

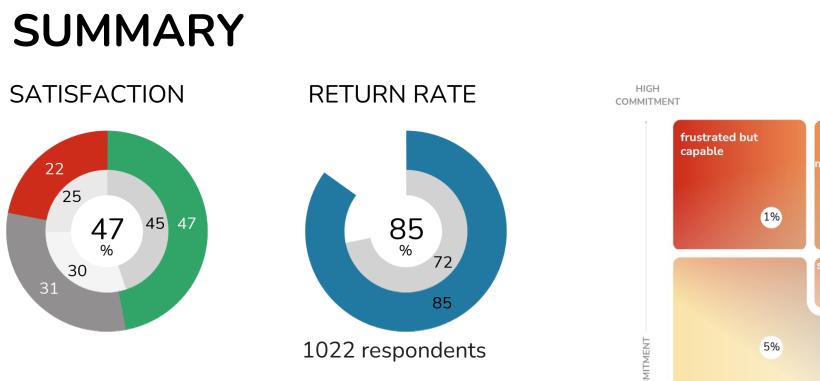
EMPLOYEE SURVEY - SAMPLE QUESTIONNAIRE

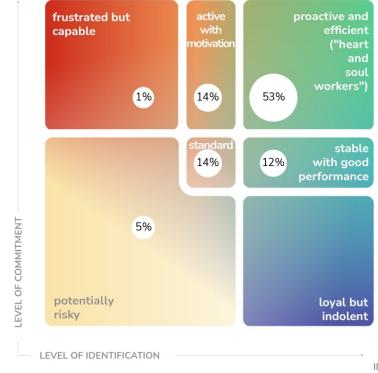






Sample output – summary - historical comparison





STRONGEST IMPACT ON IDENTIFICATION

The company cares for its employees and their satisfaction.

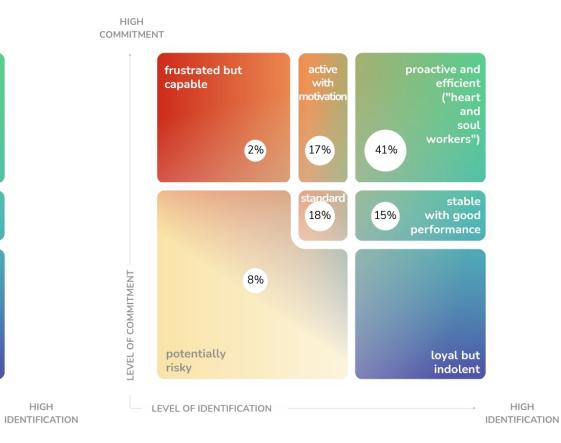
I can plan my career and professional direction within the company.

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



company.





Historical comparison

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

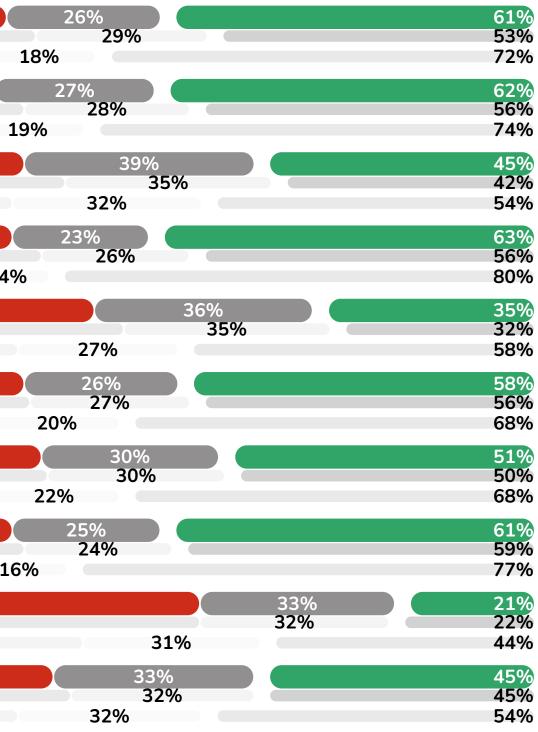
RESULTS FOR INDIVIDUAL CATEGORIES

IDENTIFICATION	13% 18% 9%
COMMITMENT	11% 16% 7% 1
SATISFACTION WITH TOP MANAGEMENT	<mark>16%</mark> 23% 14%
SATISFACTION WITH YOUR SUPERIOR	14% 19% 6% 149
SATISFACTION WITH THE APPROACH TO EMPLOYEES	<mark>28%</mark> 33% 15%
SATISFACTION WITH COMMUNICATION	<mark>16%</mark> 17% 11%
SATISFACTION WITH THE ATMOSPHERE	<mark>19%</mark> 20% 10%
SATISFACTION WITH WORKING CONDITIONS	14% 16% 7% 16
SATISFACTION WITH YOUR REMUNERATION	<mark>46%</mark> 46% 26%
SATISFACTION WITH YOUR PERSONAL AND PROFESSIONAL DEVELOPMENT	<mark>21%</mark> 24% 15%



OVERALL DISSATISFACTION

OVERALL SATISFACTION



SUMMARY TOP QUESTIONS

OVERALL DISSATISFACTION

15%

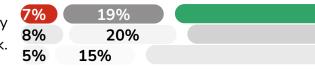
3 10%

6%

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.

29 7% 14% 6% 7% 16% 4% 11%



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

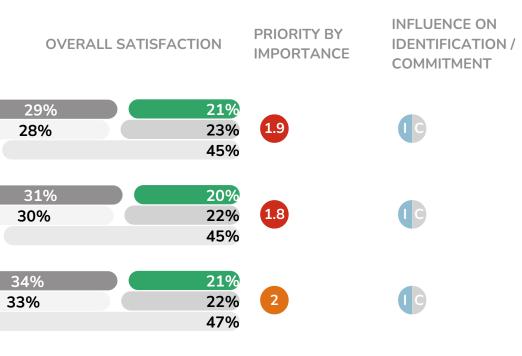
BOTTOM QUESTIONS

OVERALL DISSATISFACTION

My salary and the structure of bonuses motivates me to produce high quality work and a high quality performance.	<mark>50%</mark> 49% 26%	29%
My salary corresponds to my position, the quality and amount of work performed.	<mark>49%</mark> 48% 29%	26%
My salary allows me adequate security and satisfies my requirements.	<mark>45%</mark> 45% 22%	30%

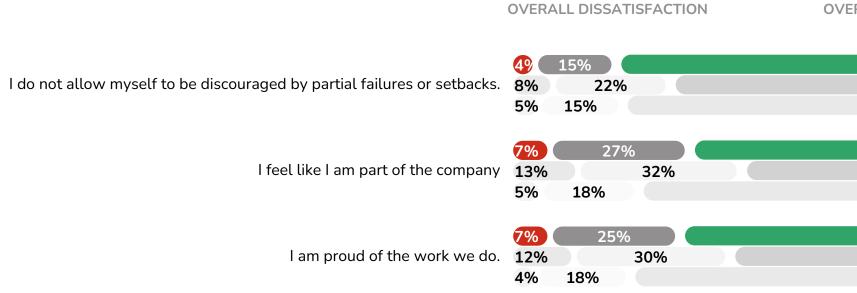


OVERALL SATISFACTION	PRIORITY BY IMPORTANCE	INFLUENCE ON IDENTIFICATION / COMMITMENT
87% 79% 91%	1.9	
81% 77% 85%	2.2	
74% 72% 79%	2	ſ¢

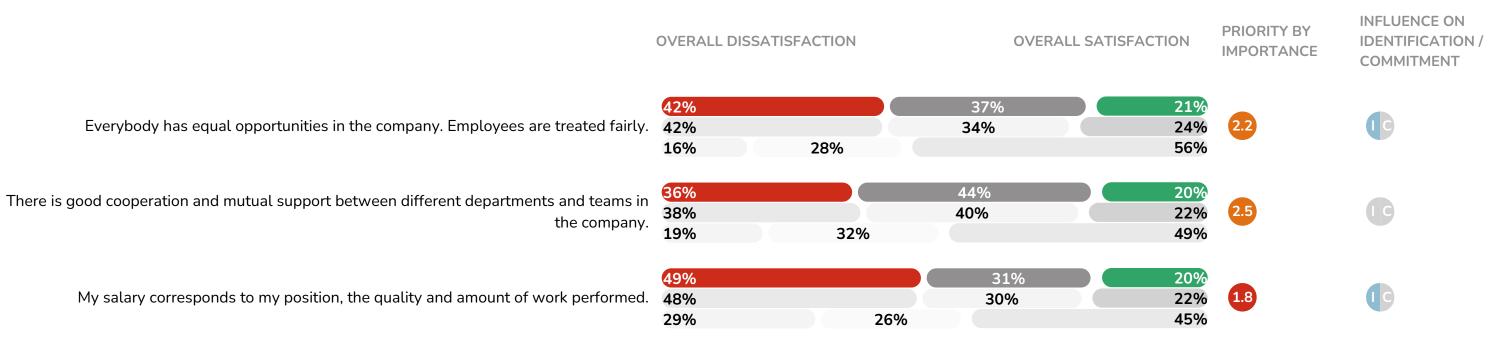


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SUMMARY HIGHEST IMPROVEMENT COMPARING TO COMPARED PROJECT



HIGHEST DETERIORATION COMPARING TO COMPARED PROJECT





ERALL SATISFACTION	PRIORITY BY	INFLUENCE ON IDENTIFICATION / COMMITMENT
81%		
70%		
80%		
66%		
55%		
76%		
68%		
58%		
78%		

EXPLANATORY NOTES

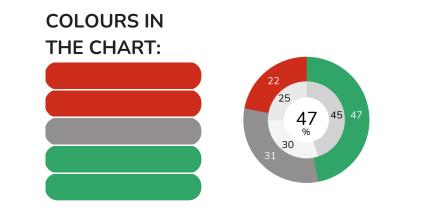
TOTAL OVERALL RESULTS FOR ALL RESPONDENTS:

VARIANTS OF ANSWERS:

Completely disagree Disagree Neither agree nor disagree Agree Completely agree

Disagree

Agree



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:

COLOURS IN VARIANTS OF ANSWERS: THE CHART: Completely disagree Neither agree nor disagree Completely agree Completely Disagree Neither agree Agree Completely

disagree

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 survery 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).





agree

nor disagree

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	48%	47%	45%	49%	
in the company	4070	47 70	4570	4370	
Historically	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



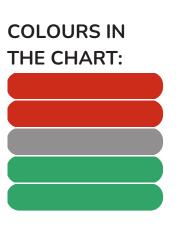
EXPLANATORY NOTES ANSWERS FOR INDIVIDUAL QUESTIONS:

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



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.

For each statement, the impact on respondents' identification and commitment is also displayed. \P 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:

negative

significant

EXPLANATORY NOTES COMPARISON WITH RESULTS OF A PREVIOUS SURVEY:

Colour of the compared survey Employee survey - sample questionnaire

Benchmark

- This symbol represents improvement over the compared survey. 1
- This symbol denotes deterioration in comparison with the compared survey.





