



**Franki Foundations**

# Engagement Survey 2021 – SONAR Report

## Franki Foundations

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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

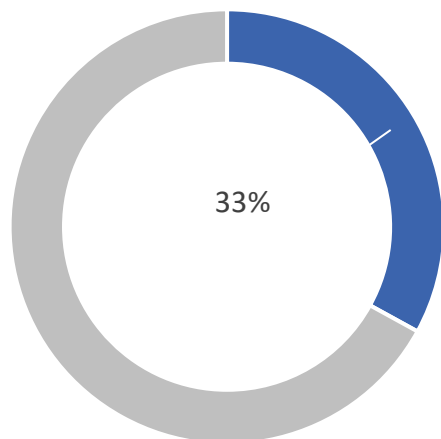
## SONAR Questions

- 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

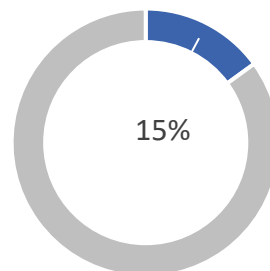


# Response rate



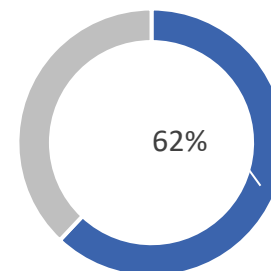
143 respondents

Blue Collars



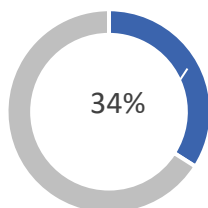
39 respondents

White collars



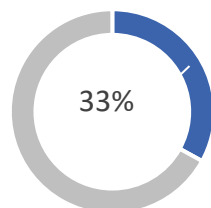
104 respondents

Belgium



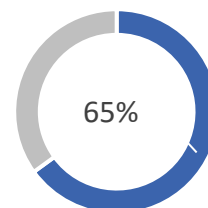
95 respondents

France



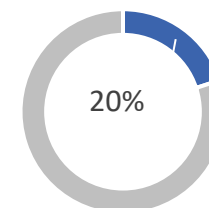
19 respondents

Netherlands



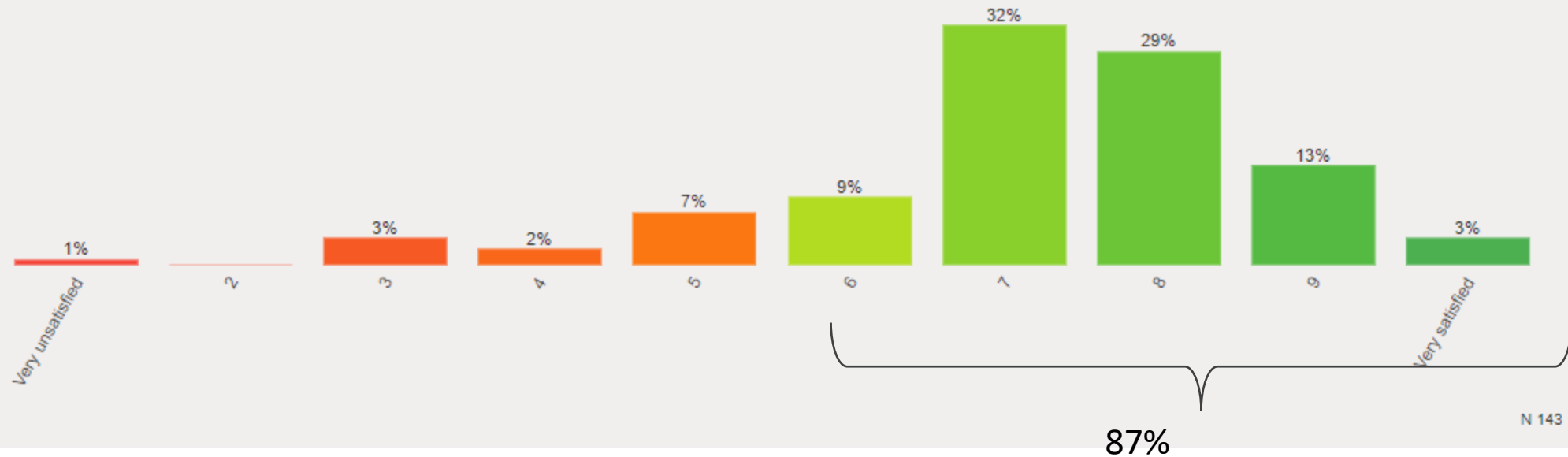
15 respondents

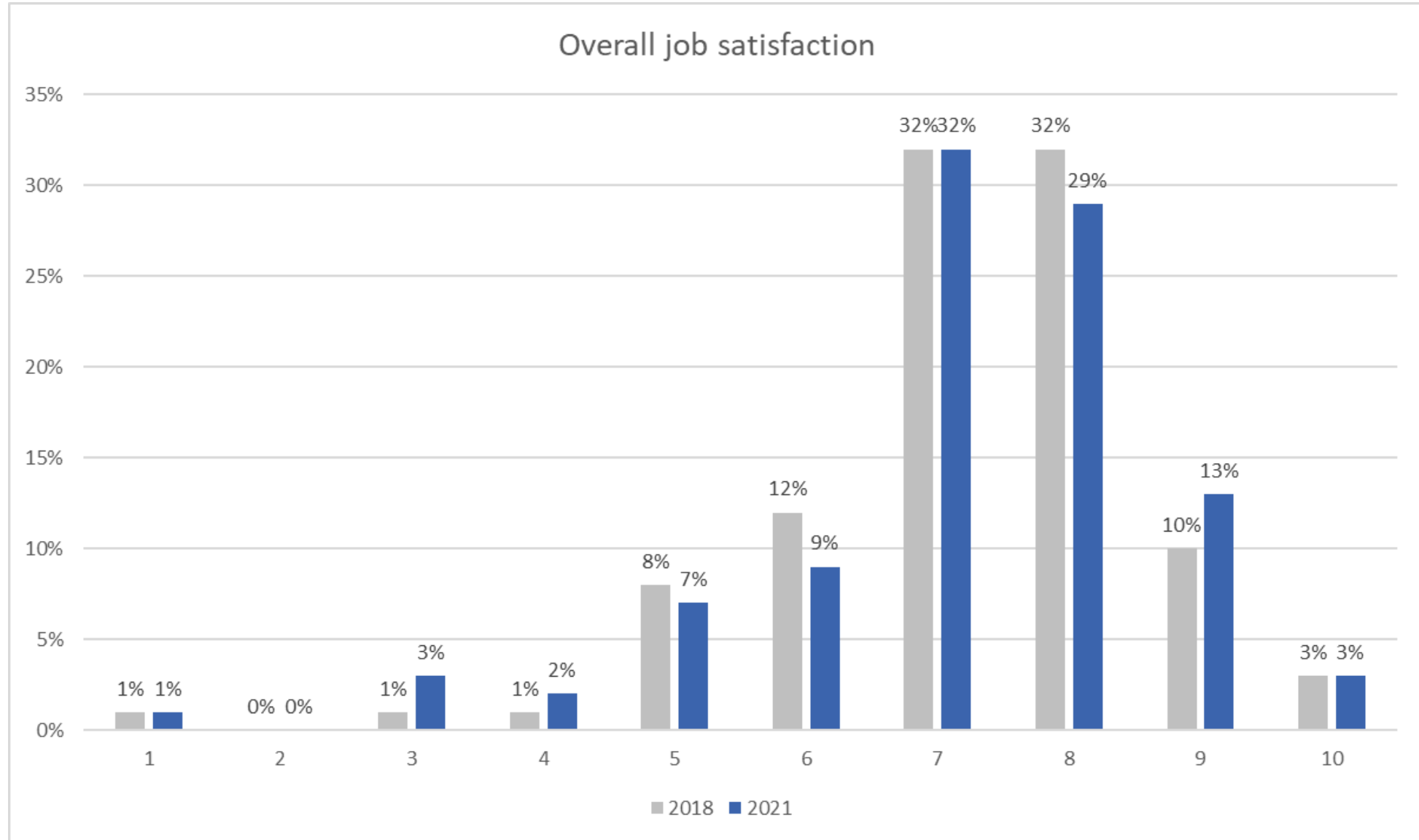
UK



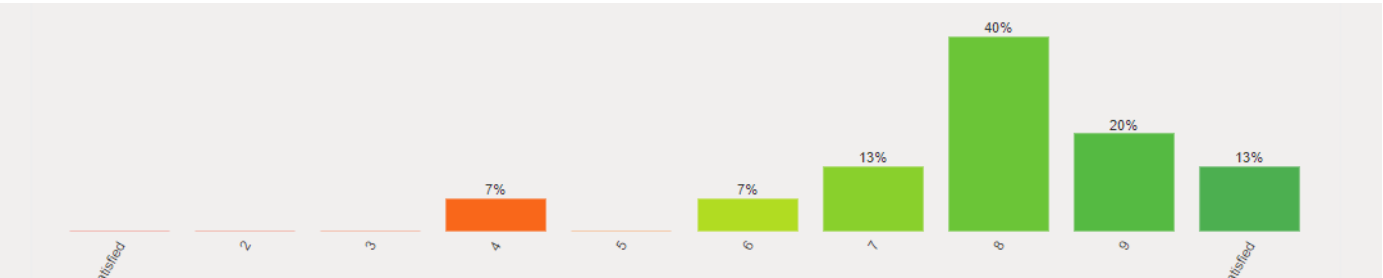
14 respondents

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

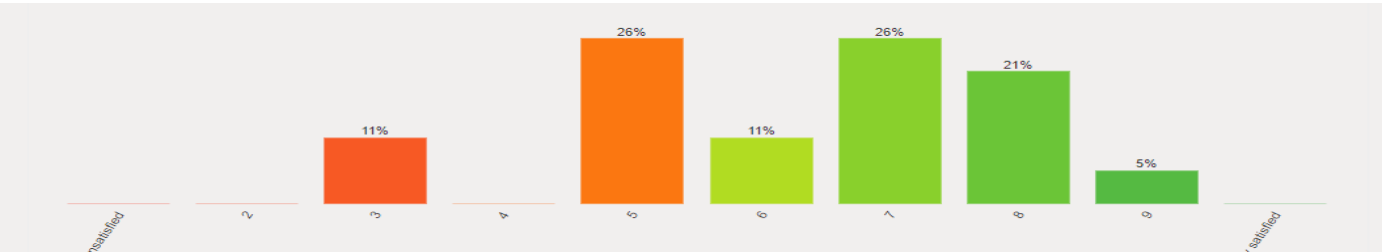
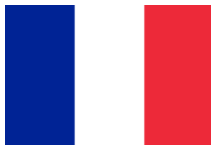




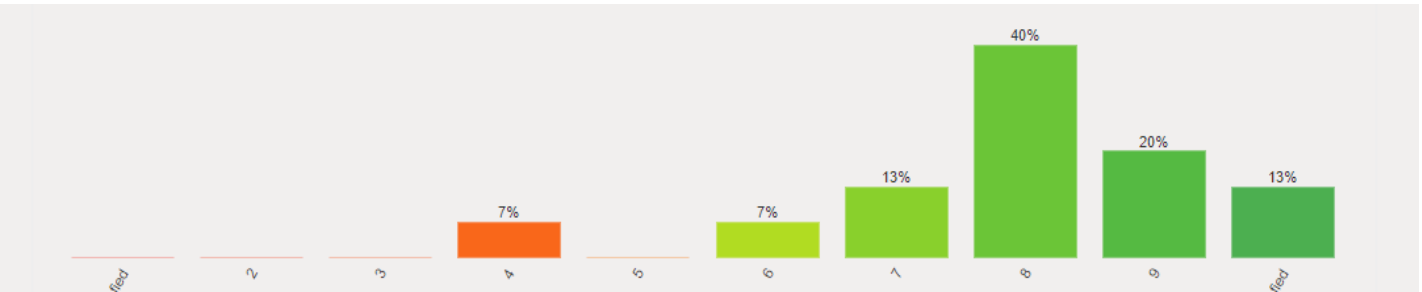
Satisfaction



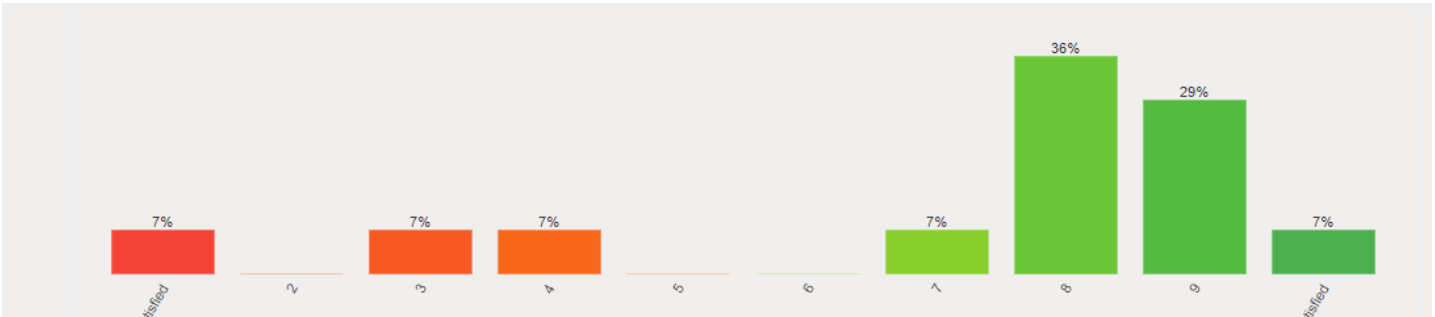
92%



63%



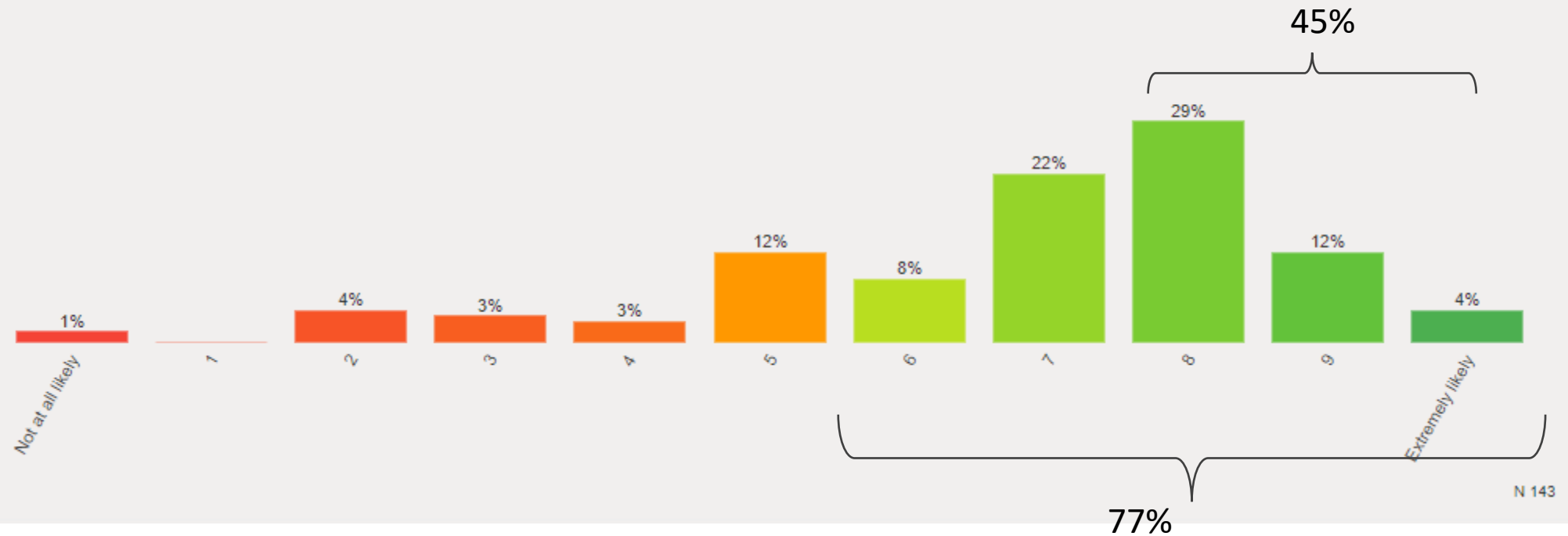
93%



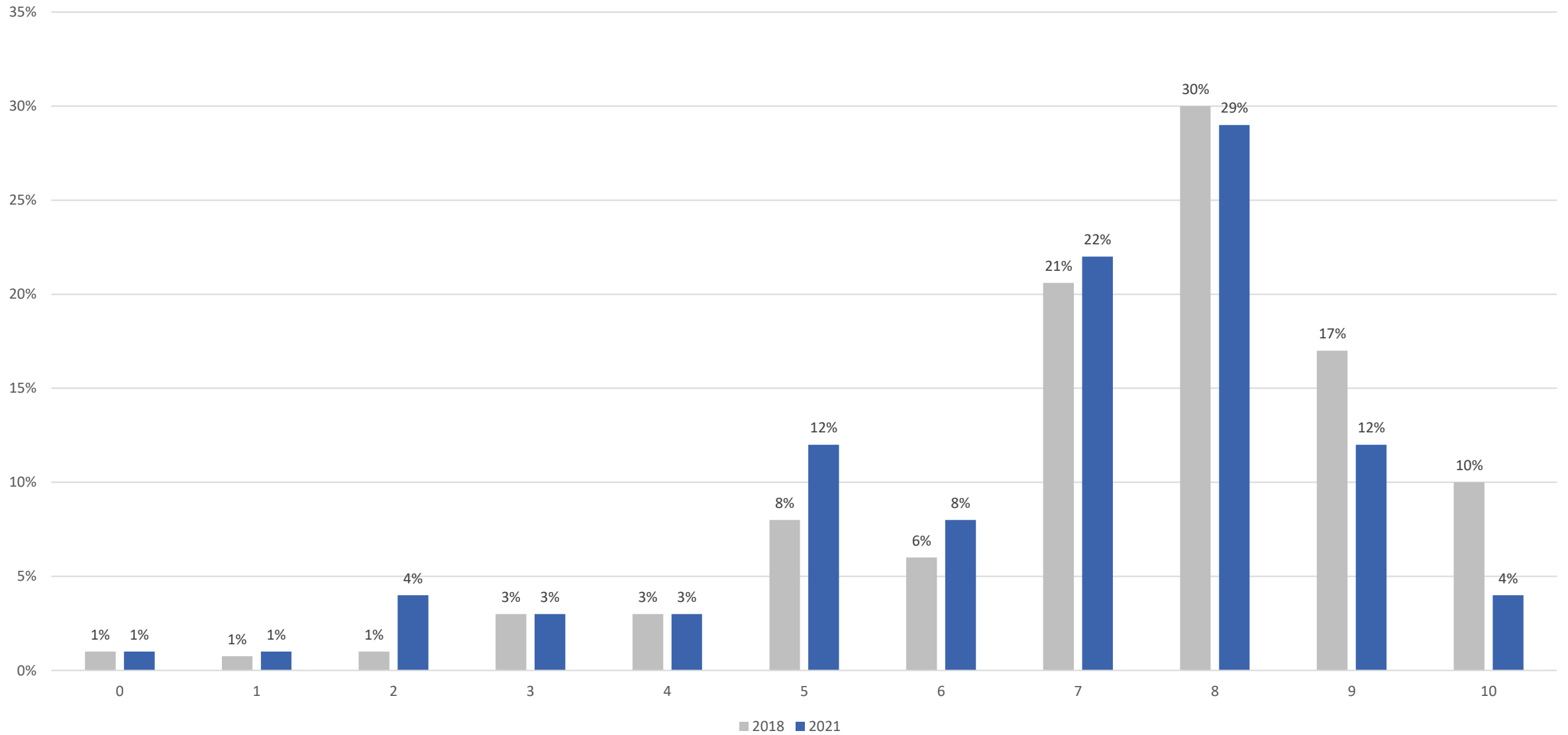
79%

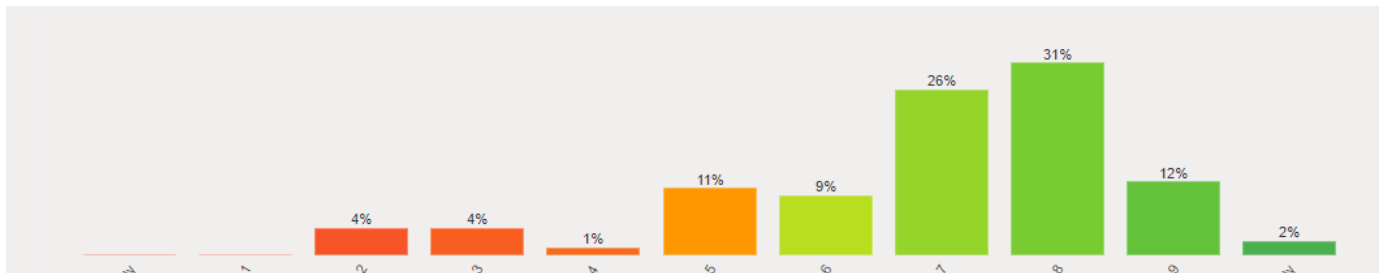


Based on your experience with your company, how likely are you to recommend your company to friends or acquaintances currently looking for work?



## Intention to recommend



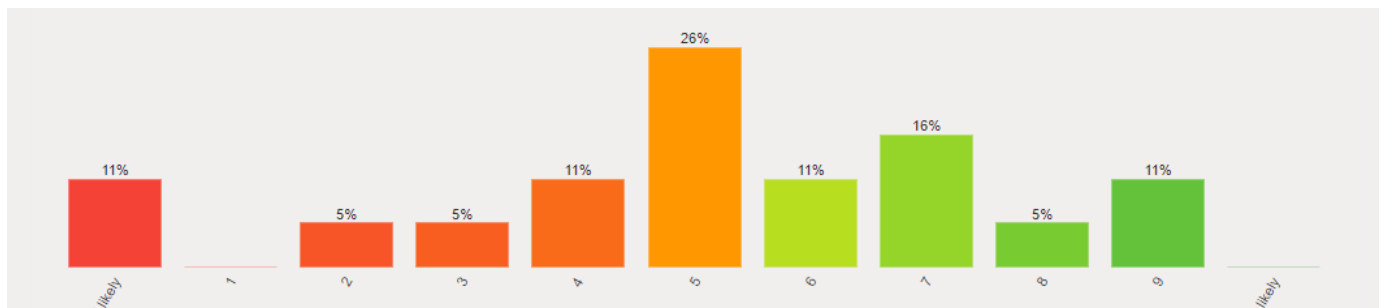
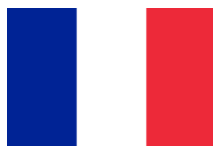


