

# Engagement Survey 2021 – SONAR Report

## BESIX Infra

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# Methodology



# SONAR Model

## Behaviours

STRESS

MOTIVATION

ABSENTEEISM

WORK-LIFE BALANCE

TURNOVER


BULLYING

AGRESSION

UNWANTED SEXUAL  
CONDUCT AT WORK


DISCRIMINATION

 Job content

 Terms of employment

 Job related  
interpersonal relations

 Workplace conditions

 Labour organisation

## SONAR Questions

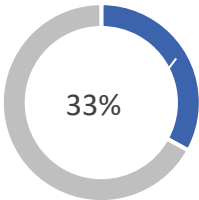
- SONAR refers to the device used to detect what is underwater
- On the surface, we observe various **behaviours** e.g. stress, lack of motivation etc, but we do not know the causes
- With the 29 **SONAR questions**, we can explore the underlying risks and evaluate if they influence positively / negatively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

# Scan results

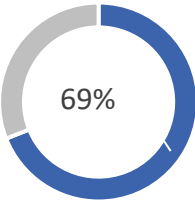


# Response Rate

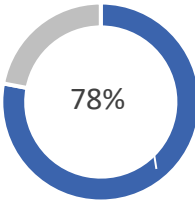
BESIX Infra



BESIX Infra NL



BESIX Infra Support



BESIX Infra



