



Report following a public access request from May 2025 on the ECB's staff engagement survey

Background

Between November and December 2025 the European Central Bank (ECB) conducted a staff survey to better understand the experiences and perspectives of its employees. With a strong response rate of 75% – representing nearly 3,600 colleagues – the results provide valuable insights into the organisation's strengths and areas for improvement. Overall, the findings paint a positive picture of a workforce that is highly committed to the ECB's mission, proud to contribute to its goals, and deeply engaged in their roles. Employees value the opportunity to work on meaningful tasks that serve the European public, and they appreciate the supportive environment, which includes flexibility, work-life balance measures, and a range of benefits.

At the same time, the survey highlighted specific areas where staff see room for growth: professional development, open communication, and speak-up and feedback culture. While most employees feel a sense of purpose and autonomy in their work, some have expressed a desire for clearer career paths, enhanced mobility opportunities, more open dialogue with leadership, and a safer environment in which to speak up, share views, and admit mistakes without fear of negative consequences. These findings are especially notable among permanent staff with longer tenures at the ECB, reflecting the institution's unique structure, which prioritises stability and continuity.

The ECB is taking decisive action to address these concerns and build on existing strengths, with efforts underway across all three priority areas: refining career and mobility frameworks, providing greater clarity around development opportunities, strengthening communication channels across all levels of the organisation, and fostering a climate in which colleagues feel safe to speak up. By encouraging open dialogue and learning from mistakes, the ECB aims to further enhance trust, inclusion, and engagement among staff.

These survey results highlight the ECB's commitment to creating a workplace that supports its employees while ensuring they can contribute effectively to its mission of serving the people of Europe. As the ECB continues to evolve, it will work in close cooperation with staff and their representatives to address the areas identified and shape a stronger future together.

The following datasets offer a broad overview of the data including some filters applied.

All respondents replied to all scaled questions.

01 - All filters set to default values, i.e. all salary bands, all age categories, all contract types, all genders, all tenure categories.

Question	Responses	Unfavourable	Neutral	Favourable
The ECB's mission and purpose inspire me.	3579	3%	11%	86%
I feel proud to work for the ECB.	3583	5%	10%	85%
I have enough autonomy to do my job well.	3589	7%	9%	84%
I understand how my job contributes to the ECB's strategic priorities and goals.	3579	7%	11%	82%
My team collaborates effectively to achieve our common goals.	3582	8%	11%	81%
At the ECB, I am treated with respect as an individual.	3583	8%	14%	79%

My job provides opportunities to do challenging and interesting work.	3587	9%	13%	77%
I have trust in my direct manager.	3576	11%	13%	75%
I feel like I belong at the ECB.	3578	9%	16%	74%
I am aware of how to report unethical behaviour or misconduct at the ECB.	3529	12%	16%	72%
My job provides opportunities to learn new skills.	3585	13%	15%	71%
I receive recognition when I do a good job.	3585	14%	16%	70%
My direct manager engages with me to discuss and address workload.	3570	15%	16%	69%
My direct manager supports me in my professional development.	3551	14%	19%	67%
My job makes good use of my skills and abilities.	3585	18%	15%	66%
I feel motivated to do my best work.	3586	18%	17%	64%
In my work environment, everyone is treated fairly regardless of personal background or characteristics.	3545	23%	14%	63%
I am able to disconnect from work and recharge during my personal time (e.g. evenings, weekends and holidays).	3587	21%	16%	62%

At the ECB, I have opportunities to have my ideas adopted and put into use.	3577	16%	22%	62%
Ethical behaviour and integrity are actively promoted and encouraged at the ECB.	3552	18%	23%	58%
Overall, how would you rate your wellbeing at work?	3584	15%	28%	56%
The level of stress in my job is manageable.	3586	23%	22%	55%
The ECB motivates me to do my best work.	3580	23%	22%	55%
I have trust in senior managers in my Business Area.	3556	24%	22%	54%
My direct manager coaches me to help improve my performance.	3549	24%	23%	54%
Conditions in my job allow me to be about as productive as I can be.	3579	24%	22%	54%
In the ECB work environment it is safe to make mistakes and admit when we don't know something.	3567	25%	22%	53%
Work is distributed fairly in my team.	3526	29%	20%	51%
My workload is manageable with my contractually agreed working hours.	3586	34%	19%	47%
At the ECB, I have good opportunities for professional development.	3523	38%	22%	40%

At the ECB, I can freely express my views without fear of negative consequences.	3569	36%	24%	40%
I regularly make use of professional development opportunities.	3433	31%	30%	39%
The learning portal (EUREKA) is a useful resource for my professional development.	3510	29%	33%	38%
Senior managers in my business area have communicated a vision that inspires me.	3549	31%	33%	37%
I have opportunities for internal mobility at the ECB ('internal mobility' refers to a horizontal move to a different role at the same salary band). <i>Short-term contract holders and trainees are filtered out as internal mobility does not apply to them.</i>	3114	36%	25%	39%
How likely is it that you would recommend the ECB as a great place to work?	3593	30%	38%	32%
The ECB is open in its communications with employees.	3549	42%	30%	29%

02 - Salary bands A-H, remaining filters at default setting

Responses: 2,876

Question	Responses	Unfavourable	Neutral	Favourable
The ECB's mission and purpose inspire me.	2863	4%	12%	84%
I feel proud to work for the ECB.	2867	5%	11%	84%
I have enough autonomy to do my job well.	2874	8%	9%	83%
I understand how my job contributes to the ECB's strategic priorities and goals.	2863	7%	12%	81%
My team collaborates effectively to achieve our common goals.	2866	9%	12%	79%
At the ECB, I am treated with respect as an individual.	2867	9%	14%	77%
My job provides opportunities to do challenging and interesting work.	2871	10%	14%	76%
I have trust in my direct manager.	2863	12%	14%	74%
I feel like I belong at the ECB.	2862	10%	17%	73%
I am aware of how to report unethical behaviour or misconduct at the ECB.	2822	13%	17%	69%
My job provides opportunities to learn new skills.	2870	15%	16%	69%
My direct manager engages with me to discuss and address workload.	2862	15%	16%	69%

