

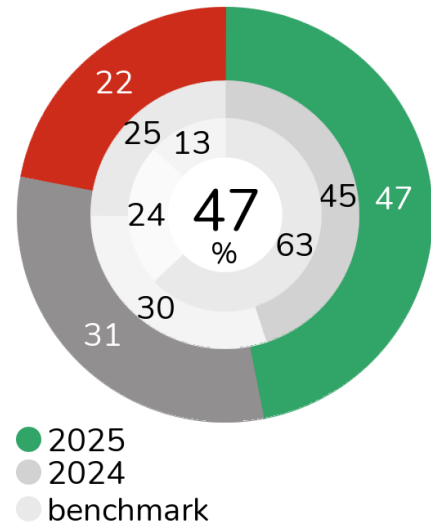
EMPLOYEE SURVEY - SAMPLE QUESTIONNAIRE



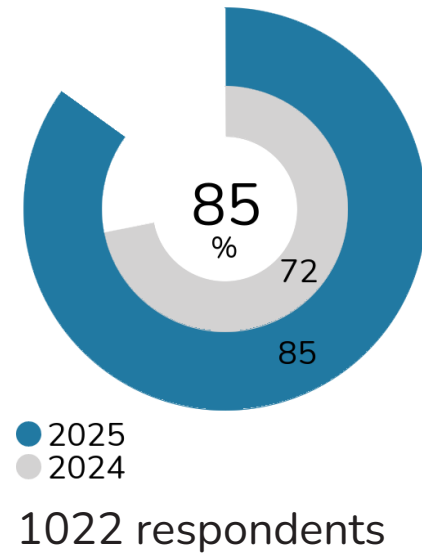
Sample output – summary - historical comparison

# SUMMARY

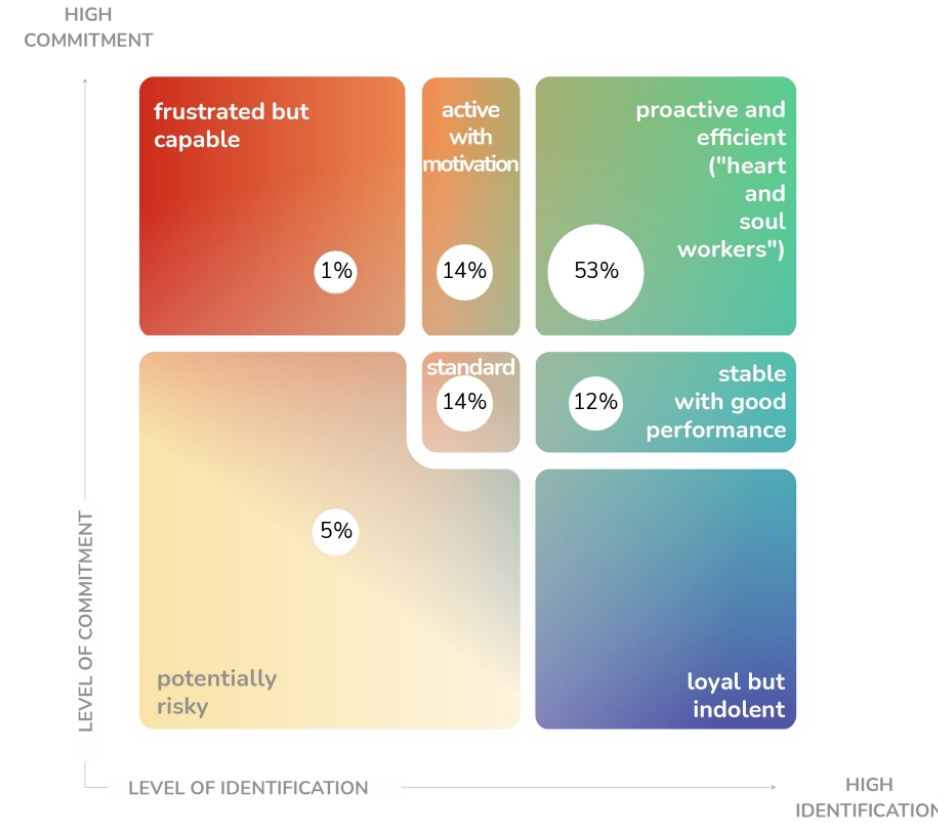
## SATISFACTION



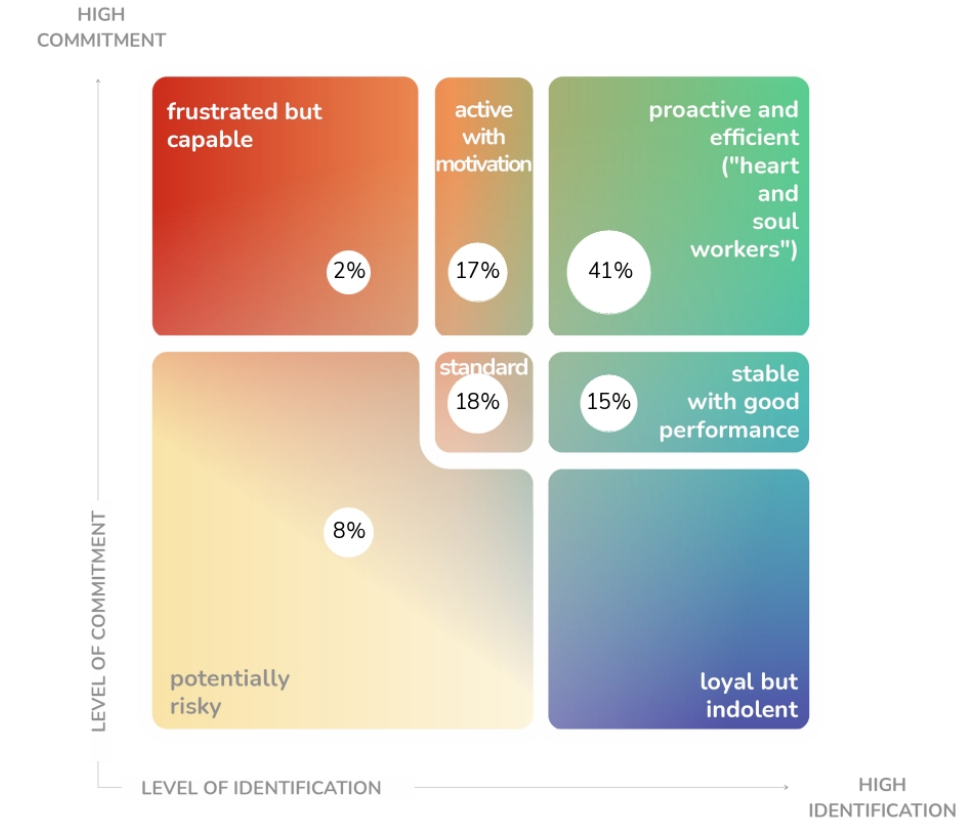
## RETURN RATE



### Current



### Historical comparison - 2024



### STRONGEST IMPACT ON IDENTIFICATION

The company cares for its employees and their satisfaction.

I can plan my career and professional direction within the company.

I have the conditions to do what I know best and to provide high quality performance.

### STRONGEST IMPACT ON COMMITMENT

I have the conditions to do what I know best and to provide high quality performance.

I have the possibility of expressing my opinion. I know that it will be taken seriously.

I can plan my career and professional direction within the company.

## RESULTS FOR INDIVIDUAL CATEGORIES

### IDENTIFICATION

### COMMITMENT

### SATISFACTION

SATISFACTION WITH TOP MANAGEMENT

SATISFACTION WITH YOUR SUPERIOR

SATISFACTION WITH THE APPROACH TO EMPLOYEES

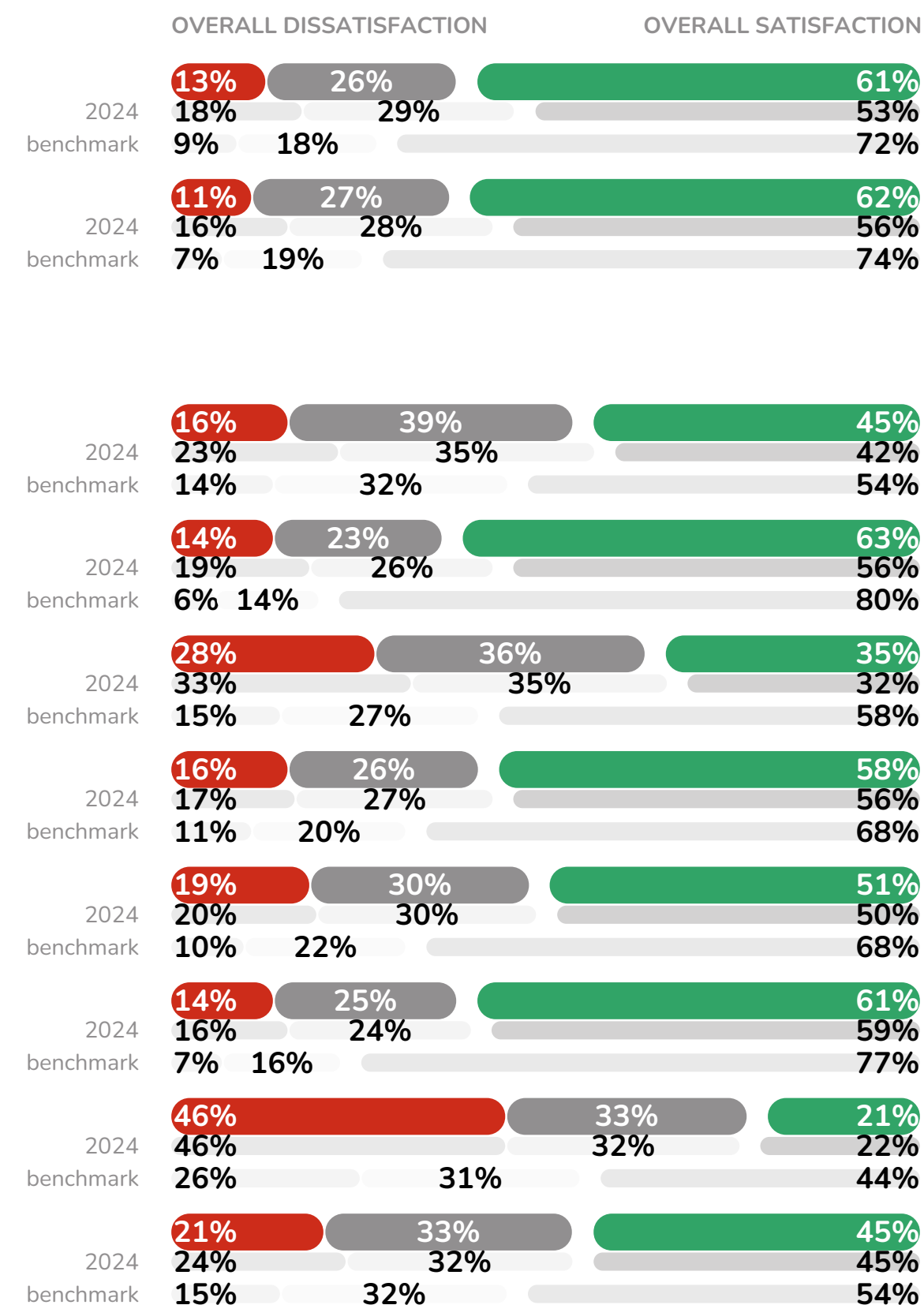
SATISFACTION WITH COMMUNICATION

SATISFACTION WITH THE ATMOSPHERE

SATISFACTION WITH WORKING CONDITIONS

SATISFACTION WITH YOUR REMUNERATION

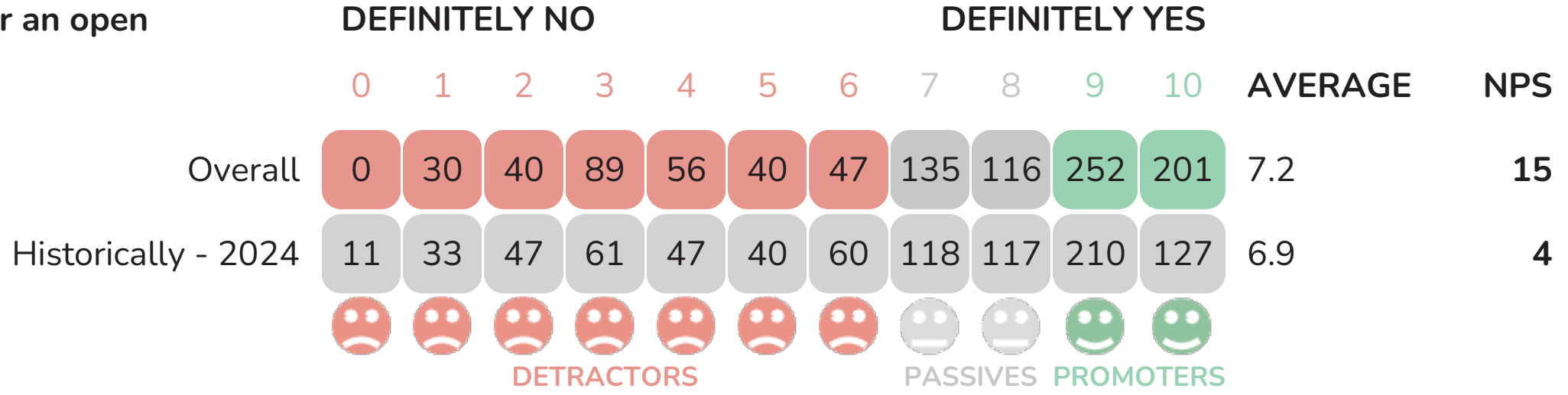
SATISFACTION WITH YOUR PERSONAL AND PROFESSIONAL DEVELOPMENT



# EMPLOYEE NET PROMOTER SCORE

eNPS (Employee Net Promoter Score) measures how employees perceive their company as an employer. It is calculated as the difference between the percentage of so-called "Promoters" (those who selected 9 or 10), i.e., ambassadors of the brand, product, and company as an employer, and the so-called "Detractors" (those who selected 0 to 6). eNPS values can therefore range from -100 to +100. A score above 0 is generally considered acceptable. A score between 10 and 30 is considered good. Anything above 50 is considered excellent, and above 70 truly exceptional.

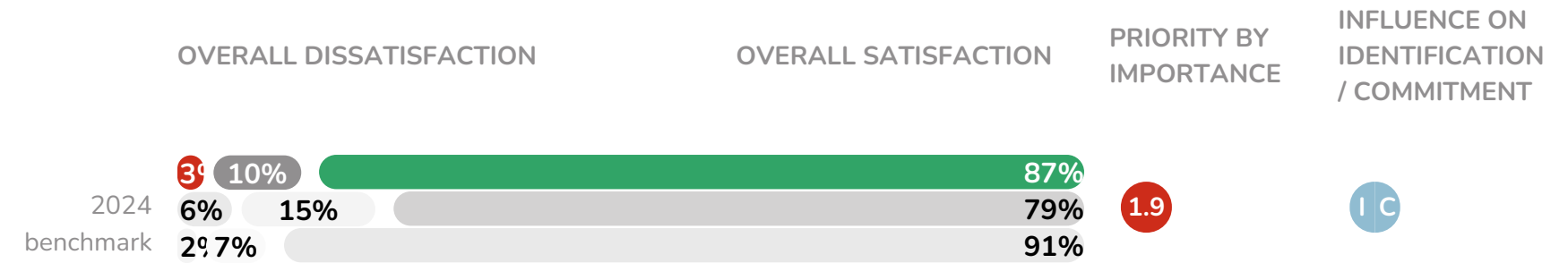
I would recommend a friend/colleague to apply for an open position with the Company.



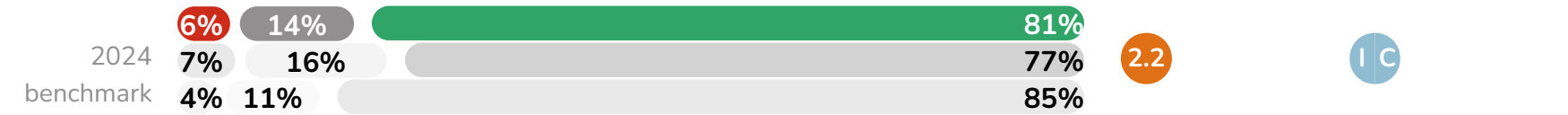
**NPS = % PROMOTERS - % DETRACTORS**

# SUMMARY TOP QUESTIONS

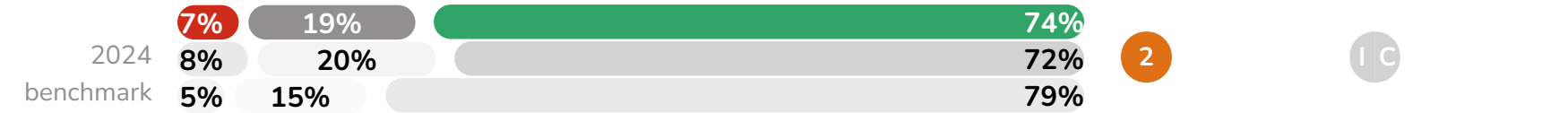
I know what my remit is and what is expected of me. I understand assignments set by my superior.



I know who I can turn to if I need specific information.

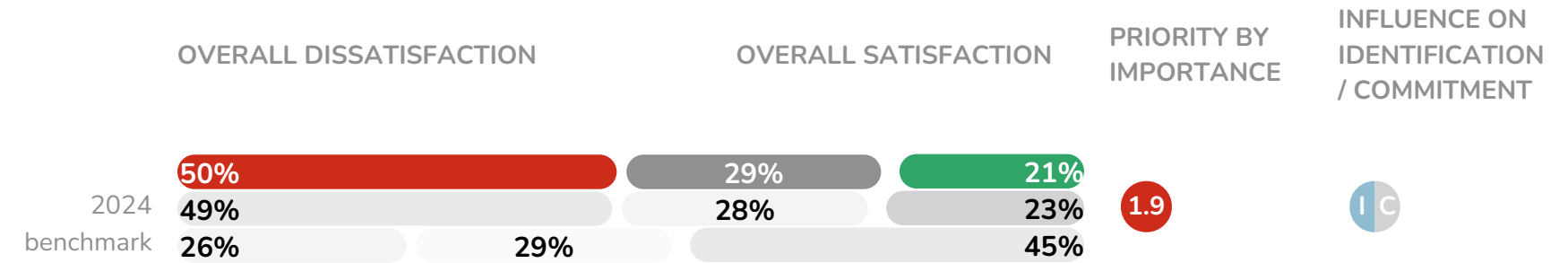


The colleagues I work with create an effective team. They do their utmost to ensure they perform good work.

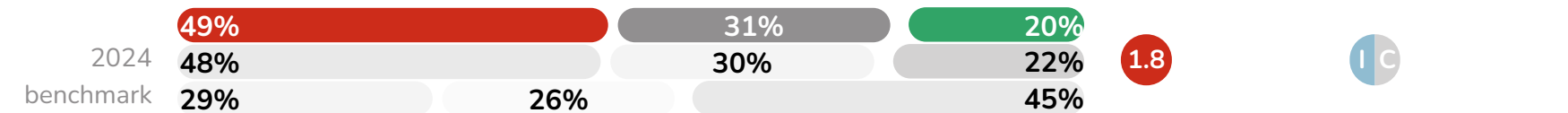


# BOTTOM QUESTIONS

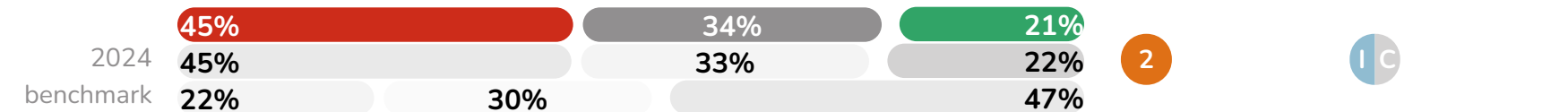
My salary and the structure of bonuses motivates me to produce high quality work and a high quality performance.



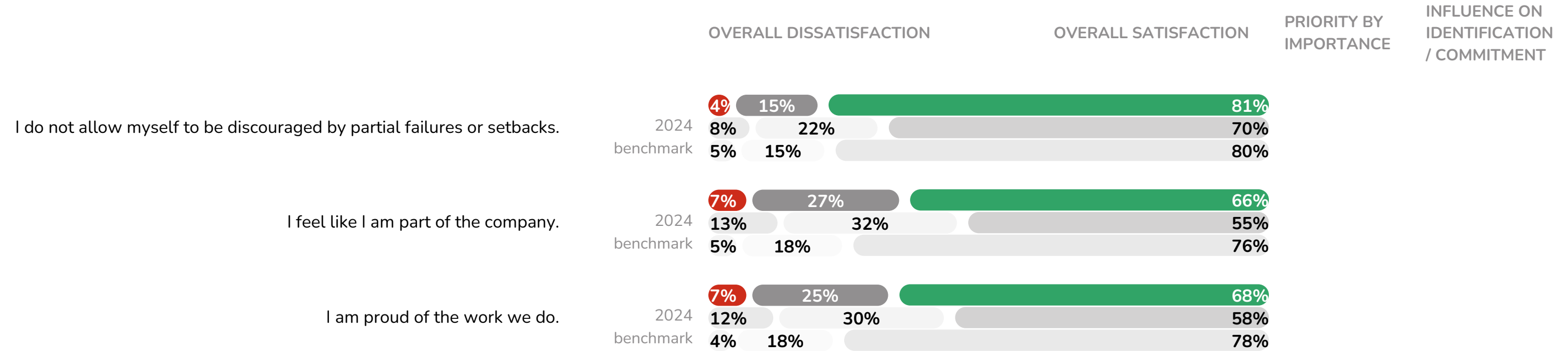
My salary corresponds to my position, the quality and amount of work performed.



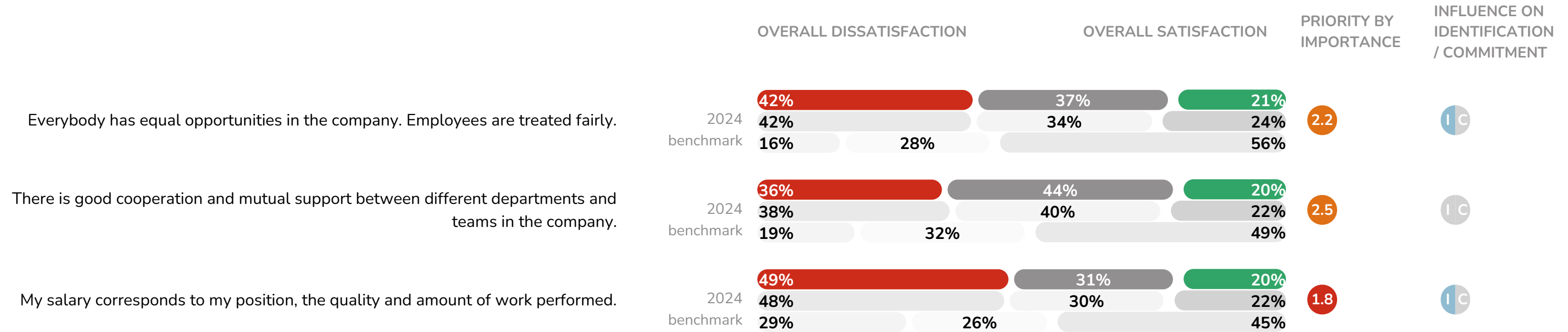
My salary allows me adequate security and satisfies my requirements.



# SUMMARY QUESTIONS WITH THE GREATEST IMPROVEMENT COMPARED TO THE REFERENCE (EMPLOYEE SURVEY - SAMPLE QUESTIONNAIRE)



# QUESTIONS WITH THE GREATEST DECLINE COMPARED TO THE REFERENCE (EMPLOYEE SURVEY - SAMPLE QUESTIONNAIRE)



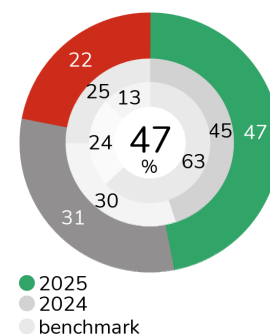
# EXPLANATORY NOTES

## TOTAL OVERALL RESULTS FOR ALL RESPONDENTS:

**VARIANTS OF ANSWERS:**

- Completely disagree
- Disagree
- Neither agree nor disagree
- Agree
- Completely agree

**COLOURS IN THE CHART:**



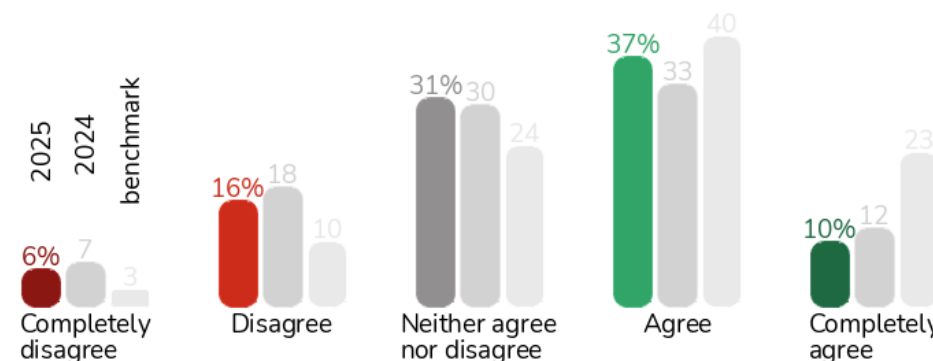
The figure inside the chart indicates the proportion of approving responses from the total answers. Colours in the outer chart show overall categories of the answers (all approving, disapproving and all neutral). A comparison with results from an older survey is shown inside the inner circle.

