



# SURVEY ON EMPLOYEE INVOLVEMENT IN CORPORATE GOVERNANCE

Ljubljana, 15 December 2018

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Muzofil Association is committed to the protection of the personal data of respondents in accordance with the ESOMAR and AAPOR codes. Thus, the contractor prevents the identification of the respondents. All variables or fields that could directly indicate the identity of the respondent are removed from the database and reports. Respondents' answers are also physically separated from respondents' data. Any attempt to deliberately identify the respondent or disclose the identity of the respondent by the client or contractor constitutes a violation of the abovementioned codes.



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# Summary

## TRADE UNIONS AND WORKS COUNCILS

*Works councils are organized in just under half (44.8%) of the involved companies, and trade unions are organized in 48.8% of the companies. In more than a third (37.6%) of the companies there is no form of association of workers. In 79% of all companies with a works council also a trade union is organized.*

## WORKS COUNCIL

*In the companies covered by the survey, a works council has been organized in 54% of the companies for more than 20 years and in slightly less than a third companies it has been in place from 10 to 20 years; together representing a majority of the companies. Thus, the companies surveyed have many years of experience with the works council.*

## OVERALL RATING OF COOPERATION WITH THE WORKS COUNCIL

*The overall rating of the cooperation with the works council is 3.47 on the scale of 1 to 5; half of the respondents rate the cooperation as very good or excellent.*

## POTENTIAL FOR CHANGES IN COOPERATION WITH THE WORKS COUNCIL

*Most potential for desired changes has been identified in information and communication, the engagement and working methods. Among the most frequent reasons for the rating of the cooperation with the works council as "unsatisfactory" is "insufficient knowledge of the works council to participate in the management".*

## WORKERS' REPRESENTATIVES IN MANAGEMENT AND SUPERVISORY BODIES

*All 11 joint stock companies with a two-tier system have the supervisory board, while only one of them has a management board with a workers' representative in it. Of the 11 limited liability companies with a works council, all have workers' representatives in the supervisory board (which accounts for 100% in this segment).*

*In the companies in which workers' representatives are present, their usefulness in management and supervisory bodies is in general assessed to be at 3.5 on a scale of 1 to 5. There are differences in rating the usefulness of the representatives depending on the size of the company and its legal organizational form. The usefulness of representatives in the supervisory and management bodies is better rated by joint stock companies than by limited liability companies; and the rating is less positive in small-sized enterprises than in bigger ones.*

*There is a medium-strong positive correlation between the overall rating of the cooperation with the works council and the usefulness of workers' representatives in management and supervisory bodies. Those who rated cooperation with the works council more positively also gave a more positive rating of the usefulness of workers' representatives in the management and supervisory bodies.*

## WHAT ENABLES COOPERATION WITH THE WORKS COUNCIL?

*The respondents show above-average agreement with the statement that the cooperation with the works council enables greater readiness of the employees for the introduction of changes and more consideration for the interests of employees as stakeholders, and better communication within the company. However, they agree less with the statement that employee participation in the management of a company enables the adoption of better business decisions, higher productivity or increased innovation of employees (the latter being worst-rated).*

## REGULATION OF THE SCOPE OF RIGHTS IN THE WORKER PARTICIPATION IN MANAGEMENT ACT (ZSDU) AND POSSIBILITIES FOR STRENGTHENING THE COOPERATION

*More than half (54%) of the respondents consider the regulation of the scope of rights by the ZSDU to be relevant.*

## ROLE OF THE WORKS COUNCIL

*The worst-rated element regarding the role of the works council is "resolving conflicts with employees" with the lowest average level of agreement whereas the highest level of agreement is to be found regarding the statement that the works council "has been provided with appropriate material conditions for its functioning". The respondents agree most that appropriate material conditions have been provided for the functioning of works councils and they agree least that the role of the works council is "resolving conflicts with employees".*

## FORMS OF PARTICIPATION

*More than half of the respondents pointed out “information of the works council” as the most appropriate form of worker participation, and “participation with the works council” as the least appropriate. And “joint consultation” (46%) is perceived as appropriate. The rating of the appropriateness of the forms of participation reflects important differences depending on demographic differences.*

#### **INFORMATION, CONSULTATION AND PARTICIPATION**

*The contents with the information being the dominant meaningful activity are: company strategy, changes in the status of the company, issues related to the company's operations. While with regard to human resource issues and health and safety at work the respondents believe that consultation and participation are the meaningful activities. There are significant differences depending on the demographic characteristics of a company and of the representative who filled out the survey.*

# About the survey

The implementation of the WIM 3 project included a survey on the implementation of workers participation. The results of the survey are the starting points for the preparation of recommendations for changes to the sectoral legislation.

## Methodology

Data was collected through an online survey using a guided self-administered questionnaire. The closed-type questions were clear and unambiguous, and an emphasis was also placed on open-ended questions. It was our own questionnaire.

Methods of analysis are basic statistical methods of frequency distributions with graphical representations, calculations of averages and standard deviations, and grouping of similar responses in the qualitative treatment of the open-ended questions. Added to this is a summary of the essence of views and comments. The quantitative treatment involved segmentation analysis, response crossings and correlation analysis were used.

## Tools

The analyses and reports make use exclusively of open-source tools that allow unrestricted access to everyone. 1KA - an open source application that provides online survey service (SaaS - Software as a Service) - was used for data collection and partial data analysis. For more basic analyses Google Spreadsheet is used, and for more advanced analyses (in particular qualitative processing of open responses) Orange3 is used - an open source tool "machine learning" that allows you to work with interactive displays and data visualizations, suitable for text analysis and other qualitative analyses. Google Documents is used to write a report, which allows easy sharing and collaboration between drafters of the report.

## Data

Data collection took place between 23 October and 1 December 2018. Members of the Employers' Association of Slovenia (EAS) who have different roles within companies received an invitation to respond to the survey. A total of 192 members of the EAS got to the survey introduction, but only 125 of them actually responded to the survey, 105 of whom actually completed the survey. The analysis covers all relevant respondents (N=125) who vary in their answers to questions for several reasons:

- missing answers because the respondents skipped a question (due to less defining nature of the (non) mandatory answers there was an option not to answer the question and still continue the survey;
- missing answers due to withdrawal from the survey. The analyses deal with all valid answers to an individual question also by those respondents who failed to respond to all the questions.

In the survey introduction, great focus was placed on the anonymity of the individual. According to the ethical and moral codes of the survey, the reason why they received the survey as members of the EAS was presented and what its purpose was. The emphasis was on the voluntary responding to the survey, so the respondents could skip a question or quit the survey as none of the questions was binding. On average, the questionnaire took 3 minutes 8 seconds.

## Demographic characteristics of companies and business representatives

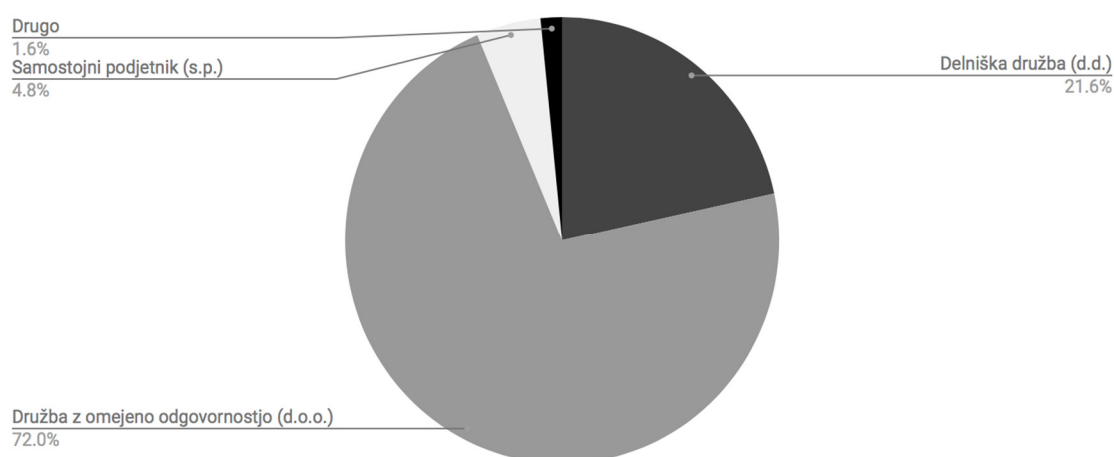
The questionnaire contained 6 demographic variables on the basis of which it is possible to observe differences in responding to individual questions through segmentation analyses. However, the segmentation analysis is meaningful when each of the groups or segments/sub-samples is large enough.

Figure 2 shows the distribution of the sample based on the legal organizational form of the company. The survey sample included 90 limited liability companies, accounting for 72% of all companies in the sample, which represents the highest proportion of the enterprises. A good fifth of them are joint stock companies. Sole proprietors with 5% are the least represented group in the sample are sole proprietors, 5%. One of the two respondents who opted for Other, is a representative of a cooperative, while the other respondent did not answer the question about the legal organisational form.

Table 1: Legal organizational form of companies

What is the legal organizational form of your company?				
Answers	Frequency	Percentage	Valid	Cumulative
Joint stock company	27	21.6%	21.6%	21.6%
Limited liability company	90	72.0%	72.0%	93.6%
Sole proprietor	6	4.8%	4.8%	98.4%
Other	2	1.6%	1.6%	100.0%
Total	125	100.0%	100%	
	Average	1.86	Stand. deviation	0.56

Figure 2: Legal organizational form of companies (N=125)

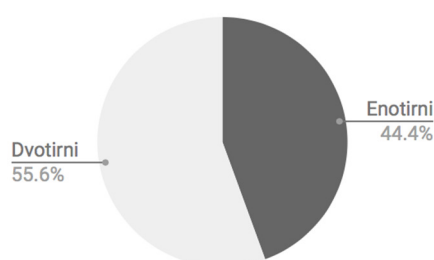


A little less than half of the joint stock companies included in the sample have a one-tier system of governance (44%), while more than half of the participating companies have a two-tier (56%) system (Figure 3).

Table 2: Governance system of joint stock companies

What is the corporate governance system of your joint stock company?				
Answers	Frequency	Percentage	Valid	Cumulative
One-tier	12	9.6%	44.4%	44.4%
Two-tier	15	12.0%	55.6%	100.0%
Total	27	21.6%	100.0%	
	Average	1.56	Stand. deviation	0.51

Figure 3: Governance system in joint stock companies (N=27)

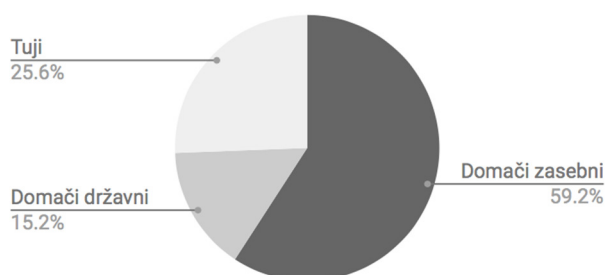


The sample is mostly represented by the companies of domestic private (59%) majority owner (Figure 4). Foreign majority owners of companies are represented in the sample as the second largest group (26%).

Table 3: Origin of majority company owners

What is the origin of the majority owner of your company?				
Answers	Frequency	Percentage	Valid	Cumulative
Domestic private	74	59.2%	59.2%	59.2%
Domestic public	19	15.2%	15.2%	74.4%
Foreign	32	25.6%	25.6%	100.0%
Total	125	100.0%	100.0%	
	Average	1.66	Stand. deviation	0.86

Figure 4: Origin of the majority owner (N=125)



Half of the enterprises in the sample are active in the primary production (50.4%), and the other half are service enterprises (49.6%) (Figure 5).

Table 4: Primary activity of companies

What is the primary activity of your company?				
Answers	Frequency	Percentage	Valid	Cumulative
Production	63	50.4%	50.4%	50.4%
Services	62	49.6%	49.6%	100.0%
Total	125	100.0%	100.0%	
	Average	1.50	Stand. deviation	0.50

Figure 5: Primary activity of companies (N=125)

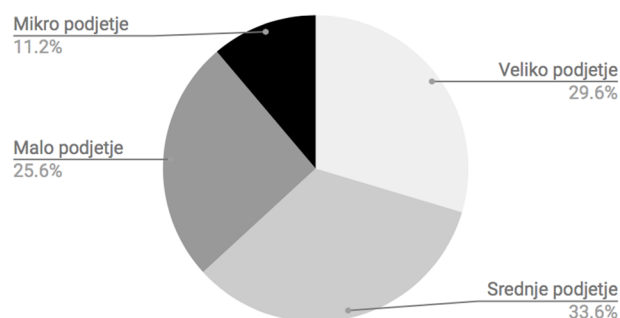


Given the size of the companies included in the sample, the distribution is even: 29.6% of large enterprises, 22.6% of medium-sized enterprises, 25.6 small-sized enterprises, and the remaining proportion: micro-enterprises (Figure 6).

