Products Finishing Top Shops 2021: Liquid, Powder & Electrocoating

Thank you for participating in the *Products Finishing* Top Shops Benchmarking Survey for liquid, powder and electrocoating, which highlights the attributes shared by leading finishing operations. By fully completing this survey, you will receive a benchmarking report customized for your shop. This survey pertains to liquid, powder and electrocoating, in particular. There is a separate survey for shops that perform plating and anodizing. **Please proceed only if your shop does liquid, powder or electrocoating.**

To take advantage of the many benefits of participating in Top Shops, all you have to do is:

1. Fully complete the survey for maximum value. It's in your best interest for benchmarking and scoring. It may take time to get some data - it's worth it. You may have reservations about answering certain questions. Don't worry, all responses will remain confidential.
2. Provide your email address to receive a report customized for your shop, showing where your shop is strong, on track, and has opportunities.
3. Enter your contact info and submit your completed survey by April 30 if you want a chance to be profiled in an upcoming issue of *Products Finishing*.
5. Select 'Submit Responses' on the final page once you do not intend to return to the survey again. If you get interrupted while completing the survey, you may close and return to it using the same device as many times as you like until you select 'Submit Responses.'

Note this is the first time *Products Finishing's* Top Shops benchmarking survey can be completed one time, any time throughout the current year. That means if, for example, your accounting data are not available until March, no problem. You may complete the survey in April. The sooner you complete it, though, the sooner you'll be able to act on the results.

Please note, if you want your shop to be considered for a Top Shops profile article in *Products Finishing* magazine later in the year, you must submit your completed survey by **April 30, 2021**.

Click here to download a PDF of the survey if you want to review the questions before entering them online. If you want to keep a record of your responses, we suggest you print a copy of each page with your responses before selecting 'next' to advance to the next page/question.

If you have questions, please contact Jan Schafer, Director of Market Research, Gardner Intelligence, at jschafer@gardnerweb.com.

* 1. Which types of finishing does your shop currently perform <u>on your premises</u>?

  ☐ Liquid coating

  ☐ Powder coating

  ☐ Electrocoating

  ☐ Other

  ☐ No finishing offered

Company & Contact Information

2. Please provide the following information to receive your report and for us to contact Top Shops:

Name:

Job Title/Function:

Company:

Address:

City/Town:

State/Province:

ZIP/Postal Code:

Country:

Company Website:

Company Phone Number:

3. Please provide the email address to which you want your custom report sent:

4. Who is your top company official?

Top Official's Name:

Top Official's Title:

Top Official's Email:

Before we get started...

Most questions refer to 'your shop,' and here's how we'd like you to think about it...

If your company has more than one location, please answer all survey questions in terms of the scope for which you have the most access to operations and performance data. In some cases, that is multiple locations combined. In other cases, it is just one location.

If you have equal access to data for more than one location, please answer the survey based on the one location that is most representative, or considered most typical, of your business overall.

If you are a captive shop, answer survey questions in the terms your shop uses to report metrics to the broader company. You may have different considerations or use tweaked formulas, but you should be able to provide the information requested.

Most important is that you be consistent throughout the survey as far as the location(s) to which your responses apply.

Please also note that questions pertain to 2020 unless indicated otherwise.

Shop Profile

5. Which category best describes your business' relation to its customer base?   *Select ONE only.*

   ◯ Captive shop (component of a larger company)

   ◯ Contract shop (independent shop with 50% or more contract work)

   ◯ Job shop (independent shop with less than 50% contract work)

6. Which of the following best describes your shop's business?   *Select ONE only.*

   ◯ High mix/low volume

   ◯ High mix/high volume

   ◯ Low mix/low volume

   ◯ Low mix/high volume

7. Which statement best describes your shop's pricing strategy relative to competition?   *Select ONE only.*

   ◯ Among the highest priced

   ◯ Higher priced than average, but not among the highest

   ◯ Priced about average

   ◯ Lower priced than average, but not among the lowest

   ◯ Among the lowest priced

8. Which of the following, if any, describe your shop's ownership?   *Select ALL that apply.*

   ☐ Family owned

   ☐ Minority owned

   ☐ Veteran owned

   ☐ Woman owned

   ☐ None of these

Shop Profile

Please read the instructions at each question for the accepted format for responses. If you receive an error message and your format is correct, your value is likely an exception outside of the reasonable range, and won't be accepted.

9. As of the end of 2020, how many years has your company been in business?

Please round to the nearest whole number.

