

Labor conditions at ASML

Survey among ASML employees

InnerVoice
onderdeel van MWM2

De Unie

ASML

Voor de cao van morgen

DigiC

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Introduction

Dear reader,

ASML Netherlands is preparing for new, tailor-made Labor Conditions (Collective Labor Agreement - CLA - and Staff Guide) for employees with a Dutch contract in Salary Grade 1-11 and therefore we have been collecting ASML employees' priorities and needs for future labor conditions.

In order to identify these needs a process of consultation that differs from traditional methods has been applied. Trade union 'De Unie' has developed DigiC, a method of consultation and dialogue that aims to include all employees in the process and not just the ones that are members of trade unions. This approach perfectly aligns with ASML's plan to ask all employees to participate in developing their own future Labor Conditions.

This consultation process with employees started in February, with panel discussions regarding future Labor Conditions. In March Meet & Greet sessions were held at several locations to informally gather more views and to confirm the input from the panels. All this input has been used to generate the final survey. More than half of the employees (56%; 7.135 employees) participated.

This report provides you with the results of the survey and will play a crucial role in the discussions with Unions, Works Council and employees about ASML's future Labor Conditions in the Netherlands.

Thank you all for your contribution to the consultation process so far. We hope you will enjoy reading the results.

Best regards,

Harry de Vos
Project Lead ASML

Reinier Castelein
President De Unie



Introduction

Panel discussions: listening to a representative group of ASML employees

- In February 2020, 11 panel discussions were held, each with about 10 ASML employees, including one session with the Works Council. The panel sessions were aimed at making an inventory of all the thoughts, ideas and concerns of ASML employees regarding their labor conditions.
- The panel discussions were held with a diverse representation of the ASML workforce, including both Dutch employees and international local hires, daytime and shift employees, as well as employees of different salary grades and genders.
- The central questions of these panel discussions were: ‘What are the preferences and needs of employees, and what would they like to see in a renewed labor conditions package?’ The input of the panel discussions was then used to develop a tailor-made survey.

Tailor-made survey: listening to ASML’s workforce

- The tailor-made survey was based on the topics that were mentioned consistently during the panel discussions.
- In March 2020, 12,562 ASML employees with a Dutch contract were invited to participate in the survey and share their opinions about the labor conditions at ASML. Over a period of three weeks, more than half of the employees (56%; 7,135 ASML employees) participated in the survey.
- This report presents the overall findings of the DigiC survey. Since this is a detailed and long report, the reading guide on the following slide will guide you through the various parts of the report. If you have any questions, please contact the project team on labor@asml.com



Reading guide

The reading guide helps to understand the results, gives some guidance on how to interpret the numbers and describes the overall structure of the report. Below, we will guide you through the various parts of the report. If you have any questions, please contact the project team on labor@asml.com

Reading guide

The reading guide consists of 3 sections:

1. Profile of the respondents

The profile of the respondents shows how the respondents are divided over various employee groups. For instance a gender division (male, female), a division according to type of work (daytime work, shift work) or division by sector. These numbers are important to confirm that overall the respondents are a good representation of the total ASML NL workforce.

The employee groups are also useful to find out if specific answers are common in a specific group of employees (statistically relevant correlations). If that is the case for a question, these correlations are included on the detailed result page.

2. Graphs reading guide

This section explains the graphs and how to read the tables that show a clear link between specific answers and specific groups (see profile of the workforce)

3. Coding of text answers

This section gives an insight in how the overviews of the answers to the open questions were put together.

Summary

The summary consists of two parts:

1. A verbal summary of the results clustered around the main themes of the survey, highlighting the outcomes that most stood out.
2. A visual and quantitative representation of the results to go to if you are looking for a quick overview.

The results

The answers to each question are the main part of the report. The results are grouped around the main themes:

A. Labor conditions in general

B. Caring Company

This theme addresses topics like work-life balance, leave arrangements and life stage related policies.

C. Total Reward Model

This includes topics like the level of financial remuneration, variable pay and flexible benefits packages.

D. Performance Management

This includes topics on the performance management system, the manager's role in performance evaluation, criteria for promotion and personal and career development.

E. Time and place

This theme includes working hours, shift work, working from home and the support to new international colleagues.

The outcomes of each question are structured in the same way:

1. The actual answer in percentages of the respondents
2. If statistically significant, a table to link the answers to specific sub groups.
3. A selection of the answers to the open questions, if that was part of the topic. (See the Graphs reading guide for an explanation how these selections were made.)

Reading guide: profile of the respondents

The profile of the 56% of employees that participated in the survey is illustrated below.

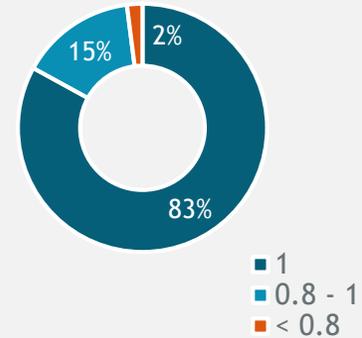


The profile of employees participated in the survey represents the profile of the total ASML employee population in the Netherlands.

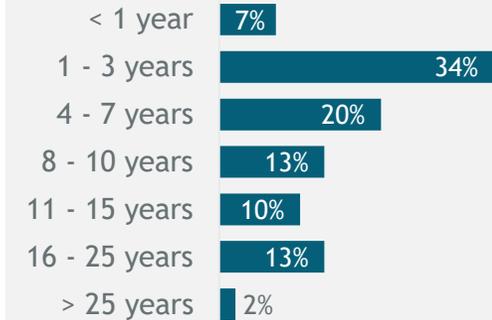
Salary grade



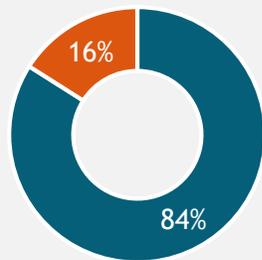
Working hours expressed in FTE



Employment duration

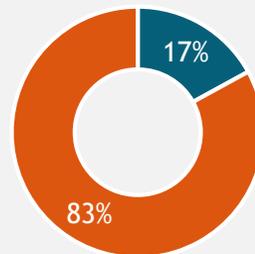


Type of work



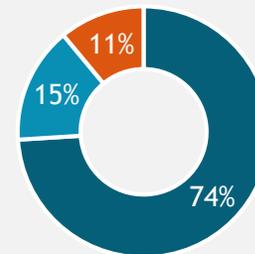
■ Daytime
■ Shiftwork

Gender



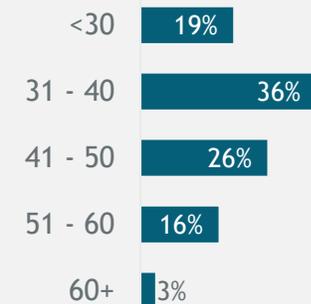
■ Female
■ Male

Nationality



■ NL (Dutch)
■ EU (Non-Dutch)
■ Non-EU

Age



Reading guide: graphs reading guide

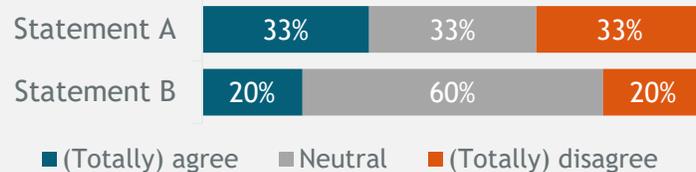
Two main types of graphs are used in this report:

Graph - Type 1:



This graph illustrates the answers that participants gave for a single- or multi-response question in which they could select either one or more items. In case of a multi-response question the percentages mostly add up to more than 100% because multiple items could be selected.

Graph - Type 2:



This graph illustrates the answers that participants gave when presented with statements and asked to select an answer that most fit their opinion regarding the statement (e.g. agree or disagree). The group differences are then portrayed regarding the percentage of one of the answering options (e.g. agree).

Percentages in these graphs might add up to 99% or 101% instead of 100%. This is due to roundings of the decimal numbers.

How to recognize differences between groups of employees?

- Employees differ in their wishes and needs concerning their labor conditions. To investigate differences between different groups of employees within the ASML workforce, statistic analyses were conducted. Statistically significant results are highlighted in this report. Results for a group of employees which are significantly higher than other employees are marked with a *.
- In cases where there are many group categories, the * is shown when a percentage is significantly higher than most of the other percentages. In order to visualize a group difference, the highest score and the lowest score within a variable are highlighted **blue** (lowest relevant score per answer category) or **orange** (highest relevant score per answer category).
- Other relevant group differences that are statistically significant are stated below the 'group differences' table. These differences are based on the same type of data as the data shown in the table and state statistically significant differences in results between respondents.

Graph - Type 1:



Group differences:

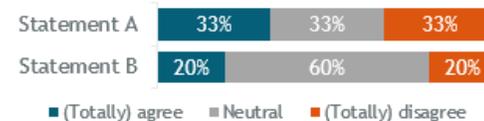
Name group

Category 1	Category 2	Category 3
60%*	40%	75%*
40%	60%*	25%

Highest relevant score / Lowest relevant score per category

* Significantly higher percentage than majority of category

Graph - Type 2:



% (totally) agree - Group differences:

Name group

Category 1	Category 2	Category 3
30%	20%	55%*
25%	15%	35%*

Highest relevant score / Lowest relevant score per category

* Significantly higher percentage than majority of category

Reading guide: coding of text answers

The open answers given by employees were coded as follows:

1 Selection of relevant open questions

- The survey included a number of questions where employees could enter text themselves. There were 3 types of open questions:
 1. Explanation: here employees could give an explanation of a given answer in the previous question.
 2. Answer option 'Other, namely': here employees could give an answer that was not in the row to be ticked.
 3. Open question: here a separate open question was asked.
- To choose whether or not to code a question, the following principles were applied: 1) No coding of questions of the 'Other, namely' type unless exceptionally a high percentage of employees gave an answer to this question (more than 15%). 2) No coding of questions and open-ended questions that have a response rate of less than 15%.
- Therefore, open answers that are coded in this report were either answers to an explanation or an open question and had a response rate of at least 15%.

2 Making a list of codes

- When coding, the given answers were divided into overarching categories (i.e. codes).
- Initially, the list of codes was drawn up per question based on circa 200 random answers that employees gave. Then coding started and the list was supplemented where needed.

3 Coding of text answers

- Each text answer was read and given assigned one or more of the codes that matched the answer.
- The text answers were then quantified by calculating percentages per code that indicate how often an answer of each overarching category was given.
- For explanatory questions, the percentages are calculated for the group of employees who are satisfied, dissatisfied or have a neutral attitude.

Research background



Method



Online survey
58 questions



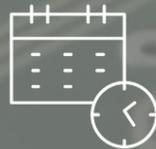
Average completion time
43 minutes



Sample & Fieldwork



Sample
Invited: N=12,652
Net response n=7,135 (56%)



Fieldwork period
30-03-2020 - 17-04-2020
(3 weeks)

Summary

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Insights

ASML employees are satisfied with their current labor conditions

The majority of ASML employees are satisfied with the current labor conditions (91%) and trust in ASML as an employer is generally high, scoring almost an 8 on a 10-point-scale. Most employees (81%) are well aware of their current labor conditions package, while 42% of employees are either fairly or very aware of the content of the Metalektro CLA.

Work-life balance, salary system, total fixed and variable remuneration and career opportunities are the highest priorities for employees

Work-life balance, salary system, total fixed and variable remuneration and career opportunities are the most relevant labor conditions for employees. According to half of the employees (52%), the topic of work-life balance should receive more attention in the labor conditions package.

1 Caring Company

Work-life balance



More than half of the employees consider their work-life balance as good, but more attention still needs to be paid to the topic

- Work-life balance is the most important topic for ASML employees (28% select this as the most important topic), and half of the employees (52%) think this topic deserves more attention at ASML.
- A closer look at this topic regarding employees working in daytime: more than half the daytime working employees state they already have a good balance between work and private life (61%) and feel free to decide their own working hours (52%) and working days (57%). Yet, 55% of ASML's daytime employees have the need to be able to work from home more often.
- Employees working daytime hours generally feel that their managers trust them to deliver their work within a given timeframe and place (91%), but not as many actually feel free to work from home if they feel the need to do so (60%).

Leave



Overall, employees are satisfied with the leave arrangements; however, there is a need to have more autonomy in ADV days and (inter)national holidays

- The majority of employees are satisfied with the leave arrangements for holidays (84%) and leave to visit a general practitioner (78%). When specifically asked about the preferred default setting of ADV days, the vast majority (78%) prefers to retain their ADV days by default. Also, 19% of employees would like to choose between national and international holidays. Among non-Dutch employees, 40% would like to have this option.
- Employees are least satisfied with the arrangements for paternity leave: Almost a quarter (23%) of employees who are familiar with this type of leave is dissatisfied with the arrangement.

Insights

Healthy
working
conditions



More focus needed on the mental strain of work and on the needs of employees in different life stages

- According to 56% of the employees, ASML offers sufficient attention to the physical strain of work; 13% feels they do not. When looking at the mental strain of the work, the need for more attention increases: 26% thinks that not enough attention is paid to the mental strain of their work; 46% feels there is.
- While more than half of the employees (58%) state that ASML's labor conditions are sufficiently aligned with the current stage of their life, only 35% believe that there is sufficient attention for stage of life oriented policies. 24% of employees think ASML is offering too little support for the needs of employees in different age categories.

Employees need development opportunities and regular conversations on their career

- The top five needs that employees have in order to keep working effectively at ASML are: development opportunities (56%), an open working relationship with their manager (51%), an annual health check (48%), Generation Pact (42%), and having a say in their responsibilities (37%).
- About half of the ASML workforce states that they need regular conversations on their career (52%), trainings not related to their current position (48%) and personal coaching (45%) to stay connected with the labor market.

2 Total Reward Model

Salary
system



A manager's impact on the level of remuneration is just right or can even be increased, according to employees

- Almost half of ASML's employees (47%) experience an income cap within ASML, while 2 out of 10 employees do not experience this cap (19%).
- 4 out of 10 of employees think that the impact their manager has on their level of remuneration is just right (41%), while 3 out of 10 think their manager's impact regarding the level of remuneration must increase (31%). 16% thinks their manager's impact on the level of their remuneration must reduce.

Insights

Total fixed and variable remuneration



Employees believe ASML's labor conditions package is comparable or even better compared to those of other companies

- The majority of ASML employees (78%) consider their labor conditions package to be comparable or even better than those offered at other companies for similar positions.
- Most employees are satisfied with the current ratio between their fixed and variable income: 7 out of 10 employees in salary grades 10 and 11 and 8 out of 10 employees in salary grades 1 through 9.
- Over half of the employees (59%) chooses to keep the current ratio when given the option of a lower fixed income with higher variable income or a higher fixed income with a lower variable income. 3 out of 10 employees would prefer a higher fixed income with lower variable income than currently (31%).

ASML employees are in favor of their variable pay being linked to only the company's performance

- A clear majority of the employees (76%) in salary grades 1 through 9 favors if their variable pay is linked only to the company's performance. Employees least agree with the idea of linking variable pay to team performance only (18%).

Flexible exchange of labor conditions



Flexible exchange of labor conditions is of interest to a part of the ASML workforce

- 43% of employees express having the need for more flexibility in exchanging labor conditions. Hereby, employees are most interested in saving for a sabbatical when exchanging labor conditions (38% of those interested in more flexibility in exchanging labor conditions).
- More than half of the employees prefer a labor conditions package which they can partly or fully determine themselves (57%). 3 out of 10 employees prefer a fixed package that applies to everyone (31%).
- 6 out of 10 employees prefer the yearly payment of the 13th month and holiday allowance over a monthly payment (62%).

Insights

3 Performance Management

Career opportunities



Criteria for promotion are unclear to many employees

- Almost half of the employees (48%) state that the eligibility criteria for a promotion are not clear to them. The criteria are clear to a quarter of the employees (26%).
- Also, to 4 out of 10 employees, it is unclear how they can grow into the next salary level (40%); for 34% of employees this is clear.
- A third of ASML's employees believe that promotion criteria are not applied consistently in their team (34%), 14% do believe it is applied consistently, and half of the employees (52%) do not have an outspoken opinion on this topic.

Performance management system



Trust in a manager's objective evaluation is high; however, the assessment system is perceived as unfair

- Employees generally trust that their manager evaluates them objectively (73%).
- Half of the employees (52%) prefer the current system with 5 performance categories over other appraisal systems. Still, the number of employees that are dissatisfied with the current appraisal system (37%) is higher than the number of employees that are satisfied (29%).
- 4 out of 10 employees have the feeling that performance for similar positions is not assessed in the same way throughout ASML (42%), and more than a third do not feel that everyone within ASML has an equal chance on a fair performance review (37%).
- Employees state that they would like to be assessed based on a continuous dialogue with their manager with regular meetings (72%) and 360° feedback from colleagues and managers (58%). They prefer to be managed based on results they deliver (44%) or their knowledge and expertise (33%).

Training and development



Conversations between employee and manager are important for personal development

- At the moment, the majority of employees believe that the initiative for personal development lies with employees (69%) and also (71%) initiate conversations with their manager about personal development themselves.
- Half of the employees believe ASML offers sufficient opportunity for personal development (52%) and 61% of employees feel supported by their managers in their personal development needs. 39% of employees think their manager's impact on their personal development should increase.
- 58% thinks that ASML should offer more support for opportunities to grow within the company and more access to coaching and mentoring for specific development needs (42%).

Insights

4 Time and Place

Working hours



The majority of employees are satisfied with their working hours; however, many shift employees have concerns

- 8 out of 10 employees are satisfied with their current working hours (82%). However, only 65% of shift employees are satisfied with their current working hours. Half of the shift working employees (52%) have concerns regarding shifts. Their main concerns are that they are required to change type of shifts, have sleep problems or fatigue due to changing working hours, and have to cope with unpleasant working hours (too early or too late).
- 6 out of 10 daytime employees express no need for change in their working hours (60%). A third would like change (33%). In the open comments, they mention the wish for more flexibility in working from home and in working hours.
- Both shift employees (88%) and daytime employees in salary grades 1-9 (82%) prefer the current methods of tracking working hours. More than 4 out of 10 daytime employees in salary grades 10-11 (43%), however, prefer no registration of hours, only registration of holiday and ADV days.

Arrangements for international local hires



The activities and support ASML offers to new international colleagues are not well known among employees

- Almost half of the employees (45%) are not aware of the support ASML offers new international local hires. Also, 1 out of 4 non-EU employees (25%) feel there is too little support for new international colleagues regarding living, working and schooling in the Netherlands.
- Most employees (80%) rate the availability of labor conditions information in English as (more than) enough; however, 1 out of 4 non-EU employees (24%) believe there is too little English information on labor conditions.

The following slides show a visual summary of the results for ASML employees regarding their labor conditions.

