EPO

2016 Staff Survey Frequency Tables

Staff Union of the European Patent Office

Central Bureau

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Responsable du département Risques Psychosociaux

Rémi BERNAD
Statisticien
Q1. At which site do you work?
Q2. In which Directorate General do you work?
Q3. If you work in DG 2, what area do you work in?

- Patent Administration: 53%, 50%, 65%
- IT: 31%, 21%, 15%
- Information Management: 20%, 15%
- PDQM: 17%
- Other: 0%, 10%, 20%, 30%, 40%, 50%, 60%, 70%
Q4. What is your employment status?

- Permanent staff in probation
- Permanent staff confirmed
- Contract staff (Eurocontract/NRC)
- External personnel

For the years 2010, 2013, and 2016, the percentages are as follows:

- Permanent staff confirmed:
  - 2010: 94%
  - 2013: 96%
  - 2016: 99%

- Other categories have negligible percentages.
Q5. What grade are you?

- Grade A (prior to the change of scale on 1st July 2015):
  - 2010: 73%
  - 2013: 75%
  - 2016: 75%

- Grade B (prior to the change of scale on 1st July 2015):
  - 2010: 23%
  - 2013: 21%
  - 2016: 24%

- Grade C (prior to the change of scale on 1st July 2015):
  - 2010: 0%
  - 2013: 10%
  - 2016: 20%
Q6. You are:

- **Managerial staff**
  - 2010: 7%
  - 2013: 6%
  - 2016: 5%

- **Non-managerial staff**
  - 2010: 93%
  - 2013: 94%
  - 2016: 95%
Q7. How long have you worked at the European Patent Office?
Q8. How long have you worked in your current post?

- Less than 1 year: 2010 - 5%, 2013 - 11%, 2016 - 15%
- 1-3 years: 2010 - 21%, 2013 - 12%, 2016 - 6%
- 4-5 years: 2010 - 15%, 2013 - 14%, 2016 - 27%
- 6-9 years: 2010 - 21%, 2013 - 20%, 2016 - 18%
- 10-14 years: 2010 - 29%, 2013 - 24%, 2016 - 18%
- 15 years or more: 2010 - 0%, 2013 - 5%, 2016 - 19%

Bar chart showing the percentage of people working in their current post for different periods from 2010 to 2016.
Q9. Are you working partially from home (PTHW)?

- Yes, and I am satisfied with the arrangement: 9%
- Yes, but I am not satisfied with the arrangement: 22%
- No, my request was for PTHW was not accepted: 9%
- No: 76%

2013 vs 2016
Q11. Gender

<table>
<thead>
<tr>
<th>Year</th>
<th>Male</th>
<th>Female</th>
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<tbody>
<tr>
<td>2010</td>
<td>70%</td>
<td>30%</td>
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<tr>
<td>2013</td>
<td>69%</td>
<td>31%</td>
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<tr>
<td>2016</td>
<td>66%</td>
<td>34%</td>
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Q12. How old are you?
Q13. I agree with the following priorities set by the President (multiple choices possible):

- Reduction of the number of B-grade staff: 6%
- Reform of sickleave and invalidity: 5%
- New Career: 10%
- IT Roadmap: 31%
- I agree with none of these priorities: 61%

2016
Q14. I consider the following measures important and necessary for the future of the Office

- Reduction of the number of B-grade staff: 7%
- Reform of sickleave and invalidity: 7%
- New Career: 14%
- IT Roadmap: 38%
- I consider none of these measures important nor necessary for the future of the EPO: 53%

2016
Q15. I think top management has set out a clear and coherent strategy for the EPO
Q16. I support the strategy of the EPO set out by top management

- Totally disagree: 19%, 25%, 19%
- Tend to disagree: 30%, 32%, 38%
- Neutral: 31%
- Tend to agree: 11%, 10%
- Totally agree: 7%
Q17. In my view, the actions of top management and the strategy adopted have departed considerably from the role that the EPO should be playing in the European patent system.
Q18. The actions of the EPO's top management show that they are fully aware of the strategic importance of employees' skills to enable the EPO to carry out its
Q20. From the following list, which sources of information do you consider to be relevant to you?

- My immediate superior: 2010 - 66%, 2013 - 45%, 2016 - 62%
- Top management: 2010 - 12%, 2013 - 9%, 2016 - 14%
- Internal communication (e.g. Gazette, Intranet, etc.): 2010 - 17%, 2013 - 45%, 2016 - 61%
- My colleagues: 2010 - 62%, 2013 - 66%, 2016 - 66%
- Staff representation: 2010 - 59%, 2013 - 68%, 2016 - 78%
- Rumours: 2010 - 11%, 2013 - 14%, 2016 - 17%
- Others (i.e. IP blogs): 2010 - 45%
Q22. I identify with top management's views

- 2010: 24% Tend to disagree, 36% Neutral, 37% Tend to agree, 8% Totally agree
- 2013: 33% Tend to disagree, 36% Neutral, 31% Tend to agree, 6% Totally agree
- 2016: 76% Totally disagree, 20% Neutral, 4% Tend to agree
Q23. Top management gives me enough information on the issues that directly affect me
Q24. The information I receive from top management is relevant for my work and to me personally
Q25. I identify with the views of Staff Representation

- 2016:
  - Totally disagree: 6%
  - Tend to disagree: 18%
  - Neutral: 45%
  - Tend to agree: 49%
  - Totally agree: 26%

- 2013:
  - Totally disagree: 9%
  - Tend to disagree: 6%
  - Neutral: 31%
  - Tend to agree: 45%
  - Totally agree: 12%

- 2010:
  - Totally disagree: 13%
  - Tend to disagree: 6%
  - Neutral: 35%
  - Tend to agree: 40%
  - Totally agree: 0%

Totally disagree  Tend to disagree  Neutral  Tend to agree  Totally agree
Q26. Staff Representation give me enough information on the issues that directly affect me
Q27. The information I receive from Staff Representation is relevant for my work and to me personally.
Q29. Confidence in your immediate superior

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<td>Very little</td>
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<td>7%</td>
<td>0%</td>
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<tr>
<td>Little</td>
<td>9%</td>
<td>10%</td>
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<tr>
<td>Neutral</td>
<td>15%</td>
<td>21%</td>
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<tr>
<td>Much</td>
<td>23%</td>
<td>23%</td>
<td>15%</td>
</tr>
<tr>
<td>Very much</td>
<td>26%</td>
<td>37%</td>
<td>33%</td>
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Q30. Confidence in your Director

