Sixco UAE

Engagement Survey 2021 – SONAR Report

Six Construct UAE

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Caroline Vyncke – Talent & Leadership Management

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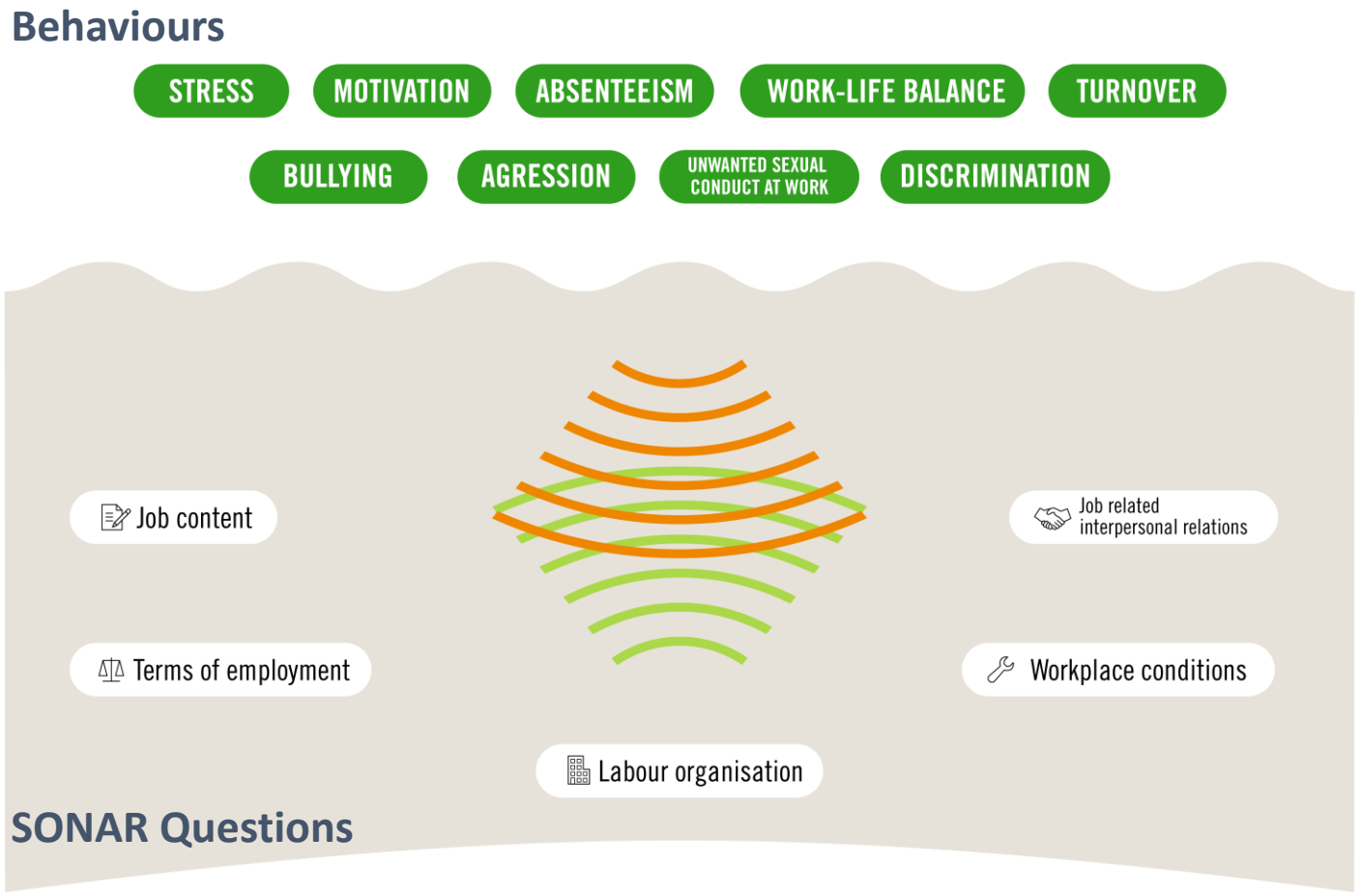
Methodology

SONAR Model



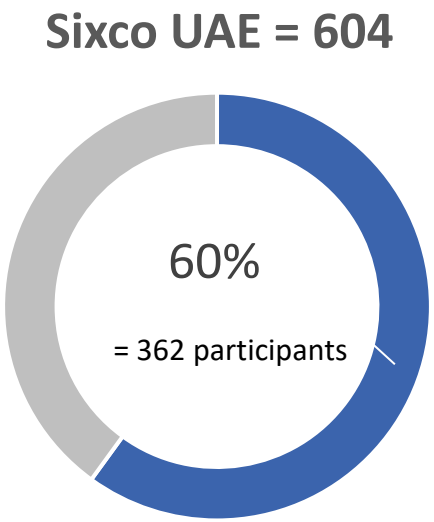
- SONAR refers to the device used to detect what is underwater
- On the surface, we observe various **behaviours** e.g. stress, lack of motivation etc, but we do not know the causes
- With the 29 **SONAR questions**, we can explore the underlying risks and evaluate if they influence positively / negatively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

