

Engagement Survey 2021 – SONAR Report

BU International

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Methodology



SONAR Model

Behaviours

STRESS

MOTIVATION

ABSENTEEISM

WORK-LIFE BALANCE

TURNOVER

BULLYING

AGRESSION

UNWANTED SEXUAL
CONDUCT AT WORK

DISCRIMINATION



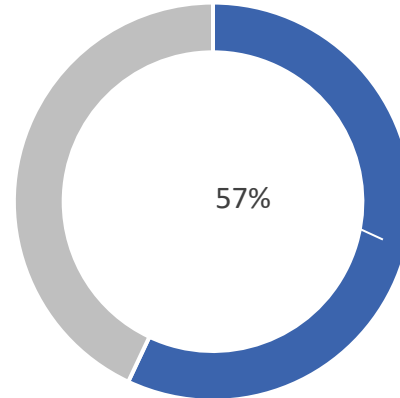
- SONAR refers to the device used to detect what is underwater
- On the surface, we observe various **behaviours** e.g. stress, lack of motivation etc, but we do not know the causes
- With the 29 **SONAR questions**, we can explore the underlying risks and evaluate if they influence positively / negatively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

Scan results



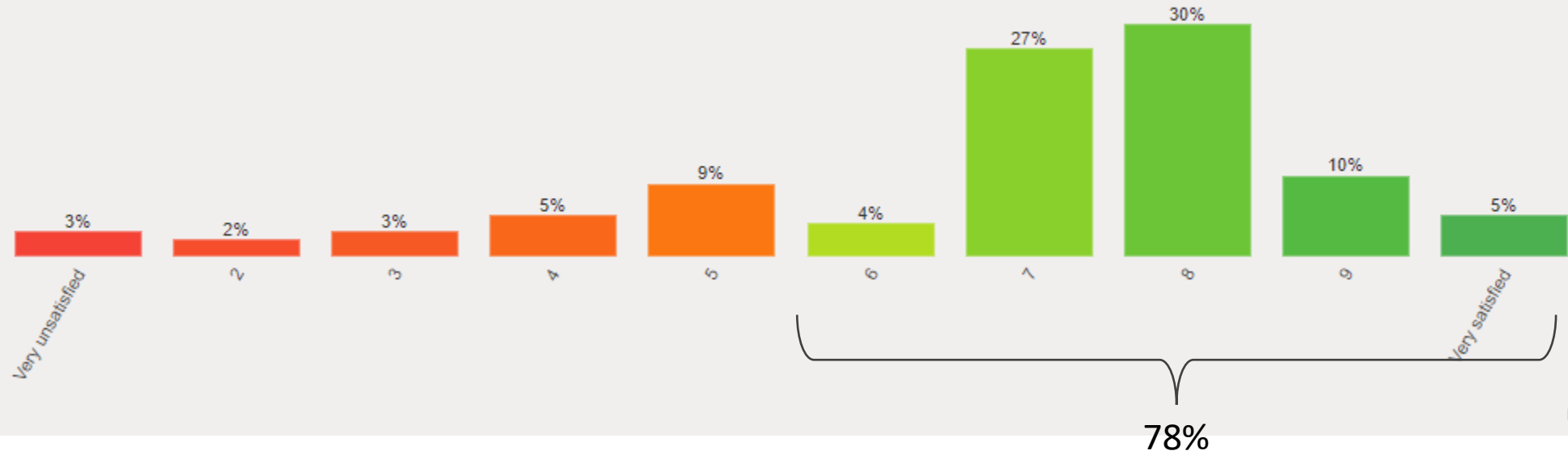
Response rate (white collars only)

BESIX International

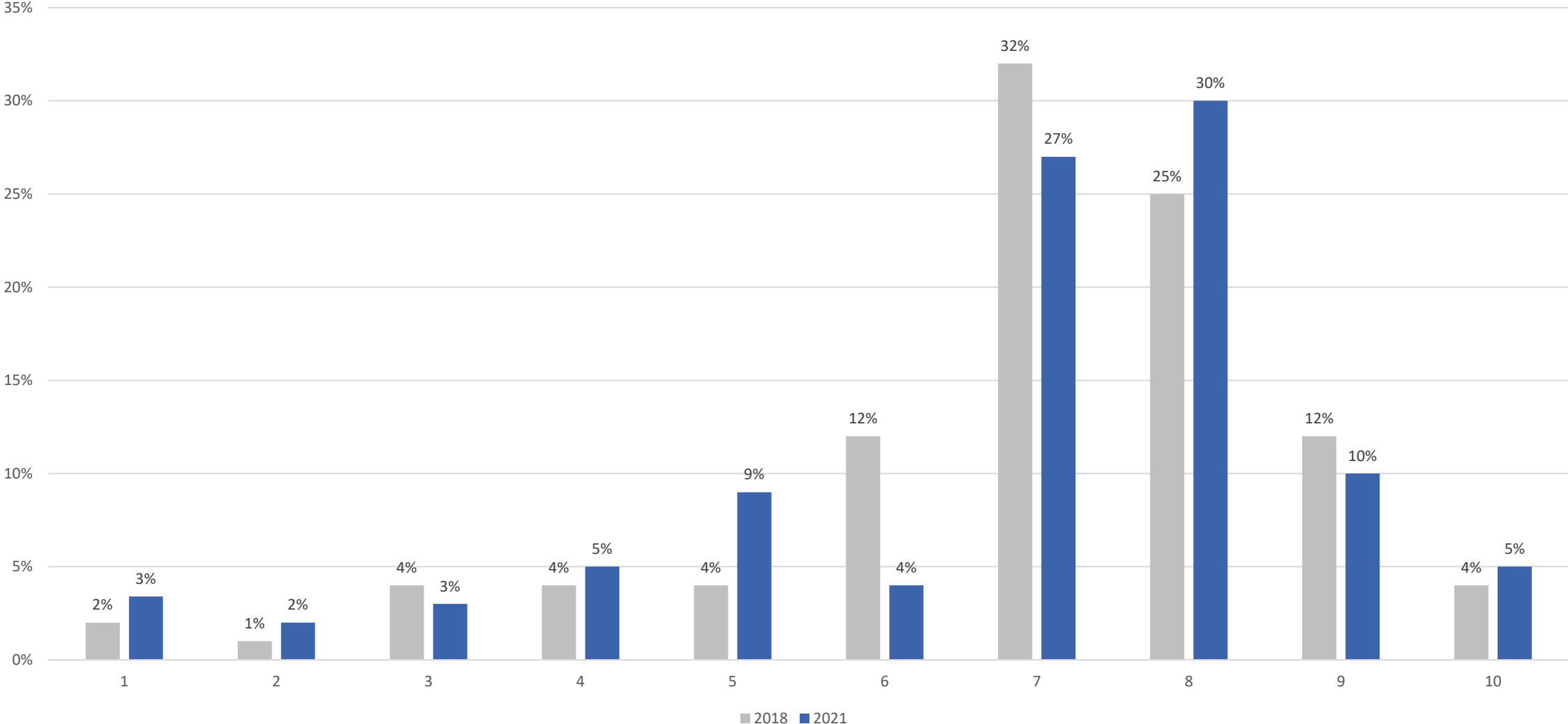


96 persons of the BU took part in the survey

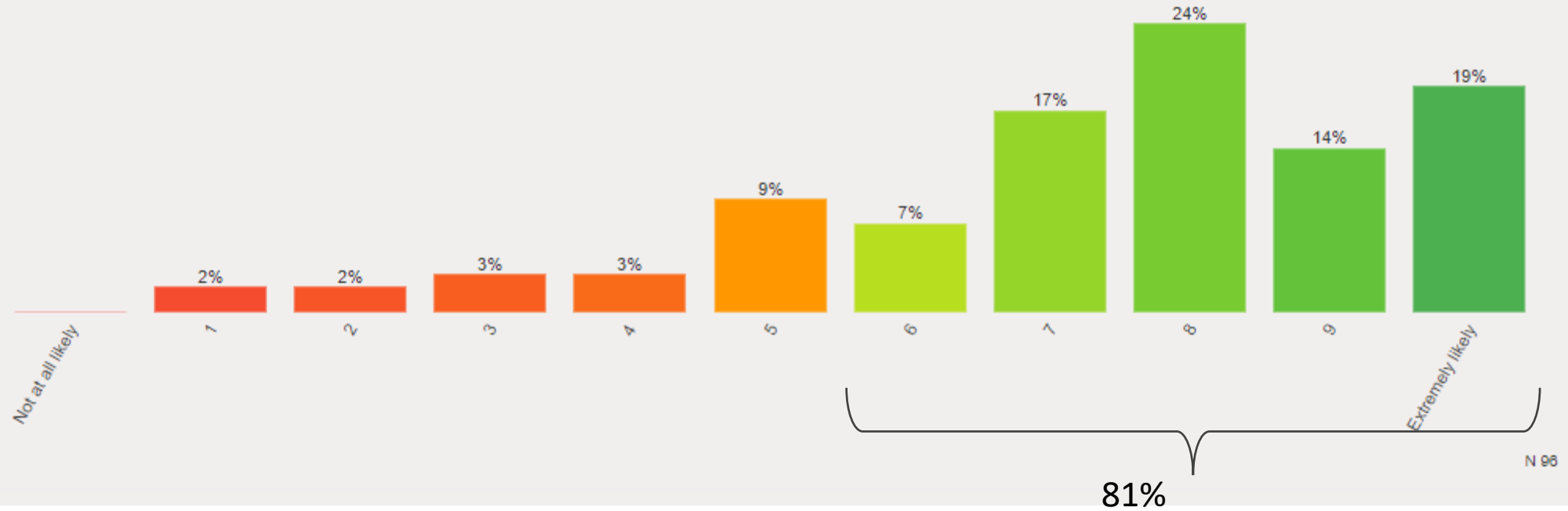
Taking everything into account, how satisfied are you with your current job position?



