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Università Commerciale
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E.L.E.N.A.

Experimenting flexible Labour tools for
Enterprises by eNgaging men And women

Kick-off meeting

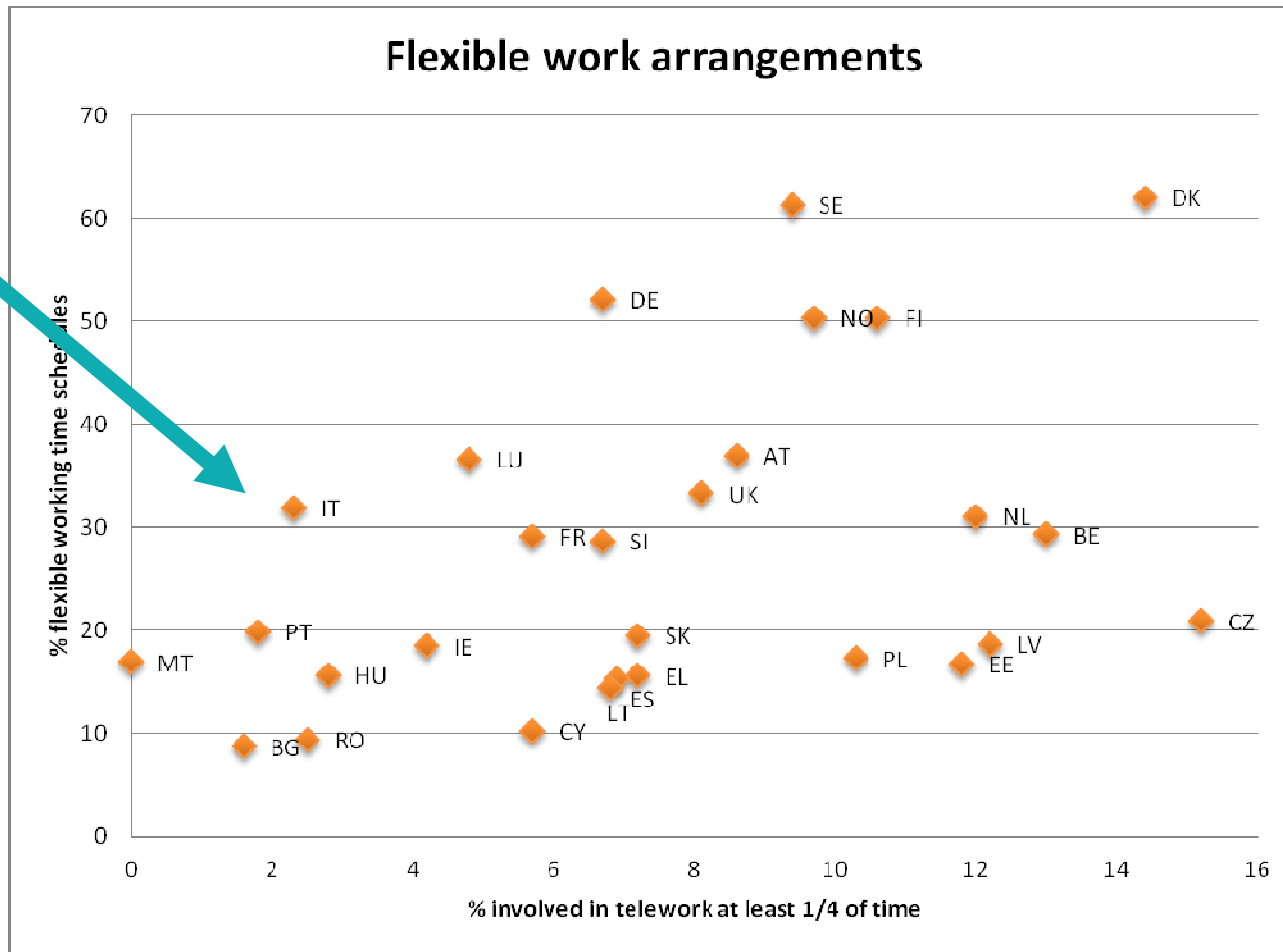
Paola Profeta
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12 April 2016, Rome

