

DIAGNOSIS OF THE FUNCTIONING  
OF WELL-BEING AND WORK-LIFE  
BALANCE SOLUTIONS IN THE EUPAN  
NETWORK COUNTRIES  
***SURVEY AMONG PUBLIC ADMINISTRATION  
EMPLOYEES***

*IN TWO SELECTED EU COUNTRIES*

Report



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

Scope and methodology of the study .....	4
Key findings of the study .....	5
I. Overall evaluation of the WB and WLB solutions system .....	8
II. Popularity of selected WB and WLB solutions .....	10
III. Attractiveness of selected WB and WLB solutions.....	18
IV. WB and WLB needs of employees .....	27

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

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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



### 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

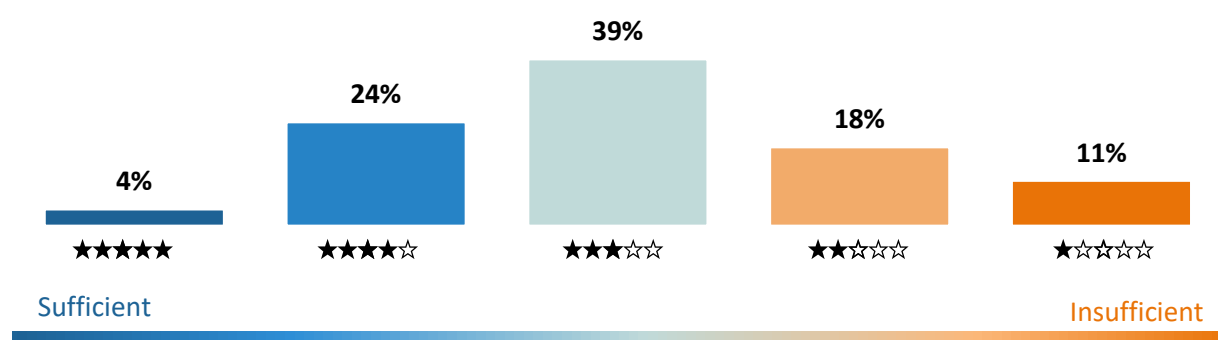


Chart 1. Q: How do you generally assess the system of solutions that support work-life balance and employee well-being in your workplace? (1-5)



N = 1055

■ 5 - definitely sufficient ■ 4 ■ 3 ■ 2 ■ 1 - definitely insufficient ■ Hard to say

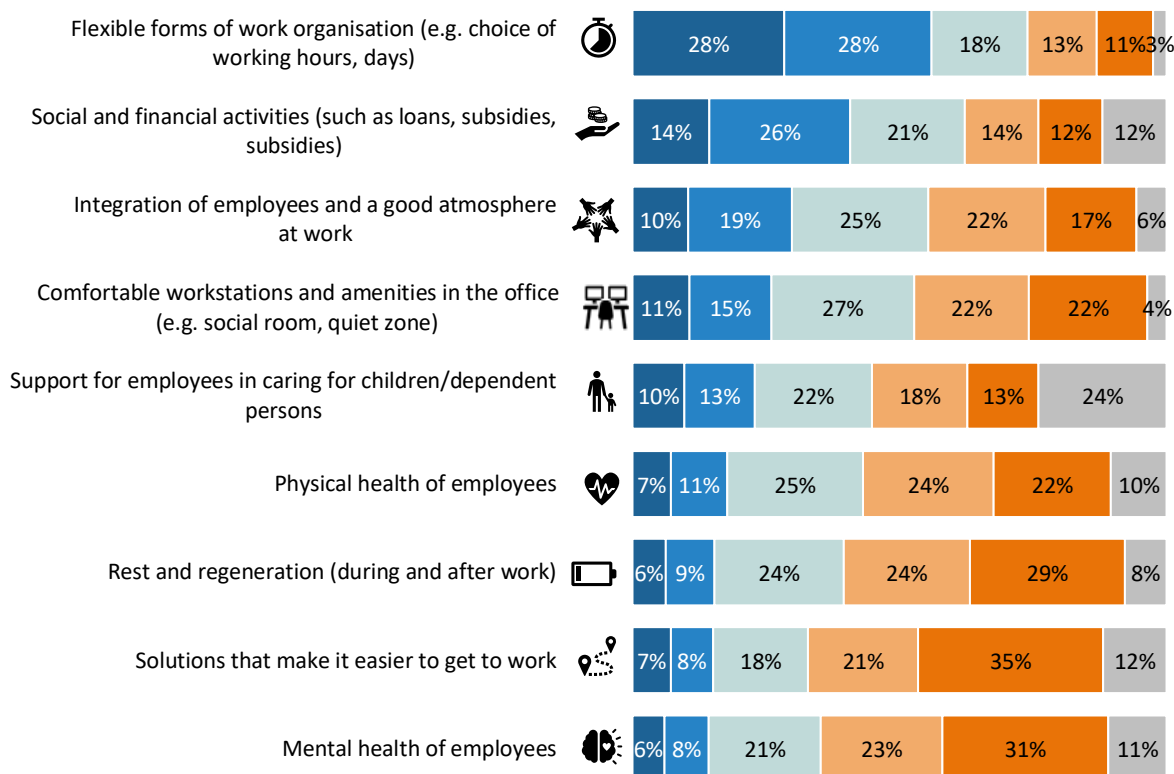


Chart 2. Q: How do you assess the solutions that concern the following areas?

