Charting the Contours of Multinationals in Britain:
Methodological challenges arising in survey-based research

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This paper has been jointly published in Leicester Business School's Occassional Papers Series and Warwick Business School's Warwick Papers in Industrial Relations
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Revised: September 2007

Introduction

The importance of multinational companies (MNCs) in the UK economy is not in question. One way in which this is evident is that Britain is a major recipient of foreign direct investment (FDI) by MNCs, accounting for 8.7% of the inward stock of global FDI. In addition, large numbers of multinationals originate in Britain; the UK accounts for 14.2% of the stock of outward FDI (UN, 2006). In both cases the UK is the second largest individual country, behind the USA. The prevalence of MNCs means that they have significant scope to influence the ‘rules of the game’ within the country.

Against this backdrop, it is not surprising that there have been numerous studies of the impact of MNCs on employment practice. Yet, as we show below, many of the studies that have used a survey to address this issue have been partial in coverage, based on small numbers and failed to assess the limitations of their population listings and sampling frames. This paper summarises the background to a new survey of employment policy and practice in MNCs, which we believe to be the most comprehensive study of these issues in the UK. The purpose of the paper is to describe the challenges encountered in carrying out the three main phases of the research, specifically the construction of the population, the screening of this population and the conduct of the main survey itself.
The Context

Much of the literature on MNCs in business and management studies is case-study based. While this approach has contributed much to our understanding of the way that MNCs are structured and organised, one danger with case studies is that they concentrate on a few high profile but not typical MNCs. As Collinson and Rugman (2005) note, this form of research has tended to disproportionately focus on firms that are: more globalised and larger than is the norm; American in origin; in the manufacturing sector; in dominant positions in their sector; mature; and characterised by a recognisable brand.

The value of case studies does not depend completely on whether the cases are representative of a wider group of firms; indeed, there may well be sound reasons for investigating an atypical firm in order to explore a phenomenon in distinctive circumstances. In contrast, a high degree of generalisability is a requirement for survey research to have much value. Devising a population listing that is comprehensive and reliable is an essential first step if such an aim is to be fulfilled. Since there is no publicly available database of MNCs in the UK, this task involves considerable challenges. Despite this, the nature of the population listing tends to receive only the briefest of mentions in the literature. This raises doubts about the extent to which many of the survey-based studies are truly representative.

Some of these survey-based studies focus on a particular group of MNCs rather than all of those in the UK. For example, some are regional in remit (e.g. Innes and Morris, 1995; Peck and Stone, 1992), others examine a particular nationality of MNCs (e.g. Beaumont et al., 1990; Hamill, 1983; Oliver and Wilkinson, 1988) while others combine these two criteria by examining a particular nationality of MNCs in a region (Wilkinson et al., 1993). This focus on a sub-group of MNCs is not a problem in itself so long as the analysis and interpretation of the findings only relate to that region or nationality, but the issue of how the relevant populations were constructed is not discussed satisfactorily in these strands of the literature. In some of the
studies there are simply no details on this. For example, Innes and Morris (1995: 28) carried out a postal questionnaire that was sent to ‘all German-, Japanese- and US-owned manufacturing operations in Wales’. However, the researchers provided no details regarding the list from which this population was constructed and whether the listing was cross-checked against others. Another example of this problem is Hamill’s (1983) survey of ‘all American-owned and indigenous firms operating in three British industries, namely chemicals, electrical engineering and mechanical engineering’ but we are not told about how the list was compiled or whether it was checked against other sources. In other studies we are told of the population listing but not about whether this was verified by any cross-checks. Examples of this are the studies by Beaumont et al. (1990), who examined German MNCs in Britain, and Tuselmann et al. (2003), who studied German-owned workplaces in the north-west region. Both of these used the directory produced by the German Chamber of Commerce, but there is no discussion of whether this is comprehensive or up-to-date.

Another strand of the literature concerns the mode of entry; investing in greenfield operations has been seen as offering more scope for inward diffusion of employment practice than acquisition, where inward investors inherit established practices. Studies in this category tend to devote rather more attention to the issue of cross-checks between listings. For instance, Guest and Hoque (1996: 56) examined ‘greenfield’ sites and compared those owned by American, Japanese, German and British firms. Their population was constructed through multiple listings of firms – ‘the sample of Greenfield sites was obtained from a number of sources including embassies, trade associations and regional development agencies’. The study of acquisitions in the UK by foreign firms carried out by Faulkner et al. (2002) was also based on multiple listings of acquisitions, specifically these included the British press, the Reuters Textline database, Invest in Britain Bureau and the Central Statistical Office. However, in neither of these studies was there any explicit discussion of the inconsistencies between these, or how such inconsistencies were resolved.
A further category is those studies that are ‘spin-offs’ from other studies that were not specifically designed to explore employment policy and practice in MNCs. One sub-category of this is those studies which were conducted at workplace level, and amongst these the periodic Workplace Employee Relations Surveys (WERS) have been a prime data source (e.g. Buckley and Enderwick 1985; Milner and James 1994). The sampling frame for WERS is widely seen as a highly reliable and comprehensive listing of operating workplaces, the Inter-Departmental Business Register held by the Office for National Statistics. One limitation to using this data source is that while the number of workplaces is large (around 2,000) the numbers of workplaces belonging to overseas-based MNCs has tended to be reasonably small. As a result, overseas-based MNCs are often treated as a homogenous group, with comparison restricted to contrasts with indigenous companies and diversity among MNCs cannot be fully explored. Moreover, given that the focus of the series is not specifically on MNCs, the data tell us only about workplace practice and not about the structure of the MNCs or policies within them. Another sub-category amongst the ‘spin-offs’ is those studies which are based at company level, with the CLIRS (Company-level Industrial Relations Surveys) one such source (e.g. Purcell et al, 1987; Marginson et al. 1995; Edwards et al., 1996). The two surveys in this series are based on carefully constructed and reliable population listings of multi-site firms in the UK. (The first of these traced the UK corporate level of organisations from a population listing of establishments drawn from the official local authority business rate database. The second identified companies directly, commencing with an initial listing drawn from FAME and Dun and Bradstreet’s ‘Who Owns Whom?’, which involved cross-checking, and then supplementing the listing with information from further databases for sectors, such as financial services and the utilities, where coverage appeared incomplete. The composite listing was then verified by a telephone screening exercise). However, similar limitations to the WERS spin-offs apply, namely that numbers of MNCs have been limited (at around 100 when overseas- and UK-owned MNCs are combined) and only a sub-set of the questions were specifically about the firms as multinationals as opposed to about them as large companies in the UK.
Another strand of the literature looks at particular forms of control within MNCs. For example, Harzing’s (1999) study of MNCs of various nationalities examined a range of control mechanisms while Young et al. (1985) considered the degree of centralisation of decision making over industrial relations issues in MNCs. While these studies are useful in shedding light on relations between levels of management concerning the handling of employment matters, they do not directly address policies and practices on substantive HR and IR matters. As a consequence it is difficult to gain insights into the pattern of HRM or IR practice across a set of issues within the same companies as opposed to isolating ‘exceptional’ practice in one or a small number of HR/IR areas.’

In sum, there are a range of weaknesses in existing survey-based studies. These relate to: relatively small sample size in more general workplace and company surveys, whose representativeness is well established; limited data on employment relations and HR in surveys primarily conducted for other purposes; and, above all, a lack of transparency about the population listings from which samples were generated in many surveys.

McDonnell et al (2007) point to the difficulties of establishing such a listing. They argue that studies of MNCs in Ireland suffer from the problem of the population being constructed from information provided by the industrial promotions agencies, the bodies that provide grants to MNCs. Since not all foreign MNCs receive grants, this is not a comprehensive listing. The significance of this, they argue, is that it introduces a source of bias; those MNCs that are not dependent on the agencies for grants are likely to have a freer hand in their approach to employment relations. In addition, their painstaking attempts to construct an accurate population of MNCs in Ireland revealed deficiencies in any one listing: none of them were comprehensive (for example, McDonalds and LIDL did not appear in the lists provided by state agencies that promote FDI); there were many duplicates (that is, firms that appear on the same list twice or more as they have subsidiaries with different names); and all of them contained some inaccuracies in the data, particularly relating to employment size. Their use of multiple sources and
cross-checks pointed to the time needed to construct populations of MNCs that have a high degree of accuracy. It is these challenges in the British context that we turn to in the next section.

**Constructing the Population**

In constructing a population our aim was to establish two separate listings, one of foreign firms that employ at least 500 employees worldwide and at least 100 in the UK, and the other of UK-owned MNCs that employ at least 500 worldwide with at least 100 of these outside Britain. We encountered many challenges in constructing these listings.

Perhaps the most fundamental challenge was the incomplete nature of any one database. Our searches began with two of the best-known company databases, FAME and AMADEUS. With the former, it was not possible to run simultaneous searches of foreign firms for our size thresholds. Moreover, the data for the world-wide operations were often incomplete, a problem that was also in evidence with AMADEUS. Added to these problems, the databases produced lists of MNCs that varied significantly from each other. In fact, the initial searches on FAME produced different numbers of foreign MNCs from the CD-ROM version (3,339) and the DVD version (3,185). The initial search with AMADEUS produced a different figure again (3,465), but the striking feature here was the lack of overlap between the two; the AMADEUS search produced about 1,000 ‘new’ companies that FAME had not identified with no obvious pattern that might have explained the differences. Consequently, we searched other sources to complement these two, including some hard copy sources (FT Top 500 companies, The Personnel Managers’ Yearbook 2001/2, ETUI Multinationals Database 2000) and many internet sources (Hoover Online, Lexis-Nexis Professional, Global Access, FT company online facility, Datastream and individual company websites).

One specific problem was that neither main source was necessarily providing the ‘ultimate controlling company’ (UCC) but rather they were listing subsidiary and intermediate companies. Therefore, there was a real danger
that one multinational was appearing several times. In order to try to resolve this there was no alternative but to carry out a laborious company-by-company search to check the list and exclude those firms which were not the UCC. This produced a list of 2,525 foreign-owned firms that met the employee size thresholds. In addition, there were a further 109 companies with missing employee data whose status remained unresolved.

Another problem related to difficulties in establishing the nationality of foreign-owned firms. 180 firms were characterised as having ‘shared parentage’, with it being unclear how ownership was divided between firms in different countries. Even more problematic was the large number of firms — totalling over 200 - where the nationality was apparently a ‘flag of convenience’, such as Bermuda and the Virgin Islands; it was inconceivable that such a large number of MNCs would have their operational HQ in these countries. In addition, there was a suspiciously large number of firms classified as from the Netherlands.

For UK-owned firms, a further problem was the lack of reliable data on international operations. FAME was not at all useful for this group of firms, but AMADEUS was more so. A search of ‘UK parent company/holding companies’ and ‘overseas subsidiaries’ with the relevant size thresholds applied provided an initial listing of 1,861 British MNCs. However, this fell very sharply when case-by-case checks were undertaken, leaving the final figure at 577 UK multinationals with at least 500 employees worldwide and at least 100 outside the UK.

The database was constructed in early 2002 and contained 3102 companies in total. Owing to the gap between this and the commencement of the project proper, there was a need to update the database and this occurred during the autumn of 2004 and early part of 2005. A series of checks were undertaken to ensure the original database took into account any new companies that may have entered the UK since 2002. Four sources were drawn upon. First, issues of Acquisitions Monthly covering the period from the beginning of 2001 to the middle of 2004 were searched in order to identify all recorded acquisitions
involving a UK firm acquiring a firm abroad and those involving an overseas-owned firm acquiring one in the UK. Firms involved were added to the database if they were not already on the list. This exercise resulted in the addition of 22 UK-owned MNCs and 12 overseas owned MNCs to the database.

Second, the team drew on the UKTI database which contained information on 1478 quotable companies for the period 2001 through to 2004. A total of 568 (38%) of these companies were checked against our overseas database. The remaining 910 (68%) of companies were given low priority status and not checked on the basis that either they had a UK workforce falling significantly below our 100 plus size criteria (518 companies) and therefore would not qualify as part of our sample, or that they involved mergers and acquisitions that had led to the creation of no new jobs (492 companies) and therefore would have been picked up during the initial compilation of the database.

Many of the 568 companies that were checked were already on the overseas file (160) and some were found to fall below the size thresholds (59). Over half (314) had missing or insufficient data on FAME to allow us to establish their size and position within the multinational company. However, there were 35 companies that were identified as not already existing in our overseas file and met the size criteria for inclusion. These were added to our database.

Third, in order to increase the number of firms on the database which had contact details for an appropriate respondent, the Personnel Managers Handbook for 2004-5 was searched. This resulted in the addition of just over 650 contact details for individual HR managers or directors.

Fourth, the companies on our database were checked against the Dun & Bradstreet and UK Changes listings for companies in order to ensure that contact details were as accurate as possible. The former listing resulted in a match for just over 2,000 companies, providing an alternative phone number for these cases should the initial number be out-of-date. The search of UK Changes resulted in new contact details being added to the database for 326 firms. During the telephone ‘screening’ exercise, both the original and the new
telephone numbers produced by this exercise were used where necessary to establish contact with the respondents.

The database was also checked to ensure no company was listed more than once. At the end of this process the company database contained 3099 companies of which were 2242 were Overseas-owned, 681 were UK-owned and 176 were joint UK/overseas-owned.

Overall, the exercise demonstrated the importance of cross-checking between several databases and carrying out further checks with the companies' individual websites, unavoidably a laborious and time-consuming process. This suggests that surveys of MNCs based on a single listing, whichever one it is, and that do not invest time in extensive cross-checks are likely to be some way from comprehensive or reliable. We know from the previous section that there are a number of such studies. Our survey in contrast has a strong claim to score well on these counts.

The ‘Screening’ Telephone Survey

The survey itself was constructed around two principal stages, the first of which consisted of a telephone ‘screening’ survey which served the purposes of checking the initial listing for reliability, resolving incomplete information and generating some additional data concerning key aspects of the firms, such as the sector they operated in, the representation of HR on the main management board, the reporting relationship between HR managers at national level and those at the corporate HQ, and the existence and nature of a code on corporate social responsibility. It was decided that any member of the HR function or a manager from another function would be able to answer the questions relating to the first purpose, but the second required a senior HR respondent. Thus a short version of the questionnaire was constructed for junior HR or non-HR respondents and a longer version for senior HR respondents, defined as those with a job title of HR/Personnel Director, Senior Manager, Manager or Senior Officer (or another title that was seen by the respondent as equivalent to these).
The interviews were conducted by the survey company GfK NOP using computer-assisted telephone interviewing (CATI). This has the capability to cross-check responses for consistency in real time (i.e. when the interview is being conducted), enables complex filters to be administered automatically and records and stores the data instantly, removing the need for them to be entered subsequently. The long interviews lasted approximately eleven minutes and the shortened interviews took nine minutes.

Contact was sought with all 3099 MNCs in the database. As is evident from the discussion in the previous section, there were a large number of companies for which the information in the database contained some uncertainties, such as the nationality of the firm being unclear in cases of ‘flags of convenience’ and the employee size data being either missing or ambiguous. (In many cases different sources had produced different employment figures and where there was ambiguity as to whether the firm met the size thresholds we included them in the knowledge that they might subsequently drop out after the screening process.) The screening interview allowed a check to be made for the nationality of the company by asking where the UCC was based and a check on the employment figures, both worldwide and in the UK. In addition, it presented the opportunity to carry out another check that the level at which the interview was being carried out was indeed at the HQ of the UCC, something that was crucial given the experience in the compilation of the database of finding many subsidiary or intermediate companies. Accordingly, respondents were asked whether they were located at the UK HO of the UCC. The outcomes of the telephone screening exercise are charted in Table 1 (and a full breakdown is provided in Appendix 1).

**Table 1: Outcomes of the Telephone Survey**

<table>
<thead>
<tr>
<th></th>
<th>N</th>
<th>Sub-totals</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Useable:</strong></td>
<td>903</td>
<td></td>
</tr>
<tr>
<td><strong>Non-useable responses</strong></td>
<td>28</td>
<td></td>
</tr>
<tr>
<td><strong>Non-response I (Refusal)</strong></td>
<td>761</td>
<td></td>
</tr>
<tr>
<td><strong>Non-response II (Access failure)</strong></td>
<td>456</td>
<td></td>
</tr>
</tbody>
</table>
These checks led to some companies being screened out of the survey. The telephone interviews revealed that just over 16% (488) of the companies turned out to not fulfil the size criteria. A further 15% (463) were found not to be part of the MNC population of interest on the basis that either they had closed down, were a duplicate (i.e. the company was already represented in the database by another subsidiary or intermediate company), they were not a multinational organisation or despite additional checks during the survey fieldwork they were deemed to be non-traceable. In the case of the non-traceable companies this referred to companies that during the screening fieldwork could not be contacted. For example, some of the telephone numbers were residential numbers, or the phone rang but there was no pick-up or the number was unobtainable. In total no contact was made with 577 companies initially. Therefore further checks were undertaken which involved case-by-case company searches using web browsers, electronic telephone directories and the Companies House database to try and identify alternative numbers. As a result of this process, 277 companies could either not be traced or no alternative contact details could be found and were thus categorised as 'non-traceable'. In the case of the remaining 300 companies contact was successful and we were able to establish if they screened in or screened out. This meant that the number of potentially eligible companies in the database fell from 3099 to 2148.

Of the potentially eligible companies contacted, 761 refused to participate and in 456 cases contact was made with the company on numerous occasions but not with the respondent. A total of 931 companies agreed to participate, although in 28 cases an interview commenced but the data were not useable. This was because contradictory answers to the screening questions indicated that the data were unreliable. This left 903 useable interviews. The long or full
questionnaire was completed by 665 respondents and the short version by 238.

The nominal response rate for the screener phase was 43% (i.e. total returns as a percentage of the total eligible sample). From the total sample drawn the size threshold was validated for 1419 organisations (i.e. 931 completed returns and 488 MNCs that screened out for failing to meet the size thresholds). Assuming a similar proportion of companies in the non-validated sample would screen out on the basis of their size it is possible to calculate a more accurate and realistic response rate for the screening survey of 54%.

The reliability of the data for the 903 screener respondents was further scrutinized. First, checks were undertaken to ascertain the degree of concordance between the organisational data obtained from the survey and that obtained from our database on four key organisational indicators:

- country of origin (i.e. France, Germany, Nordic, UK, Rest of Europe, Japan, US, East Asia, and Rest of World)
- the industrial sector of the UK operations (i.e. manufacturing, services and other/multi-sector)
- the employment size of the UK operations (i.e. 100-499, 500-999, 1000-4999, 5000+)
- the employment size of the worldwide company (i.e. 500-999, 1000-4999, 5000+).

There were a number of reasons for expecting a degree of non-concordance between these data. For example, there was a time lapse between when the information incorporated from the multiple data sources we drew upon to compile the database was collected and when the information in the field was collected. Given the increase in mergers and acquisitions activity, joint venturing and the dynamics of competitive markets it would not be unreasonable to expect key organisational details such as those we focused on to change. It was also very difficult to ascertain from database information the ultimate controlling company due to an absence of precise definitions. As
a result we know that some of the country of origin details listed related to ‘tax havens’ or holding companies. Identifying the nature of these differences would further our understanding of the dynamic character of our organisational field.

The results from the concordance checks revealed that for country of origin 84% (n=870) of the companies had details that matched across the two data sources. Significant non-concordance was associated with US and UK ownership (chi-square 61.315, df 8, p .000, n=870): 32 companies were identified in the screener as US, but in the database 18 were identified as UK and 14 as Rest of Europe; 11 companies were identified in the screener as UK, but in the database they were US. The industrial sector comparisons revealed a 75% (n=903) match across the two data sources. The matched and non-matched groups significantly differed (chi-square 14.321, df 2, p .001, n=903) with the non-matched sample having a larger proportion of companies classified as ‘other’ (i.e. agriculture, utilities and construction) and a smaller proportion identified as manufacturing. This discrepancy might be explained by the fact that the database information identified industrial sectors associated with imprecisely defined ultimate controlling companies which differed to those identified subsequently through our screening criteria. Comparisons of the size of the UK operations found a 63% (n=832) match across the two data sources. We experienced difficulties in obtaining size data to include on the database, resulting in missing information for 71 companies. Significant differences between the size profiles of the matched and non-matched groups (chi-square 134.46, df 3, p .000, n=832) confirmed the dynamic nature of this type of data – for potentially some of the reasons mentioned above. Checks on the worldwide employment size data indicated no significant differences (chi-square .781, df 2, p .677, n=241). These data were particularly difficult to access when compiling the database and it was an issue respondents found difficult to answer during the screening phase. As a result only 241 cases had data available for analysis across the two sources, of these the information matched for 175 cases. The number of matching and non-matching cases and concordance rates are detailed in table 2.
Table 2: Summary of the consistency in the MNC profile information obtained through the screener survey and used to compile the population listing

<table>
<thead>
<tr>
<th></th>
<th>Country of Origin</th>
<th>Sector</th>
<th>Size - UK employment</th>
<th>Size - WW employment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Concordance</td>
<td>84%</td>
<td>75%</td>
<td>63%</td>
<td>73%</td>
</tr>
<tr>
<td>Non-concordance</td>
<td>16%</td>
<td>25%</td>
<td>37%</td>
<td>27%</td>
</tr>
<tr>
<td>Sub-total</td>
<td>100% (870)</td>
<td>100% (903)</td>
<td>100% (832)</td>
<td>100% (241)</td>
</tr>
<tr>
<td>Cases with missing data</td>
<td>172</td>
<td>0</td>
<td>71</td>
<td>662</td>
</tr>
<tr>
<td>Total cases</td>
<td>903</td>
<td>903</td>
<td>903</td>
<td>903</td>
</tr>
</tbody>
</table>

*Note: Concordance rates exclude cases were data are missing from either the database information or from the screener.*

Secondly to assess whether any of the non-concordance influenced our screener survey results, checks were carried out on responses to a sample of screener questions. For example, the country of origin comparisons highlighted non-concordance in the classification of US companies across the two data sources. Therefore in these additional checks the survey responses of US companies that were classified consistently across the two data sources were compared to those that were not. The sample questions were selected to cover key variables of interest not only at the screener stage, but also the main survey stage. The questions examined related to subsidiary discretion, parent involvement in career development and employee involvement policy, HR parent-subsidiary reporting relationships, and corporate social responsibility. The analysis revealed no significant differences between company responses.

In conclusion, while some non-concordance on country of origin, industrial sector and company size information between the database and the screener was detected this appeared not to bias the firms’ survey responses to issues of organisational structure or employment policy and practice.
The Main Survey

The third and main stage of the research involved a face-to-face interview with a senior HR respondent. The purpose of this was to discover much more about the way the multinationals were organised and structured and to shed light on HR policies and practices in a number of areas.

On the first of these, respondents were asked a series of questions about the following issues (among others):

- the way the company was structured e.g. around international divisions, regions, business functions or national subsidiaries

- the nature of the HR function e.g. concerning the monitoring of operating units and bodies that form international HR policies

- the geographical distribution of employment across regions

- the extent to which the firms were diversified across sectors

- the way in which the firms were integrated across borders in production or service provision

- the ways in which the firms had grown e.g. acquisitions, joint ventures, greenfield sites

On the second, the questionnaire contained a series of questions on each of the following issues:

- Pay and performance management

- Training, development and organisational learning
- Employee involvement and communication

- Employee representation and consultation

An innovation in this survey was to make a threefold distinction between different occupational groups. The first of these is managers. The identification of internationally mobile managers, and the provision of international career development that will generate skills and experience, are important aspects of the way that many MNCs operate. Companies which have a policy of developing a cadre of ‘international managers’ to promote cross-border integration of strategy and operations might be expected to place emphasis on internationalising remuneration schemes and career development programmes for managerial staff. The second group is non-managerial employees. There is growing evidence that the way that these employees are managed is shaped by the cross-border context of the companies (Edwards, 2004). In practical terms, following the 1998 and 2004 WERS, the ‘largest occupational group’ (LOG) was identified. Third, a simple distinction between managers and other employees may be too stark; firms may have other key groups of employees, for example research staff or product designers, who are critical to organisational learning and competitive advantage. Thus in this survey a key innovation is that we ask about the existence of a ‘key’ group of staff. These are defined as employees that firm identifies as critical to its ‘core competence’ such as R&D staff, product designers, major account handlers or developers of new markets. In this way the firm’s core competence is not pre-defined by the researchers, but does relate to resources generated by employees as opposed to competence inherent in technology or physical resources.

The fieldwork for this phase of the research took place in late 2005 and early 2006. The questionnaire was rigorously tested during several pilot stages. The interviews were carried out by trained and fully briefed interviewers using computer-assisted programmed interviewing (CAPI) with senior HR respondents. Like its telephone-based counterpart (CATI), this has the advantages of allowing real-time checks for consistency in responses,
automatically routing the interviewer through complex filters and immediate storage of the data. The questionnaire was very detailed, with interviews lasting around one hour and ten minutes on average.

The main survey consisted of 302 interviews, a response rate of 33% from the screener stage to the main stage. The research team was anxious to check that the key characteristics of the firms taking part in the two stages were similar and to this end the two datasets were profiled against one another. Although the results, which are shown in the table below, were generally reassuring there was some discrepancy in the sectoral profile between the screener and the main survey. MNCs in services are comparatively under-represented in the main survey as compared with the screener, whilst MNCs in manufacturing are comparatively over-represented.

