European Patent Office

2020 Staff Survey
Frequency Tables

Gérard RIMBERT
Attaché à la Direction Générale

Alix ZIBETTA
Sociologue du travail Chargée d’étude quantitative
1. At which site do you work?

- The Hague: 38% (2010), 39% (2013), 41% (2016), 41% (2020)
- Munich (including Brussels): 56% (2010), 52% (2013), 56% (2016), 2% (2020)
- Berlin: 4% (2010), 4% (2013), 5% (2016), 2% (2020)
- Vienna: 2% (2010), 2% (2013), 2% (2016), 2% (2020)
2. In which Directorate General do you work?

- DG 0
- DG 1
- Chambres de recours (former DG 4)
- DG 5

<table>
<thead>
<tr>
<th>Year</th>
<th>DG 0</th>
<th>DG 1</th>
<th>Chambres de recours</th>
<th>DG 5</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010</td>
<td>2%</td>
<td>64%</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>2013</td>
<td>3%</td>
<td>67%</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>2016</td>
<td>1%</td>
<td>18%</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>2020</td>
<td>1%</td>
<td>20%</td>
<td>0%</td>
<td>0%</td>
</tr>
</tbody>
</table>

- DG 0: 1% 2010, 3% 2013, 3% 2016, 4% 2020
- DG 1: 83% 2010, 67% 2013, 18% 2016, 9% 2020
- Chambres de recours (former DG 4): 7% 2010, 3% 2013, 7% 2016, 4% 2020
- DG 5: 0% 2010, 0% 2013, 0% 2016, 0% 2020
3. If you work in DG 1, what is your function?

- **Examiner:** 89%
- **Formalities Officer:** 5%
- **Other (team manager, manager, assistant, ...):** 6%

2020
4. If you work in DG 4, what area do you work in?

- Human Resources (PD42, PD43): 17%
- General Administration (PD44): 15%
- BIT: 61%
- Other: 7%
5. What is your employment status?

- **Permanent staff in probation**: 0%
- **Permanent staff confirmed**: 99%
- **Contract staff (Euro contract/NRC)**: 1%
- **External personnel**: 0%

2020
6. What is your Job Group?

- Job group 1 ou 2 (Vice-président, Directeur principal, Président d’une chambre de recours): 1%
- Job group 3 (Directeur, Senior Expert, Membre d’une chambre de recours): 4%
- Job group 4 (Chef de service, Examinateur, Administrateur, Juriste): 83%
- Job group 5 (Chef de section, Expert): 2%
- Job group 6 (Employé administratif): 10%

2020
7. You are:

Managerial staff:
- 2010: 7%
- 2013: 6%
- 2016: 5%
- 2020: 5%

Non-managerial staff:
- 2010: 93%
- 2013: 94%
- 2016: 95%
- 2020: 95%
8. How long have you worked at the European Patent Office?
9. How long have you worked in your current post?

- Less than 1 year: 2010 - 5%, 2013 - 2%, 2016 - 4%, 2020 - 4%
- 1-3 years: 2010 - 11%, 2013 - 15%, 2016 - 9%, 2020 - 9%
- 4-5 years: 2010 - 12%, 2013 - 14%, 2016 - 9%, 2020 - 6%
- 6-9 years: 2010 - 27%, 2013 - 20%, 2016 - 12%, 2020 - 12%
- 10-14 years: 2010 - 18%, 2013 - 24%, 2016 - 22%, 2020 - 29%
- 15 years or more: 2010 - 17%, 2013 - 33%, 2016 - 45%, 2020 - 45%
10. Are you working partially from home (PTHW)?

- Yes, and I am satisfied with the arrangement: 9% (2010), 22% (2013), 36% (2016), 90% (2020)
- Yes, but I am not satisfied with the arrangement: 0% (2010), 1% (2013), 2% (2016), 1% (2020)
- No, my request was for PTHW was not accepted: 1% (2010), 1% (2013), 1% (2016), 1% (2020)
- No: 1% (2010), 1% (2013), 1% (2016), 61% (2020)
13. How old are you?

- 20-29 ans: 2%, 34%, 11%, 0%
- 30-39 ans: 1%, 26%, 18%, 51%
- 40-49 ans: 0%, 46%, 43%, 41%
- 50-59 ans: 5%, 22%, 18%, 4%
- 60-67 ans: 4%, 4%, 4%, 0%
14. I consider that the roadmap defined by the "Strategic Plan 2023" is important and necessary for the future of the EPO.
15. I consider the following measures important and necessary for the future of the EPO

- Giving more time to staff to provide quality work: 88%
- Hiring new colleagues to cope with the workload: 26%
- Making the new career (allocation of "rewards") fairer and more transparent: 74%
- Developing continuous training: 56%
- Improving IT tools: 73%
- Reducing the level of currently existing pension benefits: 3%
- Reducing the guarantees provided by the currently existing salary adjustment method: 2%
- Moving from an HR policy based on production pressure and fear for punishment to an HR policy that focuses...: 84%
- I consider none of these measures important nor necessary for the future of the EPO: 0%
16. I think top management has set out a clear and coherent strategy for the EPO
17. I support the strategy of the EPO set out by top management
18. 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.
19. 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
21. From the following list, which sources of information do you consider to be relevant to you?

- Others (i.e. IP blogs)
- My immediate superior
- Top management
- Internal communication (e.g. Gazette, Intranet, etc.)
- My colleagues
- Staff representation
- Rumours

[Bar chart showing the percentage of respondents who find each source relevant from 2010 to 2020]
23. I identify with top management's views
24. Top management gives me enough information on the issues that directly affect me

<table>
<thead>
<tr>
<th>Year</th>
<th>2010</th>
<th>2013</th>
<th>2016</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Totally disagree</td>
<td>25%</td>
<td>32%</td>
<td>37%</td>
<td>61%</td>
</tr>
<tr>
<td>Tend to disagree</td>
<td>33%</td>
<td>36%</td>
<td>37%</td>
<td>33%</td>
</tr>
<tr>
<td>Neutral</td>
<td>27%</td>
<td>21%</td>
<td>20%</td>
<td>8%</td>
</tr>
<tr>
<td>Tend to agree</td>
<td>10%</td>
<td>12%</td>
<td>4%</td>
<td>9%</td>
</tr>
<tr>
<td>Totally agree</td>
<td>1%</td>
<td>0%</td>
<td>0%</td>
<td>1%</td>
</tr>
</tbody>
</table>
25. The information I receive from top management is relevant for my work and to me personally
26. I identify with the views of Staff Representation
27. Staff Representation give me enough information on the issues that directly affect me
28. The information I receive from Staff Representation is relevant for my work and to me personally.
30. Your immediate superior

