

# Engagement Survey 2021 – SONAR Report

## BESIX Nederland

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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

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

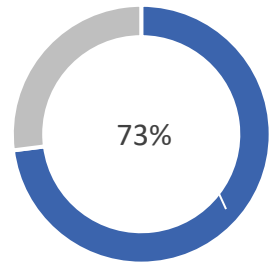
# Scan results



# Response Rate

BESIX NL = 174 people

## BESIX Nederland



= 127 people

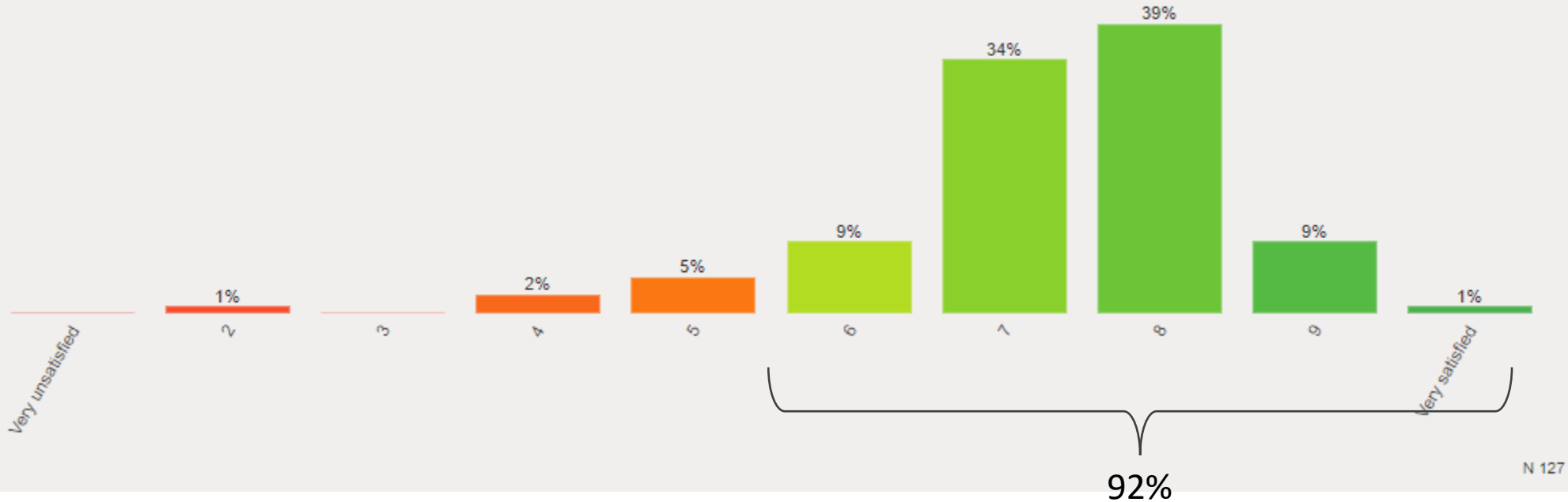


# Satisfaction & Net Promoter Score

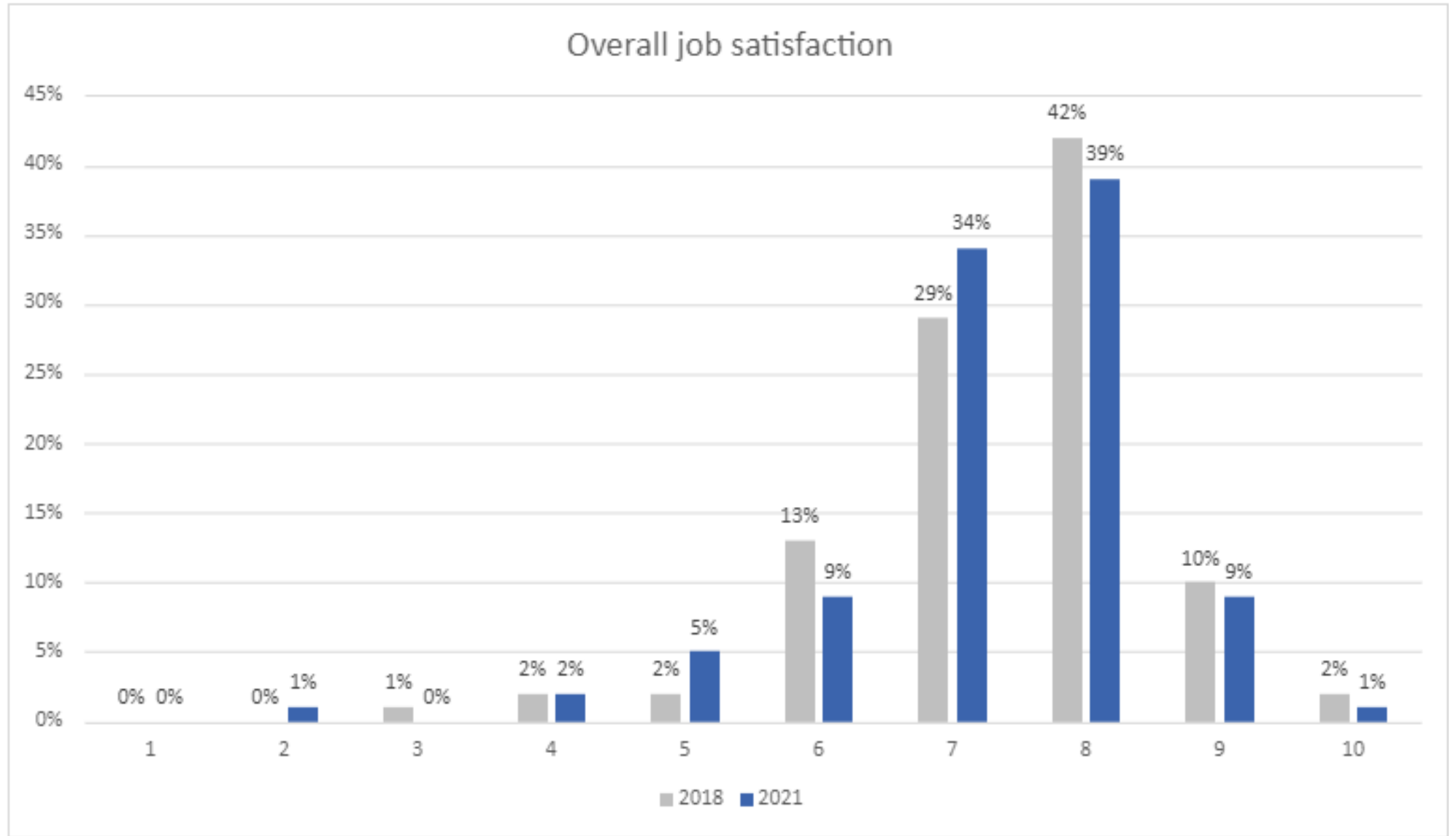


# Satisfaction score

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



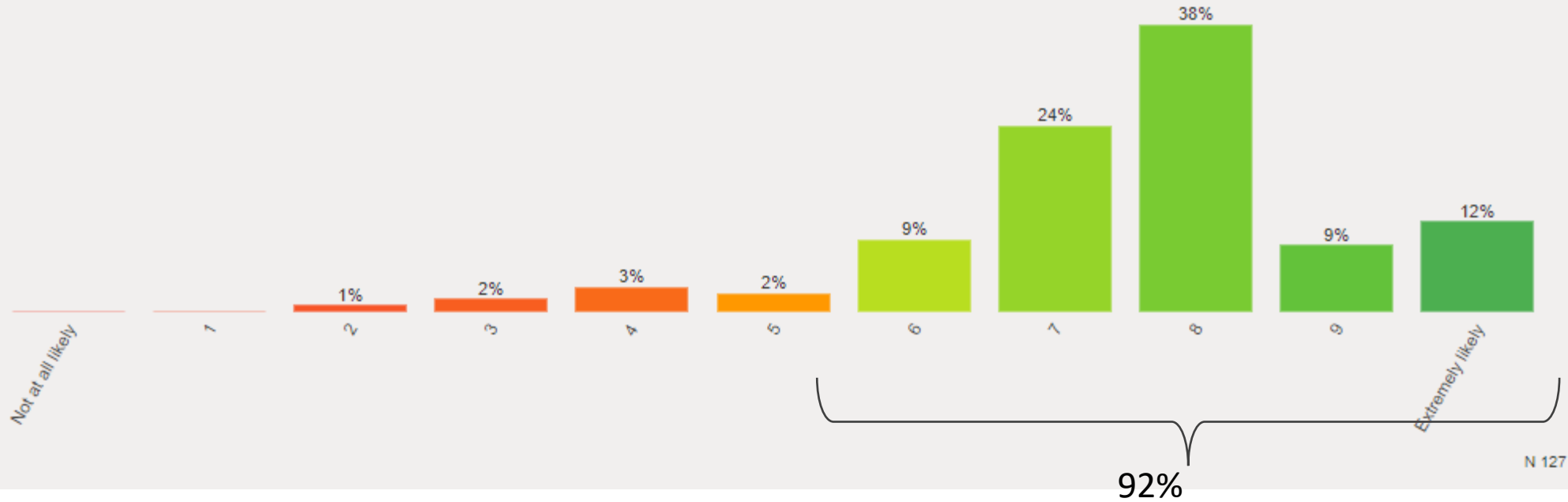
## Satisfaction 2018 >< 2021



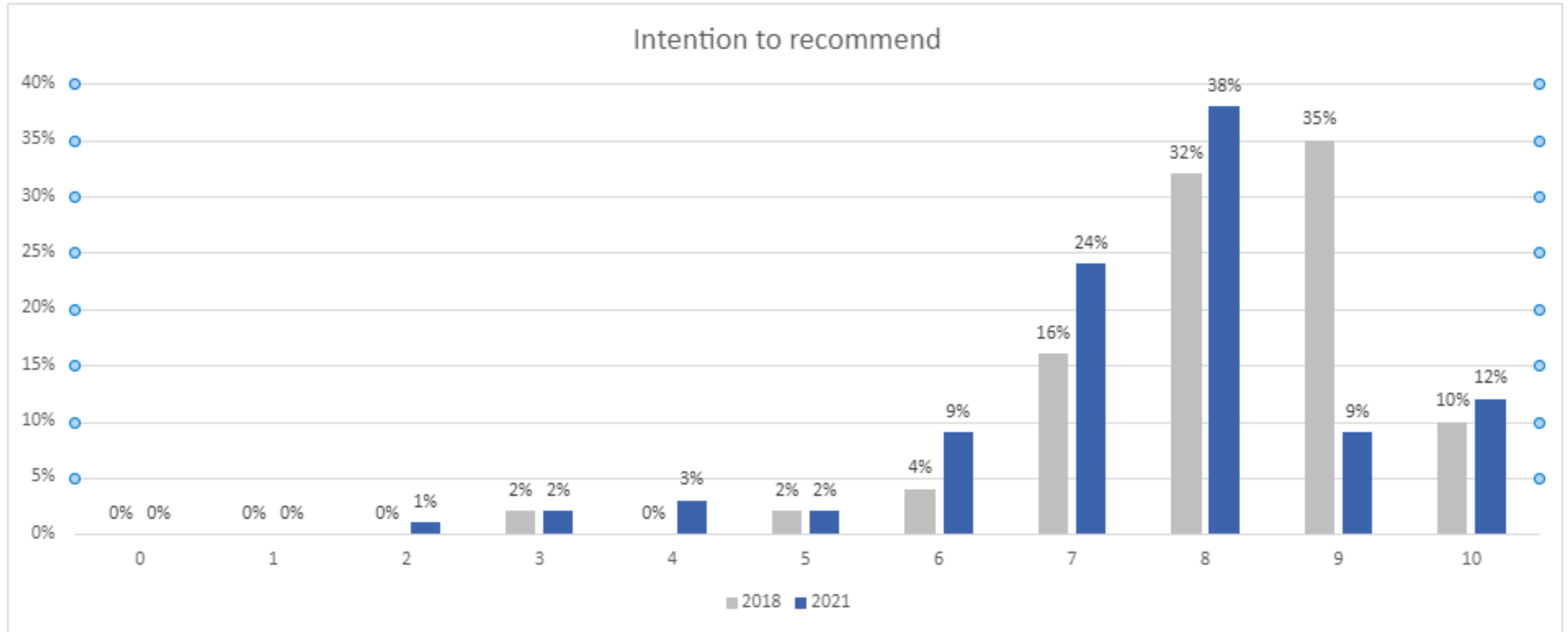


# Net promoter score

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

