

# EMPLOYEE SURVEY



### RESULT

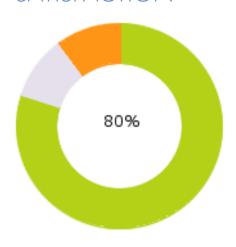
Employee survey - sample questionnaire



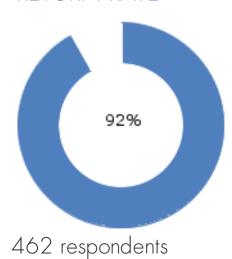


### **SUMMARY**

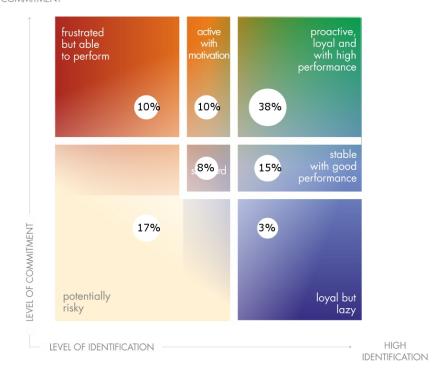
#### SATISFACTION



#### RETURN RATE



#### HIGH COMMITMENT



#### TOP QUESTIONS

My line manager devotes time to me and is available for me when I need.

I know what my job description is and what is expected of me. I understand assignments set by my superior.

My superior provides specific feedback, assesses what I was successful/unsuccessful in and tells me what I should improve and how.

My line manager supports my development. He/she involves me in activities, thanks to which I learn new things.



#### **BOTTOM QUESTIONS**

Working hours and their scheduling suit me.

The company allows me to coordinate my work and personal life.

My salary and the structure of bonuses motivates me to provide high quality work and high performance.

I have the appropriate equipment, aids and tools for my work.

My salary allows me adequate security and satisfaction of my requirements.





### **SUMMARY**

#### RESULTS FOR INDIVIDUAL CATEGORIES

SATISFACTION WITH TOP MANAGEMENT

SATISFACTION WITH YOUR SUPERIOR

SATISFACTION WITH THE APPROACH TO EMPLOYEES

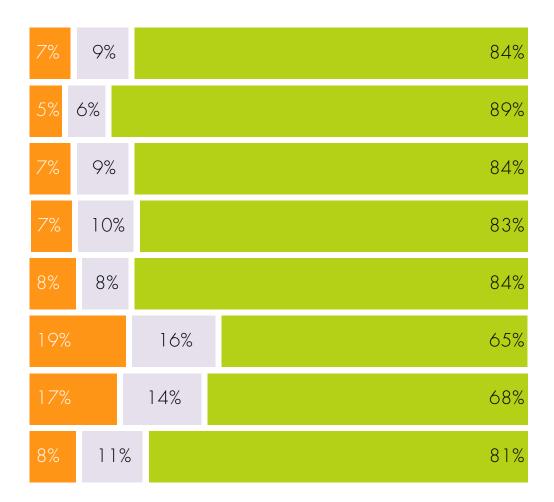
SATISFACTION WITH COMMUNICATION

SATISFACTION WITH THE ATMOSPHERE

SATISFACTION WITH WORKING CONDITIONS

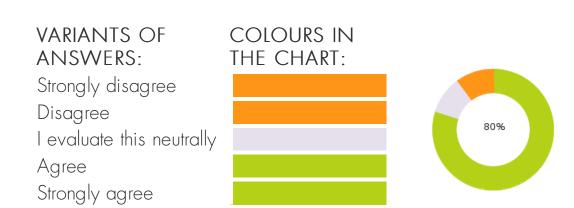
SATISFACTION WITH YOUR REMUNERATION

SATISFACTION WITH YOUR PERSONAL AND PROFESSIONAL DEVELOPMENT



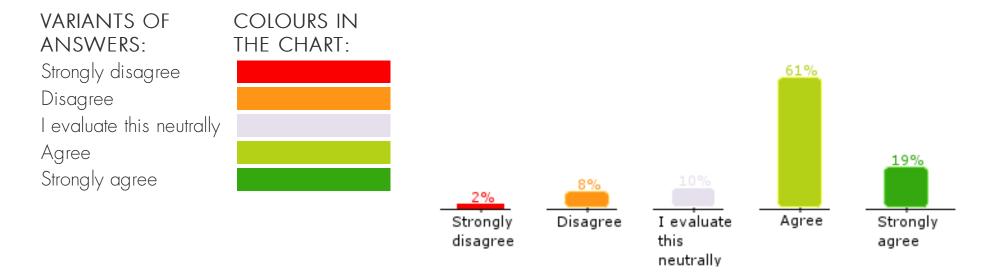


# EXPLANATORY NOTES TOTAL OVERALL RESULTS FOR ALL RESPONDENTS:



Number in the chart shows the ratio of representation of approving answers in number of total answers. Colours in the chart show overall categories of the answers (all approving, disapproving and all neutral).

# EXPLANATORY NOTES TOTAL PARTIAL RESULTS FOR ALL RESPONDENTS:



Numbers in the chart show the ratio of representation of individual answers in number of total answers.



### EXPLANATORY NOTES TOTAL OVERALL RESULTS FOR VARIOUS CATEGORIES OF RESPONDENTS:

length of employment in	
the company	

Until 1 year	1 - 5 years	6 - 10 years	More than 10 years
80%	79%	82%	80%

Number in the table show the ration of representation of all approving answers Agree / Strongly agree in different categories of respondents.

In the table, instead of a specific value a symbol can be used: <5

This symbol is used where there are fewer than 5 respondents in a given category and therefore by showing a specific value, their anonymity would be endangered.

Some of the fields in the table can be differentiated in colour and point out statistically over-average values.

Significantly high values Significantly low values



# EXPLANATORY NOTES ANSWERS FOR INDIVIDUAL QUESTIONS:

VARIANTS OF ANSWERS:

Strongly disagree
Disagree
Levaluate this neutrally
Agree
Strongly agree

Strongly agree

Strongly agree

Strongly agree

Disagree
Levaluate this neutrally
Agree
Strongly agree

Strongly agree

Strongly agree

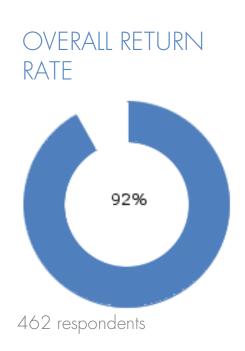
The priority by importance expresses how important the respondents consider the given question to be, on a scale of 1 (highest) to 5 (lowest),



# SURVEY PARTICIPATION RETURN RATE AND PARTICIPANT REPRESENTATION

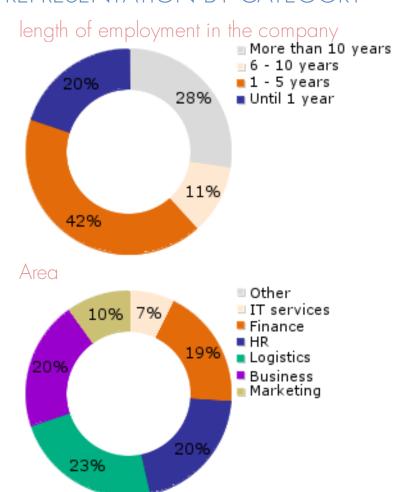
In the chapter about return rate, the percent values show the return rate of the total number of addressed respondents, in:

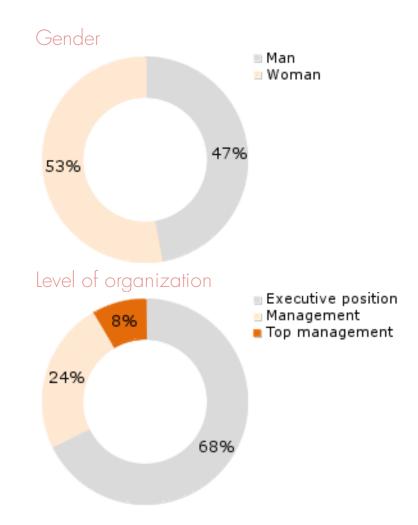
- total (including supplementary information about the ratio of representation of individual categories in the total)
- by categories of respondents
- by individual questions