The opinion of ASML employees on their labor conditions

A selection of insights

Prioritization of labor conditions

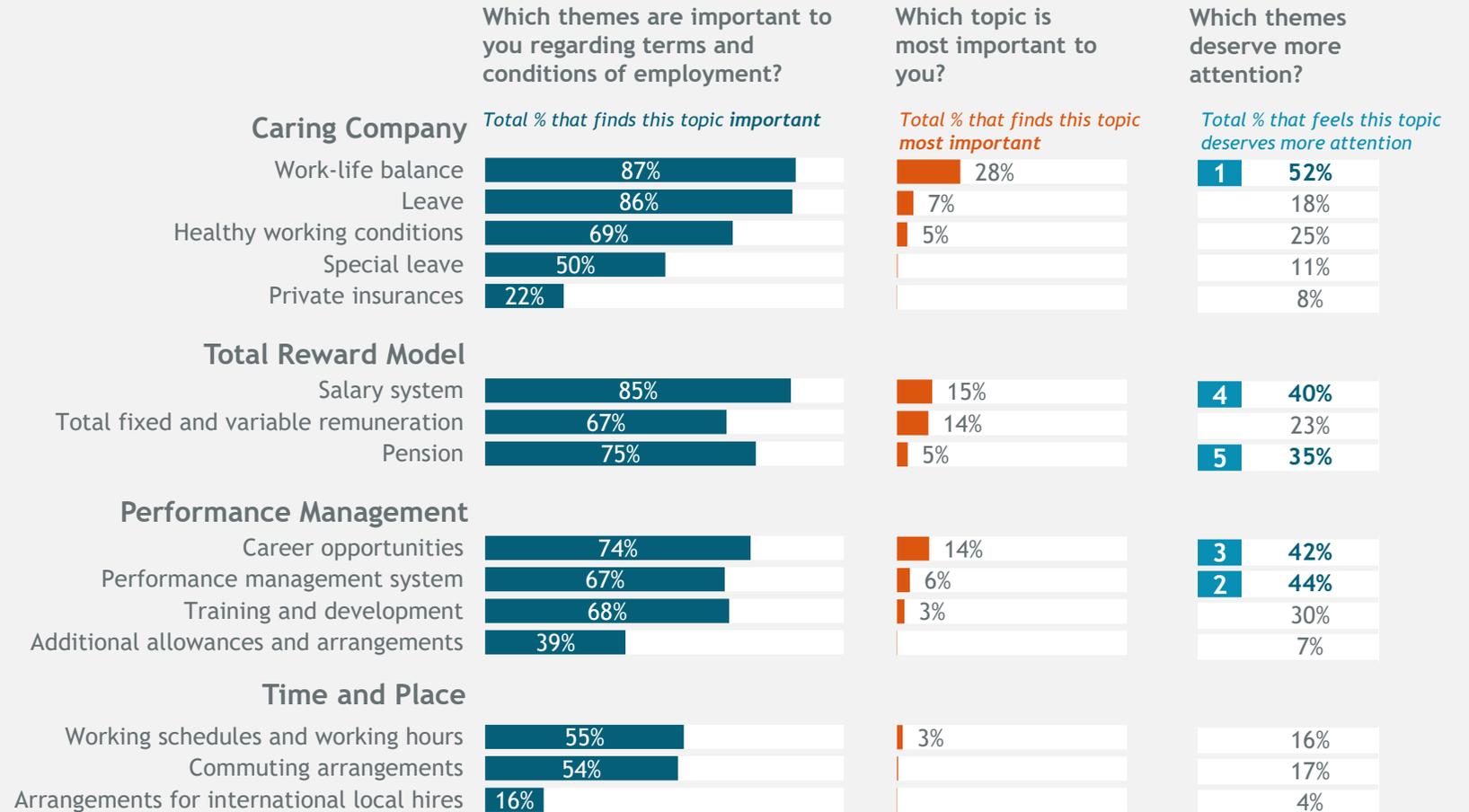
Work-life balance is the most important topic for ASML employees

The figure on the right shows the prioritization of themes of labor conditions.

To create this figure 3 questions were asked in the survey:

1. Each employee first selected (multiple) themes that are important to him or her (% important).
2. Employees then chose one of the chosen themes that is most important to him or her (% most important).
3. From the total list, employees also selected up to 5 themes that they thought deserved more attention (% more attention).

For all three questions, the percentages shown are based on the total population.



The opinion of ASML employees on their labor conditions

A selection of insights

1

Caring Company

Work-life balance



61% of employees have a **good (or excellent)** balance between work and private life.

Daytime employees:

55%

like to be able to work from home more often.

91%

feel their managers trust to deliver their work within a given timeframe and place.

60%

feel free to work from home.

(Special) Leave



Satisfied with leave?

Satisfied Neutral Dissatisfied



78% of employees want to retain their ADV days.

Healthy working conditions

58%

feel ASML's labor conditions are sufficiently aligned with the stage of life of employees.



35%

believe there is sufficient attention for stage-of-life-oriented policies within ASML.

78%

thinks ASML offers enough support regarding gender equality of employees.



35% of female employees feel the support is too little.

Enough focus on mental and physical strain of work?



Top 5 needs to continue working effectively:

1. Development opportunities **56%**
2. Open working relationship with manager **51%**
3. Annual health check **48%**
4. Generation Pact **42%**
5. Having a say in their responsibilities **37%**



Top 3 needs to stay connected with labor market:

1. Regular conversation on career **52%**
2. Trainings not related to current position **48%**
3. Personal coaching **42%**

2

Total Reward Model

Salary system



47%

experiences an income cap within ASML.

Manager's impact on the level of remuneration should:



Flexible exchange

43%

of employees have a need for more flexibility in exchanging labor conditions.

57%

of employees prefer to partly or fully determine their labor conditions package.

62%

of employees in salary grades 1-9 prefer a yearly payment of the 13th month and holiday allowance over a monthly payment.

Total fixed and variable remuneration

78%



considers their labor conditions package to be comparable or even better than those offered at other companies for similar positions.

Variable pay linking to performance?

Only linked to company performance



Linked to company and individual performance



Linked to company, individual and team performance



Satisfied with ratio fixed income and profit sharing/STI?

(very) satisfied

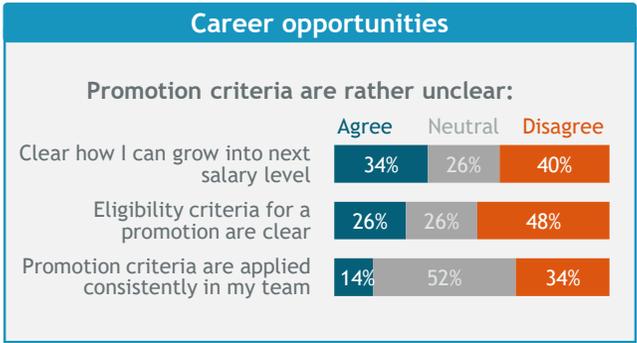


The opinion of ASML employees on their labor conditions

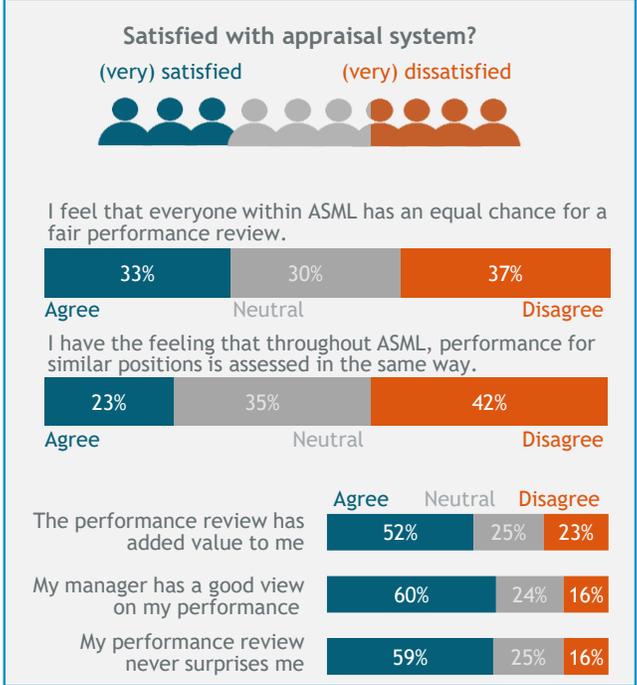
A selection of insights

3

Performance Management

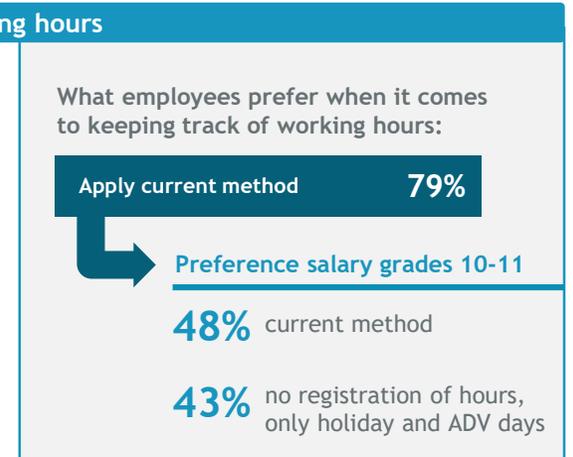


Performance management system



4

Time and Place



Results

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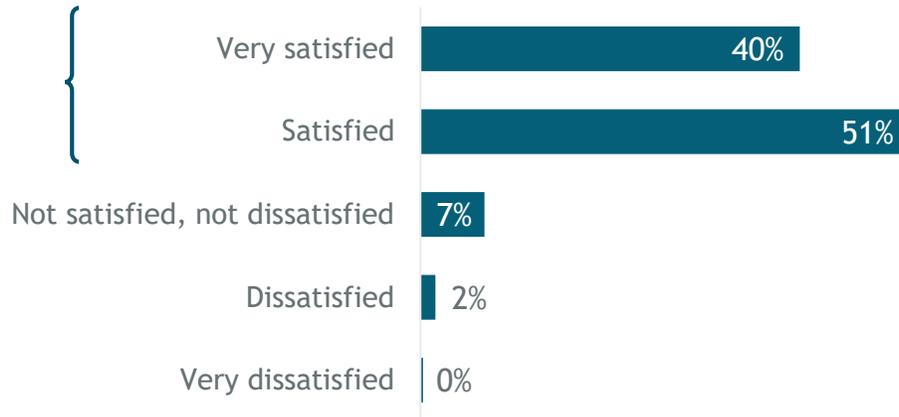
Labor conditions in general

Employees are (very) satisfied with the current labor conditions

Non-EU employees and employees in salary grades 10 and 11 are least satisfied with their labor conditions

To what extent are you satisfied with your current labor conditions?

91% are (very) satisfied with their current labor conditions



Group differences:

Sector					Salary grade		Nationality		
BL	DE	FAB	OPS Other	SUP	1-9	10-11	NL	EU	Non-EU
37%	38%	45%*	38%	46%*	41%*	32%	42%*	39%*	28%
52%	53%	47%	54%	48%	51%	55%	50%	54%	57%
7%	8%	6%	6%	6%	6%	11%	6%	6%	12%*
3%	2%	1%	2%	1%	1%	2%	1%	1%	3%
0%	0%	1%	0%	0%	0%	0%	0%	0%	0%

Highest relevant percentage / Lowest relevant percentage per category

* Significantly higher percentage than majority of category

Can you explain your answer?

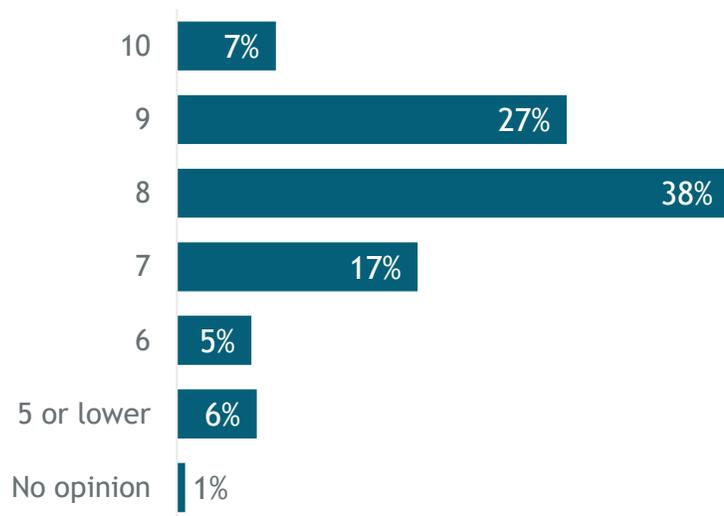
(Very) satisfied <i>Total employees: 6,521</i>		Not satisfied, not dissatisfied <i>Total employees: 481</i>		(Very) dissatisfied <i>Total employees: 133</i>	
Good and extensive primary and secondary benefits (salary + profit sharing/bonus + 13e month+ holiday allowance)	14%	Pension fund could perform better / is too expensive / has poor age structure / high pension premium for a moderate pension	8%	Difficult to switch to higher salary scale / get promoted / I am in lower salary scale than the work I do / increasing differences between the salary scales	22%
Pension fund could perform better / is too expensive / has poor age structure / high pension premium for a moderate pension	3%	Difficult to switch to higher salary scale / get promoted / Am in lower salary scale than the work I do / increasing differences between the salary scales	7%	Not satisfied with monthly salary / fixed income is low comparing to the market	11%
Profit share should not change and should not become performance dependent	2%	Not satisfied with monthly salary / fixed income is low comparing to the market	5%	On the top of salary grade / no more salary growth (possible) / not satisfied with max % RSP system / no inflation adjustment	8%
Good / happy with amount of vacation days / ADV days	1%	Good and extensive primary and secondary benefits (salary + profit sharing/bonus + 13e month+ holiday allowance)	4%	Unfair appraisal system: some people must get bottom ranking, causes unfair practices and pressure	7%
Commuting allowance could be better / does not cover the actual costs	0.8%	Not happy with clocking system / Missing one hour in a week immediately costs you a vacation hour /Reset working hours per week	3%	Pension fund could perform better / is too expensive / has poor age structure / high pension premium for a moderate pension	6%
Difficult to switch to higher salary scale / get promoted / Am in lower salary scale than the work I do / increasing differences between the salary scales	0.6%	Would be better with a few adjustments made (more personal coaching/more flexibility/keep 30% ruling/health care/parental leave)	2%	Not happy with clocking system / Missing one hour in a week immediately costs you a vacation hour /Reset working hours per week	4%
Not happy with clocking system / Missing one hour in a week immediately costs you a vacation hour /Reset working hours per week	0.6%	Profit share should not change and should not become performance dependent	2%	When working in shifts the shift allowance does not accrue pension / 13th month / profit sharing	3%
Do not want to leave Metalektro CLA / Do not want own ASML CLA / ASML CLA has no added benefits	0.6%	Commuting allowance could be better / does not cover the actual costs	2%	Profit share should not change and should not become performance dependent	2%
Flexible working hours / ASML has a good work-life balance due to the 'time-for-time build-up' system	0.5%	Unfair appraisal system: some people must get bottom ranking, causes unfair practices and pressure	2%	Dissatisfied with STI (JG10-11)	2%
Other	3%	On the top of salary grade / no more salary growth (possible) / not satisfied with max % RSP system / no inflation adjustment	2%	Other	16%
No answer given	77%	Other	6%	No answer given	30%
		No answer given	59%		

Question: To what extent are you satisfied with your current labor conditions? - Please explain your answer.
Basis: All (n=7,135) (See the reading guide for a description of how these answers were coded.)

The majority of employees trust ASML as an employer

Trust in ASML is highest in new employees, employees in sector 'SUP' and those in salary grades 10 and 11

On a scale of 1 to 10, how much do you trust ASML as an employer?



Average Trust:

7.9

Group differences:

Sector

BL	DE	FAB	OPS Other	SUP
7.8	7.8	7.7	8.1*	8.4*

Salary grade

1-9	10-11
7.9	8.2*

Type of work

Daytime Work	Shift Work
8.0*	7.5

Employment duration (in years)

<1	1-3	4-7	8-10	11-15	16-25	>25
8.3*	8.0	7.9	7.8	7.8	7.7	7.8

Highest relevant score / Lowest relevant score per category

* Significantly higher average score than majority of category

Can you explain your answer?

Rating trust: 1-6 Total employees: 804		Rating trust: 7-8 Total employees: 3,917		Rating trust: 9-10 Total employees: 2,414	
CLA: It is not clear to me why ASML wants to change the CLA / lack of communication about this	14%	CLA: It is not clear to me why ASML wants to change the CLA / lack of communication about this	3%	Feeling that ASML cares about employees (e.g. investments in employees, 'appreciation moments' (e.g. ice creams))	3%
CLA: I worry that the new CLA is not beneficial for the employees, but for shareholders/higher management	9%	Feeling that ASML cares about employees (e.g. investments in employees, 'appreciation moments' (e.g. ice creams))	2%	Based on previous positive experiences / reliable / good employer	3%
Past changes within the company not beneficial for employees but for shareholders/higher management (e.g. bonus system 2019, no more free Dutch course, no more Christmas gift)	8%	Based on previous positive experiences / reliable / good employer	1%	Happy how ASML responded to COVID-19 crisis	1%
Trend of moving more towards profit focus instead of employee wellbeing	5%	CLA: I worry that the new CLA is not beneficial for the employees, but for shareholders/higher management	1%	Trust in higher management, decisions they made in the past	1%
Feel more like a number than a person / ASML does not care for me anymore / employee is no longer first priority	4%	In general I trust ASML as an employer, but in the end they want to make as much profit as possible	1%	Growth of ASML in past years, strong market position	1%
CLA: Unclear what changes will be made in CLA / insufficient communication about new CLA	4%	Trend of moving more towards profit focus instead of employee wellbeing	1%	High transparency, clear communication (not CLA specific)	1%
Little trust in management, management seems to have a double agenda (to benefit employer)	3%	Growth of ASML in past years, strong market position	1%	Stable / financial strong company	1%
No trust in HR (e.g. policy regarding flex workers and older employees, providing them no job security, not supporting employees when faced with difficulties)	3%	Growth of ASML makes them feel more 'distant', less personal, less transparent, feeling of being just a number	1%	Trust in future vision / roadmap of ASML	1%
No transparency (in general)	3%	Trust so far (in good times), wonder how ASML reacts to current crisis	1%	Good working environment / working conditions	1%
Other	27%	Trust in future vision / roadmap of ASML	1%	Past changes within the company not beneficial for employees but for shareholders/higher management (e.g. bonus system 2019, no more free Dutch course, no more Christmas gift)	1%
No answer given	49%	Good working environment / working conditions	1%	No trust in HR (e.g. policy regarding flex workers and older employees, providing them no job security, not supporting employees when faced with difficulties)	1%
		Other	27%	Other	7%
		No answer given	49%	No answer given	88%

Question: On a scale of 1 to 10, how much do you trust ASML as an employer? This refers to your confidence in ASML as an employer, not the confidence in your manager. - Please explain your answer.
Basis: All (n=7,135) (See the reading guide for a description of how these answers were coded.)

8 out of 10 employees are well aware of their current labor conditions

Awareness of the current labor conditions is highest among Dutch employees

To what extent do you agree or disagree with the following statements?



■ (Totally) agree ■ Neutral ■ (Totally) disagree

% (totally) agree - Group differences:

Salary grade			Nationality			Type of work		Gender	
1-7	8-9	10-11	NL	EU	Non-EU	Daytime Work	Shift Work	Female	Male
78%	85%*	86%*	86%*	72%	64%	82%*	76%	77%	82%*
74%	80%*	80%*	82%*	65%	58%	77%*	73%	69%	78%*

Highest relevant score / Lowest relevant score per category

* Significantly higher average score than majority of category

Other group differences:

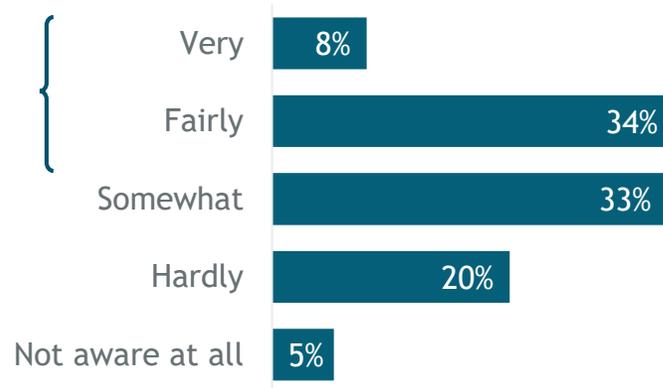
- Employees working in the sector 'SUP' are more often well aware of their current labor conditions package (88%*).
- Older employees and employees that have worked at ASML for a longer period of time are more often well aware of their labor conditions package (87%* of 50+ years and 16-27 years at ASML) and know where to find it more often (up to 82%* of 51-60 years and 83%* of 11-16 years at ASML).

Almost 6 out of 10 employees have limited awareness of the content of the Metalektro CLA

Awareness of the content is highest in Dutch employees

To what extent are you aware of the content of the current Metalektro CLA?