[   ]

10. What is the **total square footage** of your entire building? Enter your best estimate if you do not have the measurements handy.

Please enter a whole number only; no decimals, commas or other symbols.

[   ]

11. About how many **total parts** did your shop finish in 2020?

Please enter a whole number only; no decimals, commas or other symbols.

[   ]

12. About how many different **types of parts/SKU's** did your shop finish in 2020?

Please enter a whole number only; no decimals, commas or other symbols.

[   ]

13. What **size parts** did your shop finish in 2020? *Select all ranges that apply.*

[ ] less than 5 feet long

[ ] 5 to 15 feet long

[ ] over 15 feet long

Shop Profile

14. Switching gears a bit and now thinking about your shop's finishing lines, **how many lines** were in production for each coating process in 2020?

Liquid coating

Powder coating

Electrocoating

15. Which of the following industries does your shop typically serve? *Select ALL that apply.*

☐ Aerospace	☐ Hardware/tools
☐ Agriculture/construction equipment	☐ Machinery/industrial
☐ Appliances	☐ Medical
☐ Automotive	☐ Military/government
☐ Building construction	☐ Oil & gas mining
☐ Electronics, computers	☐ Power generation (turbines, batteries)
☐ Fasteners	☐ Pumps, valves & plumbing
☐ Furniture manufacturing	☐ Wire goods/pipes
☐ Other (please specify)	

Shop Profile

16. Which of the industries served do you typically consider the **primary contributors** to your shop's business? *Select up to 5.*

- [ ] Aerospace
- [ ] Agriculture/construction equipment
- [ ] Appliances
- [ ] Automotive
- [ ] Building construction
- [ ] Electronics, computers
- [ ] Fasteners
- [ ] Furniture manufacturing
- [ ] Hardware/tools
- [ ] Machinery/industrial
- [ ] Medical
- [ ] Military/government
- [ ] Oil & gas mining
- [ ] Power generation (turbines, batteries)
- [ ] Pumps, valves & plumbing
- [ ] Wire goods/pipes
- [ ] [Insert text from Other]

Shop Profile

17. Which **certifications** did your finishing shop hold in 2020? *Select ALL that apply.*

- [ ] AAMA 2603
- [ ] AAMA 2604
- [ ] AAMA 2505
- [ ] ISO 9001:2015
- [ ] Nadcap
- [ ] PCI 3000/4000
- [ ] None of these

18. Which of the following applied to your shop in 2020? *Select ALL that apply.*

- [ ] ITAR registered
- [ ] RoHS compliant
- [ ] FDA registered
- [ ] Conflict Materials Disclosure
- [ ] CMMC (Cybersecurity Maturity Model Certification)
- [ ] None of these

19. Of which **trade associations** was your shop a member in 2020? *Select ALL that apply.*

- [ ] Chemical Coaters Association International (CCAI)
- [ ] Electrocoat Association
- [ ] Powder Coating Institute (PCI)
- [ ] Not a member of these associations

Other (please specify)

[   ]

Shop Profile

20. Which **approvals** did your finishing shop hold in 2020? *Select ALL that apply.*

☐ Aerojet	☐ GM	☐ MOOG
☐ Airbus	☐ Goddard Space Flight (NASA)	☐ Motorola
☐ BAE Systems	☐ Honda	☐ Nissan
☐ Bell	☐ Honeywell	☐ Northrop Grumman
☐ BMW	☐ Hyundai	☐ Raytheon
☐ Boeing	☐ IBM	☐ Rolls Royce Corp.
☐ Caterpillar	☐ John Deere	☐ Sikorsky Aircraft
☐ Cessna Aircraft	☐ Kia	☐ Subaru
☐ Chrysler	☐ Lockheed Martin	☐ Tacom
☐ Eaton Aerospace	☐ Lycoming/Textron	☐ Tesla
☐ Ford	☐ Martin Marietta	☐ Toyota
☐ GE	☐ MD Helicopters	☐ United Technologies
☐ General Dynamics	☐ Mercury Marine	☐ None of these

Other (please specify)

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Finishing Practices & Technology

This section of the survey includes questions pertaining to product quality, shop efficiency, and practices directly involved in finishing processes.

Please read the instructions at each question for the accepted format for responses. If you receive an error message and your format is correct, your value is likely an exception outside of the reasonable range, and won't be accepted.