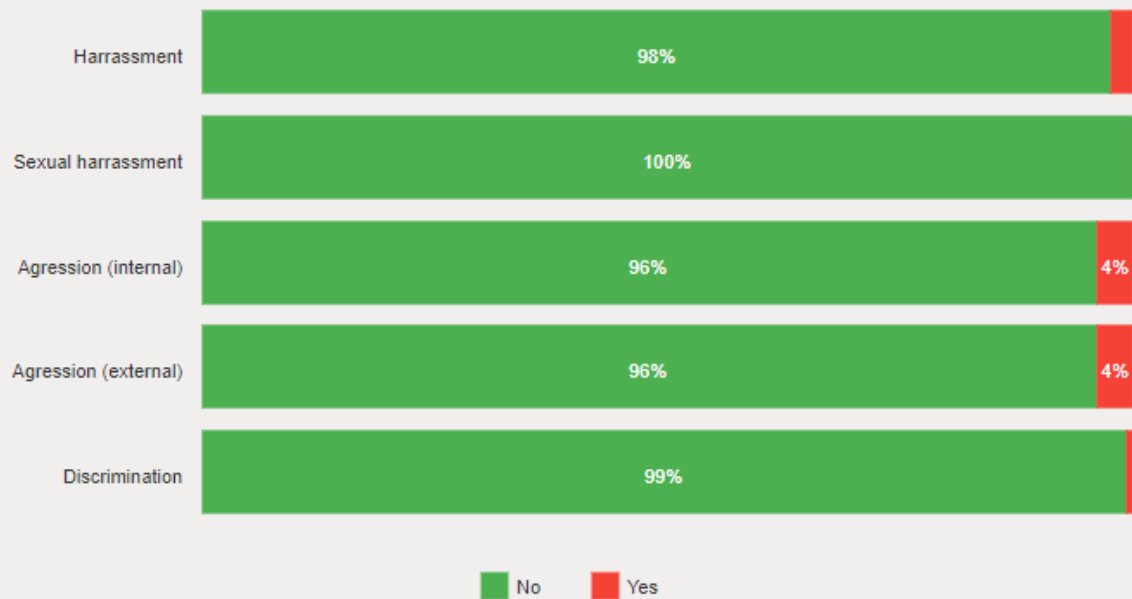


# NPS 2018 >< 2021



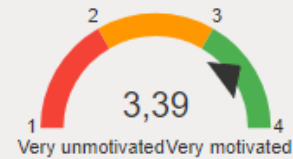
# Well-being Indicators

## Unwanted Behavior At Work

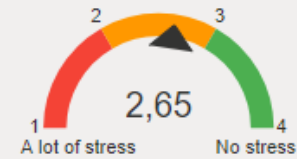


N 127

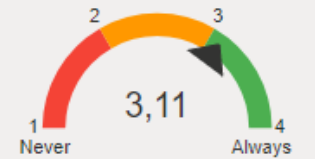
## Motivation



## Stress



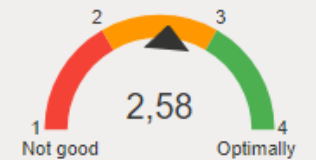
## Coping stress



## Intention to leave



## Work Life Balance



N 127

# Psychosocial risks

## Labour organisation



Job security ↑ ↓ Policy

## Job content



Variation ↑ ↓ Mental strain  
Independence ↑

## Terms of employment



Holiday, working regime ↑ ↓ Remuneration

## Workplace conditions



Safety ↑

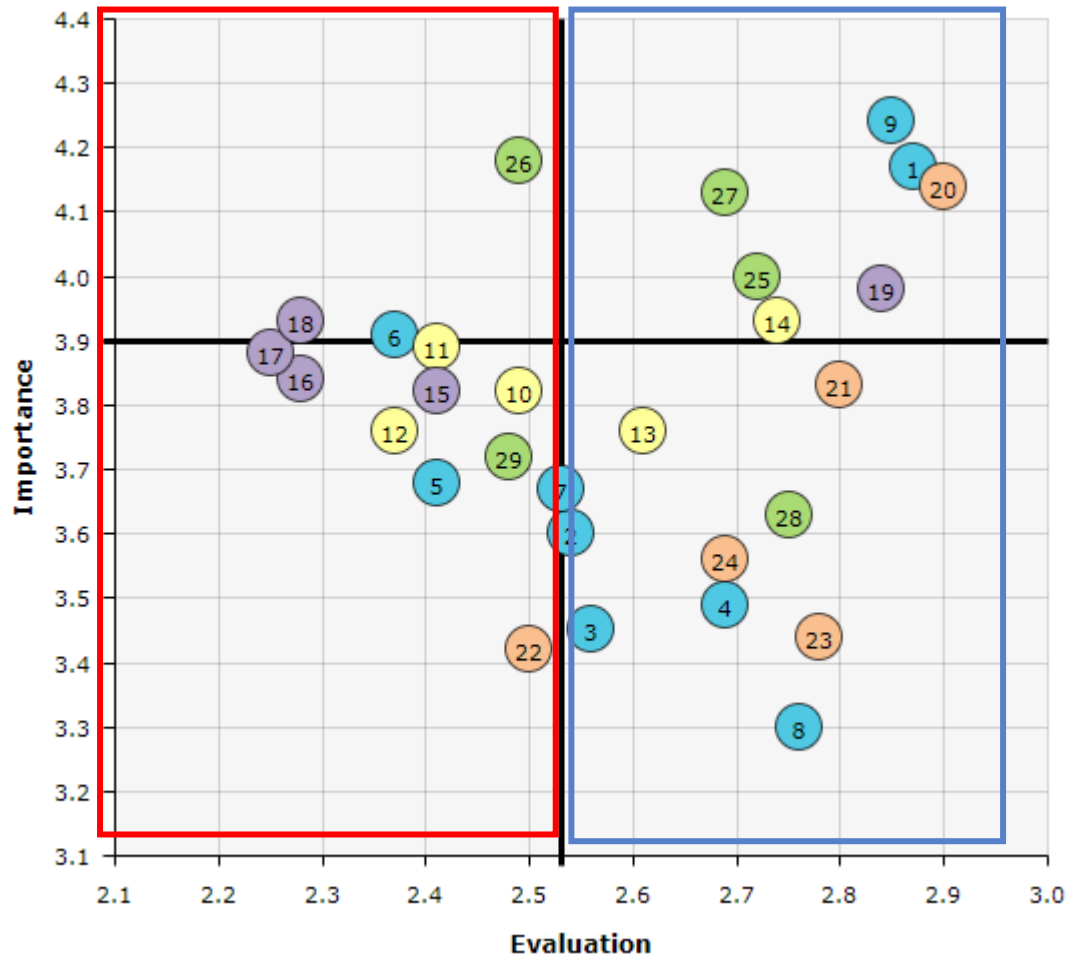
## Job related interpersonal relations



Support of colleagues ↑ ↓ Support of superior

