Social Report for the year 2017
Social Report for the year 2017
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Foreword

Since 2012, the European Patent Office has been publishing a full annual report on the social conditions of its staff. The continuation of this practice is essential for two reasons. Firstly, it constitutes an important element of the EPO’s role as a transparent international organisation, particularly with regard to the duty it has towards its employees. The data supplements a wide range of other information published by the EPO, from Administrative Council documents that reveal the governance of our organisation, to environmental reports that assess our green credentials.

The report is also particularly pertinent because it comes at a time when we are drawing to a close on an intense programme of social reforms. That period of change has had the potential to impact on many elements that are measured or cited within these pages. After all, there have been changes in the management of human resources and efforts to bolster the finances of our organisation, both of which have the possibility to exert an effect on staff conditions. Our efforts have constantly aimed to safeguard and improve those conditions.

New data has now been included to reflect the latest changes implemented in human resource management. For example, following a comprehensive reform related to standards of conduct and internal justice, the structure of the report has been aligned to include a new chapter on Ethics and Compliance.

The Social Report is therefore a useful tool for helping to look at the effects of changes that we have already implemented, such as whether the EPO has managed to maintain a comprehensive social package for our staff. But the report is also forward-looking, at a time when the EPO is exploring more initiatives to enhance gender diversity. For the first time we now include a breakdown of the managers by gender in each of the EPO’s Directorates-General. Doing so will enable us to keep track in the future of how we’re progressing with efforts to enhance diversity throughout our organisation, particularly in the various tiers of management.

As a measure of the working life of our staff, the report serves as a useful guide that will help our organisation to further secure its position as a leading employer. I invite you all to find out more about the EPO’s social conditions in the following chapters.

Benoît Battistelli,
President of the European Patent Office
Employee and professional development
1. Employee and professional development

1.1 Demographics

This section deals with staff structure at the EPO and provides breakdowns of employees by site, function, age, gender and nationality.

Key data is presented regarding recruitment, internal mobility, training and personal development.

Statistics are also provided on the main reasons for the termination of active service.

1.1.1 Total number of staff working at the EPO

At the end of 2017, the EPO employed 6 850 staff. The total number of staff increased by 0.72% compared with the previous year.

<table>
<thead>
<tr>
<th>Table 1</th>
<th>Change in total number of staff working at the EPO, 2016/2017</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2016</td>
</tr>
<tr>
<td>Headcount at 31 Dec</td>
<td>6 801</td>
</tr>
<tr>
<td>FTE (full-time equivalents)</td>
<td>6 439</td>
</tr>
</tbody>
</table>

The upward trend in the number of retirees observed in 2016 was not repeated in 2017. Whereas 247 employees ended active service in 2016, in 2017 that figure was 170, a decrease of 31%. In 2017, the balance between recruitments and retirements was relatively stable, as there were 216 external recruitments against 170 members of staff ending their active service.
1.1.2 Breakdown of staff by function

At the end of 2017, 4,528 staff were working as examiners or members of the boards of appeal. The remainder were involved in patent procedure support and other activities such as legal services, human resources, procurement and facility management.

2017 saw an increase of 0.72% in the total population. The number of staff in patent procedure support functions fell by 0.88%, while the number of examiners rose by 1.58%.

Table 2
Breakdown of number of staff (headcount) by type of function, 2016/2017

<table>
<thead>
<tr>
<th>Function</th>
<th>31 Dec 2016</th>
<th>31 Dec 2017</th>
<th>Variation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Examiners</td>
<td>4,310</td>
<td>4,378</td>
<td>+1.58%</td>
</tr>
<tr>
<td>Members of boards of appeal</td>
<td>141</td>
<td>150</td>
<td>+6.38%</td>
</tr>
<tr>
<td>Patent procedures support</td>
<td>800</td>
<td>793</td>
<td>-0.88%</td>
</tr>
<tr>
<td>Other</td>
<td>1,550</td>
<td>1,529</td>
<td>-1.35%</td>
</tr>
<tr>
<td>Total</td>
<td>6,801</td>
<td>6,850</td>
<td>+0.72%</td>
</tr>
</tbody>
</table>

Source: FIPS

Graph 1
Change in breakdown of staff by type of function, 2016/2017

Source: FIPS
1.1.3 Breakdown of staff by site

The EPO has five different sites: Munich, The Hague, Berlin, Vienna and Brussels.

Munich and The Hague are the two largest. At the end of 2017, 3 806 staff (56% of the total) were working in Munich, while in The Hague there were 2 708 (40% of the total).

Table 3

Breakdown of number of staff (headcount) by site, 2016/2017

<table>
<thead>
<tr>
<th>Site</th>
<th>31 Dec 2016</th>
<th>31 Dec 2017</th>
<th>Variation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Munich</td>
<td>3 772</td>
<td>3 806</td>
<td>+0.90%</td>
</tr>
<tr>
<td>The Hague</td>
<td>2 682</td>
<td>2 708</td>
<td>+0.97%</td>
</tr>
<tr>
<td>Berlin</td>
<td>247</td>
<td>239</td>
<td>-3.24%</td>
</tr>
<tr>
<td>Vienna</td>
<td>96</td>
<td>93</td>
<td>-3.13%</td>
</tr>
<tr>
<td>Brussels</td>
<td>4</td>
<td>4</td>
<td>0.00%</td>
</tr>
<tr>
<td>Total</td>
<td>6 801</td>
<td>6 850</td>
<td>+0.72%</td>
</tr>
</tbody>
</table>

Source: FIPS
1.1.4 Breakdown of staff by age

The average age of EPO staff is 46.8 years (versus 46.4 in 2016). 68% of total staff are between 39 and 54 years old, while 50% are between 40 and 50 years old.

Source: FIPS
1.1.5 Breakdown of staff by nationality

At the end of 2017, 35 different nationalities of the EPC were represented at the EPO. This is one more than in 2016.

Graph 3

Breakdown of EPO staff by nationality, 31 Dec 2017

Source: FIPS
Table 4

Change in number of staff by nationality, 2016/2017

<table>
<thead>
<tr>
<th>Nationality</th>
<th>31 Dec 2016</th>
<th>31 Dec 2017</th>
<th>Variation</th>
</tr>
</thead>
<tbody>
<tr>
<td>German</td>
<td>1 861</td>
<td>1 876</td>
<td>+0.81%</td>
</tr>
<tr>
<td>French</td>
<td>1 256</td>
<td>1 268</td>
<td>+0.96%</td>
</tr>
<tr>
<td>Italian</td>
<td>547</td>
<td>562</td>
<td>+2.74%</td>
</tr>
<tr>
<td>Spanish</td>
<td>509</td>
<td>511</td>
<td>+0.39%</td>
</tr>
<tr>
<td>Dutch</td>
<td>474</td>
<td>470</td>
<td>-0.84%</td>
</tr>
<tr>
<td>British</td>
<td>410</td>
<td>401</td>
<td>-2.20%</td>
</tr>
<tr>
<td>Belgian</td>
<td>340</td>
<td>338</td>
<td>-0.59%</td>
</tr>
<tr>
<td>Austrian</td>
<td>212</td>
<td>206</td>
<td>-2.83%</td>
</tr>
<tr>
<td>Greek</td>
<td>199</td>
<td>205</td>
<td>+3.02%</td>
</tr>
<tr>
<td>Romanian</td>
<td>155</td>
<td>160</td>
<td>+3.23%</td>
</tr>
<tr>
<td>Portuguese</td>
<td>106</td>
<td>107</td>
<td>+0.94%</td>
</tr>
<tr>
<td>Swedish</td>
<td>103</td>
<td>106</td>
<td>+2.91%</td>
</tr>
<tr>
<td>Polish</td>
<td>83</td>
<td>80</td>
<td>-3.61%</td>
</tr>
<tr>
<td>Irish</td>
<td>78</td>
<td>78</td>
<td>0.00%</td>
</tr>
<tr>
<td>Swiss</td>
<td>65</td>
<td>62</td>
<td>-4.62%</td>
</tr>
<tr>
<td>Danish</td>
<td>63</td>
<td>62</td>
<td>-1.59%</td>
</tr>
<tr>
<td>Luxembourgian</td>
<td>54</td>
<td>54</td>
<td>0.00%</td>
</tr>
<tr>
<td>Finnish</td>
<td>49</td>
<td>49</td>
<td>0.00%</td>
</tr>
<tr>
<td>Bulgarian</td>
<td>48</td>
<td>49</td>
<td>+2.08%</td>
</tr>
<tr>
<td>Turkish</td>
<td>38</td>
<td>41</td>
<td>+2.89%</td>
</tr>
<tr>
<td>Hungarian</td>
<td>36</td>
<td>37</td>
<td>+2.78%</td>
</tr>
<tr>
<td>Czech</td>
<td>26</td>
<td>28</td>
<td>-7.69%</td>
</tr>
<tr>
<td>Slovakian</td>
<td>21</td>
<td>22</td>
<td>+4.76%</td>
</tr>
<tr>
<td>Slovenian</td>
<td>16</td>
<td>18</td>
<td>+12.50%</td>
</tr>
<tr>
<td>Cypriot</td>
<td>10</td>
<td>10</td>
<td>0.00%</td>
</tr>
<tr>
<td>Lithuanian</td>
<td>9</td>
<td>9</td>
<td>0.00%</td>
</tr>
<tr>
<td>Croatian</td>
<td>8</td>
<td>9</td>
<td>+12.50%</td>
</tr>
<tr>
<td>Serbian</td>
<td>5</td>
<td>9</td>
<td>+80.00%</td>
</tr>
<tr>
<td>Estonian</td>
<td>7</td>
<td>7</td>
<td>0.00%</td>
</tr>
<tr>
<td>Latvian</td>
<td>6</td>
<td>6</td>
<td>0.00%</td>
</tr>
<tr>
<td>Albanian</td>
<td>1</td>
<td>3</td>
<td>+200.00%</td>
</tr>
<tr>
<td>Icelandic</td>
<td>2</td>
<td>2</td>
<td>0.00%</td>
</tr>
<tr>
<td>FYROM*</td>
<td>2</td>
<td>2</td>
<td>0.00%</td>
</tr>
<tr>
<td>Maltese</td>
<td>2</td>
<td>2</td>
<td>0.00%</td>
</tr>
<tr>
<td>Norwegian</td>
<td></td>
<td>1</td>
<td>n/a</td>
</tr>
<tr>
<td>Liechtenstein</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Monegasque</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>San Marino</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>6 801</strong></td>
<td><strong>6 850</strong></td>
<td></td>
</tr>
</tbody>
</table>

* Former Yugoslav Republic of Macedonia

Source: FIPS
### Table 5
Comparison between nationality representation of EPO staff and population of EPC countries

<table>
<thead>
<tr>
<th>Nationality</th>
<th>EPO staff, 31 Dec 2017</th>
<th>In % of total EPO</th>
<th>Population (in millions), 1 Jan 2017</th>
<th>% of total EPC population</th>
<th>Patent applications per country of residence of applicant</th>
</tr>
</thead>
<tbody>
<tr>
<td>German</td>
<td>1 876</td>
<td>27.38%</td>
<td>82.80</td>
<td>13.40%</td>
<td>25 490</td>
</tr>
<tr>
<td>French</td>
<td>1 268</td>
<td>18.51%</td>
<td>67.02</td>
<td>10.85%</td>
<td>10 559</td>
</tr>
<tr>
<td>Italian</td>
<td>562</td>
<td>8.20%</td>
<td>60.59</td>
<td>9.81%</td>
<td>4 352</td>
</tr>
<tr>
<td>Spanish</td>
<td>511</td>
<td>7.46%</td>
<td>46.53</td>
<td>7.53%</td>
<td>1 676</td>
</tr>
<tr>
<td>Dutch</td>
<td>470</td>
<td>6.86%</td>
<td>17.08</td>
<td>2.76%</td>
<td>7 043</td>
</tr>
<tr>
<td>British</td>
<td>401</td>
<td>5.85%</td>
<td>65.81</td>
<td>10.65%</td>
<td>5 313</td>
</tr>
<tr>
<td>Belgian</td>
<td>338</td>
<td>4.93%</td>
<td>11.37</td>
<td>1.84%</td>
<td>2 155</td>
</tr>
<tr>
<td>Austrian</td>
<td>206</td>
<td>3.01%</td>
<td>8.77</td>
<td>1.42%</td>
<td>2 213</td>
</tr>
<tr>
<td>Greek</td>
<td>205</td>
<td>2.99%</td>
<td>10.76</td>
<td>1.74%</td>
<td>100</td>
</tr>
<tr>
<td>Romanian</td>
<td>160</td>
<td>2.34%</td>
<td>19.64</td>
<td>3.18%</td>
<td>50</td>
</tr>
<tr>
<td>Portuguese</td>
<td>107</td>
<td>1.56%</td>
<td>10.31</td>
<td>1.67%</td>
<td>149</td>
</tr>
<tr>
<td>Swedish</td>
<td>106</td>
<td>1.55%</td>
<td>10.00</td>
<td>1.62%</td>
<td>3 728</td>
</tr>
<tr>
<td>Polish</td>
<td>80</td>
<td>1.17%</td>
<td>37.97</td>
<td>6.15%</td>
<td>469</td>
</tr>
<tr>
<td>Irish</td>
<td>78</td>
<td>1.14%</td>
<td>4.77</td>
<td>0.77%</td>
<td>593</td>
</tr>
<tr>
<td>Swiss</td>
<td>62</td>
<td>0.91%</td>
<td>8.42</td>
<td>1.36%</td>
<td>7 283</td>
</tr>
<tr>
<td>Danish</td>
<td>62</td>
<td>0.91%</td>
<td>5.75</td>
<td>0.93%</td>
<td>2 114</td>
</tr>
<tr>
<td>Luxembourghian</td>
<td>54</td>
<td>0.79%</td>
<td>0.59</td>
<td>0.10%</td>
<td>581</td>
</tr>
<tr>
<td>Bulgarian</td>
<td>49</td>
<td>0.72%</td>
<td>7.10</td>
<td>1.15%</td>
<td>32</td>
</tr>
<tr>
<td>Finnish</td>
<td>49</td>
<td>0.72%</td>
<td>5.50</td>
<td>0.89%</td>
<td>1 818</td>
</tr>
<tr>
<td>Turkish</td>
<td>41</td>
<td>0.60%</td>
<td>79.81</td>
<td>12.92%</td>
<td>892</td>
</tr>
<tr>
<td>Hungarian</td>
<td>37</td>
<td>0.54%</td>
<td>9.80</td>
<td>1.59%</td>
<td>94</td>
</tr>
<tr>
<td>Czech</td>
<td>28</td>
<td>0.41%</td>
<td>10.58</td>
<td>1.71%</td>
<td>205</td>
</tr>
<tr>
<td>Slovakian</td>
<td>22</td>
<td>0.32%</td>
<td>5.44</td>
<td>0.88%</td>
<td>41</td>
</tr>
<tr>
<td>Slovenian</td>
<td>18</td>
<td>0.26%</td>
<td>2.07</td>
<td>0.34%</td>
<td>96</td>
</tr>
<tr>
<td>Cypriot</td>
<td>10</td>
<td>0.15%</td>
<td>0.85</td>
<td>0.14%</td>
<td>49</td>
</tr>
<tr>
<td>Serbian</td>
<td>9</td>
<td>0.13%</td>
<td>7.04</td>
<td>1.14%</td>
<td>12</td>
</tr>
<tr>
<td>Croatian</td>
<td>9</td>
<td>0.13%</td>
<td>4.15</td>
<td>0.67%</td>
<td>10</td>
</tr>
<tr>
<td>Lithuanian</td>
<td>9</td>
<td>0.13%</td>
<td>2.85</td>
<td>0.46%</td>
<td>24</td>
</tr>
<tr>
<td>Estonian</td>
<td>7</td>
<td>0.10%</td>
<td>1.32</td>
<td>0.21%</td>
<td>54</td>
</tr>
<tr>
<td>Latvian</td>
<td>6</td>
<td>0.09%</td>
<td>1.95</td>
<td>0.32%</td>
<td>15</td>
</tr>
<tr>
<td>Albanian</td>
<td>3</td>
<td>0.04%</td>
<td>2.89</td>
<td>0.47%</td>
<td>0</td>
</tr>
<tr>
<td>FYROM*</td>
<td>2</td>
<td>0.03%</td>
<td>2.07</td>
<td>0.34%</td>
<td>0</td>
</tr>
<tr>
<td>Maltese</td>
<td>2</td>
<td>0.03%</td>
<td>0.44</td>
<td>0.07%</td>
<td>107</td>
</tr>
<tr>
<td>Icelandic</td>
<td>2</td>
<td>0.03%</td>
<td>0.34</td>
<td>0.06%</td>
<td>54</td>
</tr>
<tr>
<td>Norwegian</td>
<td>1</td>
<td>0.01%</td>
<td>5.26</td>
<td>0.85%</td>
<td>525</td>
</tr>
<tr>
<td>San Marino</td>
<td>0</td>
<td>0.00%</td>
<td>0.03</td>
<td>0.00%</td>
<td>2</td>
</tr>
<tr>
<td>Monegasque</td>
<td>0</td>
<td>0.00%</td>
<td>0.04</td>
<td>0.01%</td>
<td>28</td>
</tr>
<tr>
<td>Liechtenstein</td>
<td>0</td>
<td>0.00%</td>
<td>0.04</td>
<td>0.01%</td>
<td>381</td>
</tr>
<tr>
<td>EPO Average</td>
<td>0</td>
<td>0.00%</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Total 6 850 100.00% 617.75 100.00% 78 307

