

Engagement Survey 2021 – SONAR Report

Cobelba

Stéphanie Leblanc – Prevention Advisor Psychosocial Aspects Mensura

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

Scan results



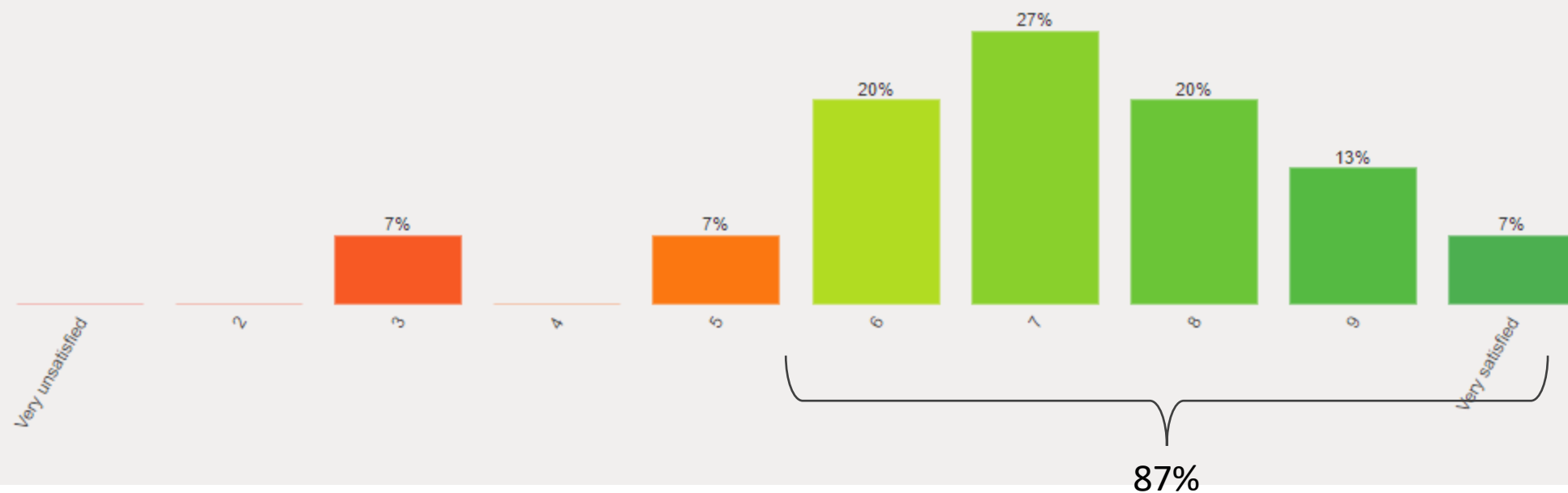
Reponse rate



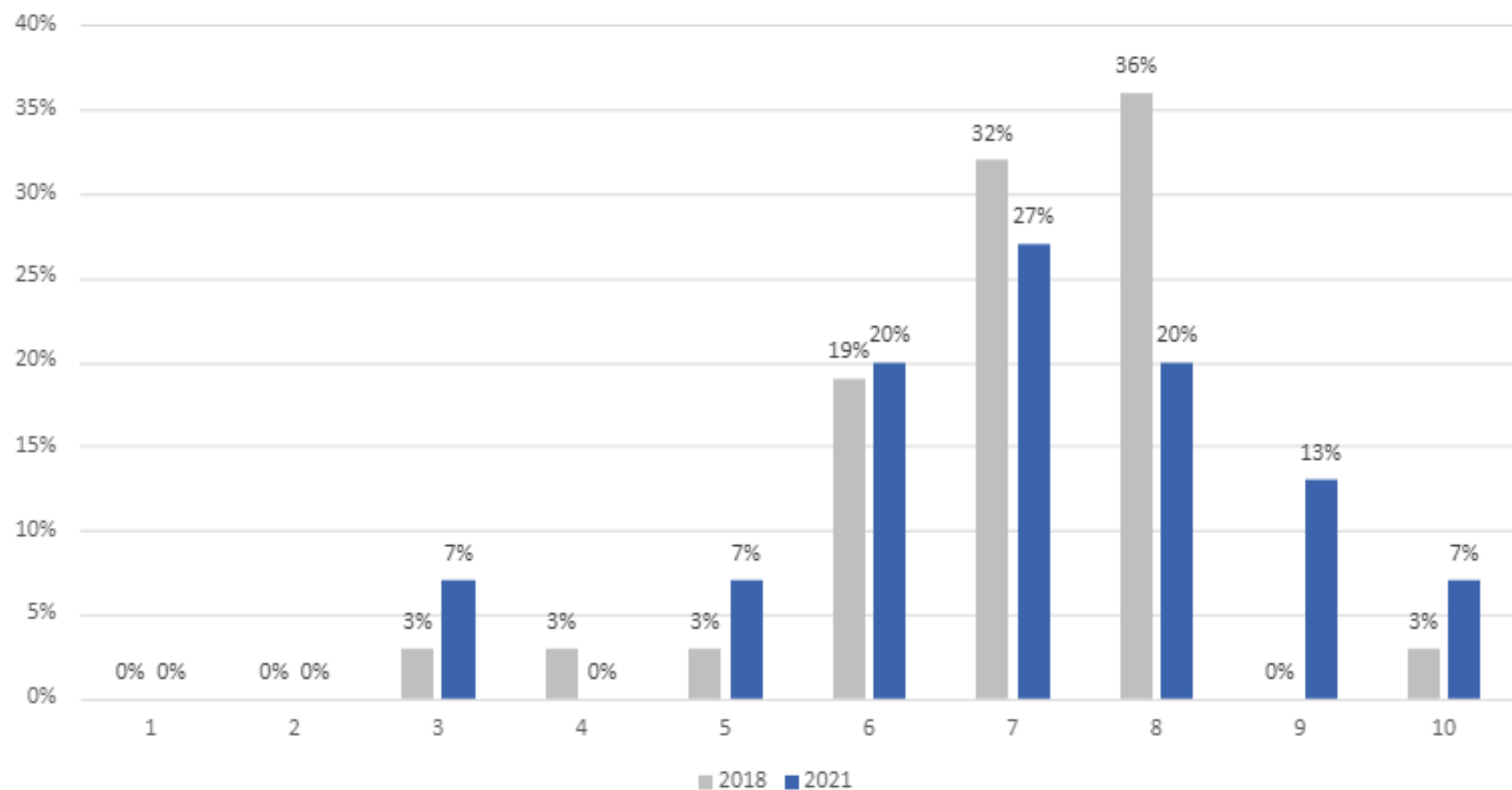
Satisfaction & Net Promoter Score



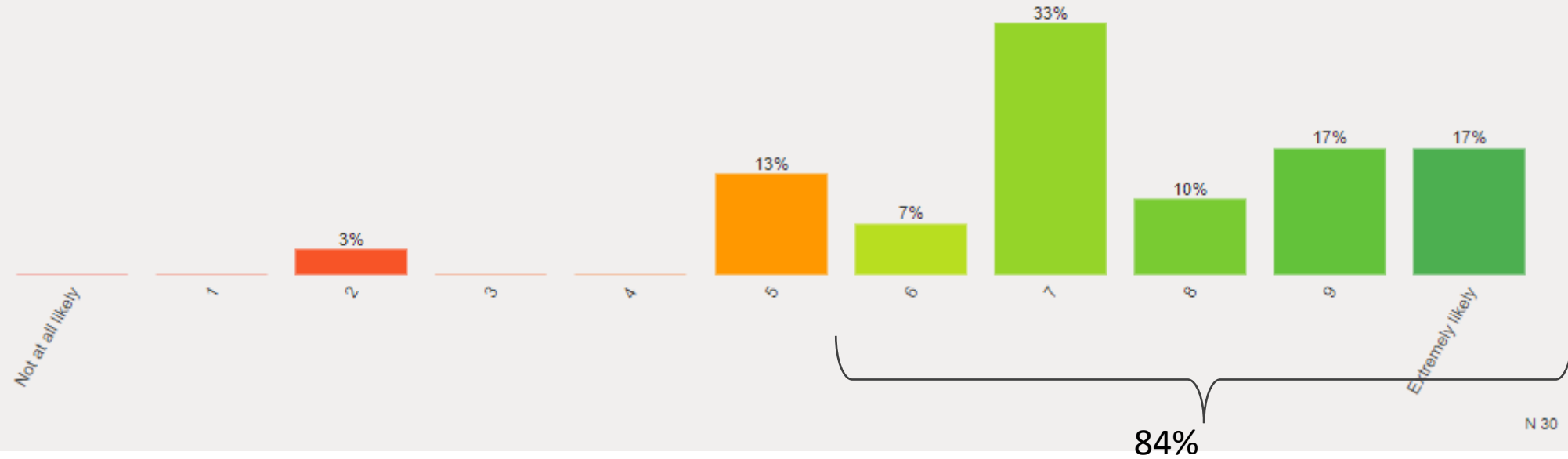
Taking everything into account, how satisfied are you with your current job position?