Table 5: Company size

Indicate the size of your company according to the number of employees.				
Answers	Frequency	Percentage	Valid	Cumulative
Large enterprise (250 or more employees)	37	29.6%	29.6%	29.6%
Medium-sized enterprise (50 do 249 employees)	42	33.6%	33.6%	63.2%
Small-sized enterprise (10 do 49 employees)	32	25.6%	25.6%	88.8%
Micro enterprise (fewer than 10 employees)	14	11.2%	11.2%	100.0%
Total	125	100.0%	100.0%	
	Average	2.18	Stand. deviation	0.99

Figure 6: Company size (N=125)



The survey included an additional demographic question relating to an individual (Figure 7) who filled out the survey. Questionnaire responses were mainly received from heads of Human Resources or the HR Department (37.1%) and directors or presidents of the management board of board of directors (24.2%); together, these two groups account for well over half of the respondents.

Table 6: Position of respondents in their companies

What is your position in the company?				
Answers	Frequency	Percentage	Valid	Cumulative
Director/President of the management board or board of directors	30	24.0%	<b>24.2%</b>	24.2%
Member of the management board/board of directors	4	3.2%	<b>3.2%</b>	27.4%
Assistant/advisor to the management board/board of directors/director	9	7.2%	<b>7.3%</b>	34.7%
Head of Human Resources/HR Department	46	36.8%	<b>37.1%</b>	71.8%
Senior associate	17	13.6%	<b>13.7%</b>	85.5%
Other	18	14.4%	<b>14.5%</b>	100.0%
Total	<b>124</b>	<b>99.2%</b>	<b>100.0%</b>	
	<i>Average</i>	<i>3.56</i>	<i>Stand. deviation</i>	<i>1.71</i>

Figure 7: Employee position in the company (N=124)

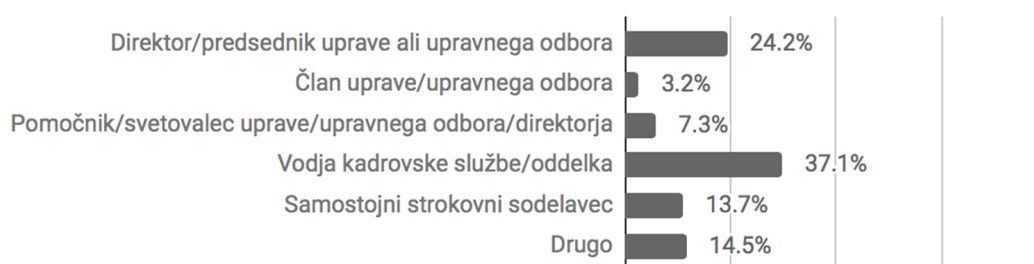


Table 6D presents the positions of representatives of companies in case the option "Other" was selected. Most of them (of 14.5% of all who chose the "Other" option) were from accounting (accounting officer, payroll clerk, bookkeeper and financial accountant), 7 out of 12, representing 58.3% of all those who opted for "Other" when indicating their position in the company.

Table 6D: Position of other respondents

OTHER	Frequency
Accounting officer	4
Payroll clerk	1
Financial accountant	1
Clerk	1
Head of Human Resources	1
Employees	1
Bookkeeper	1
Business secretary	1
Other	1
<b>Total</b>	<b>12</b>



# Result analysis

The results of analyses are presented under individual sections that are topics that follow the questions in the online questionnaire. The Methodology section contains clarifications on how to help oneself interpret the tables and graphic presentations.

When the analyses showed it was reasonable to break down **analysis by segment** with regard to any of the demographic variables, the results by segment are presented under individual (sub-)sections. If there are no significant differences between segments, such an analysis is omitted or is given only for information purposes.

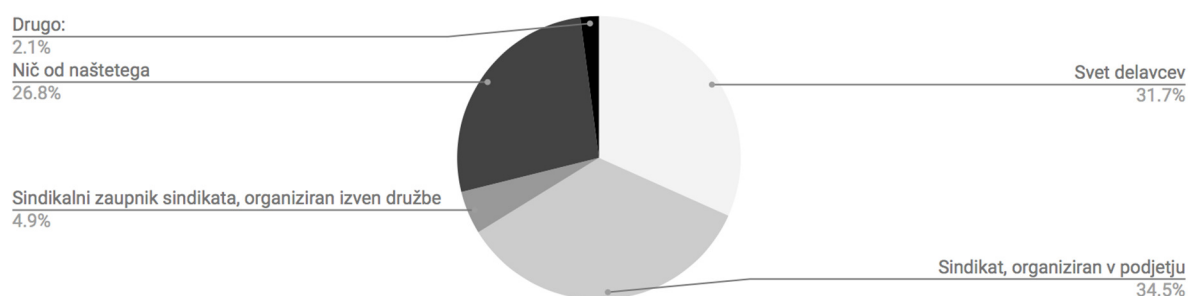
## Associations of employees in companies

Within the range of options, respondents could choose more responses to the question concerning the form of association of workers in their company, for which reason the total number of valid responses exceeds 100%. In the majority of the companies included in the survey sample, a trade union is organized (49%). In 45% of all companies, a works council is organized. In more than a third of companies there is no organized form of association. Answers belonging to Other are the following: twice only "representative of a works council", "assembly of all employees", and "we are a company still being established".

Table 7: Forms of association of workers

Is a ..... organized in your company? Several options can be selected.	Frequencies	% - Valid
Works council	56	44.8%
A trade union organized in the company	61	48.8%
A shop steward of a trade union organised outside the company	9	7.2%
None of these	47	37.6%
Other	4	3.2%
TOTAL	125	

Figure 8: Types of organizations in companies (N=125)



As can be seen from Table 8, a trade union is also organized in as many as 79% of enterprises with a works council (44 out of 56 companies). Only in 5% of the companies where the trade union is organized, they also have a shop steward outside the company.

Table 8: Workers' representatives in companies

Is a ..... organized in your company?	Works council	A trade union organized in the company	A shop steward of a trade union organised outside the company	None of these	Other
Works council	56				
A trade union organized in the company	44 (79%)	61			
A shop steward of a trade union organised outside the company	6 (11%)	3 (5%)	9		
None of these	0	0	0	47	
Other	0	0	0	1 (2%)	4
<i>Total</i>	<b>106</b>	<b>108</b>	<b>18</b>	<b>48</b>	<b>5</b>

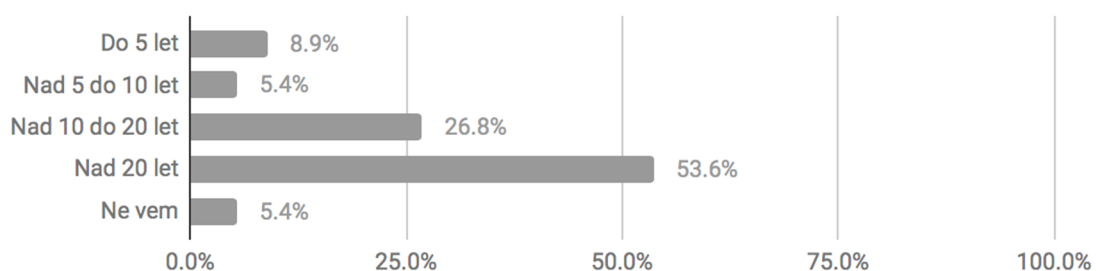
## Works council

In more than a half of the companies with works councils, the latter has been present for more than 20 years (Figure 9). In a good quarter of companies, the works council has been organized for more than 10 years but less than 20 years.

Table 9: Presence of works councils expressed in years

How many years has a works council been organized in your company?				
Answers	Frequency	Percentage	Valid	Cumulative
Up to 5 years	5	4.0%	8.9%	8.9%
More than 5 years and less than 10 years	3	2.4%	5.4%	14.3%
More than 10 years and less than 20 years	15	12.0%	26.8%	41.1%
Over 20 years	30	24.0%	53.6%	94.6%
I don't know	3	2.4%	5.4%	100.0%
Total	<b>56</b>	<b>44.8%</b>	<b>100.0%</b>	
	<i>Average</i>	<i>3.41</i>	<i>Stand. deviation</i>	<i>1.01</i>

Figure 9: Presence of works councils expressed in years (N=56)



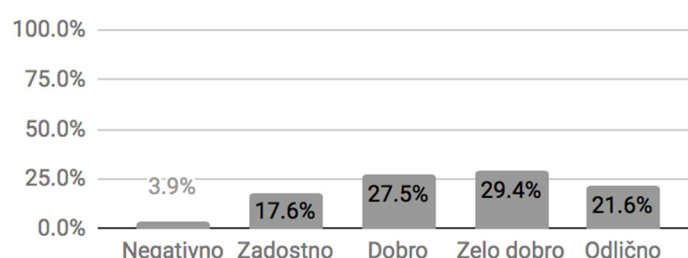
## Overall rating of cooperation with the works council

The rating of the works council is on average 3.47 on a scale of 1 to 5, with the standard deviation (1.14) indicating higher differences in responses (Figure 10). Almost half (49%) of respondents replied to the question with a rating below 3; less than a tenth of respondents think that cooperation is excellent.

Table 10: Overall rating of cooperation with the works council

In general, how would you rate the cooperation with the works council?				
Answers	Frequency	Percentage	Valid	Cumulative
Unsatisfactory	2	1.6%	3.9%	3.9%
Satisfactory	9	7.2%	17.6%	21.6%
Good	14	11.2%	27.5%	49.0%
Very good	15	12.0%	29.4%	78.4%
Excellent	11	8.8%	21.6%	100.0%
Total	<b>51</b>	<b>40.8%</b>	<b>100.0%</b>	
	<i>Average</i>	<i>3.47</i>	<i>Stand. deviation</i>	<i>1.14</i>

Figure 10: Overall rating of cooperation with the works council (N=51)



## Potential for changes in cooperation with the works council

Of the respondents who rated the overall cooperation with the works council as good or very good, 28 answered the question as to what would have to be changed in the cooperation with the works council to make it excellent (Table 11). Most statements relate to information and communication (29%), and to engagement and method of work (21%). All the statements are categorized or classified into the common content sets in the table below and are presented without interfering with the respondents' style of expressing themselves.

Table 11: Potential for changes in cooperation with the works council (N=28)

What would have to be changed in the cooperation with the works council to make it excellent?	
Answers	Frequency
INFORMATION AND COMMUNICATION	<b>8</b>
more mutual information	1
more regular information of the works council about planned changes	1
more communication, education and training	1

e.g. communication (regular/periodic) meetings	1
better communication	1
real-time communication, working documents for meetings	1
more agreeing	2
<b>ENGAGEMENT AND METHOD OF WORK</b>	<b>6</b>
more engagement by the works council	1
more useful proposals and cooperation	1
more dealing with the problems of workers	1
development orientation of the representatives of the works council	1
to improve the relations and activate them to address the topical issues	2
<b>NOTHING, I DO NOT KNOW, NO CHANGE IS POSSIBLE</b>	<b>6</b>
I don't know	1
no changes possible	1
I do not know; no matter what we change, it will have no effect	1
nothing	3
<b>RESPONSIBILITIES IN COMPETENCES</b>	<b>3</b>
fewer members and concrete responsibility	1
to give the works council more competences	1
to specify the competences of the works council, improve the educational structure of members, also determine the responsibilities of members of the works council	1
<b>MINDSET</b>	<b>3</b>
mindset, clear distinction between a works council and a trade union in the eyes of the works council	1
win-win mentality and strict separation between the role of the works council and the trade union	1
to eliminate the fear of members of the works council of discussing with the management board	1
<b>QUALIFICATIONS</b>	<b>2</b>
requisite professional qualifications of members of the works council, but it all depends on who will the employees will elect	1
training of members	1
<b>Total</b>	<b>28</b>

As regards the changes of cooperation with the works council, the most commonly used words in open answers are the improved “communication”, clarification of “competence”, “mindset” and understanding the “win-win” relationship.

