(Vanhout (incl. Bilzen)

Engagement Survey 2021 – SONAR Report

Vanhout

Stéphanie Leblanc – Prevention Advisor Psychosocial Aspects Mensura

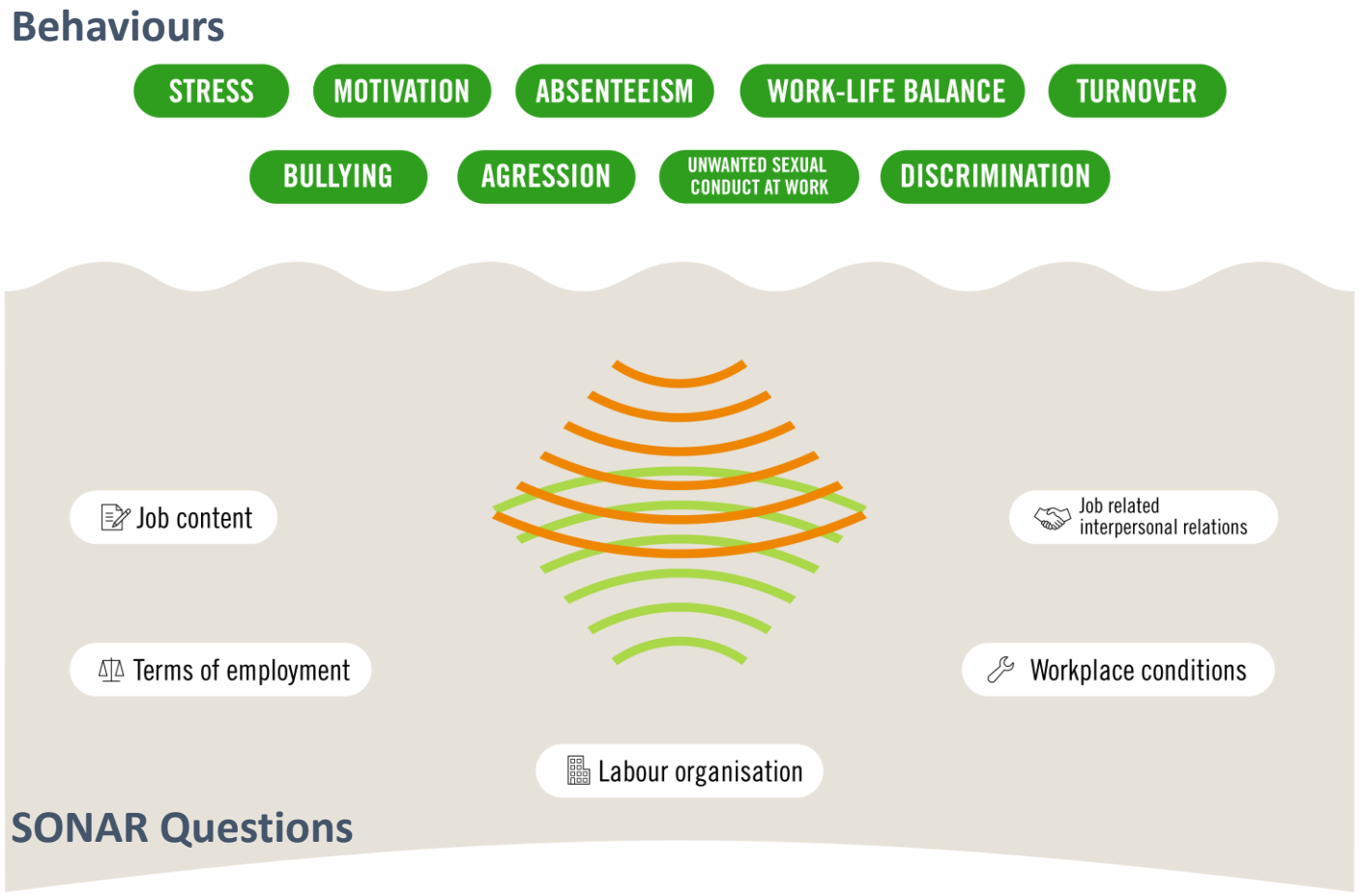
Larissa Gilleman - Change Management

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

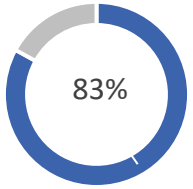
mensura

Scan results

mensura

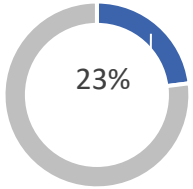
Distribution of reponse rate - Vanhout

Vanhout Projects
12 ind.



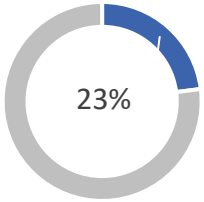
= 10 ind.

ComTIS Installations
53 ind.



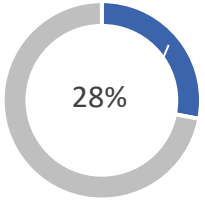
= 12 ind.

ComTIS Services
39 ind.



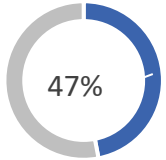
= 9 ind.

Energieconcepten
19 ind.



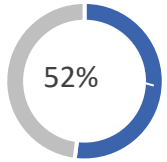
NA – 5 ind.

Vanhout (incl. Bilzen)
255 ind.



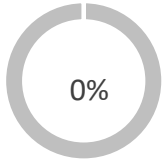
= 120 ind.

HBS
21 ind.



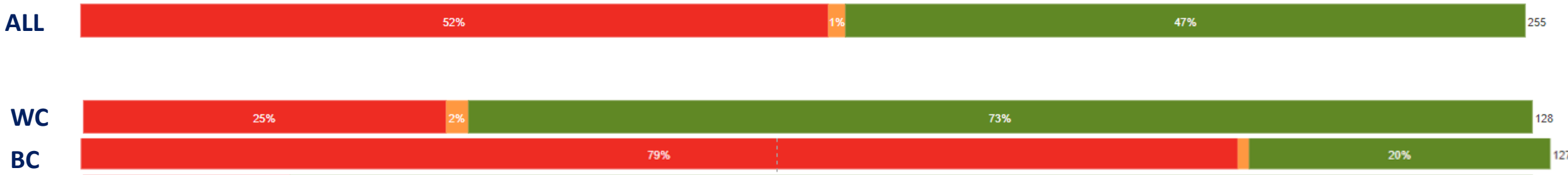
= 10 ind.

Isofoam
21 ind.



Vanhout (incl. Bilzen)

