

# Engagement Survey 2021 – SONAR Report

## Tendering 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

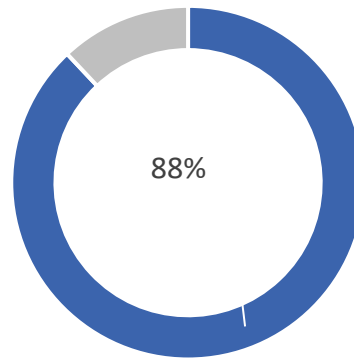
- SONAR refers to the device used to detect what is underwater
- On the surface, we observe various **behaviours** e.g. stress, lack of motivation etc, but we do not know the causes
- With the 29 **SONAR questions**, we can explore the underlying risks and evaluate if they influence positively / negatively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

# Scan results



Response Rate – Tendering department = 49 people

**Tendering**

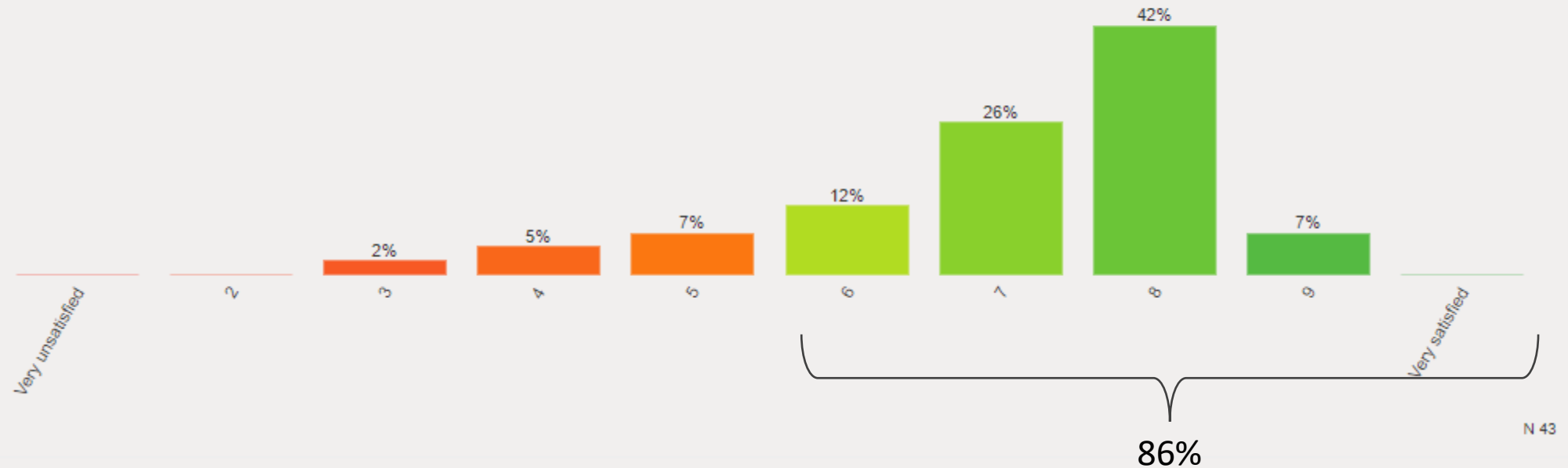


# Satisfaction & Net Promoter Score

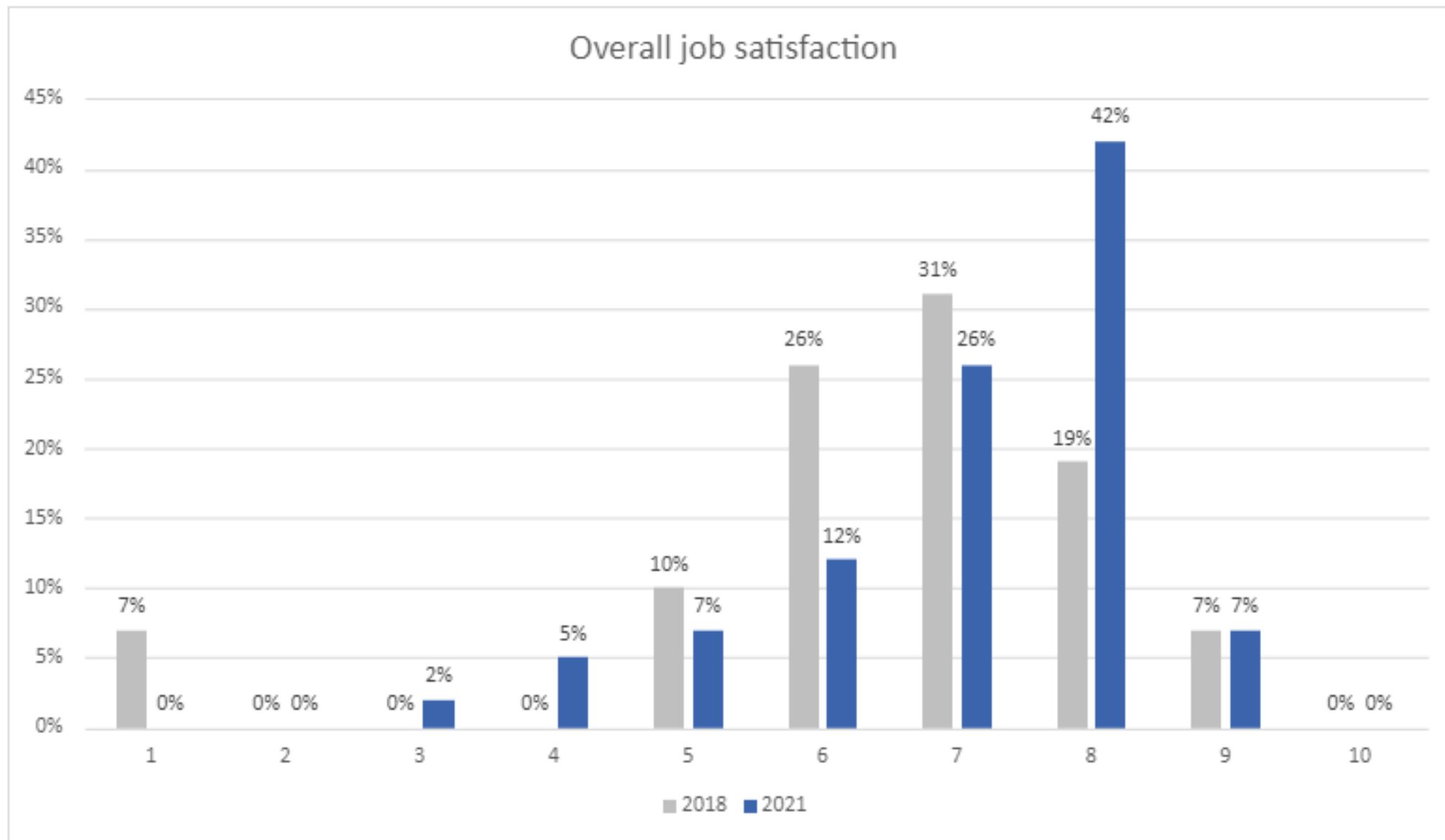


# Satisfaction

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



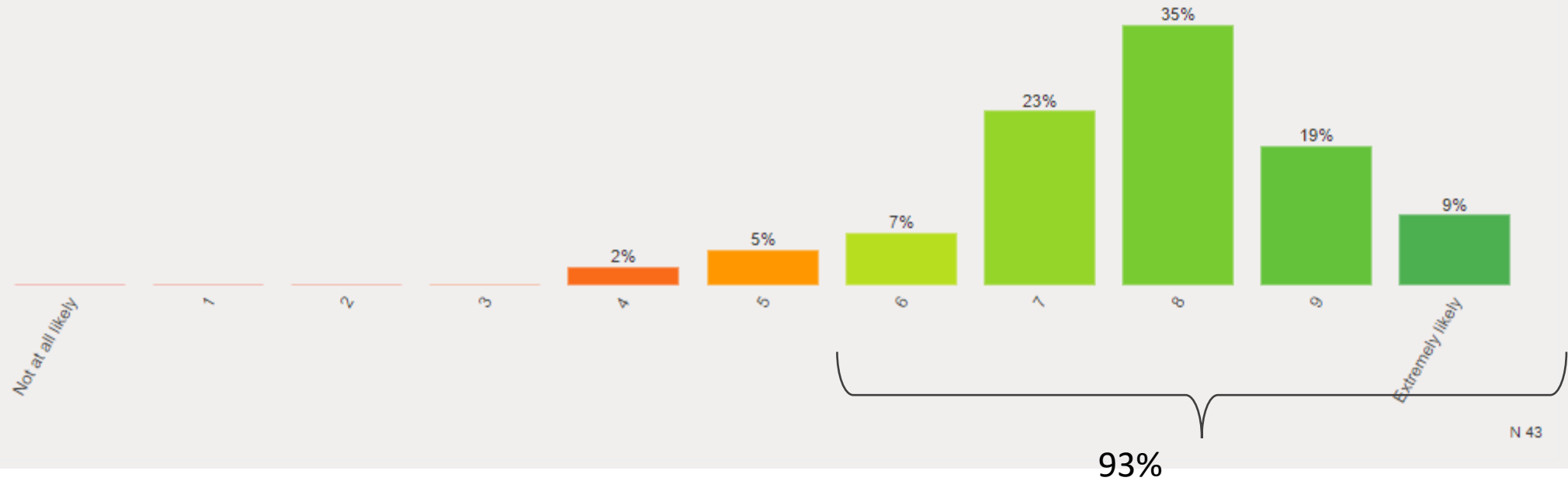
Satisfaction  
2018 >< 2021