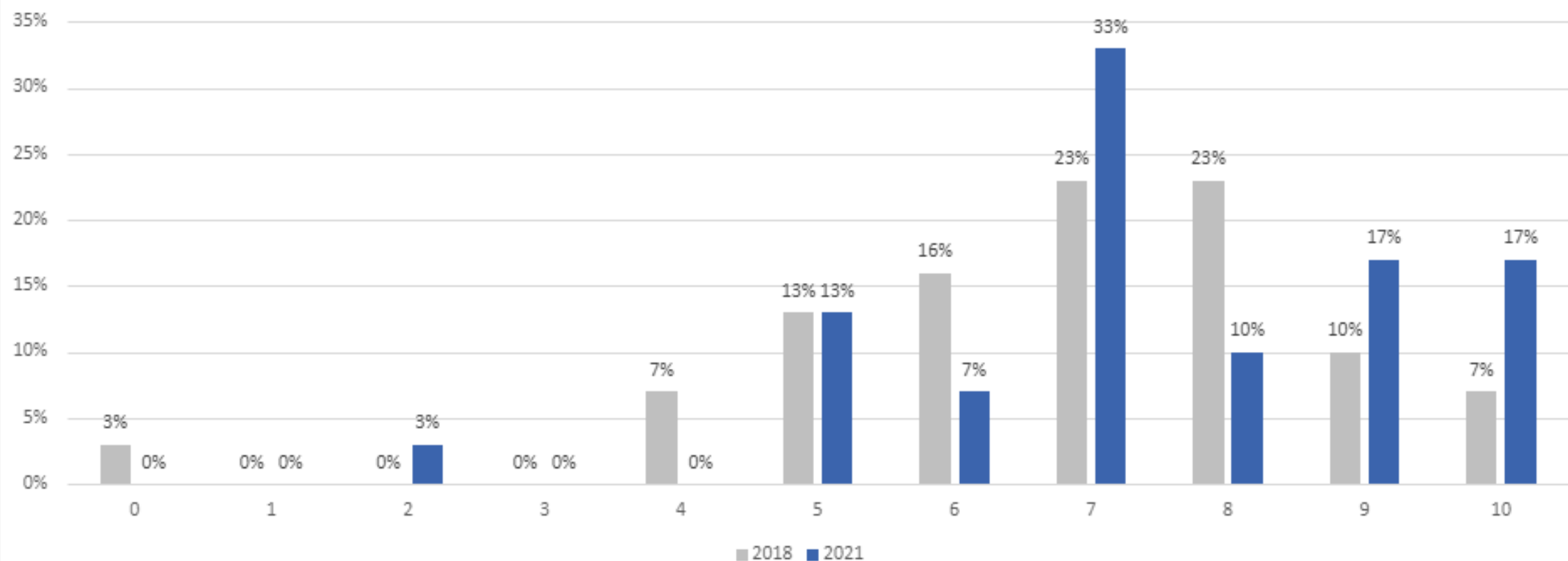
Overall job satisfaction



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

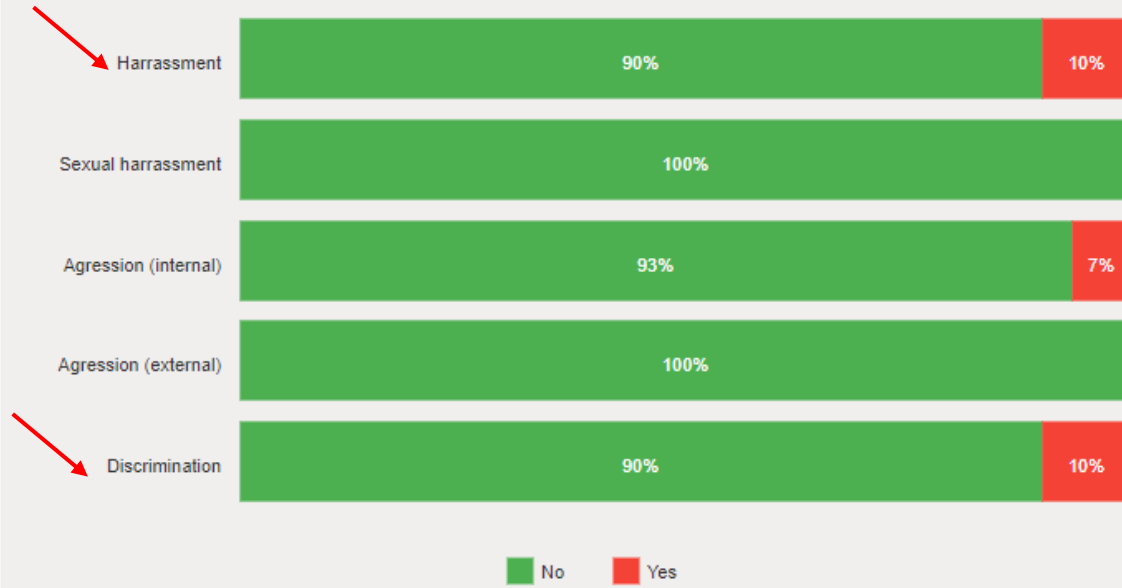


Intention to recommend



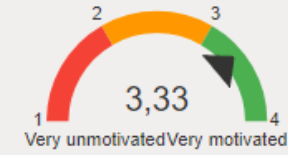
Well-being Indicators

Unwanted Behavior At Work



N 30

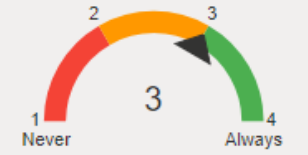
Motivation



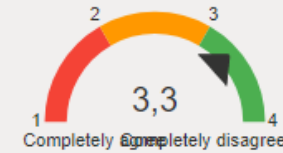
Stress



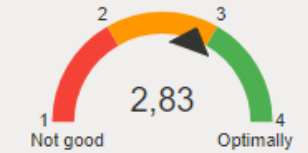
Coping stress



Intention to leave



Work Life Balance



N 30

Psychosocial risks

Labour organisation



- ↓ Structure
- ↓ Say
- ↓ Job security

Job content



- ↑ Independence
- ↓ Task division
- ↓ Mental strain

Terms of employment



- ↓ Career Opportunities
- ↓ Evaluations
- ↓ Remuneration

Workplace conditions



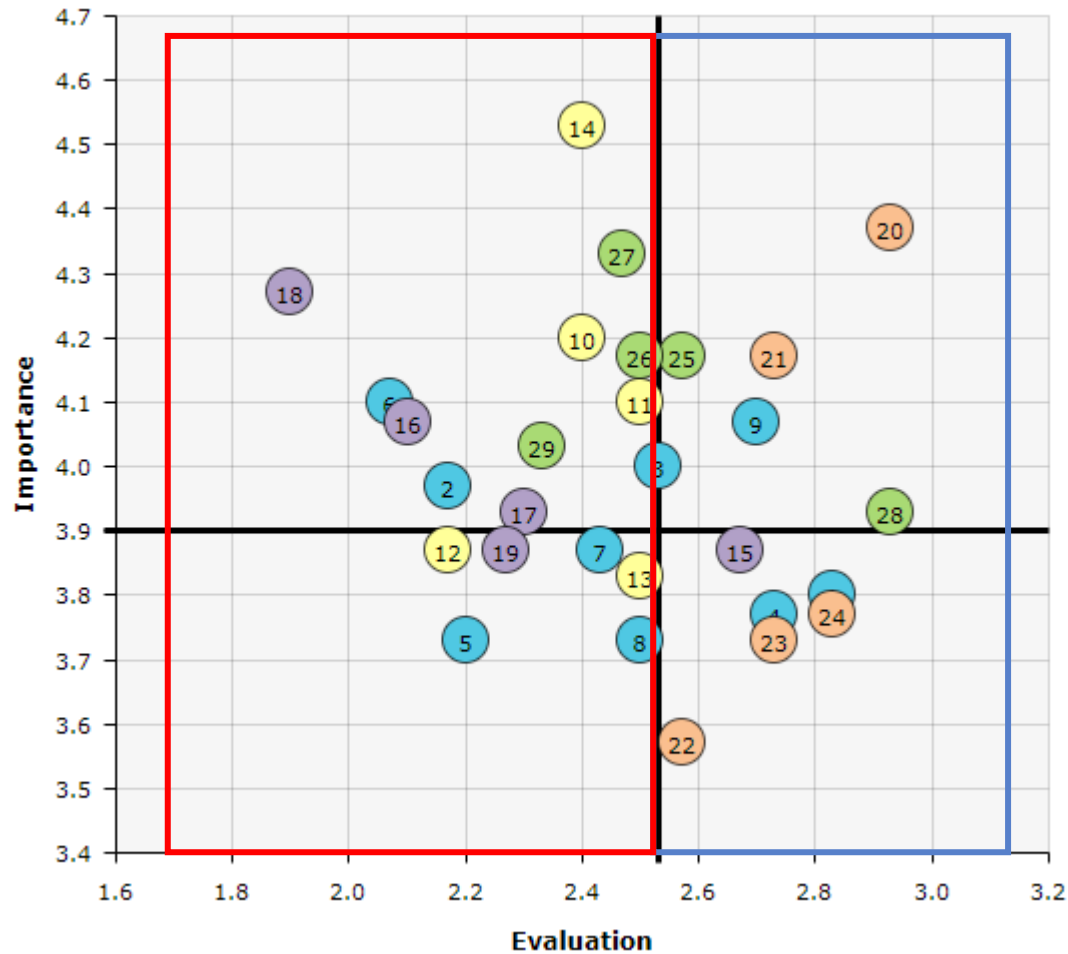
- ↑ Safety
- ↑ Work equipment

Job related interpersonal relations



- ↑ Support of colleagues
- ↑ Contact with externals
- ↓ Support of superior
- ↓ Atmosphere
- ↓ Communication

