

Engagement Survey 2021 – SONAR Report

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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

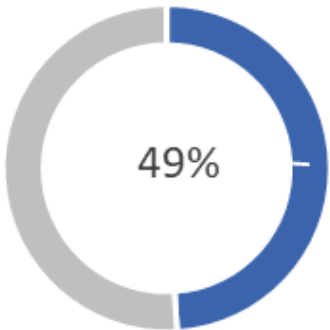
- SONAR refers to the device used to detect what is underwater
- On the surface, we observe various **behaviours** e.g. stress, lack of motivation etc, but we do not know the causes
- With the 29 **SONAR questions**, we can explore the underlying risks and evaluate if they influence positively / negatively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

Scan results



Response rate

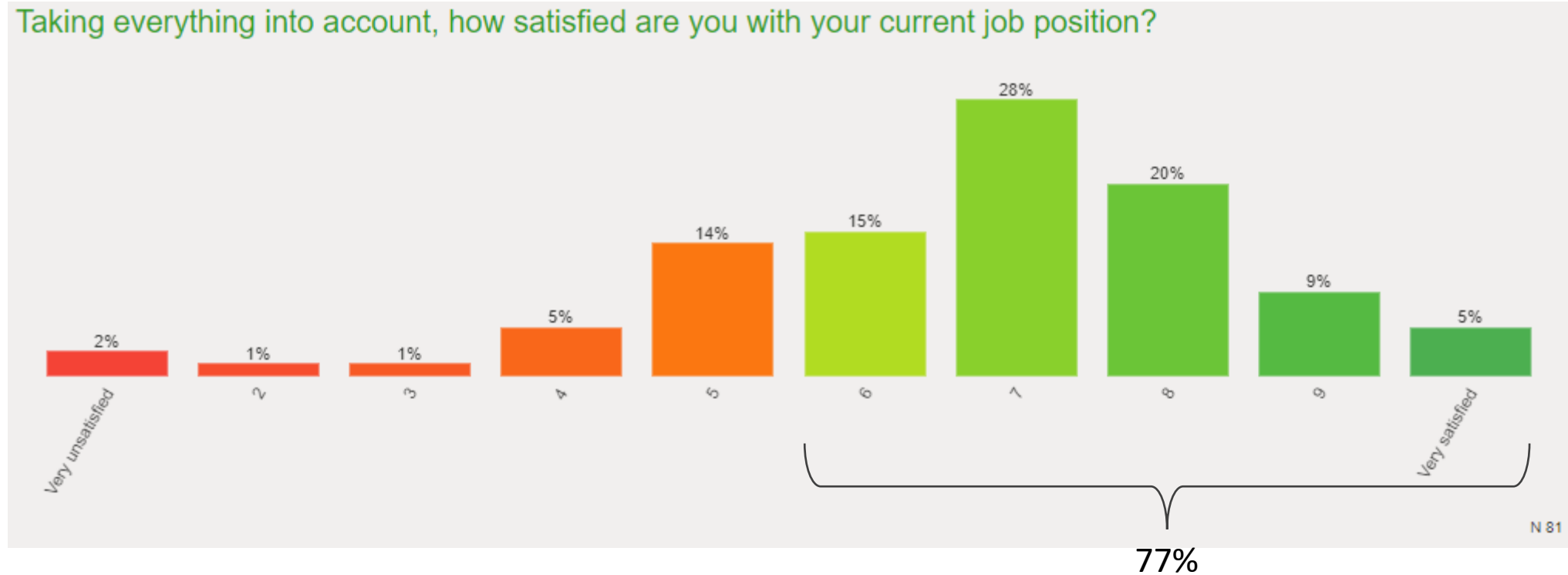
Jacques Delens



Satisfaction & Net Promoter Score

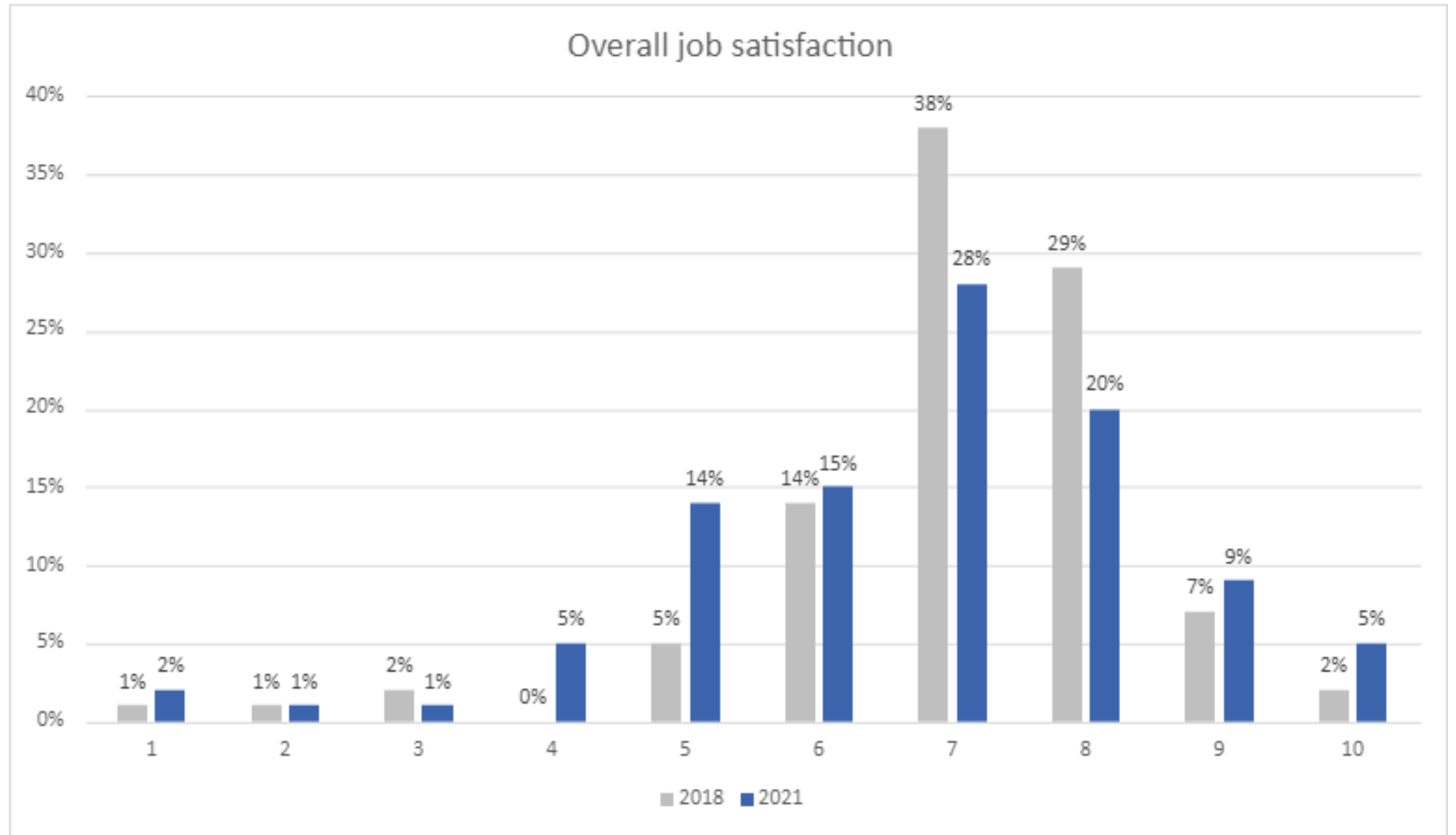


Satisfaction



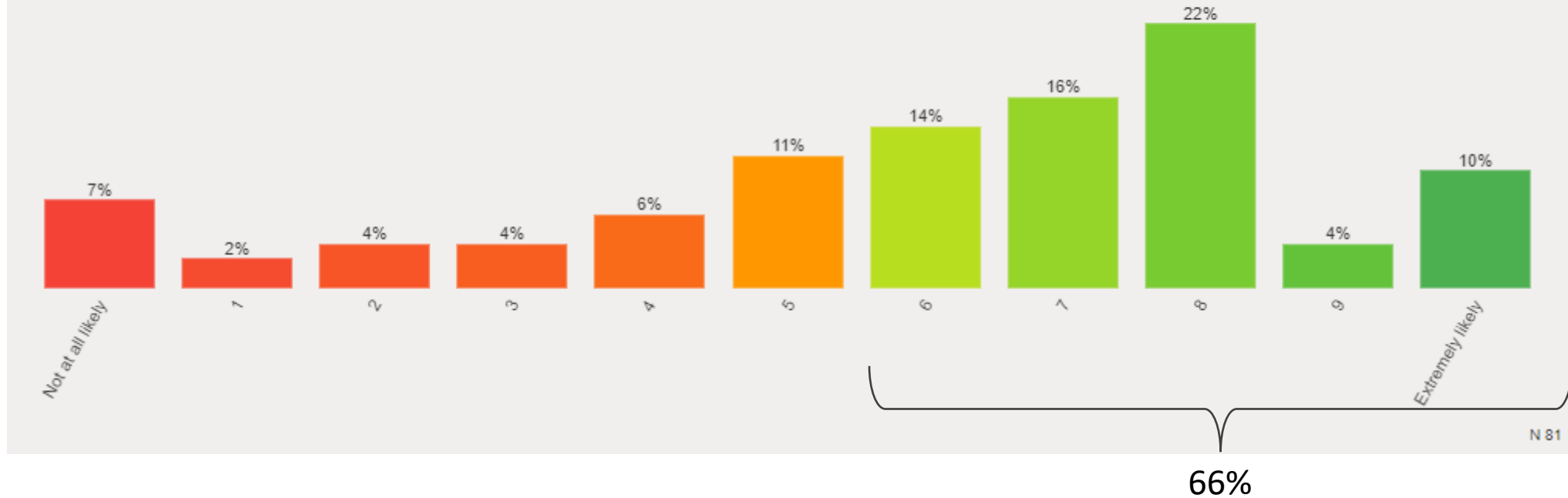
Satisfaction score BESIX Group results 2021 : 84%

