

Appendix 1

Detailed Item Results

Comparison with Professional Services norm

Top 5 Questions vs. Willis Towers Watson PS Norm	Total Favourable	Professional Services Norm (138,415)
Remuneration: Our pay is as good as or better than the pay in other similar organisations.	66	24*
Remuneration: Our benefits are as good as or better than the benefits in other similar organisations.	60	12*
Empowerment: I have sufficient autonomy to do my job well.	74	8*
Well-Being: My immediate manager cares about my well-being.	69	7*
Well-Being: My work schedule allows sufficient flexibility to meet my personal/family needs.	77	6*
Bottom 5 Questions vs. Willis Towers Watson PS Norm		
Management: I have confidence in the decisions made by senior management (PD and above).	16	-56*
Communication: Senior management (PD and above) communicates the reasons for important decisions effectively.	13	-45*
Working Effectiveness: The Office's commitment to quality is apparent in what we do on a day-to-day basis.	30	-43*
Management: Senior management (PD and above) provides a clear sense of direction.	24	-42*
Communication: Sufficient effort is made to get the opinions of staff in the Office.	21	-41*

* Statistically Significant Difference (+)

* Statistically Significant Difference (-)

Questions - Agile Culture (1 of 2)

EPO Overall (5,670)

6 There is effective cooperation within my unit.				Total Favourable ? Total Unfavourable		Difference
EPO Overall 2019 (5,670)	76	8	16			
EPO Overall 2011 (4,907)	67*	21*	12*			9*
Europe Norm (147,345)	79*	8	13*			-3*
Professional Services Norm (138,415)	72*	11*	17			4*

20 The Office has established a culture of continuous improvement.				Total Favourable ? Total Unfavourable		Difference
EPO Overall 2019 (5,670)	26	18	56			
EPO Overall 2011 (4,907)	Not Available					
Europe Norm (147,345)	67*	14*	20*			-41*
Professional Services Norm (138,415)	Not Available					

34 There is effective cooperation between my unit and other parts of the Office.				Total Favourable ? Total Unfavourable		Difference
EPO Overall 2019 (5,670)	48	24	28			
EPO Overall 2011 (4,907)	57*	28*	15*			-9*
Europe Norm (147,345)	68*	13*	20*			-20*
Professional Services Norm (138,415)	72*	13*	15*			-24*

Questions - Agile Culture (2 of 2)

EPO Overall (5,670)

45 Differing opinions are openly discussed in reaching decisions in my unit.				
	Total Favourable ? Total Unfavourable			Difference
EPO Overall 2019 (5,670)	60	13	27	
EPO Overall 2011 (4,907)	79*	9*	12*	-19*
Europe Norm (147,345)	77*	9*	14*	-17*
Professional Services Norm (138,415)	78*	11*	10*	-19*

Questions - Communication (1 of 4)

EPO Overall (5,670)

1 The information I need to do my job is readily available.				Total Favourable ? Total Unfavourable		Difference
EPO Overall 2019 (5,670)	76	5	19			
EPO Overall 2011 (4,907)	78*	10*	12*			-2*
Europe Norm (147,345)	73*	9*	19			4*
Professional Services Norm (138,415)	70*	9*	20*			6*

7 The Office does a good job of keeping staff informed about matters affecting us.				Total Favourable ? Total Unfavourable		Difference
EPO Overall 2019 (5,670)	30	17	53			
EPO Overall 2011 (4,907)	Not Available					
Europe Norm (147,345)	64*	13*	24*			-33*
Professional Services Norm (138,415)	67*	15*	19*			-37*

Questions - Communication (2 of 4)

EPO Overall (5,670)


30 Sufficient effort is made to get the opinions of staff in the Office.				
	Total Favourable ? Total Unfavourable			Difference
EPO Overall 2019 (5,670)	21	16	63	
EPO Overall 2011 (4,907)	29*	22*	49*	-7*
Europe Norm (147,345)	59*	15	26*	-37*
Professional Services Norm (138,415)	63*	15	22*	-41*


61 Senior management (PD and above) communicates the reasons for important decisions effectively.				
	Total Favourable Neither Total Unfavourable			Difference
EPO Overall 2019 (5,670)	13	20	67	
EPO Overall 2011 (4,907)	Not Available			
Europe Norm (147,345)	56*	24*	20*	-43*
Professional Services Norm (138,415)	58*	19	23*	-45*

Questions - Communication (3 of 4)

EPO Overall (5,670)

		Total Favourable	EPO Overall 2011 (4,907)	Europe Norm (147,345)	Professional Services Norm (138,415)
Communication					
21a	Which of the following are currently your most important sources of information about the Office in general (select a maximum of 3 choices): My immediate manager				
	Yes	63	-6*	n/a	n/a
	No	37	6*	n/a	n/a
21b	Which of the following are currently your most important sources of information about the Office in general (select a maximum of 3 choices): The manager of my immediate manager				
	Yes	21	13*	n/a	n/a
	No	79	-13*	n/a	n/a
21c	Which of the following are currently your most important sources of information about the Office in general (select a maximum of 3 choices): Office-wide internal communication (intranet, internal information events/presentations for all etc.)				
	Yes	51	-1	n/a	n/a
	No	49	1	n/a	n/a


 Statistically Significant Difference (+)


 Statistically Significant Difference (-)

Questions - Communication (4 of 4)

EPO Overall (5,670)

		Total Favourable	EPO Overall 2011 (4,907)	Europe Norm (147,345)	Professional Services Norm (138,415)
Communication					
21d	Which of the following are currently your most important sources of information about the Office in general (select a maximum of 3 choices): Colleagues				
	Yes	72	1	n/a	n/a
	No	28	-1	n/a	n/a
21e	Which of the following are currently your most important sources of information about the Office in general (select a maximum of 3 choices): Staff representation				
	Yes	28	-27*	n/a	n/a
	No	72	27*	n/a	n/a
21f	Which of the following are currently your most important sources of information about the Office in general (select a maximum of 3 choices): Unions				
	Yes	21	n/a	n/a	n/a
	No	79	n/a	n/a	n/a
21g	Which of the following are currently your most important sources of information about the Office in general (select a maximum of 3 choices): Other				
	Yes	4	1*	n/a	n/a
	No	96	-1*	n/a	n/a

