

European Company Survey 2019

Online questionnaire for Management respondents

Information note

The European Company Survey 2019 (ECS 2019) used a push-to-web approach. Establishments across all EU Member States were contacted via telephone to identify a management respondent, and, where possible, an employee representative respondent. Respondents were then asked to fill out the survey questionnaire online.

This document presents the source (online) questionnaire of the ECS 2019 for **management respondents**, adapted into an **easier-to-read format**. This means that the following **adaptations** have been made:

- Three differently worded versions of the questionnaire were developed for: (i) single independent companies with no subsidiary sites, (ii) subsidiary sites of multi-site companies and (iii) headquarters of multi-site companies. The questionnaire shown in this document presents the wording used for subsidiary sites of multi-site companies.
- In the online questionnaire, for some questions, a definition was presented upfront as part of the question, while in other questions, definitions were shown when scrolling over (or clicking on) an (i) symbol. In the questionnaire presented in this document, the definitions are shown next to an (i) symbol placed after the question stem.
- The online version of the questionnaire does not contain question numbers, nor shows question labels; both have been added in this version of the questionnaire. Routing instructions have also been added (in **CAPITAL** letters) and information on question type is shown in *Italics*.

Welcome to the European Company Survey 2019.

1. [WPSIZE_MM_N] Approximately how many people work in this establishment?

Please include all people that are employed by the establishment, regardless of the type of contract and regardless of whether they are physically present or carry out their work outside of the premises. Each employee is counted as one person, regardless whether they are working full-time or part-time. Your best estimate is good enough.



*When the term '**establishment**' is used in this survey, it refers the local site at which you work.*

Indicate a number or tick the 'Don't know' box.

☐ Don't know

2. [MAINACT] Please select this establishment's main activity category from the list below.

Tick one box only.

☐ [\[LIST OF NACE 1-DIGIT CODES\]](#)

☐ Don't know

☐ No answer

3. [YEARSOP] Since what year has this establishment been carrying out this activity?

Please disregard any changes in ownership structure or location.

Indicate the year [format – YYYY].

4. [ACTPROD] Is this establishment engaged in the production of goods, assembly of parts or delivery of services?

Tick one box only.

☐ Yes, this is mainly carried out internally at this establishment

☐ Yes, this is mainly carried out in collaboration with one or more other establishments within our company

☐ Yes, this is mainly carried out in collaboration with one or more other companies

☐ Yes, this is mainly contracted out

☐ No

5. [ACTDEDE] Is this establishment engaged in the design or development of new products or services?

Tick one box only.

☐ Yes, this is mainly carried out internally at this establishment

☐ Yes, this is mainly carried out in collaboration with one or more other establishments within our company

☐ Yes, this is mainly carried out in collaboration with one or more other companies

☐ Yes, this is mainly contracted out

☐ No

6. [ECOMMERCE] Does this establishment buy or sell goods or services on the internet? For instance, by using business-to-business portals, e-commerce etc.

Tick one box only.

☐ Yes

☐ No

7. [SALESINT] Since the beginning of 2016, what percentage of this establishment's sales were to customers in other countries?

i *If this establishment was set up after 2016, please answer the question for the period since the establishment was set up.*

i *If this establishment is not engaged in sales, please select 'Not applicable'. If this establishment does sell its products or services, but does not sell them internationally, please select 'We do not engage in export (0%)'.*

Tick one box only.

- ☐ We do not engage in export (0%)
- ☐ 1% to 24%
- ☐ 25% to 49%
- ☐ 50% or more
- ☐ Not applicable - our establishment does not engage in sales

8. [CHOWNER] Since the beginning of 2016, has there been any change in the ownership of the company to which this establishment belongs?

i *'Management' refers to the people that direct the establishment or a subset of it, e.g. units or departments focusing on different geographical markets or on specific functions (sales, human resources, logistic, purchases, production or lines of production). Managers have employees reporting to them, and are responsible for pay increases, bonuses or promotion of these employees.*

Tick one box only.

- ☐ Yes, and it involved a change of management
- ☐ Yes, but management remained the same
- ☐ No

9. [INNOPROD] Since the beginning of 2016, has this establishment introduced any new or significantly changed products or services?

Tick one box only.

- ☐ Yes, new to the market
- ☐ Yes, new to the establishment, but not new to the market
- ☐ No

10. [INNOPROC] Since the beginning of 2016, has this establishment introduced any new or significantly changed processes either for producing goods or supplying services?

