

# Employment Practices of Multinational Companies in Denmark

## Supplementary Report

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## Questionnaires



# SURVEY OF EMPLOYMENT PRACTICES OF MULTINATIONAL COMPANIES OPERATING IN DENMARK

*Home-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 Danish-owned? By “majority owned” we mean at least 50% is owned by a Danish-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 Danish owned (that at least 50% is owned by a overseas-based company). If this is correct, please write your name and e-mail below and we will invite you to the survey of overseas-owned firms operating in Denmark. If your company is majority Danish-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 ultimate controlling company you work for?**

\_\_\_\_\_

[COMPANY NAME]

**A3. 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

**A4. 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

**A5. For which of the following policy levels do you have any HR responsibilities:**

*Tick all that apply*

- Global HR policy.....  1  
 Regional HR policy.....  2  
 HR policy in Denmark.....  3  
 Other (please specify) \_\_\_\_\_  4

**A6. How long have you worked for [COMPANY NAME] in Denmark?**

*Please write number of years.*

\_\_\_\_\_

*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.*

**A7. In how many foreign countries does the company have operating sites?**

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

**A8. Does [company name] in Denmark have?**

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

**A9. 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

**A10. 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

**A11. 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.....   | _____  |

**A12. When was the company first established?**

*Please write the year*

\_\_\_\_\_

**A13. What year did it establish its first foreign operation?**

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

\_\_\_\_\_

**A14. How many of the top five management positions in [COMPANY NAME] in Denmark are filled by individuals from outside Denmark?**

- 1.....  1
- 2.....  2
- 3.....  3
- 4.....  4
- 5.....  5
- None .....  6
- Don't know .....  7

**A15. 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 \_\_\_\_\_ (%)

**A16. 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

**A17. Is the worldwide company state or partly state owned?**

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

**A18. Is the worldwide company privately owned or are its shares publicly traded?**

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

**A19. Which of the following statements best describes [COMPANY NAME] in Denmark?**

**The company produces...**

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

**A20. Which of the following statements best describes the worldwide operations?**

**The worldwide company produces...**

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

**A21. 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

**A22. 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

**A23. 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 [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 work 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 spends 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 in a higher organizational level?**

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

*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

**C4. 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 C5    No.....  2 ⇒ Go to C6    Don't know.....  3 ⇒ Go to C6

**C5. Is there someone from outside Denmark on this body/committee?**

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

**C6. Are HR managers from different countries brought together in a systematic way?**

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

**C7. 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"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>	<input type="checkbox"/> <sub>4</sub>	<input type="checkbox"/> <sub>5</sub>	<input type="checkbox"/> <sub>6</sub>	<input type="checkbox"/> <sub>7</sub>
International Conferences .....	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>	<input type="checkbox"/> <sub>4</sub>	<input type="checkbox"/> <sub>5</sub>	<input type="checkbox"/> <sub>6</sub>	<input type="checkbox"/> <sub>7</sub>
Task Forces .....	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>	<input type="checkbox"/> <sub>4</sub>	<input type="checkbox"/> <sub>5</sub>	<input type="checkbox"/> <sub>6</sub>	<input type="checkbox"/> <sub>7</sub>
Virtual Groups e.g. conference calls .....	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>4</sub>	<input type="checkbox"/> <sub>5</sub>	<input type="checkbox"/> <sub>6</sub>	<input type="checkbox"/> <sub>7</sub>

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

**C8. To what extent do you agree or disagree with the following statements.**

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

**C9. Have the operating companies outside Denmark provided any new practices in the following areas that have been taken up elsewhere in the worldwide company:**

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

**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?**

	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 [COMPANY NAME] in Denmark?**

	Yes, as a formal input in decisions	Yes, as an informal input in decisions	No	N/A	Don't know
For LOG .....	<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 quantitative output targets..... (e.g. financial, numerical)	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6
Individual qualitative output targets ..... (e.g. completion of a task)	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6
Group output targets ..... (e.g. for site or business unit)	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6
'Competences' or personal skills ..... (e.g. leadership or innovation 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
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 [not answered] in Denmark offer employee share ownership, profit sharing or share options to any employees in each of these groups?**

*Help:*

**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. **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. **Share options** is where employees are given the option of buying company shares, often at a reduced

	<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 Name .....	<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 .....	<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 (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 (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. Using the scale below, to what extent do operating companies outside of Denmark have discretion over the determination of the following aspects of pay and performance policy? The operating companies outside Denmark have...**

	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 ..	<input type="checkbox"/> 7	<input type="checkbox"/> 6	
Employee share ownership schemes in [COMPANY NAME] in Denmark.....	<input type="checkbox"/> 7	<input type="checkbox"/> 6	
Performance appraisal system:			
For managers.....	<input type="checkbox"/> 7	<input type="checkbox"/> 6	
For LOG .	<input type="checkbox"/> 7	<input type="checkbox"/> 6	
Variable payments scheme:			
For managers.....	<input type="checkbox"/> 7	<input type="checkbox"/> 6	
For LOG.....	<input type="checkbox"/> 7	<input type="checkbox"/> 6	

1	2	3	4	5
The operating companies outside Denmark have no discretion (must implement policy set by a higher organisational level such as corporate or regional HQ).	The operating companies outside Denmark have a little discretion.	The operating companies outside Denmark have some discretion (can develop policy within the guidelines/framework set by a higher organisational level).	The operating companies outside Denmark have quite a lot of discretion.	The operating companies outside Denmark have full discretion (can set own policy).

*N/A: There is “no typical” situation: the level of discretion varies widely across different overseas operations*

**D11. Using the scale below, to what extent does [COMPANY NAME] in Denmark have discretion over the determination of the following aspects of pay and performance policy?  
The operating company in Denmark have...**

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 operating company in Denmark have no discretion (must implement policy set by a higher organizational level such as corporate or regional HQ).	The operating company in Denmark have a little discretion.	The operating company in Denmark have some discretion (can develop policy within the guidelines/ framework set by a higher organisational level).	The operating company in Denmark have quite a lot of discretion.	The operating company in Denmark have 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

- Short term International assignments (12 months or less) ...  6 .....  7
- Long term international assignments (more than 12 months) .....  6 .....  7
- Formal global management training .....  6 .....  7
- Assessment of performance against a set of global management competencies .....  6 .....  7
- Qualifications programme (e.g. MBA, professional qualifications) .....  6 .....  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>

*In this section you will be asked about the mechanisms you use for organisational learning on an international level. By this we mean mechanisms used to create new knowledge involving MANAGERS from different country operations or to transfer knowledge across the international organisation.*

**E11. Thinking of [COMPANY NAME] in Denmark is there a formal policy on organisational learning?**

Yes in all operations .....<sub>1</sub> ⇒ Go to E12  
 Yes in some operations .....<sub>2</sub> ⇒ Go to E12  
 No .....<sub>3</sub> ⇒ Go to E13  
 Don't Know .....<sub>4</sub> ⇒ Go to E13

**E12. 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

*IF ANSWERED "YES" TO E12:*

**E13. To what extent is the organizational learning policy for the [COMPANY NAME] in Denmark and the worldwide company similar?**

- Not at all similar Highly similar Don't know
- .....  1 .....  2 .....  3 .....  4 .....  5 .....  6

**E14. Thinking about managers, do [COMPANY NAME] in Denmark use any of the following to facilitate international organisational learning?**

- |  | Yes                        | No                         | Don't Know                 |
|--|----------------------------|----------------------------|----------------------------|
| Expatriate assignments.....  | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 |
| International project groups or task forces.....   | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 |
| International formal committees' .....   | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 |
| International informal networks .....  | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 |
| Secondments to other organisations internationally<br>(e.g. to suppliers, customers, universities, private R&D facilities) ..... | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 |

*[ONLY ASK E15 IF MORE THAN ONE 'YES' CODED IN E14. OTHERWISE GO TO E16]*

**(E15. Which of these is the most important international organisational learning mechanism used by MANAGERS within [COMPANY NAME] in Denmark?**

- Expatriate assignments.....  1
- International project groups or task forces.....  2
- International formal committees' .....
- International informal networks .....
- Secondments to other organisations internationally  
(e.g. to suppliers, customers, universities, private R&D facilities) .....
- Don't know .....

**E16. Using the scale below, to what extent do operating companies outside of Denmark as a whole have discretion over the determination of the following training and development policies? The operating companies outside Denmark have...**

Use codes 1-5                      Don't Know                      N/A

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 operating companies outside Denmark have no discretion (must implement policy set by a higher organisational level such as corporate or regional HQ).	The operating companies outside Denmark have a little discretion.	The operating companies outside Denmark have some discretion (can develop policy within the guidelines/framework set by a higher organisational level).	The operating companies outside Denmark have quite a lot of discretion.	The operating companies outside Denmark have full discretion (can set own policy).

*N/A: There is no "typical" situation: the level of discretion varies widely across different overseas operations*

**E17. 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                      N/A

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 operating company in Denmark have no discretion (must implement policy set by a higher organizational level such as corporate or regional HQ).	The operating company in Denmark have a little discretion.	The operating company in Denmark have some discretion (can develop policy within the guidelines/ framework set by a higher organisational level).	The operating company in Denmark have quite a lot of discretion.	The operating company in Denmark have 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"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
Groups where employees discuss issues of quality, production or service delivery such as problem-solving or continuous improvement groups.....	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3

**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"/> 1
All or most sites have involvement systems, but they differ from site to site.....	<input type="checkbox"/> 2
Some sites have involvement systems while others do not .....	<input type="checkbox"/> 3
Not applicable (1 site only in Denmark) .....	<input type="checkbox"/> 4
Don't Know.....	<input type="checkbox"/> 5

**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 very important examples
Specific practices elsewhere in the worldwide company.....	<input type="checkbox"/> 1	<input type="checkbox"/> 5
Formal model of good practice codified elsewhere in worldwide company .....	<input type="checkbox"/> 1	<input type="checkbox"/> 5
Examples drawn from other firms .....	<input type="checkbox"/> 1	<input type="checkbox"/> 5

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

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

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

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

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

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    NA .....  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    N/A .....  3    Don't Know.....  4

**F13. Using the below scale, to what extent do the operating companies outside of Denmark have discretion over the determination of the following aspects of employee involvement and communication policy?**

The operating companies outside Denmark have...

Use codes 1-5                      Don't Know                      N/A

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
The operating companies outside Denmark have no discretion (must implement policy set by a higher organisational level such as corporate or regional HQ).	The operating companies outside Denmark have a little discretion.	The operating companies outside Denmark have some discretion (can develop policy within the guidelines/framework set by a higher organisational level).	The operating companies outside Denmark have quite a lot of discretion.	The operating companies outside Denmark have full discretion (can set own policy).

*N/A: There is no "typical" situation: the level of discretion varies widely across different overseas operations*

**F14. Using the scale below, 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                      N/A

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
The operating company in Denmark have no discretion (must implement policy set by a higher organizational level such as corporate or regional HQ).	The operating company in Denmark have a little discretion.	The operating company in Denmark have some discretion (can develop policy within the guidelines/ framework set by a higher organisational level).	The operating company in Denmark have quite a lot of discretion.	The operating company in Denmark have 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 company's operations outside Denmark, which of the following statements comes closest to capturing your policy towards trade unions?**

- There is no policy .....  1  
 It is general policy not to bargain with trade unions,  
 either directly or indirectly through an employers' association .....  2  
 We expect local management to follow the local practice in the industry  
 and/or locality... .....  3  
 It is general policy to bargain with trade unions,  
 either directly or indirectly through an employers' association .....  4  
 Don't Know .....  5

**G3. 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 G4 IF CODE 2,3, 4 OR 5 AT G3 IF CODE 1 AT G1 GO TO G5

**G4. 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

**G5. 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

**G6. Thinking about trade unions in [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 G7 IF CODED 2, 3, 4 OR 5 AT G3 (I.E. UNIONS RECOGNISED AT LEAST AT ONE SITE)

**G7. Using this rating scale, which best describes the policy towards working with unions on the following matters relating to the LOG:**

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 .....                   | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 | <input type="checkbox"/> 4 | <input type="checkbox"/> 5 | <input type="checkbox"/> 6 |
| Sub-contracting and outsourcing .....     | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 | <input type="checkbox"/> 4 | <input type="checkbox"/> 5 | <input type="checkbox"/> 6 |
| Variable payments schemes.....            | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 | <input type="checkbox"/> 4 | <input type="checkbox"/> 5 | <input type="checkbox"/> 6 |
| In-work training/ upgrading 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 |
| Direct employee involvement schemes ..... | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 | <input type="checkbox"/> 4 | <input type="checkbox"/> 5 | <input type="checkbox"/> 6 |

**G8. Using the scale below, to what extent do operating companies outside Denmark have discretion over the setting of policy on relations with trade unions?**

The operating companies outside Denmark have...

- |   |                            |                            |                            |
|---|----------------------------|----------------------------|----------------------------|
|   | Use codes 1-5              | Don't Know                 | N/A                        |
| Union recognition.. ..  | <input type="checkbox"/> 1 | <input type="checkbox"/> 6 | <input type="checkbox"/> 7 |
| Scope of union involvement in decision-making .....   | <input type="checkbox"/> 1 | <input type="checkbox"/> 6 | <input type="checkbox"/> 7 |
| To what extent do operating companies outside Denmark have discretion over determining employee consultation policy ..... |                            |                            |                            |
|   | <input type="checkbox"/> 1 | <input type="checkbox"/> 6 | <input type="checkbox"/> 7 |

1	2	3	4	5
The operating companies outside Denmark have no discretion (must implement policy set by a higher organisational level such as corporate or regional HQ).	The operating companies outside Denmark have a little discretion.	The operating companies outside Denmark have some discretion (can develop policy within the guidelines/framework set by a higher organisational level).	The operating companies outside Denmark have quite a lot of discretion.	The operating companies outside Denmark have full discretion (can set own policy).

N/A: There is no "typical" situation: the level of discretion varies widely across different overseas operations



**G9. Using the scale below, 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                      N/A

Union recognition.. .....  6 .....  7

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

To what extent do operating companies outside Denmark have discretion over determining employee consultation policy .....  6 .....  7

1	2	3	4	5
The operating company in Denmark have no discretion (must implement policy set by a higher organizational level such as corporate or regional HQ).	The operating company in Denmark have a little discretion.	The operating company in Denmark have some discretion (can develop policy within the guidelines/ framework set by a higher organisational level).	The operating company in Denmark have quite a lot of discretion.	The operating company in Denmark have 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*

**G10. Are regular meetings held between management and representatives of employees at this level in [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 G11 IF YES AT G10 [IF NO GO TO G12]

**G11. 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

**G12. Which of the following statements best describes management's relative emphasis in [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

**G13. 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

IF YES ASK G14, IF NO GO TO G15

**G14. 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

**G15. 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

**G16. Is there a European Works Council (EWC) or similar European-level structure which covers [COMPANY NAME] in Denmark?**

- Yes.....  1 ⇒ Go to G17    No.....  2 ⇒ Go to H1    Don't Know  3 ⇒ Go to H1

**G17. 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

**G18. 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 operations outside Denmark within the worldwide company.

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

The operations outside Denmark have 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 outside Denmark operations

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

### H3. How important is/are your overseas subsidiary/subsidiaries 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 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 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 the [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 the [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 .....	_____
Overall operating costs	
(NB should be: General infrastructure (e.g. transportation).....)	_____
Overall operating costs .....	_____
The capacity of the [COMPANY NAME] in Denmark to innovate 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.*

# 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



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**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 Disagree	Disagree	Neither agree nor disagree	Agree	Strongly Agree	N/A	Don't 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 few parts of the firm	Yes, in major businesses	Yes, taken up globally	Don't 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, as a <u>formal</u> input in decisions	Yes, as an <u>informal</u> input 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 .....  1 .....  2 .....  3 .....  4 .....  5 .....  6

Work group performance  
(e.g. team or departmental performance).....  1 .....  2 .....  3 .....  4 .....  5 .....  6

Organizational performance  
(e.g. site, region, company) .....  1 .....  2 .....  3 .....  4 .....  5 .....  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

Technique ... Use codes 1-5 Don't know N/A  
Enter one code only

Short term International assignments (12 months or less) ...  6 .....  7

Long term international assignments (more than 12 months) .....  6 .....  7

Formal global management training .....  6 .....  7

Assessment of performance against a set of global management competencies .....  6 .....  7

Qualifications programme (e.g. MBA, professional qualifications) .....  6 .....  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
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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>

In this section you will be asked about the mechanisms you use for organisational learning on an international level. By this we mean mechanisms used to create new knowledge involving MANAGERS from different country operations or to transfer knowledge across the international organisation.