Table 2 – The Profiles of the Screener and Main Stage Surveys

<table>
<thead>
<tr>
<th></th>
<th>Screener</th>
<th></th>
<th>Main</th>
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<tbody>
<tr>
<td><strong>Sector</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Manufacturing</td>
<td>412</td>
<td>46%</td>
<td>152</td>
<td>50%</td>
</tr>
<tr>
<td>Services</td>
<td>426</td>
<td>47%</td>
<td>129</td>
<td>43%</td>
</tr>
<tr>
<td>Production non-manufacturing</td>
<td>53</td>
<td>6%</td>
<td>17</td>
<td>6%</td>
</tr>
<tr>
<td>Multi-sector</td>
<td>12</td>
<td>1%</td>
<td>4</td>
<td>1%</td>
</tr>
<tr>
<td>**UK emp *</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>100-499</td>
<td>395</td>
<td>46%</td>
<td>125</td>
<td>42%</td>
</tr>
<tr>
<td>500-999</td>
<td>154</td>
<td>18%</td>
<td>54</td>
<td>18%</td>
</tr>
<tr>
<td>1000-4999</td>
<td>228</td>
<td>27%</td>
<td>95</td>
<td>32%</td>
</tr>
<tr>
<td>5000+</td>
<td>78</td>
<td>9%</td>
<td>26</td>
<td>9%</td>
</tr>
<tr>
<td>**WW emp **</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>100-499</td>
<td>0</td>
<td>0%</td>
<td>0</td>
<td>0%</td>
</tr>
<tr>
<td>500-4999</td>
<td>214</td>
<td>35%</td>
<td>93</td>
<td>35%</td>
</tr>
<tr>
<td>5000+</td>
<td>389</td>
<td>65%</td>
<td>178</td>
<td>65%</td>
</tr>
<tr>
<td><strong>Origin</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sector</td>
<td>Weight</td>
<td>No of unweighted cases</td>
<td>No of weighted cases</td>
<td></td>
</tr>
<tr>
<td>-----------------</td>
<td>--------</td>
<td>------------------------</td>
<td>----------------------</td>
<td></td>
</tr>
<tr>
<td>Manufacturing</td>
<td>0.91</td>
<td>152</td>
<td>137</td>
<td></td>
</tr>
<tr>
<td>Services</td>
<td>1.10</td>
<td>129</td>
<td>143</td>
<td></td>
</tr>
<tr>
<td>Other Production</td>
<td>1.04</td>
<td>17</td>
<td>18</td>
<td></td>
</tr>
<tr>
<td>Multi-sector</td>
<td>1.00</td>
<td>4</td>
<td>4</td>
<td></td>
</tr>
</tbody>
</table>

To correct for this, a weighting variable was constructed which has the effect of weighting main survey cases to reflect the screener profile by sector. As shown below, the weighting variable takes four values according to the sector in which a case is located:

When applied, these sectoral weights correct for under-response amongst service (and other production) sector MNCs as compared to those in manufacturing. Such correction is important when reporting findings about the proportion of MNCs which have a given structure or adopt a particular policy approach. Checks confirmed that application of this weighting variable did not affect the profile of the main survey sample by country of origin or the two employment size variables.

**Discussion**
One of the primary benefits of survey research is derived from the inferences that can be drawn from results to the wider population of interest, in this instance MNCs. We have illustrated however that some of the survey work on MNCs in the UK to-date has weaknesses which impact on the population inferences that can be drawn. Our research attempts to address these. Firstly, the reliability and validity of sampling frames or company lists which are used as proxies for the MNC population of interest are often poor or not adequately addressed. Our experiences demonstrate the dangers of relying solely on one data source. Instead, the population list of MNCs in the UK compiled for this study involved using multiple listings from a variety of sources including professional associations (e.g. Personnel Managers Yearbook), government department listings (e.g. UKTI), specialist listings (Acquisitions Monthly), official government lists (e.g. companies house); and company databases (e.g. AMADEUS, FAME, Dun & Bradstreet). This ensured we gained comprehensive coverage of the MNC population.

Second, and linked to the first point, the representativeness of MNC survey data has often received little attention by authors of previous work. In this study we have explicitly addressed the issue. We have done this by assessing the representativeness of the main study survey data in comparison with the screener survey data. The results indicate that in the MNC profile in terms of its sector, size and country of origin, is consistent across the two surveys. This is reassuring as it suggests no bias has crept in when moving from a sample of over 900 companies to one of just over 300. Checks were also undertaken to examine the consistency between the sector, size and country of origin information obtained from the companies taking part in the screener survey with that used to compile the population list. Concordance overall ranged from around 84% to 63%. A number of significant differences were found between the MNC profile of concordant and non-concordant cases. While some non-concordance was anticipated and found further analysis suggested this did not introduce any bias in how companies responded to employment phenomena of interest and focus in this study.
Third, we undertook multiple checks involving direct contact with the company, or case by case company searches aimed at ensuring the database was as up-to-date as possible prior to fieldwork and to verify the eligibility of the company for inclusion on the database. This process revealed that many companies originally listed as part of our population list, on the basis of database information, were in fact not eligible. In some cases companies had closed down, or, employee numbers listed on the database were inaccurate or out of date and as a result the company was screened out. In all approximately one third of the companies originally listed as part of the population were found to be ineligible. This type and level of inaccuracy is important in terms of its potential impact when estimating how representative sample parameters are of the population.

Fourth, we recognised that previous studies had not always been designed to look specifically at the MNC population and as a result the sample of MNCs tended to be small. This had the consequence of limiting the inferences to the wider population and also limited the comparative analysis within the MNC sample. Our research has yielded two samples: a screening survey sample of 904 companies and a main stage survey of 302 companies. In addition, we paid particular attention to a number of key MNC characteristics, e.g. size, sector and country of origin, likely to be important explanatory factors in any comparative analysis. The relatively large sample sizes we have achieved make comparative analysis based on these parameters feasible. This will enable a more detailed and nuanced profile of MNCs in the UK to be revealed than previous studies have allowed.

Fifth, this study covers a comprehensive range of substantive HR and IR policy and practice issues at the level of the MNC organisation. As such it provides insights into areas of policy that previous studies have been unable to attend to. The preliminary findings from the screener survey have already illustrated the heterogeneity of MNCs in the UK in terms of the HR and IR policies they pursue and these issues will be explored further in the main study.
In conclusion, this paper has outlined the process undertaken in constructing and verifying our population list for MNCs in the UK. Our analysis of this process has demonstrated the inaccuracies inherent in ‘ready-made’ lists, which are often, adopted wholesale by researchers. We have also illustrated how such limitations can be addressed, although this is both time and cost intensive. However, as a result we have been able to identify, with a high degree of reliability and validity, a valid population of 2148 MNCs in the UK, and engaged 903 in a screener survey from which a further 302 have undertaken our main survey. This yields one of the most robust and comprehensive survey data sets of HR and IR policy and practice of MNCs in the UK.

References


Appendix 1: Detailed Breakdown of the Telephone Screening Survey

<table>
<thead>
<tr>
<th>Useable:</th>
<th>N</th>
<th>Sub-totals</th>
</tr>
</thead>
<tbody>
<tr>
<td>Short interviews completed</td>
<td>238</td>
<td></td>
</tr>
<tr>
<td>Long interviews completed</td>
<td>665</td>
<td></td>
</tr>
<tr>
<td><strong>Non-useable responses:</strong></td>
<td></td>
<td><strong>28</strong></td>
</tr>
<tr>
<td>Rejected</td>
<td>28</td>
<td></td>
</tr>
<tr>
<td><strong>Non-response I (Refusal)</strong></td>
<td></td>
<td><strong>761</strong></td>
</tr>
<tr>
<td>Company policy not to participate</td>
<td>418</td>
<td></td>
</tr>
<tr>
<td>Refusal to participate</td>
<td>300</td>
<td></td>
</tr>
<tr>
<td>Stopped interviews</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>Quit</td>
<td>20</td>
<td></td>
</tr>
<tr>
<td>Other – cannot continue</td>
<td>21</td>
<td></td>
</tr>
<tr>
<td><strong>Non-response II (Access failure)</strong></td>
<td></td>
<td><strong>456</strong></td>
</tr>
<tr>
<td>Arrange callback</td>
<td>187</td>
<td></td>
</tr>
<tr>
<td>Leave questionnaire</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>Not available during fieldwork</td>
<td>25</td>
<td></td>
</tr>
<tr>
<td>Referred elsewhere</td>
<td>10</td>
<td></td>
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<tr>
<td>Reached maximum number of calls</td>
<td>214</td>
<td></td>
</tr>
<tr>
<td>Voicemail</td>
<td>10</td>
<td></td>
</tr>
<tr>
<td>Busy/ engaged</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>No eligible respondent</td>
<td>6</td>
<td></td>
</tr>
<tr>
<td><strong>Potential Eligible Sample</strong></td>
<td>2148</td>
<td><strong>2148</strong></td>
</tr>
<tr>
<td><strong>Not part of the population</strong></td>
<td>951</td>
<td></td>
</tr>
<tr>
<td>Did not meet screening criteria</td>
<td>488</td>
<td></td>
</tr>
<tr>
<td>Duplicate numbers/ companies</td>
<td>152</td>
<td></td>
</tr>
<tr>
<td>Duplicate interview</td>
<td>16</td>
<td></td>
</tr>
<tr>
<td>Closed down</td>
<td>12</td>
<td></td>
</tr>
<tr>
<td>Not a Multinational company</td>
<td>6</td>
<td></td>
</tr>
<tr>
<td>Non-traceable</td>
<td>277</td>
<td></td>
</tr>
<tr>
<td><strong>TOTAL SAMPLE DRAWN</strong></td>
<td>3099</td>
<td><strong>3099</strong></td>
</tr>
</tbody>
</table>
### Appendix 2: Methods used in Survey-based Studies of Employment Policy and Practice in MNCs

<table>
<thead>
<tr>
<th>Authors</th>
<th>Focus</th>
<th>Unit of Analysis</th>
<th>Form of Gathering Data</th>
<th>Respondent</th>
<th>Population Listing</th>
<th>N</th>
<th>Response Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Beaumont, Cressey &amp; Jakobsen (1990)</td>
<td>German MNCs employing at least 25 people in Britain in all sectors</td>
<td>Establishments</td>
<td>Telephone interviews and postal questionnaire</td>
<td>To telephone interviews: Senior in HR or General Manager. Unclear for the questionnaires</td>
<td>Directory produced by German Chamber of Commerce</td>
<td>306</td>
<td>46%</td>
</tr>
<tr>
<td>Edwards et al (1996)</td>
<td>British and overseas owned in the UK (with 1000+ employees in UK &amp; at least 2 sites in UK)</td>
<td>Company level (in Britain)</td>
<td>Personal interviews with 2 respondents at each firm</td>
<td>Senior executive responsible for Personnel &amp; Industrial relations and the Senior Finance Executive</td>
<td>CLIRS2</td>
<td>176</td>
<td>28%</td>
</tr>
<tr>
<td>Faulkner, Pitkethly &amp; Child (2002)</td>
<td>Acquisitions in the UK by foreign firms. Specifically, USA, Japan, Germany &amp; France in varied</td>
<td>Company level</td>
<td>Postal survey questionnaire &amp; semi-structured interviews: Senior Managers [General]</td>
<td>Multiple sources: British press, Reuters Textline database,</td>
<td>201 were chosen from a potential 1122.</td>
<td>201</td>
<td></td>
</tr>
<tr>
<td>Source</td>
<td>Methodology</td>
<td>Sample Size</td>
<td>Percentage</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<td>-------------------------------</td>
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<tr>
<td>Guest &amp; Hoque (1996)</td>
<td>Establishments: Postal survey, Chief Exec or Person responsible for HRM, Multiple including: embassies, trade associations, regional development agencies</td>
<td>148</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Hamill, J (1983)</td>
<td>Establishments: Postal Questionnaire, No details provided</td>
<td>84 US firms &amp; 50 indigenous (UK) firms</td>
<td>30% of US &amp; 21% of indigenous</td>
<td></td>
<td></td>
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<td></td>
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<tr>
<td>Hamill, J (1984)</td>
<td>Establishments: Face to face interviews (semi-structured), Personnel Director/Manager at the UK Headquarters</td>
<td>30</td>
<td></td>
<td></td>
<td></td>
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<td></td>
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<tr>
<td>Innes &amp; Morris (1995)</td>
<td>Establishments: Postal</td>
<td>48</td>
<td>44%</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Marginson et al (1995)</td>
<td>Overseas and UK MNCs with 2 or Face-to-face interviews, Senior executives responsible for CLIRS 2</td>
<td>101</td>
<td>28%</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Study</td>
<td>Research Question</td>
<td>Sample Size</td>
<td>Data Collection</td>
<td></td>
<td></td>
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<td>------------------------------</td>
<td>------------------------------------------------------------------------------------</td>
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<td></td>
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<tr>
<td>Milner &amp; James (1994)</td>
<td>Foreign-owned companies in manufacturing &amp; services</td>
<td>1405</td>
<td>Secondary data – face-to-face interviews Management and worker representatives WIRS (90) and BIMS (90)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Oliver &amp; Wilkinson (1988)</td>
<td>British &amp; American owned firms with operations in the UK (which are emulating Japanese practice in the manufacturing sector)</td>
<td>66</td>
<td>Postal questionnaire Not given All companies in the Times 1000 index known to have manufacturing operations</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Peck &amp; Stone (1992)</td>
<td>Foreign manufacturing plants in the Northeast of England</td>
<td>84</td>
<td>Postal plus face to face interviews Senior executives and personnel specialists No details provided</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Purcell et al. (1987)</td>
<td>The industrial relations practices of multi-plant foreign owned firms in the UK. 4 manufacturing &amp; 2 Service sector industries. Firms were North American, Japanese &amp; Western European</td>
<td>19</td>
<td>Face-to-face interviews HR Director or Senior Manager CLIRS 1</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Authors</td>
<td>Description</td>
<td>Methodological Approach</td>
<td>Interview Rate</td>
<td></td>
<td></td>
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<tr>
<td>-----------------------</td>
<td>------------------------------------------------------------</td>
<td>----------------------------------------------------------------------------------------</td>
<td>----------------</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Steuer &amp; Gennard</td>
<td>Industrial relations, labour disputes, &amp; labour utilization in UK and foreign-owned firms in the UK employing 200 people (electrical engineering sector)</td>
<td>Establishments, Interviews, Not given. However, data is taken from another study carried out by the Higher Education Research Unit at the LSE</td>
<td>68, 12%</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tuselmann et al. (2003)</td>
<td>German-owned workplaces in north-west region of England across multiple sectors</td>
<td>Workplaces, Postal survey questionnaire and telephone interviews with parent company of a sub-sample, Managing Director or HR Director of subsidiaries, Directory produced by German-British Chamber of Industry &amp; Commerce</td>
<td>40, 38% (To questionnaire), 100% (To interviews)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Wilkinson, Morris &amp; Munday (1993)</td>
<td>Japanese MNCs in Wales in manufacturing</td>
<td>Company level, Mainly interviews (though supplemented with some other sources), Managers of the companies, Authors’ listing 1992</td>
<td>23, 82% (interviewed 23 out of the 28 Japanese manufacturing companies in Wales)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Author(s)</td>
<td>Study Title</td>
<td>Region/Context</td>
<td>Methodology</td>
<td>Sample Size</td>
<td>Non-Response Rate</td>
<td></td>
<td></td>
</tr>
<tr>
<td>---------------------------</td>
<td>------------------------------------------------------------------------------</td>
<td>--------------------------------------------------------------------------------</td>
<td>----------------------------------------------------------------------------</td>
<td>--------------</td>
<td>-------------------</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Wood &amp; Fenton-O’Creevy (2005)</td>
<td>European Operations of UK MNCs, including UK, France, Germany, Netherlands and Spain</td>
<td>Not specified</td>
<td>Postal questionnaire (separate ones to HQ and country operations). Interviews too</td>
<td>Questionnaires to Senior Management at company headquarters. Interviews to Trade unions and works council representatives</td>
<td>25</td>
<td>56%</td>
<td></td>
</tr>
</tbody>
</table>
1419 companies were screened for the size criteria, with the result that 931 were confirmed as in scope and 488 out of scope. In other words 65.6% of companies screened were in scope.

The upper limit of the potentially eligible population is 2148 companies, which comprises 931 companies screened as within scope and 1217 companies which were not screened.

The upper bound on the response rate would be if all companies that were not screened had screened out. In which case the response rate would have been 931 out of 931, which is 100%.

The lower bound on the response rate would be if all companies that were not screened had screened in. In which case the response rate would have been 931 out of 2148, which is 43.3%.

The likely response rate if we had managed to screen all companies would lie somewhere in between, and the best assumption to make is that companies not screened would have screened out in the same proportion as those which were screened. In other words, 65.6% of the 1217 would have fallen within scope = 798 companies.

This gives a denominator of 1729 and a response rate of 53.8% (54% rounded).
Screening (telephone) questionnaire

INTRODUCTION TO RECEPTION/ SWITCHBOARD:
S1. Good morning/afternoon

Can I speak to [named contact] please?

IF SAMPLE BLANK OR NAMED CONTACT NO LONGER WORKS FOR THE ORGANISATION:
Can I speak to a senior person who is responsible for Human Resources (HR) for ALL UK operations at the ultimate controlling company?

INTRODUCTION TO RESPONDENT:
Good morning/afternoon my name is .......... I am calling from NOP, an independent research agency. We are carrying out a study for Warwick Business School, King’s College London and Leicester Business School about the management of human resources in multinational companies. which is supported by the Chartered Institute of Personnel and Development (CIPD). We recently sent your company a letter from these organisations to introduce the research.

The research is being carried out amongst multinational organisations and is about the relationship between UK operations and those based elsewhere. We are interested in how HR strategy and policy frameworks are developed and delivered.

The interview should take 10 minutes of your time depending on your answers. Is now a convenient time to conduct the interview or should I call back?

IF NECESSARY:
All information collected in the survey will be treated in strict confidence by NOP, in accordance with the Data Protection Act.

INTERVIEWER NOTE: YOU CAN BOOK APPOINTMENTS UP UNTIL Yes GO TO S4b

1.
2. Refusal – GO TO S2B
3. Respondent not available GO TO Q2B
4. Make appointment GO TO SMS
5. Duplicate – already contacted about this survey GO TO SMS
ASK IF CODE 2-3 (Refusal) AT S1:

S2b Is there anyone else available to answer a few basic questions about your company?

INTERVIEWER NOTE: YOU CAN BOOK APPOINTMENTS UP UNTIL

   1. Yes – take telephone number: _________________ GO TO S2c
   2. Yes – transferred GO TO S2c
   3. Yes – speaking GO TO S4b
   4.
   5. No GO TO SMS

S2c Can I take their name please?

   Name: _______________________________

S2d And what is their job title?

   Job Title: _____________________________

S2e Connected successfully:

   1. Yes – go to S3
   2. No – new lead. Interview should re-commence at S3.

ASK IF CODE 1- AT S2e:

S3 Good morning/afternoon my name is ............ I am calling from NOP, an independent research agency. We are carrying out a study for Warwick Business School, King’s College London and Leicester Business School about the management of human resources in multinational companies which is supported by the Chartered Institute of Personnel and Development (CIPD). We recently sent your company a letter from these organisations to introduce the research.

The research is being carried out amongst multinational organisations and is about the relationship between UK operations and those based elsewhere. We are interested in how HR strategy and policy frameworks are developed and delivered.
The interview should take no more than 15 minutes of your time. Is now a convenient time to conduct the interview or should I call back?

IF NECESSARY:

All information collected in the survey will be treated in strict confidence by NOP, in accordance with the Data Protection Act.

INTERVIEWER NOTE: YOU CAN BOOK APPOINTMENTS UP UNTIL

1. Yes  GO TO S4B
2. 
3. Refusal – company policy  GO TO SMS
4. Refusal – other  GO TO SMS
5. Make appointment  GO TO SMS
6. Duplicate – already contacted about this survey  GO TO SMS

1.

ASK IF UK OR JOINT OWNED ON SAMPLE:
S4b Are you based at the UK head office of the ultimate controlling company?

1. Yes  GO TO S7
2. No  GO TO S4d

ASK IF OVERSEAS OWNED ON SAMPLE:
S4c Are you based at the main office within the UK for the ultimate controlling company?

1. Yes  GO TO S7
2. No  GO TO S4d

ASK IF CODE 2 (NO) AT S4b-c
S4d Do you work in a team that is responsible for HR for ALL UK operations?

1. Yes  GO TO S7
2. No  GO TO S4e

ASK IF NO AT S4d:
S4e Are you based at the largest operating company within the UK?
1. Yes                     GO TO S7
2. No                      GO TO S5

ASK IF NO AT S4e

S5. Can you give me the name of a manager responsible for HR for ALL UK operations that I should contact instead?

1. Yes - ENTER NAME:   ______________
2. No                CLOSE

S6. Is it possible to be transferred or can I take their telephone number?

INTERVIEWER NOTE: YOU CAN BOOK APPOINTMENTS UP UNTIL

1. Yes – transferred                 NEW LEAD
2. Yes – take telephone number:  ______________     NEW LEAD
3. No                                 CLOSE

ASK ALL:

S7. What is your job title? CODE AS APPROPRIATE

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

ASK ALL EXCEPT CODE 1 AT Q7:S7b What is the name of the HR/ Personnel Director responsible for human resources for ALL UK operations? Take name: ____________________________________________
ASK ALL

S8. According to our records your company is [company type from sample: UK owned, overseas-owned or joint ownership]. Is that correct?

1. Yes  GO TO S9
2. No  GO TO S8b

S8b Is your company [Display company types that aren’t on the sample: UK-owned, overseas-owned or joint UK/overseas-owned]?

CODE ONE ONLY

1. UK-owned
2. Overseas-owned
3. Joint UK and overseas-owned

ASK ALL

S9. Approximately how many employees by headcount does the ultimate controlling company have in the UK?

READ OUT: By headcount we mean all those who work regularly, but excludes those contract and casual staff who work on an occasional basis.

Numeric response: ______________

Don’t know

IF DON’T KNOW, PROMPT TO RANGES:

1. Up to 99 employees
2. 100 – 499 employees
3. 500 or more employees

CATI CHECK:

IF CODE 1 OR 3 (UK OR JOINT OWNED) AT S8 AND CODE 1-2 AT S9 (LESS THAN 500 UK EMPLOYEES) ASK:

Can I just check, your organisation is UK owned or joint owned and you have less than 500 employees based in the UK?
1. Yes – SF3 – UK OR JOINT OWNED & LESS THAN 500 UK EMPLOYEES
2. No – amend S8 (company ownership)
3. No – amend S9 (number of employees)

IF CODE 2 (OVERSEAS OWNED) AT S8 AND CODE 1 (LESS THAN 100 UK EMPLOYEES) CLOSE INTERVIEW

Can I just check, your organisation is overseas owned and you have less than 100 employees based in the UK?
1. Yes – SF4 – OVERSEAS OWNED & LESS THAN 100 UK EMPLOYEES
2. No – amend S8 (company ownership)
3. No – amend S9 (number of employees)

ASK ALL

S10. What is the total number of employees worldwide by headcount of the ultimate controlling company of which you are part?

READ OUT: By headcount we mean all those who work regularly, but excludes those contract and casual staff who work on an occasional basis.

Numeric response: __________

Don’t know

IF DON’T KNOW, PROMPT TO RANGES:
1. Up to 99 employees
2. 100 – 499 employees
3. 500 or more employees

IF CODE 1 OR 3 (UK OR JOINT OWNED) AT S8 AND CODE 1 AT S10 (LESS THAN 100 EMPLOYEES WORLDWIDE) ASK:

Can I just check, your organisation is UK owned or joint owned and you have less than 100 employees worldwide?
1. Yes – SF5 – UK OR JOINT OWNED & LESS THAN 100 EMPLOYEES WORLDWIDE
2. No – amend S8 (company ownership)
3. No – amend S9 (number of employees)

IF CODE 1 OR 3 (UK OR JOINT OWNED) AT S8 AND CODE 2-3 AT S10 (MORE THAN 100 EMPLOYEES WORLDWIDE) ASK:
Can I just check that at least 100 of these employees are based outside the UK?

1. Yes  CONTINUE
2. No    SF5 - UK OR JOINT OWNED & LESS THAN 100 EMPLOYEES WORLDWIDE

IF CODE 2 (OVERSEAS OWNED) AT S8 AND CODE 1-2 AT S10 (LESS THAN 500 EMPLOYEES WORLDWIDE) ASK:

Can I just check, your organisation is overseas owned and you have less than 500 employees worldwide?

1. Yes – SF6 – OVERSEAS OWNED & LESS THAN 500 EMPLOYEES WORLDWIDE
2. No – amend S8 (company ownership)
3. No – amend S9 (number of employees)

IF CODE 2 (OVERSEAS OWNED) AT S8 AND CODE 3 AT S10 (MORE THAN 500 EMPLOYEES WORLDWIDE) ASK:

Can I check that at least 500 of these employees are based outside of the UK?

1. Yes  Continue
2. No    SF6 – OVERSEAS OWNED & LESS THAN 500 EMPLOYEES WORLDWIDE
SCRIPT A: MAIN INTERVIEW (IF CODE 1-3 AT S7)

ASK IF CODE 2 AT S8 (OVERSEAS OWNED):

A1. Can you confirm that the ultimate controlling company is based in [name of ultimate controlling country/countries from sample]?

1. Yes
2. No
3. Don’t know

ASK IF NO AT A1 OR SAMPLE IS BLANK:

A2. In which country is the ultimate controlling company based?

INTERVIEWER NOTE: MULTICODE ALLOWED IF OWNED JOINTLY BY TWO OVERSEAS COMPANIES

1. Australia
2. Argentina
3. Austria
4. Belgium
5. Canada
6. Cayman Islands
7. Denmark
8. Finland
9. France
10. Germany
11. Ireland
12. Italy
13. Japan
14. Liechtenstein
15. Luxembourg
16. Malaysia
17. The Netherlands
18. Norway
19. Singapore
20. South Africa
21. Spain
22. Sweden
23. Switzerland
24. Taiwan
25. United States
26. Virgin Island
27. Other (specify)

ASK IF CODE 3 AT S8 (JOINT UK AND OVERSEAS OWNED)

A3. Can you confirm that the overseas partner is based in [name of country/countries from sample]?

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

ASK IF NO AT A3 OR IF SAMPLE IS BLANK:

A4. In which country is the overseas partner based?

INTERVIEWER NOTE: MULTICODE ALLOWED IF OWNED JOINTLY BY TWO OVERSEAS COMPANIES

1. Australia
2. Argentina
3. Austria
4. Belgium
5. Canada
6. Cayman Islands
7. Denmark
8. Finland
9. France
10. Germany
11. Ireland
12. Italy
13. Japan
14. Liechtenstein
15. Luxembourg
16. Malaysia
17. The Netherlands
18. Norway
19. Singapore
20. South Africa
21. Spain
22. Sweden
23. Switzerland
24. Taiwan
25. United States
26. Virgin Island
27. OTHER (SPECIFY)

ASK IF CODE 2-3 (OVERSEAS OR JOINT OWNED) AT S8:
A5. Is the name of the ultimate controlling company [name from sample]?

1. Yes
2. No

ASK IF NO AT A5 OR IF SAMPLE IS BLANK:
A6. What is the name of the ultimate controlling company?

ENTER NAME: ____________________

ASK ALL:
A7. Is this the postcode of the office where you are based [postcode from sample]?

1. Yes
2. No

ASK IF NO AT A7:
A8. What is the correct postcode for where you are based?

ENTER POSTCODE: ______________ [7 DIGITS ALLOWED]
ASK ALL:
A9. In which economic sector(s) is the UK operations of the ultimate controlling company engaged?

