QHSE

Engagement Survey 2021 – SONAR Report
QHSE 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

Job related interpersonal relations

Terms of employment

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
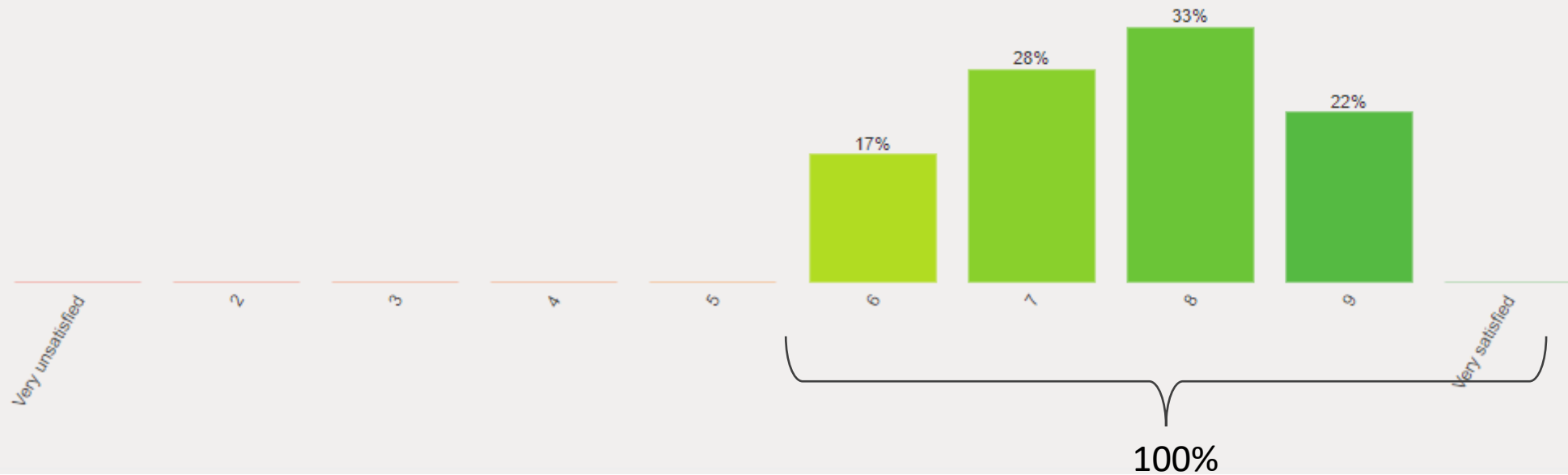
mensura

Scan results

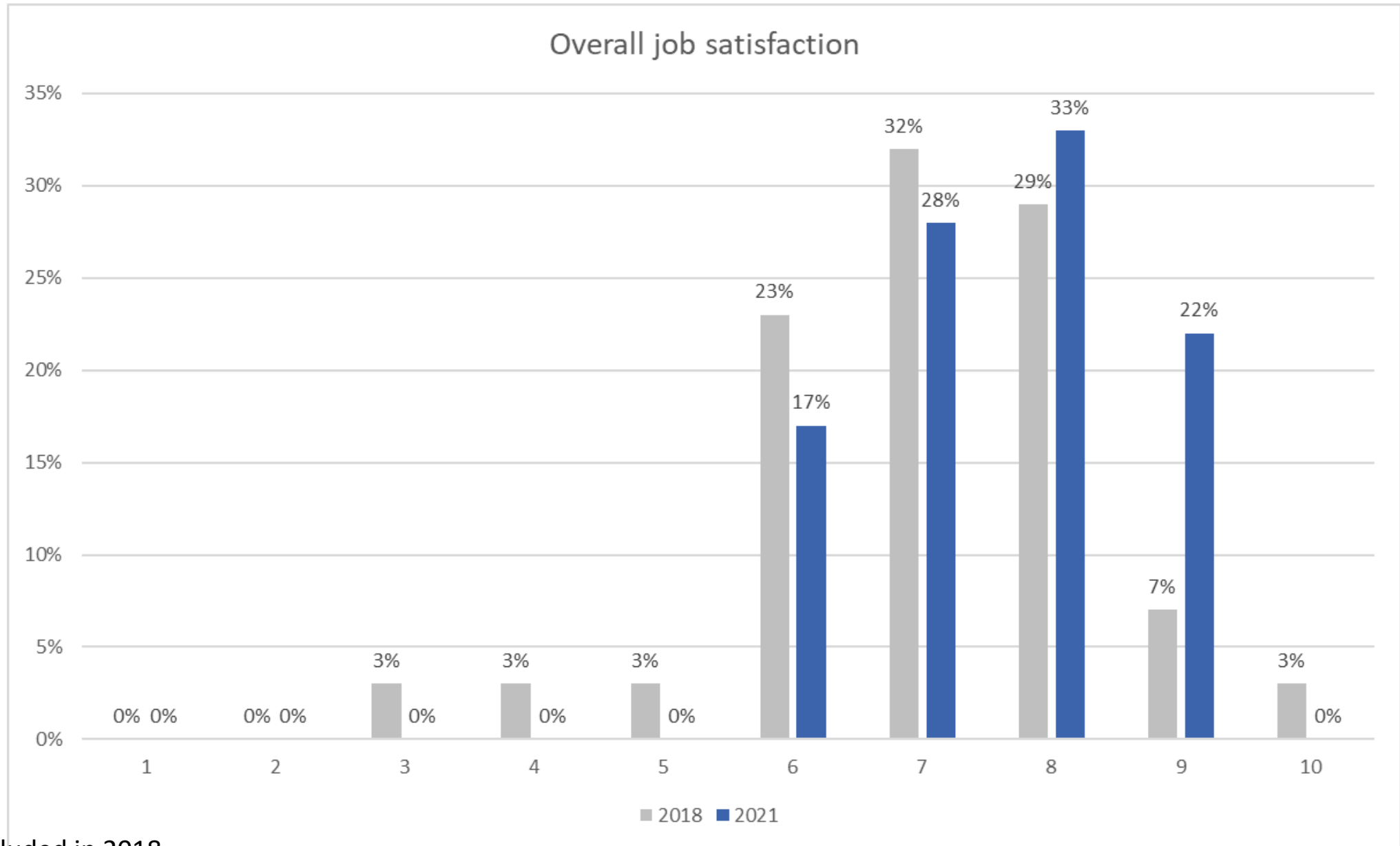# Response rate

QHSE

82%
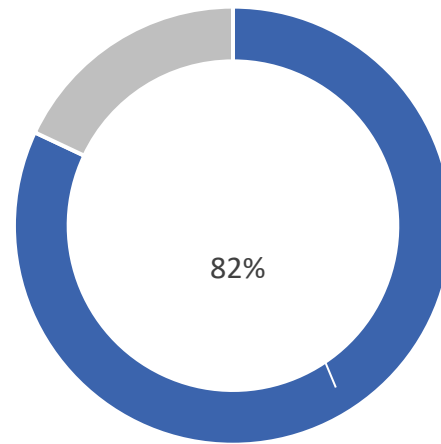
18 persons of the QHSE department took part in the survey