1.9

87%

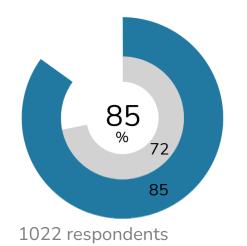
crucial

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

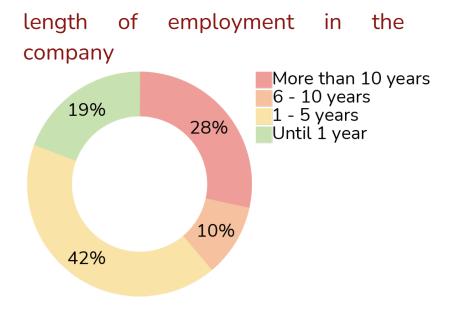
OVERALL RETURN RATE

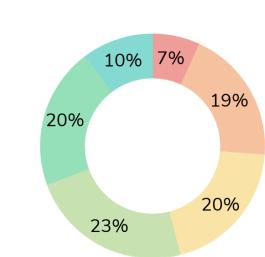




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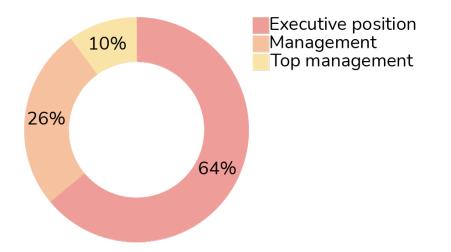
REPRESENTATION BY CATEGORY





B0

Level of organization





IT services Finance HR Logistics Business Marketing

SURVEY PARTICIPATION RETURN RATE AND PARTICIPANT REPRESENTATION

	Until 1 year		1 - 5 years	6 - 10 years	Ма	More than 10 years	
length of employment in the company	85% (197)		85% (427) 88% (107)			84% (290)	
Historically	72% (168)		72% (365)	78% (95)		71% (243)	
	Marketing	Business	Logistics	HR	Finance	IT services	
В0	88% (104)	85% (208)	83% (239)	85% (202)	84% (198)	86% (70)	
Historically	72% (85)	74% (181)	72% (207)	73% (173)	70% (164)	75% (61)	
	Top man	agement	Manag	gement	Executive	e position	
Level of organization	84%	(101)	86% (267)		84% (653)		
Historically	75%	(90)	74%	(228)	71%	(553)	

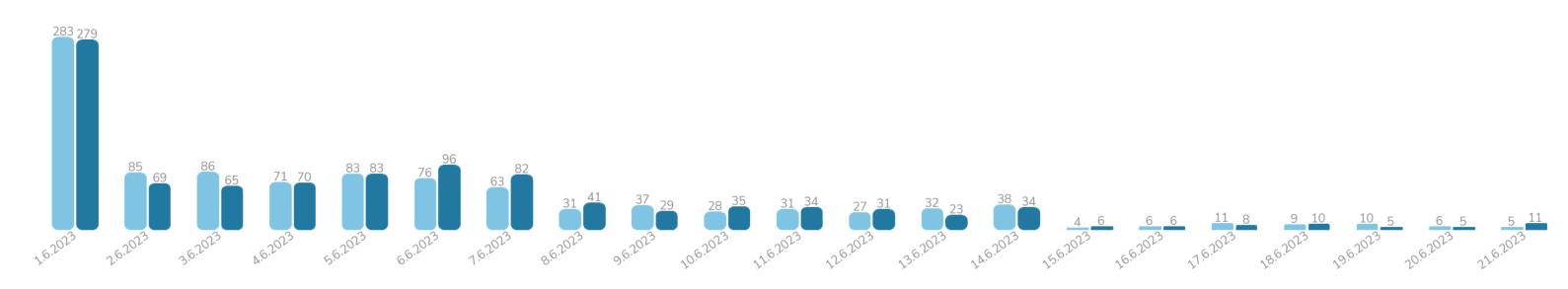


SURVEY PARTICIPATION COMPLETION OVERVIEW OVER TIME

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

SELECTION

•Number of questionnaires in progress •Number of questionnaires completed



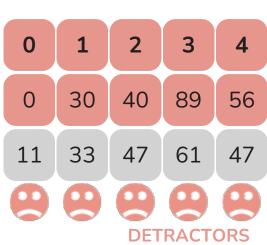


OVERALL RESULT (NPS - NET PROMOTER SCORE)

I WOULD RECOMMEND A FRIEND/COLLEAGUE TO APPLY FOR AN OPEN POSITION WITH THE COMPANY.

Overall

Historically



DEFINITELY NO

% NPS = % PROMOTERS - % DETRACTORS

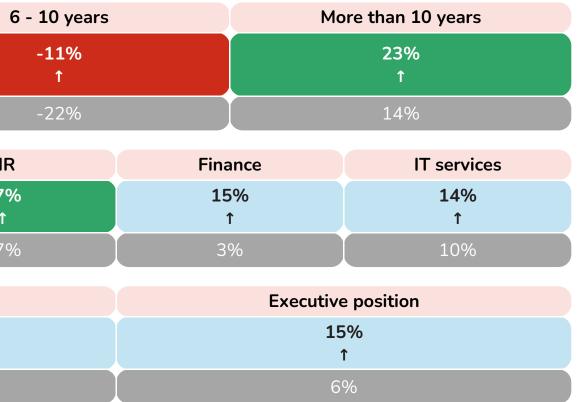


DEFINITELY YES 5 10 AVERAGE NPS 6 8 9 7 47 135 116 252 201 7.2 40 15% 60 118 117 210 127 6.9 40 4% 2 **PASSIVES PROMOTERS**

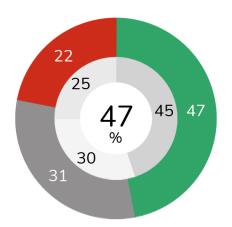
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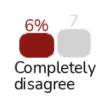
	Until 1 year	Until 1 year		e	
length of employment in	18%		14%		
the company	Ť		1		
Historically	8%		3%		
	Marketing	Busines	s Logistics	HR	
В0	18% ↑	4% ↑	13% ↑	27% ↑	
Historically	-1%	-2%	1%	17%	
	Top mana	gement		Management	
Level of organization	239 ↑	ю		11% ↑	
Historically	109	6	-1%		





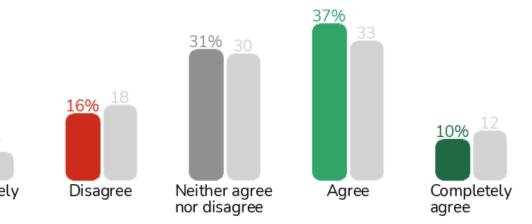
SATISFACTION IN TOTAL

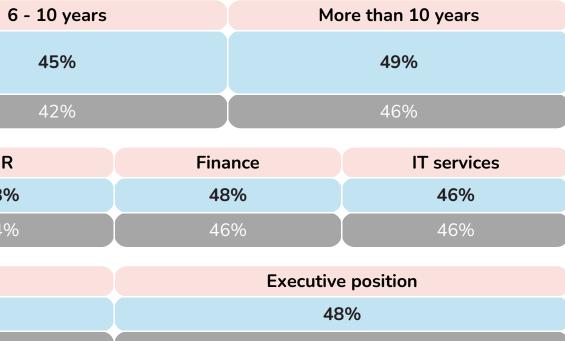




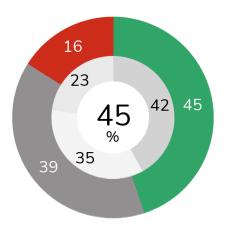
	Until 1 year 48%		1 - 5 years			6
length of employment in the company			47%			
Historically	46%			45%		
	Marketing	Busir	iess	Logistics		HR
во	46%	499	%	47%		48%
Historically	45%	479	%	45%		44%
	Top man	agement			Manage	ement
Level of organization	50%			469	Ж	
Historically	47	%			449	%

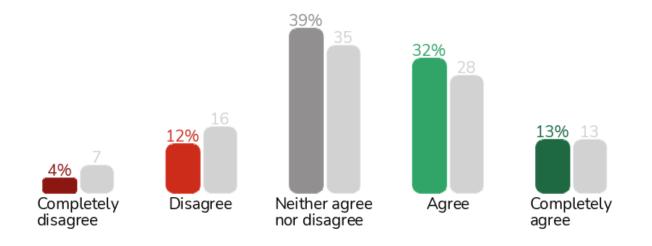






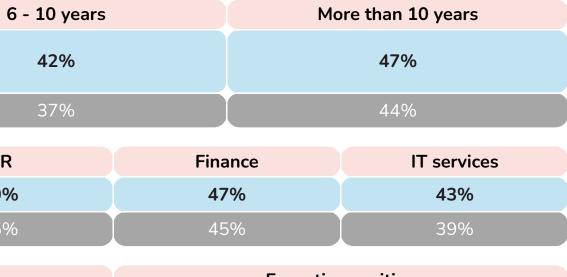
SATISFACTION SATISFACTION WITH TOP MANAGEMENT





	Until 1 year		1 - 5 years	6 - 10 years		More than 10 years	
length of employment in	46%		43%	42%		47%	
the company							
Historically	42%		42%	37%		44%	
	Marketing	Business	Logistics	HR	Finance	IT services	
В0	44%	47%	46%	40%	47%	43%	
Historically	42%	45%	43%	35%	45%	39%	
	Top man	agement	Manag	Management		Executive position	
Level of organization	49	9%	42	42%		45%	
Historically	45	5%	41	41%		41%	





SATISFACTION SATISFACTION WITH TOP MANAGEMENT

21%	28	%	
25%		32%	
18%	28%		
8%	29%		
13%	28%		
12%	31%		
16%	4	2%	
25%		35%	
12%	32%		
18%		58%	
29%			47%

38%

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

Members of top management seem transparent and trustworthy to me, their actions correspond to what they say.

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

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

OVERALL DISSATISFACTION

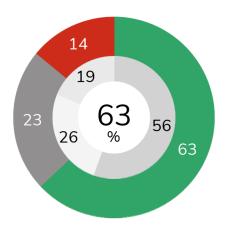
13%

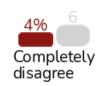


INFLUENCE ON PRIORITY BY OVERALL SATISFACTION IDENTIFICATION / IMPORTANCE COMMITMENT 51% 1 C 2.4 44% 54% 63% 2.1 60% 58% 42% 1 C 2.3 40% 56% 24% 2.7 1 C 23% 49%

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SATISFACTION SATISFACTION WITH YOUR SUPERIOR

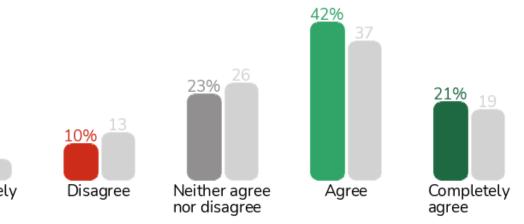


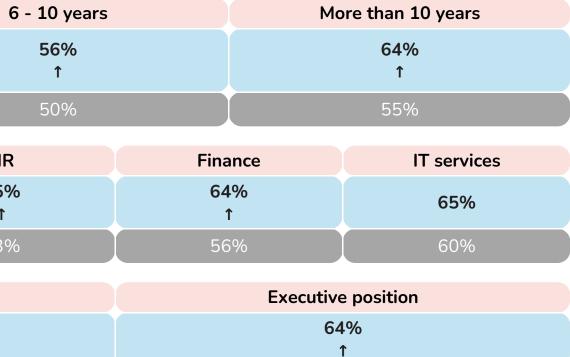


BY CATEGORY

	Until 1 year		1 - 5 years		6
length of employment in	64%	64%		64%	
the company	1			↑	
Historically	56%			57%	
	Marketing	Busi	ness	Logistics	HR
в0	64% ↑	62 1		61%	65% ↑
Historically	56%	55	5%	56%	53%
	Top man	agement		Mana	gement
Level of organization	61 1	61% ↑		61% ↑	
Historically	54	54%		5	4%

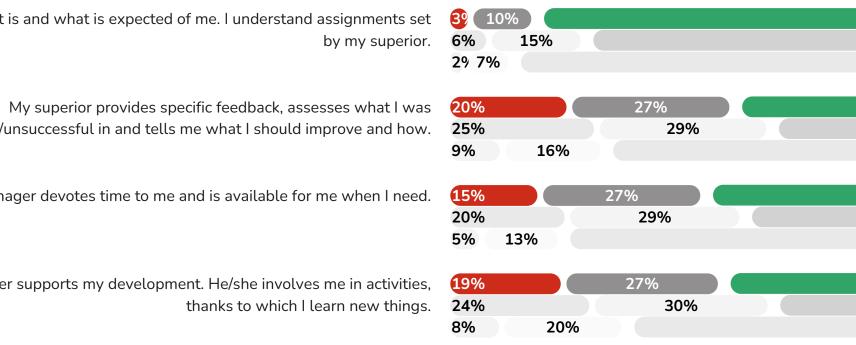






57%

SATISFACTION SATISFACTION WITH YOUR SUPERIOR



OVERALL DISSATISFACTION

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

successful/unsuccessful in and tells me what I should improve and how.