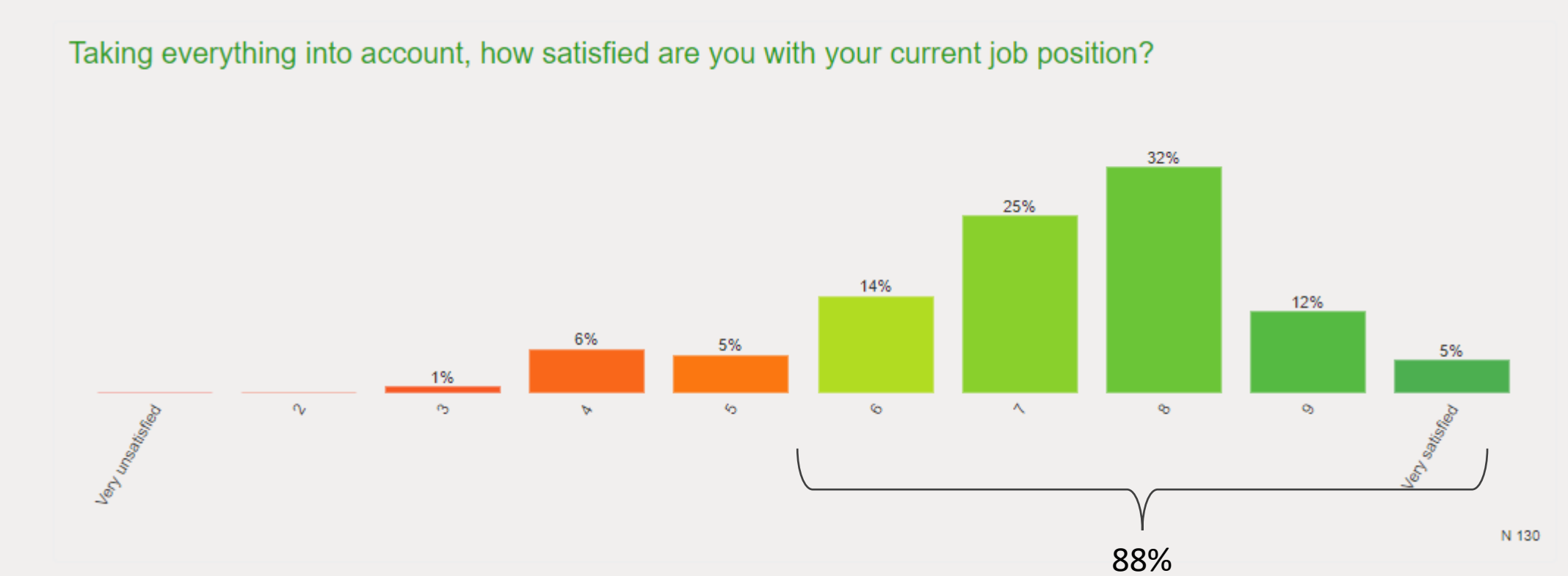
Response Rate



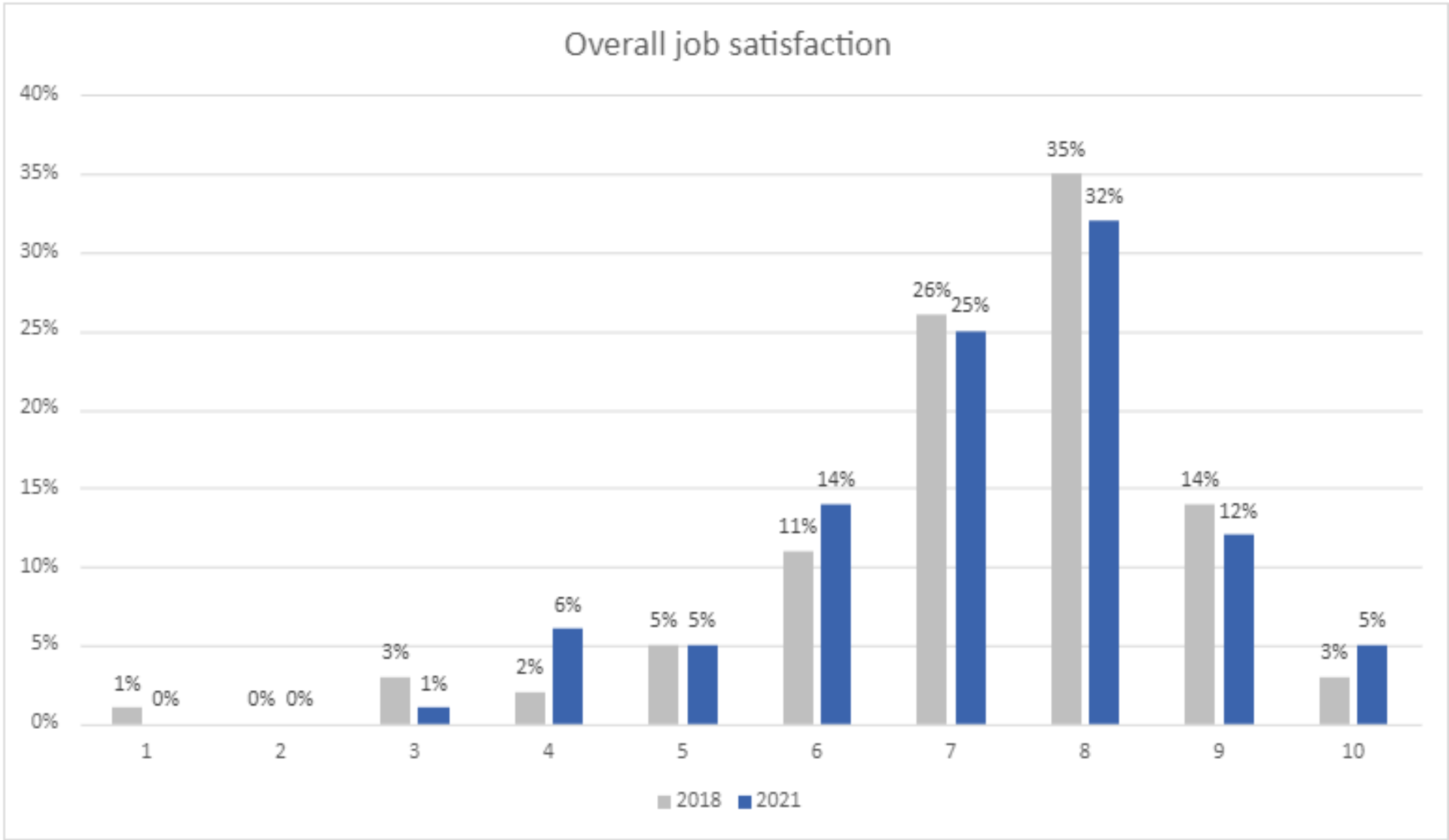
Satisfaction &
Net Promoter Score

mensura

Satisfaction score 2021

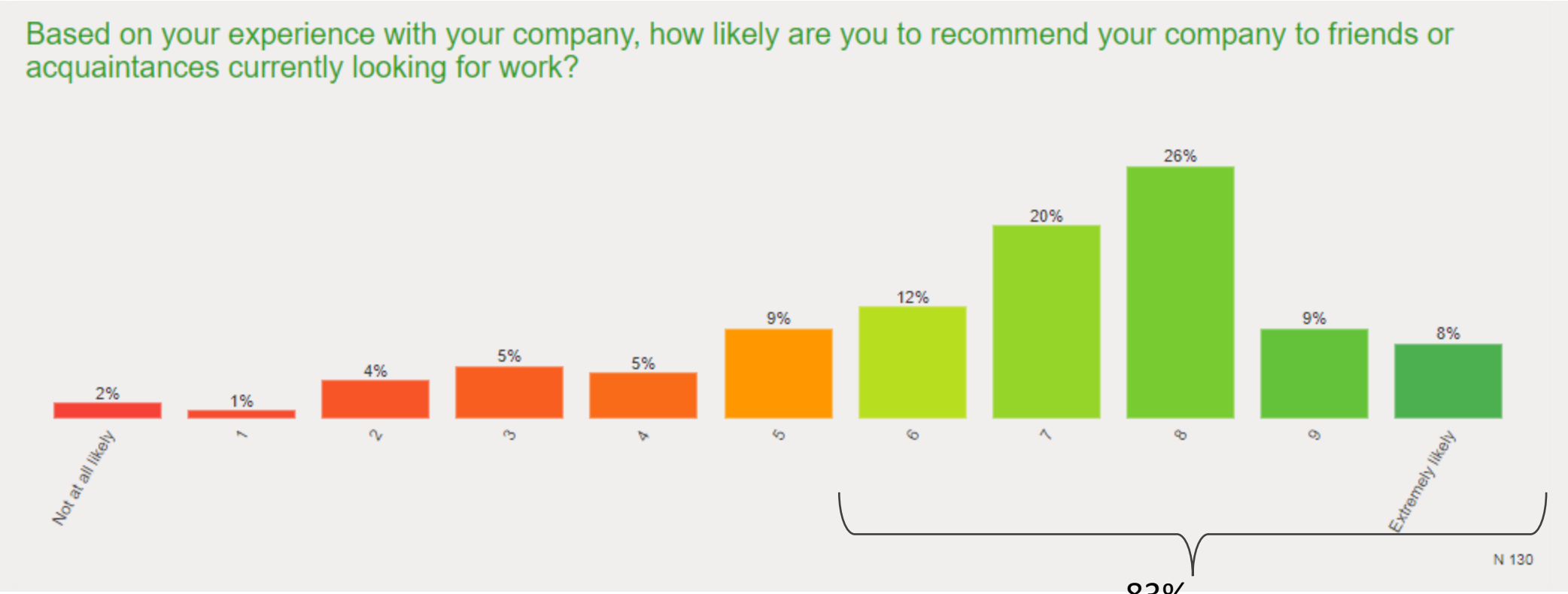


Satisfaction
2018 >< 2021

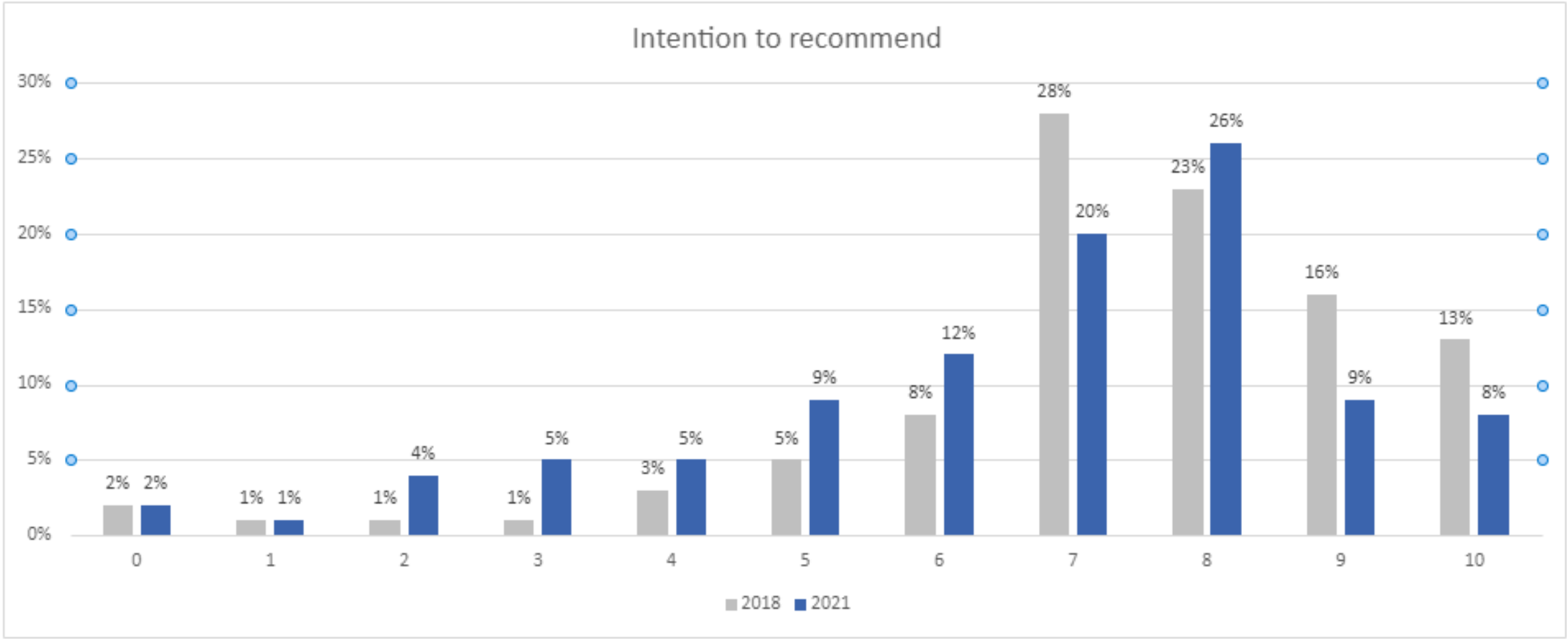


mensura

Net Promotor Score

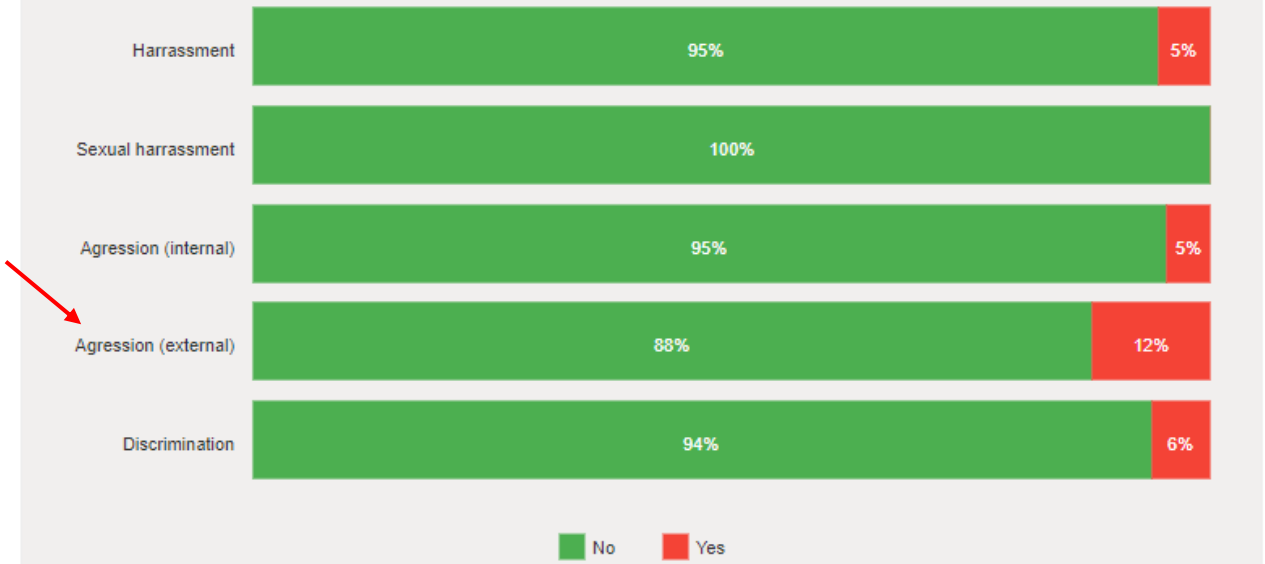


NPS 2018 >< 2021



Well-being Indicators

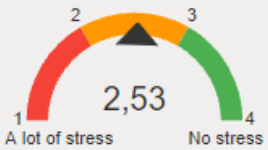
Unwanted Behavior At Work



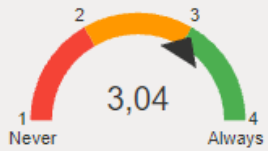
N 130

Motivation

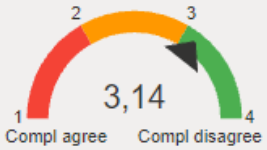
Stress



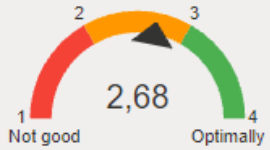
Coping stress



Intention to leave



Work Life Balance



N 130

Psychosocial risks

Labour organisation

Job content

Independence ↑

Terms of employment

↓ Remuneration

Workplace conditions

Safety ↑

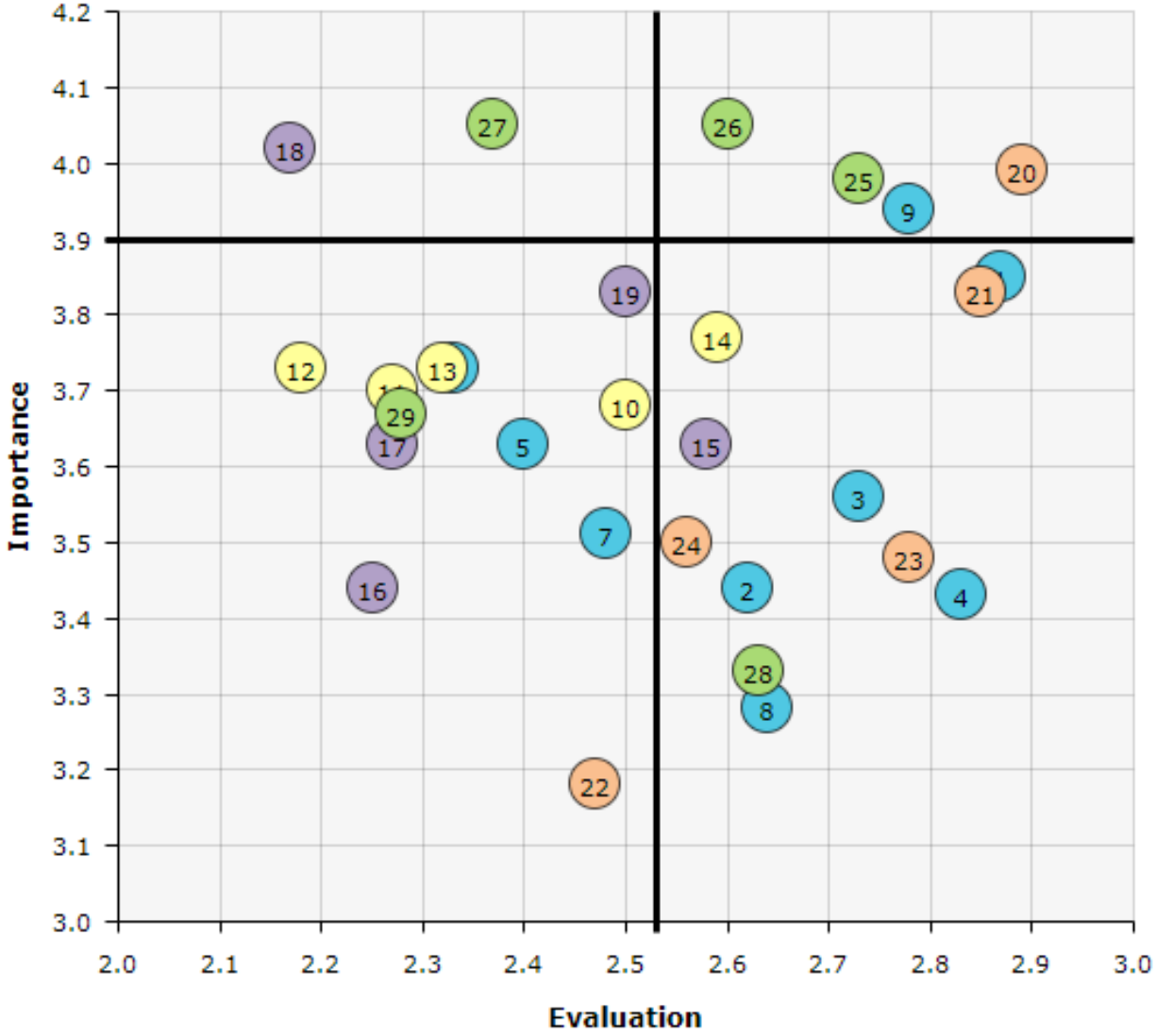
Job related interpersonal relations