## OVERALL RESULTS BY SECTION FOR ALL RESPONDENTS:

**VARIANTS OF ANSWERS:**

- Completely disagree
- Disagree
- Neither agree nor disagree
- Agree
- Completely agree

**COLOURS IN THE CHART:**



The figures in the chart show the individual answers as a proportion of total answers. The results for the currently selected group and the whole company are shown. If an older survey is being compared with the current one, the right part will also include for comparison the chosen selection in the previous survey (right grey column across each answer).

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

	Until 1 year	1 - 5 years	6 - 10 years	More than 10 years
length of employment in the company	48%	47%	45%	49%
Historically - 2024	46%	45%	42%	46%

Figures in the table represent the proportion of all approving answers **Agree / Completely agree** in different categories of respondents.

A symbol can be used instead of specific data in the table. <5

This symbol is used where there are fewer than five respondents in a given category and therefore by showing a specific value, their anonymity would be jeopardised. However, their responses are included in the overall result.

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

Significantly high values    Significantly low values

## EXPLANATORY NOTES ANSWERS FOR INDIVIDUAL QUESTIONS:

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



### VARIANTS OF ANSWERS:

- Completely disagree
- Disagree
- Neither agree nor disagree
- Agree
- Completely agree

### COLOURS IN THE CHART:



Numbers and colours show the proportions of the overall categories of answers (all approving, all disapproving and all neutral).

Priority by importance shows how important the respondents consider the given question to be, on a scale of 1 (highest) to 5 (lowest). If no importance value is given for a question, it means that no respondent expressed an opinion on importance. Level of importance can be identified by the shades of color in the circle - darker being greater importance, and lighter being lesser importance. 2.6.

For each statement, the impact on respondents' identification and commitment is also displayed. I C  
 The color of the left half reflects the influence on identification. The color of the right half reflects the influence on commitment. The colour used corresponds to the influence:



## EXPLANATORY NOTES COMPARISON WITH RESULTS OF A PREVIOUS SURVEY:



Colour of the compared survey Employee survey - sample questionnaire(2024)



Benchmark (benchmark)

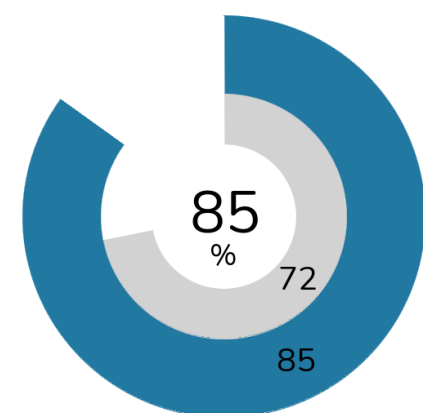
- ↑ This symbol represents improvement over the compared survey.
- ↓ This symbol denotes deterioration in comparison with the compared survey.

# SURVEY PARTICIPATION RETURN RATE AND PARTICIPANT REPRESENTATION

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

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

## OVERALL RETURN RATE

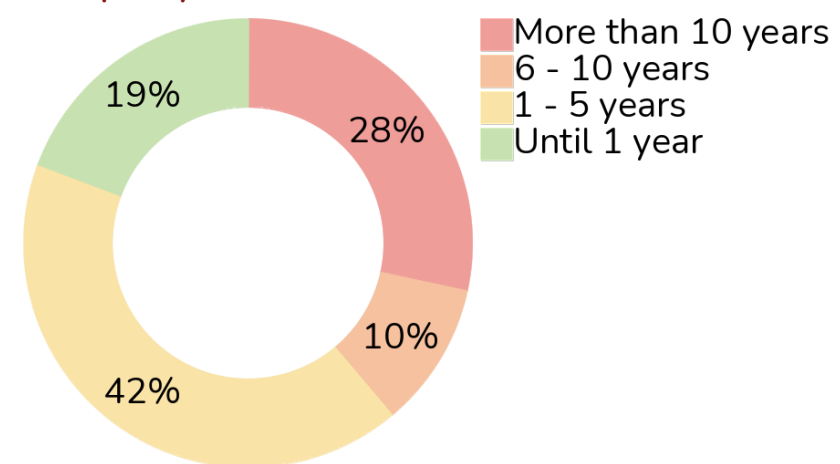


● 2025  
● 2024

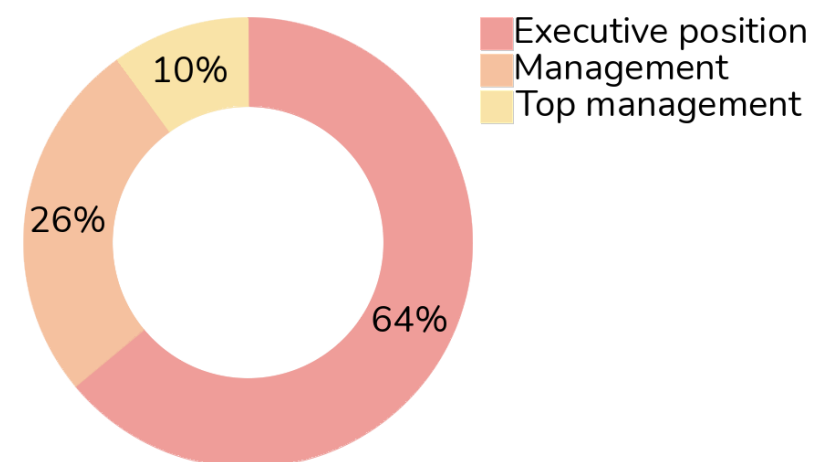
1022 respondents

## REPRESENTATION BY CATEGORY

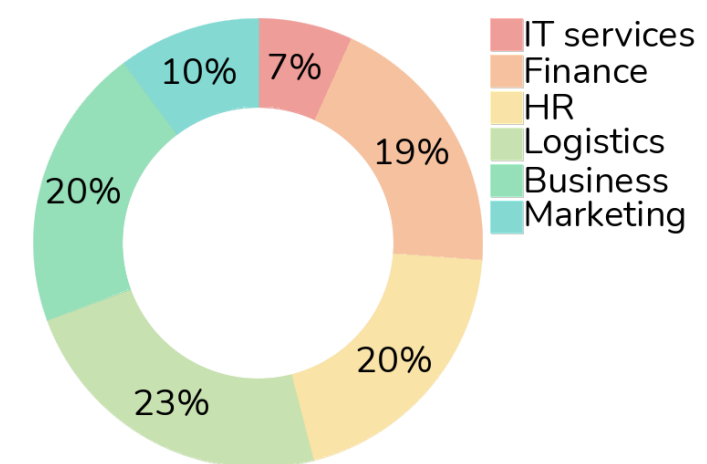
length of employment in the company



Level of organization



B0



# SURVEY PARTICIPATION RETURN RATE AND PARTICIPANT REPRESENTATION

## BY CATEGORY

	Until 1 year	1 - 5 years	6 - 10 years	More than 10 years
<b>length of employment in the company</b>	85% (197)	85% (427)	88% (107)	84% (290)
Historically - 2024	72% (168)	72% (365)	78% (95)	71% (243)

	Marketing	Business	Logistics	HR	Finance	IT services
<b>BO</b>	88% (104)	85% (208)	83% (239)	85% (202)	84% (198)	86% (70)
Historically - 2024	72% (85)	74% (181)	72% (207)	73% (173)	70% (164)	75% (61)

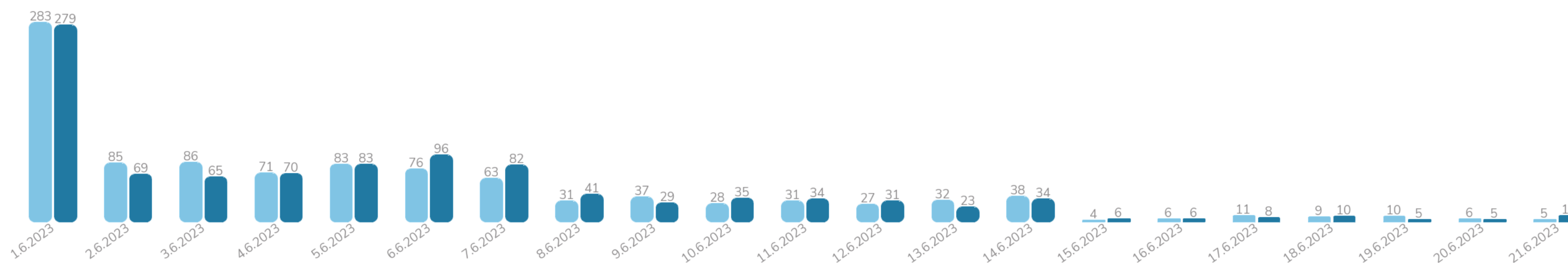
	Top management	Management	Executive position
<b>Level of organization</b>	84% (101)	86% (267)	84% (653)
Historically - 2024	75% (90)	74% (228)	71% (553)

# SURVEY PARTICIPATION COMPLETION OVERVIEW OVER TIME

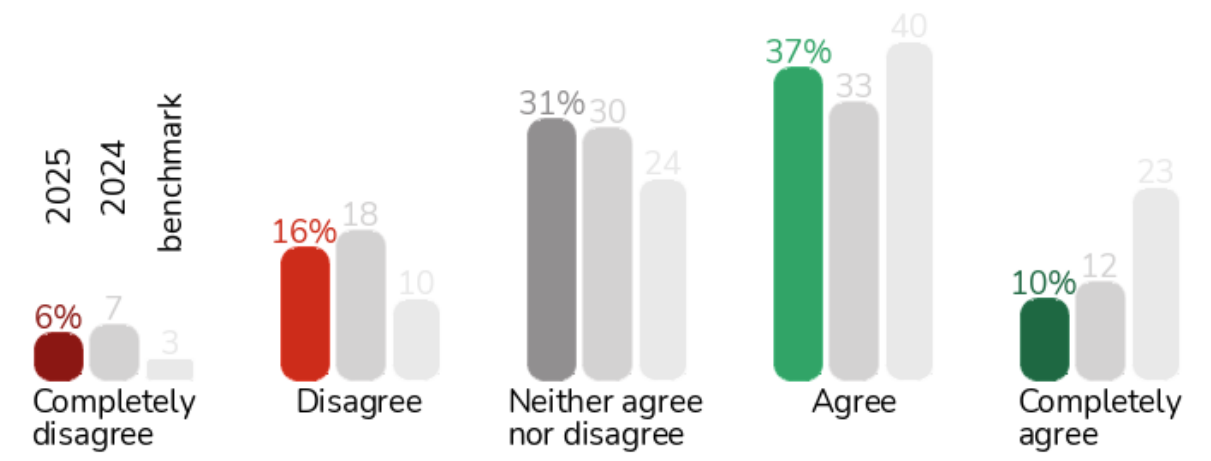
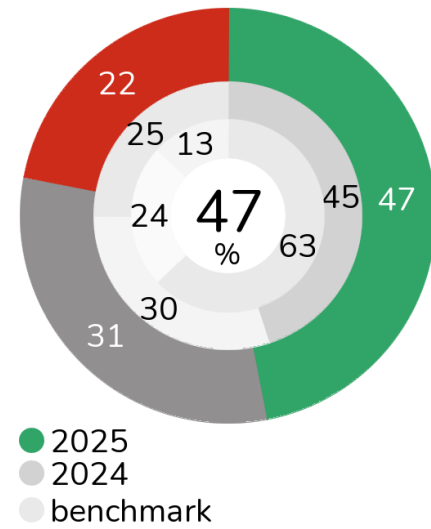
Overview of the number of started and completed online questionnaires over time.

2025

■ Number of questionnaires in progress ■ Number of questionnaires completed



# SATISFACTION IN TOTAL



## BY CATEGORY

	Until 1 year	1 - 5 years	6 - 10 years	More than 10 years
length of employment in the company	48%	47%	45%	49%
Historically - 2024	46%	45%	42%	46%

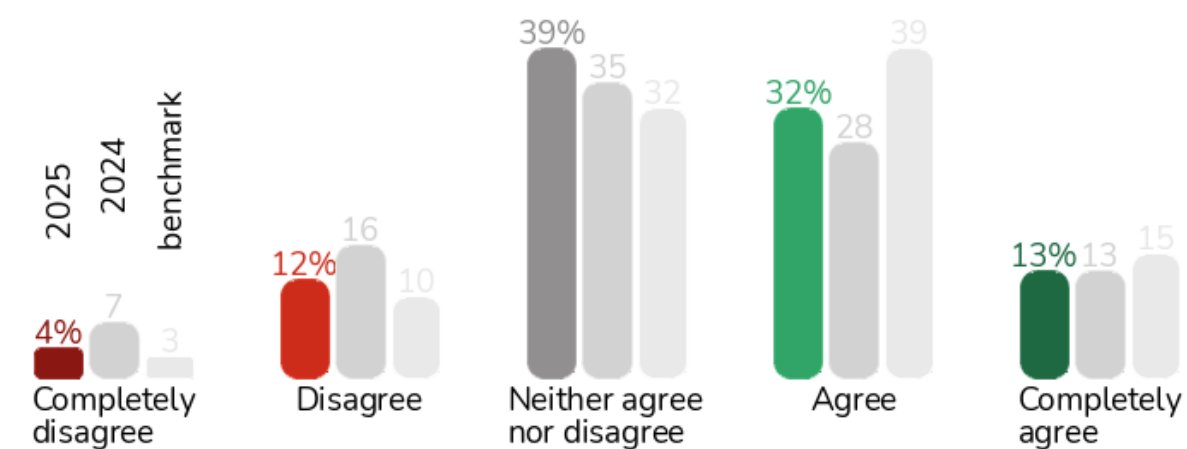
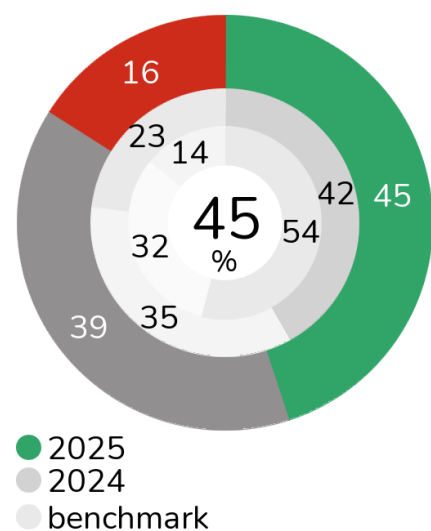
  

	Marketing	Business	Logistics	HR	Finance	IT services
B0	46%	49%	47%	48%	48%	46%
Historically - 2024	45%	47%	45%	44%	46%	46%

	Top management	Management	Executive position
Level of organization	50%	46%	48%
Historically - 2024	47%	44%	45%

# SATISFACTION SATISFACTION WITH TOP MANAGEMENT



## BY CATEGORY

	Until 1 year	1 - 5 years	6 - 10 years	More than 10 years
length of employment in the company	46%	43%	42%	47%
Historically - 2024	42%	42%	37%	44%

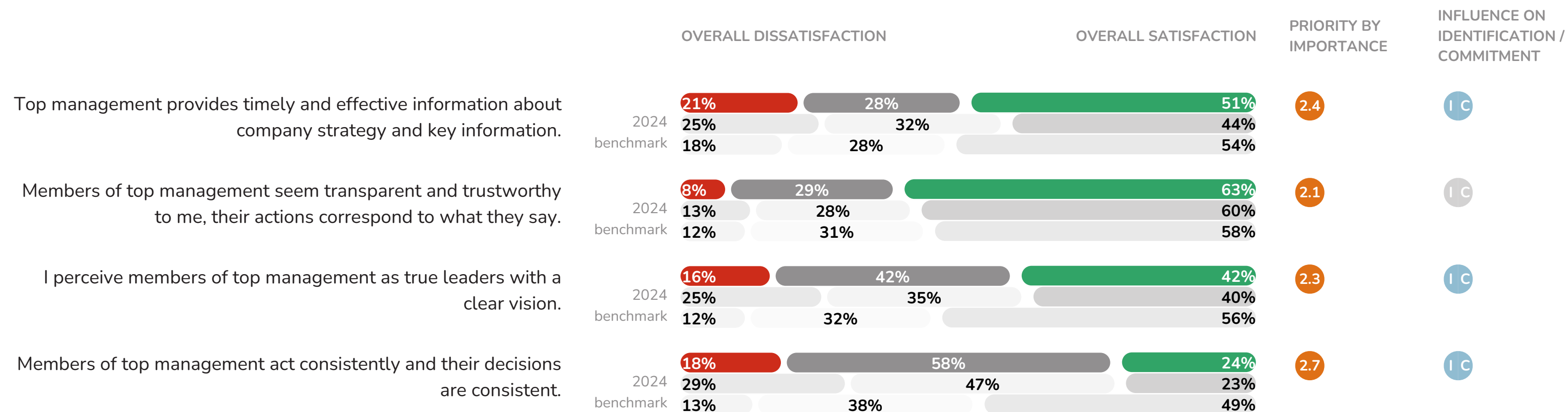
  

	Marketing	Business	Logistics	HR	Finance	IT services
B0	44%	47%	46%	40%	47%	43%
Historically - 2024	42%	45%	43%	35%	45%	39%

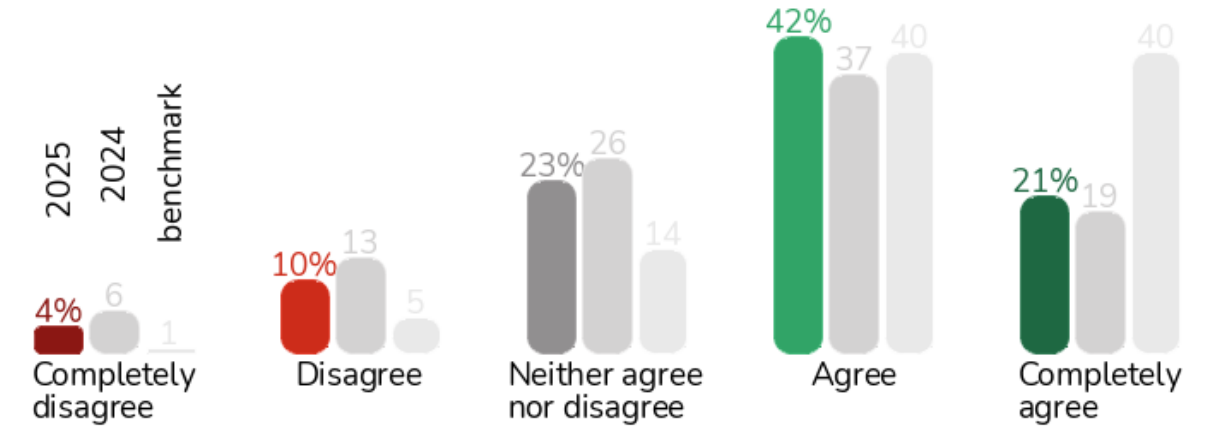
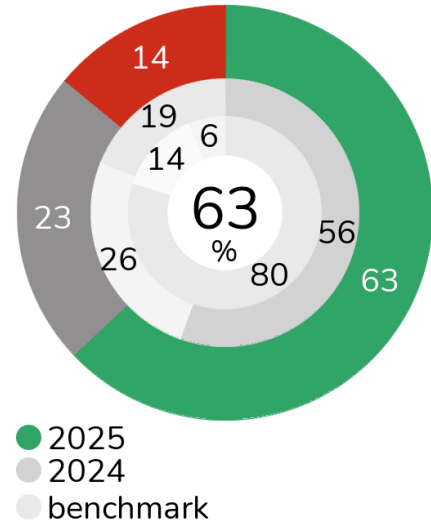
  

	Top management	Management	Executive position
Level of organization	49%	42%	45%
Historically - 2024	45%	41%	41%

# SATISFACTION SATISFACTION WITH TOP MANAGEMENT



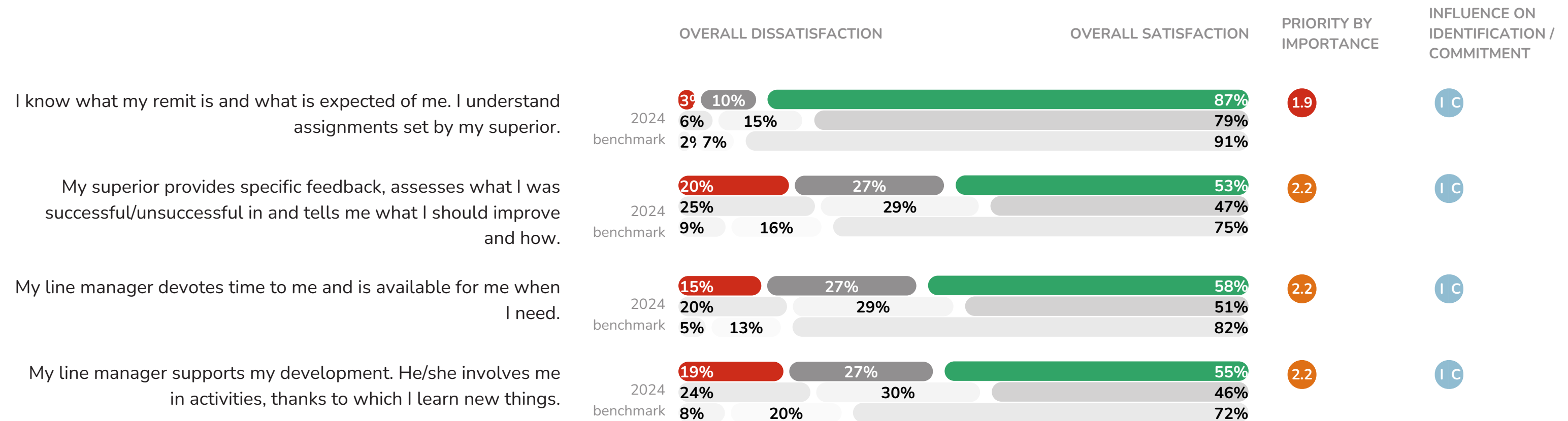
# SATISFACTION SATISFACTION WITH YOUR SUPERIOR



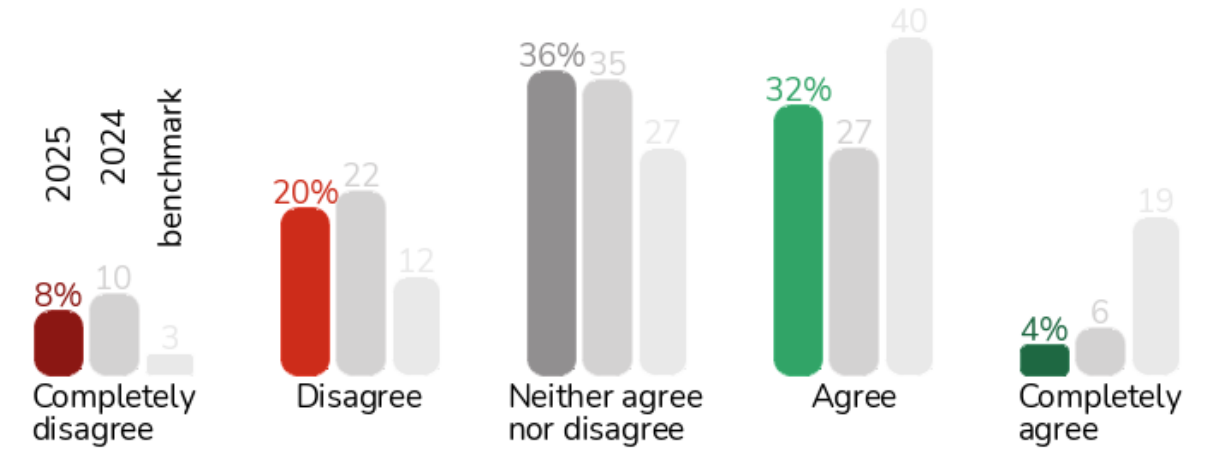
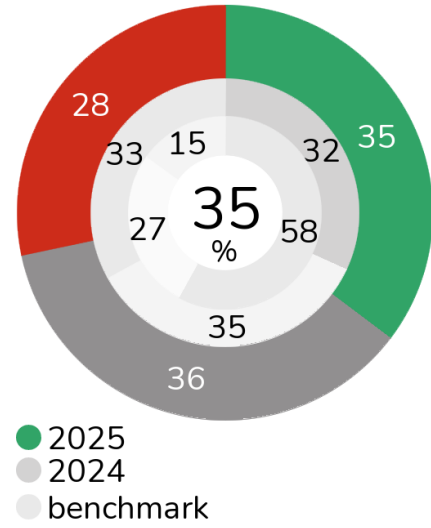
## BY CATEGORY

