What Workers Want

WHAT MAKES A WORKPLACE ATTRACTIVE FOR TODAY'S TALENT

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What are the new needs of workers? And how are production objectives within offices changing in relation to these needs?

A survey that aims to outline the ideal workplace by analysing the factors with the greatest impact on employee performance.

Introduction

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From quantity to quality of work. The opportunity of work-life balance.

Since the 1980s, there has been a change in the way we look at and manage people at work (so-called 'human resources').

Until then, a quantitative approach had been standard, both in terms of the production of manufactured goods and corporate services and with regard to employee motivation factors, with remuneration considered most important of all. The last two decades of the twentieth century, however, saw the emergence of a culture of quality and an organisational logic focused on processes that look to the human factor, or rather to human capital, as a key element in a new way of understanding business.

Involvement, a sense of belonging, socialising at work – long earmarked by labour psychology and sociology as decisive factors in order for employees to take a conscious leading role in their relationship with the organisation – became central in the new managerial culture. Throughout Italy (and even more so and beginning even earlier in English-speaking countries), this new culture gradually began to pay more attention to the effect of these aspects, albeit in a contradictory and often sporadic way: in particular, the focus was on the degree of satisfaction among people at work correlated with the quality of employee performance, thus signalling higher overall productivity.

"

—————— Involvement, a sense of belonging, and socialising became central in the new managerial culture. In particular, the degree of satisfaction among people at work correlated with the quality of their performance.

"

The economic scenario, the evolution of markets, and sociocultural changes were the reasons underpinning this new managerial awareness: we need only consider the pace of technological innovation, globalisation, and the emergence of new global players which were once merely consumers but which, over time, have become producers capable of competing with countries which were, until recently, the sole holders of the power of economic production.

More than ever, in the 21st century, we are seeing new needs emerge among people, both as consumers and as individuals who work (and live!) in businesses. The sense of work is taking on new meanings; time and the way it is used are changing, both in terms of how it is perceived and with regard to the impetus of the growing need to reconfigure its rhythms.

Managing information is becoming simple yet at the same time complex due to the power of new media, which – through social networks that are establishing themselves as a way and a place to meet – are bringing immediacy to communication and the potential knowledge of infinite human and organisational worlds. This impacts companies, the organisation of work, and the management of people who (whether directly or indirectly) manifest new and more nuanced needs that nonetheless revolve around new must-haves: enjoying a work experience with an increased focus on broader quality of life, having a better balance between work and personal life, building work relationships founded on authenticity and trust, and dealing with any differences or conflicts in a constructive and productive way.

> **—— New needs are emerging: enjoying a work experience with an increased focus on broader quality of life, building relationships founded on authenticity and trust, and dealing with differences or conflicts in a constructive and productive way.**

This movement, which has involved companies, people and businesses, has been (and remains) at times frantic, at times dynamic, and at other times underpowered due to the crises that have shaken the world in recent years. During this time, there has been an increase in research by experts and academics from the major international consultancy firms looking at the best companies to work for based on the organisational well-being measures they implement, as well as research into 'what' makes a company attractive to people looking to enter the world of work or move within it in search of a better opportunity.

How can companies attract so-called 'talents', and which retention policies work? What physical and organisational habitat promotes socialising, discussion, autonomy, and quality of life at work? What setting facilitates the possibility of experiencing time as a function of objectives while at the same time managing one's own working rhythms, partly with a view to safeguarding one's health?

Answering these questions is becoming increasingly important and even decisive for the modern business, whatever its size, because the responses indicate the values underpinning its human resource management policy and indicate if the company is responsive and takes steps to promote differences from an inclusion standpoint (from gender to generational differences).

In some companies today, up to 5 generations work alongside one another! The needs and meanings of work for them are to some extent similar, but they are also very different in many respects. The work environment – the atmosphere around employees as they work – is and will increasingly be a factor not only of basic well-being but also of motivation and satisfaction inherent to the overall work experience.

" ——— **In some companies today, up to 5 generations work alongside one another! The needs and meanings of work for them are to some extent similar, but they are also very different in many respects. "**

Andrea Castiello d'Antonio
Luciana D'Ambrosio Marri

The research was conducted with a sample of 1050 private sector employees representing the Italian working population.

Dataset and Methodology

- Quantitative online interviews with a panel of office workers from all over Italy, with a weighting in favour of Lazio and Lombardia.

- 95% statistical confidence, 3% statistical error.

Interview medium: Online
**Research partner:** Qualtrics, LLC
Analysis: W-Mind and Arkage

Lombardia

Lazio

Sample composition

■	Lombardia	19.1%
■	Lazio	10.1%
■	Veneto	9.2%
■	Emilia-Romagna	8.7%
■	Piemonte	8.1%
■	Toscana	7.0%
■	Campania	6.9%
■	Sicilia	5.8%
■	Puglia	5.3%
■	Liguria	2.8%
■	Marche	2.8%
■	Sardegna	2.4%
■	Calabria	2.3%
■	Friuli-Venezia Giulia	2.3%
■	Abruzzo	2.2%
■	Trentino-Alto Adige	2.0%
■	Umbria	1.6%
■	Basilicata	0.8%
■	Molise	0.5%
■	Valle d'Aosta	0.2%

Benefits and sources of stress

Factors that guide the choice of benefits for the ideal workplace.
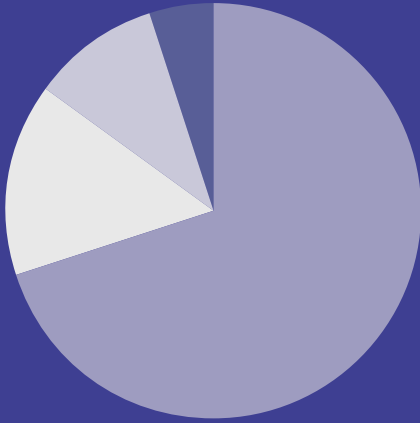
70%

Increase my motivation and productivity

- Attraction towards the company
- Pride in working for the company
- Other

Benefits and sources of stress

Benefits

Legend: ◄ (yellow) Highest value — ◄ (red) Lowest value

Categories (top to bottom):
- Active community — ◄ Highest value
- Green spaces and fresh air
- Pleasant decor
- Free meals
- Well-equipped green areas
- Close to underground station(s)
- Bright and modern office
- Central location
- Bike parking
- Varied food
- Open-plan co-working
- Indoor parking
- On-site gym
- Personal trainer — ◄ Lowest value

x-axis: 0, 2, 4, 6, 8

Stress Drivers

- Work start time — ◄ Highest value
- Always the same people
- Out-of-the-way location
- Short break times for eating
- Lack of friendships
- No parking
- Impersonal decor
- Monotonous food
- Difficult to meet people
- Far from underground station(s)
- Dimly lit office
- No fitness options — ◄ Lowest value
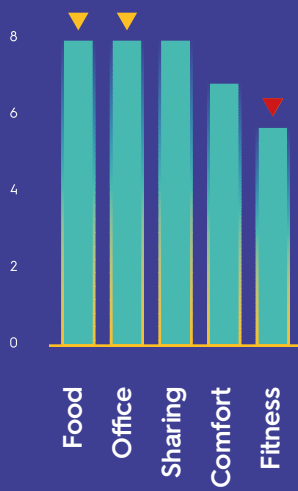
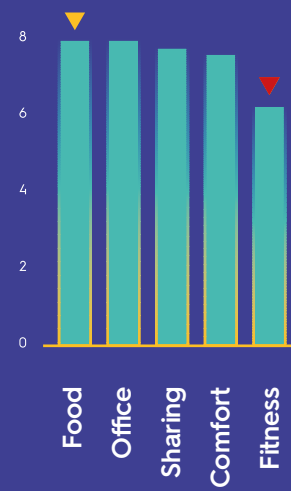x-axis: 0, 2, 4, 6, 8

WHAT WORKERS WANT

10

The benefits and stress drivers reported can be grouped into 5 main areas. Food (varied, flexible, customisable) emerges as the most sensitive area for workers.

◀ Highest value
◀ Lowest value

WHAT WORKERS WANT

Benefits

Stress Drivers

Beyond age differences

The importance of benefits in employees' ideal workplace.

