

DIAGNOSIS OF THE FUNCTIONING OF WELL-BEING AND WORK-LIFE BALANCE SOLUTIONS IN THE EUPAN NETWORK COUNTRIES



The report was prepared by the Foundation Institute of Market and Social Research 'IBRiS' on commission from the Chancellery of the Prime Minister as part of the Polish Presidency of the EU Council and the Polish Presidency of EUPAN

Table of contents

MODULE I: Scope and methodology of the study	7
Key findings of the study	8
I. Overview of functioning well-being and work-life balance solutions	11
II. How to introduce practices?	16
III. Scale of implementation of the solutions	18
IV. Effectiveness of solutions	21
Recommendation level of the most and least popular practices	27
V. Green Administration	30
VI. Cost assessment	33
VII. Activities of public institutions related to assessing employee needs	36
MODULE II: Scope and methodology of the study	97
I. An overview of the solutions that are in place for well-being and work-life balance	98
FLEXIBLE WORK ORGANISATION FORMS	98
CARE FOR CHILDREN/DEPENDENTS	109
ACTIONS THAT SUPPORT PHYSICAL HEALTH	120
ACTIONS SUPPORTING MENTAL HEALTH	122
ACTIVITIES SUPPORTING INTEGRATION AND ORGANISATION CULTURE	129
SOCIAL AND FINANCIAL ACTIVITIES	135
REST AND RECOVERY	141
OTHER ACTIVITIES	146
II. An overview of the solutions planned for well-being and work-life balance	154
FLEXIBLE WORK ORGANISATION FORMS	154
CARE FOR CHILDREN/DEPENDENTS	156
ACTIONS SUPPORTING PHYSICAL HEALTH	159
ACTIVITIES SUPPORTING MENTAL HEALTH	164
ACTIVITIES SUPPORTING INTEGRATION AND ORGANISATION CULTURE	166
SOCIAL AND FINANCIAL ACTIVITIES	168
REST AND RECOVERY	170
OTHER ACTIVITIES	172
INDEX OF PRACTICES	176
MODULE III. Scope and methodology of the study	179

Key findings of the study	180
I. Overall evaluation of the WB and WLB solutions system	183
II. Popularity of selected WB and WLB solutions	185
III. Attractiveness of selected WB and WLB solutions.....	193
IV. WB and WLB needs of employees	202

MODUL I

APPLICATION OF WELL-BEING AND WORK-LIFE BALANCE SOLUTIONS



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Table of contents

Scope and methodology of the study	7
Key findings of the study	8
I. Overview of functioning well-being and work-life balance solutions	11
II. How to introduce practices?	16
III. Scale of implementation of the solutions	18
IV. Effectiveness of solutions	21
Recommendation level of the most and least popular practices	27
V. Green Administration	30
VI. Cost assessment	33
VII. Activities of public institutions related to assessing employee needs	36

Scope and methodology of the study

The study was conducted as part of the project: „Diagnosis of the functioning of well-being and work-life balance solutions in the EUPAN network countries”. The project supports the European exchange of experiences and promotes public administration as a modern and employee-friendly working environment.



Timeframe: from 4 February to 28 February 2025



Subject scope: Identification, evaluation, and analysis of well-being (WB) and work-life balance (WLB) solutions in the following areas:

- implementation of WB and WLB solutions,
- mandatory nature and legal basis of the solutions,
- estimated scale of implementation and accessibility of the solutions,
- effectiveness and outcomes of implemented practices,
- costs of the implemented solutions,
- Green Administration (GA) and the environmental impact of WB and WLB,
- methods of assessing employee needs in the area of WB and WLB.



Entity scope: EUPAN network members and observer countries in EUPAN; we invited the following entities to participate in the study:

- **EU member states** (Austria, Belgium, Bulgaria, Croatia, Cyprus, Czech Republic, Denmark, Estonia, Finland, France, Germany, Greece, Hungary, Ireland, Italy, Latvia, Lithuania, Luxembourg, Malta, Netherlands, Poland, Portugal, Romania, Slovakia, Slovenia, Spain, Sweden) and the European Commission,
- **observer countries in EUPAN:** Albania, Iceland, Moldova, Montenegro, North Macedonia, Norway, Serbia, Türkiye, Ukraine.



Methodology:

- The study was conducted using a quantitative analysis of opinions and attitudes collected using computer-assisted web interviews **CAWI**¹.
- An invitation to participate, along with a link to the questionnaire, was sent to each of the above-mentioned countries and the European Commission, addressed to a representative of the respective public administration.
- In total, 32 EUPAN members and observers participated in the study (in the following sections of the report, we refer to study participants as “countries”).
- Human resources management is decentralized in most countries, so the responses refer to different levels and types of administration.

¹ CAWI (ang. Computer Assisted Web Interview) – the technique involves respondents completing the online questionnaire independently

Key findings of the study



Remote work and flexible working hours are among the most widespread WB and WLB practices in EUPAN members and observer countries. At the same time, the study showed that these solutions stand out positively in many respects. They support better organisation of professional and private life, improve employees' physical and mental well-being, and positively impact work efficiency. Additionally, they align with the concept of green administration and do not require significant financial investments.



Working time accounts and **billable working hours** – when implemented, are in most cases introduced due to legal regulations.



The four-day work week is rare and can be implemented in two ways – either by reducing the number of working hours or as a compressed work week. Most countries do not plan to introduce such practices. However, based on user experience, the option involving a reduction in weekly working hours proves to be more effective.



Extra days off for child or senior care are the most popular practice in the area of childcare and dependent care. This solution generally works well – most countries where it exists recommend it. It is widely accessible to employees, and employees make use of it. At the same time, according to declarations, it is one of the solutions that effectively support the reconciliation of professional and personal responsibilities.



Senior care subsidy – the solution exists in only four countries, but it receives a 100% recommendation rate, which suggests that it deserves closer attention and consideration for broader implementation.



Option of bringing a child to work and **parent-child room** are not widely used and are also not recommended practices. The low level of recommendation is most likely due to the fact that, despite the availability of such a solution, most employees do not use it. It is likely that the need for childcare is better met through remote work or other flexible working time solutions.



Organising regular health check-ups is one of the most common practices in the area of physical health. According to opinions, the solution is widely recommended despite its relatively high cost. Respondents indicate that preventive health examinations meet employees' expectations and have a real impact on their physical well-being.



Organising onsite sport activities at workplace and **subsidizing sport and recreation** also rank among the top solutions that have a real impact on employees' health.



Access to sports equipment at workplace and **renting a sports facility for employees to use** are among the costly solutions and not worth recommending according to countries that have implemented these practices.



Public administrations typically support employees' mental health by **organising workshops on stress management and relaxation techniques**, as well as by **providing psychological care** (therapy, consultations). According to respondents, these practices have a real impact on improving mental well-being.



Extra days off for mental health are rarely implemented, but they receive a 100% recommendation rate, indicating that such practices are worth considering for broader implementation in public administration.



Team building meetings for staff are a solution that not only improves workplace relationships but can also contribute to better mental well-being and increased work efficiency.



Creating employee communities – although this is a low-cost solution, countries rarely recommend it.



Employee disaster recovery relief, extra insurance offer, low-interest housing loans, and medical packages are, according to respondents, among the most expensive solutions, yet they have a high level of recommendation. This may indicate that despite the costs, they are worth implementing.



Commuting-related solutions, such as bike rooms or bike racks on office grounds, bikes or scooters for office employees to use for commuting, and cheaper commuting options, are practices that align with the GA concept. Some countries have introduced them in response to environmental pollution and climate change challenges.



Analysis shows that **cheaper commuting** is worth the cost – although it is one of the quite expensive solutions, it has a high level of recommendation.



Providing employees with cycling equipment is also costly – only a few countries have implemented this solution. Fewer than half of the users recommend it, suggesting that the practice may not always justify the additional financial investment.



Bicycle parking spaces in most countries effectively fulfil their purpose. They are rated more positively than providing employees with cycling equipment.



Parking spaces for employees are present in most of the surveyed countries, but the level of recommendation is low, which may be related to climate challenges (negative environmental impact) and the cost and technical feasibility of creating new parking spaces.

I. Overview of functioning well-being and work-life balance solutions

In this part of the report, we described all well-being and work-life balance practices included in the study, divided into thematic areas. Within each area, the practices are ranked by frequency of occurrence.

The tables include information on:

- the number of countries where a given solution is in place,
- the number of countries planning to implement the solution within the next 3 years,
- the number of countries not planning to introduce the given practice during this period.

Flexible working arrangements

- Remote work and flexible working hours are applied in public administration in most countries.
- Solutions related to reducing working hours (e.g. shortened work week) are not yet popular, and most countries do not plan to introduce them.







		The number of indications		
		IN PLACE	PLANNED	NOT PLANNED
	Remote work: all types of remote work	27	2	3
	Flexible working hours: employees can start and end work in a time slot instead of fixed working hours	26	0	6
	Working time accounts: systems which enable accumulating overtime to be used later as days off or during periods with lower workload	23	0	8
	A compressed workweek: employees shift their regular work hours to a lower number of working days	9	1	19
	A shortened workweek: fewer working hours in a week	8	1	19
	Billable working hours: total number of hours is set for a given period	8	0	21

Table 1. Q: Which well-being and work-life balance solutions are in place in the offices in your country? Flexible working arrangements

Child and dependent care

- Additional days off for child or senior care are the most common solutions to support employees caring for children and seniors.







		The number of indications		
		IN PLACE	PLANNED	NOT PLANNED
	Extra days off for child or senior care	24	0	4
	Child care subsidy – for nursery, kindergarten or baby club, or day care provider	12	0	14
	Kindergartens and nurseries organized by employer	11	0	17
	Option of bringing a child to work with you	7	0	18
	Parent-child room: a space where an employee can carry out work-related tasks and a child can play	5	0	21
	Senior care subsidy	4	1	22

Table 2. Q: Which well-being and work-life balance solutions are in place in the offices in your country? Child and dependent care

Activities that support physical health

- The most common activities in the area of employees' physical health focus on prevention and education.
- Public administrations in the surveyed countries often support physical activity by organising sports challenges and providing access to equipment, while less frequently they subsidize sports activities or rent sports facilities.








		The number of indications		
		IN PLACE	PLANNED	NOT PLANNED
	Organizing regular health check ups	19	0	9
	Educational programs/ workshops on healthy lifestyle and diet	19	0	8
	Organizing sports challenges	19	0	8
	Access to sports equipment at workplace / gym room	18	0	10
	Organizing onsite sports activities at workplace /activity breaks: short exercise sessions or stretching during working day	17	0	11
	Sports card or subsidizing sport and recreation activities	15	1	12
	Renting a sports facility for employees to use	8	0	17

Table 3. Q: Which well-being and work-life balance solutions are in place in the offices in your country? Activities that support physical health

Activities that support mental health

- Public administrations in the surveyed countries support employees' mental health mainly by organising workshops (e.g. on coping with stress).
- Psychological consultation is available in some countries but is not a standard in all countries surveyed.
- Online support and additional days off for mental health are less popular, and most countries have no plans to implement them.





		The number of indications		
		IN PLACE	PLANNED	NOT PLANNED
	Organizing workshops on coping with stress and relaxation techniques, building mental resilience etc.	24	1	5
	Psychologist's support: psychologist or therapist consultations (e.g. included in medical package)	17	0	11
	Mental support platforms for employees (online platforms offering consultations with psychologists, helplines, webinars)	10	1	19
	Extra days off for mental health - mental health days	3	1	23

Table 4. Q: Which well-being and work-life balance solutions are in place in the offices in your country? Activities that support mental health

Activities that support integration and organisational culture

- Team-building meetings for staff are the most common form of fostering bonds among employees.
- Public administrations are less likely to engage in long-term initiatives, such as creating employee communities and volunteer programs.




		The number of indications		
		IN PLACE	PLANNED	NOT PLANNED
	Team building meetings for staff: e.g. trips, festivals	21	0	8
	Creating employee communities (hobby groups, sports clubs etc.)	13	1	12
	Employee volunteer program: employer organizing volunteer program for employees outside their working hours or employer supporting employees' initiative in that area	10	1	12

Table 5. Q: Which well-being and work-life balance solutions are in place in the offices in your country? Activities that support integration and organisational culture

Welfare and financial support

- The surveyed administrations quite often provide cheaper meals to their employees.
- Some countries offer financial aid in the event of unforeseen circumstances.
- More advanced benefits are less common. Loans and extra insurance, as well as medical packages and cafeteria platforms, are available in few countries.










		The number of indications		
		IN PLACE	PLANNED	NOT PLANNED
	Cheaper meals for employees	17	0	13
	Employee disaster recovery relief: non-refundable financial aid offered by employer to employees experiencing difficulties	12	0	16
	Subsidizing employee's/ employee's family holidays	10	0	18
	Low interest housing loans	10	0	18
	Extra insurance offer (e.g. life insurance): employer acting as an intermediary between the insurance company to conclude insurance contracts	9	0	20
	Subsidizing tickets to culture events, e.g. cinema, theatre, concerts	9	1	18
	Low interest loans for other purposes than housing	8	0	21
	Medical package: employer acting as an intermediary between the medical company and employees to conclude medical package contracts	7	1	21
	Cafeteria platform – a website/app offering continuous access to vouchers from various companies and benefits employees can choose from	5	0	22

Table 6. Q: Which well-being and work-life balance solutions are in place in the offices in your country? Welfare and financial support

Commuting

- Public administrations support various forms of transport – most countries provide parking spaces as well as bicycle storage rooms and racks for office employees.
- Some countries offer cheaper commuting for public administration employees.
- Few survey participants have implemented the option to rent bicycles or scooters, and most do not plan to introduce such a measure.





		The number of indications		
		IN PLACE	PLANNED	NOT PLANNED
	Bike room or bike racks on the office grounds	25	0	6
	Parking spaces for employees	25	0	5
	Cheaper commuting	14	0	14
	Bikes/ scooters for office employees they can use to commute to the office	7	0	20

Table 7. Q: Which well-being and work-life balance solutions are in place in the offices in your country? Commuting

Work ergonomics and conditions

- Basic facilities such as canteens and break rooms are standard in public administration.
- Most countries provide above-standard working conditions – they ensure air quality, temperature control, and ergonomic workstations.
- Rooms for freshening up (e.g. showers, changing rooms) are available in most countries.
- Some countries provide quiet zones for focused work or rest.







		The number of indications		
		IN PLACE	PLANNED	NOT PLANNED
	Canteen for employees	28	0	3
	Social space/Break room: a place where employees can heat their lunch, have a meal or store food	25	0	4
	Providing comfortable (exceeding standard) working conditions - taking care of temperature and air quality (e.g. air purifiers or humidifiers, air conditioning)	25	2	4
	A room to freshen up e.g. shower, changing room	20	0	8
	Providing comfortable (exceeding standard) working conditions – taking care of the ergonomics of workstations	20	1	7
	A place for quiet work or relaxation (quiet zone)	15	0	12

Table 8. Q: Which well-being and work-life balance solutions are in place in the offices in your country? Work ergonomics and conditions

Rest and regeneration

- Long-term “sabbatical” leaves are relatively popular, which may result from their positive impact on burnout prevention and personal growth.
- Longer breaks during the day exist in some countries but are not a standard in public administration.
- Workplace naps (“power naps”) are extremely rare. The vast majority of countries do not plan to introduce such a measure.




		The number of indications		
		IN PLACE	PLANNED	NOT PLANNED
	Sabbatical leaves (long-term leaves for personal growth or rest)	19	1	9
	Long break during working day (e.g. 1h, 2 h)/Longer lunch breaks: allowing for rest and recuperation in the middle of the workday	15	0	14
	“Power nap” culture: short naps during the day	3	0	26

Table 9. Q: Which well-being and work-life balance solutions are in place in the offices in your country? Rest and regeneration

Other solutions

- In many countries, employees can propose their own initiatives, which may be implemented by the employer.
- Few countries allow employees to bring pets (e.g. a dog or a cat) to work, but most countries do not intend to introduce such a practice.



		The number of indications		
		IN PLACE	PLANNED	NOT PLANNED
	Employee initiatives: employees submit initiatives that are implemented by the employer	16	0	7
	Allowing pets in the workplace (e.g. dogs, cats)	3	0	21

Table 10. Q: Which well-being and work-life balance solutions are in place in the offices in your country? Other solutions

Respondents could provide solutions outside the predefined list. Solutions shared by the participants include:

- the possibility to grant paternity leave for 10 working days within 6 weeks of the child's birth,
- part-time work after maternity and parental leave,
- financial support for starting school and bringing up children,
- the right to disconnect (the right to be offline),
- Sustainable Mobility Allowance – a financial support scheme for employees to cover their home-to-work commutes, provided they use green transport (ex: bike, electric scooters).

II. How to introduce practices?

Most well-being (WB) and work-life balance (WLB) solutions in public administration are voluntary.

N observations = 721

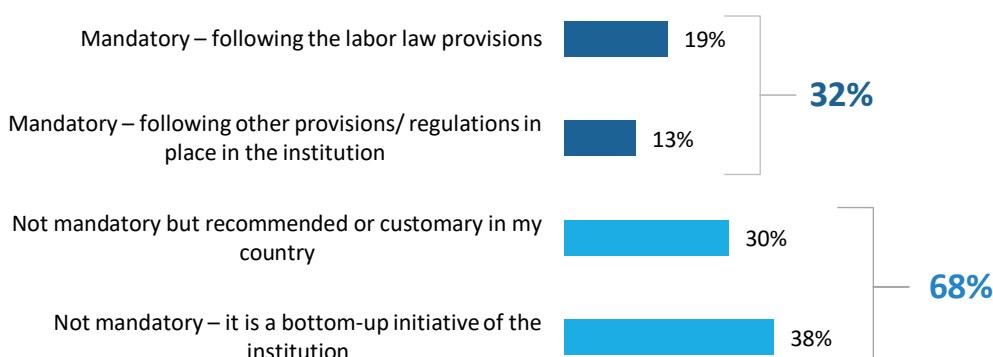


Chart 1. Are the solutions which are in place in your country mandatory?

In the table we have presented the practices, which in most cases are the result of legal regulations.









The mandatory solutions		N	%
	Senior care subsidy	4/4	100%
	Extra days off for child or senior care	20/24	83%
	Billable working hours: total number of hours is set for a given period	5/7	71%
	Organising regular health check ups	13/19	68%
	Sabbatical leaves (long-term leaves for personal growth or rest)	12/18	67%
	Working time accounts: systems which enable accumulating overtime to be used later	14/23	61%
	Providing comfortable (exceeding standard) working conditions – taking care of the ergonomics of workstations	12/20	60%
	Providing comfortable (exceeding standard) working conditions – taking care of temperature and air quality	13/25	52%

Table 11. Q: Are the solutions which are in place in your country mandatory? - The mandatory solutions

III. Scale of implementation of the solutions

One of the objectives of the study was to assess the scale of implementation of individual practices. The table presents a list of practices with high availability (combined percentage of responses 4 and 5 on a five-point scale) – **meaning that if they are present in a given country, they are usually implemented in many institutions.**











Solutions available in most institutions (number/percentage of countries indicating that the majority of institutions in the country have access to the solution)		N	%
	Senior care subsidy	4/4	100%
	Extra days off for child or senior care	21/24	88%
	Employee disaster recovery relief: non-refundable financial aid offered by employer to employees experiencing difficulties	10/12	83%
	Subsidizing employee's/ employee's family holidays	8/10	80%
	Flexible working hours: employees can start and end work in a time slot instead of fixed working hours	19/26	73%
	Remote work: all types of remote work	18/27	67%
	Child care subsidy – for nursery, kindergarten or baby club, or day care provider	8/12	67%
	Cheaper meals for employees	11/17	65%
	Sabbatical leaves (long-term leaves for personal growth or rest)	12/19	63%
	Billable working hours: total number of hours is set for a given period	5/8	63%

Table 12. Q: Approximately how many institutions have this solution in place? [1 –very few institutions, and 5 – (almost) all institutions]

Another indicator used to assess the scale of implementation is employee access – that is, how many employees in institutions, where the solutions are implemented, can actually benefit from them. The table presents a list of solutions that are the most accessible to employees.













Solutions with broad employee access (number/percentage of countries indicating that the majority of employees have access to the solution)		N	%
	Senior care subsidy	4/4	100%
	Extra days off for child or senior care	20/24	83%
	Child care subsidy – for nursery, kindergarten or baby club, or day care provider	9/12	75%
	Organising regular health check ups	14/19	74%
	Flexible working hours : employees can start and end work in a time slot instead of fixed working hours	19/26	73%
	Employee disaster recovery relief : non-refundable financial aid offered by employer to employees experiencing difficulties	8/12	67%
	Cheaper commuting	9/14	64%
	Parent-child room : a space where an employee can carry out work-related tasks and a child can play	3/5	60%
	Subsidizing employee's/ employee's family holidays	6/10	60%
	Low interest housing loans	6/10	60%
	Social space/Break room : a place where employees can heat their lunch, have a meal or store food	15/25	60%
	Cheaper meals for employees	10/17	59%

Table 13. Q: How many employees have access to this solution? [1 – few, and 5 – (almost) all]

The study also examined whether employees actually use of these solutions. As in previous questions, a 1 to 5 scale (from low to high popularity of a given solution) was used. The table presents a list of practices with the highest proportion of indications of 4 and 5.









Solutions that are popular among employees (number/percentage of countries indicating that the majority of employees use the solution)		N	%
	Organising regular health check ups	12/19	63%
	Flexible working hours: employees can start and end work in a time slot instead of fixed working hours	16/26	62%
	Extra days off for child or senior care	14/24	58%
	Providing comfortable (exceeding standard) working conditions – taking care of the ergonomics of workstations	9/20	45%
	Extra insurance offer	4/9	44%
	Parking spaces for employees	11/25	44%
	Working time accounts: systems which enable accumulating overtime to be used later as days off or during periods with lower workload	10/23	43%
	Cheaper commuting	6/14	43%

Table 14. Q: What is the effective usage rate of the solution among employees who have access to it? [1 – (almost) no one uses it, and 5 – (almost) everyone uses it]

We also identified practices that employees **rarely use despite their wide availability:**

- **parent-child room:** a space where an employee can carry out work-related tasks and the child can play (a room with a computer and phone, and also equipped with toys and a special place for the child),
- **option of bringing a child to work with you.**

IV. Effectiveness of solutions

Overall evaluation of WB and WLB solutions

The chart presents a subjective assessment of the quality of well-being (WB) and work-life balance (WLB) measures in public administration across countries participating in the EUPAN network, as well as observer countries.

N = 32; The graph shows the number of indications.
"Hard to say" responses are omitted.

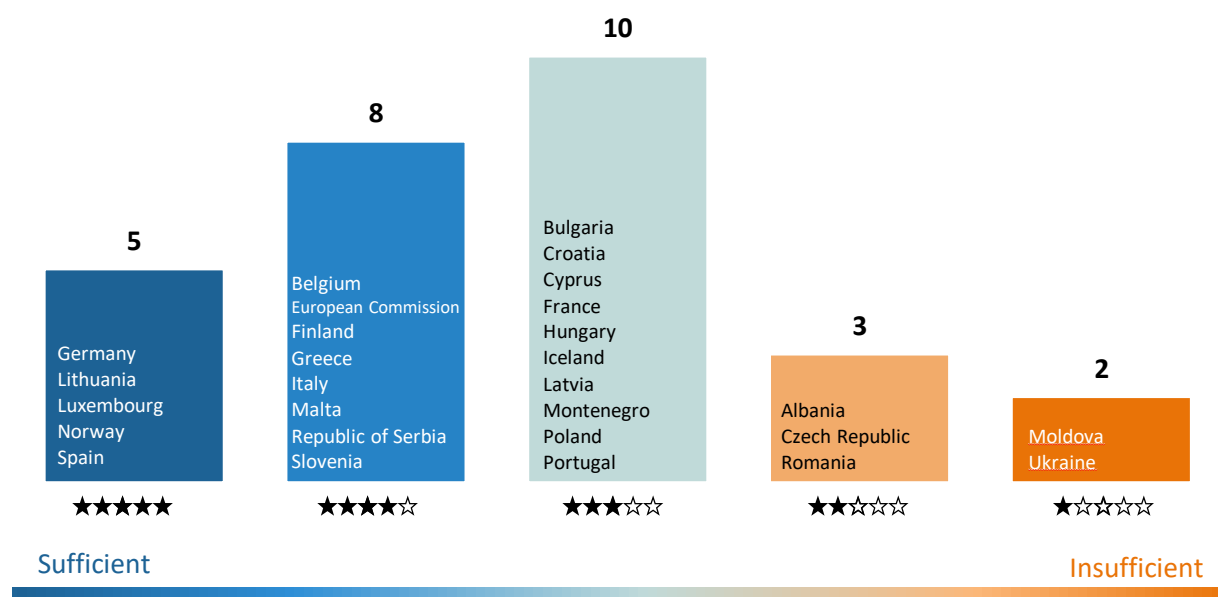


Chart 2. Q: What is your overall opinion about well-being and work-life balance solutions in place in offices in your country? (1-5)

In some countries, WB and WLB solutions effectively reduce absenteeism and employee turnover. A significant number of countries (12 each time) are unable to assess the impact of WB and WLB actions.

N = 32; The graph shows the number of indications.

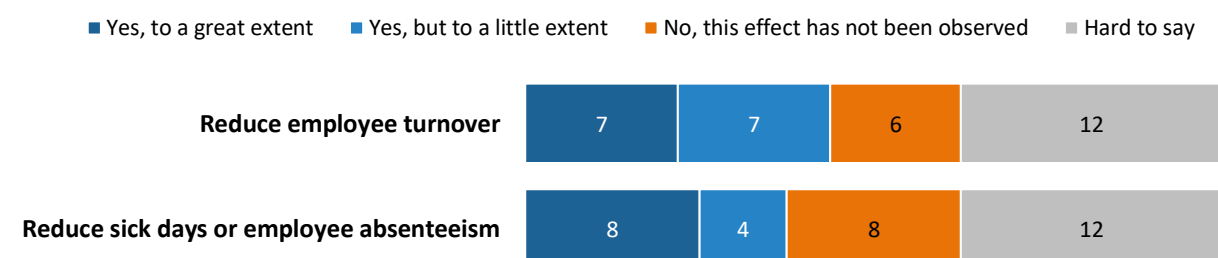


Chart 3. Q: Are the solutions used in your country helping to...?

- WB and WLB solutions **have clearly reduced employee turnover** in: Austria, Finland, France, Greece, Spain, Malta, and also in the European Commission.
- Countries that have observed moderately positive effects: Iceland, Norway, Germany, Slovenia, Montenegro, Serbia, and Cyprus.
- Countries that do not observe any improvement: Italy, Czech Republic, Hungary, Albania, Lithuania, and Bulgaria.

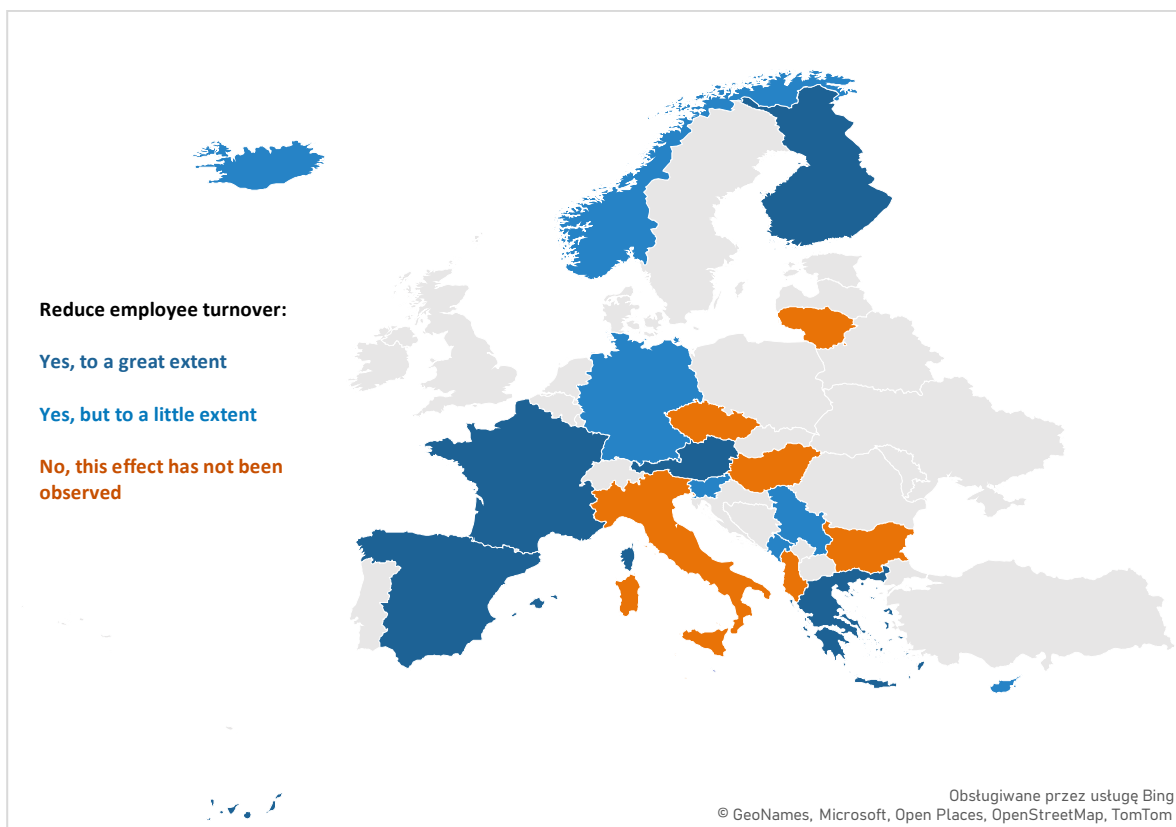


Chart 4. Are the solutions used in your country helping to reduce employee churn? (Map)

- Countries that observed a significant **decrease in employee absenteeism and sick leave** due to WB and WLB solutions: Finland, France, Germany, Lithuania, Malta , Slovenia, Spain and the European Commission.
- Countries that report slight improvement: Cyprus, Latvia, Montenegro, and Norway.
- Countries that did not observe any improvement: Albania, Belgium, Bulgaria, Greece, Hungary, Iceland, Italy and Serbia.

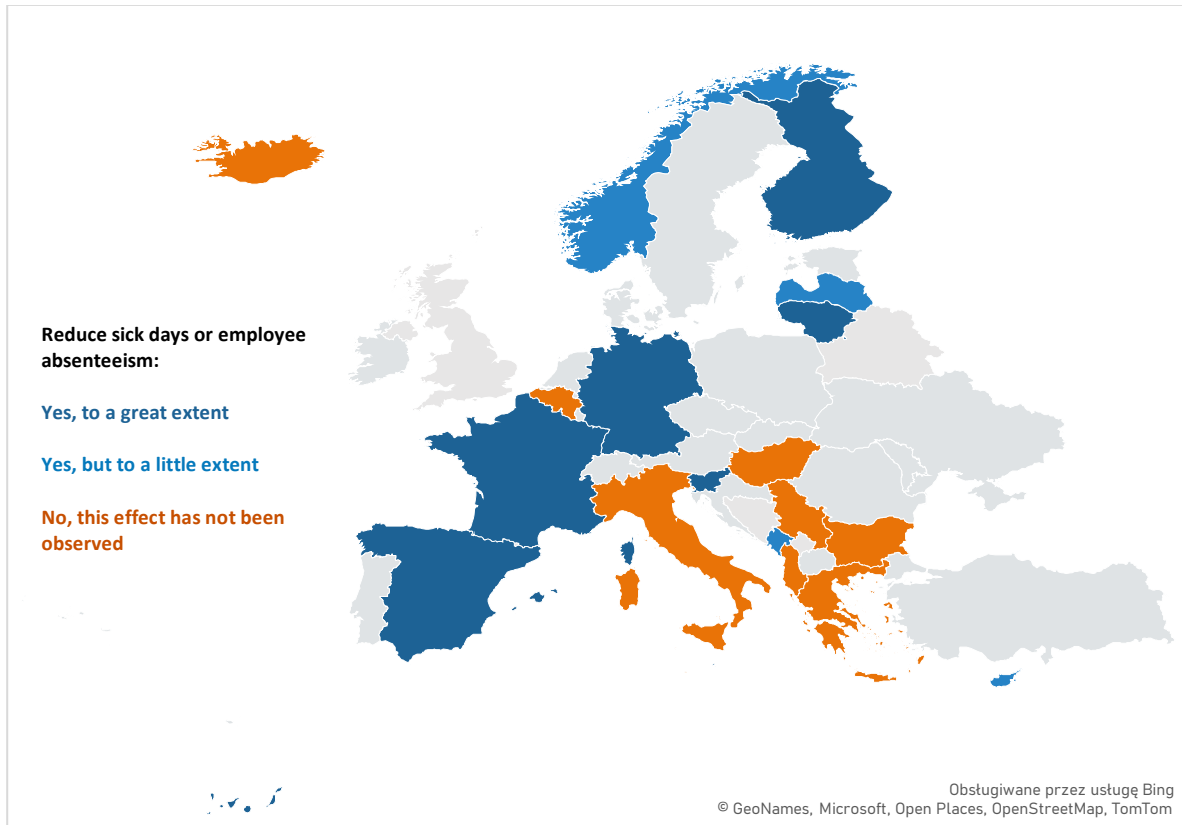


Chart 5. Are the solutions used in your country helping to reduce sick days or employee absenteeism? (Map)

Identification of the most effective solutions

The study enabled us to identify the most effective WB and WLB solutions in public administration across five key areas: improvement of physical health, positive impact on mental health, support in balancing professional and private life, improvement of workplace atmosphere, and impact on employee effectiveness. The table presents the solutions considered most effective by respondents (based on their own experience). Solutions in each column are arranged from the most frequently indicated.




























It makes a real contribution to improving the physical health of employees.	It makes a real contribution to improving the mental health of employees.	It really supports work life balance – it facilitates better organisation of professional and personal life	It has a favourable effect on atmosphere in workplace	It improves efficiency of employees
 Organising regular health check ups	 Organising workshops on coping with stress and relaxation techniques, building mental resilience etc.	 Remote work: all types of remote work	 Team building meetings for staff: e.g. trips, festivals	 Remote work: all types of remote work
 Flexible working hours: employees can start and end work in a time slot instead of fixed working hours	 Psychologist's support: psychologist or therapist consultations	 Flexible working hours: employees can start and end work in a time slot instead of fixed working hours	 Social space/Break room: a place where employees can heat their lunch, have a meal or store food	 Flexible working hours: employees can start and end work in a time slot instead of fixed working hours
 Organising onsite sports activities at workplace /activity breaks	 Flexible working hours: employees can start and end work in a time slot instead of fixed working hours	 Extra days off for child or senior care	 Canteen for employees	 Working time accounts: systems which enable accumulating overtime to be used later as days off or during periods with lower workload
 Providing comfortable (exceeding standard) working conditions – taking care of the ergonomics of workstations	 Remote work: all types of remote work	 A shortened workweek: fewer hours to work throughout the workweek, e.g. a four-day workweek, when employees work eight hours per day	 Flexible working hours: employees can start and end work in a time slot instead of fixed working hours	 Team building meetings for staff: e.g. trips, festivals
 Sports card or subsidizing sport and recreation activities	 Extra days off for child or senior care	 Working time accounts: systems which enable accumulating overtime to be used later as days off or during periods with lower workload	 Creating employee communities (hobby groups, sports clubs etc.)	 Providing comfortable (exceeding standard) working conditions - taking care of temperature and air quality
 Remote work: all types of remote work	 Team building meetings for staff: e.g. trips, festivals			

Table 15. Q: Indicate solutions which best apply to the statements below. You can name up to 5 solutions for each statement

- **Remote work and flexible working hours are the most universal and effective solutions**, positively influencing multiple areas – they improve efficiency, support both mental and physical health, and enable better work-life balance.
- Flexible working hours also have a positive impact on the workplace atmosphere.
- Ergonomic working conditions improve the physical health of employees.
- Psychological workshops, mental health support, additional leave for caregiving, and team-building meetings have a beneficial impact on mental health.
- Team-building meetings also positively influence the workplace atmosphere and employee's effectiveness.

