# Employment Practices of Multinational Companies in Denmark

Supplementary Report

Appendix I: Questionnaires

Appendix II: Frequencies

Dana Minbaeva and Steen E. Navrbjerg

Copenhagen Business School
Department of Strategic Management and Globalization (SMG)
Copenhagen University
Employment Relations Research Centre (FAOS)

#### Content

APPENDIX I: QUESTIONNAIRES	
Questionnaire: Home-based – English version	5
Questionnaire : Foreign-based – English version	29
APPENDIX II: SURVEY-RESULTS	
Frequencies: Home-based	54
Frequencies : Foreign-based	98

Questionnaires

#### SURVEY OF EMPLOYMENT PRACTICES OF MULTINATIONAL COMPANIES

#### **OPERATING IN DENMARK**

Home-based – English version

SECTION A: INTRODUCTION Please select a language: English ...... Danish...... 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 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
A4. What is your job title?
HR/Personnel Director
A5. For which of the following policy levels do you have any HR responsibilities: Tick all that apply
Global HR policy
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
A8. Does [company name] in Denmark have?
1 site
6 or more sites $\square_3$
6 or more sites

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 $\square$ 1
100 – 499 employees $\square_2$
500 – 999 employees 🗆 3
1,000 – 4,999 employees
5,000 + employees
Don't know
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
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%
1-25%
26-50%
51-75% 4
76-100%
Don't know
A17. Is the worldwide company state or partly state owned?
Yes $\square_1$ No $\square_2$ Don't Know $\square_3$
A18. Is the worldwide company privately owned or are its shares publicly traded?
Privately owned $\square_1$ Publicly traded $\square_2$
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
$\Box_2$ A number of products and services but one of these accounts for between 70% and 90% of sales
$\Box_3$ A number of products and services but no single one of these accounts for more than 70% of sales
$\Box_4$ A range of unrelated products and services
$\square_5$ 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
□ <sub>5</sub> Don't know
A21. Is the worldwide company's most important product, service or brand (or group of products,
services or brands)?
Lieba NACAL (mantima adam).
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
Adapted to different regions of the world but standardised within them $\Box_2$ Standardised globally $\Box_3$
Don't know
DOIT ( KITOW \ 4
A22. Are any of the components, products and services of [company name] in Denmark produced fo
operations of the worldwide company based outside Denmark?
operations of the worldwide company based outside beninant.
Yes – all
Yes – some but not all
No – none
Don't know
□ <b>-</b>
A23. Do other parts of the worldwide company supply components, products or services to
[company name] in Denmark?
Yes
No
Don't know

#### **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	$\neg$	4
50 – 99	٦	5
100 – 249	ョ	6
250 – 499		
500 – 749	ಠ	8
750 – 999	ヿ	a
1000 – 2999	ಠ	10
3000 – 4999		
5000+		
Don't Know		

#### 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

1
2
3
4
5
6
7
8
a a
- 10
11
12
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 <u>in Denmark</u> monitored by management in a higher organizational level?
Help: By "a higher organizatonal 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
C3. On which of the following issues is information on the operating units <u>outside Denmark</u> 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.
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 $\Box_1 \Rightarrow$ Go to C5 No $\Box_2 \Rightarrow$ Go to C6 Don't know $\Box_3 \Rightarrow$ Go to C6

C5. Is there someone from outside Den	mark on this boo	ay/committee	• •		
Yes 🗆 1 No	🗆 2	Don't know	/□ <sub>3</sub>		
C6. Are HR managers from different cou	ıntries brought t	ogether in a s	systematic w	ay?	
Yes – on a global basis $\Box_1$ Yes – on	a regional basis	□ <sub>2</sub> No □ <sub>3</sub>	Don't knov	<b>v</b>	4
C7. How frequently does contact betwee of the following mechanisms:	en HR managers	in different o	countries tak	ce place th	rough any
	Weekly Monthly	/ Quarterly	Annually Ot	her Ad hoo	c Never
Regular meetings International Conferences Task Forces Virtual Groups e.g. conference calls	1	23 2	4	] <sub>5</sub>	$\begin{bmatrix} 6 & \cdots & 7 \\ 6 & \cdots & 7 \end{bmatrix}$
Now think about your company's approach	concerning its m	anagement of	employees.		
C8. To what extent do you agree or disa	agree with the fo	llowing state	ments.		
	Strongly [ Disagree	Disagree Neitl agree disag	nor	Strongly Agree	N/A Don't know
There is a worldwide approach covering al global operations		_		5	□ <sub>6</sub> □ <sub>7</sub>
There is a regional approach covering all European operations	1		34	5	□ <sub>6</sub> □ <sub>7</sub>
The development of a specific approach is left to international product, service of	or $\Box$				
brand based divisions  The development of a specific approach is left to national operating companies.					
The approach is really a mix of the tradition the different national operating comp	ns of				
Traditions in the country of origin have an overriding influence on the approach the management of employees	to				
C9. Have the operating companies outsi areas that have been taken up else	ewhere in the wo No in	Yes, a few parts	yes, in major	Yes, taken	Don't Know
Pay and performance management.			businesses ι Πα		П -
Training, development and	····· □ Ţ·····	L Z	– 3	4	5
organisational learning					
Employee involvement and commun					
Employee representation and consul	tation □ 1	🗆 <sub>2</sub>	🗆 3	🗆 4	🗆 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?					
For LOGFor MANAGERS		2			
IF <u>NEITHER</u> STAFF GROUP IS CODED ' IF ONLY <u>ONE</u> CODED 'YES' IF <u>BOTH</u> STAFF GROUPS ARE CODED		$\Rightarrow$ G	GO TO D7 GO TO D2 GO TO D2		
D2. Is a 'forced distribution' applied to [COMPANY NAME] in Denmark?	the results o	of appra	isals for the fo	ollowing em <sub>l</sub>	oloyee groups in
Help: By forced distribution we mean a certain e.g. 10% are poor performers, 70% are reason					e category or rating,
Please include formal and informal policy.					
For LOGFor MANAGERS	Yes .□₁ .□₁		□ ₃		
IF <u>NEITHER</u> STAFF GROUP IS CODED ' IF ONLY <u>ONE</u> CODED 'YES' IF <u>BOTH</u> STAFF GROUPS ARE CODED		$\Rightarrow$ G	GO TO D4 GO TO D3 GO TO D3		
D3. What is the top and bottom percel employee groups in [COMPANY NA			d distribution f	for each of t	he following
For LOG:For MANAGERS:	Top Top	%	6 Bottom 6 Bottom	% %	
Don't know (For managers To Don't know (For managers Bo Don't know (For LOG Top) Don't know (For LOG Bottom)	ottom) 1	1			
D4. Is a formal system of '360-degree' f				rmance of a	ny of these
For LOGFor MANAGERS	Yes	No .□ <sub>2</sub>	Don't know 3 3		

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

	in decisions	Yes, as an informal input in decisions	No	N/A Don't know	
For LOG					
For MANAGERS					
D6. Thinking about the MANAG are the following kinds			cale of 1-5 no	ow important	
are the following kinds	or periormance evalua				
	Not at all impo	rtant	Very imp	ortant Don't know	
Individual quantitative output targ	ets	2 3	4	5 ····	
(e.g. financial, numerical)					
Individual qualitative output targe	ts	2 3	4	5 ····	
(e.g. completion of a task)					
Group output targets		2	4 9	5 <sub>6</sub>	
(e.g. for site or business ur					
'Competences' or personal skills		2 3	4 5	5	
(e.g. leadership or innovation	•				
Behaviour in relation to corporate	e 'values'1		4 [5	56	
D7. Does [not answered] in De options to any employees			ofit sharing o	r share	
Approved employee sh acquires shares on behal Profit sharing refers to are dependent on the lev Share options is where	f of employees and pro rewards given to emplo rels of profit in the busi	vides employees with oyees in addition to m ness.	h part owners ormal salary	ship of the company. and bonuses which	
		5 " 0 1		<b>2</b> 44	
	share ownership No Don't Know	•	't Yes	re Options No Don't Know	
For LOG Name			1	2 3	
Employee	shara awnarshin	Profit Sharing	Shar	re Options	
	share ownership No Don't	Yes No Don		No Don't	
. 55	Know	Knov	-	Know	
For managers 1		1 2 3		2 3	
D8. Is there variable pay for the following groups in [COMPANY NAME] in Denmark?					
Help: By variable pay we mean meri	t pay, performance related	pay, performance related	d bonuses or pa	yment by results.	
	Voo N-	Don't 1/			
For LOGFor MANAGERS					
IF 'YES' FOR LOG AT D8, ASK I					

#### 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	Ve	ry important Don't know		
Individual perfor Work group perf		1	3	56		
(e.g. team or de	partmental performa	nce)1	🗀 3	$\square_5$ $\square_6$		
Organizational p		,				
(e.g. site, region	, company)			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 code	es 1-5 N/A	Don't know		
Relating pay levels in	[COMPANY NAME]	in Denmark				
to market comparate	tors (e.g. aiming to b	e in top quartile		$\Box_6$		
Employee share owne						
, ,	•	<u> </u>				
				6		
Performance appraisa	•					
For managers						
For LOG						
Variable payments scheme:         For managers						
For LOG						
1	2	3	4	5		
The operating companies	The operating	The operating companies	The operating	The operating		
outside Denmark have no	companies outside	outside Denmark have some	companies outside	companies outside		
discretion (must implement	Denmark have a little discretion.	discretion (can develop policy within the	Denmark have quite a lot of discretion.	Denmark have full		
policy set by a higher organisational level such as	discretion.	guidelines/framework set by a	iol of discretion.	discretion (can set own policy).		
corporate or regional HQ).		higher organisational level).		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 code	s 1-5 N/A	Don't know
Relating pay levels in [0	COMPANY NAME] ir	n Denmark		
to market comparate	ors (e.g. aiming to be	in top quartile		$\Box_6$
Employee share owners				
	•	<u> </u>		$\Box_{\epsilon}$
Performance appraisal				······································
• • •	•		<sub>7</sub>	
			<del></del>	<del></del>
	GERS			
. 6. 26 6				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.			ay bill in <i>[COMPANY l</i> over the past 12 mo		vas spent on training and
	Up to Over Over	1% 1% and less than 4% 4% Know	2 6 3 4		
E2.	Thinking of [Cosenior manage		nmark is there a for	mal system of suc	cession planning for
	Yes ii No	n some operations		3 4	
E3.	Is this system	also used in other	parts of the worldw	ide company?	
	Yes ii No	n all operations n some operations Know	2 3		
E4.			k have a manageme Itentials' or senior n		ogramme specifically tial?
	Yes ii No	n some operations	$ \begin{array}{ccc} & & \Rightarrow Go \text{ to E} \\ & & & \Rightarrow Go \text{ to E} \\ & & & \Rightarrow Go \text{ to E} \\ & & & \Rightarrow Go \text{ to E} \\ & & & & \Rightarrow Go \text{ to E} \end{array} $	5 6	
E5.	Is this system	also used in other	parts of the worldw	ide company?	
	Yes ii No	n all operations n some operations Know	2 3		
E6.		ely are each of the f [COMPANY NAME] in	ollowing techniques Denmark?	s used for the deve	elopment of these
	1	2	3	4	5
N	ot used at all	A little use	Some use	Used quite extensively	Used very extensively
Sho	ort term Internation	onal assignments (12	2 months or less)		6
Lon	g term internation	onal assignments (mo	ore than 12 months)		6
For	mal global mana	gement training	····· <u> </u>		6
Ass	•	ormance against a se competencies	•		
Qua	alifications progr	amme (e.g. MBA,			6

E7.	term assi		rom the compa more than 12 m Irpose.						
	Type 0 if i	none.							
		in this question r nment in Denman	efers to employee k.	s from oper	ating compa	anies outside	e Denmar	k who are	currently
N	umber	2	Don't kno	w	]1				
E8.	more tha		rom <i>[COMPANY  </i> ssignments ov irpose.						
	Type 0 if i	none.							
			efers to employee orldwide company		npany's ορε	erations in De	enmark w	rho are cui	rrently on
N	umber	2	Don't kno	w	]1				
E9. T	o what ex		ree with each o	of the follo	wing state	ements for	LOG in	[COMPA	NY <b>N</b> AME <b>]</b> in
	20	•••		Strongly Disagree	Disagree	Neither agree nor disagree	Agree	Strongly Agree	Don't know
gaine	ed on the jo		e able than off-the ment			□ ₃	🗆 4	🗆 5	□ 6
		aining is critical		_		_			_
deve	loping or re	etaining key skil	ls in this compar	ny⊔ <sub>1</sub>		□ 3	□ 4	□ 5	🗆 6
E10.			gree with each	of the foll	owing sta	tements fo	or MANA	GERS ir	COMPANY
	NAME	in Denmark:		<u> </u>	Disagree	Neither	Agree		1
				Disagree		agree nor disagree		Agree	know
Our	company fa	vours internal p	romotion over			-			
exter	nal manage	ement recruitme	ent	🗆 1	🗆 <sub>2</sub>	🗆 3	🗆 4	🗆 5	□ 6
Interr	national exp	perience is a ke	y criterion						
for ca	areer progr	ession at senio	levels	🗆 <sub>1</sub>	🗆 <sub>2</sub>	🗆 з	🗆 4	🗆 5	🗆 6
interr	national lev	el. By this we n	d about the mecl nean mechanism to transfer know.	ns used to	create nev	v knowledg	e involvi	ng MANA	
E11.	Thinking o	of [COMPANY NA	мЕ]in Denmark	is there a	formal po	olicy on or	ganisati	onal lear	ning?
Ye Ne	es in some	operations	$ \begin{array}{ccc}                                   $	12 13					

E12. Is	s this system also used in other parts of the worldwide con	npany?			
	Yes in all operations				
IF ANS	SWERED "YES" TO E12:				
	o what extent is the organizational learning policy for the [worldwide company similar?	COMPANY	NAME	in Denma	rk and the
	Not at all similar			Highly simila	Don't know
		Вз	4	5	6
	Thinking about managers, do <i>[COMPANY NAME]</i> in Denmark uinternational organisational learning?	ise any o	f the fo	ollowing to	facilitate
	g g	Yes	<b>;</b>	No L	Don't Know
Е	Expatriate assignments			2	🔲 3
lı	International project groups or task forces			2	3
lı	International formal committees'			2	🔲 3
lı	International informal networks			2	3
	Secondments to other organisations internationally (e.g. to suppliers, customers, universities, private R&D facilities)	) □ 1		2	🔲 3
[ONLY	ASK E15 IF MORE THAN ONE 'YES' CODED IN E14. OTHE	RWISE G	о то	E16]	
	Which of these is the most important international organisa MANAGERS within <i>[COMPANY NAME]</i> in Denmark?	ational lea	arning	mechanis	m used by
E	Expatriate assignments				
lı	International project groups or task forces				
lı	International formal committees'				
lı	International informal networks				
S	Secondments to other organisations internationally				
	(e.g. to suppliers, customers, universities, private R&D facilities)				
	Don't know	🗌 6			

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 cod	es 1-5 Do Kn	on t N/A OW			
Training and develo	ppment policy			] <sub>6</sub> 7			
Policy on organisat	ional learning			] <sub>6</sub> <sub>7</sub>			
Policy on succession	on planning for senio	or managers		]67			
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 cod	es 1-5 Do Kn	on't N/A ow			
Training and develo	opment policy	<u> </u>		]67			

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.

