



PEACE AT WORK
PERSONAL EMPOWERMENT AND CARE ENHANCEMENT

WELLBEING EMPLOYEE BENEFIT SYSTEMS

UNIT 6

03/2025



**Co-funded by
the European Union**

Funded by the European Union. Views and opinions expressed are however those of the author(s) only and do not necessarily reflect those of the European Union or the European Education and Culture Executive Agency (EACEA). Neither the European Union nor EACEA can be held responsible for them.

Learning objectives

- ✓ Understand how employee benefit systems contribute to well-being, engagement, and organizational sustainability.
- ✓ Explain the key principles of well-being-oriented benefit systems, including inclusivity, flexibility, fairness, and prevention.
- ✓ Identify major challenges in designing benefit systems for diverse and changing workforces.
- ✓ Analyse the role of digital technologies and artificial intelligence in shaping modern benefit systems and well-being.
- ✓ Recognize ethical considerations and risks related to digital and AI-driven benefits.
- ✓ Evaluate how employees can actively engage with and use benefit systems to support their own well-being.



Introduction

Employee benefits have evolved into powerful instruments for promoting workplace well-being and shaping the overall employee experience. They represent a tangible reflection of an organization's culture, ethics, and priorities. In contemporary settings, benefits are more than compensation—they are expressions of care, inclusion, and shared responsibility for well-being.

The concept of employee benefits originated during the industrial revolution when harsh working conditions, lack of safety, and unstable wages led to increased social tension. Employers gradually recognized that stability and protection fostered not only loyalty but also productivity. Early benefit programs included accident insurance, healthcare contributions, and retirement schemes. These initiatives laid the foundation for the modern welfare state and the concept of corporate social responsibility.

In the 21st century, the scope of benefits has expanded dramatically. Globalization, demographic changes, and digital transformation have reshaped what employees value most. Health and financial stability remain important, but well-being now also encompasses emotional resilience, purpose, flexibility, and belonging. Organizations are shifting from a transactional to a relational approach—moving from “what we give” to “how we support.”

Well-being-oriented benefit systems not only enhance employee satisfaction but also strengthen engagement, creativity, and retention. According to Eurofound (2021), organizations with integrated well-being strategies report higher productivity and lower turnover. Therefore, well-being is not a luxury or moral gesture—it is a strategic necessity for organizational sustainability.

This chapter explores the principles, challenges, and real-world applications of well-being-based benefit systems across Europe. It connects classic motivation theories with contemporary HR practices, providing a bridge between psychology, management, and social innovation.

Description of the Challenge

Designing benefit systems that truly enhance well-being is complex. Many organizations continue to use outdated frameworks that focus on financial or symbolic benefits without addressing deeper human needs. The modern workforce is increasingly diverse, multigenerational, and global, requiring new levels of customization and sensitivity.

Traditional benefits—such as meal vouchers, bonuses, and retirement contributions—remain valuable, but they are no longer sufficient. Employees seek benefits that reflect personal circumstances and social values: mental health care, environmental initiatives, continuous learning, and flexibility. Research by the OECD (2022) indicates that well-being-related benefits are directly correlated with higher engagement and lower burnout rates.

Generational differences also play a key role. Millennials and Generation Z, for instance, prioritize flexibility, purpose, and social responsibility over long-term financial perks. Baby Boomers often value stability and healthcare security. Organizations must design systems that speak to all generations without creating perceptions of inequality or neglect.

Another major challenge involves perception and trust. Employee benefits are symbolic expressions of the psychological contract—the unwritten agreement of mutual expectations between employer and employee. When organizations fail to deliver on this implicit promise,

employees interpret it as a breach, leading to disengagement or cynicism. Conversely, when benefits align with authentic care, they become powerful tools for organizational loyalty and cultural coherence.

Cost and scalability also create tensions. Small and medium enterprises often lack the resources of large corporations. However, creative low-cost initiatives—like flexible scheduling, recognition programs, or partnerships with local service providers—can be equally effective. The key lies in relevance and authenticity rather than monetary value.