**E11. Thinking of [COMPANY NAME] in Denmark is there a formal policy on organisational learning?**

- Yes in all operations .....<sub>1</sub> ⇒ Go to E12
- Yes in some operations .....<sub>2</sub> ⇒ Go to E12
- No .....<sub>3</sub> ⇒ Go to E13
- Don't Know .....<sub>4</sub> ⇒ Go to E13

**E12. Is this system also used in other parts of the worldwide company?**

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

**E13. To what extent is the organizational learning policy for the [COMPANY NAME] in Denmark and the worldwide company similar?**

- Not at all similar Highly similar Don't know
- .....<sub>1</sub> ..... <sub>2</sub> ..... <sub>3</sub> ..... <sub>4</sub> ..... <sub>5</sub> ..... <sub>6</sub>

**E14. Thinking about MANAGERS, do [COMPANY NAME] in Denmark use any of the following to facilitate international organisational learning?**

- |  | Yes                                   | No                                    | Don't Know                            |
|--|---------------------------------------|---------------------------------------|---------------------------------------|
| Expatriate assignments.....  | <input type="checkbox"/> <sub>1</sub> | <input type="checkbox"/> <sub>2</sub> | <input type="checkbox"/> <sub>3</sub> |
| International project groups or task forces.....   | <input type="checkbox"/> <sub>1</sub> | <input type="checkbox"/> <sub>2</sub> | <input type="checkbox"/> <sub>3</sub> |
| International formal committees' .....   | <input type="checkbox"/> <sub>1</sub> | <input type="checkbox"/> <sub>2</sub> | <input type="checkbox"/> <sub>3</sub> |
| International informal networks.....   | <input type="checkbox"/> <sub>1</sub> | <input type="checkbox"/> <sub>2</sub> | <input type="checkbox"/> <sub>3</sub> |
| Secondments to other organisations internationally<br>(e.g. to suppliers, customers, universities, private R&D facilities) ..... | <input type="checkbox"/> <sub>1</sub> | <input type="checkbox"/> <sub>2</sub> | <input type="checkbox"/> <sub>3</sub> |

[ONLY ASK E15 IF MORE THAN ONE 'YES' CODED IN E13. OTHERWISE GO TO E15]

**E15. Which of these is the most important international organisational learning mechanism used by managers within [COMPANY NAME] in Denmark?**

- Expatriate assignments.....<sub>1</sub>
- International project groups or task forces.....<sub>2</sub>
- International formal committees' .....
- International informal networks.....<sub>4</sub>
- Secondments to other organisations internationally  
(e.g. to suppliers, customers, universities, private R&D facilities) .....
- Don't know .....<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 .....	_____	<input type="checkbox"/> 6	<input type="checkbox"/> 7
Policy on organisational learning .....	_____	<input type="checkbox"/> 6	<input type="checkbox"/> 7
Policy on succession planning for senior managers .....	_____	<input type="checkbox"/> 6	<input type="checkbox"/> 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"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
Groups where employees discuss issues of quality, production or service delivery such as problem-solving or continuous improvement groups	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3

**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"/> 1
All or most sites have involvement systems, but they differ from site to site	<input type="checkbox"/> 2
Some sites have involvement systems while others do not	<input type="checkbox"/> 3
Not applicable (1 site only in Denmark)	<input type="checkbox"/> 4
Don't Know	<input type="checkbox"/> 5

**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"/> 1	<input type="checkbox"/> 5
Formal model of good practice codified elsewhere in worldwide company	<input type="checkbox"/> 1	<input type="checkbox"/> 5
Examples drawn from other firms	<input type="checkbox"/> 1	<input type="checkbox"/> 5

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

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

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

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

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

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 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 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 [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 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.*

## **Survey Results - Frequencies**

**Home-based MNCs**

**Here we include the total number of foreign-based companies responded to our survey (31).**

	Count	Percent
<b>Please select a language:</b>		
English	2	6,45
Danish	29	93,55
<b>Total Responses</b>	<b>31</b>	<b>100,00 %</b>
<b>Can you confirm that the company is wholly or majority Danish-owned? By "majority owned" we mean at least 5+% is owned by a Danish-based company.</b>		
Yes	31	100,00
<b>Total Responses</b>	<b>31</b>	<b>100,00 %</b>
<b>Are you located at...</b>		
(Not Answered)	1	3,23
The global HQ of the worldwide company?	25	80,65
The HQ of the operating units in Denmark?	5	16,13
<b>Total Responses</b>	<b>31</b>	<b>100,00 %</b>
<b>What is your job title?</b>		
(Not Answered)	2	6,45
HR/Personnel Director	15	48,39
HR/Personnel Senior MANAGER/ MANAGER	6	19,35
HR/Personnel Officer	2	6,45
HR/Personnel Executive	2	6,45
Other	4	12,90
<b>Total Responses</b>	<b>31</b>	<b>100,00 %</b>
<b>For which of the following policy levels do you have any HR responsibilities Tick all that apply</b>		
(Not Answered)	1	2,63
Global HR policy	18	47,37
Regional HR policy	3	7,89
HR policy in Denmark	14	36,84
Other	2	5,26
<b>Total Responses</b>	<b>38</b>	<b>100,00 %</b>

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

1 country	1	3,23
2 - 5 countries	7	22,58
6 or more countries	23	74,19
<b>Total Responses</b>	<b>31</b>	<b>100,00 %</b>

**Does [NAME] in Denmark have?**

(Not Answered)	3	9,68
1 site	8	25,81
2 - 5 sites	9	29,03
6 or more sites	11	35,48
<b>Total Responses</b>	<b>31</b>	<b>100,00 %</b>

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

(Not Answered)	3	9,68
500-999	5	16,13
1000-4999	13	41,94
5000-29.999	10	32,26
<b>Total Responses</b>	<b>31</b>	<b>100,00 %</b>

**Denmark**

Up to 99	1	3,23
100-499	7	22,58
500-999	9	29,03
1000-4999	12	38,71
5000+	2	6,45
<b>Total Responses</b>	<b>31</b>	<b>100,00 %</b>

**Europe (excluding Denmark)**

(Not Answered)	1	3,23
100-499	13	41,94
500-999	5	16,13
1000-4999	11	35,48
5000+	1	3,23
<b>Total Responses</b>	<b>31</b>	<b>100,00 %</b>

**North America**

(Not Answered)	5	16,13
Up to 99	4	12,90
100-499	7	22,58
500-999	3	9,68
1000-4999	2	6,45
None	9	29,03
Dont know	1	3,23
<b>Total Responses</b>	<b>31</b>	<b>100,00 %</b>

**Asia-Pacific**

(Not Answered)	4	12,90
Up to 99	7	22,58
100-499	6	19,35
500-999	5	16,13
1000-4999	3	9,68
None	5	16,13
Dont know	1	3,23
<b>Total Responses</b>	<b>31</b>	<b>100,00 %</b>

**Rest of the world**

(Not Answered)	7	22,58
Up to 99	2	6,45
100-499	10	32,26
500-999	1	3,23
1000-4999	2	6,45
None	7	22,58
Dont know	2	6,45
<b>Total Responses</b>	<b>31</b>	<b>100,00 %</b>

**How many of the top five management positions in [NAME] in Denmark are filled by individuals from outside Denmark?**

(Not Answered)	1	3,23
1	3	9,68
2	5	16,13
3	1	3,23
None	21	67,74
<b>Total Responses</b>	<b>31</b>	<b>100,00 %</b>



	Count	Percent
<b>Which of the following statements best describes [NAME] in Denmark? The company produces...</b>		
(Not Answered)	1	3,23
A single product or service that accounts for more than 90% of sales	3	9,68
A number of products and services but one of these accounts for between 70% and 90% of sales	3	9,68
A number of products and services but no single one of these accounts for more than 70% of sales	21	67,74
A range of unrelated products and services	2	6,45
Don't know	1	3,23
<b>Total Responses</b>	<b>31</b>	<b>100,00 %</b>
<b>Which of the following statements best describes the worldwide operations?</b>		
The worldwide company produces...		
(Not Answered)	1	3,23
A single product or service that accounts for more than 90% of sales	2	6,45
A number of products and services but one of these accounts for between 70% and 90% of sales	5	16,13
A number of products and services but no single one of these accounts for more than 70% of sales	19	61,29
A range of unrelated products and services	2	6,45
Don't know	2	6,45
<b>Total Responses</b>	<b>31</b>	<b>100,00 %</b>
<b>Is the worldwide company's most important product, service or brand (or group of products, services or brands)?</b>		
(Not Answered)	1	3,23
Adapted significantly to national markets	6	19,35
Adapted to different regions of the world but standardised within them	9	29,03
Standardised globally	14	45,16
Don't know	1	3,23
<b>Total Responses</b>	<b>31</b>	<b>100,00 %</b>

**Are any of the components, products and services of [NAME] in Denmark produced for operation of the worldwide company based outside Denmark?**

(Not Answered)	1	3,23
Yes - all	2	6,45
Yes - some but not all	24	77,42
No - none	3	9,68
Don't know	1	3,23
<b>Total Responses</b>	<b>31</b>	<b>100,00 %</b>

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

(Not Answered)	1	3,23
Yes	23	74,19
No	7	22,58
<b>Total Responses</b>	<b>31</b>	<b>100,00 %</b>

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

(Not Answered)	4	12,90
1-25%	3	9,68
26-50%	3	9,68
51-75%	7	22,58
76-100%	11	35,48
Don't know	3	9,68
<b>Total Responses</b>	<b>31</b>	<b>100,00 %</b>

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

(Not Answered)	1	3,23
Yes	1	3,23
No	29	93,55
<b>Total Responses</b>	<b>31</b>	<b>100,00 %</b>

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

(Not Answered)	1	3,23
Privately owned	19	61,29
Publicly traded	11	35,48
<b>Total Responses</b>	<b>31</b>	<b>100,00 %</b>

**Approximately, how many MANAGERS are there in [NAME] in Denmark?**

1 – 9	2	6,45
10 – 24	6	19,35
25 – 49	4	12,90
50 – 99	4	12,90
100 – 249	10	32,26
250 – 499	3	9,68
1,000 – 2999	2	6,45
<b>Total Responses</b>	<b>31</b>	<b>100,00 %</b>

**Approximately, how many LOG are there in [NAME] in Denmark?**

(Not Answered)	1	3,23
1 - 9	1	3,23
10 - 24	1	3,23
25 - 49	1	3,23
100 - 249	5	16,13
250 - 499	3	9,68
500 - 749	4	12,90
750 - 999	3	9,68
1,000 - 2999	10	32,26
5,000+	1	3,23
Don't Know	1	3,23
<b>Total Responses</b>	<b>31</b>	<b>100,00 %</b>

**On which of the following issues is information on the operating units in Denmark monitored by management in a higher organizational level? Please tick all that apply**

Managerial pay packages	28	14,74
Management career progression	24	12,63
Overall labour costs	26	13,68
Numbers employed (headcount)	27	14,21
Staff turnover	18	9,47
Absenteeism	20	10,53
Labour productivity	14	7,37
Workforce composition by diversity (e.g. gender, ethnicity, disability etc.)	10	5,26
Employee attitude and satisfaction	22	11,58
Don't know	1	0,53
<b>Total Responses</b>	<b>190</b>	<b>100,00 %</b>

**On which of the following issues is information on the operating units outside Denmark monitored by management in a higher organizational level? Please tick all that apply**

Managerial pay packages	26	16,99
Management career progression	22	14,38
Overall labour costs	24	15,69
Numbers employed (headcount)	23	15,03
Staff turnover	13	8,50
Absenteeism	9	5,88
Labour productivity	10	6,54
Workforce composition by diversity (e.g. gender, ethnicity, disability etc.)	6	3,92
Employee attitude and satisfaction	17	11,11
None of these	1	0,65
Don't know	1	0,65
Other	1	0,65
<b>Total Responses</b>	<b>153</b>	<b>100,00 %</b>

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

(Not Answered)	1	3,23
Yes	18	58,06
No	12	38,71
<b>Total Responses</b>	<b>31</b>	<b>100,00 %</b>

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

(Not Answered)	15	48,39
Yes	13	41,94
No	3	9,68
<b>Total Responses</b>	<b>31</b>	<b>100,00 %</b>

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

Yes - on a global basis	15	48,39
Yes - on a regional basis	3	9,68
No	13	41,94
<b>Total Responses</b>	<b>31</b>	<b>100,00 %</b>

	Count	Percent
<b>Regular meetings</b>		
(Not Answered)	4	12,90
Weekly	1	3,23
Monthly	6	19,35
Quarterly	5	16,13
Annually	3	9,68
Other	1	3,23
Ad hoc	3	9,68
Never	8	25,81
<b>Total Responses</b>	<b>31</b>	<b>100,00 %</b>
<b>International Conferences</b>		
(Not Answered)	3	9,68
Annually	7	22,58
Other	3	9,68
Ad hoc	4	12,90
Never	14	45,16
<b>Total Responses</b>	<b>31</b>	<b>100,00 %</b>
<b>Task Forces</b>		
(Not Answered)	2	6,45
Weekly	2	6,45
Monthly	1	3,23
Quarterly	3	9,68
Annually	1	3,23
Other	1	3,23
Ad hoc	11	35,48
Never	10	32,26
<b>Total Responses</b>	<b>31</b>	<b>100,00 %</b>
<b>Virtual Groups e.g. conference calls</b>		
(Not Answered)	2	6,45
Weekly	2	6,45
Monthly	4	12,90
Quarterly	5	16,13
Other	1	3,23
Ad hoc	5	16,13
Never	12	38,71
<b>Total Responses</b>	<b>31</b>	<b>100,00 %</b>

**There is a worldwide approach covering all global operations**

(Not Answered)	1	3,23
1	6	19,35
2	5	16,13
3	3	9,68
4	4	12,90
5	7	22,58
N/A	3	9,68
Don't know	2	6,45
<b>Total Responses</b>	<b>31</b>	<b>100,00 %</b>

