Putting people at the heart of decisions

Psychosocial risks
Results of the questionnaire

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  - Risk of burnout

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  - Your manager
  - High management
  - As a manager
  - HR support

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  - Diversity
  - Pride of belonging

Labour relations
  - Atmosphere
  - Deviant practices
  - Relational violence

Business climate

Zoom 2022
  - New career
  - Telework
Methodological reminders
Statistical agreement

• The total of the percentages is sometimes different from 100%, when rounding can hide the decimals.

• For questions where multiple answers are allowed, the total can be higher than 100%.

  For example, if a question has 3 answer modes and allows multiple answers, the following table can be obtained:

<table>
<thead>
<tr>
<th>Question</th>
<th>Workforce</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Answer A</td>
<td>45</td>
<td>25%</td>
</tr>
<tr>
<td>Answer B</td>
<td>135</td>
<td>75%</td>
</tr>
<tr>
<td>Answer C</td>
<td>90</td>
<td>50%</td>
</tr>
<tr>
<td>Total</td>
<td>270</td>
<td>150%</td>
</tr>
</tbody>
</table>

  In this case, 25% of respondents ticked A, 75% ticked B, and 50% ticked C.
  In total, 270 responses were ticked. The total of the percentages is 150%, which means that a respondent will have ticked an average of 1.5 answers.

  The number of people who responded to the question is the number of responses in total (270) divided by the number of responses per respondent on average (1.5) = 180 respondents.
Response rate and sample structure
Participation

Completion of the questionnaire: 30/03/2022

Employees contacted: 2915

Employee respondents: 1766

Participation rate: 60.6%

Reminder of previous years:
- 75.8% in 2016
- 56.3% in 2020
Structure of the gross sample
Type

- Homme
  - 2010: 70%
  - 2013: 70%
  - 2016: 72%
  - 2020: 72%
  - 2022: 66%

- Femme
  - 2010: 69%
  - 2013: 66%
  - 2016: 30%
  - 2020: 31%
  - 2022: 28%

- Je me définis autrement
  - 2010: 1%
  - 2013: 10%
  - 2016: 20%
  - 2020: 30%
  - 2022: 40%
Structure of the gross sample
Seniority at the European Patent Office

Moins de 1 an 15% 10% 9% 25% 18% 31%
1-3 ans 7% 8% 5% 12% 18% 32%
4-5 ans 9% 12% 6% 3% 16% 32%
6-9 ans 18% 16% 3% 8% 22% 66%
10-14 ans 32% 32% 16% 27% 62% 66%
15 ans ou plus 48% 62% 66%
Structure of the gross sample
General management
Structure of the raw sample

The site

La Haye: 38%, 41%, 43%, 41%, 39%, 41%. Munich (y compris Bruxelles): 56%, 52%, 56%, 52%, 51%. Berlin: 4%, 4%, 5%, 5%. Vienne: 2%, 2%, 2%, 1%.
Putting people at the heart of decisions

Structure of the gross sample

*The Job Group*

- **Job group 1 ou 2** (Vice-président, Directeur principal, Président d’une chambre de recours)
  - 2020: 1%
  - 2022: 3%
- **Job group 3** (Directeur, Senior Expert, Membre d’une chambre de recours)
  - 2020: 4%
  - 2022: 4%
- **Job group 4** (Chef de service, Examinateur, Administrateur, Juriste)
  - 2020: 83%
  - 2022: 83%
- **Job group 5** (Chef de section, Expert)
  - 2020: 2%
  - 2022: 3%
- **Job group 6** (Employé administratif)
  - 2020: 10%
  - 2022: 9%
## Structure of the gross sample in 2022

<table>
<thead>
<tr>
<th>Type</th>
<th>Number of respondents</th>
<th>Distribution of respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>1258</td>
<td>72%</td>
</tr>
<tr>
<td>Woman</td>
<td>481</td>
<td>27%</td>
</tr>
<tr>
<td>I define myself...</td>
<td>13</td>
<td>1%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Seniority</th>
<th>Number of respondents</th>
<th>Distribution of respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Less than 1 year</td>
<td>3</td>
<td>0%</td>
</tr>
<tr>
<td>1-3 years</td>
<td>20</td>
<td>1%</td>
</tr>
<tr>
<td>4-5 years</td>
<td>72</td>
<td>4%</td>
</tr>
<tr>
<td>6-9 years</td>
<td>219</td>
<td>12%</td>
</tr>
<tr>
<td>10-14 years</td>
<td>277</td>
<td>16%</td>
</tr>
<tr>
<td>15 years or older</td>
<td>1163</td>
<td>66%</td>
</tr>
</tbody>
</table>

In order to analyse more homogeneous numbers, these bands were grouped together for further analysis.

<table>
<thead>
<tr>
<th>DG</th>
<th>Number of respondents</th>
<th>Distribution of respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>DG 0</td>
<td>40</td>
<td>2%</td>
</tr>
<tr>
<td>DG 1</td>
<td>1473</td>
<td>84%</td>
</tr>
<tr>
<td>Boards of Appeal</td>
<td>56</td>
<td>3%</td>
</tr>
<tr>
<td>(former DG 3)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>DG 4</td>
<td>147</td>
<td>8%</td>
</tr>
<tr>
<td>DG 5</td>
<td>44</td>
<td>3%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Website</th>
<th>Number of respondents</th>
<th>Distribution of respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Hague</td>
<td>762</td>
<td>43%</td>
</tr>
<tr>
<td>Munich (including Brussels)</td>
<td>896</td>
<td>51%</td>
</tr>
<tr>
<td>Berlin</td>
<td>81</td>
<td>5%</td>
</tr>
<tr>
<td>Vienna</td>
<td>22</td>
<td>1%</td>
</tr>
</tbody>
</table>

Note: The participation rates of the different segmentation categories are on average lower than the overall participation rate, due to the fact that some respondents did not answer the questions on individual characteristics. In red, the results with a lower weight.
Structure of the gross sample in 2022

<table>
<thead>
<tr>
<th>Job Group</th>
<th>Number of respondents</th>
<th>Distribution of respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Job group 1 or 2 (Vice President, Senior Director, Chairman of a Board of Appeal)</td>
<td>5</td>
<td>3%</td>
</tr>
<tr>
<td>Job group 3 (Director, Senior Expert, Member of a Board of Appeal)</td>
<td>75</td>
<td>4%</td>
</tr>
<tr>
<td>Job group 4 (Head of Department, Examiner, Administrator, Lawyer)</td>
<td>1466</td>
<td>83%</td>
</tr>
<tr>
<td>Job group 5 (Head of Section, Expert)</td>
<td>46</td>
<td>3%</td>
</tr>
<tr>
<td>Job group 6 (Administrative employee)</td>
<td>164</td>
<td>9%</td>
</tr>
</tbody>
</table>

Note: The participation rates of the different segmentation categories are on average lower than the overall participation rate, due to the fact that some respondents did not answer the questions on individual characteristics. In red, the results with a lower weight.
Global view of PSR
Prevention

Psychosocial risks and disorders

- Malfunctions in the work situations
- Manifestations & feelings of employees
- Actions Implementation Follow-up

Risks
- Risks
- Disorders psychosocial
- Prevention of psychosocial risks

Acting on work situations to reduce risks and therefore disorders
Explanatory factors
A systemic set of factors explaining behaviour

Factors
- Business climate
- Work requirements
- Emotional demands
- Autonomy
- Management
- Recognition
- Labour relations
- Values
- Vision of the future
- Environment

Systemic set where degraded factors are sometimes compensated by satisfaction and commitment factors

Expressions
- Health
- Satisfaction
- Commitment
The 10 dimensions in detail

**Business climate**
- Economy
- Image

**Work requirements**
- Amount of work
- Time pressure
- Complexity of the work
- Material means of work
- Work/life balance