READ OUT. CODE ALL THAT APPLY. IF UNCLEAR WHICH SECTOR TO CODE, PROBE USING COMPANY TYPES IN BRACKETS

1. Manufacturing
2. Services (including wholesale and retail trade, hotels, restaurants & bars, transport, storage and communication, business and financial institutions, accountancy, banking, legal, insurance, advertising, sales & marketing, PR, management consultancies & real estate)
3. Utilities and Construction (including electricity, gas, water supply and construction)
4. Extraction, agriculture and forestry (including fishing, hunting, mining and quarrying)
5. Other (specify)

ASK IF CODE 1 AT A9:
A9a Are the UK operations....?
   1. involved in the manufacturing the product
   2. involved in other parts of the process (such as sales, distribution or marketing of the product produced elsewhere within the company)

A9b Do the UK operations of the ultimate controlling company consist of...?
READ OUT AND CODE ONE ONLY

1. A single operating site
2. Multiple independent operating sites
3. Multiple related operating sites
4. Some sites are independent while others are related to each other

ASK IF CODE 2 AT (OVERSEAS COMPANIES) AT S8. OTHERS GO TO A13:
A10. Thinking of the relationship between the UK operation and higher international levels of the company worldwide is the drawing up of HR policy left entirely to the UK operation? READ OUT AND CODE ONE

1. Yes          GO TO A16
2. No           GO TO A10b
3. Don't know   GO TO A10b

ASK IF CODE 2-3 AT A10:
A10b  Which of the following has the most influence in drawing up overall HR policy?

1. Global HQ of the ultimate controlling company
2. An international HQ covering all foreign operations
3. Geographical region (e.g. Europe, North America, etc.)
4. HQ for an international business unit or business line

5. Other (specify)        GO TO A12a

1.

A12a. Thinking about the influence of (textfil – response from A10b) on the career development policy for managers which of these best describes your situation?

READ OUT AND CODE ONE

The textfil (response from A10)………. ….

1. sets detailed policy that UK operations are required to adopt
2. sets a policy framework that UK operations are required to adopt, but within which they are free to develop detailed policy
3. sets policy that UK operations are encouraged or advised to adopt
4. UK operations set policy subject to approval from the textfil (response from A10)

A12b. Still thinking about the influence of (textfil – response from A10b) on employee involvement policy, which of these best describes your situation?

INTERVIEWER NOTE: EMPLOYEE INVOLVEMENT RELATES TO TEAMWORKING, DIRECT EMPLOYEE CONSULTATION AND EMPLOYEE CONSULTATION

READ OUT AND CODE ONE

The textfil (response from A10)………. ….

1. sets detailed policy that UK operations are required to adopt
2. sets a policy framework that UK operations are required to adopt, but within which they are free to develop detailed policy
3. sets policy that UK operations are encouraged or advised to adopt
4. UK operations set policy subject to approval from the textfil (response from A10)
ASK IF CODE 1 OR 3 AT S8 (UK OR JOINT OWNED):

A13. Thinking about the relationship between yourselves and national operating companies or units around the world, is the drawing up of overall HR policy left entirely to the national operating companies or units? READ OUT AND CODE ONE.

1. Yes  GO TO A16
2. No  GO TO A13b
3. Don’t know  GO TO A13b

ASK IF CODE 2-3 AT A13:

A13b Which of the following has the most influence on drawing up overall HR policy?

1. GlobalHQ of the ultimate controlling company
2. An international HQ covering all overseas operations
3. Geographical region (Europe, North America, etc.)
4. HQ for an international business unit or business line
5. National operating companies or units
6. Other (specify)

1.

A15a. Thinking about the influence of (textfil – response from A13) on career development policy for managers around the world, which of these best describes your situation?
READ OUT AND CODE ONE

The [ textfil – response from A13]

1. Sets detailed policy that subsidiary operations are required to adopt
2. Sets an overall policy framework that subsidiary operations are required to adopt, but within which they are free to develop detailed policy
3. Sets policy that subsidiary operations are encouraged or advised to adopt
3. Subsidiary operations set policy subject to approval by the most influential level

A15b. Still thinking about the influence of (textfil – response from A13) on employee involvement policy around the world, which of these best describes your situation?

INTERVIEWER NOTE: EMPLOYEE INVOLVEMENT RELATES TO TEAMWORKING, DIRECT EMPLOYEE CONSULTATION AND EMPLOYEE CONSULTATION
READ OUT AND CODE ONE

The [textfil – response from A13]

1. Sets detailed policy that subsidiary operations are required to adopt
2. Sets an overall policy framework that subsidiary operations are required to adopt, but within which they are free to develop detailed policy
3. Sets policy that subsidiary operations are encouraged or advised to adopt
4. Subsidiary operations set policy subject to approval by the most influential level

ASK ALL

A16. Turning to the world-wide structure of your company, and thinking of the main board of the ultimate controlling company, is there a member of the board whose main responsibility is HR?

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

ASK IF NO AT A16:

A17. Is there a member of the senior executive management body below the main board whose main responsibility is HR?

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

IF NO AT A16 SAY:

Now thinking again about the main board of the ultimate controlling company….. [ask A18, A19 or A20]

ASK IF CODE 1 AT S8 (UK OWNED):

A18. Roughly what proportion of ultimate controlling company main board members are UK nationals?

1. None
2. Up to a quarter
3. More than a quarter and up to half
4. More than half but less than three quarters
5. Three quarters or more
6. All staff
7. Don’t know

ASK IF CODE 2 AT S8 (OVERSEAS OWNED):
A19. Roughly what proportion of the ultimate controlling company main board are nationals of [ultimate holding company from sample or response from A2]

1. None
2. Up to a quarter
3. More than a quarter and up to half
4. More than half but less than three quarters
5. Three quarters or more
6. All staff
7. Don’t know

ASK IF CODE 3 AT S8 (JOINT UK AND OVERSEAS OWNED)
A20. Roughly what proportion of the ultimate controlling company main board members are nationals of the UK or of [ultimate holding company from sample or response from A4]?

1. None
2. Up to a quarter
3. More than a quarter and up to half
4. More than half but less than three quarters
5. Three quarters or more
6. All staff
7. Don’t know
ASK IF CODE 2 AT S8 (OVERSEAS OWNED):

A22. Thinking about the relationship between the HR function in the UK and the HR function internationally, is there a ‘thick black line’ reporting relationship from HR managers in the UK?

NOTE FOR INTERVIEWER: ‘THICK BLACK LINE’ REFERS TO THE INDIVIDUAL’S PRINCIPAL UPWARD REPORTING RELATIONSHIP

1. To an HR manager or director at the next highest organisational level (e.g. regional HQ, international division, ultimate controlling company HQ)?
2. To senior line or business managers in the UK?

ASK IF CODE 1 IS NOT CODED AT A22:

A23. Is there a ‘dotted line’ relationship from HR managers in the UK to HR managers or directors at the next highest organisational level?

1. Yes
2. No
3. Don’t know

ASK IF CODE 1 OR 3 AT S8 (UK OR JOINT OWNED):

A24. Thinking about the relationship between the HR function at the global HQ of the ultimate controlling company and HR within the national operating companies or units in the UK and abroad, is there a ‘thick black line’ reporting relationship from HR managers at subsidiary level:

NOTE FOR INTERVIEWER: ‘THICK BLACK LINE’ REFERS TO THE INDIVIDUAL’S PRINCIPAL UPWARD REPORTING RELATIONSHIP

1. To an HR manager or director at Global HQ of the ultimate controlling company
2. To senior line or business managers at subsidiary level?

ASK IF CODE 1 IS NOT CODED AT A24:

A25. Is there a ‘dotted line’ relationship from HR managers at the subsidiary level to an HR manager or director at the global HQ of the ultimate controlling company?

1. Yes
2. No
3. Don’t know
ASK ALL:
A26. Is the UK operation covered by a code on corporate social responsibility?

1. Yes
2. No
3. Don’t know

ASK IF YES AT A26, OTHERS GO TO A30:
A27. Does the code.....? READ OUT. SINGLE CODE.
1. Cover all or most of the operations of the ultimate controlling company?
2. Some of the operations of the ultimate controlling company?
3. Cover only the UK company (operation)?

A28. What is the status of the code....? READ OUT. SINGLECODE.
1. Mandatory?
2. Advisory?
3. Mandatory in some parts, advisory in others?

A29. Was the code negotiated with an international trade union organisation or European works council?

1. Yes
2. No
3. Don’t know
ASK ALL:A30a. Thank you for participating in the survey. If you would like to receive a copy of the report for this phase of the research, we can give you an email address to send a message to request a copy. Would you like the email address?
INTERVIEWER NOTE: IF YES READ OUT THE FOLLOWING EMAIL ADDRESS:
IRRUMNC@WBS.AC.UK

1. Yes
2. No

Q30b Finally, this study is part of a larger project. Are you happy for us to contact you again later in the year to ask if you would consider taking part in another interview?

1. Yes
2. No

READ OUT TO ALL:
• The Chartered Institute of Personnel & Development (CIPD) will be involved in the dissemination of the results of the survey.
• If you participate in the second stage you will receive a hard copy of the full research report in the post
• Your answers would be treated in the strictest confidence and your individual responses will not be identified in the analysis

Q31a Please can you confirm your name:

___________________________________

Q31b Please can you confirm this is your company name: [company name from sample]

1. Yes
2. No

ASK IF NO AT Q31b

Q31c Record correct company name:

___________________________________

Thank and close
SCRIPT B: MAIN INTERVIEW (IF CODES 4-7 AT S7)

ASK IF CODE 2 AT S8 (OVERSEAS OWNED):

B1. Can you confirm that the ultimate controlling company is based in [name of ultimate controlling country/countries from sample]?

1. Yes
2. No
3. Don’t know

ASK IF NO AT B1 OR SAMPLE IS BLANK:

B2. In which country is the ultimate controlling company based?

INTERVIEWER NOTE: MULTICODE ALLOWED IF OWNED JOINTLY BY TWO OVERSEAS COMPANIES

1. Australia
2. Argentina
3. Austria
4. Belgium
5. Canada
6. Cayman Islands
7. Denmark
8. Finland
9. France
10. Germany
11. Ireland
12. Italy
13. Japan
14. Liechtenstein
15. Luxembourg
16. Malaysia
17. The Netherlands
18. Norway
19. Singapore
20. South Africa
21. Spain
22. Sweden
23. Switzerland
24. Taiwan
25. United States
26. Virgin Island
27. Other (specify)

ASK IF CODE 3 AT S8 (JOINT UK AND OVERSEAS OWNED)

B3. Can you confirm that the overseas partner is based in [name of country/countries from sample]?

1. Yes
2. No
3. Don’t know

ASK IF NO AT B3 OR IF SAMPLE IS BLANK:

B4. In which country is the overseas partner based?

INTERVIEWER NOTE: MULTICODE ALLOWED IF OWNED JOINTLY BY TWO OVERSEAS COMPANIES

1. Australia
2. Argentina
3. Austria
4. Belgium
5. Canada
6. Cayman Islands
7. Denmark
8. Finland
9. France
10. Germany
11. Ireland
12. Italy
13. Japan
14. Liechtenstein
15. Luxembourg
16. Malaysia
17. The Netherlands
18. Norway
19. Singapore
20. South Africa
21. Spain
22. Sweden
23. Switzerland
24. Taiwan
25. United States
26. Virgin Island
27. OTHER (SPECIFY)

ASK IF CODE 2-3 (OVERSEAS OR JOINT OWNED) AT S8:
B5. Is the name of the ultimate controlling company [name from sample]?

3. Yes
4. No

ASK IF NO AT A5 OR IF SAMPLE IS BLANK:
B6. What is the name of the ultimate controlling company?

ENTER NAME: ____________________

ASK ALL:
B7. Is this the postcode of the office where you are based [postcode from sample]?

3. Yes
4. No

ASK IF NO AT B7:
B8. What is the correct postcode for where you are based?

ENTER POSTCODE: ______________ [7 DIGITS ALLOWED]
ASK ALL:

B9. In which economic sector(s) are the UK operations of the ultimate controlling company engaged?

   READ OUT. CODE ALL THAT APPLY. IF UNCLEAR WHICH SECTOR TO CODE, PROBE USING COMPANY TYPES IN BRACKETS

1. Manufacturing
2. Services (including wholesale and retail trade, hotels, restaurants & bars, transport, storage and communication, business and financial institutions, accountancy, banking, legal, insurance, advertising, sales & marketing, PR, management consultancies & real estate)
3. Utilities and Construction (including electricity, gas, water supply and construction)
4. Extraction, agriculture and forestry (including fishing, hunting, mining and quarrying)
5. Other (specify)

B9b Do the UK operations of the company consist of…? READ OUT AND CODE ONE ONLY

1. A single operating site
2. Multiple independent operating sites
3. Multiple related operating sites
4. Some operating sites are independent while others are related to each other
B10. Thank you for participating in the survey. If you would like to receive a copy of the report for this phase of the research, we can give you an email address to send a message to request a copy. Would you like the email address?

INTERVIEWER NOTE: IF YES READ OUT THE FOLLOWING EMAIL ADDRESS:

IRRUMNC@WBS.AC.UK

1. Yes
2. No

B10b Finally, this study is part of a larger project. Are you happy for us to contact you again later in the year to ask if you would consider taking part in another interview?

1. Yes
2. No

READ OUT TO ALL:

- The Chartered Institute of Personnel & Development (CIPD) will be involved in the dissemination of the results of the survey.
- If you participate in the second stage you will receive a hard copy of the full research report in the post
- Your answers would be treated in the strictest confidence and your individual responses will not be identified in the analysis

Q10b Please can you confirm your name:

___________________________________

Q10b Please can you confirm this is your company name: [company name from sample]

3. Yes
4. No

ASK IF NO AT Q31b

Q10c Record correct company name:
Thank and close
Survey of Employment Practices of MNCs operating in the UK
– Main Questionnaire

FINAL VERSION

16 January 2006

UK-owned firms
S1. Good morning/afternoon, my name is ........... from GfK NOP, an independent research agency. Thank you for agreeing to take part in this survey about the management of human resources in multinational companies on behalf of Warwick Business School, King's College London and Leicester Business School.

The survey will cover similar issues to the telephone survey but will examine in more depth the company's policies on performance management and pay; organisational learning; employee representation; and employee involvement and communication. We recently sent you a letter about this phase of the research. The survey will take approximately an hour and afterwards we would like to ask you a few questions to check how you interpreted some of the questions.

*ASSURANCES*

The survey will be carried out according to the Market Research Society's Code of Conduct and the Data Protection Act - which guarantees absolute confidentiality and anonymity of response. The survey commissioners will not be made aware of your participation in the research; neither will individual responses be revealed that would identify the respondent.

S2. I would just like to confirm a few details collected during the telephone survey with you. Can you confirm that your job title is _______________ [text fill from JOB TITLE S7 from sample]

1. YES - GO TO S4
2. NO - GO TO S3

ASK IF NO AT S2 OR IF TELEPHONE SCREENER SCRIPT B:

S3. What is your job title? CODE ONE ONLY. DO NOT READ OUT.

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

ASK IF CODE 4-7 AT S3:

S3a. And would you say that is equivalent to...? READ OUT. CODE ONE ONLY

1. HR/ Personnel Director
2. HR/ Personnel Senior Manager/ Manager
3. HR/ Personnel Senior Officer
4. None of the above – close interview

S4. Thinking about the nationality of the firm, could you confirm that the company is wholly or majority UK-owned?

INTERVIEWER NOTE: By majority owned we mean at least 50% is owned by a UK-based company.
S5. Could I just check that the Head Office of the Ultimate Controlling Company is located in the UK?

YES - GO TO S7
NO - GO TO S6

IF NO AT S5:
S6. In which country is the Head Office of your Ultimate Controlling Company located?
SINGLE CODE. SHOWCARD S6A AND S6B

NOTE TO INTERVIEWER: IF THE ANSWER IS ANY OF THE NATIONALITIES ON SHOWCARD S6B, PLEASE PROMPT FOR THE ‘OPERATIONAL HQ’ RATHER THAN THE REGISTERED OFFICE:

1. AUSTRALIA
2. ARGENTINA
3. AUSTRIA
4. BELGIUM
5. CANADA
6. DENMARK
7. FINLAND
8. FRANCE
9. GERMANY
10. IRELAND
11. ITALY
12. JAPAN
13. LUXEMBOURG
14. MALAYSIA
15. THE NETHERLANDS
16. NORWAY
17. SINGAPORE
18. SOUTH AFRICA
19. SPAIN
20. SWEDEN
21. SWITZERLAND
22. TAIWAN
23. UNITED STATES
24. VIRGIN ISLAND
25. OTHER (SPECIFY)

NOTE – OPTION 25 (UK OWNED) HAS BEEN CUT FROM THE UK VERSION

SHOWCARD S6B:

ANGUILLA   BAHAMAS   BELIZE   BERMUDA
CAYMANS    GUERNSEY  ISLE OF MAN JERSEY
MALTA      MONTSERRAT NETHERLANDS ANTILLES PANAMA
SAN MARINO   US VIRGIN ISLANDS
IF NO AT S5 AND ONE OF THE OVERSEAS COUNTRIES IS IDENTIFIED AT S6 CLOSE INTERVIEW – SCREENING FAILURE 2

S7. Can you confirm that the total number of employees by headcount who work in the worldwide company (including those in the UK) is ________ (textfil from sample NO OF EMPS WORLDWIDE S10)?

READ OUT: By headcount we mean all those who work regularly, but excludes those contract and casual staff who work on an occasional basis.

Yes – GO TO S8b
No - GO TO S8a

S8a. What is the total number of employees worldwide by headcount of the ultimate controlling company of which you are part?

READ OUT: By headcount we mean all those who work regularly, but excludes those contract and casual staff who work on an occasional basis.

Numeric response: ____________ (1 TO 2,000,000)
DON’T KNOW

IF DON’T KNOW, PROMPT TO RANGES:

1. Up to 99 employees
2. 100 – 499 employees
3. 500 - 999 employees
4. 1000 – 4999 employees
5. 5000 + employees

ASK IF LESS THAN 500 EMPLOYEES WORLDWIDE OR CODE 1-2 AT S8A:
S8a check 1: Can I just check, your organisation has less than 500 employees worldwide?

1. YES – CLOSE INTERVIEW SCREENING FAILURE 3
2. NO – GO BACK TO AMEND S8 (NUMBER OF EMPLOYEES)

ASK IF MORE THAN 500 EMPLOYEES WORLDWIDE OR CODE 3 AT S8A:
S8a check 2: Can I check that at least 100 of these employees are based outside of the UK?

1. YES CONTINUE
2. NO CLOSE INTERVIEW SCREENING FAILURE 4

S8b. Can you confirm that the total number of UK employees by headcount is [textfil from sample NO OF EMPS UK S9] __________

YES GO TO A1
No GO TO S8C
DK GO TO S8C

IF NO, ASK:
S8c. Approximately how many employees by headcount does the ultimate controlling company have in the UK?

READ OUT: BY HEADCOUNT WE MEAN ALL THOSE WHO WORK REGULARLY, BUT EXCLUDES THOSE CONTRACT AND CASUAL STAFF WHO WORK ON AN OCCASIONAL BASIS.

Numeric response: _______________ (1 TO 1,000,000)

DON’T KNOW

IF DON’T KNOW, PROMPT TO RANGES. SHOWCARD D.

1. Up to 99 employees
2. 100 – 499 employees
3. 500 - 999 employees
4. 1000 – 4999 employees
5. 5000 + employees
Section A: Introduction

A1. Company Name

b. Can I just check that the name of the worldwide company is ________ (textfill COMPANY NAME from telephone screener)?

Yes
No

ASK IF NO AT A1b OR IF SAMPLE IS BLANK:
What is the name of the worldwide company?

Interviewer note: Please write in worldwide company name

A1A What is the name of the UK operations? By UK operations we mean the operational units of the worldwide company located in the UK.

Interviewer note: Please write in company name and insert ‘UK’ after the name given

A1ci. Are the UK operations managed separately from the global headquarters or integrated with it?

i. Managed separately

ii. Integrated

CUT

cc. Can I just check if you are located at….? MULTICODE ALLOWED.

The global HQ of the worldwide company
The HQ of the operating units in the UK
Other (please specify)

d. Are you able to answer questions relating to HR issues for the whole of the UK operations or just relating to a part or division of the worldwide company’s operations in the UK?

All UK operating units
A part or division only

ASK IF ALL UK OPERATING UNITS AT A1D:
e. For the remainder of the interview we would like you to think about all UK operating units. How would you like to refer to this? READ OUT

   UK operations
   Other (specify)

ASK IF CODE 2 AT A1D (A PART OR DIVISION ONLY):
f. How would you prefer to refer to this operating unit or division?

   WRITE IN DIVISION NAME:_____________________________
   READ OUT TO ALL:
   Just to confirm that in the remainder of the questionnaire when we refer to [CAPI insert A1e or A1f] we mean the operational units of the worldwide company located in the UK.

   Throughout the questionnaire we ask a limited number of questions specifically about the role of higher level HQ. By this we mean the organisational levels above [response from A1a], e.g. international business HQ, European HQ or global HQ

A2. The Respondent

a. How long have you worked for any part of [responses from A1b name of worldwide company]

   READ OUT: PLEASE GIVE A RESPONSE TO THE NEAREST YEAR

INTERVIEWER NOTE: PLEASE ASK THE RESPONDENT TO ROUND UP TO THE NEAREST YEAR.

ENTER YEARS _____ (MIN 1, MAX 50)

A4. Time outside the UK

For how many years has the worldwide company had operations outside the UK?

INTERVIEWER NOTE: PLEASE ASK THE RESPONDENT TO ROUND UP TO THE NEAREST YEAR. IF NECESSARY CLARIFY THAT THIS REFERS TO WHOLLY- OR MAJORITY-OWNED OPERATIONS OUTSIDE THE UK

ENTER YEARS_______ (MIN 1, MAX 200)

A5. Company Structure

A. Do any of the following levels or divisions of business organisation exist in your worldwide company? CODE ALL THAT APPLY. SHOWCARD

   ▪ International product-, service or brand-based divisions
   ▪ Regions (e.g. Europe or Asia-Pacific)
- Global business functions (e.g. manufacturing, Research & Development, sales)
- National subsidiary companies
- Other (please specify)

NONE OF THE ABOVE
DK

ASK IF A5A IS MULTICODED ASK A5B (OTHERS GO TO A5E)
b. Is one of these levels or divisions more important than the others within your worldwide company? Please think about the level or division which is most influential within your worldwide company’s organisational structure.

Yes
No
DK

IF NO OR DK AT A5B, GO TO ROUTING BEFORE A5D

ASK IF YES AT A5B:
c. Which level or division is more important?

CAPI TO DISPLAY CODES MENTIONED AT A5A

Part d has been cut from the UK MNCs version

ASK ALL:
e. Does the [response from A1e or A1f] have.....? READ OUT

INTERVIEWER NOTE: IF NECESSARY – A SITE IS WHERE TWO OR MORE STAFF ARE BASED PERMANENTLY

1 site only
2-5 sites
6 or more sites

A11. Workforce Composition

Much of the rest of this interview focuses on your policy and practice in relation to two groups of staff, managers and the largest non-managerial occupational group. However we would also like to ask a few questions in this section only about a third group which we refer to as the Key Group. The three groups are on the card. READ OUT SHOWCARD A11.

1. Managers - employees who primarily manage the organisation, or a department, subdivision, function, or component of the organisation and whose main tasks consist of the direction and coordination of the functioning of the organisation. We do not want you to include those who simply oversee others, such as supervisors, even if their job title includes the word ‘manager’, such as office manager.

2. The LOG – the largest non-managerial occupational group among the employees in the ‘headcount’ in the UK. (This includes those that work regularly, but excludes occasional staff. By regularly we mean if there is a mutual expectation that the employee works on an ongoing basis for your company.)
3. **The Key Group** – those employees whom you might identify as critical to your firm’s organisational learning and core competence. These might be research staff, product designers, major account handlers, developers of new markets, etc. We do not want you to think of a sub group of management, though some of the group may have managerial responsibilities.

Please note that not all your staff will fit into one of these three groups and there may be some overlap between the groups.

Firstly I want to ask you about managers. By managers we mean employees who primarily manage the organisation, or a department, subdivision, function, or component of the organisation and whose main tasks consist of the direction and coordination of the functioning of the organisation.

**NOTE TO INTERVIEWER:** IF THE RESPONDENT IS STRUGGLING WITH THE DEFINITION IT MAY BE USEFUL TO READ OUT THIS:
We do not want you to include those who simply oversee others, even if their job title includes the word ‘manager’, such as office manager. Equally, we do want you to include those who fit the definition but may not have manager in their job title.

a. Could I just check that this identifies a meaningful group in [response from A1e or A1f]?
   
   Yes
   
   No
   
   **IF NO ASK FOR A BRIEF DEFINITION OF ‘MANAGER’ AND WRITE IN.**

   ______________________________________

b. Approximately how many managers are there in the [response from A1e or A1f]?

   Interviewer note: If respondent is having difficulties, than an estimate is acceptable.
   If the respondent cannot provide an estimate, or answers Don’t know then prompt to ranges

   Enter numeric _______ (MIN 1, MAX 20,000)

   **DON’T KNOW**
   
   **NONE**

   If DON’T KNOW prompt to ranges. **SHOWCARD**

   1-9
   10-24
   25-49
   50-99
   100-199
   200-249
   250-299
   300-399
   400-499
   500+
   Null
   Don’t know
IF A NUMERIC RESPONSE IS ENTERED AT A11B, ASK:

A11BB- IS THIS AN ESTIMATE?
YES
NO

ASK ONLY IF CODE 1 AT A1Ci:
A11bi. In addition to those in [CAPI insert A1e or A1f], approximately how many managers of the worldwide company, e.g. at global or regional HQ, are located in the UK?

Interviewer note: If respondent is having difficulties, then an estimate is acceptable. If the respondent cannot provide an estimate, or answers Don't know then prompt to ranges

Enter numeric _______ (MIN 1, MAX 20,000)
Don't know

DON’T KNOW
NONE

If DON’T KNOW prompt to ranges. SHOWCARD

1-9
10-24
25-49
50-99
100-199
200-249
250-299
300-399
400-499
500+
Null
Don't know

IF A NUMERIC RESPONSE IS ENTERED AT A11Bi, ASK:

A11BiB- IS THIS AN ESTIMATE?
YES
NO

c. The second group is your largest non-managerial occupational group among the employees in the ‘headcount’ in the [response from A1e or A1f], which we refer to as the LOG. (This includes staff who work regularly, but excludes occasional staff. By regularly we mean there is a mutual expectation that the employee works on an ongoing basis for your company). For example, in a retail company this might be the check out staff or shelf fillers, in a manufacturing business it might be the semi-skilled operators and in an insurance company it could be call centre staff. What is the LOG in the [response from A1e or A1f]?