	Until 1 year	1 - 5 years	6 - 10 years	More than 10 years		
length of employment in the company	64% ↑	64% ↑	56% ↑	64% ↑		
Historically - 2024	56%	57%	50%	55%		
	Marketing	Business	Logistics	HR	Finance	IT services
B0	64% ↑	62% ↑	61%	65% ↑	64% ↑	65%
Historically - 2024	56%	55%	56%	53%	56%	60%
	Top management	Management	Executive position			
Level of organization	61% ↑	61% ↑	64% ↑			
Historically - 2024	54%	54%	57%			

# SATISFACTION SATISFACTION WITH YOUR SUPERIOR



# SATISFACTION SATISFACTION WITH THE APPROACH TO EMPLOYEES



## BY CATEGORY

	Until 1 year	1 - 5 years	6 - 10 years	More than 10 years
length of employment in the company	35%	33%	38%	38%
Historically - 2024	31%	31%	36%	34%

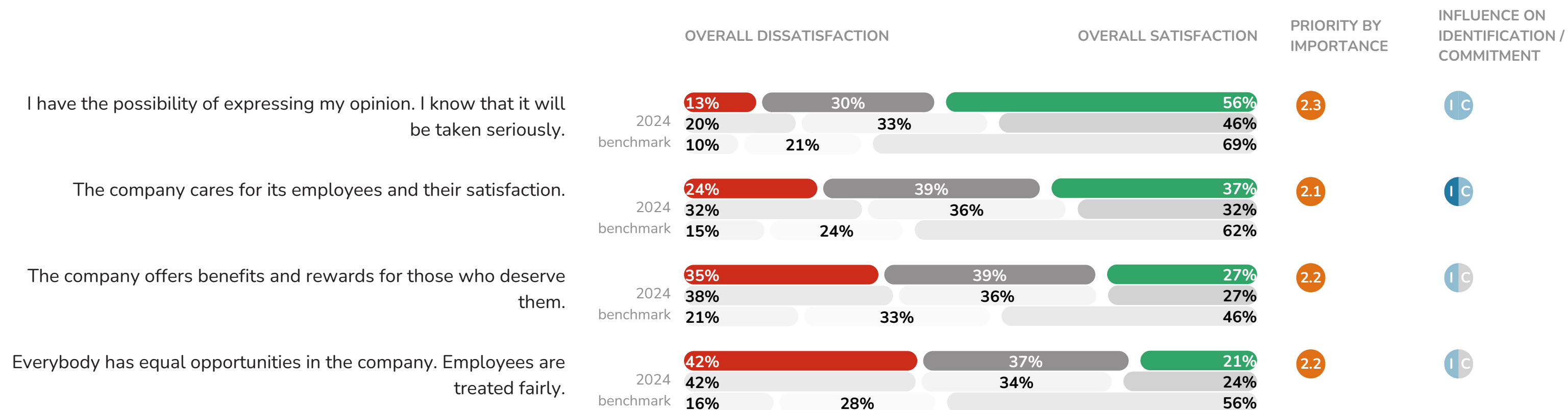
  

	Marketing	Business	Logistics	HR	Finance	IT services
B0	34%	38%	35%	36%	34%	32%
Historically - 2024	33%	34%	32%	32%	32%	32%

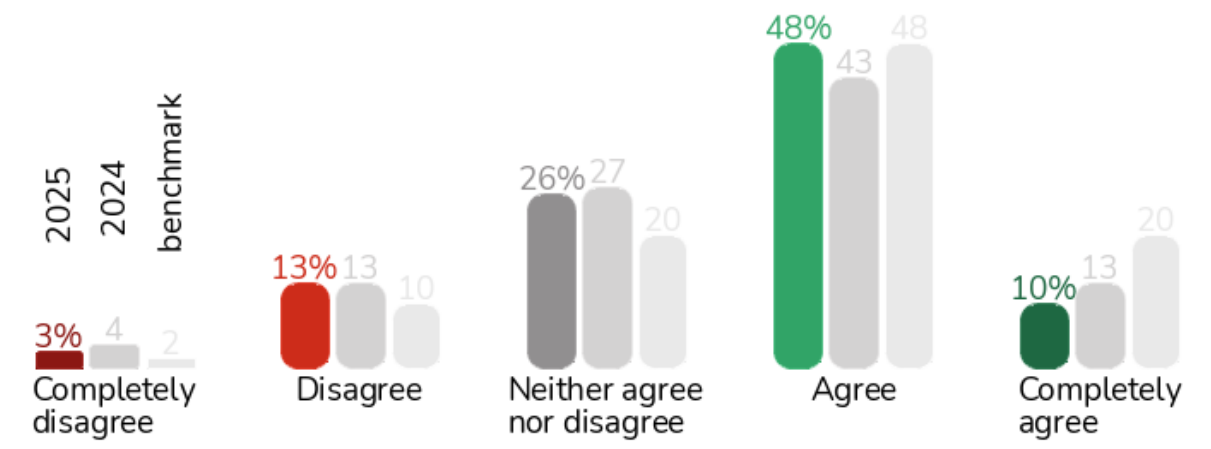
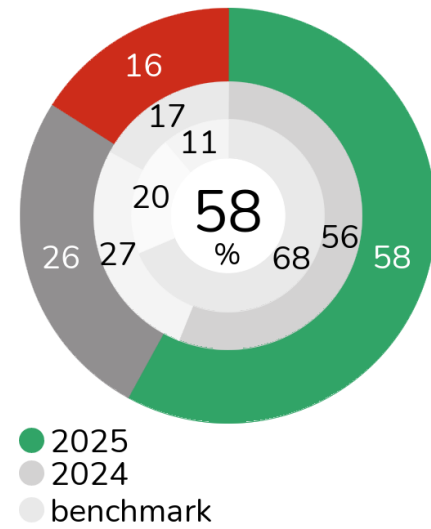
  

	Top management	Management	Executive position
Level of organization	39%	33%	36%
Historically - 2024	37%	31%	32%

# SATISFACTION SATISFACTION WITH THE APPROACH TO EMPLOYEES



# SATISFACTION SATISFACTION WITH COMMUNICATION



## BY CATEGORY

	Until 1 year	1 - 5 years	6 - 10 years	More than 10 years
length of employment in the company	58%	58%	53%	61%
Historically - 2024	56%	56%	51%	59%

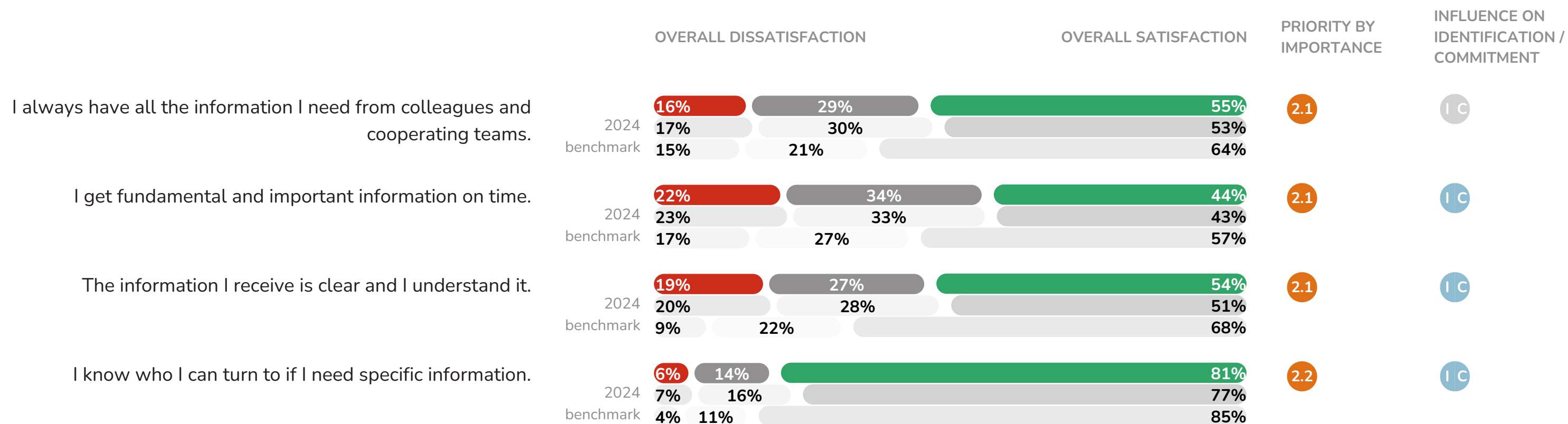
  

	Marketing	Business	Logistics	HR	Finance	IT services
B0	56%	60%	57%	60%	60%	54%
Historically - 2024	53%	58%	56%	56%	57%	55%

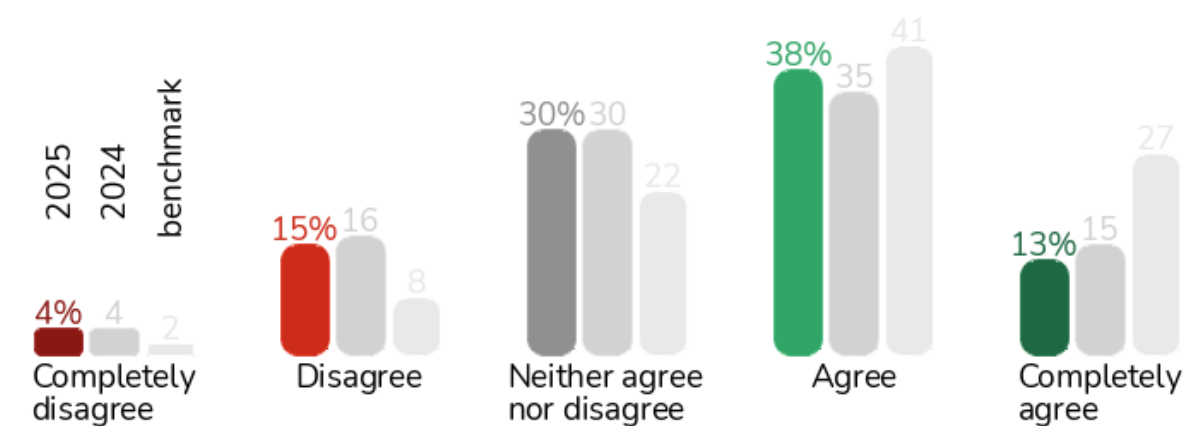
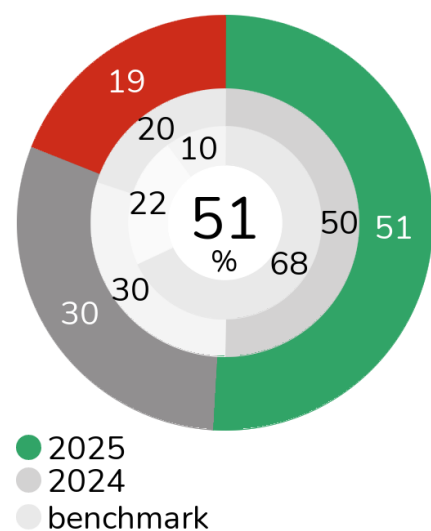
  

	Top management	Management	Executive position
Level of organization	60%	58%	58%
Historically - 2024	55%	55%	57%

# SATISFACTION SATISFACTION WITH COMMUNICATION



# SATISFACTION SATISFACTION WITH THE ATMOSPHERE



## BY CATEGORY

	Until 1 year	1 - 5 years	6 - 10 years	More than 10 years
length of employment in the company	51%	51%	50%	50%
Historically - 2024	50%	51%	48%	49%

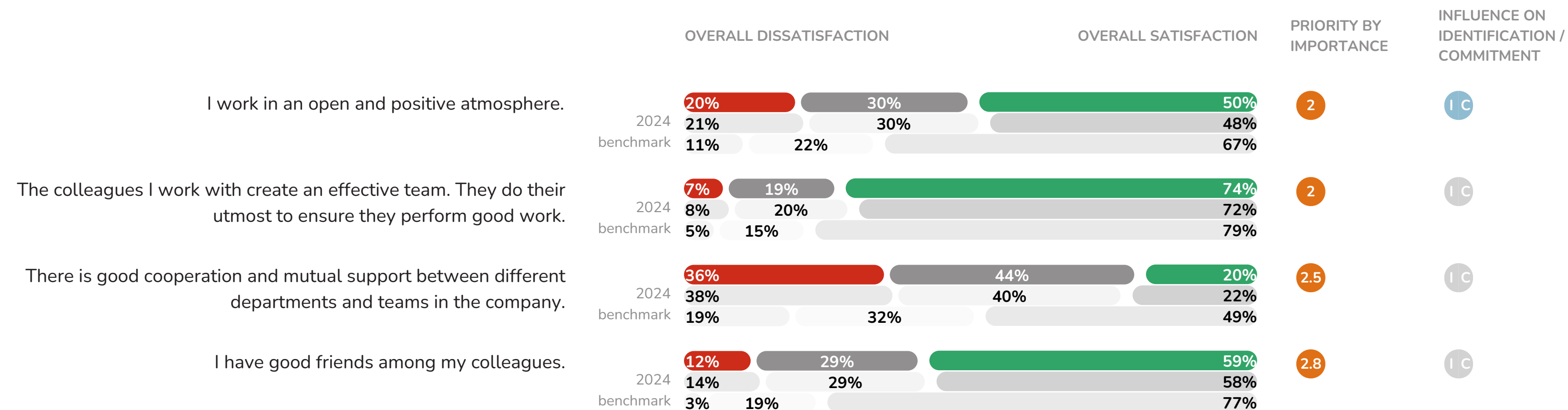
  

	Marketing	Business	Logistics	HR	Finance	IT services
B0	52%	52%	50%	50%	50%	51%
Historically - 2024	53%	52%	48%	48%	50%	52%

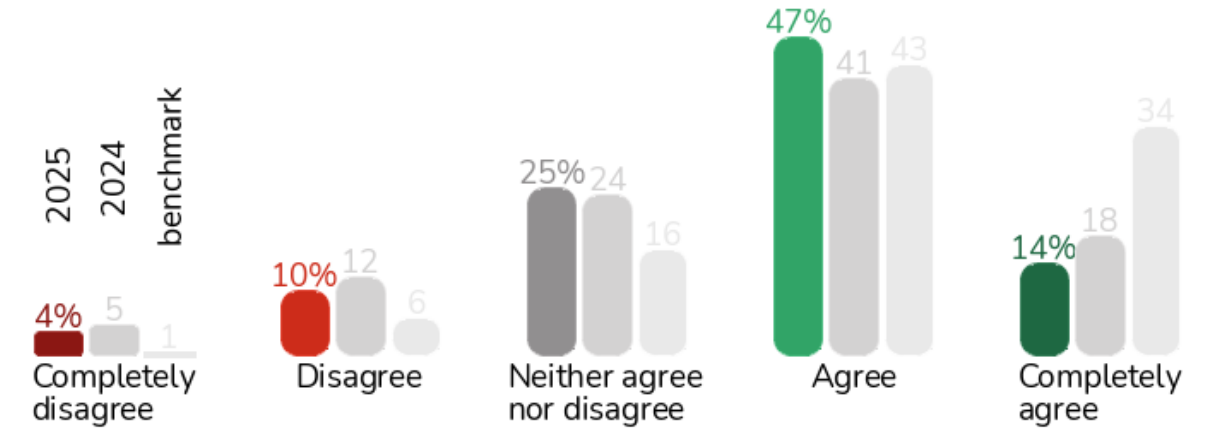
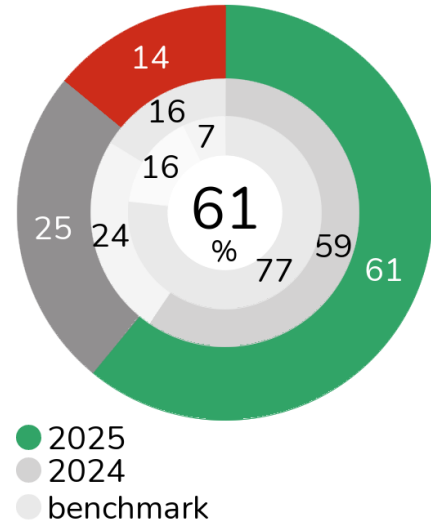
  

	Top management	Management	Executive position
Level of organization	52%	50%	50%
Historically - 2024	52%	49%	50%

# SATISFACTION SATISFACTION WITH THE ATMOSPHERE



# SATISFACTION SATISFACTION WITH WORKING CONDITIONS



## BY CATEGORY

	Until 1 year	1 - 5 years	6 - 10 years	More than 10 years
length of employment in the company	63%	61%	53%	62%
Historically - 2024	62%	59%	53%	60%

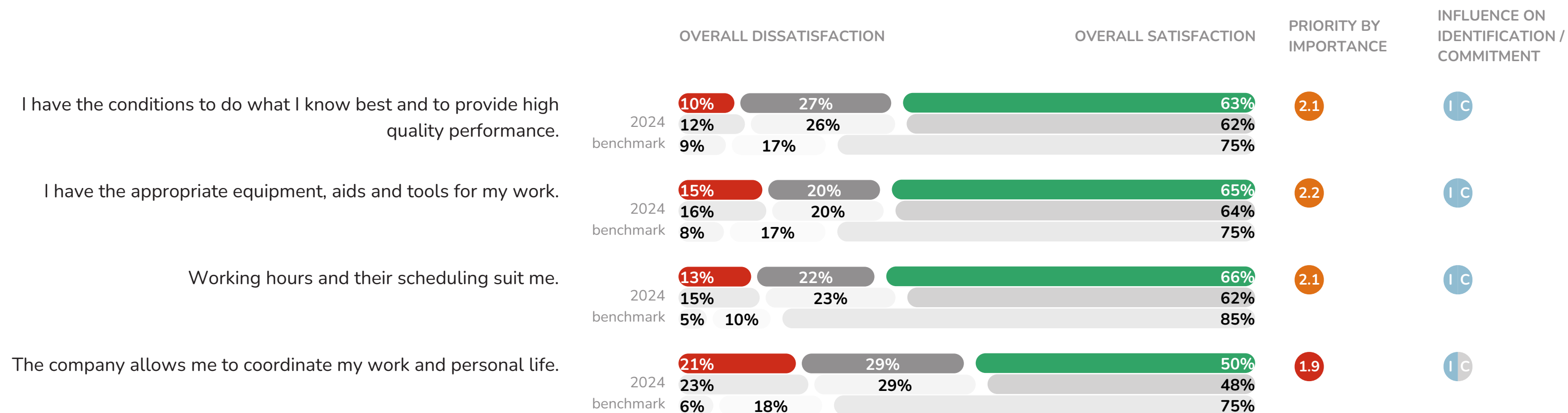
  

	Marketing	Business	Logistics	HR	Finance	IT services
B0	56%	62%	61%	62%	62%	56%
Historically - 2024	54%	62%	60%	60%	59%	55%

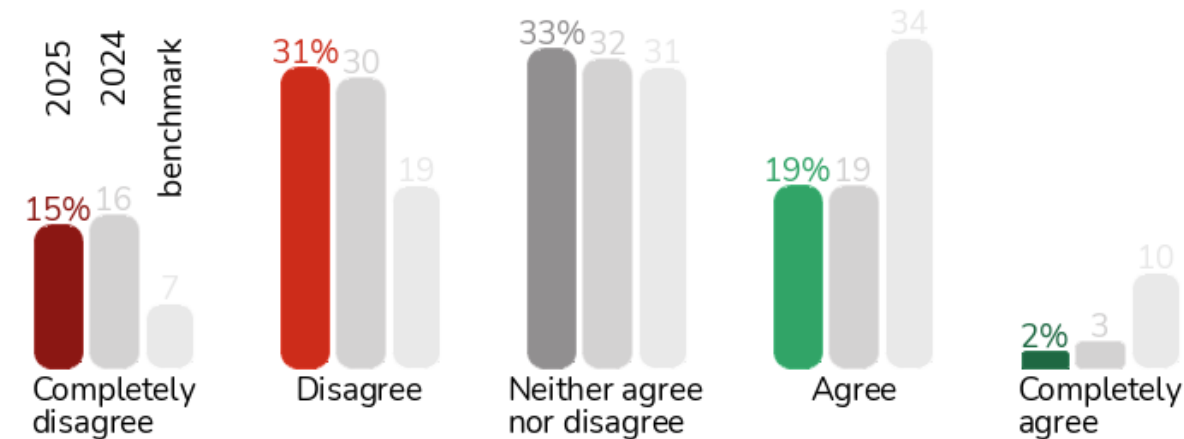
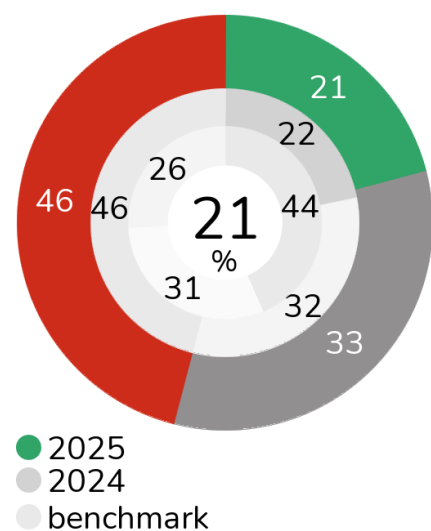
  

	Top management	Management	Executive position
Level of organization	67%	59%	61%
Historically - 2024	67%	57%	59%

# SATISFACTION SATISFACTION WITH WORKING CONDITIONS



# SATISFACTION SATISFACTION WITH YOUR REMUNERATION



## BY CATEGORY

	Until 1 year	1 - 5 years	6 - 10 years	More than 10 years
length of employment in the company	19%	22%	19%	21%
Historically - 2024	22%	23%	20%	22%

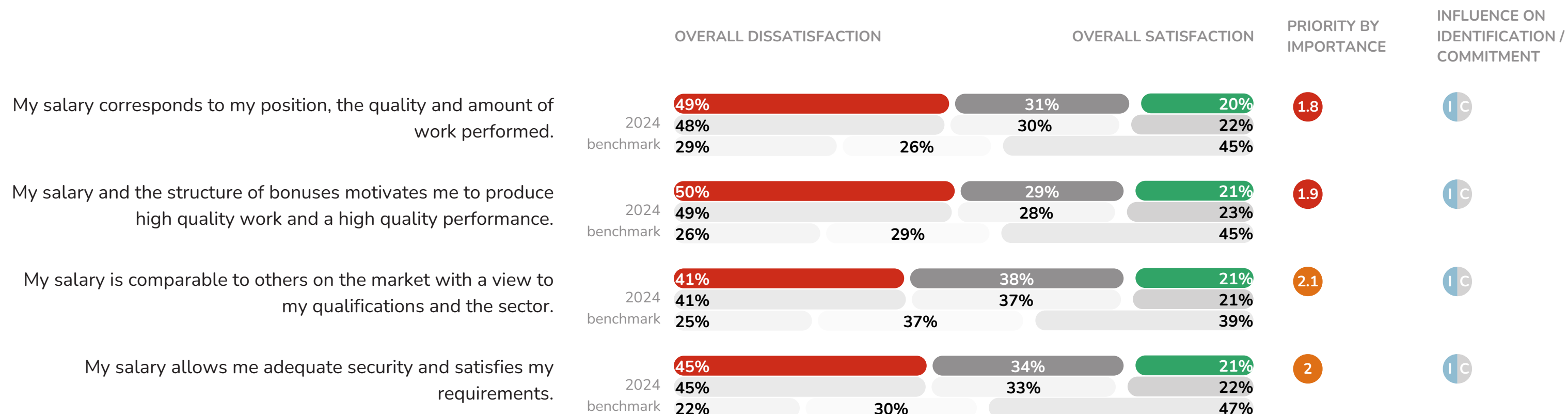
  

	Marketing	Business	Logistics	HR	Finance	IT services
B0	19%	18%	20%	22%	22%	24%
Historically - 2024	19%	19%	23%	24%	22%	27%

