

# SURVEY OF EMPLOYMENT PRACTICES OF MULTINATIONAL COMPANIES OPERATING IN DENMARK

*Foreign-based – English version*

## SECTION A: INTRODUCTION

Please select a language:

English ..... <sub>1</sub>

Danish..... <sub>2</sub>

First page:

EMPLOYMENT PRACTICES OF MULTINATIONAL COMPANIES

Welcome to the survey!

The completion of the survey is expected to take about 30-40 minutes. You can stop any time, save your entries and resume the completion of the survey later. You can navigate forward and backward by using the arrows at the top and the bottom of the page. We highly recommend saving the survey after completion of each page.

Thank you very much for taking the time to participate in this study.

**A1. Can you confirm that the company is wholly or majority foreign-owned? By “majority owned” we mean at least 50% is owned by a foreign-based company**

Yes..... <sub>1</sub>

No ..... <sub>2</sub>

**IF NO ⇒ REVERT TO PAGE ASKING FOR CONTACT INFO**

**Page for contact info:**

*To the previous question you replied that your company is not majority Foreign owned (that at least 50% is owned by a Danish-based company). If this is correct, please write your e-mail below and we will invite you to the survey of Danish-owned firms. If your company is Foreign-owned please return to the previous page and correct your response to the previous question.*

[box name] [box E-mail]

If the ownership structure is more complicated please contact us by entering your message and email below. Please click finish to submit your response.

[box name] [box e-mail] [box message]

Thank you very much for taking the time to participate in this study.

**A2. What is the name of the Danish operations that you work for? By Danish operations we mean the operational units of the worldwide company located in Denmark.**

\_\_\_\_\_

**A3. What is the name of the ultimate controlling company you work for?**

\_\_\_\_\_

[COMPANY NAME]

**A4. In which country is the operational head quarters of your ultimate controlling company located?**

-----

**A5. Are you located at?**

- The global HQ of the worldwide company.....  1  
 The HQ of the operating units in Denmark.....  2  
 Other (please specify) \_\_\_\_\_  3

**A6. What is your job title?**

- HR/Personnel Director.....  1  
 HR/Personnel Senior Manager/ Manager.....  2  
 HR/Personnel Senior Officer.....  3  
 HR/Personnel Officer.....  4  
 HR/Personnel Executive.....  5  
 HR/Personnel Assistant.....  6  
 Other (please specify).....  7

**A7. How long have you worked for the COMPANY IN DENMARK ?**

Please write number of years \_\_\_\_\_

**A8. For which of the following policy levels do you have any HR responsibilities:**

*Tick all that apply*

- Global HR policy.....  1  
 Regional HR policy.....  1  
 HR policy in Denmark.....  1  
 Other (please specify) \_\_\_\_\_  1

*In the rest of the questionnaire when we ask you questions about [COMPANY NAME] in Denmark, we would like you to think of all operation units in Denmark.*

**A9. In how many foreign countries does the company have operating sites?**

- 1 country.....  1  
 2 – 5 countries.....  2  
 6 or more countries.....  3

**A10. Does [company name] in Denmark have?**

- 1 site.....  1  
 2 – 5 sites.....  2  
 6 or more sites.....  3

**A11. What is the total number of employees worldwide including Denmark by headcount?**

- Up to 99 employees .....  1  
 100 – 499 employees.....  2  
 500 – 999 employees.....  3  
 1,000 – 4,999 employees.....  4  
 5,000 – 29,999 employees.....  5  
 30,000 – 59,999 employees.....  6  
 60,000 +.....  7

**A12. What is the total number of employees by headcount in the following geographical regions?**

- Denmark
- Europe (excluding Denmark)
- North America
- Asia-Pacific
- Rest of the world

- Up to 99 employees .....  1
- 100 – 499 employees.....  2
- 500 – 999 employees.....  3
- 1,000 – 4,999 employees.....  4
- 5,000 + employees.....  5
- None.....  6
- Don't know .....  7

**A13. Please estimate the approximate number of employees in [COMPANY NAME] in Denmark in each of the following core functions.**

|  | Number |
|--|--------|
| Research & Development (R&D) .....                 | _____  |
| Manufacturing Operations .....                     | _____  |
| Sales and Marketing .....                          | _____  |
| Customer Service .....                             | _____  |
| Business Services (finance, IT, payroll, etc)..... | _____  |
| Other ... ..                                       | _____  |

**A14. When was the worldwide company first established?**

*Please write the year*

\_\_\_\_\_ (year)

**A15. What year did it establish its first foreign operation?**

*Thinking of the first significant investment outside of country of origin – ignoring minor sales presence.*

\_\_\_\_\_ (year)

**A16. What year did the worldwide company first establish in Denmark?**

*Thinking of the first significant investment in Denmark - ignoring minor sales presence.*

\_\_\_\_\_ (year)

**A17. Was this through...?**

- A Greenfield investment .....  1
- A merger or acquisition.....  2
- Other (please specify) .....  3 \_\_\_\_\_

**A18. How many of the top five management positions in the [Company Name] in Denmark are filled by...?**

**Individuals who previously worked for the company in country of origin?**

- None  1
- Don't know  2
- Number  3 \_\_\_\_\_

**Individuals from other parts of the world-wide company?**

*i.e. outside Denmark but not the country of origin*

- None  1  
 Don't know  2  
 Number  3 \_\_\_\_\_

**A19. To what degree (percentage) has the following changed in the worldwide company in the last 3 years?**

*Can be both positive and negative. Only approximate numbers are necessary.*

- Number of employees \_\_\_\_\_ (%)  
 Sales \_\_\_\_\_ (%)

**A20. Approximately what percentage of revenues of [COMPANY NAME] comes from sales abroad?**

- 0% .....  1  
 1-25% .....  2  
 26-50% .....  3  
 51-75% .....  4  
 76-100% .....  5  
 Don't know .....  6