Participants evaluated each solution implemented in their institutions in terms of whether it was meeting its objectives or, on the contrary, disappointing. Among all the responses collected, half were positive and only a marginal percentage were negative indications.

N observations = 724

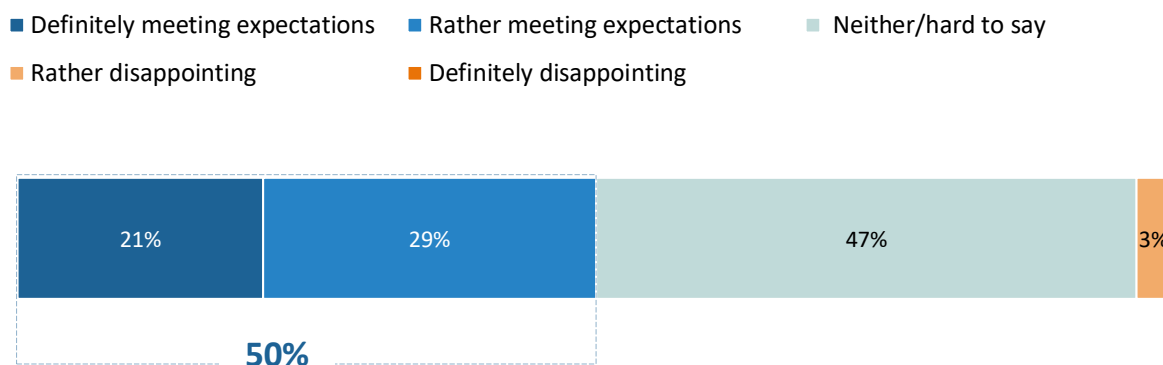


Chart 6. Q: Is the solution meeting expectations/ goals/ effective or disappointing?







Solutions that most often meet expectations		N	%
	Organising regular health check ups	16/24	84%
	Flexible working hours : employees can start and end work in a time slot instead of fixed working hours	21/24	81%
	Bike room or bike racks on the office grounds	20/25	80%
	Subsidizing employee's/ employee's family holidays	8/10	80%
	Senior care subsidy	3/4	75%
	Working time accounts : systems which enable accumulating overtime to be used later as days off or during periods with lower workload	17/23	74%

Table 16. Q: Is the solution meeting expectations/ goals/ effective or disappointing? Solutions that most often meet expectations

Another evaluation criterion was the extent to which a given practice meets employees' needs. Most WB and WLB solutions in public administration meet the needs of employees, while negative indications appeared sporadically.

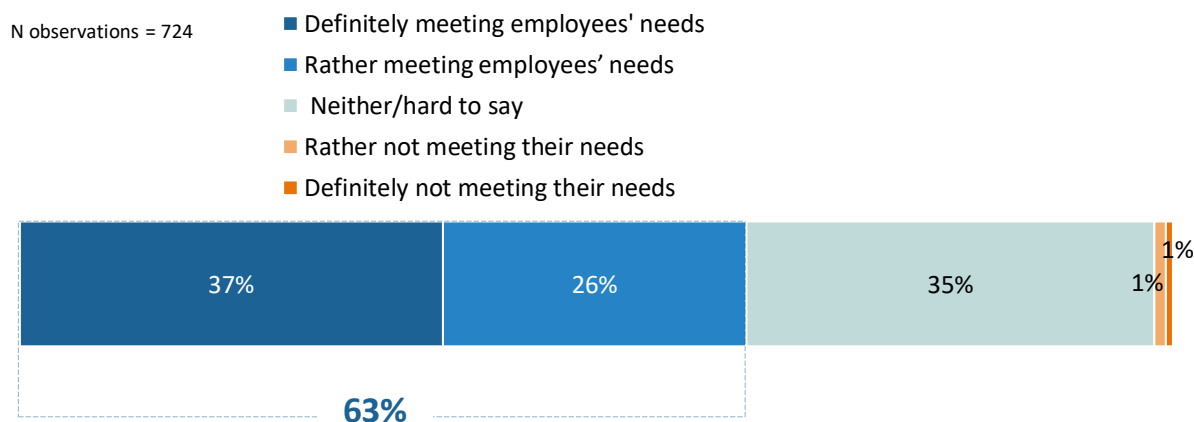


Chart 7. Q: Is the solution meeting employees' needs or not meeting their needs?






Solutions that most frequently meet employees' needs		N	%
	Remote work: all types of remote work	25/27	93%
	Organising regular health check ups	17/19	89%
	Extra days off for child or senior care	21/24	88%
	Providing comfortable (exceeding standard) working conditions – taking care of the ergonomics of workstations	16/20	80%
	Subsidizing employee's/ employee's family holidays	8/10	80%

Table 17. Q: Is the solution meeting employees' needs or not meeting their needs? Solutions that most frequently meet employees' needs

Recommendation level of the most and least popular practices

This section of the report shows whether the practices that are widely implemented are actually positively evaluated and recommended to other countries. For this purpose, we analysed the level of recommendation (NPS²) for well-being and work-life balance solutions that are most common in the public administrations of the countries that participated in the study.

The table presents the ten most frequently implemented solutions. They are ranked according to their level of recommendation.











Recommendation level of the most popular practices		PROMOTERS (9-10)	
		N	%
	Providing comfortable (exceeding standard) working conditions - taking care of temperature and air quality	22/25	88%
	Remote work : all types of remote work	21/27	78%
	Flexible working hours : employees can start and end work in a time slot instead of fixed working hours	20/26	77%
	Extra days off for child or senior care	18/24	75%
	Social space/Break room : a place where employees can heat their lunch, have a meal or store food	18/25	72%
	Organising workshops on coping with stress and relaxation techniques, building mental resilience etc.	16/24	67%
	Working time accounts : systems which enable accumulating overtime to be used later	15/23	65%
	Canteen for employees	18/28	64%
	Bike room or bike racks on the office grounds	15/25	60%
	Parking spaces for employees	11/25	44%

Table 18. Recommendation level of popular practices: Q: Which well-being and work-life balance solutions are in place in the offices in your country? VS Q: To what extent would you recommend this solution to other EU countries? Evaluate each solution on the scale of 0 - 10, where 0 means you do not recommend it at all, and 10 – you definitely recommend it.

- **Most popular solutions are recommended to other countries** – survey participants who have implemented these practices generally rate them very positively.
- **At the bottom of the ranking are parking spaces for employees**, which are recommended by less than half of the countries where such a solution is in place.

² Net Promoter Score – a method used in satisfaction research in which respondents are asked to what extent they would recommend a given product or service (in this study – a practice that has been implemented). Respondents rate on a scale from 0 to 10. According to the methodology, scores from 0 to 6 are considered negative (detractors), scores of 7 and 8 are neutral, and scores of 9 and 10 are positive (promoters). For the purposes of this study, a practice is considered recommended if it was rated 9 or 10. We compare the share of promoters.

The study also examined the least popular solutions, meaning those implemented in only a few countries. We assessed which of these practices are worth recommending.










Recommendation level of the least popular solutions		PROMOTERS (9-10)	
		N	%
	Senior care subsidy	4/4	100%
	Extra days off for mental health - mental health days	3/3	100%
	Medical package	4/7	57%
	Bikes/ scooters for office employees they can use to commute to the office	3/7	43%
	"Power nap" culture: short naps during the day	1/3	33%
	Option of bringing a child to work with you	2/7	29%
	Cafeteria platform	1/5	20%
	Parent-child room: a space where an employee can carry out work-related tasks and a child can play	1/5	20%
	Allowing pets in the workplace (e.g. dogs, cats)	0/3	0%

Table 19. Recommendation level of the least popular solutions: Q: Which well-being and work-life balance solutions are in place in the offices in your country? VS Q: To what extent would you recommend this solution to other EU countries? Evaluate each solution on the scale of 0 - 10, where 0 means you do not recommend it at all, and 10 – you definitely recommend it.

Some rarely implemented solutions **received a high level of recommendation** (9-10 on the NPS scale), suggesting that they may be worthy of wider adoption. These include:

- senior care subsidy,
- extra days off for mental health.

The low level of recommendations (low proportion of scores of 9 and 10 on the NPS scale) applies to the following solutions:

- allowing pets in the workplace (e.g. dogs, cats),
- parent-child room,
- option of bringing a child to work with you,
- short naps during the day.

Four-day workweek

Contemporary changes in the labour market and the growing importance of employee well-being are prompting organisations to explore new models of work time organisation – the four-day week is an example. It can be implemented in two ways:

- **Reducing the number of working hours per week**, e.g. 40 to 32 hours, which means working fewer hours per week for the same salary.
- **Compressing the work week**, which means keeping the same number of hours (e.g. 40) to be done in four days (more hours worked in one day, e.g. four days of 10 hours each).

The study covered both options. It turns out that **most countries do not plan to implement any of these solutions in the near future**. However, some survey participants already apply such solutions, allowing for their evaluation and comparison.



	 Shortened workweek	 Compressed workweek
	fewer working hours in a week, e.g. a four-day workweek, when employees work eight hours per day	employees shift their regular number of working hours to a lower number of working days
In place	8	9
Planned	1	1
Not planned	19	19
Meeting employees' needs	6/8 (75%)	4/9 (44%)
Promoters (ratings 9 and 10)	4/8 (50%)	3/9 (33%)
Detractors (ratings from 0 to 6)	0/9 (0%)	5/9 (56%)

Table 20. **Comparison of shortened workweek and compressed workweek:** Q: Which well-being and work-life balance solutions are in place in the offices in your country? / Q: Is the solution meeting employees' needs or not meeting their needs? / Q: To what extent would you recommend this solution to other EU countries? Evaluate each solution on the scale of 0 - 10, where 0 means you do not recommend it at all, and 10 – you definitely recommend it.

- **The shortened workweek is better rated:** it meets the needs of employees more often than the compressed workweek and does not arouse negative emotions.
- Survey participants who have introduced a compressed workweek generally do not recommend it to other countries.

Some countries **apply both solutions simultaneously**. These are:

- Belgium
- Finland
- Luxembourg
- Malta
- Slovakia
- Slovenia

Shortened workweek is in place in Greece and Portugal, while a compressed workweek is used in Austria, France, and Switzerland.

V. Green Administration

Another issue we included in the survey was how well WB and WLB solutions fit into the concept of Green Administration (GA), i.e. how well they address the needs of climate change or pollution.

In the countries surveyed, more than one-fifth of the practices implemented respond to the GA's objectives, but rather rarely were the solutions introduced with environmental needs in mind.

N observations = 724

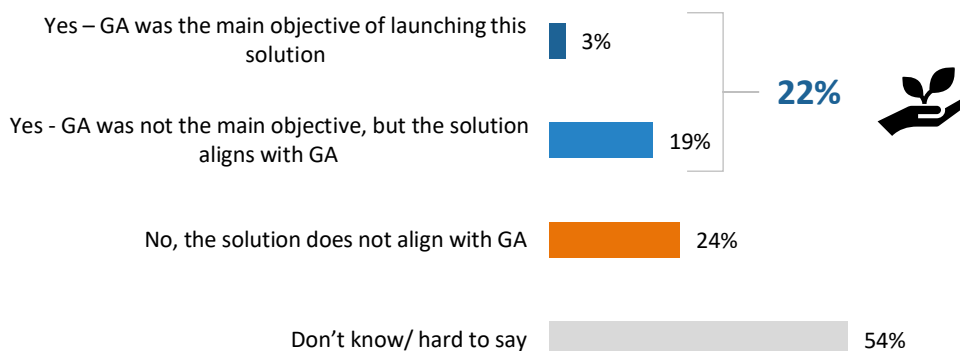


Chart 8. Q: Does the solution align with green administration (GA), namely, does it address the needs/ problems related to climate change, energy or sustainable growth?











The solution aligns with green administration (GA)		N	%
	Bikes/ scooters for office employees they can use to commute to the office	7/7	100%
	Bike room or bike racks on the office grounds	20/25	80%
	Remote work: all types of remote work	21/27	78%
	Cheaper commuting	9/14	64%
	Flexible working hours	15/26	58%
	A compressed workweek	5/9	56%

Table 21. Q: Does the solution align with green administration (GA), namely, does it address the needs/ problems related to climate change, energy or sustainable growth? The solution aligns with green administration (GA)


- The most environmentally friendly solutions **are related to transport**, including bicycles and scooters for employees, and parking/storage spaces for bicycles, which help to reduce CO₂ emissions.
- **Remote work and flexible working hours** also have a positive environmental impact, for example by reducing the need for daily commuting and helping to limit traffic congestion.
- **The compressed work week** is a less popular solution, but it aligns with the GA concept – it can reduce CO₂ emissions by reducing the number of days commuting to the office.


The main objective of introducing transport-related solutions was environmental protection.





 **Bike room or bike racks** on the office grounds
 **Cheaper commuting**
 **Bikes/scooters for office employees**, they can use to commute to the office

Solutions related to work organisation were not introduced with GA in mind, but they align with the concept.



 **Flexible working hours:** employees can start and end work in a time slot instead of fixed working hours

 **A compressed workweek:** employees shift their regular number of working hours to a lower number of working days


 **Remote work:** all types of remote work

In general, WB and WLB solutions do not have a bad impact on the environment, but in the survey, we identified two practices that may be undesirable:


- availability of parking spaces,
- taking care of air quality in the workplace (e.g. air conditioning, air purification).

N observations = 724


"Neither" responses are omitted.

Very good for environment  14%

Rather good for environment  15%

Rather bad for environment  2%

Very bad for environment  0,4%

 **Parking spaces for employees (11/25)**



Providing comfortable (exceeding standard) working conditions - **taking care of temperature and air quality (3/25)**

Chart 9. Q: Is the solution good or bad for environment?

VI. Cost assessment

One element of the evaluation of implemented practices was whether the solution is expensive or not to implement. One in four practices - out of all the evaluations collected - is expensive.

N observations = 724

“Neither” responses are omitted.

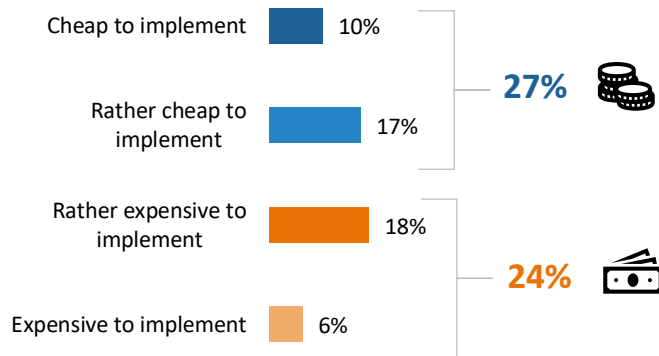


Chart 10. Q: Is the solution: cheap or expensive to implement?

- Some costly well-being and work-life balance practices are highly recommended by respondents - so they are worth considering investing in.
- Not all costly solutions are rated as valuable - especially investments in sports infrastructure did not receive high recommendations.
- The results may suggest that public administrations value activities related to direct employee support (e.g. financial assistance, insurance) more than infrastructural amenities.














Recommendation level of expensive practices		PROMOTERS 9 - 10		EXPENSIVE	
		N	%	N	%
	Senior care subsidy	4/4	100%	2/4	50%
	Employee disaster recovery relief: non-refundable financial aid offered by employer to employees experiencing difficulties	9/12	82%	5/12	42%
	Cheaper commuting	11/14	79%	6/14	43%
	Organising regular health check ups	14/19	74%	9/19	47%
	Extra insurance offer	6/9	67%	6/9	67%
	Canteen for employees	18/28	67%	12/28	43%
	Kindergartens and nurseries organised by employer	7/11	64%	5/11	45%
	Low interest housing loans	6/10	60%	5/10	50%
	Medical package	4/7	57%	3/7	43%
	Parking spaces for employees	11/25	44%	11/25	44%
	Bikes/ scooters for office employees they can use to commute to the office	3/7	43%	3/7	43%
	Access to sports equipment at workplace /gym room	1/5	20%	8/18	44%
	Renting a sports facility for employees to use	0/3	0%	4/8	50%

Table 22. **Recommendation level of expensive practices:** Q: Is the solution: cheap or expensive to implement? VS Q: To what extent would you recommend this solution to other EU countries? Evaluate each solution on the scale of 0 - 10, where 0 means you do not recommend it at all, and 10 – you definitely recommend it.

- Remote work and flexible working hours are low-cost and highly rated by countries, making them the most cost-effective solutions.
- Low-cost solutions that are rarely recommended:
 - organising sports challenges (e.g. step count),
 - creating employee communities (e.g. hobby groups).










Recommendation level of low-cost (cheap) practices		PROMOTERS 9 - 10		CHEAP	
		N	%	N	%
	Remote work: all types of remote work	21/27	78%	12/27	44%
	Flexible working hours: employees can start and end work in a time slot instead of fixed working hours	20/26	77%	18/26	69%
	Bike room or bike racks on the office grounds	15/25	63%	14/25	56%
	A shortened workweek: fewer working hours in a week	4/8	50%	4/8	50%
	"Power nap" culture: short naps during the day	1/3	33%	2/3	67%
	Organising sports challenges (e.g. step count)	5/19	26%	8/19	42%
	Creating employee communities (e.g. hobby groups)	3/13	25%	7/13	54%

Table 23. **Recommendation level of cheap practices:** Q: Is the solution: cheap or expensive to implement? VS Q: To what extent would you recommend this solution to other EU countries? Evaluate each solution on the scale of 0 - 10, where 0 means you do not recommend it at all, and 10 – you definitely recommend it.

VII. Activities of public institutions related to assessing employee needs

EUPAN members and observer countries **assess the needs of public administration employees in the area of well-being and work-life balance**, suggesting that WB and WLB are important aspects of professional life.

The most commonly used tools include:

- employee surveys,
- consulting trade union representatives,
- HR data analysis (e.g. absenteeism/turnover rates, performance reviews).

Countries rarely use reports on the quality of the work environment (e.g. ergonomics or stress levels).

N = 32

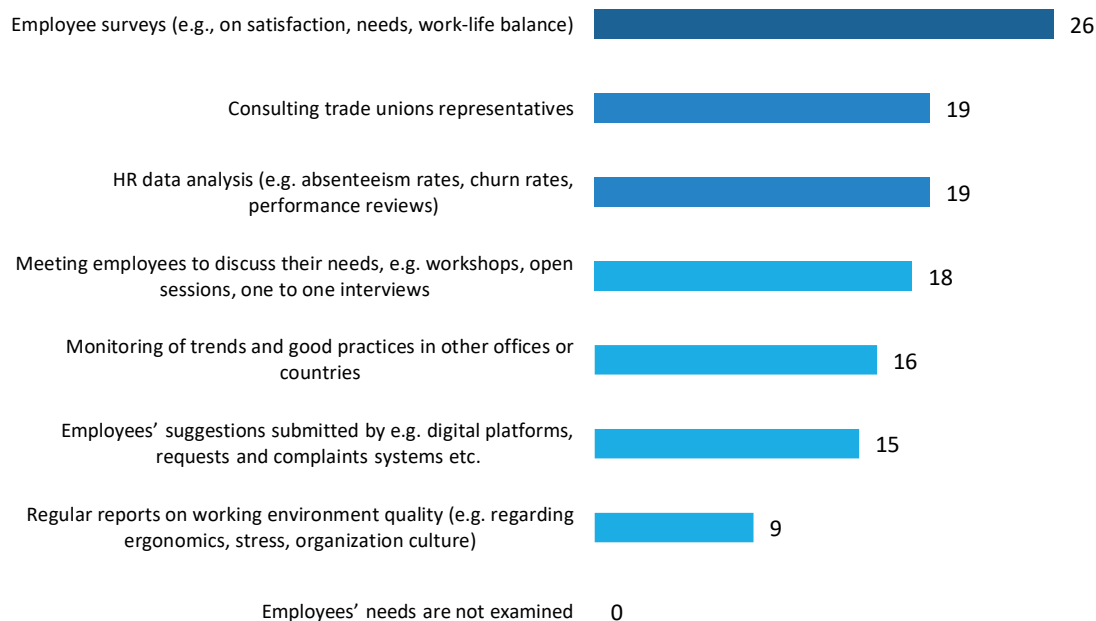


Chart 11. Q: How are well-being and work-life balance needs of employees examined in your country?

Not all countries monitor the effects of implemented solutions. Countries that examine the effectiveness of WB and WLB measures are primarily guided by subjective employee evaluations (surveys).

Countries less frequently use tools such as:

- comparing results before and after implementing solutions,
- cost-benefit analysis,
- collecting feedback from managers,
- benchmark studies/comparative studies, e.g. in relation to other offices/countries.

N = 32

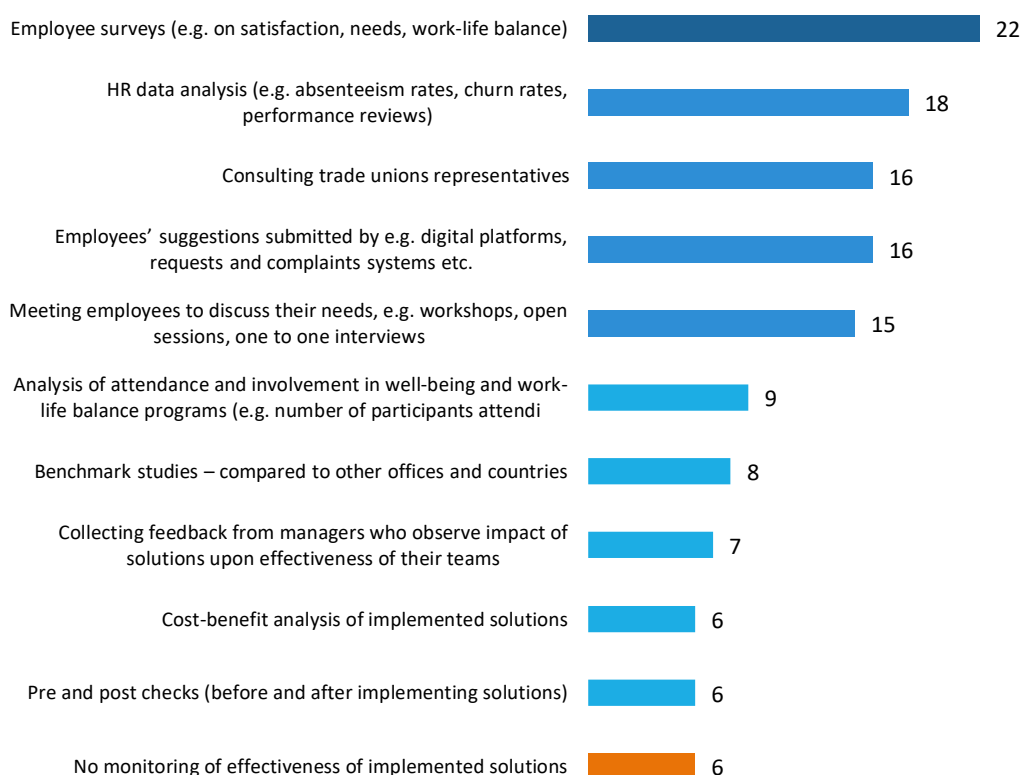


Chart 12. How is effectiveness of implemented well-being and work-life balance solutions monitored in your country?

ANNEX

OVERVIEW AND EVALUATION OF PRACTICES



POLAND25.EU

ANNEX: overview and evaluation of all practices

In the tables, we have included an evaluation of each practice that was included in the survey (Tables 1-50). In addition, we have included an evaluation of those practices that were optionally added by respondents (Tables 51-55).



1



Flexible working hours: employees can start and end work in a time slot instead of fixed working hours, e.g. starting work between 7:30 and 9:30 a.m. and finishing after 8 hours						In place: 26			
LEGAL STATUS			DURATION			PART OF THE GREEN ADMINISTRATION?			
Mandatory – following the labour law provisions	2		Less than a year	1		Yes – GA was the main objective of launching this solution			0
Mandatory – following other provisions/ regulations in place in the institution	9		1-5 years	8		Yes - GA was not the main objective, but the solution aligns with GA			15
Not mandatory but recommended or customary in my country	8		More than 5 years	16		No, the solution does not align with GA			3
Not mandatory – it is a bottom-up initiative of the institution	7		No information	1		Don't know/ hard to say			8
How many institutions have this solution in place?		How many employees have access to this solution?		What is the effective usage rate of the solution among employees who have access to it?		Are the costs of implementing the solution reasonable/ proportionate to the achieved benefits?			
FEW	MANY	FEW	MANY	FEW	MANY	NO	YES		
1	19	1	19	0	16	0	16		
Growing in popularity or losing popularity?		Meeting employees' needs or not meeting their needs?		Meeting expectations/ goals/ effective or disappointing?		Good or bad for environment?		Cheap or expensive to implement?	
LOSING	GROWING	NOT	YES	DISAPPOINTING	EFFECTIVE	BAD	GOOD	EXPENSIVE	CHEAP
0	20	0	22	0	21	0	15	0	18
To what extent would you recommend this solution to other EU countries? (scale 0-10)									
Detractors (0 to 6)			Passives (7 or 8)			Promoters (9 or 10)			
0			6			20			

2



A compressed workweek: employees shift their regular work hours to a lower number of working days, e.g. to a four-day period working ten hours instead of five days working eight hours						In place: 9			
LEGAL STATUS			DURATION			PART OF THE GREEN ADMINISTRATION?			
Mandatory – following the labour law provisions	0		Less than a year	1		Yes – GA was the main objective of launching this solution	0		
Mandatory – following other provisions/ regulations in place in the institution	0		1-5 years	2		Yes - GA was not the main objective, but the solution aligns with GA	5		
Not mandatory but recommended or customary in my country	4		More than 5 years	6		No, the solution does not align with GA	1		
Not mandatory – it is a bottom-up initiative of the institution	5		No information	0		Don't know/ hard to say	3		
How many institutions have this solution in place?		How many employees have access to this solution?		What is the effective usage rate of the solution among employees who have access to it?		Are the costs of implementing the solution reasonable/ proportionate to the achieved benefits?			
FEW	MANY	FEW	MANY	FEW	MANY	NO	YES		
3	2	4	1	4	0	0	1		
Growing in popularity or losing popularity?		Meeting employees' needs or not meeting their needs?		Meeting expectations/ goals/ effective or disappointing?		Good or bad for environment?		Cheap or expensive to implement?	
LOSING	GROWING	NOT	YES	DISAPPOINTING	EFFECTIVE	BAD	GOOD	EXPENSIVE	CHEAP
0	3	0	4	1	3	0	3	0	3
To what extent would you recommend this solution to other EU countries? (scale 0-10)									
Detractors (0 to 6)			Passives (7 or 8)			Promoters (9 or 10)			
5			1			3			

3



A shortened workweek: fewer working hours in a week, e.g. a four-day period working, when employees work eight hours						In place: 8			
LEGAL STATUS			DURATION			PART OF THE GREEN ADMINISTRATION?			
Mandatory – following the labour law provisions	1		Less than a year	0		Yes – GA was the main objective of launching this solution	0		
Mandatory – following other provisions/ regulations in place in the institution	1		1-5 years	1		Yes - GA was not the main objective, but the solution aligns with GA	2		
Not mandatory but recommended or customary in my country	3		More than 5 years	7		No, the solution does not align with GA	2		
Not mandatory – it is a bottom-up initiative of the institution	3		No information	0		Don't know/ hard to say	4		
How many institutions have this solution in place?		How many employees have access to this solution?		What is the effective usage rate of the solution among employees who have access to it?		Are the costs of implementing the solution reasonable/ proportionate to the achieved benefits?			
FEW	MANY	FEW	MANY	FEW	MANY	NO	YES		
1	2	2	2	1	0	0	2		
Growing in popularity or losing popularity?		Meeting employees' needs or not meeting their needs?		Meeting expectations/ goals/ effective or disappointing?		Good or bad for environment?		Cheap or expensive to implement?	
LOSING	GROWING	NOT	YES	DISAPPOINTING	EFFECTIVE	BAD	GOOD	EXPENSIVE	CHEAP
0	2	0	6	0	2	0	4	2	4
To what extent would you recommend this solution to other EU countries? (scale 0-10)									
Detractors (0 to 6)			Passives (7 or 8)			Promoters (9 or 10)			
0			3			4			

4



Billable working hours: total number of hours is set for a given period, e.g. whole year (annualized hours), and can be flexibly split based on employer's and employee's needs						In place: 8			
LEGAL STATUS			DURATION			PART OF THE GREEN ADMINISTRATION?			
Mandatory – following the labour law provisions	2		Less than a year	0		Yes – GA was the main objective of launching this solution	0		
Mandatory – following other provisions/ regulations in place in the institution	3		1-5 years	0		Yes - GA was not the main objective, but the solution aligns with GA	1		
Not mandatory but recommended or customary in my country	1		More than 5 years	8		No, the solution does not align with GA	2		
Not mandatory – it is a bottom-up initiative of the institution	1		No information	0		Don't know/ hard to say	5		
How many institutions have this solution in place?		How many employees have access to this solution?		What is the effective usage rate of the solution among employees who have access to it?		Are the costs of implementing the solution reasonable/ proportionate to the achieved benefits?			
FEW	MANY	FEW	MANY	FEW	MANY	NO	YES		
2	5	1	3	1	2	0	3		
Growing in popularity or losing popularity?		Meeting employees' needs or not meeting their needs?		Meeting expectations/ goals/ effective or disappointing?		Good or bad for environment?		Cheap or expensive to implement?	
LOSING	GROWING	NOT	YES	DISAPPOINTING	EFFECTIVE	BAD	GOOD	EXPENSIVE	CHEAP
0	1	0	5	0	3	0	3	0	3
To what extent would you recommend this solution to other EU countries? (scale 0-10)									
Detractors (0 to 6)			Passives (7 or 8)			Promoters (9 or 10)			
2			0			6			



Remote work: all types of remote work, e.g. at the request of an employee, for entitled persons – e.g. parents, caregivers of persons with disabilities, as well as hybrid remote work, where employees work partly in the office and partly remotely, e.g. at home						In place: 27			
LEGAL STATUS		DURATION		PART OF THE GREEN ADMINISTRATION?					
Mandatory – following the labour law provisions	6	Less than a year	0	Yes – GA was the main objective of launching this solution	0				
Mandatory – following other provisions/ regulations in place in the institution	4	1-5 years	14	Yes - GA was not the main objective, but the solution aligns with GA	21				
Not mandatory but recommended or customary in my country	13	More than 5 years	11	No, the solution does not align with GA	1				
Not mandatory – it is a bottom-up initiative of the institution	4	No information	2	Don't know/ hard to say	5				
How many institutions have this solution in place?		How many employees have access to this solution?		What is the effective usage rate of the solution among employees who have access to it?		Are the costs of implementing the solution reasonable/ proportionate to the achieved benefits?			
FEW	MANY	FEW	MANY	FEW	MANY	NO	YES		
3	18	0	13	1	11	0	17		
Growing in popularity or losing popularity?		Meeting employees' needs or not meeting their needs?		Meeting expectations/ goals/ effective or disappointing?		Good or bad for environment?		Cheap or expensive to implement?	
LOSING	GROWING	NOT	YES	DISAPPOINTING	EFFECTIVE	BAD	GOOD	EXPENSIVE	CHEAP
0	23	0	25	0	18	0	21	4	12
To what extent would you recommend this solution to other EU countries? (scale 0-10)									
Detractors (0 to 6)			Passives (7 or 8)			Promoters (9 or 10)			
1			5			21			


Working time accounts: systems which enable accumulating overtime to be used later as days off or during periods with lower workload
In place: 23

LEGAL STATUS				DURATION		PART OF THE GREEN ADMINISTRATION?			
Mandatory – following the labour law provisions	9			Less than a year	1		Yes – GA was the main objective of launching this solution	0	
Mandatory – following other provisions/ regulations in place in the institution	5			1-5 years	1		Yes - GA was not the main objective, but the solution aligns with GA	4	
Not mandatory but recommended or customary in my country	5			More than 5 years	21		No, the solution does not align with GA	6	
Not mandatory – it is a bottom-up initiative of the institution	4			No information	0		Don't know/ hard to say	13	
How many institutions have this solution in place?		How many employees have access to this solution?		What is the effective usage rate of the solution among employees who have access to it?		Are the costs of implementing the solution reasonable/ proportionate to the achieved benefits?			
FEW	MANY	FEW	MANY	FEW	MANY	NO	YES		
3	13	2	12	2	10	0	9		
Growing in popularity or losing popularity?		Meeting employees' needs or not meeting their needs?		Meeting expectations/ goals/ effective or disappointing?		Good or bad for environment?		Cheap or expensive to implement?	
LOSING	GROWING	NOT	YES	DISAPPOINTING	EFFECTIVE	BAD	GOOD	EXPENSIVE	CHEAP
0	10	0	16	1	17	0	5	1	9
To what extent would you recommend this solution to other EU countries? (scale 0-10)									
Detractors (0 to 6)			Passives (7 or 8)			Promoters (9 or 10)			
3			4			15			



Option of bringing a child to work with you						In place: 7			
LEGAL STATUS			DURATION			PART OF THE GREEN ADMINISTRATION?			
Mandatory – following the labour law provisions	1		Less than a year	0		Yes – GA was the main objective of launching this solution	0		
Mandatory – following other provisions/ regulations in place in the institution	0		1-5 years	2		Yes - GA was not the main objective, but the solution aligns with GA	1		
Not mandatory but recommended or customary in my country	2		More than 5 years	3		No, the solution does not align with GA	3		
Not mandatory – it is a bottom-up initiative of the institution	4		No information	2		Don't know/ hard to say	3		
How many institutions have this solution in place?		How many employees have access to this solution?		What is the effective usage rate of the solution among employees who have access to it?		Are the costs of implementing the solution reasonable/ proportionate to the achieved benefits?			
FEW	MANY	FEW	MANY	FEW	MANY	NO	YES		
1	3	0	3	4	0	0	4		
Growing in popularity or losing popularity?		Meeting employees' needs or not meeting their needs?		Meeting expectations/ goals/ effective or disappointing?		Good or bad for environment?		Cheap or expensive to implement?	
LOSING	GROWING	NOT	YES	DISAPPOINTING	EFFECTIVE	BAD	GOOD	EXPENSIVE	CHEAP
1	2	0	2	0	4	0	0	1	2
To what extent would you recommend this solution to other EU countries? (scale 0-10)									
Detractors (0 to 6)			Passives (7 or 8)			Promoters (9 or 10)			
3			2			2			



Parent-child room: a space where an employee can carry out work-related tasks (a room with a computer and phone, for example) and a child can play (a room with toys and a place for the child).