 Statistically Significant Difference (+)

 Statistically Significant Difference (-)

Questions - Empowerment

EPO Overall (5,670)

3 People in my unit are encouraged to come up with innovative solutions to work-related problems.

	Total Favourable ? Total Unfavourable			Difference
EPO Overall 2019 (5,670)	49	17	34	
EPO Overall 2011 (4,907)	Not Available			
Europe Norm (147,345)	72*	11*	16*	-24*
Professional Services Norm (138,415)	79*	9*	11*	-30*

51 I have sufficient autonomy to do my job well.

	Total Favourable ? Total Unfavourable			Difference
EPO Overall 2019 (5,670)	74	8	18	
EPO Overall 2011 (4,907)	87*	6*	7*	-13*
Europe Norm (147,345)	82*	7*	11*	-8*
Professional Services Norm (138,415)	66*	15*	20*	8*

56 It is safe to speak up at work.

	Total Favourable ? Total Unfavourable			Difference
EPO Overall 2019 (5,670)	27	16	58	
EPO Overall 2011 (4,907)	Not Available			
Europe Norm (147,345)	66*	13*	22*	-39*
Professional Services Norm (138,415)	61*	17*	22*	-34*

Questions - External Reputation

EPO Overall (5,670)

11 I believe the Office is an environmentally responsible organisation.				
	Total Favourable ? Total Unfavourable			Difference
EPO Overall 2019 (5,670)	40	32	28	
EPO Overall 2011 (4,907)	Not Available			
Europe Norm (147,345)	79*	12*	9*	-39*
Professional Services Norm (138,415)	Not Available			

16 The Office has established a good reputation for the quality of its services.				
	Total Favourable ? Total Unfavourable			Difference
EPO Overall 2019 (5,670)	61	17	22	
EPO Overall 2011 (4,907)	87*	9*	4*	-26*
Europe Norm (147,345)	82*	11*	7*	-21*
Professional Services Norm (138,415)	Not Available			

28 The Office operates with integrity in its external dealings (with users, applicants, parties, suppliers, etc.).				
	Total Favourable ? Total Unfavourable			Difference
EPO Overall 2019 (5,670)	49	29	22	
EPO Overall 2011 (4,907)	65*	26*	9*	-17*
Europe Norm (147,345)	79*	16*	5*	-30*
Professional Services Norm (138,415)	84*	11*	5*	-36*

Questions - Inclusion and Diversity

EPO Overall (5,670)

10 All staff are treated with respect here.

	Total Favourable ? Total Unfavourable			Difference
EPO Overall 2019 (5,670)	39	13	49	
EPO Overall 2011 (4,907)	62*	16*	22*	-23*
Europe Norm (147,345)	75*	9*	16*	-37*
Professional Services Norm (138,415)	79*	8*	13*	-41*

36 The Office supports inclusion in the workplace (recognising and respecting the value of differences).

	Total Favourable ? Total Unfavourable			Difference
EPO Overall 2019 (5,670)	46	27	26	
EPO Overall 2011 (4,907)	Not Available			
Europe Norm (147,345)	75*	14*	11*	-29*
Professional Services Norm (138,415)	81*	12*	8*	-34*

46 I can be myself at work without worrying about how I will be accepted.

	Total Favourable ? Total Unfavourable			Difference
EPO Overall 2019 (5,670)	69	12	19	
EPO Overall 2011 (4,907)	Not Available			
Europe Norm (147,345)	82*	6*	12*	-13*
Professional Services Norm (138,415)	Not Available			

Questions - Line Management (1 of 2)

EPO Overall (5,670)

2 My immediate manager communicates effectively.				Total Favourable ? Total Unfavourable		Difference
EPO Overall 2019 (5,670)	75	7	17			
EPO Overall 2011 (4,907)	71*	10*	18	4*		
Europe Norm (147,345)	76	8	16			0
Professional Services Norm (138,415)	77*	9*	14*			-2*

9 The goals and objectives against which I am evaluated are clearly defined.				Total Favourable ? Total Unfavourable		Difference
EPO Overall 2019 (5,670)	53	8	40			
EPO Overall 2011 (4,907)	Not Available					
Europe Norm (147,345)	77*	9*	14*			-24*
Professional Services Norm (138,415)	77*	13*	10*			-24*

13 My immediate manager gives me positive feedback when I do a good job.				Total Favourable ? Total Unfavourable		Difference
EPO Overall 2019 (5,670)	69	11	20			
EPO Overall 2011 (4,907)	Not Available					
Europe Norm (147,345)	76*	9*	15*			-7*
Professional Services Norm (138,415)	75*	11	14*			-6*

Questions - Line Management (2 of 2)

EPO Overall (5,670)

33 My immediate manager provides me with feedback that helps me improve my performance.					
Total Favourable ? Total Unfavourable				Difference	
EPO Overall 2019 (5,670)	60	15	25		
EPO Overall 2011 (4,907)	Not Available				
Europe Norm (147,345)	73*	12*	15*		-13*
Professional Services Norm (138,415)	Not Available				

49 I have confidence in the decisions made by my immediate manager.					
Total Favourable ? Total Unfavourable				Difference	
EPO Overall 2019 (5,670)	61	18	22		
EPO Overall 2011 (4,907)	70*	14*	16*		-9*
Europe Norm (147,345)	77*	10*	12*		-17*
Professional Services Norm (138,415)	75*	13*	12*		-14*

Questions - Management (1 of 2)

EPO Overall (5,670)

14 Senior management (PD and above) provides a clear sense of direction.					
	Total Favourable ? Total Unfavourable			Difference	
EPO Overall 2019 (5,670)	24	16	60		
EPO Overall 2011 (4,907)	28*	31*	42*		-3*
Europe Norm (147,345)	67*	16	17*		-43*
Professional Services Norm (138,415)	66*	18*	16*		-42*