Score from 1 to 10

■ Seniors
■ Millennials

Active community	
Central location	
Green spaces and fresh air	
Bike parking	
Varied food	
Open-plan co-working	
Indoor parking	
Pleasant decor	
Personal trainer	
Free meals	
Well-equipped green areas	
Close to underground station(s)	
Bright and modern office	
On-site gym	

Millennial and Senior workers are united in their level of appreciation for the various benefits.

Humans after all

Stress and demotivation caused by common conditions in offices.

Score from 1 to 10

■ Seniors
■ Millennials

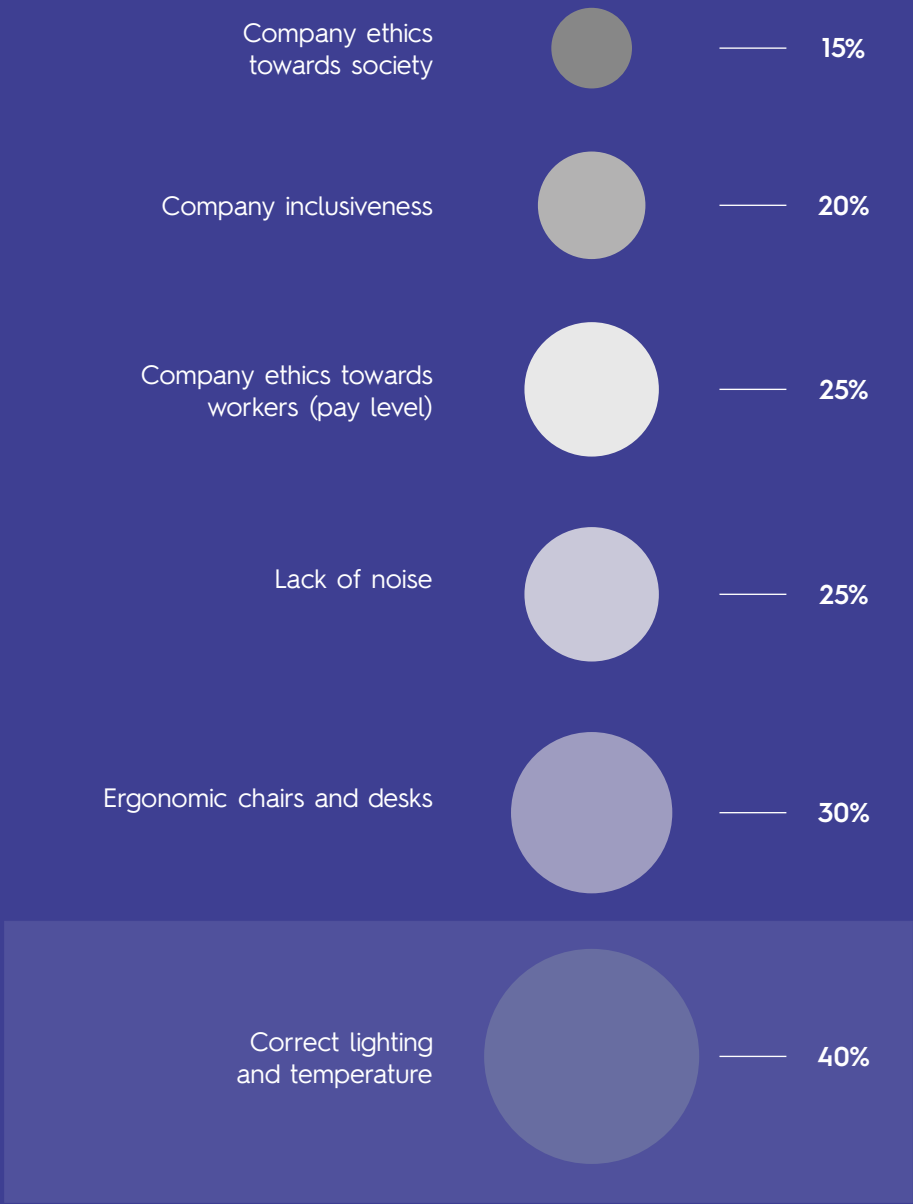|	
Work start time	
Always the same people	
Out-of-the-way location	
Short break times for eating	
Lack of friendships	
No parking	
Impersonal decor	
Monotonous food	
Difficult to meet people	
Far from underground station(s)	
Dimly lit office	
No fitness options	

Senior and Millennial workers share the same vision of what causes stress in an office.

Productivity drivers

Office design has a greater impact on productivity and/or motivation in the workplace.
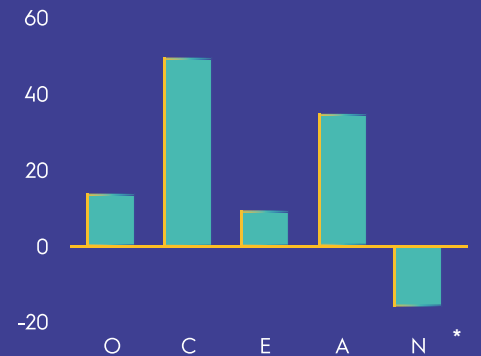
WHAT WORKERS WANT

Company ethics towards society		15%
Company inclusiveness		20%
Company ethics towards workers (pay level)		25%
Lack of noise		25%
Ergonomic chairs and desks		30%
Correct lighting and temperature		40%

The three key profiles in the job market

Roberto
High Performer

Needs a job where he can meet new people and with an active community. The three drivers that most impair his productivity are light, noise, and chair quality.
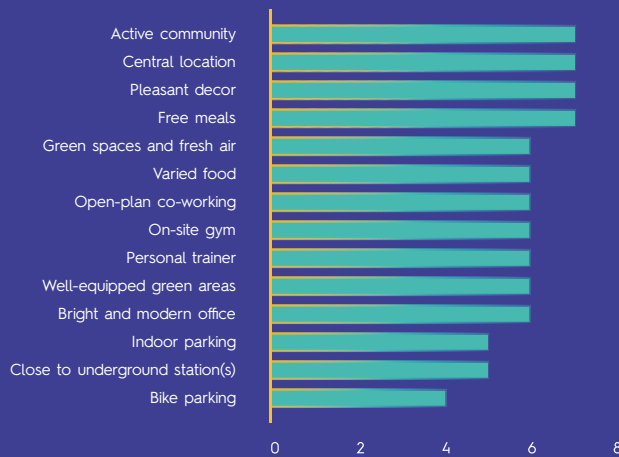
Psychometric profile

O C E A N *

60
40
20
0
-20

*Openness
Conscientiousness
Extraversion
Agreeableness
Neuroticism

Benefits

- Active community
- Central location
- Pleasant decor
- Free meals
- Green spaces and fresh air
- Varied food
- Open-plan co-working
- On-site gym
- Personal trainer
- Well-equipped green areas
- Bright and modern office
- Indoor parking
- Close to underground station(s)
- Bike parking

0 2 4 6 8

Stress Drivers

- Lack of friendships
- Work start time
- Difficult to meet people
- Dimly lit office
- Short break times for eating
- Out-of-the-way location
- Monotonous food
- Always the same people
- No parking
- Far from underground station(s)
- No fitness options
- Impersonal decor

0 2 4 6 8

Productivity and motivation drivers

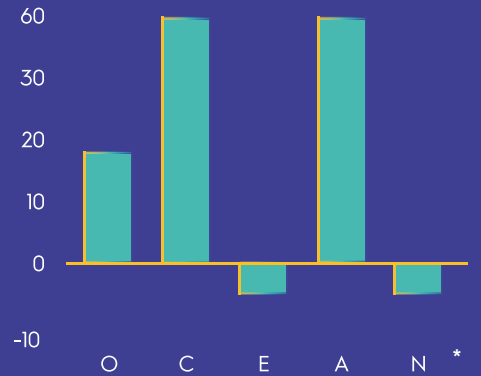| 6%	6%	18%	35%	35%	40%
Company ethics towards society	Company inclusiveness	Company ethics towards workers (pay level)	Lack of noise	Ergonomic chairs and desks	Correct lighting and temperature

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Elisa
Manager

Spends a lot of time in the office and has a real need to socialise at work.
To be productive, she needs a comfortable and ergonomic chair.
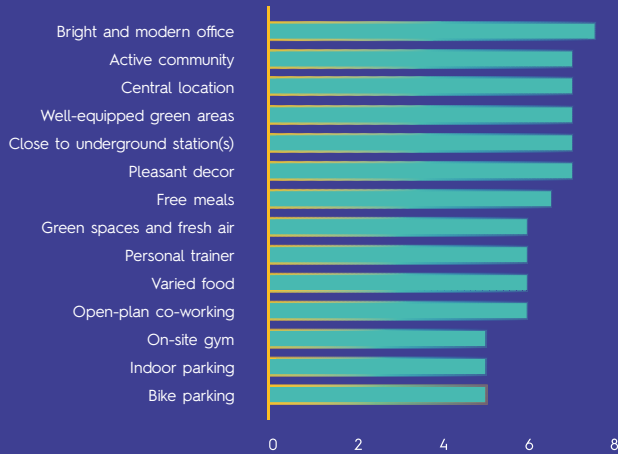Her office needs to be central, easy to get to, bright and modern.