### Reasons for the rating of the cooperation with the works council as “unsatisfactory”

For all those who considered cooperation with the works council to be satisfactory/unsatisfactory (N = 11), the reason ranked highest (42%) is insufficient knowledge of the works council for the participation (Table 12). There were several possible answers; 11 respondents contributed a total of 19 responses. Among the main reasons, more than a fifth (21%) of respondents also mentioned inappropriate

functioning of the works council and a trade-union approach taken by the works council in the implementation of the ZSDU in practice.

Table 12: Reasons for the rating of the cooperation with the works council as “satisfactory/unsatisfactory” (N=19)

What are the main reasons to rate cooperation with the works council as satisfactory/unsatisfactory?		
	Frequencies	% - Valid
Inappropriate functioning of the works council in the implementation of the ZSDU in practice	4	21.1%
A trade-union approach taken by the works council in the implementation of the ZSDU in practice	4	21.1%
Insufficient knowledge of the works council to participate in the management	8	42.1%
The employer is not interested in the cooperation with the works council	3	15.8%
Other	0	0.0%
I don't know	0	0.0%
Total	19	100%

## Workers' representatives in management and supervisory bodies

Over half of the companies (52%) with an organized works council have workers' representatives who are appointed into supervisory and management bodies.

Table 13: Workers' representatives in companies

Are there workers' representatives in your company who are appointed into the management and supervisory bodies?				
Answers	Frequency	Percentage	Valid	Cumulative
Yes	28	22.4%	51.9%	51.9%
No	26	20.8%	48.1%	100.0%
Total	54	43.2%	100.0%	
	Average	1.48	Stand. deviation	0.50

Figure 11: Are there workers' representatives in the company who are appointed into the management and supervisory bodies? (N=54)



All those representatives who confirmed that there are workers' representatives appointed into the management and supervisory bodies (N = 28), responded to an additional question with several possible answers. The additional question was different for the respondents depending on the legal organizational form of the company and the governance system. The answers “Supervisory board” and “Management board, workers' representative in the management board” were available to respondents whose joint stock companies have a two-tier system. The answers “Board of directors as non-executive

director” and “Board of directors as executive director” were available to respondents whose joint stock companies have a one-tier system. Other answers were available to respondents from limited liability companies.

No significant statistical differences can be identified in the overall assessment of satisfaction with the works council depending on whether workers’ representatives are appointed into the management and supervisory bodies (Figure 12). The average overall rating of participation by those who have representatives is 3.54, and by those without representatives it is 3.4 ( $F=0,186$  in  $\text{Sig.}=0,668$ ).

Special caution is necessary with regard to the interpretation of Table 14 since the allocation of questions segmented the respondents into groups. The companies had different options available, depending on the legal organizational form and the governance system. The Valid % column represents a number of companies in a particular group; e.g. all 11 joint stock companies with a two-tier system have the supervisory board. But only one of them has a management board with a workers’ representative. Two of three joint stock companies have a board of directors as non-executive director, and the third company as executive director. All of 11 limited liability companies with a works council have workers’ representatives in the supervisory board (which accounts for 100% in this segment).

Table 14: Workers’ representatives in management and supervisory bodies (N=22)

What management and supervisory bodies are workers’ representatives appointed to?			
	Frequencies	Valid	% Valid
Supervisory board	11	11	100.0%
Management board, workers’ representative in the management board	1	11	9.1%
Board of directors as non-executive director	2	3	66.7%
Board of directors as executive director	1	3	33.3%
Workers’ representative in the supervisory board	11	11	100.0%
A workers’ representative in a different form of management (e.g. among managers in a limited liability company)	0	11	0.0%
A workers’ representative in a different supervisory body (e.g. in the board of directors or similar bodies in a limited liability company)	0	11	0.0%

### Usefulness of workers' representatives in management and supervisory bodies

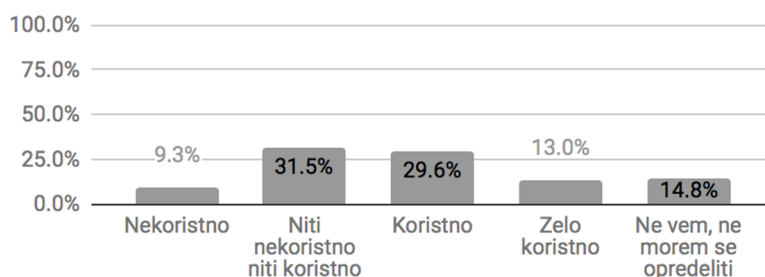
Out of all the 54 companies in the sample which have workers' representatives in management and supervisory bodies, most of them (almost one third, 31%) rate workers' representatives as neither useful nor useless. Only 11% of respondents consider workers representatives in management and supervisory bodies to be very useless and useless, and 42.6% see them as useful or very useful. The average of the responses turned the overall assessment of usefulness to a more positive side, with an average of 3.5.

Table 15: Overall rating of the usefulness of workers’ representatives

In general, how would you rate the usefulness of workers' representatives in management and supervisory bodies?				
Answers	Frequency	Percentage	Valid	Cumulative
Very useful	1	0.8%	1.9%	1.9%
Useless	5	4.0%	9.3%	11.1%
Neither useless nor useful	17	13.6%	31.5%	42.6%

Useful	16	12.8%	29.6%	72.2%
Very useful	7	5.6%	13.0%	85.2%
I don't know, I cannot decide	8	6.4%	14.8%	100.0%
Total	54	43.2%	100.0%	
	Average	3.5	Stand. deviation	1.26

Figure 12: Overall rating of the usefulness of workers' representatives in management and supervisory bodies (N=54)



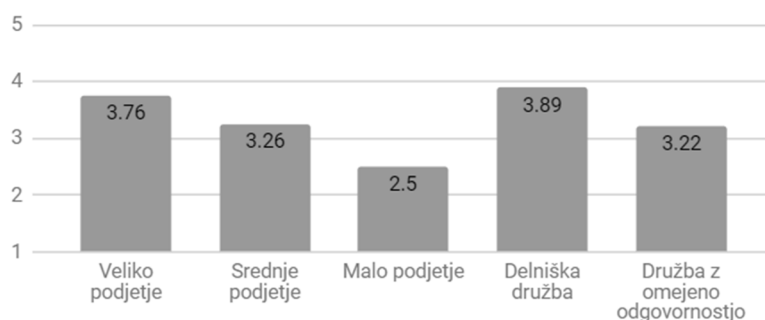
### Differences in the rating of the usefulness of workers' representatives in view of the demographic characteristics of enterprises

In examining all statistically significant differences in the overall rating of the usefulness of workers' representatives in management and supervisory bodies in view of the demographic characteristics of the enterprise and the representative, significant differences between groups that are bigger than within the group relate to the size of the company ( $F = 2.783$  and  $\text{Sig.} = 0.073$ ) and the legal organizational form ( $F = 6.088$  and  $\text{Sig.} = 0.018$ ). However, the generalization of the results to the entire population should be undertaken with caution because of small sub-samples. The rating of the usefulness of workers' representatives is lower in small-sized enterprises than in large enterprises, and the rating in joint stock companies is higher than in limited liability companies. The groups that are too small to allow the verification of differences (such as micro companies) are excluded from the analysis.

Table 16: Differences in the rating of the usefulness of workers' representatives in view of the legal organizational form of enterprises

Demographic characteristics / rating of the usefulness of workers' representatives	Average	N
Large enterprise	3.76	25
Medium-sized enterprise	3.26	19
Small-sized enterprise	2.5	2
Joint stock company	3.89	19
Limited liability company	3.22	27

Figure 13: The average overall rating of the usefulness in view of the origin of the majority owner (N=54)



## Correlation between the overall rating of the cooperation with the works council and the usefulness of workers' representatives in management and supervisory bodies

The correlation analysis of connectivity between the overall rating of the cooperation with the works council and the usefulness of workers' representatives in management and supervisory bodies is statistically significantly positive. The Pearson correlation coefficient is 0.693, and statistical significance is 0.00. This means that it can be said that at a 0-percent risk, the correlation between the ratings is positive and medium-intensive: those who rated the cooperation with works council higher, also rated the usefulness of workers' representatives in the management and control bodies better.

## What enables cooperation with the works council?

With the next question in the questionnaire the number of respondents who claimed that the company has a works council dropped from 56 to 47 of those who responded to most of the statements presented in Table 17.

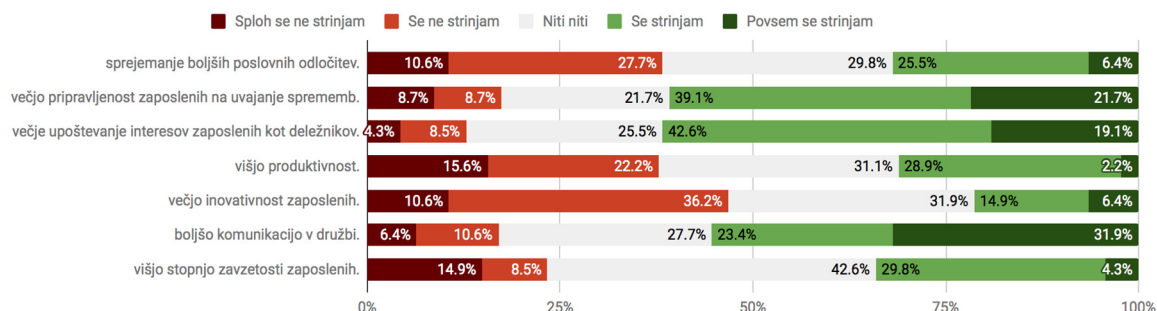
Table 17: Cooperation with the works council (N=47)

Cooperation of the employer with the works council enables ... Please indicate the level of agreement on the scale.								
	I disagree	I don't agree	Neither ... nor	I agree	I absolutely agree	Total	Average	Stand. Deviation
taking better business decisions	5	13	14	12	3	47	2.89	1.11
	10.6%	27.7%	29.8%	25.5%	6.4%	100.0%		
greater willingness of employees to introduce changes	4	4	10	18	10	46	3.57	1.19
	8.7%	8.7%	21.7%	39.1%	21.7%	100.0%		
greater consideration of the interests of employees as stakeholders	2	4	12	20	9	47	3.64	1.03
	4.3%	8.5%	25.5%	42.6%	19.1%	100.0%		
higher productivity	7	10	14	13	1	45	2.80	1.10
	15.6%	22.2%	31.1%	28.9%	2.2%	100.0%		
more innovative employees	5	17	15	7	3	47	2.70	1.06
	10.6%	36.2%	31.9%	14.9%	6.4%	100.0%		
better communication in the company	3	5	13	11	15	47	3.64	1.22
	6.4%	10.6%	27.7%	23.4%	31.9%	100.0%		
higher level of	7	4	20	14	2	47	3.00	1.08



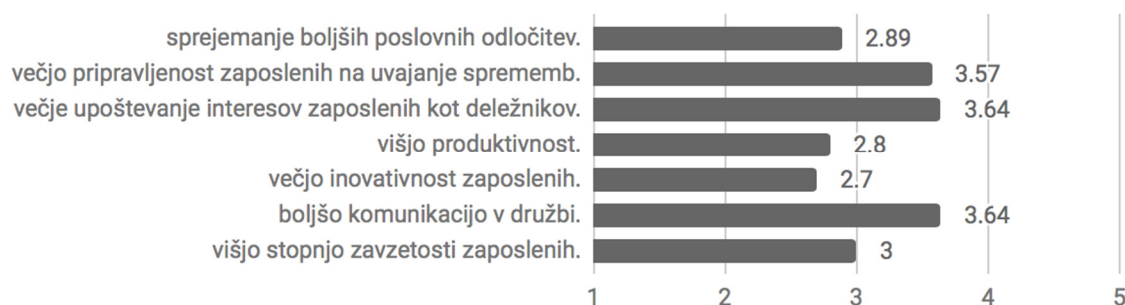
employee commitment	14.9%	8.5%	42.6%	29.8%	4.3%	100.0%	<b>3.18</b>	
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Figure 14: Types of cooperation with the works council (N=47)



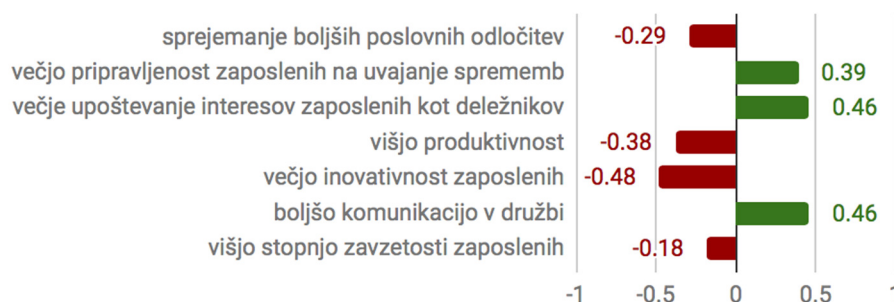
In addition to the percentages attributed to each level of agreement, Table 17 also shows the average of individual responses as to what enables the employer to cooperate with the works council. Total average of all statements is 3.18. The responses “greater consideration of the interests of employees” and “better communication in the company” have the highest average (3.64), while the lowest value is associated with the statement “more innovative employees”.

