

Global supply chains and international sourcing 2018–2020	Name and address of the reporting unit																					
Deadline for transmission of the questionnaire: 30 November 2021	Identification number (REGON)	<table border="1" style="width: 100%; height: 15px;"> <tr> <td style="width: 10%;"></td><td style="width: 10%;"></td><td style="width: 10%;"></td><td style="width: 10%;"></td><td style="width: 10%;"></td><td style="width: 10%;"></td><td style="width: 10%;"></td><td style="width: 10%;"></td><td style="width: 10%;"></td><td style="width: 10%;"></td><td style="width: 10%;"></td><td style="width: 10%;"></td><td style="width: 10%;"></td><td style="width: 10%;"></td><td style="width: 10%;"></td><td style="width: 10%;"></td><td style="width: 10%;"></td><td style="width: 10%;"></td><td style="width: 10%;"></td><td style="width: 10%;"></td> </tr> </table>																				

The data provided in this questionnaire are confidential and subject to particular protection and will be used exclusively for statistical calculations and analyses in accordance with the Act on official statistics, 29th June 1995, art. 10 and art. 38 (Official Journal of 2021, pos. 955, as amended).

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E-mail of secretariat of the respondent unit

The questionnaire consists of 4 sections. Each section contains questions about various organisational aspects of activity of Your enterprise. The questions are provided with information on which period of activity they relate to and also additional instructions. Please, fill in all following sections in the questionnaire:

Section 1. Number of persons employed by business functions

Section 2. Global supply chains

Section 3. International sourcing activity

Section 4. Impact of Covid-19 on the activity of the enterprise

Please, see the definitions and additional explanations at the end of the questionnaire.

Due to the specific nature of questions in section 3 and section 4, we kindly ask you to fill in this part of the questionnaire by staff making strategic decisions in Your enterprise.

Section 1. Number of persons employed by business functions

This information **includes** only **persons employed in Your enterprise**. Do not include persons employed in other enterprises (e.g. subsidiaries, affiliates). Persons undertaking more than one function should be included according to their main function, i.e. the function where the person spends most of the time.

1.1 Please give the number of persons employed in Your enterprise by each business function as at December 31, 2020.

Your best estimate is fine.

Enterprises which filled in Part 8 of Annual Enterprise Survey (SP form) for 2020 are obliged to give data only for column 2 concerning core business function.

Business functions		Number of persons employed		Please tick what you consider to be Your core/key business function in 2020
0		1		2
Production (of goods and materials)	1			<input type="checkbox"/>
Transport, logistics and storage	2			<input type="checkbox"/>
Marketing, sales and after-sales service	3			<input type="checkbox"/>
Information and communication technology	4			<input type="checkbox"/>
Management and administration	5			<input type="checkbox"/>
Engineering and related technical services	6			<input type="checkbox"/>
Research and development	7			<input type="checkbox"/>
Other business functions	8			<input type="checkbox"/>
Total number of persons employed (sum of rows 1–8)				

Section 2. Global supply chains

2.1 Has Your enterprise purchased the following directly from other enterprises abroad in 2020?

	Yes	No
Goods or materials of the total annual value of more than EUR 100 000 (PLN 444 480 ^a)	<input type="checkbox"/>	<input type="checkbox"/>
Services of the total annual value of more than EUR 100 000 (PLN 444 480 ^a)	<input type="checkbox"/>	<input type="checkbox"/>

^a According to annual average exchange rate in 2020 of National Bank of Poland (1 EUR=4.4448 PLN).

If ticked "Yes" for "Goods or materials" ONLY, go to question 2.2 and skip question 2.3

If ticked "Yes" for "Services" ONLY, go to question 2.3

If ticked "Yes" for BOTH "Goods or materials" and "Services", continue the questionnaire

If ticked "No" for BOTH "Goods or materials" and "Services", go to question 2.4

2.2 What kind of goods or materials has Your enterprise purchased directly from other enterprises abroad in 2020?

Please tick "Yes" if the annual value of a certain type of goods or materials purchased exceeds EUR 100 000 (PLN 444 480) and "No" if the annual value of a certain type of goods or materials purchased did not exceed EUR 100 000 (PLN 444 480).