**Emotional demands**
- Public relations
- Contact with suffering
- Having to hide your emotions
- Fearful situations

**Autonomy**
- Autonomy in the task
- Predictability of work
- Use of skills
- Skills development
- Participation / Representation

**Management**
- Human management
- Operational management
- Trust in management
- Trust in the DG
- Management system

**Recognition**
- Symbolic recognition Colleagues
- Symbolic recognition Hierarchy
- Financial recognition
- Human Resources Management
- Corporate communication

**Labour relations**
- Support at work
- Tensions
- Information and decisions
- Staff representative

**Values**
- Ethical conflicts
- Quality prevented
- Interest of the work
- Sense of work
- Pride of belonging
- External relations

**Vision of the future**
- Economic security
- Evolution of the activity
- Risk of change

**Environment**
- Geographical environment
- Accessibility
- Workspaces
- Workstation ergonomics
- Equipment / tools

Putting people at the heart of decisions
Putting people at the heart of decisions

Reading the scores

Answers to the questions
- I don’t agree and it bothers me (0)
- No agreement (33)
- I agree (66)
- I agree and I appreciate (100)

Average per question
- Unfavourable disruptive (0)
- Unfavourable (30)
- Favourable (55)
- Favourable appreciated (70)

Overall average
- Very rare (50)
- Results area (70)
- Very rare (100)

Company
- Very poor health
- Very healthy
Putting people at the heart of decisions

Mapping
By site

<table>
<thead>
<tr>
<th>All respondents</th>
<th>The Hague</th>
<th>Munich / Brussels</th>
<th>Berlin</th>
<th>Vienna</th>
</tr>
</thead>
<tbody>
<tr>
<td>1766</td>
<td>761</td>
<td>896</td>
<td>81</td>
<td>22</td>
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<tr>
<td>60</td>
<td>60</td>
<td>60</td>
<td>62</td>
<td>60</td>
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<td>42</td>
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<tr>
<td>52</td>
<td>52</td>
<td>52</td>
<td>63</td>
<td>55</td>
</tr>
</tbody>
</table>

Factors Pro.
## Mapping
### By Directorate General

<table>
<thead>
<tr>
<th>All respondents</th>
<th>1766</th>
</tr>
</thead>
<tbody>
<tr>
<td>DG 0</td>
<td>40</td>
</tr>
<tr>
<td>DG 1</td>
<td>1472</td>
</tr>
<tr>
<td>Boards of Appeal (former DG 3)</td>
<td>56</td>
</tr>
<tr>
<td>DG 4</td>
<td>147</td>
</tr>
<tr>
<td>DG 5</td>
<td>44</td>
</tr>
</tbody>
</table>

### Business climate
- Economic situation
- Image
- Amount of work
- Pace of work
- Complexity of the work
- Material means of work
- Work/life balance
- Relations with interlocutors other than colleagues
- Contact with suffering
- Being able to express your emotions
- Fears or concerns
- Autonomy in the task
- Predictability of tasks
- Use of skills
- Skills development
- Contribution to decisions
- Contribution to the General Management
- Symbolic recognition of colleagues
- Symbolic recognition of the hierarchy
- Financial recognition
- HRM support
- Institution of the working environment
- Collaboration and support from the professional community
- Verbal or physical tension
- Ethical conflicts
- Circulation of useful information
- Action by staff representatives
- Confident in the face of changes in the profession
- Confidence in the face of changes in the working environment
- Place of work
- Accessibility
- Workspaces
- Working tools

### Pro Factors:
- Work requirement
- Emotional demands
- Autonomy
- Management
- Recognition
- Labour relations
- Values
- Vision of the future
- Working environment
Putting people at the heart of decisions

Mapping
By Job Group

<table>
<thead>
<tr>
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</thead>
<tbody>
<tr>
<td>All respondents</td>
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<tr>
<td></td>
<td>1766</td>
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</tbody>
</table>

| Job group 1 or 2 (Vice President, Senior Director, Chairman of a Board of Appeal) |                  |                  |                   |          |            |             |                  |        |                       |                    |            |
| All respondents      | 5                |                  |                   |          |            |             |                  |        |                       |                    |            |
|                      | 5                |                  |                   |          |            |             |                  |        |                       |                    |            |

| Job group 3 (Director, Senior Expert, Member of a Board of Appeal) |                  |                  |                   |          |            |             |                  |        |                       |                    |            |
| All respondents      | 75               |                  |                   |          |            |             |                  |        |                       |                    |            |
|                      | 75               |                  |                   |          |            |             |                  |        |                       |                    |            |

| Job group 4 (Head of department, Examiner, Team manager, Administrator, Lawyer) |                  |                  |                   |          |            |             |                  |        |                       |                    |            |
| All respondents      | 1465             |                  |                   |          |            |             |                  |        |                       |                    |            |
|                      | 1465             |                  |                   |          |            |             |                  |        |                       |                    |            |

| Job group 5 (Head of section, Expert) |                  |                  |                   |          |            |             |                  |        |                       |                    |            |
| All respondents      | 46               |                  |                   |          |            |             |                  |        |                       |                    |            |
|                      | 46               |                  |                   |          |            |             |                  |        |                       |                    |            |

| Job group 6 (Administrative employee) |                  |                  |                   |          |            |             |                  |        |                       |                    |            |
| All respondents      | 164              |                  |                   |          |            |             |                  |        |                       |                    |            |
|                      | 164              |                  |                   |          |            |             |                  |        |                       |                    |            |
## Mapping

### By status Manager/non-Manager

<table>
<thead>
<tr>
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</thead>
<tbody>
<tr>
<td>All respondents</td>
<td>1766</td>
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<td>54</td>
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<td>47</td>
<td>55</td>
<td>65</td>
<td>51</td>
<td>31</td>
<td>70</td>
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<tr>
<td>Manager / Team manager</td>
<td>89</td>
<td></td>
<td></td>
<td>65</td>
<td>47</td>
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<td>61</td>
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<td>60</td>
<td>63</td>
<td>46</td>
</tr>
<tr>
<td>No manager</td>
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</tbody>
</table>
# Cartography

## By seniority

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</thead>
<tbody>
<tr>
<td>All respondents</td>
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<td>1766</td>
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<tr>
<td>Under 10 years</td>
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<td>49</td>
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<td>42</td>
<td>44</td>
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<tr>
<td>10-14 years</td>
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<td></td>
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<td>277</td>
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<td>49</td>
<td>48</td>
<td>53</td>
<td>42</td>
<td>40</td>
</tr>
<tr>
<td>15 years and over</td>
<td></td>
<td></td>
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<td></td>
<td></td>
<td></td>
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<td></td>
<td></td>
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<tr>
<td>1162</td>
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<td>42</td>
<td>42</td>
<td>54</td>
<td>50</td>
<td>46</td>
<td>42</td>
<td>42</td>
</tr>
</tbody>
</table>
Putting people at the heart of decisions

Satisfaction & Commitment & Stress & Fatigue & Working Conditions
Satisfaction
Q.176 Concerning my professional situation taken as a whole, I am:

Ensemble des répondants
- Not at all satisfied: 14%, Somewhat dissatisfied: 37%, Somewhat satisfied: 45%, Completely satisfied: 4%

La Haye
- Not at all satisfied: 15%, Somewhat dissatisfied: 39%, Somewhat satisfied: 43%, Completely satisfied: 3%

Munich
- Not at all satisfied: 13%, Somewhat dissatisfied: 34%, Somewhat satisfied: 49%, Completely satisfied: 5%

Berlin
- Not at all satisfied: 16%, Somewhat dissatisfied: 46%, Somewhat satisfied: 32%, Completely satisfied: 5%

Vienne
- Not at all satisfied: 5%, Somewhat dissatisfied: 67%, Somewhat satisfied: 24%, Completely satisfied: 5%

DG 0
- Not at all satisfied: 21%, Somewhat dissatisfied: 41%, Somewhat satisfied: 35%, Completely satisfied: 3%