Psychometric profile

60
30
20
10
0
-10

O C E A N *

*Openness
Conscientiousness
Extraversion
Agreeableness
Neuroticism

WHAT WORKERS WANT

Benefits

Bright and modern office
Active community
Central location
Well-equipped green areas
Close to underground station(s)
Pleasant decor
Free meals
Green spaces and fresh air
Personal trainer
Varied food
Open-plan co-working
On-site gym
Indoor parking
Bike parking

0 2 4 6 8

Stress Drivers

Lack of friendships
Work start time
Difficult to meet people
Monotonous food
Far from underground station(s)
Impersonal decor
Dimly lit office
Out-of-the-way location
No parking
Always the same people
Short break times for eating
No fitness options

0 2 4 6 8

Productivity and motivation drivers

15%	15%	15%	15%	35%	50%

Company ethics towards society

Company inclusiveness

Company ethics towards workers (pay level)

Lack of noise

Ergonomic chairs and desks
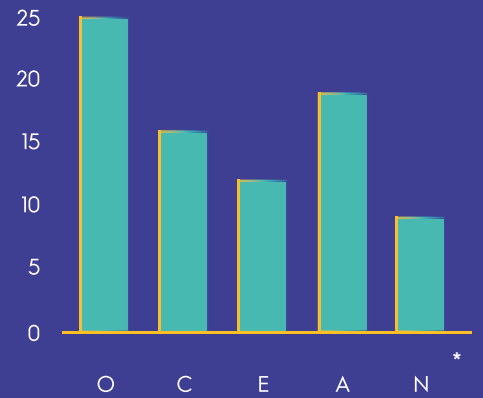
Correct lighting and temperature

Christian
Millennial

Needs a workplace near an underground station. He prefers an open-plan office where he can share workspaces. The inclusiveness of the company is an important motivation driver, along with an ergonomic chair and suitable lighting and temperature.

Psychometric profile

O   C   E   A   N *

*Openness
Conscientiousness
Extraversion
Agreeableness
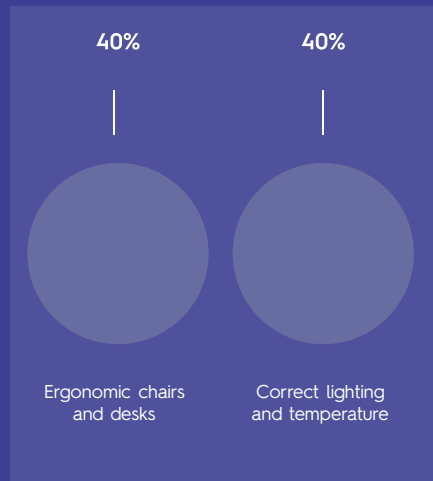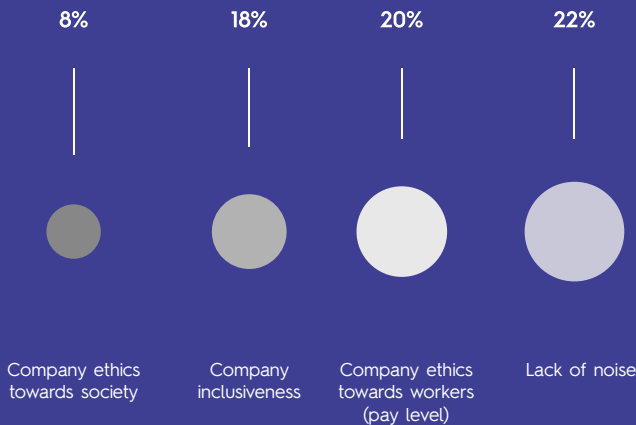Neuroticism

WHAT WORKERS WANT

Benefits

Open-plan co-working	
Close to underground station(s)	
Active community	
Pleasant decor	
Green spaces and fresh air	
Varied food	
Well-equipped green areas	
Bright and modern office	
On-site gym	
Bike parking	
Free meals	
Central location	
Personal trainer	
Indoor parking	

0   2   4   6   8

Stress Drivers

No parking	
Monotonous food	
Dimly lit office	
Lack of friendships	
Work start time	
Difficult to meet people	
Short break times for eating	
Out-of-the-way location	
Far from underground station(s)	
Impersonal decor	
Always the same people	
No fitness options	

0   2   4   6   8

Productivity and motivation drivers

| 8%	18%	20%	22%	40%	40%
Company ethics towards society	Company inclusiveness	Company ethics towards workers (pay level)	Lack of noise	Ergonomic chairs and desks	Correct lighting and temperature

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The impact of Management by Objectives on work

Management by Objectives is starting to become widespread, but autonomy in handling tasks remains limited.

Prevalence of MBO

Flexible hours	55%	
Smart working	29%	
None	21%	
Autonomous tasks	12%	
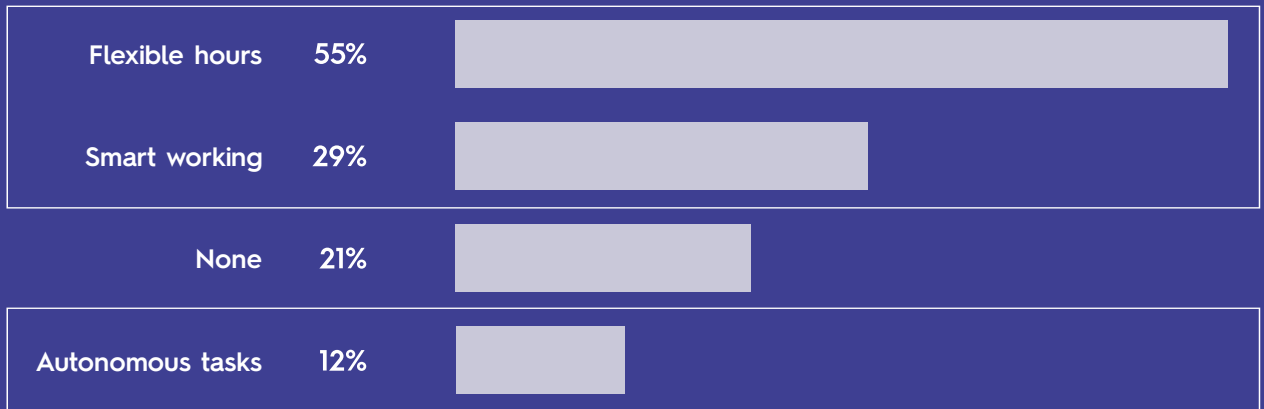
Working by objectives changes the relationship between management and employees.
Italian employees are divided in how they view the benefits: for some, MBO is a driver of increased productivity, while others consider it a source of stress.

MBO and productivity

Productivity increase due to Management by Objectives in its various forms (smart working, autonomous tasks, flexible hours).

	0	1	2	3	4
Totale Panel					
Lazio					
Lombardia					
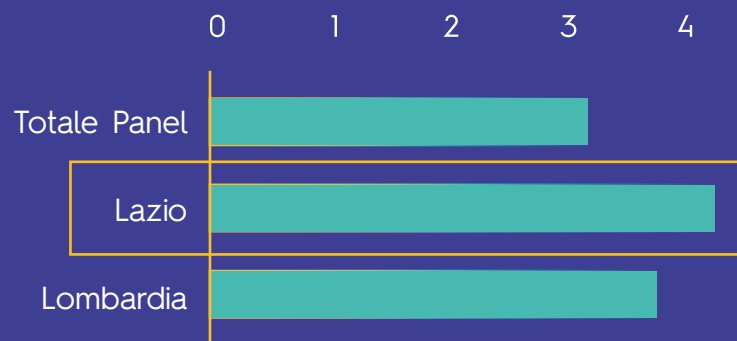
Management by Objectives increases employee productivity in Italy by a median value of 3/5. Workers in Lazio and Lombardia, the regions with the most companies, benefit more from the adoption of flexible work practices (4/5 and 3.5/5 respectively).