Types of goods or materials	Yes	No	If "Yes", please indicate:				
			geographical area:			type of supplier:	
			European Union	other European countries incl. the United Kingdom	rest of the world	enterprise within Your enterprise group	other enterprise
0	1	2	3	4	5	6	7
Raw materials that are used in your own production process	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Components that form part of your own product	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Machinery and other technical equipment used by your own company	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Products designed by your own company for resale on domestic or foreign markets	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Products designed by another company for resale on domestic or foreign markets	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other types of goods	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

2.3 What kind of services has Your enterprise purchased directly from other enterprises abroad in 2020?

Please tick "Yes" if the annual value of a certain type of services purchased exceeds EUR 100 000 (PLN 444 480) and "No" if the annual value of a certain type of services purchased did not exceed EUR 100 000 (PLN 444 480).

Types of services	Yes	No	If "Yes", please indicate:				
			geographical area:			type of supplier:	
			European Union	other European countries incl. the United Kingdom	rest of the world	enterprise within Your enterprise group	other enterprise
0	1	2	3	4	5	6	7
Transport, logistics and storage services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Marketing, sales and after-sales services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Information technology (IT) services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Management and administration services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Engineering and related technical services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Research and development services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other types of services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

2.4 Has Your enterprise supplied the following directly to other enterprises abroad in 2020?

	Yes	No
Goods or materials of the total annual value of more than EUR 100 000 (PLN 444 480 ^a)	<input type="checkbox"/>	<input type="checkbox"/>
Services of the total annual value of more than EUR 100 000 (PLN 444 480 ^a)	<input type="checkbox"/>	<input type="checkbox"/>

a According to annual average exchange rate in 2020 of National Bank of Poland (1 EUR=4.4448 PLN).

If ticked "Yes" for "Goods or materials" ONLY, go to question 2.5 and skip question 2.6

If ticked "Yes" for "Services" ONLY, go to question 2.6

If ticked "Yes" for BOTH "Goods or materials" and "Services", continue the questionnaire

If ticked "No" for BOTH "Goods or materials" and "Services", go to section 3

2.5 What kind of goods or materials has Your enterprise supplied directly to other enterprises abroad in 2020?

Please tick "Yes" if the annual value of a certain type of goods or materials supplied exceeds EUR 100 000 (PLN 444 480) and "No" if the annual value of a certain type of goods or materials supplied did not exceed EUR 100 000 (PLN 444 480).

Types of goods or materials	Yes	No	If "Yes", please indicate:				
			geographical area:			type of customer:	
			European Union	other European countries incl. the United Kingdom	rest of the world	enterprise within Your enterprise group	other enterprise
0	1	2	3	4	5	6	7
Raw materials that are used by your customers abroad in their own production process	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Components that are used by your customers abroad as part of their own product	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Machinery and other technical equipment used by your customers abroad	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Final goods designed by your own company for resale	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Final goods designed by another company for resale	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other types of goods	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

2.6 What kind of services has your enterprise supplied directly to other enterprises abroad in 2020?

Please tick "Yes" if the annual value of a certain type of services supplied exceeds EUR 100 000 (PLN 444 480) and "No" if the annual value of a certain type of services supplied did not exceed EUR 100 000 (PLN 444 480).

Types of services	Yes	No	If "Yes", please indicate:				
			geographical area:			type of customer:	
			European Union	other European countries incl. the United Kingdom	rest of the world	enterprise within Your enterprise group	other enterprise
0	1	2	3	4	5	6	7
Transport, logistics and storage services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Marketing, sales and after-sales services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Information technology (IT) services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Management and administration services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Engineering and related technical services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Research and development services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other types of services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Section 3. International sourcing activity

Information included in this section of the questionnaire **concern international sourcing** of business functions made by **Your enterprise** in the period **2018–2020**.

The sourcing of a function may involve the **entire** function, or it may be a **partial** movement of the activities within the function.

The questions **do not include** the expansion of activities in other enterprises that do not result from a total or partial movement of existing activity of your enterprise.

3.1 Has Your enterprise moved any business functions previously carried out inside Your enterprise to another enterprise abroad in the period from the beginning of 2018 to the end of 2020?

This information includes the total or partial movement of activities previously being performed inside Your enterprise in Poland to another enterprise abroad. Please, tick only one answer.