Tick one box only.

- ☐ Yes, new to the market
- ☐ Yes, new to the establishment, but not new to the market
- ☐ No

11. [INNOMARK] Since the beginning of 2016, has this establishment introduced any new or significantly changed marketing methods?

Tick one box only.

- ☐ Yes, new to the market
- ☐ Yes, new to the establishment, but not new to the market
- ☐ No

12. [CHEMP] How has the total number of employees in this establishment changed since the beginning of 2016?

Tick one box only.

- ☐ Increased by more than 10%
- ☐ Increased by up to 10%
- ☐ Stayed about the same
- ☐ Decreased by up to 10%
- ☐ Decreased by more than 10%

13. [MANAGER] How many people that work in this establishment are managers? Your best estimate is good enough.

i **'Management'** refers to the people that direct the establishment or a subset of it, e.g. units or departments focusing on different geographical markets or on specific functions (sales, human resources, logistic, purchases, production or lines of production). Managers have employees reporting to them, and are responsible for pay increases, bonuses or promotion of these employees.

Enter the exact number of managers or tick one of the percentage categories.

Number

Percentage

- ☐ None at all
- ☐ Less than 20%
- ☐ 20% to 39%
- ☐ 40% to 59%
- ☐ 60% to 79%
- ☐ 80% to 99%
- ☐ All

14. [EMPPERM] How many employees in this establishment have an open-ended contract? Your best estimate is good enough.

i When the term '**employees**' is used in this survey, it refers to the people that work in this establishment that are not managers.

Enter the exact number of employees or tick one of the percentage categories.

Number

Percentage

- ☐ None at all
- ☐ Less than 20%
- ☐ 20% to 39%
- ☐ 40% to 59%
- ☐ 60% to 79%
- ☐ 80% to 99%
- ☐ All

15. [EMPPART] How many employees in this establishment work part-time? Your best estimate is good enough.

i 'Part-time' refers to working less than 35 hours per week.

Enter the exact number of employees or tick one of the percentage categories.

Number

Percentage

- ☐ None at all
- ☐ Less than 20%
- ☐ 20% to 39%
- ☐ 40% to 59%
- ☐ 60% to 79%
- ☐ 80% to 99%
- ☐ All

16. [TEAMEX] A team is a group of people working together with a shared responsibility for the execution of allocated tasks. Team members can come from the same unit or from different units across the establishment. Do you have any teams fitting this definition in this establishment?

Tick one box only.

- ☐ Yes → [GO TO QUESTION 17](#)
- ☐ No → [GO TO QUESTION 19](#)

17. [TEASIN] With regard to the employees doing teamwork, do most of them work in a single team or do most of them work in more than one team?

Tick one box only.

- ☐ Most of them work in a single team
- ☐ Most of them work in more than one team

18. [TAUTON] Please think about the tasks to be performed by these teams. Who usually decides how the tasks are distributed within the team?

Tick one box only.

- ☐ Team members decide among themselves
- ☐ Tasks are distributed by a superior

19. [ICTCOMP] How many employees in this establishment use personal computers or laptops to carry out their daily tasks? Your best estimate is good enough.

i The term 'employees' refers to the people that work in this establishment that are not managers.

Enter the exact number of employees or tick one of the percentage categories.

Number

Percentage

- ☐ None at all
- ☐ Less than 20%
- ☐ 20% to 39%
- ☐ 40% to 59%
- ☐ 60% to 79%
- ☐ 80% to 99%
- ☐ All

→ IF 0, GO TO QUESTION 23

→ IF AT LEAST 1, GO TO QUESTION 20

→ [GO TO QUESTION 23](#)

[GO TO QUESTION 20](#)

20. [ICTAPP] Since the beginning of 2016, did this establishment purchase any software that was specifically developed or customised to meet the needs of the establishment?

Tick one box only.

- ☐ Yes
- ☐ No

21. [ICTROB] Robots are programmable machines that are capable of carrying out a complex series of actions automatically, which may include the interaction with people. Does this establishment use robots?

Tick one box only.

- ☐ Yes
☐ No

22. [ITPRODIMP] Does this establishment use data analytics to improve the processes of production or service delivery?

i **Data analytics** refers to the use of digital tools for analysing data collected at this establishment or from other sources.

