

empathick<sup>o</sup>



# Employee engagement survey results

*January 2024*

# Key information

Vilpak  
Temperature 37.8°



## Engagement

Promoters 38%

Passives 24%

Detractors 38%

33  
DETRACTORS

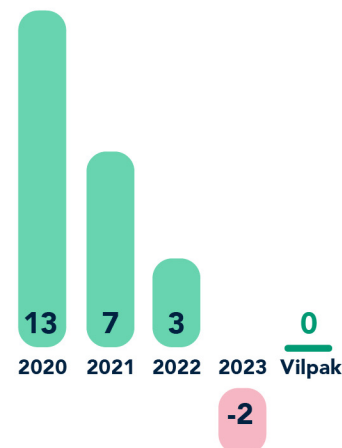
22  
NEUTRALS

33  
PROMOTERS

1 2 3 4 5 6 7 8 9 10

eNPS 0 = 38% - 38%

Net Promoter Score = % Promoters - % Detractors



Benchmark eNPS

Employees

86

Last pulse

4,2

Overall score

3,9

Strongest scores:

Q3=4,4

Q4=4,5

Q6=4,5

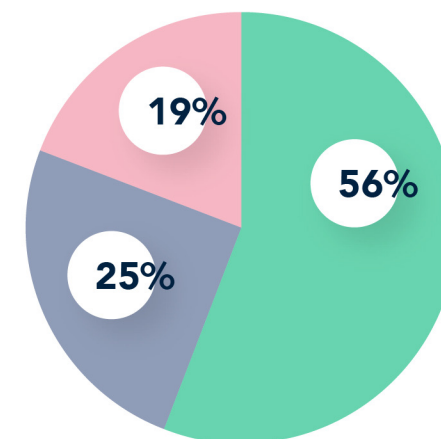
Improvement areas:

Q5=2,9

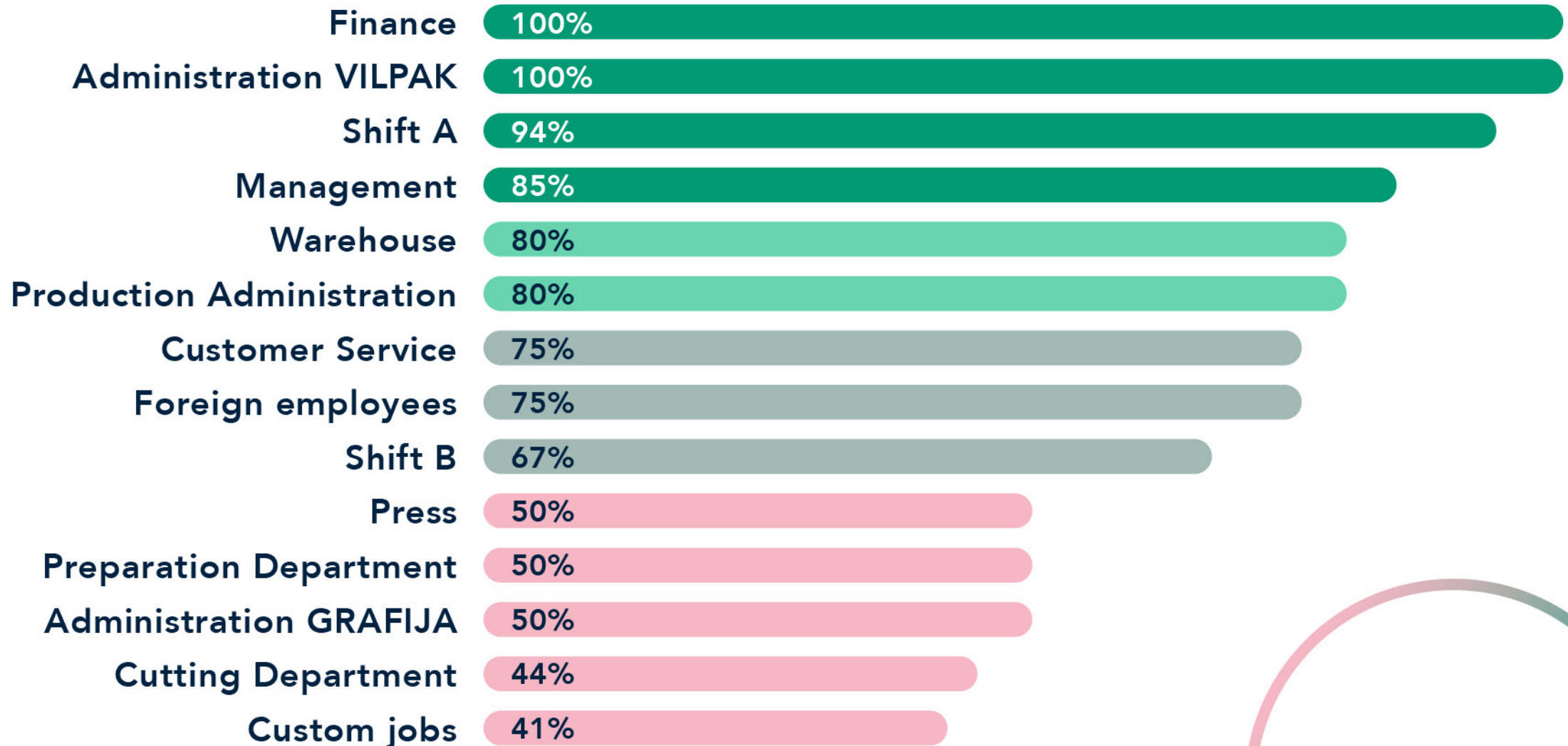
Q14=3,5

Q15=3,5

- Engaged (56%)
- Partly engaged (25%)
- Disengaged (19%)