- Yes** → please go to question 3.2
- No, but considered it** → please go to question 3.6
- No** → please go to section 4

3.2 Which business functions has Your enterprise moved abroad in the period from the beginning of 2018 to the end of 2020?

Please, tick all that apply.

Business functions		To enterprises within Your enterprise group	To other enterprises	Please, fill in if the complete function has been moved
0		1	2	3
Production (of goods and materials)	1	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Transport, logistics and storage	2	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Marketing, sales and after-sales service	3	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Information and communication technology	4	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Management and administration	5	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Engineering and related technical services	6	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Research and development	7	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other business functions	8	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

3.3 To which countries has Your enterprise moved business functions in the period from the beginning of 2018 to the end of 2020?

Please, tick all that apply.

Business functions		European Union countries (excl. Poland)	The United Kingdom	Other European countries	China	India	United States, Canada	Central and South American countries	Other Asian countries, Australia and Oceania	African countries
0		1	2	3	4	5	8	7	8	9
Production (of goods and materials)	1	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Transport, logistics and storage	2	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Marketing, sales and after-sales service	3	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Information and communication technology	4	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Management and administration	5	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Engineering and related technical services	6	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Research and development	7	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other business functions	8	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

The geographical areas are composed as follows (detailed geographical areas are included in the explanations at the end of the questionnaire):

The European Union (excluding Poland): Austria, Belgium, Bulgaria, Croatia, Cyprus, Czechia, Denmark, Estonia, Finland, France, Germany, Greece, Hungary, Ireland, Italy, Latvia, Lithuania, Luxembourg, Malta, Netherlands, Portugal, Romania, Slovakia, Slovenia, Spain and Sweden.

Other European countries: other European countries excluding the United Kingdom but including Turkey and Russia.

3.4 Please give the number of jobs lost or created in Your enterprise as a result of movement of business functions abroad in the period from the beginning of 2018 to the end of 2020.

This information does **not include** jobs lost in subsidiaries (including foreign branches or establishments) and other enterprises. Persons undertaking more than one business function should be included according to their main function.

Your best estimate is fine.

Business functions		Number of jobs lost	of which high-skilled	Number of jobs created	of which high-skilled
0		1	2	3	4
Production (of goods and materials)	1				
Transport, logistics and storage	2				
Marketing, sales and after-sales service	3				
Information and communication technology	4				
Management and administration	5				
Engineering and related technical services	6				
Research and development	7				
Other business functions	8				

3.5 Please indicate the importance of the following motivation factors for your decision(s) to move business functions abroad in the period from the beginning of 2018 to the end of 2020.

Tick one option per row.

Motivation factors		Very important	Moderately important	Not important	Not applicable / do not know
0		1	2	3	4
Reduction of labour costs	1	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Reduction of costs other than labour costs	2	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Access to new markets	3	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Lack of qualified labour in Poland	4	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Access to specialised knowledge/technologies	5	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Improved quality or introduction of new products	6	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Focus on core business	7	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Reduced delivery times	8	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Strategic decisions taken by the ultimate parent entity (group head)	9	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Favourable regulation abroad affecting the enterprise, e.g. less environmental regulation, favourable tax regime	10	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
COVID-19 related effects ^a	11	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

^a Some examples of COVID-19 related effects: 1) due to government imposed lockdown, it was difficult to carry out all tasks in a business function in-house, so the enterprise decided to outsource some business functions abroad; 2) due to a high risk of COVID-19 infections in a certain department/business function that has constant contact with people (e.g. sales), the enterprise decided to outsource the function abroad (to reduce infection risk).

3.6 Please assess the importance of the following barriers when considering or carrying out international sourcing in the period from the beginning of 2018 to the end of 2020

Tick one option per row.

Barriers		Very important	Moderately important	Not important	Not applicable / do not know
	0	1	2	3	4
Legal or administrative barriers	1	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Taxation issues	2	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Tariffs and trade barriers	3	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Access to finance or other financial constraints	4	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Linguistic or cultural barriers	5	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Proximity to existing clients in Poland needed	6	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Difficulties in identifying potential/suitable providers abroad	7	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Uncertainty of the quality of the products/services to be supplied from abroad	8	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Lack of qualified labour abroad	9	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Concerns of the employees (including the trade unions)	10	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Overall concerns of the sourcing operation exceeding expected benefits	11	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
COVID-19 related concerns and issues ^a	12	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

a Some examples of COVID-19 related concerns and issues: 1) due to government imposed travel restrictions it will be very difficult to transport goods from abroad to the domestic market; 2) due to COVID-19 infection risk, the enterprise will reduce any contact with other enterprises, meaning it will be difficult to coordinate work if a part of it will be outsourced.