Satisfaction 2018 >< 2021



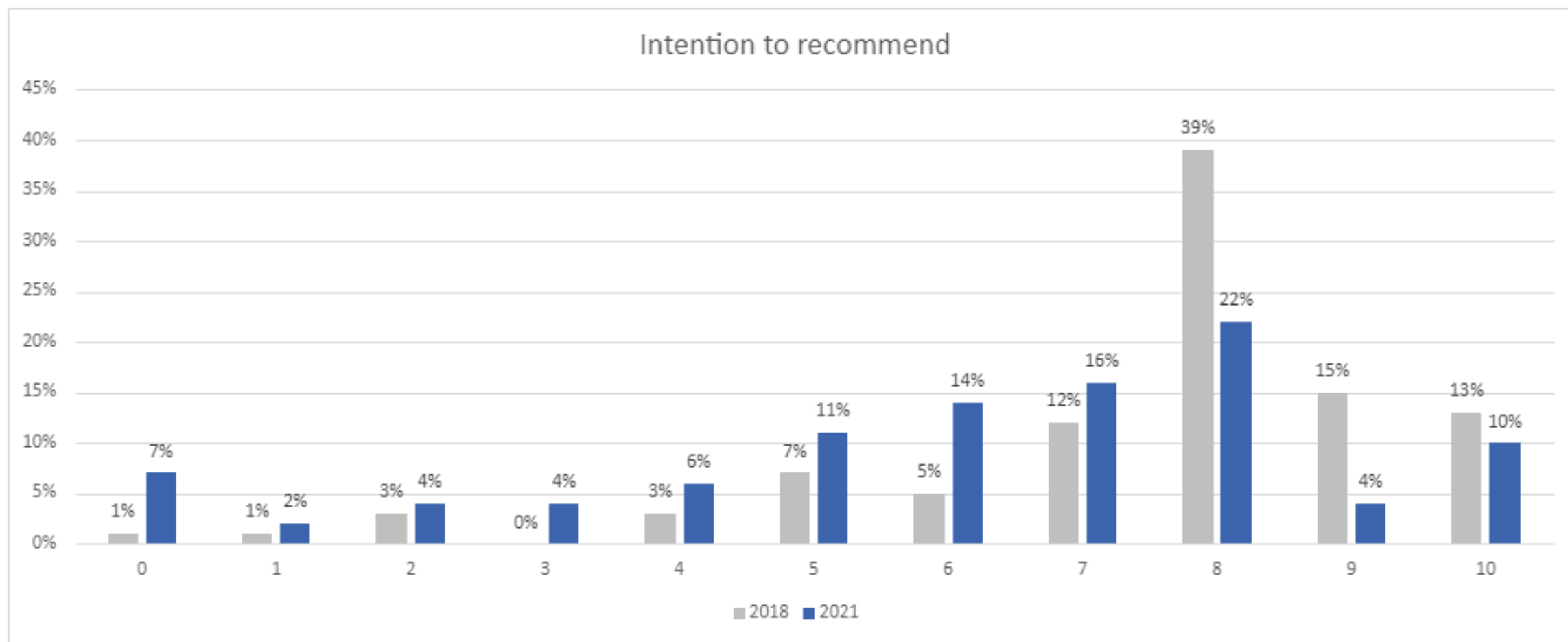
NPS Score

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



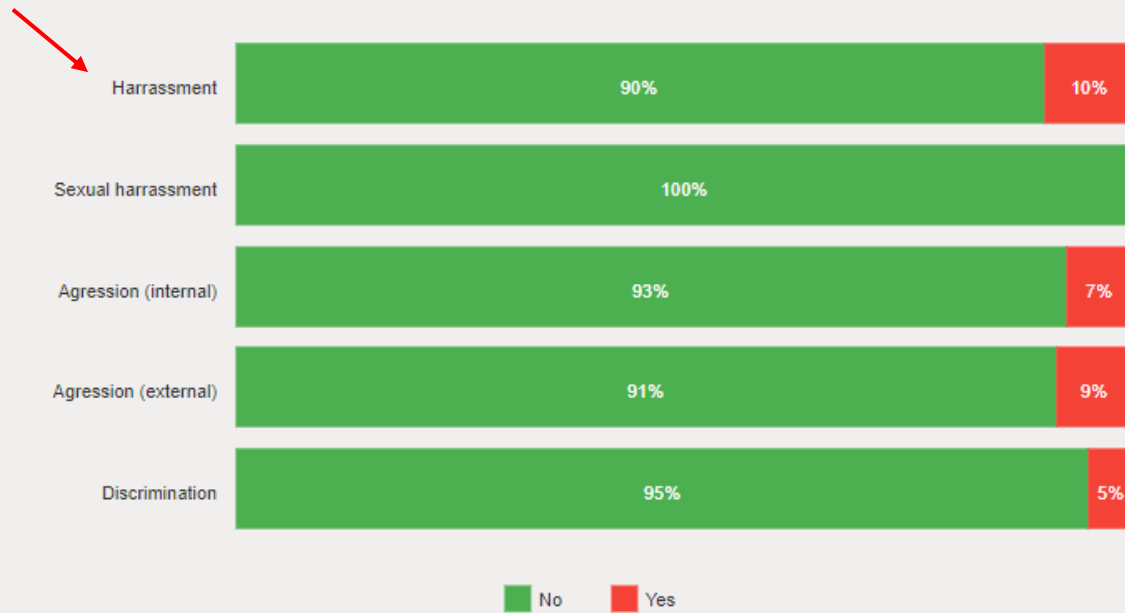
NPS Score BESIX Group 2021: 85%

NPS 2018 >< 2021



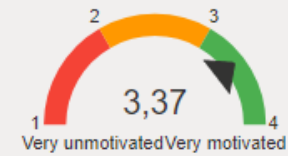
Well-being Indicators

Unwanted Behavior At Work



N 81

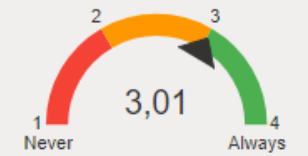
Motivation



Stress



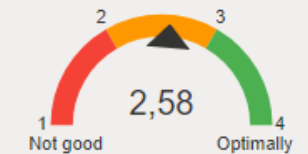
Coping stress



Intention to leave



Work Life Balance



N 81

Psychosocial risks

Labour organisation



Structure ↑ ↓ Job security

Job content



Variation ↑ ↓ Work procedures
Independence ↑ ↓ Work pressure

Terms of employment