**There is a regional approach covering all European operations**

(Not Answered)	1	3,23
1	4	12,90
2	4	12,90
3	8	25,81
4	4	12,90
5	4	12,90
N/A	5	16,13
Don't know	1	3,23
<b>Total Responses</b>	<b>31</b>	<b>100,00 %</b>

**The development of a specific approach is left to international product, service or brand based divisions**

(Not Answered)	2	6,45
1	7	22,58
2	3	9,68
3	7	22,58
4	3	9,68
5	5	16,13
N/A	3	9,68
Don't know	1	3,23
<b>Total Responses</b>	<b>31</b>	<b>100,00 %</b>

**The development of a specific approach is left to national operating companies**

(Not Answered)	1	3,23
1	5	16,13
2	3	9,68
3	6	19,35
4	9	29,03
5	5	16,13
N/A	1	3,23
Don't know	1	3,23
<b>Total Responses</b>	<b>31</b>	<b>100,00 %</b>

**The approach is really a mix of the traditions of the different national operating companies**

(Not Answered)	2	6,45
1	5	16,13
2	2	6,45
3	5	16,13
4	11	35,48
5	3	9,68
N/A	2	6,45
Don't know	1	3,23
<b>Total Responses</b>	<b>31</b>	<b>100,00 %</b>

**Traditions in the country of origin have an overriding influence on the approach to the management of employees**

(Not Answered)	1	3,23
1	3	9,68
2	6	19,35
3	6	19,35
4	7	22,58
5	5	16,13
N/A	1	3,23
Don't know	2	6,45
<b>Total Responses</b>	<b>31</b>	<b>100,00 %</b>

**Pay and performance management**

(Not Answered)	2	6,45
No	14	45,16
Yes, in few parts of the firm	7	22,58
Yes, in major businesses	2	6,45
Yes, taken up globally	2	6,45
Don't know	4	12,90
<b>Total Responses</b>	<b>31</b>	<b>100,00 %</b>

**Training, development and organisational learning**

(Not Answered)	1	3,23
No	19	61,29
Yes, in few parts of the firm	7	22,58
Yes, taken up globally	2	6,45
Don't know	2	6,45
<b>Total Responses</b>	<b>31</b>	<b>100,00 %</b>

**Employee involvement and communication**

(Not Answered)	2	6,45
No	15	48,39
Yes, in few parts of the firm	8	25,81
Yes, in major businesses	1	3,23
Yes, taken up globally	3	9,68
Don't know	2	6,45
<b>Total Responses</b>	<b>31</b>	<b>100,00 %</b>

**Employee representation and consultation**

(Not Answered)	3	9,68
No	18	58,06
Yes, in few parts of the firm	2	6,45
Yes, in major businesses	2	6,45
Yes, taken up globally	3	9,68
Don't know	3	9,68
<b>Total Responses</b>	<b>31</b>	<b>100,00 %</b>

**For LOG**

Yes	15	48,39
No	15	48,39
Don't know	1	3,23
<b>Total Responses</b>	<b>31</b>	<b>100,00 %</b>



<b>For MANAGERS</b>			
(Not Answered)	1	3,23	
Yes	19	61,29	
No	11	35,48	
<b>Total Responses</b>	<b>31</b>	<b>100,00</b>	<b>%</b>
<b>For LOG</b>			
(Not Answered)	12	38,71	
Yes	6	19,35	
No	9	29,03	
Don't know	4	12,90	
<b>Total Responses</b>	<b>31</b>	<b>100,00</b>	<b>%</b>
<b>For MANAGERS</b>			
(Not Answered)	14	45,16	
Yes	6	19,35	
No	7	22,58	
Don't know	4	12,90	
<b>Total Responses</b>	<b>31</b>	<b>100,00</b>	<b>%</b>
<b>For LOG</b>			
<b>Don't know</b>			
(Not Answered)	27	77,14	
Top	4	11,43	
Bottom	4	11,43	
<b>Total Responses</b>	<b>35</b>	<b>100,00</b>	<b>%</b>
<b>For MANAGERS</b>			
<b>Don't know</b>			
(Not Answered)	28	82,35	
Top	3	8,82	
Bottom	3	8,82	
<b>Total Responses</b>	<b>34</b>	<b>100,00</b>	<b>%</b>
<b>For LOG</b>			
(Not Answered)	12	38,71	
Yes, as a formal input in decisions	4	12,90	
Yes, as an informal input in decisions	11	35,48	
No	4	12,90	
<b>Total Responses</b>	<b>31</b>	<b>100,00</b>	<b>%</b>

**For MANAGERS**

(Not Answered)	11	35,48
Yes, as a formal input in decisions	6	19,35
Yes, as an informal input in decisions	12	38,71
No	2	6,45
<b>Total Responses</b>	<b>31</b>	<b>100,00 %</b>

**Individual quantitative output targets (e.g. financial, numerical)**

(Not Answered)	11	35,48
1	1	3,23
3	2	6,45
4	7	22,58
5	10	32,26
<b>Total Responses</b>	<b>31</b>	<b>100,00 %</b>

**Individual qualitative output targets (e.g. completion of a task)**

(Not Answered)	11	35,48
3	2	6,45
4	11	35,48
5	7	22,58
<b>Total Responses</b>	<b>31</b>	<b>100,00 %</b>

**Group output targets (e.g. for site or business unit)**

(Not Answered)	11	35,48
1	1	3,23
2	3	9,68
3	3	9,68
4	4	12,90
5	9	29,03
<b>Total Responses</b>	<b>31</b>	<b>100,00 %</b>

**Competences' or personal skills (e.g. leadership or innovation skills)**

(Not Answered)	12	38,71
1	2	6,45
2	1	3,23
3	4	12,90
4	10	32,26
5	2	6,45
<b>Total Responses</b>	<b>31</b>	<b>100,00 %</b>

**Behaviour in relation to corporate 'values'**

(Not Answered)	11	35,48
1	1	3,23
2	1	3,23
3	5	16,13
4	8	25,81
5	5	16,13
<b>Total Responses</b>	<b>31</b>	<b>100,00 %</b>

**For LOG**

(Not Answered)	11	35,48
Yes	8	25,81
No	12	38,71
<b>Total Responses</b>	<b>31</b>	<b>100,00 %</b>

**For MANAGERS**

(Not Answered)	11	35,48
Yes	12	38,71
No	8	25,81
<b>Total Responses</b>	<b>31</b>	<b>100,00 %</b>

**For LOG**

**Employee share ownership**

(Not Answered)	5	16,13
Yes	8	25,81
No	18	58,06
<b>Total Responses</b>	<b>31</b>	<b>100,00 %</b>

**Profit Sharing**

(Not Answered)	6	19,35
Yes	3	9,68
No	21	67,74
Don't know	1	3,23
<b>Total Responses</b>	<b>31</b>	<b>100,00 %</b>

**Share Options**

(Not Answered)	5	16,13
Yes	6	19,35
No	19	61,29
Don't know	1	3,23
<b>Total Responses</b>	<b>31</b>	<b>100,00 %</b>

	Count	Percent
<b>For MANAGERS</b>		
<b>Employee share ownership</b>		
(Not Answered)	5	16,13
Yes	8	25,81
No	17	54,84
Don't know	1	3,23
<b>Total Responses</b>	<b>31</b>	<b>100,00 %</b>
<b>Profit Sharing</b>		
(Not Answered)	6	19,35
Yes	7	22,58
No	15	48,39
Don't know	3	9,68
<b>Total Responses</b>	<b>31</b>	<b>100,00 %</b>
<b>Share Options</b>		
(Not Answered)	4	12,90
Yes	9	29,03
No	16	51,61
Don't know	2	6,45
<b>Total Responses</b>	<b>31</b>	<b>100,00 %</b>
<b>For LOG</b>		
Yes	15	48,39
No	16	51,61
<b>Total Responses</b>	<b>31</b>	<b>100,00 %</b>
<b>For MANAGERS</b>		
Yes	25	80,65
No	6	19,35
<b>Total Responses</b>	<b>31</b>	<b>100,00 %</b>
<b>Individual performance</b>		
(Not Answered)	16	51,61
1	2	6,45
4	4	12,90
5	9	29,03
<b>Total Responses</b>	<b>31</b>	<b>100,00 %</b>

**Work group performance (e.g. team or departmental performance)**

(Not Answered)	16	51,61
1	2	6,45
2	1	3,23
3	2	6,45
4	3	9,68
5	7	22,58
<b>Total Responses</b>	<b>31</b>	<b>100,00 %</b>

**Organizational performance (e.g. site, region, company)**

(Not Answered)	16	51,61
1	2	6,45
2	3	9,68
3	1	3,23
4	4	12,90
5	5	16,13
<b>Total Responses</b>	<b>31</b>	<b>100,00 %</b>

**Relating pay levels in [NAME] in Denmark to market comparators (e.g. aiming to be in top quartile)**

(Not Answered)	2	6,45
... no discretion	8	25,81
... a little discretion	2	6,45
... some discretion	5	16,13
... quite a lot of discretion	3	9,68
... full discretion	2	6,45
Don't know	5	16,13
N/A	4	12,90
<b>Total Responses</b>	<b>31</b>	<b>100,00 %</b>

**Employee share ownership schemes in [NAME] in Denmark**

(Not Answered)	2	6,45
... no discretion	12	38,71
... a little discretion	2	6,45
... some discretion	2	6,45
... quite a lot of discretion	1	3,23
... full discretion	1	3,23
Don't know	7	22,58
N/A	4	12,90
<b>Total Responses</b>	<b>31</b>	<b>100,00 %</b>

**Performance appraisal system: For MANAGERS**

(Not Answered)	1	3,23
... no discretion	8	25,81
... a little discretion	2	6,45
... some discretion	6	19,35
... full discretion	4	12,90
Don't know	5	16,13
N/A	5	16,13
<b>Total Responses</b>	<b>31</b>	<b>100,00 %</b>

**Variable payments scheme: For MANAGERS**

(Not Answered)	2	6,45
... no discretion	5	16,13
... a little discretion	1	3,23
... some discretion	7	22,58
... quite a lot of discretion	3	9,68
... full discretion	3	9,68
Don't know	5	16,13
N/A	5	16,13
<b>Total Responses</b>	<b>31</b>	<b>100,00 %</b>

**Performance appraisal system: For LOG**

(Not Answered)	2	6,45
... no discretion	7	22,58
... a little discretion	2	6,45
... some discretion	5	16,13
... quite a lot of discretion	1	3,23
... full discretion	4	12,90
Don't know	6	19,35
N/A	4	12,90
<b>Total Responses</b>	<b>31</b>	<b>100,00 %</b>

**Variable payments scheme: For LOG**

(Not Answered)	1	3,23	
... no discretion	7	22,58	
... a little discretion	2	6,45	
... some discretion	5	16,13	
... quite a lot of discretion	1	3,23	
... full discretion	4	12,90	
Don't know	6	19,35	
N/A	5	16,13	
	<b>Total Responses</b>	<b>31</b>	<b>100,00 %</b>

**Relating pay levels in [NAME] in Denmark to market comparators (e.g. aiming to be in top quartile)**

... no discretion	1	3,23	
... a little discretion	1	3,23	
... some discretion	3	9,68	
... quite a lot of discretion	9	29,03	
... full discretion	13	41,94	
Don't know	3	9,68	
N/A	1	3,23	
	<b>Total Responses</b>	<b>31</b>	<b>100,00 %</b>

**Employee share ownership schemes in [NAME] in Denmark**

(Not Answered)	2	6,45	
... no discretion	7	22,58	
... a little discretion	1	3,23	
... some discretion	1	3,23	
... quite a lot of discretion	2	6,45	
... full discretion	9	29,03	
Don't know	3	9,68	
N/A	6	19,35	
	<b>Total Responses</b>	<b>31</b>	<b>100,00 %</b>

**Performance appraisal system: For MANAGERS**

... no discretion	2	6,45
... some discretion	2	6,45
... quite a lot of discretion	7	22,58
... full discretion	15	48,39
Don't know	2	6,45
N/A	3	9,68
<b>Total Responses</b>	<b>31</b>	<b>100,00 %</b>

**Variable payments scheme: For MANAGERS**

... no discretion	1	3,23
... a little discretion	1	3,23
... some discretion	3	9,68
... quite a lot of discretion	8	25,81
... full discretion	12	38,71
Don't know	2	6,45
N/A	4	12,90
<b>Total Responses</b>	<b>31</b>	<b>100,00 %</b>

**Performance appraisal system: For LOG**

... no discretion	3	9,68
... some discretion	2	6,45
... quite a lot of discretion	6	19,35
... full discretion	14	45,16
Don't know	2	6,45
N/A	4	12,90
<b>Total Responses</b>	<b>31</b>	<b>100,00 %</b>

**Variable payments scheme: For LOG**

... no discretion	4	12,90
... a little discretion	1	3,23
... some discretion	3	9,68
... quite a lot of discretion	5	16,13
... full discretion	10	32,26
Don't know	2	6,45
N/A	6	19,35
<b>Total Responses</b>	<b>31</b>	<b>100,00 %</b>



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

(Not Answered)	2	6,45
0%	1	3,23
Up to 1%	10	32,26
Over 1% and less than 4%	14	45,16
Don't Know	4	12,90
<b>Total Responses</b>	<b>31</b>	<b>100,00 %</b>

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

Yes in all operations	5	16,13
Yes in some operations	7	22,58
No	16	51,61
Don't Know	3	9,68
<b>Total Responses</b>	<b>31</b>	<b>100,00 %</b>

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

(Not Answered)	19	61,29
Yes in all operations	3	9,68
Yes in some operations	8	25,81
Don't Know	1	3,23
<b>Total Responses</b>	<b>31</b>	<b>100,00 %</b>

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

Yes in all operations	12	38,71
Yes in some operations	8	25,81
No	9	29,03
Don't Know	2	6,45
<b>Total Responses</b>	<b>31</b>	<b>100,00 %</b>

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

(Not Answered)	12	38,71
Yes in all operations	7	22,58
Yes in some operations	10	32,26
No	2	6,45
<b>Total Responses</b>	<b>31</b>	<b>100,00 %</b>

**Short term International assignments (12 months or less)**

(Not Answered)	1	3,23
1	6	19,35
2	7	22,58
3	9	29,03
4	5	16,13
5	2	6,45
Don't know	1	3,23
<b>Total Responses</b>	<b>31</b>	<b>100,00 %</b>

**Long term international assignments (more than 12 months)**

(Not Answered)	1	3,23
1	6	19,35
2	6	19,35
3	8	25,81
4	8	25,81
5	1	3,23
Don't know	1	3,23
<b>Total Responses</b>	<b>31</b>	<b>100,00 %</b>

**Formal global management training**

1	9	29,03
2	6	19,35
3	2	6,45
4	6	19,35
5	5	16,13
Don't know	1	3,23
N/A	2	6,45
<b>Total Responses</b>	<b>31</b>	<b>100,00 %</b>

**Assessment of performance against a set of global management competencies**

1	12	38,71
2	4	12,90
3	3	9,68
4	3	9,68
5	5	16,13
Don't know	1	3,23
N/A	3	9,68
<b>Total Responses</b>	<b>31</b>	<b>100,00 %</b>