![Bar chart showing percentage responses to survey questions about immediate superior from 2010 to 2020. The categories are Very little, Little, Neutral, Much, and Very much. The percentages for each year are as follows:

- Very little: 2010 - 6%, 2013 - 10%, 2016 - 15%, 2020 - 17%
- Little: 2010 - 9%, 2013 - 13%, 2016 - 21%, 2020 - 26%
- Neutral: 2010 - 10%, 2013 - 10%, 2016 - 23%, 2020 - 31%
- Much: 2010 - 13%, 2013 - 10%, 2016 - 25%, 2020 - 26%
- Very much: 2010 - 0%, 2013 - 5%, 2016 - 21%, 2020 - 37%]
31. Your Director

![Bar chart showing responses for 2010, 2013, 2016, and 2020]

- **Very little**: 7%, 9%, 17%, 18%
- **Little**: 8%, 13%, 19%, 23%
- **Neutral**: 24%, 27%, 31%, 45%
- **Much**: 38%, 34%, 28%, 23%
- **Very much**: 0%, 5%, 18%, 11%
32. Your Principal Director/COO

Very little: 21% (2010), 21% (2013), 19% (2016), 14% (2020)
Little: 26% (2010), 28% (2013), 22% (2016), 7% (2020)
Neutral: 40% (2010), 35% (2013), 24% (2016), 4% (2020)
Much: 42% (2010), 27% (2013), 24% (2016), 4% (2020)
Very much: 45% (2010), 26% (2013), 22% (2016), 1% (2020)
33. Your Vice-President

Percentage of respondents for different levels of agreement:

- Very little: 23% in 2010, 26% in 2013, 25% in 2016, 24% in 2020
- Little: 43% in 2010, 27% in 2013, 14% in 2016, 8% in 2020
- Neutral: 38% in 2010, 26% in 2013, 26% in 2016, 26% in 2020
- Much: 11% in 2010, 5% in 2013, 1% in 2016, 6% in 2020
- Very much: 1% in 2010, 0% in 2013, 0% in 2016, 1% in 2020
34. The MAC

![Bar chart showing the percentage distribution of responses to the MAC question across different years and levels of agreement: Very little, Little, Neutral, Much, Very much. The chart includes data for years 2010 to 2020.](chart_image.png)
35. The President

The chart shows the percentage of people expressing different levels of support for the President over the years 2010 to 2020. The levels are 'Very little', 'Little', 'Neutral', 'Much', and 'Very much'. The data is represented by bars with different colors for each year: 2010 (green), 2013 (dark green), 2016 (dark black), and 2020 (yellow).

- **Very little**: 92% in 2010, 50% in 2013, 55% in 2016, 6% in 2020.
- **Little**: 25% in 2010, 26% in 2013, 26% in 2016, 19% in 2020.
- **Neutral**: 40% in 2010, 6% in 2013, 2% in 2016, 4% in 2020.
- **Much**: 0% in 2013, 0% in 2016, 0% in 2020.
- **Very much**: 6% in 2010, 4% in 2013, 2% in 2016, 0% in 2020.
36. The Administrative Council

![Bar Chart]

- Very little:
  - 2010: 57%
  - 2013: 50%
  - 2016: 58%
  - 2020: 70%

- Little:
  - 2010: 20%
  - 2013: 26%
  - 2016: 20%
  - 2020: 31%

- Neutral:
  - 2010: 20%
  - 2013: 20%
  - 2016: 22%
  - 2020: 10%

- Much:
  - 2010: 1%
  - 2013: 0%
  - 2016: 0%
  - 2020: 1%

- Very much:
  - 2010: 0%
  - 2013: 0%
  - 2016: 0%
  - 2020: 0%
37. Staff representation
38. 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.

![Bar chart showing agreement levels from 2010 to 2020.]

- **Totally disagree**: 90% (2010), 42% (2013), 35% (2016), 18% (2020)
- **Tend to disagree**: 4% (2010), 9% (2013), 33% (2016), 8% (2020)
- **Neutral**: 1% (2010), 1% (2013), 15% (2016), 15% (2020)
- **Tend to agree**: 4% (2010), 8% (2013), 1% (2016), 1% (2020)
- **Totally agree**: 0% (2010), 1% (2013), 0% (2016), 0% (2020)
40. In the last three years, the importance accorded to quality in relation to quantitative objectives has:
41. How far do you agree with the following statement: the current President and top management have taken useful measures to maintain and improve the quality of the EPO's products and services

[Bar chart showing percentage distributions from 2010 to 2020 for the five agree/disagree categories: Totally disagree, Tend to disagree, Neutral, Tend to agree, Totally agree.]

- 2010: 31% Totally disagree, 35% Tend to disagree, 23% Neutral, 10% Tend to agree, 1% Totally agree
- 2013: 45% Totally disagree, 24% Tend to disagree, 15% Neutral, 6% Tend to agree, 1% Totally agree
- 2016: 68% Totally disagree, 33% Tend to disagree, 10% Neutral, 2% Tend to agree, 1% Totally agree
- 2020: 1% Totally disagree, 1% Tend to disagree, 6% Neutral, 2% Tend to agree, 1% Totally agree
43. Men and women are treated equally at the EPO

<table>
<thead>
<tr>
<th>Year</th>
<th>Totally disagree</th>
<th>Tend to disagree</th>
<th>Neutral</th>
<th>Tend to agree</th>
<th>Totally agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010</td>
<td>4%</td>
<td>11%</td>
<td>12%</td>
<td>24%</td>
<td>22%</td>
</tr>
<tr>
<td>2013</td>
<td>8%</td>
<td>11%</td>
<td>12%</td>
<td>23%</td>
<td>22%</td>
</tr>
<tr>
<td>2016</td>
<td>11%</td>
<td>11%</td>
<td>21%</td>
<td>23%</td>
<td>23%</td>
</tr>
<tr>
<td>2020</td>
<td>15%</td>
<td>12%</td>
<td>23%</td>
<td>29%</td>
<td>32%</td>
</tr>
</tbody>
</table>

Totally disagree: 4% (2010), 8% (2013), 11% (2016), 14% (2020)
Tend to disagree: 11% (2010), 11% (2013), 11% (2016), 15% (2020)
Neutral: 12% (2010), 12% (2013), 21% (2016), 23% (2020)
Tend to agree: 24% (2010), 23% (2013), 23% (2016), 29% (2020)
Totally agree: 22% (2010), 22% (2013), 23% (2016), 32% (2020)
44. 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.
46. In my work, I have to perform repetitive tasks
47. My job requires me to be creative

- Totally disagree: 1%
- Tend to disagree: 5%
- Tend to agree: 37%
- Totally agree: 67%