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

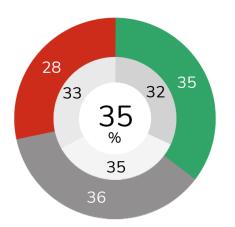
My line manager supports my development. He/she involves me in activities,

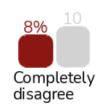


OVERALL SATISFACTION	PRIORITY BY	INFLUEN IDENTIFI COMMITI
87%	1.9	
79%		
91%		
53%	2.2	I C
47%		
75%		
58%	2.2	1 C
51%		
82%		
55%	2.2	1 C
46%		
72%		

INFLUENCE ON ICATION / MENT

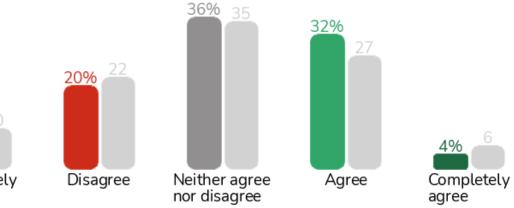
SATISFACTION SATISFACTION WITH THE APPROACH TO EMPLOYEES

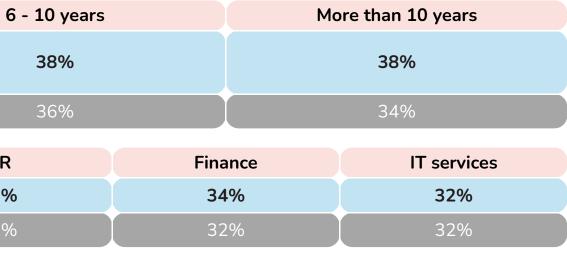




	Until 1 year		1 - 5 years	6 - 10 years		More than 10 years	
length of employment in the company	35%	35%		33% 38%		38%	
Historically	31%		31% 36%			34%	
	Marketing	Business	Logistics	HR	Finance	IT services	
В0	34%	38%	35%	36%	34%	32%	
Historically	33%	34%	32%	32%	32%	32%	
	Top management		Manag	gement	Executive position		
Level of organization	39	9%	33	3%	36%		
Historically	37	7%	31	1%		32%	





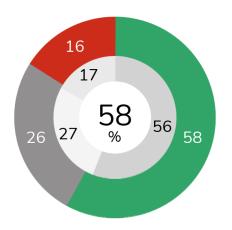


SATISFACTION SATISFACTION WITH THE APPROACH TO EMPLOYEES

	OVERALL DISSATISFA	ACTION	OVERALL SAT	ISFACTION	PRIORITY BY IMPORTANCE	INFLUENCE ON IDENTIFICATION / COMMITMENT
I have the possibility of expressing my opinion. I know that it will be taken seriously.	13% 20% 10% 21%	30% 33%		56% 46% 69%	2.3	
The company cares for its employees and their satisfaction.	32%	39% 36% 4%	b	37% 32% 62%	2.1	
The company offers benefits and rewards for those who deserve them.	<mark>35%</mark> 38% 21%	33%	39% 36%	27% 27% 46%	2.2	
Everybody has equal opportunities in the company. Employees are treated fairly.	<mark>42%</mark> 42% 16%	28%	37% 34%	21% 24% 56%	2.2	



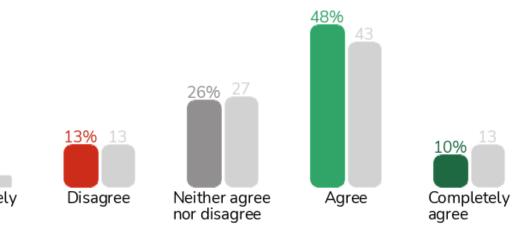
SATISFACTION SATISFACTION WITH COMMUNICATION

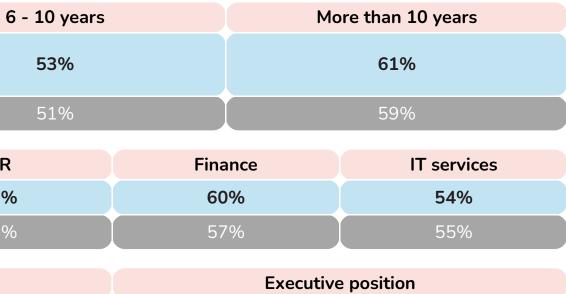




	Until 1 year		1 - 5 years	6 - 10 years		More than 10 years	
length of employment in	58%		58% 53%		61%		
the company							
Historically	56%		56%	51%		59%	
	Marketing	Business	Logistics	HR	Finance	IT services	
В0	56%	60%	57%	60%	60%	54%	
Historically	53%	58%	56%	56%	57%	55%	
	Top man	agement	Manag	ement	Execut	Executive position	
Level of organization	60	%	58	58%		58%	
Historically	55	%	55	5%	57%		







SATISFACTION SATISFACTION WITH COMMUNICATION

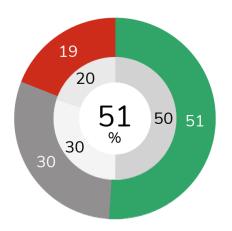


OVERALL DISSATISFACTION



OVERALL SATISFACTION	PRIORITY BY	INFLUENCE ON IDENTIFICATION / COMMITMENT
55% 53% 64%	2.1	
44% 43% 57%	2.1	IC
54% 51% 68%	2.1	IC
81% 77% 85%	2.2	

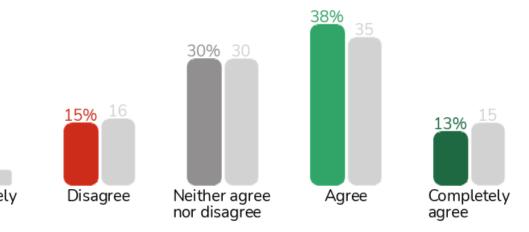
SATISFACTION SATISFACTION WITH THE ATMOSPHERE

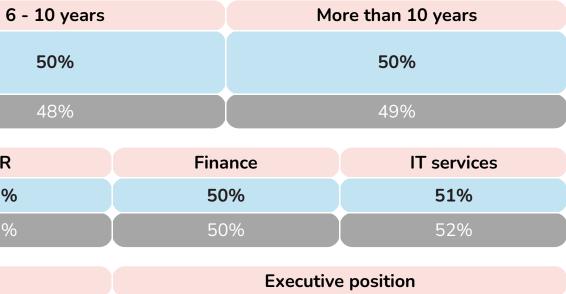




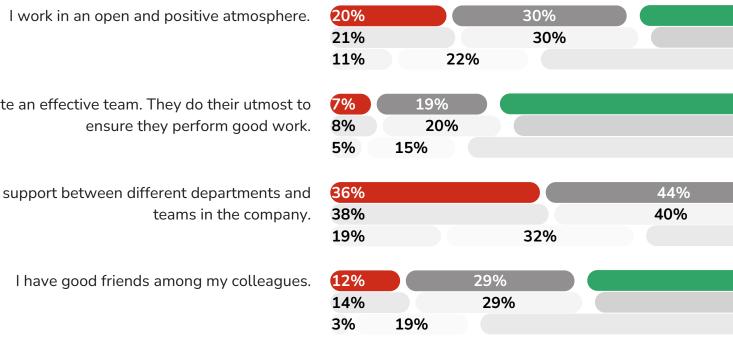
	Until 1 year		1 - 5 years	6 - 10 years	М	More than 10 years	
length of employment in	51%		51%	50%		50%	
the company							
Historically	50%		51%	48%		49%	
	Marketing	Business	Logistics	HR	Finance	IT services	
В0	52%	52%	50%	50%	50%	51%	
Historically	53%	52%	48%	48%	50%	52%	
Top management		agement	Manag	gement	Executive position		
Level of organization	52	.%	50)%	50%		
Historically	52	.%	49	9%	50%		







SATISFACTION SATISFACTION WITH THE ATMOSPHERE



OVERALL DISSATISFACTION

The colleagues I work with create an effective team. They do their utmost to

There is good cooperation and mutual support between different departments and

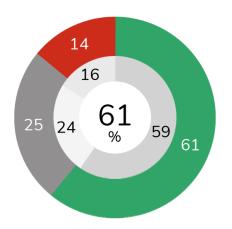
I have good friends among my colleagues.

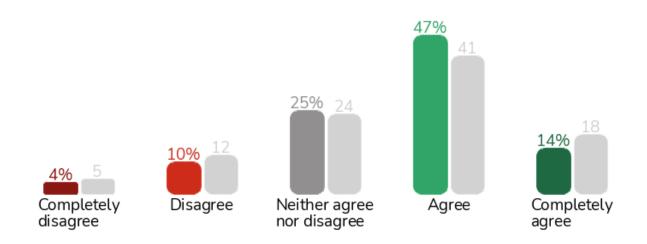


INFLUENCE ON PRIORITY BY OVERALL SATISFACTION IDENTIFICATION / IMPORTANCE COMMITMENT 1 C 50% 2 48% 67% 74% 2 72% 79% 20% 2.5 22% 49% 1 C 59% 2.8 58% 77%

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SATISFACTION SATISFACTION WITH WORKING CONDITIONS





	Until 1 year			1 - 5 years	6 - 10 years	More than 10 years		re than 10 years
length of employment in	63%	63%		61% 53%			62%	
the company								
Historically	62%		59%		53%			60%
	Marketing	Business		Logistics	HR	Fina	ince	IT services
В0	56%	62%	, 0	61%	62%	62	.%	56%
Historically	54%	62%	, 0	60%	60%	59	9%	55%
Top management			Manag	Executive position				
Level of organization	67	%		59	%	61%		%
Historically	67	%		57%		59%		%



SATISFACTION SATISFACTION WITH WORKING CONDITIONS

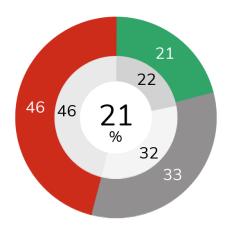
	OVERALL DISSATISFACTION	OVERALL SATISFACTION	PRIORITY BY IMPORTANCE	INFLUENCE ON IDENTIFICATION / COMMITMENT
he conditions to do what I know best and to provide high quality performance.	10% 27% 12% 26% 9% 17%	63% 62% 75%	2.1	
I have the appropriate equipment, aids and tools for my work.	15% 20% 16% 20% 8% 17%	65% 64% 75%	2.2	
Working hours and their scheduling suit me.	13% 22% 15% 23% 5% 10%	66% 62% 85%	2.1	
he company allows me to coordinate my work and personal life.	21% 29% 23% 29% 6% 18%	50% 48% 75%	1.9	

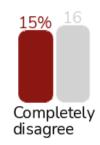
I have the conditions



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SATISFACTION SATISFACTION WITH YOUR REMUNERATION

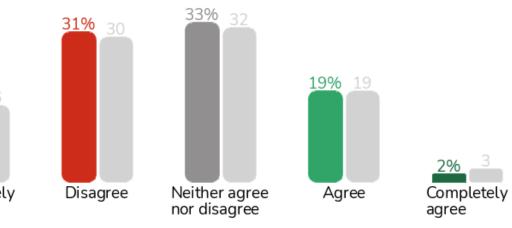


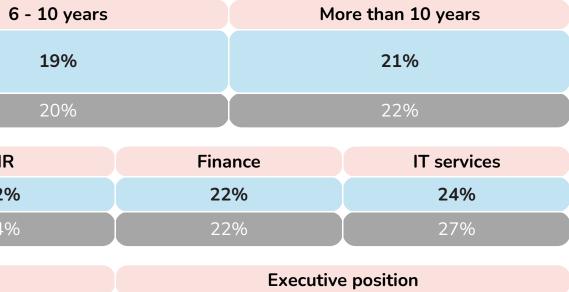


	Until 1 year		1 - 5 years	6 - 10 years	M	lore than 10 years	
length of employment in the company	19%		22%	19%		21%	
Historically	22%		23% 20%			22%	
	Marketing	Business	Logistics	HR	Finance	IT services	
В0	19%	18%	20%	22%	22%	24%	
Historically	19%	19%	23%	24%	22%	27%	
	Top management		Manag	gement	Executive position		
Level of organization	25	%	20	0%	20%		
Historically	24	.%	21	1%	22%		