Atmosphere ↑

# Results: BESIX NL



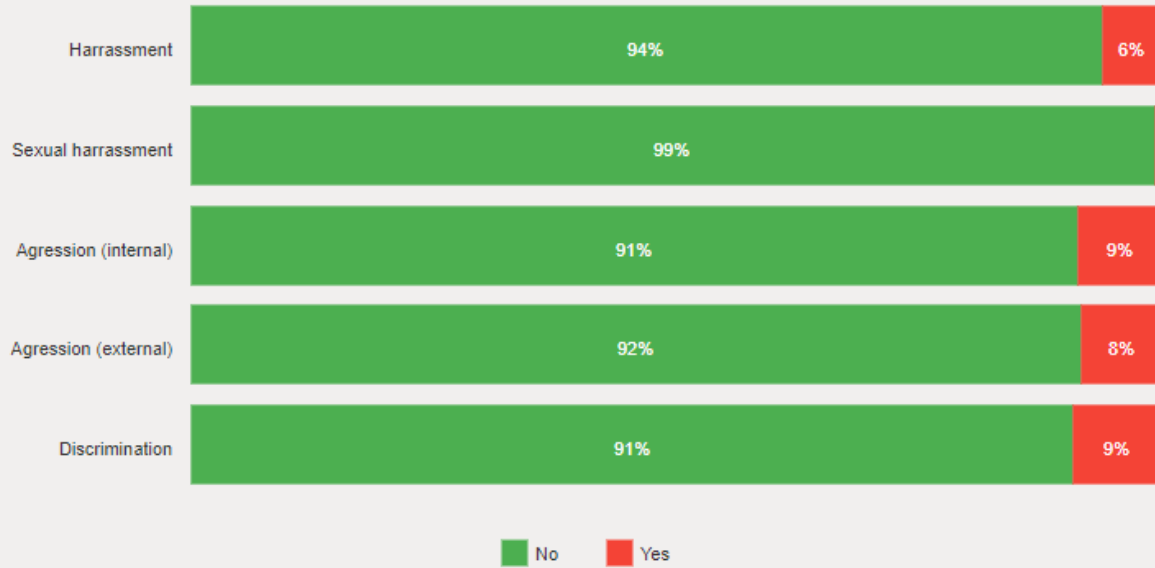
<b>Job Content</b>	<ul style="list-style-type: none"> <li>1. Variation in the work</li> <li>2. Division of tasks</li> <li>3. Work procedures</li> <li>4. Level of difficulty</li> <li>5. Job pressure</li> <li>6. Mental strain due to the work</li> <li>7. Emotional strain due to the work</li> <li>8. Physical strain due to the work</li> <li>9. Independence in the work</li> </ul>
<b>Labour Organisation</b>	<ul style="list-style-type: none"> <li>10. Clear organizational structure</li> <li>11. Say in the organisation</li> <li>12. Policy organisation</li> <li>13. Organisational culture</li> <li>14. Work and job security</li> </ul>
<b>Terms of employment</b>	<ul style="list-style-type: none"> <li>15. Training opportunities</li> <li>16. Career opportunities</li> <li>17. Evaluation procedures</li> <li>18. Remuneration</li> <li>19. Holiday, working regime</li> </ul>

<b>Workplace conditions</b>	<ul style="list-style-type: none"> <li>20. Safety</li> <li>21. Work equipment</li> <li>22. Noise</li> <li>23. Lighting</li> <li>24. Climate control and ventilation</li> </ul>
<b>Job related interpersonal relations</b>	<ul style="list-style-type: none"> <li>25. Support and appreciation of colleagues</li> <li>26. Support and appreciation of superior</li> <li>27. Atmosphere at work</li> <li>28. Contact with externals at work</li> <li>29. Communication and expectations</li> </ul>

