For online publication.
Appendixes to the paper "Smart-working: Work Flexibility Without Constraints"

March 2020

1 Appendix A: The covariates

Table A.1: Objective productivity

| | Improvement | | Days of leave | |
| | Logit | | OLS | |
	(1)	(2)	(3)	(4)
Treated	2.059**	2.211**	−6.002*	−5.901*
			(3.522)	(3.090)
Age		1.437		2.122
				(1.956)
Age^2		0.996*		−0.018
				(0.021)
Female		0.943		1.553
				(3.261)
Team		3.102***		1.679
				(3.156)
Law104Worker		0.204		35.923***
				(7.657)
Law104Relatives		1.615		21.826***
				(4.664)
AnyChildren		2.657*		−10.616**
				(4.275)
LessOrEqual3y		0.192***		2.467
				(4.778)
km		1.001		0.052
				(0.042)
Constant	0.457**	0.00*	39.844***	−17.545
			(3.017)	(44.014)
Observations	195	195	202	202
R^2			0.014	0.282

Notes: The table shows results of a LOGIT estimate for Improvement as the dependent variable and an OLS estimate for Days of leave as the dependent variable. "Treated" is a dummy variable that has the value of 1 if the individual has been assigned to the treated group and is 0 if he/she belongs to the control group. All individual controls are explained in section 4. Significance: *p<0.1, **p<0.05, and ***p<0.01.

Table A.2: Commitment to the company

| | Attachment | | Work recognized | | Responsibility towards | |
| | to the company | | | | the company | |
	(1)	(2)	(3)	(4)	(5)	(6)
Treated	−0.161	−0.041	0.162	0.105	0.131**	0.139**
	(0.122)	(0.101)	(0.101)	(0.091)	(0.059)	(0.057)
Age		0.113*		−0.223***		−0.057
		(0.067)		(0.061)		(0.039)
Age²		−0.001		0.002***		0.001*
		(0.001)		(0.001)		(0.0004)
Female		0.002		−0.195**		−0.117*
		(0.103)		(0.093)		(0.060)
Team		0.116		−0.059		−0.156***
		(0.100)		(0.092)		(0.057)
Law104Worker		0.043		−0.323		−0.014
		(0.260)		(0.235)		(0.149)
Law104Relatives		−0.076		0.153		−0.052
		(0.147)		(0.134)		(0.085)
AnyChildren		0.237*		−0.064		0.069
		(0.136)		(0.124)		(0.078)
LessOrEqual3y		0.121		0.254*		−0.023
		(0.150)		(0.137)		(0.087)
km		0.003**		0.001		0.002**
		(0.001)		(0.001)		(0.001)
YPre		0.545***		0.369***		0.110*
		(0.053)		(0.056)		(0.064)
Constant	4.421***	−1.272	1.718***	6.193***	1.004***	1.858**
	(0.104)	(1.487)	(0.086)	(1.347)	(0.050)	(0.852)
Observations	238	234	238	234	238	234
R²	0.007	0.383	0.011	0.264	0.021	0.155

Dependent variable: shown across the top.

Notes: The table shows results of an OLS estimate. The dependent variables are 3 measures of commitment to the company. "Treated" is a dummy variable that has the value of 1 if the individual has been assigned to the treated group and is 0 if he/she belongs to the control group. All individual controls are explained in section 4. Significance: *p<0.1, **p<0.05, and ***p<0.01.

Table A.3: Self-reported productivity

	Productivity		Efficiency		*Dependent variable:* Proactivity		Email		Deadlines	
	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)
Treated	0.142	0.104	0.249**	0.182**	0.346***	0.308***	−0.009	0.014	0.204***	0.149**
	(0.104)	(0.091)	(0.103)	(0.092)	(0.108)	(0.102)	(0.113)	(0.094)	(0.075)	(0.075)
Age		0.122**		0.162***		0.031		−0.203***		0.010
		(0.062)		(0.062)		(0.069)		(0.066)		(0.046)
Age^2		−0.001*		−0.002***		−0.0002		0.002***		−0.0001
		(0.001)		(0.001)		(0.001)		(0.001)		(0.001)
Female		0.104		0.150		0.029		−0.064		−0.094
		(0.093)		(0.093)		(0.105)		(0.097)		(0.068)
Team		−0.057		−0.119		−0.131		−0.028		−0.014
		(0.091)		(0.091)		(0.103)		(0.095)		(0.067)
Law104Worker		−0.305		−0.388		−0.322		0.082		−0.071
		(0.236)		(0.236)		(0.265)		(0.245)		(0.197)
Law104Relatives		−0.212		−0.154		−0.209		0.119		−0.006
		(0.133)		(0.134)		(0.151)		(0.140)		(0.094)
AnyChildren		−0.049		0.116		0.028		0.378***		−0.071
		(0.124)		(0.124)		(0.140)		(0.129)		(0.088)
LessOrEqual3y		0.0002		−0.053		0.114		−0.147		0.028
		(0.137)		(0.137)		(0.154)		(0.143)		(0.102)
km		−0.001		0.001		0.0001		−0.004***		−0.0003
		(0.001)		(0.001)		(0.001)		(0.001)		(0.001)
YPre		0.490***		0.390***		0.410***		0.561***		−0.262***
		(0.061)		(0.059)		(0.066)		(0.058)		(0.061)
Constant	3.869***	−0.560	3.743***	−1.072	3.659***	1.353	2.107***	5.119***	1.071***	2.259**
	(0.089)	(1.338)	(0.088)	(1.349)	(0.093)	(1.514)	(0.097)	(1.417)	(0.068)	(1.045)
Observations	240	238	240	237	240	237	240	237	212	209
R^2	0.008	0.283	0.024	0.275	0.041	0.204	0.00003	0.358	0.034	0.142

Notes: The table shows results of an OLS estimate. The dependent variables are 5 measures of self-reported productivity. "Treated" is a dummy variable that has the value of 1 if the individual has been assigned to the treated group and is 0 if he/she belongs to the control group. All individual controls are explained in section 4. Significance: *p<0.1, **p<0.05, and ***p<0.01.

