

Engagement Survey 2021 – SONAR Report

People Department

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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

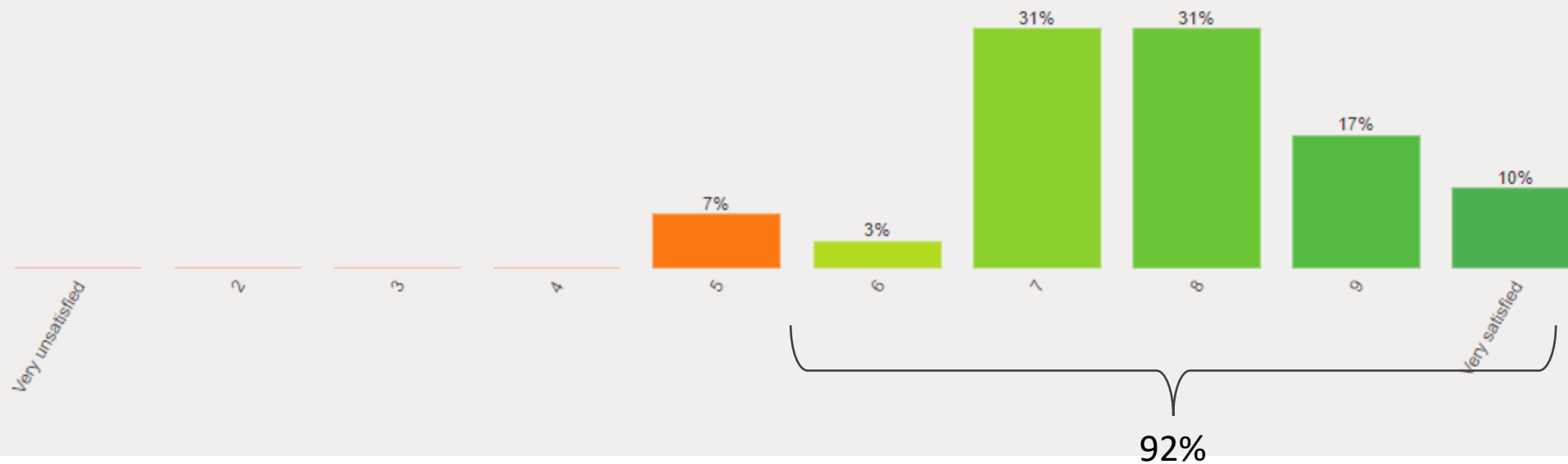


Satisfaction & Net Promoter Score

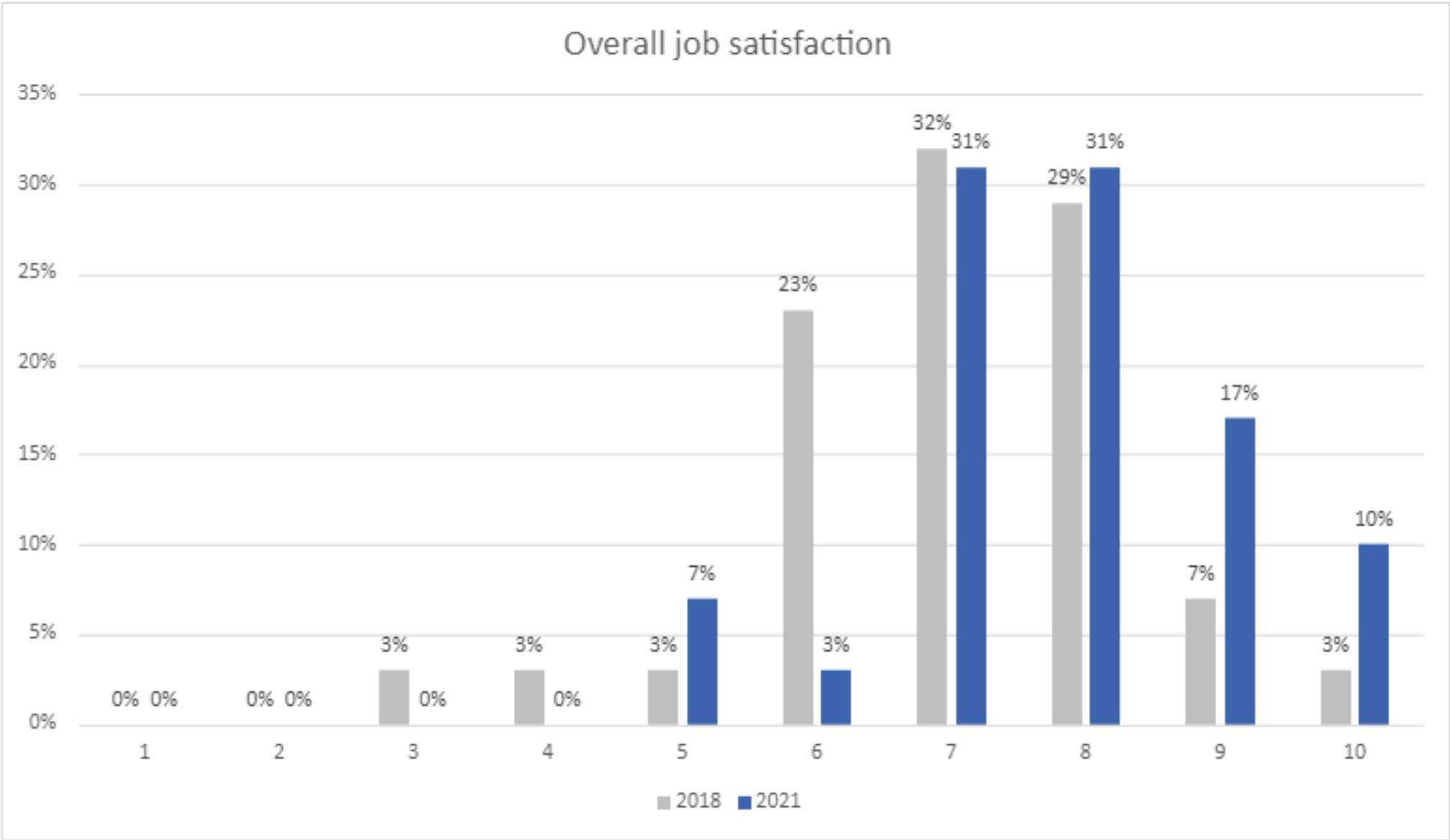


Satisfaction

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



Satisfaction
2018><2021

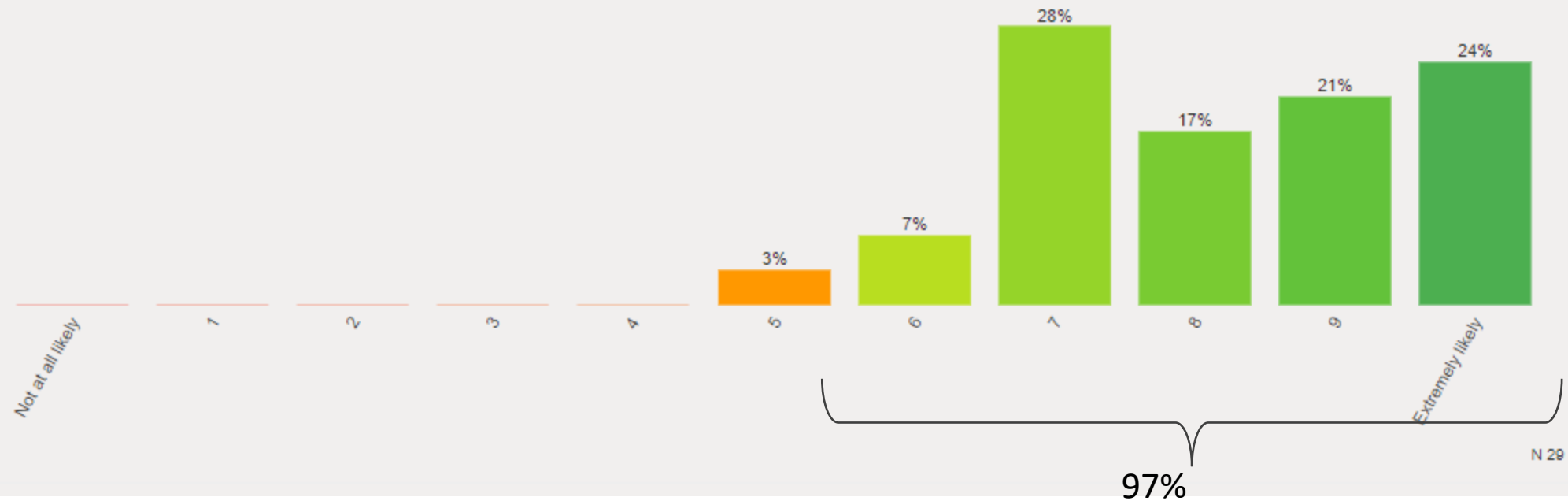


* QHSE included in 2018



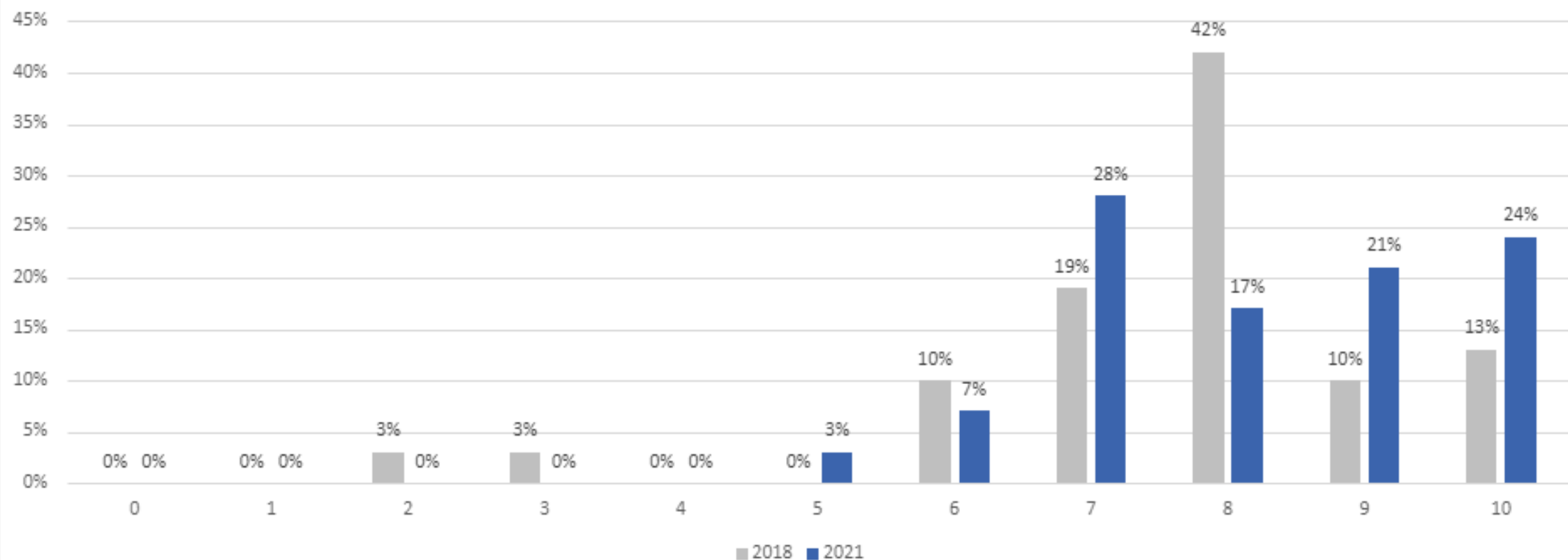
NPS

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



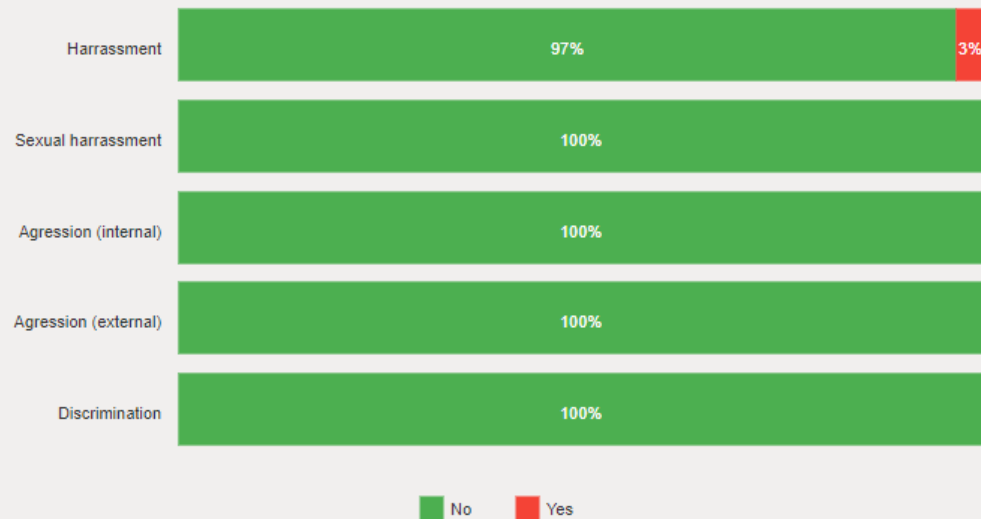
NPS 2018 >< 2021

Intention to recommend



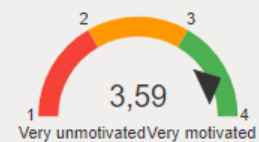