Figure 15: Average ratings of agreement with the statements in view of the type of cooperation with the works council (N=47)



To illustrate the agreement regarding the areas of cooperation, Figure 16 shows a deviation from the total average concerning all statements. For an easier understanding of the graph, we imagine that total average (3.18) is a zero point. The deviations of the areas of operation with a rating that is above total average are shown in green, in the positive direction, and the agreement that is below the average is shown in red, in the negative direction. E.g.: The average of 2.89 of making better business decisions deviates from total average concerning all statements by -0.29; therefore, it is shown in Figure 16 as a more negative area contributed by the respondents with ratings below the average level of agreement in the area of cooperation. There are three areas that deviate in a positive direction with an above-average agreement in view of total average for all areas. In addition to the above-mentioned areas with the highest rating, the “greater willingness of employees to introduce changes” is what is considered to be a more important aspect of the employer’s cooperation with the works council.

Figure 16: Deviation of the agreement in individual areas from total average for all areas (N= between 45 and 47)



Differences in the level of agreement in the areas of the cooperation with the works council and the position of a representative of the company who participated in the survey

The verification of potential statistical differences in the level of agreement regarding the areas of functioning of the works council reveals there are no significant differences within various segments, except with regard to the position the respondent has in the company ( $F= 2.328$  and  $Sig.=0.06$ ). Such a result means that there is a certain correlation between the position of the representative of the company who responded to the questions and the level of agreement regarding the cooperation with the works council. Although the sub-samples of groups or segments are very small, we can say that certain significant differences are indicated. Table 1P and Figure 1P in Appendix 1 show all the categories of the position of a respondent in the company where the rating of average agreement was possible, but the groups with a too small sub-sample are excluded.

The findings with graphic representations in the appendix indicate that **heads of Human Resources/HR Department** do not agree in general with the statements regarding the areas of cooperation with the works council, with the exception of “changing better business decisions” rated as above-average agreement. **Accounting** (accounting for 58% in the category Other) generally agrees with all the statements more than other respondents, except with regard to “better communication in the company” that is rated below the average level. **Assistants/advisors to the management board/board of directors/director** rate cooperation with the works council above the average regarding the statements: “better communication in the company”, “cooperation of the employer with the works council, greater consideration of the interests of employees as stakeholders”, “higher level of employee commitment”, and “greater willingness of employees to introduce changes” while all other areas are rated below the average. **Senior associates** rate all areas below the average, with the only exception being “more innovative employees”. All other categories of company positions are omitted due to too small sub-samples.

### Weaknesses in the works council functioning

Table 18 lists responses by areas that have proven to be similar or common with regard to what representatives of companies are most disturbed by in the functioning of the works council. Most of the responses relate to the (non) activity of the works council, which includes criticism of (non)constructiveness, (un)promptness, lack of interest; that their function is not enough active. Another important aspect of the weaknesses related to the functioning of the works council is a lack of knowledge and (mis)understanding of the role; they say that representatives in the works council do not have appropriate knowledge, do not know the rules and legislation, do not distinguish between a trade union and a works council, and that they are afraid of expressing their views, etc. Weaknesses also include a set of responses that are listed in the table below as a diversity of interests, being mainly the identification of a conflict of interest.

Table 18: Individual responses concerning weaknesses in the works council functioning

<b>What bothers you most about the works council functioning?</b>	<b>Frequency</b>
<b>(IN)ACTIVITY</b>	<b>12</b>
inactivity, lack of interest, no pro-activity or initiative	1
mostly mediation function and an insufficiently active function	2
lack of interest	3
the transfer of information and employees' views by the members of the works council is not sufficient	1
at meetings, they highlight trivial issues that they could resolve on their own without the involvement of the management board	1
non-constructiveness	1
occasionally unrealistic requests	1
failure to be kept up to date	1
their requests fall on deaf ears	1
<b>KNOWLEDGE, UNDERSTANDING OF THE ROLE</b>	<b>11</b>
lack appropriate knowledge	1
unawareness of the rules and regulations	1
limited view of the issue	1
they do not distinguish between a trade union and a works council	1
they sometimes behave as a trade union	1
lack of knowledge of legislation	1
fear of expressing their views	1
no responsibility	1
one-sided view	1
lack of understanding and ignorance of the operations and corporate governance	1
that they are not development-oriented, and are only interested in salary, do not understand things ... they are not far-reaching or advanced in their thinking.	1
<b>DIVERGING INTERESTS</b>	<b>7</b>
striving for own (personal) benefits	1
serve own interests, do not understand the win-win concept	1
a member of the works council is also a member of the college, and information leaks	1
that the interests of the individual and not all employees are at the forefront	1
labour aristocracy in works council	1
their mistrust	1
remuneration	1
<b>NOTHING</b>	<b>7</b>
<b>COMPETENCES</b>	<b>6</b>

the works council encroaches upon the competencies of the trade union	1
overstepping their competencies, performing trade union activities, does not perform its role, causing unrest in the company	1
ignorance of competencies	1
interference with matters falling within the competencies of the trade union	1
unclear legislation regarding competencies, too many competencies	1
influence of the trade union	1
<b>ORGANIZATION</b>	<b>3</b>
lack of organisation	1
a small number of members	1
self-criticism	1
<b>Total</b>	<b>46</b>

The above allocation of responses by semantic sets also includes the frequency of words that most often appear in responses, and gives a quick insight into the most important aspects of what the respondents are most often disturbed by in the functioning of the works council: misunderstanding, ignorance, (insufficient) knowledge, competences, interests of members, requests, (connection) with a trade union.

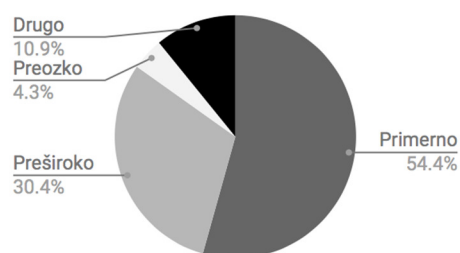
## Regulation of the scope of rights in the Worker Participation in Management Act (ZSDU)

More than half (54%) of the respondents considered the regulation of the scope of rights of workers by the ZSDU to be relevant, and almost one third (30%) as too broad (Figure 17). Ten of them who opted for "Other" option list responses: "very general", "outdated", "undetermined" and "inappropriate, because what is written in the law is not participation".

Table 19: Regulation of the scope of rights in the Worker Participation in Management Act (ZSDU)

<b>In your opinion, how is the scope of rights of the works council regulated in the Worker Participation in Management Act (ZSDU)?</b>				
<b>Answers</b>	<b>Frequency</b>	<b>Percentage</b>	<b>Valid</b>	<b>Cumulative</b>
Appropriately	25	20.0%	54.3%	54.3%
Too broad	14	11.2%	30.4%	84.8%
Too narrow	2	1.6%	4.3%	89.1%
Other	5	4.0%	10.9%	100.0%
<b>Total</b>	<b>46</b>	<b>36.8%</b>	<b>100.0%</b>	

Figure 17: Scope of rights of the works council regulated in the ZSDU (N=46)



### Unfounded concrete rights of the works council

14 individuals who in the previous section stated that the scope of rights under the ZSDU is too broad responded to the question “What rights of the works council are, in your opinion, unfounded?” Table 20 lists individual statements of the respondents regarding the concrete rights that in their view are unfounded. More than half of these responses relate to the role of the works council in participation.

Table 20: Rights of the works council that are in your view unfounded (N=14)

What rights of the works council are, in your opinion, unfounded?	
<b>consent</b> to the working calendar, to the rules on innovation - consents need to be redefined and made more concrete - when exactly when is it necessary to be informed/consulted - now it is worded exceptionally broadly so that each problem in the company is included	1
giving <b>consents</b> - e.g. to the performance criteria	1
<b>consent</b> or suspension of the employer's decisions	1
<b>consent, consultation</b>	1
giving <b>consents</b> to some decisions/acts of the management	1
<b>participation</b> (everything, especially with regard to performance and remuneration, which should be within the competence of the employer), joint consultation on the needs to hire new staff, systemisation, disciplinary liability, etc.	1
<b>participation</b>	2
<b>participation</b> in the adoption of internal acts of the company	1
The 30-day deadline for “ <b>consultation</b> ” is too long and deprives the company of flexibility, which is a must today for any organization. In an organization (multinational corporation) like ours, in most cases it is also pointless because the decisions on reorganization take place at the company's headquarters ...	1
the impact on organizational changes, too demanding procedure, a lack of flexibility	1
<b>paid absence</b>	2
financial resources for the functioning of the works council	1
partly Article 95	1
nothing	1
<b>Total</b>	<b>16</b>

Two individuals who responded to the scope of rights under the ZSDU saying that they are “too narrow” received the question “In what areas should the involvement of works councils be strengthened?”. In their view, it would be necessary to strengthen the involvement of the works council in the governance through “participation, suspension of the decision” and “in all areas of participation”.

## Potential for strengthening cooperation with the works council

All respondents employed in companies with works councils listed, in a form of an open answer, the areas where they would like the cooperation with works councils to strengthen. Table 21 lists the answers in meaningful sets which represent the most frequent responses or areas that are similar to each other. Sets follow each other also according to their occurrence or frequency of the answers. Most of the responses are not “concrete”, saying actually, I do not know, nothing, etc.; of those more concrete responses, most of them relate to the activities and commitment to workers of which the most outstanding is “active involvement in terms of the measures and decisions on the rights (for example health). An important aspect of the responses is also related to the strengthening of cooperation with the works council through the cooperation in innovation, development and strategic operation.

Table 21: areas where the respondents wish to strengthen cooperation with the works council (N=47)

In what areas do you feel the cooperation with the works council should strengthen?	FREQUENCY
NOTHING CONCRETELY	15
/	5
it is ok the way it is	1
I have no suggestion	3
0	1
I do not know what would help	1
in none	1
in all areas	1
I don't really have an opinion	1
the way works councils are - would be better off without them	1
ACTIVITY, COMMITTED TO WORKERS	11
active engagement of the works council in dealing with problems, and through it also other co-workers	2
activities related to measures to improve employee satisfaction.	1
improvement of work processes, how to increase effectiveness and efficiency, etc.	1
deciding on the rights from the operations	1
more rights in deciding on the operations	1
violations by workers	1
working conditions	1
safety and health at work	1
health promotion, participation in organizing events for employees	1
motivation of employees	1
INNOVATION, STRATEGIC PERFORMANCE, DEVELOPMENT	10
active cooperation in the field of innovation	1
innovations, productivity	1
innovativeness, productivity	1

development, employee training and education	1
strategic performance	1
when taking strategic business decisions	1
in reorganization	1
solutions-oriented mindset	1
business decisions related to the future of the company	1
annual plan adoption	1
<b>INFORMATION, COMMUNICATION</b>	<b>8</b>
communication, responsiveness	1
in the field of communication	1
in the field of information	1
internal communication	2
higher standard	1
communication with the employees	2
<b>CONSULTATION</b>	<b>3</b>
joint consultations on workers' rights, their role in the supervisory board	1
consultation before taking decisions	1
consultations, but shorter deadlines; their initiatives	1
<b>Total</b>	<b>47</b>

The emphasized words that most often appear in the answers: cooperation, (area of) health, decision making, consultation, rights, communication, productivity, operations.

### Role of the works council

The highest average of agreement concerning the role of works councils (Table 18) relates to the statement that “adequate material conditions for the functioning of the works council are provided in the company” (4.26), and the lowest level of agreement with the statement that in the company “the works council helps you resolve conflicts with employees” (2.8). 39.1% of the respondents would miss the works council if it stopped to exist.

The lowest standard deviation (0.98) indicates that the responses to individual statements were more uniform, and the highest deviation (1.37) means that respondents were most divided, less uniform with regard to a specific statement.