Tick one box only.

- ☐ Yes
☐ No

23. [ITPERMON] Does this establishment use data analytics to monitor employee performance?

Tick one box only.

- ☐ Yes
☐ No

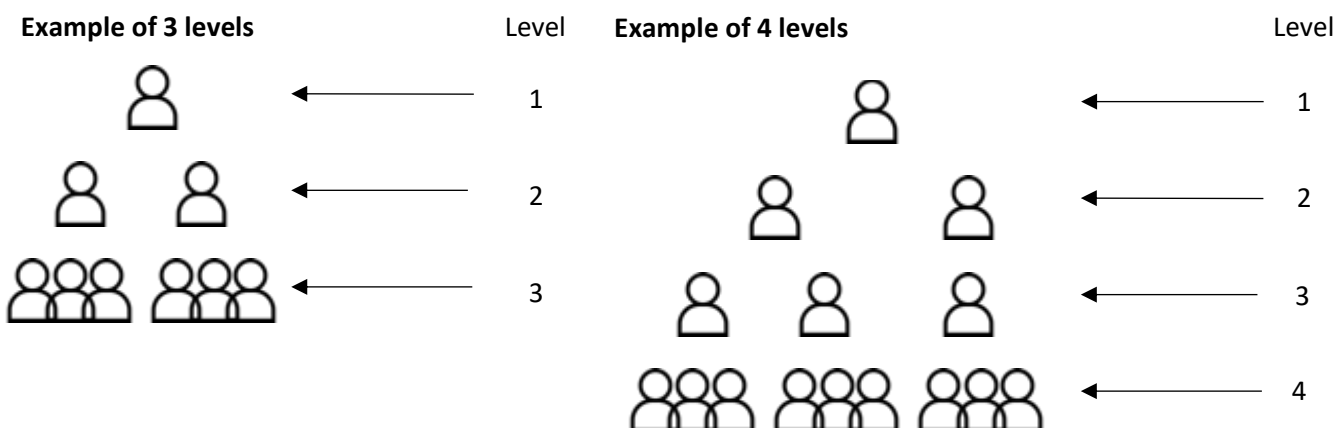
24. [ITPERFMONUSE] (ASK IF QUESTION 22 = YES OR QUESTION 23 = YES) Since the beginning of 2016, how would you say the use of data analytics in this establishment has changed?

Tick one box only.

- ☐ It has increased
☐ It has stayed about the same
☐ It has decreased
☐ This establishment does not use data analytics

25. [HIERA] Counting in the same way as is done in the examples below, how many hierarchical levels do you have in this establishment?

Indicate the number of hierarchical levels.



26. [SUPCHECK] Different establishments use different approaches to manage the way employees carry out their tasks. Which of these two statements best describes the general approach to management at this establishment? Please think about the approach that is used the most by managers.

Tick one box only.

- ☐ Managers control whether employees follow the tasks assigned to them
- ☐ Managers create an environment in which employees can autonomously carry out their tasks

27. [DISC] To be evaluated positively, how important is it that employees at this establishment show the following behaviour?

For each question, Tick one box only.

[DISCHELP] Helping colleagues without being asked?

- ☐ Not at all important
- ☐ Not very important
- ☐ Fairly important
- ☐ Very important

[DISCHOURS] Staying longer when the work requires it?

- ☐ Not at all important
- ☐ Not very important
- ☐ Fairly important
- ☐ Very important

[DISCSUGG] Making suggestions for improving the way things are done in the company?

- ☐ Not at all important
- ☐ Not very important
- ☐ Fairly important
- ☐ Very important

28. [MOTI] How often are the following practices used to motivate and retain employees at this establishment?

For each statement, Tick one box only.

[MOTIMON] Offering monetary rewards

- ☐ Very often
- ☐ Fairly often
- ☐ Not very often
- ☐ Never

[MOTIMIS] Communicating a strong mission and vision, providing meaning to our work

- ☐ Very often
- ☐ Fairly often
- ☐ Not very often
- ☐ Never

[MOTICHAL] Providing interesting and stimulating work

- ☐ Very often
- ☐ Fairly often
- ☐ Not very often
- ☐ Never

[MOTILEARN] Providing opportunities for training and development

- ☐ Very often
- ☐ Fairly often
- ☐ Not very often
- ☐ Never

29. [COMPPROBS] For how many employees in this establishment does their job include finding solutions to unfamiliar problems they are confronted with? Your best estimate is good enough.