mensura

Scan results

mensura

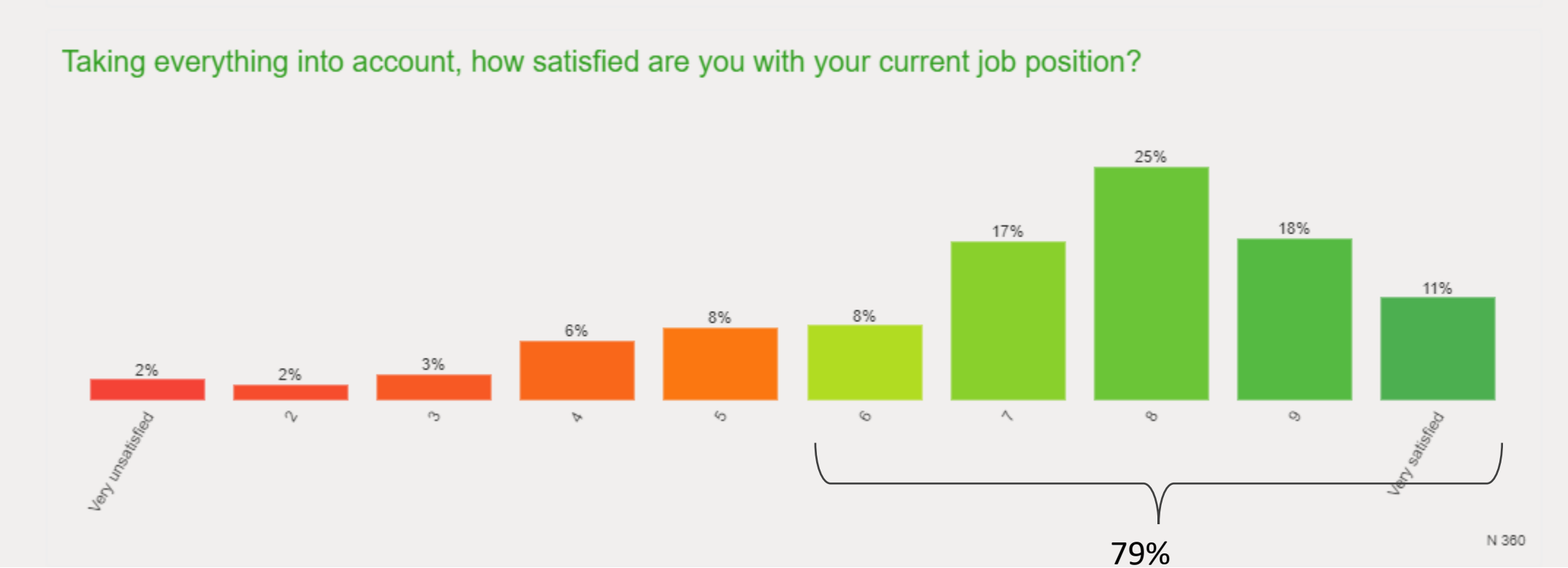
Response Rate



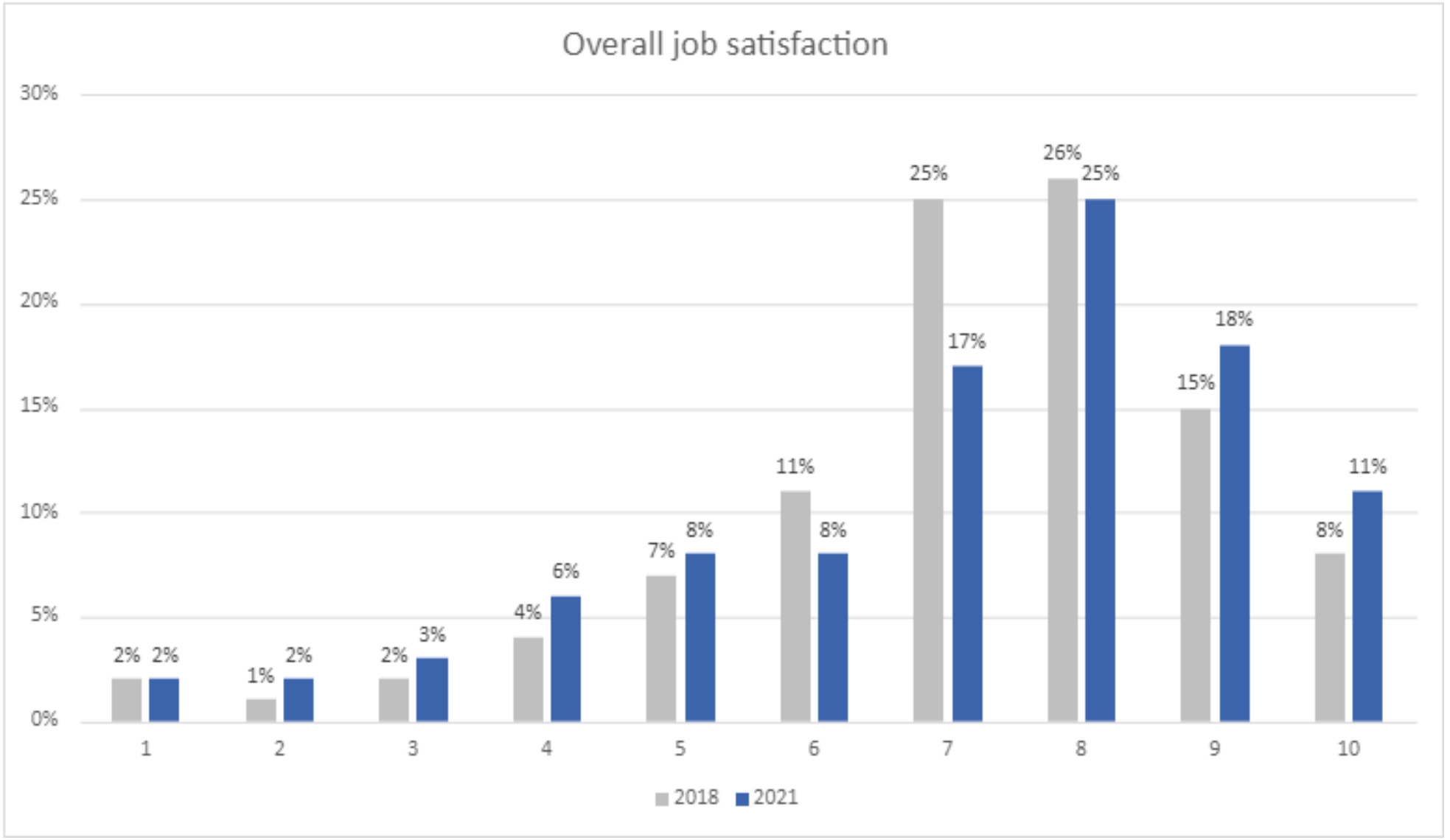
Satisfaction &
Net Promoter Score

mensura

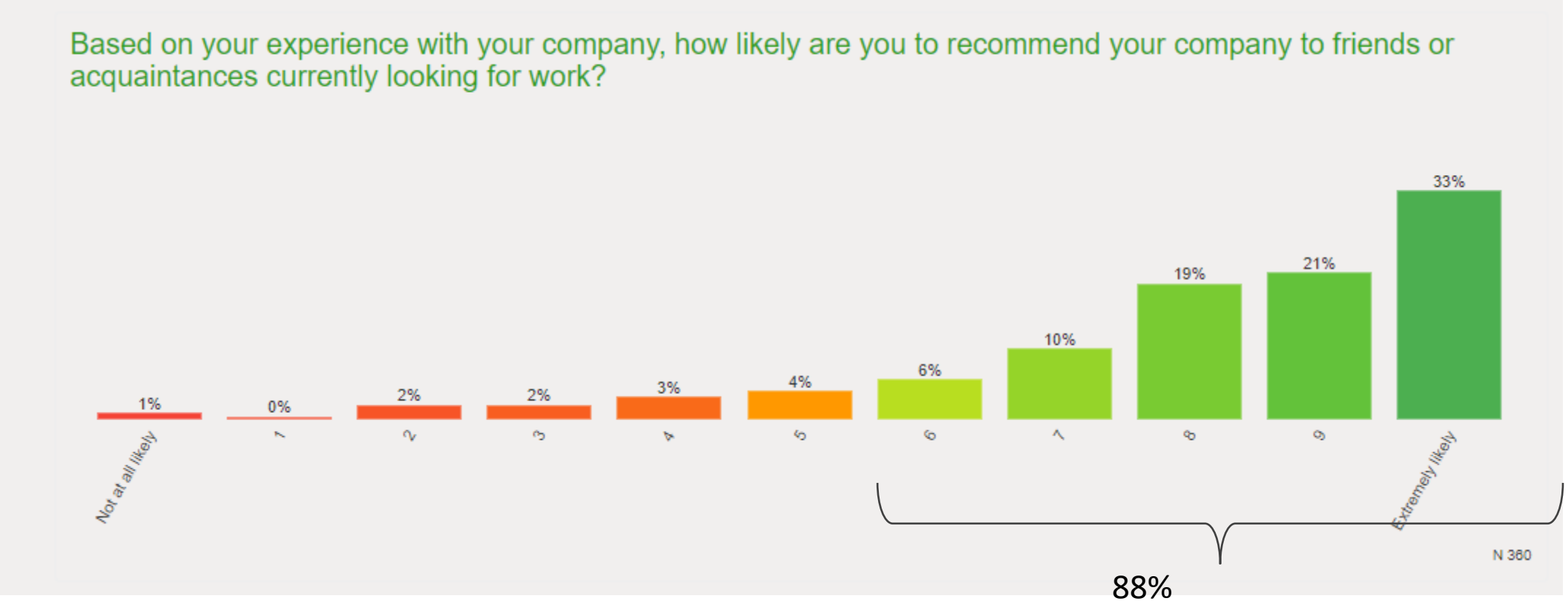
Satisfaction score



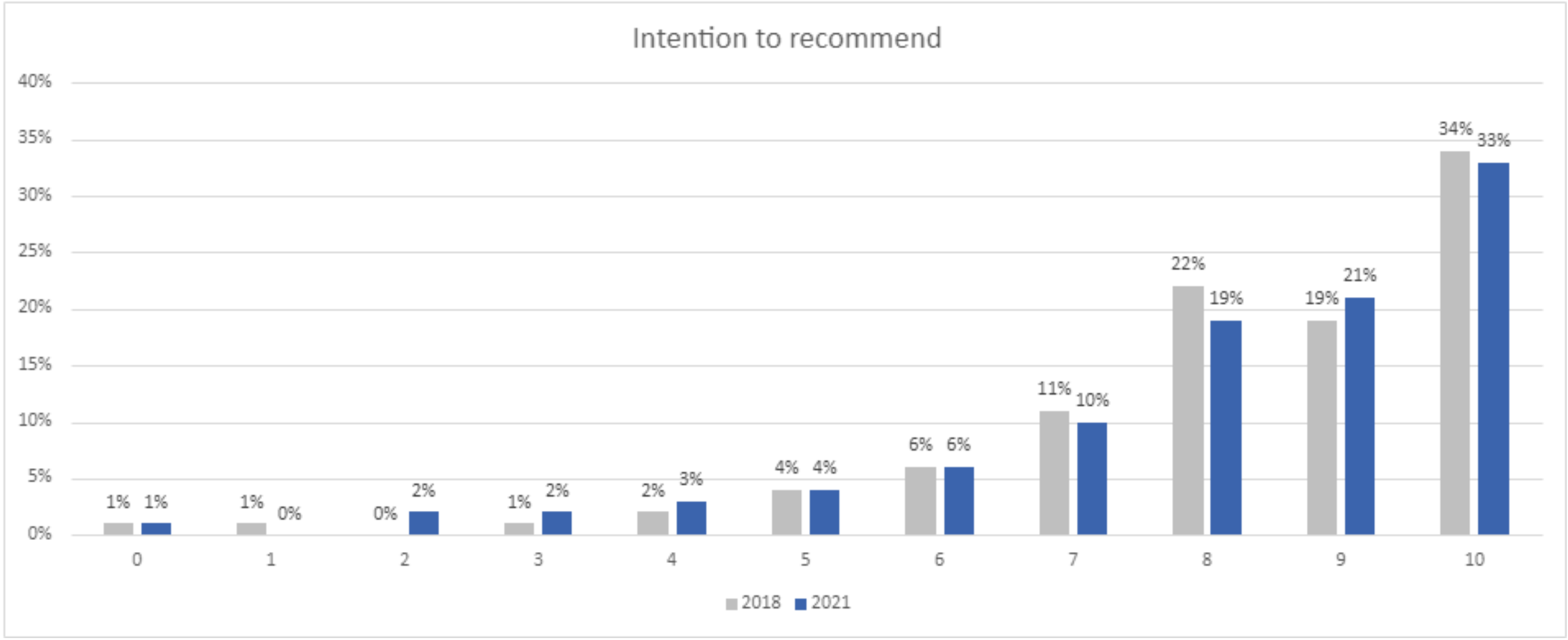
Satisfaction
2018 >< 2021