Table 22: Agreement with the statements concerning the role of a works council

<b>Some more statements concerning the functioning of the works council in your company In your company ... Please indicate the level of agreement on the scale.</b>
--

	I disagree	I don't agree	Neither ... nor	I agree	I absolutely agree	Total	Average	Stand. Deviation
... the function of the works council is in general encouraged.	3 6.5%	3 6.5%	13 28.3%	23 50.0%	4 8.7%	46 100.0%	3.48	0.98
... adequate material conditions for the functioning of the works council are provided.	2 4.3%	1 2.2%	4 8.7%	15 32.6%	24 52.2%	46 100.0%	4.26	1.02
... you are satisfied that the works council is organized.	4 8.9%	2 4.4%	13 28.9%	16 35.6%	10 22.2%	45 100.0%	3.58	1.16
... the works council helps you resolve conflicts with employees.	8 17.4%	9 19.6%	16 34.8%	10 21.7%	3 6.5%	46 100.0%	2.80	1.17
... you would miss the works council if it stopped to exist.	7 15.2%	9 19.6%	12 26.1%	8 17.4%	10 21.7%	46 100.0%	3.11 <b>3.45</b>	1.37

Figure 18: Agreement with the statements concerning the role of a works council

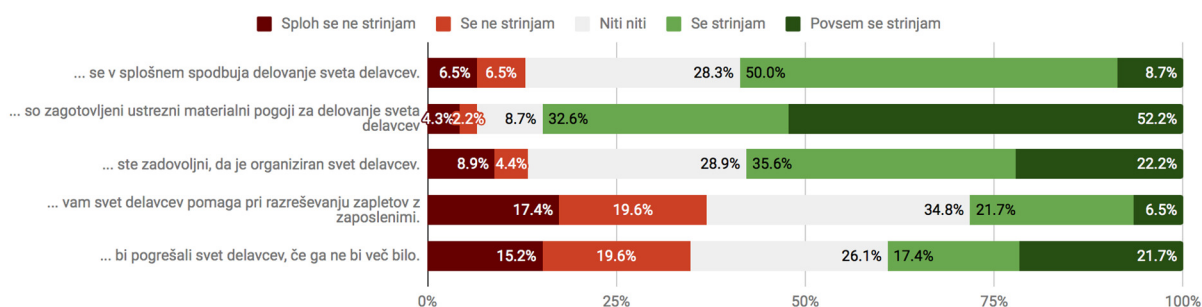


Figure 19: Average values of agreeing with the statements regarding the role of the works council

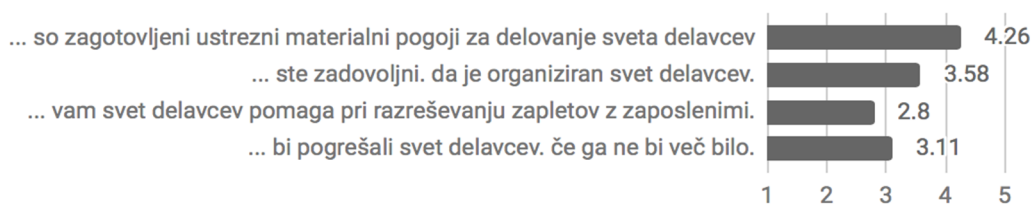
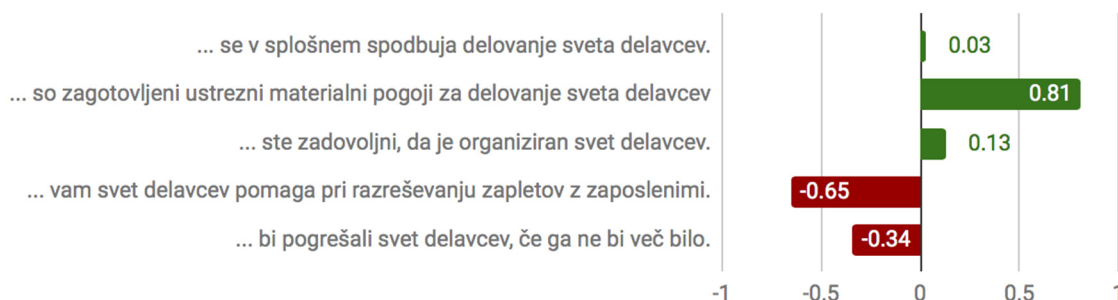


Figure 20 shows the deviations from total average of all averages of the agreement with statements (total average of all statements is 3.45). The statements that deviate in the positive direction (green) have an above-average level of agreement (with respect to all statements), and those that deviate in the negative direction (red) are rated as below-average level of agreement. The statement with the highest level of agreement is “adequate material conditions for the functioning of the works council are provided in the company”, while the statement with the lowest level of agreement is “... the works council helps you resolve conflicts with employees”.



Figure 20: Deviation of the agreement in individual areas from total average for all areas (N= between 45 and 46)



## Forms of participation of workers

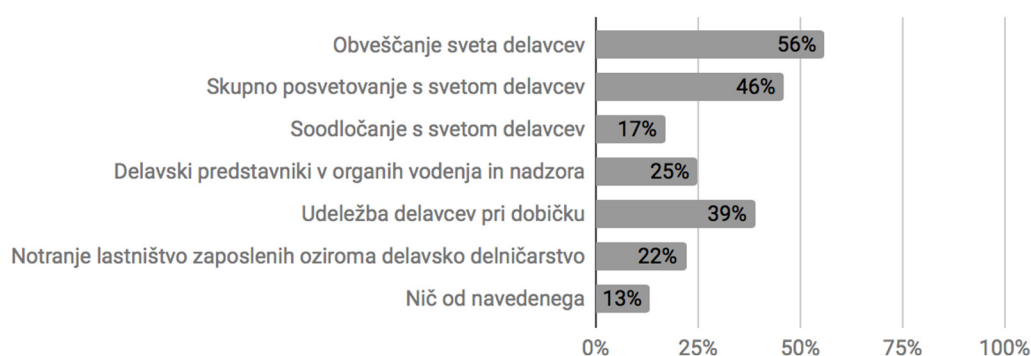
The question about the form of employee participation was answered by everyone involved in the survey regardless of whether or not they have a works council in the company. The drop from 125 to 114 respondents (difference N=11) who answered the question can be mostly attributed to those who previously dealt with the questions concerning the works council.

114 respondents provided 225 responses since multiple responses were possible (Figure 22). The respondents find "information of the works council" (56%) and "joint consultation with the works council" (46%) the most appropriate form of the workers' participation; but "participation of the works council" (16.7%) the least appropriate.

Table 23: Forms of participation and appropriateness (N=114)

What forms of workers' participation do you find appropriate?	Frequencies	% - Valid
Information of the works council	64	56.1%
Joint consultation with the works council	52	45.6%
Participation of the works council	19	16.7%
Workers' representatives in management and supervisory bodies	29	25.4%
Employee profit sharing	44	38.6%
Internal employee ownership or employee share ownership	25	21.9%
None of these	15	13.2%
Other	7	6.1%
Total - responded	255	114

Figure 21: Appropriateness of the forms of participation (more than one answer possible, of N = 114 there were 255 entries)



Answers belonging to Other are shown in Table 22D.

Table 22D: Responses “Other” with regard to the appropriateness of the form of participation

OTHER	Frequency
participation of workers in profit if this is not the other receipt from the company, silent partners	1
the best form would still be occasional meetings of the management with employees - of course in individual org. units	1
I don't think about this	2
information, co-creation, shared responsibility	1
participation of all employees (according to the size of our company)	1
<b>Total</b>	<b>6</b>

## Differences in the appropriateness of the forms of participation according to demographic characteristics

Table P2 in Appendix 2 shows the segmentation analysis of the forms of participation according to the demographic characteristics of the company and the respondent. Some key findings from the table in the appendix are given below.

In **joint stock companies** (N=23), the option of “information of the works council” was the most frequently selected option (87%), followed by “joint consultation with the works council” (70%). In the selection of the form “workers' representatives in management and supervisory bodies” divided opinions show within joint stock companies as half of them chose this option, while the other half did not.

**Limited liability companies** were most divided over the information of the works council (50% of 84 chose this form of participation, and 50% did not). The limited liability companies (85% of them choose “no”) do not support the idea of workers' representatives being in management and supervisory bodies while 60% of the sole proprietors chose this option.

**Companies with domestic private ownership** have a less favourable view of the information of works council (57% “no”, 43% “yes”) than companies with domestic state ownership (27% “no”, 73% “yes”) or foreign companies (25% “no”, 75% “yes”).

The difference between the companies **with primary production and service activity** is statistically significant in how they responded with regard to information of the works council: production companies favour information more (68% “yes”) than service companies (45% “yes”).

Most statistically significant differences occur **with regard to the size of companies**, namely the companies responded differently, depending on their size, to information, joint consultation, and workers' representatives. Large enterprises favour workers' representatives in management and supervisory bodies most (40% opted for this option) while small-sized enterprises chose this option least (13% opted for this option). Information is favoured more by large enterprises (83% “yes”) and least by small enterprises (26% “yes”). The views of medium-sized enterprises were split regarding joint consultation (44% “yes”, 56% “no”).

Directors and members of the management board opted for information and joint consultation less than others in companies. The exception is senior associates who favour information and consultation less.

## Contextual information, consultation and participation

The contents that the respondents find meaningful in terms of (1) information, (2) consultation, and (3) participation are presented in Table 24 where several responses were possible regarding the allocation of contents to activities. The number of respondents who responded to an individual question depends on how many options of the listed responses they chose.

Table 24: Information, consultation, participation

What kind of content do you find meaningful for the employer to include into the information, consultation and participation with the works council?				
	Information (1)	Consultation (2)	Participation (3)	Valid
1. Company strategy	75	24	8	98
	76.5%	24.5%	8.2%	
2. Changes in company status	83	13	5	94
	88.3%	13.8%	5.3%	
3. Issues related to company operations	71	31	7	98
	72.4%	31.6%	7.1%	
4. Personnel issues related to the organization of work such as job specifications, the need to hire new staff, etc.	44	57	20	100
	44.0%	57.0%	20.0%	
5. Personnel issues related to laying-off	46	53	18	99
	46.5%	53.5%	18.2%	
6. Safety and health at work	38	56	30	102
	37.3%	54.9%	29.4%	
7. Rights and obligations deriving from employment relationships	52	51	15	103
	50.5%	49.5%	14.6%	
Other	3	1	0	4
	75.0%	25.0%	0.0%	

Regarding **participation**, they most often found safety and health at work meaningful. In the field of occupational health and safety, 29.4% opted for participation, which is the highest proportion of selected areas concerning participation. Participation was also selected with personnel issues (20%) related to the organization of work, etc.

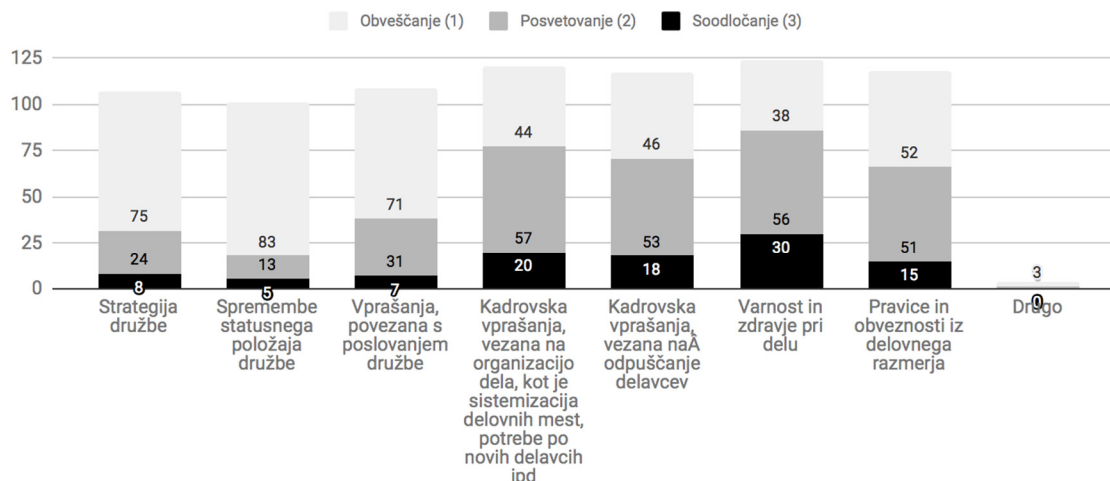
**Consultation** was opted for in the field of personnel issues and health and safety at work.

However, **information** was opted for in the highest proportion (76.4%) regarding changes in the status of the company (88%) and the company strategy (76.5%) and issues related to the company's operations (72%).

