Engagement Survey 2021 – SONAR Report

Lux TP

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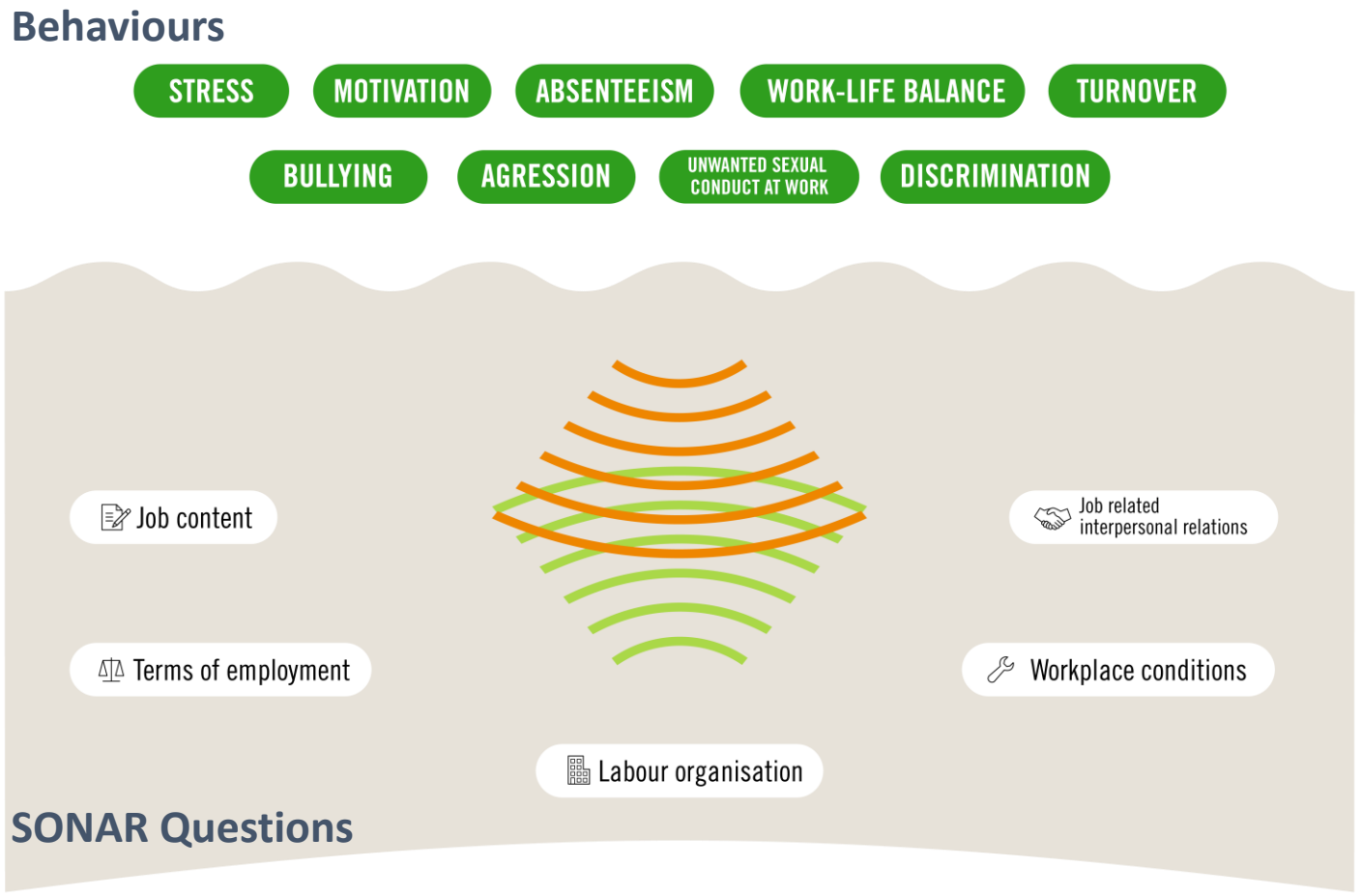
Caroline Vyncke – Talent & Leadership Management

Sylvie Floor – Learning & Development Management

Methodology

SONAR Model



- 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

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Scan results

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Response Rate: White Collars only