INTERVIEWER NOTE: IF RESPONDENT IS HAVING DIFFICULTIES, PLEASE ASK THEM TO THINK ABOUT THE LARGEST NON-MANAGERIAL GROUP OF EMPLOYEES WHOSE MAIN TERMS AND CONDITIONS ARE SIMILAR.
IF THERE ARE TWO OR MORE LARGE-SIZED GROUPS, PROMPT FOR WHETHER THE MAIN TERMS & CONDITIONS ARE SIMILAR. IF SIMILAR, TREAT BOTH GROUPS TOGETHER AS THE LOG, IF DIFFERENT, TREAT THE LARGEST GROUP AS THE LOG.

IF RESPONDENT DOESN’T KNOW WHAT THE LOG IS CALLED PLEASE TYPE IN LARGEST NON-MANAGERIAL GROUP. THIS WILL BE USED THROUGHOUT THE REST OF THE QUESTIONNAIRE FOR QUESTIONS ABOUT THE LOG.

d. What do the (CAPI to display response at A11c) do?

WRITE IN________________________________________________________
DK

e. Is this also the LOG in the worldwide company?

Yes
No
DON’T KNOW

IF NO: What would you say is the LOG in the worldwide company?

WRITE IN NAME _______________________________________________

READ OUT: FOR THE REST OF THE QUESTIONNAIRE, WE WOULD LIKE YOU TO THINK ABOUT THE [RESPONSE FROM A11C] IN THE (response A1e or A1f)

INTERVIEWER READ OUT IF NECESSARY: Please answer for the UK company.

f. How many (CAPI to display response at A11c) are there in the [response from A1e or A1f]? Interviewer note: If respondent is having difficulties, than an estimate is acceptable. If the respondent cannot provide an estimate, or answers Don’t know then prompt to ranges- Showcard A11F

Enter numeric __________ (MIN 1, MAX 500,000)
None
DON’T KNOW

1-9
10-24
25-49
50-99
100-249
250-499
A11f The Key Group are those whom you might identify as critical to your company’s core competence. These might be research staff, product designers, major account handlers or developers or new markets. We do not want you to think of a sub-group of management, though some of the group you identify may have managerial responsibilities. Would you say that the company recognises any such specific group in the [response from A1e or A1f]? 

READ OUT IF NECESSARY: IF THERE IS MORE THAN ONE GROUP PLEASE FOCUS ON THE GROUP THAT IS MOST UNIQUE IN THAT THEY POSSESS SKILLS AND CAPABILITIES THAT ARE DIFFICULT TO OBTAIN ON THE LABOUR MARKET. IF IT IS NOT EASY TO DISTINGUISH BETWEEN GROUPS ON THIS BASIS, PLEASE THINK ABOUT THE LARGEST GROUP

1. Yes – one specific group
2. Yes – more than one group
3. No
4. Don’t know

ASK IF MORE THAN 1 GROUP AT A11g

gg. If there is more than one group, please can I check whether you are thinking about the group that is most unique in terms of skills and capabilities or the largest group?

1. Most unique group in terms of skills and capabilities
2. Largest group
3. Both

IF YES AT G GO TO H (OTHERS GO TO SECTION C):

h. By what name is this group known?

WRITE IN NAME ____________________________

INTERVIEWER: IF RESPONDENT DOESN’T KNOW WHAT THE KEY GROUP IS CALLED PLEASE TYPE IN KEY GROUP. THIS WILL BE USED THROUGHOUT THE REST OF THE QUESTIONNAIRE FOR QUESTIONS ABOUT THE KEY GROUP.
i. Roughly how many employees are in this group across the [response from A1e or A1f]

Interviewer note: If respondent is having difficulties, then an estimate is acceptable. If the respondent cannot provide an estimate, then answer don’t know then prompt to ranges

ENTER NUMERIC ___________ (MIN 1, MAX 50,000)

DK

IF DON’T KNOW PROMPT TO RANGES. SHOWCARD A11i

0
1-9
10-24
25-49
50-99
100-199
200-249
250-499
500-749
750-999
1000-2999
3000-4999
5000+

DK

IF A NUMERIC RESPONSE IS ENTERED AT A11i, PLEASE ASK:

A11ii Is this an estimate?

Yes
No
A11j CUT

A11k (NEW QUESTION)

Do any of this group have managerial responsibilities?

Yes- all of this group
Yes- some of this group
No- none of this group

A11l (NEW QUESTION)

Would you say that the worldwide company identifies any such group amongst the staff located outside the UK?

Yes
No
Don’t know

For the remainder of this questionnaire we will only ask about employment policies and practices relating to either managers or the largest non-managerial occupational group.
Section C: Structure of the HR Function

C0. Is the HR function for the UK operations separate from higher level HR functions (e.g. global HR), or integrated with higher level HR functions?
- separate
- integrated

C00. For which of the following policy levels do you have any HR responsibilities:
MULTICODE
Global HR policy
Regional HR policy
HR policy in the UK
Other (please specify)

C1. The HR Function in the UK
a. How many managers spend the majority of their time on HR matters in the [response from A1e or A1f]?
WRITE IN:
DK

C2. HR Data Collection
a. On which, if any, of the following issues is information on the operating units in the UK monitored by management in a higher level HQ above [response for A1e or A1f], e.g. international business HQ, European HQ (in the UK or elsewhere) or global HQ?
SHOWCARD
CODE ALL THAT APPLY
Managerial pay packages
Management career progression
Overall labour costs
Numbers employed (headcount)
Staff turnover
Absence
Labour productivity
Workforce composition by diversity (e.g. gender, ethnicity, disability, etc)
Employee attitude and satisfaction
Other (please specify)
None of these
Not applicable: no separation between UK operations and higher organisational levels
DK
Aa. On which, if any, of the following issues is information on the operating units outside the UK monitored by management in a higher level HQ, e.g. international business HQ, European HQ (in the UK or elsewhere) or global HQ?

NOTE FOR INTERVIEWER: CLARIFY IF NECESSARY THAT IF PATTERN VARIES BETWEEN DIFFERENT OVERSEAS OPERATIONS, RESPONDENT SHOULD ANSWER FOR THE MOST TYPICAL.

Managerial pay packages
Management career progression
Overall labour costs
Numbers employed (headcount)
Staff turnover
Absenteeism
Labour productivity
Workforce composition by diversity (e.g. gender, ethnicity, disability, etc)
Employee attitude and satisfaction
Other (please specify)
None of these
DK

b. Does the worldwide company have an HR Information System (such as PeopleSoft or SAP HR) that holds data relating to the firm’s international workforce?

Yes
No
DK

C3. Formation of HR Policies across Countries

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

Yes
No
DK

IF YES ASK B (OTHERS GO TO C4)

b. Is there someone from outside the UK on this committee?

Yes
No
DK

C4. Coordination between HR Managers across Countries

a. Are HR managers from different countries brought together in a systematic way? We are thinking here about things like conferences and task forces.

ALLOW MULTICODE OF OPTIONS 1 and 2

Yes – on a global basis
Yes – on a regional basis
No
DK

ASK IF YES AT C4A, OTHERS GO TO C6

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

SHOWCARD C4B.

CODE ONE FOR EACH MECHANISM.

Weekly Monthly Quarterly Annually Ad Hoc Other (please specify) Never

Regular meetings
International conferences
Task forces
Virtual groups e.g. conference calls
Other (specify)

C6 Shared Services in HR

a. Does the HR function in the operating companies outside the UK make use of ‘shared services’ centres that are part of the company at global or regional level? By ‘shared services’ centres we mean specialist units that provide HR services for a range of operating units or divisions.

Yes
No
DK

C7. Transfer of Staff Across Sites

a. How many of the top five management positions in the worldwide company are filled by individuals from outside the UK?

NOTE FOR INTERVIEWER: clarify if necessary that respondent should think about top management positions on the worldwide corporate board or equivalent body.

ENTER NUMERIC _____________ (MIN 1, MAX 5)

None
DK

C8. Overall Philosophy towards the Management of Employees

a. I would now like you to think about your company’s philosophy concerning its management style towards employees. To what extent do you agree or disagree with the following statements, please use a scale of 1 to 5, where 1 is strongly disagree and 5 is strongly agree.

SHOWCARD C8A.
ROTATE STATMENTS

1 = Strongly disagree
2
3
4
5 = Strongly agree
DK

There is a worldwide philosophy covering all global operations

There is a regional philosophy covering all European operations (allow n/a)

The development of a philosophy is left to product-, service- or brand-based international divisions (allow n/a)

The development of a philosophy is left to national operating companies

ASK B IF ANY OF THE FIRST THREE OPTIONS RECEIVED A SCORE OF 4 OR HIGHER

B How important are the traditions of the parent company in shaping this philosophy…?
READ OUT SHOWCARD C8B

READ OUT: PLEASE USE A SCALE OF 1 TO 5 WHERE 1 IS ‘NOT AT ALL IMPORTANT’ AND 5 IS ‘VERY IMPORTANT’

1 = not at all important
2
3
4
5 = very important
Section D: Pay and Performance Management [overseas]

NOTE FOR INTERVIEWER: IF RESPONDENT FINDS IT CONVENIENT, GROUPS LOCATED AT HIGHER ORGANISATIONAL LEVELS (E.G. INTERNATIONAL BUSINESS HQ, EUROPEAN HQ OR GLOBAL HQ) MAY BE INCLUDED WHEN ANSWERING QUESTIONS ABOUT THE UK IN THIS SECTION (BUT NOT AT IN THE 'DISCRETION' QUESTION D16)

D1. Thinking of policy in the [response from A1E OR A1F ] as a whole on pay levels in relation to market comparators, do the [response from A1E OR A1F ] aim to be...

Interviewer note: If necessary clarify that pay levels include base pay and variable or bonus pay. Please include formal and informal policy.

For (CAPI to display response from A11c)

For managers

in the top quartile
in the second quartile
at the median
Below the median
N/A
Don't know

D6. Is there a system of regular formal appraisal of each of the following groups of employees in the [response from A1E OR A1F ]?

IF NECESSARY: By appraisals we mean a system for setting individuals' performance objectives and monitoring performance against past objectives carried out annually or more frequently. If multi-site and situation varies across sites, answer for largest or most important site.

CODE ONE FOR EACH CATEGORY

Yes No Don't know

For (CAPI to display response from A11c)
For Managers

IF NO TO BOTH EMPLOYEE GROUPS, GO TO D10

ASK D6C IF LOG AND MANAGERS BOTH CODED YES AT D6

D6c. Are the two groups, i.e. managers and (CAPI to display response from A11c) covered by:

CODE ONE ONLY

- A single integrated appraisal scheme?
- Different appraisal schemes for each group
D8. Is a ‘forced distribution’ applied to the results of appraisals for the following employee groups in the (CAPI to display response from A1e or A1f)?

Interviewer note: Please include formal and informal policy.

[IF RESPONDENT UNCLEAR ON MEANING OF ‘FORCED DISTRIBUTION’, READ OUT: “By forced distribution we mean a certain % of employees have to be in a particular performance category or rating.”] PLEASE CODE ONE FOR EACH GROUP

Yes  No

ASK ONLY FOR GROUPS CODED YES AT D6:

LOG (CAPI to display response from A11c)

MANAGERS

ASK D8a FOR EACH OF THE GROUPS CODED YES AT D8:

LOG (CAPI to display response from A11c)

MANAGERS

D8a. What is the bottom percentage of this forced distribution?

%_________ PLEASE WRITE IN PERCENTAGE

What is the top percentage of this forced distribution?

%_________ PLEASE WRITE IN PERCENTAGE

DON’T KNOW

D9. Are the outcomes of performance appraisal used as inputs in decisions on redundancy and redeployment in the (CAPI to display response from A1e or A1f)? CODE ALL THAT APPLY

ASK ONLY FOR GROUPS CODED YES AT D6

For managers  For (CAPI to display response from A11c)
i. Yes, as a formal input in decisions
ii. Yes, as an informal input in decisions
iii. No
iv. Not applicable
v. Don’t know

ASK ALL:
D10. Thinking about the managers in the [response from A1E OR A1F], on a scale of 1-5 how important are the following kinds of performance evaluation? SHOWCARD. CODE ONE FOR EACH CATEGORY

[IF NECESSARY: WHERE DIFFERENT SYSTEMS APPLY IN DIFFERENT SITES OR BUSINESS UNITS, APPLY TO THE SYSTEM COVERING THE LARGEST NUMBER OF MANAGERS]

1= not at all important
5= very important
DK

ROTATE STATEMENTS

1 2 3 4 5

i. individual quantitative output targets (e.g. financial, numerical)
ii. individual qualitative output targets (e.g. completion of a task)
iii. group output targets (e.g. for site or business unit)
iv. ‘competences’ or personal skills (e.g. leadership or innovation skills)
v. behaviour in relation to corporate ‘values’

D11. In the [CAPI to display response from A1e or A1f], is a formal system of periodic ‘upward’, ‘peer’ or ‘360-degree’ feedback used in evaluating performance of these groups of employees? CODE ONE FOR EACH GROUP

ASK ONLY IF YES AT D6

Yes No Don’t know

(CAPI to display response from A11c)

Managers

ASK ALL RESPONDENTS

D12. Do [response from A1E OR A1F offer any of the following: READ OUT AND CODE ALL THAT APPLY FOR EACH GROUP

For managers

For

(CAPI to display
Employee share ownership schemes
Profit sharing
Share options
None of the above
DK

D13. Is there **variable pay** for the following groups in the (response from A1e or A1f)?

INTERVIEWER READ OUT IF NECESSARY: “By variable pay we mean merit pay, performance related pay, performance related bonuses or payment by results”

CODE ONE FOR EACH GROUP

<table>
<thead>
<tr>
<th>Yes</th>
<th>No</th>
<th>Don’t know</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

LOG (CAPI to display response from A11c)

**MANAGERS**

IF ‘YES’ FOR LOG AT D13, ASK CORRESPONDING PARTS OF D14, IF ‘NO’, GO TO D16

D14. For [response from A11c] receiving variable pay in [response from A1e or A1f], how important are each of the following factors in determining variable pay? SHOWCARD D14, PLEASE CODE ONE FOR EACH GROUP

INTERVIEWER NOTE: WHERE PRACTICE VARIES WITHIN A GROUP, PLEASE ANSWER FOR THE LARGEST NUMBER OF EMPLOYEES IN THE GROUP

1 = not at all important
5 = very important
DON’T KNOW

<table>
<thead>
<tr>
<th></th>
<th>CAPI to display response from A11c [LOG]</th>
</tr>
</thead>
<tbody>
<tr>
<td>Individual performance</td>
<td>1-5</td>
</tr>
<tr>
<td>Work group performance (e.g. team or departmental performance)</td>
<td></td>
</tr>
<tr>
<td>Organisational performance (e.g. site,</td>
<td></td>
</tr>
</tbody>
</table>
ASK ALL RESPONDENTS

D16. Using this rating scale, to what extent do [response from A1e or A1f] have discretion over the following aspects of pay and performance policy?

SHOWCARD. CODE ONE FOR EACH CATEGORY.

READ OUT: PLEASE THINK ABOUT THE LEVEL OF THE ORGANISATION ABOVE THE [RESPONSE FROM A1e or A1f].

WHERE SITUATION VARIES ACROSS SITES OR BUSINESS UNITS WITHIN THE UK PLEASE ASK RESPONDENT TO ANSWER FOR THE PRIMARY SITE OR UNIT

"THE HIGHER LEVEL MAY BE E.G. AN INTERNATIONAL BUSINESS HEADQUARTERS, A EUROPEAN HEADQUARTERS (IN THE UK OR ELSEWHERE), OR GLOBAL HQ."

1 = The UK operations have no discretion (must implement policy set by a higher level such as corporate or regional HQ)
2   ...
3 = The UK operations have some discretion (can develop policy within the guidelines/framework set by a higher organisational level)
4   ...
5 = The UK operations have full discretion (can set own policy)

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

<table>
<thead>
<tr>
<th></th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>Not Applicable</th>
</tr>
</thead>
<tbody>
<tr>
<td>Relating pay levels to market comparators (e.g. aiming to be in top quartile)]</td>
<td></td>
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<td></td>
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<tr>
<td>Employee share ownership schemes</td>
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<td></td>
<td></td>
<td></td>
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<tr>
<td>Performance appraisal system:</td>
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<td></td>
</tr>
<tr>
<td>For managers</td>
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<td></td>
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<tr>
<td>For (CAPI to display response from A11c)</td>
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</tr>
<tr>
<td>Variable payments scheme:</td>
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<td></td>
<td></td>
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<tr>
<td>For managers</td>
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<tr>
<td>For (CAPI to display response from A11c)</td>
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</table>

ASK ALL

I would now like you to think about the worldwide company’s relationship with its operating companies outside the UK.

D17. Using this rating scale, to what extent do operating companies outside the UK have discretion over the setting of policy on these aspects of pay and performance? SHOWCARD CODE ONE FOR EACH CATEGORY
INTERVIEWER: IF SITUATION VARIES ACROSS OPERATING COMPANIES OUTSIDE THE UK, RESPONDENT SHOULD ANSWER FOR THE MOST TYPICAL SITUATION. IF NECESSARY CLARIFY THAT THIS QUESTION REFERS TO WHOLLY- OR MAJORITY-OWNED OPERATIONS OUTSIDE THE UK

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

N/A: There is no 'typical' situation: the level of discretion varies widely across different overseas operations
Don't know

<table>
<thead>
<tr>
<th></th>
<th>1-5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Relating pay levels to market comparators (e.g. aiming to be in top quartile)</td>
<td></td>
</tr>
<tr>
<td>Performance appraisal system:</td>
<td></td>
</tr>
<tr>
<td>For managers</td>
<td></td>
</tr>
<tr>
<td>For (CAPI to display response from A11c)</td>
<td></td>
</tr>
</tbody>
</table>
Section E: Training, Development and Organisational Learning

I would now like to ask you some questions about training, development and organisational learning.

NOTE FOR INTERVIEWER: IF RESPONDENT FINDS IT CONVENIENT, GROUPS LOCATED AT HIGHER ORGANISATIONAL LEVELS (E.G. INTERNATIONAL BUSINESS HQ, EUROPEAN HQ OR GLOBAL HQ) MAY BE INCLUDED WHEN ANSWERING QUESTIONS ABOUT THE UK IN THIS SECTION (BUT NOT AT IN THE 'DISCRETION' QUESTION E9A)

ASK ALL RESPONDENTS
E2. What percentage of the annual pay bill in the [response from A1E OR A1F] was spent on training and development for all employees over the past 12 months? CODE ONE ONLY

Percentage ____________% WRITE IN FIGURE
None
Don’t know

E4. In the worldwide company is there a formal system of succession planning for senior managers. YES/NO (if no go to E4ii) IF YES
4i. Is this system used in [response from A1e or A1f] YES
NO

IF NO at E4i
4ii. Do [response from A1e or A1f] have a formal system of succession planning for its senior managers?

E4a. In the worldwide company is there a management development programme specifically aimed at developing ‘high potentials’ or senior management potential? YES/NO (if no go to 4aii) IF YES

4ai. Is this management development programme used in [response from A1e or A1f]? YES/NO
IF NO at E4ai
4aii. Do [response from A1e or A1f] have a management development programme specifically aimed at developing ‘high potentials’ or senior management potential? YES/NO/DON’T KNOW

E4b. How extensively are each of the following used for the development of these managers in [response from A1e or A1f]: SHOWCARD. CODE ONE FOR EACH CATEGORY

NOTE FOR INTERVIEWER: clarify if necessary that ‘these managers’ refers to high potentials or senior management potential, whether or not they are in a management development programme.

1=not used at all
5=used very extensively
Don’t know
<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>i.</td>
<td>Short term International assignments (12 months or less)</td>
</tr>
<tr>
<td>ii.</td>
<td>Cut</td>
</tr>
<tr>
<td>iii.</td>
<td>Long term international assignments (more than 12 months)</td>
</tr>
<tr>
<td>iv.</td>
<td>Formal global management training</td>
</tr>
<tr>
<td>v.</td>
<td>Assessment of performance against a set of global management competencies</td>
</tr>
<tr>
<td>vi.</td>
<td>Qualifications programme (e.g. MBA, professional qualifications)</td>
</tr>
</tbody>
</table>

**ASK ALL RESPONDENTS**

E6a. Are any expatriates from the operating companies outside the UK currently working on long-term assignments (i.e. more than 12 months) in the UK?

**NOTE FOR INTERVIEWER:** IF NECESSARY CLARIFY THAT 'EXPATRIATES' IN THIS QUESTION REFERS TO EMPLOYEES FROM OPERATING COMPANIES OUTSIDE THE UK WHO ARE CURRENTLY ON ASSIGNMENT IN THE UK.

Yes
No
Don't know

IF NO OR DK GO TO E6b

ASK IF YES AT E6A

E6aa. How many expatriates from operating companies outside the UK are working at:…..?
READ OUT

<table>
<thead>
<tr>
<th>WRITE IN FIGURE</th>
</tr>
</thead>
<tbody>
<tr>
<td>i. [response from A1e or A1f]</td>
</tr>
<tr>
<td>ii. Other parts of the worldwide company in the UK (e.g. global, regional, European HQ)</td>
</tr>
</tbody>
</table>

NONE AND DON’T KNOW CODE
ASK ALL:

E6b. Are there any expatriates from the UK currently working on long-term (i.e. more than 12 months) assignments overseas …? CODE ONE ONLY. READ OUT
Note for interviewer: if necessary clarify that 'expatriates' in this question refers to employees of the company's operations in the UK who are currently on assignment in operations of the worldwide company abroad.

Yes
No
Don't know

If no or don't know go to E7

E6bb. Approximately how many UK expatriates are there working on long-term assignments overseas?

Note for interviewer: if necessary clarify that 'expatriates' in this question refers to employees of the company's operations in the UK who are currently on assignment in operations of the worldwide company abroad.

______________ write in figure

Don't know

Ask all:

E7a. Thinking of your policy/approach on training and development for the [response from A1E OR A1F], to what extent do you agree with each of the following statements:

SHOWCARD. CODE ONE FOR EACH CATEGORY

1=strongly disagree
5=strongly agree
Don't know

<table>
<thead>
<tr>
<th>For the [response from A11C]</th>
<th>1-5</th>
</tr>
</thead>
<tbody>
<tr>
<td>On-the-job learning (experience gained on the job) is more valuable than off-the-job classroom training and development.</td>
<td></td>
</tr>
<tr>
<td>Investment in training is critical to either developing or retaining key skills in this company</td>
<td></td>
</tr>
<tr>
<td>For managers in the [response from A1E OR A1F]</td>
<td></td>
</tr>
<tr>
<td>Our company favours internal promotion over external management recruitment</td>
<td></td>
</tr>
<tr>
<td>International experience is a key criterion for career progression at senior levels.</td>
<td></td>
</tr>
</tbody>
</table>

E8. Now I want to ask you about the mechanisms you use for organisational learning on an international level, by this I mean mechanisms used to create new knowledge involving managers from different country operations, or to transfer knowledge across the international organisation.

E8a. Is there a formal policy on organisational learning for:
CODE ONE FOR EACH CATEGORY
a) The response from A1E OR A1F

<table>
<thead>
<tr>
<th></th>
<th>Yes</th>
<th>No</th>
<th>Don’t Know</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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</table>

b) The worldwide company

<table>
<thead>
<tr>
<th></th>
<th>Yes</th>
<th>No</th>
<th>Don’t Know</th>
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</tbody>
</table>

ASK IF YES AT E8AA AND E8AB

E8A1. To what extent is the organisational learning policy for [response from A1e or A1f] and the worldwide company similar SHOWCARD:

1 = not at all similar
2 =
3 =
4 =
5 = highly similar
DONT’ KNOW

E8b. Thinking about managers, do the [response from A1E OR A1F ] use any of the following to facilitate organisational learning.

: PLEASE READ OUT. CODE ONE FOR EACH CATEGORY

<table>
<thead>
<tr>
<th></th>
<th>YES</th>
<th>NO</th>
<th>Don’t Know</th>
</tr>
</thead>
<tbody>
<tr>
<td>i.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>ii.</td>
<td>Expatriate assignments</td>
<td></td>
<td></td>
</tr>
<tr>
<td>iii.</td>
<td>International project groups or task forces</td>
<td></td>
<td></td>
</tr>
<tr>
<td>iv.</td>
<td>International formal committees</td>
<td></td>
<td></td>
</tr>
<tr>
<td>v.</td>
<td>International informal networks</td>
<td></td>
<td></td>
</tr>
<tr>
<td>v.</td>
<td>Secondments to other organisations internationally (e.g. to suppliers, customers, universities, private R&amp;D facilities)</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

E8d. Which of these is the most important international organisational learning mechanism used by managers within the [response from A1E OR A1F]? READ OUT AND CODE ONE ONLY

CAPI DISPLAY CODES CODED AT E8B

<table>
<thead>
<tr>
<th></th>
<th>Yes</th>
<th>No</th>
<th>Don’t Know</th>
</tr>
</thead>
<tbody>
<tr>
<td>I.</td>
<td>Expatriate assignments</td>
<td></td>
<td></td>
</tr>
<tr>
<td>II.</td>
<td>International project groups or task forces</td>
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</tr>
<tr>
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<td></td>
</tr>
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<td>IV.</td>
<td>International informal networks</td>
<td></td>
<td></td>
</tr>
<tr>
<td>V.</td>
<td>Secondments to other organisations internationally (e.g. to suppliers, customers, universities, private R&amp;D facilities)</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
E8e. Thinking of [the most important organisational learning mechanism – e8d] how important is this to each of the following organisational learning outcomes: SHOWCARD. PLEASE CODE FOR EACH CATEGORY

1=not at all important
5=very important
Not used
Don’t Know

ROTATE STATEMENTS

<table>
<thead>
<tr>
<th></th>
<th>1-5</th>
</tr>
</thead>
<tbody>
<tr>
<td>i. international policy development</td>
<td></td>
</tr>
<tr>
<td>ii. international policy adaptation</td>
<td></td>
</tr>
<tr>
<td>iv. Dissemination of best practice internationally</td>
<td></td>
</tr>
<tr>
<td>vii. Development of core global organisational competencies</td>
<td></td>
</tr>
<tr>
<td>viii. Development of a global organisational culture</td>
<td></td>
</tr>
<tr>
<td>iv. generation of new knowledge or know-how internationally</td>
<td></td>
</tr>
<tr>
<td>x. OTHER, specify</td>
<td></td>
</tr>
</tbody>
</table>

E9a. Using this rating scale, to what extent do [response from A1e or A1f] have discretion over determining the following training and development policies? SHOWCARD. CODE ONE FOR EACH CATEGORY


"THE HIGHER LEVEL MAY BE E.G. AN INTERNATIONAL BUSINESS HEADQUARTERS, A EUROPEAN HEADQUARTERS (IN THE UK OR ELSEWHERE), OR GLOBAL HQ."

Where the situation varies across the sites or business units within UK operations, please ask respondents to answer for the primary site or unit.