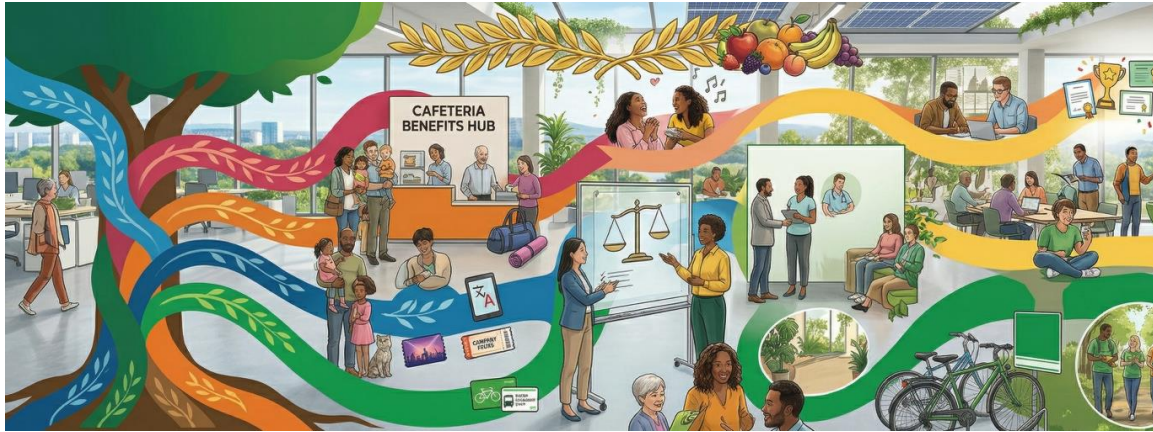
Finally, communication remains a critical but often overlooked factor. Even the most well-designed systems fail if employees are unaware of what is offered or how to use it. Studies show that fewer than 50% of employees in Europe fully understand their benefits packages. Transparent communication, regular updates, and employee participation in benefit design help ensure engagement and perceived fairness.

Principles of Well-being-Oriented Employee Benefit Systems

Well-being-oriented benefit systems rest on several guiding principles: inclusivity, flexibility, fairness, prevention, and sustainability. These principles, grounded in psychological and organizational theories, transform benefits from transactional perks into meaningful relationships between employers and employees.

Inclusivity ensures accessibility for all employees, regardless of age, background, or job role. Inclusive systems recognize that different individuals have different needs—what supports one person's well-being may not work for another. For example, offering both childcare vouchers and eldercare support reflects an understanding of life-stage diversity.

Equity Theory (Adams, 1965) underpins the notion of fairness in benefit systems. Employees continuously evaluate the balance between what they contribute and what they receive. Perceptions of inequality—whether real or imagined—can lead to dissatisfaction. Hence, transparent benefit policies and equal access opportunities are essential to maintaining trust and motivation.



Flexibility enhances autonomy, a central pillar of Self-Determination Theory (Deci & Ryan, 2000). The cafeteria-style system, popular in countries such as Czechia and Poland, empowers employees to tailor benefits to personal needs. By allowing choice—between sports memberships, therapy sessions, language learning, or cultural activities—organizations respect individual agency and competence.

Preventive strategies align with the Job Demands–Resources (JD-R) model (Schaufeli & Bakker, 2004), emphasizing resources that mitigate stress before it escalates. Benefits like annual health checkups, mental health programs, and resilience workshops act as proactive buffers. Prevention supports both employee well-being and long-term cost reduction.

Sustainability ensures that well-being initiatives are not one-off campaigns but integrated parts of business strategy. Sustainable benefit systems consider environmental, economic, and social dimensions. For instance, companies promoting green commuting schemes or volunteering days foster both well-being and corporate responsibility.

The PERMA model (Seligman, 2011) provides a holistic framework for understanding how benefits can support flourishing. Each component—Positive emotion, Engagement, Relationships, Meaning, and Accomplishment—can be enhanced through benefits such as recognition programs, mentorship, flexible work, and lifelong learning opportunities.