**A21. Is the worldwide company state or partly state owned?**

- Yes .....  1    No .....  2    Don't Know .....  3

**A22. Is the worldwide company privately owned or are its shares publicly traded?**

- Privately owned .....  1    Publicly traded .....  2

**A23. Which of the following statements best describes the [COMPANY NAME] in Denmark?**

**The company produces...**

- A single product or service that accounts for more than 90% of sales .....  1  
 A number of products and services but one of these accounts for between 70% and 90% of sales....  2  
 A number of products and services but no single one of these accounts for more than 70% of sales..  3  
 A range of unrelated products and services.....  4  
 Don't know.....  5

**A24. Which of the following statements best describes the worldwide operations?**

**The worldwide company produces...**

- A single product or service that accounts for more than 90% of sales .....  1  
 A number of products and services but one of these accounts for between 70% and 90% of sales....  2  
 A number of products and services but no single one of these accounts for more than 70% of sales..  3  
 A range of unrelated products and services.....  4  
 Don't know.....  5

**A25. Is the worldwide company's most important product, service or brand (or group of products, services or brands)...**

*Help:*

*With 'most important' we want you to think of the product, service or brand that generates the most revenue.*

- Adapted significantly to national markets .....  1  
 Adapted to different regions of the world but standardised within them.....  2  
 Standardised globally .....  3  
 Don't know .....  4

**A26. Are any of the components, products and services of [company name] in Denmark produced for operations of the worldwide company based outside Denmark?**

- Yes – all.....  1
- Yes – some but not all.....  2
- No – none.....  3
- Don't know.....  4

**A27. Do other parts of the worldwide company supply components, products or services to [company name] in Denmark?**

- Yes.....  1
- No.....  2
- Don't know.....  3

**SECTION B: WORKFORCE COMPOSITION**

Throughout the questionnaire the focus will be on your policies and practices in relation to the following two main groups of staff:

1. **Managers** – employees who primarily manage the organisation, or a department, subdivision, function, or component of the organisation and whose main tasks consist of the direction and coordination of the functioning of the organisation. In other words managers refer to those above the level of first-line supervision.
  
2. **The LOG** (largest occupational group) – the largest non-managerial occupational group among the employees in the ‘headcount’ in Denmark. For example, in a manufacturing business it might be semi-skilled operators, and in an insurance company it might be call centre staff.

**B1. Approximately how many managers are there in the [COMPANY NAME] in Denmark?**

- 0 .....  1
- 1 – 9 .....  2
- 10 – 24 .....  3
- 25 – 49 .....  4
- 50 – 99 .....  5
- 100 – 249 .....  6
- 250 – 499 .....  7
- 500 – 749 .....  8
- 750 – 999 .....  9
- 1000 – 2999 .....  10
- 3000 – 4999 .....  11
- 5000+ .....  12
- Don't Know .....  13

**B2. Approximately, how many LOG are there in [company name] in Denmark?**

*Help:*

*This includes staff who works regularly, but excludes occasional staff. By regularly we mean there is a mutual expectation that the employee works on an ongoing basis for your company*

- 0 .....  1
- 1 – 9 .....  2
- 10 – 24 .....  3
- 25 – 49 .....  4
- 50 – 99 .....  5
- 100 – 249 .....  6
- 250 – 499 .....  7
- 500 – 749 .....  8
- 750 – 999 .....  9
- 1000 – 2999 .....  10
- 3000 – 4999 .....  11
- 5000+ .....  12
- Don't Know .....  13

**SECTION C. THE HR FUNCTION**

**C1. What percentage of the managers spend the majority of their time on HR matters in [COMPANY NAME] in Denmark?**

\_\_\_\_\_ %

**C2. On which of the following issues is information on the operating units in Denmark monitored by management outside of Denmark?**

*Help: BY "A HIGHER ORGANIZATIONAL LEVEL" WE MEAN E.G. SENIOR MANAGEMENT IN DENMARK, INTERNATIONAL BUSINESS HQ, EUROPEAN HQ (IN DENMARK OR ELSEWHERE) OR GLOBAL HQ.*

Please tick all that apply

- Managerial pay packages.....  1
- Management career progression.....  1
- Overall labour costs.....  1
- Numbers employed (headcount).....  1
- Staff turnover.....  1
- Absenteeism.....  1
- Labour productivity.....  1
- Workforce composition by diversity (e.g. gender, ethnicity, disability etc.) .....  1
- Employee attitude and satisfaction.....  1
- None of these .....  1
- Don't know .....  1
- Other (please specify) \_\_\_\_\_ .....  1

**C3. Is there a body within the worldwide company, such as a committee of senior managers, that develops HR policies that apply across countries?**

Yes.....  1 ⇒ Go to C4    No.....  2 ⇒ Go to C5    Don't know.....  3 ⇒ Go to C5

**C4. Is there someone from Denmark on this body/committee?**

Yes.....  1                      No .....  2                      Don't know.....  3

**C5. Are HR managers from different countries brought together in a systematic way?**

Yes – on a global basis  1    Yes – on a regional basis  2    No  3    Don't know.....  4

**C6. How frequently does contact between HR managers in different countries take place through any of the following mechanisms:**

|   | Weekly                     | Monthly                    | Quarterly                  | Annually                   | Other                      | Ad hoc                     | Never                      |
|---|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|
| Regular meetings.....                     | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 | <input type="checkbox"/> 4 | <input type="checkbox"/> 5 | <input type="checkbox"/> 6 | <input type="checkbox"/> 7 |
| International Conferences.....            | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 | <input type="checkbox"/> 4 | <input type="checkbox"/> 5 | <input type="checkbox"/> 6 | <input type="checkbox"/> 7 |
| Task Forces.....                          | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 | <input type="checkbox"/> 4 | <input type="checkbox"/> 5 | <input type="checkbox"/> 6 | <input type="checkbox"/> 7 |
| Virtual Groups e.g. conference calls..... | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 2 | <input type="checkbox"/> 4 | <input type="checkbox"/> 5 | <input type="checkbox"/> 6 | <input type="checkbox"/> 7 |

Now think about your company's approach concerning its management of employees.