**Qualifications programme (e.g. MBA, professional qualifications)**

1	3	9,68
2	11	35,48
3	9	29,03
4	5	16,13
5	2	6,45
Don't know	1	3,23
<b>Total Responses</b>		<b>31 100,00 %</b>

**How many expatriates from the company's foreign operations are currently working on longterm assignments (i.e. more than 12 months) in Denmark? Please include all types of long-term assignments for any purpose. Type 0 if none**

(Not Answered)	4	12,90
Don't know	6	19,35
Number	21	67,74
<b>Total Responses</b>		<b>31 100,00 %</b>

**How many expatriates from [NAME] in Denmark are currently working on long-term overseas (i.e. more than 12 months) assignments? Please include all types of long-term assignments for any purpose. Type 0 if none.**

(Not Answered)	7	22,58
Don't know	5	16,13
Number	19	61,29
<b>Total Responses</b>		<b>31 100,00 %</b>

**Thinking of [NAME] in Denmark is there a formal policy on organisational learning?**

Yes in all operations	6	19,35
Yes in some operations	6	19,35
No	19	61,29
<b>Total Responses</b>		<b>31 100,00 %</b>

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

(Not Answered)	19	61,29
Yes in all operations	5	16,13
Yes in some operations	6	19,35
No	1	3,23
<b>Total Responses</b>		<b>31 100,00 %</b>

**Our company favours internal promotion over external management recruitment**

1	1	3,23
2	1	3,23
3	7	22,58
4	16	51,61
5	6	19,35
<b>Total Responses</b>		<b>31 100,00 %</b>

**International experience is a key criterion for career progression at senior levels**

1	2	6,45
2	6	19,35
3	9	29,03
4	8	25,81
5	6	19,35
<b>Total Responses</b>		<b>31 100,00 %</b>

**On-the-job learning (experience gained on the job) is more valuable than off-the-job classroom training and development**

1	1	3,23
3	8	25,81
4	11	35,48
5	10	32,26
Don't know	1	3,23
<b>Total Responses</b>		<b>31 100,00 %</b>

**Investment in training is critical to either developing or retaining key skills in this company**

1	1	3,23
2	1	3,23
3	4	12,90
4	14	45,16
5	11	35,48
<b>Total Responses</b>		<b>31 100,00 %</b>

**To what extent is the organizational learning policy for [NAME] in Denmark and the worldwide company similar?**

1 = Not at all similar ... 5 = Highly similar

(Not Answered)	6	19,35
1	1	3,23
2	1	3,23
3	2	6,45
4	5	16,13
5	4	12,90
Don't Know	12	38,71
<b>Total Responses</b>		<b>31 100,00 %</b>

**Expatriate assignments**

Yes	22	70,97
No	9	29,03
<b>Total Responses</b>		<b>31 100,00 %</b>

**International project groups or task forces**

Yes	25	80,65
No	5	16,13
Don't Know	1	3,23
<b>Total Responses</b>	<b>31</b>	<b>100,00 %</b>

**International formal committees**

Yes	11	35,48
No	16	51,61
Don't Know	4	12,90
<b>Total Responses</b>	<b>31</b>	<b>100,00 %</b>

**International informal networks**

Yes	21	67,74
No	9	29,03
Don't Know	1	3,23
<b>Total Responses</b>	<b>31</b>	<b>100,00 %</b>

**Secondments to other organisations internationally**

(e.g. to suppliers, customers, universities, private R&D facilities)

(Not Answered)	2	6,45
Yes	4	12,90
No	22	70,97
Don't Know	3	9,68
<b>Total Responses</b>	<b>31</b>	<b>100,00 %</b>

**Which of these is the most important international organisational learning mechanism used by MANAGERS within [NAME] in Denmark?**

(Not Answered)	3	9,68
Expatriate assignments	7	22,58
International project groups or task forces	17	54,84
International formal committees	1	3,23
Secondments to other organisations internationally (e.g. to suppliers, customers, universities, private R&D facilities)	1	3,23
Don't know	2	6,45
<b>Total Responses</b>	<b>31</b>	<b>100,00 %</b>

**Training and development policy**

(Not Answered)	2	6,45		
... no discretion	1	3,23		
... a little discretion	3	9,68		
... some discretion	6	19,35		
... quite a lot of discretion	9	29,03		
... full discretion	6	19,35		
Don't know	1	3,23		
N/A	3	9,68		
	<b>Total Responses</b>	<b>31</b>	<b>100,00</b>	<b>%</b>

**Policy on organisational learning**

(Not Answered)	2	6,45		
... no discretion	2	6,45		
... a little discretion	5	16,13		
... some discretion	4	12,90		
... quite a lot of discretion	7	22,58		
... full discretion	7	22,58		
Don't know	1	3,23		
N/A	3	9,68		
	<b>Total Responses</b>	<b>31</b>	<b>100,00</b>	<b>%</b>

**Policy on succession planning for senior managers**

(Not Answered)	2	6,45		
... no discretion	2	6,45		
... a little discretion	4	12,90		
... some discretion	4	12,90		
... quite a lot of discretion	5	16,13		
... full discretion	6	19,35		
Don't know	3	9,68		
N/A	5	16,13		
	<b>Total Responses</b>	<b>31</b>	<b>100,00</b>	<b>%</b>

**Training and development policy**

(Not Answered)	1	3,23
... a little discretion	2	6,45
... some discretion	5	16,13
... quite a lot of discretion	9	29,03
... full discretion	13	41,94
N/A	1	3,23
<b>Total Responses</b>	<b>31</b>	<b>100,00 %</b>

**Policy on organisational learning**

(Not Answered)	1	3,23
... no discretion	1	3,23
... a little discretion	3	9,68
... some discretion	3	9,68
... quite a lot of discretion	9	29,03
... full discretion	13	41,94
N/A	1	3,23
<b>Total Responses</b>	<b>31</b>	<b>100,00 %</b>

**Policy on succession planning for senior MANAGERS**

(Not Answered)	1	3,23
... no discretion	1	3,23
... a little discretion	2	6,45
... some discretion	5	16,13
... quite a lot of discretion	8	25,81
... full discretion	11	35,48
Don't know	1	3,23
N/A	2	6,45
<b>Total Responses</b>	<b>31</b>	<b>100,00 %</b>

**Formally designated teams in which employees have responsibility for organising their work and carrying out a set of tasks**

Yes	22	70,97
No	7	22,58
Don't Know	2	6,45
<b>Total Responses</b>	<b>31</b>	<b>100,00 %</b>

**Groups where employees discuss issues of quality, production or service delivery such as problem-solving or continuous improvement groups**

Yes	18	58,06
No	8	25,81
Don't Know	5	16,13
<b>Total Responses</b>	<b>31</b>	<b>100,00 %</b>

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

An identical or similar pattern exists across all or most sites	9	29,03
All or most sites have involvement systems, but they differ from site to site	11	35,48
Some sites have involvement systems while others do not	3	9,68
Not applicable (1 site only in Denmark)	1	3,23
Don't Know	7	22,58
<b>Total Responses</b>	<b>31</b>	<b>100,00 %</b>

**Specific practices elsewhere in the worldwide company**

(Not Answered)	4	12,90
1	11	35,48
2	5	16,13
3	5	16,13
4	5	16,13
5	1	3,23
<b>Total Responses</b>	<b>31</b>	<b>100,00 %</b>

**Formal model of good practice codified elsewhere in worldwide company**

(Not Answered)	4	12,90
1	11	35,48
2	6	19,35
3	7	22,58
4	2	6,45
5	1	3,23
<b>Total Responses</b>	<b>31</b>	<b>100,00 %</b>



**Examples drawn from other firms**

(Not Answered)	3	9,68
1	8	25,81
2	6	19,35
3	11	35,48
4	2	6,45
5	1	3,23
<b>Total Responses</b>	<b>31</b>	<b>100,00 %</b>

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

(Not Answered)	1	3,23
Yes	18	58,06
No	7	22,58
Don't Know	5	16,13
<b>Total Responses</b>	<b>31</b>	<b>100,00 %</b>

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

(Not Answered)	1	3,23
Very similar across all operations	2	6,45
Broadly similar but with some variations	6	19,35
Similar to some extent but with substantial variations	7	22,58
Fairly diverse	11	35,48
Very diverse	2	6,45
Don't Know	2	6,45
<b>Total Responses</b>	<b>31</b>	<b>100,00 %</b>

**Does [NAME] regularly use project teams or task forces, embracing employees other than MANAGERS, that function across more than one operating unit in Denmark?**

Yes	22	70,97
No	3	9,68
N/A	2	6,45
Don't Know	4	12,90
<b>Total Responses</b>	<b>31</b>	<b>100,00 %</b>

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

(Not Answered)	10	32,26
Yes	16	51,61
No	2	6,45
N/A	1	3,23
Don't Know	2	6,45
<b>Total Responses</b>	<b>31</b>	<b>100,00 %</b>

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

1=Very rare ... 5=Very common

(Not Answered)	16	51,61
2	3	9,68
3	5	16,13
4	4	12,90
5	3	9,68
<b>Total Responses</b>	<b>31</b>	<b>100,00 %</b>

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

(Not Answered)	1	3,23
Yes	14	45,16
No	7	22,58
N/A	2	6,45
Don't Know	7	22,58
<b>Total Responses</b>	<b>31</b>	<b>100,00 %</b>

**Meetings between senior MANAGERS and the whole of the work force**

(Not Answered)	1	3,23
Yes	23	74,19
No	6	19,35
Don't know	1	3,23
<b>Total Responses</b>	<b>31</b>	<b>100,00 %</b>

**Meetings between line MANAGERS or supervisors and employees (sometimes called briefing groups)**

(Not Answered)	1	3,23
Yes	27	87,10
No	3	9,68
<b>Total Responses</b>	<b>31</b>	<b>100,00 %</b>

**Attitude or opinion surveys**

Yes	20	64,52
No	11	35,48
<b>Total Responses</b>	<b>31</b>	<b>100,00 %</b>

**Suggestion schemes**

(Not Answered)	3	9,68
Yes	13	41,94
No	14	45,16
Don't know	1	3,23
<b>Total Responses</b>	<b>31</b>	<b>100,00 %</b>

**Systematic use of management chain to cascade information**

(Not Answered)	2	6,45
Yes	20	64,52
No	5	16,13
Don't know	4	12,90
<b>Total Responses</b>	<b>31</b>	<b>100,00 %</b>

**Newsletters or emails**

Yes	28	90,32
No	3	9,68
<b>Total Responses</b>	<b>31</b>	<b>100,00 %</b>

**A company intranet providing information to employees'**

Yes	26	83,87
No	4	12,90
Don't know	1	3,23
<b>Total Responses</b>	<b>31</b>	<b>100,00 %</b>

**Financial position of the company**

Yes	30	96,77
No	1	3,23
<b>Total Responses</b>	<b>31</b>	<b>100,00 %</b>

**Investment plan for the company**

Yes	12	38,71
No	16	51,61
Don't know	3	9,68
<b>Total Responses</b>	<b>31</b>	<b>100,00 %</b>

**Staffing plans for the company**

Yes	11	35,48
No	19	61,29
Don't know	1	3,23
<b>Total Responses</b>	<b>31</b>	<b>100,00 %</b>

**Financial position of the company**

(Not Answered)	2	6,45
Yes	27	87,10
No	2	6,45
<b>Total Responses</b>	<b>31</b>	<b>100,00 %</b>

**Investment plan for the company**

(Not Answered)	2	6,45
Yes	8	25,81
No	17	54,84
Don't know	4	12,90
<b>Total Responses</b>	<b>31</b>	<b>100,00 %</b>

**Staffing plans for the company**

(Not Answered)	2	6,45
Yes	6	19,35
No	20	64,52
Don't know	3	9,68
<b>Total Responses</b>	<b>31</b>	<b>100,00 %</b>

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

(Not Answered)	1	3,23
... no discretion	3	9,68
... a little discretion	1	3,23
... some discretion	2	6,45
... quite a lot of discretion	4	12,90
... full discretion	16	51,61
Don't know	1	3,23
N/A	3	9,68
<b>Total Responses</b>	<b>31</b>	<b>100,00 %</b>

	Count	Percent	
<b>Attitude or opinion surveys</b>			
(Not Answered)	2	6,45	
... no discretion	5	16,13	
... a little discretion	6	19,35	
... some discretion	1	3,23	
... quite a lot of discretion	4	12,90	
... full discretion	10	32,26	
Don't know	1	3,23	
N/A	2	6,45	
	<b>Total Responses</b>	<b>31</b>	<b>100,00 %</b>
<b>Suggestion schemes</b>			
(Not Answered)	1	3,23	
... no discretion	2	6,45	
... a little discretion	2	6,45	
... some discretion	1	3,23	
... quite a lot of discretion	3	9,68	
... full discretion	18	58,06	
Don't know	2	6,45	
N/A	2	6,45	
	<b>Total Responses</b>	<b>31</b>	<b>100,00 %</b>
<b>Provision of information to employees</b>			
(Not Answered)	1	3,23	
... no discretion	3	9,68	
... a little discretion	1	3,23	
... some discretion	2	6,45	
... quite a lot of discretion	6	19,35	
... full discretion	15	48,39	
Don't know	1	3,23	
N/A	2	6,45	
	<b>Total Responses</b>	<b>31</b>	<b>100,00 %</b>
<b>Involvement of employees in work process, e.g. team work or problem-solving groups</b>			
... no discretion	3	9,68	
... a little discretion	2	6,45	
... some discretion	2	6,45	
... quite a lot of discretion	6	19,35	
... full discretion	17	54,84	

N/A	1	3,23	
<b>Total Responses</b>	<b>31</b>	<b>100,00</b>	<b>%</b>
<b>Attitude or opinion surveys</b>			
... no discretion	4	12,90	
... a little discretion	7	22,58	
... quite a lot of discretion	4	12,90	
... full discretion	13	41,94	
N/A	3	9,68	
<b>Total Responses</b>	<b>31</b>	<b>100,00</b>	<b>%</b>
<b>Suggestion schemes</b>			
(Not Answered)	1	3,23	
... no discretion	1	3,23	
... a little discretion	4	12,90	
... quite a lot of discretion	4	12,90	
... full discretion	17	54,84	
Don't know	1	3,23	
N/A	3	9,68	
<b>Total Responses</b>	<b>31</b>	<b>100,00</b>	<b>%</b>
<b>Provision of information to employees</b>			
(Not Answered)	1	3,23	
... no discretion	2	6,45	
... a little discretion	2	6,45	
... some discretion	2	6,45	
... quite a lot of discretion	5	16,13	
... full discretion	17	54,84	
N/A	2	6,45	
<b>Total Responses</b>	<b>31</b>	<b>100,00</b>	<b>%</b>
<b>Thinking of the LOG in [NAME] in Denmark, are trade unions recognised for the purposes of collective employee representationat?</b>			
No sites in the Danish operations	4	12,90	
All sites in the Danish operations	18	58,06	
Most sites in the Danish operations	1	3,23	
Some sites in the Danish operations	3	9,68	
The company's single Danish site	5	16,13	
<b>Total Responses</b>	<b>31</b>	<b>100,00</b>	<b>%</b>

**Are there any non-union based structure(s) of collective employee representation used Tick all that apply**

(Not Answered)	8	25,00
Yes, at sites where there is no trade union recognition	1	3,13
Yes, at sites where there is also trade union recognition	11	34,38
No	12	37,50
<b>Total Responses</b>	<b>32</b>	<b>100,00 %</b>

