave



Work Life Balance



N 2k

Psychosocial risks

Labour organisation



Structure ↑ Say ↓
Job security ↑

Job content



Independence ↑ Mental strain ↓

Terms of employment



Holiday, working regime ↑ Training ↓
Career Opportunities ↓
Evaluations ↓
Remuneration ↓

Workplace conditions



Safety ↑
Work equipment ↑

Job related interpersonal relations



Support of colleagues ↑
Support of superior ↑
Atmosphere ↑

5 Blue Collars

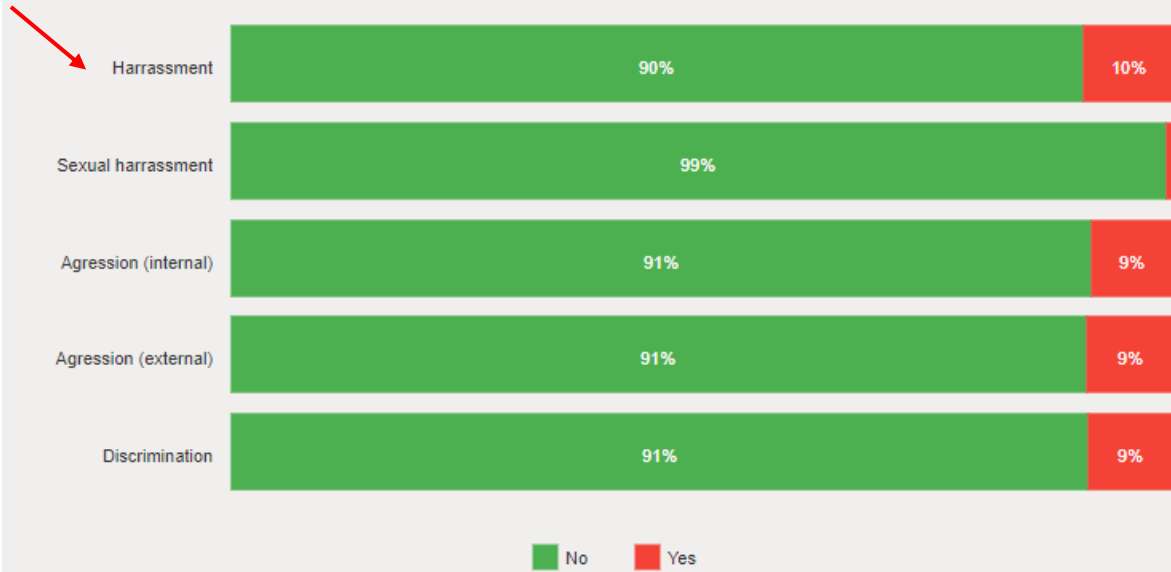




Blue Collars

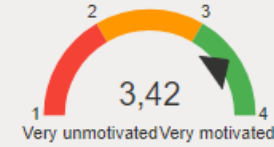
Well-being Indicators

Unwanted Behavior At Work



N 331

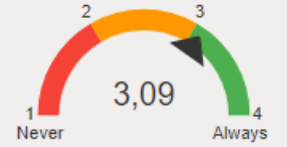
Motivation



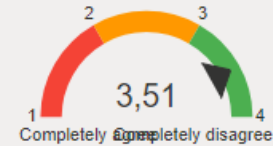
Stress



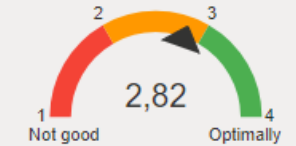
Coping stress



Intention to leave



Work Life Balance



N 331

Psychosocial risks

Labour organisation



Structure ↑ ↓ Say
Job security ↑

Job content



Work procedures ↑ ↓ Work pressure
Independence ↑ ↓ Physical strain

Terms of employment



Training ↑ ↓ Career Opportunities
Holiday, working regime ↑ ↓ Evaluations
↓ Remuneration