- **Very little**: 7% (2010), 9% (2013), 13% (2016)
- **Little**: 17% (2010), 19% (2013), 24% (2016)
- **Neutral**: 27% (2010), 26% (2013), 38% (2016)
- **Much**: 34% (2010), 28% (2013), 21% (2016)
- **Very much**: 26% (2010), 19% (2013), 11% (2016)
Q31. Confidence in your Principal Director

![Bar Chart showing confidence levels for 2010, 2013, and 2016]

- Very little: 15%, 21%, 15%
- Little: 21%, 26%, 22%
- Neutral: 40%, 35%, 19%
- Much: 14%, 7%
- Very much: 7%

Years: 2010, 2013, 2016
Q32. Confidence in your Vice-President

- **2010**: Very little - 23%, Little - 26%, Neutral - 27%, Much - 38%, Very much - 11%
- **2013**: Very little - 43%, Little - 26%, Neutral - 27%, Much - 8%, Very much - 0%
- **2016**: Very little - 77%, Little - 14%, Neutral - 8%, Much - 11%, Very much - 0%
Q33. Confidence in the MAC

- Very little: 76% (2010), 44% (2013)
- Little: 29% (2010), 29% (2013), 15% (2016)
- Neutral: 28% (2010), 24% (2013), 9% (2016)
- Much: 0% (2010), 10% (2013), 20% (2016)
- Very much: 0% (2010), 0% (2013), 0% (2016)
Q34. Confidence in the President
Q35. Confidence in the Administrative Council

- Very little: 57% (2010), 50% (2013), 58% (2016)
- Little: 26% (2010), 20% (2013), 31% (2016)
- Neutral: 22% (2010), 20% (2013), 10% (2016)
- Much: Very little (2010), 0% (2013), 10% (2016)
Q36. Confidence in staff representation

- **2010**: 10% Very little, 10% Little, 35% Neutral, 41% Much, 22% Very much
- **2013**: 10% Very little, 6% Little, 25% Neutral, 41% Much, 11% Very much
- **2016**: 10% Very little, 10% Little, 46% Neutral, 41% Much, 22% Very much
Q37. How far do you agree with the following statement:
Our current top management has shown that they are interested in an honest and constructive dialogue with the staff representation about important issues that concern staff.
Q39. In the last three years, the importance accorded to quality in relation to quantitative objectives has:
Q40. How far do you agree with the following statement:

The measures taken by current top management (e.g. Reduction of the number of B-grade staff, Reform of sick leave and invalidity, New Career, IT Roadmap) are relevant to maintain and improve the quality of the EPO's products and services.

![Bar chart showing the agreement levels in 2013 and 2016.](image-url)
Q42. Men and women are treated equally at the EPO

<table>
<thead>
<tr>
<th>Scenario</th>
<th>2010</th>
<th>2013</th>
<th>2016</th>
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<td>11%</td>
<td>11%</td>
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<tr>
<td>Tend to disagree</td>
<td>24%</td>
<td>23%</td>
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<td>Neutral</td>
<td>21%</td>
<td>23%</td>
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<tr>
<td>Tend to agree</td>
<td>38%</td>
<td>38%</td>
<td>27%</td>
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<tr>
<td>Totally agree</td>
<td>14%</td>
<td>22%</td>
<td>27%</td>
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Q43. EPO employees are considered solely on the basis of their merits and vocational skills irrespective of race, culture, religion or any other aspect unrelated to their job.
Q45. In my work, I have to perform repetitive tasks

- 6% Totally disagree
- 5% Tend to disagree
- 6% Tend to agree
- 5% Totally agree

2010: 20% Totally disagree, 22% Tend to disagree, 52% Tend to agree, 21% Totally agree
2013: 20% Totally disagree, 22% Tend to disagree, 52% Tend to agree, 23% Totally agree
2016: 20% Totally disagree, 21% Tend to disagree, 50% Tend to agree, 23% Totally agree
Q46. My job requires me to be creative

Totally disagree  |  Tend to disagree  |  Tend to agree  |  Totally agree
11%              |  31%              |  45%            |  10%
14%              |  34%              |  42%            |  13%
11%              |  36%              |  41%            |  13%
10%              |  35%              |  41%            |  10%
25%              |  30%              |  30%            |  30%
30%              |  25%              |  25%            |  25%
35%              |  20%              |  20%            |  20%
40%              |  15%              |  15%            |  15%
45%              |  10%              |  10%            |  10%
50%              |  0%               |  0%             |  0%

2010  |  2013  |  2016

Technologia
Q47. My job often allows me to take decisions of my own

- 2010: 12% Totally disagree, 55% Tend to disagree, 31% Tend to agree, 0% Totally agree
- 2013: 12% Totally disagree, 18% Tend to disagree, 55% Tend to agree, 20% Totally agree
- 2016: 29% Totally disagree, 31% Tend to disagree, 50% Tend to agree, 29% Totally agree
Q48. My job requires a high level of skill

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<td>5%</td>
<td>5%</td>
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<td>37%</td>
<td>37%</td>
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<td>Tend to agree</td>
<td>30%</td>
<td>30%</td>
<td>30%</td>
</tr>
<tr>
<td>Totally agree</td>
<td>57%</td>
<td>58%</td>
<td>64%</td>
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</table>
Q49. In performing my job, I have very little freedom to decide how I do it.
Q50. In my work, I have diverse activities
Q51. I have the possibility to influence the course of my work
Q52. I have the opportunity to develop my professional skills
Q53. In my job, I have to learn new things

<table>
<thead>
<tr>
<th></th>
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<td>17%</td>
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<tr>
<td>Tend to agree</td>
<td>27%</td>
<td>23%</td>
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<tr>
<td>Totally agree</td>
<td>53%</td>
<td>52%</td>
<td>51%</td>
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Q54. I am required to work very fast

- **Totally disagree**
  - 2010: 9%
  - 2013: 19%
  - 2016: 9%

- **Tend to disagree**
  - 2010: 54%
  - 2013: 51%
  - 2016: 43%

- **Tend to agree**
  - 2010: 21%
  - 2013: 19%
  - 2016: 28%

- **Totally agree**
  - 2010: 0%
  - 2013: 10%
  - 2016: 47%
Q55. I am required to work intensely

<table>
<thead>
<tr>
<th>Year</th>
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<th>Tend to disagree</th>
<th>Tend to agree</th>
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<td>34%</td>
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<tr>
<td>2016</td>
<td>0%</td>
<td>31%</td>
<td>51%</td>
<td>51%</td>
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Q56. My workload is excessive