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

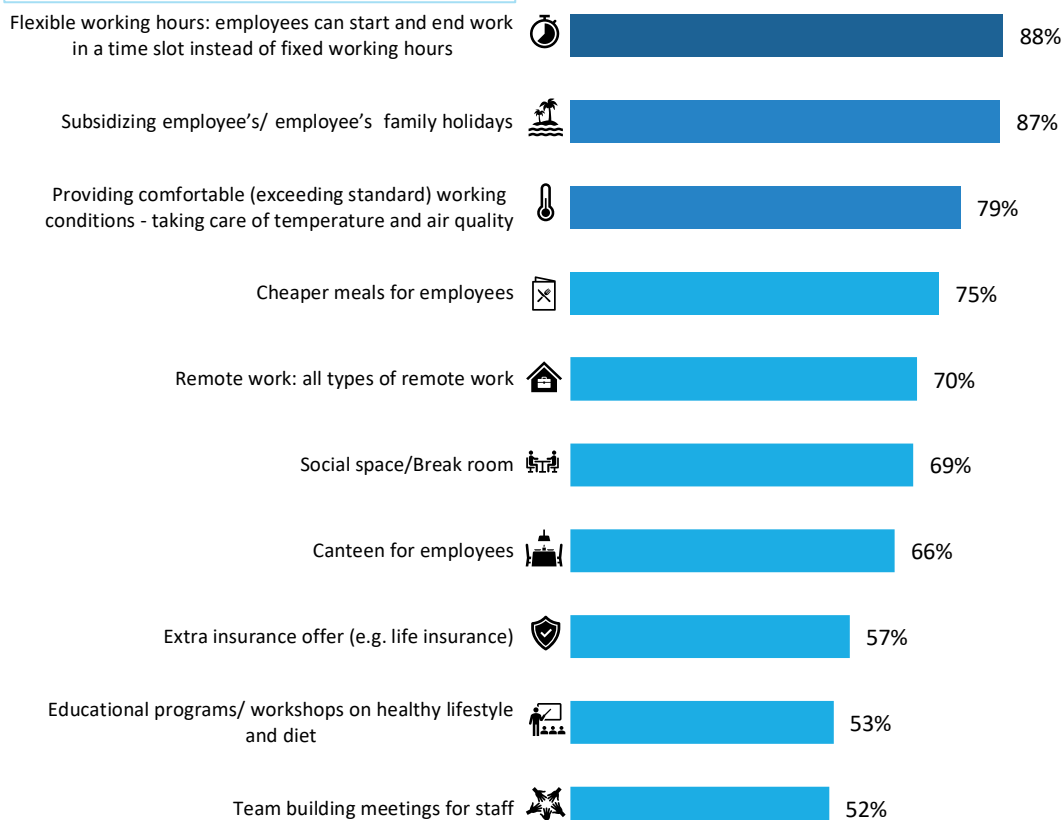








Chart 3. Q: Do you use this solution? (TOP 10)

## 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	%	%
 <b>Flexible working hours:</b> employees can start and end work in a time slot instead of fixed working hours	938	88%	8%
 <b>Remote work:</b> all types of remote work	677	70%	14%
 <b>Working time accounts:</b> systems which enable accumulating overtime to be used later as days off	165	49%	30%
 <b>Billable working hours:</b> 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%
 <b>A shortened workweek:</b> fewer working hours in a week	90	8%	87%
 <b>A compressed workweek:</b> employees shift their regular work hours to a lower number of working days	119	7%	92%







Tab 1. 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	%	%
 <b>Extra days off</b> for child or senior care	187	27%	57%
 Option of <b>bringing a child to work</b> with you	181	12%	66%
 <b>Child care subsidy</b> – for nursery, kindergarten or baby club, or day care provider	220	7%	77%
 <b>Senior care subsidy</b>	24 !	4%	96%
 <b>Parent-child room:</b> a space where an employee can carry out work-related tasks and a child can play	175	2%	93%
 <b>Kindergartens and nurseries</b> organized by employer	92	1%	90%

Tab 2. 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

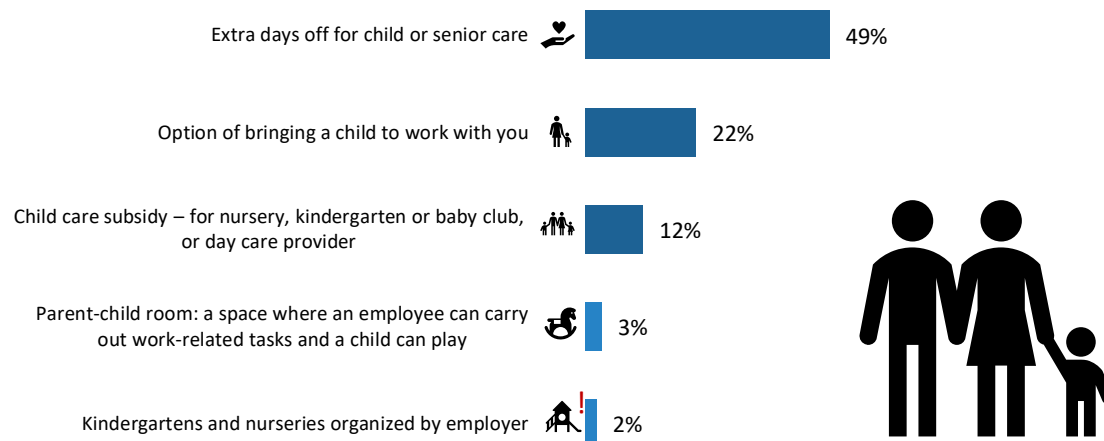


Chart 4. Q: Do you use this solution? (Parents: responses „Yes, I use this solution”)

*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)

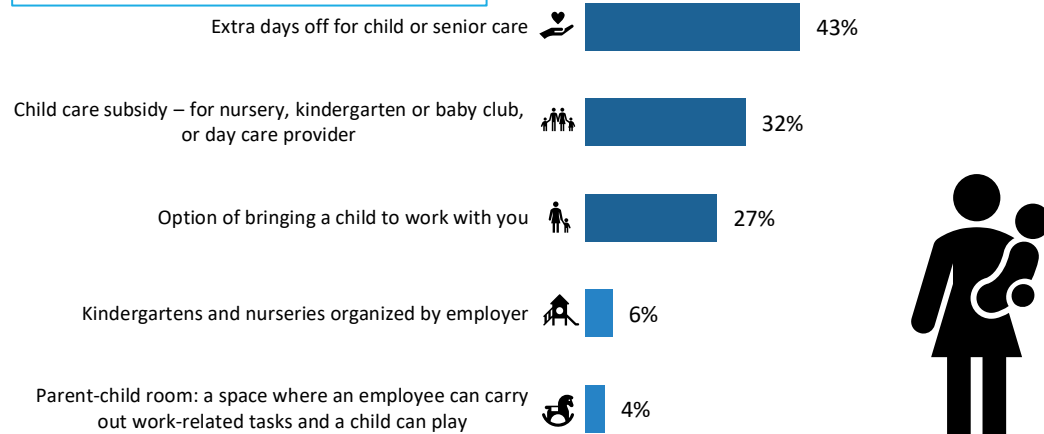









Chart 5. Q: Do you use this solution? (Parents of children aged 5 and under: responses „Yes, I use this solution”)