Workplace conditions



Safety ↑ ↓ Climate control
Work equipment ↑
Lighting ↑

Job related interpersonal relations



↓ Support of superior
↓ Atmosphere

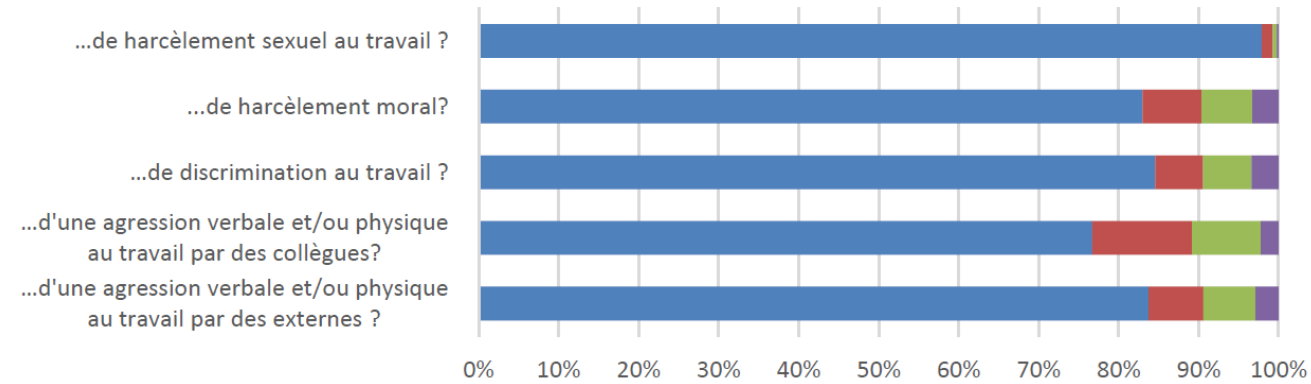
6 Benchmark



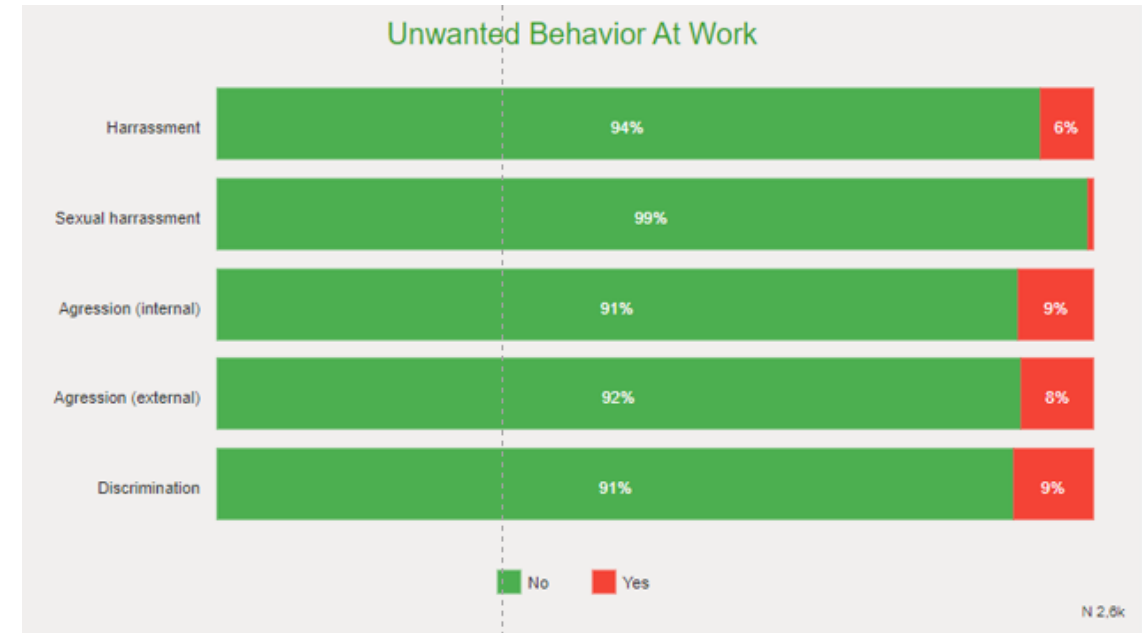
Unwanted behaviours

Total (N = 47143)