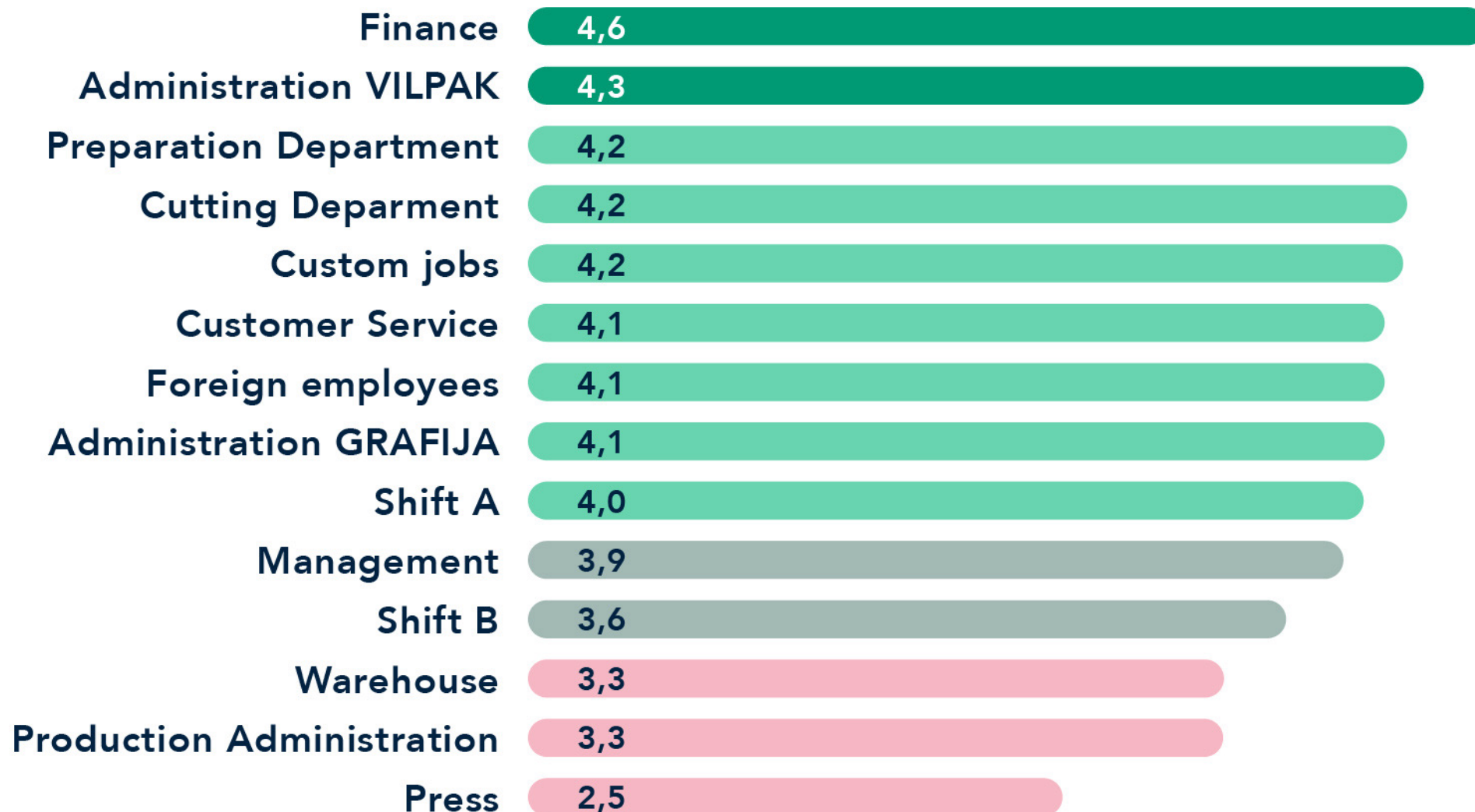


## Participation rate by unit, %

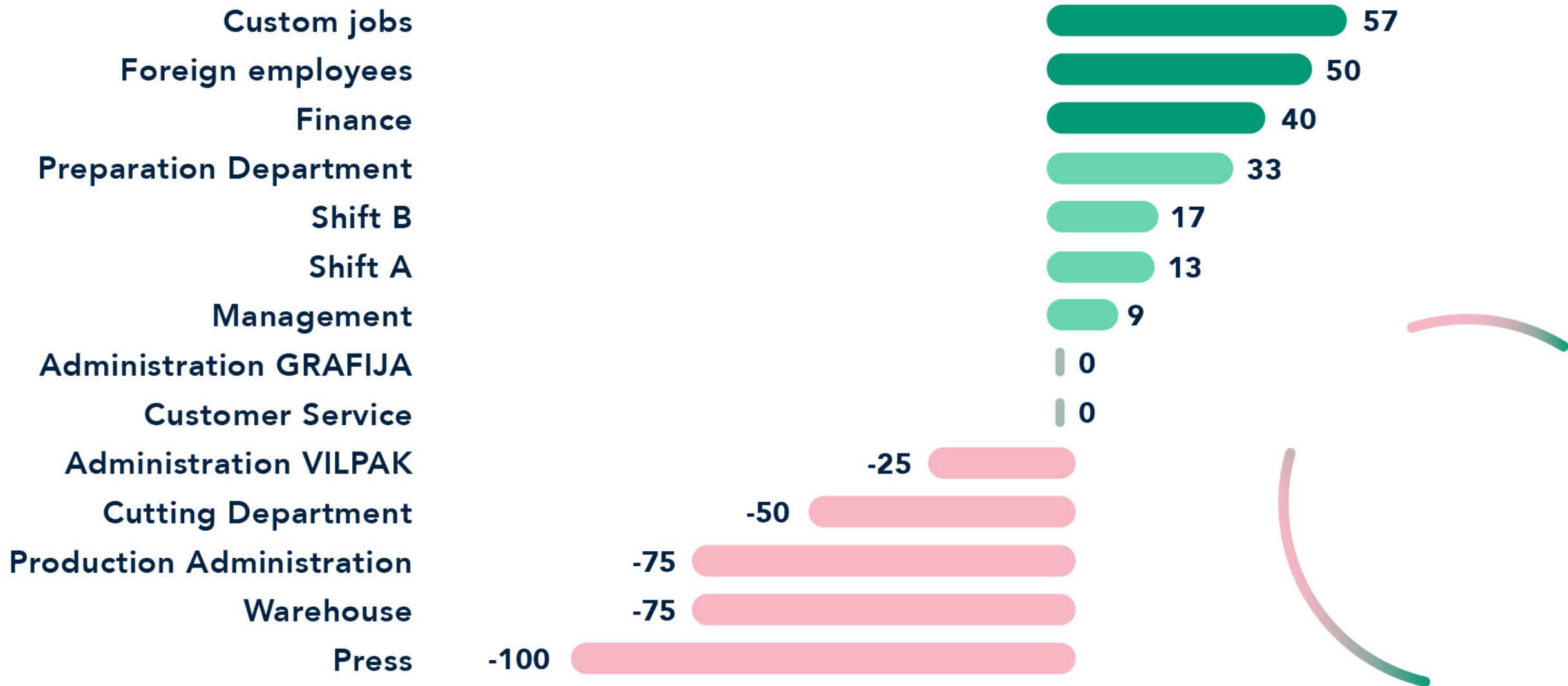




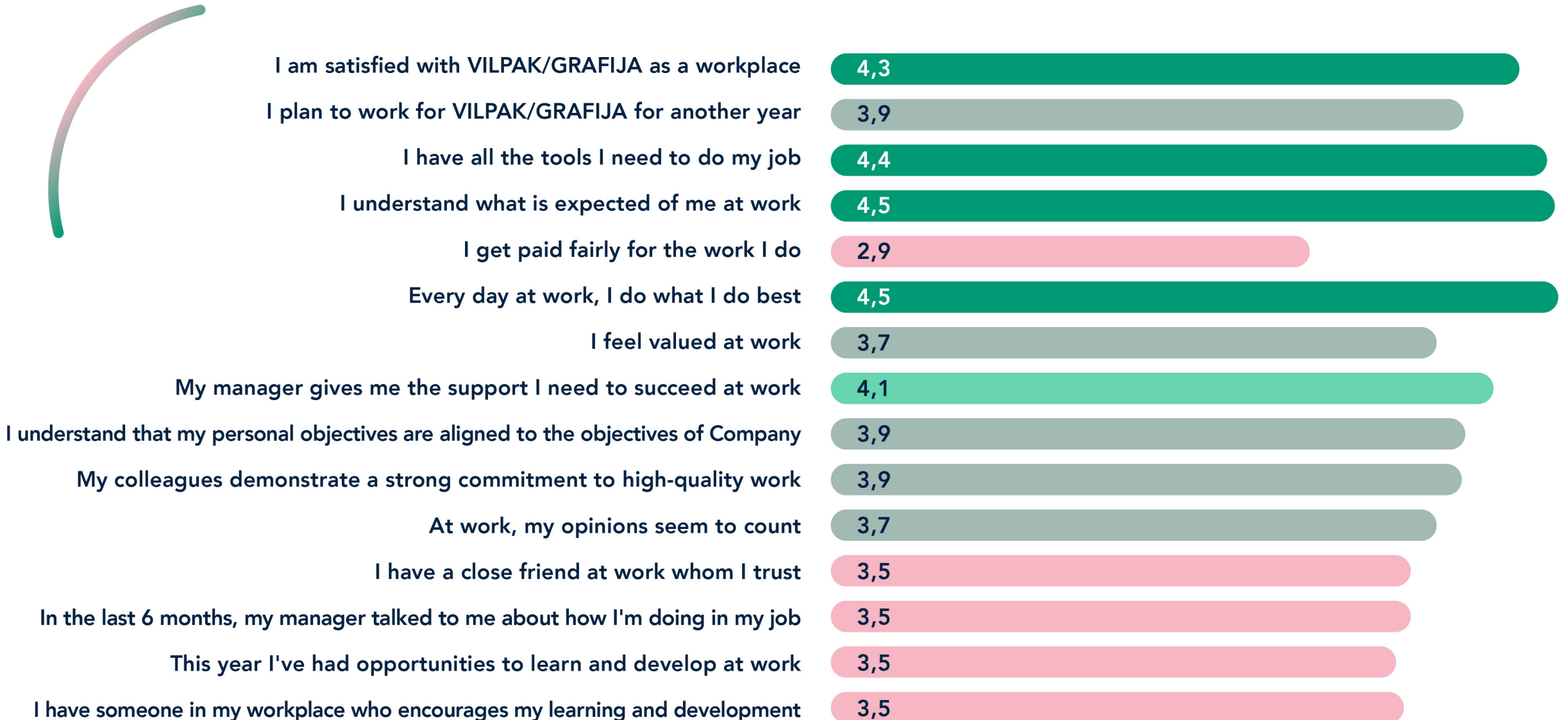
# Overall engagement score by unit



# Loyalty scores for all units, eNPS



# Survey results for all employees



# Gain clear insight into the most critical areas

	I am satisfied with VILPAK/GRAFJA as a workplace	I plan to work for VILPAK/GRAFJA another year	I have all the tools I need to do my job	I understand what is expected of me at work	I get paid fairly for the work I do	Every day at work, I do what I do best	I feel valued at work	My manager gives me the support I need to succeed at work	I understand that my personal objectives are aligned to the objectives of Company	My colleagues demonstrate a strong commitment to high-quality work	At work, my opinions seem to count	All have a close friend at work whom I trust	In the last 6 months, my manager talked to me about how I'm doing in my job	This year I've had opportunities to learn and develop at work	I have someone in my workplace who encourages my learning and development