* Former Yugoslav Republic of Macedonia

Source: FIPS, Eurostat (as of 1 Jan 2017)
**Graph 4**

**Number of EPO staff per million inhabitants**

<table>
<thead>
<tr>
<th>Country</th>
<th>Number of Staff</th>
</tr>
</thead>
<tbody>
<tr>
<td>Luxembourgian</td>
<td>Highest</td>
</tr>
<tr>
<td>Belgian</td>
<td></td>
</tr>
<tr>
<td>Dutch</td>
<td></td>
</tr>
<tr>
<td>Austrian</td>
<td></td>
</tr>
<tr>
<td>German</td>
<td></td>
</tr>
<tr>
<td>Greek</td>
<td></td>
</tr>
<tr>
<td>French</td>
<td></td>
</tr>
<tr>
<td>Irish</td>
<td></td>
</tr>
<tr>
<td>Cypriot</td>
<td></td>
</tr>
<tr>
<td><strong>EPO average</strong></td>
<td></td>
</tr>
<tr>
<td>Spanish</td>
<td></td>
</tr>
<tr>
<td>Danish</td>
<td></td>
</tr>
<tr>
<td>Swedish</td>
<td></td>
</tr>
<tr>
<td>Portuguese</td>
<td></td>
</tr>
<tr>
<td>Italian</td>
<td></td>
</tr>
<tr>
<td>Finnish</td>
<td></td>
</tr>
<tr>
<td>Slovenian</td>
<td></td>
</tr>
<tr>
<td>Romanian</td>
<td></td>
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<tr>
<td>Swiss</td>
<td></td>
</tr>
<tr>
<td>Bulgarian</td>
<td></td>
</tr>
<tr>
<td>British</td>
<td></td>
</tr>
<tr>
<td>Icelandic</td>
<td></td>
</tr>
<tr>
<td>Estonian</td>
<td></td>
</tr>
<tr>
<td>Maltese</td>
<td></td>
</tr>
<tr>
<td>Slovakian</td>
<td></td>
</tr>
<tr>
<td>Hungarian</td>
<td></td>
</tr>
<tr>
<td>Lithuanian</td>
<td></td>
</tr>
<tr>
<td>Latvian</td>
<td></td>
</tr>
<tr>
<td>Czech</td>
<td></td>
</tr>
<tr>
<td>Croatian</td>
<td></td>
</tr>
<tr>
<td>Polish</td>
<td></td>
</tr>
<tr>
<td>Serbian</td>
<td></td>
</tr>
<tr>
<td>Albanian</td>
<td></td>
</tr>
<tr>
<td>FYROM*</td>
<td></td>
</tr>
<tr>
<td>Turkish</td>
<td></td>
</tr>
<tr>
<td>Norwegian</td>
<td></td>
</tr>
<tr>
<td>Liechtenstein</td>
<td></td>
</tr>
<tr>
<td>Monegasque</td>
<td></td>
</tr>
<tr>
<td>San Marino</td>
<td></td>
</tr>
</tbody>
</table>

* Former Yugoslav Republic of Macedonia

Source: FIPS
### Grouping of different nationalities at EPO sites, 31 Dec 2017

<table>
<thead>
<tr>
<th>Site</th>
<th>Share of employees holding a nationality of a country other than that in which they are serving</th>
<th>Number of nationalities represented</th>
</tr>
</thead>
<tbody>
<tr>
<td>Munich</td>
<td>65.64%</td>
<td>34</td>
</tr>
<tr>
<td>The Hague</td>
<td>85.86%</td>
<td>31</td>
</tr>
<tr>
<td>Berlin</td>
<td>66.95%</td>
<td>21</td>
</tr>
<tr>
<td>Vienna</td>
<td>67.74%</td>
<td>17</td>
</tr>
<tr>
<td>Total EPO sites</td>
<td>62.74%</td>
<td>35</td>
</tr>
</tbody>
</table>

Source: FIPS
## Breakdown of different nationalities at EPO sites, 31 Dec 2017

<table>
<thead>
<tr>
<th>Nationality</th>
<th>Berlin</th>
<th>% of total at site</th>
<th>Munich*</th>
<th>% of total at site</th>
<th>The Hague</th>
<th>% of total at site</th>
<th>Vienna</th>
<th>% of total at site</th>
</tr>
</thead>
<tbody>
<tr>
<td>German</td>
<td>79</td>
<td>33.04%</td>
<td>1 309</td>
<td>34.37%</td>
<td>469</td>
<td>17.33%</td>
<td>19</td>
<td>20.42%</td>
</tr>
<tr>
<td>French</td>
<td>48</td>
<td>20.08%</td>
<td>657</td>
<td>17.25%</td>
<td>555</td>
<td>20.50%</td>
<td>8</td>
<td>8.59%</td>
</tr>
<tr>
<td>Italian</td>
<td>13</td>
<td>5.44%</td>
<td>352</td>
<td>9.24%</td>
<td>195</td>
<td>7.20%</td>
<td>2</td>
<td>2.14%</td>
</tr>
<tr>
<td>Spanish</td>
<td>24</td>
<td>10.04%</td>
<td>266</td>
<td>6.98%</td>
<td>214</td>
<td>7.90%</td>
<td>7</td>
<td>7.52%</td>
</tr>
<tr>
<td>British</td>
<td>18</td>
<td>7.53%</td>
<td>229</td>
<td>6.01%</td>
<td>144</td>
<td>5.32%</td>
<td>10</td>
<td>10.75%</td>
</tr>
<tr>
<td>Austrian</td>
<td>8</td>
<td>3.35%</td>
<td>134</td>
<td>3.52%</td>
<td>34</td>
<td>1.26%</td>
<td>30</td>
<td>32.26%</td>
</tr>
<tr>
<td>Greek</td>
<td>4</td>
<td>1.67%</td>
<td>93</td>
<td>2.44%</td>
<td>107</td>
<td>3.95%</td>
<td>1</td>
<td>1.08%</td>
</tr>
<tr>
<td>Romanian</td>
<td>1</td>
<td>0.42%</td>
<td>87</td>
<td>2.28%</td>
<td>70</td>
<td>2.58%</td>
<td>2</td>
<td>2.15%</td>
</tr>
<tr>
<td>Belgian</td>
<td>3</td>
<td>1.26%</td>
<td>86</td>
<td>2.26%</td>
<td>244</td>
<td>9.01%</td>
<td>5</td>
<td>5.38%</td>
</tr>
<tr>
<td>Dutch</td>
<td>2</td>
<td>0.84%</td>
<td>84</td>
<td>2.0%</td>
<td>383</td>
<td>14.14%</td>
<td>1</td>
<td>1.08%</td>
</tr>
<tr>
<td>Swedish</td>
<td>14</td>
<td>5.86%</td>
<td>67</td>
<td>1.76%</td>
<td>25</td>
<td>0.92%</td>
<td>0</td>
<td>0.00%</td>
</tr>
<tr>
<td>Irish</td>
<td>3</td>
<td>1.26%</td>
<td>52</td>
<td>1.36%</td>
<td>22</td>
<td>0.81%</td>
<td>1</td>
<td>1.08%</td>
</tr>
<tr>
<td>Swiss</td>
<td>4</td>
<td>1.67%</td>
<td>43</td>
<td>0.7%</td>
<td>15</td>
<td>0.55%</td>
<td>1</td>
<td>1.08%</td>
</tr>
<tr>
<td>Polish</td>
<td>5</td>
<td>2.09%</td>
<td>43</td>
<td>0.7%</td>
<td>31</td>
<td>1.14%</td>
<td>1</td>
<td>1.08%</td>
</tr>
<tr>
<td>Danish</td>
<td>1</td>
<td>0.42%</td>
<td>41</td>
<td>1.0%</td>
<td>20</td>
<td>0.74%</td>
<td>0</td>
<td>0.00%</td>
</tr>
<tr>
<td>Portuguese</td>
<td>5</td>
<td>2.09%</td>
<td>38</td>
<td>1.0%</td>
<td>64</td>
<td>2.36%</td>
<td>0</td>
<td>0.00%</td>
</tr>
<tr>
<td>Luxembourian</td>
<td>1</td>
<td>0.42%</td>
<td>36</td>
<td>0.94%</td>
<td>16</td>
<td>0.59%</td>
<td>1</td>
<td>1.08%</td>
</tr>
<tr>
<td>Finnish</td>
<td>1</td>
<td>0.42%</td>
<td>34</td>
<td>0.89%</td>
<td>14</td>
<td>0.52%</td>
<td>0</td>
<td>0.00%</td>
</tr>
<tr>
<td>Bulgarian</td>
<td>0.00%</td>
<td>0.00%</td>
<td>33</td>
<td>0.87%</td>
<td>16</td>
<td>0.59%</td>
<td>0</td>
<td>0.00%</td>
</tr>
<tr>
<td>Czech</td>
<td>2</td>
<td>0.84%</td>
<td>18</td>
<td>0.47%</td>
<td>8</td>
<td>0.30%</td>
<td>0</td>
<td>0.00%</td>
</tr>
<tr>
<td>Turkish</td>
<td>1</td>
<td>0.42%</td>
<td>18</td>
<td>0.47%</td>
<td>21</td>
<td>0.78%</td>
<td>1</td>
<td>1.08%</td>
</tr>
<tr>
<td>Hungarian</td>
<td>0.00%</td>
<td>0.00%</td>
<td>18</td>
<td>0.47%</td>
<td>18</td>
<td>0.66%</td>
<td>1</td>
<td>1.08%</td>
</tr>
<tr>
<td>Slovakian</td>
<td>0.00%</td>
<td>0.00%</td>
<td>16</td>
<td>0.42%</td>
<td>4</td>
<td>0.15%</td>
<td>2</td>
<td>2.15%</td>
</tr>
<tr>
<td>Slovenian</td>
<td>0.00%</td>
<td>0.00%</td>
<td>14</td>
<td>0.37%</td>
<td>3</td>
<td>0.11%</td>
<td>1</td>
<td>1.08%</td>
</tr>
<tr>
<td>Cypriot</td>
<td>2</td>
<td>0.84%</td>
<td>7</td>
<td>0.18%</td>
<td>1</td>
<td>0.04%</td>
<td>0</td>
<td>0.00%</td>
</tr>
<tr>
<td>Lithuanian</td>
<td>0.00%</td>
<td>0.00%</td>
<td>7</td>
<td>0.18%</td>
<td>2</td>
<td>0.07%</td>
<td>0</td>
<td>0.00%</td>
</tr>
<tr>
<td>Estonian</td>
<td>0.00%</td>
<td>0.00%</td>
<td>6</td>
<td>0.16%</td>
<td>1</td>
<td>0.04%</td>
<td>0</td>
<td>0.00%</td>
</tr>
<tr>
<td>Croatian</td>
<td>0.00%</td>
<td>0.00%</td>
<td>5</td>
<td>0.13%</td>
<td>4</td>
<td>0.15%</td>
<td>0</td>
<td>0.00%</td>
</tr>
<tr>
<td>Serbian</td>
<td>0.00%</td>
<td>0.00%</td>
<td>5</td>
<td>0.13%</td>
<td>4</td>
<td>0.15%</td>
<td>0</td>
<td>0.00%</td>
</tr>
<tr>
<td>Latvian</td>
<td>0.00%</td>
<td>0.00%</td>
<td>4</td>
<td>0.10%</td>
<td>2</td>
<td>0.07%</td>
<td>0</td>
<td>0.00%</td>
</tr>
<tr>
<td>Albanian</td>
<td>0.00%</td>
<td>0.00%</td>
<td>3</td>
<td>0.08%</td>
<td>2</td>
<td>0.07%</td>
<td>0</td>
<td>0.00%</td>
</tr>
<tr>
<td>FYROM**</td>
<td>0.00%</td>
<td>0.00%</td>
<td>2</td>
<td>0.05%</td>
<td>2</td>
<td>0.07%</td>
<td>0</td>
<td>0.00%</td>
</tr>
<tr>
<td>Maltese</td>
<td>0.00%</td>
<td>0.00%</td>
<td>2</td>
<td>0.05%</td>
<td>2</td>
<td>0.07%</td>
<td>0</td>
<td>0.00%</td>
</tr>
<tr>
<td>Norwegian</td>
<td>0.00%</td>
<td>0.00%</td>
<td>1</td>
<td>0.03%</td>
<td>2</td>
<td>0.07%</td>
<td>0</td>
<td>0.00%</td>
</tr>
<tr>
<td>Icelandic</td>
<td>0.00%</td>
<td>0.00%</td>
<td>2</td>
<td>0.07%</td>
<td>2</td>
<td>0.07%</td>
<td>0</td>
<td>0.00%</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>239</td>
<td>100.00%</td>
<td>3 810</td>
<td>100.00%</td>
<td>2 708</td>
<td>100.00%</td>
<td>93</td>
<td>100.00%</td>
</tr>
</tbody>
</table>

* Including staff based in Brussels
** Former Yugoslav Republic of Macedonia

Source: FIPS
1.1.6 Breakdown of staff by permanent and contract employees

Contract staff are appointed on the basis of fixed-term contracts. They account for less than 4% of total staff. The number of contract staff has increased for examiners in order to allow them time to bring their languages up to the minimum required level. Once the language requirements are met, examiners on contract become permanent (decision CA/D 09/08), or their contract is extended (decision CA/D 2/18).

Table 8
Change in number of permanent and contract staff, 2016/2017

<table>
<thead>
<tr>
<th>Headcount</th>
<th>Function</th>
<th>31 Dec 2016</th>
<th>31 Dec 2017</th>
<th>Variation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Permanent staff</td>
<td>Examiners</td>
<td>4 180</td>
<td>4 237</td>
<td>+1.36%</td>
</tr>
<tr>
<td></td>
<td>Patent procedure support</td>
<td>800</td>
<td>793</td>
<td>-0.88%</td>
</tr>
<tr>
<td></td>
<td>Other</td>
<td>1 459</td>
<td>1 413</td>
<td>-3.15%</td>
</tr>
<tr>
<td>Total permanent</td>
<td></td>
<td>6 439</td>
<td>6 443</td>
<td>+0.06%</td>
</tr>
<tr>
<td>Contract staff</td>
<td>Examiners</td>
<td>130</td>
<td>141</td>
<td>+8.46%</td>
</tr>
<tr>
<td></td>
<td>Other</td>
<td>91</td>
<td>116</td>
<td>+27.47%</td>
</tr>
<tr>
<td>Total contract</td>
<td></td>
<td>221</td>
<td>257</td>
<td>+16.29%</td>
</tr>
<tr>
<td>Members</td>
<td></td>
<td>141</td>
<td>150</td>
<td>+6.38%</td>
</tr>
<tr>
<td>of boards</td>
<td></td>
<td>141</td>
<td>150</td>
<td>+6.38%</td>
</tr>
<tr>
<td>appeal</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total board</td>
<td></td>
<td>6 801</td>
<td>6 850</td>
<td>+0.72%</td>
</tr>
</tbody>
</table>

Source: FIPS

Graph 5
Breakdown of permanent and contract staff by gender, 31 Dec 2017
1.1.7 Breakdown of staff by length of service

More than 58% of EPO staff were recruited between 1998 and 2009 (and are still active). 1130 current staff members were recruited between 2012 and 2017 (and are still active). 918 of them are examiners.

Graph 6
Number of staff by year of recruitment, 31 Dec 2017

Source: FIPS
1.2 Employment and career

The EPO employs a so-called “single-spine” grading structure with 17 different grades and 3-5 steps within these grades.

Staff are classified into six job groups along this single spine and follow either a technical or a managerial career path.