- 2010: 11% 31% 45% 13% 100%
48. My job often allows me to take decisions of my own
49. My job requires a high level of skill
50. In performing my job, I have very little freedom to decide how I do it.
51. In my work, I have diverse activities
52. I have the possibility to influence the course of my work
53. I have the opportunity to develop my professional skills
54. In my job, I have to learn new things

<table>
<thead>
<tr>
<th>Year</th>
<th>Totally disagree</th>
<th>Tend to disagree</th>
<th>Tend to agree</th>
<th>Totally agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010</td>
<td>4%</td>
<td>17%</td>
<td>21%</td>
<td>5%</td>
</tr>
<tr>
<td>2013</td>
<td>5%</td>
<td>17%</td>
<td>21%</td>
<td>23%</td>
</tr>
<tr>
<td>2016</td>
<td>5%</td>
<td>21%</td>
<td>53%</td>
<td>27%</td>
</tr>
<tr>
<td>2020</td>
<td>5%</td>
<td>21%</td>
<td>53%</td>
<td>27%</td>
</tr>
</tbody>
</table>
55. I am required to work very fast
56. I am required to work intensely

- **2010**
  - Totally disagree: 1%
  - Tend to disagree: 11%
  - Tend to agree: 58%
  - Totally agree: 31%

- **2013**
  - Totally disagree: 1%
  - Tend to disagree: 10%
  - Tend to agree: 55%
  - Totally agree: 42%

- **2016**
  - Totally disagree: 6%
  - Tend to disagree: 35%
  - Tend to agree: 34%
  - Totally agree: 31%

- **2020**
  - Totally disagree: 5%
  - Tend to disagree: 34%
  - Tend to agree: 51%
  - Totally agree: 60%
57. My workload is excessive

<table>
<thead>
<tr>
<th>Year</th>
<th>Totally disagree</th>
<th>Tend to disagree</th>
<th>Tend to agree</th>
<th>Totally agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010</td>
<td>6%</td>
<td>5%</td>
<td>4%</td>
<td>2%</td>
</tr>
<tr>
<td>2013</td>
<td>39%</td>
<td>28%</td>
<td>20%</td>
<td>18%</td>
</tr>
<tr>
<td>2016</td>
<td>36%</td>
<td>37%</td>
<td>38%</td>
<td>31%</td>
</tr>
<tr>
<td>2020</td>
<td>36%</td>
<td>37%</td>
<td>38%</td>
<td>42%</td>
</tr>
</tbody>
</table>
58. I have the time needed to perform my job correctly
59. I receive contradictory instructions from different people

![Bar chart showing percentages for different years: 2010, 2013, 2016, 2020. The chart illustrates the percentage of respondents who totally disagree, tend to disagree, tend to agree, and totally agree with the statement over the years.]

- In 2010:
  - Totally disagree: 21%
  - Tend to disagree: 49%
  - Tend to agree: 24%
  - Totally agree: 7%

- In 2013:
  - Totally disagree: 17%
  - Tend to disagree: 48%
  - Tend to agree: 27%
  - Totally agree: 8%

- In 2016:
  - Totally disagree: 12%
  - Tend to disagree: 37%
  - Tend to agree: 35%
  - Totally agree: 16%

- In 2020:
  - Totally disagree: 9%
  - Tend to disagree: 38%
  - Tend to agree: 36%
  - Totally agree: 17%
60. My work requires lengthy periods of intense concentration
61. My tasks are often interrupted before completion, and I have to resume them later

![Bar chart showing the percentage of respondents for each level of agreement from 2010 to 2020.](chart.png)
62. My working environment is hectic

![Bar chart showing the percentage of responses for different time periods]
63. Waiting for the work from colleagues or other departments often slows down my own work

2010 2013 2016 2020

- Totally disagree: 22%, 21%, 21%, 17%
- Tend to disagree: 48%, 47%, 49%, 51%
- Tend to agree: 23%, 24%, 23%, 23%
- Totally agree: 7%, 8%, 7%, 9%
64. My manager cares about the welfare of his subordinates

- **2010**
  - Totally disagree: 6%
  - Tend to disagree: 12%
  - Tend to agree: 14%
  - Totally agree: 0%

- **2013**
  - Totally disagree: 7%
  - Tend to disagree: 15%
  - Tend to agree: 15%
  - Totally agree: 20%

- **2016**
  - Totally disagree: 10%
  - Tend to disagree: 22%
  - Tend to agree: 49%
  - Totally agree: 17%

- **2020**
  - Totally disagree: 18%
  - Tend to disagree: 54%
  - Tend to agree: 52%
  - Totally agree: 21%
65. My manager pays attention to what I am saying

![Bar chart showing responses to the statement from 2010 to 2020 for totally disagree, tend to disagree, tend to agree, and totally agree categories.]
66. My manager helps me to carry out my duties

- Totally disagree: 6% (2010), 7% (2013), 12% (2016), 18% (2020)
- Tend to disagree: 18% (2010), 20% (2013), 28% (2016), 22% (2020)
- Tend to agree: 53% (2010), 52% (2013), 50% (2016), 50% (2020)
- Totally agree: 24% (2010), 21% (2013), 13% (2016), 18% (2020)
67. My manager succeeds easily in getting his subordinates to collaborate
68. Colleagues with whom I work are professionally competent

![Bar graph showing percentage distribution of responses from 2010 to 2020.]

- **Totally disagree**: 0% (2010), 1% (2013), 1% (2016), 1% (2020)
- **Tend to disagree**: 5% (2010), 4% (2013), 4% (2016), 4% (2020)
- **Tend to agree**: 55% (2010), 55% (2013), 53% (2016), 50% (2020)
- **Totally agree**: 40% (2010), 40% (2013), 45% (2016), 43% (2020)
69. Colleagues with whom I work show me consideration

<table>
<thead>
<tr>
<th></th>
<th>2010</th>
<th>2013</th>
<th>2016</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Totally disagree</td>
<td>1%</td>
<td>2%</td>
<td>2%</td>
<td>2%</td>
</tr>
<tr>
<td>Tend to disagree</td>
<td>9%</td>
<td>8%</td>
<td>8%</td>
<td>9%</td>
</tr>
<tr>
<td>Tend to agree</td>
<td>59%</td>
<td>55%</td>
<td>65%</td>
<td>55%</td>
</tr>
<tr>
<td>Totally agree</td>
<td>30%</td>
<td>31%</td>
<td>35%</td>
<td>34%</td>
</tr>
</tbody>
</table>
70. The colleagues with whom I work are friendly
71. Colleagues with whom I work help me to carry out my duties