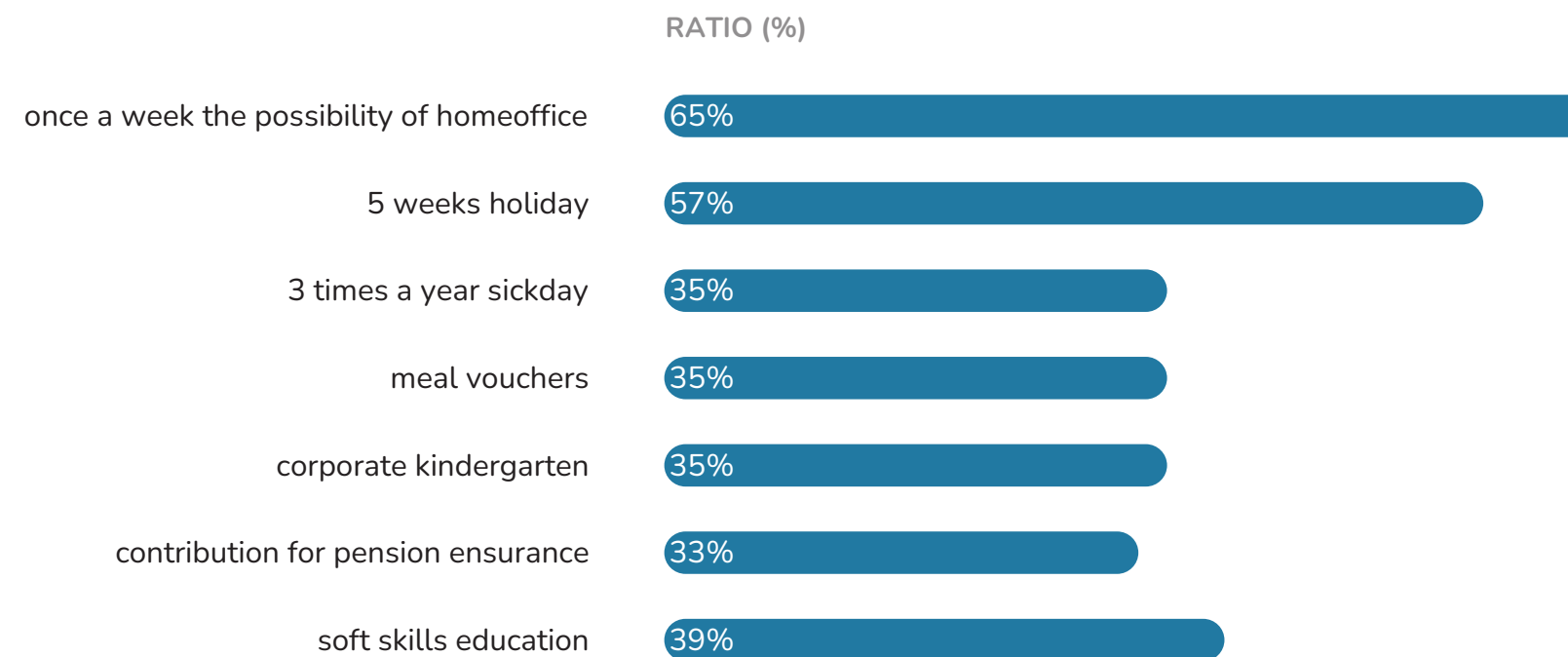
  

	Top management	Management	Executive position
Level of organization	25%	20%	20%
Historically - 2024	24%	21%	22%

# SATISFACTION SATISFACTION WITH YOUR REMUNERATION

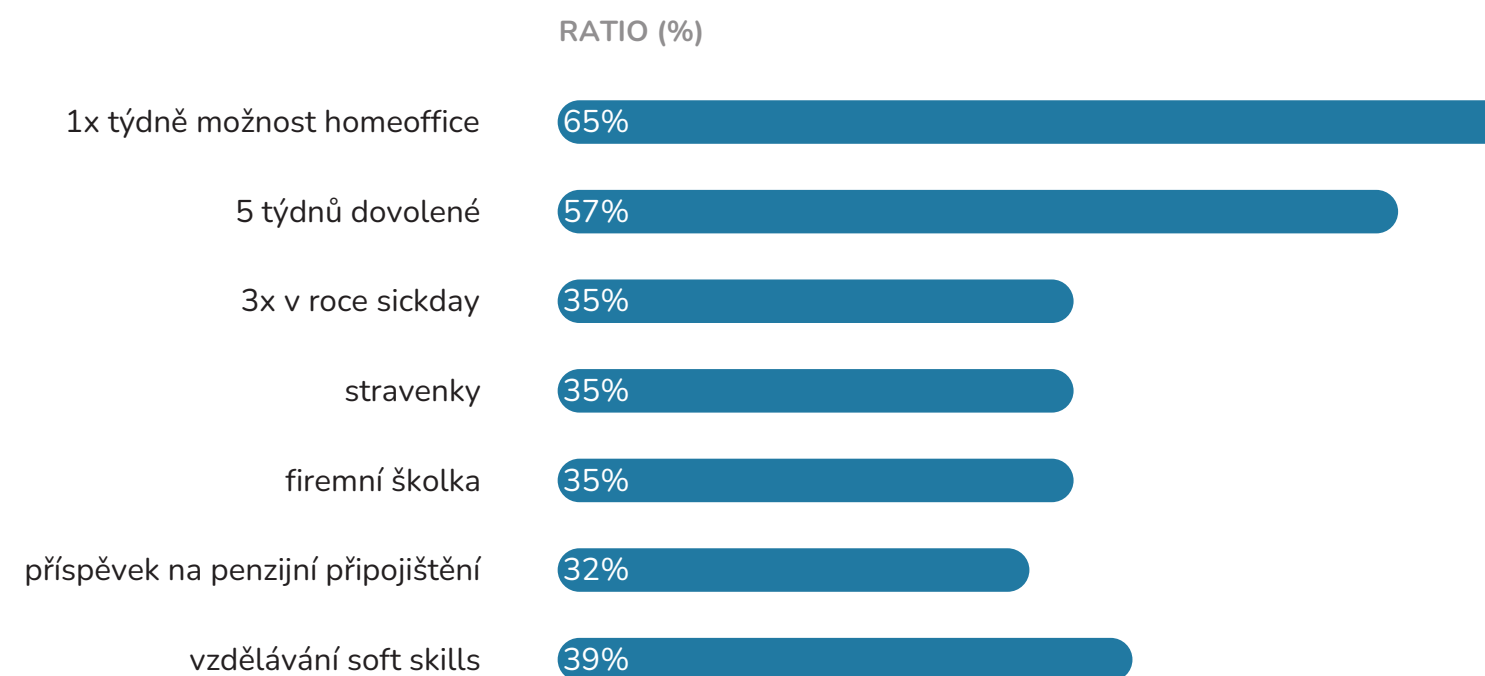


Choose the 3 benefits you would most appreciate.



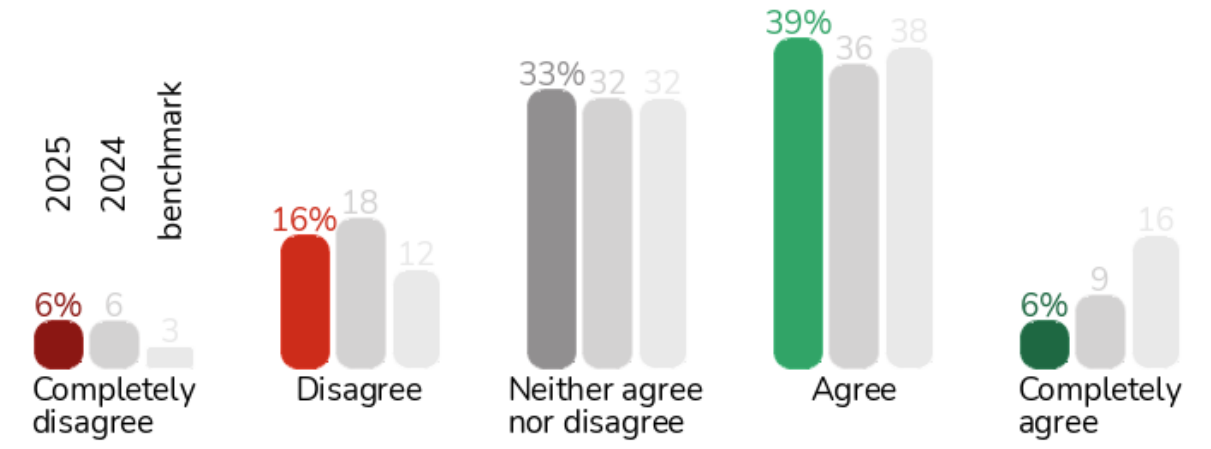
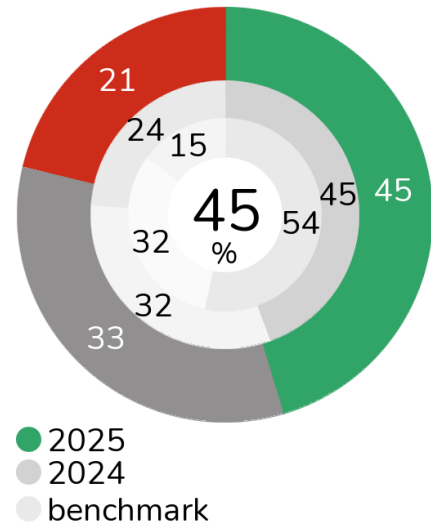
You can see for each item in the graph: the proportion of respondents who selected this answer

Historically(2024): Zvolte 3 benefity, které by jste nejvíc ocenil/ocenila.



You can see for each item in the graph: the proportion of respondents who selected this answer

# SATISFACTION SATISFACTION WITH YOUR PERSONAL AND PROFESSIONAL DEVELOPMENT



## BY CATEGORY

	Until 1 year	1 - 5 years	6 - 10 years	More than 10 years
length of employment in the company	46%	44%	47%	46%
Historically - 2024	46%	43%	42%	47%

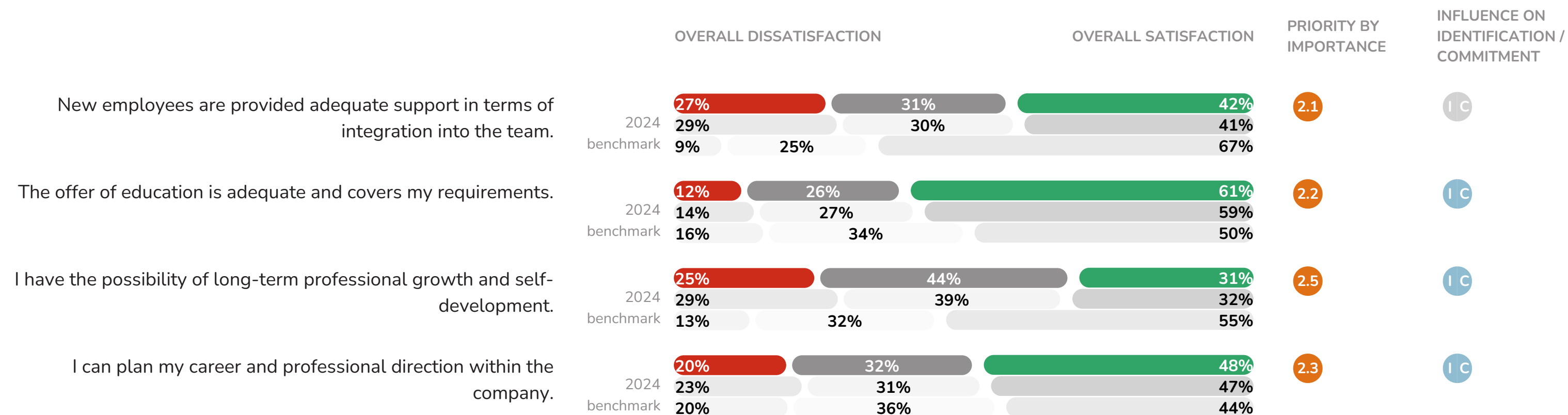
  

	Marketing	Business	Logistics	HR	Finance	IT services
B0	46%	50%	44%	46%	42%	45%
Historically - 2024	47%	47%	42%	45%	43%	46%

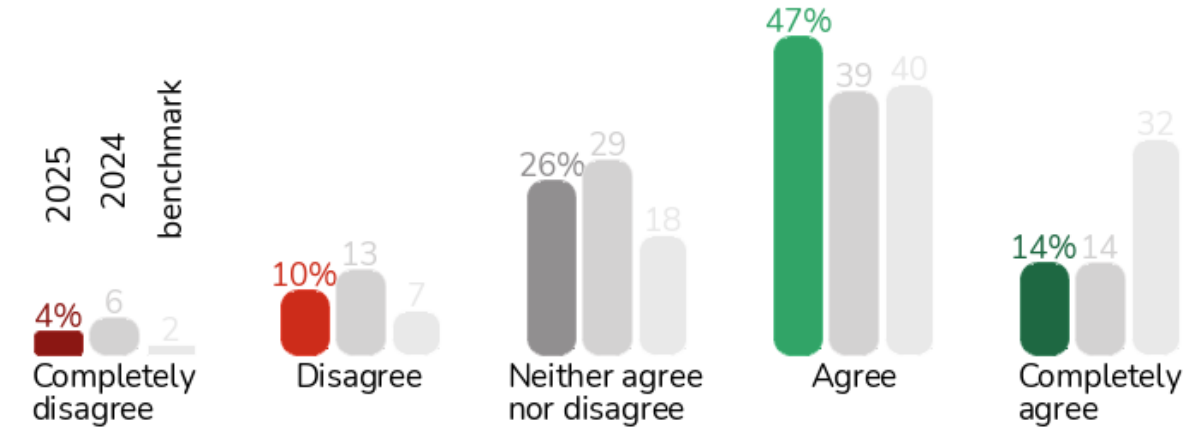
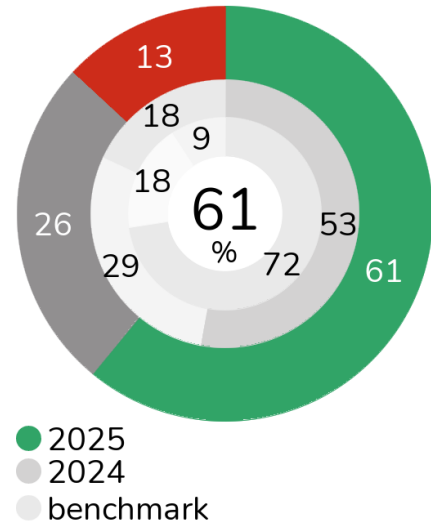
	Top management	Management	Executive position
Level of organization	47%	45%	46%
Historically - 2024	45%	44%	45%

# SATISFACTION SATISFACTION WITH YOUR PERSONAL AND PROFESSIONAL DEVELOPMENT



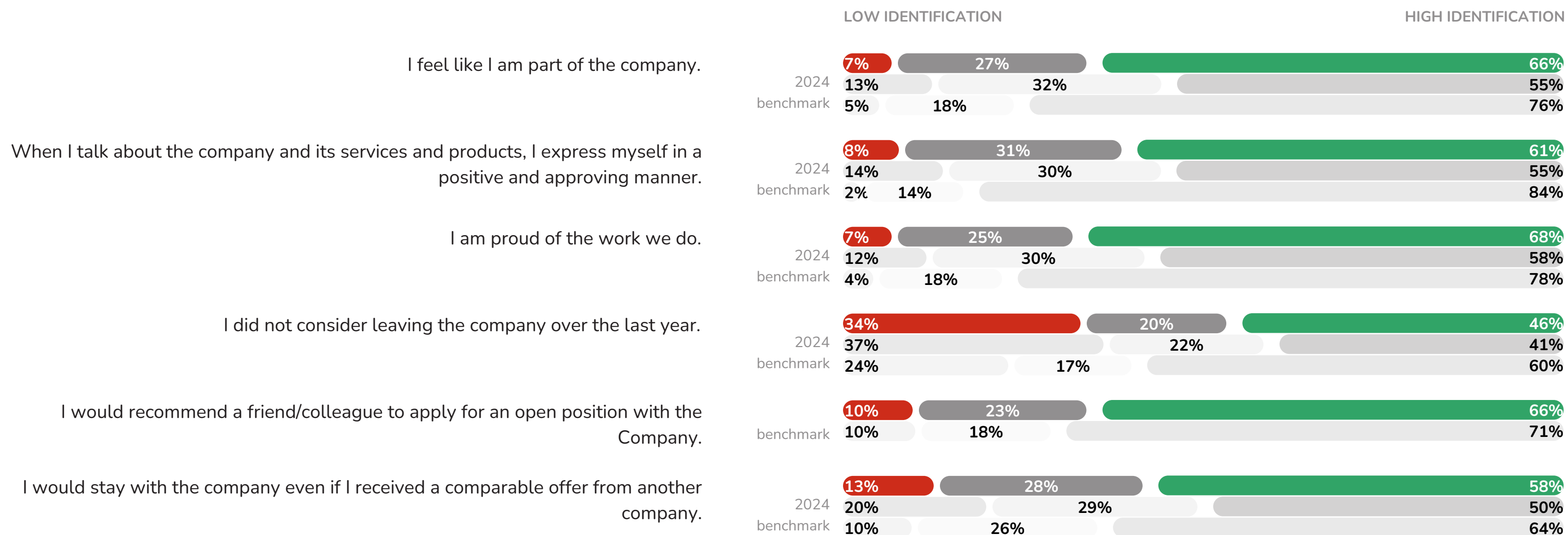
# IDENTIFICATION

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



## BY CATEGORY

	Until 1 year	1 - 5 years	6 - 10 years	More than 10 years		
length of employment in the company	60% ↑	60% ↑	58% ↑	64% ↑		
Historically - 2024	52%	51%	51%	57%		
	Marketing	Business	Logistics	HR	Finance	IT services
B0	62% ↑	61% ↑	62% ↑	60% ↑	61% ↑	57% ↑
Historically - 2024	56%	54%	55%	52%	52%	48%
	Top management	Management	Executive position			
Level of organization	63% ↑	61% ↑	61% ↑			
Historically - 2024	55%	54%	52%			



# IDENTIFICATION **vs** OTHER OBSERVED AREAS

## STRONGEST IMPACT ON IDENTIFICATION

The company cares for its employees and their satisfaction.

I can plan my career and professional direction within the company.

I have the conditions to do what I know best and to provide high quality performance.

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

I have the possibility of expressing my opinion. I know that it will be taken seriously.

The information I receive is clear and I understand it.

Working hours and their scheduling suit me.

The offer of education is adequate and covers my requirements.

Members of top management act consistently and their decisions are consistent.

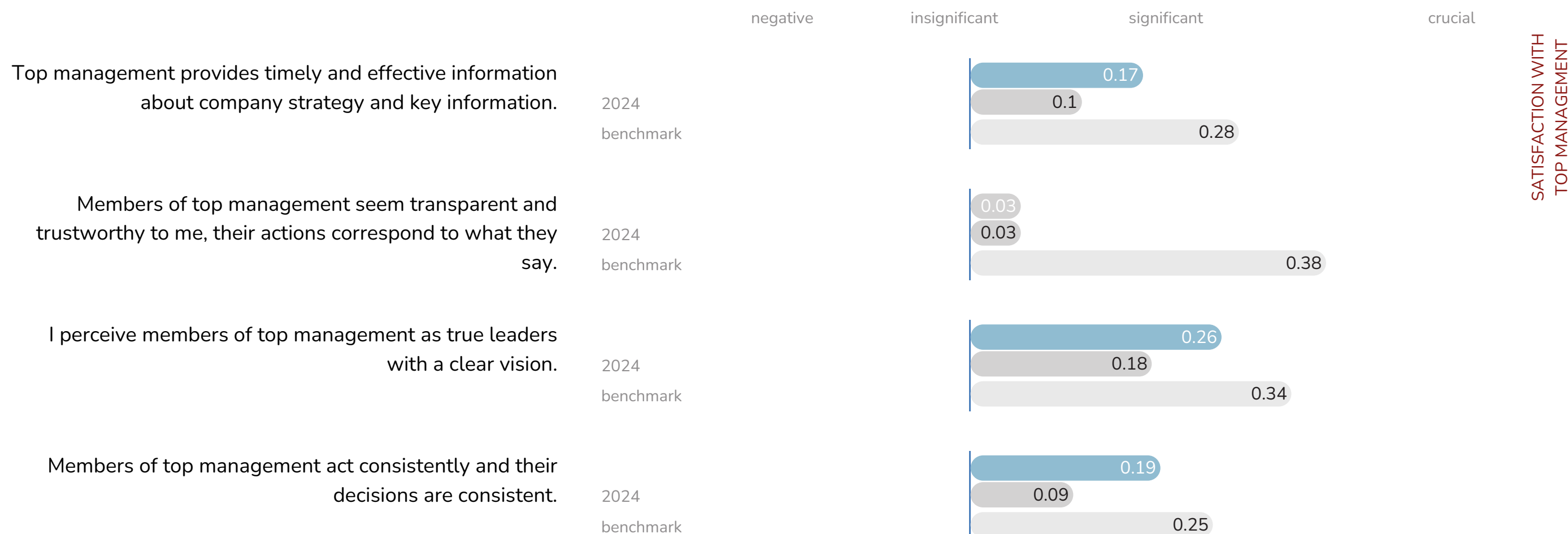
My salary and the structure of bonuses motivates me to produce high quality work and a high quality performance.

# IDENTIFICATION vs OTHER OBSERVED AREAS

The graph shows the correlation of statements with identification.

The influence is divided into the following levels for clarity: negative insignificant significant crucial

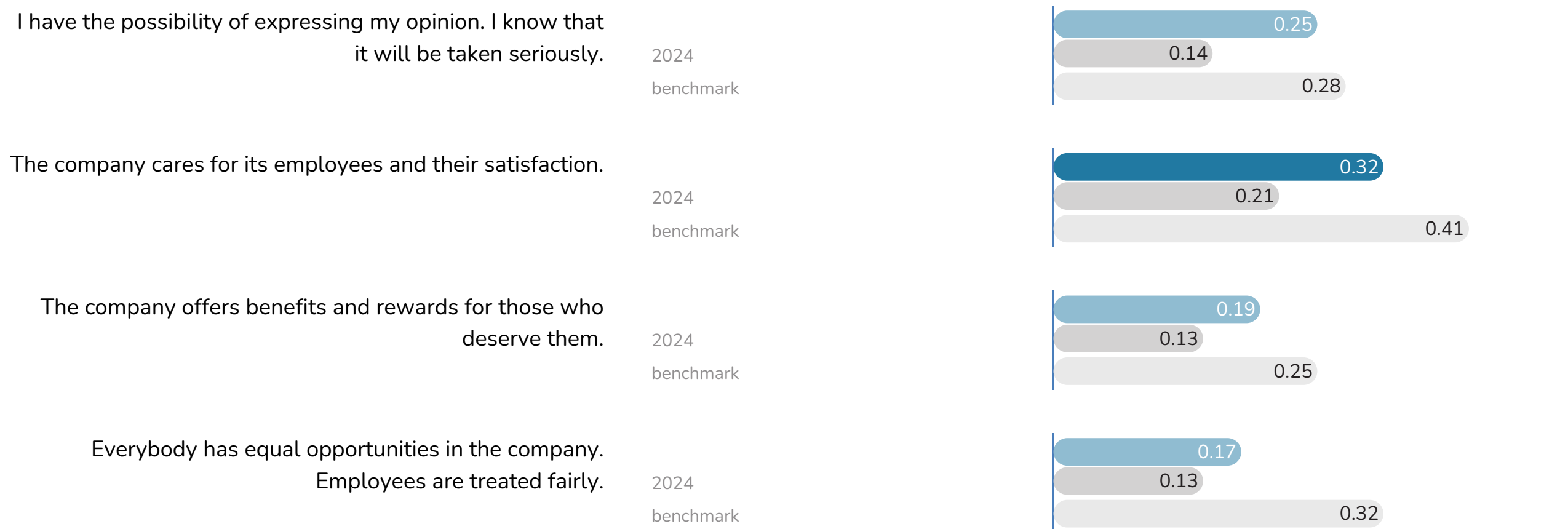
## THE POWER OF INFLUENCE ON IDENTIFICATION