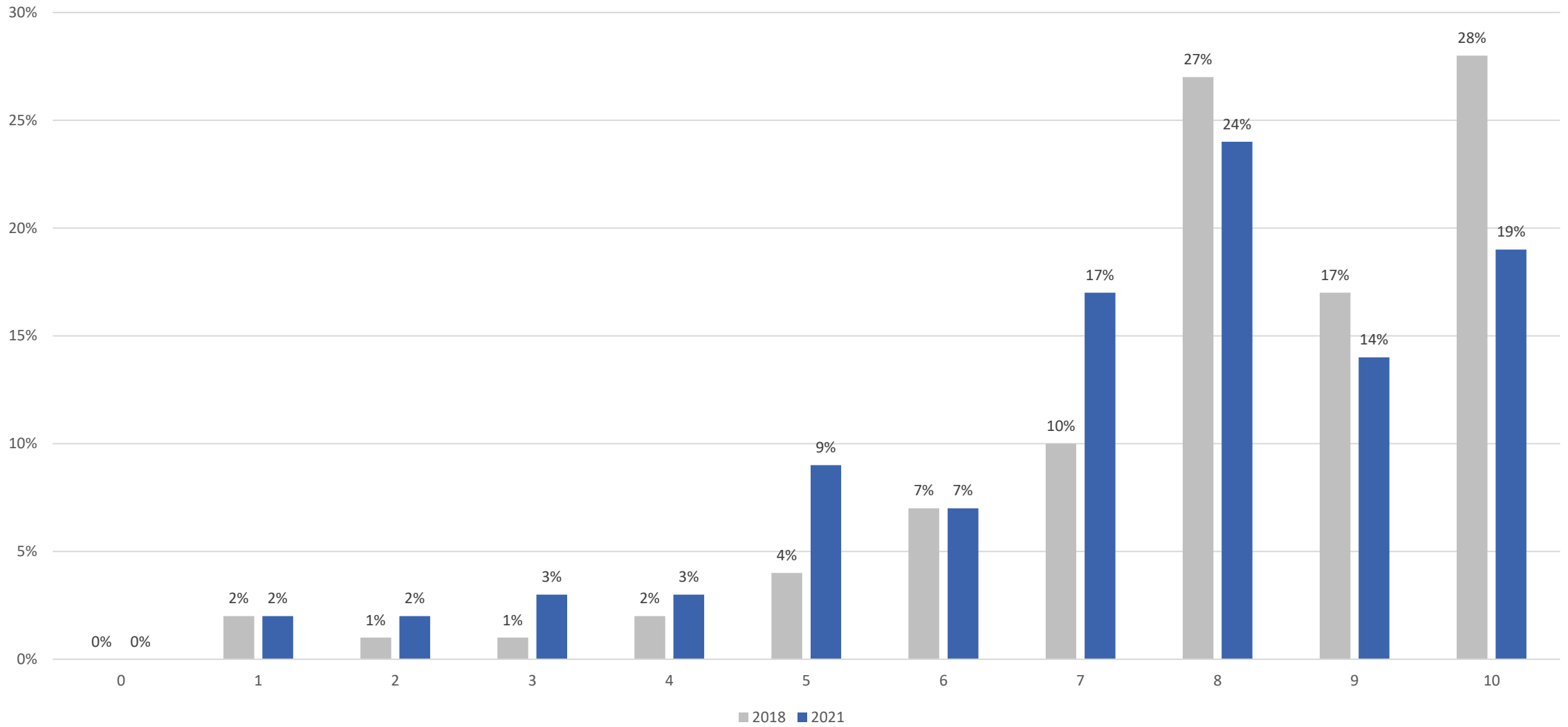
Overall job satisfaction



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

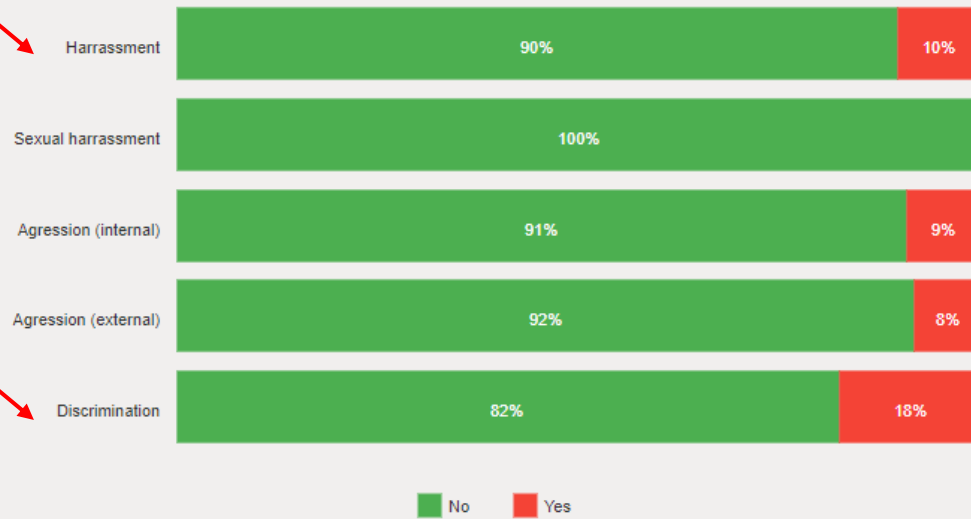


Intention to recommend



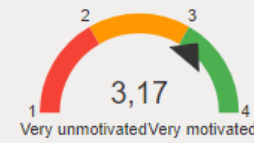
Well-being Indicators

Unwanted Behavior At Work

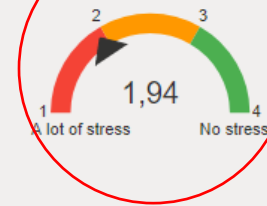


N 96

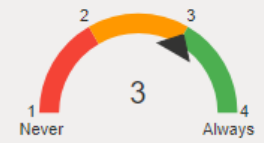
Motivation



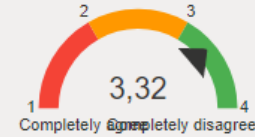
Stress



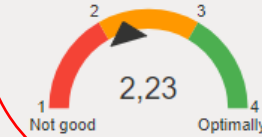
Coping stress



Intention to leave



Work Life Balance



N 96

Psychosocial risks

Labour organisation



Job security ↑
 ↓ Structure
 ↓ Say

Job content



Variation ↑
 Independence ↑

Terms of employment



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

Workplace conditions



Safety ↑
 Work equipment ↑

Job related interpersonal relations

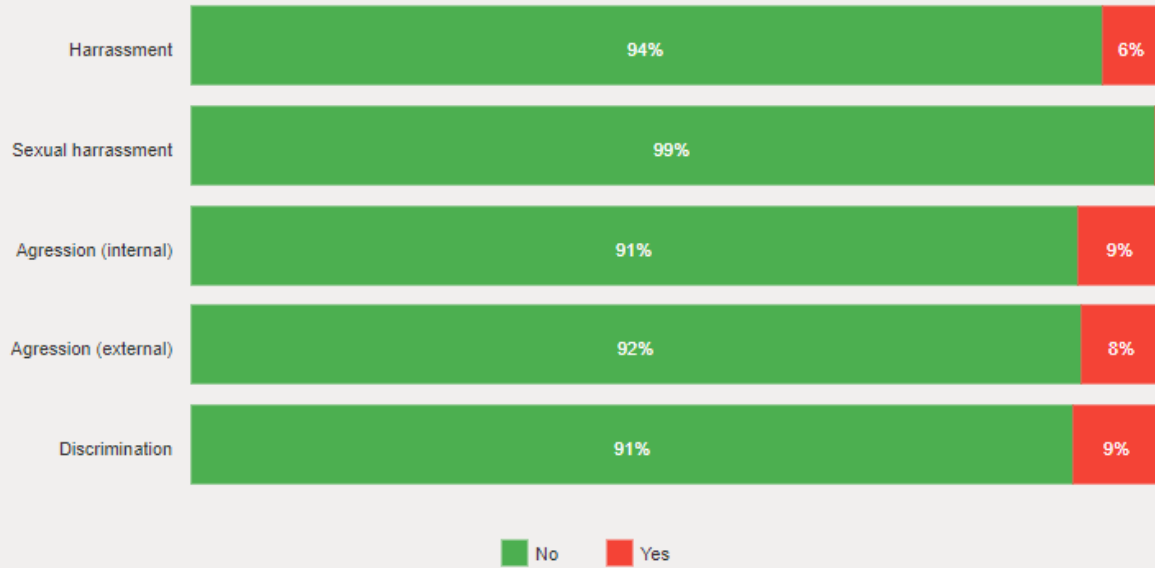


↓ Support of superior
 ↓ Atmosphere

BESIX GROUP RESULTS

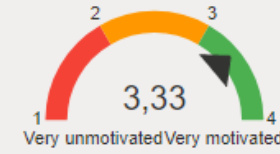
Well-being Indicators

Unwanted Behavior At Work



N 2,8k

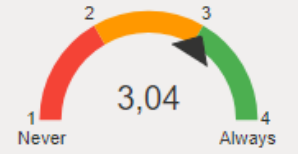
Motivation



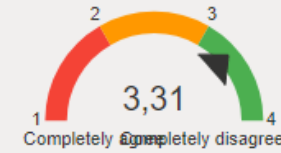
Stress



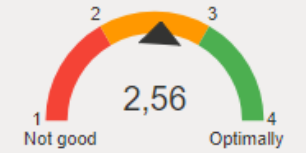
Coping stress



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



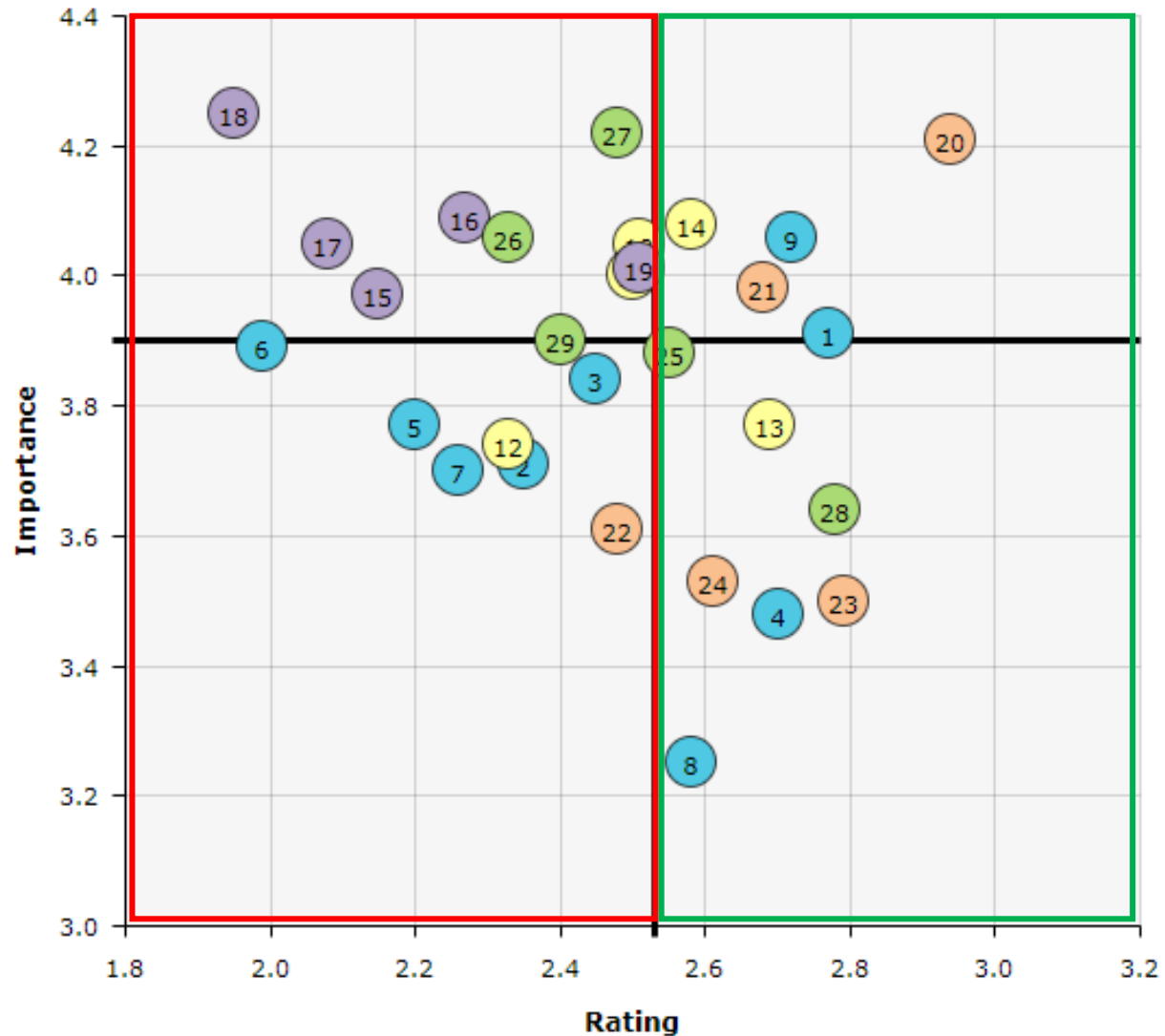