Support of colleagues ↑

↓ Atmosphere

Support of superior ↑

Results: Vanhout



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

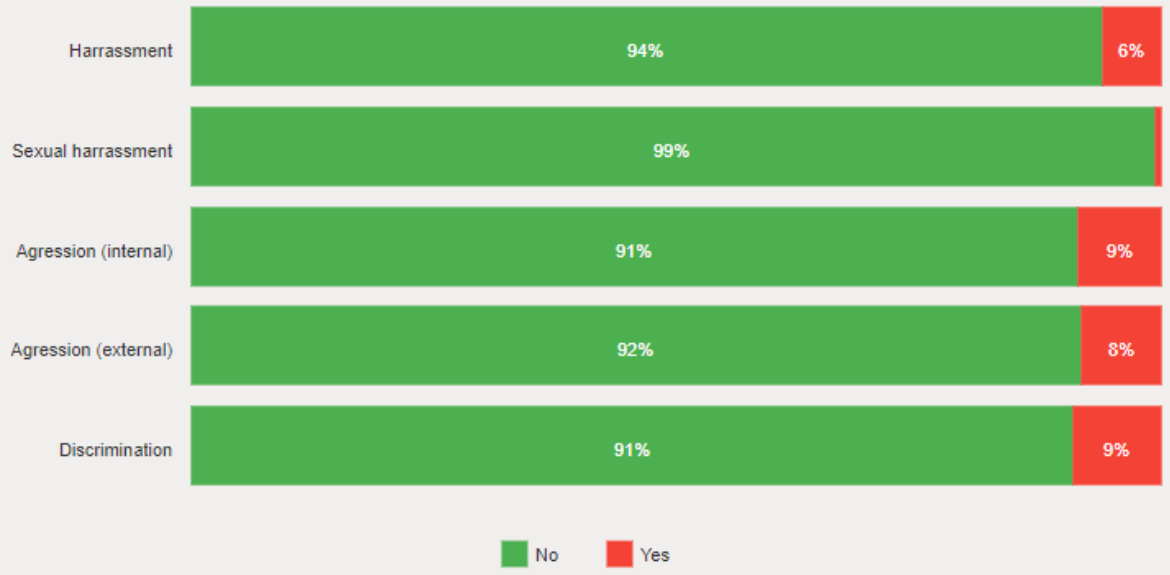
Job related Interpersonal relations

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

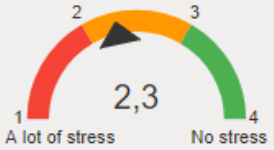
Unwanted Behavior At Work



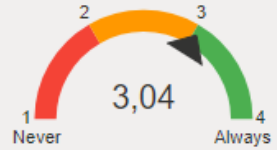
N 2,6k

Motivation

Stress

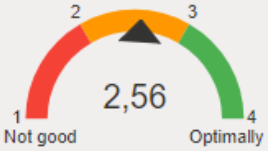


Coping stress



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 ↑

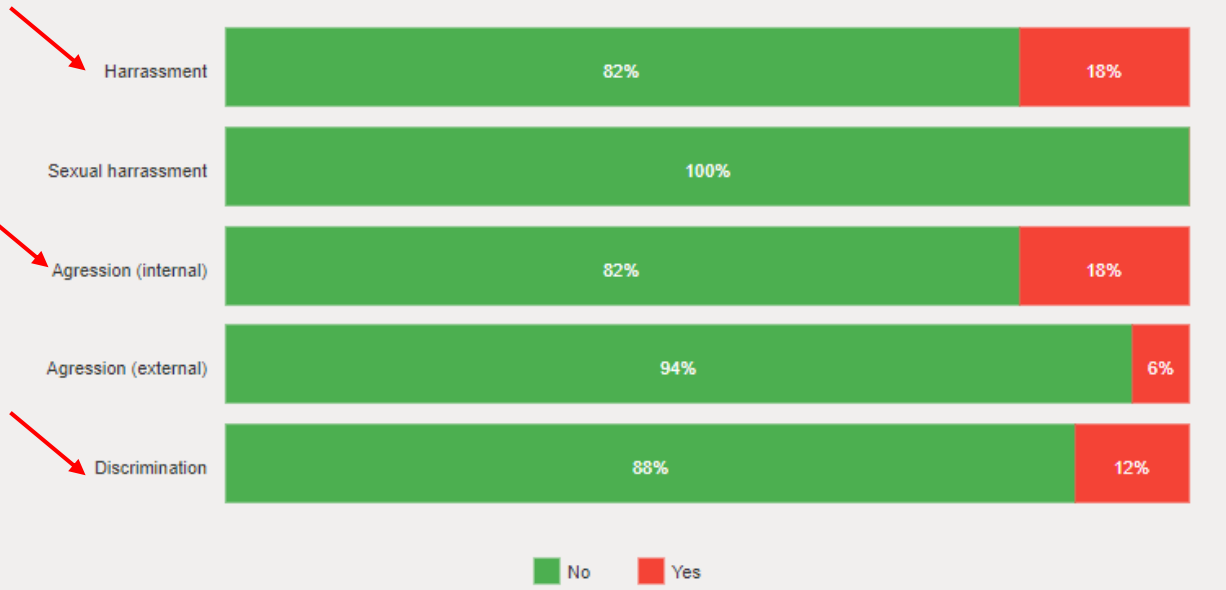
Results Manager >< Non-Manager

mensura

Managers

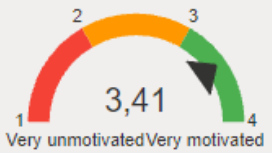
Well-being Indicators

Unwanted Behavior At Work

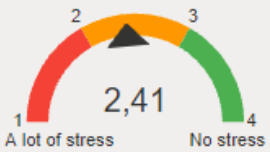


N 17

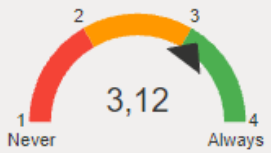
Motivation



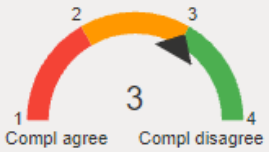
Stress



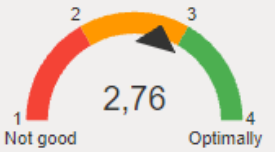