**C7. To what extent do you agree or disagree with the following statements:**

|  | Strongly<br>Disagree       | Disagree                   | Neither<br>agree nor<br>disagree | Agree                      | Strongly<br>Agree          | N/A                        | Don't<br>know              |
|--|----------------------------|----------------------------|----------------------------------|----------------------------|----------------------------|----------------------------|----------------------------|
| There is a worldwide approach covering all global operations.....  | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3       | <input type="checkbox"/> 4 | <input type="checkbox"/> 5 | <input type="checkbox"/> 6 | <input type="checkbox"/> 7 |
| There is a regional approach covering all European operations.....   | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3       | <input type="checkbox"/> 4 | <input type="checkbox"/> 5 | <input type="checkbox"/> 6 | <input type="checkbox"/> 7 |
| The development of a specific approach is left to international product, service or brand based divisions .....      | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3       | <input type="checkbox"/> 4 | <input type="checkbox"/> 5 | <input type="checkbox"/> 6 | <input type="checkbox"/> 7 |
| The development of a specific approach is left to national operating companies .....                                 | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3       | <input type="checkbox"/> 4 | <input type="checkbox"/> 5 | <input type="checkbox"/> 6 | <input type="checkbox"/> 7 |
| The approach is really a mix of the traditions of the different national operating companies....                     | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3       | <input type="checkbox"/> 4 | <input type="checkbox"/> 5 | <input type="checkbox"/> 6 | <input type="checkbox"/> 7 |
| Traditions in the country of origin have an overriding influence on the approach to the management of employees..... | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3       | <input type="checkbox"/> 4 | <input type="checkbox"/> 5 | <input type="checkbox"/> 6 | <input type="checkbox"/> 7 |

**C8. Has [COMPANY NAME] in Denmark provided any new practices in the following areas that have been taken up elsewhere in the worldwide company:**

|   | No                         | Yes, in<br>few parts<br>of the firm | Yes,<br>in major<br>businesses | Yes,<br>taken<br>up globally | Don't<br>Know              |
|---|----------------------------|-------------------------------------|--------------------------------|------------------------------|----------------------------|
| Pay and performance management .....                    | <input type="checkbox"/> 1 | <input type="checkbox"/> 2          | <input type="checkbox"/> 3     | <input type="checkbox"/> 4   | <input type="checkbox"/> 5 |
| Training, development and organisational learning ..... | <input type="checkbox"/> 1 | <input type="checkbox"/> 2          | <input type="checkbox"/> 3     | <input type="checkbox"/> 4   | <input type="checkbox"/> 5 |
| Employee involvement and communication .....            | <input type="checkbox"/> 1 | <input type="checkbox"/> 2          | <input type="checkbox"/> 3     | <input type="checkbox"/> 4   | <input type="checkbox"/> 5 |
| Employee representation and consultation .....          | <input type="checkbox"/> 1 | <input type="checkbox"/> 2          | <input type="checkbox"/> 3     | <input type="checkbox"/> 4   | <input type="checkbox"/> 5 |



**SECTION D. PAY AND PERFORMANCE MANAGEMENT**

**D1. Is there a system of regular formal appraisal for each of the following groups of employees in [COMPANY NAME] in Denmark?**

|                    | Yes                        | No                         | Don't know                 |
|--------------------|----------------------------|----------------------------|----------------------------|
| For LOG .....      | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 |
| For managers ..... | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 |

IF NEITHER STAFF GROUP IS CODED 'YES' ⇒ GO TO D7  
 IF ONLY ONE CODED 'YES' ⇒ GO TO D2  
 IF BOTH STAFF GROUPS ARE CODED 'YES' ⇒ GO TO D2

**D2. Is a 'forced distribution' applied to the results of appraisals for the following employee groups in [COMPANY NAME] in Denmark?**

Help:  
 By forced distribution we mean a certain % of employees have to be in a particular performance category or rating, e.g. 10% are poor performers, 70% are reasonable performers, and 20% are top performers

Please include formal and informal policy.

|                    | Yes                        | No                         | Don't know                 |
|--------------------|----------------------------|----------------------------|----------------------------|
| For LOG .....      | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 |
| For managers ..... | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 |

IF NEITHER STAFF GROUP IS CODED 'YES' ⇒ GO TO D4  
 IF ONLY ONE CODED 'YES' ⇒ GO TO D3  
 IF BOTH STAFF GROUPS ARE CODED 'YES' ⇒ GO TO D3

**D3. What is the top and bottom percentages of this forced distribution for each of the following employee groups in [COMPANY NAME] in Denmark?**

For LOG: ..... Top \_\_\_\_\_% Bottom \_\_\_\_\_%  
 For managers: ..... Top \_\_\_\_\_% Bottom \_\_\_\_\_%

Don't know (For managers Top)..... 1  
 Don't know (For managers Bottom) ..... 1  
 Don't know (For LOG Top)..... 1  
 Don't know (For LOG Bottom)..... 1

**D4. Is a formal system of '360-degree' feedback used in evaluating performance of any of these groups of employees in [COMPANY NAME] in Denmark?**

[CODE ONE FOR EACH GROUP]

|                   | Yes                        | No                         | Don't know                 |
|-------------------|----------------------------|----------------------------|----------------------------|
| For LOG .....     | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 |
| For managers..... | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 |

**D5. Are the outcomes of performance appraisal used as inputs in decisions on redundancy and redeployment in the [COMPANY NAME] in Denmark?**

|                    | Yes,<br>as a <u>formal</u> input<br>in decisions | Yes,<br>as an <u>informal</u> input<br>in decisions | No                         | N/A                        | Don't know                 |
|--------------------|--|---|----------------------------|----------------------------|----------------------------|
| For LOG Name ..... | <input type="checkbox"/> 1                       | <input type="checkbox"/> 2                          | <input type="checkbox"/> 3 | <input type="checkbox"/> 4 | <input type="checkbox"/> 5 |
| For managers ..... | <input type="checkbox"/> 1                       | <input type="checkbox"/> 2                          | <input type="checkbox"/> 3 | <input type="checkbox"/> 4 | <input type="checkbox"/> 5 |