Holiday, working regime ↑ ↓ Remuneration

Workplace conditions



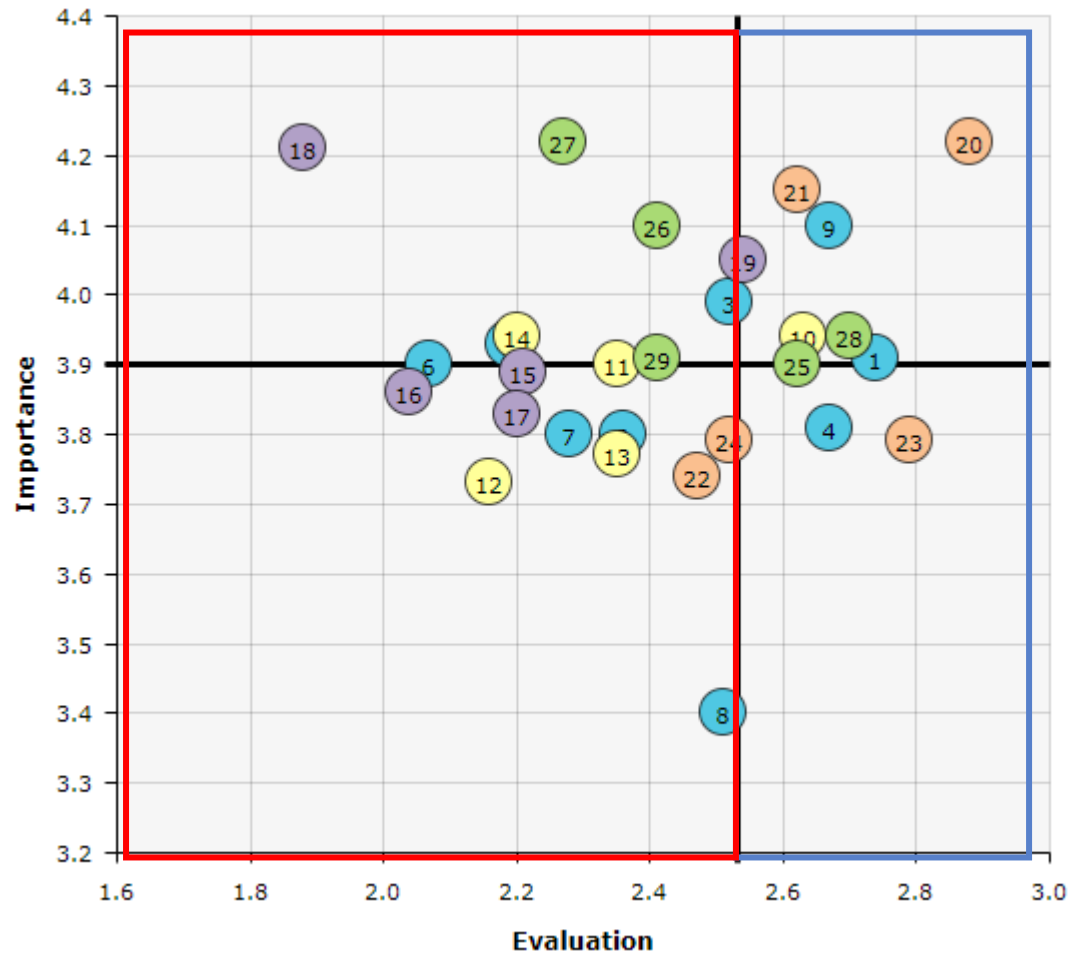
Safety ↑
Work equipment ↑

Job related interpersonal relations



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

Results: Jacques Delens



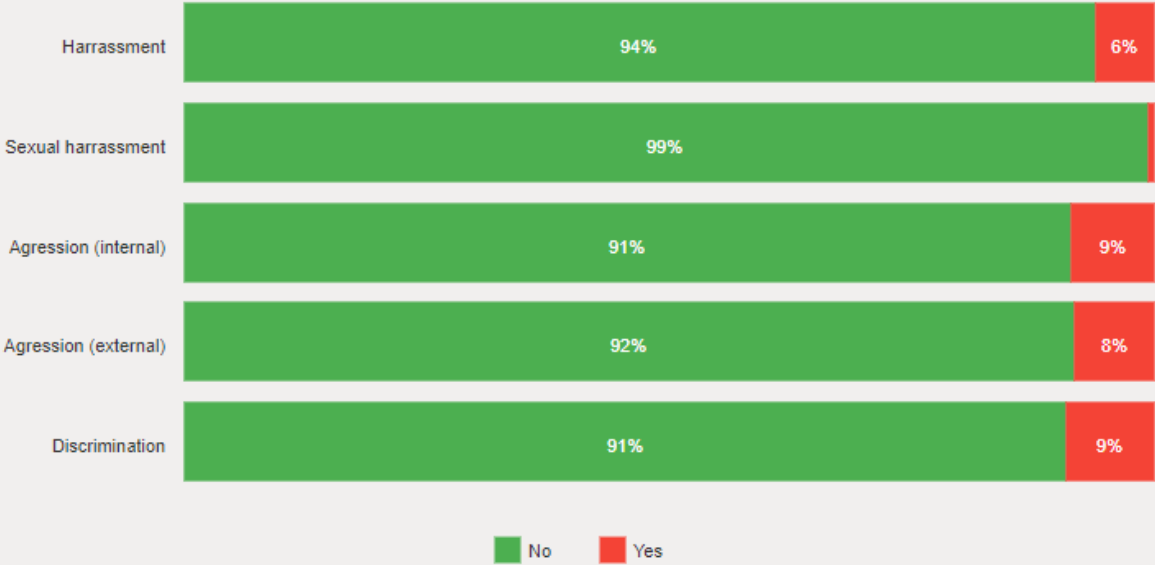
- Job Content**
 - 1. Variation in the work
 - 2. Division of tasks
 - 3. Work procedures
 - 4. Level of difficulty
 - 5. Job pressure
 - 6. Mental strain due to the work
 - 7. Emotional strain due to the work
 - 8. Physical strain due to the work
 - 9. Independence in the work
- Labour Organisation**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