MbO and stress

Increased stress due to Management by Objectives in its various forms (smart working, autonomous tasks, flexible hours).

	0	1	2	3	4

Total Panel

Millennials
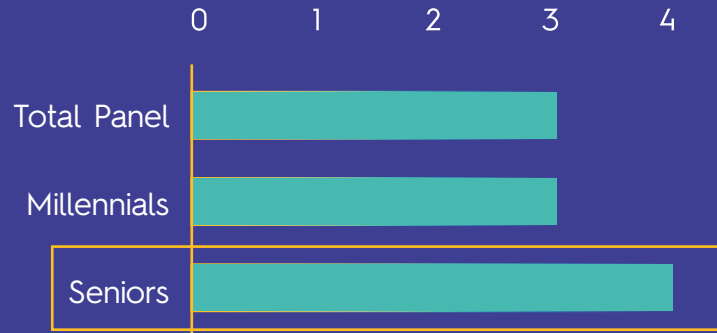
Seniors

For Italian employees as a whole, Management by Objectives is not a particular source of stress. However, the use of smart working and flexible work in the workplace causes a higher level of stress among Senior workers (4/5) compared with Millennials (3/5).

The importance of urban regeneration for employees

Very important	70%	
Important	20%	
Not important	10%	
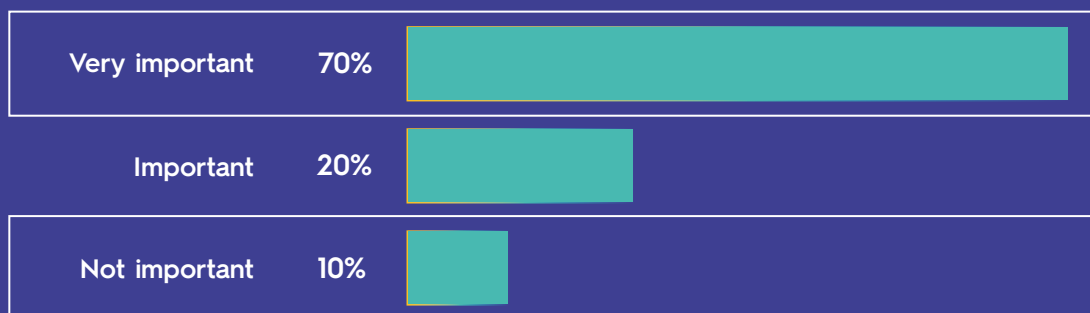
90% of Italian office workers consider it important or very important to be part of an urban regeneration project.

01 Live communities

Workplace relationships. How socialising among employees can affect their happiness.

A new approach to socialising

Over 2,300 years have passed, but Aristotle's description of man as a social animal is more valid than ever. Social interactions between people are essential to the development of skills, knowledge and emotional states. As humans, our psychophysical well-being essentially stems from the quality of the relationships we are able to establish. Nowadays, the workplace is the place where we spend most of our time, even more than with our families. It is therefore evident that what people are looking for in the workplace is first and foremost a good quality of socialising: a breeding ground for interpersonal relationships. It is no coincidence that, among the factors highlighted by workers as improving their productivity, having an active community takes first pl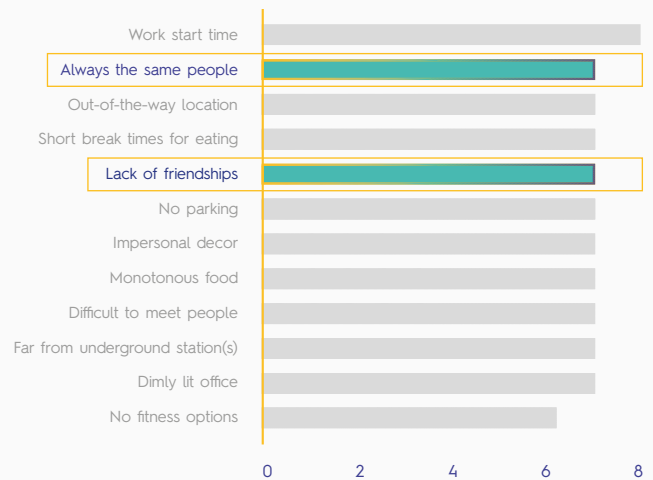ace: forging social relationships with other employees, meeting new people, regularly discussing professional challenges with colleagues, but also sharing experiences that go beyond the boundaries of the workplace. This need to socialise has also manifested itself during the COVID-19 crisis; it has proved an asset that we have continued to cultivate using digital tools, the role of which has gone beyond merely replacing face-to-face meetings. Indeed, many people find it difficult to establish friendships outside the workplace due to a lack of time and energy. In order to achieve an optimal work-life balance that facilitates personal satisfaction and productivity, it therefore becomes important to find a social mooring during the workday, even going as far as to transform relationships between colleagues into true friendships.

Benefits

Active community	
Green spaces and fresh air	
Pleasant decor	
Free meals	
Well-equipped green areas	
Close to underground station(s)	
Bright and modern office	
Central location	
Bike parking	
Varied food	
Open-plan co-working	
Indoor parking	
On-site gym	
Personal trainer	

0   2   4   6   8

Stress Drivers

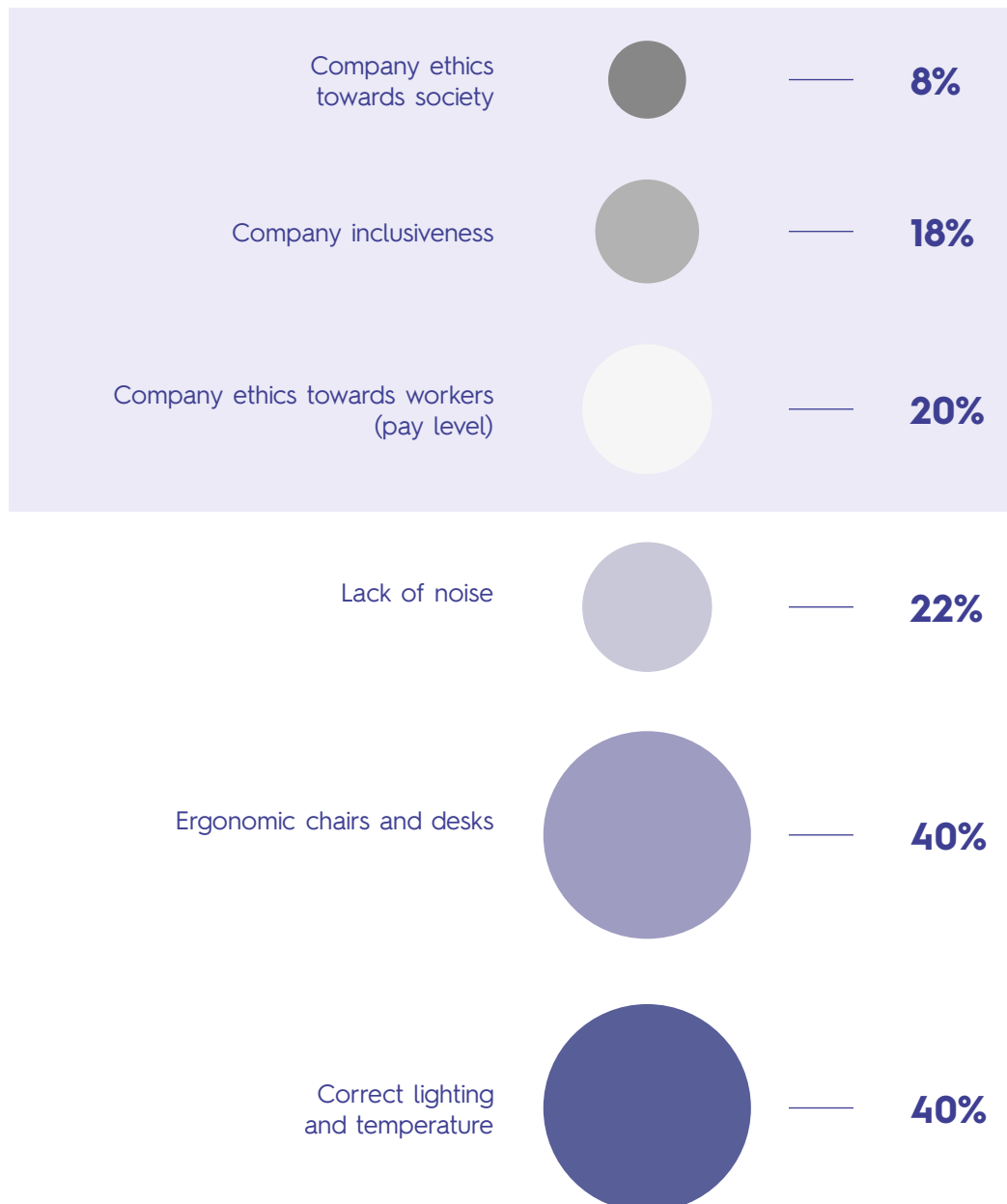|	
Work start time	
Always the same people	
Out-of-the-way location	
Short break times for eating	
Lack of friendships	
No parking	
Impersonal decor	
Monotonous food	
Difficult to meet people	
Far from underground station(s)	
Dimly lit office	
No fitness options	