WC



BC

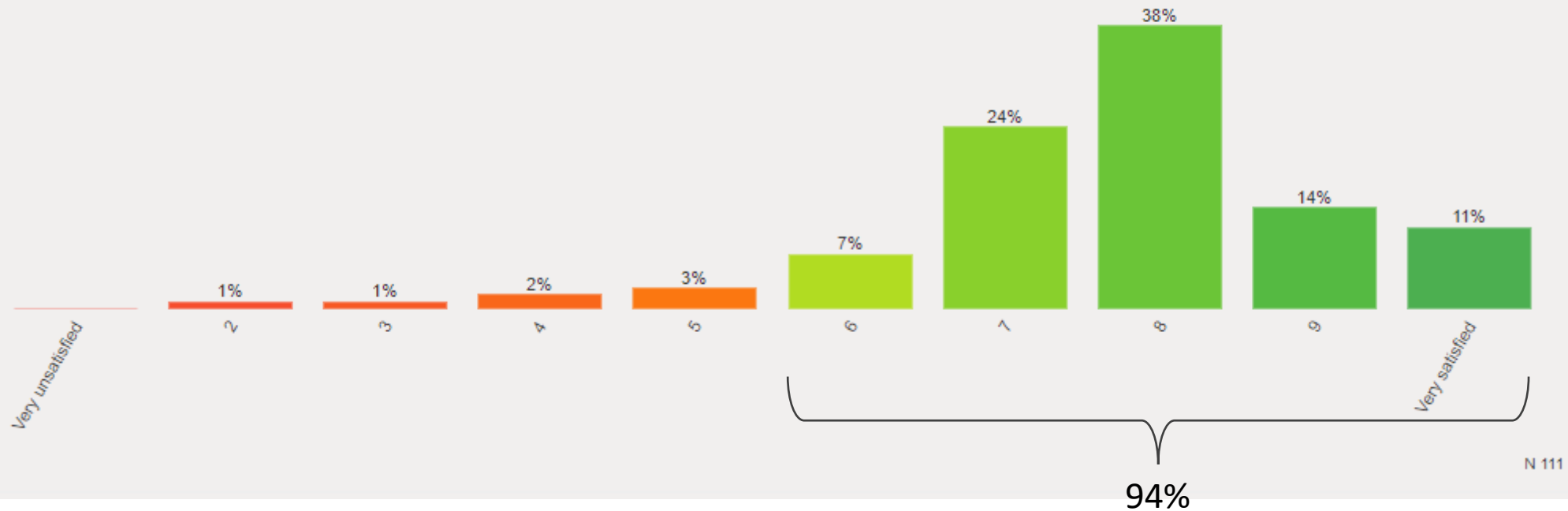


# Satisfaction & Net Promoter Score

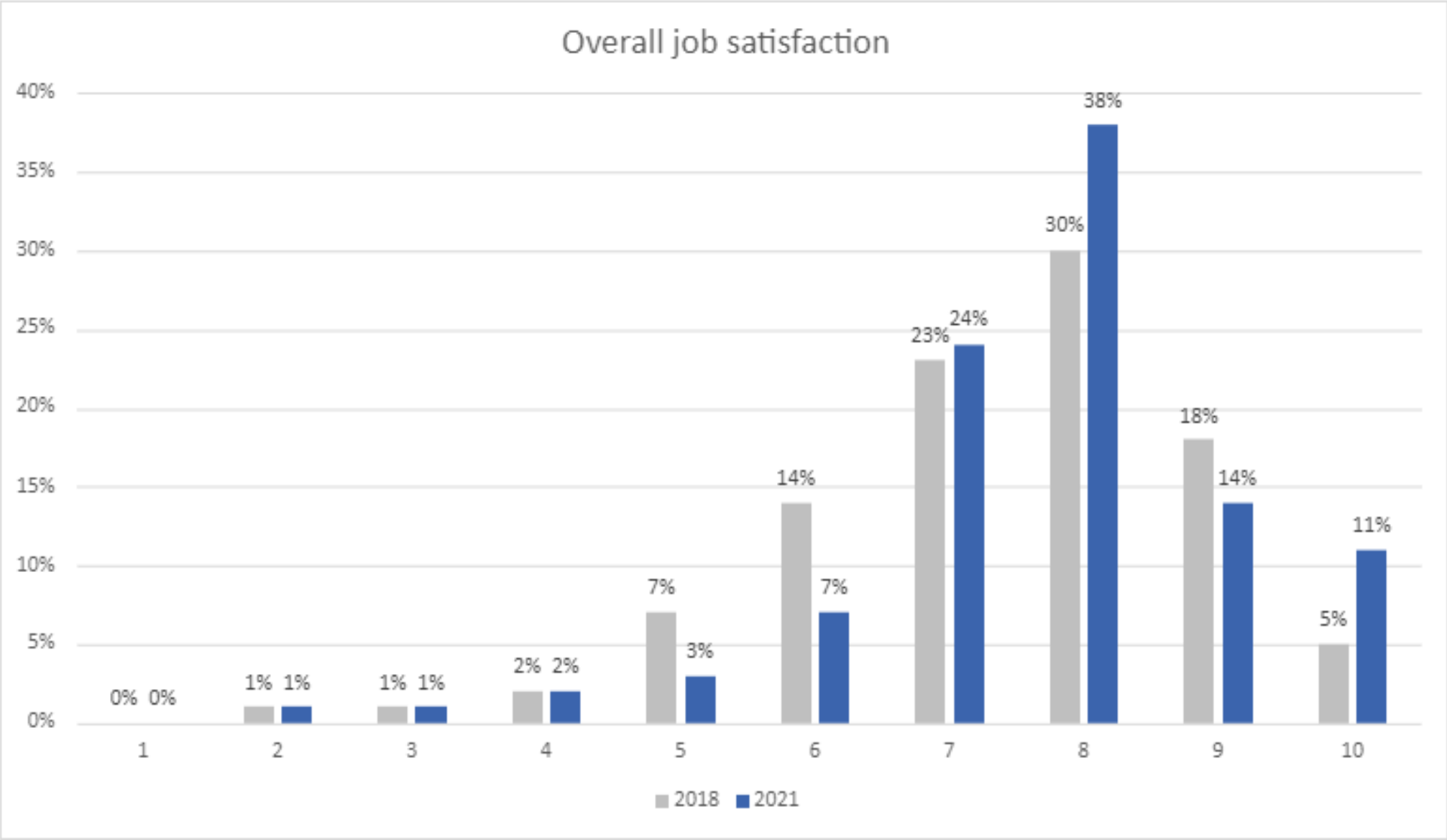


# Satisfaction

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



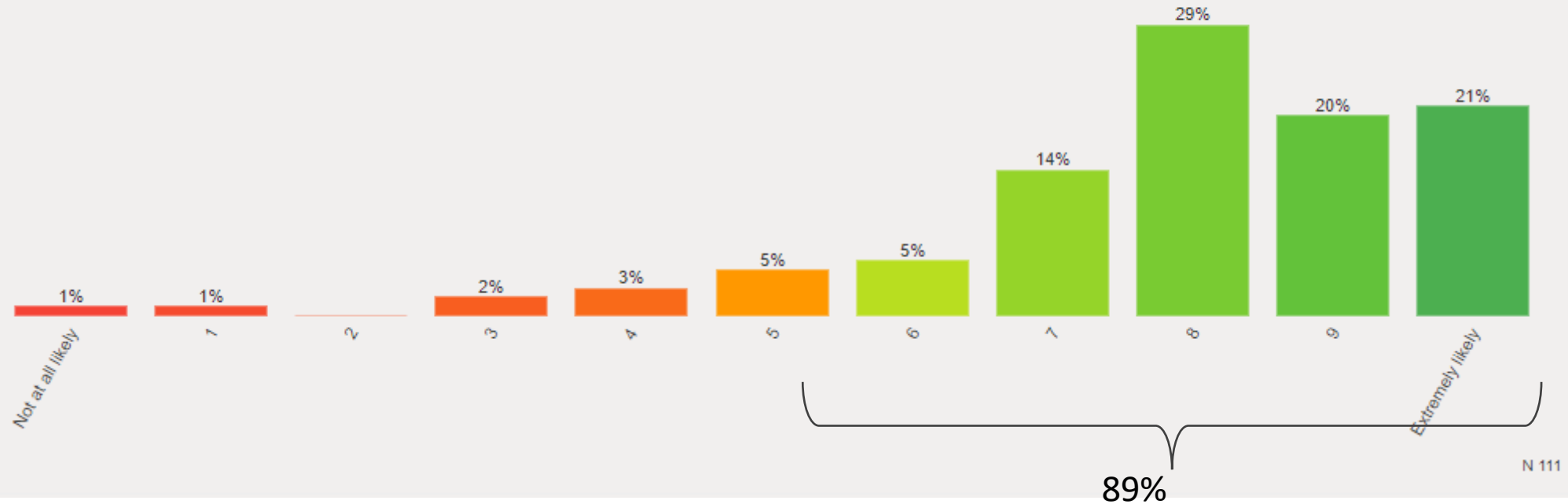
Satisfaction  
2018 >< 2021



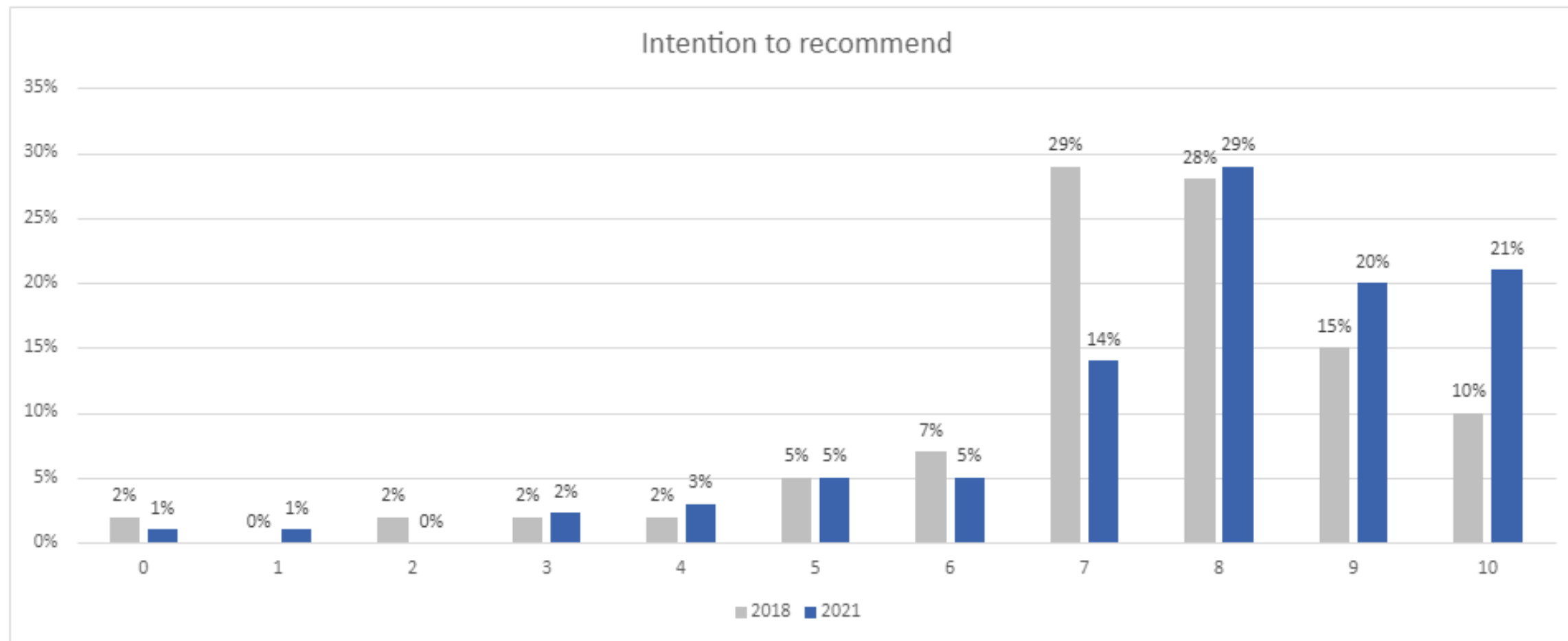


## Net Promoter Score

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

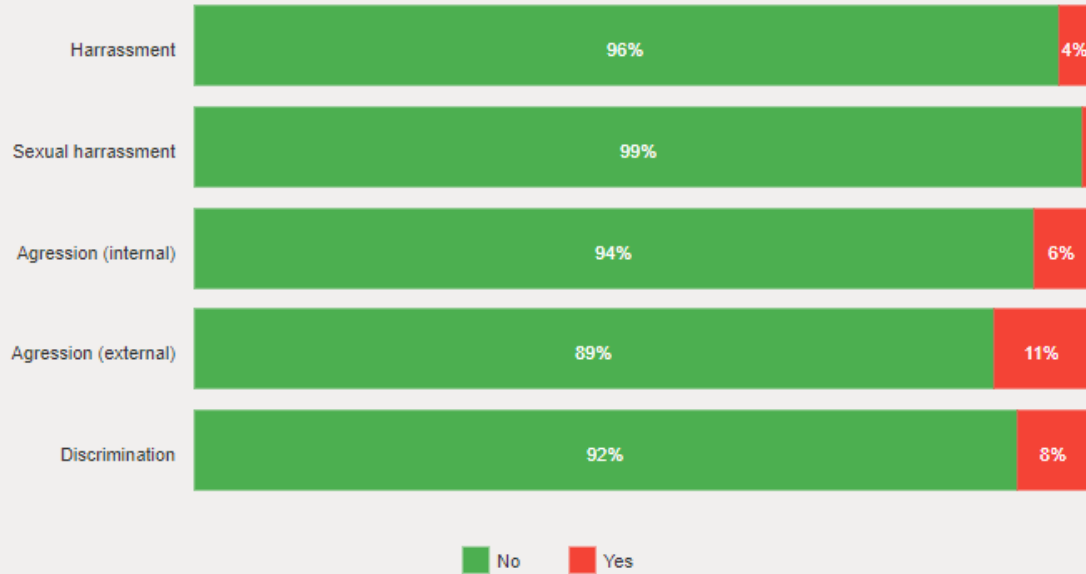


## NPS 2018 >< 2021



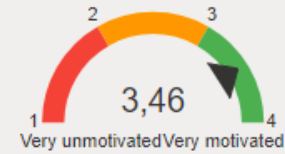
## Well-being Indicators

### Unwanted Behavior At Work



N 111

### Motivation



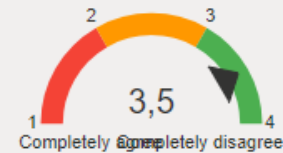
### Stress



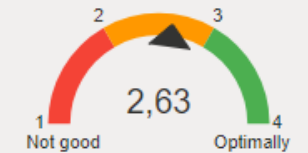
### Coping stress



### Intention to leave



### Work Life Balance



N 111

## Psychosocial risks

### Labour organisation



Job security ↑

### Job content



Independence ↑

### Terms of employment



↓ Remuneration

### Workplace conditions



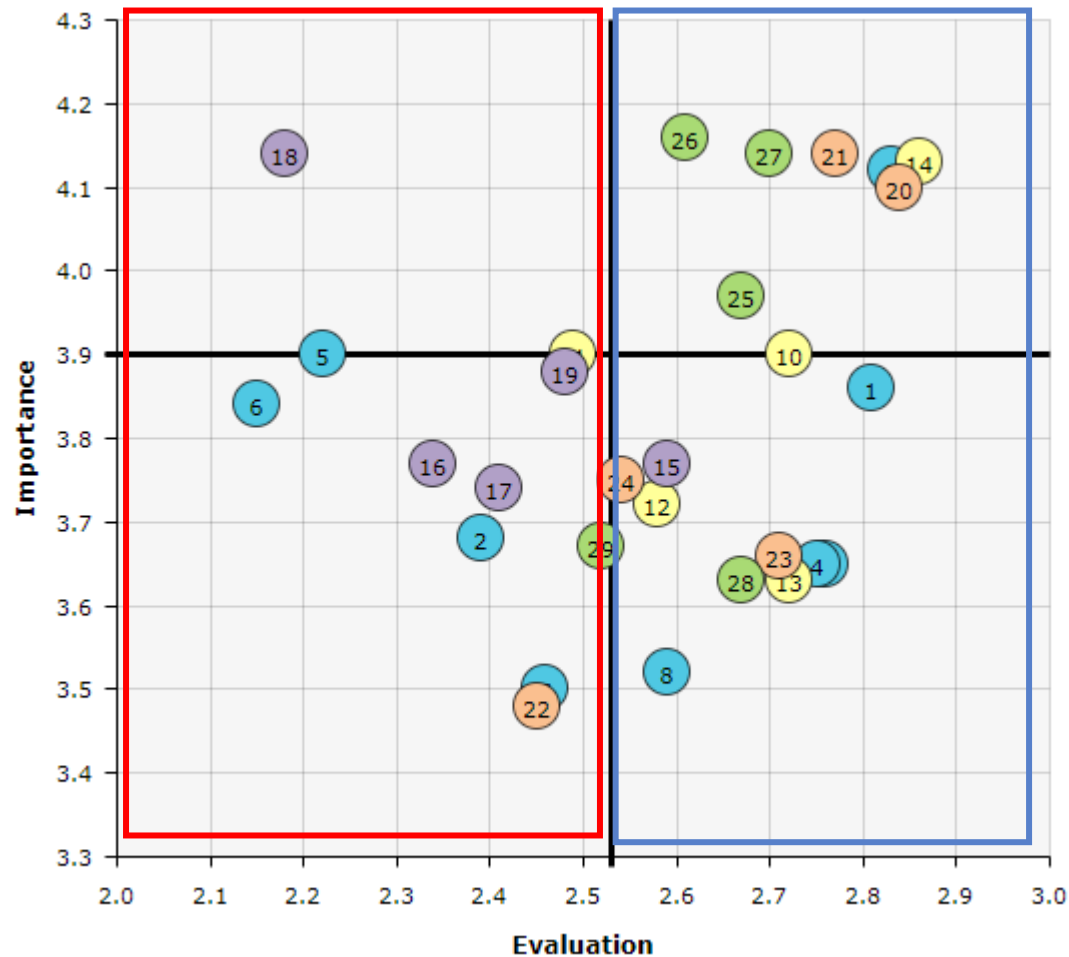
Safety ↑  
Work equipment ↑