N I / A

#### 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 NAME] in Denmar		e following practices in re	elation to the	e LOG in <i>[</i>	COMPANY
				Yes	No	Don't Know
			mployees have responsibilit out a set of tasks		2	3
		ployees discuss issu ich as problem-solvi	es of quality, production or			
				1	2	3
F2.	Which of the follow [COMPANY NAME]		corresponds to the pattern	n of employe	e involve	ment in
	An identical or sim	ilar pattern exists ac	ross all or most sites			🔲 1
	All or most sites ha	ave involvement sys	tems, but they differ from si	te to site		🔲 2
	Some sites have in	nvolvement systems	while others do not			🔲 3
	Not applicable (1 s	site only in Denmark				🔲 4
	Don't Know					5
	How important hav t have been taken u		ving been in providing ex E] in Denmark?	amples of e	mployee ii	nvolvement
			Not drawn on at all			e of very ant examples
Spe	cific practices elsewl	here in the worldwide	Э		·	·
com	npany		1	□ <sub>2</sub> □	3 🗆 4	🗆 <sub>5</sub>
	mal model of good pi		·	_		Ü
	• .		1	□ 2 □	3 🗆 4	🗆 5
	Does [COMPANY NA		eamwork or other employ	ee involvem	ent practi	ces in your
	Yes 🗆 1	No 🗆 2	Don't Know □ 3			
F5.	Would you say that	practices in relation	on to employee involveme	ent in the wo	orldwide c	ompany are:
\/or	y similar across all o	nerations	1			
	adly similar but with					
			ariations 🗆 3			
	ly diverse		4			
			🗆 5			
Dor	i't know		□ 6			
F6.			roject teams or task force ss more than one operat			ees other
	Yes 🗆 1	No 🗆 2	N/A 🗆 3	Don't k	ر ــــــــــــــــــــــــــــــــــــ	4
IF F	F6 = YES ASK F7; IF	NO, N/A OR DK GO	) TO F9			

F7. Do these groups in Denmark also in	nclude employees from out	tside Denmark	?	
Yes	2 NA 🗆 3	Don't Kr	າow 🗆	4
IF F7 = YES ASK F8; IF NO GO TO F9				
F8. How common is the cross-national	structure of these teams?			
	Very rare		•	common
		🗆 3 🗆 4	🗆 5	
F9. Which of the following communica [COMPANY NAME] in Denmark?	ation mechanisms are regu	-		
		Yes	No	Don't Know
Meetings between senior MANAGERS				
and the whole of the work force			2	3
Meetings between line MANAGERS or su (sometimes called briefing groups)		🔲 1	2	3
Attitude or opinion surveys		🔲 1	2	3
Suggestion schemes		🔲 1	2	3
Systematic use of management chain to o	cascade information	🔲 1	2	3
Newsletters or emails		🔲 1	2	
A company intranet providing information	to employees'	🔲 1	2	3
F10. Which of the following types of in NAME] in Denmark?	nformation is regularly prov		G withir	n [COMPANY
		Yes	No	Don't Know
Financial position of the company				
Investment plan for the company		<del></del>	_	<del></del> -
Staffing plans for the company			2	3
F11. Which of the following types of in NAME] about the worldwide comp		rided to the LO	G withir	n [COMPANY
		Yes	No	Don't Know
Financial position of the company		🔲 1	2	3
Investment plan for the company		🔲 1	2	3
Staffing plans for the company		1	2	3
F12. Are there project teams or task fo function across more than one o				S that
Yes	2 N/A 🗆 3	Don't Kr	າow □	4

discretion over the communication p	ne determination of	nt do the operating com the following aspects on the following aspects on the following the followin		
. •	•	Use codes ?	1-5 Don't Know	N/A
Involvement of emplo e.g. team work		s, groups	6	7
Attitude or opinion su	rveys		6	7
Suggestion schemes			·····           6	7
Provision of informati	on 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...

The operating company	y in Denmark have.					
		Use codes	1-5 Don't Know	N/A		
Involvement of emplo e.g. team work		s,  roups	6	7		
Attitude or opinion sur	rveys		6	7		
Suggestion schemes			6	7		
Provision of information to employees						
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
Not in favour of union recognition
Neutral towards union recognition
G2. Thinking of the company's operations outside Denmark, which of the following statements comes closest to capturing your policy towards trade unions?
comes closest to capturing your policy towards trade differing
There is no policy
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
It is general policy to bargain with trade unions,
either directly or indirectly through an employers' association
Don't Know
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
All sites in the Danish operations
Most sites in the Danish operations
Some sites in the Danish operations
The company's single Danish site $\square_5$
ASK G4 IF CODE 2,3, 4 OR 5 AT G3 IF CODE 1 AT G1 G0 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
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
At Danish company's single Danish site
Covering more than one, but not all Danish sites
At individual site level
At industry level, covering more than one employer
There is no collective bargaining over pay

		de unions in <i>[Comp</i> enerally adopt?	ANY NAME] in Den	mark, what app	proach do t	the trade union
An adver	rsarial approach. ds on the issue					
		4 OR 5 AT G3 (I.E.				,
	g matters relati		,		9	
[	1	2	2	4		5
	Management decides on its own		Management consults union representatives		decide with	gement es jointly union entatives
			1 2	2 3	4	5 Don't know
W	ork organisation			2 🗆 3	🗆 4	□ 5 □ 6
Su	ıb-contracting an	d outsourcing		2 □ 3	🗆 <sub>4</sub>	□ 5 □ 6
Va	riable payments	schemes		2······ 🗆 3 ······	🗆 <sub>4</sub>	□ <sub>5</sub> □ <sub>6</sub>
ln-	work training/ up	grading skills	🗆 <sub>1</sub> 🗆	2 🗆 3	🗆 4	□ 5 ····· □ 6
Dir	rect employee in	volvement schemes	🗆 <sub>1</sub> 🗆	2 🗆 3	🗆 4 ·······	□ 5 □ 6
over the	setting of police	low, to what extent by on relations with es outside Denmar	trade unions?	npanies outsid	le Denmark	have discretion
			Use	codes 1-5	Don't Know	N/A
Unior	recognition		<u></u>			
Scope	e of union involv	ement in decision-m				<del></del>
To wh	nat extent do ope	erating companies or	utside			
Denm	nark have discret	tion over determining	)			
emplo	oyee consultation	n policy	<u> </u>		6	7
1		2	3	4		5
outside discretion policy s organisat	erating companies Denmark have no n (must implement set by a higher tional level such as e or regional HQ).	The operating companies outside Denmark have a little discretion.	The operating compani outside Denmark have discretion (can develop within the guidelines/framework s higher organisational le	some companies Denmark l lot of discr	s outside have quite a	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 be setting the following e The operating company	lements of policy tr		ME] in Denmark have	discretion over				
The operating compan	ly ili Dellillark ilave.	Use codes	1-5 Don't Know	N/A				
Union recognition			□6	$\square_7$				
ŭ		naking						
To what extent do op		<del>-</del>						
Denmark have discre	• .							
			П	$\Box_{\tau}$				
omployee concuration	,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,			······································				
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 comparin Denmark have full discretion (can set ow 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								
in [COMPANY NAME] in [	Denmark for the pur	management and represo rpose of information pro a year. By "this level" we	vision and consulta	tion?				
		ives from all the units in Do		ic Burnon rig				
Yes $\square$ 1	No 🗆 2	Don't Know □ 3						
ASK G11 IF YES AT G1	10 [IF NO GO TO G	12]						
G11. Do these meeting	s cover?							
		ts for different groups						
Some groups of employ	ees under a single a	rrangement		3				
	ees, but with differen	it arrangements for differe	•					
Other				5				
		est describes manageme s for communicating and						
	communication and out	consultationd consultation		1				
		e or company council) ect communication and co						
		experience of operating visits) that are required in						
Yes □₁ N	lo 🗆 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
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 $\square$ 1 No $\square$ 2 Don't Know $\square$ 3
G16. Is there a European Works Council (EWC) or similar European-level structure which covers [COMPANY NAME] in Denmark?
Yes $\Box_1 \Rightarrow$ Go to G17 No $\Box_2 \Rightarrow$ Go to H1 Don't Know $\Box_3 \Rightarrow$ 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
Management provides information slightly beyond that required for compliance $\ \square$ 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
Management provides information considerably beyond that required for compliance $\ \square$ $_4$
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
Don't Know
G18. Do you receive information about the activity and meetings of the EWC?
Systematically at the time of EWC meetings

#### Section H: Company Performance

This is the final section of the questionnaire.

H1. How would you compare performance of the with that of other competitors in your sector?	[not answered] in De	nmark over the past three years
	Poor	Outstanding
Quality of products/services	□1□ 2	□ 3 □ 4 □ 5
Development of new products/services	□1□ 2	□ 3 □ 4 □ 5
Profit generation	□1□ 2	□ 3 □ 4 □ 5
Turnover	□1□ 2	□ 3□ 4□ 5
Market share		□ 3 □ 4 □ 5
Ability to recruit essential employees	□1□ 2	3 4 5
Ability to retain essential employees		3 4 5
Customer/client satisfaction		3 4 5
Manager-employees relations		3
General employee relations		3 5
H2. Please rate the following series of statements within the worldwide company.	s about the role of the	e operations outside Denmark
1 = strongly disagree 2 = disagree 3 = neither agree nor disagree 4 = agree 5 = strongly agree		
The operations outside Denmark have international r behalf of the worldwide company	esponsibility for one or	more products or services on
	□ 3 □ 4	🗆 5
Significant expertise in R&D within the worldwide cor	npany is generated ou	tside Denmark operations
□1 □ 2	□ 3 □ 4	🗆 5
H3. How important is/are your overseas subsidiparent company?	iary/subsidiaries to th	ne global performance of the
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 t	he past five years?	
Significantly decreased 1		
Slightly decreased 2		
Stayed about the same		
Slightly increased		
Significantly increased 5  Don't know		

H5. How would you assess?					
	Poor			Outstanding	
The job satisfaction of the employees at [COMPANY NAME] in Denmark? The ability of [COMPANY NAME] in	□ <sub>1</sub>	☐ 2	□ 3	. 🗆 4 🗆 5	
Denmark to retain essential employees? The overall performance of the					
[COMPANY NAME] in Denmark?	□1	□ 2	3	. 🗆 4 🗆 5	
H6. How is the performance of the [COMP	ANY <b>N</b> AME <b>]</b> in	Denmark relat	tive to compet	titors?	
Poor			Outstanding		
□1 □ 2	□ 3	. 🗆 4	🗆 5		
H7. Please rank the importance of the fol or new mandates for your <i>[COMPANY NAM</i> 1 being the most important factor and 7 t	<i>E]</i> in Denmarl	k?		on new investments	•
Labora Alla Pal III			Rank		
Labour Availability					
Labour costs  The industrial relations climate					
Overall operating costs					
(NB should be: General infrastructure	(e.g. transpor	tation)			
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 t	for taking the t	ime to participa	ate in this study	<i>/</i> .	
Please let us know if you are interested in Tick all that apply	n				
☐ 1 Receiving a report benchmarking the emploanish sample ☐ 1 Participating in a seminar where in-deptheresearchers within International Human Result Receiving the full result report	results of the	worldwide sur			те
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 ...... 1 Danish..... 2 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...... 1 No ...... 2 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
A6. What is your job title?
HR/Personnel Director
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
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
A10. Does [company name] in Denmark have?
1 site
A11. What is the total number of employees worldwide including Denmark by headcount?
Up to 99 employees

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
Individuals from other parts of the world-wide company? i.e. outside Denmark but not the country of origin
None
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%
Yes 1 No
A22. Is the worldwide company privately owned or are its shares publicly traded?
Privately owned
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
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

	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
	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

#### **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	Ī <sub>5</sub>
100 – 249	Ī6
250 – 499	Ī <sub>7</sub>
500 – 749	֧֝֝֡֟֝֝֝֝֟֝ <u>֚</u>
750 – 999	آه
1000 – 2999	์ โก
3000 – 4999	Ī.,
F000	] ] <sub>12</sub>
Don't Know	112
<u> </u>	

#### 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

<u></u>
0
1 – 9
10 – 24
25 – 49
50 − 99 <sub>5</sub>
100 – 249
250 – 499
500 − 749
750 – 999
v
1000 – 2999
3000 – 4999 <sub>11</sub>
5000+
Don't Know
DOIT ( KITOW

#### 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 <u>in Denmark</u> monitored by management <u>outside of</u> 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.
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□ → Go to C4 No□ ⇒ Go to C5 Don't know□ ⇒ Go to C5
C4. Is there someone from Denmark on this body/committee?
Yes
C5. Are HR managers from different countries brought together in a systematic way?
Yes – on a global basis $\ \square_1$ Yes – on a regional basis $\ \square_2$ No $\ \square_3$ Don't know
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 $1$ $2$ $3$ $4$ $5$ $6$ $7$ International Conferences $1$ $2$ $3$ $4$ $5$ $6$ $7$ Task Forces $1$ $2$ $3$ $4$ $5$ $6$ $7$ Virtual Groups e.g. conference calls $1$ $2$ $2$ $4$ $5$ $6$ $7$

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			3	4		. □ 6 .	
There is a regional approach covering all European operations			3	4	□ 5	. □ 6 .	
The development of a specific approach is left to international product, service or brand based divisions		🔲 2	3	🔲 4		. □ 6 .	
The development of a specific approach is left to national operating companies		🔲 2	3	4	□ 5	.□6.	
The approach is really a mix of the traditions of the different national operating companies	<u> </u>	🔲 2	3	4		. □ 6 ·	
Traditions in the country of origin have an overriding influence on the approach to the management of employees		□2	3	□4		. □ 6 .	□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 majo business	or	,	Dor Kno	
Pay and performance management	🔲 1 .	2		3	🔲 4	[	<u></u>
Training, development and organisational							
learning	🔲 1 .	2		3	🔲 4	[	<u></u>
Employee involvement and communication	🔲 1 .	2		3	🔲 4	[	<u></u>
Employee representation and consultation	🔲 1 .	2		3	🔲 4	[	<u></u>

### SECTION D. PAY AND PERFORMANCE MANAGEMENT

D1.	Is there a system of	f regular forma	l appraisal	for each	of the fo	llowing g	groups of	emplo	yees in
	[COMPANY NAME] in	Denmark?							

For LOG For managers  IF NEITHER STAFF GROUP IS CO	1	No Don't know 3 3 3 ⇒ GO TO D7	
IF ONLY <u>ONE</u> CODED 'YES' IF <u>BOTH</u> STAFF GROUPS ARE CO		⇒ GO TO D2 ⇒ GO TO D2	
D2. Is a 'forced distribution' appli [COMPANY NAME] in Denmark		s of appraisals for the	following employee groups in
Help: By forced distribution we mean a certain 10% are poor performers, 70% are reason			
Please include formal and informal police			
For LOG	Yes 		
IF <u>NEITHER</u> STAFF GROUP IS CO IF ONLY <u>ONE</u> CODED 'YES'		⇒ GO TO D4 ⇒ GO TO D3	
IF <u>BOTH</u> STAFF GROUPS ARE CO	DED YES	⇒ GO TO D3	
D3. What is the top and bottom pemployee groups in [COMPA			for each of the following
For LOG:			
For LOG:For managers:			
	Top p)□ <sub>1</sub> ttom)□ <sub>1</sub>		
For managers:  Don't know (For managers To Don't know (For managers Bo Don't know (For LOG Top)	p)1 ttom) 1 1 1	% Bottom	%
Don't know (For managers To Don't know (For managers Bo Don't know (For LOG Top) Don't know (For LOG Bottom)  D4. Is a formal system of '360-deg	p)1  ttom)		%
Don't know (For managers To Don't know (For managers Bo Don't know (For LOG Top) Don't know (For LOG Bottom)  D4. Is a formal system of '360-deg groups of employees in [COMI	p)1 ttom)	sed in evaluating perfenmark?  No Don't know	%
Don't know (For managers To Don't know (For managers Bo Don't know (For LOG Top) Don't know (For LOG Bottom)  D4. Is a formal system of '360-deg groups of employees in [Coming to the complex to th	p)1  ttom)	sed in evaluating perfenmark?  No Don't know	%
Don't know (For managers To Don't know (For managers Bo Don't know (For LOG Top) Don't know (For LOG Bottom)  D4. Is a formal system of '360-deg groups of employees in [COMI [CODE ONE FOR EACH GROUP]	p)	No Don't know  2 3 3 3 3 5 5 5 6 4 3 5 10 4 5 10 6 10 6 10 6 10 6 10 6 10 6 10 6 10	% ormance of any of these
Don't know (For managers To Don't know (For managers Bo Don't know (For LOG Top) Don't know (For LOG Bottom)  D4. Is a formal system of '360-deg groups of employees in [COMI [CODE ONE FOR EACH GROUP]  For LOG	p)	No Don't know  2 3 3 5 5 6 d as inputs in decision with the control of the contro	ormance of any of these  ons on redundancy and  No N/A Don't know
Don't know (For managers To Don't know (For managers Bo Don't know (For LOG Top) Don't know (For LOG Bottom)  D4. Is a formal system of '360-deg groups of employees in [COMI [CODE ONE FOR EACH GROUP]  For LOG	p)	No Don't know  2 3  Sed as inputs in decisions	ormance of any of these  ons on redundancy and  No N/A Don't know

# D6. Thinking about the <u>MANAGERS</u> in *[Company Name]* in Denmark, on a scale of 1-5 how important are the following kinds of performance evaluation?