Satisfaction

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

17% 28% 33% 22%

Very unsatisfied 2 3 4 5 6 7 8 9 Very satisfied

N 18

100%

Satisfaction 2018*><2021

Overall job satisfaction

* People included in 2018
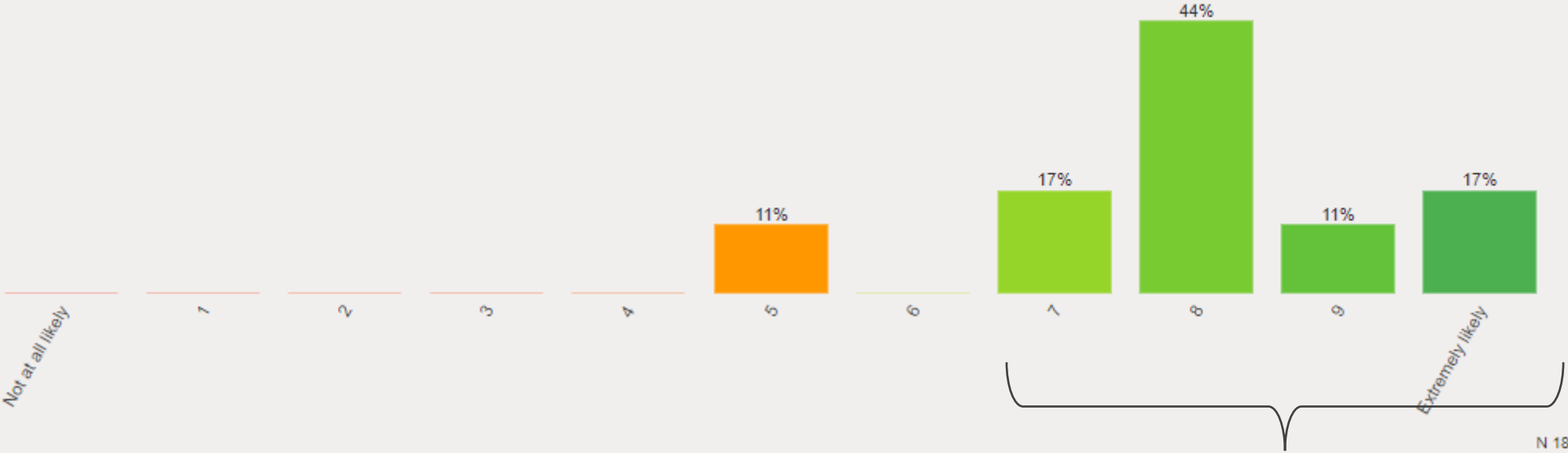
NPS 2018* >< 2021

Intention to recommend

	0	1	2	3	4	5	6	7	8	9	10
2018	0%	0%	3%	3%	0%	0%	10%	19%	42%	10%	13%
2021	0%	0%	0%	0%	0%	11%	0%	17%	44%	11%	17%
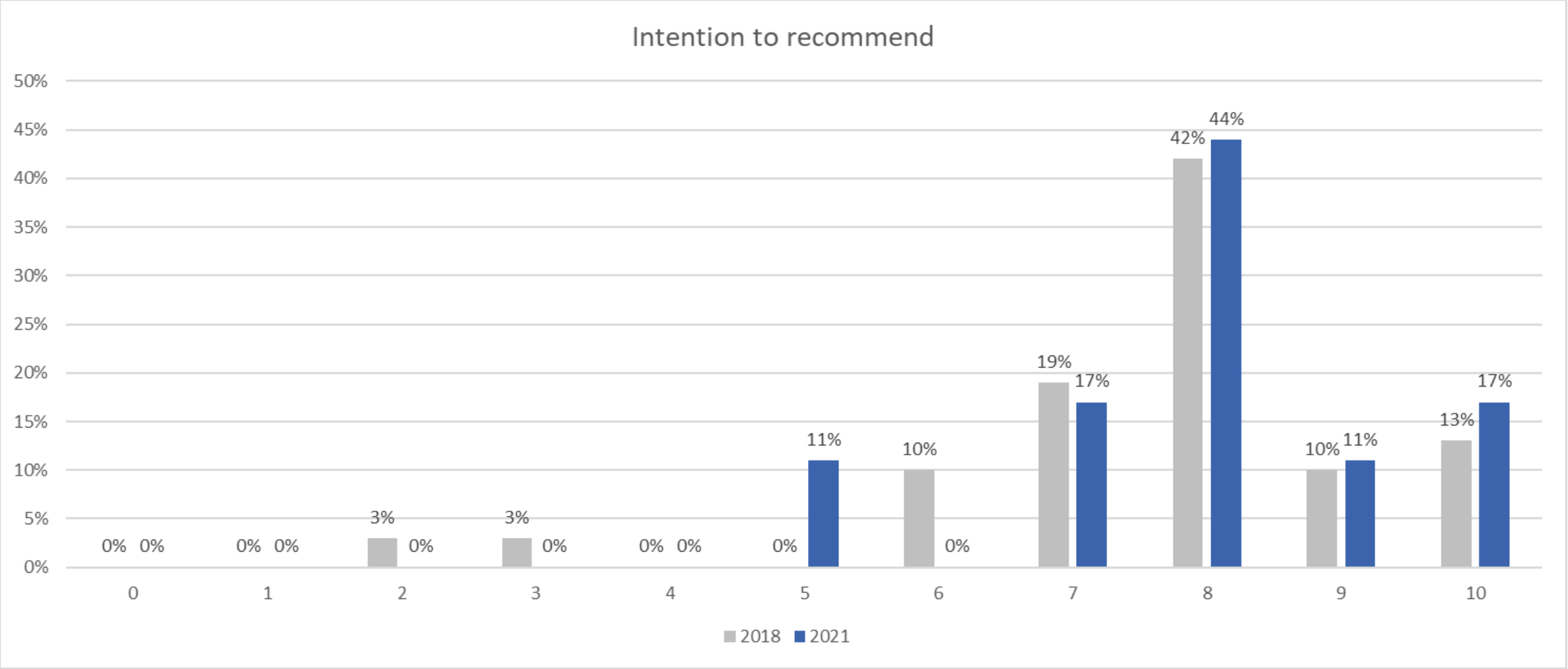
* People included in 2018