In place: 5

LEGAL STATUS				DURATION		PART OF THE GREEN ADMINISTRATION?			
Mandatory – following the labour law provisions	1			Less than a year	0		Yes – GA was the main objective of launching this solution	0	
Mandatory – following other provisions/ regulations in place in the institution	0			1-5 years	2		Yes - GA was not the main objective, but the solution aligns with GA	1	
Not mandatory but recommended or customary in my country	2			More than 5 years	3		No, the solution does not align with GA	3	
Not mandatory – it is a bottom-up initiative of the institution	2			No information	2		Don't know/ hard to say	2	
How many institutions have this solution in place?		How many employees have access to this solution?		What is the effective usage rate of the solution among employees who have access to it?		Are the costs of implementing the solution reasonable/ proportionate to the achieved benefits?			
FEW	MANY	FEW	MANY	FEW	MANY	NO	YES		
2	2	1	3	4	0	2	2		
Growing in popularity or losing popularity?		Meeting employees' needs or not meeting their needs?		Meeting expectations/ goals/ effective or disappointing?		Good or bad for environment?		Cheap or expensive to implement?	
LOSING	GROWING	NOT	YES	DISAPPOINTING	EFFECTIVE	BAD	GOOD	EXPENSIVE	CHEAP
1	2	0	4	0	3	0	1	2	1
To what extent would you recommend this solution to other EU countries? (scale 0-10)									
Detractors (0 to 6)			Passives (7 or 8)			Promoters (9 or 10)			
1			2			2			



Child care subsidy – for nursery, kindergarten or baby club, or day care provider						In place: 12			
LEGAL STATUS			DURATION			PART OF THE GREEN ADMINISTRATION?			
Mandatory – following the labour law provisions	6		Less than a year	0		Yes – GA was the main objective of launching this solution	0		
Mandatory – following other provisions/ regulations in place in the institution	0		1-5 years	2		Yes - GA was not the main objective, but the solution aligns with GA	1		
Not mandatory but recommended or customary in my country	4		More than 5 years	12		No, the solution does not align with GA	5		
Not mandatory – it is a bottom-up initiative of the institution	2		No information	0		Don't know/ hard to say	6		
How many institutions have this solution in place?		How many employees have access to this solution?		What is the effective usage rate of the solution among employees who have access to it?		Are the costs of implementing the solution reasonable/ proportionate to the achieved benefits?			
FEW	MANY	FEW	MANY	FEW	MANY	NO	YES		
2	8	0	9	0	5	0	6		
Growing in popularity or losing popularity?		Meeting employees' needs or not meeting their needs?		Meeting expectations/ goals/ effective or disappointing?		Good or bad for environment?		Cheap or expensive to implement?	
LOSING	GROWING	NOT	YES	DISAPPOINTING	EFFECTIVE	BAD	GOOD	EXPENSIVE	CHEAP
0	4	0	8	0	7	0	3	4	1
To what extent would you recommend this solution to other EU countries? (scale 0-10)									
Detractors (0 to 6)			Passives (7 or 8)			Promoters (9 or 10)			
1			1			10			



Kindergartens and nurseries organised by employer						In place: 11			
LEGAL STATUS			DURATION			PART OF THE GREEN ADMINISTRATION?			
Mandatory – following the labour law provisions	1		Less than a year	0		Yes – GA was the main objective of launching this solution	0		
Mandatory – following other provisions/ regulations in place in the institution	1		1-5 years	2		Yes - GA was not the main objective, but the solution aligns with GA	1		
Not mandatory but recommended or customary in my country	5		More than 5 years	6		No, the solution does not align with GA	3		
Not mandatory – it is a bottom-up initiative of the institution	4		No information	3		Don't know/ hard to say	7		
How many institutions have this solution in place?		How many employees have access to this solution?		What is the effective usage rate of the solution among employees who have access to it?		Are the costs of implementing the solution reasonable/ proportionate to the achieved benefits?			
FEW	MANY	FEW	MANY	FEW	MANY	NO	YES		
4	0	2	1	1	3	0	3		
Growing in popularity or losing popularity?		Meeting employees' needs or not meeting their needs?		Meeting expectations/ goals/ effective or disappointing?		Good or bad for environment?		Cheap or expensive to implement?	
LOSING	GROWING	NOT	YES	DISAPPOINTING	EFFECTIVE	BAD	GOOD	EXPENSIVE	CHEAP
0	6	0	8	0	7	0	3	5	0
To what extent would you recommend this solution to other EU countries? (scale 0-10)									
Detractors (0 to 6)			Passives (7 or 8)			Promoters (9 or 10)			
1			3			7			



Senior care subsidy						In place: 4			
LEGAL STATUS			DURATION			PART OF THE GREEN ADMINISTRATION?			
Mandatory – following the labour law provisions	3		Less than a year	0		Yes – GA was the main objective of launching this solution	0		
Mandatory – following other provisions/ regulations in place in the institution	1		1-5 years	1		Yes - GA was not the main objective, but the solution aligns with GA	1		
Not mandatory but recommended or customary in my country	0		More than 5 years	3		No, the solution does not align with GA	2		
Not mandatory – it is a bottom-up initiative of the institution	0		No information	0		Don't know/ hard to say	1		
How many institutions have this solution in place?		How many employees have access to this solution?		What is the effective usage rate of the solution among employees who have access to it?		Are the costs of implementing the solution reasonable/ proportionate to the achieved benefits?			
FEW	MANY	FEW	MANY	FEW	MANY	NO	YES		
0	4	0	4	0	1	0	3		
Growing in popularity or losing popularity?		Meeting employees' needs or not meeting their needs?		Meeting expectations/ goals/ effective or disappointing?		Good or bad for environment?		Cheap or expensive to implement?	
LOSING	GROWING	NOT	YES	DISAPPOINTING	EFFECTIVE	BAD	GOOD	EXPENSIVE	CHEAP
0	3	0	3	0	3	0	1	2	0
To what extent would you recommend this solution to other EU countries? (scale 0-10)									
Detractors (0 to 6)			Passives (7 or 8)			Promoters (9 or 10)			
0			0			4			



Extra days off for child or senior care						In place: 24			
LEGAL STATUS			DURATION			PART OF THE GREEN ADMINISTRATION?			
Mandatory – following the labour law provisions	16		Less than a year	0		Yes – GA was the main objective of launching this solution	0		
Mandatory – following other provisions/ regulations in place in the institution	4		1-5 years	4		Yes - GA was not the main objective, but the solution aligns with GA	2		
Not mandatory but recommended or customary in my country	4		More than 5 years	19		No, the solution does not align with GA	7		
Not mandatory – it is a bottom-up initiative of the institution	0		No information	1		Don't know/ hard to say	15		
How many institutions have this solution in place?		How many employees have access to this solution?		What is the effective usage rate of the solution among employees who have access to it?		Are the costs of implementing the solution reasonable/ proportionate to the achieved benefits?			
FEW	MANY	FEW	MANY	FEW	MANY	NO	YES		
1	21	0	20	0	14	0	12		
Growing in popularity or losing popularity?		Meeting employees' needs or not meeting their needs?		Meeting expectations/ goals/ effective or disappointing?		Good or bad for environment?		Cheap or expensive to implement?	
LOSING	GROWING	NOT	YES	DISAPPOINTING	EFFECTIVE	BAD	GOOD	EXPENSIVE	CHEAP
0	12	0	21	0	14	0	4	4	4
To what extent would you recommend this solution to other EU countries? (scale 0-10)									
Detractors (0 to 6)			Passives (7 or 8)			Promoters (9 or 10)			
1			5			18			



Organising regular health check ups						In place: 19			
LEGAL STATUS			DURATION			PART OF THE GREEN ADMINISTRATION?			
Mandatory – following the labour law provisions	10		Less than a year	0		Yes – GA was the main objective of launching this solution	0		
Mandatory – following other provisions/ regulations in place in the institution	3		1-5 years	0		Yes - GA was not the main objective, but the solution aligns with GA	2		
Not mandatory but recommended or customary in my country	3		More than 5 years	18		No, the solution does not align with GA	4		
Not mandatory – it is a bottom-up initiative of the institution	3		No information	1		Don't know/ hard to say	13		
How many institutions have this solution in place?		How many employees have access to this solution?		What is the effective usage rate of the solution among employees who have access to it?		Are the costs of implementing the solution reasonable/ proportionate to the achieved benefits?			
FEW	MANY	FEW	MANY	FEW	MANY	NO	YES		
3	11	1	14	0	12	0	8		
Growing in popularity or losing popularity?		Meeting employees' needs or not meeting their needs?		Meeting expectations/ goals/ effective or disappointing?		Good or bad for environment?		Cheap or expensive to implement?	
LOSING	GROWING	NOT	YES	DISAPPOINTING	EFFECTIVE	BAD	GOOD	EXPENSIVE	CHEAP
0	9	0	17	0	16	0	5	9	2
To what extent would you recommend this solution to other EU countries? (scale 0-10)									
Detractors (0 to 6)			Passives (7 or 8)			Promoters (9 or 10)			
3			2			14			



Educational programs/ workshops on healthy lifestyle and diet						In place: 19			
LEGAL STATUS			DURATION			PART OF THE GREEN ADMINISTRATION?			
Mandatory – following the labour law provisions	2		Less than a year	0		Yes – GA was the main objective of launching this solution	0		
Mandatory – following other provisions/ regulations in place in the institution	3		1-5 years	2		Yes - GA was not the main objective, but the solution aligns with GA	4		
Not mandatory but recommended or customary in my country	7		More than 5 years	14		No, the solution does not align with GA	3		
Not mandatory – it is a bottom-up initiative of the institution	7		No information	3		Don't know/ hard to say	12		
How many institutions have this solution in place?		How many employees have access to this solution?		What is the effective usage rate of the solution among employees who have access to it?		Are the costs of implementing the solution reasonable/ proportionate to the achieved benefits?			
FEW	MANY	FEW	MANY	FEW	MANY	NO	YES		
2	7	1	8	1	1	1	6		
Growing in popularity or losing popularity?		Meeting employees' needs or not meeting their needs?		Meeting expectations/ goals/ effective or disappointing?		Good or bad for environment?		Cheap or expensive to implement?	
LOSING	GROWING	NOT	YES	DISAPPOINTING	EFFECTIVE	BAD	GOOD	EXPENSIVE	CHEAP
0	11	0	12	0	6	0	9	4	6
To what extent would you recommend this solution to other EU countries? (scale 0-10)									
Detractors (0 to 6)			Passives (7 or 8)			Promoters (9 or 10)			
3			7			9			



Organising onsite sports activities at workplace (e.g. yoga)/activity breaks: short exercise sessions or stretching during working day						In place: 17			
LEGAL STATUS			DURATION			PART OF THE GREEN ADMINISTRATION?			
Mandatory – following the labour law provisions	0		Less than a year	1		Yes – GA was the main objective of launching this solution	0		
Mandatory – following other provisions/ regulations in place in the institution	1		1-5 years	1		Yes - GA was not the main objective, but the solution aligns with GA	4		
Not mandatory but recommended or customary in my country	7		More than 5 years	12		No, the solution does not align with GA	5		
Not mandatory – it is a bottom-up initiative of the institution	9		No information	3		Don't know/ hard to say	8		
How many institutions have this solution in place?		How many employees have access to this solution?		What is the effective usage rate of the solution among employees who have access to it?		Are the costs of implementing the solution reasonable/ proportionate to the achieved benefits?			
FEW	MANY	FEW	MANY	FEW	MANY	NO	YES		
5	4	4	7	3	3	2	5		
Growing in popularity or losing popularity?		Meeting employees' needs or not meeting their needs?		Meeting expectations/ goals/ effective or disappointing?		Good or bad for environment?		Cheap or expensive to implement?	
LOSING	GROWING	NOT	YES	DISAPPOINTING	EFFECTIVE	BAD	GOOD	EXPENSIVE	CHEAP
0	11	1	10	0	7	0	9	2	6
To what extent would you recommend this solution to other EU countries? (scale 0-10)									
Detractors (0 to 6)			Passives (7 or 8)			Promoters (9 or 10)			
7			3			7			

16



Access to sports equipment at workplace (e.g. treadmill, table tennis)/ gym room						In place: 18			
LEGAL STATUS			DURATION			PART OF THE GREEN ADMINISTRATION?			
Mandatory – following the labour law provisions	0		Less than a year	0		Yes – GA was the main objective of launching this solution	0		
Mandatory – following other provisions/ regulations in place in the institution	2		1-5 years	1		Yes - GA was not the main objective, but the solution aligns with GA	3		
Not mandatory but recommended or customary in my country	4		More than 5 years	14		No, the solution does not align with GA	4		
Not mandatory – it is a bottom-up initiative of the institution	12		No information	3		Don't know/ hard to say	11		
How many institutions have this solution in place?		How many employees have access to this solution?		What is the effective usage rate of the solution among employees who have access to it?		Are the costs of implementing the solution reasonable/ proportionate to the achieved benefits?			
FEW	MANY	FEW	MANY	FEW	MANY	NO	YES		
6	4	4	5	4	1	2	2		
Growing in popularity or losing popularity?		Meeting employees' needs or not meeting their needs?		Meeting expectations/ goals/ effective or disappointing?		Good or bad for environment?		Cheap or expensive to implement?	
LOSING	GROWING	NOT	YES	DISAPPOINTING	EFFECTIVE	BAD	GOOD	EXPENSIVE	CHEAP
0	4	1	9	0	6	0	5	8	2
To what extent would you recommend this solution to other EU countries? (scale 0-10)									
Detractors (0 to 6)			Passives (7 or 8)			Promoters (9 or 10)			
10			4			3			

17



Renting a sports facility for employees to use						In place: 8			
LEGAL STATUS			DURATION			PART OF THE GREEN ADMINISTRATION?			
Mandatory – following the labour law provisions	0		Less than a year	0		Yes – GA was the main objective of launching this solution	0		
Mandatory – following other provisions/ regulations in place in the institution	1		1-5 years	1		Yes - GA was not the main objective, but the solution aligns with GA	1		
Not mandatory but recommended or customary in my country	2		More than 5 years	5		No, the solution does not align with GA	2		
Not mandatory – it is a bottom-up initiative of the institution	5		No information	2		Don't know/ hard to say	5		
How many institutions have this solution in place?		How many employees have access to this solution?		What is the effective usage rate of the solution among employees who have access to it?		Are the costs of implementing the solution reasonable/ proportionate to the achieved benefits?			
FEW	MANY	FEW	MANY	FEW	MANY	NO	YES		
4	1	2	3	4	0	1	1		
Growing in popularity or losing popularity?		Meeting employees' needs or not meeting their needs?		Meeting expectations/ goals/ effective or disappointing?		Good or bad for environment?		Cheap or expensive to implement?	
LOSING	GROWING	NOT	YES	DISAPPOINTING	EFFECTIVE	BAD	GOOD	EXPENSIVE	CHEAP
0	2	0	4	0	3	0	2	4	0
To what extent would you recommend this solution to other EU countries? (scale 0-10)									
Detractors (0 to 6)			Passives (7 or 8)			Promoters (9 or 10)			
7			1			0			



Organising sports challenges (e.g. step count)						In place: 19			
LEGAL STATUS		DURATION		PART OF THE GREEN ADMINISTRATION?					
Mandatory – following the labour law provisions	0	Less than a year	0	Yes – GA was the main objective of launching this solution		1			
Mandatory – following other provisions/ regulations in place in the institution	1	1-5 years	3	Yes - GA was not the main objective, but the solution aligns with GA		3			
Not mandatory but recommended or customary in my country	4	More than 5 years	14	No, the solution does not align with GA		4			
Not mandatory – it is a bottom-up initiative of the institution	14	No information	2	Don't know/ hard to say		11			
How many institutions have this solution in place?		How many employees have access to this solution?		What is the effective usage rate of the solution among employees who have access to it?		Are the costs of implementing the solution reasonable/ proportionate to the achieved benefits?			
FEW	MANY	FEW	MANY	FEW	MANY	NO	YES		
3	4	2	7	2	1	2	3		
Growing in popularity or losing popularity?		Meeting employees' needs or not meeting their needs?		Meeting expectations/ goals/ effective or disappointing?		Good or bad for environment?		Cheap or expensive to implement?	
LOSING	GROWING	NOT	YES	DISAPPOINTING	EFFECTIVE	BAD	GOOD	EXPENSIVE	CHEAP
1	7	1	6	1	4	0	5	0	8
To what extent would you recommend this solution to other EU countries? (scale 0-10)									
Detractors (0 to 6)				Passives (7 or 8)			Promoters (9 or 10)		
6				8			5		



Sports card or subsidizing sport and recreation activities						In place: 15			
LEGAL STATUS			DURATION			PART OF THE GREEN ADMINISTRATION?			
Mandatory – following the labour law provisions	0		Less than a year	0		Yes – GA was the main objective of launching this solution	0		
Mandatory – following other provisions/ regulations in place in the institution	1		1-5 years	1		Yes - GA was not the main objective, but the solution aligns with GA	1		
Not mandatory but recommended or customary in my country	6		More than 5 years	10		No, the solution does not align with GA	2		
Not mandatory – it is a bottom-up initiative of the institution	8		No information	4		Don't know/ hard to say	12		
How many institutions have this solution in place?		How many employees have access to this solution?		What is the effective usage rate of the solution among employees who have access to it?		Are the costs of implementing the solution reasonable/ proportionate to the achieved benefits?			
FEW	MANY	FEW	MANY	FEW	MANY	NO	YES		
3	4	0	6	1	1	0	4		
Growing in popularity or losing popularity?		Meeting employees' needs or not meeting their needs?		Meeting expectations/ goals/ effective or disappointing?		Good or bad for environment?		Cheap or expensive to implement?	
LOSING	GROWING	NOT	YES	DISAPPOINTING	EFFECTIVE	BAD	GOOD	EXPENSIVE	CHEAP
0	6	0	10	0	7	1	3	5	1
To what extent would you recommend this solution to other EU countries? (scale 0-10)									
Detractors (0 to 6)				Passives (7 or 8)			Promoters (9 or 10)		
5				5			4		



Organising workshops on coping with stress and relaxation techniques, building mental resilience etc.						In place: 24			
LEGAL STATUS			DURATION			PART OF THE GREEN ADMINISTRATION?			
Mandatory – following the labour law provisions	2		Less than a year	0		Yes – GA was the main objective of launching this solution	0		
Mandatory – following other provisions/ regulations in place in the institution	1		1-5 years	2		Yes - GA was not the main objective, but the solution aligns with GA	2		
Not mandatory but recommended or customary in my country	11		More than 5 years	19		No, the solution does not align with GA	5		
Not mandatory – it is a bottom-up initiative of the institution	10		No information	3		Don't know/ hard to say	17		
How many institutions have this solution in place?		How many employees have access to this solution?		What is the effective usage rate of the solution among employees who have access to it?		Are the costs of implementing the solution reasonable/ proportionate to the achieved benefits?			
FEW	MANY	FEW	MANY	FEW	MANY	NO	YES		
4	10	1	13	1	4	0	10		
Growing in popularity or losing popularity?		Meeting employees' needs or not meeting their needs?		Meeting expectations/ goals/ effective or disappointing?		Good or bad for environment?		Cheap or expensive to implement?	
LOSING	GROWING	NOT	YES	DISAPPOINTING	EFFECTIVE	BAD	GOOD	EXPENSIVE	CHEAP
0	17	1	17	0	14	0	7	7	9
To what extent would you recommend this solution to other EU countries? (scale 0-10)									
Detractors (0 to 6)			Passives (7 or 8)				Promoters (9 or 10)		
2			6				16		



Psychologist's support: psychologist or therapist consultations (e.g. included in medical package)						In place: 17			
LEGAL STATUS			DURATION			PART OF THE GREEN ADMINISTRATION?			
Mandatory – following the labour law provisions	0		Less than a year	0		Yes – GA was the main objective of launching this solution	0		
Mandatory – following other provisions/ regulations in place in the institution	5		1-5 years	1		Yes - GA was not the main objective, but the solution aligns with GA	2		
Not mandatory but recommended or customary in my country	4		More than 5 years	12		No, the solution does not align with GA	4		
Not mandatory – it is a bottom-up initiative of the institution	8		No information	4		Don't know/ hard to say	11		
How many institutions have this solution in place?		How many employees have access to this solution?		What is the effective usage rate of the solution among employees who have access to it?		Are the costs of implementing the solution reasonable/ proportionate to the achieved benefits?			
FEW	MANY	FEW	MANY	FEW	MANY	NO	YES		
7	6	2	8	3	1	0	3		
Growing in popularity or losing popularity?		Meeting employees' needs or not meeting their needs?		Meeting expectations/ goals/ effective or disappointing?		Good or bad for environment?		Cheap or expensive to implement?	
LOSING	GROWING	NOT	YES	DISAPPOINTING	EFFECTIVE	BAD	GOOD	EXPENSIVE	CHEAP
0	11	1	10	1	6	0	3	6	3
To what extent would you recommend this solution to other EU countries? (scale 0-10)									
Detractors (0 to 6)			Passives (7 or 8)			Promoters (9 or 10)			
1			5			10			



Extra days off for mental health - mental health days						In place: 3			
LEGAL STATUS			DURATION			PART OF THE GREEN ADMINISTRATION?			
Mandatory – following the labour law provisions	0		Less than a year	0		Yes – GA was the main objective of launching this solution	0		
Mandatory – following other provisions/ regulations in place in the institution	0		1-5 years	2		Yes - GA was not the main objective, but the solution aligns with GA	0		
Not mandatory but recommended or customary in my country	2		More than 5 years	1		No, the solution does not align with GA	1		
Not mandatory – it is a bottom-up initiative of the institution	1		No information	0		Don't know/ hard to say	2		
How many institutions have this solution in place?		How many employees have access to this solution?		What is the effective usage rate of the solution among employees who have access to it?		Are the costs of implementing the solution reasonable/ proportionate to the achieved benefits?			
FEW	MANY	FEW	MANY	FEW	MANY	NO	YES		
1	0	1	0	1	0	0	1		
Growing in popularity or losing popularity?		Meeting employees' needs or not meeting their needs?		Meeting expectations/ goals/ effective or disappointing?		Good or bad for environment?		Cheap or expensive to implement?	
LOSING	GROWING	NOT	YES	DISAPPOINTING	EFFECTIVE	BAD	GOOD	EXPENSIVE	CHEAP
0	2	0	2	0	2	0	0	1	0
To what extent would you recommend this solution to other EU countries? (scale 0-10)									
Detractors (0 to 6)				Passives (7 or 8)			Promoters (9 or 10)		
0				0			3		


Mental support platforms for employees (online platforms offering consultations with psychologists, helplines, webinars)
In place: 10

LEGAL STATUS				DURATION		PART OF THE GREEN ADMINISTRATION?			
Mandatory – following the labour law provisions	0		Less than a year	0		Yes – GA was the main objective of launching this solution	0		
Mandatory – following other provisions/ regulations in place in the institution	0		1-5 years	3		Yes - GA was not the main objective, but the solution aligns with GA	0		
Not mandatory but recommended or customary in my country	2		More than 5 years	3		No, the solution does not align with GA	3		
Not mandatory – it is a bottom-up initiative of the institution	8		No information	4		Don't know/ hard to say	7		

How many institutions have this solution in place?		How many employees have access to this solution?		What is the effective usage rate of the solution among employees who have access to it?		Are the costs of implementing the solution reasonable/ proportionate to the achieved benefits?	
FEW	MANY	FEW	MANY	FEW	MANY	NO	YES
3	3	0	5	1	2	0	1

Growing in popularity or losing popularity?		Meeting employees' needs or not meeting their needs?		Meeting expectations/ goals/ effective or disappointing?		Good or bad for environment?		Cheap or expensive to implement?	
LOSING	GROWING	NOT	YES	DISAPPOINTING	EFFECTIVE	BAD	GOOD	EXPENSIVE	CHEAP
0	5	0	5	0	4	0	3	1	4

To what extent would you recommend this solution to other EU countries? (scale 0-10)

Detractors (0 to 6)	Passives (7 or 8)	Promoters (9 or 10)
1	5	4



Team building meetings for staff: e.g. trips, festivals						In place: 21			
LEGAL STATUS		DURATION		PART OF THE GREEN ADMINISTRATION?					
Mandatory – following the labour law provisions	0	Less than a year	1	Yes – GA was the main objective of launching this solution	0				
Mandatory – following other provisions/ regulations in place in the institution	1	1-5 years	1	Yes - GA was not the main objective, but the solution aligns with GA	2				
Not mandatory but recommended or customary in my country	8	More than 5 years	15	No, the solution does not align with GA	6				
Not mandatory – it is a bottom-up initiative of the institution	12	No information	4	Don't know/ hard to say	13				
How many institutions have this solution in place?		How many employees have access to this solution?		What is the effective usage rate of the solution among employees who have access to it?		Are the costs of implementing the solution reasonable/ proportionate to the achieved benefits?			
FEW	MANY	FEW	MANY	FEW	MANY	NO	YES		
0	6	0	8	0	6	1	6		
Growing in popularity or losing popularity?		Meeting employees' needs or not meeting their needs?		Meeting expectations/ goals/ effective or disappointing?		Good or bad for environment?		Cheap or expensive to implement?	
LOSING	GROWING	NOT	YES	DISAPPOINTING	EFFECTIVE	BAD	GOOD	EXPENSIVE	CHEAP
2	11	1	11	0	7	0	5	6	4
To what extent would you recommend this solution to other EU countries? (scale 0-10)									
Detractors (0 to 6)				Passives (7 or 8)			Promoters (9 or 10)		
2				6			12		



Employee volunteer program: employer organising volunteer program for employees outside their working hours or employer supporting employees' initiative in that area						In place: 10			
LEGAL STATUS			DURATION			PART OF THE GREEN ADMINISTRATION?			
Mandatory – following the labour law provisions	0		Less than a year	0		Yes – GA was the main objective of launching this solution	0		
Mandatory – following other provisions/ regulations in place in the institution	1		1-5 years	0		Yes - GA was not the main objective, but the solution aligns with GA	2		
Not mandatory but recommended or customary in my country	1		More than 5 years	5		No, the solution does not align with GA	1		
Not mandatory – it is a bottom-up initiative of the institution	8		No information	5		Don't know/ hard to say	7		
How many institutions have this solution in place?		How many employees have access to this solution?		What is the effective usage rate of the solution among employees who have access to it?		Are the costs of implementing the solution reasonable/ proportionate to the achieved benefits?			
FEW	MANY	FEW	MANY	FEW	MANY	NO	YES		
4	2	0	1	1	1	1	0		
Growing in popularity or losing popularity?		Meeting employees' needs or not meeting their needs?		Meeting expectations/ goals/ effective or disappointing?		Good or bad for environment?		Cheap or expensive to implement?	
LOSING	GROWING	NOT	YES	DISAPPOINTING	EFFECTIVE	BAD	GOOD	EXPENSIVE	CHEAP
0	3	0	3	1	3	0	2	1	3
To what extent would you recommend this solution to other EU countries? (scale 0-10)									
Detractors (0 to 6)			Passives (7 or 8)			Promoters (9 or 10)			
4			1			5			



Creating employee communities (hobby groups, sports clubs etc.)						In place: 13			
LEGAL STATUS		DURATION		PART OF THE GREEN ADMINISTRATION?					
Mandatory – following the labour law provisions	0	Less than a year	1	Yes – GA was the main objective of launching this solution		0			
Mandatory – following other provisions/ regulations in place in the institution	1	1-5 years	0	Yes - GA was not the main objective, but the solution aligns with GA		2			
Not mandatory but recommended or customary in my country	4	More than 5 years	10	No, the solution does not align with GA		2			
Not mandatory – it is a bottom-up initiative of the institution	8	No information	2	Don't know/ hard to say		9			
How many institutions have this solution in place?		How many employees have access to this solution?		What is the effective usage rate of the solution among employees who have access to it?		Are the costs of implementing the solution reasonable/ proportionate to the achieved benefits?			
FEW	MANY	FEW	MANY	FEW	MANY	NO	YES		
3	1	0	3	0	1	0	2		
Growing in popularity or losing popularity?		Meeting employees' needs or not meeting their needs?		Meeting expectations/ goals/ effective or disappointing?		Good or bad for environment?		Cheap or expensive to implement?	
LOSING	GROWING	NOT	YES	DISAPPOINTING	EFFECTIVE	BAD	GOOD	EXPENSIVE	CHEAP
2	3	0	4	0	2	0	1	0	7
To what extent would you recommend this solution to other EU countries? (scale 0-10)									
Detractors (0 to 6)				Passives (7 or 8)			Promoters (9 or 10)		
2				7			3		



Subsidizing employee's/ employee's family holidays						In place: 10			
LEGAL STATUS			DURATION			PART OF THE GREEN ADMINISTRATION?			
Mandatory – following the labour law provisions	3		Less than a year	0		Yes – GA was the main objective of launching this solution	0		
Mandatory – following other provisions/ regulations in place in the institution	1		1-5 years	1		Yes - GA was not the main objective, but the solution aligns with GA	0		
Not mandatory but recommended or customary in my country	3		More than 5 years	7		No, the solution does not align with GA	2		
Not mandatory – it is a bottom-up initiative of the institution	3		No information	2		Don't know/ hard to say	8		
How many institutions have this solution in place?		How many employees have access to this solution?		What is the effective usage rate of the solution among employees who have access to it?		Are the costs of implementing the solution reasonable/ proportionate to the achieved benefits?			
FEW	MANY	FEW	MANY	FEW	MANY	NO	YES		
0	8	1	6	0	3	0	2		
Growing in popularity or losing popularity?		Meeting employees' needs or not meeting their needs?		Meeting expectations/ goals/ effective or disappointing?		Good or bad for environment?		Cheap or expensive to implement?	
LOSING	GROWING	NOT	YES	DISAPPOINTING	EFFECTIVE	BAD	GOOD	EXPENSIVE	CHEAP
0	6	0	8	0	8	0	1	4	2
To what extent would you recommend this solution to other EU countries? (scale 0-10)									
Detractors (0 to 6)				Passives (7 or 8)			Promoters (9 or 10)		
0				3			7		



Employee disaster recovery relief: non-refundable financial aid offered by employer to employees experiencing difficulties						In place: 12			
LEGAL STATUS			DURATION			PART OF THE GREEN ADMINISTRATION?			
Mandatory – following the labour law provisions	4		Less than a year	0		Yes – GA was the main objective of launching this solution	0		
Mandatory – following other provisions/ regulations in place in the institution	1		1-5 years	0		Yes - GA was not the main objective, but the solution aligns with GA	1		
Not mandatory but recommended or customary in my country	3		More than 5 years	9		No, the solution does not align with GA	4		
Not mandatory – it is a bottom-up initiative of the institution	4		No information	3		Don't know/ hard to say	7		
How many institutions have this solution in place?		How many employees have access to this solution?		What is the effective usage rate of the solution among employees who have access to it?		Are the costs of implementing the solution reasonable/ proportionate to the achieved benefits?			
FEW	MANY	FEW	MANY	FEW	MANY	NO	YES		
2	10	0	8	1	5	1	5		
Growing in popularity or losing popularity?		Meeting employees' needs or not meeting their needs?		Meeting expectations/ goals/ effective or disappointing?		Good or bad for environment?		Cheap or expensive to implement?	
LOSING	GROWING	NOT	YES	DISAPPOINTING	EFFECTIVE	BAD	GOOD	EXPENSIVE	CHEAP
0	5	0	6	0	5	0	3	5	0
To what extent would you recommend this solution to other EU countries? (scale 0-10)									
Detractors (0 to 6)			Passives (7 or 8)			Promoters (9 or 10)			
1			1			9			



Low interest housing loans						In place: 10			
LEGAL STATUS			DURATION			PART OF THE GREEN ADMINISTRATION?			
Mandatory – following the labour law provisions	2		Less than a year	0		Yes – GA was the main objective of launching this solution	0		
Mandatory – following other provisions/ regulations in place in the institution	1		1-5 years	1		Yes - GA was not the main objective, but the solution aligns with GA	1		
Not mandatory but recommended or customary in my country	4		More than 5 years	7		No, the solution does not align with GA	3		
Not mandatory – it is a bottom-up initiative of the institution	2		No information	2		Don't know/ hard to say	6		
How many institutions have this solution in place?		How many employees have access to this solution?		What is the effective usage rate of the solution among employees who have access to it?		Are the costs of implementing the solution reasonable/ proportionate to the achieved benefits?			
FEW	MANY	FEW	MANY	FEW	MANY	NO	YES		
1	6	1	6	0	3	0	4		
Growing in popularity or losing popularity?		Meeting employees' needs or not meeting their needs?		Meeting expectations/ goals/ effective or disappointing?		Good or bad for environment?		Cheap or expensive to implement?	
LOSING	GROWING	NOT	YES	DISAPPOINTING	EFFECTIVE	BAD	GOOD	EXPENSIVE	CHEAP
1	3	0	8	0	5	0	2	5	0
To what extent would you recommend this solution to other EU countries? (scale 0-10)									
Detractors (0 to 6)				Passives (7 or 8)			Promoters (9 or 10)		
1				3			6		



Low interest loans for other purposes than housing						In place: 8			
LEGAL STATUS			DURATION			PART OF THE GREEN ADMINISTRATION?			
Mandatory – following the labour law provisions	3		Less than a year	0		Yes – GA was the main objective of launching this solution		0	
Mandatory – following other provisions/ regulations in place in the institution	1		1-5 years	0		Yes - GA was not the main objective, but the solution aligns with GA		1	
Not mandatory but recommended or customary in my country	2		More than 5 years	7		No, the solution does not align with GA		2	
Not mandatory – it is a bottom-up initiative of the institution	2		No information	1		Don't know/ hard to say		5	
How many institutions have this solution in place?		How many employees have access to this solution?		What is the effective usage rate of the solution among employees who have access to it?		Are the costs of implementing the solution reasonable/ proportionate to the achieved benefits?			
FEW	MANY	FEW	MANY	FEW	MANY	NO	YES		
1	4	1	2	1	0	0	1		
Growing in popularity or losing popularity?		Meeting employees' needs or not meeting their needs?		Meeting expectations/ goals/ effective or disappointing?		Good or bad for environment?		Cheap or expensive to implement?	
LOSING	GROWING	NOT	YES	DISAPPOINTING	EFFECTIVE	BAD	GOOD	EXPENSIVE	CHEAP
0	0	1	3	0	3	0	1	2	1
To what extent would you recommend this solution to other EU countries? (scale 0-10)									
Detractors (0 to 6)			Passives (7 or 8)			Promoters (9 or 10)			
3			1			4			



Cheaper meals for employees: e.g. the institution to negotiate more attractive conditions for employees to use the canteen / food vouchers for use in stores or restaurants						In place: 17			
LEGAL STATUS			DURATION			PART OF THE GREEN ADMINISTRATION?			
Mandatory – following the labour law provisions	0		Less than a year	0		Yes – GA was the main objective of launching this solution	0		
Mandatory – following other provisions/ regulations in place in the institution	7		1-5 years	0		Yes - GA was not the main objective, but the solution aligns with GA	2		
Not mandatory but recommended or customary in my country	5		More than 5 years	14		No, the solution does not align with GA	5		
Not mandatory – it is a bottom-up initiative of the institution	5		No information	3		Don't know/ hard to say	10		
How many institutions have this solution in place?		How many employees have access to this solution?		What is the effective usage rate of the solution among employees who have access to it?		Are the costs of implementing the solution reasonable/ proportionate to the achieved benefits?			
FEW	MANY	FEW	MANY	FEW	MANY	NO	YES		
3	11	1	10	0	7	1	6		
Growing in popularity or losing popularity?		Meeting employees' needs or not meeting their needs?		Meeting expectations/ goals/ effective or disappointing?		Good or bad for environment?		Cheap or expensive to implement?	
LOSING	GROWING	NOT	YES	DISAPPOINTING	EFFECTIVE	BAD	GOOD	EXPENSIVE	CHEAP
0	7	0	11	0	10	0	6	6	3
To what extent would you recommend this solution to other EU countries? (scale 0-10)									
Detractors (0 to 6)			Passives (7 or 8)			Promoters (9 or 10)			
5			4			8			



Extra insurance offer (e.g. life insurance): employer acting as an intermediary between the insurance company to conclude insurance contracts						In place: 9			
LEGAL STATUS			DURATION			PART OF THE GREEN ADMINISTRATION?			
Mandatory – following the labour law provisions	2		Less than a year	1		Yes – GA was the main objective of launching this solution	0		
Mandatory – following other provisions/ regulations in place in the institution	2		1-5 years	0		Yes - GA was not the main objective, but the solution aligns with GA	1		
Not mandatory but recommended or customary in my country	2		More than 5 years	5		No, the solution does not align with GA	3		
Not mandatory – it is a bottom-up initiative of the institution	3		No information	3		Don't know/ hard to say	5		
How many institutions have this solution in place?		How many employees have access to this solution?		What is the effective usage rate of the solution among employees who have access to it?		Are the costs of implementing the solution reasonable/ proportionate to the achieved benefits?			
FEW	MANY	FEW	MANY	FEW	MANY	NO	YES		
1	4	1	5	0	4	0	3		
Growing in popularity or losing popularity?		Meeting employees' needs or not meeting their needs?		Meeting expectations/ goals/ effective or disappointing?		Good or bad for environment?		Cheap or expensive to implement?	
LOSING	GROWING	NOT	YES	DISAPPOINTING	EFFECTIVE	BAD	GOOD	EXPENSIVE	CHEAP
1	3	0	4	1	3	0	0	6	1
To what extent would you recommend this solution to other EU countries? (scale 0-10)									
Detractors (0 to 6)			Passives (7 or 8)			Promoters (9 or 10)			
2			1			6			