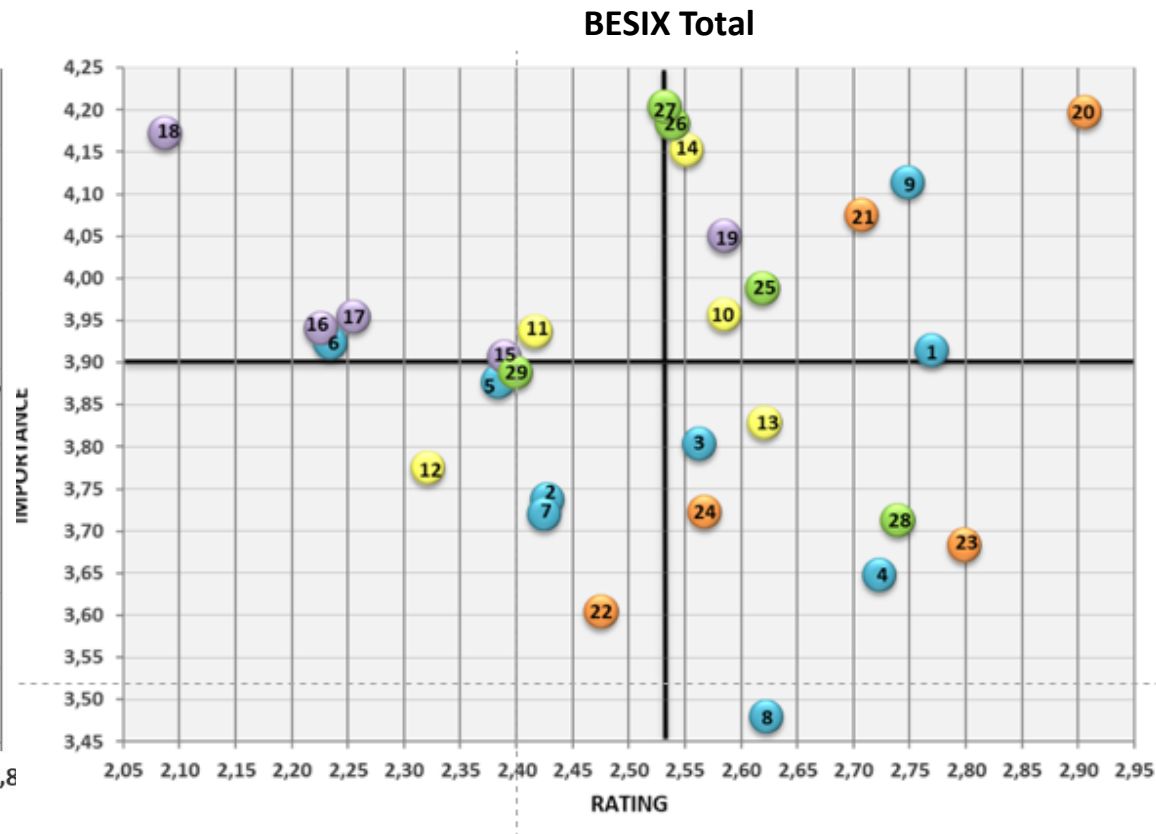
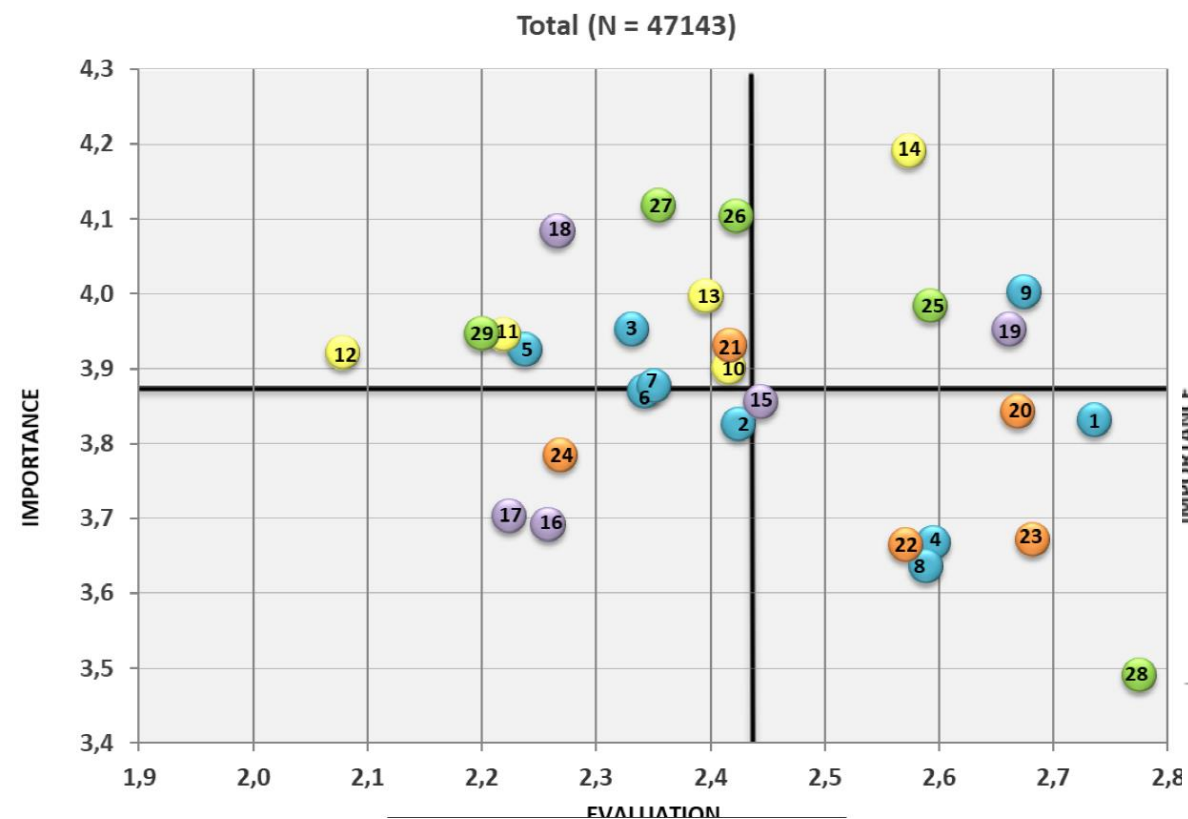
Cette dernière année, avez-vous été victime...