Section 4. Covid-19 impact on activity of the enterprise

4.1 Please indicate the COVID-19 impact for the following issues, in 2020.

This information concerns Your enterprise. Please, tick one option per row.

COVID-19 related issues had impact on:		Not applicable or no impact	Minor impact	Moderate impact	Severe impact
	0	1	2	3	4
Difficulty in acquiring raw materials/intermediate products from suppliers domestically	1	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Difficulty in acquiring raw materials/intermediate products from suppliers abroad	2	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Difficulty accessing services from suppliers domestically	3	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Difficulty accessing services from suppliers abroad	4	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Difficulty to transport your goods produced in another country back to your enterprise or to transport your goods to final customers	5	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Difficulty in acquiring experts or other specialists from abroad	6	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Difficulty in sending experts or other specialists abroad	7	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Cancellation of orders or decline in incoming orders due to Covid-19, from domestic customers	8	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Cancellation of orders or decline in incoming orders due to Covid-19, from foreign customers	9	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Change in sales channels, e.g. increased e-commerce	10	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Explanations to the questionnaire

Global supply chains and international sourcing in 2018–2020

Definitions:

Persons employed (working) include employees hired on the basis of an employment contract, i.e. labour contract, designation, appointment or election (including seasonal and temporary workers); employers and own-account workers: owners and co-owners (including contributing family workers) of units conducting economic activity (excluding company's partners not working in the company) and own-account workers; agents; outworkers.

Business function is a set of tasks that an enterprise must carry out on a regular basis in order to bring goods or services to market. These tasks may be performed internally by an enterprise or sourced externally. The full set of business functions of the enterprise includes tasks related to implementation of the main objective of the enterprise (production of products and / or provision of services) and all necessary supporting activities undertaken to implement the main business activity (e.g. accounting, human resources, IT support, etc.).

Division of business functions:

1. **Production (of goods and materials)** – covers activities from sections: B (Mining and quarrying), C (Manufacturing), D (Electricity, gas, steam, and air conditioning supply) and F (Construction) according to NACE Rev.2 classification, i.e.:
 - Manufacturing; processing; assembly; refining; printing and binding; casting of metals; building of ships;
 - Mining; extraction of gas and oil; stone quarrying; power generation (except trade of electricity);
 - Development of building projects; civil engineering; specialized construction tasks, including demolition.
2. **Transport, logistics and storage** – cover:
 - Transportation and logistics – road, water, rail and air transport activities; passenger and cargo transport; postal services;
 - Warehousing and storage – warehousing; storage; packaging.
3. **Marketing, sales and after-sales service** – cover:
 - Sales – retail and wholesale; trade of gas and electricity; sales agents and real-estate trading;
 - Marketing and after-sales services – advertising and media representation; market research and public opinion polling; call centers.
4. **Information and communication technology** – covers:
 - Information and communication technology services – software publishing, and computer consultancy activities; programming and broadcasting tasks; telecommunications tasks; data processing and hosting; web portals and related information service tasks; installation of mainframe computers; maintenance and repair of computers and communications systems;
 - Software programming – computer programming, consultancy and related tasks.
5. **Management and administration** cover:
 - Management – financial services (e.g. banking, insurance, financial leasing, fund management); activities of head offices; human resources activities;
 - Administration – financial markets administration; legal tasks; bookkeeping, accounting and auditing; office administration and business support services; public administration services.
6. **Engineering and related technical services**, e.g.: support tasks for raw material extraction; sound recording and video production; architectural and engineering tasks, and technical analysis.
7. **Research and development**, e.g.: research and experimental development in the area of natural sciences and engineering, and social sciences and humanities.
8. **Other business functions** – cover:
 - Facility management – accommodation (e.g. hotels and camps); food and beverage services (e.g. cafes and restaurants); landscape services; libraries; museums; sports centers;
 - Maintenance and repair services – maintenance and repair of non-ICT electronic equipment, transportation vehicles, and personal and household goods;
 - Other services – water, waste collection and sewerage; remediation services; professional services (e.g. photography and translation); travel agency activities; rental and operational leasing activities; security; education; human health activities and residential care; social services; creative and arts activities; gambling and betting; sports activities excluding facility management.