Medical package: employer acting as an intermediary between the medical company and employees to conclude medical package contracts						In place: 7			
LEGAL STATUS			DURATION			PART OF THE GREEN ADMINISTRATION?			
Mandatory – following the labour law provisions	1		Less than a year	1		Yes – GA was the main objective of launching this solution	0		
Mandatory – following other provisions/ regulations in place in the institution	1		1-5 years	0		Yes - GA was not the main objective, but the solution aligns with GA	0		
Not mandatory but recommended or customary in my country	2		More than 5 years	3		No, the solution does not align with GA	3		
Not mandatory – it is a bottom-up initiative of the institution	2		No information	3		Don't know/ hard to say	4		
How many institutions have this solution in place?		How many employees have access to this solution?		What is the effective usage rate of the solution among employees who have access to it?		Are the costs of implementing the solution reasonable/ proportionate to the achieved benefits?			
FEW	MANY	FEW	MANY	FEW	MANY	NO	YES		
2	1	1	2	1	2	1	1		
Growing in popularity or losing popularity?		Meeting employees' needs or not meeting their needs?		Meeting expectations/ goals/ effective or disappointing?		Good or bad for environment?		Cheap or expensive to implement?	
LOSING	GROWING	NOT	YES	DISAPPOINTING	EFFECTIVE	BAD	GOOD	EXPENSIVE	CHEAP
0	3	0	4	0	2	0	1	3	2
To what extent would you recommend this solution to other EU countries? (scale 0-10)									
Detractors (0 to 6)			Passives (7 or 8)			Promoters (9 or 10)			
0			3			4			



Subsidizing tickets to culture events, e.g. cinema, theatre, concerts						In place: 9			
LEGAL STATUS			DURATION			PART OF THE GREEN ADMINISTRATION?			
Mandatory – following the labour law provisions	0		Less than a year	0		Yes – GA was the main objective of launching this solution	0		
Mandatory – following other provisions/ regulations in place in the institution	1		1-5 years	0		Yes - GA was not the main objective, but the solution aligns with GA	0		
Not mandatory but recommended or customary in my country	5		More than 5 years	7		No, the solution does not align with GA	4		
Not mandatory – it is a bottom-up initiative of the institution	3		No information	2		Don't know/ hard to say	5		
How many institutions have this solution in place?		How many employees have access to this solution?		What is the effective usage rate of the solution among employees who have access to it?		Are the costs of implementing the solution reasonable/ proportionate to the achieved benefits?			
FEW	MANY	FEW	MANY	FEW	MANY	NO	YES		
1	3	0	4	1	0	0	0		
Growing in popularity or losing popularity?		Meeting employees' needs or not meeting their needs?		Meeting expectations/ goals/ effective or disappointing?		Good or bad for environment?		Cheap or expensive to implement?	
LOSING	GROWING	NOT	YES	DISAPPOINTING	EFFECTIVE	BAD	GOOD	EXPENSIVE	CHEAP
0	4	0	5	1	4	0	1	3	2
To what extent would you recommend this solution to other EU countries? (scale 0-10)									
Detractors (0 to 6)				Passives (7 or 8)			Promoters (9 or 10)		
5				2			2		



Cafeteria platform – a website/app offering continuous access to vouchers from various companies and benefits employees can choose from						In place: 5			
LEGAL STATUS			DURATION			PART OF THE GREEN ADMINISTRATION?			
Mandatory – following the labour law provisions	1		Less than a year	0		Yes – GA was the main objective of launching this solution	0		
Mandatory – following other provisions/ regulations in place in the institution	1		1-5 years	0		Yes - GA was not the main objective, but the solution aligns with GA	0		
Not mandatory but recommended or customary in my country	2		More than 5 years	2		No, the solution does not align with GA	2		
Not mandatory – it is a bottom-up initiative of the institution	1		No information	3		Don't know/ hard to say	3		
How many institutions have this solution in place?		How many employees have access to this solution?		What is the effective usage rate of the solution among employees who have access to it?		Are the costs of implementing the solution reasonable/ proportionate to the achieved benefits?			
FEW	MANY	FEW	MANY	FEW	MANY	NO	YES		
2	1	1	2	0	1	0	1		
Growing in popularity or losing popularity?		Meeting employees' needs or not meeting their needs?		Meeting expectations/ goals/ effective or disappointing?		Good or bad for environment?		Cheap or expensive to implement?	
LOSING	GROWING	NOT	YES	DISAPPOINTING	EFFECTIVE	BAD	GOOD	EXPENSIVE	CHEAP
0	1	0	1	0	2	0	0	0	0
To what extent would you recommend this solution to other EU countries? (scale 0-10)									
Detractors (0 to 6)			Passives (7 or 8)			Promoters (9 or 10)			
1			3			1			



Bike room or bike racks on the office grounds						In place: 25			
LEGAL STATUS			DURATION			PART OF THE GREEN ADMINISTRATION?			
Mandatory – following the labour law provisions	1		Less than a year	0		Yes – GA was the main objective of launching this solution	9		
Mandatory – following other provisions/ regulations in place in the institution	2		1-5 years	4		Yes - GA was not the main objective, but the solution aligns with GA	11		
Not mandatory but recommended or customary in my country	11		More than 5 years	16		No, the solution does not align with GA	1		
Not mandatory – it is a bottom-up initiative of the institution	11		No information	5		Don't know/ hard to say	4		
How many institutions have this solution in place?		How many employees have access to this solution?		What is the effective usage rate of the solution among employees who have access to it?		Are the costs of implementing the solution reasonable/ proportionate to the achieved benefits?			
FEW	MANY	FEW	MANY	FEW	MANY	NO	YES		
3	7	3	9	5	4	2	9		
Growing in popularity or losing popularity?		Meeting employees' needs or not meeting their needs?		Meeting expectations/ goals/ effective or disappointing?		Good or bad for environment?		Cheap or expensive to implement?	
LOSING	GROWING	NOT	YES	DISAPPOINTING	EFFECTIVE	BAD	GOOD	EXPENSIVE	CHEAP
0	18	1	18	1	20	0	21	2	14
To what extent would you recommend this solution to other EU countries? (scale 0-10)									
Detractors (0 to 6)				Passives (7 or 8)			Promoters (9 or 10)		
4				5			15		



Parking spaces for employees						In place: 25			
LEGAL STATUS			DURATION			PART OF THE GREEN ADMINISTRATION?			
Mandatory – following the labour law provisions	1		Less than a year	0		Yes – GA was the main objective of launching this solution		0	
Mandatory – following other provisions/ regulations in place in the institution	1		1-5 years	0		Yes - GA was not the main objective, but the solution aligns with GA		2	
Not mandatory but recommended or customary in my country	10		More than 5 years	21		No, the solution does not align with GA		15	
Not mandatory – it is a bottom-up initiative of the institution	13		No information	4		Don't know/ hard to say		8	
How many institutions have this solution in place?		How many employees have access to this solution?		What is the effective usage rate of the solution among employees who have access to it?		Are the costs of implementing the solution reasonable/ proportionate to the achieved benefits?			
FEW	MANY	FEW	MANY	FEW	MANY	NO	YES		
4	11	5	5	2	11	0	9		
Growing in popularity or losing popularity?		Meeting employees' needs or not meeting their needs?		Meeting expectations/ goals/ effective or disappointing?		Good or bad for environment?		Cheap or expensive to implement?	
LOSING	GROWING	NOT	YES	DISAPPOINTING	EFFECTIVE	BAD	GOOD	EXPENSIVE	CHEAP
6	8	2	15	3	13	11	5	11	3
To what extent would you recommend this solution to other EU countries? (scale 0-10)									
Detractors (0 to 6)			Passives (7 or 8)			Promoters (9 or 10)			
9			5			11			



Cheaper commuting, e.g. employer acting as an intermediary for the purchase of a pass entitling to cheaper tickets/Reimbursement of commuting costs (all or part of)						In place: 14			
LEGAL STATUS			DURATION			PART OF THE GREEN ADMINISTRATION?			
Mandatory – following the labour law provisions	4		Less than a year	0		Yes – GA was the main objective of launching this solution	4		
Mandatory – following other provisions/ regulations in place in the institution	3		1-5 years	2		Yes - GA was not the main objective, but the solution aligns with GA	5		
Not mandatory but recommended or customary in my country	3		More than 5 years	11		No, the solution does not align with GA	0		
Not mandatory – it is a bottom-up initiative of the institution	4		No information	1		Don't know/ hard to say	5		
How many institutions have this solution in place?		How many employees have access to this solution?		What is the effective usage rate of the solution among employees who have access to it?		Are the costs of implementing the solution reasonable/ proportionate to the achieved benefits?			
FEW	MANY	FEW	MANY	FEW	MANY	NO	YES		
2	8	0	9	0	6	1	3		
Growing in popularity or losing popularity?		Meeting employees' needs or not meeting their needs?		Meeting expectations/ goals/ effective or disappointing?		Good or bad for environment?		Cheap or expensive to implement?	
LOSING	GROWING	NOT	YES	DISAPPOINTING	EFFECTIVE	BAD	GOOD	EXPENSIVE	CHEAP
1	5	0	11	1	8	0	10	6	3
To what extent would you recommend this solution to other EU countries? (scale 0-10)									
Detractors (0 to 6)			Passives (7 or 8)			Promoters (9 or 10)			
2			1			11			



Bikes/ scooters for office employees they can use to commute to the office						In place: 7			
LEGAL STATUS			DURATION			PART OF THE GREEN ADMINISTRATION?			
Mandatory – following the labour law provisions	0		Less than a year	0		Yes – GA was the main objective of launching this solution	4		
Mandatory – following other provisions/ regulations in place in the institution	0		1-5 years	2		Yes - GA was not the main objective, but the solution aligns with GA	3		
Not mandatory but recommended or customary in my country	2		More than 5 years	4		No, the solution does not align with GA	0		
Not mandatory – it is a bottom-up initiative of the institution	5		No information	1		Don't know/ hard to say	0		
How many institutions have this solution in place?		How many employees have access to this solution?		What is the effective usage rate of the solution among employees who have access to it?		Are the costs of implementing the solution reasonable/ proportionate to the achieved benefits?			
FEW	MANY	FEW	MANY	FEW	MANY	NO	YES		
3	2	2	1	1	1	2	1		
Growing in popularity or losing popularity?		Meeting employees' needs or not meeting their needs?		Meeting expectations/ goals/ effective or disappointing?		Good or bad for environment?		Cheap or expensive to implement?	
LOSING	GROWING	NOT	YES	DISAPPOINTING	EFFECTIVE	BAD	GOOD	EXPENSIVE	CHEAP
0	5	1	1	1	1	0	5	3	2
To what extent would you recommend this solution to other EU countries? (scale 0-10)									
Detractors (0 to 6)			Passives (7 or 8)			Promoters (9 or 10)			
1			3			3			



Canteen for employees						In place: 28			
LEGAL STATUS			DURATION			PART OF THE GREEN ADMINISTRATION?			
Mandatory – following the labour law provisions	2		Less than a year	0		Yes – GA was the main objective of launching this solution	1		
Mandatory – following other provisions/ regulations in place in the institution	5		1-5 years	1		Yes - GA was not the main objective, but the solution aligns with GA	4		
Not mandatory but recommended or customary in my country	8		More than 5 years	24		No, the solution does not align with GA	8		
Not mandatory – it is a bottom-up initiative of the institution	13		No information	3		Don't know/ hard to say	15		
How many institutions have this solution in place?		How many employees have access to this solution?		What is the effective usage rate of the solution among employees who have access to it?		Are the costs of implementing the solution reasonable/ proportionate to the achieved benefits?			
FEW	MANY	FEW	MANY	FEW	MANY	NO	YES		
3	12	0	13	1	11	0	10		
Growing in popularity or losing popularity?		Meeting employees' needs or not meeting their needs?		Meeting expectations/ goals/ effective or disappointing?		Good or bad for environment?		Cheap or expensive to implement?	
LOSING	GROWING	NOT	YES	DISAPPOINTING	EFFECTIVE	BAD	GOOD	EXPENSIVE	CHEAP
1	14	1	21	1	18	0	10	12	2
To what extent would you recommend this solution to other EU countries? (scale 0-10)									
Detractors (0 to 6)				Passives (7 or 8)			Promoters (9 or 10)		
5				4			18		



Social space/Break room: a place where employees can heat their lunch, have a meal or store food						In place: 25			
LEGAL STATUS			DURATION			PART OF THE GREEN ADMINISTRATION?			
Mandatory – following the labour law provisions	6		Less than a year	0		Yes – GA was the main objective of launching this solution	0		
Mandatory – following other provisions/ regulations in place in the institution	2		1-5 years	0		Yes - GA was not the main objective, but the solution aligns with GA	3		
Not mandatory but recommended or customary in my country	9		More than 5 years	23		No, the solution does not align with GA	7		
Not mandatory – it is a bottom-up initiative of the institution	8		No information	2		Don't know/ hard to say	15		
How many institutions have this solution in place?		How many employees have access to this solution?		What is the effective usage rate of the solution among employees who have access to it?		Are the costs of implementing the solution reasonable/ proportionate to the achieved benefits?			
FEW	MANY	FEW	MANY	FEW	MANY	NO	YES		
0	15	0	15	1	10	0	10		
Growing in popularity or losing popularity?		Meeting employees' needs or not meeting their needs?		Meeting expectations/ goals/ effective or disappointing?		Good or bad for environment?		Cheap or expensive to implement?	
LOSING	GROWING	NOT	YES	DISAPPOINTING	EFFECTIVE	BAD	GOOD	EXPENSIVE	CHEAP
0	13	0	18	0	14	0	3	3	9
To what extent would you recommend this solution to other EU countries? (scale 0-10)									
Detractors (0 to 6)			Passives (7 or 8)			Promoters (9 or 10)			
3			4			18			



A place for quiet work or relaxation (quiet zone)						In place: 15			
LEGAL STATUS			DURATION			PART OF THE GREEN ADMINISTRATION?			
Mandatory – following the labour law provisions	4		Less than a year	0		Yes – GA was the main objective of launching this solution	0		
Mandatory – following other provisions/ regulations in place in the institution	1		1-5 years	1		Yes - GA was not the main objective, but the solution aligns with GA	3		
Not mandatory but recommended or customary in my country	4		More than 5 years	10		No, the solution does not align with GA	3		
Not mandatory – it is a bottom-up initiative of the institution	5		No information	4		Don't know/ hard to say	9		
How many institutions have this solution in place?		How many employees have access to this solution?		What is the effective usage rate of the solution among employees who have access to it?		Are the costs of implementing the solution reasonable/ proportionate to the achieved benefits?			
FEW	MANY	FEW	MANY	FEW	MANY	NO	YES		
3	6	2	7	2	2	1	4		
Growing in popularity or losing popularity?		Meeting employees' needs or not meeting their needs?		Meeting expectations/ goals/ effective or disappointing?		Good or bad for environment?		Cheap or expensive to implement?	
LOSING	GROWING	NOT	YES	DISAPPOINTING	EFFECTIVE	BAD	GOOD	EXPENSIVE	CHEAP
0	8	0	9	0	7	0	1	0	5
To what extent would you recommend this solution to other EU countries? (scale 0-10)									
Detractors (0 to 6)			Passives (7 or 8)			Promoters (9 or 10)			
0			5			10			



A room to freshen up e.g. shower, changing room						In place: 20			
LEGAL STATUS		DURATION		PART OF THE GREEN ADMINISTRATION?					
Mandatory – following the labour law provisions	3	Less than a year	0	Yes – GA was the main objective of launching this solution		1			
Mandatory – following other provisions/ regulations in place in the institution	2	1-5 years	1	Yes - GA was not the main objective, but the solution aligns with GA		2			
Not mandatory but recommended or customary in my country	5	More than 5 years	17	No, the solution does not align with GA		6			
Not mandatory – it is a bottom-up initiative of the institution	8	No information	2	Don't know/ hard to say		11			
How many institutions have this solution in place?		How many employees have access to this solution?		What is the effective usage rate of the solution among employees who have access to it?		Are the costs of implementing the solution reasonable/ proportionate to the achieved benefits?			
FEW	MANY	FEW	MANY	FEW	MANY	NO	YES		
5	6	4	6	3	0	3	4		
Growing in popularity or losing popularity?		Meeting employees' needs or not meeting their needs?		Meeting expectations/ goals/ effective or disappointing?		Good or bad for environment?		Cheap or expensive to implement?	
LOSING	GROWING	NOT	YES	DISAPPOINTING	EFFECTIVE	BAD	GOOD	EXPENSIVE	CHEAP
0	9	0	10	1	9	1	3	5	6
To what extent would you recommend this solution to other EU countries? (scale 0-10)									
Detractors (0 to 6)				Passives (7 or 8)			Promoters (9 or 10)		
2				8			9		



Providing comfortable (exceeding standard) working conditions - taking care of temperature and air quality (e.g. air purifiers or humidifiers, air conditioning)						In place: 25			
LEGAL STATUS			DURATION			PART OF THE GREEN ADMINISTRATION?			
Mandatory – following the labour law provisions	11		Less than a year	0		Yes – GA was the main objective of launching this solution			2
Mandatory – following other provisions/ regulations in place in the institution	2		1-5 years	1		Yes - GA was not the main objective, but the solution aligns with GA			6
Not mandatory but recommended or customary in my country	6		More than 5 years	19		No, the solution does not align with GA			4
Not mandatory – it is a bottom-up initiative of the institution	6		No information	5		Don't know/ hard to say			13
How many institutions have this solution in place?		How many employees have access to this solution?		What is the effective usage rate of the solution among employees who have access to it?		Are the costs of implementing the solution reasonable/ proportionate to the achieved benefits?			
FEW	MANY	FEW	MANY	FEW	MANY	NO	YES		
2	14	1	12	0	11	1	12		
Growing in popularity or losing popularity?		Meeting employees' needs or not meeting their needs?		Meeting expectations/ goals/ effective or disappointing?		Good or bad for environment?		Cheap or expensive to implement?	
LOSING	GROWING	NOT	YES	DISAPPOINTING	EFFECTIVE	BAD	GOOD	EXPENSIVE	CHEAP
0	14	7	18	1	16	6	3	7	5
To what extent would you recommend this solution to other EU countries? (scale 0-10)									
Detractors (0 to 6)			Passives (7 or 8)			Promoters (9 or 10)			
0			3			22			



Providing comfortable (exceeding standard) working conditions – taking care of the ergonomics of workstations (e.g. seating balls, adjustable height stand up desk, use of cutting-edge solutions in this area, following physiotherapists' recommendations)						In place: 20			
LEGAL STATUS			DURATION			PART OF THE GREEN ADMINISTRATION?			
Mandatory – following the labour law provisions	9		Less than a year	0		Yes – GA was the main objective of launching this solution	0		
Mandatory – following other provisions/ regulations in place in the institution	3		1-5 years	1		Yes - GA was not the main objective, but the solution aligns with GA	5		
Not mandatory but recommended or customary in my country	4		More than 5 years	16		No, the solution does not align with GA	4		
Not mandatory – it is a bottom-up initiative of the institution	4		No information	3		Don't know/ hard to say	11		
How many institutions have this solution in place?		How many employees have access to this solution?		What is the effective usage rate of the solution among employees who have access to it?		Are the costs of implementing the solution reasonable/ proportionate to the achieved benefits?			
FEW	MANY	FEW	MANY	FEW	MANY	NO	YES		
3	9	1	9	0	9	1	9		
Growing in popularity or losing popularity?		Meeting employees' needs or not meeting their needs?		Meeting expectations/ goals/ effective or disappointing?		Good or bad for environment?		Cheap or expensive to implement?	
LOSING	GROWING	NOT	YES	DISAPPOINTING	EFFECTIVE	BAD	GOOD	EXPENSIVE	CHEAP
0	13	0	16	2	12	0	6	7	3
To what extent would you recommend this solution to other EU countries? (scale 0-10)									
Detractors (0 to 6)				Passives (7 or 8)			Promoters (9 or 10)		
0				4			16		



Long break during working day (e.g. 1h, 2 h)/Longer lunch breaks: allowing for rest and recuperation in the middle of the workday						In place: 15			
LEGAL STATUS			DURATION			PART OF THE GREEN ADMINISTRATION?			
Mandatory – following the labour law provisions	4		Less than a year	0		Yes – GA was the main objective of launching this solution	0		
Mandatory – following other provisions/ regulations in place in the institution	3		1-5 years	1		Yes - GA was not the main objective, but the solution aligns with GA	2		
Not mandatory but recommended or customary in my country	3		More than 5 years	14		No, the solution does not align with GA	1		
Not mandatory – it is a bottom-up initiative of the institution	4		No information	0		Don't know/ hard to say	12		
How many institutions have this solution in place?		How many employees have access to this solution?		What is the effective usage rate of the solution among employees who have access to it?		Are the costs of implementing the solution reasonable/ proportionate to the achieved benefits?			
FEW	MANY	FEW	MANY	FEW	MANY	NO	YES		
1	8	1	6	3	5	2	2		
Growing in popularity or losing popularity?		Meeting employees' needs or not meeting their needs?		Meeting expectations/ goals/ effective or disappointing?		Good or bad for environment?		Cheap or expensive to implement?	
LOSING	GROWING	NOT	YES	DISAPPOINTING	EFFECTIVE	BAD	GOOD	EXPENSIVE	CHEAP
3	4	0	7	0	5	0	0	0	5
To what extent would you recommend this solution to other EU countries? (scale 0-10)									
Detractors (0 to 6)			Passives (7 or 8)			Promoters (9 or 10)			
1			4			10			



"Power nap" culture: short naps during the day						In place: 3			
LEGAL STATUS			DURATION			PART OF THE GREEN ADMINISTRATION?			
Mandatory – following the labour law provisions	0		Less than a year	0		Yes – GA was the main objective of launching this solution	0		
Mandatory – following other provisions/ regulations in place in the institution	0		1-5 years	1		Yes - GA was not the main objective, but the solution aligns with GA	0		
Not mandatory but recommended or customary in my country	1		More than 5 years	1		No, the solution does not align with GA	0		
Not mandatory – it is a bottom-up initiative of the institution	2		No information	1		Don't know/ hard to say	3		
How many institutions have this solution in place?		How many employees have access to this solution?		What is the effective usage rate of the solution among employees who have access to it?		Are the costs of implementing the solution reasonable/ proportionate to the achieved benefits?			
FEW	MANY	FEW	MANY	FEW	MANY	NO	YES		
1	1	1	1	2	0	0	1		
Growing in popularity or losing popularity?		Meeting employees' needs or not meeting their needs?		Meeting expectations/ goals/ effective or disappointing?		Good or bad for environment?		Cheap or expensive to implement?	
LOSING	GROWING	NOT	YES	DISAPPOINTING	EFFECTIVE	BAD	GOOD	EXPENSIVE	CHEAP
0	0	1	0	1	0	0	0	2	0
To what extent would you recommend this solution to other EU countries? (scale 0-10)									
Detractors (0 to 6)				Passives (7 or 8)			Promoters (9 or 10)		
1				1			1		



Sabbatical leaves (long-term leaves for personal growth or rest)						In place: 19			
LEGAL STATUS			DURATION			PART OF THE GREEN ADMINISTRATION?			
Mandatory – following the labour law provisions	8		Less than a year	0		Yes – GA was the main objective of launching this solution	0		
Mandatory – following other provisions/ regulations in place in the institution	4		1-5 years	1		Yes - GA was not the main objective, but the solution aligns with GA	1		
Not mandatory but recommended or customary in my country	3		More than 5 years	18		No, the solution does not align with GA	9		
Not mandatory – it is a bottom-up initiative of the institution	3		No information	0		Don't know/ hard to say	9		
How many institutions have this solution in place?		How many employees have access to this solution?		What is the effective usage rate of the solution among employees who have access to it?		Are the costs of implementing the solution reasonable/ proportionate to the achieved benefits?			
FEW	MANY	FEW	MANY	FEW	MANY	NO	YES		
3	12	2	10	4	3	1	4		
Growing in popularity or losing popularity?		Meeting employees' needs or not meeting their needs?		Meeting expectations/ goals/ effective or disappointing?		Good or bad for environment?		Cheap or expensive to implement?	
LOSING	GROWING	NOT	YES	DISAPPOINTING	EFFECTIVE	BAD	GOOD	EXPENSIVE	CHEAP
0	7	1	11	0	7	0	1	5	3
To what extent would you recommend this solution to other EU countries? (scale 0-10)									
Detractors (0 to 6)			Passives (7 or 8)			Promoters (9 or 10)			
3			7			7			



Allowing pets in the workplace (e.g. dogs, cats)						In place: 3			
LEGAL STATUS			DURATION			PART OF THE GREEN ADMINISTRATION?			
Mandatory – following the labour law provisions	0		Less than a year	0		Yes – GA was the main objective of launching this solution		0	
Mandatory – following other provisions/ regulations in place in the institution	0		1-5 years	1		Yes - GA was not the main objective, but the solution aligns with GA		0	
Not mandatory but recommended or customary in my country	0		More than 5 years	1		No, the solution does not align with GA		1	
Not mandatory – it is a bottom-up initiative of the institution	3		No information	1		Don't know/ hard to say		2	
How many institutions have this solution in place?		How many employees have access to this solution?		What is the effective usage rate of the solution among employees who have access to it?		Are the costs of implementing the solution reasonable/ proportionate to the achieved benefits?			
FEW	MANY	FEW	MANY	FEW	MANY	NO	YES		
3	0	2	0	2	0	0	0		
Growing in popularity or losing popularity?		Meeting employees' needs or not meeting their needs?		Meeting expectations/ goals/ effective or disappointing?		Good or bad for environment?		Cheap or expensive to implement?	
LOSING	GROWING	NOT	YES	DISAPPOINTING	EFFECTIVE	BAD	GOOD	EXPENSIVE	CHEAP
1	1	0	1	0	0	0	0	0	1
To what extent would you recommend this solution to other EU countries? (scale 0-10)									
Detractors (0 to 6)			Passives (7 or 8)			Promoters (9 or 10)			
2			1			0			



Employee initiatives: employees submit initiatives that are implemented by the employer (e.g. buying a table for table tennis, setting up a social space, creating a platform for employees to share expertise)						In place: 16			
LEGAL STATUS			DURATION			PART OF THE GREEN ADMINISTRATION?			
Mandatory – following the labour law provisions	1		Less than a year	0		Yes – GA was the main objective of launching this solution	0		
Mandatory – following other provisions/ regulations in place in the institution	1		1-5 years	0		Yes - GA was not the main objective, but the solution aligns with GA	1		
Not mandatory but recommended or customary in my country	2		More than 5 years	11		No, the solution does not align with GA	2		
Not mandatory – it is a bottom-up initiative of the institution	12		No information	5		Don't know/ hard to say	13		
How many institutions have this solution in place?		How many employees have access to this solution?		What is the effective usage rate of the solution among employees who have access to it?		Are the costs of implementing the solution reasonable/ proportionate to the achieved benefits?			
FEW	MANY	FEW	MANY	FEW	MANY	NO	YES		
2	4	0	4	2	1	2	1		
Growing in popularity or losing popularity?		Meeting employees' needs or not meeting their needs?		Meeting expectations/ goals/ effective or disappointing?		Good or bad for environment?		Cheap or expensive to implement?	
LOSING	GROWING	NOT	YES	DISAPPOINTING	EFFECTIVE	BAD	GOOD	EXPENSIVE	CHEAP
0	1	1	4	0	4	0	3	1	3
To what extent would you recommend this solution to other EU countries? (scale 0-10)									
Detractors (0 to 6)				Passives (7 or 8)			Promoters (9 or 10)		
3				4			9		



The possibility of granting paternity leave for 10 working days within 6 weeks of giving birth						In place: 1			
LEGAL STATUS			DURATION			PART OF THE GREEN ADMINISTRATION?			
Mandatory – following the labour law provisions	1		Less than a year			Yes – GA was the main objective of launching this solution			
Mandatory – following other provisions/ regulations in place in the institution			1-5 years			Yes - GA was not the main objective, but the solution aligns with GA			
Not mandatory but recommended or customary in my country			More than 5 years	1		No, the solution does not align with GA	1		
Not mandatory – it is a bottom-up initiative of the institution			No information			Don't know/ hard to say			
How many institutions have this solution in place?		How many employees have access to this solution?		What is the effective usage rate of the solution among employees who have access to it?		Are the costs of implementing the solution reasonable/ proportionate to the achieved benefits?			
FEW	MANY	FEW	MANY	FEW	MANY	NO	YES		
	1		1		1		1		
Growing in popularity or losing popularity?		Meeting employees' needs or not meeting their needs?		Meeting expectations/ goals/ effective or disappointing?		Good or bad for environment?		Cheap or expensive to implement?	
LOSING	GROWING	NOT	YES	DISAPPOINTING	EFFECTIVE	BAD	GOOD	EXPENSIVE	CHEAP
	1		1		1		1		1
To what extent would you recommend this solution to other EU countries? (scale 0-10)									
Detractors (0 to 6)			Passives (7 or 8)			Promoters (9 or 10)			
						1			

52



The right to disconnect						In place: 1			
LEGAL STATUS			DURATION			PART OF THE GREEN ADMINISTRATION?			
Mandatory – following the labour law provisions	1		Less than a year			Yes – GA was the main objective of launching this solution			
Mandatory – following other provisions/ regulations in place in the institution			1-5 years			Yes - GA was not the main objective, but the solution aligns with GA	1		
Not mandatory but recommended or customary in my country			More than 5 years	1		No, the solution does not align with GA			
Not mandatory – it is a bottom-up initiative of the institution			No information			Don't know/ hard to say			
How many institutions have this solution in place?		How many employees have access to this solution?		What is the effective usage rate of the solution among employees who have access to it?		Are the costs of implementing the solution reasonable/ proportionate to the achieved benefits?			
FEW	MANY	FEW	MANY	FEW	MANY	NO	YES		
0	0	0	0		1		1		
Growing in popularity or losing popularity?		Meeting employees' needs or not meeting their needs?		Meeting expectations/ goals/ effective or disappointing?		Good or bad for environment?		Cheap or expensive to implement?	
LOSING	GROWING	NOT	YES	DISAPPOINTING	EFFECTIVE	BAD	GOOD	EXPENSIVE	CHEAP
	1	0	0	0	0		1		1
To what extent would you recommend this solution to other EU countries? (scale 0-10)									
Detractors (0 to 6)			Passives (7 or 8)			Promoters (9 or 10)			
						1			



Support for parents: part-time work after maternity and parental leave is common and the authorities grant these requests. The availability of playgroups

In place: 1

LEGAL STATUS				DURATION		PART OF THE GREEN ADMINISTRATION?	
Mandatory – following the labour law provisions			Less than a year			Yes – GA was the main objective of launching this solution	
Mandatory – following other provisions/ regulations in place in the institution			1-5 years			Yes - GA was not the main objective, but the solution aligns with GA	
Not mandatory but recommended or customary in my country		1	More than 5 years		1	No, the solution does not align with GA	
Not mandatory – it is a bottom-up initiative of the institution			No information			Don't know/ hard to say	

How many institutions have this solution in place?		How many employees have access to this solution?		What is the effective usage rate of the solution among employees who have access to it?		Are the costs of implementing the solution reasonable/ proportionate to the achieved benefits?	
FEW	MANY	FEW	MANY	FEW	MANY	NO	YES
0	0	0	0		1		1

Growing in popularity or losing popularity?		Meeting employees' needs or not meeting their needs?		Meeting expectations/ goals/ effective or disappointing?		Good or bad for environment?		Cheap or expensive to implement?	
LOSING	GROWING	NOT	YES	DISAPPOINTING	EFFECTIVE	BAD	GOOD	EXPENSIVE	CHEAP
	1		1		1		1	1	

To what extent would you recommend this solution to other EU countries? (scale 0-10)

Detractors (0 to 6)	Passives (7 or 8)	Promoters (9 or 10)
		1



Sustainable Mobility Allowance (SMA) – a financial support scheme for employees to cover their home-to-work commutes, provided they use green transport (ex: bike, electric scooters)						In place: 1			
LEGAL STATUS			DURATION			PART OF THE GREEN ADMINISTRATION?			
Mandatory – following the labour law provisions	1		Less than a year			Yes – GA was the main objective of launching this solution	1		
Mandatory – following other provisions/ regulations in place in the institution			1-5 years	1		Yes - GA was not the main objective, but the solution aligns with GA			
Not mandatory but recommended or customary in my country			More than 5 years			No, the solution does not align with GA			
Not mandatory – it is a bottom-up initiative of the institution			No information			Don't know/ hard to say			
How many institutions have this solution in place?		How many employees have access to this solution?		What is the effective usage rate of the solution among employees who have access to it?		Are the costs of implementing the solution reasonable/ proportionate to the achieved benefits?			
FEW	MANY	FEW	MANY	FEW	MANY	NO	YES		
	1		1	0	0	0	0		
Growing in popularity or losing popularity?		Meeting employees' needs or not meeting their needs?		Meeting expectations/ goals/ effective or disappointing?		Good or bad for environment?		Cheap or expensive to implement?	
LOSING	GROWING	NOT	YES	DISAPPOINTING	EFFECTIVE	BAD	GOOD	EXPENSIVE	CHEAP
	1		1	0	0		1	1	
To what extent would you recommend this solution to other EU countries? (scale 0-10)									
Detractors (0 to 6)			Passives (7 or 8)			Promoters (9 or 10)			
						1			



Support for starting school and raising children						In place: 1			
LEGAL STATUS			DURATION			PART OF THE GREEN ADMINISTRATION?			
Mandatory – following the labour law provisions	1		Less than a year			Yes – GA was the main objective of launching this solution			
Mandatory – following other provisions/ regulations in place in the institution			1-5 years			Yes - GA was not the main objective, but the solution aligns with GA			
Not mandatory but recommended or customary in my country			More than 5 years	1		No, the solution does not align with GA	1		
Not mandatory – it is a bottom-up initiative of the institution			No information			Don't know/ hard to say			
How many institutions have this solution in place?		How many employees have access to this solution?		What is the effective usage rate of the solution among employees who have access to it?		Are the costs of implementing the solution reasonable/ proportionate to the achieved benefits?			
FEW	MANY	FEW	MANY	FEW	MANY	NO	YES		
	1		1		1		1		
Growing in popularity or losing popularity?		Meeting employees' needs or not meeting their needs?		Meeting expectations/ goals/ effective or disappointing?		Good or bad for environment?		Cheap or expensive to implement?	
LOSING	GROWING	NOT	YES	DISAPPOINTING	EFFECTIVE	BAD	GOOD	EXPENSIVE	CHEAP
	1		1		1			1	
To what extent would you recommend this solution to other EU countries? (scale 0-10)									
Detractors (0 to 6)				Passives (7 or 8)			Promoters (9 or 10)		
							1		

MODUL II

GOOD PRACTICES IN WELL-BEING AND WORK-LIFE BALANCE



POLAND25.EU

Table of contents

MODULE II: Scope and methodology of the study	97
I. An overview of the solutions that are in place for well-being and work-life balance	98
FLEXIBLE WORK ORGANISATION FORMS.....	98
CARE FOR CHILDREN/DEPENDENTS.....	109
ACTIONS THAT SUPPORT PHYSICAL HEALTH.....	120
ACTIONS SUPPORTING MENTAL HEALTH	122
ACTIVITIES SUPPORTING INTEGRATION AND ORGANISATION CULTURE.....	129
SOCIAL AND FINANCIAL ACTIVITIES.....	135
REST AND RECOVERY	141
OTHER ACTIVITIES	146
II. An overview of the solutions planned for well-being and work-life balance	154
FLEXIBLE WORK ORGANISATION FORMS.....	154
CARE FOR CHILDREN/DEPENDENTS.....	156
ACTIONS SUPPORTING PHYSICAL HEALTH	159
ACTIVITIES SUPPORTING MENTAL HEALTH.....	164
ACTIVITIES SUPPORTING INTEGRATION AND ORGANISATION CULTURE.....	166
SOCIAL AND FINANCIAL ACTIVITIES.....	168
REST AND RECOVERY	170
OTHER ACTIVITIES	172
INDEX OF PRACTICES	176

Scope and methodology of the study



Timeframe: between February 4 and March 7, 2025.