**D6. Thinking about the MANAGERS in [COMPANY NAME] in Denmark, on a scale of 1-5 how important are the following kinds of performance evaluation?**

|  |                            |                            |                            |                            |                            |                            |
|--|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|
|  | Not at all important       |                            | Very important             | Don't know                 |                            |                            |
| Individual <u>quantitative</u> output targets..... | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 | <input type="checkbox"/> 4 | <input type="checkbox"/> 5 | <input type="checkbox"/> 6 |
| (e.g. financial, numerical)                        |                            |                            |                            |                            |                            |                            |
| Individual <u>qualitative</u> output targets ..... | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 | <input type="checkbox"/> 4 | <input type="checkbox"/> 5 | <input type="checkbox"/> 6 |
| (e.g. completion of a task)                        |                            |                            |                            |                            |                            |                            |
| Group output targets .....                         | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 | <input type="checkbox"/> 4 | <input type="checkbox"/> 5 | <input type="checkbox"/> 6 |
| (e.g. for site or business unit)                   |                            |                            |                            |                            |                            |                            |
| 'Competences' or personal skills .....             | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 | <input type="checkbox"/> 4 | <input type="checkbox"/> 5 | <input type="checkbox"/> 6 |
| (e.g. leadership or innovation skills)             |                            |                            |                            |                            |                            |                            |
| Behaviour in relation to corporate 'values' .....  | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 | <input type="checkbox"/> 4 | <input type="checkbox"/> 5 | <input type="checkbox"/> 6 |

**D7. Does [Company Name] in Denmark offer employee share ownership, profit sharing or share options to any employees in each of these groups?**

*Help:*

1. **Approved employee share ownership scheme** is where the organisation establishes a trust which acquires shares on behalf of employees and provides employees with part ownership of the company.
2. **Profit sharing** refers to rewards given to employees in addition to normal salary and bonuses which are dependent on the levels of profit in the business.
3. **Share options** is where employees are given the option of buying company shares, often at a reduced rate

|                    |                                 |                            |                            |                            |                            |                            |                            |                            |                            |
|--------------------|---------------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|
|                    | <i>Employee share ownership</i> |                            |                            | <i>Profit Sharing</i>      |                            |                            | <i>Share Options</i>       |                            |                            |
|                    | Yes                             | No                         | Don't Know                 | Yes                        | No                         | Don't Know                 | Yes                        | No                         | Don't Know                 |
| For LOG .....      | <input type="checkbox"/> 1      | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 |
|                    | <i>Employee share ownership</i> |                            |                            | <i>Profit Sharing</i>      |                            |                            | <i>Share Options</i>       |                            |                            |
|                    | Yes                             | No                         | Don't Know                 | Yes                        | No                         | Don't Know                 | Yes                        | No                         | Don't Know                 |
| For managers ..... | <input type="checkbox"/> 1      | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 |

**D8. Is there variable pay for the following groups in [COMPANY NAME] in Denmark?**

*Help:*  
By variable pay we mean merit pay, performance related pay, performance related bonuses or payment by results.

|                      |                            |                            |                            |
|----------------------|----------------------------|----------------------------|----------------------------|
|                      | Yes                        | No                         | Don't Know                 |
| For [LOG Name] ..... | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 |
| For managers .....   | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 |

IF 'YES' FOR LOG AT D8, ASK D9, IF 'NO', GO TO D10

**D9. For LOG receiving variable pay in [COMPANY NAME] in Denmark, how important are each of the following factors in determining variable pay?**

|  |                            |                            |                            |                            |                            |                            |
|--|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|
|  | Not at all important       |                            | Very important             | Don't know                 |                            |                            |
| Individual performance .....   | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 | <input type="checkbox"/> 4 | <input type="checkbox"/> 5 | <input type="checkbox"/> 6 |
| Work group performance<br>(e.g. team or departmental performance)..... | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 | <input type="checkbox"/> 4 | <input type="checkbox"/> 5 | <input type="checkbox"/> 6 |
| Organizational performance<br>(e.g. site, region, company) .....       | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 | <input type="checkbox"/> 4 | <input type="checkbox"/> 5 | <input type="checkbox"/> 6 |

**D10. To what extent does [COMPANY NAME] in Denmark have discretion over the determination of the following aspects of pay and performance policy?**

Use codes 1-5 from

*Aspect of pay and performance policy*

Use codes 1-5

N/A

Don't know

Relating pay levels in [COMPANY NAME] in Denmark

to market comparators (e.g. aiming to be in top quartile ..  7 .....  6

Employee share ownership schemes in

[COMPANY NAME] in Denmark.....  7 .....  6

Performance appraisal system:

For MANAGERS.....  7 .....  6

For LOG .  7 .....  6

Variable payments scheme:

For MANAGERS.....  7 .....  6

For LOG .  7 .....  6

| 1  | 2  | 3   | 4  | 5   |
|--|--|---|--|---|
| The [COMPANY NAME] in Denmark has no discretion (must implement policy set by a higher organizational level such as corporate or regional HQ). | The [COMPANY NAME] in Denmark has a little discretion. | The [COMPANY NAME] in Denmark has some discretion (can develop policy within the guidelines/ framework set by a higher organisational level). | The [COMPANY NAME] in Denmark has quite a lot of discretion. | The [COMPANY NAME] in Denmark has full discretion (can set own policy). |

*N/A: There is no clear separation between higher levels of management (e.g. international business HQ, European HQ or global HQ) and management of the Danish operations.*

**E. TRAINING, DEVELOPMENT AND ORGANISATIONAL LEARNING**

**E1. What percentage of the annual pay bill in [COMPANY NAME] in Denmark was spent on training and development for all employees over the past 12 months?**

- 0% .....  1
- Up to 1% .....  2
- Over 1% and less than 4% .....  3
- Over 4% .....  4
- Don't Know.....  5

**E2. Thinking of [COMPANY NAME] in Denmark is there a formal system of succession planning for senior managers?**

- Yes in all operations.....  1 ⇒ Go to E3
- Yes in some operations .....  2 ⇒ Go to E3
- No .....  3 ⇒ Go to E4
- Don't Know.....  4 ⇒ Go to E4

**E3. Is this system also used in other parts of the worldwide company?**

- Yes in all operations.....  1
- Yes in some operations .....  2
- No .....  3
- Don't Know.....  4

**E4. Does [COMPANY NAME] in Denmark have a management development programme specifically aimed at developing its 'high potentials' or senior management potential?**