1 = The UK operations have no discretion (must implement policy set by a higher level such as corporate or regional HQ)
2 ... 3 = The UK operations have some discretion (can develop policy within the guidelines/framework set by a higher organisational level)
4 ... 5 = The UK operations have full discretion (can set own policy)

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

Don't know

<table>
<thead>
<tr>
<th>ASK TO ALL RESPONDENTS</th>
<th>1-5</th>
<th>Not applicable</th>
</tr>
</thead>
<tbody>
<tr>
<td>i. Overall policy on training and development in the UK operations</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
I would now like you to think about the worldwide company’s relationship with its operating companies outside the UK.

E9b Using this rating scale, to what extent do operating companies outside the UK have discretion over these aspects of training and development policy? PLEASE CODE ONE FOR EACH CATEGORY.

INTERVIEWER: IF SITUATION VARIES ACROSS OPERATING COMPANIES OUTSIDE THE UK, RESPONDENT SHOULD ANSWER FOR THE MOST TYPICAL SITUATION. IF NECESSARY, CLARIFY THAT THIS QUESTION REFERS TO WHOLLY- OR MAJORITY-OWNED OPERATIONS OUTSIDE THE UK.

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

N/A: There is no ‘typical’ situation: the level of discretion varies widely across different overseas operations
Don’t know

<table>
<thead>
<tr>
<th>ASK ALL</th>
<th>1-5</th>
<th>Not applicable</th>
</tr>
</thead>
<tbody>
<tr>
<td>i. Overall policy on training and development</td>
<td></td>
<td></td>
</tr>
<tr>
<td>ASK ALL</td>
<td>1-5</td>
<td></td>
</tr>
<tr>
<td>iv. Policy on organisational learning</td>
<td></td>
<td></td>
</tr>
<tr>
<td>ASK ALL</td>
<td>1-5</td>
<td></td>
</tr>
<tr>
<td>v. Policy on succession planning for senior managers</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Section F: Employee Involvement and Communication

I would now like to ask about policies on employee involvement and communication, starting with the involvement of employees in the work process

ASK ALL

Participation and Involvement

F1 Could you tell me whether you use the following practices in relation to the [CAPI to display response to A11c] in the [response from A1E or F]? PLEASE CODE ONE FOR EACH CATEGORY

Yes No

- Formally designated teams in which employees have responsibility for organizing their work and carrying out a set of tasks
- Groups where employees discuss issues of quality, production or service delivery such as problem-solving or continuous improvement groups
- Any other practices designed specifically to involve employees directly in the work process?

IF ‘NO’ TO ALL, GO TO F3B; OTHERS ASK F2 AND F3

ASK F2 IF CODES 2 OR 3 AT A5E ONLY

F2 Which of the following most closely corresponds to the pattern of employee involvement in the [response from A1E OR A1F]? CODE ONE ONLY
- An identical or similar pattern exists across all or most sites
- All or most sites have involvement systems, but they differ from site to site
- Some sites have involvement systems while others do not
- Don’t know

F3. How important have each of the following been in providing examples of employee involvement that have been taken up in [response from A1E or A1F]? SHOWCARD. PLEASE CODE ONE FOR EACH CATEGORY

<table>
<thead>
<tr>
<th>Source of Examples</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>i. Specific practices elsewhere in the worldwide company</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>ii. Formal model of good practice codified elsewhere in worldwide company</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>iii. [deleted]</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>iv. Examples drawn from other firms</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

ONLY ASK THOSE WHO ANSWERED 3, 4 OR 5 AT STATEMENT IV ON F3
F3A. Would you say that examples from other firms came mainly from your business sector or outside the business sector or both equally? CODE ONE ONLY

- Sector
- Outside the sector
- Both equally

F3B: Do you use teamwork or other employee involvement practices in your operating companies outside the UK?
- Yes
- No
- Don’t know

INTERVIEWER NOTE: CLARIFY IF NECESSARY THAT WE ARE INTERESTED IN PRACTICES THAT RELATE TO EMPLOYEES SIMILAR TO THE UK LOG.

IF YES ASK F3C; IF NO GO TO F5

F3C [new]: Would you say that practices in relation to employee involvement in the worldwide company are: CODE ONE ONLY SHOWCARD
- Very similar across all operations
- Broadly similar but with some variations
- Similar to some extent but with substantial variations
- Fairly diverse
- Very diverse
- Don’t know

ASK ALL

F5. Does the [response from A1E or F] use project teams or task forces, embracing employees other than managers, that function across more than one operating unit? CODE ONE ONLY

- Yes
- No
- Don’t Know

IF YES AT F5 ASK F5A; IF NO GO TO F7:

F5C. Do you have formal training schemes for employees involved in these activities? CODE ONE ONLY

- Yes
- No
- Don’t Know

F5E. Do such groups also include employees from your customers or suppliers? CODE ONE ONLY

- Yes
- No
- Don’t Know
F5F. And do these groups involve joint projects with firms with which you are otherwise in competition? CODE ONE ONLY

IF RESPONDENT IS UNCERTAIN, EXPLAIN THAT AN EXAMPLE WOULD BE 2 COMPUTER FIRMS WORKING TOGETHER ON A PARTICULAR PIECE OF SOFTWARE.

Yes
No
Don’t Know

F6. Do these groups in the UK also include employees from outside the UK? CODE ONE ONLY.

Yes
No
Don’t Know

ASK IF YES ASK F6A; IF NO GO TO F7:

F6A.: How common is the cross-national structure of these teams?
SHOWCARD. CODE ONE ONLY

(1 = very rare; 5 = very common)

ASK ALL RESPONDENTS

F7. Do such project teams or task forces operate elsewhere in the world-wide company?
CODE ONE ONLY

Yes
No
Don’t Know

ASK IF YES ASK F7A; IF NO GO TO F8

F7A. How widespread are these activities? CODE ONE OLY
Global
Most regions
Some regions

ASK ALL RESPONDENTS

I would now like to ask about arrangements for communicating with your employees.

F8. Which of the following mechanisms do you use regularly to communicate with the [CAPI to display responses to A11c] within [response from A1E or F]? SHOWCARD CODE ONE FOR EACH CATEGORY

<table>
<thead>
<tr>
<th>Meeting</th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>Meetings of senior managers and the whole of the work force</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Meetings between line managers or supervisors and employees (sometimes called briefing groups)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Attitude surveys</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Suggestion schemes</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Open Door scheme</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Systematic use of the management chain to cascade information
Newsletters or emails
A company intranet providing information to employees
Other (PLEASE SPECIFY)

ASK F8A IF MORE THAN ONE MENTIONED; IF ONLY ONE, GO TO F8B. IF NONE MENTIONED, GO TO F9.

F8A. Does the [response from A1E OR A1F] give particular significance to any one of these mechanisms? CODE ONE ONLY

Yes
No

IF YES AT F8A:
F8ai Which mechanism does the [response from A1E OR A1F] give particular significance to?

CAPI TO DISPLAY CODES IF YES AT F8

IF MULTI-SITE AT A5E:
F8B. Which of the following most closely corresponds to the pattern of communication in the [response from A1E OR A1F]? CODE ONE ONLY

- An identical or similar pattern exists across all or most sites
- All or most sites have communication systems, but they differ from site to site
- Some sites have communication systems while others do not

ASK ALL RESPONDENTS

F9 Which of the following information is regularly provided to the (response from A11c) within the [response from A1e or A1f] about the [response from A1e or A1f]

<table>
<thead>
<tr>
<th></th>
<th>Yes</th>
<th>No</th>
<th>Don’t Know</th>
</tr>
</thead>
<tbody>
<tr>
<td>- the financial position of the company</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- investment plans</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- staffing plans</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

F9b Which of the following information is regularly provided to the (response from A11c) within the [response from A1e or A1f] about the worldwide company?

<table>
<thead>
<tr>
<th></th>
<th>Yes</th>
<th>No</th>
<th>Don’t know</th>
</tr>
</thead>
<tbody>
<tr>
<td>- the financial position of the worldwide company</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- investment plans</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>- staffing plans</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

F10. Using this rating scale, to what extent do the [response from A1e or A1f] have discretion over the following aspects of employee involvement and communication policy? SHOWCARD. PLEASE CODE ONE FOR EACH CATEGORY

THE HIGHER LEVEL MAY BE E.G. AN INTERNATIONAL BUSINESS HEADQUARTERS, A EUROPEAN HEADQUARTERS (IN THE UK OR ELSEWHERE), OR GLOBAL HQ.

WHERE SITUATION VARIES ACROSS SITES OR BUSINESS UNITS WITHIN THE UK, PLEASE ASK RESPONDENT TO ANSWER FOR THE PRIMARY SITE OR UNIT

1 = The UK operations have no discretion (must implement policy set by a higher level such as corporate or regional HQ)
2 =
3 = The UK operations have some discretion (can develop policy within the guidelines/framework set by a higher organisational level)
4 =
5 = The UK operations have full discretion (can set own policy)

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

<table>
<thead>
<tr>
<th>Policies relating to:</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>Not Applicable</th>
</tr>
</thead>
<tbody>
<tr>
<td>a) Involvement of employees in work process, e.g. team work or problem-solving groups</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>b) Attitude surveys and suggestion schemes</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>c) Provision of information to employees</td>
<td></td>
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</tr>
</tbody>
</table>

ASK ALL
I would now like you to think about the worldwide company’s relationship with its operating companies outside the UK.

F11. Using this rating scale, to what extent do the operating companies outside the UK have discretion over the setting of policy on these aspects of involvement and communication policy? SHOWCARD CODE ONE FOR EACH CATEGORY

INTERVIEWER: IF SITUATION VARIES ACROSS OVERSEAS OPERATIONS, RESPONDENT SHOULD ANSWER FOR THE MOST TYPICAL SITUATION. IF NECESSARY, CLARIFY THAT THIS QUESTION REFERS TO WHOLLY- OR MAJORITY-OWNED OPERATIONS OUTSIDE THE UK.
1 = The operating companies outside the UK have no discretion (must implement policy set by a higher level such as corporate or regional HQ)

2 ...

3 = The operating companies outside the UK have some discretion (can develop policy within the guidelines/framework set by a higher organisational level)

4 ...

5 = The operating companies outside the UK have full discretion (can set own policy)

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

Don’t know

<table>
<thead>
<tr>
<th>Policies relating to:</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>N/A</th>
</tr>
</thead>
<tbody>
<tr>
<td>Involvement of employees in work process, e.g. team work or problem-solving groups</td>
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<td></td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Attitude surveys and suggestion schemes</td>
<td></td>
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<td>Provision of information to employees</td>
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<td></td>
<td></td>
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</tr>
</tbody>
</table>
Section G: Employee Representation and Consultation

I would now like to ask you some questions about employee representation and consultation.

Employee representation

G1. Thinking of the (CAPI to display response at A11c) in the [response from A1E OR A1F], are trade unions recognised for the purposes of collective employee representation at … ? READ OUT AND CODE ONE ONLY

INTERVIEWER: If company has more than one site, please read out codes 1-4, if company only has one site, read out codes 1 and 5.

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

ASK G2 IF CODE 2,3, 4 OR 5 AT G1 IF CODE 1 AT G1 GO TO G3

G2. Are there any non-union based structure(s) of collective employee representation for the (CAPI to display response at A11c) ?

IF NECESSARY AN EXAMPLE OF COLLECTIVE EMPLOYEE REPRESENTATION IS A COMPANY COUNCIL

MULTICODE OK FOR FIRST TWO CODES (YES)

NB: TICK ALL THAT APPLY
1 Yes, at sites where there is no trade union recognition
2 Yes, at sites where there is also trade union recognition
3 No

IF CODE 1 OR 2 AT G2 ASK G2A

G2a. Have any of these structures been newly established within the past 3 years? CODE ONE ONLY

Yes
No

ASK G3 IF CODE 1 AT G1 OR DK AT G1

G3. Is/are there any non-union based structure(s) of collective employee representation (e.g. company council) for the (CAPI to display response at A11c)? CODE ONE ONLY

Interviewer: If yes, read out codes 1-3 if the company has more than one site, and code 4 if the company has only one site

Yes, at all sites
Yes, at most sites
Yes, at some sites
Yes, at the company's single UK site
G3a. Have any of these structures been newly established within the past 3 years? CODE ONE ONLY

Yes
No
Don't know

G4. CUT

ASK IF CODES 2, 3, 4 AND 4 AT G1:

G5. Thinking about any new sites opened by [response for A1E OR A1F] in the previous 3 years, have trade unions for the (CAPI to display response at A11c) been recognised for the purposes of collective representation .... ? READ OUT AND CODE ONE ONLY

INTERVIEWER NOTE: NEW SITES DOES NOT REFER TO ANY SITES GAINED THROUGH ACQUISITIONS. NEW SITES ARE OFTEN REFERRED TO AS ‘GREENFIELD’ SITES.

No new sites opened
No- at no new sites
Yes- at some new sites
Yes- at most new sites
Yes-at each new site

ASK ALL:
G6. Thinking about the sites which have been acquired over the previous 3 years, have there been any changes in trade union recognition for the purpose of collective representation?

MULTICODE OK FOR CODE 2 OR 3

1) No changes
2) New Trade Union recognition at 1 or more sites
3) Trade Union recognition withdrawn at one or more sites
4) No sites acquired
ASK ALL
G8. How would you describe the policy of management towards union recognition within [response from A1E OR A1F]? READ OUT AND CODE ONE ONLY

In favour of union recognition
Not in favour of union recognition
Neutral towards union recognition

ASK ALL
G8B. Thinking of the worldwide company’s operating companies outside the UK, which of the following statements comes closest to capturing your policy towards trade unions? CODE ONE ONLY SHOWCARD

There is no policy
It is general policy not to bargain with trade unions, either directly or indirectly through an employers’ association
We expect local management to follow the local practice in the industry and/or locality
It is general policy to bargain with trade unions, either directly or indirectly through an employers’ association
Don’t know

ASK G9 IF CODES 2, 3, 4 or 5 AT G1 (ie unions recognised at least at one site for LOG)

G9. Is there collective bargaining with trade unions over pay and major conditions (e.g. working time) at any of the following levels covering all or some of the (CAPI to display response at A11c) within [response from A1E OR A1F]…?
READ OUT AND CODE ALL THAT APPLY – MULTI-CODE ONLY ALLOWABALE FOR CODES 3, 4 AND 5

| at UK company level, covering all sites |
| at the company’s single UK site |
| Covering more than one, but not all UK sites |
| at individual site level |
| at industry level, covering more than one employer |
| there is no collective bargaining over pay |

IF CODES 1, 2, 3, 4 OR 5 AT G9
G10. Approximately what percentage of the (CAPI to display response at A11c) in are [response from A1E OR A1F] covered by these collective bargaining arrangements? Percentage _____________% WRITE IN FIGURE

IF CODES 1, 3, 4 OR 5 AT G9
G11. Are the main substantive provisions of collective agreements across all the sites …? IF NECESSARY: Substantive provisions include pay, benefits, working hours and holidays. READ OUT

Identical or similar across all or most sites
Similar across some sites, different across others
Different across all or most sites
ASK G12 IF CODED 2, 3, 4 OR 5 AT G1 (ie unions recognised at least at one site)

G12. Using this rating scale, which best describes the policy towards working with unions on the following matters relating to the (CAPI to display response at A11c) : SHOWCARD. CODE ONE FOR EACH CATEGORY

1 = management decides on its own
3 = management consults union representatives
5 = management decides jointly with union representatives
Don’t know

<table>
<thead>
<tr>
<th>Work organisation</th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Sub-contracting and outsourcing</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Variable payments schemes</td>
<td></td>
<td></td>
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<td></td>
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<tr>
<td>In-work training / upgrading skills</td>
<td></td>
<td></td>
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<tr>
<td>Direct employee involvement schemes</td>
<td></td>
<td></td>
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</tr>
</tbody>
</table>

ASK ALL

G13. Using this rating scale, to what extent do [response from A1e or A1f] have discretion over setting the following elements of policy towards trade unions? SHOWCARD CODE ONE FOR EACH CATEGORY

Read out: Please think about the level of the organisation above the [RESPONSE FROM A1e or A1f].

"THE HIGHER LEVEL MAY BE E.G. AN INTERNATIONAL BUSINESS HEADQUARTERS, A EUROPEAN HEADQUARTERS (IN THE UK OR ELSEWHERE), OR GLOBAL HQ."

Where situation varies across the sites or business units within the UK, please ask respondents to answer for the primary site or unit.

1 = the UK operations have no discretion (must implement policy set by a higher level such as corporate or regional HQ)
2 ...
3 = the UK operations have some discretion (can develop policy within the guidelines/framework set by a higher organisational level)
4 ...
5 = the UK operations have full discretion (can set own policy)

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

Scope of union involvement in decision-making (allow not applicable)

Employee consultation

ASK ALL
G14. Are regular meetings held between management and representatives of employees at this level of [response from A1E OR A1F] for the purpose of information provision and consultation?

IF NECESSARY: By regular we mean more than once a year. By 'at this level' we mean meetings which cover all sites/operations within [response from A1E OR A1F]. CODE ONE ONLY

Yes
No
Don’t know

ASK G16 IF YES AT G14 [IF NO GO TO G20]

G16. Do these meetings cover … ? READ OUT AND CODE ONE ONLY

1 All employees under a single arrangement
2 All employees, but with different arrangements for different groups
3 Some groups of employees under a single arrangement
4 Some groups of employees, but with different arrangements for different groups
5 Other [please specify]

ASK G18d IF YES AT G14

G18d
Using this rating scale, which of the following statements best describes the overall nature of these meetings … SHOWCARD

1. management provides minimal information required for compliance, there is little or no dialogue with employee representatives over issues; and no impact on decision outcomes
2. …
3. management provides information somewhat beyond that required for compliance; there is a substantive dialogue with employee representatives on a limited range of issues; and a limited impact on decision outcomes
4. …
5. management provides information considerably beyond that required for compliance; there is substantive dialogue with employee representatives over a wide range of issues; and an extensive impact on decision outcomes

ASK G20 IF NO AT G14
G20. Do you anticipate establishing such a structure for [response from A1E OR A1F] over the next 2 years?

YES
NO
Don't Know

ASK IF MULTI-SITE IE A5E IS CODED 2-5 OR 6 OR MORE SITES

G21. Are regular meetings held between management and representatives of employees at lower levels of the [response from A1E OR A1F] which are primarily concerned with information provision and consultation? SHOWCARD

If yes, probe to find out if meetings cover all, most or some sites

READ OUT: BY REGULAR, WE MEAN MORE THAN ONCE A YEAR. BY LOWER LEVELS OF THE UK OPERATION WE MEAN SITE LEVEL MEETINGS AND/OR THOSE COVERING SEVERAL SITES (E.G. A REGION OR BUSINESS) BUT NOT ALL SITES.

CODE ONE ONLY

Yes, at all sites or covering all sites
Yes, at most sites or covering most sites
Yes, at some sites or covering some sites
No

ASK ALL

G22. Over the past 3 years, has the prospect of the UK’s recently implemented Information and Consultation of Employees (ICE) Regulations prompted any changes in arrangements for employee consultation…? CODE ONE ONLY

Yes
No
There are no such arrangements in the UK operations

ASK G23 IF YES AT G22

G23. Which, if any, of the following changes have occurred …? SHOWCARD CODE NO MORE THAN ONE FOR EACH CATEGORY

If yes, probe to find out whether changes cover all sites, most sites or some sites or just at the single UK site

<table>
<thead>
<tr>
<th></th>
<th>Covering all sites</th>
<th>Covering most sites</th>
<th>Covering some sites</th>
<th>At the single UK site</th>
</tr>
</thead>
<tbody>
<tr>
<td>Establishment of new arrangements</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Modifications to existing arrangements</td>
<td></td>
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</tr>
</tbody>
</table>
ASK IF YES AT EITHER G14 OR G21 [IF NO AT BOTH QUESTIONS GO TO G27]

G26. Which of the following statements best describes management’s relative emphasis in [response from A1E OR A1F] on mechanisms for communicating and consulting with employees? SHOWCARD

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

ASK ALL

G27. Using this rating scale, to what extent do [response from A1E OR A1F] have discretion over determining employee consultation policy? SHOWCARD. CODE ONE ONLY

IF NECESSARY, POLICY ON EMPLOYEE CONSULTATION INCLUDES HOW TO COMPLY WITH DOMESTIC LEGISLATIVE REQUIREMENTS, BALANCE BETWEEN DIRECT AND INDIRECT EMPLOYEE CONSULTATION ETC.

Read out: Please think about the level of the organisation above the [RESPONSE FROM A1E OR A1F].

THE HIGHER LEVEL MAY BE E.G. AN INTERNATIONAL BUSINESS HEADQUARTERS, A EUROPEAN HEADQUARTERS (IN THE UK OR ELSEWHERE), OR GLOBAL HQ.

Where situation varies across the sites or business units within the UK, please ask respondents to answer for the primary site or unit.

1 = the UK operations have no discretion (must implement policy set by a higher level such as corporate or regional HQ)
2 ...
3 = the UK operations have some discretion (can develop policy within the guidelines/framework set by a higher organisational level)
4 ...
5 = the UK operations have full discretion (can set own policy)

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

ASK ALL

G24A. Does the worldwide company have experience of operating with mandatory employee consultation structures (e.g. works councils) that are required in some countries overseas?

Yes
No
Don't know
IF YES

G24B. Which of the following statements comes closest to capturing the worldwide company’s policy? SHOWCARD

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

ASK ALL

G28. Is there a European Works Councils or similar European-level employee information and consultation structure which covers [response from A1E OR A1F]? CODE ONE ONLY

- Yes
- No
- Don't know

ASK IF YES AT G28

G30. Do you attend meetings of the EWC? CODE ONE ONLY

- Yes – attend regularly
- Yes – attend occasionally
- No

ASK IF YES AT G30

G31. Do you share experiences of EWC practice with other companies with established arrangements? MULTICODE OK FOR ANY YES

- Yes, companies in the same sector
- Yes, companies in other sectors
- No

ASK G32 IF NO AT G30

G32. Do you receive information about the activity and meetings of the EWC … ? CODE ONE ONLY

- Systematically at the time of EWC meetings
- Periodically, on an ‘as necessary’ basis
- Little or no information about the EWC received

ASK IF YES AT G28

G34d Using this rating scale, which of the following statements best describes the overall nature of the EWC … SHOWCARD

1. management provides minimal information required for compliance, there is little or no dialogue with employee representatives over issues; and no impact on decision outcomes
2. …
3. management provides information somewhat beyond that required for compliance; there is a substantive dialogue with employee representatives on a limited range of issues; and a limited impact on decision outcomes
4. ...
5. management provides information considerably beyond that required for compliance; there is substantive dialogue with employee representatives over a wide range of issues; and an extensive impact on decision outcomes

IF NO AT G28
G35. Do you anticipate an EWC being established over the next 2 years?
Yes – within the next 2 years
Yes – in over 2 years time
No

ASK ALL
I would now like you to think about the worldwide company’s relationship with its operating companies outside the UK.

G36. Using this rating scale, to what extent do operating companies outside the UK have discretion over the setting of policy on relations with trade unions? SHOWCARD CODE ONE FOR EACH CATEGORY INTERVIEWER: IF SITUATION VARIES ACROSS OPERATING COMPANIES OUTSIDE THE UK, RESPONDENT SHOULD ANSWER FOR THE MOST TYPICAL SITUATION. IF NEEDED, CLARIFY THAT THIS QUESTION REFERS TO WHOLLY- OR MAJORITY-OWNED OPERATIONS OUTSIDE THE UK.

<table>
<thead>
<tr>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
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</thead>
<tbody>
<tr>
<td>Union recognition</td>
<td></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Scope of union involvement in decision-making</td>
<td></td>
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</tbody>
</table>

N/A: There is no ‘typical’ situation: the level of discretion varies widely across different overseas operations
Don’t know
ASK ALL
G37. Using this rating scale, to what extent do operating companies outside the UK have discretion over determining employee consultation policy? SHOWCARD. CODE ONE ONLY

INTERVIEWER: IF SITUATION VARIES ACROSS OPERATING COMPANIES OUTSIDE THE UK, RESPONDENT SHOULD ANSWER FOR THE MOST TYPICAL SITUATION

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

= N/A: There is no 'typical' situation: the level of discretion varies widely across different overseas operations
= Don’t know
Section I: Relationship between the UK company and its operating companies outside the UK

The next few questions are about international HR policies and how they are formed

I1. Reverse Diffusion

I1a. Have the operating companies outside the UK provided any new practices in the following areas that have been taken up elsewhere in the worldwide company: CODE ONE FOR EACH CATEGORY. SHOWCARD

ADD DK

<table>
<thead>
<tr>
<th></th>
<th>No</th>
<th>Yes, in the UK</th>
<th>Yes, in major businesses</th>
<th>Yes, taken up globally</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pay and performance management</td>
<td></td>
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<tr>
<td>Training and development</td>
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<tr>
<td>employee involvement and</td>
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<tr>
<td>communication</td>
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<td></td>
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<tr>
<td>employee consultation</td>
<td></td>
<td></td>
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</tbody>
</table>

I1B. Thinking about the way that HR policies that apply across countries are formed, please indicate the extent to which you agree with the following statements: SHOWCARD

(1 = strongly disagree, 5 = strongly agree)

A higher level headquarters HR function (e.g. international business HQ, European HQ or global HQ) assigns roles for leading policy formation to HR managers outside the UK. SHOWCARD. CODE ONE ONLY

It is possible to point to global HR policies that are based on those that were originally developed outside the UK. SHOWCARD. CODE ONE ONLY

I3a. Do any of the following have an influence on training and development policy in the operating companies outside the UK MULTICODE ALLOWED. SHOWCARD 13A1.

INTERVIEWER NOTE: BY EMEA WE MEAN EUROPE, MIDDLE-EAST & AFRICA

Global HQ
International division or business line HQ
Regional HQ (e.g. Europe, EMEA)
Other (please specify)
None of the above

READ OUT: IF THE SITUATION VARIES ACROSS COUNTRIES PLEASE ANSWER FOR THE MOST TYPICAL NATIONAL OPERATIONS

Ask if I3a is multicoded

I3b. Which of these has the greatest influence on policy on training and development in the operating companies outside the UK? READ OUT

CAPI TO DISPLAY CODES FROM I3a1

ASK I3C IF CODES 1,2,3,4,5 at I3A

I3c. Using this rating scale, how significant are each of the following kinds of influence from [CAPI TO INSERT RESPONSE FROM I3A1 IF SINGLECODED OR I3B IF MULTICODED AT I3A1] over training and development policy in the operating companies outside the UK? SHOWCARD I3C.

1=not at all significant
2
3=somewhat significant
4
5=very significant

setting a broad policy framework
setting detailed HR policies
providing HR advice or consultancy services
monitoring HR policy implementation
promoting HR benchmarking and information exchange

READ OUT: IF THE SITUATION VARIES ACROSS COUNTRIES PLEASE ANSWER FOR THE MOST TYPICAL NATIONAL OPERATIONS

I3a2. Do any of the following have an influence over employee involvement policy in the operating companies outside the UK? MULTICODE ALLOWED. SHOWCARD.