### Job related interpersonal relations



Support of colleagues ↑  
Support of superior ↑  
Atmosphere ↑

# Results: Besix Infra



## 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

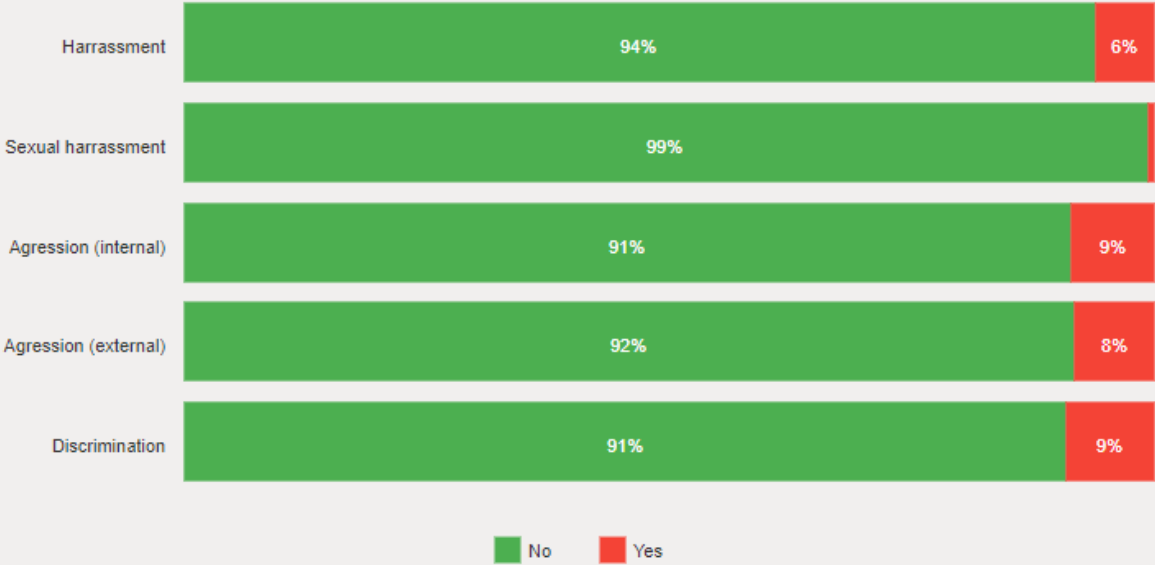
## Job related Interpersonal relations

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

# BESIX GROUP RESULTS

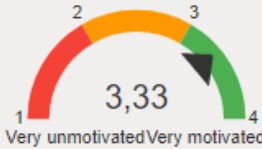
## Well-being Indicators

### Unwanted Behavior At Work



N 2,6k

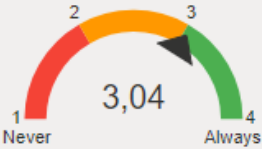
### Motivation



### Stress



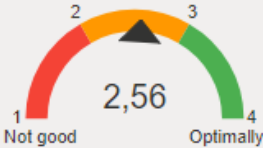
### Coping stress



### 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

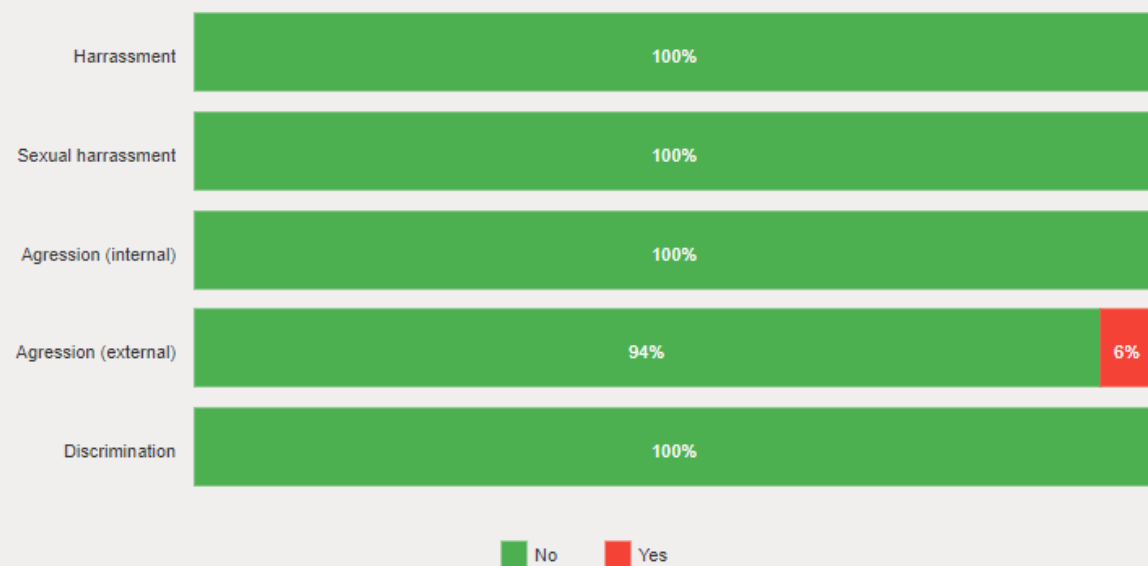
# Results Manager >< Non-Manager



# Managers

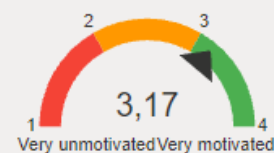
## Well-being Indicators

### Unwanted Behavior At Work



N 18

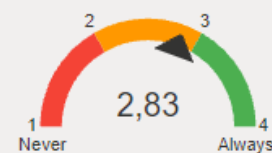
### Motivation



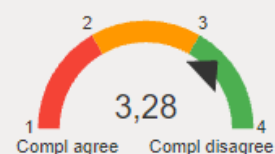
### Stress



### Coping stress



### Intention to leave



### Work Life Balance



N 18