Subject scope: Description of the most interesting and effective work-life balance (WLB) and well-being (WB) practices which address the following topics:

- Place of implementing the practices,
- Period of use and information whether the solution is one-off, temporary or fixed,
- Target group,
- Goals of practices,
- Benefits for employees and employers,
- Difficulties and risks,
- Cost assessment.



Entity scope: EUPAN network members and countries with observer status in the EUPAN network.



Methodology:

- The study has been carried out via computer assisted questionnaire online interviews - CAWI³.
- We have sent an invite to each of the countries specified above with a link to the questionnaire which was to be filled by a representative of public administration in the respective country.
- The countries described selected good practices in the form provided.
- 23 countries filled in the form: Austria, Belgium, Croatia, Cyprus, Czechia, Denmark, Finland, France, Hungary, Latvia, Lithuania, Luxembourg, Malta, Norway, Poland, Portugal, Romania, Serbia, Slovakia, Slovenia, Spain, Sweden and the European Commission.
- The report presents description of 35 selected practices which best align with the goals of WLB and WB.

³ eng. Computer Assisted Web Interview. In this technique respondents fill in an online questionnaire on their own.

I. An overview of the solutions that are in place for well-being and work-life balance

FLEXIBLE WORK ORGANISATION FORMS



Flexible working hours⁴



CZECH REPUBLIC



FINLAND



INSTITUTIONS FOLLOWING THE PRACTICE

Czech Republic:

- Central Administrative Authorities,
- Ministries,
- Office of the Government.

Finland:

- Ministries.

TARGET GROUP

Czech Republic:

- Civil servants and public sector employees.
- Employees of ministries, regional government offices and agencies.
- The practice has been in place in 214 public administration bodies (92%).

Finland:

- Employees of ministries (around half of employees take advantage of this practice).



⁴ Czech Republic and Finland described practices with similar practices that have similar operational guidelines.



PRACTICE DESCRIPTION

- ✓ Flexible working hours system lets employees adjust their daily working plans on a flexible basis.
- ✓ Employees need to be at work in basic hours (e.g. 9:00–14:00). Yet, before and after the basic hours, their working time is flexible (e.g. 6:00–9:00 and 14:00–19:00), and they decide when to start and finish their working days.
- ✓ Employees need to complete their weekly number of working hours (which is 40 hours in Chechia and 36 hours and 15 minutes in Finland).
- ✓ Workers enjoy a great autonomy in how their organise their working time.



IMPLEMENTATION GOALS

- ✓ Improving work life balance.
- ✓ Reducing stress and absenteeism of employees by letting them better adjust their working hours.
- ✓ Increasing satisfaction and motivation of employees to retain their employment.
- ✓ Improving effectiveness and productivity by working in top concentration hours.



BENEFITS

FOR EMPLOYEES	FOR EMPLOYERS
<ul style="list-style-type: none"> • Better work life balance. • Reduced stress related to commuting – employees can travel out of peak hours. • Higher sense of satisfaction and mental wellbeing. • Greater autonomy and sense of responsibility for organising one's work. • Higher productivity thanks to working in the most effective hours. • Lower absenteeism – employees can deal with their personal matters with no need to take days off. • Greater loyalty and retention of employees due to improved work-life balance. 	<ul style="list-style-type: none"> • Higher work effectiveness and efficiency of teams. • Better image of employer and greater attractiveness of employment in public service institutions. • Greater inclusivity – supporting employees in their family responsibilities, health problems or long commuting. • Less crowded offices due to different times of starting and finishing work.

ADDITIONAL INFORMATION






Potential difficulties

- Practices which require:
 - an adequate number of employees during basic hours, changes in management style - shifting from time-based supervision to assessing the effectiveness and results of operations,
 - shifting from time-based supervision to assessing the effectiveness and results of operations.
- Risk of communication delays in teams working on different time schedules.



Flexible working hours supplement remote work but do not replace it.

Is this a one-off, temporary or fixed solution?	How long has the practice been in place?	What is the estimated cost of implementing the solution?
		
Fixed	More than 5 years	Low



Flexible working hours (electronic system for recording the hours of arrival and departure)



CYPRUS



INSTITUTIONS FOLLOWING THE PRACTICE

→ Most government institutions.

TARGET GROUP

- All public administration employees, if their task types and organisation needs allow for that.
- The solution cannot be used by:
 - employees working in shifts,
 - employed in departments/ sections that have not yet implemented an electronic system for recording arrival and departure times,
 - employees whose duties cannot be performed in flexible working hours.
- The statistics imply high popularity of the solution and frequent use of the solution among the staff.
- Development of flexible working time policy has generated a favorable response, and public institutions demonstrate an increasing interest in the policy.



PRACTICE DESCRIPTION

- ✓ Employees can adjust their working hours between 7:00/8:30 and 14:30/16:00, but they have to perform on average 37,5 working hours a week.
- ✓ Electronic system for recording arrival and departure times supervises operations of the flexible working time.
- ✓ Heads of respective departments and units are responsible for implementing the policy and its compliance with regulations.



IMPLEMENTATION GOALS

- ✓ Improve work life balance.
- ✓ Reduce employees' stress.
- ✓ Lower traffic intensity and facilitate commuting for those employees who live far from their workplace.
- ✓ Improve communication with European institutions and other member states (addressing different time zones).



BENEFITS

FOR EMPLOYEES	FOR EMPLOYERS
<ul style="list-style-type: none"> • Better work-life balance. • Higher satisfaction with work. • Better mood. • Greater motivation to work. 	<ul style="list-style-type: none"> • Higher effectiveness and involvement of staff. • Better productivity and quality of performance. • Attractive image of public administration as a modern and friendly employer. • Gaining and retaining valuable employees.

ADDITIONAL INFORMATION





Potential difficulties

- It requires proper control and supervision for the work flow and to carry out work tasks.
- It involves monitoring workload of staff to prevent blurring the work life limits due to excessive flexibility.
- One should also bear in mind that the nature of some roles may require constant presence of an employee in defined working hours.



Despite the challenges named above, the practice brings significant benefits and enhances effectiveness of the public sector.

Is this a one-off, temporary or fixed solution?	How long has the practice been in place?	What is the estimated cost of implementing the solution?
		
Fixed	More than 5 years	Low



Flexitime Agreement



NORWAY



INSTITUTIONS FOLLOWING THE PRACTICE

- Most state owned institutions.
- Some institutions such as policy or duty service are excluded due to the nature of their job and their duties which require fixed working hours.

TARGET GROUP

- Employees of state owned institutions in roles where flexible working hours are possible:
 - Office workers,
 - Workers who do not work in shift system,
 - Workers who do not have any direct contact with customers.
- At present, the solution is used by 80 000 of government workers (out of total of 170 000).



PRACTICE DESCRIPTION

- ✓ Flexitime Agreement is a contract between the trade unions and the state as an employer.
- ✓ The contract is pursuant to the provisions of the Working Environment Act (§10-2), which covers the entire labor market.
- ✓ Standard weekly working time in Norway amounts to 37,5 hours, and the basic working hours are between 9:00 and 14:30.
- ✓ Flexitime Agreement allows for flexible working hours within a preset limits. Employees are allowed to:
 - adjust their daily and weekly working hours to their preferences as long as they perform their professional duties,
 - register their working time between 6:00 and 21:00,
 - use up to 24 full „flexible working days” a year as a compensation for the previous overtime,
 - work 48 hours a week and they use the accumulated overtime as their leisure time when it is convenient for them,
 - expand their working day up to 12 hours and then shorten their working time on another day of their choice.
- ✓ Employees need to agree on the „flexible working days” with their immediate supervisor.



IMPLEMENTATION GOALS

- ✓ Offer employees' flexibility in adjusting their working time to their individual needs.
- ✓ Support work life balance.
- ✓ Increase employees' satisfaction with work.



BENEFITS

FOR EMPLOYEES	FOR EMPLOYERS
<ul style="list-style-type: none"> • Better work life balance. • Possibility of collecting overtime and taking it any time which is convenient for them. • Combining „flexible working days” with days off to prolong holidays. 	<ul style="list-style-type: none"> • Greater satisfaction and motivation of employees • Higher productivity which results from flexibility and engagement of staff

ADDITIONAL INFORMATION



Potential difficulties

- The need to:
 - Manage different availability of employees,
 - Perform all work related duties on time.
- Keeping clear communication and coordination in teams.



Flexitime agreement is a well-established in Norway (both in private and public sectors). It offers substantial benefits to employees and employers alike. It allows for a healthy work life balance.

Is this a one-off, temporary or fixed solution?	How long has the practice been in place?	What is the estimated cost of implementing the solution?
		
Fixed	More than 5 years (in public sector – since 1999)	Low



Individual daily schedule



ROMANIA



INSTITUTIONS FOLLOWING THE PRACTICE

- General Directorate of Public Administration (DGAP) of the Ministry of Regional Development and Public Administration (MDLPA).

TARGET GROUP

- Employees of General Directorate of Public Administration (DGAP) of the Ministry of Regional Development and Public Administration (MDLPA) .
- In particular people who experience difficulties with working in standard hours (e.g. they have to take care of a child, commute from another town, they need to have a medical treatment etc.).



PRACTICE DESCRIPTION

- ✓ An employee have the right to apply for flexible working time for a definite or indefinite period of time.
- ✓ An employer is not obliged to accept the application but they need to justify the refusal in writing within 5 working days of receiving the request.
- ✓ Individual working schedule means that the daily working time is split into two parts:
 - The fixed part when all employees are present at the same time,
 - And the changing part when an employee decides about the time to start and finish work.
- ✓ An employee performs full daily working hours.
- ✓ An employee has the right to return to their previous schedule before the end of the set period, if any circumstances justifying the individual schedule have changed.



IMPLEMENTATION GOALS

- ✓ Letting employees compromise their personal life needs and the obligation to be present at work within the standard working hours of public administration.



BENEFITS

FOR EMPLOYEES	FOR EMPLOYERS
<ul style="list-style-type: none"> Keeping work life balance. Greater motivation. No pressure of standard working schedule which would be difficult to follow or would involve high cost (in terms of time or finance). 	<ul style="list-style-type: none"> Greater satisfaction of employees at no additional cost for employer.

ADDITIONAL INFORMATION






Potential difficulties

→ Romania has not identified any difficulties or threats.



The solution relies on mutual understanding of employee and employer's needs.

Is this a one-off, temporary or fixed solution?	How long has the practice been in place?	What is the estimated cost of implementing the solution?
		
Fixed	Between 1 and 5 years	Low



Flexible working week (Flexi-Week)



MALTA



INSTITUTIONS FOLLOWING THE PRACTICE

- All ministries

TARGET GROUP

- Central government staff meeting the following conditions:
 - working in the roles where flexible working hours are possible,
 - have features and skills which enable flexible working hours.
- The statistics are collected on regular basis from all the ministries and they signify that flexible working week is a popular practice among public sector employees and interest in the practice continues to grow.



PRACTICE DESCRIPTION

- ✓ Flexible working hours are a modern solution. Employees can follow a different working pattern than officially defined by the organisation. This implies that staff can plan their working week for the period of 4 to 6 days.
- ✓ Employees must work a required number of hours each week.
- ✓ Employees can use the solution if they make an agreement with their employer and discuss their expected performance effects and goals with their supervisor.
- ✓ The agreement is needed to guarantee continuity of service and tasks carried out by the organisation.



IMPLEMENTATION GOALS

- ✓ Facilitate work life balance.
- ✓ Increase employees' motivation
- ✓ Take care of employees' well-being
- ✓ Reduce mental and social risks (e.g. burnout).
- ✓ Retain talents in public administration.



BENEFITS




FOR EMPLOYEES	FOR EMPLOYERS
<ul style="list-style-type: none"> • Better management of personal and professional duties. • Possibility of adjusting working schedule to personal needs. • Higher motivation and satisfaction with one's job. 	<ul style="list-style-type: none"> • Higher effectiveness and quality of service. • Longer hours of offering public services. • Lower risk of burnout and other mental and social problems.

ADDITIONAL INFORMATION



Potential difficulties

→ Maintaining continuity and effectiveness of work despite flexible working schedules.

Is this a one-off, temporary or fixed solution?	How long has the practice been in place?	What is the estimated cost of implementing the solution?
		
Fixed	Between 1 and 5 years	Low

CARE FOR CHILDREN/DEPENDENTS



Flexible working hours for caregivers of children/dependents



CROATIA



INSTITUTIONS FOLLOWING THE PRACTICE

- Government administration bodies (e.g. Ministry of Justice, Public Administration and Digital Transformation, other government ministries and state administrative organisations),
- Judicial bodies (e.g. courts and state attorneys' offices), criminal justice bodies,
- The organisational units of the Croatian Parliament,
- The Office of the President of the Republic of Croatia,
- Offices and organisational units of the Government of the Republic of Croatia,
- The organisational units of the Constitutional Court of the Republic of Croatia, the State Judicial Council, the State Attorney's Council, the Ombudsman, the Ombudsman for Children, the Ombudsman for Gender Equality, the Ombudsman for Persons with Disabilities, the State Audit Office,
- Other bodies that are involved in the implementation of civil service tasks.

TARGET GROUP

- Civil servants who:
 - are parents or adoptive parents of children aged up to 8 years old,
 - care for a child with developmental disabilities,
 - are caregivers of people requiring constant care.
- No data on the scale of using the practice and its popularity.



PRACTICE DESCRIPTION

- ✓ An employee can individually decide on working hours which will be different from standard working hours in place in the institution (this applies to all weekdays or selected weekdays or days in a month).
- ✓ An employee cannot shorten the number of working days in a week.

- ✓ A civil servant applies to the supervisor from the government body for organising flexible working time. The application includes:
 - preferred period of the organisation,
 - motivation,
 - required documents.
- ✓ Flexible working hours can be granted for a defined period of time (not exceeding 12 months).
- ✓ Head of the government body (having gained approval of the supervisors higher in the hierarchy of the organisation) decides to grant flexible working time.
- ✓ In case of refusal, the civil servant receives a response with reasons in writing within 15 days from the date of application.



IMPLEMENTATION GOALS

- ✓ Support work life balance.
- ✓ Combine work responsibilities with caring for a child or dependent.
- ✓ Facilitate daily life in situations which require individual adjustments of working schedule to a particular family or caregiving situation.



BENEFITS

FOR EMPLOYEES	FOR EMPLOYERS
<ul style="list-style-type: none"> ● Opportunity to adjust working hours to individual family and caregiving needs. ● Possibility of deciding on start and end of working day in a way facilitating implementation of family tasks. ● Greater comfort, work satisfaction and better work life balance. 	<ul style="list-style-type: none"> ● Greater motivation and involvement of staff. ● Higher effectiveness and productivity of employees. ● Positive image of the institution as an employer caring about wellbeing of its employees.

ADDITIONAL INFORMATION






Potential difficulties

- Risk of malpractice, e.g. employees do not report changes in circumstances that were critical to the granting of flexible working hours.
- Organisational difficulties, especially if an employee is absent in key moments which require their presence (e.g. consultations, seeing clients, attending meetings).
- Functioning of teams with work schedules that do not coincide with the flexible working hours of some of its members.



If professional needs or circumstances should be modified, flexible working hours may be called off upon notification issued 30 days in advance to enable a civil servant adjusting their family obligations.

Is this a one-off, temporary or fixed solution?	How long has the practice been in place?	What is the estimated cost of implementing the solution?
		
Temporary	Less than a year (since January 2025)	Medium



Family-Friendly Workplace Policies



SWEDEN



INSTITUTIONS FOLLOWING THE PRACTICE

- Almost all the government institutions in Sweden (following the decentralized employment policy in Sweden, each institution makes autonomous decisions on how to address the needs of its employees with children).

TARGET GROUP

- Public administration staff with caregiving obligations.
- Primarily parents of small children.



PRACTICE DESCRIPTION

Policies friendly to families with kids cover a series of activities (each institution makes an autonomous decision on how to address needs of parents and caregivers):

- ✓ flexible working hours and home office options,
- ✓ extended parental leave financed by the state, available for both parents,
- ✓ universal, state-subsidized childcare system that guarantees affordability and wide availability of services,
- ✓ statutory right to reduce number of working hours until the child is 8 years old (with a pro rata reduction in salary),
- ✓ for public administration employees – an additional option of reducing working time by 25% until the child is 12 years old (according to the regulation on leave),
- ✓ centrally negotiated collective agreements by Swedish state employers' agency with trade unions,
- ✓ local collective agreements adjusted by an agency to its needs,
- ✓ parental leave subsidy, which covers about 90% of an employee's income during parental leave (upon meeting certain conditions),
- ✓ meetings organising during working hours which lets parents collect children from kindergartens and schools.



IMPLEMENTATION GOALS

- ✓ Support employees who have small children.
- ✓ Support work life balance.
- ✓ Combining professional duties with child care.



BENEFITS

FOR EMPLOYEES	FOR EMPLOYERS
<ul style="list-style-type: none"> ● Improving work life balance based on a wide range of work organisation options (e.g. home office, flexible working hours). ● Reducing stress and improving well-being. ● Long term professional career retention (preventing burnout). 	<ul style="list-style-type: none"> ● Higher employee retention index. ● Lower employee absenteeism. ● Higher effectiveness and productivity of staff. ● Greater involvement of staff.

ADDITIONAL INFORMATION






Potential difficulties

- Organisational difficulties – some roles allow for less flexibility (e.g. some employees cannot opt for home office due to the nature of their work duties).
- Risk of inequalities of employees who do different types of work.
- The need of strategic planning and clear communication of the employers to maintain effectiveness and address different needs of employees.
- The system requires substantial public financing although direct cost for a single employer is relatively low.



The system is considered the key element of building inclusive labor market and has gained international recognition.

Is this a one-off, temporary or fixed solution?	How long has the practice been in place?	What is the estimated cost of implementing the solution?
		
Fixed	Over 5 years	Medium



Breastfeeding/lactation rooms in public administration



FRANCE



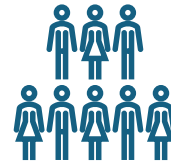
INSTITUTIONS FOLLOWING THE PRACTICE

Selected public administration institutions, among others:

- Ministry of Interior,
- Ministry of Culture,
- General Directorate of Enterprises,
- General Directorate of Public Finances.

TARGET GROUP

- Women working in the public sector.
- Women who wish to continue breastfeeding after returning to work.



PRACTICE DESCRIPTION

- ✓ Women can use special rooms to breastfeed or express milk.
- ✓ The rooms are equipped with special devices and individual sets, some of them also come with a fridge and a sink.
- ✓ In some rooms offer a facility to connect one's computer, which lets women continue working while expressing their milk.



IMPLEMENTATION GOALS

- ✓ Facilitate returning to work after maternity leave by creating the right hygienic place to express milk.
- ✓ Reduce differences in development potential between women and men.
- ✓ Relieve women of the burden of carrying milk expressing equipment and other supplies.



BENEFITS

FOR EMPLOYEES	FOR EMPLOYERS
<ul style="list-style-type: none"> • A comfortable and hygienic place to express milk. • Reducing mental burden. • Possibility to continue breastfeeding with no need for taking extra time off. 	<ul style="list-style-type: none"> • Women returning to work sooner. • Retaining qualified staff. • Attracting and retaining talented women in less feminized sectors such as IT or digital industries.

ADDITIONAL INFORMATION






Potential difficulties and challenges

- The challenges are related to spatial limitations (no room) and resistance of managers.
- To increase awareness among staff, one should place posters in the halls and near the breastfeeding rooms.
- It is worth preparing:
 - a manual explaining how to use the room,
 - leaflets for female employees.



The project has to be well-planned (among others, water outlets, storage lockers, booking schedule, communication with employees and managers).

Is this a one-off, temporary or fixed solution?	How long has the practice been in place?	What is the estimated cost of implementing the solution?
		
Fixed	Between 1 and 5 years	Medium



Children playroom



LATVIA



INSTITUTIONS FOLLOWING THE PRACTICE

- Ministry of Welfare.

TARGET GROUP

- Employees of Ministry of Welfare with children at kindergarten or school age.
- Playroom is available for ca 230 employees (all staff).
- At present employees use the playroom less and less often, as a growing number of employees work in a hybrid mode.



PRACTICE DESCRIPTION

- ✓ Playroom is a separate safe and comfortable room in the ministry building.
- ✓ The room comes with:
 - equipment for kids: games, toys, books, drawing and art materials,
 - working places: desks and computers which let parents work while they take care of their children.



IMPLEMENTATION GOALS

- ✓ Supporting employees in achieving better work life balance.
- ✓ Supporting flexibility of combining work and childcare.



BENEFITS

FOR EMPLOYEES	FOR EMPLOYERS
<ul style="list-style-type: none"> Confidence that a child is in a safe place. No need to take a day off for childcare. 	<ul style="list-style-type: none"> Greater satisfaction of employees. Continuity of working with no absences caused by parental duties. Improving the image of ministry as a friendly employer.

ADDITIONAL INFORMATION



Potential difficulties




- The need to update and complete equipment in playroom in time.



The ministry was rewarded for being a „Family friendly workplace“. The playroom was one of the reasons for the distinction.

The playroom is mentioned in job ads among the offered benefits.

It is an important benefit, as 80% of employees are women with children.

Is this a one-off, temporary or fixed solution?	How long has the practice been in place?	What is the estimated cost of implementing the solution?
		
Fixed	Over 5 years	Medium



Activities for children of public service staff (nursery in ministry)



SPAIN



INSTITUTIONS FOLLOWING THE PRACTICE

- The following ministries are located in the same set of buildings, among others:
 - Ministry of Public Works,
 - Ministry of Industry and Tourism,
 - Ministry of Economy,
 - Ministry of Labor.

TARGET GROUP

- Employees of selected ministries with children aged up to 3 years old.
- The practice is popular among clerks. Some of them apply for jobs in these ministries to get access to the offered onsite childcare facilities.



PRACTICE DESCRIPTION

- ✓ Children of employees have access to nurseries located within the complex of ministerial buildings.
- ✓ The service is available at a very affordable price, far lower than offered by private nurseries.



IMPLEMENTATION GOALS

- ✓ Facilitate access to high quality childcare for administration staff.
- ✓ Reduce time of commuting from workplace to childcare facility.
- ✓ Improve work life balance of employees.
- ✓ Reinforce the image of public administration as a family friendly place.






BENEFITS

FOR EMPLOYEES	FOR EMPLOYERS
<ul style="list-style-type: none"> Access to high quality childcare at special subsidized prices. Saving time and convenience related to no need to commute from workplace to nursery. More time spent with children. 	<ul style="list-style-type: none"> Creating a positive image of the institution as an employer supporting work-life balance practices. Higher loyalty and satisfaction of employees.

ADDITIONAL INFORMATION



Uneven access to the support form may result of competition of ministries in attracting talented candidates.

Is this a one-off, temporary or fixed solution?	How long has the practice been in place?	What is the estimated cost of implementing the solution?
		
Fixed	Over 5 years	Low

ACTIONS THAT SUPPORT PHYSICAL HEALTH



Health representatives



AUSTRIA



INSTITUTIONS FOLLOWING THE PRACTICE

- Federal Ministry of Labor, Social Affairs, Health, Care and Consumer Protection

TARGET GROUP

- Employees of the Federal Ministry of Labor, Social Affairs, Health, Care and Consumer Protection



PRACTICE DESCRIPTION

- ✓ In 2022 five employees were designated as “health officers,” who were then introduced on the intranet and in the company's magazine for staff (with photos and contact information).
- ✓ These officers serve as touchpoints for health issues. Their role is to offer information, advise, support and motivation for employees to take part in activities promoting health and encourage them to participate in surveys.
- ✓ If necessary, they direct employees to specialists (occupational medicine, occupational psychology, company doctor, staff representatives, safety experts).
- ✓ The officers gather suggestions and opinions from staff which are then forwarded to health promotion department, while they are obliged to keep confidentiality.
- ✓ The officers have been trained in the form of two part online workshop.
- ✓ The practice is popular, which is confirmed by numerous contacts of employees with health officers regarding sports activities, home office, occupational medicine and ergonomics.



IMPLEMENTATION GOALS

- ✓ Facilitate access to activities related to promoting health in workplace.
- ✓ Make sure employees can easily contact people who offer support in health related matters.
- ✓ Increase health awareness and participation of staff in themed initiatives.
- ✓ Offer information and advice in the areas related to health and ergonomics at workplace.



BENEFITS

FOR EMPLOYEES	FOR EMPLOYERS
<ul style="list-style-type: none"> • Easy access to health information and advice. • Possibility to get support and offer health related suggestions. 	<ul style="list-style-type: none"> • Better information flow on health needs of employees. • Greater involvement and attendance in health promoting activities. • Systematic collection of opinions and ideas for improvements.

ADDITIONAL INFORMATION






Potential difficulties

- It is vital to ensure continuous communication and updating information.



Representatives most often helped with issues related to physical activities, fitness offer, home office, medicine and work ergonomics.

Is this a one-off, temporary or fixed solution?	How long has the practice been in place?	What is the estimated cost of implementing the solution?
		
Fixed	Between 1 and 5 years	Low

ACTIONS SUPPORTING MENTAL HEALTH



Federal Network on Mental Health and Work



BELGIUM



INSTITUTIONS FOLLOWING THE PRACTICE

- Federal Public Service Social Security (FPS SS),
- Federal Public Service Employment, Labour and Social Dialogue (FPS WASO),
- National Institute for Sickness and Disability Insurance (NIHDI),
- Federal Agency for Occupational Risk (Fedris),
- Federal Public Service Public Health, Food Chain Safety and Environment (FPS Public Health),
- National Institute for the Social Security of the Self-Employed (RSVZ),
- FPS Policy and Support (BOSA),
- Common internal service for prevention and protection at work (EMPREVA),
- Supreme Health Council (HHR), Federal Public Service for Social Security (FPS SS),

TARGET GROUP

- All citizens
- Self-employed
- Federal civil workers.





PRACTICE DESCRIPTION

- ✓ The practice evolved from the consultancy group to a dynamic cooperation network across institutions.
- ✓ The main goals of the network:
 - Coordination of the federal plan „Mental Well-being at Work”, MWAU.
 - Sharing essential information.
 - Creating a global vision and coordinating initiatives related to mental health and work.
 - Support, monitoring and conducting scientific research.
 - Consulting respective ministers.
 - Creating and monitoring partnerships and domestic as well as international projects.
 - Formulating recommendations for agencies and political decision makers.
 - Transparent communication with all stakeholders.
- ✓ Coordinators prepare annual action plans for employees, self-employed and civil servants, as well as cross-sectional activities.
- ✓ The annual plans are confirmed by the head committee.
- ✓ General assembly meets monthly.



IMPLEMENTATION GOALS

- ✓ Implement an integrated policy preventing mental and social risks.
- ✓ Develop a federal action plan „Mental resilience at work”.
- ✓ Prevent mental health problems which are linked to work and which affect work.
- ✓ Preventative measures on:
 - Primary level (prevent the risk factors).
 - Secondary level (early diagnosis and limitation of symptoms).
 - Tertiary level (support going back to work and prevent recurrences).






BENEFITS

FOR EMPLOYEES	FOR EMPLOYERS
<ul style="list-style-type: none"> Reducing absenteeism related to mental problems. Improving well-being and mental comfort at work. 	<ul style="list-style-type: none"> Better effectiveness and productivity of employees. Consolidated government action and more efficient use of available resources. Increasing involvement and cooperation of public institutions.

ADDITIONAL INFORMATION



No potential difficulties were identified in the practice description.

Is this a one-off, temporary or fixed solution?	How long has the practice been in place?	What is the estimated cost of implementing the solution?
		
Fixed	Between 1 and 5 years	Low



Re-BOrn project – returning to work after burnout



BELGIUM



INSTITUTIONS FOLLOWING THE PRACTICE

- So far, the project has been implemented in 5 public administration units:
- Federal Public Service (FPS) Employment, Labor and Social Dialog,
 - Federal Public Service (FPS) Home Affairs,
 - Federal Public Service (FPS) Mobility and Transport,
 - Federal Public Service (FPS) Politics and Support,
 - National Institute for Sickness and Disability Insurance.

TARGET GROUP

- Employees who have experienced burnout.
- The project was highly popular – all positions were taken and those willing were put on the waiting list.



PRACTICE DESCRIPTION

- ✓ The name of the project - Re-BOrn originates from „Return to work after BurnOut”.
- ✓ The project consists of two stages:
 - recovery – secondary prevention, i.e., early diagnosis, promoting the reduction of burnout symptoms and employment retention,
 - reintegration – tertiary prevention, i.e. promoting return to work after burnout and preventing its recurrences.
- ✓ The project involved the following actions:
 - implementing interventions improving the healing process following burnout,
 - monitoring quality of reintegration and actions preventing recurrences,
 - analysis of risk factors and aiding elements to reduce the number of burnout cases.
- ✓ The project also covers studies to determine whether different social and demographic groups (e.g. women) encounter different barriers when returning to work.



IMPLEMENTATION GOALS

- ✓ Improve the process of recovery after burnout.
- ✓ Streamline post-burnout reintegration processes.
- ✓ Prevent burnout recurrences by:
 - assessing current practices and policies related to returning to work after burnout,
 - evaluating effectiveness of burnout healing programs.
- ✓ Improve accessibility to and participation in the labor market for people who struggle with mental illness (an inclusive society).



BENEFITS

FOR EMPLOYEES	FOR EMPLOYERS
<ul style="list-style-type: none"> ● Easier returning to work after burnout. ● Lower risk of burnout recurrences. 	<ul style="list-style-type: none"> ● Reduced absenteeism and experience retention in the organisation. ● Building a more inclusive work environment. ● Higher involvement and loyalty to public service.

ADDITIONAL INFORMATION






Potential difficulties

- The need of central recruitment of employees and specialists to implement the project.
- Ensuring effective support for implementation and giving feedback in respective public administration units.



There is interest in continuing the project and expanding it to more government bodies.

Is this a one-off, temporary or fixed solution?	How long has the practice been in place?	What is the estimated cost of implementing the solution?
		
Regular	Between 1 and 5 years	Medium



Mental health service at the Ministry of the Civil Service

LUXEMBOURG



INSTITUTIONS FOLLOWING THE PRACTICE

- Ministry of the Civil Service,
- All ministries (20),
- Central public service administration (133),
- All local governments (around 100 communes).

TARGET GROUP

- Employees of all ministries, central administration and administration of communes.
- Annual statistics signify growing number of people who use mental health services of the Ministry of the Civil Service.



PRACTICE DESCRIPTION

- ✓ There is a unit at the Ministry of Civil Service which was established in 2016.
- ✓ The main activities:
 - supporting persons with special needs,
 - offering individual confidential mental health consultations,
 - offering advice in conflict, including situations involving abuse,
 - supporting mental health cases,
 - analyzing mental and social risks,
 - helping to return to work,
 - intervening in crisis and post-crisis situations,
 - running training for management staff and HR departments.
- ✓ Employees can request help on their own or can get support at the request of managers or supervisors.



IMPLEMENTATION GOALS

- ✓ Preventing mental and social risks in civil service.
- ✓ Improving life quality at work.
- ✓ Supporting employees in crisis and post-crisis situations.



BENEFITS

FOR EMPLOYEES	FOR EMPLOYERS
<ul style="list-style-type: none"> • Access to individual confidential mental health support. • Help in conflict and mental health problems. • Supporting people with special needs. 	<ul style="list-style-type: none"> • Help in conflict solving. • Support in process of returning to work. • Analysis of mental and social risks. • Crisis interventions. • Training for management staff. • Support in terms of including people with special needs.

ADDITIONAL INFORMATION



Potential difficulties

- ✓ Ministry employees may fear stigmatization and confidentiality issues.
- ✓ Logistic challenges while offering services to employees in distant locations.
- ✓ difficulties in measuring real impact of the service upon well-being of employees and effectiveness of the organisation.



Effectiveness of implementing some actions depends on involvement of management staff.

Is this a one-off, temporary or fixed solution?	How long has the practice been in place?	What is the estimated cost of implementing the solution?
		
Fixed	Over 5 years (since 2016)	Medium

ACTIVITIES SUPPORTING INTEGRATION AND ORGANISATION CULTURE



Focus Groups Sessions



PORTUGAL



INSTITUTIONS FOLLOWING THE PRACTICE

- Directorate General for Administration and Public Employment (DGAEP) as a member of the Central Government Change Management and Communication Working Group (CMCWG).
- The practice is applied in the context of the public administration reforms in progress.

TARGET GROUP

- Employees and managers of public administration units which are subject to organisational or functional restructuring.
- 25% employees of each of the units in question should attend the sessions.



PRACTICE DESCRIPTION

- ✓ The practice involves organising offline sessions where employees and managers cooperate and share their experience.
- ✓ Session participants share their concerns and expectations as well as optimization ideas regarding the public administration reforms.
- ✓ The sessions follow the previously set timeline in small groups, with variety of participants and confidentiality.
- ✓ The sessions are conducted by professionals (HR specialists/ psychologists).
- ✓ The sessions are split into two parts:
 - Individual and group reflection on changes and vision of success in the coming 5 years,
 - Conversation with a government member clarifying participants' concerns and reducing sense of uncertainty.
- ✓ Session participants share their opinions before and after the session.



IMPLEMENTATION GOALS

- ✓ Ensure conditions conducive to cooperation and sharing experience by employees and managers.

- ✓ Identify concerns and expectations of employees in relation with the reform.
- ✓ Gather suggestions about possible optimizations.
- ✓ Increase organisational well-being and prevent mental and social risks.
- ✓ Create a set of good practices for the time of change and unpredictability.






BENEFITS

FOR EMPLOYEES	FOR EMPLOYERS
<ul style="list-style-type: none"> An opportunity to express concerns and clarify doubts. Reducing stress and uncertainty related to the changes. 	<ul style="list-style-type: none"> Greater involvement of employees. Reducing staff turnover. Better achievement of the organisation's targets. Improved atmosphere at workplace and communication in public administration.

ADDITIONAL INFORMATION



- ✓ Priority interferences are defined for particular stages of reform implementation.
- ✓ Reports from the sessions are prepared.

Is this a one-off, temporary or fixed solution?	How long has the practice been in place?	What is the estimated cost of implementing the solution?
		
Regular	Less than a year	Low



Staff Budget



POLAND



INSTITUTIONS FOLLOWING THE PRACTICE

- Ministry of Agriculture and Rural Development

TARGET GROUP

- All employees of Ministry of Agriculture and Rural Development.
- The initiative generates great interest – every fifth employee participates in the voting.



PRACTICE DESCRIPTION

- ✓ The practice lets employees actively participate in decisions concerning spending of a part of budget.
- ✓ Employees come up with ideas.
- ✓ Employee Budget Committee (11 persons from different departments):
 - gathers and verifies ideas,
 - organises voting,
 - sets timeline for implementation of the winning projects,
 - supervises execution of the projects.
- ✓ The annual budget is 30 000 PLN, with maximum cost of a single project - 5 000 PLN.
- ✓ The ideas may refer to:
 - improving wellbeing and working conditions,
 - infrastructure,
 - work-life balance initiatives,
 - environmental solutions,
 - promoting healthy lifestyle.
- ✓ The whole procedure is described in the terms and conditions approved by the Director General.



IMPLEMENTATION GOALS

- ✓ Let employees have a say in how funds are spent.
- ✓ Gather information about employees' needs and expectations.

- ✓ Build integration and shared responsibility for workplace.
- ✓ Create a friendly working environment.



BENEFITS

FOR EMPLOYEES	FOR EMPLOYERS
<ul style="list-style-type: none"> • A chance to submit ideas irrespective of post. • Sense of influence on the organisation. • Integration and higher trust between employees and employer. 	<ul style="list-style-type: none"> • Identifying employees' needs. • Improving working environment. • Building a positive internal image (employer branding).

ADDITIONAL INFORMATION






Potential difficulties

- Underestimating project costs by employees - so in exceptional cases the project budget can be increased.
- Architectural limitations, health, safety and fire regulations may not allow for implementation of some projects.
- The need to have a broad information campaign via different channels (Intranet, e-mails, printed materials).