<table>
<thead>
<tr>
<th>Year</th>
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<th>Tend to disagree</th>
<th>Tend to agree</th>
<th>Totally agree</th>
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<tbody>
<tr>
<td>2010</td>
<td>6%</td>
<td>44%</td>
<td>39%</td>
<td>3%</td>
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<tr>
<td>2013</td>
<td>28%</td>
<td>36%</td>
<td>38%</td>
<td>18%</td>
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<tr>
<td>2016</td>
<td>15%</td>
<td>31%</td>
<td>37%</td>
<td>31%</td>
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Q57. I have the time needed to perform my job correctly
Q58. I receive contradictory instructions from different people

- **Totally disagree**
  - 2010: 21%
  - 2013: 17%
  - 2016: 12%

- **Tend to disagree**
  - 2010: 49%
  - 2013: 48%
  - 2016: 37%

- **Tend to agree**
  - 2010: 24%
  - 2013: 27%
  - 2016: 35%

- **Totally agree**
  - 2010: 7%
  - 2013: 8%
  - 2016: 16%
Q59. My work requires lengthy periods of intense concentration

![Bar chart showing responses to Q59 from 2010 to 2016.](image)

Totally disagree: 10%, 9%, 9%, 9%, 4%
Tend to disagree: 41%, 44%, 46%, 49%, 55%
Tend to agree: 34%, 34%, 34%, 34%, 34%
Totally agree: 0%, 0%, 0%, 0%, 0%
Q60. My tasks are often interrupted before completion, and I have to resume them later
Q61. My working environment is hectic

- Totally disagree: 2010 - 26%, 2013 - 23%, 2016 - 19%
- Tend to disagree: 2010 - 50%, 2013 - 53%, 2016 - 47%
- Tend to agree: 2010 - 19%, 2013 - 19%, 2016 - 24%
- Totally agree: 2010 - 0%, 2013 - 10%, 2016 - 10%
Q62. Waiting for the work from colleagues or other departments often slows down my own work
Q63. My manager cares about the welfare of his subordinates
Q64. My manager pays attention to what I am saying

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<tr>
<td>Totally disagree</td>
<td>6%</td>
<td>6%</td>
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<td>13%</td>
<td>16%</td>
<td>21%</td>
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<td>52%</td>
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<td>Totally agree</td>
<td>30%</td>
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Q65. My manager helps me to carry out my duties

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<td>53%</td>
<td>52%</td>
<td>46%</td>
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<tr>
<td>Totally agree</td>
<td>24%</td>
<td>21%</td>
<td>13%</td>
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Q66. My manager succeeds easily in getting his subordinates to collaborate

Totally disagree | Tend to disagree | Tend to agree | Totally agree
--- | --- | --- | ---
6% | 10% | 57% | 16%
6% | 22% | 57% | 14%
10% | 23% | 54% | 8%

2010 | 2013 | 2016
Q67. Colleagues with whom I work are professionally competent

- **Totally disagree**
  - 2010: 0%
  - 2013: 10%
  - 2016: 40%

- **Tend to disagree**
  - 2010: 55%
  - 2013: 55%
  - 2016: 40%

- **Tend to agree**
  - 2010: 40%
  - 2013: 50%
  - 2016: 45%

- **Totally agree**
  - 2010: 5%
  - 2013: 0%
  - 2016: 5%
Q68. Colleagues with whom I work show me consideration

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<tr>
<th>Year</th>
<th>Totally disagree</th>
<th>Tend to disagree</th>
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<td>2010</td>
<td>9%</td>
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<td>59%</td>
<td>30%</td>
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<td>2013</td>
<td>8%</td>
<td>8%</td>
<td>60%</td>
<td>32%</td>
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<tr>
<td>2016</td>
<td>8%</td>
<td>8%</td>
<td>55%</td>
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Q69. The colleagues with whom I work are friendly

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<tr>
<td>Totally agree</td>
<td>48%</td>
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Q70. Colleagues with whom I work help me to carry out my duties

Totally disagree | Tend to disagree | Tend to agree | Totally agree
--- | --- | --- | ---
2010: 0% | 8% | 56% | 34%
2013: 10% | 9% | 57% | 34%
2016: 20% | 9% | 53% | 34%
Q71. I receive the respect that I deserve from my managers

- Agree: 70% (2010), 65% (2013), 48% (2016)
- Disagree, but it does not bother me: 7% (2010), 8% (2013), 8% (2016)
- Disagree and it bothers me a little: 11% (2010), 11% (2013), 14% (2016)
- Disagree and it bothers me: 7% (2010), 10% (2013), 15% (2016)
- Disagree and it bothers me a lot: 6% (2010), 7% (2013), 16% (2016)
Q72. I receive the respect that I deserve from my colleagues

![Bar chart showing the percentage of respondents who agree or disagree with the statement over the years 2010, 2013, and 2016. The chart shows that the majority of respondents agree with the statement in all years, with a slight decrease from 2010 to 2016. The percentages for 2010 are: Agree 88%, Disagree, but it does not bother me 6%, Disagree and it bothers me a little 2%, Disagree and it bothers me 1%, Disagree and it bothers me a lot 0%. The percentages for 2013 are: Agree 89%, Disagree, but it does not bother me 8%, Disagree and it bothers me a little 6%, Disagree and it bothers me 2%, Disagree and it bothers me a lot 0%. The percentages for 2016 are: Agree 89%, Disagree, but it does not bother me 6%, Disagree and it bothers me a little 2%, Disagree and it bothers me 1%, Disagree and it bothers me a lot 0%. The chart also shows that in 2013, the percentage of respondents who agree increased to 89%, while the percentage of those who disagree decreased to 8%. In 2016, the percentage of respondents who agree remained at 89%, while the percentage of those who disagree remained at 6%. The chart illustrates the trend of increasing agreement and decreasing disagreement over the years.]
Q73. At work, I receive the support that I need in difficult situations

- Agree: 73% in 2010, 69% in 2013, 60% in 2016
- Disagree, but it does not bother me: 9% in 2010, 10% in 2013, 9% in 2016
- Disagree and it bothers me a little: 10% in 2010, 11% in 2013, 13% in 2016
- Disagree and it bothers me: 5% in 2010, 7% in 2013, 13% in 2016
- Disagree and it bothers me a lot: 6% in 2010, 20% in 2013, 30% in 2016
Q74. I am treated unfairly in my work

Disagree: 80% (2010), 76% (2013), 58% (2016)
Agree, but it does not bother me: 7% (2010), 9% (2013), 12% (2016)
Agree and it bothers me a little: 12% (2010), 15% (2013), 15% (2016)
Agree and it bothers me: 5% (2010), 7% (2013), 7% (2016)
Agree and it bothers me a lot: 5% (2010), 12% (2013), 12% (2016)
Q75. I am experiencing or I expect to experience an undesired change in my work situation.
Q76. My prospects of being promoted are low

![Graph showing percentage responses for different levels of agreement and bother over years 2010, 2013, and 2016.