25 I have confidence in the decisions made by my director.					
	Total Favourable ? Total Unfavourable			Difference	
EPO Overall 2019 (5,670)	41	22	38		
EPO Overall 2011 (4,907)	Not Available				
Europe Norm (147,345)	69*	14*	16*		-29*
Professional Services Norm (138,415)	Not Available				

40 I have confidence in the decisions made by senior management (PD and above).					
	Total Favourable ? Total Unfavourable			Difference	
EPO Overall 2019 (5,670)	16	16	68		
EPO Overall 2011 (4,907)	Not Available				
Europe Norm (147,345)	66*	17*	16*		-50*
Professional Services Norm (138,415)	72*	14*	14*		-56*

Questions - Management (2 of 2)

EPO Overall (5,670)

48 The performance development system leads to appropriate action being taken to address poor performance.				
	Total Favourable ? Total Unfavourable			Difference
EPO Overall 2019 (5,670)	20	31	49	
EPO Overall 2011 (4,907)	Not Available			
Europe Norm (147,345)	47*	26*	27*	-27*
Professional Services Norm (138,415)	43*	32	25*	-24*

57 There is sufficient contact between senior management (PD and above) of my DG /BoA Unit and staff.				
	Total Favourable ? Total Unfavourable			Difference
EPO Overall 2019 (5,670)	19	24	57	
EPO Overall 2011 (4,907)	43*	31*	25*	-24*
Europe Norm (147,345)	57*	14*	28*	-38*
Professional Services Norm (138,415)	Not Available			

60 The Office is effective in identifying the changes that are necessary for our long-term success.				
	Total Favourable Neither Total Unfavourable			Difference
EPO Overall 2019 (5,670)	20	33	47	
EPO Overall 2011 (4,907)	Not Available			
Europe Norm (147,345)	56*	27*	17*	-36*
Professional Services Norm (138,415)	58*	28*	14*	-39*

Questions - Remuneration (1 of 2)

EPO Overall (5,670)

26 I think my performance on the job is rewarded fairly.

	Total Favourable ? Total Unfavourable			Difference
EPO Overall 2019 (5,670)	52	13	35	
EPO Overall 2011 (4,907)	Not Available			
Europe Norm (147,345)	Not Available			
Professional Services Norm (138,415)	Not Available			

35 Our pay is as good as or better than the pay in other similar organisations.

	Total Favourable ? Total Unfavourable			Difference
EPO Overall 2019 (5,670)	66	26	8	
EPO Overall 2011 (4,907)	63*	29*	8	3*
Europe Norm (147,345)	44*	21*	34*	22*
Professional Services Norm (138,415)	42*	24*	34*	24*

42 Compared with other people working in the Office, I think I am paid fairly.

	Total Favourable ? Total Unfavourable			Difference
EPO Overall 2019 (5,670)	50	20	30	
EPO Overall 2011 (4,907)	73*	14*	13*	-23*
Europe Norm (147,345)	47*	20	34*	4*
Professional Services Norm (138,415)	Not Available			

Questions - Remuneration (2 of 2)

EPO Overall (5,670)

55 Our benefits are as good as or better than the benefits in other similar organisations.				
	Total Favourable ? Total Unfavourable			Difference
EPO Overall 2019 (5,670)	60	29	11	
EPO Overall 2011 (4,907)	59	29	13*	1
Europe Norm (147,345)	54*	21*	25*	6*
Professional Services Norm (138,415)	48*	27*	26*	12*

Questions - Service Focus

EPO Overall (5,670)

5 Our internal processes are geared towards providing the best possible service for our users (this includes applicants, parties, internal clients).

	Total Favourable ? Total Unfavourable			Difference
EPO Overall 2019 (5,670)	42	15	43	
EPO Overall 2011 (4,907)	67*	16*	16*	-25*
Europe Norm (147,345)	65*	15	20*	-23*
Professional Services Norm (138,415)	67*	14*	19*	-25*

23 My unit constantly looks for better ways to serve our users (this includes applicants, parties, internal clients).

	Total Favourable ? Total Unfavourable			Difference
EPO Overall 2019 (5,670)	54	21	25	
EPO Overall 2011 (4,907)	Not Available			
Europe Norm (147,345)	82*	10*	8*	-28*
Professional Services Norm (138,415)	87*	7*	6*	-33*

41 In my unit, we receive feedback on how satisfied our users (this includes applicants, parties, internal clients) are with the quality of our work.

	Total Favourable ? Total Unfavourable			Difference
EPO Overall 2019 (5,670)	36	17	47	
EPO Overall 2011 (4,907)	Not Available			
Europe Norm (147,345)	66*	16*	19*	-30*
Professional Services Norm (138,415)	63*	18	19*	-27*

Questions - Sustainable Engagement (1 of 3)

EPO Overall (5,670)

12 I am willing to go the extra mile to help the Office succeed.

	Total Favourable ? Total Unfavourable			Difference
EPO Overall 2019 (5,670)	75	13	12	
EPO Overall 2011 (4,907)	71*	19*	10*	4*
Europe Norm (147,345)	88*	7*	5*	-13*
Professional Services Norm (138,415)	88*	6*	5*	-13*

19 I am able to sustain the level of energy I need throughout the work day.

	Total Favourable ? Total Unfavourable			Difference
EPO Overall 2019 (5,670)	59	12	29	
EPO Overall 2011 (4,907)	Not Available			
Europe Norm (147,345)	78*	8*	14*	-19*
Professional Services Norm (138,415)	76*	10*	15*	-17*

32 I believe strongly in the mission of the Office.

	Total Favourable ? Total Unfavourable			Difference
EPO Overall 2019 (5,670)	68	18	14	
EPO Overall 2011 (4,907)	27*	38*	36*	42*
Europe Norm (147,345)	78*	13*	8*	-10*
Professional Services Norm (138,415)	76*	16*	8*	-7*

Questions - Sustainable Engagement (2 of 3)

EPO Overall (5,670)