<table>
<thead>
<tr>
<th>Year</th>
<th>Totally disagree</th>
<th>Tend to disagree</th>
<th>Tend to agree</th>
<th>Totally agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010</td>
<td>1%</td>
<td>8%</td>
<td>56%</td>
<td>34%</td>
</tr>
<tr>
<td>2013</td>
<td>2%</td>
<td>9%</td>
<td>57%</td>
<td>34%</td>
</tr>
<tr>
<td>2016</td>
<td>3%</td>
<td>11%</td>
<td>53%</td>
<td>34%</td>
</tr>
<tr>
<td>2020</td>
<td></td>
<td></td>
<td>52%</td>
<td>33%</td>
</tr>
</tbody>
</table>
72. I receive the respect that I deserve from my managers
73. I receive the respect that I deserve from my colleagues

![Bar chart showing percentage of respondents for different levels of agreement and disagreement over the years 2010 to 2020.](chart.png)

- **Agree**: 88% in 2010, 89% in 2013, 86% in 2016, 86% in 2020
- **Disagree, but it does not bother me**: 6% in 2010, 5% in 2013, 3% in 2016, 4% in 2020
- **Disagree and it bothers me a little**: 4% in 2010, 5% in 2013, 6% in 2016, 3% in 2020
- **Disagree and it bothers me**: 2% in 2010, 3% in 2013, 3% in 2016, 1% in 2020
- **Disagree and it bothers me a lot**: 1% in 2010, 1% in 2013, 1% in 2016, 1% in 2020
74. At work, I receive the support that I need in difficult situations
75. I am treated unfairly in my work
76. I am experiencing or I expect to experience an undesired change in my work situation

![Bar chart showing responses to the statement over different years.](chart.png)
77. My prospects of being promoted are low

![Bar chart showing percentage of responses from 2010, 2013, 2016, and 2020 for different levels of agreement with the statement. The chart shows a trend of increasing concern over time.]

- Disagree: 20% (2010), 14% (2013), 15% (2016), 11% (2020)
- Agree, but it does not bother me: 28% (2010), 24% (2013), 23% (2016), 21% (2020)
- Agree and it bothers me a little: 23% (2010), 21% (2013), 20% (2016), 16% (2020)
- Agree and it bothers me: 24% (2010), 22% (2013), 23% (2016), 24% (2020)
- Agree and it bothers me a lot: 29% (2010), 21% (2013), 13% (2016), 13% (2020)
78. My job security is threatened

Disagree | Agree, but it does not bother me | Agree and it bothers me a little | Agree and it bothers me | Agree and it bothers me a lot
--- | --- | --- | --- | ---
79% | 47% | 6% | 6% | 78%
63% | 2% | 9% | 6% | 18%
14% | 3% | 7% | 7% | 14%
23% | 2% | 7% | 8% | 14%

Years: 2010, 2013, 2016, 2020
79. My current professional position corresponds with my training

- Agree: 73% (2010), 72% (2013), 68% (2016), 73% (2020)
- Disagree, but it does not bother me: 12% (2010), 13% (2013), 12% (2016), 3% (2020)
- Disagree and it bothers me a little: 9% (2010), 9% (2013), 7% (2016), 9% (2020)
- Disagree and it bothers me: 7% (2010), 7% (2013), 9% (2016), 4% (2020)
- Disagree and it bothers me a lot: 4% (2010), 7% (2013), 6% (2016), 4% (2020)
80. Considering the efforts that I make, I receive the respect and esteem that I deserve in my work.
81. Considering the efforts that I make, my prospects for career progression are satisfactory
82. Considering the efforts that I make, my salary is satisfactory.
83. The work I do is interesting

![Bar chart showing the percentage of employees agreeing with the statement from 2010 to 2020.]

- **Totally disagree:** 3% (2010), 4% (2013), 5% (2016), 5% (2020)
- **Tend to disagree:** 13% (2010), 13% (2013), 16% (2016), 18% (2020)
- **Tend to agree:** 57% (2010), 58% (2013), 57% (2016), 54% (2020)
- **Totally agree:** 28% (2010), 26% (2013), 23% (2016), 23% (2020)
84. The work I do meets my expectations

- Totally disagree: 3% 5% 5% 3%
- Tend to disagree: 13% 14% 17% 19%
- Tend to agree: 60% 62% 60% 66%
- Totally agree: 24% 22% 19% 20%
85. My job allows me to have satisfactory social relations
86. In my job, I feel that I am doing something useful for others

![Bar chart showing percentage of responses from 2010 to 2020:]

- **Totally disagree**: 5%, 8%, 10%, 5%
- **Tend to disagree**: 15%, 17%, 22%, 26%
- **Tend to agree**: 55%, 49%, 47%, 26%
- **Totally agree**: 2010, 23%, 20%, 26%, 18%
87. In my job, I feel I am being exploited

- **2010**
  - Totally disagree: 37%
  - Tend to disagree: 32%
  - Tend to agree: 21%
  - Totally agree: 4%

- **2013**
  - Totally disagree: 46%
  - Tend to disagree: 47%
  - Tend to agree: 45%
  - Totally agree: 4%

- **2016**
  - Totally disagree: 22%
  - Tend to disagree: 21%
  - Tend to agree: 22%
  - Totally agree: 16%

- **2020**
  - Totally disagree: 13%
  - Tend to disagree: 16%
  - Tend to agree: 27%
  - Totally agree: 10%
88. My job gives me the opportunity to take pride in work well done

<table>
<thead>
<tr>
<th>Year</th>
<th>Totally disagree</th>
<th>Tend to disagree</th>
<th>Tend to agree</th>
<th>Totally agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010</td>
<td>18%</td>
<td>32%</td>
<td>55%</td>
<td>11%</td>
</tr>
<tr>
<td>2013</td>
<td>15%</td>
<td>21%</td>
<td>40%</td>
<td>13%</td>
</tr>
<tr>
<td>2016</td>
<td>6%</td>
<td>6%</td>
<td>37%</td>
<td>19%</td>
</tr>
<tr>
<td>2020</td>
<td>5%</td>
<td>18%</td>
<td>22%</td>
<td>11%</td>
</tr>
</tbody>
</table>
89. In my current job, I carry out my work as I think best
90. 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.

![Bar chart showing percentage distribution over years 2010-2020.](chart)

- **Totally disagree**
  - 2010: 15%
  - 2013: 10%
  - 2016: 6%
  - 2020: 5%

- **Tend to disagree**
  - 2010: 39%
  - 2013: 35%
  - 2016: 20%
  - 2020: 20%

- **Tend to agree**
  - 2010: 32%
  - 2013: 35%
  - 2016: 35%
  - 2020: 37%

- **Totally agree**
  - 2010: 14%
  - 2013: 20%
  - 2016: 35%
  - 2020: 40%
91. I perceive the manner in which the EPO functions (work organisation, distribution of power, HR management, etc.) to be fair
92. In my job, I am forced to do things with which I disagree from a moral perspective.
93. In my job, I notice decisions and practices which go against my personal values.
94. How does your manager make decisions?