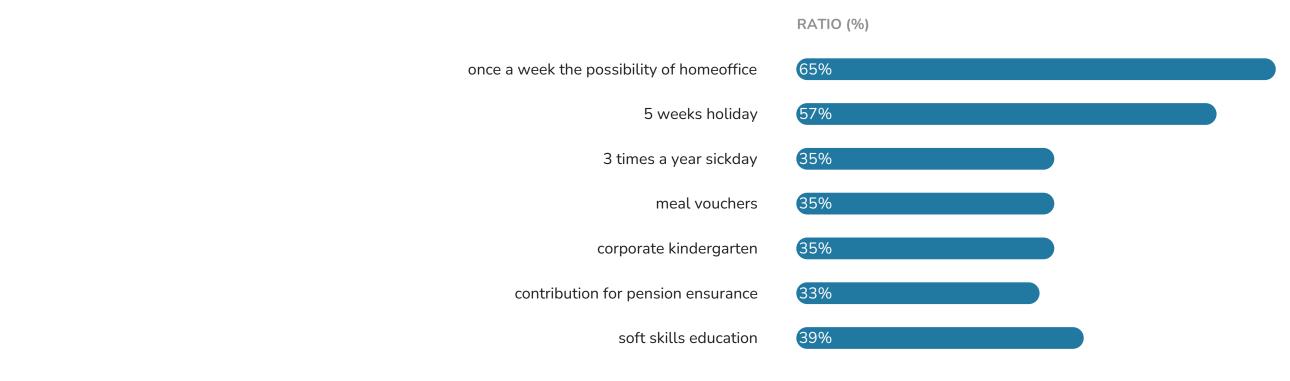


SATISFACTION SATISFACTION WITH YOUR REMUNERATION

	OVERALL DISSATISFACT	ION		OVERALL SATISFACTION	PRIORITY BY IMPORTANCE	INFLUENCE ON IDENTIFICATION / COMMITMENT
My salary corresponds to my position, the quality and amount of work performed.	<mark>49%</mark> 48% 29%	26%	31% 30%	20% 22% 45%	1.8	
My salary and the structure of bonuses motivates me to produce high quality work and a high quality performance.	<mark>50%</mark> 49% 26%	29%	29% 28%	21% 23% 45%	1.9	
My salary is comparable to others on the market with a view to my qualifications and the sector.	<mark>41%</mark> 41% 25%	37%	38% 37%	21% 21% 39%	2.1	
My salary allows me adequate security and satisfies my requirements.	<mark>45%</mark> 45% 22%	30%	34% 33%	21% 22% 47%	2	



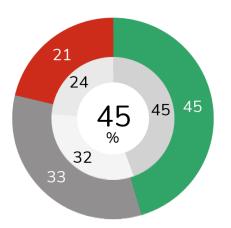
Choose the 3 benefits you would most appreciate.

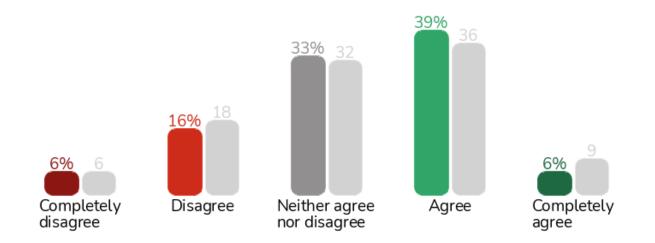


You can see for each item in the graph: the proportion of respondents who selected this answer



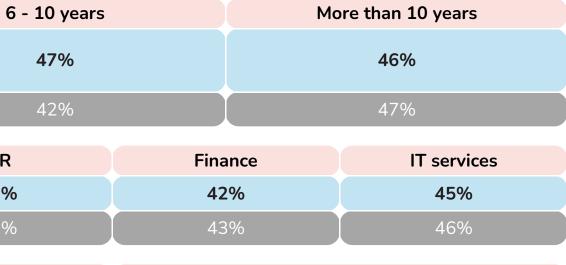
SATISFACTION SATISFACTION WITH YOUR PERSONAL AND PROFESSIONAL DEVELOPMENT





	Until 1 year			1 - 5 years	6 - 10 years	More than 10 years		e than 10 years
length of employment in	46%	46%		44%			46%	
the company								
Historically	46%		43%		42%		47%	
	Marketing	Business		Logistics	HR	Finance	e	IT services
В0	46%	50%	%	44%	46%	42%		45%
Historically	47%	47%	%	42%	45%	43%		46%
	Top management			Manag	Executive position			
Level of organization	47	%		45	5%	46%		ю
Historically	45	%		44%		45%		/6





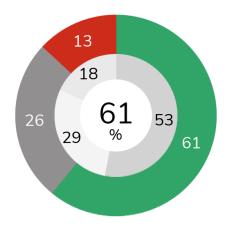
SATISFACTION SATISFACTION WITH YOUR PERSONAL AND PROFESSIONAL DEVELOPMENT

	OVERALL DISSATISFACTION		OVERALL SATISFACTION	PRIORITY BY IMPORTANCE	INFLUENCE ON IDENTIFICATION / COMMITMENT
New employees are provided adequate support in terms of integration into the team.	27% 29% 9% 25%	31% 30%	42% 41% 67%	2.1	IC
The offer of education is adequate and covers my requirements.	12% 26 14% 2 16% 2	% 27% 34%	61% 59% 50%	2.2	
I have the possibility of long-term professional growth and self-development.	<mark>25%</mark> 29% 13%	44% 39% 32%	31% 32% 55%	2.5	IC
I can plan my career and professional direction within the company.	20% 23% 20%	32% 31% 36%	48% 47% 44%	2.3	



IDENTIFICATION

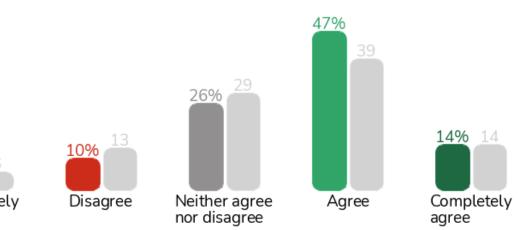
Note. Identification represents employees' sense of belonging and their attitude towards the company, i.e. to what extent they feel to be its integral part. Employees with low rate of identification are in danger of a higher fluctuation.





	Until 1 year		1 - 5 years	6 - 10 years		More than 10 years	
length of employment in	60%		60%	58%		64%	
the company	1		Î	ſ			↑
Historically	52%		51%	51%		57%	
	Marketing	Business	Logistics	HR	Fina	ance	IT services
во	62%	61%	62%	60%	61	L%	57%
	<u> </u>	1	Ť	1	1	↑	1
Historically	56%	54%	55%	52%	52	2%	48%
	Top mana	acmont	Manac	gement		Exocutive	e position
	· · · · · · · · · · · · · · · · · · ·						
Level of organization	63%	6	61	L%		61	.%
ĩ	<u>^</u>			1		1	
Historically	55%	/ю	54	1%	52%		2%



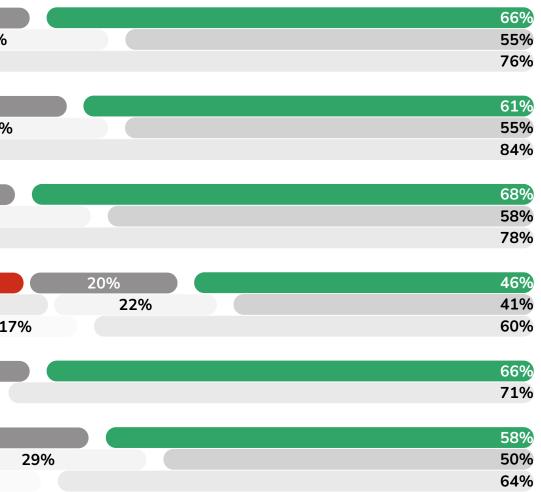


LOW IDENTIFICATION

I feel like I am part of the company	7%		27%
	13%		32%
	5%	18%	
When I talk about the company and its services and products, I express myself in a positive and	8%		31%
approving manner.	14%		30%
	2%	14%	
I am proud of the work we do.	7%	2	.5%
	12%		30%
	4%	18%	
I did not consider leaving the company over the last year.	34%		
	37%		
	24%		179
	2470		1, 1
I would recommend a friend/colleague to apply for an open position with the Company.	10%		23%
i would recommend a mend, colleague to apply for an open position with the company.	10%	1	.8%
	10.10		070
I would stay with the company even if I received a comparable offer from another company.	13%		28%
	20%		2070
	10%		26%
	10%		2070



HIGH IDENTIFICATION



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.

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.

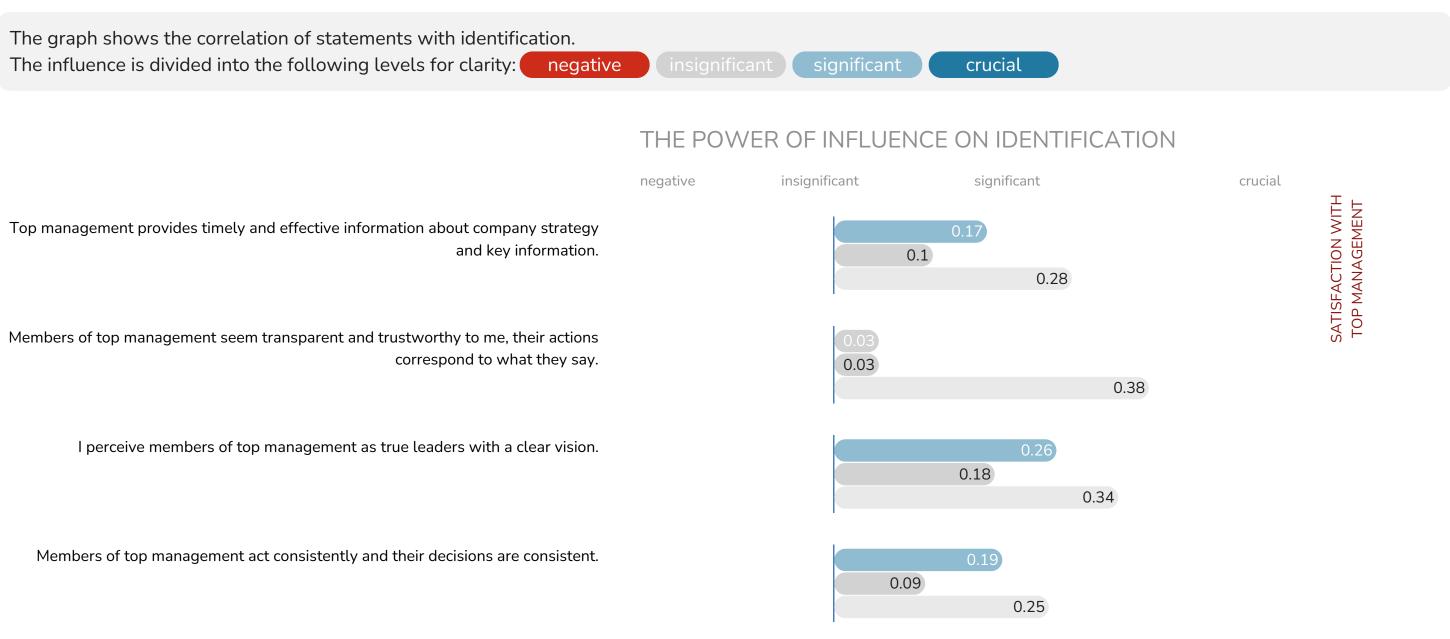
Members of top management act consistently and their decisions are consistent.