Digital Well-being and Artificial Intelligence in Employee Benefit Systems

Digital transformation has profoundly reshaped how work is organized, experienced, and evaluated. While digital tools increase efficiency and flexibility, they also introduce new well-being risks such as constant



connectivity, information overload, technostress, and blurred work–life boundaries. Digital well-being refers to the healthy, balanced, and mindful use of digital technologies in ways that support rather than undermine mental, emotional, and social well-being.

Within employee benefit systems, digital well-being has evolved from optional support into a strategic necessity. Organizations increasingly recognize that digital stress is not merely an individual problem but a systemic issue linked to job design, leadership practices, and organizational culture. Benefit systems now serve as key mechanisms for mitigating digital strain and promoting sustainable digital work practices.

The Role of Artificial Intelligence in Well-being-Oriented Benefit Systems

Artificial Intelligence (AI) is transforming employee benefit systems by enabling personalization, prediction, and prevention. Unlike traditional static benefits, AI-driven systems adapt dynamically to individual needs, usage patterns, and risk indicators.

AI applications in well-being benefits typically include:

- Personalized benefit recommendations based on life stage, workload, and preferences

- Early detection of burnout risks through behavioral and engagement data

- Chatbots and virtual assistants providing mental health support and guidance

- Predictive analytics for absenteeism, turnover, and well-being risks

From a theoretical perspective, AI-enhanced benefit systems align strongly with Self-Determination Theory, as personalization increases autonomy and competence, and with the JD-R model, as AI helps balance job demands with tailored resources.

However, AI is not value-neutral. Its effectiveness depends on ethical governance, transparency, and trust. When employees perceive AI as a supportive tool rather than a surveillance mechanism, it strengthens the psychological contract and reinforces well-being.

Digital Well-being Benefits: Key Categories and Examples

Well-being-oriented digital benefit systems typically include several interconnected components:

1. Mental and Emotional Digital Support

- AI-powered Employee Assistance Programs (EAPs)
- Confidential digital counseling and therapy platforms
- Mindfulness and stress-management applications
- Mood tracking and emotional self-awareness tools

These benefits support preventive well-being, enabling employees to manage stress before it escalates into burnout or disengagement.

2. Work–Life Boundary Management

- “Right to disconnect” policies supported by digital tools
- AI-based workload monitoring and meeting optimization
- Smart scheduling systems that reduce overload
- Digital nudges encouraging breaks and offline time

Such initiatives directly address technostress and reinforce PERMA elements of positive emotion and engagement.

3. Physical Digital Well-being

- Ergonomic assessment tools using AI and self-reporting
- Wearable integrations promoting movement and posture awareness
- Digital fatigue prevention through screen-time analytics

Physical and psychological digital well-being are closely intertwined, reinforcing the holistic nature of well-being benefit systems.

Ethical Challenges and Risks of AI-Driven Benefit Systems

Despite their potential, digital and AI-based benefits raise important ethical and organizational concerns. Poorly designed systems can undermine trust, exacerbate inequality, or increase stress rather than reduce it.

Key risks include:

- Data privacy and surveillance fears: Employees may feel monitored rather than supported
- Algorithmic bias: AI systems may unintentionally disadvantage certain groups
- Digital exclusion: Not all employees have equal digital literacy or access
- Over-reliance on technology: Human support may be neglected

Equity Theory is particularly relevant in this context. Employees assess not only what benefits are offered but how they are implemented. Transparent communication, voluntary participation, and human oversight are essential to maintaining fairness and psychological safety.

European Perspectives and Emerging Practices

Across Europe, digital well-being initiatives reflect broader social values and regulatory frameworks.

- Nordic countries emphasize psychological safety, ethical AI use, and strong data protection
- Central Europe focuses on flexible digital benefit platforms integrated with cafeteria systems
- Southern Europe increasingly uses digital tools to support work–life balance and family well-being
- EU-level frameworks, such as the GDPR and the emerging AI Act, shape how digital benefits are designed and governed

These regional differences highlight the importance of cultural sensitivity and legal compliance in digital well-being strategies.