NPS score

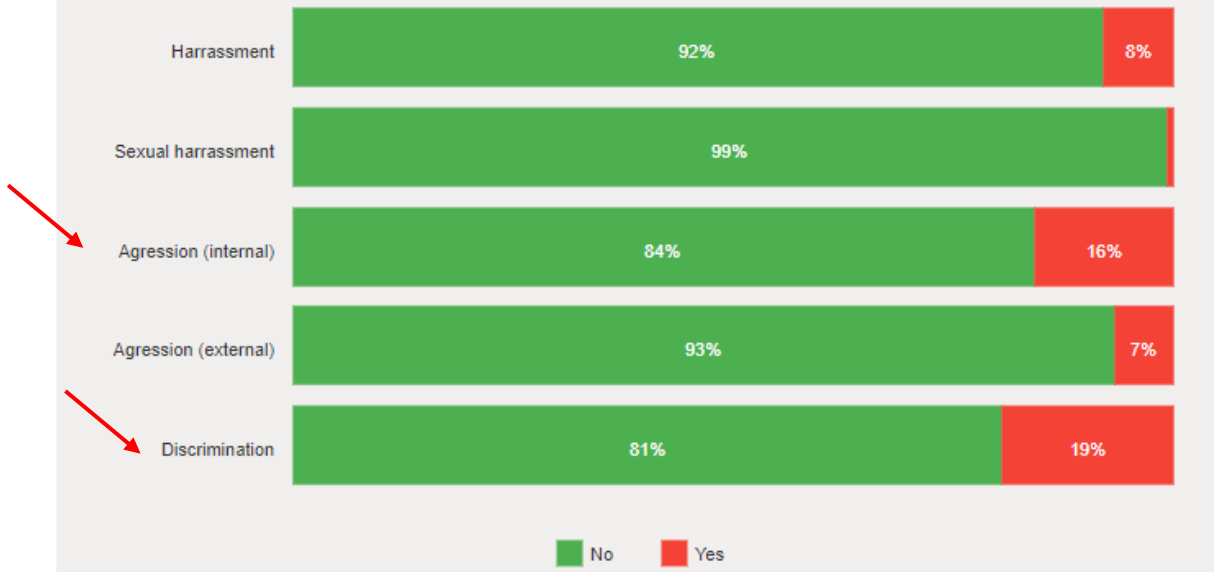

Based on your experience with your company, how likely are you to recommend your company to friends or acquaintances currently looking for work?
1%
0%
2%
2%
3%
4%
6%
10%
19%
21%
33%
Not at all likely
1
2
3
4
5
6
7
8
9
Extremely likely
N 360
88%