Safety ↑
Work equipment ↑

Job related interpersonal relations



Support of colleagues ↑
Support of superior ↑

Results: BU International



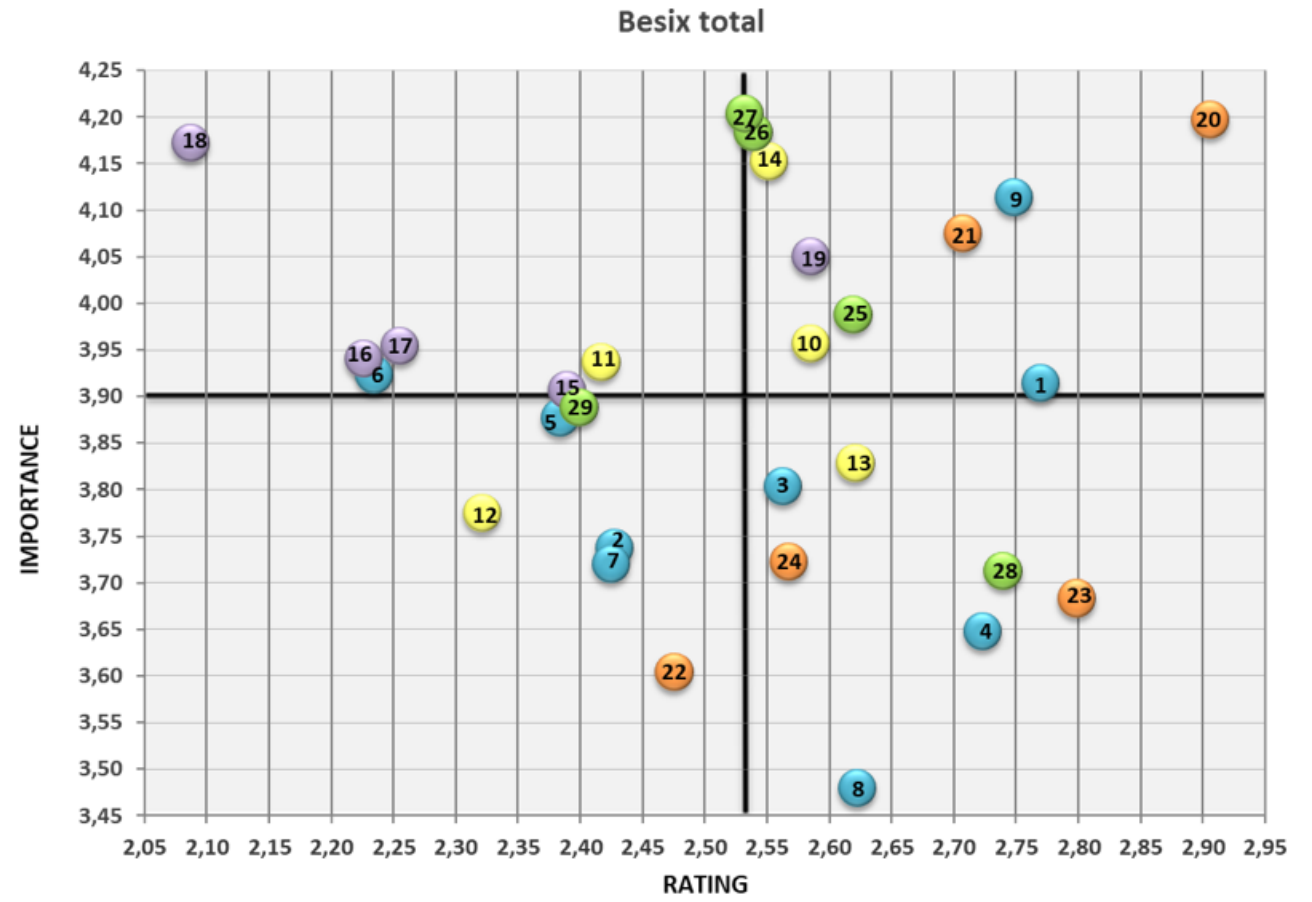
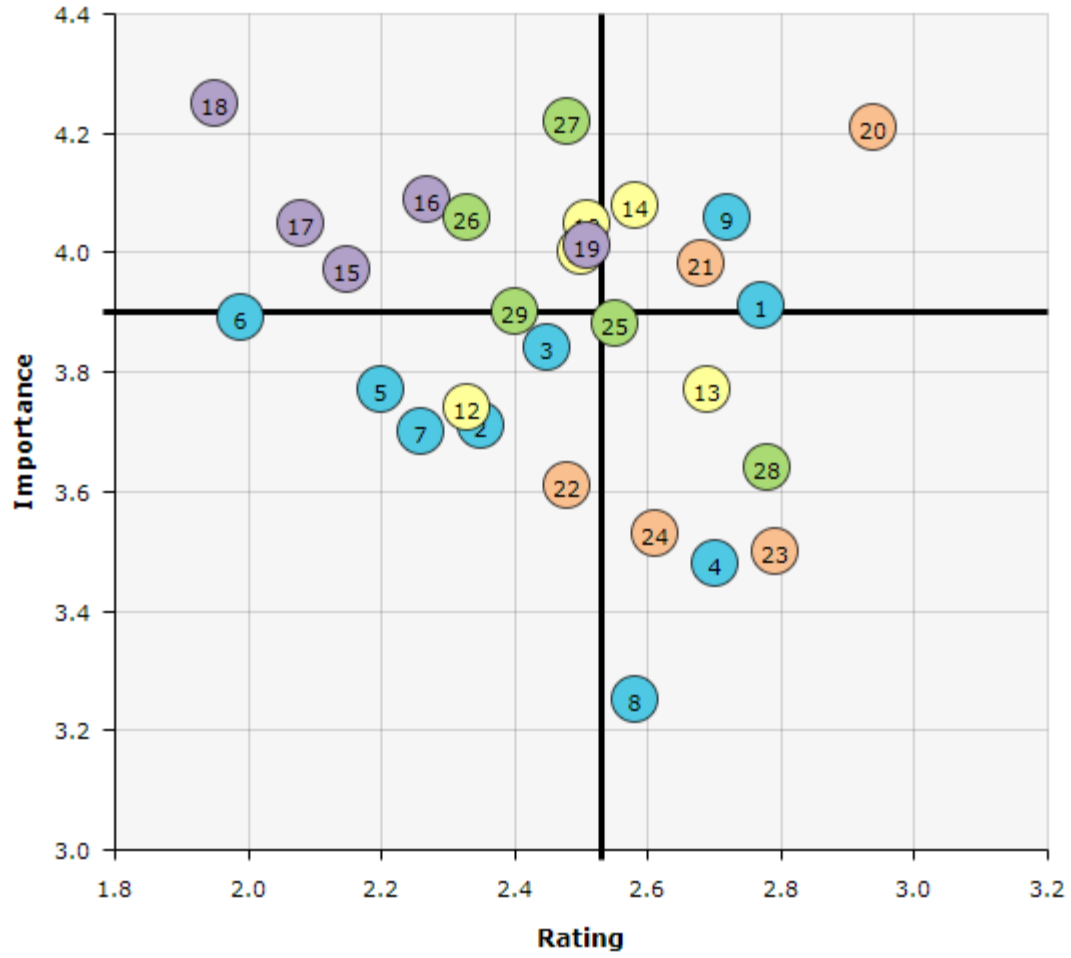
- Job Content**
- 1. Variation in the work
 - 2. Division of tasks
 - 3. Work procedures
 - 4. Level of difficulty
 - 5. Job pressure
 - 6. Mental strain due to the work
 - 7. Emotional strain due to the work
 - 8. Physical strain due to the work
 - 9. Independence in the work

- 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



Undesirable behavior	Victim 2015			Victim 2018		
	n	%	of which internal	n	%	of which internal
physical abuse	3	4%	0%	2	2%	0%
verbal abuse	21	30%	46%	9	9%	33%
sexual harassment	3	4%	25%	3	3%	33%
bullying	10	14%	60%	5	5%	40%

	Total	Man	Woman	Non manager	Manager
Harassment	10%	11%	7%	13%	6%
Sexual Harassment					
Internal aggression	9%	9%	14%	9%	9%
External aggression	8%	5%	29%	11%	3%
Discrimination	18%	16%	29%	20%	13%
# respondents total	96	82	14	64	32
# respondents undesirable behaviour					
Harassment	10	9	1	8	2
Sexual Harassment					
Internal aggression	9	7	2	6	3
External aggression	8	4	4	7	1
Discrimination	17	13	4	13	4

	Montenegro	Ivory Coast	Morocco
	9%	8%	0%
	18%	8%	0%
	27%	17%	0%
	11	12	13
	1	1	
	2	1	
	3	2	