43 My unit is able to meet our work challenges effectively.				
	Total Favourable ? Total Unfavourable			Difference
EPO Overall 2019 (5,670)	64	15	21	
EPO Overall 2011 (4,907)	78*	12*	10*	-14*
Europe Norm (147,345)	80*	8*	12*	-16*
Professional Services Norm (138,415)	82*	8*	10*	-19*

47 I am proud to work at the Office.				
	Total Favourable ? Total Unfavourable			Difference
EPO Overall 2019 (5,670)	65	16	20	
EPO Overall 2011 (4,907)	Not Available			
Europe Norm (147,345)	82*	11*	7*	-18*
Professional Services Norm (138,415)	81*	13*	7*	-16*

52 My work gives me a sense of personal accomplishment.				
	Total Favourable ? Total Unfavourable			Difference
EPO Overall 2019 (5,670)	64	12	24	
EPO Overall 2011 (4,907)	72*	13	16*	-7*
Europe Norm (147,345)	76*	9*	15*	-12*
Professional Services Norm (138,415)	81*	9*	11*	-16*

Questions - Sustainable Engagement (3 of 3)

EPO Overall (5,670)

62 There are no substantial obstacles at work to doing my job well.		Total Favourable Neither Total Unfavourable			Difference
EPO Overall 2019 (5,670)	43	16	41		
EPO Overall 2011 (4,907)	Not Available				
Europe Norm (147,345)	62*	15	23*	-19*	
Professional Services Norm (138,415)	65*	19*	16*	-22*	

Questions - Training & Talent Development (1 of 2)

EPO Overall (5,670)

15 I actively look for opportunities at work to develop new knowledge or skills.				Total Favourable Neither Total Unfavourable		Difference
EPO Overall 2019 (5,670)	74	18	8			
EPO Overall 2011 (4,907)	83*	11*	6*			-8*
Europe Norm (147,345)	Not Available					
Professional Services Norm (138,415)	Not Available					

27 I believe I have the opportunity for personal development and growth.				Total Favourable ? Total Unfavourable		Difference
EPO Overall 2019 (5,670)	42	14	44			
EPO Overall 2011 (4,907)	51*	19*	30*			-9*
Europe Norm (147,345)	62*	13	24*			-20*
Professional Services Norm (138,415)	69*	13*	17*			-28*

44 My immediate manager aligns my development plan to the future needs of the Office.				Total Favourable ? Total Unfavourable		Difference
EPO Overall 2019 (5,670)	49	30	21			
EPO Overall 2011 (4,907)	Not Available					
Europe Norm (147,345)	Not Available					
Professional Services Norm (138,415)	Not Available					

Questions - Training & Talent Development (2 of 2)

EPO Overall (5,670)

53 I have had sufficient opportunities to develop the skills needed to do my job effectively.				
	Total Favourable ? Total Unfavourable			Difference
EPO Overall 2019 (5,670)	55	15	30	
EPO Overall 2011 (4,907)	59*	15	26*	-4*
Europe Norm (147,345)	64*	12*	24*	-9*
Professional Services Norm (138,415)	68*	13*	19*	-13*

Questions - Well-Being (1 of 2)

EPO Overall (5,670)

4 My work schedule allows sufficient flexibility to meet my personal/family needs.

	Total Favourable ? Total Unfavourable			Difference
EPO Overall 2019 (5,670)	77	6	17	
EPO Overall 2011 (4,907)	90*	4*	6*	-13*
Europe Norm (147,345)	72*	7*	21*	5*
Professional Services Norm (138,415)	72*	6	23*	6*

24 There is usually sufficient staff in my unit to handle the workload.

	Total Favourable ? Total Unfavourable			Difference
EPO Overall 2019 (5,670)	61	12	28	
EPO Overall 2011 (4,907)	63*	12	25*	-2*
Europe Norm (147,345)	51*	9*	40*	10*
Professional Services Norm (138,415)	56*	9*	35*	5*

38 People in my unit are attentive to each other's well-being.

	Total Favourable ? Total Unfavourable			Difference
EPO Overall 2019 (5,670)	71	14	16	
EPO Overall 2011 (4,907)	Not Available			
Europe Norm (147,345)	Not Available			
Professional Services Norm (138,415)	Not Available			

Questions - Well-Being (2 of 2)

EPO Overall (5,670)

54 My immediate manager cares about my well-being.				Difference	
	Total Favourable ? Total Unfavourable				
EPO Overall 2019 (5,670)	69	14	16		
EPO Overall 2011 (4,907)	38*	24*	38*	31*	
Europe Norm (147,345)	64*	14	21*	5*	
Professional Services Norm (138,415)	62*	16*	22*	7*	

Questions - Working Effectiveness (1 of 2)

EPO Overall (5,670)

18 In my unit, people strive to eliminate unnecessary bureaucracy.				
	Total Favourable ? Total Unfavourable			Difference
EPO Overall 2019 (5,670)	50	24	26	
EPO Overall 2011 (4,907)	Not Available			
Europe Norm (147,345)	Not Available			
Professional Services Norm (138,415)	Not Available			

39 In my unit, we are making good use of technology to make our processes more efficient.				
	Total Favourable ? Total Unfavourable			Difference
EPO Overall 2019 (5,670)	54	20	26	
EPO Overall 2011 (4,907)	Not Available			
Europe Norm (147,345)	66*	14*	20*	-12*
Professional Services Norm (138,415)	Not Available			

50 In my DG/In the BOA Unit, work is distributed in a way that ensures staff resources are used as effectively as possible.				
	Total Favourable ? Total Unfavourable			Difference
EPO Overall 2019 (5,670)	35	28	37	
EPO Overall 2011 (4,907)	Not Available			
Europe Norm (147,345)	Not Available			
Professional Services Norm (138,415)	Not Available			

Questions - Working Effectiveness (2 of 2)

EPO Overall (5,670)

58 The Office's commitment to quality is apparent in what we do on a day-to-day basis.

	Total Favourable ? Total Unfavourable				Difference
EPO Overall 2019 (5,670)	30	17	53		
EPO Overall 2011 (4,907)	65*	15*	20*		-35*
Europe Norm (147,345)	77*	11*	12*		-47*
Professional Services Norm (138,415)	72*	14*	14*		-43*