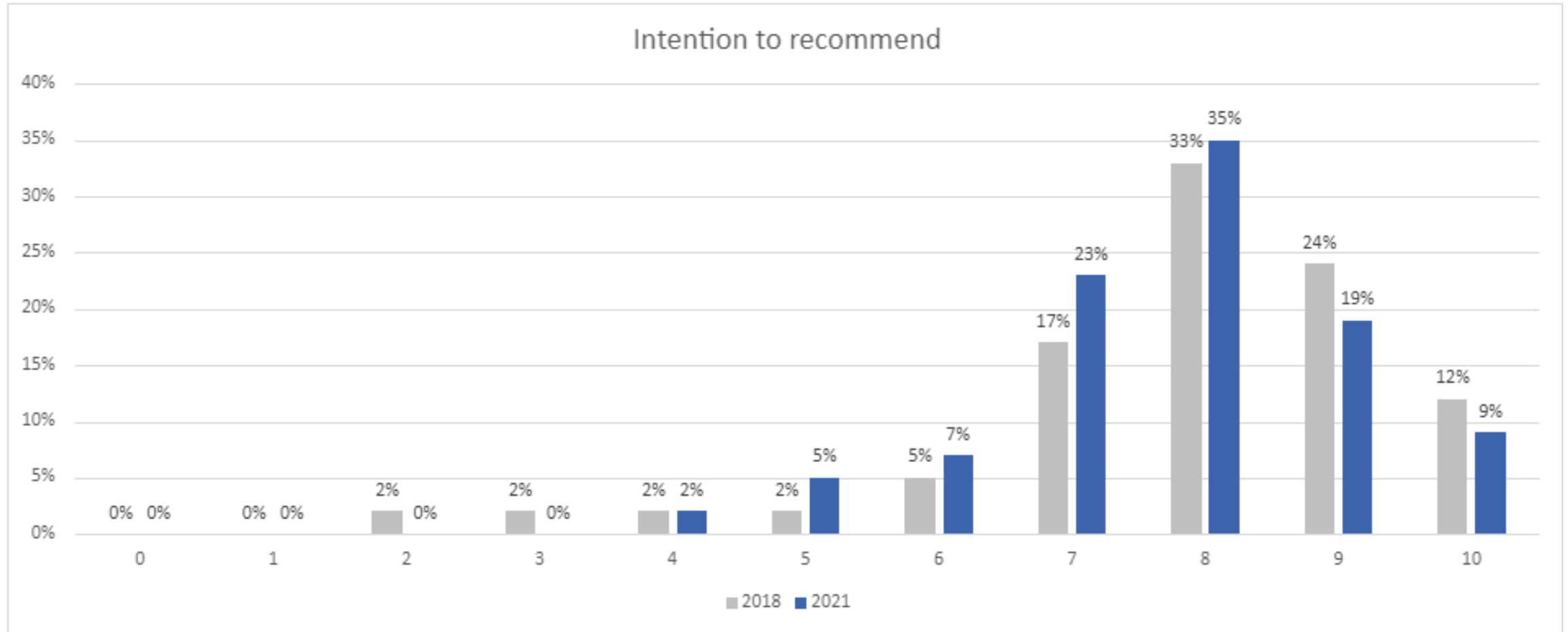


## NPS Score

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

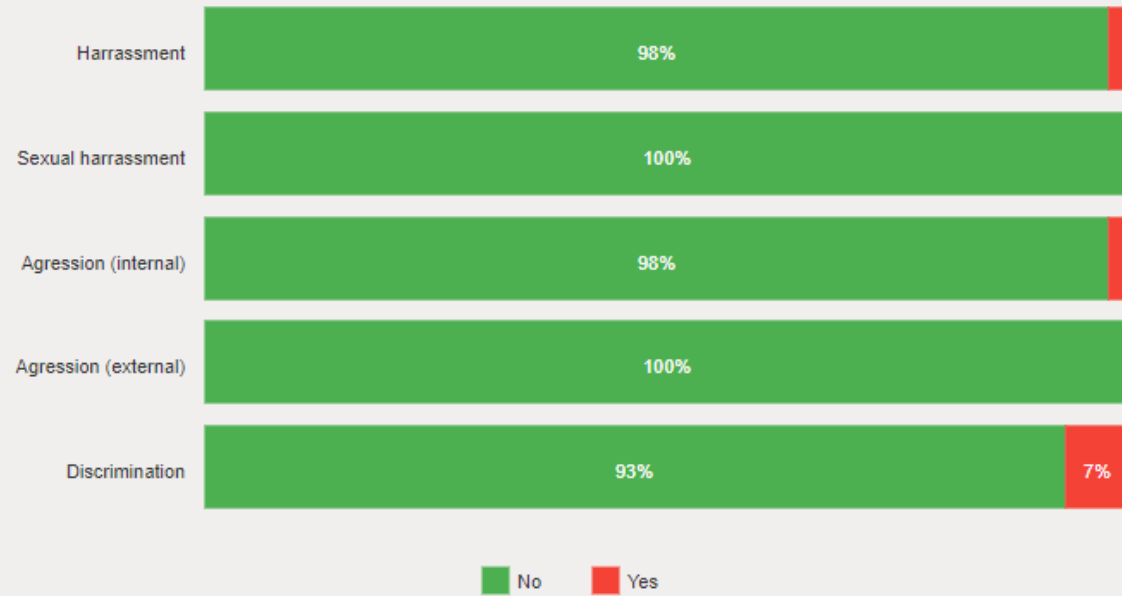


## NPS 2018 >< 2021



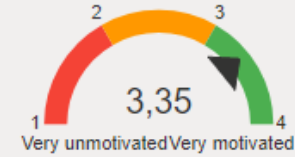
## Well-being Indicators

### Unwanted Behavior At Work



N 43

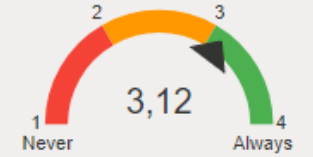
### Motivation



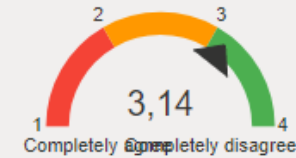
### Stress



### Coping stress



### Intention to leave



### Work Life Balance



N 43

## Psychosocial risks

### Labour organisation



Job security ↑ ↓ Structure

### Job content



Independence ↑

### Terms of employment



Holiday, working regime ↑

↓ Evaluations

↓ Remuneration

### Workplace conditions



↓ Noise

↓ Climate control

### Job related interpersonal relations

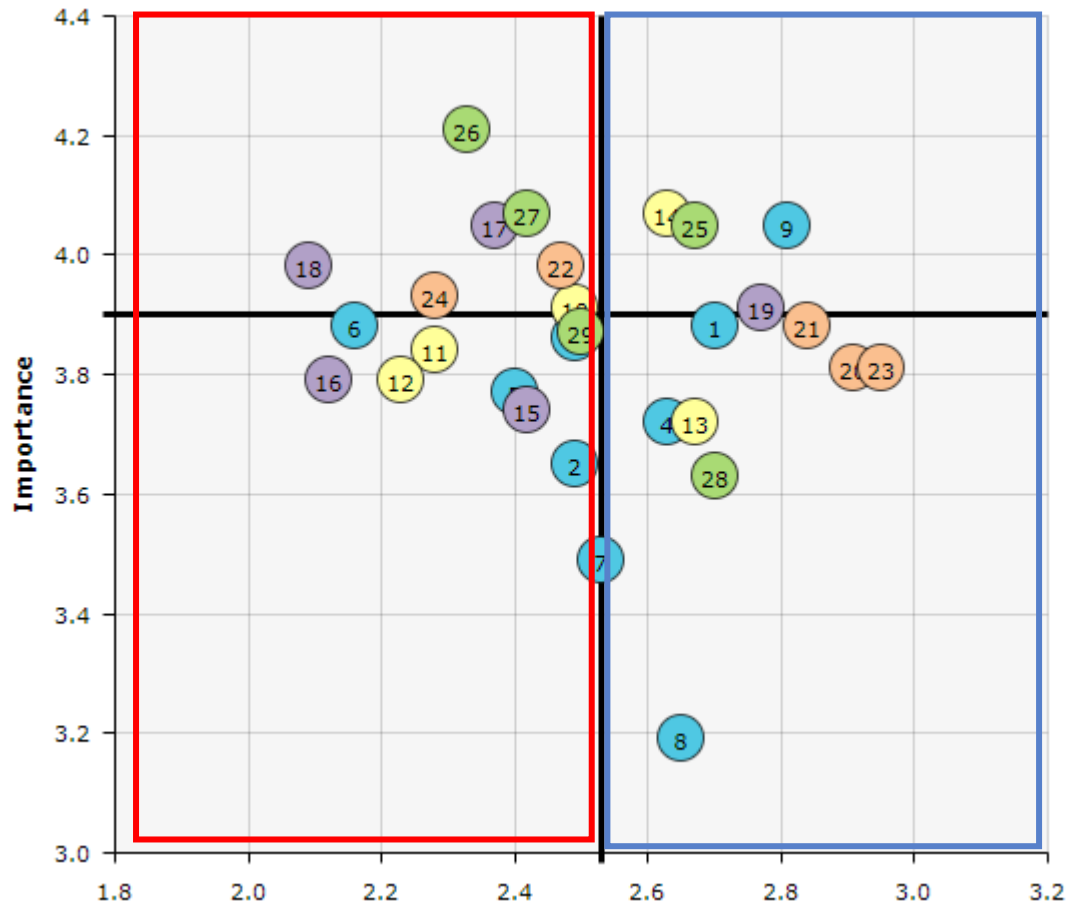


Support of colleagues ↑

↓ Support of superior

↓ Atmosphere