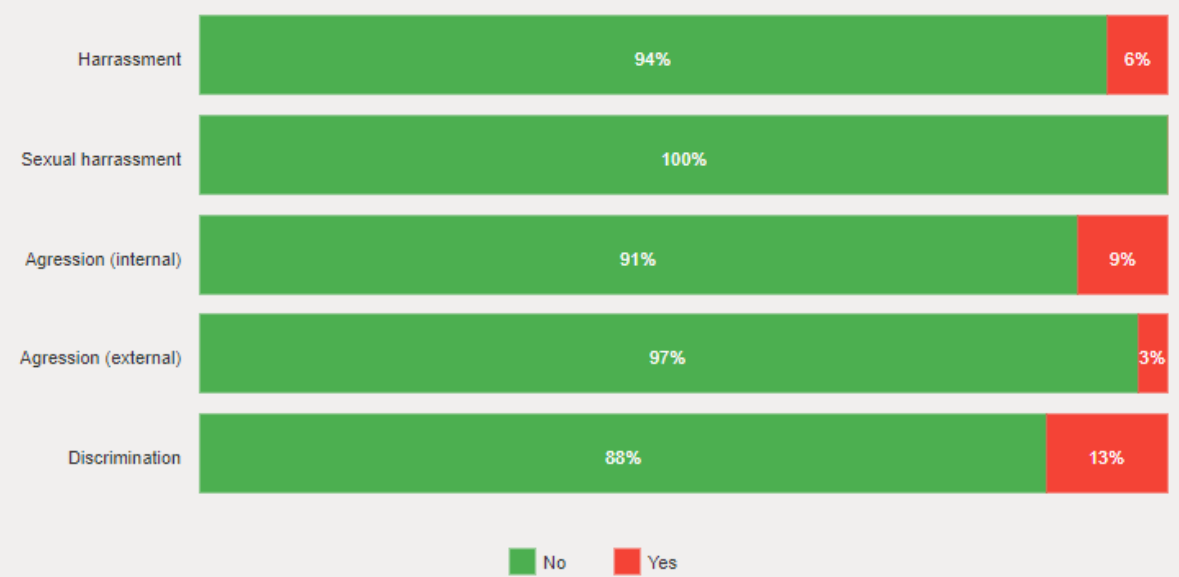
Results Manager >< Non-Manager



Managers

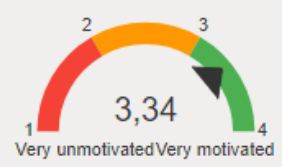
Well-being Indicators

Unwanted Behavior At Work



N 32

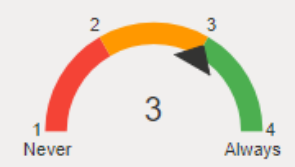
Motivation



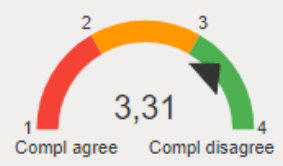
Stress



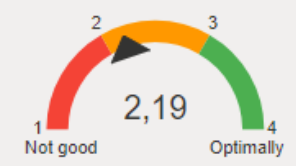
Coping stress



Intention to leave



Work Life Balance



N 32

Psychosocial risks

Labour organisation



- CultureSay ↑
- Structure ↓
- Job security ↑

Job content



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

Terms of employment



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

Workplace conditions



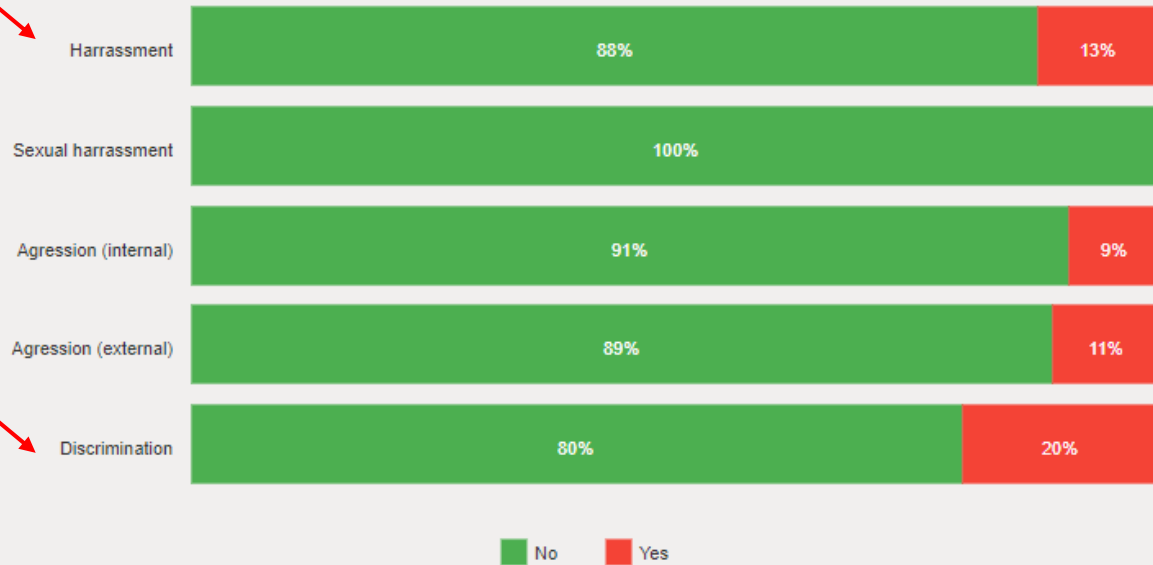
- Safety ↑

Job related interpersonal relations



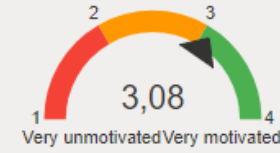
- Support of superior ↓

Unwanted Behavior At Work

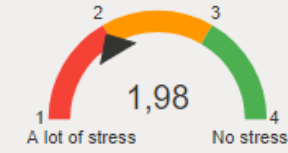


N 64

Motivation



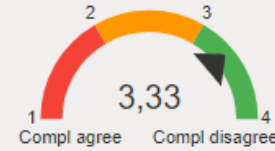
Stress



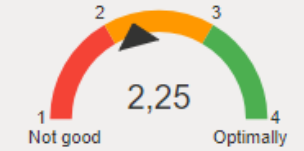
Coping stress



Intention to leave



Work Life Balance



N 64

Psychosocial risks

Labour organisation



Job security Say

Job content



Independence

Terms of employment



Holiday, working regime Training
 Career Opportunities
 Evaluations
 Remuneration

