

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

Report



POLAND25.EU




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


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## 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**<sup>1</sup>.
- 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.

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<sup>1</sup> 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
	<b>Remote work:</b> all types of remote work	27	2	3
	<b>Flexible working hours:</b> employees can start and end work in a time slot instead of fixed working hours	26	0	6
	<b>Working time accounts:</b> systems which enable accumulating overtime to be used later as days off or during periods with lower workload	23	0	8
	<b>A compressed workweek:</b> employees shift their regular work hours to a lower number of working days	9	1	19
	<b>A shortened workweek:</b> fewer working hours in a week	8	1	19
	<b>Billable working hours:</b> 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
	<b>Organizing workshops</b> on coping with stress and relaxation techniques, building mental resilience etc.	24	1	5
	<b>Psychologist's support:</b> psychologist or therapist consultations (e.g. included in medical package)	17	0	11
	<b>Mental support platforms for employees</b> (online platforms offering consultations with psychologists, helplines, webinars)	10	1	19
	<b>Extra days off for mental health</b> - 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
	<b>Team building meetings for staff:</b> e.g. trips, festivals	21	0	8
	<b>Creating employee communities</b> (hobby groups, sports clubs etc.)	13	1	12
	<b>Employee volunteer program:</b> 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
	<b>Cheaper meals</b> for employees	17	0	13
	<b>Employee disaster recovery relief:</b> non-refundable financial aid offered by employer to employees experiencing difficulties	12	0	16
	<b>Subsidizing employee's/ employee's family holidays</b>	10	0	18
	<b>Low interest housing loans</b>	10	0	18
	<b>Extra insurance offer</b> (e.g. life insurance): employer acting as an intermediary between the insurance company to conclude insurance contracts	9	0	20
	<b>Subsidizing tickets to culture events</b> , e.g. cinema, theatre, concerts	9	1	18
	<b>Low interest loans</b> for other purposes than housing	8	0	21
	<b>Medical package:</b> employer acting as an intermediary between the medical company and employees to conclude medical package contracts	7	1	21
	<b>Cafeteria platform</b> – 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
	<b>Bike room or bike racks</b> on the office grounds	25	0	6
	<b>Parking spaces</b> for employees	25	0	5
	<b>Cheaper commuting</b>	14	0	14
	<b>Bikes/ scooters</b> 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 - <b>taking care of temperature and air quality</b> (e.g. air purifiers or humidifiers, air conditioning)	25	2	4
	A room to <b>freshen up</b> e.g. shower, changing room	20	0	8
	Providing comfortable (exceeding standard) working conditions – <b>taking care of the ergonomics of workstations</b>	20	1	7
	A place for quiet work or relaxation ( <b>quiet zone</b> )	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
	<b>Employee initiatives:</b> employees submit initiatives that are implemented by the employer	16	0	7
	<b>Allowing pets</b> 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

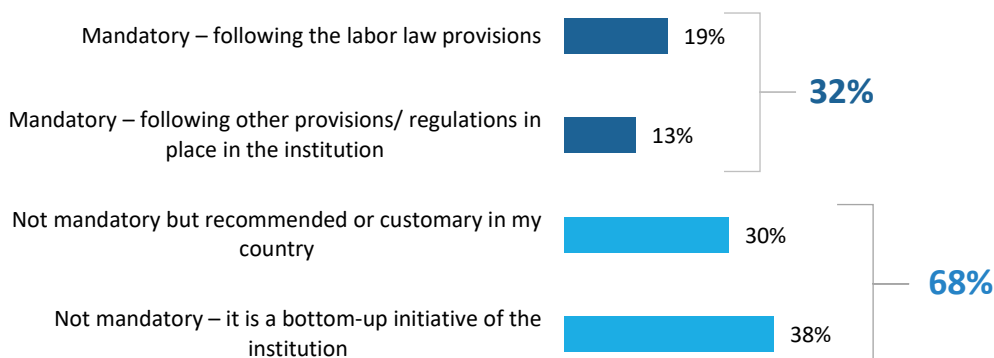


Chart 1. Are the solutions which are in place in your country mandatory?