Recommendation of increasing the annual budget up to 40 000 PLN and limit per project up to 10 000 PLN due to higher cost of services and goods.

Is this a one-off, temporary or fixed solution?	How long has the practice been in place?	What is the estimated cost of implementing the solution?
		
Regular	Between 1 and 5 years	Low



New Year's reception for the youngest



SLOVENIA



INSTITUTIONS FOLLOWING THE PRACTICE

- Ministry of Economy, Tourism and Sport.

TARGET GROUP

- Employees of the ministry who are parents or grandparents of children aged up to 15.



PRACTICE DESCRIPTION

- ✓ The ministry organises a New Year's party for children and grandchildren of employees every year.
- ✓ Employees enroll their children to the event and are notified about the deadline when they should deliver signed gifts.
- ✓ The organiser packs gifts in uniform gift bags.
- ✓ The ministry sends an invitation on behalf of Santa Claus — separate for boys and girls. Parents only write their child's name and they can print and use it.
- ✓ The event takes place in the sports hall of the kindergarten, which is located near the ministry, resulting in a friendly atmosphere.
- ✓ During the event:
 - there is a Xmas show,
 - Santa Claus hands out gifts to children,
 - The ministry offers some refreshments.



IMPLEMENTATION GOALS




- ✓ Establishing relationships by employees.



BENEFITS

FOR EMPLOYEES	FOR EMPLOYERS
<ul style="list-style-type: none"> • A chance to integrated in a relaxed setting. • Establishing relationships. 	<ul style="list-style-type: none"> • Integrated team.

ADDITIONAL INFORMATION

Is this a one-off, temporary or fixed solution?	How long has the practice been in place?	What is the estimated cost of implementing the solution?
		
Regular	Between 1 and 5 years	Low

SOCIAL AND FINANCIAL ACTIVITIES



Financial support of childcare



HUNGARY



INSTITUTIONS FOLLOWING THE PRACTICE

- Ministries.

TARGET GROUP

- Civil servants raising a child/ children (between birth and end of education).



PRACTICE DESCRIPTION

- ✓ A parent applies for financial support.
- ✓ It is eligible from the child's birth until the end of compulsory education.
- ✓ If the child continues education, the allowance is offered until the age of 20.
- ✓ A child with special educational needs who is not entitled to disability benefits under the Law on the Rights of Persons with Disabilities and Providing Equal Opportunities, support is offered until the age of 23.
- ✓ The allowance amount consists of the core amount and an extra sum for each child.
- ✓ The basic amount equals monthly gross minimum wage at the time of applying.
- ✓ Individuals who are single parents, raising three or more children or a child with a disability receive 120% of the gross minimum wage.



IMPLEMENTATION GOALS

- ✓ Improving living conditions for families with kids.
- ✓ Offering financial support to families in time of higher cost.



BENEFITS




FOR EMPLOYEES	FOR EMPLOYERS
<ul style="list-style-type: none"> Financial support. Better school spending management. Sense of financial security. 	<ul style="list-style-type: none"> Impact upon attractiveness of working in public administration. Greater motivation and loyalty of staff.

ADDITIONAL INFORMATION



Potential difficulties

- There is no risk involved in the practice.
- Hungary has not conducted additional studies to examine outcome of the solution.

Is this a one-off, temporary or fixed solution?	How long has the practice been in place?	What is the estimated cost of implementing the solution?
		
Fixed	Over 5 years	Medium



Back to school support



HUNGARY



INSTITUTIONS FOLLOWING THE PRACTICE

- Ministries.

TARGET GROUP

- Civil servants raising a child/ children at school age.



PRACTICE DESCRIPTION

- ✓ A parent applies for financial support needed to cover costs related to the beginning of school year.
- ✓ The allowance is granted for a child living in the same household as the civil servant.
- ✓ The allowance amount is 45% of monthly gross minimum wage. The minimum wage rate of August 1 of the reference year applies here.
- ✓ The amount is calculated for each child.



IMPLEMENTATION GOALS

- ✓ Improving living conditions of families with children.
- ✓ Covering costs related to the beginning of school year.



BENEFITS




FOR EMPLOYEES	FOR EMPLOYERS
<ul style="list-style-type: none"> Financial support for the beginning of school year. Real financial relief. Possibility of better planning of family budget. 	<ul style="list-style-type: none"> Attractiveness of employment in public administration. Positive image of the institution.

ADDITIONAL INFORMATION



Potential difficulties

- The practice does not involve any risk.
- Hungary has not run any additional research on the effects of the solution.

Is this a one-off, temporary or fixed solution?	How long has the practice been in place?	What is the estimated cost of implementing the solution?
		
Fixed	Over 5 years	Medium



Allowance for meals



CZECH REPUBLIC



INSTITUTIONS FOLLOWING THE PRACTICE

- Central Administrative Authorities,
- Ministries,
- Office of the Government.

TARGET GROUP

- Civil servants and public sector employees.
- Employees of ministries, regional offices and government agencies.
- People who work in office and in home office.



PRACTICE DESCRIPTION

- ✓ Meal subsidy is in the form of a meal voucher.
- ✓ Meal vouchers can be used in restaurants, stores and canteens, and even in some supermarkets.
- ✓ Meal allowance is granted pursuant to the collective agreement and is 24 CZK for each main meal consumed during the shift.
- ✓ If the shift is longer than 11 hours, employee receives a second allowance on the same day.
- ✓ In the Ministry of Internal Affairs, nominal value of meal voucher is 90 CZK, including 41 CZK covered by the ministry as an employer, 24 CZK from the cultural and social needs fund, and 25 CZK paid by a clerk or employee.
- ✓ Employee is eligible to receive the allowance from the first day of employment.



IMPLEMENTATION GOALS

- ✓ Support regular diet of employees.
- ✓ Improve well-being at work.
- ✓ Increase attractiveness of employment.
- ✓ Make up for lower wages without increasing salary costs and premiums.



BENEFITS




FOR EMPLOYEES	FOR EMPLOYERS
<ul style="list-style-type: none"> Increasing net income with no impact on gross income. Saving on taxes and premiums. A chance to use a wide network of facilities which accept meal vouchers (restaurants, bars, canteens, grocery stores). Better diet. Easier planning of family budget. 	<ul style="list-style-type: none"> Lower taxable income for the employee, which means tax savings compared to the same allowance paid in cash. Higher attractiveness of workplace. Loyalty and satisfaction of employees.

ADDITIONAL INFORMATION



Potential difficulties

- Meal vouchers cannot be used for all shopping.
- Shop assistant cannot give change when one pays with meal vouchers.
- Time-limited validity - unused vouchers are no longer valid.
- Not all stores and restaurants accept them.
- For some meal voucher providers, administration fees may be high, which lowers effectiveness of the allowance for employer.

Is this a one-off, temporary or fixed solution?	How long has the practice been in place?	What is the estimated cost of implementing the solution?
		
Temporary	Over 5 years	Medium

REST AND RECOVERY



Wellness allowance and wellness hour



SWEDEN



INSTITUTIONS FOLLOWING THE PRACTICE

→ No exact data on institutions where the practice is in place – these are optional benefits that government institutions grant at their discretion.

TARGET GROUP

- Employees of government institutions.
- Wellness allowance (friskvårdsbidrag) is used by ca 270 000 employees of central government bodies.
- Wellness hour (friskvårdstimme) is a less common solution, implemented by some government institutions.
- Both allowances are very popular.



PRACTICE DESCRIPTION

- ✓ Wellness allowance (friskvårdsbidrag):
 - is a tax-free benefit,
 - it is subject to tax regulations set by the Swedish tax authorities, which ensures uniform rules across all sectors, including government institutions,
 - it allows for refunding cost of health promoting activities such as: gym passes, yoga, swimming,
 - refunds to employees are made on the basis of the submitted bill,
 - government institutions define allowance amount on their own – ranging from 0 to 5 000 SEK annually (ca. 450 EUR)
- ✓ Wellness hour (friskvårdstimme):
 - It is a paid time for physical activities (usually one hour a week),
 - execution depends on the internal rules of a given institution and is aligned with the workplace,
 - there is no single top-down regulation, so the rules may vary between institutions.



IMPLEMENTATION GOALS

The practice is an element of health-promoting policy that is in force in the workplace - government institutions have the flexibility to shape wellness policy initiatives, responding to the needs of employees.

Main goals:

- ✓ improving and promoting health among employees.
- ✓ Reducing absenteeism at work.
- ✓ Improving work life balance.



BENEFITS




FOR EMPLOYEES	FOR EMPLOYERS
<ul style="list-style-type: none"> ● Better health. ● Lower cost of health promoting activities. ● Better work life balance. 	<ul style="list-style-type: none"> ● Lower absenteeism and higher productivity. ● Reinforcing employer's image as caring about well-being of staff. ● Better involvement of employees. ● Promoting and development of wellness culture in workplace.

ADDITIONAL INFORMATION



Potential difficulties

- Administration burden related to reimbursement of wellness allowance cost.
- Uneven access to wellness hour in the sector:
 - It depends on decision and capabilities of respective institutions,
 - Some agencies grant 1 hour a week, others grant more, and some do not offer it at all.
- Uneven access to wellness allowance in the sector:
 - Major differences in the allowance amounts,
 - Some agencies offer the full amount of 5 000 SEK, while others offer less or now allowance.
- Risk of ineffective use of allowance by employees with no durable impact upon better health.

Is this a one-off, temporary or fixed solution?	How long has the practice been in place?	What is the estimated cost of implementing the solution?
		
Fixed	Over 5 years	Low



Initiative for senior employees



DENMARK



INSTITUTIONS FOLLOWING THE PRACTICE

- State sector institutions which are under collective agreements.
- Initiatives are implemented at the local level by managers of particular institutions.

TARGET GROUP

- Older employees of state sector.



PRACTICE DESCRIPTION

- ✓ The initiative covers a series of facilities for senior employees. Employees can:
 - use senior holidays (up to 12 days a year for people aged over 62),
 - reduce number of working hours (for people aged over 60),
 - give up managerial functions (for people aged over 58),
 - get a senior allowance (for people aged over 62),
 - discuss senior perspectives during annual reviews (for people aged over 60).
- ✓ Practice implementation depends on the local manager.



IMPLEMENTATION GOALS

- ✓ Retain senior employees in employment and keep their competences in state institutions.
- ✓ Increase accessibility of labor force by delayed retirement.



BENEFITS




FOR EMPLOYEES	FOR EMPLOYERS
<ul style="list-style-type: none"> • An opportunity of getting extra time off and bonus. • Adjusting professional duties to the changing life situation, • Reducing burden by abandoning managerial functions. 	<ul style="list-style-type: none"> • Retaining experienced staff and their expertise, • Increasing accessibility to labor force in state institutions.

ADDITIONAL INFORMATION



Potential difficulties

- Difficulties in local implementation — need to assess which employees really need support.
- Problems with interpreting the grounds of agreements, leading to negotiations and complaints from trade unions.
- Risk that some initiatives (e.g. shorter working day, extra time off) may reduce accessibility to employees, and may not increase this accessibility by later retirement of staff.

Is this a one-off, temporary or fixed solution?	How long has the practice been in place?	What is the estimated cost of implementing the solution?
		
Fixed	Over 5 years	Medium

OTHER ACTIVITIES



Learning and Development offer to all staff (L&D)



EUROPEAN
COMMISSION



INSTITUTIONS FOLLOWING THE PRACTICE

- European Commission and its organisational bodies.

TARGET GROUP

- All eligible employees of the European Commission.
- The practice is highly popular among staff.



PRACTICE DESCRIPTION

- ✓ Employees can take advantage of free offline and online training courses in numerous fields, including:
 - digital skills,
 - foreign languages,
 - creating public policies,
 - budget and finance,
 - human resources,
 - law,
 - translating and interpreting,
 - science and research.
- ✓ Employees apply online, and their participation needs to be approved by the supervisor.
- ✓ Training takes place during working hours.
- ✓ Employees discuss selection of training during an annual review with their supervisors to adjust the offer to their individual needs.



IMPLEMENTATION GOALS

- ✓ Implementing lifelong learning principles.
- ✓ Enabling professional development for employees during their long career in the European Commission (average period of working is ca. 25 years).
- ✓ Facilitating them getting new competences and changing their career path within the organisation.



BENEFITS

FOR EMPLOYEES	FOR EMPLOYERS
<ul style="list-style-type: none"> ● Opportunity for growth and expanding skills. ● A chance to change the professional area or promotion. ● Being better prepared for new professional challenges. 	<ul style="list-style-type: none"> ● Retaining experienced workers in the organisation. ● Applying knowledge gained by employees in new areas. ● Higher effectiveness and flexibility of staff. ● Greater motivation and engagement of employees.

ADDITIONAL INFORMATION






Potential difficulties

- ✓ Difficulties related to employee lacking time to take part in training due to work overload.
- ✓ Risk of interrupting the course by an employee for professional reasons and no possibility of completing it.



The practice makes education the foundation of work instead of being a luxury.

Is this a one-off, temporary or fixed solution?	How long has the practice been in place?	What is the estimated cost of implementing the solution?
		
Fixed	Over 5 years	Medium



Dog at Work



POLAND



INSTITUTIONS FOLLOWING THE PRACTICE

- Ministry of Agriculture and Rural Development

TARGET GROUP

- Employees who have a dog and wish to take it to work.
- Since the beginning of the program, 71 dogs participated in it and spent total of 350 days in the office.



PRACTICE DESCRIPTION

- ✓ To take a dog to work, the owner has to:
 - grant permission of colleagues who will be in direct contact with the dog,
 - submit an application with owner's and dog's data to the building administration section,
 - put a note with dog's photo, its name and description of features on the door of the room (e.g. „not afraid of new people”, „does not like to be cuddled”).
- ✓ The dog must meet the following criteria:
 - it must have the following features: sociable, not aggressive, obedient,
 - it must be clean, vaccinated against rabies, dewormed and have flea and tick protection,
 - it cannot be of aggressive breed (as defined in the Polish regulations),
 - it must be signed (collar with dog's name and owner's phone number),
 - it must be on the lead and under constant supervision of the owner,
 - if it is big, it have a muzzle (if co-workers ask for it).
- ✓ Dog's owner's duties:
 - securing comfortable setting for the dog (pet bed, access to water and food, cable protection, removal of toxic plants),
 - covering cost of any damage caused by the dog.



IMPLEMENTATION GOALS

- ✓ improving well-being of employees and supporting them in combining their work related duties with dog care.
- ✓ Facilitating pet care, especially in situations which require administering medication, more frequent walking or with separation anxiety problems in a dog.



BENEFITS

FOR EMPLOYEES	FOR EMPLOYERS
<ul style="list-style-type: none"> • Feeling better, less stress, improved mood. • Healthy breaks at work by going for a walk. • Establishing relationships and being open to social interaction - team integration. • Better atmosphere at work. • A chance to take care of a dog during working hours. 	<ul style="list-style-type: none"> • Greater effectiveness and better atmosphere in the team. • Building an image of a friendly employer (employer branding). • Better team integration and satisfaction of staff. • Attracting new talents.

ADDITIONAL INFORMATION



Potential difficulties




- ✓ The program requires reminding employees about the rules on regular basis (e.g. via intranet) and informing new employees about it.
- ✓ The need to monitor whether the principles are observed to avoid situations whether they are broken.



The program is highly popular both among dog owners and among employees who do not have a dog but enjoy contact with pets. In the internal survey, 20% employees found presence of a dog at work highly motivating.

The program attracts interest of other institutions and companies who call to learn about the details and implement similar solutions.

Total cost of program implementation was 950 PLN (purchase of trash can and waste bags).

Is this a one-off, temporary or fixed solution?	How long has the practice been in place?	What is the estimated cost of implementing the solution?
		
Fixed	Between 1 and 5 years	Low



Employee Satisfaction Survey in State Administration



REPUBLIC OF SERBIA



INSTITUTIONS FOLLOWING THE PRACTICE

All public administration bodies

- Ministries – central government bodies responsible for particular political areas,
- Agencies and institutions which perform experts, regulatory and administration tasks,
- Government services supporting the government and coordinating policies,
- Administrative districts that coordinate state administration activities at the district level,
- Administration bodies in ministries – subordinate agencies and directorates that carry out specialized tasks under the ministry's jurisdiction.

TARGET GROUP

- Employees of ministries and other public administration bodies in Serbia.
- The core group are civil servants.



PRACTICE DESCRIPTION

- ✓ Satisfaction surveys are run every year by different state administration institutions.
- ✓ The survey is available online.
- ✓ Organisers guarantee anonymity and confidentiality of answers (even in institutions with 5 people).
- ✓ Organisers store data and analyze them in a safe system.
- ✓ Results are used to formulate recommendations for HR policies.
- ✓ The survey takes 15 - 20 minutes to complete.
- ✓ Closed and open ended questions let respondents express opinions and indicate problems.



IMPLEMENTATION GOALS

- ✓ Explore employees' satisfaction.
- ✓ Indicate areas for improvement.
- ✓ Strengthen communication and trust between employees and management.
- ✓ Deliver data to create better HR policies.
- ✓ Improve employees' awareness regarding career paths in public administration bodies.
- ✓ Solve the problem of lack of engagement and motivation among employees.
- ✓ Improve effectiveness and quality of work in public administration.



BENEFITS




FOR EMPLOYEES	FOR EMPLOYERS
<ul style="list-style-type: none"> ● A tool to express opinions and concerns. ● Impact upon changes in work environment and policies. ● Greater clarity of decision making processes. ● Possibility of indicating issues related to career development or organisation culture. 	<ul style="list-style-type: none"> ● Data to improve human resource policies. ● Reinforcing the strategy of engaging and retention of employees. ● Creating a reputation of an attractive employer. ● Identifying trends which are helpful for future HR reforms.

ADDITIONAL INFORMATION



Potential difficulties and challenges

- Low attendance which results from lack of motivation or awareness.
- Skepticism regarding confidentiality of answers.
- Limited follow-up actions which may lower trust in the entire process.
- Varied engagement of institutions which affects overall effectiveness of the survey.

Is this a one-off, temporary or fixed solution?	How long has the practice been in place?	What is the estimated cost of implementing the solution?
		
Temporary	Less than a year	Low

II. An overview of the solutions planned for well-being and work-life balance

FLEXIBLE WORK ORGANISATION FORMS



Flexible form of work -part time work



CYPRUS



INSTITUTIONS WHICH PLAN TO INTRODUCE THE PRACTICE

- All government administration institutions.

TARGET GROUP

- Public sector employees who are:
 - parents of children aged up to 15,
 - caregivers of dependents,
 - people with disabilities,
 - people with health problems which do not allow for full time employment.



PRACTICE DESCRIPTION

- ✓ It lets employees work reduced hours.
- ✓ An employee can reduce their working hours by up to 2 hours a day.
- ✓ Salary is reduced pro rata in line with reduced working hours.



IMPLEMENTATION GOALS

- ✓ Introduce and regulate flexible employment forms in public services of the Republic of Cyprus in the context of Cyprus Recovery and Resilience Plan for 2021–2026.
- ✓ Create a more supportive working environment, especially for people facing health problems, disabilities and caregivers of dependents.



BENEFITS





FOR EMPLOYEES	FOR EMPLOYERS
<ul style="list-style-type: none"> • More flexible working hours. • Possibility of taking care of family members or care for own health. • Work life balance. • Reducing stress and sense of support from the state. • Greater motivation to effectively and efficiently perform one's duties. 	<ul style="list-style-type: none"> • Limiting employees' absenteeism. • Increasing motivation and productivity of employees (employees must do the same amount of work with a lower number of hours each day). • Creating a flexible and friendly working environment. • Alignment with modern management trends.

ADDITIONAL INFORMATION



Potential difficulties:

- Need to increase general employment if a high number of present employees uses the practice.
- Increased overtime for employees working in shifts or in client service.

Will this be a one-off, temporary or fixed solution?	When is the practice planned to be implemented?	What is the estimated cost of implementing the planned solution?	How likely is the practice to be implemented?
			
Fixed	2025	Low	High

CARE FOR CHILDREN/DEPENDENTS



Website for employees who care for people with disability („Disability Single Entry Point”)



INSTITUTIONS WHICH PLAN TO INTRODUCE THE PRACTICE

- European Commission.

TARGET GROUP

- Employees of European Commission who are caregivers of dependents with disabilities or illnesses.
- The planned practice has a potential of positive impact on hundreds of employees of the institution.



PRACTICE DESCRIPTION

- ✓ The planned practice involves creating a complex support system for employees in the European Commission structures who are caregivers of dependents with disabilities. The planned activities consist of two main components.
- ✓ Online information center for caregivers:
 - A central digital platform (in the „Disability Single Entry Point” platform), offering up to date and important information regarding:
 - employees’ rights,
 - leave and absence rules,
 - family allowances,
 - available resources supporting caregivers.
 - All the key information, including contact data and procedure guidelines, should be up to date and easy to get. Regular updates will be performed in collaboration with Directorate General for Human Resources and Security.
- ✓ Flexible rules of hybrid work:
 - the present model of hybrid work is planned to be adjusted to meet caregivers’ needs,
 - the planned ideas should cover modifications of work schedules and possibilities of broader use of home office, to let employees smoothing combine professional duties with caring for dependents.



IMPLEMENTATION GOALS

- ✓ Create work environment which will facilitate combining professional duties with caring for dependents by offering proper tools and solutions.
- ✓ Support employees facing the challenges of having to combine professional work and caregiving duties.



BENEFITS

FOR EMPLOYEES	FOR EMPLOYERS
<ul style="list-style-type: none"> ● Adjusting time and place of work to the needs resulting from caring for a dependent person with a disability or illness. ● Better work life balance. ● Support in difficult life moments with clear procedures and easy access to information. 	<ul style="list-style-type: none"> ● Increasing satisfaction and loyalty of employees. ● Creating an image of a socially responsible employer caring about employees.

ADDITIONAL INFORMATION







Potential difficulties

- Individual processing of each application.
- The need to deliver medical certificate to confirm the status.
- Refusal option if the type of disability or care situation does not meet certain criteria.



The initiative will also be valid for foreign employees and those who have families in other member states of the European Union.

Will this be a one-off, temporary or fixed solution?	When is the practice planned to be implemented?	What is the estimated cost of implementing the planned solution?	How likely is the practice to be implemented?
			
Fixed	No defined implementation date	Low	Rather high

ACTIONS SUPPORTING PHYSICAL HEALTH



Private medical insurance



LITHUANIA



INSTITUTIONS WHICH PLAN TO INTRODUCE THE PRACTICE

- Ministry of Interior.

TARGET GROUP

- All employees of Ministry of Interior.



PRACTICE DESCRIPTION

- ✓ Private medical insurance will give access to health care in private and public health centers where such insurance is valid.
- ✓ Average cost of private medical insurance will range between 500 and 700 euro a year per person.



IMPLEMENTATION GOALS

- ✓ Address the problem of long waiting for medical services available in public health insurance system.
- ✓ Improve employees' satisfaction index which is measured in the annual Ministry's staff satisfaction survey.







BENEFITS

FOR EMPLOYEES	FOR EMPLOYERS
<ul style="list-style-type: none"> • Faster access to medical services in case of illness. • Better health. 	<ul style="list-style-type: none"> • Higher productivity of employees. • Higher loyalty of employees. • Higher satisfaction of employees.

ADDITIONAL INFORMATION



Potential difficulties have not been identified in the practice description.

Will this be a one-off, temporary or fixed solution?	When is the practice planned to be implemented?	What is the estimated cost of implementing the planned solution?	How likely is the practice to be implemented?
			
One off	2026	Medium	Neither low nor high



Bilans 50+ program (updated)



LUXEMBOURG



INSTITUTIONS WHICH PLAN TO INTRODUCE THE PRACTICE

- Ministries and the other central administration.

TARGET GROUP

- Employees of civil service aged over 50.
- Ultimately, in 2027, the initiative should cover around 8000 people.



PRACTICE DESCRIPTION

- ✓ Bilans 50+ program is planned to be adapted and modernized.
- ✓ It should offer free medical examination for civil servants aged over 50 and long term accessibility to health services in the civil service sector.
- ✓ The key modification will include:
 - updating medical checkups according to the latest health recommendations,
 - digitalization of the application process and approval of applications, simplifying administrative procedures,
 - introducing an expiration date for appointment tickets to ensure timely examinations,
 - implementing a monitoring panel to follow participation in the program and to gather data for HR department.
- ✓ The updated program will be implemented with the MyRH online platform, which will let employees submit applications for regular checkups and book appointments more easily.



IMPLEMENTATION GOALS

- ✓ Improving health and wellbeing of employees by timely and relevant preventive examinations.
- ✓ Increasing accessibility and efficiency of the program by streamlining and digitalizing processes.
- ✓ Promoting health prevention to reduce long term healing costs and lower absenteeism.
- ✓ Improving experience of the program users.
- ✓ Optimizing costs of the program.



BENEFITS

FOR EMPLOYEES	FOR EMPLOYERS
<ul style="list-style-type: none"> ● Better access to modern preventive examination. ● Easier booking of appointments with digital booking system. ● Greater health awareness and earlier diagnosing of potential health hazards – promoting prevention culture among civil servants. ● Improving work life balance with access to free prevention examination. ● Increasing satisfaction and engagement of employees. 	<ul style="list-style-type: none"> ● Increasing satisfaction and engagement of employees, especially in situations which require special social sensitivity. ● Healthier staff. ● Lower absenteeism. ● Higher productiveness of employees. ● Better budget control by optimizing processes and medical services. ● Reinforcing the image of an employer caring about employees.

ADDITIONAL INFORMATION







Potential difficulties:

- Technical challenges when integrating digital processes on the MyRH platform.
- Employees need to adjust to the new system of submitting applications and rules of ticket validity for appointments.
- Offering wide access for employees from different administrative units.
- Managing cooperation with medical service providers to maintain high quality and accessibility of services.



The updated Bilans 50+ program is meant to be a significant step toward promoting health and well-being in the civil service. The initiative will strengthen employee care through the use of digital tools and improved medical services. The planned changes will align with broader European efforts to improve well-being in the workplace.

Will this be a one-off, temporary or fixed solution?	When is the practice planned to be implemented?	What is the estimated cost of implementing the planned solution?	How likely is the practice to be implemented?
			
Fixed	2027	Hard to say	Rather high

ACTIVITIES SUPPORTING MENTAL HEALTH

Wellness Channel



PORTUGAL



INSTITUTIONS WHICH PLAN TO INTRODUCE THE PRACTICE

- All central administration units which are subject to the current organisational reform, e.g. Directorate-General for Administration and Public Employment (DGAEP in Portuguese).

TARGET GROUP

- Employees of central administration units who are affected by the ongoing process of modifications and restructuring.
- It will potentially apply to 562 840 employees.



PRACTICE DESCRIPTION

- ✓ Wellness channel is expected to be an open channel of communication and dialogue which should be accessed via e-mail.
- ✓ Employees can voice their concerns related to organisation changes in the administration and their impact on employees' lives.
- ✓ Wellness channel will be used to offer personalized feedback to concerns voiced by employees.
- ✓ Employees will receive their answers by mail or phone once they leave their phone number.
- ✓ Employees will be granted complete confidentiality.
- ✓ The service will be offered by the qualified staff working in human resources and psychologists.



IMPLEMENTATION GOALS

- ✓ Secure employee well-being in a situation of organisational change in the Portuguese public administration.
- ✓ Recognize and understand employees' concerns regarding public administration reform.
- ✓ Offer feedback supporting involvement of employees and helping them cope with changes.
- ✓ Inform employees about available psychological assistance in the social services of the public administration.



BENEFITS

FOR EMPLOYEES	FOR EMPLOYERS
<ul style="list-style-type: none"> ● Opportunity to express concerns and receive personalized feedback. ● Help in managing stress and anxiety related to changes. ● Facilitate reflection on the work life balance. 	<ul style="list-style-type: none"> ● Creating an organisation environment enhancing emotional well-being of employees. ● Enhancing employees' involvement in their daily duties. ● Creating trust environment at workplace.

ADDITIONAL INFORMATION



Potential difficulties have not been mentioned in the practice description.

Will this be a one-off, temporary or fixed solution?	When is the practice planned to be implemented?	What is the estimated cost of implementing the planned solution?	How likely is the practice to be implemented?
Hard to say	2025	Medium	High

ACTIVITIES SUPPORTING INTEGRATION AND ORGANISATION CULTURE



Donation of Vacation Leave



MALTA



INSTITUTIONS WHICH PLAN TO INTRODUCE THE PRACTICE

- All Ministries.

TARGET GROUP

- All employees experiencing a difficult time in their personal life, among others for the following reasons:
 - serious health conditions that prevent them from performing their duties,
 - need to accompany their children during treatment abroad,
 - long-term hospitalization.



PRACTICE DESCRIPTION

- ✓ Central administration employees will be able to donate some or all of their annual leave or time off for overtime to other employees who are in a difficult life situation.
- ✓ Annual leave or time off will be donated individually or collectively to the Central Leave Fund, which consists of the pool of hours donated by government employees.
- ✓ Central Leave Fund will be managed centrally (by People and Standards Division).
- ✓ The program beneficiaries receive their regular salary although they do not work in that period.



IMPLEMENTATION GOALS

- ✓ Supporting employees in hard times of their life to let them focus on their personal obligations or health with no fear of losing income.
- ✓ Create an internal aid system in public institutions which will strengthen balance of employees' well-being and their professional life.







BENEFITS

FOR EMPLOYEES	FOR EMPLOYERS
<ul style="list-style-type: none"> ● Possibility of getting extra time off in difficult life situations. ● Keeping full salary despite not being at work. ● Sense of security and care of the employer. 	<ul style="list-style-type: none"> ● Reinforcing the image of public administration as a model responsible employer. ● Creating organisation culture based on mutual support and solidarity. ● Higher loyalty and satisfaction of employees.

ADDITIONAL INFORMATION



Potential difficulties have not been mentioned in the practice description.

Will this be a one-off, temporary or fixed solution?	When is the practice planned to be implemented?	What is the estimated cost of implementing the planned solution?	How likely is the practice to be implemented?
			
Fixed	2025	High	High

SOCIAL AND FINANCIAL ACTIVITIES



Flexible savings account



DENMARK



INSTITUTIONS WHICH PLAN TO INTRODUCE THE PRACTICE

- All state institutions.

TARGET GROUP

- All employees of the public sector.



PRACTICE DESCRIPTION

- ✓ During the 2024 collective labor agreement negotiations, employees were given the right to choose how to use the portion of their individual pension contribution that exceeds 15%. Employees can receive funds in the form of:
 - salary,
 - contributions to retirement account,
 - contributions to flexible savings account.
- ✓ The funds which are contributed to the flexible savings account can be used to finance unpaid leave.
- ✓ Unpaid leave approval is granted by the management of the institution - the account only gives the opportunity to finance days off, with prior approval from superiors.



IMPLEMENTATION GOALS

- ✓ Increase the possibility of flexible adjusting of working conditions to employee's needs considering the employer's decision.
- ✓ Address the union demands for greater flexibility.



BENEFITS

FOR EMPLOYEES	FOR EMPLOYERS
<ul style="list-style-type: none"> Greater flexibility. 	<ul style="list-style-type: none"> Potential growth of satisfaction of employees.

ADDITIONAL INFORMATION







Potential difficulties:

- Greater pressure on using savings account to increase the number of days off.
- Higher number of days off and continued development of the initiative may lead to reducing labor supply, which is considered a significant challenge in Denmark.



Every application for unpaid leave will be processed individually and will require approval of the institution's management.

Will this be a one-off, temporary or fixed solution?	When is the practice planned to be implemented?	What is the estimated cost of implementing the planned solution?	How likely is the practice to be implemented?
			
Fixed	2025	Low	High

REST AND RECOVERY



Sabbatical Leave



SLOVAK REPUBLIC



INSTITUTIONS WHICH PLAN TO INTRODUCE THE PRACTICE

- Government Office of the Slovak Republic.

TARGET GROUP

- All civil servants.



PRACTICE DESCRIPTION

- ✓ Sabbatical is a longer even one year long break from work to be spent on holidays or developing professional skills, or simply resting from daily duties.
- ✓ At present, the civil service act offers the following options of using sabbatical:
 - maximum 3 months off,
 - unpaid leave - no salary and income for social security and health insurance purposes,
 - available for employees after 5 years of continuous work,
 - leave can be denied for valid reasons.
- ✓ The following modifications are planned in 2025:
 - employee will receive 40% of salary,
 - there will be 2 months off allowance for every 5 years of continuous work,
 - if the institution refuses to grant the leave at the time of application, it will be obliged to grant it within a year from the date of application,
 - the institution can set internal rules of using this type of leave.



IMPLEMENTATION GOALS

- ✓ Preventing burnout among clerks.
- ✓ Creating options for relaxation and personal growth without using one's position.
- ✓ Improving work life balance.







BENEFITS

FOR EMPLOYEES	FOR EMPLOYERS
<ul style="list-style-type: none"> • Possibility of longer leave with partial salary. • Time for recovery, personal growth and health care. • Guaranteed position after returning from the leave. 	<ul style="list-style-type: none"> • Lower risk of burnout among employees. • Higher motivation and effectiveness of employees after returning from the leave. • Creating a positive image of administration as an employer who helps to keep work life balance.

ADDITIONAL INFORMATION



Potential difficulties have not been mentioned in the practice description.

Will this be a one-off, temporary or fixed solution?	When is the practice planned to be implemented?	What is the estimated cost of implementing the planned solution?	How likely is the practice to be implemented?
			
Fixed	2025	Low	Quite high

OTHER ACTIVITIES



Training for Work-Life Balance



SLOVENIA



INSTITUTIONS WHICH PLAN TO INTRODUCE THE PRACTICE

- All state institutions

TARGET GROUP

- Civil servants interested in health and well-being in their workplace.



PRACTICE DESCRIPTION

- ✓ „Work life balance” training:
 - will help participants in finding their work life balance,
 - will let them effectively set boundaries and switch among different life roles.
- ✓ The training program will cover:
 - overview of legal regulations on WLB,
 - ways of increasing effectiveness in professional and personal life,
 - techniques which help to:
 - limit procrastination,
 - define priorities,
 - set objectives,
 - plan time and manage one’s work.



IMPLEMENTATION GOALS

The boundaries between work and personal life are gradually fading (e.g., modern technology now makes it possible to work anytime, anywhere, and employees can receive business messages outside of office hours).

Employees struggle to relax as work-related anxiety enters their personal life. Thus, the goal is to address these challenges.

- ✓ Reduce stress caused by work overload.
- ✓ Help to maintain balance of life roles.
- ✓ Boost effectiveness in professional and personal life.
- ✓ Support effective relaxation of staff.



BENEFITS





FOR EMPLOYEES	FOR EMPLOYERS
<ul style="list-style-type: none"> • Improved productivity. • Better time management. • Greater awareness when defining priorities. • Limiting stress. 	<ul style="list-style-type: none"> • Increasing effectiveness and well-being of employees.

ADDITIONAL INFORMATION



Potential difficulties:

- The training will not take place if sufficient number of candidates does not apply.

Will this be a one-off, temporary or fixed solution?	When is the practice planned to be implemented?	What is the estimated cost of implementing the planned solution?	How likely is the practice to be implemented?
			
Regular	2025	Hard to say	High



Expanding job opportunities in the civil service for people with disabilities



SPAIN



INSTITUTIONS WHICH PLAN TO INTRODUCE THE PRACTICE

- Ministries.

TARGET GROUP

- People with disabilities – physical and mental.
- Candidates who health allows for doing the job.



PRACTICE DESCRIPTION

- ✓ Public administration will:
 - promote employing people with disabilities in civil service,
 - popularize information about job opportunities in the civil service for people with disabilities,
 - spread information that people with disabilities can apply for adjusting their workplace.
- ✓ The planned activities include adjusting workspace and posts: removing architectural barriers, assistance tools.



IMPLEMENTATION GOALS

- ✓ Increasing accessibility of work for people with disabilities.
- ✓ Facilitating applying for government job openings.
- ✓ Solving the problem of positions which are vacant due to lack of candidates.
- ✓ Promoting equal chances in recruitment and employment.