The core business function represents main activity of the enterprise and in most cases, it will be consistent with the enterprise's main activity as classified by the NACE activity code entered in the business register. Results of core business function are final goods or services which are intended for the market or for third parties and yield revenue.

International sourcing is the total or partial movement of business functions to another country to enterprises (within or outside of the same enterprise group), which were so far performed in country in-house by reporting enterprise.

High-skill jobs comprise expert occupations such as professionals, associate professionals, managers, senior officials, researchers, IT experts or other technical occupations, generally employing tertiary education persons. Generally, the high-skilled jobs will require high education level.

An **enterprise group** consists of enterprises that are independent in legal terms, but rely on each other economically due to the control and/or ownership links between them. The links between the parent unit and its subsidiaries can be identified within the group. An enterprise group can be set up as a result of given legal relations or a decisive influence of one enterprise on the activities of another one, also as a consequence of entering into an agreement. Capital relations should not always be the main criterion for the existence of a group – rather a common centre of economic decisions determining the activity strategy. An enterprise group may have more than one decision-making centre, especially for making decisions regarding the strategy, production, sales, taxation, financial policy. It constitutes an economic unit as a whole which is empowered to make choices, particularly concerning units which it comprises. Groups of enterprises can often be divided into subgroups.

The existence of an enterprise group is certified by presence of control links between at least two units – parent entity and a subsidiary. Parent unit is the unit which controls at least one unit belonging to a group (a subsidiary). Subsidiary (an affiliate) is a unit that is controlled by the parent unit.

Control defines the ability to determine a joint organization strategy, and involves all forms of direct or indirect deriving rights by the unit, that, individually or altogether, allow to exercise dominant influence over one or set of units.

Enterprise A (parent entity) controls enterprise B (subsidiary) when:

- a legal unit A directly holds more than 50% of votes in legal unit B (direct control),
- a legal unit A holds more than 50% of votes in legal unit B through affiliates (indirect control),
- the financial statements of a legal unit B are covered by a full consolidation of legal unit A, and no other legal unit covers the same entity with consolidation (control through full consolidation),
- a legal unit A holds less than 50% of voting power in legal unit B, but no other legal unit has more voting power (minority control).

Ultimate parent unit (global group head) is a parent unit which is not controlled either directly or indirectly by any other unit. Ultimate parent refers to the unit being at the top of the control chain.

Foreign enterprise means entity located outside Poland. Foreign branch or establishment is treated as foreign enterprise.

ADDITIONAL EXPLANATIONS

Section 1. Number of persons employed by business functions

Question 1.1 is filled in by all enterprises. Enterprises which filled in Annual Enterprise Survey (SP form) for 2020 Part 8 “Organisation of business functions” are obliged to give data only for column 2, i.e. information concerning core business function of the enterprise.

In **question 1.1 column 1** number of persons employed should be given as at **31 December 2020**, i.e. without decimal point. Information on persons employed includes only persons employed in Your enterprise (legal unit). **Do not include** persons employed in other enterprises (e.g. subsidiaries, affiliates).

Persons employed **are not**: working on the basis of mandate agreement or specific task agreement; employed on the basis of an employment agreement for the purpose of vocational training; enjoying unpaid leave of more than 3 months (uninterrupted); using child care leave over 3 months (uninterrupted); using rehabilitation services; employees shared (employed) by a temporary work agency; employees employed on agreements whose agreements are not employment agreements.

If a specific business function **does not concern the activity of Your enterprise**, i.e. function was not performed internally (totally or partially) by Your enterprise, value of 0 (zero) should be entered.

Examples:

- a) An enterprise has 70 total persons employed, 60 of which are in the business function of information technology, 5 are working in marketing and 5 in sales. In this case, 10 persons should be allocated to the function of “Marketing, sales and after-sales service” and 60 persons to the function “Information and communication technology”.
- b) An enterprise has 100 employees of which 5 employees are working 70% of the time in the “Information and communication technology” function and 30% of the time in the “Engineering and related technical services” function. As persons employed should be allocated to the function they spend most of the time, all 5 of them should be allocated to the function of “Information and communication technology”.