			Not at	all importa	ant			Very import	ant [	Don't know
Individual <u>quantitative</u> (e.g. financial, nu		gets					]3	<b>□</b> 4 ······ <b>□</b> 5 ··		6
Individual qualitative or		ets		. □ 1			]3	] <sub>4</sub> ] <sub>5</sub>		6
(e.g. completion	of a task)									
Group output targets				. □ 1	🔲 2		]3	] <sub>4</sub> ] <sub>5</sub>		6
(e.g. for site or be	usiness u	nit)								
'Competences' or person				. □ 1	🔲 2		]3	<b>]</b> 4 <b>]</b> 5		6
(e.g. leadership o			•							
Behaviour in relation to	corporat	e 'values		. □ 1	2		3	<b>」</b> 4 ······ <b>□</b> 5···		6
D7. Does [Company options to any e						owners	ship, prof	fit sharing c	or sha	are
<ol> <li>Approved emple acquires shares</li> <li>Profit sharing redependent on the share options in the share options in the share options in the share options.</li> </ol>	on behall refers to re ne levels d is where e	f of empl ewards g of profit in employee	loyees and given to en n the busir	d provide nployees ness. en the op	es emplo s in addi otion of l	oyees w ition to i	vith part o normal sa company	wnership of lary and bor	the conuses	ompany. which are a reduced ra
	Yes	No	Don't Know		Yes	No	Don't Know	Yes	No	Don't Know
For LOG			_		. 🗆 1	. 🗆 。	_			
	,,,,,	2							. Ш 2.	
			ownership		<i>Prot</i> Yes	fit Shari	ing Don't	Share		
	Yes	No	Don't Know		165	INO	Don't Know	Yes	INO	Don't Know
For managers	🔲 1	2	3		. 🗌 1	2	3	1	2.	□3
D8. Is there variable p	ay for th	e follow	ing group	s in <i>[C</i>	OMPANY	NAME]	in Denma	ark?		
Help: By variable pay we mean	merit pay,	performa	ance related	d pay, pe	rformanc	e related	d bonuses	or payment b	y resu	ılts.
		Yes		No	Do	n't Kno	w			
For [LOG Name] For managers		_								
IF 'YES' FOR LOG AT	D8, ASK	D9, IF 'N	IO', GO T	O 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	•	important Don't know	
ndividual performance 1 2 3 4 5					
Work group performand					
(e.g. team or departmer	ntal performance)	1 2	3 4	56	
Organizational performa					
(e.g. site, region, compa	any)		3	56	
D10. To what extent d		E] <u>in Denmark</u> have disc e policy?	cretion over the dete	ermination of the	
Use codes 1-5 from Aspect of pay and perfo	ormance policy	Use codes	s 1-5 N/A	Don't know	
Employee share owners [COMPANY NAME]	ors (e.g. aiming to be ship schemes in in Denmark	n Denmark in top quartile	_	<del>_</del>	
Performance appraisal	•				
			<del></del>	<del></del> :	
For LOG.					
	GERS				
1	2	3	4	5	
The <b>[COMPANY NAME]</b> 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 <b>[COMPANY NAME]</b> in Denmark has some discretion (can develop policy within the guidelines/ framework set by a higher organisational level).	The <b>[COMPANY NAME]</b> 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.			ill in <i>[COMPANY NAMI</i> r the past 12 months		spent on training and
	Up to 1% Over 1% Over 4%	and less than 4%	2 3 4		
E2.	Thinking of <i>[COMP</i> senior managers		ark is there a formal	system of success	sion planning for
	Yes in so No Don't Kno	operations me operations ow.	$ \begin{array}{ccc} \overline{\square}_2 & \Rightarrow \text{Go to E3} \\ \overline{\square}_3 & \Rightarrow \text{Go to E4} \\ \overline{\square}_4 & \Rightarrow \text{Go to E4} \end{array} $		
E3.	Is this system als	o used in other par	ts of the worldwide	company?	
	Yes in so No	operations me operations			
E4.			ve a management d tials' or senior mana		
	Yes in so No	operations me operations	$ _{2} \Rightarrow Go \text{ to E5}$ $ _{3} \Rightarrow Go \text{ to E6}$		
E5.	Is this system als	o used in other par	ts of the worldwide	company?	
	Yes in all Yes in so No Don't Kno	operations me operationsow.	□1 □2 □3 □4 wing techniques us		ment of these
		OMPANY NAME] in Der			,
-	Not used at all	2 A little use	3 Some use	Used quite	5 Used very
	Not used at all	A little use	Some use	extensively	extensively
Tec	hnique		Use co	kn	on't ow N/A
٥.			Enter one	·	
			onths or less)		
			than 12 months)		
					<u>6</u> 7
Ass	•	ance against a set of npetencies	global		<u></u>
Qua	alifications programn professional quali				] <sub>6</sub> 7

E7. How many expatriates from the company assignments (i.e. more than 12 months) assignments for any purpose.						
Type 0 if none.						
Help: Expatriates in this question refers to employees from on assignment in Denmark.	operating c	ompanies d	outside Denn	ark who	are currer	ntly working
Number Don't know	1					
E8. How many expatriates from [COMPANY NAM more than 12 months) assignments over assignments for any purpose.						term (i.e.
Type 0 if none.						
Help: Expatriates in this question refers to employees of the assignment in operations of the worldwide company a		s operations	s in Denmark	who are	currently	on
Number Don't know	□1					
E9. To what extent do you agree with each of Denmark:	the follow	wing state	ements for	LOG in	[COMPAN	<i>IY <b>N</b>AME]</i> in
	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-classroom training and development		□ 2	🗆 3	□ 4	□ 5	🗆 6
developing or retaining key skills in this company	y□ <sub>1</sub>	2 ·····	🗆 з	□ 4	□ 5	🗆 6
E10. To what extent do you agree with each on NAME] in Denmark:	of the follo	owing stat	tements fo	r MANA	GERS in	[COMPANY
	Strongly Disagree	Disagree	Neither agree nor disagree	Agree	Strongly Agree	Don't know
Our company favours internal promotion over external management recruitment	🗆 1 ······	□ 2	🗆 з	□ 4	🗆 5	□ 6
for career progression at senior levels	🗆 1	🗆 2	🗆 з	🗆 4	🗆 5	□ 6

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?

	es in all operations
	es in some operations $\square_2 \Rightarrow$ Go to E12
	on't Know
E12. I	s this system also used in other parts of the worldwide company?
Υe	es in all operations 1 Yes in some operations 2 No 3 Don't Know 4
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
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
	International project groups or task forces
	International formal committees' $\square_1$ $\square_2$ $\square_3$
	International informal networks
	Secondments to other organisations internationally
	(e.g. to suppliers, customers, universities, private R&D facilities) 1
[ONL	Y 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
	International project groups or task forces
	International formal committees'
	International informal networks
	Secondments to other organisations internationally
	(e.g. to suppliers, customers, universities, private R&D facilities) □₅
	Don't know

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

The operating company in Denmark have...

		Use cod	es 1-5 Do Kn	•••
Training and develop	ment policy	·····		] <sub>6</sub> 7
Policy on organisation	nal learning			] <sub>6</sub> 7
Policy on succession	planning for senior r	managers		] <sub>6</sub> 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 <b>[COMPANY NAME]</b> in Denmark has a little discretion.	The <b>[COMPANY NAME]</b> in Denmark has some discretion (can develop policy within the guidelines/ framework set by a higher organisational level).	The <b>[COMPANY NAME]</b> in Denmark has quite a lot of discretion.	The <b>[COMPANY NAME]</b> 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 NAME] in Denmar		e following practices in relation	to the LOG in	I [COMPANY
			Yes	s No	Don't Know
	Formally designat	ed teams in which er	mployees have		
	responsibility for o	organising their work	and carrying out a set of tasks $\square_1$	12	
	service delivery su	ich as problem-solvi			
	continuous improv	ement groups	□1	12	
F2.	Which of the follow [COMPANY NAME]		corresponds to the pattern of em	iployee involv	ement in
	An identical or sim	nilar pattern exists ac	cross all or most sites		
	All or most sites h	ave involvement sys	tems, but they differ from site to sit	te	 
		•	while others do not		<del></del>
		•	]		<del></del>
		•			<b>—</b> ·
	How important hav It have been taken u		-		
			Not drawn on at all		rce of v. ortant examples
Sne	ecific practices elsew	here in the worldwide	511 511 5111	impe	mani examples
-	•				. П.
	mal model of good p		□ 1 □ 2	🗆 3 🗀 4	, □ 5
			□ 1		
	ampies diawn nom o			□ 3 □ 4	, □ 5
	Does the [COMPAN ur operating compan		se teamwork or other employee in	involvement	practices in
	Yes 🗆 1	No 2	Don't Know □ 3		
F5.	Would you say that	t practices in relation	on to employee involvement in th	he worldwide	company are:
	ry similar across all o		□1		
	adly similar but with				
			ariations 🗆 3		
	rly diverse				
Do	ry diverse n't know		5 6		
			oroject teams or task forces, em e than one operating unit in Deni		oyees other
	Yes 🗆 <sub>1</sub>	No 🗆 2	N/A 🗆 3	on't Know	<b>4</b>
IF I	F6 = VES ASK F7: IF	NO N/A OR DK CO	) TO F9		

F7. D			ıde employees from oı N/A □ ₃		í <b>?</b> now□	4
IF F7	= YES ASK F8; IF	_	Ç			
F8. H	ow common is the	e cross-national str	ucture of these teams?	?		
		V	/ery rare		Very	common
			·····	🗆 3 🗀 4	🗆 5	
F9. V	Which of the follow [COMPANY NAME]		n mechanisms are reg	ularly used for t	he LOG	within
				Yes	No	Don't Know
	=	r MANAGERS and th	e whole of the			3
Meet		anagers or superviso				
Λttitu						
				<del></del>		<del></del> -
			ade information	<b>—</b> ·		
News	sletters or emails				2	3
A cor	npany intranet provi	iding information to e	mployees'	1	2	
F10.	Which of the follo NAME] in Denmark		mation is regularly pro	ovided to the LC	)G withi	n [COMPANY
				Yes	No	Don't Know
	•			<del></del>	_	<del></del> -
	Starring plans for tr	ne company		1	2	
F11.		wing types of inform worldwide company	mation is regularly pro y?	ovided to the LC	)G within	I [COMPANY
				Yes		Don't Know
	Statiling plans for th	ie company		1	∟2	
F12.			s embracing employee , used in foreign opera		anagers	that function
	Yes 🗆 1	No 🗆 <sub>2</sub>	NA 🗆 3	Don't K	now 🗆	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 code		Don't Not Know Applicable
Involvement of employees e.g. team work or p		oups		☐ 67
Attitude or opinion survey. Suggestion schemes.				
Provision of information to	employees			67
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.

NAME] in Denmark?
In favour of union recognition
G2. Thinking of the LOG in [COMPANY NAME] in Denmark, are trade unions recognised for the purpose of collective employee representation at?
No sites in the Danish operations
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
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
G5. Thinking about trade unions in the [COMPANY NAME] in Denmark, what approach do the trade union representatives generally adopt?
A cooperative approach

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 -	1 2			
	1 Management	2	2 Management	4	Manage Manage	
	Management decides on its own		Management consults union representatives		Manage decides with u represer	jointly nion
			1 2	3	4 5	5 Don't know
Wor	k organisation		🗆 1 🗀 2	🗆 3	. 🗆 4	5 🗆 6
Vari	able payments so	hemes	1		. 🗆 4	5 🗆 <sub>6</sub>
In-w	ork training/ upgra	ading skills		🗆 з	. 🗆 <sub>4</sub>	5 ····· 🗆 6
Dire	ct employee invol	vement				
:	schemes			🗆 <sub>3</sub>	. □ 4 □	5 🗆 6
_	_	ments of policy in Denmark have				
			Use co	des 1-5	Don't Know	Not Applicable
Union re	cognition			. 6	7	
-			king		6	7
		[COMPANY NAME]				
		cretion over deter				
-	imployee consulta	ation policy?				7
	1	2	3	4		5
no discretion policy set but organisation	NAME] in Denmark has on (must implement y a higher nal level such as or regional HQ).	[COMPANY NAME] in Denmark has a little discretion.	[COMPANY NAME] in Denmar has some discretion (can develop policy within the guidelines/framework set by a higher organisational level).	in Denmark has quite a lot of		Name] in Denmark scretion (can set o
			higher levels of mana ent of the Danish ope		ernational b	usiness HQ,
			management and rep e purpose of informa			
By "this		ore than once a ye nat for example Da	ear anish HQ calls in meet	tings with emplo	yee represe	entatives from
Υe	es 🗆 <sub>1</sub>	No 2	Don't Know	3		
ASK G9	IF YES AT G8 [II	F NO GO TO G10	]			

G9.	Do these meetings cover?
All e Som	employees under a single arrangement
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?
Emp (e.g	chasis on direct communication and consultation
	. Does the worldwide company have experience of operating with mandatory employee sultation structures (e.g. works councils) that are required in some countries overseas?
Yes	$\square_1$ No $\square_2$ Don't Know $\square_3$
G12	Which of the following statements comes closest to capturing the worldwide company's policy's
	There is no policy
	Yes
G14	Is there a European Works Council (EWC) or similar European-level structure which covers [COMPANY NAME] in Denmark?
	Yes $\Box_1 \Rightarrow$ Go to G19 No $\Box_2 \Rightarrow$ Go to H1 Don't Know $\Box_3 \Rightarrow$ Go to H1
G15	i. 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
	Management provides information slightly beyond that required for compliance $\square_2$
	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 $\square$ 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
	Don't Know

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

### Section H: Company Performance

This is the final section of the questionnaire.

with that of other competitors in your sector?	iot aliswered] ii	ii Deiiiilai k	over the	pasi iiiree yea
with that of other competitors in your sector.	Poor			Outstandir
Quality of products/services	□1	□ 2	3	4 5
Development of new products/services	□1	□ 2	3	4 5
Profit generation	□1	□ 2	3	4 5
Turnover	□1	□ <sub>2</sub> □	3	4 5
Market share	□1	□ 2	3	4 5
Ability to recruit essential employees	□1	□ 2	3	4 5
Ability to retain essential employees	□1	□ 2	3	4 5
Customer/client satisfaction	□1	□ 2□	3	4 5
Manager-employees relations	□ <sub>1</sub>	□ 2	3	4 5
General employee relations	□1	□ 2	3	4 5
H2. Please rate the following series of statements at a strongly disagree  1 = strongly disagree  2 = disagree  3 = neither agree nor disagree  4 = agree  5 = strongly agree	about the role c	of the [com	pany nam	ej in Denmark
The [company name] in Denmark has internat	ional responsibil	ity for one	or more pro	oducts or
services on behalf of the worldwide company	•		·	
□1□ 2 □	3	4	. 🗆 5	
Significant expertise in R&D within the worldw [company name] in Denmark.		_	-	ations in
H3. How important is [company name] in Denmark	to the global p	erformanc	e of the pa	arent 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				

H5. How would you assess?				
	Poor			Outstanding
The job satisfaction of the employees	. 00.			Gatotanung
at [COMPANY NAME] in Denmark?	□1	☐ 2	□ 3	□ 4 □ 5
The ability of [COMPANY NAME] in  Denmark to retain essential employees?	2 □4			
The overall performance of	· □ I	□ Z	ப 3	□ 4 □ 5
[COMPANY NAME] in Denmark?	□ <sub>1</sub>	☐ 2	□ 3	□ 4 □ 5
H6. How is the performance of [COMPANY	NAME] in Den	mark relative t	o competitors	s?
Poor			Outstanding	
□ <sub>1</sub> □ 2	□ 3		•	
_ I Z	_ <b>J</b>	— <b>4</b>	. — 3	
H7. Please rank the importance of the fol or new mandates for your <i>[COMPANY NAM</i> 1 being the most important factor and 7 t	<i>E]</i> in Denmarl	<b>(?</b>	g decisions o	n new investments
			Rank	
Labour Availability				
Labour costs				
The industrial relations climate				
General infrastructure (e.g. transportation)				
Overall operating costs				
The capacity of the [COMPANY NAME] in Deni development of goods, services and p				
Financial incentives (including taxes)				
Timariolal incontinuos (including taxos)				
Thank you very much fo	r taking the t	ime to particip	ate in this stu	dy.
Please let us know if you are interested in Tick all that apply	n			
☐ 1 Receiving a report benchmarking the enthe Danish sample ☐ 1 Participating in a seminar where in-deptresearchers within International Human Res☐ 1 Receiving the full result report	h results of the	e worldwide sur		
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	
Please select a language:					
	English		2	6,45	
	Danish		29	93,55	
		Total Responses	31	100,00	%
Can you confirm that the owned by a Danish-based o	company is wholly or majority Danish-own company.	ed? By "majority owned" w	e mean at	least 5+%	í is
	Yes		31	100,00	
		Total Responses	31	100,00	%
Are you located at					
	(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	
		Total Responses	31	100,00	%
What is your job title?					
	(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	
		Total Responses	31	100,00	%
For which of the following	policy levels do you have any HR responsibili	ties Tick all that apply			
	(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	
		Total Responses	38	100,00	%

In how many foreign countries	es does the company have operating sites	?		
	1 country		1	3,23
	2 - 5 countries		7	22,58
	6 or more countries		23	74,19
		Total Responses	31	100,00 %
Does [NAME] in Denmark ha	ve?			
	(Not Answered)		3	9,68
	1 site		8	25,81
	2 - 5 sites		9	29,03
	6 or more sites		11	35,48
		Total Responses	31	100,00 %
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
		Total Responses	31	100,00 %
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
		Total Responses	31	100,00 %
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
		Total Responses	31	100,00 %