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



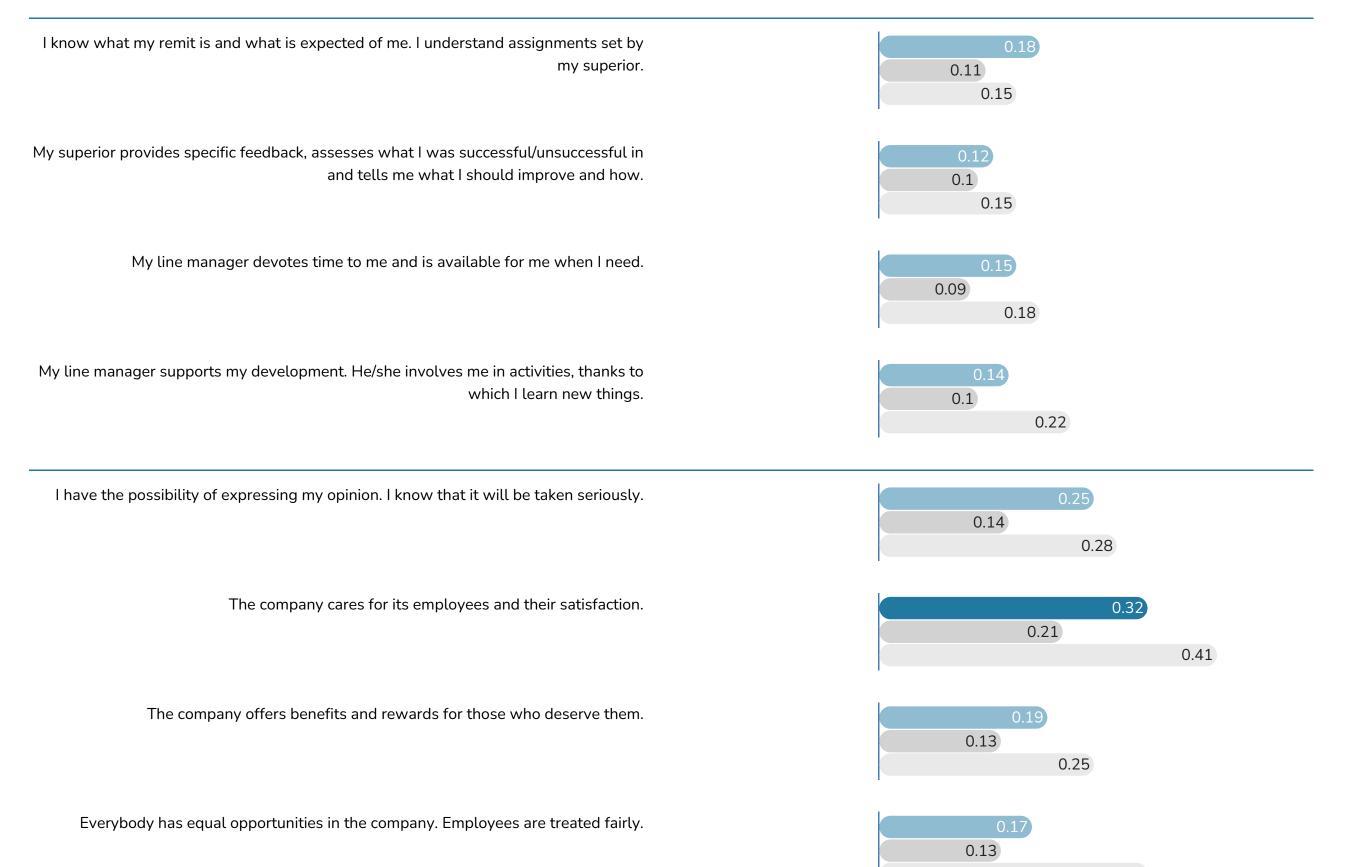
ity performance.	

IDENTIFICATION VS OTHER OBSERVED AREAS





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SATISFACTION WITH YOUR SUPERIOR

SATISFACTION WITH THE APPROACH TO EMPLOYEES

-

0.32

0.1 0.06 0.15	I always have all the information I need from colleagues and cooperating teams.
0.17 0.11 0.19	I get fundamental and important information on time.
0.21 0.14 0.18	The information I receive is clear and I understand it.
0.16 0.1 0.16	I know who I can turn to if I need specific information.
0.17 0.13 0.26	l work in an open and positive atmosphere.
0.09 0.06 0.13	The colleagues I work with create an effective team. They do their utmost to ensure they perform good work.
0.08 0.06 0.2	There is good cooperation and mutual support between different departments and teams in the company.
0.03 0.03 0.05	I have good friends among my colleagues.



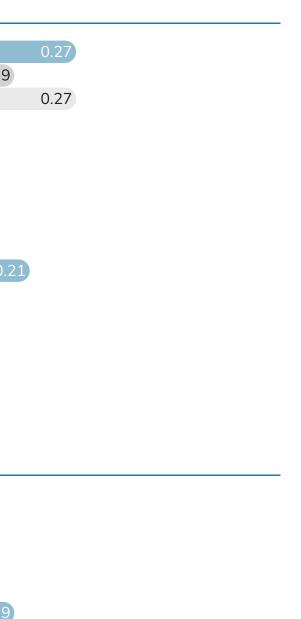
SATISFACTION WITH COMMUNICATION

SATISFACTION WITH THE ATMOSPHERE

-

I have the conditions to do what I know best and to provide high quality performance.	0.19 C
I have the appropriate equipment, aids and tools for my work.	0.17 0.13 0.12
Working hours and their scheduling suit me.	0.21 0.14 0.09
The company allows me to coordinate my work and personal life.	0.17 0.15 0.13
My salary corresponds to my position, the quality and amount of work performed.	0.16 0.14 0.15
My salary and the structure of bonuses motivates me to produce high quality work and a high quality performance.	0.19 0.16 0.22
My salary is comparable to others on the market with a view to my qualifications and the sector.	0.14 0.1 0.15
My salary allows me adequate security and satisfies my requirements.	0.14 0.1 0.17





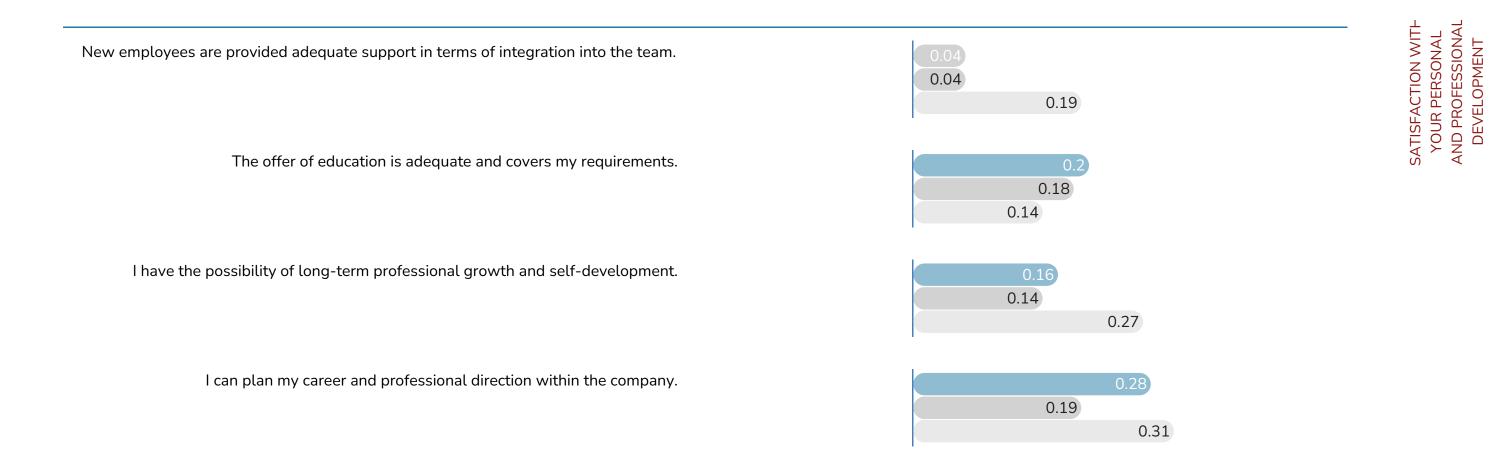
SATISFACTION WITH YOUR REMUNERATION

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SATISFACTION WITH WORKING CONDITIONS

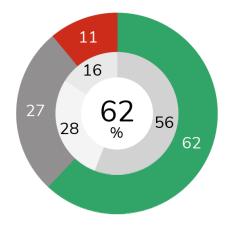
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COMMITMENT

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.

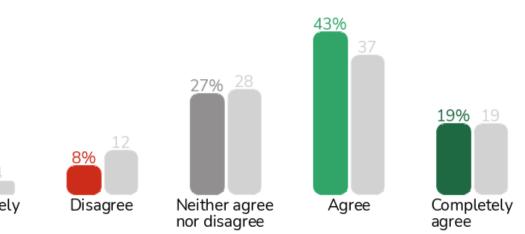




BY CATEGORY

	Until 1 year			1 - 5 years	6 - 10 years		Mo	ore than 10 years
length of employment in	63%			60%	60%			65%
the company	Î			↑	ſ			Ť
Historically	56%		54%		54%			59%
	Marketing	Busin	ness	Logistics	HR	Fina	ance	IT services
В0	55%	629 †	%	64%	64% ↑	62	2% ↑	62% ↑
Historically	52%	55%	%	59%	56%	55	5%	55%
	Top man	agement		Manag	ement		Executive	e position
Level of organization	64	64%		60 1	%		63	%
Historically	59	%		54	.%		56	5%





LOW COMMITMENT

I am motivated to come up with ideas for improvement of the existing processes and procedures.	32%		38%		30%
	38%		34%	6	28%
	15%	20%			65%
l enjoy my job, it's a positive work experience for me.	10%	28%			61%
Tenjoy my job, it's a positive work experience for me.		31%			53%
	16%				
	8% 22	%			71%
I do not allow myself to be discouraged by partial failures or setbacks.	<mark>4%</mark> 15%				81%
	8% 22	2%			70%
	5% 15%				80%
I participate in changes and innovations which move the company forward.	17%		42%		42%
i participate in changes and innovations which move the company forward.			37%		
	25%	2.00/	37%		38%
	13%	26%			61%
	_				
l try to do my work as best l can.	5%				95%
	1′ 11%				88%
	(2%)				98%
I point out possibilities for improvement and increase in productivity.	4% 25%				71%
i point out possibilities for improvement and increase in productivity.	9%	29%			62%
		2970			
	4% 19%				77%
I did something extra over the last month and in doing so supported the success of the company.	7%	37%			55%
	14%	33%			52%
	7% 2	26%			67%



HIGH COMMITMENT

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 lear

Working hours and their scheduling suit me.

The information I receive is clear and I understand it.

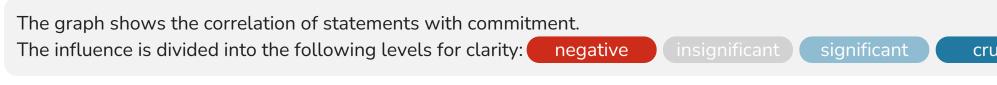
My line manager devotes time to me and is available for me when I need.

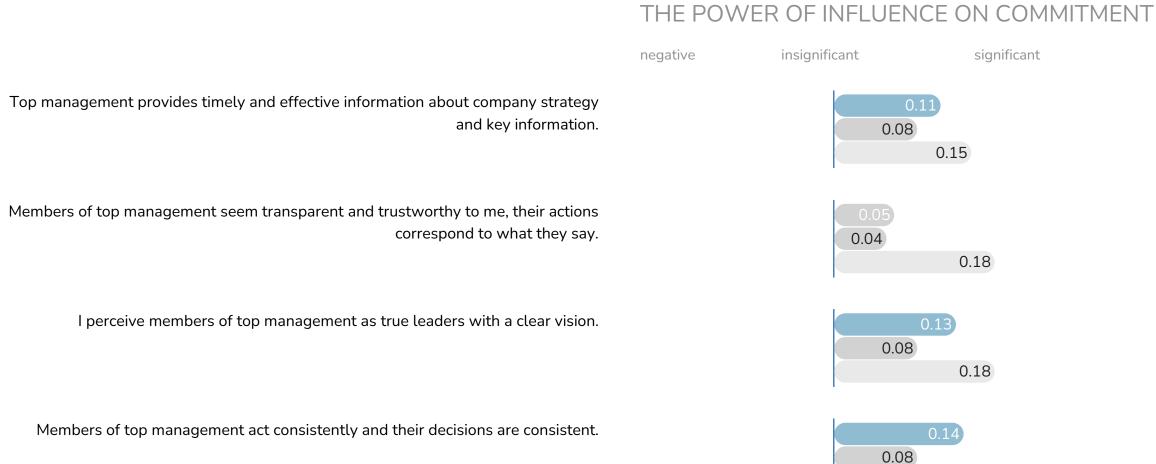
I know who I can turn to if I need specific information.



n new things.	