BESIX Total



Priorities & Resources



Motivation

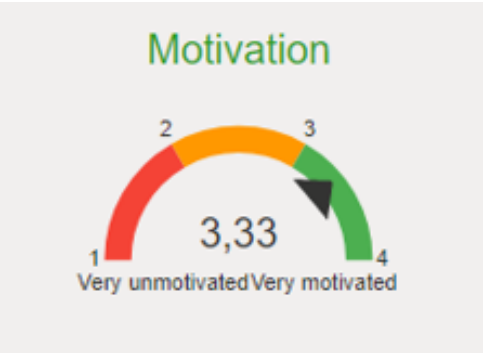
Total (N = 47143)

En général, à quel point vous sentez-vous motivé(e) dans votre travail ?



N 47,1k

BESIX Total



Coping

Total (N = 47143)

Je peux gérer sainement ce niveau de stress



N 47,1k

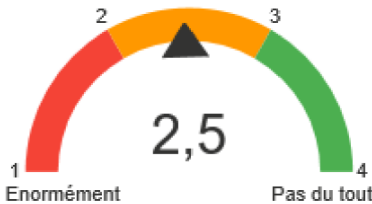
BESIX Total



Stress

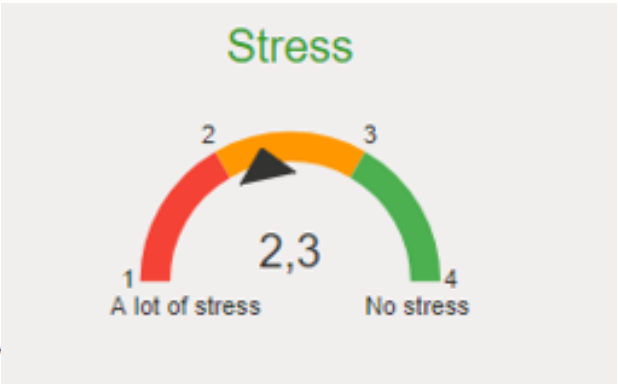
Total (N = 47143)

En général, votre travail vous stresse-t-il ?