- Disagree: 20%, 14%, 11%
- Agree, but it does not bother me: 28%, 24%, 13%
- Agree and it bothers me a little: 23%, 21%, 16%
- Agree and it bothers me a lot: 20%, 24%, 24%]
Q77. My job security is threatened

- Disagree: 79% (2010), 78% (2013), 47% (2016)
- Agree, but it does not bother me: 6% (2010), 5% (2013), 9% (2016)
- Agree and it bothers me a little: 6% (2010), 7% (2013), 7% (2016)
- Agree and it bothers me: 18% (2010), 20% (2013), 23% (2016)
- Agree and it bothers me a lot: 0% (2010), 10% (2013), 8% (2016)
Q78. My current professional position corresponds with my training

- Agree: 68%
- Disagree, but it does not bother me: 12%
- Disagree and it bothers me a little: 7%
- Disagree and it bothers me: 7%
- Disagree and it bothers me a lot: 9%
Q79. Considering the efforts that I make, I receive the respect and esteem that I deserve in my work.
Q80. Considering the efforts that I make, my prospects for promotion are satisfactory

- Agree: 36%
- Disagree, but it does not bother me: 24%
- Disagree and it bothers me a little: 22%
- Disagree and it bothers me: 20%
- Disagree and it bothers me a lot: 15%

Comparison over years:
- 2010: Agree 36%, Disagree, but it does not bother me 19%
- 2013: Agree 24%, Disagree, but it does not bother me 18%
- 2016: Agree 25%, Disagree, but it does not bother me 25%
Q81. Considering the efforts that I make, my salary is satisfactory
Q82. The work I do is interesting

<table>
<thead>
<tr>
<th></th>
<th>2010</th>
<th>2013</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Totally disagree</td>
<td>0%</td>
<td>10%</td>
<td>0%</td>
</tr>
<tr>
<td>Tend to disagree</td>
<td>13%</td>
<td>13%</td>
<td>16%</td>
</tr>
<tr>
<td>Tend to agree</td>
<td>57%</td>
<td>58%</td>
<td>57%</td>
</tr>
<tr>
<td>Totally agree</td>
<td>28%</td>
<td>26%</td>
<td>23%</td>
</tr>
</tbody>
</table>
Q83. The work I do meets my expectations

- **2010**
  - Totally disagree: 0%
  - Tend to disagree: 13%
  - Tend to agree: 60%
  - Totally agree: 24%

- **2013**
  - Totally disagree: 10%
  - Tend to disagree: 14%
  - Tend to agree: 62%
  - Totally agree: 22%

- **2016**
  - Totally disagree: 20%
  - Tend to disagree: 17%
  - Tend to agree: 60%
  - Totally agree: 19%
Q84. My job allows me to have satisfactory social relations
Q85. In my job, I feel that I am doing something useful for others

<table>
<thead>
<tr>
<th>Opinion</th>
<th>2010</th>
<th>2013</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Totally disagree</td>
<td>8%</td>
<td>15%</td>
<td>22%</td>
</tr>
<tr>
<td>Tend to disagree</td>
<td>55%</td>
<td>56%</td>
<td>49%</td>
</tr>
<tr>
<td>Tend to agree</td>
<td></td>
<td></td>
<td>26%</td>
</tr>
<tr>
<td>Totally agree</td>
<td></td>
<td></td>
<td>23%</td>
</tr>
</tbody>
</table>
Q86. In my job, I feel I am being exploited
Q87. My job gives me the opportunity to take pride in work well done
Q88. In my current job, I carry out my work as I think best

**Graph**

- **Totally disagree**
  - 2010: 10%
  - 2013: 11%
  - 2016: 12%

- **Tend to disagree**
  - 2010: 26%
  - 2013: 12%
  - 2016: 26%

- **Tend to agree**
  - 2010: 56%
  - 2013: 57%
  - 2016: 46%

- **Totally agree**
  - 2010: 31%
  - 2013: 29%
  - 2016: 18%
Q89. I feel like I have to work to meet the assessment criteria laid down by management, and not to meet the requirements of my job.

<table>
<thead>
<tr>
<th>Response</th>
<th>2010</th>
<th>2013</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Totally disagree</td>
<td>15%</td>
<td>10%</td>
<td>6%</td>
</tr>
<tr>
<td>Tend to disagree</td>
<td>39%</td>
<td>35%</td>
<td>20%</td>
</tr>
<tr>
<td>Tend to agree</td>
<td>32%</td>
<td>35%</td>
<td>35%</td>
</tr>
<tr>
<td>Totally agree</td>
<td>14%</td>
<td>20%</td>
<td>40%</td>
</tr>
</tbody>
</table>
Q90. I perceive the manner in which the EPO functions (work organisation, distribution of power, HR management, etc.) to be fair.
Q91. In my job, I am forced to do things with which I disagree from a moral perspective.
Q92. In my job, I notice decisions and practices which go against my personal values
Q93. How does your manager make decisions?

<table>
<thead>
<tr>
<th>Decision Style</th>
<th>2010</th>
<th>2013</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Your manager makes decisions alone without consulting you</td>
<td>16%</td>
<td>18%</td>
<td>19%</td>
</tr>
<tr>
<td>Your manager decides virtually everything and only delegates certain decisions</td>
<td>20%</td>
<td>20%</td>
<td>18%</td>
</tr>
<tr>
<td>Your manager consults his subordinates before making decisions</td>
<td>24%</td>
<td>25%</td>
<td>28%</td>
</tr>
<tr>
<td>Decisions are made jointly between your manager and his subordinates</td>
<td>36%</td>
<td>36%</td>
<td>30%</td>
</tr>
<tr>
<td>Your manager gives his subordinates freedom to decide within certain constraints</td>
<td>9%</td>
<td>9%</td>
<td>14%</td>
</tr>
</tbody>
</table>
Q94. Do you think that your manager is himself subject to constraints imposed by:

- 87% - His own managers
- 41% - Office guidelines
- 11% - He is relatively free from constraints
Q95. Generally, do you think that your manager demands as much from himself as he does from you?
Q96. How do you feel about the assessment interviews (reporting interviews)?