Table A.4: Productivity reported by supervisors

| | *Dependent variable:* | | | | | | | | | |
| | Productivity | | Efficiency | | Proactivity | | Availability | | Deadlines | |
	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)
Treated	0.161	0.098	0.029	−0.022	−0.218	−0.089	0.043	0.316**	0.227*	0.441***
	(0.145)	(0.138)	(0.131)	(0.138)	(0.137)	(0.140)	(0.154)	(0.159)	(0.122)	(0.126)
Age		−0.008		−0.056		0.140*		0.189**		−0.029
		(0.073)		(0.073)		(0.074)		(0.084)		(0.066)
Age^2		−0.0002		0.0004		−0.002**		−0.002***		0.0002
		(0.001)		(0.001)		(0.001)		(0.001)		(0.001)
Female		0.169		0.237*		0.107		0.257*		0.181
		(0.129)		(0.129)		(0.131)		(0.148)		(0.117)
Team		−0.054		−0.090		−0.066		0.012		−0.095
		(0.122)		(0.122)		(0.124)		(0.140)		(0.113)
Law104Worker		−0.154		−0.201		−0.127		−0.256		−0.412
		(0.287)		(0.287)		(0.290)		(0.328)		(0.259)
Law104Relatives		−0.221		−0.057		−0.009		0.050		−0.253
		(0.180)		(0.180)		(0.183)		(0.206)		(0.163)
AnyChildren		0.564***		0.633***		0.627***		0.553***		0.360**
		(0.171)		(0.171)		(0.178)		(0.196)		(0.155)
LessOrEqual3y		−0.621***		−0.486***		−0.428**		−0.186		−0.075
		(0.180)		(0.180)		(0.186)		(0.208)		(0.165)
km		0.001		−0.001		−0.005***		−0.00001		0.001
		(0.002)		(0.002)		(0.002)		(0.002)		(0.001)
YPre		0.463***		0.379***		0.380***		0.375***		0.397***
		(0.076)		(0.082)		(0.078)		(0.072)		(0.068)
Constant	3.574***	2.426	3.671***	3.775**	3.695***	−0.483	3.613***	−1.698	4.203***	3.120**
	(0.120)	(1.665)	(0.109)	(1.630)	(0.114)	(1.688)	(0.128)	(1.861)	(0.101)	(1.489)
Observations	173	150	173	150	173	150	173	150	173	150
R^2	0.007	0.422	0.0003	0.338	0.015	0.389	0.0004	0.381	0.020	0.371

Notes: The table shows results of an OLS estimate. The dependent variables measure the productivity reported by supervisors. "Treated" is a dummy variable that has the value of 1 if the individual has been assigned to the treated group and is 0 if he/she belongs to the control group. All individual controls are explained in section 4. Significance: *p<0.1, **p<0.05, and ***p<0.01.

Table A.5: Satisfaction with...

	Income		Health		Home		Work		SocialLife		FreeTime		LifeInGeneral	
	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)	(14)
Treated	0.059	0.323*	0.266	0.434**	0.283	0.501***	−0.144	0.181	0.624***	0.557***	0.759***	0.834***	0.404**	0.356**
	(0.213)	(0.169)	(0.232)	(0.180)	(0.214)	(0.179)	(0.202)	(0.193)	(0.209)	(0.170)	(0.251)	(0.215)	(0.161)	(0.141)
Age		0.005		−0.059		0.018		0.051		−0.027		0.150		0.155
		(0.116)		(0.122)		(0.121)		(0.129)		(0.115)		(0.146)		(0.096)
Age^2		−0.0004		0.0003		−0.0002		−0.001		0.001		−0.002		−0.002
		(0.001)		(0.001)		(0.001)		(0.001)		(0.001)		(0.002)		(0.001)
Female		0.396**		0.097		0.299		0.167		−0.075		0.129		0.053
		(0.177)		(0.181)		(0.185)		(0.197)		(0.181)		(0.232)		(0.148)
Team		0.109		0.089		0.219		0.015		−0.069		−0.041		0.040
		(0.170)		(0.176)		(0.179)		(0.189)		(0.170)		(0.215)		(0.141)
Law104Worker		−0.859**		−1.547***		−0.565		−0.068		−0.887**		−1.016*		−0.793**
		(0.435)		(0.459)		(0.464)		(0.494)		(0.443)		(0.558)		(0.365)
Law104Relatives		0.027		−0.339		0.286		−0.177		−0.436*		0.097		−0.470**
		(0.260)		(0.262)		(0.265)		(0.284)		(0.256)		(0.322)		(0.214)
AnyChildren		0.595**		0.597**		0.385		0.099		0.118		0.306		−0.017
		(0.245)		(0.241)		(0.245)		(0.262)		(0.234)		(0.296)		(0.195)
LessOrEqual3y		−0.439*		−0.825***		−0.255		−0.366		−0.226		−0.450		−0.242
		(0.254)		(0.267)		(0.271)		(0.285)		(0.256)		(0.326)		(0.212)
km		−0.003		0.002		0.006***		0.005**		−0.0004		−0.001		0.002
		(0.002)		(0.002)		(0.002)		(0.002)		(0.002)		(0.003)		(0.002)
YPre		0.678***		0.452***		0.553***		0.400***		0.487***		0.531***		0.383***
		(0.061)		(0.044)		(0.063)		(0.060)		(0.047)		(0.056)		(0.048)
Constant	4.339***	1.440	4.894***	4.257	5.195***	0.891	5.198***	1.829	4.959***	2.697	3.344***	−1.074	5.109***	−0.289
	(0.182)	(2.561)	(0.200)	(2.724)	(0.183)	(2.666)	(0.172)	(2.868)	(0.179)	(2.531)	(0.215)	(3.220)	(0.137)	(2.129)
Observations	230	225	233	230	237	234	235	230	234	227	234	229	236	232
R^2	0.0003	0.391	0.006	0.434	0.007	0.344	0.002	0.182	0.037	0.422	0.038	0.349	0.026	0.303

Dependent variable:

Note: The table shows results of an OLS estimate. The dependent variables measure satisfaction with 7 dimensions of life on a scale from 1 (highly dissatisfied) to 7 (highly satisfied). "Treated" is a dummy variable that has the value of 1 if the individual has been assigned to the treated group and is 0 if he/she belongs to the control group. All individual controls are explained in section 4. Significance: *p<0.1, **p<0.05, and ***p<0.01.

Table A.6: Satisfaction as usual

							Dependent variable:							
	FocusOn		LoseLessSleep		UsefulRole		MakeDecisions		AppreciateDailyActivities		LessStress		Overcome	
	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)	(14)
Treated	0.447***	0.441***	0.356**	0.335**	0.040	0.147	0.210*	0.243**	0.510***	0.497***	0.638***	0.648***	0.346***	0.380***
	(0.122)	(0.121)	(0.142)	(0.144)	(0.138)	(0.137)	(0.109)	(0.108)	(0.107)	(0.108)	(0.128)	(0.121)	(0.130)	(0.127)
Age		0.069		−0.167*		−0.022		0.068		0.027		−0.048		−0.107
		(0.084)		(0.097)		(0.092)		(0.074)		(0.073)		(0.082)		(0.086)
Age²		−0.001		0.002*		0.001		−0.001		−0.0001		0.001		0.001
		(0.001)		(0.001)		(0.001)		(0.001)		(0.001)		(0.001)		(0.001)
Female		−0.050		0.154		−0.010		−0.206*		0.094		0.207		0.172
		(0.125)		(0.148)		(0.138)		(0.112)		(0.111)		(0.126)		(0.132)
Team		0.220*		−0.030		−0.015		0.091		−0.048		0.169		0.284**
		(0.122)		(0.144)		(0.135)		(0.109)		(0.107)		(0.122)		(0.127)
Law104Worker		−0.149		−0.272		−0.606*		−0.032		−0.025		0.382		−0.059
		(0.316)		(0.375)		(0.349)		(0.285)		(0.279)		(0.317)		(0.330)
Law104Relatives		−0.405**		0.018		0.011		0.040		−0.286*		−0.357*		−0.030
		(0.180)		(0.212)		(0.200)		(0.161)		(0.159)		(0.181)		(0.188)
AnyChildren		−0.263		0.059		0.218		−0.249*		−0.244*		−0.508***		−0.130
		(0.168)		(0.197)		(0.183)		(0.149)		(0.147)		(0.166)		(0.174)
LessOrEqual3y		−0.231		0.283		−0.004		0.092		0.134		0.269		0.492**
		(0.186)		(0.218)		(0.203)		(0.168)		(0.163)		(0.185)		(0.193)
km		0.001		0.001		0.001		0.004***		0.002		0.004***		−0.0003
		(0.002)		(0.002)		(0.002)		(0.001)		(0.001)		(0.002)		(0.002)
YPre		−0.096				0.257***		0.111*		−0.052		0.188***		0.234***
		(0.068)				(0.067)		(0.059)		(0.062)		(0.054)		(0.062)
Constant	3.243***	2.087	2.754***	6.382***	3.365***	2.114	3.293***	1.286	3.156***	2.461	2.535***	2.518	3.062***	4.272**
	(0.104)	(1.877)	(0.122)	(2.123)	(0.118)	(2.058)	(0.093)	(1.665)	(0.091)	(1.605)	(0.110)	(1.821)	(0.111)	(1.893)
Observations	238	235	238	236	238	235	238	235	238	235	238	235	238	235
R²	0.054	0.117	0.026	0.057	0.0004	0.133	0.016	0.089	0.088	0.132	0.095	0.233	0.029	0.141