N

BESIX Total

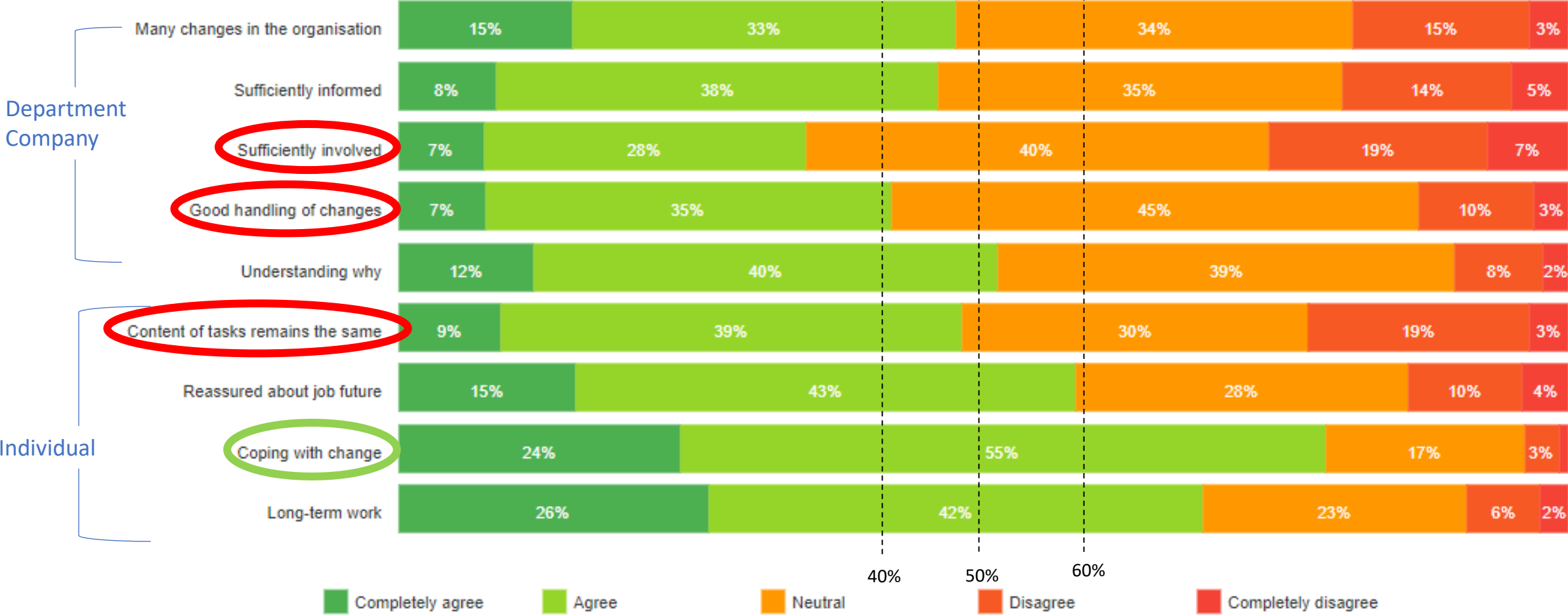


7 Change Module





White Collars Only



Change module

- Change module was added to the survey to link with topics such as: Covid period - Market constant evolution - Direction changes inside the Group - Change in the way of working (Procurement – ERP)
- The most important group who **complains** about involving and clear information when changes are operating in the company are **the 24-34 years old** and people with **6 to 10 years seniority** (the largest Talent Group)
- On a **department level**, people score less the capacity of handling changes >< but on an **individual level** they score much better their own capacity of coping with change
- A large part of the population think there are not many changes in their department - and if there are, they are not sufficiently involved in the change and only 52% understand the reason of the change = **intern communication issues**
- In case of change, most of the employees (79%) think they will be able to handle the change but it is clear that they **don't understand the reason** of change or **they are not aware** about the changes to come.
- We need tools and resources related to change management for the coming years
- We need to work on more clarity -> the WHY in intern communication ∞ improve the way of communicating top-down

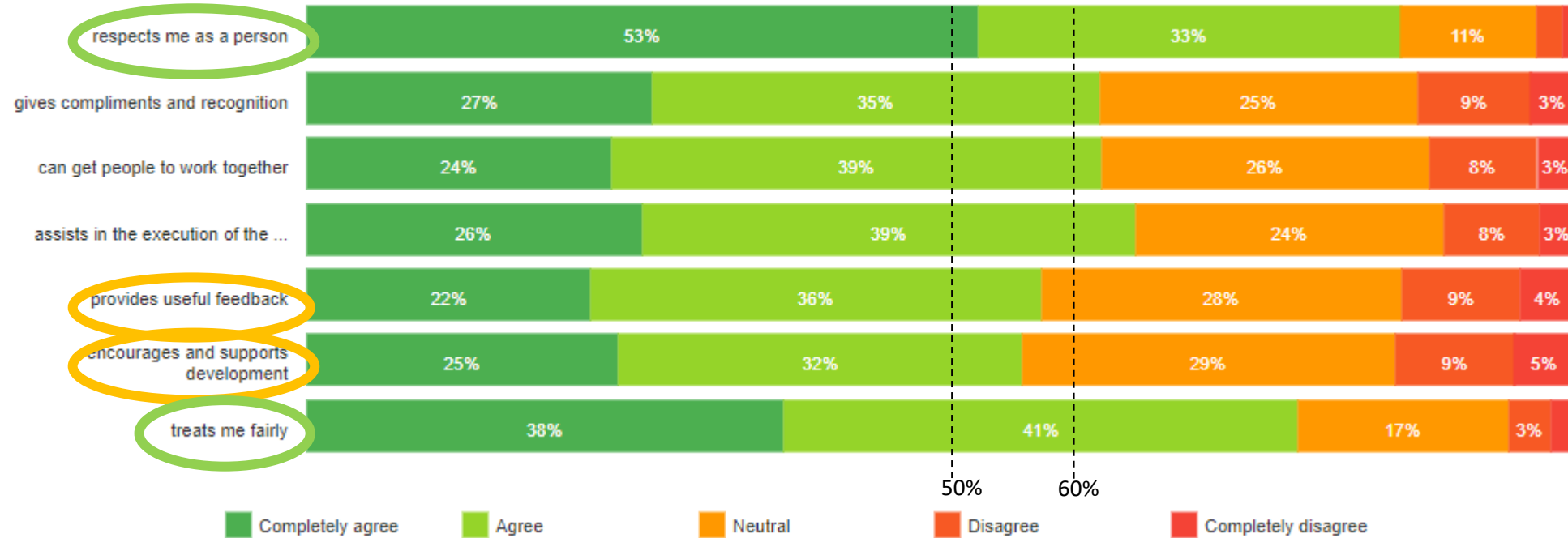
8 Leadership Module





White & Blue collars

My manager...



Leadership module

- Results on leadership show a continuity with 2018

Leadership module	2018
Trust in supervisor	8,21
Loyalty from supervisor	6,41
Going the extra mile for supervisor	7,02
Respect for supervisor	7,02
Affection towards supervisor	6,59
Developmental leadership style	6,29
Empowering leadership style	7,26
Supportive leadership style	6,66
Consulting leadership style	6,50
Recognizing leadership style	6,51

- Less good results with the notion of feedback and support given to employees → this could have several impact on training & development opportunities and on evaluations

- In relation with the **Sonar** :