#### REPRESENTATION BY CATEGORY







# SURVEY PARTICIPATION RETURN RATE AND PARTICIPANT REPRESENTATION

#### BY CATEGORY

		Until 1 year	1 -	5 years	6 - 10 ye	ars	More	than 10 years
length of employ	ment in the	94% (91)	92% (192)		98% (50	98% (50) 89% (127)		39% (127)
Gender			Woman 91% (242)				<b>Man</b> 93% (218)	
			·	( / /			( )	
	Marketing	Business	Logistics	HR	Finance	IT se	rvices	Other
Area	88% (45)	91% (93)	91% (107)	96% (94)	90% (87)	97%	% (34)	X (O)
		Top m	nanagement	Mai	nagement		Executive	e position
Level of organiza	ation	7	(8% (38)	8.5	5% (110)		97%	(312)
Colour distinction in the chart: Significantly high values Significantly low values								



## SURVEY PARTICIPATION RETURN RATE OF INDIVIDUAL QUESTIONS

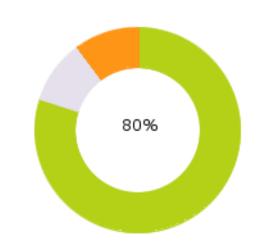
I feel like I am part of the company	99%
When I talk about the company and its services and products, I express myself in a positive and approving manner.	98%
I am proud of the work we do.	98%
I did not consider leaving the company over the last year.	99%
I would recommend a friend/colleague to apply for an open position with the Company.	98%
I would stay with the company even if I received a comparable offer from another company.	98%
I am motivated to come up with ideas for improvement of the existing processes and procedures.	98%
I enjoy my job, it's a positive work experience for me.	97%
I do not allow myself to be discouraged by partial failures or setbacks.	98%
I participate in changes and innovations which move the company forward.	96%
I try to do my work as best I can.	97%
I point out possibilities for improvement and increase in productivity.	97%
I did something extra over the last month and in doing so supported the success of the company.	98%
Top management provides timely and effective information about company strategy and key information.	94%
Members of top management are transparent and trustworthy for me, their actions correspond to what they say.	98%
I perceive members of top management as true leaders with a clear vision.	97%
Members of top management act consistently and their decisions are consistent.	89%
I know what my job description is and what is expected of me. I understand assignments set by my superior.	97%
My superior provides specific feedback, assesses what I was successful/unsuccessful in and tells me what I should improve and how.	98%
My line manager devotes time to me and is available for me when I need.	98%
My line manager supports my development. He/she involves me in activities, thanks to which I learn new things.	97%

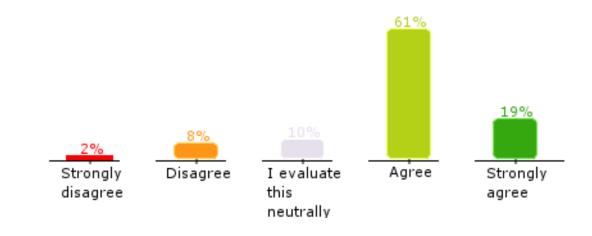


I have the possibility of expressing my opinion. I know that it will be taken seriously.	97%
The company cares for its employees and their satisfaction.	97%
The company offers benefits and rewards for those who deserve them.	98%
Everybody has equal opportunities in the company. Employees are treated fairly.	98%
I always have all the information I need from colleagues and cooperating teams.	97%
I get fundamental and important information on time.	97%
The information I receive is clear and I understand it.	98%
I know who I can turn to if I need specific information.	98%
An open and positive atmosphere reigns around me.	97%
The colleagues I work with create an effective team. They do their utmost to ensure they perform good work.	97%
There is good cooperation and mutual support between different departments and teams in the company.	98%
I have good friends among my colleagues.	97%
I have the conditions to do what I know best and to provide high quality performance.	97%
I have the appropriate equipment, aids and tools for my work.	98%
Working hours and their scheduling suit me.	98%
The company allows me to coordinate my work and personal life.	97%
My salary corresponds to my position, the quality and amount of work performed.	97%
My salary and the structure of bonuses motivates me to provide high quality work and high performance.	97%
My salary is comparable to others on the market with a view to my qualifications and the sector.	96%
My salary allows me adequate security and satisfaction of my requirements.	97%
New employees are provided adequate support in terms of adaptation.	97%
The offer of education is adequate and covers my requirements.	98%
I have the possibility of long-term professional growth and self-development.	97%
I can plan my career and professional direction within the company.	97%



# RESULT IN TOTAL





#### BY CATEGORY

length of employment in the company

Until 1 year	1 - 5 years	6 - 10 years	More than 10 years
80%	79%	82%	80%

Gender

Woman	Man
80%	79%

Area

Marketing	Business	Logistics	HR	Finance	IT services	Other
81%	80%	79%	81%	80%	75%	<5

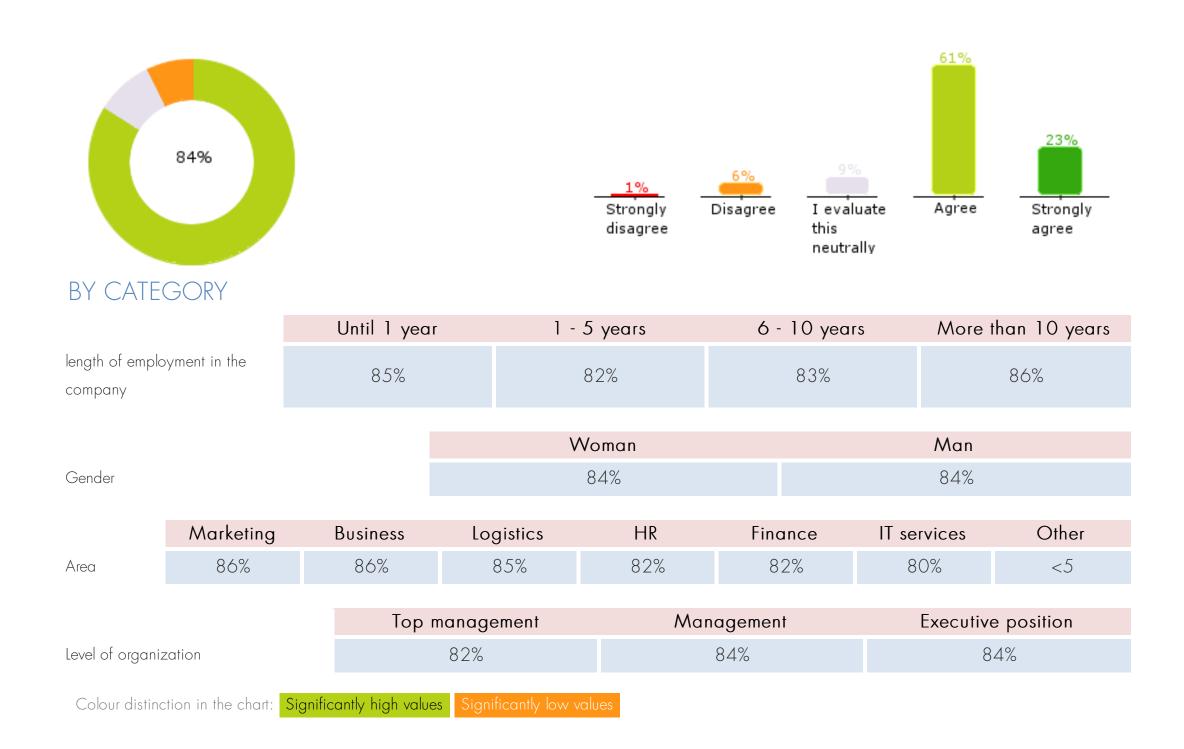
Level of organization

Top management	Management	Executive position
81%	80%	80%

Colour distinction in the chart: Significantly high values Significantly low values