As regards the first three issues, company representatives were of the opinion that it is reasonable to provide information and to a lesser extent consultation. Within the next three contents (4-6 related to personnel issues and safety at work), they opted more for reasonability of the consultation, and compared to the first three contents, more often also for participation. The rights and obligations arising from the employment relationship were divided into two halves; only one single statement more is

allocated to meaningful information than to consultation, and there are 15% of statements that consider participation to be necessary when dealing with this content.

Figure 22: Meaningful activities (1-3) with respect to the content (multiple answers possible, N between 4-103)



## Demographic differences in information, consultation and participation

Segmentation analysis according to the demographic characteristics of the company and the respondent according to the activities which were more often selected with regard to a particular content is presented in Appendix 3, Table P3.

With the exception of **personnel issues related to dismissal of employees**, all thematic areas have at least one set of statistically significant differences regarding activities (information, consultation, participation) and demographic characteristics.

In the **company's strategy**, of 72 respondents employed in a limited liability company, 79% opted for information, 22% consultation and only 6% participation. Differences are statistically significant in the participation in view of the form of a company; limited liability companies are less in favour of participation (only 6%) than joint stock companies (16%), and no sole proprietor (0%). There are also differences in opting for information about the company strategy: production companies opt for information more (85%) than service companies (67%). Fewer large enterprises (67%) opt for the information about the company strategy than medium-sized enterprises (93%) or small-sized enterprises (81%), but large enterprises opt more for participation (18%) than small- and medium-sized enterprises (both 0%).

In the field of **changes in the status of the company**, the differences are statistically significant in view of the position of the employee who was engaged in the survey. Most members of the management board/board of directors (100%) opted for information and were followed by the assistants/advisors to the management board/board of directors/director (86%), and information was least opted for by senior associates (75%) and accounting (67%).

**Personnel issues related to the organization of work** ... show significant differences in information with respect to the primary activity and the origin of the company. Respondents from foreign companies are much more in favour of information (64%) than domestic private (38%) or domestic public companies (29%). Respondents from production companies are more likely to opt for information in this area (56%) than in service companies (31%).

In the field of **occupational health and safety**, the biggest differences are observed with respect to the primary activity of enterprises, namely in all three activities - information, consultation and participation. Production companies opt for information (84%) and consultation (63%) more than participation (21%), while service companies opt less for information (26%) and consultation (46% yes, 54% not) and more for participation (38%). There are also differences regarding consultation depending on the size of companies. Small-sized enterprises opt more for consultation (69%) than large enterprises (52%) or medium-sized enterprises (57%). In this area, the differences are also related to the position of the respondent in the company. Directors are more likely to opt for consultation (67%) and less for participation (33%), while senior associates opt less for consultation (31%) and more for participation (46%). Heads of the HR department are least in favour of participation (11%), while the assistants/advisors of the management board/board of directors/director are most in favour of consultation (83%).

There are differences in information when it comes to the **rights and obligations arising from the employment relationship**: joint stock companies are less in favour of information in this field (42%) compared to limited liability companies (56%). The differences also depend on whether the company is in production or services. Production companies opt for information (60%) and consultation (40%) more than participation (21%). Service companies opt less for information (40%) and more for consultation (60%), but least for participation (8%).

## Pressing issues from the ZSDU

78 respondents who responded to pressing issues from the ZSDU generated 161 responses altogether as multiple responses were possible (Figure 23). The most pressing issues that need to be regulated differently is “contents subject to participation” (49 of 78 account for 63%) and “contents subject to consultation” (50%). The “way works council is elected” (28%) seems to be the most pressing issue of the ones listed, and what they stated under “other” and is presented in Table 25. Only a tenth of the respondents think that the law is appropriate.

Table 25: Topical issues related to the ZSDU

<b>The Worker Participation in Management Act (ZSDU) came into force in 1993. In your opinion, what are the most pressing issues that should be regulated in the law differently?</b>	<b>Frequencies</b>	<b>% - Valid</b>
The way works council is elected	22	28.2%
Content of information	31	39.7%
Content of consultation	39	50.0%
Content of participation	49	62.8%
Other	12	15.4%
Nothing, law is appropriate	8	10.3%
Total responses / respondents	<b>161</b>	<b>78</b>

Figure 23: The topics that the ZSDU should regulate differently (answer N=78, with several possible answers, total of 161 responses)

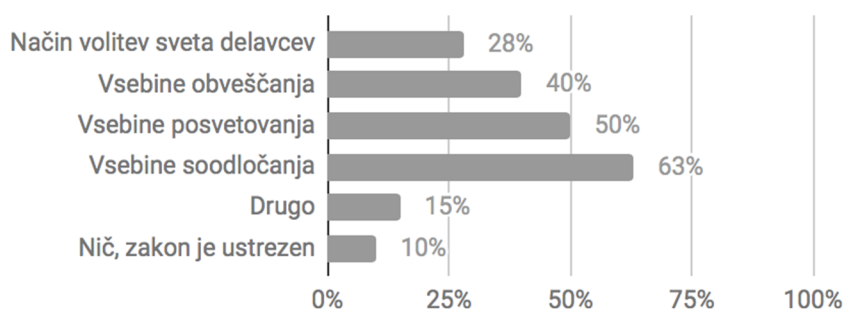


Table 25D lists the topics that the respondents mentioned under “other” as the pressing issues related to the ZSDU. The responses refer to the up-to-dateness of the act, deadlines and responsibilities.

Table 25D: Other pressing issues of the ZSDU

OTHER	Frequency
TOPICALITY	2
adjustment to the current situation	1
works council is outdated	1
DEADLINES	2
shortening of deadlines	1
deadlines	1
RESPONSIBILITIES	2
determination of the responsibilities of the works council, if they participate	1
for trade unionists, nowadays, a works council is just a place to rest and to ensure their existence through meeting allowances and memberships in company bodies. The law should simply be annulled and thus major problems would be resolved.	1
OTHER	5
employee profit sharing	1
it is good that downwards the number is limited to 50 workers	1
problems related to workers' representatives in the management board in limited liability companies	1
dismissal of members only in plants	1
against	1

## General comments on the topic of the survey

Table 26 presents the comments, suggestions and opinions that the respondents had the opportunity to express at the end of the survey.

Table 26: Comments, proposals and opinions at the end of the survey

You are kindly invited to express your other suggestions, comments, opinions, and similar.		
Answers	Frequency	Percentage
NOTHING	12	48.0%
/	7	

I have none	4	
no comment	1	
<b>FLEXIBILITY</b>	<b>4</b>	<b>16.0%</b>
more should be left to an agreement between the works council and the employer	1	
to distinguish between sizes, as few required forms as possible, more flexibility	1	
the management board should decide how the company employees can participate (when it is a small or micro-enterprise), if case of \" the right\" management board, there is no problem	1	
the elections are too formalistically arranged - the works council is not able to conduct them in compliance with the legislation without the participation of the company's specialist services. Simplification should be introduced in agreement between the employer and the works council.	1	
<b>ROLES, COMPETENCES</b>	<b>5</b>	<b>20.0%</b>
workers should also take part of the responsibility for the quality and effectiveness of the performance of tasks	1	
against participation	1	
in case of the right to participate, workers' representatives must also be held accountable	1	
representativeness of trade unions needs to be reviewed.	1	
well, it is not related to this act, but to Employment Relationship Act. Add to Article 83 (\"2a) An employer with fewer than 10 employees may terminate an employment contract without any explanation. This paragraph must be included in the employment contract\". \"Justification: In a small company, someone who is employed under a contract of indefinite duration can have a decisive influence over the climate in the company with negligent attitude. The employer, a micro enterprise should be able to say goodbye to such a worker. The worker would become aware of this prior to the contract conclusion, which is why he would be able to negotiate a higher salary, which is correct.	1	
<b>CONFLICTS OF INTEREST, MONETARY ISSUES</b>	<b>4</b>	<b>16.0%</b>
before the introduction of the prohibition of silent partnerships, there were many associates of silent partners who regularly participated in the distribution of profits, etc.	1	
workers' participation needs to be built on completely new footing. But now we have the falsity of trade unions, works councils and workers' representatives (often they are the same people) and the management of companies. Often, the external members of supervisory bodies are also helpless due to the votes of employees who consistently support the management being skilful and buying their favour with small \"gifts\".	1	
new legislation is necessary! Participation in the works council must not be paid (thus some stand as candidates for the works council only to get money and there is no effect).	1	
if a company pays part of the profit to its employees, it is subject to higher taxation than when paid out to owners?!	1	
<b>Total</b>	<b>25</b>	<b>100.0%</b>

# Appendix

## Appendix 1

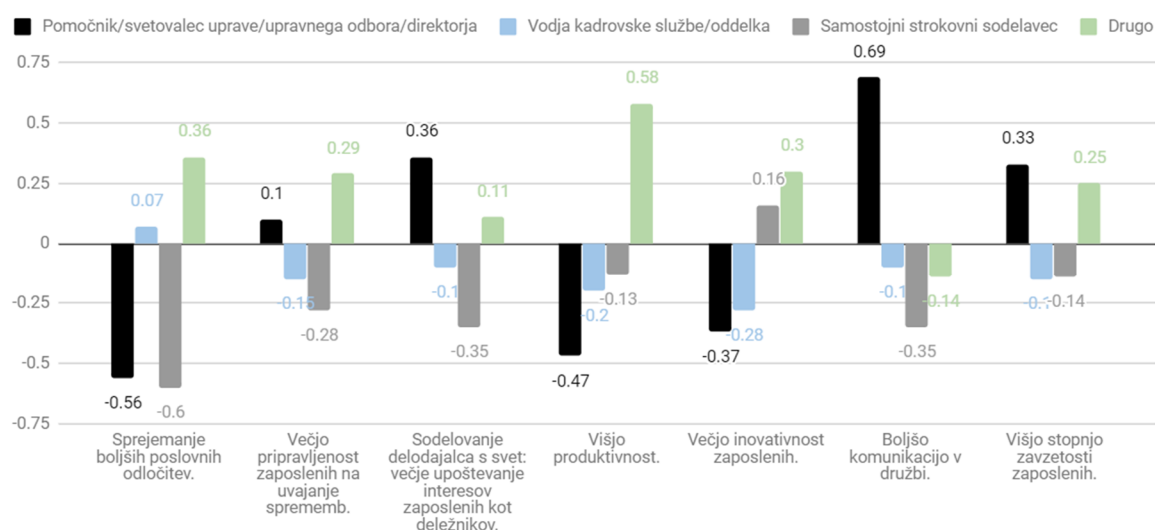
The differences in the level of agreement in individual areas of cooperation with the works council in view of the individual who participated in the survey sample as a representative of the company are also demonstrated in a graph (Figure P1) where the overall average of the area represents the zero value, while each value in the graph indicates the distance from the average of the entire sample. For example, the level of agreement of the heads of HR negatively deviates from the overall average of the sample, except in the area of "taking better business decisions" which they rated slightly above the average. Also the level of agreement of senior associates is below the average, except with regard to "more innovative employees" the cooperation with the works council is considered to be more positively rated. Positive deviations from the overall average of the agreement can be observed in individuals who indicated "Other" as their position in the company (a large proportion of them are accountants).

Table P1: Differences in the agreement on cooperation with the works council in view of the position of the respondent in the company

Position in the company	Taking better business decisions	Greater willingness of employees to introduce changes	Greater consideration of the interests of employees as stakeholders	Higher productivity	More innovative employees	Better communication in the company	Higher level of employee commitment
Assistant/advisor to the management board/board of directors/director (N=3)	2.33	3.67	4	2.33	2.33	4.33	3.33
Head of Human Resources/HR Department (N=26)	2.96	3.42	3.54	2.6	0.42	3.54	2.85
Senior associate (N=7)	2.29	3.29	3.29	2.67	2.86	3.29	2.86
Other (N=8)	3.25	3.86	3.75	3.38	3	3.55	3.25
<b>Total average in the entire sample</b>	<b>2.89</b>	<b>3.57</b>	<b>3.64</b>	<b>2.8</b>	<b>2.7</b>	<b>3.64</b>	<b>3</b>



Figure P1: Deviations of the level of agreement from the average value of the agreement on the entire sample regarding possibilities for cooperation with the works council in view of the position of the respondent in the company



## Appendix 2

The demographic characteristics in blue are the characteristics and the forms of participation which are also statistically significant, and with the risk being less than 10% we can claim that there are significant differences in sub-samples.