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>	31	100,00 %
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
		Total Responses	31	100,00 %
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
		Total Responses	31	100,00 %
How many of the top five	ve management positions in [NAME] in D	enmark are filled by individuals from out	side De	nmark?
	(Not Answered)		1	3,23
	1		3	9,68
	2		5	16,13
	3		1	3,23
	3 None		21	3,23 67,74

	Count	Percent
Which of the following statements best describes [NAME] in Denmark? The company produces		
(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
Total Responses	31	100,00 %
Which of the following statements best describes the worldwide operations?		
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
Total Responses	31	100,00 %
Is the worldwide company's most important product, service or brand (or group of products, services	or brands)	?
(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
Total Responses	31	100,00 %

Are any of the components, products and services of [NAME] in Denmark produced for operation of the worldwide company based outside Denmark? (Not Answered) 3,23 2 Yes - all 6,45 Yes - some but not all 24 77,42 No - none 3 9,68 Don't know 1 3,23 **Total Responses** 31 100,00 % Do other parts of the worldwide company supply components, products or services to [NAME] in Denmark? (Not Answered) 3,23 Yes 23 74,19 No 7 22,58 31 100,00 % **Total Responses** Approximately what percentage of revenues of [NAME] comes from sales abroad? (Not Answered) 12,90 3 1-25% 9,68 26-50% 3 9,68 51-75% 7 22,58 76-100% 11 35,48 Don't know 3 9,68 **Total Responses** 100,00 % Is the worldwide company state or partly state owned? (Not Answered) 1 3,23 Yes 1 3,23 29 No 93,55 **Total Responses** 31 100,00 % Is the worldwide company privately owned or are its shares publicly traded? (Not Answered) 3,23 Privately owned 19 61,29 Publicly traded 11 35,48

31

100,00 %

**Total Responses** 

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
Total Responses	31	100,00 %
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
Total Responses	31	100,00 %
On which of the following issues is information on the operating units in Denmark monitored by man organizational level? Please tick all that apply	agment	in a higher
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
Total Responses	190	100,00 %

	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
s there a body within th	e worldwide company, such as a committee of senior r	Total Responses	153 ops HR p	100,00 %
	e worldwide company, such as a committee of senior r	<u>-</u>		olicies that
	e worldwide company, such as a committee of senior r  (Not Answered)  Yes	<u>-</u>	ops HR p	
	(Not Answered)	<u>-</u>	ops HR p	olicies that
	(Not Answered) Yes	<u>-</u>	1 18	3,23 58,06 38,71
pply across countries?	(Not Answered) Yes	managers, that develo	1 18 12	3,23 58,06
pply across countries?	(Not Answered) Yes No	managers, that develo	1 18 12	3,23 58,06 38,71
pply across countries?	(Not Answered) Yes No stside Denmark on this body/committee?	managers, that develo	1 18 12 31	3,23 58,06 38,71 100,00 %
pply across countries?	(Not Answered) Yes No  Itside Denmark on this body/committee? (Not Answered)	managers, that develo	1 18 12 <b>31</b>	3,23 58,06 38,71 <b>100,00</b> %
pply across countries?	(Not Answered) Yes No  Itside Denmark on this body/committee? (Not Answered) Yes	managers, that develo	1 18 12 31 15 13	3,23 58,06 38,71 100,00 % 48,39 41,94 9,68
s there someone from ou	(Not Answered) Yes No  Itside Denmark on this body/committee? (Not Answered) Yes	managers, that develo	1 18 12 31 15 13 3	3,23 58,06 38,71 100,00 % 48,39 41,94 9,68
s there someone from ou	(Not Answered) Yes No  Itside Denmark on this body/committee? (Not Answered) Yes No	managers, that develo	1 18 12 31 15 13 3	3,23 58,06 38,71 100,00 % 48,39 41,94 9,68
s there someone from ou	(Not Answered) Yes No  Itside Denmark on this body/committee? (Not Answered) Yes No	managers, that develo	1 18 12 31 15 13 3 31	3,23 58,06 38,71 100,00 % 48,39 41,94 9,68 100,00 %
s there someone from ou	(Not Answered) Yes No  Itside Denmark on this body/committee? (Not Answered) Yes No  fferent countries brought together in a systematic way? Yes - on a global basis	managers, that develo	1 18 12 31 15 13 3 31	3,23 58,06 38,71 100,00 % 48,39 41,94 9,68 100,00 %

			Count	Percent
Regular meetings				
	(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
		Total Responses	31	100,00 %
International Conference	es			
	(Not Answered)		3	9,68
	Annually		7	22,58
	Other		3	9,68
	Ad hoc		4	12,90
	Never		14	45,16
		Total Responses	31	100,00 %
Task Forces				
	(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
		Total Responses	31	100,00 %
Virtual Groups e.g. confe	erence calls			
	(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
		Total Responses	31	100,00 %

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
Total Responses	31	100,00 %
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
Total Responses	31	100,00 %
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
Total Responses	31	100,00 %

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
То	tal Responses 31	100,00 %
The approach is really a mix of the traditions of the different national operating compa	anies	
(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
То	tal Responses 31	100,00 %
Traditions in the country of origin have an overriding influence on the approach to the	management of employe	es
(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
То	tal Responses 31	100,00 %

	Yes, in major businesses		2	6,45
	Yes, taken up globally		2	6,45
	Don't know		4	12,90
		Total Responses	31	100,00
Training, developn	nent 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
		Total Responses	31	100,00
Employee involver	nent 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
		Total Responses	31	100,00
Employee represe	ntation 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
		Total Responses	31	100,00
For LOG		·		
	Yes		15	48,39
	No		15	48,39
	Don't know		1	3,23
		Total Responses	31	100,00

For MANAGERS				
	(Not Answered)		1	3,23
	Yes		19	61,29
	No		11	35,48
		Total Responses	31	100,00 %
For LOG				
	(Not Answered)		12	38,71
	Yes		6	19,35
	No		9	29,03
	Don't know		4	12,90
		Total Responses	31	100,00 %
For MANAGERS				
	(Not Answered)		14	45,16
	Yes		6	19,35
	No		7	22,58
	Don't know		4	12,90
		Total Responses	31	100,00 %
For LOG				
	Don't know			
	(Not Answered)		27	77,14
	Тор		4	11,43
	Bottom		4	11,43
		Total Responses	35	100,00 %
For MANAGERS				
	Don't know			
	(Not Answered)		28	82,35
	Тор		3	8,82
	Bottom		3	8,82
		Total Responses	34	100,00 %
For LOG				
	(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
		Total Responses	31	100,00 %

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
		Total Responses	31	100,00 %
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
		Total Responses	31	100,00 %
Individual qualitative o	utput targets (e.g. completion of a task)			
	(Not Answered)		11	35,48
	3		2	6,45
	4		11	35,48
	5		7	22,58
		Total Responses	31	100,00 %
Group output targets (e	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
		Total Responses	31	100,00 %
Competences' or perso	nal 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
		Total Responses	31	100,00 %
	<del></del>			

Not Answered   11   35,48   25,81   No	Behaviour in relation to	o corporate 'values'			
2   3,23   3,2		(Not Answered)		11	35,48
S		1		1	3,23
A   B   25,81   1   1   1   1   1   1   1   1   1		2		1	3,23
5         16,13           Total Responses         31         100,00         Port DOI           For LOG           (Not Answered)         11         35,48         25,81           Yes         8         25,81         25,81         100,00         %         7         7         7         7         7         10         20         8         7         8         1         10,00         9         8         25,81         1         10,00         9         8         25,81         1         10,00         9         8         25,81         1         10,00         9         8         25,81         1         10,00         9         8         25,81         1         10,00         9         8         25,81         1         10,00         9         8         25,81         1         10,00         9         8         25,81         1         10,00         9         8         25,81         1         10,00         9         8         25,81         1         10,00         9         8         25,81         1         10,00         9         10,00         9         1         1,00         9         1		3		5	16,13
For LOG         (Not Answered)         11         35,48         25,81         25,81         31         100,00         9         9         9         9         9         9         8         25,81         1         35,48         1         30,00         9         8         25,81         1         30,00         9		4		8	25,81
Not Answered   11   35,48   25,81   No		5		5	16,13
(Not Answered)         11         35,48           Yes         8         25,81           No         12         38,71           Total Responses         31         100,00         76           FOR MANAGERS         (Not Answered)         11         35,48         35,48         36,71         37,71         38,71         37,71         38,			Total Responses	31	100,00 %
Yes         8         25,81           No         12         38,71           Total Responses         31         100,00         7           FOR MANAGERS         (Not Answered)         11         35,48           Yes         12         38,71           No         8         25,81           FOR LOG         Total Responses         31         100,00         7           For LOG         Employee share ownership         5         16,13         1         25,81         1           Yes         8         25,81         25,81         1         1         3,80         6           Pyes         8         25,81         25,81         1         1,00         9         6         1,32         1         1,00         9         6         1,32         1         1,00         9         6         1,00         9         8         25,81         1         1,00         9         8         25,81         1         1,00         9         8         25,81         1         1,00         9         8         25,81         1         1,00         9         8         25,81         1         1,00         9         8         25,81	For LOG				
No         12         38,71           For MANAGERS         Total Responses         31         100,00         76           For MANAGERS         (Not Answered)         11         35,48         72         38,71         38,71         37,71         38,71         37,71         38,71         38,71         37,71         38,71		(Not Answered)		11	35,48
For MANAGERS         Total Responses         31         100,00         %           For MANAGERS         (Not Answered)         11         35,48         12         38,71		Yes		8	25,81
No		No		12	38,71
(Not Answered)       11       35,48         Yes       12       38,71         No       8       25,81         Total Responses       31       100,00       %         For LOG         Employee share ownership         (Not Answered)       5       16,13       Yes       8       25,81       1       1       1,13			Total Responses	31	100,00 %
Yes         12         38,71           No         8         25,81           Total Responses         31         100,00         %           Employee share ownership           (Not Answered)         5         16,13         16,13         18         58,06         18         58,06         10,00         %         18         58,06         10,00         %         10         18         58,06         10         %         10         10         %         10         10         %         10         10         %         10         %         10         %         10         %         10         %         10         %         10         %         10         %         10         %         10         %         10         %         10         %         10         10         %         10         %         10         %         10         10         %         10         %         10         %         10         %         10         %         10         %         10         %         10         %         10         %         10         %         10         10         %         10         %	For MANAGERS				
NO         8 25,81           Total Responses         31 100,00 %           For LOG           Employee share ownership           (Not Answered)         5 16,13 1           Yes         8 25,81 1           NO         18 58,06 1           Total Responses         31 100,00 %           Profit Sharing         (Not Answered)         6 19,35 1           Yes         3 9,68 1           NO         21 67,74 1           Don't know         1 3,23 1           Total Responses         31 100,00 %           Share Options         Total Responses         31 100,00 %           Yes         6 19,35 1           No         5 16,13 1           Yes         6 19,35 1           No         19 61,29 1           Don't know         19 61,29 1           Don't know         19 61,29 1		(Not Answered)		11	35,48
Total Responses         31         100,00         %           For LOG           Employee share ownership           (Not Answered)         5         16,13         1         1         25,81         1         1         1         10,00         %         2         1         100,00         %         9         8         25,81         2         1         100,00         %         9         8         25,81         1         100,00         %         9         8         25,81         1         100,00         %         9         8         25,81         1         100,00         %         9         8         25,81         1         100,00         %         9         8         25,81         1         100,00         %         9         8         25,81         1         100,00         %         9         8         25,81         1         100,00         %         9         8         2,95         8         2         8         2,95         8         2         8         2,95         8         2         3         9,68         8         2,75         3         3,23         3         3,23         3         3,23		Yes		12	38,71
For LOG   Employee share ownership		No		8	25,81
Employee share ownership         (Not Answered)       5       16,13         Yes       8       25,81         No       18       58,06         Total Responses       31       100,00       %         Profit Sharing         (Not Answered)       6       19,35         Yes       3       9,68         No       21       67,74         Don't know       1       3,23         Total Responses       31       100,00       %         Share Options       1       10,00       %         (Not Answered)       5       16,13       Yes       6       19,35         No       19       61,29       On't know       1       3,23       On't know       1       3,23 <td></td> <td></td> <td>Total Responses</td> <td>31</td> <td>100,00 %</td>			Total Responses	31	100,00 %
(Not Answered)       5       16,13         Yes       8       25,81         No       18       58,06         Total Responses       31       100,00       70         Profit Sharing         (Not Answered)       6       19,35         Yes       3       9,68         No       21       67,74         Don't know       1       3,23         Total Responses       31       100,00       70         Share Options       31       100,00       70         (Not Answered)       5       16,13         Yes       6       19,35         No       19       61,29         Don't know       1       3,23	For LOG				
Yes         8         25,81           No         18         58,06           Total Responses         31         100,00         9           Profit Sharing           (Not Answered)         6         19,35           Yes         3         9,68           No         21         67,74           Don't know         1         3,23           Total Responses         31         100,00         9           Share Options         7         16,13         10,13 <t< td=""><td></td><td>Employee share ownership</td><td></td><td></td><td></td></t<>		Employee share ownership			
No         18         58,06           Total Responses         31         100,00         %           Profit Sharing           (Not Answered)         6         19,35         1         1         1         3         9,68         1         1         1         3,74         1         1         3,73         1         1         3,23         1         3,23         1		(Not Answered)		5	16,13
Profit Sharing         Total Responses         31         100,00         %           (Not Answered)         6         19,35         19,35         19,35         19,35         19,35         19,35         10,00 <td></td> <td>Yes</td> <td></td> <td>8</td> <td>25,81</td>		Yes		8	25,81
Profit Sharing         (Not Answered)       6       19,35         Yes       3       9,68         No       21       67,74         Don't know       1       3,23         Total Responses       31       100,00       %         Share Options         (Not Answered)       5       16,13       Yes       6       19,35       No       19       61,29       On't know       1       3,23       3       3,23       3       3,23       3       3,23       3       3,23       3       3,23       3       3,23       3       3,23       3       3,23       3       3,23       3       3,23       3       3,23       3       3,23		No		18	58,06
(Not Answered)       6       19,35         Yes       3       9,68         No       21       67,74         Don't know       1       3,23         Total Responses       31       100,00       %         Share Options         (Not Answered)       5       16,13         Yes       6       19,35         No       19       61,29         Don't know       1       3,23			Total Responses	31	100,00 %
Yes       3       9,68         No       21       67,74         Don't know       1       3,23         Total Responses       31       100,00       %         Share Options       5       16,13       Yes       6       19,35       19,35       19       61,29       10,10       10       10,10       10       10,10       10       10,10       10       10,10       10 <td></td> <td>Profit Sharing</td> <td></td> <td></td> <td></td>		Profit Sharing			
No         21         67,74           Don't know         1         3,23           Total Responses         31         100,00         %           Share Options           (Not Answered)         5         16,13           Yes         6         19,35           No         19         61,29           Don't know         1         3,23		(Not Answered)		6	19,35
Don't know         1         3,23           Total Responses         31         100,00         %           Share Options           (Not Answered)         5         16,13           Yes         6         19,35           No         19         61,29           Don't know         1         3,23		Yes		3	9,68
Share Options         Total Responses         31         100,00         %           (Not Answered)         5         16,13		No		21	67,74
Share Options         (Not Answered)       5       16,13         Yes       6       19,35         No       19       61,29         Don't know       1       3,23		Don't know		1	3,23
(Not Answered)       5       16,13         Yes       6       19,35         No       19       61,29         Don't know       1       3,23			Total Responses	31	100,00 %
Yes         6         19,35           No         19         61,29           Don't know         1         3,23		Share Options			
No         19         61,29           Don't know         1         3,23		(Not Answered)		5	16,13
Don't know 1 3,23		Yes		6	19,35
		No		19	61,29
Total Responses 31 100,00 %		Don't know		1	3,23
			<b>Total Responses</b>	31	100,00 %

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

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
Total F	Responses 31	100,00 %
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
Total F	Responses 31	100,00 %
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
Total F	Responses 31	100,00 %
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
Total F	Responses 31	100,00 %

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
Total Response	es 31	100,00 %
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
Total Response	es 31	100,00 %
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
Total Response	es 31	100,00 %

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
Total Responses	31	100,00 %
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
Total Responses	31	100,00 %
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
Total Responses	31	100,00 %

Performance appraisal system:	no discretion		2	6,45
	some discretion		2	6,45
	quite a lot of discretion			22,58
	full discretion		15	48,39
	Oon't know		2	6,45
	N/A		3	9,68
·	y/\	Total Responses	31	100,00 %
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
[	Oon't know		2	6,45
1	N/A		4	12,90
		Total Responses	31	100,00 %
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
[	Oon't know		2	6,45
1	N/A		4	12,90
		Total Responses	31	100,00 %
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
I	Oon't know		2	6,45
1	I/A		6	19,35
		Total Responses	31	100,00 %

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?