42% are fairly or very aware of the contents of the Metalektro CLA



Group differences:

Sector

BL	DE	FAB	OPS Other	SUP
7%	7%	12%*	6%	8%
30%	33%	41%*	29%	33%
33%	34%	29%	34%	35%
25%*	20%	14%	25%*	19%
6%	5%	4%	6%	4%

Salary grade

1-5	6-7	8-9	10-11
14%*	7%	8%	6%
43%*	30%	35%	34%
27%	35%	34%	34%
13%	22%	20%	21%
3%	7%	4%	5%

Nationality

NL	EU	Non-EU
9%*	5%	1%
39%*	23%	16%
32%	34%	37%
16%	29%	32%
3%	9%	14%*

Highest relevant percentage / Lowest relevant percentage per category
 * Significantly higher percentage than majority of category

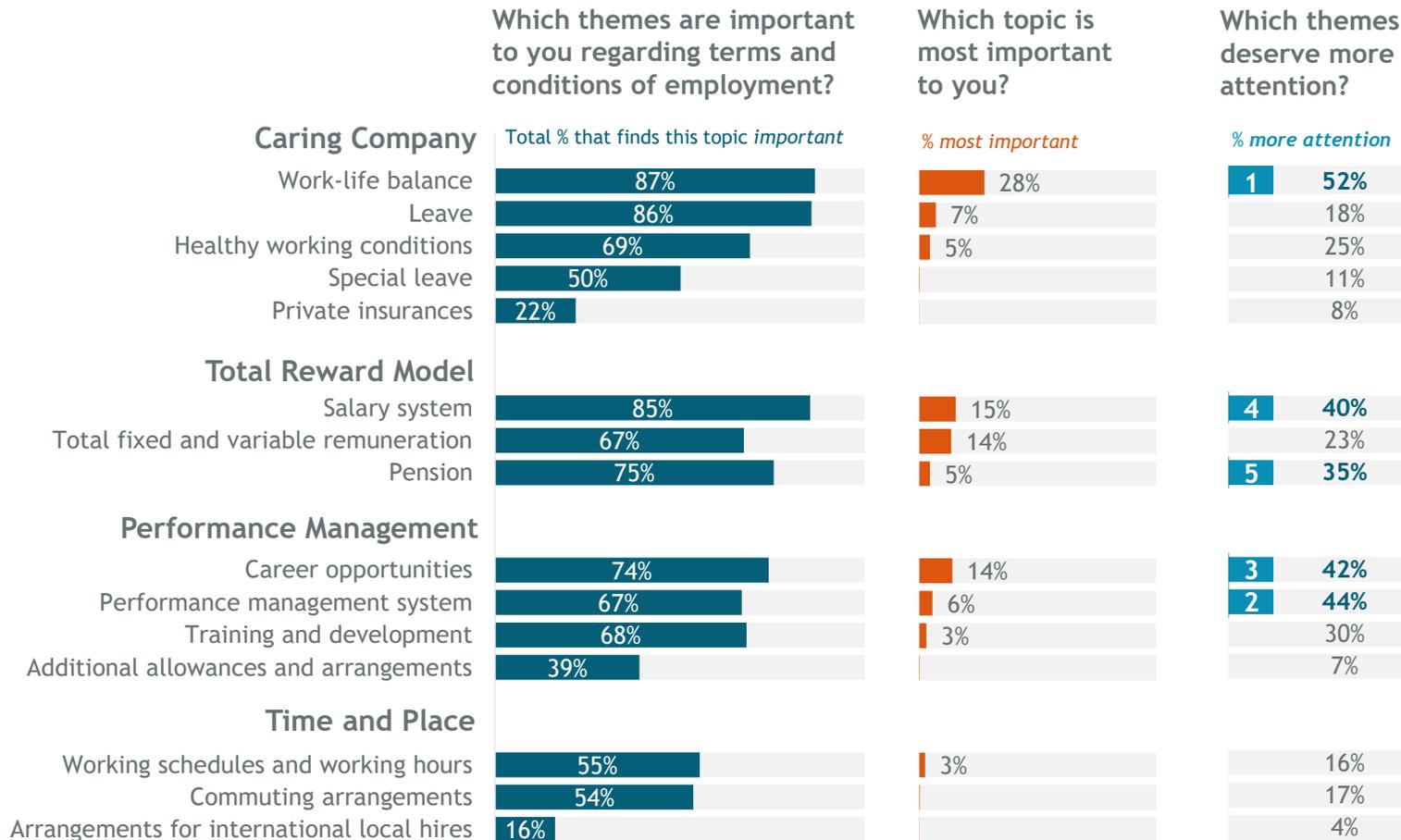
Other group differences:

- Awareness of the content of the Metalektro CLA is highest among employees with more than 16 years work experience at ASML (fairly or very aware: 56%*).
- Employees with low trust in ASML as employer (5 or lower) are more often very aware of the Metalektro CLA content (22%*).

Work-life balance is the most important topic for ASML employees

Top 3 topics that need more attention: work-life balance, performance management system and career opportunities

The figure below shows the prioritization of themes of labor conditions. Each employee first selected (multiple) themes that are important to him or her (% important). Employees then chose one of the chosen themes that is most important to him or her (% most important). Employees also selected up to 5 themes that they thought deserved more attention (% more attention).



- The topic of **work-life balance** (flexible work, working schedules, working from home) was selected as the *most* important topic by more than a quarter of ASML employees (28%). In total 87% of the employees state that this topic is important to them.
- **Leave** (including annual holidays, ADV days) is important to 86% of employees, but only 7% select this topic as the *most* important one.
- **Salary system** (salary structure, salary indexation, job valuation) was selected by 85% of employees as important. It is also the second most important topic (15%).
- 74% of ASML employees view their **career opportunities** (promotion, developing a specialization) as important and 14% select this topic as *most* important topic of labor conditions, closely followed by the topic of **total fixed and variable remuneration** (including ratio of fixed-variable income; 14%).

Can you explain why this topic is most important to you?

Top 4 most important topics in order of importance: work-life balance, salary system, career opportunities, and total fixed and variable remuneration

Work-life Balance	
<i>Total number of employees who find this most important: 1,974</i>	
Important to combine work and personal life / to balance between social pressure and pressure at work	18%
A good work-life balance and/or flexibility leads to being able to deliver good work, being motivated, having fun at work, staying energetic / increases loyalty	9%
Flexibility in working hours / ability to plan own working hours	8%
My happiness, mental and physical health is important to me / in order to keep working effectively	7%
Flexibility with regards to working place / ability to work from home	7%
ASML asks a lot from their employees / ASML asks employees to be flexible so ASML should be flexible as well	7%
There is more to life than work / you also work to live and not just live to work	5%
I had to choose one / other topics are also important	3%
Workload is high / workload varies per week / flexibility is necessary in order to deal with the workload	2%
Importance of taking leave and ADV days on one's own terms / issues regarding flex hours	2%
Salary is also important but not top priority	2%
Important to take age/stage of life into account	2%
Output is what matters / important to trust employees that work is done well / the clocking system is outdated	1%
Flexibility at ASML is good / is a reason for working at ASML	1%
It is expected of you to work overtime / work longer hours / work outside office hours	1%
Other	1%
No answer given	51%

Salary System	
<i>Total number of employees who find this most important: 1,102</i>	
Fair / clear / transparent salary system	7%
Salary is the main purpose/motivation to work	6%
To provide for basic necessities / my family	5%
I had to choose one / preferred to choose more options	4%
Salary is a reward / compensation for my hard work	3%
Salary should reflect performance / Salary is linked to job evaluation (which is based on PPM)	3%
This is the base for a CAO / main or most important category / component	3%
Financial security (long term) / lifestyle	2%
Market value / inflation	2%
Salary gives motivation to perform / acknowledgement from the company	1%
Salary can compensate for other conditions	0.5%
Other	3%
No answer given	64%

Question: Can you explain why this topic is most important to you?
 Basis: All (n=7,135) (See the reading guide for a description of how these answers were coded.)

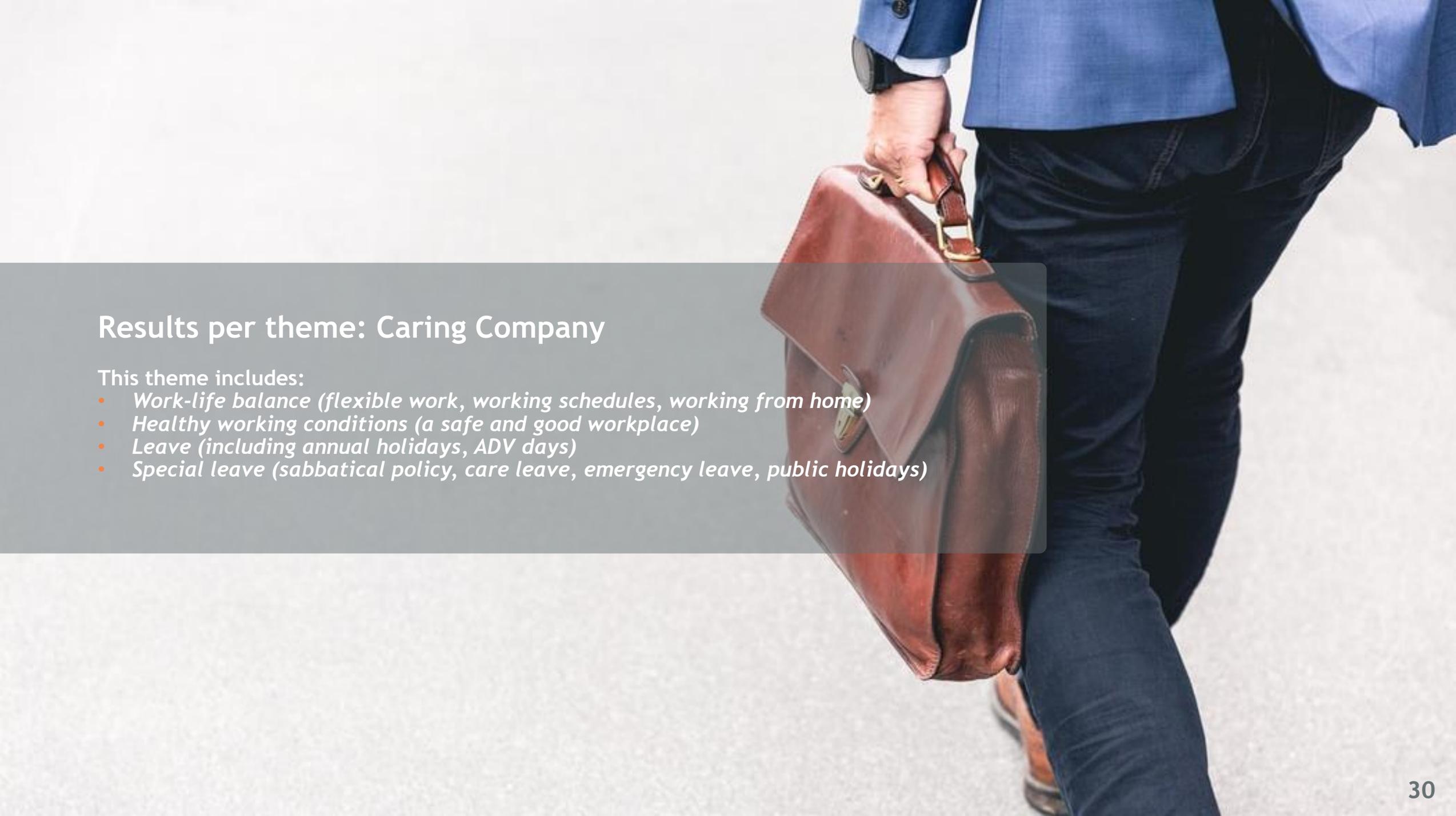
Can you explain why this topic is most important to you?

Top 4 most important topics in order of importance: work-life balance, salary system, career opportunities, and total fixed and variable remuneration

Career opportunities	
<i>Total number of employees who find this most important: 1,003</i>	
To keep / continue developing myself	11%
I want to grow further / go higher up within the company	8%
Currently not happy with the career opportunities at ASML	7%
Functions as an incentive / motivation / driver to do my job (well)	7%
I want to have a job that challenges / excites me and/or gives satisfaction	6%
I'm young and/or at the start / begin / early stage of my career	4%
Personal development / growth benefits my career and/or the company	3%
I don't want to be stuck/stand still for too long in the same position	2%
Career growth is linked to and/or often results in income growth	2%
This way I can contribute / offer more to ASML	2%
Good career opportunities are related to and impact all other labor conditions positively	1%
I had to choose one / preferred to choose more options	0.2%
Other	5%
No answer given	55%

Total fixed and variable remuneration	
<i>Total number of employees who find this most important: 974</i>	
This has the most impact on private life / family life / paying the bills	15%
Current system / equal profit sharing / is good and important for healthy work environment / should be remained in CAO	8%
Salary is the main purpose/motivation to work / in the end you work for money	8%
Fair compensation / appreciation for effort I put in my work for ASML	4%
I had to choose one / preferred to choose more options	4%
Current benefits (13th month, profit distribution) and salary make it interesting / attractive to work for ASML compared to other organizations	3%
I prefer more fixed and less variable income	2%
Salary can compensate for other conditions	1%
Other	3%
No answer given	57%

Question: Can you explain why this topic is most important to you?
 Basis: All (n=7,135) (See the reading guide for a description of how these answers were coded.)



Results per theme: Caring Company

This theme includes:

- *Work-life balance (flexible work, working schedules, working from home)*
- *Healthy working conditions (a safe and good workplace)*
- *Leave (including annual holidays, ADV days)*
- *Special leave (sabbatical policy, care leave, emergency leave, public holidays)*

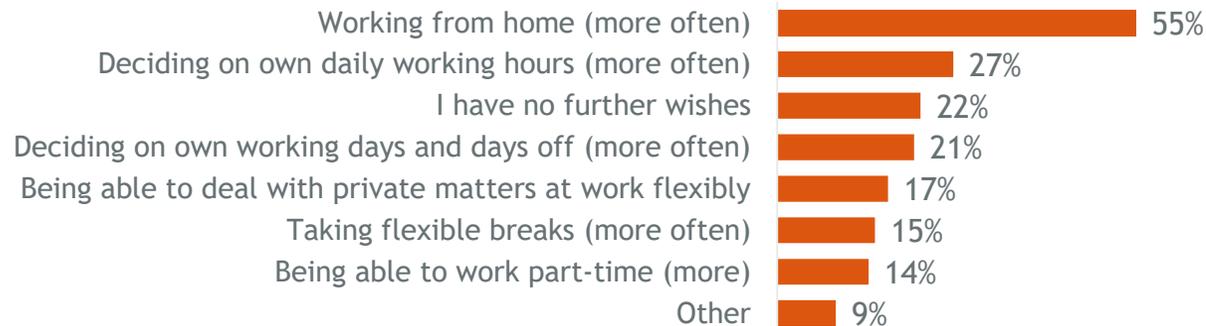
More than 5 out of 10 daytime employees feel free to decide their working days and hours

Also, more than 5 out of 10 daytime employees express the need to work from home (more often)

Daytime employees: What are you **currently doing** to find the balance between work and private life that suits you best?



Daytime employees: What **needs do you still have** when it comes to a good work-life balance?



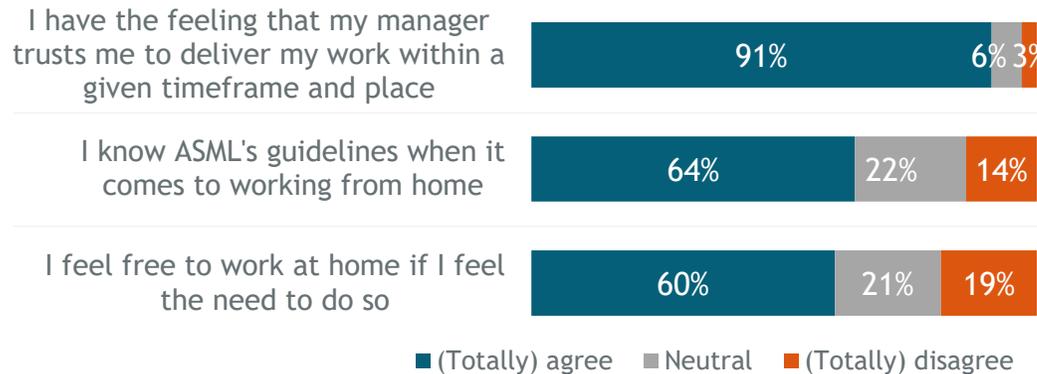
Group differences:

- Employees in **salary grades 1-9** take more flexible breaks (40%*) while employees in **salary grades 10/11** work more from home (49%*).
- Employees that have **worked at ASML for less than a year** work less part-time (8%) and decide less on their own working days (45%*).
- **SUP** employees work from home more often than other sectors (51%*).
- Employees with a **good work-life balance** more often decide on their own working hours (57%*) and working days (62%*) than employees with moderate or poor work-life balance.
- **Non-Dutch employees** have higher needs for taking flexible breaks (26%*), being able to deal with private matters more flexibly at work (21%*), deciding on own working days and off days (27%*) and deciding on own daily working hours (34%*).
- Employees with **fair and moderate work-life balance** have higher needs regarding all factors.

Vast majority of daytime employees feel that their manager trusts them to deliver their work within a given timeframe and place

While 91% of employees working in daytime feel their manager's trust, only 60% feel free to work from home

Daytime employees: To what extent do you agree or disagree with the following statements?



Daytime employees: What do you think of your manager's impact on deciding if and when you can work from home?



% (totally) agree - Group differences:

Sector					Salary grade				Nationality		
BL	DE	FAB	OPS Other	SUP	1-5	6-7	8-9	10-11	NL	EU	Non-EU
91%	92%	87%	91%	92%	85%	90%	92%	95%*	92%	89%	91%
55%	64%	36%	59%	71%*	56%	63%	65%	67%	63%*	53%	55%
68%	66%	49%	60%	66%	39%	54%	65%	75%*	62%	67%*	71%*

% must increase - Group differences:

Sector					Salary grade				Nationality		
BL	DE	FAB	OPS Other	SUP	1-5	6-7	8-9	10-11	NL	EU	Non-EU
16%	10%	21%*	15%	12%	22%*	14%	11%	9%	13%	14%	13%

Highest relevant score / Lowest relevant score per category
 * Significantly higher percentage than majority of category

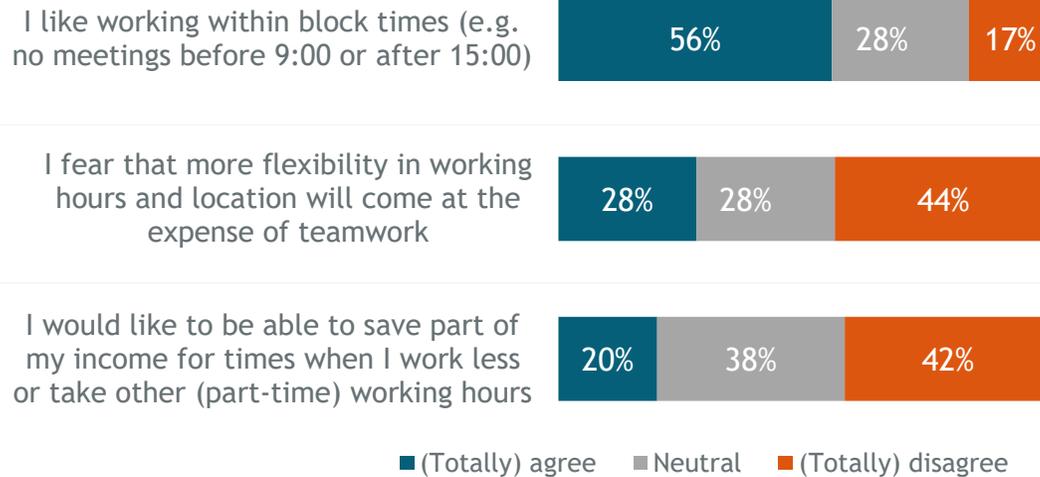
Question: To what extent do you agree or disagree with the following statements? Basis: All daytime employees (n=6,011)

Question: What do you think of your manager's impact on... Deciding if and when you can work from home? Basis: All daytime employees (n=6,011)

Almost 6 out of 10 the daytime employees like working within block times

Almost 3 out of 10 daytime employees fear that flexibility will impact teamwork

Daytime employees: To what extent do you agree or disagree with the following statements?