I receive recognition when I do a good job.	2869	15%	17%	68%
My direct manager supports me in my professional development.	2846	15%	20%	65%
My job makes good use of my skills and abilities.	2869	20%	16%	65%
I am able to disconnect from work and recharge during my personal time (e.g. evenings, weekends and holidays).	2873	22%	16%	62%
I feel motivated to do my best work.	2871	20%	19%	61%
In my work environment, everyone is treated fairly regardless of personal background or characteristics.	2834	25%	15%	59%
At the ECB, I have opportunities to have my ideas adopted and put into use.	2863	18%	23%	59%
Ethical behaviour and integrity are actively promoted and encouraged at the ECB.	2837	20%	25%	55%
Overall, how would you rate your wellbeing at work?	2868	17%	30%	52%
My direct manager coaches me to help improve my performance.	2842	25%	23%	52%
The level of stress in my job is manageable.	2870	25%	23%	52%
In the ECB work environment it is safe to make mistakes and admit when we don't know something.	2854	27%	22%	51%

The ECB motivates me to do my best work.	2864	25%	24%	51%
Conditions in my job allow me to be about as productive as I can be.	2863	26%	23%	51%
I have trust in senior managers in my Business Area.	2845	26%	24%	50%
Work is distributed fairly in my team.	2819	32%	21%	47%
My workload is manageable with my contractually agreed working hours.	2872	35%	20%	45%
I regularly make use of professional development opportunities.	2740	33%	30%	37%
At the ECB, I have good opportunities for professional development.	2817	41%	23%	36%
I have opportunities for internal mobility at the ECB ('internal mobility' refers to a horizontal move to a different role at the same salary band).	2535	39%	25%	36%
The learning portal (EUREKA) is a useful resource for my professional development.	2817	30%	34%	36%
At the ECB, I can freely express my views without fear of negative consequences.	2853	39%	25%	36%

Senior managers in my business area have communicated a vision that inspires me.	2844	33%	34%	33%
How likely is it that you would recommend the ECB as a great place to work?	2876	33%	38%	29%
The ECB is open in its communications with employees.	2838	45%	30%	25%

03 - Salary bands A-H, tenure 5 years or more, remaining filters at default setting

Question	Responses	Unfavourable	Neutral	Favourable
The ECB's mission and purpose inspire me.	2081	4%	14%	82%
I have enough autonomy to do my job well.	2091	9%	10%	81%
I feel proud to work for the ECB.	2084	7%	13%	80%
I understand how my job contributes to the ECB's strategic priorities and goals.	2083	8%	13%	79%
My team collaborates effectively to achieve our common goals.	2083	9%	12%	79%
At the ECB, I am treated with respect as an individual.	2086	10%	16%	74%

My job provides opportunities to do challenging and interesting work.	2089	11%	16%	73%
I feel like I belong at the ECB.	2083	11%	17%	72%
I have trust in my direct manager.	2081	14%	16%	70%
I am aware of how to report unethical behaviour or misconduct at the ECB.	2052	14%	17%	69%
My direct manager engages with me to discuss and address workload.	2084	17%	17%	67%
My job provides opportunities to learn new skills.	2088	16%	18%	66%
I receive recognition when I do a good job.	2086	18%	18%	64%
My job makes good use of my skills and abilities.	2086	22%	16%	62%
My direct manager supports me in my professional development.	2078	17%	21%	62%
I am able to disconnect from work and recharge during my personal time (e.g. evenings, weekends and holidays).	2089	23%	17%	60%
I feel motivated to do my best work.	2087	23%	20%	57%
At the ECB, I have opportunities to have my ideas adopted and put into use.	2081	21%	24%	55%

In my work environment, everyone is treated fairly regardless of personal background or characteristics.	2060	30%	16%	54%
Ethical behaviour and integrity are actively promoted and encouraged at the ECB.	2064	24%	25%	51%
My direct manager coaches me to help improve my performance.	2070	27%	24%	49%
The level of stress in my job is manageable.	2087	27%	24%	49%
Overall, how would you rate your wellbeing at work?	2084	20%	33%	47%
Conditions in my job allow me to be about as productive as I can be.	2083	29%	24%	47%
In the ECB work environment it is safe to make mistakes and admit when we don't know something.	2073	31%	23%	45%
Work is distributed fairly in my team.	2051	34%	21%	45%
The ECB motivates me to do my best work.	2081	29%	26%	45%
I have trust in senior managers in my Business Area.	2066	31%	26%	44%
My workload is manageable with my contractually agreed working hours.	2088	37%	21%	42%

I have opportunities for internal mobility at the ECB ('internal mobility' refers to a horizontal move to a different role at the same salary band).	1990	39%	23%	38%
I regularly make use of professional development opportunities.	2024	34%	31%	36%
The learning portal (EUREKA) is a useful resource for my professional development.	2050	31%	34%	34%
At the ECB, I have good opportunities for professional development.	2070	45%	23%	32%
At the ECB, I can freely express my views without fear of negative consequences.	2077	44%	27%	29%
Senior managers in my business area have communicated a vision that inspires me.	2070	38%	35%	27%
How likely is it that you would recommend the ECB as a great place to work?	2092	38%	37%	25%
The ECB is open in its communications with employees.	2075	51%	30%	19%

04 - Salary bands A-H, tenure 5 years or more, men, remaining filters at default setting

Question	Responses	Unfavourable	Neutral	Favourable
<i>The ECB's mission and purpose inspire me.</i>	1094	4%	14%	82%
<i>I have enough autonomy to do my job well.</i>	1101	10%	10%	80%
<i>I understand how my job contributes to the ECB's strategic priorities and goals.</i>	1094	9%	13%	78%
<i>My team collaborates effectively to achieve our common goals.</i>	1099	9%	13%	78%
<i>I feel proud to work for the ECB.</i>	1096	9%	16%	75%
<i>My job provides opportunities to do challenging and interesting work.</i>	1100	11%	15%	74%
<i>At the ECB, I am treated with respect as an individual.</i>	1098	12%	16%	71%
<i>I feel like I belong at the ECB.</i>	1095	13%	17%	71%
<i>I have trust in my direct manager.</i>	1094	14%	16%	70%
<i>My job provides opportunities to learn new skills.</i>	1099	17%	17%	66%
<i>I am aware of how to report unethical behaviour or misconduct at the ECB.</i>	1078	16%	19%	65%
<i>My direct manager engages with me to discuss and address workload.</i>	1099	17%	18%	65%