Management	3,9	4,5	4,7	3,6	3,4	4,4	3,6	3,6	4,5	3,9	3,7	3,5	3,1	4,3	3,9
Foreign employees	4,8	4,7	4,2	5,0	3,0	4,7	3,8	5,0	3,3	3,7	3,5	3,0	4,8	4,3	4,2
Press Grafija	3,0	2,2	2,8	3,7	1,2	3,8	2,8	2,0	2,5	3,2	2,8	2,7	1,3	1,2	1,8
Warehouse	3,5	1,8	5,0	4,3	1,5	5,0	2,5	4,3	3,8	3,8	2,5	4,3	1,8	3,8	2,3
Preparation Department	3,0	2,0	4,0	4,0	3,0	4,0	4,0	4,0	4,0	5,0	3,0	0,0	3,0	5,0	2,0
Shift B	4,4	3,6	3,9	4,8	2,2	4,8	3,3	3,8	3,9	3,4	3,5	3,0	3,3	3,0	3,3
Shift A	4,4	4,1	4,6	4,8	3,1	4,5	4,2	4,5	3,9	3,7	3,9	3,5	4,1	3,5	3,5
Customer Service	5,0	5,0	5,0	3,0	3,0	5,0	4,0	1,0	5,0	3,0	4,0	5,0	1,0	5,0	5,0
Cutting department	4,5	4,5	4,8	5,0	3,5	5,0	4,3	5,0	4,8	4,3	4,0	4,3	4,0	2,3	3,0
Production Administration Vilpak	3,8	3,5	4,5	4,5	2,3	3,5	2,5	3,5	3,8	3,0	2,8	4,3	1,5	3,8	2,5
Finance	4,8	4,4	4,8	4,8	3,8	4,6	4,8	5,0	4,6	4,4	4,6	4,6	4,8	4,4	4,2
Administration	4,6	4,0	4,8	4,2	3,4	4,5	4,2	3,5	4,2	4,5	4,5	3,5	4,3	3,4	4,0
Custom jobs	4,4	4,9	4,6	4,9	3,7	4,7	3,7	3,7	3,4	4,9	3,9	3,9	4,0	3,9	4,0



# Results by units



14:37

13+ In the last 6 months, my manager has talked to me about how I'm doing in my job.\*