Global HQ
International division or business line HQ
Regional HQ (e.g. Europe, EMEA)
Other (please specify)
None of the above

READ OUT: IF THE SITUATION VARIES ACROSS COUNTRIES PLEASE ANSWER FOR THE MOST TYPICAL NATIONAL OPERATIONS

Ask I3d if I3a2 is multi-coded

I3d. Which of the following has the greatest influence on policy on employee involvement and communication in the operating companies outside the UK? READ OUT

CAPI TO DISPLAY CODES FROM I3B

I3e. Now thinking about employee involvement policy using this rating scale, how significant are each of the following kinds of influence from [CAPI TO INSERT RESPONSE FROM I3A1
IF SINGLECODED OR 13B IF MULTICODED AT I3A1] in the operating companies outside the UK? SHOWCARD

1=not at all significant
2
3=somewhat significant
4
5=very significant

setting a broad policy framework
setting detailed HR policies
providing HR advice or consultancy services
monitoring HR policy implementation
promoting HR benchmarking and information exchange

READ OUT: IF THE SITUATION VARIES ACROSS COUNTRIES PLEASE ANSWER FOR THE MOST TYPICAL NATIONAL OPERATIONS
SECTION H: Company Background

H1. Size

a. I am now going to show you a list of 5 geographical regions. For each one please could you tell me approximately how many employees are located in each? SHOWCARD.

READ OUT - for the UK, would you please include staff working at global HQ and any European or international business HQ which are located in the UK, as well as employees in [response from A1e or A1f]

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

ALLOWABLE RANGE 1-2,000,000 EMPLOYEES

ALLOW DK
NONE (No None for UK)

H1AA Are these figures estimates?

Yes
No

Part b has been cut from this version

c. Approximately what percentage of employees in the [response from A1e or A1f] are.....? READ OUT

READ OUT - for the UK, would you please include staff working at global HQ and any European or international business HQ which are located in the UK, as well as employees in [response from A1e or A1f]

Male ________________ %

DON’T KNOW

Female ________________ %

DON’T KNOW

Insert logic check that it adds up to 100%

d. Approximately what percentage of employees in the UK are.....? READ OUT

READ OUT - for the UK, would you please include staff working at global HQ and any European or international business HQ which are located in the UK, as well as employees in [response from A1e or A1f]

Temporary or Contract staff who work regularly ________________ %

DON’T KNOW
permanent staff ________________ %
DON’T KNOW

Insert logic check that it adds up to 100%

e Over the past three years, to what extent has the number of employees in the UK changed? SHOWCARD

1 = increased significantly (more than 10%)
2 = increased slightly (up to 10%)
3 = no change
4 = decreased slightly (down by 10%)
5 = decreased significantly (down more than 10%)
DON’T KNOW

H2. Level of Diversification and Sector

a. Which of the following statements best describes the [response from A1e or A1f] SHOWCARD. CODE ONE ONLY

The UK company produces…

A single product or service that accounts for more than 90% of sales
A number of products and services but one of these accounts for between 70% and 90% of sales
A number of products and services but no single one of these accounts for more than 70% of sales
A range of unrelated products and services
DK

b. Which of the following statements best describes the worldwide operations SHOWCARD. CODE ONE ONLY

The worldwide company produces…

A single product or service that accounts for more than 90% of sales
A number of products and services but one of these accounts for between 70% and 90% of sales
A number of products and services but no single one of these accounts for more than 70% of sales
A range of unrelated products and services
DK
H2c. Ask if ‘MANUFACTURING’ at A9 of Screener SHOWCARD
Does the [response from A1e or A1f] carry out....?
READ OUT
the manufacturing of the product or;
other functions for the products manufactured elsewhere
both manufacture and other functions

H3. Standardisation or Differentiation

Which of the following statements best describes the worldwide company’s most important
product, service or brand (or group of products, services or brands)?

INTERVIEWER NOTE: IF RESPONDENT QUERIES WHAT ‘MOST IMPORTANT’
MEANS, CLARIFY THAT WE WANT TO THINK OF THE PRODUCT, SERVICE OR
BRAND THAT GENERATES THE MOST REVENUE.

Showcard. CODE one only
It is adapted significantly to national markets
It is adapted to different regions of the world but standardised within them
It is standardised globally
DK

H4. Integration / Linkages in Production / Service Provision Across Borders

a. Are any of the components, products and services of the [response from A1e or A1f] produced for operations of the worldwide company based outside the UK?

Yes – all
Yes – some but not all
No – none
DK

H4b Do other parts of the worldwide company supply components, products or services to the [response from A1e or A1f]

Yes
No
Don’t know

E. I am now going to read out a series of statements about the role of the operations outside the UK within the worldwide company. For each one, please tell me whether you agree or disagree using a scale of 1 to 5 where 1 is ‘strongly disagree’ and 5 is ‘strongly agree’. Showcard H4e

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

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

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

F. Approximately what percentage of revenues of the [response from A1e or A1f] comes from sales abroad?

Write in percentage:

Don’t know
None

H5. Intensity and Nature of Competition

a. How many major competitors do you face for the main products or services of the [response from A1e or A1f]?

READ OUT IF NECESSARY: Please include competitors both in the UK and abroad as appropriate.

ENTER NUMERIC ___________________ RANGE 0-100

IF DK PROMPT TO RANGES. SHOWCARD

None
1
2 - 5
6 - 10
11-49
50+
DK

H6. Ownership Pattern

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

1. Privately owned
2. Publicly traded

H9. International Mergers and Acquisitions

a. Has any part of the [response from A1e or A1f] joined the current worldwide parent company as the result of a merger or acquisition in the past 5 years?
Yes
No
Don’t Know

IF YES at H9a

H9aa. Was this…
   All of the [response from A1e or A1f]
   A significant part of the [response from A1e or A1f]
   A small part of the [response from A1e or A1f]

b. Did the merger or acquisition result in a change in the nationality of ownership of the [response from A1e or A1f]

read out: If there has been more than one merger or acquisition, please think about the most RECENT OF these

Yes – go to H9c
No – go to H10
Don’t know – go to H10

If Yes at H9b ask C (Others go to H10)

c. What was the nationality of the [response from A1e or A1f] previously SHOWCARD?

1. Australian (Australia)
2. Argentinean (Argentina)
3. Austrian (Austria)
4. Belgian (Belgium)
5. Canadian (Canada)
6. Danish (Denmark)
7. Finnish (Finland)
8. French (France)
9. German (Germany)
10. Irish (Ireland)
11. Italian (Italy)
12. Japanese (Japan)
13. Luxembourger (Luxembourg)
14. Malaysian (Malaysia)
15. Dutch (The Netherlands)
16. Norwegian (Norway)
17. Singaporean (Singapore)
18. South African (South Africa)
19. Spanish (Spain)
20. Swedish (Sweden)
21. Swiss (Switzerland)
22. Taiwanese (Taiwan)
23. American (United States)
24. Virgin Islander (Virgin Island)
25. Other (specify)
d. Has any part of operations outside the UK joined the current worldwide parent company as the result of a merger or acquisition in the past 5 years?

IF YES

e. Was this...
   - All of the overseas operating units
   - A significant part of the overseas operating units
   - A small part of the overseas operating units
   - Don’t know

H10. Joint Ventures

a. Does the company in the UK [have joint ventures, strategic alliances or similar formal links with other companies outside the group?]

INTERVIEWER NOTE: Please include franchises in this definition

Yes
No
Don’t Know

If Yes at H10A

c. How significant are these activities in relation to your overall operations?

SHOWCARD H10C

READ OUT: PLEASE USE A SCALE OF 1 TO 5 WHERE 1 IS ‘NOT AT ALL SIGNIFICANT’ AND 5 IS ‘VERY SIGNIFICANT’

1 = not at all significant
2
3
4
5 = very significant)
DK

New Investments in the UK Company

H11a. Over the past five years, has [response from A1e or A1f] been involved in a significant investment in a new site or expansion of existing sites in the UK? Please exclude any mergers, acquisitions, joint ventures or strategic alliances, but include investments made under PFI deals if appropriate.

Yes
No
DON’T KNOW

If yes go to b (others go to H11)
H11b  When deciding on the UK as the location for investment, to what extent were the following labour considerations important factors in these decisions? SHOWCARD

READ OUT: PLEASE USE A SCALE OF 1 TO 5 WHERE 1 IS ‘NOT AT ALL IMPORTANT’ AND 5 IS ‘VERY IMPORTANT’

1 = not at all important
2
3
4
5 = very important
DON’T KNOW

Low labour costs  1  2  3  4  5
High skills  1  2  3  4  5
Favourable framework of employment legislation  1  2  3  4  5

Site Closures and Rationalisations

H12a  Over the past 5 years has the [response from A1E OR A1F] instigated a closure of a site in the UK?

Yes
No
Don’t know

Ask H12b if yes at H12a (others go to Section C)

H12b.  When deciding on the UK as a location for a closure, to what extent were the following labour considerations important factors in these decisions? SHOWCARD H12B.

READ OUT: PLEASE USE A SCALE OF 1 TO 5 WHERE 1 IS ‘NOT AT ALL IMPORTANT’ AND 5 IS ‘VERY IMPORTANT’

1 = not at all important
2
3
4
5 = very important
DK

High costs  1  2  3  4  5
Shortages of specialist skills  1  2  3  4  5
Favourable legislation on redundancy and closure  1  2  3  4  5
Survey of Employment Practices of MNCs operating in the UK – Main Questionnaire

GfK NOP SOCIAL RESEARCH (J450614)

MAIN STAGE


Overseas-owned firms
S1. Good morning/afternoon my name is ............ from NOP, an independent research agency. Thank you for agreeing to take part in this survey about the management of human resources in multinational companies on behalf of Warwick Business School, King’s College London and Leicester Business School.

The survey will cover similar issues to the telephone survey but will examine in more depth the company’s policies on performance management and pay; organisational learning; employee representation; and employee involvement and communication. We recently sent you a letter about this phase of the research. The survey will take approximately 60-70 minutes in total.

*ASSURANCES
The survey will be carried out according to the Market Research Society’s Code of Conduct and the Data Protection Act - which guarantees absolute confidentiality and anonymity of response. The survey commissioners will not be made aware of your participation in the research; neither will individual responses be revealed that would identify the respondent.

S2. I would just like to confirm a few details collected during the telephone survey with you. Can you confirm that your job title is _______________ [textfill from JOB TITLE S7 from sample]

1. YES - GO TO S4
2. NO - GO TO S3

ASK IF NO AT S2 OR IF TELEPHONE SCREENER SCRIPT B:

S3. What is your job title? CODE ONE ONLY. DO NOT READ OUT.

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

ASK IF CODE 4-7 AT S3:

S3a. And would you say that is equivalent to…? READ OUT. CODE ONE ONLY

1. HR/ Personnel Director
2. HR/ Personnel Senior Manager/ Manager
3. HR/ Personnel Senior Officer
4. None of the above – close interview

S4. Thinking about the nationality of the firm, could you confirm that the company is wholly or majority overseas-owned?

INTERVIEWER NOTE: By majority owned we mean more than 50% is owned by a company based overseas.

Yes - GO TO S5
No - CLOSE INTERVIEW (SCREENING FAILURE 2)
S5. Could I just check that the Head Office of the Ultimate Controlling Company is located in ___________ [textfil COUNTRY from sample]?

YES - GO TO S7
NO - GO TO S6

IF NO AT S5:
S6. In which country is the Head Office of your Ultimate Controlling Company located?
SINGLE CODE. SHOWCARD S6A AND S6B

NOTE TO INTERVIEWER: IF THE ANSWER IS ANY OF THE NATIONALITIES ON SHOWCARD S6B, PLEASE PROMPT FOR THE ‘OPERATIONAL HQ’ RATHER THAN THE REGISTERED OFFICE:

1. AUSTRALIA
2. ARGENTINA
3. AUSTRIA
4. BELGIUM
5. CANADA
6. DENMARK
7. FINLAND
8. FRANCE
9. GERMANY
10. IRELAND
11. ITALY
12. JAPAN
13. LUXEMBOURG
14. MALAYSIA
15. THE NETHERLANDS
16. NORWAY
17. SINGAPORE
18. SOUTH AFRICA
19. SPAIN
20. SWEDEN
21. SWITZERLAND
22. TAIWAN
23. UNITED STATES
24. VIRGIN ISLAND
25. UK OWNED – CLOSE INTERVIEW SCREENING FAILURE 2
26. OTHER (SPECIFY)

SHOWCARD S6B:

ANGUILLA BAHAMAS BELIZE BERMUDA
CAYMANS GUERNSEY ISLE OF MAN JERSEY
MALTA MONTSERRAT NETHERLANDS ANTILLES PANAMA
SAN MARINO US VIRGIN ISLANDS

S7. Can you confirm that the total number of employees by headcount of the ultimate controlling company of which you are apart is ________ (textfil from sample NO OF EMPS WORLDWIDE S10)?
READ OUT: By headcount we mean all those who work regularly, but excludes those contract and casual staff who work on an occasional basis.

Yes – GO TO S8b
No - GO TO S8a

S8a. What is the total number of employees worldwide by headcount of the ultimate controlling company of which you are part?

READ OUT: By headcount we mean all those who work regularly, but excludes those contract and casual staff who work on an occasional basis.

Numeric response: ______________ (1 TO 100,000)
DON’T KNOW

IF DON’T KNOW, PROMPT TO RANGES (SHOWCARD):

1. Up to 99 employees
2. 100 – 499 employees
3. 500 - 999 employees
4. 1000 – 4999 employees
5. 5000 + employees

ASK IF LESS THAN 500 EMPLOYEES WORLDWIDE OR CODE 1-2 AT S8A:
S8a check 1: Can I just check, your organisation has less than 500 employees worldwide?

1. YES – CLOSE INTERVIEW SCREENING FAILURE 3
2. NO – GO BACK TO AMEND S8 (NUMBER OF EMPLOYEES)

ASK IF MORE THAN 500 EMPLOYEES WORLDWIDE OR CODE 3 AT S8A:
S8a check 2: Can I check that at least 500 of these employees are based outside of the UK?

1. YES CONTINUE
2. NO CLOSE INTERVIEW SCREENING FAILURE 4

S8b. Can you confirm that the total number of UK employees by headcount is [textfil from sample NO OF EMPS UK S9] ______________

YES GO TO A1
NO GO TO S8C
DK GO TOS8C

IF NO, ASK:
S8c. Approximately how many employees by headcount does the ultimate controlling company have in the UK?

READ OUT: BY HEADCOUNT WE MEAN ALL THOSE WHO WORK REGULARLY, BUT EXCLUDES THOSE CONTRACT AND CASUAL STAFF WHO WORK ON AN OCCASIONAL BASIS.

Numeric response: ______________ (1 TO 100,000)
DON’T KNOW

IF DON’T KNOW, PROMPT TO RANGES. SHOWCARD.

1. Up to 99 employees
2. 100 – 499 employees
3. 500 - 999 employees
4. 1000 – 4999 employees
5. 5000 + employees

ASK IF LESS THAN 100 UK EMPLOYEES OR CODE 1:
S8c check: Can I just check, your organisation has less than 100 employees based in the UK?

1. Yes – close interview SCREENING FAILURE 5
2. No – amend number of employees
Section A: Introduction

A1. Company Name

a. What is the name of the UK company or operations that you work for? By UK company we mean all the UK operations of the worldwide company in the UK.

Interviewer note: Please write in company name

_____________________________

b. Can I just check that the name of the worldwide company is _________ (textfill COMPANY NAME from telephone screener)?

Yes
No

ASK IF NO AT A1b OR IF SAMPLE IS BLANK:
What is the name of the worldwide company?

Interviewer note: Please write in worldwide company name

ASK ALL:
c. Thinking about the worldwide company as a whole, is there a single UK headquarters covering all of the company’s operations in the UK?

Yes, there is a single UK headquarters.
No, the operating units in the UK are not covered by a single UK headquarters

ASK IF CODE 2 (NO) AT A1C (OTHERS GO TO A1E)
d. Are you able to answer questions relating to HR issues for the whole of the UK operations or just relating to a part or division of the worldwide company’s operations in the UK?

All UK operating units
A part or division only

ASK IF SINGLE UK HEADQUARTERS AT A1C OR ALL UK OPERATING UNITS AT A1D:
e. For the remainder of the interview we would like you to think about all UK operating units. How would you like to refer to this? READ OUT

UK operations
UK company
Other (specify)

ASK IF CODE 2 AT A1D (A PART OR DIVISION ONLY):
f. How would you prefer to refer to this operating unit or division?

WRITE IN DIVISION NAME:______________________________
A2. The Respondent

a. How long have you worked for [responses from A1E or A1F] READ OUT: PLEASE GIVE A RESPONSE TO THE NEAREST YEAR

INTERVIEWER NOTE: PLEASE ASK THE RESPONDENT TO ROUND UP TO THE NEAREST YEAR.

ENTER YEARS _____ (MIN 1, MAX 50)

A4. Time in the UK

For how many years has the [response from A1E or A1F] been part of the current parent company?

INTERVIEWER NOTE: PLEASE ASK THE RESPONDENT TO ROUND UP TO THE NEAREST YEAR.

ENTER YEARS _____ (MIN 1, MAX 200)

A5. Company Structure

A. Do any of the following levels or divisions of business organisation exist in your worldwide company? CODE ALL THAT APPLY. SHOWCARD A5A.

READ OUT IF NECESSARY: ‘A SEPARATE DIVISION FOR ALL OPERATIONS OUTSIDE THE COUNTRY OF ORIGIN’, IS THE STRUCTURE THAT MANY AMERICAN COMPANIES USE IN WHICH ALL SITES OUTSIDE THE COUNTRY OF ORIGIN ARE GROUPED TOGETHER AND KNOWN AS ONE DIVISION

- International product, service or brand based divisions
- Regions (e.g. Europe or Asia-Pacific)
- Global business functions (e.g. manufacturing, R&D, sales)
- National subsidiary companies
- Other (please specify)

NONE OF THE ABOVE
DK

ASK IF A5A IS MULTICODED ASK A5B (OTHERS GO TO INSTRUCTION AT A5D)

b. Is one of these levels or divisions more important than the others within your worldwide company? Please think about the level or division which is most influential within your worldwide company’s organisational structure

Yes
No
DK

IF NO OR DK AT A5B, GO TO ROUTING BEFORE A5D
ASK IF YES AT A5B:
c. Which level or division is more important?

CAPI TO DISPLAY CODES MENTIONED AT A5A

ASK IF CODE 1 ‘INTERNATIONAL PRODUCT OR SERVICE DIVISIONS’ AT H5A:
d. Do any of the international product or service divisions have their HQ in the UK?
   
   Yes
   No
   DK

ASK ALL:
e. Does the [response from A1E or A1F] have.....? READ OUT

INTERVIEWER NOTE: IF NECESSARY- A SITE IS WHERE TWO OR MORE STAFF ARE BASED PERMANENTLY

1 site only
2-5 sites
6 or more sites

A11. Workforce Composition

Much of the rest of this interview focuses on your policy and practice in relation to three groups of staff. The three groups are on the card. READ OUT SHOWCARD A11.

1. Managers - employees who primarily manage the organisation, or a department, subdivision, function, or component of the organisation and whose main tasks consist of the direction and coordination of the functioning of the organisation. We do not want you to include those who simply oversee others, such as supervisors, even if their job title includes the word ‘manager’, such as office manager.

2. The LOG – the largest non-managerial occupational group among the employees in the ‘headcount’ in the UK. (This includes those that work regularly, but excludes occasional staff. By regularly we mean if there is a mutual expectation that the employee works on an ongoing basis for your company.)

3. The Key Group – those employees whom you might identify as critical to your firm’s organisational learning and core competence. These might be research staff, product designers, major account handlers, developers of new markets, etc. We do not want you to think of a sub group of management, though some of the group may have managerial responsibilities.

Please note that not all your staff will fit into one of these three groups and there may be some staff that can be categorised as both part of the LOG and Key Group.

Firstly I want to ask you about managers. By managers we mean employees who primarily manage the organisation, or a department, subdivision, function, or component of the organisation and whose main tasks consist of the direction and coordination of the functioning of the organisation.
NOTE TO INTERVIEWER: IF THE RESPONDENT IS STRUGGLING WITH THE DEFINITION IT MAY BE USEFUL TO READ OUT THIS:
We do not want you to include those who simply oversee others, even if their job title includes the word ‘manager’, such as office manager. Equally, we do want you to include those who fit the definition but may not have manager in their job title.

a. Could I just check that this identifies a meaningful group in [response from A1e or A1f]?
   
   Yes
   No

IF NO ASK FOR A BRIEF DEFINITION OF ‘MANAGER’ AND WRITE IN.

__________________________________

b. Approximately how many managers are there in the [response from A1E or A1F]?

   Interviewer note: If respondent is having difficulties, than an estimate is acceptable. If the respondent cannot provide an estimate, or answers Don’t know then prompt to ranges

   Enter numeric ________ (MIN 1, MAX 10,000)

   DK

   CAPI CHECK: FIGURE ENTERED MUST NOT EXCEED TOTAL NUMBER OF UK EMPLOYEES (AT S8C OR NO OF UK EMPLOYEES FROM SAMPLE IF YES AT S8B)

   DON’T KNOW
   NONE

If DON’T KNOW prompt to ranges. SHOWCARD

   1-9
   10-24
   25-49
   50-99
   100-199
   200-249
   250-299
   300-399
   400-499
   500+
   Null
   Don’t know

IF A NUMERIC RESPONSE IS ENTERED AT A11B, ASK:

A11BB- IS THIS AN ESTIMATE?
   YES
   NO
c. The second group is your largest non-managerial occupational group among the employees in the 'headcount' in the [response from A1E or A1F], which we refer to as the LOG.). (This includes staff who work regularly, but excludes occasional staff. By regularly we mean there is a mutual expectation that the employee works on an ongoing basis for your company). For example, in a retail company this might be the check out staff or shelf fillers, in a manufacturing business it might be the semi-skilled operators and in an insurance company it could be call centre staff. What is the LOG in the [response from A1E or A1F]?

INTERVIEWER NOTE: IF RESPONDENT IS HAVING DIFFICULTIES, PLEASE ASKE THEM TO THINK ABOUT THE LARGEST NON-MANAGERIAL GROUP OF EMPLOYEES WHOSE MAIN TERMS AND CONDITIONS ARE SIMILAR.

IF THERE ARE TWO OR MORE LARGE-SIZED GROUPS, PROMPT FOR WHETHER THE MAIN TERMS & CONDITIONS ARE SIMILAR. IF SIMILAR, TREAT BOTH GROUPS TOGETHER AS THE LOG, IF DIFFERENT; TREAT THE LARGEST GROUP AS THE LOG.

INTERVIEWER: IF DON'T KNOW WHAT THE LOG IS CALLED PLEASE CODE THE FOLLOWING:

NON-MANAGERIAL GROUP

d. What do the (CAPI to display response at A11c) do?

WRITE IN________________________________________________________
DK

e. Is this also the LOG in the worldwide company?

Yes
No
DON'T KNOW

IF NO: What would you say is the LOG in the worldwide company?

WRITE IN NAME _______________________________________________


INTERVIEWER READ OUT IF NECESSARY: Please answer for the UK company.

f. How many (CAPI to display response at A11c) are there in the [response from A1E or A1F]? Interviewer note: If respondent is having difficulties, than an estimate is acceptable. If the respondent cannot provide an estimate, or answers Don't know then prompt to ranges- Showcard A11F

Enter numeric __________ (MIN 1, MAX 25,000)
None
DON'T KNOW

CAPI CHECK: FIGURE ENTERED MUST NOT EXCEED TOTAL NUMBER OF UK EMPLOYEES (AT S8C OR NO OF UK EMPLOYEES FROM SAMPLE IF YES AT S8B)

1-9
10-24
25-49
50-99
100-249
250-499
500-749
750-999
1000-2999
3000-4999
5000+
DK
None

IF A NUMERIC RESPONSE IS ENTERED AT A11F, ASK:

A11FF IS THIS AN ESTIMATE?

YES
NO

A11g The Key Group are those whom you might identify as critical to your company's core competence. These might be research staff, product designers, major account handlers or developers or new markets. We do not want you to think of a sub-group of management, though some of the group you identify may have managerial responsibilities. Would you say that the company recognises any such specific group in the [response from A1E or A1F]?

READ OUT IF NECESSARY: IF THERE IS MORE THAN ONE GROUP PLEASE FOCUS ON THE GROUP THAT IS MOST UNIQUE IN THAT THEY POSSESS SKILLS AND CAPABILITIES THAT ARE DIFFICULT TO OBTAIN ON THE LABOUR MARKET. IF IT IS NOT EASY TO DISTINGUISH BETWEEN GROUPS ON THIS BASIS, PLEASE THINK ABOUT THE LARGEST GROUP

1. Yes – one specific group
2. Yes – more than one group
3. No
4. Don’t know

ASK IF MORE THAN 1 GROUP AT A11g

gg. If there is more than one group, please can I check whether you are thinking about the group that is most unique in terms of skills and capabilities or the largest group?

1. Most unique group in terms of skills and capabilities
2. Largest group
3. Both
IF YES AT G GO TO H (OTHERS GO TO SECTION C):

h. By what name is this group known?

WRITE IN NAME ____________________________

INTERVIEWER: IF DON’T KNOW WHAT THE KEY GROUP IS CALLED PLEASE CODE THE FOLLOWING:

KEY GROUP

i. Roughly how many employees are in this group across the [RESPONSE FROM A1E/ A1F]

Interviewer note: If respondent is having difficulties, then an estimate is acceptable. If the respondent cannot provide an estimate, then answer don’t know then prompt to ranges

ENTER NUMERIC ___________________ (MIN 1, MAX 50,000)

DK

CAPI CHECK: FIGURE ENTERED MUST NOT EXCEED TOTAL NUMBER OF EMPLOYEES IN THE UK COMPANY (AT S8C OR NO OF UK EMPLOYEES FROM SAMPLE IF YES AT S8B)

IF DON’T KNOW PROMPT TO RANGES. SHOWCARD A11I

0
1-9
10-24
25-49
50-99
100-199
200-249
250-499
500-749
750-999
1000-2999
3000-4999
5000+

DK

IF A NUMERIC RESPONSE IS ENTERED AT AA11i, PLEASE ASK:

A11ii Is this an estimate?

Yes
No
A11J CUT
A11K (NEW QUESTION)

Do any of this group have managerial responsibilities?

Yes- all of this group
Yes- some of this group
No- none of this group

A11L (NEW QUESTION)

Would you say that the worldwide company identifies any such group amongst the staff located outside the UK?