DG 1
- Not at all satisfied: 14%, Somewhat dissatisfied: 37%, Somewhat satisfied: 45%, Completely satisfied: 4%

DG 3
- Not at all satisfied: 2%, Somewhat dissatisfied: 12%, Somewhat satisfied: 41%, Completely satisfied: 5%

DG 4
- Not at all satisfied: 12%, Somewhat dissatisfied: 35%, Somewhat satisfied: 49%, Completely satisfied: 3%

DG 5
- Not at all satisfied: 12%, Somewhat dissatisfied: 41%, Somewhat satisfied: 46%, Completely satisfied: 3%

Job group 1 & 2
- Not at all satisfied: 6%, Somewhat dissatisfied: 28%, Somewhat satisfied: 46%, Completely satisfied: 19%

Job group 3
- Not at all satisfied: 15%, Somewhat dissatisfied: 38%, Somewhat satisfied: 44%, Completely satisfied: 4%

Job group 4
- Not at all satisfied: 16%, Somewhat dissatisfied: 47%, Somewhat satisfied: 34%, Completely satisfied: 3%

Job group 5
- Not at all satisfied: 7%, Somewhat dissatisfied: 29%, Somewhat satisfied: 61%, Completely satisfied: 6%

Job group 6
- Not at all satisfied: 4%, Somewhat dissatisfied: 35%, Somewhat satisfied: 54%, Completely satisfied: 6%

Manager
- Not at all satisfied: 4%, Somewhat dissatisfied: 14%, Somewhat satisfied: 37%, Completely satisfied: 45%

Non manager
- Not at all satisfied: 13%, Somewhat dissatisfied: 37%, Somewhat satisfied: 46%, Completely satisfied: 5%

Moins de 10 ans
- Not at all satisfied: 13%, Somewhat dissatisfied: 41%, Somewhat satisfied: 43%, Completely satisfied: 3%

10-14 ans
- Not at all satisfied: 13%, Somewhat dissatisfied: 37%, Somewhat satisfied: 45%, Completely satisfied: 4%

15 ans et plus
- Not at all satisfied: 14%, Somewhat dissatisfied: 37%, Somewhat satisfied: 45%, Completely satisfied: 4%
### Commitment

**Q.177 My level of commitment to the EPO is:**

<table>
<thead>
<tr>
<th>Ensemble des répondants</th>
<th>Very low</th>
<th>Rather low</th>
<th>Quite strong</th>
<th>Very strong</th>
</tr>
</thead>
<tbody>
<tr>
<td>La Haye</td>
<td>10%</td>
<td>31%</td>
<td>45%</td>
<td>14%</td>
</tr>
<tr>
<td>Munich</td>
<td>11%</td>
<td>34%</td>
<td>44%</td>
<td>11%</td>
</tr>
<tr>
<td>Berlin</td>
<td>9%</td>
<td>28%</td>
<td>46%</td>
<td>18%</td>
</tr>
<tr>
<td>Vienne</td>
<td>5%</td>
<td>24%</td>
<td>57%</td>
<td>14%</td>
</tr>
<tr>
<td>DG 0</td>
<td>11%</td>
<td>31%</td>
<td>45%</td>
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<tr>
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<th>Very low</th>
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</tr>
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<tbody>
<tr>
<td>La Haye</td>
<td>10%</td>
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<td>Munich</td>
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<tr>
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<th>Very strong</th>
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<tbody>
<tr>
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<tr>
<th>Manager</th>
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<td>La Haye</td>
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<td>Munich</td>
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<td>Munich</td>
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<td>Vienne</td>
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</tbody>
</table>
Fatigue

Q. 145 In the last 12 months, I have felt very tired from my work
Q. 146 In the past 12 months, I have felt very stressed by my work

<table>
<thead>
<tr>
<th></th>
<th>Always</th>
<th>Often</th>
<th>Rarely</th>
<th>Never</th>
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<tbody>
<tr>
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<tr>
<td>La Haye</td>
<td>48%</td>
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<td>Munich</td>
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<td>8%</td>
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<tr>
<td>Job group 1 &amp; 2</td>
<td>40%</td>
<td>60%</td>
<td>9%</td>
<td>18%</td>
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<tr>
<td>Job group 3</td>
<td>43%</td>
<td>57%</td>
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<td>Job group 4</td>
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<td>18%</td>
<td>6%</td>
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<tr>
<td>Job group 5</td>
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<td>40%</td>
<td>13%</td>
<td>11%</td>
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<tr>
<td>Job group 6</td>
<td>47%</td>
<td>50%</td>
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<tr>
<td>Manager</td>
<td>46%</td>
<td>49%</td>
<td>13%</td>
<td>17%</td>
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<tr>
<td>Non manager</td>
<td>46%</td>
<td>49%</td>
<td>13%</td>
<td>17%</td>
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<tr>
<td>Moins de 10 ans</td>
<td>45%</td>
<td>48%</td>
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<td>10-14 ans</td>
<td>47%</td>
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<td>18%</td>
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<tr>
<td>15 ans et plus</td>
<td>50%</td>
<td>48%</td>
<td>18%</td>
<td>16%</td>
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</tbody>
</table>

- Never: Never
- Rarely: Rarely
- Often: Often
- Always: Always
## Working conditions

**Q. 132** My working conditions taken as a whole are:

### Ensemble des répondants

<table>
<thead>
<tr>
<th></th>
<th>Very bad</th>
<th>Rather bad</th>
<th>Quite good</th>
<th>Very good</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ensemble des répondants</td>
<td>7%</td>
<td>29%</td>
<td>55%</td>
<td>9%</td>
</tr>
<tr>
<td>La Haye</td>
<td>8%</td>
<td>32%</td>
<td>54%</td>
<td>7%</td>
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<tr>
<td>Munich / Bruxelles</td>
<td>6%</td>
<td>26%</td>
<td>57%</td>
<td>11%</td>
</tr>
<tr>
<td>Berlin</td>
<td>10%</td>
<td>27%</td>
<td>51%</td>
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<tr>
<td>Vienne</td>
<td>32%</td>
<td>27%</td>
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<td>DG 0</td>
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<tr>
<td>DG 1</td>
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<td>DG 3</td>
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<td>DG 4</td>
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<tr>
<td>DG 5</td>
<td>5%</td>
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<td>11%</td>
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</tbody>
</table>

### Job group

<table>
<thead>
<tr>
<th>Job group</th>
<th>Very bad</th>
<th>Rather bad</th>
<th>Quite good</th>
<th>Very good</th>
</tr>
</thead>
<tbody>
<tr>
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<td>4%</td>
<td>21%</td>
<td>59%</td>
<td>16%</td>
</tr>
<tr>
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<tr>
<td>Job group 4</td>
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<td>29%</td>
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<td>8%</td>
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<tr>
<td>Job group 5</td>
<td>4%</td>
<td>20%</td>
<td>60%</td>
<td>16%</td>
</tr>
<tr>
<td>Job group 6</td>
<td>3%</td>
<td>24%</td>
<td>60%</td>
<td>14%</td>
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</tbody>
</table>

### Job group

<table>
<thead>
<tr>
<th>Job group</th>
<th>Very bad</th>
<th>Rather bad</th>
<th>Quite good</th>
<th>Very good</th>
</tr>
</thead>
<tbody>
<tr>
<td>Manager</td>
<td>3%</td>
<td>24%</td>
<td>60%</td>
<td>14%</td>
</tr>
<tr>
<td>Non manager</td>
<td>7%</td>
<td>29%</td>
<td>55%</td>
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### Experience

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<tr>
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<th>Very bad</th>
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<th>Quite good</th>
<th>Very good</th>
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<tr>
<td>Moins de 10 ans</td>
<td>5%</td>
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<tr>
<td>10-14 ans</td>
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<td>15 ans et plus</td>
<td>7%</td>
<td>30%</td>
<td>53%</td>
<td>10%</td>
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Global vision
Guide to reading occupational factors

- The curves for the professional factors satisfaction and commitment reflect positive information. We will try to maximize these scores.
- The stress and fatigue curve reflects information that should be minimised.
- These aspects are not immune to extra-occupational factors. Therefore, they cannot reach the extreme values (high or low).
- Each of these scores (Job Factors, Satisfaction, Engagement and Fatigue) should not be analysed in isolation, but rather the balance between the different elements should be examined.