- 32%: Your manager makes decisions alone without consulting you
- 28%: Your manager decides virtually everything and only delegates certain decisions
- 24%: Your manager consults his subordinates before making decisions
- 20%: Decisions are made jointly between your manager and his subordinates
- 20%: Your manager gives his subordinates freedom to decide within certain constraints
95. Do you think that your manager is himself subject to constraints imposed by:

- **His own managers**
  - 2010: 87%
  - 2013: 87%
  - 2016: 86%
  - 2020: 90%

- **Office guidelines**
  - 2010: 7%
  - 2013: 10%
  - 2016: 7%
  - 2020: 4%

- **He is relatively free from constraints**
  - 2010: 11%
  - 2013: 6%
  - 2016: 4%
  - 2020: 4%
96. Generally, do you think that your manager demands as much from himself as he does from you?

- 6% of respondents in 2010 thought he demands considerably less from himself than he does from others.
- 12% of respondents in 2013 thought he demands less from himself than he does from others.
- 18% of respondents in 2016 thought he demands as much from himself as he does from others.
- 63% of respondents in 2020 thought he tends to demand more from himself than he does from others.
- 12% of respondents in 2020 thought he demands a lot more from himself than he does from others.
97. How do you feel about the assessment interviews (reporting interviews)?

- Considerably apprehensive
- Slightly apprehensive
- At ease
- Not bothered

<table>
<thead>
<tr>
<th>Year</th>
<th>Considerably apprehensive</th>
<th>Slightly apprehensive</th>
<th>At ease</th>
<th>Not bothered</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010</td>
<td>7%</td>
<td>9%</td>
<td>14%</td>
<td>12%</td>
</tr>
<tr>
<td>2013</td>
<td>20%</td>
<td>23%</td>
<td>27%</td>
<td>24%</td>
</tr>
<tr>
<td>2016</td>
<td>20%</td>
<td>23%</td>
<td>27%</td>
<td>24%</td>
</tr>
<tr>
<td>2020</td>
<td>17%</td>
<td>19%</td>
<td>23%</td>
<td>24%</td>
</tr>
</tbody>
</table>
98. In your view, the staff reporting procedure helps you to understand your work.
In your view, the objectives set during your assessment are attainable.
100. You consider you have the opportunity to negotiate your objectives and to organise your work
101. In your view the assessment procedure is an opportunity to express your point of view and your aspirations.
102. 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?
103. 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?
104. The individual assessment and the allocation of annual individual rewards generates:

<table>
<thead>
<tr>
<th>Year</th>
<th>To increase pressure on individuals</th>
<th>To decrease pressure on individuals</th>
<th>Neither one nor the other</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010</td>
<td>65%</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>2013</td>
<td>75%</td>
<td>0%</td>
<td>2%</td>
</tr>
<tr>
<td>2016</td>
<td>86%</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>2020</td>
<td>30%</td>
<td>25%</td>
<td>14%</td>
</tr>
</tbody>
</table>

To increase pressure on individuals

To decrease pressure on individuals

Neither one nor the other
105. Do you consider that the removal of the automatic step progression and its replacement by a step advancement decided unilaterally by management is a good thing for the quality of the work produced by the European Patent Office?

![Bar chart showing survey results from 2010 to 2020.]

- **Totally disagree**
  - 2010: 59%
  - 2013: 61%
  - 2016: 64%
  - 2020: 64%

- **Tend to disagree**
  - 2010: 28%
  - 2013: 27%
  - 2016: 25%
  - 2020: 25%

- **Tend to agree**
  - 2010: 8%
  - 2013: 10%
  - 2016: 11%
  - 2020: 11%

- **Totally agree**
  - 2010: 2%
  - 2013: 2%
  - 2016: 2%
  - 2020: 1%
106. Do you consider that the removal of the automatic step progression and its replacement by a step advancement decided unilaterally by management is a good thing for your own professional situation?
107. Do you supervise other people's work (including supervision of external personnel)?
109. You believe that you have the necessary resources and authority to carry out supervision

<table>
<thead>
<tr>
<th>Year</th>
<th>Totally disagree</th>
<th>Tend to disagree</th>
<th>Tend to agree</th>
<th>Totally agree</th>
<th>Non concerné</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010</td>
<td>6%</td>
<td>14%</td>
<td>53%</td>
<td>27%</td>
<td>1%</td>
</tr>
<tr>
<td>2013</td>
<td>4%</td>
<td>17%</td>
<td>53%</td>
<td>24%</td>
<td>4%</td>
</tr>
<tr>
<td>2016</td>
<td>7%</td>
<td>19%</td>
<td>48%</td>
<td>22%</td>
<td>2%</td>
</tr>
<tr>
<td>2020</td>
<td>8%</td>
<td>19%</td>
<td>45%</td>
<td>22%</td>
<td>2%</td>
</tr>
</tbody>
</table>
110. You easily manage to get your subordinates to respect your decisions

<table>
<thead>
<tr>
<th>Year</th>
<th>Totally disagree</th>
<th>Tend to disagree</th>
<th>Tend to agree</th>
<th>Totally agree</th>
<th>Non concerné</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010</td>
<td>1%</td>
<td>5%</td>
<td>11%</td>
<td>33%</td>
<td>2%</td>
</tr>
<tr>
<td>2013</td>
<td>1%</td>
<td>5%</td>
<td>57%</td>
<td>34%</td>
<td>4%</td>
</tr>
<tr>
<td>2016</td>
<td>0%</td>
<td>6%</td>
<td>59%</td>
<td>32%</td>
<td>3%</td>
</tr>
<tr>
<td>2020</td>
<td>0%</td>
<td>5%</td>
<td>56%</td>
<td>31%</td>
<td>3%</td>
</tr>
</tbody>
</table>
111. Frequently I am unable to carry out my work correctly because of the following:

- Lack of time: 72%
- Lack of access to information: 11%
- Vague or contradictory information/instructions: 31%
- Changes in organisation which are badly explained/implemented: 28%
112. The main problems in collaboration arise with:

- **My colleagues**: 74%
  - 2010: 16%
  - 2013: 20%
  - 2016: 20%
  - 2020: 21%

- **My managers**: 27%
  - 2010: 14%
  - 2013: 17%
  - 2016: 27%
  - 2020: 27%

- **My subordinates**: 12%
  - 2010: 1%
  - 2013: 1%
  - 2016: 1%
  - 2020: 1%

- **My external partners**: 6%
  - 2010: 1%
  - 2013: 6%
  - 2016: 7%
  - 2020: 6%