Coping stress



Intention to leave



Work Life Balance



N 17

Psychosocial risks

Labour organisation

- Say ↓
- Policy ↓
- Culture ↓

Job content

- Variation ↑
- Mental strain ↓
- Independence ↑

Terms of employment

Workplace conditions

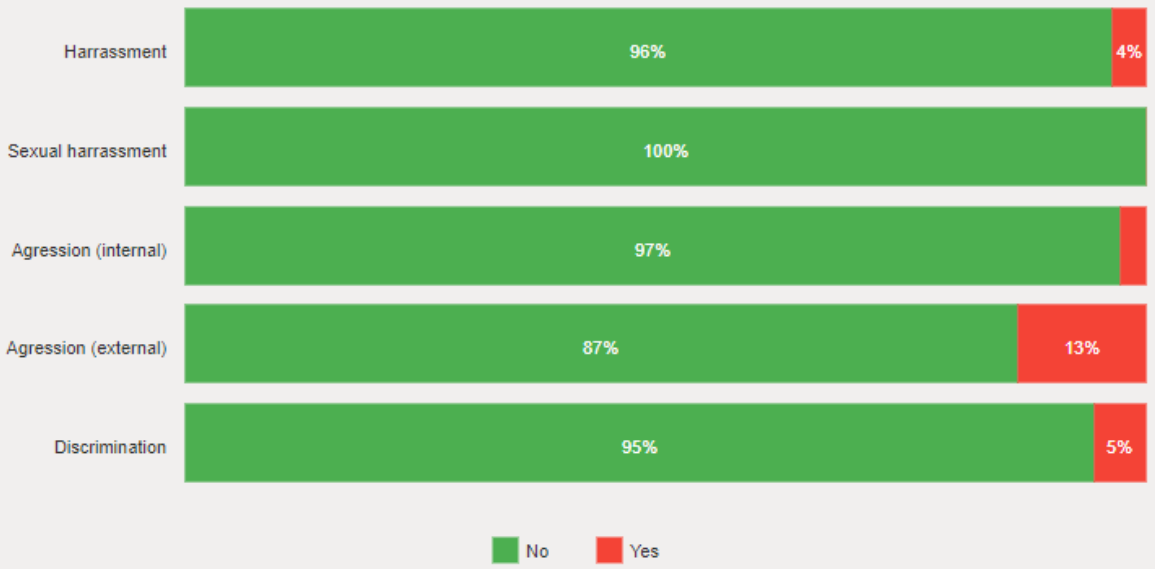
Job related interpersonal relations

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

No Managers

Well-being Indicators

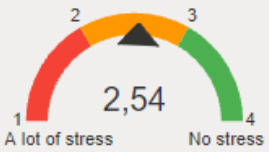
Unwanted Behavior At Work



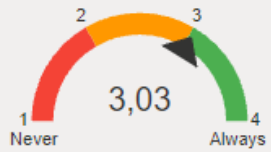
N 112

Motivation

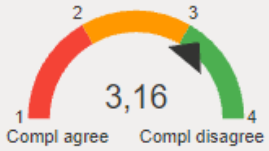
Stress



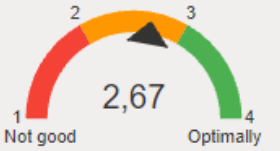
Coping stress



Intention to leave



Work Life Balance



N 112

Psychosocial risks

Labour organisation

Job content

Independence ↑

Terms of employment

↓ Remuneration

↓ Holiday, working regime

Workplace conditions

Safety ↑

