

# Engagement Survey 2021 – SONAR Report

## Wust

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# Methodology



# SONAR Model

## Behaviours

STRESS

MOTIVATION

ABSENTEEISM

WORK-LIFE BALANCE

TURNOVER

BULLYING

AGRESSION

UNWANTED SEXUAL  
CONDUCT AT WORK

DISCRIMINATION



- 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:

## Total



## White Collars



## Blue Collars

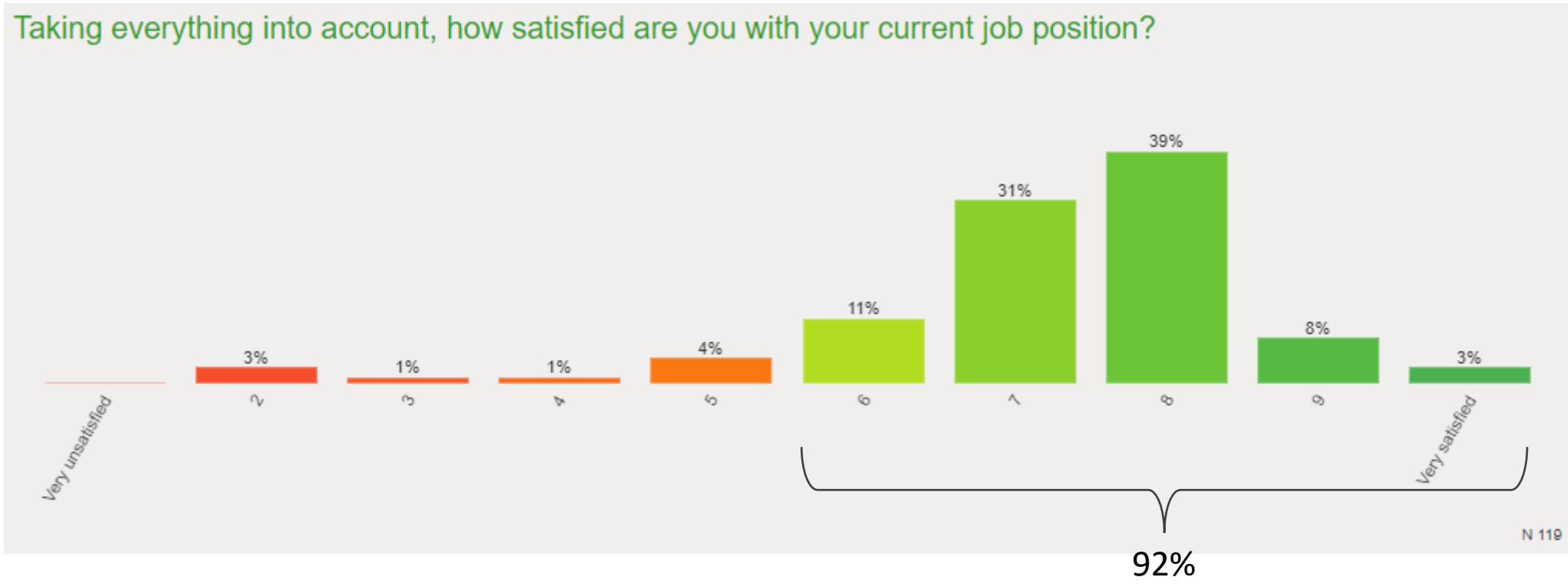


# Satisfaction & Net Promoter Score

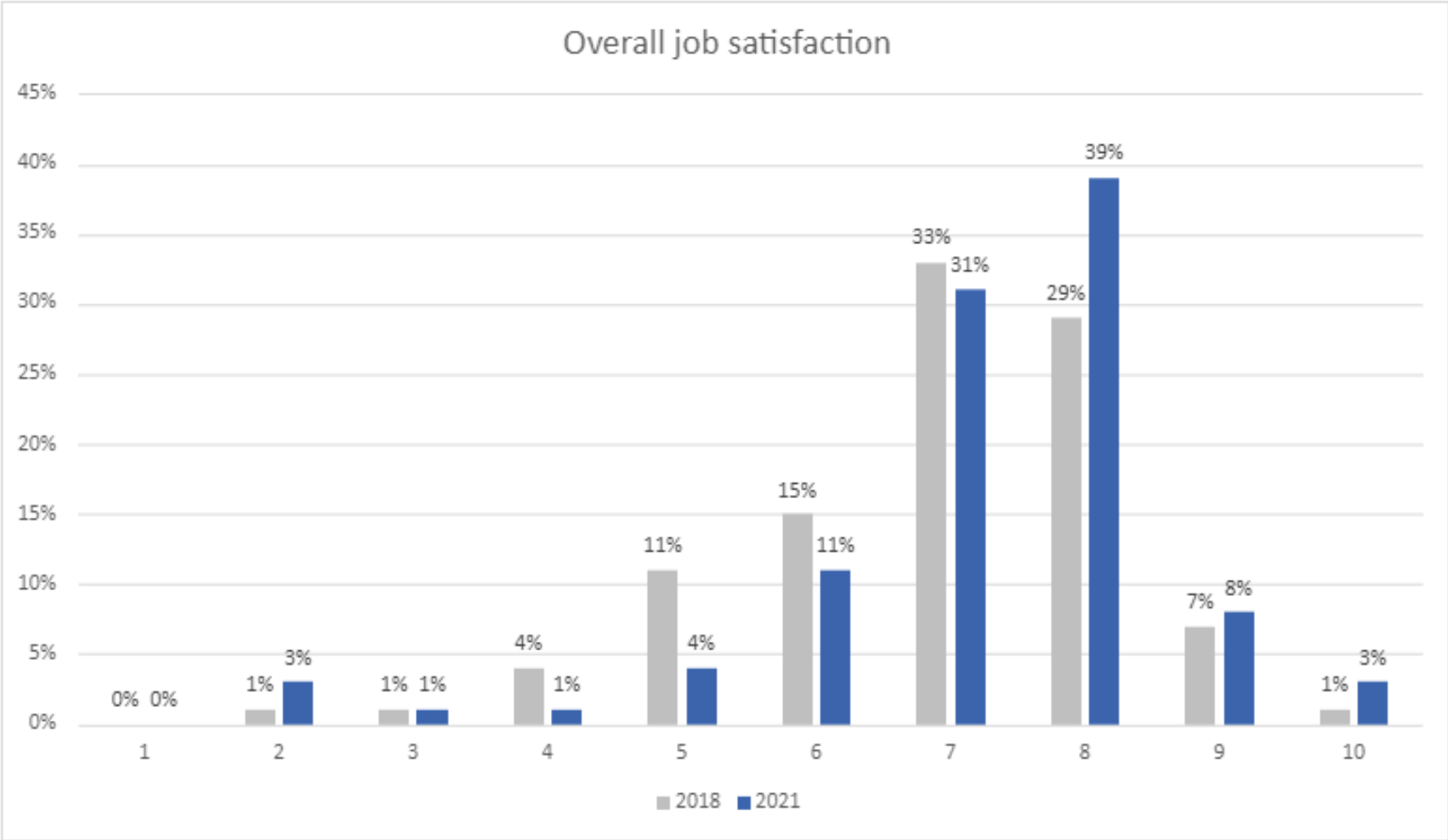


# Satisfaction

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