<i>My direct manager supports me in my professional development.</i>	1093	18%	21%	61%
<i>I receive recognition when I do a good job.</i>	1099	21%	18%	61%
<i>My job makes good use of my skills and abilities.</i>	1100	24%	16%	61%
<i>I am able to disconnect from work and recharge during my personal time (e.g. evenings, weekends and holidays).</i>	1100	25%	17%	59%
<i>In my work environment, everyone is treated fairly regardless of personal background or characteristics.</i>	1081	31%	14%	55%
<i>I feel motivated to do my best work.</i>	1097	28%	19%	53%
<i>At the ECB, I have opportunities to have my ideas adopted and put into use.</i>	1096	24%	25%	51%
<i>Ethical behaviour and integrity are actively promoted and encouraged at the ECB.</i>	1081	26%	25%	49%
<i>My direct manager coaches me to help improve my performance.</i>	1086	27%	24%	49%
<i>Work is distributed fairly in my team.</i>	1079	33%	21%	46%
<i>The level of stress in my job is manageable.</i>	1098	29%	25%	46%
<i>In the ECB work environment it is safe to make mistakes and admit when we don't know something.</i>	1088	33%	23%	44%

<i>Conditions in my job allow me to be about as productive as I can be.</i>	1096	32%	25%	43%
<i>Overall, how would you rate your wellbeing at work?</i>	1095	23%	35%	42%
<i>I have trust in senior managers in my Business Area.</i>	1090	32%	26%	42%
<i>The ECB motivates me to do my best work.</i>	1093	34%	26%	40%
<i>My workload is manageable with my contractually agreed working hours.</i>	1101	38%	24%	39%
<i>I have opportunities for internal mobility at the ECB ('internal mobility' refers to a horizontal move to a different role at the same salary band).</i>	1042	41%	23%	36%
<i>I regularly make use of professional development opportunities.</i>	1060	34%	31%	35%
<i>At the ECB, I have good opportunities for professional development.</i>	1088	47%	20%	33%
<i>The learning portal (EUREKA) is a useful resource for my professional development.</i>	1078	35%	33%	32%
<i>At the ECB, I can freely express my views without fear of negative consequences.</i>	1094	49%	23%	27%

<i>Senior managers in my business area have communicated a vision that inspires me.</i>	1093	42%	32%	26%
<i>How likely is it that you would recommend the ECB as a great place to work?</i>	1102	43%	35%	22%
<i>The ECB is open in its communications with employees.</i>	1090	56%	27%	18%

05 - Salary bands A-H, tenure 5 years or more, women, remaining filters at default setting

Question	Responses	Unfavourable	Neutral	Favourable
<i>I feel proud to work for the ECB.</i>	988	4%	10%	85%
<i>I have enough autonomy to do my job well.</i>	990	8%	11%	82%
<i>The ECB's mission and purpose inspire me.</i>	987	4%	14%	81%
<i>I understand how my job contributes to the ECB's strategic priorities and goals.</i>	989	7%	13%	80%
<i>My team collaborates effectively to achieve our common goals.</i>	984	9%	11%	80%
<i>At the ECB, I am treated with respect as an individual.</i>	988	8%	16%	76%
<i>I feel like I belong at the ECB.</i>	988	9%	18%	73%

<i>I am aware of how to report unethical behaviour or misconduct at the ECB.</i>	974	12%	16%	73%
<i>My job provides opportunities to do challenging and interesting work.</i>	989	12%	16%	72%
<i>I have trust in my direct manager.</i>	987	14%	16%	70%
<i>My direct manager engages with me to discuss and address workload.</i>	985	16%	15%	69%
<i>I receive recognition when I do a good job.</i>	987	14%	18%	68%
<i>My job provides opportunities to learn new skills.</i>	989	15%	18%	67%
<i>My job makes good use of my skills and abilities.</i>	986	20%	17%	64%
<i>My direct manager supports me in my professional development.</i>	985	16%	22%	62%
<i>I am able to disconnect from work and recharge during my personal time (e.g. evenings, weekends and holidays).</i>	989	22%	17%	61%
<i>I feel motivated to do my best work.</i>	990	18%	21%	61%
<i>At the ECB, I have opportunities to have my ideas adopted and put into use.</i>	985	18%	23%	59%
<i>In my work environment, everyone is treated fairly regardless of personal background or characteristics.</i>	979	28%	18%	54%

Overall, how would you rate your wellbeing at work?	989	16%	31%	53%
Ethical behaviour and integrity are actively promoted and encouraged at the ECB.	983	22%	26%	52%
Conditions in my job allow me to be about as productive as I can be.	987	25%	23%	52%
The level of stress in my job is manageable.	989	25%	23%	52%
The ECB motivates me to do my best work.	988	25%	25%	50%
My direct manager coaches me to help improve my performance.	984	28%	23%	49%
In the ECB work environment it is safe to make mistakes and admit when we don't know something.	985	29%	24%	48%
My workload is manageable with my contractually agreed working hours.	987	35%	19%	46%
I have trust in senior managers in my Business Area.	976	29%	26%	45%
Work is distributed fairly in my team.	972	35%	21%	44%
I have opportunities for internal mobility at the ECB ('internal mobility' refers to a horizontal move to a different role at the same salary band).	948	37%	24%	39%

<i>The learning portal (EUREKA) is a useful resource for my professional development.</i>	972	27%	36%	37%
<i>I regularly make use of professional development opportunities.</i>	964	33%	30%	37%
<i>At the ECB, I have good opportunities for professional development.</i>	982	43%	26%	31%
<i>At the ECB, I can freely express my views without fear of negative consequences.</i>	983	39%	30%	31%
<i>How likely is it that you would recommend the ECB as a great place to work?</i>	990	33%	38%	29%
<i>Senior managers in my business area have communicated a vision that inspires me.</i>	977	33%	38%	29%
<i>The ECB is open in its communications with employees.</i>	985	46%	34%	21%

06 - Salary bands A-H, tenure 10 years or more, remaining filters at default setting

Question	Responses	Unfavourable	Neutral	Favourable
The ECB's mission and purpose inspire me.	1226	4%	15%	80%