Well-being Indicators

Unwanted Behavior At Work



N 29

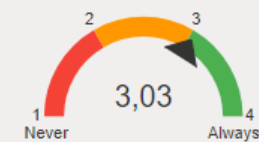
Motivation



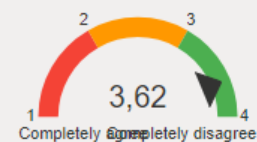
Stress



Coping stress



Intention to leave



Work Life Balance



N 29

Psychosocial risks

Labour organisation



Structure ↑
CultureSay ↑
Culture ↑
Job security ↑

Job content



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

Terms of employment



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

Workplace conditions



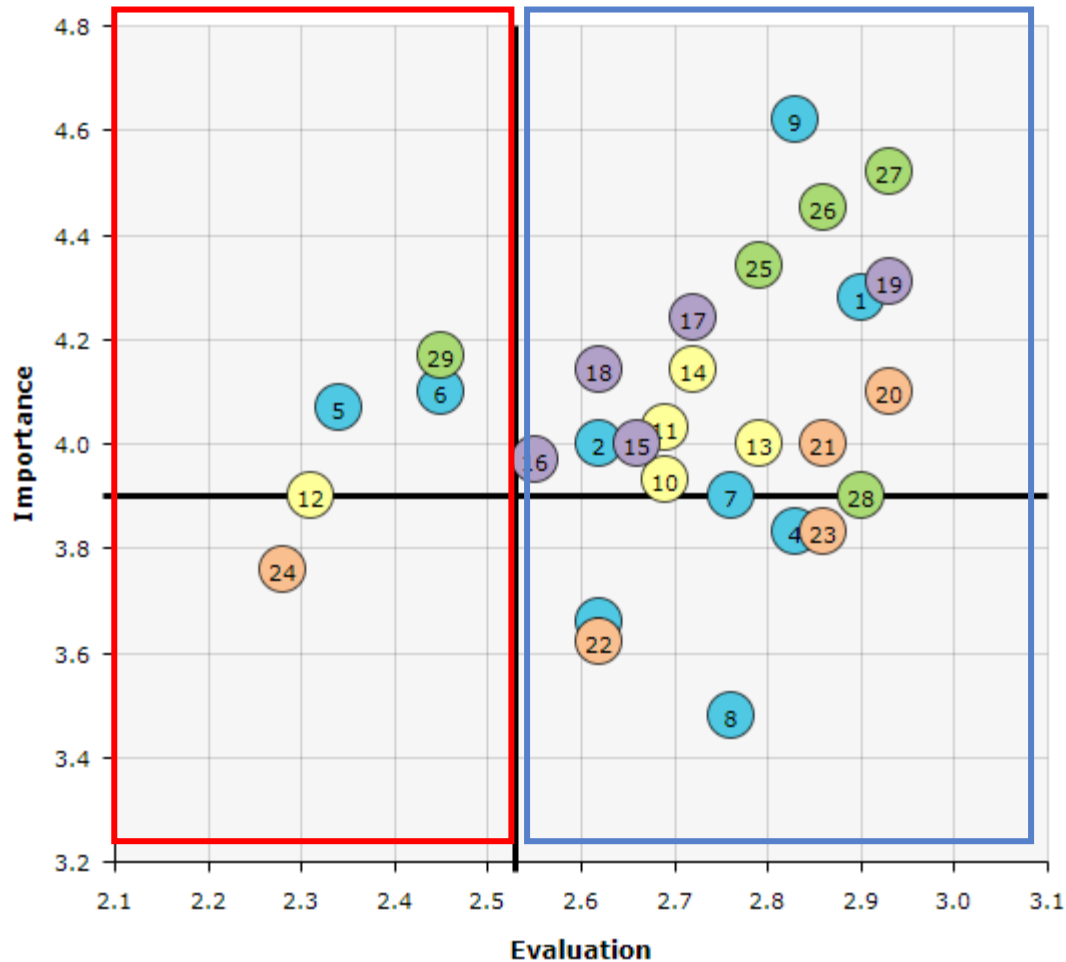
Safety ↑
Work equipment ↑

Job related interpersonal relations



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