## Psychosocial risks

### Labour organisation



### Job content



Variation ↑ ↓ Work pressure  
Independence ↑

### Terms of employment



↓ Remuneration

### Workplace conditions



### Job related interpersonal relations

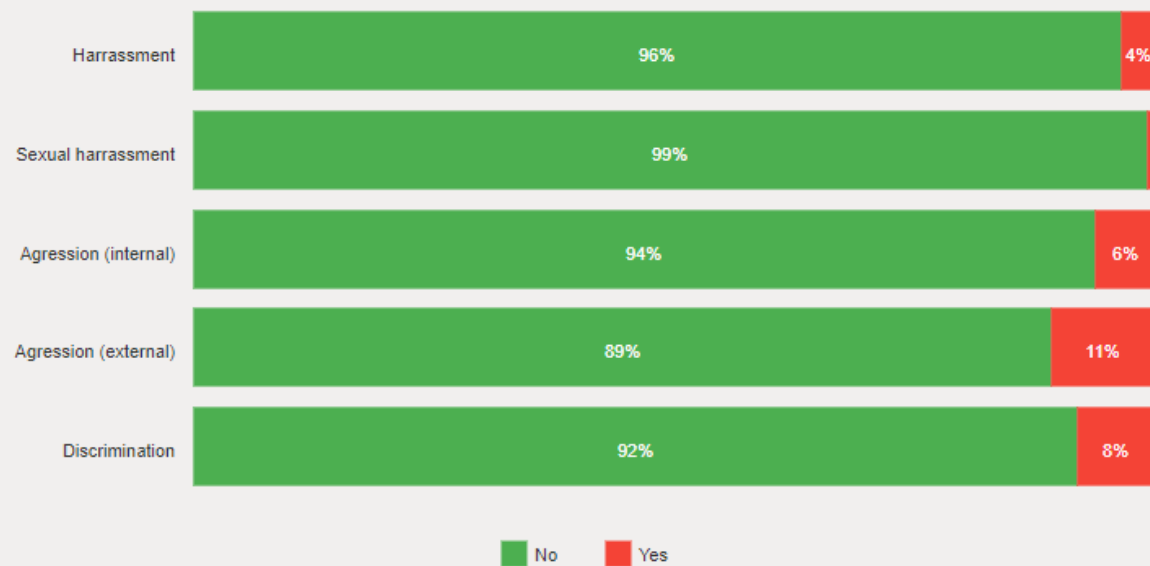


Atmosphere ↑

# No Managers

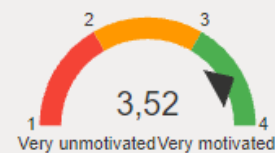
# Well-being Indicators

## Unwanted Behavior At Work



N 111

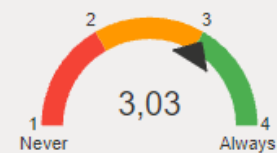
## Motivation



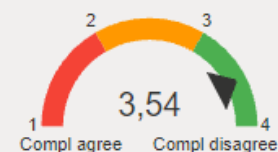
## Stress



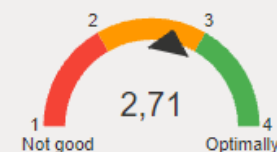
## Coping stress



## Intention to leave



## Work Life Balance



N 93

# Psychosocial risks

## Labour organisation



Job security ↑ ↓ Say

## Job content



Independence ↑

## Terms of employment



↓ Remuneration  
↓ Holiday, working regime

## Workplace conditions



Safety ↑  
Work equipment ↑

## Job related interpersonal relations



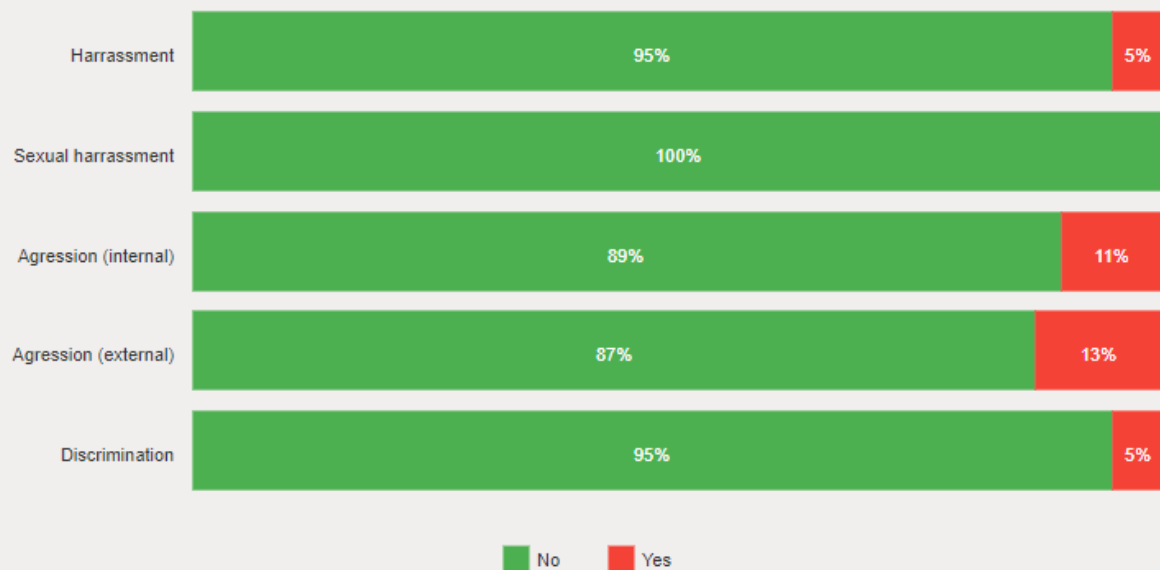
Support of colleagues ↑  
Support of superior ↑  
Atmosphere ↑