<table>
<thead>
<tr>
<th>Job group</th>
<th>Technical career path</th>
<th>Managerial career path</th>
<th>Range of grades</th>
</tr>
</thead>
<tbody>
<tr>
<td>Job group 1:</td>
<td>n/a</td>
<td>Vice-President / President of the Boards of Appeal</td>
<td>G16 step 3 - G17 step 3</td>
</tr>
<tr>
<td>Job group 2:</td>
<td>Principal advisor / board of appeal chairman</td>
<td>Principal director</td>
<td>G15 step 1 - G16 step 4</td>
</tr>
<tr>
<td>Job group 3:</td>
<td>Senior expert / board of appeal member</td>
<td>Director</td>
<td>G13 step 3 - G15 step 4</td>
</tr>
<tr>
<td>Job group 4:</td>
<td>Examiner / Administrator / Lawyer</td>
<td>Head of department / team manager</td>
<td>G7 step 1 - G13 step 5</td>
</tr>
<tr>
<td>Job group 5:</td>
<td>Expert</td>
<td>Head of section</td>
<td>G7 step 1 - G10 step 5</td>
</tr>
<tr>
<td>Job group 6:</td>
<td>Administrative employee</td>
<td>n/a</td>
<td>G2 step 1 - G9 step 5</td>
</tr>
</tbody>
</table>

Source: EPO Service Regulations, Annex I
### Table 10

#### Breakdown of staff by job group and grade, 31 Dec 2017

<table>
<thead>
<tr>
<th>Job Group</th>
<th>Grade</th>
<th>Headcount 31 Dec 2016</th>
<th>Headcount 31 Dec 2017</th>
<th>Variation</th>
<th>% of total EPO staff</th>
<th>% of total in category</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>G17</td>
<td>3</td>
<td>4</td>
<td>+33.33%</td>
<td>0.06%</td>
<td>80.00%</td>
</tr>
<tr>
<td></td>
<td>G16</td>
<td>2</td>
<td>1</td>
<td>-50.00%</td>
<td>0.01%</td>
<td>20.00%</td>
</tr>
<tr>
<td>1 Total</td>
<td></td>
<td>5</td>
<td>5</td>
<td>0.00%</td>
<td>0.07%</td>
<td>100.00%</td>
</tr>
<tr>
<td>2</td>
<td>G16</td>
<td>30</td>
<td>45</td>
<td>+50.00%</td>
<td>0.66%</td>
<td>81.82%</td>
</tr>
<tr>
<td></td>
<td>G15</td>
<td>24</td>
<td>10</td>
<td>-58.33%</td>
<td>0.15%</td>
<td>18.18%</td>
</tr>
<tr>
<td>2 Total</td>
<td></td>
<td>54</td>
<td>55</td>
<td>+1.85%</td>
<td>0.80%</td>
<td>100.00%</td>
</tr>
<tr>
<td>3</td>
<td>G15</td>
<td>157</td>
<td>121</td>
<td>-22.93%</td>
<td>1.77%</td>
<td>32.18%</td>
</tr>
<tr>
<td></td>
<td>G14</td>
<td>114</td>
<td>204</td>
<td>+78.95%</td>
<td>2.98%</td>
<td>54.26%</td>
</tr>
<tr>
<td></td>
<td>G13</td>
<td>88</td>
<td>51</td>
<td>-42.05%</td>
<td>0.74%</td>
<td>13.56%</td>
</tr>
<tr>
<td>3 Total</td>
<td></td>
<td>359</td>
<td>376</td>
<td>+4.74%</td>
<td>5.49%</td>
<td>100.00%</td>
</tr>
<tr>
<td>4</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Off-scale A4(2)</td>
<td>235</td>
<td>208</td>
<td>-11.49%</td>
<td>3.04%</td>
<td>4.24%</td>
</tr>
<tr>
<td></td>
<td>G13</td>
<td>932</td>
<td>1 066</td>
<td>+14.38%</td>
<td>15.56%</td>
<td>21.71%</td>
</tr>
<tr>
<td></td>
<td>G12</td>
<td>1 114</td>
<td>1 151</td>
<td>+3.32%</td>
<td>16.80%</td>
<td>23.44%</td>
</tr>
<tr>
<td></td>
<td>G11</td>
<td>1 286</td>
<td>1 151</td>
<td>-10.50%</td>
<td>16.80%</td>
<td>23.44%</td>
</tr>
<tr>
<td></td>
<td>G10</td>
<td>581</td>
<td>515</td>
<td>-11.36%</td>
<td>7.52%</td>
<td>10.49%</td>
</tr>
<tr>
<td></td>
<td>G09</td>
<td>303</td>
<td>304</td>
<td>+0.33%</td>
<td>4.44%</td>
<td>6.19%</td>
</tr>
<tr>
<td></td>
<td>G08</td>
<td>243</td>
<td>292</td>
<td>+20.16%</td>
<td>4.26%</td>
<td>5.95%</td>
</tr>
<tr>
<td></td>
<td>G07</td>
<td>159</td>
<td>223</td>
<td>+40.25%</td>
<td>3.26%</td>
<td>4.54%</td>
</tr>
<tr>
<td>4 Total</td>
<td></td>
<td>4 853</td>
<td>4 910</td>
<td>+1.17%</td>
<td>71.68%</td>
<td>100.00%</td>
</tr>
<tr>
<td>5</td>
<td>G10</td>
<td>66</td>
<td>66</td>
<td>+0.00%</td>
<td>0.96%</td>
<td>31.88%</td>
</tr>
<tr>
<td></td>
<td>G09</td>
<td>63</td>
<td>63</td>
<td>+0.00%</td>
<td>0.92%</td>
<td>30.43%</td>
</tr>
<tr>
<td></td>
<td>G08</td>
<td>54</td>
<td>51</td>
<td>-5.56%</td>
<td>0.74%</td>
<td>24.65%</td>
</tr>
<tr>
<td></td>
<td>G07</td>
<td>27</td>
<td>27</td>
<td>+0.00%</td>
<td>0.39%</td>
<td>13.04%</td>
</tr>
<tr>
<td>5 Total</td>
<td></td>
<td>210</td>
<td>207</td>
<td>-1.43%</td>
<td>3.02%</td>
<td>100.00%</td>
</tr>
<tr>
<td>6</td>
<td>G09</td>
<td>257</td>
<td>260</td>
<td>+1.17%</td>
<td>3.80%</td>
<td>20.05%</td>
</tr>
<tr>
<td></td>
<td>G08</td>
<td>313</td>
<td>324</td>
<td>+3.51%</td>
<td>4.73%</td>
<td>24.98%</td>
</tr>
<tr>
<td></td>
<td>G07</td>
<td>404</td>
<td>402</td>
<td>-0.50%</td>
<td>5.87%</td>
<td>30.99%</td>
</tr>
<tr>
<td></td>
<td>G06</td>
<td>234</td>
<td>206</td>
<td>-11.97%</td>
<td>3.01%</td>
<td>15.88%</td>
</tr>
<tr>
<td></td>
<td>G05</td>
<td>88</td>
<td>74</td>
<td>-15.91%</td>
<td>1.08%</td>
<td>5.71%</td>
</tr>
<tr>
<td></td>
<td>G04</td>
<td>14</td>
<td>11</td>
<td>-21.43%</td>
<td>0.16%</td>
<td>0.85%</td>
</tr>
<tr>
<td></td>
<td>G03</td>
<td>7</td>
<td>7</td>
<td>+0.00%</td>
<td>0.10%</td>
<td>0.54%</td>
</tr>
<tr>
<td></td>
<td>G02</td>
<td>3</td>
<td>13</td>
<td>+333.33%</td>
<td>0.19%</td>
<td>1.00%</td>
</tr>
<tr>
<td>6 Total</td>
<td></td>
<td>1 320</td>
<td>1 297</td>
<td>-1.74%</td>
<td>18.93%</td>
<td>100.00%</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>6 801</td>
<td>6 850</td>
<td>+0.72%</td>
<td>100.00%</td>
<td>100.00%</td>
</tr>
</tbody>
</table>

Source: FIPS
1.2.1 Breakdown of managers by DG and gender

At the end of 2017, 22% of all managers were women. The proportion of female managers varies from DG to DG, ranging from 13% in DG 1 to 54% in DG 2.
1.2.2 Job opportunities: number of vacancies

Table 11
Number of vacancies by publication type and career group, 2017

<table>
<thead>
<tr>
<th>Publication type</th>
<th>Job group</th>
<th>Technical</th>
<th>Managerial</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Internal publications*</td>
<td>2</td>
<td>3</td>
<td>1</td>
<td>4</td>
</tr>
<tr>
<td></td>
<td>3</td>
<td>3</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td>4</td>
<td>21</td>
<td>32</td>
<td>53</td>
</tr>
<tr>
<td></td>
<td>5</td>
<td>7</td>
<td>10</td>
<td>17</td>
</tr>
<tr>
<td></td>
<td>6</td>
<td>34</td>
<td>2</td>
<td>36</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>65</td>
<td>48</td>
<td>113</td>
</tr>
<tr>
<td>Internal/external publications</td>
<td>2</td>
<td>2</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td>3</td>
<td>10</td>
<td>2</td>
<td>12</td>
</tr>
<tr>
<td></td>
<td>4</td>
<td>82</td>
<td>2</td>
<td>84</td>
</tr>
<tr>
<td></td>
<td>5</td>
<td>6</td>
<td>2</td>
<td>8</td>
</tr>
<tr>
<td></td>
<td>6</td>
<td>7</td>
<td>7</td>
<td>7</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>105</td>
<td>8</td>
<td>113</td>
</tr>
<tr>
<td>Total</td>
<td>170</td>
<td>56</td>
<td>226</td>
<td></td>
</tr>
</tbody>
</table>

* Internal publications include:
  - TRF: Transfer open to all EPO staff in the specific job group
  - TAI: Internal publication with possibility of promotion
  - Call for interest: internal publication addressed to a specific group of staff
  - Internal note: internal publication addressed to a specific group of staff

Source: SuccessFactors

Of the 82 internal/external publications in JG4, technical career path, 59 were examiner vacancies.

Table 12
Number of job applications, 2015-2017

<table>
<thead>
<tr>
<th>Number of applications</th>
<th>Examiners</th>
<th>Non-examiners</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total 2017</td>
<td>8 257</td>
<td>6 323</td>
<td>14 580</td>
</tr>
<tr>
<td>Total 2016</td>
<td>13 562</td>
<td>6 296</td>
<td>19 858</td>
</tr>
<tr>
<td>Total 2015</td>
<td>8 373</td>
<td>7 618</td>
<td>15 991</td>
</tr>
</tbody>
</table>

Source: SuccessFactors

In 2017 the EPO received 14 580 job applications. This represents a decrease of 26.6% with respect to 2016, which showed a peak in the number of applications (19 858, or 22% up on the previous year).

This decrease is related to changes in the way examiner vacancies are posted. These changes were introduced in order to fully align the posting practise for all vacancies (examiners and non-examiners) and to open positions applicable for all sites at the same time, instead of having multiple publications per site.

The changes mean that applicants need only apply once and do not need to make a separate application for each site.

226 vacancies were published in 2017, which roughly corresponds to the level of 2016, when there were 230 vacancies (100 internal and 130 external).
1.2.3 External recruitment

In 2017, 216 staff were recruited externally at the EPO.

The core business represented by the examiners constitutes 73% of external recruitment, with 157 recruitments out of 216.

The average age of staff hired in 2017 was 35.9 years.

Table 13

<table>
<thead>
<tr>
<th>Function</th>
<th>2016</th>
<th>2017</th>
<th>Variation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Boards of Appeal</td>
<td>1</td>
<td>4</td>
<td>+300%</td>
</tr>
<tr>
<td>Examiners</td>
<td>185</td>
<td>157</td>
<td>-15%</td>
</tr>
<tr>
<td>Others</td>
<td>40</td>
<td>55</td>
<td>+38%</td>
</tr>
<tr>
<td>Total</td>
<td>226</td>
<td>216</td>
<td>-4%</td>
</tr>
</tbody>
</table>

Table 13: Breakdown of external recruitment, 2016/2017

Graph 9

Breakdown of external recruitment by gender and career group, 2017

Source: FIPS
<table>
<thead>
<tr>
<th>Nationality</th>
<th>2016</th>
<th>2017</th>
<th>Share</th>
<th>Variation</th>
</tr>
</thead>
<tbody>
<tr>
<td>German</td>
<td>72</td>
<td>63</td>
<td>29.17%</td>
<td>-13%</td>
</tr>
<tr>
<td>French</td>
<td>30</td>
<td>37</td>
<td>17.13%</td>
<td>+23%</td>
</tr>
<tr>
<td>Italian</td>
<td>20</td>
<td>26</td>
<td>12.04%</td>
<td>+30%</td>
</tr>
<tr>
<td>Greek</td>
<td>14</td>
<td>14</td>
<td>6.48%</td>
<td>0%</td>
</tr>
<tr>
<td>Spanish</td>
<td>20</td>
<td>13</td>
<td>6.02%</td>
<td>-35%</td>
</tr>
<tr>
<td>Dutch</td>
<td>9</td>
<td>13</td>
<td>6.02%</td>
<td>+44%</td>
</tr>
<tr>
<td>Romanian</td>
<td>11</td>
<td>8</td>
<td>3.70%</td>
<td>-27%</td>
</tr>
<tr>
<td>Belgian</td>
<td>13</td>
<td>6</td>
<td>2.78%</td>
<td>-54%</td>
</tr>
<tr>
<td>British</td>
<td>5</td>
<td>5</td>
<td>2.32%</td>
<td>0%</td>
</tr>
<tr>
<td>Austrian</td>
<td>5</td>
<td>5</td>
<td>2.32%</td>
<td>0%</td>
</tr>
<tr>
<td>Turkish</td>
<td>1</td>
<td>4</td>
<td>1.85%</td>
<td>+300%</td>
</tr>
<tr>
<td>Serbian</td>
<td>1</td>
<td>4</td>
<td>1.85%</td>
<td>+300%</td>
</tr>
<tr>
<td>Swedish</td>
<td>1</td>
<td>4</td>
<td>1.85%</td>
<td>+300%</td>
</tr>
<tr>
<td>Czech</td>
<td>1</td>
<td>2</td>
<td>0.93%</td>
<td>+100%</td>
</tr>
<tr>
<td>Albanian</td>
<td>0</td>
<td>2</td>
<td>0.93%</td>
<td>n/a</td>
</tr>
<tr>
<td>Slovenian</td>
<td>0</td>
<td>2</td>
<td>0.93%</td>
<td>n/a</td>
</tr>
<tr>
<td>Portuguese</td>
<td>3</td>
<td>1</td>
<td>0.46%</td>
<td>-67%</td>
</tr>
<tr>
<td>Bulgarian</td>
<td>3</td>
<td>1</td>
<td>0.46%</td>
<td>-67%</td>
</tr>
<tr>
<td>Slovak</td>
<td>0</td>
<td>1</td>
<td>0.46%</td>
<td>n/a</td>
</tr>
<tr>
<td>Hungarian</td>
<td>6</td>
<td>1</td>
<td>0.46%</td>
<td>-83%</td>
</tr>
<tr>
<td>Irish</td>
<td>1</td>
<td>1</td>
<td>0.46%</td>
<td>0%</td>
</tr>
<tr>
<td>Croatian</td>
<td>2</td>
<td>1</td>
<td>0.46%</td>
<td>-50%</td>
</tr>
<tr>
<td>Luxembourg</td>
<td>1</td>
<td>1</td>
<td>0.46%</td>
<td>0%</td>
</tr>
<tr>
<td>Norwegian</td>
<td>0</td>
<td>1</td>
<td>0.46%</td>
<td>n/a</td>
</tr>
<tr>
<td>Polish</td>
<td>5</td>
<td>0</td>
<td>0.00%</td>
<td>-100%</td>
</tr>
<tr>
<td>Swiss</td>
<td>0</td>
<td>0</td>
<td>0.00%</td>
<td>0%</td>
</tr>
<tr>
<td>FYROM</td>
<td>0</td>
<td>0</td>
<td>0.00%</td>
<td>0%</td>
</tr>
<tr>
<td>Finnish</td>
<td>1</td>
<td>0</td>
<td>0.00%</td>
<td>-100%</td>
</tr>
<tr>
<td>Lithuanian</td>
<td>1</td>
<td>0</td>
<td>0.00%</td>
<td>-100%</td>
</tr>
<tr>
<td>Danish</td>
<td>0</td>
<td>0</td>
<td>0.00%</td>
<td>0%</td>
</tr>
<tr>
<td>Cypriot</td>
<td>0</td>
<td>0</td>
<td>0.00%</td>
<td>0%</td>
</tr>
<tr>
<td>Icelandic</td>
<td>0</td>
<td>0</td>
<td>0.00%</td>
<td>0%</td>
</tr>
<tr>
<td>Total</td>
<td>226</td>
<td>216</td>
<td>100.00%</td>
<td>-4%</td>
</tr>
</tbody>
</table>

Source: FIPS
1.2.4 Promotions

EPO staff can advance in their career either by means of a normal promotion within their current job group or, following a selection procedure, by means of a promotion to a higher grade in another job group (Article 49 ServRegs).

Only staff members that are at the end of the grade within their current job group are eligible for a normal promotion. The number of such promotions therefore varies from year to year depending on the demographic situation and the number of eligible staff. In 2017 a total of 810 staff received a normal promotion within the same job group. A further 33 staff advanced in their career by appointment to a higher job group.

Table 15
Number of staff receiving career advancement by promotion, 2016/2017

<table>
<thead>
<tr>
<th>Reason for action</th>
<th>Job group</th>
<th>2016</th>
<th>2017</th>
<th>Variation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Promotion after selection procedure</td>
<td>2</td>
<td>1</td>
<td>1</td>
<td>0%</td>
</tr>
<tr>
<td></td>
<td>3</td>
<td>27</td>
<td>25</td>
<td>-7%</td>
</tr>
<tr>
<td></td>
<td>4</td>
<td>6</td>
<td>1</td>
<td>-83%</td>
</tr>
<tr>
<td></td>
<td>5</td>
<td>11</td>
<td>6</td>
<td>-45%</td>
</tr>
<tr>
<td>Promotion after selection procedure (total)</td>
<td></td>
<td>45</td>
<td>33</td>
<td>-27%</td>
</tr>
<tr>
<td>Promotion</td>
<td>2</td>
<td>1</td>
<td>1</td>
<td>0%</td>
</tr>
<tr>
<td></td>
<td>3</td>
<td>39</td>
<td>27</td>
<td>-31%</td>
</tr>
<tr>
<td></td>
<td>4</td>
<td>511</td>
<td>639</td>
<td>+25%</td>
</tr>
<tr>
<td></td>
<td>5</td>
<td>22</td>
<td>20</td>
<td>-9%</td>
</tr>
<tr>
<td>Promotion (total)</td>
<td></td>
<td>743</td>
<td>810</td>
<td>+9%</td>
</tr>
<tr>
<td>Promotion after reclassification</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>+33%</td>
</tr>
<tr>
<td>Promotion after reclassification (total)</td>
<td>3</td>
<td>6</td>
<td>6</td>
<td>+100%</td>
</tr>
<tr>
<td>Appointment</td>
<td>2</td>
<td>7</td>
<td>2</td>
<td>-71%</td>
</tr>
<tr>
<td></td>
<td>3</td>
<td>3</td>
<td>10</td>
<td>+233%</td>
</tr>
<tr>
<td>Appointment (total)</td>
<td></td>
<td>10</td>
<td>12</td>
<td>+20%</td>
</tr>
<tr>
<td>Grand total</td>
<td></td>
<td>801</td>
<td>861</td>
<td>+7%</td>
</tr>
</tbody>
</table>

Source: FIPS
1.2.5 Training

The total budget allocated for training in 2017 was EUR 11 225 000, 65% of which was spent. The total number of training hours was 233 373 hours, a decrease of 5.2% over 2016. In addition, 14 042 hours of e-learning were recorded, which constitutes a substantial increase compared with 9 558 hours of e-learning in 2016.