NPS score 2018 >< 2021



Well-being Indicators

Unwanted Behavior At Work

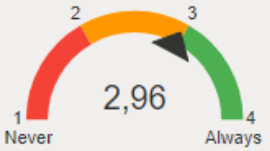


N 360

Motivation

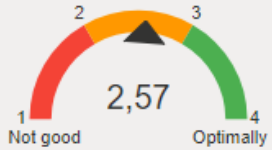
Stress

Coping stress



Intention to leave

Work Life Balance



N 360

Psychosocial risks

Labour organisation

Structure ↑
Culture ↑
Say ↓
Policy ↓
Job security ↓

Job content

Procedures ↑
Workplace conditions ↑
Independence ↑
Mental strain ↓

Terms of employment

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

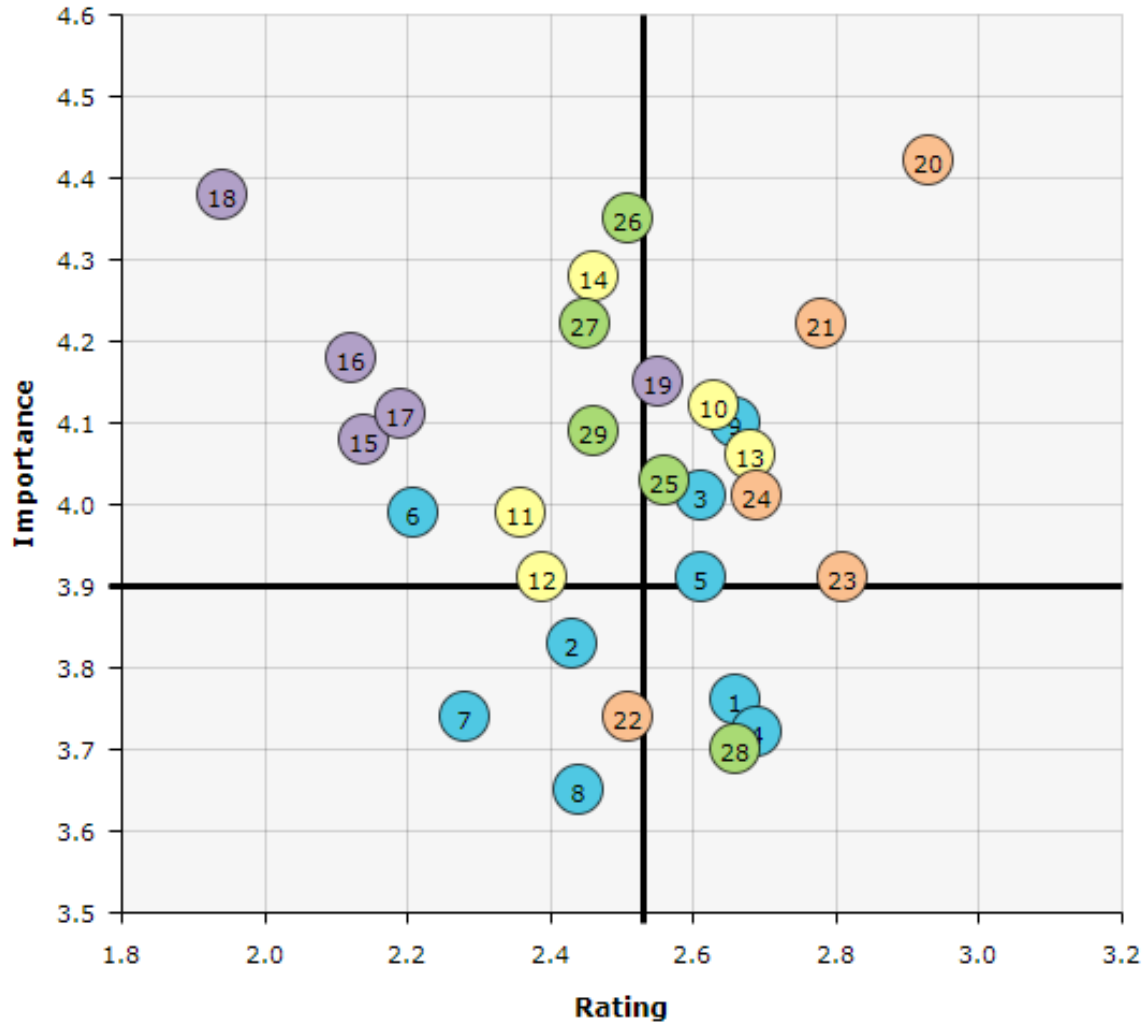
Workplace conditions

Safety ↑
Work equipment ↑
Lighting ↑
Climate control ↑

Job related interpersonal relations

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

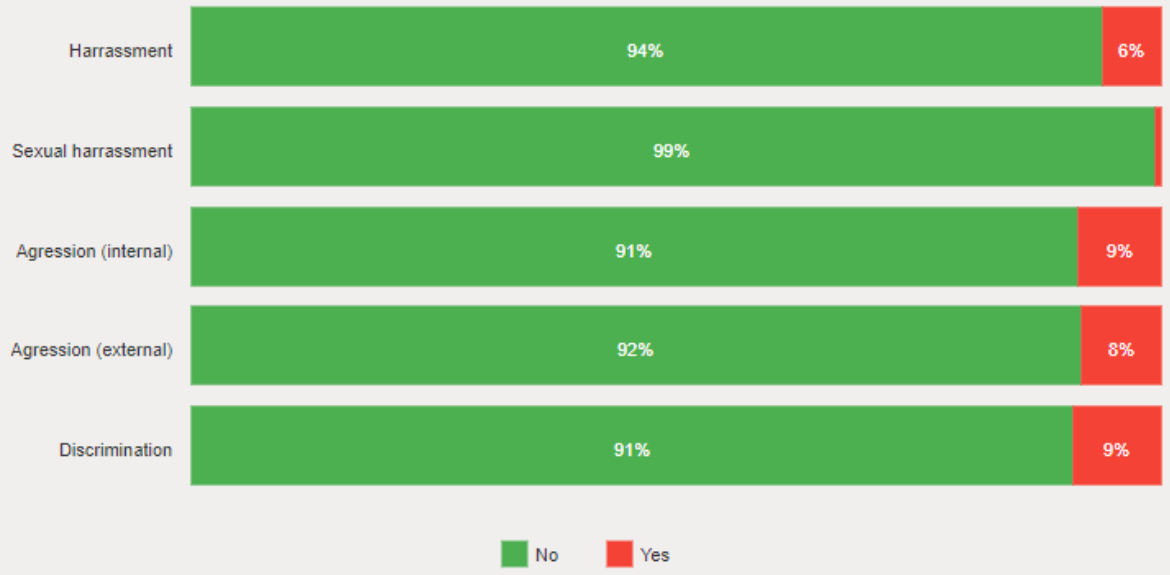
Job content	1. Variation in the work	2.66	3.76
	2. Division of tasks	2.43	3.83
	3. Work procedures	2.61	4.01
	4. Level of difficulty	2.69	3.72
	5. Job pressure	2.61	3.91
	6. Mental strain due to the work	2.21	3.99
	7. Emotional strain due to the work	2.28	3.74
	8. Physical strain due to the work	2.44	3.65
	9. Independence in the work	2.66	4.1
Work organisation	10. Clear organisational structure	2.63	4.12
	11. Say in the organisation	2.36	3.99
	12. Policy organisation	2.39	3.91
	13. Organisational culture	2.68	4.06
	14. Work and job security	2.46	4.28
Work conditions	15. Training opportunities	2.14	4.08
	16. Career opportunities	2.12	4.18
	17. Evaluation procedures	2.19	4.11
	18. Remuneration	1.94	4.38
	19. Holiday, working regime	2.55	4.15
Job situations	20. Safety	2.93	4.42
	21. Work equipment	2.78	4.22
	22. Noise	2.51	3.74
	23. Lighting	2.81	3.91
	24. Climate control and ventilation	2.69	4.01
Job relations	25. Support and appreciation of colleagues	2.56	4.03
	26. Support and appreciation from manager	2.51	4.35
	27. Atmosphere at work	2.45	4.22
	28. Contact with external parties at work	2.66	3.7
	29. Communication and expectations	2.46	4.09