Practical Guidelines for Implementing Digital Well-being Benefits

To ensure effectiveness and trust, organizations should follow these principles:

- Voluntariness: Digital well-being tools should be optional, not mandatory
- Transparency: Clearly explain what data is collected and how it is used
- Human oversight: Combine AI tools with human support and managerial empathy
- Digital literacy: Provide training to help employees use tools confidently
- Evaluation: Regularly assess impact on well-being, not just usage rates

When implemented responsibly, digital benefit systems enhance resilience, autonomy, and engagement—key outcomes of sustainable well-being.

Summary

Digital well-being and AI-driven benefit systems represent the next evolution of employee support. When grounded in psychological theory, ethical principles, and human-centered design, they transform technology from a source of stress into a resource for flourishing. Integrated thoughtfully, digital benefits strengthen autonomy, resilience, and trust—essential foundations for personal and organizational well-being.

Employee Perspective: How to Actively Use Benefit Systems for Personal Well-being

From Passive Recipient to Active Participant

Employee benefit systems are often perceived as something “given” by employers—static packages designed and administered by HR departments. From a personal well-being perspective, this passive view significantly limits their potential impact. Benefits are most effective when employees **actively engage with them, make informed choices, and integrate them into their daily lives.**

Modern benefit systems increasingly offer flexibility, personalization, and digital access. However, without awareness, reflection, and intentional use, even the most generous benefits

remain underutilized. Personal well-being therefore depends not only on what is offered, but on how individuals **understand, select, and use** available resources.

This shift from passivity to agency aligns strongly with **Self-Determination Theory**, which emphasizes autonomy and competence as foundations of psychological well-being.

Understanding Your Benefit System: Awareness as the First Step

The first step toward active benefit use is **benefit literacy**—the ability to understand what benefits exist, how they work, and how they can support personal needs.

Employees should:

- Regularly review benefit descriptions and updates
- Use digital portals or HR information systems
- Ask questions during onboarding, reviews, or benefit sessions
- Seek clarification without fear of judgment

Lack of awareness is one of the most common reasons for low benefit usage. Research across Europe shows that many employees are unaware of mental health, learning, or flexibility-related benefits even when they are available.

From a well-being perspective, awareness reduces uncertainty and enhances perceived organizational support.

Aligning Benefits with Personal Well-being Needs

Well-being is not uniform. What supports one person may be irrelevant or even stressful for another. Active benefit use requires **self-reflection** on personal circumstances, values, and life stage.

Employees are encouraged to ask:

- What currently challenges my well-being? (stress, finances, health, time)
- Which areas need support? (mental, physical, social, financial)
- What kind of support feels helpful rather than burdensome?

Using frameworks such as **Maslow's hierarchy of needs** or the **PERMA model** helps individuals match benefits to deeper needs such as security, belonging, meaning, or accomplishment.

For example:

- Learning benefits may support growth and purpose

- Flexible work supports autonomy and balance
- Counseling services support emotional resilience

Making Strategic Choices in Flexible and Cafeteria Systems

In flexible or cafeteria-style systems, employees are empowered to choose among multiple options. While this freedom enhances autonomy, it can also create confusion or decision fatigue.

To use such systems effectively, employees should:

- Prioritize benefits that address current well-being needs rather than future assumptions
- Balance short-term relief (e.g. stress reduction) with long-term security (e.g. health prevention)
- Reassess choices regularly as life circumstances change

This approach transforms benefits into a **dynamic well-being plan** rather than a fixed entitlement.

Overcoming Psychological and Social Barriers

Even when benefits exist, employees may hesitate to use them due to stigma, fear of judgment, or cultural norms. Mental health support, reduced working hours, or flexibility are often underused for these reasons.

Active benefit use requires:

- Reframing benefits as legitimate self-care rather than weakness
- Understanding confidentiality protections
- Recognizing that well-being support enhances, rather than diminishes, performance

From an **Equity Theory** perspective, using benefits is not taking advantage—it is participating fairly in the exchange relationship between employee and employer.

Communicating Needs and Providing Feedback

Employees influence benefit systems not only through usage but also through **voice and feedback**. Expressing needs helps organizations adapt systems more effectively.