% (totally) agree - Group differences:

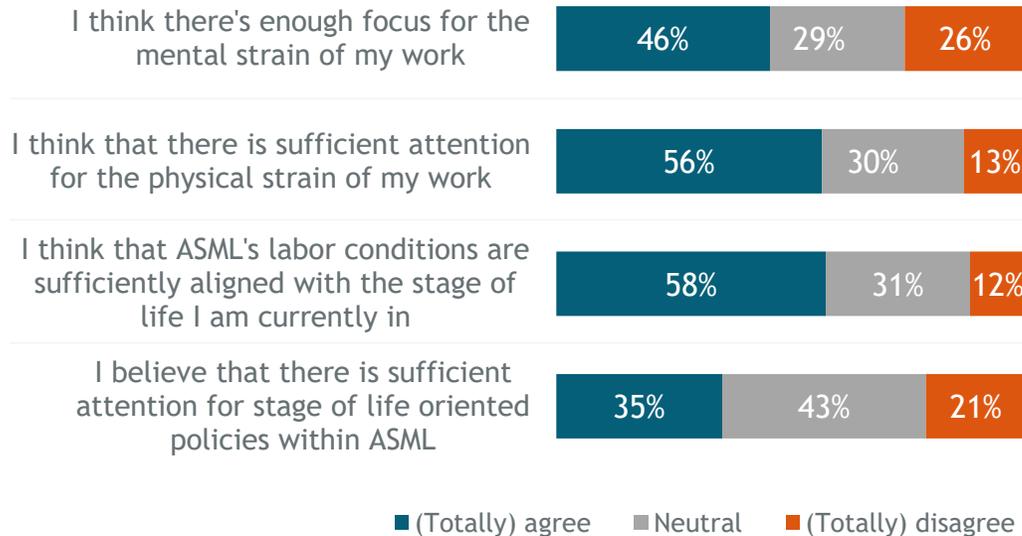
Sector					Salary grade				Nationality		
BL	DE	FAB	OPS Other	SUP	1-5	6-7	8-9	10-11	NL	EU	Non-EU
58%	57%	60%	50%	52%	56%	59%	55%	47%	54%	61%*	56%
30%	31%	30%	24%	20%	29%	29%	29%	25%	28%	25%	35%*
24%	21%	16%	20%	19%	15%	22%	20%	18%	16%	27%	39%*

Highest relevant score / Lowest relevant score per category
 * Significantly higher percentage than majority of category

For almost 6 out of 10 employees ASML's labor conditions fit their stage of life

A quarter of employees believe there's not enough focus for the mental strain of their work

To what extent do you agree or disagree with the following statements?



% (totally) agree - Group differences:

Age	Salary grade			Nationality							
	<30	31-40	41-50	51-60	60+	1-7	8-9	10-11	NL	EU	Non-EU
	52%*	46%	42%	43%	49%	48%*	43%	40%	45%	46%	51%*
	56%	56%	57%	57%	56%	56%	57%	57%	57%	52%	56%
	66%*	62%*	56%	42%	40%	60%*	56%	51%	57%	61%	59%
	44%*	38%*	32%	27%	26%	40%*	32%	23%	32%	43%	51%*

Highest relevant score / Lowest relevant score per category

* Significantly higher percentage than majority of category

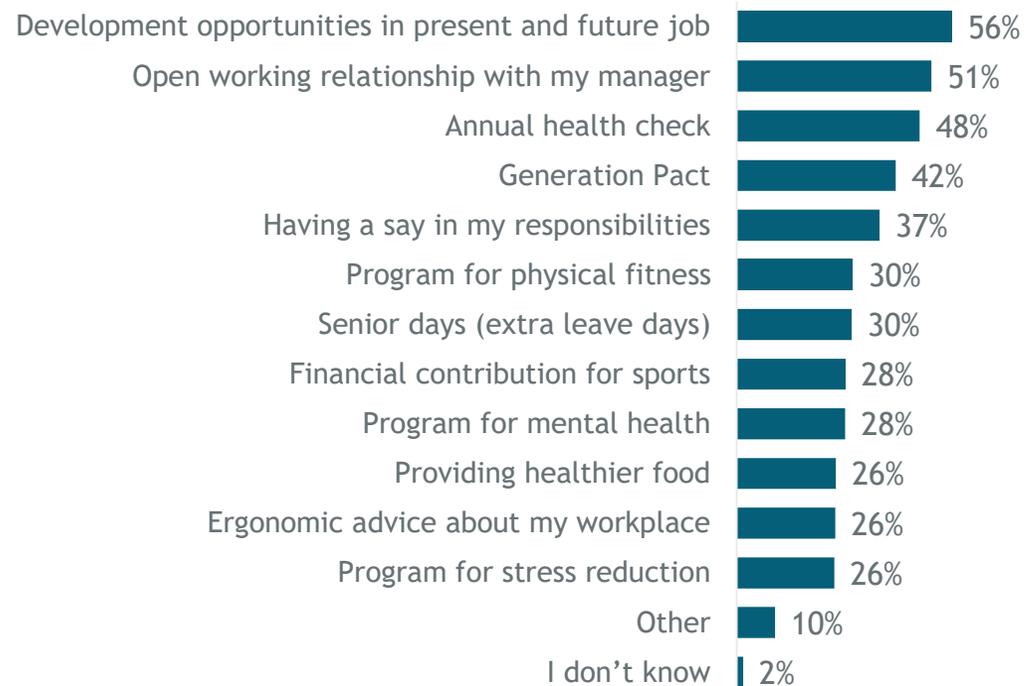
Other group differences:

- 18%* of FAB employees and 21%* of shift employees more often do not think that there is sufficient attention for the physical strain of their work.

To keep working effectively, development opportunities in present and future jobs are needed by almost 6 out of 10 employees

This need is higher for younger and non-Dutch employees; older employees have a higher need for a Generation Pact and senior days

What is needed for you to keep working effectively in the future?



Selection of multiple answers was possible

Group differences:

Type of work (Salary grade)	Nationality			Age							
	Shift Work (All)	Daytime Work (1-9)	Daytime Work (10/11)	NL	EU	Non-EU	<30	31-40	41-50	51-60	60+
Development opportunities in present and future job	50%	60%*	46%	52%	66%	74%*	68%*	64%*	53%*	36%	19%
Open working relationship with my manager	41%	52%	57%*	53%*	48%	44%	45%	51%	56%	52%	48%
Annual health check	50%	48%	48%	43%	58%	67%*	49%	48%	45%	49%	57%
Generation Pact	50%	38%	52%	47%*	34%	17%	23%	30%	50%*	72%*	77%*
Having a say in my responsibilities	32%	39%*	34%	36%	42%	40%	37%	39%	39%	33%	32%
Program for physical fitness	33%	31%	22%	26%	40%	49%*	35%*	34%*	27%	23%	26%
Senior days (extra leave days)	47%*	27%	28%	33%*	26%	17%	17%	21%	34%*	56%*	64%*
Financial contribution for sports	34%	30%	15%	25%	35%	42%*	40%*	32%*	23%	16%	15%
Program for mental health	29%	29%	26%	27%	32%	36%	29%	31%	27%	25%	23%
Providing healthier food	25%	28%	17%	22%	37%	38%	35%*	32%*	21%	12%	11%
Ergonomic advice about my workplace	27%	28%	15%	24%	30%	30%	29%	28%	23%	21%	22%
Program for stress reduction	24%	27%	19%	23%	33%	36%	24%	30%*	24%	21%	17%
Other	8%	10%	12%	11%	9%	5%	8%	11%	11%	10%	10%
I don't know	3%	2%	1%	2%	2%	1%	2%	2%	2%	1%	0%

Highest relevant score / Lowest relevant score per category

* Significantly higher percentage than majority of category

Other group differences:

- Employees in the sector 'FAB' have the highest need for the Generation Pact (52%*) and senior days (45%*).

To stay connected with the labor market, many employees state their need for regular conversations on their career, trainings and personal coaching

The need for regular conversations on their career is especially high for non-EU employees

What is needed for you to stay connected with the labor market in the future?



Group differences:

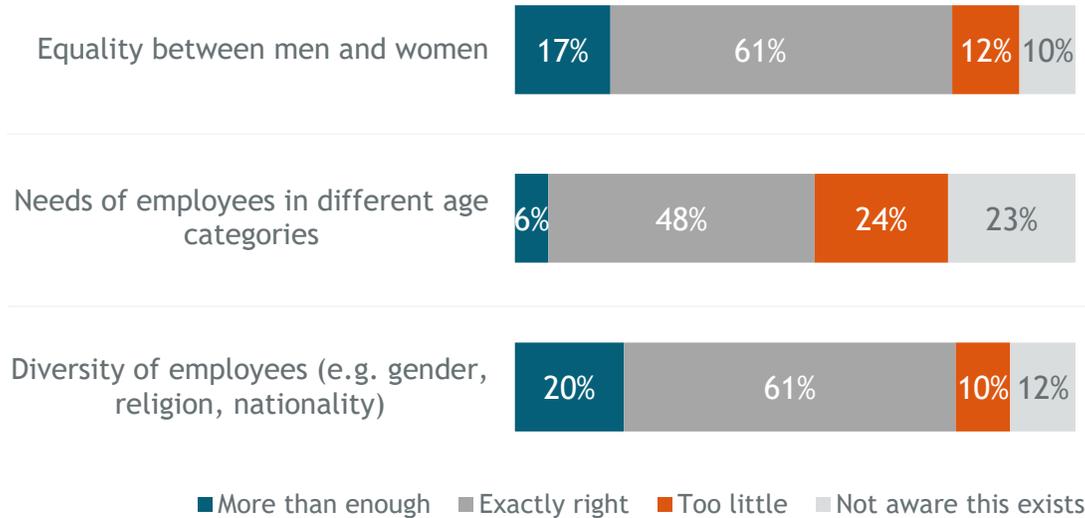
Type of work (Salary grade)			Nationality			Age				
Shift Work (All)	Daytime Work (1-9)	Daytime Work (10/11)	NL	EU	Non-EU	<30	31 - 40	41 - 50	51 - 60	60+
45%	54%*	45%	47%	59%	71%*	60%*	56%*	49%*	41%	32%
47%	50%	37%	44%	58%	58%	55%*	52%*	46%*	34%	26%
39%	48%*	41%	43%	48%	57%*	48%*	52%*	43%*	33%	27%
20%*	13%	15%	17%*	9%	5%	9%	10%	17%	24%*	23%*
5%	6%	7%	7%	5%	5%	4%	6%	5%	8%	21%*

Highest relevant score / Lowest relevant score per category
 * Significantly higher percentage than majority of category

8 out of 10 employees think ASML offers (more than) enough support regarding gender equality and diversity of employees

According to 4 out of 10 employees above the age of 50, there is too little support for the needs of employees in different age categories

How do you rate the activities and support ASML offers in the following areas?



% too little - Group differences:

Gender		Nationality			Age				
Female	Male	NL	EU	Non-EU	<30	31 - 40	41 - 50	51 - 60	60+
35%*	7%	10%	17%*	17%*	12%	15%*	11%	7%	10%
27%*	23%	26%*	18%	14%	14%	17%	27%*	39%*	46%*
18%*	7%	7%	13%*	14%*	9%	10%	7%	6%	5%

Highest relevant score / Lowest relevant score per category

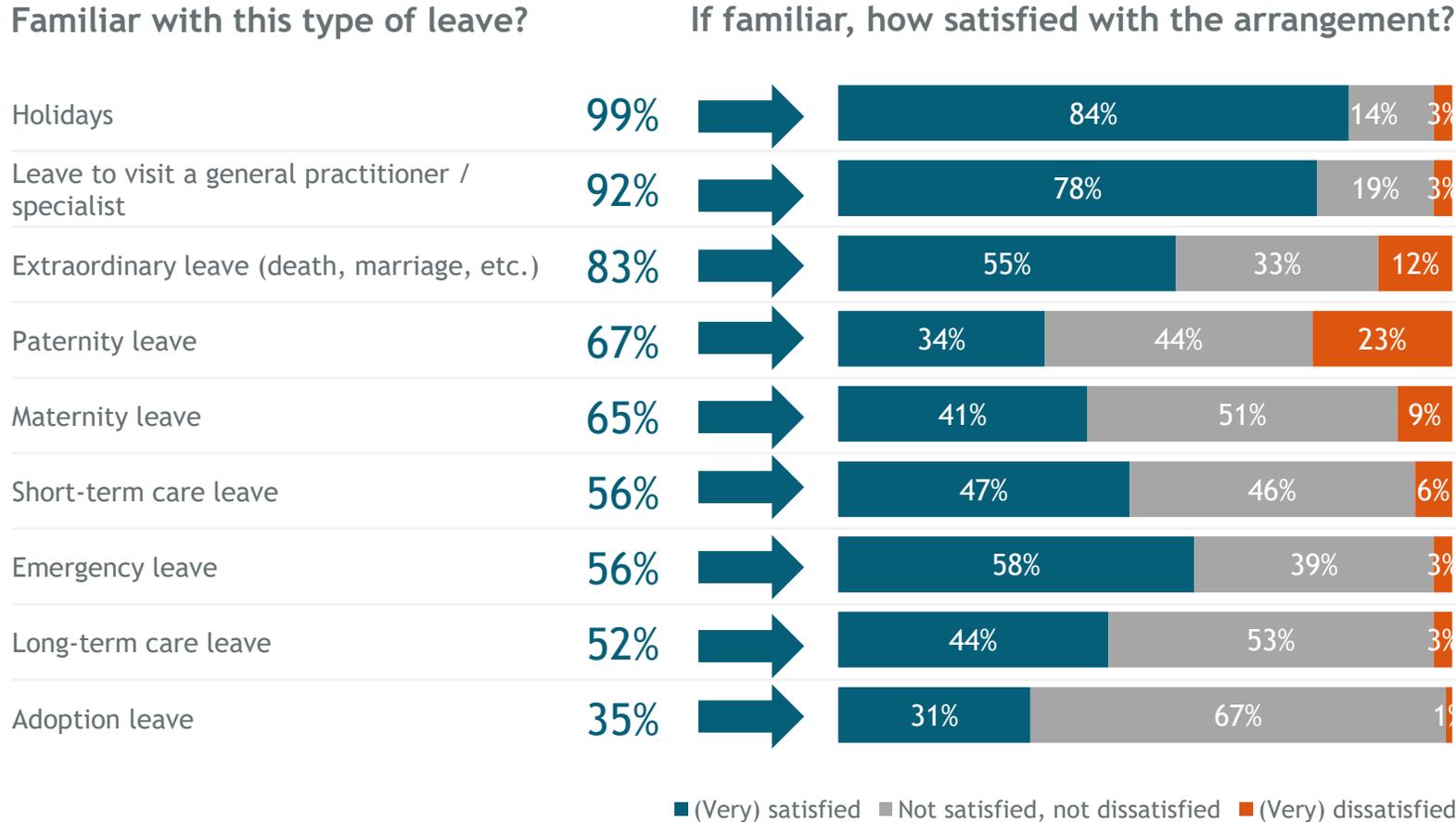
* Significantly higher percentage than majority of category

Other group differences:

- Employees in salary grades 10/11 more often think that the needs of employees in different age categories are met too little (36%*).

8 out of 10 employees are (very) satisfied with holiday leave

Employees are least satisfied with the paternity leave at ASML



% (very) satisfied - Group differences:

Gender		Nationality		
Female	Male	NL	EU	Non-EU
88%*	83%	82%	84%	91%*
82%*	77%	79%*	76%*	68%
51%	56%*	58%*	44%	43%
31%	34%	35%*	26%	35%*
48%*	39%	43%*	32%	37%
49%	47%	47%	42%	51%
57%	58%	56%	60%	64%
43%	44%	43%	44%	52%*
31%	31%	32%	25%	36%

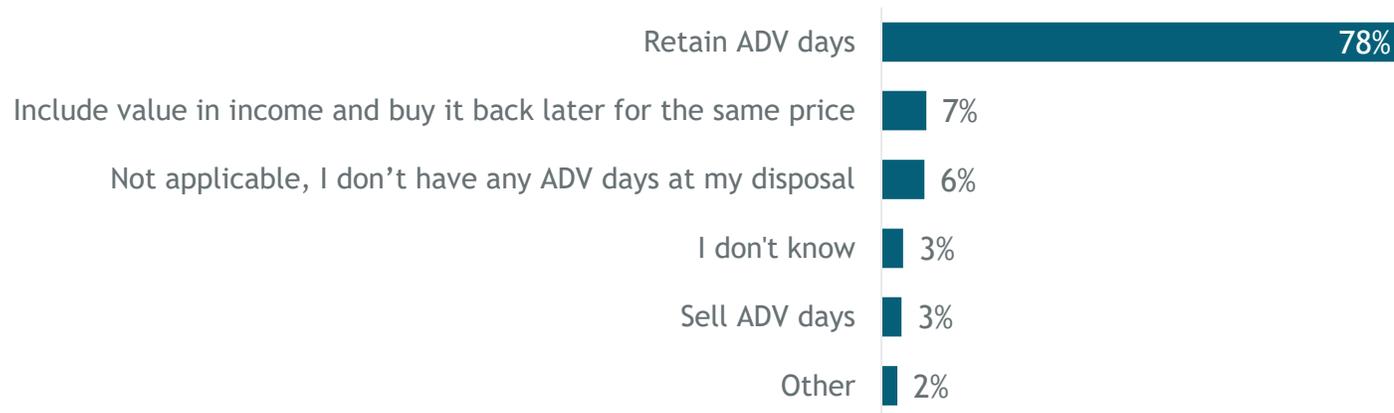
Highest relevant score / Lowest relevant score per category

* Significantly higher percentage than majority of category

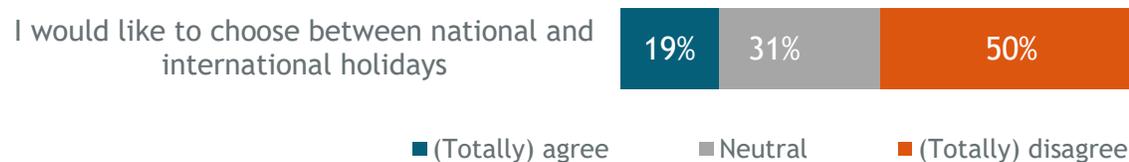
The majority of ASML employees want to retain their ADV days

4 out of 10 non-Dutch employees would like to choose between national and international holidays

As far as you are concerned, what should the default setting be for ADV days?



Preference regarding holidays:



Group differences:

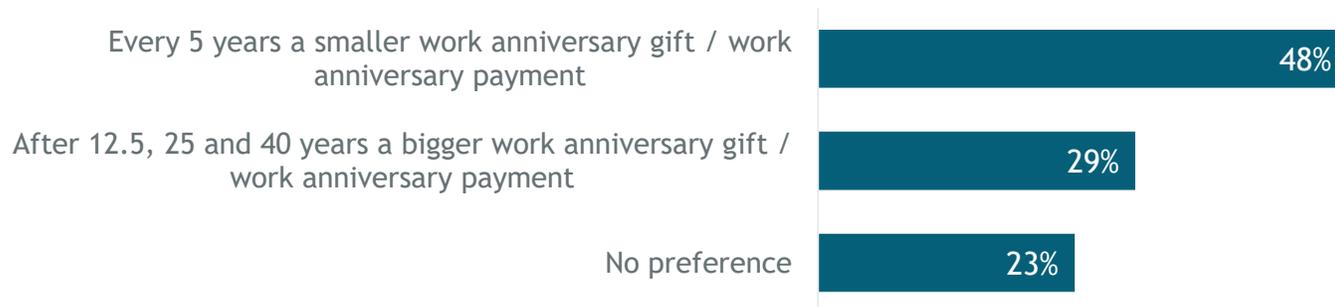
- Both Dutch employees (78%) and non-Dutch employees (79%) have a strong preference for retaining ADV days.
- For 39% of shift employees ADV days are not applicable. 45% of shift employees would like to retain ADV days.
- Especially younger employees would like to choose between national and international holidays (<30: 28%* and 31-40: 23%*).
- 40%* of non-Dutch employees would like to choose their holidays.
- 20%* of employees in salary grades 1 through 9 would like to choose between national and international holidays.