Positive configuration:
- High commitment associated with high satisfaction and low fatigue.

Negative configuration:
- High commitment combined with high fatigue (and low satisfaction) = overexposure to burnout risk.
- Low commitment associated with high fatigue (even if QWL is not at its lowest) = risk of demobilisation, disinvestment or a motivational withdrawal.
Levels of work factors, satisfaction, commitment, fatigue and stress

- Pro Factors
- Working conditions
- Satisfaction
- Commitment
- Stress
- Fatigue

- Moy Fact Pro
- Means of work
- Means satisfaction
- Means Commitment
- Moy Stress
- Average Fatigue
The evolution of a general vision
Satisfaction, working conditions and pride of belonging
Satisfaction 2010 - 2013 - 2016 - 2020 - 2022
Q. 176 Concerning my professional situation taken as a whole, I am:

- 2022*: 14% Not at all satisfied, 37% Rather not satisfied, 45% Neutral, 4% Somewhat satisfied
- 2020: 11% Not at all satisfied, 26% Rather not satisfied, 27% Neutral, 32% Somewhat satisfied
- 2016: 13% Not at all satisfied, 28% Rather not satisfied, 29% Neutral, 28% Somewhat satisfied
- 2013: 14% Not at all satisfied, 21% Rather not satisfied, 51% Neutral, 11% Somewhat satisfied
- 2010: 11% Not at all satisfied, 18% Rather not satisfied, 55% Neutral, 14% Somewhat satisfied

* In 2022 the "neutral" option was not offered to respondents
Pride of belonging to the EPO 2010 - 2013 - 2016 - 2020 - 2022

Q. 174 Previously, were you / Q. 175 Today, are you proud to belong to the European Patent Office?

Pride now
Pride Before

<table>
<thead>
<tr>
<th>Year</th>
<th>Pride Now</th>
<th>Pride Before</th>
</tr>
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<tbody>
<tr>
<td>2010</td>
<td>76%</td>
<td>93%</td>
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<tr>
<td>2013</td>
<td>72%</td>
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<td>2016</td>
<td>22%</td>
<td>96%</td>
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<tr>
<td>2020</td>
<td>31%</td>
<td>94%</td>
</tr>
<tr>
<td>2022</td>
<td>42%</td>
<td>93%</td>
</tr>
</tbody>
</table>
Vision of the future
Q. 110 In three years' time, do you think that:

2022
- You will still be working in the same position: 57%
- You will have chosen to take another position: 6%
- You will have been forced to take another job: 12%
- You will have had to leave the European Patent Office: 19%

2020
- You will still be working in the same position: 55%
- You will have chosen to take another position: 7%
- You will have been forced to take another job: 8%
- You will have had to leave the European Patent Office: 19%

2016
- You will still be working in the same position: 51%
- You will have chosen to take another position: 6%
- You will have been forced to take another job: 10%
- You will have had to leave the European Patent Office: 24%

2013
- You will still be working in the same position: 59%
- You will have chosen to take another position: 9%
- You will have been forced to take another job: 9%
- You will have had to leave the European Patent Office: 6%

2010
- You will still be working in the same position: 62%
- You will have chosen to take another position: 9%
- You will have been forced to take another job: 6%
- You will have had to leave the European Patent Office: 19%
Q. 111 In three years, ideally:

- You will still be working in the same position
- You will have chosen to take another position
- You will have been forced to take another job
- You will have had to leave the European Patent Office
- Don't know
Q. 111 In three years, ideally:

- 55% You will still be working in the same position at the European Patent Office
- 14% You will have moved to another position within the European Patent Office
- 11% You want to leave the European Patent Office for a similar job
- 12% You want to leave the European Patent Office for a different job
- 8% Don’t know

Agents incertains de leur avenir probable (18% des agents)

- 38% Vous travaillerez encore au même poste
- 12% Vous avez été obligé de prendre un autre poste
- 8% Vous aurez choisi de prendre un autre poste
- 41% Vous avez été amené à quitter l’Office Européen des Brevets
- Ne sait pas
Perceived health and the link between work and health
Q. 157 Compared to other people of your age, would you say that your health is rather:

- Wrong
- Average
- Good
- Very good

<table>
<thead>
<tr>
<th>Year</th>
<th>Wrong</th>
<th>Average</th>
<th>Good</th>
<th>Very good</th>
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<tbody>
<tr>
<td>2022</td>
<td>11%</td>
<td>37%</td>
<td>41%</td>
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<td>8%</td>
<td>32%</td>
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<td>2016</td>
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<td>2010</td>
<td>5%</td>
<td>24%</td>
<td>49%</td>
<td>23%</td>
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</table>
Q. 162 Do you or have you in the past 12 months felt very tired or stressed by your work?

![Bar chart showing the percentage of people who felt very tired or stressed by their work from 2010 to 2022.]

- **2022**: 37% (This often happens), 49% (It happened), 15% (No)
- **2020**: 36% (This often happens), 47% (It happened), 17% (No)
- **2016**: 33% (This often happens), 48% (It happened), 19% (No)
- **2013**: 20% (This often happens), 51% (It happened), 29% (No)
- **2010**: 16% (This often happens), 52% (It happened), 32% (No)
Q. 159 Do you think that your current working life has an impact on your health?

- Yes, my current working life has a negative impact on my health
- No, my current working life does not affect my health
- Yes, my current working life has a positive impact on my health

<table>
<thead>
<tr>
<th>Year</th>
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<th>No Impact</th>
<th>Positive Impact</th>
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<td>2016</td>
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<td>38%</td>
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<td>2020</td>
<td>63%</td>
<td>32%</td>
<td>5%</td>
</tr>
<tr>
<td>2022</td>
<td>67%</td>
<td>27%</td>
<td>6%</td>
</tr>
</tbody>
</table>
Work demands
Time & pace of work AND burnout
Time & pace of work
Working time overruns vs. recovery

- **36%** of employees experience overflows, which are very common.
- **11%** experience regular overflows.
- **6%** experience rare overflows.
- **31%** of employees experience very common fatigue.

- **53%** of individuals report experiencing recovery after overtimes.
- **51%** report regular recovery.
- **82%** report rare recovery.
- **13%** of people report very common fatigue.

- **68%** of individuals report experiencing overtimes.
- **93%** report regular overtimes.
- **1%** report very common overtimes.

- **7%** experience regular recovery.
- **94%** experience very common recovery.
- **93%** report regular fatigue.
- **69%** report very common fatigue.
Working time overruns vs. recovery

Overflows
- Regulars: Very common
- Recovery: No

Website
- Ensemble des répondants: 31%

Management General
- Ensemble des répondants: 31%

Job group
- Ensemble des répondants: 31%
  - Job group 1 ou 2: 60%
  - Job group 3: 27%
  - Job group 4: 34%
  - Job group 5: 26%
  - Job group 6: 13%

Manager
- Ensemble des répondants: 31%
  - Manager: 40%
  - Non manager: 31%

La Haye: 30%
Munich / Bruxelles: 33%
Berlin: 34%
Vienne: 33%

DG 0: 41%
DG 1: 32%
Chambre des recours: 27%
DG 4: 30%
DG 5: 45%
Exposure to the risk of burnout
Exposure to the risk of burnout

➢ Burnout is "a state of physical, emotional and mental exhaustion caused by prolonged involvement in emotionally demanding situations" (Pines and Aronson).