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









The <b>mandatory</b> solutions		N	%
	<b>Senior care</b> subsidy	4/4	100%
	<b>Extra days off</b> for child or senior care	20/24	83%
	<b>Billable working hours:</b> total number of hours is set for a given period	5/7	71%
	Organising regular <b>health check ups</b>	13/19	68%
	<b>Sabbatical leaves</b> (long-term leaves for personal growth or rest)	12/18	67%
	<b>Working time accounts:</b> systems which enable accumulating overtime to be used later	14/23	61%
	Providing comfortable (exceeding standard) working conditions – <b>taking care of the ergonomics of workstations</b>	12/20	60%
	Providing comfortable (exceeding standard) working conditions – <b>taking care of temperature and air quality</b>	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	%
	<b>Senior care subsidy</b>	4/4	100%
	<b>Extra days off</b> for child or senior care	20/24	83%
	<b>Child care subsidy</b> – for nursery, kindergarten or baby club, or day care provider	9/12	75%
	Organising regular <b>health check ups</b>	14/19	74%
	<b>Flexible working hours:</b> employees can start and end work in a time slot instead of fixed working hours	19/26	73%
	<b>Employee disaster recovery relief:</b> non-refundable financial aid offered by employer to employees experiencing difficulties	8/12	67%
	<b>Cheaper commuting</b>	9/14	64%
	<b>Parent-child room:</b> a space where an employee can carry out work-related tasks and a child can play	3/5	60%
	Subsidizing employee's/ employee's <b>family holidays</b>	6/10	60%
	Low interest <b>housing loans</b>	6/10	60%
	<b>Social space/Break room:</b> a place where employees can heat their lunch, have a meal or store food	15/25	60%
	<b>Cheaper meals</b> 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 <b>health check ups</b>	12/19	63%
	<b>Flexible working hours:</b> employees can start and end work in a time slot instead of fixed working hours	16/26	62%
	<b>Extra days off</b> for child or senior care	14/24	58%
	Providing comfortable (exceeding standard) working conditions – <b>taking care of the ergonomics of workstations</b>	9/20	45%
	<b>Extra insurance offer</b>	4/9	44%
	<b>Parking spaces</b> for employees	11/25	44%
	<b>Working time accounts:</b> systems which enable accumulating overtime to be used later as days off or during periods with lower workload	10/23	43%
	<b>Cheaper commuting</b>	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.