I have enough autonomy to do my job well.	1234	9%	11%	80%
My team collaborates effectively to achieve our common goals.	1229	9%	13%	79%
I understand how my job contributes to the ECB's strategic priorities and goals.	1230	9%	13%	78%
I feel proud to work for the ECB.	1228	8%	15%	78%
My job provides opportunities to do challenging and interesting work.	1232	11%	16%	73%
At the ECB, I am treated with respect as an individual.	1229	12%	18%	70%
I feel like I belong at the ECB.	1227	12%	18%	70%
I have trust in my direct manager.	1227	14%	17%	69%
I am aware of how to report unethical behaviour or misconduct at the ECB.	1212	13%	19%	68%
My job provides opportunities to learn new skills.	1232	16%	18%	67%
My direct manager engages with me to discuss and address workload.	1230	18%	16%	65%
I receive recognition when I do a good job.	1232	20%	18%	63%
My job makes good use of my skills and abilities.	1230	23%	15%	62%

I am able to disconnect from work and recharge during my personal time (e.g. evenings, weekends and holidays).	1232	24%	16%	61%
My direct manager supports me in my professional development.	1225	18%	23%	59%
I feel motivated to do my best work.	1231	24%	20%	56%
In my work environment, everyone is treated fairly regardless of personal background or characteristics.	1209	32%	16%	52%
At the ECB, I have opportunities to have my ideas adopted and put into use.	1226	23%	25%	51%
The level of stress in my job is manageable.	1230	27%	24%	49%
Ethical behaviour and integrity are actively promoted and encouraged at the ECB.	1215	25%	26%	49%
Overall, how would you rate your wellbeing at work?	1228	22%	32%	46%
Work is distributed fairly in my team.	1207	31%	23%	46%
Conditions in my job allow me to be about as productive as I can be.	1227	29%	25%	46%
My direct manager coaches me to help improve my performance.	1220	29%	25%	46%
The ECB motivates me to do my best work.	1227	30%	25%	45%

My workload is manageable with my contractually agreed working hours.	1233	35%	22%	42%
In the ECB work environment it is safe to make mistakes and admit when we don't know something.	1222	35%	23%	42%
I have trust in senior managers in my Business Area.	1222	32%	26%	42%
I regularly make use of professional development opportunities.	1189	33%	31%	36%
I have opportunities for internal mobility at the ECB ('internal mobility' refers to a horizontal move to a different role at the same salary band).	1176	40%	24%	35%
The learning portal (EUREKA) is a useful resource for my professional development.	1210	30%	35%	34%
At the ECB, I have good opportunities for professional development.	1222	47%	22%	31%
Senior managers in my business area have communicated a vision that inspires me.	1221	39%	34%	27%
At the ECB, I can freely express my views without fear of negative consequences.	1224	47%	27%	26%
How likely is it that you would recommend the ECB as a great place to work?	1235	40%	36%	24%

The ECB is open in its communications with employees.	1223	54%	28%	18%
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07 - Salary bands A-H, tenure 10 years or more, men, remaining filters at default setting

Question	Responses	Unfavourable	Neutral	Favourable
<i>The ECB's mission and purpose inspire me.</i>	649	5%	14%	80%
<i>I have enough autonomy to do my job well.</i>	655	10%	12%	79%
<i>My team collaborates effectively to achieve our common goals.</i>	654	10%	13%	78%
<i>I understand how my job contributes to the ECB's strategic priorities and goals.</i>	651	10%	14%	76%
<i>My job provides opportunities to do challenging and interesting work.</i>	654	11%	16%	73%
<i>I feel proud to work for the ECB.</i>	650	10%	18%	72%
<i>I have trust in my direct manager.</i>	651	14%	17%	69%
<i>I feel like I belong at the ECB.</i>	650	15%	18%	68%
<i>At the ECB, I am treated with respect as an individual.</i>	652	16%	19%	66%

<i>I am aware of how to report unethical behaviour or misconduct at the ECB.</i>	641	15%	20%	65%
<i>My job provides opportunities to learn new skills.</i>	653	18%	18%	65%
<i>My direct manager engages with me to discuss and address workload.</i>	654	18%	18%	64%
<i>My job makes good use of my skills and abilities.</i>	654	26%	15%	59%
<i>I am able to disconnect from work and recharge during my personal time (e.g. evenings, weekends and holidays).</i>	654	25%	16%	59%
<i>I receive recognition when I do a good job.</i>	654	23%	19%	58%
<i>My direct manager supports me in my professional development.</i>	650	19%	23%	58%
<i>In my work environment, everyone is treated fairly regardless of personal background or characteristics.</i>	639	33%	14%	52%
<i>I feel motivated to do my best work.</i>	652	30%	20%	50%
<i>At the ECB, I have opportunities to have my ideas adopted and put into use.</i>	650	27%	25%	48%
<i>Ethical behaviour and integrity are actively promoted and encouraged at the ECB.</i>	641	29%	25%	47%
<i>Work is distributed fairly in my team.</i>	640	32%	23%	45%

<i>The level of stress in my job is manageable.</i>	652	30%	25%	45%
<i>My direct manager coaches me to help improve my performance.</i>	646	29%	27%	45%
<i>Overall, how would you rate your wellbeing at work?</i>	650	26%	34%	40%
<i>I have trust in senior managers in my Business Area.</i>	651	35%	26%	39%
<i>The ECB motivates me to do my best work.</i>	649	37%	24%	39%
<i>Conditions in my job allow me to be about as productive as I can be.</i>	651	34%	27%	39%
<i>My workload is manageable with my contractually agreed working hours.</i>	655	36%	25%	39%
<i>In the ECB work environment it is safe to make mistakes and admit when we don't know something.</i>	646	38%	24%	38%
<i>I have opportunities for internal mobility at the ECB ('internal mobility' refers to a horizontal move to a different role at the same salary band).</i>	624	44%	23%	34%
<i>I regularly make use of professional development opportunities.</i>	626	35%	32%	33%
<i>The learning portal (EUREKA) is a useful resource for my professional development.</i>	641	35%	34%	32%