Notes: The table shows results of an OLS estimate. The dependent variable indicates the extent to which respondents have been able to deal with 7 aspects of their life on the scale from 1 (much less than usual) to 5 (much more than usual). "Treated" is a dummy variable that has the value of 1 if the individual has been assigned to the treated group and is 0 if he/she belongs to the control group. All individual controls are explained in section 4. Significance: *p<0.1, **p<0.05, and ***p<0.01.

Table A.7: Work-life balance

		Dependent variable:						
	WorkingHours		Balance		HouseholdActivity		CareActivity	
	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
Treated	0.112	0.203	0.138	0.250**	0.784***	0.774***	1.865***	1.948***
	(0.144)	(0.129)	(0.118)	(0.099)	(0.183)	(0.188)	(0.199)	(0.197)
Age		0.002		0.035		0.006		−0.014
		(0.088)		(0.067)		(0.127)		(0.133)
Age^2		−0.00005		−0.0004		0.00003		0.0002
		(0.001)		(0.001)		(0.001)		(0.001)
Female		−0.112		−0.071		−0.210		0.007
		(0.136)		(0.103)		(0.197)		(0.208)
Team		−0.104		−0.189*		−0.154		−0.375*
		(0.129)		(0.099)		(0.190)		(0.202)
Law104Worker		−0.107		−0.173		0.340		0.605
		(0.335)		(0.256)		(0.489)		(0.514)
Law104Relatives		−0.074		−0.113		0.045		−0.317
		(0.192)		(0.146)		(0.279)		(0.294)
AnyChildren		−0.200		0.047		−0.292		−0.620**
		(0.178)		(0.135)		(0.261)		(0.271)
LessOrEqual3y		−0.141		−0.165		0.013		0.224
		(0.197)		(0.149)		(0.285)		(0.299)
km		0.001		−0.0002		0.001		0.005**
		(0.002)		(0.001)		(0.002)		(0.003)
YPre		0.480***		−0.566***		−0.053		0.179*
		(0.059)		(0.055)		(0.125)		(0.102)
Constant	2.783***	1.729	2.553***	3.169**	2.981***	3.100	2.915***	3.384
	(0.123)	(1.955)	(0.101)	(1.456)	(0.156)	(2.788)	(0.170)	(2.921)
Observations	238	235	238	235	238	235	238	235
R^2	0.003	0.262	0.006	0.361	0.072	0.087	0.272	0.338

Notes: The table shows results of an OLS estimate. The dependent variables are measures of work-life balance on a scale from "less than 2 hours" to "more than 6 hours". "Treated" is a dummy variable that has the value of 1 if the individual has been assigned to the treated group and is 0 if he/she belongs to the control group. All individual controls are explained in section 4. Significance: *p<0.1, **p<0.05, and ***p<0.01.

2 Appendix B: Lee Bounds

Table B.1: Lee Bounds

	Self-reported productivity						
	Production	Efficiency	Proactivity	Email	Deadlines		
Lower Bound	-0.222	-0.268	-0.201	-1.616	-0.305		
	(0.126)	(0.135)	(0.135)	(0.199)	(0.162)		
Upper Bound	0.364	0.378	0.400	-1.214	0.328		
	(0.117)	(0.122)	(0.134)	(0.203)	(0.169)		
95% CI	(-0.429,0.557)	(-0.491,0.578)	(-0.425,0.620)	(-1.945, -0.879)	(-0.491,0.578)		
	Wellbeing						
	Income	Health	Home	Work	SocialLife	FreeTime	LifeInGeneral
Lower Bound	-0.392	-0.203	-0.239	-0.535	0.332	0.042	0.173
	(0.302)	(0.349)	(0.275)	(0.271)	(.276)	(0.313)	(0.235)
Upper Bound	0 .949	1.265	1.127	0.794	1.569	1.752	1.081
	(.252)	(0.276)	(0.269)	(0.222)	(0.266)	(0.298)	(0.214)
95% CI	(-0.889,1.362)	(-0.777,1.719)	(-0.691,1.569)	(-0.979,1.159)	(-0.123,2.006)	(-0.473,2.241)	(-0.212,1.433)
	Satisfaction as usual						
	FocusOn	LoseSleep	UsefulRole	MakeDecisions	AppreciateDailyActivities	UnderStress	NotOvercome
Lower Bound	.123	-0.959	-0.184	-0.170	0.145	-0.961	-0.514
	(0.141)	(0.166)	(0.158)	(0.141)	(.134)	(0.157)	(0.151)
Upper Bound	0.823	-0.0717	0.561	0.404	0.811	-0.191	0.230
	(0.153)	(0.180)	(0.165)	(0.152)	(0.135)	(0.151)	(0.135)
95% CI	(-0.108,1.076)	(-1.233,0.225)	(-0.445,0.833)	(-0.402,0.654)	(-0.075,1.033)	(-1.219,0.058)	(-0.763,0.452)
	Work-life balance						
	WorkingHours	Balance	HouseholdActivity	CareActivity			
Lower Bound	-0.166	-0.126	0.145	1.247			
	(0.170)	(0.143)	(0.267)	(0.295)			
Upper Bound	0.768	0.574	1.115	2.230			
	(0.172)	(0.141)	(0.268)	(0.266)			
95% CI	(-0.446,1.050)	(-0.362,0.807)	(-0.294,1.556)	(0.761,2.668)			

3 Appendix C: Additional Heterogeneities

Table C.1: Balance Test for having children - Treated and Control groups (means of observable characteristics)

Variables	Treated	Control	Test Statistic	p-value
Workers with children				
Obs.	144	85		
Age	42.93	42.51	0.4423	0.6587
Male	0.5793	0.6118	-0.4814	0.6307
Law104Worker	0.03448	0.02353	0.465	0.6424
Law104Relatives	0.1793	0.1882	-0.1684	0.8664
Workers without children				
Obs.	47	25		
Age	44.15	47.35	-1.452	0.1508
Male	0.4894	0.4231	0.5373	0.5928
Law104Worker	0.04255	0	1.06	0.2927
Law104Relatives	0.617	0.5	0.9615	0.3396

Notes: Two-sample t-test for a comparison between means. Significance: * indicates p<0.05.