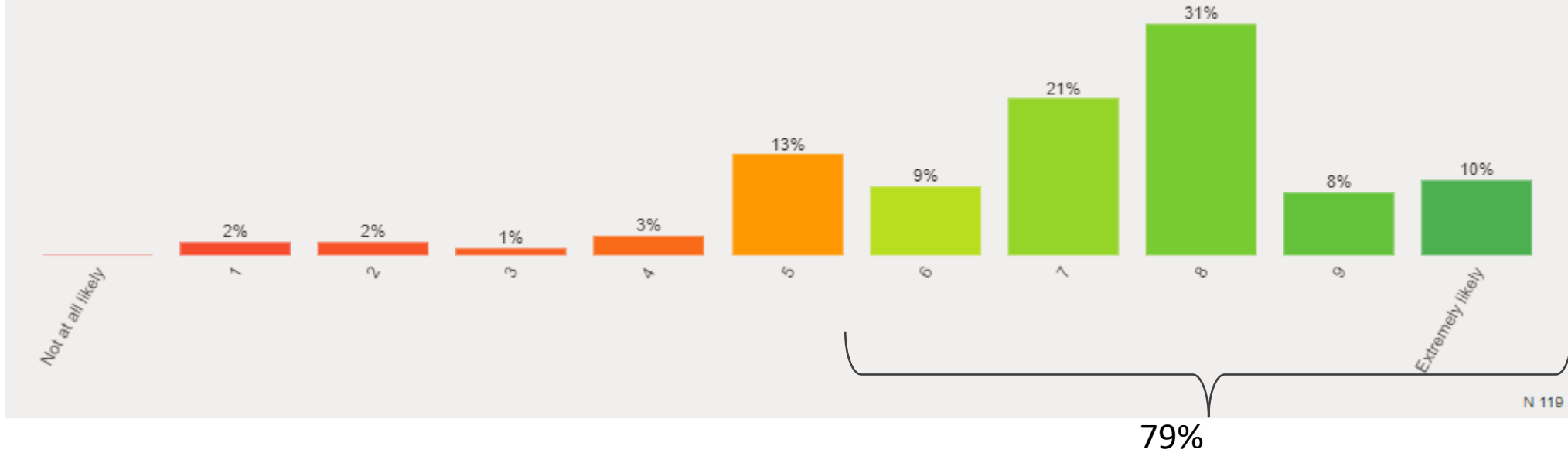
# Satisfaction 2018 >< 2021



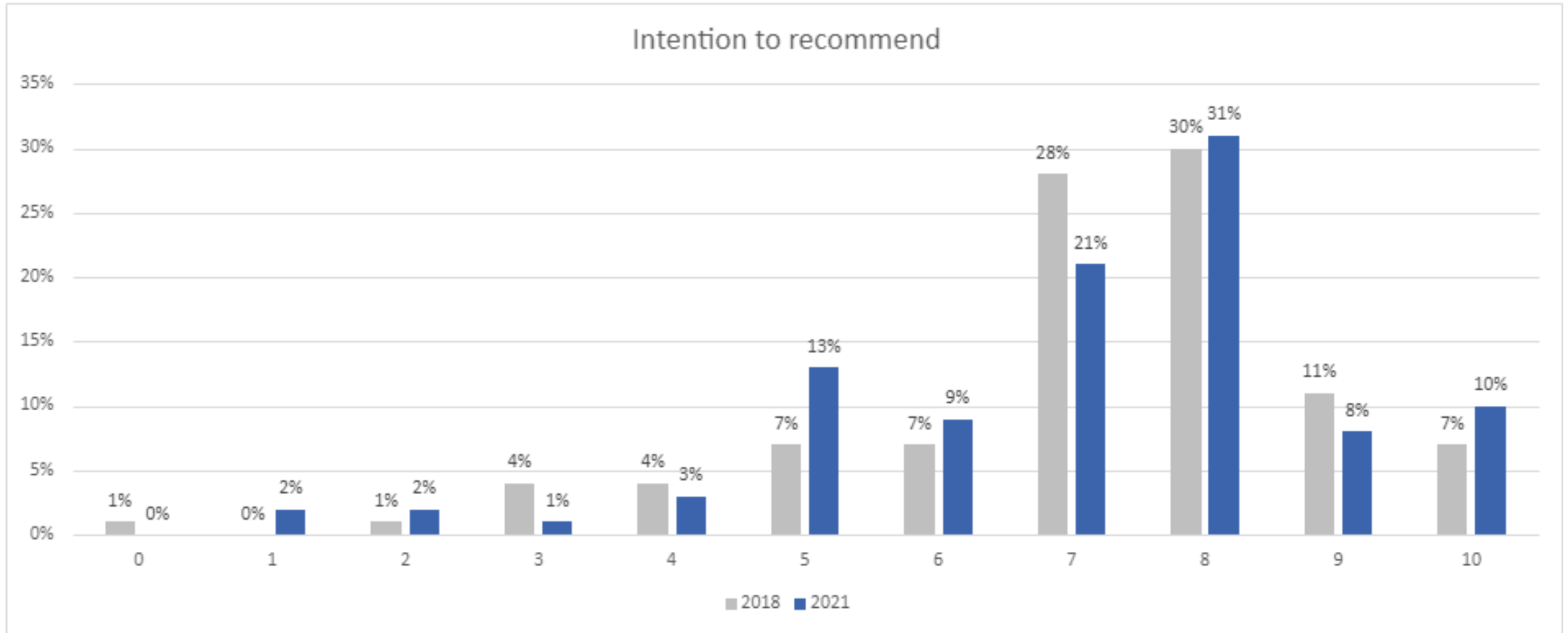


## NPS = Net promotor Score

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

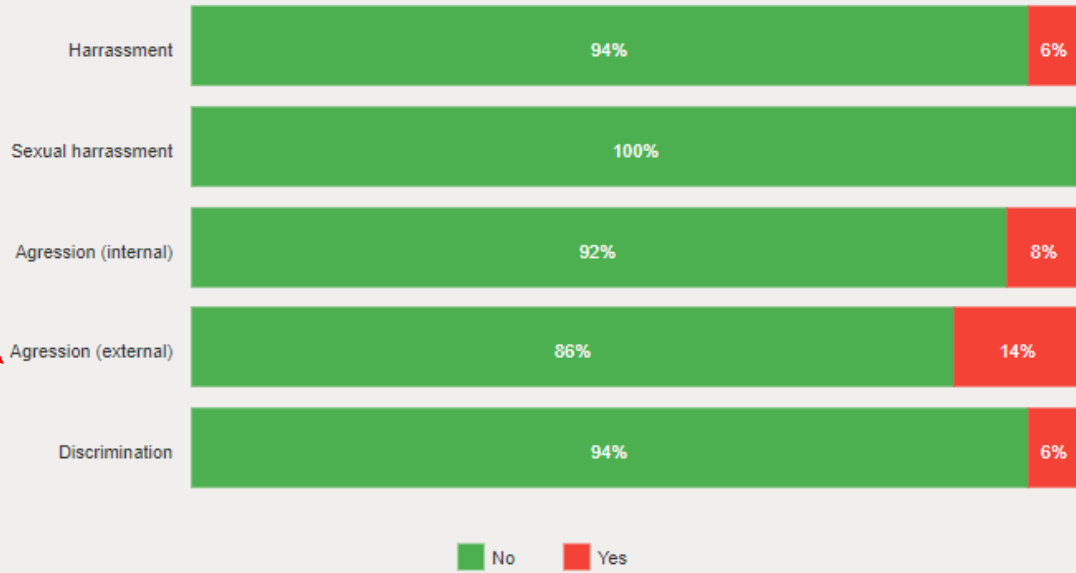


❖ shift towards passives

# Wust Results

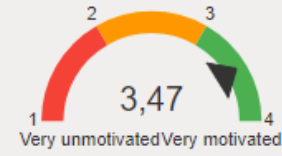
# Well-being Indicators

## Unwanted Behavior At Work

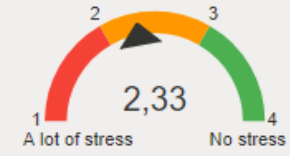


N 119

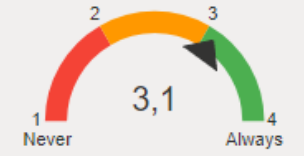
## Motivation



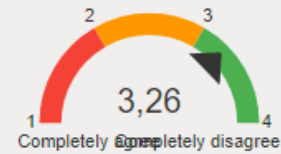
## Stress



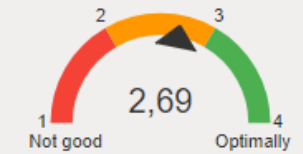