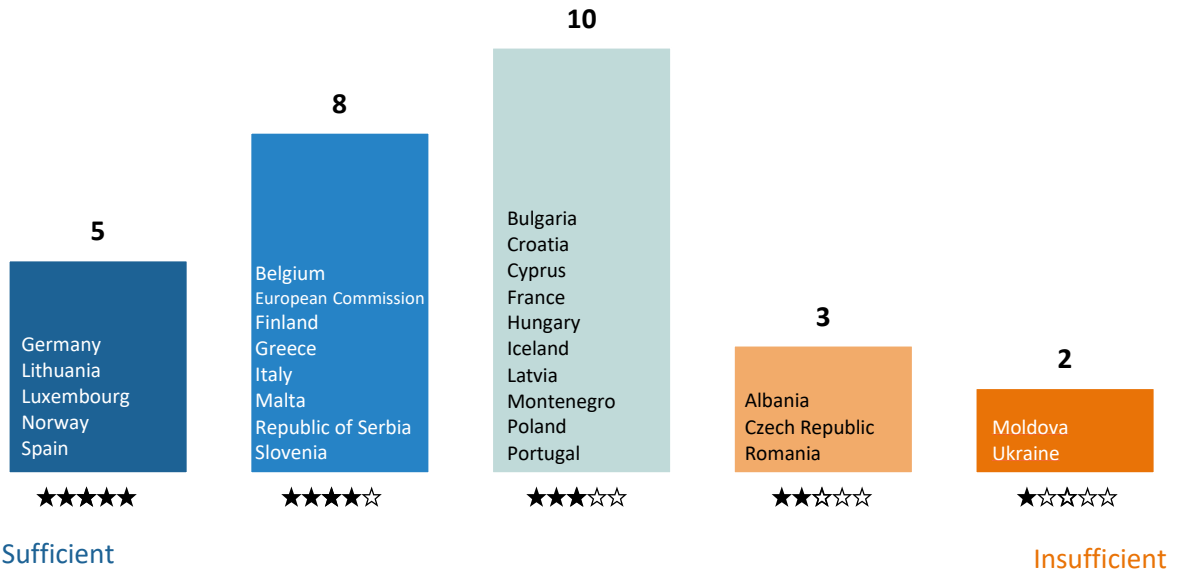


Chart 2. Q: What is your overall opinion about well-being and work-life balance solutions in place in offices in your country? (1-5)

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.

■ Yes, to a great extent ■ Yes, but to a little extent ■ No, this effect has not been observed ■ Hard to say

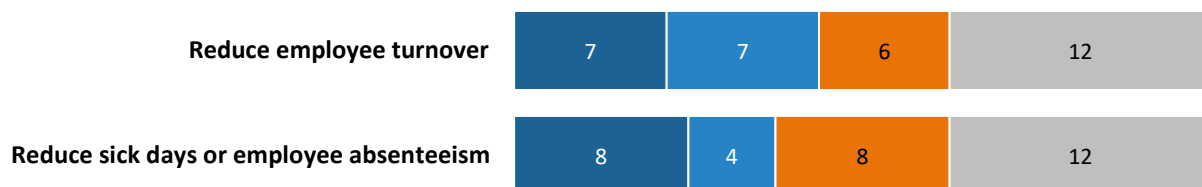


Chart 3. Q: Are the solutions used in your country helping to...?

- 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.