- Yes in all operations.....  1 ⇒ Go to E5
- Yes in some operations .....  2 ⇒ Go to E5
- No .....  3 ⇒ Go to E6
- Don't Know.....  4 ⇒ Go to E6

**E5. Is this system also used in other parts of the worldwide company?**

- Yes in all operations.....  1
- Yes in some operations .....  2
- No .....  3
- Don't Know.....  4

**E6. How extensively are each of the following techniques used for the development of these managers in [COMPANY NAME] in Denmark?**

|  | 1               | 2            | 3        | 4                      | 5                     |
|--|-----------------|--------------|----------|------------------------|-----------------------|
|  | Not used at all | A little use | Some use | Used quite extensively | Used very extensively |

| <i>Technique ...</i>   | Use codes 1-5                    | Don't know                       | N/A |
|--|----------------------------------|----------------------------------|-----|
|  | Enter one code only              |                                  |     |
| Short term International assignments (12 months or less) ...                   | ..... <input type="checkbox"/> 6 | ..... <input type="checkbox"/> 7 |     |
| Long term international assignments (more than 12 months) .....                | ..... <input type="checkbox"/> 6 | ..... <input type="checkbox"/> 7 |     |
| Formal global management training .....  | ..... <input type="checkbox"/> 6 | ..... <input type="checkbox"/> 7 |     |
| Assessment of performance against a set of global management competencies..... | ..... <input type="checkbox"/> 6 | ..... <input type="checkbox"/> 7 |     |
| Qualifications programme (e.g. MBA, professional qualifications) .....         | ..... <input type="checkbox"/> 6 | ..... <input type="checkbox"/> 7 |     |

**E7. How many expatriates from the company’s foreign operations are currently working on long-term assignments (i.e. more than 12 months) in Denmark? Please include all types of long-term assignments for any purpose.**

Type 0 if none.

Help:

Expatriates in this question refers to employees from operating companies outside Denmark who are currently working on assignment in Denmark.

Number.....<sub>2</sub> \_\_\_\_\_ Don't know.....<sub>1</sub>

**E8. How many expatriates from [COMPANY NAME] in Denmark are currently working on long-term (i.e. more than 12 months) assignments overseas? Please include all types of long-term assignments for any purpose.**

Type 0 if none.

Help:

Expatriates in this question refers to employees of the company’s operations in Denmark who are currently on assignment in operations of the worldwide company abroad.

Number.....<sub>2</sub> \_\_\_\_\_ Don't know.....<sub>1</sub>

**E9. To what extent do you agree with each of the following statements for LOG in [COMPANY NAME] in Denmark:**

|                   |          |                            |       |                |            |
|-------------------|----------|----------------------------|-------|----------------|------------|
| Strongly Disagree | Disagree | Neither agree nor disagree | Agree | Strongly Agree | Don't know |
|-------------------|----------|----------------------------|-------|----------------|------------|

On-the-job learning (experience gained on the job) is more valuable than off-the-job classroom training and development ..... <sub>1</sub>.....<sub>2</sub>.....<sub>3</sub>.....<sub>4</sub>.....<sub>5</sub>.....<sub>6</sub>

Investment in training is critical to either developing or retaining key skills in this company ....<sub>1</sub>.....<sub>2</sub>.....<sub>3</sub>.....<sub>4</sub>.....<sub>5</sub>.....<sub>6</sub>

**E10. To what extent do you agree with each of the following statements for MANAGERS in [COMPANY NAME] in Denmark:**

|                   |          |                            |       |                |            |
|-------------------|----------|----------------------------|-------|----------------|------------|
| Strongly Disagree | Disagree | Neither agree nor disagree | Agree | Strongly Agree | Don't know |
|-------------------|----------|----------------------------|-------|----------------|------------|

Our company favours internal promotion over external management recruitment ..... <sub>1</sub>.....<sub>2</sub>.....<sub>3</sub>.....<sub>4</sub>.....<sub>5</sub>.....<sub>6</sub>

International experience is a key criterion for career progression at senior levels. ....<sub>1</sub>.....<sub>2</sub>.....<sub>3</sub>.....<sub>4</sub>.....<sub>5</sub>.....<sub>6</sub>



**E16. Using the scale below, to what extent do [company name] in Denmark have discretion over determining the following training and development policies?**

The operating company in Denmark have...

Use codes 1-5                      Don't Know                      NA

Training and development policy .....  6 .....  7

Policy on organisational learning .....  6 .....  7

Policy on succession planning for senior managers .....  6 .....  7

| 1  | 2  | 3   | 4  | 5   |
|--|--|---|--|---|
| The [COMPANY NAME] in Denmark has no discretion (must implement policy set by a higher organizational level such as corporate or regional HQ). | The [COMPANY NAME] in Denmark has a little discretion. | The [COMPANY NAME] in Denmark has some discretion (can develop policy within the guidelines/ framework set by a higher organisational level). | The [COMPANY NAME] in Denmark has quite a lot of discretion. | The [COMPANY NAME] in Denmark has full discretion (can set own policy). |

*N/A: There is no clear separation between higher levels of management (e.g. international business HQ, European HQ or global HQ) and management of the Danish operations.*

## F. EMPLOYEE INVOLVEMENT AND COMMUNICATION

This section is about policies on employee involvement and communication, starting with the involvement of employees in the work process.