Recommendation

80%

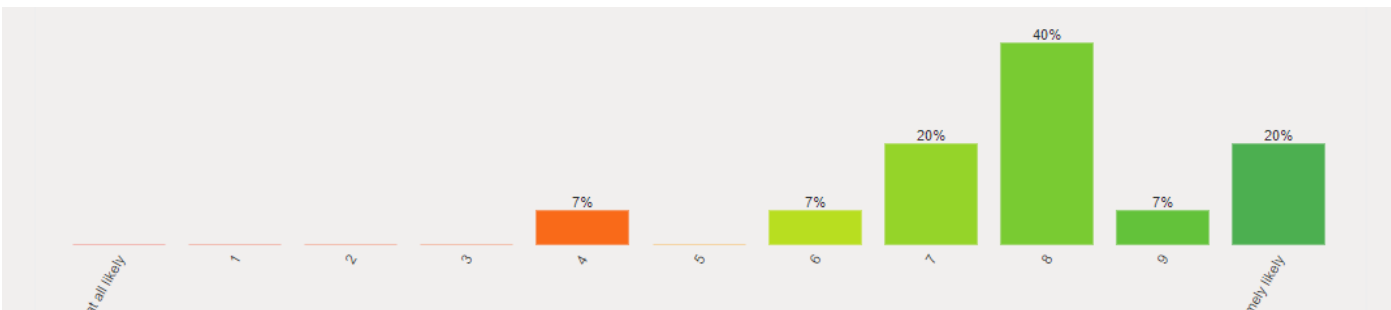
Active  
promoters

45%



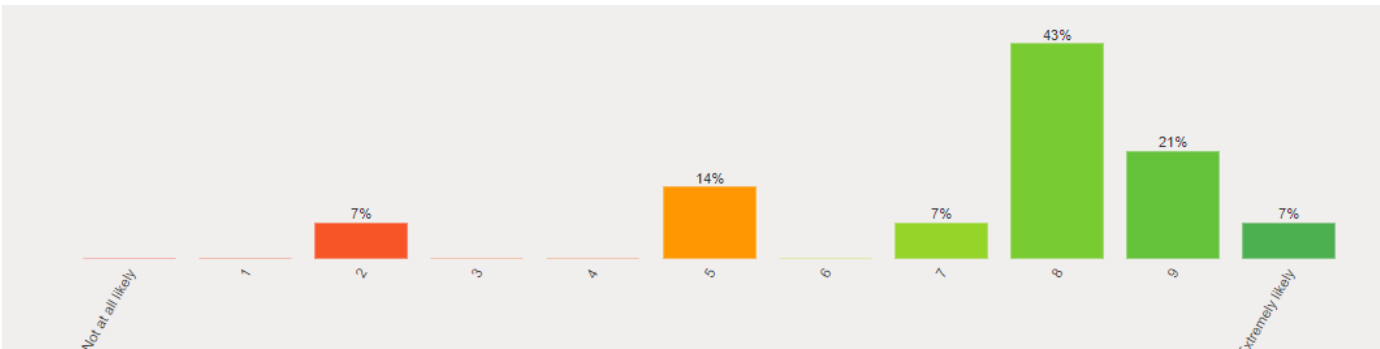
57%

17%



93%

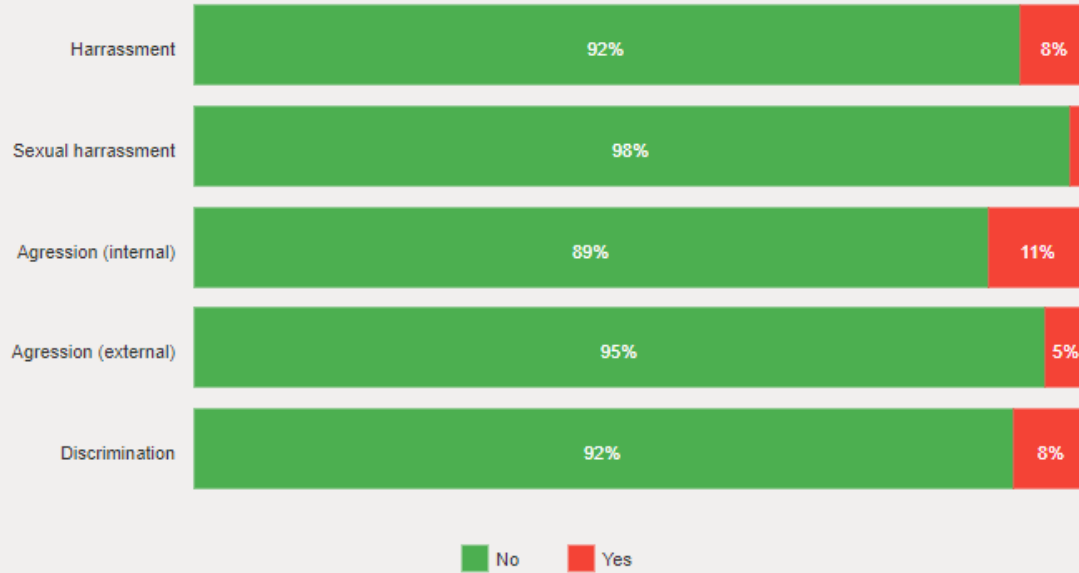
67%



79%

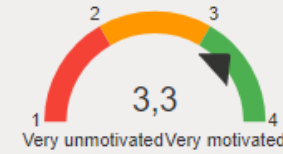
71%

## Unwanted Behavior At Work

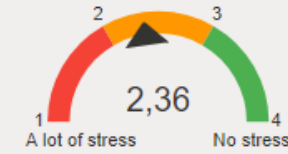


N 143

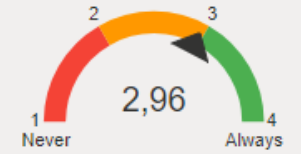
## Motivation



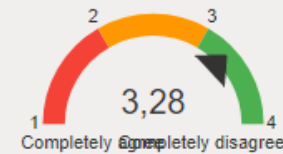
## Stress



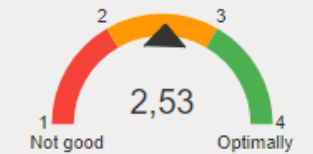
## Coping stress



## Intention to leave



## Work Life Balance



N 143

# Psychosocial risks

## Labour organisation



↓ Structure  
↓ Say  
↓ Job security

## Job content



Work procedures ↑  
Independence ↑  
Work pressure ↓  
Mental strain ↓

## Terms of employment



Holiday, working regime ↑  
Evaluations ↓  
Remuneration ↓

## Workplace conditions

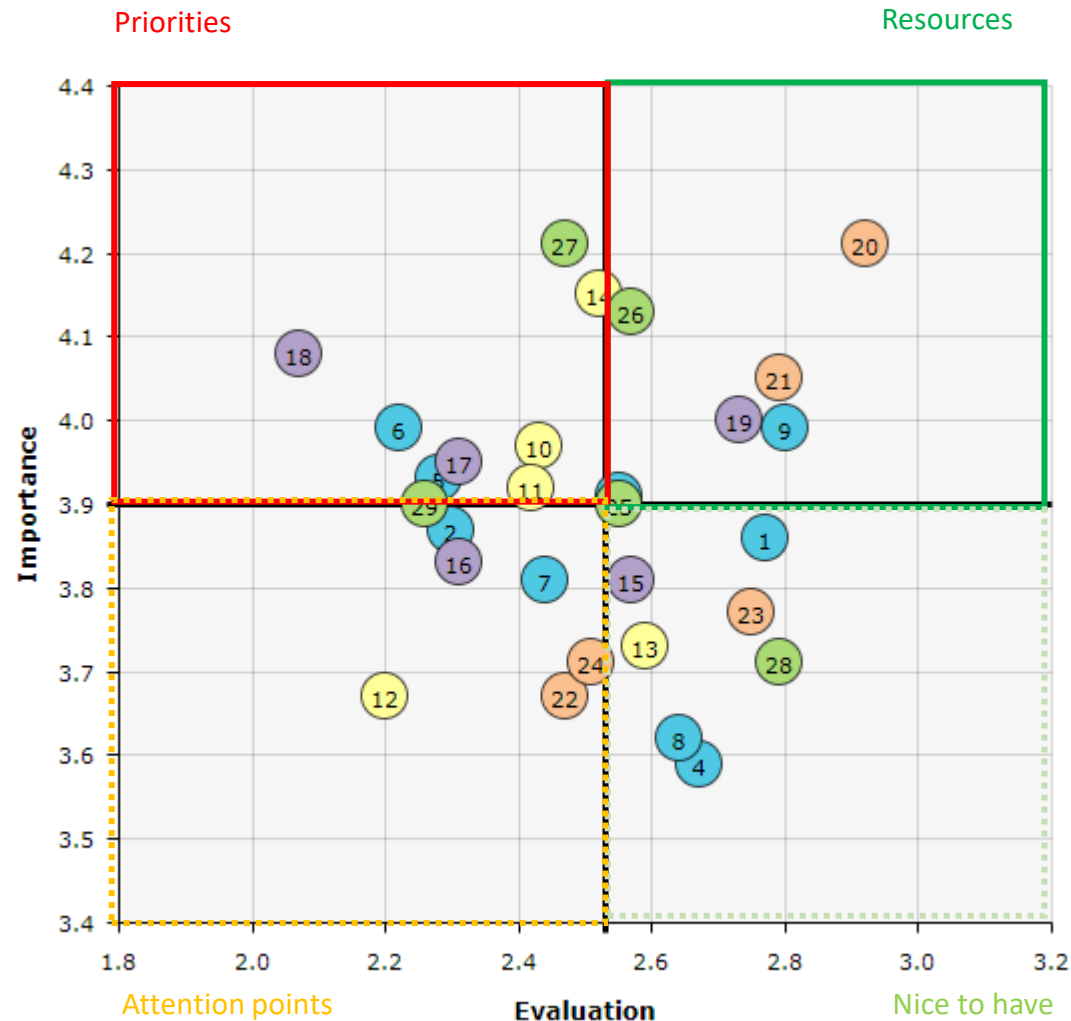


Safety ↑  
Work equipment ↑

## Job related interpersonal relations



Support of superior ↑  
Atmosphere ↓



### 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

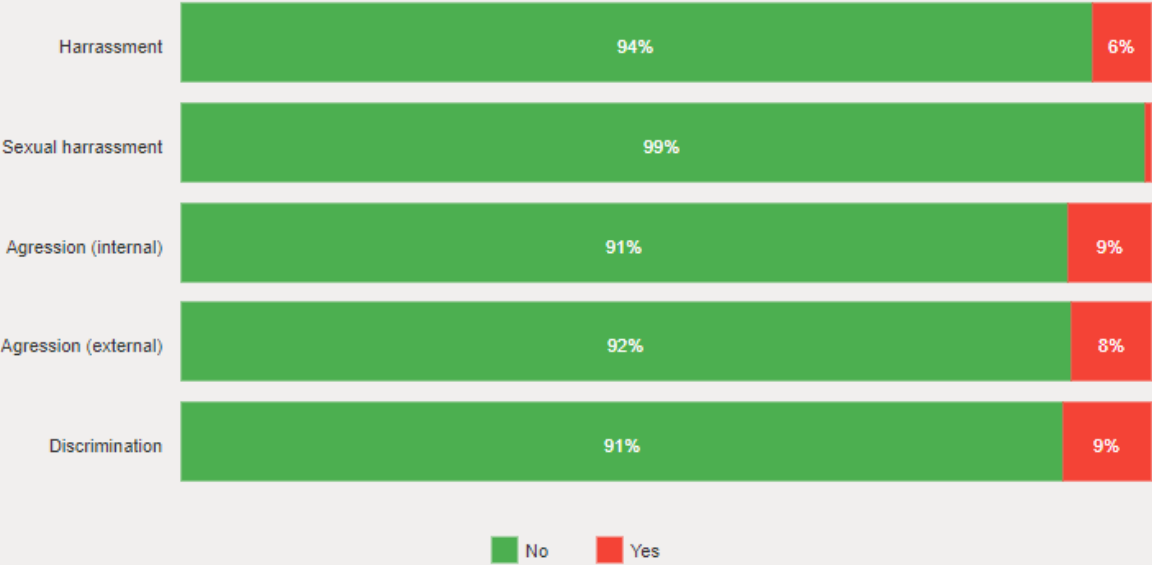
### Workplace conditions

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

### Job related interpersonal relations

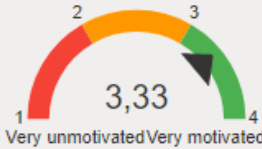
25. Support and appreciation of colleagues
26. Support and appreciation of superior
27. Atmosphere at work
28. Contact with externals at work
29. Communication and expectations

Unwanted Behavior At Work



N 2,6k

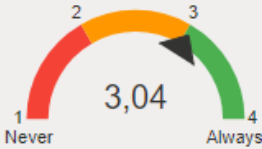
Motivation



Stress



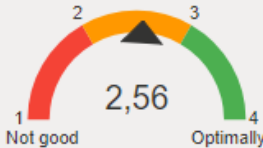
Coping stress



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

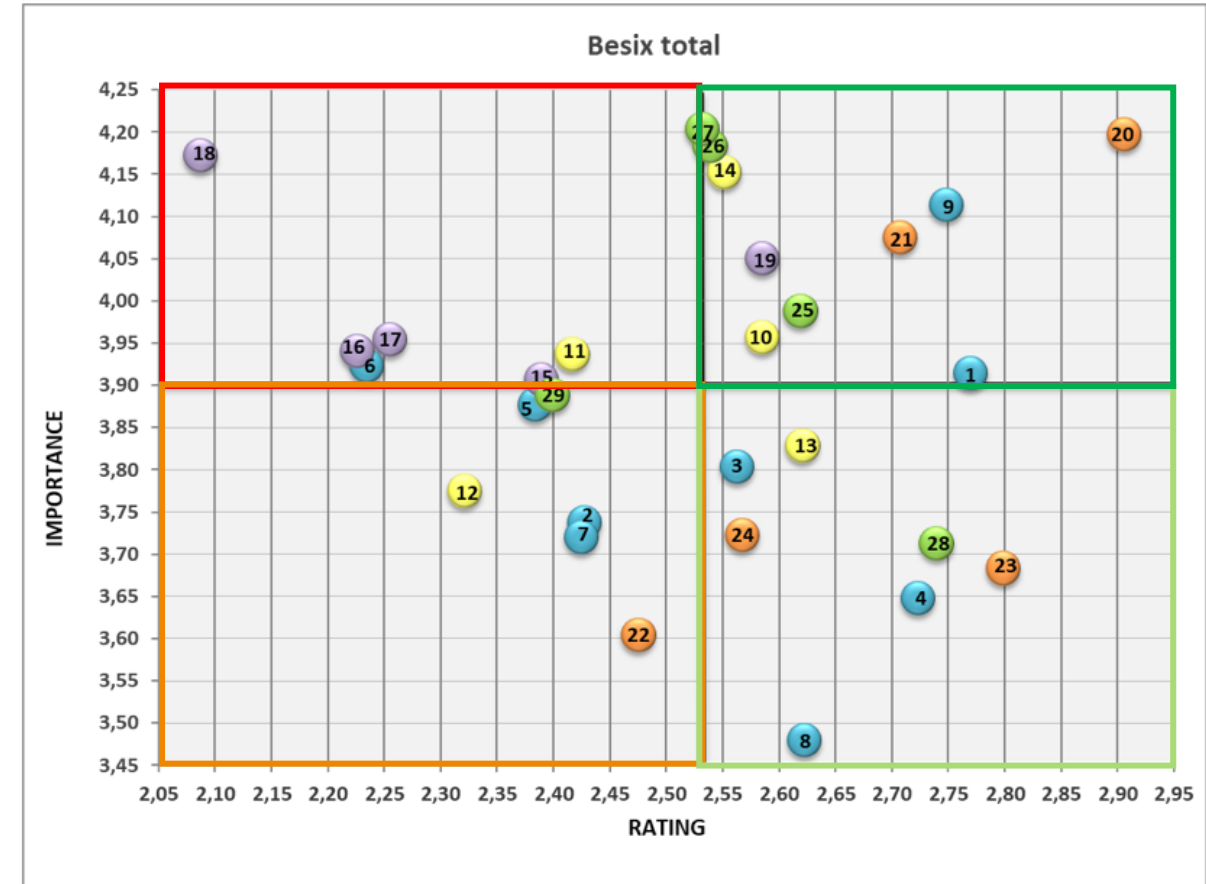
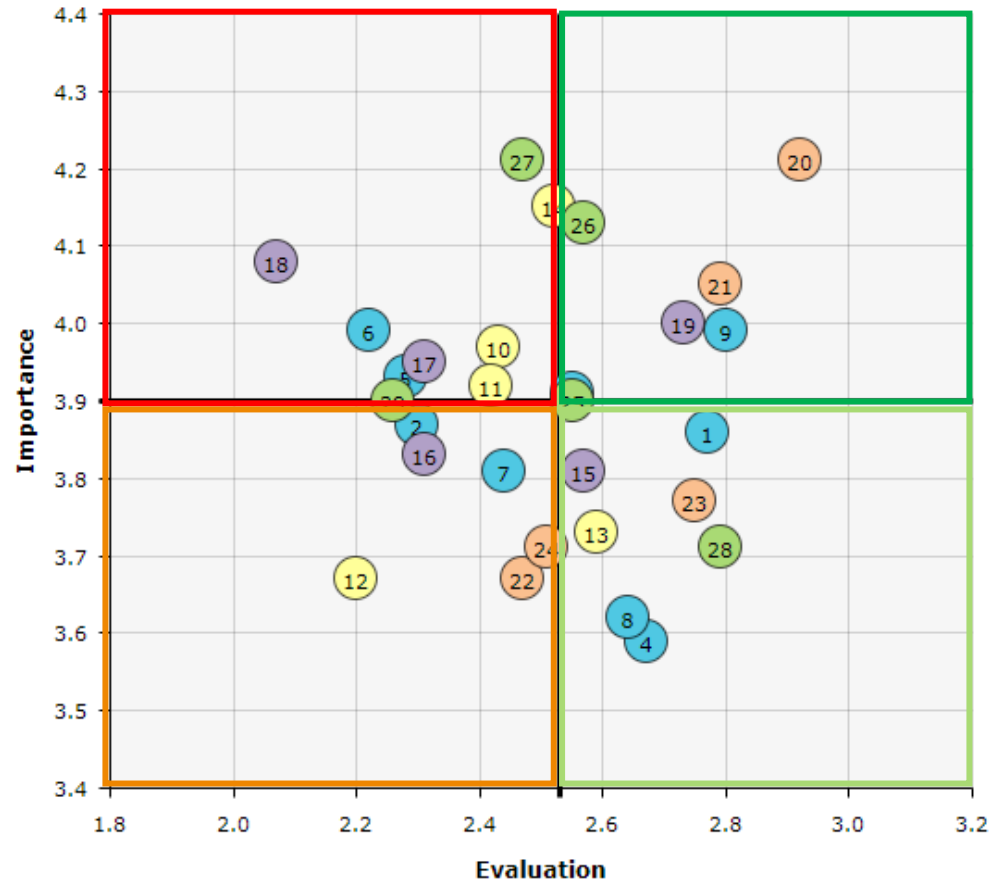


Safety   
Work equipment

Job related interpersonal relations



Support of colleagues   
Support of superior



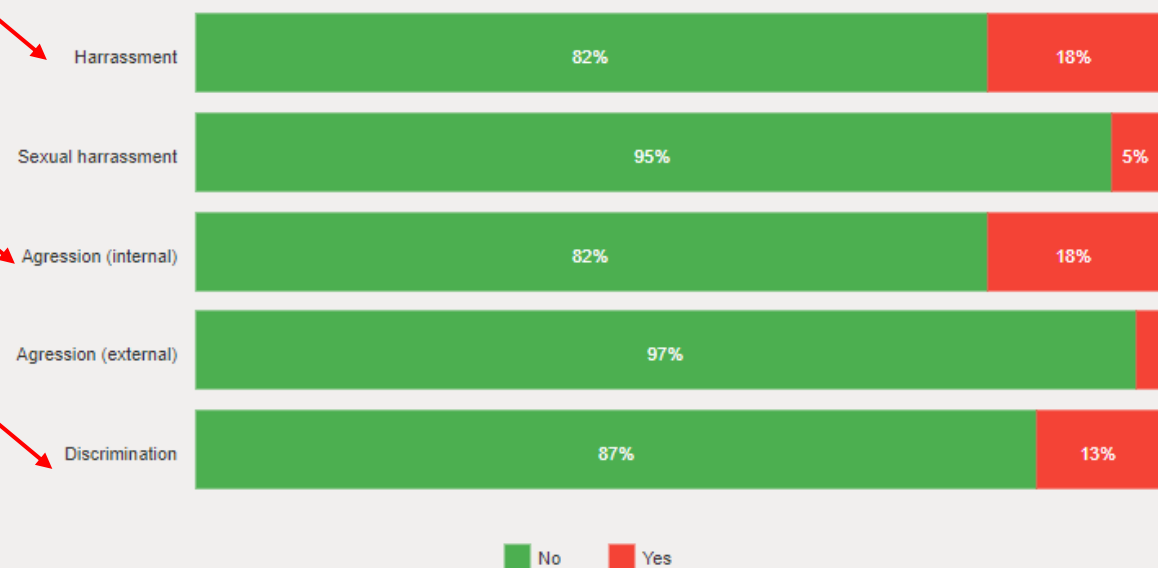
# Results white and blue Collars





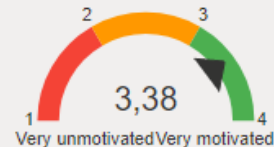


### Unwanted Behavior At Work

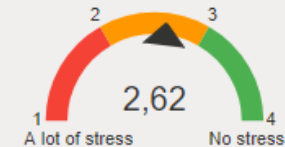


N 39

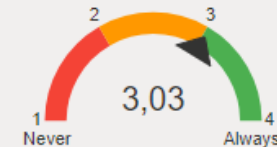
### Motivation



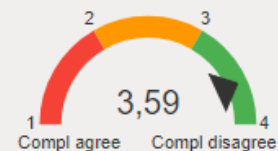
### Stress



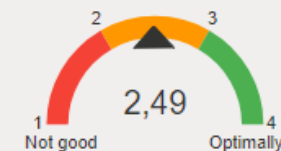
### Coping stress



### Intention to leave



### Work Life Balance



N 39

## Psychosocial risks

### Labour organisation



Job security Say

### Job content



Work procedures Task division  
 Physical strain

### Terms of employment



Training Career Opportunities  
Holiday, working regime Evaluations  
 Remuneration

### Workplace conditions



Safety Lighting  
Work equipment Climate control

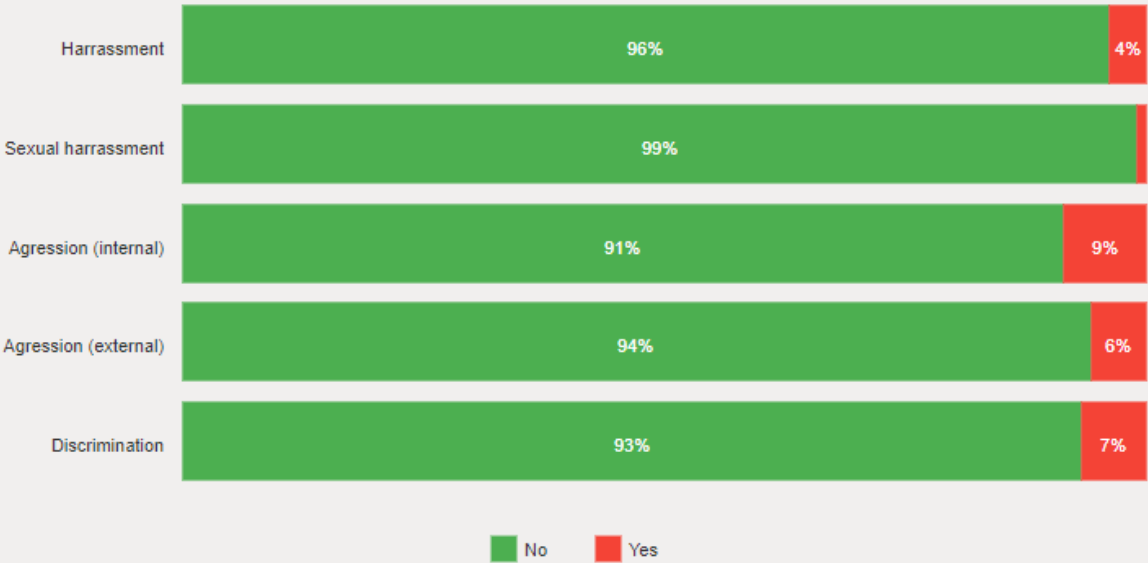
### Job related interpersonal relations



Support of superior  
 Atmosphere

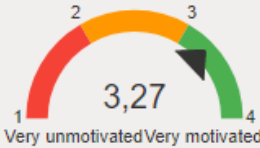


## Unwanted Behavior At Work



N 104

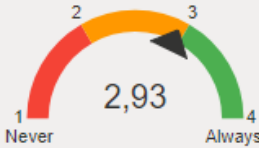
## Motivation



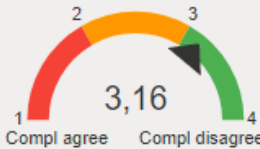
## Stress



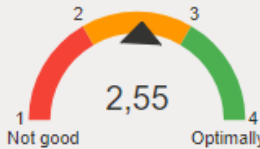
## Coping stress



## Intention to leave



## Work Life Balance



N 104

# Psychosocial risks

## Labour organisation



↓ Structure  
↓ Job security

## Job content



↑ Variation ↓ Work pressure  
↑ Independence ↓ Mental strain

## Terms of employment



↑ Holiday, working regime ↓ Remuneration

## Workplace conditions



↑ Safety  
↑ Work equipment

## Job related interpersonal relations



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

# Results Women & Men

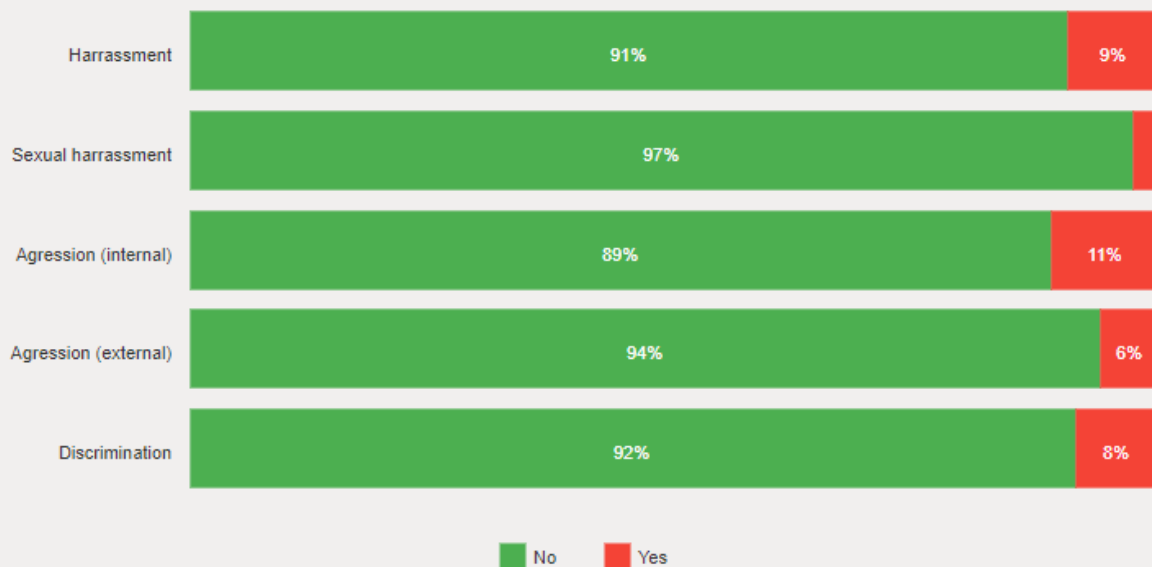




Man

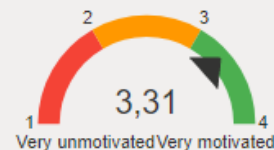
## Well-being Indicators

### Unwanted Behavior At Work



N 118

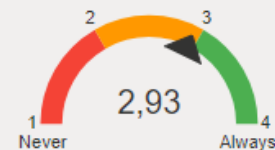
### Motivation



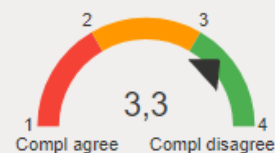
### Stress



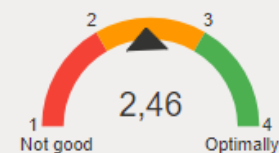
### Coping stress



### Intention to leave



### Work Life Balance



N 118

## Psychosocial risks

### Labour organisation



↓ Job security

### Job content



↑ Independence  
↓ Work pressure  
↓ Mental strain

### Terms of employment



↑ Holiday, working regime  
↓ Evaluations  
↓ Remuneration

### Workplace conditions



↑ Safety  
↑ Work equipment

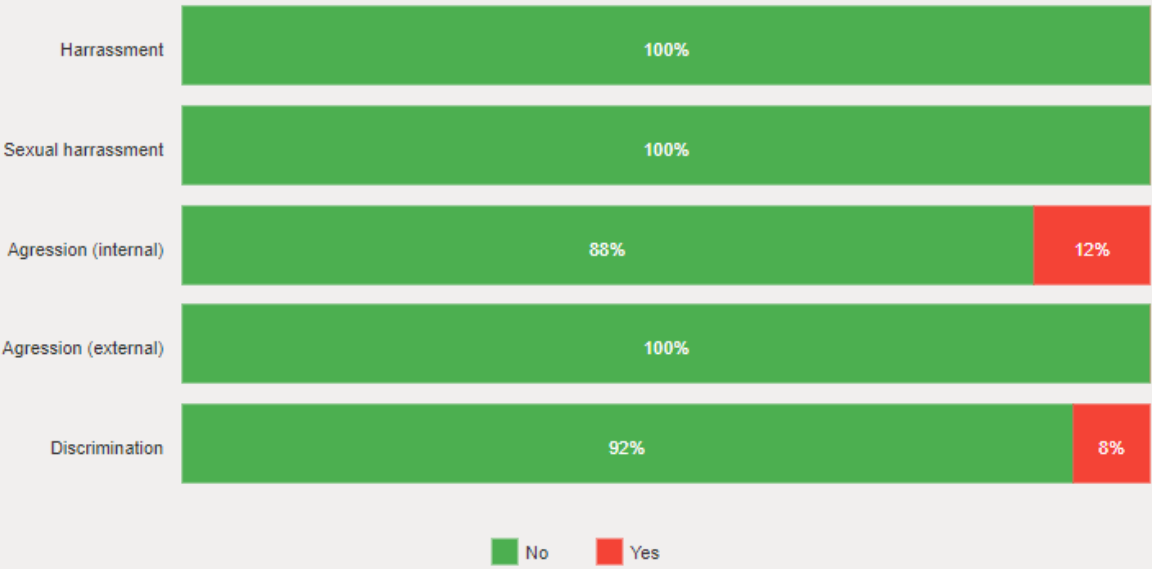
### Job related interpersonal relations



↑ Support of superior  
↓ Atmosphere

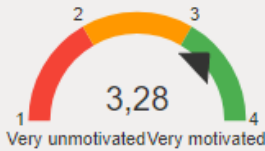


Unwanted Behavior At Work

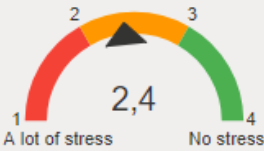


N 25

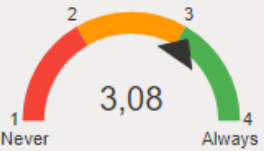
Motivation



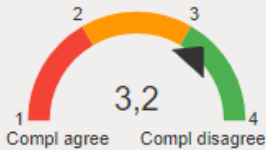
Stress



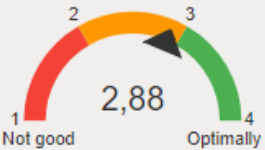
Coping stress



Intention to leave



Work Life Balance



N 25

Psychosocial risks

Labour organisation



- ↓ Structure
- ↓ Say
- ↓ Job security

Job content



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

Terms of employment



- ↑ Holiday, working regime
- ↓ Evaluations
- ↓ Remuneration

Workplace conditions



- ↑ Safety
- ↑ Work equipment

Job related interpersonal relations

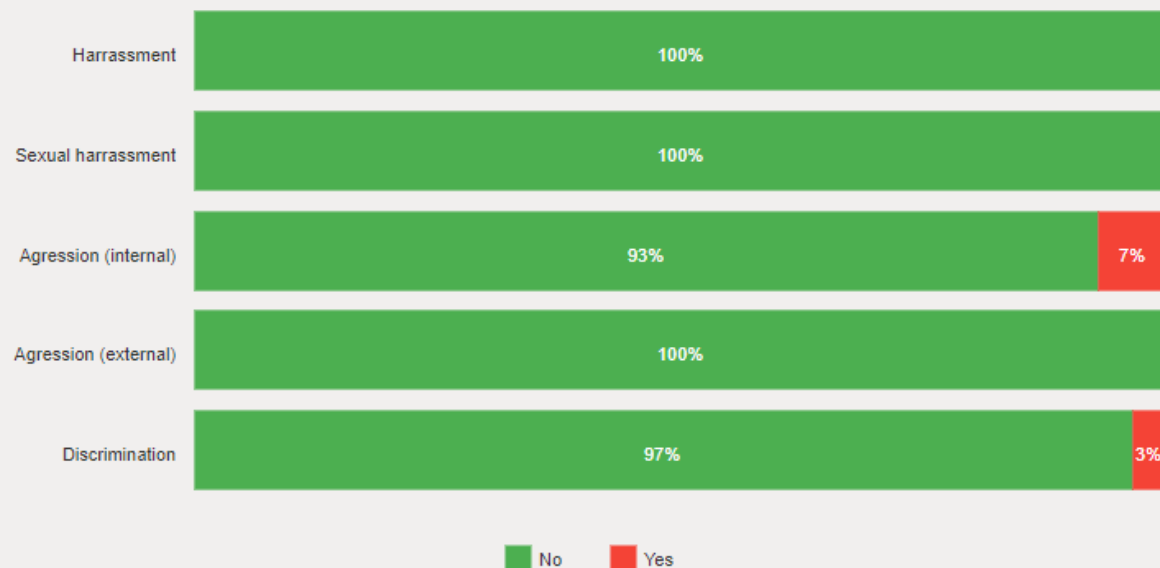


- ↑ Support of superior
- ↓ Atmosphere

# Results Managers & Non-Manager

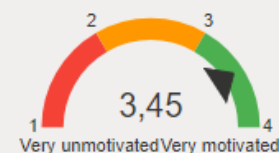


## Unwanted Behavior At Work

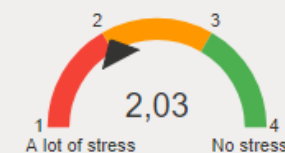


N 29

## Motivation



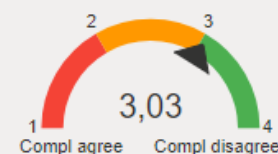
## Stress



## Coping stress



## Intention to leave



## Work Life Balance



N 29

## Psychosocial risks



## Labour organisation



Structure   Say  
Culture   Policy

## Job content




Variation   
Independence 

## Terms of employment







## Workplace conditions



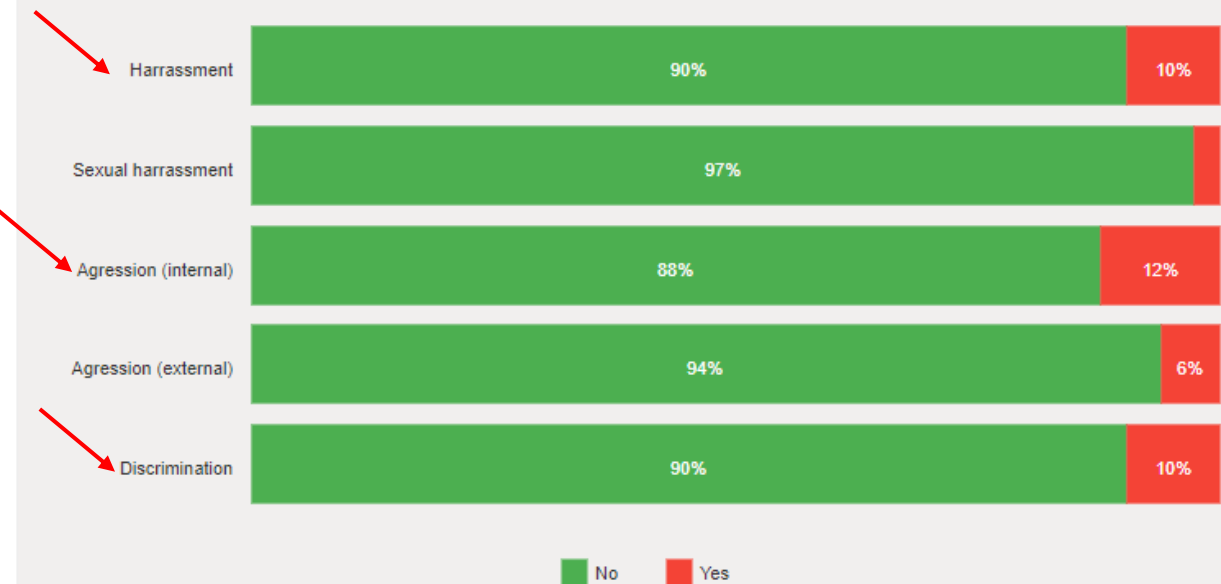
Safety 

## Job related interpersonal relations



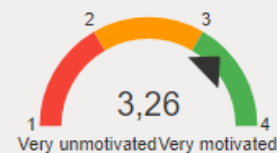
Support of colleagues   
Support of superior   
Atmosphere   
Communication 