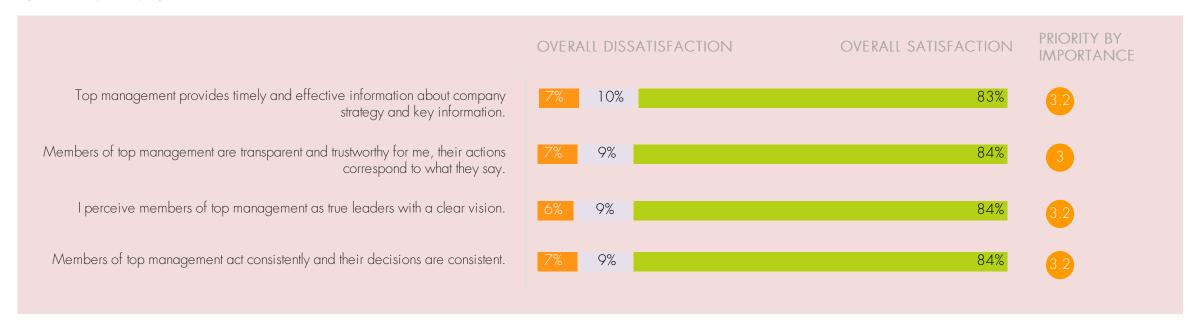


# **RESULT** SATISFACTION WITH TOP MANAGEMENT



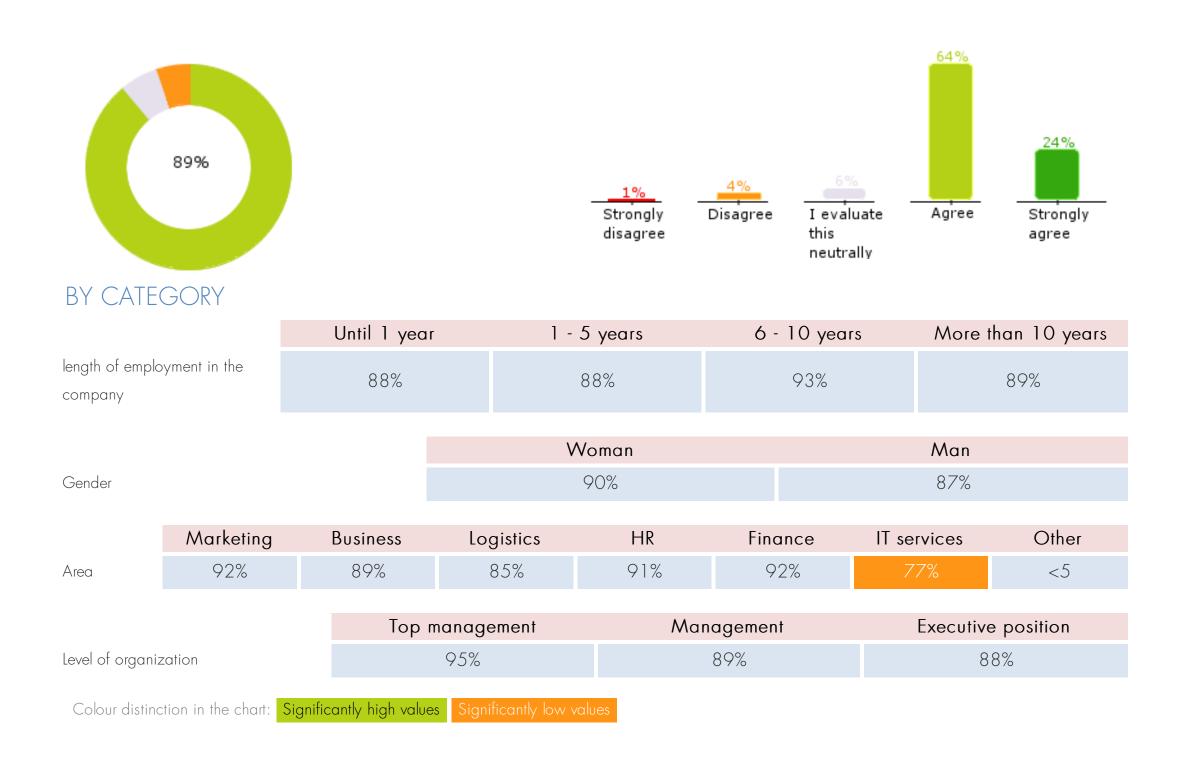


### **RESULT** SATISFACTION WITH TOP MANAGEMENT





## **RESULT** SATISFACTION WITH YOUR SUPERIOR





# **RESULT** SATISFACTION WITH YOUR SUPERIOR





# **RESULT** SATISFACTION WITH THE APPROACH TO EMPLOYEES



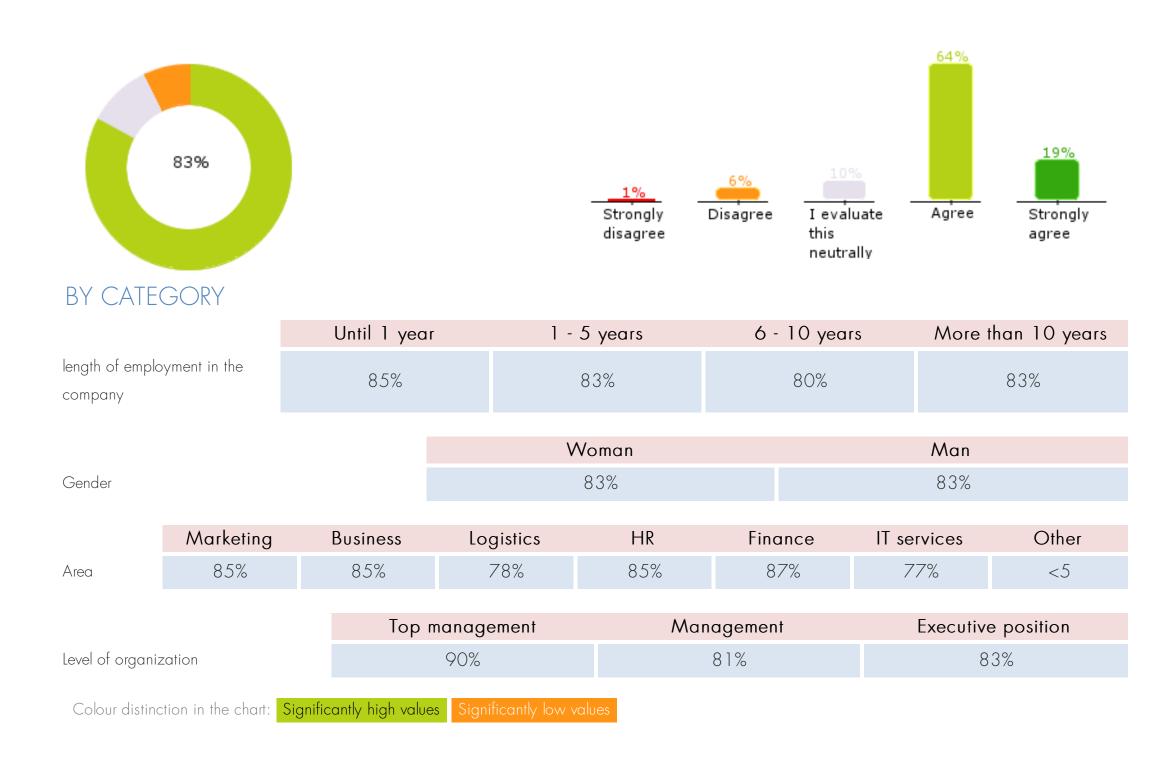


### **RESULT** SATISFACTION WITH THE APPROACH TO EMPLOYEES





### **RESULT** SATISFACTION WITH COMMUNICATION



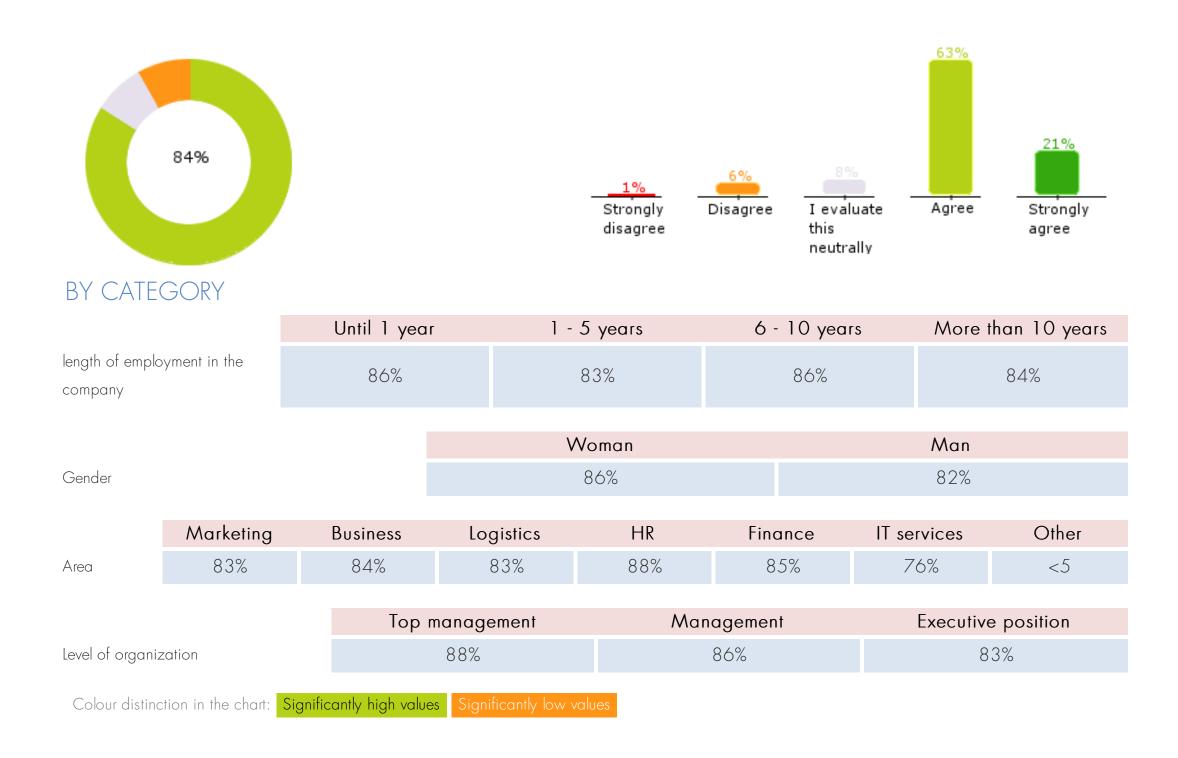


