

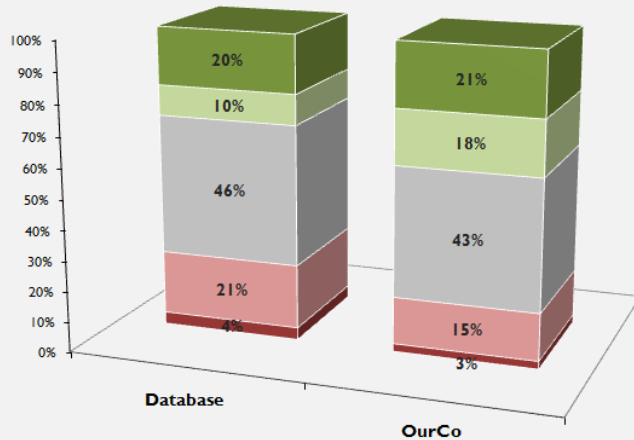


Employee Ownership Survey Report

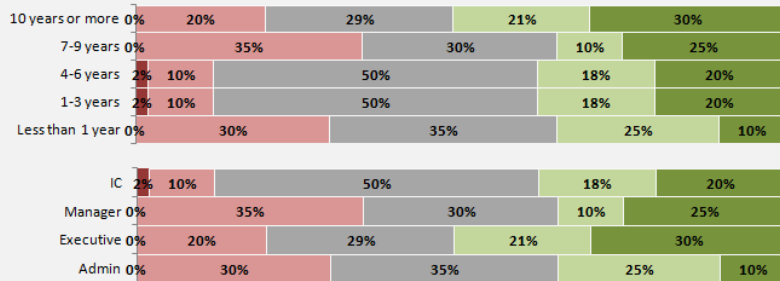
Sample Charts

How prevalent is cynicism at OurCo?

Champions	are engaged employee-owners who believe in the benefits of ownership.
High Potential Employees	are on the cusp of being champions, but think the company can improve its implementation.
Neutral Employees	do not fall into any of the other four categories.
Skeptics	believe in the benefits of ownership, but think the company is implementing it poorly.
Cynics	tend to disagree with employee ownership conceptually. "Employees are not owners."



Subgroup Data



Overview Chart

The following chart provides an overview of OurCo's survey results grouped by topic. For each question, the chart includes the question's number in the survey (#), the database average (DB Avg), OurCo's average (Co Avg), and the difference (Δ). All averages are based on a scale of -3 to 3 unless otherwise indicated.

- "Red Light" indicates that OurCo's average was more than 0.3 below the database average.
- "Yellow Light" indicates that OurCo's average was within 0.3 of the database average.
- "Green Light" indicates that OurCo's average was more than 0.3 above the database average.

For questions on a 10-pt scale, the lights change at 0.5. For questions on a 4 or 5-pt scale, the lights change at 0.2. This mechanism is reversed when the question is negatively worded.

#	DB Avg	Co Avg	Δ	Topic 1: ESOP Understanding
5	0.62	1.54	+0.92	The rules for how ESOP benefits are distributed to people who retire are clear.
1	0.46	1.25	+0.79	I have a rough idea of how much money I may receive from the ESOP when I retire or leave the company.
4	1.40	0.31	-1.09	People recognize that the future value of their ESOP account depends on the success of the company.
7	0.73	0.90	+0.17	The rules for how ESOP benefits are distributed to people who retire are clear.

#	DB Avg	Co Avg	Δ	Topic 2: Ownership Identity
3	2.05	3.00	+0.95	I'm proud to own stock in this company.
2	5.37	4.67	-0.70	How much do you feel like an owner of this company? (10-point scale)
6	5.45	5.10	-0.35	How much do other people here feel like owners? (10-point scale)
8	7.97	8.12	+0.15	How important is ownership to you? (10-point scale)

Best and Worst Scores Chart

The following chart provides PamLab's best and worst scores compared to the database. For each question, the chart includes the question's number in the survey (#), the database average (DB Avg), PamLab's average (Co Avg), and the difference (Δ).

#	DB Avg	Co Avg	Δ	Best Scores
5	0.62	1.54	+0.92	The rules for how ESOP benefits are distributed to people who retire are clear.
6	0.33	1.22	+0.89	I'm proud to own stock in this company.
1	0.46	1.25	+0.79	I have a rough idea of how much money I may receive from the ESOP when I retire or leave the company.
20	1.20	1.82	+0.62	Employees at OurCo have real influence over the direction of the company.
16	1.26	1.93	+0.68	OurCo employees feel it is important to know how their branch or department affects the bottom line.
11	1.65	2.26	+0.61	When the company really needs it, I am willing to do extra work to get the job done.
14	1.10	1.65	+0.55	I have the tools and resources I need to do my job effectively.

#	DB Avg	Co Avg	Δ	Worst Scores
4	1.40	0.31	-1.09	People recognize that the future value of their ESOP account depends on the success of the company.
27	1.22	0.46	-0.76	The company makes a sincere effort to share information with employees.
23	0.67	0.01	-0.66	People at OurCo care about meeting our customers' needs.

No. 2

"I have a rough idea of how much money I may receive from the ESOP when I retire or leave the company."

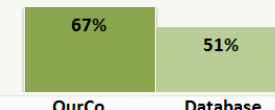
OurCo's average:

1.38

Database average:

0.32

16% more people at OurCo agreed with the statement than in the database



With a difference of 1.06, OurCo's average is **much stronger** than the database average.



23% fewer people at OurCo disagreed with the statement than in the database.