## Unwanted Behavior At Work



N 114

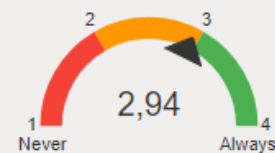
## Motivation



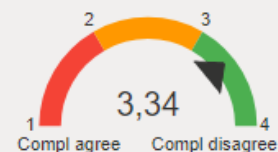
## Stress



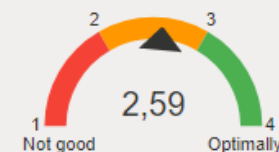
## Coping stress



## Intention to leave



## Work Life Balance



N 114

## Psychosocial risks

## Labour organisation



- ↓ Structure
- ↓ Say
- ↓ Job security

## Job content



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

## Terms of employment



- ↑ Holiday, working regime
- ↓ Evaluations
- ↓ Remuneration

## Workplace conditions



- ↑ Safety
- ↑ Work equipment

## Job related interpersonal relations



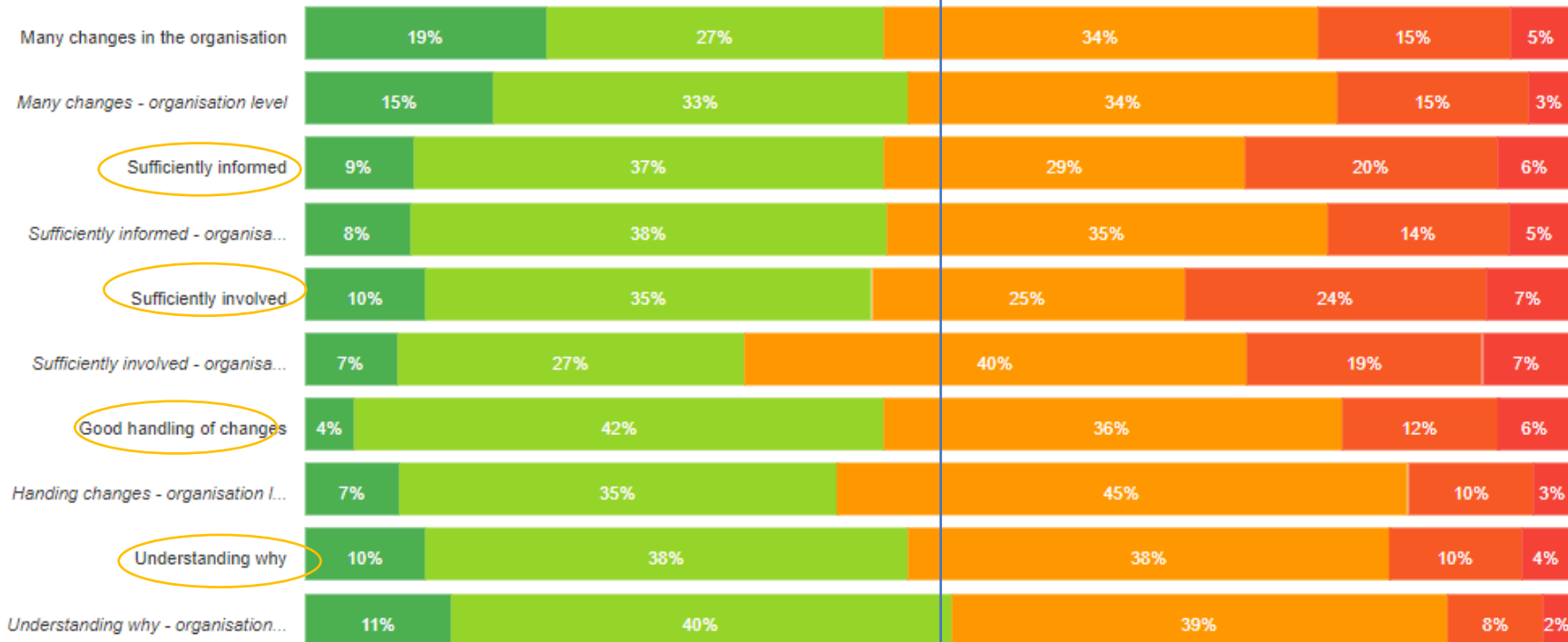
- ↑ Support of superior
- ↓ Atmosphere



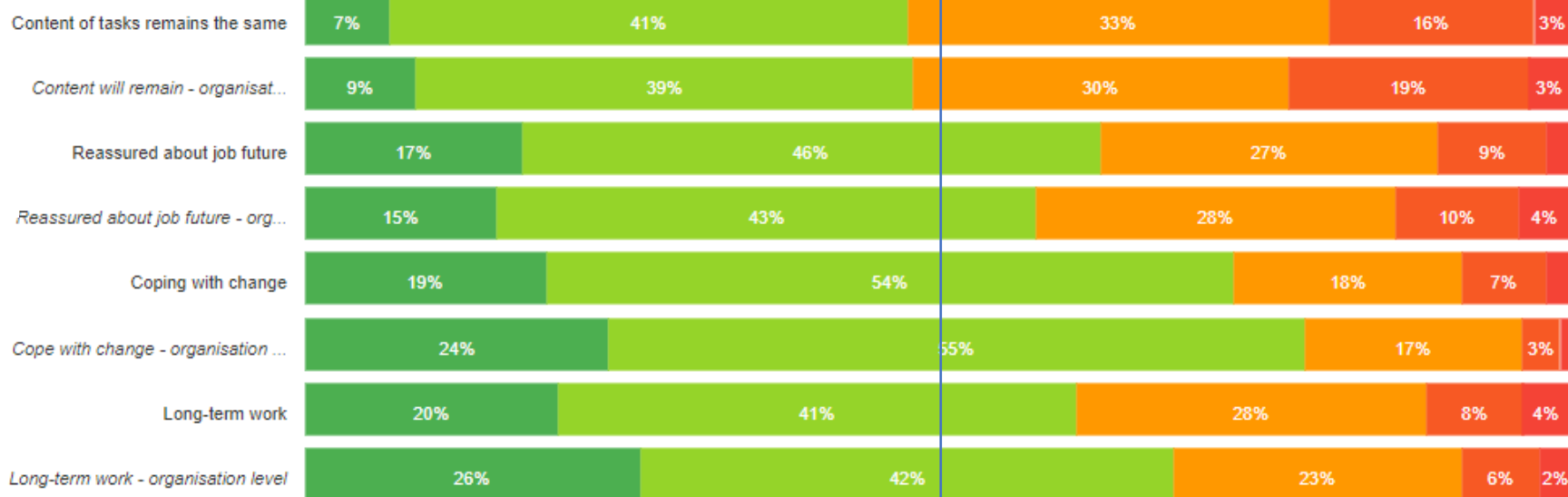
# Results Module Change



## Department Company



## Individual



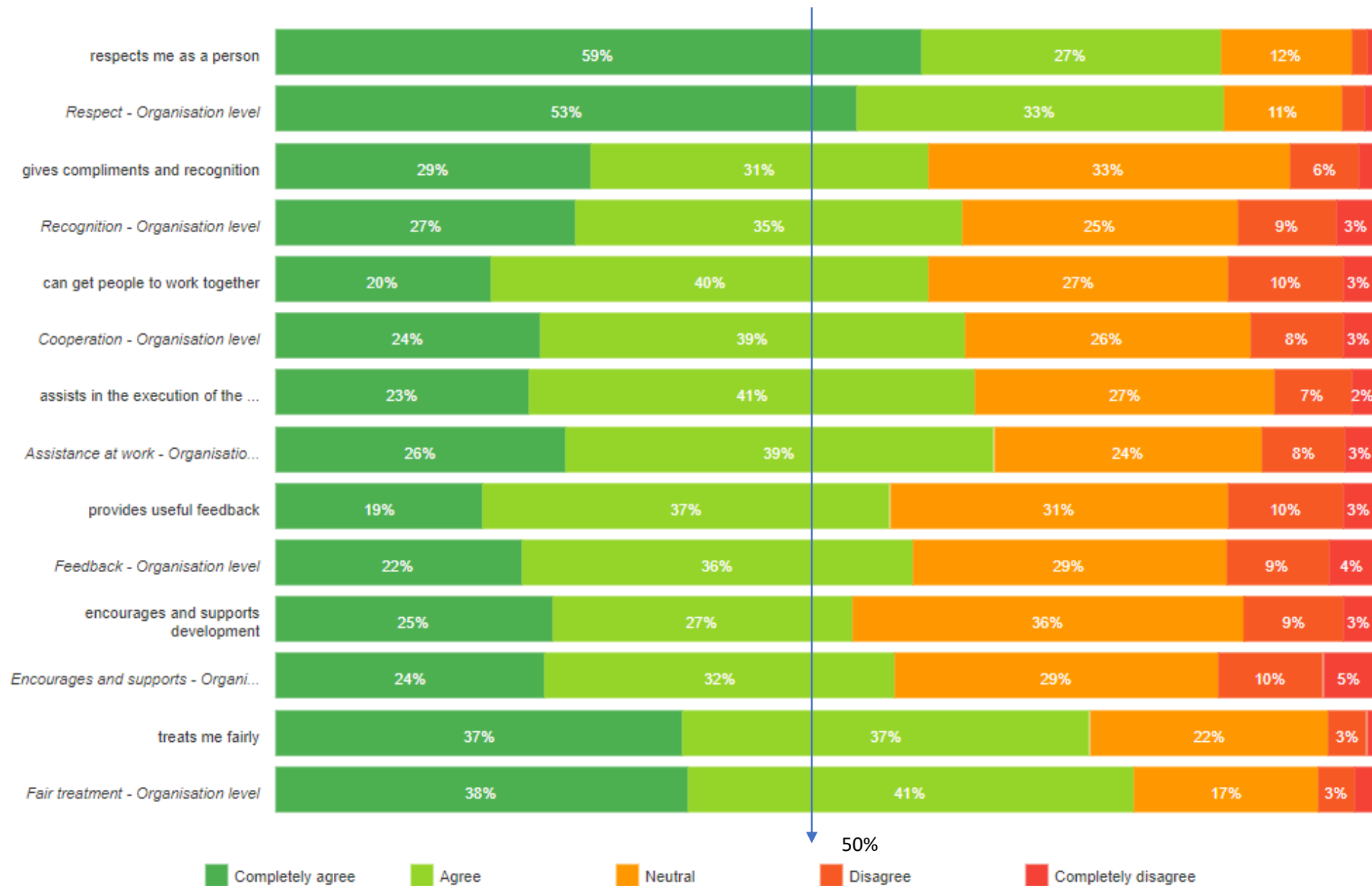
50%

Completely agree Agree Neutral Disagree Completely disagree

# Results Module Leadership



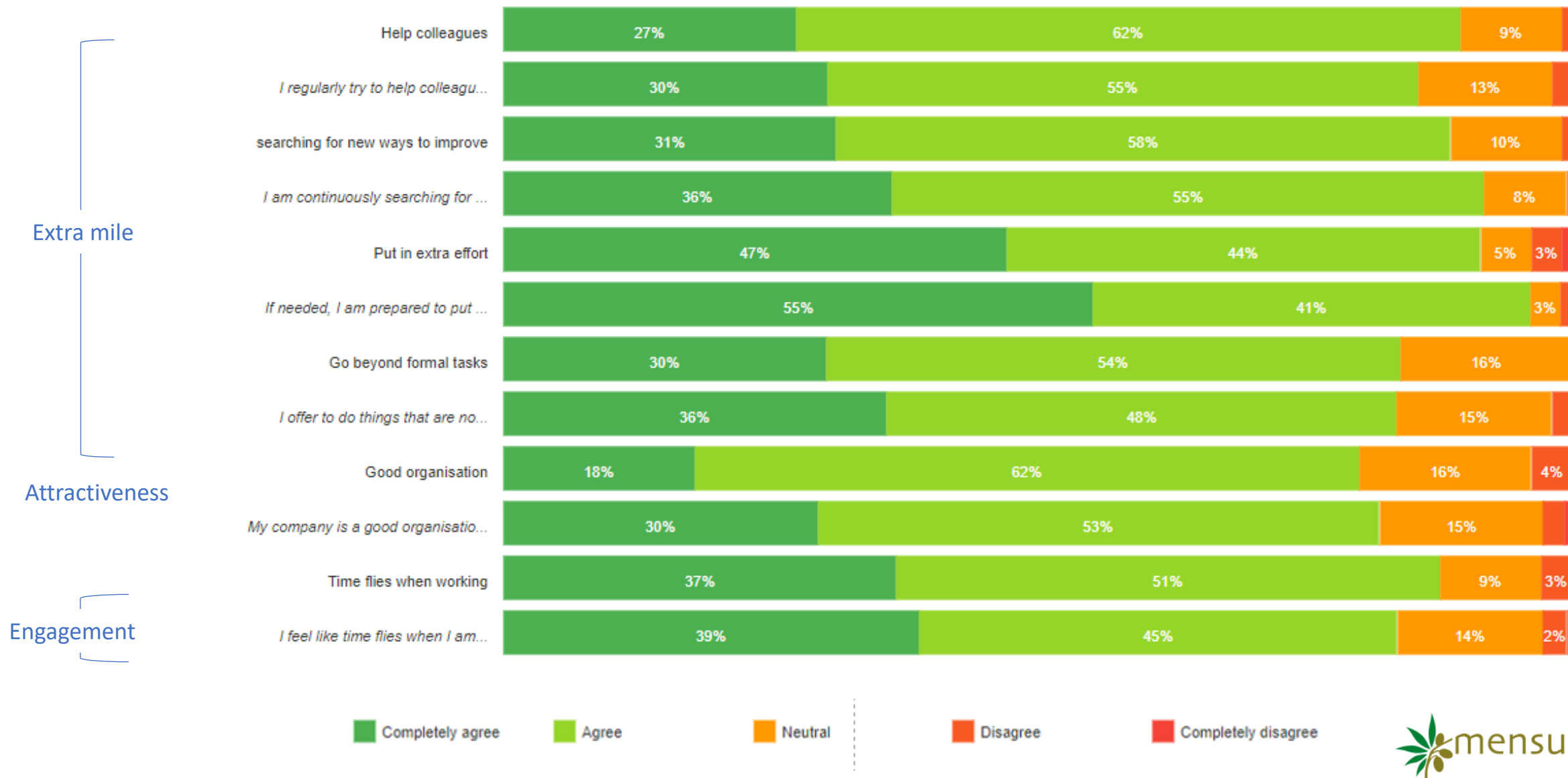
## My manager...



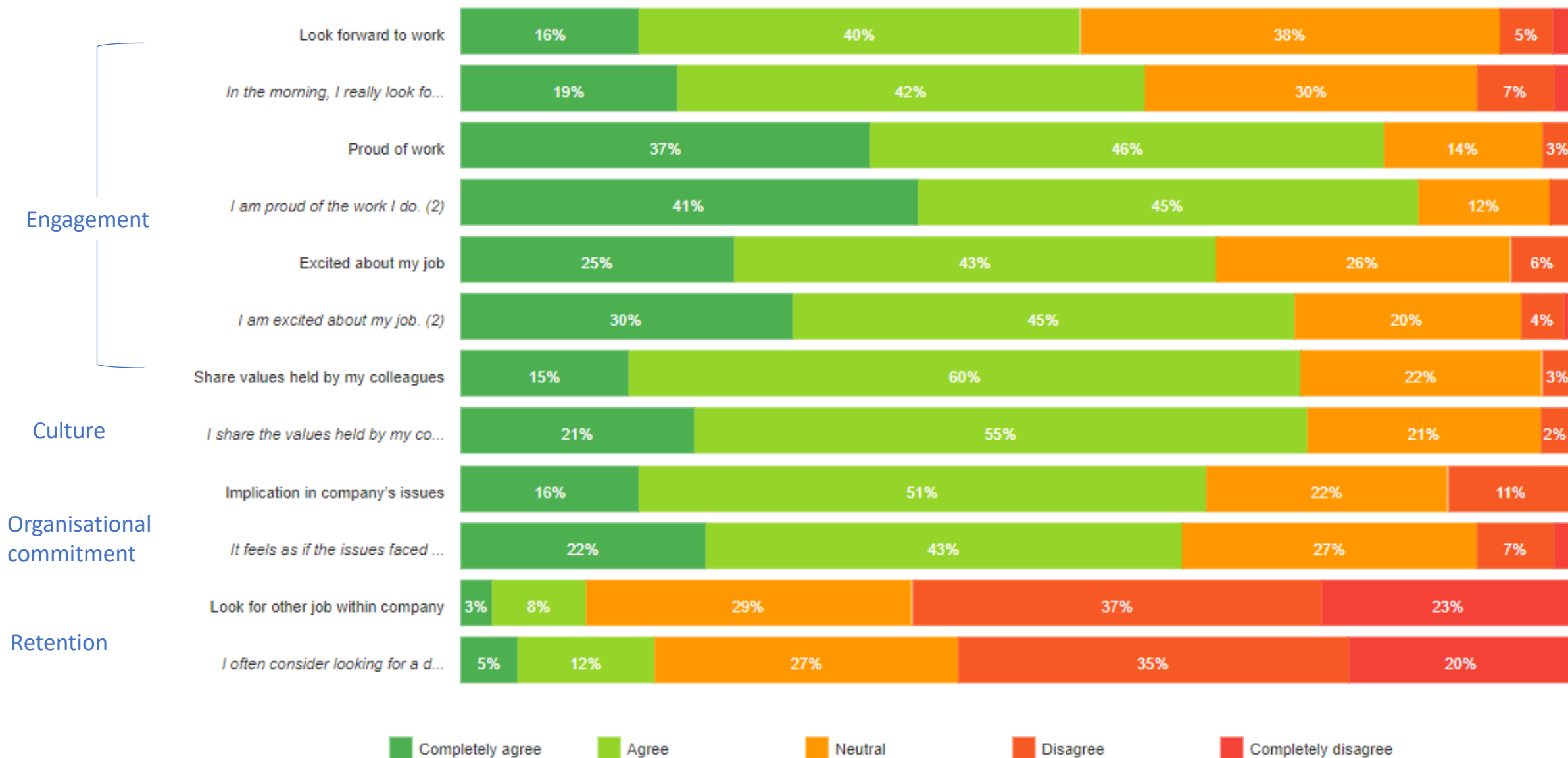
# Results Extra Module



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



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

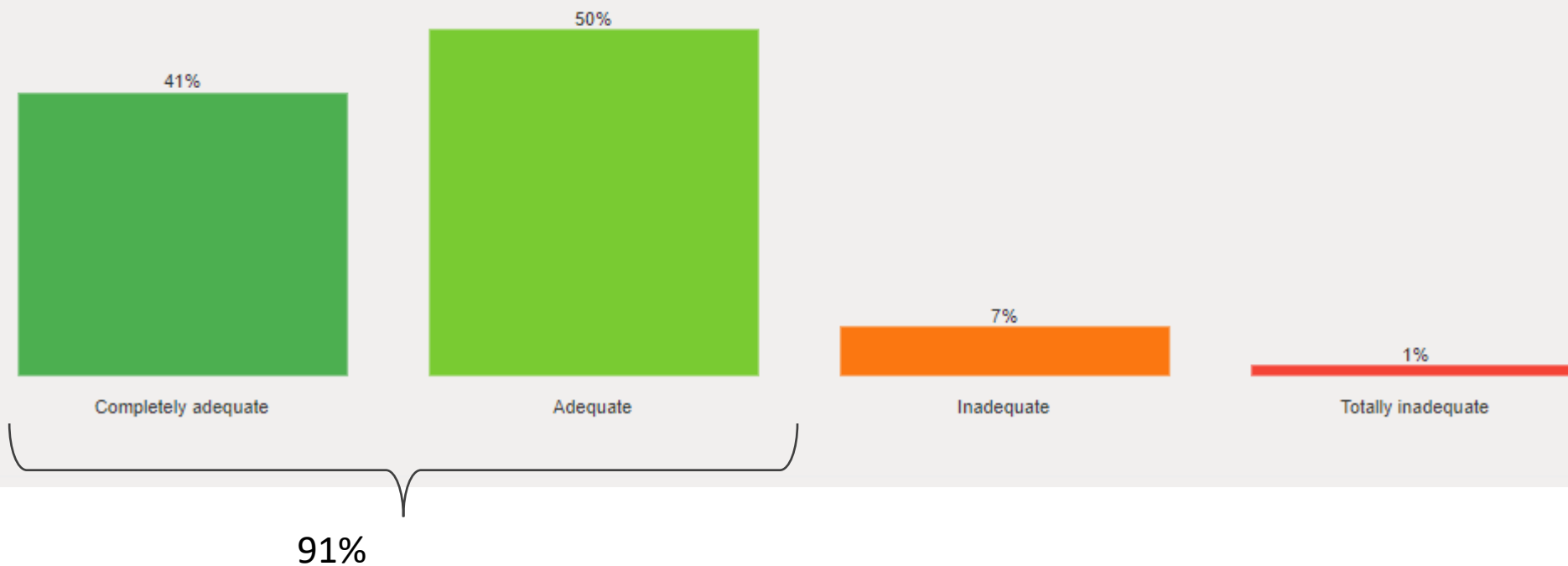


# Covid



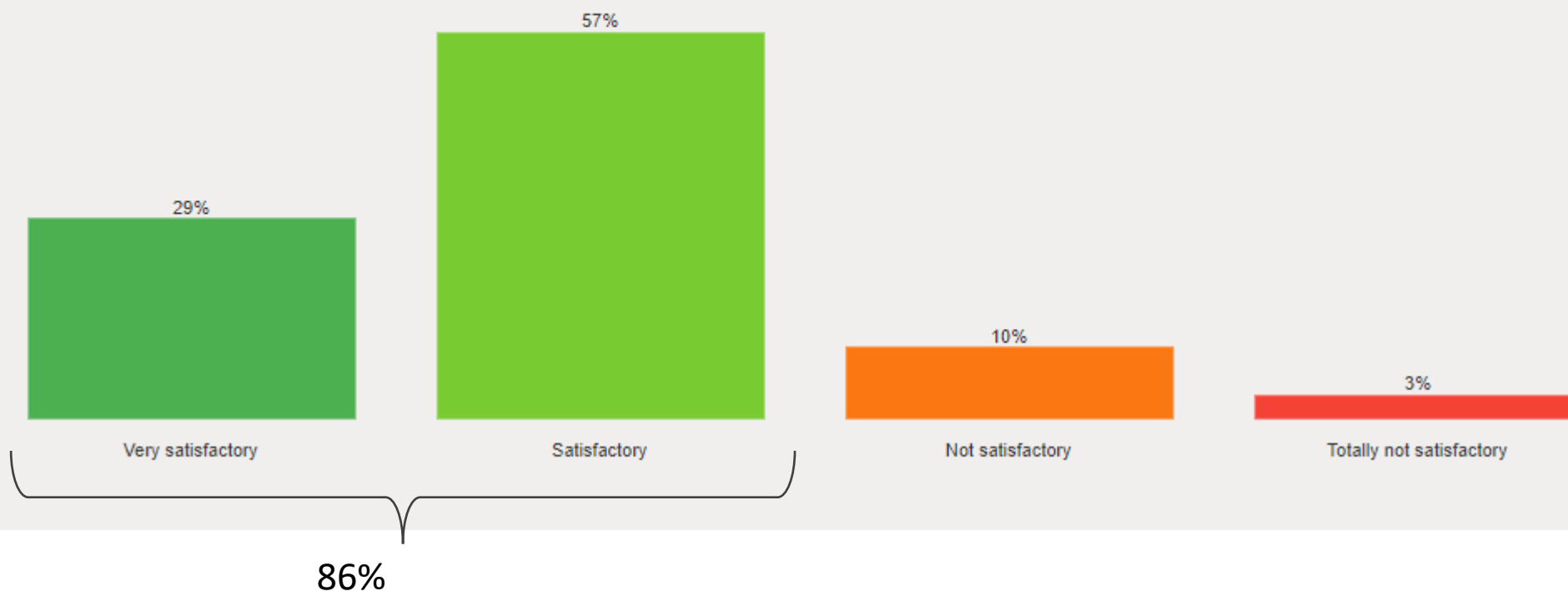


In the context of the Covid-19 pandemic, your company implemented sanitary measures in your workplace. Do you feel that these measures are adequate to keep you safe?



N 143

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 143

# Conclusions – Action plans & Timeline



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

- People remain engaged and satisfied (87% on average) but difference between countries (FR 63%)
- Recommendation at 77% (vs group 84%) & **Active** promotor score 12% lower than in 2018 (FR and BE)
- The stress perception similar to the group average (high in UK and FR), and the indicator of coping with it is lower (point of attention in BE and FR).
- Unwanted behaviours should be tackled.
- Identified risk group: blue-collar workers with a higher experience of harassment, internal aggression and discrimination
- Resources :
  - work procedures (especially Blue collar)
  - Independence
  - support of superior (><priority for Blue collar)

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

- Priorities on the following risks :
  - work pressure & mental strain
  - structure (white collars>< manager)
  - job security (white collars)
  - atmosphere (for non managers >< resource for managers)
  - evaluations (blue collars especially)
- Differences to be noticed between the different countries in terms of
  - resources and priorities ,
  - management strengths and areas for development
  - change (management) : inform sufficiently, WHY, involvement and good handling
- Further analysis advised to make the right conclusions and actions

# 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 😊

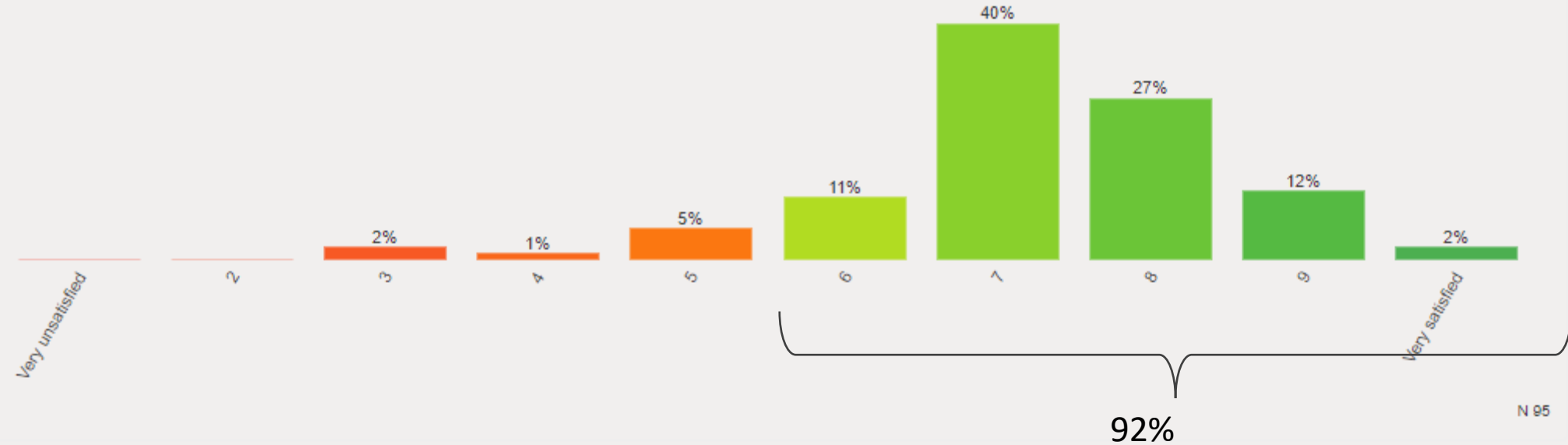


# Belgium

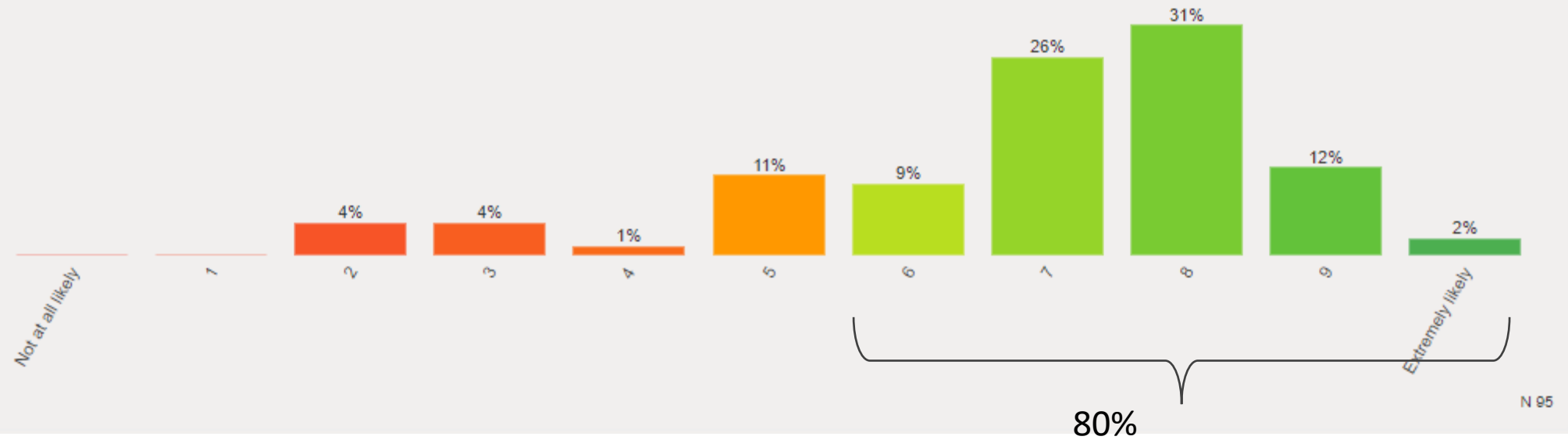




Taking everything into account, how satisfied are you with your current job position?