# **RESULT** SATISFACTION WITH COMMUNICATION





# **RESULT** SATISFACTION WITH THE ATMOSPHERE



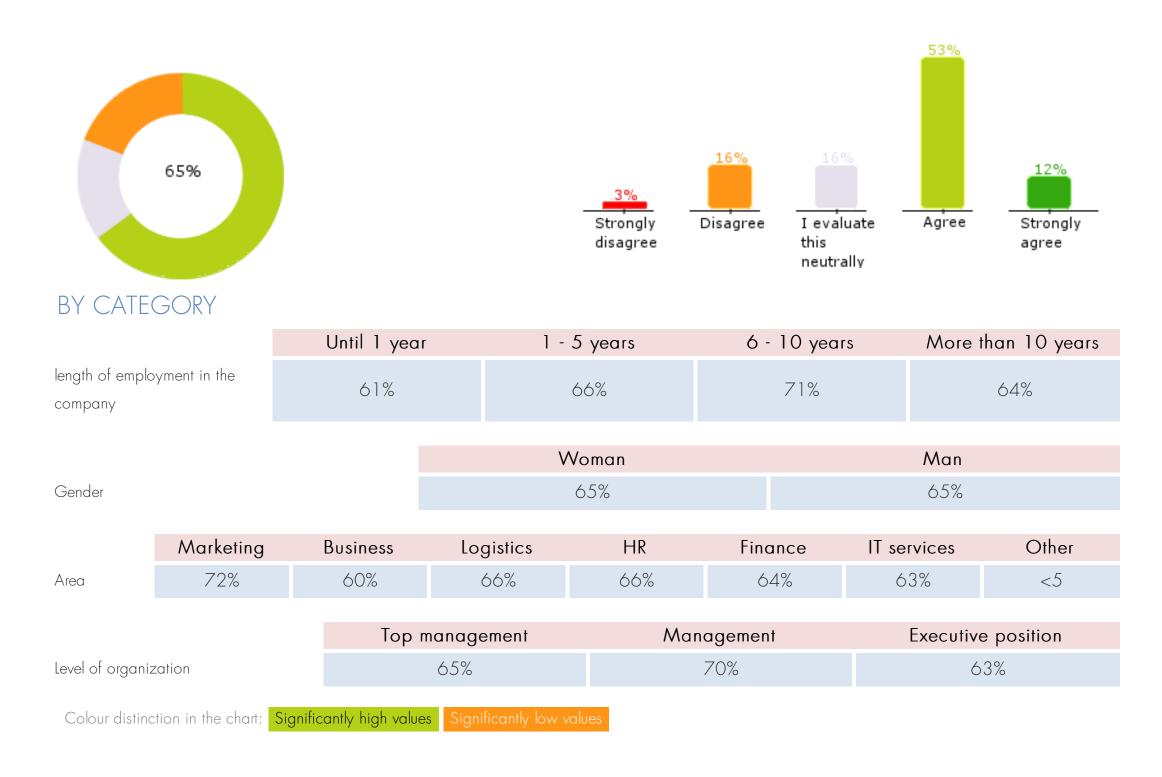


### RESULT SATISFACTION WITH THE ATMOSPHERE



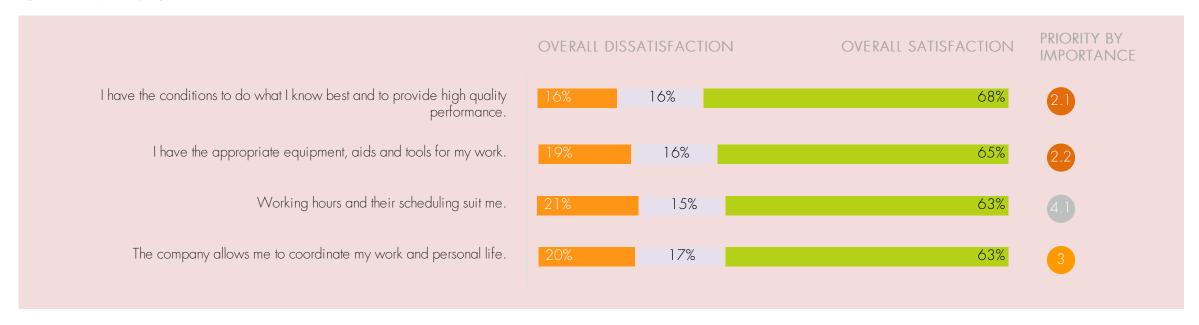


## **RESULT** SATISFACTION WITH WORKING CONDITIONS



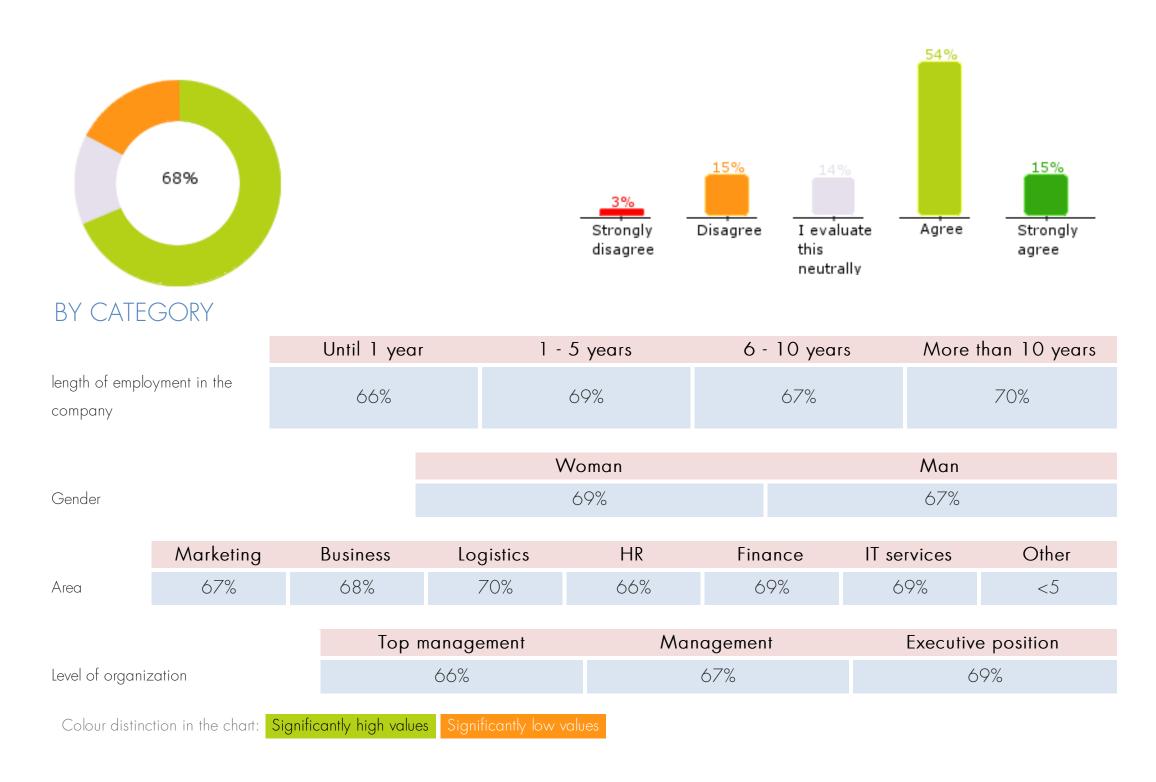


## **RESULT** SATISFACTION WITH WORKING CONDITIONS



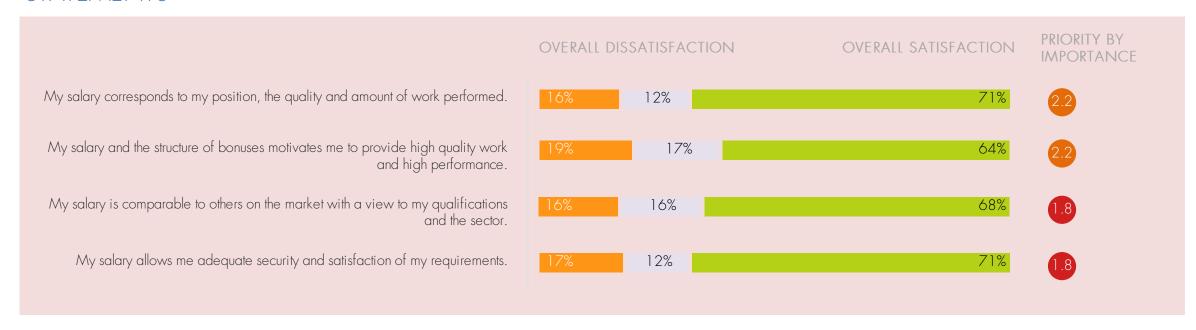


# **RESULT** SATISFACTION WITH YOUR REMUNERATION



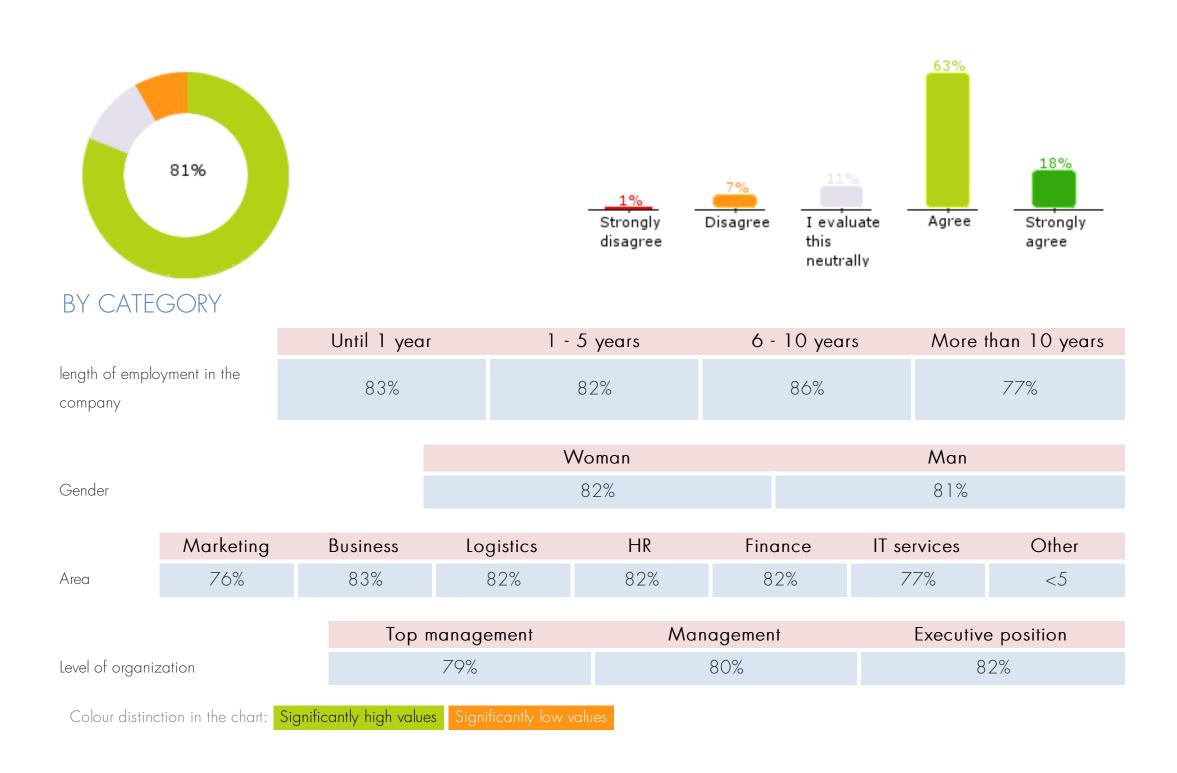