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

In favour of union recognition	16	51,61
Not in favour of union recognition	2	6,45
Neutral towards union recognition	13	41,94
<b>Total Responses</b>	<b>31</b>	<b>100,00 %</b>

**Thinking of the company's operations outside Denmark, which of the following statements comes closest to capturing your policy towards trade unions?**

(Not Answered)	1	3,23
There is no policy	9	29,03
We expect local management to follow the local practice in the industry and/or locality	14	45,16
It is general policy to bargain with trade unions, either directly or indirectly through an employers' association	5	16,13
Don't Know	2	6,45
<b>Total Responses</b>	<b>31</b>	<b>100,00 %</b>

**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 within [NAME] in Denmark? Tick all that apply**

(Not Answered)	2	6,06
At Danish company level, covering all sites	8	24,24
At the company's single Danish site	2	6,06
Covering more than one, but not all Danish sites	4	12,12
At individual site level	4	12,12
At industry level, covering more than one employer	1	3,03
There is no collective bargaining over pay	12	36,36
<b>Total Responses</b>	<b>33</b>	<b>100,00 %</b>

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

A cooperative approach	18	58,06
It depends on the issue	10	32,26
Don't Know...	3	9,68
<b>Total Responses</b>	<b>31</b>	<b>100,00 %</b>

**Work organisation**

(Not Answered)	4	12,90
1	7	22,58
2	5	16,13
3	7	22,58
4	3	9,68
5	2	6,45
Don't know	3	9,68
<b>Total Responses</b>	<b>31</b>	<b>100,00 %</b>

**Sub-contracting and outsourcing**

(Not Answered)	4	12,90
1	12	38,71
2	7	22,58
3	2	6,45
4	1	3,23
Don't know	5	16,13
<b>Total Responses</b>	<b>31</b>	<b>100,00 %</b>

**Variable payments schemes**

(Not Answered)	4	12,90
1	3	9,68
2	4	12,90
3	8	25,81
4	2	6,45
5	7	22,58
Don't know	3	9,68
<b>Total Responses</b>	<b>31</b>	<b>100,00 %</b>

**In-work training/ upgrading skills**

(Not Answered)	5	16,13
1	3	9,68
2	3	9,68
3	9	29,03
4	6	19,35
5	3	9,68
Don't know	2	6,45
<b>Total Responses</b>	<b>31</b>	<b>100,00 %</b>



	Count	Percent
<b>Direct employee involvement schemes</b>		
(Not Answered)	4	12,90
1	4	12,90
2	1	3,23
3	11	35,48
4	5	16,13
5	2	6,45
Don't know	4	12,90
<b>Total Responses</b>	<b>31</b>	<b>100,00 %</b>
<b>Union recognition</b>		
(Not Answered)	2	6,45
... no discretion	3	9,68
... a little discretion	2	6,45
... some discretion	5	16,13
... quite a lot of discretion	2	6,45
... full discretion	13	41,94
Don't know	2	6,45
N/A	2	6,45
<b>Total Responses</b>	<b>31</b>	<b>100,00 %</b>
<b>Scope of union involvement in decision-making</b>		
(Not Answered)	2	6,45
... no discretion	3	9,68
... a little discretion	2	6,45
... some discretion	4	12,90
... quite a lot of discretion	4	12,90
... full discretion	11	35,48
Don't know	2	6,45
N/A	3	9,68
<b>Total Responses</b>	<b>31</b>	<b>100,00 %</b>

**To what extent do operating companies outside Denmark have discretion over determining employee consultation policy?**

(Not Answered)	2	6,45	
... no discretion	2	6,45	
... a little discretion	4	12,90	
... some discretion	4	12,90	
... quite a lot of discretion	4	12,90	
... full discretion	11	35,48	
Don't know	2	6,45	
N/A	2	6,45	
	<b>Total Responses</b>	<b>31</b>	<b>100,00 %</b>

**Union recognition**

(Not Answered)	1	3,23	
... no discretion	2	6,45	
... a little discretion	1	3,23	
... some discretion	3	9,68	
... quite a lot of discretion	3	9,68	
... full discretion	18	58,06	
Don't know	1	3,23	
N/A	2	6,45	
	<b>Total Responses</b>	<b>31</b>	<b>100,00 %</b>

**Scope of union involvement in decision-making**

(Not Answered)	1	3,23	
... no discretion	2	6,45	
... a little discretion	1	3,23	
... some discretion	3	9,68	
... quite a lot of discretion	3	9,68	
... full discretion	18	58,06	
Don't know	1	3,23	
N/A	2	6,45	
	<b>Total Responses</b>	<b>31</b>	<b>100,00 %</b>

**To what extent do operating companies outside Denmark have discretion over determining employee consultation policy?**

(Not Answered)	2	6,45
... no discretion	1	3,23
... a little discretion	3	9,68
... some discretion	3	9,68
... quite a lot of discretion	5	16,13
... full discretion	14	45,16
Don't know	1	3,23
N/A	2	6,45
<b>Total Responses</b>	<b>31</b>	<b>100,00 %</b>

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

(Not Answered)	27	87,10
Systematically at the time of EWC meetings	2	6,45
Little or no information about the EWC received	2	6,45
<b>Total Responses</b>	<b>31</b>	<b>100,00 %</b>

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

(Not Answered)	26	83,87
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	2	6,45
Management provides information considerably beyond that required for compliance	2	6,45
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	1	3,23
<b>Total Responses</b>	<b>31</b>	<b>100,00 %</b>

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

(Not Answered)	2	6,45
Yes	5	16,13
No	18	58,06
Don't know	6	19,35
<b>Total Responses</b>	<b>31</b>	<b>100,00 %</b>

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


---

(Not Answered)	2	6,45
Yes	3	9,68
No	13	41,94
Don't know	13	41,94
<b>Total Responses</b>	<b>31</b>	<b>100,00 %</b>
	<b>Count</b>	<b>Percent</b>

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


---

(Not Answered)	1	3,23
Yes	15	48,39
No	10	32,26
Don't know	5	16,13
<b>Total Responses</b>	<b>31</b>	<b>100,00 %</b>

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


---

(Not Answered)	7	22,58
All employees under a single arrangement	12	38,71
All employees, but with different arrangements for different groups	9	29,03
Some groups of employees under a single arrangement	2	6,45
Other	1	3,23
<b>Total Responses</b>	<b>31</b>	<b>100,00 %</b>

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


---

Emphasis on direct communication and consultation	18	58,06
Emphasis on indirect communication and consultation (e.g. through joint consultative committee or company council)	4	12,90
Equivalent emphasis on direct and indirect communication and consultation	9	29,03
<b>Total Responses</b>	<b>31</b>	<b>100,00 %</b>

**Which of the following statements comes closest to capturing the worldwide company's policy?**

(Not Answered)	16	51,61
There is no policy	3	9,68
Minimum compliance with legal requirements on employee information and consultation	5	16,13
To go somewhat further than legal requirements	5	16,13
To go considerably further than legal requirements	2	6,45
<b>Total Responses</b>	<b>31</b>	<b>100,00 %</b>

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

Yes	24	77,42
No	6	19,35
Don't know	1	3,23
<b>Total Responses</b>	<b>31</b>	<b>100,00 %</b>

**Quality of products/services**

(Not Answered)	1	3,23
-	5	16,13
-	14	45,16
Outstanding	11	35,48
<b>Total Responses</b>	<b>31</b>	<b>100,00 %</b>

**Development of new products/services**

(Not Answered)	1	3,23
Poor	1	3,23
-	1	3,23
-	4	12,90
-	14	45,16
Outstanding	10	32,26
<b>Total Responses</b>	<b>31</b>	<b>100,00 %</b>

**Profit generation**

(Not Answered)	1	3,23
-	5	16,13
-	7	22,58
-	6	19,35
Outstanding	12	38,71
<b>Total Responses</b>	<b>31</b>	<b>100,00 %</b>

<b>Turnover</b>			
(Not Answered)	1	3,23	
-	1	3,23	
-	8	25,81	
-	12	38,71	
Outstanding	9	29,03	
	<b>Total Responses</b>	<b>31</b>	<b>100,00 %</b>
<b>Market share</b>			
(Not Answered)	1	3,23	
-	1	3,23	
-	5	16,13	
-	15	48,39	
Outstanding	9	29,03	
	<b>Total Responses</b>	<b>31</b>	<b>100,00 %</b>
<b>Ability to recruit essential employees</b>			
(Not Answered)	1	3,23	
-	2	6,45	
-	6	19,35	
-	16	51,61	
Outstanding	6	19,35	
	<b>Total Responses</b>	<b>31</b>	<b>100,00 %</b>
<b>Ability to retain essential employees</b>			
(Not Answered)	1	3,23	
-	1	3,23	
-	9	29,03	
-	14	45,16	
Outstanding	6	19,35	
	<b>Total Responses</b>	<b>31</b>	<b>100,00 %</b>
<b>Customer/client satisfaction</b>			
(Not Answered)	1	3,23	
-	1	3,23	
-	5	16,13	
-	20	64,52	
Outstanding	4	12,90	
	<b>Total Responses</b>	<b>31</b>	<b>100,00 %</b>

**Manager-employees relations**

(Not Answered)	1	3,23
-	1	3,23
-	6	19,35
-	19	61,29
Outstanding	4	12,90
<b>Total Responses</b>	<b>31</b>	<b>100,00 %</b>

**General employee relations**

(Not Answered)	1	3,23
Poor	1	3,23
-	1	3,23
-	6	19,35
-	18	58,06
Outstanding	4	12,90
<b>Total Responses</b>	<b>31</b>	<b>100,00 %</b>

**The job satisfaction of the employees at [NAME] in Denmark?**

-	1	3,23
-	6	19,35
-	19	61,29
Outstanding	5	16,13
<b>Total Responses</b>	<b>31</b>	<b>100,00 %</b>

**The ability of [NAME] in Denmark to retain essential employees?**

-	2	6,45
-	5	16,13
-	20	64,52
Outstanding	4	12,90
<b>Total Responses</b>	<b>31</b>	<b>100,00 %</b>

**The overall performance of the [NAME] in Denmark**

-	9	29,03
-	18	58,06
Outstanding	4	12,90
<b>Total Responses</b>	<b>31</b>	<b>100,00 %</b>

**The operations outside Denmark have international responsibility for one or more products or services company on behalf of the worldwide**

(Not Answered)	2	6,45
1	5	16,13
2	1	3,23
3	6	19,35
4	10	32,26
5	7	22,58
<b>Total Responses</b>	<b>31</b>	<b>100,00 %</b>

**Significant expertise in R&D within the worldwide company is generated outside Denmark operations**

(Not Answered)	3	9,68
1	7	22,58
2	5	16,13
3	10	32,26
4	5	16,13
5	1	3,23
<b>Total Responses</b>	<b>31</b>	<b>100,00 %</b>

**How important is/are your overseas subsidiary/subsidiaries to the global performance of the parent**

(Not Answered)	2	6,45
3	4	12,90
4	7	22,58
5	18	58,06
<b>Total Responses</b>	<b>31</b>	<b>100,00 %</b>

**Has this level of importance changed over the past five years?**

1=Significantly decreased, 2=Slightly decreased, 3=Stayed about the same, 4=Slightly increased,

5=Significantly increased

(Not Answered)	2	6,45
2	2	6,45
3	6	19,35
4	10	32,26
5	10	32,26
Don't know	1	3,23
<b>Total Responses</b>	<b>31</b>	<b>100,00 %</b>



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

-	5	16,13
-	18	58,06
Outstanding	8	25,81
<b>Total Responses</b>	<b>31</b>	<b>100,00 %</b>

**Please let us know if you are interested in ... Tick all that apply**

(Not Answered)	5	8,06
Receiving a report benchmarking the employment practices of your company relative to the rest of the Danish sample	24	38,71
Participating in a seminar where in-depth results of the worldwide survey will be presented by leading researchers within International Human Resource Management.	14	22,58
Receiving the full result report	19	30,65
<b>Total Responses</b>	<b>62</b>	<b>100,00 %</b>

**Foreign-based MNCs**

**Here we include the total number of foreign-based companies responded to our survey (88).**

**However, 2 number of responses were deleted from the sample used in the report and follow up analysis as they were incomplete or insufficient.**

	Count	Percent
<b>Please select a language:</b>		
English	3	3,33
Danish	87	96,67
<b>Total Responses</b>	<b>90</b>	<b>100,00 %</b>

**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	90	100,00
<b>Total Responses</b>	<b>90</b>	<b>100,00 %</b>

**Are you located at...**

The global HQ of the worldwide company?	2	2,22
The HQ of the operating units in Denmark?	74	82,22
Other (Please specify)	14	15,56
<b>Total Responses</b>	<b>90</b>	<b>100,00 %</b>

**What is your job title?**

(Not Answered)	4	4,44
HR/Personnel Director	32	35,56
HR/Personnel Senior Manager/Manager	38	42,22
HR/Personnel Officer	2	2,22
HR/Personnel Assistant	4	4,44
Other	10	11,11
<b>Total Responses</b>	<b>90</b>	<b>100,00 %</b>

**For which of the following policy levels do you have any HR responsibilities Tick all that apply**

Global HR policy	8	7,02
Regional HR policy	31	27,19
HR policy in Denmark	67	58,77
Other	8	7,02
<b>Total Responses</b>	<b>114</b>	<b>100,00 %</b>

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

(Not Answered)	2	2,22
1 country	3	3,33
2 - 5 countries	13	14,44
6 or more countries	72	80,00
<b>Total Responses</b>	<b>90</b>	<b>100,00 %</b>

**Does [NAME] in Denmark have...**

(Not Answered)	1	1,11
1 site?	21	23,33
2 - 5 sites?	45	50,00
6 or more sites?	23	25,56
<b>Total Responses</b>	<b>90</b>	<b>100,00 %</b>

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

(Not Answered)	7	7,78
100-499	1	1,11
500-999	6	6,67
1000-4999	16	17,78
5000-29.999	19	21,11
30.000-59.999	18	20,00
60.000+	23	25,56
<b>Total Responses</b>	<b>90</b>	<b>100,00 %</b>

**Denmark**

(Not Answered)	2	2,22
Up to 99	9	10,00
100-499	51	56,67
500-999	15	16,67
1000-4999	10	11,11
5000+	2	2,22
Dont know	1	1,11
<b>Total Responses</b>	<b>90</b>	<b>100,00 %</b>

**Europe (excluding Denmark)**

(Not Answered)	2	2,22	
Up to 99	3	3,33	
100-499	6	6,67	
500-999	4	4,44	
1000-4999	17	18,89	
5000+	42	46,67	
Dont know	16	17,78	
<b>Total Responses</b>	<b>90</b>	<b>100,00</b>	<b>%</b>

**North America**

(Not Answered)	11	12,22	
Up to 99	7	7,78	
100-499	7	7,78	
500-999	1	1,11	
1000-4999	5	5,56	
5000+	23	25,56	
None	15	16,67	
Dont know	21	23,33	
<b>Total Responses</b>	<b>90</b>	<b>100,00</b>	<b>%</b>