Enter the exact number of employees or tick one of the percentage categories.

Number

Percentage

- ☐ None at all
- ☐ Less than 20%
- ☐ 20% to 39%
- ☐ 40% to 59%
- ☐ 60% to 79%
- ☐ 80% to 99%
- ☐ All

30. [COMORG] For how many employees in this establishment does their job include independently organising their own time and scheduling their own tasks? Your best estimate is good enough.

Enter the exact number of employees or tick one of the percentage categories.

Number

Percentage

- ☐ None at all
☐ Less than 20%
☐ 20% to 39%
☐ 40% to 59%
☐ 60% to 79%
☐ 80% to 99%
☐ All

31. [PCWKMACH] For how many employees at this establishment is the pace of work determined by machines or computers? Your best estimate is good enough.

Enter the exact number of employees or tick one of the percentage categories.

Number

Percentage

- ☐ None at all
☐ Less than 20%
☐ 20% to 39%
☐ 40% to 59%
☐ 60% to 79%
☐ 80% to 99%
☐ All

32. [SKILL] Some employees have about the right skills required to do their job, while others have a lower level of skills than needed and would need additional training. There can also be employees who have a higher level of skills than is needed in their job and can take on more demanding duties.

Please think about the employees in this establishment, their current skills and the skills they need to do their job.

You can answer again with an exact number of employees, or by using the percentage of employees.

QUESTION USING PERCENTAGES

The answers to these three questions should add up to 100%. The term 'employees' refers to the people that work in this establishment that are not managers. Your best estimate is good enough.

[SKILLSMATCH] What percentage of employees have the skills that are about right to do the job?

 %

[OVERSKILL] What percentage of employees have a higher level of skills than is needed in their job?

 %

[UNDERSKILL] What percentage of employees have a lower level of skills than is needed in their job?

 %

100 %

QUESTION USING AN EXACT NUMBER OF EMPLOYEES

There are [WPSIZE_MM_N - MANAGER] people that work in this establishment that are not managers. The answers to these three questions should add up to this number. Your best estimate is good enough.

[SKILLSMATCH] How many employees have the skills that are about right to do the job?

[OVERSKILL] How many employees have a higher level of skills than is needed in their job?

[UNDERSKILL] How many employees have a lower level of skills than is needed in their job?

[NUMBER]

33. [SKILLCH] How quickly do the knowledge and skills needed from the employees in this establishment change?

i If this differs a lot between different groups of employees, please think of the largest group of employees in this establishment.

Tick one box only.

- ☐ No change at all
- ☐ Not very quickly
- ☐ Fairly quickly
- ☐ Very quickly

34. [CONTR] How many employees in this establishment are in jobs that require continuous training? Your best estimate is good enough.

i **Continuous training:** training that is received at a frequent, regular basis, and that is required to keep up with changes in the equipment that is being used, or changes in the requirements that come along with the certification that is needed to carry out the job.

Enter the exact number of employees or tick one of the percentage categories.

Number

Percentage

- ☐ None at all
- ☐ Less than 20%
- ☐ 20% to 39%
- ☐ 40% to 59%
- ☐ 60% to 79%
- ☐ 80% to 99%
- ☐ All

35. [LEARNNONEED] How many employees in this establishment are in jobs that offer limited opportunities to learn new things? Your best estimate is good enough.

Enter the exact number of employees or tick one of the percentage categories.

Number

Percentage

- ☐ None at all
☐ Less than 20%
☐ 20% to 39%
☐ 40% to 59%
☐ 60% to 79%
☐ 80% to 99%
☐ All

36. [TRAINLEARN] What are the most important ways through which employees in this establishment can become more skilled at their jobs? Please order them from most to least important, entering 1 for the most important down to 3 for the least important.

☐

Participating in training (on-the-job training as well as training courses followed at work, on location or on the internet)

☐

Learning from more experienced colleagues and supervisors, for example, by asking for help, through conversations, or by observing

☐

Learning by doing (trying out different ways to carry out their tasks; trial and error)

37. [PAIDTRAIN] In 2018, how many employees in this establishment participated in training sessions on the establishment premises or at other locations during paid working time? Your best estimate is good enough.

Enter the exact number of employees or tick one of the percentage categories.