Table C.2: Productivity (by having children)

	Objective productivity		Self-reported productivity					Productivity reported by supervisors				
	Improvement	Days of leave	Production	Efficiency	Proactivity	Email	Deadlines	Production	Efficiency	Proactivity	Availability	Deadlines
	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)
Treated	1.941	−5.116	−0.043	0.034	−0.100	−0.095	0.322*	−0.316	−0.354	−0.285	−0.304	0.273
		(7.659)	(0.250)	(0.212)	(0.238)	(0.220)	(0.193)	(0.424)	(0.425)	(0.430)	(0.488)	(0.383)
AnyChildren	1.595	−10.176	−0.280	−0.014	−0.332	0.282	0.098	0.163	0.312	0.437	−0.045	0.194
		(7.475)	(0.251)	(0.213)	(0.238)	(0.220)	(0.195)	(0.425)	(0.426)	(0.430)	(0.486)	(0.386)
Treated*AnyChildren	0.697	−0.966	0.129	0.184	0.506*	0.134	−0.202	0.459	0.365	0.215	0.692	0.183
		(8.397)	(0.282)	(0.236)	(0.265)	(0.244)	(0.208)	(0.450)	(0.451)	(0.456)	(0.516)	(0.407)
Constant	0.001	−18.034	−5.823***	−1.294	1.051	5.040***	2.084*	3.008*	4.295**	−0.158	−1.020	3.411**
		(44.221)	(1.425)	(1.348)	(1.503)	(1.414)	(1.057)	(1.715)	(1.680)	(1.751)	(1.908)	(1.537)
Observations	243	203	239	237	237	237	209	150	150	150	150	150
R^2		0.284	0.366	0.272	0.211	0.359	0.146	0.425	0.339	0.389	0.389	0.368

Notes: The table shows results of an OLS estimate. The dependent variables are the objective measures of productivity (columns 1-2), measures of self-reported productivity (columns 3-7) and measures of productivity reported by supervisors (columns 8-12). "Treated" is a dummy variable that has the value of 1 if the individual has been assigned to the treated group and is 0 if he/she belongs to the control group. All regressions include (the respective coefficients are not shown in the table) individual controls for age, squared age, gender, being a law 104 worker ("law 104 worker"), having law 104 relatives ("law 104 relatives"), distance from home to the workplace in km ("km"), and dependent variable pre-treatment. Significance: *p<0.1, **p<0.05, and ***p<0.01.

Table C.3: Wellbeing (by having children)

	Income	Health	Home	Work	SocialLife	FreeTime	LifeInGeneral
	Panel a. Satisfaction with:						
	(1)	(2)	(3)	(4)	(5)	(6)	(7)
Treated	0.702*	0.333	0.996**	0.560	0.369	0.752	0.322
	(0.409)	(0.413)	(0.422)	(0.458)	(0.399)	(0.507)	(0.343)
AnyChildren	0.912**	0.500	0.823*	0.443	−0.051	0.234	−0.050
	(0.396)	(0.416)	(0.422)	(0.460)	(0.400)	(0.506)	(0.342)
Treated*AnyChildren	−0.463	0.126	−0.608	−0.459	0.233	0.101	0.042
	(0.451)	(0.461)	(0.467)	(0.505)	(0.444)	(0.563)	(0.379)
Constant	1.781	4.330	1.435	2.037	2.541	−1.178	−0.251
	(2.539)	(2.720)	(2.655)	(2.854)	(2.526)	(3.206)	(2.125)
Observations	225	230	234	230	227	229	232
R^2	0.393	0.434	0.345	0.185	0.422	0.349	0.303

	FocusOn	LoseLessSleep	UsefulRole	MakeDecisions	AppreciateDailyActivities	LessStress	Overcome
	Panel b. Satisfaction as usual:						
	(1)	(2)	(3)	(4)	(5)	(6)	(7)
Treated	0.585**	0.293	0.301	−0.302	0.597**	0.980***	0.735**
	(0.289)	(0.339)	(0.317)	(0.254)	(0.254)	(0.287)	(0.302)
AnyChildren	−0.144	0.023	0.357	−0.743***	−0.152	−0.215	0.181
	(0.289)	(0.340)	(0.316)	(0.254)	(0.253)	(0.287)	(0.302)
Treated*AnyChildren	−0.178	0.051	−0.188	0.666**	−0.122	−0.409	−0.440
	(0.320)	(0.376)	(0.351)	(0.282)	(0.281)	(0.318)	(0.334)
Constant	2.428	6.322***	2.163	1.140	2.433	2.926	4.880**
	(1.884)	(2.115)	(2.047)	(1.644)	(1.600)	(1.814)	(1.898)
Observations	235	236	235	235	235	235	235
R^2	0.106	0.057	0.134	0.108	0.132	0.232	0.128

Note: The table shows results of an OLS estimate. The dependent variables are measures of satisfaction with 7 dimensions of life in the first panel. The dependent variables indicate if respondents have been able to deal (as usual, less or more) with 7 aspects of their life in the second panel. "Treated" is a dummy variable which assumes value 1 if the individual has been assigned to the treated group and 0 if he/she belongs to the control group. All regressions include (coefficients are not shown in the table) individual controls for age, squared age, gender, law 104 worker, law 104 relatives, km, and dependent variable pre-treatment. Significance: *p<0.1, **p<0.05, and ***p<0.01.

Table C.4: Work-life balance (by having children)

	WorkingHours	Balance	HouseholdActivity	CareActivity
	(1)	(2)	(3)	(4)
Treated	0.430	0.085	−0.478	0.704
	(0.304)	(0.235)	(0.439)	(0.460)
AnyChildren	0.006	−0.094	−1.434***	−1.729***
	(0.305)	(0.235)	(0.445)	(0.460)
Treated*AnyChildren	−0.276	0.201	1.534***	1.523***
	(0.337)	(0.260)	(0.489)	(0.511)
Constant	1.652	2.812*	2.439	2.340
	(1.947)	(1.461)	(2.724)	(2.882)
Observations	235	235	235	235
R^2	0.262	0.352	0.123	0.354

Note: The table shows results of an OLS estimate. The dependent variables are measures of work-life balance. "Treated" is a dummy variable that has the value of 1 if the individual has been assigned to the treated group and is 0 if he/she belongs to the control group. All regressions include (coefficients are not shown in the table) individual controls for age, squared age, gender, law 104 worker, law 104 relatives, km, and dependent variable pre-treatment. Significance: *$p<0.1$, **$p<0.05$, and ***$p<0.01$.