0 - no opinion, 1 - strongly disagree, 5 - strongly agree

0 1 2 3 4 5

OK ✓

^ v

This screenshot shows a survey question within the empatick app. The question is: 'In the last 6 months, my manager has talked to me about how I'm doing in my job.\*'. Below the question is a rating scale from 0 to 5, with a legend indicating: 0 - no opinion, 1 - strongly disagree, 5 - strongly agree. The scale is currently empty. The app interface includes a status bar at the top showing the time as 14:37 and LTE signal, and a bottom navigation bar with a '+' icon and a 'Text Message' input field.

# Results of Management unit

Overall satisfaction:  
(all questions)

3,9

Loyalty score:  
(I am satisfied with the company)

3,9

eNPS score:

9

## Engagement

PROMOTERS 36.4%

PASSIVES 36.4%

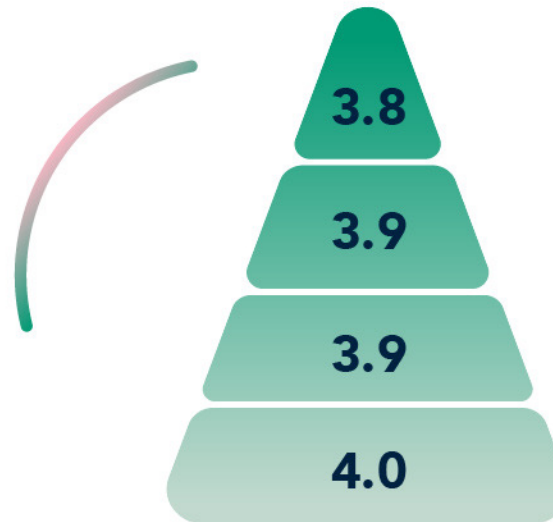
DETRACTORS 27.3%

### Positive:

- Establishment of a marketing department
- Increasing sales
- Training for employees

### Negative:

- Total working time
- Unclear company strategy
- Declining sales volumes



How am I improving?