BESIX GROUP RESULTS

Well-being Indicators

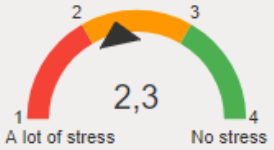
Unwanted Behavior At Work



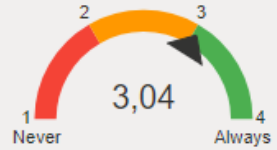
N 2,6k

Motivation

Stress

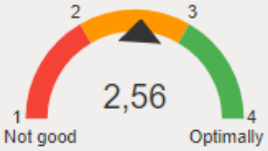


Coping stress



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

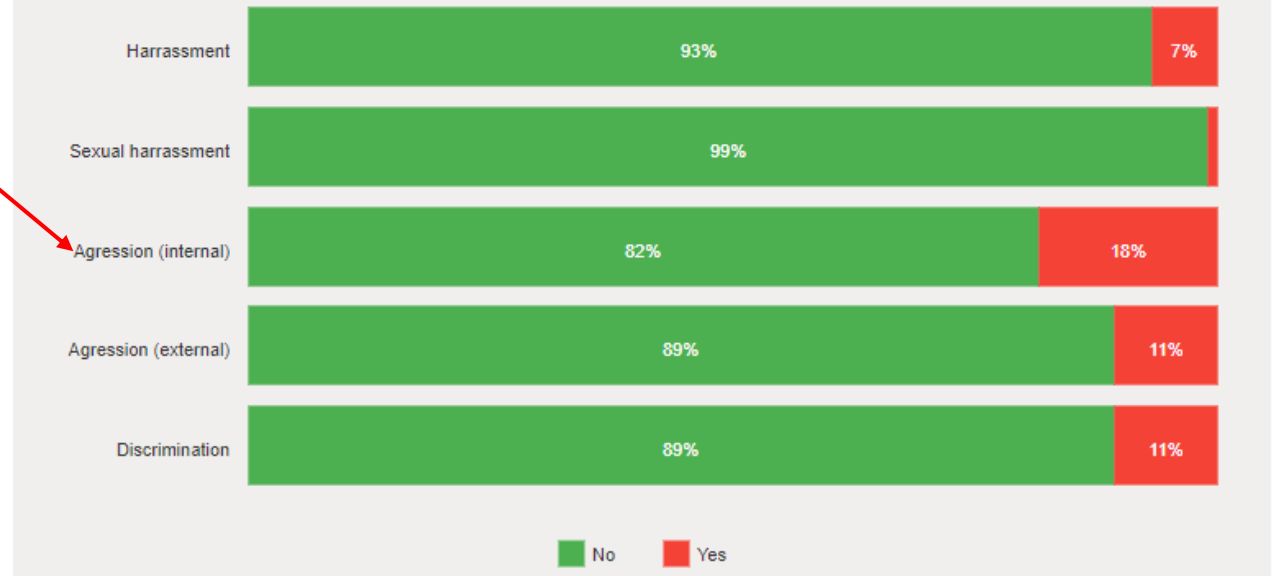
- Support of colleagues ↑
- Support of superior ↑

Results Non-Manager & Manager

Managers

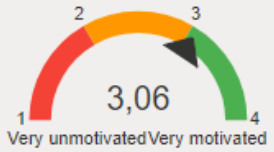
Well-being Indicators

Unwanted Behavior At Work



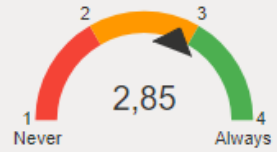
N 103

Motivation

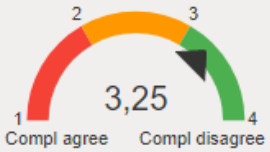


Stress

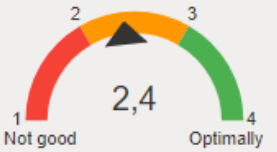
Coping stress



Intention to leave



Work Life Balance



N 103

Psychosocial risks

Labour organisation

Culture ↑
Structure ↓
Say ↓
Job security ↓

Job content

Independence ↑
Mental strain ↓

Terms of employment

Training ↓
Career Opportunities ↓
Evaluations ↓
Remuneration ↓

Workplace conditions

Safety ↑
Work equipment ↑

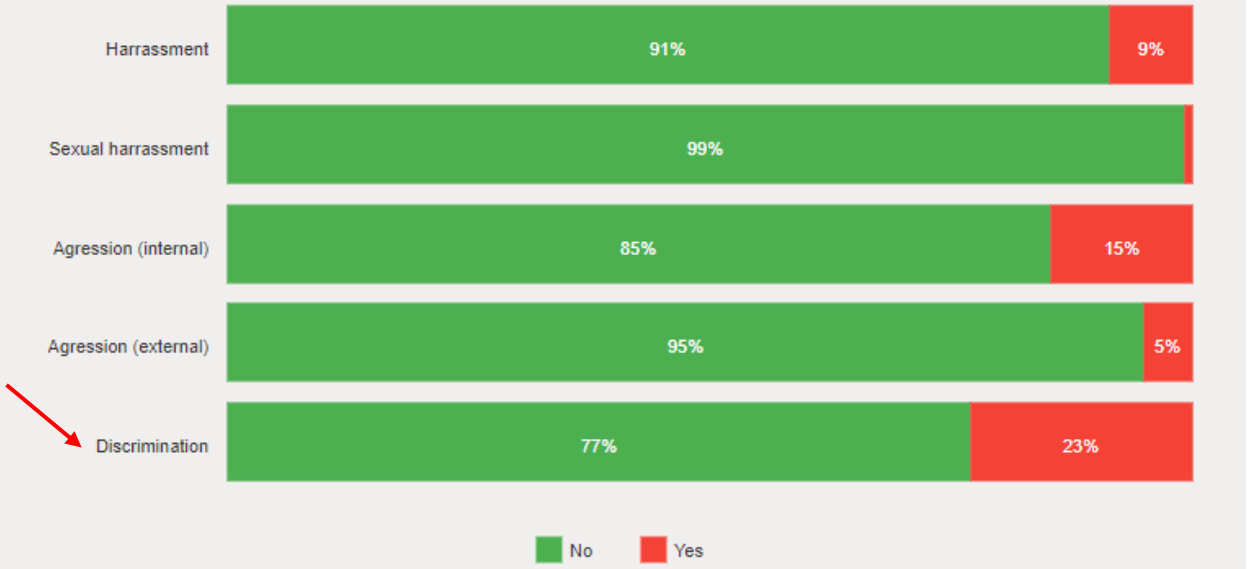
Job related interpersonal relations

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

No Managers

Well-being Indicators

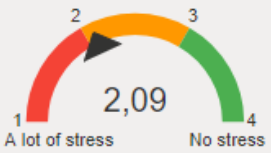
Unwanted Behavior At Work



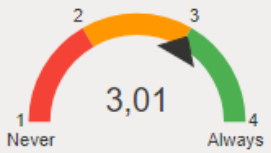
N 257

Motivation

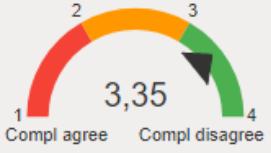
Stress



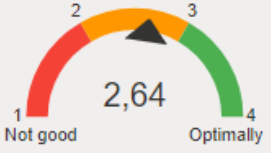
Coping stress



Intention to leave



Work Life Balance



N 257

Psychosocial risks

Labour organisation

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

Job content

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

Terms of employment

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

Workplace conditions

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

Job related interpersonal relations

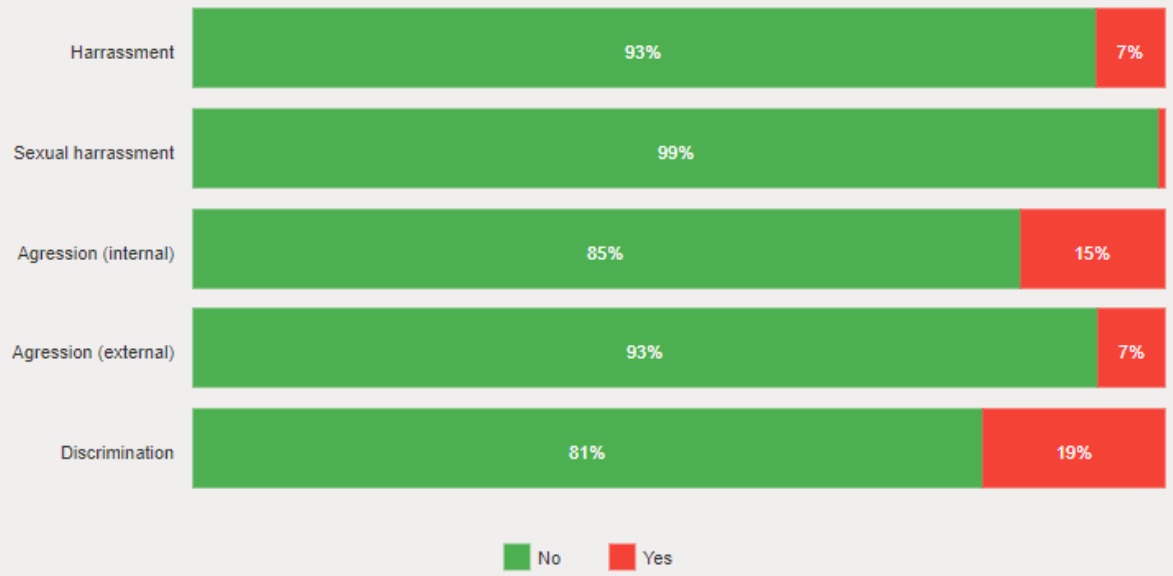
- Support of colleagues ↑
- Support of superior ↑
- Communication ↑
- ↓ Atmosphere