Table C.5: Balance Test by age group - Treated and Control groups (means of observable characteristics)

	Workers less than 46 years of age			
Variables	Treated	Control	Test Statistic	p-value
Obs.	117	66		
Male	0.5932	0.5909	0.03043	0.9758
Law104Worker	0.0339	0.0303	0.131	0.8959
Law104Relatives	0.2373	0.1515	1.378	0.1699
Child	0.7966	0.8788	-1.41	0.1601
Young Child	0.4661	0.4394	0.347	0.729
	Workers aged 46 or above			
Variables	Treated	Control	Test Statistic	p-value
Obs.	74	44		
Male	0.5	0.5333	-0.35	0.727
Law104Worker	0.04054	0	1.367	0.1742
Law104Relatives	0.3649	0.4222	-0.6188	0.5372
Child	0.6892	0.6	0.9885	0.3249
Young Child	0.02703	0.06667	-1.041	0.3

Notes: Two-sample t-test for a comparison between means. Significance: * indicates $p<0.05$.

Table C.6: Productivity (by age group)

	Objective Productivity		Self-reported Productivity					Productivity referred by Supervisors				
	Improvement	Days of leave	Production	Efficiency	Proactivity	Email	Deadlines	Production	Efficiency	Proactivity	Availability	Deadlines
	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)
Treated	0.932	0.092	−0.043	0.156	0.349**	−0.204	0.203**	0.190	0.072	−0.091	0.213	0.706***
	(4.205)	(0.166)	(0.134)	(0.145)	(0.137)	(0.097)	(0.206)	(0.204)	(0.210)	(0.245)	(0.181)	
LessThan46	0.744	3.513	−0.061	0.009	−0.192	−0.449***	0.146	0.200	0.127	0.224	0.008	0.428*
	(5.362)	(0.203)	(0.163)	(0.177)	(0.166)	(0.134)	(0.261)	(0.262)	(0.267)	(0.310)	(0.235)	
Treated*LessThan46	2.959*	−14.083**	0.104	0.037	−0.114	0.390**	−0.123	−0.183	−0.174	−0.071	0.120	−0.493*
	(6.167)	(0.233)	(0.187)	(0.203)	(0.191)	(0.151)	(0.284)	(0.281)	(0.290)	(0.336)	(0.249)	
Constant	0.546	40.520***	1.702***	2.033***	2.203***	1.256***	2.334***	1.265***	1.636***	1.771***	1.369***	1.713***
	(5.345)	(0.333)	(0.265)	(0.288)	(0.199)	(0.318)	(0.368)	(0.363)	(0.353)	(0.389)	(0.342)	
Observations	243	203	239	237	237	237	209	150	150	150	150	150
R^2		0.298	0.244	0.240	0.219	0.349	0.146	0.389	0.307	0.339	0.294	0.371

Note: The table shows results of an OLS estimate. The dependent variables are the objective measure of productivity (columns 1-2), measures of self-reported productivity (columns 3-7) and measures of productivity reported by supervisors (columns 8-12). "Treated" is a dummy variable that has the value of 1 if the individual has been assigned to the treated group and is 0 if he/she belongs to the control group. All regressions include (coefficients are not shown in the table) individual controls for gender, law 104 worker, law 104 relatives, child, young child, km, and dependent variable pre-treatment. Significance: *p<0.1, **p<0.05, and ***p<0.01.

Table C.7: Wellbeing (by age group)

	Panel a. Satisfaction with:						
	Income	Health	Home	Work	SocialLife	FreeTime	LifeInGeneral
	(1)	(2)	(3)	(4)	(5)	(6)	(7)
Treated	0.093	0.613**	0.604**	0.052	0.471*	0.347	0.278
	(0.246)	(0.270)	(0.257)	(0.276)	(0.242)	(0.308)	(0.205)
LessThan46	−0.054	0.656**	0.264	−0.030	−0.596**	−0.332	−0.231
	(0.297)	(0.324)	(0.314)	(0.332)	(0.297)	(0.376)	(0.248)
Treated*LessThan46	0.450	−0.270	−0.174	0.266	0.119	0.969**	0.137
	(0.345)	(0.367)	(0.365)	(0.381)	(0.339)	(0.432)	(0.285)
Constant	0.922**	2.007***	1.350***	2.817***	2.974***	1.581***	3.339***
	(0.416)	(0.375)	(0.446)	(0.476)	(0.397)	(0.447)	(0.358)
Observations	225	230	234	230	227	229	232
R^2	0.380	0.436	0.342	0.185	0.434	0.351	0.297

	Panel b. Satisfaction as usual:						
	FocusOn	LoseLessSleep	UsefulRole	MakeDecisions	AppreciateDailyActivities	LessStress	Overcome
	(1)	(2)	(3)	(4)	(5)	(6)	(7)
Treated	0.068	0.036	−0.238	0.206	0.179	0.563***	0.147
	(0.173)	(0.202)	(0.195)	(0.158)	(0.153)	(0.179)	(0.184)
LessThan46	−0.436**	−0.044	−0.837***	−0.117	−0.598***	−0.266	−0.533**
	(0.210)	(0.246)	(0.232)	(0.191)	(0.186)	(0.220)	(0.226)
Treated*LessThan46	0.736***	0.650**	0.728***	0.069	0.617***	0.179	0.433*
	(0.241)	(0.283)	(0.268)	(0.221)	(0.213)	(0.252)	(0.258)
Constant	4.090***	2.679***	2.684***	3.096***	3.680***	2.345***	2.858***
	(0.301)	(0.250)	(0.339)	(0.283)	(0.273)	(0.262)	(0.276)
Observations	235	236	235	235	235	235	235
R^2	0.139	0.100	0.149	0.080	0.150	0.193	0.122

Note: The table shows results of an OLS estimate. The dependent variables are measures of satisfaction with 7 dimensions of life in the first panel. The dependent variables indicate if respondents have been able to deal (as usual, less or more) with 7 aspects of their life in the second panel. "Treated" is a dummy variable that has the value of 1 if the individual has been assigned to the treated group and is 0 if he/she belongs to the control group. All regressions include (coefficients are not shown in the table) individual controls for gender, law 104 worker, law 104 relatives, child, young child, km, and dependent variable pre-treatment. Significance: *p<0.1, **p<0.05, and ***p<0.01.

Table C.8: Work-life balance (by age group)

	WorkingHours	Balance	HouseholdActivity	CareActivity
	(1)	(2)	(3)	(4)
Treated	−0.027	0.241*	1.417***	2.115***
	(0.185)	(0.143)	(0.265)	(0.285)
LessThan46	−0.356	−0.108	1.087***	0.471
	(0.225)	(0.173)	(0.323)	(0.346)
Treated*LessThan46	0.438*	−0.002	−1.188***	−0.275
	(0.258)	(0.199)	(0.370)	(0.398)
Constant	1.790***	3.858***	2.619***	2.584***
	(0.278)	(0.203)	(0.396)	(0.408)
Observations	235	235	235	235
R^2	0.269	0.353	0.129	0.335

Note: The table shows results of an OLS estimate. The dependent variables are measures of work-life balance. "Treated" is a dummy variable that has the value of 1 if the individual has been assigned to the treated group and is 0 if he/she belongs to the control group. All regressions include (coefficients are not shown in the table) individual controls for gender, law 104 worker, law 104 relatives, child, young child, km, and dependent variable pre-treatment. Significance: *$p<0.1$, **$p<0.05$, and ***$p<0.01$.