Results: Cobelba



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

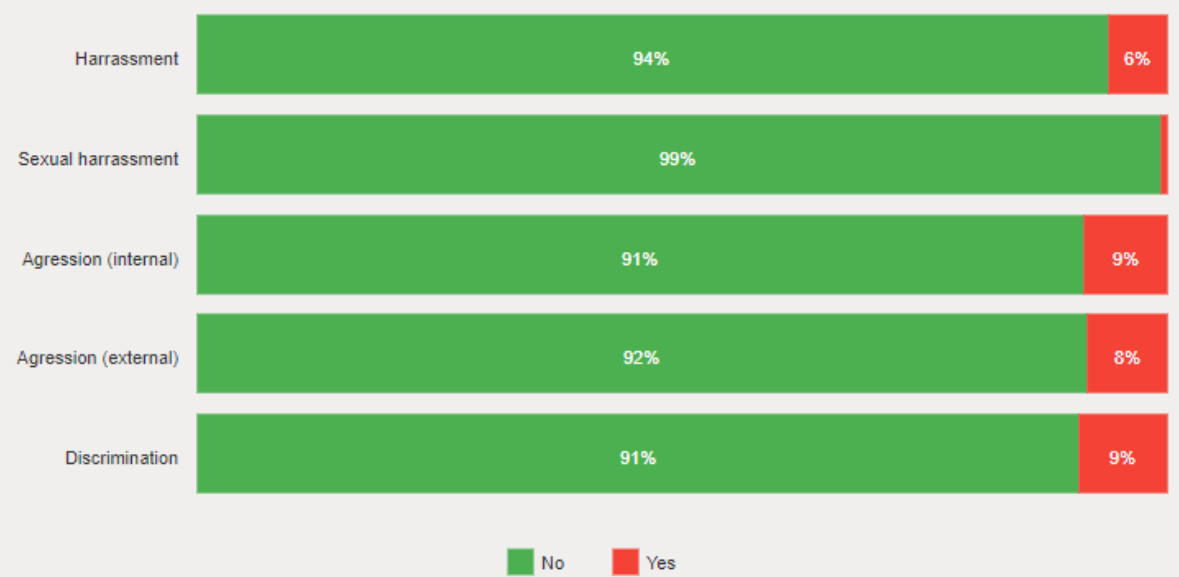
Job related Interpersonal relations

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

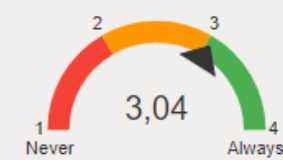
Motivation



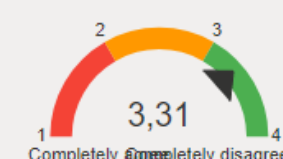
Stress



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

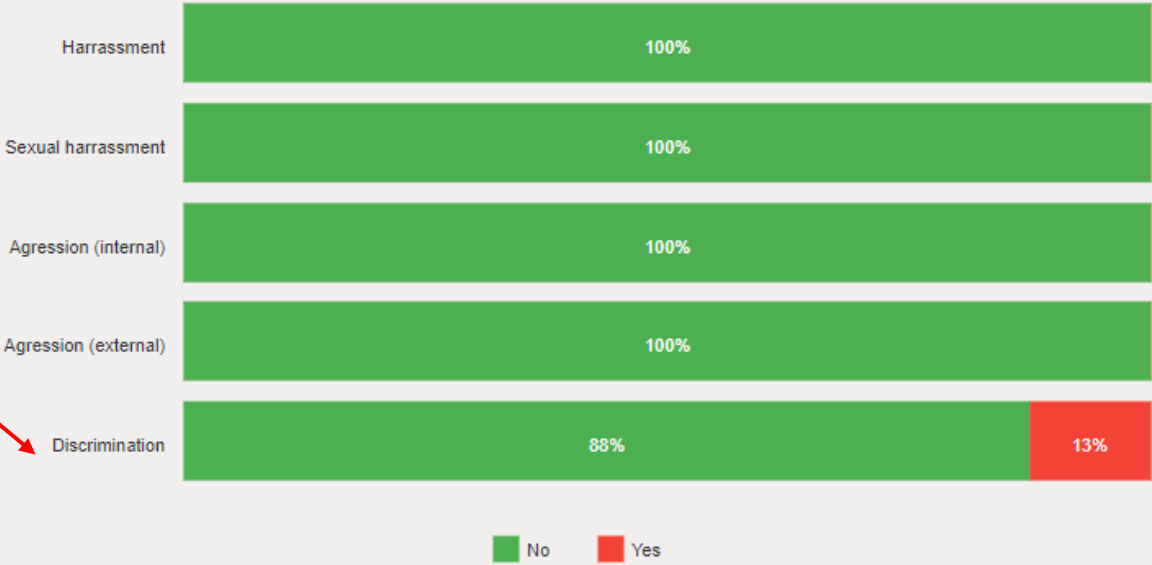


Support of colleagues ↑
Support of superior ↑

Results Blue Collars



Unwanted Behavior At Work



N 8

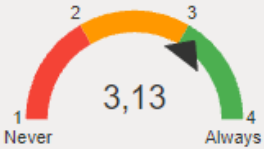
Motivation



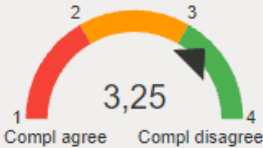
Stress



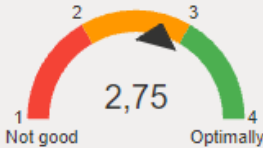
Coping stress



Intention to leave



Work Life Balance



N 8

Psychosocial risks

Labour organisation



Structure ↑ Say ↓
Job security ↓

Job content



Physical strain ↓
Independence ↓

Terms of employment



Career Opportunities ↓

Workplace conditions



Safety ↑
Work equipment ↓
Lighting ↓
Climate control ↓
Support of colleagues ↑
Atmosphere ↓
Communication ↓