Satisfaction &
Net Promoter Score

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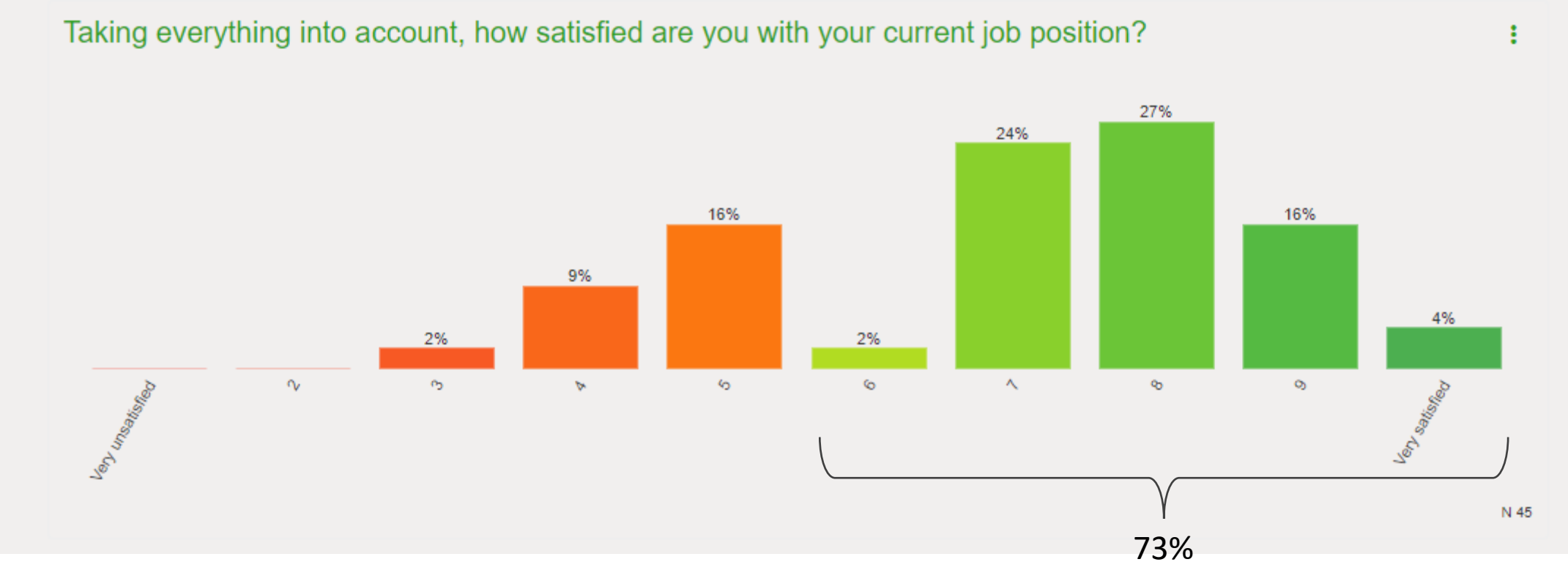
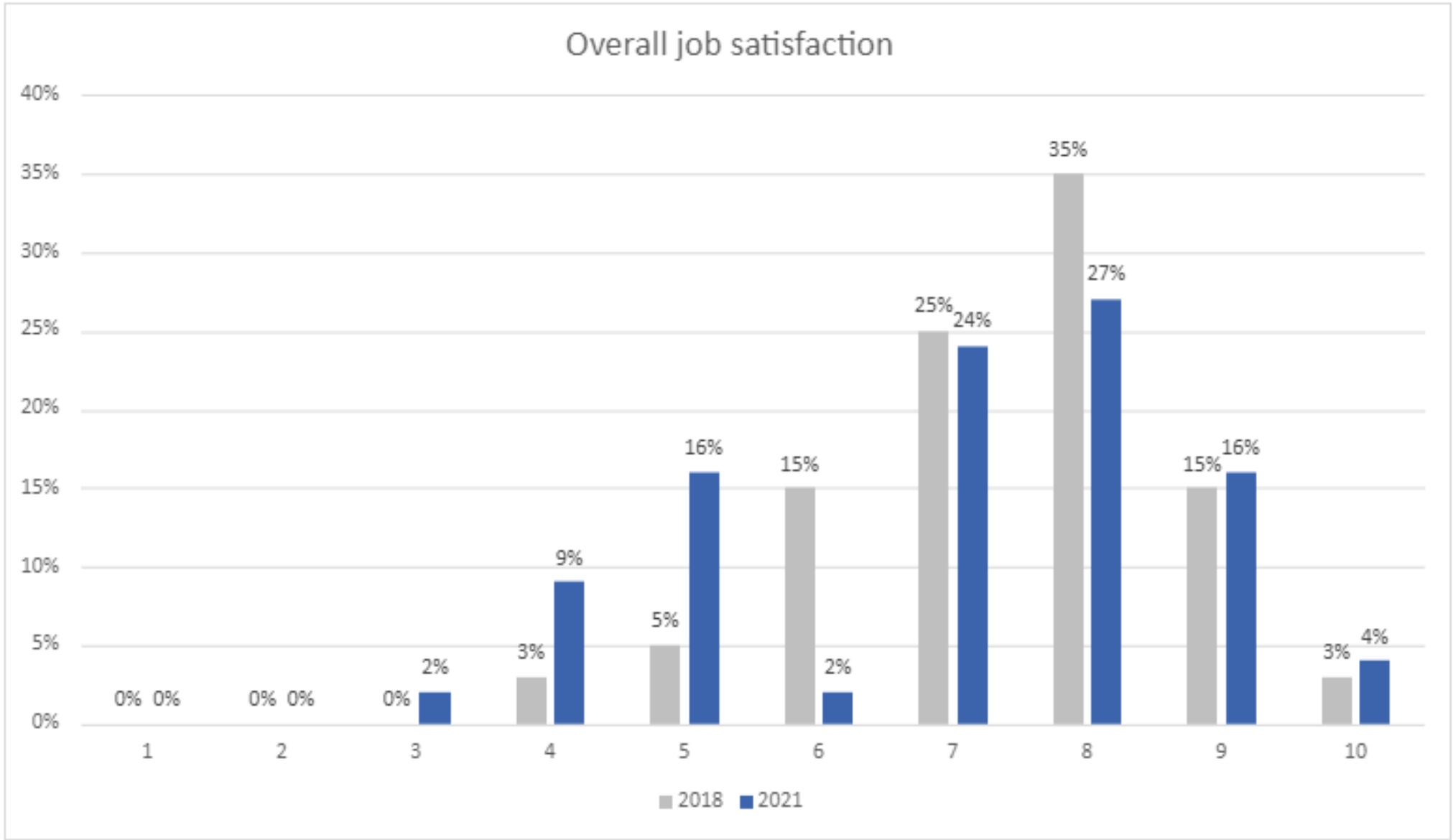

Taking everything into account, how satisfied are you with your current job position?
2%
9%
16%
2%
24%
27%
16%
4%
Very unsatisfied
2
3
4
5
6
7
8
9
Very satisfied
N 45
73%


Overall job satisfaction
40%
35%
30%
25%
20%
15%
10%
5%
0%
0% 0%
0% 0%
0%
2%
3%
9%
5%
16%
15%
2%
25%
24%
35%
27%
15%
16%
3%
4%
1
2
3
4
5
6
7
8
9
10
2018
2021

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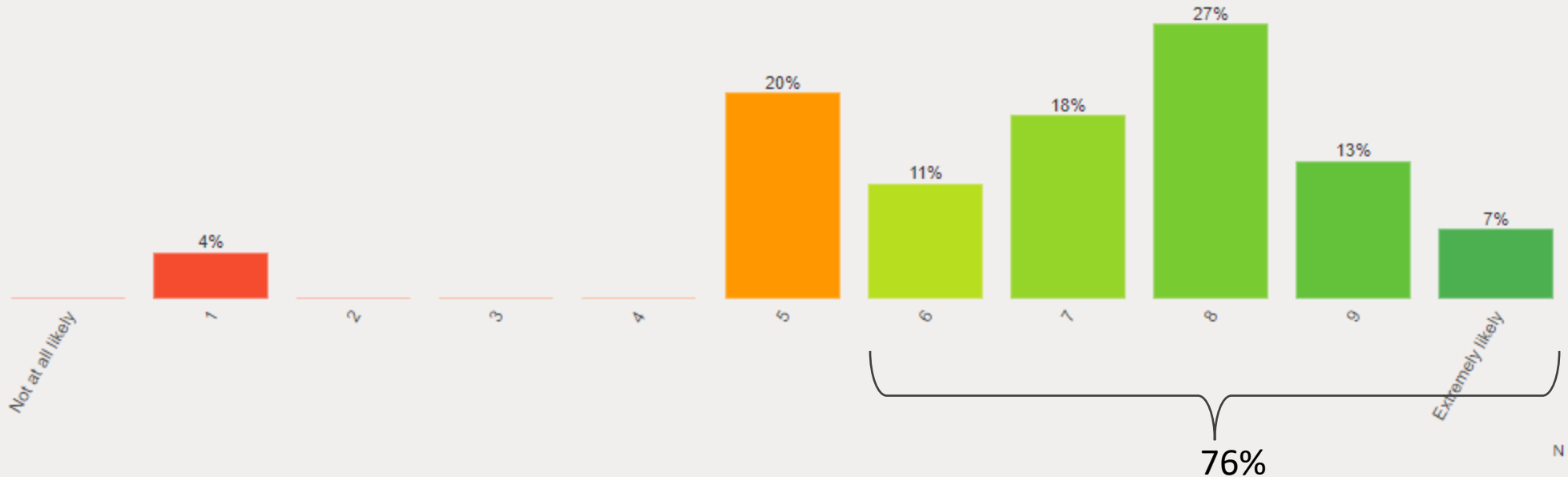
Based on your experience with your company, how likely are you to recommend your company to friends or acquaintances currently looking for work?