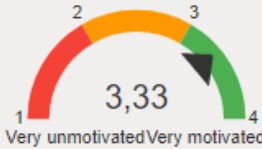
Well-being Indicators

Unwanted Behavior At Work



N 2,6k

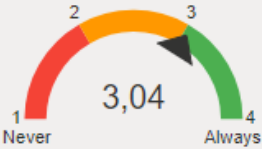
Motivation



Stress



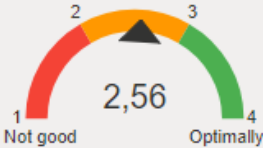
Coping stress



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 

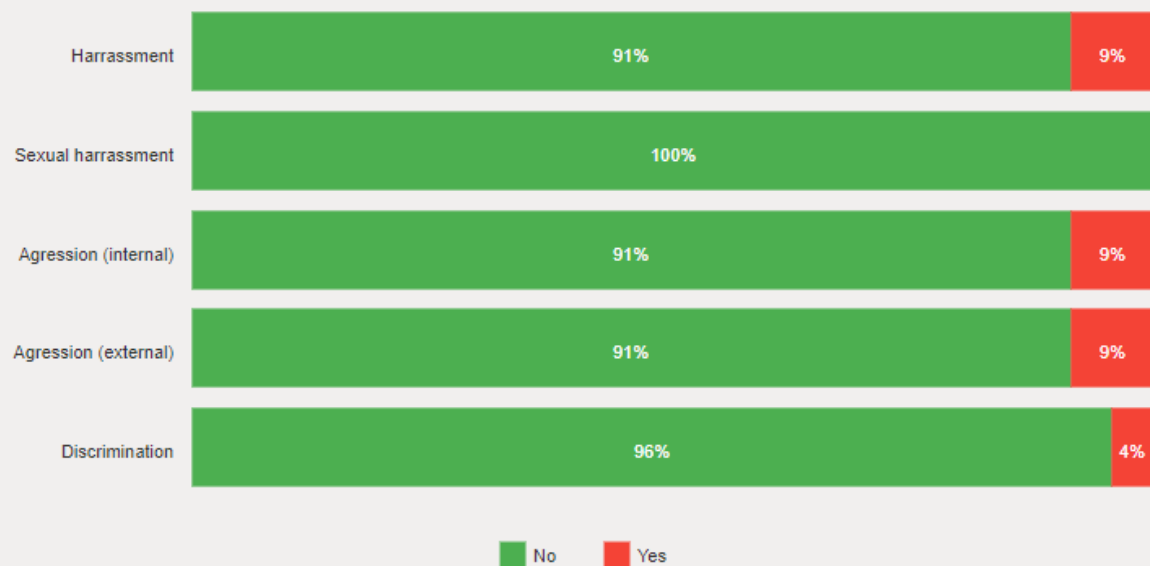
Results Blue Collars



Blue Collars

Well-being Indicators

Unwanted Behavior At Work



N 23

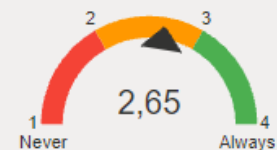
Motivation



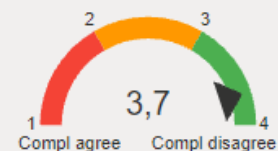
Stress



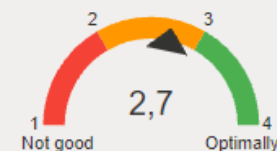
Coping stress



Intention to leave



Work Life Balance



N 23

Psychosocial risks

Labour organisation



Structure ↑ ↓ Job security

Job content



Variation ↑ ↓ Work procedures
Independence ↑ ↓ Work pressure

Terms of employment



Holiday, working regime ↑ ↓ Remuneration

Workplace conditions



Safety ↑
Work equipment ↑

Job related interpersonal relations



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

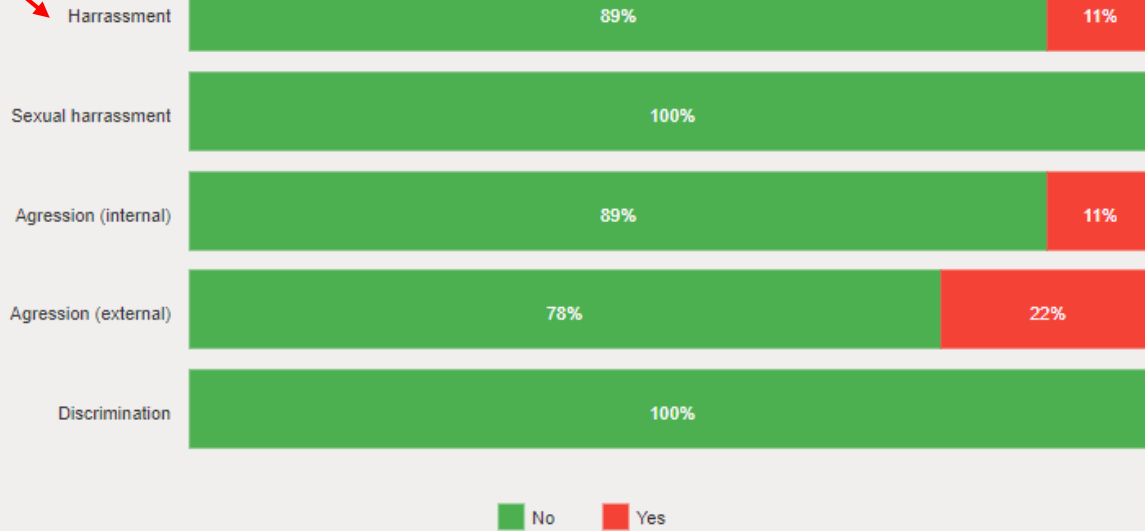
Results Managers & Non-Manager



Managers

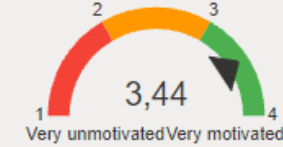
Well-being Indicators

Unwanted Behavior At Work



N 9

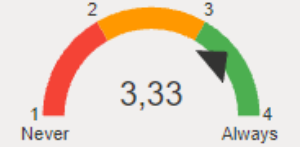
Motivation