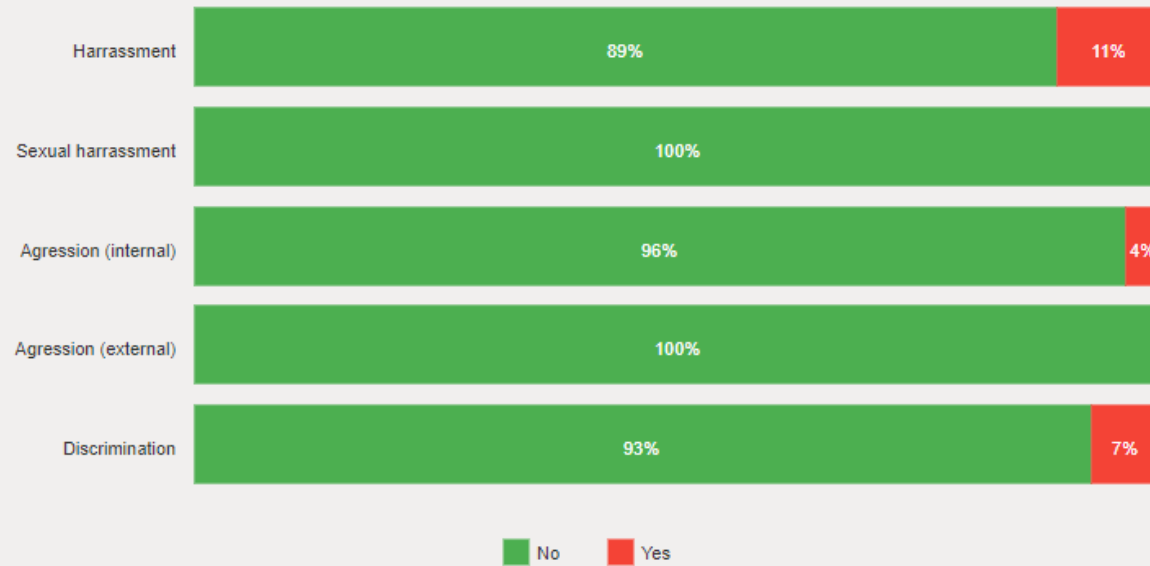
Job related interpersonal relations



Results Non-Manager & White collars Only

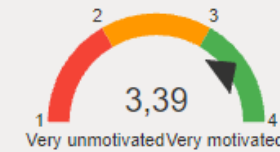


Unwanted Behavior At Work

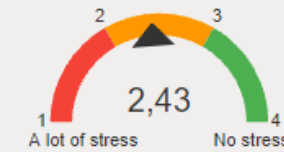


N 28

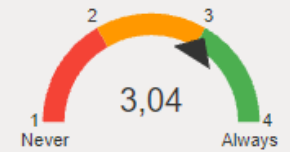
Motivation



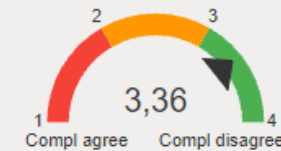
Stress



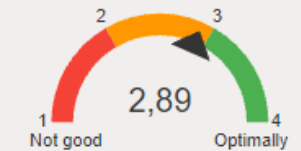
Coping stress



Intention to leave



Work Life Balance



N 28

Psychosocial risks

Labour organisation



CultureSay ↑ ↓ Structure
↓ Job security

Job content



Work procedures ↑ ↓ Task division
Independence ↑ ↓ Mental strain

Terms of employment



↓ Career Opportunities
↓ Evaluations
↓ Remuneration

Workplace conditions



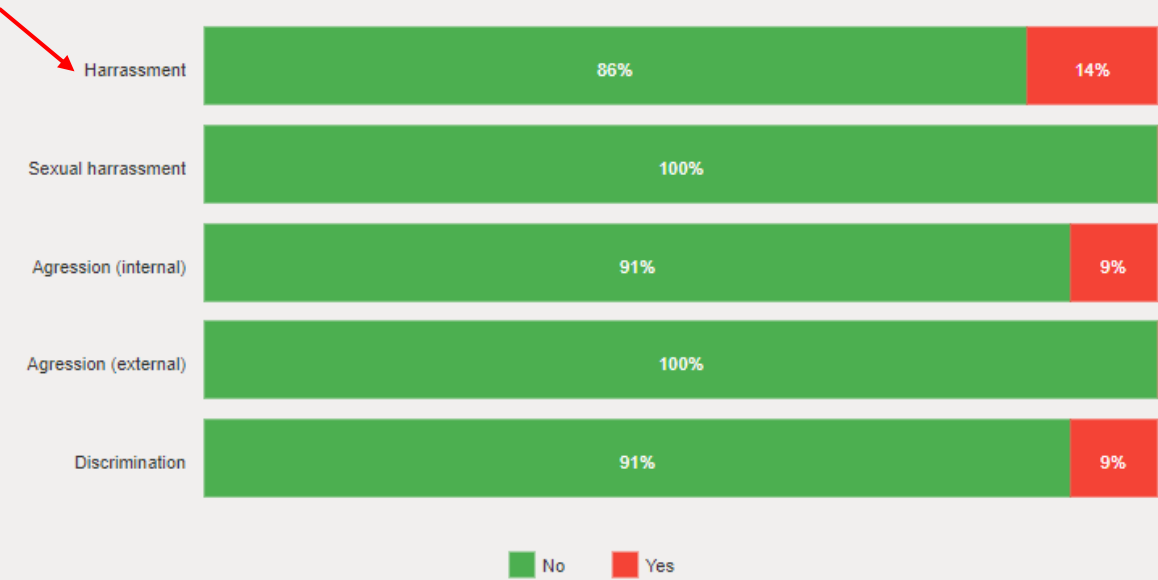
Safety ↑
Work equipment ↑

Job related interpersonal relations



Support of colleagues ↑ ↓ Atmosphere
Support of superior ↑ ↓ Communication

Unwanted Behavior At Work

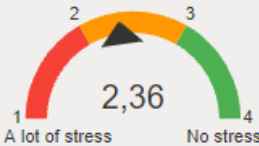


N 22

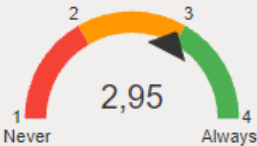
Motivation



Stress



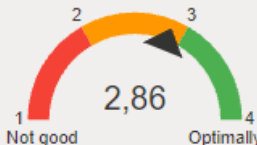