Table C.9: Balance Test by job type - Treated and Control groups (means of observable characteristics)

		White-collar		
Variables	Treated	Control	Test Statistic	p-value
Obs.	117	66		
Age	43.33	43.88	-0.5481	0.5841
Male	0.4848	0.4894	-0.06961	0.9446
Law104Worker	0.04242	0.02128	0.8915	0.3735
Law104Relatives	0.2606	0.2766	-0.2789	0.7806
Child	0.7515	0.7447	0.1215	0.9034
Young Child	0.2727	0.2553	0.3036	0.7617
		Blue-Collar		
Variables	Treated	Control	Test Statistic	p-value
Obs.	117	66		
Age	42.88	41.31	0.7541	0.4552
Law104Relatives	0.4231	0.1875	1.582	0.1215
Child	0.7692	0.9375	-1.421	0.163
Young Child	0.4615	0.5	-0.2367	0.8141

Notes: Two-sample t-test for a comparison between means. Significance: * indicates p<0.05.

Table C.10: Productivity (by job type)

	Objective Productivity		Self-reported Productivity					Productivity reported by Supervisors				
	Improvement	Days of leave	Production	Efficiency	Proactivity	Email	Deadlines	Production	Efficiency	Proactivity	Availability	Deadlines
	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)
Treated	8.989**	−8.313	0.614	0.361	0.211	−0.225	0.110	−0.229	−0.335	−0.550	−0.138	0.067
	(10.716)	(0.402)	(0.343)	(0.387)	(0.360)	(0.226)	(0.385)	(0.386)	(0.388)	(0.439)	(0.348)
WhiteCollar	4.536*	−12.438	0.370	0.445	0.121	−0.283	−0.476**	−0.202	−0.201	−0.222	−0.305	−0.437
	(9.557)	(0.352)	(0.300)	(0.339)	(0.318)	(0.210)	(0.353)	(0.353)	(0.355)	(0.403)	(0.319)
Treated*WhiteCollar	0.122**	2.739	−0.591	−0.197	0.103	0.259	0.075	0.367	0.348	0.516	0.518	0.429
	(11.174)	(0.415)	(0.353)	(0.400)	(0.375)	(0.240)	(0.411)	(0.412)	(0.415)	(0.469)	(0.372)
Constant	0.00*	1.876	−6.169***	−1.924	0.929	5.517***	2.935***	2.622	4.040**	−0.380	−1.525	3.673**
	(45.179)	(1.489)	(1.400)	(1.581)	(1.494)	(1.037)	(1.701)	(1.668)	(1.719)	(1.898)	(1.522)
Observations	243	203	239	237	237	237	209	150	150	150	150	150
R^2		0.299	0.371	0.281	0.202	0.360	0.200	0.425	0.339	0.397	0.387	0.376

Note: The table shows results of an OLS estimate. The interaction term allows testing the impact of being a white-collar worker separately from that of being a blue-collar worker. The dependent variables are the objective measure of productivity (columns 1-2), measures of self-reported productivity (columns 3-7) and measures of productivity reported by supervisors (columns 8-12). "Treated" is a dummy variable that has the value of 1 if the individual has been assigned to the treated group and is 0 if he/she belongs to the control group. All regressions include (coefficients are not shown in the table) individual controls for age, squared age, gender, law 104 worker, law 104 relatives, child, young child, km, and dependent variable pre-treatment. Significance: $^*p<0.1$, $^{**}p<0.05$, and $^{***}p<0.01$.

Table C.11: Wellbeing (by job type)

	Panel a. Satisfaction with:						
	Income	Health	Home	Work	SocialLife	FreeTime	LifeInGeneral
	(1)	(2)	(3)	(4)	(5)	(6)	(7)
Treated	−0.032	0.806	0.588	−0.698	0.510	0.469	0.339
	(0.622)	(0.649)	(0.669)	(0.703)	(0.627)	(0.799)	(0.563)
WhiteCollar	−0.579	0.812	0.136	−0.131	0.336	0.039	0.117
	(0.552)	(0.580)	(0.593)	(0.621)	(0.556)	(0.705)	(0.504)
Treated*WhiteCollar	0.383	−0.413	−0.096	0.937	0.046	0.392	0.018
	(0.645)	(0.675)	(0.693)	(0.725)	(0.652)	(0.831)	(0.581)
Constant	2.484	2.946	1.030	1.808	1.985	−1.441	−0.438
	(2.649)	(2.850)	(2.792)	(2.977)	(2.635)	(3.349)	(2.212)
Observations	225	230	234	230	227	229	232
R^2	0.394	0.441	0.340	0.197	0.426	0.351	0.303

	Panel b. Satisfaction as usual:						
	FocusOn	LoseLessSleep	UsefulRole	MakeDecisions	AppreciateDailyActivities	LessStress	Overcome
	(1)	(2)	(3)	(4)	(5)	(6)	(7)
Treated	−0.333	−1.640***	−0.610	−0.746*	−0.100	−0.191	−0.659
	(0.442)	(0.521)	(0.495)	(0.395)	(0.394)	(0.455)	(0.465)
WhiteCollar	0.243	−1.473***	−0.061	−0.193	0.035	−0.278	−0.108
	(0.390)	(0.462)	(0.438)	(0.349)	(0.349)	(0.408)	(0.414)
Treated*WhiteCollar	0.814*	2.124***	0.796	1.051**	0.631	0.895*	1.111**
	(0.457)	(0.540)	(0.512)	(0.409)	(0.408)	(0.471)	(0.481)
Constant	1.971	8.094***	2.123	1.636	2.219	2.965	4.454**
	(1.895)	(2.143)	(2.095)	(1.677)	(1.640)	(1.904)	(1.944)
Observations	235	236	235	235	235	235	235
R^2	0.169	0.117	0.158	0.142	0.164	0.248	0.174

Note: The table shows results of an OLS estimate. The interaction term allows testing the impact of being a white-collar worker separately from that of being a blue-collar worker. The dependent variables are measures of satisfaction with 7 dimensions of life in the first panel. The dependent variables indicate if respondents have been able to deal (as usual, less or more) with 7 aspects of life in the second panel. "Treated" is a dummy variable that has the value of 1 if the individual has been assigned to the treated group and is 0 if he/she belongs to the control group. All regressions include (coefficients are not shown in the table) individual controls for age, squared age, gender, law 104 worker, law 104 relatives, child, young child, km, and dependent variable pre-treatment. Significance: *p<0.1, **p<0.05, and ***p<0.01.