## 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 3. 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

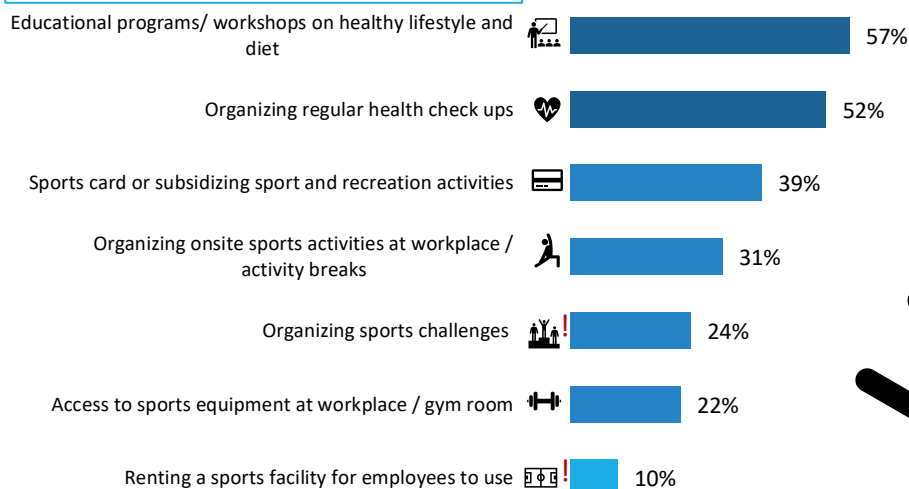






Chart 6. Q: Do you use this solution? (People who exercise at least once a week: responses „Yes, I use this solution“)

### 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	%	%
	<b>Organizing workshops on coping with stress</b> and relaxation techniques, building mental resilience etc.	260	38%	29%
	Extra days off for mental health - <b>mental health days</b>	67	24%	75%
	<b>Mental support platforms for employees</b> (online platforms offering consultations with psychologists, helplines, webinars)	28 !	7%	79%
	<b>Psychologist's support:</b> psychologist or therapist consultations	77	6%	88%

Tab 4. 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	%	%
	<b>Team building meetings for staff:</b> e.g. trips, festivals	208	52%	27%
	<b>Creating employee communities:</b> e.g. hobby groups, sports clubs	49 !	24%	59%
	<b>Employee volunteer program:</b> employer organizing volunteer program for employees outside their working hours or employer supporting employees' initiative in that area	84	18%	68%

Tab 5. 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	%	%
	<b>Subsidizing employee's/ employee's family holidays</b>	747	87%	9%
	<b>Cheaper meals</b> for employees	213	75%	20%
	<b>Extra insurance offer</b> (e.g. life insurance): employer acting as an intermediary between the insurance company to conclude insurance contracts	463	57%	37%
	<b>Subsidizing tickets to culture events</b> , e.g. cinema, theatre, concerts	509	49%	33%
	<b>Cafeteria platform:</b> a website/app offering continuous access to vouchers from various companies and benefits employees can choose from	124	42%	39%
	<b>Low interest housing loans</b>	262	25%	64%
	<b>Low interest loans for other purposes</b> than housing	525	20%	68%
	<b>Medical package:</b> employer acting as an intermediary between the medical company and employees to conclude medical package contracts	197	19%	65%
	<b>Employee disaster recovery relief:</b> non-refundable financial aid offered by employer to employees experiencing difficulties	508	8%	84%





Tab 6. 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 7. 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 - <b>taking care of temperature and air quality</b> (e.g. air purifiers or humidifiers, air conditioning)	233	79%	13%
	<b>Social space/Break room:</b> 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 – <b>taking care of the ergonomics of workstations</b> (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 ( <b>quiet zone</b> )	108	15%	74%




Tab 8. 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	%	%
 <b>Long break during working day</b> (e.g. 1h, 2 h)/Longer lunch breaks: allowing for rest and recuperation in the middle of the workday	24 !	33%	54%
 <b>"Power nap" culture:</b> short naps during the day	16 !	0%	94%
 <b>Sabbatical leaves:</b> long-term leaves for personal growth or rest	33 !	6%	94%

Tab 9. 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	%	%
 <b>Employee initiatives:</b> employees submit initiatives that are implemented by the employer	47 !	34%	60%
 <b>Allowing pets</b> in the workplace (e.g. dogs, cats)	61	7%	82%