0   2   4   6   8

The value of inclusion

Inclusion is equally important in order to establish a favourable social environment in the workplace. This applies on several levels: hierarchical, generational, cultural, and with regard to gender and disabilities. Especially for Millennials, working in a place that reduces the gaps between managers and employees encourages a fruitful exchange of experiences and knowledge with Seniors and cultivates diversity as an asset that can grow and enrich the company: this is one of the decisive productivity and motivation drivers when it comes to choosing the ideal workplace.

Productivity and motivation drivers Millennials

Company ethics towards society	**8%**
Company inclusiveness	**18%**
Company ethics towards workers (pay level)	**20%**
Lack of noise	**22%**
Ergonomic chairs and desks	**40%**
Correct lighting and temperature	**40%**

Discussion breeds ideas

The growth and development of the corporate community play a decisive role in encouraging employees to come together as a group and discuss matters, regardless of their role or seniority level: physical or digital spaces designed to promote a strong sense of belonging to the group with which employees share not only time and production tools, but also objectives that go well beyond personal interests.

In the community, people meet, discuss, and exchange information. And that's not all. This is where many ideas arise aimed at optimising internal processes and flows, improving products and services, and increasing productivity levels. In short, a well-structured community improves a company's business.

> **In recent years, there has been an increasing amount of work on what has been called the Sense of Community, or Psychosocial Sense of Community, indicating the significance that this aspect has taken on in the world of work today as a 'glue' in a positive sense.**
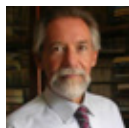
Prof. Andrea Castiello d'Antonio

02 A casual workplace

Interior design, making the most of lighting, and defining spaces. The future of the office on a human scale.

The ideal workplace

Each one of us spends 90% of our time in enclosed spaces: home, bars, the gym, restaurants. And, of course, an office where we spend almost half the daily time at our disposal. It is therefore obvious that the quality of working environments affects each person's health at least as much as lifestyle, nutrition, and taking care of our body.
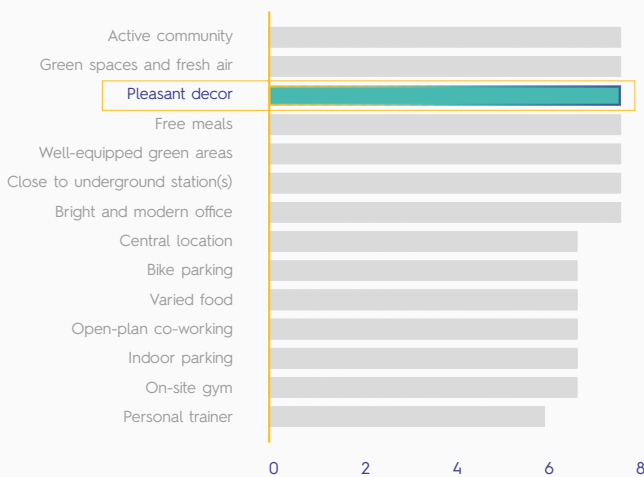
A welcoming, flexible workplace that can offer safe spaces for concentration and collaboration – including from the perspective of COVID-19 – means more peace of mind and better well-being for workers, thereby increasing their productivity.

One of the stress factors identified by workers is the unsuitable use of the open-plan concept Working in a single shared space reduces focus and can generate tension among colleagues. The ideal office does need to have co-working spaces where employees can collaborate on specific projects or tasks, but it is advisable for each employee to be assigned their own space. Wor-
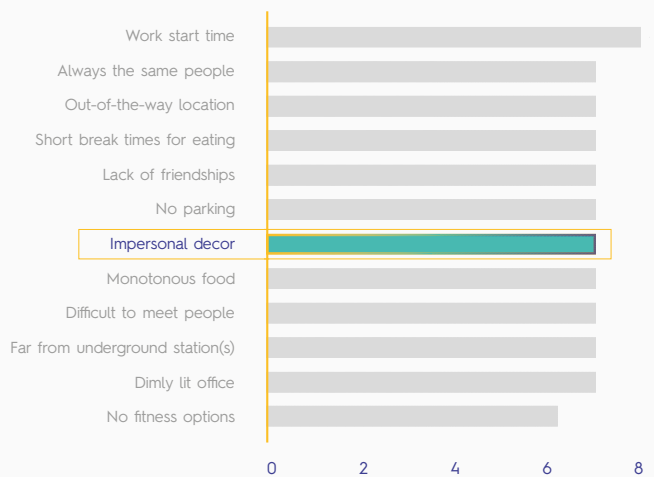
kers, especially Millennials, prefer an office furnished cosily and casually, a familiar work environment with kitchens, sofas, places to relax, and concentration rooms where they can shut themselves away from noise, which is one of the main stress drivers mentioned. In 2017, the Max Planck Institute for Human Development in Berlin conducted research that highlighted how living and working close to natural environments promotes improved functioning of the amygdala, the area of the brain that activates defence mechanisms against stress. Another survey conducted by an international team and directed by researchers from the Universities of Exeter and Cardiff showed that plants and flowers make workers happier: specifically, according to the research, dotting a few nice flowerpots around a previously bare office can boost productivity by up to 15%. In this sense, a good workplace must make the most of green spaces to ease tension and reconnect workers with nature.

Benefits

Active community	
Green spaces and fresh air	
Pleasant decor	
Free meals	
Well-equipped green areas	
Close to underground station(s)	
Bright and modern office	
Central location	
Bike parking	
Varied food	
Open-plan co-working	
Indoor parking	
On-site gym	
Personal trainer	