Well-being Indicators
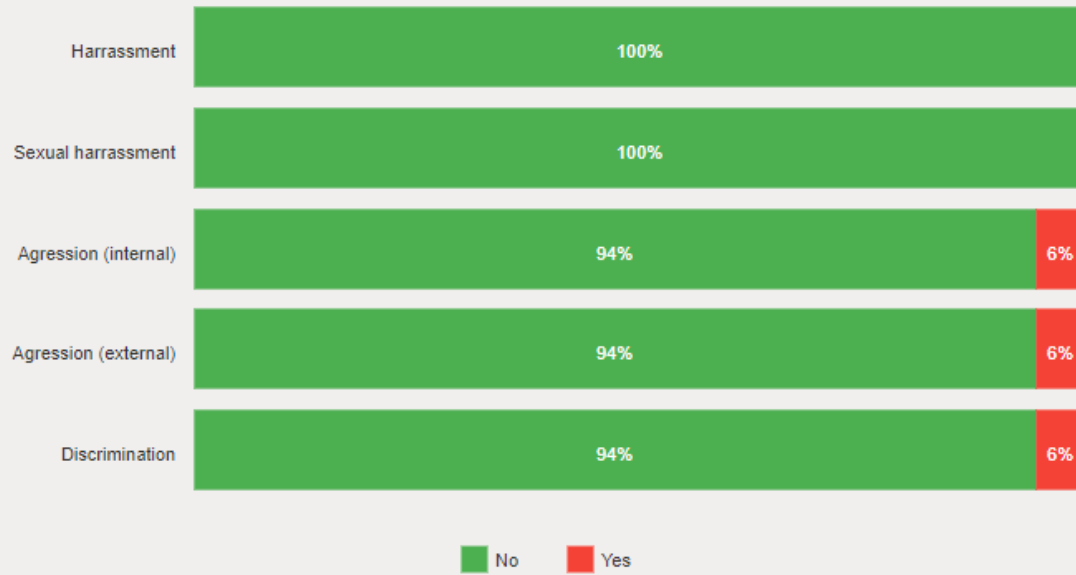
Unwanted Behavior At Work

Harrassment	100%	No
Sexual harrassment	100%	
Agression (internal)	94%	6%
Agression (external)	94%	6%
Discrimination	94%	6%

Legend: ■ No ■ Yes

N 18

Motivation
3,5
1 Very unmotivated — Very motivated 4
(scale 2, 3)

Stress
2,17
1 A lot of stress — No stress 4
(scale 2, 3)

Coping stress
3,22
1 Never — Always 4
(scale 2, 3)

Intention to leave
3,39
1 Completely agree — Completely disagree 4
(scale 2, 3)
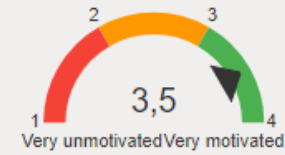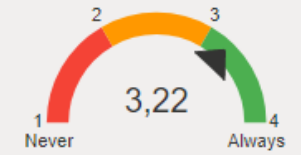
Work Life Balance
2,61
1 Not good — Optimally 4
(scale 2, 3)
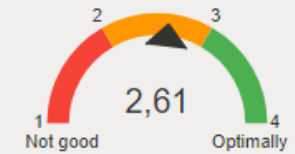
N 18

Psychosocial risks

Labour organisation
- Culture ↑   ↓ Say
- Job security ↑   ↓ Policy

Job content
- Variation ↑   ↓ Work pressure
- Independence ↑   ↓ Mental strain

Terms of employment
- Evaluations ↑   ↓ Remuneration
- Holiday, working regime ↑

Workplace conditions
- Safety ↑
- Work equipment ↑

Job related interpersonal relations
- Support of colleagues ↑   ↓ Communication
- Support of superior ↑
- Atmosphere ↑

BESIX GROUP RESULTS

Well-being Indicators

Unwanted Behavior At Work

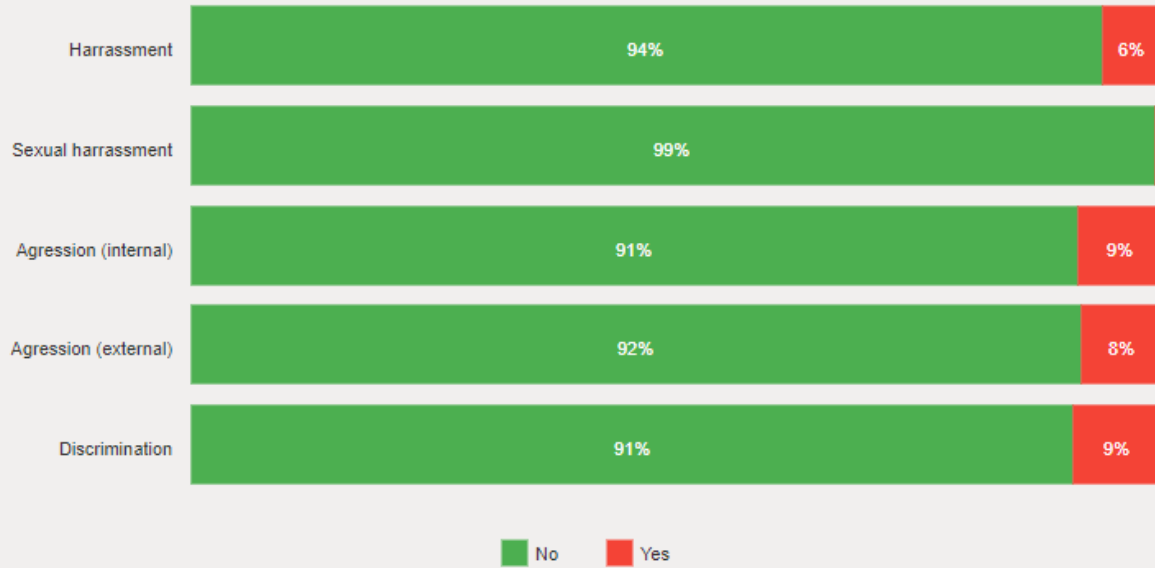| Behavior	No	Yes
Harrassment	94%	6%
Sexual harrassment	99%	
Agression (internal)	91%	9%
Agression (external)	92%	8%
Discrimination	91%	9%

Legend: ■ No ■ Yes

N 2,6k

Motivation
3,33
1 Very unmotivated — 4 Very motivated

Stress
2,3
1 A lot of stress — 4 No stress

Coping stress
3,04
1 Never — 4 Always

Intention to leave
3,31
1 Completely agree — 4 Completely disagree
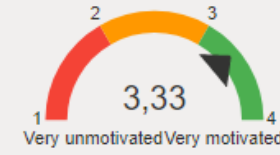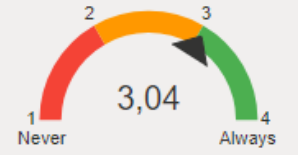
Work Life Balance
2,56
1 Not good — 4 Optimally
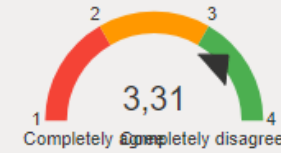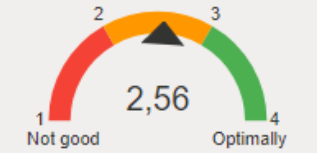
N 2,56k