Tab 10. 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

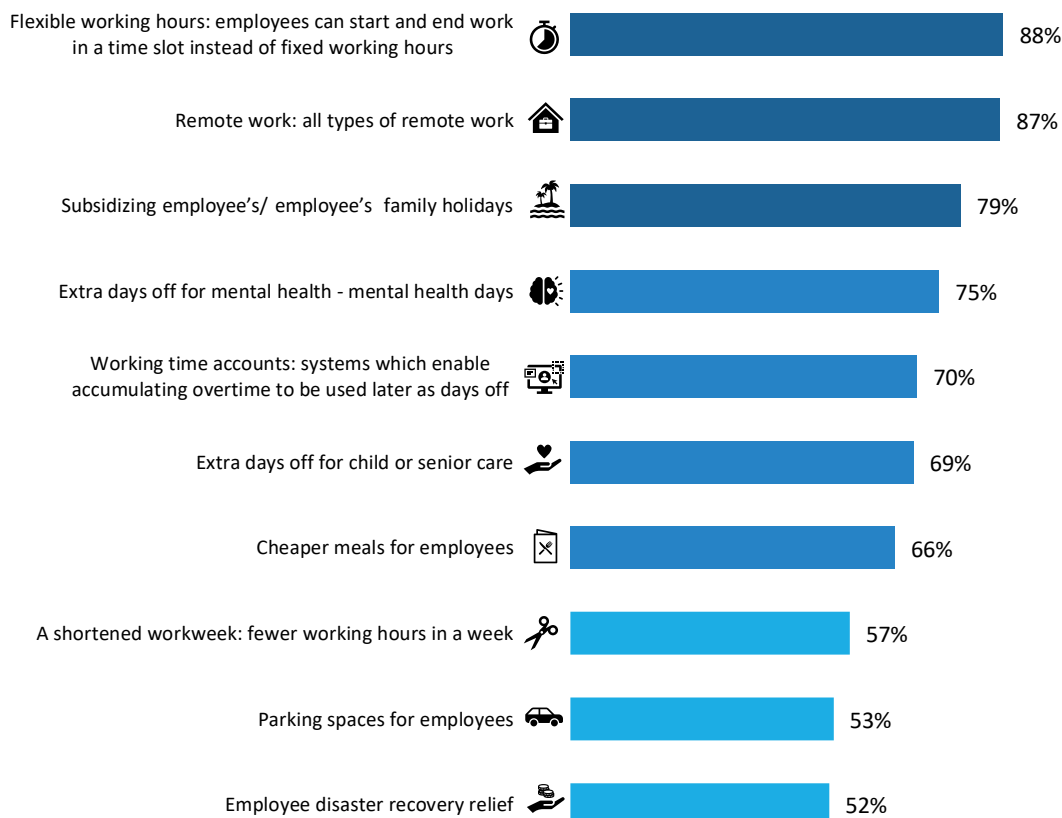


Chart 7. Q: How do you rate the attractiveness of the solutions below? Scale 1-5 (TOP 10 – definitely attractive 5)

## 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)

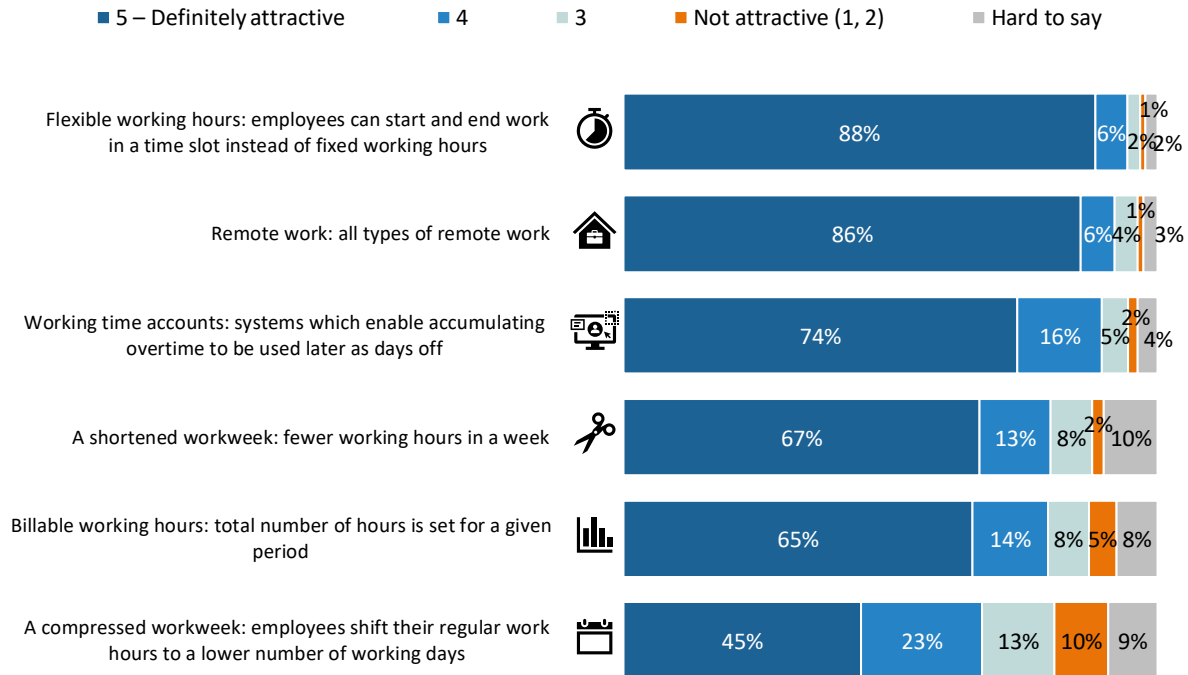


Chart 8. Q: How do you rate the attractiveness of the solutions below? (scale 1-5, where 1 – definitely not attractive, and 5 – definitely attractive) – Flexible working arrangements

## 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)

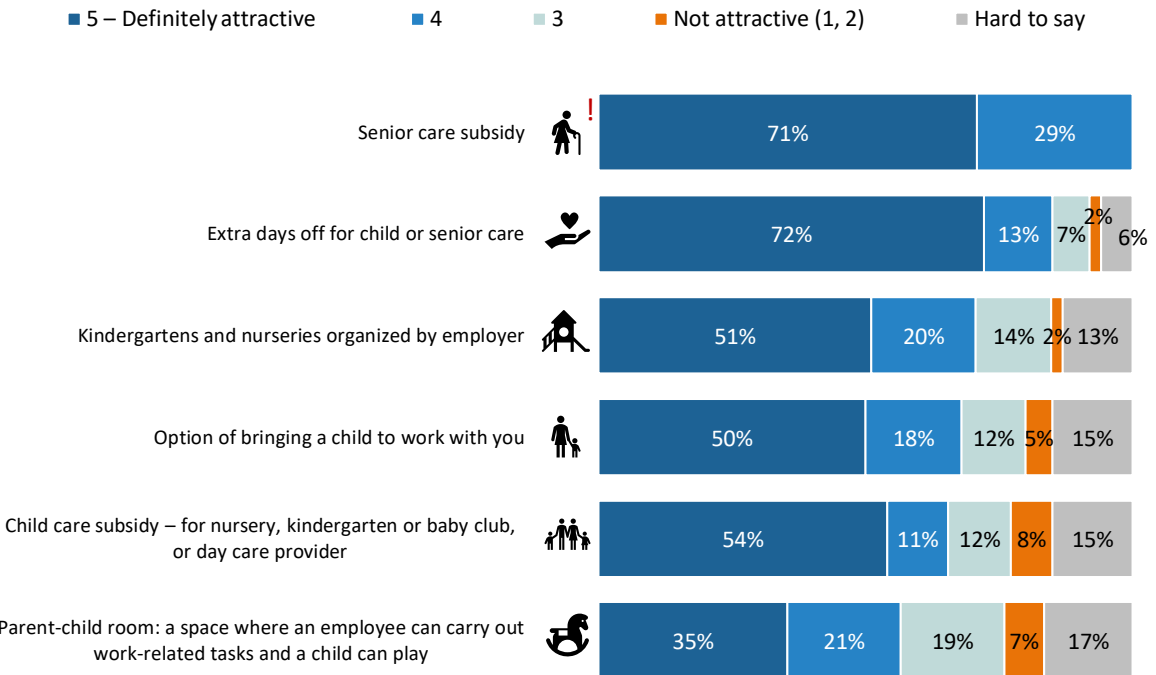


Chart 9. Q: How do you rate the attractiveness of the solutions below? (scale 1-5, where 1 – definitely not attractive, and 5 – definitely attractive) – Child and dependent care