<i>At the ECB, I have good opportunities for professional development.</i>	647	51%	19%	29%
<i>Senior managers in my business area have communicated a vision that inspires me.</i>	650	43%	32%	25%
<i>At the ECB, I can freely express my views without fear of negative consequences.</i>	650	52%	24%	24%
<i>How likely is it that you would recommend the ECB as a great place to work?</i>	656	46%	33%	20%
<i>The ECB is open in its communications with employees.</i>	646	59%	25%	15%

08 - Salary bands A-H, tenure 10 years or more, women, remaining filters at default setting

<i>Question</i>	<i>Responses</i>	<i>Unfavourable</i>	<i>Neutral</i>	<i>Favourable</i>
<i>I feel proud to work for the ECB.</i>	578	5%	10%	85%
<i>I understand how my job contributes to the ECB's strategic priorities and goals.</i>	579	8%	11%	81%
<i>I have enough autonomy to do my job well.</i>	579	9%	10%	81%
<i>The ECB's mission and purpose inspire me.</i>	577	4%	16%	80%

<i>My team collaborates effectively to achieve our common goals.</i>	575	8%	12%	80%
<i>At the ECB, I am treated with respect as an individual.</i>	577	8%	17%	75%
<i>I am aware of how to report unethical behaviour or misconduct at the ECB.</i>	571	11%	17%	72%
<i>I feel like I belong at the ECB.</i>	577	10%	19%	72%
<i>My job provides opportunities to do challenging and interesting work.</i>	578	12%	16%	72%
<i>My job provides opportunities to learn new skills.</i>	579	14%	17%	69%
<i>I have trust in my direct manager.</i>	576	15%	16%	69%
<i>My direct manager engages with me to discuss and address workload.</i>	576	18%	14%	68%
<i>I receive recognition when I do a good job.</i>	578	16%	16%	67%
<i>My job makes good use of my skills and abilities.</i>	576	19%	16%	65%
<i>I am able to disconnect from work and recharge during my personal time (e.g. evenings, weekends and holidays).</i>	578	22%	16%	62%
<i>I feel motivated to do my best work.</i>	579	17%	21%	62%

<i>My direct manager supports me in my professional development.</i>	575	17%	23%	60%
<i>At the ECB, I have opportunities to have my ideas adopted and put into use.</i>	576	19%	26%	55%
<i>The level of stress in my job is manageable.</i>	578	24%	22%	54%
<i>Conditions in my job allow me to be about as productive as I can be.</i>	576	24%	22%	54%
<i>Overall, how would you rate your wellbeing at work?</i>	578	17%	30%	53%
<i>In my work environment, everyone is treated fairly regardless of personal background or characteristics.</i>	570	30%	18%	52%
<i>Ethical behaviour and integrity are actively promoted and encouraged at the ECB.</i>	574	20%	28%	51%
<i>The ECB motivates me to do my best work.</i>	578	23%	26%	51%
<i>Work is distributed fairly in my team.</i>	567	31%	22%	47%
<i>My direct manager coaches me to help improve my performance.</i>	574	30%	23%	47%
<i>My workload is manageable with my contractually agreed working hours.</i>	578	34%	20%	47%

<i>In the ECB work environment it is safe to make mistakes and admit when we don't know something.</i>	576	31%	23%	46%
<i>I have trust in senior managers in my Business Area.</i>	571	30%	25%	44%
<i>I regularly make use of professional development opportunities.</i>	563	31%	31%	38%
<i>The learning portal (EUREKA) is a useful resource for my professional development.</i>	569	25%	37%	38%
<i>I have opportunities for internal mobility at the ECB ('internal mobility' refers to a horizontal move to a different role at the same salary band).</i>	552	37%	26%	37%
<i>At the ECB, I have good opportunities for professional development.</i>	575	43%	25%	32%
<i>Senior managers in my business area have communicated a vision that inspires me.</i>	571	33%	37%	29%
<i>At the ECB, I can freely express my views without fear of negative consequences.</i>	574	41%	31%	28%
<i>How likely is it that you would recommend the ECB as a great place to work?</i>	579	33%	40%	28%
<i>The ECB is open in its communications with employees.</i>	577	48%	32%	20%

09 - Salary bands I-L, remaining filters at default setting

Question	Responses	Unfavourable	Neutral	Favourable
<i>The ECB's mission and purpose inspire me.</i>	455	1%	7%	91%
<i>I understand how my job contributes to the ECB's strategic priorities and goals.</i>	455	5%	4%	91%
<i>My team collaborates effectively to achieve our common goals.</i>	455	5%	7%	89%
<i>I feel proud to work for the ECB.</i>	455	4%	8%	88%
<i>My job provides opportunities to do challenging and interesting work.</i>	455	4%	7%	88%
<i>I have enough autonomy to do my job well.</i>	455	6%	10%	84%
<i>I am aware of how to report unethical behaviour or misconduct at the ECB.</i>	450	6%	11%	82%
<i>I feel like I belong at the ECB.</i>	455	6%	13%	82%
<i>My job provides opportunities to learn new skills.</i>	454	7%	13%	80%
<i>I have trust in my direct manager.</i>	452	7%	13%	80%

<i>At the ECB, I am treated with respect as an individual.</i>	455	7%	14%	79%
<i>I feel motivated to do my best work.</i>	454	12%	10%	78%
<i>My job makes good use of my skills and abilities.</i>	455	10%	12%	78%
<i>My direct manager supports me in my professional development.</i>	450	10%	16%	74%
<i>At the ECB, I have opportunities to have my ideas adopted and put into use.</i>	455	11%	16%	73%
<i>In my work environment, everyone is treated fairly regardless of personal background or characteristics.</i>	453	17%	11%	72%
<i>I receive recognition when I do a good job.</i>	455	11%	18%	71%
<i>My direct manager engages with me to discuss and address workload.</i>	451	16%	15%	69%
<i>Ethical behaviour and integrity are actively promoted and encouraged at the ECB.</i>	454	16%	18%	66%
<i>The ECB motivates me to do my best work.</i>	455	17%	18%	65%
<i>I have trust in senior managers in my Business Area.</i>	452	19%	18%	63%
<i>Work is distributed fairly in my team.</i>	452	20%	17%	63%
<i>Overall, how would you rate your wellbeing at work?</i>	455	12%	25%	63%