# BESIX GROUP RESULTS

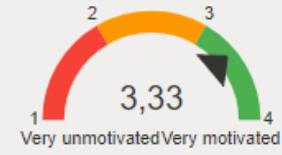
## Well-being Indicators

### Unwanted Behavior At Work



N 2,8k

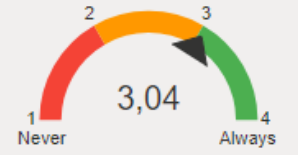
### Motivation



### Stress



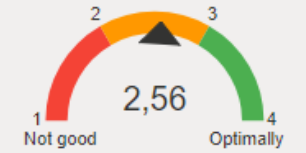
### Coping stress



### 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 ↑

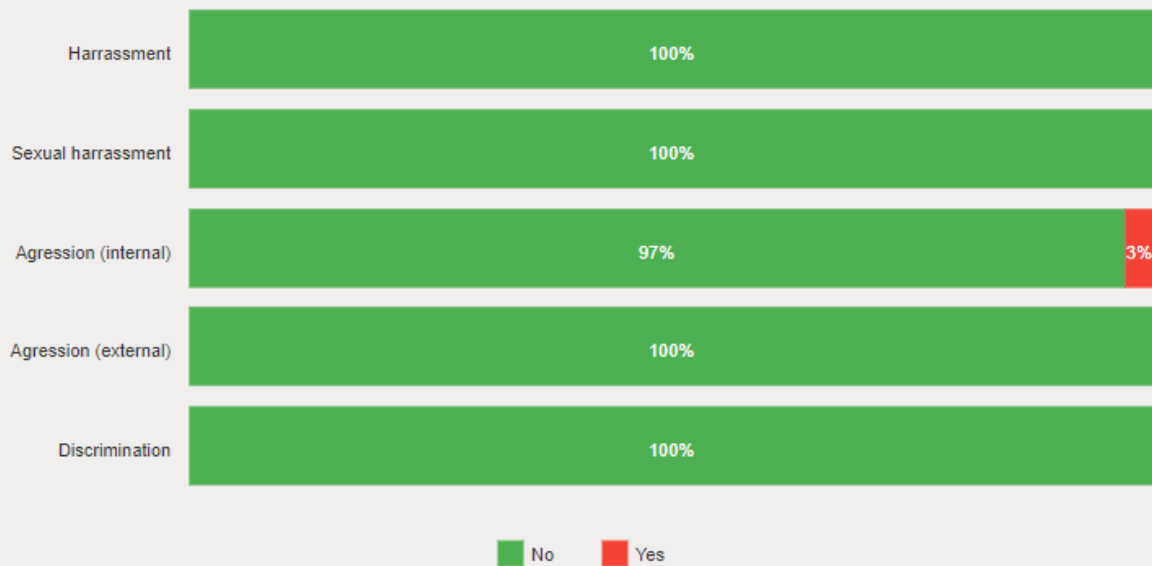
# Results Manager >< Non-Manager



# Managers

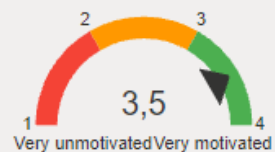
# Well-being Indicators

## Unwanted Behavior At Work

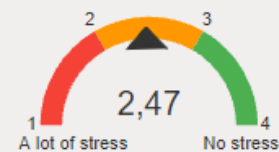


N 34

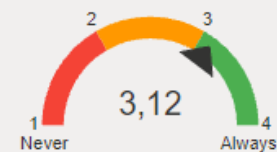
## Motivation



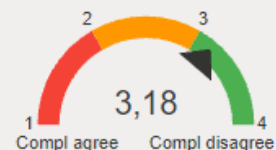
## Stress



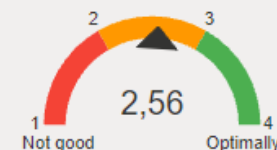
## Coping stress



## Intention to leave



## Work Life Balance



N 34

# Psychosocial risks

## Labour organisation



Culture ↑  
Policy ↓

## Job content



Variation ↑  
Independence ↑  
Mental strain ↓

## Terms of employment



Holiday, working regime ↑  
Remuneration ↓