Job related interpersonal relations

Support of colleagues ↑

↓ Atmosphere

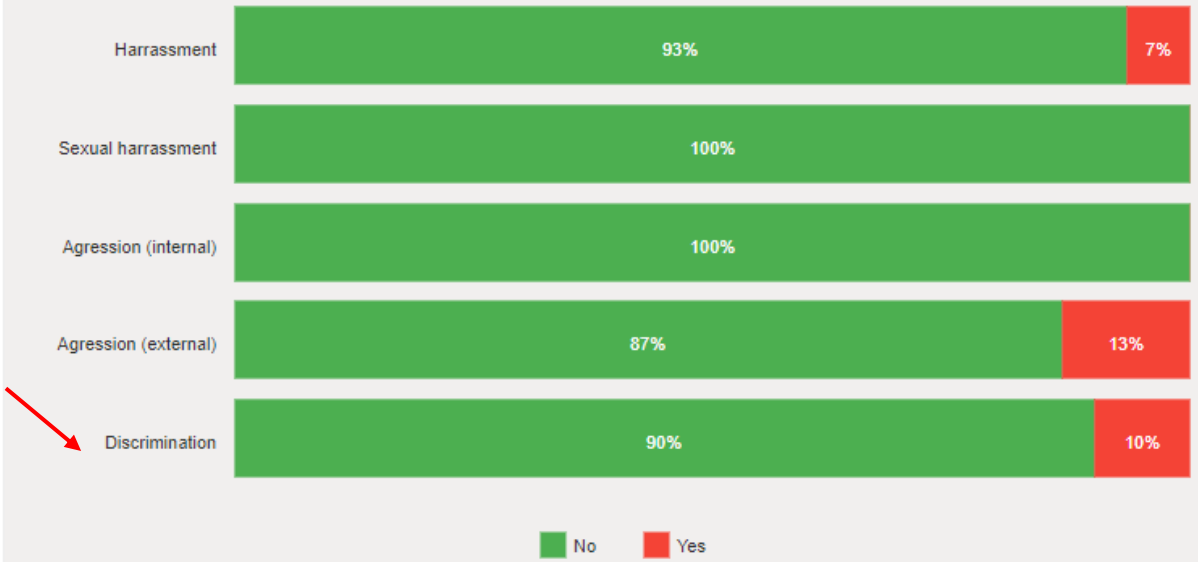
Support of superior ↑

Results Blue Collars

Blue Collars

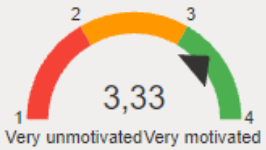
Well-being Indicators

Unwanted Behavior At Work

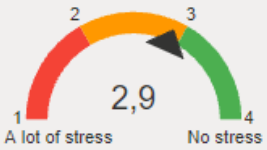


N 30

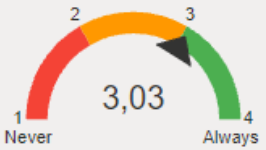
Motivation



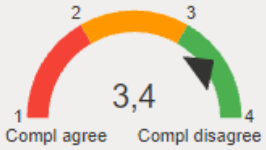
Stress



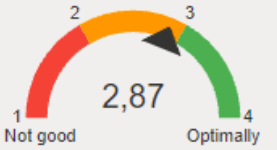
Coping stress



Intention to leave



Work Life Balance



N 30

Psychosocial risks

Labour organisation

Job security ↑

Job content

Terms of employment

Holiday, working regime ↑

Remuneration ↓

Workplace conditions

Safety ↑

Work equipment ↓

Job related interpersonal relations

Support of superior ↑

Atmosphere ↑

Management Sumary

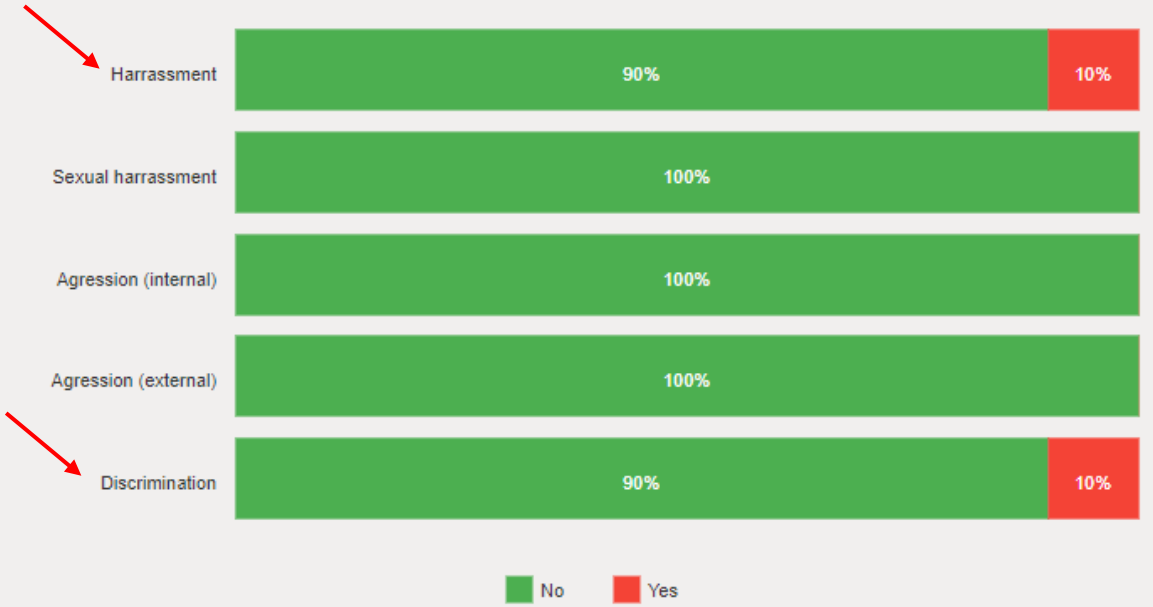
Vanhout Projects
ComTIS Installations
Comtis Services
HBS