# Results: Tendering



## 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

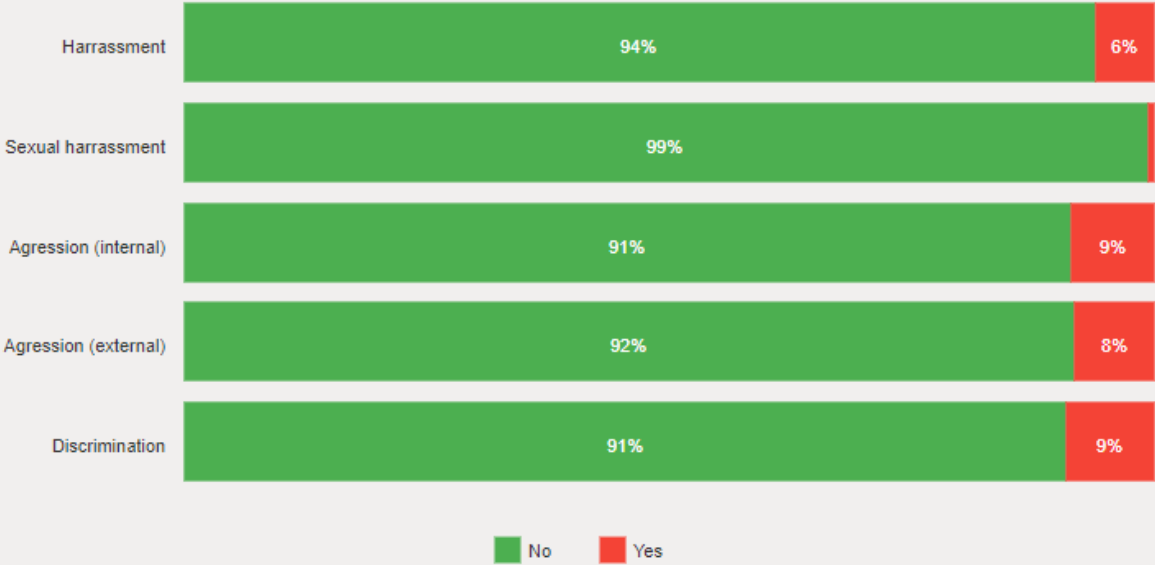
## Job related Interpersonal relations

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

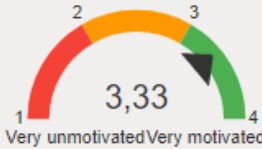
## Well-being Indicators

### Unwanted Behavior At Work



N 2,6k

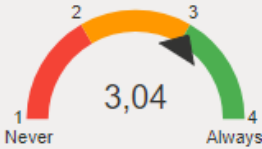
### Motivation



### Stress



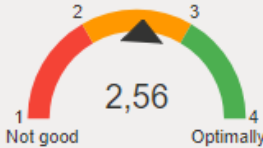
### Coping stress



### 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

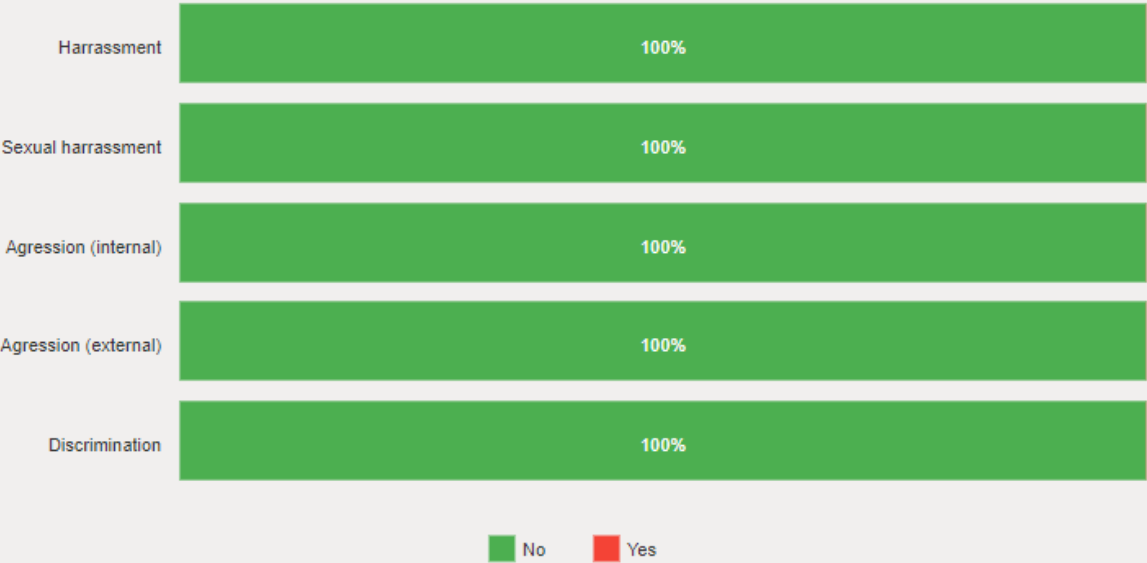
# Results Manager >< Non-Manager



Managers

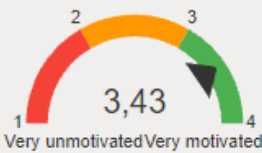
Well-being Indicators

Unwanted Behavior At Work

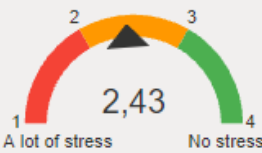


N 14

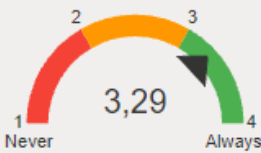
Motivation



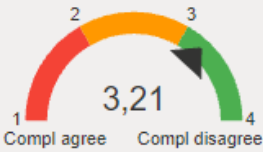
Stress



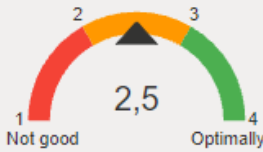
Coping stress