Constructive actions include:

- Participating in surveys and feedback sessions

- Sharing experiences with HR or employee representatives
- Suggesting improvements or unmet needs
- Engaging in co-creation initiatives when available

This active participation strengthens the psychological contract and reinforces a culture of mutual responsibility for well-being.

Integrating Benefits into Daily Well-being Practices

Benefits are most effective when they are **integrated into everyday routines**, rather than treated as exceptional events.

Examples include:

- Scheduling regular time for learning or exercise benefits
- Using mental health tools preventively, not only in crisis
- Combining flexibility benefits with clear personal boundaries
- Reflecting periodically on what supports or drains well-being

This preventive mindset aligns with the **Job Demands–Resources model**, emphasizing early support over reactive coping.

Learning Activities and Reflection Exercises (Employee Perspective)

Activity 1 – Personal Benefit Map:

List all benefits available to you (or a hypothetical organization). Categorize them by well-being domain and identify which you actively use.

Activity 2 – Reflection Journal:

Describe one benefit you have never used. What prevented you from using it? How might you reframe it?

Activity 3 – Decision Scenario:

You can choose three benefits this year. Which do you select and why? Link your choices to personal well-being needs.

Activity 4 – Voice Exercise:

Draft a short message or survey response suggesting one improvement to your organization's benefit system.

Summary

From a personal well-being perspective, employee benefit systems are not passive rewards but **tools for self-care, growth, and resilience**. When employees understand, choose, and actively use benefits, they strengthen autonomy, competence, and engagement. Well-being thus becomes a shared responsibility—supported by organizations but shaped through individual awareness and action.

Case Studies from Europe

Case Study 1 – Czechia: A large automotive firm introduced a cafeteria-style system offering hundreds of options, from fitness passes to therapy sessions. After one year, employee satisfaction increased by 25% and absenteeism dropped by 12%. The company noted that offering autonomy and transparency improved trust, consistent with Self-Determination Theory.

Case Study 2 – Greece: A tourism enterprise struggling with seasonal stress created a program of psychological workshops, family leave flexibility, and child education grants. This initiative led to a 30% improvement in retention and better customer satisfaction scores. Herzberg's Two-Factor Theory explains this as an increase in motivators—achievement and recognition—rather than just hygiene factors.

Case Study 3 – Lithuania: A fintech company facing digital fatigue introduced online counseling, mindfulness apps, and ergonomic subsidies. Within six months, employees reported higher focus and engagement. The initiative demonstrated the value of addressing psychological and physical well-being as interconnected domains.

Case Study 4 – Finland: A technology startup implemented a “Well-being Week” initiative combining physical fitness, workshops, and peer mentoring. Participation exceeded expectations, creating strong community bonds and lowering stress levels. The program reflected the PERMA principle of engagement and relationships.

Case Study 5 – Spain: A multinational bank piloted an inclusive well-being system focused on gender equality, mental health, and flexible work. Surveys revealed improved perceptions of fairness and transparency, illustrating the relevance of Equity Theory in benefit design.

Case Study 6 – Germany: A manufacturing firm introduced a mental health support program in collaboration with local psychologists and NGOs. After one year, stress-related absenteeism dropped by 18%. Management reported higher morale and lower turnover, confirming the JD-R model's assertion that resources mitigate workplace strain.

Solutions and Coping Strategies

To design and maintain effective benefit systems, organizations should adopt a holistic and evidence-based approach. Strategies should integrate data analysis, employee consultation, and long-term evaluation. The following steps summarize key success factors:

1. **Needs assessment:** Regularly survey employees to understand evolving expectations. Different life stages require different benefits—flexibility for young parents, career development for early professionals, and health security for older staff.
2. **Customization:** Implement modular or cafeteria-style systems to allow individual choice. Personalization enhances motivation and perceived fairness.
3. **Prevention:** Introduce health promotion and mental well-being programs that address potential stressors early.
4. **Integration:** Ensure benefits are part of a broader HR and sustainability strategy, linked to organizational values and mission.
5. **Measurement:** Track participation, satisfaction, and health outcomes to adjust programs dynamically.
6. **Communication:** Maintain transparency and inclusiveness through digital portals, workshops, and feedback sessions.