## Coping stress



## Intention to leave



## Work Life Balance



N 119

# Psychosocial risks

## Labour organisation



Structure ↑  
Say ↓  
Job security ↓

## Job content



Variation ↑  
Work procedures ↑  
Independence ↑  
Work pressure ↓

## Terms of employment



Holiday, working regime ↑  
Training ↓  
Evaluations ↓  
Remuneration ↓

## Workplace conditions



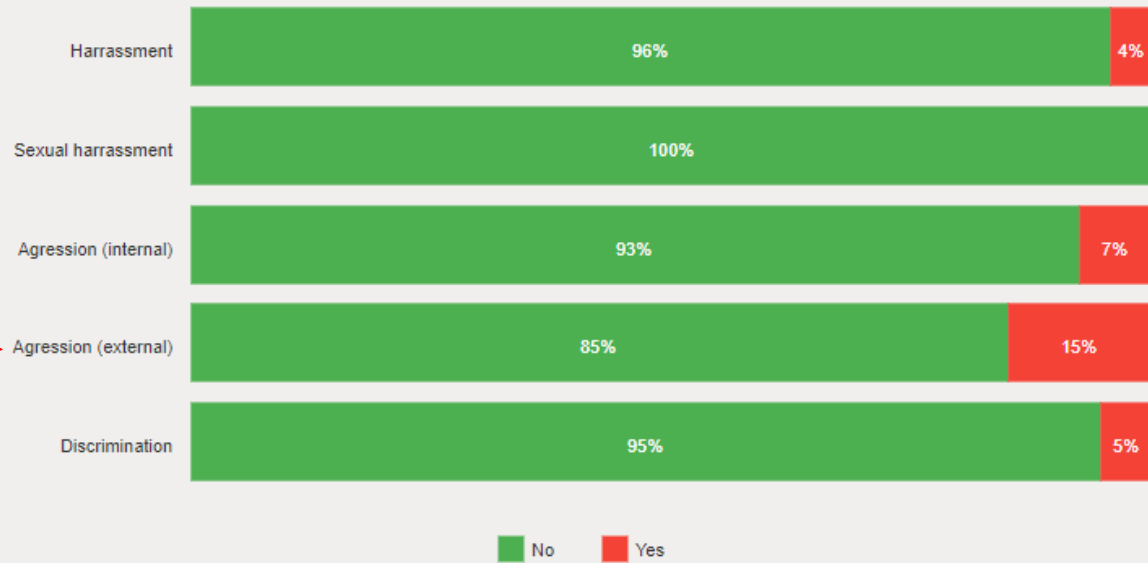
Safety ↑  
Work equipment ↓

## Job related interpersonal relations



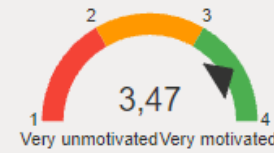
Support of colleagues ↑  
Support of superior ↑  
Atmosphere ↑