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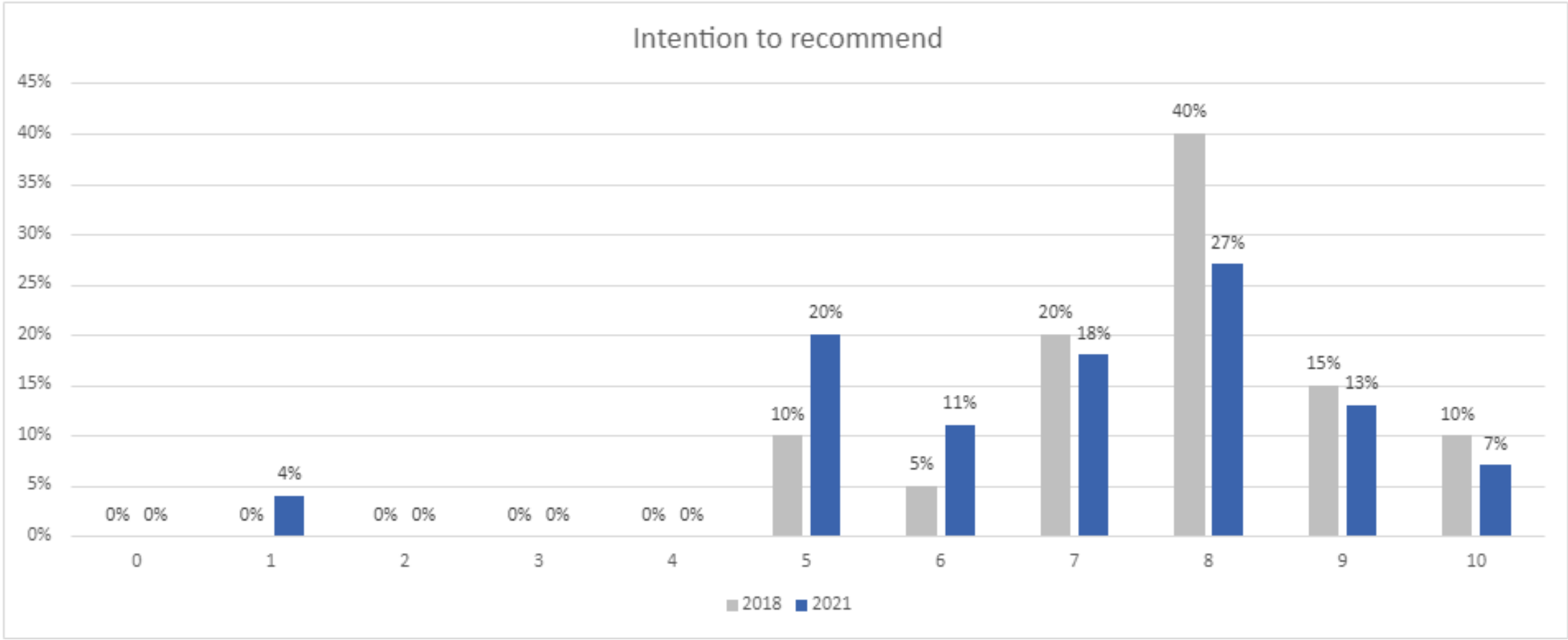
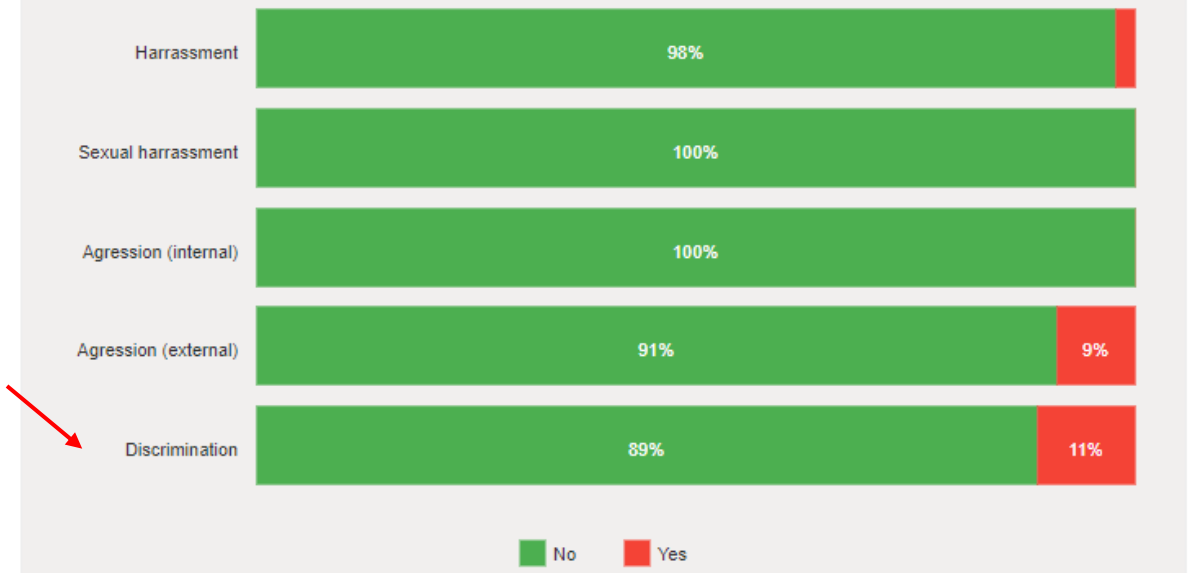

Intention to recommend
45%
40%
35%
30%
25%
20%
15%
10%
5%
0%
0% 0%
0% 4%
0% 0%
0% 0%
0% 0%
10% 20%
5% 11%
20% 18%
40% 27%
15% 13%
10% 7%
0
1
2
3
4
5
6
7
8
9
10
2018
2021