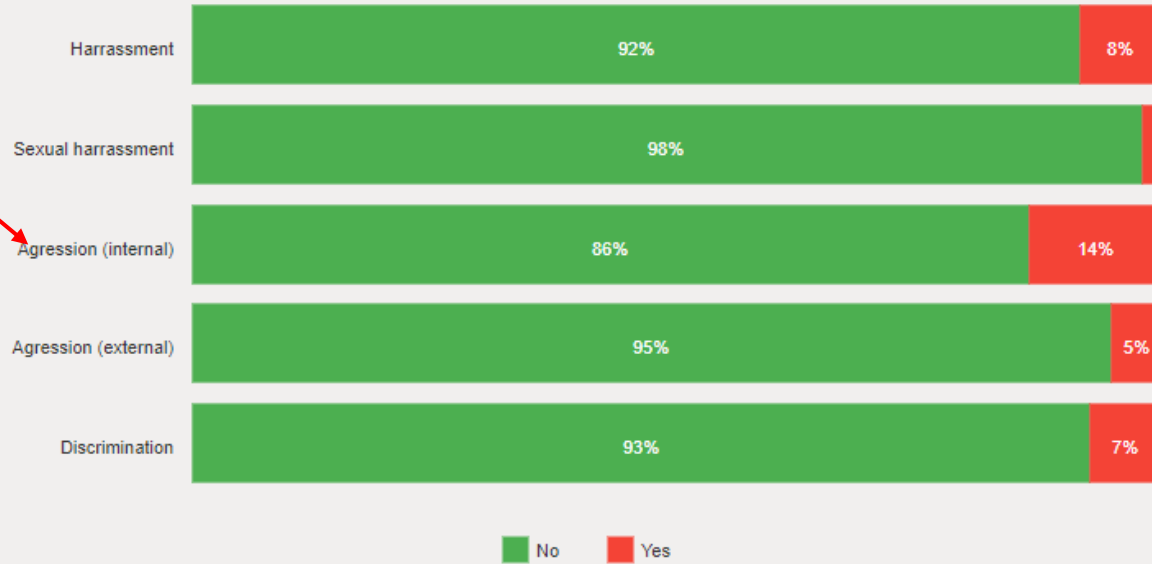
Based on your experience with your company, how likely are you to recommend your company to friends or acquaintances currently looking for work?