### Unwanted Behavior At Work



N 94

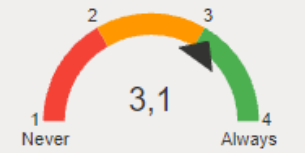
### Motivation



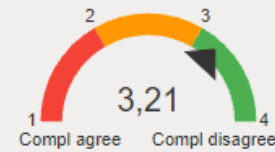
### Stress



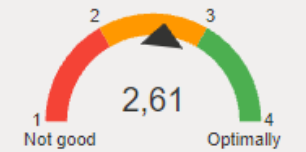
### Coping stress



### Intention to leave



### Work Life Balance



N 94

## Psychosocial risks

### Labour organisation



Structure ↑  
Say ↓  
Job security ↓

### Job content



Variation ↑  
Independence ↑  
Work pressure ↓  
Mental strain ↓  
Emotional strain ↓

### Terms of employment



Holiday, working regime ↑  
Training ↓  
Remuneration ↓

### Workplace conditions



Safety ↑  
Work equipment ↓

### Job related interpersonal relations

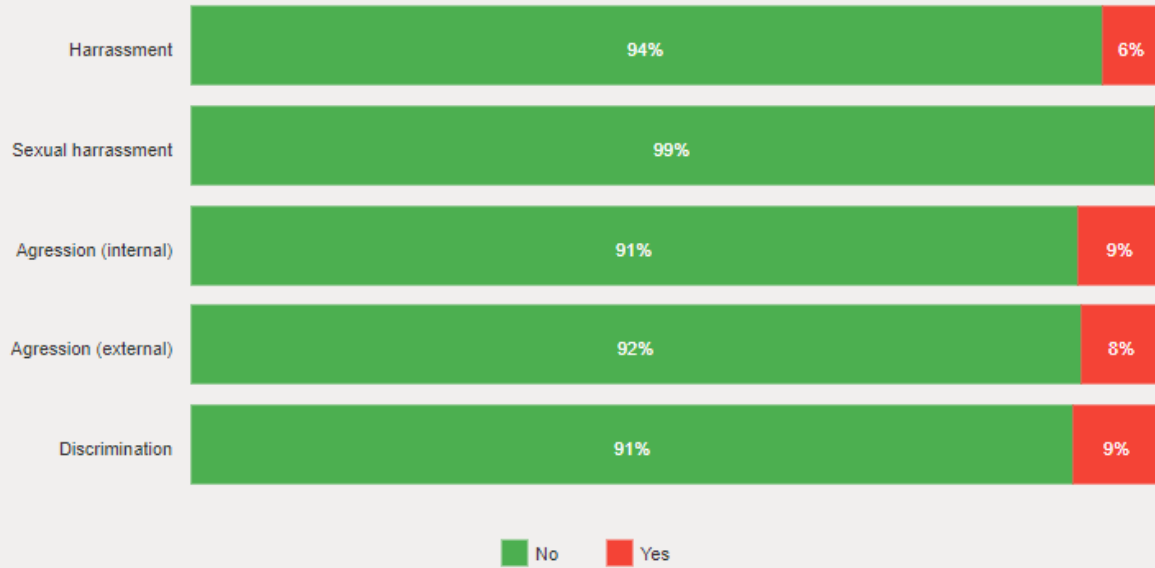


Support of colleagues ↑  
Support of superior ↑  
Atmosphere ↑  
Contact with externals ↑  
Communication ↓