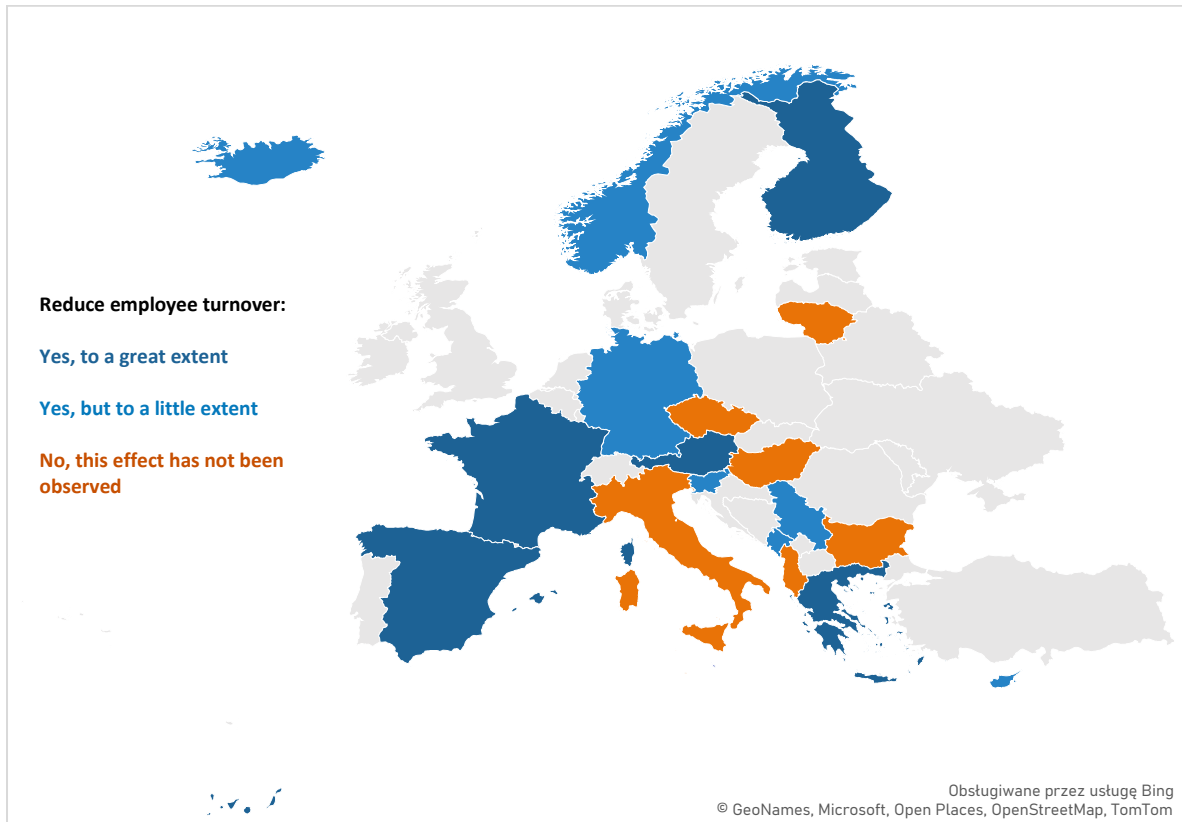


Chart 4. Are the solutions used in your country helping to reduce employee churn? (Map)

- 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.