* Significantly higher percentage than majority of category

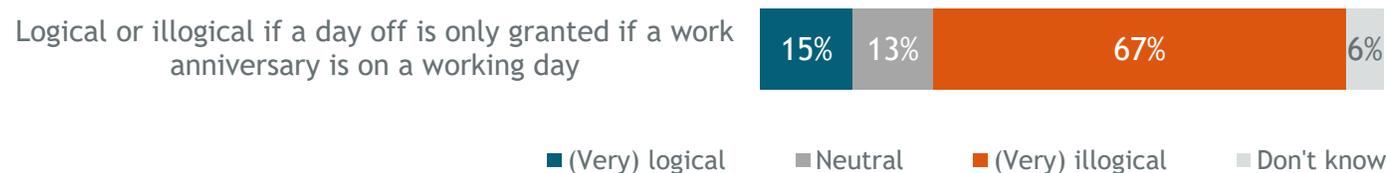
Most employees prefer a smaller work anniversary gift every 5 years

Two thirds of ASML employees think it is (very) illogical if a work anniversary day is only granted as day off on a working day

Preference regarding work anniversary gift:



Preference regarding work anniversary day:



Group differences:

- 67%* of non-Dutch employees prefer a smaller work anniversary gift every 5 years.
- Also, younger employees prefer a smaller gift every 5 years (<30: 60%* and 31-40: 54%*).

- Especially employees between 41 and 60 years old find it (very) illogical if a work anniversary day is only granted as a day off on a working day.
- 71%* of Dutch employees find this (very) illogical.

* Significantly higher percentage than majority of category

Question: What do you prefer, assuming each option has an equal budget to distribute?

Vraag: To what extent do you find it logical or illogical if a day off is only granted if a work anniversary is on a working day?

Basis: All (n=7,135)

Results per theme: Total Reward Model

This theme includes:

- *Total fixed and variable remuneration (including ratio of fixed-variable income)*
- *Salary system (salary structure, salary indexation, job valuation)*
- *Flexible exchange of labor conditions*

The current labor conditions package at ASML is perceived to be better or comparable to those for similar positions at other companies

Especially Dutch employees, salary grades 1 thru 6 and employees under 30 believe their current labor conditions package is better than at other companies

For a position similar to my job at other companies, my current labor conditions package is...



■ (Much) better ■ Comparable ■ (Much) worse ■ I don't know

Group differences:

	Salary grade				Nationality		Age				
	1-6	7	8-9	10-11	NL	Non-NL	<30	31 - 40	41 - 50	51 - 60	60+
(Much) better	51%*	39%	40%	42%	47%*	35%	51%*	40%	41%	44%	47%
Comparable	29%	36%*	36%*	39%*	33%	38%	30%	35%	36%	34%	37%
(Much) worse	4%	5%	6%	5%	4%	7%	4%	7%	4%	4%	2%
I don't know	16%	20%	18%	14%	16%	20%	14%	18%	18%	18%	13%

Highest relevant score / Lowest relevant score per category

* Significantly higher percentage than majority of category

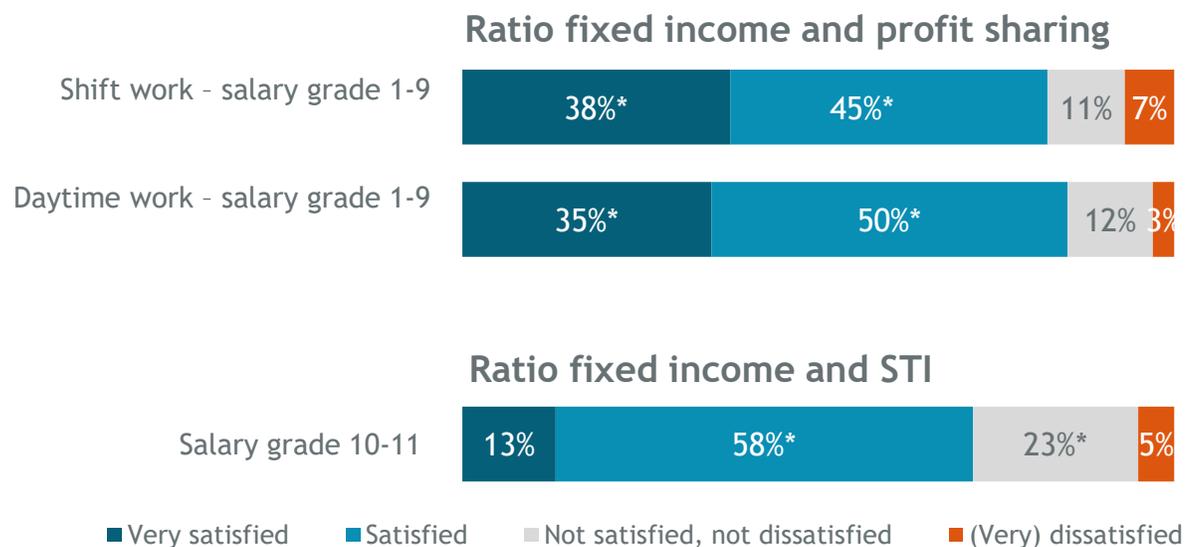
Other group differences:

- Employees in sector **FAB** (50%), **OPS other** (45%) and **SUP** (52%) more often than **BL** (37%) or **DE** (39%) think their current labor conditions package is (much) better.

The majority of employees are satisfied with the ratio between their fixed and variable income

Employees with a non-EU nationality are less satisfied than employees with a Dutch or EU nationality

To what extent are you satisfied with the ratio between your fixed income and profit sharing/STI?



% (very) satisfied - Group differences:

Nationality	NL	EU	Non-EU
Ratio fixed income and profit sharing	84%*	83%*	63%
Ratio fixed income and STI	90%*	80%*	68%

Other overall group differences:

- The longer employees work for ASML, the more they are very satisfied with the ratio between their fixed and variable income (up to 44%* of employees with > 25 years at ASML).
- Employees with a high score of trust in ASML (8 or higher) are more often (very) satisfied with the ratio between their fixed and variable income (85%).
- Employees that say they are very aware of the ASML labor conditions, are more often very satisfied with the ratio between their fixed and variable income (49%*).

Highest relevant score / Lowest relevant score per category

* Significantly higher percentage than majority of category

To what extent are you satisfied with the ratio between your fixed income and profit sharing?

Shift work - salary grade 1-9	
<i>(very) satisfied - total employees: 925</i>	
Shift/fixed/holiday allowance / 13th month are not included in the calculation	6%
Too much inequality; Difference between salary grades is too big; profit is achieved collectively; everyone should receive the same share	3%
Satisfied with current ratio / current profit scheme; the current profit share system is transparent and fair	3%
Would like to keep it this way	2%
Fixed salary is (relatively) low; preference for a higher fixed income / less variable income; I count on profit share as part of my income	2%
Profit share gives a purpose / is motivating / leads to feeling of 'togetherness'	2%
Other	5%
No answer given	82%
<i>(very) dissatisfied or neutral - total employees: 196</i>	
Shift/fixed/holiday allowance / 13th month are not included in the calculation	28%
Too much inequality; difference between salary grades is too big; profit is achieved collectively; everyone should receive the same share	12%
Fixed salary is (relatively) low; preference for a higher fixed income / less variable income; I count on profit share as part of my income	5%
Much of profit share goes to the taxes; profit share does not count into your pension; Rather receive profit share monthly	3%
The system is not transparent/unclear/leads to unwanted behavior of management; criticism on steps in profit share percentages; profit share percentage can be higher; manipulation of profit margin; increased profit but decreased profit share last year	2%
Other	2%
No answer given	53%

Daytime work - salary grade 1-9	
<i>(very) satisfied - total employees: 4,340</i>	
Satisfied with current ratio/current profit scheme; the current profit share system is transparent and fair	6%
Bonus should not depend on performance / appraisal/STI; possible negative effects on team work	2%
Would like to keep it this way	2%
Profit share is a (nice) extra; fixed income should not decrease; I do not count profit share as part of my salary	1%
Profit share gives a purpose / is motivating/leads to feeling of 'togetherness'	1%
Fixed salary is (relatively) low; preference for a higher fixed income / less variable income; I count on profit share as part of my income	1%
Too much inequality; difference between salary grades is too big; profit is achieved collectively; everyone should receive the same share	1%
Other	3%
No answer given	87%
<i>(very) dissatisfied or neutral - total employees: 760</i>	
Fixed salary is (relatively) low; preference for a higher fixed income / less variable income; I count on profit share as part of my income	11%
Too much inequality; difference between salary grades is too big; profit is achieved collectively; everyone should receive the same share	6%
New to ASML; not applicable / not yet received a profit share; not formed an opinion	4%
Satisfied with current ratio / current profit scheme; the current profit share system is transparent and fair	2%
Has been going well for years; profit share might not always be high; lower profit share in case of lower revenue or changes in number of employees	2%
Much of profit share goes to the taxes; profit share does not count into your pension; rather receive profit share monthly	2%
Bonus should depend on personal performance	2%
Other	7%
No answer given	67%

Question: To what extent are you satisfied with the ratio between your fixed income and profit sharing? - Please explain your answer.

Basis: Shift employees salary grade 1-9 (n=1,121) / Daytime employees salary grade 1-9 (n=5,100) (See the reading guide for a description of how these answers were coded.)

To what extent are you satisfied with the ratio between your fixed income and STI?

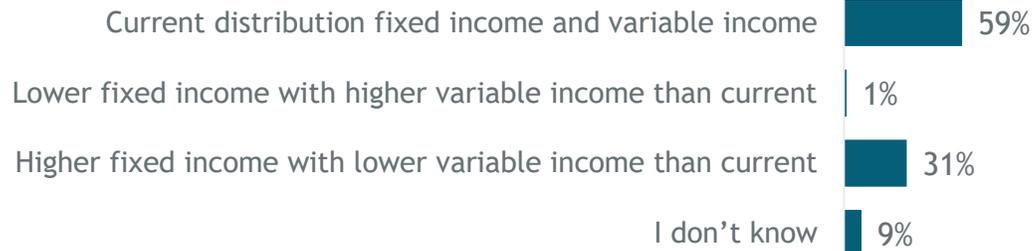
Salary grade 10-11	
(very) satisfied - total employees: 650	
Fair system / satisfied with current ratio / with normally good performance it corresponds to the bonus of other salary groups	3%
STI is a (nice) extra; I do not count STI as part of my salary	2%
Too much inequality; difference between salary grades is too big; profit is achieved collectively; everyone should receive the same share	2%
Preference for a higher fixed income / less variable income	1%
The system is not transparent / unclear; increase to maximum percentage is a bit slow	1%
Bonus should depend on personal performance	1%
Other	3%
No answer given	90%
(very) dissatisfied or neutral - total employees: 264	
Too much inequality; difference between salary grades is too big; everyone should receive the same share	10%
One only has limited influence oneself on the STI / unclear how I can influence the STI	6%
New to ASML; not applicable / not yet received STI; not formed an opinion	5%
The system is not transparent / unclear / leads to unwanted behavior of management	5%
Bonus should not depend on performance / appraisal; possible negative effects on (team) work	5%
Satisfied with current ratio / current profit scheme; the current profit share system is transparent and fair	3%
Preference for a higher fixed income/less variable income	3%
Dissatisfied with new system in salary grade 10 and 11	3%
Other	8%
No answer given	61%

Question: To what extent are you satisfied with the ratio between your fixed income and STI?. - Please explain your answer.
Basis: Salary grade 10-11 (n=914) (See the reading guide for a description of how these answers were coded.)

6 out of 10 employees prefer the current fixed and variable income ratio, while 3 out of 10 employees would prefer a higher fixed income

Less than half of the non-EU employees prefer the current ratio between fixed and variable income

What is your preferred ratio between fixed income and variable income?



Group differences:

Salary grade			Nationality			Satisfaction fixed income and variable pay				
1-7	8-9	10-11	NL	EU	Non-EU	Very satisfied	Satisfied	Neither	Dis-satisfied	Very dis-satisfied
55%	62%*	67%*	61%*	56%*	43%	73%*	59%*	31%	19%	24%
1%	1%	3%	1%	2%	2%	1%	1%	3%	5%	2%
34%*	29%	23%	30%	30%	41%*	21%	31%	47%*	66%*	57%*
10%	7%	7%	7%	11%	14%	5%	8%	19%	11%	17%

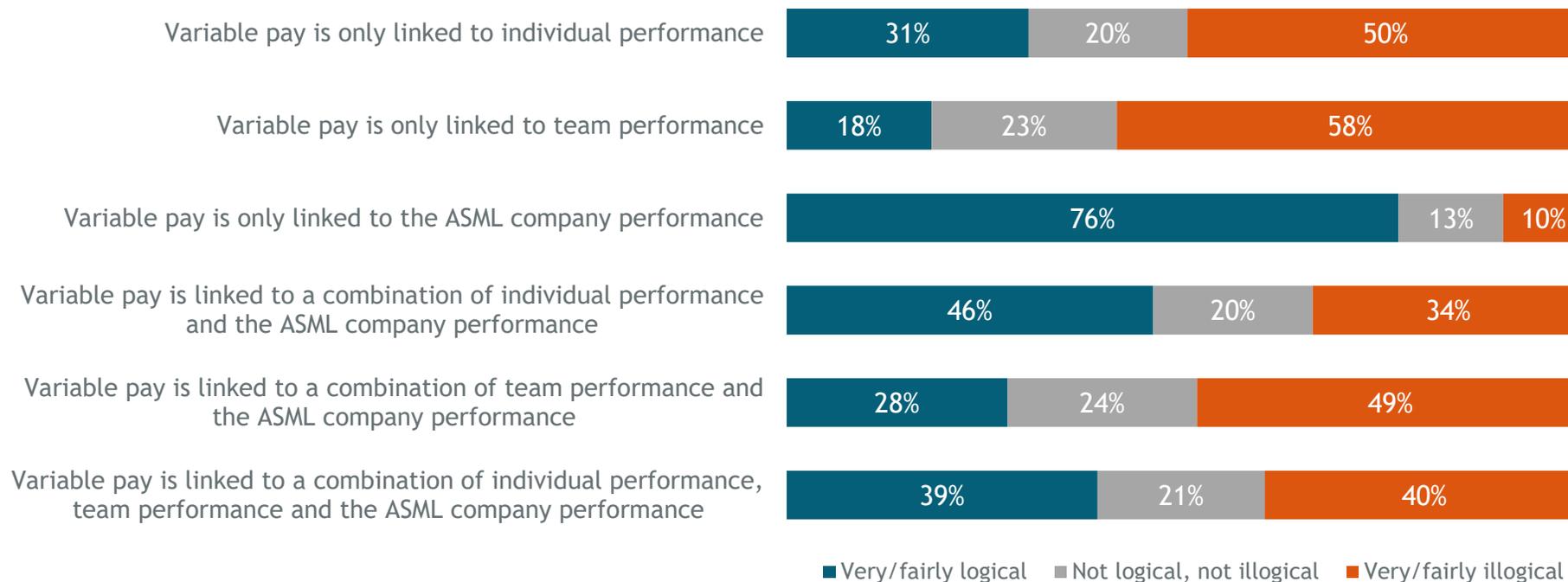
Highest relevant score / Lowest relevant score per category
 * Significantly higher percentage than majority of category

Most employees in salary grade 1 thru 9 find it logical if variable pay is only linked to the company's performance

Almost half of the employees find it logical if variable pay is linked to a combination of individual and company performance

Employees in salary grade 1-9 were presented different combinations of linking variable pay. For each combination, employees were asked to what extent they find this logical or illogical.

Employees in salary grade 1-9: To what extent do you find it logical or illogical if...

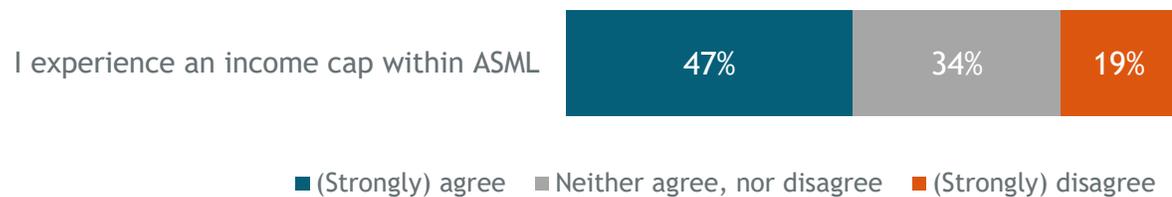


Question: To what extent do you find it logical or illogical if...?
 Basis: Employees with salary grade 1-9 (n=6,221)

Almost half of the employees experience an income cap within ASML

Almost a third of the employees think their manager should have a bigger impact on the level of their remuneration

To what extent do you agree or disagree with the following statement?



What do you think of your manager's impact on the level of your remuneration?



Group differences:

- The longer employees have been working for ASML, the more often they experience an income cap (22% for employees working less than a year up to 77%* among employees employed over 25 years).
 - Employees who are dissatisfied with the ratio fixed and variable income, more often experience an income cap within ASML (70%*).
 - Shift employees (56%*) and 'FAB' employees (56%*) more often experience an income cap than daytime employees (45%) and other sectors (39%-47%).
 - Of all sectors, 'SUP' experience the income cap least often (39%).
 - Male employees (49%*) more often experience an income cap than female employees (38%).
-
- Employees with salary grade 1-9 (33%), shift employees (37%*) and 'FAB' employees (39%*) more often feel that their manager's impact on the level of their remuneration should increase, than employees with salary grade 10-11 (24%), daytime employees (30%) and other sectors (28%-33%).
 - Also, the more employees are satisfied with the current ratio fixed and variable income, the more often they feel their managers impact on the level of their remuneration is now just right (47* of those very satisfied).

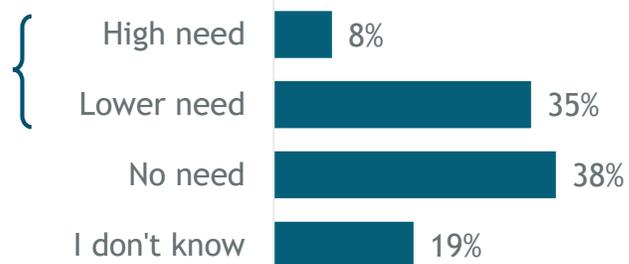
* Significantly higher percentage than majority of category

4 out of 10 ASML employees feel the need for more flexibility in exchanging labor conditions

The need for the flexible exchange of labor conditions increases with employees in higher salary grades (8 and upwards)

Do you need more flexibility in exchanging labor conditions?

43% have a high or lower need for more flexibility in exchanging labor conditions



Group differences:

Type of work		Nationality			Salary grade			
Daytime Work	Shift Work	NL	EU	Non-EU	1-5	6-7	8-9	10-11
8%	6%	6%	12%*	17%*	5%	9%	8%	7%
36%*	29%	38%*	24%	27%	29%	32%	37%*	46%*
37%	42%	40%*	37%*	29%	44%*	37%	39%	35%
18%	22%	16%	27%*	27%*	22%*	22%*	16%	12%

Highest relevant score / Lowest relevant score per category

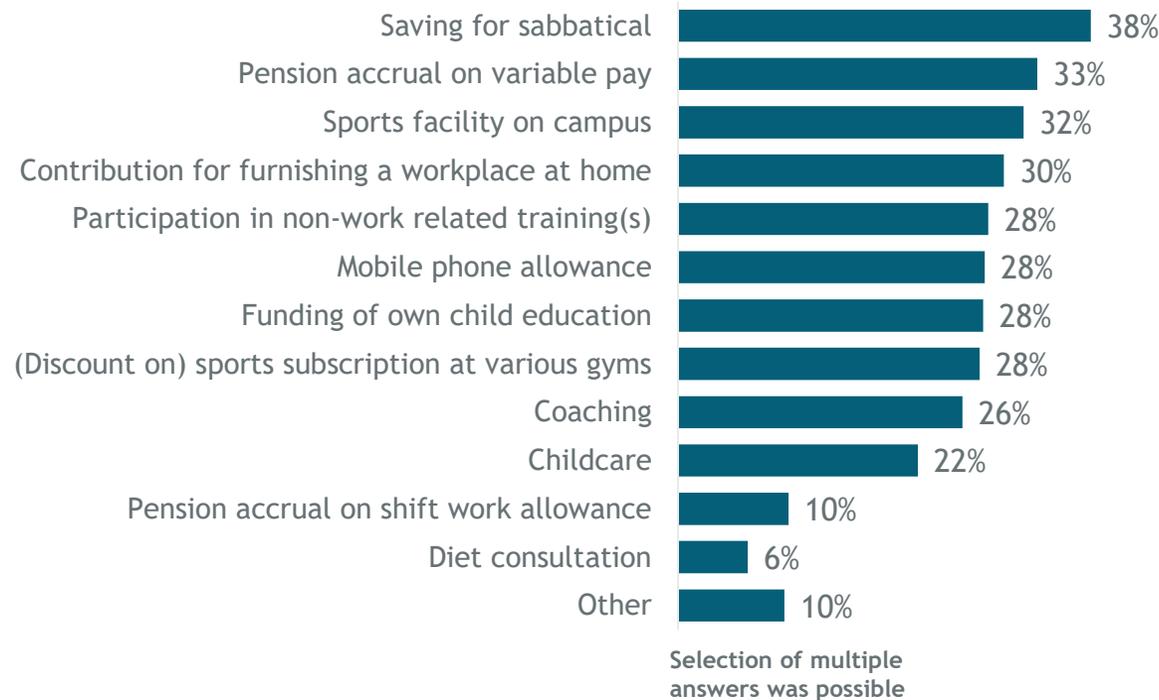
* Significantly higher percentage than majority of category

Employees with a need for a more flexible exchange of labor conditions are interested in various ideas regarding such an exchange

Employees are most interested in saving for a sabbatical in exchange for other labor conditions

Employees who expressed a high or lower need for more flexibility in exchanging labor conditions were asked which terms of employment are of interest to them regarding an exchange of labor conditions.