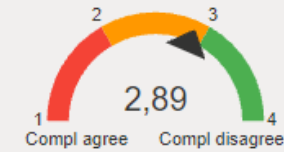
Stress



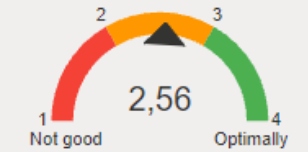
Coping stress



Intention to leave



Work Life Balance



N 9

Psychosocial risks

Labour organisation



↓ Say
↓ Policy

Job content



↑ Complexity
↑ Independence

Terms of employment



↓ Remuneration

Workplace conditions



Job related interpersonal relations

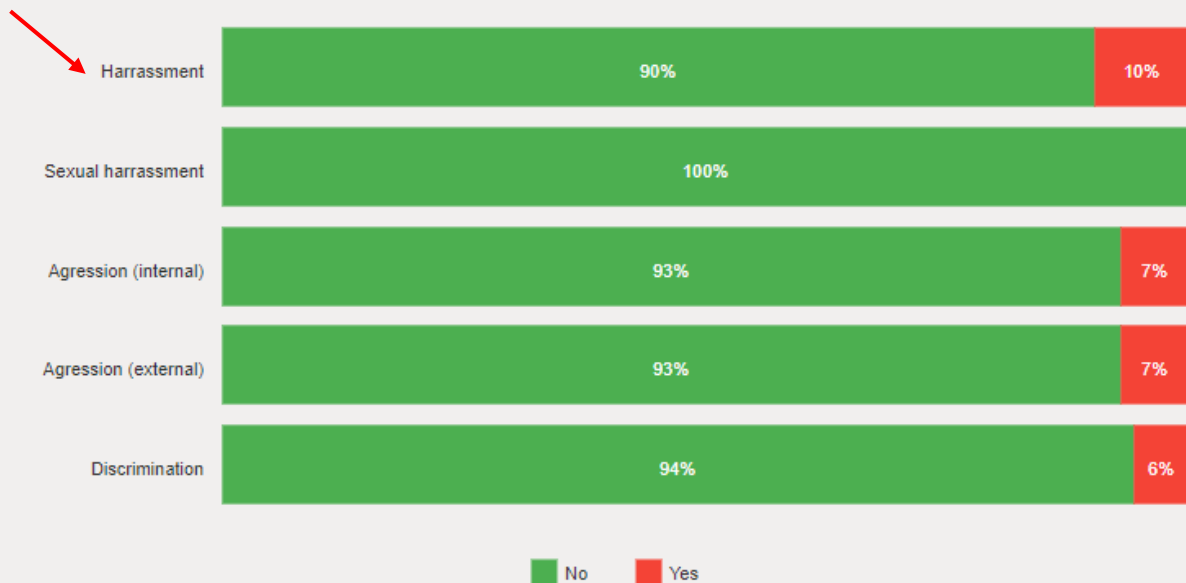


↑ Contact with externals
↓ Support of superior

No Managers

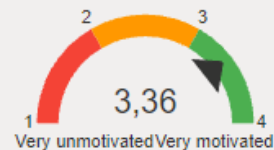
Well-being Indicators

Unwanted Behavior At Work



N 72

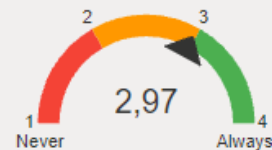
Motivation



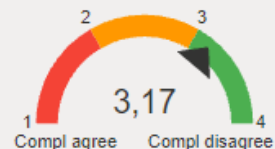
Stress



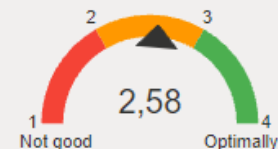
Coping stress



Intention to leave



Work Life Balance



N 72

Psychosocial risks

Labour organisation



Structure ↑ Job security ↓

Job content



Variation ↑ Work pressure ↓
 Work procedures ↑ Mental strain ↓
 Independence ↑

Terms of employment



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

Workplace conditions



Safety ↑
 Work equipment ↑

Job related interpersonal relations

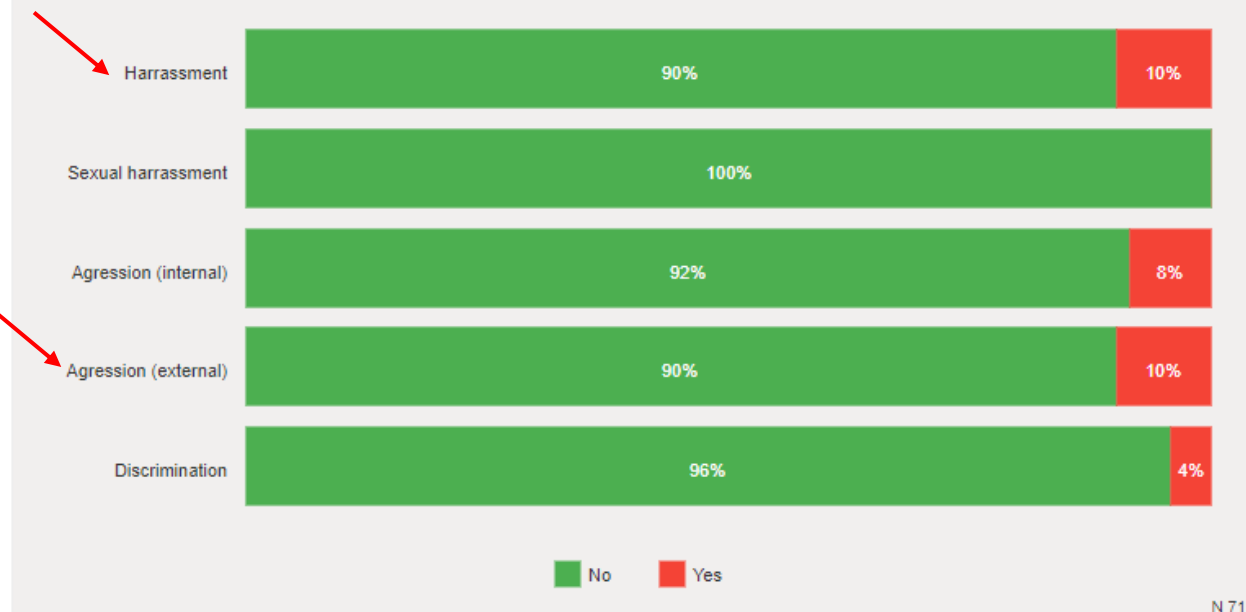


Support of colleagues ↑ Support of superior ↓
 Contact with externals ↑ Atmosphere ↓
 Communication ↓