**F1. Could you tell me whether you use the following practices in relation to the LOG in [COMPANY NAME] in Denmark?**

|   | Yes                                   | No                                    | Don't Know                            |
|---|---------------------------------------|---------------------------------------|---------------------------------------|
| Formally designated teams in which employees have responsibility for organising their work and carrying out a set of tasks                | <input type="checkbox"/> <sub>1</sub> | <input type="checkbox"/> <sub>2</sub> | <input type="checkbox"/> <sub>3</sub> |
| Groups where employees discuss issues of quality, production or service delivery such as problem-solving or continuous improvement groups | <input type="checkbox"/> <sub>1</sub> | <input type="checkbox"/> <sub>2</sub> | <input type="checkbox"/> <sub>3</sub> |

**F2. Which of the following most closely corresponds to the pattern of employee involvement in [COMPANY NAME] in Denmark?**

|   |                                       |
|---|---------------------------------------|
| An identical or similar pattern exists across all or most sites               | <input type="checkbox"/> <sub>1</sub> |
| All or most sites have involvement systems, but they differ from site to site | <input type="checkbox"/> <sub>2</sub> |
| Some sites have involvement systems while others do not                       | <input type="checkbox"/> <sub>3</sub> |
| Not applicable (1 site only in Denmark)                                       | <input type="checkbox"/> <sub>4</sub> |
| Don't Know  | <input type="checkbox"/> <sub>5</sub> |

**F3. How important have each of the following been in providing examples of employee involvement that have been taken up in [COMPANY NAME] in Denmark?**

|   | Not drawn on at all                   | Source of v. important examples       |
|---|---------------------------------------|---------------------------------------|
| Specific practices elsewhere in the worldwide company                 | <input type="checkbox"/> <sub>1</sub> | <input type="checkbox"/> <sub>2</sub> |
| Formal model of good practice codified elsewhere in worldwide company | <input type="checkbox"/> <sub>1</sub> | <input type="checkbox"/> <sub>2</sub> |
| Examples drawn from other firms                                       | <input type="checkbox"/> <sub>1</sub> | <input type="checkbox"/> <sub>2</sub> |

**F4. Does the [COMPANY NAME] regularly use teamwork or other employee involvement practices in your operating companies outside Denmark?**

Yes ..... <sub>1</sub>    No ..... <sub>2</sub>    Don't Know ..... <sub>3</sub>

**F5. Would you say that practices in relation to employee involvement in the worldwide company are:**

|  |                                       |
|--|---------------------------------------|
| Very similar across all operations                     | <input type="checkbox"/> <sub>1</sub> |
| Broadly similar but with some variations               | <input type="checkbox"/> <sub>2</sub> |
| Similar to some extent but with substantial variations | <input type="checkbox"/> <sub>3</sub> |
| Fairly diverse   | <input type="checkbox"/> <sub>4</sub> |
| Very diverse   | <input type="checkbox"/> <sub>5</sub> |
| Don't know   | <input type="checkbox"/> <sub>6</sub> |

**F6. Does [company name] regularly use project teams or task forces, embracing employees other than managers, that function across more than one operating unit in Denmark?**

Yes ..... <sub>1</sub>    No ..... <sub>2</sub>    N/A ..... <sub>3</sub>    Don't Know ..... <sub>4</sub>

IF F6 = YES ASK F7; IF NO, N/A OR DK GO TO F9



**F7. Do these groups in Denmark also include employees from outside Denmark?**

Yes.....  1    No.....  2    N/A.....  3    Don't Know.....  4

IF F7 = YES ASK F8; IF NO GO TO F9

**F8. How common is the cross-national structure of these teams?**

Very rare Very common

.....  1 .....  2 .....  3 .....  4 .....  5

**F9. Which of the following communication mechanisms are regularly used for the LOG within [COMPANY NAME] in Denmark?**

|  | Yes                        | No                         | Don't Know                 |
|--|----------------------------|----------------------------|----------------------------|
| Meetings between senior MANAGERS and the whole of the work force .....                               | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 |
| Meetings between line managers or supervisors and employees (sometimes called briefing groups) ..... | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 |
| Attitude or opinion surveys .....  | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 |
| Suggestion schemes .....   | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 |
| Systematic use of management chain to cascade information .....                                      | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 |
| Newsletters or emails .....  | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 |
| A company intranet providing information to employees' .....   | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 |

**F10. Which of the following types of information is regularly provided to the LOG within [COMPANY NAME] in Denmark?**

|  | Yes                        | No                         | Don't Know                 |
|--|----------------------------|----------------------------|----------------------------|
| Financial position of the company..... | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 |
| Investment plan for the company.....   | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 |
| Staffing plans for the company.....    | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 |

**F11. Which of the following types of information is regularly provided to the LOG within [COMPANY NAME] about the worldwide company?**

|  | Yes                        | No                         | Don't Know                 |
|--|----------------------------|----------------------------|----------------------------|
| Financial position of the company..... | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 |
| Investment plan for the company.....   | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 |
| Staffing plans for the company.....    | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 |

**F12. Are there project teams or task forces embracing employees other than managers that function across more than one operating unit, used in foreign operations?**

Yes.....  1    No.....  2    NA.....  3    Don't Know.....  4

**F13. To what extent does [COMPANY NAME] in Denmark have discretion over the determination of the following aspects of employee involvement and communication policy....?**

The operating company in Denmark have...

Use codes 1-5

Don't Know

Not Applicable

Involvement of employees in work process, e.g. team work or problem-solving groups.....  6.....  7

Attitude or opinion surveys .....  6.....  7

Suggestion schemes . .....  6.....  7

Provision of information to employees.....  6.....  7

| 1  | 2  | 3  | 4  | 5   |
|--|--|--|--|---|
| [COMPANY NAME] in Denmark has no discretion (must implement policy set by a higher organisational level such as corporate or regional HQ). | [COMPANY NAME] in Denmark has a little discretion. | [COMPANY NAME] in Denmark has some discretion (can develop policy within the guidelines/framework set by a higher organisational level). | [COMPANY NAME] in Denmark has quite a lot of discretion. | [COMPANY NAME] in Denmark has full discretion (can set own policy). |

*N/A: There is no clear separation between higher levels of management (e.g. international business HQ, European HQ or global HQ) and management of the Danish operations.*

**SECTION G. EMPLOYEE REPRESENTATION AND CONSULTATION**

The following questions are about employee representation, employee influence and unions. The questions aim to identify possible differences in cooperative culture in the countries in which your company is operating, and to elaborate if different kinds of cooperation influence HR-policies across borders.