**Asia-Pacific**

(Not Answered)	13	14,44	
Up to 99	5	5,56	
100-499	3	3,33	
500-999	6	6,67	
1000-4999	6	6,67	
5000+	24	26,67	
None	10	11,11	
Dont know	23	25,56	
<b>Total Responses</b>	<b>90</b>	<b>100,00</b>	<b>%</b>

**Rest of the world**

(Not Answered)	12	13,33
Up to 99	4	4,44
100-499	5	5,56
500-999	2	2,22
1000-4999	9	10,00
5000+	23	25,56
None	10	11,11
Dont know	25	27,78
<b>Total Responses</b>	<b>90</b>	<b>100,00 %</b>

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

(Not Answered)	6	6,67
None	51	56,67
Don't know	5	5,56
Number	28	31,11
<b>Total Responses</b>	<b>90</b>	<b>100,00 %</b>

**Was this through...?**

(Not Answered)	5	5,56
A greenfield investment	21	23,33
A merger or acquisition	51	56,67
Other (please specify)	13	14,44
<b>Total Responses</b>	<b>90</b>	<b>100,00 %</b>

**Individuals from other parts of the worldwide company? i.e. outside Denmark but not the country of origin.**

(Not Answered)	4	4,44
None	55	61,11
Don't know	9	10,00
Number	22	24,44
<b>Total Responses</b>	<b>90</b>	<b>100,00 %</b>

**Which of the following statements best describes [NAME] in Denmark? The company produces...**

(Not Answered)	1	1,11
A single product or service that accounts for more than 90% of sales	16	17,78
A number of products and services but one of these accounts for between 70% and 90% of sales	14	15,56
A number of products and services but no single one of these accounts for more than 70% of sales	53	58,89
A range of unrelated products and services	6	6,67
<b>Total Responses</b>	<b>90</b>	<b>100,00 %</b>

**Which of the following statements best describes the worldwide operations? The worldwide company produces...**

(Not Answered)	2	2,22
A single product or service that accounts for more than 90% of sales	7	7,78
A number of products and services but one of these accounts for between 70% and 90% of sales	14	15,56
A number of products and services but no single one of these accounts for more than 70% of sales	54	60,00
A range of unrelated products and services	13	14,44
<b>Total Responses</b>	<b>90</b>	<b>100,00 %</b>

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

(Not Answered)	2	2,22
Adapted significantly to national markets	19	21,11
Adapted to different regions of the world but standardized within them	34	37,78
Standardised globally	27	30,00
Don't know	8	8,89
<b>Total Responses</b>	<b>90</b>	<b>100,00 %</b>

**Are any of the components, products and services of [NAME] in Denmark produced for operation of the worldwide company based outside Denmark?**

(Not Answered)	2	2,22
Yes - all	6	6,67
Yes - some but not all	45	50,00
No - none	31	34,44
Don't know	6	6,67
<b>Total Responses</b>	<b>90</b>	<b>100,00 %</b>

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

(Not Answered)	3	3,33
Yes	57	63,33
No	27	30,00
Don't know	3	3,33
<b>Total Responses</b>	<b>90</b>	<b>100,00 %</b>

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

(Not Answered)	7	7,78
0%	7	7,78
1-25%	10	11,11
26-50%	7	7,78
51-75%	15	16,67
76-100%	22	24,44
Don't know	22	24,44
<b>Total Responses</b>	<b>90</b>	<b>100,00 %</b>

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

(Not Answered)	1	1,11
Yes	4	4,44
No	84	93,33
Don't know	1	1,11
<b>Total Responses</b>	<b>90</b>	<b>100,00 %</b>

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

(Not Answered)	3	3,33
Privately owned	28	31,11
Publicly traded	59	65,56
<b>Total Responses</b>	<b>90</b>	<b>100,00 %</b>

**Approximately, how many MANAGERS are there in [NAME] in Denmark?**

(Not Answered)	3	3,33
0	2	2,22
1 - 9	16	17,78
10 - 24	30	33,33
25 - 49	16	17,78
50 - 99	11	12,22
100 - 249	9	10,00
250 - 499	1	1,11
Don't Know	2	2,22
<b>Total Responses</b>	<b>90</b>	<b>100,00 %</b>

**Approximately, how many LOG are there in [NAME] in Denmark?**

(Not Answered)	3	3,33
0	2	2,22
1 - 9	2	2,22
25 - 49	5	5,56
50 - 99	13	14,44
100 - 249	27	30,00
250 - 499	16	17,78
500 - 749	8	8,89
750 - 999	4	4,44
1,000 - 2999	4	4,44
3,000 - 4,999	2	2,22
5,000+	1	1,11
Don't Know	3	3,33
<b>Total Responses</b>	<b>90</b>	<b>100,00 %</b>

**On which of the following issues is information on the operating units in Denmark monitored by management outside of Denmark? Please tick all that apply**

(Not Answered)	1	0,21
Managerial pay packages	74	15,61
Management career progression	64	13,50
Overall labour costs	65	13,71
Numbers employed (headcount)	74	15,61
Staff turnover	46	9,70
Absenteeism	30	6,33
Labour productivity	41	8,65
Workforce composition by diversity (e.g. gender, ethnicity, disability etc.)	25	5,27
Employee attitude and satisfaction	48	10,13
None of these	3	0,63
Don't know	1	0,21
Other	2	0,42
<b>Total Responses</b>	<b>474</b>	<b>100,00 %</b>



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

(Not Answered)	2	2,22
Yes	61	67,78
No	26	28,89
Don't know	1	1,11
<b>Total Responses</b>	<b>90</b>	<b>100,00 %</b>

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

(Not Answered)	31	34,44
Yes	22	24,44
No	36	40,00
Don't know	1	1,11
<b>Total Responses</b>	<b>90</b>	<b>100,00 %</b>

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

(Not Answered)	1	1,11
Yes - on a global basis	21	23,33
Yes - on a regional basis	36	40,00
No	32	35,56
<b>Total Responses</b>	<b>90</b>	<b>100,00 %</b>

**Regular meetings**

(Not Answered)	3	3,33
Weekly	5	5,56
Monthly	10	11,11
Quarterly	19	21,11
Annually	13	14,44
Other	5	5,56
Ad hoc	13	14,44
Never	22	24,44
<b>Total Responses</b>	<b>90</b>	<b>100,00 %</b>
	<b>Count</b>	<b>Percent</b>

**International Conferences**

(Not Answered)	6	6,67
Quarterly	2	2,22
Annually	23	25,56
Other	7	7,78
Ad hoc	20	22,22
Never	32	35,56
<b>Total Responses</b>	<b>90</b>	<b>100,00 %</b>

**Task Forces**

(Not Answered)	5	5,56
Weekly	3	3,33
Monthly	7	7,78
Quarterly	9	10,00
Annually	1	1,11
Other	3	3,33
Ad hoc	37	41,11
Never	25	27,78
<b>Total Responses</b>	<b>90</b>	<b>100,00 %</b>

**Virtual Groups e.g. conference calls**

(Not Answered)	3	3,33
Weekly	5	5,56
Monthly	24	26,67
Quarterly	7	7,78
Annually	1	1,11
Other	1	1,11
Ad hoc	19	21,11
Never	30	33,33
<b>Total Responses</b>	<b>90</b>	<b>100,00 %</b>

**There is a worldwide approach covering all global operations**

(Not Answered)	2	2,22
1	10	11,11
2	14	15,56
3	13	14,44
4	25	27,78
5	16	17,78
N/A	3	3,33
Don't know	7	7,78
<b>Total Responses</b>	<b>90</b>	<b>100,00 %</b>

**There is a regional approach covering all European operations**

(Not Answered)	2	2,22
1	3	3,33
2	13	14,44
3	10	11,11
4	27	30,00
5	26	28,89
N/A	2	2,22
Don't know	7	7,78
<b>Total Responses</b>	<b>90</b>	<b>100,00 %</b>

**The development of a specific approach is left to international product, service or brand based divisions**

(Not Answered)	3	3,33
1	10	11,11
2	14	15,56
3	20	22,22
4	24	26,67
5	9	10,00
N/A	4	4,44
Don't know	6	6,67
<b>Total Responses</b>	<b>90</b>	<b>100,00 %</b>

**The development of a specific approach is left to national operating companies**

(Not Answered)	2	2,22
1	5	5,56
2	9	10,00
3	18	20,00
4	38	42,22
5	13	14,44
N/A	2	2,22
Don't know	3	3,33
<b>Total Responses</b>	<b>90</b>	<b>100,00 %</b>

**The approach is really a mix of the traditions of the different national operating companies**

(Not Answered)	2	2,22
1	11	12,22
2	18	20,00
3	13	14,44
4	30	33,33
5	7	7,78
N/A	4	4,44
Don't know	5	5,56
<b>Total Responses</b>	<b>90</b>	<b>100,00 %</b>

**Traditions in the country of origin have an overriding influence on the approach to the management of employees**

(Not Answered)	3	3,33
1	8	8,89
2	19	21,11
3	20	22,22
4	18	20,00
5	17	18,89
N/A	2	2,22
Don't know	3	3,33
<b>Total Responses</b>	<b>90</b>	<b>100,00 %</b>

**Pay and performance management**

(Not Answered)	2	2,22
No	53	58,89
Yes, in few parts of the firm	20	22,22
Yes, in major businesses	9	10,00
Yes, taken up globally	1	1,11
Don't know	5	5,56
<b>Total Responses</b>	<b>90</b>	<b>100,00 %</b>

**Training, development and organisational learning**

(Not Answered)	2	2,22
No	48	53,33
Yes, in few parts of the firm	24	26,67
Yes, in major businesses	8	8,89
Yes, taken up globally	3	3,33
Don't know	5	5,56
<b>Total Responses</b>	<b>90</b>	<b>100,00 %</b>

**Employee involvement and communication**

(Not Answered)	2	2,22
No	43	47,78
Yes, in few parts of the firm	31	34,44
Yes, in major businesses	10	11,11
Don't know	4	4,44
<b>Total Responses</b>	<b>90</b>	<b>100,00 %</b>

**Employee representation and consultation**

(Not Answered)	3	3,33
No	52	57,78
Yes, in few parts of the firm	23	25,56
Yes, in major businesses	5	5,56
Don't know	7	7,78
<b>Total Responses</b>	<b>90</b>	<b>100,00 %</b>

**For LOG**

(Not Answered)	1	1,11
Yes	65	72,22
No	23	25,56
Don't know	1	1,11
<b>Total Responses</b>	<b>90</b>	<b>100,00 %</b>

**For MANAGERS**

(Not Answered)	3	3,33
Yes	68	75,56
No	18	20,00
Don't know	1	1,11
<b>Total Responses</b>	<b>90</b>	<b>100,00 %</b>

**For LOG**

(Not Answered)	19	21,11
Yes	15	16,67
No	46	51,11
Don't know	10	11,11
<b>Total Responses</b>	<b>90</b>	<b>100,00 %</b>

**For MANAGERS**

(Not Answered)	19	21,11
Yes	18	20,00
No	43	47,78
Don't know	10	11,11
<b>Total Responses</b>	<b>90</b>	<b>100,00 %</b>

**For LOG**

<b>Don't know</b>		
(Not Answered)	83	87,37
Top	6	6,32
Bottom	6	6,32
<b>Total Responses</b>	<b>95</b>	<b>100,00 %</b>

**For MANAGERS**

<b>Don't know</b>		
(Not Answered)	82	85,42
Top	7	7,29
Bottom	7	7,29
<b>Total Responses</b>	<b>96</b>	<b>100,00 %</b>

**For LOG**

(Not Answered)	23	25,56
Yes, as a formal input in decisions	17	18,89
Yes, as an informal input in decisions	27	30,00
No	20	22,22
N/A	2	2,22
Don't know	1	1,11
<b>Total Responses</b>	<b>90</b>	<b>100,00 %</b>

**For MANAGERS**

(Not Answered)	22	24,44
Yes, as a formal input in decisions	20	22,22
Yes, as an informal input in decisions	33	36,67
No	12	13,33
N/A	2	2,22
Don't know	1	1,11
<b>Total Responses</b>	<b>90</b>	<b>100,00 %</b>

**Individual quantitative output targets (e.g. financial, numerical)**

(Not Answered)	22	24,44
1	1	1,11
2	5	5,56
3	3	3,33
4	23	25,56
5	36	40,00
<b>Total Responses</b>	<b>90</b>	<b>100,00 %</b>

**Individual qualitative output targets (e.g. completion of a task)**

(Not Answered)	22	24,44
1	1	1,11
2	3	3,33
3	7	7,78
4	29	32,22
5	28	31,11
<b>Total Responses</b>	<b>90</b>	<b>100,00 %</b>

**Group output targets (e.g. for site or business unit)**

(Not Answered)	22	24,44
1	1	1,11
2	4	4,44
3	10	11,11
4	18	20,00
5	34	37,78
Don't know	1	1,11
<b>Total Responses</b>	<b>90</b>	<b>100,00 %</b>

**Competences' or personal skills (e.g. leadership or innovation skills)**

(Not Answered)	23	25,56
2	4	4,44
3	20	22,22
4	26	28,89
5	17	18,89
<b>Total Responses</b>	<b>90</b>	<b>100,00 %</b>

**Behaviour in relation to corporate 'values'**

(Not Answered)	22	24,44
1	1	1,11
2	4	4,44
3	13	14,44
4	18	20,00
5	32	35,56
<b>Total Responses</b>	<b>90</b>	<b>100,00 %</b>

**For LOG**

(Not Answered)	23	25,56
Yes	40	44,44
No	25	27,78
Don't know	2	2,22
<b>Total Responses</b>	<b>90</b>	<b>100,00 %</b>

**For MANAGERS**

(Not Answered)	22	24,44
Yes	51	56,67
No	15	16,67
Don't know	2	2,22
<b>Total Responses</b>	<b>90</b>	<b>100,00 %</b>



**For LOG**

<b>Employee share ownership</b>			
(Not Answered)	8	8,89	
Yes	9	10,00	
No	72	80,00	
Don't know	1	1,11	
<b>Total Responses</b>	<b>90</b>	<b>100,00</b>	<b>%</b>
<b>Profit Sharing</b>			
(Not Answered)	13	14,44	
Yes	6	6,67	
No	69	76,67	
Don't know	2	2,22	
<b>Total Responses</b>	<b>90</b>	<b>100,00</b>	<b>%</b>
<b>Share Options</b>			
(Not Answered)	11	12,22	
Yes	9	10,00	
No	67	74,44	
Don't know	3	3,33	
<b>Total Responses</b>	<b>90</b>	<b>100,00</b>	<b>%</b>

**For MANAGERS**

<b>Employee share ownership</b>			
(Not Answered)	6	6,67	
Yes	18	20,00	
No	63	70,00	
Don't know	3	3,33	
<b>Total Responses</b>	<b>90</b>	<b>100,00</b>	<b>%</b>

**For MANAGERS**

<b>Profit Sharing</b>			
(Not Answered)	14	15,56	
Yes	10	11,11	
No	62	68,89	
Don't know	4	4,44	
<b>Total Responses</b>	<b>90</b>	<b>100,00</b>	<b>%</b>

**Share Options**

(Not Answered)	10	11,11
Yes	22	24,44
No	53	58,89
Don't know	5	5,56
<b>Total Responses</b>	<b>90</b>	<b>100,00 %</b>