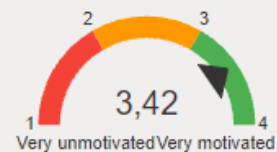
Results Men $><$ Women



Unwanted Behavior At Work



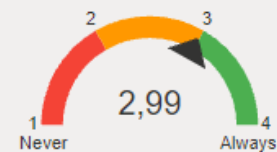
Motivation



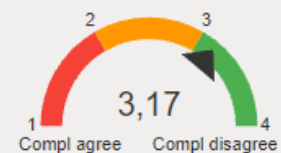
Stress



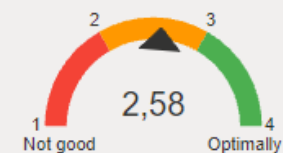
Coping stress



Intention to leave



Work Life Balance



N 71

Psychosocial risks

Labour organisation



Structure ↑ ↓ Job security

Job content



Independence ↑ ↓ Work procedures
↓ Work pressure

Terms of employment



↓ Training ↓ Remuneration
↓ Holiday, working regime

Workplace conditions



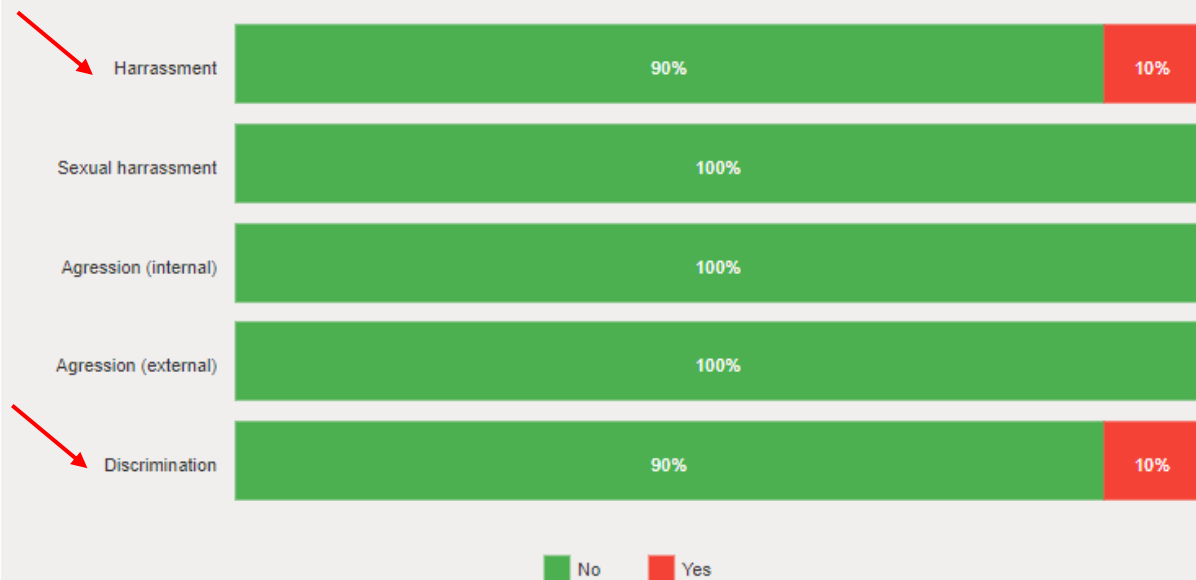
Safety ↑
 Work equipment ↑

Job related interpersonal relations



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

Unwanted Behavior At Work



N 10

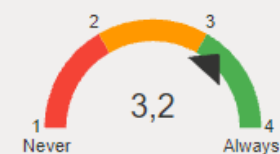
Motivation



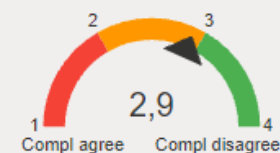
Stress



Coping stress



Intention to leave



Work Life Balance



N 10

Psychosocial risks

Labour organisation



Job content



Terms of employment



Workplace conditions



Job related interpersonal relations



Variation ↑ ↓ Work pressure

Mental strain ↑

Independence ↑

Holiday, working regime ↑ ↓ Training

↓ Career Opportunities

Safety ↑ ↓ Work equipment

Support of superior ↑ ↓ Support of colleagues

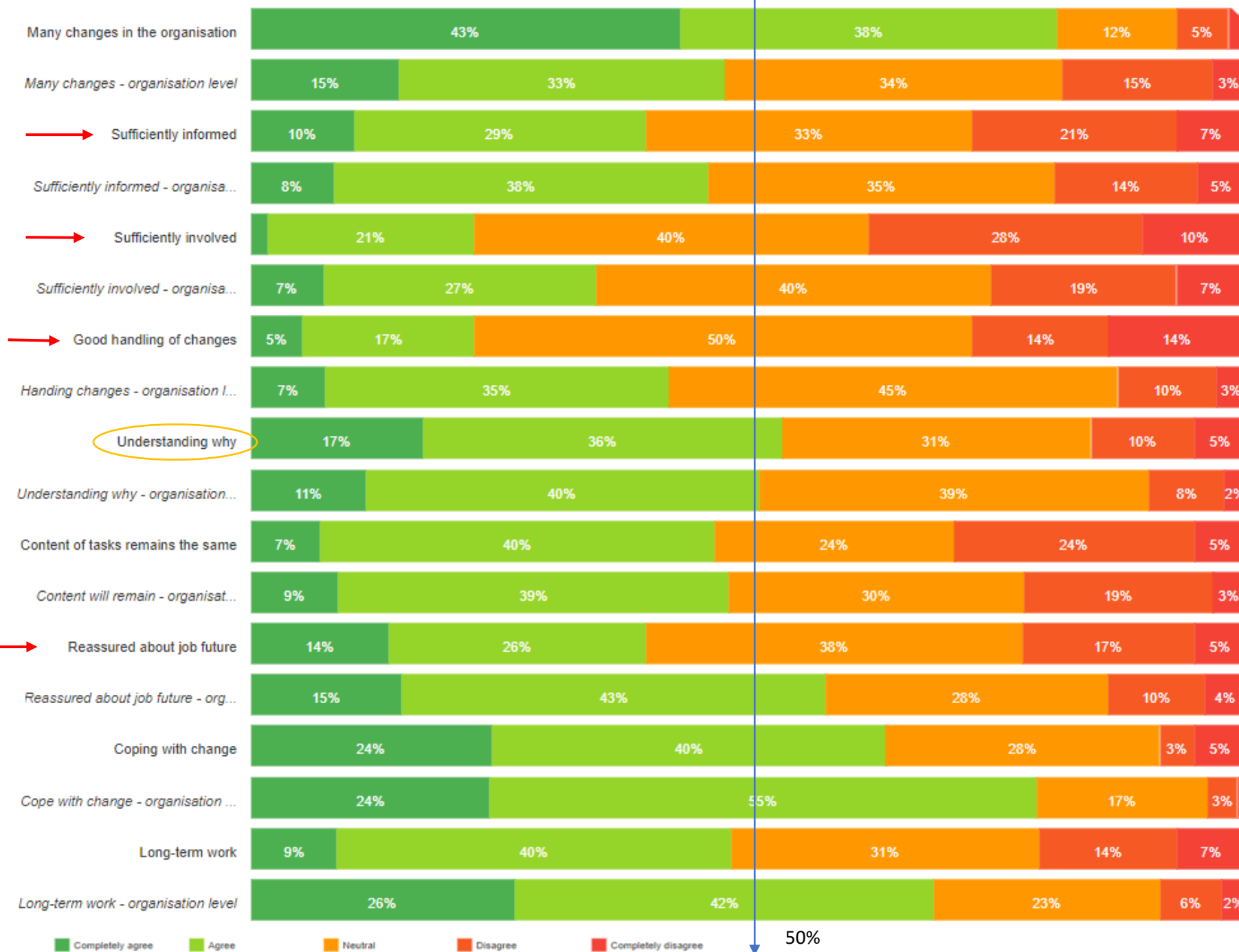
↓ Atmosphere

Results Module Change





Department Company

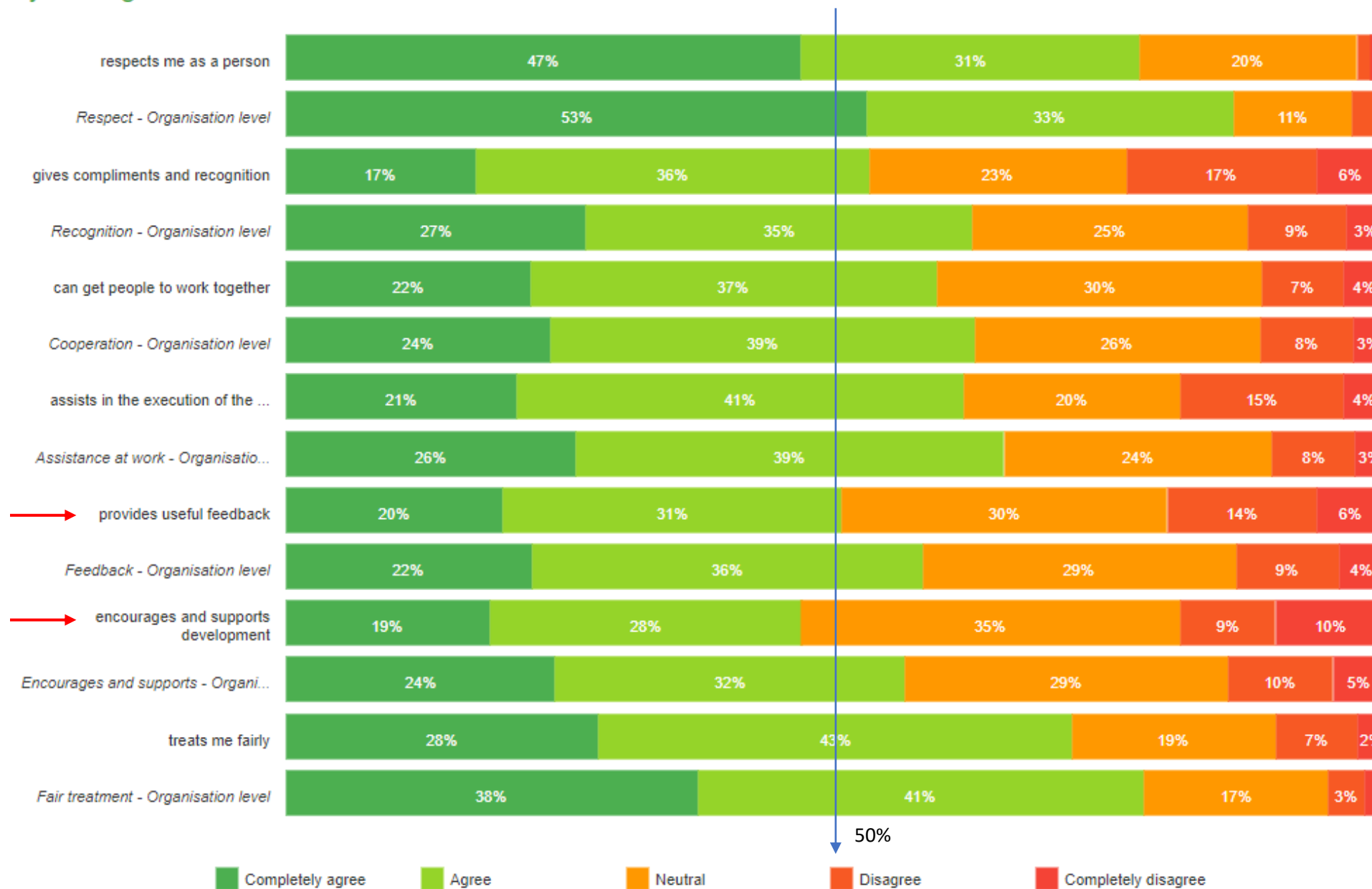


Individual

Results Module Leadership



My manager...