## Workplace conditions



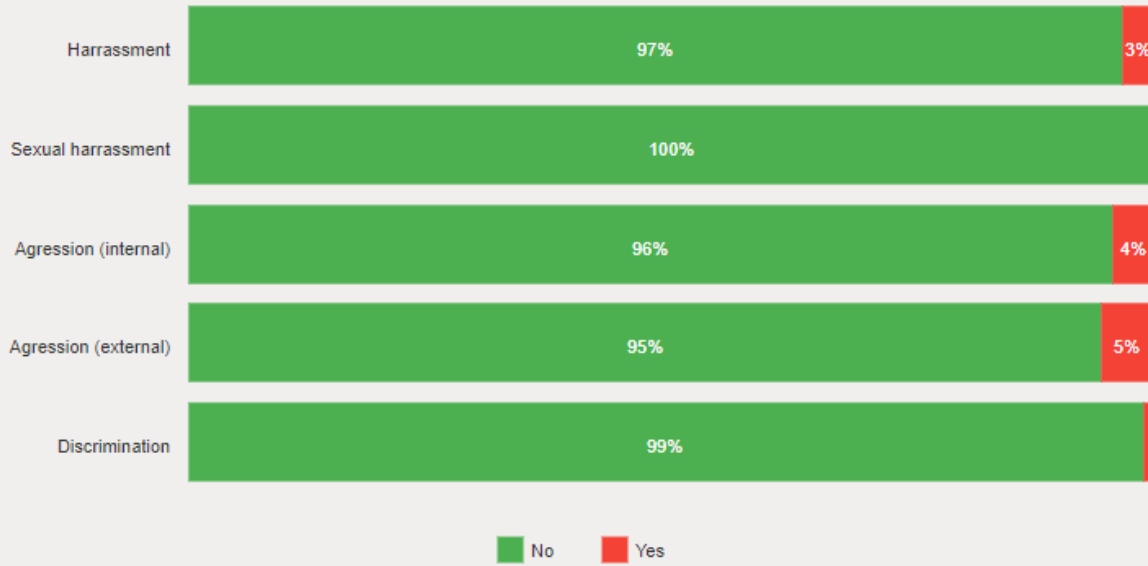
Safety ↑

## Job related interpersonal relations



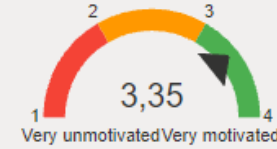
Support of colleagues ↑  
Atmosphere ↑

## Unwanted Behavior At Work



N 93

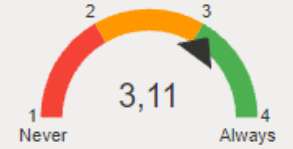
## Motivation



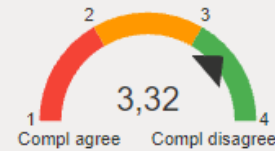
## Stress



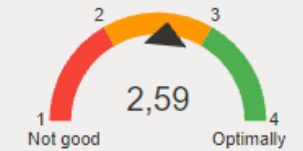
## Coping stress



## Intention to leave



## Work Life Balance



N 93

# Psychosocial risks

## Labour organisation



Culture ↑  
Policy ↓

## Job content



Variation ↑  
Independence ↑  
Mental strain ↓

## Terms of employment



Holiday, working regime ↑  
Remuneration ↓

## Workplace conditions



Safety ↑

## Job related interpersonal relations



Support of colleagues ↑  
Atmosphere ↑  
Support of superior ↓



# Results Module Change



Department  
Company



50%

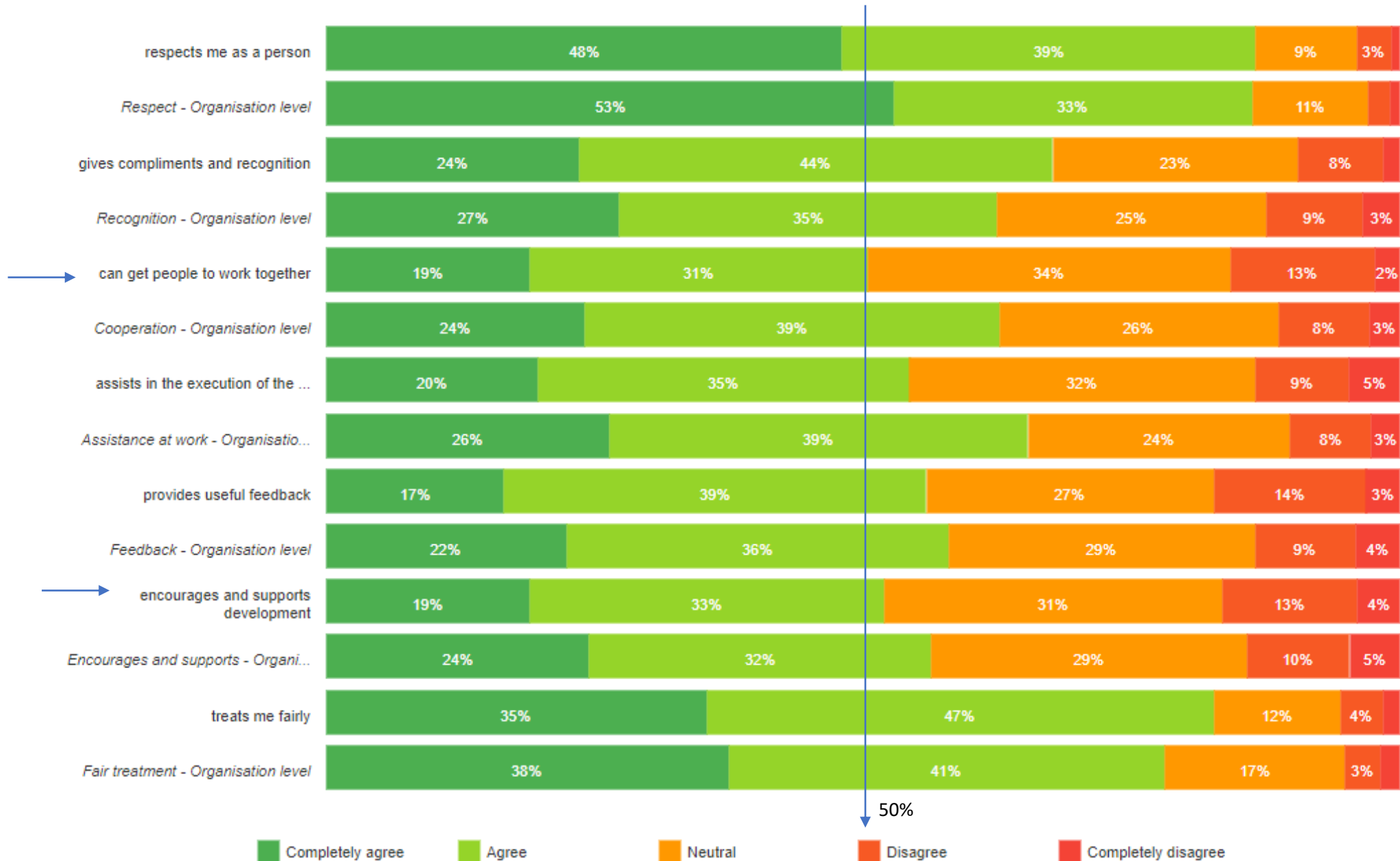
Completely agree   Agree   Neutral   Disagree   Completely disagree