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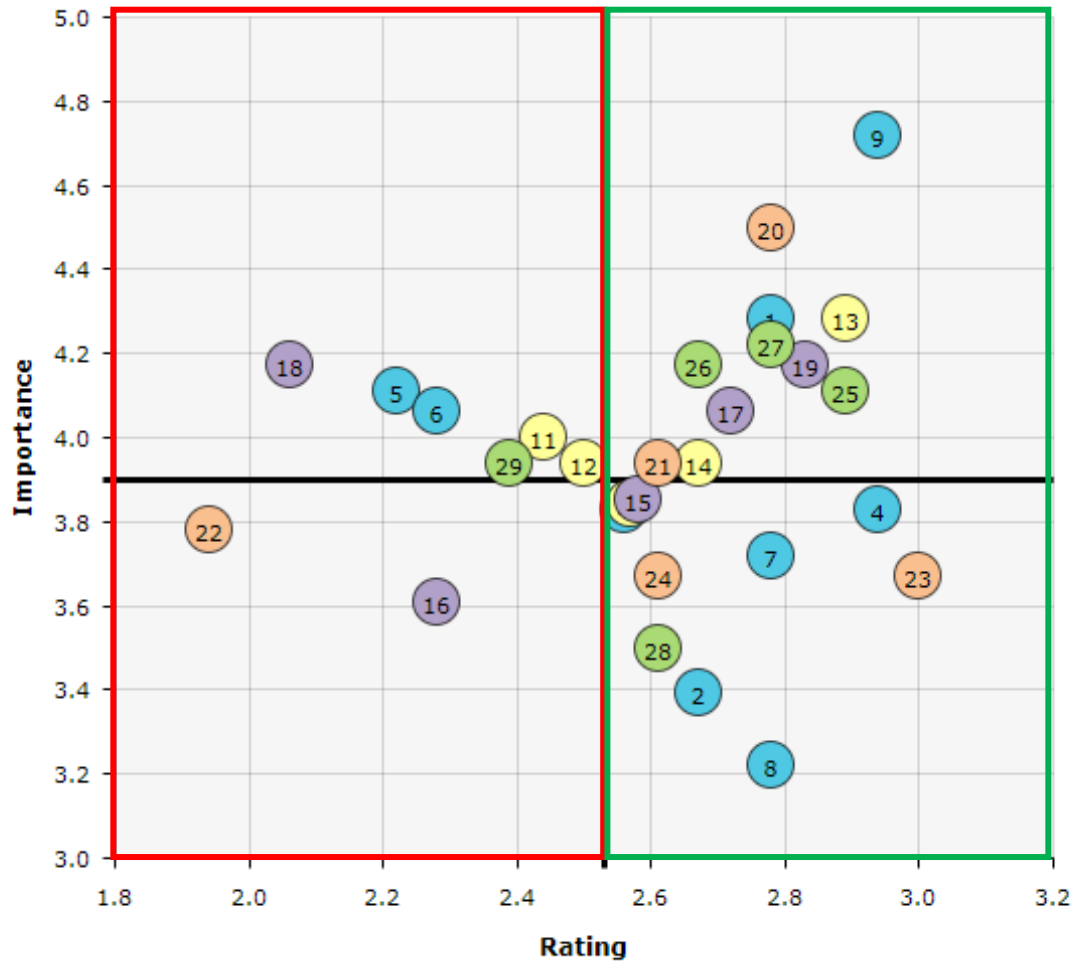
Job Content
1. Variation in the work
2. Division of tasks
3. Work procedures
4. Level of difficulty
5. Job pressure
6. Mental strain due to the work
7. Emotional strain due to the work
8. Physical strain due to the work
9. Independence in the work

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

QHSE
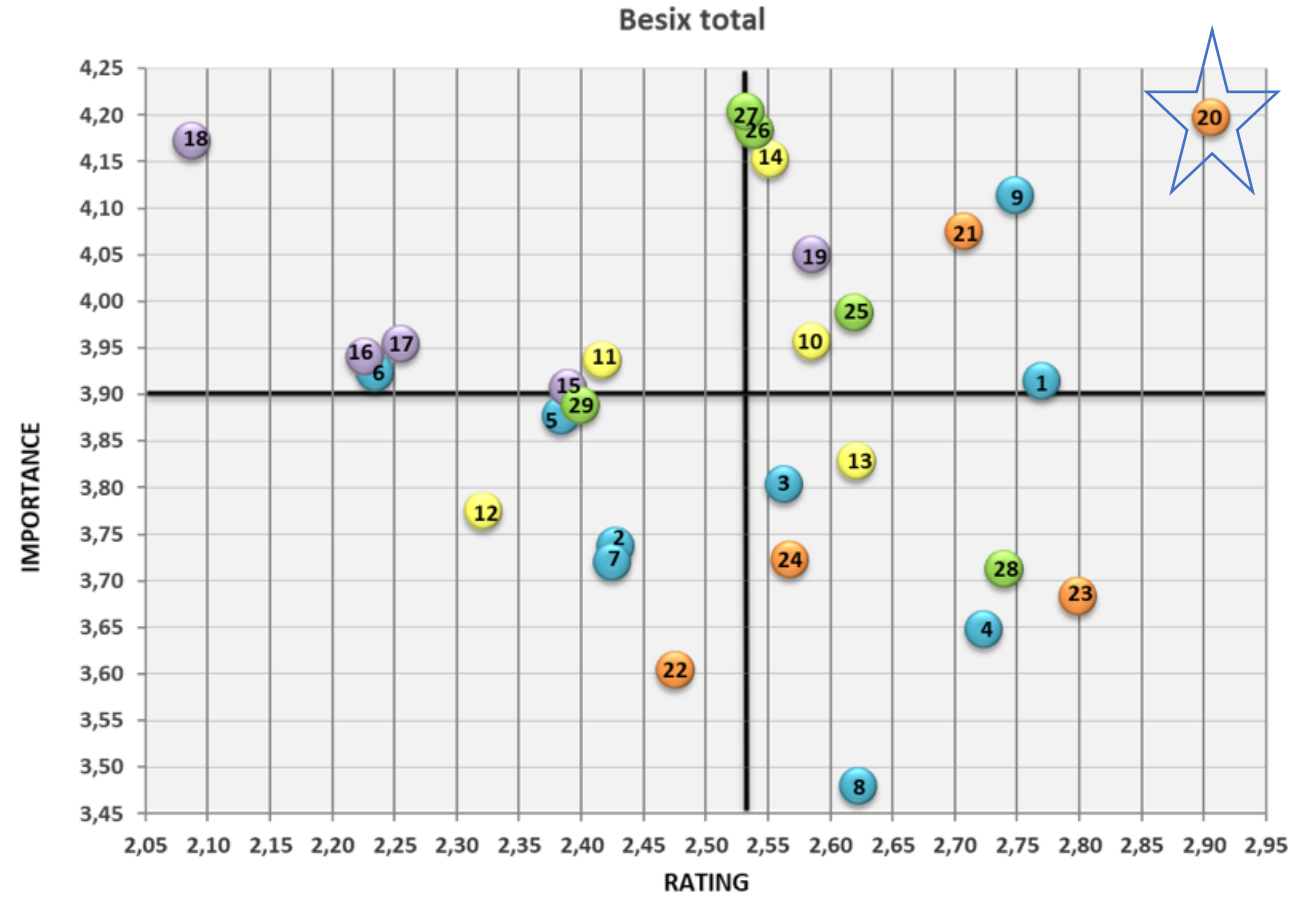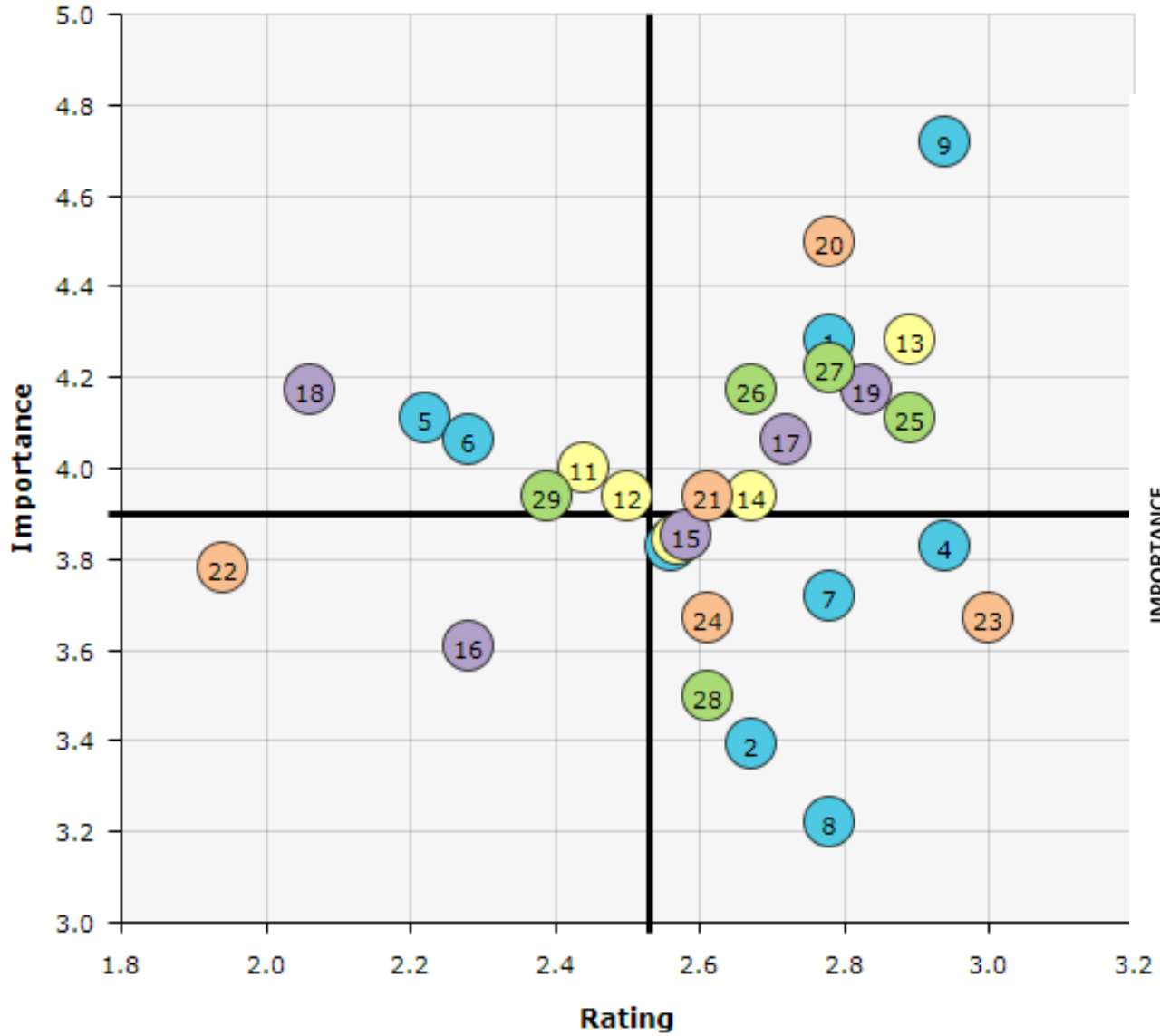
Besix total