## 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)

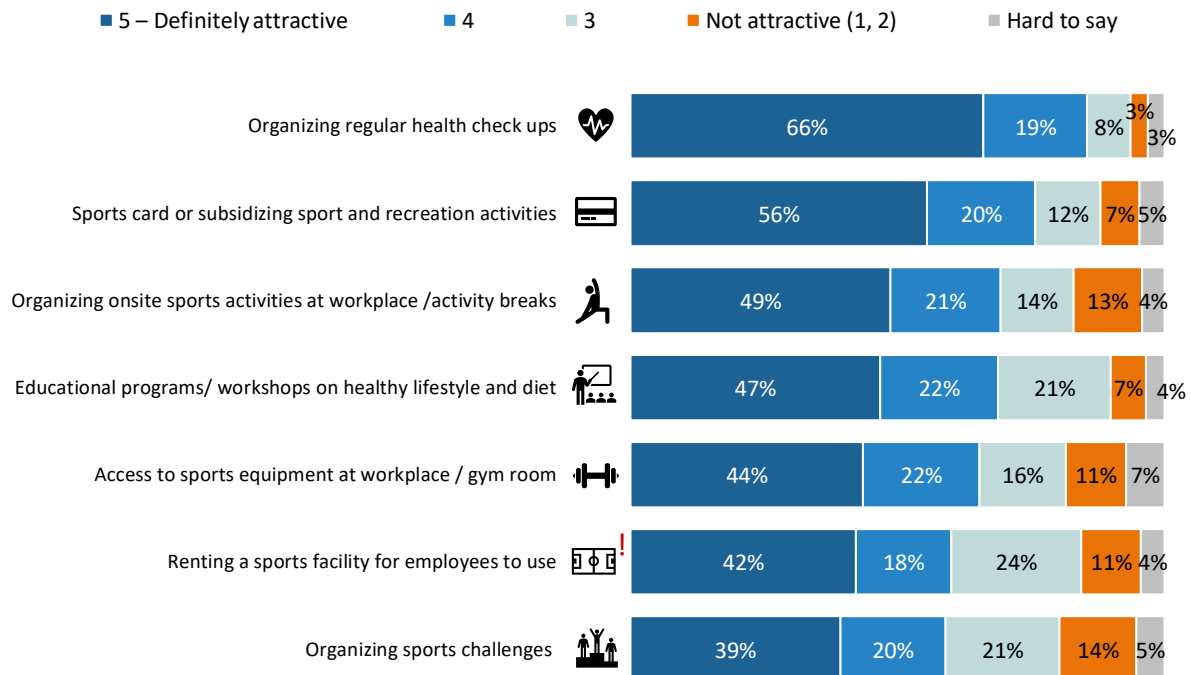


Chart 10. Q: How do you rate the attractiveness of the solutions below? (scale 1-5, where 1 – definitely not attractive, and 5 – definitely attractive) – Activities that support physical health

## 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)

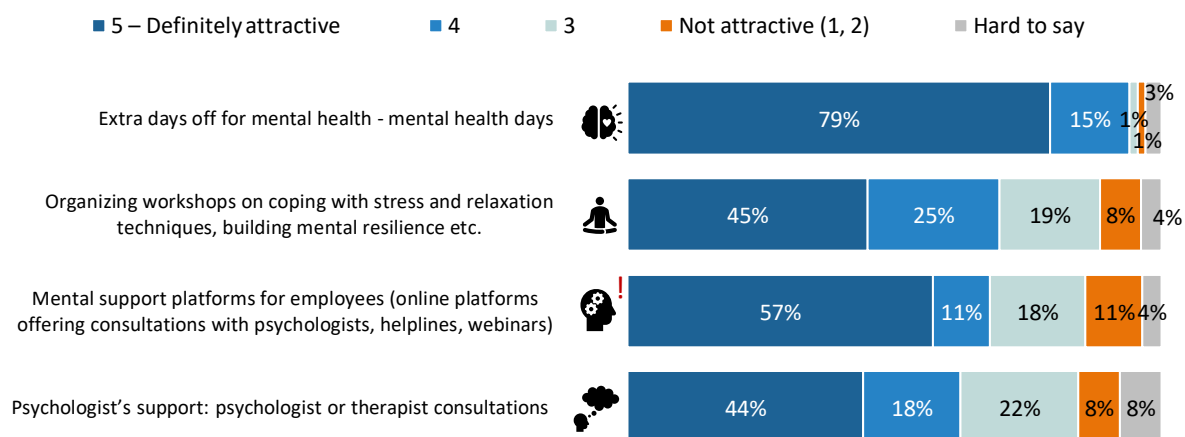


Chart 11. Q: How do you rate the attractiveness of the solutions below? (scale 1-5, where 1 – definitely not attractive, and 5 – definitely attractive) – Activities that support mental health

## 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)

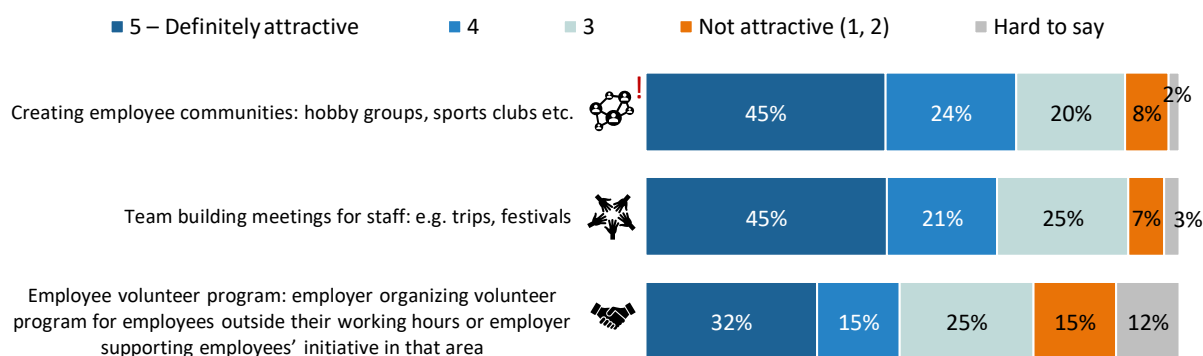


Chart 12. Q: How do you rate the attractiveness of the solutions below? (scale 1-5, where 1 – definitely not attractive, and 5 – definitely attractive) – Activities that support integration and organisational culture