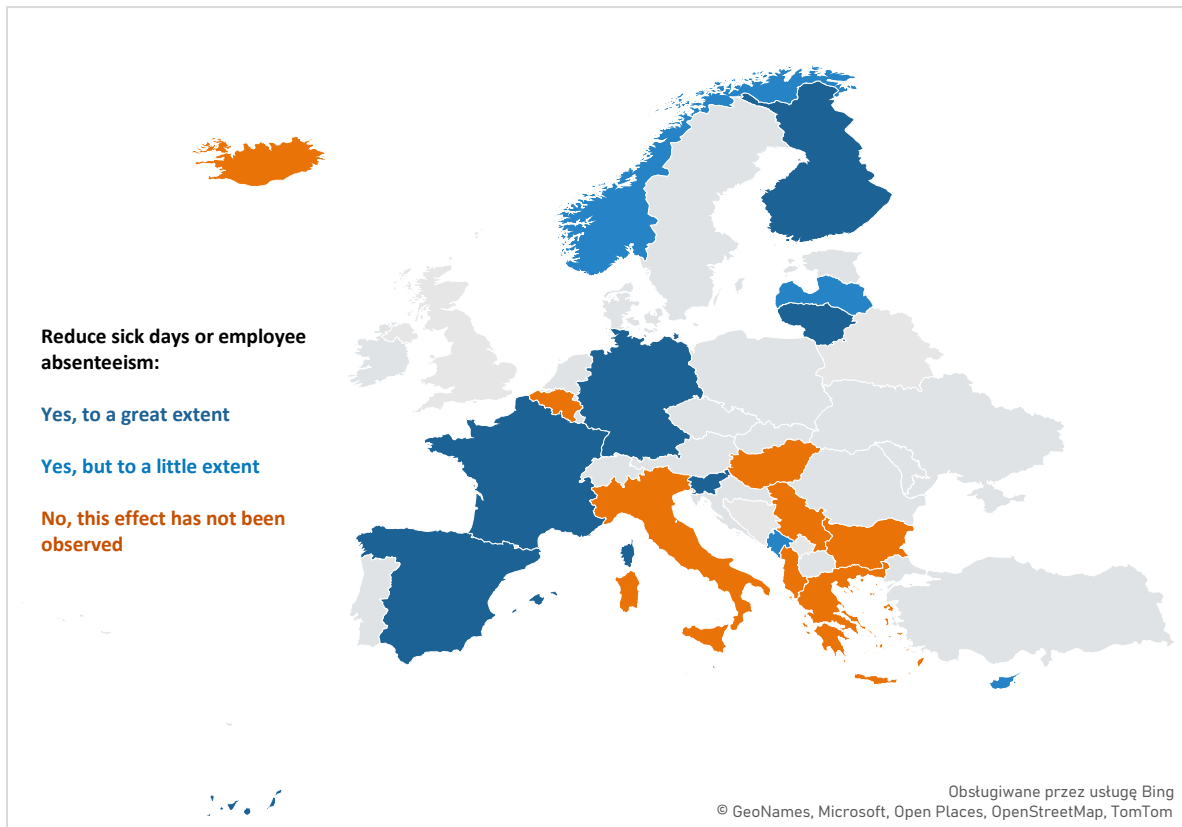


Chart 5. Are the solutions used in your country helping to reduce sick days or employee absenteeism? (Map)

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

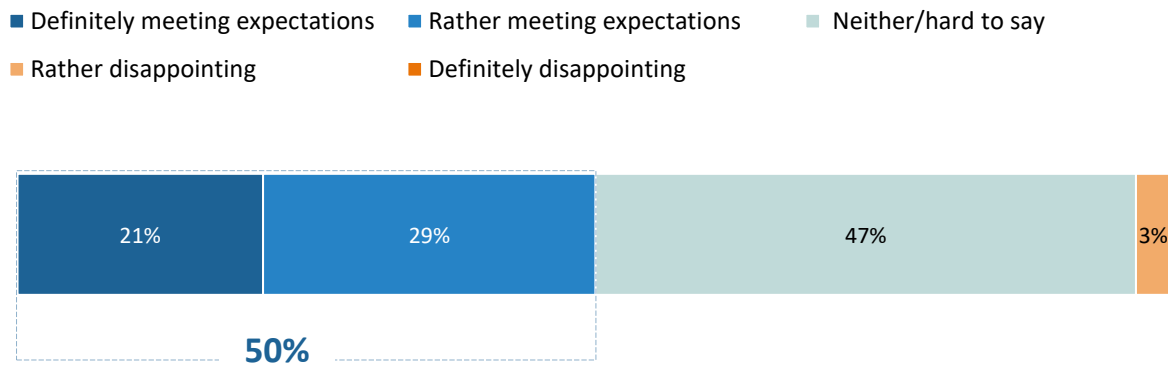


Chart 6. Q: Is the solution meeting expectations/ goals/ effective or disappointing?

Solutions that most often meet expectations		N	%
	Organising regular <b>health check ups</b>	16/24	84%
	<b>Flexible working hours</b> : employees can start and end work in a time slot instead of fixed working hours	21/24	81%
	<b>Bike room or bike racks</b> on the office grounds	20/25	80%
	Subsidizing employee’s/ employee’s <b>family holidays</b>	8/10	80%
	<b>Senior care subsidy</b>	3/4	75%
	<b>Working time accounts</b> : 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.