### Team work

Do I belong to the team?

### Personal contribution

What I give?

### Basic employee needs

What do I get?

# Survey results for Management unit

3,9

I am satisfied with VILPAK/GRAFIJA as a workplace

3,9

I plan to work for VILPAK/GRAFIJA for another year

4,5

I have all the tools I need to do my job

4,7

I understand what is expected of me at work

3,6

I get paid fairly for the work I do

3,4

Every day at work, I do what I do best

4,4

I feel valued at work

3,6

My manager gives me the support I need to succeed at work

3,6

I understand that my personal objectives are aligned to the objectives of Company

4,5

My colleagues demonstrate a strong commitment to high-quality work

3,9

At work, my opinions seem to count

3,7

I have a close friend at work whom I trust

3,5

In the last 6 months, my manager talked to me about how I'm doing in my job

3,1

This year I've had opportunities to learn and develop at work

4,3

I have someone in my workplace who encourages my learning and development

3,9

# Results of Foreign employees

Overall satisfaction:  
(all questions)

4,1

Loyalty score:  
(I am satisfied with the company)

4,8

eNPS score:

50

## Engagement

PROMOTERS 50%

PASSIVES 50%

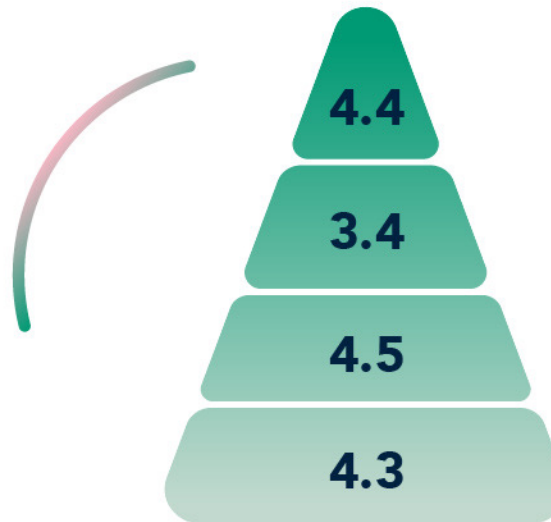
DETRACTORS 0%

### Positive:

- There was an opportunity to raise qualifications

### Negative:

- None



How am I improving?

### Team work

Do I belong to the team?

### Personal contribution

What I give?

### Basic employee needs

What do I get?



# Survey results for Foreign employees

4,1



# Results of Press Department

Overall satisfaction:  
(all questions)

2,5

Loyalty score:  
(I am satisfied with the company)

3,0

eNPS score:

-100

## Engagement

PROMOTERS 0%

PASSIVES 0%

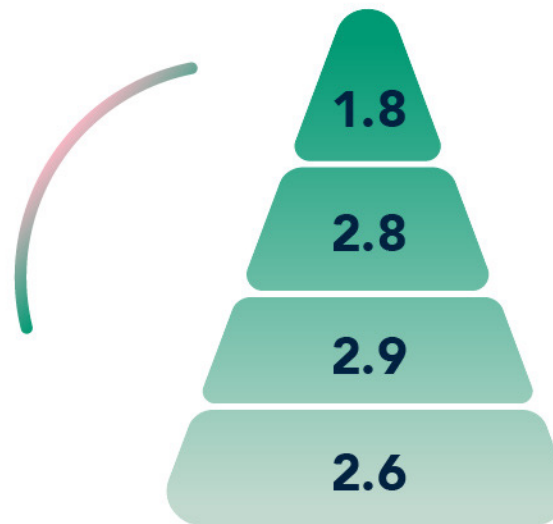
DETRACTORS 100%

## Positive:

- None

## Negative:

- Cumulative accounting
- Salary reduced, no bonuses left.



How am I improving?

### Team work

Do I belong to the team?

### Personal contribution

What I give?

### Basic employee needs

What do I get?

# Survey results for Press Department

2,5

I am satisfied with VILPAK/GRAFIJA as a workplace

3,0

I plan to work for VILPAK/GRAFIJA for another year

2,2

I have all the tools I need to do my job

2,8

I understand what is expected of me at work

3,7

I get paid fairly for the work I do

1,2

Every day at work, I do what I do best

3,8

I feel valued at work

2,8

My manager gives me the support I need to succeed at work

2,0

I understand that my personal objectives are aligned to the objectives of Company

2,5

My colleagues demonstrate a strong commitment to high-quality work

3,2

At work, my opinions seem to count

2,8

I have a close friend at work whom I trust

2,7

In the last 6 months, my manager talked to me about how I'm doing in my job

1,3

This year I've had opportunities to learn and develop at work

1,2

I have someone in my workplace who encourages my learning and development

1,8

# Results of Warehouse and Logistics Department

Overall satisfaction:  
(all questions)

3,3

Loyalty score:  
(I am satisfied with the company)

3,5

eNPS score:

-75

## Engagement

PROMOTERS 0%

PASSIVES 75%

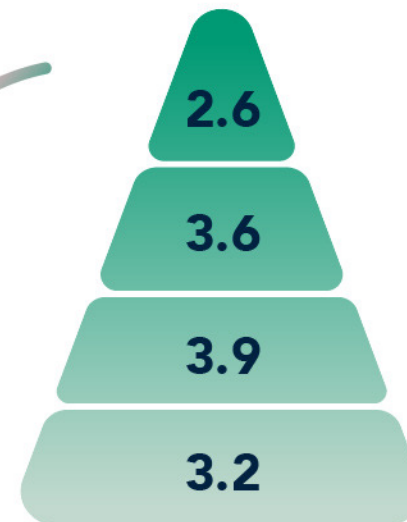
DETRACTORS 25%

## Positive:

- None

## Negative:

- Cumulative accounting
- Increased workload
- Wages have not increased



How am I improving?