BENEFITS





FOR EMPLOYEES	FOR EMPLOYERS
<ul style="list-style-type: none"> • Work adjusted to needs of employees with disabilities. • Greater comfort and well-being in personal life. • Support in workplace adaptation. 	<ul style="list-style-type: none"> • Social recognition and improved image. • Filling vacancies in administrative structures. • Meeting inclusive and social goals.

ADDITIONAL INFORMATION



Potential difficulties:

- Adapting work stands may require funding (e.g. architecture and equipment).
- Success will depend on active involvement of candidates and effective promotion.

Will this be a one-off, temporary or fixed solution?	When is the practice planned to be implemented?	What is the estimated cost of implementing the planned solution?	How likely is the practice to be implemented?
			
Fixed	2025	Hard to say	High

INDEX OF PRACTICES

Activities for children of public service staff (nursery in ministry) (Spain).....	118
Allowance for meals (Czech Republic).....	139
Back to school support (Hungary).....	137
Bilans 50+ program (updated) (Luxembourg).....	161
Breastfeeding/lactation rooms in public administration (France).....	114
Children playroom (Latvia).....	116
Dog at Work (Poland).....	148
Donation of Vacation Leave (Malta).....	166
Employee Satisfaction Survey in State Administration (Republic of Serbia).....	151
Expanding job opportunities in the civil service for people with disabilities (Spain).....	174
Family-Friendly Workplace Policies (Sweden).....	112
Federal Network on Mental Health and Work (Belgium).....	122
Financial support of childcare (Hungary).....	135
Flexible form of work -part time work (Cyprus).....	154
Flexible savings account (Denmark).....	168
Flexible working hours (Czech Republic, Finland).....	98
Flexible working hours (electronic system for recording the hours of arrival and departure) (Cyprus).....	101
Flexible working hours for caregivers of children/dependents (Croatia).....	109
Flexible working week (Flexi-Week) (Malta).....	107
Flexitime Agreement (Norway).....	103
Focus Groups Sessions (Portugal).....	129
Health representatives (Austria).....	120
Individual daily schedule (Romania).....	105
Initiative for senior employees (Denmark).....	144
Learning and Development offer to all staff (L&D) (European Commission).....	146
Mental health service at the Ministry of the Civil Service (Luxembourg).....	127
New Year's reception for the youngest (Slovenia).....	133
Private medical insurance (Lithuania).....	159
Re-BOrn project – returning to work after burnout (Belgium).....	125
Sabbatical Leave (Slovak Republic).....	170
Staff Budget (Poland).....	131
Training for Work-Life Balance (Slovenia).....	172
Website for employees who care for people with disability („Disability Single Entry Point”) (European Commission).....	156
Wellness allowance and wellness hour (Sweden).....	141
Wellness Channel (Portugal).....	164

MODUL III

SURVEY AMONG PUBLIC ADMINISTRATION EMPLOYEES IN TWO SELECTED EU COUNTRIES



POLAND25.EU

Table of contents

Scope and methodology of the study	179
Key findings of the study	180
I. Overall evaluation of the WB and WLB solutions system	183
II. Popularity of selected WB and WLB solutions	185
III. Attractiveness of selected WB and WLB solutions.....	193
IV. WB and WLB needs of employees	202

Scope and methodology of the study

The study was conducted as part of the project: „Diagnosis of the functioning of well-being and work-life balance solutions in the EUPAN network countries”. The project supports the European exchange of experiences and promotes public administration as a modern and employee-friendly working environment.



Timeframe: from 22 April to 15 May 2025



Subject scope: employees' assessments and opinions on well-being (WB) and work-life balance (WLB) solutions:

- use of available WB and WLB solutions
- evaluation of WB and WLB solutions
- employees' needs related to WB and WLB



Entity scope: Public administration employees in selected EU countries

- Czech Republic
 - Poland
- N=1055



Methodology:

- The study was conducted using a quantitative analysis of opinions and attitudes collected using computer-assisted web interviews **CAWI**⁵.
- An invitation to participate in the survey, along with a link to the questionnaire, was sent to each of the two countries mentioned above.
- In total, 1055 public administration employees took part in the study.

⁵ CAWI (ang. Computer Assisted Web Interview) – the technique involves respondents completing the online questionnaire independently

Key findings of the study



Flexible working arrangements:

- Respondents generally evaluate practices in the area of WB and WLB positively.
- Remote work and flexible working hours stand out among all the solutions analyzed:
 - when employees have access to these options, they tend to use them frequently,
 - employees consider them the most attractive WB and WLB tools,
 - employees emphasize that these are key solutions that help combine professional and private life, improve efficiency, and enhance overall WB (especially remote work),
 - employees are concerned about limited access to remote work and call for broader availability of this solution.



Child and dependent care:

- Only just under one in four respondents believe that the existing solutions in this area are sufficient.
- Parents most often use additional leave days for caregiving.
- The vast majority of respondents who have additional caregiving leave days available at their workplace consider this to be a highly attractive WLB tool. Some respondents advocate for increasing the number of such days.
- Some parents (especially of young children) use the option to bring their child to work, but only few use a parent-and-child room. Such rooms are relatively rarely considered an attractive form of support.
- All respondents who have access to subsidies for elderly care at their workplace value this solution.



Activities that support physical health:

- Almost half of the respondents believe that the actions in this area are insufficient.
- Employees most often use educational programs on healthy lifestyles, as well as preventive medical check-ups and sports subsidies.
- Preventive check-ups and sports subsidies are considered the most attractive benefits in the area of physical health.
- Employees who have access to sports equipment at their workplace consider it an attractive perk, but only few actually use it.



Activities that support mental health:

- The vast majority of respondents believe that actions in this area are insufficient.
- Extra days off for mental health are the most desired solution in this area and also the most appreciated by those who have access to it.



Activities that support integration and organisational culture:

- Opinions on activities aimed at integrating employees and improving the atmosphere at work are divided, with a predominance of negative assessments.
- The majority of employees who have access to integration meetings take part in them. There are calls for organising more such events and for them to be less formal.
- Employee volunteering is relatively rarely considered an attractive WB and WLB tool.
- Free-text responses suggest that employees care about a friendly atmosphere based on trust and effective communication (especially in subordinate–supervisor relations), but tools are either lacking or insufficient.
- Employees need positive messages from the employer.



Welfare and financial support:

- This is one of the highest-rated areas (four in ten employees believe the solutions in this category are sufficient).
- Employees most often use holiday subsidies – it is also one of the most attractive WB and WLB tools (after flexible working hours and remote work).
- Another tool in this category that stands out in terms of popularity and attractiveness is meal subsidies.
- Some respondents are dissatisfied with the loan conditions or the amount of subsidies.



Commuting:

- For the majority of surveyed employees, the solutions in this area are insufficient.
- Respondents willingly use parking spaces when available. However, some employees express dissatisfaction due to an insufficient number of parking spots.
- Employees rarely use bike racks or bicycle storage rooms.



Work ergonomics and conditions:

- Employees generally care about workplace comfort – air conditioning and appropriate lighting. They want workstations to comply with physiotherapists' recommendations (such demands frequently appeared in open-ended responses).
- The majority of employees use a break room or staff canteen, if such facilities are available at their workplace.
- Some respondents use a room to freshen up or a quiet zone (although these are definitely less frequently used solutions).



Rest and regeneration:

- More than half of respondents state that actions in this area are insufficient.
- Many respondents highlight the burden of duties and express the need for longer breaks during the workday.



Opinions on the system of WB and WLB solutions are highly divided, with a slight predominance of negative responses, indicating potential for improvement.

Open-ended comments show that **employees expect:**

- broader and more equal access to WB and WLB practices – without unnecessary formalities and with greater trust from employers, particularly in the case of remote work and flexible working hours;
- lighter workloads (better management);
- a culture of understanding and healthy workplace relationships.



For public administration employees, the most important factors are:

- the ease of balancing work and private life,
- time savings,
- building a friendly atmosphere at work.



Employees most frequently express a desire to have access to:

- a shortened working week (fewer working hours per week),
- additional days for mental recovery,
- remote work,
- flexible working hours.

I. Overall evaluation of the WB and WLB solutions system

The study showed that:

- a total of 28% of surveyed public administration employees (from the countries selected for the study) declare satisfaction with the WB and WLB solutions in their workplace,
- a total of 29% indicate that these solutions are insufficient,
- in most offices, there is potential to improve WB and WLB solutions (the share of average and low ratings totals 68%).

N = 1055; "Hard to say" responses are omitted

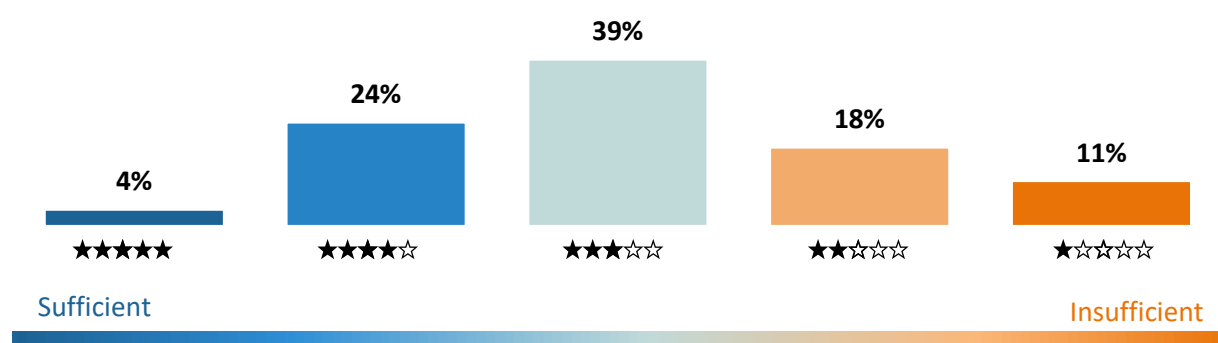


Chart 1. Q: How do you generally assess the system of solutions that support work-life balance and employee well-being in your workplace? (1-5)

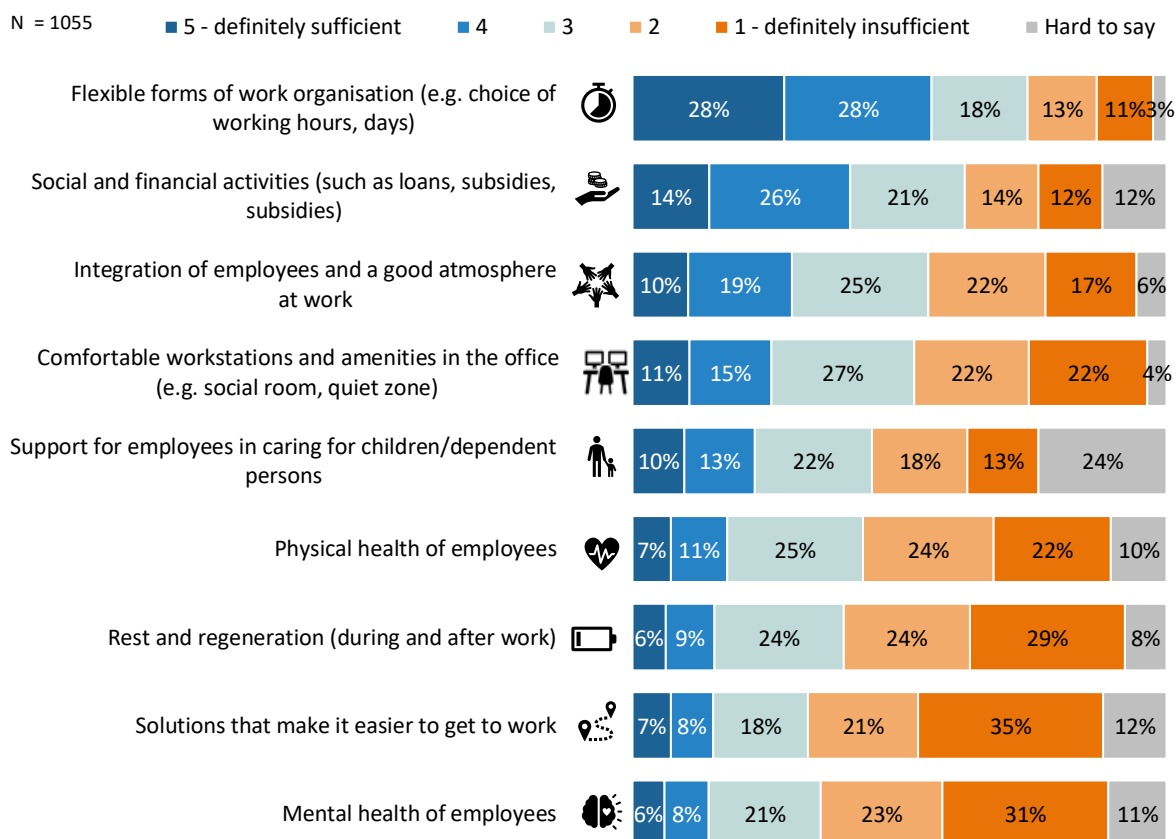


Chart 2. Q: How do you assess the solutions that concern the following areas?

Among the evaluated solutions, employees are most often satisfied with:

- flexible forms of work organisation (a total of 56% satisfied),
- social and financial support measures (a total of 40% satisfied).

The solutions and areas most frequently rated as insufficient include:

- employees' mental health,
- commuting support,
- rest and regeneration.

II. Popularity of selected WB and WLB solutions

Below are the 10 solutions most frequently used by the surveyed employees. More than half of the employees who have access to a given solution at their workplace use it. The most commonly used practices are flexible working hours and holiday subsidies.

Responses from those who indicated that the practice is implemented in their workplace.

Most frequently used – TOP 10

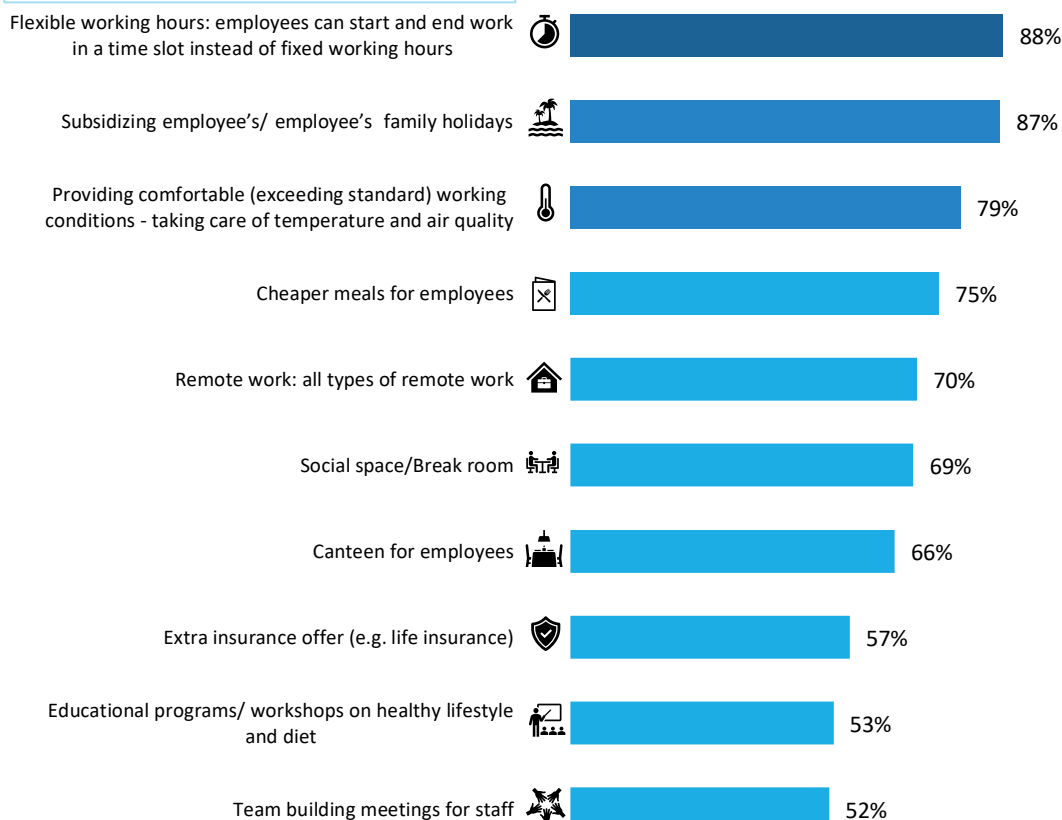








Chart 3. Q: Do you use this solution? (TOP 10)

Flexible working arrangements

- Flexible working hours and remote work are practices used by the vast majority of employees.

N=1055

	IN PLACE AT WORK	CURRENTLY USE	NEVER USED
	N	%	%
 Flexible working hours: employees can start and end work in a time slot instead of fixed working hours	938	88%	8%
 Remote work: all types of remote work	677	70%	14%
 Working time accounts: systems which enable accumulating overtime to be used later as days off	165	49%	30%
 Billable working hours: total number of hours is set for a given period and can be flexibly split based on employer's and employee's needs	79	45%	47%
 A shortened workweek: fewer working hours in a week	90	8%	87%
 A compressed workweek: employees shift their regular work hours to a lower number of working days	119	7%	92%







Tab 24. Q: What well-being and work-life balance solutions are in place at your workplace? / Q: Do you use this solution? - Flexible working arrangements

Child and dependent care

- Among care-related practices, employees most often use additional days off.
- Some respondents come to work with their child.

N=1055

! - indicates very low abundance (N<50)

	IN PLACE AT WORK	CURRENTLY USE	NEVER USED
	N	%	%
 Extra days off for child or senior care	187	27%	57%
 Option of bringing a child to work with you	181	12%	66%
 Child care subsidy – for nursery, kindergarten or baby club, or day care provider	220	7%	77%
 Senior care subsidy	24 !	4%	96%
 Parent-child room: a space where an employee can carry out work-related tasks and a child can play	175	2%	93%
 Kindergartens and nurseries organized by employer	92	1%	90%

Tab 25. Q: What well-being and work-life balance solutions are in place at your workplace? / Q: Do you use this solution? - Child and dependent care

The charts below present the results obtained from:

- parents of underage children,
- parents of children up to 5 years old (before starting school education).

The analysis shows that:

- half of the parents use additional days off for childcare,
- one in three parents of young children uses nursery co-financing,
- a parent–child room in the workplace is not popular,
- only few use kindergartens and nurseries (possibly due to a limited number of spots).

Responses from those who indicated that the practice is implemented in their workplace. Results among parents of underage children.
! - indicates very low abundance (N<50)

Usage - parents

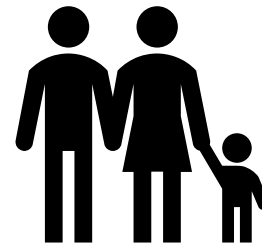
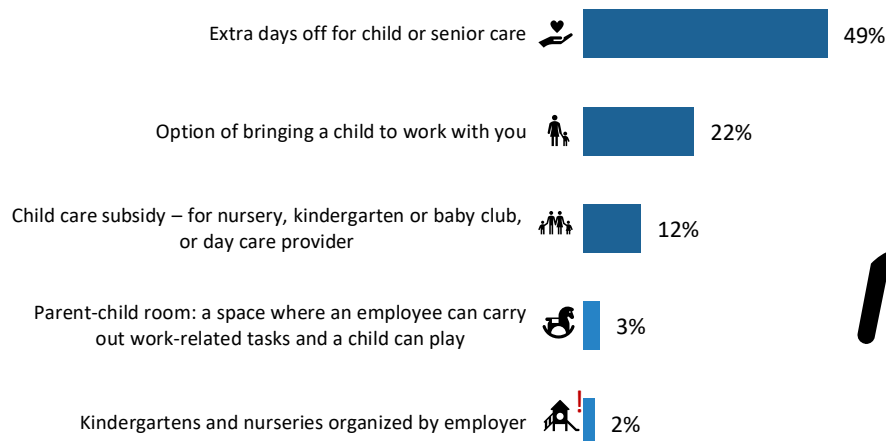


Chart 4. Q: Do you use this solution? (Parents: responses „Yes, I use this solution”)

Responses from those who indicated that the practice is implemented in their workplace. Results among parents of children aged 5 and under.

Usage - parents of children aged 5 and under

! Note: low sample sizes for all solutions (N<50)

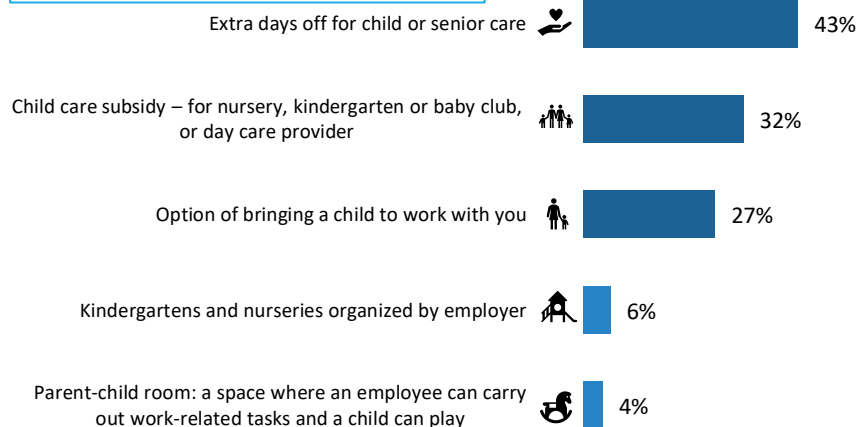









Chart 5. Q: Do you use this solution? (Parents of children aged 5 and under: responses „Yes, I use this solution”)

Activities that support physical health

- Health education programmes and regular health check-ups are the most popular tools supporting physical WB – used by around half of the employees who have access to them.
- Sports equipment in the workplace or renting sports facilities for employees are the least frequently used solutions.

N=1055

! - indicates very low abundance (N<50)

		IN PLACE AT WORK	CURRENTLY USE	NEVER USED
		N	%	%
	Educational programs/ workshops on healthy lifestyle and diet	199	53%	25%
	Organizing regular health check ups	221	50%	33%
	Sports card or subsidizing sport and recreation activities	450	33%	44%
	Organizing sports challenges	56	29%	54%
	Organizing onsite sports activities at workplace /activity breaks	117	27%	55%
	Access to sports equipment at workplace / gym room	124	15%	71%
	Renting a sports facility for employees to use	45!	7%	82%

Tab 26. Q: What well-being and work-life balance solutions are in place at your workplace? / Q: Do you use this solution? - Activities that support physical health

People who exercise at least once a week make slightly greater use of physical health support tools than the overall group of employees who have access to these solutions.

Responses from those who indicated that the practice is implemented in their workplace. Results among people who exercise at least once a week.

! - indicates very low abundance (N<50)

Usage – regular exercisers

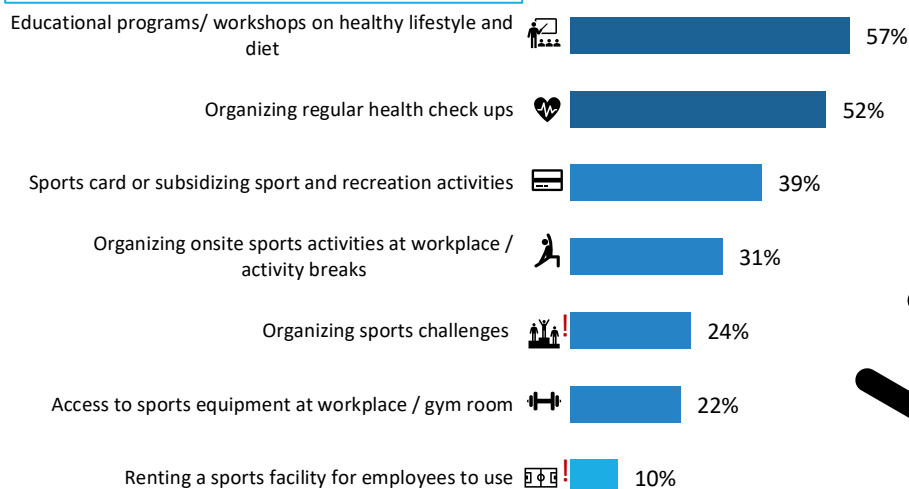






Chart 6. Q: Do you use this solution? (People who exercise at least once a week: responses „Yes, I use this solution“)

Activities that support mental health

- Participation in mental health workshops is a tool that employees use fairly often.

N=1055

! - indicates very low abundance (N<50)




		IN PLACE AT WORK	CURRENTLY USE	NEVER USED
		N	%	%
	Organizing workshops on coping with stress and relaxation techniques, building mental resilience etc.	260	38%	29%
	Extra days off for mental health - mental health days	67	24%	75%
	Mental support platforms for employees (online platforms offering consultations with psychologists, helplines, webinars)	28 !	7%	79%
	Psychologist's support: psychologist or therapist consultations	77	6%	88%

Tab 27. Q: What well-being and work-life balance solutions are in place at your workplace? / Q: Do you use this solution? - Activities that support mental health

Activities that support integration and organisational culture

- More than half of employees participate in integration meetings.
- Some respondents engage in employee communities and volunteering.

N=1055
! - indicates very low abundance (N<50)










		IN PLACE AT WORK	CURRENTLY USE	NEVER USED
		N	%	%
	Team building meetings for staff: e.g. trips, festivals	208	52%	27%
	Creating employee communities: e.g. hobby groups, sports clubs	49 !	24%	59%
	Employee volunteer program: employer organizing volunteer program for employees outside their working hours or employer supporting employees' initiative in that area	84	18%	68%

Tab 28. Q: What well-being and work-life balance solutions are in place at your workplace? / Q: Do you use this solution? - Activities that support integration and organisational culture

Welfare and financial support

- If employees have access to holiday subsidies or discounted meals, they usually take advantage of these benefits.
- There is also a high level of interest in insurance, subsidies for cultural event tickets, and the cafeteria platform.

N=1055

		IN PLACE AT WORK	CURRENTLY USE	NEVER USED
		N	%	%
	Subsidizing employee's/ employee's family holidays	747	87%	9%
	Cheaper meals for employees	213	75%	20%
	Extra insurance offer (e.g. life insurance): employer acting as an intermediary between the insurance company to conclude insurance contracts	463	57%	37%
	Subsidizing tickets to culture events , e.g. cinema, theatre, concerts	509	49%	33%
	Cafeteria platform: a website/app offering continuous access to vouchers from various companies and benefits employees can choose from	124	42%	39%
	Low interest housing loans	262	25%	64%
	Low interest loans for other purposes than housing	525	20%	68%
	Medical package: employer acting as an intermediary between the medical company and employees to conclude medical package contracts	197	19%	65%
	Employee disaster recovery relief: non-refundable financial aid offered by employer to employees experiencing difficulties	508	8%	84%





Tab 29. Q: What well-being and work-life balance solutions are in place at your workplace? / Q: Do you use this solution? - Welfare and financial support

Commuting

- A high percentage of respondents use workplace parking spaces when available.
- Only few use bicycle storage rooms or racks.

N=1055

! - indicates very low abundance (N<50)







		IN PLACE AT WORK	CURRENTLY USE	NEVER USED
		N	%	%
	Parking spaces for employees	510	43%	47%
	Bike room or bike racks on the office grounds	592	11%	76%
	Bikes/ scooters for office employees they can use to commute to the office	10 !	10%	90%
	Cheaper commuting	63	5%	81%

Tab 30. Q: What well-being and work-life balance solutions are in place at your workplace? / Q: Do you use this solution? - Commuting

Work ergonomics and conditions

- If employees have access to solutions that improve air quality, to an employee canteen or a break room, they usually use them.
- Some employees use a room to freshen up or a quiet zone.

N=1055




		IN PLACE AT WORK	CURRENTLY USE	NEVER USED
		N	%	%
	Providing comfortable (exceeding standard) working conditions - taking care of temperature and air quality (e.g. air purifiers or humidifiers, air conditioning)	233	79%	13%
	Social space/Break room: a place where employees can heat their lunch, have a meal or store food	563	69%	18%
	Canteen for employees	422	66%	14%
	Providing comfortable (exceeding standard) working conditions – taking care of the ergonomics of workstations (e.g. seating balls, adjustable height stand up desk)	73	42%	51%
	A room to freshen up e.g. shower, changing room	254	19%	70%
	A place for quiet work or relaxation (quiet zone)	108	15%	74%

Tab 31. Q: What well-being and work-life balance solutions are in place at your workplace? / Q: Do you use this solution? - Work ergonomics and conditions

Rest and regeneration

- Some respondents declared that their workplace offers amenities such as extended breaks, the possibility of taking a nap, or sabbatical leaves.

N=1055
! - indicates very low abundance (N<50)



		IN PLACE AT WORK	CURRENTLY USE	NEVER USED
		N	%	%
	Long break during working day (e.g. 1h, 2 h)/Longer lunch breaks: allowing for rest and recuperation in the middle of the workday	24 !	33%	54%
	"Power nap" culture: short naps during the day	16 !	0%	94%
	Sabbatical leaves: long-term leaves for personal growth or rest	33 !	6%	94%

Tab 32. Q: What well-being and work-life balance solutions are in place at your workplace? / Q: Do you use this solution? - Rest and regeneration

Other solutions

- Some respondents who are able to take part in employee initiatives submit their suggestions.
- Only few make use of the opportunity to bring a pet to work.

N=1055
! - indicates very low abundance (N<50)

		IN PLACE AT WORK	CURRENTLY USE	NEVER USED
		N	%	%
	Employee initiatives: employees submit initiatives that are implemented by the employer	47 !	34%	60%
	Allowing pets in the workplace (e.g. dogs, cats)	61	7%	82%

Tab 33. Q: What well-being and work-life balance solutions are in place at your workplace? / Q: Do you use this solution? - Other solutions

III. Attractiveness of selected WB and WLB solutions

Among the evaluated practices, most people appreciate the flexible working hours and the opportunity to work remotely. More than 85% of respondents find these solutions attractive.

Respondents also rate leisure practices highly, with at least 75% appreciating holiday subsidies and additional days off for recovery.

These results show that, in terms of WB and WLB, employees prioritize flexibility of working arrangements and access to rest.

*Responses from those who indicated that the practice is implemented in their workplace.
Practices that were rated by fewer than 50 people were omitted*

Attractiveness - TOP 10

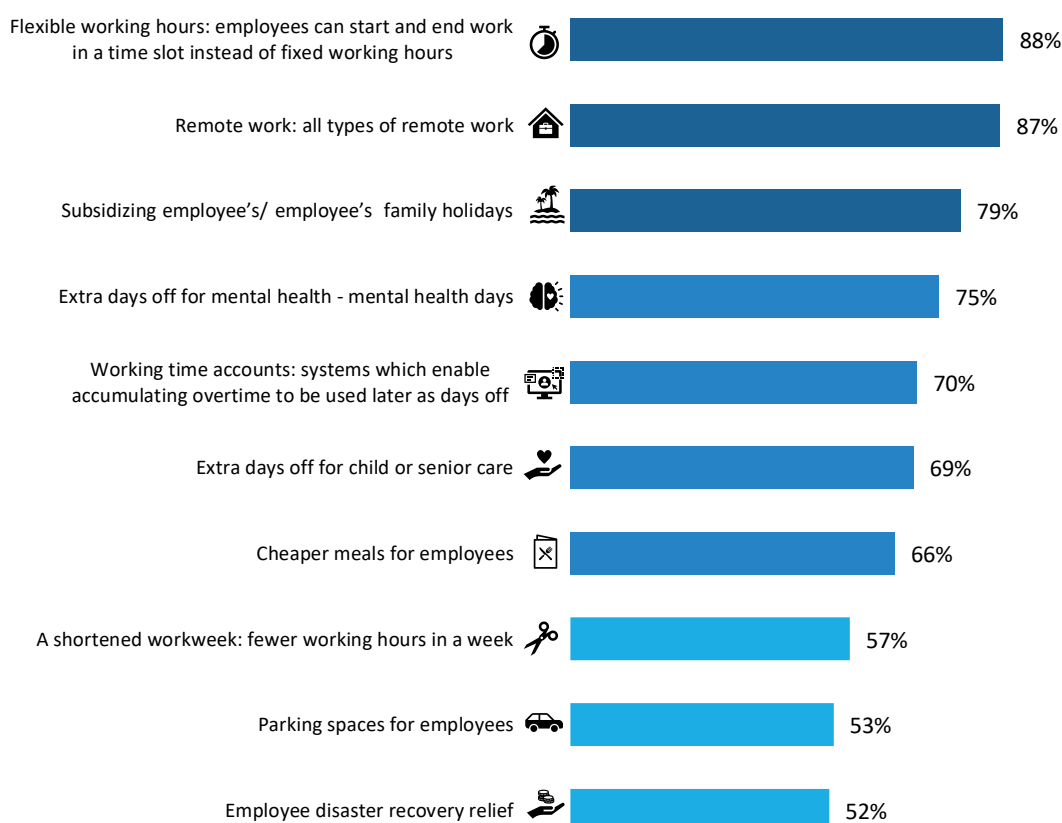


Chart 7. Q: How do you rate the attractiveness of the solutions below? Scale 1-5 (TOP 10 – definitely attractive 5)

Flexible working arrangements

Among the solutions for flexible forms of work organisation, mobile working hours (flexible start and end times) and the possibility to work remotely are rated best by employees.

Responses from those who indicated that the practice is implemented in their workplace.

! - indicates very low abundance (N<50)

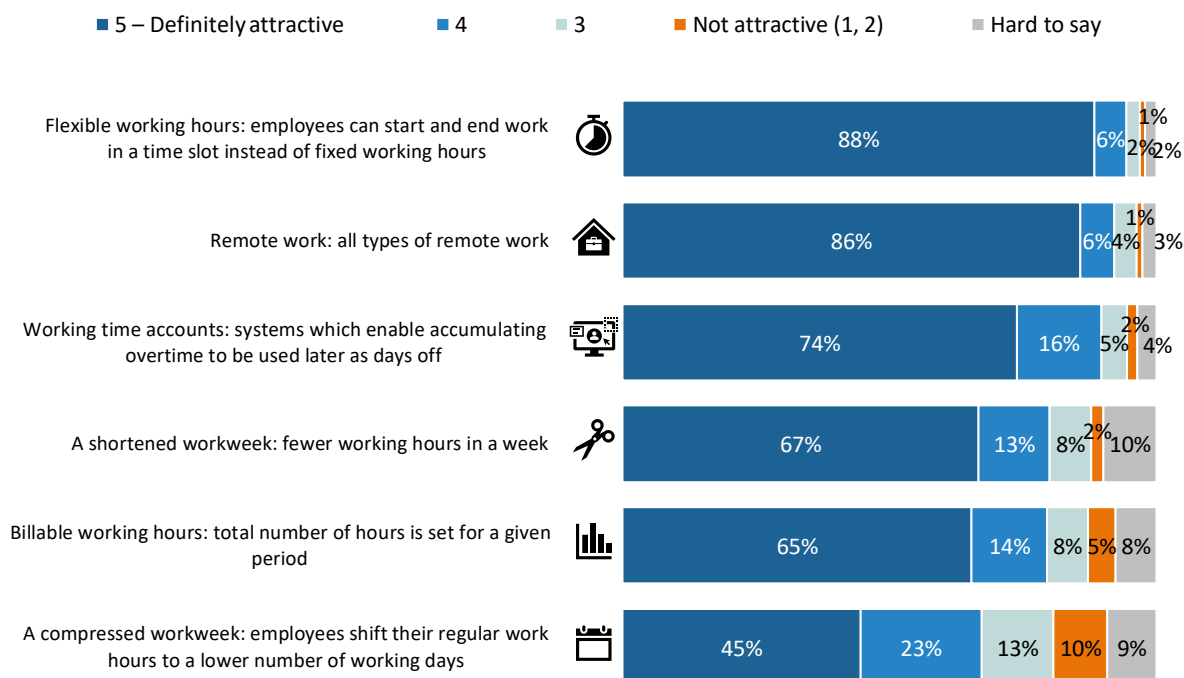


Chart 8. Q: How do you rate the attractiveness of the solutions below? (scale 1-5, where 1 – definitely not attractive, and 5 – definitely attractive) – Flexible working arrangements

Child and dependent care

In the area of child and/or dependent care, employees most value subsidies for senior care and extra days off for dependent care (children, seniors, etc.).