COMMITMENT VS OTHER OBSERVED AREAS







crucial

significant

crucial

SATISFACTION WITH TOP MANAGEMENT

-

0.17

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know what my remit is and what is expected of me. I understand assignments set by my superior.	0.18 0.11 0.08
y superior provides specific feedback, assesses what I was successful/unsuccessful in and tells me what I should improve and how.	0.13 0.1 0.05
My line manager devotes time to me and is available for me when I need.	0.16 0.12 0.05
ly line manager supports my development. He/she involves me in activities, thanks to which I learn new things.	0.17 0.13 0.12
I have the possibility of expressing my opinion. I know that it will be taken seriously.	0.21 0.14 0.19
The company cares for its employees and their satisfaction.	0.14 0.08 0.13
The company offers benefits and rewards for those who deserve them.	0.08 0.06 0.07
Everybody has equal opportunities in the company. Employees are treated fairly.	0.08 0.05 0.18



SATISFACTION WITH YOUR SUPERIOR

SATISFACTION WITH THE APPROACH TO EMPLOYEES

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I always have all the information I need from colleagues and cooperating teams.	0.08 0.06 0.06
I get fundamental and important information on time.	0.14 0.11 0.07
The information I receive is clear and I understand it.	0.17 0.13 0.07
I know who I can turn to if I need specific information.	0.14 0.1 0.06
l work in an open and positive atmosphere.	0.12 0.09 0.09
The colleagues I work with create an effective team. They do their utmost to ensure they perform good work.	0.07 0.05 0.06
There is good cooperation and mutual support between different departments and teams in the company.	0.05 0.04 0.07
I have good friends among my colleagues.	0.07 0.06 0.04



SATISFACTION WITH COMMUNICATION

SATISFACTION WITH THE ATMOSPHERE

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I have the conditions to do what I know best and to provide high qual	ity performance.	0.23 0.15 0.12
I have the appropriate equipment, aids and to	ols for my work.	0.11 0.07 0.05
Working hours and their sch	eduling suit me.	0.17 0.11 0.03
The company allows me to coordinate my work a	nd personal life.	0.08 0.06 0.06
My salary corresponds to my position, the quality and amount of v	work performed.	0.05 0.05 0.02
My salary and the structure of bonuses motivates me to produce high o a high qual	quality work and ity performance.	0.07 0.07 0.05
My salary is comparable to others on the market with a view to my q	ualifications and the sector.	0.03 0.03 0.04
My salary allows me adequate security and satisfies m	iy requirements.	0.04 0.03 0.05



SATISFACTION WITH WORKING CONDITIONS

SATISFACTION WITH YOUR REMUNERATION

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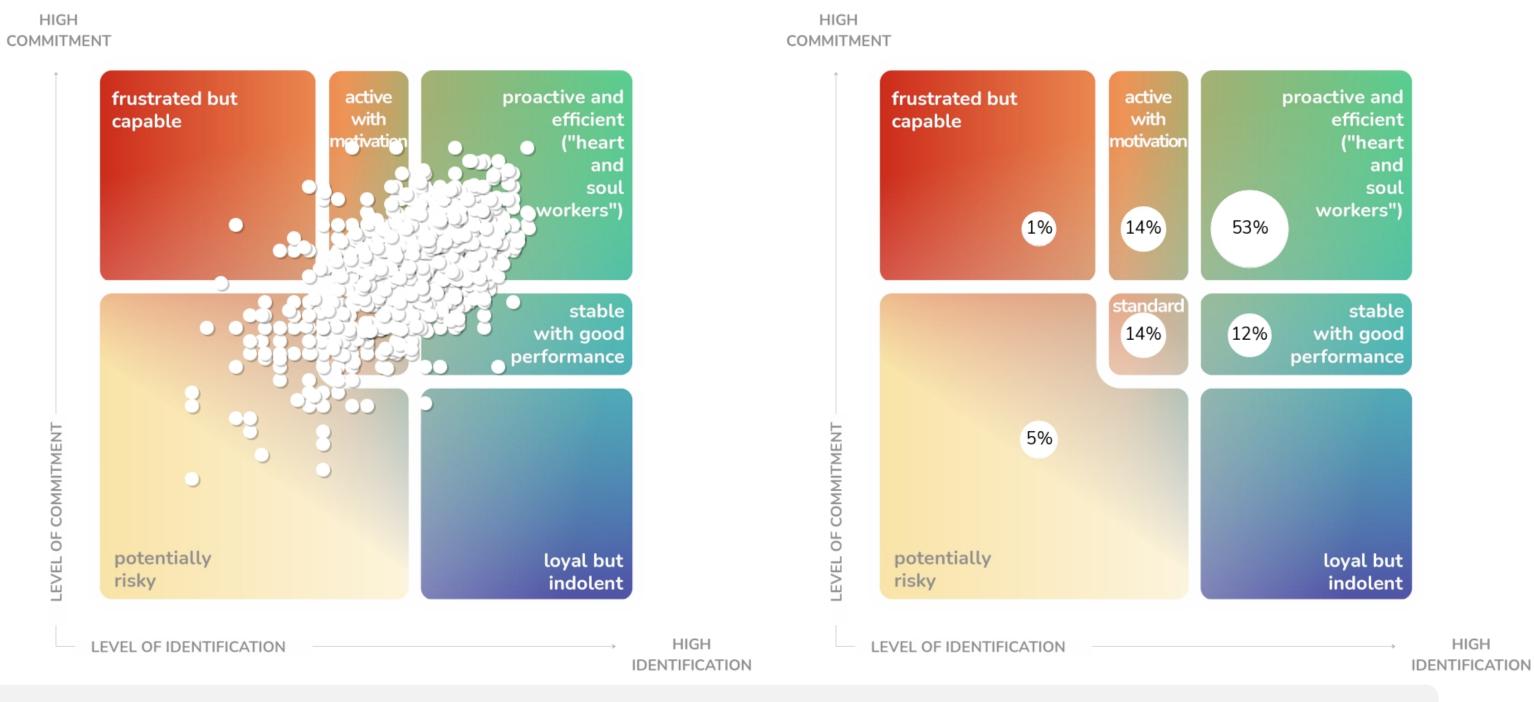




SATISFACTION WITH YOUR PERSONAL AND PROFESSIONAL DEVELOPMENT

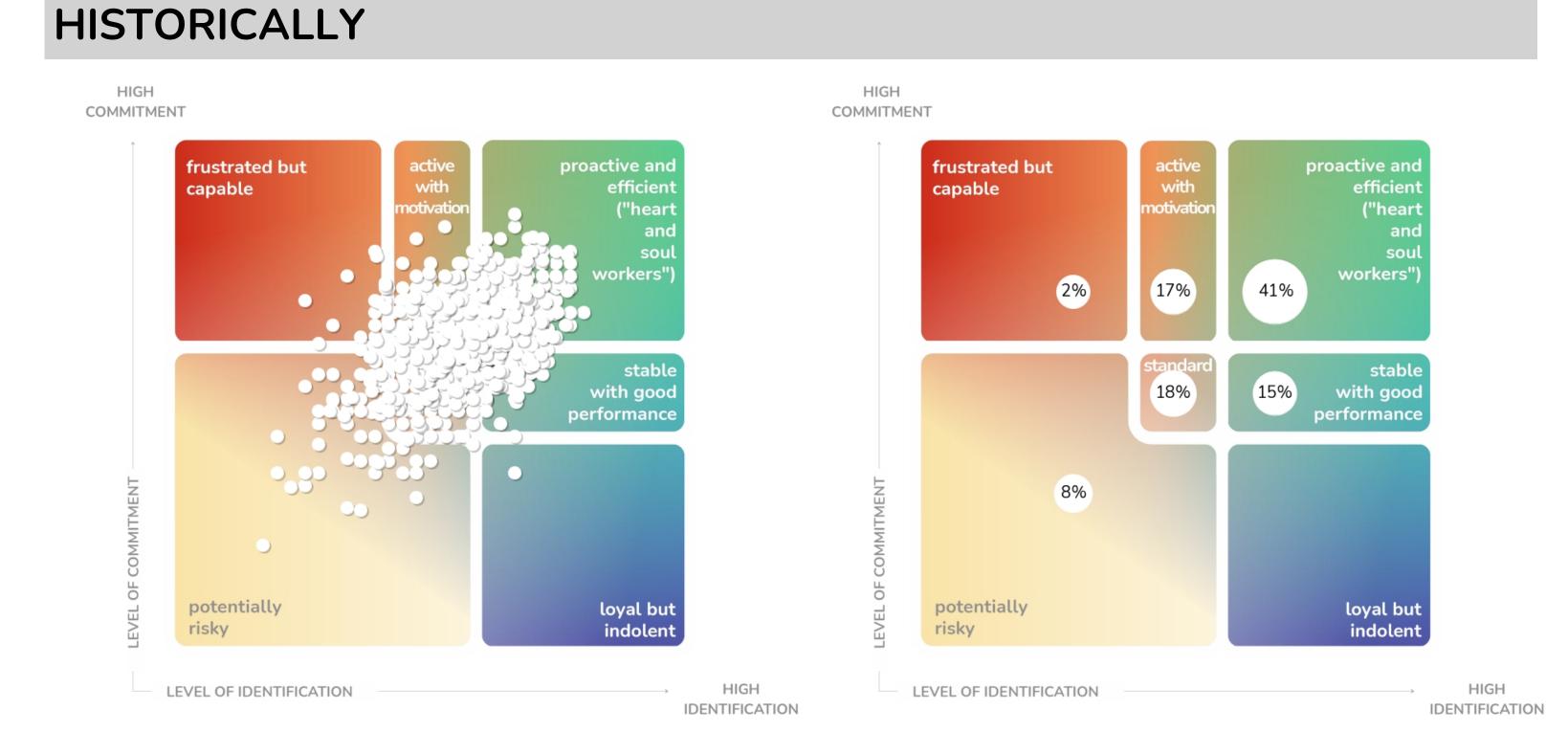
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COMMITMENT VS IDENTIFICATION



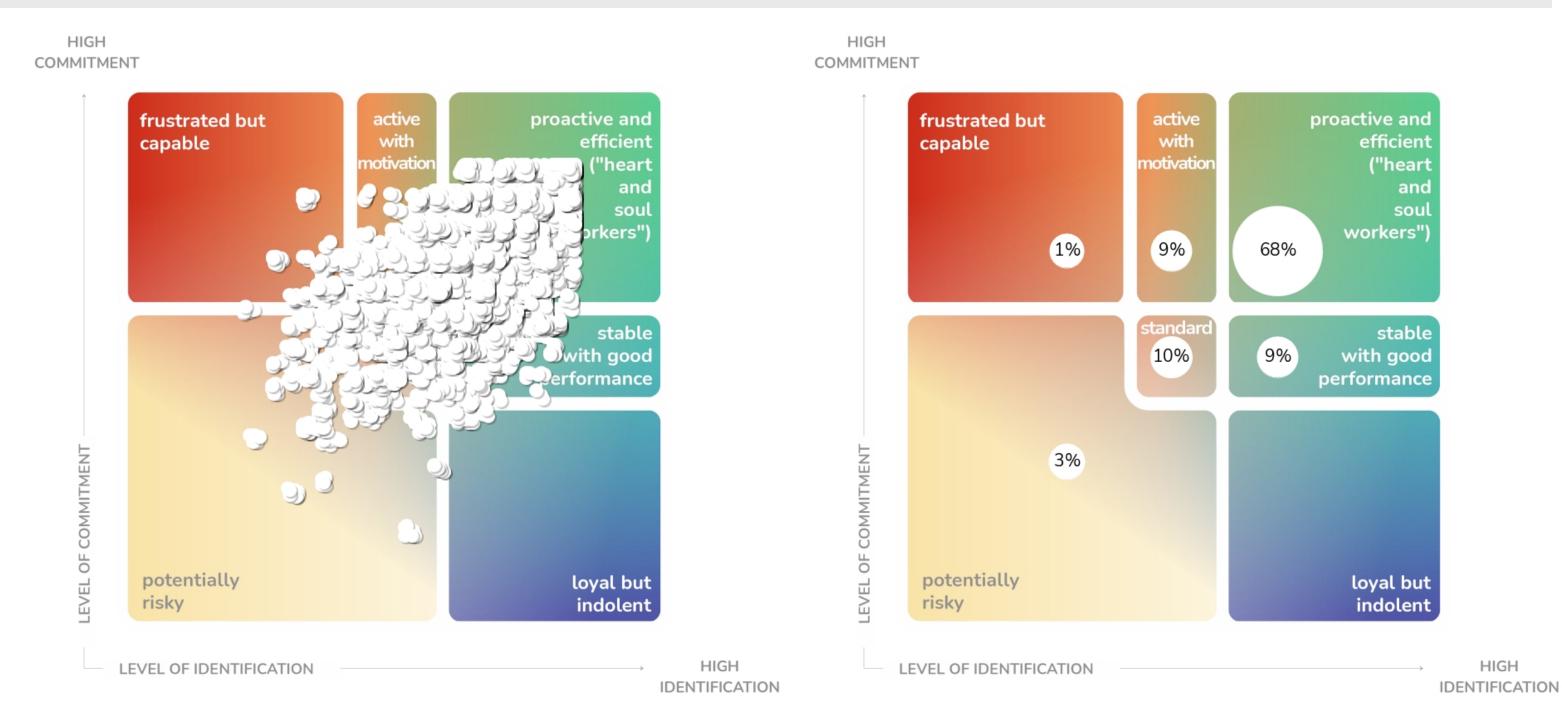
Note. Charts show distribution of employees by overall degree of commitment and identification. The level of commitment and identification then defines individual categories, which are named after the prevalent attitude in given group. The manner of depiction bases on the presumption that high degree 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.