### Team work

Do I belong to the team?

### Personal contribution

What I give?

### Basic employee needs

What do I get?



# Survey results for Warehouse and Logistics Department

3,3

I am satisfied with VILPAK/GRAFIJA as a workplace

3,5

I plan to work for VILPAK/GRAFIJA for another year

1,8

I have all the tools I need to do my job

5,0

I understand what is expected of me at work

4,3

I get paid fairly for the work I do

1,5

Every day at work, I do what I do best

5,0

I feel valued at work

2,5

My manager gives me the support I need to succeed at work

4,3

I understand that my personal objectives are aligned to the objectives of Company

3,8

My colleagues demonstrate a strong commitment to high-quality work

3,8

At work, my opinions seem to count

2,5

I have a close friend at work whom I trust

4,3

In the last 6 months, my manager talked to me about how I'm doing in my job

1,8

This year I've had opportunities to learn and develop at work

3,8

I have someone in my workplace who encourages my learning and development

2,3

# Results of Pamphlet Department

Overall satisfaction:  
(all questions)

4,2

Loyalty score:  
(I am satisfied with the company)

4,4

eNPS score:

57

## Engagement

PROMOTERS 71%

PASSIVES 14%

DETRACTORS 14%

### Positive:

- Salary is paid on time

### Negative:

- The rooms are cold.
- There is no window in the workshop.
- Sale of equipment, reduction of staff.

4.0

4.0

4.1

4.5

How am I improving?

### Team work

Do I belong to the team?

### Personal contribution

What I give?

### Basic employee needs

What do I get?

# Survey results for Pamphlet Department

4,0

I am satisfied with VILPAK/GRAFIJA as a workplace

4,4

I plan to work for VILPAK/GRAFIJA for another year

4,9

I have all the tools I need to do my job

4,6

I understand what is expected of me at work

4,9

I get paid fairly for the work I do

3,7

Every day at work, I do what I do best

4,7

I feel valued at work

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My manager gives me the support I need to succeed at work

4,0

I understand that my personal objectives are aligned to the objectives of Company

3,4

My colleagues demonstrate a strong commitment to high-quality work

4,9

At work, my opinions seem to count

3,9

I have a close friend at work whom I trust

3,9

In the last 6 months, my manager talked to me about how I'm doing in my job

4,0

This year I've had opportunities to learn and develop at work

3,9

I have someone in my workplace who encourages my learning and development

4,0

# Results of Shift A unit

Overall satisfaction:  
(all questions)

4,0

Loyalty score:  
(I am satisfied with the company)

4,4

eNPS score:

13

## Engagement

PROMOTERS 40%

PASSIVES 33%

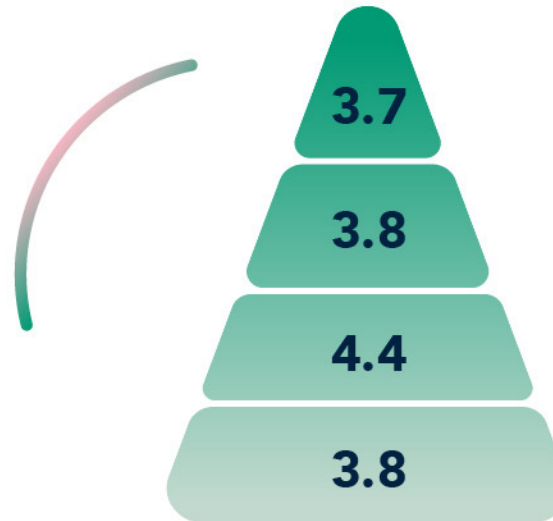
DETRACTORS 27%

### Positive:

- Order
- Companies strive for employees
- Preventive measures introduced
- Smoking area inside
- New customers

### Negative:

- Uneven workload
- A large number of foreigners
- Staff turnover
- No salary bonuses
- Salaries are too low



How am I improving?

### Team work

Do I belong to the team?

### Personal contribution

What I give?

### Basic employee needs

What do I get?