**G1. How would you describe the policy of management towards union recognition within [COMPANY NAME] in Denmark?**

- In favour of union recognition .....  1
- Not in favour of union recognition.....  2
- Neutral towards union recognition .....  3

**G2. Thinking of the LOG in [COMPANY NAME] in Denmark, are trade unions recognised for the purposes of collective employee representation at?**

- No sites in the Danish operations.....  1
- All sites in the Danish operations.....  2
- Most sites in the Danish operations.....  3
- Some sites in the Danish operations.....  4
- The company's single Danish site .....  5

ASK G3 IF CODED 2,3, 4 OR 5 AT G2, IF CODE 1 AT G2 GO TO G4

**G3. Are there any non-union based structure(s) of collective employee representation used?**

*Tick all that apply*

- Yes, at sites where there is no trade union recognition.....  1
- Yes, at sites where there is also trade union recognition.....  1
- No .....  1

**G4. Is there collective bargaining with trade unions over pay and major conditions (e.g. working time) at any of the following levels covering all or some of the [LOG NAME] within the [COMPANY NAME] in Denmark?**

*Tick all that apply, multi-code only allowable for codes 2, 4, and 5*

- At Danish company level, covering all sites.....  1
- At the company's single Danish site .....  1
- Covering more than one, but not all Danish sites .....  1
- At individual site level.....  1
- At industry level, covering more than one employer.....  1
- There is no collective bargaining over pay.....  1

**G5. Thinking about trade unions in the [COMPANY NAME] in Denmark, what approach do the trade union representatives generally adopt?**

- A cooperative approach.....  1
- An adversarial approach.....  2
- It depends on the issue.....  3
- Don't Know.....  4

ASK G6 IF CODED 2, 3, 4 OR 5 AT G2 (I.E. UNIONS RECOGNISED AT LEAST AT ONE SITE)

**G6. Using this rating scale, which best describes the policy towards working with unions on the following matters relating to the [LOG NAME]:**

|                               |     |   |     |   |
|-------------------------------|-----|---|-----|---|
| 1                             | 2   | 2   | 4   | 5   |
| Management decides on its own | ... | Management consults union representatives | ... | Management decides jointly with union representatives |

1            2            3            4            5    Don't know

Work organisation .....  1.....  2.....  3.....  4.....  5.....  6

Sub-contracting and outsourcing.....  1.....  2.....  3.....  4.....  5.....  6

Variable payments schemes .....  1.....  2.....  3.....  4.....  5.....  6

In-work training/ upgrading skills.....  1.....  2.....  3.....  4.....  5.....  6

Direct employee involvement schemes .....  1.....  2.....  3.....  4.....  5.....  6

**G7. Using this rating scale, to what extent does the [COMPANY NAME] in Denmark have discretion over setting the following elements of policy trade unions?**

The operating company in Denmark have...

Use codes 1-5            Don't Know            Not Applicable

Union recognition..... \_\_\_\_\_  6.....  7

Scope of union involvement in decision-making ..... \_\_\_\_\_  6.....  7

To what extent does [the [COMPANY NAME] outside Denmark have discretion over determining employee consultation policy? ..... \_\_\_\_\_  6.....  7

|  |  |  |  |   |
|--|--|--|--|---|
| 1  | 2  | 3  | 4  | 5   |
| [COMPANY NAME] in Denmark has no discretion (must implement policy set by a higher organisational level such as corporate or regional HQ). | [COMPANY NAME] in Denmark has a little discretion. | [COMPANY NAME] in Denmark has some discretion (can develop policy within the guidelines/framework set by a higher organisational level). | [COMPANY NAME] in Denmark has quite a lot of discretion. | [COMPANY NAME] in Denmark has full discretion (can set own policy). |

*N/A: There is no clear separation between higher levels of management (e.g. international business HQ, European HQ or global HQ) and management of the Danish operations.*

**G8. Are regular meetings held between management and representatives of employees at this level in the [COMPANY NAME] in Denmark for the purpose of information provision and consultation?**

Help:

By "regular" we mean: more than once a year

By "this level" we mean that for example Danish HQ calls in meetings with employee representatives from all the units in Denmark

Yes.....  1    No.....  2    Don't Know .....  3

ASK G9 IF YES AT G8 [IF NO GO TO G10]

**G9. Do these meetings cover... ?**

- All employees under a single arrangement .....  1
- All employees, but with different arrangements for different groups .....  2
- Some groups of employees under a single arrangement.....  3
- Some groups of employees, but with different arrangements for different groups.....  4
- Other .....  5

**G10. Which of the following statements best describes management’s relative emphasis in the [COMPANY NAME] in Denmark on mechanisms for communicating and consulting with employees?**

- Emphasis on direct communication and consultation.....  1
- Emphasis on indirect communication and consultation (e.g. through joint consultative committee or company council).....  2
- Equivalent emphasis on direct and indirect communication and consultation .....  3

**G11. Does the worldwide company have experience of operating with mandatory employee consultation structures (e.g. works councils) that are required in some countries overseas?**

- Yes  1                  No  2                  Don't Know  3

**G12. Which of the following statements comes closest to capturing the worldwide company’s policy?**

- There is no policy.....  1
- Minimum compliance with legal requirements on employee information and consultation.....  2
- To go somewhat further than legal requirements.....  3
- To go considerably further than legal requirements.....  4
- Don't know .....  5

**G13. Over the past 3 years, has the EU Directive on Information and Consultation prompted any changes in arrangements for employee consultation in Denmark?**

- Yes.....  1          No.....  2          Don't Know .....  3

**G14. Is there a European Works Council (EWC) or similar European-level structure which covers [COMPANY NAME] in Denmark?**

- Yes.....  1 ⇒ Go to G19          No.....  2 ⇒ Go to H1          Don't Know  3 ⇒ Go to H1

**G15. Which of the following statements best describes the overall nature of the European Works Council in Denmark?**

- Management provides minimal information required for compliance, there is little or no dialogue with employee representatives over issues; and no impact on decision outcomes.....  1
- Management provides information slightly beyond that required for compliance .....  2
- Management provides information somewhat beyond that required for compliance; there is a substantive dialogue with employee representatives on a limited range of issues; and a limited impact on decision outcomes .....  3
- Management provides information considerably beyond that required for compliance.....  4
- Management provides information far beyond that required for compliance; there is substantive dialogue with employee representatives over a wide range of issues; and an extensive impact on decision outcomes .....  5
- Don't Know .....  6

**G16. Do you receive information about the activity and meetings of the EWC?**

Systematically at the time of EWC meetings.....  1

Periodically, on an 'as necessary' basis .....  2

Little or no information about the EWC received.....  3

## Section H: Company Performance

This is the final section of the questionnaire.