Results Non-Manager
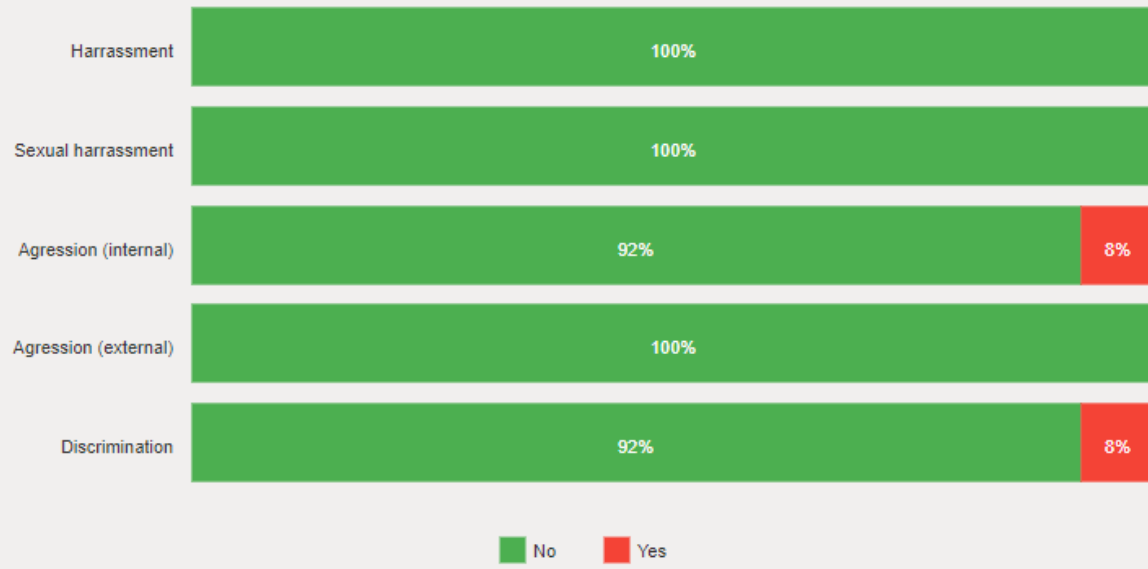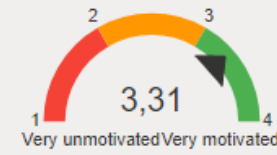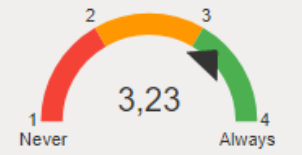
Non-managers

Unwanted Behavior At Work

Behavior	No	Yes
Harrassment	100%	
Sexual harrassment	100%	
Agression (internal)	92%	8%
Agression (external)	100%	
Discrimination	92%	8%

Legend: ■ No ■ Yes

N 13

Motivation

3,31

1 Very unmotivated — Very motivated 4

Stress

2,23

1 A lot of stress — No stress 4

Coping stress

3,23

1 Never — Always 4

Intention to leave

3,38

1 Compl agree — Compl disagree 4

Work Life Balance

2,77

1 Not good — Optimally 4

N 13
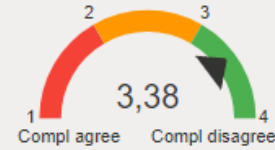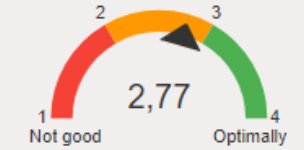
Psychosocial risks