Appendix 2

Sustainable Engagement

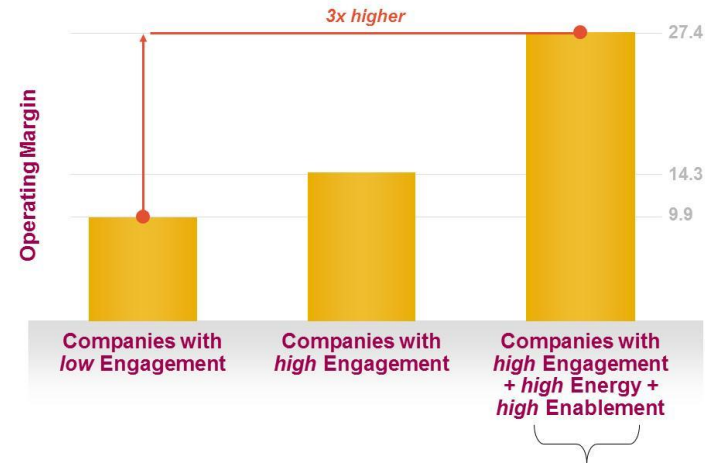
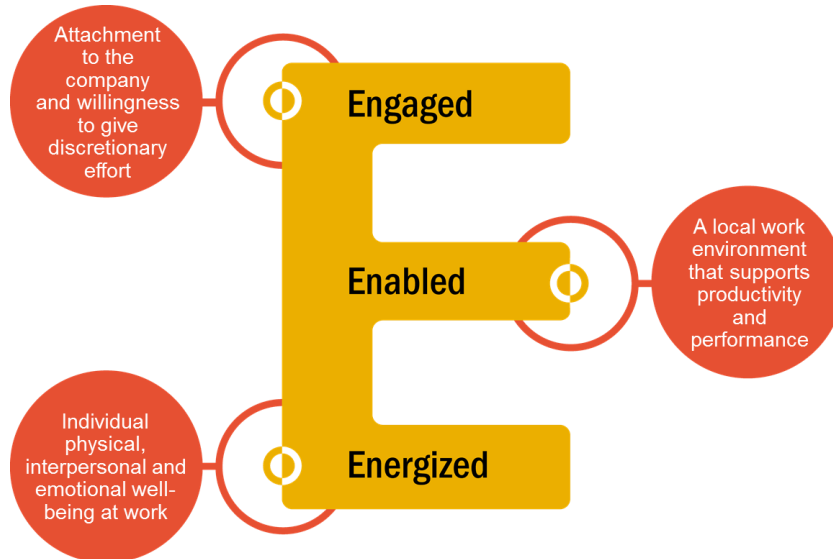
WTW Sustainable Engagement

We have found that engagement alone doesn't guarantee sustainability. To "unleash" engagement, we believe companies must support employees through **quality supervision** and **adequate tools/equipment**. They must also take into account **wellbeing** ensuring that employees are energised and inspired to deliver their best performance.

Our Sustainable Engagement model measures three components of the employee experience that, taken together, have been demonstrated to enable superior business performance:

- The extent of employees' discretionary effort and commitment to achieving organisational goals (being *engaged*)
- An environment that supports productivity (being *enabled*)
- A work experience that promotes well-being (feeling *energised*)

Companies with high levels of sustainable engagement have been found to have lower "presenteeism" (lost productivity at work), less absenteeism, lower attrition and higher average operating margin



Source: Towers Watson's Global Normative Database

Comments Themes

Please define the key obstacles that you face at work

"Production pressure! I continue trying to do my work well but it is getting more and more difficult with the time we get per file. I feel that people producing a lot no matter if with bad quality are better off. The management claims that quality is important and it is looked up when assessing the examiners work, but at the end it is only quantity what matters."

"The office is trapped in its own breaucracy. The discourse from upper management uses very nice and complex words alas the real meaning is something along the lines production sets you free"

quality respect and ethics leadership
skills targets products and services
obstacle recognition procedures
high training planning
office bureaucracy innovation
career and mobility **operating efficiency** motivation
immediate manager empowerment **resources and means**
problems changes new
technology production stress and pressure
management communication decision process

"IT-Probleme mit Software-tools wie CLASMA, Edossier, SuccessFactor hinsichtlich Funktionalität, Stabilität und Performance."

"No reaction to bottom up feedback. Ineffective tools."

"The tools and programs that we use to do our work. The lack of communication to inform staff of changes which affect the daily work."

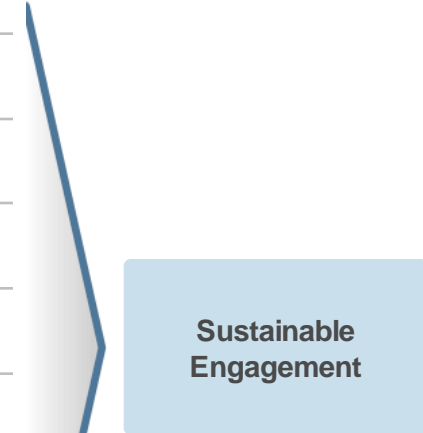
"Pression de production bien trop élevée, ne permettant pas de fournir un travail de qualité. Pression du management à réaliser les objectifs avec épée de Damoclès des conséquences possibles en cas d'échec à la réalisation de ces objectifs introduisant un stress profond et constant ."

Engagement Key Driver Analysis

What drives Sustainable Engagement in EPO?

Engagement is driven primarily by opportunities for development (e.g. job-related skills or new knowledge), the external reputation of the office and a sense of personal empowerment (innovation, speak up).