**For LOG**

(Not Answered)	3	3,33
Yes	56	62,22
No	30	33,33
Don't Know	1	1,11
<b>Total Responses</b>	<b>90</b>	<b>100,00 %</b>

**For MANAGERS**

(Not Answered)	2	2,22
Yes	67	74,44
No	21	23,33
<b>Total Responses</b>	<b>90</b>	<b>100,00 %</b>

**Individual performance**

(Not Answered)	34	37,78
1	4	4,44
2	3	3,33
3	6	6,67
4	15	16,67
5	28	31,11
<b>Total Responses</b>	<b>90</b>	<b>100,00 %</b>

**Work group performance (e.g. team or departmental performance)**

(Not Answered)	35	38,89
1	4	4,44
2	7	7,78
3	12	13,33
4	14	15,56
5	16	17,78
Don't know	2	2,22
<b>Total Responses</b>	<b>90</b>	<b>100,00 %</b>

**Organizational performance (e.g. site, region, company)**

(Not Answered)	34	37,78
1	3	3,33
2	10	11,11
3	11	12,22
4	14	15,56
5	16	17,78
Don't know	2	2,22
<b>Total Responses</b>	<b>90</b>	<b>100,00 %</b>

**Relating pay levels in [NAME] in Denmark to market comparators (e.g. aiming to be in top quartile)**

(Not Answered)	2	2,22
... no discretion	10	11,11
... a little discretion	7	7,78
... some discretion	18	20,00
... quite a lot of discretion	28	31,11
... full discretion	20	22,22
Don't know	2	2,22
N/A	3	3,33
<b>Total Responses</b>	<b>90</b>	<b>100,00 %</b>

**Employee share ownership schemes in [NAME] in Denmark**

(Not Answered)	2	2,22
... no discretion	54	60,00
... a little discretion	12	13,33
... some discretion	3	3,33
... quite a lot of discretion	3	3,33
... full discretion	2	2,22
Don't know	4	4,44
N/A	10	11,11
<b>Total Responses</b>	<b>90</b>	<b>100,00 %</b>

**Performance appraisal system: For MANAGERS**

(Not Answered)	2	2,22
... no discretion	15	16,67
... a little discretion	11	12,22
... some discretion	17	18,89
... quite a lot of discretion	23	25,56
... full discretion	16	17,78
Don't know	3	3,33
N/A	3	3,33
<b>Total Responses</b>	<b>90</b>	<b>100,00 %</b>

**Variable payments scheme: For MANAGERS**

(Not Answered)	2	2,22
... no discretion	17	18,89
... a little discretion	7	7,78
... some discretion	22	24,44
... quite a lot of discretion	22	24,44
... full discretion	14	15,56
Don't know	2	2,22
N/A	4	4,44
<b>Total Responses</b>	<b>90</b>	<b>100,00 %</b>

**Performance appraisal system: For LOG**

(Not Answered)	2	2,22
... no discretion	14	15,56
... a little discretion	8	8,89
... some discretion	16	17,78
... quite a lot of discretion	21	23,33
... full discretion	23	25,56
Don't know	2	2,22
N/A	4	4,44
<b>Total Responses</b>	<b>90</b>	<b>100,00 %</b>

**Variable payments scheme: For LOG**

(Not Answered)	4	4,44
... no discretion	10	11,11
... a little discretion	8	8,89
... some discretion	23	25,56
... quite a lot of discretion	21	23,33
... full discretion	18	20,00
Don't know	2	2,22
N/A	4	4,44
<b>Total Responses</b>	<b>90</b>	<b>100,00 %</b>

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

(Not Answered)	6	6,67
0%	1	1,11
Up to 1%	27	30,00
Over 1% and less than 4%	41	45,56
Over 4%	7	7,78
Don't Know	8	8,89
<b>Total Responses</b>	<b>90</b>	<b>100,00 %</b>

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

(Not Answered)	3	3,33
Yes in all operations	17	18,89
Yes in some operations	25	27,78
No	43	47,78
Don't Know	2	2,22
<b>Total Responses</b>	<b>90</b>	<b>100,00 %</b>

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

(Not Answered)	48	53,33
Yes in all operations	13	14,44
Yes in some operations	16	17,78
No	6	6,67
Don't Know	7	7,78
<b>Total Responses</b>	<b>90</b>	<b>100,00 %</b>

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

(Not Answered)	2	2,22
Yes in all operations	34	37,78
Yes in some operations	26	28,89
No	28	31,11
<b>Total Responses</b>	<b>90</b>	<b>100,00 %</b>

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

(Not Answered)	30	33,33
Yes in all operations	23	25,56
Yes in some operations	22	24,44
No	11	12,22
Don't Know	4	4,44
<b>Total Responses</b>	<b>90</b>	<b>100,00 %</b>

**Short term International assignments (12 months or less)**

(Not Answered)	3	3,33
1	30	33,33
2	20	22,22
3	17	18,89
4	10	11,11
5	2	2,22
Don't know	2	2,22
N/A	6	6,67
<b>Total Responses</b>	<b>90</b>	<b>100,00 %</b>

**Long term international assignments (more than 12 months)**

(Not Answered)	3	3,33
1	30	33,33
2	15	16,67
3	23	25,56
4	9	10,00
5	5	5,56
Don't know	1	1,11
N/A	4	4,44
<b>Total Responses</b>	<b>90</b>	<b>100,00 %</b>

**Formal global management training**

(Not Answered)	3	3,33
1	21	23,33
2	13	14,44
3	18	20,00
4	18	20,00
5	12	13,33
Don't know	3	3,33
N/A	2	2,22
<b>Total Responses</b>	<b>90</b>	<b>100,00 %</b>
	<b>Count</b>	<b>Percent</b>

**Assessment of performance against a set of global management competencies**

(Not Answered)	3	3,33
1	27	30,00
2	9	10,00
3	11	12,22
4	19	21,11
5	13	14,44
Don't know	2	2,22
N/A	6	6,67
<b>Total Responses</b>	<b>90</b>	<b>100,00 %</b>

**Qualifications programme (e.g. MBA, professional qualifications)**

(Not Answered)	3	3,33
1	20	22,22
2	20	22,22
3	26	28,89
4	12	13,33
5	2	2,22
Don't know	3	3,33
N/A	4	4,44
<b>Total Responses</b>	<b>90</b>	<b>100,00 %</b>

**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**

(Not Answered)	16	17,78
Don't know	7	7,78
Number	67	74,44
<b>Total Responses</b>	<b>90</b>	<b>100,00 %</b>

**How many expatriates from [NAME] in Denmark are currently working on long-term (i.e. more than 12 months) assignment overseas? Please include all types of long-term assignments for any purpose. Type 0 if none**

(Not Answered)	19	21,11
Don't know	8	8,89
Number	63	70,00
<b>Total Responses</b>	<b>90</b>	<b>100,00 %</b>

**Thinking of [NAME] in Denmark is there a formal policy on organisational learning?**

(Not Answered)	2	2,22
Yes in all operations	13	14,44
Yes in some operations	22	24,44
No	50	55,56
Don't Know	3	3,33
<b>Total Responses</b>	<b>90</b>	<b>100,00 %</b>

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

(Not Answered)	56	62,22
Yes in all operations	7	7,78
Yes in some operations	17	18,89
No	8	8,89
Don't Know	2	2,22
<b>Total Responses</b>	<b>90</b>	<b>100,00 %</b>

**Count Percent**

**Our company favours internal promotion over external management recruitment**

(Not Answered)	1	1,11
1	3	3,33
2	4	4,44
3	35	38,89
4	29	32,22
5	17	18,89
Don't know	1	1,11
<b>Total Responses</b>	<b>90</b>	<b>100,00 %</b>



	Count	Percent
<b>International experience is a key criterion for career progression at senior levels</b>		
(Not Answered)	1	1,11
1	8	8,89
2	22	24,44
3	23	25,56
4	21	23,33
5	14	15,56
Don't know	1	1,11
<b>Total Responses</b>	<b>90</b>	<b>100,00 %</b>
<b>On-the-job learning (experience gained on the job) is more valuable than off-the-job classroom training and development</b>		
(Not Answered)	2	2,22
2	3	3,33
3	21	23,33
4	39	43,33
5	23	25,56
Don't know	2	2,22
<b>Total Responses</b>	<b>90</b>	<b>100,00 %</b>
<b>Investment in training is critical to either developing or retaining key skills in this company</b>		
(Not Answered)	2	2,22
2	1	1,11
3	4	4,44
4	42	46,67
5	40	44,44
Don't know	1	1,11
<b>Total Responses</b>	<b>90</b>	<b>100,00 %</b>
<b>To what extent is the organizational learning policy for [NAME] in Denmark and the worldwide company similar? 1 = Not at all similar.. 5 = Highly silimar</b>		
(Not Answered)	9	10,00
1	13	14,44
2	6	6,67
3	10	11,11
4	17	18,89
5	7	7,78
Don't Know	28	31,11
<b>Total Responses</b>	<b>90</b>	<b>100,00 %</b>

**Expatriate assignments**

(Not Answered)	4	4,44
Yes	40	44,44
No	45	50,00
Don't Know	1	1,11
<b>Total Responses</b>	<b>90</b>	<b>100,00 %</b>

**International project groups or task forces**

(Not Answered)	2	2,22
Yes	70	77,78
No	18	20,00
<b>Total Responses</b>	<b>90</b>	<b>100,00 %</b>

**International formal committees**

(Not Answered)	3	3,33
Yes	41	45,56
No	40	44,44
Don't Know	6	6,67
<b>Total Responses</b>	<b>90</b>	<b>100,00 %</b>

**International informal networks**

(Not Answered)	2	2,22
Yes	55	61,11
No	26	28,89
Don't Know	7	7,78
<b>Total Responses</b>	<b>90</b>	<b>100,00 %</b>

**Secondments to other organisations internationally (e.g. to suppliers, customers, universities, private R&D facilities)**

(Not Answered)	4	4,44
Yes	13	14,44
No	63	70,00
Don't Know	10	11,11
<b>Total Responses</b>	<b>90</b>	<b>100,00 %</b>

**Which of these is the most important international organisational learning mechanism used by managers within [NAME] in Denmark?**

(Not Answered)	12	13,33
Expatriate assignments	7	7,78
International project groups or task forces	44	48,89
International formal committees	5	5,56
International informal networks	16	17,78
Secondments to other organisations internationally (e.g. to suppliers, customers, universities, private R&D facilities)	2	2,22
Don't know	4	4,44
<b>Total Responses</b>	<b>90</b>	<b>100,00 %</b>

**Training and development policy**

(Not Answered)	4	4,44
... no discretion	2	2,22
... a little discretion	6	6,67
... some discretion	15	16,67
... quite a lot of discretion	31	34,44
... full discretion	32	35,56
<b>Total Responses</b>	<b>90</b>	<b>100,00 %</b>

**Policy on organisational learning**

(Not Answered)	5	5,56
... no discretion	3	3,33
... a little discretion	7	7,78
... some discretion	21	23,33
... quite a lot of discretion	30	33,33
... full discretion	22	24,44
N/A	2	2,22
<b>Total Responses</b>	<b>90</b>	<b>100,00 %</b>

**Policy on succession planning for senior managers**

(Not Answered)	4	4,44
... no discretion	5	5,56
... a little discretion	6	6,67
... some discretion	22	24,44
... quite a lot of discretion	28	31,11
... full discretion	21	23,33
Don't know	3	3,33
N/A	1	1,11
<b>Total Responses</b>	<b>90</b>	<b>100,00 %</b>

**Formally designated teams in which employees have responsibility for organising their work and carrying out a set of tasks**

(Not Answered)	1	1,11
Yes	60	66,67
No	26	28,89
Don't Know	3	3,33
<b>Total Responses</b>	<b>90</b>	<b>100,00 %</b>

**Groups where employees discuss issues of quality, production or service delivery such as problem-solving or continuous improvement groups**

(Not Answered)	1	1,11
Yes	67	74,44
No	18	20,00
Don't Know	4	4,44
<b>Total Responses</b>	<b>90</b>	<b>100,00 %</b>

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

(Not Answered)	2	2,22
An identical or similar pattern exists across all or most sites	14	15,56
All or most sites have involvement systems, but they differ from site to site	41	45,56
Some sites have involvement systems while others do not	16	17,78
Not applicable (1 site only in Denmark)	9	10,00
Don't Know	8	8,89
<b>Total Responses</b>	<b>90</b>	<b>100,00 %</b>

**Specific practices elsewhere in the worldwide company**

(Not Answered)	4	4,44
1	15	16,67
2	19	21,11
3	27	30,00
4	20	22,22
5	5	5,56
<b>Total Responses</b>	<b>90</b>	<b>100,00 %</b>

**Formal model of good practice codified elsewhere in worldwide company**

(Not Answered)	5	5,56
1	13	14,44
2	19	21,11
3	33	36,67
4	16	17,78
5	4	4,44
<b>Total Responses</b>	<b>90</b>	<b>100,00 %</b>

**Examples drawn from other firms**

(Not Answered)	4	4,44
1	10	11,11
2	20	22,22
3	33	36,67
4	19	21,11
5	4	4,44
<b>Total Responses</b>	<b>90</b>	<b>100,00 %</b>

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

(Not Answered)	1	1,11
Yes	54	60,00
No	16	17,78
Don't Know	19	21,11
<b>Total Responses</b>	<b>90</b>	<b>100,00 %</b>

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

(Not Answered)	2	2,22
Very similar across all operations	4	4,44
Broadly similar but with some variations	10	11,11
Similar to some extent but with substantial variations	30	33,33
Fairly diverse	28	31,11
Very diverse	12	13,33
Don't Know	4	4,44
<b>Total Responses</b>	<b>90</b>	<b>100,00 %</b>

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

(Not Answered)	2	2,22
Yes	65	72,22
No	11	12,22
N/A	9	10,00
Don't Know	3	3,33
<b>Total Responses</b>	<b>90</b>	<b>100,00 %</b>

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

(Not Answered)	26	28,89
Yes	49	54,44
No	13	14,44
N/A	2	2,22
<b>Total Responses</b>	<b>90</b>	<b>100,00 %</b>

**How common is the cross-national structure of these teams?  
1=Very rare ... 5=Very common**

(Not Answered)	42	46,67
1	5	5,56
2	7	7,78
3	12	13,33
4	19	21,11
5	5	5,56
<b>Total Responses</b>	<b>90</b>	<b>100,00 %</b>

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

(Not Answered)	1	1,11
Yes	39	43,33
No	18	20,00
N/A	9	10,00
Don't Know	23	25,56
<b>Total Responses</b>	<b>90</b>	<b>100,00 %</b>

**Meetings between senior MANAGERS and the whole of the work force**

(Not Answered)	2	2,22
Yes	70	77,78
No	16	17,78
Don't know	2	2,22
<b>Total Responses</b>	<b>90</b>	<b>100,00 %</b>

**Meetings between line MANAGERS or supervisors and employees (sometimes called briefing groups)**

(Not Answered)	1	1,11
Yes	81	90,00
No	7	7,78
Don't know	1	1,11
<b>Total Responses</b>	<b>90</b>	<b>100,00 %</b>

**Attitude or opinion surveys**

(Not Answered)	1	1,11
Yes	70	77,78
No	17	18,89
Don't know	2	2,22
<b>Total Responses</b>	<b>90</b>	<b>100,00 %</b>