	ths?		
	(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
	Total	l Responses 31	100,00
Thinking of [NAME] ir	Denmark is there a formal system of succession planning for senion	or 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
	Total	l Responses 31	100,00
Is this system also use	ed 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
	Total	l Responses 31	100,00
	nmark have a management development programme specificananagement potential?	ally aimed at develop	ng its hig
	Yes in all operations		
	res in all operations	12	38,71
	Yes in some operations	12 8	38,71 25,81
	·		
	Yes in some operations	8	25,81
	Yes in some operations  No  Don't Know	8	25,81 29,03
Is this system also use	Yes in some operations  No  Don't Know	9 2	25,81 29,03 6,45
Is this system also use	Yes in some operations  No  Don't Know  Total	9 2	25,81 29,03 6,45
Is this system also use	Yes in some operations  No  Don't Know  Total  ed in other parts of the worldwide company?	8 9 2 I Responses 31	25,81 29,03 6,45 <b>100,00</b>
Is this system also use	Yes in some operations  No  Don't Know  Total ed in other parts of the worldwide company?  (Not Answered)	8 9 2 I Responses 31	25,81 29,03 6,45 <b>100,00</b> 38,71
Is this system also use	Yes in some operations  No  Don't Know  Total  ed in other parts of the worldwide company?  (Not Answered)  Yes in all operations	8 9 2 I Responses 31 12 7	25,81 29,03 6,45 <b>100,00</b> 38,71 22,58

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>	31	100,00 %
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>	31	100,00 %
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>	31	100,00 %
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>	31	100,00 %

Qualifications programm	e (e.g. wida, 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
		Total Responses	31	100,00 %
	om the company's foreign operations are currently work lark? Please include all types of long-term assignments for			s (i.e. more
	(Not Answered)		4	12,90
	Don't know		6	19,35
	Number		21	67,74
		Total Responses	31	100,00 %
	om [NAME] in Denmark are currently working on long-tenude all types of long-term assignments for any purpose. Types		re than	12 months
	(Not Answered)		7	22,58
	Don't know		5	16,13
	Don't know Number		5 19	16,13 61,29
	Number	Total Responses		
Thinking of [NAME] in De	Number	Total Responses	19	61,29
Thinking of [NAME] in De	Number .	Total Responses	19	61,29
Thinking of [NAME] in De	Number  nmark is there a formal policy on organisational learning?	Total Responses	19 <b>31</b>	61,29 <b>100,00</b> %
Thinking of [NAME] in De	Number  nmark is there a formal policy on organisational learning?  Yes in all operations	Total Responses	19 <b>31</b> 6	61,29 <b>100,00</b> 9 19,35
Thinking of [NAME] in De	Number  Inmark is there a formal policy on organisational learning?  Yes in all operations  Yes in some operations  No	Total Responses  Total Responses	19 <b>31</b> 6 6	61,29 <b>100,00</b> 9 19,35 19,35
	Number  Inmark is there a formal policy on organisational learning?  Yes in all operations  Yes in some operations  No		19 31 6 6 19	61,29 100,00 9 19,35 19,35 61,29
	Number  Inmark is there a formal policy on organisational learning?  Yes in all operations  Yes in some operations  No		19 31 6 6 19	61,29 100,00 9 19,35 19,35 61,29
	Number  Inmark is there a formal policy on organisational learning?  Yes in all operations  Yes in some operations  No  n other parts of the worldwide company?		19 31 6 6 19 31	61,29 100,00 9 19,35 19,35 61,29 100,00 9
	Number  Inmark is there a formal policy on organisational learning?  Yes in all operations  Yes in some operations  No  n other parts of the worldwide company?  (Not Answered)		19 31 6 6 19 31	61,29 100,00 9 19,35 19,35 61,29 100,00 9
	Number  Inmark is there a formal policy on organisational learning?  Yes in all operations  Yes in some operations  No  n other parts of the worldwide company?  (Not Answered)  Yes in all operations		19 31 6 6 19 31	61,29 100,00 9 19,35 19,35 61,29 100,00 9 61,29 16,13
	Number  Inmark is there a formal policy on organisational learning?  Yes in all operations  Yes in some operations  No  In other parts of the worldwide company?  (Not Answered)  Yes in all operations  Yes in some operations  No		19 31 6 6 19 31 19 5 6	61,29 100,00 9 19,35 19,35 61,29 100,00 9 61,29 16,13 19,35
s this system also used in	Number  Inmark is there a formal policy on organisational learning?  Yes in all operations  Yes in some operations  No  In other parts of the worldwide company?  (Not Answered)  Yes in all operations  Yes in some operations  No	Total Responses	19 31 6 6 19 31 19 5 6 1	61,29 100,00 9 19,35 19,35 61,29 100,00 9 61,29 16,13 19,35 3,23
s this system also used in	Number  Inmark is there a formal policy on organisational learning?  Yes in all operations  Yes in some operations  No  n other parts of the worldwide company?  (Not Answered)  Yes in all operations  Yes in some operations  No  No	Total Responses	19 31 6 6 19 31 19 5 6 1	61,29 100,00 9 19,35 19,35 61,29 100,00 9 61,29 16,13 19,35 3,23
s this system also used in	Number  Inmark is there a formal policy on organisational learning?  Yes in all operations  Yes in some operations  No  In other parts of the worldwide company?  (Not Answered)  Yes in all operations  Yes in some operations  No  In other parts of the worldwide company?  (Not Answered)  Yes in all operations  Yes in some operations  No  In other parts of the worldwide company?  (Not Answered)  Yes in all operations  Yes in some operations	Total Responses	19 31 6 6 19 31 19 5 6 1 31	61,29 100,00 9 19,35 19,35 61,29 100,00 9 16,13 19,35 3,23 100,00 9
ls this system also used in	Number  Inmark is there a formal policy on organisational learning?  Yes in all operations  Yes in some operations  No  In other parts of the worldwide company?  (Not Answered)  Yes in all operations  Yes in some operations  No  Pernal promotion over external management recruitment  1	Total Responses	19 31 6 6 19 31 19 5 6 1 31	61,29 100,00 9 19,35 19,35 61,29 100,00 9 16,13 19,35 3,23 100,00 9
Is this system also used in	Number  Inmark is there a formal policy on organisational learning?  Yes in all operations  Yes in some operations  No  In other parts of the worldwide company?  (Not Answered)  Yes in all operations  Yes in some operations  No  Pernal promotion over external management recruitment  1 2	Total Responses	19 31 6 6 19 31 19 5 6 1 31	61,29 19,35 19,35 61,29 100,00 9 61,29 16,13 19,35 3,23 100,00 9 3,23 3,23
Is this system also used in	Number  Inmark is there a formal policy on organisational learning?  Yes in all operations  Yes in some operations  No  In other parts of the worldwide company?  (Not Answered)  Yes in all operations  Yes in some operations  No  In other parts of the worldwide company?  (Not Answered)  Yes in all operations  Yes in some operations  No  In other parts of the worldwide company?  (Not Answered)  Yes in all operations  Yes in some operations  No  In other parts of the worldwide company?  (Not Answered)  Yes in all operations  Yes in all operations  No  In other parts of the worldwide company?  (Not Answered)  Yes in all operations  Yes in all operations  Yes in some operations  No	Total Responses	19 31 6 6 19 31 19 5 6 1 31 1 7	61,29 19,35 19,35 61,29 100,00 9 61,29 16,13 19,35 3,23 100,00 9 3,23 3,23 22,58

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
	Total Responses	31	100,00 %
On-the-job learning (experience gained on the job) is more valuable than off-the-	-job classroom training	and dev	elopment
1		1	3,23
3		8	25,81
4		11	35,48
5		10	32,26
Don't know		1	3,23
	Total Responses	31	100,00 %
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
	Total Responses	31	100,00 %
To what extent is the organizational learning policy for [NAME] in Denmark and t			
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
	Total Responses	31	100,00 %
Expatriate assignments			, ,-
Yes		22	70,97
No		9	29,03
-	Total Responses	31	100,00 %

International project groups or task forces		
Yes	25	80,65
No	5	16,13
Don't Know	1	3,23
Total Respon	ises 31	100,00 %
International formal committees		
Yes	11	35,48
No	16	51,61
Don't Know	4	12,90
Total Respon	ises 31	100,00 %
International informal networks		
Yes	21	67,74
No	9	29,03
Don't Know	1	3,23
Total Respon	ises 31	100,00 %
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
Total Respon	ises 31	100,00 %
Which of these is the most important international organisational learning mechanism used by in Denmark?	MANAGERS wit	hin [NAME
(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
Cocondments to other argenizations internationally /s =	1	3,23
Secondments to other organisations internationally (e.g. to suppliers, customers, universities, private R&D facilities)		
to suppliers, customers, universities, private R&D	2	6,45

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
	Total Responses	31	100,00 %
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
	Total Responses	31	100,00 %
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
	Total Responses	31	100,00 %

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
	Total Responses	31	100,00 %
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
	Total Responses	31	100,00 %
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
	Total Responses	31	100,00 %
Formally designated teams in which employees have responsibility for organising th	eir work and carrying out	a s	et of tasks
Yes	;	22	70,97
No		7	22,58
Don't Know		2	6,45
	Total Responses	31	100,00 %

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

improvement groups				
	Yes		18	58,06
	No		8	25,81
	Don't Know		5	16,13
		Total Responses	31	100,00 %
Which of the following mo	ost closely corresponds to the pattern of employee inv	olvement in [NAME] in D	enmark	?
	An identical or similar pattern exists across all or most sites		9	29,03
	All or most sites have involvement systems, but they differfrom 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
		Total Responses	31	100,00 %
Specific practices elsewhe	re 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
		Total Responses	31	100,00 %
Formal model of good pra	ctice 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
		Total Responses	31	100,00 %

(Not Answered)  1 2 3	3 8 6 11	9,68 25,81 19,35
3	6	
3		19,35
	11	
4		35,48
	2	6,45
5	1	3,23
Total Responses	31	100,00 %
Does [NAME] regularly use teamwork or other employee involvement practices in your operating of Denmark?	ompan	ies outside
(Not Answered)	1	3,23
Yes	18	58,06
No	7	22,58
Don't Know	5	16,13
Total Responses	31	100,00 %
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
Total Responses	31	100,00 %
Does [NAME] regularly use project teams or task forces, embracing employees other than MANAGERS, the more than one operating unit in Denmark?	nat fun	ction across
Yes	22	70,97
No	3	9,68
N/A	2	6,45
Don't Know	4	12,90
Total Responses	31	100,00 %

	(Not Answered)		10	32,26
	Yes		16	51,61
	No		2	6,45
	N/A		1	3,23
	Don't Know		2	6,45
		Total Responses	31	100,00 %
How common is the cross 1=Very rare 5=Very co	s-national structure of these teams? mmon			
	(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>	31	100,00 %
anarating unit used in fo	roign anarations?			
operating unit, used in fo	reign operations?			
operating unit, used in fo	reign operations? (Not Answered)		1	3,23
operating unit, used in fo			1 14	45,16
operating unit, used in fo	(Not Answered) Yes No			45,16 22,58
operating unit, used in fo	(Not Answered) Yes No N/A		14	45,16 22,58 6,45
operating unit, used in fo	(Not Answered) Yes No		14 7	45,16 22,58 6,45 22,58
operating unit, used in fo	(Not Answered) Yes No N/A	Total Responses	14 7 2	45,16 22,58 6,45 22,58
	(Not Answered) Yes No N/A Don't Know  MANAGERS and the whole of the work force	Total Responses	14 7 2 7 31	45,16 22,58 6,45 22,58 100,00 %
	(Not Answered) Yes No N/A Don't Know	Total Responses	14 7 2 7	45,16 22,58 6,45 22,58
	(Not Answered) Yes No N/A Don't Know  MANAGERS and the whole of the work force	Total Responses	14 7 2 7 31	45,16 22,58 6,45 22,58 100,00 %
	(Not Answered) Yes No N/A Don't Know  T MANAGERS and the whole of the work force (Not Answered)	Total Responses	14 7 2 7 31	45,16 22,58 6,45 22,58 100,00 %
	(Not Answered) Yes No N/A Don't Know  r MANAGERS and the whole of the work force (Not Answered) Yes	Total Responses	14 7 2 7 31 1 23	45,16 22,58 6,45 22,58 100,00 % 3,23 74,19
	(Not Answered)  Yes  No  N/A  Don't Know  T MANAGERS and the whole of the work force  (Not Answered)  Yes  No	Total Responses  Total Responses	14 7 2 7 31 1 23 6	45,16 22,58 6,45 22,58 100,00 9 3,23 74,19 19,35 3,23
Meetings between senio	(Not Answered)  Yes  No  N/A  Don't Know  T MANAGERS and the whole of the work force  (Not Answered)  Yes  No	Total Responses	14 7 2 7 31 1 23 6	45,16 22,58 6,45 22,58 100,00 9 3,23 74,19 19,35 3,23
Meetings between senio	(Not Answered) Yes No N/A Don't Know  r MANAGERS and the whole of the work force (Not Answered) Yes No Don't know	Total Responses	14 7 2 7 31 1 23 6	45,16 22,58 6,45 22,58 100,00 9 3,23 74,19 19,35 3,23
Meetings between senio	(Not Answered) Yes No N/A Don't Know  r MANAGERS and the whole of the work force (Not Answered) Yes No Don't know	Total Responses	14 7 2 7 31 1 23 6 1 31	45,16 22,58 6,45 22,58 100,00 % 3,23 74,19 19,35 3,23 100,00 %
Meetings between senio	(Not Answered)  Yes  No  N/A  Don't Know  MANAGERS and the whole of the work force  (Not Answered)  Yes  No  Don't know  MANAGERS or supervisors and employees (sometical (Not Answered))	Total Responses	14 7 2 7 31 1 23 6 1 31	45,16 22,58 6,45 22,58 100,00 % 3,23 74,19 19,35 3,23 100,00 %

Attitude or opinion surveys				
	Yes		20	64,52
	No		11	35,48
		<b>Total Responses</b>	31	100,00 %
Suggestion schemes				
	(Not Answered)		3	9,68
	Yes		13	41,94
	No		14	45,16
	Don't know		1	3,23
		Total Responses	31	100,00 %
Systematic use of managem	ent chain to cascade information			
	(Not Answered)		2	6,45
	Yes		20	64,52
	No		5	16,13
	Don't know		4	12,90
		Total Responses	31	100,00 %
Newsletters or emails				
	Yes		28	90,32
	No		3	9,68
		Total Responses	31	100,00 %
A company intranet providir	ng information to employees'			
	Yes		26	83,87
	No		4	12,90
	Don't know		1	3,23
		<b>Total Responses</b>	31	100,00 %
Financial position of the con	npany			
	Yes		30	96,77
	No		1	3,23
		Total Responses	31	100,00 %
Investment plan for the com	npany			
	Yes		12	38,71
	No		16	51,61
	Don't know		3	9,68
		Total Responses	31	100,00 %

	Yes		11	35,48
	No		19	61,29
	Don't know		1	3,23
		Total Responses	31	100,00 %
Financial position of the	he company			
•	(Not Answered)		2	6,45
	Yes		27	87,10
	No		2	6,45
		Total Responses	31	100,00 %
Investment plan for th	ne company			
	(Not Answered)		2	6,45
	Yes		8	25,81
	No		17	54,84
	Don't know		4	12,90
		Total Responses	31	100,00 %
Staffing plans for the o	company			
	(Not Answered)		2	6,45
	Yes		6	19,35
	No		20	64,52
	Don't know		3	9,68
		Total Responses	31	100,00 %
Involvement of emplo	yees in work process, e.g. team work or problen	n-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
		Total Responses	31	100,00 %

		Count	Percent
Attitude or opinion surv	eys		
	(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
	Total R	esponses 31	100,00 %
Suggestion schemes			
	(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
	Total R	esponses 31	100,00 %
Provision of information	to employees		
	(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
	Total R	esponses 31	100,00 %
Involvement of employe	ees in work process, e.g. team work or problem-solving groups		
	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

Curvey results French Sacca Definition			
N/A		1	3,23
	Total Responses	31	100,00 %
Attitude or opinion surveys			
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
	Total Responses	31	100,00 %
Suggestion schemes			
(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>	31	100,00 %
Provision of information to employees			
(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>	31	100,00 %
Thinking of the LOG in [NAME] in Denmark, are trade unions recognised frepresentationat?	or the purposes of o	collective	employee
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
	Total Responses	31	100,00 %