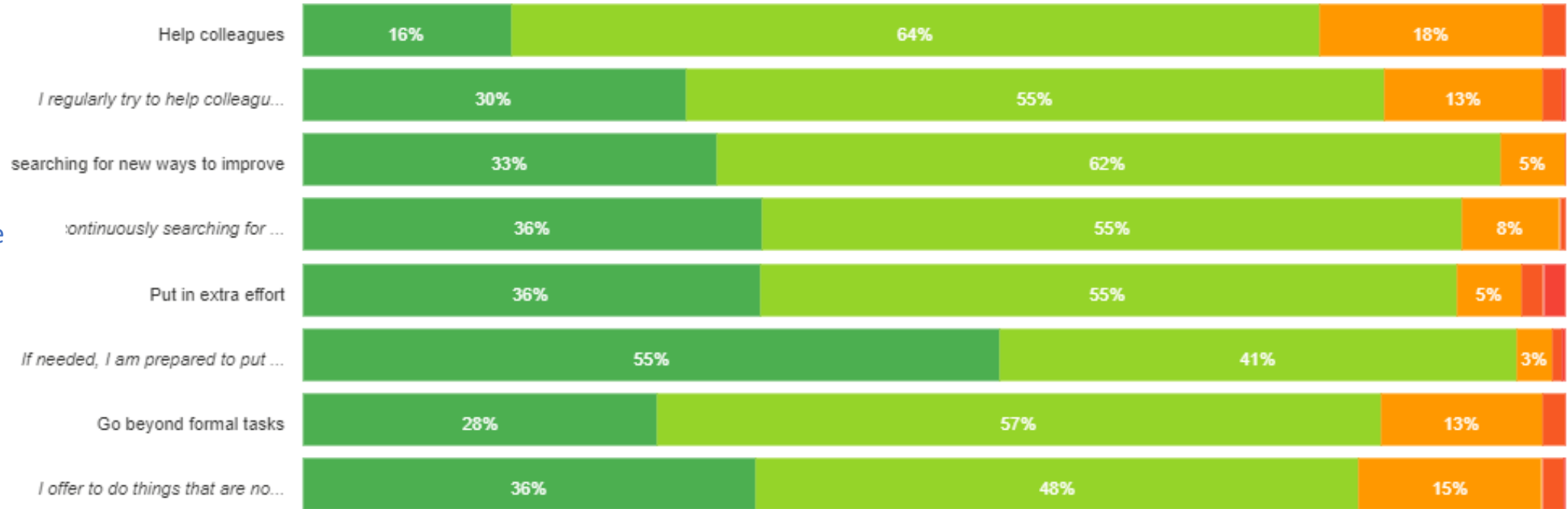
Results Extra Module



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



Extra mile



Attractiveness

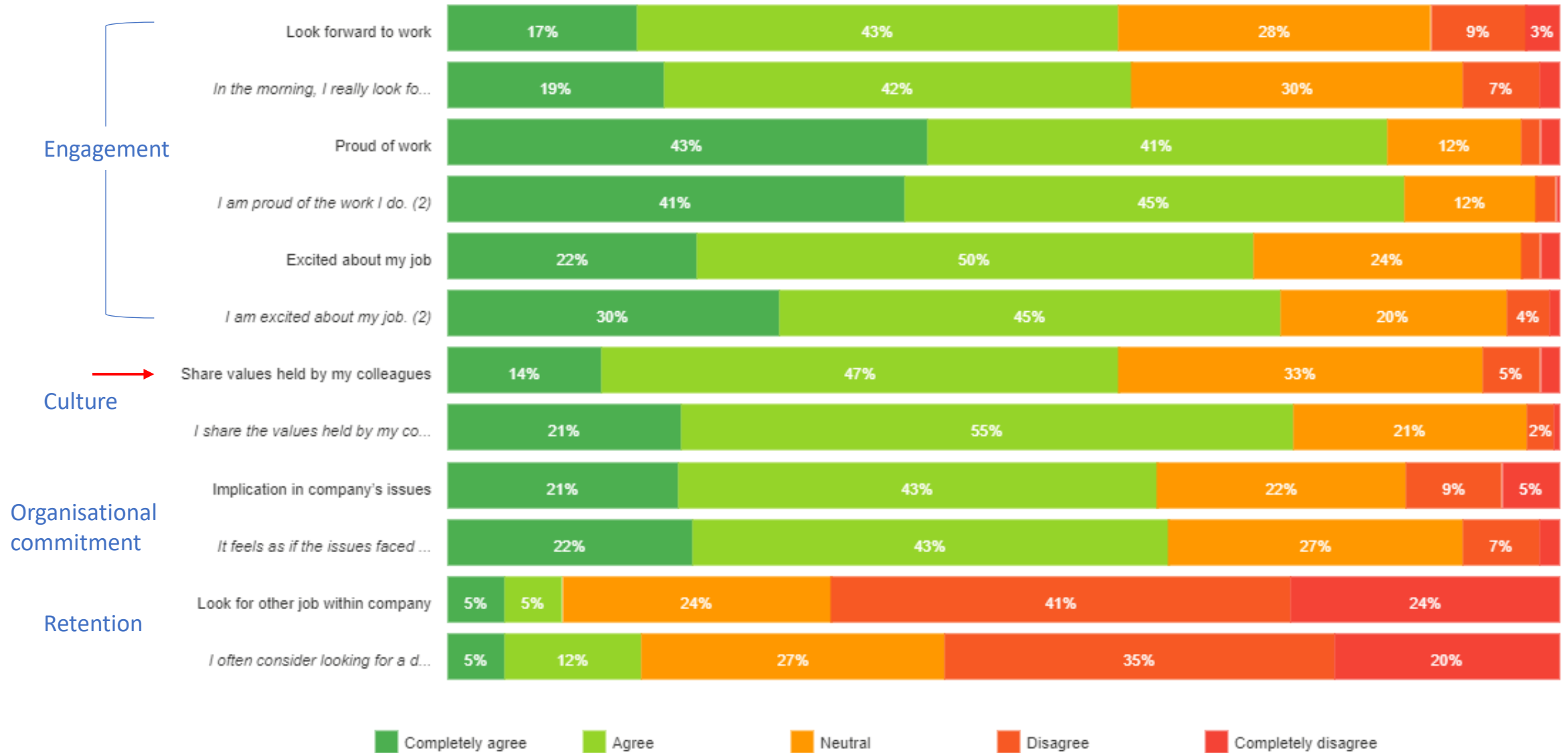


Engagement



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

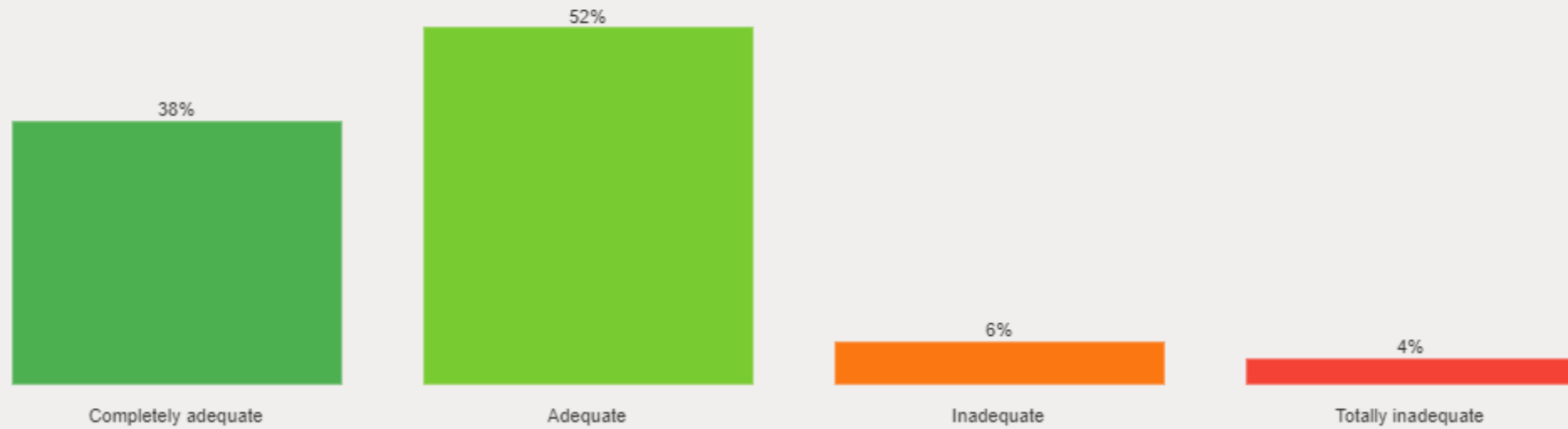
The following statements relate to your daily work in our company. To what extent do you agree with these statements?



Covid



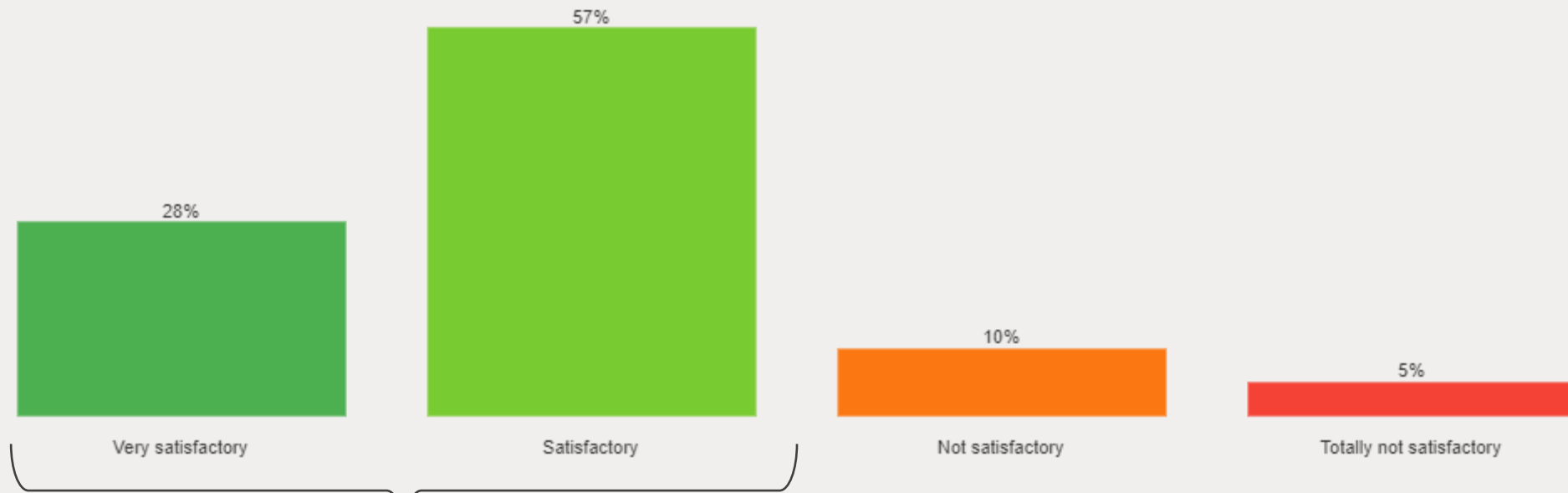
In the context of the Covid-19 pandemic, your company implemented sanitary measures in your workplace. Do you feel that these measures are adequate to keep you safe?



N 81

90%

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?



85%

N 81

Conclusions – Action plans & Timeline



What should we learn from the results of this survey?

- Satisfaction and recommendation scores less than the global Group results.
- NPS → loss compared with 2018 (group 8-9-10 = EJD Ambassadors)
- **EJD** could work on strong points to increase the well-being of their employees & workers (independence & job variation – support of colleagues ∞ except women group)
- Less good scores are globally linked with:
 - **Communication** → mainly in the no manager population (not sufficiently involved – informed) no feedback culture
▶ impact on **coping with change** → trust in the company ?
 - **Atmosphere** (priority for all EJD population) → support from superior
▶ impact **on coping with stress** (mental strain and work pressure) / job security
 - **Support in development** → training & career opportunities

Action should be decided on those priorities

- Difference of perception between Managers & no Managers in the work environment
- Unwanted behaviours intern harressement – aggression – discrimination (women population)
- Extra miles results are good ∞ global motivation and intention to leave scores well (except managers)

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



Mid-2022



10-11/2021

12-2021

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