Introduction

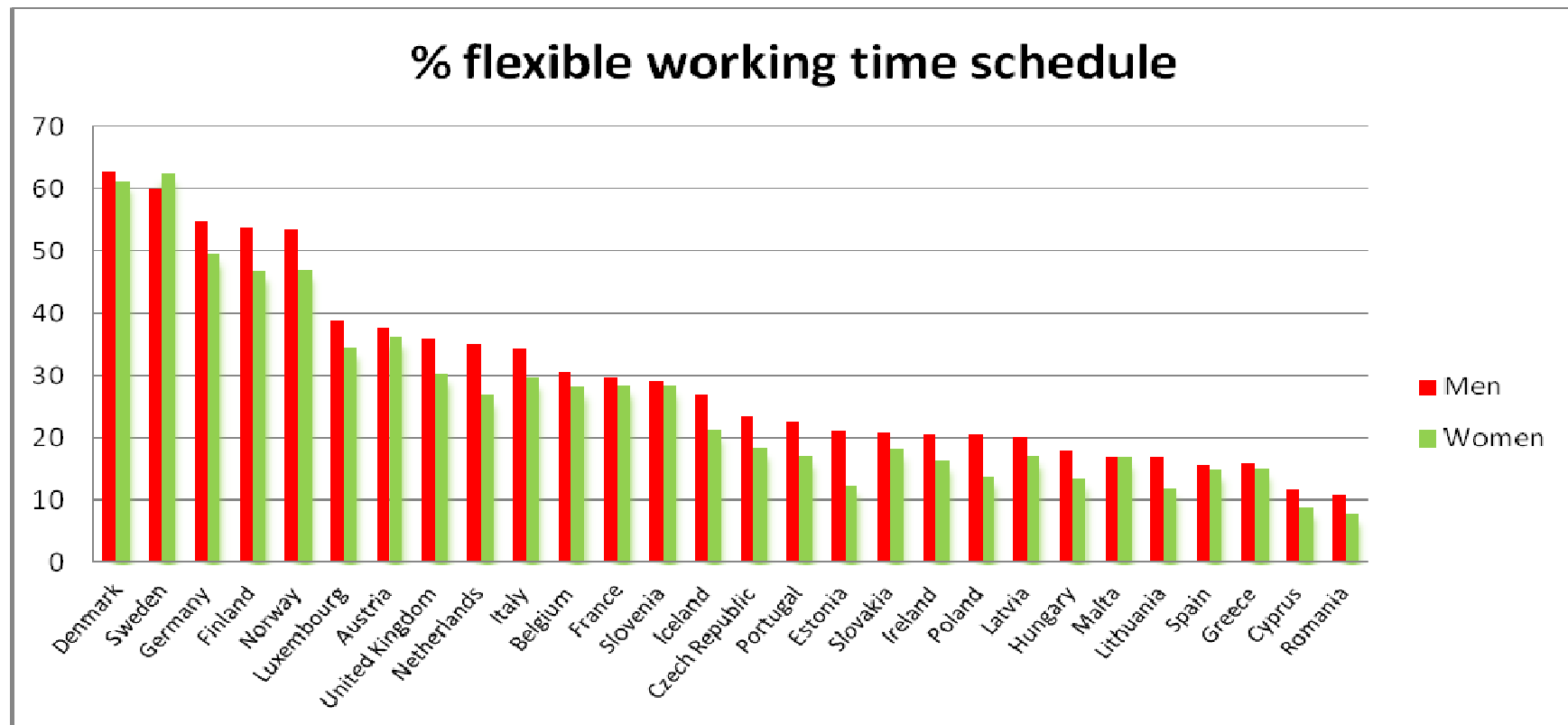
- Flexibility in work arrangements has become increasingly relevant
 - for employees and their ability to reconcile work and family life
 - Men and Women
 - for employers, who are looking for new ways to increase productivity, adapt to new technologies and retain talents.

Flexible working arrangements, EU



Source: Our elaboration on Eurostat, EU labour force survey 2004 and LFS ad hoc module 2004, and EWCS 2005

Flexible working time schedule, EU



Source: Our elaboration on Eurostat, EU labour force survey 2004 and LFS ad hoc module 2004, and EWCS 2005

Flexibility: what we know

- Positive impact of flexibility
 - reduction of paid overtime
 - better adaptation of workload
 - lower absenteeism (up to 50%, UK study)
 - higher job satisfaction in the workplace
 - Increase productivity (up to 15%, UK study)

What we want to know

- Several big companies are introducing flexible work arrangements also in Italy
 - Time and/or Place
- A few interesting case studies
- However: what is the causal impact of this policy on socio-economic outcomes?
 - We do not know. Lack of a rigorous scientific analysis and policy evaluation. No previous study.

This Project / State of the art

- Understanding how flexible work arrangements have been implemented so far in Italy in a European perspective
 - Socio-economic effects for both women and men, for both employers and employees
 - How to measure productivity?
 - We need more than self-reported measures
 - Impact on better work-life balance and better sharing of domestic and care responsibilities between women and men
 - Interactions between flexible labor market arrangements and the use of parental leaves

This Project / Innovative study

- A randomized (pilot) experiment
 - A significant sample of workers in an Italian company which has not been exposed to flexibility so far
 - 9 months of flexible work arrangements for a “treated” group
 - A combination of distance working (place outside the office, e.g. at home) and flexible working time.

This Project / Methodology

- Ex ante Information
 - gender, age, level of education, job position, place of residence, family composition, labour supply of both partners of the couple, number of children, presence of elderly people within the household, use of child care, use of parental leaves.
- Randomization
- Constant monitoring during the experiment
- Questionnaire ex post to measure outcomes to both employer and employee

This Project / Innovative analysis

- Causal impact of the introduction of flexible work arrangements on
 - Productivity measures
 - Work-life balance
 - Well-being of individuals
 - Sharing of domestic and care responsibilities between women and men
- Are flexible work arrangements efficient? Are they enhancing performance?
 - Quantitative results

Lessons

- Italy is an interesting case to analyze
 - Strong gender gaps in the labour market
 - Weak role of re-conciliation policies
 - But, new legislative instruments
- The experiment will have strong internal validity
 - Powerful European action
 - Future policy measures