Table C.12: Work-life balance (by job type)

	WorkingHours	Balance	HouseholdActivity	CareActivity
	(1)	(2)	(3)	(4)
Treated	−0.328	−0.351	−0.828	−0.710
	(0.479)	(0.368)	(0.700)	(0.709)
WhiteCollar	−0.117	−0.280	−1.506**	−1.102*
	(0.425)	(0.326)	(0.616)	(0.632)
Treated*WhiteCollar	0.569	0.642*	1.729**	2.848***
	(0.497)	(0.381)	(0.726)	(0.735)
Constant	1.528	3.144**	4.826*	3.767
	(2.033)	(1.518)	(2.881)	(2.942)
Observations	235	235	235	235
R^2	0.269	0.362	0.110	0.388

Note: The table shows results of an OLS estimate. The interaction term allows testing the impact of being a white-collar worker separately from that of being a blue-collar worker. The dependent variables are measures of work-life balance. "Treated" is a dummy variable that has the value of 1 if the individual has been assigned to the treated group and is 0 if he/she belongs to the control group. All regressions include (coefficients are not shown in the table) individual controls for age, squared age, gender, law 104 worker, law 104 relatives, child, young child, km, and dependent variable pre-treatment. Significance: *$p<0.1$, **$p<0.05$, and ***$p<0.01$.

4 Appendix D: Difference-in-Differences estimation

Table D.1: Commitment to the company (DID)

	Attachment to the company	Work recognized	Responsibility towards the company
	Dependent variable:		
	(1)	(2)	(3)
Treated	−0.315**	0.110	−0.053
	(0.124)	(0.103)	(0.059)
Post	0.121	0.057	−0.139*
	(0.148)	(0.124)	(0.071)
Treated*Post	0.128	0.044	0.181**
	(0.174)	(0.146)	(0.083)
Age	0.116**	−0.180***	−0.009
	(0.056)	(0.047)	(0.027)
Age^2	−0.001**	0.002***	0.0001
	(0.001)	(0.001)	(0.0003)
Female	0.208**	−0.133*	−0.124***
	(0.090)	(0.075)	(0.043)
Team	0.132	0.115	−0.060
	(0.087)	(0.073)	(0.042)
Law104Worker	0.469**	−0.196	−0.039
	(0.229)	(0.191)	(0.109)
Law104Relatives	0.079	0.057	−0.067
	(0.130)	(0.109)	(0.062)
AnyChildren	0.236**	−0.105	0.003
	(0.120)	(0.100)	(0.057)
LessOrEqual3y	0.060	0.222**	0.002
	(0.133)	(0.111)	(0.064)
km	−0.003**	0.001	−0.00001
	(0.001)	(0.001)	(0.001)
Constant	1.475	5.474***	1.334**
	(1.228)	(1.028)	(0.588)
Observations	473	473	473
R^2	0.086	0.074	0.044

Note: The table shows results of a DiD estimate. The dependent variables are measures of commitment to the company. "Treated" is a dummy variable that has the value of 1 if the individual has been assigned to the treatment group and is 0 if he/she belongs to the control group, "post" is a dummy variable that has the value of 1 if the outcome is observed after treatment and is 0 if it is observed before treatment, and Treated*Post is the interaction between the two dummy variables that measures the treatment effect on the variable of our interest. All individual controls are explained in section 4. Significance: *p<0.1, **p<0.05, and ***p<0.01.

Table D.2: Self-reported Productivity (DID)

	Production	Efficiency	Proactivity	Email	Deadlines
	Dependent variable:				
	(1)	(2)	(3)	(4)	(5)
Treated	0.146	0.308***	0.080	−0.096	0.009
	(0.098)	(0.100)	(0.106)	(0.110)	(0.068)
Post	0.133	0.149	−0.046	0.053	−0.295***
	(0.118)	(0.121)	(0.127)	(0.132)	(0.094)
Treated*Post	0.046	−0.012	0.273*	0.076	0.175*
	(0.139)	(0.142)	(0.149)	(0.155)	(0.106)
Age	0.144***	0.097**	0.096**	0.179***	−0.059*
	(0.044)	(0.045)	(0.048)	(0.050)	(0.032)
Age^2	−0.002***	−0.001**	−0.001**	−0.002***	0.001*
	(0.0005)	(0.0005)	(0.001)	(0.001)	(0.0003)
Female	0.095	0.073	0.068	−0.116	−0.120**
	(0.072)	(0.073)	(0.077)	(0.080)	(0.051)
Team	0.051	−0.043	0.061	−0.086	−0.012
	(0.069)	(0.071)	(0.074)	(0.078)	(0.050)
Law104Worker	−0.143	−0.169	−0.061	0.118	−0.056
	(0.182)	(0.186)	(0.196)	(0.204)	(0.138)
Law104Relatives	−0.106	−0.090	−0.049	−0.028	0.042
	(0.103)	(0.106)	(0.111)	(0.116)	(0.072)
AnyChildren	−0.014	−0.005	0.141	0.302***	0.018
	(0.096)	(0.098)	(0.103)	(0.107)	(0.067)
LessOrEqual3y	−0.043	−0.036	0.004	−0.021	0.137*
	(0.106)	(0.108)	(0.114)	(0.119)	(0.076)
km	0.002**	0.001	−0.0001	−0.003***	−0.001*
	(0.001)	(0.001)	(0.001)	(0.001)	(0.001)
Constant	0.859	1.853*	1.636	−1.705	2.756***
	(0.978)	(1.000)	(1.051)	(1.096)	(0.705)
Observations	476	476	476	476	448
R^2	0.101	0.098	0.063	0.097	0.078

Note: The table shows results of a DiD estimate. The dependent variables are 5 measures of self-reported productivity. "Treated" is a dummy variable that has the value of 1 if the individual has been assigned to the treatment group and is 0 if he/she belongs to the control group, "post" is a dummy variable that has the value of 1 if the outcome is observed after treatment and is 0 if it is observed before treatment, and Treated*Post is the interaction between the two dummy variables that measures the treatment effect on the variable of our interest. All individual controls are explained in section 4. Significance: *p<0.1, **p<0.05, and ***p<0.01.

Table D.3: Productivity reported by supervisors (DID)

	Productivity	Efficiency	Proactivity	Availability	Deadlines
			Dependent variable:		
	(1)	(2)	(3)	(4)	(5)
Treated	−0.063	−0.083	0.075	−0.088	−0.161
	(0.123)	(0.117)	(0.133)	(0.136)	(0.104)
Post	0.113	0.239	0.356*	0.269	−0.050
	(0.181)	(0.171)	(0.196)	(0.200)	(0.153)
Treated*Post	0.091	−0.036	−0.251	0.210	0.402**
	(0.205)	(0.194)	(0.222)	(0.226)	(0.174)
Age	0.073	0.065	0.053	0.248***	0.092*
	(0.058)	(0.055)	(0.062)	(0.063)	(0.049)
Age^2	−0.001**	−0.001*	−0.001	−0.003***	−0.001**
	(0.001)	(0.001)	(0.001)	(0.001)	(0.001)
Female	0.036	0.081	−0.006	−0.109	0.098
	(0.085)	(0.080)	(0.092)	(0.093)	(0.072)
Team	−0.091	−0.101	−0.118	−0.191*	−0.178**
	(0.089)	(0.084)	(0.096)	(0.098)	(0.075)
Law104Worker	−0.030	−0.261	−0.226	0.007	−0.059
	(0.211)	(0.200)	(0.229)	(0.233)	(0.179)
Law104Relatives	−0.171*	−0.153	−0.080	0.003	−0.071
	(0.103)	(0.098)	(0.112)	(0.114)	(0.088)
AnyChildren	0.201*	0.213*	0.362***	0.131	0.209**
	(0.116)	(0.110)	(0.126)	(0.128)	(0.099)
LessOrEqual3y	−0.131	−0.081	−0.227*	−0.224*	−0.183**
	(0.109)	(0.104)	(0.119)	(0.121)	(0.093)
km	0.002*	0.002	0.0005	0.002	0.001
	(0.001)	(0.001)	(0.001)	(0.001)	(0.001)
Constant	2.769**	2.907**	2.803**	−1.210	2.896***
	(1.254)	(1.189)	(1.360)	(1.384)	(1.064)
Observations	380	380	380	380	380
R^2	0.172	0.192	0.124	0.186	0.168