## 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)

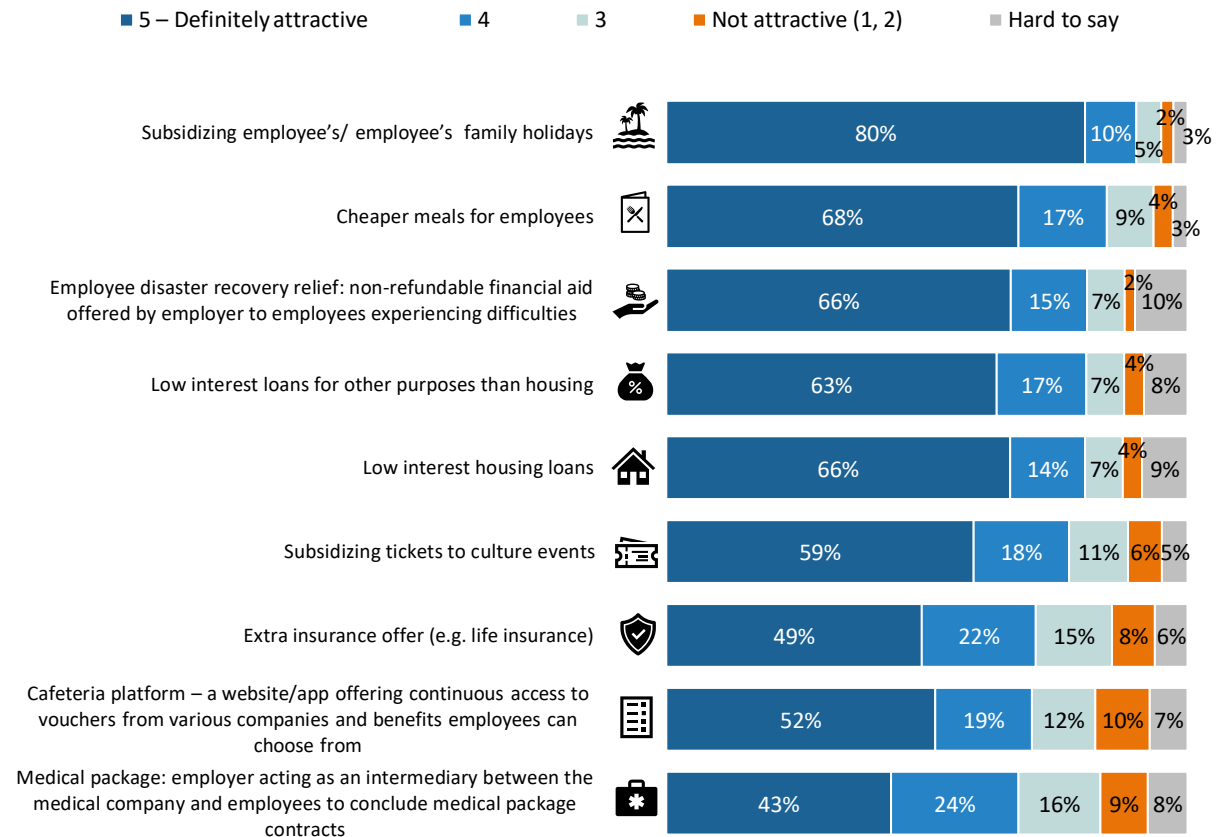


Chart 13. Q: How do you rate the attractiveness of the solutions below? (scale 1-5, where 1 – definitely not attractive, and 5 – definitely attractive) – Welfare and financial support

## 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

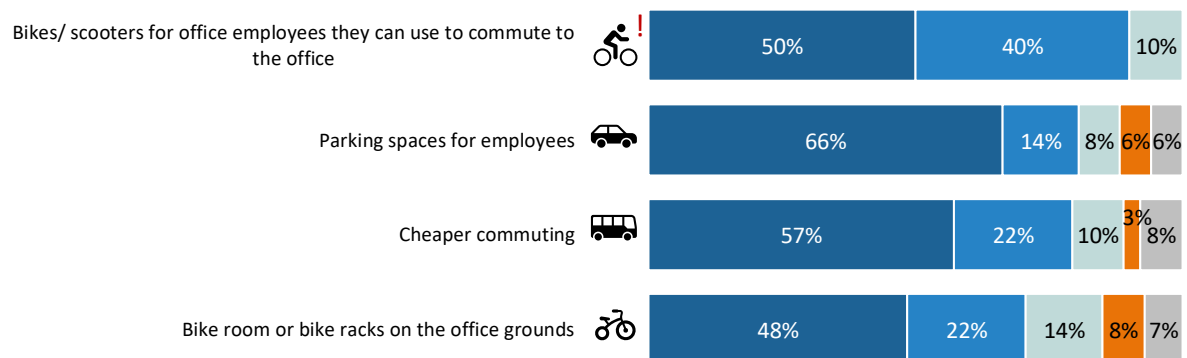


Chart 14. Q: How do you rate the attractiveness of the solutions below? (scale 1-5, where 1 – definitely not attractive, and 5 – definitely attractive) – Commuting