Results Men >< Women

Man

Well-being Indicators

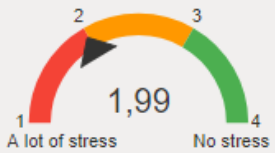
Unwanted Behavior At Work



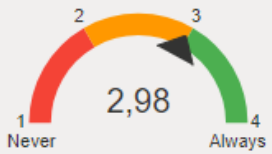
N 335

Motivation

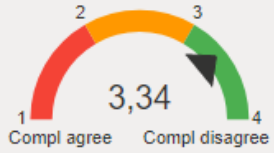
Stress



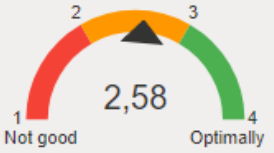
Coping stress



Intention to leave



Work Life Balance



N 335

Psychosocial risks

Labour organisation

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

Job content

- Work procedures ↑
- Mental strain ↓
- Independence ↑

Terms of employment

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

Workplace conditions

- Safety ↑
- Work equipment ↑
- Climate control ↑

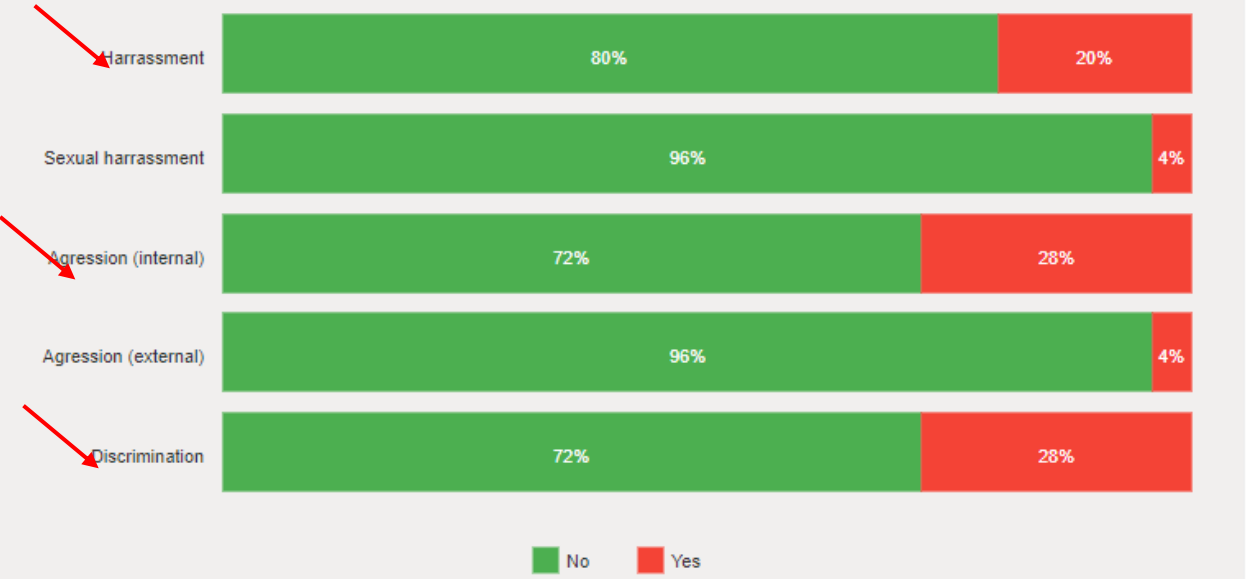
Job related interpersonal relations

- Support of colleagues ↑
- Atmosphere ↓
- Communication ↓

Women

Well-being Indicators

Unwanted Behavior At Work

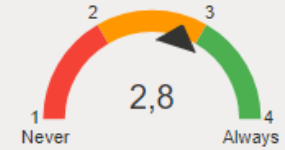


N 25

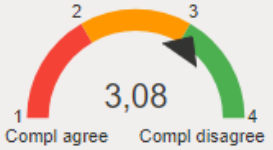
Motivation

Stress

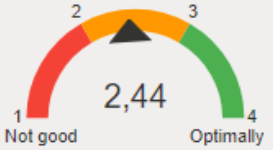
Coping stress



Intention to leave



Work Life Balance



N 25

Psychosocial risks

Labour organisation

- Structure
- Say
- Policy
- Culture

Job content

- Complexity
- Work pressure
- Independence
- Variation
- Task division
- Work procedures
- Mental strain