mensura

Vanhout Projects

Well-being Indicators

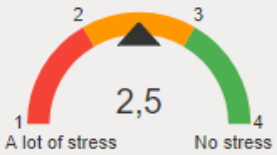
Unwanted Behavior At Work



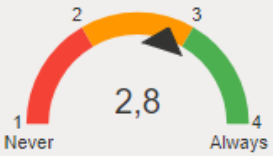
N 10

Motivation

Stress

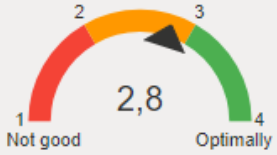


Coping stress



Intention to leave

Work Life Balance



N 10

Psychosocial risks

Labour organisation

- Job security ↓

Job content

- Variation ↑
- Independence ↓

Terms of employment

- Remuneration ↓
- Holiday, working regime ↓

Workplace conditions

- Safety ↑
- Work equipment ↑

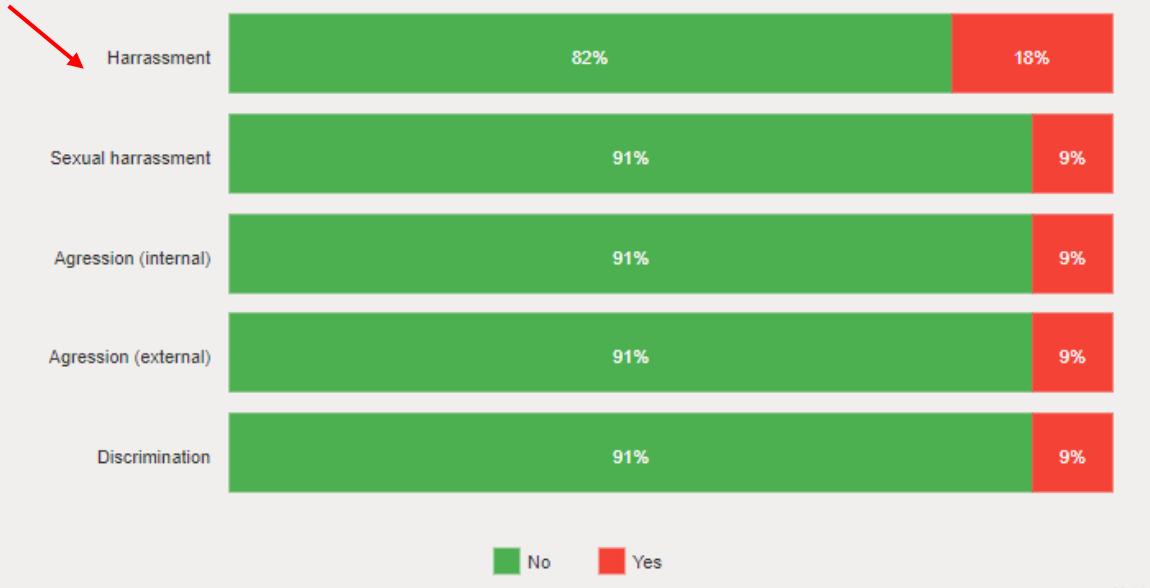
Job related interpersonal relations

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

HBS

Well-being Indicators

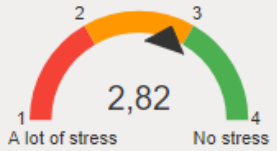
Unwanted Behavior At Work



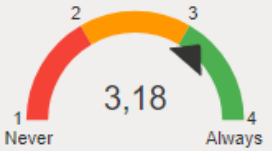
N 11

Motivation

Stress

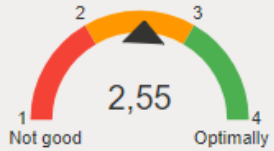


Coping stress



Intention to leave

Work Life Balance



N 11

Psychosocial risks

Labour organisation

- Policy ↑
- Culture ↑
- Job security ↑

Job content

Terms of employment

- Training ↑
- Remuneration ↑
- Holiday, working regime ↑

Workplace conditions

- Safety ↑
- Work equipment ↑
- Climate control ↑

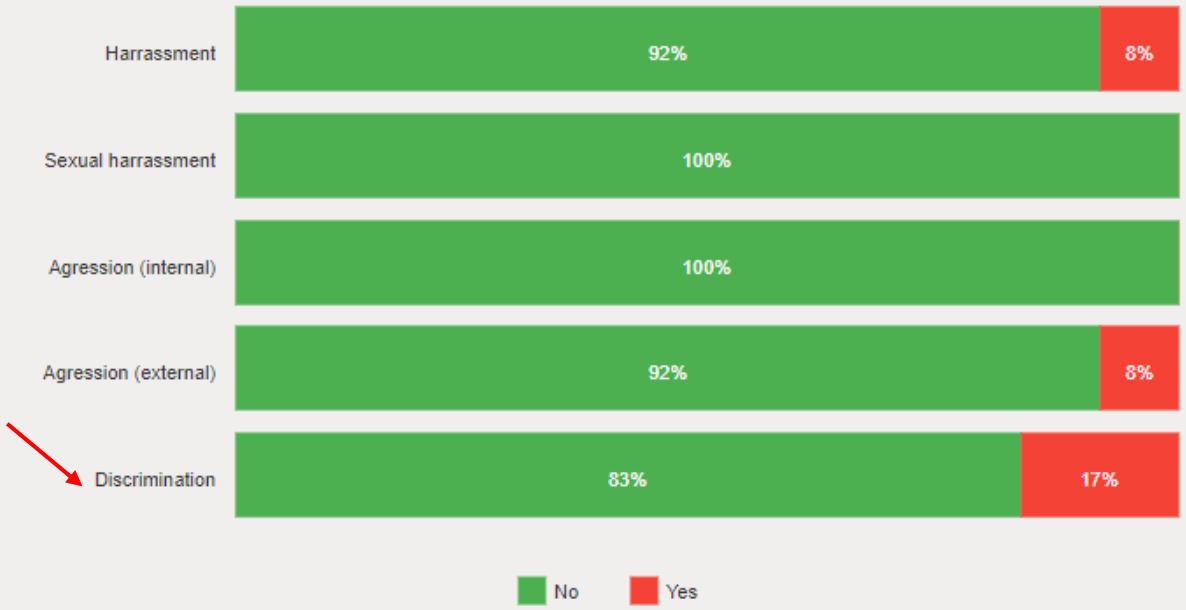
Job related interpersonal relations

- Support of colleagues ↑
- Support of superior ↑
- Atmosphere ↑

ComTIS Installations

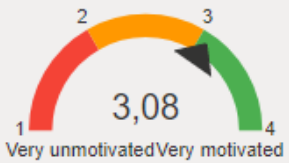
Well-being Indicators

Unwanted Behavior At Work

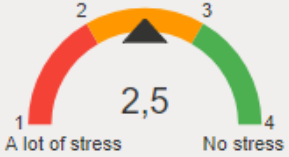


N 12

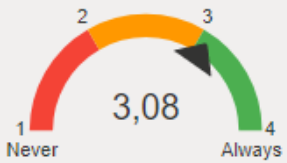
Motivation



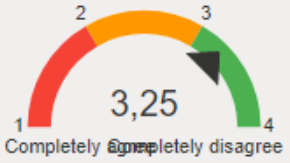
Stress



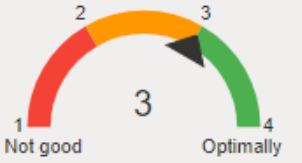
Coping stress



Intention to leave



Work Life Balance



N 12

Psychosocial risks

Labour organisation

Job security ↑

Job content

Independence ↑

Terms of employment

Holiday, working regime ↑

Workplace conditions

Safety ↑

Work equipment ↑

Job related interpersonal relations

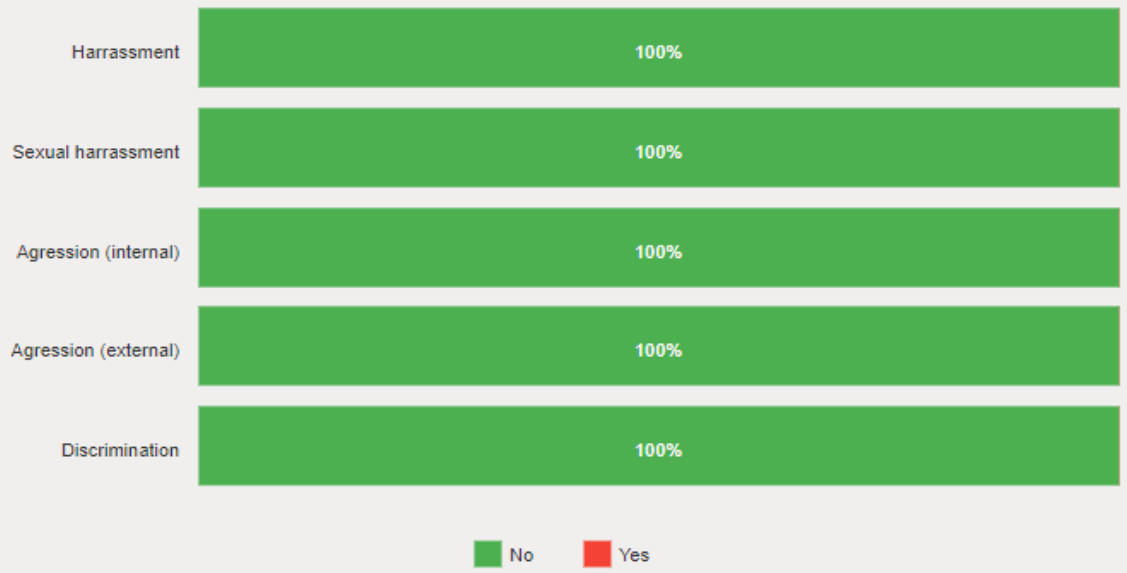
Support of superior ↓

Atmosphere ↓

ComTIS Services

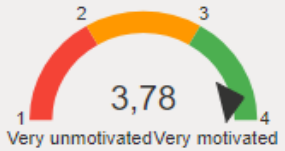
Well-being Indicators

Unwanted Behavior At Work

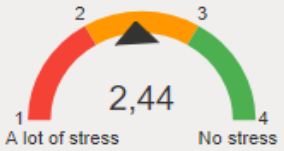


N 9

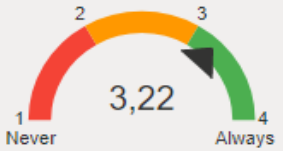
Motivation



Stress