Which terms of employment are of interest to you to exchange for salary, leave and ADV days or holiday allowance?



Group differences:

Type of work		Nationality			Salary grade		
Daytime Work	Shift Work	NL	EU	Non-EU	1-7	8-9	10-11
39%*	32%	34%	30%	29%	35%	41%	39%
32%	36%	39%	36%	33%	30%	34%	41%*
31%	35%	30%	36%	38%*	37%*	27%	23%
31%*	19%	28%	33%	37%*	29%	32%	28%
29%*	23%	27%	25%	39%*	30%	27%	24%
29%	25%	30%*	21%	22%	27%	30%	29%
29%*	22%	27%	26%	35%*	25%	31%	32%
28%	27%	25%	29%	42%*	32%*	24%	20%
27%*	18%	25%	27%	31%	25%	28%	24%
23%	18%	18%	31%	39%*	24%*	24%*	10%
4%	50%*	9%	13%	14%	16%*	4%	2%
6%	7%	4%	14%*	15%*	9%*	4%	3%
10%	9%	10%	10%	7%	10%	10%	10%

Highest relevant score / Lowest relevant score per category

* Significantly higher percentage than majority of category

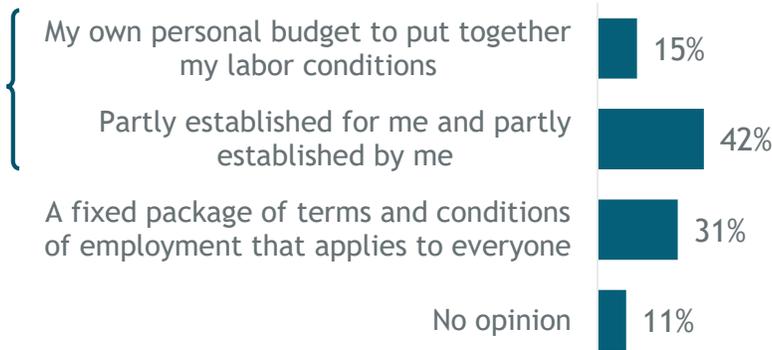
Question: Which terms of employment are of interest to you to exchange for salary, leave and ADV days or holiday allowance?
 Basis: Employees with a high or lower need for exchanging labor conditions (n=3,052)

Almost 6 out of 10 employees prefer a labor conditions package that they can partly or fully determine themselves

4 out of 10 shift working employees prefer a fixed package of labor conditions that applies to everyone

What do you prefer?

57% prefer to partly or fully determine their labor conditions package



Group differences:

Type of work		Nationality			Salary grade				Need for flexible exchange			
Daytime Work	Shift Work	NL	EU	Non-EU	1-5	6-7	8-9	10-11	High need	Lower need	No need	I don't know
16%	12%	15%	17%	16%	11%	15%	16%	21%*	43%*	22%	7%	10%
44%*	33%	45%*	34%	32%	34%	40%	44%*	52%*	36%	57%*	31%	38%
30%	41%*	30%	35%	36%	41%*	34%*	29%	19%	16%	16%	51%*	28%
11%	14%	10%	14%	16%	14%	12%	11%	8%	5%	5%	12%	24%*

Highest relevant score / Lowest relevant score per category

* Significantly higher percentage than majority of category

The yearly payment of the 13th month and holiday allowance is preferred over a monthly payment by most employees

Non-EU employees prefer the monthly payment of 13th month and holiday allowance more often than employees with a Dutch or EU nationality

Employees in salary grade 1-9 were asked if they preferred a monthly or yearly payment of the 13th month and holiday allowance. The question was posed in form of a statement to which employees could agree or disagree.

Employees in salary grade 1-9:

I prefer the monthly payment of 13th month and holiday allowance in my salary instead of yearly



■ (Strongly) agree ■ Neither agree, nor disagree ■ (Strongly) disagree

% (strongly) agree - Group differences:

	Type of work		Nationality			Need for flexible exchange			
	Daytime Work	Shift Work	NL	EU	Non-EU	High need	Lower need	No need	I don't know
(Strongly) agree	18%*	13%	14%	21%*	32%*	34%*	20%*	13%	14%
Neither agree, nor disagree	22%	17%	20%	20%	24%	18%	22%	18%	24%
(Strongly) disagree	60%	70%*	66%*	58%*	44%	47%	58%	68%*	62%

Highest relevant score / Lowest relevant score per category

* Significantly higher percentage than majority of category

A person wearing a light blue button-down shirt is sitting at a desk, writing on a white document with a black pen. The person's hands and the pen are in focus, while the rest of the person and the background are blurred. The lighting is soft and even.

Results per theme: Performance Management

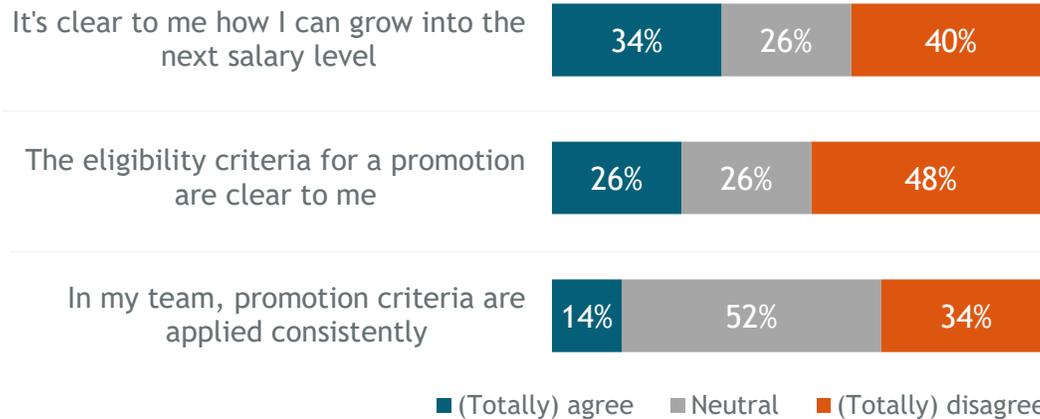
This theme includes:

- *Career opportunities (promotion, developing a specialization)*
- *Performance management system (method of appraisal, five appraisal categories, implementation of the system in practice)*
- *Training and development (education, training)*

Eligibility criteria for promotion are unclear to half of the employees

To a third of ASML employees, it is clear how they can grow into the next salary level

To what extent do you agree or disagree with the following statements?



% (totally) agree - Group differences:

Sector					Salary grade		Nationality			Gender	
BL	DE	FAB	OPS Other	SUP	1-9	10-11	NL	EU	Non-EU	Female	Male
31%	34%	40%*	29%	32%	34%	35%	35%*	30%	30%	29%	35%*
23%	26%	32%*	23%	26%	26%	30%*	28%*	23%	22%	23%	27%*
12%	14%	18%*	12%	13%	13%	21%*	14%	14%	14%	14%	14%

Highest relevant score / Lowest relevant score per category

* Significantly higher percentage than majority of category

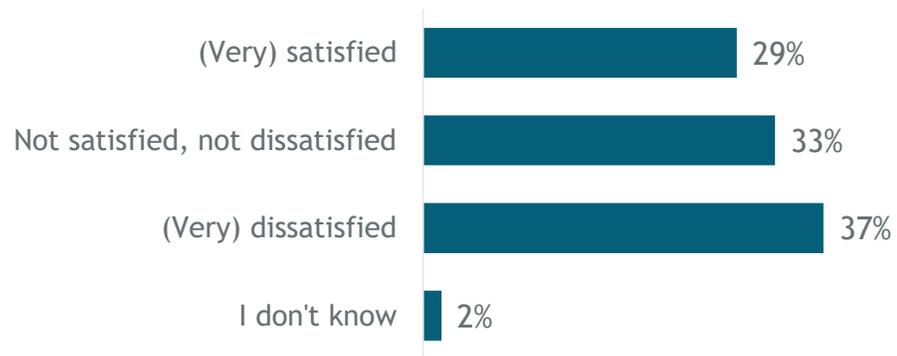
Other group differences:

- Employees that have **worked at ASML longer**, more often state that the eligibility criteria for a promotion are clear to them (18-25 years: 29%, more than 25 years: 33%).
- Employees with a high score of **trust in ASML** (8 or higher) more often (strongly) agree that it is clear to them how they can grow into the next salary level (37%*), that the eligibility criteria for a promotion are clear to them (29%*) and that promotion criteria are applied consistently in their team (17%*).

More than a third of ASML employees is (very) dissatisfied with the current appraisal system

The longer employees work at ASML, the less satisfied they are with the system

How satisfied are you with the current appraisal system?



Group differences:

Type of work (Salary grade)

Nationality

Employment duration (in years)

Shift Work (All)	Daytime Work (1-9)	Daytime Work (10/11)	Nationality			Employment duration (in years)						
			NL	EU	Non-EU	<1	1-3	4-7	8-10	11-15	16-25	>25
27%	29%	33%*	29%	27%	33%*	38%*	33%*	27%	26%	25%	24%	18%
30%	33%	33%	33%	31%	34%	32%	33%	31%	34%	35%	32%	33%
42%*	36%	32%	37%*	40%*	31%	17%	33%	42%*	40%*	40%*	44%*	49%*
1%	2%	1%	1%	2%	3%	13%*	2%	0%	0%	0%	0%	0%

Highest relevant score / Lowest relevant score per category

* Significantly higher percentage than majority of category

Can you explain your answer?

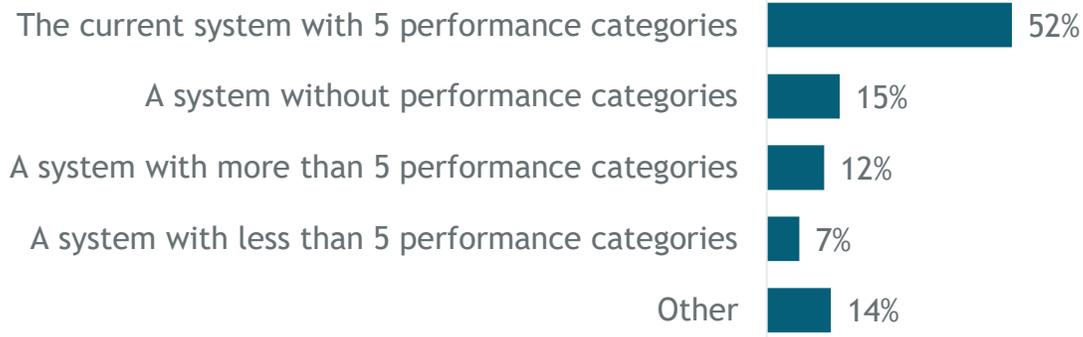
(Very) satisfied <i>Total employees: 2,073</i>	Not satisfied, not dissatisfied <i>Total employees: 2,440</i>	(Very) dissatisfied <i>Total employees: 2,922</i>
Appraisal system is good / logical / structured / clear 4%	Not satisfied with the appraisal system / calibration subjective / not clear 12%	Not satisfied with the appraisal system / calibration subjective / not clear 23%
The 'How' is not clear / subjective 3%	Objectives / targets are not clear / little space for nuances 6%	Strange / unfair that someone always has to underperform 12%
Strange / unfair that someone always has to underperform 2%	Manager does not always have correct impression / does not ask enough / does not always grant the same treatment to everyone 4%	Objectives/targets are not clear / little space for nuances 9%
Other 9%	Manager does not always have correct impression / does not ask enough / does not always grant the same treatment to everyone 4%	Manager does not always have correct impression / does not ask enough / does not always grant the same treatment to everyone 9%
No answer given 85%	Strange / unfair that someone always has to underperform 4%	The 'How' is not clear/ subjective 5%
	The 'How' is not clear/ subjective 2%	Bell curve is unclear / vague / strange 3%
	Other 11%	Changing environment in which to achieve your targets / targets are overtaken too quickly by company priorities 2%
	No answer given 64%	You have to formulate your own targets/ hard to compare / assess 2%
		Targets/review/objectives are set too late / too little time for preparation 2%
		Other 4%
		No answer given 41%

Question: How satisfied are you with the current appraisal system? - Please explain your answer.
 Basis: All (n=7,135) (See the reading guide for a description of how these answers were coded.)

Half of ASML's employees prefer an appraisal system with the five performance categories of the current PPM system

The younger the employees, the more they prefer the current system

What kind of system do you prefer?



Group differences:

Type of work (Salary grade)

Shift Work (All)	Daytime Work (1-9)	Daytime Work (10/11)
47%	52%*	56%*
19%*	15%	14%
13%	13%	15%
9%*	7%*	3%
11%	13%	12%

Nationality

NL	EU	Non-EU
52%	50%	57%*
16%*	15%*	9%
15%*	13%*	7%
6%	7%	11%*
11%	15%*	15%*

Age

<30	31-40	41-50	51-60	60+
56%*	53%	50%	48%	47%
11%	13%	18%*	20%*	21%*
10%	14%	14%	16%	14%
7%	7%	6%	7%	10%
15%*	13%	11%	10%	7%

Highest relevant score / Lowest relevant score per category
 * Significantly higher percentage than majority of category

Other group differences:

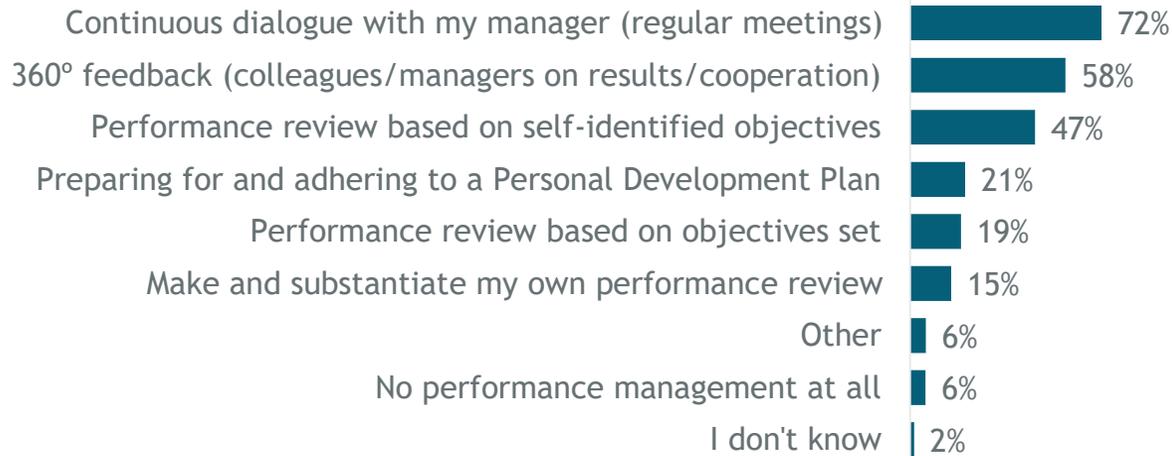
- Employees with high trust in ASML (8 or higher) more often prefer the current system (56%*) while employees with low trust (5 or lower) more often prefer a system without performance categories (24%*).

Employees prefer to be assessed by means of a continuous dialogue

This is the preferred method across all age groups

How would you like to be assessed?

Employees could choose up to 3 methods



Selection of multiple answers was possible

Group differences:

Type of work (Salary grade)			Nationality			Age				
Shift Work (All)	Daytime Work (1-9)	Daytime Work (10/11)	NL	EU	Non-EU	<30	31-40	41-50	51-60	60+
67%	72%*	76%*	73%*	67%	69%	71%	71%	72%	72%	75%
48%	61%*	55%*	56%	63%*	66%*	67%*	64%*	55%*	43%	41%
39%	48%*	52%*	45%	49%	55%*	52%*	50%*	44%*	39%	39%
22%*	21%*	15%	19%	24%*	27%*	26%*	22%*	18%	16%	15%
27%*	19%*	12%	17%	24%*	24%*	23%*	19%	18%	16%	16%
17%	15%	15%	16%	13%	13%	17%	15%	15%	15%	10%
7%	6%	6%	6%	6%	4%	4%	6%	7%	7%	4%
6%	6%	7%	7%*	5%*	3%	2%	5%	8%*	9%*	9%*
2%	1%	1%	1%	2%	1%	1%	1%	2%	2%	1%

Highest relevant score / Lowest relevant score per category

* Significantly higher percentage than majority of category

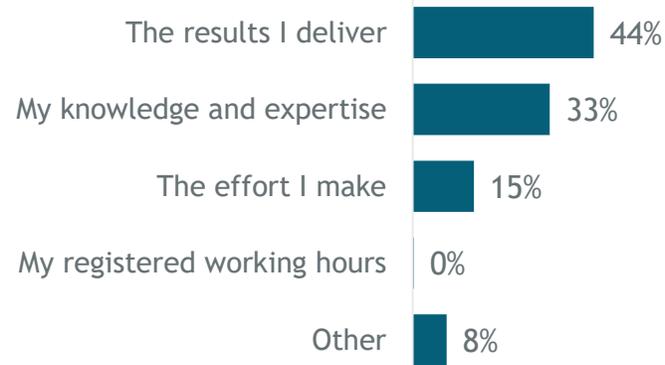
Other group differences:

- Employees with high trust in ASML (8 or higher) more often prefer continuous dialogue (73%*), 360° feedback (60%*) or performance review based on self-identified objectives (49%*).
- Female employees more often prefer to be assessed by 360° feedback (63%*), performance review based on self-identified objectives (50%*) or a Personal Development Plan (28%*) than male employees.