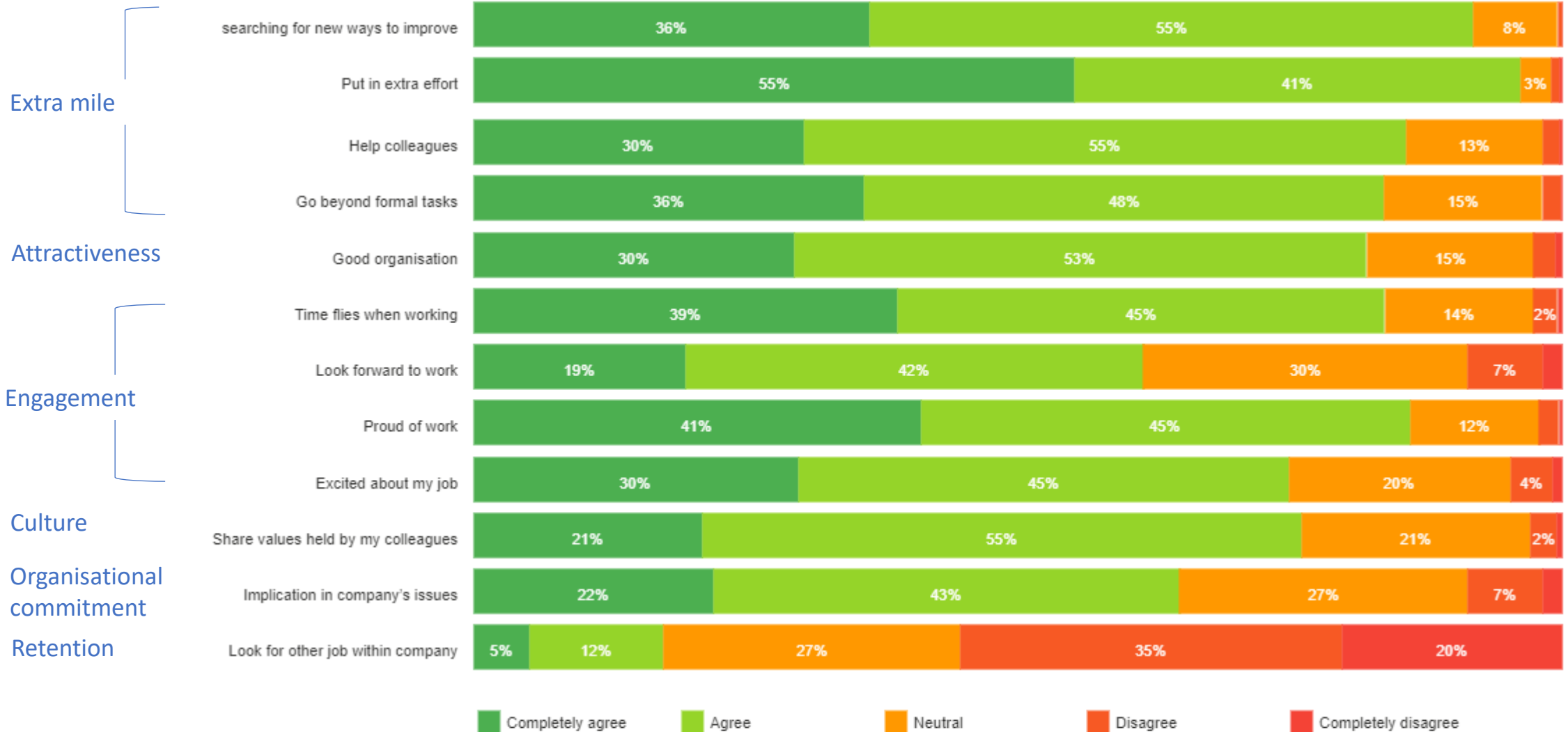
→ Manager Sonar shows less issues on training – career opportunities & evaluations → small chance of positive evolution
→ Attention point on right to speak (∞ feedback) in all population groups (feeding information upwards)
→ Be aware that the expectation concerning support and appreciation from the manager are very high (for both non-managers and managers)
→ Unlike non manager Sonar – communication & atmosphere are an attention point (⚡ cascade communication?)
→ Workers have an even lower score concerning respect and recognition

9 Extra Module





The following statements relate to your daily work in our company. To what extent do you agree with these statements?