Table 16
Training expenditure planned and incurred (in EUR), 2016/2017

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Planned</td>
<td>Spent</td>
</tr>
<tr>
<td>Total expenditure</td>
<td>11 760 000</td>
<td>7 921 462</td>
</tr>
</tbody>
</table>

Source: FIPS

Graph 10
Breakdown of training expenditure in 2017

Table 17
Indicators related to training activities, 2016/2017

<table>
<thead>
<tr>
<th>Training indicators</th>
<th>2016</th>
<th>2017</th>
<th>Variation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of staff having received at least one training activity</td>
<td>6 086</td>
<td>6 455</td>
<td>+6.1%</td>
</tr>
<tr>
<td>(in headcount)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Share of staff having received at least one training activity</td>
<td>89.49%</td>
<td>94.23%</td>
<td>+5.3%</td>
</tr>
<tr>
<td>(in % of total EPO staff)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Average training expenditure per employee in relation to all</td>
<td>1 165</td>
<td>1 067</td>
<td>-8.4%</td>
</tr>
<tr>
<td>staff (in EUR)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Average training expenditure per employee having received at</td>
<td>1 302</td>
<td>1 133</td>
<td>-13%</td>
</tr>
<tr>
<td>least one training activity (in EUR)</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source: FIPS
1.2.6 Duty travel

Table 18

<table>
<thead>
<tr>
<th>Purpose</th>
<th>2016</th>
<th>2017</th>
<th>Variation</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Trips</td>
<td>Staff</td>
<td>Expenditure*</td>
</tr>
<tr>
<td>Business</td>
<td>4 988</td>
<td>1 283</td>
<td>6 142 040</td>
</tr>
<tr>
<td>Training</td>
<td>3 747</td>
<td>2 150</td>
<td>4 998 921</td>
</tr>
<tr>
<td>Combined missions</td>
<td>396</td>
<td>267</td>
<td>700 602</td>
</tr>
<tr>
<td>Total</td>
<td>9 131</td>
<td>3 700</td>
<td>11 841 563</td>
</tr>
</tbody>
</table>

* in EUR Source: FIPS

A total of 1 416 staff travelled for business purposes in 2017. In 2016 the figure was 1 283. For staff travelling for training purposes there was a slight decrease from 2 150 in 2016 to 2 010 in 2017.

1.2.7 Termination of active service at the EPO (including invalidity)

In 2017, 170 employees ended active service. The main reason for ending active service was retirement (75% of cases). In 2016 the average retirement age was 60.8 years; the figure for 2017 was 61.4 years.

Table 19

Breakdown of staff ending active service, 2016/2017

<table>
<thead>
<tr>
<th></th>
<th>31 Dec 2016</th>
<th>% of total in 2016</th>
<th>31 Dec 2017</th>
<th>% of total in 2017</th>
<th>Variation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Retirement</td>
<td>197</td>
<td>79.8%</td>
<td>127</td>
<td>74.7%</td>
<td>-35.53%</td>
</tr>
<tr>
<td>Resignation</td>
<td>29</td>
<td>11.7%</td>
<td>30</td>
<td>17.6%</td>
<td>+3.45%</td>
</tr>
<tr>
<td>End of contract</td>
<td>8</td>
<td>3.2%</td>
<td>4</td>
<td>24%</td>
<td>-50.00%</td>
</tr>
<tr>
<td>Other type</td>
<td>13</td>
<td>5.3%</td>
<td>9</td>
<td>5.3%</td>
<td>-30.77%</td>
</tr>
<tr>
<td>Total</td>
<td>247</td>
<td>100.0%</td>
<td>170</td>
<td>100.0%</td>
<td>-31.17%</td>
</tr>
</tbody>
</table>

Source: FIPS
Remuneration
2. Remuneration

The total expenditure for basic salaries and allowances in 2017 was EUR 929 million. This includes EUR 716 million for basic salaries and EUR 213 million for allowances and benefits.

2.1 Payroll for the year and basic salaries

Table 20

<table>
<thead>
<tr>
<th>Job Group</th>
<th>Total basic salaries paid in 2016</th>
<th>Total basic salaries paid in 2017</th>
<th>Average monthly basic salary paid in 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>1 021</td>
<td>21 991</td>
<td>18 976</td>
</tr>
<tr>
<td>JG1</td>
<td>1 206 855</td>
<td>1 138 583</td>
<td>14 533</td>
</tr>
<tr>
<td>JG2</td>
<td>9 248 064</td>
<td>9 591 958</td>
<td>13 634</td>
</tr>
<tr>
<td>JG3</td>
<td>57 475 976</td>
<td>61 518 377</td>
<td>9 155</td>
</tr>
<tr>
<td>JG4</td>
<td>521 112 918</td>
<td>539 407 062</td>
<td>9 534</td>
</tr>
<tr>
<td>Total JG1-4</td>
<td>589 042 792</td>
<td>611 677 970</td>
<td>9 534</td>
</tr>
<tr>
<td>B</td>
<td>113</td>
<td>219</td>
<td></td>
</tr>
<tr>
<td>C</td>
<td>0</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td>JG5</td>
<td>17 418 892</td>
<td>17 782 782</td>
<td>7 159</td>
</tr>
<tr>
<td>JG6</td>
<td>87 263 407</td>
<td>86 715 923</td>
<td>5 572</td>
</tr>
<tr>
<td>Total JG5-6</td>
<td>104 682 412</td>
<td>104 498 486</td>
<td>5 692</td>
</tr>
<tr>
<td>TOTAL</td>
<td>693 725 204</td>
<td>716 176 457</td>
<td>8 713</td>
</tr>
</tbody>
</table>

Source: FIPS

In 2017, the total amount paid for basic salaries was 3.24% more than in 2016. This increase is due mainly to the annual adjustment of salary scales.
2.2 Comparison of the 10th and 90th percentiles

The 10% highest-paid staff earn monthly full basic salaries at or above EUR 12,615 (90th percentile). The 10% lowest paid earn monthly full basic salaries at or below EUR 5,652 (10th percentile). The ratio between the 90th and 10th percentiles is therefore 2.23.

2.3 Performance and rewards

Table 21

<table>
<thead>
<tr>
<th>Reward type</th>
<th>Pensionable/non-pensionable</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Step/promotion</td>
<td>Pensionable</td>
<td>10,402,436</td>
</tr>
<tr>
<td>Individual bonus</td>
<td>Non-pensionable</td>
<td>3,747,367</td>
</tr>
<tr>
<td>Performance bonus</td>
<td>Non-pensionable</td>
<td>179,000</td>
</tr>
<tr>
<td>Functional allowance</td>
<td>Non-pensionable</td>
<td>1,223,074</td>
</tr>
<tr>
<td>TOTAL</td>
<td></td>
<td>15,551,878</td>
</tr>
</tbody>
</table>

Source: Department Remuneration and Social Security Systems

The following percentage of staff received a reward in 2017 based on their performance in 2016:

- 61.8% of the staff eligible for a pensionable reward (e.g. step advancement or promotion) received such a reward.
- 17.3% of staff received an individual bonus as a non-pensionable reward for their 2016 performance.
- A total of 67.2% of eligible staff benefitted from one of the reward modalities.

In addition, almost 100 staff members received a special performance bonus for their contribution to the success of strategic projects within the EPO in 2017.
2.4 Allowances and benefits

In addition to basic salaries, in 2017 over EUR 213 million was paid in allowances and benefits, including EUR 96 million paid as expatriation allowance to the 66% of total staff with expatriate status (Art. 72 ServRegs).

<table>
<thead>
<tr>
<th>Category</th>
<th>Allowance/benefit</th>
<th>2016</th>
<th>2017</th>
<th>Variation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Family</td>
<td>Dependants' allowance</td>
<td>32 266 994</td>
<td>33 165 598</td>
<td>+2.80%</td>
</tr>
<tr>
<td></td>
<td>Household allowance</td>
<td>31 333 893</td>
<td>32 445 123</td>
<td>+3.50%</td>
</tr>
<tr>
<td></td>
<td>Childcare allowance</td>
<td>4 003 674</td>
<td>3 914 991</td>
<td>-2.20%</td>
</tr>
<tr>
<td></td>
<td>Education allowance</td>
<td>31 651 598</td>
<td>33 276 290</td>
<td>+5.10%</td>
</tr>
<tr>
<td></td>
<td>Parental/family leave allowance</td>
<td>1 410 875</td>
<td>1 421 684</td>
<td>+0.80%</td>
</tr>
<tr>
<td></td>
<td>Birth grant</td>
<td>159 013</td>
<td>174 686</td>
<td>+9.90%</td>
</tr>
<tr>
<td>Work-related</td>
<td>Overtime and shift allowance</td>
<td>1 369 894</td>
<td>1 567 450</td>
<td>+14.40%</td>
</tr>
<tr>
<td></td>
<td>Rent allowance</td>
<td>1 184 882</td>
<td>1 250 618</td>
<td>+5.50%</td>
</tr>
<tr>
<td></td>
<td>Installation allowance</td>
<td>1 348 249</td>
<td>1 367 027</td>
<td>+1.40%</td>
</tr>
<tr>
<td></td>
<td>Removal expenses</td>
<td>1 361 141</td>
<td>1 085 927</td>
<td>-20.20%</td>
</tr>
<tr>
<td></td>
<td>Language allowance</td>
<td>167 146</td>
<td>153 774</td>
<td>-8.00%</td>
</tr>
<tr>
<td></td>
<td>Travel expenses</td>
<td>71 193</td>
<td>76 414</td>
<td>+7.30%</td>
</tr>
<tr>
<td></td>
<td>Acting allowance</td>
<td>797 581</td>
<td>1 223 074</td>
<td>+53.30%</td>
</tr>
<tr>
<td></td>
<td>Miscellaneous*</td>
<td>1 060 797</td>
<td>902 149</td>
<td>-15.00%</td>
</tr>
<tr>
<td></td>
<td>Extra examiner activities</td>
<td>193 406</td>
<td>286 115</td>
<td>+47.90%</td>
</tr>
<tr>
<td></td>
<td>Expatriation allowance</td>
<td>92 951 645</td>
<td>95 775 944</td>
<td>+3.00%</td>
</tr>
<tr>
<td></td>
<td>Home leave</td>
<td>3 559 350</td>
<td>3 235 430</td>
<td>-9.10%</td>
</tr>
<tr>
<td>Expatriation</td>
<td>Severeance grant</td>
<td>1 805 384</td>
<td>1 579 013</td>
<td>-12.90%</td>
</tr>
<tr>
<td></td>
<td>Salary savings plan payment</td>
<td>693 461</td>
<td>489 642</td>
<td>-29.40%</td>
</tr>
<tr>
<td></td>
<td>Dismissal compensation</td>
<td>59 526</td>
<td>50 249</td>
<td>-15.60%</td>
</tr>
<tr>
<td></td>
<td>Termination indemnity</td>
<td>116 125</td>
<td>36 938</td>
<td>-68.20%</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>207 565 827</td>
<td>213 472 136</td>
<td>+2.80%</td>
</tr>
</tbody>
</table>

* See glossary „Allowances/other benefits“

Source: FIPS

Please note that staff entitlement to the different allowances depends on their specific circumstances, in line with the provisions of the EPO Service Regulations.
In addition to the above, the EPO also contributes to the budget of the European School Munich and subsidises places in various crèches.

Table 23

<table>
<thead>
<tr>
<th>Type of expenditure</th>
<th>2016</th>
<th>2017</th>
<th>Variation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Subsidies to crèches</td>
<td>329 966</td>
<td>476 930</td>
<td>+44.54%</td>
</tr>
<tr>
<td>European School Munich</td>
<td>21 045 945</td>
<td>21 469 005</td>
<td>+2.01%</td>
</tr>
<tr>
<td>Total</td>
<td>21 374 966</td>
<td>21 945 935</td>
<td>+2.67%</td>
</tr>
</tbody>
</table>

Source: FIPS

A typical examiner in grade G11-5, the most common grade in JG4, working in Germany, married, with the spouse not gainfully employed, two dependent children and expatriate status, can expect a total net monthly remuneration of approximately EUR 12 124.20, made up of:

- Basic salary: 9 972.81 EUR
- Household allowance: 598.37 EUR
- Expatriation allowance: 2 190.30 EUR
- Dependants allowance: 697.08 EUR
- Total deductions\(^1\): -1 334.36 EUR

The same examiner working in the Netherlands can expect a total net monthly remuneration of approximately EUR 12 099.08, made up of:

- Basic salary: 9 952.14 EUR
- Household allowance: 597.13 EUR
- Expatriation allowance: 2 185.77 EUR
- Dependants allowance: 695.64 EUR
- Total deductions\(^1\): -1 331.60 EUR

\(^1\) Deductions include contributions for health insurance, pension, long-term care and death insurance.
An administrative employee in grade G7-2, the most common grade in JG5 and JG6, working in Germany, married, with the spouse not gainfully employed, two dependent children and no expatriate status, can expect a total net monthly remuneration of EUR 5931.76, made up of:

- Basic salary: 5651.78 EUR
- Household allowance: 339.11 EUR
- Dependants allowance: 697.08 EUR
- Total deductions: -756.21 EUR

The same employee working in the Netherlands can expect a total net monthly remuneration of approximately EUR 5919.46, made up of:

- Basic salary: 5640.06 EUR
- Household allowance: 338.40 EUR
- Dependants allowance: 695.64 EUR
- Total deductions: -754.64 EUR

2 The new reference point for JG6 includes staff in former categories B and C.
Social security and pension schemes
3. Social security and pension schemes

The EPO provides social security schemes, including a pension scheme, a healthcare insurance scheme and provisions in case of death, invalidity and long-term care. The total payments in 2017 amounted to approximately EUR 299 million.

3.1 Population covered under the EPO social security scheme

At the end of 2017, 23,079 persons were covered by the EPO social security scheme. The total population covered also includes staff in non-active service (such as unpaid leave) who were still affiliated to the EPO scheme. Only one member of contract staff decided not to be covered under the EPO social security scheme.

<table>
<thead>
<tr>
<th>Category</th>
<th>2016</th>
<th>2017</th>
<th>Variation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Active staff covered by the EPO social security scheme</td>
<td>6,795</td>
<td>6,849</td>
<td>+0.8%</td>
</tr>
<tr>
<td>Unpaid leave, secondment and reserve status</td>
<td>18</td>
<td>12</td>
<td>-33.3%</td>
</tr>
<tr>
<td>Pension recipients</td>
<td>2,403</td>
<td>2,500</td>
<td>+4.0%</td>
</tr>
<tr>
<td>Family members (spouses and dependants)</td>
<td>13,775</td>
<td>13,718</td>
<td>-0.4%</td>
</tr>
<tr>
<td>Total</td>
<td>22,991</td>
<td>23,079</td>
<td>+0.4%</td>
</tr>
</tbody>
</table>

Source: ISRP, FIPS
Graph 11

Breakdown by age of the total population covered by the EPO’s social security schemes, 31 Dec 2017

Source: FIPS, ISRP
3.2 Social security benefits

Table 25
Breakdown of social security payments relating to collective insurances (in EUR), 2016/2017

<table>
<thead>
<tr>
<th>Type of benefits</th>
<th>2016</th>
<th>2017</th>
<th>Variation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Healthcare reimbursement</td>
<td>72,656,991</td>
<td>69,122,191</td>
<td>-4.9%</td>
</tr>
<tr>
<td>Long-term care insurance</td>
<td>4,932,760</td>
<td>5,331,294</td>
<td>+8.1%</td>
</tr>
<tr>
<td>Death insurance</td>
<td>1,449,099</td>
<td>1,254,182</td>
<td>-13.5%</td>
</tr>
<tr>
<td>Total benefits</td>
<td>79,038,850</td>
<td>75,707,667</td>
<td>-4.2%</td>
</tr>
</tbody>
</table>

Source: FIPS, Cigna

3.3 Payments for pensioners

At the end of 2017, there were 2,592 recipients of an EPO pension, which represents a 4.22% increase over 2016.

Table 26
Breakdown by type of pension, 2016/2017

<table>
<thead>
<tr>
<th>Type of pension</th>
<th>Number of recipients 2016</th>
<th>Number of recipients 2017</th>
<th>Average monthly basic pension (in EUR) 2016</th>
<th>Average monthly basic pension (in EUR) 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Retirement</td>
<td>2,054</td>
<td>2,153</td>
<td>6,161*</td>
<td>6,385</td>
</tr>
<tr>
<td>Survivor’s</td>
<td>318</td>
<td>329</td>
<td>3,738</td>
<td>3,820</td>
</tr>
<tr>
<td>Orphan’s</td>
<td>115</td>
<td>110</td>
<td>1,178</td>
<td>1,176</td>
</tr>
<tr>
<td>Total</td>
<td>2,487</td>
<td>2,592</td>
<td>5,621</td>
<td>5,838</td>
</tr>
</tbody>
</table>

* This figure differs from last year’s report because it includes persons in receipt of a retirement pension for health reasons, the figures for which were shown separately last year.