44% of employees want to be managed based on results they deliver

Older employees and shift employees would rather be managed on the basis of their knowledge and expertise

Employees prefer to be managed on the basis of:



Group differences:

Type of work (Salary grade)

Shift Work (All)	Daytime Work (1-9)	Daytime Work (10/11)
29%	44%*	60%*
45%*	32%*	25%
17%*	16%*	6%
1%	0%	0%
7%	8%	9%

Nationality

NL	EU	Non-EU
42%	48%*	51%*
38%*	20%	17%
12%	20%*	24%*
0%	1%	1%
8%	11%	8%

Age

<30	31-40	41-50	51-60	60+
46%*	49%*	42%*	35%	28%
23%	27%	38%*	46%*	59%*
24%*	15%*	11%	10%	7%
0%	0%	0%	0%	0%
7%	9%	9%	9%	6%

Highest relevant score / Lowest relevant score per category

* Significantly higher percentage than majority of category

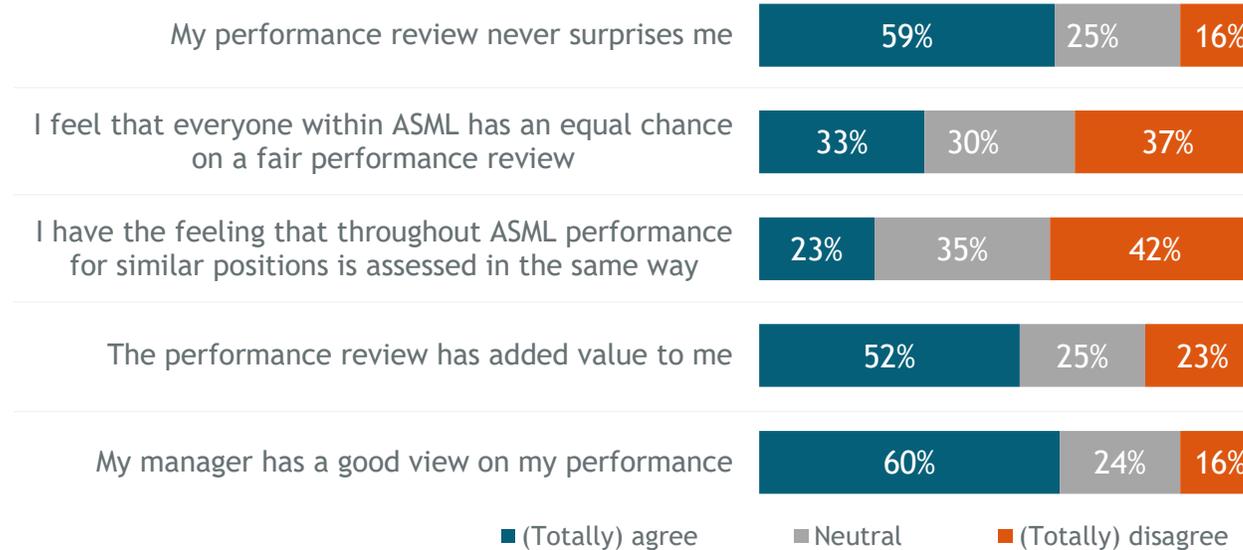
Other group differences:

- Employees with high trust in ASML (8 or higher) more often want to be managed based on the results they deliver (45%*).
- Employees that selected 'Career opportunities' as the most important labor condition to them more often want to be managed on the basis of the results they deliver (54%*).

6 out of 10 employees state their manager has a good view on their performance and that the performance review never surprises them

42% of employees feel that performance is not assessed the same throughout ASML

To what extent do you agree or disagree with the following statements?



% (totally) agree - Group differences:

Sector					Salary grade			Nationality		
BL	DE	FAB	OPS Other	SUP	1-7	8-9	10-11	NL	EU	Non-EU
56%	57%	62%*	56%	65%*	56%	62%*	62%*	61%*	51%	50%
31%	34%	30%	30%	38%*	30%	34%*	43%*	34%*	28%	33%
22%	23%	22%	21%	26%	22%	23%	28%*	23%*	18%	23%
50%	52%	54%	51%	54%	52%	51%	54%	54%*	46%	49%
60%	61%	57%	59%	68%*	57%	64%*	67%*	60%	60%	61%

Highest relevant score / Lowest relevant score per category

* Significantly higher percentage than majority of category

Other group differences:

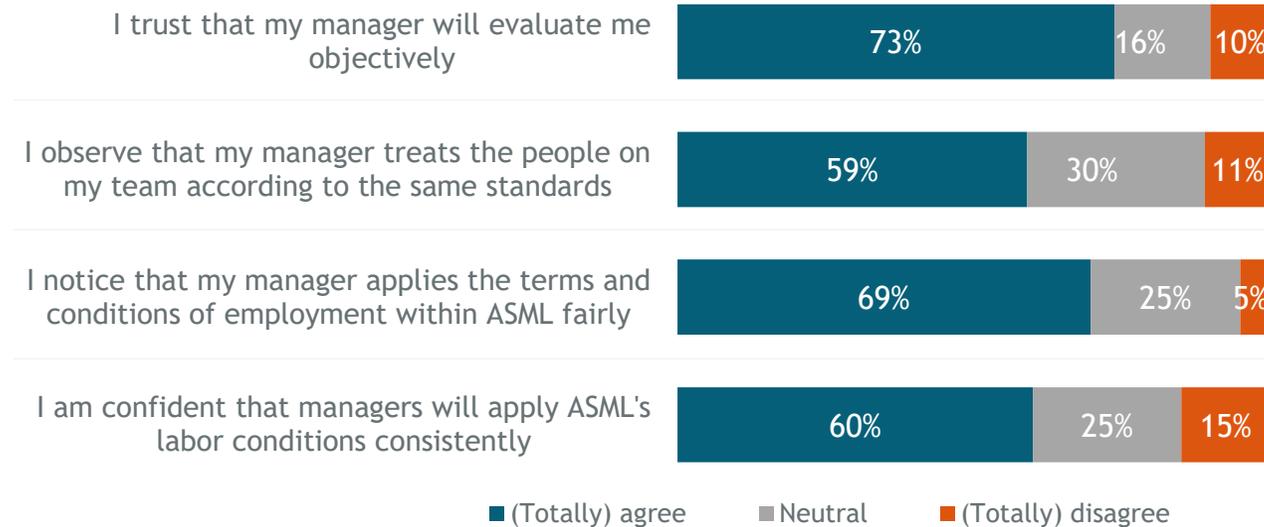
- Younger employees (under 30) more often (strongly) agree that their performance review has added value to them (62%*).
- Employees that have worked at ASML longer, more often (strongly) agree that their performance review never surprises them (up to 71%* of employees with more than 25 years experience at ASML).

Question: To what extent do you agree or disagree with the following statements? (Neutral = Neither agree, nor disagree)
Basis: All (n=7,135)

Most employees trust that their manager evaluates them objectively

Trust in the manager is highest in employees in salary grades 10/11

To what extent do you agree or disagree with the following statements?



% (totally) agree - Group differences:

Age					Salary grade			Nationality		
<30	31-40	41-50	51-60	60+	1-7	8-9	10-11	NL	EU	Non-EU
78%	70%	75%	74%	78%	71%	75%*	80%*	76%*	65%	70%
67%*	60%	57%	52%	50%	57%	60%	63%*	58%	63%*	61%
77%*	68%	70%	63%	65%	67%	71%*	75%*	69%	71%	72%
67%*	57%	59%	59%	61%	60%	58%	63%	60%	57%	65%*

Highest relevant score / Lowest relevant score per category

* Significantly higher percentage than majority of category

Other group differences:

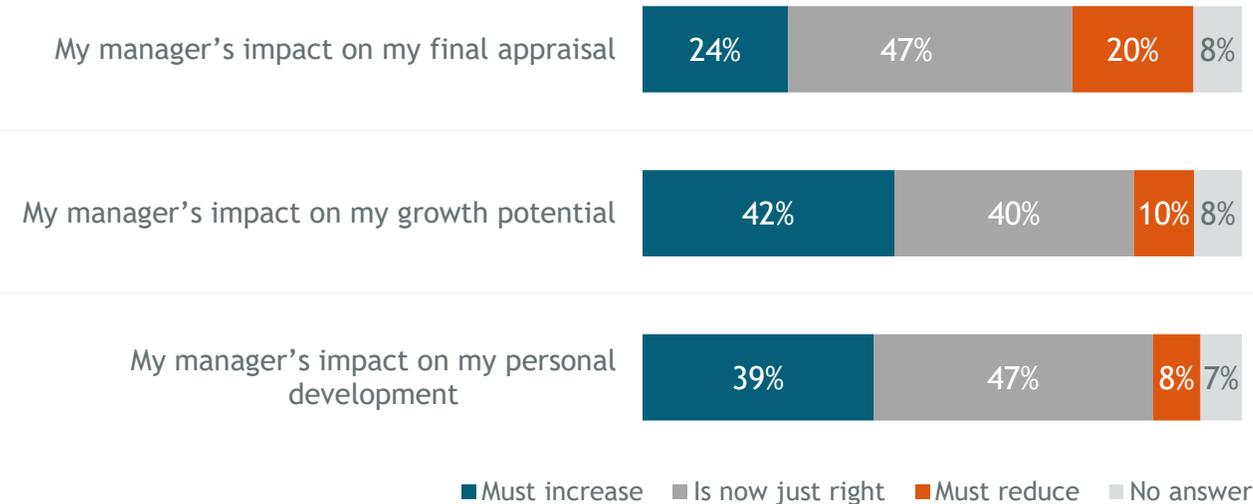
- Male employees are more often confident that managers will apply ASML's labor conditions consistently (61%*) than female employees (54%).
- Employees with a high score of trust in ASML (8 or higher) more often (strongly) agree with all four statements, as well as employees that are very well aware of the content of their current labor conditions.

Question: To what extent do you agree or disagree with the following statements? (Neutral = Neither agree, nor disagree)
Basis: All (n=7,135)

4 out of 10 employees believe their manager’s impact on their growth potential and personal development should increase

This is especially the case with younger and non-Dutch employees

What employees think of the manager’s impact:



% must increase - Group differences:

Age					Salary grade			Nationality		
<30	31-40	41-50	51-60	60+	1-7	8-9	10-11	NL	EU	Non-EU
25%	26%	23%	22%	18%	25%	24%	22%	24%	24%	28%*
47%*	45%*	40%	35%	25%	44%*	39%	38%	40%	46%*	51%*
45%*	42%*	36%	31%	22%	41%*	36%	37%	36%	44%*	47%*

Highest relevant score / Lowest relevant score per category
 * Significantly higher percentage than majority of category

Other group differences:

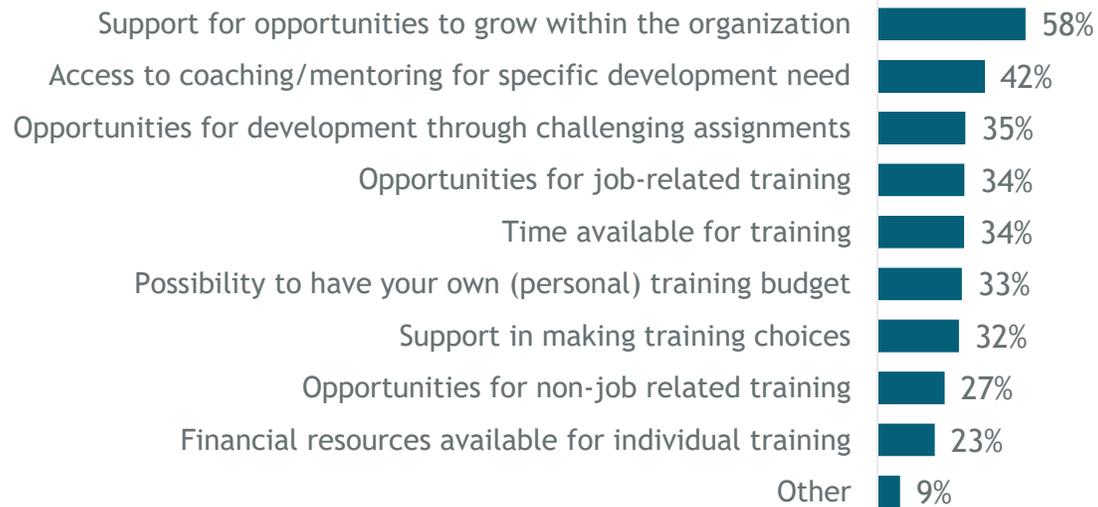
- Employees that selected ‘Career opportunities’ as the most important labor condition to them more often think that the manager’s impact on their growth potential (52%*) and personal development (49%*) should increase, compared to employees who selected other labor conditions as most important.

Question: What do you think of your manager’s impact on...?
 Basis: All (n=7,135)

Employees would like support for opportunities to grow within ASML

Non-Dutch and younger employees have higher needs regarding their development

In your opinion, what should the organization pay more attention to?



Selection of multiple answers was possible

Group differences:

Type of work (Salary grade)

Shift Work (All)	Daytime Work (1-9)	Daytime Work (10/11)
58%*	60%*	52%
37%	43%*	41%
31%	36%*	31%
42%*	35%*	21%
34%*	36%*	25%
28%	35%*	31%
31%*	34%*	24%
28%*	28%*	19%
24%*	23%*	17%
9%	9%	12%*

Nationality

NL	EU	Non-EU
55%	66%*	72%*
40%	45%*	52%*
32%	42%*	46%*
30%	43%*	54%*
31%	42%*	43%*
31%	36%*	49%*
31%	34%	36%*
25%	28%	35%*
20%	25%*	35%*
10%*	6%	5%

Age

<30	31-40	41-50	51-60	60+
66%*	62%*	56%	49%	46%
43%*	46%*	42%*	35%	30%
43%*	37%*	30%	28%	28%
43%*	36%*	30%	27%	30%
37%	36%	32%	29%	29%
37%*	36%*	32%	26%	26%
33%	33%	33%	29%	33%
31%*	27%	24%	24%	24%
29%*	23%	21%	17%	20%
5%	8%	10%*	13%*	14%*

Highest relevant score / Lowest relevant score per category

* Significantly higher percentage than majority of category

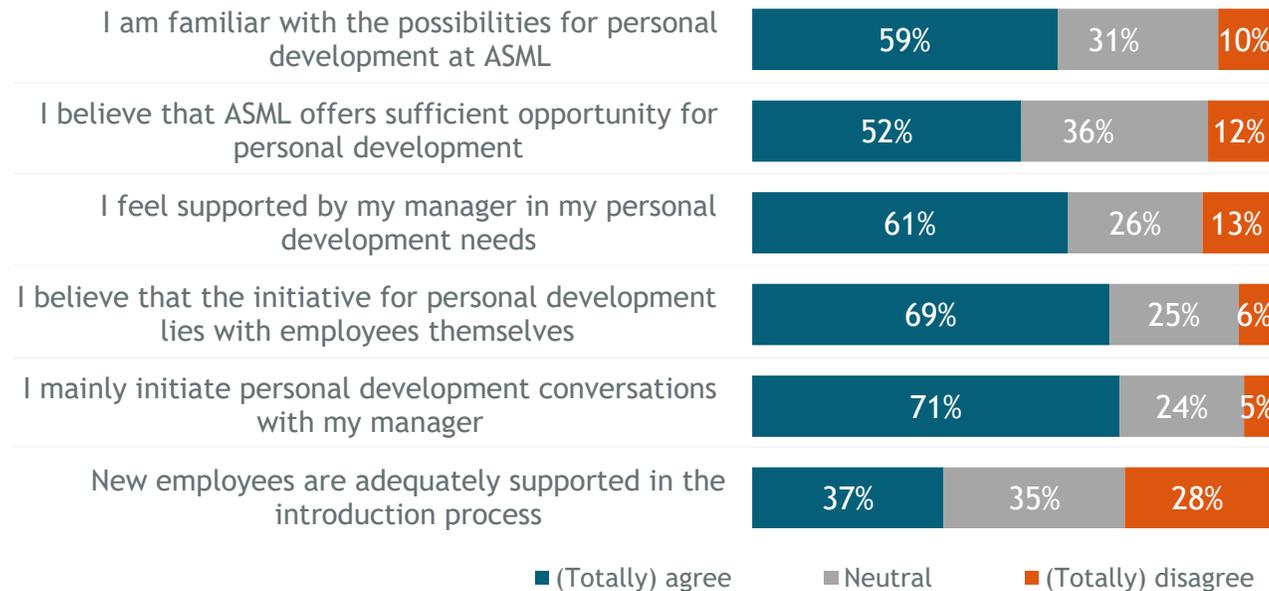
Other group differences:

- Employees that selected 'Career opportunities' as the most important labor condition to them selected the top 4 portrayed in the graph more often (from top: 76%*, 53%*, 51%* and 44%* respectively).

Half of the employees think ASML offers sufficient opportunity for personal development, 61% feel supported by their managers

71% of employees initiate conversations about personal development themselves

To what extent do you agree or disagree with the following statements?



% (totally) agree - Group differences:

Type of work (Salary grade)			Nationality			Gender	
Shift Work (All)	Daytime Work (1-9)	Daytime Work (10/11)	NL	EU	Non-EU	Female	Male
50%	60%*	64%*	58%	65%*	57%	53%	60%*
48%	51%	59%*	53%*	46%	48%	42%	53%*
56%	62%*	62%*	61%	61%	65%	57%	62%*
69%	66%	69%	66%	68%	76%*	68%	69%
69%	70%	78%*	70%	71%	76%*	73%	70%
38%	37%	37%	36%	37%	45%*	41%*	37%

Highest relevant score / Lowest relevant score per category

* Significantly higher percentage than majority of category

Other group differences:

- 'BL' (63%*) and 'DE' (65%*) are more often familiar with the personal development possibilities. 'DE' employees more often (strongly) agree that ASML offers sufficient opportunity for personal development (56%*) and that they feel support by their managers in their personal development needs (66%*). 'SUP' employees more often believe that initiative for personal development lies within employees (74%*).

Question: To what extent do you agree or disagree with the following statements? (Neutral = Neither agree, nor disagree)
Basis: All (n=7,135)

Results per theme: Time and Place

This theme includes:

- *Working schedules and working hours (timetables, time registration, working hours)*
- *Arrangements for international local hires (language training, children's education, temporary accommodation)*
- *Commuting arrangements (travel allowances, Trappers)*



8 out of 10 employees are (very) satisfied with current working hours

Employees with an excellent or good work-life balance are more satisfied

How satisfied are you with your current working hours?



Group differences:

Sector	Type of work (Salary grade)			Work-life balance (self-reported)								
	BL	DE	FAB	OPS Other	SUP	Shift Work (All)	Daytime Work (1-9)	Daytime Work (10/11)	Excellent	Good	Fair	Moderate /Poor
	32%	35%	24%	28%	30%	19%	36%*	18%	84%*	38%*	15%	8%
	52%	51%	47%	54%	52%	46%	51%*	54%*	15%	57%*	59%*	37%
	12%	11%	17%*	12%	12%	19%*	10%	19%*	1%	4%	21%*	29%*
	4%	3%	10%*	5%	6%	13%*	3%	8%*	0%	1%	5%*	22%*
	1%	0%	2%*	1%	0%	3%*	0%	1%	0%	0%	0%	3%*

Highest relevant percentage / Lowest relevant percentage per category

* Significantly higher percentage than majority of category

Other group differences:

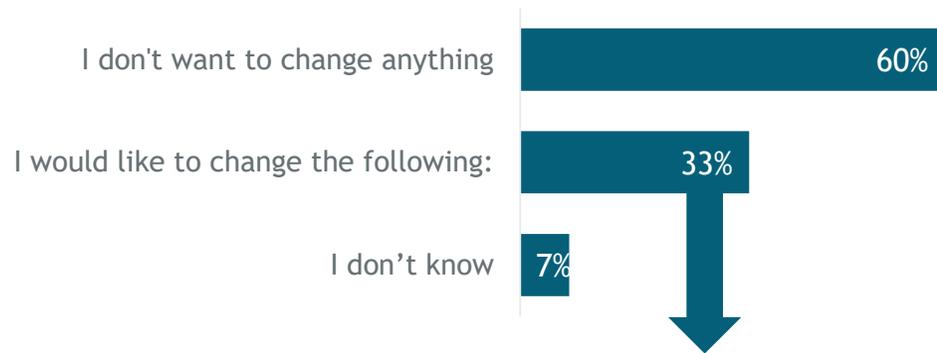
- Employees that score (very) high on knowledge regarding their general labor conditions, the Metalektro CLA and ASML's home working guidelines are more often very satisfied with the current working hours (44%*, 42%*, and 36%* respectively).

60% of daytime employees do not see the need to change their working hours

Half of the employees in salary grades 10/11 would like a change in working hours

Employees working daytime hours were asked what they would like to change in their current working hours and why. There were three options given as shown below. Employees who would like to change something about their working hours are asked to comment on what they would want to change.

Daytime employees: What would you like to change in your current working hours and why?



The following slide shows the changes these employees wish for.

Group differences:

Sector					Salary grade		Work-life balance (self-reported)			
BL	DE	FAB	OPS Other	SUP	1-9	10/11	Excellent	Good	Fair	Moderate/Poor
61%	62%	67%*	58%	53%	64%*	42%	83%*	70%*	47%	28%
32%	30%	28%	35%*	41%*	29%	53%*	15%	25%	42%*	60%*
7%	7%	5%	7%	7%	7%	5%	2%	5%	11%*	12%*

Highest relevant percentage / Lowest relevant percentage per category
 * Significantly higher percentage than majority of category

A third of the daytime employees seeking change in their working hours require more flexibility with regard to working from home

They also require more flexibility with regard to working hours, working schedule and overtime compensation

What would you like to change in your current working hours and why?