Terms of employment

- Training
- Career Opportunities
- Evaluations
- Remuneration

Workplace conditions

- Safety
- Work equipment
- Noise
- Lighting
- Climate control

Job related interpersonal relations

- Support of colleagues
- Support of superior
- Atmosphere
- Communication

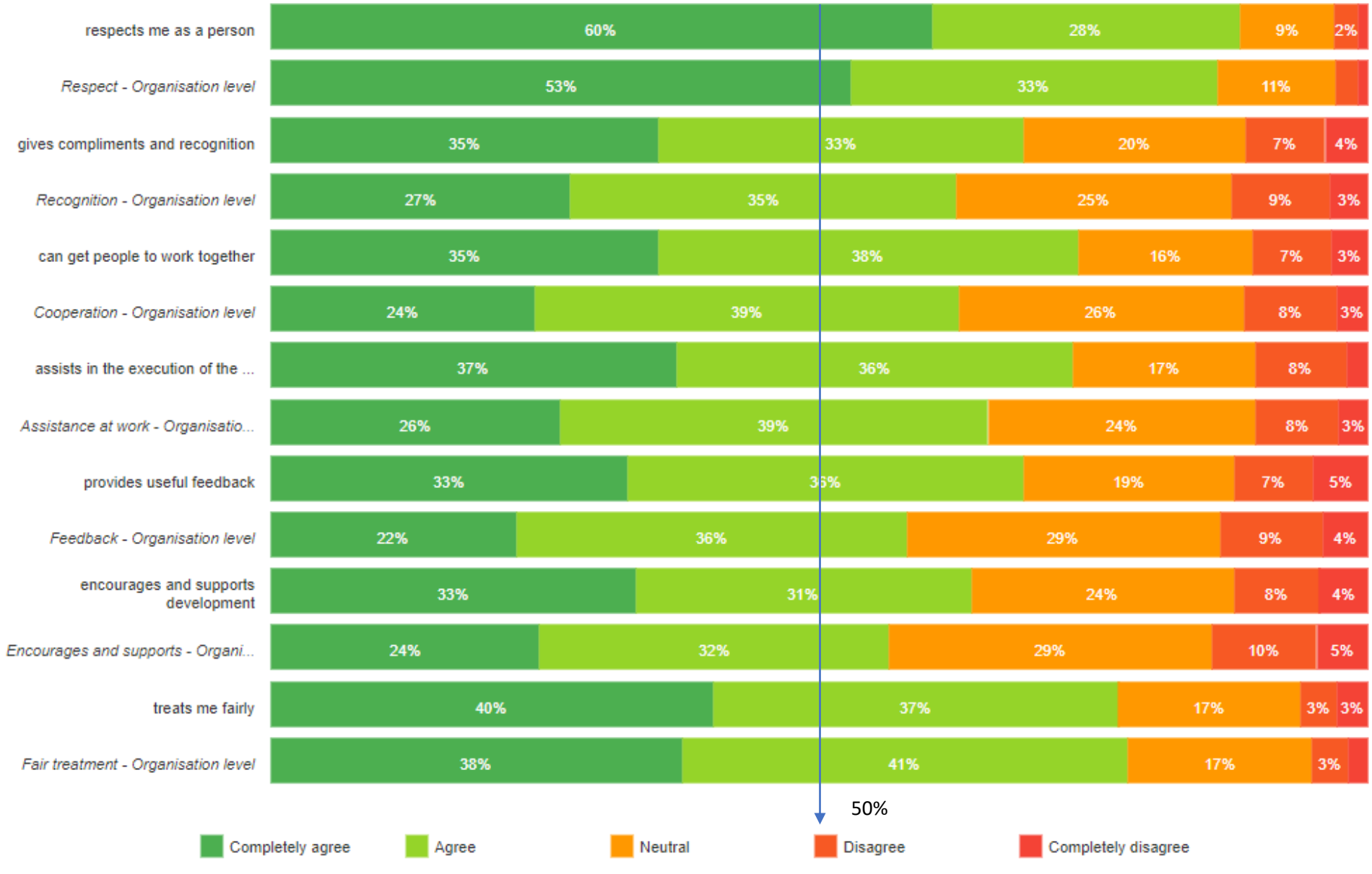
Results Module Change

Department
Company
Individual
Many changes in the organisation
13%
33%
36%
16%
2%
Many changes - organisation level
15%
33%
34%
15%
3%
Sufficiently informed
11%
37%
34%
13%
5%
Sufficiently informed - organisa...
8%
38%
35%
14%
5%
Sufficiently involved
10%
29%
38%
18%
6%
Sufficiently involved - organisa...
7%
27%
40%
19%
7%
Good handling of changes
12%
35%
40%
10%
4%
Handing changes - organisation l...
7%
35%
45%
10%
3%
Understanding why
14%
38%
39%
7%
3%
Understanding why - organisation...
11%
40%
39%
8%
2%
Content of tasks remains the same
14%
42%
30%
10%
3%
Content will remain - organisat...
9%
39%
30%
19%
3%
Reassured about job future
17%
34%
31%
12%
6%
Reassured about job future - org...
15%
43%
28%
10%
4%
Coping with change
33%
46%
19%
Cope with change - organisation ...
24%
55%
17%
3%
Long-term work
41%
29%
22%
5%
3%
Long-term work - organisation level
26%
42%
23%
6%
2%
50%
Completely agree
Agree
Neutral
Disagree
Completely disagree

Results Module Leadership

mensura

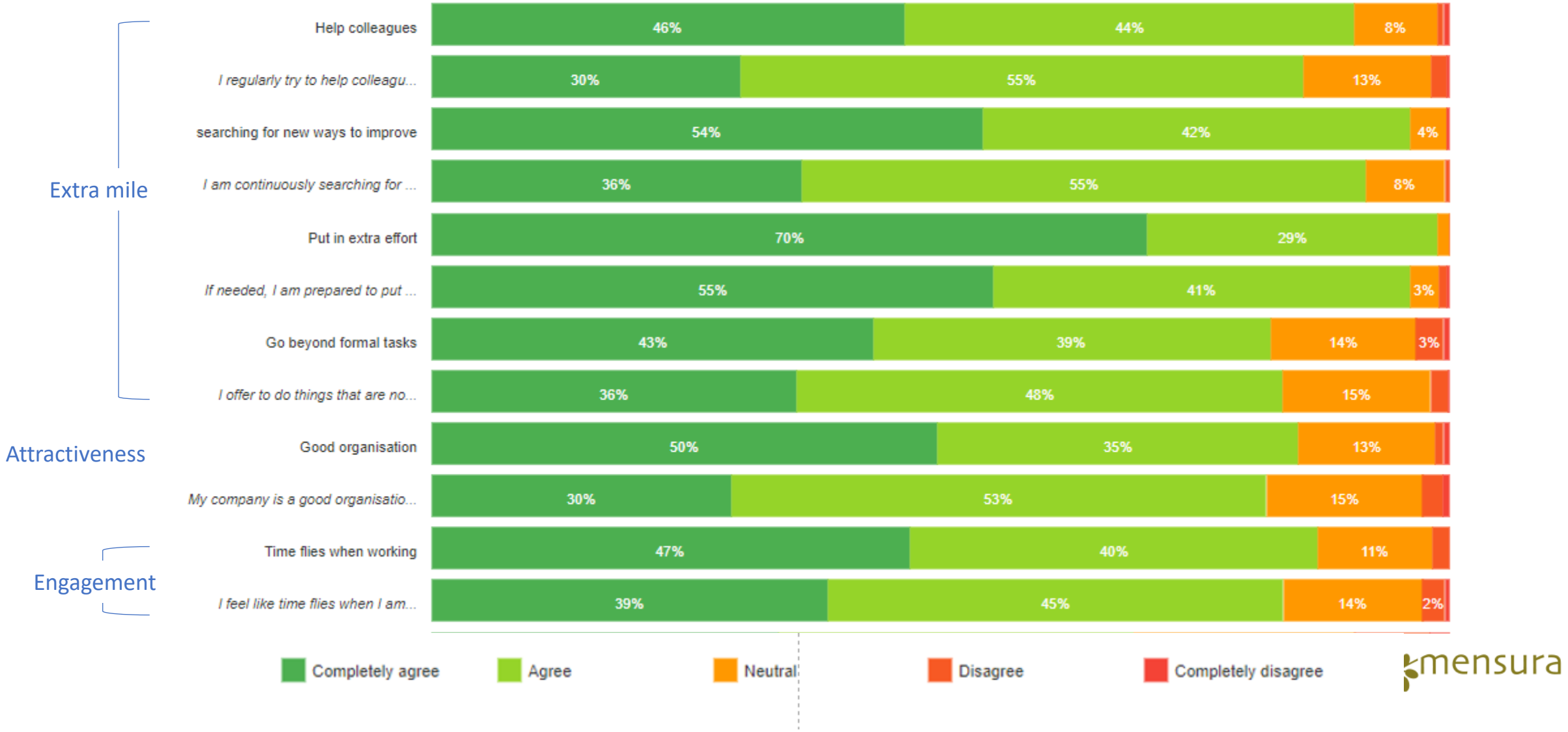
My manager...


respects me as a person
60%
28%
9%
2%
Respect - Organisation level
53%
33%
11%
gives compliments and recognition
35%
33%
20%
7%
4%
Recognition - Organisation level
27%
35%
25%
9%
3%
can get people to work together
35%
38%
16%
7%
3%
Cooperation - Organisation level
24%
39%
26%
8%
3%
assists in the execution of the ...
37%
36%
17%
8%
Assistance at work - Organisatio...
26%
39%
24%
8%
3%
provides useful feedback
33%
19%
7%
5%
Feedback - Organisation level
22%
36%
29%
9%
4%
encourages and supports development
33%
31%
24%
8%
4%
Encourages and supports - Organi...
24%
32%
29%
10%
5%
treats me fairly
40%
37%
17%
3%
3%
Fair treatment - Organisation level
38%
41%
17%
3%
50%
Completely agree
Agree
Neutral
Disagree
Completely disagree