Number

Percentage

- ☐ None at all
☐ Less than 20%
☐ 20% to 39%
☐ 40% to 59%
☐ 60% to 79%
☐ 80% to 99%
☐ All

38. [ONJOB] In 2018, how many employees in this establishment have received on-the-job training or other forms of direct instruction in the workplace from more experienced colleagues? Your best estimate is good enough.

Enter the exact number of employees or tick one of the percentage categories.

Number

Percentage

- ☐ None at all
☐ Less than 20%
☐ 20% to 39%
☐ 40% to 59%
☐ 60% to 79%
☐ 80% to 99%
☐ All

39. [TRAINATALL] Since the beginning of 2016, has this establishment provided any training to any of its employees?

i Training includes on-the-job training as well as training courses followed at work, on location or on the internet.

Tick one box only.

- ☐ Yes → **GO TO QUESTION 40**
☐ No → **GO TO QUESTION 42**

40. [WPSUPP] Workload and work schedules can prevent the participation of employees in training activities. Which of the following statements best describes what happens in practice at this establishment?

Tick one box only.

- ☐ Participation in training and professional development activities is only possible if workload and work schedules allow for it
☐ Workload and work schedules are adjusted to allow employees to participate in training and professional development activities

41. [TR] How important are the following reasons for providing training to employees in this establishment?

For each statement, Tick one box only.

[TRSKI] Ensuring that employees have the skills they need to do their current job

- ☐ Not at all important
☐ Not very important
☐ Fairly important
☐ Very important

[TRFLEX] Allowing employees to acquire skills they need to do other jobs than their current job. For instance, to allow for job rotation or career advancement.

- ☐ Not at all important
☐ Not very important
☐ Fairly important
☐ Very important

[TRINN] Increasing the capacity of employees to articulate ideas about improvements to the establishment

- ☐ Not at all important
☐ Not very important
☐ Fairly important
☐ Very important

[TRMOT] Improving employee morale

- ☐ Not at all important
☐ Not very important
☐ Fairly important
☐ Very important

42. [NEWLYHIR] Since the beginning of 2016, how many new employees have been hired at this establishment?

Indicate a number.

- **IF 0, GO TO QUESTION 44**
→ **IF AT LEAST 1, GO TO QUESTION 43**

- 43. [HIRREADY]** How many of these newly recruited employees did not yet have the skills needed to do their job to the required level? Your best estimate is good enough.

Enter the exact number of employees or tick one of the percentage categories.

Number

Percentage

- ☐ None at all
☐ Less than 20%
☐ 20% to 39%
☐ 40% to 59%
☐ 60% to 79%
☐ 80% to 99%
☐ All

- 44. [HIRINTER]** When recruiting, how often does management start by looking whether there are any suitable internal candidates?

Tick one box only.

- ☐ Always
☐ Most of the time
☐ Sometimes
☐ Rarely
☐ Never

- 45. [HIR]** When recruiting new employees, how important are the following four characteristics? *Please order them from most to least important, entering 1 for the most important down to 4 for the least important.*

[HIRATT] The candidate has a personality that fits the company

[HIRQUAL] The candidate has all the educational and vocational qualifications that are required

[HIREXP] The candidate has professional experience in similar positions

[HIRECANDO] The candidate has the skills required to do the job and does not need any additional training

46. In 2018, how many employees at this establishment received the following types of variable pay? Your best estimate is good enough.

Enter the exact number of employees or tick one of the percentage categories.

[VPBRES] Payment by results, for example piece rates, provisions, brokerages or commissions

Number

Percentage

- ☐ None at all
☐ Less than 20%
☐ 20% to 39%
☐ 40% to 59%
☐ 60% to 79%
☐ 80% to 99%
☐ All

[VPINPER] Variable extra pay linked to individual performance following management appraisal

Number

Percentage

- ☐ None at all
☐ Less than 20%
☐ 20% to 39%
☐ 40% to 59%
☐ 60% to 79%
☐ 80% to 99%
☐ All

[VPGRPE] Variable extra pay linked to the performance of the team, working group or department

Number

Percentage

- ☐ None at all
☐ Less than 20%
☐ 20% to 39%
☐ 40% to 59%
☐ 60% to 79%
☐ 80% to 99%
☐ All

[VPPRSH] Variable extra pay linked to the results of the company or establishment (profit sharing scheme)

Number

Percentage

- ☐ None at all
☐ Less than 20%
☐ 20% to 39%
☐ 40% to 59%
☐ 60% to 79%
☐ 80% to 99%
☐ All

47. [COMEMPORG] Is the company to which this establishment belongs a member of any employers' organisation which participates in the negotiation of collective agreements?