21. Which of the following practices and improvement methodologies did your business utilize in 2020? *Select ALL that apply.*

☐ 5S workplace organization

☐ Benchmarking

☐ Continuous improvement program

☐ Customer surveys

☐ Just-in-Time movement of materials

☐ Kaizen events/blitzes

☐ Kanban and pull systems

☐ Overall Equipment Effectiveness (OEE)

☐ PCI Certification

☐ Six Sigma

☐ Total quality management

☐ Value-stream mapping

☐ None of these

Finishing Practices & Technology

22. Which **powder coating** strategies/technologies did your shop have in place in 2020? *Select ALL that apply.*

☐ Quick Color Change	☐ Fluidized Bed
☐ Automatic (reciprocators)	☐ IoT / Industry 4.0
☐ Robotic	☐ None of these
☐ Handheld	

23. Which **liquid coating** strategies/technologies did your shop have in place in 2020? *Select ALL that apply.*

☐ Air or Airless Spraying, electrostatic	☐ Rotary disks or bells
☐ Air or Airless Spraying, not electrostatic	☐ Robotic
☐ Liquid Spraying, Low Pressure	☐ IoT / Industry 4.0
☐ Liquid Spraying, High Pressure	☐ None of these
☐ Liquid Spraying, Gravity	

24. Which **electrocoating** strategies/technologies did your shop have in place in 2020? *Select ALL that apply.*

☐ Manual Hoist

☐ Programmable Hoist

☐ Monorail

☐ Conveyor

☐ None of these

Finishing Practices & Technology

25. What was your shop's average **order lead time** in 2020, defined as the average <u>number of days</u> from receipt of order to delivery to customer?

You may enter a decimal, but no other signs or symbols.

Example: For 6 days, you would enter 6. For 6 1/2 days, you would enter 6.5.

26. What was your shop's **on-time delivery rate** in 2020, defined as the <u>percentage</u> of goods delivered on the timing committed?

You may enter a decimal, but no other signs or symbols.

Example: For 80%, you would enter 80. For 80.5%, you would enter 80.5.

27. What was your shop's **finished product first-pass quality yield** in 2020, defined as the <u>percentage</u> of products passing inspection on the first attempt; i.e. no re-work was required?

You may enter a decimal, but no other signs or symbols.

Example: For 80%, you would enter 80. For 80.5%, you would enter 80.5.

28. What was your shop's **finishing usage** in 2020, defined as the average <u>number of hours</u> finishing equipment is in production in a 24 hour day?

You may enter a decimal, but no other signs or symbols. Your answer should be between 1 and 24.

Example: For 8 hours, you would enter 8. For 8 1/2 hours, you would enter 8.5.

Finishing Practices & Technology

29. Please provide your shops **capacity utilization** for 2020.
There is no single formula that fits how every shop figures capacity utilization. For this question, think about what you consider to be at full capacity for your shop. Then enter as a percentage the degree to which your shop's total capacity was typically in use in 2020.
Example: if 85% of your shop's total capacity was typically in use in 2020, meaning you typically had 15% capacity to spare, you would enter 85 for capacity utilization. You may enter decimals but no other signs or symbols.

[ ]

30. Please estimate the average **number of labor-hours** your shop as a whole spent in total each week on each of the following tasks in 2020.
Please round to the nearest whole number. Enter '0' if your shop does not perform the task.

Environmental management	
Parts inspection	
Analytical testing	
Hazardous waste management	
Training	

31. Please select the rating that best describes your 2020 shop practice in each of the areas listed below.
Select ONE rating per row.

	Do not have written procedures	Have written procedures, but need updating	Have written procedures, and they are current
Application procedures (liquid and/or powder coating)	○	○	○
Washer quality/performance	○	○	○
Testing procedures	○	○	○

Finishing Practices & Technology

32. What was your shop's average **transfer efficiency** for each process in 2020?
Please round each percentage to a whole number and enter without a % sign.

Liquid coating

Powder coating

Electrocoating

33. Thinking of 2020, what percentage of your shop's lines were **reclaim systems** rather than spray to waste?
Please round each percentage to a whole number and enter without a % sign.