Yes
No
Don't know
Section C: Structure of the HR Function

C1. The HR Function in the UK
a. How many managers, including yourself, spend the majority of their time on HR matters in the [response from A1E or A1F]?

WRITE IN:
DK

C2. HR Data Collection
a. On which, if any, of the following issues is information on the [response from A1E or A1F] monitored by management outside the UK? SHOWCARD C2A CODE ALL THAT APPLY

Managerial pay packages
Management career progression
Overall labour costs
Numbers employed (headcount)
Staff turnover
Absenteeism
Labour productivity
Workforce composition by diversity (e.g. gender, ethnicity, disability, etc)
Employee attitude and satisfaction
Other (please specify)
None of these
DK

b. Does the worldwide company have an HR Information System (such as PeopleSoft or SAP HR) that holds data relating to the firm’s international workforce?

Yes
No
DK

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

Yes
No
DK

IF YES ASK B (OTHERS GO TO C4)
b. Is there someone from the [response from A1E or A1F] on this committee?

Yes
No
DK
C4. Coordination between HR Managers across Countries

a. Are HR managers from different countries brought together in a systematic way? We are thinking here about things like conferences and task forces.
ALLOW MULTICODE OF OPTIONS 1 AND 2

Yes- on a global basis
Yes- on a regional basis
No
DK

ASK IF YES AT C4A, OTHERS GO TO C6

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

SHOWCARD C4B.
CODE ONE FOR EACH MECHANISM.
SCRIPTWRITER: PLEASE SET UP IN A GRID FORMAT

<table>
<thead>
<tr>
<th>Weekly</th>
<th>Monthly</th>
<th>Quarterly</th>
<th>Annually</th>
<th>Other Ad Hoc</th>
<th>Never</th>
<th>DK</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regular meetings</td>
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<tr>
<td>International conferences</td>
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<tr>
<td>Task forces</td>
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<tr>
<td>Virtual groups e.g. conference calls</td>
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</tbody>
</table>

C6 Shared Services in HR

a. Does the HR function in the [response from A1E or A1F] make use of ‘shared services’ centres that are part of the company at global or regional level? By ‘shared services’ centres we mean specialist units that provide HR services for a range of operating units or divisions.

Yes
No
DK

C7. Transfer of Staff Across Sites

a. How many of the top five management positions in the [response from A1E or A1F] are filled by…? READ OUT

Individuals who previously worked for the company in (pick up country from sample if yes at S5 or country coded at S6 (if no at S5) from A3b)

ENTER NUMERIC _____________ (MIN 1, MAX 5)
None
DK

Individuals from other parts of the world-wide company (i.e. outside the UK but not the country of origin – these are sometimes known as ‘third country nationals’)

ENTER NUMERIC _____________ (MIN 1, MAX 5)
C8. Overall Philosophy towards the Management of Employees

a. I would now like you to think about your company’s philosophy concerning its management style towards employees. To what extent do you agree or disagree with the following statements, please use a scale of 1 to 5, where 1 is strongly disagree and 5 is strongly agree.

SHOWCARD C8A.

1 = Strongly disagree
2
3
4
5 = Strongly agree
DK

There is a worldwide philosophy covering all global operations

There is a regional philosophy covering all European operations (allow n/a)

The development of a philosophy is left to international product, service or brand based divisions (allow n/a)

The development of a philosophy is left to national operating companies

ASK B IF ANY OF THE FIRST THREE OPTIONS RECEIVED A SCORE OF 4 OR HIGHER

B How important are the traditions of the parent company in shaping this philosophy…?

SHOWCARD C8B

READ OUT: PLEASE USE A SCALE OF 1 TO 5 WHERE 1 IS ‘NOT AT ALL IMPORTANT’ AND 5 IS ‘VERY IMPORTANT’

1 = not at all important
2
3
4
5 = very important
DK
Section D: Pay and Performance Management [overseas]

D1.  Thinking of policy in the [response from A1E or A1F] as a whole on pay levels in relation to market comparators, do the [response from A1E or A1F] aim to be…

Interviewer note: Please include formal and informal policy

For (CAPI to display response from A11c) For (CAPI to display response from A11h) For managers

in the top quartile
in the second quartile
at the median
below the median
N/A
Don’t know

D6.  Is there a system of regular formal appraisal of each of the following groups of employees in the [response from A1E or A1F]?

**IF NECESSARY:** By appraisals we mean a system for setting individuals’ performance objectives and monitoring performance against past objectives carried out annually or more frequently. If multi-site and situation varies across sites, answer for largest or most important site.

CODE ONE FOR EACH CATEGORY

<table>
<thead>
<tr>
<th>Yes</th>
<th>No</th>
<th>Don’t know</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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<td></td>
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</tbody>
</table>

For (CAPI to display response from A11c)
For (CAPI to display response from A11h)
For Managers

IF NO TO ALL THREE EMPLOYEE GROUPS, GO TO D10

ASK D6C IF MORE THAN ONE STAFF GROUP (LOG, KG MANAGERS) CODED YES AT D6

D6c.  Are the different groups (e.g. (CAPI to display response from A11c), (CAPI to display response from A11h), managers) covered by:

CODE ONE ONLY

- A single integrated appraisal scheme?
- Different appraisal schemes for different groups?
D8. Is a ‘forced distribution’ applied to the results of appraisals for the following employee groups in the UK operations?

Interviewer note: Please include formal and informal policy.

[IF RESPONDENT UNCLEAR ON MEANING OF ‘FORCED DISTRIBUTION’, READ OUT: “By forced distribution we mean a certain % of employees have to be in a particular performance category or rating.”]

PLEASE CODE ONE FOR EACH GROUP

Yes   No

ASK ONLY FOR
GROUPS CODED
YES AT D6:

LOG (CAPI to display response from A11c)
KEY GROUP (CAPI to display response from A11h)
MANAGERS

ASK D8a FOR EACH OF THE GROUPS CODED YES AT AT D8:

LOG (CAPI to display response from A11c)
KEY GROUP (CAPI to display response from A11h)
MANAGERS

D8a. What is the bottom percentage of this forced distribution?

%_________ PLEASE WRITE IN PERCENTAGE

What is the top percentage of this forced distribution?

%_________ PLEASE WRITE IN PERCENTAGE

DON’T KNOW
D9. Are the outcomes of performance appraisal used as inputs in decisions on redundancy and redeployment? 
CODE ALL THAT APPLY

ASK ONLY FOR GROUPS CODED YES AT D6

For managers 

For (CAPI to display response from A11h) 

For (CAPI to display response from A11c) 

i. Yes, as a formal input in decisions 

ii. Yes, as an informal input in decisions 

iii. No 

iv. Not applicable 

v. Don’t know 

ASK ALL: 
D10. Thinking about the managers in the [response from A1E or A1F] on a scale of 1-5 how important are the following kinds of performance evaluation? SHOWCARD. CODE ONE FOR EACH CATEGORY 

[ IF NECESSARY: WHERE DIFFERENT SYSTEMS APPLY IN DIFFERENT SITES OR BUSINESS UNITS, APPLY TO THE SYSTEM COVERING THE LARGEST NUMBER OF MANAGERS ]

1= not at all important 
5= very important 
DK 

ROTATE STATEMENTS 

i. individual quantitative output targets (e.g. financial, numerical) 
ii. individual qualitative output targets (e.g. completion of a task) 
iii. group output targets (e.g. for site or business unit) 
iv. ‘competences’ or personal skills (e.g. leadership or innovation skills) 
v. behaviour in relation to corporate ‘values’
D11. Is a formal system of periodic ‘upward’, ‘peer’ or ‘360-degree’ feedback used in evaluating performance of any of these groups of employees in the [response from A1E or A1F]? CODE ONE FOR EACH GROUP

ASK ONLY IF YES AT D6

<table>
<thead>
<tr>
<th>Yes</th>
<th>No</th>
<th>Don’t know</th>
</tr>
</thead>
</table>

For (CAPI to display response from A11c)
For (CAPI to display response from A11h)
For Managers

ASK ALL RESPONDENTS

D12. Do [response from A1E or A1F} offer the following to any employees in each of these groups: READ OUT AND CODE ALL THAT APPLY FOR EACH GROUP

For managers

Employee share ownership schemes
Profit sharing
Share options
None of the above
Don’t know

For (CAPI to display response from A11h)
For (CAPI to display response from A11c)

D13. Is there variable pay for the following groups in the (response from A1E or A1F)?

INTERVIEWER READ OUT IF NECESSARY: “By variable pay we mean merit pay, performance related pay, performance related bonuses or payment by results”

<table>
<thead>
<tr>
<th>Yes</th>
<th>No</th>
<th>Don’t know</th>
</tr>
</thead>
</table>

LOG (CAPI to display response from A11c)
KEY GROUP (CAPI to display response from A11h)
MANAGERS
IF ‘YES’ FOR LOG OR KEY GROUP AT D13, ASK CORRESPONDING PARTS OF D14, IF ALL ‘NO’, GO TO D16

D14. For those receiving variable pay, how important are each of the following factors in determining variable pay in the [response from A1E or A1F]? SHOWCARD, PLEASE CODE ONE FOR EACH GROUP

INTERVIEWER NOTE: WHERE PRACTICE VARIES WITHIN A GROUP, PLEASE ANSWER FOR THE LARGEST NUMBER OF EMPLOYEES IN THE GROUP

1 = not at all important
5 = very important
DON’T KNOW

<table>
<thead>
<tr>
<th></th>
<th>Managers</th>
<th>CAPI to display response from A11c</th>
<th>CAPI to display response from A11h</th>
</tr>
</thead>
<tbody>
<tr>
<td>Individual performance</td>
<td>1-5</td>
<td>1-5</td>
<td>1-5</td>
</tr>
<tr>
<td>Work group performance (e.g.</td>
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<tr>
<td>team or departmental</td>
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<tr>
<td>performances)</td>
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<td>Organisational (e.g. site,</td>
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<td>region, company)</td>
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<td></td>
<td></td>
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<tr>
<td>performance</td>
<td></td>
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</tbody>
</table>

ASK ALL RESPONDENTS

D16. Using this rating scale, to what extent do [response from A1e or A1f] have discretion over the following aspects of pay and performance policy?

SHOWCARD. CODE ONE FOR EACH CATEGORY.

READ OUT: WHERE SITUATION VARIES ACROSS SITES OR BUSINESS UNITS WITHIN THE UK, PLEASE ASK RESPONDENT TO ANSWER FOR THE PRIMARY SITE OR UNIT

"IN SOME CASES THE HIGHER LEVEL MAY BE AN INTERNATIONAL BUSINESS HEADQUARTERS OR A EUROPEAN HEADQUARTERS THAT HAPPEN TO BE BASED IN THE UK."

21
1 = The UK operations have no discretion (must implement policy set by a higher level such as corporate or regional HQ)
2 = ...
3 = The UK operations have some discretion (can develop policy within the guidelines/framework set by a higher organisational level)
4 = ...
5 = The UK operations have full discretion (can set own policy)

<table>
<thead>
<tr>
<th></th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>NA</th>
</tr>
</thead>
<tbody>
<tr>
<td>Relating pay levels to market comparators (e.g. aiming to be in top quartile) in [response from A1E or A1F]</td>
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<tr>
<td>Employee share ownership schemes in [response from A1E or A1F]</td>
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<tr>
<td>Performance appraisal system:</td>
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<tr>
<td>For managers</td>
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<tr>
<td>For (CAPI to display response from A11h)</td>
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<tr>
<td>Variable payments scheme:</td>
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<tr>
<td>For managers</td>
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<td>For (CAPI to display response from A11h)</td>
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<td>For (CAPI to display response from A11c)</td>
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</table>
Section E: Training, Development and Organisational Learning

ASK ALL RESPONDENTS

E2. What percentage of the annual pay bill in the [response from A1E or A1F] was spent on training and development for all employees over the past 12 months? CODE ONE ONLY

Percentage _____________% WRITE IN FIGURE
None
Don't know

E4. Thinking of the [response from A1E or A1F] is there a formal system of succession planning for senior managers?
YES (GO TO 4i)
NO (GO TO 4ii)
DK (GO TO 4ii)

i) Is this system also used in other parts of the worldwide company? YES/NO
ii) Does the worldwide company have a formal system of succession planning that is used for senior managers in the [response from A1E or A1F]? YES/NO

E4a. Do the [response from A1E or A1F] have a management development programme specifically aimed at developing its ‘high potentials’ or senior management potential? CODE ONE ONLY

YES (go to E4c)
NO (go to E4ai)
DK (go to E5a)

i) Does the worldwide company have such a management development programme that is used for employees in the [response from A1E or A1F]? YES (GO TO E5A)
NO (GO TO E5A)
DK (GO TO E5A)

E4c. Is this management development programme specific to the [response from A1E or A1F] or does it operate in other parts of the world-wide company? CODE ONE ONLY

i) UK operations only
ii) Other parts of the world-wide company in exactly the same format
iii) Other parts of the worldwide company but in a different format
iv) Don’t know
E4b. How extensively are each of the following used for the development of these managers: SHOWCARD. CODE ONE FOR EACH CATEGORY

1=not used at all
5=used very extensively
Don’t know

<table>
<thead>
<tr>
<th>i. Short term International assignments (12 months or less)</th>
<th>1-5</th>
</tr>
</thead>
<tbody>
<tr>
<td>ii. Cut</td>
<td></td>
</tr>
<tr>
<td>iii. Long term international assignments (more than 12 months)</td>
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<tr>
<td>iv. Formal global management training</td>
<td></td>
</tr>
<tr>
<td>v. Assessment of performance against a set of global management competencies</td>
<td></td>
</tr>
<tr>
<td>vi. Qualifications programme (e.g. MBA, professional qualifications)</td>
<td></td>
</tr>
</tbody>
</table>

ASK ALL RESPONDENTS WITH A KEY GROUP AT A11H

E5a. Thinking of the (CAPI to display response from A11h) in the [response from A1E or A1F], is there a specific development programme aimed at this group? CODE ONE ONLY

Yes (go to e5c)
No (go to E6a)
Don’t Know (go to E6a)

ASK IF YES AT E5A IF NO GO TO E6A

E5c. Is this (CAPI to display response from A11h) development programme specific to the [response from A1E or A1F] or does it operate in other parts of the worldwide company? CODE ONE ONLY

1. The response from A1E or A1F
2. Other parts of the world-wide company
3. Don’t know
E5b. How extensively are each of the following used for the development of these (CAPI to display response from A11g) employees in the [response from A1E or A1F]: SHOWCARD. CODE ONE FOR EACH CATEGORY

1=not used at all
5=used very extensively
Don’t know

<table>
<thead>
<tr>
<th>Category</th>
<th>1-5</th>
</tr>
</thead>
<tbody>
<tr>
<td>i. Short term international assignments (12 months or less)</td>
<td></td>
</tr>
<tr>
<td>ii. Cut</td>
<td></td>
</tr>
<tr>
<td>iii. Long term international assignments (more than 12 month)</td>
<td></td>
</tr>
<tr>
<td>iv. Formal global management training</td>
<td></td>
</tr>
<tr>
<td>v. Assessment of performance against a set of global management competencies</td>
<td></td>
</tr>
<tr>
<td>vi. Qualifications programme (e.g. MBA, professional qualifications)</td>
<td></td>
</tr>
</tbody>
</table>

ASK ALL RESPONDENTS

E6a. Are any expatriates from the parent country or third-country nationals currently working on long-term assignments (i.e. more than 12 months) in the [response from A1E or A1F]? Please include all types of long term assignments for any purpose.

IF NECESSARY: By 'Third-country nationals' we mean employees whose national origin is not the same as the parent company or the host country (in this case the UK)

Yes
No
Don't know

IF NO OR DK GO TO E7A

ASK IF YES AT E6A
E6aa. How many are....? READ OUT

<table>
<thead>
<tr>
<th>Category</th>
<th>WRITE IN FIGURE</th>
</tr>
</thead>
<tbody>
<tr>
<td>i. parent country nationals</td>
<td></td>
</tr>
<tr>
<td>ii. third country nationals</td>
<td></td>
</tr>
</tbody>
</table>

NONE AND DON'T KNOW CODE
ASK ALL:
E6ab. Are expatriates from [response from A1E or A1f] are currently working on long-term (ie more than 12 months) assignments overseas?

Yes - go to E6b
No - go to E7
DK - go to E7

E6b. Are there any expatriates from [response from A1E or A1F] currently working on long-term (i.e. more than 12 months) assignments overseas at the …..? CODE ONE ONLY. READ OUT

ADD A NONE OPTION

<table>
<thead>
<tr>
<th>WRITE IN FIGURE</th>
<th>DON'T KNOW</th>
</tr>
</thead>
<tbody>
<tr>
<td>i. Parent company headquarters</td>
<td></td>
</tr>
<tr>
<td>ii. Other parts of the worldwide company</td>
<td></td>
</tr>
</tbody>
</table>

NONE AND DON'T KNOW CODE

ASK ALL:

E7a. Thinking of your policy/approach on training and development for the [response from A1E or A1F], to what extent do you agree with each of the following statements: SHOWCARD. CODE ONE FOR EACH CATEGORY

1=strongly disagree
5=strongly agree
Don't know

For THE [RESPONSE FROM A11C] 1-5

<table>
<thead>
<tr>
<th>Statement</th>
<th>1-5</th>
</tr>
</thead>
<tbody>
<tr>
<td>On-the-job learning (experience gained on the job) is more valuable than off-the-job classroom training and development.</td>
<td></td>
</tr>
<tr>
<td>Investment in training is critical to either developing or retaining key skills in this company</td>
<td></td>
</tr>
<tr>
<td>FOR MANAGERS IN THE [RESPONSE FROM A1E OR A1F]</td>
<td></td>
</tr>
<tr>
<td>Our company favours internal promotion over external management recruitment</td>
<td></td>
</tr>
<tr>
<td>International experience is a key criterion for career progression at senior levels.</td>
<td></td>
</tr>
</tbody>
</table>
E8. Now I want to ask you about the mechanisms you use for organisational learning on an international level, by this I mean mechanisms used to create new knowledge involving managers from different country operations, or to transfer knowledge across the international organisation.

E8a. Is there a formal policy on organisational learning for:
CODE ONE FOR EACH CATEGORY

<table>
<thead>
<tr>
<th></th>
<th>Yes</th>
<th>No</th>
<th>Don’t Know</th>
</tr>
</thead>
<tbody>
<tr>
<td>a) The response from A1E or A1F</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>b) The worldwide company</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

E8b. Thinking about managers, do the [response from A1E or A1F] use any of the following to facilitate organisational learning.
: PLEASE READ OUT. CODE ONE FOR EACH CATEGORY

<table>
<thead>
<tr>
<th></th>
<th>YES</th>
<th>NO</th>
<th>Don’t Know</th>
</tr>
</thead>
<tbody>
<tr>
<td>i. Expatriate assignments</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>ii. International project groups or task forces</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>iii. International formal committees</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>iv. International informal networks</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>v. Secondments to other organisations internationally (e.g. to suppliers, customers, universities, private R&amp;D facilities)</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

E8d. Which of these is the most important international organisational learning mechanism used by managers within the [response from A1E or A1F]? READ OUT AND CODE ONE ONLY

CAPI DISPLAY CODES CODED AT E8B

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>I.</td>
<td>Expatriate assignments</td>
</tr>
<tr>
<td>II.</td>
<td>International project groups or task forces</td>
</tr>
<tr>
<td>III.</td>
<td>International formal committees</td>
</tr>
<tr>
<td>IV.</td>
<td>International informal networks</td>
</tr>
<tr>
<td>V.</td>
<td>Secondments to other organisations internationally (e.g. to suppliers, customers, universities, private R&amp;D facilities)</td>
</tr>
</tbody>
</table>
E8e. Thinking of [the most important organisational learning mechanism – e8d) how important is this to each of the following organisational learning outcomes: SHOWCARD. PLEASE CODE FOR EACH CATEGORY

1=not at all important
5=very important
Not used
Don't Know

ROTATE STATEMENTS

<table>
<thead>
<tr>
<th></th>
<th>1-5</th>
</tr>
</thead>
<tbody>
<tr>
<td>i. international policy development</td>
<td></td>
</tr>
<tr>
<td>ii. international policy adaptation</td>
<td></td>
</tr>
<tr>
<td>iv. Dissemination of best practice internationally</td>
<td></td>
</tr>
<tr>
<td>vii. Development of core global organisational competencies</td>
<td></td>
</tr>
<tr>
<td>viii. Development of a global organisational culture</td>
<td></td>
</tr>
<tr>
<td>iv. generation of new knowledge or know-how internationally</td>
<td></td>
</tr>
<tr>
<td>x. OTHER, specify</td>
<td></td>
</tr>
</tbody>
</table>

E9a. Using this rating scale, to what extent do [response from A1e/ A1f] as a whole have discretion over determining the following training and development policies? SHOWCARD. CODE ONE FOR EACH CATEGORY

READ OUT: PLEASE THINK ABOUT A LEVEL OF THE ORGANISATION ABOVE THE UK OPERATIONS AS A WHOLE.

IN SOME CASES THE HIGHER LEVEL MAY BE AN INTERNATIONAL BUSINESS HEADQUARTERS OR A EUROPEAN HEADQUARTERS THAT HAPPEN TO BE BASED IN THE UK.

1 = The UK operations have no discretion (must implement policy set by a higher level such as corporate or regional HQ)
2 ...
3 = The UK operations have some discretion (can develop policy within the guidelines/framework set by a higher organisational level)
4 ...
5 = The UK operations have full discretion (can set own policy)

Don't know

ASK TO ALL RESPONDENTS 1-5

<table>
<thead>
<tr>
<th></th>
<th>1-5</th>
</tr>
</thead>
<tbody>
<tr>
<td>i. Overall policy on training and development in the UK operations</td>
<td></td>
</tr>
</tbody>
</table>

ASK IF YES AT E8Aa 1-5

<table>
<thead>
<tr>
<th></th>
<th>1-5</th>
</tr>
</thead>
<tbody>
<tr>
<td>iv. Policy on organisational learning for the UK operations</td>
<td></td>
</tr>
</tbody>
</table>

ASK IF YES TO E4 1-5

<table>
<thead>
<tr>
<th></th>
<th>1-5</th>
</tr>
</thead>
<tbody>
<tr>
<td>v. Policy on succession planning for senior managers in the UK operations</td>
<td></td>
</tr>
</tbody>
</table>
Section F: Employee Involvement and Communication

'I would now like to ask about policies on employee involvement and communication, starting with the involvement of employees in the work process'

ASK ALL

Participation and Involvement

F1 Could you tell me whether you use the following practices in relation to the (CAPI to display responses to LOG at A11c) in the [response from A1E or A1F]? PLEASE CODE ONE FOR EACH CATEGORY

<table>
<thead>
<tr>
<th>Practice</th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Formally designated teams in which employees have responsibility for organising their work and carrying out a set of tasks</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Groups where employees discuss issues of quality, production or service delivery such as problem-solving or continuous improvement groups</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Any other practices designed specifically to involve employees directly in the work process?</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

IF 'NO' TO ALL, GO TO F5; OTHERS ASK F2 AND F3

ASK F2 IF CODES 2 OR 3 AT A5E ONLY

[NEW] F2 Which of the following most closely corresponds to the pattern of employee involvement in the [response from A1E or A1F]? CODE ONE ONLY
- An identical or similar pattern exists across all or most sites
- All or most sites have involvement systems, but they differ from site to site
- Some sites have involvement systems while others do not

F3. How important have each of the following been in providing examples of employee involvement that have been taken up in the [response from A1E or A1F]?

SHOWCARD. PLEASE CODE ONE FOR EACH CATEGORY

<table>
<thead>
<tr>
<th>Source of Examples</th>
<th>1 not drawn on at all</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5 source of v. imp examples</th>
</tr>
</thead>
<tbody>
<tr>
<td>i. Specific practices elsewhere in the worldwide enterprise</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>ii. Formal model of good practice codified elsewhere in worldwide enterprise</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>iii. [deleted]</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>iv. Examples drawn from other firms</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
ONLY ASK THOSE WHO ANSWERED 3, 4 OR 5 AT F3iv

F3A. Would you say that examples from other firms came mainly from your business sector or outside the business sector? CODE ONE ONLY

Sector
Outside the sector
Both equally

[F4 deleted]

ASK F5 IF CODES 2 OR 3 AT A5E ONLY

F5. Does the [response from A1E or A1F] regularly use project teams or task forces, embracing employees other than managers, that function across more than one operating unit? CODE ONE ONLY

Yes
No
Don't Know

IF YES AT F5 ASK F5A; IF NO GO TO F7:

F5A. Do these teams involve members of your(CAPI to display responses to Key group at A11h )? CODE ONE ONLY

Yes
No
Don't Know

F5C. Do you have formal training schemes for employees involved in these activities? CODE ONE ONLY

Yes
No
Don't Know

F5E. Do such groups also include employees from your customers or suppliers? CODE ONE ONLY

Yes
No
Don't Know

F5F. And do these groups involve joint projects with firms with which you are otherwise in competition? CODE ONE ONLY

IF RESPONDENT IS UNCERTAIN, EXPLAIN THAT AN EXAMPLE WOULD BE 2 COMPUTER FIRMS WORKING TOGETHER ON A PARTICULAR PIECE OF SOFTWARE.

Yes
No
Don't Know
F6. Do these groups in the UK also include employees from outside the UK?
CODE ONE ONLY.

Yes
No
Don’t Know

ASK IF YES ASK F6A; IF NO GO TO F7:

F6A. How common is the cross-national structure of these teams?
SHOWCARD. CODE ONE ONLY

1 = very rare
5 = very common
Don’t know

ASK ALL RESPONDENTS

F7. Do such project teams or task forces operate elsewhere in the world-wide company?
CODE ONE ONLY

Yes
No
Don’t Know

ASK IF YES ASK F7A; IF NO GO TO F8
F7A. How widespread are these activities? CODE ONE ONLY

Global
Most regions
Some regions
Don’t know

ASK ALL RESPONDENTS
I would now like to ask about arrangements for communicating with your employees.

F8. Which of the following mechanisms do you regularly use to communicate within the
(CAPI to display response to LOG at A11c ) within the [response from A1E or A1F]?
SHOWCARD.

<table>
<thead>
<tr>
<th>CODE ONE FOR EACH CATEGORY</th>
<th>Yes</th>
<th>No</th>
<th>Don’t know</th>
</tr>
</thead>
<tbody>
<tr>
<td>Meetings of senior managers and the whole of the workforce</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Meetings between line managers or supervisors and employees (sometimes called briefing groups)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Attitude surveys</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Suggestion schemes</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Open Door scheme</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Systematic use of the management chain to cascade information</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Newsletters or emails</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>A company intranet providing information to employees</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other (PLEASE SPECIFY)</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
ASK F8A IF MORE THAN ONE MENTIONED; IF ONLY ONE, GO TO F8B. IF NONE MENTIONED, GO TO F9.