	(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
	Total Responses	32	100,00 %
How would you descr	ibe the policy of management towards union recognition within [NAME] in Denr	mark?	
	In favour of union recognition	16	51,61
	Not in favour of union recognition	2	6,45
	Neutral towards union recognition	13	41,94
	Total Responses	31	100,00 %
Thinking of the compa	any's operations outside Denmark, which of the following statements comes clausions?	osest to ca	pturing you
	(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
	Don't Know  Total Responses	2 <b>31</b>	6,45 <b>100,00</b> %
s there collective bar		31	
	Total Responses	31	
	Total Responses gaining with trade unions over pay and major conditions (e.g. working time) at a	31	
	Total Responses gaining with trade unions over pay and major conditions (e.g. working time) at a overing all or some of the LOG within [NAME] in Denmark? Tick all that apply	31 nny of	100,00 %
	Total Responses gaining with trade unions over pay and major conditions (e.g. working time) at a overing all or some of the LOG within [NAME] in Denmark? Tick all that apply (Not Answered)	31 any of 2	<b>100,00</b> %
	Total Responses gaining with trade unions over pay and major conditions (e.g. working time) at a overing all or some of the LOG within [NAME] in Denmark? Tick all that apply  (Not Answered)  At Danish company level, covering all sites	31 any of 2	6,06 24,24
	Total Responses gaining with trade unions over pay and major conditions (e.g. working time) at a overing all or some of the LOG within [NAME] in Denmark? Tick all that apply  (Not Answered)  At Danish company level, covering all sites  At the company's single Danish site	2 8 2	6,06 24,24 6,06
	Total Responses  gaining with trade unions over pay and major conditions (e.g. working time) at a  overing all or some of the LOG within [NAME] in Denmark? Tick all that apply  (Not Answered)  At Danish company level, covering all sites  At the company's single Danish site  Covering more than one, but not all Danish sites	2 8 2 4	6,06 24,24 6,06 12,12
	Total Responses  gaining with trade unions over pay and major conditions (e.g. working time) at a  overing all or some of the LOG within [NAME] in Denmark? Tick all that apply  (Not Answered)  At Danish company level, covering all sites  At the company's single Danish site  Covering more than one, but not all Danish sites  At individual site level	31 any of  2 8 2 4 4	6,06 24,24 6,06 12,12 12,12
	Total Responses gaining with trade unions over pay and major conditions (e.g. working time) at a overing all or some of the LOG within [NAME] in Denmark? Tick all that apply  (Not Answered)  At Danish company level, covering all sites  At the company's single Danish site  Covering more than one, but not all Danish sites  At individual site level  At industry level, covering more than one employer	31 any of  2 8 2 4 4 1	6,06 24,24 6,06 12,12 12,12 3,03
the following levels co	Total Responses gaining with trade unions over pay and major conditions (e.g. working time) at a overing all or some of the LOG within [NAME] in Denmark? Tick all that apply  (Not Answered)  At Danish company level, covering all sites  At the company's single Danish site  Covering more than one, but not all Danish sites  At individual site level  At industry level, covering more than one employer  There is no collective bargaining over pay	31 any of  2 8 2 4 4 1 12 33	6,06 24,24 6,06 12,12 12,12 3,03 36,36 100,00 %
the following levels co	Total Responses  gaining with trade unions over pay and major conditions (e.g. working time) at a  overing all or some of the LOG within [NAME] in Denmark? Tick all that apply  (Not Answered)  At Danish company level, covering all sites  At the company's single Danish site  Covering more than one, but not all Danish sites  At individual site level  At industry level, covering more than one employer  There is no collective bargaining over pay  Total Responses	31 any of  2 8 2 4 4 1 12 33	6,06 24,24 6,06 12,12 12,12 3,03 36,36 100,00 %
the following levels co	Total Responses gaining with trade unions over pay and major conditions (e.g. working time) at a overing all or some of the LOG within [NAME] in Denmark? Tick all that apply  (Not Answered)  At Danish company level, covering all sites  At the company's single Danish site  Covering more than one, but not all Danish sites  At individual site level  At industry level, covering more than one employer  There is no collective bargaining over pay  Total Responses  unions in [NAME] in Denmark, what approach do the trade union representative	31 any of  2 8 2 4 4 1 12 33 es generally	6,06 24,24 6,06 12,12 12,12 3,03 36,36 100,00 %
the following levels co	gaining with trade unions over pay and major conditions (e.g. working time) at a overing all or some of the LOG within [NAME] in Denmark? Tick all that apply  (Not Answered)  At Danish company level, covering all sites  At the company's single Danish site  Covering more than one, but not all Danish sites  At individual site level  At industry level, covering more than one employer  There is no collective bargaining over pay  Total Responses  unions in [NAME] in Denmark, what approach do the trade union representative	31 any of  2 8 2 4 4 1 12 33 es generally	6,06 24,24 6,06 12,12 12,12 3,03 36,36 100,00 % y adopt? 58,06

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
		Total Responses	31	100,00 %
Sub-contracting and outso	urcing			
	(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
		Total Responses	31	100,00 %
Variable payments scheme	es			
	(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
		Total Responses	31	100,00 %
In-work training/ upgrading	g 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

	Count	Percent
Direct employee involvement schemes		
(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
Total Responses	31	100,00 %
Union recognition		
(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
Total Responses	31	100,00 %
Scope of union involvement in decision-making		
(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
Total Responses	31	100,00 %

	(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
		Total Responses	31	100,00 %
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
		Total Responses	31	100,00 %
Scope of union involven	nent 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>	31	100,00 %

	(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
	Total Responses	31	100,00 %
Do you receive information ab	out 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
	Total Responses	31	100,00 %
Which of the following statem	ents best describes the overall nature of the European Works Council in De	nmark?	•
	(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 requiredfor compliance; there is substantive dialogue with employee representatives over a wide range of issues; and an extensive impact on decision outcomes	1	3,23
	Total Responses	31	100,00 %
Is there a European Works Cou	uncil (EWC) or similar European-level structure which covers [NAME] in Der	mark?	
	(Not Answered)	2	6,45
	Yes	5	16,13
	No	18	58,06
	Don't know	6	19,35
	Total Responses	31	100,00 %

	(Not Answered)		2	6,45
	Yes		3	9,68
	No		13	41,94
	Don't know		13	41,94
		<b>Total Responses</b>	31	100,00
			Count	Percent
Does the worldwide compan councils) that are required in	y have experience of operating with mandatory emp some countries overseas?	loyee consultation st	ructures	(e.g. wor
,	(Not Answered)		1	3,23
	Yes		15	48,39
	No		10	32,26
	Don't know		5	16,13
		Total Responses	31	100,00
Oo 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
		Total Responses	31	100,00
Which of the following state for communicating and consu	ments best describes management's relative emphas ulting with employees?	is in [NAME] in Denn	nark on r	nechanisn
	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
		Total Responses	31	100,00

	(Not Answered)		16	51,61
	·		3	9,68
	There is no policy  Minimum compliance with legal		5	16,13
	Minimum compliance with legal requirements on employee information and consultation		<b>.</b>	10,15
	To go somewhat further than legal requirements		5	16,13
	To go considerably further than legal requirements		2	6,45
		Total Responses	31	100,00 %
Are regular meetings held be the purpose of information p	tween management and representatives of employ rovision and consultation?	ees at this level in [NAI	ME] in D	enmark for
	Yes		24	77,42
	No		6	19,35
	Don't know		1	3,23
		Total Responses	31	100,00 %
Quality of products/services				
	(Not Answered)		1	3,23
	-		5	16,13
	-		14	45,16
	Outstanding		11	35,48
		Total Responses	31	100,00 %
Development of new product	s/services			
	(Not Answered)		1	3,23
	Poor		1	3,23
	-		1	3,23
	-		4	12,90
	-		14	45,16
	Outstanding		10	32,26
		Total Responses	31	100,00 %
Profit generation				
	(Not Answered)		1	3,23
			5	16,13
	-		7	22,58
			6	19,35
	Outstanding		12	38,71
		Total Responses	31	100,00 %

Not Answered   1   3,23   3,	Turnover				
		(Not Answered)		1	3,23
12   38,71     Outstanding   9   29,03     Total Responses   31   100,00     Market share		-		1	3,23
Outstanding         9         29,03           Market share         Total Responses         31         100,00           Market share         Market share         1         3,23           (Not Answered)         1         3,23           -         15         16,13           -         15         48,39           Outstanding         9         29,03           Ability to recruit essential employees         7         10 and Responses         1 and Responses           -         6         19,35         1 and Responses         1 and Responses <th< td=""><td></td><td>-</td><td></td><td>8</td><td>25,81</td></th<>		-		8	25,81
Market share         1         3,23         3,23         3,23         3,23         3,23         3,23         3,23         3,23         4,8,39         4,8,39         4,8,39         4,8,39         4,8,39         4,8,39         4,8,39         4,8,39         4,8,39         4,8,39         4,9,		-		12	38,71
Not Answered   1   3,23   3,		Outstanding		9	29,03
(Not Answered)			Total Responses	31	100,00 %
1 3,23	Market share				
		(Not Answered)		1	3,23
Outstanding         15         48,39           Ability to recruit essential employees         Total Responses         31         100,00           (Not Answered)         1         3,23           -         2         6,45           -         16         51,61           -         16         51,61           Outstanding         6         19,35           Ability to retain essential employees         1         3,23           (Not Answered)         1         3,23           -         1         3,23           -         1         3,23           -         1         3,23           -         1         3,23           -         1         3,23           -         1         3,23           -         1         3,23           -         1         3,23           -         1         3,23           -         1         3,23           -         1         3,23           -         1         3,23           -         1         3,23           -         1         3,23           -         1         3,23<		-		1	3,23
Outstanding         9         29,03           Ability to recruit essential employees         Total Responses         31         100,00         9           (Not Answered)         1         3,23           -         2         6,45           -         6         19,35           -         16         51,61           Outstanding         6         19,35           Ability to retain essential employees         31         100,00           (Not Answered)         1         3,23           -         1         3,23           -         1         3,23           -         1         4,516           -         1         4,516           -         1         4,516           -         1         4,516           -         1         4,516           Customer/client satisfaction         1         3,23           Customer/client satisfaction         1         3,23           -         1         3,23           -         1         3,23           -         1         3,23           -         1         3,23           -         1         3,23 </td <td></td> <td>-</td> <td></td> <td>5</td> <td>16,13</td>		-		5	16,13
Ability to recruit essential employees         Total Responses         31         100,00           (Not Answered)         1         3,23           -         2         6,45           -         16         19,35           -         16         51,61           Outstanding         6         19,35           Ability to retain essential employees         7         100,00           (Not Answered)         1         3,23           -         1         3,23           -         1         3,23           -         1         3,23           -         1         3,23           -         1         3,23           -         1         3,23           -         1         3,23           -         1         4,51           -         1         4,51           -         1         4,51           -         1         4,52           -         1         3,23           -         1         3,23           -         1         3,23           -         1         3,23           -         1         3,23 </td <td></td> <td>-</td> <td></td> <td>15</td> <td>48,39</td>		-		15	48,39
Not Answered   1   3,23   6,45   6   19,35   6   19,35   6   19,35   6   19,35   6   19,35   6   19,35   6   19,35   6   19,35   6   19,35   6   19,35   6   19,35   6   19,35   6   19,35   7   10   10   10   10   10   10   10		Outstanding		9	29,03
(Not Answered)         1         3,23           -         6         19,35           -         16         51,61           Outstanding         6         19,35           Total Responses         31         100,00           Ability to retain essential employees         1         3,23           -         1         3,23           -         1         3,23           -         14         45,16           Outstanding         6         19,35           Total Responses         31         100,00           Customer/client satisfaction         1         3,23           -         1         3,23           -         1         3,23           Customer/client satisfaction         1         3,23           -         1         3,23           -         1         3,23           -         1         3,23           -         1         3,23           -         1         3,23           -         1         3,23           -         1         3,23           -         1         3,23           -         1         3,23			Total Responses	31	100,00 %
-	Ability to recruit esser	ntial employees			
- 6 19,35 - 00tstanding 6 19,35 - Total Responses 31 100,00 9 - Ability to retain essential employees  (Not Answered) 1 3,23 - 1 3,23 - 1 3,23 - 1 4 45,16 - Outstanding 6 19,35 - 14 45,16 - 14 45,16 - Outstanding 6 19,35 - Total Responses 31 100,00 9 - Customer/client satisfaction  (Not Answered) 1 3,23 - 1		(Not Answered)		1	3,23
Outstanding   16   51,61     Outstanding   6   19,35     Total Responses   31   100,00     Ability to retain essential employees		-		2	6,45
Outstanding         6         19,35           Ability to retain essential employees         7 total Responses         31         100,00         6           (Not Answered)         1         3,23         3         3         3         3         3         3         3         3         3         3         3         3         3         3         3         3         3         3         4         45,16         4         5         6         19,35         6         19,35         6         19,35         6         19,35         6         19,35         6         100,00         9		-		6	19,35
Ability to retain essential employees         Total Responses         31         100,00         9         9         9         9         31         3,23         3		-		16	51,61
Ability to retain essential employees         (Not Answered)       1       3,23         -       1       3,23         -       14       45,16         Outstanding       6       19,35         Customer/client satisfaction       7       100,00       100,00         (Not Answered)       1       3,23         -       1       3,23         -       1       3,23         -       1       3,23         -       1       3,23         -       2       64,52         Outstanding       4       12,90		Outstanding		6	19,35
(Not Answered)       1       3,23         -       1       3,23         -       9       29,03         -       14       45,16         Outstanding       6       19,35         Total Responses       31       100,00         Customer/client satisfaction       1       3,23         -       1       3,23         -       1       3,23         -       5       16,13         -       20       64,52         Outstanding       4       12,90			Total Responses	31	100,00 %
- 1 3,23 - 9 29,03 - 14 45,16 - Outstanding 6 19,35 - Total Responses 31 100,00 9  Customer/client satisfaction 1 3,23 - 1 3,23 - 1 3,23 - 1 3,23 - 1 3,23 - 1 3,23 - 1 3,23 - 1 10,00 9 - 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	Ability to retain essen	tial employees			
- 9 29,03 - 14 45,16 Outstanding 6 19,35  Customer/client satisfaction  (Not Answered) 1 3,23 - 1 3,23 - 5 16,13 - 20 64,52 Outstanding 4 12,90		(Not Answered)		1	3,23
- 14 45,16 Outstanding 6 19,35  Total Responses 31 100,00 9  Customer/client satisfaction  (Not Answered) 1 3,23 - 1 3,23 - 5 16,13 - 20 64,52 Outstanding 4 12,90		-		1	3,23
Outstanding         6         19,35           Total Responses         31         100,00         9           Customer/client satisfaction         1         3,23           (Not Answered)         1         3,23           -         1         3,23           -         5         16,13           -         20         64,52           Outstanding         4         12,90		-		9	29,03
Customer/client satisfaction         1         3,23         2         3,23         2         3,23         2         3,23		-		14	45,16
Customer/client satisfaction         (Not Answered)       1       3,23         -       1       3,23         -       5       16,13         -       20       64,52         Outstanding       4       12,90		Outstanding		6	19,35
(Not Answered)       1       3,23         -       1       3,23         -       5       16,13         -       20       64,52         Outstanding       4       12,90			Total Responses	31	100,00 %
- 1 3,23 - 5 16,13 - 20 64,52 Outstanding 4 12,90	Customer/client satisf	faction			
- 5 16,13 - 20 64,52 Outstanding 4 12,90		(Not Answered)		1	3,23
-         20         64,52           Outstanding         4         12,90		-		1	3,23
Outstanding 4 12,90		-		5	16,13
		-		20	64,52
		Outstanding		4	12,90
			Total Responses	31	100,00 %

Manager-employees relations		
(Not Ans	swered) 1	3,23
-	1	3,23
-	6	19,35
-	19	61,29
Outstand	ding 4	12,90
	Total Responses 31	100,00 %
General employee relations		
(Not Ans	swered) 1	3,23
Poor	1	3,23
-	1	3,23
-	6	19,35
-	18	58,06
Outstand	ding 4	12,90
	Total Responses 31	100,00 %
The job satisfaction of the employees a	at [NAME] in Denmark?	
-	1	3,23
-	6	19,35
-	19	61,29
Outstand	ding 5	16,13
	Total Responses 31	100,00 %
The ability of [NAME] in Denmark to re	tain essential employees?	
-	2	6,45
<u> </u>	5	16,13
<u> </u>	20	64,52
Outstand	ding 4	12,90
	Total Responses 31	100,00 %
The overall performance of the [NAME]	] in Denmark	
-	9	29,03
-	18	58,06
Outstand	ding 4	12,90
	Total Responses 31	100,00 %

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 5 16,13 2 1 3,23 3 6 19,35 4 10 32,26 5 22,58 **Total Responses** 31 100,00 % 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 3,23 100,00 % **Total Responses** 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 58,06 18 **Total Responses** 31 100,00 % 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) 6,45 2 2 6,45 3 6 19,35 4 10 32,26 5 10 32,26 Don't know 1 3,23

**Total Responses** 

100,00 %

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

		•
	5	16,13
	18	58,06
Outstanding	8	25,81
Total Responses	31	100,00 %
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
Total Responses	62	100,00 %