% of powder coating lines reclaim

% of electrocoating lines reclaim

Finishing Practices & Technology

34. Which of the following **substrates** did your shop finish in 2020? *Select ALL that apply.*

- [ ] Aluminum
- [ ] Aluminum Die Cast
- [ ] Composites
- [ ] Galvanized Metal
- [ ] Lead
- [ ] Other (please specify)

- [ ] Magnesium
- [ ] Steel
- [ ] Zinc Die Cast
- [ ] Zinc Plated Metal
- [ ] 3-D Printed Materials

35. Which additional types of **finishing operations** did your shop perform in 2020? *Select ALL that apply.*

- [ ] Abrasive Blasting
- [ ] Mechanical/Mass Finishing
- [ ] Plating

- [ ] Polishing or Buffing
- [ ] Vacuum Coating
- [ ] None of these

36. Which types of **inspection processes** did your shop perform in 2020? *Select ALL that apply.*

- [ ] Adhesion
- [ ] Appearance
- [ ] Coating Thickness
- [ ] Color and Gloss
- [ ] Corrosion Resistance
- [ ] Cure
- [ ] Customer Specific
- [ ] Dimensional
- [ ] Filters

- [ ] Hydrogen Embrittlement
- [ ] Non-Destructive Testing
- [ ] Salt Spray
- [ ] Torque Tension
- [ ] Water Immersion
- [ ] Wet Analysis
- [ ] Viscosity
- [ ] None of these

37. Which types of **automation** did your shop use in 2020? *Select ALL that apply.*

- [ ] Automated process lines
- [ ] Process monitoring
- [ ] Process tank sensors
- [ ] Track product quality and defects
- [ ] None of these

Finishing Practices & Technology

38. Which types of **pretreatment** did your shop use in 2020? *Select ALL that apply.*

☐ Aqueous - zinc phosphate	☐ Solvent wipe
☐ Aqueous - iron phosphate	☐ Other
☐ Aqueous - nano technology	☐ None
☐ Blasting	

39. Which types of **racking** did your shop use in 2020? *Select ALL that apply.*

☐ Hook	☐ Other
☐ Custom - built in-house	☐ None
☐ Custom - outsourced	

40. Which **stripping** practices did your shop use in 2020? *Select ALL that apply.*

☐ Burn off – oven	☐ Water blast
☐ Chemical stripping	☐ Other
☐ Fluidized sand stripping	☐ None
☐ Grinding	

41. Which **curing** methods did your shop use in 2020? *Select ALL that apply.*

☐ Convection	☐ Natural gas heat
☐ Electric heat	☐ Other
☐ Infrared	☐ None

Finishing Practices & Technology

42. About how often did your shop **calibrate equipment** in 2020? *Select ONE per row.*

	Weekly or more	Monthly	Quarterly	Every 6 months	Once
Guages	○	○	○	○	○
Inspection	○	○	○	○	○
Ovens	○	○	○	○	○

43. Did your shop have onsite an **environmental room** with temperature and humidity control in 2020?

○ Yes

○ No

44. Please indicate how, if at all, your shop acquired **software** for the purposes listed below. *Select ONE per row.*

	Built in-house	Purchased	Do not have software
Order management	○	○	○
Preventative maintenance	○	○	○
Quality assurance	○	○	○

Business Strategy

The next section of the survey includes questions pertaining to financial, operational and customer information. Be assured that all responses will remain confidential.

In addition to these metrics being useful in benchmarking and scoring, *Products Finishing* is taking Top Shops analysis to the next level by identifying key drivers of revenue and profit to help you establish priorities. These analyses depend on having large base sizes. Please answers all questions so we can deliver actionable insights back to you.

Please read the instructions at each question for the accepted format for responses. If you receive an error message and your format is correct, your value is likely an exception outside of the reasonable range, and won't be accepted.

Business Strategy

45. Please provide your shop's 2020 **gross sales per finishing line** in USD.
Example: if your gross sales were $5000 and you have 2 lines, you would enter 2500. Please round to the nearest whole number and enter without any signs or symbols.

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[                    ]
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46. Please provide your shop's 2020 **gross sales per employee** in USD.
Example: if your gross sales were $5000 and you have 20 employees, you would enter 250. Please round to the nearest whole number and enter without any signs or symbols.

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[                    ]
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47. Were any **capital investments** made in equipment for your shop in 2020? *Select ONE only.*

○ Yes

○ No

○ Not sure

Business Strategy

48. Please provide your shop's 2020 **capital equipment expenditure as a percentage of gross sales**. Round to the nearest whole number and enter without a % sign.

Formula = [(2020 cap equip exp / 2020 gross sales) * 100]

Example: if your capital equipment expenditure was $500 and your gross sales were $5000, you would enter 10.

[   ]

49. Please provide your shop's **percent change in annual sales** from 2019 to 2020 using the following formula. Round to the nearest whole number, using a minus sign if necessary.