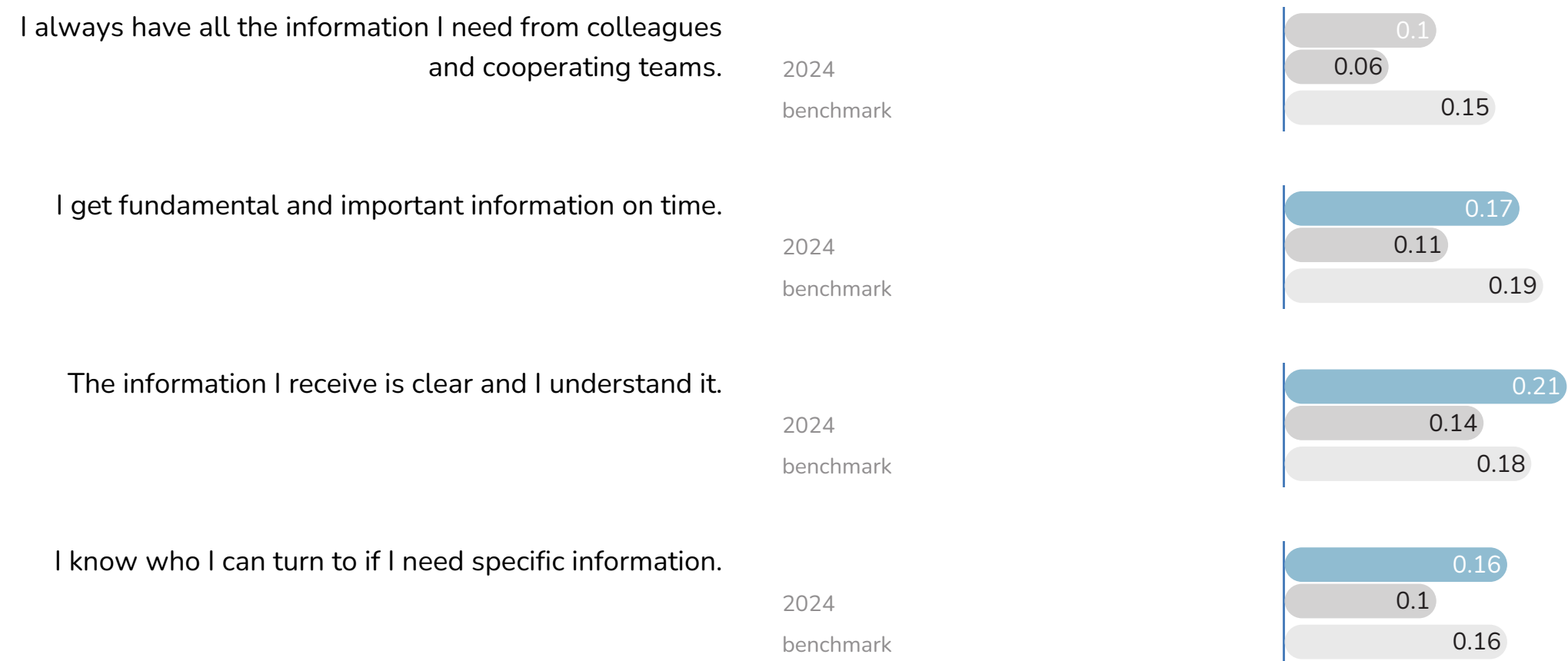


SATISFACTION WITH  
YOUR SUPERIOR



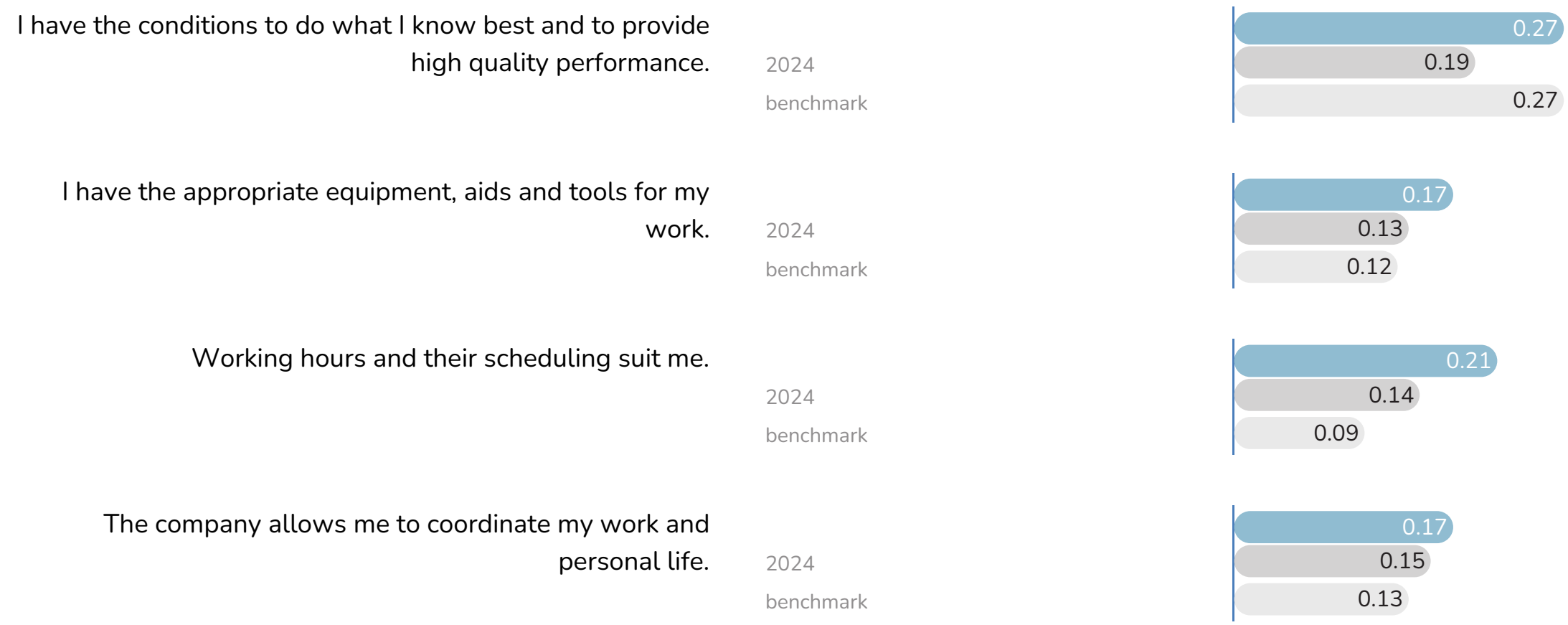
SATISFACTION WITH  
THE APPROACH TO  
EMPLOYEES







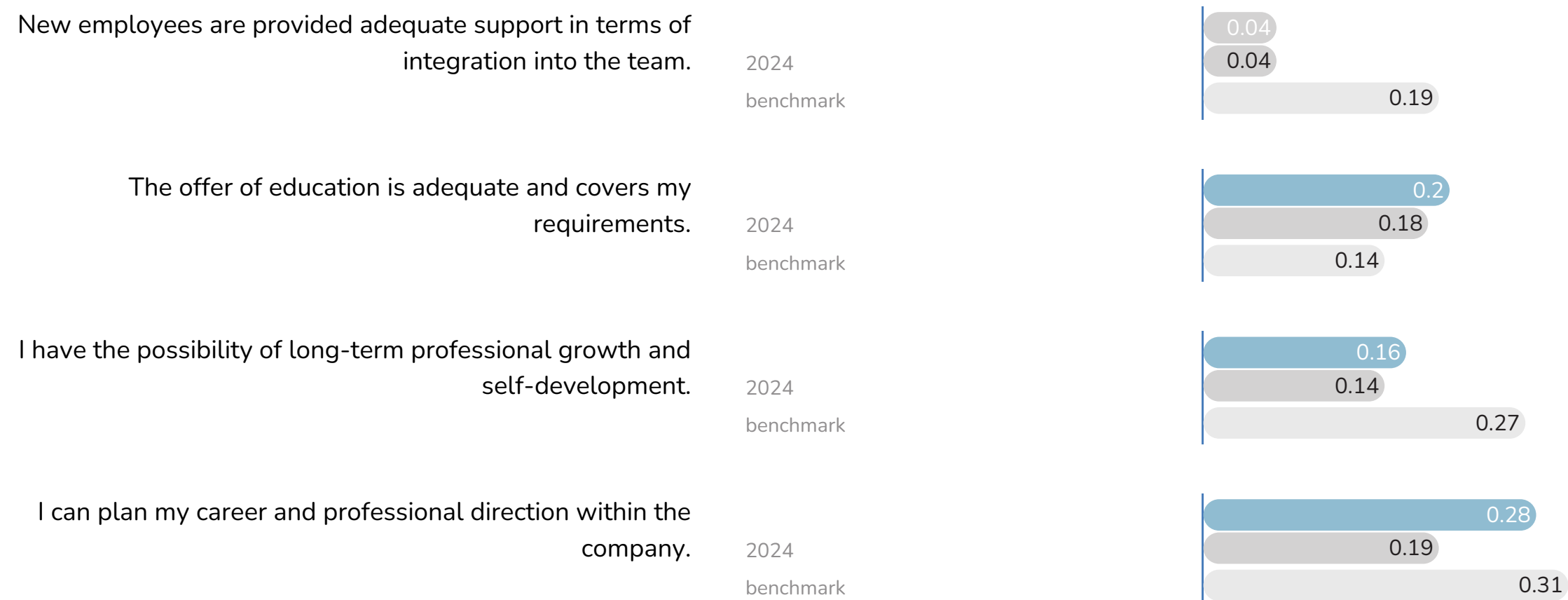
SATISFACTION WITH  
WORKING  
CONDITIONS



SATISFACTION WITH  
YOUR  
REMUNERATION

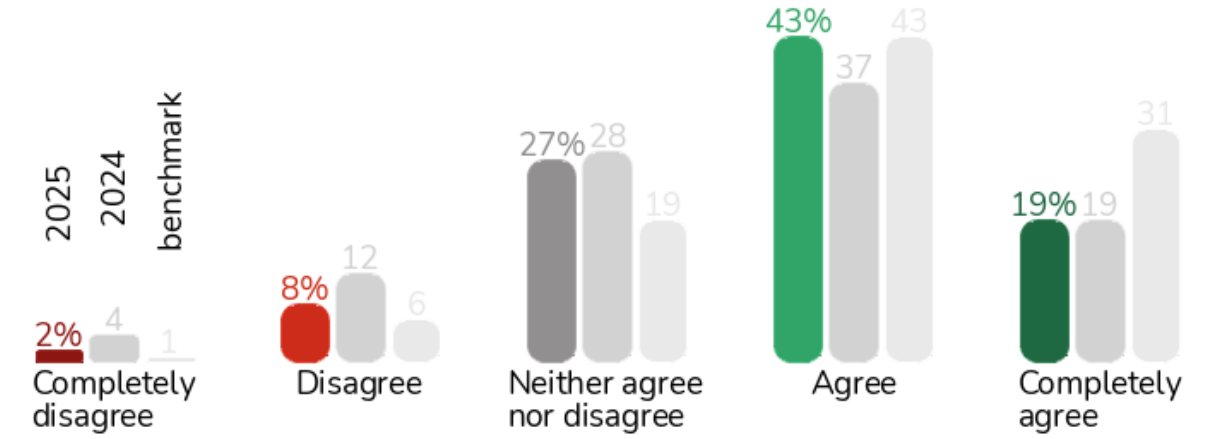
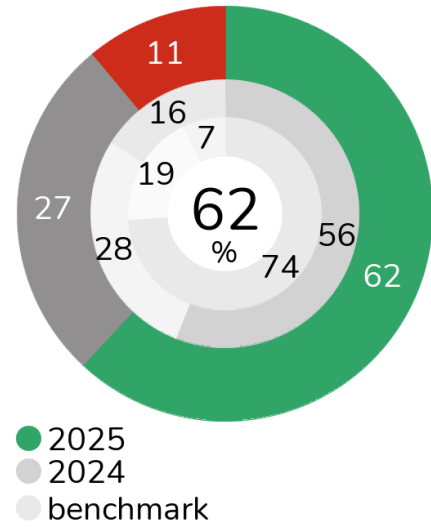


SATISFACTION WITH  
YOUR PERSONAL  
AND PROFESSIONAL  
DEVELOPMENT



# COMMITMENT

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



## BY CATEGORY

	Until 1 year	1 - 5 years	6 - 10 years	More than 10 years
length of employment in the company	63% ↑	60% ↑	60% ↑	65% ↑
Historically - 2024	56%	54%	54%	59%

	Marketing	Business	Logistics	HR	Finance	IT services
B0	55%	62% ↑	64%	64% ↑	62% ↑	62% ↑
Historically - 2024	52%	55%	59%	56%	55%	55%

	Top management	Management	Executive position
Level of organization	64%	60% ↑	63% ↑
Historically - 2024	59%	54%	56%

I am motivated to come up with ideas for improvement of the existing processes and procedures.

I enjoy my job, it's a positive work experience for me.

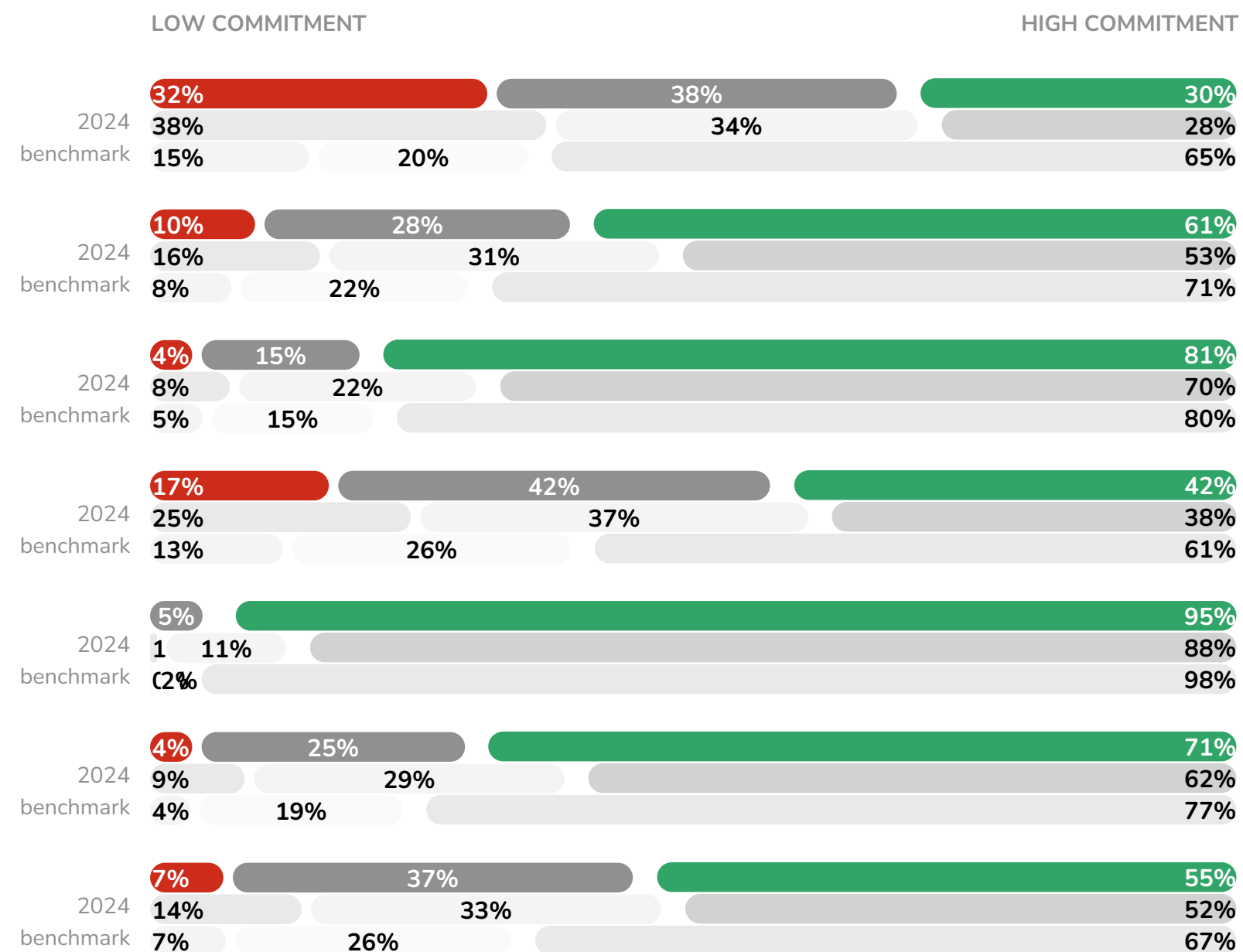
I do not allow myself to be discouraged by partial failures or setbacks.

I participate in changes and innovations which move the company forward.

I try to do my work as best I can.

I point out possibilities for improvement and increase in productivity.

I did something extra over the last month and in doing so supported the success of the company.



# COMMITMENT **vs** OTHER OBSERVED AREAS

## STRONGEST IMPACT ON COMMITMENT

I have the conditions to do what I know best and to provide high quality performance.

I have the possibility of expressing my opinion. I know that it will be taken seriously.

I can plan my career and professional direction within the company.

The offer of education is adequate and covers my requirements.

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

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

Working hours and their scheduling suit me.

The information I receive is clear and I understand it.

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

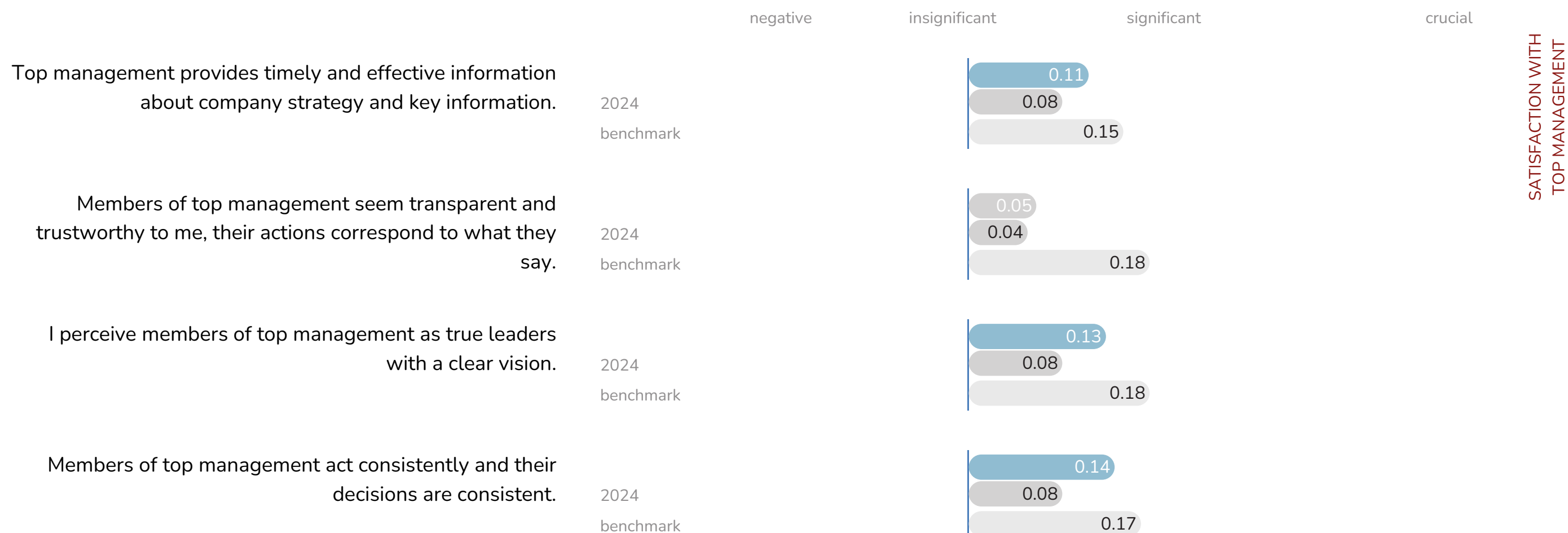
I know who I can turn to if I need specific information.

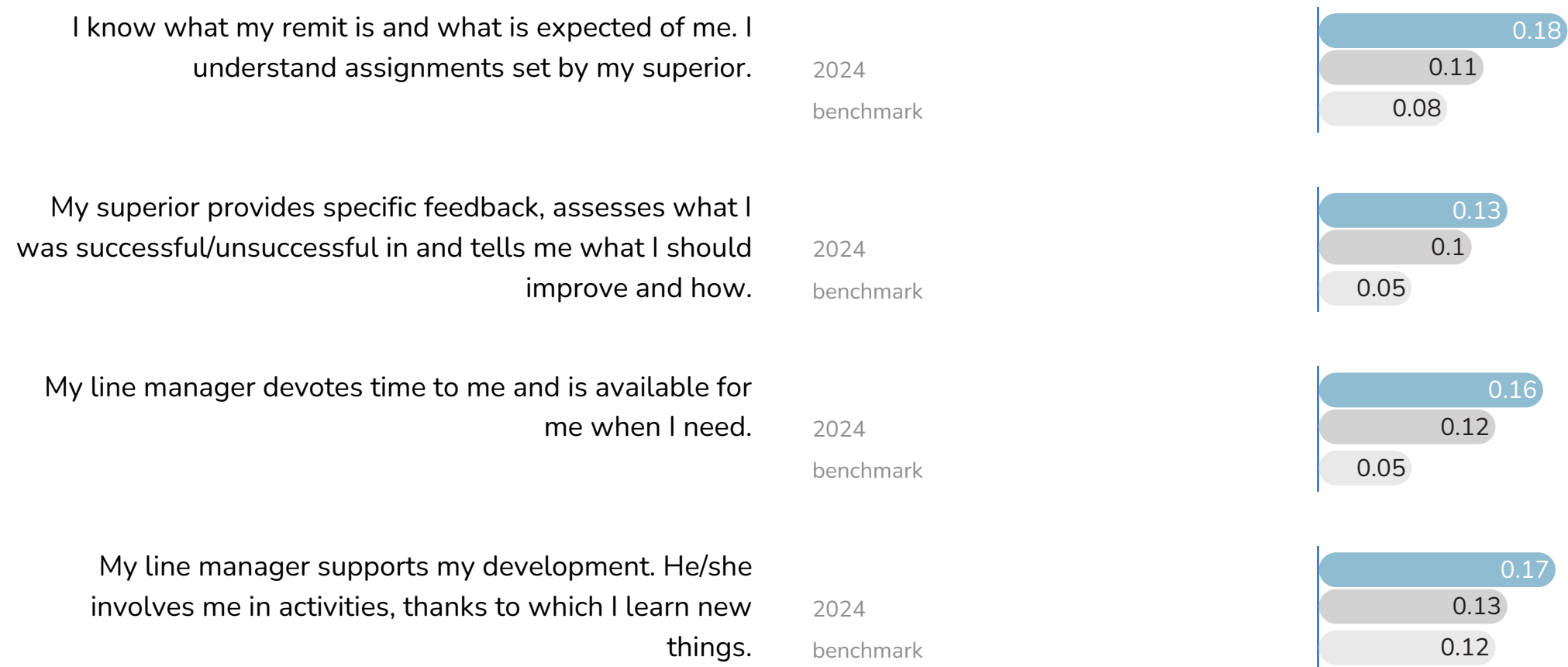
# COMMITMENT *vs* OTHER OBSERVED AREAS

The graph shows the correlation of statements with commitment.