# **RESULT** SATISFACTION WITH YOUR REMUNERATION



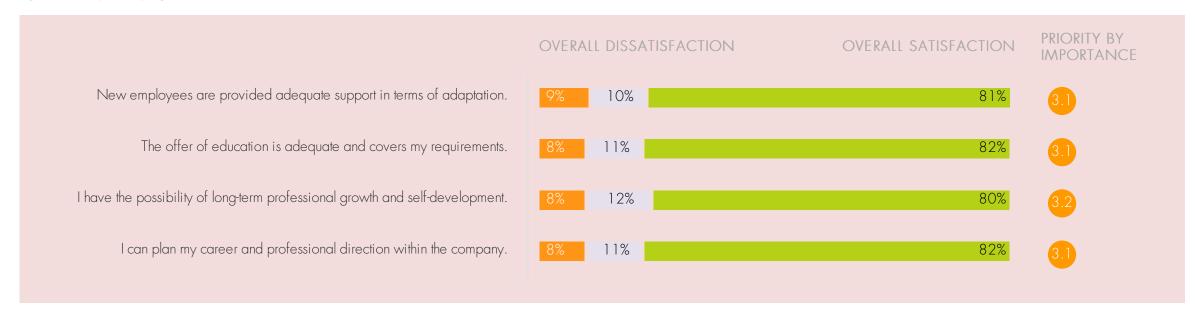


# RESULT SATISFACTION WITH YOUR PERSONAL AND PROFESSIONAL DEVELOPMENT





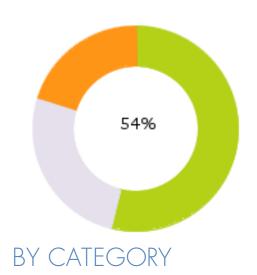
# RESULT SATISFACTION WITH YOUR PERSONAL AND PROFESSIONAL DEVELOPMENT

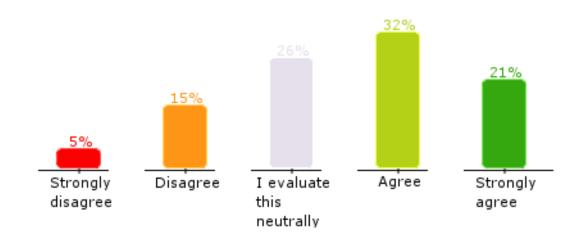




## COMMITMENT

Note. Commitment represents a will and an inner motivation of employees to deliver excellent performance and achieve results even in their supervisor's absence and without his/her active incentive.