➢ For the assessment of physical, mental and emotional exhaustion we use the Pines Burnout Scale (short version). Here are the 10 questions and validated (Q.147 -156):

1. I feel tired
2. I feel let down by some people
3. I feel desperate
4. I feel 'under pressure
5. I feel physically weak or ill
6. I feel 'worthless' or 'failed
7. I have difficulty sleeping
8. I feel neglected
9. I feel depressed
10. I can say "I've had enough" / "That's enough"

➢ The response terms represent a frequency scale:
Exposure to the risk of burnout

16% of respondents are at high or very high risk of burnout.
Exposure to the risk of burnout
Site, General Management and Job group

Distribution of the 16% of respondents at high or very high risk of burnout.
Q. 163 When you have periods when you are very tired or stressed by your work, when you are 'fed up' or fed up, what do you usually do?

- **Je fais du sport**
  - All respondents: 56%
  - High and very high risk of burnout: 32%

- **J'ai tendance à manger plus**
  - All respondents: 40%
  - High and very high risk of burnout: 20%

- **J'ai tendance à dormir plus**
  - All respondents: 35%
  - High and very high risk of burnout: 30%

- **J'ai tendance à consommer davantage de tabac ou d'alcool**
  - All respondents: 18%
  - High and very high risk of burnout: 52%

- **Je vais voir le médecin**
  - All respondents: 10%
  - High and very high risk of burnout: 20%

- **Je prends des médicaments (somnifères, tranquillisants...)**
  - All respondents: 9%
  - High and very high risk of burnout: 23%
Q158. How many days in total did these stoppages represent over the last 12 months?

**Ensemble des répondants**
- No stops: 26%
- Less than 5 days: 28%
- 5 to 9 days: 21%
- 10 to 20 days: 15%
- More than 20 days: 10%

**2020**
- No stops: 25%
- Less than 5 days: 3%
- 5 to 9 days: 21%
- 10 to 20 days: 13%
- More than 20 days: 8%

**Répondants risque d'épuisement professionnel élevé et très élevé**
- No stops: 15%
- Less than 5 days: 18%
- 5 to 9 days: 19%
- 10 to 20 days: 20%
- More than 20 days: 28%

**2020**
- No stops: 12%
- Less than 5 days: 22%
- 5 to 9 days: 19%
- 10 to 20 days: 23%
- More than 20 days: 24%
Putting people at the heart of decisions

Professional constraints
Reminder of the elements that constrain the work 2010 - 2013 - 2016 - 2020

I often cannot do my job properly because of the following:

- **Temps insuffisant**: 43% (2010), 47% (2013), 65% (2016), 72% (2020)
- **Rétention d'information**: 12% (2010), 13% (2013), 15% (2016), 11% (2020)
- **Informations / instructions floues ou contradictoires**: 24% (2010), 25% (2013), 35% (2016), 31% (2020)
- **Changements d'organisation mal expliqués ou mal mis en oeuvre**: 20% (2010), 27% (2013), 35% (2016), 28% (2020)
Factors that prevent one from doing one's job properly (Q. 130)
Site and Directorate General

All respondents

- Temps insuffisant: 48%
- Moyens matériels insuffisants, inadaptés ou...: 36%
- Informations insuffisantes, floues, d'origine incertaine: 25%
- Situation de sous-effectif: 23%
- Lourdeur des protocoles/process (reporting...): 18%
- Changements d'organisation mal mis en œuvre: 17%
- Changements d'organisation mal expliqués: 14%
- Formation insuffisante: 14%
- Rétention d'information: 9%
- Glissement des tâches: 8%
- Problèmes de collaboration avec mes interlocuteurs: 6%
- Changement régulier du manager direct ou au...: 5%
- Autre(s) raison(s): 6%
- Non, je ne rencontre pas souvent de tels problèmes: 18%

The Hague | Munich | Berlin | Vienna
--- | --- | --- | ---
48% | 48% | 60% | 38%
32% | 39% | 42% | 14%
22% | 26% | 26% | 62%
21% | 23% | 28% | 57%
16% | 18% | 18% | 86%
17% | 17% | 22% | 29%
14% | 12% | 20% | 29%
12% | 14% | 27% | 0%
12% | 14% | 27% | 0%
8% | 9% | 7% | 38%
6% | 8% | 11% | 29%
5% | 7% | 7% | 14%
3% | 6% | 4% | 19%
7% | 6% | 1% | 0%
19% | 18% | 12% | 0%

DG 0 | DG 1 | Boards of Appeal | DG 4 | DG 5
--- | --- | --- | --- | ---
59% | 51% | 28% | 31% | 39%
9% | 40% | 22% | 8% | 26%
35% | 23% | 4% | 40% | 59%
21% | 22% | 10% | 29% | 56%
24% | 15% | 4% | 35% | 74%
32% | 17% | 4% | 20% | 21%
27% | 14% | 2% | 14% | 28%
9% | 15% | 8% | 11% | 3%
24% | 7% | 6% | 17% | 39%
18% | 7% | 0% | 9% | 15%
9% | 6% | 8% | 8% | 10%
3% | 5% | 2% | 6% | 10%
12% | 6% | 4% | 8% | 3%
15% | 17% | 43% | 26% | 3%
Putting people at the heart of decisions

Elements preventing one from doing one's job properly *(Q. 130)*

**Job group and seniority**

<table>
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<tr>
<th>Elements preventing one from doing one's job properly</th>
<th>All respondents</th>
<th>Job group 1/2</th>
<th>Job group 3</th>
<th>Job group 4</th>
<th>Job group 5</th>
<th>Job group 6</th>
<th>Under 10 years</th>
<th>10-14 years</th>
<th>15 years and over</th>
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<td>31%</td>
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<td>Problèmes de collaboration avec mes interlocuteurs</td>
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<td>Changement régulier du manager direct ou au...</td>
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</table>
Q. 39 Over the last three years, the place of quality in relation to quantitative objectives:
The evolution of working conditions
Changes in working conditions over the last 12 months (2010 - 2022)
Reasons for changes in working conditions 2022

Because of the...

- Charge de travail
- Niveau des objectifs fixés
- Ambiance
- Organisation du travail
- Mode d'encadrement
- Effectifs adaptés
- Evolution du contenu du travail
- Equipement du poste de travail
- Aménagement des locaux
- Changement de service
- Déménagement
- Changement de poste
- Autre

Degradation
56% of respondents
Improvement
14% of respondents

- 68%
- 49%
- 45%
- 42%
- 30%
- 27%
- 24%
- 19%
- 12%
- 8%
- 3%
- 2%
- 2%
- 14%
- 34%
Putting people at the heart of decisions

Management
Management
Your manager
Q. 67 How does your manager make decisions?

- Your manager decides alone without consulting you
- Your manager decides almost everything and only a few decisions are delegated
- Your manager decides by consulting with his subordinates beforehand
- Decisions are taken jointly by your manager and his or her subordinates
- Your manager gives his subordinates freedom as long as certain constraints are respected

<table>
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<tr>
<th>Ensemble des répondants</th>
<th>Your manager decides alone without consulting you</th>
<th>Your manager decides almost everything and only a few decisions are delegated</th>
<th>Your manager decides by consulting with his subordinates beforehand</th>
<th>Decisions are taken jointly by your manager and his or her subordinates</th>
<th>Your manager gives his subordinates freedom as long as certain constraints are respected</th>
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</table>
Q. 68 Do you think that your manager is himself constrained in the decisions he makes by:

<table>
<thead>
<tr>
<th>Category</th>
<th>His own managers</th>
<th>The Office’s guidelines</th>
<th>It is relatively autonomous</th>
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<td>15 ans et plus</td>
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</table>
Q. 69 Overall, do you think your manager is as demanding of himself as he is of you?