Results: Corporate People



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

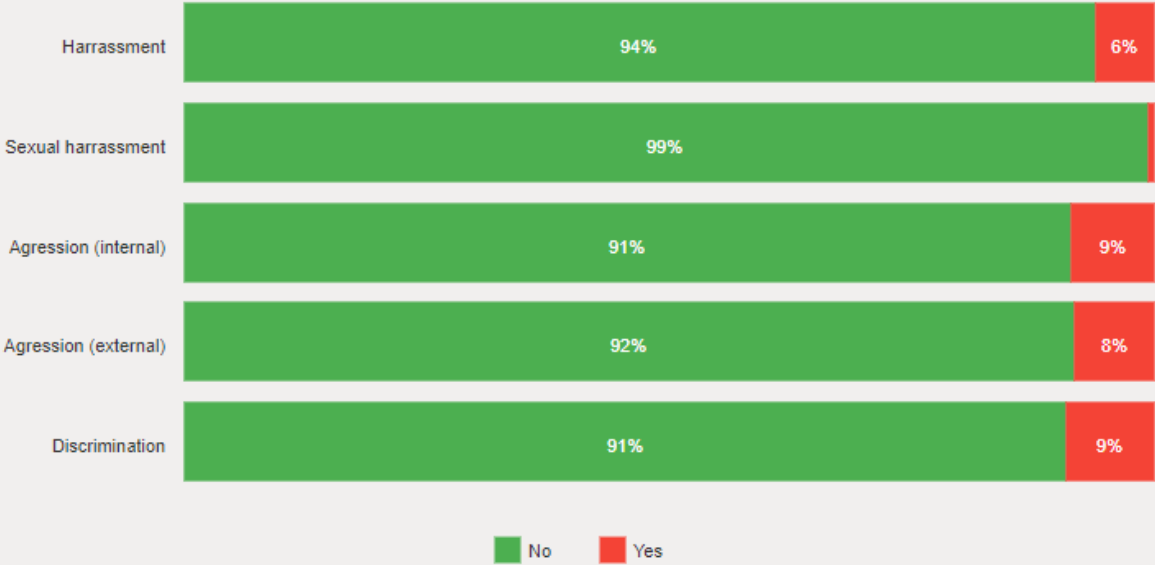
Job related Interpersonal relations

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

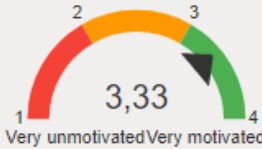
Well-being Indicators

Unwanted Behavior At Work



N 2,6k

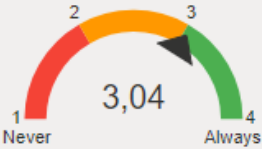
Motivation



Stress



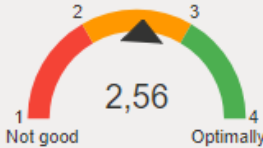
Coping stress



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

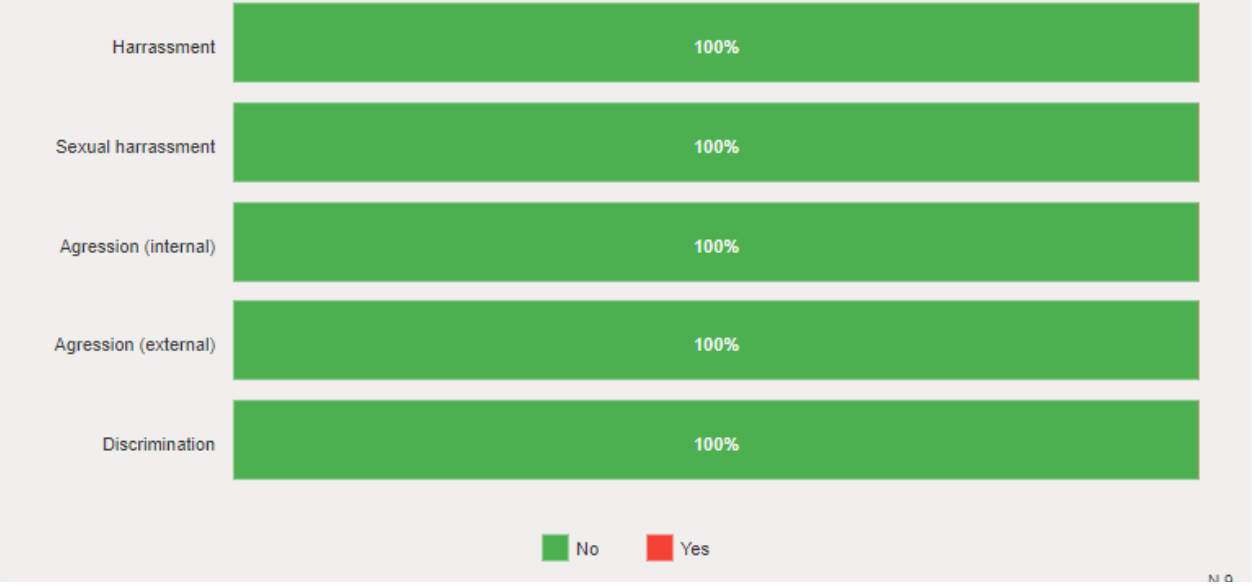


Support of colleagues
Support of superior

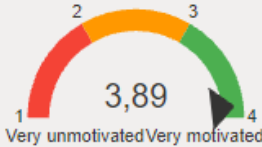
Results Manager >< Non-Manager