Workplace conditions



Safety
 Work equipment

Job related interpersonal relations

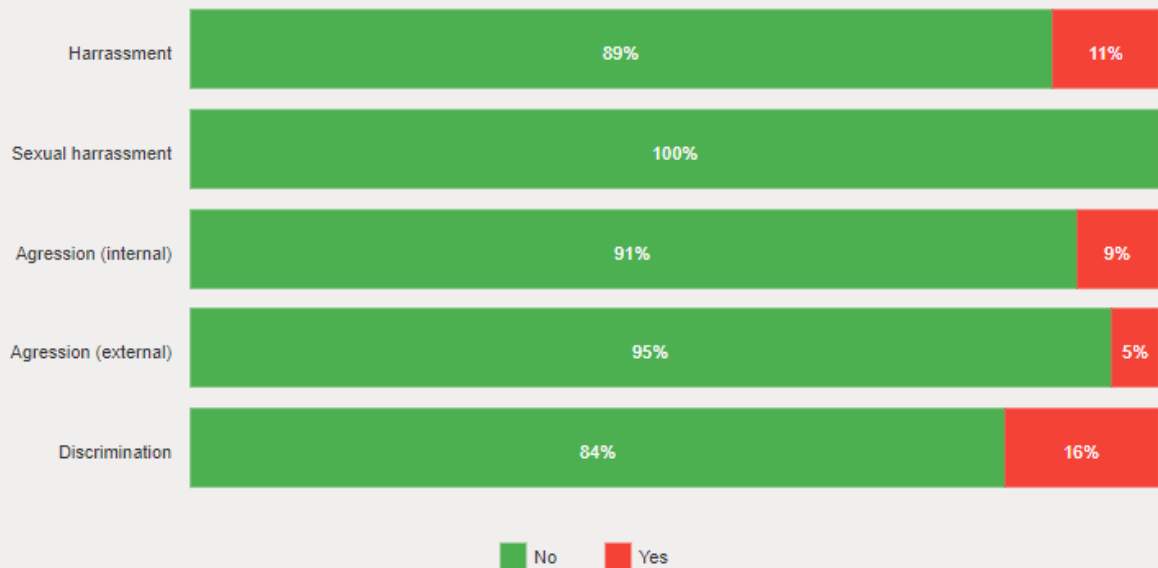


Support of colleagues Support of superior
 Atmosphere
 Communication

Results Women & Men



Unwanted Behavior At Work



N 82

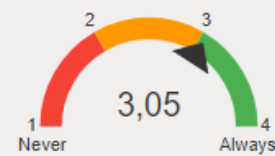
Motivation



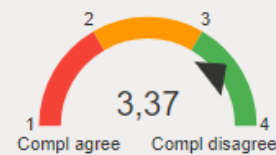
Stress



Coping stress



Intention to leave



Work Life Balance



N 82

Psychosocial risks

Labour organisation



CultureSay Structure
Job security

Job content



Variation
Independence

Terms of employment



Training
 Career Opportunities
 Evaluations
 Remuneration

Workplace conditions



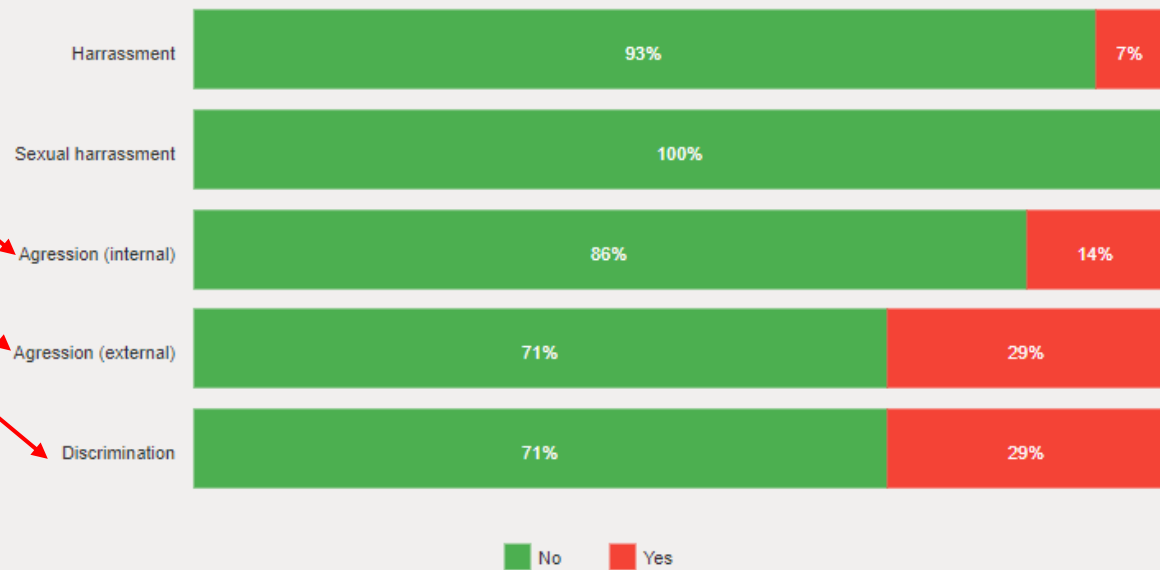
Safety
Work equipment

Job related interpersonal relations



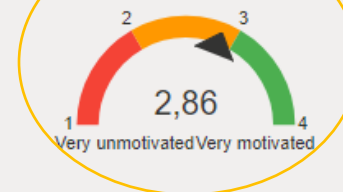
Support of superior
 Atmosphere

Unwanted Behavior At Work



N 14

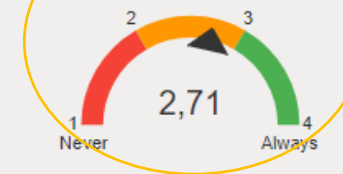
Motivation



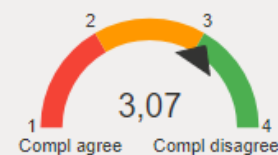
Stress



Coping stress



Intention to leave



Work Life Balance



N 14

Psychosocial risks

Labour organisation



Job security ↑
 ↓ Structure
 ↓ Say

Job content



Variation ↑
 Independence ↑

Terms of employment



↓ Training
 ↓ Career Opportunities
 ↓ Evaluations
 ↓ Remuneration