### H1. How would you compare performance of the [not answered] in Denmark over the past three years with that of other competitors in your sector?

|  | Poor                            |                                 |                                 |                                 | Outstanding                |
|--|---------------------------------|---------------------------------|---------------------------------|---------------------------------|----------------------------|
| Quality of products/services           | <input type="checkbox"/> 1..... | <input type="checkbox"/> 2..... | <input type="checkbox"/> 3..... | <input type="checkbox"/> 4..... | <input type="checkbox"/> 5 |
| Development of new products/services   | <input type="checkbox"/> 1..... | <input type="checkbox"/> 2..... | <input type="checkbox"/> 3..... | <input type="checkbox"/> 4..... | <input type="checkbox"/> 5 |
| Profit generation                      | <input type="checkbox"/> 1..... | <input type="checkbox"/> 2..... | <input type="checkbox"/> 3..... | <input type="checkbox"/> 4..... | <input type="checkbox"/> 5 |
| Turnover                               | <input type="checkbox"/> 1..... | <input type="checkbox"/> 2..... | <input type="checkbox"/> 3..... | <input type="checkbox"/> 4..... | <input type="checkbox"/> 5 |
| Market share                           | <input type="checkbox"/> 1..... | <input type="checkbox"/> 2..... | <input type="checkbox"/> 3..... | <input type="checkbox"/> 4..... | <input type="checkbox"/> 5 |
| Ability to recruit essential employees | <input type="checkbox"/> 1..... | <input type="checkbox"/> 2..... | <input type="checkbox"/> 3..... | <input type="checkbox"/> 4..... | <input type="checkbox"/> 5 |
| Ability to retain essential employees  | <input type="checkbox"/> 1..... | <input type="checkbox"/> 2..... | <input type="checkbox"/> 3..... | <input type="checkbox"/> 4..... | <input type="checkbox"/> 5 |
| Customer/client satisfaction           | <input type="checkbox"/> 1..... | <input type="checkbox"/> 2..... | <input type="checkbox"/> 3..... | <input type="checkbox"/> 4..... | <input type="checkbox"/> 5 |
| Manager-employees relations            | <input type="checkbox"/> 1..... | <input type="checkbox"/> 2..... | <input type="checkbox"/> 3..... | <input type="checkbox"/> 4..... | <input type="checkbox"/> 5 |
| General employee relations             | <input type="checkbox"/> 1..... | <input type="checkbox"/> 2..... | <input type="checkbox"/> 3..... | <input type="checkbox"/> 4..... | <input type="checkbox"/> 5 |

### H2. Please rate the following series of statements about the role of the [company name] in Denmark.

- 1 = strongly disagree
- 2 = disagree
- 3 = neither agree nor disagree
- 4 = agree
- 5 = strongly agree

The [company name] in Denmark has international responsibility for one or more products or services on behalf of the worldwide company

1.....  2.....  3.....  4.....  5

Significant expertise in R&D within the worldwide company is generated in the operations in [company name] in Denmark.

1.....  2.....  3.....  4.....  5

### H3. How important is [company name] in Denmark to the global performance of the parent company?

- Not at all important .....  1
- Of little importance .....  2
- Somewhat important .....  3
- Important .....  4
- Very important .....  5
- Don't know .....  6

### H4. Has this level of importance changed over the past five years?

- Significantly decreased .....  1
- Slightly decreased .....  2
- Stayed about the same .....  3
- Slightly increased .....  4
- Significantly increased .....  5
- Don't know .....  6

**H5. How would you assess?**

|  |                                 |                                 |                                 |                                 |                            |
|--|---------------------------------|---------------------------------|---------------------------------|---------------------------------|----------------------------|
|  | Poor                            |                                 |                                 |                                 | Outstanding                |
| The job satisfaction of the employees<br>at [COMPANY NAME] in Denmark?     | <input type="checkbox"/> 1..... | <input type="checkbox"/> 2..... | <input type="checkbox"/> 3..... | <input type="checkbox"/> 4..... | <input type="checkbox"/> 5 |
| The ability of [COMPANY NAME] in<br>Denmark to retain essential employees? | <input type="checkbox"/> 1..... | <input type="checkbox"/> 2..... | <input type="checkbox"/> 3..... | <input type="checkbox"/> 4..... | <input type="checkbox"/> 5 |
| The overall performance of<br>[COMPANY NAME] in Denmark?                   | <input type="checkbox"/> 1..... | <input type="checkbox"/> 2..... | <input type="checkbox"/> 3..... | <input type="checkbox"/> 4..... | <input type="checkbox"/> 5 |

**H6. How is the performance of [COMPANY NAME] in Denmark relative to competitors?**

|                                 |                                 |                                 |                                 |                            |             |
|---------------------------------|---------------------------------|---------------------------------|---------------------------------|----------------------------|-------------|
| Poor                            |                                 |                                 |                                 |                            | Outstanding |
| <input type="checkbox"/> 1..... | <input type="checkbox"/> 2..... | <input type="checkbox"/> 3..... | <input type="checkbox"/> 4..... | <input type="checkbox"/> 5 |             |

**H7. Please rank the importance of the following factors in influencing decisions on new investments or new mandates for your [COMPANY NAME] in Denmark?  
1 being the most important factor and 7 the least important factor.**

|  |       |
|--|-------|
|  | Rank  |
| Labour Availability.....   | _____ |
| Labour costs .....   | _____ |
| The industrial relations climate .....   | _____ |
| General infrastructure (e.g. transportation) .....   | _____ |
| Overall operating costs .....  | _____ |
| The capacity of the [COMPANY NAME] in Denmark to innovate in the<br>development of goods, services and processes ..... | _____ |
| Financial incentives (including taxes) .....   | _____ |

**Thank you very much for taking the time to participate in this study.**

**Please let us know if you are interested in ...**

*Tick all that apply*

- Receiving a report benchmarking the employment practices of your company relative to the rest of the Danish sample
- Participating in a seminar where in-depth results of the worldwide survey will be presented by leading researchers within International Human Resource Management.
- Receiving the full result report

*Click "Finish" to submit the survey.*