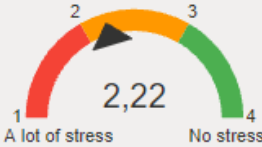
Unwanted Behavior At Work



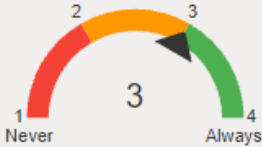
Motivation



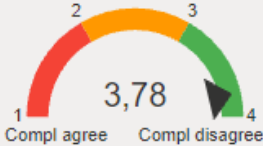
Stress



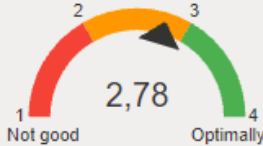
Coping stress



Intention to leave



Work Life Balance



Psychosocial risks

Labour organisation



Job content



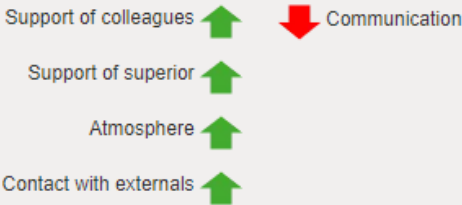
Terms of employment



Workplace conditions



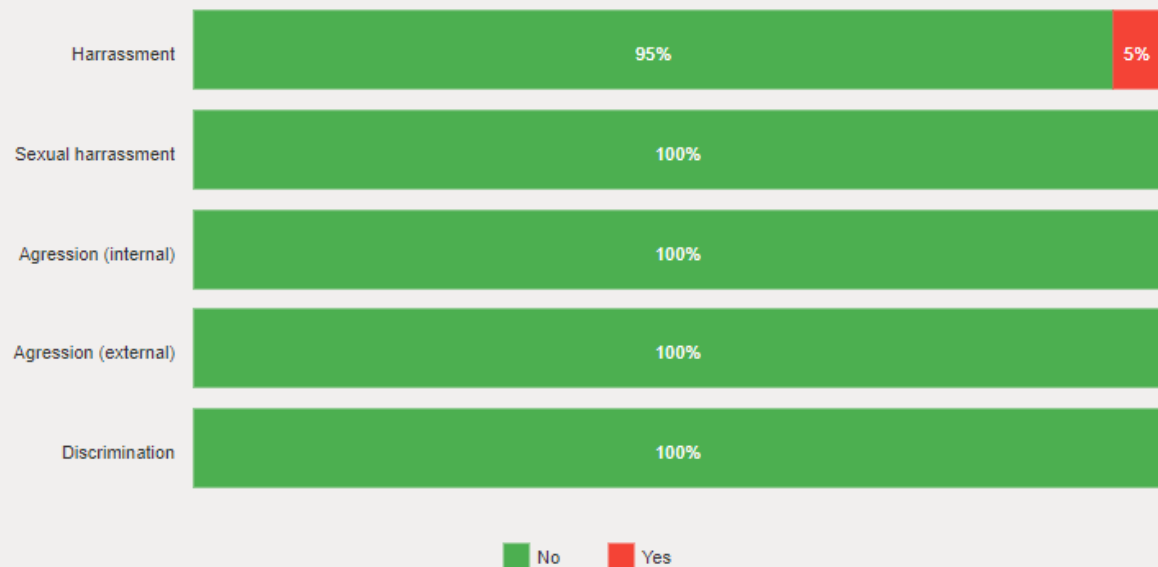
Job related interpersonal relations



No Managers

Well-being Indicators

Unwanted Behavior At Work



N 20

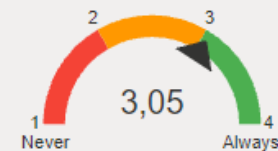
Motivation



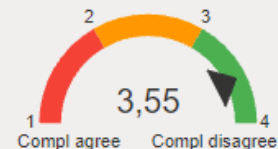
Stress