# BESIX GROUP RESULTS

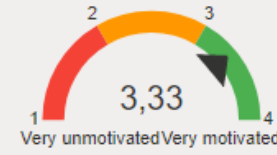
## Well-being Indicators

### Unwanted Behavior At Work



N 2,8k

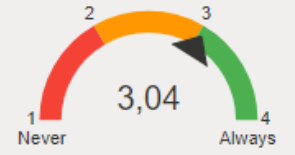
### Motivation



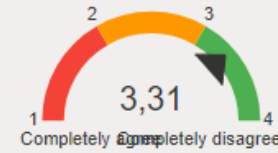
### Stress



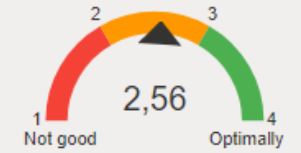
### Coping stress



### 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

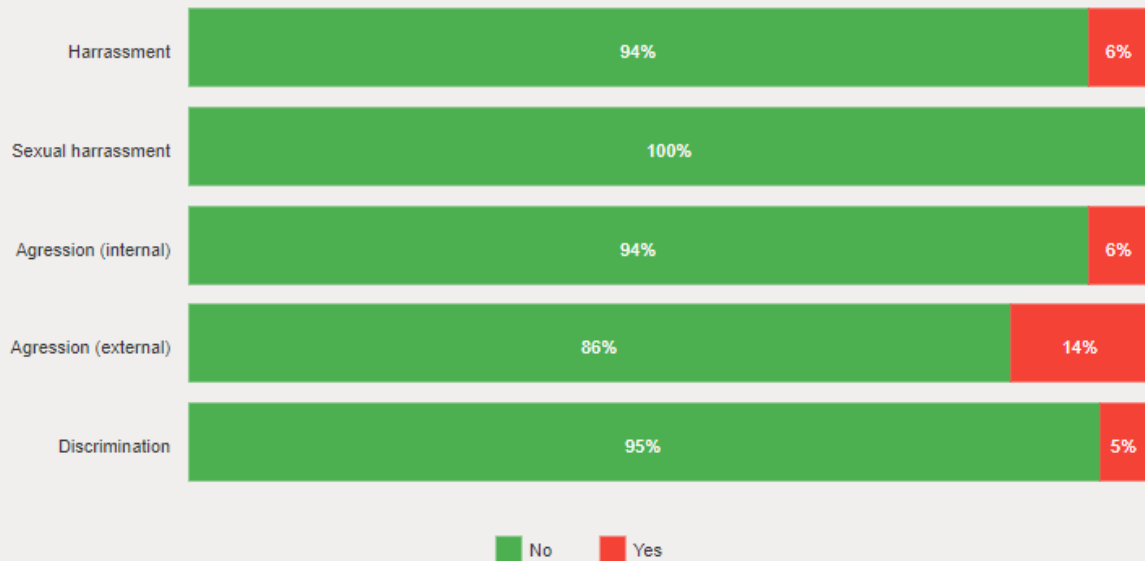


Support of colleagues ↑  
Support of superior ↑

# Results Manager >< Non-Manager

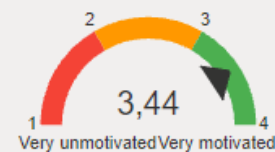


## Unwanted Behavior At Work



N 97

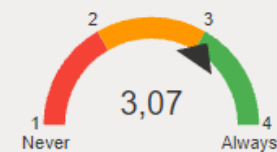
## Motivation



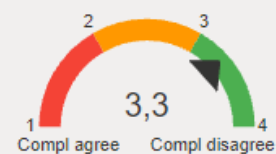
## Stress



## Coping stress



## Intention to leave



## Work Life Balance



N 97

# Psychosocial risks

## Labour organisation



Structure Say  
 Job security

## Job content



Variation Work pressure  
Work procedures   
Independence

## Terms of employment



Training  
 Evaluations  
 Remuneration  
 Holiday, working regime

## Workplace conditions



Safety Work equipment

## Job related interpersonal relations

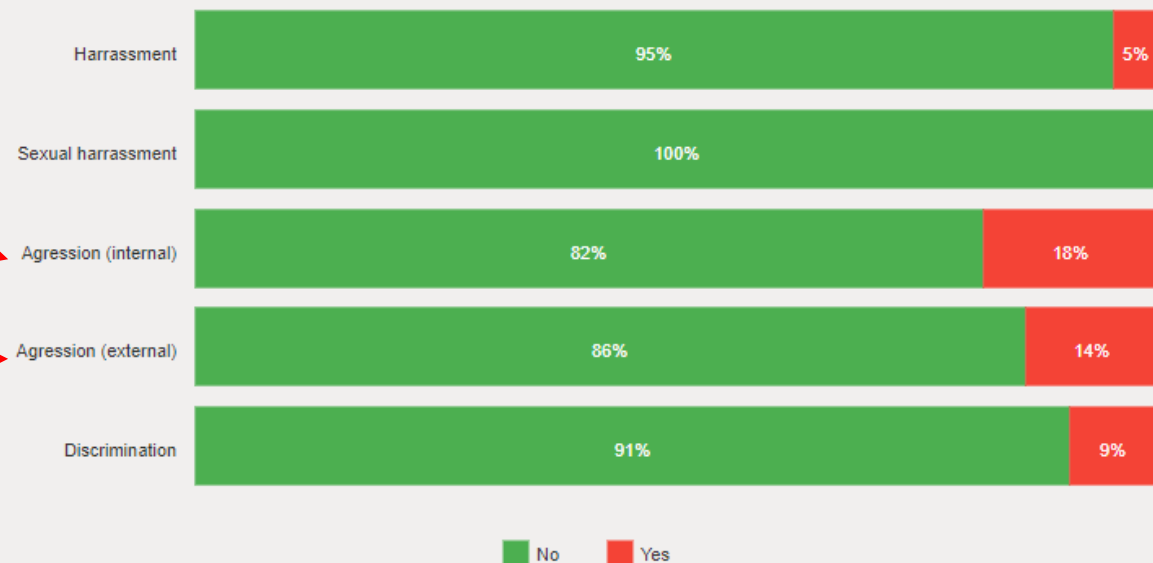


Support of colleagues   
Support of superior   
Atmosphere

# Manager Profile

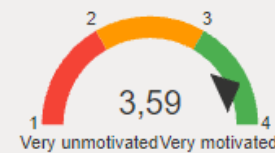
# Well-being Indicators

## Unwanted Behavior At Work

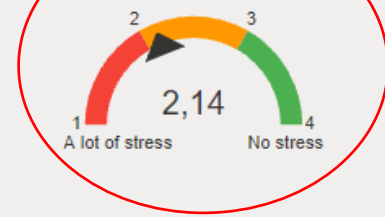


N 22

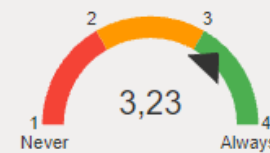
## Motivation



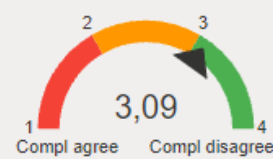
## Stress



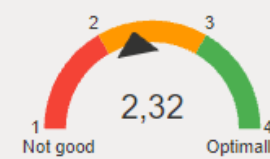
## Coping stress



## Intention to leave



## Work Life Balance



N 22

# Psychosocial risks

## Labour organisation



- ↓ Structure
- ↓ Say
- ↓ Policy
- ↓ Culture

## Job content



- ↑ Variation
- ↑ Independence
- ↓ Work pressure
- ↓ Mental strain
- ↓ Emotional strain

## Terms of employment



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

## Workplace conditions



- ↑ Safety
- ↓ Work equipment

## Job related interpersonal relations



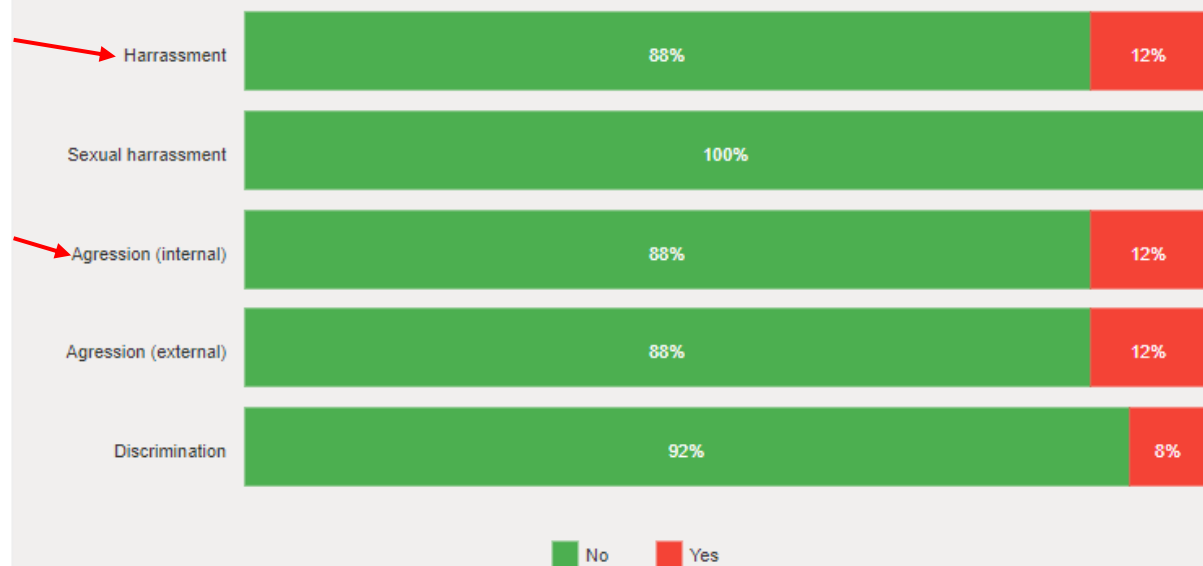
- ↑ Support of colleagues
- ↑ Atmosphere
- ↑ Contact with externals
- ↓ Support of superior
- ↓ Communication