Stress Drivers

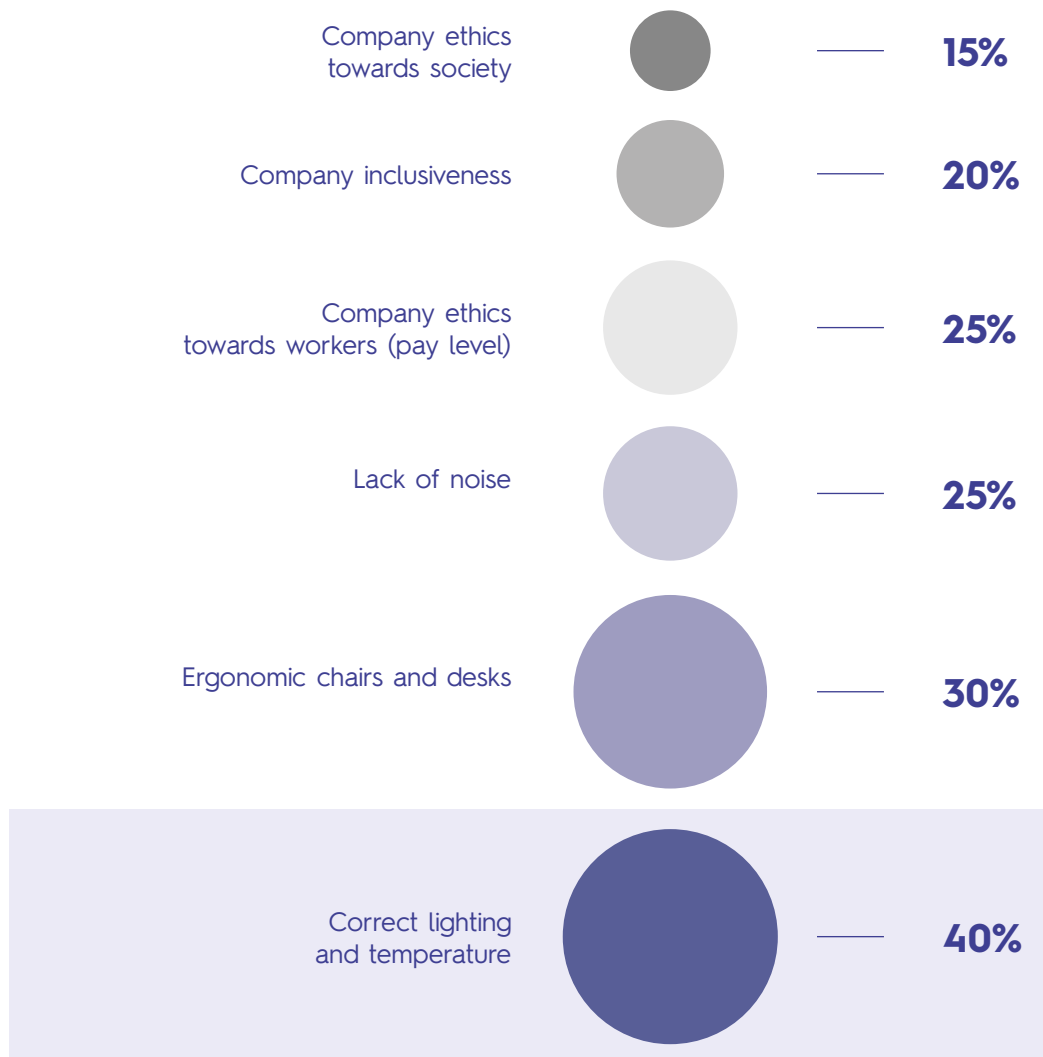|	
Work start time	
Always the same people	
Out-of-the-way location	
Short break times for eating	
Lack of friendships	
No parking	
Impersonal decor	
Monotonous food	
Difficult to meet people	
Far from underground station(s)	
Dimly lit office	
No fitness options	

The importance of the right lighting

Suitable lighting and temperature are among the factors that affect workers' health and productivity. Workers who carry out their duties in natural light perform better. In fact, daylight improves concentration and reduces fatigue. However, it is not always possible to have a natural light source near every workstation. The solution is good artificial LED lighting, which gives off a glow similar to the sun's, providing physical and mental benefits for workers. Workplace temperature is also key: an environment that is too cold or too hot has a substantial impact on productivity. One study by Cornell University demonstrated that typing errors are more frequent in spaces with excessively hot or cold temperatures. It is advisable to keep the temperature between 20 and 25 degrees, avoiding any sudden changes.

Company ethics towards society — **15%**

Company inclusiveness — **20%**

Company ethics towards workers (pay level) — **25%**

Lack of noise — **25%**

Ergonomic chairs and desks — **30%**

Correct lighting and temperature — **40%**

The ergonomic office

For companies looking to offer employees an attractive workplace, the importance of providing an ergonomic office space should not be underestimated: height-adjustable desks, standing workstations, work processes that encourage movement. And, of course, ergonomic chairs. A workstation that can guarantee good posture translates into optimised performance at work. On the contrary, in addition to being one of the main causes of chronic stress for workers, the use of non-ergonomic chairs can result in days off due to back pain and musculoskeletal disorders.

Company ethics towards society		**15%**
Company inclusiveness		**20%**
Company ethics towards workers (pay level)		**25%**
Lack of noise		**25%**
Ergonomic chairs and desks		**30%**
Correct lighting and temperature		**40%**
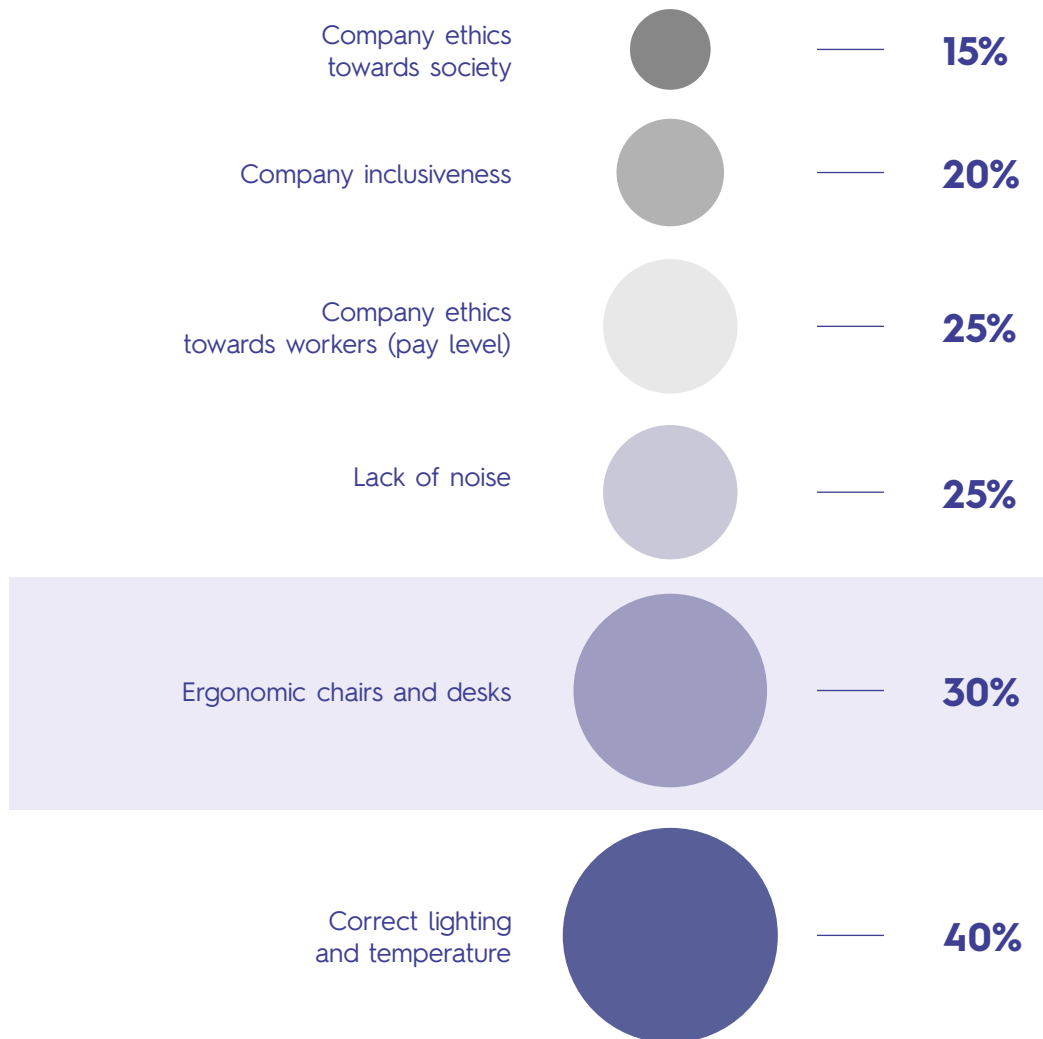
03 **Smart suburbia**

The city is changing, and so is our concept of centrality. How the workplace is redesigning metropolises.