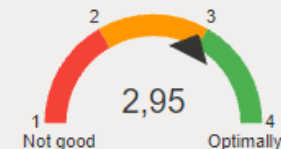
Coping stress



Intention to leave



Work Life Balance



N 20

Psychosocial risks

Labour organisation



Job security ↑

Job content



Variation ↑ Work pressure ↓

Mental strain ↑

Independence ↑

Terms of employment



Training ↑

Evaluations ↑

Remuneration ↑

Holiday, working regime ↑

Workplace conditions



Safety ↑

Job related interpersonal relations



Support of colleagues ↑ Communication ↓

Support of superior ↑

Atmosphere ↑

Results Module Change





Department
Company

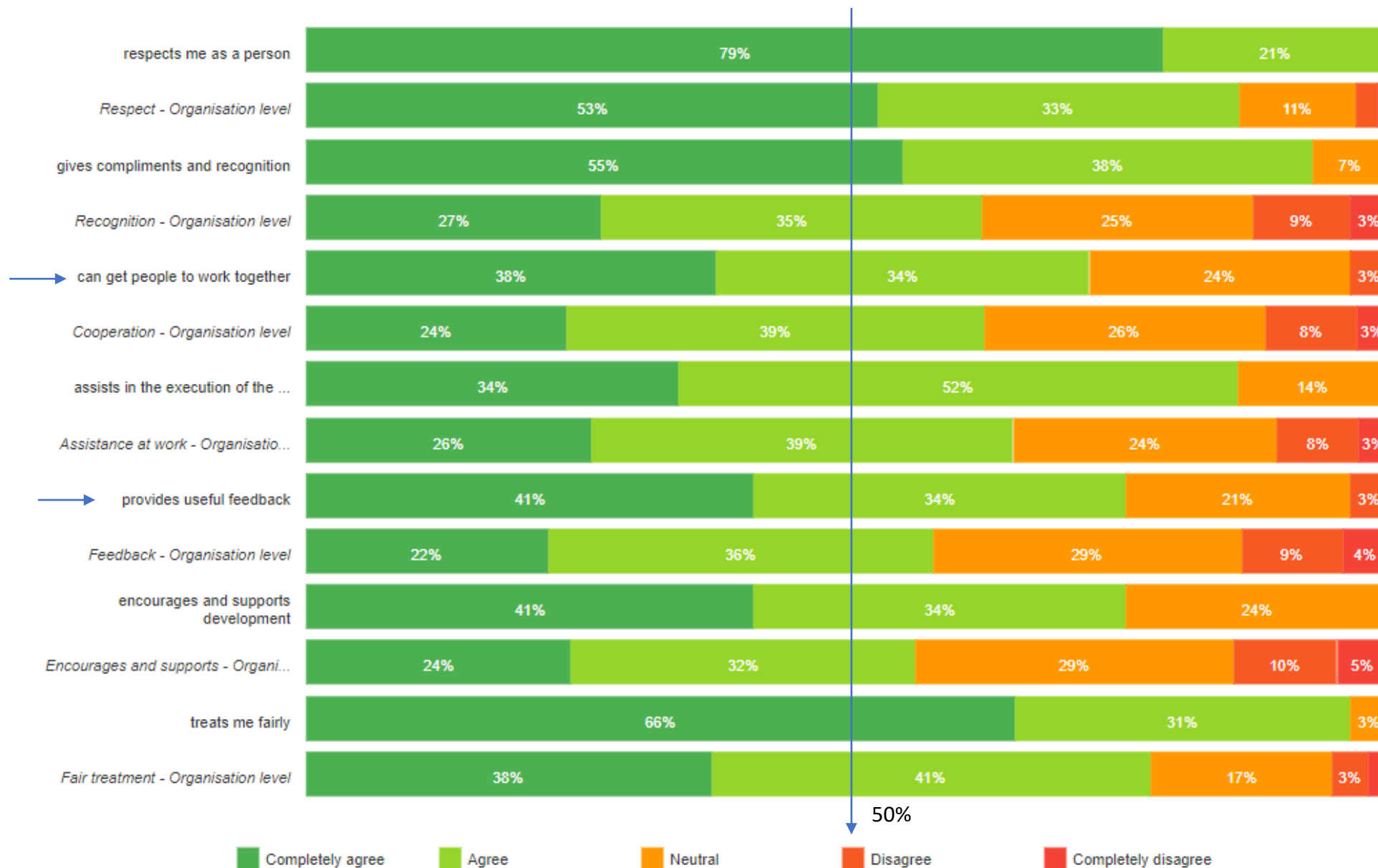
Individual



Results Module Leadership



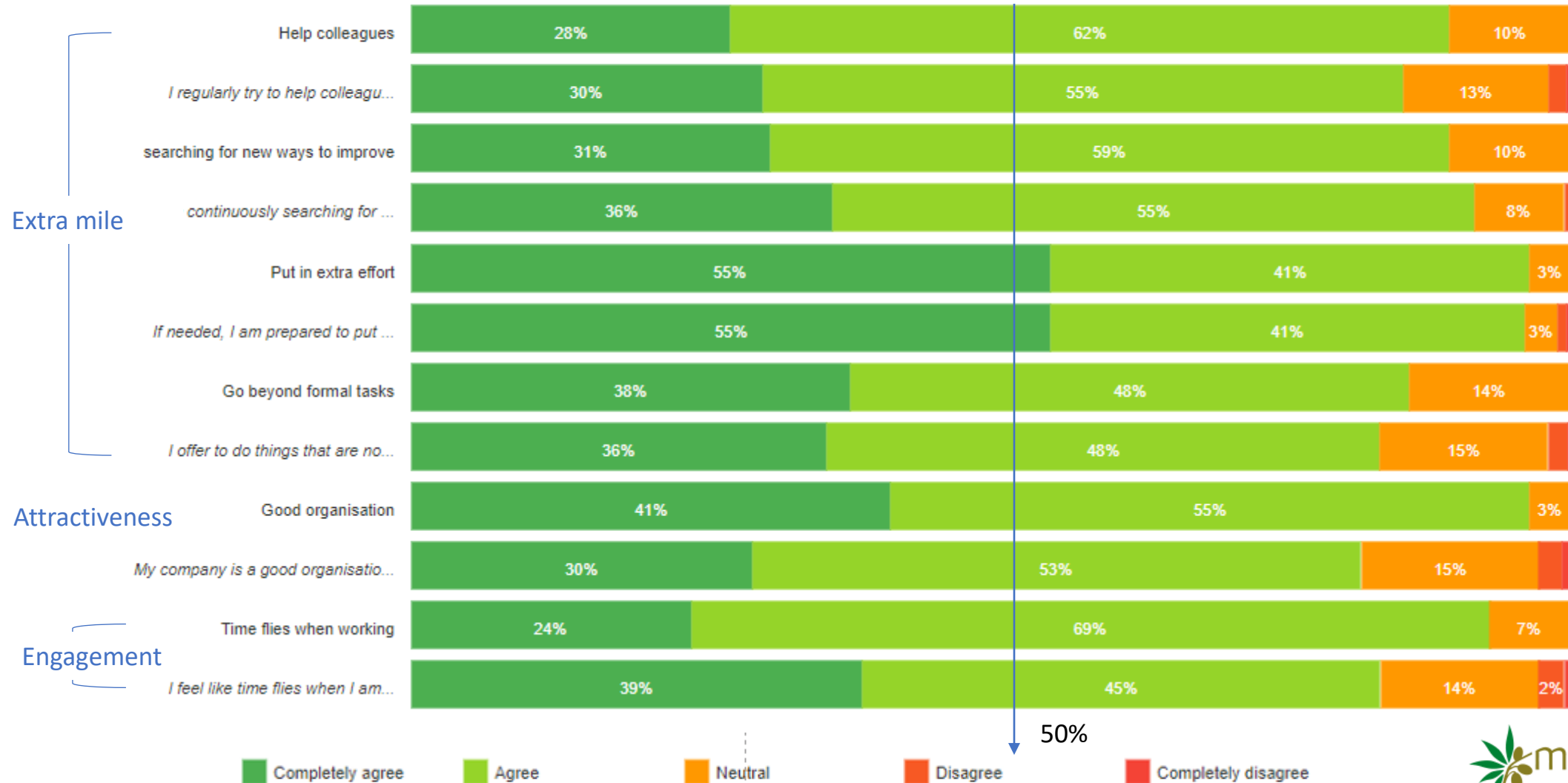
My manager...