In **question 1.1 column 2** the core business function of Your enterprise **in 2020** should be indicated.

The core business function **may include** a set of tasks carried out to meet the main purpose of the enterprise’s activity, the results of which are final goods or services intended for the market or for third parties. A core function may include related vertical activities, e.g. production of materials or products that later become a permanent part of the final production. The sale of own production run by the enterprise that produced these goods should be allocated to the function connected with production of these goods (because production cannot occur without sales).

An enterprise may have one or more core functions. Typically, the core business function relates to the main and secondary activity of the enterprise.

The core business function **does not correspond** to support business functions. Support business functions are carried out to permit or facilitate the production of goods or services for the market or for third parties. They do not directly generate turnover, only costs.

Examples of support business functions are: transport/accounting/information services for own needs, research activities performed entirely or to a large extent for the needs of the enterprise, storage of manufactured products.

Section 2. Global supply chains

Questions in section 2 concern situation of Your enterprise (legal unit) **in 2020**.

Question 2.1 is filled in by all enterprises.

In **question 2.2** and **question 2.3** answer "Yes" should be indicated only, if the **annual value of a certain type** of goods or materials/services purchased directly from other enterprises abroad exceeds EUR 100 000 (PLN 444 480). It means that the annual purchase value in each row should exceed EUR 100 000 (PLN 444 480). If it did not exceed EUR 100 000 (PLN 444 480), answer "No" should be ticked. Therefore, not all enterprises responding "Yes" to question 2.1 will have to report the type of goods or materials in question 2.2 or the type of services in question 2.3.

If ticked "Yes", there should be indicated all geographical areas and types of suppliers from which goods or services were purchased. For each row many geographical areas and types of suppliers may be selected (i.e. the purchase both from enterprises within and outside the group).

Question 2.4 is filled in by all enterprises.

In **question 2.5** and **question 2.6** answer "Yes" should be indicated only, if the **annual value of a certain type** of goods or materials/services supplied directly to other enterprises abroad exceeds EUR 100 000 (PLN 444 480). It means that the annual sales value in each row should exceed EUR 100 000 (PLN 444 480). If it did not exceed EUR 100 000 (PLN 444 480), answer "No" should be ticked. Therefore, not all enterprises responding "Yes" to question 2.4 will have to report the type of goods or materials in question 2.5 or the type of services in question 2.6.

If ticked "Yes", there should be indicated all geographical areas and types of customers to which goods or services were supplied. For each row many geographical areas and types of customers may be selected (i.e. the supply both to enterprises within and outside the group).

Geographical areas breakdown used in section 2:

- **The European Union** (excluding Poland) – Austria, Belgium, Bulgaria, Croatia, Cyprus, Czechia, Denmark, Estonia, Finland, France, Germany, Greece, Hungary, Ireland, Italy, Latvia, Lithuania, Luxembourg, Malta, Netherlands, Portugal, Romania, Slovakia, Slovenia, Spain and Sweden.
- **Other European countries, incl. the United Kingdom** – Albania, Andorra, Belarus, Bosnia and Herzegovina, Montenegro, Gibraltar, Guernsey, Iceland, Jersey, Kosovo, Liechtenstein, Macedonia, Moldova, Norway, Russia, San Marino, Serbia, Switzerland, Turkey, Ukraine, Vatican City (Holy See), the United Kingdom, Isle of Man, Faroe Islands.
- **Rest of the world** – all countries not specified above.

Section 3. International sourcing activity

Questions in section 3 concern situation of Your enterprise (legal unit) **in the period from the beginning of 2018 to the end of 2020**.

Question 3.1 is filled in by all enterprises.

In **question 3.1** answer „Yes" should be indicated if the following conditions for international sourcing occurred:

- business functions were moved totally or partially to other enterprises abroad in the period from the beginning of 2018 to the end of 2020. The movement of business functions does not have to be finished in the reporting period. If the movement has formally started before the end of 2020, the condition is also met;
- prior to being moved in the reference period, these functions were performed totally or partially in Your enterprise;
- moving the business functions results in reduction of activity and usually jobs in Your enterprise.