## **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	
Please select a language:				
English		3	3,33	
Danish		87	96,67	
	<b>Total Responses</b>	90	100,00	%
Can you confirm that the company is wholly or majority foreign-own is owned by a foreign-based company.	ned? By "majority owned	" we me	ean at leas	t 50%
Yes		90	100,00	
	Total Responses	90	100,00	%
Are you located at				
The global HQ of the worldw company?	ride	2	2,22	
The HQ of the operating units Denmark?	s in	74	82,22	
Other (Please specify)		14	15,56	
	Total Responses	90	100,00	%
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>	90	100,00	%
For which of the following policy levels do you have any HR responsi	bilities 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>	114	100,00	%

In how many foreign countries does the	he company have operating sit	es?		
	(Not Answered)		2	2,22
	1 country		3	3,33
	2 - 5 countries		13	14,44
	6 or more countries		72	80,00
		Total Responses	90	100,00 %
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
		Total Responses	90	100,00 %
What is the total number of employee	s worldwide including Denma	rk 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
		Total Responses	90	100,00 %
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
		Total Responses	90	100,00 %

Europe (	(excluding	Denmark)

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
		Total Responses	90	100,00 %
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
		Total Responses	90	100,00 %
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>	90	100,00 %

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>	90	100,00 %	<u>%</u>
ndividuals who previously wor	rked for the company in country of o	rigin?			
	(Not Answered)		6	6,67	
	None		51	56,67	
	Don't know		5	5,56	
	Number		28	31,11	
		<b>Total Responses</b>	90	100,00 %	<u>%</u>
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>	90	100,00 %	%
. 4. 14 . 1. 6	the worldwide company? i.e. outside	Denmark but not the cou	ntry of c	·rigin	
naividuals from other parts of	the worldwide company: i.e. outside		<u> </u>	<u>'116111.</u>	
naividuals from other parts of	(Not Answered)			4,44	_
naividuals from other parts of					
naividuals from other parts of	(Not Answered)		4	4,44	
naividuals from other parts of	(Not Answered) None		4 55	4,44 61,11	

	(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	
	Total Responses	90	100,00	%
Which of the following statements bo	est describes the worldwide operations? The worldwide	company	produces	s
	(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	
	Total Responses	90	100,00	%
s the worldwide company's most im	portant product, service or brand (or group of products, s	ervices 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	
	Total Responses	90	100,00	%
Are any of the components, product company based outside Denmark?	s and services of [NAME] in Denmark produced for ope	ration of	f the world	dwi
	(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	

	(Not Answered)		3	3,33	
	Yes		57	63,33	
	No		27	30,00	
	Don't know		3	3,33	
		Total Responses	90	100,00	%
Approximately what percenta	age of revenues of [NAME] comes fr	om 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	
		Total Responses	90	100,00	%
s the worldwide company sta	ate or partly state owned?				
	(Not Answered)		1	1,11	
	Yes		4	4,44	
	No		84	93,33	
	Don't know		1	1,11	
		Total Responses	90	100,00	%
s the worldwide company pr	ivately owned or are its shares pub	licly traded?			
	(Not Answered)		3	3,33	
	Privately owned		28	31,11	
	Publicly traded		59	65,56	
		Total Responses	90	100,00	%
Approximately, how many MA	ANAGERS are there in [NAME] in De	nmark?			
	(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	

(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
	90 nitored b	100,00 %
the following issues is information on the operating units in Denmark more	nitored b	100,00 % by manageme
f the following issues is information on the operating units in Denmark more enmark? Please tick all that apply  (Not Answered)		100,00 % by management 0,21
the following issues is information on the operating units in Denmark more nmark? Please tick all that apply  (Not Answered)  Managerial pay packages	nitored b	100,00 % by management 0,21 15,61
f the following issues is information on the operating units in Denmark more enmark? Please tick all that apply  (Not Answered)	nitored b	100,00 % by management 0,21
of the following issues is information on the operating units in Denmark more mark? Please tick all that apply  (Not Answered)  Managerial pay packages  Management career progression  Overall labour costs	1 74 64	100,00 % by management 0,21 15,61 13,50
of the following issues is information on the operating units in Denmark more Denmark? Please tick all that apply  (Not Answered)  Managerial pay packages  Management career progression	1 74 64 65	0,21 15,61 13,50 13,71
of the following issues is information on the operating units in Denmark more Denmark? Please tick all that apply  (Not Answered)  Managerial pay packages  Management career progression  Overall labour costs  Numbers employed (headcount)	1 74 64 65 74	0,21 15,61 13,70 15,61
of the following issues is information on the operating units in Denmark more Denmark? Please tick all that apply  (Not Answered)  Managerial pay packages  Management career progression  Overall labour costs  Numbers employed (headcount)  Staff turnover	1 74 64 65 74 46	100,00 %  by management  0,21  15,61  13,50  13,71  15,61  9,70
of the following issues is information on the operating units in Denmark more Denmark? Please tick all that apply  (Not Answered)  Managerial pay packages  Management career progression  Overall labour costs  Numbers employed (headcount)  Staff turnover  Absenteeism	1 74 64 65 74 46 30	100,00 %  oy managemo  0,21  15,61  13,50  13,71  15,61  9,70  6,33
of the following issues is information on the operating units in Denmark more Denmark? Please tick all that apply  (Not Answered)  Managerial pay packages  Management career progression  Overall labour costs  Numbers employed (headcount)  Staff turnover  Absenteeism  Labour productivity  Workforce composition by diversity (e.g. gender,	1 74 64 65 74 46 30 41	100,00 %  oy managemo  0,21  15,61  13,50  13,71  15,61  9,70  6,33  8,65
of the following issues is information on the operating units in Denmark more Denmark? Please tick all that apply  (Not Answered)  Managerial pay packages  Management career progression  Overall labour costs  Numbers employed (headcount)  Staff turnover  Absenteeism  Labour productivity  Workforce composition by diversity (e.g. gender, ethnicity, disability etc.)	1 74 64 65 74 46 30 41 25	100,00 %  oy managemo  0,21  15,61  13,50  13,71  15,61  9,70  6,33  8,65  5,27
of the following issues is information on the operating units in Denmark mode Denmark? Please tick all that apply  (Not Answered)  Managerial pay packages  Management career progression  Overall labour costs  Numbers employed (headcount)  Staff turnover  Absenteeism  Labour productivity  Workforce composition by diversity (e.g. gender, ethnicity, disability etc.)  Employee attitude and satisfaction	1 74 64 65 74 46 30 41 25	100,00 % by management  0,21  15,61  13,50  13,71  15,61  9,70  6,33  8,65  5,27  10,13
n of the following issues is information on the operating units in Denmark more Denmark? Please tick all that apply  (Not Answered)  Managerial pay packages  Management career progression  Overall labour costs  Numbers employed (headcount)  Staff turnover  Absenteeism  Labour productivity  Workforce composition by diversity (e.g. gender, ethnicity, disability etc.)  Employee attitude and satisfaction  None of these	1 74 64 65 74 46 30 41 25 48 3	100,00 % by management  0,21  15,61  13,50  13,71  15,61  9,70  6,33  8,65  5,27  10,13  0,63

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

that apply across countries?				
	(Not Answered)		2	2,22
	Yes		61	67,78
	No		26	28,89
	Don't know		1	1,11
		Total Responses	90	100,00 %
Is there someone from Denmark o	n 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>	90	100,00 %
Are HR managers from different co	ountries brought together in a sys	tematic 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>	90	100,00 %
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
		Total Responses	90	100,00 %
			Count	Percent

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>	90	100,00 %
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>	90	100,00 %
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
		Total Responses	90	100,00 %

There is a worldwide approach cov	ering 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
	Total Responses	90	100,00 %
nere is a regional approach coveri	ng 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
	Total Responses	90	100,00 %
ne development of a specific appro	oach is left to international product, service or brand bas	sed division	ıs
	(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
			<u>-</u>
	N/A	4	4,44
	N/A Don't know	6	4,44 6,67

	(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
	Total Response	es 90	100,00 %
Γhe approach is really a mix of tl	he traditions of the different national operating compan	ies	
	(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
	Total Response	es 90	100,00 %
Traditions in the country of original	in have an overriding influence on the approach to the n	nanagement of	f 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
	Total Response	es 90	100,00 %

	(Not Answered)			2	2,22
	No				58,89
	Yes, in few parts of the firm				22,2
	Yes, in major businesses			9	10,0
	Yes, taken up globally			1	1,1
	Don't know			5	5,5
		Total Responses	90	100,00	%
Fraining, development and organis	ational 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>	90	100,00	%
imployee involvement and commu	nication				
	(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	
		Total Responses	90	100,00	%
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	
		Total Responses	90	100,00	0/-

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>	90	100,00	%
For MANAGERS					
	(Not Answered)		3	3,33	
	Yes		68	75,56	
	No		18	20,00	
	Don't know		1	1,11	
		Total Responses	90	100,00	%
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>	90	100,00	%
For MANAGERS					
	(Not Answered)		19	21,11	
	Yes		18	20,00	
	No		43	47,78	
	Don't know		10	11,11	
		Total Responses	90	100,00	%
For LOG					
	Don't know				
	(Not Answered)		83	87,37	
	Тор		6	6,32	
	Bottom		6	6,32	
		Total Responses	95	100,00	%
For MANAGERS					
	Don't know				
	(Not Answered)		82	85,42	
	Тор		7	7,29	
	Bottom		7	7,29	
		Total Responses	96	100,00	0/-

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
		Total Responses	90	100,00 %
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>	90	100,00 %
Individual quantitative output target	ts (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
		Total Responses	90	100,00 %
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
		Total Responses	90	100,00 %

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>	90	100,00	%
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	
		Total Responses	90	100,00	%
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	
		Total Responses	90	100,00	%
For LOG					
	(Not Answered)		23	25,56	
	Yes		40	44,44	
	No		25	27,78	
	Don't know		2	2,22	
		Total Responses	90	100,00	%
For MANAGERS					
	(Not Answered)		22	24,44	
	Yes		51	56,67	
	No		15	16,67	
	Don't know		2	2,22	
		Total Responses	90	100,00	%

For	LO	G

ror Log	Employee share ownership				
	(Not Answered)		Q	9 90	
	Yes				
	No				
	Don't know				
	Don t know	Total Responses			%
	Profit Sharing	Total Responses	70	100,00	70
	(Not Answered)		13	14,44	
	Yes		6		
	No		69	76,67	
	Don't know		2	2,22	
		Total Responses	90	100,00	%
	Share Options				
	(Not Answered)		11	12,22	
	Yes		9	10,00	
	No		67	74,44	
	Don't know		3	3,33	
		<b>Total Responses</b>	90	100,00	%
For MANAGERS			6 6,67 69 76,67 2 2,22 90 100,00 9  11 12,22 9 10,00 67 74,44 3 3,33		
	Employee share ownership				
	(Not Answered)		6	6,67	
	Yes		18	20,00	
	No		63	70,00	
	Don't know		3	3,33	
		<b>Total Responses</b>	90	100,00	%
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>	90	100,00	%

	Share Options				
	(Not Answered)		10	11,11	
	Yes		22	24,44	
	No		53	58,89	
	Don't know		5	5,56	
		Total Responses	90	100,00	%
For LOG					
	(Not Answered)		3	3,33	
	Yes		56	62,22	
	No		30	33,33	
	Don't Know		1	1,11	
		Total Responses	90	100,00	%
For MANAGERS					
	(Not Answered)		2	2,22	
	Yes		67	74,44	
	No		21	23,33	
		<b>Total Responses</b>	90	100,00	%
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>	90	100,00	%
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	
		Total Responses	90	100,00	0/

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
	Total Responses 90	100,00 %
Relating pay levels in [NAME] in Denmark to market comparator	rs (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
	Total Responses 90	100,00 %
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
	Total Responses 90	100,00 %

Performance appraisal system: For M	ANAGERS			
	(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>	90	100,00 %
ariable payments scheme: For MANA	AGERS			
	(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
		Total Responses	90	100,00 %
erformance appraisal system: Fo	or			
	(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
		Total Responses	90	100,00 %

Variable payments scheme: For I	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	
	Tota	l Responses 90	100,00 %	)
What percentage of the annual employees over the past 12 mon	pay bill in [NAME] in Denmark was spent	t on training and deve	lopment for	al
	(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	
	Tota	l Responses 90	100,00 %	)
Thinking of [NAME] in Denmark	is there a formal system of succession plannir	ng 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	
	Tota	l Responses 90	100,00 %	)
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	
	Tota	l Responses 90	100,00 %	)

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>	90	100,00 %
s 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
	Total Responses	90	100,00 %
hort 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>	90	100,00 %
ong 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>	90	100,00 %

Formal global management tra	aining				
	(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>	90	100,00	%
			Count	Percent	
Assessment of performance ag	gainst a set of global management c	ompetencies			
	(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	
		Total Responses	90	100,00	%
Qualifications programme (e.g	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>	90	100,00	%
	he company's foreign operations a mark? Please include all types of lo				
	(Not Answered)		16	17,78	
	Don't know		7	7,78	
	Number		67	74,44	

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 assign	ents for any pupo	ose. Type	0 if none	
(Not Answered)		19	21,11	
Don't know		8	8,89	
Number		63	70,00	
T	otal Responses	90	100,00	%
Thinking of [NAME] in Denmark is there a formal policy on organisational l	earning?			
(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	
T	otal Responses	90	100,00	%
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	
To	otal Responses	90	100,00	%
		Count	Percent	
Our company favours internal promotion over external management recru	itment			
(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	
	otal Responses	90	100,00	%

			Count	Percent	
International experience is a k	ey criterion for career progressio	n at senior levels			
	(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	
		Total Responses	90	100,00	%
On-the-job learning (experien development	nce gained on the job) is more	valuable than off-the-job o	lassroo	om trainin	g and
	(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	
		Total Responses	90	100,00	%
Investment in training is critic	al to either developing or retainin	g key skills in this company			
	(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	
		Total Responses	90	100,00	%
To what extent is the organiza Not at all similar 5 = Highly si	tional learning policy for [NAME] i limar	in Denmark and the worldwid	le comj	oany simila	ır? 1 :
	(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>Expatriate assignments</b>					
	(Not Answered)		4	4,44	
	Yes		40	44,44	
	No		45	50,00	
	Don't Know		1	1,11	
		<b>Total Responses</b>	90	100,00	%
International project groups or task forces					
	(Not Answered)		2	2,22	
	Yes		70	77,78	
	No		18	20,00	
		<b>Total Responses</b>	90	100,00	%
International formal committees			40   44,44   45   50,00   1   1,11		
	(Not Answered)		3	3,33	
	Yes		41	45,56	
	No		40	44,44	
	Don't Know		6	6,67	
		<b>Total Responses</b>	90	100,00	%
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>	90	100,00	%
Secondments to other organisations int	ernationally (e.g. to suppliers, c	ustomers, universities,	private	R&D facil	ities)
	(Not Answered)		4	4,44	
	Yes		13	14,44	
	No		63	70,00	
	Don't Know		10	11,11	
		<b>Total Responses</b>	90	100,00	%

Which of these is the most important international organisational learning mechanism used by managers within INAMEI in Denmark?