EPO Overall 2011 (4,907)	Europe Norm (147,345)	Professional Services Norm (138,415)	Total Favourable Score	
-9*	-20*	-28*	42	Training & Talent Development: I believe I have the opportunity for personal development and growth.
-4*	-9*	-13*	55	Training & Talent Development: I have had sufficient opportunities to develop the skills needed to do my job effectively.
-8*	n/a	n/a	74	Training & Talent Development: I actively look for opportunities at work to develop new knowledge or skills.
-17*	-30*	-36*	49	External Reputation: The Office operates with integrity in its external dealings (with users, applicants, parties, suppliers, etc.).
-26*	-21*	n/a	61	External Reputation: The Office has established a good reputation for the quality of its services.
n/a	-39*	n/a	40	External Reputation: I believe the Office is an environmentally responsible organisation.
-13*	-8*	8*	74	Empowerment: I have sufficient autonomy to do my job well.
n/a	-39*	-34*	27	Empowerment: It is safe to speak up at work.
n/a	-24*	-30*	49	Empowerment: People in my unit are encouraged to come up with innovative solutions to work-related problems.



Sustainable Engagement

Appendix 3

Additional Breakdowns and Norm Comparisons

Grade: results compared to EPO overall (1 of 2)

Views are more favourable for grades G05 to G09, and for G15 (see next slide), and less favourable for A4(2).

	EPO Overall 2019 (5,670)	A4(2) (135)	G02 (13)	G04 (8)	G05 (40)	G06 (139)	G07 (539)	G08 (554)	G09 (509)
Agile Culture	52	-8	19	7	13	12*	10*	9*	4
Communication	35	-5	11	15	8	2	4	5*	4
Empowerment	50	-7	37*	17	18*	16*	10*	11*	8*
External Reputation	50	-7	7	0	4	4	5*	7*	3
Inclusion and Diversity	51	-9*	5	-1	14	10*	11*	12*	8*
Line Management	64	-8	27*	-1	8	8	8*	12*	8*
Management	20 ¹	-8*	29*	10	11	10*	4*	5*	3
Remuneration	57	-6	3	18	0	4	-4	-4	0
Service Focus	44	-12*	20	14	14	14*	12*	12*	7*
Sustainable Engagement	66 ¹	-8	16	1	8	11*	10*	10*	6*
Training & Talent Development	55	-15*	16	-8	5	13*	11*	11*	8*
Well-Being	70	-5	-16	2	-2	3	4	6*	4*
Working Effectiveness	42	-7	18	8	6	10*	7*	7*	4

¹ Category score has been recalculated to include only scores of questions that are common across all sub groups

Grade: results compared to EPO overall (2 of 2)

Less favourable views also for employees in grades G11, G12 and G13.

	EPO Overall 2019 (5,670)	G10 (480)	G11 (895)	G12 (998)	G13 (1014)	G14 (162)	G15 (141)	G16 (38)
Agile Culture	52	-1	-7*	-6*	-4*	7	14*	13
Communication	35	1	-4*	-3*	-2	1	9*	4
Empowerment	50	0	-9*	-8*	-4*	2	8	18*
External Reputation	50	1	-7*	-3	-2	-1	15*	3
Inclusion and Diversity	51	0	-8*	-6*	-6*	4	11*	11
Line Management	64	0	-8*	-6*	-4*	4	6	-6
Management	20 ¹	-4*	-7*	-4*	-1	6	21*	26*
Remuneration	57	-4	-3	2	4*	4	16*	1
Service Focus	44	-3	-10*	-8*	-4*	7	21*	12
Sustainable Engagement	66 ¹	0	-7*	-6*	-5*	3	11*	6
Training & Talent Development	55	0	-8*	-6*	-5*	6	7	17*
Well-Being	70	1	-2	-3	-2	-1	1	-12
Working Effectiveness	42	-1	-6*	-5*	-3	6	13*	5

¹ Category score has been recalculated to include only scores of questions that are common across all sub groups

Tenure: results compared to EPO overall

As is typical, new joiners and long-term employees have more positive views. Opinions are less positive among employees with 6 - 20 years of tenure. However remuneration results are least positive among the 1-5 year tenure group.

	EPO Overall 2019 (5,670)	Less than 1 year (38)	1-5 years (901)	6-10 years (655)	11-15 years (1245)	16-20 years (1714)	21-25 years (238)	26-30 years (655)	31-35 years (180)	36-40 years (44)
Agile Culture	52	16*	3	-4	-2	-1	3	2	4	18*
Communication	35	23*	5*	-1	-3	-1	2	-1	1	13
Empowerment	50	14	4*	-4*	-2	-1	1	2	4	25*
External Reputation	50	22*	7*	-1	-3	-2	-1	0	4	15
Inclusion and Diversity	51	28*	12*	-3	-4*	-3*	-2	-2	0	18*
Line Management	64	22*	8*	-3	-3	-2	-1	0	-2	12
Management	23	27*	3	-4*	-2	-1	3	2	3	15*
Remuneration	57	12	-6*	-2	3	0	1	3	3	12
Service Focus	44	14	-1	-8*	-2	0	6	4	9*	31*
Sustainable Engagement	63	21*	10*	-3	-2	-3*	-1	-1	2	16*
Training & Talent Development	55	28*	8*	-2	-2	-2	1	-1	0	11
Well-Being	70	5	6*	1	-1	-1	-2	-2	-4	9
Working Effectiveness	42	12	3	-4	-3	-1	3	2	3	19*

Full/part-time status: results compared to EPO overall

Opinions of part-time workers are less positive. The majority of part-timers work in DG1, which explains the EPO overall pattern. The pattern in other DGs is more mixed.

	EPO Overall 2019 (5,670)	Part-time (788)	Full-time (4882)
Agile Culture	52	-2	0
Communication	35	-4*	1
Empowerment	50	-3	1
External Reputation	50	-7*	1
Inclusion and Diversity	51	-7*	1
Line Management	64	-5*	1
Management	23	-6*	1
Remuneration	57	-3	1
Service Focus	44	-5*	1
Sustainable Engagement	63	-7*	1
Training & Talent Development	55	-5*	1
Well-Being	70	-1	0
Working Effectiveness	42	-3	1

Manager/Non-Manager: results compared to EPO overall

As is typical, views of managers are more positive, but the size of the gaps between manager and non-manager results is unusually large.