The influence is divided into the following levels for clarity: negative insignificant significant crucial

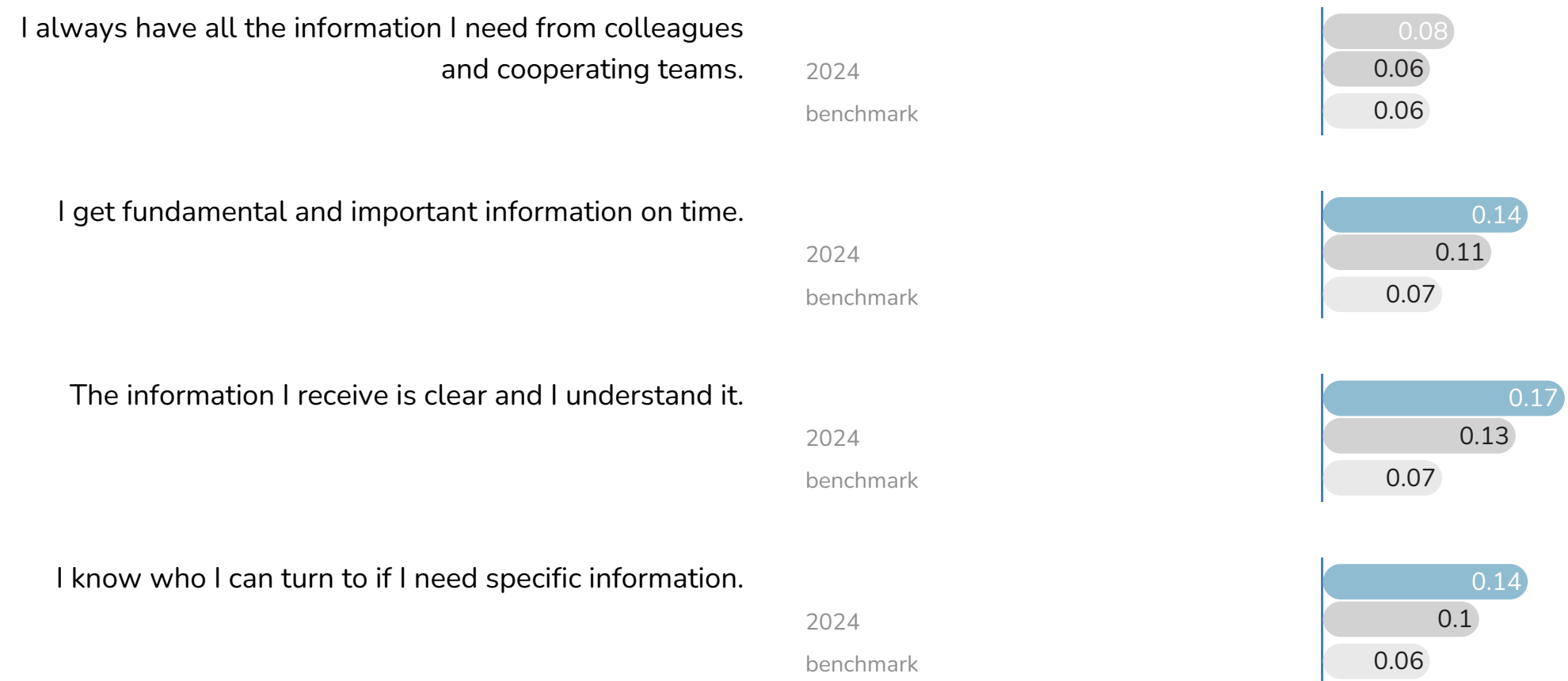
## THE POWER OF INFLUENCE ON COMMITMENT

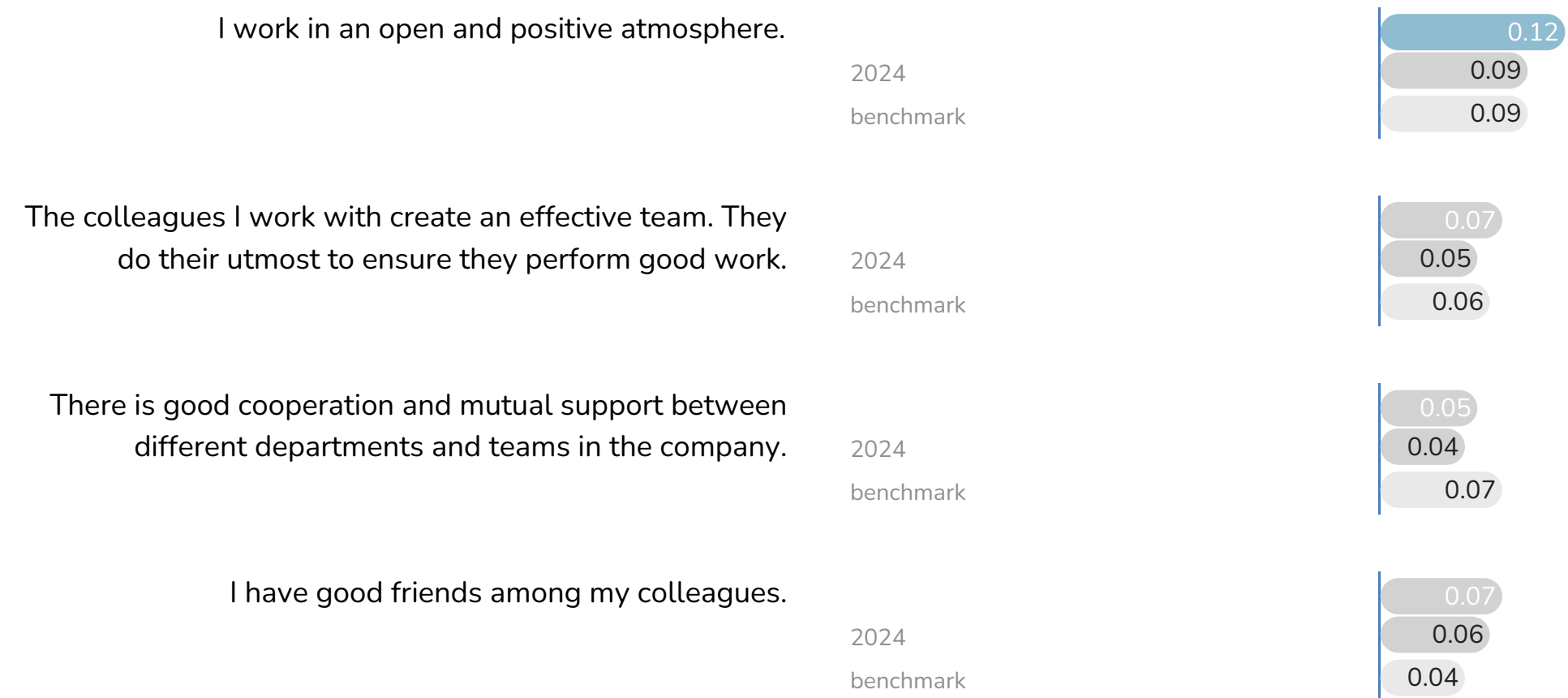


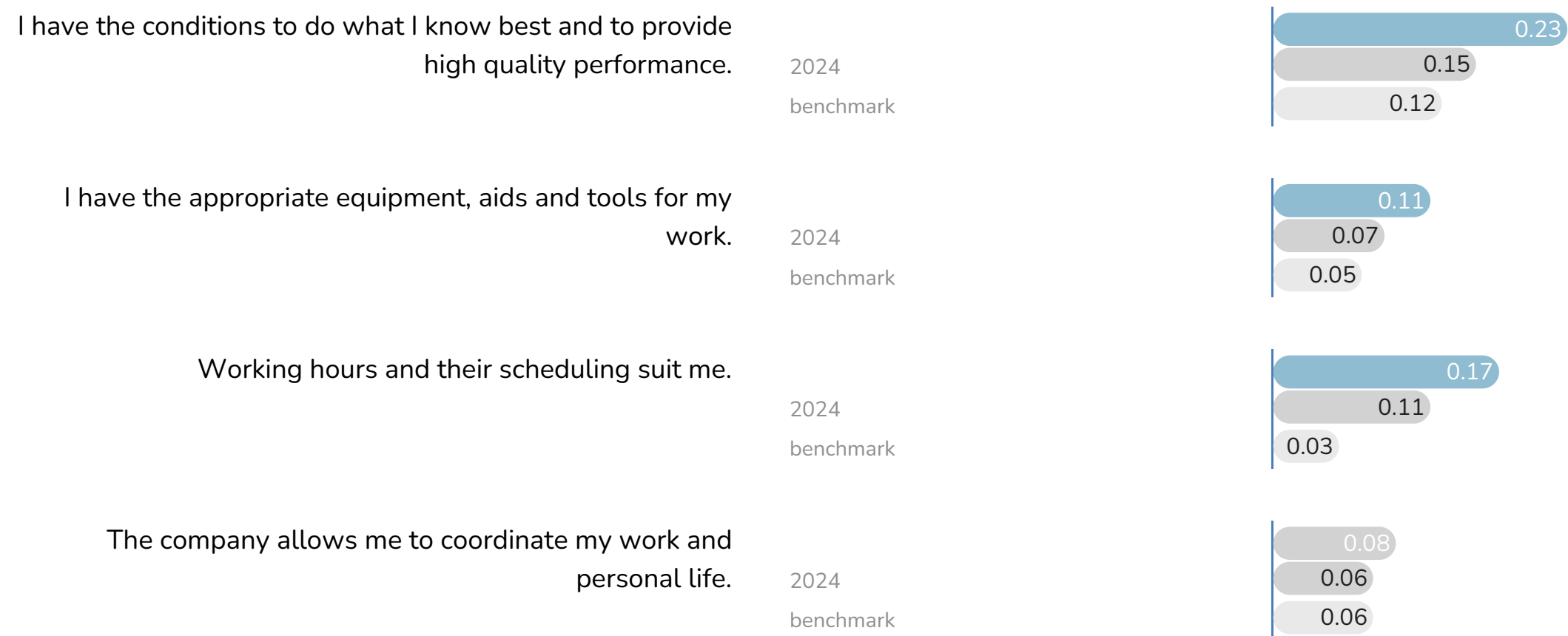


SATISFACTION WITH  
THE APPROACH TO  
EMPLOYEES



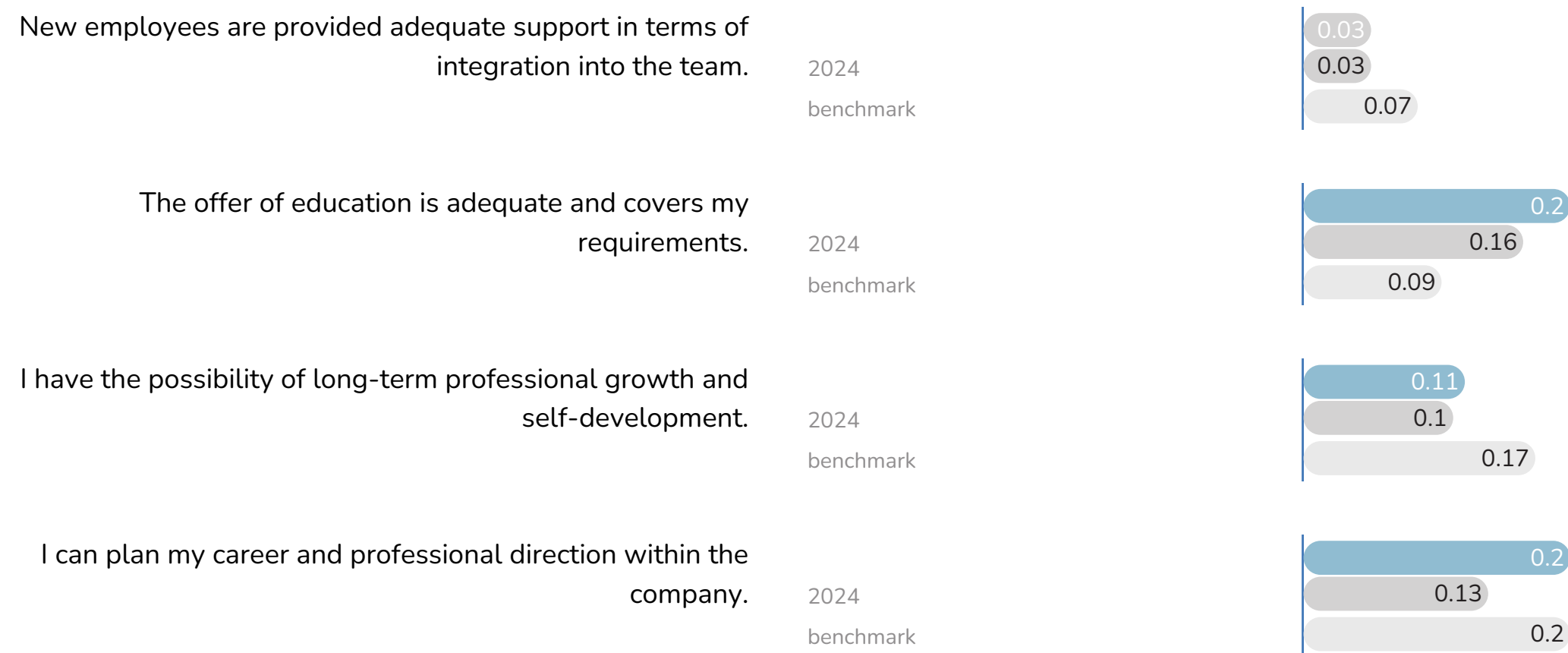




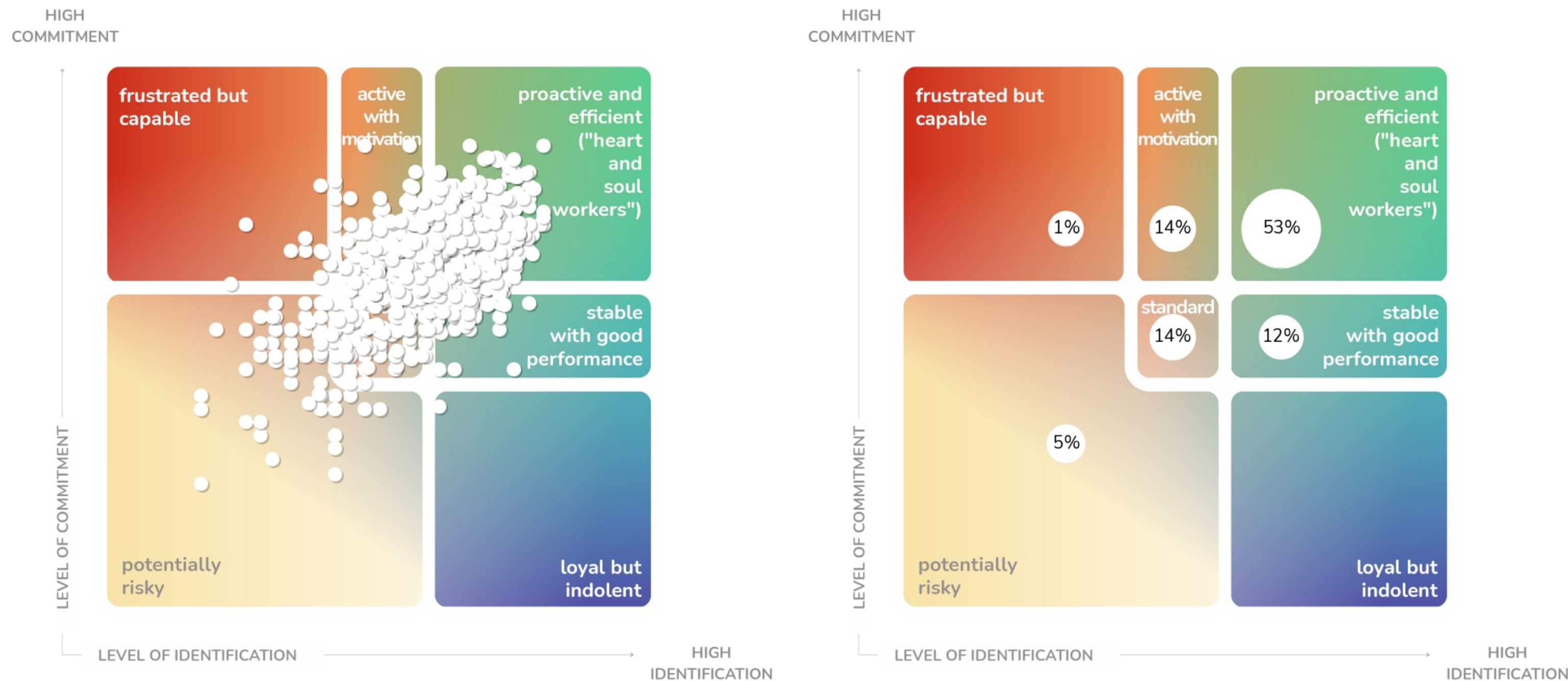


SATISFACTION WITH  
YOUR  
REMUNERATION



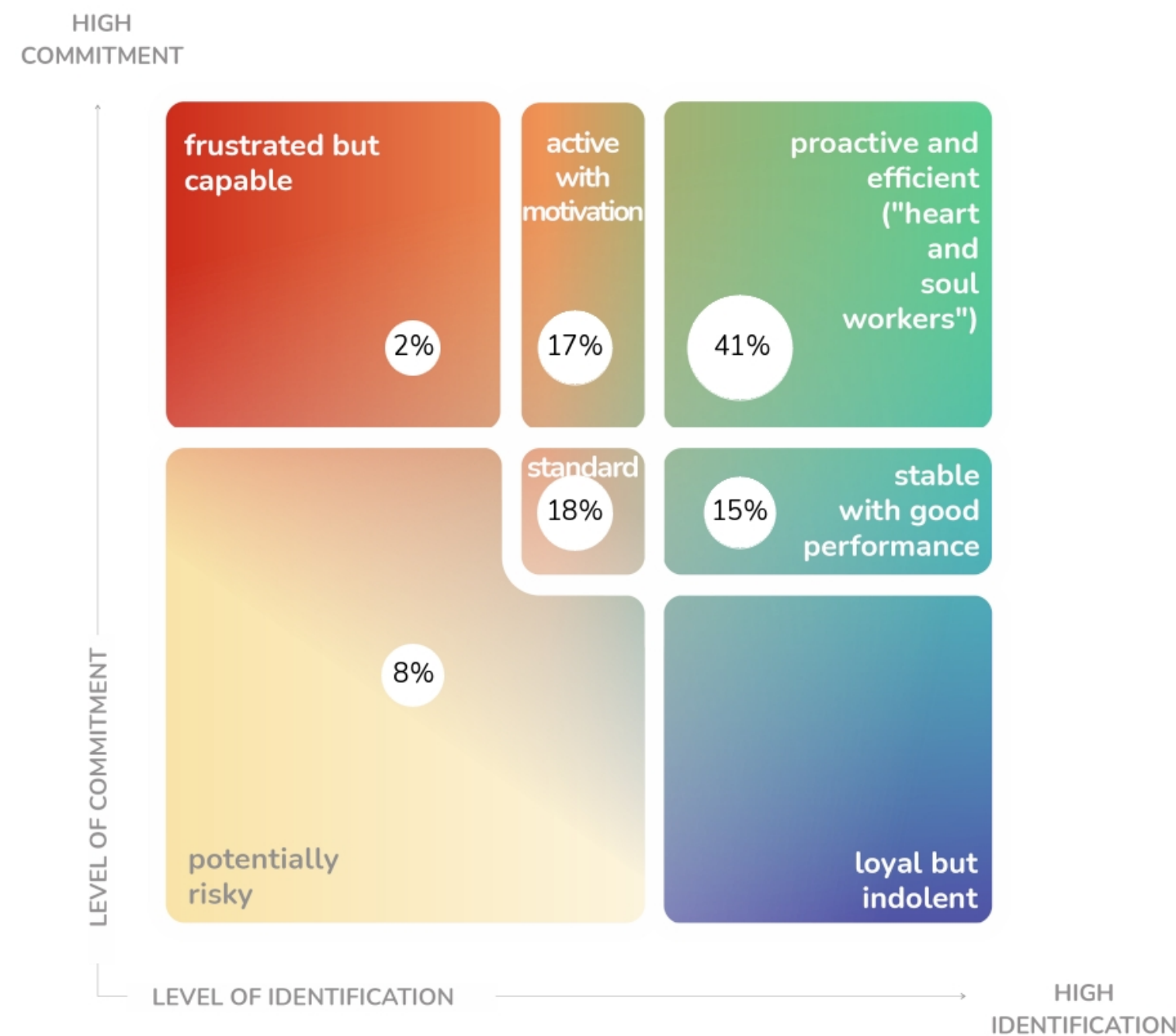
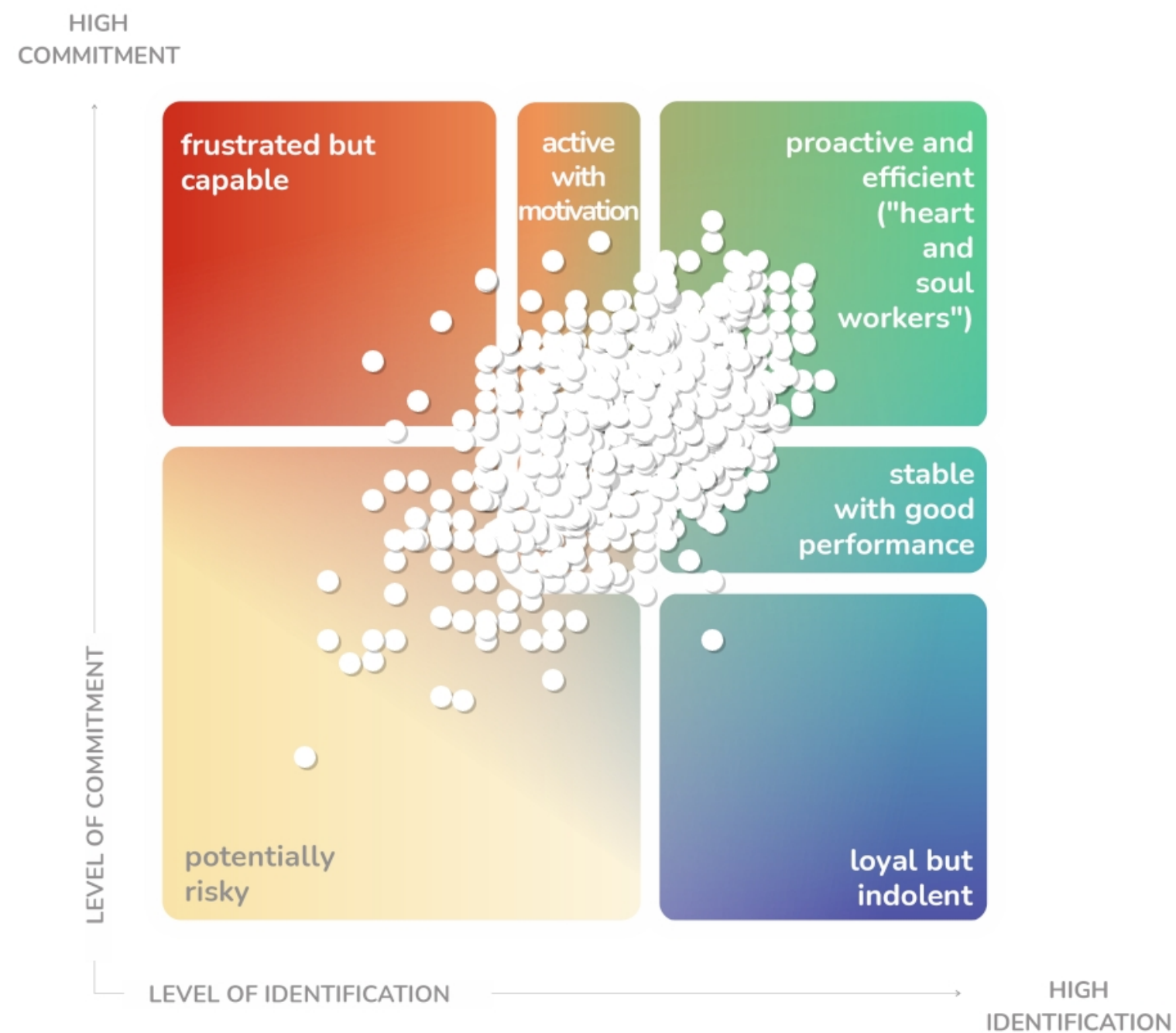