Formula = [(2020 gross sales - 2019 gross sales) / 2019 gross sales] * 100

Example: if your 2020 sales were $5000 and your 2019 sales were $4000, you would enter 25.

[   ]

50. Please provide your shop's 2020 **overall profit margin percentage**, defined as your shop's net income (after tax) relative to gross sales, rounded to the nearest whole number. Include a minus sign if your number is negative.

Formula = [(2020 net income / 2020 gross sales) * 100]

Example: If your 2020 net income was negative $300 and your gross sales were $5000, you would enter -6.

[   ]

51. Please provide your shop's 2020 **ROA**, defined as your shop's net income (after tax) relative to total assets, rounded to the nearest whole number. Include a minus sign if your number is negative.

Formula = [(2020 net income / 2020 total assets) * 100]

Example: If your 2020 net income was negative $300 and your total assets were $5000, you would enter -6.

[   ]

Business Strategy

52. Please provide your shop's **total revenue** for 2020 in US dollars. Providing your shop's revenue confidentially enables us to perform useful calculations on your behalf.
Round to the nearest whole number and enter without any signs or symbols.

53. For each process, please provide your shop's 2020 **revenue per employee hour** in USD. Consider only employee hours spent <u>directly on each process</u>.
Example: if your revenue from liquid coating is $5000 and employees worked a total of 100 hours on liquid coating, you would enter 50. Please round to the nearest whole number and enter without any signs or symbols.

Liquid coating

Powder coating

Electrocoating

54. What <u>percentage</u> of your shop's 2020 total revenue came from each **process**?
Please round each percentage to a whole number and enter without a % sign. Your percentages must sum to 100.

% Liquid coating

% Powder coating

% Electrocoating

55. What <u>percentage</u> of your shop's 2020 total revenue came from each of the following **types of lines**?
Please round each percentage to a whole number and enter without a % sign. Your percentages must sum to 100.

% Indexing

% Conveyor

% Batch

Business Strategy

56. Which of the following **supply chain practices** did your business use in 2020? *Select ALL that apply.*

- [ ] Certification of major suppliers
- [ ] Collaborative design with customers
- [ ] Collaborative design with suppliers
- [ ] Customer satisfaction surveys
- [ ] Just-in-time deliveries from suppliers
- [ ] Just-in-time deliveries to customers
- [ ] Utilizing customer forecasts
- [ ] Vendor-managed or -owned inventories
- [ ] Vendor-managed or -owned inventories for customers
- [ ] None of these

57. Which of the following **marketing tools** did your business use in 2020? *Select ALL that apply.*

- [ ] Blogs
- [ ] Brochure/catalogs
- [ ] Customer tours of shop
- [ ] Email promotions
- [ ] Online - advertising
- [ ] Online - company website
- [ ] Print advertising (i.e. magazines)
- [ ] Sales personnel
- [ ] Social media (Facebook, Twitter, LinkedIn)
- [ ] Trade shows/events
- [ ] YouTube
- [ ] None of these

58. Below are business practices that your shop may or may not apply. Please select all that you consider to have been in place at your shop in 2020.

- [ ] Regularly scheduled, formal review of the state of the business
- [ ] Periodic, informal review of the state of the business
- [ ] Business metric goal setting
- [ ] Business strategy development
- [ ] Regularly scheduled management/department head meetings
- [ ] Occasional management/department head meetings
- [ ] Steering board/committee including outside membership
- [ ] None of these

Business Strategy

59. How many **active customers** did your business have in 2020?

[   ]

60. What was your **customer retention rate** for 2020? This is the number of customers in 2020 who were also customers in 2019, as a percentage of your 2019 total customer base. Enter your number without a % sign.
Example: If you had 50 customers in 2020 who were also customers in 2019, and a total of 60 customers in 2019, your customer retention rate would be 83%, and you would enter 83. You may enter decimals but no other signs or symbols.

[   ]

61. What percentage of **new business quoted in 2020 was actually booked**? Enter your number without a % sign.
Example: if you quoted 80 new jobs in 2020 and booked 40, you would enter 50. You may enter decimals but no other signs or symbols.

[   ]

62. How much did your shop spend, in USD, on **materials** for each of these processes in 2020?
Please enter numbers only, rounding to the nearest whole number; decimals, symbols and words are not accepted.