- **I do not have any problems in collaboration**: 66%
  - 2010: 6%
  - 2013: 6%
  - 2016: 6%
  - 2020: 55%
In the last three years, your working conditions have:

- **Improved**
  - 2010: 14%
  - 2013: 9%
  - 2016: 3%
  - 2020: 6%

- **Deteriorated**
  - 2010: 82%
  - 2013: 42%
  - 2016: 31%
  - 2020: 66%

- **Remained the same**
  - 2010: 0%
  - 2013: 20%
  - 2016: 55%
  - 2020: 48%
114. In your view, your working conditions have deteriorated because of:

- Pressure from your managers: 2010: 47%, 2013: 56%, 2016: 64%, 2020: 72%
- Lack of consideration: 2010: 36%, 2013: 40%, 2016: 52%, 2020: 51%
- The ergonomics of your workplace: 2010: 12%, 2013: 16%, 2016: 16%, 2020: 16%
- The difficulty of the work: 2010: 18%, 2013: 16%, 2016: 16%, 2020: 16%
- Poor atmosphere: 2010: 10%, 2013: 12%, 2016: 39%, 2020: 58%
115. 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>2010</th>
<th>2013</th>
<th>2016</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Necessary and have a positive effect on my situation</td>
<td>9%</td>
<td>11%</td>
<td>3%</td>
<td>5%</td>
</tr>
<tr>
<td>Necessary, but have a negative effect on my situation</td>
<td>9%</td>
<td>12%</td>
<td>13%</td>
<td>10%</td>
</tr>
<tr>
<td>Pointless, but have a positive effect on my situation</td>
<td>7%</td>
<td>3%</td>
<td>7%</td>
<td>7%</td>
</tr>
<tr>
<td>Pointless and have a negative effect on my situation</td>
<td>65%</td>
<td>81%</td>
<td>78%</td>
<td>65%</td>
</tr>
</tbody>
</table>
116. My dedication to my work often means that:

- I start thinking about problems at work as soon as I get up in the morning
- When I go home, I find it easy to relax and to forget about work
- My family and friends tell me that I devote myself too much to my work
- I am still thinking about work when I go to bed

![Bar Chart](chart.png)
118. If you are concerned, is working in an open space satisfactory?

- Totally disagree: 62%
- Disagree: 24%
- Agree: 12%
- Totally agree: 3%
119. If you work in an open space, was working in such a configuration a completely free choice? an imposed measure? Both, it was unclear whether I could refuse?

<table>
<thead>
<tr>
<th>Choice</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Completely free choice</td>
<td>4%</td>
</tr>
<tr>
<td>Imposed measure</td>
<td>85%</td>
</tr>
<tr>
<td>Both, unclear whether I could refuse</td>
<td>12%</td>
</tr>
</tbody>
</table>
120. I find the atmosphere at work:
121. When I encounter any problems in my work, I can always get help and support from:

- My colleagues: 94% (2010), 93% (2013), 94% (2016), 93% (2020)
- My subordinates: 5% (2010), 7% (2013), 5% (2016), 5% (2020)
- My management: 28% (2010), 18% (2013), 48% (2016), 44% (2020)
- Human Resources: 10% (2010), 5% (2013), 12% (2016), 9% (2020)
- The Occupational Health Service: 16% (2010), 15% (2013), 18% (2016), 22% (2020)
- Trade unions or staff representatives: 27% (2010), 29% (2013), 42% (2016), 43% (2020)
122. 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%
  - 2020: 15%

- Yes, late in the evening or at night:
  - 2010: 19%
  - 2013: 24%
  - 2016: 32%
  - 2020: 36%

- Yes, during holidays:
  - 2010: 5%
  - 2013: 6%
  - 2016: 9%
  - 2020: 8%

- No:
  - 2010: 76%
  - 2013: 61%
  - 2016: 69%
  - 2020: 58%
123. If so, how often do you work outside the contractual hours:

- Rarely: 35% (2010), 33% (2013), 28% (2016), 25% (2020)
- Regularly: 57% (2010), 59% (2013), 60% (2016), 60% (2020)
- Constantly: 8% (2010), 8% (2013), 12% (2016), 15% (2020)
124. Do you get sufficient time to recover between particularly busy periods of work (for example, between two assignments or projects)?
125. The Human Resources Department (DG 4) supports you in your professional and social environment.
126. Your access to professional training is adequate
128. Over the last 12 months in your job, have you been confronted with verbal aggression, threats or blackmail?
129. The verbal aggression, threats or blackmail was/were by:

- Your manager:
  - 2010: 35%
  - 2013: 42%
  - 2016: 44%
  - 2020: 44%

- Another member of management or of the administration:
  - 2010: 30%
  - 2013: 42%
  - 2016: 42%
  - 2020: 30%

- Colleagues:
  - 2010: 35%
  - 2013: 31%
  - 2016: 47%
  - 2020: 44%

- Subordinates:
  - 2010: 1%
  - 2013: 3%
  - 2016: 3%
  - 2020: 3%
130. Over the last 12 months in your job, have you been confronted with physical aggression or intimidation?
131. This physical aggression or intimidation was (were) by:

- Your manager: 2010 - 36%, 2013 - 36%, 2016 - 41%, 2020 - 48%
- Another member of management or of the administration: 2010 - 36%, 2013 - 36%, 2016 - 37%, 2020 - 37%
- Subordinates: 2010 - 1%, 2013 - 3%, 2016 - 0%, 2020 - 0%
132. Over the last 12 months, one or more people have continually:

- Unfairly criticized your work
- Ridiculed you in public
- Ignored you or behaved as though you weren't there
- Prevented you from expressing your views
- Given you pointless or degrading work
- Sabotaged your work or prevented you from working properly
- Insinuated that you are mentally deranged
- Made obscene or degrading comments to you
- Made gestures or comments of a sexual nature towards you
- None of the above
133. Does the EPO's role and development interest you?

<table>
<thead>
<tr>
<th>Year</th>
<th>No, not at all</th>
<th>No, not much</th>
<th>Yes, quite a lot</th>
<th>Yes, very much</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010</td>
<td>2%</td>
<td>7%</td>
<td>46%</td>
<td>36%</td>
</tr>
<tr>
<td>2013</td>
<td>5%</td>
<td>9%</td>
<td>40%</td>
<td>42%</td>
</tr>
<tr>
<td>2016</td>
<td>6%</td>
<td>8%</td>
<td>47%</td>
<td>47%</td>
</tr>
<tr>
<td>2020</td>
<td>13%</td>
<td>13%</td>
<td>46%</td>
<td>47%</td>
</tr>
</tbody>
</table>
134. The EPO’s current work is in line with the spirit and values of the European Patent Convention
135. Were you proud to work for the European Patent Office before?
136. Are you proud to work for the European Patent Office now?