## 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)

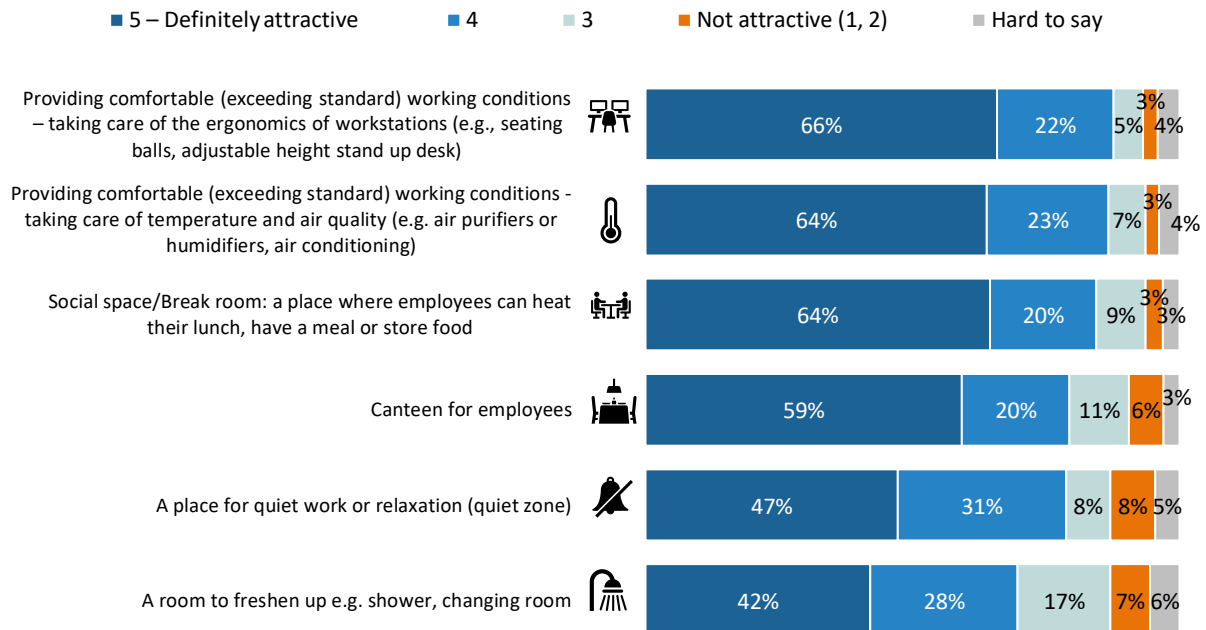


Chart 15. Q: How do you rate the attractiveness of the solutions below? (scale 1-5, where 1 – definitely not attractive, and 5 – definitely attractive) – Work ergonomics and conditions

## 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)

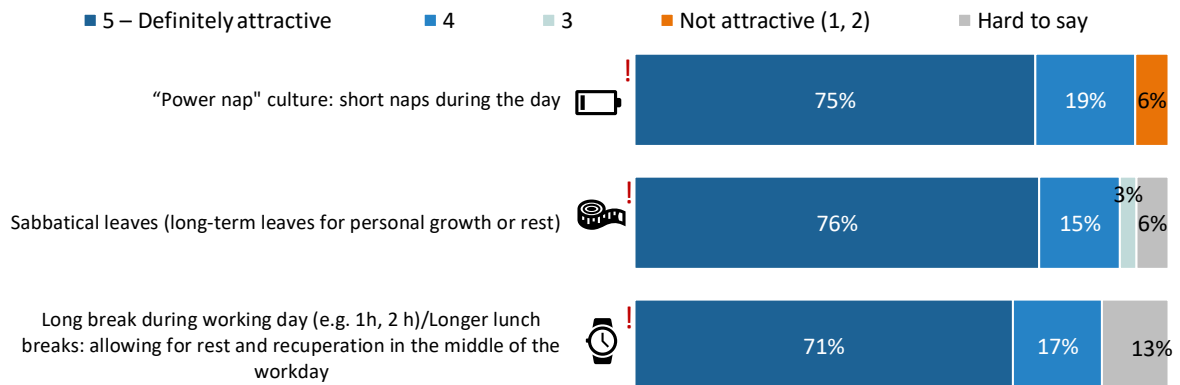


Chart 16. Q: How do you rate the attractiveness of the solutions below? (scale 1-5, where 1 – definitely not attractive, and 5 – definitely attractive) – Rest and regeneration

## 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)

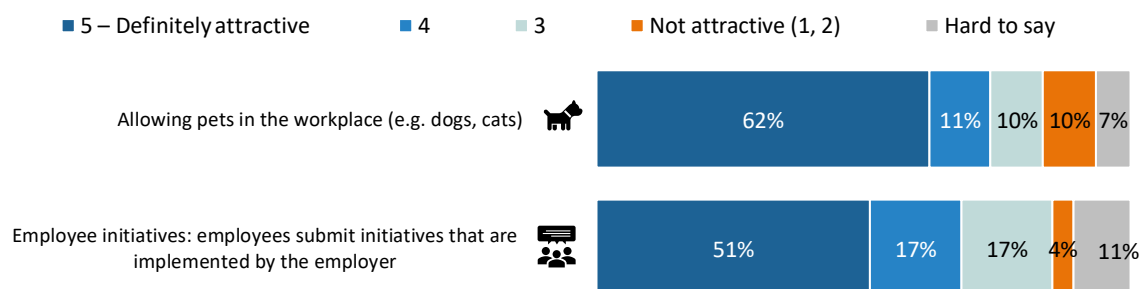


Chart 17. Q: How do you rate the attractiveness of the solutions below? (scale 1-5, where 1 – definitely not attractive, and 5 – definitely attractive) – Other solutions

