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Sent: Tuesday, October 02, 2001 4:24 PM
To: All Enron Worldwide@ENRON
Subject: Lay It On the Line Survey Results

Recently, I asked you to "Lay It On the Line" and tell me what you believe are the most critical issues that we need to address. Many of you responded, and I want to share the survey results with you. Additionally, I want to share with you the things we are currently doing or plan to do to move Enron forward.

First, let's take a look at the survey results.

In just three days, more than 4,000 employees completed the survey. I sincerely appreciate your participation.

I. We asked you to identify the top five issues facing Enron today. The responses were:

1. Stock price
2. The PRC
3. Employee/internal morale
4. External reputation and image
5. "Walking the talk" of integrity and respect

II. We asked you general questions about working at Enron, comparing 2001 to 2000.

	% of employees responding strongly agree/agree:
<i>I am committed to staying at Enron.</i>	64.1%
<i>Enron is a company I would invest my money in.</i>	60.1%
<i>I am treated with respect.</i>	60.0%
<i>I would recommend Enron as a place to work for friends and family.</i>	59.1%
<i>I have talents and skills that Enron is not fully utilizing.</i>	54.7%
<i>Enron truly encourages people to take risks.</i>	47.5%
<i>My immediate supervisor has a clear view of where Enron is going and how to get there.</i>	46.6%
<i>Executive management has a clear view of where Enron is going and how to get there.</i>	41.6%

III. We asked you to what extent you would associate the following attributes to Enron, comparing 2001 to 2000.

	More	Same	Less	N/A
<i>Concerned for communities</i>	34.5%	44.9%	10.3%	10.3%
<i>Innovative</i>	30.8%	35.7%	24.6%	8.9%
<i>Entrepreneurial</i>	28.5%	37.8%	23.7%	10.0%
<i>Ethical</i>	17.0%	45.1%	28.1%	9.8%
<i>Trustworthy</i>	14.9%	39.0%	36.9%	9.2%
<i>Arrogant</i>	39.1%	32.4%	13.3%	15.2%
<i>Self-serving</i>	41.9%	38.6%	7.5%	12.0%

IV. Finally, we asked you to identify the top three things you like about working at Enron.

1. **People** (the high quality of people at Enron was the most widely-cited aspect):
 - talented
 - creative
 - learn from one another
2. **Culture and reputation:**
 - innovative spirit
 - willingness to be aggressive and take risks
 - ability to embrace change
 - involvement in community
3. **Work environment:**
 - pay and benefits
 - true meritocracy
 - unlimited opportunities

The results of our survey confirmed for the Management Committee and me the great things you feel about Enron and also what you see as the issues we must address to move Enron forward. The following are some of the things we're doing now or going to do in the next few days and weeks to address the top five issues you identified. Keep in mind this is only the beginning of an ongoing effort to address your concerns and engage your feedback.

Now, here's what we're going to do based on your feedback.

STOCK PRICE

We are all concerned about our stock price, which has declined significantly this year. The primary reasons for the sharp decline from our highs earlier this year include:

- A decline in the overall market and economy;
- Certain Enron-specific issues, such as California, India and recent management turnover;
- A "meltdown" in the broadband sector, which may have been as much as \$30-\$40 of our stock price at the high;