Well-being Indicators

Unwanted Behavior At Work

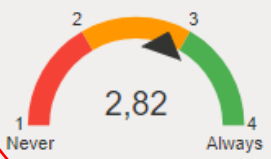


N 45

Motivation

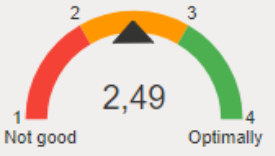
Stress

Coping stress



Intention to leave

Work Life Balance



N 45

Psychosocial risks

Labour organisation

- Structure ↑
- Say ↓
- Culture ↑
- Policy ↓
- Job security ↑

Job content

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

Terms of employment

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

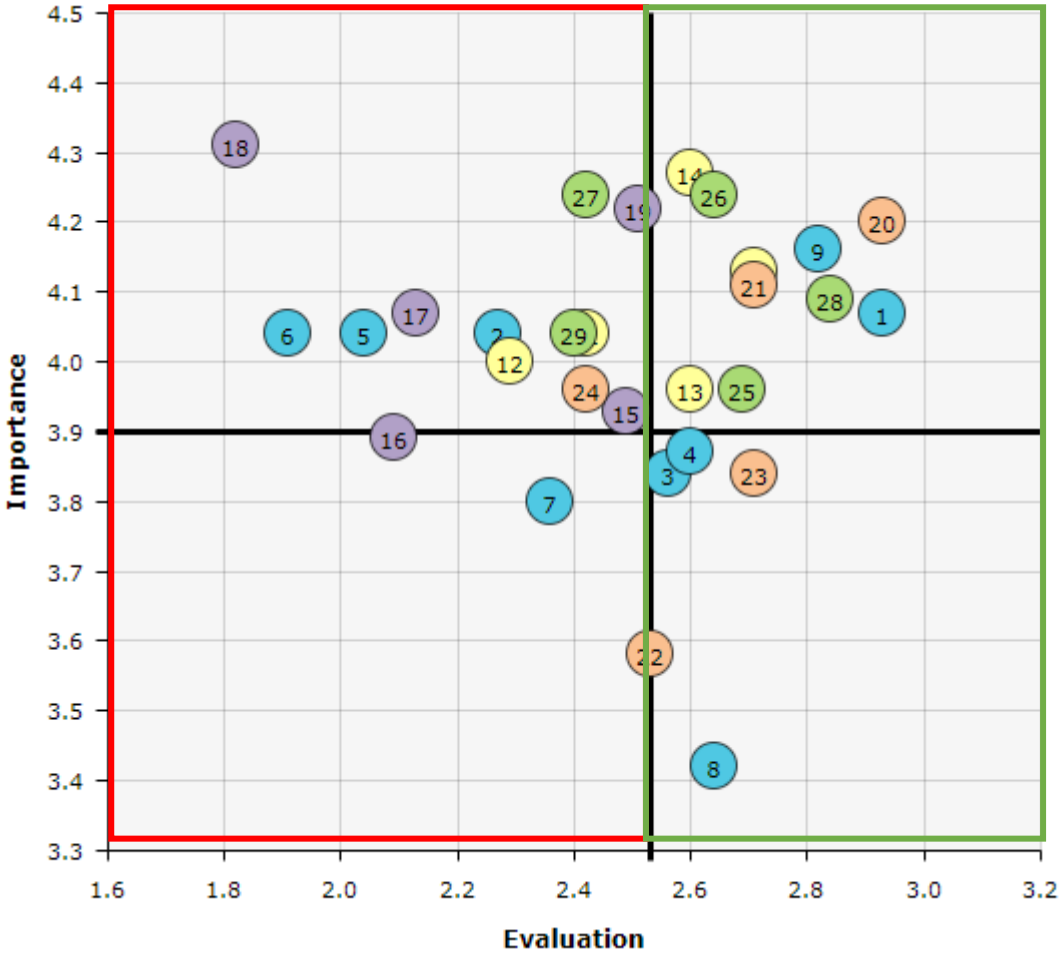
Workplace conditions

- Safety ↑
- Climate control ↓
- Work equipment ↑

Job related interpersonal relations

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

Results: Lux TP



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

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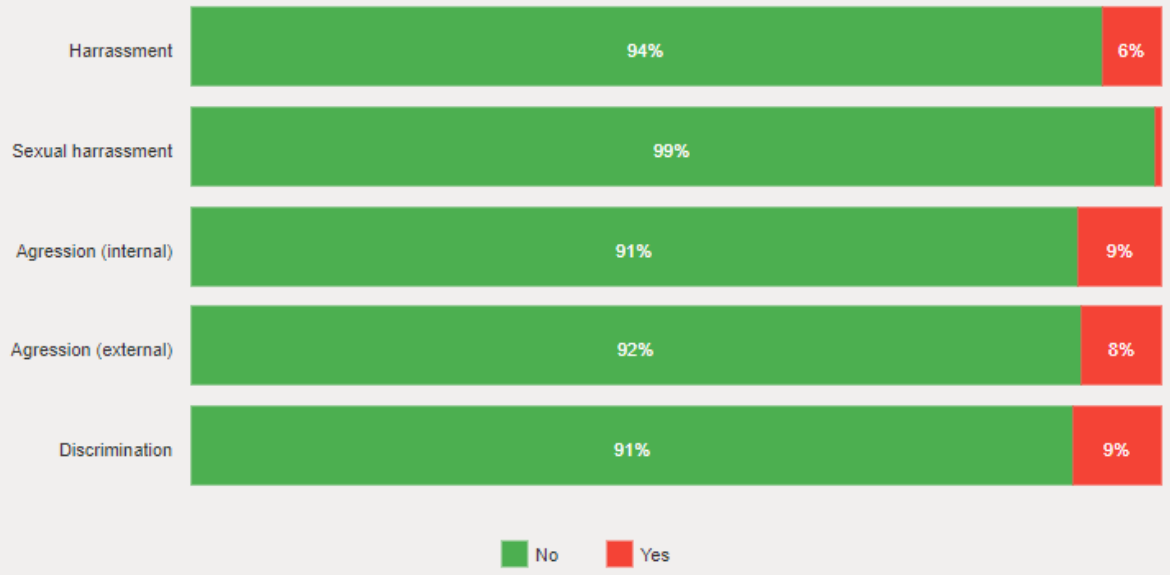
BESIX Group all