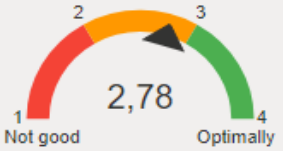


Coping stress



Intention to leave

Work Life Balance



N 9

Psychosocial risks

Labour organisation

- Structure ↓
- Job security ↓

Job content

- Workplace conditions ↑
- Independence ↑

Terms of employment

- Holiday, working regime ↑

Workplace conditions

- Work equipment ↑

Job related interpersonal relations

- Support of colleagues ↑
- Support of superior ↑
- Atmosphere ↑

Results Module Change

Department
Company
Individual
Many changes in the organisation
10%
40%
35%
12%
3%
Many changes - organisation level
15%
33%
34%
15%
3%
Sufficiently informed
6%
32%
41%
18%
2%
Sufficiently informed - organisa...
8%
38%
35%
14%
5%
Sufficiently involved
9%
28%
37%
23%
3%
Sufficiently involved - organisa...
7%
27%
40%
19%
7%
Good handling of changes
12%
32%
44%
12%
Handing changes - organisation l...
7%
35%
45%
10%
3%
Understanding why
11%
43%
37%
10%
Understanding why - organisation...
11%
40%
39%
8%
2%
Content of tasks remains the same
4%
53%
26%
16%
Content will remain - organisat...
9%
39%
30%
19%
3%
Reassured about job future
13%
40%
37%
10%
Reassured about job future - org...
15%
43%
28%
10%
4%
Coping with change
23%
53%
17%
6%
Cope with change - organisation ...
24%
55%
17%
3%
Long-term work
15%
43%
31%
11%
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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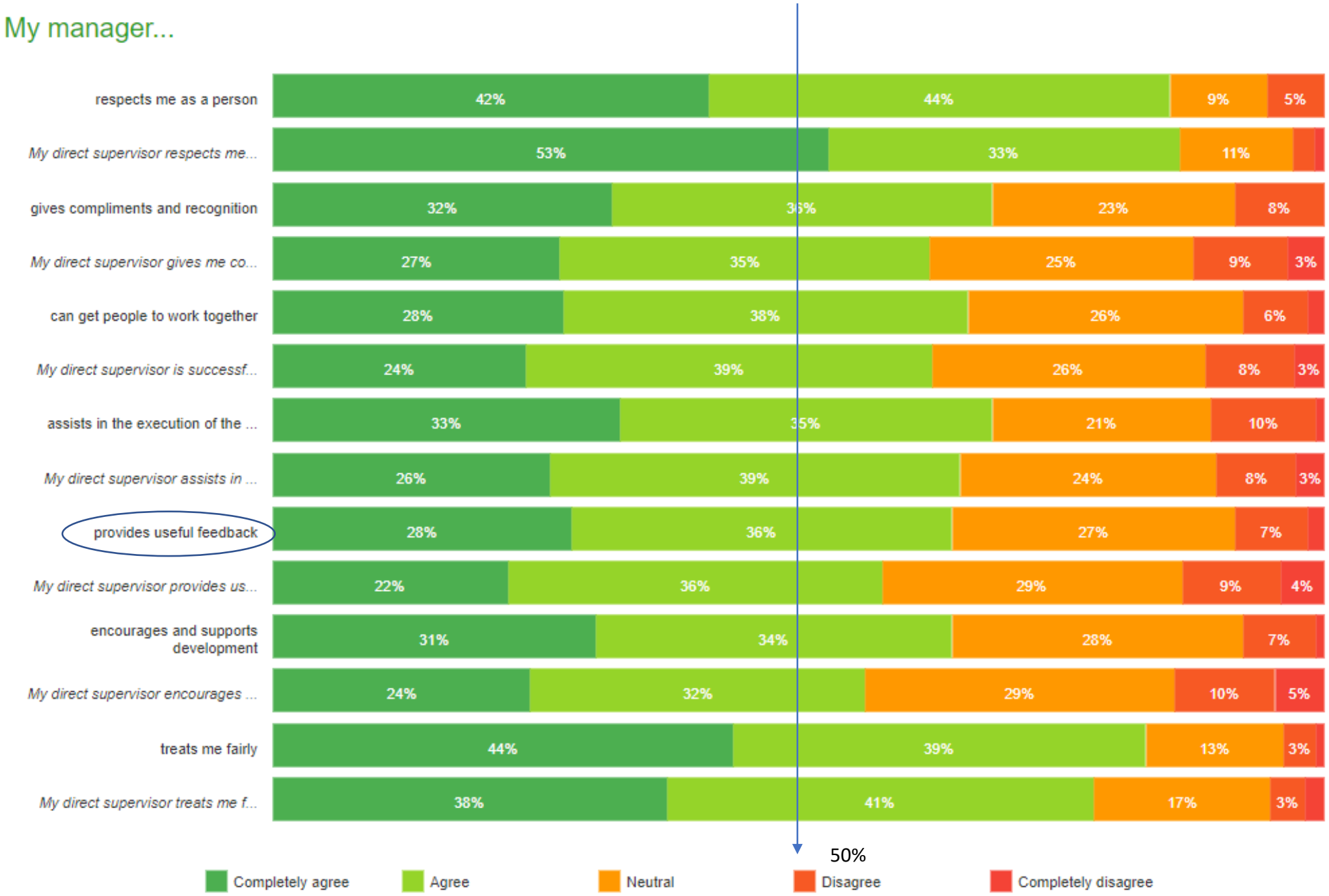
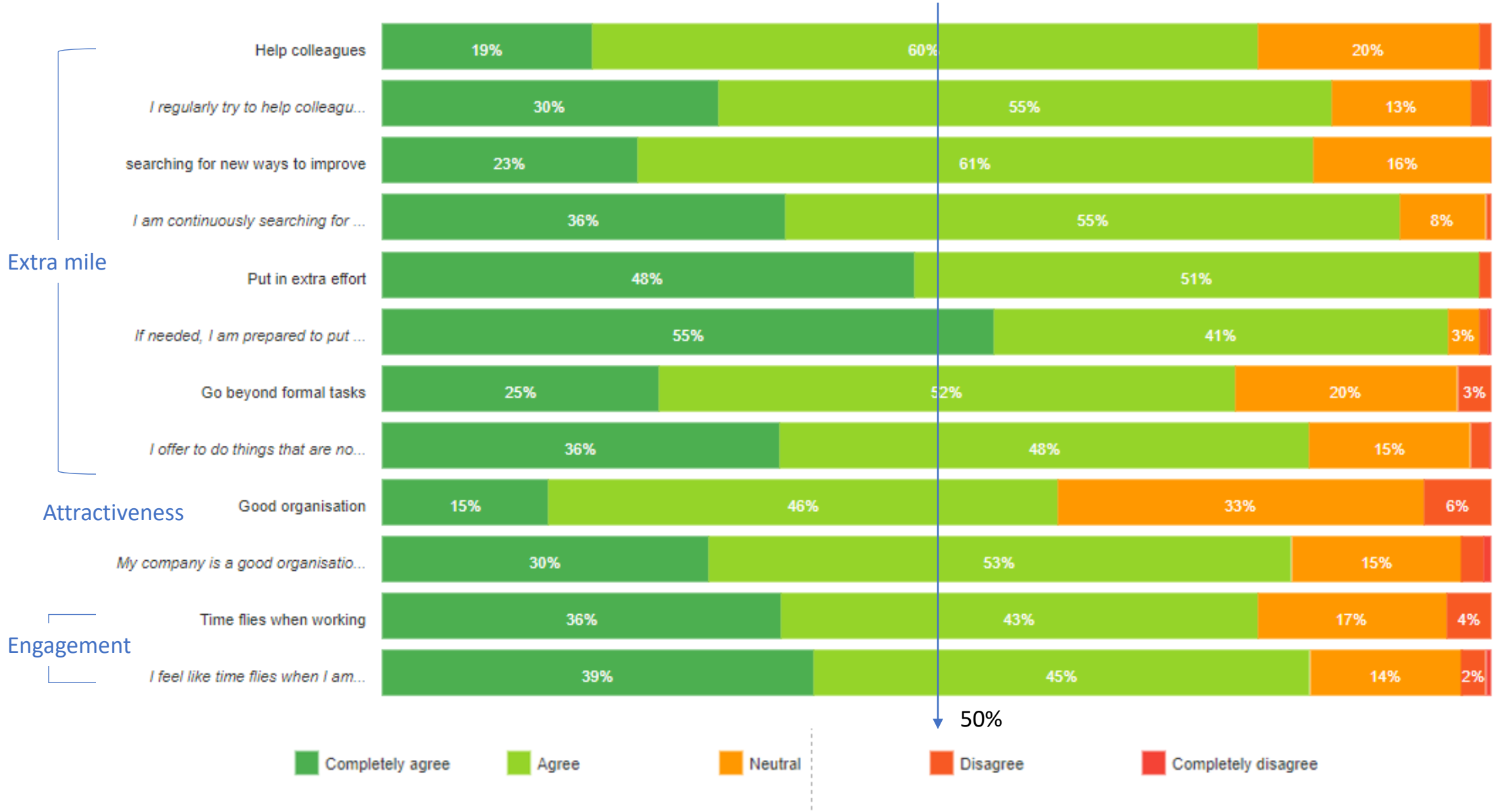

My manager...
respects me as a person
42%
44%
9%
5%
My direct supervisor respects me...
53%
33%
11%
gives compliments and recognition
32%
36%
23%
8%
My direct supervisor gives me co...
27%
35%
25%
9%
3%
can get people to work together
28%
38%
26%
6%
My direct supervisor is successf...
24%
39%
26%
8%
3%
assists in the execution of the ...
33%
35%
21%
10%
My direct supervisor assists in ...
26%
39%
24%
8%
3%
provides useful feedback
28%
36%
27%
7%
My direct supervisor provides us...
22%
36%
29%
9%
4%
encourages and supports development
31%
34%
28%
7%
My direct supervisor encourages ...
24%
32%
29%
10%
5%
treats me fairly
44%
39%
13%
3%
My direct supervisor treats me f...
38%
41%
17%
3%
50%
Completely agree
Agree
Neutral
Disagree
Completely disagree