Labour organisation
- Culture ⬆
- Job security ⬆

Job content
- Variation ⬆   Work pressure ⬇
- Independence ⬆   Mental strain ⬇

Terms of employment
- Evaluations ⬆   Remuneration ⬇
- Holiday, working regime ⬆

Workplace conditions
- Safety ⬆

Job related interpersonal relations
- Support of colleagues ⬆
- Support of superior ⬆
- Atmosphere ⬆

Results Men
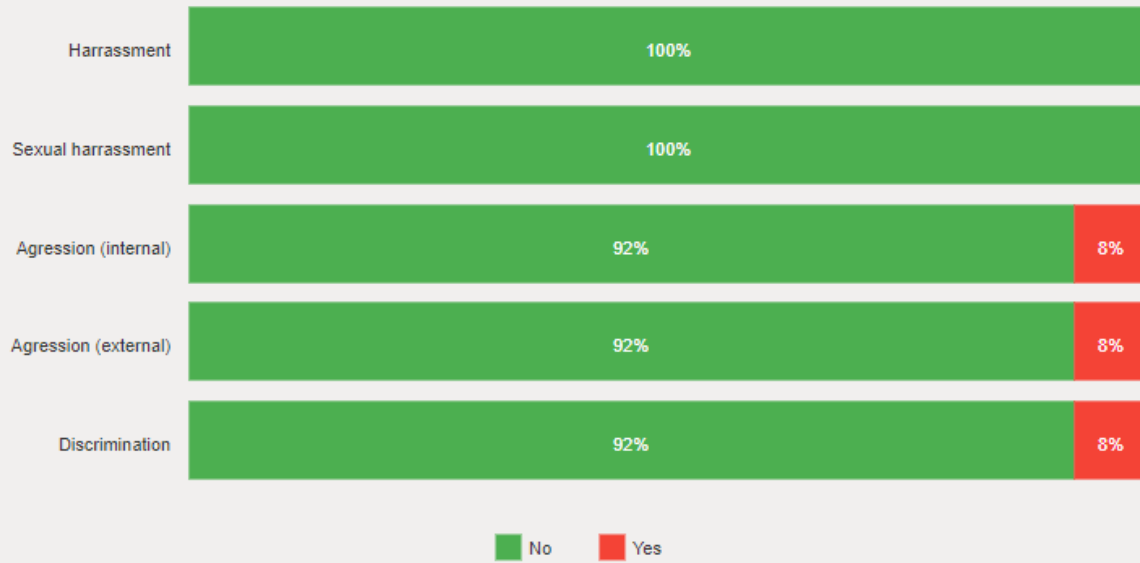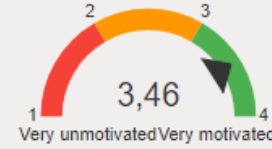
Men

Well-being Indicators

Unwanted Behavior At Work

Harrassment	100%	
Sexual harrassment	100%	
Agression (internal)	92%	8%
Agression (external)	92%	8%
Discrimination	92%	8%

■ No ■ Yes

N 13

Motivation
3,46
1 Very unmotivated — 4 Very motivated

Stress
2,31
1 A lot of stress — 4 No stress

Coping stress
3,23
1 Never — 4 Always

Intention to leave
3,31
1 Compl agree — 4 Compl disagree

Work Life Balance
2,69
1 Not good — 4 Optimally

N 13
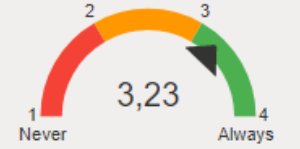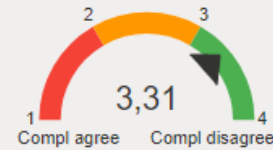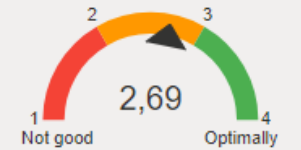
Psychosocial risks

Labour organisation
- Policy ⬆
- Culture ⬆

Job content
- Variation ⬆ ⬇ Work pressure
- Independence ⬆ ⬇ Mental strain

Terms of employment
- Evaluations ⬆ ⬇ Remuneration
- Holiday, working regime ⬆

Workplace conditions
- Safety ⬆ ⬇ Noise
- Work equipment ⬆

Job related interpersonal relations
- Support of colleagues ⬆ ⬇ Communication
- Support of superior ⬆
- Atmosphere ⬆

Results Module Change

Department Company

Statement	Completely agree	Agree	Neutral	Disagree	Completely disagree
Many changes in the organisation	39%	50%		6%	6%
Many changes - organisation level	15%	33%	34%	15%	3%
Sufficiently informed	11%	56%	17%	17%	
Sufficiently informed - organisa...	8%	38%	35%	14%	5%
Sufficiently involved	11%	28%	33%	22%	6%
Sufficiently involved - organisa...	7%	27%	40%	19%	7%
Good handling of changes	11%	44%	22%	17%	6%
Handing changes - organisation l...	7%	35%	45%	10%	3%
Understanding why	22%	44%	33%		
Understanding why - organisation...	11%	40%	39%	8%	2%

Individual

Statement	Completely agree	Agree	Neutral	Disagree	Completely disagree
Content of tasks remains the same		50%	22%	22%	6%
Content will remain - organisat...	9%	39%	30%	19%	3%
Reassured about job future	33%	22%	28%	11%	6%
Reassured about job future - org...	15%	43%	28%	10%	4%
Coping with change	44%	44%	11%		
Cope with change - organisation ...	24%	55%	17%	3%	
Long-term work	50%	28%	17%	6%	
Long-term work - organisation level	26%	42%	23%	6%	2%

50%

Legend: ■ Completely agree ■ Agree ■ Neutral ■ Disagree ■ Completely disagree

Results Module Leadership

My manager...

Statement	Completely agree	Agree	Neutral	Disagree	Completely disagree
respects me as a person	72%	28%			
Respect - Organisation level	53%	33%	11%		
gives compliments and recognition	56%	33%	6%	6%	
Recognition - Organisation level	27%	35%	25%	9%	3%
can get people to work together	44%	33%	17%	6%	
Cooperation - Organisation level	24%	39%	26%	8%	3%
assists in the execution of the ...	44%	39%	17%		
Assistance at work - Organisatio...	26%	39%	24%	8%	3%
provides useful feedback	39%	39%	17%	6%	
Feedback - Organisation level	22%	36%	29%	9%	4%
encourages and supports development	33%	28%	28%	11%	
Encourages and supports - Organi...	24%	32%	29%	10%	5%
treats me fairly	56%	33%	11%		
Fair treatment - Organisation level	38%	41%	17%	3%	