Considerably apprehensive: 7% (2010), 9% (2013), 14% (2016)
Slightly apprehensive: 20% (2010), 23% (2013), 27% (2016)
At ease: 57% (2010), 49% (2013), 37% (2016)
Not bothered: 17% (2010), 19% (2013), 23% (2016)
Q97. In your view, the staff reporting procedure helps you to understand your work

- **Totally disagree**: 18%, 22%, 18%
- **Tend to disagree**: 29%, 34%, 32%
- **Tend to agree**: 35%, 37%, 35%
- **Totally agree**: 6%, 6%, 12%
- **Not applicable**: 7%
Q98. In your view, the objectives set during your assessment are attainable
Q99. You consider you have the opportunity to negotiate your objectives and to organise your work

- Totally disagree
- Tend to disagree
- Tend to agree
- Totally agree
- Not applicable

Q100. In your view the assessment procedure is an opportunity to express your point of view and your aspirations.
Q101. Do you consider that the introduction of a performance-related bonus at the level of the individual employee is a good thing for the quality of the work produced by the European Patent Office?
Q102. Do you consider that the introduction of a performance-related bonus at the level of the individual employee is a good thing for your own professional situation?

<table>
<thead>
<tr>
<th>Response</th>
<th>2013</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Totally disagree</td>
<td>49%</td>
<td>68%</td>
</tr>
<tr>
<td>Tend to disagree</td>
<td>25%</td>
<td>22%</td>
</tr>
<tr>
<td>Tend to agree</td>
<td>17%</td>
<td>9%</td>
</tr>
<tr>
<td>Totally agree</td>
<td>6%</td>
<td>20%</td>
</tr>
</tbody>
</table>
Q103. The change from a bi-annual and relative reporting exercise to an annual and absolute one, is in your opinion leading:

- To increase pressure on individuals: 75% in 2013, 65% in 2016
- To decrease pressure on individuals: 30% in 2016
- Neither one nor the other: 25% in 2016
Q104. Do you consider that the removal of the automatic-step progression in the current career, to increase the discretionary powers of managers, is a good thing for the quality of the work produced by the European Patent Office?
Q105. Do you consider that the removal of the automatic-step progression in the current career, to increase the discretionary powers of managers, is a good thing for your own professional situation?

<table>
<thead>
<tr>
<th>Opinion</th>
<th>2013</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Totally disagree</td>
<td>51%</td>
<td>58%</td>
</tr>
<tr>
<td>Tend to disagree</td>
<td>29%</td>
<td>29%</td>
</tr>
<tr>
<td>Tend to agree</td>
<td>14%</td>
<td>12%</td>
</tr>
<tr>
<td>Totally agree</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Q106. Do you supervise other people's work (including supervision of external personnel)?
Q108. You believe that you have the necessary resources and authority to carry out supervision
Q109. You easily manage to get your subordinates to respect your decisions

- **2010**: 5% Totally disagree, 58% Tend to disagree, 59% Tend to agree, 33% Totally agree, 0% Not applicable
- **2013**: 6% Totally disagree, 57% Tend to disagree, 58% Tend to agree, 34% Totally agree, 10% Not applicable
- **2016**: 5% Totally disagree, 57% Tend to disagree, 59% Tend to agree, 32% Totally agree, 20% Not applicable
Q110. Frequently I am unable to carry out my work correctly because of the following:

<table>
<thead>
<tr>
<th>Issue</th>
<th>2010</th>
<th>2013</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lack of time</td>
<td>15%</td>
<td>18%</td>
<td>23%</td>
</tr>
<tr>
<td>Lack of access to information</td>
<td>35%</td>
<td>35%</td>
<td>35%</td>
</tr>
<tr>
<td>Vague or contradictory information/instructions</td>
<td>65%</td>
<td>0%</td>
<td>10%</td>
</tr>
<tr>
<td>Changes in organisation which are badly explained/implemented</td>
<td>43%</td>
<td>29%</td>
<td>23%</td>
</tr>
<tr>
<td>Frequent change in direct or indirect manager</td>
<td>43%</td>
<td>15%</td>
<td>12%</td>
</tr>
<tr>
<td>Understaffing</td>
<td>18%</td>
<td>15%</td>
<td>15%</td>
</tr>
<tr>
<td>Faulty IT systems</td>
<td>29%</td>
<td>23%</td>
<td>23%</td>
</tr>
<tr>
<td>Excessive bureaucracy</td>
<td>23%</td>
<td>18%</td>
<td>15%</td>
</tr>
<tr>
<td>Lack of staff training</td>
<td>15%</td>
<td>15%</td>
<td>15%</td>
</tr>
<tr>
<td>Problems in collaboration</td>
<td>12%</td>
<td>10%</td>
<td>10%</td>
</tr>
<tr>
<td>No problems</td>
<td>10%</td>
<td>10%</td>
<td>10%</td>
</tr>
</tbody>
</table>
Q111. The main problems in collaboration arise with:

- My colleagues: 14% (2010), 16% (2013), 20% (2016)
- My managers: 12% (2010), 17% (2013), 27% (2016)
- My subordinates: 6% (2010), 6% (2013), 7% (2016)
- My external partners: 6% (2010), 6% (2013), 7% (2016)
- I do not have any problems in collaboration: 56% (2010), 66% (2013), 66% (2016)
Q112. In the last three years, your working conditions have:

- Improved: 14% in 2010, 9% in 2013, 0% in 2016
- Deteriorated: 82% in 2010, 42% in 2013, 55% in 2016
- Remained the same: 55% in 2010, 48% in 2013, 15% in 2016
Q113. In your view, your working conditions have deteriorated because of:

- **Pressure from your managers**
  - 2010: 47%
  - 2013: 56%
  - 2016: 64%

- **Decisions by management**
  - 2010: 76%
  - 2013: 85%
  - 2016: 94%

- **Lack of consideration**
  - 2010: 36%
  - 2013: 40%
  - 2016: 52%

- **The ergonomics of your workplace**
  - 2010: 12%
  - 2013: 10%
  - 2016: 6%

- **The difficulty of the work**
  - 2010: 18%
  - 2013: 16%
  - 2016: 11%

- **Poor atmosphere**
  - 2010: 37%
  - 2013: 39%
  - 2016: 79%
Q114. In your view, the continual reorganisation and restructuring over recent years are:

- Necessary and have a positive effect on my situation
- Necessary, but have a negative effect on my situation
- Pointless, but have a positive effect on my situation
- Pointless and have a negative effect on my situation

<table>
<thead>
<tr>
<th>Year</th>
<th>Necessary and have a positive effect</th>
<th>Necessary, but have a negative effect</th>
<th>Pointless, but have a positive effect</th>
<th>Pointless and have a negative effect</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010</td>
<td>9%</td>
<td>9%</td>
<td>7%</td>
<td>0%</td>
</tr>
<tr>
<td>2013</td>
<td>11%</td>
<td>12%</td>
<td>7%</td>
<td>10%</td>
</tr>
<tr>
<td>2016</td>
<td>81%</td>
<td>65%</td>
<td>41%</td>
<td>6%</td>
</tr>
</tbody>
</table>
Q115. My dedication to my work often means that:

- I start thinking about problems at work as soon as I get up in the morning:
  - 2010: 27%
  - 2013: 31%
  - 2016: 43%

- When I go home, I find it easy to relax and to forget about work:
  - 2010: 43%
  - 2013: 38%
  - 2016: 31%

- My family and friends tell me that I devote myself too much to my work:
  - 2010: 14%
  - 2013: 17%
  - 2016: 21%

- I am still thinking about work when I go to bed:
  - 2010: 24%
  - 2013: 30%
  - 2016: 43%
Q116. I find the atmosphere at work:

- Serene: 63% (2010), 9% (2013), 5% (2016)
- Tense: 15% (2010), 6% (2013), 20% (2016)
- Calm: 13% (2010), 7% (2013), 15% (2016)
- Lively: 21% (2010), 10% (2013), 13% (2016)
- Boring: 44% (2010), 0% (2013), 44% (2016)
- Cold: 0% (2010), 10% (2013), 0% (2016)
- Trusting: 20% (2010), 15% (2013), 21% (2016)
- Warm: 15% (2010), 15% (2013), 13% (2016)
- Aggressive: 15% (2010), 15% (2013), 15% (2016)
- Supportive: 21% (2010), 20% (2013), 13% (2016)
- Cheerful: 15% (2010), 15% (2013), 13% (2016)
- Passive: 20% (2010), 15% (2013), 13% (2016)
- Hostile: 21% (2010), 20% (2013), 13% (2016)
- Confrontational: 44% (2010), 44% (2013), 44% (2016)
Q117. When I encounter any problems in my work, I can always get help and support from:

- **My colleagues**: 93% (2010), 94% (2013), 94% (2016)
- **My subordinates**: 8% (2010), 7% (2013), 5% (2016)
- **My management**: 48% (2010), 44% (2013), 48% (2016)
- **Human Resources**: 10% (2010), 12% (2013), 15% (2016)
- **The Occupational Health Service**: 16% (2010), 18% (2013), 15% (2016)
- **Trade unions or staff representatives**: 27% (2010), 29% (2013), 42% (2016)
Q118. Do you work outside the hours provided for by the regulations governing your working hours?

- Yes, at weekends and on public holidays:
  - 2010: 11%
  - 2013: 14%
  - 2016: 15%
- Yes, late in the evening or at night:
  - 2010: 19%
  - 2013: 24%
  - 2016: 32%
- Yes, during holidays:
  - 2010: 5%
  - 2013: 6%
  - 2016: 9%
- No:
  - 2010: 61%
  - 2013: 69%
  - 2016: 76%
Q119. If so, how often do you work outside the contractual hours:

- Rarely: 35% (2010), 33% (2013), 28% (2016)
- Regularly: 57% (2010), 59% (2013), 60% (2016)
- Constantly: 8% (2010), 8% (2013), 12% (2016)
Q120. Do you get sufficient time to recover between particularly busy periods of work (for example, between two assignments or projects)?
Q121. The Human Resources Department (DG 4) supports you in your professional and social environment
Q122. Your access to professional training is adequate
Q124. Over the last 12 months in your job, have you been confronted with verbal aggression, threats or blackmail?

- Never: 82% (2010), 81% (2013), 74% (2016)
- Once: 12% (2010), 13% (2013), 16% (2016)
- On numerous occasions: 5% (2010), 5% (2013), 8% (2016)
- Continually: not applicable
Q125. The verbal aggression, threats or blackmail was/were by:

- Your manager: 35% (2013), 42% (2016)
- Another member of management or of the administration: 31% (2013), 42% (2016)
- Colleagues: 35% (2013), 47% (2016)
- Subordinates: 0% (2013), 5% (2016)
Q126. Over the last 12 months in your job, have you been confronted with physical aggression or intimidation?
Q127. This physical aggression or intimidation was(were) by:

- Your manager: 36% (2013), 41% (2016)
- Another member of management or of the administration: 36% (2013), 55% (2016)
- Colleagues: 18% (2013), 39% (2016)
- Subordinates: 0% (2013), 10% (2016)
Q128. Over the last 12 months, one or more people have continually:

- Unfairly criticized your work: 16% in 2010, 11% in 2013, 7% in 2016
- Ridiculed you in public: 5% in 2010, 7% in 2013, 5% in 2016
- Ignored you or behaved as though you weren’t there: 13% in 2010, 13% in 2013, 11% in 2016
- Prevented you from expressing your views: 11% in 2010, 7% in 2013, 9% in 2016
- Given you pointless or degrading work: 5% in 2010, 11% in 2013, 9% in 2016
- Sabotaged your work or prevented you from working properly: 9% in 2010, 7% in 2013, 7% in 2016
- Insinuated that you are mentally deranged: 1% in 2010, 2% in 2013, 3% in 2016
- Made obscene or degrading comments to you: 1% in 2010, 1% in 2013, 1% in 2016
- Made gestures or comments of a sexual nature towards you: 0% in 2010, 1% in 2013, 1% in 2016
- None of the above: 71% in 2010, 80% in 2013, 84% in 2016
Q129. Does the EPO’s role and development interest you?

- No, not at all
- No, not much
- Yes, quite a lot
- Yes, very much

2010: 7%, 9%, 8%
2013: 46%, 47%
2016: 45%, 42%, 47%
Q130. The EPO’s current work is in line with the spirit and values of the European Patent Convention.
Q131. Were you proud to work for the European Patent Office before?

![Bar chart showing the percentage of respondents who were proud to work for the European Patent Office in 2010, 2013, and 2016.]

- **Yes, very**: 59%
- **Yes, fairly**: 44%
- **No, not particularly**: 6% 6%
- **No, not at all**: 0%
Q132. Are you proud to work for the European Patent Office now?

<table>
<thead>
<tr>
<th></th>
<th>2010</th>
<th>2013</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>No, not at all</td>
<td>32%</td>
<td>20%</td>
<td>0%</td>
</tr>
<tr>
<td>No, not particularly</td>
<td>20%</td>
<td>23%</td>
<td>17%</td>
</tr>
<tr>
<td>Yes, fairly</td>
<td>51%</td>
<td>50%</td>
<td>25%</td>
</tr>
<tr>
<td>Yes, very</td>
<td>23%</td>
<td>23%</td>
<td>23%</td>
</tr>
</tbody>
</table>
Q133. In the last 3 years, how many times have you changed post within the European Patent Office?