Responses from those who indicated that the practice is implemented in their workplace.

! - indicates very low abundance (N<50)

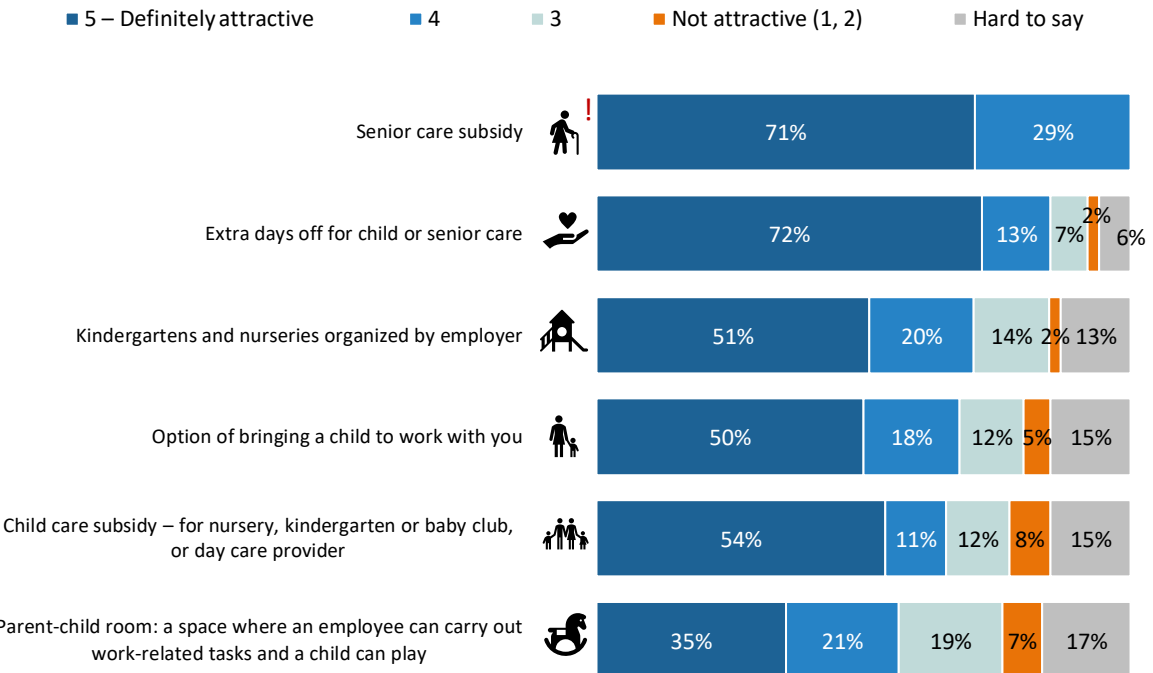


Chart 9. Q: How do you rate the attractiveness of the solutions below? (scale 1-5, where 1 – definitely not attractive, and 5 – definitely attractive) – Child and dependent care

Activities that support physical health

Employees strongly appreciate access to regular preventive examinations and the employer's subsidisation of a sports card or sports and recreation activities.

Responses from those who indicated that the practice is implemented in their workplace.

! - indicates very low abundance (N<50)

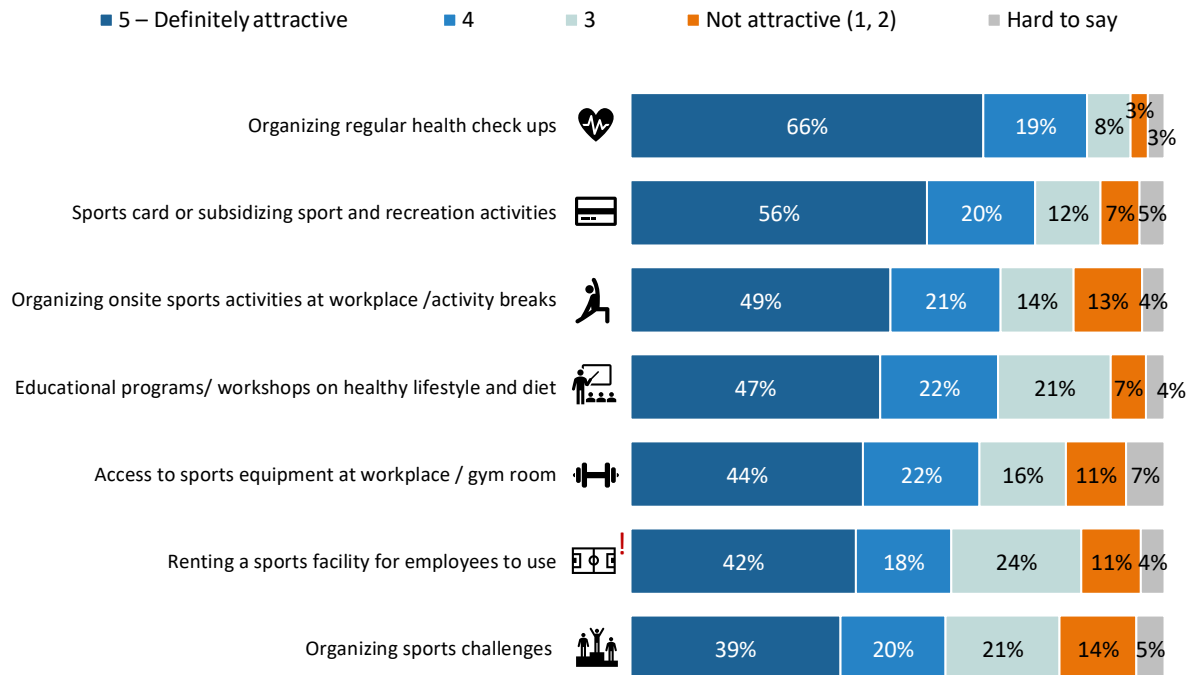


Chart 10. Q: How do you rate the attractiveness of the solutions below? (scale 1-5, where 1 – definitely not attractive, and 5 – definitely attractive) – Activities that support physical health

Activities that support mental health

According to employees, extra days off for mental recovery is the best solution to support mental health in the workplace.

Responses from those who indicated that the practice is implemented in their workplace.

! - indicates very low abundance (N<50)

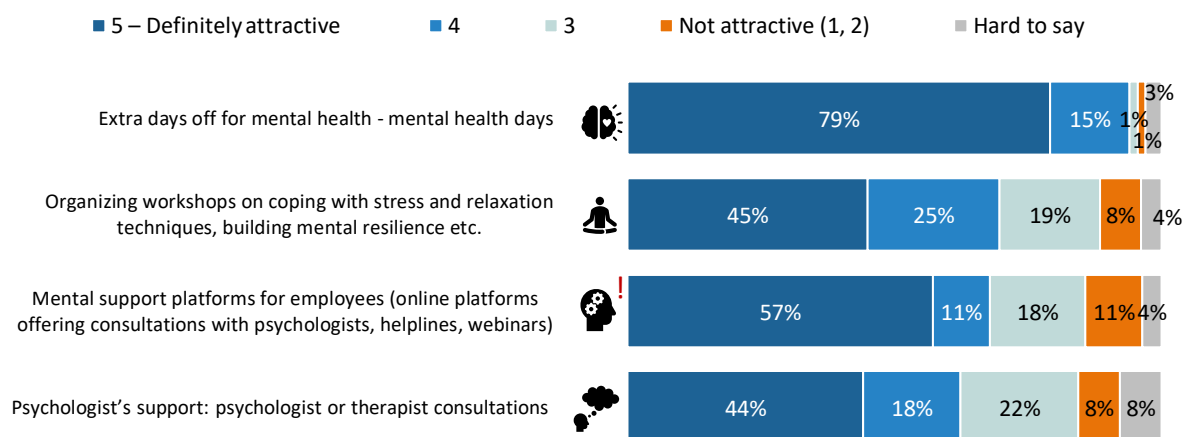


Chart 11. Q: How do you rate the attractiveness of the solutions below? (scale 1-5, where 1 – definitely not attractive, and 5 – definitely attractive) – Activities that support mental health

Activities that support integration and organisational culture

Among the integration activities, employees generally appreciate the creation of interest groups in the workplace and integration meetings / events. Almost half find these activities definitely attractive.

Responses from those who indicated that the practice is implemented in their workplace.

! - indicates very low abundance (N<50)

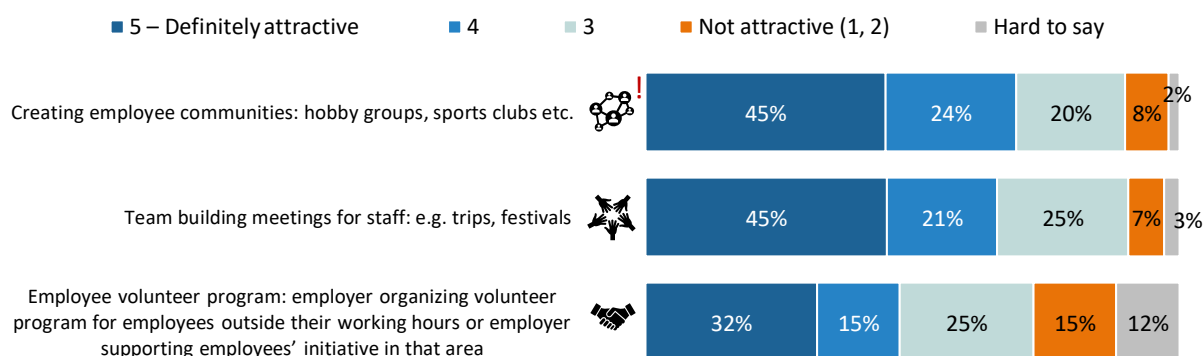


Chart 12. Q: How do you rate the attractiveness of the solutions below? (scale 1-5, where 1 – definitely not attractive, and 5 – definitely attractive) – Activities that support integration and organisational culture

Welfare and financial support

Holiday subsidies for employees and their families are most often regarded as an attractive solution. The second most frequently valued benefit is cheaper meals.

Responses from those who indicated that the practice is implemented in their workplace.

! - indicates very low abundance (N<50)

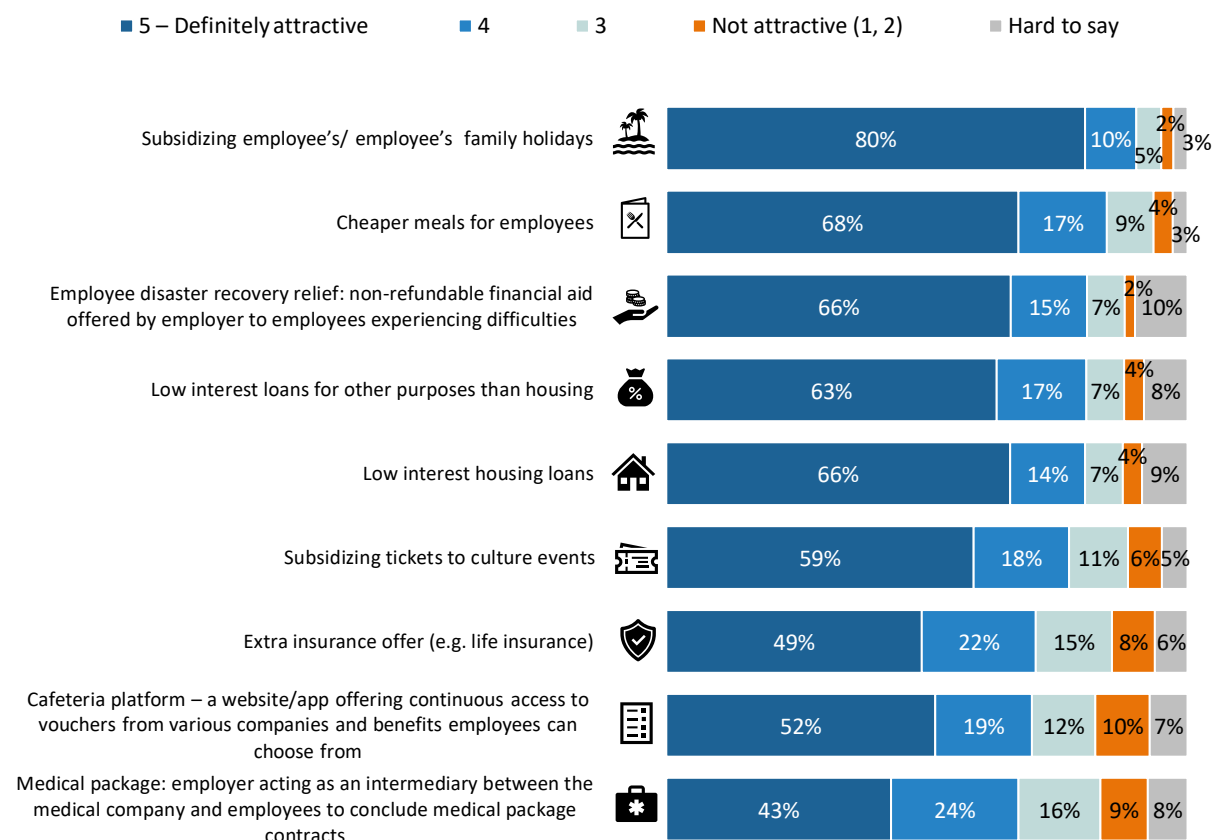


Chart 13. Q: How do you rate the attractiveness of the solutions below? (scale 1-5, where 1 – definitely not attractive, and 5 – definitely attractive) – Welfare and financial support

Commuting

In the area of commuting, the interviewed employees found it an attractive option to lend bicycles and scooters to employees so that they can commute with them. The second well rated option is parking spaces.

Responses from those who indicated that the practice is implemented in their workplace.

! - indicates very low abundance (N<50)

■ 5 – Definitely attractive ■ 4 ■ 3 ■ Not attractive (1, 2) ■ Hard to say

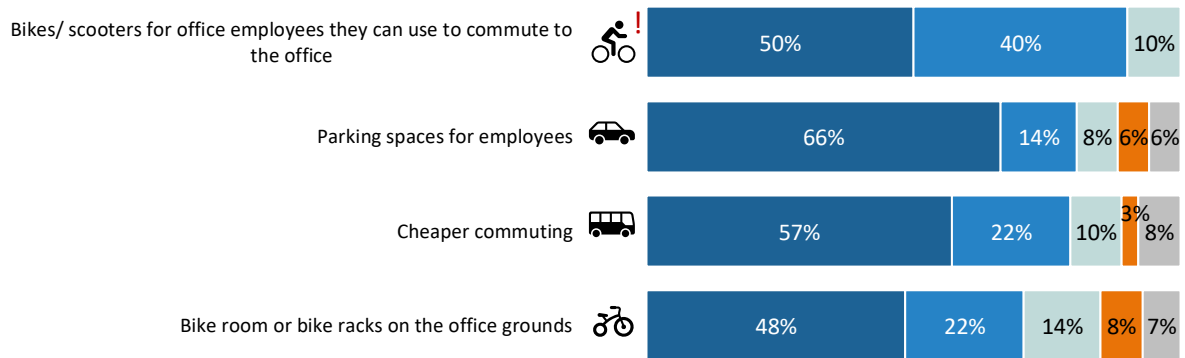


Chart 14. Q: How do you rate the attractiveness of the solutions below? (scale 1-5, where 1 – definitely not attractive, and 5 – definitely attractive) – Commuting

Work ergonomics and conditions

Among the solutions related to daily working conditions, employees gave the best marks for access to seating balls and adjustable desks, as well as air quality and air conditioning, and a social room where meals can be prepared.

Responses from those who indicated that the practice is implemented in their workplace.

! - indicates very low abundance (N<50)

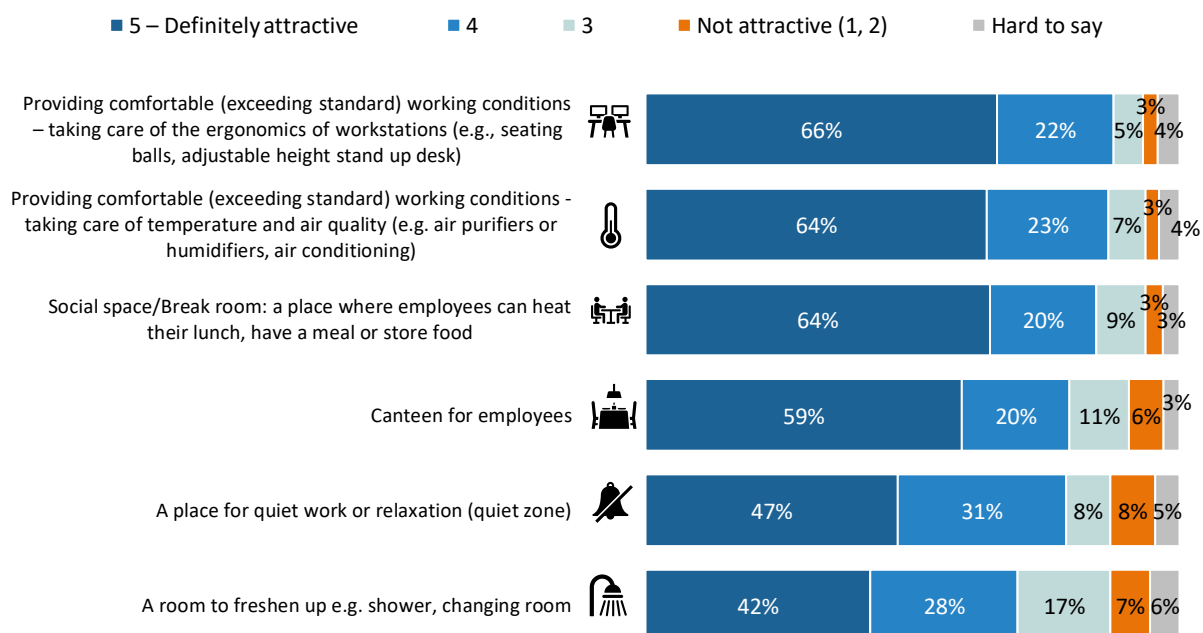


Chart 15. Q: How do you rate the attractiveness of the solutions below? (scale 1-5, where 1 – definitely not attractive, and 5 – definitely attractive) – Work ergonomics and conditions

Rest and regeneration

The survey included three rest and break solutions. Each was rated as attractive by almost all respondents.

Responses from those who indicated that the practice is implemented in their workplace.

! - indicates very low abundance (N<50)

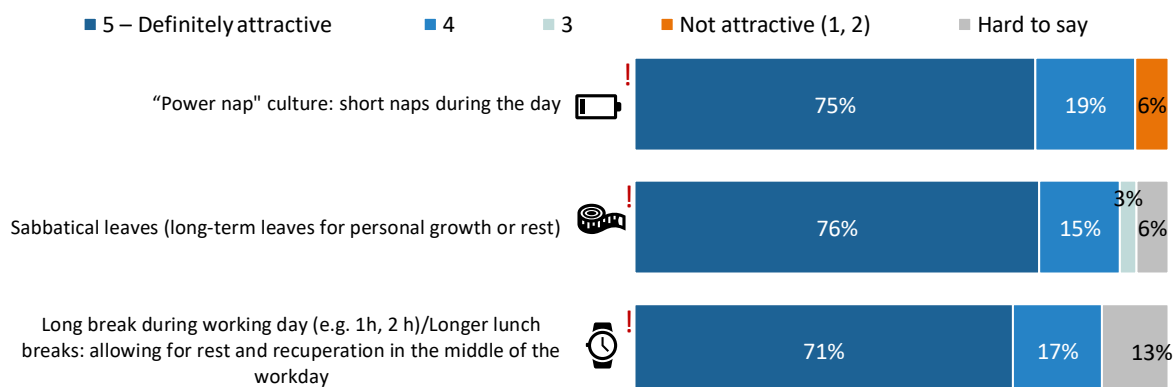


Chart 16. Q: How do you rate the attractiveness of the solutions below? (scale 1-5, where 1 – definitely not attractive, and 5 – definitely attractive) – Rest and regeneration

Other solutions

The survey showed that a total of 73% of those questioned find the opportunity to come to work with a pet attractive.

Responses from those who indicated that the practice is implemented in their workplace.

! - indicates very low abundance (N<50)

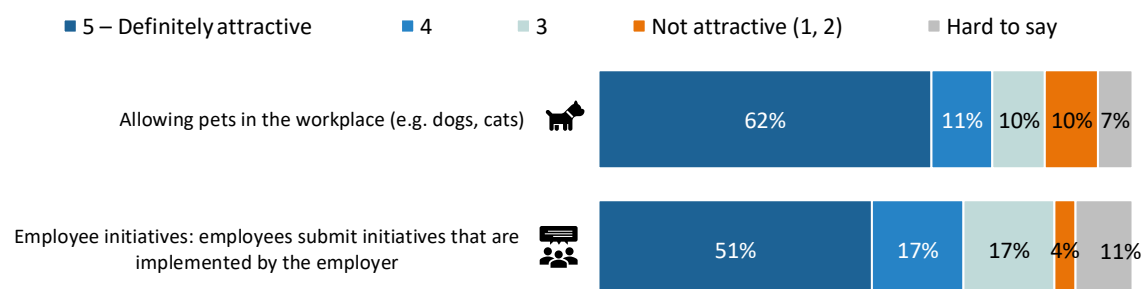


Chart 17. Q: How do you rate the attractiveness of the solutions below? (scale 1-5, where 1 – definitely not attractive, and 5 – definitely attractive) – Other solutions

IV. WB and WLB needs of employees

The most important needs of employees include the ease of balancing work and private life, time savings, and a friendly work atmosphere. Solutions that support these needs will be the most beneficial for both employees and employers. They may lead to increased employee efficiency and reduced absenteeism and turnover.

N = 1055

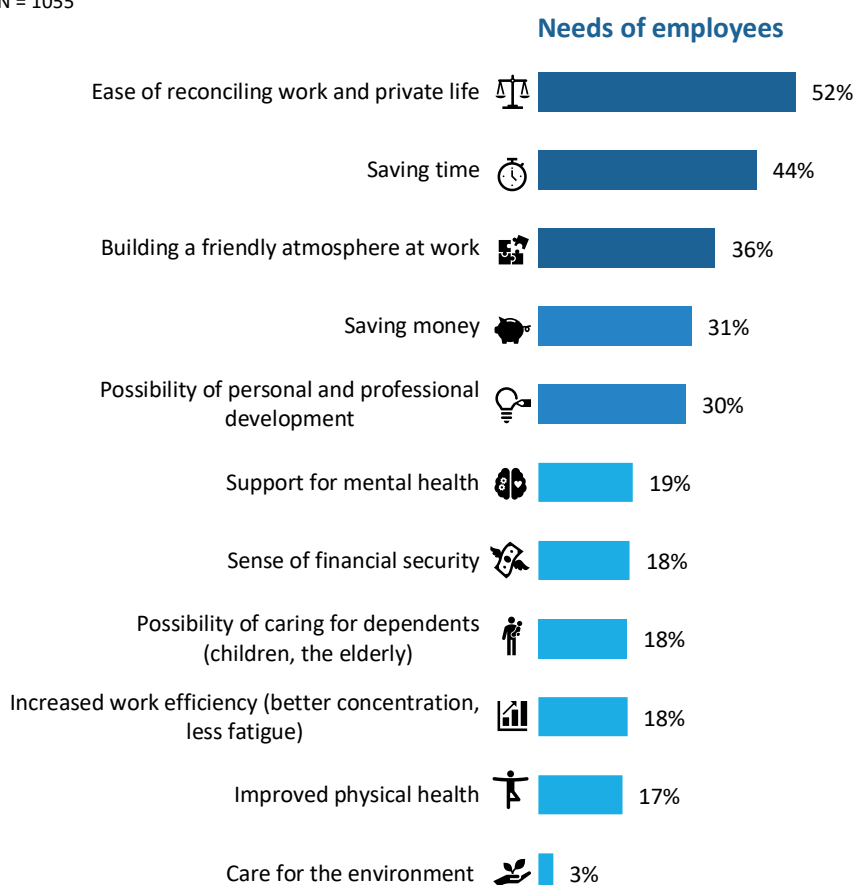


Chart 18. Q: Which of the following goals and benefits related to the use of WB and WLB solutions are most important to you personally? (Please select a maximum of 3 answers)

The shortened workweek is the most frequently mentioned solution that employees feel is lacking. This may indicate an overload of working hours and a need for more time for rest and private, non-work-related life.

Results among respondents who indicated that the given practice is not available at their workplace.

Most wanted practices (where not available)

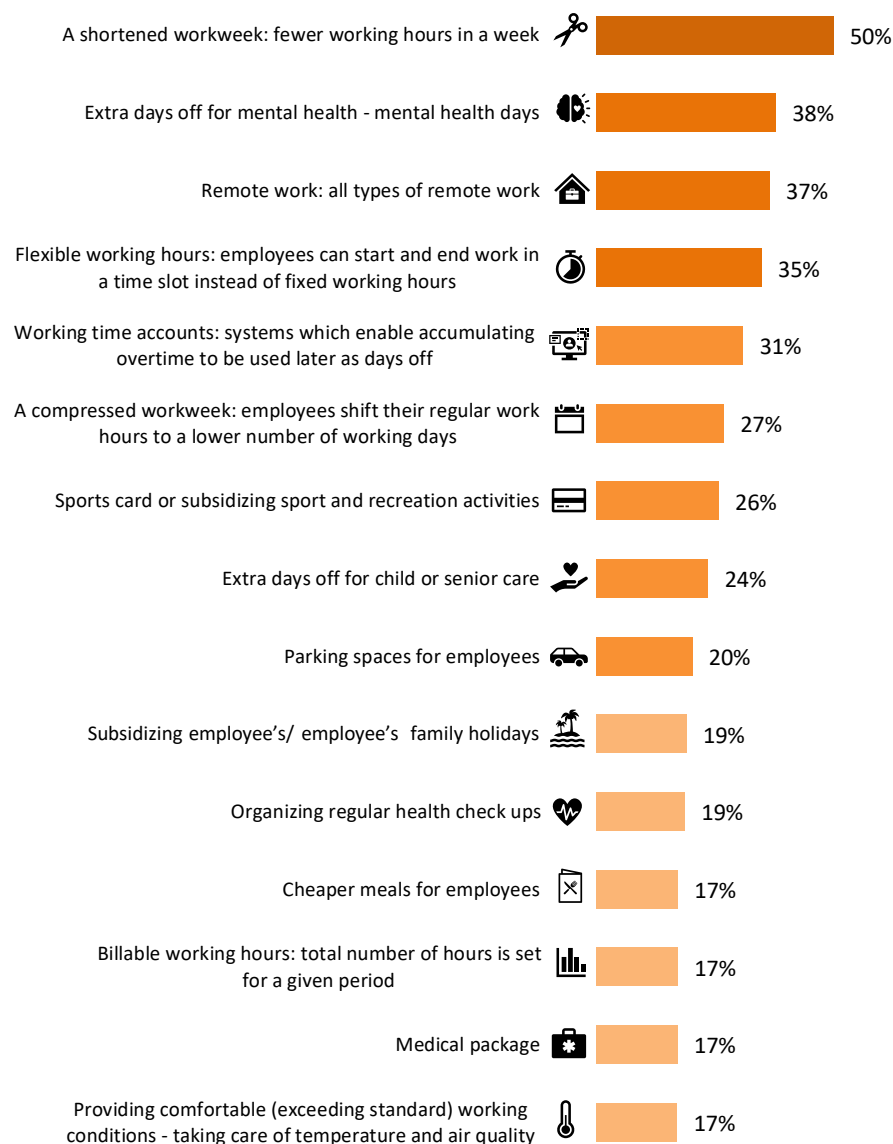


Chart 19. Q: What WB and WLB solutions do you expect or need the most, which are not yet in the office? Please select from the list (maximum 5 solutions)

Respondents were also able to express their needs in response to the open-ended question: “What other solutions are you missing?” Below we present the most common expectations, divided into specific categories.

The postulates concern:

- practices that are already implemented in the respondent’s workplace but are insufficient,
- practices that are not available in the office, are desired, but were not listed in previous survey questions due to a limited number of mentions (which suggests they may not be a priority, but are still relevant).

Flexible working arrangements



- Greater flexibility in setting working hours (e.g. broader time frames, such as starting from 5:30 a.m.).
- Greater availability of remote work and more flexibility in scheduling remote workdays.
- Equal access to remote work for all employees.
- Billable working hours: the total number of hours is set for a given period, e.g. over the course of a month or a quarter.
- Trust and reduced monitoring – some respondents raised concerns about excessive control and lack of trust in remote work systems.

„Fairness – all employees in a given workplace should work under the same conditions. It is unacceptable that in one office someone has been working remotely for six years, while others are required to be on-site every day. Everyone should be entitled to the same number of remote work days per month.” [Poland]

"Remote work should be the default mode of work. Employees should come to the office only for meetings that must take place in person." [Poland]

"The possibility to start flexible working hours before 6:00 a.m., ideally from 5:30 a.m." [Czech Republic]



Tab 34. Q: What other solutions are you missing? Please enter a maximum of 3 solutions (open-ended question) – Flexible working arrangements

Child and dependent care



- More days off for child or senior care.
- Institutional support – nurseries, kindergartens or other forms of childcare provided by the employer, including during holidays and school breaks.
- Flexible working arrangements due to caregiving responsibilities.
- Subsidies for child/senior care – e.g. contributions to kindergarten, day care providers, holiday camps.

"Organising camps and day camps for children during critical periods – holidays, winter breaks, May weekends, and summer holidays. Increasing the pool of leave days – as a mother of three, 26 days of leave is not enough given"

"Shortened working hours for parents of young children."



Tab 35. Q: What other solutions are you missing? Please enter a maximum of 3 solutions (open-ended question) – Child and dependent care

Physical health of employees

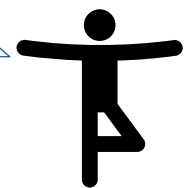


- Better access to physiotherapy and healthcare – availability of support at the workplace, improved medical package.
- Promotion and support of physical activity: organising classes at work, access to sports equipment, subsidies for physical activity.
- Healthy nutrition and health-friendly conditions – e.g. affordable healthy lunches, water and fruit available at work.

"Access to sports equipment at the workplace – gym. Activities supporting employee groups (e.g. sports teams)." [Poland]

"Fruit bar at the workplace." [Poland]

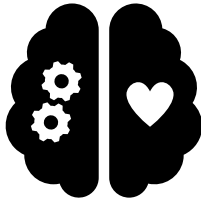
"A general practitioner and a nurse available at the workplace, so that one can get help in case of sudden illness." [Poland]



Tab 36. Q: What other solutions are you missing? Please enter a maximum of 3 solutions (open-ended question) – Physical health of employees

Mental health of employees

- Free consultations with a psychologist or therapist.
- Extra days off for mental recovery.
- Anti-stress workshops and mental health promotion.



"Support from a psychologist or therapist via online platforms/in person. Additional days off for mental recovery." [Poland]

"Longer leave for mental recovery." [Czech Republic]



Tab 37. Q: What other solutions are you missing? Please enter a maximum of 3 solutions (open-ended question) – Mental health of employees

Integration and workplace atmosphere

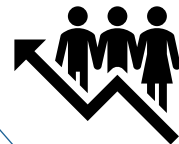
- More informal integration events.
- Interdepartmental and intergenerational initiatives.
- Improved communication and opportunities to share initiatives – e.g. via communication platforms.
- Elimination of micromanagement and the need for a more human approach and trust in relations with supervisors.



"Employees are treated like modern-day slaves due to systems that track working time – even a visit to the cafeteria must be registered." [Poland]

"A more employee-oriented approach, with greater trust in the employee." [Poland]

"Informal events supporting cooperation between departments – both within the office and, for example, between the Foreigners' Police and OAMP – to get to know each other and simplify joint procedures." [Czech Republic]



Tab 38. Q: What other solutions are you missing? Please enter a maximum of 3 solutions (open-ended question) – Integration and workplace atmosphere

Welfare and financial support



- Cafeteria system – the possibility to choose benefits individually.
- Equal access to benefits.
- Better access to loans on favorable terms.
- Higher subsidies (adequate to market prices).

"Low-interest housing loans adjusted to current market conditions, subsidies for meals and commuting." [Poland]

"Interest-free loans, subsidies for glasses adjusted to current market prices." [Poland]



Tab 39. Q: What other solutions are you missing? Please enter a maximum of 3 solutions (open-ended question) – Welfare and financial support

Commuting



- Parking spaces (currently there is an insufficient number of spots or unequal allocation).
- Better cycling infrastructure.
- Subsidies for public transport.

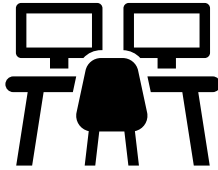
"Parking for employees based on equality – currently available only to directors, which violates basic principles of fairness." [Poland]

"Subsidies for public transportation (but not for fuel)." [Czech Republic]



Tab 40. Q: What other solutions are you missing? Please enter a maximum of 3 solutions (open-ended question) – Commuting

Work ergonomics and conditions



- Air conditioning, ventilation, and appropriate lighting.
- Modern, ergonomic equipment compliant with physiotherapists' recommendations.
- Better access to staff rooms and kitchens.
- Spaces for rest and quiet work.
- Improved condition of sanitary facilities.

"A break room – we really lack such a space on our floor. In summer, our office is unbearable – no air conditioning, no soap dispenser in the restroom." [Poland]

"A space for quiet work or relaxation (a silence zone). For example, with hammocks, relaxing music, ambient lighting, and soothing scents." [Poland]



Tab 41. Q: What other solutions are you missing? Please enter a maximum of 3 solutions (open-ended question) – Work ergonomics and conditions

Rest and regeneration



- Greenery, silence, and opportunities for walking – requests for access to green areas, patios, parks, and quiet zones, also as a form of micro-recovery.
- Longer breaks during the workday – many respondents report that a 15-minute break is not enough for real rest.

"The possibility to go for a short walk during the workday in a green area – helpful for the eyes and the mind." [Poland]

"Longer lunch breaks: allowing for rest and recovery during the middle of the workday." [Poland]



Tab 42. Q: What other solutions are you missing? Please enter a maximum of 3 solutions (open-ended question) – Rest and regeneration

In the open-ended question, respondents **most frequently raised the following issues:**

- flexible forms of work organisation,
- social and financial support measures,
- comfort of working in the office.

The topics that appeared relatively **least often** were:

- care for children and dependants,
- commuting to work.

At the end of the survey, respondents could share their own comments related to WB and WLB. Based on these, we identified three key issues that appeared most frequently.



Remote work is a key WLB tool for employees

Remote work appears in the vast majority of responses as:

- a condition for maintaining a healthy WLB,
- a factor protecting both mental and physical health,
- a tool for increasing efficiency.

Employees express concern over its possible limitation and emphasize the **need for broader access** (including without unnecessary formalities), **hybrid models, and individual flexibility**.

"Lack of remote work will reduce the employer's attractiveness." [Poland]

"It would be enough to at least allow remote work." [Czech Republic]

"Please maintain the current rules of remote/hybrid work – they are sufficient to prevent burnout and to balance private and professional life." [Poland]



Employees expect tangible actions

Employees feel dissatisfied and perceive injustice when solutions that formally exist:

- are not practically accessible,
- are implemented only partially or unequally distributed.

"Some solutions exist only 'on paper'. It is difficult to make use of them, or doing so is not well perceived." [Poland]

"I want something to actually happen. I believe most issues stem from the excessive rigidity of the system and lack of funding." [Czech Republic]



Employees feel overworked and express the need for better management.

Many employees speak about:

- pressure and overload with tasks,
- lack of balanced workload distribution across teams.

They point to the need for:

- management training,
- systems for monitoring workload.

Task overload makes it difficult to benefit from WB and WLB solutions.

There is a clear call for a **culture of understanding, trust, healthy workplace relationships, and appreciation from the employer**.

"Balanced workload is essential. No regulations will help if people are overwhelmed with tasks." [Poland]

"Ongoing staff reductions in ministries result in tasks being shifted onto those who remain." [Czech Republic]

Tab 43. Q: If you have any other comments regarding WB and WLB solutions, you can enter them below. (open-ended question)



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