Results Extra Module

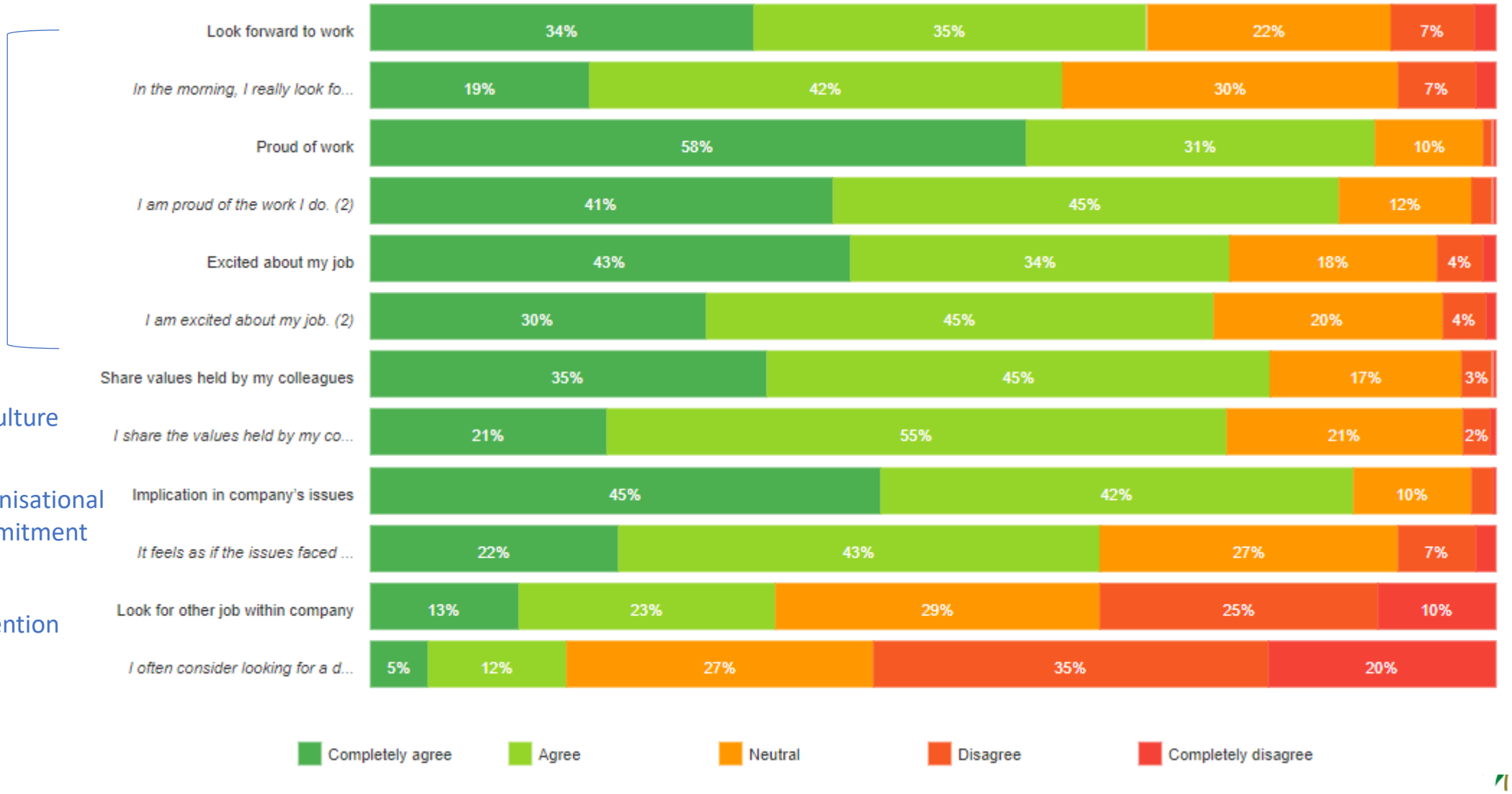
mensura

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?



Culture

Organisational commitment

Retention

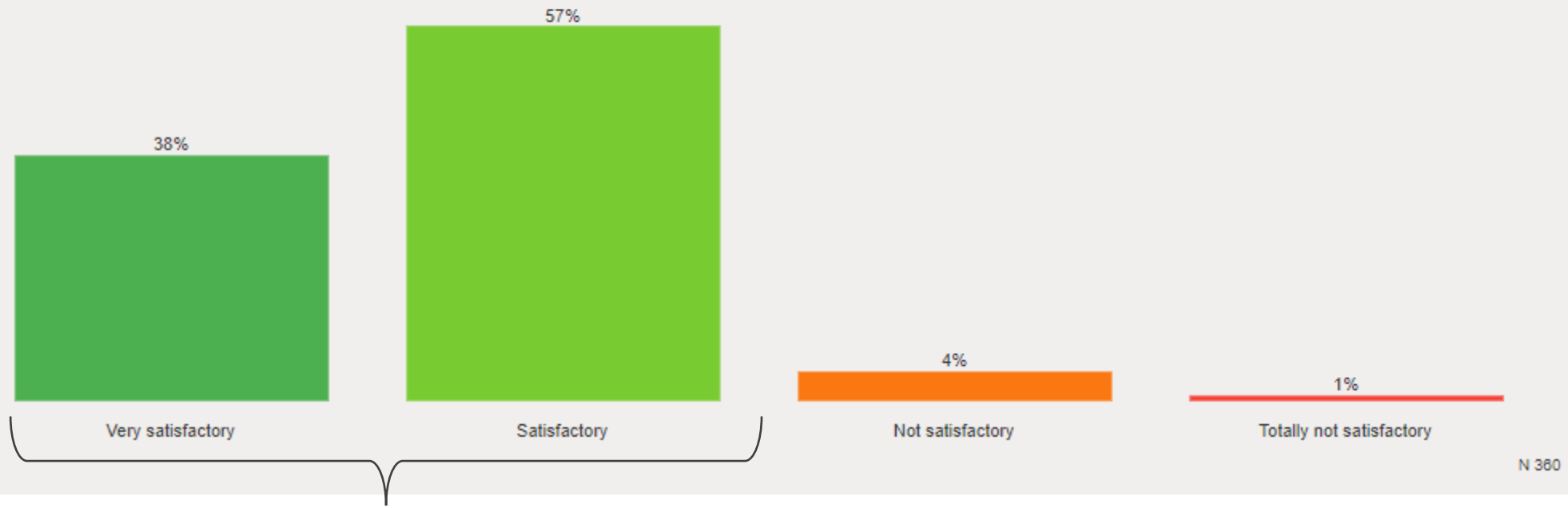
mensura

Covid

mensura

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?
44%
48%
7%
1%
Completely adequate
Adequate
Inadequate
Totally inadequate
N 360
92%

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%

Conclusions – Action plans & Timeline

What should we learn from the results of this survey?

- Despite **a large number of priorities being highlighted**, satisfaction and recommendation scores well as does the perception of management (cfr - leadership module)
- People remain engaged (loyal) and satisfied of their work and company (satisfaction & NPS score) – **motivation is lower**.
- Less good scores are globally linked with:

♦ **Stress** is a big attention point (especially managers and women = **less resources to handle stress**) with a vulnerable score in coping stress

→ **This high level of stress is the results of many highlighted psychosocial risks ;**

♦ **Evaluation/Career opportunities/Training** perception is the same through all group population

♦ **Interpersonal relations** in the Manager population is problematic (on the other hand a resource for non managers)

♦ **Global atmosphere** should be improved (working on support – communication – right to speak – management culture) → job relation are vey important for your people and scored border line as a resource.

♦ **Internal communication** is highlighted on all levels with lower scores concerning → involving & information

♦ **Unwanted behaviours is a serious issue who certainly impact the stress cursor – motivation & job security**

♦ **Six Construct** has strong points to increase the well-being of their employees & workers (clear structure – independence at work – organization)

Timeline Risk & Engagement Survey 2021

Individual presentation of the results to Entities and departments

As from 05/10

10-11/2021

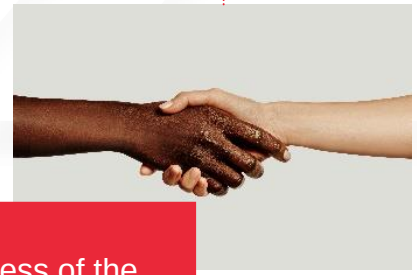
Action plans to be taken following results

Group overall + Local

12-2021

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

Mid-2022



Measuring the progress of the actions implemented begin 2022

Thank you

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