Regional trends demonstrate innovation in diverse contexts. In Central Europe, flexible benefit platforms dominate. Southern Europe emphasizes community and family-oriented programs. Northern Europe focuses on mental health, psychological safety, and social equality. Each

reflects the intersection between culture, economy, and social policy.

Tools and Practices

Modern well-being systems rely on a blend of digital tools and human engagement. Employee Assistance Programs (EAPs) provide confidential counseling, while digital platforms offer access to online fitness, mindfulness, and nutrition resources. AI-driven tools personalize well-being plans based on usage data and preferences.

Non-financial recognition is equally powerful. “Thank-you platforms,” well-being days, and learning stipends reinforce intrinsic motivation and a sense of belonging. Gamified challenges, such as step competitions or gratitude boards, cultivate engagement while fostering teamwork.

Another essential tool involves leadership training. Managers are gatekeepers of well-being. Educating leaders in empathy, emotional intelligence, and mental health literacy ensures that benefits translate into real cultural change rather than surface-level programs.

Activities and Reflection Exercises

Activity 1 – Reflection Journal: Recall a workplace benefit that enhanced your motivation. Identify which theory best explains its impact (Maslow, Herzberg, or SDT).

Activity 2 – Debate: Compare proactive and reactive benefits. Which are more effective in sustaining long-term well-being?

Activity 3 – Simulation: In groups, design an inclusive cafeteria system balancing costs and diversity. Present and defend your model to peers.

Activity 4 – Role Play: Act as HR leaders persuading executives to invest in preventive well-being programs. Support your argument with data and theory.

Activity 5 – Reflection Survey: Evaluate your organization’s current benefits and identify areas for innovation or inclusivity.

Summary

Employee benefit systems are evolving from traditional compensation tools into comprehensive frameworks for well-being and sustainability. Grounded in theories such as Maslow's Hierarchy of Needs (1943), Herzberg's Two-Factor Theory (1968), Self-Determination Theory (2000), and the JD-R model (2004), these systems help organizations balance individual satisfaction with collective performance.

Practical examples from across Europe show how cultural and economic contexts shape the implementation of well-being initiatives. Whether through cafeteria-style flexibility in Central Europe or mental health innovations in the Nordic countries, each approach contributes to a growing recognition that well-being is integral to organizational success.

Ultimately, benefit systems should be inclusive, flexible, fair, and sustainable—designed not only to attract and retain employees but to nurture engagement, meaning, and resilience. When well-being becomes a core value rather than an add-on, organizations and individuals flourish together.

Resources

European Commission – Employment, Social Affairs & Inclusion

Employee Benefits and Social Protection in the EU

<https://commission.europa.eu/employment-social-affairs>

Overview of social security systems, employee benefits, and well-being-related policies across EU Member States.

OECD – Well-being and Social Protection

Employee Benefits, Work–Life Balance and Well-being

<https://www.oecd.org/social>

Evidence-based insights into how benefit systems support well-being, work–life balance, and economic security.

Mind Tools

Employee Benefits and Well-being at Work

<https://www.mindtools.com>

Practical explanations of benefits, motivation, engagement, and how employees can actively use workplace support systems.

References

- Adams, J. S. (1965). Inequity in social exchange. In L. Berkowitz (Ed.), *Advances in Experimental Social Psychology* (Vol. 2, pp. 267–299). Academic Press.
- Deci, E. L., & Ryan, R. M. (2000). The “what” and “why” of goal pursuits: Human needs and the self-determination of behavior. *Psychological Inquiry*, 11(4), 227–268.
- Herzberg, F. (1968). One more time: How do you motivate employees? *Harvard Business Review*, 46(1), 53–62.
- Maslow, A. H. (1943). A theory of human motivation. *Psychological Review*, 50(4), 370–396.
- Schaufeli, W. B., & Bakker, A. B. (2004). Job demands, job resources, and their relationship with burnout and engagement: A multi-sample study. *Journal of Organizational Behavior*, 25(3), 293–315.
- Seligman, M. E. P. (2011). *Flourish: A visionary new understanding of happiness and well-being*. Free Press.
- Eurofound. (2021). *Working conditions and work–life balance in Europe*. Publications Office of the European Union.
- World Health Organization. (2010). *Healthy workplaces: A model for action*. WHO Press.
- OECD. (2022). *How’s Life? Measuring Well-being*. OECD Publishing.