# COMMITMENT vs IDENTIFICATION

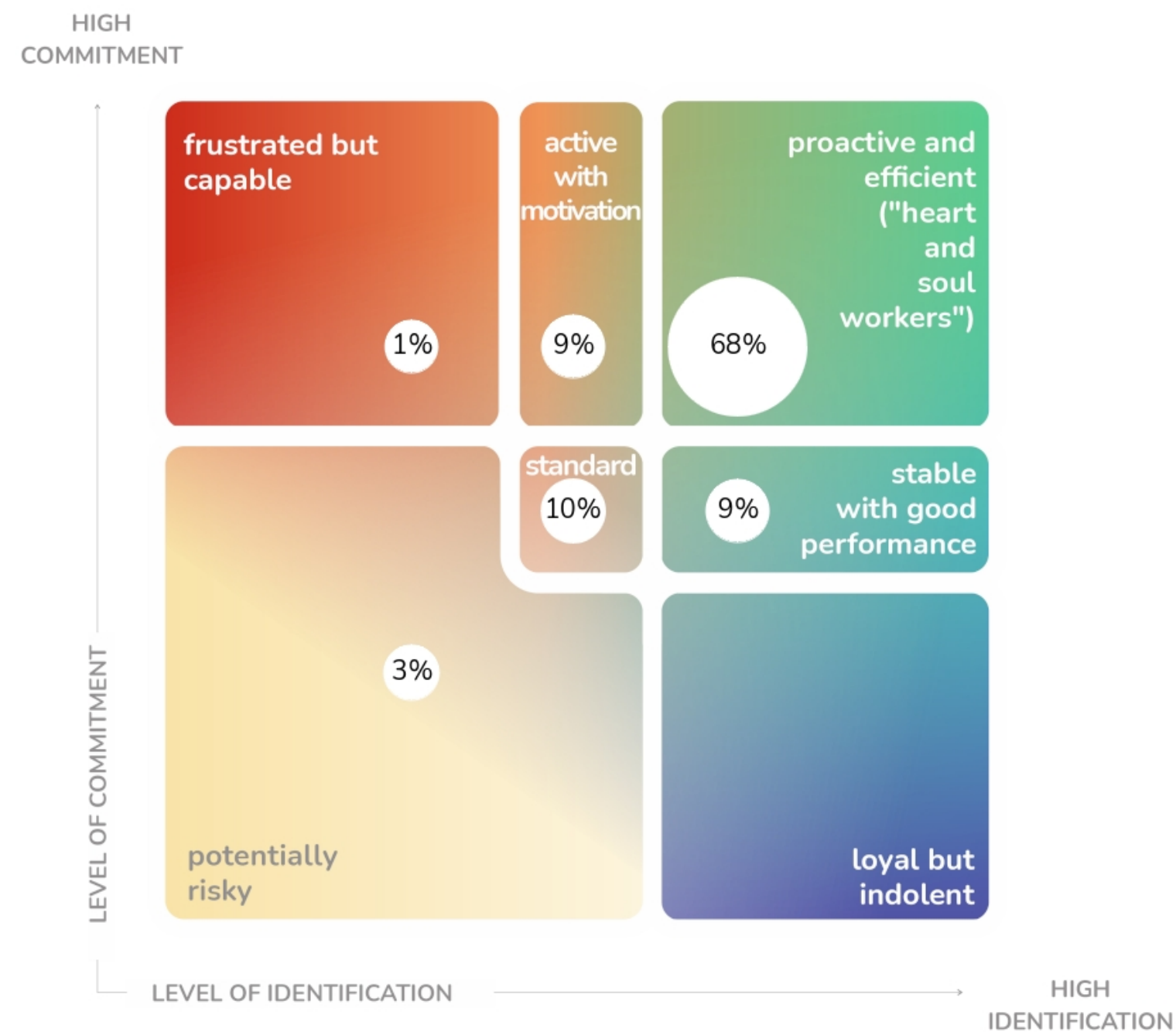
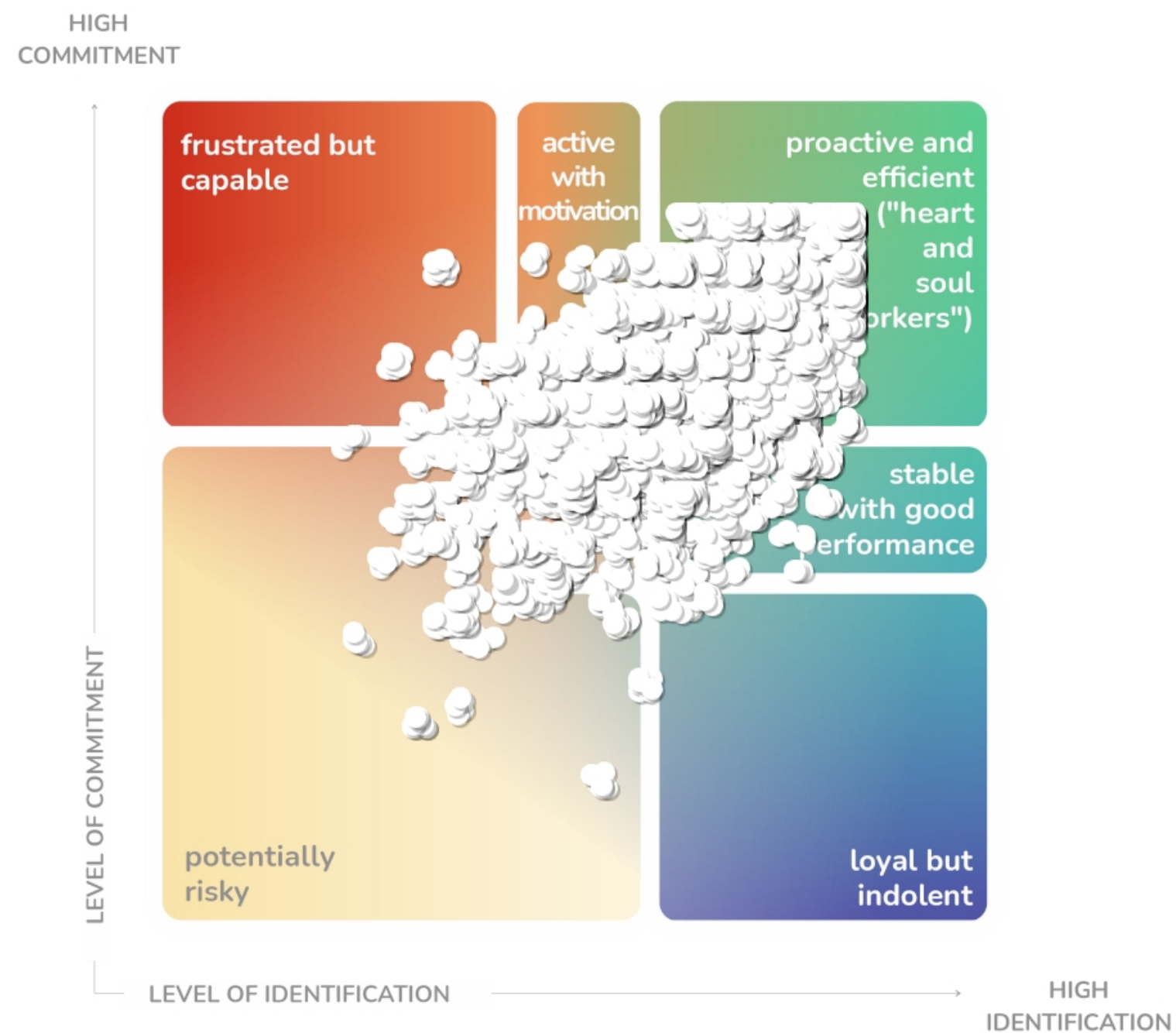


Note. Charts show distribution of employees by overall degree of commitment and identification. The level of commitment and identification then defines individual categories, which are named after the prevalent attitude in given group. The manner of depiction bases on the presumption that high degree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

# HISTORICALLY - 2024



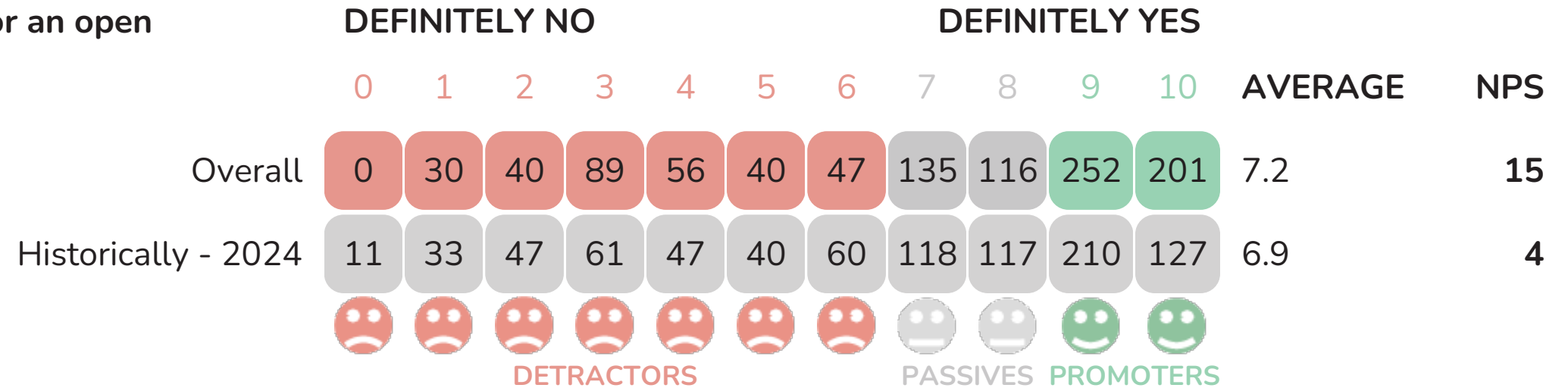
# BENCHMARK



# EMPLOYEE NET PROMOTER SCORE

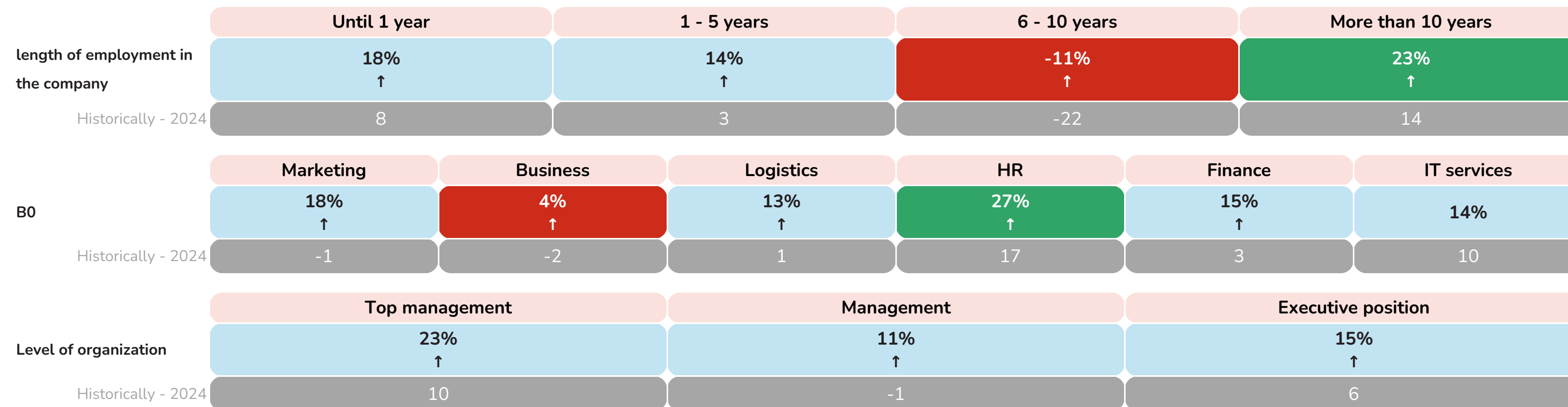
eNPS (Employee Net Promoter Score) measures how employees perceive their company as an employer. It is calculated as the difference between the percentage of so-called "Promoters" (those who selected 9 or 10), i.e., ambassadors of the brand, product, and company as an employer, and the so-called "Detractors" (those who selected 0 to 6). eNPS values can therefore range from -100 to +100. A score above 0 is generally considered acceptable. A score between 10 and 30 is considered good. Anything above 50 is considered excellent, and above 70 truly exceptional.

I would recommend a friend/colleague to apply for an open position with the Company.



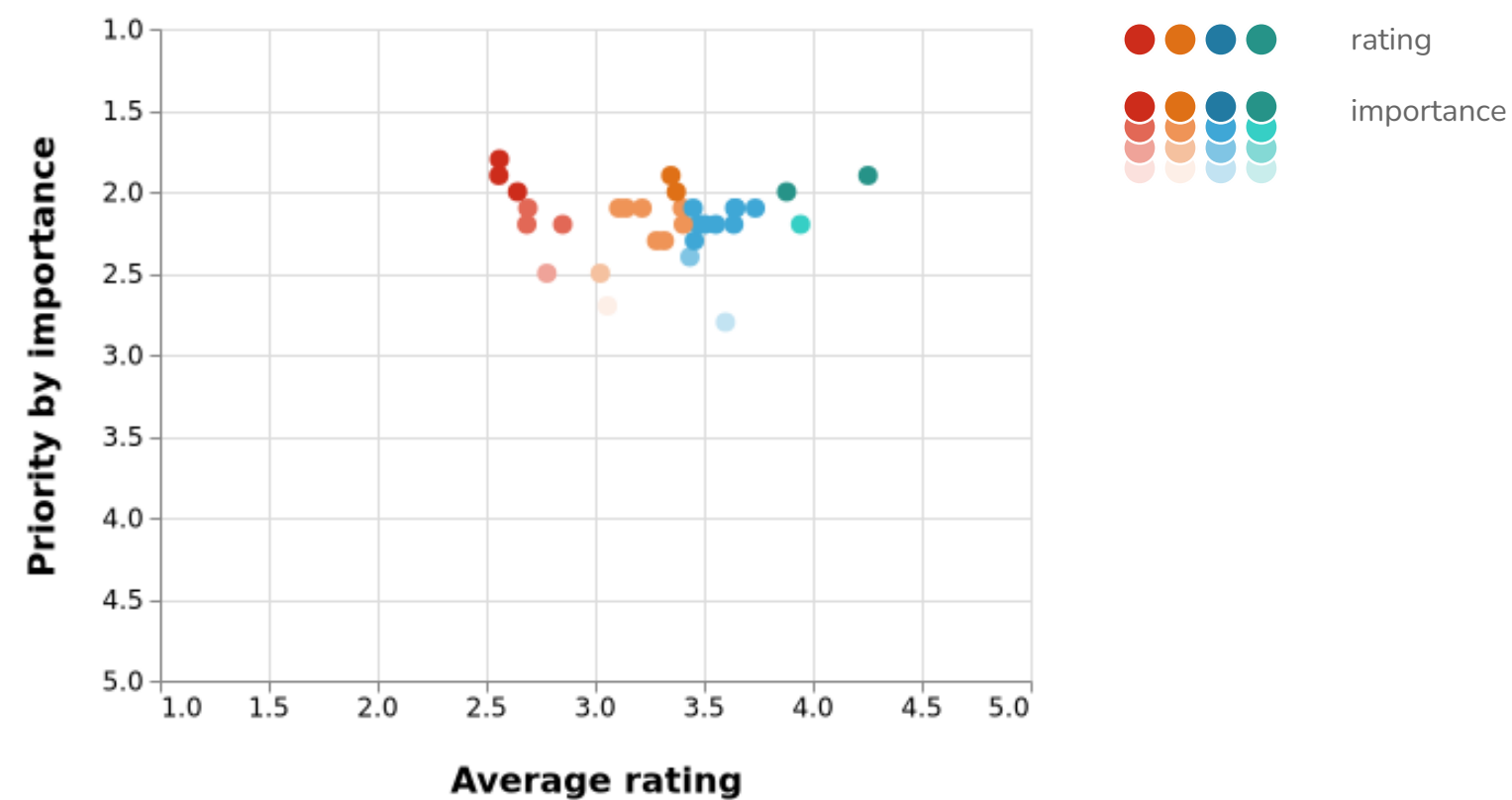
**NPS = % PROMOTERS - % DETRACTORS**

BY CATEGORY - NPS

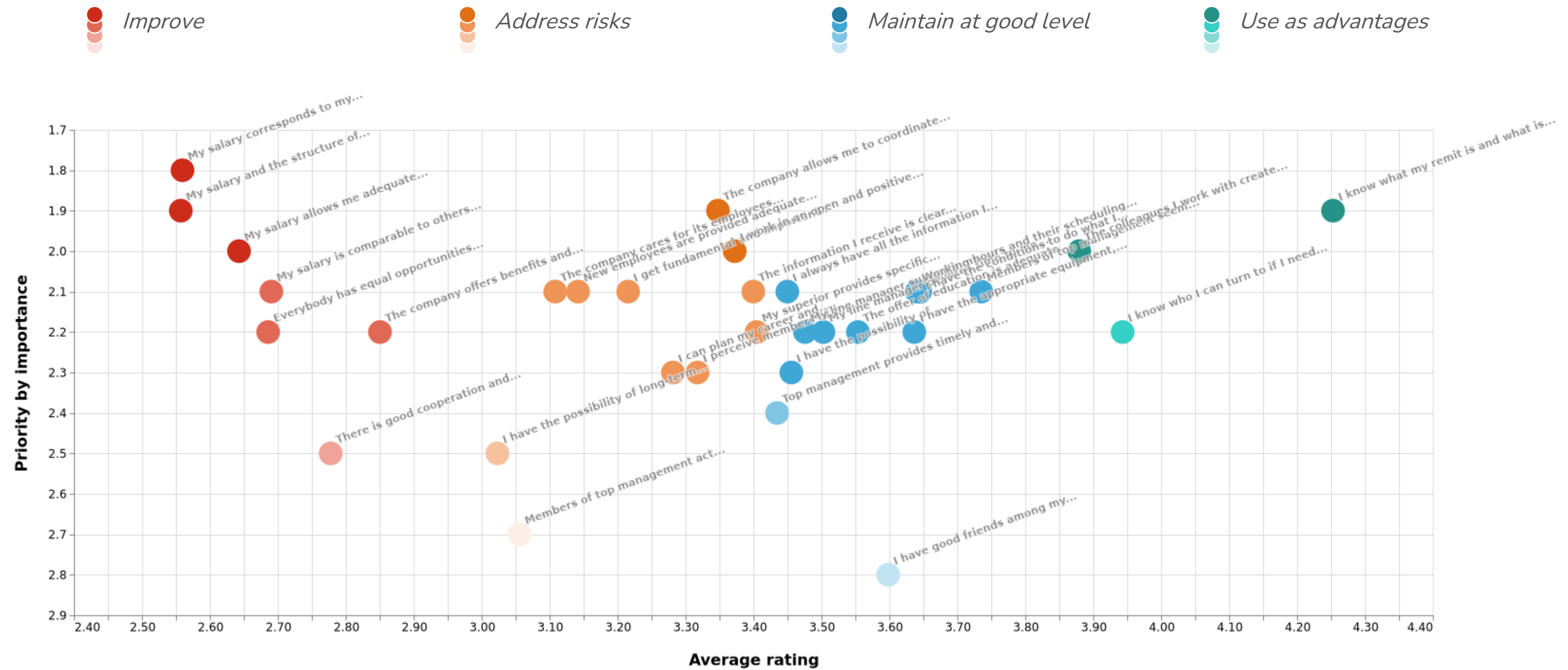


# COMPARISON OF QUESTIONS BY RATING AND IMPORTANCE

The graphs display individual questions by rating and importance. For easier orientation, they are divided into groups, with color indicating their rating and color intensity indicating importance.

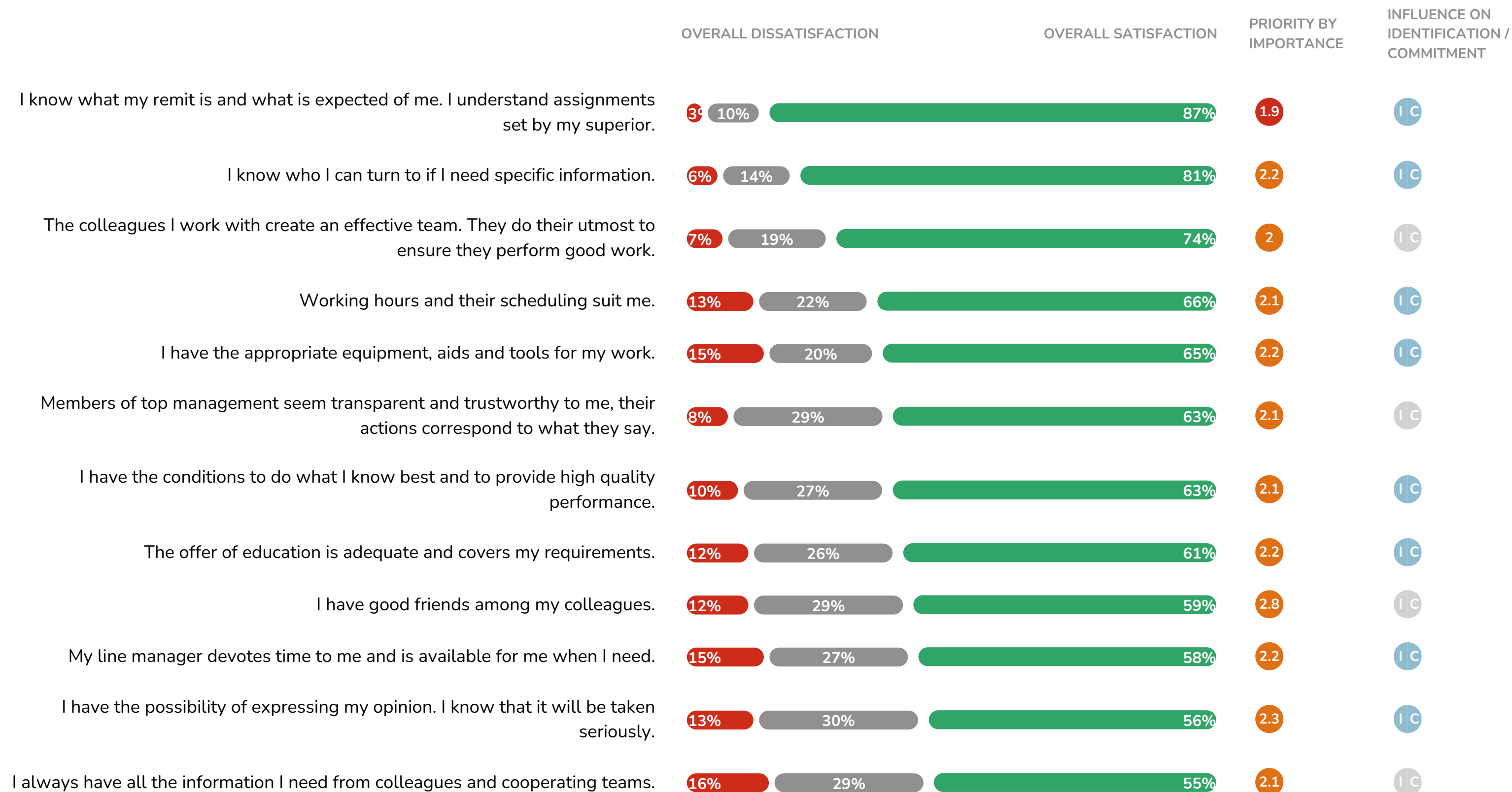


Overall distribution of questions on the rating and importance scale

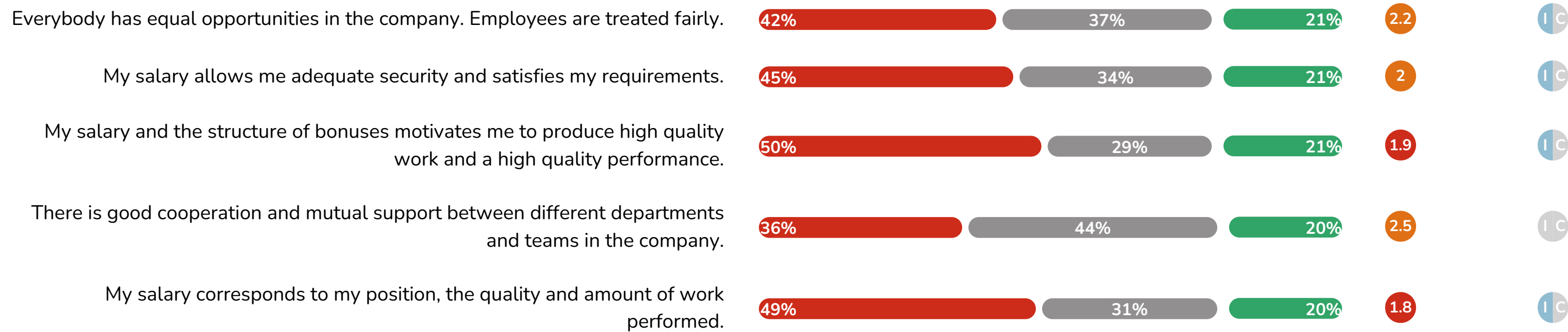


Distribution of questions on the rating and importance scale - detail.