Coping stress



Intention to leave



Work Life Balance



N 22

Psychosocial risks

Labour organisation



- ↓ Structure
- ↓ Say
- ↓ Policy
- ↓ Culture

Job content



- ↑ Independence
- ↓ Task division
- ↓ Mental strain

Terms of employment



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

Workplace conditions



- ↑ Safety
- ↑ Work equipment

Job related interpersonal relations

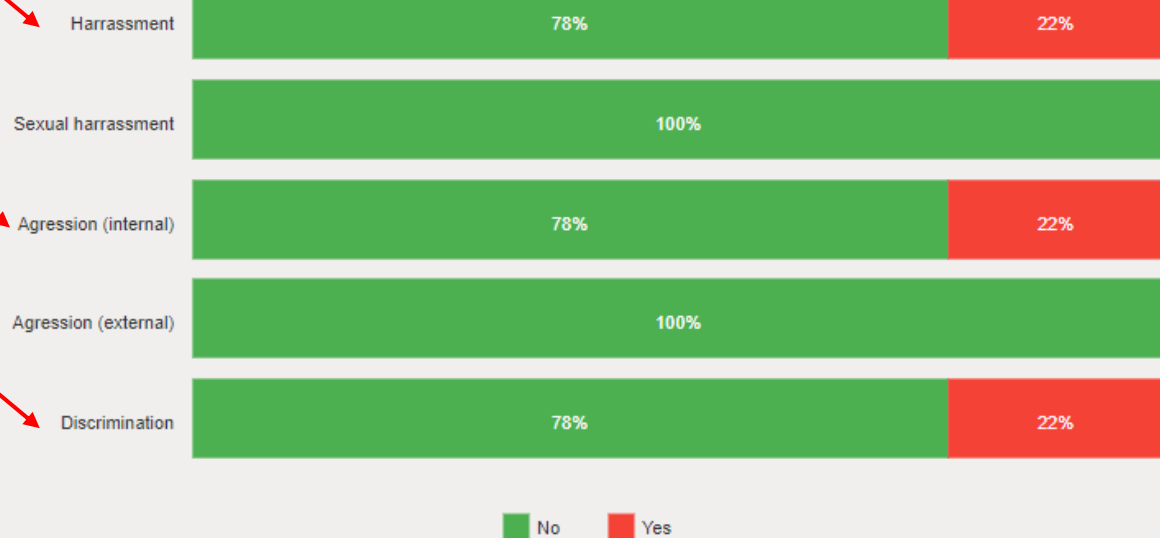


- ↑ Support of superior
- ↑ Contact with externals
- ↓ Support of colleagues
- ↓ Atmosphere
- ↓ Communication

Results Men $><$ Women



Unwanted Behavior At Work



N 9

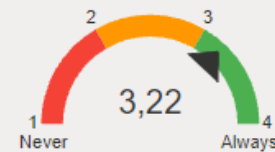
Motivation



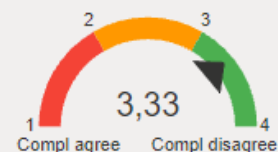
Stress



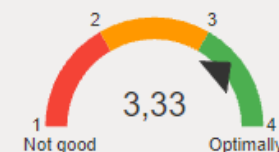
Coping stress



Intention to leave



Work Life Balance



N 9

Psychosocial risks

Labour organisation



- ↓ Structure
- ↓ Say
- ↓ Culture
- ↓ Job security

Job content



- ↑ Work procedures
- ↑ Complexity
- ↑ Physical strain
- ↑ Independence
- ↓ Task division
- ↓ Mental strain
- ↓ Emotional strain