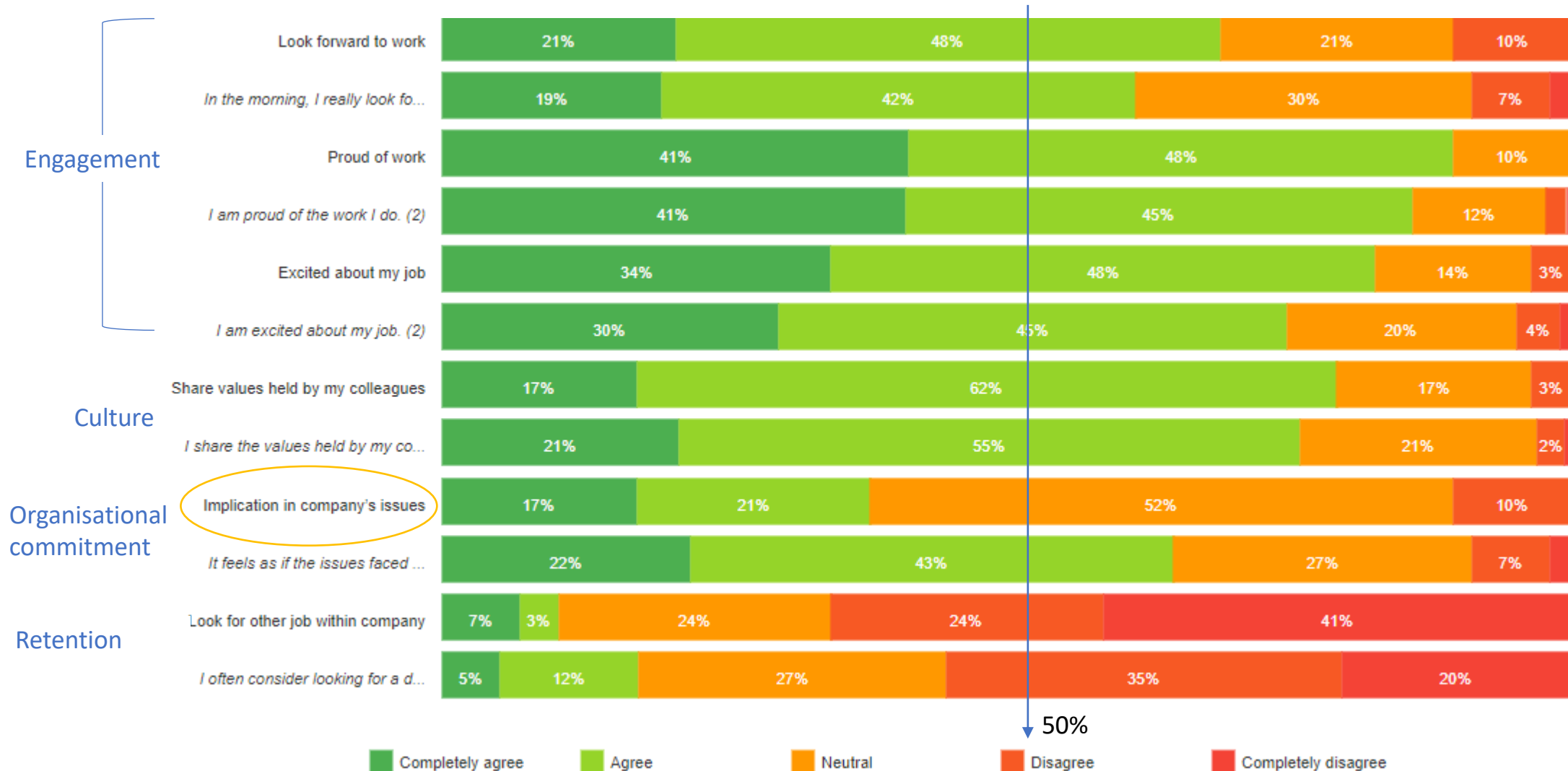
Results Extra Module



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



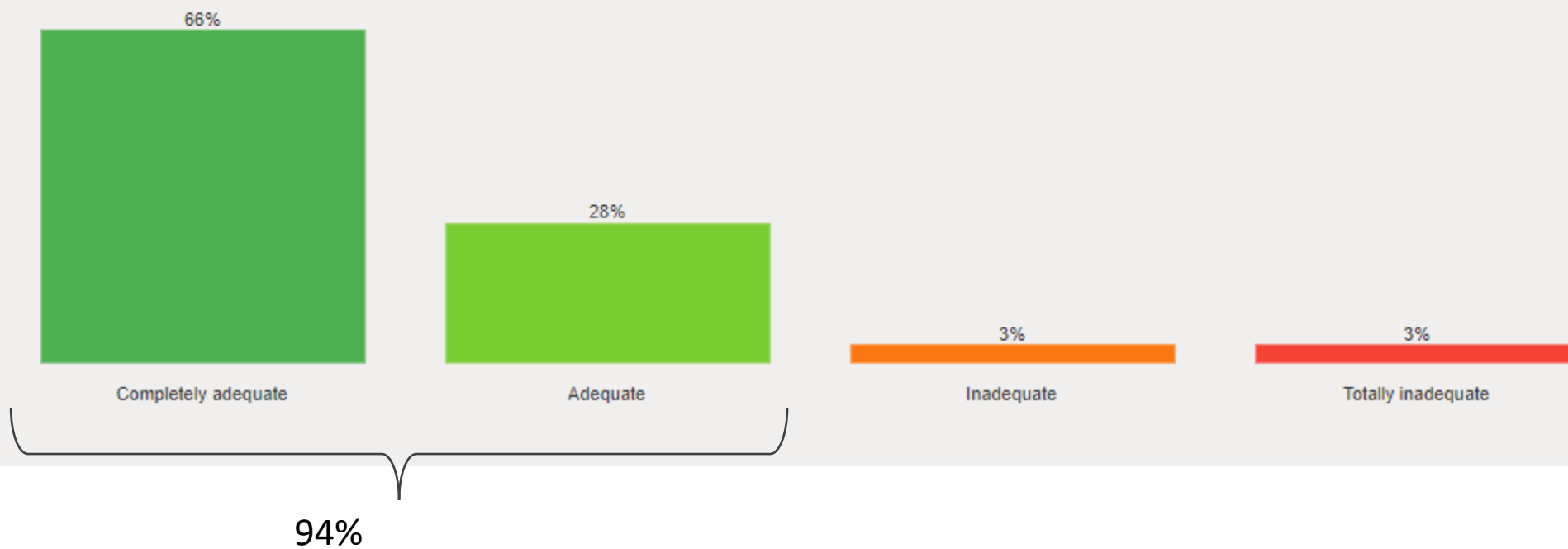
The following statements relate to your daily work in our company. To what extent do you agree with these statements?



Covid

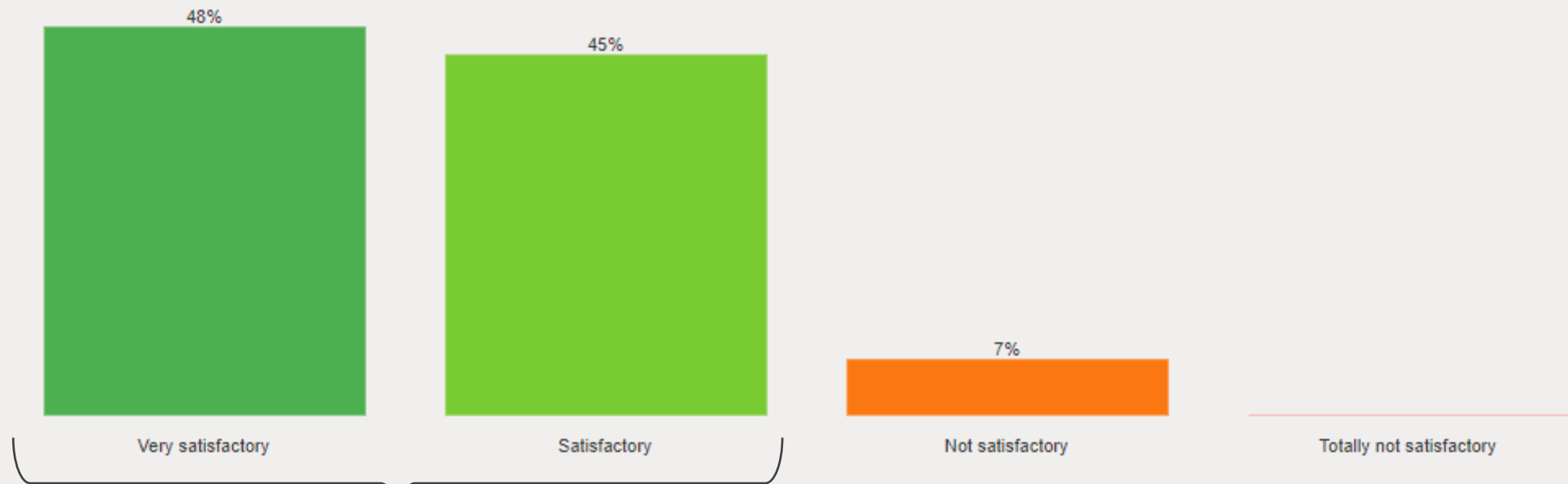


In the context of the Covid-19 pandemic, your company implemented sanitary measures in your workplace. Do you feel that these measures are adequate to keep you safe?



N 29

Still in the context of the Covid-19 pandemic, working measures (support from the manager, clarity of tasks, IT tools, etc.) have been taken. Do you consider these measures satisfactory to be able to continue working smoothly?




93%

N 29

Conclusions – Action plans & Timeline



What should we learn from the results of this survey?

- Proud to have such good results for the Engagement Survey 2021 
- People remain engaged and satisfied of their work/department and company (cfr 2018)
- NPS **Active** promotor score ++
- People department has many strong points to increase the well-being of their employees (work conditions & organisation)
- Less good scores are globally linked with work pressure (mental strain) & communication (sufficiently involved) & feedback (improve evaluation)

Action could be decided on those priorities

- Stress indicator is a bit high (managers & women more difficult to cope stress)
- Man population -> priorities on career opportunities and remuneration