# Results Blue Collars

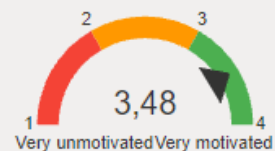


## Unwanted Behavior At Work

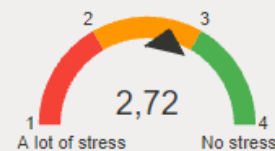


N 25

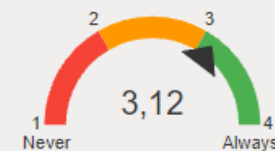
## Motivation



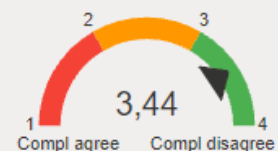
## Stress



## Coping stress



## Intention to leave



## Work Life Balance



N 25

# Psychosocial risks

## Labour organisation



Structure ↑  
Say ↓  
Job security ↓

## Job content



Variation ↑  
Work procedures ↑  
Work pressure ↓  
Physical strain ↓  
Independence ↓

## Terms of employment



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

## Workplace conditions



Safety ↑  
Work equipment ↓  
Noise ↓  
Climate control ↓

## Job related interpersonal relations



Atmosphere ↑  
Support of superior ↓

# Results Module Change



# Change Module



Department  
Company

Individual



50%

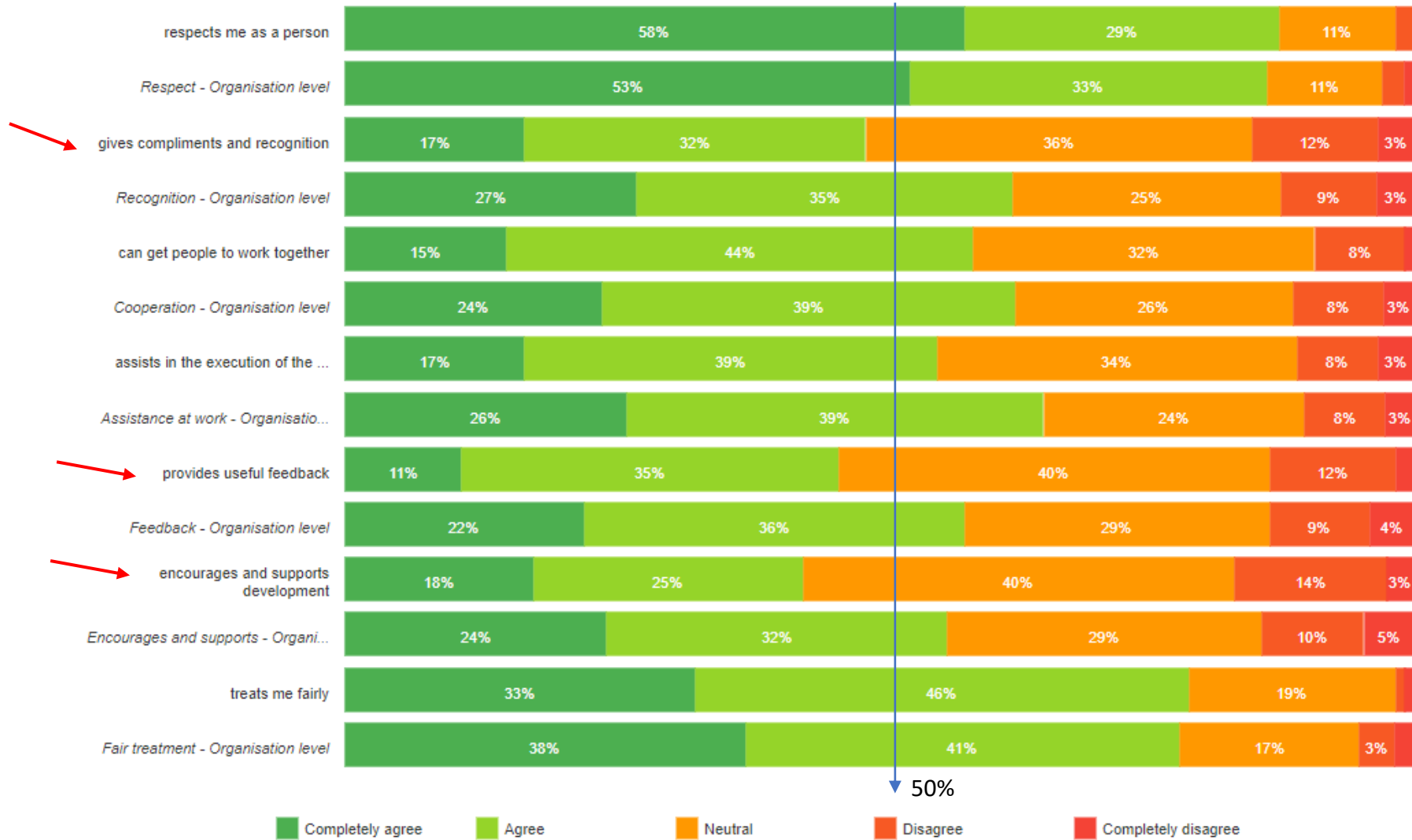
■ Completely agree   
 ■ Agree   
 ■ Neutral   
 ■ Disagree   
 ■ Completely disagree