Table P2: Differences in the appropriateness of the forms of participation according to demographic characteristics

		Information of the works council		Joint consultation with the works council		Participation with the works council		Workers' representatives in management and supervisory bodies		Employee profit sharing		Internal employee ownership or employee share ownership		None of these		Other		Total
		no	yes	no	yes	no	yes	no	yes	no	yes	no	yes	no	yes	no	yes	
Legal organizational form (N=114)	Joint stock company	13%	87%	30%	70%	74%	26%	48%	52%	52%	48%	78%	22%	100%	0%	96%	4%	23
	Limited liability company	50%	50%	63%	37%	86%	14%	85%	15%	63%	37%	77%	23%	82%	18%	93%	7%	84
	Sole proprietor	80%	20%	20%	80%	80%	20%	40%	60%	60%	40%	80%	20%	100%	0%	100%	0%	5
	Other	20%	20%	20%	20%	40%	0%	20%	20%	40%	0%	40%	0%	40%	0%	40%	0%	5
Origin of the majority owner (N=114)	Domestic private	57%	43%	61%	39%	84%	16%	78%	22%	60%	40%	76%	24%	82%	18%	91%	9%	67
	Domestic public	27%	73%	40%	60%	80%	20%	60%	40%	67%	33%	80%	20%	87%	13%	93%	7%	15
	Foreign	25%	75%	47%	53%	84%	16%	75%	25%	63%	38%	81%	19%	97%	3%	100%	0%	32
Primary activity (N=114)	Production	32%	68%	54%	46%	82%	18%	71%	29%	55%	45%	75%	25%	88%	13%	96%	4%	56
	Service	55%	45%	55%	45%	84%	16%	78%	22%	67%	33%	81%	19%	86%	14%	91%	9%	58
Size of the company	Large enterprise	17%	83%	31%	69%	74%	26%	60%	40%	49%	51%	77%	23%	97%	3%	97%	3%	35

according to the number of employees (N=114)	Medium-sized enterprise	33%	67%	56%	44%	86%	14%	81%	19%	69%	31%	83%	17%	89%	11%	94%	6%	36
	Small-sized enterprise	74%	26%	81%	19%	90%	10%	87%	13%	58%	42%	71%	29%	77%	23%	90%	10%	31
	Micro enterprise	75%	25%	50%	50%	83%	17%	67%	33%	83%	17%	83%	17%	75%	25%	92%	8%	12
Position of the respondent (N=113)	Director/President of the management board or supervisory board	66%	34%	69%	31%	90%	10%	83%	17%	69%	31%	76%	24%	72%	28%	93%	7%	29
	Member of the management board/supervisory board	75%	25%	100%	0%	100%	0%	75%	25%	75%	25%	75%	25%	75%	25%	75%	25%	4
	Assistant/Advisor to the management board/board of directors/director	29%	71%	14%	86%	71%	29%	71%	29%	14%	86%	57%	43%	100%	0%	100%	0%	7
	Head of Human Resources/HR Department	20%	80%	37%	63%	85%	15%	83%	17%	71%	29%	83%	17%	90%	10%	95%	5%	41
	Senior associate	60%	40%	87%	13%	93%	7%	53%	47%	53%	47%	80%	20%	100%	0%	100%	0%	15
	Other	47%	53%	53%	47%	65%	35%	65%	35%	53%	47%	76%	24%	88%	12%	88%	12%	17

## Appendix 3

In Table P3, fields where differences between groups are so big that they are statistically significant are in blue. The generalization of the results to the entire population should be undertaken with caution in small sub-samples. The demographic variables in blue are the ones below the average - where the differences are statistically significant and Sig. lower than 0.1, which means that there is a risk of less than 10% that regarding this activity there are no differences in the demographic characteristics. With the exception of personnel issues related to dismissal of employees, all thematic areas have at least one set of statistically significant differences regarding activities (information, consultation, participation) and demographic characteristics.

Table P3: Demographic characteristics with regard to the choice of information, consultation and participation by sector

COMPANY STRATEGY		information		consultation		participation		Total
		no	yes	no	yes	no	yes	
Legal organizational form (N=98)	Joint stock company	26%	74%	68%	32%	84%	16%	19
	Limited liability company	21%	79%	78%	22%	94%	6%	72
	Sole proprietor	40%	60%	60%	40%	100%	0%	5
	Other	50%	50%	100%	0%	50%	50%	2
Origin of the majority owner (N=98)	Domestic private	22%	78%	78%	22%	91%	9%	55
	Domestic public	36%	64%	64%	36%	93%	7%	14

	Foreign	21%	79%	76%	24%	93%	7%	29
Primary activity (N=98)	Production	15%	85%	81%	19%	91%	9%	53
	Service	33%	67%	69%	31%	93%	7%	45
Size of the company according to the number of employees (N=98)	Large enterprise (250 or more employees)	33%	67%	73%	27%	82%	18%	33
	Medium-sized enterprise (50 do 249 employees)	7%	93%	82%	18%	100%	0%	28
	Small-sized enterprise (10 do 49 employees)	19%	81%	73%	27%	100%	0%	26
	Micro enterprise (fewer than 10 employees)	45%	55%	73%	27%	82%	18%	11
Position of the respondent (N=97)	Director/President of the management board or supervisory board	24%	76%	72%	28%	96%	4%	25
	Member of the management board/supervisory board	0%	100%	100%	0%	100%	0%	4
	Assistant/advisor to the management board/board of directors/director	14%	86%	86%	14%	100%	0%	7
	Head of Human Resources/HR Department	20%	80%	71%	29%	91%	9%	35
	Senior associate	38%	62%	77%	23%	77%	23%	13
	Other	31%	69%	77%	23%	92%	8%	13

#### CHANGES IN COMPANY STATUS

		information		consultation		participation		Total
		no	yes	no	yes	no	yes	
Legal organizational form (N=94)	Joint stock company	20%	80%	75%	25%	90%	10%	20
	Limited liability company	9%	91%	90%	10%	96%	4%	68
	Sole proprietor	20%	80%	80%	20%	100%	0%	5
	Other	0%	100%	100%	0%	100%	0%	1
Origin of the majority owner (N=94)	Domestic private	9%	91%	89%	11%	98%	2%	53
	Domestic public	23%	77%	85%	15%	85%	15%	13
	Foreign	11%	89%	82%	18%	93%	7%	28
Primary activity (N=94)	Production	12%	88%	83%	17%	96%	4%	52
	Service	12%	88%	90%	10%	93%	7%	42
Size of the company according to the number of employees (N=94)	Large enterprise (250 or more employees)	18%	82%	82%	18%	91%	9%	33
	Medium-sized enterprise (50 do 249 employees)	8%	92%	81%	19%	100%	0%	26
	Small-sized enterprise (10 do 49 employees)	8%	92%	96%	4%	92%	8%	26
	Micro enterprise (fewer than 10 employees)	11%	89%	89%	11%	100%	0%	9
Position of the respondent (N=93)	Director/President of the management board or supervisory board	4%	96%	92%	8%	100%	0%	24
	Member of the management board/supervisory board	0%	100%	100%	0%	100%	0%	4
	Assistant/advisor to the management board/board of directors/director	14%	86%	86%	14%	100%	0%	7
	Head of Human Resources/HR Department	6%	94%	85%	15%	94%	6%	34

	Senior associate	25%	75%	67%	33%	100%	0%	12
	Other	33%	67%	92%	8%	75%	25%	12

#### ISSUES RELATED TO COMPANY OPERATIONS

		information		consultation		participation		Total
		no	yes	no	yes	no	yes	
Legal organizational form (N=98)	Joint stock company	10%	90%	75%	25%	95%	5%	20
	Limited liability company	27%	73%	72%	28%	92%	8%	71
	Sole proprietor	100%	0%	0%	100%	100%	0%	5
	Other	50%	50%	50%	50%	100%	0%	2
Origin of the majority owner (N=98)	Domestic private	32%	68%	63%	38%	91%	9%	56
	Domestic public	36%	64%	64%	36%	100%	0%	14
	Foreign	14%	86%	82%	18%	93%	7%	28
Primary activity (N=98)	Production	17%	83%	75%	25%	91%	9%	53
	Service	40%	60%	60%	40%	96%	4%	45
Size of the company according to the number of employees (N=98)	Large enterprise (250 or more employees)	18%	82%	82%	18%	88%	12%	33
	Medium-sized enterprise (50 do 249 employees)	25%	75%	68%	32%	96%	4%	28
	Small-sized enterprise (10 do 49 employees)	26%	74%	59%	41%	100%	0%	27
	Micro enterprise (fewer than 10 employees)	70%	30%	50%	50%	80%	20%	10
Position of the respondent (N=97)	Director/President of the management board or supervisory board	24%	76%	68%	32%	92%	8%	25
	Member of the management board/board of directors	25%	75%	75%	25%	100%	0%	4
	Assistant/advisor to the management board/board of directors/director	14%	86%	86%	14%	100%	0%	7
	Head of Human Resources/HR Department	17%	83%	78%	22%	94%	6%	36
	Senior associate	33%	67%	75%	25%	75%	25%	12
	Other	62%	38%	31%	69%	100%	0%	13

Personnel issues related to the organization of work such as job specifications, the need to hire new staff, etc.

		information		consultation		participation		Total
		no	yes	no	yes	no	yes	
Legal organizational form (N=100)	Joint stock company	45%	55%	45%	55%	85%	15%	20
	Limited liability company	56%	44%	44%	56%	78%	22%	73
	Sole proprietor	80%	20%	40%	60%	80%	20%	5
	Other	100%	0%	0%	100%	100%	0%	2
Origin of the majority	Domestic private	62%	38%	38%	62%	78%	22%	58

owner (N=100)	Domestic public	71%	29%	36%	64%	79%	21%	14
	Foreign	36%	64%	57%	43%	86%	14%	28
Primary activity (N=100)	Production	44%	56%	48%	52%	79%	21%	52
	Service	69%	31%	38%	63%	81%	19%	48
Size of the company according to the number of employees (N=100)	Large enterprise (250 or more employees)	50%	50%	44%	56%	79%	21%	34
	Medium-sized enterprise (50 do 249 employees)	46%	54%	54%	46%	82%	18%	28
	Small-sized enterprise (10 do 49 employees)	71%	29%	25%	75%	79%	21%	28
	Micro enterprise (fewer than 10 employees)	60%	40%	60%	40%	80%	20%	10
Position of the respondent (N=99)	Director/President of the management board or supervisory board	56%	44%	28%	72%	80%	20%	25
	Member of the management board/board of directors	25%	75%	100%	0%	75%	25%	4
	Assistant/advisor to the management board/board of directors/director	71%	29%	14%	86%	100%	0%	7
	Head of Human Resources/HR Department	56%	44%	36%	64%	83%	17%	36
	Senior associate	46%	54%	77%	23%	69%	31%	13
	Other	64%	36%	50%	50%	79%	21%	14

		information		consultation		participation		Total
		no	yes	no	yes	no	yes	
Personnel issues related to laying-off								
Legal organizational form (99)	Joint stock company	44%	56%	44%	56%	83%	17%	18
	Limited liability company	53%	47%	49%	51%	81%	19%	74
	Sole proprietor	100%	0%	20%	80%	80%	20%	5
	Other	50%	50%	50%	50%	100%	0%	2
Origin of the majority owner (N=99)	Domestic private	60%	40%	42%	58%	81%	19%	57
	Domestic public	54%	46%	54%	46%	77%	23%	13
	Foreign	41%	59%	52%	48%	86%	14%	29
Primary activity (N=99)	Production	46%	54%	52%	48%	76%	24%	50
	Service	61%	39%	41%	59%	88%	12%	49
Size of the company according to the number of employees (N=99)	Large enterprise (250 or more employees)	53%	47%	56%	44%	72%	28%	32
	Medium-sized enterprise (50 do 249 employees)	47%	53%	47%	53%	87%	13%	30
	Small-sized enterprise (10 do 49 employees)	54%	46%	36%	64%	89%	11%	28
	Micro enterprise (fewer than 10 employees)	78%	22%	44%	56%	78%	22%	9
Position of the respondent (N=98)	Director/President of the management board or supervisory board	50%	50%	33%	67%	83%	17%	24
	Member of the management board/board of directors	50%	50%	50%	50%	100%	0%	4
	Assistant/advisor to the management board/board of directors/director	67%	33%	33%	67%	100%	0%	6
	Head of Human Resources/HR Department	49%	51%	46%	54%	84%	16%	37