## Well-being Indicators

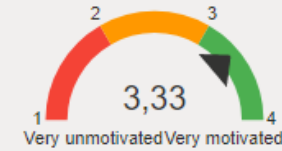


### Unwanted Behavior At Work

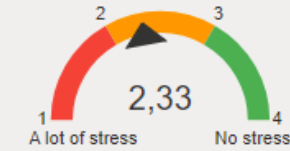


N 95

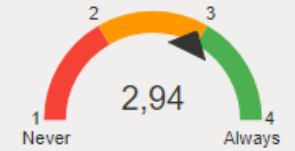
### Motivation



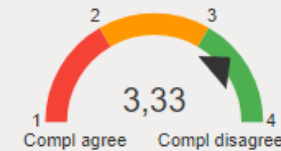
### Stress



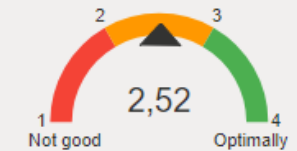
### Coping stress



### Intention to leave



### Work Life Balance



N 95

## Psychosocial risks

### Labour organisation



Job security ↑ ↓ Structure  
↓ Say

### Job content



Independence ↑ ↓ Work pressure  
↓ Mental strain

### Terms of employment



Holiday, working regime ↑ ↓ Evaluations  
↓ Remuneration

### Workplace conditions



Safety ↑  
Work equipment ↑

### Job related interpersonal relations

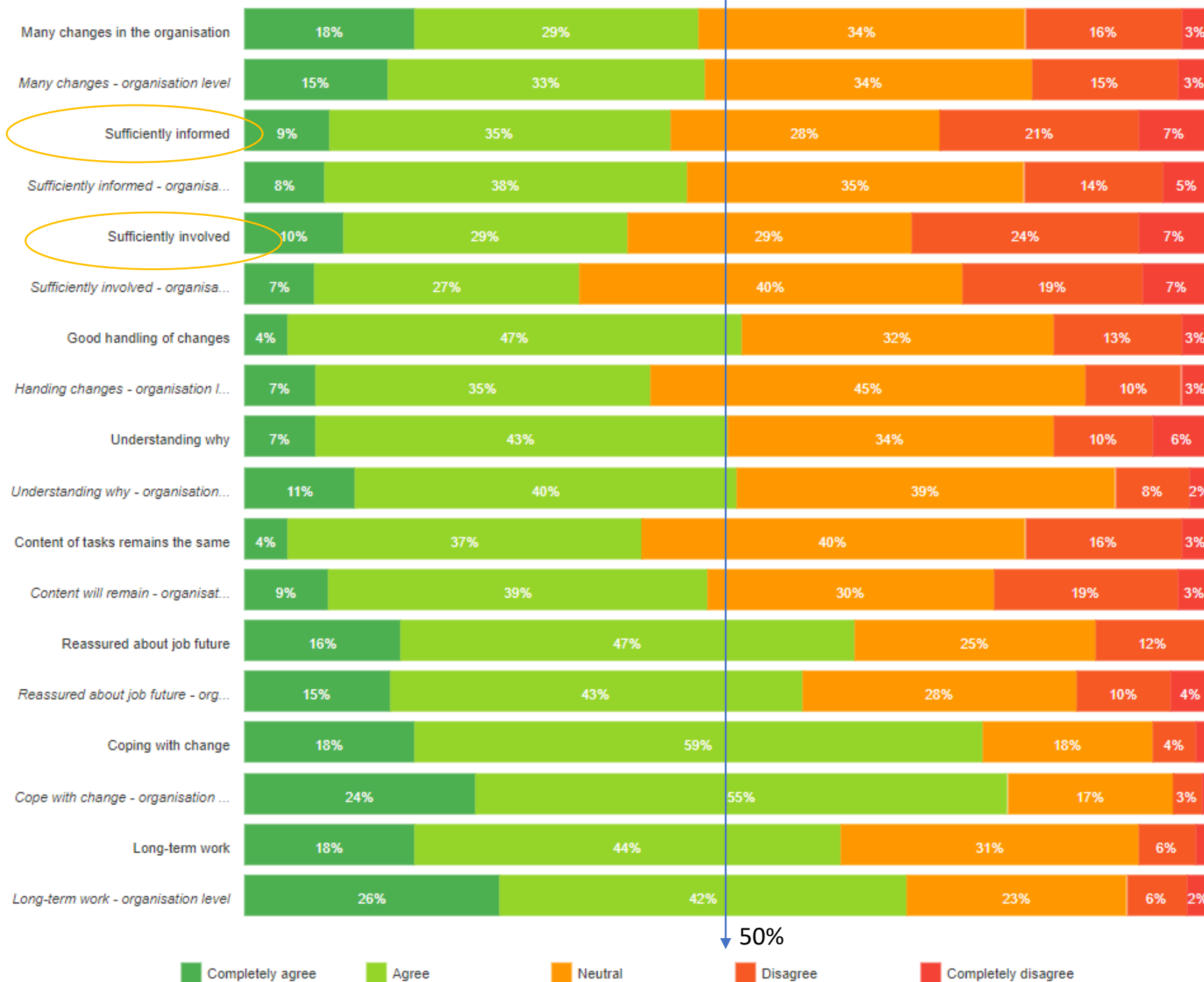


↓ Support of colleagues  
↓ Support of superior  
↓ Atmosphere  
↓ Communication



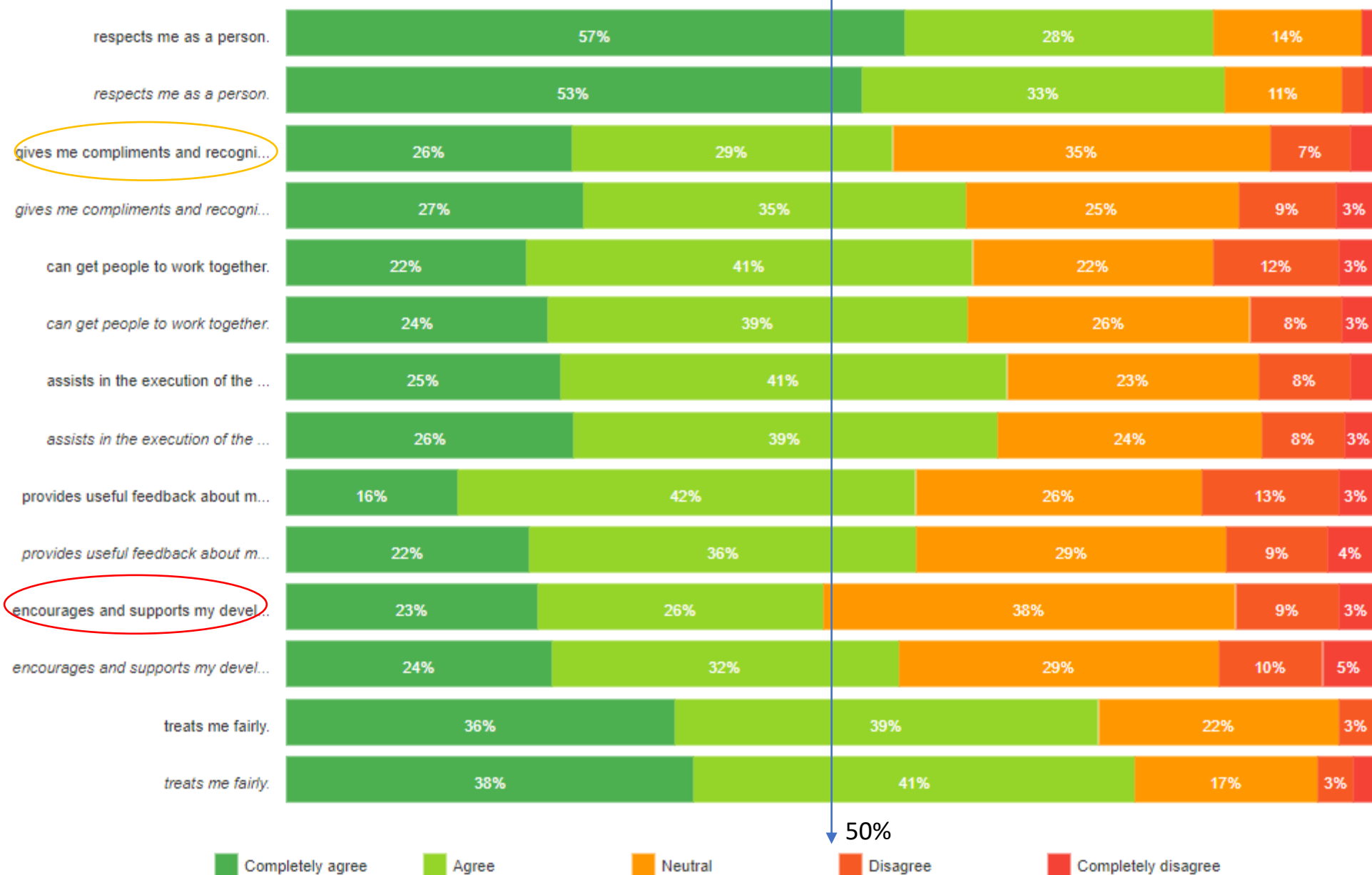
Department  
Company

Individual



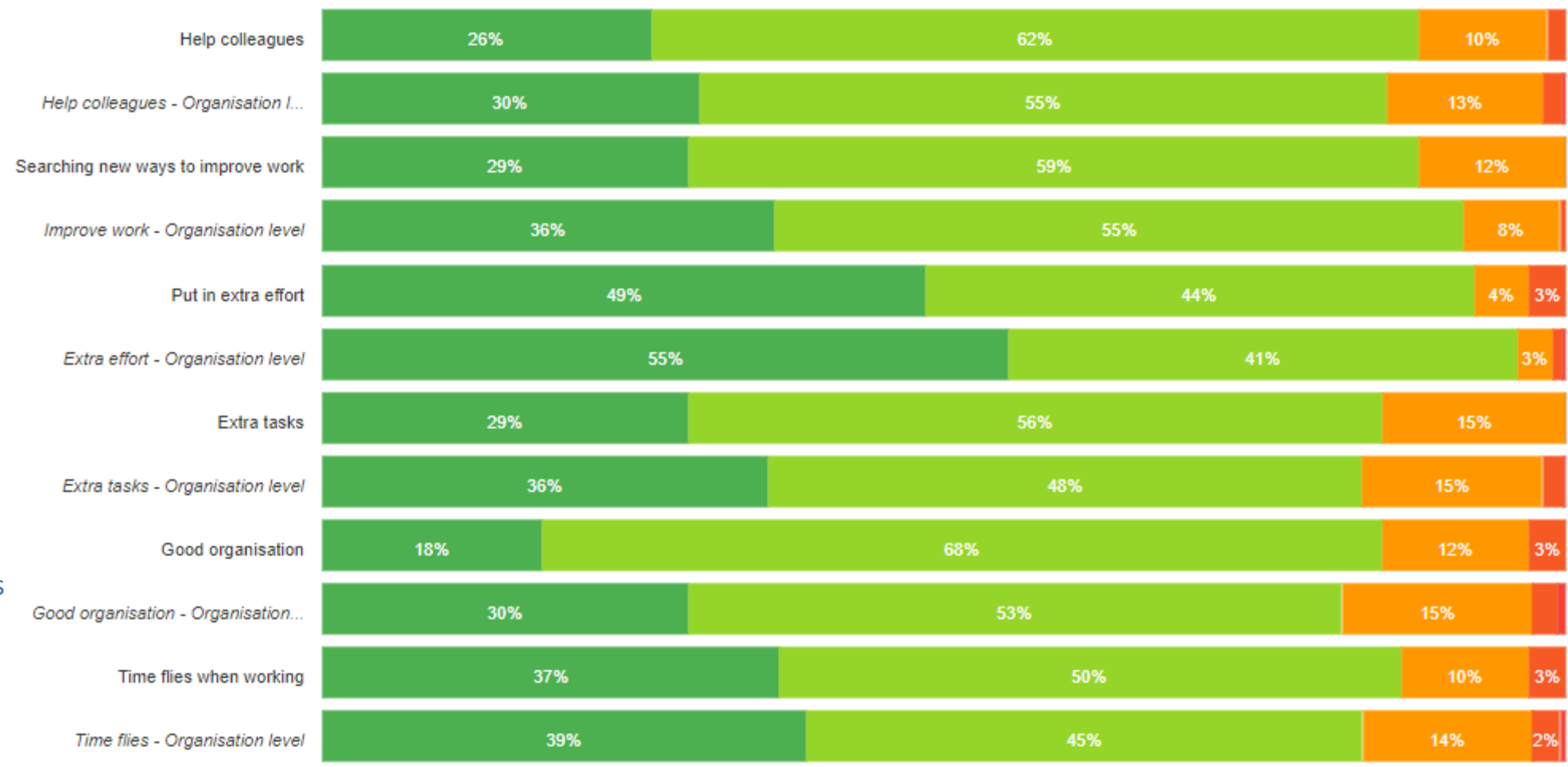


## My manager...



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

Extra mile

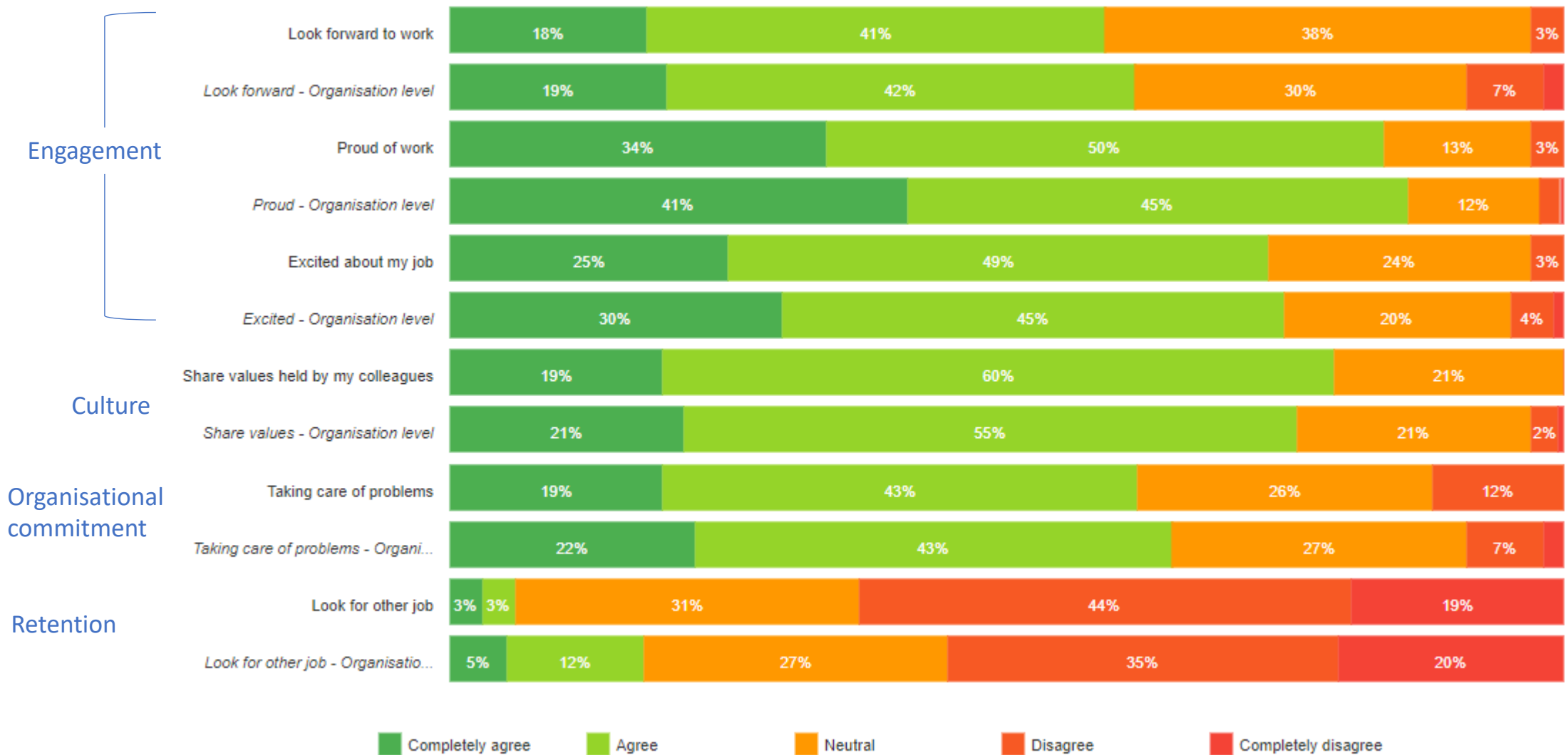


Attractiveness

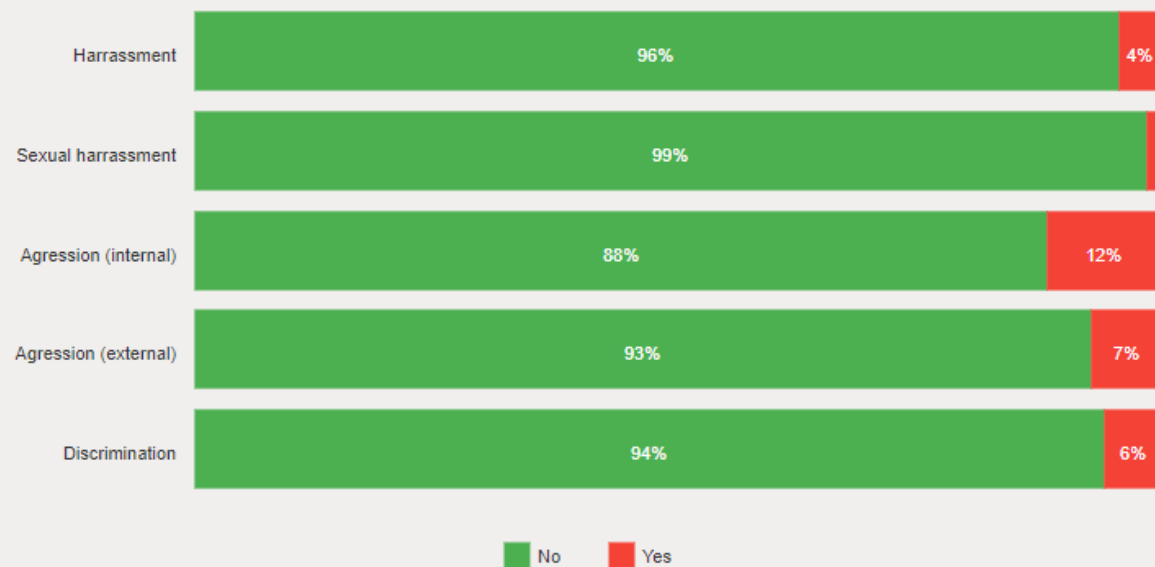
Engagement



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



## Unwanted Behavior At Work



N 68

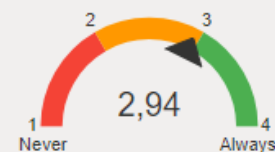
## Motivation



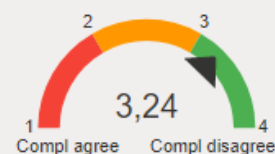
## Stress



## Coping stress



## Intention to leave



## Work Life Balance



N 68

## Psychosocial risks

## Labour organisation



Job security ↑ ↓ Structure

↓ Say

## Job content



Independence ↑ ↓ Work pressure

↓ Mental strain

## Terms of employment



Holiday, working regime ↑ ↓ Evaluations

↓ Remuneration

## Workplace conditions



Safety ↑

Work equipment ↑

## Job related interpersonal relations



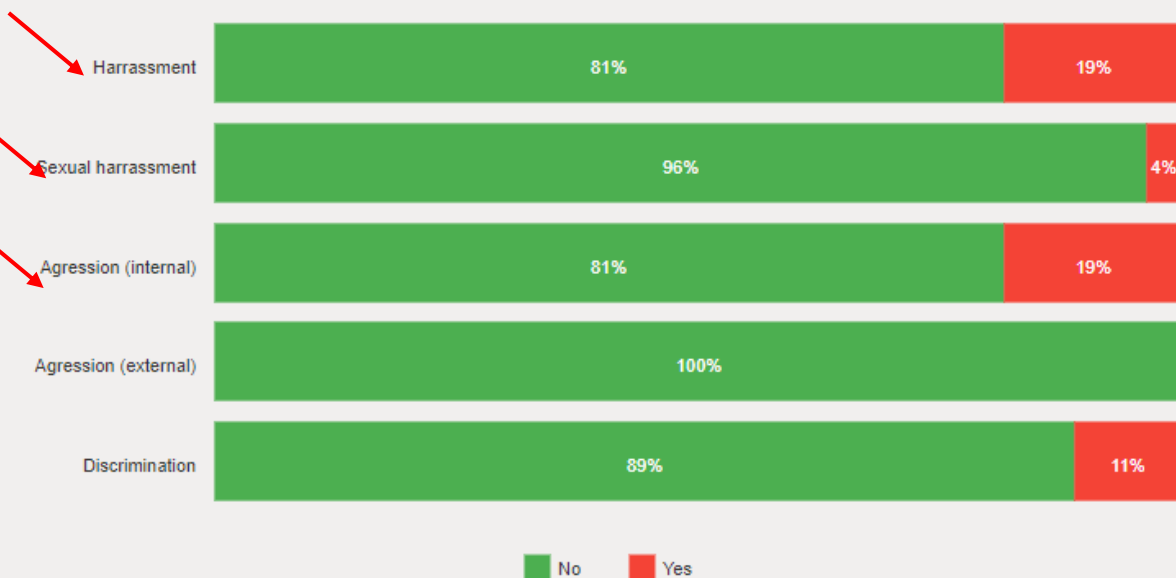
Support of colleagues ↑ ↓ Atmosphere

Support of superior ↑ ↓ Communication



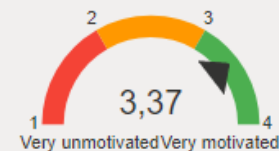


### Unwanted Behavior At Work

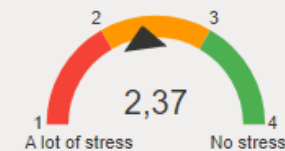


N 27

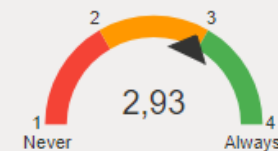
### Motivation



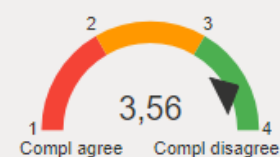
### Stress



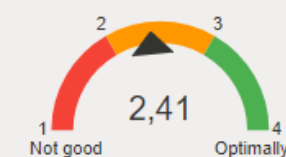
### Coping stress



### Intention to leave



### Work Life Balance



N 27

## Psychosocial risks

### Labour organisation



- ↓ Say
- ↓ Job security

### Job content



- ↑ Work procedures
- ↓ Work pressure
- ↓ Mental strain
- ↓ Physical strain

### Terms of employment



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

### Workplace conditions



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

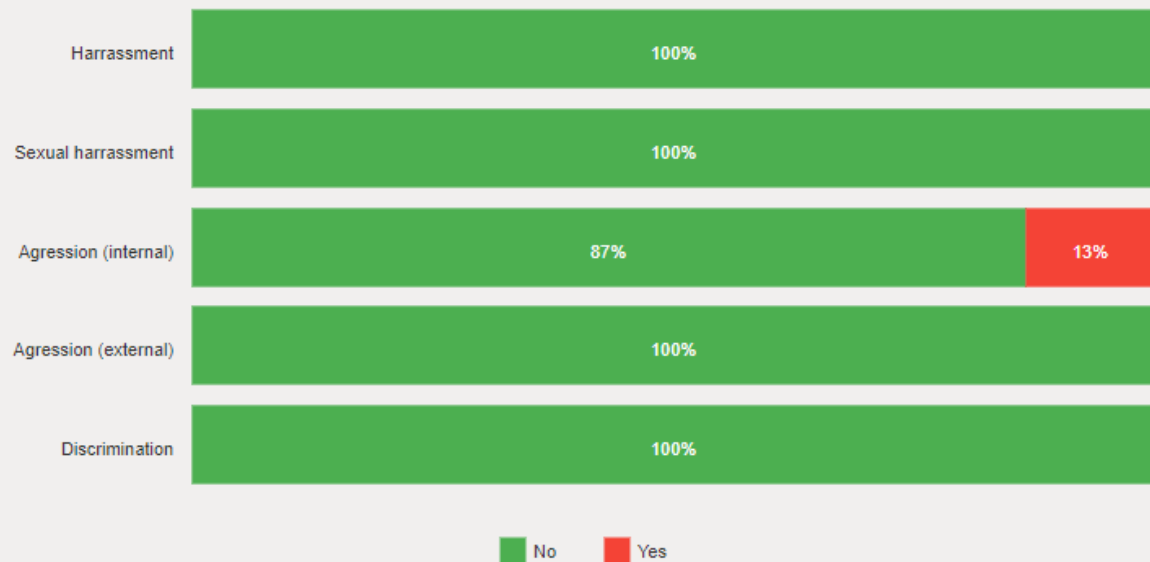
### Job related interpersonal relations



- ↓ Support of superior
- ↓ Atmosphere

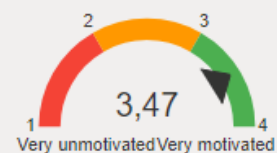


### Unwanted Behavior At Work



N 15

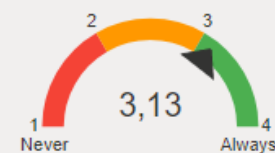
### Motivation



### Stress



### Coping stress



### Intention to leave



### Work Life Balance



N 15

## Psychosocial risks

### Labour organisation



Job security ↑  
Structure ↓  
Say ↓

### Job content



Independence ↑  
Work pressure ↓  
Mental strain ↓

### Terms of employment



Holiday, working regime ↑  
Evaluations ↓  
Remuneration ↓

### Workplace conditions



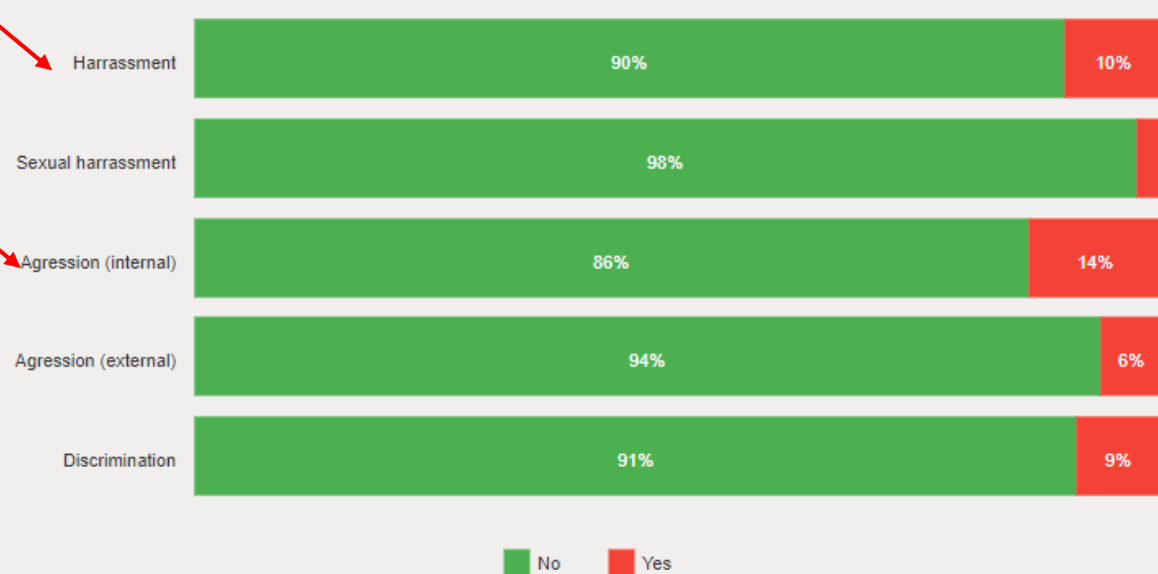
Safety ↑  
Work equipment ↑

### Job related interpersonal relations



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

## Unwanted Behavior At Work

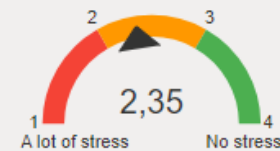


N 80

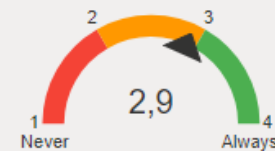
## Motivation



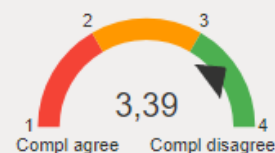
## Stress



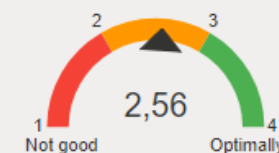
## Coping stress



## Intention to leave



## Work Life Balance



N 80

## Psychosocial risks

## Labour organisation



Job security ↑ ↓ Structure

↓ Say

## Job content



Independence ↑ ↓ Work pressure

↓ Mental strain

## Terms of employment



Holiday, working regime ↑ ↓ Evaluations

↓ Remuneration

## Workplace conditions



Safety ↑

Work equipment ↑

## Job related interpersonal relations



Support of colleagues ↑ ↓ Atmosphere

Support of superior ↑ ↓ Communication

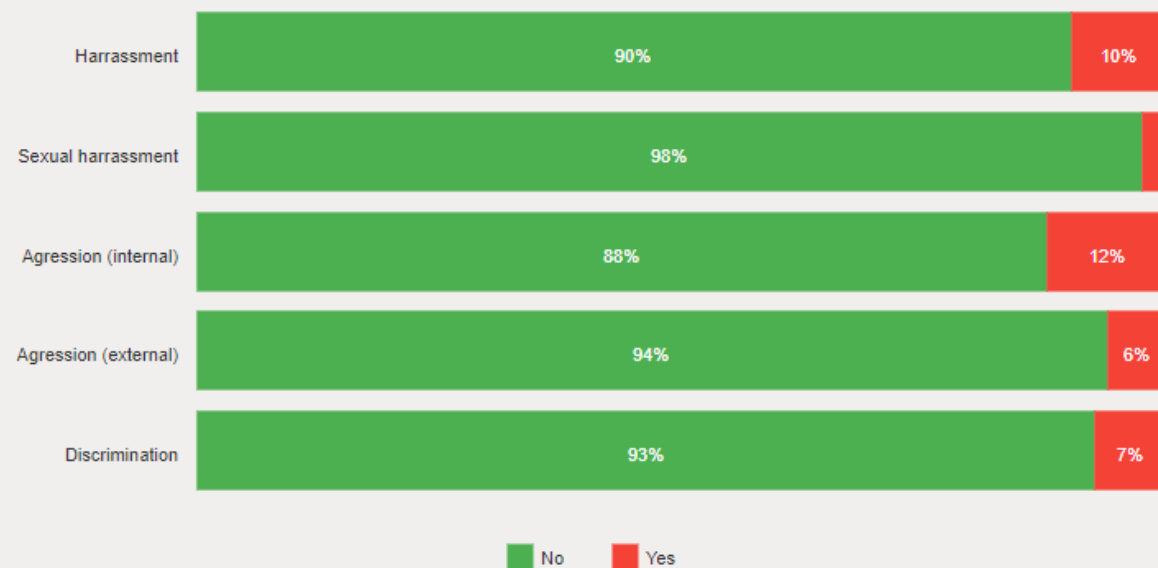


Man

## Well-being Indicators

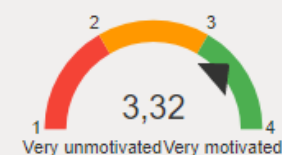


### Unwanted Behavior At Work



N 81

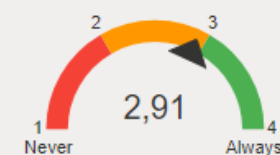
### Motivation



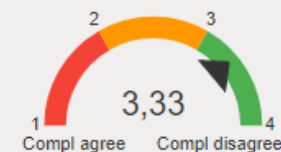
### Stress



### Coping stress



### Intention to leave



### Work Life Balance



N 81

## Psychosocial risks

### Labour organisation



Job security ↑  
↓ Structure  
↓ Say

### Job content



Independence ↑  
↓ Work pressure  
↓ Mental strain

### Terms of employment



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

### Workplace conditions



Safety ↑  
Work equipment ↑

### Job related interpersonal relations



↓ Support of colleagues  
↓ Support of superior  
↓ Atmosphere

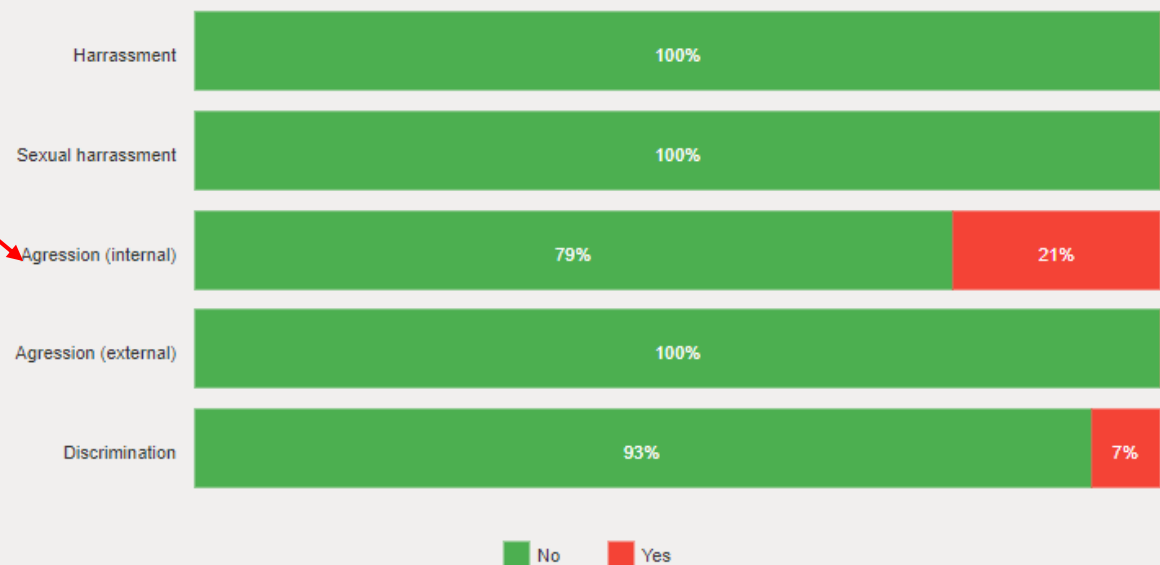


Woman

## Well-being Indicators

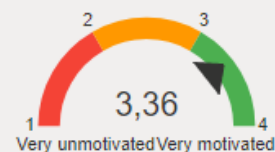


### Unwanted Behavior At Work



N 14

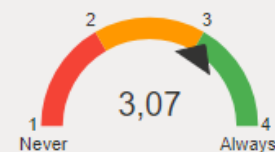
### Motivation



### Stress



### Coping stress



### Intention to leave



### Work Life Balance



N 14

## Psychosocial risks

### Labour organisation



Job security ↑  
Structure ↓  
Say ↓

### Job content



Independence ↑  
Work pressure ↓  
Mental strain ↓

### Terms of employment



Holiday, working regime ↑  
Evaluations ↓  
Remuneration ↓

### Workplace conditions



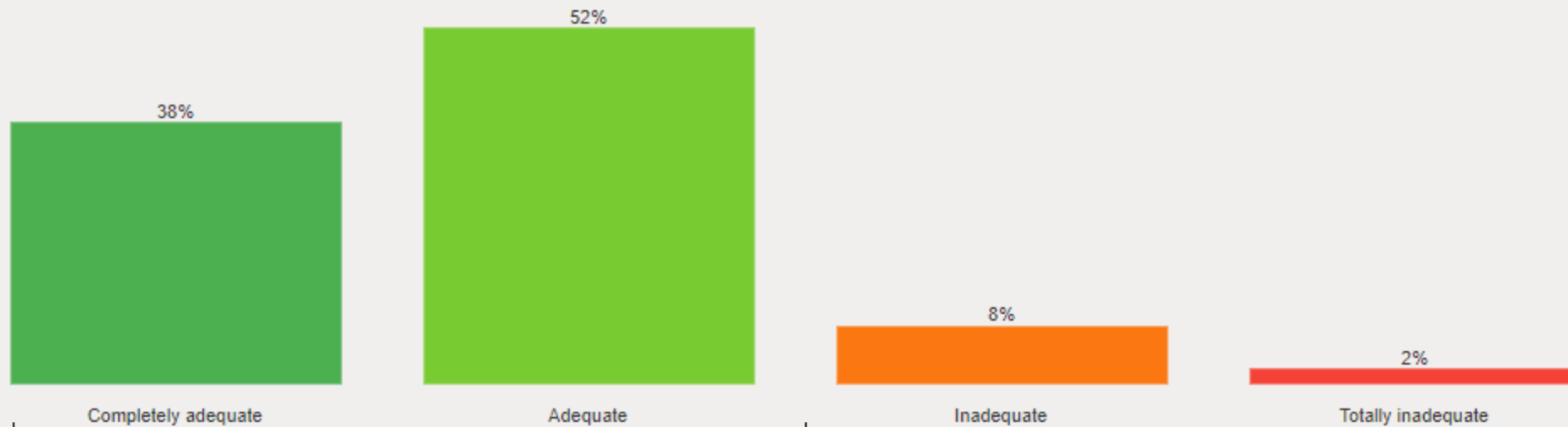
Safety ↑  
Work equipment ↑

### Job related interpersonal relations



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

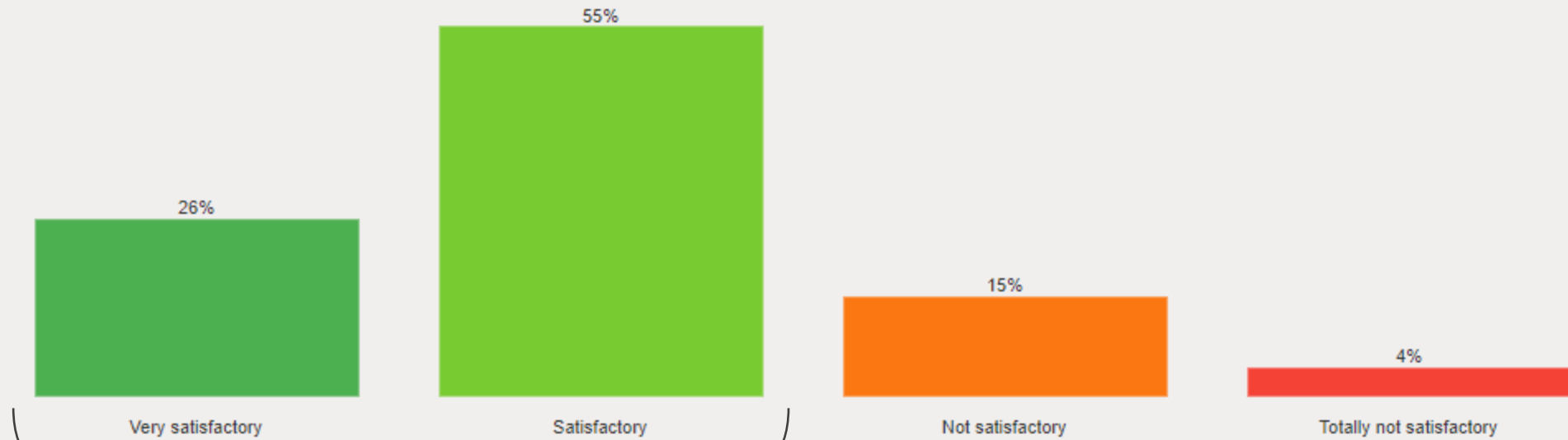
In the context of the Covid-19 pandemic, your company implemented sanitary measures in your workplace. Do you feel that these measures are adequate to keep you safe?



90%

N 95

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 95

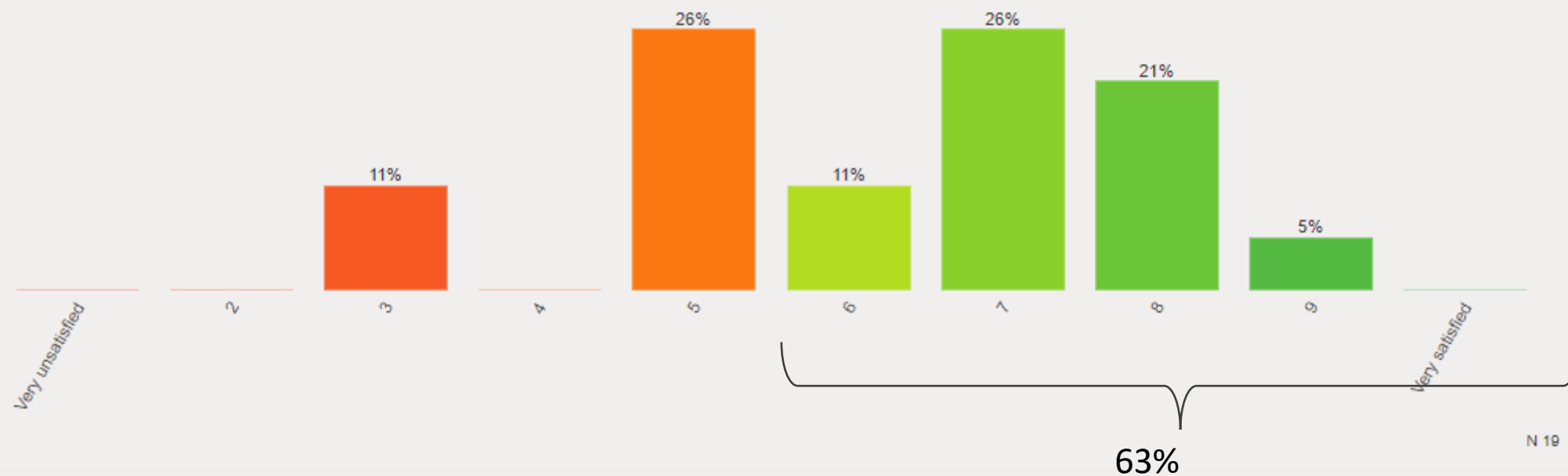
81%

# France

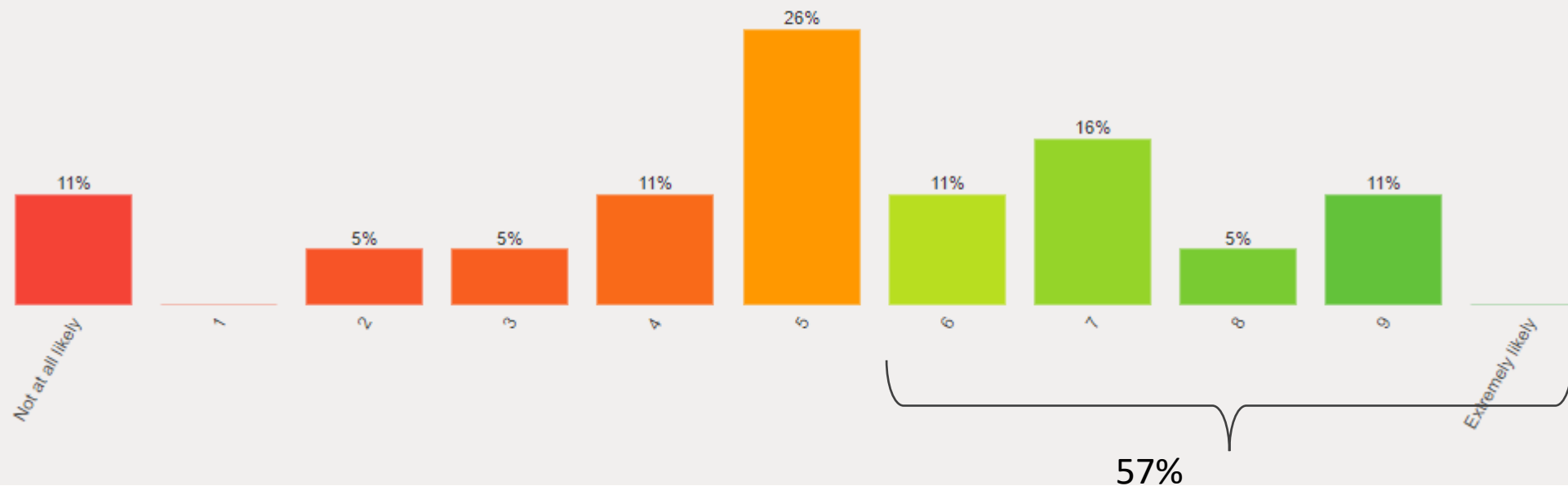




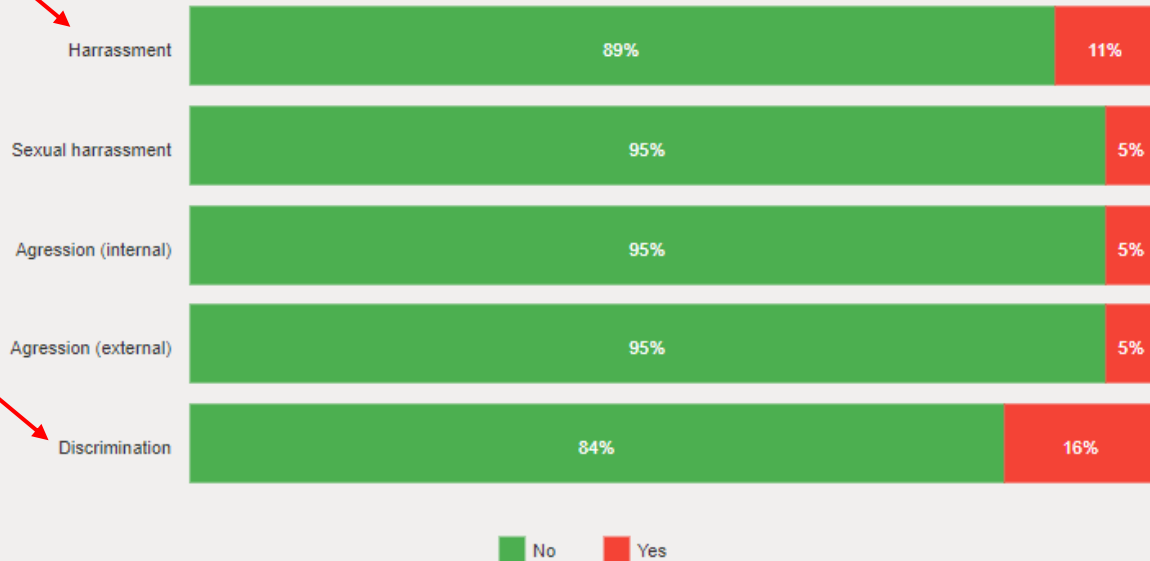
Taking everything into account, how satisfied are you with your current job position?