F8A. Does the [response from A1E or A1F] give particular significance to any one of these mechanisms? CODE ONE ONLY

Yes
No

IF YES AT F8A:
F8ai Which mechanism does the [response from A1E or A1F] give particular significance to?

CAPI TO DISPLAY CODES IF YES AT F8

ASK IF MULTI-SITE AT A5E:

F8B. Which of the following most closely corresponds to the pattern of communication in the [response from A1E or A1F]? CODE ONE ONLY

- An identical or similar pattern exists across all or most sites
- All or most sites have communication systems, but they differ from site to site
- Some sites have communication systems while others do not

ASK ALL RESPONDENTS

F9 Which of the following information is regularly provided to the [response from A11c] within the [response from A1e/ A1f] about the [response from A1e/A1f]

<table>
<thead>
<tr>
<th>Yes</th>
<th>No</th>
<th>Don’t Know</th>
</tr>
</thead>
<tbody>
<tr>
<td>- the financial position of the company</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- investment plans</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- staffing plans</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

F9b Which of the following information is regularly provided to the [response from A11c] within the [response from A1e/ A1f] about the worldwide company?

<table>
<thead>
<tr>
<th>Yes</th>
<th>No</th>
<th>Don’t know</th>
</tr>
</thead>
<tbody>
<tr>
<td>- the financial position of the worldwide company</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- investment plans</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- staffing plans</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

F10. Using this rating scale, to what extent do the [response from A1e or A1f] as a whole have discretion over these aspects of employee involvement and communication policy?

SHOWCARD. PLEASE CODE ONE FOR EACH CATEGORY

READ OUT: PLEASE THINK ABOUT A LEVEL OF THE ORGANISATION ABOVE THE UK OPERATIONS AS A WHOLE.

IN SOME CASES THE HIGHER LEVEL MAY BE AN INTERNATIONAL BUSINESS HEADQUARTERS OR A EUROPEAN HEADQUARTERS THAT HAPPEN TO BE BASED IN THE UK.
1 = The UK operations have no discretion (must implement policy set by a higher level such as corporate or regional HQ)
2   ...
3 = The UK operations have some discretion (can develop policy within the guidelines/framework set by a higher organisational level)
4   ..
5 = The UK operations have full discretion (can set own policy)

**ROTA TE STATEMENTS**

<table>
<thead>
<tr>
<th>Policies relating to:</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>N/A</th>
<th>DON'T KNOW</th>
</tr>
</thead>
<tbody>
<tr>
<td>a)    Involvement of employees in work process, e.g. team work or problem-solving groups</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>b)    Attitude surveys and suggestion schemes</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>c)    Provision of information to employees</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

WHERE SITUATION VARI E ACROSS SITES OR BUSINESS UNITS WITHIN THE UK, PLEASE ASK RESPONDENT TO ANSWER FOR THE PRIMARY SITE OR UNIT
Section G: Employee Representation and Consultation

I would now like to ask you some questions about employee representation and consultation.

Employee representation

G1. Thinking of the (CAPI to display response at A11c) in the [response from A1E or A1F], are trade unions recognised for the purposes of collective employee representation at …? READ OUT AND CODE ONE ONLY

1. No sites in the UK operations
2. All sites in the UK operations
3. Most sites in the UK operations
4. Some sites in the UK operations
5. The company’s single UK site

DON’T KNOW

ASK G2 IF CODE 2, 3, 4 OR 5 AT G1 IF CODE 1 AT G1 GO TO G3

G2. Are there any non-union based structure(s) of collective employee representation for the (CAPI to display response at A11c)?

IF NECESSARY AN EXAMPLE OF COLLECTIVE EMPLOYEE REPRESENTATION IS A COMPANY COUNCIL

MULTICODE OK FOR FIRST TWO CODES (YES)

NB: TICK ALL THAT APPLY
1. Yes, at sites where there is no trade union recognition
2. Yes, at sites where there is also trade union recognition
3. No

IF CODE 1 OR 2 AT G2 ASK G2A

G2a. Have any of these structures been newly established within the past 3 years? CODE ONE ONLY

Yes
No

ASK G3 IF CODE 1 OR DK AT G1

G3. Is/are there any non-union based structure(s) of collective employee representation (e.g. company council) for the (CAPI to display response at A11c)? CODE ONE ONLY

Yes, at all sites
Yes, at most sites
Yes, at some sites
Yes, at the company’s single UK site
No
ASK G3A IF ANY YES MENTIONED AT G3
G3a. Have any of these structures been newly established within the past 3 years? CODE ONE ONLY

Yes
No
Don't know

ASK ALL RESPONDENTS
G4. Thinking now of the (CAPI to display response at A11h) in [response from A1E or A1F], are trade unions recognised for the purposes of collective employee representation at..? READ OUT AND CODE ONE ONLY

No sites in the UK operations
All sites in the UK operations
Most sites in the UK operations
Some sites in the UK operations
The company's single UK site

ASK IF CODES 2, 3, 4 AND 4 AT G1:
G5. Thinking about any new sites which have been opened in the previous 3 years, has the [response from A1E or A1F] recognised trade unions for the (CAPI to display response at A11c) for the purposes of collective representation .... ?

READ OUT AND CODE ONE ONLY
INTERVIEWER NOTE: NEW SITES DOES NOT REFER TO ANY SITES GAINED THROUGH ACQUISITIONS. NEW SITES ARE OFTEN REFERRED TO AS “GREENFIELD” SITES.

Yes- at each new site
Yes- at most new sites
Yes- at some new sites
No- at no new sites
No new sites opened

ASK ALL:
G6. Thinking about the sites which have been acquired over the previous 3 years, have there been any changes in trade union recognition for the purpose of collective representation?

MULTICODE OK FOR CODE 2 OR 3

<table>
<thead>
<tr>
<th>Code</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>No changes</td>
</tr>
<tr>
<td>2</td>
<td>New Trade Union recognition at 1 or more sites</td>
</tr>
<tr>
<td>3</td>
<td>Trade Union recognition withdrawn at one or more sites</td>
</tr>
<tr>
<td>4</td>
<td>No sites acquired</td>
</tr>
</tbody>
</table>
**ASK ALL**

**G8.** How would you describe the policy of management towards union recognition within [response from A1E or A1F]? READ OUT AND CODE ONE ONLY

- In favour of union recognition
- Not in favour of union recognition
- Neutral towards union recognition

**ASK G9 IF CODES 2, 4 OR 5 AT G1 (ie unions recognised at least at one site for LOG)**

**G9.** Is there collective bargaining with Trade Unions over pay and major conditions (e.g. working time) at any of the following levels covering all or some of the (CAPI to display response at A11c) within [response from A1E or A1F]...?

READ OUT AND CODE ALL THAT APPLY

<table>
<thead>
<tr>
<th>Level</th>
<th>Code</th>
</tr>
</thead>
<tbody>
<tr>
<td>at UK company level, covering all sites</td>
<td></td>
</tr>
<tr>
<td>at the company’s single UK site</td>
<td></td>
</tr>
<tr>
<td>Covering more than one, but not all UK sites</td>
<td></td>
</tr>
<tr>
<td>at individual site level</td>
<td></td>
</tr>
<tr>
<td>at industry level, covering more than one employer</td>
<td></td>
</tr>
<tr>
<td>there is no collective bargaining over pay</td>
<td></td>
</tr>
</tbody>
</table>

**IF CODES 1, 2, 3, 4 OR 5 AT G9**

**G10.** Approximately what percentage of the (CAPI to display response at A11c) in are [response from A1E or A1F] covered by these collective bargaining arrangements?

Percentage _____________ % WRITE IN FIGURE

**IF CODES 1, 3, 4 OR 5 AT G9**

**G11.** Are the main substantive provisions of collective agreements across all the sites ...?

IF NECESSARY: Substantive provisions include pay, benefits, working hours and holidays. READ OUT

- Identical or similar across all or most sites
- Similar across some sites, different across others
- Different across all or most sites

**ASK G12 IF CODED 2, 4 OR 5 AT G1 (ie unions recognised at least at one site)**

**G12.** Using this rating scale, which best describes the policy towards working with unions on the following matters relating to the (CAPI to display response at A11c):

SHOWCARD. CODE ONE FOR EACH CATEGORY

<table>
<thead>
<tr>
<th>Category</th>
<th>Code</th>
</tr>
</thead>
<tbody>
<tr>
<td>Work organisation</td>
<td></td>
</tr>
<tr>
<td>Sub-contracting and outsourcing</td>
<td></td>
</tr>
<tr>
<td>Variable payments schemes</td>
<td></td>
</tr>
<tr>
<td>In-work training / upgrading skills</td>
<td></td>
</tr>
<tr>
<td>Direct employee involvement schemes</td>
<td></td>
</tr>
</tbody>
</table>
ASK ALL
G13. Using this rating scale, to what extent do the [response from A1e/ A1f] have
discretion over setting the following elements of policy towards trade unions? ...?
SHOWCARD CODE ONE FOR EACH CATEGORY

READ OUT: PLEASE THINK ABOUT A LEVEL OF THE ORGANISATION ABOVE
THE UK OPERATIONS AS A WHOLE.

IN SOME CASES THE HIGHER LEVEL MAY BE AN INTERNATIONAL BUSINESS
HEADQUARTERS OR A EUROPEAN HEADQUARTERS BASED IN THE UK

1 The UK operations have no discretion [must implement policy set by a higher level
e.g. global or regional HQ]

2

3 The UK operations have some discretion [can develop policy within the guidelines /
framework set by a higher organizational level] ...

4

5 The UK operations have full discretion [can set own policy]

<table>
<thead>
<tr>
<th></th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Union recognition</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Scope of union</td>
<td></td>
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<td></td>
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<tr>
<td>involvement in</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>decision-making</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>(allow not</td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>applicable)</td>
<td></td>
<td></td>
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<td></td>
<td></td>
</tr>
</tbody>
</table>

Employee consultation
G14. Are regular meetings held between management and representatives of employees
at this level of [response from A1E or A1F] for the purpose of information provision
and consultation?

IF NECESSARY: By regular we mean more than once a year. By ‘at this level’ we
mean meetings which cover all sites/operations within [response from A1E or A1F].
CODE ONE ONLY

Yes
No
Don’t know

ASK G16 IF YES AT G14 [IF NO GO TO G20]

G16. Do these meetings cover ...? READ OUT AND CODE ONE ONLY

1 All employees under a single arrangement
2 All employees, but with different arrangements for different groups
3 Some groups of employees under a single arrangement
4 Some groups of employees, but with different arrangements for different groups
5 Other [please specify]
ASK G18 IF YES AT G14
G18d
Using this rating scale, which of the following statements best describes the overall nature of these meetings … SHOWCARD

a) management provides minimal information required for compliance, there is little or no dialogue with employee representatives over issues; and no impact on decision outcomes
b) …
c) management provides information somewhat beyond that required for compliance; there is a substantive dialogue with employee representatives on a limited range of issues; and a limited impact on decision outcomes
d) …
e) management provides information considerably beyond that required for compliance; there is substantive dialogue with employee representatives over a wide range of issues; and an extensive impact on decision outcomes

ASK G20 IF NO AT G14
G20. Do you anticipate establishing such a structure for [response from A1E or A1F] over the next 2 years?

YES
NO
DON’T KNOW

ASK ALL
G21. Are regular meetings held between management and representatives of employees at lower levels of the [response from A1E or A1F] which are primarily concerned with information provision and consultation? SHOWCARD

If yes, probe to find out if meetings cover all, most or some sites

READ OUT: BY REGULAR, WE MEAN MORE THAN ONCE A YEAR. BY LOWER LEVELS OF THE UK OPERATION WE MEAN SITE LEVEL MEETINGS AND/OR THOSE COVERING SEVERAL SITES (E.G. A REGION OR BUSINESS) BUT NOT ALL SITES.

CODE ONE ONLY

Yes, at the company’s single UK site
Yes, at all sites or covering all sites
Yes, at most sites or covering most sites
Yes, at some sites or covering some sites
No
ASK ALL

G22. Over the past 3 years, has the prospect of the UK’s recently implemented Information and Consultation of Employees (ICE) Regulations prompted any changes in arrangements for employee consultation…? CODE ONE ONLY

Yes
No
There are no such arrangements in the UK operations

ASK G23 IF YES AT G22

G23. Which, if any, of the following changes have occurred …? SHOWCARD
CODE NO MORE THAN ONE FOR EACH CATEGORY

If yes, probe to find out whether changes cover all sites, most sites or some sites or just at the single UK site

<table>
<thead>
<tr>
<th>Change</th>
<th>Covering all sites</th>
<th>Covering most sites</th>
<th>Covering some sites</th>
<th>At the single UK site</th>
</tr>
</thead>
<tbody>
<tr>
<td>Establishment of new arrangements</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Modifications to existing arrangements</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

G24. CUT – pick up by more focused item at H2

G25. CUT – pick up by more focused item at H2

ASK IF YES AT EITHER G14 OR G21 [IF NO AT BOTH QUESTIONS GO TO G27]

G26. Which of the following statements best describes management’s relative emphasis in [response from A1E or A1F] on mechanisms for communicating and consulting with employees? SHOWCARD

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

ASK ALL

G27. Using this rating scale, to what extent do the [response from A1e or A1f] as a whole have discretion over determining employee consultation policy?

READ OUT: PLEASE THINK ABOUT A LEVEL OF THE ORGANISATION ABOVE THE UK OPERATIONS AS A WHOLE.

IN SOME CASES THE HIGHER LEVEL MAY BE AN INTERNATIONAL BUSINESS HEADQUARTERS OR A EUROPEAN HEADQUARTERS THAT HAPPEN TO BE BASED IN THE UK.

IF NECESSARY, POLICY ON EMPLOYEE CONSULTATION INCLUDES HOW TO COMPLY WITH DOMESTIC LEGISLATIVE REQUIREMENTS, BALANCE BETWEEN DIRECT AND INDIRECT EMPLOYEE CONSULTATION ETC.
SHOWCARD. CODE ONE ONLY

1. The UK operations have no discretion [must implement policy set by a higher level]
2. ...The UK operations have some discretion [can develop policy within the guidelines / framework set by a higher organizational level]
4. ...
5. The UK operations have full discretion [can set own policy]

ASK ALL
G28. Is there a European Works Councils or similar European-level employee information and consultation structure which covers [response from A1E or A1F]? CODE ONE ONLY

Yes
No
Don't know

G29. CUT

ASK IF YES AT G28
G30. Do you attend meetings of the EWC? CODE ONE ONLY

Yes – attend regularly
Yes – attend occasionally
No

ASK IF YES AT G30
G31. Do you share experiences of EWC practice with other companies with established arrangements? MULTICODE OK FOR ANY YES

Yes, companies in the same sector
Yes, companies in other sectors
No

ASK G32 IF NO AT G30
G32. Do you receive information about the activity and meetings of the EWC ...? CODE ONE ONLY

Systematically at the time of EWC meetings
Periodically, on an 'as necessary' basis
Little or no information about the EWC received

G33 - DELETED
ASK IF YES AT G28
G34d
Using this rating scale, which of the following statements best describes the overall nature of the EWC ...

1. management provides minimal information required for compliance, there is little or no dialogue with employee representatives over issues; and no impact on decision outcomes
2. ...
3. management provides information somewhat beyond that required for compliance; there is a substantive dialogue with employee representatives on a limited range of issues; and a limited impact on decision outcomes
4. ...
5. management provides information considerably beyond that required for compliance; there is substantive dialogue with employee representatives over a wide range of issues; and an extensive impact on decision outcomes

IF NO AT G28
G35. Do you anticipate an EWC being established in the future?

Yes- in the next two years
Yes- in more than two years
No
Section I: Influence of UK operations on worldwide company

The next few questions are about the influence of [response from A1e or A1f] on the worldwide company.

I1a. Has the [response from A1E or A1F] provided any new practices in the following areas that have been taken up elsewhere in the worldwide company: CODE ONE FOR EACH CATEGORY. SHOWCARD I1A.

DON’T KNOW

<table>
<thead>
<tr>
<th></th>
<th>No</th>
<th>Yes, in a few parts of the firm</th>
<th>Yes, in major businesses</th>
<th>Yes, taken up globally</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pay and performance management</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Training and development</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>employee involvement and communication</td>
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</tr>
<tr>
<td>employee consultation</td>
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</tbody>
</table>

I1B Thinking about the way that HR policies that apply across countries are formed, please indicate the extent to which you agree with the following statements: SHOWCARD I1B.

(1 = strongly disagree, 5 = strongly agree)

The corporate HR function regularly assigns roles in formulating policy to HR managers in the overseas operations. SHOWCARD I1B. CODE ONE ONLY

It is possible to point to global HR policies that are based on those that were originally developed outside the country of origin SHOWCARD I1B. CODE ONE ONLY

I3a. Do any of the following have an influence on training and development policy in the [response from A1E or A1F] MULTICODE ALLOWED. SHOWCARD 13A1.

Global HQ
International division or business line HQ
Regional HQ (e.g. Europe, EMEA)
A separate international division (division for all international operations)
Other (please specify)
None of the above

Ask if I3a is multicoded
I3b. Which of these has the greatest influence on policy on training and development in the [response from A1E or A1F] ? READ OUT

CAPI TO DISPLAY CODES FROM I3a1
ASK I3C IF CODES 1,2,3,4,5 at I3A

I3c. Using this rating scale, how significant are each of the following kinds of influence from [CAPI TO INSERT RESPONSE FROM I3A1 IF SINGLECODED OR 13B IF MULTICODED AT I3A1] over training and development policy in the [response from A1E or A1F]? SHOWCARD I3C.

1=not at all significant
2
3=somewhat significant
4
5=very significant

setting a broad policy framework
setting detailed HR policies
providing HR advice or consultancy services
monitoring HR policy implementation
promoting HR benchmarking and information exchange

I3a2. Do any of the following have an influence over employee involvement policy in the [response from A1E or A1F]? MULTICODE ALLOWED. SHOWCARD.

Global HQ
International division or business line HQ
Regional HQ (e.g. Europe, EMEA)
A separate international division (division for all international operations)
Other (please specify)
None of the above

Ask I3d if I3a2 is multi-coded

I3d. Which of the following has the greatest influence on policy on employee involvement and communication in the [response from A1E or A1F]? READ OUT

CAPI TO DISPLAY CODES FROM I3B

I3e. Now thinking about employee involvement policy using this rating scale, how significant are each of the following kinds of influence from [CAPI TO INSERT RESPONSE FROM I3A1 IF SINGLECODED OR 13B IF MULTICODED AT I3A1] in the [response from A1E or A1F]?

1=not at all significant
2
3=somewhat significant
4
5=very significant

setting a broad policy framework
setting detailed HR policies
providing HR advice or consultancy services
monitoring HR policy implementation
promoting HR benchmarking and information exchange
SECTION H: Company Background

H1. Size

a. I am now going to show you a list of 5 geographical regions. For each one please could you tell me approximately how many employees are located in each? SHOWCARD.

INTERVIEWER NOTE: PLEASE NOTE WHETHER THESE FIGURES ARE ESTIMATES

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

ALLOWABLE RANGE 1-50,000 EMPLOYEES
ALLOW DK
NONE (No None for UK)

CAPI to ensure FIGURES add up to NO OF WORLDWIDE EMPLOYEES AT S8A or S8B

H1AA Are these figures estimates?

Yes
No

ASK ALL:

b. Approximately how many employees of the worldwide company work in the country where the corporate Head Office is located?

INTERVIEWER NOTE: PLEASE NOTE WHETHER THESE FIGURES ARE ESTIMATES

Enter numeric response ________________ (MIN 1, MAX 1,000,000)
None
DON’T KNOW

c. Approximately what percentage of employees in the [response from A1E or A1F] are…..? READ OUT

Male ________________ %
DON’T KNOW

Female ________________ %
DON’T KNOW

Insert logic check that it adds up to 100%
d. Approximately what percentage of employees in the [response from A1E or A1F] are.....? READ OUT

Temporary or Contract staff who work regularly__________________ %
DON’T KNOW

Permanent staff ______________ %
DON’T KNOW

Insert logic check that it adds up to 100%

e Over the past three years to what extent has the number of employees in the
[response from A1E or A1F] changed?
SHOWCARD H1E. CODE ONE ONLY.

1 = increased significantly (more than 10%)
2 = increased slightly (up to 10%)
3 = no change
4 = decreased slightly (down by 10%)
5 = decreased significantly (down more than 10%)
DON’T KNOW

H2. Level of Diversification and Sector

a. Which of the following statements best describes the [response from A1E or A1F]
SHOWCARD H2A. CODE ONE ONLY

It produces...

A single product or service that accounts for more than 90% of sales
A number of products and services but one of these accounts for between 70% and 90% of
sales
A number of products and services but no single one of these accounts for more than 70% of
sales
A range of unrelated products and services
DK

Ask if ‘MANUFACTURING’ at A9 of Screener
H2c. Does the [response from A1E or A1F] carry out......?
READ OUT

the manufacturing of the product or;
other functions for the products manufactured elsewhere
both manufacture and other functions
H3. Which of the following statements best describes the worldwide company’s most important product, service or brand (or group of products, services or brands)?

INTERVIEWER NOTE: IF RESPONDENT QUERIES WHAT ‘MOST IMPORTANT’ MEANS, CLARIFY THAT WE WANT TO THINK OF THE PRODUCT, SERVICE OR BRAND THAT GENERATES THE MOST REVENUE.

SHOWCARD: CODE ONE ONLY.

- It is adapted significantly to national markets
- It is adapted to different regions of the world but standardised within them
- It is standardised globally
- DK

H4. Integration / Linkages in Production / Service Provision Across Borders

a. Are any of the components, products and services of the [response from A1E or A1F] produced for operations of the worldwide company based outside the UK?

- Yes – all
- Yes – some but not all
- No – none
- DK

H4b Do other parts of the worldwide company supply components, products or services to the [response from A1E or A1F]

- Yes
- No
- Don’t know

H4e I am now going to read out a series of statements about the role of the [response to A1E or A1F] in the worldwide company. For each one, please tell me whether you agree or disagree using a scale of 1 to 5 where 1 is ‘strongly disagree’ and 5 is ‘strongly agree’. Showcard H4E

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

The [response from A1E or A1F] has international responsibility for one or more products or services on behalf of the worldwide company

Significant expertise in R&D within the worldwide company is generated in the [response from A1E or A1F]
H4f. Approximately what percentage of revenues of the [response from A1E or A1F] comes from sales abroad?

Write in percentage:

Don’t know
None

H5. Intensity and Nature of Competition

a. How many major competitors do you face for the main products or services of the [response from A1E or A1F]?

ENTER NUMERIC ___________________ RANGE 1-100

IF DK PROMPT TO RANGES. SHOWCARD H5A

None
1
2 - 5
6 - 10
11-49
50+
DK

H6. Ownership Pattern

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

1. Privately owned
2. Publicly traded

H9. International Mergers and Acquisitions

a. Has any part of the [response from A1E or A1F] joined the current worldwide parent company as the result of a merger or acquisition in the past 5 years?

Yes
No
Don’t know

IF YES AT H9:
H9aa. Was this…

All of the [response from A1E or A1F]
A significant part of the [response from A1E or A1F]
A small part of the [response from A1E or A1F]
If one or more ask H9b (others go to H10)
b. Did the merger or acquisition result in a change in the nationality of ownership of the [response from A1E or A1F]?

READ OUT: If there has been more than one merger or acquisition, please think about the most RECENT OF these

Yes - go to H9c
No - go to H10
Don’t know - go to H10

If Yes at H9b ask C (Others go to H10)
c. What was the nationality of the [response from A1E or A1F] previously?

1. Australian (Australia)
2. Argentinean (Argentina)
3. Austrian (Austria)
4. Belgian (Belgium)
5. Canadian (Canada)
6. Danish (Denmark)
7. Finnish (Finland)
8. French (France)
9. German (Germany)
10. Irish (Ireland)
11. Italian (Italy)
12. Japanese (Japan)
13. Luxembourger (Luxembourg)
14. Malaysian (Malaysia)
15. Dutch (The Netherlands)
16. Norwegian (Norway)
17. Singaporean (Singapore)
18. South African (South Africa)
19. Spanish (Spain)
20. Swedish (Sweden)
21. Swiss (Switzerland)
22. Taiwanese (Taiwan)
23. United Kingdom (UK)
24. American (United States)
25. Virgin Islander (Virgin Island)
26. Other (specify)
27. Don’t know

H10. Joint Ventures

a. Does the [response from A1E or A1F] have joint ventures, strategic alliances or similar formal links with other companies outside the group?

INTERVIEWER NOTE: Please include franchises under this definition

Yes
No
Don’t Know
IF YES AT H10A:
c. How significant are these activities in relation to your overall operations?  
SHOWCARD H10C.

READ OUT: PLEASE USE A SCALE OF 1 TO 5 WHERE 1 IS ‘NOT AT ALL SIGNIFICANT’  
AND 5 IS ‘VERY SIGNIFICANT’

1 = not at all significant
2
3
4
5 = very significant)
DON’T KNOW

New Investments in the UK Company

H11a. Over the past five years, has [response from A1E or A1F] been involved in a  
significant investment in a new site or expansion of existing sites in the UK? Please  
exclude any mergers, acquisitions, joint ventures or strategic alliances, but include  
investments made under PFI deals if appropriate.

Yes
No
DON’T KNOW

If yes go to b (others go to H11)

H11b When deciding on the UK as the location for investment, to what extent were the  
following labour considerations important factors in these decisions? SHOWCARD

READ OUT: PLEASE USE A SCALE OF 1 TO 5 WHERE 1 IS ‘NOT AT ALL IMPORTANT’  
AND 5 IS ‘VERY IMPORTANT’

1 = not at all important
2
3
4
5 = very important
DON’T KNOW

Low labour costs  1  2  3  4  5  
High skills  1  2  3  4  5  
Favourable framework of employment legislation  1  2  3  4  5
Site Closures and Rationalisations

H12a  Over the past 5 years has the [response from A1E/ A1F] instigated a closure of a site in the UK?

  Yes
  No
  Don't know

Ask H12b if yes at H12a (others go to Section C)

H12b. When deciding on the UK as a location for a closure, to what extent were the following labour considerations important factors in these decisions? SHOWCARD H12B.

READ OUT: PLEASE USE A SCALE OF 1 TO 5 WHERE 1 IS ‘NOT AT ALL IMPORTANT’ AND 5 IS ‘VERY IMPORTANT’

1 = not at all important
2
3
4
5 = very important
DK

High costs  1  2  3  4  5
Shortages of specialist skills  1  2  3  4  5
Favourable legislation on redundancy and closure  1  2  3  4  5