<i>My direct manager coaches me to help improve my performance.</i>	450	20%	21%	59%
<i>The level of stress in my job is manageable.</i>	455	22%	20%	58%
<i>Conditions in my job allow me to be about as productive as I can be.</i>	455	21%	21%	58%
<i>I am able to disconnect from work and recharge during my personal time (e.g. evenings, weekends and holidays).</i>	454	25%	18%	57%
<i>At the ECB, I have good opportunities for professional development.</i>	451	28%	19%	53%
<i>In the ECB work environment it is safe to make mistakes and admit when we don't know something.</i>	453	27%	21%	52%
<i>Senior managers in my business area have communicated a vision that inspires me.</i>	451	27%	22%	50%
<i>At the ECB, I can freely express my views without fear of negative consequences.</i>	455	30%	21%	49%
<i>I regularly make use of professional development opportunities.</i>	448	25%	31%	44%
<i>I have opportunities for internal mobility at the ECB ('internal mobility' refers to a horizontal move to a different role at the same salary band).</i>	436	33%	24%	43%

<i>How likely is it that you would recommend the ECB as a great place to work?</i>	456	24%	34%	42%
<i>My workload is manageable with my contractually agreed working hours.</i>	455	41%	18%	41%
<i>The learning portal (EUREKA) is a useful resource for my professional development.</i>	437	26%	35%	39%
<i>The ECB is open in its communications with employees.</i>	455	35%	29%	35%

10 - Salary bands I-L, men, remaining filters at default setting

Question	Responses	Unfavourable	Neutral	Favourable
<i>I understand how my job contributes to the ECB's strategic priorities and goals.</i>	303	4%	4%	91%
<i>The ECB's mission and purpose inspire me.</i>	303	1%	9%	89%
<i>My team collaborates effectively to achieve our common goals.</i>	303	4%	7%	88%
<i>I feel proud to work for the ECB.</i>	303	4%	9%	87%

<i>My job provides opportunities to do challenging and interesting work.</i>	303	5%	9%	87%
<i>I have enough autonomy to do my job well.</i>	303	7%	11%	83%
<i>I have trust in my direct manager.</i>	300	7%	11%	82%
<i>I am aware of how to report unethical behaviour or misconduct at the ECB.</i>	300	7%	12%	81%
<i>I feel like I belong at the ECB.</i>	303	7%	14%	80%
<i>My job provides opportunities to learn new skills.</i>	302	8%	14%	78%
<i>At the ECB, I am treated with respect as an individual.</i>	303	6%	17%	77%
<i>I feel motivated to do my best work.</i>	302	12%	12%	76%
<i>My job makes good use of my skills and abilities.</i>	303	11%	14%	75%
<i>My direct manager supports me in my professional development.</i>	299	12%	16%	72%
<i>In my work environment, everyone is treated fairly regardless of personal background or characteristics.</i>	301	17%	12%	71%
<i>My direct manager engages with me to discuss and address workload.</i>	300	15%	14%	71%

<i>At the ECB, I have opportunities to have my ideas adopted and put into use.</i>	303	12%	19%	70%
<i>I receive recognition when I do a good job.</i>	303	12%	18%	69%
<i>Work is distributed fairly in my team.</i>	300	17%	17%	67%
<i>Ethical behaviour and integrity are actively promoted and encouraged at the ECB.</i>	302	18%	19%	64%
<i>The ECB motivates me to do my best work.</i>	303	19%	19%	62%
<i>I have trust in senior managers in my Business Area.</i>	300	20%	19%	62%
<i>The level of stress in my job is manageable.</i>	303	20%	20%	60%
<i>I am able to disconnect from work and recharge during my personal time (e.g. evenings, weekends and holidays).</i>	302	24%	17%	59%
<i>Overall, how would you rate your wellbeing at work?</i>	303	11%	30%	59%
<i>My direct manager coaches me to help improve my performance.</i>	300	20%	21%	59%
<i>Conditions in my job allow me to be about as productive as I can be.</i>	303	23%	22%	54%
<i>In the ECB work environment it is safe to make mistakes and admit when we don't know something.</i>	301	27%	22%	51%

<i>Senior managers in my business area have communicated a vision that inspires me.</i>	299	29%	22%	49%
<i>At the ECB, I have good opportunities for professional development.</i>	300	31%	20%	49%
<i>At the ECB, I can freely express my views without fear of negative consequences.</i>	303	33%	20%	47%
<i>I have opportunities for internal mobility at the ECB ('internal mobility' refers to a horizontal move to a different role at the same salary band).</i>	289	34%	24%	42%
<i>My workload is manageable with my contractually agreed working hours.</i>	303	41%	18%	40%
<i>I regularly make use of professional development opportunities.</i>	297	28%	32%	39%
<i>How likely is it that you would recommend the ECB as a great place to work?</i>	304	28%	35%	38%
<i>The learning portal (EUREKA) is a useful resource for my professional development.</i>	287	29%	36%	36%
<i>The ECB is open in its communications with employees.</i>	303	40%	30%	31%

Question	Responses	Unfavourable	Neutral	Favourable
<i>The ECB's mission and purpose inspire me.</i>	152	1%	3%	95%
<i>My job provides opportunities to do challenging and interesting work.</i>	152	4%	5%	91%
<i>I feel proud to work for the ECB.</i>	152	4%	5%	91%
<i>My team collaborates effectively to achieve our common goals.</i>	152	5%	6%	89%
<i>I understand how my job contributes to the ECB's strategic priorities and goals.</i>	152	7%	4%	89%
<i>I have enough autonomy to do my job well.</i>	152	5%	10%	86%
<i>I feel like I belong at the ECB.</i>	152	4%	11%	86%
<i>I am aware of how to report unethical behaviour or misconduct at the ECB.</i>	150	5%	10%	85%
<i>My job provides opportunities to learn new skills.</i>	152	5%	11%	84%
<i>My job makes good use of my skills and abilities.</i>	152	9%	9%	83%
<i>I feel motivated to do my best work.</i>	152	11%	8%	82%
<i>At the ECB, I am treated with respect as an individual.</i>	152	10%	9%	82%