Intention to leave



Work Life Balance



N 14

Psychosocial risks

Labour organisation



- Structure
- Say
- Policy

Job content



- Variation
- Independence

Terms of employment



- Career Opportunities
- Evaluations
- Remuneration

Workplace conditions

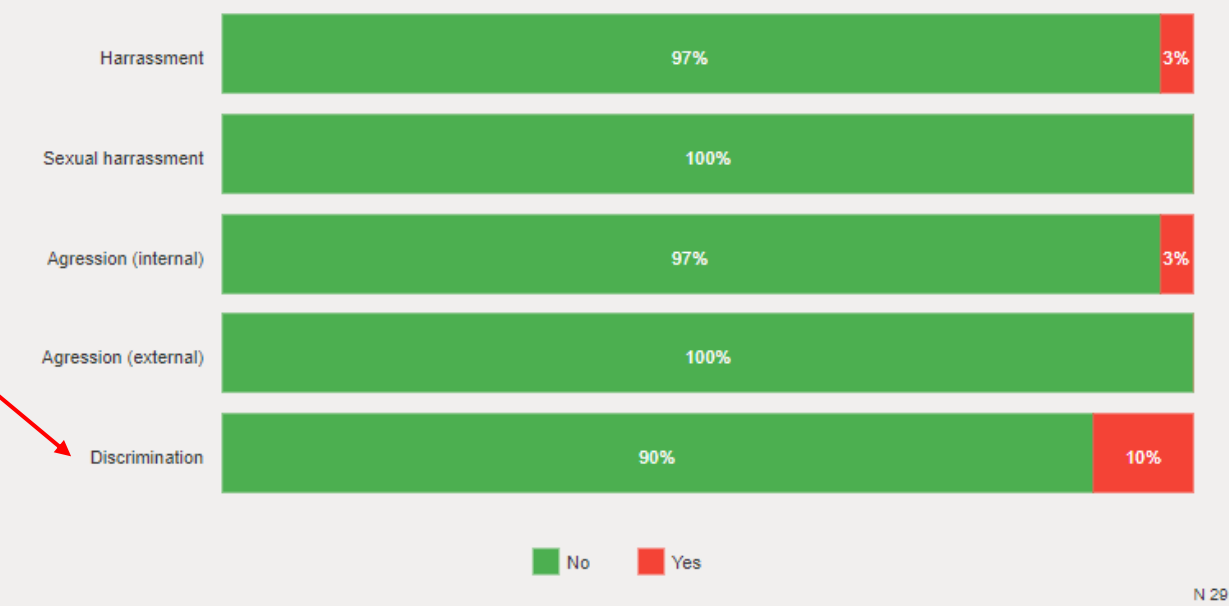


Job related interpersonal relations

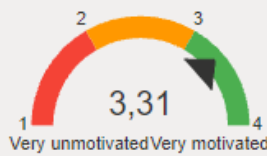


- Support of colleagues
- Support of superior
- Atmosphere
- Communication

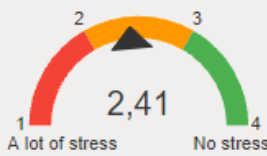
Unwanted Behavior At Work



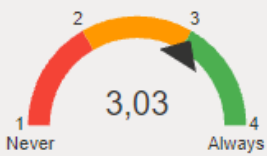
Motivation



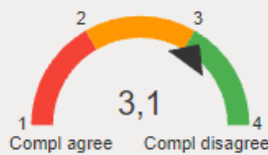
Stress



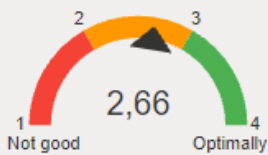
Coping stress



Intention to leave



Work Life Balance



N 29

Psychosocial risks

Labour organisation



Job content



Terms of employment



Workplace conditions



Job related interpersonal relations