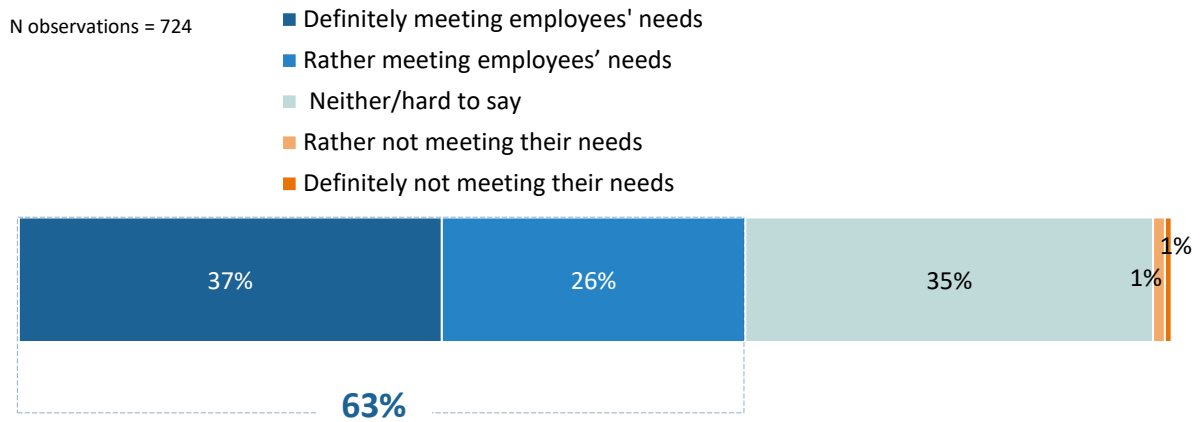


Chart 7. Q: Is the solution meeting employees' needs or not meeting their needs?

Solutions that most frequently meet employees' needs		N	%
	<b>Remote work:</b> all types of remote work	25/27	93%
	Organising regular <b>health check ups</b>	17/19	89%
	<b>Extra days off</b> for child or senior care	21/24	88%
	Providing comfortable (exceeding standard) working conditions – <b>taking care of the ergonomics of workstations</b>	16/20	80%
	<b>Subsidizing</b> employee's/ employee's <b>family holidays</b>	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 (NPS<sup>2</sup>) 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.











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

<sup>2</sup> 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.



	 <b>Shortened workweek</b>	 <b>Compressed workweek</b>
	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
<b>In place</b>	<b>8</b>	<b>9</b>
<b>Planned</b>	<b>1</b>	<b>1</b>
<b>Not planned</b>	<b>19</b>	<b>19</b>
<b>Meeting employees' needs</b>	<b>6/8 (75%)</b>	<b>4/9 (44%)</b>
<b>Promoters</b> (ratings 9 and 10)	<b>4/8 (50%)</b>	<b>3/9 (33%)</b>
<b>Detractors</b> (ratings from 0 to 6)	<b>0/9 (0%)</b>	<b>5/9 (56%)</b>

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

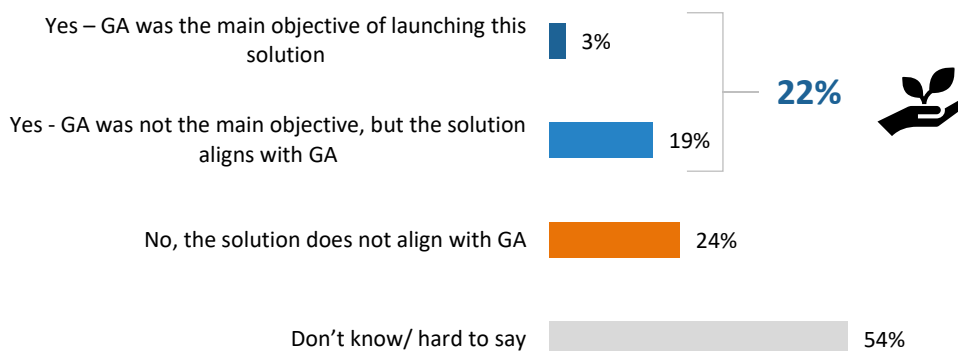



Chart 8. Q: Does the solution align with green administration (GA), namely, does it address the needs/problems related to climate change, energy or sustainable growth?

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 CO<sub>2</sub> 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 CO<sub>2</sub> 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.**

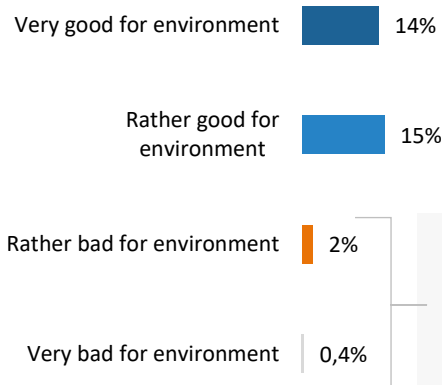


-  **Flexible working hours:** employees can start and end work in a time slot instead of fixed working hours
-  **A compressed workweek:** employees shift their regular number of working hours to a lower number of working days
-  **Remote work:** all types of remote work

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.