<i>At the ECB, I have opportunities to have my ideas adopted and put into use.</i>	152	10%	11%	80%
<i>My direct manager supports me in my professional development.</i>	151	7%	15%	78%
<i>I have trust in my direct manager.</i>	152	8%	15%	77%
<i>I receive recognition when I do a good job.</i>	152	9%	16%	76%
<i>In my work environment, everyone is treated fairly regardless of personal background or characteristics.</i>	152	15%	11%	74%
<i>The ECB motivates me to do my best work.</i>	152	13%	15%	72%
<i>Overall, how would you rate your wellbeing at work?</i>	152	14%	16%	70%
<i>Ethical behaviour and integrity are actively promoted and encouraged at the ECB.</i>	152	13%	16%	70%
<i>I have trust in senior managers in my Business Area.</i>	152	17%	16%	67%
<i>Conditions in my job allow me to be about as productive as I can be.</i>	152	15%	19%	66%
<i>My direct manager engages with me to discuss and address workload.</i>	151	19%	17%	65%
<i>At the ECB, I have good opportunities for professional development.</i>	151	22%	17%	61%

<i>My direct manager coaches me to help improve my performance.</i>	150	20%	20%	60%
<i>Work is distributed fairly in my team.</i>	152	26%	18%	56%
<i>The level of stress in my job is manageable.</i>	152	25%	20%	55%
<i>In the ECB work environment it is safe to make mistakes and admit when we don't know something.</i>	152	26%	20%	54%
<i>I am able to disconnect from work and recharge during my personal time (e.g. evenings, weekends and holidays).</i>	152	26%	20%	54%
<i>At the ECB, I can freely express my views without fear of negative consequences.</i>	152	24%	22%	54%
<i>Senior managers in my business area have communicated a vision that inspires me.</i>	152	24%	23%	53%
<i>I regularly make use of professional development opportunities.</i>	151	20%	28%	52%
<i>How likely is it that you would recommend the ECB as a great place to work?</i>	152	16%	33%	51%
<i>I have opportunities for internal mobility at the ECB ('internal mobility' refers to a horizontal move to a different role at the same salary band).</i>	147	32%	23%	45%

<i>The learning portal (EUREKA) is a useful resource for my professional development.</i>	150	21%	35%	45%
<i>The ECB is open in its communications with employees.</i>	152	27%	29%	44%
<i>My workload is manageable with my contractually agreed working hours.</i>	152	41%	16%	43%

12 - Salary band - Trainees, remaining filters at default setting

Question	Responses	Unfavourable	Neutral	Favourable
<i>I feel proud to work for the ECB.</i>	261	0%	4%	96%
<i>The ECB's mission and purpose inspire me.</i>	261	0%	7%	93%
<i>At the ECB, I am treated with respect as an individual.</i>	261	2%	5%	93%
<i>I have enough autonomy to do my job well.</i>	260	3%	7%	90%
<i>I have trust in my direct manager.</i>	261	4%	8%	88%
<i>I understand how my job contributes to the ECB's strategic priorities and goals.</i>	261	5%	8%	87%
<i>In my work environment, everyone is treated fairly regardless of personal background or characteristics.</i>	258	6%	10%	84%

<i>Overall, how would you rate your wellbeing at work?</i>	261	3%	13%	84%
<i>I receive recognition when I do a good job.</i>	261	6%	11%	83%
<i>My team collaborates effectively to achieve our common goals.</i>	261	10%	8%	83%
<i>Ethical behaviour and integrity are actively promoted and encouraged at the ECB.</i>	261	6%	13%	81%
<i>The level of stress in my job is manageable.</i>	261	5%	14%	81%
<i>My job provides opportunities to learn new skills.</i>	261	10%	10%	81%
<i>In the ECB work environment it is safe to make mistakes and admit when we don't know something.</i>	260	5%	14%	81%
<i>I have trust in senior managers in my Business Area.</i>	259	5%	14%	81%
<i>I am aware of how to report unethical behaviour or misconduct at the ECB.</i>	257	10%	11%	79%
<i>My direct manager supports me in my professional development.</i>	255	9%	14%	77%
<i>I feel motivated to do my best work.</i>	261	8%	15%	76%
<i>I feel like I belong at the ECB.</i>	261	8%	16%	76%

<i>My workload is manageable with my contractually agreed working hours.</i>	259	12%	12%	75%
<i>My direct manager engages with me to discuss and address workload.</i>	257	12%	13%	75%
<i>The ECB motivates me to do my best work.</i>	261	11%	14%	75%
<i>My job provides opportunities to do challenging and interesting work.</i>	261	9%	16%	75%
<i>Conditions in my job allow me to be about as productive as I can be.</i>	261	10%	16%	74%
<i>I am able to disconnect from work and recharge during my personal time (e.g. evenings, weekends and holidays).</i>	260	10%	18%	73%
<i>Work is distributed fairly in my team.</i>	255	14%	16%	70%
<i>At the ECB, I have opportunities to have my ideas adopted and put into use.</i>	259	8%	23%	68%
<i>At the ECB, I can freely express my views without fear of negative consequences.</i>	261	12%	20%	67%
<i>My job makes good use of my skills and abilities.</i>	261	15%	18%	67%
<i>My direct manager coaches me to help improve my performance.</i>	257	18%	19%	63%

<i>The learning portal (EUREKA) is a useful resource for my professional development.</i>	256	16%	25%	60%
<i>At the ECB, I have good opportunities for professional development.</i>	255	23%	18%	59%
<i>The ECB is open in its communications with employees.</i>	256	15%	26%	59%
<i>Senior managers in my business area have communicated a vision that inspires me.</i>	254	13%	31%	56%
<i>I regularly make use of professional development opportunities.</i>	245	19%	27%	54%
<i>How likely is it that you would recommend the ECB as a great place to work?</i>	261	12%	39%	49%
<i>Not applicable. I have opportunities for internal mobility at the ECB ('internal mobility' refers to a horizontal move to a different role at the same salary band).</i>	143	48%	36%	15%