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

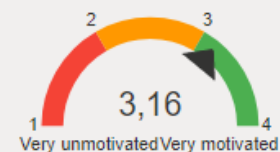


## Unwanted Behavior At Work



N 19

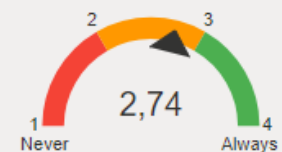
## Motivation



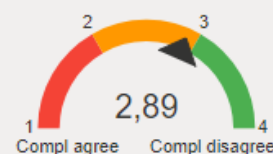
## Stress



## Coping stress



## Intention to leave



## Work Life Balance



N 19

# Psychosocial risks

## Labour organisation



Culture ↑ ↓ Structure  
↓ Job security

## Job content



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

## Terms of employment



↓ Training  
↓ Evaluations  
↓ Remuneration

## Workplace conditions



Safety ↑  
Work equipment ↑

## Job related interpersonal relations

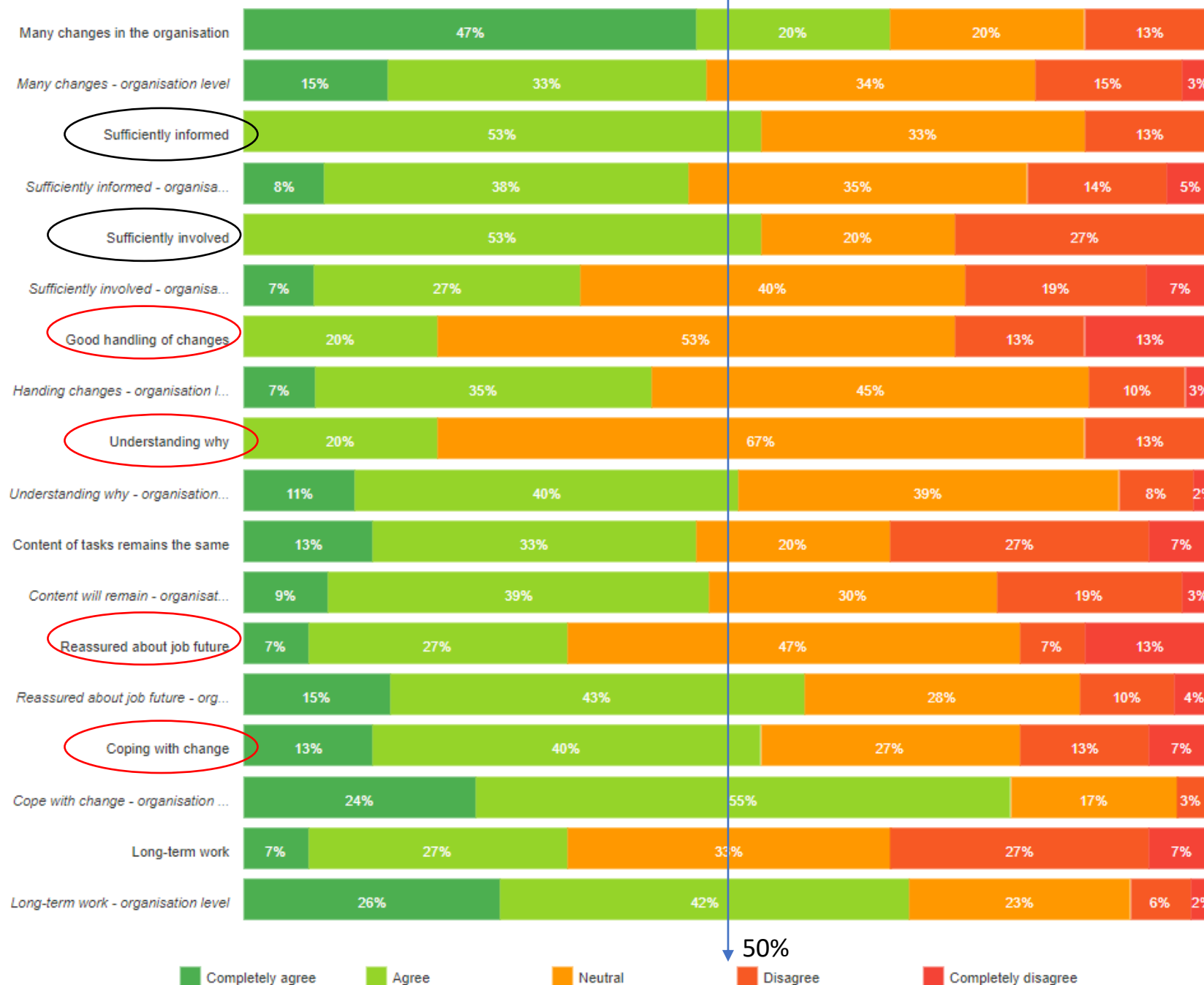


Support of colleagues ↑ ↓ Atmosphere  
Support of superior ↑

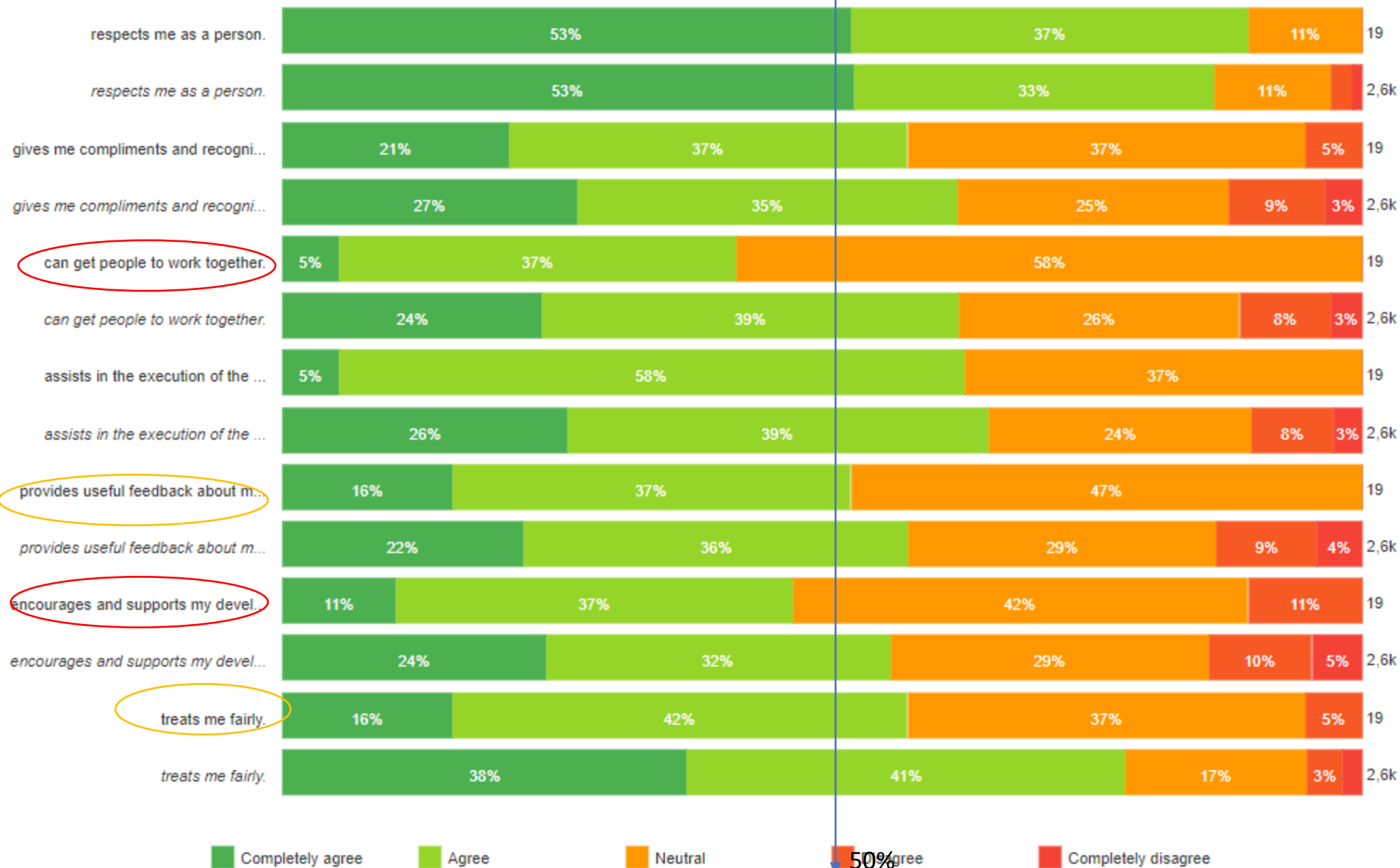


Department  
Company

Individual

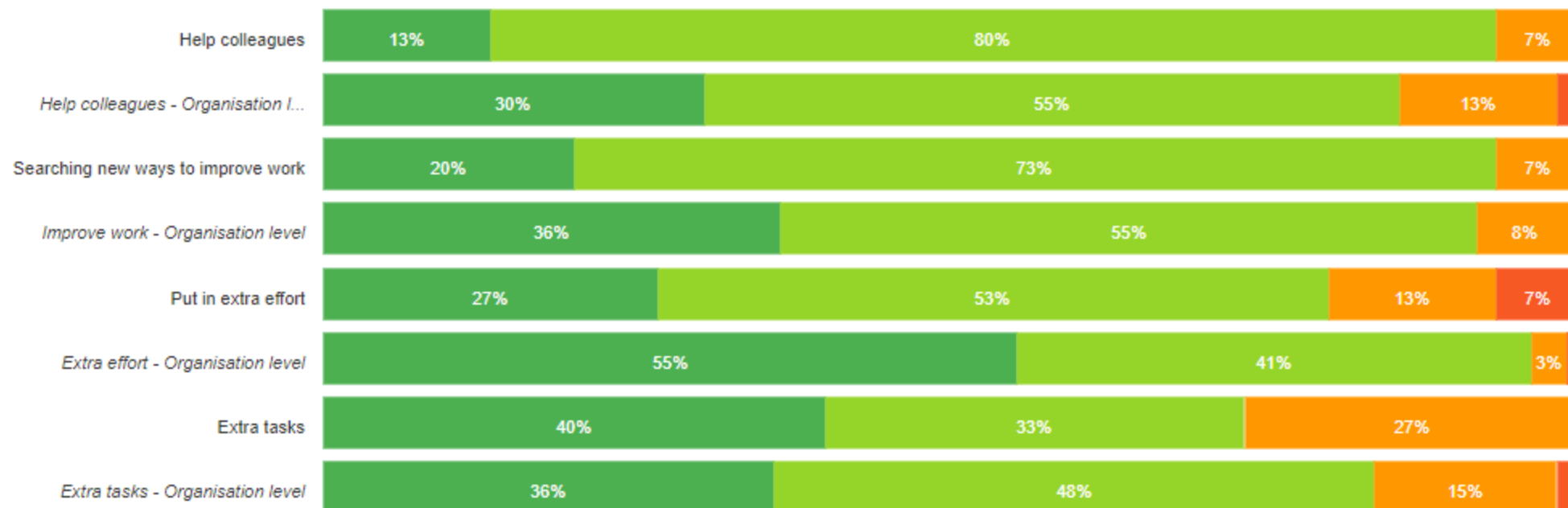


## My manager...



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

Extra mile



Attractiveness

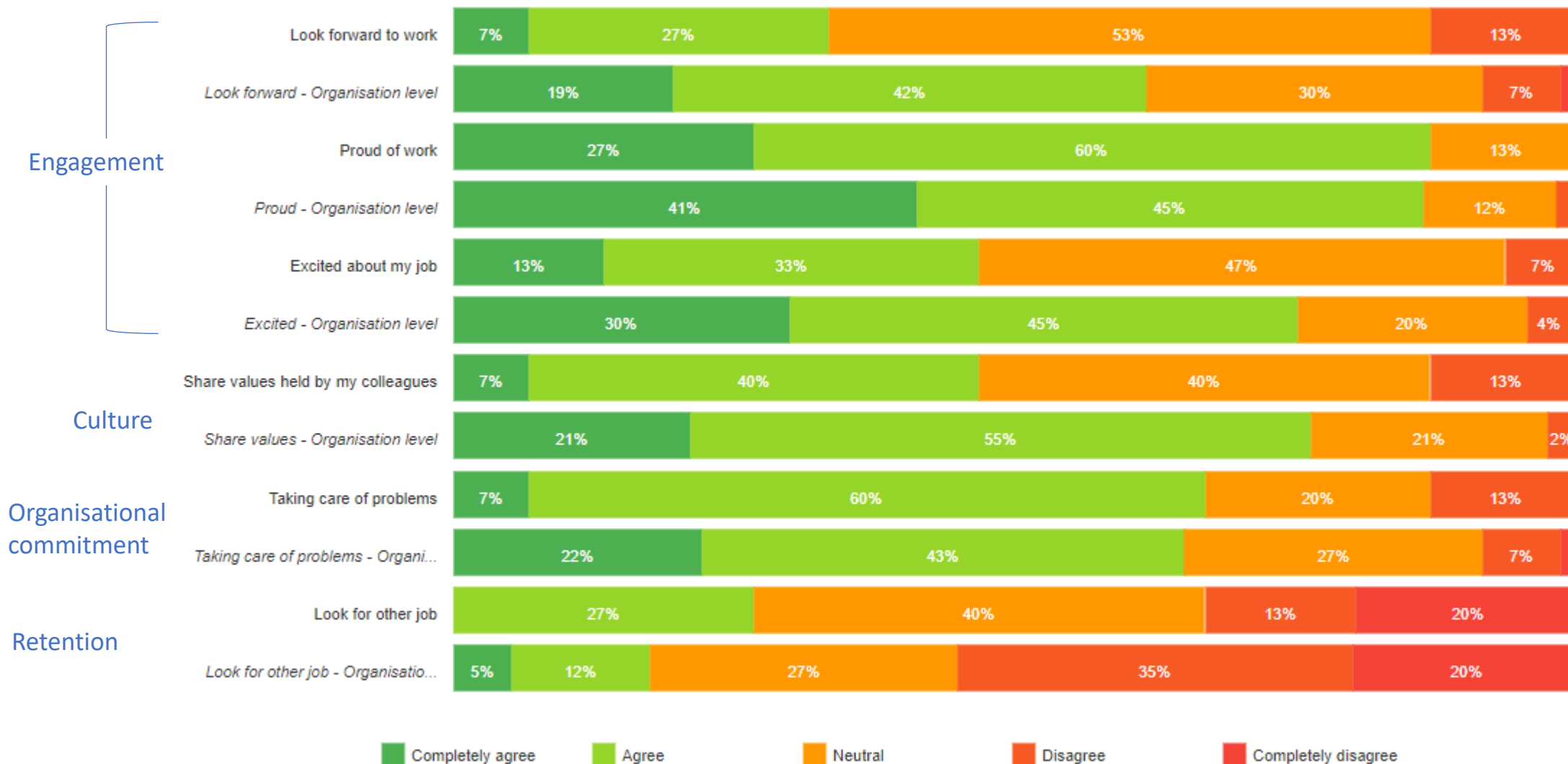


Engagement



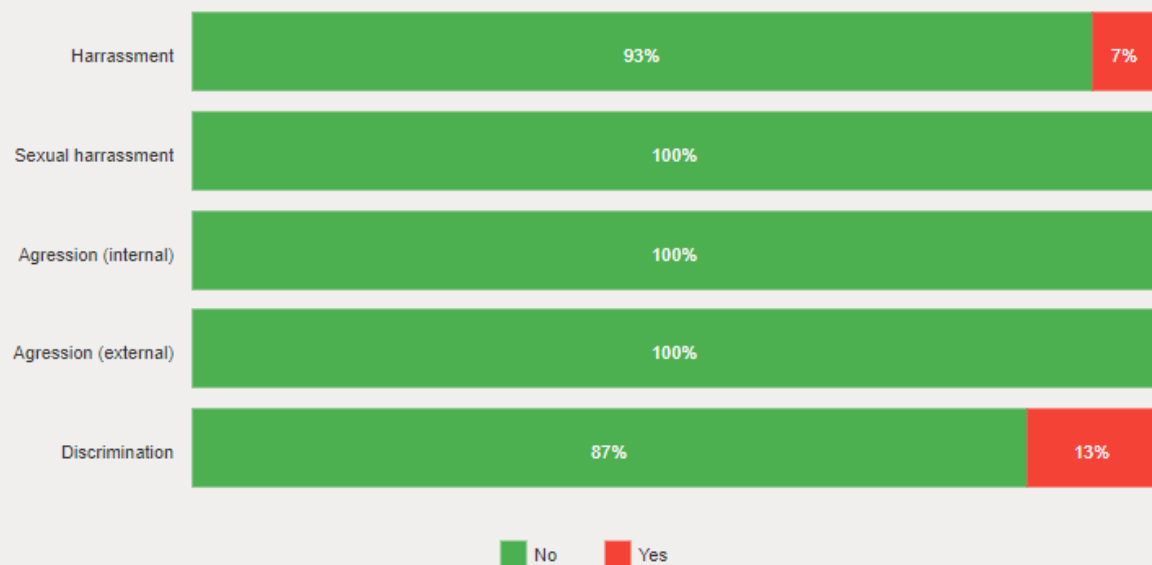
Completely agree
  Agree
  Neutral
  Disagree
  Completely disagree

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





### Unwanted Behavior At Work

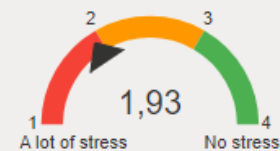


N 15

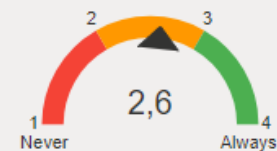
### Motivation



### Stress



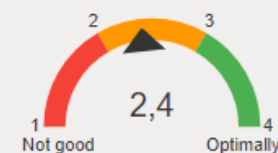
### Coping stress



### Intention to leave



### Work Life Balance



N 15

## Psychosocial risks

### Labour organisation



Culture ↑  
Structure ↓  
Policy ↓  
Job security ↓

### Job content



Variation ↑  
Task division ↓  
Complexity ↑  
Work procedures ↓  
Independence ↑  
Work pressure ↓

### Terms of employment



Training ↓  
Evaluations ↓  
Remuneration ↓

### Workplace conditions



Safety ↑  
Work equipment ↑

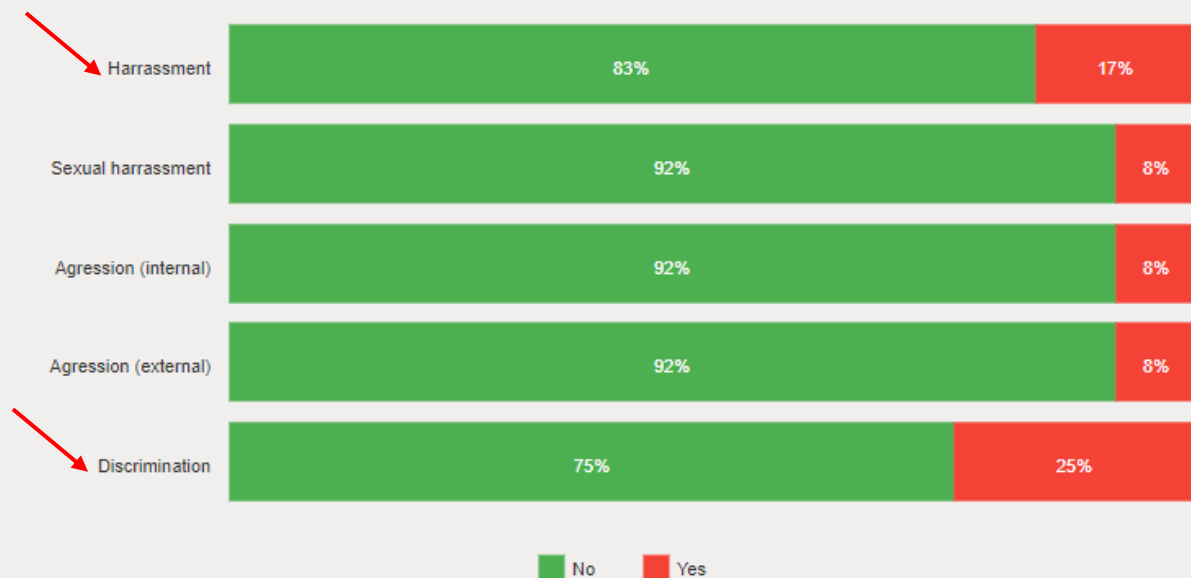
### Job related interpersonal relations



Support of colleagues ↑  
Atmosphere ↓  
Support of superior ↑



## Unwanted Behavior At Work



N 12

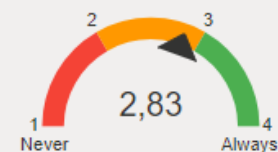
## Motivation



## Stress



## Coping stress



## Intention to leave



## Work Life Balance



N 12

## Psychosocial risks

## Labour organisation



Structure ↑ ↓ Job security

Culture ↑

## Job content



Variation ↑ ↓ Task division

Work procedures ↑ ↓ Mental strain

Physical strain ↑

## Terms of employment



Holiday, working regime ↑ ↓ Training

↓ Career Opportunities

↓ Evaluations

## Workplace conditions



Safety ↑

Work equipment ↑

Noise ↑

## Job related interpersonal relations



Support of colleagues ↑

Support of superior ↑

Atmosphere ↑

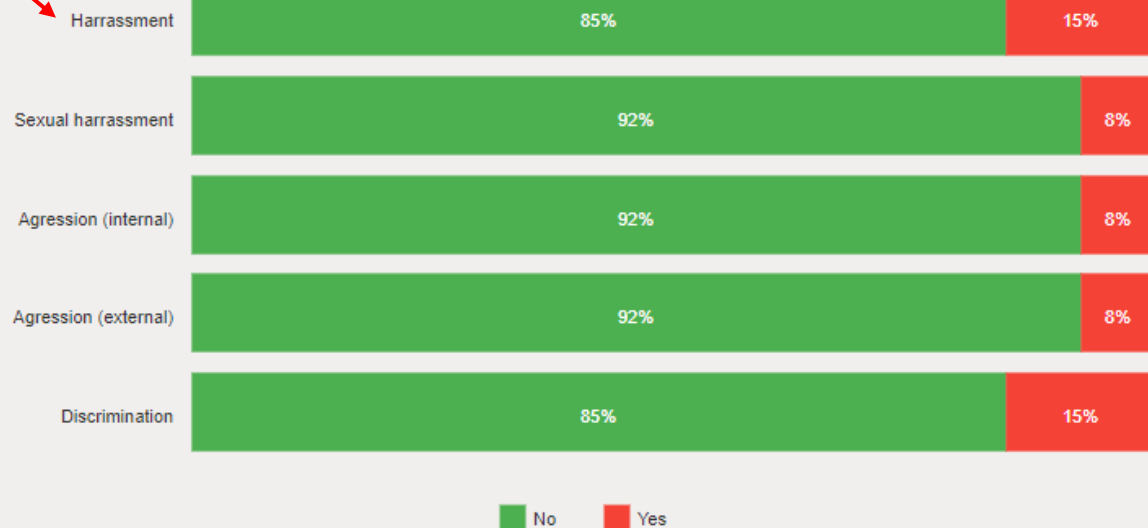


Man

## Well-being Indicators

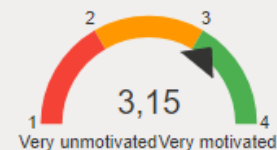


### Unwanted Behavior At Work



N 13

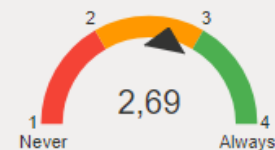
### Motivation



### Stress



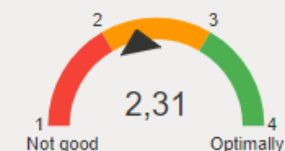
### Coping stress



### Intention to leave



### Work Life Balance



N 13

## Psychosocial risks

### Labour organisation



Culture ↑  
Structure ↓  
Job security ↓

### Job content



Independence ↑  
Task division ↓  
Work procedures ↓  
Work pressure ↓

### Terms of employment



Remuneration ↓

### Workplace conditions



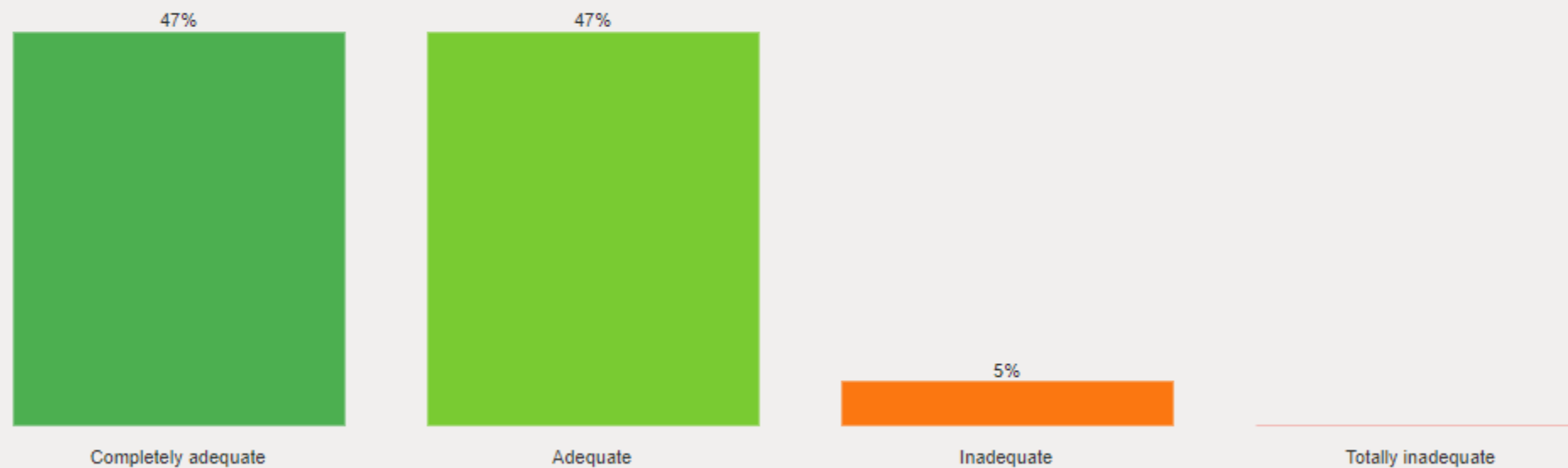
Safety ↑  
Work equipment ↑

### Job related interpersonal relations



Support of colleagues ↑  
Atmosphere ↓  
Support of superior ↑

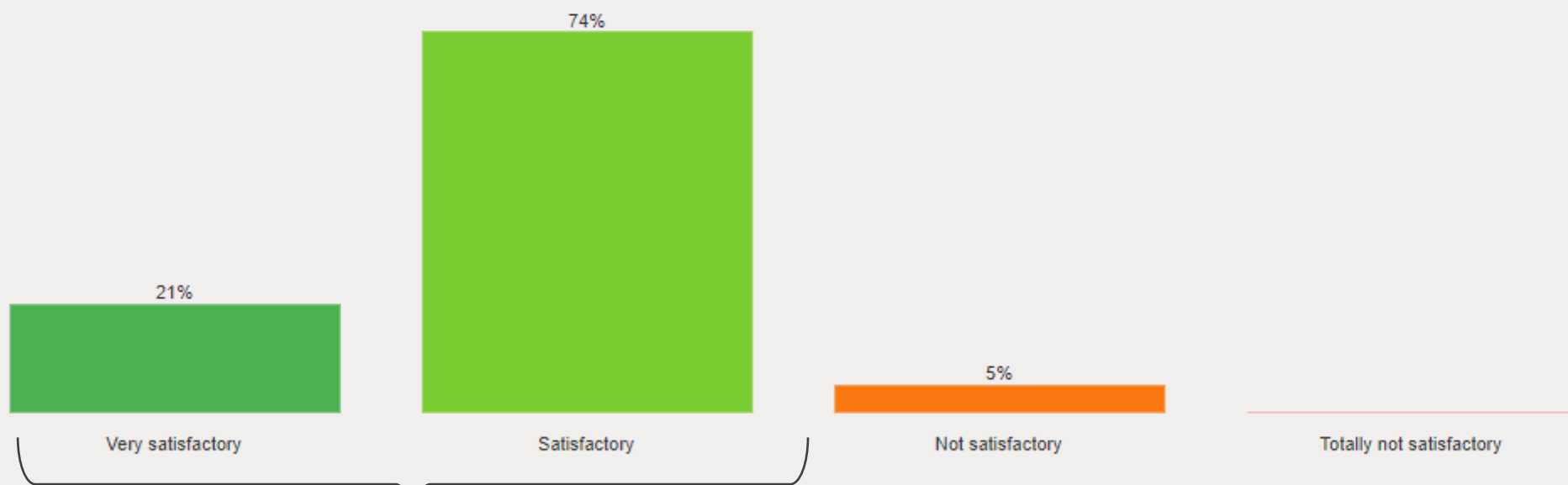
In the context of the Covid-19 pandemic, your company implemented sanitary measures in your workplace. Do you feel that these measures are adequate to keep you safe?



94%

N 19

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?

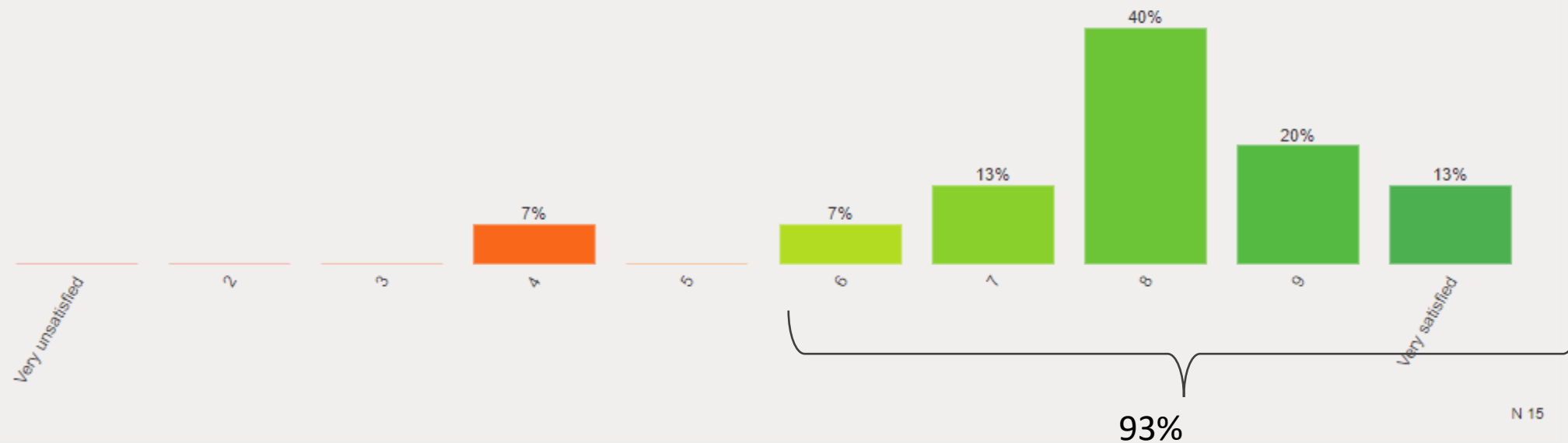


95%

# Netherlands

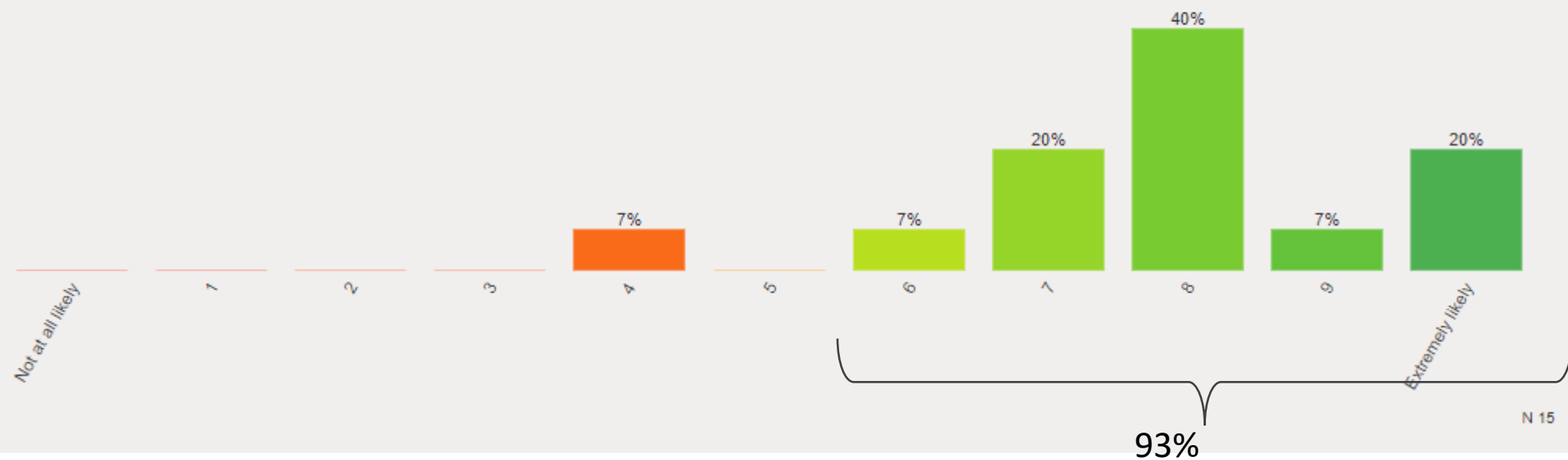


Taking everything into account, how satisfied are you with your current job position?





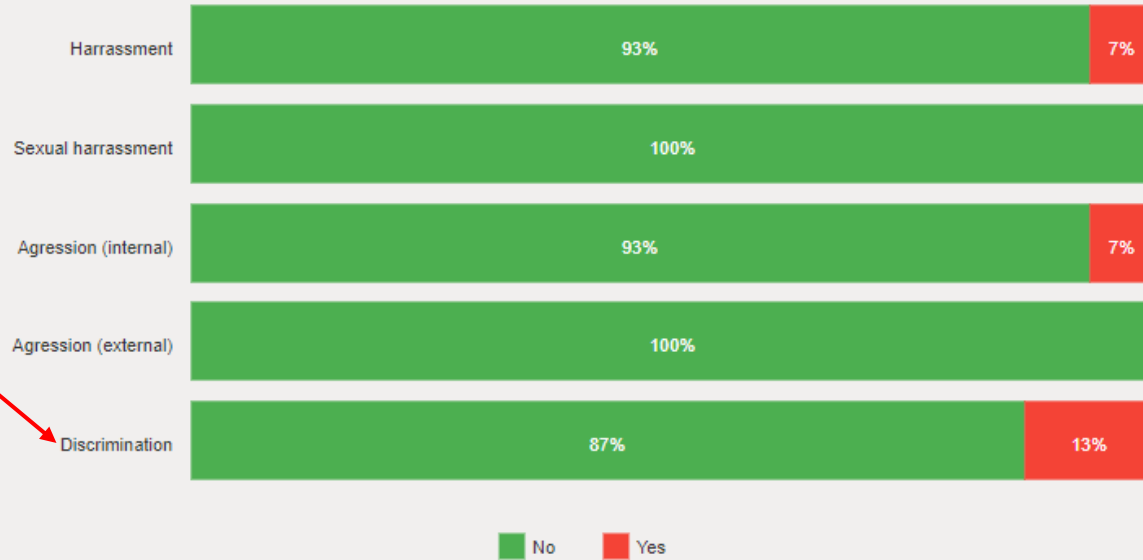
Based on your experience with your company, how likely are you to recommend your company to friends or acquaintances currently looking for work?