# Results Blue Collars

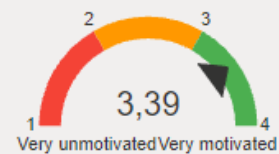


## Unwanted Behavior At Work



N 38

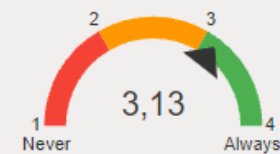
## Motivation



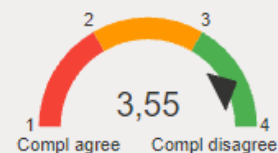
## Stress



## Coping stress



## Intention to leave



## Work Life Balance



N 38

## Psychosocial risks

## Labour organisation



Structure ↑ ↓ Say

Job security ↑

## Job content



Work procedures ↑ ↓ Physical strain

Independence ↑

## Terms of employment



↓ Training

↓ Career Opportunities

↓ Remuneration

## Workplace conditions



Safety ↑

Work equipment ↑

Lighting ↑

Climate control ↑

## Job related interpersonal relations



Support of colleagues ↑

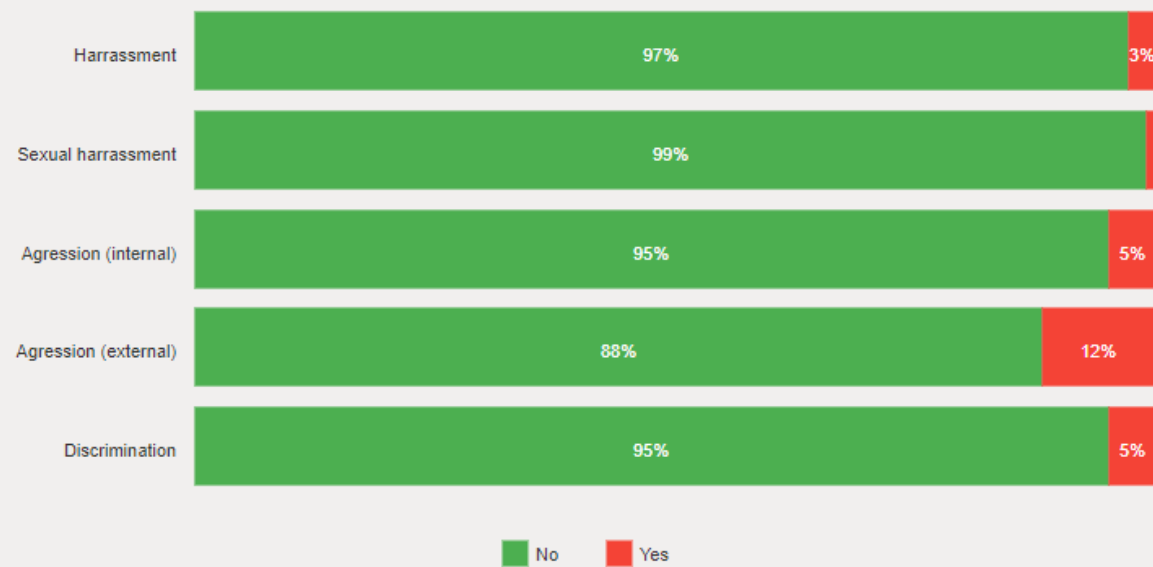
Support of superior ↑

Atmosphere ↑

# Results Women >< Men

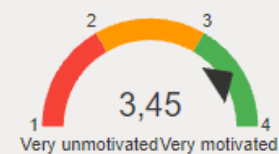