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- Much less demanding of self than of others
- Less demanding of self than of others
- As demanding of self as of others
- Rather more demanding of him/her than of others
- Much more demanding of him/her than of others
Management
High management
Confidence in each of the stakeholders

Q. 29 - 36 How much confidence do you have in each of the following stakeholders?

- **Le condeil d'administration**: 66% Very high, 22% High, 11% Neutral, 2% Low, 1% Very low
- **Le/la Présidente**: 65% Very high, 22% High, 11% Neutral, 2% Low, 1% Very low
- **Le MAC**: 61% Very high, 21% High, 16% Neutral, 2% Low, 1% Very low
- **Votre Directeur/Directrice principal.e/COO**: 52% Very high, 25% High, 20% Neutral, 2% Low, 2% Very low
- **Votre Vice-Président.e**: 49% Very high, 23% High, 22% Neutral, 5% Low, 5% Very low
- **Votre Directeur/Directrice**: 22% Very high, 20% High, 37% Neutral, 16% Low, 4% Very low
- **Votre supérieur.e immédiat.e**: 7% Very high, 11% High, 26% Neutral, 36% Low, 18% Very low
- **Les représentants du personnel**: 12% Very high, 18% High, 51% Neutral, 28% Low, 2% Very low
Managers’ confidence in each of the stakeholders
Q. 29 - 36 How much confidence do you have in each of the following stakeholders?

Results from managers regarding their level of trust for each stakeholder:

- **Le conseil d'administration**: 51% Very high, 24% High, 19% Neutral, 6% Very low
- **Le MAC**: 38% Very high, 33% High, 21% Neutral, 7% Very low
- **Le/la Présidente**: 31% Very high, 35% High, 20% Neutral, 12% Very low
- **Votre Dir. principal.e/COO**: 35% Very high, 25% High, 21% Neutral, 15% Very low
- **Votre Vice-Président.e**: 31% Very high, 23% High, 13% Neutral, 21% Very low
- **Votre Directeur/Directrice**: 9% Very low, 11% Low, 32% Neutral, 24% High, 24% Very high
- **Votre supérieur.e immédiat.e**: 6% Very low, 14% Low, 29% Neutral, 28% High, 23% Very high
- **Les représentants du personnel**: 5% Very low, 15% Low, 33% Neutral, 34% High, 15% Very high

- **Non managers**:
  - **Le conseil d'administration**: 5% Very low, 82% Neutral, 19% Very high
  - **Le MAC**: 38% Very high, 33% High, 21% Neutral, 7% Very low
  - **Le/la Présidente**: 31% Very high, 35% High, 20% Neutral, 12% Very low
  - **Votre Dir. principal.e/COO**: 35% Very high, 25% High, 21% Neutral, 15% Very low
  - **Votre Vice-Président.e**: 31% Very high, 23% High, 13% Neutral, 21% Very low
  - **Votre Directeur/Directrice**: 9% Very low, 11% Low, 32% Neutral, 24% High, 24% Very high
  - **Votre supérieur.e immédiat.e**: 6% Very low, 14% Low, 29% Neutral, 28% High, 23% Very high
  - **Les représentants du personnel**: 5% Very low, 15% Low, 33% Neutral, 34% High, 15% Very high
Management strategy and actions (Q. 15 - 18)

Je considère que le haut management a défini une stratégie claire et cohérente pour l'OEB

<table>
<thead>
<tr>
<th></th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Not at all in agreement</td>
<td>31%</td>
</tr>
<tr>
<td>Somewhat disagree</td>
<td>33%</td>
</tr>
<tr>
<td>Neutral</td>
<td>21%</td>
</tr>
<tr>
<td>Somewhat agree</td>
<td>14%</td>
</tr>
<tr>
<td>Totally agree</td>
<td>15%</td>
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</table>

Je soutiens la stratégie définie par le haut management

<table>
<thead>
<tr>
<th></th>
<th>2020</th>
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</thead>
<tbody>
<tr>
<td>Not at all in agreement</td>
<td>39%</td>
</tr>
<tr>
<td>Somewhat disagree</td>
<td>32%</td>
</tr>
<tr>
<td>Neutral</td>
<td>21%</td>
</tr>
<tr>
<td>Somewhat agree</td>
<td>7%</td>
</tr>
<tr>
<td>Totally agree</td>
<td>8%</td>
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</tbody>
</table>

Les actions du haut management démontrent qu'il est parfaitement conscient de l'importance stratégique des compétences des fonctionnaires afin de permettre à l'OEB...

<table>
<thead>
<tr>
<th></th>
<th>2020</th>
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</thead>
<tbody>
<tr>
<td>Not at all in agreement</td>
<td>42%</td>
</tr>
<tr>
<td>Somewhat disagree</td>
<td>37%</td>
</tr>
<tr>
<td>Neutral</td>
<td>14%</td>
</tr>
<tr>
<td>Somewhat agree</td>
<td>6%</td>
</tr>
<tr>
<td>Totally agree</td>
<td>5%</td>
</tr>
</tbody>
</table>

A mon avis, la stratégie et les actions du top management divergent considérablement du rôle que l'OEB devrait jouer au sein du système européen des brevets

<table>
<thead>
<tr>
<th></th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Totally agree</td>
<td>32%</td>
</tr>
<tr>
<td>Somewhat agree</td>
<td>31%</td>
</tr>
<tr>
<td>Neutral</td>
<td>20%</td>
</tr>
<tr>
<td>Somewhat disagree</td>
<td>12%</td>
</tr>
<tr>
<td>Not at all in agreement</td>
<td>6%</td>
</tr>
</tbody>
</table>
Communication from top management

Q. 22 - 27 The relevance of information provided by senior management or your staff representative:

<table>
<thead>
<tr>
<th>Statement</th>
<th>2020</th>
<th>46%</th>
<th>35%</th>
<th>15%</th>
<th>4%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Je m'identifie aux points de vue exprimés par le haut management</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Le haut management m'informe suffisamment sur les questions qui me concernent directement</td>
<td></td>
<td>43%</td>
<td>35%</td>
<td>17%</td>
<td>4%</td>
</tr>
<tr>
<td>Les informations que je reçois du haut management sont pertinentes pour mon travail et moi</td>
<td></td>
<td>33%</td>
<td>37%</td>
<td>20%</td>
<td>9%</td>
</tr>
<tr>
<td>Je m'identifie aux points de vue exprimés par les représentants du personnel</td>
<td></td>
<td>21%</td>
<td>32%</td>
<td>28%</td>
<td>18%</td>
</tr>
<tr>
<td>Les représentants du personnel m'informent suffisamment sur les questions qui me concernent</td>
<td></td>
<td>5%</td>
<td>19%</td>
<td>50%</td>
<td>26%</td>
</tr>
<tr>
<td>Les informations que je reçois des représentants du personnel sont pertinentes pour moi et mon travail</td>
<td></td>
<td>7%</td>
<td>17%</td>
<td>51%</td>
<td>24%</td>
</tr>
</tbody>
</table>

No agreement at all Somewhat disagree Neutral Somewhat agree Totally agree
Action by senior management
Q. 37 & Q. 40 To what extent do you agree with the following statement:

"Le haut management actuel a démontré qu'il est à la recherche d'un dialogue sincère et constructif avec les représentants du personnel sur les questions fondamentales qui préoccupent le personnel"?

- 62% No agreement at all
- 26% Somewhat disagree
- 9% Neutral
- 3% Totally agree

"Le Président et haut management actuels ont pris des actions utiles afin de maintenir et améliorer la qualité de nos produits et services"?

- 38% No agreement at all
- 32% Somewhat disagree
- 19% Neutral
- 11% Somewhat agree
- 1% Totally agree
Management
As a Manager
As a manager
* Answering "yes" to Q. 80 "Do you supervise the work of others (including supervision of external staff)?