Workplace conditions



Safety ↑
 Work equipment ↑

Job related interpersonal relations



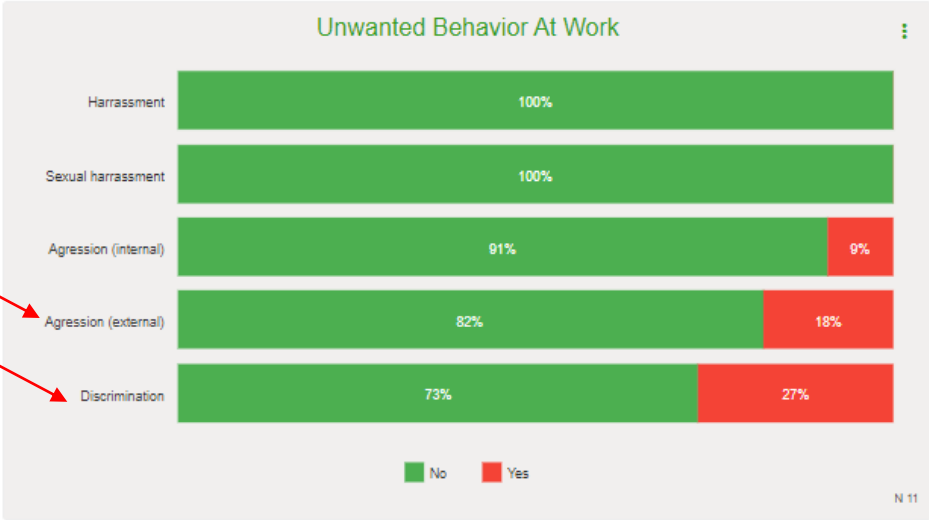
↓ Support of superior
 ↓ Atmosphere

Results per countries



Montenegro

Well-being Indicators

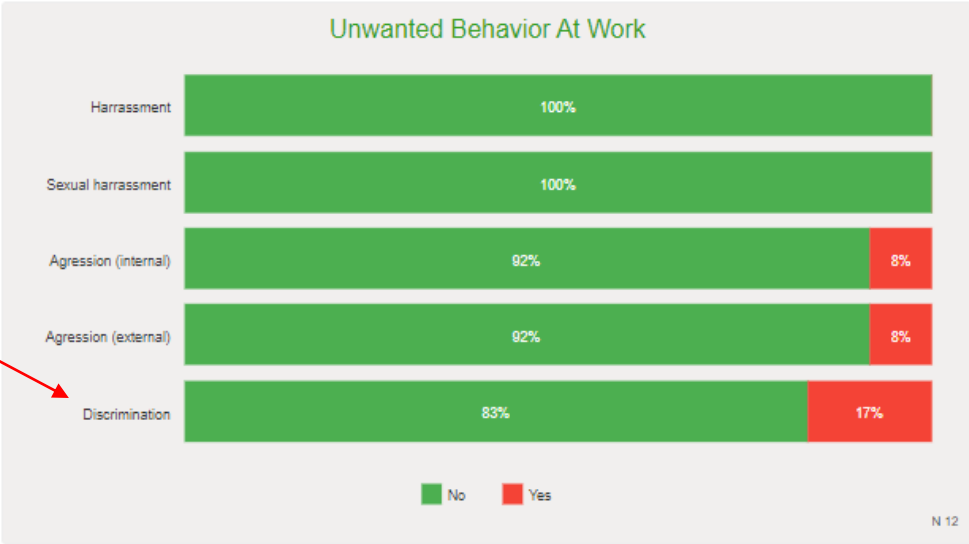


Psychosocial risks

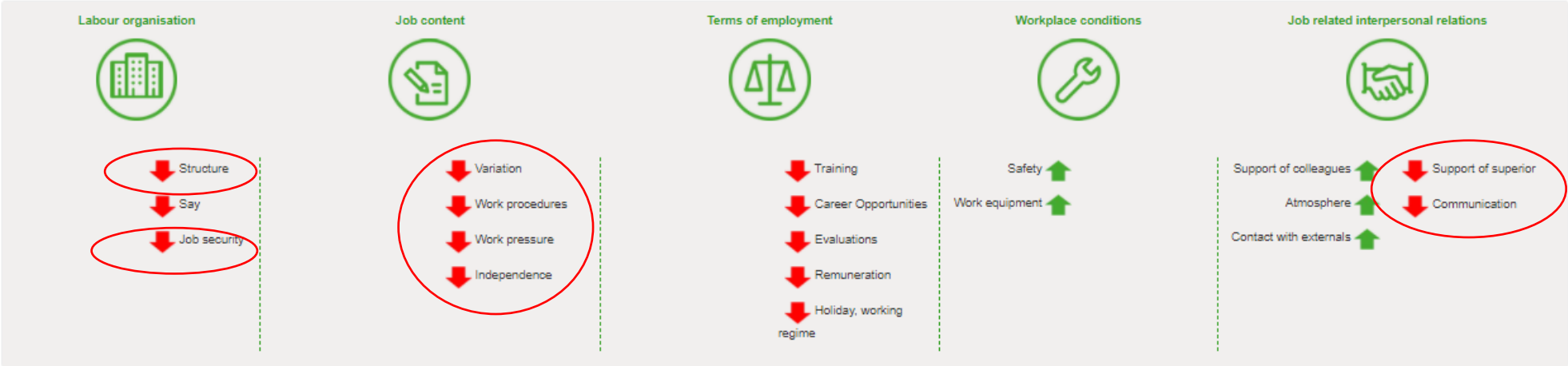


Ivory Coast

Well-being Indicators



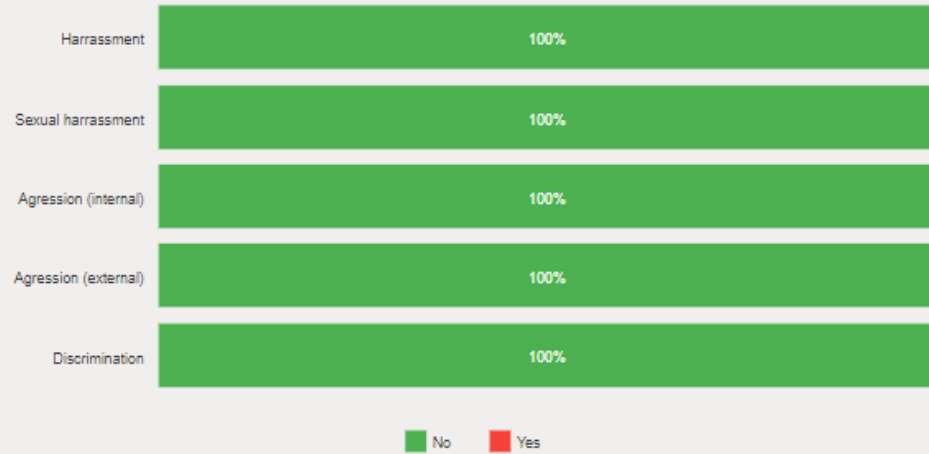
Psychosocial risks



Morocco

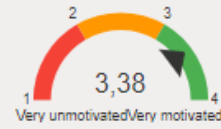
Well-being Indicators

Unwanted Behavior At Work

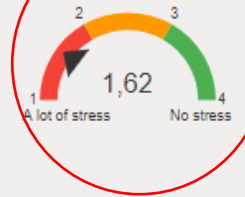


N 13

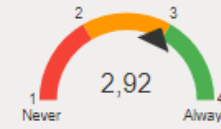
Motivation



Stress



Coping stress



Intention to leave



Work Life Balance



N 13

Psychosocial risks

Labour organisation



Structure ↑
Culture ↑
Job security ↑

Job content



Variation ↑

Terms of employment



Career Opportunities ↑
Remuneration ↓
Holiday, working regime ↓

Workplace conditions



Safety ↑
Work equipment ↑

Job related interpersonal relations



Atmosphere ↑

Results Module Change



Department
Company



50%

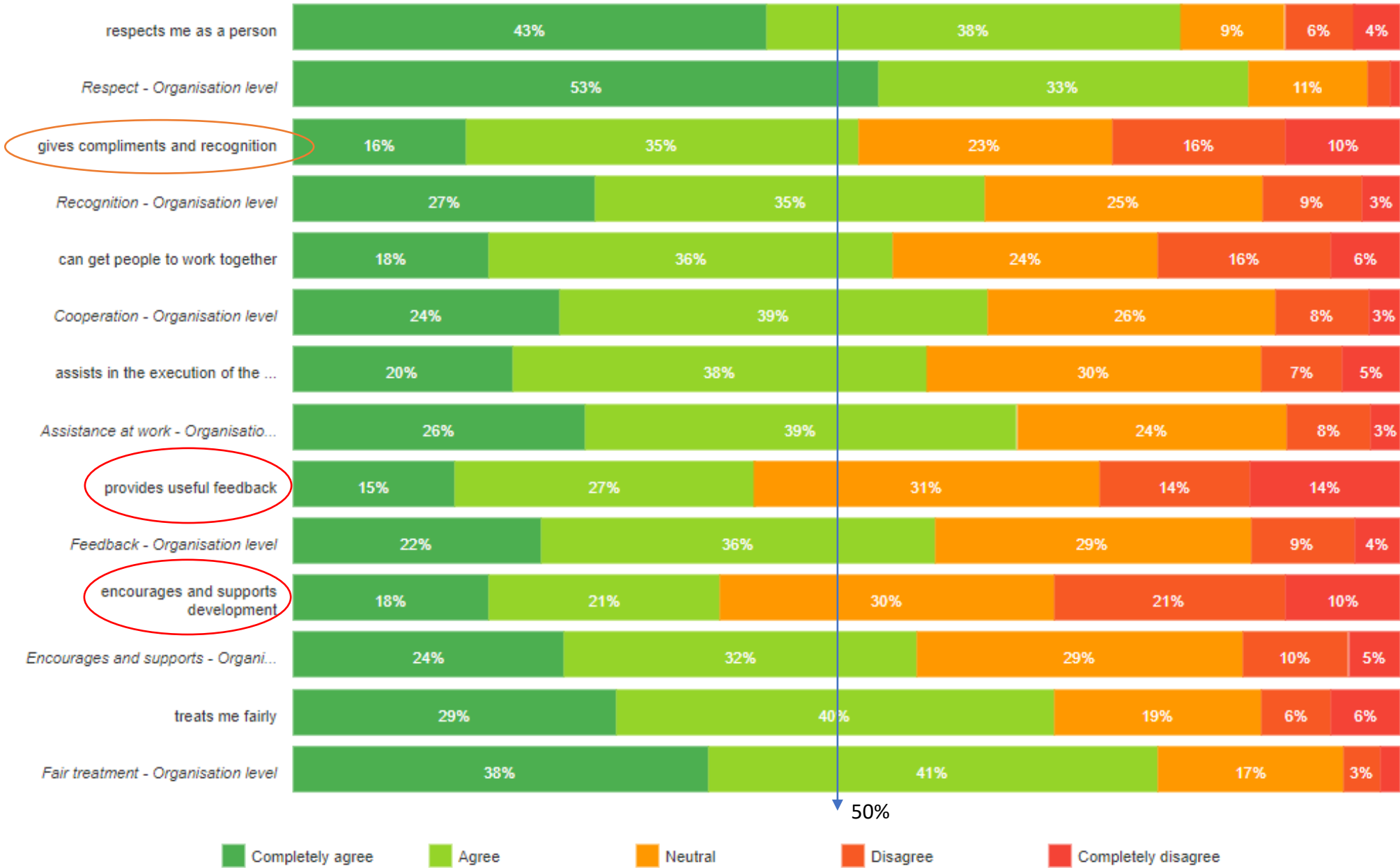
■ Completely agree
 ■ Agree
 ■ Neutral
 ■ Disagree
 ■ Completely disagree



Results Module Leadership



My manager...