Source: ISRP

Table 27
Breakdown of payments (in EUR), 2016/2017

<table>
<thead>
<tr>
<th>Benefits linked to pension</th>
<th>2016</th>
<th>2017</th>
<th>Variation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Basic pension</td>
<td>162,211,719</td>
<td>176,460,450</td>
<td>+8.8%</td>
</tr>
<tr>
<td>Tax adjustment</td>
<td>34,092,873</td>
<td>36,799,534</td>
<td>+7.9%</td>
</tr>
<tr>
<td>Other (allowances. compensation)</td>
<td>9,497,236</td>
<td>10,625,478</td>
<td>+11.9%</td>
</tr>
<tr>
<td>Total</td>
<td>205,801,829</td>
<td>223,885,462</td>
<td>+8.8%</td>
</tr>
</tbody>
</table>

Source: FIPS
Table 28

Key figures related to retired staff, 31 Dec 2017

<table>
<thead>
<tr>
<th>Job group</th>
<th>Number of retired employees (in headcount)</th>
<th>Average age at retirement (in years)</th>
<th>Average number of years of service at the EPO (in years)</th>
<th>Average basic monthly salary before retirement (in EUR)</th>
</tr>
</thead>
<tbody>
<tr>
<td>JG 1-4</td>
<td>1 309</td>
<td>61.8</td>
<td>27.9</td>
<td>13 459</td>
</tr>
<tr>
<td>JG 5-6</td>
<td>635</td>
<td>61.4</td>
<td>30.6</td>
<td>7 003</td>
</tr>
<tr>
<td>Total</td>
<td>1 944</td>
<td>61.6</td>
<td>28.8</td>
<td>11 350</td>
</tr>
</tbody>
</table>

Source: FIPS/ISRP

The typical package for G13-5, married with no dependent children, after the current average of 27 reckonable years of service at the EPO (Job Group 4, German salary table) and living in Germany, is composed of the following elements:

- Basic pension: 6 812 EUR
- Household allowance: 409 EUR
- Tax adjustment: 1 362 EUR
- Deductions for medical and long-term care insurance: - 237 EUR
- National tax: - 2 131 EUR
- Total: 6 215 EUR

The typical package for a G9-5 pensioner, married with no dependent children, after the current average of 27 reckonable years of service at the EPO and living in Germany, is composed of the following elements:

- Basic pension: 4 096 EUR
- Household allowance: 263 EUR
- Tax adjustment: 450 EUR
- Deductions for medical and long-term care insurance: - 142 EUR
- National tax: - 756 EUR
- Total: 3 911 EUR
3.4 Contributions to the EPO social security and pension schemes

Like other international organisations, the EPO has to provide, organise and finance its social security and pension schemes independently.

In order to finance the benefits paid under the different social security and pension schemes, contributions are paid by both the Office and the beneficiaries. With a contribution of EUR 203 million (66% of total contribution), the EPO is the main contributor. As in most European international organisations, the share of contributions to all schemes follows the general approach of “1/3 employee, 2/3 employer”.

<table>
<thead>
<tr>
<th>Contributions to the social security and pension schemes</th>
<th>2016</th>
<th>2017</th>
<th>Variation</th>
</tr>
</thead>
<tbody>
<tr>
<td>EPO</td>
<td>196 227 519</td>
<td>203 115 694</td>
<td>+3.5%</td>
</tr>
<tr>
<td>Employees</td>
<td>94 007 097</td>
<td>96 922 371</td>
<td>+3.1%</td>
</tr>
<tr>
<td>Pension recipients</td>
<td>5 267 584</td>
<td>5 719 444</td>
<td>+8.6%</td>
</tr>
<tr>
<td>Total</td>
<td>295 502 200</td>
<td>305 757 510</td>
<td>+3.5%</td>
</tr>
</tbody>
</table>

Source: FIPS

Table 30

Contributions to the social security scheme (without pensions) (in EUR), 2016/2017

<table>
<thead>
<tr>
<th>Contributors to social security scheme without pensions</th>
<th>2016</th>
<th>2017</th>
<th>Variation</th>
</tr>
</thead>
<tbody>
<tr>
<td>EPO</td>
<td>59 289 941</td>
<td>61 657 874</td>
<td>+4.0%</td>
</tr>
<tr>
<td>Employees</td>
<td>25 548 924</td>
<td>26 191 794</td>
<td>+2.5%</td>
</tr>
<tr>
<td>Pension recipients</td>
<td>5 267 584</td>
<td>5 719 444</td>
<td>+8.6%</td>
</tr>
<tr>
<td>Total</td>
<td>90 106 449</td>
<td>93 569 112</td>
<td>+3.8%</td>
</tr>
</tbody>
</table>

Source: FIPS

Table 31

Contributions to the pension scheme (in EUR), 2016/2017

<table>
<thead>
<tr>
<th>Contributors to the pension scheme</th>
<th>2016</th>
<th>2017</th>
<th>Variation</th>
</tr>
</thead>
<tbody>
<tr>
<td>EPO</td>
<td>136 937 578</td>
<td>141 457 820</td>
<td>+3.3%</td>
</tr>
<tr>
<td>Employees</td>
<td>68 458 173</td>
<td>70 730 577</td>
<td>+3.3%</td>
</tr>
<tr>
<td>Total</td>
<td>205 395 751</td>
<td>212 188 397</td>
<td>+3.3%</td>
</tr>
</tbody>
</table>

Source: FIPS

The increase in total contributions for both the Office and staff is in line with the adjustment of the salary scales and the increase in headcount.

The assets managed in the salary savings plan scheme amounted to EUR 79.5 million at 31 December 2017.
Working conditions
4. Working conditions

At the EPO, staff can opt for various flexible working arrangements, including part-time work, part-time home working and flextime.

4.1 Staff working part-time

In 2017, 14% of total EPO staff were working part-time (50% part-time being the minimum working time allowed). Women represented 73% of the total staff working part-time. These figures are stable in comparison with 2016.

<table>
<thead>
<tr>
<th>Employees working part-time</th>
<th>31 Dec 2016</th>
<th>31 Dec 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Female</td>
<td>688</td>
<td>706</td>
</tr>
<tr>
<td>Male</td>
<td>254</td>
<td>259</td>
</tr>
<tr>
<td>Total</td>
<td>942</td>
<td>965</td>
</tr>
<tr>
<td>In % of total staff</td>
<td>13.9%</td>
<td>14.1%</td>
</tr>
</tbody>
</table>

Source: FIPS

<table>
<thead>
<tr>
<th>Working time percentage</th>
<th>Number of staff at 31 Dec 2016</th>
<th>Percentage of staff working part-time</th>
<th>Number of staff at 31 Dec 2017</th>
<th>Percentage of staff working part-time</th>
</tr>
</thead>
<tbody>
<tr>
<td>50 - 59%</td>
<td>64</td>
<td>6.8%</td>
<td>59</td>
<td>6.1%</td>
</tr>
<tr>
<td>60 - 69%</td>
<td>85</td>
<td>9.0%</td>
<td>101</td>
<td>10.5%</td>
</tr>
<tr>
<td>70 - 79%</td>
<td>156</td>
<td>16.6%</td>
<td>154</td>
<td>16.0%</td>
</tr>
<tr>
<td>80 - 89%</td>
<td>444</td>
<td>47.1%</td>
<td>465</td>
<td>48.2%</td>
</tr>
<tr>
<td>90 - 99%</td>
<td>193</td>
<td>20.5%</td>
<td>186</td>
<td>19.3%</td>
</tr>
<tr>
<td>Total</td>
<td>942</td>
<td>100.0%</td>
<td>965</td>
<td>100.0%</td>
</tr>
</tbody>
</table>

Source: FIPS
4.2 Staff on part-time home working

In 2017, more than 26% of total staff were on the part-time home working scheme, an increase of more than three percentage points compared with 2016.

Table 34
Part-time home workers by gender, 2016/2017

<table>
<thead>
<tr>
<th>Part-time home workers</th>
<th>31 Dec 2016</th>
<th>31 Dec 2017</th>
<th>Variation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Female</td>
<td>735</td>
<td>852</td>
<td>+15.9%</td>
</tr>
<tr>
<td>Male</td>
<td>824</td>
<td>947</td>
<td>+14.9%</td>
</tr>
<tr>
<td>Total</td>
<td>1,559</td>
<td>1,799</td>
<td>+15.4%</td>
</tr>
</tbody>
</table>

Source: FIPS

Table 35
Part-time home workers by number of days worked at home, 2016/2017

<table>
<thead>
<tr>
<th>Days on part-time home working</th>
<th>31 Dec 2016</th>
<th>31 Dec 2017</th>
<th>% of total 2017</th>
<th>Variation</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 day or less</td>
<td>399</td>
<td>434</td>
<td>24.1%</td>
<td>+8.8%</td>
</tr>
<tr>
<td>1 day &lt; d &lt;= 2 days</td>
<td>625</td>
<td>683</td>
<td>38.0%</td>
<td>+9.3%</td>
</tr>
<tr>
<td>2 days &lt; d &lt;= 3 days</td>
<td>445</td>
<td>551</td>
<td>30.7%</td>
<td>+24.3%</td>
</tr>
<tr>
<td>Other (variable schedule)</td>
<td>90</td>
<td>129</td>
<td>7.2%</td>
<td>+43.3%</td>
</tr>
<tr>
<td>Total</td>
<td>1,559</td>
<td>1,799</td>
<td>100.0%</td>
<td>+15.4%</td>
</tr>
</tbody>
</table>

Source: FIPS
4.3 Flexi- and compensation leave

In 2017, the average amount of flexi-leave taken per employee (in FTEs) was equal to 3.8 days. The average amount of compensation leave taken per employee (in FTEs) was equal to 5.9 days.

Table 36
Breakdown of flexi- and compensation leave, 2016/2017

<table>
<thead>
<tr>
<th>Type of leave</th>
<th>Man-days 2016</th>
<th>Man-days 2017</th>
<th>Variation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Flexi-leave</td>
<td>25 084</td>
<td>24 831</td>
<td>-1.0%</td>
</tr>
<tr>
<td>Compensation leave</td>
<td>39 476</td>
<td>38 522</td>
<td>-2.4%</td>
</tr>
</tbody>
</table>

Source: FIPS

4.4 Overtime, shift work and on call

Table 37
Breakdown of overtime, shift work and on call, 2016/2017

<table>
<thead>
<tr>
<th>Overtime shift work and on call (in hours)</th>
<th>2016</th>
<th>2017</th>
<th>Variation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overtime</td>
<td>1 953</td>
<td>2 274</td>
<td>+16.4%</td>
</tr>
<tr>
<td>On call</td>
<td>133 383</td>
<td>138 552</td>
<td>+3.9%</td>
</tr>
<tr>
<td>Shift hours</td>
<td>2 154</td>
<td>2 043</td>
<td>-5.2%</td>
</tr>
</tbody>
</table>

Source: FIPS
4.5 Working days and absences

Parental and family leave are classed as social leave. In 2017, 1,339 employees took an average of 19 days of parental leave. In 2017, 89 employees took family leave. On average, each of these employees took 20 days of family leave.

Table 38
Reasons for absence, volume and impact on total working days, 2016/2017

<table>
<thead>
<tr>
<th>Categories of absence</th>
<th>Number of absence days</th>
<th>Average number of absence days/FTEs</th>
<th>Absence days as % of total working days</th>
<th>Number of absence days*</th>
<th>Average number of absence days/FTEs**</th>
<th>Absence days as % of total working days</th>
<th>Variation of Number of absence days*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Annual leave and home leave</td>
<td>233,732</td>
<td>34.4</td>
<td>13.7%</td>
<td>228,895</td>
<td>33.6</td>
<td>13.0%</td>
<td>-2.1%</td>
</tr>
<tr>
<td>Medical reasons</td>
<td>62,049</td>
<td>9.1</td>
<td>3.6%</td>
<td>56,855</td>
<td>8.3</td>
<td>3.2%</td>
<td>-8.4%</td>
</tr>
<tr>
<td>Social leave</td>
<td>48,859</td>
<td>7.2</td>
<td>2.9%</td>
<td>46,540</td>
<td>6.8</td>
<td>2.6%</td>
<td>-4.7%</td>
</tr>
<tr>
<td>Unpaid leave</td>
<td>6,239</td>
<td>0.9</td>
<td>0.4%</td>
<td>6,523</td>
<td>1.0</td>
<td>0.4%</td>
<td>+4.6%</td>
</tr>
<tr>
<td>Total</td>
<td>350,879</td>
<td>51.7</td>
<td>20.5%</td>
<td>338,813</td>
<td>49.7</td>
<td>19.2%</td>
<td>-3.4%</td>
</tr>
</tbody>
</table>

* An absence day is not equivalent to a man-day. For instance, an absence day for a 50% part-timer (4 hours) counts as a full day. This is the official unit for reporting sickness.

** Note that for the calculations, FTEs and not FTE (see glossary) is used as a basis for the calculations. The statistics are aligned with the official sick leave statistics.

Source: SAS, FIPS

Graph 12
Total sickness days per FTE, 12 months rolling, 2011-2017

Source: FIPS
Table 39

Breakdown of total sickness days, 2016/2017

<table>
<thead>
<tr>
<th>Type</th>
<th>2016</th>
<th>2017</th>
<th>Variation</th>
<th>Variation</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Total days per FTE</td>
<td>Capacity loss %</td>
<td>Total days per FTE</td>
<td>Capacity loss %</td>
</tr>
<tr>
<td>Short-term sick leave</td>
<td>6.58</td>
<td>2.63%</td>
<td>5.49</td>
<td>2.19%</td>
</tr>
<tr>
<td>Extended sick leave (old system)</td>
<td>0.38</td>
<td>0.15%</td>
<td>n/a</td>
<td>n/a</td>
</tr>
<tr>
<td>Extended sick leave (new system)</td>
<td>0.95</td>
<td>0.38%</td>
<td>0.35</td>
<td>0.14%</td>
</tr>
<tr>
<td>Incapacity</td>
<td>1.19</td>
<td>0.48%</td>
<td>2.52</td>
<td>1.02%</td>
</tr>
<tr>
<td>Total</td>
<td>9.10</td>
<td>3.64%</td>
<td>8.36</td>
<td>3.35%</td>
</tr>
</tbody>
</table>

Source: FIPS

Sickness days for occupational accidents account for 0.4% of total sick leave.
Health, safety and welfare services
5. Health, safety and welfare services

5.1 Activities related to health services
(Occupational Health Services and Medical Advisory Unit)

Table 40
Volume of activities undertaken by the Occupational Health Services, 2016/2017

<table>
<thead>
<tr>
<th>Volume of activities undertaken by the Occupational Health Service</th>
<th>2016</th>
<th>2017</th>
<th>Variation %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of staff consultations</td>
<td>1,566</td>
<td>1,481</td>
<td>-5.43%</td>
</tr>
<tr>
<td>Number of cases</td>
<td>2,298</td>
<td>2,146</td>
<td>-6.61%</td>
</tr>
<tr>
<td>Number of in-house consultations</td>
<td>4,062</td>
<td>3,396</td>
<td>-16.40%</td>
</tr>
</tbody>
</table>

Source: Health & Safety, Medgate

Table 41
Type of activities carried out by the Occupational Health Service, 2016/2017

<table>
<thead>
<tr>
<th>Type of activities carried out by the Occupational Health Service</th>
<th>2016</th>
<th>2017</th>
<th>Variation %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mandatory examination, Circular No. 367</td>
<td>72</td>
<td>167</td>
<td>+131.94%</td>
</tr>
<tr>
<td>Reintegration meetings</td>
<td>242</td>
<td>261</td>
<td>+7.85%</td>
</tr>
<tr>
<td>Consultations with managers</td>
<td>394</td>
<td>261</td>
<td>-33.76%</td>
</tr>
<tr>
<td>Health Advisory Team (HAT) meetings</td>
<td>170</td>
<td>168</td>
<td>-1.18%</td>
</tr>
<tr>
<td>Workplace visits made by OHS ergonomists/nurses/ErgoWucs</td>
<td>4,832</td>
<td>4,067</td>
<td>-15.83%</td>
</tr>
<tr>
<td>Preventative medical examinations</td>
<td>843</td>
<td>890</td>
<td>+5.58%</td>
</tr>
<tr>
<td>Emergency cases</td>
<td>75</td>
<td>59</td>
<td>-21.33%</td>
</tr>
<tr>
<td>Vision tests</td>
<td>436</td>
<td>532</td>
<td>+22.02%</td>
</tr>
<tr>
<td>In-house physiotherapy treatment sessions</td>
<td>5,964</td>
<td>5,606</td>
<td>-6.00%</td>
</tr>
<tr>
<td>Influenza vaccinations</td>
<td>1,597</td>
<td>1,740</td>
<td>+8.95%</td>
</tr>
</tbody>
</table>

Source: Health & Safety, Medgate

The increase in the number of mandatory examinations is due to the introduction in 2016 of the systematic registration of staff reaching more than 30 days of sick leave.
### Table 42

**Volume of activities undertaken by the Medical Advisory Unit, 2016/2017**

<table>
<thead>
<tr>
<th>Activities undertaken by the Medical Advisory Unit</th>
<th>2016</th>
<th>2017</th>
<th>Variation %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Requests for prolongation of dependants’ allowance for medical reasons (Art. 69(5) ServRegs)</td>
<td>40</td>
<td>38</td>
<td>-5.00%</td>
</tr>
<tr>
<td>Requests for dependants’ allowance for handicapped children (Art. 69(1)II ServRegs)</td>
<td>135</td>
<td>120</td>
<td>-11.11%</td>
</tr>
<tr>
<td>Consultation for medical opinion for employees on extended sick leave (as of 1 April 2015)*</td>
<td>639</td>
<td>604</td>
<td>-5.48%</td>
</tr>
<tr>
<td>Cure requests</td>
<td>246</td>
<td>177</td>
<td>-28.05%</td>
</tr>
<tr>
<td>Number of A cures granted</td>
<td>128</td>
<td>71</td>
<td>-44.53%</td>
</tr>
<tr>
<td>Number of B cures granted</td>
<td>82</td>
<td>64</td>
<td>-21.95%</td>
</tr>
<tr>
<td>Requests for special leave</td>
<td>126</td>
<td>162</td>
<td>+28.57%</td>
</tr>
<tr>
<td>Requests to spend sick leave elsewhere than at employee’s place of residence (Art. 62(3) ServRegs)</td>
<td>106</td>
<td>64</td>
<td>-39.62%</td>
</tr>
<tr>
<td>Sick leave verification (Art. 62a(6) ServRegs)</td>
<td>9</td>
<td>8</td>
<td>-11.11%</td>
</tr>
<tr>
<td>Advice on health insurance matters and disputes</td>
<td>75</td>
<td>94</td>
<td>+25.33%</td>
</tr>
<tr>
<td>Initial medical examinations**</td>
<td>285</td>
<td>166</td>
<td>-41.75%</td>
</tr>
<tr>
<td>Requests for family leave</td>
<td>116</td>
<td>111</td>
<td>-4.31%</td>
</tr>
<tr>
<td>Examinations under Art. 26(2) ServRegs</td>
<td>7</td>
<td>6</td>
<td>-14.29%</td>
</tr>
<tr>
<td>Long-term care matters (number of cases)***</td>
<td>0</td>
<td>51</td>
<td>n/a</td>
</tr>
</tbody>
</table>

* Information regarding medical committees has been removed from the table as they ceased to exist on 1 April 2015

** This number may be higher than the actual number of newly recruited employees, as candidates used to be invited for the medical screening before receiving an official job offer. This practice ceased in mid-2016.