Terms of employment



- ↑ Training
- ↑ Evaluations
- ↓ Career Opportunities
- ↓ Remuneration

Workplace conditions



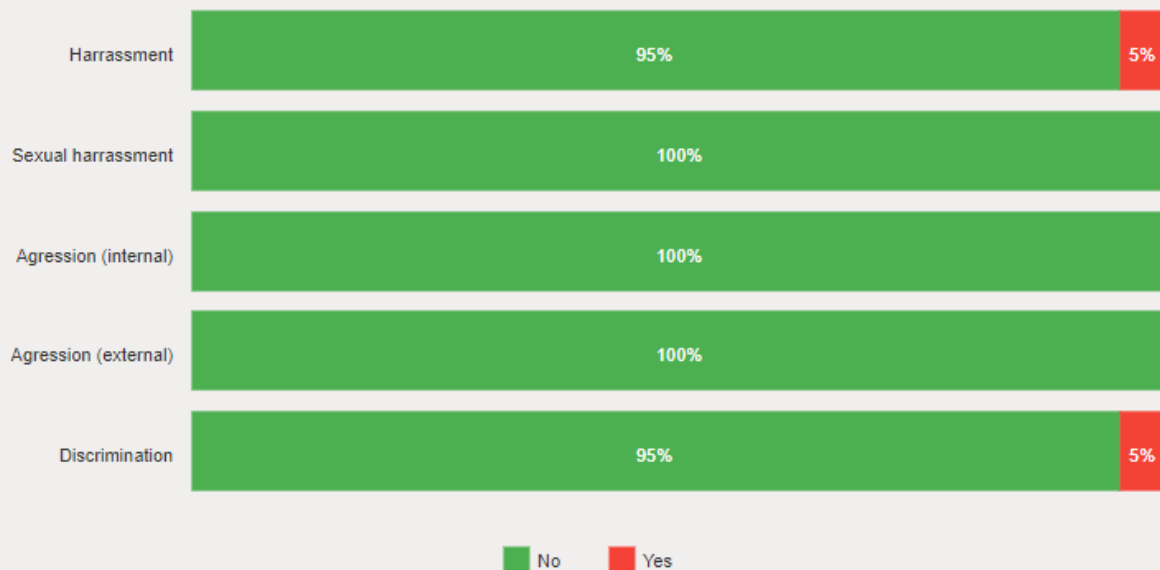
- ↑ Safety
- ↑ Work equipment
- ↑ Lighting
- ↑ Climate control

Job related interpersonal relations



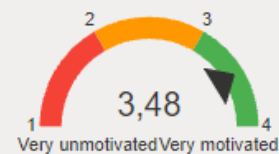
- ↑ Support of superior
- ↑ Contact with externals
- ↓ Support of colleagues
- ↓ Atmosphere
- ↓ Communication

Unwanted Behavior At Work



N 21

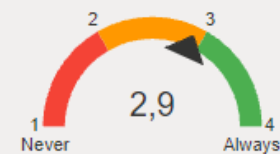
Motivation



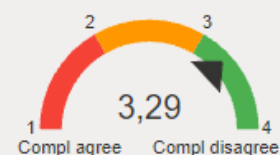
Stress



Coping stress



Intention to leave



Work Life Balance



N 21

Psychosocial risks

Labour organisation



CultureSay ↑ ↓ Structure

↓ Job security

Job content



Independence ↑ ↓ Work procedures

↓ Mental strain

Terms of employment



↓ Career Opportunities

↓ Remuneration

Workplace conditions



Safety ↑

Work equipment ↑

Job related interpersonal relations



Support of colleagues ↑ ↓ Support of superior

↓ Atmosphere

↓ Communication

Results Module Change

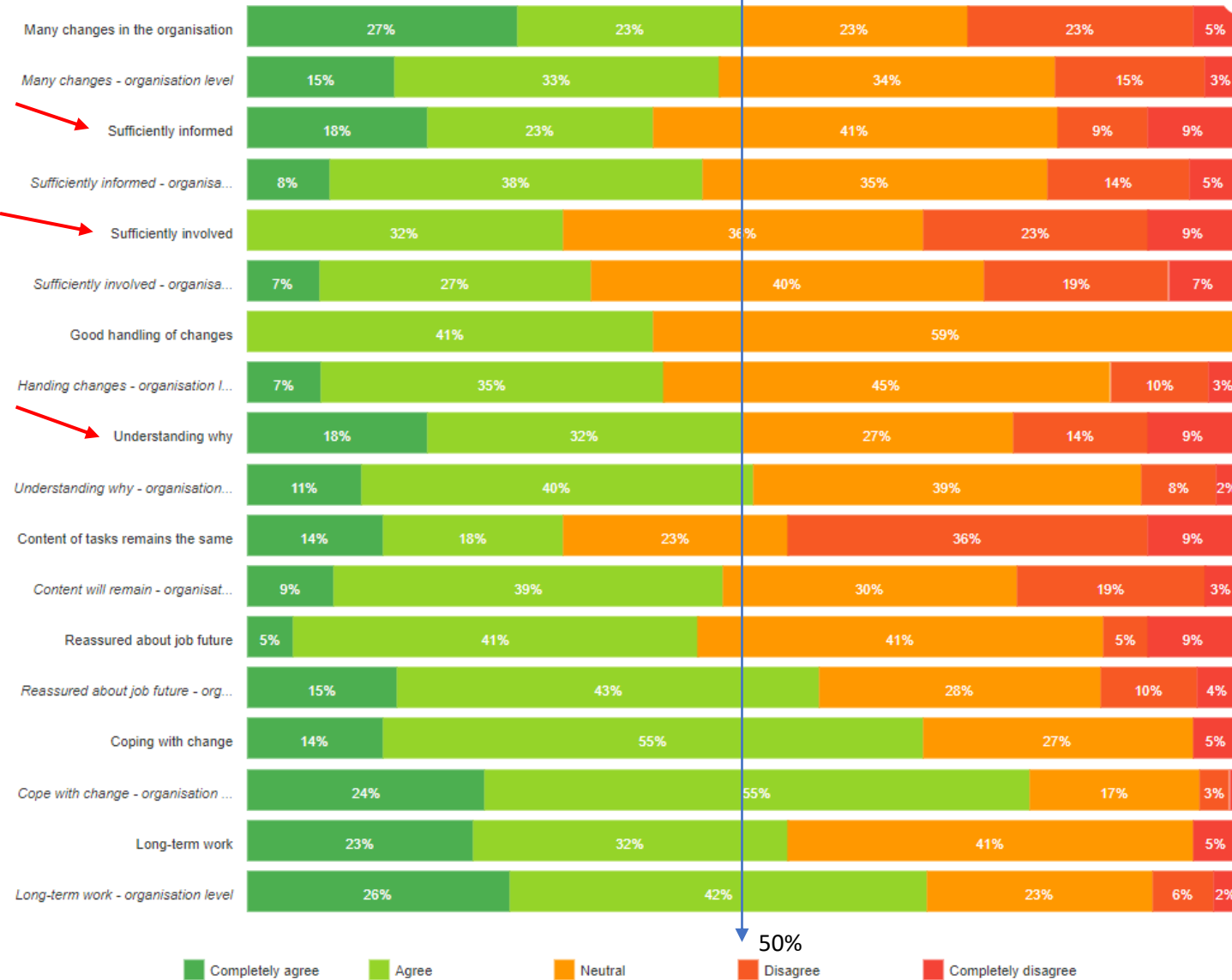




White Collars

Department
Company

Individual



Results Module Leadership





White & Blue collars

My manager...