Tick one box only.

- ☐ Yes
☐ No

48. [CA] Are the wages of any employees in this establishment set by any of the following types of collective agreements?

Tick all that apply.

[COUNTRY SPECIFIC LIST]

- ☐ A collective agreement negotiated at the national or cross-sectoral level
☐ A collective agreement negotiated at the sectoral level
☐ A collective agreement at the regional level
☐ A collective agreement negotiated at the establishment or company level
☐ A collective agreement negotiated on behalf of employees with a specific occupation
☐ Another type of collective agreement

49. [MMERCONFIRM] Which of the following forms of official employee representation currently exist in this establishment?

Tick all that apply.

[COUNTRY SPECIFIC LIST]

- ☐ Trade union representation
- ☐ Trade union representative/shop steward
- ☐ Works council
- ☐ Public sector equivalent of works council
- ☐ Non-union staff representation
- ☐ Non-union staff representative
- ☐ Other country-specific bodies
- ☐ Other country-specific individuals
- ☐ There is no official employee representation

GO TO QUESTION 50

→ GO TO QUESTION 53

50. [ERATT] How would you describe the general attitude of the employee representation at this establishment?

The term 'establishment' refers to the local site at which you work.

Tick one box only.

- ☐ Not at all constructive
- ☐ Not very constructive
- ☐ Fairly constructive
- ☐ Very constructive

51. [INDIR] Would you say the management at this establishment prefers to consult with the employee representation or would management rather consult directly with employees?

Tick one box only.

- ☐ Management prefers to consult with the employee representation
- ☐ Management prefers to consult with employees directly
- ☐ Management prefers to consult with the employee representation and with employees directly
- ☐ Management prefers not to consult with employees or their representatives

52. [ERTRUS] In your opinion, to what extent does management at this establishment trust the employee representation?

Tick one box only.

- ☐ To a great extent
- ☐ To a moderate extent
- ☐ To a small extent
- ☐ Not at all

53. Which of the following practices are used to involve employees in this establishment in how work is organised?

For each statement, Tick one box only.

| | |
|--|---|
| <p>[REGMEE] Meetings between employees and their immediate manager</p> <p><input type="checkbox"/> Yes, on a regular basis</p> <p><input type="checkbox"/> Yes, on an irregular basis</p> <p><input type="checkbox"/> No</p> | <p>[STAFFME] Meetings open to all employees at the establishment</p> <p><input type="checkbox"/> Yes, on a regular basis</p> <p><input type="checkbox"/> Yes, on an irregular basis</p> <p><input type="checkbox"/> No</p> |
| <p>[DISSINF] Dissemination of information through newsletters, website, notice boards, email etc.</p> <p><input type="checkbox"/> Yes, on a regular basis</p> <p><input type="checkbox"/> Yes, on an irregular basis</p> <p><input type="checkbox"/> No</p> | <p>[SOMEDI] Discussions with employees through social media or in online discussion boards</p> <p><input type="checkbox"/> Yes, on a regular basis</p> <p><input type="checkbox"/> Yes, on an irregular basis</p> <p><input type="checkbox"/> No</p> |

54. [SUGGS] Does this establishment make use of suggestion schemes?

i Suggestion scheme: *The collection of ideas and suggestions from the employees, voluntary and at any time, often by means of a physical or virtual 'suggestion box'.*

Tick one box only.

- ☐ Yes
- ☐ No

The following questions are about your experiences with the direct involvement of employees in decision-making in this establishment.

55. [EIDELAY] In your opinion, to what extent does involving employees cause delays in the implementation of changes?

Tick one box only.

- ☐ To a great extent
- ☐ To a moderate extent
- ☐ To a small extent
- ☐ Not at all

56. [EICOMP] In your opinion, to what extent does involving employees in work organisation changes give the establishment a competitive advantage?

Tick one box only.

- ☐ To a great extent
- ☐ To a moderate extent
- ☐ To a small extent
- ☐ Not at all

57. [MMEPIN] Please think of the period since the beginning of 2016. In your opinion, to what extent have employees directly influenced management decisions in the following areas?