length of employment in the company

Until 1 year	1 - 5 years	6 - 10 years	More than 10 years
58%	55%	57%	49%

Gender

Woman	Man
54%	54%

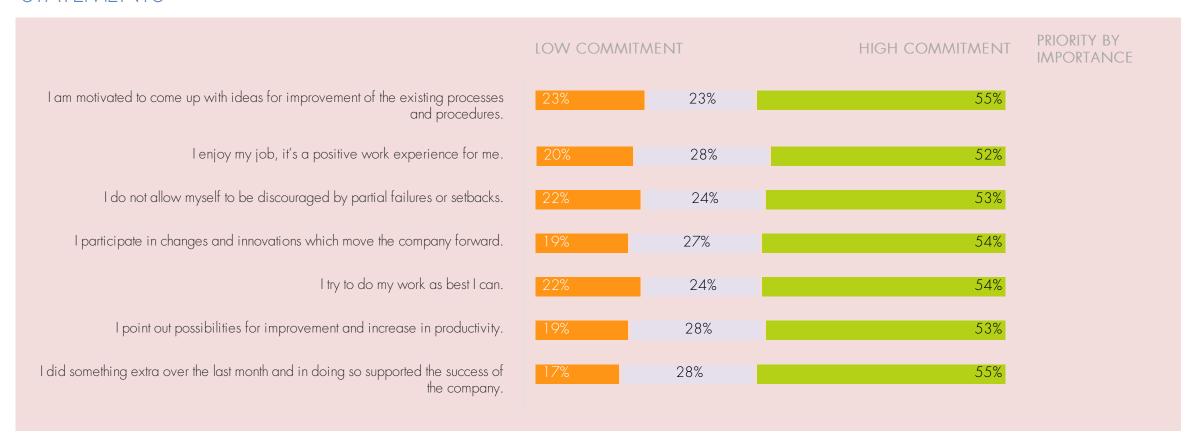
Other Marketing HR IT services **Business** Logistics Finance 50% 56% 52% 53% 63% <5 54% Area

	Top management	Management	Executive position
Level of organization	52%	51%	55%

Colour distinction in the chart: Significantly high values



# COMMITMENT





### COMMITMENT VS OTHER OBSERVED AREAS

Note. The chart shows expected shift in the level of commitment in dependence on the shift of evaluation of individual questions. Values can range from -100% to 100%. Positive values mean that as the degree of agreement with the statement grows, the level of commitment is likely to grow as well. Negative values mean that as the degree of agreement with the statement grows, the level of commitment is rather likely to drop. If statements are formulated positively, negative values are rather rare.

	EXPECTED SHIFT IN COMMITMENT IN DEPENDENCE ON THE SHIFT IN OBSERVED AREAS	
Top management provides timely and effective information about company strategy and key information.  Members of top management are transparent and trustworthy for me, their actions correspond to what they say.  I perceive members of top management as true leaders with a clear vision.  Members of top management act consistently and their decisions are consistent.		SATISFACTION WITH TOP MANAGEMENT
I know what my job description is and what is expected of me. I understand assignments set by my superior.  My superior provides specific feedback, assesses what I was successful/unsuccessful in and tells me what I should improve and how.  My line manager devotes time to me and is available for me when I need.  My line manager supports my development. He/she involves me in activities, thanks to which I learn new things.		Satisfaction With Your Superior
I have the possibility of expressing my opinion. I know that it will be taken seriously.  The company cares for its employees and their satisfaction.  The company offers benefits and rewards for those who deserve them.  Everybody has equal opportunities in the company. Employees are treated fairly.	21%	SATISFACTION WITH THE APPROACH TO EMPLOYEES



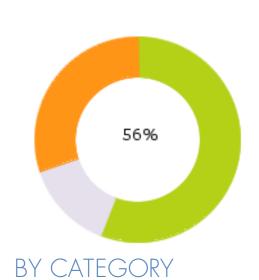
I always have all the information I need from colleage cooperation  I get fundamental and important information  The information I receive is clear and I under I know who I can turn to if I need specific info	g teams. on time. rstand it.	1% 1% 1%	SATISFACTION WITH COMMUNICATION
An open and positive atmosphere reigns are The colleagues I work with create an effective team. They do the to ensure they perform go There is good cooperation and mutual support between departments and teams in the co	eir utmost od work. different ompany.	2%	SATISFACTION WITH THE ATMOSPHERE
I have the conditions to do what I know best and to pro- quality perfo I have the appropriate equipment, aids and tools for a Working hours and their scheduling The company allows me to coordinate my work and pers	ormance. my work. suit me.	9%	SATISFACTION WITH WORKING CONDITIONS
My salary and the structure of bonuses motivates me to pro- quality work and high perfo My salary is comparable to others on the market with a vie qualifications and the My salary allows me adequate security and satisfacti	erformed. vide high primance. ew to my e sector.	1%	Satisfaction With Your Remuneration
New employees are provided adequate support in terms of ade The offer of education is adequate and covers my requ I have the possibility of long-term professional growth deve I can plan my career and professional direction within the c	and self-lopment.	11%	SATISFACTION WITH YOUR PERSONAL AND PROFESSIONAL DEVELOPMENT

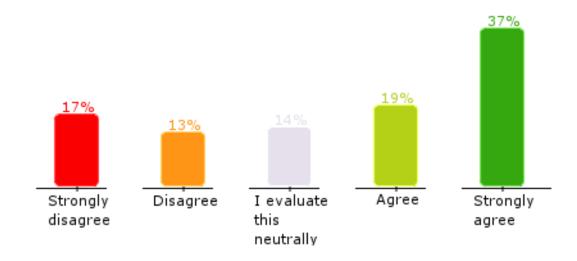




## IDENTIFICATION

Note. Identification represents employees' sense of belonging and their attitude towards the company, i.e. to what extent they feel to be its integral part. Employees with low rate of identification are in danger of a higher fluctuation.





length of employment in the company

Until 1 year	1 - 5 years	6 - 10 years	More than 10 years
58%	55%	62%	56%

Gender

Woman	Man
57%	55%

Other Marketing HR **Business** Logistics Finance IT services 56% 55% 60% 56% 56% 51% <5 Area

	Top management	Management	Executive position
Level of organization	62%	53%	57%

Colour distinction in the chart: Significantly high values



# IDENTIFICATION





### IDENTIFICATION VS OTHER OBSERVED AREAS

Note. The chart shows expected shift in the level of identification in dependence on the shift of evaluation of individual questions. Values can range from -100% to 100%. Positive values mean that as the degree of agreement with the statement grows, the level of identification is likely to grow as well. Negative values mean that as the degree of agreement with the statement grows, the level of commitment is rather likely to drop. If statements are formulated positively, negative values are rather rare.

