

# Żabka's Engagement Journey

We are constantly evolving and introducing new initiatives to increase the level of our employees' engagement. To measure our progress, we conduct a Gallup Q12 survey that includes all our employees and co-workers. The engagement score reflects the degree to which the employees identify with the organisation, its mission and values.

**GALLUP**

Gallup  
Exceptional  
workplace Award

Over  
**5x**  
more engaged than  
average Polish  
company

**94%**

participation rate  
in 2023

Żabka Group is among the top 26% of the best companies in the world, which managed to create one of the most engaging workplaces, as confirmed by the Gallup Exceptional Workplace Award 2023. We are the first Polish organization with such an award. We are extremely proud of this award, especially because it is based on the opinion of those people in the best position to make it - our employees. According to the Gallup survey, we not only know how our employees feel, but we also have the opportunity to broaden our external perspective and compare ourselves with the largest companies in the world. The award is preceded by a meta-analysis covering data from over 2 million employees in 276 organizations in 54 industries and 96 countries. This is the most comprehensive study of the workplace ever conducted.

**Judyta Pastuszka**  
Organisational Culture Manager

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Each year following the annual engagement survey, all managers, together with their direct reports and supported by a dedicated HR team, analyse team results and identify specific Q12 survey

items for discussion and action. The team report serves as a road map for managers to plan the conversations they need to have with their teams and understand the meaning behind the numbers.

Gallup's questions create a framework that helps us understand what should be done to create a more conducive work environment where everyone can develop their talents and work with passion.

**2019**  
(n-1456)

Building managers' awareness of their impact on the needs of employees

**2021**  
(n-1871)

Building employee engagement as the pillar of creating responsible organization and implementation of ESG strategy

**2023**  
(n-2396)

**3.47**  
14<sup>th</sup>

**4.09**  
52<sup>nd</sup>

**4.24**  
63<sup>nd</sup>

**4.30**  
66<sup>nd</sup>

**4.44**  
77<sup>nd</sup>

**4.41**  
74<sup>nd</sup>

**2018**  
(n-1133)

Educating managers about the meaning of engagement and how we measure it

**2020**  
(n-1650)

Focusing on working with engagement in areas that need the greatest support

**2022**  
(n-2267)

Development activities for managers based on 12 elements of engagement

\*Percentiles are calculated based on Gallup's WorkGroup Level DB for each respective year.