Job security ↑

Independence ↑

Holiday, working regime ↑ Evaluations ↓

Safety ↑ Noise ↓  
Work equipment ↑ Climate control ↓  
Lighting ↑

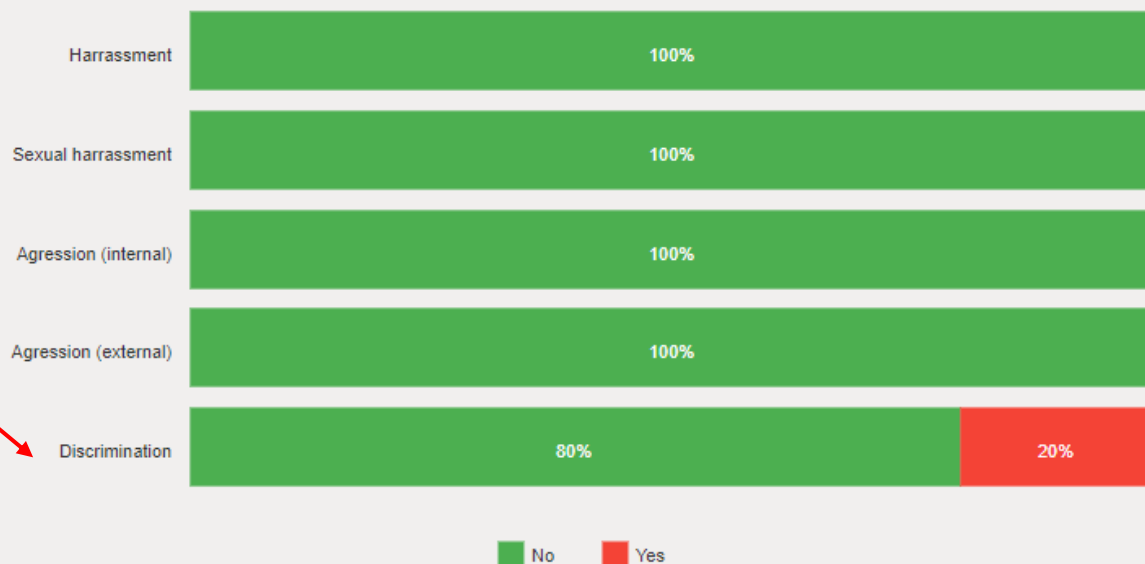
Support of colleagues ↑ Support of superior ↓  
Atmosphere ↓



# Results Men >< Women



## Unwanted Behavior At Work



N 10

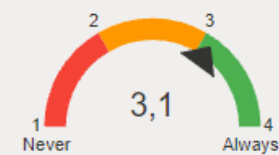
## Motivation



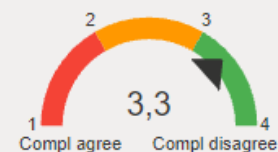
## Stress



## Coping stress



## Intention to leave



## Work Life Balance



N 10

# Psychosocial risks

## Labour organisation



Structure ↑  
Culture ↑  
Job security ↑

## Job content



Independence ↑ ↓ Mental strain  
↓ Emotional strain

## Terms of employment



Evaluations ↑ ↓ Remuneration  
Holiday, working regime ↑

## Workplace conditions



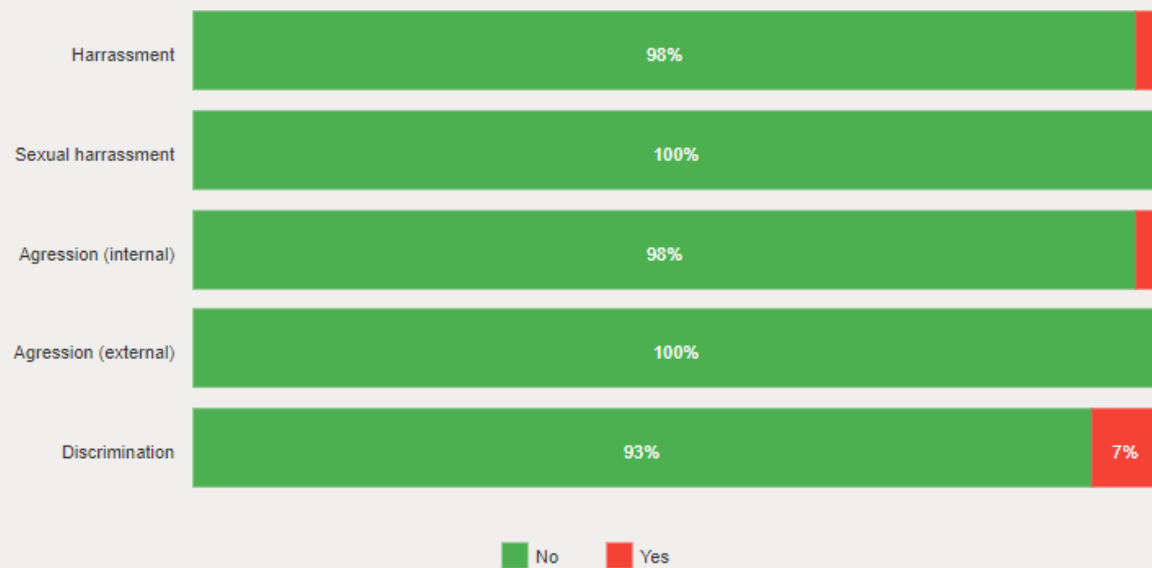
Safety ↑ ↓ Noise  
Work equipment ↑ ↓ Climate control  
Lighting ↑