Using Flexible Benefits to Support Mental Well-being

Brief Description:

A medium-sized IT company introduced a cafeteria-style benefit system allowing employees to choose from mental health support, learning programs, sports activities, and additional leave. Although the system was well designed, many employees initially selected only traditional benefits such as meal vouchers and pension contributions.

One employee, Jana, experienced rising stress due to project deadlines and digital overload. After attending an internal information session, she realized that confidential online counseling and mindfulness apps were included in the benefit system. She decided to reallocate part of her benefit budget to these options.

Over several months, Jana used the counseling platform preventively rather than only in crisis. She also reduced overtime by combining flexibility benefits with clearer personal boundaries.

Problem Description:

Low benefit literacy and passive use limited the well-being impact of available benefits.

Emotional / Physical Effects:

Increased stress, fatigue, reduced concentration before intervention; improved emotional balance afterward.

Response / Intervention:

Improved communication, benefit education, and active employee choice.

Reflection Questions:

1. Why were well-being benefits underused initially?
2. How did autonomy influence Jana's well-being?
3. What role does communication play in benefit effectiveness?

Digital Well-being and AI-Based Support in a Fintech Company

Brief Description:

A rapidly growing fintech company noticed increasing digital fatigue among employees working in hybrid mode. Long screen time, frequent meetings, and constant connectivity led to concentration problems and emotional exhaustion.

The organization introduced an AI-supported digital well-being platform as part of its benefit system. The platform provided personalized recommendations, such as break reminders, workload insights, and access to online counseling. Participation was voluntary, and data use was clearly communicated.

Initially, some employees were skeptical, fearing surveillance. After transparent communication and reassurance about data privacy, trust increased. Employees began using the tools selectively to manage workload and recovery.

Problem Description:

Digital overload and initial lack of trust in AI-based benefits.

Emotional / Physical Effects:

Mental fatigue, stress, reduced engagement before intervention.

Response / Intervention:

Ethical AI implementation, transparency, and voluntary participation.

1. Reflection Questions:

2. What risks are associated with AI-based benefit systems?
3. How did transparency influence trust?
4. How can digital benefits support prevention rather than control?

Aligning Benefits with Life Stages and Equity

Brief Description:

A manufacturing company offered a standard benefit package to all employees, focusing mainly on financial rewards. Younger employees reported low engagement, while older employees valued healthcare stability.

Following an internal survey, the organization redesigned its benefit system to reflect life-stage diversity. New options included childcare support, eldercare counseling, flexible shifts, and health prevention programs. All benefits were offered transparently to avoid perceptions of unfairness.

Employees reported feeling more respected and supported, even when they did not personally use all benefits.

Problem Description:

One-size-fits-all benefits failed to address diverse well-being needs.

Emotional / Physical Effects:

Frustration and disengagement before redesign; increased trust and satisfaction afterward.

Response / Intervention:

Inclusive, flexible, and transparent benefit design based on equity principles.

Reflection Questions:

1. How does Equity Theory apply in this case?
2. Why does perceived fairness matter for well-being?
3. How can organizations balance diversity and equality?

**PEACE ATWORK**

PERSONAL EMPOWERMENT AND CARE ENHANCEMENT

FOLLOW US

ON OUR SOCIAL MEDIA

WEBSITE



FACEBOOK



LINKEDIN

Co-funded by
the European Union

Funded by the European Union. Views and opinions expressed are however those of the author(s) only and do not necessarily reflect those of the European Union or the European Education and Culture Executive Agency (EACEA). Neither the European Union nor EACEA can be held responsible for them.