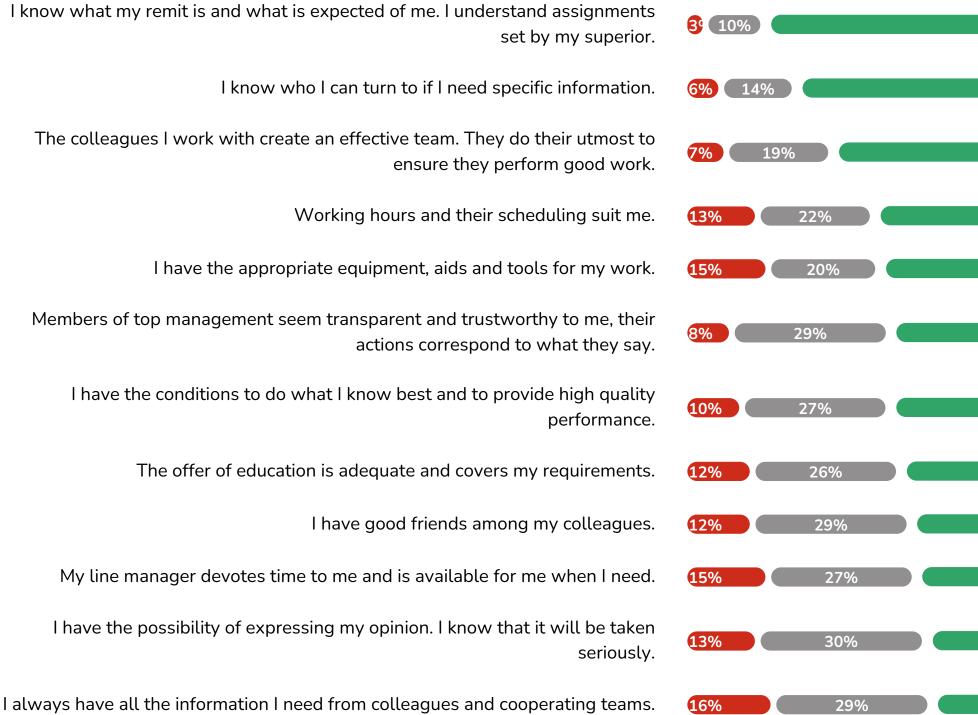
BENCHMARK





SATISFACTION BY OVERALL SATISFACTION RATE

OVERALL DISSATISFACTION



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. Working hours and their scheduling suit me.

I have the appropriate equipment, aids and tools for my work.

Members of top management seem transparent and trustworthy to me, their actions correspond to what they say.

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

The offer of education is adequate and covers my requirements.

I have good friends among my colleagues.

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

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

I always have all the information I need from colleagues and cooperating teams.



OVERALL SATISFACTION	PRIORITY BY IMPORTANCE	INFLUENCE ON IDENTIFICATION / COMMITMENT
87%	1.9	
81%	2.2	
74%	2	
66%	2.1	
65%	2.2	
63%	2.1	
63%	2.1	
61%	2.2	
59%	2.8	C
58%	2.2	
56%	2.3	C
55%	2.1	C



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

The information I receive is clear and I understand it.

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

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

I work in an open and positive atmosphere.

The company allows me to coordinate my work and personal life.

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

I get fundamental and important information on time.

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

New employees are provided adequate support in terms of integration into the team.

The company cares for its employees and their satisfaction.

I have the possibility of long-term professional growth and self-development.

The company offers benefits and rewards for those who deserve them.

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

My salary is comparable to others on the market with a view to my qualifications and the sector.





Everybody has equal opportunities in the company. Employees are treated fairly.

My salary allows me adequate security and satisfies my requirements.

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

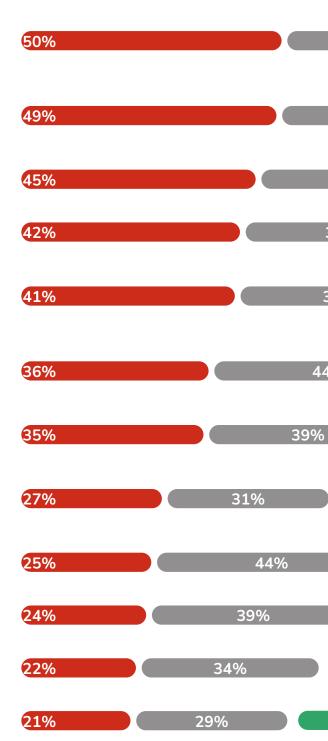
There is good cooperation and mutual support between different departments and teams in the company.

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



SATISFACTION BY OVERALL DISSATISFACTION RATE

OVERALL DISSATISFACTION



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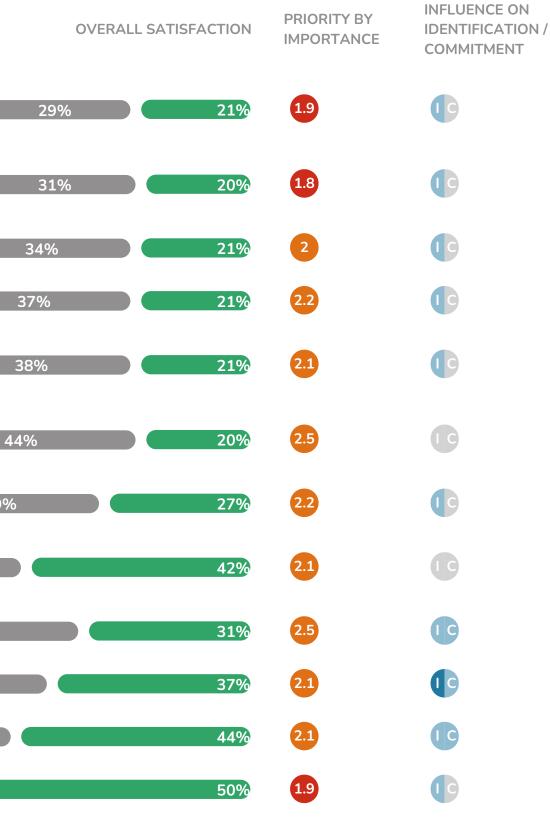
I have the possibility of long-term professional growth and self-development.

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

I always have all the information I need from colleagues and cooperating teams.

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

I have the appropriate equipment, aids and tools for my work.

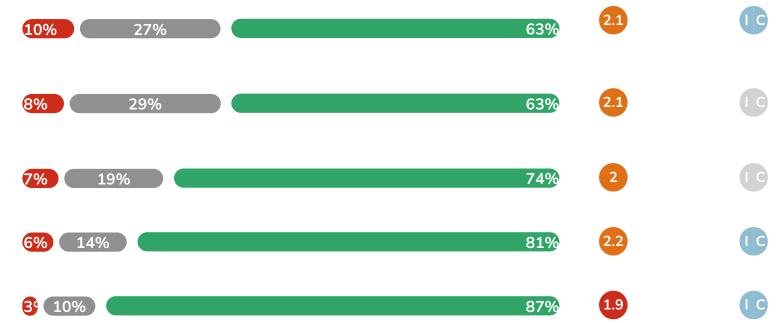
I have the possibility of expressing my opinion. I know that it will be taken seriously.

Working hours and their scheduling suit me.

I have good friends among my colleagues.

The offer of education is adequate and covers my requirements.





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

Members of top management seem transparent and trustworthy to me, their actions correspond to what they say.

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

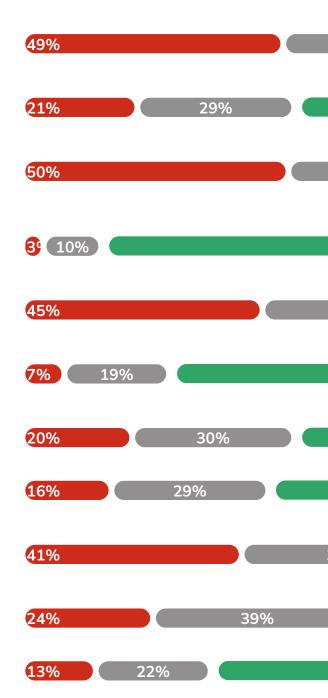
I know who I can turn to if I need specific information.

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



SATISFACTION BY IMPORTANCE

OVERALL DISSATISFACTION



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

The company allows me to coordinate my work and personal life.

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

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

My salary allows me adequate security and satisfies my requirements.

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

I work in an open and positive atmosphere.

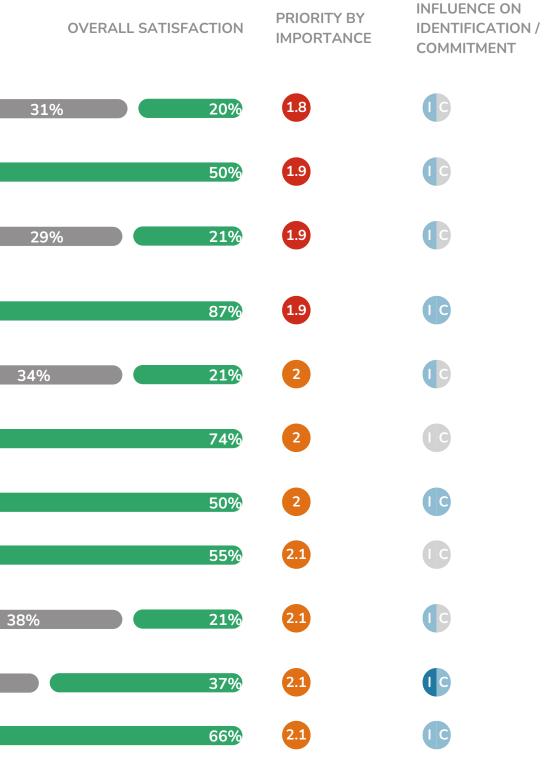
I always have all the information I need from colleagues and cooperating teams.

My salary is comparable to others on the market with a view to my qualifications and the sector.

The company cares for its employees and their satisfaction.

Working hours and their scheduling suit me.







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

I get fundamental and important information on time.

The information I receive is clear and I understand it.

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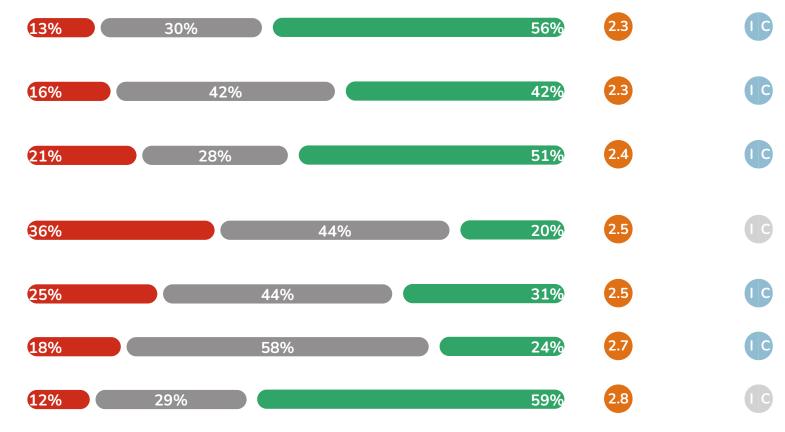
Everybody has equal opportunities in the company. Employees are treated fairly.