-  **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.

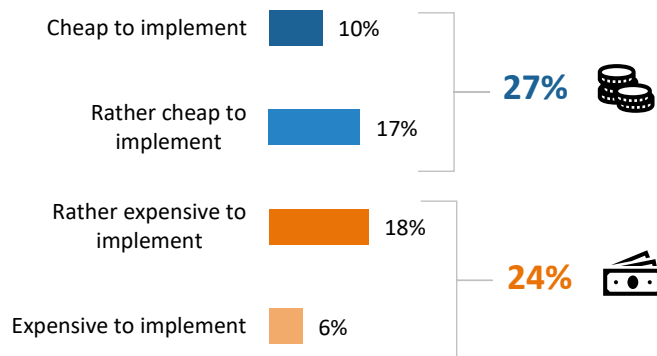


Chart 10. Q: Is the solution: cheap or expensive to implement?

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



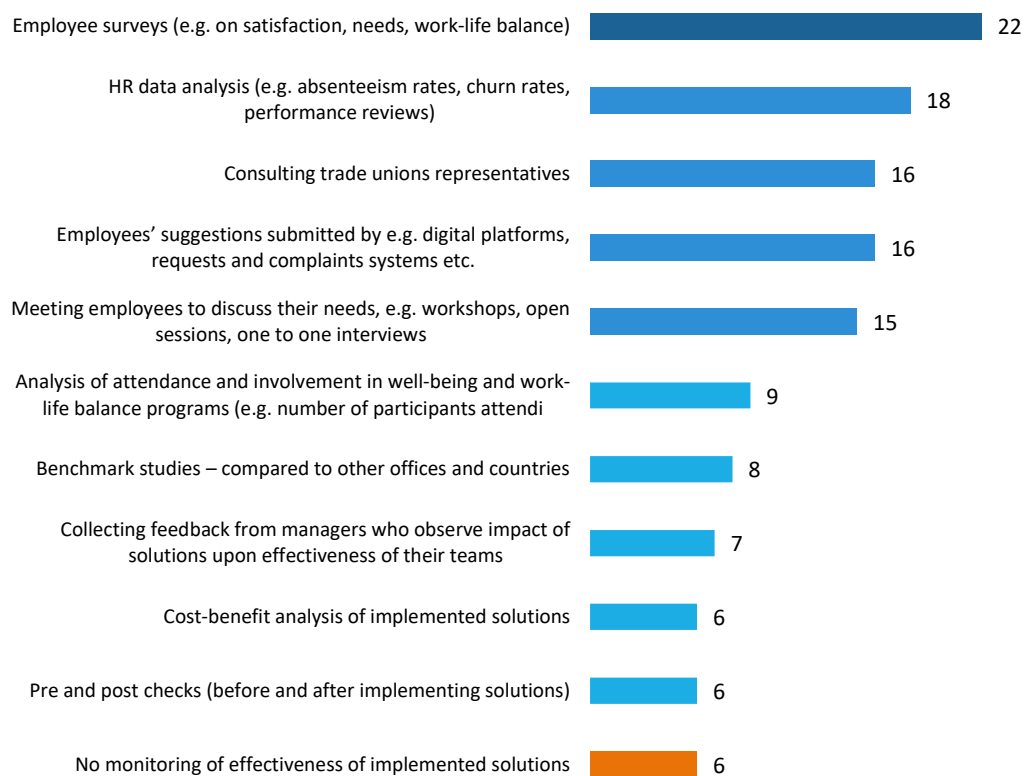
Chart 11. Q: How are well-being and work-life balance needs of employees examined in your country?

**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?*