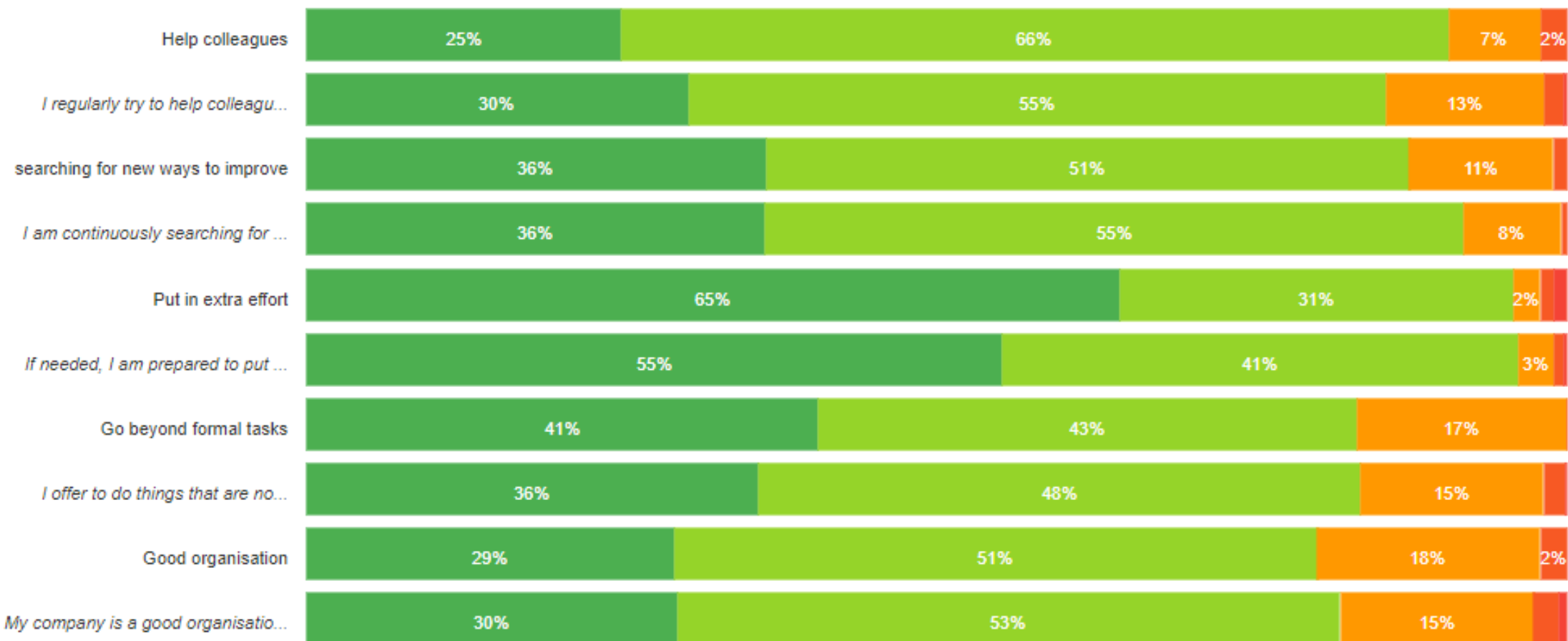
Results Extra Module



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

Extra mile

Attractiveness



Completely agree

Agree

Neutral

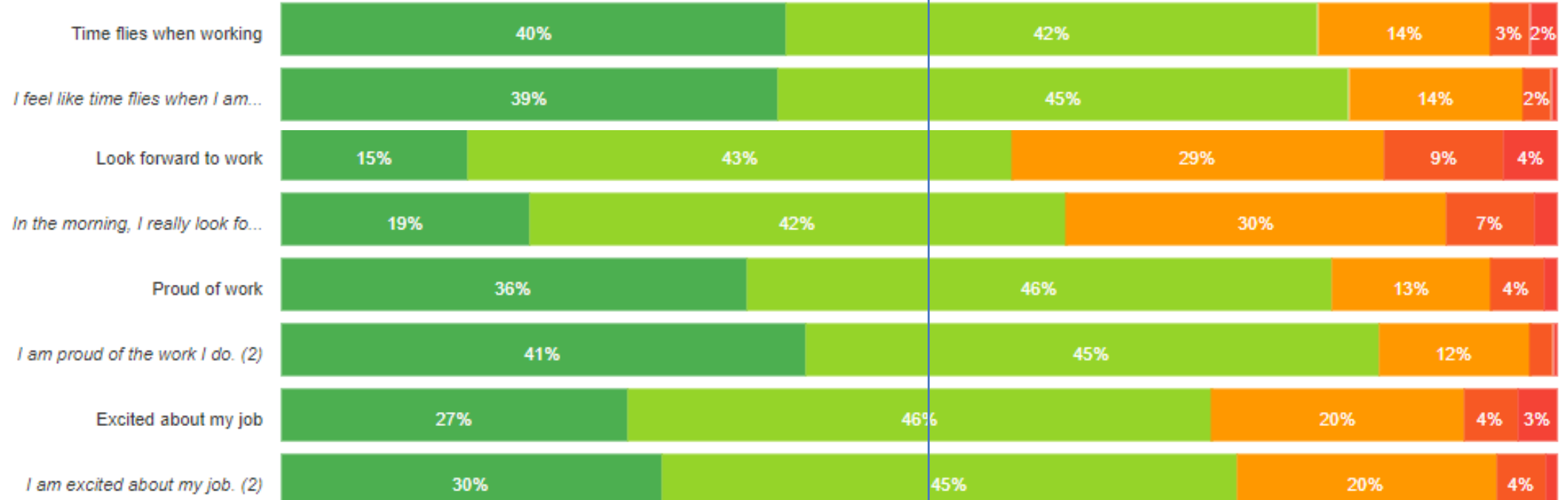
Disagree

Completely disagree



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

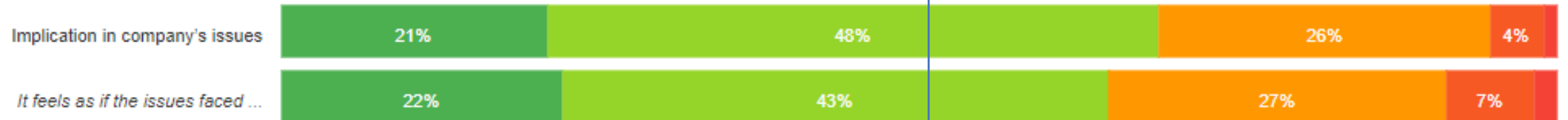
Engagement



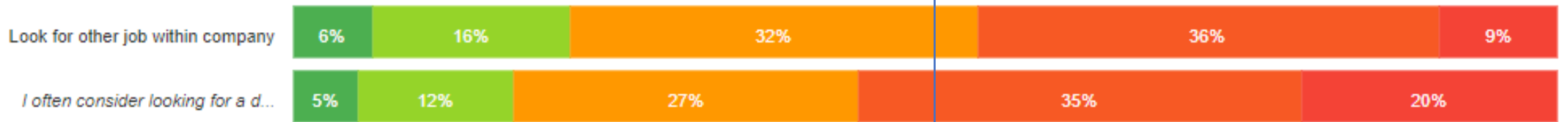
Culture



Organisational commitment



Retention



Completely agree Agree Neutral Disagree Completely disagree

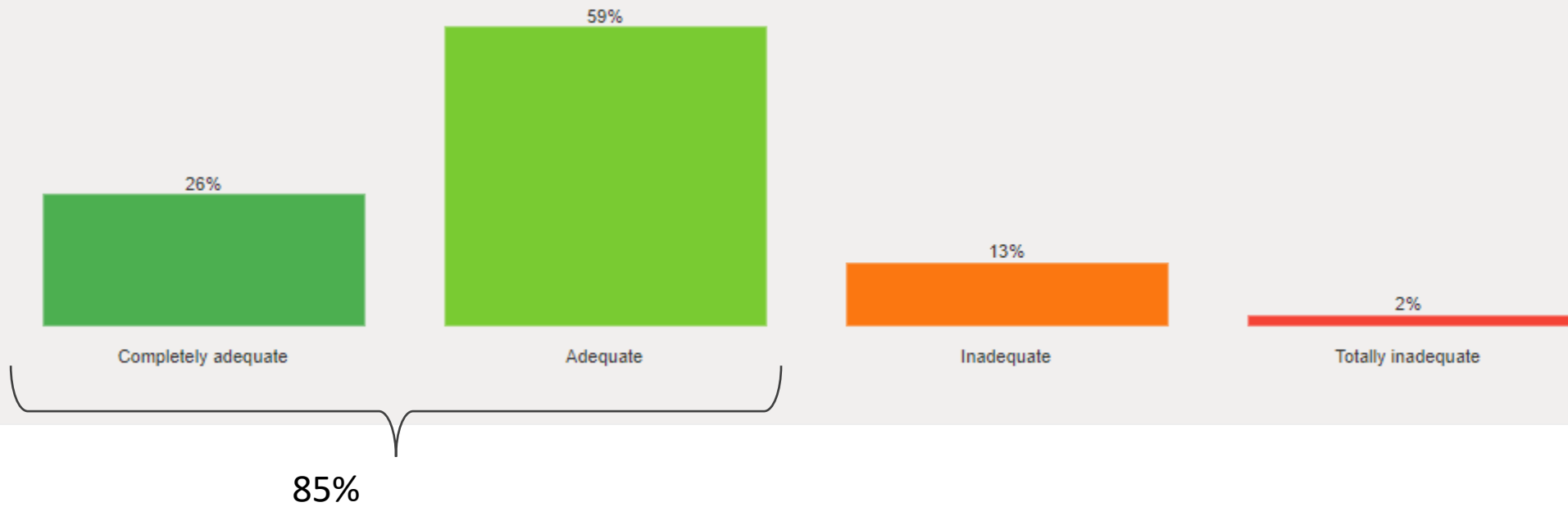
50%



Covid

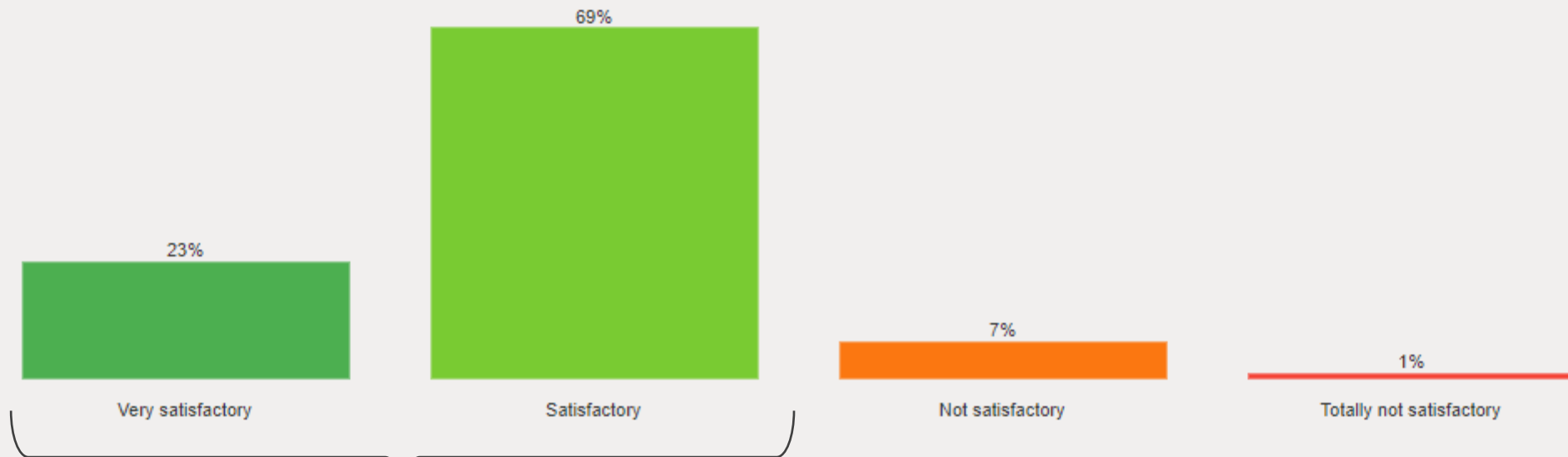


In the context of the Covid-19 pandemic, your company implemented sanitary measures in your workplace. Do you feel that these measures are adequate to keep you safe?



N 98

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?



92%

Conclusions – Action plans & Timeline



What should we learn from the results of this survey?

- High number of unwanted behaviour
 - People remain engaged and satisfied of their work/department and company
 - NPS **Active** promotor score (8 till 10) is decreasing from 72% in 2018 to 57%
 - The stress perception is more than the group average, with a very high stress in Morroco, but the indicator of coping is similar to the group, except for women and Morocco
 - BU International has some strong points (e.g. variation and independence) as resources for the well-being of their employees, with however differences depending of group/countries - could it be more balanced across them ? Impact of the manager
- Less good scores are globally linked with
 - Terms of employment -evaluation procedures, training & career opportunities, holiday and working regimes
 - Say in the organization & clear organizational structure
 - Support and appreciation of superior, & atmosphere

Actions could 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 😊

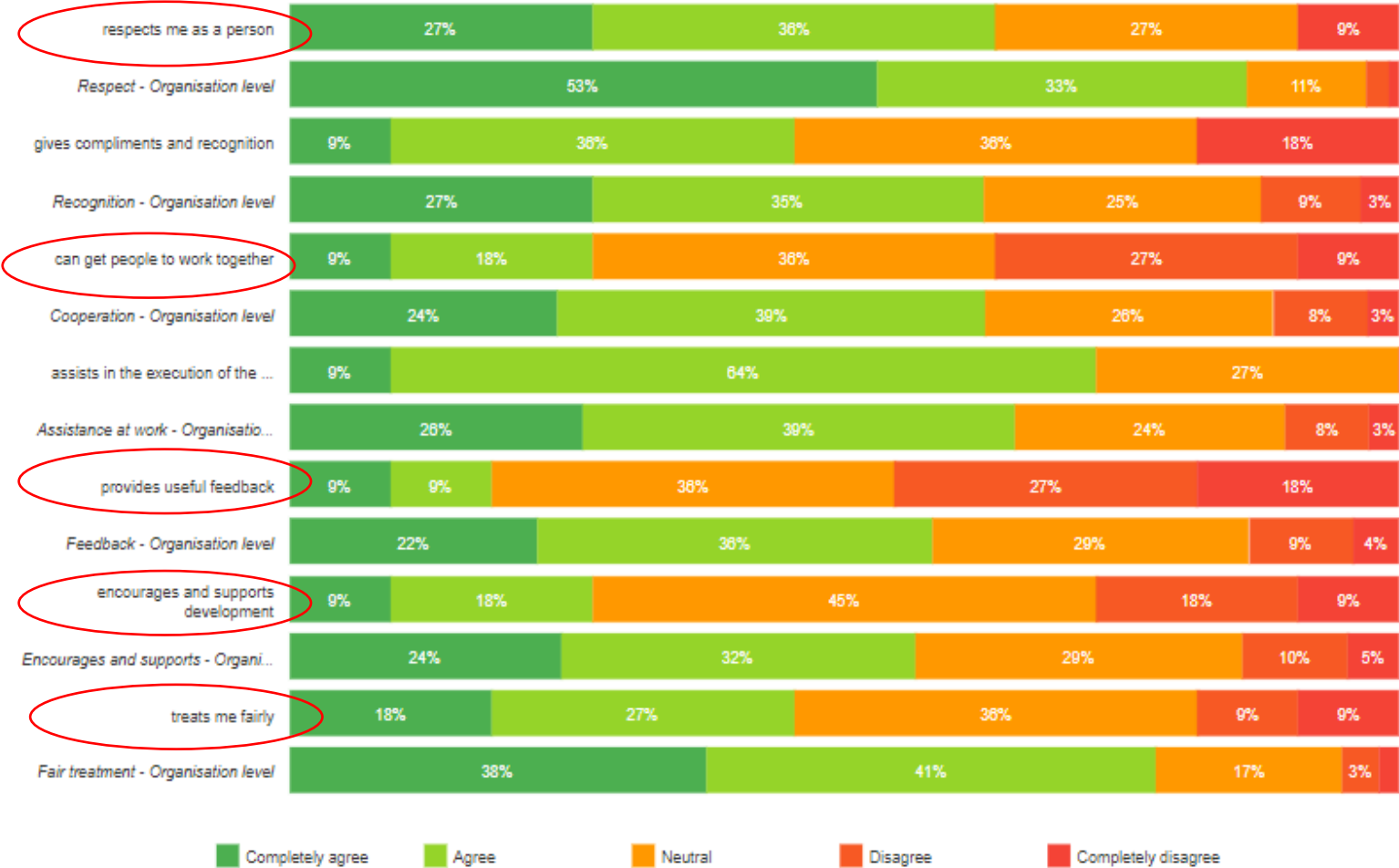


Annexes – Change and Leadership per countries



Montenegro

My manager...