The results of the share of managers who answered "yes" to the question "Do you supervise the work of others (including supervision of external staff)?:

Q. 82 Vous considérez disposer des moyens et de l'autorité nécessaires pour mener à bien cet encadrement:
- 7% (161)
- 22% (1466)
- 53%
- 17%
- 1%

Q. 83 Vous parvenez facilement à faire respecter vos décisions par vos subordonnés:
- 6%
- 61%
- 27%
- 4%

Manager Non manager

No agreement at all Somewhat disagree Somewhat agree Totally agree Not relevant
Management
Management and HR support
Individual interviews

Q. 70 How do you approach your appraisal interviews?

<table>
<thead>
<tr>
<th>Ensemble des répondants</th>
<th>Not at all in agreement</th>
<th>Somewhat disagree</th>
<th>Somewhat agree</th>
<th>Totally agree</th>
<th>Not relevant</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>12%</td>
<td>25%</td>
<td>40%</td>
<td>23%</td>
<td></td>
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</table>

Q. 71 - 74 How do you feel about monitoring your performance:

Votre procédure d'évaluation (rapport de notation) vous parait pertinente pour appréhender votre travail:

<table>
<thead>
<tr>
<th></th>
<th>Not at all in agreement</th>
<th>Somewhat disagree</th>
<th>Somewhat agree</th>
<th>Totally agree</th>
<th>Not relevant</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>31%</td>
<td>37%</td>
<td>26%</td>
<td>4%</td>
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</table>

Les objectifs fixés dans votre évaluation vous semblent atteignables:

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<thead>
<tr>
<th></th>
<th>Not at all in agreement</th>
<th>Somewhat disagree</th>
<th>Somewhat agree</th>
<th>Totally agree</th>
<th>Not relevant</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>20%</td>
<td>34%</td>
<td>38%</td>
<td>8%</td>
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</table>

Vous considérez avoir la possibilité de négocier vos objectifs et organiser votre travail:

<table>
<thead>
<tr>
<th></th>
<th>Not at all in agreement</th>
<th>Somewhat disagree</th>
<th>Somewhat agree</th>
<th>Totally agree</th>
<th>Not relevant</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>40%</td>
<td>34%</td>
<td>20%</td>
<td>5%</td>
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</table>

La procédure d'évaluation est pour vous une occasion d'exprimer votre point de vue et vos aspirations:

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<tr>
<th></th>
<th>Not at all in agreement</th>
<th>Somewhat disagree</th>
<th>Somewhat agree</th>
<th>Totally agree</th>
<th>Not relevant</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>19%</td>
<td>26%</td>
<td>43%</td>
<td>11%</td>
<td></td>
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</tbody>
</table>
HR support and training

Q. 141 The Human Resources Department (DG 4) supports you in your professional and social environment

![Bar chart showing responses to Q. 141]

Q. 142 Access to vocational training is sufficient

![Bar chart showing responses to Q. 142]

Votre procédure d'évaluation (rapport de notation) vous parait pertinente pour appréhender votre travail

Not at all in agreement  | Somewhat disagree  | Somewhat agree  | Totally agree
Values
Values
Diversity and equal opportunities
Diversity and equal opportunities

**All respondents**

Q. 42 Les collaborateurs sont traités de manière égale à l'OEB

- 32% Not at all in agreement
- 30% Somewhat disagree
- 16% Neutral
- 18% Somewhat agree
- 4% Totally agree

Q. 43 Les fonctionnaires de l'OEB sont considérés sur la seule base de leurs mérites et de leurs aptitudes professionnelles sans distinction de race, culture, religion ou de toute autre aspect étranger à leur fonction

- 16% Not at all in agreement
- 23% Somewhat disagree
- 22% Neutral
- 30% Somewhat agree
- 9% Totally agree

2020

- 13% Not at all in agreement
- 22% Somewhat disagree
- 21% Neutral
- 33% Somewhat agree
- 11% Totally agree
Values

Commitment to the EPO
Attachment to the EPO
All respondents

Q. 171 Êtes-vous intéressé par la place de l'Office Européen des Brevets et son évolution ?

- No, not at all interested: 8%
- No, not interested: 23%
- Yes, quite interested: 45%
- Yes, very interested: 24%

Q. 172 L'activité actuelle de l'Office Européen des Brevets est en accord avec l'esprit et les valeurs de la Convention sur le Brevet Européen

- Not at all in agreement: 22%
- Somewhat disagree: 43%
- Neutral: 0%
- Somewhat agree: 32%
- Totally agree: 2%

Q. 178 Je pourrais recommander l'OEB comme employeur à un ami

- Not at all in agreement: 31%
- Somewhat disagree: 24%
- Neutral: 29%
- Somewhat agree: 14%
- Totally agree: 3%
Relationships at work
I find the atmosphere at work to be: 2010 - 2013 - 2016 - 2020
As a reminder

- Malicious
- Aggressive
- Boring
- Passive
- Cold
- Conflict
- Tense
- Dynamics
- Confident
- Calm
- Sereine
- Happy
- Warm
- Solidaire
Q. 59 I find that the atmosphere at work in the team/department is mostly:

2022
Q. 60 I find that the working atmosphere at the EPO is mainly 2022

<table>
<thead>
<tr>
<th>Ensemble des répondants</th>
<th>La Haye</th>
<th>Munich / Bruxelles</th>
<th>Berlin</th>
<th>Vienne</th>
<th>DG 0</th>
<th>DG 1</th>
<th>Chambres de recours</th>
<th>DG 4</th>
<th>DG 5</th>
<th>Job group 1 ou 2</th>
<th>Job group 3</th>
<th>Job group 4</th>
<th>Job group 5</th>
<th>Job group 6</th>
<th>Manager</th>
<th>Non manager</th>
</tr>
</thead>
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</tr>
</tbody>
</table>

- **Aggressive**
- **Malicious**
- **Conflict**
- **Tense**
- **Passive**
- **Cold**
- **Boring**
- **Calm**
- **Sereine**
- **Dynamics**
- **Solidare**
- **Warm**
- **Confident**
- **Happy**
Q. 61 When I encounter difficulties in my work, I can easily get help or support from

- Les collègues: 93% (91% Hague, 95% Munich/Brussels, 94% Berlin, 95% Vienna)
- Des organisations syndicales ou des représentants du personnel: 41% (46% Hague, 34% Munich/Brussels, 69% Berlin, 45% Vienna)
- Du service de santé au travail: 24% (34% Hague, 16% Munich/Brussels, 24% Berlin, 30% Vienna)
- De ma hiérarchie: 21% (19% Hague, 23% Munich/Brussels, 20% Berlin, 35% Vienna)
- Des Ressources Humaines: 7% (6% Hague, 8% Munich/Brussels, 13% Berlin, 10% Vienna)
- Avec mes subordonnés: 5% (4% Hague, 6% Munich/Brussels, 4% Berlin, 5% Vienna)

For managers and non-managers:
- Managers: 95% (95% Hague, 93% Munich/Brussels, 18% Berlin, 42% Vienna)
- Non-managers: 18% (18% Hague, 42% Munich/Brussels, 24% Berlin, 24% Vienna)
Q. 168 In the last 12 months, in the course of your professional activity, have you been confronted with verbal aggression, threats or blackmail?

- 5% Systematically
- 13% This has happened several times
- 81% This has already happened
- 17% Never

2022: 5% 13% 81%
2020: 9% 17% 74%
2016: 8% 16% 74%
2013: 5% 13% 81%
2010: 5% 12% 82%
Q. 169 These verbal assaults, threats or blackmail were carried out by:
* Among the 19% who answered that they had been confronted with verbal aggression, threats or blackmail in the previous question:

- De votre manager: 42% (2022) 44% (2020)
- De collègues: 37% (2022) 44% (2020)
- D’un autre membre du management ou de l’administration: 34% (2022) 30% (2020)
- De personnes extérieurs à l’OEB: 4% (2022)
- De subordonnés: 1% (2022) 3% (2020)
Q. 170 In the last 12 months, in the course of your professional activity, have you been confronted with physical aggression or intimidation?