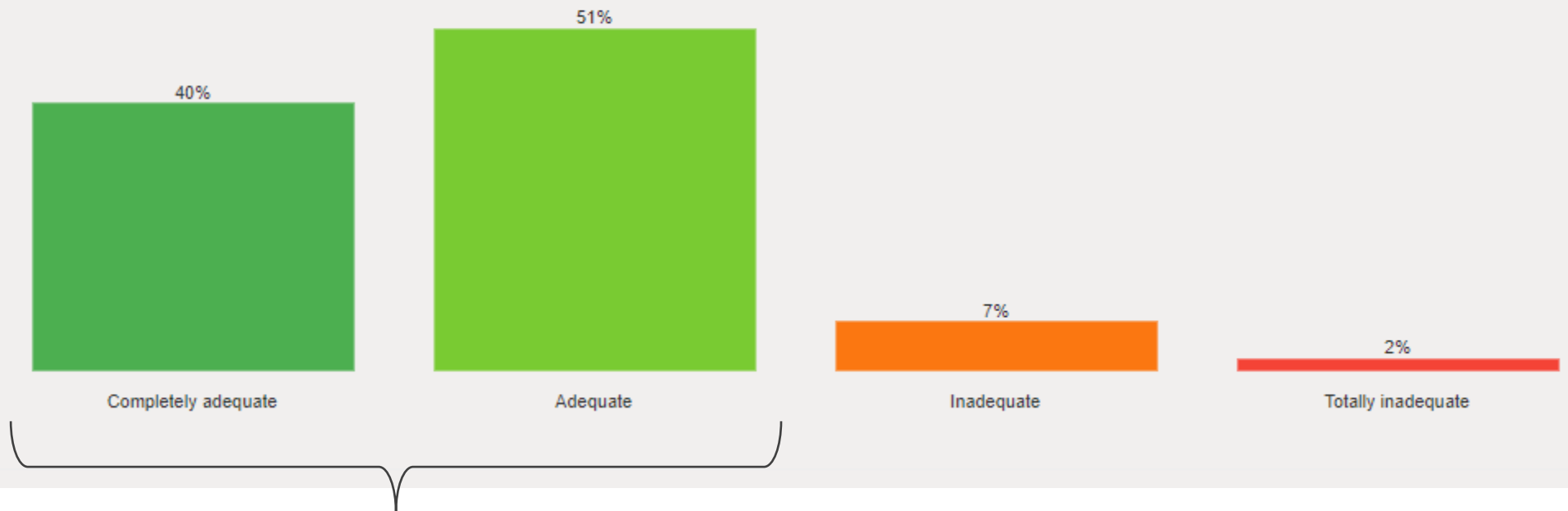


Similar results as previous engagement surveys (2015 –2018)

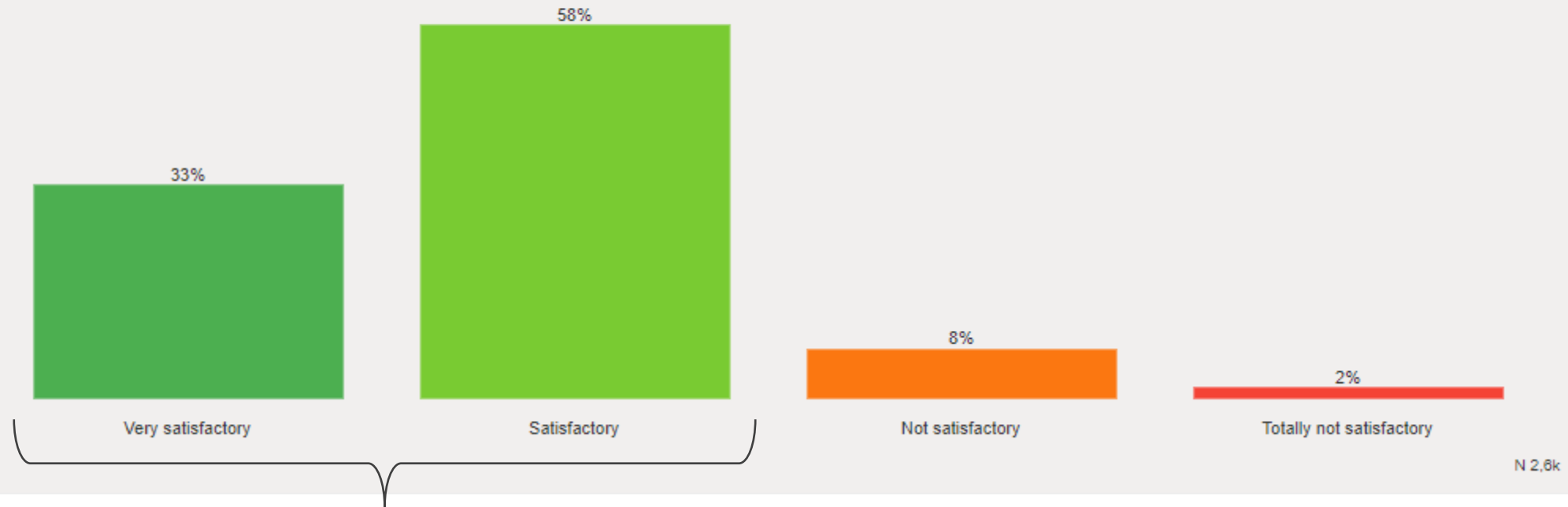
10 Covid



In the context of the Covid-19 pandemic, your company implemented sanitary measures in your workplace. Do you feel that these measures are adequate to keep you safe?



Still in the context of the Covid-19 pandemic, working measures (support from the manager, clarity of tasks, IT tools, etc.) have been taken. Do you consider these measures satisfactory to be able to continue working smoothly?



11 Open questions



Question 1 : According to you, in which way could your job position be improved to increase your level of job satisfaction?