50%

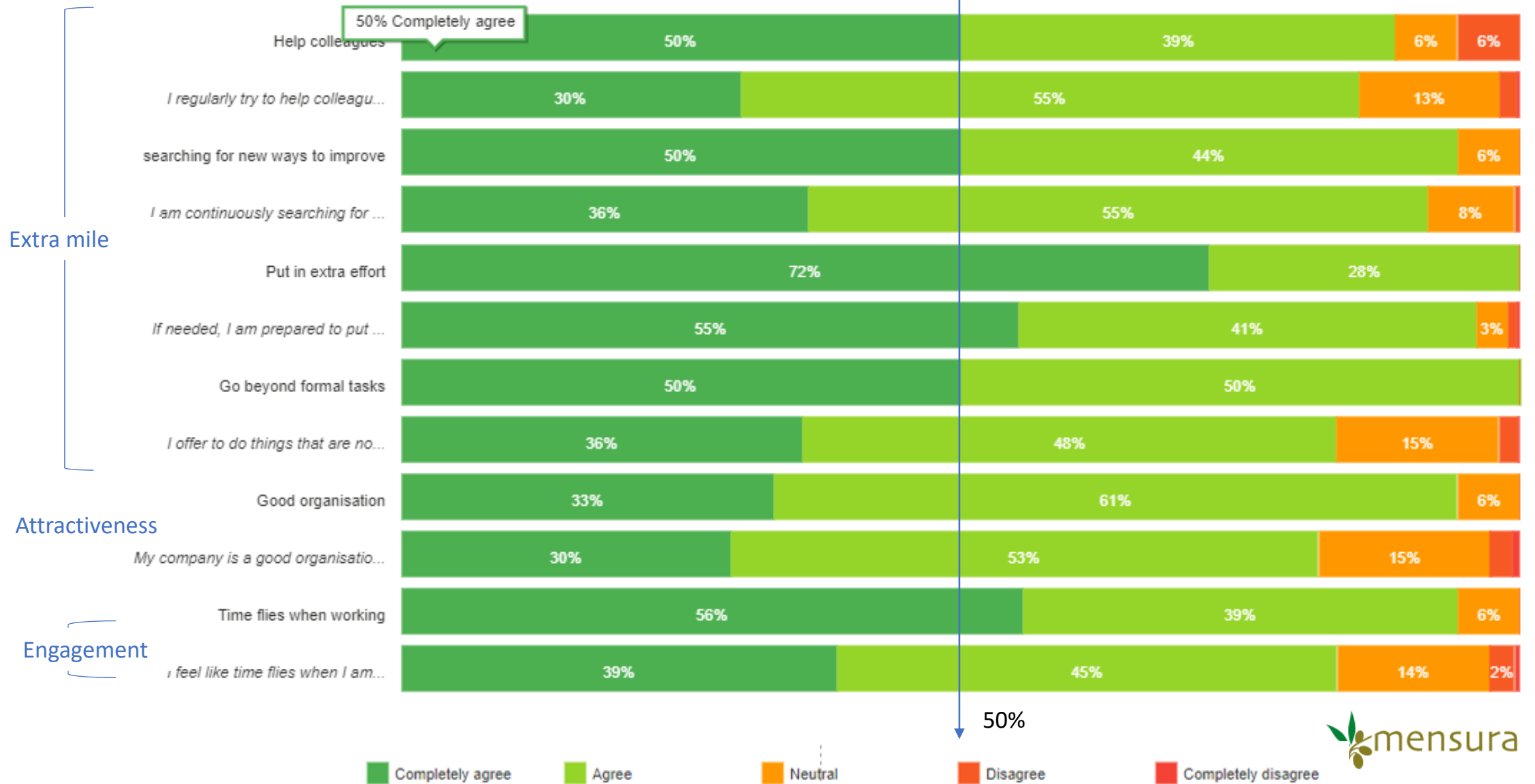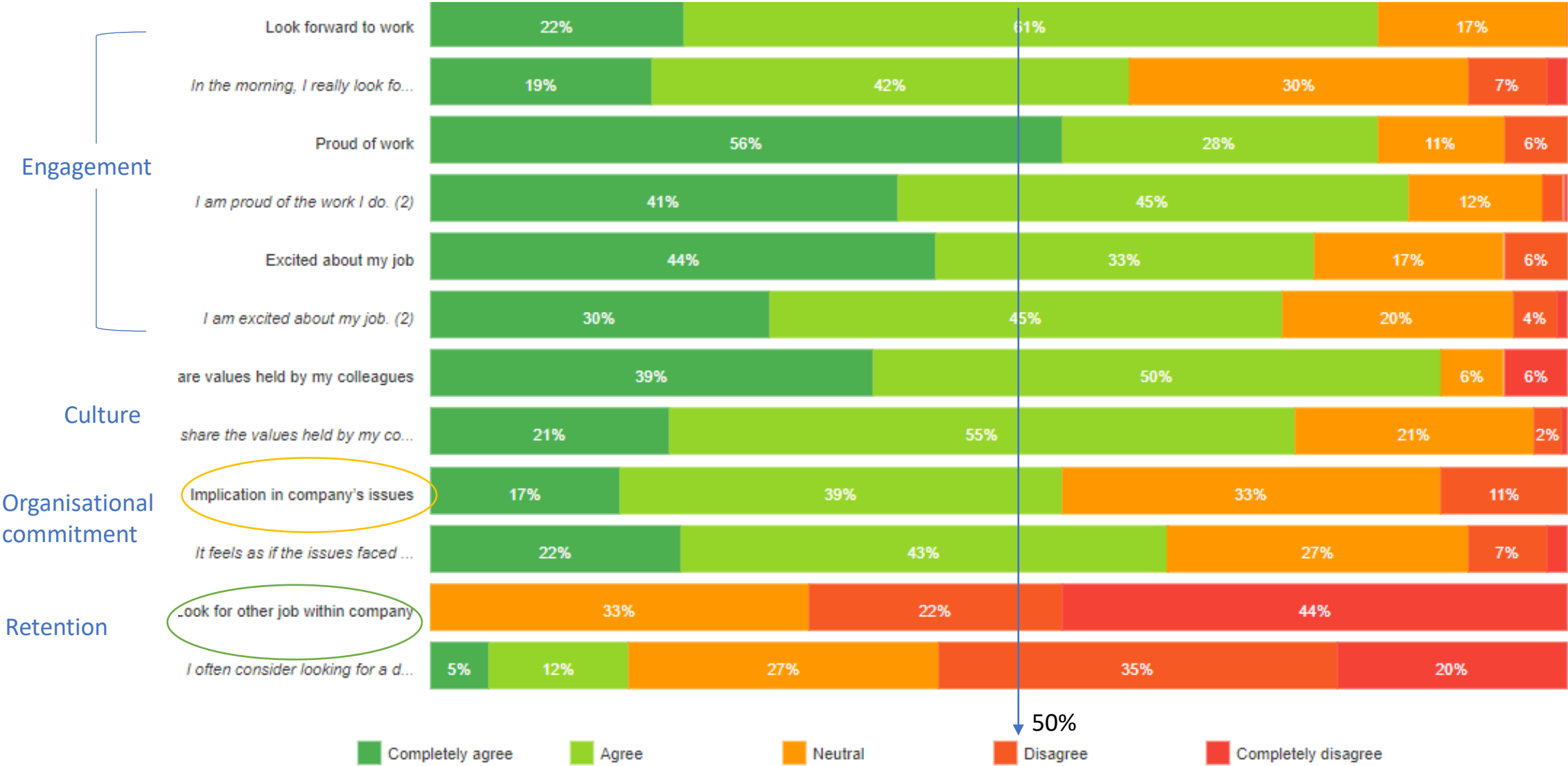**Legend:** Completely agree · Agree · Neutral · Disagree · Completely disagree