	EPO Overall 2019 (5,670)	Manager (620)	Non- Manager (5050)
Agile Culture	52	17*	-2*
Communication	35	9*	-1
Empowerment	50	14*	-2
External Reputation	50	19*	-2*
Inclusion and Diversity	51	17*	-2*
Line Management	64	11*	-1
Management	23	17*	-2*
Remuneration	57	15*	-2
Service Focus	44	23*	-3*
Sustainable Engagement	63	16*	-2*
Training & Talent Development	55	18*	-2*
Well-Being	70	5*	-1
Working Effectiveness	42	17*	-2*

¹ Category score has been recalculated to include only scores of questions that are common across all sub groups

Overview by Job Group

Views of staff in job group 4 are significantly lower compared to the other job groups

	EPO Overall 2019 (5,670)	2 (50)	3 (336)	4 (4119)	5 (194)	6 (971)
Agile Culture	52	19*	9*	-4*	10*	13*
Communication	35	13	3	-2	5	5*
Empowerment	50	22*	3	-5*	16*	16*
External Reputation	50	12	6*	-2	10*	3*
Inclusion and Diversity	51	17*	5	-3*	9*	9*
Line Management	64	0	3	-3*	13*	10*
Management	20*	36*	11*	-3*	5	8*
Remuneration	57	5	8*	-2*	5	5*
Service Focus	44	19*	12*	-7*	21*	19*
Sustainable Engagement	63	11	7*	-4*	11*	10*
Training & Talent Development	55	18*	6*	-4*	12*	11*
Well-Being	70	-8	0	-1	4	2
Working Effectiveness	42	14*	8*	-3*	8*	9*

¹ Category score has been recalculated to include only scores of questions that are common across all sub groups

Education level: results compared to EPO overall

The higher the education level, the less positive views are across all survey categories.

	EPO Overall 2019 (5,670)	Completed secondary education (365)	Completed post- secondary professional training (366)	Completed studies at Bachelor's level (440)	Completed university studies at Master's level (2624)	Completed PhD studies (1854)
Agile Culture	52	13*	14*	7*	-2	-4*
Communication	35	6*	8*	0	-1	-2
Empowerment	50	16*	20*	7*	-3*	-5*
External Reputation	50	5	6*	1	0	-2
Inclusion and Diversity	51	11*	13*	5	-2	-4*
Line Management	64	11*	15*	5*	-2	-4*
Management	23	9*	10*	1	-1	-3*
Remuneration	57	9*	7*	3	-1	-2
Service Focus	44	18*	21*	9*	-3*	-5*
Sustainable Engagement	63	9*	14*	4	-2	-3*
Training & Talent Development	55	13*	15*	4	-3*	-3*
Well-Being	70	4	5*	0	-1	0
Working Effectiveness	42	9*	12*	2	-1	-3*

Overview by PTHW status

No major differences between staff with and without PTHW status. Part-time homeworkers are slightly less positive on some categories especially management.

	EPO Overall 2019 (5,670)	Yes (1740)	No (3930)
Agile Culture	52	-1	0
Communication	35	-2	1
Empowerment	50	0	0
External Reputation	50	-2	1
Inclusion and Diversity	51	0	0
Line Management	64	-2	1
Management	23	-4*	2
Remuneration	57	0	0
Service Focus	44	-2	1
Sustainable Engagement	63	-2	1
Training & Talent Development	55	-1	1
Well-Being	70	1	-1
Working Effectiveness	42	-2	1

Overview by length of professional experience prior to EPO

There is no strong link between prior experience to working for EPO and employee opinions in the survey. Views on management are more positive for people with 16 years or more years of experience.

	EPO Overall 2019 (5,670)	Less than 1 year (235)	1-5 years (2109)	6-10 years (1632)	11-15 years (751)	16-20 years (260)	21-25 years (86)	26-30 years (22)	31-35 years (10)
Agile Culture	52	0	0	-1	0	-1	2	2	-6
Communication	35	0	-2	0	1	5	9	7	-5
Empowerment	50	-1	-1	-1	1	2	10	-3	10
External Reputation	50	-2	-1	-1	1	4	6	6	4
Inclusion and Diversity	51	-2	-1	-1	1	3	9	0	6
Line Management	64	-2	-2	2	1	3	1	-6	8
Management	20*	1	-1	-1	0	4	11*	8	8
Remuneration	57	-2	-2	-1	2	3	10	20	0
Service Focus	44	-3	-1	0	1	4	10	-5	-4
Sustainable Engagement	63	-4	-1	0	3	4	8	1	-4
Training & Talent Development	55	-3	-1	0	2	1	4	6	10
Well-Being	70	-2	0	0	-1	-1	3	-2	-13
Working Effectiveness	42	1	0	-1	0	0	5	12	8

¹ Category score has been recalculated to include only scores of questions that are common across all sub groups

EPO overall results compared to Transitional norm

Results trail the transitional norm on the majority of areas with exception of Remuneration (+9*) and Well-Being (+6*).

	Total Favourable Score	Transitional Norm (135,252)
Agile Culture	52	-17*
Communication	35	-26*
Empowerment	50	-22*
External Reputation	50	-31*
Inclusion and Diversity	51	-31*
Line Management	64	-11*
Management	23	-39*
Remuneration	57	9*
Service Focus	44	-23*
Sustainable Engagement	63	-15*
Training & Talent Development	55	-14*
Well-Being	70	6*
Working Effectiveness	42	n/a

* Statistically Significant
Difference (+)

* Statistically Significant
Difference (-)

EPO overall results compared to International Organisations norm

People are most positive on Well-Being (+3*) and least positive on Management (-31*) compared to the International Organisations norm.