*** New Medical Advisory Unit task as of 1 July 2017.

Source: Health & Safety, Medgate
5.2 Occupational accidents

Table 43
Reported number of occupational accidents, 2016/2017

<table>
<thead>
<tr>
<th>Site</th>
<th>2016</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Munich</td>
<td>36</td>
<td>34</td>
</tr>
<tr>
<td>The Hague</td>
<td>43</td>
<td>28</td>
</tr>
<tr>
<td>Berlin</td>
<td>0</td>
<td>1</td>
</tr>
<tr>
<td>Vienna</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Brussels</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>81</strong></td>
<td><strong>66</strong></td>
</tr>
</tbody>
</table>

Source: Health & Safety

Commuting accidents (65% of the total registered occupational accidents) resulted in 208 sick leave days. Slip, trips and falls were the second main cause of occupational accidents and in 2017 resulted in 24.5 sick leave days.

5.3 Health and safety-related expenditure

Overall expenditure for health and safety decreased by approximately 17% in 2017 compared with 2016.

Table 44
Breakdown of other health service costs (in EUR), 2016/2017

<table>
<thead>
<tr>
<th>Category</th>
<th>2016</th>
<th>2017</th>
<th>Variation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Biennial medical examination</td>
<td>309 543</td>
<td>353 998</td>
<td>+14.36%</td>
</tr>
<tr>
<td>Initial medical examination</td>
<td>61 158</td>
<td>48 995</td>
<td>-19.89%</td>
</tr>
<tr>
<td>Health and safety costs</td>
<td>1 294 138</td>
<td>978 375</td>
<td>-24.40%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>1 664 839</td>
<td>1 381 368</td>
<td>-17.03%</td>
</tr>
</tbody>
</table>

Source: FIPS
5.4 Internal resources dedicated to health and safety

Table 45

Number of EPO staff working in health and safety, 2016/2017

<table>
<thead>
<tr>
<th>Department</th>
<th>Number of staff 2016</th>
<th>Number of staff 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Health &amp; Safety</td>
<td>4</td>
<td>6</td>
</tr>
<tr>
<td>Occupational Health &amp; Safety</td>
<td>8</td>
<td>8</td>
</tr>
<tr>
<td>Medical Advisory Unit</td>
<td>6</td>
<td>5</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>18</strong></td>
<td><strong>19</strong></td>
</tr>
</tbody>
</table>

Source: FIPS

5.5 Funding for general staff welfare

Overall expenditure for staff welfare was stable in 2017

Table 46

Breakdown of expenditure for general staff welfare (in EUR), 2016/2017

<table>
<thead>
<tr>
<th>Category</th>
<th>2016</th>
<th>2017</th>
<th>Variation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Canteen subsidies</td>
<td>2 200 952</td>
<td>2 176 096</td>
<td>-1.13%</td>
</tr>
<tr>
<td>AMICALE, culture and sports clubs, social events</td>
<td>1 102 500</td>
<td>1 100 000</td>
<td>-0.23%</td>
</tr>
<tr>
<td>Pensioners' Association subsidy</td>
<td>73 932</td>
<td>82 700</td>
<td>+11.86%</td>
</tr>
<tr>
<td>Social events Office</td>
<td>463 733</td>
<td>358 164</td>
<td>-22.76%</td>
</tr>
<tr>
<td>Motivation budget</td>
<td>215 465</td>
<td>215 139</td>
<td>-0.15%</td>
</tr>
<tr>
<td>Welfare Miscellaneous*</td>
<td>74 403</td>
<td>177 220</td>
<td>+138.19%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>4 130 985</strong></td>
<td><strong>4 109 318</strong></td>
<td><strong>-0.52%</strong></td>
</tr>
</tbody>
</table>

* Welfare Miscellaneous includes the Employee Assistance Programme, which was introduced in May 2017.

Source: FIPS
5.6 Home loans

Any permanent employee with active status and a minimum of two years of service may be granted a loan for the building, purchase, renovation or refinancing of a residential property destined to be used as a main residence at the place of employment at conditions which are 1.5% below the average market interest rates.

Table 47
Home loans, 2016/2017

<table>
<thead>
<tr>
<th>Home loans</th>
<th>2016</th>
<th>2017</th>
<th>Variation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of new applications</td>
<td>206</td>
<td>146</td>
<td>-29.1%</td>
</tr>
<tr>
<td>Amount of new loans to staff, in EUR (Budget)</td>
<td>16 792 196</td>
<td>16 800 000</td>
<td>+0.05%</td>
</tr>
<tr>
<td>Number of new loans paid out to staff</td>
<td>155</td>
<td>161</td>
<td>+3.9%</td>
</tr>
<tr>
<td>Total number of active outstanding loans</td>
<td>1 409</td>
<td>1 405</td>
<td>-0.3%</td>
</tr>
<tr>
<td>Average interest rate over the total average capital</td>
<td>1.93%</td>
<td>1.53%</td>
<td>-20.7%</td>
</tr>
<tr>
<td>Total amount of home loans outstanding, in EUR</td>
<td>102 140 388</td>
<td>102 024 066</td>
<td>-0.1%</td>
</tr>
</tbody>
</table>

Source: Home Loans Department
Social dialogue
### 6. Social dialogue

**Table 48**

<table>
<thead>
<tr>
<th>Statutory bodies</th>
<th>2016</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Consultative Committee</td>
<td>32.13</td>
<td>18.31</td>
</tr>
<tr>
<td>Appeals Committee</td>
<td>146.75</td>
<td>164.25</td>
</tr>
<tr>
<td>Health and safety issues</td>
<td>54.00</td>
<td>28.50</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>232.88</strong></td>
<td><strong>211.06</strong></td>
</tr>
</tbody>
</table>

*Source: Self-declaration by staff representatives*

<table>
<thead>
<tr>
<th>Administrative Council and its bodies</th>
<th>2016</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administrative Council and Committees</td>
<td>73.25</td>
<td>37.81</td>
</tr>
<tr>
<td>Reserve Funds for Pensions and Social Security</td>
<td>52.00</td>
<td>38.00</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>125.25</strong></td>
<td><strong>75.81</strong></td>
</tr>
</tbody>
</table>

*Source: Self-declaration by staff representatives*

<table>
<thead>
<tr>
<th>Thematic meetings and working groups</th>
<th>2016</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Various meetings with management</td>
<td>753.83</td>
<td>768.33</td>
</tr>
<tr>
<td>Data protection</td>
<td>0</td>
<td>1.44</td>
</tr>
<tr>
<td>Recruitment</td>
<td>689.40</td>
<td>517.35</td>
</tr>
<tr>
<td>Home Loans Committee</td>
<td>13.38</td>
<td>9.25</td>
</tr>
<tr>
<td>Sub-group GCC SSPR</td>
<td>6.56</td>
<td>4.25</td>
</tr>
<tr>
<td>Health and safety issues</td>
<td>5.38</td>
<td>28.50</td>
</tr>
<tr>
<td>Staff Committee elections</td>
<td>n/a</td>
<td>7.19</td>
</tr>
<tr>
<td>Ad hoc working groups</td>
<td>10.25</td>
<td>22.00</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>1476.80</strong></td>
<td><strong>1358.31</strong></td>
</tr>
</tbody>
</table>

*Source: Self-declaration by staff representatives*

<table>
<thead>
<tr>
<th>Internal staff representative work &amp; training</th>
<th>2016</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Staff representative work</td>
<td>2 765.25</td>
<td>2 625.11</td>
</tr>
<tr>
<td>Preparation and travel</td>
<td>99.04</td>
<td>77.84</td>
</tr>
<tr>
<td>Training</td>
<td>31.75</td>
<td>16.35</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>2 896.04</strong></td>
<td><strong>2 719.30</strong></td>
</tr>
</tbody>
</table>

*Source: Self-declaration by staff representatives*
### Table 49

**Number of staff by site involved in staff representation activities, 2016/2017**

<table>
<thead>
<tr>
<th>Site</th>
<th>Total 2016</th>
<th>Total 2017</th>
<th>Variation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Berlin</td>
<td>6</td>
<td>9</td>
<td>+50%</td>
</tr>
<tr>
<td>Munich</td>
<td>60</td>
<td>58</td>
<td>-3%</td>
</tr>
<tr>
<td>The Hague</td>
<td>53</td>
<td>63</td>
<td>+19%</td>
</tr>
<tr>
<td>Vienna</td>
<td>3</td>
<td>6</td>
<td>+100%</td>
</tr>
<tr>
<td>Total</td>
<td>122</td>
<td>136</td>
<td>+11%</td>
</tr>
</tbody>
</table>

Source: FIPS

### Table 50

**Time allocation for staff representation related-activities, 2016/2017**

<table>
<thead>
<tr>
<th>Time allocation (in days)</th>
<th>2016</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Time available</td>
<td>5 800</td>
<td>5 350</td>
</tr>
<tr>
<td>Time used</td>
<td>4 012</td>
<td>3 826</td>
</tr>
<tr>
<td>Time (in days) for appointees by CSC</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Disciplinary procedures</td>
<td>12</td>
<td>28</td>
</tr>
<tr>
<td>Selection procedure</td>
<td>713</td>
<td>524</td>
</tr>
<tr>
<td>Total used</td>
<td>4 737</td>
<td>4 378</td>
</tr>
</tbody>
</table>

Source: FIPS
6.1 Meetings with social partners

Table 51

<table>
<thead>
<tr>
<th>Meetings of statutory bodies</th>
<th>2016</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Central Occupational Health, Safety and Ergonomics Committee</td>
<td>6</td>
<td>4</td>
</tr>
<tr>
<td>General Consultative Committee</td>
<td>7</td>
<td>7</td>
</tr>
<tr>
<td>Local Occupational Health, Safety and Ergonomics Committee MUC</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>Local Occupational Health, Safety and Ergonomics Committee VIE</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td>Local Occupational Health, Safety and Ergonomics Committee BER</td>
<td>5</td>
<td>2</td>
</tr>
<tr>
<td>Local Occupational Health, Safety and Ergonomics Committee TH</td>
<td>3</td>
<td>2</td>
</tr>
<tr>
<td>Local Staff Committee MUC</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Local Staff Committee TH</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>Local Staff Committee VIE</td>
<td>2</td>
<td>6</td>
</tr>
<tr>
<td>Local Staff Committee BER</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td>Appraisals Committee</td>
<td>7</td>
<td>2</td>
</tr>
<tr>
<td>Disciplinary Committee</td>
<td>3</td>
<td>7</td>
</tr>
<tr>
<td>Home Loans Committee</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>51</strong></td>
<td><strong>50</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Administrative Council meetings</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Administrative Council</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td>Reserve Funds for Pensions and Social Security</td>
<td>5</td>
<td>2</td>
</tr>
<tr>
<td>Budget and Finance Committee</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Technical and Operational Support Committee</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Committee on Patent Law</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>15</strong></td>
<td><strong>12</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Thematic meetings and working groups</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Working Group on Circular 355/356</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>Professional Election Supervisory Committee</td>
<td>n/a</td>
<td>6</td>
</tr>
<tr>
<td>Working Group on Reform of Internal Justice System</td>
<td>n/a</td>
<td>1</td>
</tr>
<tr>
<td>Working Group on Modernisation of Employment Framework</td>
<td>n/a</td>
<td>2</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>12</strong></td>
<td><strong>10</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Thematic meetings and working groups (2016 only)</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Working Group on Circular 341/342</td>
<td>4</td>
<td>n/a</td>
</tr>
<tr>
<td>Working Group on salary adjustments</td>
<td>2</td>
<td>n/a</td>
</tr>
<tr>
<td>CSC/LCS meeting - call for strike</td>
<td>1</td>
<td>n/a</td>
</tr>
<tr>
<td>CSC/LCS meeting - Social Conference follow-up</td>
<td>1</td>
<td>n/a</td>
</tr>
<tr>
<td>Meeting on amendment of Art. 36(2) ServRegs</td>
<td>1</td>
<td>n/a</td>
</tr>
<tr>
<td>Meeting with Cigna (contract signing)</td>
<td>1</td>
<td>n/a</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>12</strong></td>
<td><strong>10</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Other meetings</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Subgroup of the GCC on Social Security, Pensions and Remuneration</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Three wise men on salaries (Advisory Group on Remuneration)</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Actuarial Advisory Group</td>
<td>n/a</td>
<td>2</td>
</tr>
<tr>
<td>ISRP for staff representatives</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Working Group on Guide to Cover</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>5</strong></td>
<td><strong>7</strong></td>
</tr>
</tbody>
</table>

Source: Principal Directorate Human Resources
In 2016 the Administrative Tribunal of the International Labour Organization (ILOAT) ruled that, from the second half of 2014 onwards, the Appeals Committee had not been composed in accordance with the applicable rules (judgments Nos. 3694 and 3785). As a consequence, the President, in view of the fact that the Appeals Committee had not been properly constituted when adopting its opinions, referred 229 appeals back to the Committee for a fresh examination. These 229 cases were registered by the Appeals Committee Secretariat as remitted cases (also known as “R” cases).

Table 52

<table>
<thead>
<tr>
<th>Number of Appeals Committee and Disciplinary Committee meetings</th>
<th>2016</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of hearings (former Appeals Committee)</td>
<td>59</td>
<td>19</td>
</tr>
<tr>
<td>Number of hearings (new Appeals Committee)*</td>
<td></td>
<td>9</td>
</tr>
<tr>
<td>Number of hearings (Disciplinary Committee)</td>
<td>3</td>
<td>7</td>
</tr>
</tbody>
</table>

* Following CA/D 7/17, new Appeals Committee in place since October 2017.

In 2017, there were five sessions of the former Appeals Committee, comprising 11 meeting days, and one session of the new Appeals Committee, comprising 7.5 meeting days (3.5 days for chamber 1 and 4 days for chamber 2).

The special circumstances applying to the Appeals Committee in 2017, namely the impact on its work of ILOAT Judgments Nos. 3694 and 3785 and the shortened reporting period, explain why the number of absolute meeting days decreased significantly.
6.2  Industrial action

Table 53

<table>
<thead>
<tr>
<th>Category</th>
<th>2016</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of strike days</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>Number of FTE days*</td>
<td>2 567</td>
<td>1 578</td>
</tr>
</tbody>
</table>

* Source: FIPS: Office-wide. Full-day and half-day participants included as well as all four sites (Munich, Berlin, The Hague and Vienna).
Conflict resolution
7. **Conflict resolution**

7.1 **Conflict Resolution Unit**

The mission of the Conflict Resolution Unit (CRU) is to promote conflict prevention, foster early resolution of workplace disputes via amicable means and reinforce the overall conflict resolution scheme within the Office. The activities of the Unit relate to interpersonal conflicts at the workplace as well as administrative employment disputes (management reviews, internal appeals and complaints to the ILOAT).

7.1.1 **Harassment allegations**

Up until June 2017 the CRU was in charge of the Office-wide registration of allegations of harassment. Following the reform relating to standards of conduct and the internal justice system (CA/D 7/17) introduced in July 2017, such allegations must now be filed with the newly created Directorate Ethics and Compliance (DEC). The CRU continues, however, to promote the prevention of harassment and de-escalation of interpersonal conflicts. In the period to July 2017, two harassment cases were filed with the CRU (one of which was subsequently withdrawn and one referred to the Investigative Unit).

7.1.2 **Informal conflict resolution**

The CRU was supported in its informal conflict resolution activities in 2017 by a network of 10 confidential counsellors (four in Munich, four in The Hague and two in Vienna). The counsellors are regular staff members who spend up to 50% of their time supporting, encouraging and facilitating the informal and amicable resolution of workplace conflicts.

<table>
<thead>
<tr>
<th>Nature of conflict</th>
<th>Number of cases 2016</th>
<th>% of total 2016</th>
<th>Number of cases 2017</th>
<th>% of total 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Manager/employee in the hierarchical line</td>
<td>73</td>
<td>55%</td>
<td>112</td>
<td>52%</td>
</tr>
<tr>
<td>Between colleagues</td>
<td>25</td>
<td>19%</td>
<td>21</td>
<td>10%</td>
</tr>
<tr>
<td>Between managers</td>
<td>6</td>
<td>5%</td>
<td>11</td>
<td>5%</td>
</tr>
<tr>
<td>Request for information</td>
<td>18</td>
<td>14%</td>
<td>63</td>
<td>30%</td>
</tr>
<tr>
<td>Private matters</td>
<td>3</td>
<td>2%</td>
<td>0</td>
<td>0%</td>
</tr>
<tr>
<td>Other</td>
<td>7</td>
<td>5%</td>
<td>9</td>
<td>3%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>132</strong></td>
<td><strong>100%</strong></td>
<td><strong>216</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

Source: Conflict Resolution Unit
### Table 55

**Status of cases dealt with by the Conflict Resolution Unit, 2017**

<table>
<thead>
<tr>
<th>Status of cases</th>
<th>Number of cases 2017</th>
<th>% of total 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Conflicts resolved via coaching</td>
<td>141</td>
<td>65%</td>
</tr>
<tr>
<td>Conflicts resolved via conciliation</td>
<td>22</td>
<td>10%</td>
</tr>
<tr>
<td>Referrals to formal procedure (management review, Appraisals Committee, investigation, etc.)</td>
<td>13</td>
<td>6%</td>
</tr>
<tr>
<td>Ongoing</td>
<td>40</td>
<td>19%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>216</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

Source: Conflict Resolution Unit

### 7.1.3 Management review

The management review is a pre-litigation step that was introduced in 2013. It is aimed at resolving employment law-related administrative disputes at an early stage, thus preventing further litigation. 155 requests for management review were registered in 2017, coming from a total of 1,301 requesters.