	Senior associate	43%	57%	79%	21%	71%	29%	14
	Other	77%	23%	38%	62%	77%	23%	13

SAFETY AND HEALTH AT WORK		information		consultation		participation		Total
		no	yes	no	yes	no	yes	
Legal organizational form (N=102)	Joint stock company	63%	37%	37%	63%	79%	21%	19
	Limited liability company	60%	40%	47%	53%	70%	30%	77
	Sole proprietor	100%	0%	60%	40%	40%	60%	5
	Other	100%	0%	0%	100%	100%	0%	1
Origin of the majority owner (N=102)	Domestic private	67%	33%	41%	59%	66%	34%	58
	Domestic public	57%	43%	57%	43%	79%	21%	14
	Foreign	57%	43%	47%	53%	77%	23%	30
Primary activity (N=102)	Production	52%	48%	37%	63%	79%	21%	52
	Service	74%	26%	54%	46%	62%	38%	50
Size of the company according to the number of employees (N=102)	Large enterprise (250 or more employees)	67%	33%	48%	52%	70%	30%	33
	Medium-sized enterprise (50 do 249 employees)	53%	47%	43%	57%	80%	20%	30
	Small-sized enterprise (10 do 49 employees)	66%	34%	31%	69%	72%	28%	29
	Micro enterprise (fewer than 10 employees)	70%	30%	80%	20%	40%	60%	10
Position of the respondent (N=101)	Director/President of the management board or supervisory board	56%	44%	33%	67%	67%	33%	27
	Member of the management board/board of directors	75%	25%	75%	25%	50%	50%	4
	Assistant/advisor to the management board/board of directors/director	83%	17%	17%	83%	67%	33%	6
	Head of Human Resources/HR Department	66%	34%	34%	66%	89%	11%	38
	Senior associate	54%	46%	69%	31%	54%	46%	13
	Other	62%	38%	77%	23%	54%	46%	13

RIGHTS AND OBLIGATIONS DERIVING FROM EMPLOYMENT RELATIONSHIPS		information		consultation		participation		Total
		no	yes	no	yes	no	yes	
Legal organizational form (99)	Joint stock company	58%	42%	47%	53%	79%	21%	19
	Limited liability company	44%	56%	53%	47%	87%	13%	77
	Sole proprietor	100%	0%	20%	80%	80%	20%	5
	Other	50%	50%	50%	50%	100%	0%	2
Origin of the	Domestic private	53%	47%	44%	56%	85%	15%	59

majority owner (N=99)	Domestic public	64%	36%	50%	50%	79%	21%	14
	Foreign	37%	63%	63%	37%	90%	10%	30
Primary activity (N=99)	Production	40%	60%	60%	40%	79%	21%	53
	Service	60%	40%	40%	60%	92%	8%	50
Size of the company according to the number of employees (N=99)	Large enterprise (250 or more employees)	55%	45%	55%	45%	76%	24%	33
	Medium-sized enterprise (50 do 249 employees)	38%	62%	55%	45%	86%	14%	29
	Small-sized enterprise (10 do 49 employees)	50%	50%	43%	57%	93%	7%	30
	Micro enterprise (fewer than 10 employees)	64%	36%	45%	55%	91%	9%	11
Position of the respondent (N=98)	Director/President of the management board or supervisory board	44%	56%	37%	63%	96%	4%	27
	Member of the management board/board of directors	25%	75%	75%	25%	100%	0%	4
	Assistant/advisor to the management board/board of directors/director	57%	43%	43%	57%	71%	29%	7
	Head of Human Resources/HR Department	45%	55%	55%	45%	89%	11%	38
	Senior associate	50%	50%	57%	43%	79%	21%	14
	Other	75%	25%	50%	50%	67%	33%	12

## Appendix 4

### Questionnaire

#### Survey about workers' self-management

#### Q1 – What is the legal status of your company?

- ☐ Public limited company  
☐ Limited liability company  
☐ Sole proprietor  
☐ Other:

IF (10) Q1 = [1]

#### Q2 – What is the management system of your company?

- ☐ One-tier  
☐ Two-tier

**Q3 – What is the origin of the majority owner/shareholder of your company?**

- ☐ Domestic private
- ☐ Domestic state-owned
- ☐ Foreign

**Q4 – What is the primary business activity of your company?**

- ☐ Manufacturing
- ☐ Services

**Q5 – Please mark the size of your company according to the number of employees.**

- ☐ Large company (250 or more employees)
- ☐ Medium company (50 to 249 employees)
- ☐ Small company (10 to 49 employees)
- ☐ Micro company (less than 10 employees)

**Q6 – What is your position within the company?**

- ☐ Director/president of the management board/board of directors
- ☐ Member of the management board/board of directors
- ☐ Assistant/Advisor of the management board/board of directors/director
- ☐ Head of HR department
- ☐ Independent associate
- ☐ Other:

**BLOCK (2) (II. Implementation of workers' co-management)**

**Q7 - II. Implementation of employee's co-management**

**BLOCK (2) ( II. Implementation of workers' co-management )**

**Q8 – Did your company set-up ... ? Multiple answers are possible.**

- ☐ Workers' council
- ☐ Trade union, organised within the company
- ☐ Trade union trusted representative, organised outside of the company.
- ☐ Nothing of the above
- ☐ Other:



**BLOCK (2) ( II. Implementation of workers' co-management )**

**IF (3) Q8 = [Q8a] ( Workers' council )**

**Q9 – How long is it since your company set up the workers' council?**

- ☐ Up to 5 years
- ☐ From 5 to 10 years
- ☐ From 10 to 20 years
- ☐ Above 20 years
- ☐ I don't know

**BLOCK (2) ( II. Implementation of workers' co-management )**

**IF (3) Q8 = [Q8a] ( Workers' council )**

**Q10 – How would you rate the overall cooperation of the workers' council?**

- ☐ Negative
- ☐ Adequate
- ☐ Good
- ☐ Very good
- ☐ Excellent
- ☐ I don't know. Cannot specify

**BLOCK (2) ( II. Implementation of workers' co-management )**

**IF (3) Q8 = [Q8a] ( Workers' council )**

**IF (4) Q10 = [3, 4]**

**Q11 – What would need to change with respect to cooperation with the workers' council, so that the cooperation would be excellent?**

**BLOCK (2) ( II. Implementation of workers' co-management )**

**IF (3) Q8 = [Q8a] ( Workers' council )**

**IF (5) Q10 = [1, 2]**

**Q12 – What are the main reasons, that you rate your cooperation with the workers' council as adequate/bad?**

Multiple answers are possible

- ☐ Non-relevance of operation of the workers' council with respect to implementation of the Worker Participation in Management Act in practice
- ☐ Trade Union's approach with respect to implementation of the Worker Participation in Management Act in practice
- ☐ Inadequate knowledge of the workers participation in management
- ☐ Employer is not interested in cooperation with the workers' council

- ☐ Other:  
☐ I don't know

**BLOCK (2) ( II. Implementation of workers' co-management )**

**IF (3) Q8 = [Q8a] ( Workers' council )**

**Q13 – Did your company appoint employee representatives in the management and supervisory bodies?**

- ☐ Yes  
☐ No

**BLOCK (2) ( II. Implementation of workers' co-management )**

**IF (3) Q8 = [Q8a] ( Workers' council )**

**IF (6) Q13 = [1] ( Yes )**

**Q14 – In which management and supervisory bodies have the employee representatives been appointed?**

Multiple answers were

- ☐ Supervisory board  
☐ Management board, workers' director  
☐ Management board as non-executive director  
☐ Management board as executive director  
☐ Workers' representative in supervisory board  
☐ Workers' representatives in other forms of management (e.g. from directors in limited liability company)  
☐ Workers' representatives in other supervisory bodies (e.g. in the management board or similar bodies in a limited liability company)

**BLOCK (2) ( II. Implementation of workers' co-management )**

**IF (3) Q8 = [Q8a] ( Workers' council )**

**Q15 – How would you rate overall helpfulness of workers' representatives in the management and supervisory bodies *within your company*?**

- ☐ Extremely unhelpful  
☐ Unhelpful  
☐ Neither unhelpful not helpful  
☐ Helpful  
☐ Very helpful  
☐ I don't know. I cannot specify

**BLOCK (2) ( II. Implementation of workers' co-management )**

**IF (3) Q8 = [Q8a] ( Workers' council )**

**Q16 – The next section includes some statements with respect to cooperation of the**

management and the workers' council in your company. Employer's cooperation in this context, this means informing, consultations and participation in decision making.

**BLOCK (2) ( II. Implementation of workers' co-management )**

**IF (3) Q8 = [Q8a] ( Workers' council )**

**Q17 – Employer's cooperation with the workers' council... Please mark the level of your agreement.**

	I completely disagree	I disagree	I neither agree, nor disagree	I agree	I completely agree	I don't know. I cannot specify
Better business decision-making.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Increased readiness of employees for the introduction of change.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Increased consideration of employee's interests as stakeholders.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Increased productivity.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Increased innovation of employees.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Improved internal communication in the company.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Improved level of employee's dedication.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**BLOCK (2) ( II. Implementation of workers' co-management )**

**IF (3) Q8 = [Q8a] ( Workers' council )**

**Q18 – What do you think is the biggest problem with respect to operation of the workers' council?**

**BLOCK (2) ( II. Implementation of workers' co-management )**

**IF (3) Q8 = [Q8a] ( Workers' council )**

**Q19 – What do you think about the way that the Workers' Participation in Management Act (ZSDU) regulates the scope of rights of workers' council?**

- ☐ Appropriate
- ☐ Too broad
- ☐ Too narrow
- ☐ Other:

**BLOCK (2) ( II. Implementation of workers' co-management )**

**IF (3) Q8 = [Q8a] ( Workers' council )**

**IF (7) Q19 = [3] ( too narrow )**

**Q20 – In what fields should the participation of workers' councils' in the management of the company be strengthened?**

**BLOCK (2) ( II. Implementation of workers' co-management )**

**IF (3) Q8 = [Q8a] ( Workers' council )**

**IF (8) Q19 = [2] ( too broad )**

**Q21 – In your opinion, which specific rights of the workers' council are not justified:**

**BLOCK (2) ( II. Implementation of workers' co-management )**

**IF (3) Q8 = [Q8a] ( Workers' council )**

**Q22 – In which fields would you like to strengthen cooperation with the workers' council?**

**BLOCK (2) ( II. Implementation of workers' co-management )****IF (3) Q8 = [Q8a] ( Workers' council )**

**Q23 – Below are some claims on the operation of the workers' council in your company. In your company...**

Please mark the level of agreement with each claim.

	I completely disagree	I disagree	I neither agree, nor disagree	I agree	I completely agree	I don't know. I cannot specify
... promotes the participation of workers' council in general.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... provides for suitable material conditions for the operation of the workers' council	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... are you satisfied with the organisation of the workers' council.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... does your workers' council help you with solving complications among employees.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... would you miss the workers' council, if it didn't exist?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**BLOCK (9) ( III. OPINION ON WORKERS' CO-MANAGEMENT )****Q24 - III. OPINIONS ON WORKERS' CO-MANAGEMENT****BLOCK (9) ( III. OPINION ON WORKERS' CO-MANAGEMENT )**

**Q25 – Which types of workers' participation do you think are suitable?**

Multiple answers are possible

- ☐ Informing by the workers' council
- ☐ Joint consultation with workers' council
- ☐ Co-deciding with workers' council

- ☐ Workers' representatives in management and supervisory bodies
- ☐ Participation of workers in profit-sharing
- ☐ Internal employee's ownership of employees and/or employee stock option
- ☐ Nothing of the above
- ☐ Other:

### BLOCK (9) ( III. OPINION ON WORKERS' CO-MANAGEMENT )

**Q26 – Regarding which content do you think it would be reasonable that the employer informs, consults and co-decides with the *workers' council*?**

Multiple answers are possible

	Informing	Consultation	Co-deciding	I don't know. I cannot specify
Company's strategy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Changes of company's legal status	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Questions related to company's business	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
HR questions related to work organisation, e.g. job grading, demand for new staff, etc.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
HR questions related to dismissal of employees	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Occupational health and safety	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Rights and obligations from the employment relationship	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

### BLOCK (9) ( III. OPINION ON WORKER'S CO-MANAGEMENT )

**Q27 – Worker Participation in Management Act (ZSDU) was adopted in 1993. Which do you think are the most critical issues, which should be regulated otherwise by the act?**

Multiple answers are possible

- ☐ Type of elections of the workers' council
- ☐ Content of notifications
- ☐ Content of consultations
- ☐ Content of jointly made decisions
- ☐ Other:
- ☐ I don't know
- ☐ Nothing, the act is suitable

### BLOCK (9) ( III. OPINION ON WORKER'S CO-MANAGEMENT )

**Q28 – We kindly invite you that you also express your other proposals, comments, opinions and similar.**

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