The company offers benefits and rewards for those who deserve them.

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

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





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

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

There is good cooperation and mutual support between different departments and teams in the company.

I have the possibility of long-term professional growth and self-development.

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

I have good friends among my colleagues.



COMMITMENT, IDENTIFICATION BY OVERALL SATISFACTION RATE

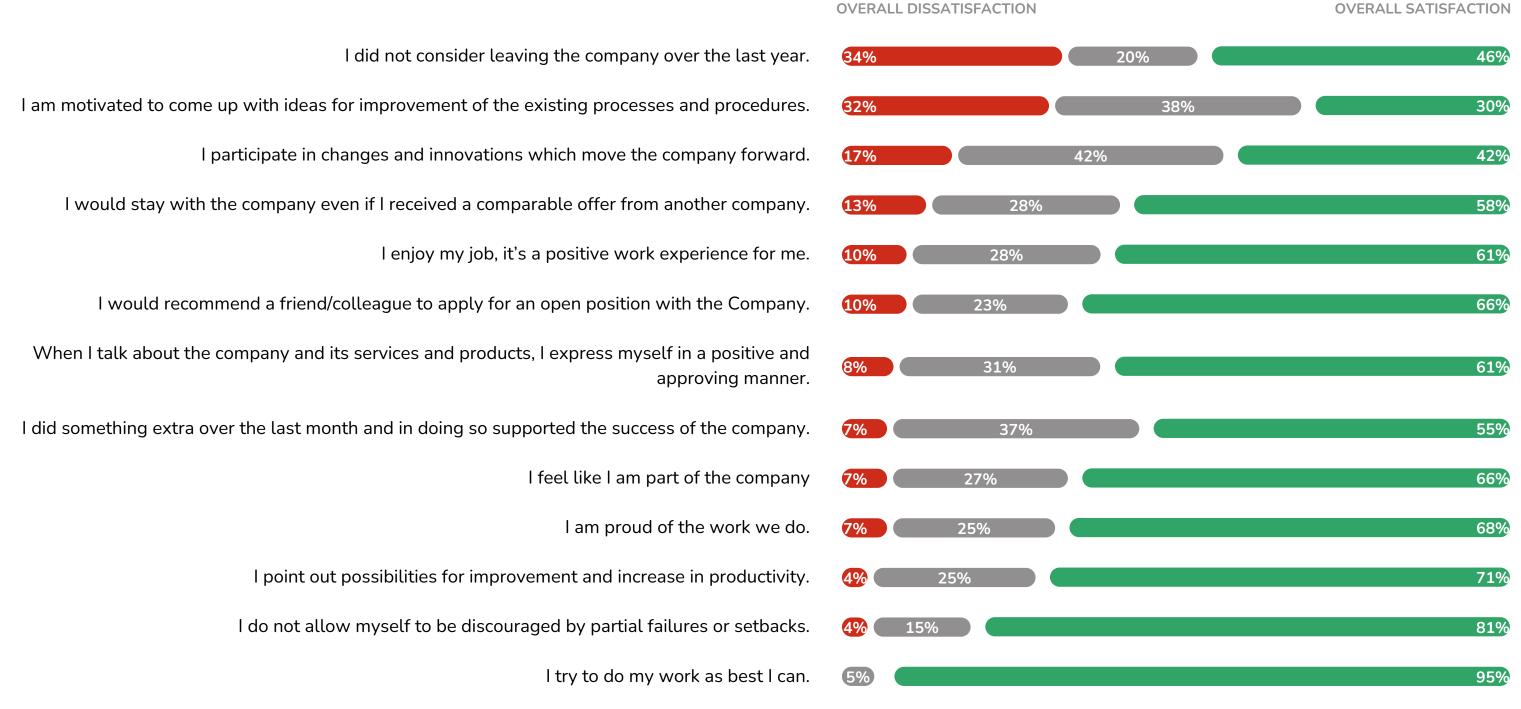
OVERALL DISSATISFACTION





OVERALL SATISFACTION

COMMITMENT, IDENTIFICATION BY OVERALL DISSATISFACTION RATE





HIGHEST IMPROVEMENT COMPARING TO COMPARED PROJECT

OVERALL DISSATISFACTION	OVERALL SATISFACTION	PRIORITY BY	INFLUENCE ON IDENTIFICATION / COMMITMENT
4 % 1 5%	81%		
8% 22%	70%		
5% 15%	80%		
7% 27%	66%		
13% 32%	55%		
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I do not allow myself to be discouraged by partial failures or setbacks.

I feel like I am part of the company

I am proud of the work we do.

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

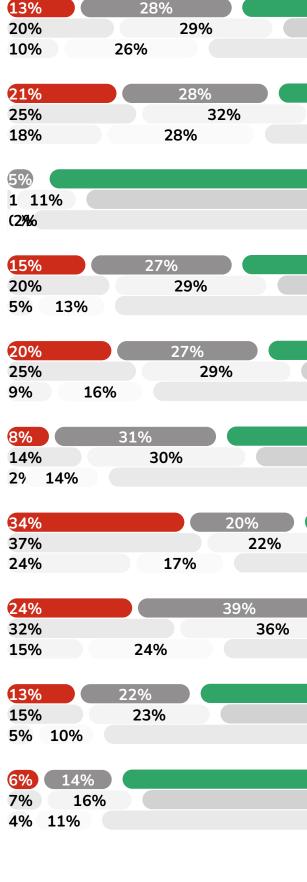
I point out possibilities for improvement and increase in productivity.

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

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

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





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.

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.

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

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.

Working hours and their scheduling suit me.

I know who I can turn to if I need specific information. **7%**



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

Members of top management seem transparent and trustworthy to me, their actions correspond to what they say.

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

The information I receive is clear and I understand it.

The offer of education is adequate and covers my requirements.

I always have all the information I need from colleagues and cooperating teams.

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

The company allows me to coordinate my work and personal life.

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

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



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I work in an open and positive atmosphere.

I have good friends among my colleagues.

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

New employees are provided adequate support in terms of integration into the team.

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

I have the appropriate equipment, aids and tools for my work.

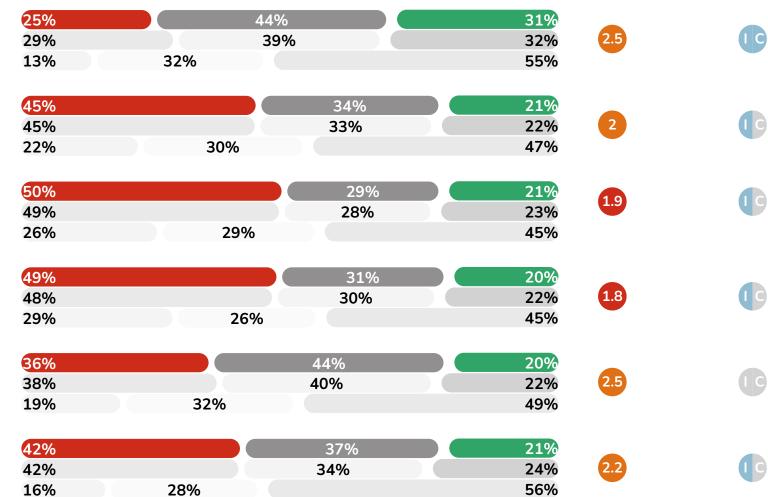
I have the conditions to do what I know best and to provide high quality performance.

I get fundamental and important information on time.

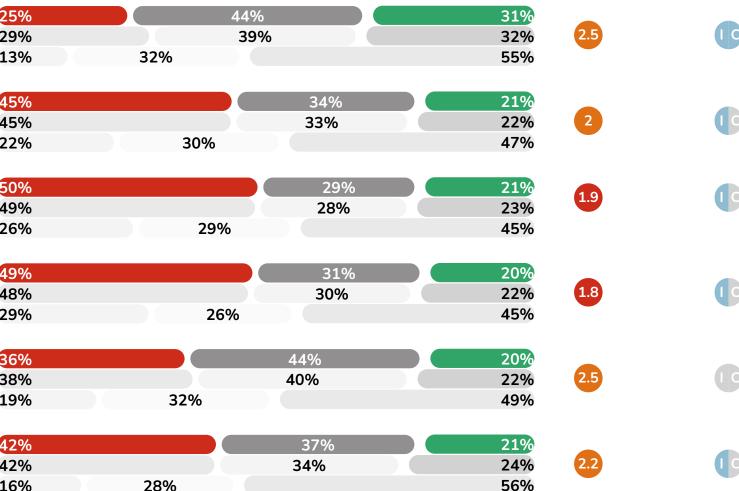
The company offers benefits and rewards for those who deserve them.

My salary is comparable to others on the market with a view to my qualifications and the sector.









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I have the possibility of long-term professional growth and self-development.

My salary allows me adequate security and satisfies my requirements.

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.

There is good cooperation and mutual support between different departments and teams in the company.

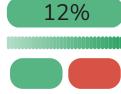
Everybody has equal opportunities in the company. Employees are treated fairly.



AI ANALYSIS OF FREE COMMENTS

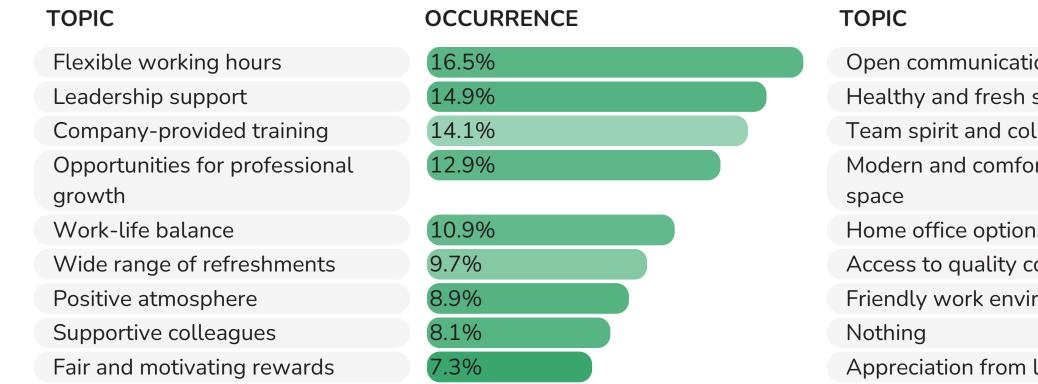
Al analysed comments from respondents a total of 10 times to ensure the accuracy of the results. It ranked the themes it identified in at least 8 of the 10 analyses by frequency and assessed their intensity, i.e. how often and strongly they were mentioned.

The following values are displayed for each topic:



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.

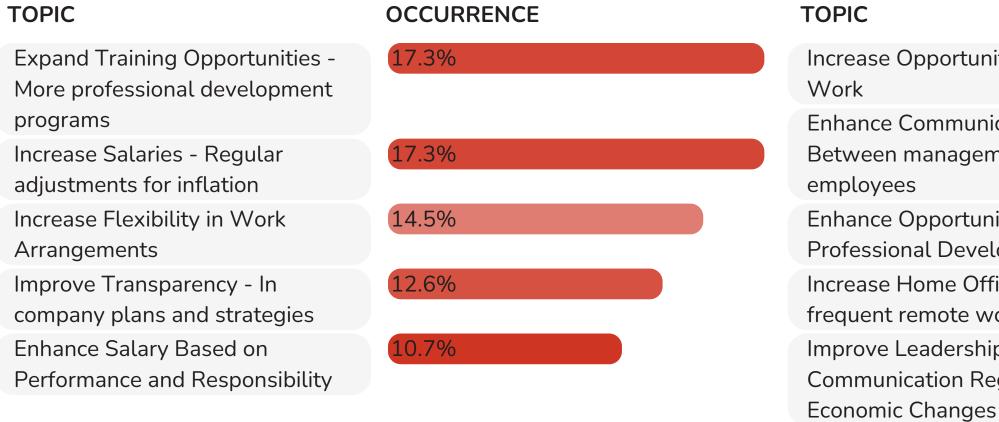


Number of comments processed: 248. Number of comments without an identified topic (e.g. I don't know, etc.): 10



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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



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