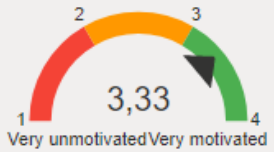
Well-being Indicators

Unwanted Behavior At Work



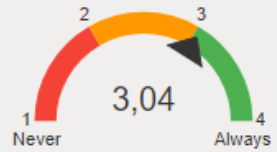
N 2,6k

Motivation



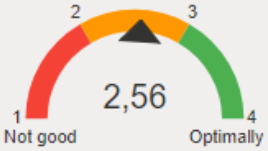
Stress

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 Manager >< Non-Manager

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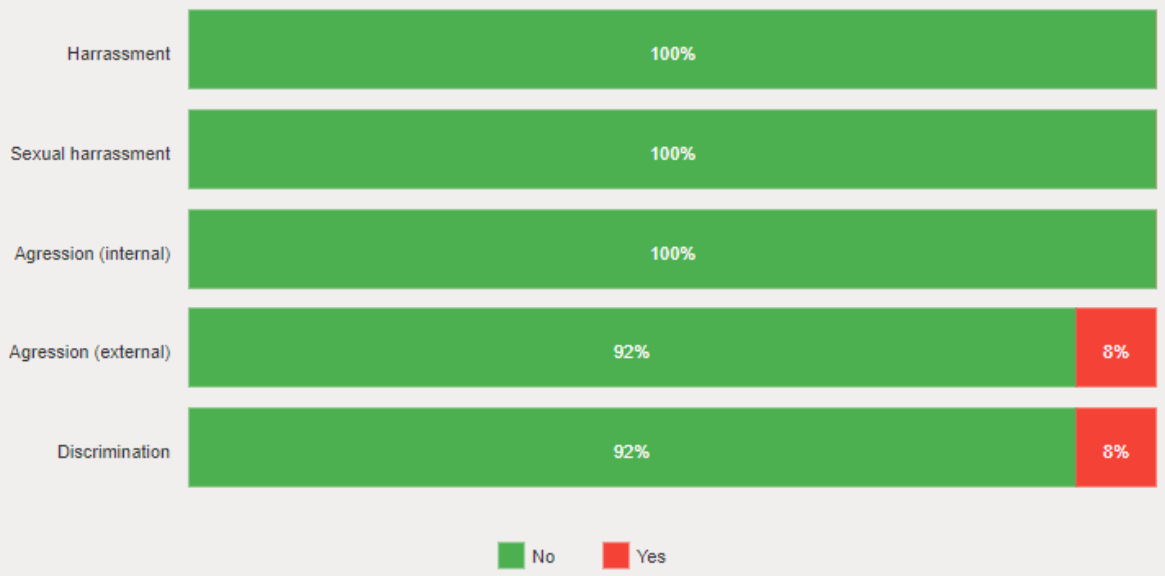
Manager

Well-being Indicators

Unwanted Behavior At Work

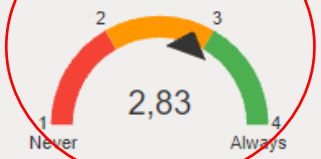


N 12

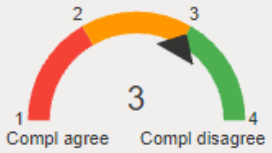
Motivation

Stress

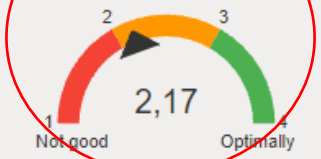
Coping stress



Intention to leave



Work Life Balance



N 12

Psychosocial risks

Labour organisation

- Job security ↑
- Structure ↓
- Say ↓
- Policy ↓
- Culture ↓

Job content

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

Terms of employment

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

Workplace conditions

- Safety ↑
- Work equipment ↑

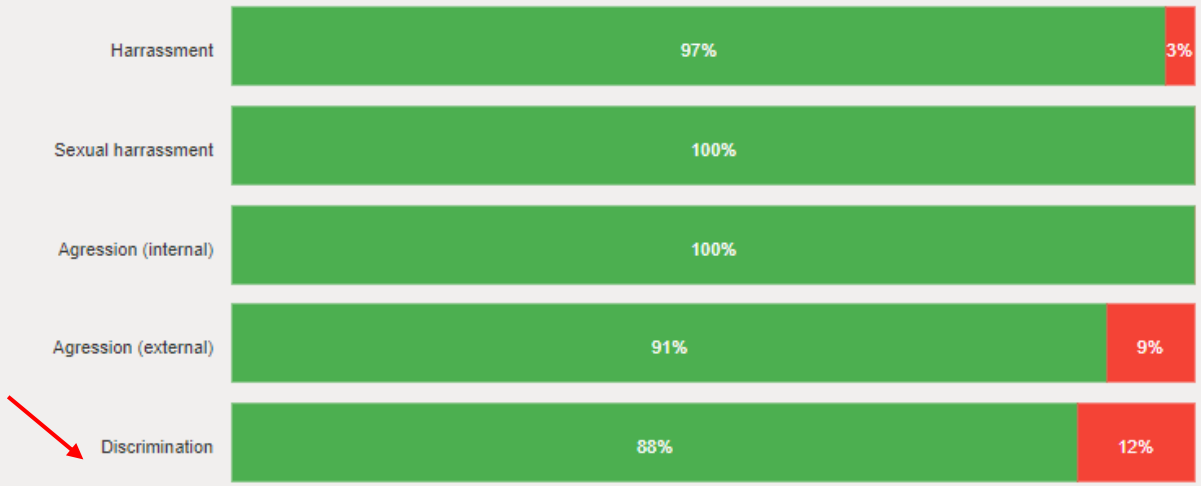
Job related interpersonal relations

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

No Manager

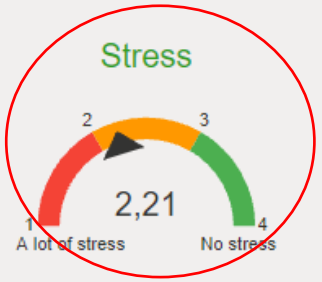
Well-being Indicators

Unwanted Behavior At Work



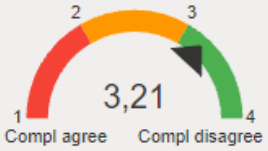
Motivation

Stress

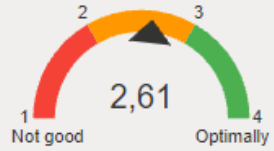


Coping stress

Intention to leave



Work Life Balance



Psychosocial risks

Labour organisation

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

Job content

- Variation ↑
- Task division ↓
- Complexity ↑
- Work pressure ↓
- Independence ↑
- Mental strain ↓