# Survey results for Shift A unit

4,0

I am satisfied with VILPAK/GRAFIJA as a workplace

4,4

I plan to work for VILPAK/GRAFIJA for another year

4,1

I have all the tools I need to do my job

4,6

I understand what is expected of me at work

4,8

I get paid fairly for the work I do

3,1

Every day at work, I do what I do best

4,5

I feel valued at work

4,2

My manager gives me the support I need to succeed at work

4,5

I understand that my personal objectives are aligned to the objectives of Company

3,9

My colleagues demonstrate a strong commitment to high-quality work

3,7

At work, my opinions seem to count

3,9

I have a close friend at work whom I trust

3,5

In the last 6 months, my manager talked to me about how I'm doing in my job

4,1

This year I've had opportunities to learn and develop at work

3,5

I have someone in my workplace who encourages my learning and development

3,5

# Results of Shift B unit

Overall satisfaction:  
(all questions)

3,6

Loyalty score:  
(I am satisfied with the company)

4,4

eNPS score:

17

## Engagement

PROMOTERS 50%

PASSIVES 17%

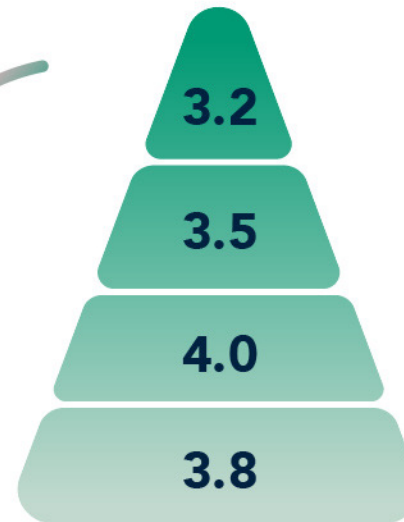
DETRACTORS 33%

### Positive:

- Robotic equipment
- Changed environment, employees, work tools
- Smokehouse
- Good work conditions
- Stability

### Negative:

- Lack of workers
- Dishonesty
- Salaries are too low
- Lack of training
- Lack of working tools
- Hourly payment
- Dust



How am I improving?

### Team work

Do I belong to the team?

### Personal contribution

What I give?

### Basic employee needs

What do I get?

# Survey results for Shift B unit

3,6

I am satisfied with VILPAK/GRAFIJA as a workplace

4,4

I plan to work for VILPAK/GRAFIJA for another year

3,6

I have all the tools I need to do my job

3,9

I understand what is expected of me at work

4,8

I get paid fairly for the work I do

2,2

Every day at work, I do what I do best

4,8

I feel valued at work

3,3

My manager gives me the support I need to succeed at work

3,8

I understand that my personal objectives are aligned to the objectives of Company

3,9

My colleagues demonstrate a strong commitment to high-quality work

3,4

At work, my opinions seem to count

3,5

I have a close friend at work whom I trust

3,0

In the last 6 months, my manager talked to me about how I'm doing in my job

3,3

This year I've had opportunities to learn and develop at work

3,0

I have someone in my workplace who encourages my learning and development

3,3

# Results of Cutting Department

Overall satisfaction:  
(all questions)

4,2

Loyalty score:  
(I am satisfied with the company)

4,5

eNPS score:

-50

## Engagement

PROMOTERS 25%

PASSIVES 0%

DETRACTORS 75%

### Positive:

- Heating
- BRC (employees look more responsibly)
- More trainings, seminars.
- Greater load compared to last year.

### Negative:

- There are no salary supplements
- Lack of quality controller
- Hourly payment

3.1

4.3

4.8

4.5

How am I improving?

### Team work

Do I belong to the team?

### Personal contribution

What I give?

### Basic employee needs

What do I get?

# Survey results for Cutting Department

4,2

I am satisfied with VILPAK/GRAFIJA as a workplace

4,5

I plan to work for VILPAK/GRAFIJA for another year

4,5

I have all the tools I need to do my job

4,8

I understand what is expected of me at work

5,0

I get paid fairly for the work I do

3,5

Every day at work, I do what I do best

5,0

I feel valued at work

4,3

My manager gives me the support I need to succeed at work

5,0

I understand that my personal objectives are aligned to the objectives of Company

4,8

My colleagues demonstrate a strong commitment to high-quality work

4,3

At work, my opinions seem to count

4,0

I have a close friend at work whom I trust

4,3

In the last 6 months, my manager talked to me about how I'm doing in my job

4,0

This year I've had opportunities to learn and develop at work

2,3

I have someone in my workplace who encourages my learning and development

3,0



# Results of Production Administration Department

Overall satisfaction:  
(all questions)

3,3

Loyalty score:  
(I am satisfied with the company)

3,8

eNPS score:

-75

## Engagement

PROMOTERS 0%

PASSIVES 25%

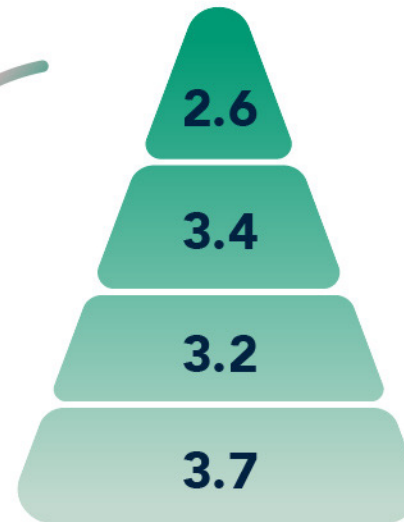
DETRACTORS 75%

### Positive:

- More operators appeared
- Order
- Investments
- More orders

### Negative:

- Heavy load
- Foreigners
- Staff turnover



How am I improving?

### Team work

Do I belong to the team?

### Personal contribution

What I give?

### Basic employee needs

What do I get?