**Suggestion schemes**

(Not Answered)	4	4,44
Yes	52	57,78
No	33	36,67
Don't know	1	1,11
<b>Total Responses</b>	<b>90</b>	<b>100,00 %</b>

**Systematic use of management chain to cascade information**

(Not Answered)	1	1,11
Yes	64	71,11
No	20	22,22
Don't know	5	5,56
<b>Total Responses</b>	<b>90</b>	<b>100,00 %</b>

**Newsletters or emails**

(Not Answered)	1	1,11
Yes	83	92,22
No	5	5,56
Don't know	1	1,11
<b>Total Responses</b>	<b>90</b>	<b>100,00 %</b>

**A company intranet providing information to employees'**

(Not Answered)	1	1,11
Yes	75	83,33
No	13	14,44
Don't know	1	1,11
<b>Total Responses</b>	<b>90</b>	<b>100,00 %</b>

**Count Percent**

**Financial position of the company**

(Not Answered)	2	2,22
Yes	82	91,11
No	6	6,67
<b>Total Responses</b>	<b>90</b>	<b>100,00 %</b>

**Investment plan for the company**

(Not Answered)	1	1,11
Yes	41	45,56
No	45	50,00
Don't know	3	3,33
<b>Total Responses</b>	<b>90</b>	<b>100,00 %</b>

**Staffing plans for the company**

(Not Answered)	1	1,11
Yes	48	53,33
No	40	44,44
Don't know	1	1,11
<b>Total Responses</b>	<b>90</b>	<b>100,00 %</b>

**Financial position of the company**

(Not Answered)	2	2,22
Yes	70	77,78
No	13	14,44
Don't know	5	5,56
<b>Total Responses</b>	<b>90</b>	<b>100,00 %</b>



**Investment plan for the company**

(Not Answered)	2	2,22
Yes	29	32,22
No	50	55,56
Don't know	9	10,00
<b>Total Responses</b>	<b>90</b>	<b>100,00 %</b>

**Staffing plans for the company**

(Not Answered)	1	1,11
Yes	24	26,67
No	56	62,22
Don't know	9	10,00
<b>Total Responses</b>	<b>90</b>	<b>100,00 %</b>

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

(Not Answered)	2	2,22
... no discretion	3	3,33
... a little discretion	4	4,44
... some discretion	11	12,22
... quite a lot of discretion	24	26,67
... full discretion	46	51,11
<b>Total Responses</b>	<b>90</b>	<b>100,00 %</b>

**Attitude or opinion surveys**

(Not Answered)	2	2,22
... no discretion	10	11,11
... a little discretion	9	10,00
... some discretion	16	17,78
... quite a lot of discretion	21	23,33
... full discretion	31	34,44
N/A	1	1,11
<b>Total Responses</b>	<b>90</b>	<b>100,00 %</b>

**Suggestion schemes**

(Not Answered)	3	3,33
... no discretion	4	4,44
... some discretion	6	6,67
... quite a lot of discretion	13	14,44
... full discretion	53	58,89
N/A	11	12,22
<b>Total Responses</b>	<b>90</b>	<b>100,00 %</b>

**Provision of information to employees**

(Not Answered)	3	3,33
... no discretion	3	3,33
... a little discretion	3	3,33
... some discretion	5	5,56
... quite a lot of discretion	32	35,56
... full discretion	44	48,89
<b>Total Responses</b>	<b>90</b>	<b>100,00 %</b>

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

(Not Answered)	4	4,44
No sites in the Danish operations	18	20,00
All sites in the Danish operations	38	42,22
Most sites in the Danish operations	11	12,22
Some sites in the Danish operations	11	12,22
The company's single Danish site	8	8,89
<b>Total Responses</b>	<b>90</b>	<b>100,00 %</b>

**Are there any non-union based structure(s) of collective employee representation used Tick all that apply**

(Not Answered)	24	25,53
Yes, at sites where there is no trade union recognition	13	13,83
Yes, at sites where there is also trade union recognition	21	22,34
No	36	38,30
<b>Total Responses</b>	<b>94</b>	<b>100,00 %</b>

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

(Not Answered)	1	1,11
In favour of union recognition	41	45,56
Not in favour of union recognition	4	4,44
Neutral towards union recognition	44	48,89
<b>Total Responses</b>	<b>90</b>	<b>100,00 %</b>

**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 within [NAME] in Denmark?**

Tick all that apply, multi-code only allowable for codes 2,...

(Not Answered)	3	3,19
At Danish company level, covering all sites	14	14,89
At the company's single Danish site	8	8,51
Covering more than one, but not all Danish sites	18	19,15
At individual site level	15	15,96
At industry level, covering more than one employer	6	6,38
There is no collective bargaining over pay	30	31,91
<b>Total Responses</b>	<b>94</b>	<b>100,00 %</b>

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

(Not Answered)	4	4,44
A cooperative approach	44	48,89
An adversarial approach	4	4,44
It depends on the issue	22	24,44
Don't Know...	16	17,78
<b>Total Responses</b>	<b>90</b>	<b>100,00 %</b>

**Work organisation**

(Not Answered)	23	25,56
1	19	21,11
2	19	21,11
3	17	18,89
4	3	3,33
5	5	5,56
Don't know	4	4,44
<b>Total Responses</b>	<b>90</b>	<b>100,00 %</b>

**Sub-contracting and outsourcing**

(Not Answered)	23	25,56	
1	37	41,11	
2	14	15,56	
3	6	6,67	
4	3	3,33	
5	3	3,33	
Don't know	4	4,44	
<b>Total Responses</b>	<b>90</b>	<b>100,00</b>	<b>%</b>

**Variable payments schemes**

(Not Answered)	22	24,44	
1	12	13,33	
2	7	7,78	
3	22	24,44	
4	13	14,44	
5	9	10,00	
Don't know	5	5,56	
<b>Total Responses</b>	<b>90</b>	<b>100,00</b>	<b>%</b>

**In-work training/ upgrading skills**

(Not Answered)	22	24,44	
1	9	10,00	
2	11	12,22	
3	22	24,44	
4	19	21,11	
5	4	4,44	
Don't know	3	3,33	
<b>Total Responses</b>	<b>90</b>	<b>100,00</b>	<b>%</b>

**Direct employee involvement schemes**

(Not Answered)	24	26,67	
1	10	11,11	
2	11	12,22	
3	17	18,89	
4	12	13,33	
5	8	8,89	
Don't know	8	8,89	
<b>Total Responses</b>	<b>90</b>	<b>100,00</b>	<b>%</b>

**Union recognition**

(Not Answered)	2	2,22
... no discretion	5	5,56
... a little discretion	2	2,22
... some discretion	4	4,44
... quite a lot of discretion	11	12,22
... full discretion	48	53,33
Don't know	13	14,44
N/A	5	5,56
<b>Total Responses</b>	<b>90</b>	<b>100,00 %</b>

**Scope of union involvement in decision-making**

(Not Answered)	2	2,22
... no discretion	5	5,56
... a little discretion	2	2,22
... some discretion	8	8,89
... quite a lot of discretion	13	14,44
... full discretion	44	48,89
Don't know	10	11,11
N/A	6	6,67
<b>Total Responses</b>	<b>90</b>	<b>100,00 %</b>

**Count Percent**

**To what extent do operating companies outside Denmark have discretion over determining employee consultation policy?**

(Not Answered)	2	2,22
... no discretion	7	7,78
... a little discretion	5	5,56
... some discretion	13	14,44
... quite a lot of discretion	10	11,11
... full discretion	17	18,89
Don't know	23	25,56
N/A	13	14,44
<b>Total Responses</b>	<b>90</b>	<b>100,00 %</b>

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

(Not Answered)	9	10,00
Systematically at the time of EWC meetings	23	25,56
Periodically, on an 'as necessary' basis	11	12,22
Little or no information about the EWC received	47	52,22
<b>Total Responses</b>	<b>90</b>	<b>100,00 %</b>

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

(Not Answered)	51	56,67
Management provides minimal information required for compliance, there is little or no dialogue with employee representatives over issues; and no impact on decision outcomes	3	3,33
Management provides information slightly beyond that required for compliance	4	4,44
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	15	16,67
Management provides information considerably beyond that required for compliance	4	4,44
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	3	3,33
Don't Know	10	11,11
<b>Total Responses</b>	<b>90</b>	<b>100,00 %</b>

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

(Not Answered)	2	2,22
Yes	39	43,33
No	31	34,44
Don't know	18	20,00
<b>Total Responses</b>	<b>90</b>	<b>100,00 %</b>

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


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(Not Answered)	3	3,33
Yes	10	11,11
No	47	52,22
Don't know	30	33,33
<b>Total Responses</b>	<b>90</b>	<b>100,00 %</b>

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


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(Not Answered)	1	1,11
Yes	53	58,89
No	13	14,44
Don't know	23	25,56
<b>Total Responses</b>	<b>90</b>	<b>100,00 %</b>

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


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(Not Answered)	20	22,22
All employees under a single arrangement	33	36,67
All employees, but with different arrangements for different groups	17	18,89
Some groups of employees under a single arrangement	13	14,44
Some groups of employees, but with different arrangements for different groups	6	6,67
Other	1	1,11
<b>Total Responses</b>	<b>90</b>	<b>100,00 %</b>

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


---

(Not Answered)	4	4,44
Emphasis on direct communication and consultation	35	38,89
Emphasis on indirect communication and consultation (e.g. through joint consultative committee or company council)	18	20,00
Equivalent emphasis on direct and indirect communication and consultation	33	36,67
<b>Total Responses</b>	<b>90</b>	<b>100,00 %</b>

**Which of the following statements comes closest to capturing the worldwide company's policy?**

(Not Answered)	37	41,11
There is no policy	3	3,33
Minimum compliance with legal requirements on employee information and consultation	16	17,78
To go somewhat further than legal requirements	21	23,33
To go considerably further than legal requirements	8	8,89
Don't know	5	5,56
<b>Total Responses</b>	<b>90</b>	<b>100,00 %</b>

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

(Not Answered)	2	2,22
Yes	70	77,78
No	15	16,67
Don't know	3	3,33
<b>Total Responses</b>	<b>90</b>	<b>100,00 %</b>

**Quality of products/services**

(Not Answered)	2	2,22
Poor	1	1,11
-	15	16,67
-	52	57,78
Outstanding	20	22,22
<b>Total Responses</b>	<b>90</b>	<b>100,00 %</b>

**Development of new products/services**

(Not Answered)	4	4,44
-	6	6,67
-	29	32,22
-	40	44,44
Outstanding	11	12,22
<b>Total Responses</b>	<b>90</b>	<b>100,00 %</b>



**Profit generation**

(Not Answered)	3	3,33
Poor	7	7,78
-	11	12,22
-	22	24,44
-	31	34,44
Outstanding	16	17,78
<b>Total Responses</b>	<b>90</b>	<b>100,00 %</b>

**Turnover**

(Not Answered)	3	3,33
Poor	1	1,11
-	13	14,44
-	28	31,11
-	32	35,56
Outstanding	13	14,44
<b>Total Responses</b>	<b>90</b>	<b>100,00 %</b>

**Count Percent**

**Market share**

(Not Answered)	4	4,44
Poor	2	2,22
-	14	15,56
-	22	24,44
-	36	40,00
Outstanding	12	13,33
<b>Total Responses</b>	<b>90</b>	<b>100,00 %</b>

**Ability to recruit essential employees**

(Not Answered)	2	2,22
-	3	3,33
-	25	27,78
-	47	52,22
Outstanding	13	14,44
<b>Total Responses</b>	<b>90</b>	<b>100,00 %</b>

**Ability to retain essential employees**

(Not Answered)	2	2,22
Poor	1	1,11
-	6	6,67
-	29	32,22
-	38	42,22
Outstanding	14	15,56
<b>Total Responses</b>	<b>90</b>	<b>100,00 %</b>

**Customer/client satisfaction**

(Not Answered)	3	3,33
-	3	3,33
-	26	28,89
-	52	57,78
Outstanding	6	6,67
<b>Total Responses</b>	<b>90</b>	<b>100,00 %</b>

**Manager - employees relations**

(Not Answered)	2	2,22
-	2	2,22
-	28	31,11
-	51	56,67
Outstanding	7	7,78
<b>Total Responses</b>	<b>90</b>	<b>100,00 %</b>

**General employee relations**

(Not Answered)	2	2,22
-	3	3,33
-	26	28,89
-	51	56,67
Outstanding	8	8,89
<b>Total Responses</b>	<b>90</b>	<b>100,00 %</b>

**The job satisfaction of the employees at [NAME] in Denmark?**

(Not Answered)	3	3,33
-	6	6,67
-	28	31,11
-	46	51,11
Outstanding	7	7,78
<b>Total Responses</b>	<b>90</b>	<b>100,00 %</b>

**The ability of [NAME] in Denmark to retain essential employees?**

(Not Answered)	2	2,22
-	8	8,89
-	18	20,00
-	46	51,11
Outstanding	16	17,78
<b>Total Responses</b>	<b>90</b>	<b>100,00 %</b>

**The overall performance of the [NAME] in Denmark**

(Not Answered)	3	3,33
Poor	2	2,22
-	3	3,33
-	31	34,44
-	43	47,78
Outstanding	8	8,89
<b>Total Responses</b>	<b>90</b>	<b>100,00 %</b>

**Do [NAME] in Denmark have international responsibility for one or more products or services on behalf of the worldwide company**

(Not Answered)	2	2,22
1	25	27,78
2	8	8,89
3	14	15,56
4	16	17,78
5	25	27,78
<b>Total Responses</b>	<b>90</b>	<b>100,00 %</b>

**Significant expertise in R&D within the worldwide company is generated in [NAME] in Denmark**

(Not Answered)	2	2,22
1	32	35,56
2	17	18,89
3	17	18,89
4	13	14,44
5	9	10,00
<b>Total Responses</b>	<b>90</b>	<b>100,00 %</b>

**How important is [NAME] in Denmark to the global performance of the parent company?**

**1=Not at all important, 2 = Of little importance, 3 = somewhat important, 4 = important, 5 = very important**

(Not Answered)	2	2,22
1	11	12,22
2	29	32,22
3	14	15,56
4	19	21,11
5	14	15,56
Don't know	1	1,11
<b>Total Responses</b>		<b>90 100,00 %</b>

**Has this level of importance changed over the past five years?  
1=Significantly decreased, 2=Slightly decreased, 3 = stayed about the same, 4 = slightly increased, 5 = significantly increased**

(Not Answered)	2	2,22
1	1	1,11
2	11	12,22
3	35	38,89
4	20	22,22
5	16	17,78
Don't know	5	5,56
<b>Total Responses</b>		<b>90 100,00 %</b>

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

(Not Answered)	4	4,44
Poor	1	1,11
-	3	3,33
-	31	34,44
-	42	46,67
Outstanding	9	10,00
<b>Total Responses</b>		<b>90 100,00 %</b>

**Please let us know if you are interested in ... Tick all that apply**

(Not Answered)	14	7,69
Receiving a report benchmarking the employment practices of your company relative to the rest of the Danish sample	67	36,81
Participating in a seminar where in-depth results of the worldwide survey will be presented by leading researchers within International Human Resource Management.	38	20,88
Receiving the full result report	63	34,62
<b>Total Responses</b>	<b>182</b>	<b>100,00 %</b>