## Unwanted Behavior At Work



N 102

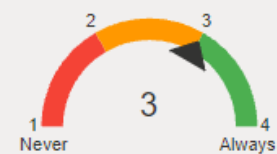
## Motivation



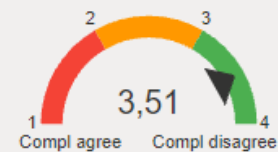
## Stress



## Coping stress



## Intention to leave



## Work Life Balance



N 102

## Psychosocial risks

## Labour organisation



Structure ↑

Job security ↑

## Job content



Independence ↑

## Terms of employment



Remuneration ↓

## Workplace conditions



Safety ↑

Work equipment ↑

## Job related interpersonal relations

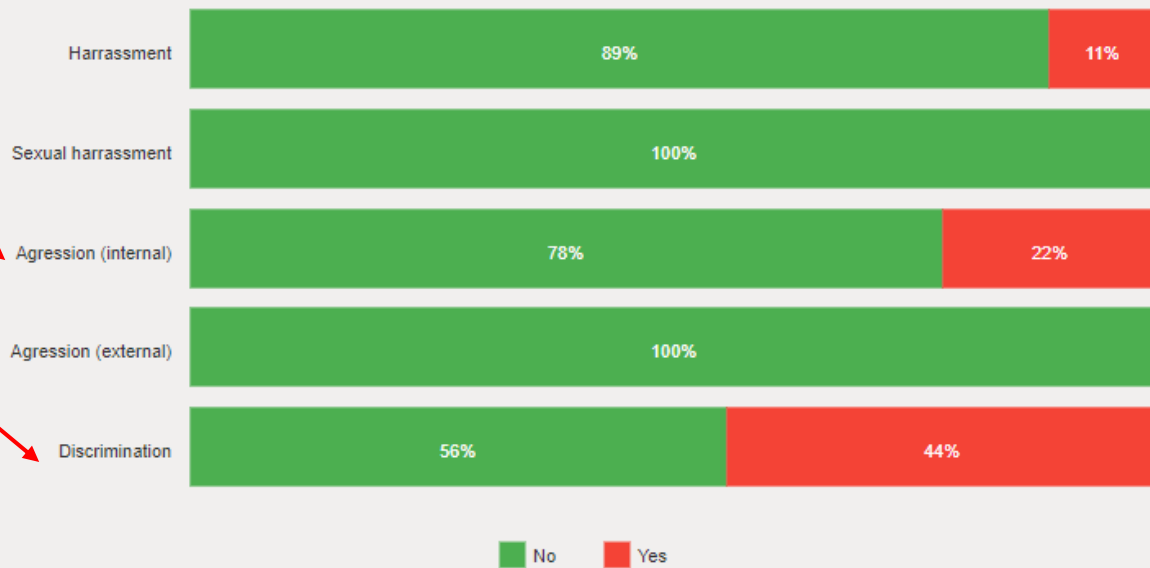


Support of colleagues ↑

Support of superior ↑

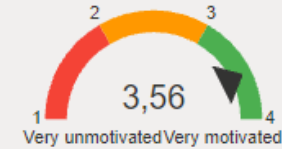
Atmosphere ↑

### Unwanted Behavior At Work



N 9

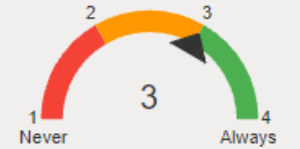
### Motivation



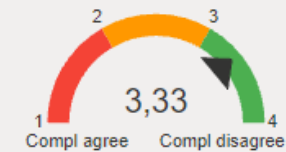
### Stress



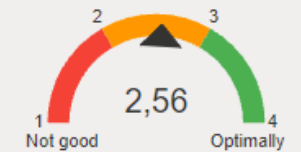
### Coping stress



### Intention to leave



### Work Life Balance



N 9