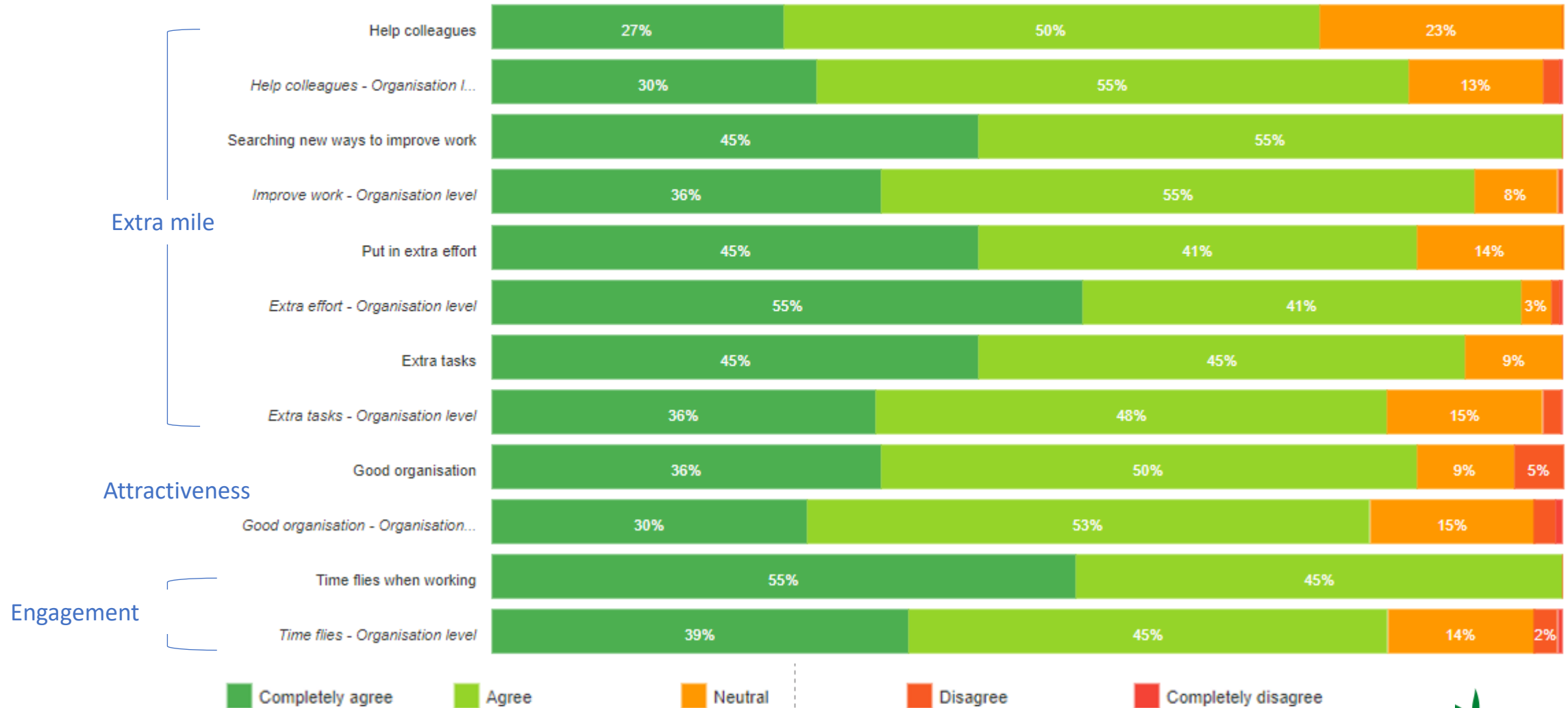


Results Extra Module

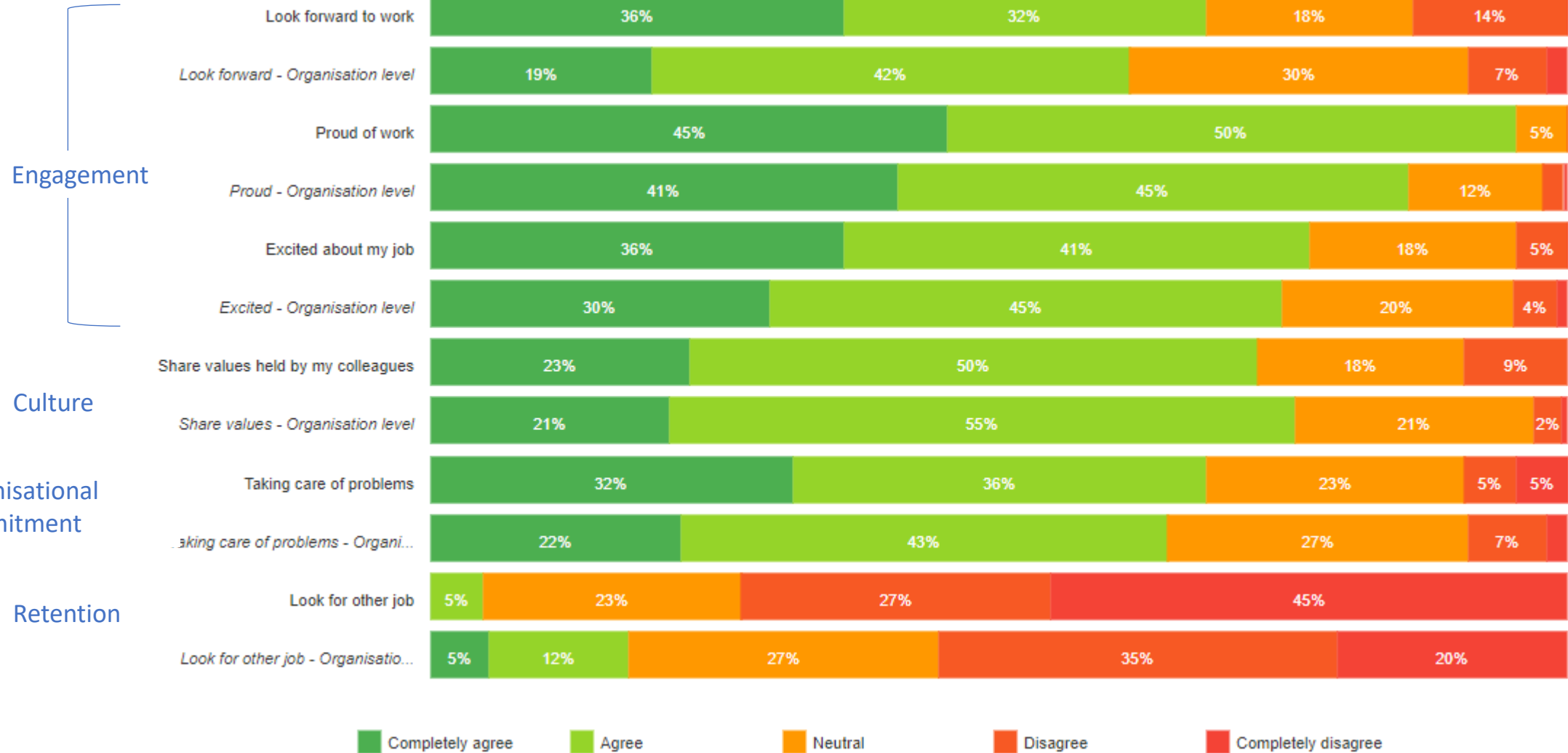




The following statements relate to your daily work in our company. To what extent do you agree with these statements?