# SATISFACTION BY OVERALL SATISFACTION RATE



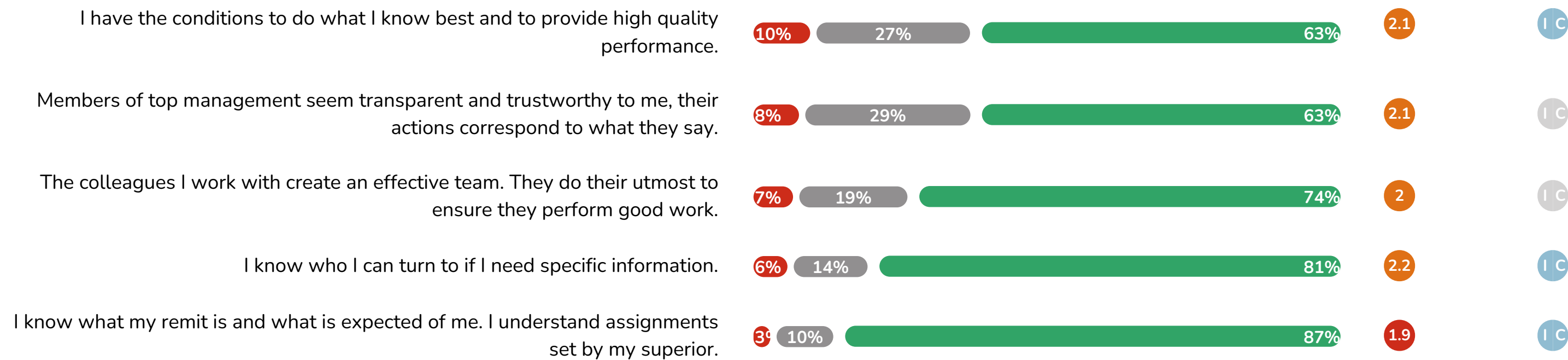




# SATISFACTION BY OVERALL DISSATISFACTION RATE







# SATISFACTION BY IMPORTANCE



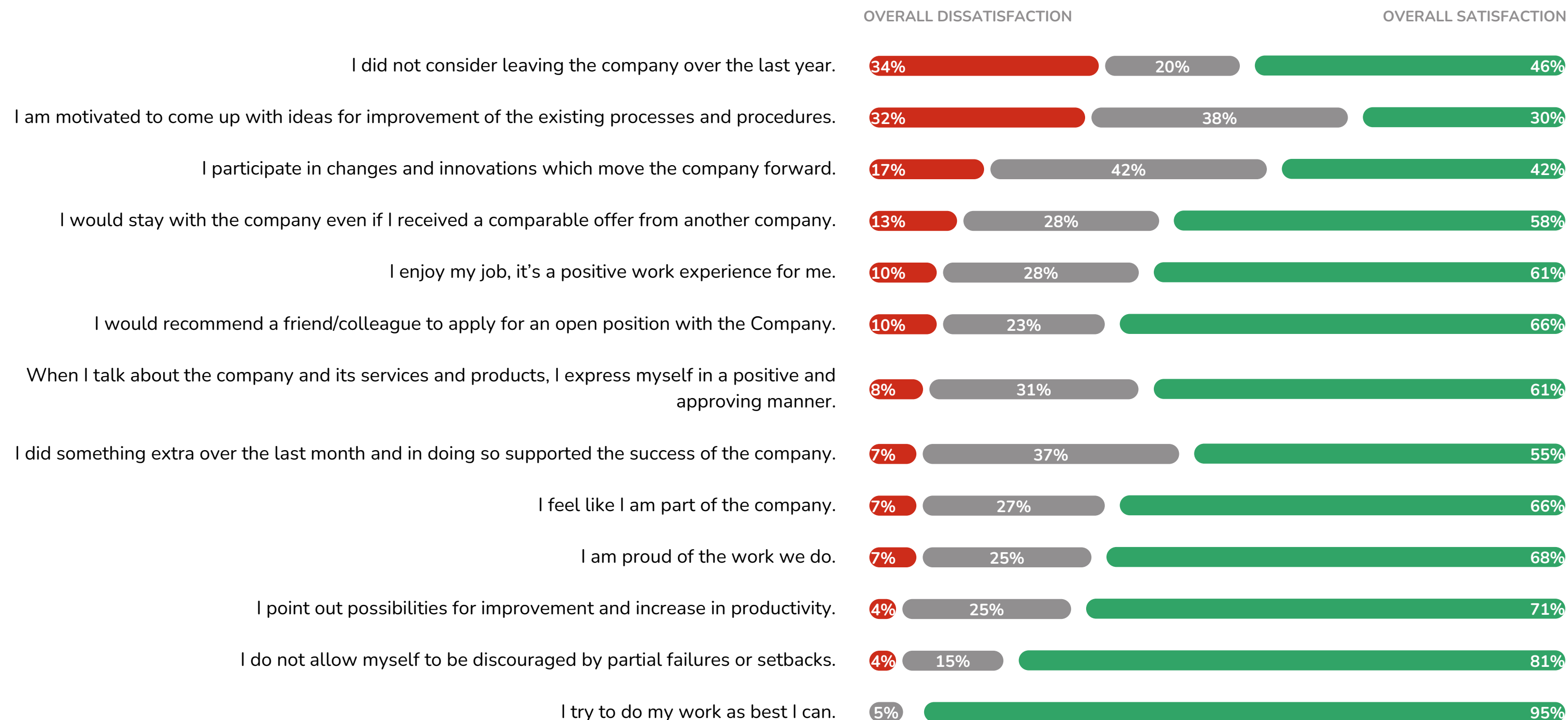




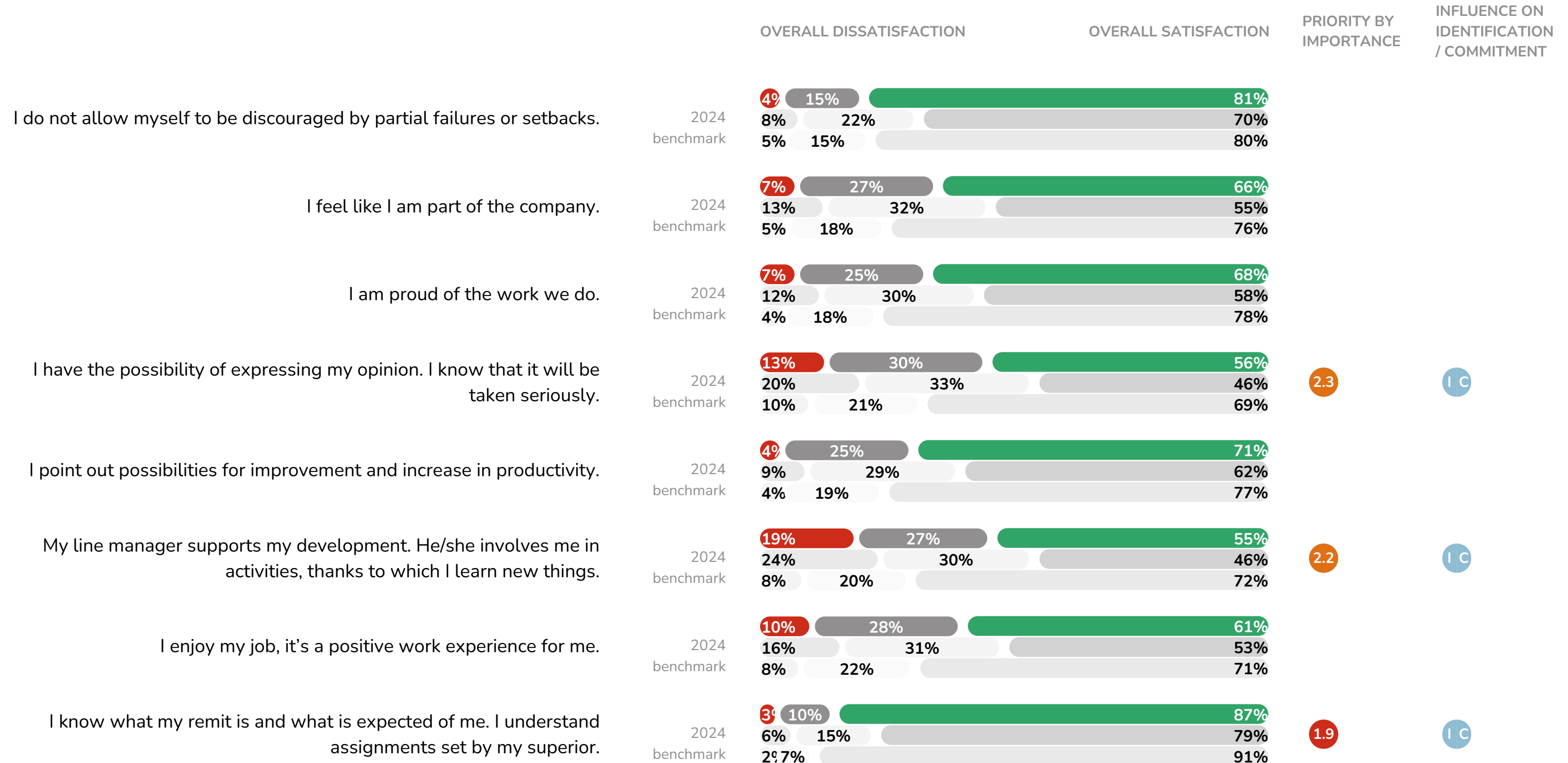
# COMMITMENT, IDENTIFICATION BY OVERALL SATISFACTION RATE



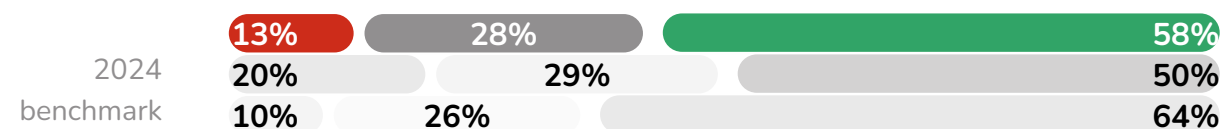
# COMMITMENT, IDENTIFICATION BY OVERALL DISSATISFACTION RATE



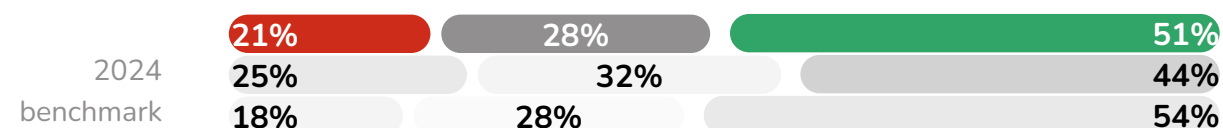
# QUESTIONS FROM THE GREATEST IMPROVEMENT COMPARED TO THE REFERENCE (EMPLOYEE SURVEY - SAMPLE QUESTIONNAIRE)



I would stay with the company even if I received a comparable offer from another company.



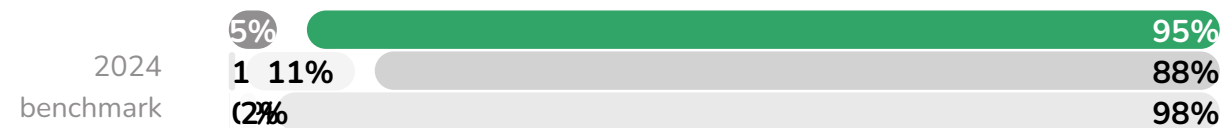
Top management provides timely and effective information about company strategy and key information.



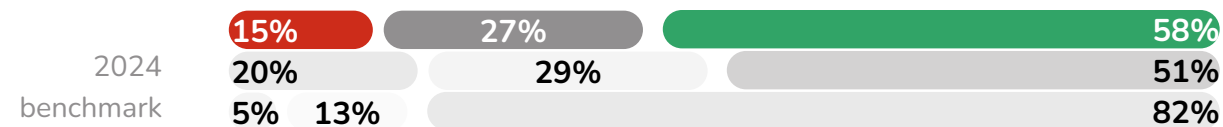
2.4

I C

I try to do my work as best I can.



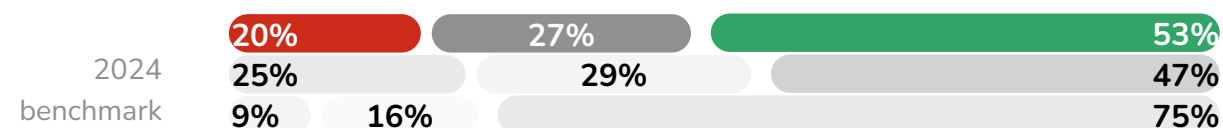
My line manager devotes time to me and is available for me when I need.



2.2

I C

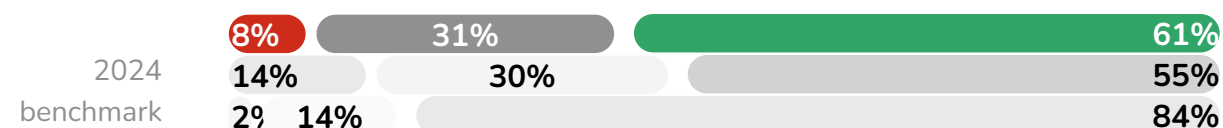
My superior provides specific feedback, assesses what I was successful/unsuccessful in and tells me what I should improve and how.



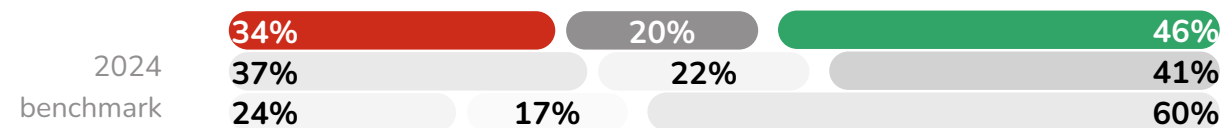
2.2

I C

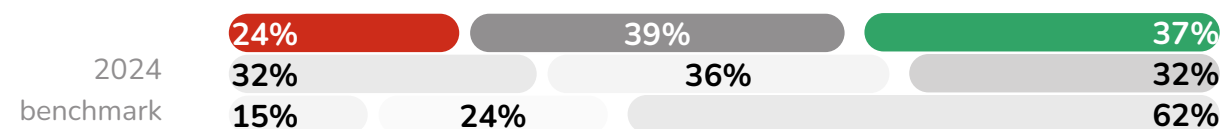
When I talk about the company and its services and products, I express myself in a positive and approving manner.



I did not consider leaving the company over the last year.



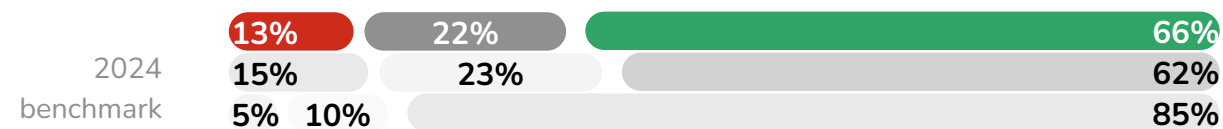
The company cares for its employees and their satisfaction.



2.1

I C

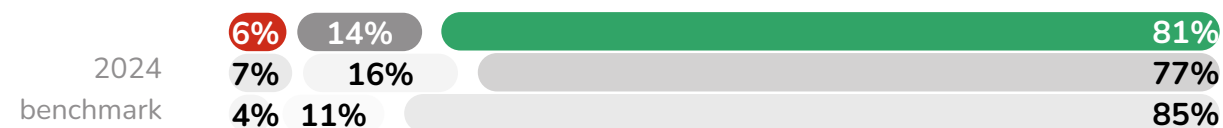
Working hours and their scheduling suit me.



2.1

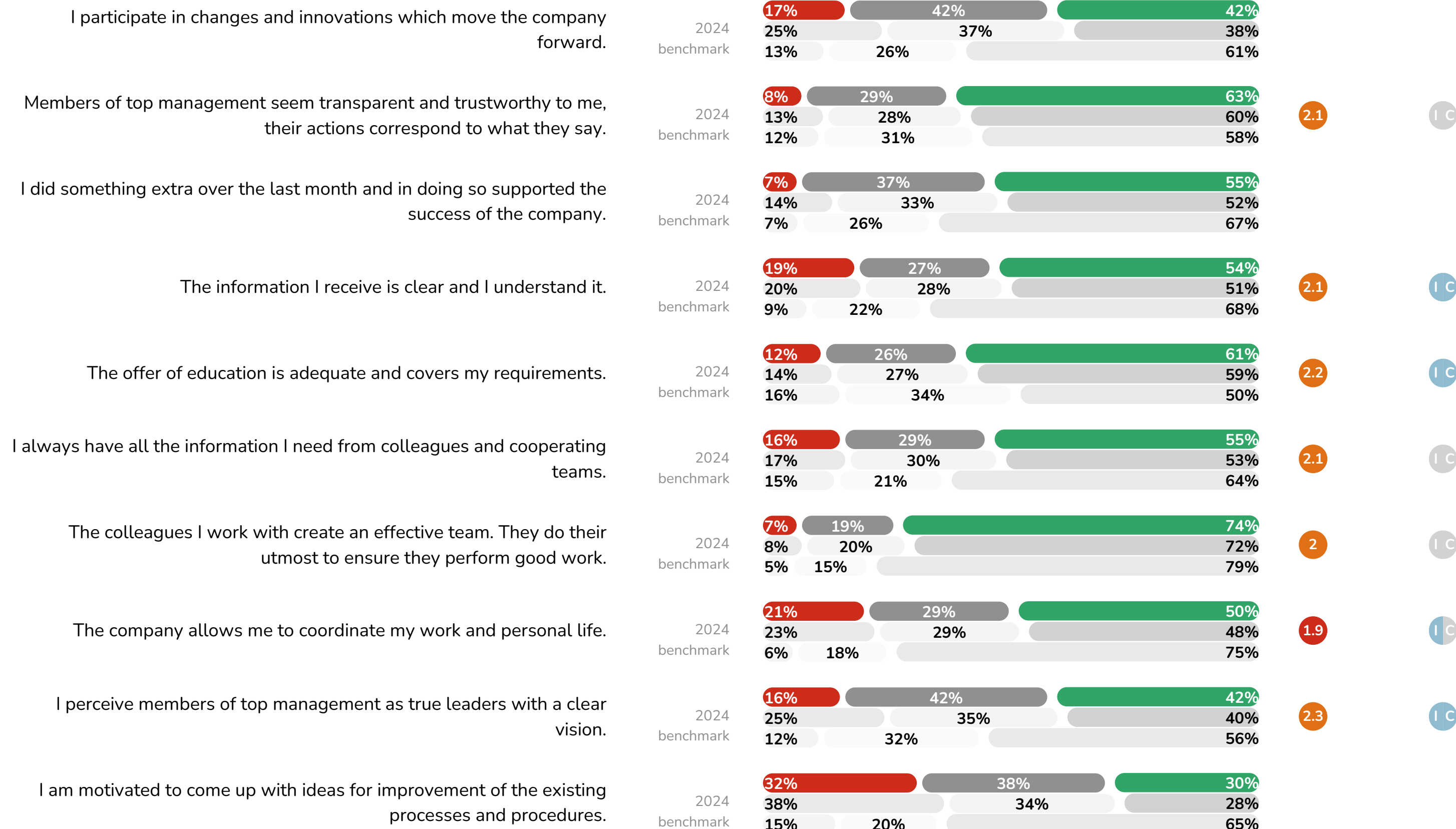
I C

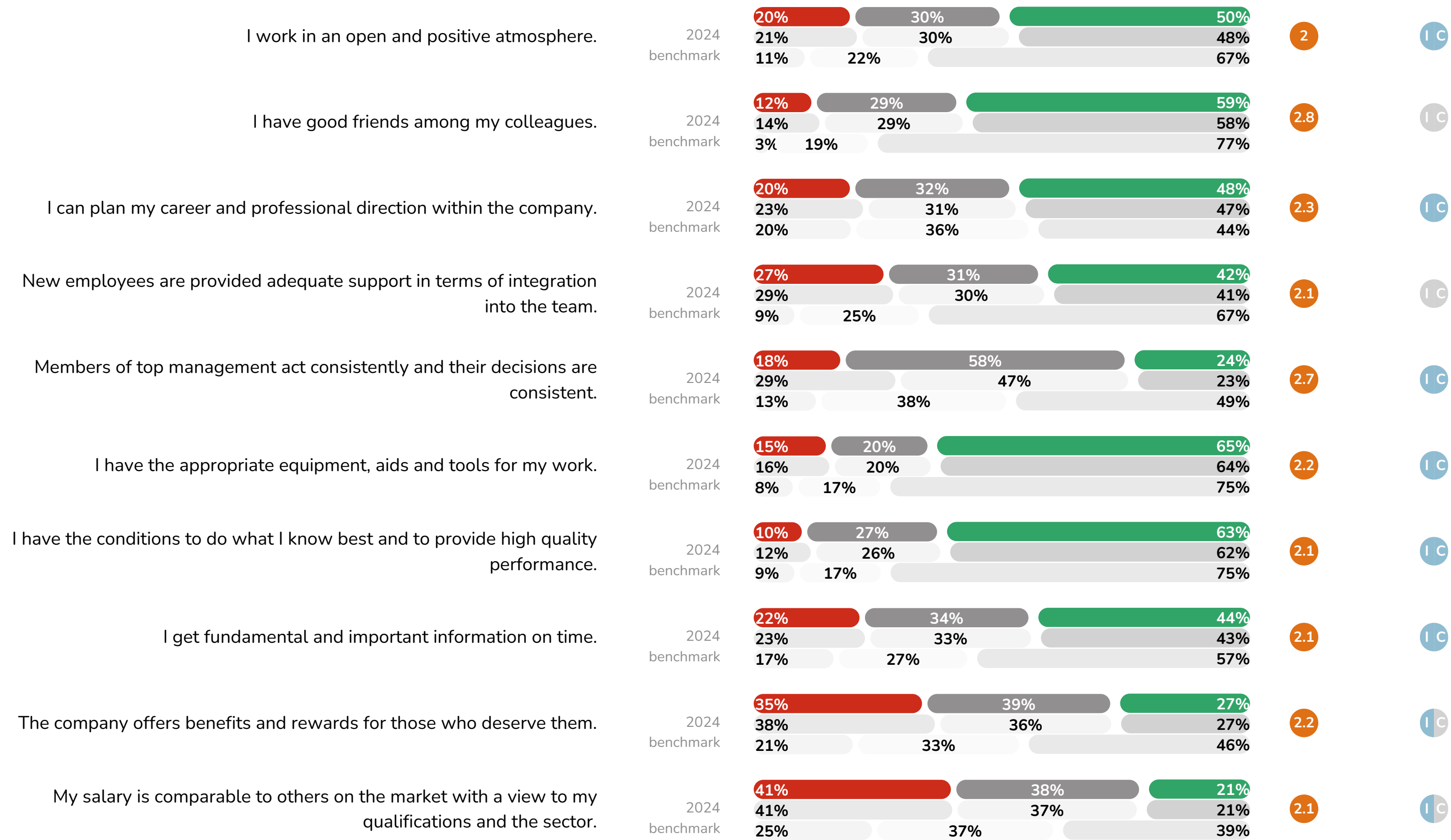
I know who I can turn to if I need specific information.

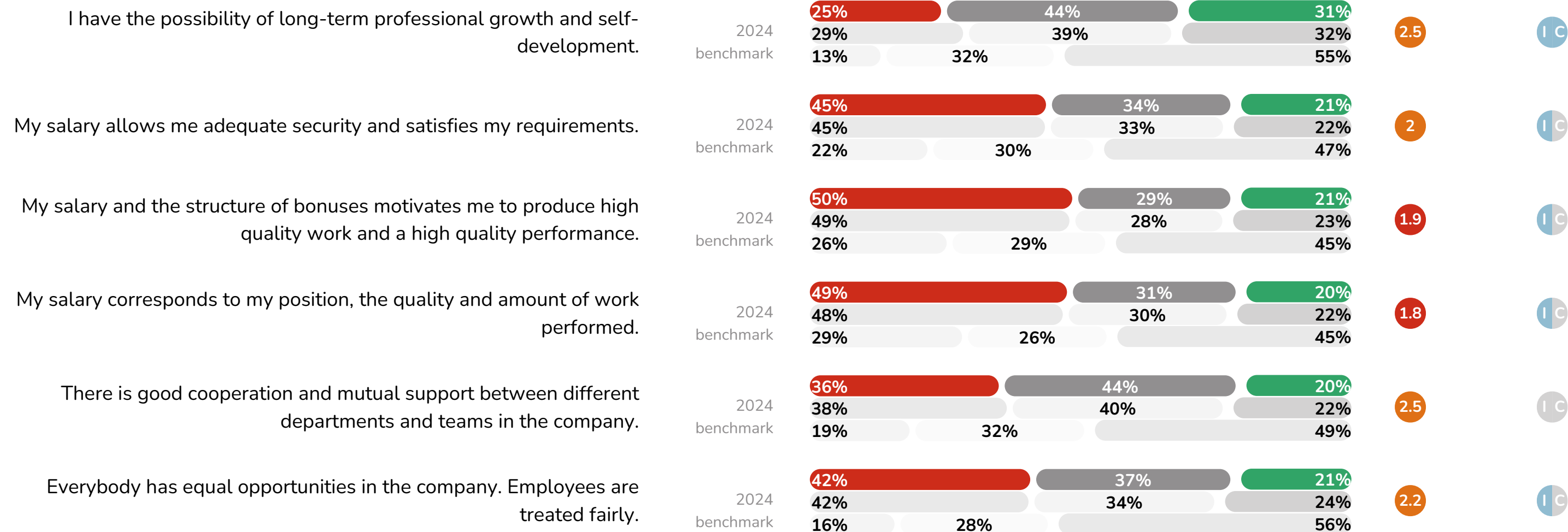


2.2

I C



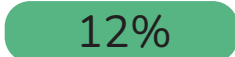






# AI ANALYSIS OF FREE COMMENTS

AI analysed comments from respondents a total of 10 times to ensure the accuracy of the results. It ranked the themes it identified in at least 8 of the 10 analyses by frequency and assessed their intensity, i.e. how often and strongly they were mentioned.

The following values are displayed for each topic:

-  12% The occurrence value indicates how often the topic was mentioned in the comments, in relation to the total number of analyzed comments.
-  Intensity indicates how prominently the topic was mentioned and how emotionally charged the respondents' wording was.
-  The color indicates the positive/negative sentiment of the topic.

## QUESTIONS AT THE END OF THE QUESTIONNAIRE: WHAT I LIKE IN THE COMPANY, WHAT I AM SATISFIED WITH.

TOPIC	OCCURRENCE	TOPIC	OCCURRENCE
Flexible working hours	16.5%	Open communication	6.9%
Leadership support	14.9%	Healthy and fresh snacks	6.9%
Company-provided training	14.1%	Team spirit and collaboration	6.5%
Opportunities for professional growth	12.9%	Modern and comfortable office space	6%
Work-life balance	10.9%	Home office options	5.6%
Wide range of refreshments	9.7%	Access to quality coffee	4.8%
Positive atmosphere	8.9%	Friendly work environment	4.4%
Supportive colleagues	8.1%	Nothing	3.6%
Fair and motivating rewards	7.3%	Appreciation from leadership	2%

Number of comments processed: 248. Number of comments without an identified topic (e.g. I don't know, etc.): 10

QUESTIONS AT THE END OF THE QUESTIONNAIRE: WHAT WOULD INCREASE MY SATISFACTION IN THE COMPANY.



Number of comments processed: 214. Number of comments without an identified topic (e.g. I don't know, etc.): 27