## 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

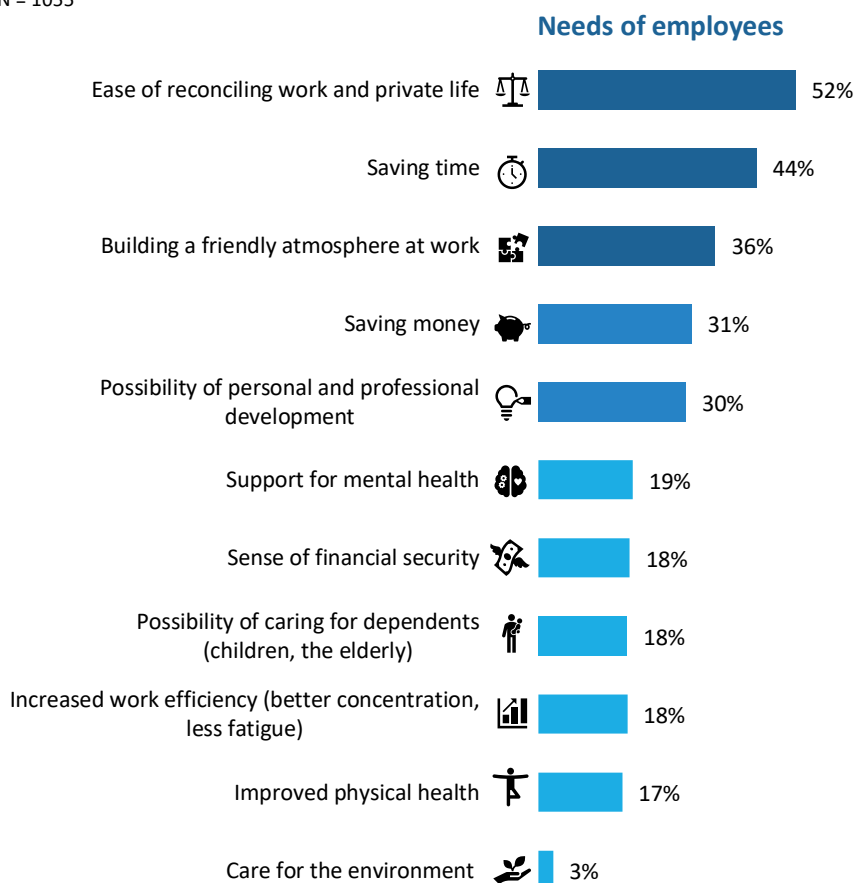


Chart 18. Q: Which of the following goals and benefits related to the use of WB and WLB solutions are most important to you personally? (Please select a maximum of 3 answers)

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)

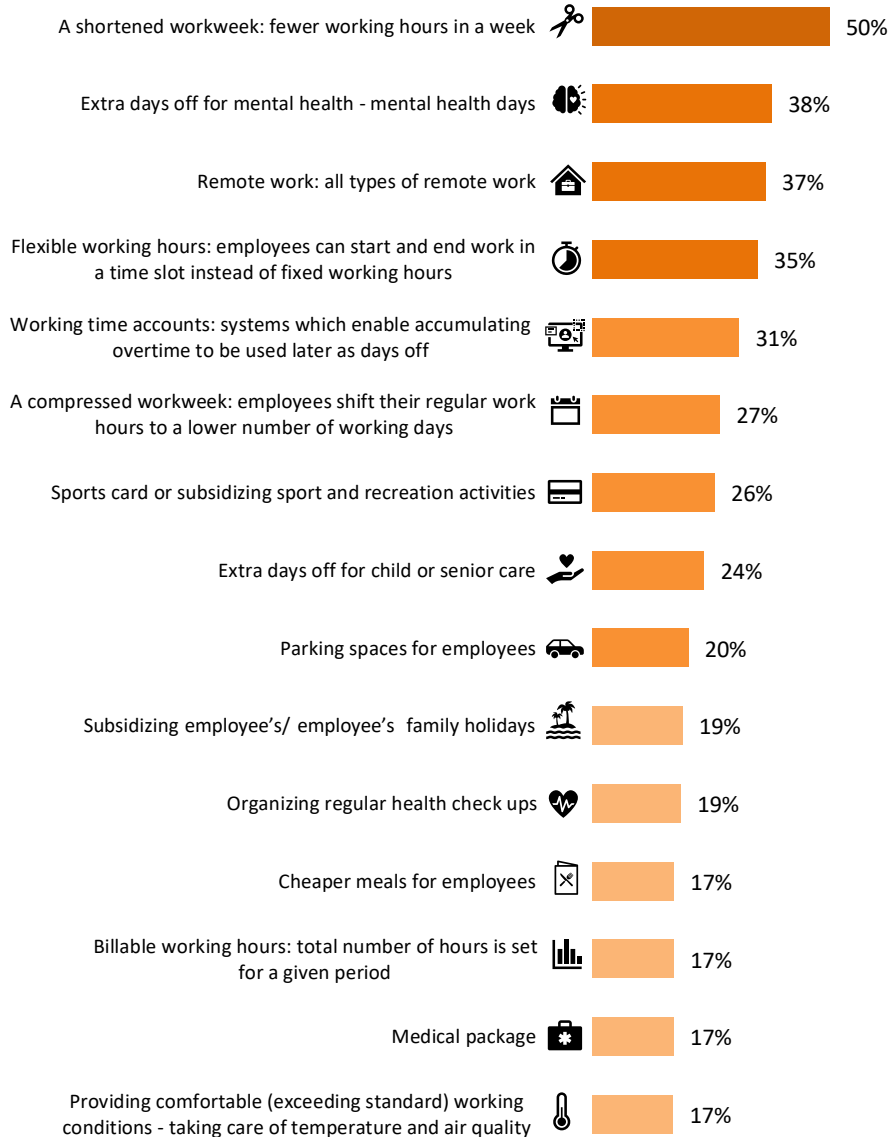


Chart 19. Q: What WB and WLB solutions do you expect or need the most, which are not yet in the office? Please select from the list (maximum 5 solutions)

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 11. 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 kindergartens, 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 12. 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

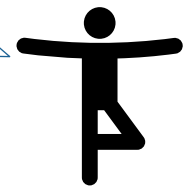


- Better access to physiotherapy and healthcare – availability of support at the workplace, improved medical package.
- Promotion and support of physical activity: organising classes at work, access to sports equipment, subsidies for physical activity.
- Healthy nutrition and health-friendly conditions – 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]*

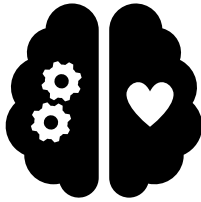
*"A general practitioner and a nurse available at the workplace, so that one can get help in case of sudden illness." [Poland]*



Tab 13. 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 14. 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 15. 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 16. 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]*

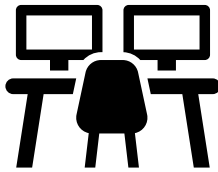
*"Subsidies for public transportation (but not for fuel)." [Czech Republic]*



Tab 17. 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.

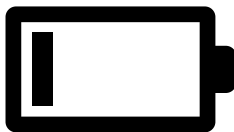
"A break room – we really lack such a space on our floor. In summer, our office is unbearable – no air conditioning, no soap dispenser in the restroom." [Poland]

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



Tab 18. 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 19. 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 20. Q: If you have any other comments regarding WB and WLB solutions, you can enter them below. (open-ended question)