## Well-being Indicators

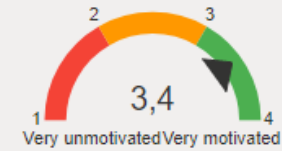


### Unwanted Behavior At Work



N 15

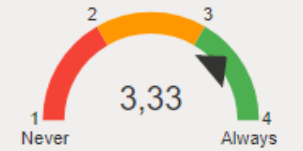
### Motivation



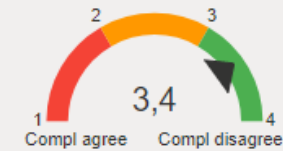
### Stress



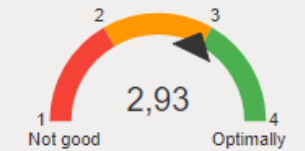
### Coping stress



### Intention to leave



### Work Life Balance



N 15

## Psychosocial risks

### Labour organisation



### Job content



### Terms of employment



### Workplace conditions



### Job related interpersonal relations



Safety ↑

Work equipment ↑

Support of superior ↑

Atmosphere ↑

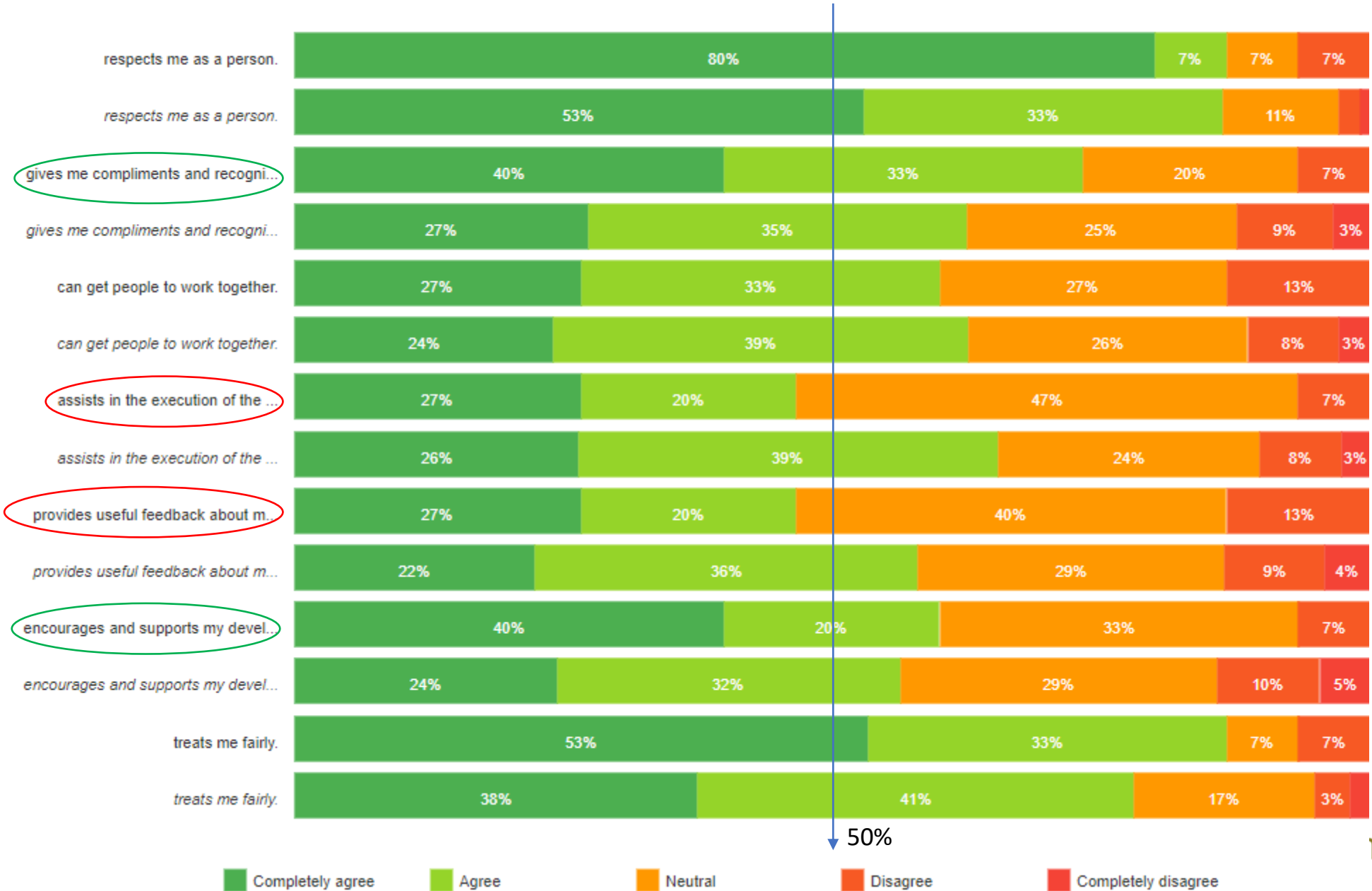


Department  
Company

Individual



## My manager...



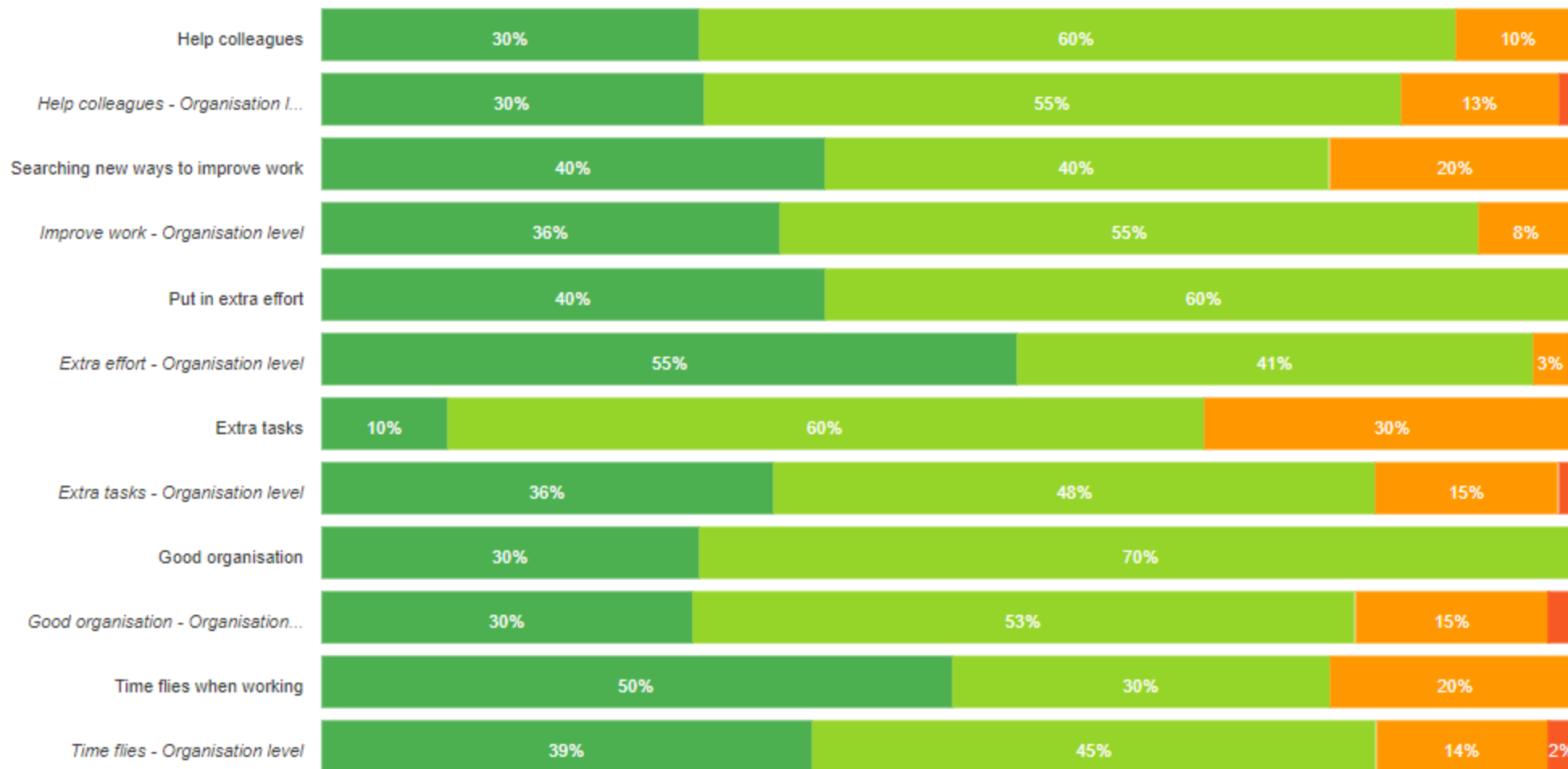


The following statements relate to your daily work in our company. To what extent do you agree with these statements?

Extra mile

Attractiveness

Engagement

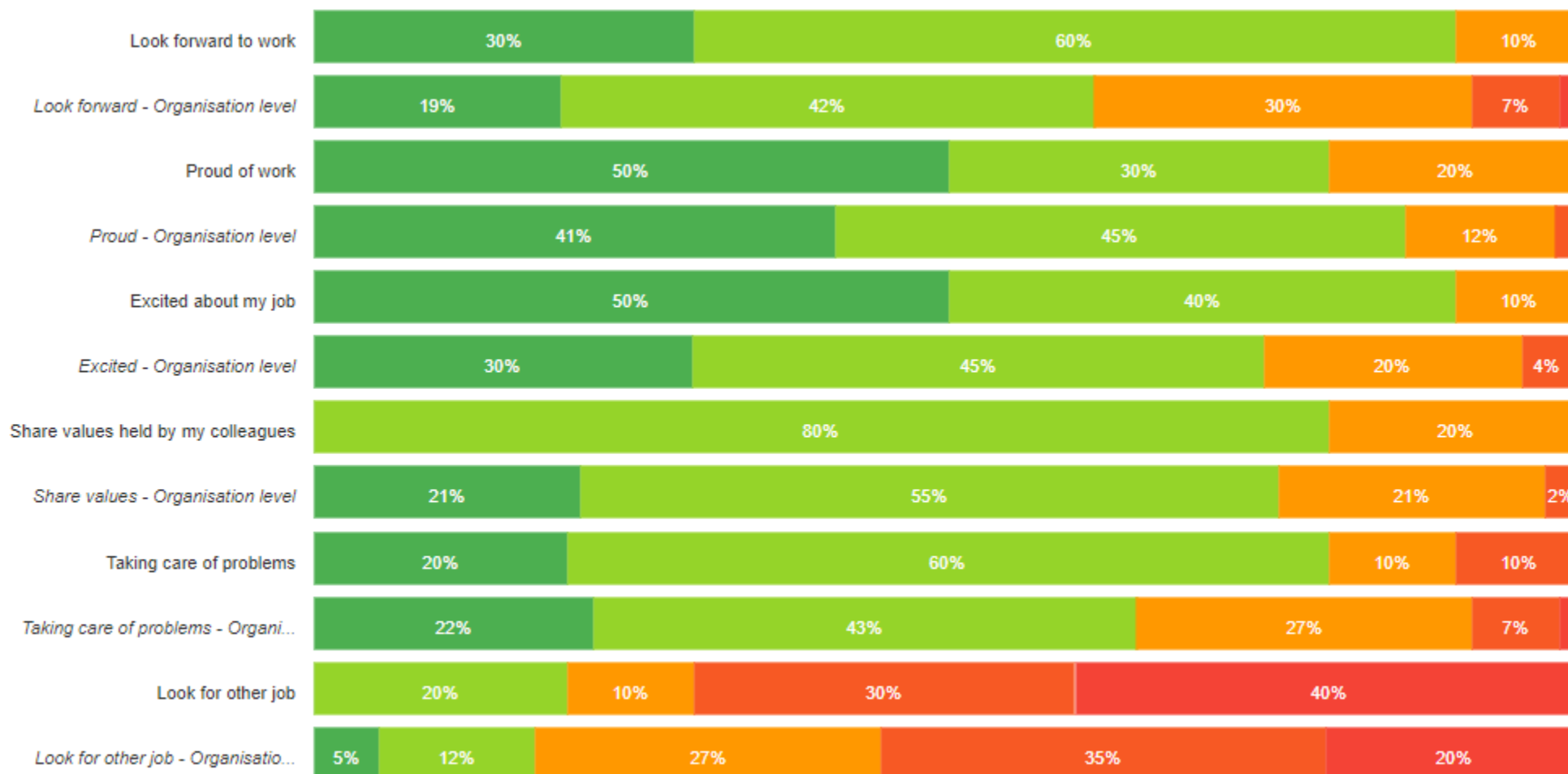


Completely agree Agree Neutral Disagree Completely disagree



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

## Engagement



## Organisational commitment

## Retention

Completely agree Agree Neutral Disagree Completely disagree

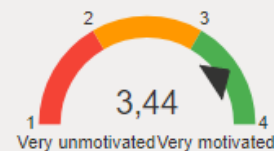


### Unwanted Behavior At Work



N 9

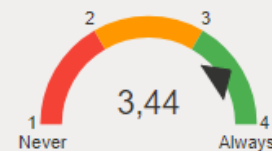
### Motivation



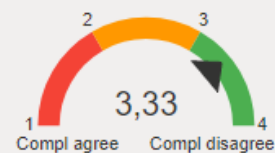
### Stress



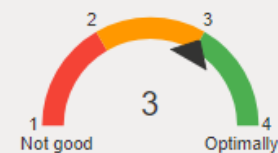
### Coping stress



### Intention to leave



### Work Life Balance



N 9

## Psychosocial risks

### Labour organisation



### Job content



### Terms of employment



### Workplace conditions



### Job related interpersonal relations

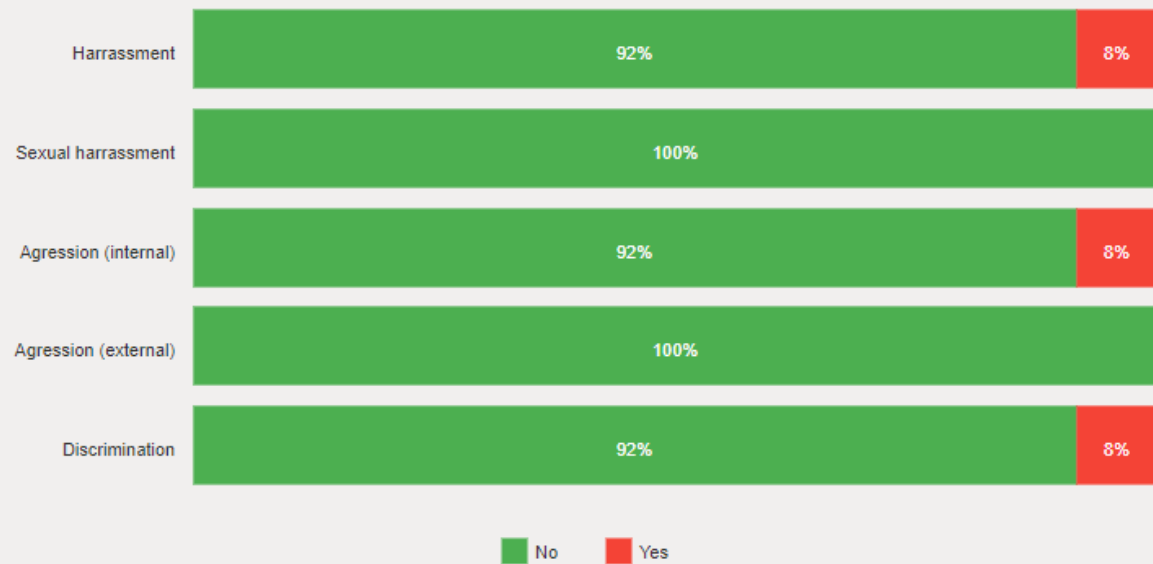


Safety ↑

Support of superior ↑

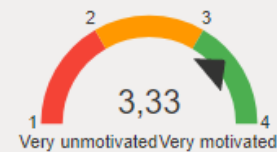
Atmosphere ↑

## Unwanted Behavior At Work



N 12

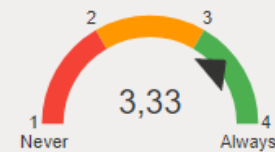
## Motivation



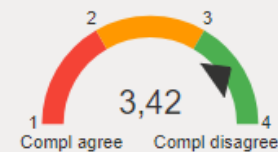
## Stress



## Coping stress



## Intention to leave



## Work Life Balance



N 12

## Psychosocial risks

## Labour organisation



Job security ↑

## Job content



Task division ↑

## Terms of employment



## Workplace conditions



Safety ↑

Work equipment ↑

## Job related interpersonal relations



Support of colleagues ↑

Support of superior ↑

Atmosphere ↑

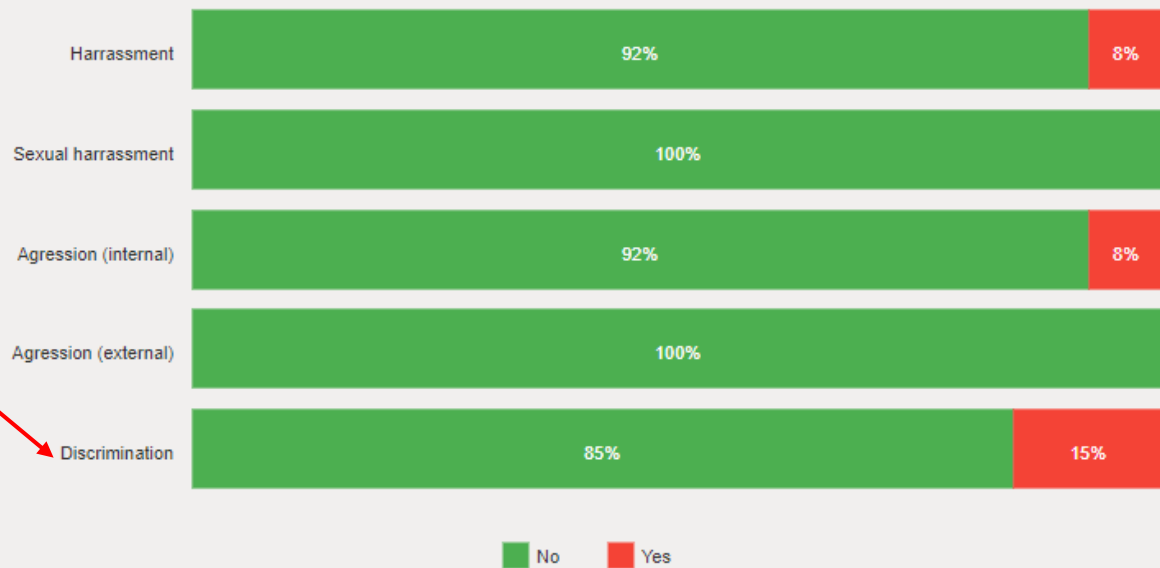


Man

## Well-being Indicators

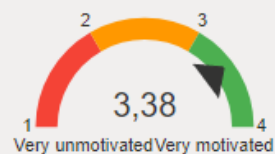


### Unwanted Behavior At Work



N 13

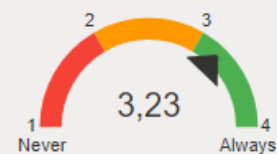
### Motivation



### Stress



### Coping stress



### Intention to leave



### Work Life Balance



N 13

## Psychosocial risks

### Labour organisation



### Job content



### Terms of employment



### Workplace conditions



### Job related interpersonal relations



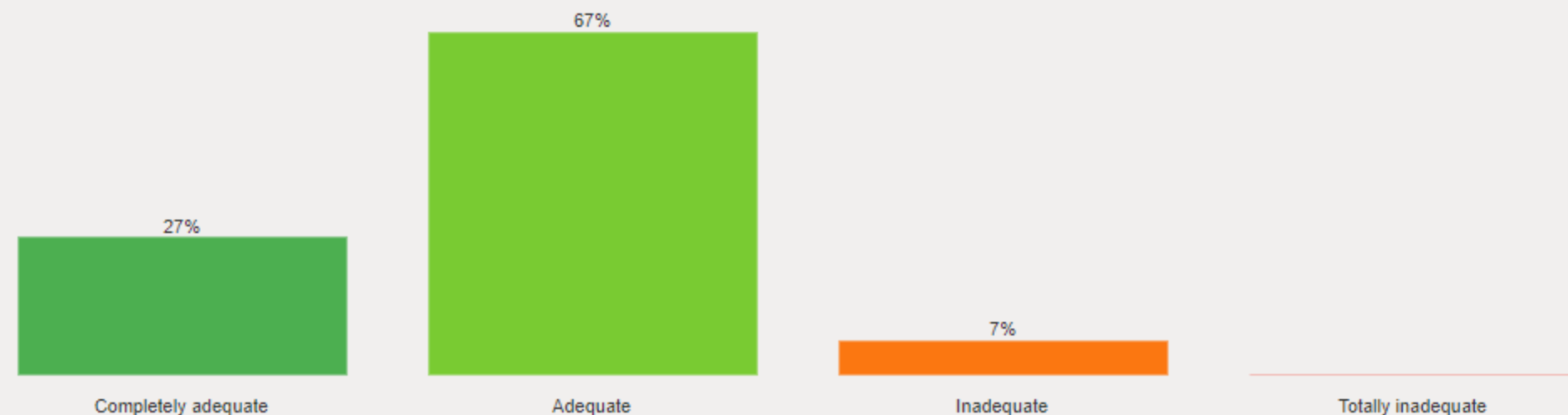
Task division ↑  
Independence ↑

Safety ↑  
Work equipment ↑

Support of colleagues ↑  
Support of superior ↑  
Atmosphere ↑



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?

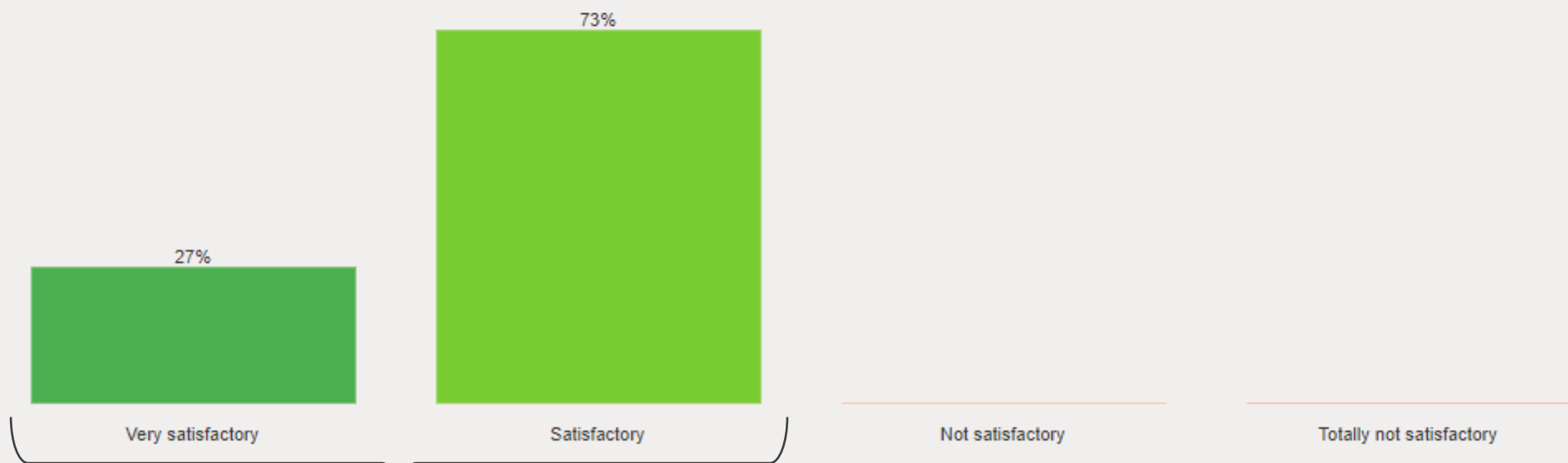


94%

N 15



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?



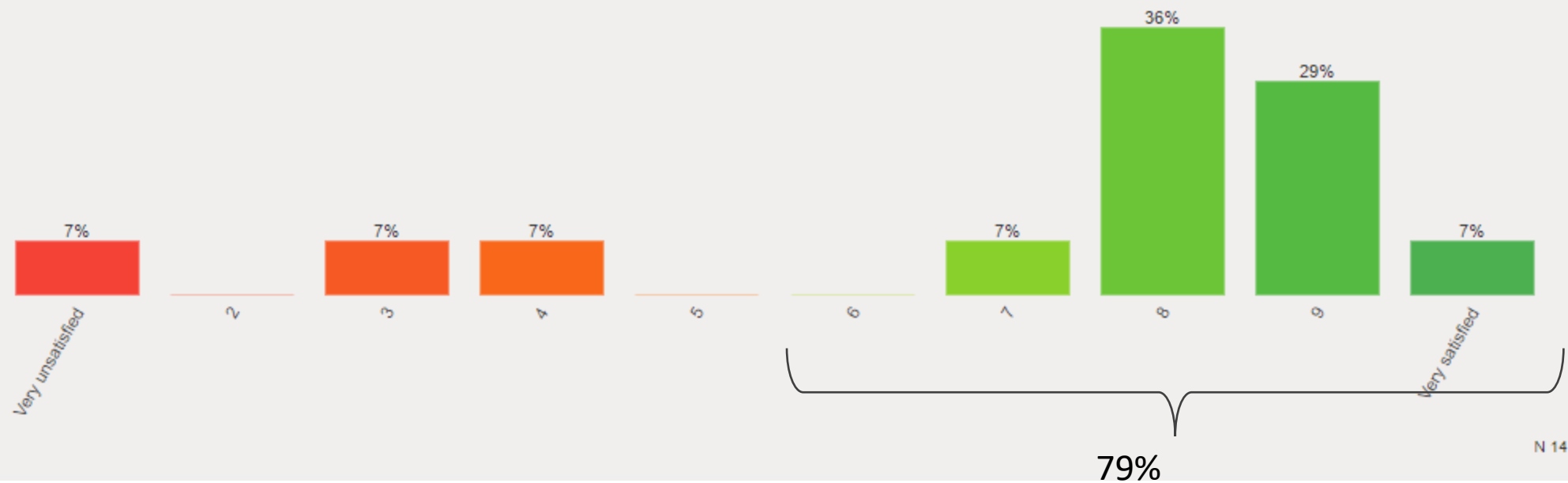
N 15

98%

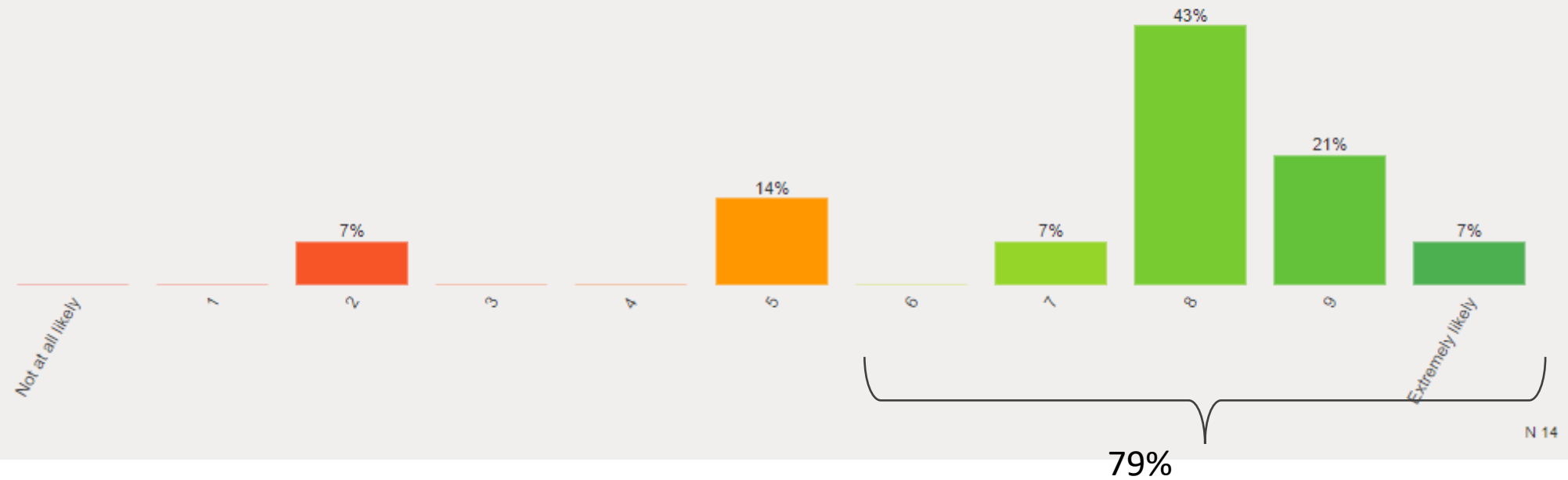
UK



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



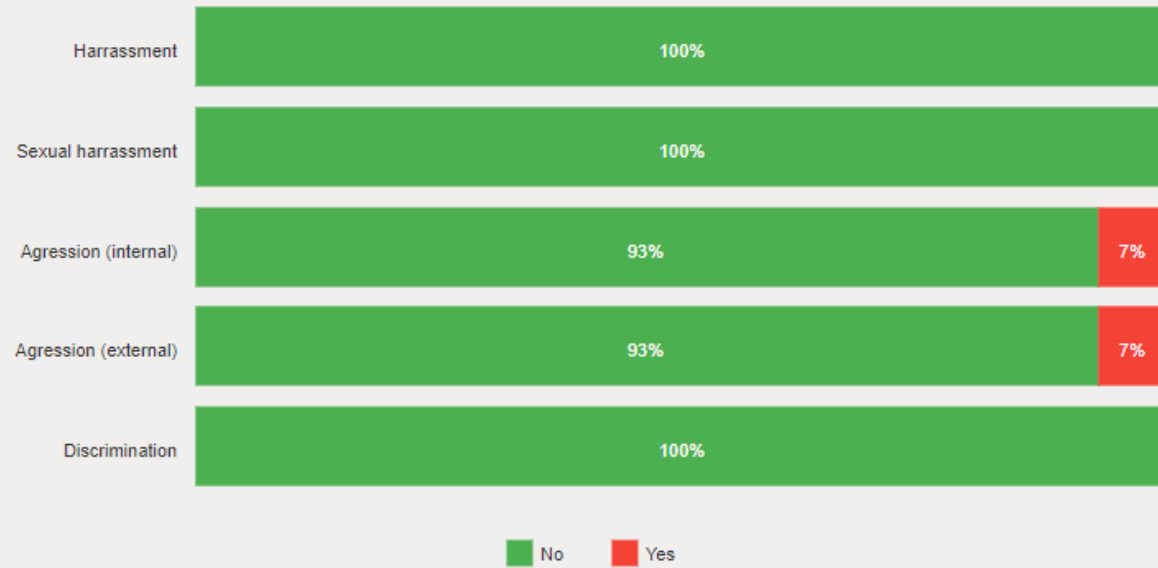
Based on your experience with your company, how likely are you to recommend your company to friends or acquaintances currently looking for work?