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

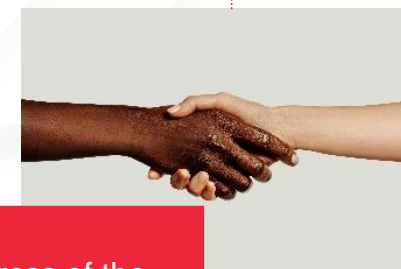
As from 05/10

Action plans to be taken following results



Group overall + Local

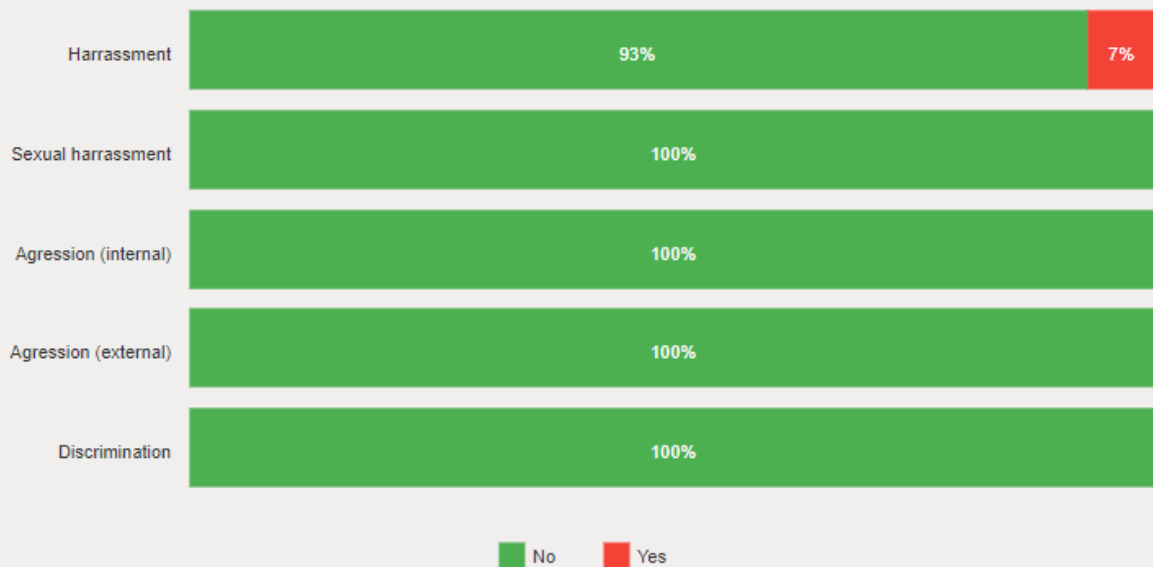
Measuring the progress of the actions implemented begin 2022



Thank you 😊

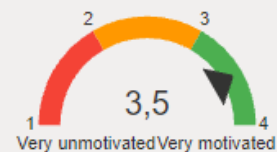


Unwanted Behavior At Work



N 14

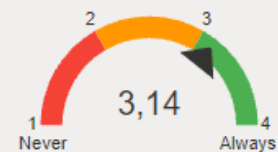
Motivation



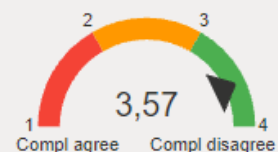
Stress



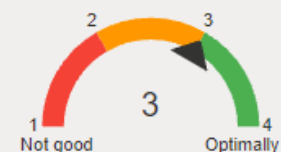
Coping stress



Intention to leave



Work Life Balance



N 14

Psychosocial risks

Labour organisation



Structure ↑ ↓ Policy

CultureSay ↑

Culture ↑

Job security ↑

Job content



Variation ↑ ↓ Work pressure

Task division ↑

Mental strain ↑

Emotional strain ↑

Terms of employment



Training ↑ ↓ Career Opportunities

Evaluations ↑ ↓ Remuneration

Holiday, working regime ↑

Workplace conditions



Safety ↑ ↓ Climate control

Work equipment ↑

Lighting ↑

Job related interpersonal relations



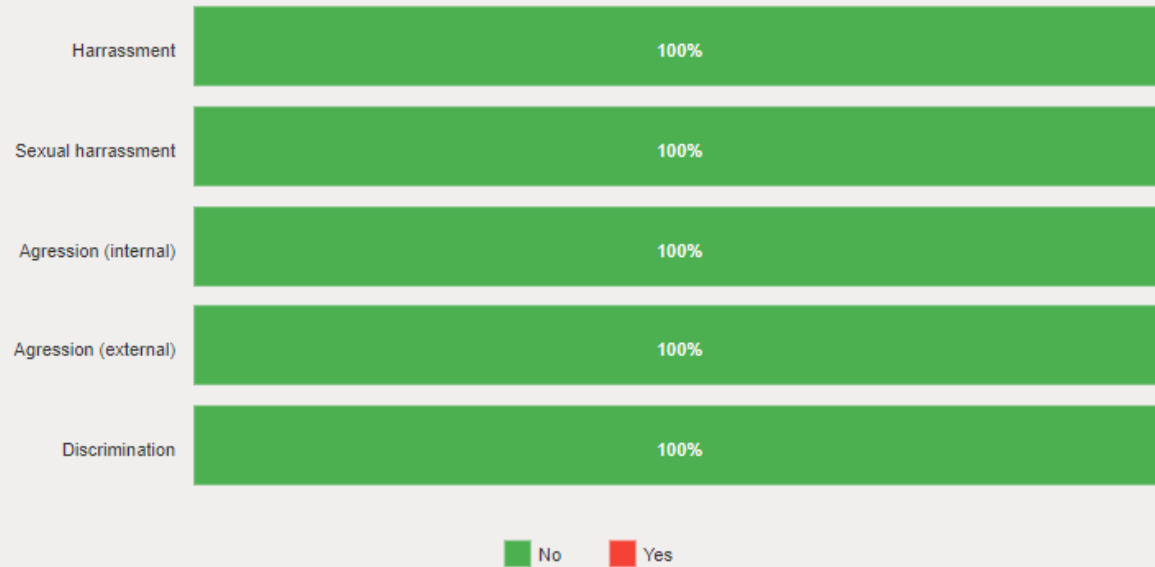
Support of colleagues ↑

Support of superior ↑

Atmosphere ↑

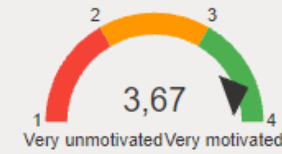
Communication ↑

Unwanted Behavior At Work



N 15

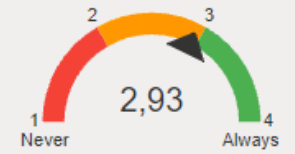
Motivation



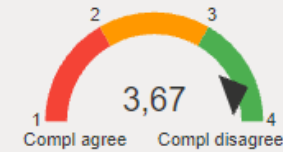
Stress



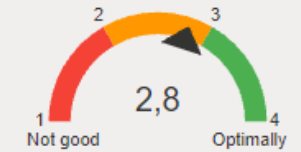
Coping stress



Intention to leave



Work Life Balance



N 15

Psychosocial risks

Labour organisation



Structure ↑
CultureSay ↑
Culture ↑
Job security ↑

Job content



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

Terms of employment



Training ↑
Career Opportunities ↑
Evaluations ↑
Remuneration ↑

Workplace conditions



Safety ↑
Work equipment ↑

Job related interpersonal relations



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