For each statement, Tick one box only.

[MMEPINORG] The organisation and efficiency of work processes

- ☐ To a great extent
- ☐ To a moderate extent
- ☐ To a small extent
- ☐ Not at all
- ☐ No decisions were made in this area

[MMEPINDISM] Dismissals

- ☐ To a great extent
- ☐ To a moderate extent
- ☐ To a small extent
- ☐ Not at all
- ☐ No decisions were made in this area

[MMEPINTRAIN] Training and skill development

- ☐ To a great extent
- ☐ To a moderate extent
- ☐ To a small extent
- ☐ Not at all
- ☐ No decisions were made in this area

[MMEPINTIME] Working time arrangements

- ☐ To a great extent
- ☐ To a moderate extent
- ☐ To a small extent
- ☐ Not at all
- ☐ No decisions were made in this area

[MMEPINPAY] Payment schemes

- ☐ To a great extent
- ☐ To a moderate extent
- ☐ To a small extent
- ☐ Not at all
- ☐ No decisions were made in this area

58. [MMERIN] Please think of the period since the beginning of 2016. In your opinion, to what extent has the employee representation influenced management decisions in the following areas?

For each statement, Tick one box only. If there is no employee representation at your establishment, tick the box below and continue with the next question.

☐ There is no employee representation at this establishment → [GO TO QUESTION 59](#)

[MMEPINORG] The organisation and efficiency of work processes

- ☐ To a great extent
- ☐ To a moderate extent
- ☐ To a small extent
- ☐ Not at all
- ☐ No decisions were made in this area

[MMEPINDISM] Dismissals

- ☐ To a great extent
- ☐ To a moderate extent
- ☐ To a small extent
- ☐ Not at all
- ☐ No decisions were made in this area

[MMEPINTRAIN] Training and skill development

- ☐ To a great extent
- ☐ To a moderate extent
- ☐ To a small extent
- ☐ Not at all
- ☐ No decisions were made in this area

[MMEPINTIME] Working time arrangements

- ☐ To a great extent
- ☐ To a moderate extent
- ☐ To a small extent
- ☐ Not at all
- ☐ No decisions were made in this area

[MMEPINPAY] Payment schemes

- ☐ To a great extent
- ☐ To a moderate extent
- ☐ To a small extent
- ☐ Not at all
- ☐ No decisions were made in this area

The following questions are about difficulties with human resource management that establishments might face.

59. [SICKLEAVE] Do you think the level of sickness leave in this establishment is too high?

Tick one box only.

- ☐ Yes
- ☐ No

60. [LOWMOT] Overall, how motivated do you think employees in this establishment are?

Tick one box only.

- ☐ Not at all motivated
- ☐ Not very motivated
- ☐ Fairly motivated
- ☐ Very motivated

61. [FINDSKILL] How difficult is it for this establishment to find employees with the required skills?

Tick one box only.

- ☐ Not at all difficult
- ☐ Not very difficult
- ☐ Fairly difficult
- ☐ Very difficult

62. [RETAINEMP] How difficult is it for this establishment to retain employees?

Tick one box only.

- ☐ Not at all difficult
- ☐ Not very difficult
- ☐ Fairly difficult
- ☐ Very difficult

63. [QWPREL] How would you describe the relations between management and employees in this establishment in general?

Tick one box only.

- ☐ Very bad
- ☐ Bad
- ☐ Neither good nor bad
- ☐ Good
- ☐ Very good

64. [INDACT] Since the beginning of 2016, did any industrial action (such as a strike, work-to-rule, or manifestation) take place that was directly related to an issue specific to this establishment?

Tick one box only.

- ☐ Yes
- ☐ No

65. [PMSTRATLP] How important are the following four factors for the competitive success of this establishment? Please order them from most to least important, entering 1 for the most important down to 4 for the least important.

[PMSTRATLP] Offering products or services at lower prices than the competition

[PMSTRATBQ] Offering products or services that are of better quality than those offered by the competition

[PMSTRATCUST] Customising products or services to meet specific customer requirements

[PMSTRATNPS] Regularly developing products, services or processes that are new to the market

66. [COMPETMARK] How competitive would you say the market for the main products or services provided by this establishment is?

Tick one box only.