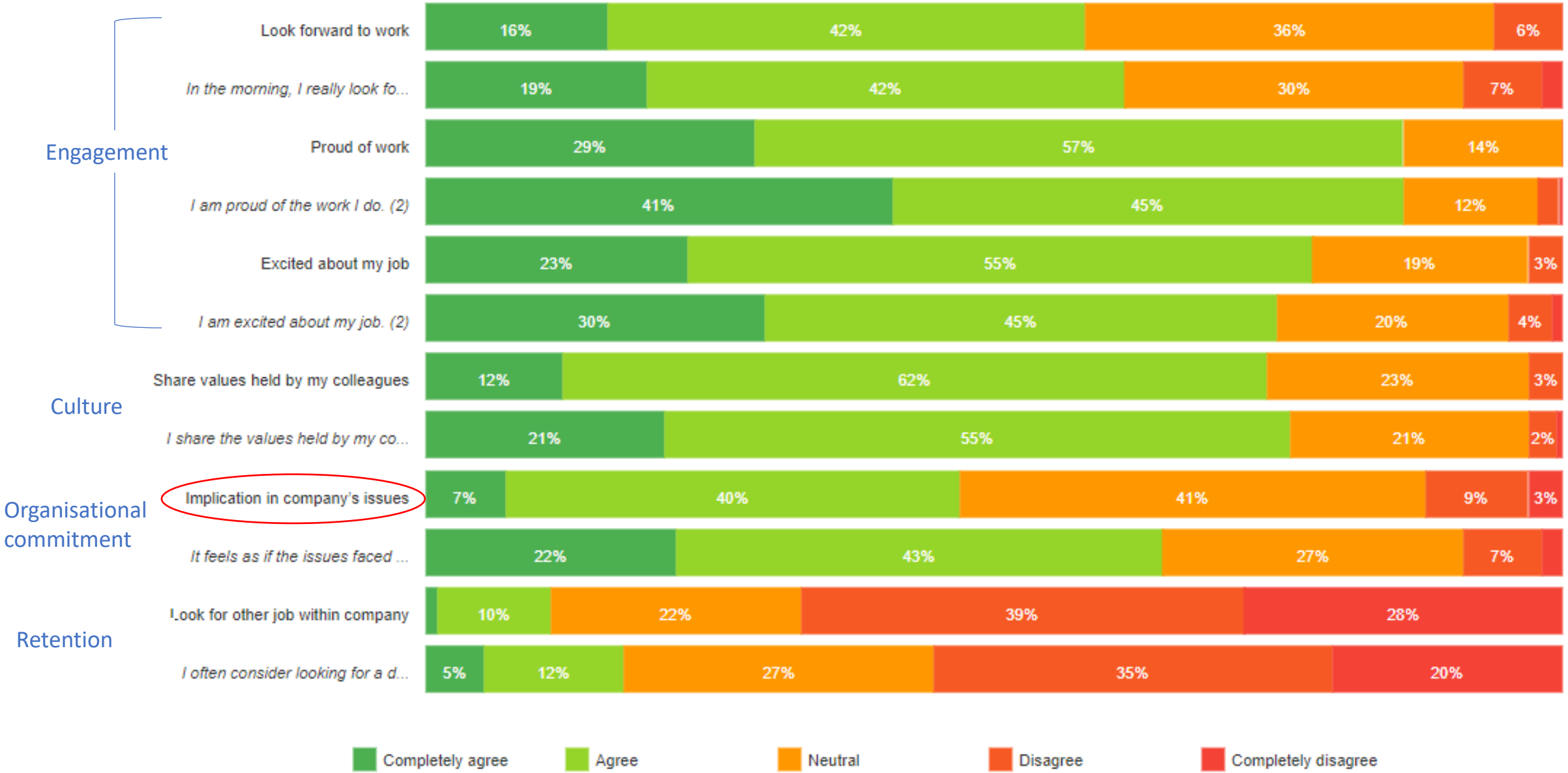
Results Extra Module

mensura

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



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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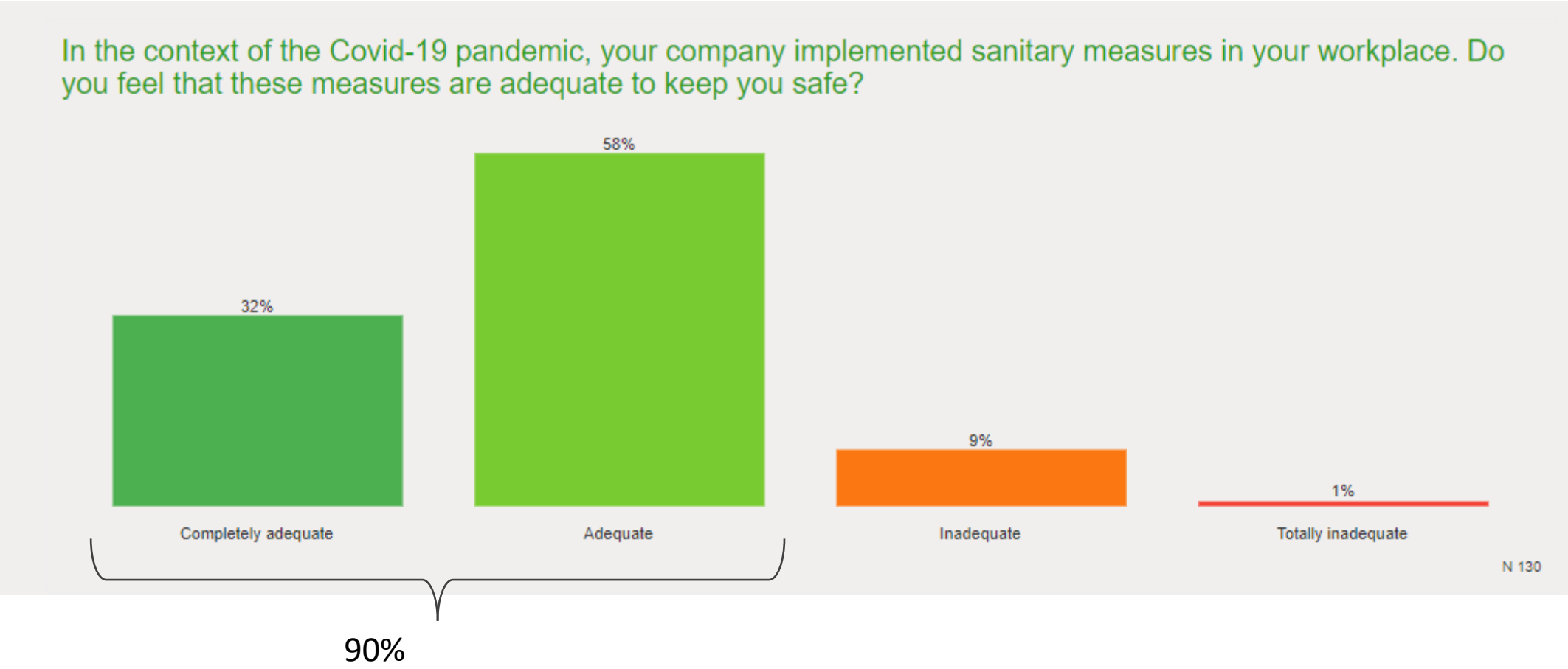
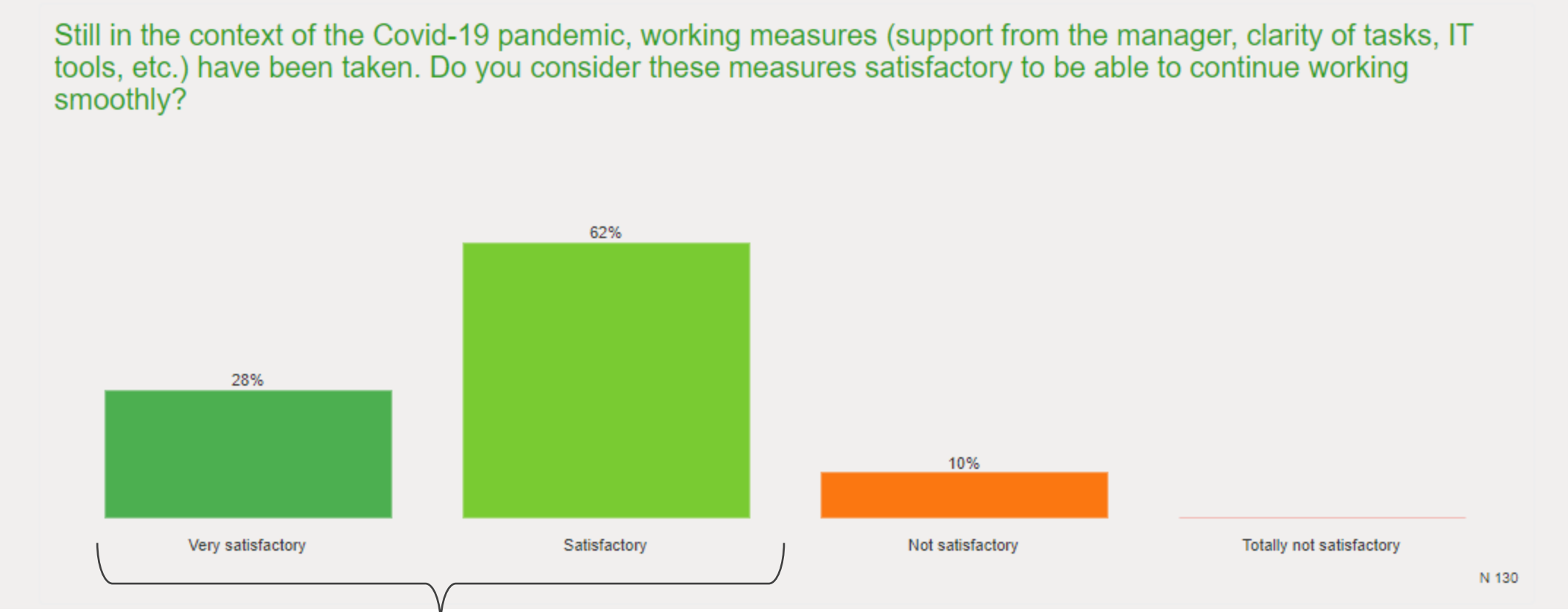

In the context of the Covid-19 pandemic, your company implemented sanitary measures in your workplace. Do you feel that these measures are adequate to keep you safe?
32%
58%
9%
1%
Completely adequate
Adequate
Inadequate
Totally inadequate
N 130
90%


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?
28%
62%
10%
Very satisfactory
Satisfactory
Not satisfactory
Totally not satisfactory
N 130
90%

Conclusions – Action plans & Timeline

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What should we learn from the results of this survey?

- Satisfaction & NPS score less well then 2018
- Motivation of people is still good (cfr 2018) and intention to leave is low
- Questioning concerning neutral assessment of risk factors
- Vanhout has some strong points to increase the well-being of their employees & workers -> Support from colleagues and superior (Culture) but must improve the global atmosphere
- Less good scores are globally linked with the atmosphere & global well being of manager

  ► *Action should be decided on those priorities*

- Significant difference in perception between managers and non-managers = labour organisation
- We need to be careful with the unwanted behaviours (internal & external) towards managers

Timeline Risk & Engagement Survey 2021

Individual presentation of the results to Entities and departments

As from 05/10

10-11/2021

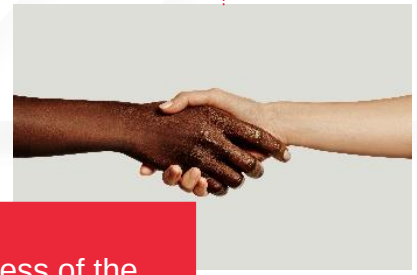
Action plans to be taken following results

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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