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

Statement	Completely agree	Agree	Neutral	Disagree	Completely disagree
Help colleagues	50%	39%	6%	6%	
I regularly try to help colleagu...	30%	55%	13%		
searching for new ways to improve	50%	44%	6%		
I am continuously searching for ...	36%	55%	8%		
Put in extra effort	72%	28%			
If needed, I am prepared to put ...	55%	41%	3%		
Go beyond formal tasks	50%	50%			
I offer to do things that are no...	36%	48%	15%		

Attractiveness

| Good organisation | 33% | 61% | 6% | | |
| My company is a good organisatio... | 30% | 53% | 15% | | |

Engagement

| Time flies when working | 56% | 39% | 6% | | |
| I feel like time flies when I am... | 39% | 45% | 14% | 2% | |

50% Completely agree

50%

Legend: Completely agree — Agree — Neutral — Disagree — Completely disagree

mensura

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

Engagement
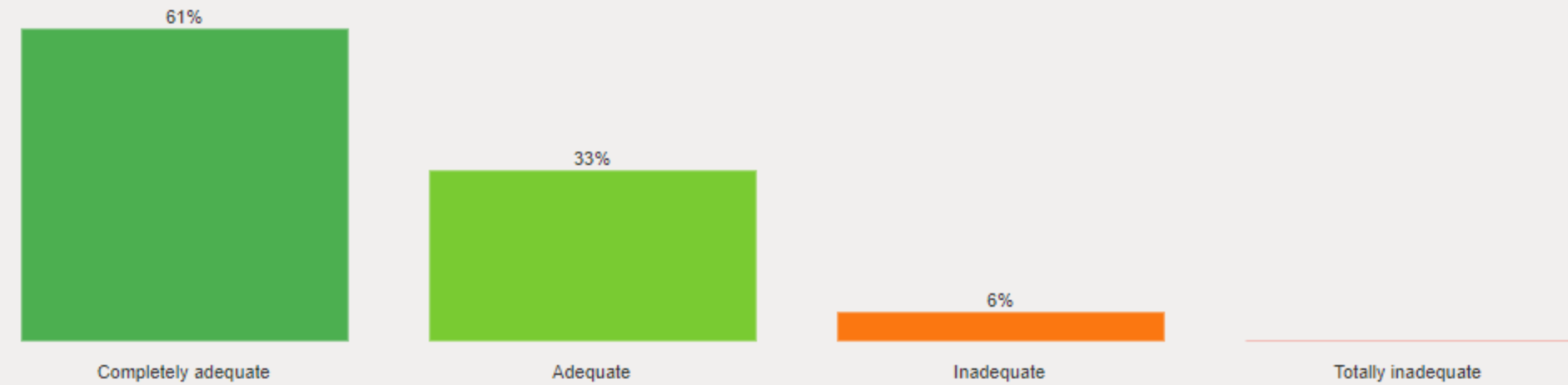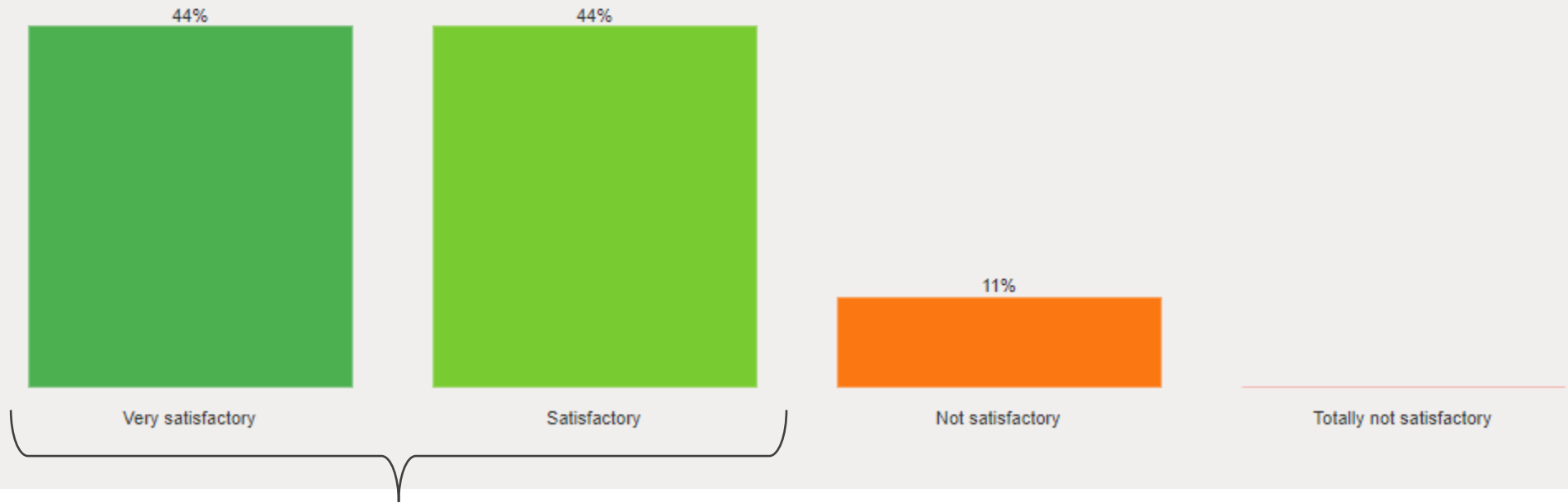
Statement				
Look forward to work	22%	61%	17%	
In the morning, I really look fo…	19%	42%	30%	7%
Proud of work	56%	28%	11%	6%
I am proud of the work I do. (2)	41%	45%	12%	
Excited about my job	44%	33%	17%	6%
I am excited about my job. (2)	30%	45%	20%	4%

Culture

Statement				
are values held by my colleagues	39%	50%	6%	6%
share the values held by my co…	21%	55%	21%	2%

Organisational commitment

Statement				
Implication in company's issues	17%	39%	33%	11%
It feels as if the issues faced …	22%	43%	27%	7%

Retention

Statement				
Look for other job within company	33%	22%	44%	
I often consider looking for a d…	5%	12%	27%	35%	20%

50%

Legend: Completely agree · Agree · Neutral · Disagree · Completely disagree

mensura

Covid

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 (100%)

- NPS **Active** promotor score ++

- The stress perception is higher than the group average, but the indicator of coping with it is higher.

- QHSE has many strong points to increase the well-being of their employees : job independence/autonomy & job diversity, atmosphere & support from colleagues and superior, culture & evaluations procedures.

- Less good scores are globally linked with <u>work pressure</u> & <u>mental strain</u>, communication (sufficiently involved), Say and organisation policy

  Action could be decided on those <u>priorities</u>

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

Mid-2022

As from 05/10

12-2021

Action plans to be taken following results

Group overall + Local

Measuring the progress of the actions implemented begin 2022

Excel in creating sustainable solutions for a better world

Thank you ☺