# Results Module Leadership



# My manager...

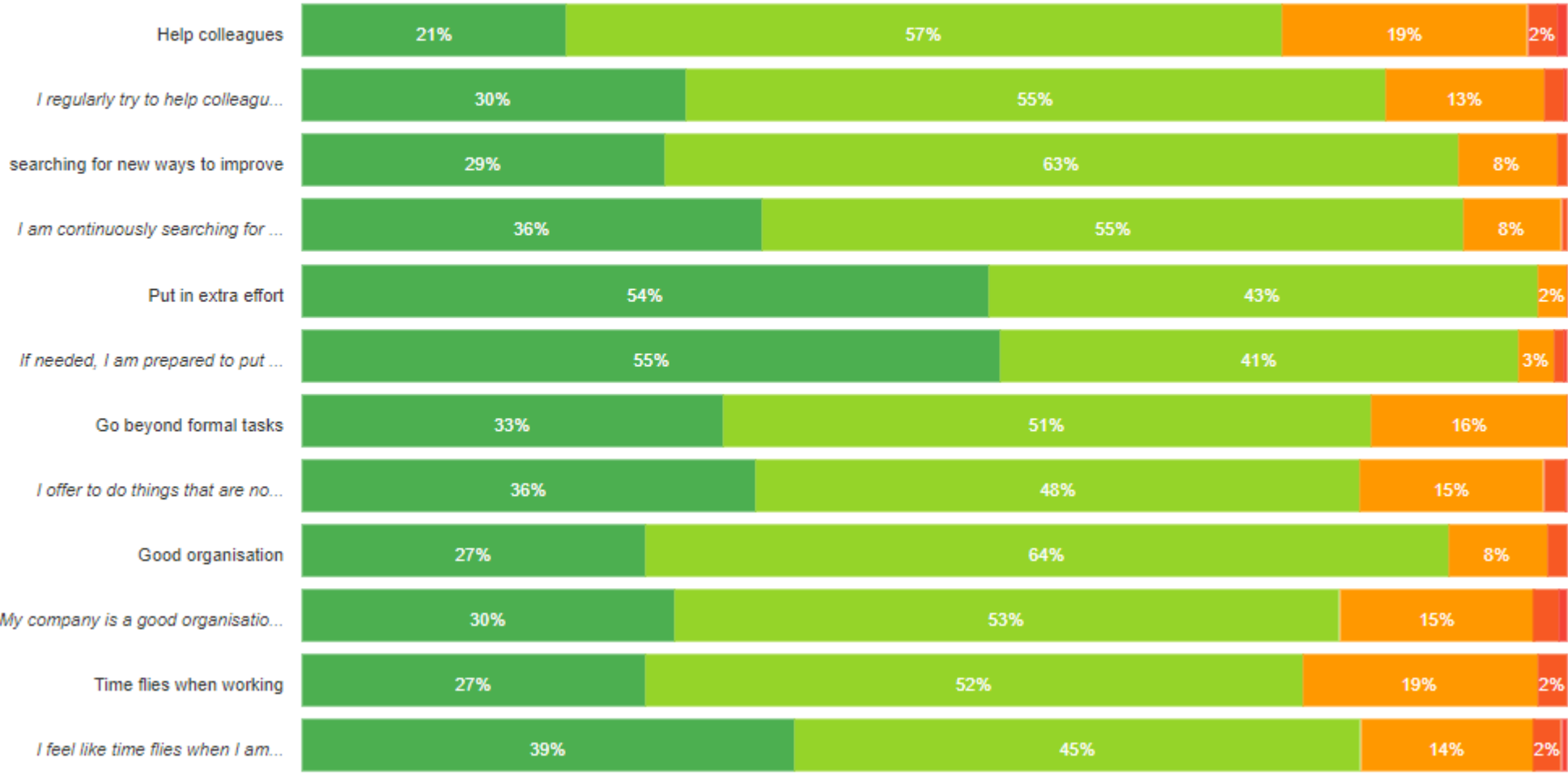


# Results Extra Module



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

Extra mile



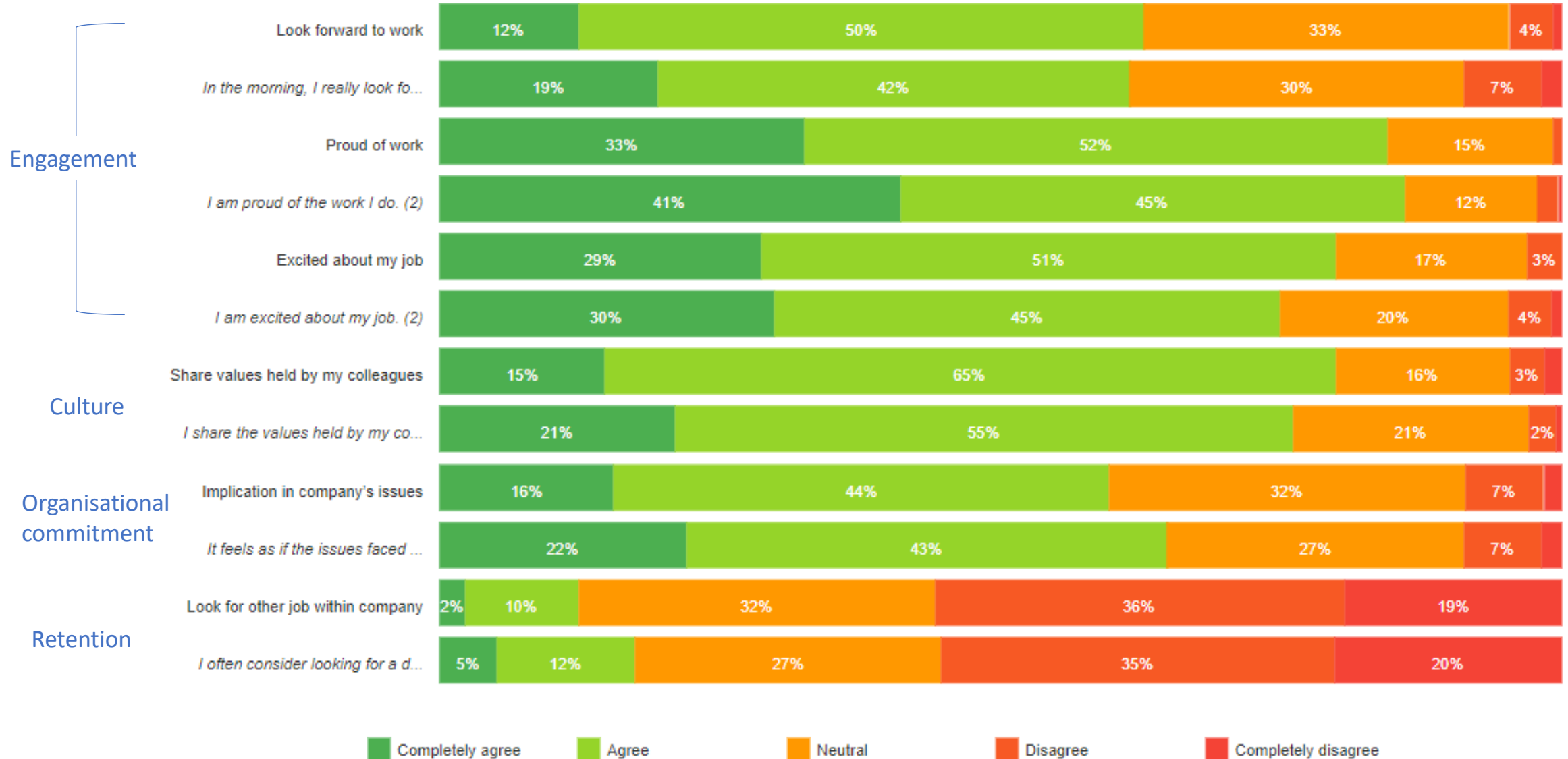
Attractiveness

Engagement

■ Completely agree  
 ■ Agree  
 ■ Neutral  
 ■ Disagree  
 ■ Completely disagree