Terms of employment

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

Workplace conditions

- Safety ↑
- Climate control ↓
- Work equipment ↑

Job related interpersonal relations

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

Results Module Change

Department
Company
Individual
Many changes in the organisation
11%
27%
42%
13%
7%
Many changes - organisation level
15%
33%
34%
15%
3%
Sufficiently informed
9%
40%
29%
16%
7%
Sufficiently informed - organisa...
8%
38%
35%
14%
5%
Sufficiently involved
2%
38%
38%
11%
11%
Sufficiently involved - organisa...
7%
27%
40%
19%
7%
Good handling of changes
4%
56%
29%
9%
2%
Handing changes - organisation l...
7%
35%
45%
10%
3%
Understanding why
11%
51%
33%
4%
Understanding why - organisation...
11%
40%
39%
8%
2%
Content of tasks remains the same
2%
33%
36%
22%
7%
Content will remain - organisat...
9%
39%
30%
19%
3%
Reassured about job future
9%
51%
33%
4%
2%
eassured about job future - org...
15%
43%
28%
10%
4%
Coping with change
13%
62%
20%
4%
Cope with change - organisation ...
24%
55%
17%
3%
Long-term work
13%
38%
33%
11%
4%
Long-term work - organisation level
26%
42%
23%
6%
2%
50%
Completely agree
Agree
Neutral
Disagree
Completely disagree

Results Module Leadership

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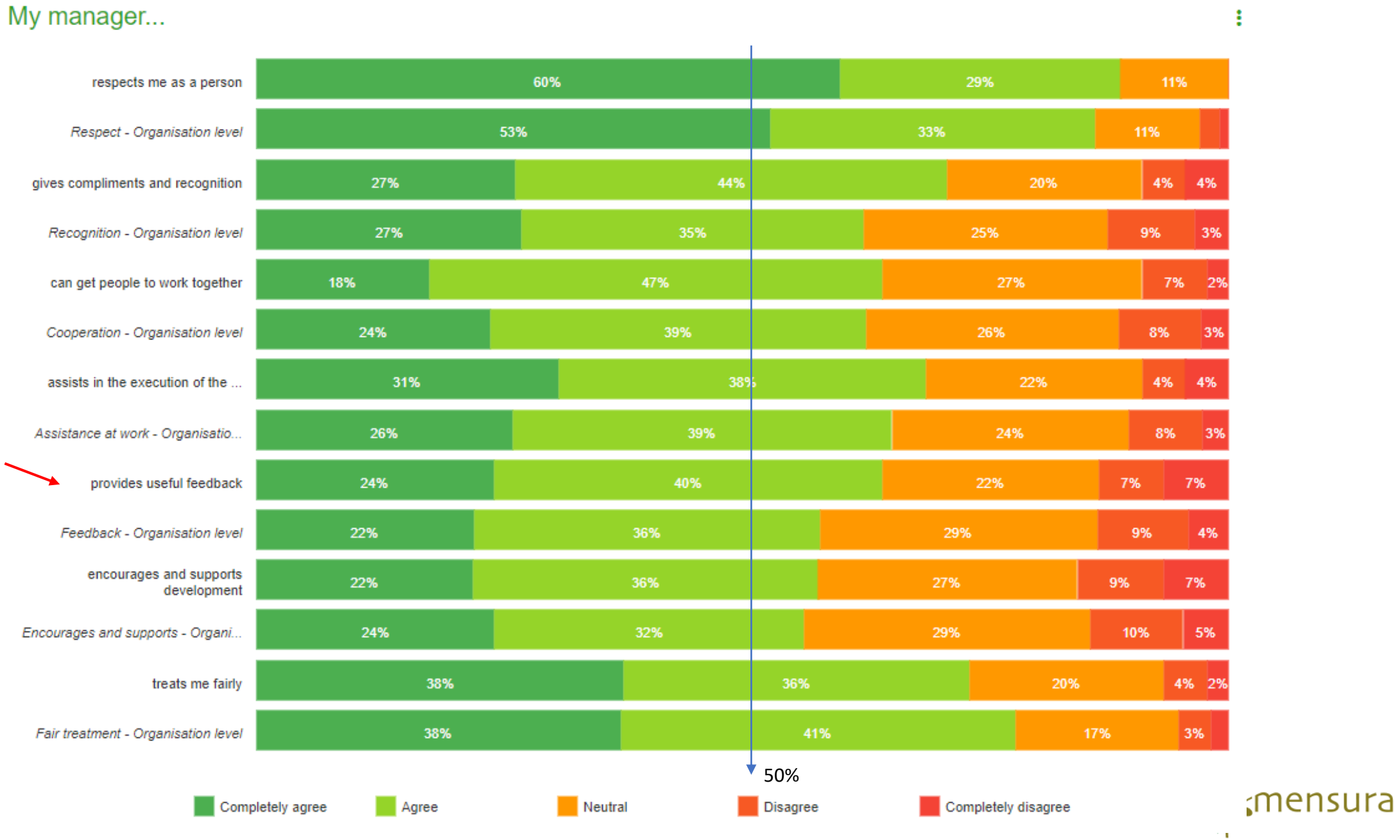
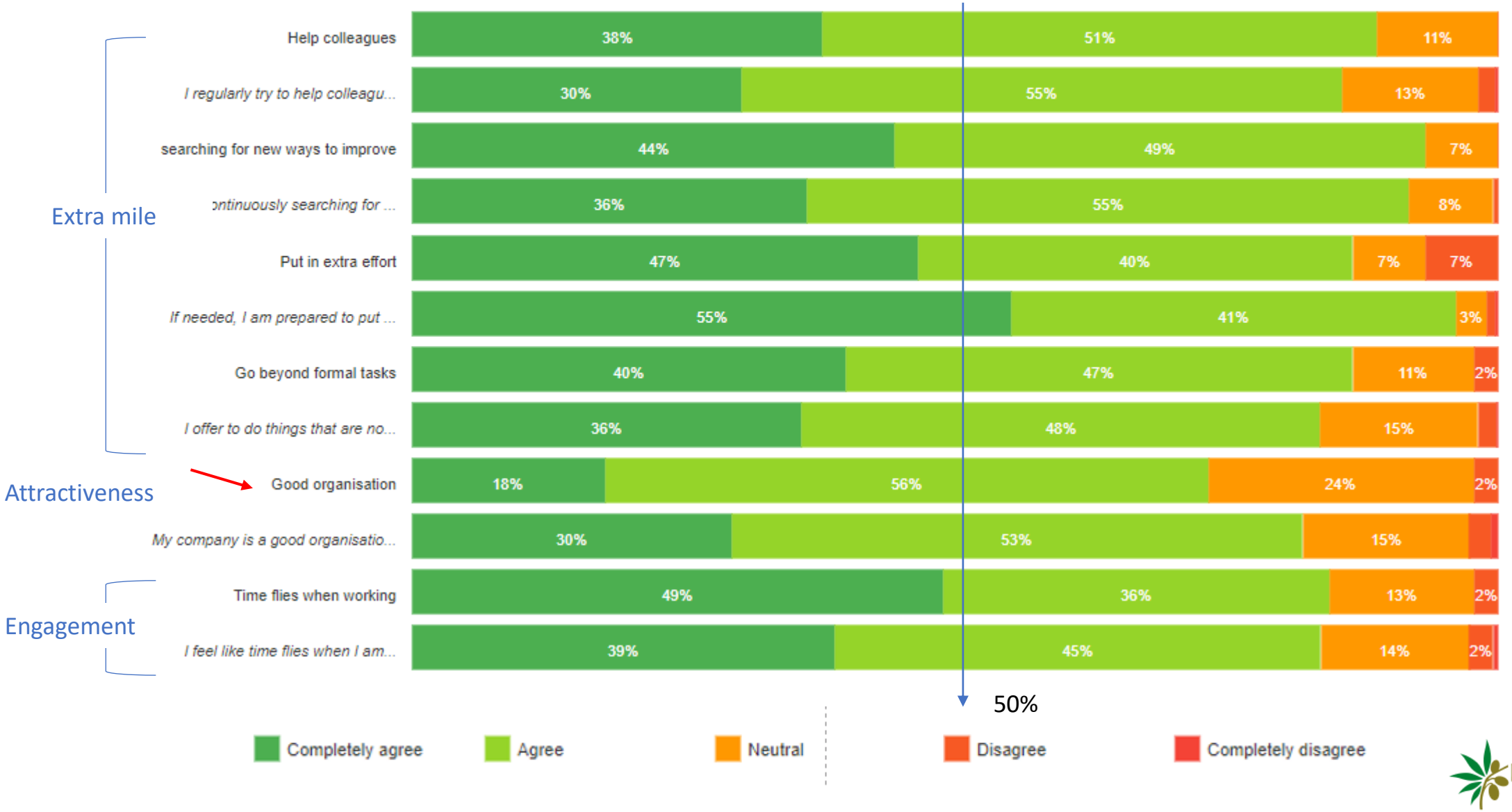