- ☐ Not at all competitive
- ☐ Not very competitive
- ☐ Fairly competitive
- ☐ Very competitive

67. [PDEMSTAB] How predictable would you say that the demand for the main products or services of this establishment is?

Tick one box only.

- ☐ Not at all predictable
- ☐ Not very predictable
- ☐ Fairly predictable
- ☐ Very predictable

68. [PRODVOL] Since the beginning of 2016, how has the amount of goods or services produced by this establishment changed?

Tick one box only.

- ☐ It has increased
- ☐ It has stayed about the same
- ☐ It has decreased

69. [PROFIT] In 2018, did this establishment make a profit?

Tick one box only.

- ☐ Yes, we made a profit
- ☐ No, we made loss
- ☐ We broke even
- ☐ Not applicable, our company is a not-for-profit organisation

} [GO TO QUESTION 70](#)

➔ [GO TO QUESTION 71](#)

70. [PROFPLAN] Did this establishment expect to make a profit in 2018?

Tick one box only.

- ☐ Yes
- ☐ No

71. [CHEMPFUT] In the next three years, how do you expect the total number of employees in this establishment to change?

Tick one box only.

- ☐ It will increase
- ☐ It will stay about the same
- ☐ It will decrease

72. [MAINACT2D] Please select this establishment's main activity category from the list below.

Tick one box only.

- ☐ [\[LIST OF NACE 2-DIGIT CODES \(FOR RELEVANT 1-DIGIT CODE SELECTED IN MAINACT\)\]](#)
- ☐ Don't know
- ☐ No answer

Thank you very much for completing this questionnaire. Could you finally answer a few questions about yourself?

73. [SEXRES] Which of the following categories best captures how you think of yourself?

Tick one box only.

- ☐ Woman
- ☐ Man
- ☐ Other

74. [POSRES] What position do you hold?

Tick one box only.

- ☐ General manager
- ☐ Owner-manager
- ☐ Human Resource Manager (Personnel Manager)
- ☐ Training Manager
- ☐ Finance/Accounting Manager
- ☐ Other

[ONLY INCLUDED IF NO CONTACT DETAILS OF ER COLLECTED DURING SCREENER AND MMERCONFIRM ≠ There is no official employee representation] The European Company Survey is a unique survey because both employers and employee representatives are asked to share their experiences. We would also like to invite the employee representation in this establishment/company to complete a short online survey, but were not able to collect contact details during the phone interview.

We can assure you that the survey will be carried out under all the confidentiality and data protection rules. All the data gathered from the survey will be anonymised and none of your answers will be shared with the employee representative and vice versa.

[ER_NAME] Can you please tell me who is (the spokesperson of) [ERTYPE_X] that represents the (largest number of) employees in your establishment/company?

Name: _____

- ☐ Don't know
- ☐ Refused

[ER_EMAIL] What is his/her email address so that we can also invite him/her to participate in the online survey?

Email: _____

- ☐ Don't know
- ☐ Refused

We would like to offer you a customised summary report which would allow you to compare your results to those of other workplaces in your sector and in your country. To do this, we will need to link your contact details with your survey answers, but this information will be stored separately and only Ipsos will have access to it. Once the reports are produced, in the second half of 2019, your contact information will be securely destroyed.

[REPORTMM1] Would you like to receive this report?

- ☐ Yes
- ☐ No

[REPORTMM2] Would you be happy for Ipsos to retain your contact information until the report is produced?

- ☐ Yes
- ☐ No

Eurofound and Cedefop may do follow-up research to gain better insight in workplace practices with regard to work organisation, human resource management, and business outcomes. This could be case studies looking more in-depth in the implementation of these practices at the workplace, or online surveys, aimed at looking at related topics that are not covered in the current questionnaire, or looking at changes over time.

To be able to re-contact you for this follow-up research, they would like to keep your contact details, appended to your survey answers. This data would be retained for a maximum of two years and it will be kept secure according to industry standards and would only be used for the purpose mentioned.

[FOLLOWMM1] Would you be happy for Ipsos to share your contact details and survey answers with Eurofound and Cedefop?

☐ Yes

☐ No

[FOLLOWMM2] Would you be happy for Eurofound and Cedefop or an organisation working on their behalf to contact you to carry out some follow up research relating to this study in the next two years?

☐ Yes

☐ No

Thank you for your participation in the European Company Survey 2019.