13 - Salary band - Trainees, men, remaining filters at default setting

Question	Responses	Unfavourable	Neutral	Favourable
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<i>I feel proud to work for the ECB.</i>	137	0%	4%	96%
<i>The ECB's mission and purpose inspire me.</i>	137	0%	7%	93%
<i>At the ECB, I am treated with respect as an individual.</i>	137	3%	7%	90%
<i>I have enough autonomy to do my job well.</i>	136	4%	6%	90%
<i>I understand how my job contributes to the ECB's strategic priorities and goals.</i>	137	7%	7%	86%
<i>I have trust in my direct manager.</i>	137	6%	9%	85%
<i>Overall, how would you rate your wellbeing at work?</i>	137	4%	12%	84%
<i>I receive recognition when I do a good job.</i>	137	8%	12%	80%
<i>In my work environment, everyone is treated fairly regardless of personal background or characteristics.</i>	135	8%	12%	80%
<i>I am aware of how to report unethical behaviour or misconduct at the ECB.</i>	133	9%	11%	80%
<i>My team collaborates effectively to achieve our common goals.</i>	137	12%	9%	79%
<i>The level of stress in my job is manageable.</i>	137	7%	15%	78%
<i>My job provides opportunities to learn new skills.</i>	137	12%	10%	78%

<i>In the ECB work environment it is safe to make mistakes and admit when we don't know something.</i>	137	7%	15%	77%
<i>Ethical behaviour and integrity are actively promoted and encouraged at the ECB.</i>	137	7%	15%	77%
<i>I feel like I belong at the ECB.</i>	137	9%	15%	76%
<i>The ECB motivates me to do my best work.</i>	137	14%	12%	74%
<i>I feel motivated to do my best work.</i>	137	11%	15%	74%
<i>My direct manager supports me in my professional development.</i>	132	13%	14%	73%
<i>I have trust in senior managers in my Business Area.</i>	135	7%	19%	73%
<i>My direct manager engages with me to discuss and address workload.</i>	134	13%	15%	72%
<i>I am able to disconnect from work and recharge during my personal time (e.g. evenings, weekends and holidays).</i>	136	10%	18%	71%
<i>My workload is manageable with my contractually agreed working hours.</i>	135	16%	13%	70%
<i>My job provides opportunities to do challenging and interesting work.</i>	137	10%	21%	69%

<i>Conditions in my job allow me to be about as productive as I can be.</i>	137	11%	20%	69%
<i>Work is distributed fairly in my team.</i>	133	17%	19%	64%
<i>At the ECB, I can freely express my views without fear of negative consequences.</i>	137	15%	21%	64%
<i>At the ECB, I have opportunities to have my ideas adopted and put into use.</i>	136	12%	25%	63%
<i>My job makes good use of my skills and abilities.</i>	137	20%	19%	61%
<i>My direct manager coaches me to help improve my performance.</i>	134	22%	19%	59%
<i>I regularly make use of professional development opportunities.</i>	129	22%	23%	54%
<i>At the ECB, I have good opportunities for professional development.</i>	135	29%	17%	54%
<i>The learning portal (EUREKA) is a useful resource for my professional development.</i>	134	23%	24%	53%
<i>The ECB is open in its communications with employees.</i>	134	19%	29%	52%
<i>Senior managers in my business area have communicated a vision that inspires me.</i>	133	20%	29%	50%

<i>How likely is it that you would recommend the ECB as a great place to work?</i>	137	15%	38%	47%
<i>Not applicable. I have opportunities for internal mobility at the ECB ('internal mobility' refers to a horizontal move to a different role at the same salary band).</i>	78	53%	33%	14%

14 - Salary band - Trainees, women and 'other' (excluding men, grouped for anonymity), remaining filters at default setting

Question	Responses	Unfavourable	Neutral	Favourable
At the ECB, I am treated with respect as an individual.	124	1%	3%	96%
I feel proud to work for the ECB.	124	0%	5%	95%
The ECB's mission and purpose inspire me.	124	1%	6%	93%
I have trust in my direct manager.	124	2%	7%	91%
I have enough autonomy to do my job well.	124	2%	8%	90%
In my work environment, everyone is treated fairly regardless of personal background or characteristics.	123	3%	7%	89%
I have trust in senior managers in my Business Area.	124	3%	8%	89%

My team collaborates effectively to achieve our common goals.	124	7%	6%	87%
I understand how my job contributes to the ECB's strategic priorities and goals.	124	3%	10%	87%
I receive recognition when I do a good job.	124	3%	10%	86%
Ethical behaviour and integrity are actively promoted and encouraged at the ECB.	124	4%	10%	85%
In the ECB work environment it is safe to make mistakes and admit when we don't know something.	123	2%	13%	85%
The level of stress in my job is manageable.	124	4%	12%	84%
Overall, how would you rate your wellbeing at work?	124	2%	15%	84%
My job provides opportunities to learn new skills.	124	7%	9%	84%
My job provides opportunities to do challenging and interesting work.	124	8%	10%	82%
My workload is manageable with my contractually agreed working hours.	124	8%	11%	81%
My direct manager supports me in my professional development.	123	6%	14%	80%
I feel motivated to do my best work.	124	6%	15%	79%

Conditions in my job allow me to be about as productive as I can be.	124	9%	12%	79%
My direct manager engages with me to discuss and address workload.	123	11%	11%	78%
I am aware of how to report unethical behaviour or misconduct at the ECB.	124	11%	11%	77%
The ECB motivates me to do my best work.	124	8%	15%	77%
Work is distributed fairly in my team.	122	11%	13%	76%
I feel like I belong at the ECB.	124	6%	18%	76%
My job makes good use of my skills and abilities.	124	10%	16%	74%
I am able to disconnect from work and recharge during my personal time (e.g. evenings, weekends and holidays).	124	9%	17%	74%
At the ECB, I have opportunities to have my ideas adopted and put into use.	123	5%	21%	74%
At the ECB, I can freely express my views without fear of negative consequences.	124	9%	19%	72%
The learning portal (EUREKA) is a useful resource for my professional development.	122	7%	25%	67%

My direct manager coaches me to help improve my performance.	123	14%	20%	67%
The ECB is open in its communications with employees.	122	11%	23%	66%
At the ECB, I have good opportunities for professional development.	120	16%	20%	64%
Senior managers in my business area have communicated a vision that inspires me.	121	6%	32%	62%
I regularly make use of professional development opportunities.	116	16%	31%	53%
How likely is it that you would recommend the ECB as a great place to work?	124	8%	41%	51%
<i>Not applicable.</i> I have opportunities for internal mobility at the ECB ('internal mobility' refers to a horizontal move to a different role at the same salary band).	65	43%	40%	17%