From the Central District to the Business District

By 2030, 70% of the world's population will live in a city. The data provided by the NGO World Water Council confirms a trend that has already been underway for 70 years. Ensuring that metropolises develop sustainably is therefore becoming a key issue in order to counteract the demographic and environmental impact of overcrowding, including in light of the effects of the COVID-19 epidemic on people's habits and social behaviour. Architects and urban planners are increasingly rethinking city spaces. Today, urbanisation is moving away from the classic Central District and conquering previously peripheral areas, which are now becoming crucial for economic growth. Uptown Milan, Zaha Hadid's smart city in Moscow and Bjarke Ingels' EuropaCity in Paris are just a few examples of this trend. To attract young workers, these new central areas must be close to green spaces and well connected by underground and other public transport, as well as encouraging intermodal travel, which is now commonplace among Millennials. It is no coincidence that, when asked to list the benefits involved in choosing the ideal workplace, workers identify being close to an underground station and having access to indoor parking for both cars and bicycles, while having a workplace that is difficult to reach quickly is mentioned as a stress factor.

Benefits

Category	Value
Active community	
Green spaces and fresh air	
Pleasant decor	
Free meals	
Well-equipped green areas	
Close to underground station(s)	
Bright and modern office	
Central location	
Bike parking	
Varied food	
Open-plan co-working	
Indoor parking	
On-site gym	
Personal trainer	

Stress Drivers

| Category	Value
Work start time	
Always the same people	
Out-of-the-way location	
Short break times for eating	
Lack of friendships	
No parking	
Impersonal decor	
Monotonous food	
Difficult to meet people	
Far from underground station(s)	
Dimly lit office	
No fitness options	

Urban regeneration and positive impact

90% of Italian employees consider it important or very important to be part of an urban regeneration project Building renovation, environmental sustainability, the use of renewable energies and a positive impact on the life of the urban community have become key issues in the general awareness, especially for those belonging to younger generations. For workers, knowing that their company has been part of an urban regeneration project when choosing its office location increases motivation and therefore productivity.

The importance of urban regeneration

Very important	70%
Important	20%
Not important	11%
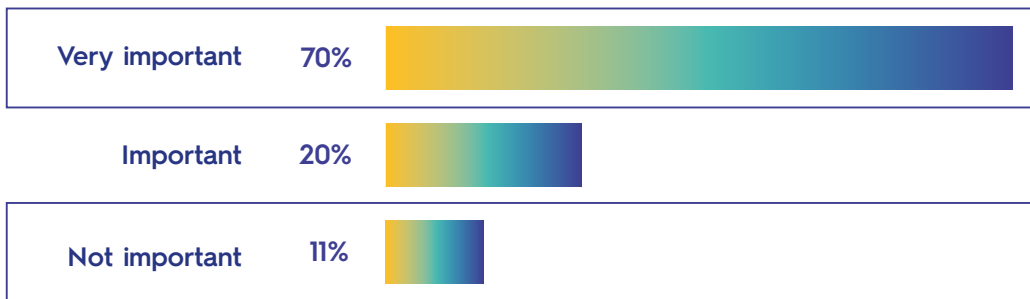
In the United States and in the Far East, between Singapore and Australia, the WELL Building Standard system has been in place for some time: this innovative tool evaluates properties, no longer by merely certifying the building shell, but by monitoring the quality of life of those who live in and use the building. Launched in 2014, the WELL Building Standard combines best practices in design with research based on medical and scientific evidence. Based on 7 building analysis and certification categories – air, water, nourishment, light, fitness, comfort, and mind (emotional well-being) – it aims to make built spaces a driver of health and happiness for people. The work of the WELL protocol extends to the design of entire neighbourhoods with the WELL Community Standard pilot project: a system for the assessment of physical environments that goes beyond a single individual and/or a single office, enhancing the sense of social community and contributing to innovation that can stand the test of time.

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——— **Urban planning and environmental regeneration are becoming significant for sustainable development. This fits with the Well Community perspective, because it is linked to innovation that develops in a virtuous reciprocal relationship with the community itself.**

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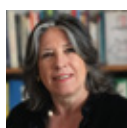
Dr Luciana D'Ambrosio Marri

04 **Positive working**

Work is increasingly agile and flexible.
In a word: smart

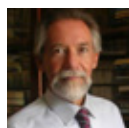# Smart working and Management by Objectives

In an increasingly competitive market, one of the main objectives of companies is to increase productivity, focusing on the most important factors that influence it so as to boost employee performance. This includes through smart working, which is significantly redefining the role of the worker. It is becoming less and less common to measure the work production factor in terms of units produced per amount of time taken; nowadays, it is measured in terms of quality and, above all, as the ability to achieve the objectives set All of this has enormous repercussions on the ways in which work is managed and how it is offered. It gives people flexibility, autonomy, and the freedom to choose where and when they work. This entails a strong sense of responsibility, in addition to assimilating and sharing the idea that working essentially means achieving results for a common good: one's own good, the good of colleagues, and the good of the company. One in 3 employees in Italy already does smart working, and one in 2 works with flexible hours (data collected before the spread of COVID-19).

The most advanced companies – and those which are most mindful of economic and social transformations – are increasingly deciding to invest in their employees, helping them to improve their physical and mental health, promoting agile forms of working that improve the work-life balance, and reducing stress in the workplace. According to a recent study by the American Psychological Association, workplace stress affects 42% of people, increasing phenomena such as absenteeism and the lesser-known presenteeism (i.e. going to work while ill and not fully engaged, and therefore performing poorly).

"

—— Reclaiming one's own space and time at work, which goes hand in hand with Management by Objectives, allows a person to experience that sense of mastery and ownership that contributes to their positive development.

"

Prof. Andrea Castiello d'Antonio

The opportunity of reverse mentoring

Smart working is very popular among Millennials, who are already accustomed to work being managed according to objectives, but less so among Seniors, for whom the adoption of agile working can have a negative impact on productivity levels.

Increased stress due to Management by Objectives in its various forms (smart working, autonomous tasks, flexible hours).

	0	1	2	3	4
Total Panel					
Millennials					
Seniors					
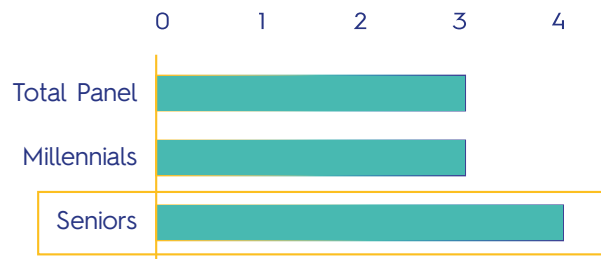
However, Seniors remain an important part of the workforce. By 2030, there will be 3.5 million more over-65s in Italy than there are today. Many of them will continue to be active in the world of work. Even today, according to an analysis by the Catholic University of Milan, 83% of the 'young elderly' are retired, but the remainder – a good 17% – are still working. In addition to increased life expectancy tout court, the decision to work despite being of pensionable age is due to excellent health conditions, and to the awareness that staying productive at work can help us age better. It is therefore necessary to encourage the exchange of knowledge and skills between Seniors and Millennials, including with regard to smart working. Ongoing training is needed to keep up with the times, especially when it comes to technological innovation; the active involvement of workers is required. We need what is known as reverse mentoring: the exchange of knowledge between junior and Senior workers. To this end, the ideal solution appears to be a working environment that encourages the shared use of spaces and environments, flexibility, connectivity, and sharing (in the broadest possible sense: of work shifts, tasks, knowledge, skills and experiences).