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

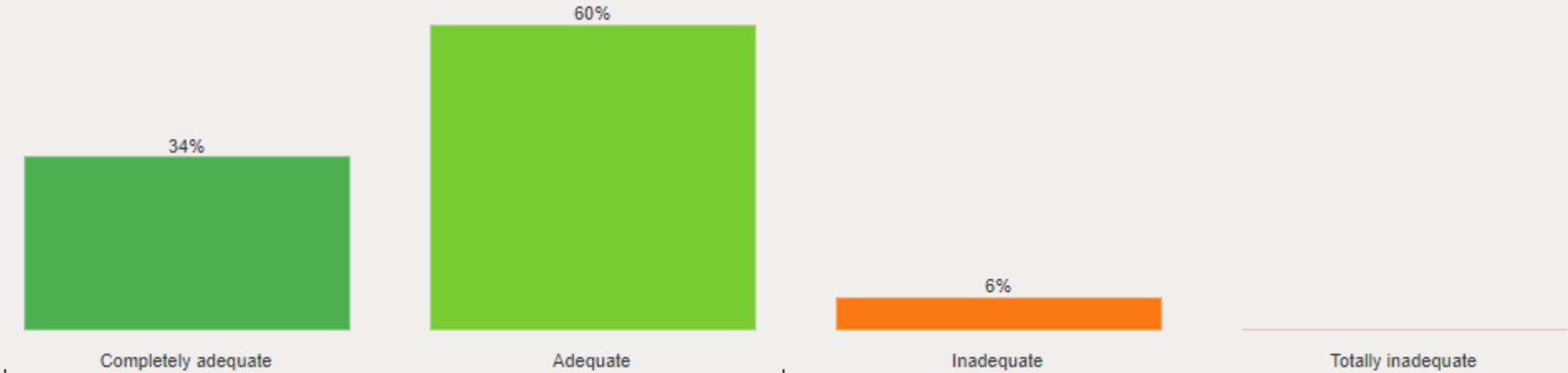


# Covid



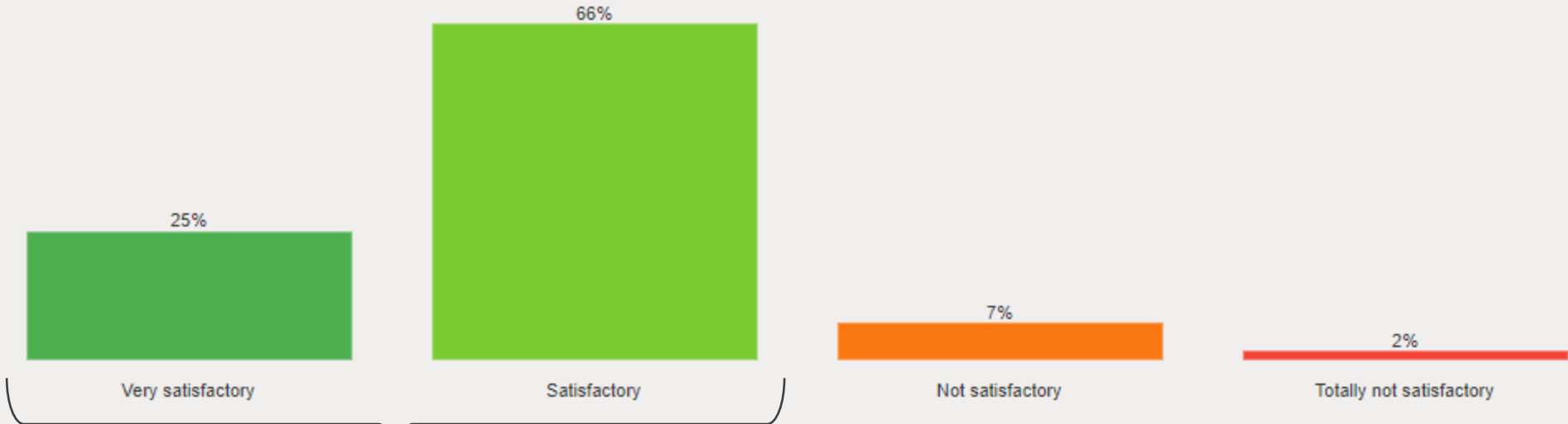


In the context of the Covid-19 pandemic, your company implemented sanitary measures in your workplace. Do you feel that these measures are adequate to keep you safe?



94%

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?




91%

N 127

# Conclusions – Action plans & Timeline



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

- Global satisfaction and NPS score are high – despite some loss in very satisfied level (cfr 2018)
- People remain motivated at work 
- Potential risk factors are assessed with slightly less importance and border line items (to be taken into account)
- Strong points such as ♦ atmosphere ♦ support from colleagues ♦ independence ♦ job variation & security ++ ♦ help to increase the well-being of the employees & workers
- Less good scores are linked with:

▶ Support from management → evaluation ∞ career opportunities ∞ development

*(little effort to change it into a resource)*

▶ Change/communication -> sufficiently involved & informed (feedback) ∞ right to speak

▶ Mental strain and interne policy

*Action could be decided on those priorities*

- Same perception of the work environment for N+1 & N-1 
- Low level of unwanted behaviours at work (ideally at 0) 

# Timeline Risk & Engagement Survey 2021

Individual presentation of the results to Entities and departments



Consolidation of the action plans and translate them into clear objectives for 2022 / 2023



10-11/2021

12-2021

Mid-2022

As from 05/10

Action plans to be taken following results



Group overall + Local

Measuring the progress of the actions implemented begin 2022



Thank you 😊

