

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

GUIDE TO GOOD PRACTICE



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
I. An overview of the solutions that are in place for well-being and work-life balance	5
❖ FLEXIBLE WORK ORGANISATION FORMS	5
❖ CARE FOR CHILDREN/DEPENDENTS	16
❖ ACTIONS THAT SUPPORT PHYSICAL HEALTH	28
❖ ACTIONS SUPPORTING MENTAL HEALTH	30
❖ ACTIVITIES SUPPORTING INTEGRATION AND ORGANISATION CULTURE	37
❖ SOCIAL AND FINANCIAL ACTIVITIES	43
❖ REST AND RECOVERY	49
❖ OTHER ACTIVITIES	54
II. An overview of the solutions planned for well-being and work-life balance	62
❖ FLEXIBLE WORK ORGANISATION FORMS	62
❖ CARE FOR CHILDREN/DEPENDENTS	64
❖ ACTIONS SUPPORTING PHYSICAL HEALTH	67
❖ ACTIVITIES SUPPORTING MENTAL HEALTH	72
❖ ACTIVITIES SUPPORTING INTEGRATION AND ORGANISATION CULTURE	74
❖ SOCIAL AND FINANCIAL ACTIVITIES	76
❖ REST AND RECOVERY	78
❖ OTHER ACTIVITIES	80
INDEX OF PRACTICES	84

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 - CAWI¹.
- 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.

¹ 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 hours ²



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).



² 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 police 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.

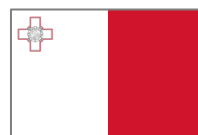


The solution relies on mutual understanding of employee and employer's needs.

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

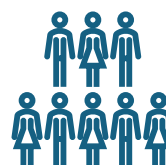


INSTITUTIONS FOLLOWING THE PRACTICE

- 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

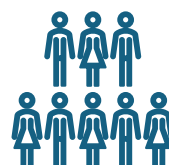


INSTITUTIONS FOLLOWING THE PRACTICE

- 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”)



EUROPEAN COMMISSION



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 whose 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)	26
Allowance for meals (Czech Republic)	47
Back to school support (Hungary)	45
Bilans 50+ program (updated) (Luxembourg)	69
Breastfeeding/lactation rooms in public administration (France)	22
Children playroom (Latvia)	24
Dog at Work (Poland)	56
Donation of Vacation Leave (Malta)	74
Employee Satisfaction Survey in State Administration (Republic of Serbia)	59
Expanding job opportunities in the civil service for people with disabilities (Spain)	82
Family-Friendly Workplace Policies (Sweden)	19
Federal Network on Mental Health and Work (Belgium)	30
Financial support of childcare (Hungary)	43
Flexible form of work -part time work (Cyprus)	62
Flexible savings account (Denmark)	76
Flexible working hours (Czech Republic, Finland)	5
Flexible working hours (electronic system for recording the hours of arrival and departure) (Cyprus)	8
Flexible working hours for caregivers of children/dependents (Croatia)	16
Flexible working week (Flexi-Week) (Malta)	14
Flexitime Agreement (Norway)	10
Focus Groups Sessions (Portugal)	37
Health representatives (Austria)	28
Individual daily schedule (Romania)	12
Initiative for senior employees (Denmark)	52
Learning and Development offer to all staff (L&D) (European Commission)	54
Mental health service at the Ministry of the Civil Service (Luxembourg)	35
New Year's reception for the youngest (Slovenia)	41
Private medical insurance (Lithuania)	67
Re-BOrn project – returning to work after burnout (Belgium)	33
Sabbatical Leave (Slovak Republic)	78
Staff Budget (Poland)	39
Training for Work-Life Balance (Slovenia)	80
Website for employees who care for people with disability („Disability Single Entry Point”) (European Commission)	64
Wellness allowance and wellness hour (Sweden)	49
Wellness Channel (Portugal)	72