<table>
<thead>
<tr>
<th>Category</th>
<th>2010</th>
<th>2013</th>
<th>2016</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>No, not at all</td>
<td>5%</td>
<td>23%</td>
<td>32%</td>
<td>23%</td>
</tr>
<tr>
<td>No, not particularly</td>
<td>20%</td>
<td>23%</td>
<td>46%</td>
<td>46%</td>
</tr>
<tr>
<td>Yes, fairly</td>
<td>51%</td>
<td>50%</td>
<td>51%</td>
<td>50%</td>
</tr>
<tr>
<td>Yes, very</td>
<td>25%</td>
<td>23%</td>
<td>25%</td>
<td>23%</td>
</tr>
</tbody>
</table>

Survey results for different years.
137. In the last 3 years, how many times have you changed post within the European Patent Office?
138. In your view, this/these change(s) was/were:
139. For you, this or these change(s) was/were:

<table>
<thead>
<tr>
<th>Year</th>
<th>Desired by you</th>
<th>Not desired by you</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010</td>
<td>70%</td>
<td>38%</td>
</tr>
<tr>
<td>2013</td>
<td>62%</td>
<td>30%</td>
</tr>
<tr>
<td>2016</td>
<td>61%</td>
<td>40%</td>
</tr>
<tr>
<td>2020</td>
<td>52%</td>
<td>48%</td>
</tr>
</tbody>
</table>
140. You viewed these changes as a positive development in your career
141. You received appropriate training for these job changes
You think that in three years' time:

- You will still be working in the same post: 62% (2010), 59% (2013), 51% (2016), 55% (2020)
- You will have chosen to move to another post: 9% (2010), 9% (2013), 6% (2016), 7% (2020)
- You will have been forced to move to another post: 6% (2010), 9% (2013), 8% (2016), 8% (2020)
- You will have been led to leave the European Patent Office: 6% (2010), 10% (2013), 12% (2016), 24% (2020)
- Don't know: 19% (2010), 17% (2013), 19% (2016), 19% (2020)
143. 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), 53% (2020)
- You will have moved to another post within the European Patent Office: 27% (2010), 24% (2013), 16% (2016), 17% (2020)
- You want to leave the European Patent Office for a similar job: 2% (2010), 4% (2013), 4% (2016), 2% (2020)
- You want to leave the European Patent Office for a different job: 11% (2010), 61% (2013), 61% (2016), 4% (2020)
- Don't know: 14% (2010), 14% (2013), 17% (2016), 17% (2020)
144. Have you felt tense or under pressure?
145. Have you felt fear or anxiety?

![Chart showing percentage of people feeling fear or anxiety by frequency and year]
146. Have you felt nervous or agitated?
147. Have you felt despair when thinking about the future?
148. Have you felt lonely?

- Never: 66% (2010), 63% (2013), 54% (2016), 50% (2020)
- Occasionally: 24% (2010), 25% (2013), 32% (2016), 28% (2020)
- Quite often: 7% (2010), 7% (2013), 11% (2016), 10% (2020)
- Very often: 4% (2010), 8% (2013), 8% (2016)
149. Have you felt down or depressed?

<table>
<thead>
<tr>
<th>Frequency</th>
<th>2010</th>
<th>2013</th>
<th>2016</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Never</td>
<td>61%</td>
<td>57%</td>
<td>43%</td>
<td>34%</td>
</tr>
<tr>
<td>Occasionally</td>
<td>31%</td>
<td>28%</td>
<td>31%</td>
<td>22%</td>
</tr>
<tr>
<td>Quite often</td>
<td>7%</td>
<td>8%</td>
<td>14%</td>
<td>13%</td>
</tr>
<tr>
<td>Very often</td>
<td>5%</td>
<td>11%</td>
<td>9%</td>
<td>7%</td>
</tr>
</tbody>
</table>

[Bar chart showing percentage of people feeling down or depressed over the years]
150. Have you felt bored or apathetic?

- Never: 54% (2010), 51% (2013), 36% (2016), 40% (2020)
- Occasionally: 34% (2010), 35% (2013), 38% (2016), 38% (2020)
- Quite often: 8% (2010), 10% (2013), 16% (2016), 14% (2020)
- Very often: 4% (2010), 10% (2013), 8% (2016), 8% (2020)
151. Have you been easily reduced to tears or felt on the verge of tears?

![Bar chart showing percentage responses from 2010 to 2020]

- **Never**
  - 2010: 85%
  - 2013: 84%
  - 2016: 76%
  - 2020: 67%
- **Occasionally**
  - 2010: 11%
  - 2013: 12%
  - 2016: 23%
  - 2020: 17%
- **Quite often**
  - 2010: 3%
  - 2013: 5%
  - 2016: 4%
  - 2020: 2%
- **Very often**
  - 2010: 0%
  - 2013: 10%
  - 2016: 20%
  - 2020: 30%
152. Have you allowed yourself to lose your temper with someone or something?
153. Have you had negative feelings towards others?

- Never: 50% (2010), 44% (2013), 43% (2016), 49% (2020)
- Occasionally: 33% (2010), 45% (2013), 52% (2016), 17% (2020)
- Quite often: 22% (2010), 12% (2013), 5% (2016), 10% (2020)
- Very often: 10% (2010), 6% (2013), 7% (2016), 4% (2020)
154. Have you felt easily annoyed or irritated?

- **Never**: 2010 - 52%, 2013 - 46%, 2016 - 50%, 2020 - 48%
- **Occasionally**: 2010 - 23%, 2013 - 31%, 2016 - 39%, 2020 - 42%
- **Quite often**: 2010 - 7%, 2013 - 9%, 2016 - 20%, 2020 - 15%
- **Very often**: 2010 - 3%, 2013 - 8%, 2016 - 6%
155. Have you got angry about unimportant things?

<table>
<thead>
<tr>
<th></th>
<th>Never</th>
<th>Occasionally</th>
<th>Quite often</th>
<th>Very often</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010</td>
<td>62%</td>
<td>39%</td>
<td>34%</td>
<td>5%</td>
</tr>
<tr>
<td>2013</td>
<td>59%</td>
<td>43%</td>
<td>43%</td>
<td>2%</td>
</tr>
<tr>
<td>2016</td>
<td>43%</td>
<td>43%</td>
<td>14%</td>
<td>5%</td>
</tr>
<tr>
<td>2020</td>
<td>43%</td>
<td>10%</td>
<td>10%</td>
<td>4%</td>
</tr>
</tbody>
</table>
156. Have you had memory lapses?