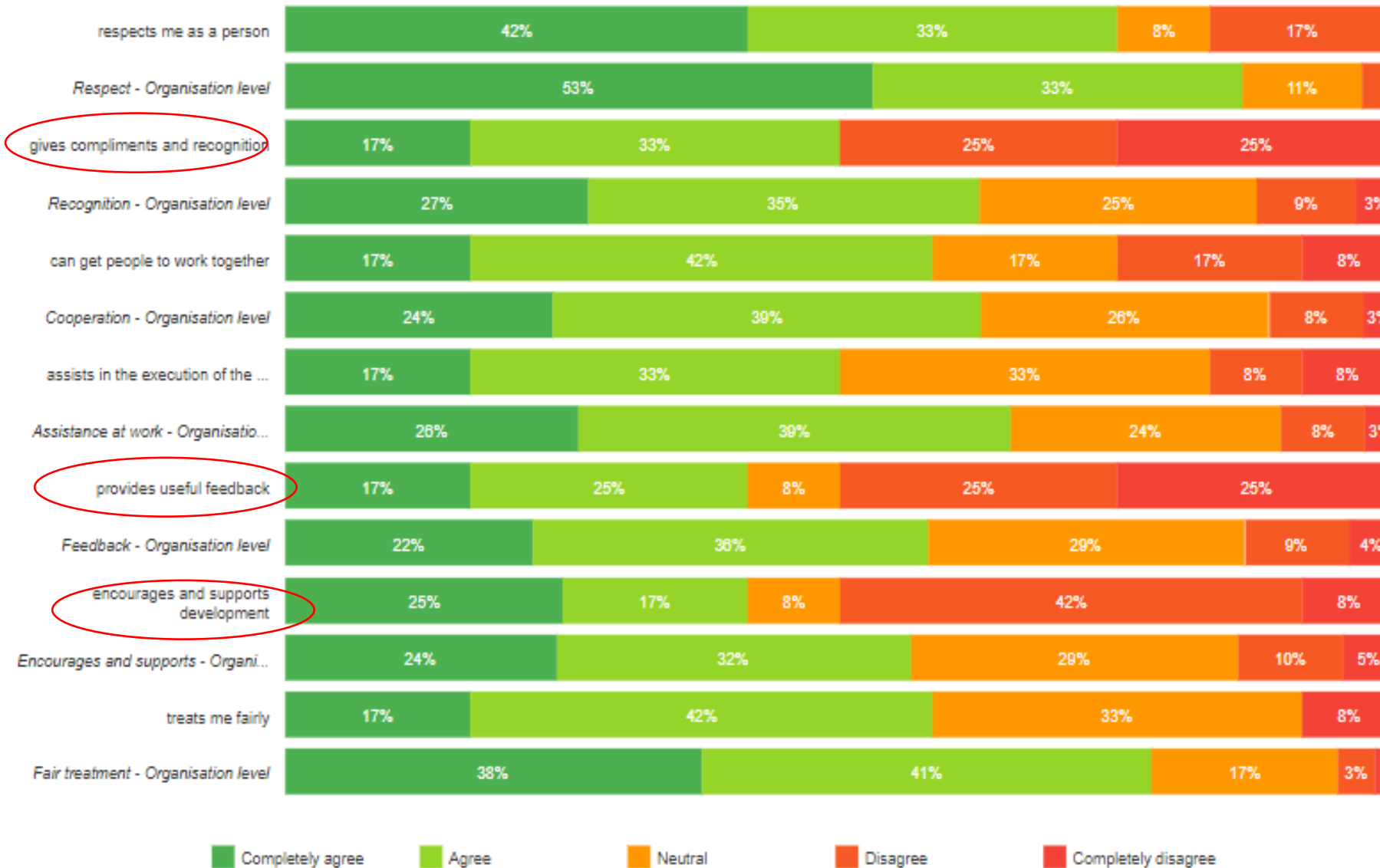


Montenegro

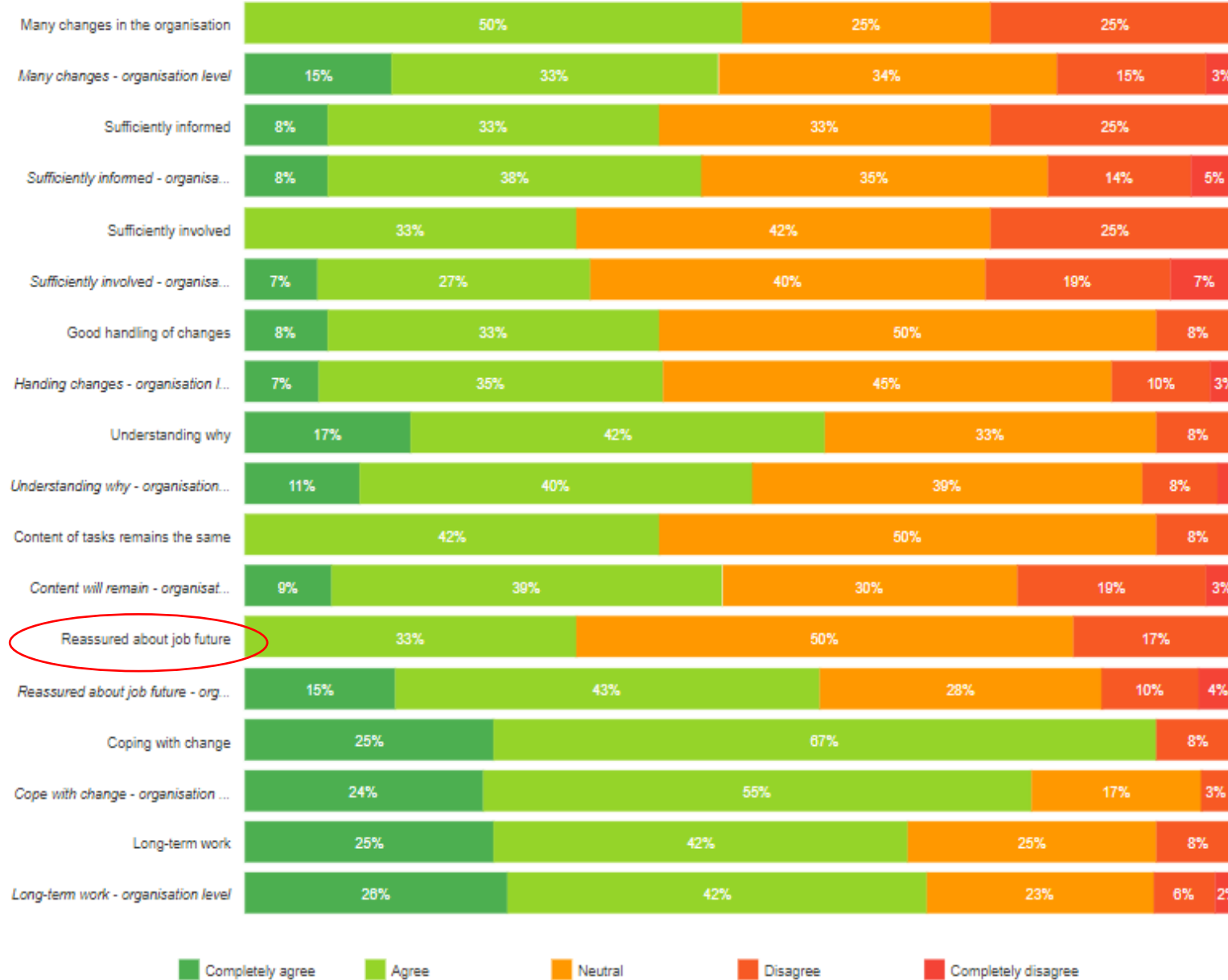


Ivory Coast

My manager...

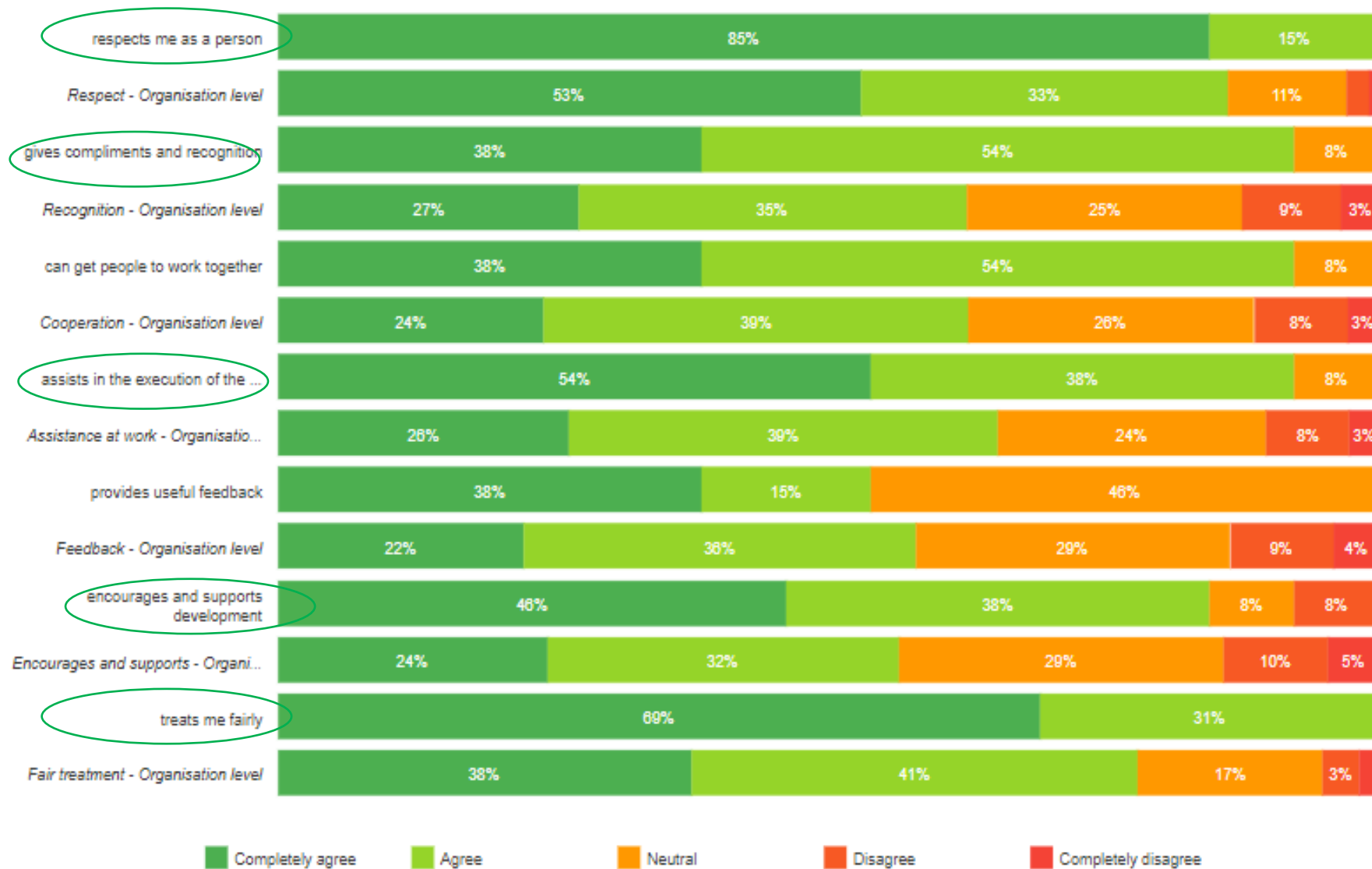


Ivory Coast



Morocco

My manager...



Morocco