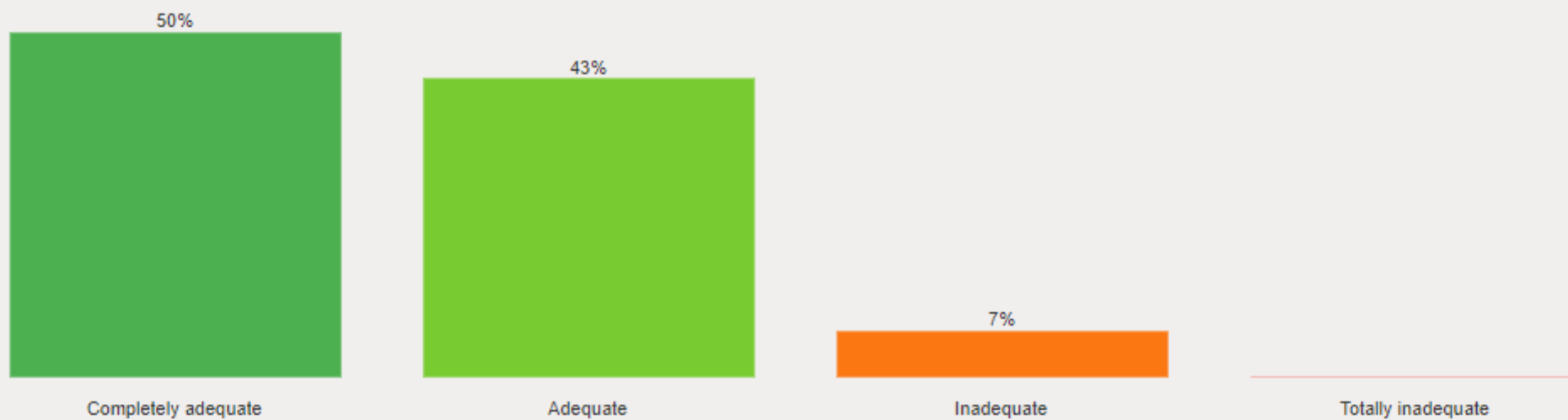
The following statements relate to your daily work in our company. To what extent do you agree with these statements?



Covid



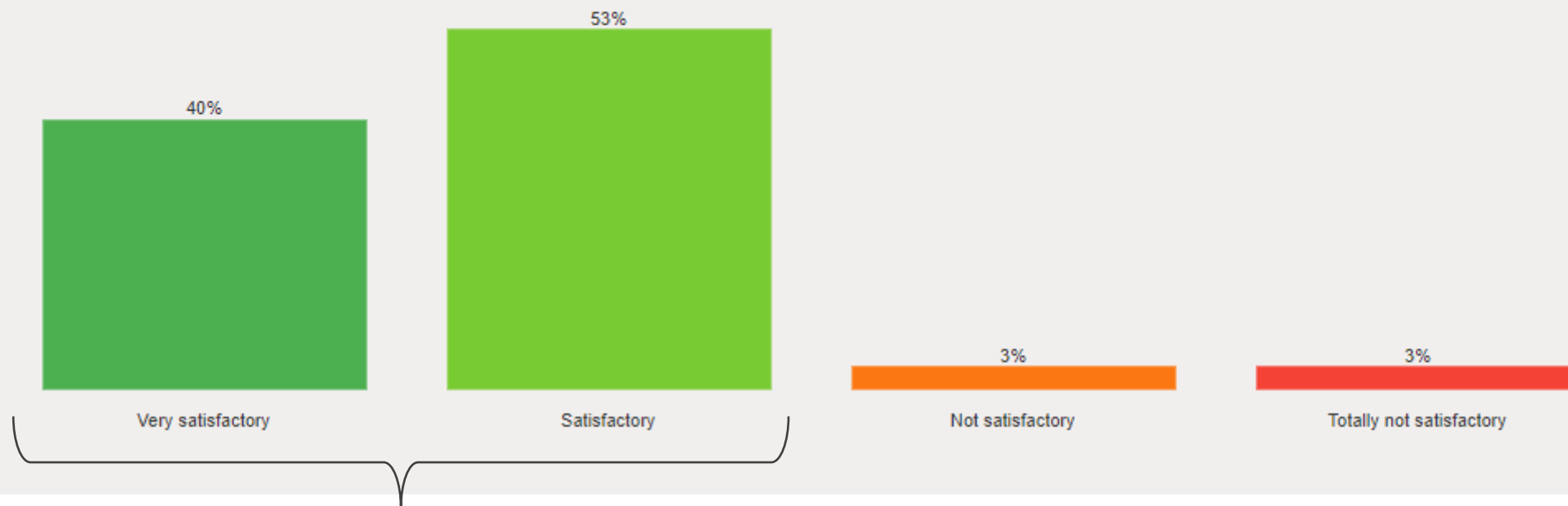
In the context of the Covid-19 pandemic, your company implemented sanitary measures in your workplace. Do you feel that these measures are adequate to keep you safe?



93%

N 30

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?



93%

N 30

Conclusions – Action plans & Timeline



What should we learn from the results of this survey?

- Despite a large number of priorities being highlighted, satisfaction and recommendation scores well.
- People still remain engaged (loyal) and satisfied of their work and company (cfr 2018)
- **Cobelba** could work on strong points to increase the well-being of their employees & workers (atmosphere – support of colleagues & superiors – right to speak)
- Less good scores are globally linked with:

❖ **Internal communication** and **company structure** (labour organisation)

- ▶ Feed-back, right to speak & evaluation
- ▶ Sufficiently involved and informed in the intern communication (WHY issues)
- ▶ Task division - career opportunities - job security

❖ **Intern haressement and discrimination** (women population) due to lack of a clear structure – job security - task division– work atmosphere = high risk of conflicts

Action should be decided on those priorities

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

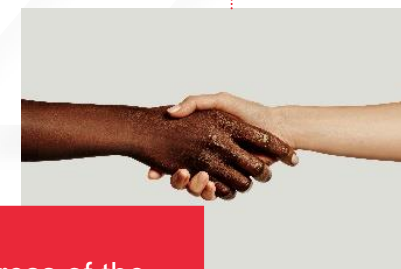
As from 05/10

Action plans to be taken following results



Group overall + Local

Measuring the progress of the actions implemented begin 2022



Thank you