- Need for recognition, especially through raises, a salary adapted to the work done and through feedback, support and flexibility
- Need for development perspectives, more varied and challenging work
- Improve global communication and consultation
- Reduce the workload, clarify the role of each person
- Improve relations and cooperation


Question 2 : What more could be done with regards to Covid measures ? (question raised in June 2021)

- Measures are not respected by all because :
 - Spaces do not allow it all the time
 - People pay less attention as time goes by
- Problem of subcontractors who do not respect instructions and are not 'reprimanded'
- Need to improve bottom/up & top/down communication on the subject
- Need for telework & flexibility
- Need tools for remote work & videoconferencing and make sure support is available
- Appoint a person per site to check availability of hand gel etc & ensure measures are respected
- Group purchase of face masks : staff could benefit of these lower prices for their private use
- Leave the doors open to limit contacts
- Clean the premises more often
- Be able to connect remotely to the server
- Pay attention to isolated staff

12 Conclusions – Action plans & Timeline



What should we learn from the results of this survey?

- Proud to have such good results for the Engagement Survey 2021 
- People still remain engaged and satisfied of their work and company (cfr 2018)
- BESIX Group has many strong points to increase the well-being of their employees & workers
- Less good scores are globally linked with opportunities & the way we communicate intern

- ▶ Training & Career development
- ▶ Feed-back, Evaluation (remuneration) & Change

Action should be decided on those priorities

- Difference of perception of those opportunities between managers and non-managers
- We need to be careful with the harrassment and discrimination topics (certainly for group population women and workers)

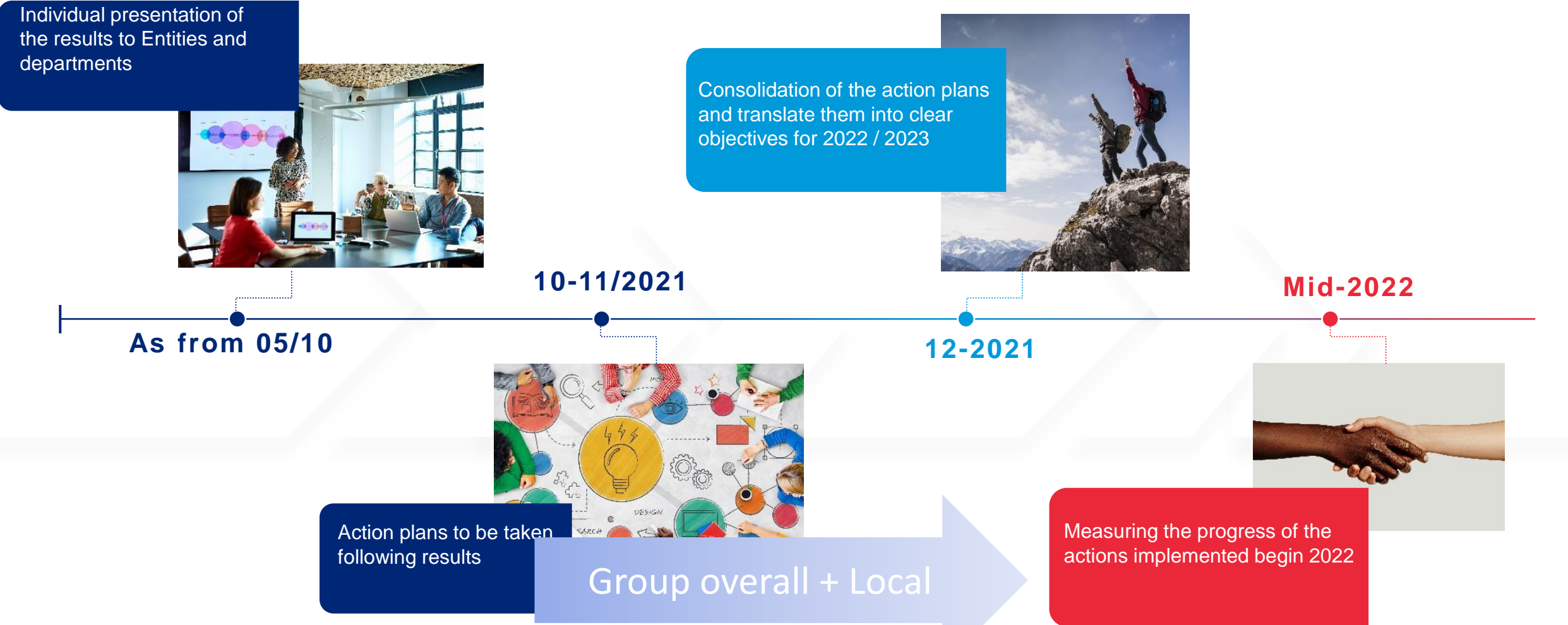
Proposed Action plan 2022

- Leadership trainings for people who are going to be or are already in a management position
- Respect campaign -> diversity & discrimination
- Improve the way we communicate
- Setting of clear yearly objectives to BESIX employees and workers

-> Only with **clear objectives** a yearly **evaluation** is possible:

- Feedback will be more consistent
 - Remuneration will be more in line
 - Changes could be better integrated
 - Training path will be more linked with the career path (discussion about career evolution)
 - Feeling of safe work environment could be improved (clear structure where people have the right to speak)
-
- Organizing workshops to measure the qualitative level of the Mensura sonar survey

Timeline Risk & Engagement Survey 2021



Thank you