# Survey results for Production Administration Department

3,3

I am satisfied with VILPAK/GRAFIJA as a workplace

3,8

I plan to work for VILPAK/GRAFIJA for another year

3,5

I have all the tools I need to do my job

4,5

I understand what is expected of me at work

4,5

I get paid fairly for the work I do

2,3

Every day at work, I do what I do best

3,5

I feel valued at work

2,5

My manager gives me the support I need to succeed at work

3,5

I understand that my personal objectives are aligned to the objectives of Company

3,8

My colleagues demonstrate a strong commitment to high-quality work

3,0

At work, my opinions seem to count

2,8

I have a close friend at work whom I trust

4,3

In the last 6 months, my manager talked to me about how I'm doing in my job

1,5

This year I've had opportunities to learn and develop at work

3,8

I have someone in my workplace who encourages my learning and development

2,5

# Results of Finance Department

Overall satisfaction:  
(all questions)

4,6

Loyalty score:  
(I am satisfied with the company)

4,8

eNPS score:

40

## Engagement

PROMOTERS 60%

PASSIVES 20%

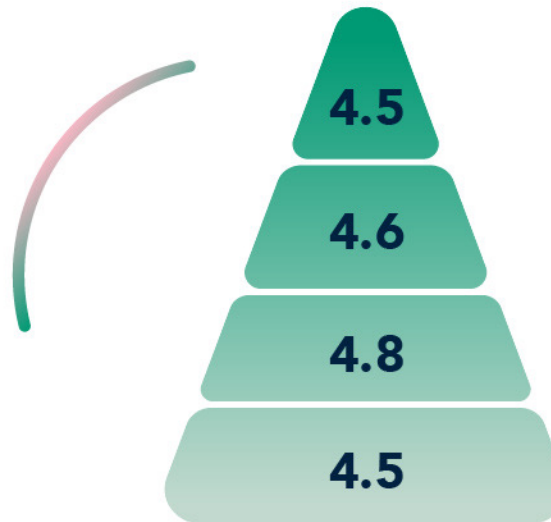
DETRACTORS 20%

### Positive:

- Teamwork
- Security
- New sales abroad

### Negative:

- Staff turnover
- Ignoring, mocking, criticizing
- Total working time
- Uneven workload distribution



How am I improving?

### Team work

*Do I belong to the team?*

### Personal contribution

*What I give?*

### Basic employee needs

*What do I get?*



# Survey results for Finance Department

4,6

I am satisfied with VILPAK/GRAFIJA as a workplace

4,8

I plan to work for VILPAK/GRAFIJA for another year

4,4

I have all the tools I need to do my job

4,8

I understand what is expected of me at work

4,8

I get paid fairly for the work I do

3,8

Every day at work, I do what I do best

4,6

I feel valued at work

4,8

My manager gives me the support I need to succeed at work

5,0

I understand that my personal objectives are aligned to the objectives of Company

4,6

My colleagues demonstrate a strong commitment to high-quality work

4,4

At work, my opinions seem to count

4,6

I have a close friend at work whom I trust

4,6

In the last 6 months, my manager talked to me about how I'm doing in my job

4,8

This year I've had opportunities to learn and develop at work

4,4

I have someone in my workplace who encourages my learning and development

4,2

# Results of Administration unit *(customer service, preparation, HR, sales, quality)*

Overall satisfaction:  
*(all questions)*

4,2

Loyalty score:  
*(I am satisfied with the company)*

4,6

eNPS score:

0

## Engagement

PROMOTERS 40%

PASSIVES 20%

DETRACTORS 40%

### Positive:

- English language courses for employees
- Company events
- More attention to product quality, introduction of new products
- Involvement of administration in DSS audit
- Dropping unnecessary tables
- Attitude towards the employee
- More training has emerged

### Negative:

- Total working time
- Salaries are too low
- There is no promotion of collective motivation
- Staff turnover
- Information about what is happening in the company is missing

3.9

4.2

4.4

4.2

How am I improving?

### Team work

*Do I belong to the team?*

### Personal contribution

*What I give?*

### Basic employee needs

*What do I get?*

# Survey results for Administration unit

(customer service, preparation, HR, sales, quality)

4,2

I am satisfied with VILPAK/GRAFIJA as a workplace

4,6

I plan to work for VILPAK/GRAFIJA for another year

4,0

I have all the tools I need to do my job

4,8

I understand what is expected of me at work

4,2

I get paid fairly for the work I do

3,4

Every day at work, I do what I do best

4,5

I feel valued at work

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My colleagues demonstrate a strong commitment to high-quality work

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4,5

I have a close friend at work whom I trust

3,5

In the last 6 months, my manager talked to me about how I'm doing in my job

4,3

This year I've had opportunities to learn and develop at work

3,4

I have someone in my workplace who encourages my learning and development

4,0

# Conclusions<sup>o</sup>

2023 m. eNPS score **-2** , eNPS score 2024 m. **0** ↑

- **Foreigners working in the company plan to work in the company for the next year** (assessments of the question only 4-5 points).
- **The general tendency of the company's assessment is 3.9** (high enough average score).
- One of the lowest-rated questions, "I have a close friend at work whom I trust" - **a small percentage of employees have a close person at work** with whom they can talk, so it is necessary to promote employee communication and cooperation (department team events are required).
- **The reward is one of the challenges** (rating 2.9).
- **Learning and development opportunities are evaluated with a low average score** - this is how employees express their desire to learn and improve at the workplace, some are in "grown up" positions - **there is a threat that they will look for career opportunities in other companies.**



**Let's measure the temperature of your organisation**