- 2010: 2% Never, 98% This has already happened
- 2013: 3% Never, 97% This has already happened
- 2016: 3% Never, 95% This has already happened
- 2020: 4% Never, 95% This has already happened
- 2022: 3% Never, 96% This has already happened
Q. 171 These physical assaults or intimidations were the result of:
* Among the 4% who answered that they had been confronted with physical aggression or intimidation in the previous question

- **De votre manager**: 41% 48%
- **De collègues**: 37% 42%
- **D'un autre membre du management ou de l'administration**: 37% 37%
- **De personnes extérieurs à l'OEB**: 2%
- **De subordonnés**: 0% 0%
Relationship Violence Scale

➢ A set of 4 questions asks respondents about their exposure to a form of relational violence (denigration, guilt) or its consequences (isolation, discomfort) (Q. 164 - 167):

In my daily work, it happens that one person, or some people...
- Makes me feel isolated from the rest of my colleagues
denigrates me, makes me feel incompetent
- Makes me feel "it's always my fault"
- Makes me feel "uncomfortable" or even scared sometimes

➢ The response terms represent a frequency scale:
23% of respondents are exposed to relationship violence.
Relationship Violence Scale
Directorates General and Sites

Distribution by Sites, General Management and Jobs group according to low/medium and high/very high exposure to relational violence
Business climate
Objectives of the EPO

Q. 13 I consider that the roadmap defined by the "Strategic Plan 2023" is necessary and important for the future of the EPO

Q. 14 I consider the following actions to be necessary and important for the future of the EPO:

- Donner plus de temps au personnel pour faire un travail de qualité (87%)
- Rendre la nouvelle carrière (attribution des "rewards") plus juste et transparente (79%)
- Passer d’une politique RH basée sur la compétition et la suspicion à une politique RH privilégiant la collaboration et la confiance (75%)
- Améliorer les outils informatiques (69%)
- Embaucher de nouveaux collègues pour faire face à la charge de travail (66%)
- Développer la formation continue (50%)
- Réduire les garanties offertes par la méthode d’ajustement des salaires actuelles (4%)
- Réduire le niveau de prestations du système de pension actuel (4%)
- Je ne considère aucune de ces actions comme nécessaire et importante pour l’avenir de l’OEB (1%)

All respondents
Zoom 2022
New career and teleworking
New career
Opinions on the New Career scheme implemented in 2015

All respondents

Q. 75 Considérez-vous que l’instauration d’un bonus individuel en lien avec une “performance” individuelle est une bonne chose pour la QUALITÉ DU TRAVAIL produit par l’Office Européen des Brevets ?

- Not at all in agreement: 10%
- Somewhat disagree: 28%
- Somewhat agree: 61%
- Totally agree: 1%

Q. 76 Considérez-vous que l’instauration d’un bonus individuel en lien avec une “performance” individuelle est une bonne chose pour VOTRE PROPRE SITUATION PROFESSIONNELLE ?

- Not at all in agreement: 2%
- Somewhat disagree: 14%
- Somewhat agree: 55%
- Totally agree: 28%

Q. 78 Considérez-vous que la suppression de l’avancement automatique d’échelon annuel au profit d’un avancement décidé unilatéralement par le management est une bonne chose pour la QUALITÉ DU TRAVAIL produit par l’Office Européen des Brevets ?

- Not at all in agreement: 1%
- Somewhat disagree: 8%
- Somewhat agree: 29%
- Totally agree: 62%

Q. 79 Considérez-vous que la suppression de l’avancement automatique d’échelon annuel au profit d’un avancement décidé unilatéralement par le management est une bonne chose pour VOTRE PROPRE SITUATION PROFESSIONNELLE ?

- Not at all in agreement: 3%
- Somewhat disagree: 11%
- Somewhat agree: 28%
- Totally agree: 59%

Q. 77 L’évaluation individuelle et l’attribution de récompenses individuelles chaque année génère…

- No more individual pressure: 0%
- Less individual pressure: 18%
- Neither: 82%
Telework
Working environment at home
* Respondents who said "yes" to the question "I work from home"

The results of the share of respondents who answered "yes" to the question "I work from home":

- Q. 118 Le lieu où je travaille est satisfaisant (cadre de vie, environnement...): 88% (1388) agree, 11% (180) disagree.
- Q. 119 Mon espace de travail est satisfaisant: 94% (1484) agree, 5% (78) disagree.
- Q. 120 Mon poste de travail est satisfaisant: 92% (1448) agree, 5% (78) disagree.
- Q. 121 Mes outils de travail sont satisfaisants (fournitures, informatique...): 66% (1092) agree, 13% (204) disagree.

- I don't agree and it bothers me
- No agreement
- I agree.
- Accord and I appreciate
The most important positive impacts of telework are: (Q. 122)

<table>
<thead>
<tr>
<th>Impact</th>
<th>All respondents</th>
<th>The Hague</th>
<th>Munich / Brussels</th>
<th>Berlin</th>
<th>Vienna</th>
</tr>
</thead>
<tbody>
<tr>
<td>Liberté dans la gestion des temps</td>
<td>62%</td>
<td>63%</td>
<td>60%</td>
<td>60%</td>
<td>67%</td>
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<tr>
<td>Qualité de vie familiale</td>
<td>50%</td>
<td>52%</td>
<td>48%</td>
<td>45%</td>
<td>60%</td>
</tr>
<tr>
<td>Qualité de vie personnelle</td>
<td>46%</td>
<td>39%</td>
<td>51%</td>
<td>58%</td>
<td>33%</td>
</tr>
<tr>
<td>Moins de stress des transports</td>
<td>46%</td>
<td>49%</td>
<td>42%</td>
<td>45%</td>
<td>40%</td>
</tr>
<tr>
<td>Moins de fatigue physique des transports</td>
<td>15%</td>
<td>14%</td>
<td>17%</td>
<td>13%</td>
<td>7%</td>
</tr>
<tr>
<td>Productivité pour l’entreprise</td>
<td>10%</td>
<td>11%</td>
<td>9%</td>
<td>13%</td>
<td>0%</td>
</tr>
<tr>
<td>Coûts personnels liés aux transports</td>
<td>9%</td>
<td>8%</td>
<td>11%</td>
<td>3%</td>
<td>13%</td>
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<tr>
<td>Temps de travail total</td>
<td>5%</td>
<td>6%</td>
<td>5%</td>
<td>3%</td>
<td>7%</td>
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<tr>
<td>Qualité du travail produit</td>
<td>4%</td>
<td>4%</td>
<td>4%</td>
<td>7%</td>
<td>7%</td>
</tr>
<tr>
<td>Diminution des pauses</td>
<td>2%</td>
<td>2%</td>
<td>2%</td>
<td>0%</td>
<td>7%</td>
</tr>
<tr>
<td>Charge de travail ressentie</td>
<td>2%</td>
<td>1%</td>
<td>2%</td>
<td>3%</td>
<td>0%</td>
</tr>
<tr>
<td>Lien avec le management</td>
<td>1%</td>
<td>2%</td>
<td>0%</td>
<td>2%</td>
<td>7%</td>
</tr>
<tr>
<td>Lien avec les collègues</td>
<td>1%</td>
<td>2%</td>
<td>0%</td>
<td>2%</td>
<td>7%</td>
</tr>
<tr>
<td>Sentiment d’appartenance</td>
<td>0%</td>
<td>1%</td>
<td>1%</td>
<td>0%</td>
<td>0%</td>
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<thead>
<tr>
<th>Impact</th>
<th>DG 0</th>
<th>DG 1</th>
<th>Board of Appeal</th>
<th>DG 4</th>
<th>DG 5</th>
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The most important negative impacts of telework are: (Q. 123)

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Thank you for your attention