	EXPECTED SHIFT IN IDENTIFICATION WITH COMPANY IN DEPENDENCE ON THE SHIFT IN OBSERVED AREAS	
Top management provides timely and effective information about company strategy and key information.  Members of top management are transparent and trustworthy for me, their actions correspond to what they say.  I perceive members of top management as true leaders with a clear vision.  Members of top management act consistently and their decisions are consistent.	1%	SATISFACTION WITH TOP MANAGEMENT
I know what my job description is and what is expected of me. I understand assignments set by my superior.  My superior provides specific feedback, assesses what I was successful/unsuccessful in and tells me what I should improve and how.  My line manager devotes time to me and is available for me when I need.  My line manager supports my development. He/she involves me in activities, thanks to which I learn new things.	6%	Satisfaction with your superior
I have the possibility of expressing my opinion. I know that it will be taken seriously.  The company cares for its employees and their satisfaction.  The company offers benefits and rewards for those who deserve them.  Everybody has equal opportunities in the company. Employees are treated fairly.	8% 1%	SATISFACTION WITH THE APPROACH TO EMPLOYEES

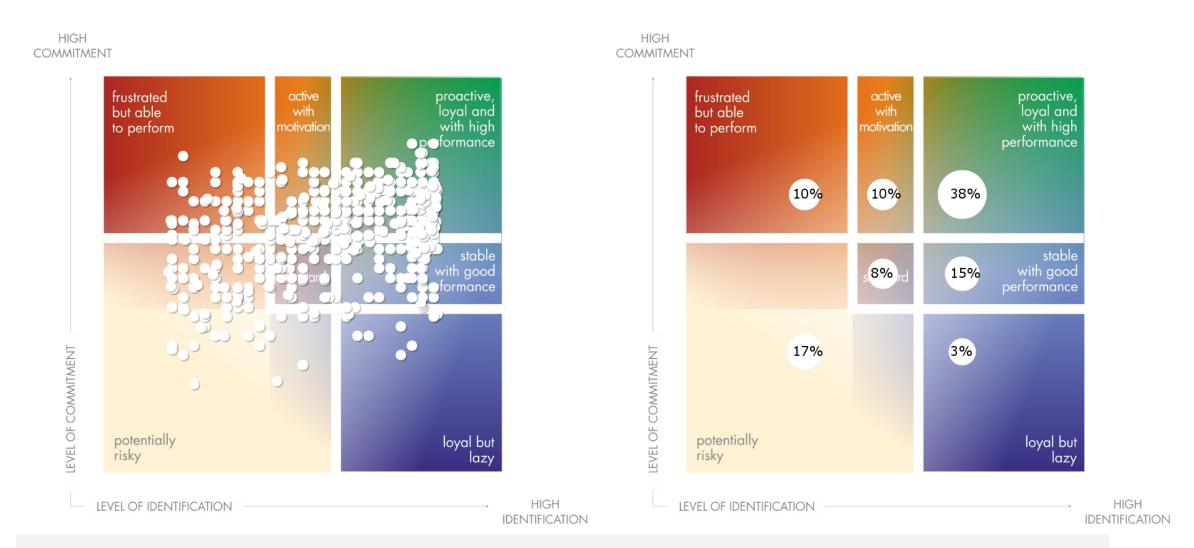


I always have all the information I need from colleagues and cooperating teams.  I get fundamental and important information on time.		SATISFACTION WITH COMMUNICATION
The information I receive is clear and I understand it.		9, 0
I know who I can turn to if I need specific information.		_
An open and positive atmosphere reigns around me.		TION THE RE
ne colleagues I work with create an effective team. They do their utmost to ensure they perform good work.		SATISFACTION WITH THE ATMOSPHERE
There is good cooperation and mutual support between different departments and teams in the company.		\$ ∢
I have good friends among my colleagues.	1%	
I have the conditions to do what I know best and to provide high quality performance.		Satisfaction With Working Conditions
I have the appropriate equipment, aids and tools for my work.	1%	ATISF THH V
Working hours and their scheduling suit me.	1%	S ≥ 0
The company allows me to coordinate my work and personal life.	<mark>2%</mark>	
My salary corresponds to my position, the quality and amount of work performed.		Satisfaction With Your Remuneration
My salary and the structure of bonuses motivates me to provide high quality work and high performance.		Satise With Remun
My salary is comparable to others on the market with a view to my qualifications and the sector.	<mark>4%</mark>	
My salary allows me adequate security and satisfaction of my requirements.		
New employees are provided adequate support in terms of adaptation.		TION OUR ONAL
The offer of education is adequate and covers my requirements.	1 <mark>%</mark>	Satisfaction With Your Personal and Professional
I have the possibility of long-term professional growth and self- development.	18%	SATI W PERSA PROF
I can plan my career and professional direction within the company.	24%	





#### COMMITMENT VS IDENTIFICATION



Note. Charts show distribution of employees by overall degree of commitment and identification. The level of commitment and identification then defines individual categories, which are named after the prevalent attitude in given group. The manner of depiction bases on the presumption that high degree of both commitment and identification are desirable, while low degrees of both areas are not. The left chart shows individual respondents. The right chart reflects the percentual representation of respondents in individual categories.



## RESULT BY OVERALL SATISFACTION RATE

My line manager devotes time to me and is available for me when I need.	5% 6%	89%	)
I know what my job description is and what is expected of me. I understand assignments set by my superior.	4% 7%	89%	)
My superior provides specific feedback, assesses what I was successful/unsuccessful in and tells me what I should improve and how.	6% 6%	1.8	)
My line manager supports my development. He/she involves me in activities, thanks to which I learn new things.	5% 6%	2.9	)
The colleagues I work with create an effective team. They do their utmost to ensure they perform good work.	9% 6%	85%	)
Everybody has equal opportunities in the company. Employees are treated fairly.	6% 9%	85%	)
I know who I can turn to if I need specific information.	7% 9%	84%	)
There is good cooperation and mutual support between different departments and teams in the company.	8% 8%	2.2	)
An open and positive atmosphere reigns around me.	6% 10%	84%	
I have the possibility of expressing my opinion. I know that it will be taken seriously.	6% 9%	2.2	)
I have good friends among my colleagues.	8% 8%	84%	)
Members of top management are transparent and trustworthy for me, their actions correspond to what they say.	7% 9%	84%	)
I perceive members of top management as true leaders with a clear vision.	6% 9%	84%	)
Members of top management act consistently and their decisions are consistent.	7% 9%	84%	)



The information I receive is clear and I understand it.	6% 11%	83%
I get fundamental and important information on time.	7% 10%	83%
Top management provides timely and effective information about company strategy and key information.	7% 10%	83%
The company cares for its employees and their satisfaction.	9% 9%	83%
I can plan my career and professional direction within the company.	8% 11%	82%
The offer of education is adequate and covers my requirements.	8% 11%	82%
The company offers benefits and rewards for those who deserve them.	7% 10%	82%
I always have all the information I need from colleagues and cooperating teams.	7% 11%	82%
New employees are provided adequate support in terms of adaptation.	9% 10%	81%
I have the possibility of long-term professional growth and self-development.	12%	80%
My salary allows me adequate security and satisfaction of my requirements.	12%	71%
My salary corresponds to my position, the quality and amount of work performed.	16%	71%
I have the conditions to do what I know best and to provide high quality performance.	16%	68%
My salary is comparable to others on the market with a view to my qualifications and the sector.	16%	68%
I have the appropriate equipment, aids and tools for my work.	19%	65%



My salary and the structure of bonuses motivates me to provide high quality work and high performance.

The company allows me to coordinate my work and personal life.

Working hours and their scheduling suit me.





### RESULT BY OVERALL DISSATISFACTION RATE

Working hours and their scheduling suit me.	21%	63%
The company allows me to coordinate my work and personal life.	20%	63%
My salary and the structure of bonuses motivates me to provide high quality work and high performance.	19%	64%
I have the appropriate equipment, aids and tools for my work.	19%	65%
My salary allows me adequate security and satisfaction of my requirements.	12%	71%
My salary corresponds to my position, the quality and amount of work performed.	16%	71%
I have the conditions to do what I know best and to provide high quality performance.	16%	68%
My salary is comparable to others on the market with a view to my qualifications and the sector.	16%	68%
New employees are provided adequate support in terms of adaptation.	9% 10%	81%
The company cares for its employees and their satisfaction.	9%	83%
The colleagues I work with create an effective team. They do their utmost to ensure they perform good work.	9% 6%	85%
I can plan my career and professional direction within the company.	8% 11%	82%
The offer of education is adequate and covers my requirements.	8% 11%	82%
There is good cooperation and mutual support between different departments and teams in the company.	8% 8%	84%



I have the possibility of long-term professional growth and self-development.	12%	80%	3.2
I have good friends among my colleagues.	8% 8%	84%	3.1
I always have all the information I need from colleagues and cooperating teams.	7% 11%	82%	2.2
I get fundamental and important information on time.	7% 10%	83%	2.2
Members of top management are transparent and trustworthy for me, their actions correspond to what they say.	7% 9%	84%	3
I know who I can turn to if I need specific information.	7% 9%	84%	2.2
Top management provides timely and effective information about company strategy and key information.	7% 10%	83%	3.2
The company offers benefits and rewards for those who deserve them.	7% 10%	82%	3
Members of top management act consistently and their decisions are consistent.	7% 9%	84%	3.2
My superior provides specific feedback, assesses what I was successful/unsuccessful in and tells me what I should improve and how.	6% 6%	88%	1.8
An open and positive atmosphere reigns around me.	6% 10%	84%	3.1
The information I receive is clear and I understand it.	6% 11%	83%	2.2
I have the possibility of expressing my opinion. I know that it will be taken seriously.	6% 9%	84%	2.2
I perceive members of top management as true leaders with a clear vision.	6% 9%	84%	3.2
Everybody has equal opportunities in the company. Employees are treated fairly.	6% 9%	85%	2.3



My line manager devotes time to me and is available for me when I need.