# Results Module Leadership



# Leadership Module

## My manager...

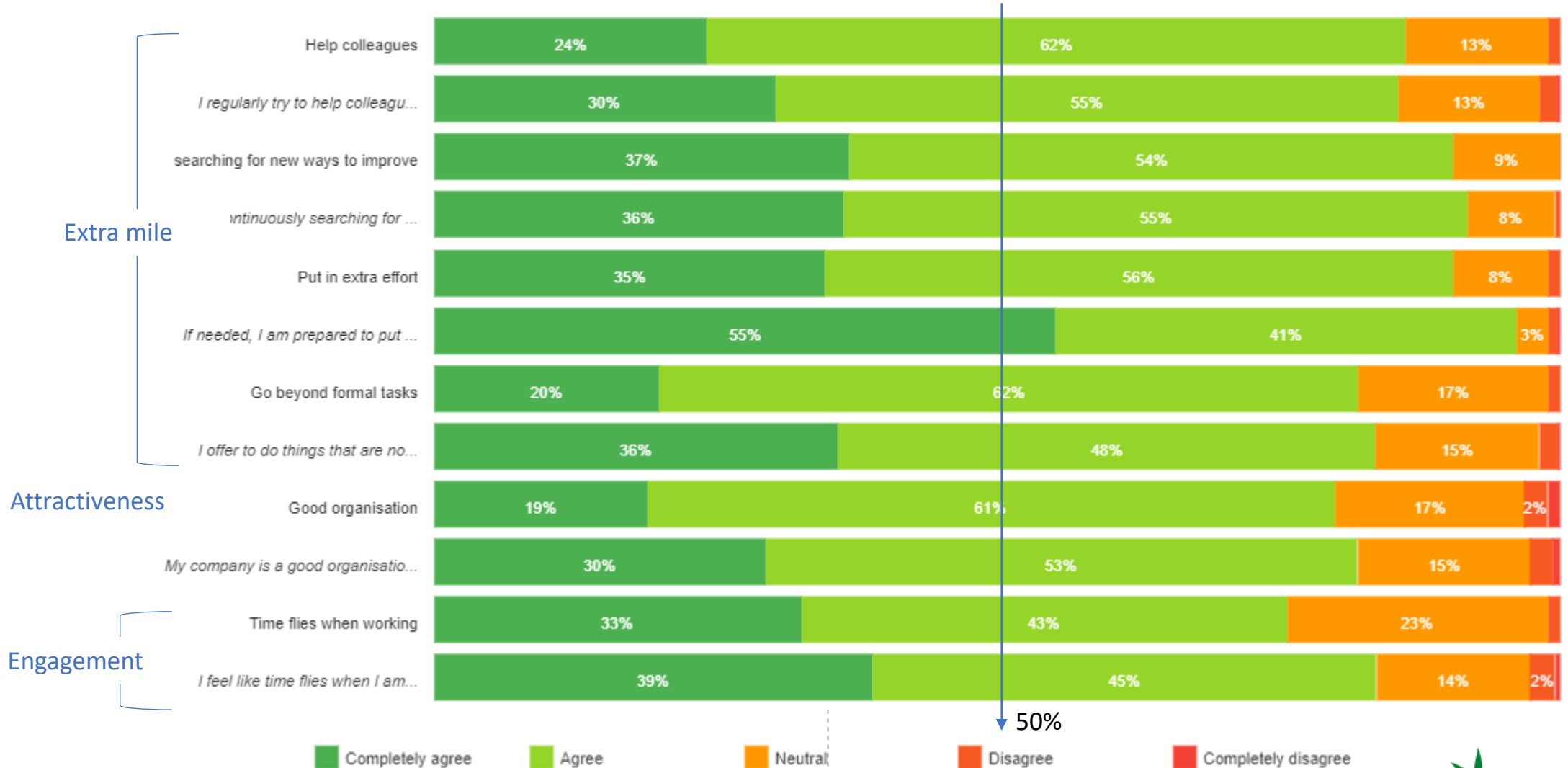


# Results Extra Module



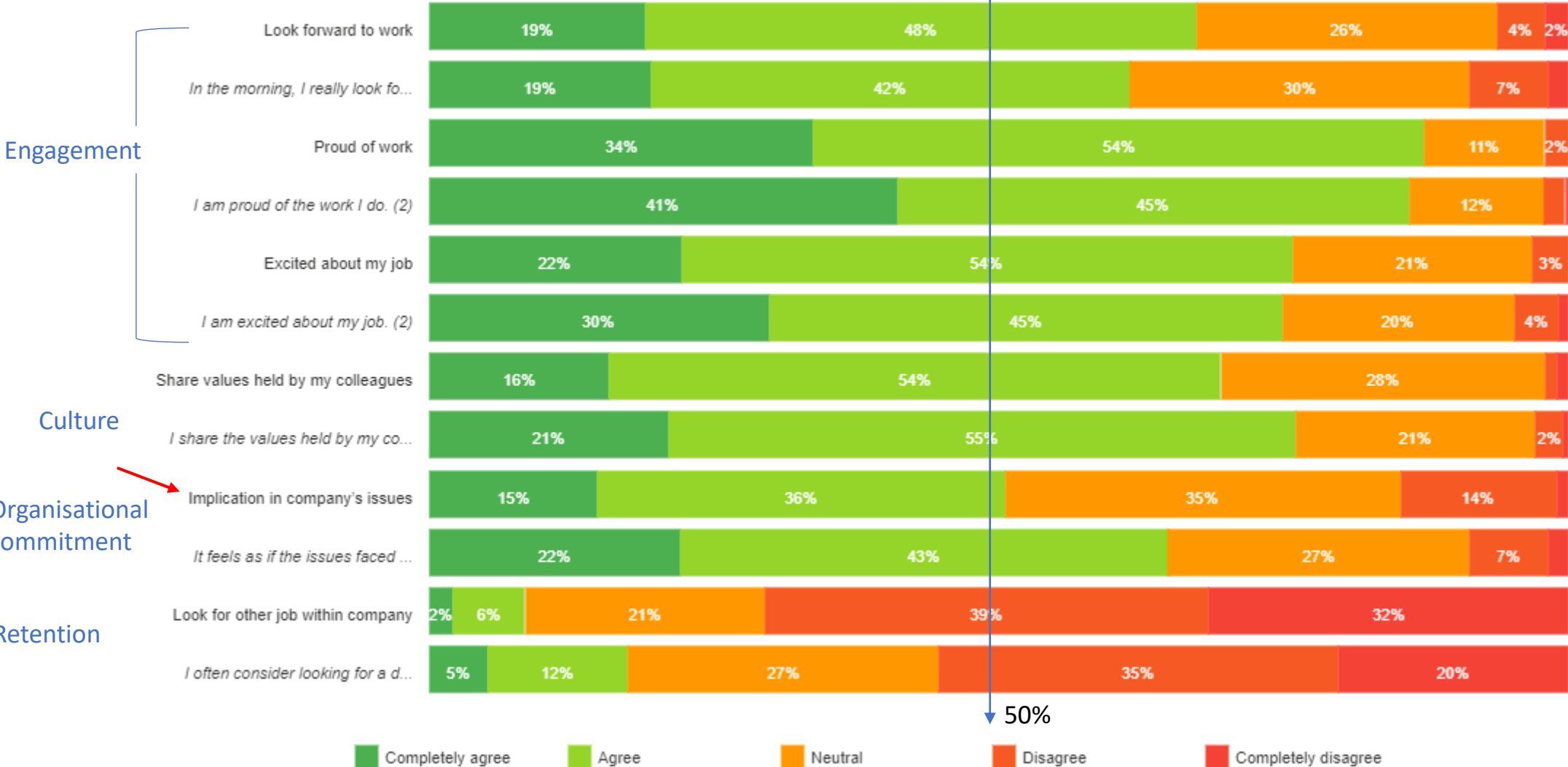


The following statements relate to your daily work in our company. To what extent do you agree with these statements?





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

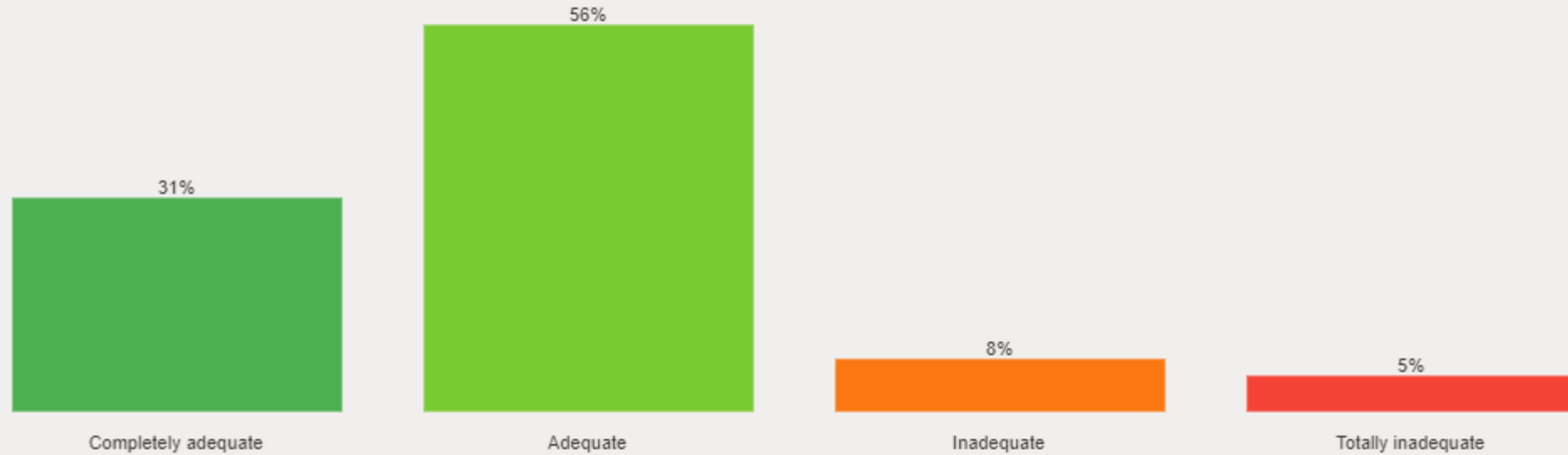


■ Completely agree   
 ■ Agree   
 ■ Neutral   
 ■ Disagree   
 ■ Completely disagree

# Covid



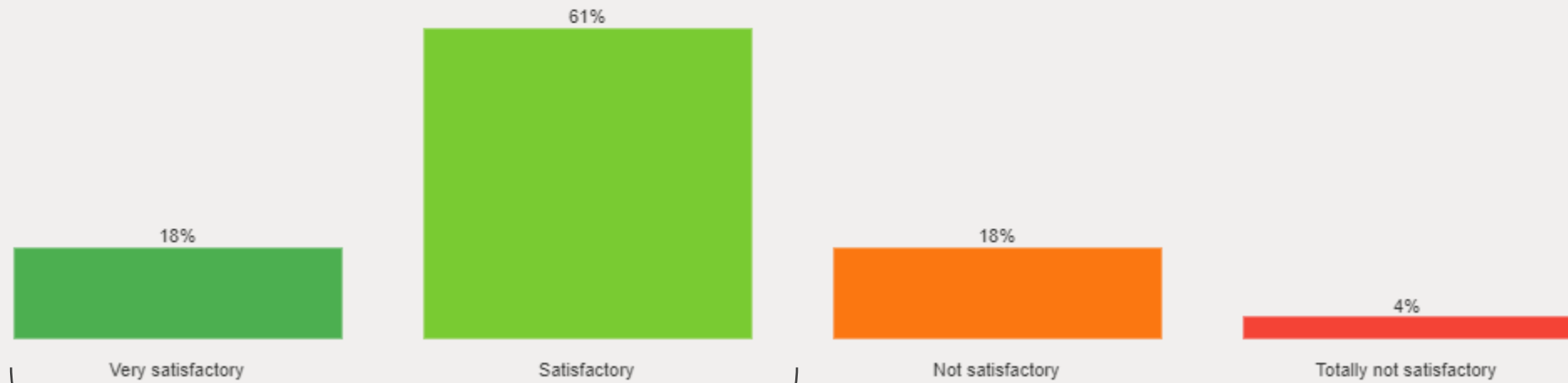
In the context of the Covid-19 pandemic, your company implemented sanitary measures in your workplace. Do you feel that these measures are adequate to keep you safe?



87%

N 119

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?




79%

N 119

# 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 still remain engaged and satisfied of their work and company (cfr 2018)
- WUST has many strong points to increase the well-being of their employees & workers -> Atmosphere – Support from colleagues and superior (Culture)
- Less good scores are globally linked with opportunities & intern communication
  - ▶ Training & Career development (support in development)
  - ▶ Feed-back, right to speak, Evaluation (remuneration) & Change

*Action could be decided on those priorities*
- Difference of perception of those opportunities between managers and non-managers = labour organisation
- We need to be careful with the unwanted behaviours (internal & external)

# 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 😊