## Job related interpersonal relations



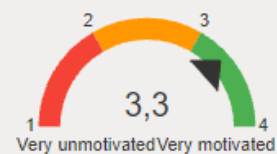
Support of colleagues ↑ ↓ Support of superior  
↓ Atmosphere  
↓ Communication

## Unwanted Behavior At Work



N 43

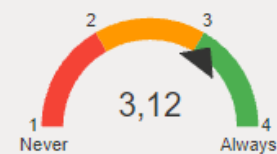
## Motivation



## Stress



## Coping stress



## Intention to leave



## Work Life Balance



N 33

## Psychosocial risks

## Labour organisation



Job security ↑

## Job content


 Variation ↑  
 Independence ↑

## Terms of employment


 ↓ Evaluations  
 ↓ Remuneration

## Workplace conditions



## Job related interpersonal relations


 Support of colleagues ↑  
 ↓ Support of superior  
 ↓ Atmosphere

# Results Module Change



Department  
Company

Individual

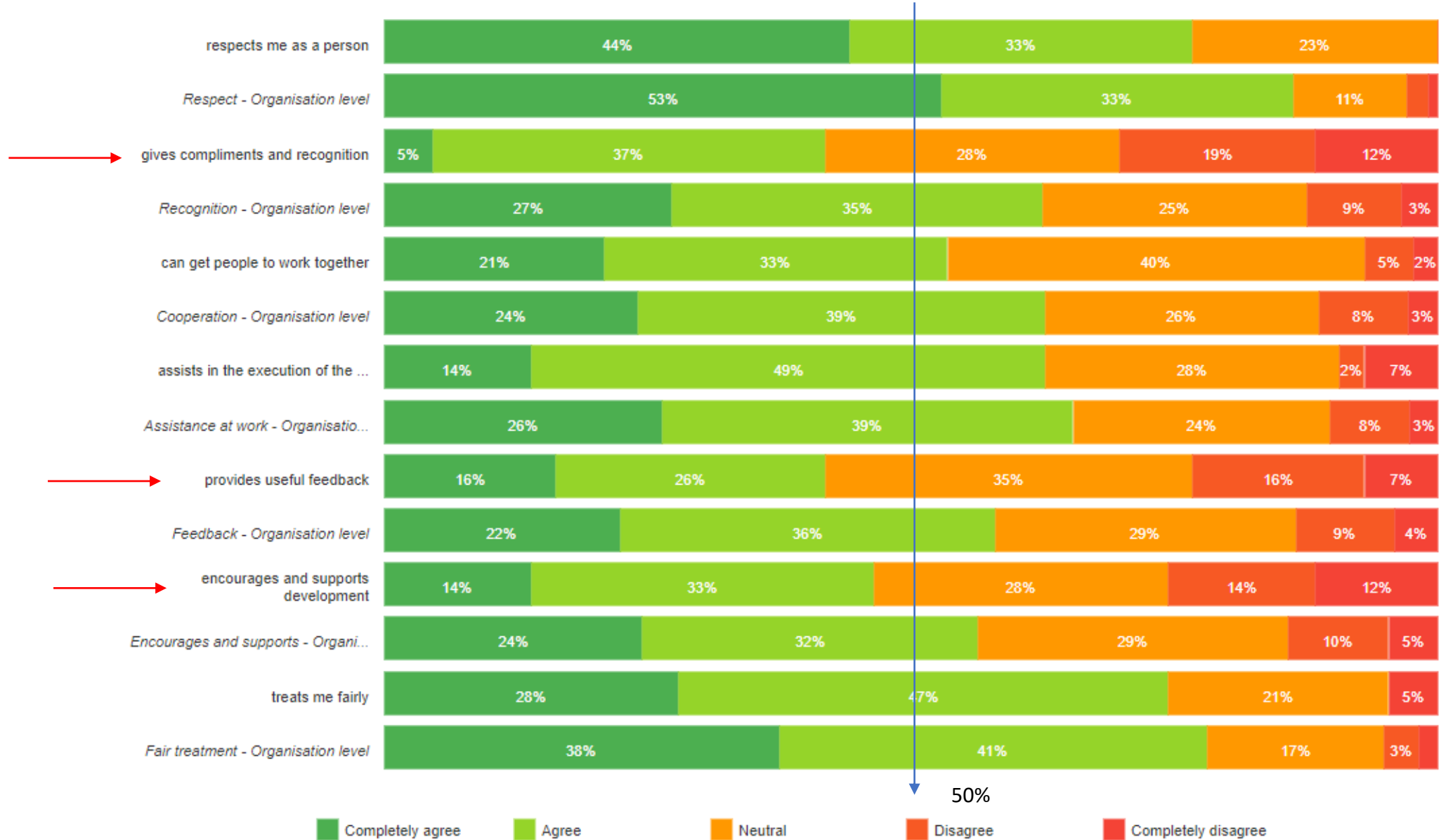


# Results Module Leadership



## My manager...

The department scores below average on the leadership module

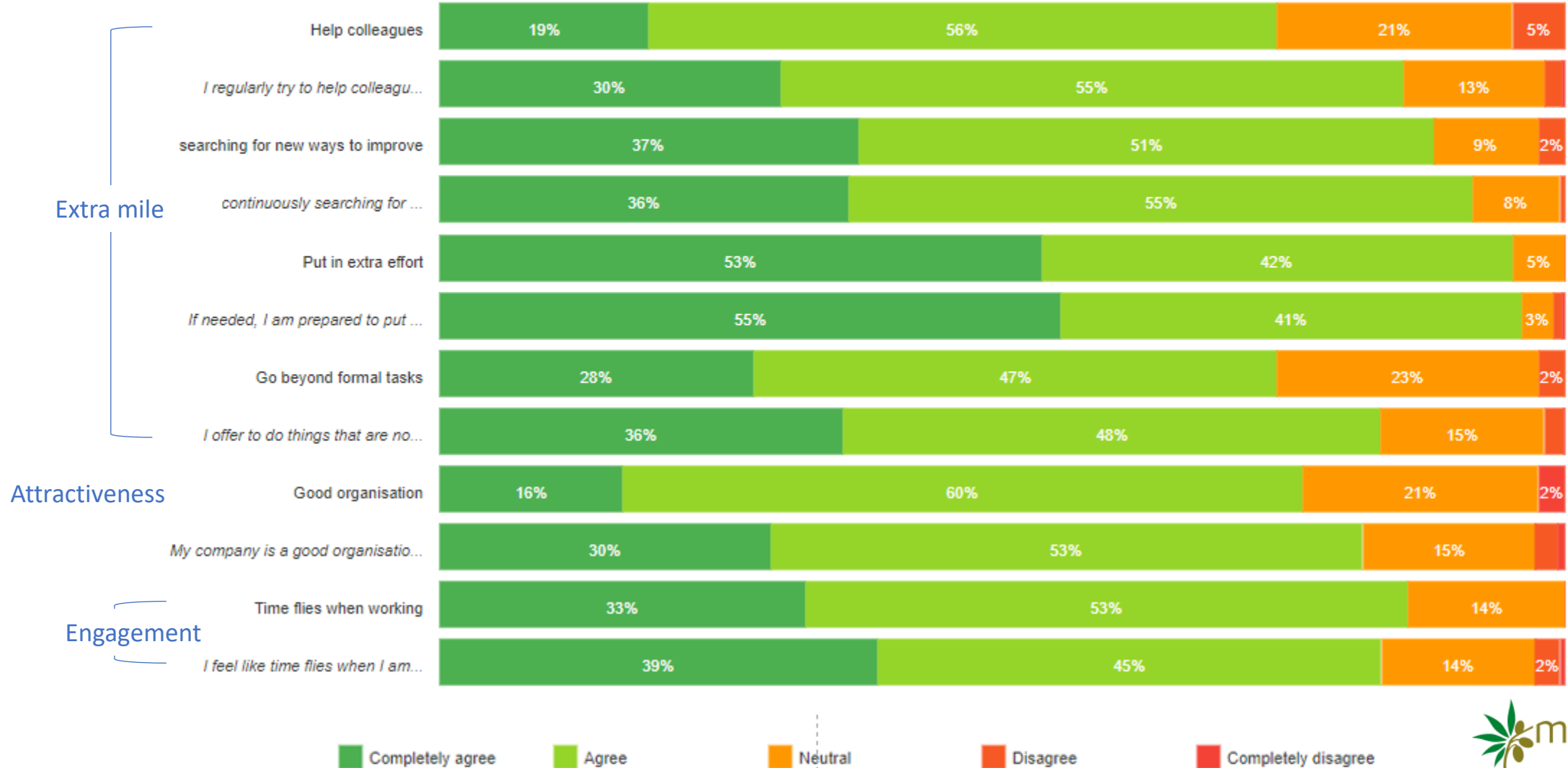


# Results Extra Module

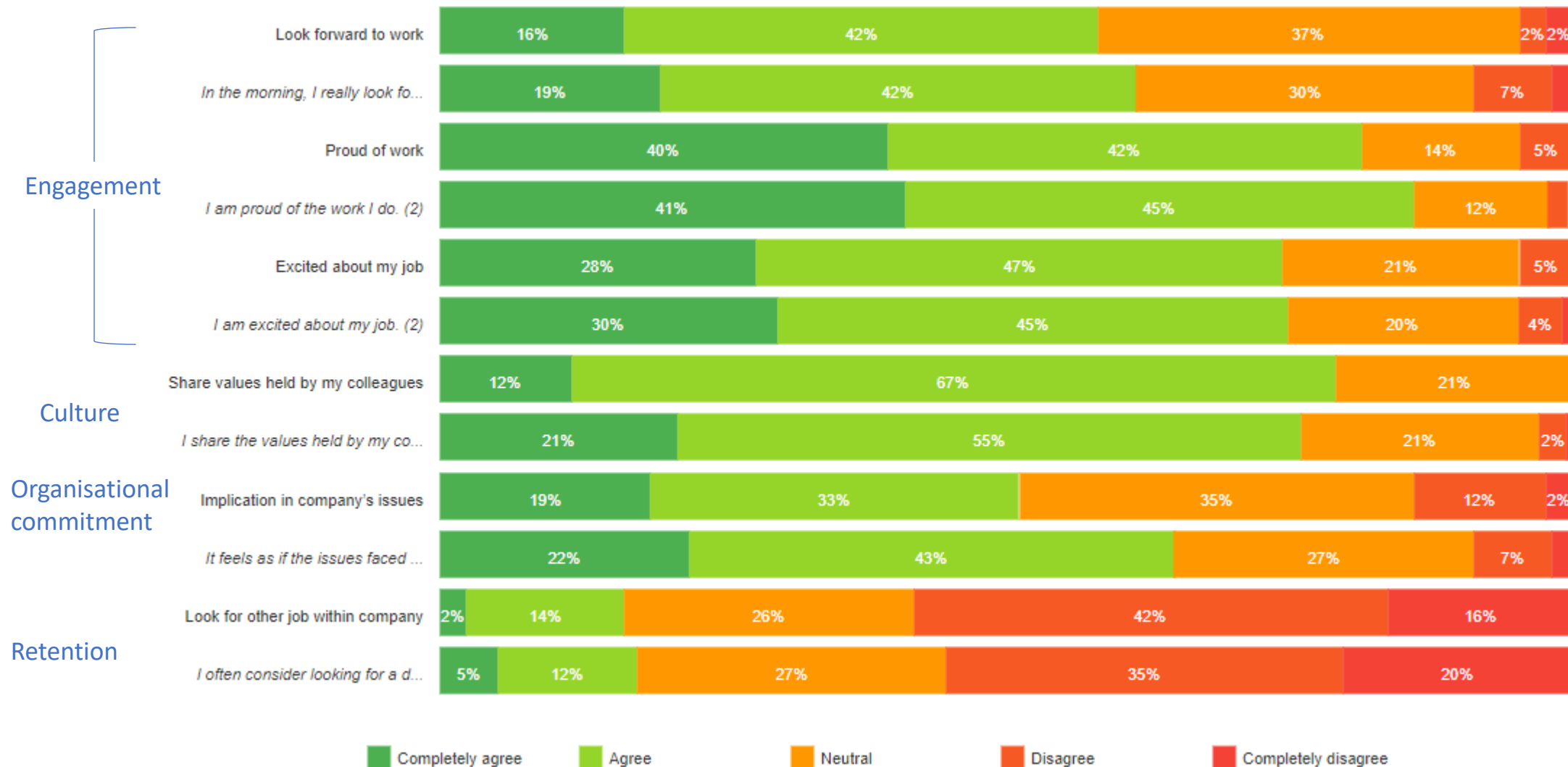




The following statements relate to your daily work in our company. To what extent do you agree with these statements?