Liquid coating	[ ]
Powder coating	[ ]
Electrocoating	[ ]

Business Strategy

63. In which categories do you anticipate your shop will make **purchases** in 2021?

- [ ] Liquid Application Equipment
- [ ] Powder Application Equipment
- [ ] Racking Equipment
- [ ] Testing Equipment
- [ ] Spray Booths (liquid/powder)
- [ ] Other (please specify)

- [ ] Washers
- [ ] Full Turnkey Systems
- [ ] Chemicals
- [ ] Ovens

- [ ] No purchases expected in 2021

64. What coatings or services would you like to add to your shop in 2020? *Select ALL that apply.*

- [ ] Custom masking
- [ ] Electrocoat
- [ ] Electroplating
- [ ] Liquid Coatings
- [ ] Other (please specify)

- [ ] Physical Vapor Deposition
- [ ] Powder Coatings
- [ ] Vacuum Coating

- [ ] None

65. How many **peer group audits** did your shop conduct in 2020?
Please enter whole numbers only; decimals, symbols and words are not accepted.

66. How many **formal customer audits** did your shop host in 2020?
Please enter whole numbers only; decimals, symbols and words are not accepted.

Training & Human Resources

67. How many **total people** did your shop employ in 2020 at the location(s) you're answering for?

[   ]

68. How many employees at this location were **shop floor employees** in 2020?

[   ]

69. Do you plan to increase, decrease or keep the same the number of employees in 2021? *Select ONE response.*

◯ Increase

◯ Decrease

◯ Keep the same

70. What was your shop's **annual labor turnover rate of shop floor employees** in 2020? This is the number of voluntary plus involuntary separations of shop floor employees as a percentage of the usual total number of shop floor employees. Enter your number between 0 and 100 without a % sign.
You may enter decimals but no other signs or symbols.
Example: If 6 shop floor employees left in 2020 and your usual shop floor staff totals 30, you would enter 20.

[   ]

Training & Human Resources

71. Thinking of all the <u>sprayers</u> working for your shop in 2020, about what percentage came from **other positions in your shop** and what percentage came from **outside your shop**?

Please round each percentage to a whole number and enter without a % sign. Your percentages must sum to 100.

% within shop

% external

72. Thinking of all the <u>training conducted for your sprayers</u> in 2020, what percentage was conducted by **in-house resources** and what percentage was conducted by an **outside vendor**?

Please round each percentage to a whole number and enter without a % sign. Your percentages must sum to 100.

% in-house

% vendor

73. Thinking of all the sprayers working for your shop in 2020, about how many **years experience** do they have, on average?

74. Did your shop have any **accident incidents** in 2020?

◯ Yes

◯ No

◯ Not sure

Training & Human Resources

75. What was your shop's **annual accident incident rate for shop floor employees** in 2020? This is the number of shop floor accident incidents as a percentage of the total usual number of shop floor staff. Please enter your number between 0 and 100 without a % sign.
You may enter decimals but no other signs or symbols.
Example: if you had 2 accident incidents in 2020 and your usual shop floor staff totals 30, you would enter 6.67.

[   ]

76. Which of the following designated **safety roles** did your shop have in place in 2020?

☐ Safety manager

☐ Safety committee

☐ None of these

77. What was your shop's insurance **Experience Modification Rate** (EMR) for 2020?
You may enter decimals but no other signs or symbols.

[   ]

Training & Human Resources

78. What was the **average hourly wage rate** in USD for <u>hourly paid, non-management shop floor personnel</u> in 2020, excluding overtime?

Please enter a number. You may enter decimals but no other signs or symbols.

[   ]

79. Which **human resource practices/programs** did your business use in 2020? *Select ALL that apply.*

☐ 401(k) plan   ☐ Formal safety/health program

☐ Annual review and raise program   ☐ Leader/supervisor development

☐ Apprenticeship program   ☐ Paid medical benefits

☐ Bonus plan   ☐ Profit- or revenue-sharing plan

☐ Education reimbursements   ☐ Teaming/team-building practices

☐ Employee ownership options (ESOP)   ☐ None of these

☐ Formal employee training programs

80. Were any of your shop's employees **part of a union** in 2020?

○ Yes

○ No

Almost Finished!

This is the final page of the survey. Please double-check your responses for accuracy and completeness before you continue.

You may close and return to the survey on this device to make changes as many times as you like until you click Submit Responses. Once you click **Submit Responses** on this page, you will be taken to the *Products Finishing* website. Your survey will be locked and submitted and you will not be able to change any of your answers.