## Psychosocial risks

### Labour organisation



Job security ↑

### Job content



Variation ↑ ↓ Work pressure  
Independence ↑

### Terms of employment



Evaluations ↑ ↓ Remuneration  
Holiday, working regime ↑

### Workplace conditions



Work equipment ↑

### Job related interpersonal relations



Atmosphere ↑ ↓ Support of colleagues  
↓ Support of superior

# Results Module Change





## Department Company



## Individual

Completely agree Agree Neutral Disagree Completely disagree

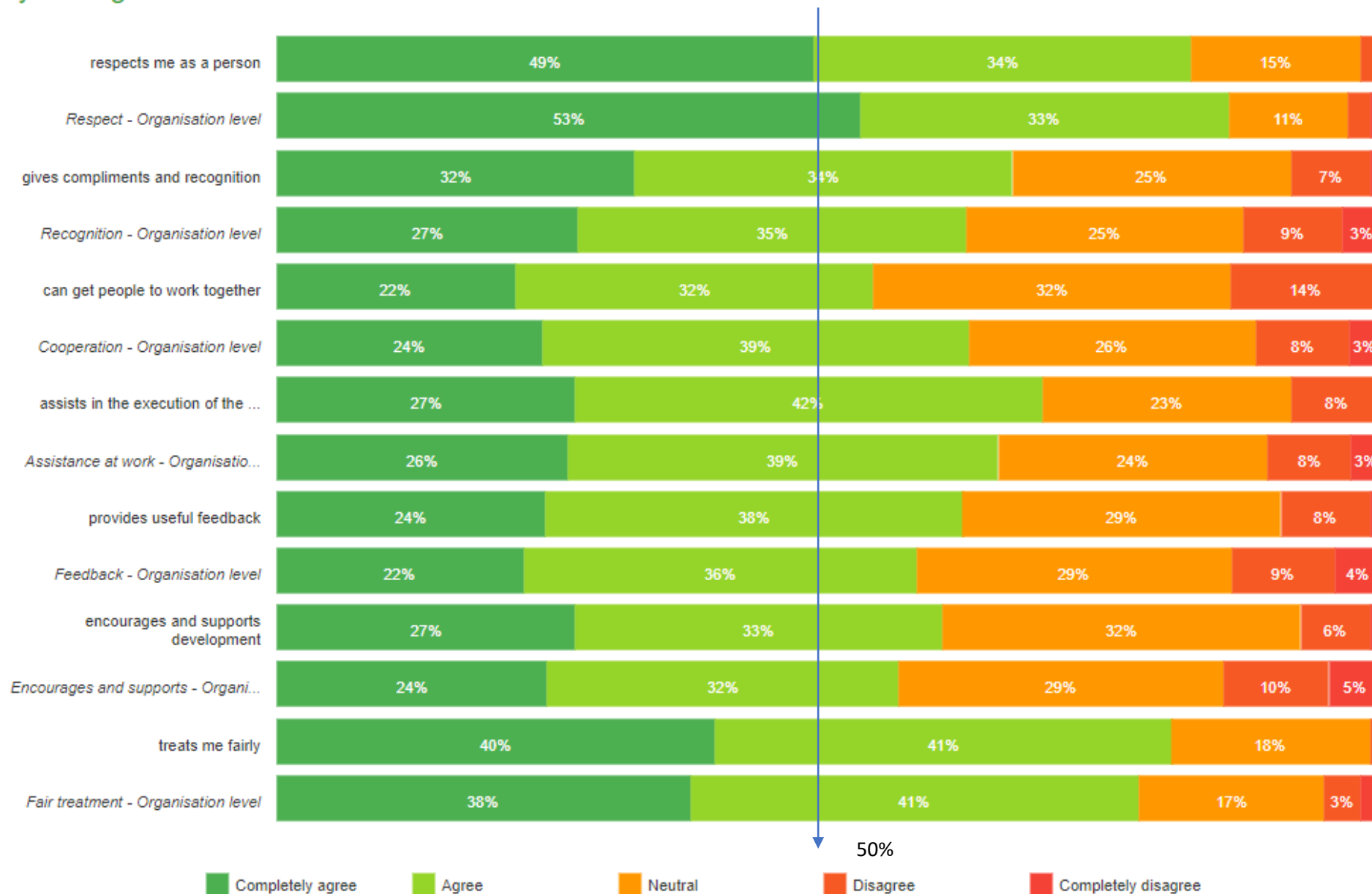
50%

# Results Module Leadership



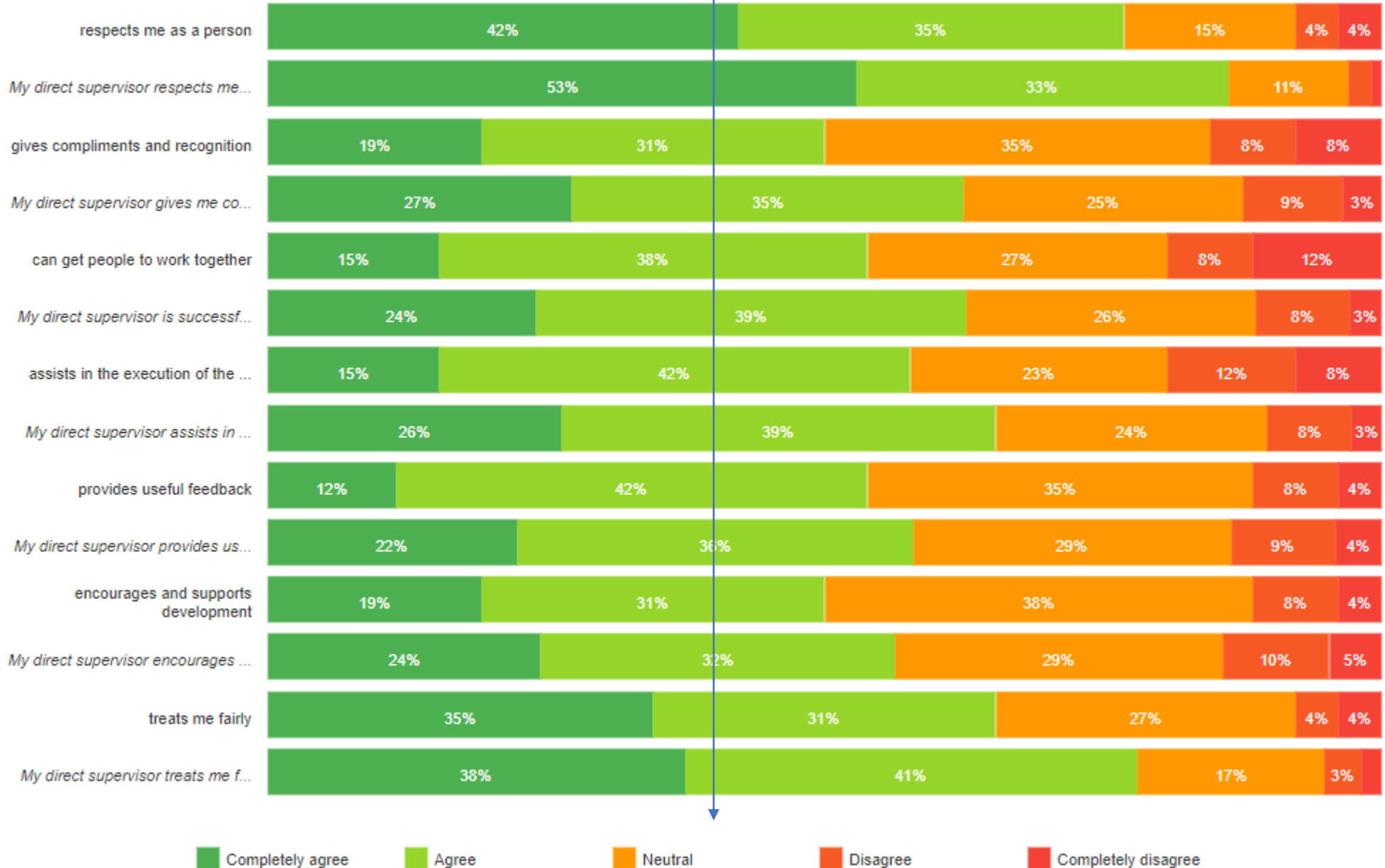


## My manager...



## Woman results

### My manager...

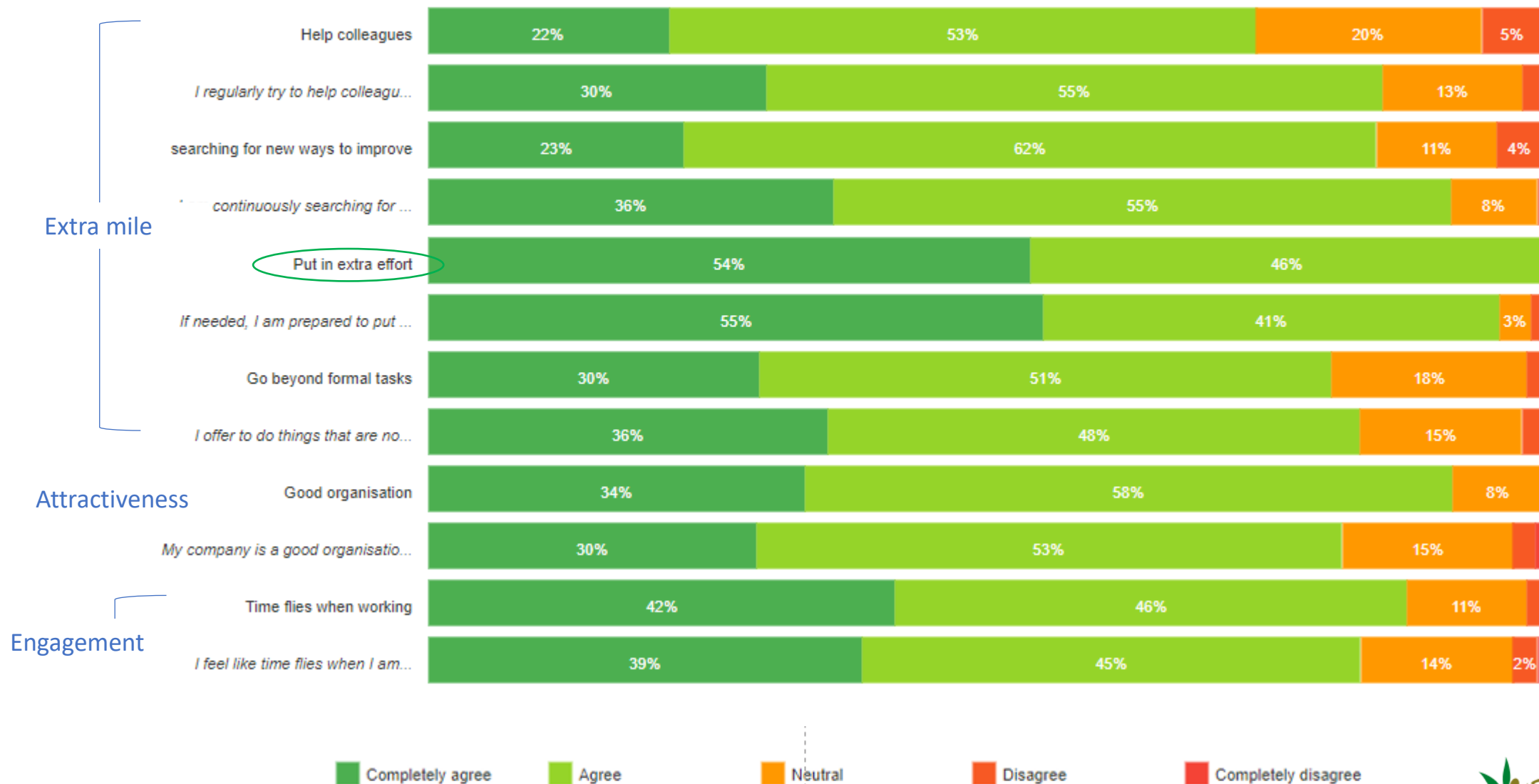


Globally, women score less in their Leader evaluation with an average drop of 10%