International sourcing includes movement of business function to a **foreign branch or establishment** of Your enterprise.

International sourcing **does not include**:

- expansion abroad (e.g. a set up of a new production line abroad) or purchasing services abroad (including additional services that are already performed in-house) without moving the business functions and without reducing activity or jobs in Your enterprise;
- moving business function that Your enterprise have never performed, i.e. from the moment of creation of the enterprise this function was performed outside the enterprise.

Subcontracting can be understood as either expansion or outsourcing. In the context of this survey subcontracting must not be a one-off purchase of a product. If subcontracting relates to moving business function performed in-house to another enterprise abroad and reducing activity or jobs in Your enterprise, then it may be understood as international sourcing.

In **question 3.2** all business functions moved abroad (totally or partially) in the period from the beginning of 2018 to the end of 2020 should be indicated.

For those enterprises who source a function and do not tick the option in the column "The complete function has been moved", it means that a part of the moved business function remains in Your enterprise.

Examples:

- a) An enterprise decides to move 5 out of 8 jobs in the "Information and communication technology" function to non-related enterprises abroad. In this case, the enterprise will tick the option under "Information and communication technology" --> "To other enterprises". The enterprise will leave "The complete function has been moved" column empty.

- b) In 2019, an enterprise decides to move 5 out of 8 jobs in the "Information and communication technology" function to non-related enterprises abroad. In 2020, the same enterprise decides to outsource 4 out of 4 jobs in the "Research and development" function to a related enterprise abroad (in the same enterprise group). While answering the survey, the enterprise will tick the fields:
- (i) "Information and communication technology" --> "To other enterprises" and
 - (ii) "Research and development" --> "To enterprises within Your enterprise group" --> "The complete function has been moved"

Question 3.3 – The geographical areas are composed as follows (based on GEONOM edition 2020):

- **The European Union** (excluding Poland) – Austria, Belgium, Bulgaria, Croatia, Cyprus, Czechia, Denmark, Estonia, Finland, France, Germany, Greece, Hungary, Ireland, Italy, Latvia, Lithuania, Luxembourg, Malta, Netherlands, Portugal, Romania, Slovakia, Slovenia, Spain and Sweden.
- **Other European countries** – Albania, Andorra, Belarus, Bosnia and Herzegovina, Montenegro, Gibraltar, Guernsey, Iceland, Jersey, Kosovo, Liechtenstein, Macedonia, Moldova, Norway, Russia, San Marino, Serbia, Switzerland, Turkey, Ukraine, Vatican City (Holy See), Isle of Man, Faroe Islands.
- **Central and South America** – Anguilla, Antigua and Barbuda, Argentina, Aruba, The Bahamas, Barbados, Belize, Bermuda, Bolivia, Bonaire, Sint Eustatius and Saba, Brazil, Virgin Islands (British), Chile, Curacao, Dominica, Dominican Republic, Ecuador, Falkland Islands, Grenada, Guyana, Guatemala, Haiti, Honduras, Jamaica, Cayman Islands, Colombia, Costa Rica, Cuba, Mexico, Montserrat, Nicaragua, Panama, Paraguay, Peru, Saint Kitts and Nevis, Saint Lucia, Saint Vincent and the Grenadines, El Salvador, Sint Maarten (Dutch part), Suriname, Trinidad and Tobago, Turks and Caicos Islands, Uruguay, Venezuela, Virgin Islands (U.S.).
- **Other Asian countries, Australia and Oceania** – Afghanistan, Antarctica, Saudi Arabia, Armenia, Australia, Azerbaijan, Bahrain, Bangladesh, Bhutan, Brunei, China - Hong Kong Special Administrative Region, China - Macao Special Administrative Region, Taiwan, Province of China, United States Minor Outlying Islands, Fiji, Philippines, French Southern and Antarctic Territories, South Georgia and South Sandwich Islands, Greenland, Georgia, Guam, Indonesia, Iraq, Iran, Israel, Japan, Yemen, Jordan, Cambodia, Qatar, Kazakhstan, Kyrgyzstan, Kiribati, South Korea, North Korea, Kuwait, Laos, Lebanon, Maldives, Malaysia, Northern Mariana Islands, Micronesia, Myanmar (Burma), Mongolia, Nauru, Nepal, Niue, New Caledonia, New Zealand, Oman, Pakistan, Palau, Palestine, Papua New Guinea, Pitcairn, French Polynesia, Samoa, American Samoa, Singapore, Sri Lanka, Syria, Tajikistan, Thailand, Timor-Leste (East Timor), Tokelau, Tonga, Turkmenistan, Tuvalu, Uzbekistan, Wallis and Futuna, Vietnam, Bouvet Island, Christmas Island, Norfolk Island, Cook Islands, Heard Island and McDonald Islands, Cocos (Keeling) Islands, Marshall Islands, Solomon Island, United Arab Emirates.
- **Africa** – Algeria, Angola, Benin, Botswana, British Indian Ocean Territory, Burkina Faso, Burundi, Chad, Democratic Republic of the Congo, Djibouti, Egypt, Eritrea, Ethiopia, Gabon, The Gambia, Ghana, Guinea, Guinea-Bissau, Equatorial Guinea, Cameroon, Kenya, Comoros, Congo, Lesotho, Liberia, Libya, Madagascar, Malawi, Mali, Morocco, Mauritania, Mauritius, Mozambique, Namibia, Niger, Nigeria, State of, South Africa, Central African Republic, Cabo Verde, Rwanda, Senegal, Seychelles, Sierra Leone, Somalia, Swaziland, Sudan, South Sudan, Tanzania, Togo, Tunisia, Uganda, Côte d'Ivoire (Ivory Coast), Saint Helena, Ascension and Tristan da Cunha, Sao Tome and Principe, Zambia, Zimbabwe.