### Table 56

**Overview of general categorisation of management reviews, 2017**

<table>
<thead>
<tr>
<th>Supra-categories</th>
<th>Registered cases</th>
<th>% of total 2017</th>
<th>Number of requesters</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regulations/policies</td>
<td>45</td>
<td>29.03%</td>
<td>1,191</td>
</tr>
<tr>
<td>Individual</td>
<td>110</td>
<td>70.97%</td>
<td>110</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>155</strong></td>
<td><strong>100.00%</strong></td>
<td><strong>1,301</strong></td>
</tr>
</tbody>
</table>

Source: Conflict Resolution Unit

### Table 57

**Nature of cases dealt with by management review, 2016/2017**

<table>
<thead>
<tr>
<th>Categories</th>
<th>Management review 2016</th>
<th>% of total 2016</th>
<th>Management review 2017</th>
<th>% of total 2017</th>
<th>Number of requesters, 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Career/promotion/step advancement/bonus</td>
<td>58</td>
<td>31.87%</td>
<td>64</td>
<td>41.29%</td>
<td>697</td>
</tr>
<tr>
<td>Salary/allowances/payments</td>
<td>33</td>
<td>18.13%</td>
<td>23</td>
<td>14.84%</td>
<td>291</td>
</tr>
<tr>
<td>Pensions/Invalidity</td>
<td>33</td>
<td>18.13%</td>
<td>15</td>
<td>9.67%</td>
<td>44</td>
</tr>
<tr>
<td>Staff Committee rights/collective rights</td>
<td>10</td>
<td>5.49%</td>
<td>14</td>
<td>9.03%</td>
<td>59</td>
</tr>
<tr>
<td>Other</td>
<td>17</td>
<td>9.35%</td>
<td>10</td>
<td>6.45%</td>
<td>97</td>
</tr>
<tr>
<td>Leave/working time</td>
<td>11</td>
<td>6.04%</td>
<td>12</td>
<td>7.74%</td>
<td>89</td>
</tr>
<tr>
<td>Disciplinary procedures</td>
<td>10</td>
<td>5.49%</td>
<td>7</td>
<td>4.52%</td>
<td>9</td>
</tr>
<tr>
<td>Transfer/appointment/contract</td>
<td>2</td>
<td>1.10%</td>
<td>6</td>
<td>3.87%</td>
<td>11</td>
</tr>
<tr>
<td>Healthcare/long-term care</td>
<td>4</td>
<td>2.20%</td>
<td>3</td>
<td>1.94%</td>
<td>3</td>
</tr>
<tr>
<td>Investigation/harassment</td>
<td>4</td>
<td>2.20%</td>
<td>1</td>
<td>0.65%</td>
<td>1</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>182</strong></td>
<td><strong>100.00%</strong></td>
<td><strong>155</strong></td>
<td><strong>100.00%</strong></td>
<td><strong>1,301</strong></td>
</tr>
</tbody>
</table>

Source: Conflict Resolution Unit. The figures include cases in both „Regulations/policies“ and „Individual“ supra-categories.
Table 58

Outcome of management review cases, 2016/2017

<table>
<thead>
<tr>
<th>Status/outcome</th>
<th>Requests 2016</th>
<th>% of total 2016</th>
<th>Requests 2017</th>
<th>% of total 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rejected as irreceivable</td>
<td>83</td>
<td>45.60%</td>
<td>76</td>
<td>49.03%</td>
</tr>
<tr>
<td>Decision maintained</td>
<td>76</td>
<td>41.76%</td>
<td>50</td>
<td>32.26%</td>
</tr>
<tr>
<td>Allowed (in whole or in part)</td>
<td>13</td>
<td>7.14%</td>
<td>13</td>
<td>8.39%</td>
</tr>
<tr>
<td>Withdrawed</td>
<td>3</td>
<td>1.65%</td>
<td>7</td>
<td>4.51%</td>
</tr>
<tr>
<td>No review (filter function)</td>
<td>7</td>
<td>3.85%</td>
<td>9</td>
<td>5.81%</td>
</tr>
<tr>
<td>Pending</td>
<td>0</td>
<td>0.00%</td>
<td>0</td>
<td>0.00%</td>
</tr>
<tr>
<td>Total</td>
<td>182</td>
<td>100.00%</td>
<td>155</td>
<td>100.00%</td>
</tr>
</tbody>
</table>

Source: Conflict Resolution Unit

Of the 155 requests filed in 2017, approximately 35% progressed to the appeal stage (as of 1 February 2018).

The above is a preliminary figure. The definitive number of internal appeals following a management review will be available in July 2018, as it can take up to six months from the date of filing of a management review for an appeal to be registered (up to two months to conduct the review, up to three months to file a subsequent appeal and up to one month to register the appeal).

As a reference, the final figures for 2016 show that, of 182 registered requests for review, 110 (approx. 60%) resulted in internal appeals or ILOAT complaints (105 internal appeals and five ILOAT complaints). This shows a strengthening trend in the filter function of the management review procedure.
7.2 Internal appeals

In 2017, 103 appeals were lodged by 621 staff members (individual appellants and appellants filing mass appeals). This is the lowest number of incoming appeals in the last ten years. The number of appellants increased compared with the previous year (366).

The relatively high number of appellants compared with the low number of incoming appeals is primarily caused by five mass appeals registered in the summer. These mass appeals relate to the reform of the career system, the salary adjustment in The Hague and the reform of the Boards of Appeal.

In 2017, the median duration from filing an appeal until the final decision of the President was 33.1 months (41.58 months in 2016). This is expected to increase considerably in 2018 due to the fact that the new Appeals Committee will be dealing with the oldest pending appeals.

In 2017, the number of pending cases before the Appeals Committee remained stable (excluding the number of remitted appeals (229)). The remittal of these cases impacted significantly on the number of pending cases (see paragraph above Table 52). At the end of 2017, 507 appeals (plus 229 remitted appeals) were pending before the Appeals Committee (515 in 2016).

In total, 59 of the 103 newly registered appeals were registered in the “Regulations/Policies” supra-category introduced in 2016. An appeal is automatically considered to be directed against regulations/policies if it is also directed against the underlying rule.

Table 59

<table>
<thead>
<tr>
<th>Type of appeal/year</th>
<th>Number of registered appeals</th>
</tr>
</thead>
<tbody>
<tr>
<td>New appeals 2016</td>
<td>155</td>
</tr>
<tr>
<td>New appeals 2017</td>
<td>103 (“regular new appeals”)</td>
</tr>
<tr>
<td>Remitted appeals 2017</td>
<td>229 (= “R” cases)</td>
</tr>
</tbody>
</table>

Source: Appeals Committee Secretariat

Graph 13

Number of internal appeals registered by month, 2016/2017

Note: the reduced number of opinions issued in 2017 may be the cause of the noticeable decrease in the median duration compared with the figure for 2016, when significantly more cases were dealt with by opinion (239 cases in 2016; 71 cases in 2017).
7.2.1 Appeals by category

### Table 60
Number of new appeals by category, 2016/2017

<table>
<thead>
<tr>
<th>Categories</th>
<th>Internal appeals 2016</th>
<th>% of total 2016</th>
<th>Internal appeals 2017</th>
<th>% of total 2017</th>
<th>Number of appellants 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Career/promotion/step advancement/bonus</td>
<td>54</td>
<td>34.83%</td>
<td>44</td>
<td>42.72%</td>
<td>385</td>
</tr>
<tr>
<td>Pensions/incapacity</td>
<td>35</td>
<td>22.58%</td>
<td>9</td>
<td>8.74%</td>
<td>17</td>
</tr>
<tr>
<td>Salary/allowances/payments</td>
<td>21</td>
<td>13.55%</td>
<td>24</td>
<td>23.30%</td>
<td>175</td>
</tr>
<tr>
<td>Leave/working time</td>
<td>15</td>
<td>9.68%</td>
<td>8</td>
<td>7.77%</td>
<td>10</td>
</tr>
<tr>
<td>Other</td>
<td>11</td>
<td>7.09%</td>
<td>11</td>
<td>10.68%</td>
<td>21</td>
</tr>
<tr>
<td>Staff Committee rights/collective rights</td>
<td>8</td>
<td>5.16%</td>
<td>4</td>
<td>3.88%</td>
<td>10</td>
</tr>
<tr>
<td>Investigation/dignity</td>
<td>4</td>
<td>2.58%</td>
<td>1</td>
<td>0.97%</td>
<td>1</td>
</tr>
<tr>
<td>Transfer/appointment/contract</td>
<td>3</td>
<td>1.94%</td>
<td>0</td>
<td>0%</td>
<td>0</td>
</tr>
<tr>
<td>Healthcare/long-term care</td>
<td>2</td>
<td>1.29%</td>
<td>0</td>
<td>0%</td>
<td>0</td>
</tr>
<tr>
<td>Staff reports</td>
<td>2</td>
<td>1.29%</td>
<td>0</td>
<td>0%</td>
<td>0</td>
</tr>
<tr>
<td>Disciplinary procedures</td>
<td>0</td>
<td>0%</td>
<td>2</td>
<td>1.94%</td>
<td>2</td>
</tr>
<tr>
<td>Total</td>
<td>155</td>
<td>100.00%</td>
<td>103</td>
<td>100.00%</td>
<td>621</td>
</tr>
</tbody>
</table>

Source: Appeals Committee Secretariat

### Table 61
Number of cases finalised by the Appeals Committee, 2016-2017

<table>
<thead>
<tr>
<th>Outcome of appeals</th>
<th>2016</th>
<th>2017</th>
<th>Variation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cases on which the Appeals Committee issued an opinion</td>
<td>239</td>
<td>71</td>
<td>-70% 4</td>
</tr>
<tr>
<td>Cases closed by withdrawal (before issuing of opinion/decision of the President)</td>
<td>24</td>
<td>17</td>
<td>-29%</td>
</tr>
</tbody>
</table>

Source: Appeals Committee Secretariat

### Table 62
Outcome of appeals at the EPO, 2016/2017

<table>
<thead>
<tr>
<th>Final decision of the appointing authority</th>
<th>2016</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Appeals allowed</td>
<td>0.6%</td>
<td>2.82%</td>
</tr>
<tr>
<td>Appeals allowed in part</td>
<td>0.6%</td>
<td>7.04%</td>
</tr>
<tr>
<td>Appeals rejected</td>
<td>98.8%</td>
<td>90.14%</td>
</tr>
</tbody>
</table>

Source: Appeals Committee Secretariat

---

4 The reduced output in 2017 is due to the impact of ILOAT judgments Nos. 3694 and 3785 and the 2017 reform of the appeals system.
7.2.2 Complaints filed by EPO staff with the ILOAT

Once the internal means of redress have been exhausted, EPO staff members may file a complaint with the Administrative Tribunal of the International Labour Organization (ILOAT).

<table>
<thead>
<tr>
<th>Outcome of complaints with the ILOAT, 2016/2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Change in EPO complaints with ILOAT</td>
</tr>
<tr>
<td>2015</td>
</tr>
<tr>
<td>Number of complaints pending with the ILOAT</td>
</tr>
<tr>
<td>Number of new complaints received by the EPO</td>
</tr>
<tr>
<td>Number of judgments delivered</td>
</tr>
<tr>
<td>% of ILOAT complaints allowed</td>
</tr>
<tr>
<td>% of ILOAT complaints partially allowed</td>
</tr>
<tr>
<td>% of ILOAT complaints not allowed</td>
</tr>
</tbody>
</table>

* Includes seven mass complaints covering 549 cases.
** Includes cases won by the EPO on the substance but where damages were awarded to the complainant for the excessive length of the proceedings.

Source: Conflict Resolution Unit

It should be noted that one judgment may cover several complaints, so the number of cases treated may be higher than the number of judgments rendered. In 2017, there were also two withdrawals.
7.3 Ethics and Compliance: ensuring integrity and accountability

Directorate Ethics and Compliance (DEC) was formed in November 2017 within Principal Directorate Internal Audit and Oversight (PD 0.6). DEC is tasked with promoting an organisational culture of integrity and ethical conduct, raising awareness of associated risks to the Organisation to help prevent misconduct, pro-actively addressing risks of fraud and abuse, and investigating allegations or indications of misconduct.

7.3.1 Investigations

<table>
<thead>
<tr>
<th>Status of cases</th>
<th>2016</th>
<th>2017</th>
<th>Variation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cases in progress at the beginning of the year</td>
<td>21</td>
<td>20</td>
<td>-5%</td>
</tr>
<tr>
<td>of which completed</td>
<td>18</td>
<td>20</td>
<td>+11%</td>
</tr>
<tr>
<td>New intakes/complaints received</td>
<td>47</td>
<td>53</td>
<td>+13%</td>
</tr>
<tr>
<td>Cases not registered</td>
<td>11</td>
<td>10</td>
<td>-9%</td>
</tr>
<tr>
<td>Cases opened</td>
<td>36</td>
<td>43</td>
<td>+19%</td>
</tr>
<tr>
<td>of which completed in the same year</td>
<td>19</td>
<td>21</td>
<td>+11%</td>
</tr>
</tbody>
</table>

In 2017, DEC and the former Investigative Unit (IU) received 53 new allegations (or “intakes”) of potential misconduct and/or harassment (versus 47 received by the IU in 2016). Of these 53 intakes, 10 were not registered, since the related information was insufficiently specified, and 43 were opened as investigative cases, i.e. matters on which the IU/DEC initiated an investigative process.

Graph 14

Following the reform of the investigations framework and the changes to Circular 341, Directorate Ethics and Compliance (DEC) is now the filing and registration point for all allegations, including harassment allegations.
Active service

Active employment of staff not assigned to a different administrative status whilst performing tasks for the Office and deriving full employment benefits on either a full-time or part-time basis.
### Allowances/other benefits

Additional elements of remuneration beyond the basic salary, as follows:

<table>
<thead>
<tr>
<th>Term</th>
<th>Legal basis</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dependants’ allowance</td>
<td>Art. 69, Art. 70 ServRegs</td>
<td>Payment aimed at providing support to an employee for the upbringing of his/her children or relatives.</td>
</tr>
<tr>
<td>Household allowance</td>
<td>Art. 68 ServRegs</td>
<td>Payment aimed at supporting an employee who assumes family responsibilities.</td>
</tr>
<tr>
<td>Childcare allowance</td>
<td>Art. 70a ServRegs</td>
<td>Payment aimed at providing support for employees whose children attend a childcare facility.</td>
</tr>
<tr>
<td>Education allowance</td>
<td>Art. 71, Art. 120a ServRegs</td>
<td>Payment aimed at providing support to employees whose children regularly attend an educational establishment on a full-time basis.</td>
</tr>
<tr>
<td>Budget of the ESM</td>
<td>Agreement between the EPO and the Board of Governors of the European Schools</td>
<td>Annual contribution of the EPO to the budget of the European School Munich.</td>
</tr>
<tr>
<td>Parental/family leave allowance</td>
<td>Art. 45a, Art. 45b ServRegs</td>
<td>Payment aimed at supporting an employee whose remuneration is reduced during parental or family leave.</td>
</tr>
<tr>
<td>Budget of the crèches</td>
<td>Art.70a ServRegs</td>
<td>Subsidy for childcare facilities exclusively available to EPO staff.</td>
</tr>
<tr>
<td>Birth (maternity) grant</td>
<td>Art. 85 ServRegs</td>
<td>One-off payment made to an employee upon the birth of a child.</td>
</tr>
<tr>
<td>Overtime, shift, on-call allowance</td>
<td>Art. 57, Art. 58, Art. 58a ServRegs</td>
<td>Additional remuneration as compensation for supplementary working hours, for a specific working schedule or for remaining on standby at the requirement of the Office, outside the employee's normal working hours.</td>
</tr>
<tr>
<td>Rent allowance</td>
<td>Art. 74 ServRegs</td>
<td>Payment aimed at providing support to the employee for renting a residence at the place of employment.</td>
</tr>
<tr>
<td>Installation allowance</td>
<td>Art. 73 ServRegs</td>
<td>Lump-sum payment aimed at covering costs incurred upon taking up employment or transferring to another duty station.</td>
</tr>
<tr>
<td>Removal expenses</td>
<td>Art. 81 ServRegs</td>
<td>Lump-sum payment aimed at covering costs for moving the household to/from the place of employment.</td>
</tr>
<tr>
<td>Language allowance</td>
<td>Art. 75 ServRegs</td>
<td>Payment made to employees of specific grades who are required to use in their function two or three of the official languages other than their mother tongue and whose language abilities have been acknowledged by the Office.</td>
</tr>
<tr>
<td>Travel expenses</td>
<td>Art. 77 ServRegs</td>
<td>Compensation aimed at refunding an employee holding a travel order for costs incurred for travelling to/from the place of employment.</td>
</tr>
<tr>
<td>Miscellaneous allowances</td>
<td></td>
<td>Amounts under specific budget articles which include reserve status allowance, housing allowance, promotion compensation, employer’s contribution to national insurance scheme and temporary fixed allowance.</td>
</tr>
<tr>
<td>Expatriation allowance</td>
<td>Art. 72 ServRegs</td>
<td>Payment aimed at covering additional costs incurred whilst working and residing outside the country of citizenship.</td>
</tr>
<tr>
<td>Functional allowance</td>
<td>Art. 12(2) ServRegs</td>
<td>Supplementary compensation to reward employees for additional duties or duties involving specific constraints.</td>
</tr>
<tr>
<td>Home leave</td>
<td>Art. 60 ServRegs</td>
<td>Additional leave granted in a two-year cycle to staff for maintaining links to a country of citizenship other than the place of employment and accompanied by reimbursement of the relevant travel costs to the staff member and their family.</td>
</tr>
<tr>
<td>Severance grant</td>
<td>Art. 11 PenRegs</td>
<td>Payment made upon cessation of employment prior to accruing pension entitlements aimed at compensating former staff for participation in the Office’s pension scheme.</td>
</tr>
<tr>
<td>Salary savings plan payment</td>
<td>Art. 65(3) ServRegs</td>
<td>Settlement made upon cessation of employment corresponding to the amount in the employee’s salary savings plan account.</td>
</tr>
<tr>
<td>Dismissal compensation</td>
<td>Art. 13(5) ServRegs</td>
<td>Payment made to staff leaving the service who do not pass the probationary period.</td>
</tr>
<tr>
<td>Termination indemnity</td>
<td>Art. 15b Conditions of employment for contract staff</td>
<td>Payment made at the end of a fixed-term contract, usually in addition to a severance grant and the salary savings plan settlement.</td>
</tr>
</tbody>
</table>
Amicale

Association organising social events and programmes for staff and their families, including sports and cultural activities

Appointment

Appointment may be:
– by recruitment, transfer or promotion as a result of a general competition open to both employees of the Office and external candidates;
– by transfer at the same grade within the Office either on the initiative of the appointing authority or at the request of the employee concerned;
– by transfer or promotion as a result of an internal competition open to all employees of the Office.