Percentages based on 1,957 daytime employees who would like to change something

Flexibility with regard to working from home	33%
Flexibility with regard to working hours / reducing or abolishing block time	22%
Different working schedule/working hours e.g. 36 hours, 4x10 hours, 4x9 hours, less working hours	15%
Balance between busy and quiet periods / overtime hours are zeroed / save overtime / have overtime paid out / keep flex hours longer than a week	14%
Adjusting workload in order to have more time for private life / I work too many hours	11%
Abolish clocking in and out/clocking system	5%
Better work-life balance / ability to determine balance between work and private life oneself	3%
MSO has a different policy than ASML, they must be available by phone on days off	1%
Other	4%

Question: What would you like to change in your current working hours and why?

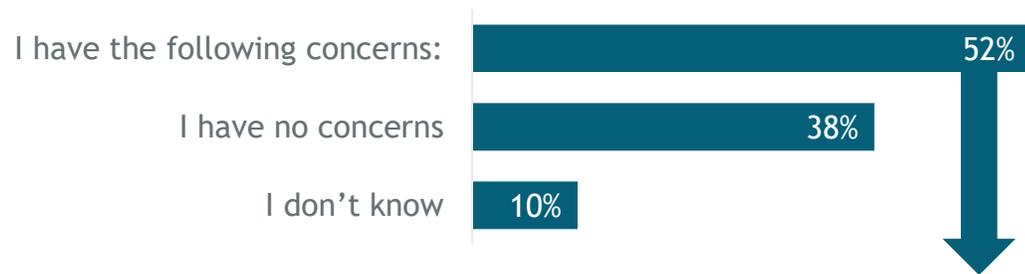
Basis: All daytime employees who would like something to change in their working hours (n=1,957) (See the reading guide for a description of how these answers were coded.)

Half of the employees working in shifts have concerns regarding shifts

Shift employees in the sector 'DE' have the most concerns regarding shifts

Employees working in shifts were asked what concerns they have when it comes to shifts. There were three options given as shown below. Employees who have concerns are asked to comment on what concerns they have.

Shift employees: What concerns do you have right now when it comes to shifts?



The following slide shows the concerns these employees have.

Group differences:

Sector	Nationality					Age					
	BL	DE	FAB	OPS Other	SUP	NL	Non-NL	<30	31-40	41-50	51-60
n<10	60%*	55%*	33%	n<10	55%*	41%	41%	53%	62%	58%	60%
n<10	30%	37%	46%	n<10	36%	44%	46%	37%	28%	38%	33%
n<10	10%	8%	21%	*n<10	9%	15%	13%	10%	11%	4%	7%

Highest relevant percentage / Lowest relevant percentage per category
 * Significantly higher percentage than majority of category

Shift employees fear being forced to switch shifts

They also have concerns about their health due to sleep problems and unpleasant working hours

What concerns do you have right now when it comes to shifts?

Percentages based on 584 shift employees who have concerns

Fear of being obligated to switch from 2 to 3 or 5 shifts / fear of obligation to do night shifts	23%
Health: sleep problems / fatigue (due to changing working hours)	20%
Unpleasant working hours (too early / too late)	14%
Reduction of compensation / allowance	11%
Fear of the current shifts disappearing	11%
Maintain good balance between work and private life	10%
Age: more strain with older age	10%
Working hours are being extended	6%
Disappearing of the hour bank / how the hour bank works	5%
Not being able to decrease shifts / due to old age / physical complaints / work is getting heavier	4%
Transport (driving during rush hour / few parking spaces / no public transport during night shift)	3%
Insecurities / worries about future	3%
Lack of flexibility	3%
Negative changes due to new CLA	3%
Worries related to Covid-19 (risk of infection, change of shift schemes)	2%
Decreased productivity due to switching between shifts with little overlap	2%
No support during night shift	1%

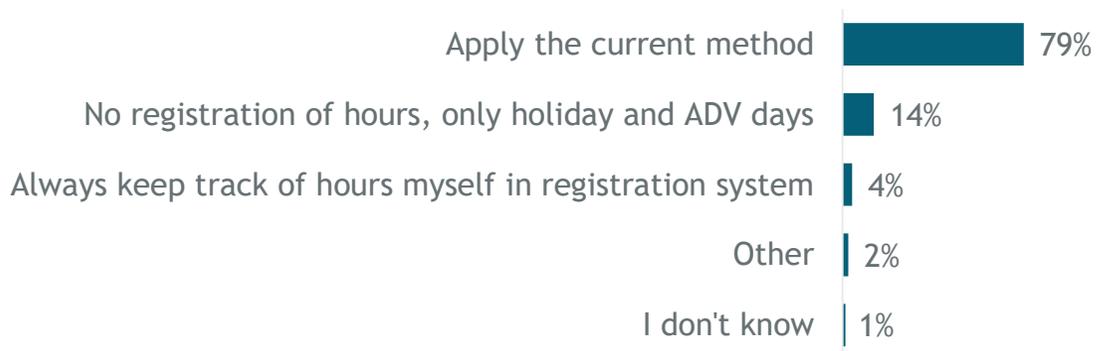
Question: What concerns do you have right now when it comes to shifts?

Basis: All shift employees with concerns (n=584) (See the reading guide for a description of how these answers were coded.)

The majority of ASML employees prefer the current method of keeping track of their working hours

43% of employees in higher salary grades (10/11) prefer no registration of working hours

What do you prefer when it comes to keeping track of working hours?



Group differences:

Sector					Type of work (Salary grade)			Age				
BL	DE	FAB	OPS Other	SUP	Shift Work (All)	Daytime Work (1-9)	Daytime Work (10/11)	<30	31-40	41-50	51-60	60+
77%	81%	88%*	75%	59%	88%*	82%	48%	83%*	77%	75%	80%	87%*
16%*	11%	5%	16%*	33%*	4%	11%	43%*	9%	14%	17%*	13%	8%
3%	4%	4%	6%	4%	5%	4%	3%	5%	5%	3%	4%	2%
2%	2%	2%	3%	3%	2%	2%	5%*	1%	2%	3%	2%	2%
1%	1%	1%	1%	2%	1%	1%	1%	2%	1%	1%	1%	0%

Highest relevant percentage / Lowest relevant percentage per category

* Significantly higher percentage than majority of category

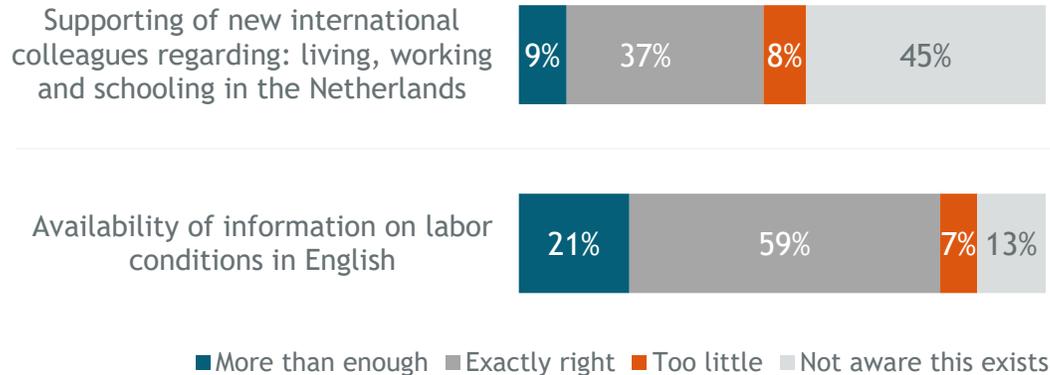
Other group differences:

- Employees with **high trust in ASML** (8 or higher) more often prefer no registration of working hours (15%*) compared to employees with less (5 or below) trust in ASML (7%).
- Employees that rate their **work-life balance** as 'moderate' or 'poor' more often prefer no registration of working hours (21%*).

Most employees rate the availability of labor conditions information in English as (more than) enough

1 out of 4 Non-EU employees believe there is too little English information on labor conditions and too little support for new international colleagues

How do you rate the activities and support ASML offers in the following areas?



% too little - Group differences:

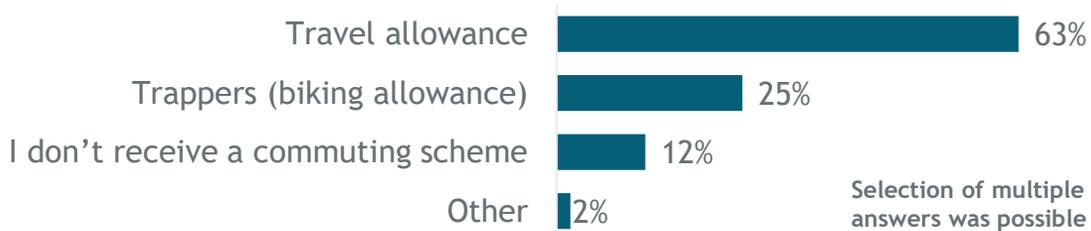
Gender		Nationality			Age				
Female	Male	NL	EU	Non-EU	<30	31 - 40	41 - 50	51 - 60	60+
9%	8%	4%	15%*	25%*	9%*	10%*	6%	5%	4%
11%*	6%	2%	17%*	24%*	9%*	9%*	5%	3%	2%

Highest relevant score / Lowest relevant score per category
 * Significantly higher percentage than majority of category

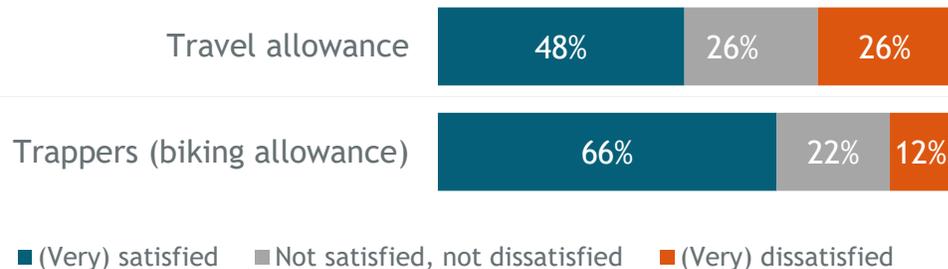
Almost two thirds of ASML employees receive travel allowance

The majority of employees who use Trappers (biking allowance) are (very) satisfied

Which commuting arrangement do you have?



How satisfied are you with your commuting arrangements?



Group differences:

Type of work (Salary grade)			Nationality			Age				
Shift Work (All)	Daytime Work (1-9)	Daytime Work (10/11)	NL	EU	Non-EU	<30	31-40	41-50	51-60	60+
71%*	59%	75%*	70%*	48%*	36%	56%	59%	67%*	74%*	73%*
17%	29%*	17%	20%	33%*	51%*	33%*	29%*	21%	16%	15%
12%	13%	9%	10%	20%*	17%*	13%	13%	13%	9%	13%
1%	2%	5%	2%	1%	2%	1%	2%	2%	3%	0%

% (very) satisfied - Group differences:

Shift Work (All)	Daytime Work (1-9)	Daytime Work (10/11)	NL	EU	Non-EU	<30	31-40	41-50	51-60	60+
49%	44%	65%*	49%	45%	49%	42%	43%	54%*	53%*	62%*
62%	65%	83%*	71%*	63%	55%	62%	62%	72%*	75%*	90%*

Highest relevant score / Lowest relevant score per category
 * Significantly higher percentage than majority of category

Appendix

InnerVoice
onderdeel van MWM2

De Unie

Voor de cao van morgen

DigiC

Overarching sectors

Five overarching sectors are used in the report to identify differences in results. The sectors are grouped as follows:

Sector BL

- Applications
- DUV
- EUV

Sector DE

- BM DE Bottom
- CTO Organization
- D&E Others International
- DE Development & Engineering
- EL DE Electronics Development
- MC DE Machine Conditioning
- MD DE Mechanical Development
- MX DE Metrology & Machine Control
- PI DE Performance & Integration
- QC DE Quality & Continuous Improvement
- SW DE Software

Sector FAB

- EF Manufacturing
- EF Production Support
- EF SIE
- Factories Others
- TF FAB
- TF LAB
- TF ShS

Sector OPS Other

- Operations - Customer Support
- Operations - General

Sector SUP

- CEO Organization
- CFO Organization
- HR&O
- Sales & Customer Management
- Strategy & Strat.Suppl.Relations

Are there topics you would like to bring to our attention that have not been covered in the survey?

Percentages based on all 7,135 employees

No other topics need to be covered in the survey	14%
Fringe benefits: Improvements regarding campus / work station / workplace environment / work conditions / expats / housing / family days / company events / courses and trainings / insurances	6%
ASML as an employer / attention for employees / being there for employees / communication with employees (e.g. with regards to CLA)	6%
What's wrong with the current CLA? / I am content with current CLA/I miss the question whether I want a new CLA	4%
Profit sharing system / issues regarding salary structure: differences between salary grades, salary cap / PPM and appraisal system	4%
Why leave Metalektro CLA?	2%
Need for more transparency	2%
Pension	2%
Issues regarding managers / management at ASML	1%
Issues related to flexibility on multiple topics (e.g. regulations, working hours, working from home, leave, transport, career)	1%
Trust issues regarding ASML as employer	1%
Health / safety / stress	1%
Teamspirit (across departments) / level of contact and differences between different departments / Comments regarding internal career options	0.3%
Comments regarding survey design / survey questions	0.3%
Comments regarding Covid-19	0.2%
Other	0.3%
No answer given on this question	64%

Question: Are there topics you would like to bring to our attention that have not been covered in the survey?
 Basis: All (n=7,135) (See the reading guide for a description of how these answers were coded.)

Prioritization of labor conditions per nationality, type of work and salary grade

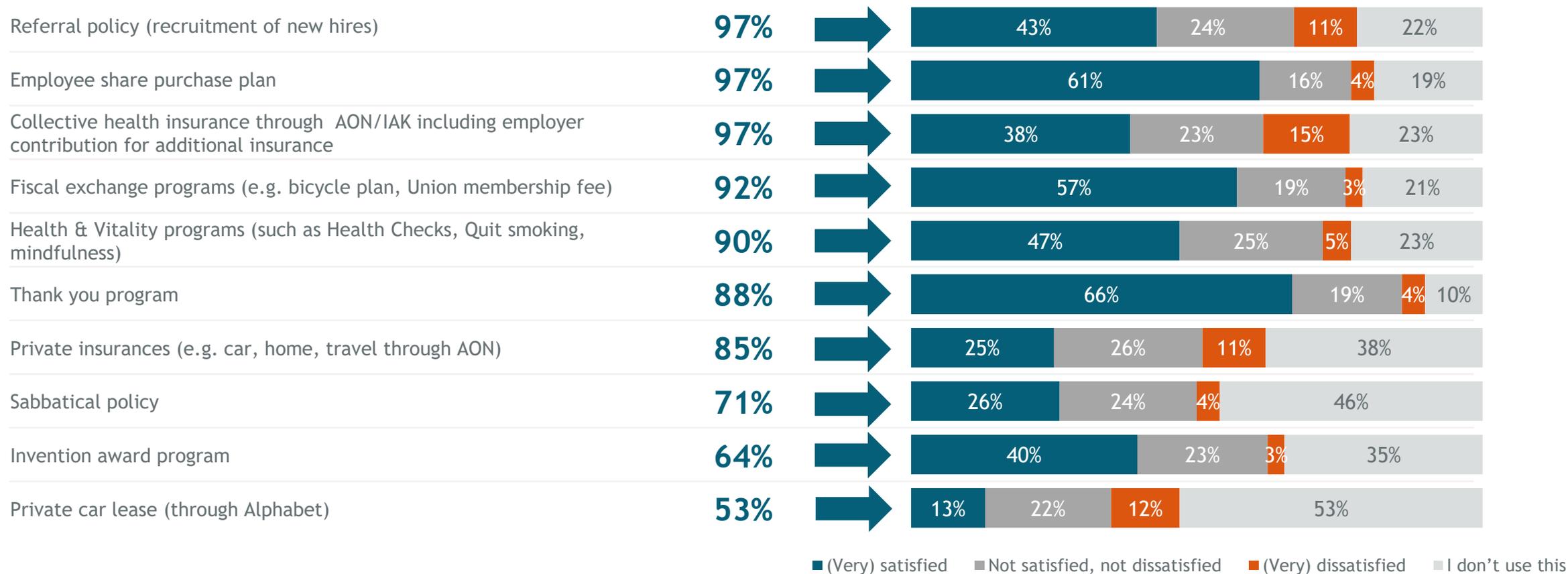
	Total			NL			EU			Non-EU			Shift work			Daytime work & Salary grade 1-9			Daytime work & Salary grade 10/11									
	% important	% most important	% more attention	% important	% most important	% more attention	% important	% most important	% more attention	% important	% most important	% more attention	% important	% most important	% more attention	% important	% most important	% more attention	% important	% most important	% more attention							
Caring Company																												
Work-life balance	87%	28%	1	52%	88%	27%	1	53%	87%	29%	1	51%	86%	22%	4	46%	78%	17%	3	43%	88%	29%	1	52%	88%	35%	1	63%
Leave	86%	7%	18%		84%	11%	16%		87%	7%	25%		80%	6%	25%		84%	3%	22%		87%	9%	18%		80%	5%	12%	
Healthy working conditions	69%	5%	25%		70%	4%	26%		69%	5%	22%		71%	3%	20%		78%	9%	30%		69%	4%	24%		60%	2%	23%	
Special leave	50%	0%	11%		55%	0%	10%		49%	0%	13%		55%	0%	13%		54%	0%	7%		52%	0%	12%		36%	0%	9%	
Private insurances	22%	0%	8%		27%	0%	6%		18%	0%	10%		39%	0%	17%		25%	0%	6%		22%	0%	8%		19%	0%	6%	
Total Reward Model																												
Salary system	85%	15%	4	40%	87%	17%	5	34%	85%	15%	2	50%	89%	19%	1	61%	88%	21%	1	50%	86%	15%	4	39%	77%	13%	5	28%
Total fixed and variable remuneration	67%	14%	23%		62%	8%	21%		70%	16%	27%		59%	7%	27%		67%	12%	25%		67%	14%	22%		72%	16%	24%	
Pension	75%	5%	5	35%	71%	3%	4	37%	78%	5%	5	32%	64%	3%	5	28%	75%	6%	4	39%	74%	4%	5	34%	82%	6%	2	39%
Performance Management																												
Career opportunities	74%	14%	3	42%	83%	18%	3	39%	70%	12%	3	47%	88%	25%	2	58%	72%	12%	5	38%	77%	15%	2	45%	63%	10%	4	32%
Performance management system	67%	6%	2	44%	64%	5%	2	43%	67%	6%	4	45%	69%	7%	3	48%	68%	7%	2	48%	68%	5%	3	44%	60%	6%	3	38%
Training and development	68%	3%	30%		73%	3%	28%		66%	3%	32%		76%	4%	37%		64%	3%	27%		71%	3%	31%		55%	3%	26%	
Additional allowances and arrangements	39%	0%	7%		42%	0%	6%		38%	0%	9%		45%	0%	12%		50%	1%	10%		39%	0%	7%		26%	0%	5%	
Time and Place																												
Working schedules and working hours	55%	3%	16%		65%	3%	16%		52%	3%	19%		64%	1%	14%		80%	10%	38%		53%	1%	11%		38%	2%	19%	
Commuting arrangements	54%	0%	17%		53%	1%	17%		54%	0%	18%		51%	0%	12%		60%	1%	16%		54%	0%	18%		44%	1%	12%	
Arrangements for international local hires	16%	0%	4%		32%	0%	1%		8%	0%	9%		55%	1%	18%		16%	0%	2%		8%	0%	5%		7%	0%	3%	

Question: Which themes are important to you regarding terms and conditions of employment? / Which topic is most important to you? / In your opinion, which themes deserve MORE attention in the current package of labor conditions?
 Basis: All (n=7,135)

Familiarity and satisfaction with regulations that ASML offers

Familiar with this arrangement:

If familiar, how satisfied with the arrangement?



Question: To what extent are you familiar with the following regulations? Basis: All (n=7,135) /
 How satisfied or dissatisfied are you with this/these regulation(s)? Basis: All that were familiar with the regulation(s)

*Thank you for your
attention*

June 2020

InnerVoice
onderdeel van MWM2

De Unie

Voor de cao van morgen

DigiC