## Well-being Indicators

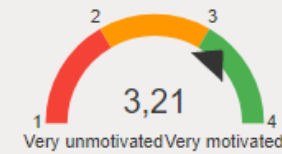


### Unwanted Behavior At Work



N 14

### Motivation



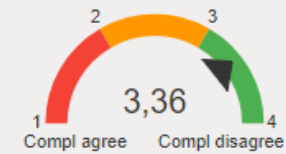
### Stress



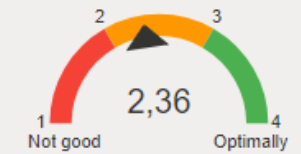
### Coping stress



### Intention to leave



### Work Life Balance



N 14

## Psychosocial risks

### Labour organisation



Structure ↑  
Job security ↑

### Job content



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

### Terms of employment



Training ↑  
Career Opportunities ↑  
Holiday, working regime ↑

### Workplace conditions



Safety ↑

### Job related interpersonal relations

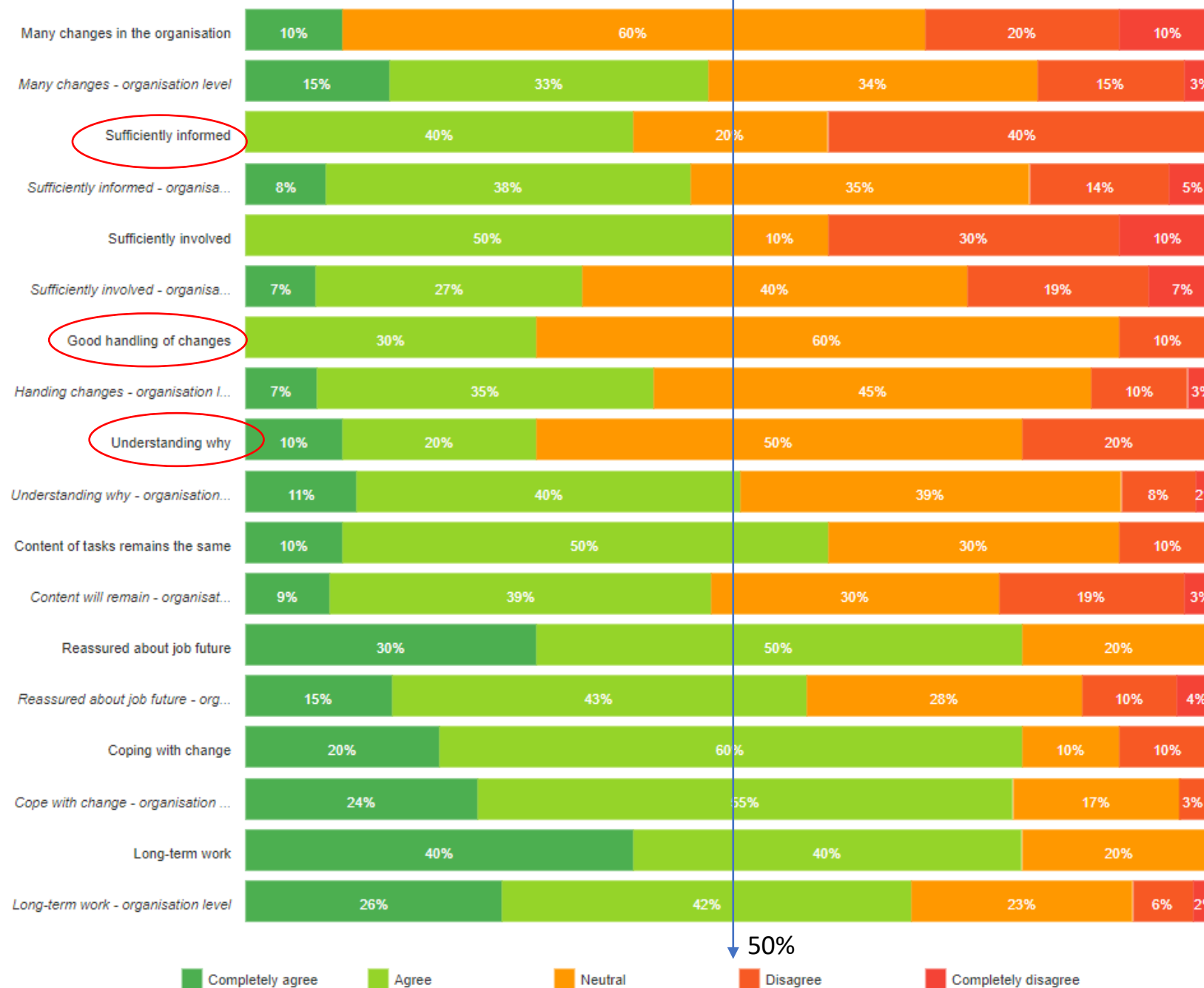


Support of superior ↑  
Atmosphere ↑  
Communication ↑

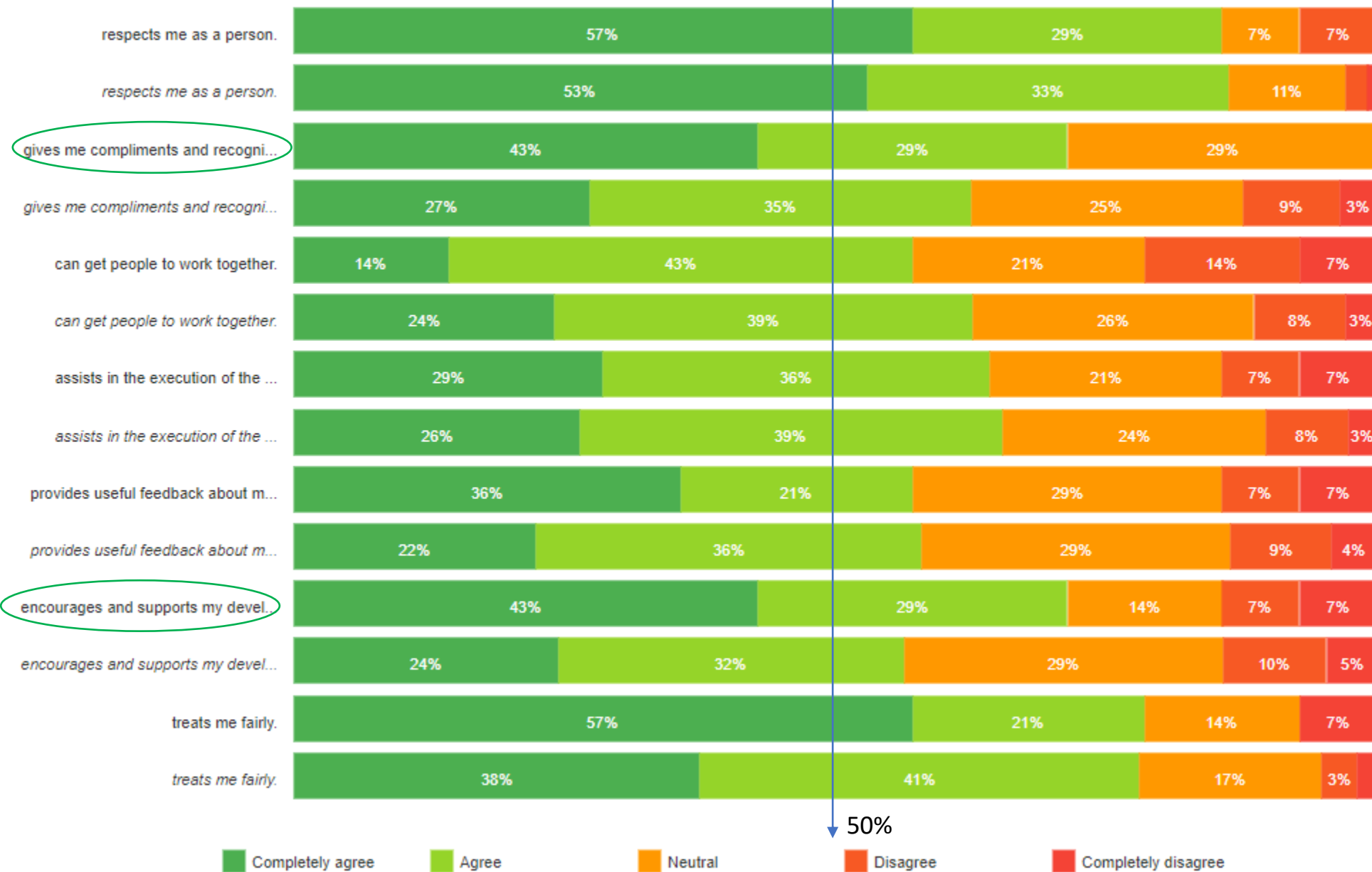


Department  
Company

Individual

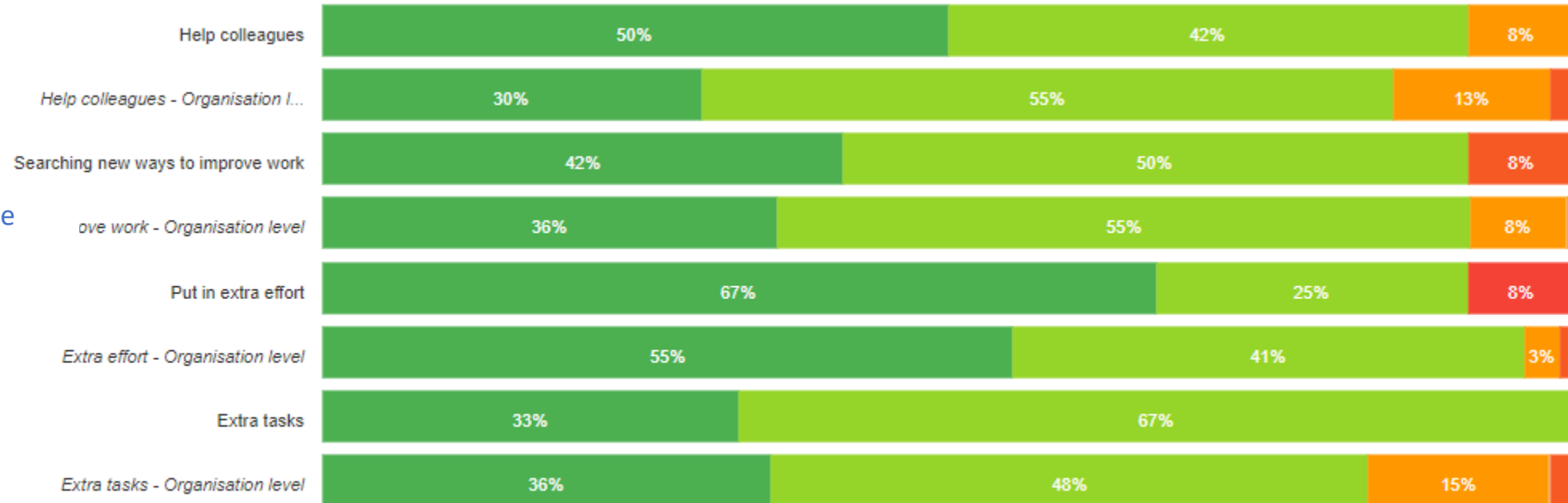


## My manager...



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

### Extra mile



### Attractiveness



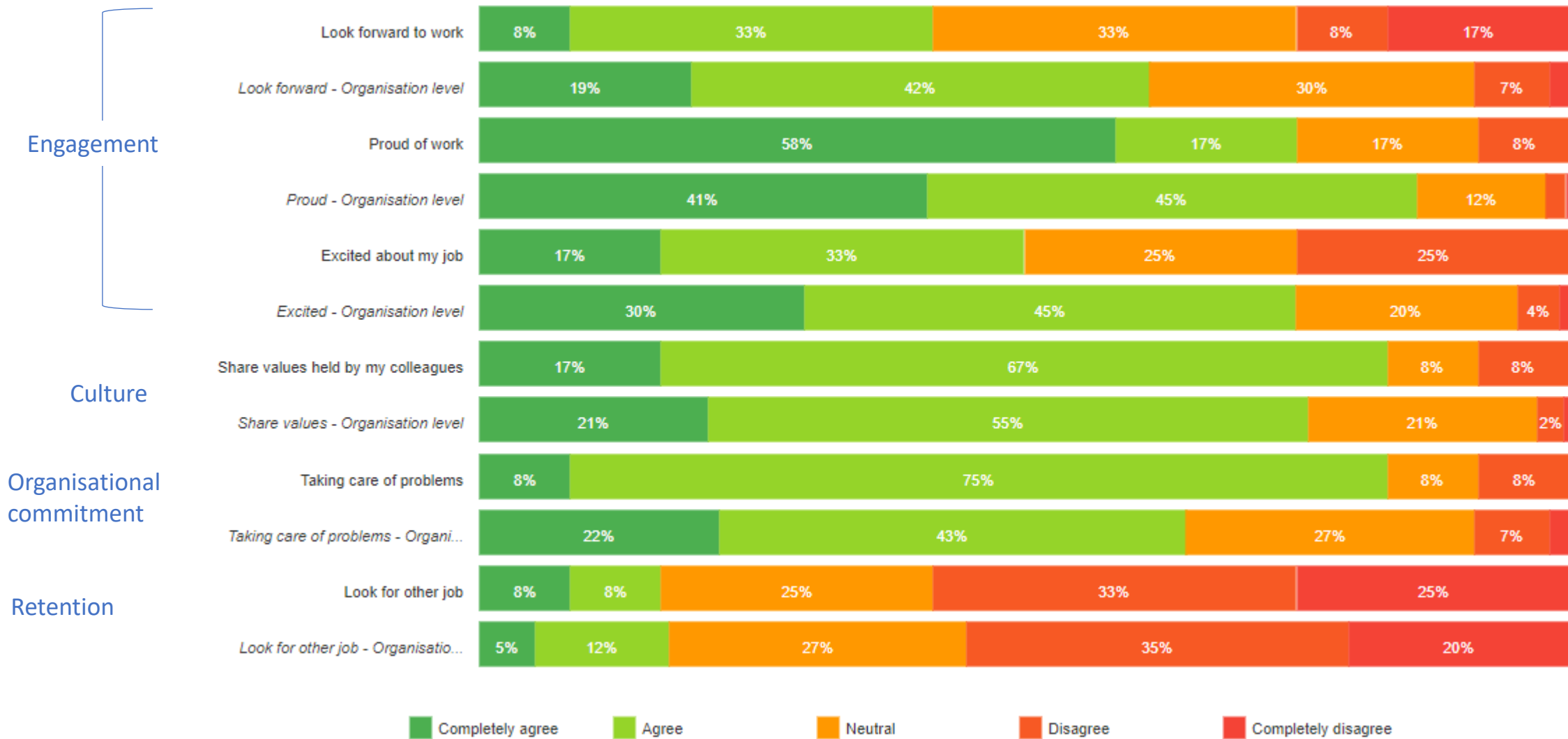
### Engagement







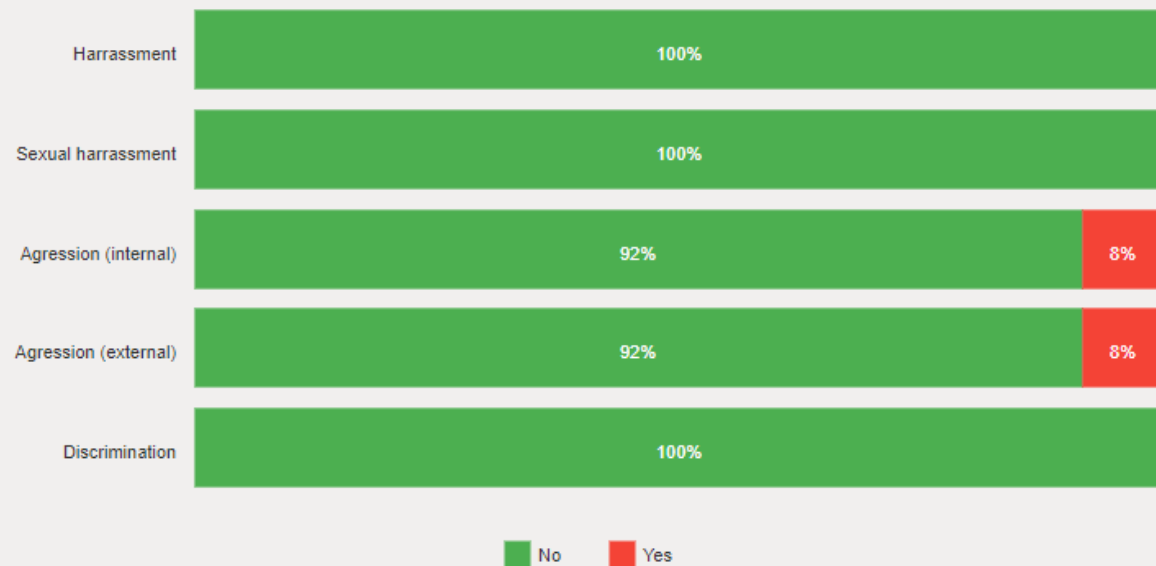
The following statements relate to your daily work in our company. To what extent do you agree with these statements?



nsura



### Unwanted Behavior At Work



N 12

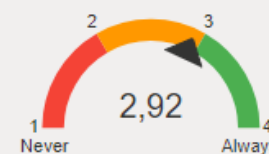
### Motivation



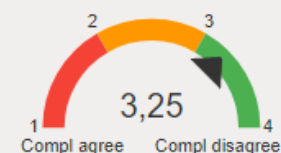
### Stress



### Coping stress



### Intention to leave



### Work Life Balance



N 12

## Psychosocial risks

### Labour organisation



Structure ↑ ↓ Job security

### Job content



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

### Terms of employment



Training ↑  
Career Opportunities ↑  
Holiday, working regime ↑

### Workplace conditions



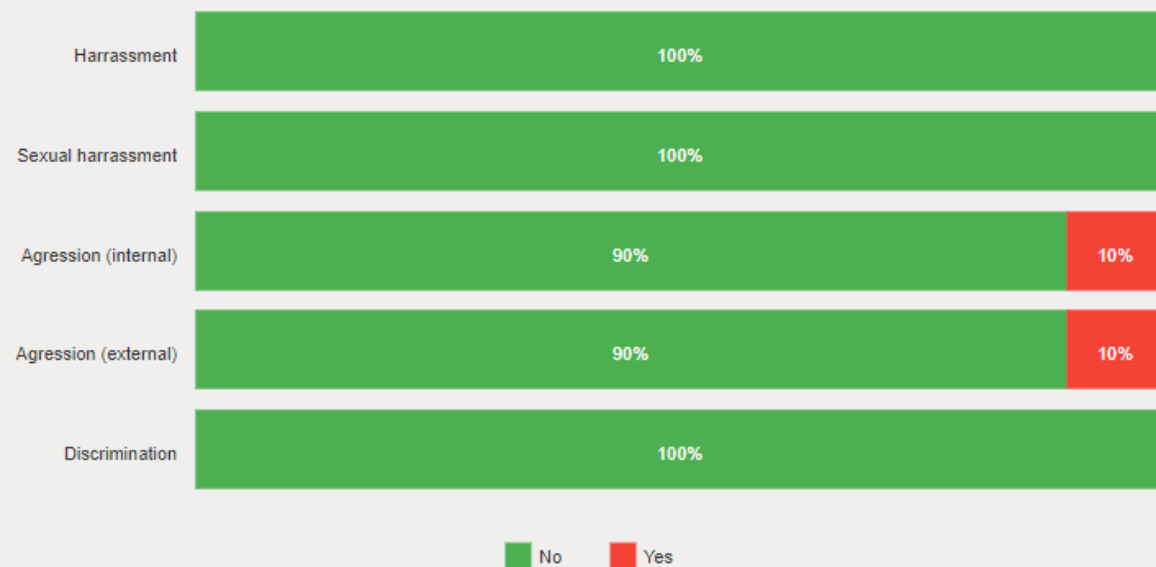
Safety ↑

### Job related interpersonal relations



Support of superior ↑

## Unwanted Behavior At Work



N 10

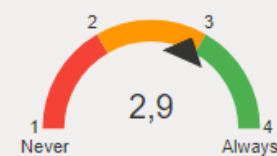
## Motivation



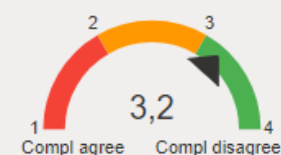
## Stress



## Coping stress



## Intention to leave



## Work Life Balance



N 10

## Psychosocial risks

## Labour organisation



Structure ↑

CultureSay ↑

Job security ↑

## Job content



Work procedures ↑

Independence ↑

Work pressure ↓

Mental strain ↓

Emotional strain ↓

## Terms of employment



Training ↑

Career Opportunities ↑

Remuneration ↓

Holiday, working regime ↓

## Workplace conditions



Safety ↑

## Job related interpersonal relations



Support of superior ↓

Communication ↓

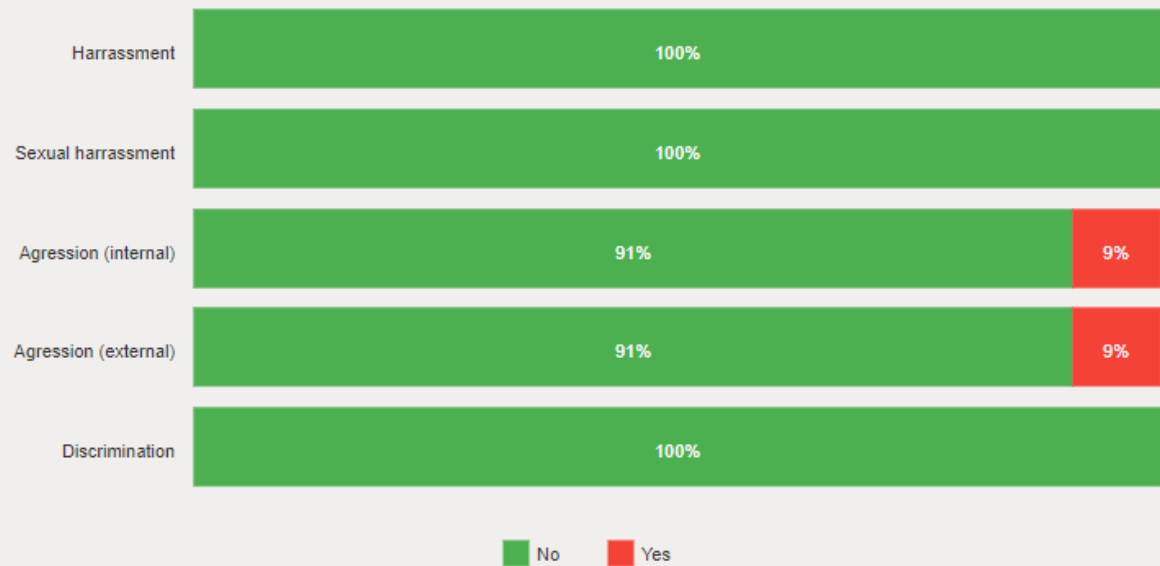


Man

## Well-being Indicators

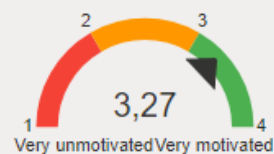


### Unwanted Behavior At Work



N 11

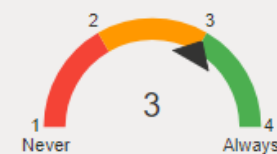
### Motivation



### Stress



### Coping stress



### Intention to leave



### Work Life Balance



N 11

## Psychosocial risks

### Labour organisation



Structure ↑  
Job security ↑

### Job content



Work procedures ↑  
Independence ↑  
Mental strain ↓  
Emotional strain ↓

### Terms of employment



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

### Workplace conditions



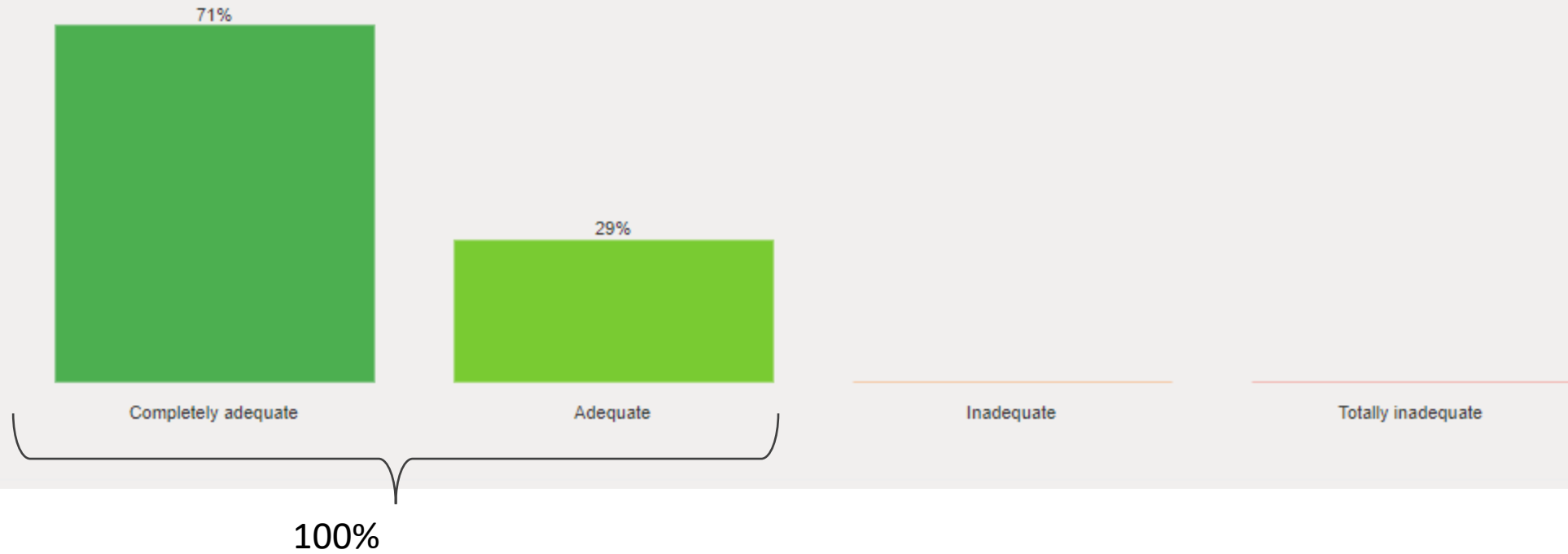
Safety ↑

### Job related interpersonal relations



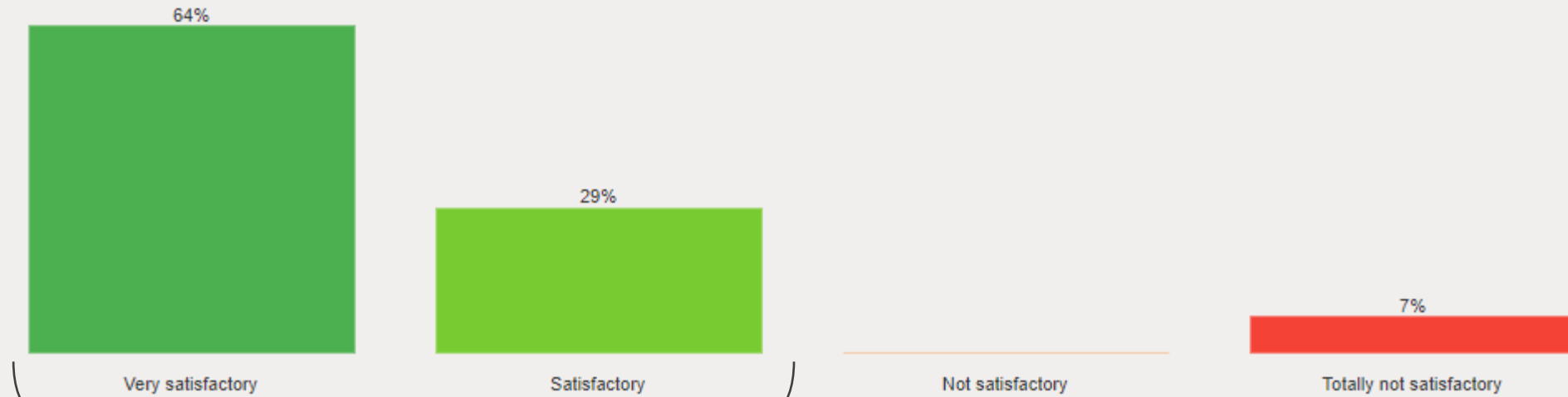
Support of superior ↑  
Communication ↑

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 14

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%