Basic salary tables

Net salary tables are published following the decisions of the Administrative Council on the salary adjustment, usually taken in December (see Annex 2).

Categories of social leave

Social leave includes maternity leave (Art. 61 ServRegs), special leave (Art. 59(3) ServRegs; Circular 22, Rules 6-9), adoption leave (Art. 61a ServRegs), unpaid leave (Art. 45 ServRegs), parental leave (Art. 45a ServRegs) and family leave (Art. 45b ServRegs).

Categories of special leave

Special leave includes marriage, change of residence, illness of a spouse or child, death of a spouse, death or serious illness of a relative, death or very serious illness of a child, hospitalisation of a child < 12 years, birth of a child, marriage of a child, death of wife during maternity leave (Art. 59(3) ServRegs).

It also includes the death of another immediate relative, death/serious illness of parent-in-law or any other person related by blood or marriage, court appearances, voting in national elections, transfer to another place of employment, further training, EQE (Circular 22, Rules 6-9), Berlin special leave, special leave travel days and special leave pending.

Conflict resolution unit

The Conflict Resolution Unit deals with the prevention and early resolution of workplace disputes and promotes informal and pre-litigation mechanisms.
Contract staff

Contract staff are recruited on appointment by the President of the Office on the basis of two categories of contract:
– non-renewable contracts (NRC) concluded under Budget Article 3010 for the performance of short-term duties or replacement of other staff for a maximum of three years;
– contracts concluded to cover other temporary needs funded from a permanent post under Budget Article 3000.

Dependants

Persons for whom an employee qualifies for the payment of a dependants’ allowance (usually children of the employee).

Duty travel

Mission undertaken by an employee at the request of their line manager to fulfil business needs (business mission) or attend training (training mission) outside of the place of employment. A combined mission is a mission which combines these two elements or which fulfils business needs relating to several units in the Office.

Employee

An employee is a person appointed under and covered by the Service Regulations and/or other terms of employment on either a permanent or a temporary basis.

Employee assistance programme

The Employee Assistance Programme (EAP) provides staff and their immediate family members with confidential and immediate access to professional support to resolve work and life issues. Services include general and psychological counselling, legal advice, financial guidance and much more. The multi-lingual EAP is available 24/7/365 and is free of charge to EPO staff and their dependants.

FIPS

SAP system used by Finance, Procurement and HR [recruitment, personnel administration, time and leave, payroll and staff reporting] for finance and personnel information.

Full-time equivalent (FTE)

A statistical factor of 1 for an employee who has been employed full-time in a given calendar year (e.g. 0.5 FTE for someone who is on part-time). The definition of FTE used to calculate sickness statistics differs from this in that part-time workers are assimilated to full-time.
**Full basic salary**

Basic salary as per the net salary tables after internal tax, with no reduction due to absences leading to salary deductions or to part-time work.

**Initial medical examination**

Examination conducted upon recruitment to determine whether a candidate meets the physical requirements of the post.

**Investigative unit**

Unit in charge of establishing the facts relating to allegations of misconduct and reporting the results to the appointing authority.

**ISRP**

Acronym for International Section for Remuneration and Pensions. The ISRP has been the EPO’s pension services provider since 1 January 2013.

**Job groups (Circular 365, Annex 1 ServRegs)**

The term “job groups” is used for jobs that require similar types of education, knowledge and expertise. Accordingly, each of the six job groups is associated with a specific range of grades.

**Job profiles**

Job profiles exist for all JOB GROUPS and contain a generic description of the following job aspects:

– the tasks to be performed
– the educational qualifications
– the required competencies
– the area and job group to which the profile belongs

Depending on job group and area of activity, each staff member is assigned such a generic job profile.
**Leave types, short description**

<table>
<thead>
<tr>
<th>Term</th>
<th>Legal basis</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Flexi hours</td>
<td>Art. 5(2) of Guidelines on arrangement of working time</td>
<td>Type of leave by which staff may accrue surplus working hours and take leave at their convenience.</td>
</tr>
<tr>
<td>Compensation hours</td>
<td>Art. 5(4) Guidelines on arrangement of working time</td>
<td>Type of leave by which a quarter of an hour is credited to the employee per full day of presence.</td>
</tr>
<tr>
<td>Annual leave</td>
<td>Art. 59 ServRegs</td>
<td>Entitlement of 30 days of holiday for a full working year.</td>
</tr>
<tr>
<td>Home leave</td>
<td>Art. 60 ServRegs</td>
<td>Additional leave granted every two years to an employee for maintaining links to his home country outside his place of employment.</td>
</tr>
<tr>
<td>Sick leave</td>
<td>Art. 62a ServRegs</td>
<td>Absence due to incapacity to perform duties for medical reasons.</td>
</tr>
<tr>
<td>Social leave</td>
<td>Art. 45a, 45b, 59[3], 61 ServRegs</td>
<td>Parental, family, special and maternity leave.</td>
</tr>
<tr>
<td>Unpaid leave</td>
<td>Art. 45 ServRegs</td>
<td>Leave benefit by which the employee ceases active employment for a certain period of time on personal grounds.</td>
</tr>
</tbody>
</table>

**Length of service**

(without deductions for unpaid leave, secondment, part-time, etc.)

**Long-term care insurance**

Risk covered by the EPO’s social security schemes, aimed at offsetting part of the expenses incurred if an insured person’s autonomy becomes seriously impaired on a long-term basis.

**Management review (Art. 109 ServRegs)**

The management review is a pre-litigation step aiming at amicably resolving disputes about individual decisions at an early stage.

**Mass appeal**

Appeal filed by several staff members against the same decision, often on the same grounds. Such appeals are counted as one appeal in the summaries concerning internal litigation prepared by the Office.

**Medgate**

Occupational health and safety software; a web-based application.
Nationality

The nationality of an employee is the nationality given in their electronic personal files and FIPS. In cases of dual citizenship, it is the first nationality recorded in FIPS.

New pension scheme

The new pension scheme is applicable to staff recruited as of 1 January 2009. The monthly pension under the new scheme is calculated on the basis of two times the reference basic salary at G01-4. The total contribution rate (Office and staff) in 2017 amounted to 22.5% of the basic salary up to a ceiling of twice the salary for grade G01-4.

The salary savings plan total compulsory contribution (Office and staff) amounted to 6.6% of the employee’s basic salary up to a ceiling of twice the salary for grade G01-4 and 29.1% of the part of basic salary exceeding that ceiling. Contributions to the new pension scheme and the salary savings plan by the Office and staff are apportioned 2/3 and 1/3 respectively.

Non-active status (Article 42 ServRegs)

A permanent employee may be assigned to non-active status as follows:
(a) on secondment
(b) to fulfil his obligations regarding military service or comparable service
(c) for parental leave
(d) for family leave
(e) on personal grounds
Save as otherwise expressly provided in the Service Regulations, a permanent employee assigned to non-active status is not entitled to remuneration.

Non-renewable contract (NRC)

A non-renewable contract is a contract concluded under Budget Article 3010 for performance of short-term duties or to replace other staff for a maximum term of three years.

Off-scale (former A4(2))

Under the new career system some employees graded under the former system in grade A4(2) at a salary level that exceeded the amount corresponding to G13 step 5 have been placed “off-scale”, retaining their former basic salary.

Old pension scheme

Pension scheme applicable to employees recruited before 1 January 2009, under which a staff member with ten or more years of actual service is entitled to a retirement pension calculated on the basis of the final basic salary. The total contribution rate (Office and staff) for the old pension scheme amounted to 29.1% of the employee’s basic salary.
Orphan’s or dependant’s pension (Chapter V PenRegs)

Pension paid under conditions laid down in the Pension Scheme Regulations (PenRegs) to children or other dependants of a deceased or widowed employee.

Other staff

Employees whose activities are not directly related to patent granting.

Part-time home working (PTHW – Guidelines for part-time home working at the EPO)

PTHW is a form of teleworking whereby work normally performed on the Office’s premises is carried out at the employee’s residence.

Patent procedure support staff

Formalities officers in DG 2.

Permanent staff

Staff employed on a permanent basis and to whom the Service Regulations for permanent employees of the EPO apply.

Promotion

Promotion is access to a higher grade. It may take place following different procedures:
– a normal promotion to a higher grade within the same job group
– a promotion to a higher grade or job group following a selection procedure (in a higher job group)

It may exceptionally follow the reclassification of a post to another job group

Remuneration

Basic salary and, where applicable, allowances.

Reserve status (Art. 46 ServRegs)

Reserve status refers to the position of an employee who has become supernumerary by reason of a reduction in the number of posts, decided upon by the Administrative Council under the budgetary procedure, and who cannot be assigned to any other post corresponding to his grade within the Office.
Retirement (Article 54 ServRegs)

A permanent employee is retired:
– automatically on the last day of the month during which he reaches the age of sixty-five
– automatically below the age of sixty-five, if he fulfils the conditions for receiving a pension under Chapter III of the Pension Scheme Regulations
– at his own request under the conditions stipulated in the Pension Scheme Regulations.

Staff must inform the Office in writing of the date of commencement of their retirement and their annual leave plans at least three months prior to the requested starting date of retirement.

RFPSS

Reserve Funds for Pensions and Social Security.

Salary adjustment procedure

Salaries and allowances are adjusted each year with effect from 1 July, in accordance with a method which follows the increase in salaries in the central government of EPO member states and takes into account purchasing power parities for the different places of employment.

Salary savings plan

The salary savings plan is complementary to the new pension scheme applicable to staff hired as from 1 January 2009. The monthly contribution is invested according to a defined investment strategy. On termination of service, employees receive a lump sum that corresponds to savings growing through long-term investment. The total compulsory contribution to the plan (Office and staff) in 2017 amounted to 6.6% of the employee’s basic salary, up to a ceiling of twice the salary for grade G01-4 and 29.1% of the part of basic salary exceeding that ceiling.

Secondment (Art. 43 ServRegs)

The appointing authority may second a permanent employee temporarily, with their agreement, to a private or public body. Secondment is governed by the following rules:
– The secondment decision is taken by the appointing authority with the agreement of the permanent employee concerned.
– The duration of secondment is determined by the appointing authority and may normally not exceed two years.
– At the end of every six months, the permanent employee concerned may request that their secondment be terminated.
– Permanent employees on secondment retain their grade and step.
– When their secondment ends they are immediately reinstated in a post corresponding to their grade, even if this entails an increase in the staff complement.
**ServRegs**

Service Regulations for permanent employees of the European Patent Office.

**Single spine**

Linear grading structure with 17 successive grades (each usually comprising five steps). Six different JOB GROUPS are scaled along this salary grid.

**Sites**

The European Patent Office has the following sites: Munich, The Hague, Berlin, Vienna and Brussels.

**Social security schemes**

The social security schemes of the EPO include healthcare insurance, death insurance and long term care insurance.
Statutory bodies

<table>
<thead>
<tr>
<th>Term</th>
<th>Legal basis</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Consultative Committee (GCC)</td>
<td>Art. 2(1)(b) Art. 38 ServRegs</td>
<td>Joint Committee consulted with regard to amendments to the Service Regulations or the Pension Scheme Regulations and to the implementation of proposals regarding the conditions of employment. It can also be consulted on: - any question of a general nature submitted to it by the President of the Office; - any question which the Staff Committee has asked to have examined in accordance with the provisions of Art. 36 ServRegs and which is submitted to it by the President of the Office.</td>
</tr>
<tr>
<td>Central Occupational Health, Safety and Ergonomics Committee (COHSEC)</td>
<td>Art. 2(1)(f) Art. 38a ServRegs</td>
<td>Joint Committee responsible for formulating, on its own initiative and on an unrestricted basis, proposals on all aspects of occupational health, safety and ergonomics affecting staff at more than one place of employment, as well as for giving a reasoned opinion on all measures and reports relating to occupational health, safety and ergonomics on all premises of the Office.</td>
</tr>
<tr>
<td>Local Occupational Health, Safety and Ergonomics Committee (LOHSEC)</td>
<td>Art. 2(1)(f) Art. 38a ServRegs</td>
<td>Joint Committee of a specific place of employment responsible for formulating, on its own initiative and on an unrestricted basis, proposals on all aspects of occupational health, safety and ergonomics affecting staff at the place of employment concerned, as well as for giving a reasoned opinion on all measures and reports relating to occupational health, safety and ergonomics on the premises of the place of employment concerned.</td>
</tr>
<tr>
<td>Disciplinary Committee</td>
<td>Art. 2(1)(c) Art. 98 ServRegs</td>
<td>Joint Committee responsible for giving the President a reasoned opinion on disciplinary measures appropriate to the misconduct of a staff member.</td>
</tr>
<tr>
<td>Chairman and Alternate Chairman of the Disciplinary Committee</td>
<td>Art. 97 and 98 ServRegs</td>
<td></td>
</tr>
<tr>
<td>Appeals Committee</td>
<td>Art. 2(1)(d) Art. 111 ServRegs</td>
<td>Joint Committee responsible for giving the President a reasoned opinion on internal appeals filed by staff against adverse decisions or acts of the Office.</td>
</tr>
<tr>
<td>Home Loans Committee</td>
<td>Regulations for the grant of home loans</td>
<td>Joint Committee advising the President on grants for home loans to staff.</td>
</tr>
<tr>
<td>Appraisals Committee</td>
<td>Art. 110a ServRegs</td>
<td>Joint Committee responsible for reviewing whether an appraisal report was arbitrary or discriminatory.</td>
</tr>
</tbody>
</table>

SuccessFactors

SuccessFactors is an SAP tool which comprises a suite of modules offering an integrated solution for recruitment, talent management and other HR processes.

Survivor’s pension

Pension paid under the conditions laid down in the Pension Scheme Regulations to the surviving spouse of an EPO employee or pensioner.
**Termination indemnity**

Additional leaving benefit paid to contract staff for contracts concluded on or after 1 January 2010. It is usually combined with a severance grant and a salary savings plan redemption amount.

**Withdrawal of appeal**

Retraction of the entire appeal by the appellant before the final decision is taken.

**Working day**

Day on which the Office is open for business at a specific place of employment.
Annex
Basic salary tables in EUR
1 July 2017
### Germany

**Basic salary tables in EUR from 1 July 2017**

<table>
<thead>
<tr>
<th>Grade</th>
<th>Step 1</th>
<th>Step 2</th>
<th>Step 3</th>
<th>Step 4</th>
<th>Step 5</th>
</tr>
</thead>
<tbody>
<tr>
<td>17</td>
<td>16 147.66</td>
<td>16 405.54</td>
<td>16 663.42</td>
<td>16 921.27</td>
<td>257.88</td>
</tr>
<tr>
<td>16</td>
<td>15 074.27</td>
<td>15 346.13</td>
<td>15 617.99</td>
<td>15 889.85</td>
<td>271.86</td>
</tr>
<tr>
<td>15</td>
<td>13 982.01</td>
<td>14 255.49</td>
<td>14 528.97</td>
<td>14 802.45</td>
<td>273.48</td>
</tr>
<tr>
<td>14</td>
<td>12 888.28</td>
<td>13 161.74</td>
<td>13 435.20</td>
<td>13 708.66</td>
<td>273.46</td>
</tr>
<tr>
<td>13</td>
<td>11 534.62</td>
<td>11 804.67</td>
<td>12 074.72</td>
<td>12 344.77</td>
<td>270.05</td>
</tr>
<tr>
<td>12</td>
<td>10 231.19</td>
<td>10 489.60</td>
<td>10 748.01</td>
<td>11 006.42</td>
<td>258.41</td>
</tr>
<tr>
<td>11</td>
<td>8 999.01</td>
<td>9 242.46</td>
<td>9 485.91</td>
<td>9 729.36</td>
<td>243.45</td>
</tr>
<tr>
<td>10</td>
<td>7 818.81</td>
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*Currency / Währung / Monnaie: EUR*
### The Netherlands

**Basic salary tables in EUR from 1 July 2017**

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Currency / Währung / Monnaie: EUR
### Austria

#### Basic salary tables in EUR from 1 July 2017

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