	Total Favourable Score	International Organisations Norm (12,711)
Agile Culture	52	-12*
Communication	35	-29*
Empowerment	50	-25*
External Reputation	50	n/a
Inclusion and Diversity	51	n/a
Line Management	64	-9*
Management	23	-31*
Remuneration	57	-4*
Service Focus	44	-29*
Sustainable Engagement	63	-21*
Training & Talent Development	55	-19*
Well-Being	70	3*
Working Effectiveness	42	n/a

* Statistically Significant Difference (+)

* Statistically Significant Difference (-)

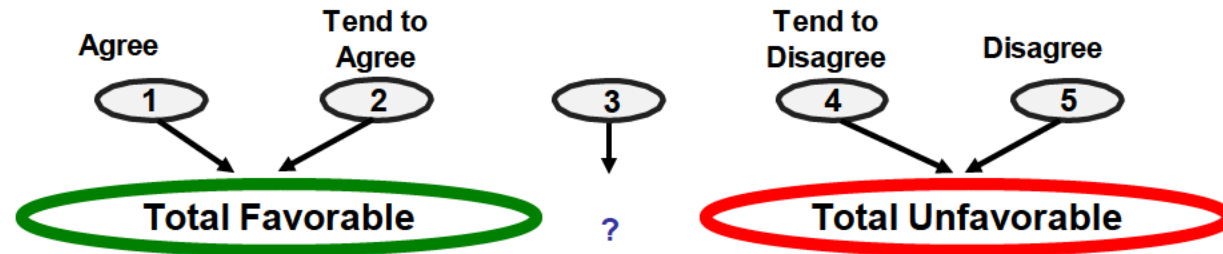
Appendix 4

Survey Technical Details

FAQ (1 of 4)

Response Scales

The typical response scale is Agree – Tend to Agree - ? – Tend to Disagree - Disagree
The results are reported with a focus on the total favourable score. This logic has been chosen to avoid information overload and to enable you to quickly see the key messages in the data.



Meaning of '?'

- Mid-point equivalent with “Don’t know/No opinion”, situated between the favorable and unfavorable parts of the scale.
- It is important to look at the share of ‘?’ responses.
- High number of ‘?’ responses (>20%) indicate that:
 - Respondents may have less favorable view on the question.
 - They are not able to answer it, either because they do not have enough information, or they do not know what the question is referring to.

FAQ (2 of 4)

Minimum N-Size

- Only those groups and subgroups data are presented which have 10 or more respondents.
- Even if you may be responsible for 10 people, if one of them has not completed the survey you will not receive a report.
- Similarly, if in your report some internal breakdowns do not show up, it is because that particular subgroup has less than 10 respondents.

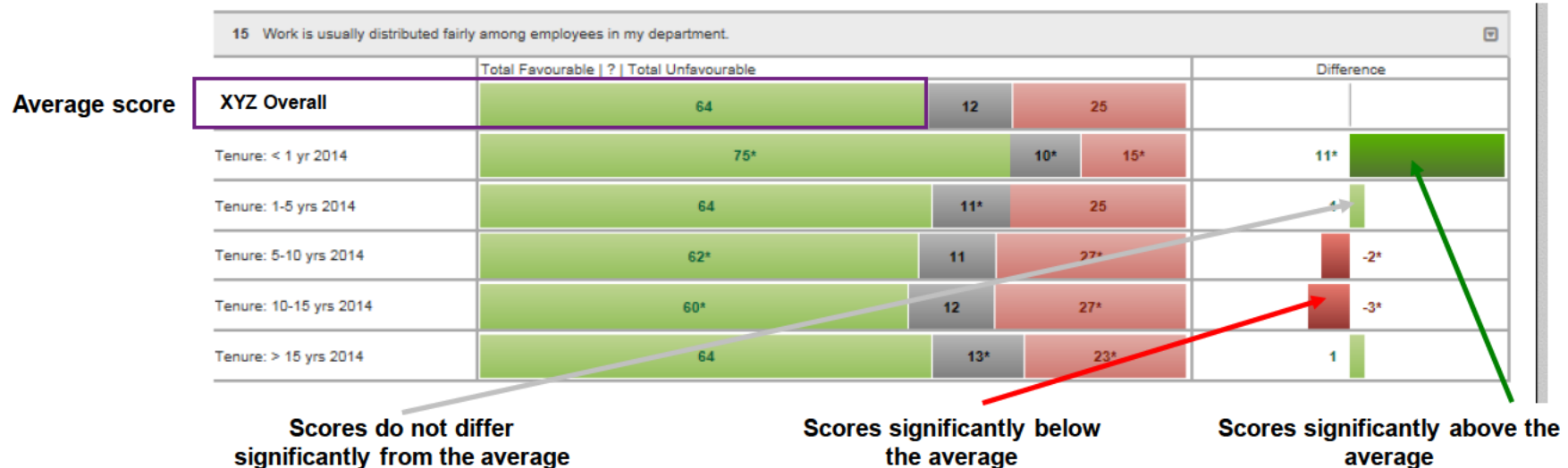
Rounding of Scores

- Results are presented as whole percentages – rounded up or down to the nearest whole percentage.
- This means that occasionally results may add up to 99% or 101%.

FAQ (3 of 4)

Statistical Significance

- The test for statistical significance is used to determine whether the difference between two average scores occurred by chance or whether a real difference exists between the samples under investigation.
- In the case of our work, the test of significance gives an indication of whether the difference between the scores is practically meaningful.
- Statistical significance difference depends on:
 - Sample size, total favourable score and the difference**
 - The larger the groups under investigation and the higher the difference in favourable scores, the higher the likelihood of statistical significance.
 - The formula is also based on the actual proportion of Favorable responses - the closer it is to the extreme end, the smaller difference is needed for it to be significant.



FAQ (4 of 4)

Key Drivers of Engagement

Determines which survey items most strongly influence or predict an outcome of interest or dependent variable (Sustainable Engagement).

Identifies the “Buttons to Push” in efforts to improve key employee opinions.

Answers the question: “Where should I focus attention in order to have the best chance of improving employee attitudes?”

Key Driver Analyses help us to gain a deeper understanding of reasons why employees have certain perceptions of the company and its working environment. These analyses also help develop action plans better targeted to address employees’ core concerns.

Normative Benchmarks

- The reports contain typically two kinds of comparisons:
 - Internal comparisons
 - Normative benchmarks
- The normative benchmark data is aggregated from organisations that run their surveys with Willis Towers Watson, supplemented where needed by independently collected sample data.