My manager...
respects me as a person
60%
29%
11%
Respect - Organisation level
53%
33%
11%
gives compliments and recognition
27%
44%
20%
4%
4%
Recognition - Organisation level
27%
35%
25%
9%
3%
can get people to work together
18%
47%
27%
7%
2%
Cooperation - Organisation level
24%
39%
26%
8%
3%
assists in the execution of the ...
31%
38%
22%
4%
4%
Assistance at work - Organisatio...
26%
39%
24%
8%
3%
provides useful feedback
24%
40%
22%
7%
7%
Feedback - Organisation level
22%
36%
29%
9%
4%
encourages and supports development
22%
36%
27%
9%
7%
Encourages and supports - Organi...
24%
32%
29%
10%
5%
treats me fairly
38%
36%
20%
4%
2%
Fair treatment - Organisation level
38%
41%
17%
3%
50%
Completely agree
Agree
Neutral
Disagree
Completely disagree

Results Extra Module

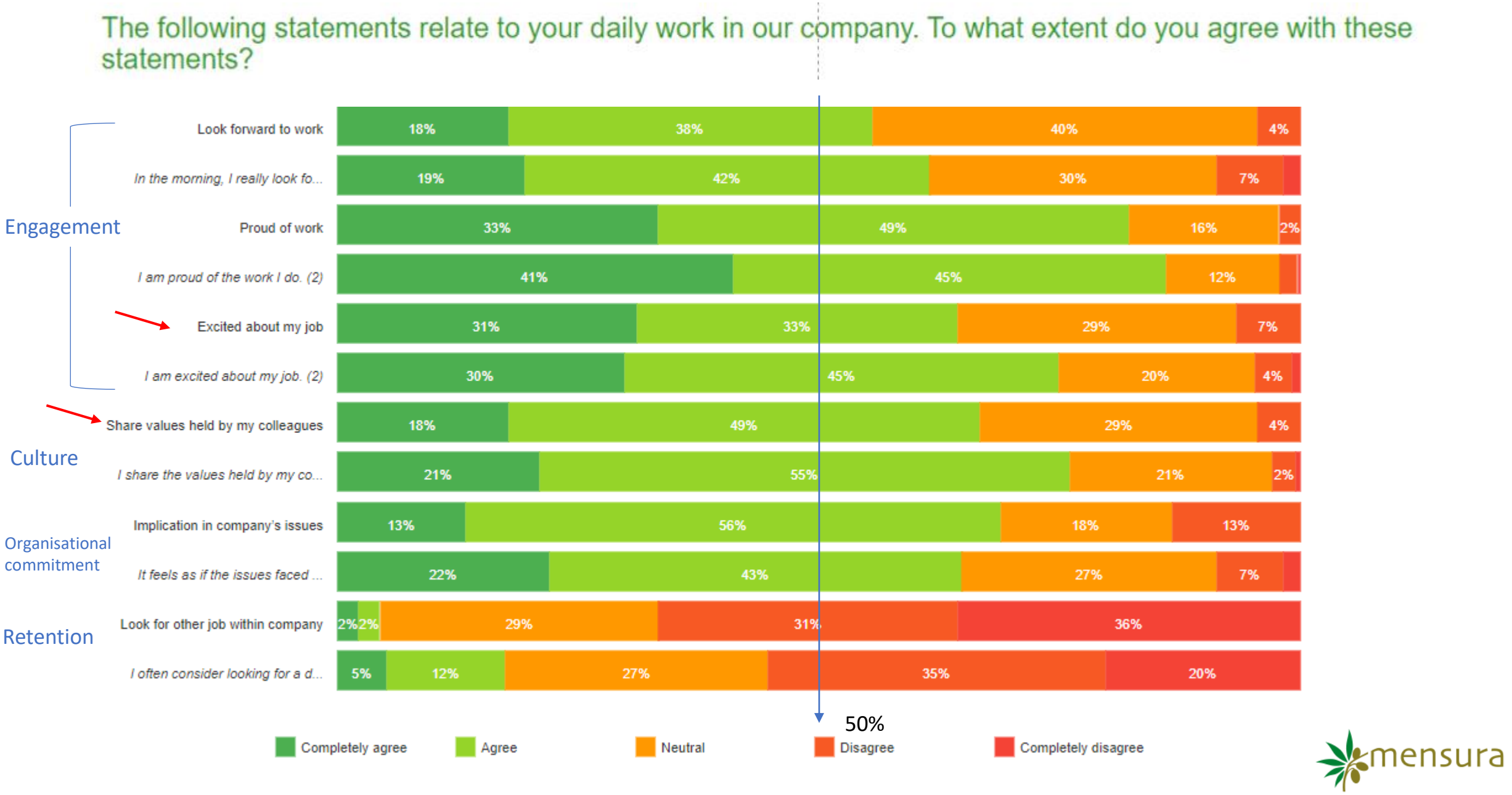
mensura

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



mensura

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



Covid

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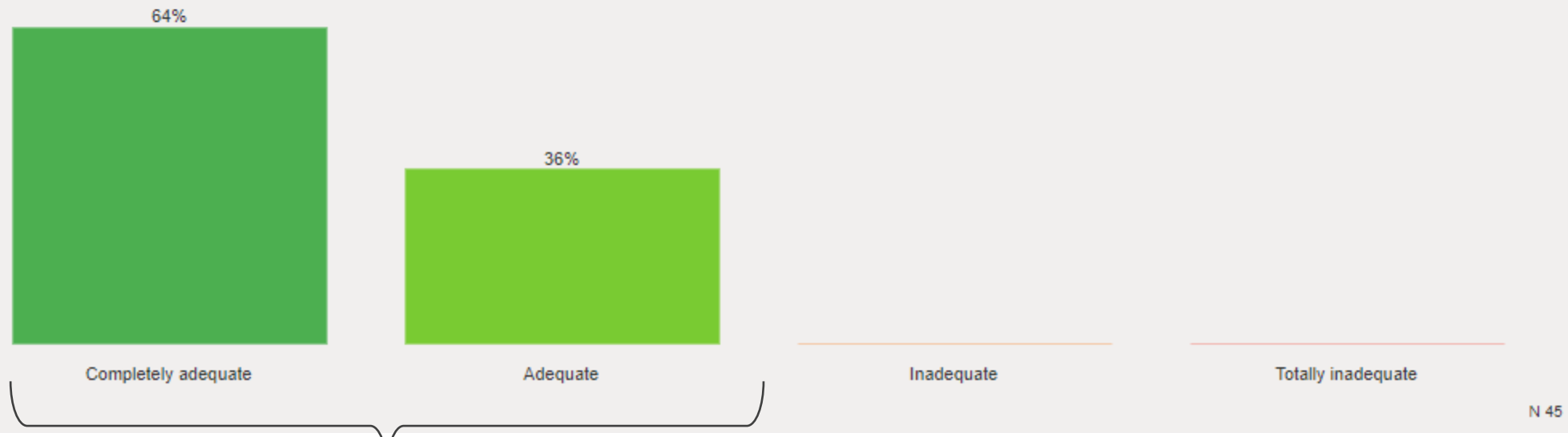
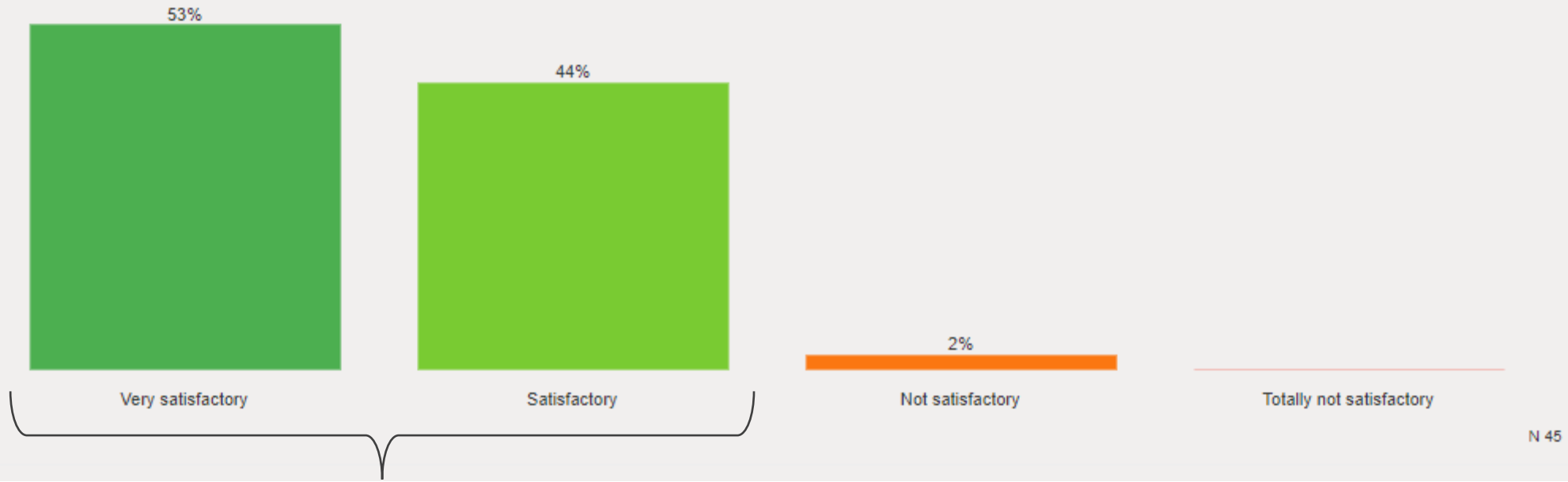
In the context of the Covid-19 pandemic, your company implemented sanitary measures in your workplace. Do you feel that these measures are adequate to keep you safe?



97%

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?



97%

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Conclusions – Action plans & Timeline

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What should we learn from the results of this survey?

- Higher stress & less coping with stress than Group average
- Lower Satisfaction rate & NPS than in 2018
- Discrimination – especially Non-Managers, linked to work conditions
- Managers have issues linked to work organisation : structure, policies, culture
- Be careful with discrimination
- Women population too small to be able to assess their answers

► Evaluation, Training & Career development (support in development)

► Policies, atmosphere, right to speak, communication

Actions could be decided for those priorities

Timeline Risk & Engagement Survey 2021

Individual presentation of the results to Entities and departments

As from 05/10

Action plans to be taken following results

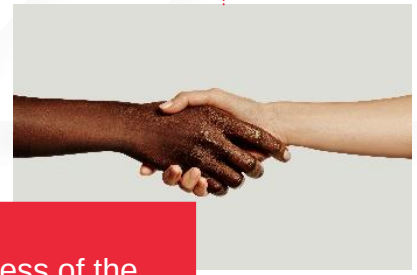
10-11/2021

Group overall + Local

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

12-2021

Mid-2022



Measuring the progress of the actions implemented begin 2022

Thank you ☺

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