- Never: 79% (2010), 82% (2013), 80% (2016)
- Once: 15% (2010), 14% (2013), 16% (2016)
- Twice: 10% (2010), 20% (2013), 30% (2016)
- Three times or more: 0% (2010), 10% (2013), 20% (2016)
Q134. In your view, this/these change(s) was/were:

- **Useful**:
  - 2010: 81%
  - 2013: 73%
  - 2016: 62%

- **Pointless**:
  - 2010: 19%
  - 2013: 27%
  - 2016: 38%
Q135. For you, this or these change(s) was/were:
Q136. You viewed these changes as a positive development in your career.

[Bar chart showing percentage distributions for 2010, 2013, and 2016 across totally disagree, tend to disagree, tend to agree, and totally agree categories.]
Q137. You received appropriate training for these job changes

<table>
<thead>
<tr>
<th></th>
<th>2010</th>
<th>2013</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Totally disagree</td>
<td>22%</td>
<td>24%</td>
<td>22%</td>
</tr>
<tr>
<td>Tend to disagree</td>
<td>35%</td>
<td>31%</td>
<td>33%</td>
</tr>
<tr>
<td>Tend to agree</td>
<td>37%</td>
<td>34%</td>
<td>22%</td>
</tr>
<tr>
<td>Totally agree</td>
<td>14%</td>
<td>13%</td>
<td>8%</td>
</tr>
</tbody>
</table>
Q138. You think that in three years' time:

- You will still be working in the same post:
  - 2010: 62%
  - 2013: 59%
  - 2016: 51%

- You will have chosen to move to another post:
  - 2010: 9%
  - 2013: 9%
  - 2016: 6%

- You will have been forced to move to another post:
  - 2010: 6%
  - 2013: 9%
  - 2016: 8%

- You will have been led to leave the European Patent Office:
  - 2010: 6%
  - 2013: 10%
  - 2016: 17%

- Don't know:
  - 2010: 19%
  - 2013: 17%
  - 2016: 24%
Q139. Ideally, in three years' time:

- You will still be working in the same post within the European Patent Office: 56% (2010), 53% (2013), 53% (2016)
- You will have moved to another post within the European Patent Office: 27% (2010), 24% (2013), 16% (2016)
- You want to leave the European Patent Office for a similar job: 0% (2010), 11% (2013), 14% (2016)
- You want to leave the European Patent Office for a different job: 14% (2010), 14% (2013), 17% (2016)

Don't know
Q140. Have you felt tense or under pressure?

- Never: 30% (2010), 25% (2013), 25% (2016)
- Occasionally: 46% (2010), 39% (2013), 29% (2016)
- Quite often: 16% (2010), 19% (2013), 8% (2016)
- Very often: 8% (2010), 11% (2013), 25% (2016)
Q141. Have you felt fear or anxiety?
Q142. Have you felt nervous or agitated?

- Never: 46% (2010), 39% (2013), 43% (2016)
- Occasionally: 38% (2010), 41% (2013), 22% (2016)
- Quite often: 11% (2010), 13% (2013), 7% (2016)
- Very often: 5% (2010), 7% (2013), 16% (2016)
Q143. Have you felt despair when thinking about the future?

![Bar chart showing responses to Q143 over different years and frequency levels.]

- Never: 69% (2010), 38% (2013), 6% (2016)
- Occasionally: 21% (2010), 23% (2013), 8% (2016)
- Quite often: 6% (2010), 17% (2013), 13% (2016)
- Very often: 6% (2010), 13% (2013), 6% (2016)
Q144. Have you felt lonely?

- Never: 66% (2010), 63% (2013), 50% (2016)
- Occasionally: 24% (2010), 25% (2013), 32% (2016)
- Quite often: 7% (2010), 7% (2013), 11% (2016)
- Very often: 8% (2016)
Q145. Have you felt down or depressed?

<table>
<thead>
<tr>
<th>Feeling</th>
<th>2010</th>
<th>2013</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Never</td>
<td>61%</td>
<td>57%</td>
<td>34%</td>
</tr>
<tr>
<td>Occasionally</td>
<td>28%</td>
<td>31%</td>
<td>41%</td>
</tr>
<tr>
<td>Quite often</td>
<td>7%</td>
<td>8%</td>
<td>14%</td>
</tr>
<tr>
<td>Very often</td>
<td>11%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Q146. Have you felt bored or apathetic?

<table>
<thead>
<tr>
<th>Frequency</th>
<th>2010</th>
<th>2013</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Never</td>
<td>54%</td>
<td></td>
<td>51%</td>
</tr>
<tr>
<td>Occasionally</td>
<td>34%</td>
<td>35%</td>
<td>38%</td>
</tr>
<tr>
<td>Quite often</td>
<td>8%</td>
<td>10%</td>
<td>16%</td>
</tr>
<tr>
<td>Very often</td>
<td></td>
<td>10%</td>
<td></td>
</tr>
</tbody>
</table>
Q147. Have you been easily reduced to tears or felt on the verge of tears?

- Never: 85% (2010), 84% (2013), 67% (2016)
- Occasionally: 11% (2010), 12% (2013), 23% (2016)
- Quite often: 0% (2010), 0% (2013), 0% (2016)

- Very often: 0% (2010), 0% (2013), 0% (2016)
Q148. Have you allowed yourself to lose your temper with someone or something?

<table>
<thead>
<tr>
<th>Frequency</th>
<th>2010</th>
<th>2013</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Never</td>
<td>57%</td>
<td>35%</td>
<td>39%</td>
</tr>
<tr>
<td>Occasionally</td>
<td>36%</td>
<td>36%</td>
<td>18%</td>
</tr>
<tr>
<td>Quite often</td>
<td>6%</td>
<td>8%</td>
<td>15%</td>
</tr>
<tr>
<td>Very often</td>
<td>11%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Q149. Have you had negative feelings towards others?

- Never: 50% (2010), 44% (2013), 45% (2016)
- Occasionally: 43% (2010), 45% (2013), 52% (2016)
- Quite often: 5% (2010), 7% (2013), 17% (2016)
- Very often: 10% (2010), 0% (2013), 0% (2016)
Q150. Have you felt easily annoyed or irritated?

![Bar chart showing responses to Q150 from 2010, 2013, and 2016.

- **Never**:
  - 2010: 23%
  - 2013: 42%
  - 2016: 50%

- **Occasionally**:
  - 2010: 46%
  - 2013: 39%
  - 2016: 52%

- **Quite often**:
  - 2010: 7%
  - 2013: 9%
  - 2016: 20%

- **Very often**:
  - 2010: 8%

The chart indicates a trend over the years where the percentage of individuals feeling easily annoyed or irritated has increased.
Q151. Have you got angry about unimportant things?