5% 6%

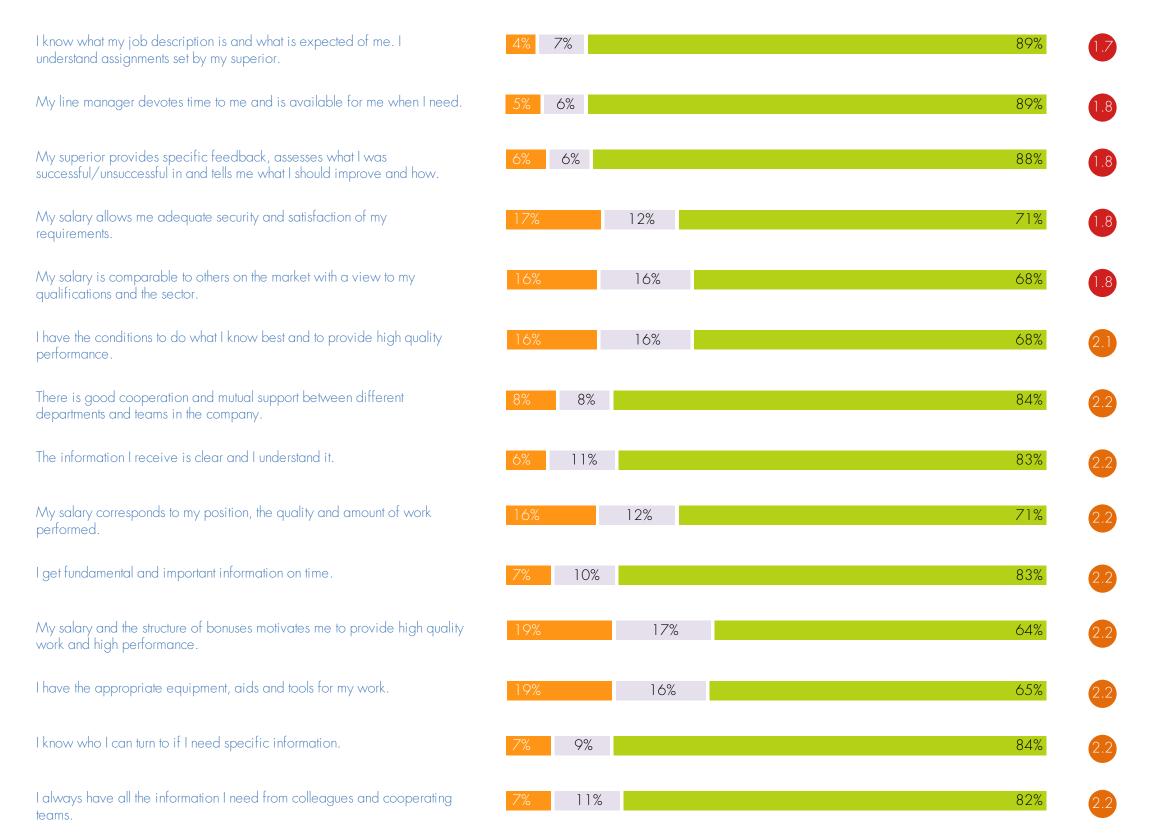
My line manager supports my development. He/she involves me in activities, thanks to which I learn new things.

I know what my job description is and what is expected of me. I understand assignments set by my superior.

89%



#### RESULT BY IMPORTANCE





I have the possibility of expressing my opinion. I know that it will be taken seriously.	6% 9%	84%
The company cares for its employees and their satisfaction.	9% 9%	83%
Everybody has equal opportunities in the company. Employees are treated fairly.	6% 9%	85%
My line manager supports my development. He/she involves me in activities, thanks to which I learn new things.	5% 6%	88%
Members of top management are transparent and trustworthy for me, their actions correspond to what they say.	7% 9%	84%
The company allows me to coordinate my work and personal life.	17%	63%
The company offers benefits and rewards for those who deserve them.	7% 10%	82%
An open and positive atmosphere reigns around me.	6% 10%	84%
The offer of education is adequate and covers my requirements.	8% 11%	82%
I have good friends among my colleagues.	8% 8%	84%
The colleagues I work with create an effective team. They do their utmost to ensure they perform good work.	9% 6%	85%
New employees are provided adequate support in terms of adaptation.	9% 10%	81%
I can plan my career and professional direction within the company.	8% 11%	82%
I have the possibility of long-term professional growth and self-development.	8% 12%	80%
Members of top management act consistently and their decisions are consistent.	7% 9%	84%



Top management provides timely and effective information about company strategy and key information.

I perceive members of top management as true leaders with a clear vision.

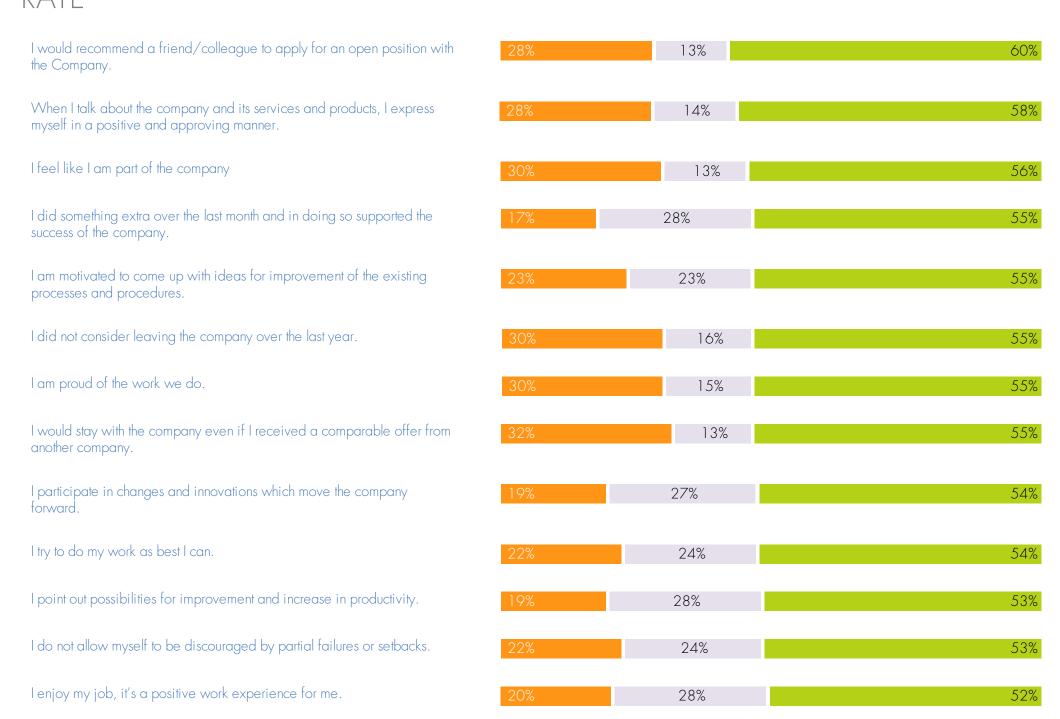
6% 9%

Working hours and their scheduling suit me.

21% 15%



# COMMITMENT, IDENTIFICATION BY OVERALL SATISFACTION





# COMMITMENT, IDENTIFICATION BY OVERALL DISSATISFACTION RATE