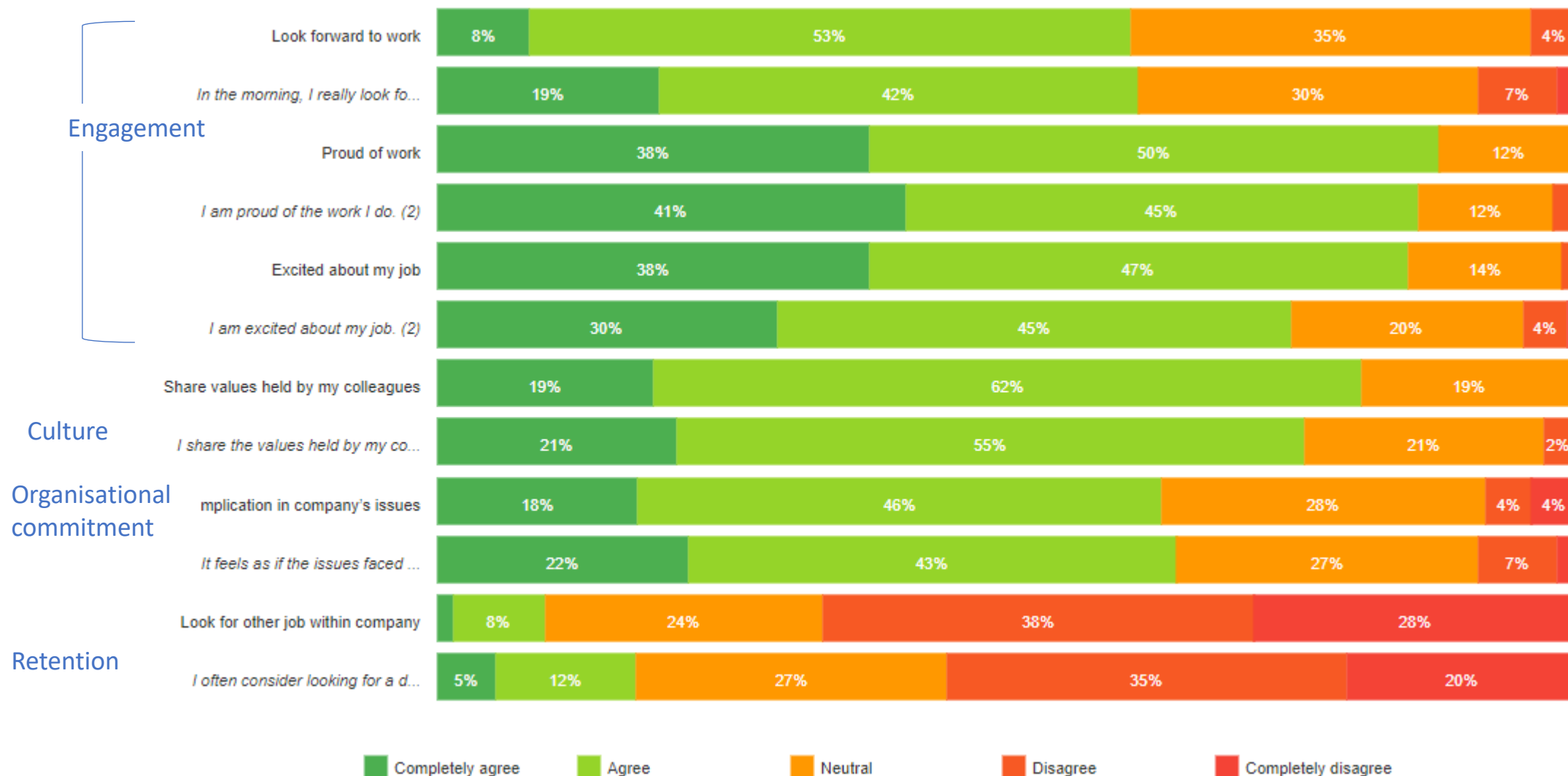
# Results Extra Module



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



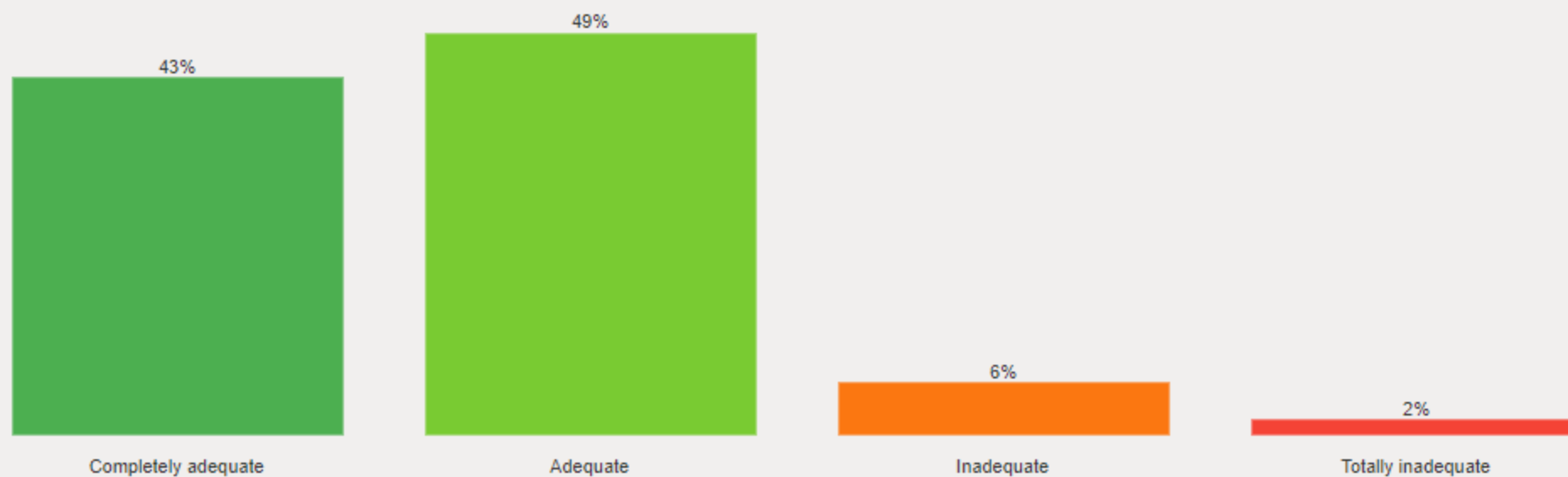
The following statements relate to your daily work in our company. To what extent do you agree with these statements?



# Covid



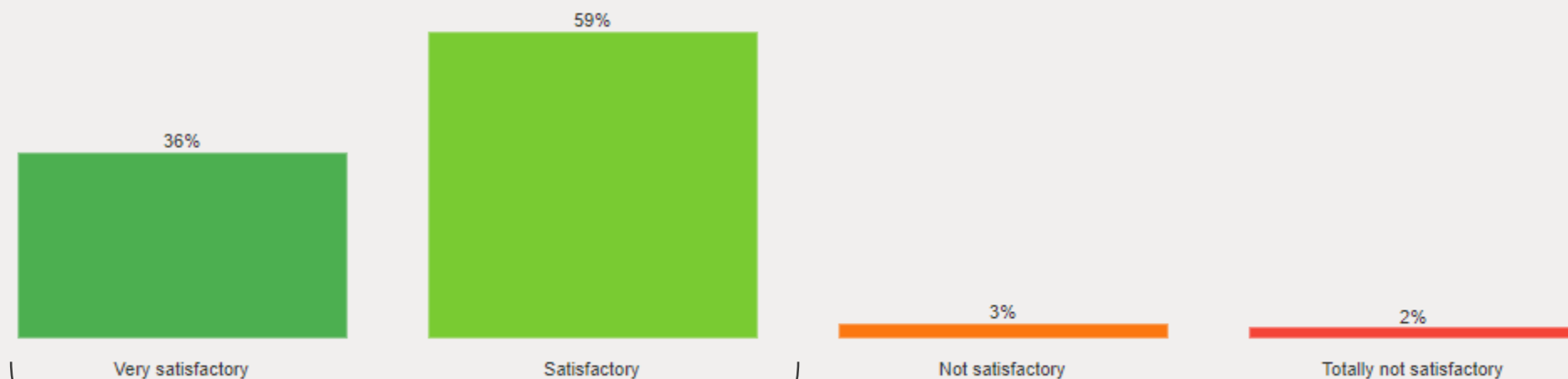
In the context of the Covid-19 pandemic, your company implemented sanitary measures in your workplace. Do you feel that these measures are adequate to keep you safe?



N 111

92%

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?



N 111


95%



# Conclusions – Action plans & Timeline



# What should we learn from the results of this survey?

- Global very good report on motivation and less intention to leave
- Good score in satisfaction (cfr 2018) and NPS score is improving
- Global neutral & less important evaluation of risk factors
- Strong points are shared identical for the whole population (excl women) -> Atmosphere / Support from colleagues and superiors -> big impact on well being of your people.
- Managers are more stressed -> less resources to handle stress
- No Managers have more resources for well being but be careful with their right to speak 
- Intern communication & changes score very good -> important resource !
- Blue collars: high motivation – good handling of stress -> due to important resources – be careful on external aggressions
- Women discrimination & internal aggression is very high -> lower score on leadership module & support of colleagues

 *Action should be decided on those priorities*

# Timeline Risk & Engagement Survey 2021



Thank you 😊