<table>
<thead>
<tr>
<th>Frequency</th>
<th>2010</th>
<th>2013</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Never</td>
<td>39%</td>
<td>59%</td>
<td>62%</td>
</tr>
<tr>
<td>Occasionally</td>
<td>31%</td>
<td>34%</td>
<td>43%</td>
</tr>
<tr>
<td>Quite often</td>
<td>5%</td>
<td></td>
<td>14%</td>
</tr>
<tr>
<td>Very often</td>
<td></td>
<td></td>
<td>5%</td>
</tr>
</tbody>
</table>
Q152. Have you had memory lapses?

- Never: 71% (2010), 59% (2013), 69% (2016)
- Occasionally: 22% (2010), 24% (2013), 29% (2016)
- Quite often: 8% (2013), 5% (2016)
- Very often: 0% (2010), 0% (2013), 0% (2016)
Q153. Have you had problems remembering things?

- Never: 62% (2010), 59% (2013), 50% (2016)
- Occasionally: 31% (2010), 33% (2013), 36% (2016)
- Quite often: 5% (2010), 9% (2013)
- Very often: 5% (2016)
Q154. Compared to others of your own age, would you say that your health is:

- Very good: 23% (2010), 22% (2013), 20% (2016)
- Good: 49% (2010), 45% (2013), 44% (2016)
- Average: 24% (2010), 27% (2013), 29% (2016)
- Poor: 6% (2010), 7% (2013)
Q155. Compared to three years ago, would you say that your health has:

- Improved: 2010: 9%, 2013: 9%, 2016: 5%
- Remained the same: 2010: 54%, 2013: 55%, 2016: 51%
- Deteriorated: 2010: 36%, 2013: 36%, 2016: 44%
Q156. Do you think that your current work life affects your health?

- No, my current work life doesn't affect my health: 49% in 2010, 45% in 2013, 38% in 2016
- Yes, my current work life has a positive affect on my health: 11% in 2010, 9% in 2013, 10% in 2016
- Yes, my current work life has a negative affect on my health: 40% in 2010, 46% in 2013, 58% in 2016
Q158. How many days of sick leave did this amount to in total over the last 12 months?
Q159. Do you feel or have you felt, in the last 12 months, very tired or stressed as a result of your work?
Q160. What do you generally do when you are feeling really tired or stressed as a result of your work, or when you're fed up or you've had as much as you can take?

- **I exercise**
  - 2010: 64%
  - 2013: 62%
  - 2016: 59%

- **I go and see the doctor**
  - 2010: 11%
  - 2013: 11%
  - 2016: 12%

- **I take medication (sleeping pills, tranquillisers, etc.)**
  - 2010: 6%
  - 2013: 6%
  - 2016: 9%

- **I tend to sleep more**
  - 2010: 46%
  - 2013: 47%
  - 2016: 43%

- **I tend to eat more**
  - 2010: 28%
  - 2013: 30%
  - 2016: 38%

- **I tend to smoke or drink more**
  - 2010: 12%
  - 2013: 13%
  - 2016: 19%
Q161. Amongst the measures that follow, which, if any, has improved working conditions and well-being:

- Having to inform your manager via a phone call rather than writing a communication (e.g. e-mail)
- When reporting sick, having to be at home from 10-12h and 14-16h to allow for sickness control by a doctor appointed by the Office
- Obliging invalids to reside at their place of employment for a minimum of 10 years and at least until they have reached the age of 55
- Suppression of the invalidity insurance (lumpsum) in case of invalidity
- None of the above

2016

- Having to inform your manager via a phone call rather than writing a communication (e.g. e-mail) - 94%
Q162. From the list below, select the four most important motivating factors in your job

<table>
<thead>
<tr>
<th>Factor</th>
<th>2010</th>
<th>2013</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>An interesting work</td>
<td></td>
<td>49%</td>
<td></td>
</tr>
<tr>
<td>A pleasant work atmosphere</td>
<td></td>
<td>44%</td>
<td></td>
</tr>
<tr>
<td>The opportunity to make decisions and assume responsibility</td>
<td>21%</td>
<td></td>
<td>44%</td>
</tr>
<tr>
<td>Recognition from my colleagues</td>
<td></td>
<td>21%</td>
<td></td>
</tr>
<tr>
<td>Recognition from my manager</td>
<td></td>
<td>17%</td>
<td></td>
</tr>
<tr>
<td>A stable employment</td>
<td></td>
<td>50%</td>
<td></td>
</tr>
<tr>
<td>Flexible working hours</td>
<td></td>
<td>42%</td>
<td></td>
</tr>
<tr>
<td>Home-Working (PTHW)</td>
<td></td>
<td></td>
<td>42%</td>
</tr>
<tr>
<td>Good financial conditions (salary and benefits)</td>
<td></td>
<td>12%</td>
<td>66%</td>
</tr>
<tr>
<td>Career opportunities (grade, promotion, etc.)</td>
<td></td>
<td></td>
<td>11%</td>
</tr>
<tr>
<td>Professional development opportunities (learning and growth)</td>
<td></td>
<td></td>
<td>11%</td>
</tr>
<tr>
<td>Knowing that end users are satisfied with my work</td>
<td></td>
<td></td>
<td>13%</td>
</tr>
<tr>
<td>Other</td>
<td></td>
<td></td>
<td>27%</td>
</tr>
</tbody>
</table>
Q164. From the following list, select the four most important demotivating factors in your job:

- Constant interference by management (micro-management)
- Emphasis on production vs quality
- Top management’s negative attitude to employees
- Boring and/or repetitive tasks
- Negative attitude of colleagues
- Negative attitude of staff representatives
- Poor quality IT tools (e.g. software)
- Constant, pointless changes made by management
- Inappropriate instructions from management
- Having to lodge appeals to force compliance with rules
- Lack of respect for employees and their personal life
- Seeing employees treated as liabilities by management

Other
Q166. I think that my current job is:
Q167. Considering my overall work situation, I am:

- **Not at all satisfied**: 13%, 11%, 20%
- **Not particularly satisfied**: 14%, 28%, 55%
- **Neutral**: 18%, 21%, 29%
- **Quite satisfied**: 29%, 28%, 51%
- **Completely satisfied**: 14%, 11%, 0%
Q168. I would recommend the EPO as an employer to a friend

- Totally disagree: 6% (2010), 11% (2013), 9% (2016)
- Tend to disagree: 11% (2010), 24% (2013), 22% (2016)
- Neutral: 35% (2010), 31% (2013), 39% (2016)
- Tend to agree: 26% (2010), 22% (2013), 37% (2016)
- Totally agree: 21% (2010), 20% (2013), 20% (2016)