Question 3.4 concerns the total number of domestic jobs lost in Your enterprise as a result of international sourcing. Typically, in enterprises that moved business functions to other enterprises abroad a liquidation or reduction (totally or partially) of jobs due to the movement is observed.

Information about **jobs lost includes**:

- jobs moved abroad (with regard to moving business functions to another country) also if persons previously performing these functions may still be employed in the company carrying out other tasks (also new tasks related to jobs created because of international sourcing);
- temporary positions and job losses resulting from retirement or voluntary resignation if resulted from moving business functions from Your enterprise to another country or transfer of employees to new functions.

Do **not include** jobs lost due to other reasons than international sourcing (e.g. poor business cycle, domestic lay-offs).

Jobs lost concept **do not correspond to the observed change in the number of persons employed of the enterprise**; an enterprise may e.g. record jobs lost due to international sourcing, and still record an increase in its number of persons employed.

Information about **jobs created does not include** domestic jobs created in Your enterprise due to reasons other than international sourcing (e.g. expansion).

Jobs created due to international sourcing **includes** domestic jobs created as a result of the increased availability of funds due to moving business function abroad. These funds, in turn, can lead to job creation in another business function (e.g. outsourcing some IT personnel led to some cost-savings, which enabled the enterprise to hire more sales staff).

Examples:

- a) A company has moved 4 internal accounting positions to another company abroad. In turn, the 4 accountant posts that existed in the company have become redundant, and the accountants working in those posts have either left or moved to a different post in the company. This should be reported under the "Management and administration" business function as 4 jobs lost/reduced.
- b) Due to internal reorganisation, 2 engineering and 3 technicians posts have been moved abroad, while 2 marketing officers and 1 high-skilled marketing specialist posts have been created as a result of the focus on core business as a motivator for the outsourcing. This should be reported as follows:
 - (i) 5 "Engineering and related technical services" jobs lost, of which 2 high-skilled and
 - (ii) 3 "Marketing, sales and after-sales service" jobs created, out of which 1 high-skilled.

Section 4. Covid-19 impact on activity of the enterprise

Questions in **section 4** concern situation of Your enterprise (legal unit) **in 2020**.

Questions 4.1 and **question 4.2** are filled in by all enterprises.

Information on time needed to complete the questionnaire

1. Time devoted to prepare data means time spent by the respondent (in minutes) to:
 - prepare your internal documentation which is the source of data required to fill in the questionnaire,
 - carry out additional calculations of data obtained directly from your internal documentation,
 - elaborate data by breakdowns required in the questionnaire.
2. Time devoted to fill in the questionnaire means time spent by the respondent (in minutes) on entering the data and correcting them if necessary.