"

—— **In an era of rapid transformation, we are increasingly starting to understand the value of sharing mutual learning between people of different generations operating within the same organisation and united by the need for fruitful interaction and knowledge development.**

"
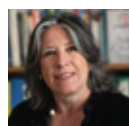
Dr Luciana D'Ambrosio Marri

05 **Positive living**

The benefits of good nutrition and fitness
in improving work-life balance

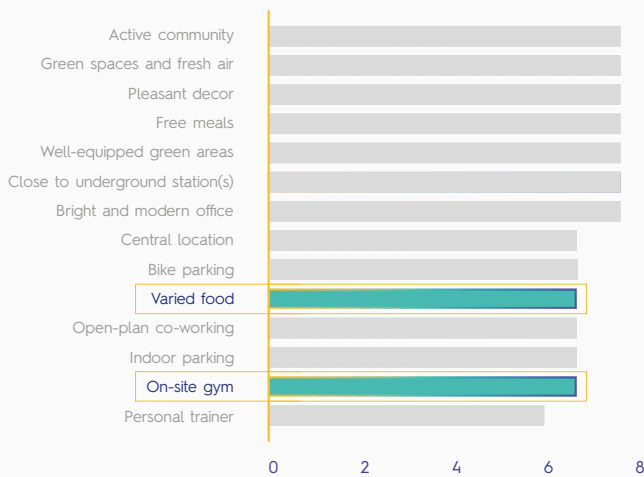# Welcome to the Healthy Office
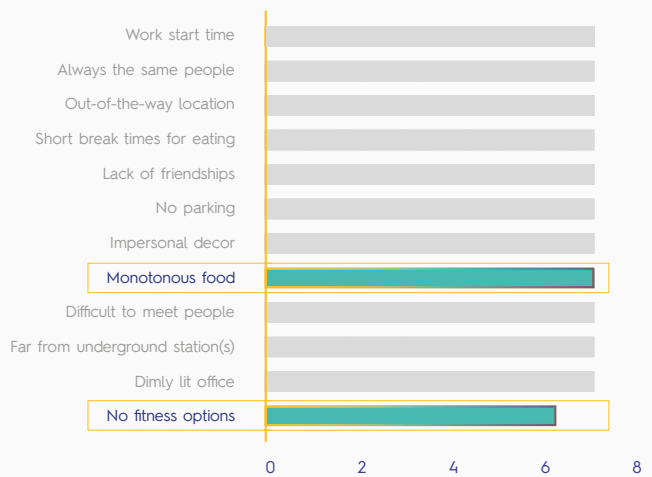
Many activities have a negative impact on the well-being of workers; having an unsuitable diet is one of them. Although eating healthily is mainly an individual responsibility, it can be encouraged by companies through the differentiation of diets in the food served for lunch and breakfast in the dining spaces available to employees. Vegetarian, vegan and gluten-free diets consisting mainly of fresh fruit, seasonal vegetables and organic and locally sourced ingredients contribute not only to workers' happiness but also to their performance. The same goes for encouraging physical activity in the company's gym or outdoors in green spaces near the workplace.

Benefits

Active community	
Green spaces and fresh air	
Pleasant decor	
Free meals	
Well-equipped green areas	
Close to underground station(s)	
Bright and modern office	
Central location	
Bike parking	
Varied food	
Open-plan co-working	
Indoor parking	
On-site gym	
Personal trainer	

Stress Drivers

Work start time	
Always the same people	
Out-of-the-way location	
Short break times for eating	
Lack of friendships	
No parking	
Impersonal decor	
Monotonous food	
Difficult to meet people	
Far from underground station(s)	
Dimly lit office	
No fitness options	

The future is the Healthy Office, which brings into play factors that encourage workers to behave virtuously even outside the office.

The well-being of employees, in addition to having a positive impact on productivity, is also the only tool that companies have at their disposal to reduce their hidden costs, which are often not quantifiable: turnover, redundancies, stress, delays, problems with customers. As Charles Darwin said, it is not the strongest of the species that survives, nor the most intelligent, but the one most adaptable to change. The same applies to companies. Only the most advanced organisations that invest in employee health will have a competitive advantage over others.

"

—— Taking care of the physical health and nourishment of human resources represents a message that goes far beyond the tangible and concrete aspect. It touches something inside people, who feel they are 'cared for' by the organisation they work for.

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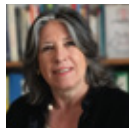
Dr Luciana D'Ambrosio Marri

Conclusions

Innovation, creativity and ethics.
The road to building business and the future.

The experience of work and of being at work is emerging as one of the key aspects that underpin a person's motivation and engagement.

From the beginning, the best resources, talents and professionals have sought out that blend of positive characteristics at work, and organisations themselves have responded through employer branding strategies, offering an overall working environment in line with the expectations of newcomers. But so-called onboarding – i.e. the insertion of new resources into the company aimed at helping them identify with the organisation from an early stage – is also accomplished through the 'bringing on board' of people in a physical place made up of lights, colours, air, spaces, and the possibility to move around while feeling at ease in one's work space/time.

Undoubtedly, one of the levers of what is defined as 'pre-retention', which can be considered as the set of actions aimed at preventing employee discomfort, demotivation and disaffection, stems from the overall comfort that a person experiences in the workplace.

As well as in the specific work environment, there are also significant elements in what 'surrounds' the particular, precise experience of the activity itself, and in what precedes and follows it (namely travelling to and returning from work). These elements can persuade people to decide to remain at a specific company as convinced and motivated employees, or to choose to go elsewhere.

"

——— **As well as in the specific work environment, people can also find elements in the 'surroundings' of the work experience that persuade them to remain at a company as convinced and motivated employees.**

"

In terms of both market competition and employer branding, victorious and successful companies will be those that understand the need to adopt Diversity and Inclusion Management policies and tools aimed at improving employee motivation and satisfaction.

> **In terms of both market competition and employer branding, victorious and successful companies will be those that adopt Diversity and Inclusion Management policies and tools aimed at improving employee motivation and satisfaction.**

We also need to consider the matter of ongoing training and the sharing of skills (both learned and in development). The concept of a learning organisation is fairly well-established at this point. In order for this to go beyond being merely an idea or an intention, it must be accompanied by an environment and a social context in which Millennials and Seniors can truly learn reciprocally through different ways of sharing and comparing knowledge and know-how, such as reverse mentoring, tutoring, and the various forms of coaching.

A well-defined environment helps people live more autonomously, promotes initiative and empowerment, and allows them to modulate their perception of time, which is different for young people, middle-aged resources, and silver workers.

Smart working is a pathway that can combine motivation, innovation and business: it requires a work organisation framework, an approach to the manager-employee relationship and performance evaluation that overturns the centuries-old culture that has long characterised this hierarchical relationship. The accelerated spread of smart working following the 2020 lockdown in Italy has encouraged a more widespread awareness of the individual, social and organisational benefits of this 'philosophy' and this agile way of working, all without concealing its risks.

Co-working focuses on the idea of social relations, promoting the pleasure of liveability in the workplace, a place that is no longer physically stable but rather dynamic and flexible depending on what a certain space is being used for: thinking, meeting, concentrating, relaxing, or 'playing'.

Great Italian entrepreneurs such as Pietro Barilla, Enrico Mattei and Adriano Olivetti 'set the trend' by paving the way for enlightened employee management policies and demonstrated that business could be compatible with ethics and respect for people. Today, this is imperative for the success of businesses and is viable for companies of any size thanks to the innovations and creativity that open the door to people management systems and workspaces in habitats designed for this purpose.

The future of work and people's lives will be characterised by new social and work dynamics. Intellectual work will become increasingly widespread and will have greater weight even in the most operational and technical tasks, while physical fatigue will be increasingly alleviated by technology. The distinction between the rational element and the emotional element of work will be increasingly blurred, the boundary between work time and private time will gradually become indistinct (and in some cases non-existent), and pleasure and the need for a better work-life balance will become a widespread need, especially among younger generations.

> **—— A well-defined work environment helps people live more autonomously, promotes initiative and empowerment, and allows them to modulate their perception of time, which is different for young workers and Seniors.**

Innovation, creativity and ethics are therefore fundamental compasses that will point us towards and help us navigate through the future of both business and society. For Steve Jobs, the entrepreneur and co-founder of Apple, the business model was the Beatles: four guys who balanced each other out, with a result that was greater than the sum of its parts.

Jobs was able to create a universe that is a pleasure for everyone to use, a flexible universe that adapts to the differences of each individual. His 'stay hungry, stay foolish' motto may seem rash, but it may be worth following this path to build the world of business and the future.

Andrea Castiello d'Antonio
Luciana D'Ambrosio Marri

Work.
Life.
Balance.

These three words are not just the basis for our name; they are also the philosophy behind the Business Park. Because well-being doesn't come from separating life and work – it comes from a healthy dialogue between these two elements.

Woliba was built to be modern, efficient, sustainable, and – above all – on a human scale. Our business park has a whole host of facilities designed to increase the productivity and ensure the happiness of the people who work there. In addition to shared workspaces and modular offices, we have a gym, fully equipped outdoor areas and a canteen that caters to everyone's needs. Woliba is not just the workplace of the future; it is a lifeplace, where everyone can find what they need to truly feel at home. Woliba is based in EUR, Rome. **Come and pay us a visit.**

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