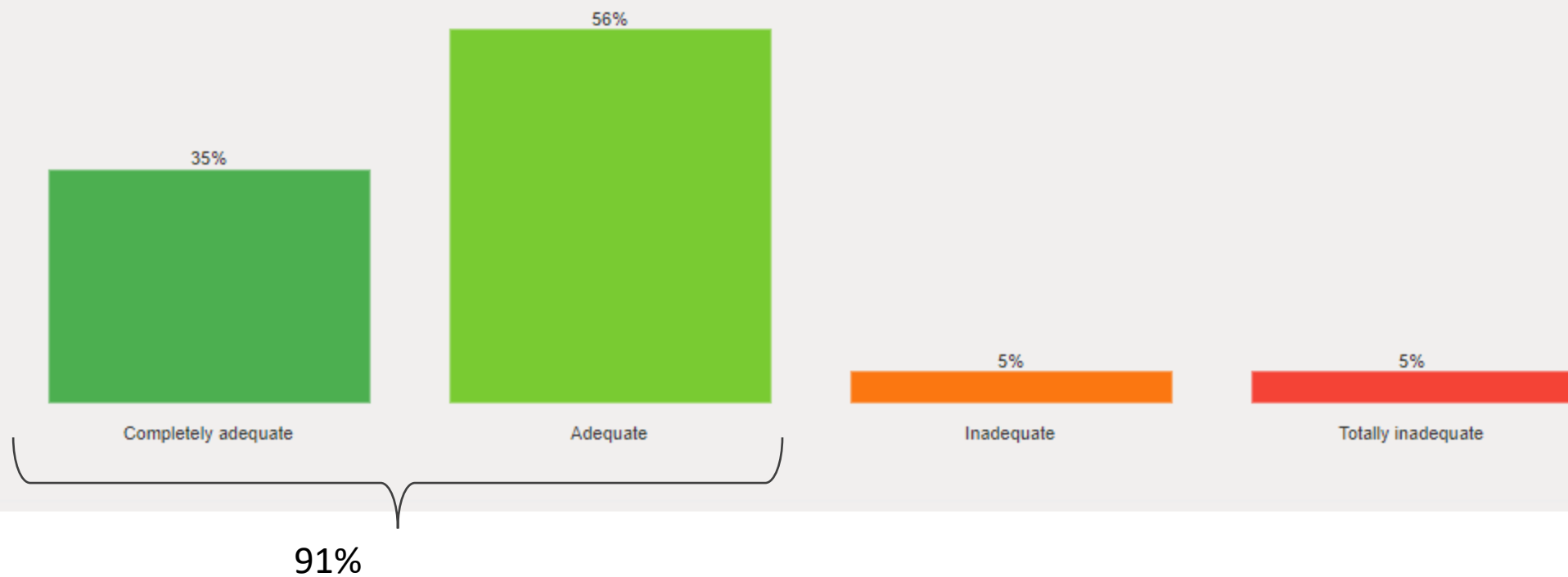
The following statements relate to your daily work in our company. To what extent do you agree with these statements?



# Covid

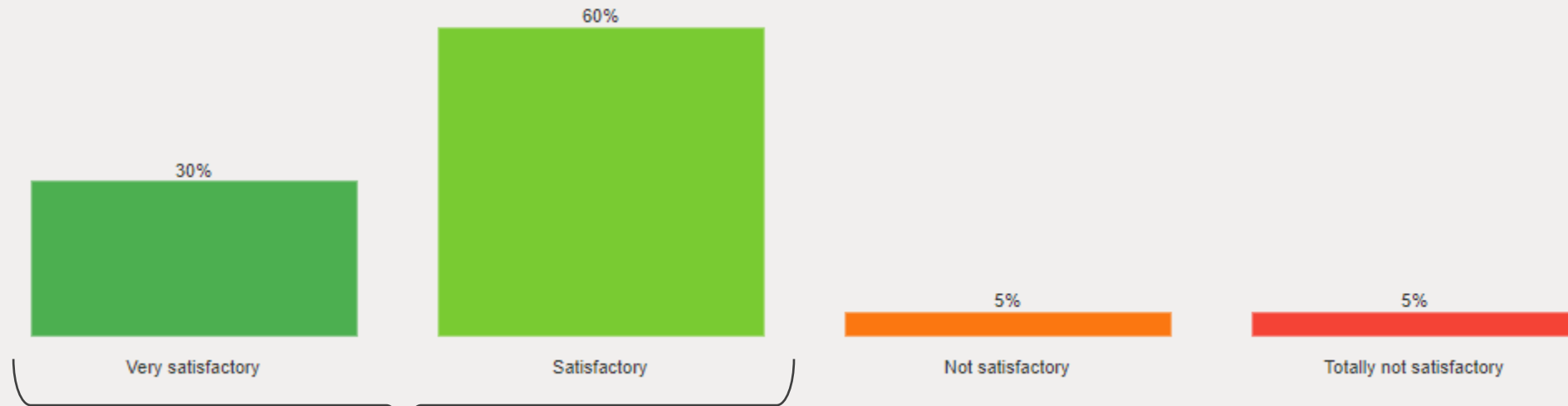


In the context of the Covid-19 pandemic, your company implemented sanitary measures in your workplace. Do you feel that these measures are adequate to keep you safe?



N 43

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?



90%

N 43

# Conclusions – Action plans & Timeline



# What should we learn from the results of this survey?

- Satisfaction and NPS score are sufficient (scores have moved in levels since 2018)
- Tendering department can influence the well being of their people with maintaining **support of colleagues** (to be improved on management level) – **independence** in the work & **job security**
- Less good scores are globally linked with atmosphere, support of superior & communication (sufficiently involved – feedback & evaluation ) = items assessed with great importance
- Manager level shows more issues with the department and **work structure + interpersonal relations** -> clear impact on the other group population -> **leadership issues**
  - *Action could be decided on those priorities*
- Difference between perception of Managers >< No Managers profile (focus point)
- Women population (N=10) -> discrimination

# 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

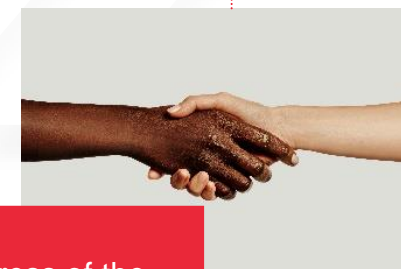
As from 05/10

Action plans to be taken following results



Group overall + Local

Measuring the progress of the actions implemented begin 2022





Thank you 😊