- Occasionally: 22% (2010), 24% (2013), 26% (2016), 24% (2020)
- Quite often: 4% (2010), 8% (2013), 8% (2016), 8% (2020)
- Very often: 3% (2010), 5% (2013), 4% (2016), 4% (2020)
157. Have you had problems remembering things?
158. Compared to others of your own age, would you say that your health is:

- Very good: 23%, 22%, 20%, 16%
- Good: 49%, 45%, 44%, 45%
- Average: 24%, 27%, 29%, 32%
- Poor: 6%, 7%, 8%
159. Compared to three years ago, would you say that your health has:

- Improved
  - 2010: 9%
  - 2013: 9%
  - 2016: 5%
  - 2020: 7%

- Remained the same
  - 2010: 54%
  - 2013: 55%
  - 2016: 51%
  - 2020: 46%

- Deteriorated
  - 2010: 36%
  - 2013: 36%
  - 2016: 44%
  - 2020: 47%
160. Do you think that your current work life affects your health?

- **No, my current work life doesn't affect my health**: 2010 - 49%, 2013 - 45%, 2016 - 38%, 2020 - 32%.
- **Yes, my current work life has a positive affect on my health**: 2010 - 11%, 2013 - 9%, 2016 - 4%, 2020 - 5%.
- **Yes, my current work life has a negative affect on my health**: 2010 - 40%, 2013 - 46%, 2016 - 58%, 2020 - 63%.
162. How many days of sick leave did this amount to in total over the last 12 months?
163. Do you feel or have you felt, in the last 12 months, very tired or stressed as a result of your work?
164. 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
- I go and see the doctor
- I take medication (sleeping pills, tranquillisers, etc.)
- I tend to sleep more
- I tend to eat more
- I tend to smoke or drink more
165. 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

0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%

2010 2013 2016 2020
166. From the list below, select the four most important motivating factors in your job

- An interesting work
- A pleasant work atmosphere
- The opportunity to make decisions and assume responsibility
- Recognition from my colleagues
- Recognition from my manager
- A stable employment
- Flexible working hours
- Home-Working (PTHW)
- Good financial conditions (salary and benefits)
- Career opportunities (grade, promotion, etc.)
- Professional development opportunities (learning and development)
- Knowing that end users are satisfied with my work
- Other

[Bar chart showing percentage preferences over years 2010 to 2020]
168. From the following list, select the four most important demotivating factors in your job:

- Constant interference by management (micro-...
- 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...
- Lack of respect for employees and their personal...
- Seeing employees treated as liabilities by management

**2010**
- Other: 2%
- Constant interference by management: 21%
- Emphasis on production vs quality: 33%
- Top management's negative attitude to employees: 11%
- Boring and/or repetitive tasks: 8%
- Negative attitude of colleagues: 4%
- Negative attitude of staff representatives: 3%
- Poor quality IT tools: 15%
- Constant, pointless changes: 16%
- Inappropriate instructions: 15%
- Having to lodge appeals: 9%
- Lack of respect: 14%
- Seeing employees treated as liabilities: 1%

**2013**
- Other: 21%
- Emphasis on production vs quality: 61%
- Top management's negative attitude to employees: 21%
- Boring and/or repetitive tasks: 16%
- Negative attitude of colleagues: 12%
- Negative attitude of staff representatives: 15%
- Poor quality IT tools: 33%
- Constant, pointless changes: 33%
- Inappropriate instructions: 18%
- Having to lodge appeals: 18%
- Lack of respect: 18%
- Seeing employees treated as liabilities: 18%

**2016**
- Other: 44%
- Emphasis on production vs quality: 61%
- Top management's negative attitude to employees: 53%
- Boring and/or repetitive tasks: 28%
- Negative attitude of colleagues: 7%
- Negative attitude of staff representatives: 10%
- Poor quality IT tools: 51%
- Constant, pointless changes: 33%
- Inappropriate instructions: 23%
- Having to lodge appeals: 23%
- Lack of respect: 35%
- Seeing employees treated as liabilities: 39%

**2020**
- Other: 61%
- Emphasis on production vs quality: 57%
- Top management's negative attitude to employees: 69%
- Boring and/or repetitive tasks: 60%
- Negative attitude of colleagues: 51%
- Negative attitude of staff representatives: 57%
- Poor quality IT tools: 51%
- Constant, pointless changes: 51%
- Inappropriate instructions: 49%
- Having to lodge appeals: 49%
- Lack of respect: 49%
- Seeing employees treated as liabilities: 50%
170. I think that my current job is:

- Not at all demanding: 2010 - 4%, 2013 - 3%, 2016 - 2%, 2020 - 3%
- Slightly demanding: 2010 - 19%, 2013 - 19%, 2016 - 15%, 2020 - 24%
- Neutral: 2010 - 29%, 2013 - 28%, 2016 - 21%, 2020 - 16%
- Quite demanding: 2010 - 10%, 2013 - 5%, 2016 - 15%, 2020 - 20%
- Very demanding: 2010 - 0%, 2013 - 4%, 2016 - 25%, 2020 - 43%
171. Considering my overall work situation, I am:

<table>
<thead>
<tr>
<th>Category</th>
<th>2010</th>
<th>2013</th>
<th>2016</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Not at all satisfied</td>
<td>4%</td>
<td>13%</td>
<td>11%</td>
<td>14%</td>
</tr>
<tr>
<td>Not particularly satisfied</td>
<td>11%</td>
<td>14%</td>
<td>28%</td>
<td>26%</td>
</tr>
<tr>
<td>Neutral</td>
<td>18%</td>
<td>21%</td>
<td>29%</td>
<td>27%</td>
</tr>
<tr>
<td>Quite satisfied</td>
<td>55%</td>
<td>51%</td>
<td>28%</td>
<td>32%</td>
</tr>
<tr>
<td>Completely satisfied</td>
<td>2%</td>
<td>3%</td>
<td>11%</td>
<td>14%</td>
</tr>
</tbody>
</table>
172. I would recommend the EPO as an employer to a friend

[Bar chart showing percentages for different responses over years: Totally disagree, Tend to disagree, Neutre, Tend to agree, Totally agree.]

- 2010: 6% Totally disagree, 11% Tend to disagree, 24% Neutre, 9% Tend to agree, 3% Totally agree
- 2013: 31% Totally disagree, 11% Tend to disagree, 22% Neutre, 11% Tend to agree, 2% Totally agree
- 2016: 26% Totally disagree, 21% Tend to disagree, 21% Neutre, 11% Tend to agree, 3% Totally agree
- 2020: 39% Totally disagree, 37% Tend to disagree, 21% Neutre, 20% Tend to agree, 2% Totally agree