[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
	Total Responses	90	100,00 %
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
	Total Responses	90	100,00 %
Policy on organisational learning		7 7,78  aps or task forces 44 48,89 mittees 5 5,56 tworks 16 17,78 ganisations 2 2,22 appliers, customers, facilities)  4 4,44  Total Responses 90 100,00 %  4 4,44  2 2,22  6 6,67  15 16,67  31 34,44  32 35,56  Total Responses 90 100,00 %  5 5,56  3 3,33  7 7,78  21 23,33  30 33,33  22 24,44  2 2,22	
	(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
	Total Responses	90	100,00 %

	Don't Know	8	8,89	
	וויים אן			
	Not applicable (1 site only in Denmark)	9	10,00	
	Some sites have involvement systems while others do not	16	17,78	
	All or most sites have involvement systems, but they differ from site to site	41	45,56	
	An identical or similar pattern exists across all or most sites	14	15,56	
	(Not Answered)	2	2,22	
Which of the following most clo	sely corresponds to the pattern of employee involvement in	[NAME] in	Denmark	<u>(?</u>
	Total Responses	90	100,00	%
	Don't Know	4	4,44	
	No	18	20,00	
	Yes	67	74,44	
ontinuous improvement group	(Not Answered)	1	1,11	
roups where employees disc ontinuous improvement group	cuss issues of quality, production or service delivery suc	h as prob	olem-solvi	ing
	Total Responses	90	100,00	%
	Don't Know	3	3,33	
	No	26	28,89	
	Yes	60	66,67	
	(Not Answered)	1	1,11	
ormally designated teams in v f tasks	which employees have responsibility for organising their w	ork and ca	rrying ou	t a s
	Total Responses	90	100,00	
	N/A	1	1,11	
	Don't know	3	3,33	
	full discretion	21	23,33	
	discretion			
	quite a lot of	28	31,11	
	some discretion	22	24,44	
	no discretion a little discretion	<u>5</u> 6	5,56 6,67	
	1	_	<b></b>	

	(Not Answered)		4	4,44	
			15	16,67	
			19	21,11	
			27	30,00	
			20	22,22	
			5	5,56	
	-	Total Responses	90	100,00	%
Formal model of good practice	codified elsewhere in worldwide				
J 1		1 7	5	5,56	
	-		13	14,44	
	2		19	21,11	
	3		33	36,67	
	4		16	17,78	
	5		4	4,44	
		Total Responses	90	100,00	%
Examples drawn from other fir	·ms	_			
	(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	
		Total Responses	90	100,00	%
Does [NAME] regularly use tea Denmark?	mwork or other employee involve	2 3 4 5 Total Responses  Ified elsewhere in worldwide company (Not Answered) 1 2 3 4 5 Total Responses  (Not Answered) 1 2 3 4 5 Total Responses  In the second of the sec	ting con	npanies o	utsic
	(Not Answered)		1	1,11	
	Yes		54	60,00	
	No		16	17,78	
	Don't Know		19	21,11	
		Total Responses	90	100,00	0/0

	(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	ı	30	33,33	
	Fairly diverse		28	31,11	
	Very diverse		12	13,33	
	Don't Know		4	4,44	
		<b>Total Responses</b>	90	100,00	%
Does [NAME] regularly use pacross more than one operation		mployees other than			nct
	(Not Answered)		2	2,22	
	Yes		65	72,22	
	No		11	12,22	
	N/A		9	10,00	
	Don't Know		3	3,33	
		Total Responses	90	100,00	%
o these groups in Denmark	also include employees from outside Denn	nark?			
	(Not Answered)		26	28,89	
	Yes		49	54,44	
	No		13	14,44	
	N/A		2	2,22	
		<b>Total Responses</b>	90	100,00	%
How common is the cross-nat L=Very rare 5=Very commo	tional structure of these teams? on				
	(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	

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 39 43,33 Yes No 18 20,00 N/A 10,00 Don't Know 23 25,56 **Total Responses** 90 100,00 % Meetings between senior MANAGERS and the whole of the work force (Not Answered) 2,22 Yes 70 77,78 No 16 17,78 Don't know 2 2,22 90 **Total Responses** 100,00 % Meetings between line MANAGERS or supervisors and employees (sometimes called briefing groups) (Not Answered) 1,11 81 90,00 Yes No 7,78 Don't know 1 1,11 90 100,00 % **Total Responses** Attitude or opinion surveys (Not Answered) 1 1,11 70 77,78 Yes No 17 18,89 2 2,22 Don't know **Total Responses** 90 100,00 % **Suggestion schemes** (Not Answered) 4 4,44 Yes 52 57,78 No 33 36,67 Don't know 1 1,11 **Total Responses** 90 100,00 % Systematic use of management chain to cascade information (Not Answered) 1,11 Yes 64 71,11 No 20 22,22 Don't know 5 5,56 90 100,00 % **Total Responses** 

Newsletters or emails					
	(Not Answered)		1	1,11	
	Yes		83	92,22	
	No		5	5,56	
	Don't know		1	1,11	
		Total Responses	90	100,00	%
A company intranet providing inform	nation 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>	90	100,00	%
			Count	Percent	
Financial position of the company					
	(Not Answered)		2	2,22	
	Yes		82	91,11	
	No		6	6,67	
		Total Responses	90	100,00	%
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>	90	100,00	%
Staffing plans for the company					
	(Not Answered)		1	1,11	
	Yes		48	53,33	
	No		40	44,44	
	Don't know		1	1,11	
		Total Responses	90	100,00	%
Financial position of the company					
	(Not Answered)		2	2,22	
	Yes		70	77,78	
	No		13	14,44	
	Don't know		5	5,56	
		Total Responses	90	100,00	

Investment plan for the company					
	(Not Answered)		2	2,22	
	Yes		29	32,22	
	No		50	55,56	
	Don't know		9	10,00	
		Total Responses	90	100,00	%
taffing plans for the company					
	(Not Answered)		1	1,11	
	Yes		24	26,67	
	No		56	62,22	
	Don't know		9	10,00	
		Total Responses	90	100,00	%
nvolvement of employees in work	x process, e.g. team work or proble	m-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>	90	100,00	%
ttitude 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>	90	100,00	%
uggestion 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	
		Total Responses	90	100,00	0/-

	(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	
Thinking of the LOG in [NAM]	E] in Denmark, are trade unions recogn	Total Responses nised for the purposes	90 of colle	100,00 ective em	
	(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>	90	100,00	%
Are there any non-union based	d structure(s) of collective employee repr	resentation used Tick a	all that a	pply	
	(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>	94	100,00	%
How would you describe the p	olicy of management towards union reco	gnition within [NAME]	in Denn	nark?	
	(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	

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?

11011 all that apply, main 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	
	Total Responses	94	100,00	%
Thinking about trade union adopt?	ns in [NAME] in Denmark, what approach do the trade union	representa	atives gen	erall
	(Not Answered)	4	4,44	
	A cooperative	44	48,89	
	approach			
	approacn An adversarial approach	4	4,44	
	An adversarial	22	4,44 24,44	
	An adversarial approach			
	An adversarial approach It depends on the issue	22	24,44	%
Work organisation	An adversarial approach It depends on the issue Don't Know	22	24,44 17,78	%
Work organisation	An adversarial approach It depends on the issue Don't Know	22	24,44 17,78	%
Work organisation	An adversarial approach It depends on the issue Don't Know  Total Responses	22 16 <b>90</b>	24,44 17,78 <b>100,00</b>	%
Work organisation	An adversarial approach It depends on the issue Don't Know  Total Responses	22 16 90	24,44 17,78 <b>100,00</b> 25,56	%
Work organisation	An adversarial approach  It depends on the issue  Don't Know  Total Responses  (Not Answered)	22 16 90 23 19	24,44 17,78 <b>100,00</b> 25,56 21,11	%
Work organisation	An adversarial approach  It depends on the issue  Don't Know  Total Responses  (Not Answered)  1 2	22 16 90 23 19	24,44 17,78 <b>100,00</b> 25,56 21,11 21,11	%
Work organisation	An adversarial approach  It depends on the issue  Don't Know  Total Responses  (Not Answered)  1  2  3	22 16 90 23 19 19	24,44 17,78 <b>100,00</b> 25,56 21,11 21,11 18,89	%
Work organisation	An adversarial approach It depends on the issue Don't Know  Total Responses  (Not Answered)  1 2 3 4	22 16 90 23 19 19 17 3	24,44 17,78 <b>100,00</b> 25,56 21,11 21,11 18,89 3,33	%

		<b>Total Responses</b>	90	100,00 %	<u>%</u>
	Don't know		8	8,89	
	5		8	8,89	
	4		12	13,33	
	3		17	18,89	
	2		11	12,22	
	1		10	11,11	
	(Not Answered)		24	26,67	
Direct employee involvement s	chemes				
		Total Responses	90	100,00 %	%
	Don't know		3	3,33	
	5		4	4,44	
	4		19	21,11	
	3		22	24,44	_
	2		11	12,22	
	1		9	10,00	
5, . 5	(Not Answered)		22	24,44	
n-work training/ upgrading sk	xills	<b>r</b>		, ,	
	- 3N V MO	Total Responses	90	100,00 %	<u></u> %
	Don't know		5	5,56	
	5		9	10,00	
	4		13	14,44	
	3		22	24,44	
	2		7	13,33 7,78	
	(Not Answered)		22 12	24,44	
ariable payments schemes	(Not Anguaged)		າາ	24.44	
(aniable naversents of the co		Total Responses	90	100,00 9	<u>⁄′o</u>
	Don't know	m	4	4,44	
	5		3	3,33	
	4		3	3,33	
	3		6	6,67	
	2		14	15,56	
	1		37	41,11	
	(Not Answered)		23	25,56	

	(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	
		Total Responses	90	100,00	%
cope of union involvement in					
	(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	
		Total Responses	90	100,00	%
			Count 1	Percent	
	companies outside Denmark have disc	retion over determining	g employ	ee consul	tat
	(Not Answered)		2	2,22	
	(Not Answered) no discretion		2 7	2,22 7,78	
	,			·	
	no discretion		7	7,78	
	no discretion a little discretion		7 5	7,78 5,56	
	no discretion a little discretion some discretion		7 5 13	7,78 5,56 14,44	
	no discretion a little discretion some discretion quite a lot of discretion		7 5 13 10	7,78 5,56 14,44 11,11	
o what extent do operating olicy?	no discretion a little discretion some discretion quite a lot of discretion full discretion		7 5 13 10 17	7,78 5,56 14,44 11,11 18,89	

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	
Total Response	es 90	100,00	%
Which of the following statements best describes the overall nature of the European Wo	rks 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	
Total Response	es 90	100,00	%
Is there a European Works Council (EWC) or similar European-level structure which cov	ers [NAME] in	Denmark	x?
(Not Answered)	2	2,22	
Yes	39	43,33	
No	31	34,44	
Don't know	18	20,00	
Total Respons	ses 90	100,00	%

Over the past 3 years, has the EU Director employee consultation in Denmark	tive on Information and Consultation promp?	ted any changes i	n arrange	ments
	(Not Answered)	3	3,33	
	Yes	10	11,11	
	No	47	52,22	
	Don't know	30	33,33	
	Total Resp	onses 90	100,00	%
Does the worldwide company have exwork counsils) that are required in son	perience of operating with mandatory emplone countries overseas?	oyee consultation	structure	s (e.g.
	(Not Answered)	1	1,11	
	Yes	53	58,89	
	No	13	14,44	
	Don't know	23	25,56	
	Total Resp	onses 90	100,00	%
Do these meetings cover?				
	(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	
	Total Resp	onses 90	100,00	%
Which of the following statements b mechnanisms for communicating and c	est describes management's relative emph onsulting with employees?	nasis in [NAME]	in Denma	rk on
	(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	
	Total Res	ponses 90	100,00	%

Which of the following statements com	es closest to capturing the worldwide company's policy?	1		
	(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>	90	100,00	%
Are regular meetings held between Denmark for the purpose of informatio	management and representatives of employees at th n provision and consultation?	is level	in [NAM	1E] ir
	(Not Answered)	2	2,22	
	Yes	70	77,78	
	No	15	16,67	
	Don't know	3	3,33	
	Total Responses	90	100,00	%
Quality of products/services				
	(Not Answered)	2	2,22	
	Poor	1	1,11	
	-	15	16,67	
	-	52	57,78	
	Outstanding	20	22,22	
	Total Responses	90	100,00	%
Development of new products/services	3			
	(Not Answered)	4	4,44	
	-	6	6,67	
	-	29	32,22	
	-	40	44,44	
	Outstanding	11	12,22	
	Total Responses	90	100,00	0/0

Profit generation				
	(Not Answered)	3	3,33	
	Poor	7	7,78	
	-	11	12,22	
	-	22	24,44	
	-	31	34,44	
	Outstanding	16	17,78	
	Total Ro	esponses 90	100,00	%
Turnover				
	(Not Answered)	3	3,33	
	Poor	1	1,11	
	-	13	14,44	
	_	28	31,11	
	-	32	35,56	
	Outstanding	13	14,44	
	Total Ro	esponses 90	100,00	%
		Count	Percent	
Market share		Count	Percent	
Market share	(Not Answered)	Count 4	Percent 4,44	
Market share	(Not Answered) Poor			
Market share		4	4,44	
Market share	Poor	4 2	4,44 2,22	
Market share	Poor -	2 14	4,44 2,22 15,56	
Market share	Poor -	4 2 14 22	4,44 2,22 15,56 24,44	
Market share	Poor Outstanding	2 14 22 36	4,44 2,22 15,56 24,44 40,00	%
	Poor Outstanding	4 2 14 22 36 12	4,44 2,22 15,56 24,44 40,00 13,33	%
	Poor Outstanding	4 2 14 22 36 12	4,44 2,22 15,56 24,44 40,00 13,33	%
	Poor  Outstanding Total Re	4 2 14 22 36 12 esponses 90	4,44 2,22 15,56 24,44 40,00 13,33 100,00	%
	Poor  Outstanding  Total Re	2 14 22 36 12 esponses 90	4,44 2,22 15,56 24,44 40,00 13,33 100,00	%
Market share  Ability to recruit essential employees	Poor  Outstanding  Total Re  (Not Answered)	4 2 14 22 36 12 esponses 90	4,44 2,22 15,56 24,44 40,00 13,33 100,00 2,22 3,33	%
	Poor  Outstanding  Total Re  (Not Answered)	4 2 14 22 36 12 esponses 90 2 3 25	4,44 2,22 15,56 24,44 40,00 13,33 100,00 2,22 3,33 27,78	%

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>	90	100,00	%
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>	90	100,00	%
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>	90	100,00	%
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>	90	100,00	%
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	

The ability of [NAME] in Den	07 . 4		~		
	(Not Answered)		2	2,22	
	<del>-</del>		8	8,89	
	-		18	20,00	
	-		46	51,11	
	Outstanding		16	17,78	
		Total Responses	90	100,00	%
The overall performance of t	he [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	
	Outstallullig		U	0,0,	
o [NAME] in Denmark hav	ve international responsibility for o	Total Responses ne or more products or se	90	100,00	
o [NAME] in Denmark hav	ve international responsibility for o		90 rvices o	100,00 n behalf (	
o [NAME] in Denmark hav	ve international responsibility for o		90 ervices o	100,00 n behalf o	
o [NAME] in Denmark hav	ve international responsibility for o (Not Answered)		90 ervices o 2 25	100,00 n behalf o 2,22 27,78	
o [NAME] in Denmark hav orldwide company	(Not Answered)  1 2		90 ervices o 2 25 8	2,22 27,78 8,89	
o [NAME] in Denmark hav	(Not Answered)  1  2  3		90 2 25 8 14	2,22 27,78 8,89 15,56	
Do [NAME] in Denmark hav	(Not Answered)  1  2  3		90 2 25 8 14 16	2,22 27,78 8,89 15,56 17,78	
o [NAME] in Denmark hav	(Not Answered)  1  2  3	ne or more products or se	90 2 25 8 14 16 25	2,22 27,78 8,89 15,56 17,78 27,78	of
vorldwide company	(Not Answered)  1  2  3  4  5	ne or more products or se	90 2 25 8 14 16 25 90	2,22 27,78 8,89 15,56 17,78	of
vorldwide company	(Not Answered)  1  2  3  4  5  within the worldwide company is gen	ne or more products or se	90 2 25 8 14 16 25 90	100,00 n behalf o 2,22 27,78 8,89 15,56 17,78 27,78 100,00	of
vorldwide company	(Not Answered)  1  2  3  4  5  within the worldwide company is gen (Not Answered)	ne or more products or se	90 2 25 8 14 16 25 90 rk 2	100,00 n behalf of 2,22 27,78 8,89 15,56 17,78 27,78 100,00	of
vorldwide company	(Not Answered)  1  2  3  4  5  within the worldwide company is gen (Not Answered)  1	ne or more products or se	90 2 25 8 14 16 25 90	100,00 n behalf of 2,22 27,78 8,89 15,56 17,78 27,78 100,00 2,22 35,56	of
vorldwide company	(Not Answered)  1  2  3  4  5  within the worldwide company is gen (Not Answered)	ne or more products or se	90 2 25 8 14 16 25 90 rk 2	100,00 n behalf of 2,22 27,78 8,89 15,56 17,78 27,78 100,00	of
vorldwide company	(Not Answered)  1  2  3  4  5  within the worldwide company is gen (Not Answered)  1	ne or more products or se	90 2 25 8 14 16 25 90 rk 2 32	100,00 n behalf of 2,22 27,78 8,89 15,56 17,78 27,78 100,00 2,22 35,56	of
vorldwide company	(Not Answered)  1  2  3  4  5  within the worldwide company is gen (Not Answered)  1  2	ne or more products or se	90 2 25 8 14 16 25 90 rk 2 32 17	100,00 n behalf of 2,22 27,78 8,89 15,56 17,78 27,78 100,00 2,22 35,56 18,89	of
vorldwide company	(Not Answered)  1 2 3 4 5 within the worldwide company is gen (Not Answered) 1 2 3 3 4 5	ne or more products or se	90 2 25 8 14 16 25 90 rk 2 32 17 17	100,00 n behalf of 2,22 27,78 8,89 15,56 17,78 27,78 100,00  2,22 35,56 18,89 18,89	of

## 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	
Total Responses	90	100,00	%
Has this level of importance changed over the pa 1=Significantly decreased, 2=Slightly decreased, 3 = stayed about the same, 4 = slightly inc increased			years? cantly
(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	
Total Responses	90	100,00	%
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	
Total Responses	90	100,00	%
Total Responses	70	100,00	70

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

	in	Tick	all t	hat a	appl	ly
--	----	------	-------	-------	------	----

(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 indepth results of theworldwide survey will be presented by leading researchers within International Human Resource Management.	38	20,88
Receiving the full result report	63	34,62
Total Responses	182	100.00 %