Note: The table shows results of a DiD estimate. The dependent variables measure productivity reported by supervisors. "Treated" is a dummy variable that has the value of 1 if the individual has been assigned to the treatment group and is 0 if he/she belongs to the control group, "post" is a dummy variable that has the value of 1 if the outcome is observed after treatment and is 0 if it is observed before treatment, Treated*Post is the interaction between the two dummy variables that measures the treatment effect on the variables of our interest. All individual controls are explained in section 4. Significance: *p<0.1, **p<0.05, and ***p<0.01.

Table D.4: Satisfaction with ... (DID)

	Income	Health	Home	Work	SocialLife	FreeTime	LifeInGeneral
				Dependent variable:			
	Income	Health	Home	Work	SocialLife	FreeTime	LifeInGeneral
	(1)	(2)	(3)	(4)	(5)	(6)	(7)
Treated	−0.376*	−0.146	−0.362*	−0.599***	−0.007	−0.253	0.013
	(0.200)	(0.236)	(0.202)	(0.202)	(0.224)	(0.253)	(0.178)
Post	−0.236	0.157	−0.395	−0.055	0.047	−0.055	0.125
	(0.241)	(0.290)	(0.243)	(0.243)	(0.270)	(0.306)	(0.214)
Treated*Post	0.433	0.484	0.632**	0.496*	0.600*	0.956***	0.367
	(0.283)	(0.339)	(0.285)	(0.286)	(0.316)	(0.359)	(0.251)
Age	−0.019	−0.525***	−0.050	−0.049	−0.057	−0.162	0.013
	(0.091)	(0.107)	(0.091)	(0.091)	(0.100)	(0.114)	(0.080)
Age^2	0.00000	0.005***	0.001	0.001	0.001	0.002	−0.0001
	(0.001)	(0.001)	(0.001)	(0.001)	(0.001)	(0.001)	(0.001)
Female	0.058	−0.009	−0.086	0.019	−0.606***	−0.822***	−0.307**
	(0.148)	(0.173)	(0.148)	(0.148)	(0.164)	(0.186)	(0.130)
Team	0.023	0.171	0.036	0.073	0.265*	−0.224	0.145
	(0.142)	(0.167)	(0.142)	(0.142)	(0.157)	(0.179)	(0.125)
Law104Worker	0.128	−1.822***	0.005	0.784**	0.740*	0.405	−0.236
	(0.370)	(0.439)	(0.374)	(0.374)	(0.412)	(0.469)	(0.330)
Law104Relatives	−0.126	−0.337	−0.055	−0.170	−0.559**	−0.386	−0.637***
	(0.215)	(0.251)	(0.213)	(0.214)	(0.237)	(0.269)	(0.189)
AnyChildren	0.341*	0.552**	0.477**	0.056	−0.090	0.020	0.149
	(0.201)	(0.231)	(0.196)	(0.198)	(0.218)	(0.248)	(0.174)
LessOrEqual3y	−0.322	−0.814***	−0.472**	−0.075	−0.225	−0.499*	−0.079
	(0.216)	(0.256)	(0.218)	(0.218)	(0.241)	(0.274)	(0.192)
km	0.001	0.001	0.005***	0.002	−0.006***	−0.007***	−0.001
	(0.002)	(0.002)	(0.002)	(0.002)	(0.002)	(0.002)	(0.002)
Constant	5.131**	16.747***	5.588***	5.937***	6.068***	7.253***	4.660***
	(2.001)	(2.360)	(2.008)	(2.007)	(2.212)	(2.519)	(1.771)
Observations	464	469	473	469	465	467	471
R^2	0.028	0.129	0.080	0.050	0.120	0.129	0.091

Note: The table shows results of a DiD estimate. The dependent variables are measures of satisfaction with 7 dimensions of life. "Treated" is a dummy variable that has the value of 1 if the individual has been assigned to the treatment group and is 0 if he/she belongs to the control group, "post" is a dummy variable that has the value of 1 if the outcome is observed after treatment and is 0 if it is observed before treatment, and Treated*Post is the interaction between the two dummy variables that measures the treatment effect on the variable of our interest. The individual controls are explained in section 4. Significance: *p<0.1, **p<0.05, and ***p<0.01.

Table D.5: Satisfaction as Usual (DID)

				Dependent variable:			
	FocusOn	LoseLessSleep	UsefulRole	MakeDecisions	AppreciateDailyActivities	LessStress	Overcome
	(1)	(2)	(3)	(4)	(5)	(6)	(7)
Treated	−0.165	−0.152	−0.490***	−0.113	−0.204*	−0.262**	−0.023
	(0.120)	(0.146)	(0.134)	(0.115)	(0.110)	(0.130)	(0.128)
Post	0.100	0.025	−0.175	−0.029	−0.062	0.074	0.038
	(0.144)	(0.176)	(0.162)	(0.138)	(0.132)	(0.156)	(0.154)
Treated*Post	0.614***	0.493**	0.538***	0.350**	0.708***	0.885***	0.360**
	(0.169)	(0.207)	(0.190)	(0.162)	(0.155)	(0.183)	(0.181)
Age	−0.060	−0.149**	−0.102*	−0.045	0.001	−0.092	−0.130**
	(0.054)	(0.066)	(0.061)	(0.052)	(0.050)	(0.058)	(0.058)
Age^2	0.001	0.002**	0.001*	0.0005	0.0002	0.001*	0.001**
	(0.001)	(0.001)	(0.001)	(0.001)	(0.001)	(0.001)	(0.001)
Female	0.004	−0.067	−0.011	−0.084	0.078	−0.052	0.141
	(0.088)	(0.107)	(0.098)	(0.084)	(0.080)	(0.095)	(0.093)
Team	0.144*	−0.087	−0.078	0.068	0.004	−0.015	0.058
	(0.085)	(0.103)	(0.095)	(0.081)	(0.077)	(0.091)	(0.090)
Law104Worker	−0.157	−0.437	−0.515**	−0.391*	0.044	0.268	−0.027
	(0.223)	(0.272)	(0.250)	(0.213)	(0.204)	(0.241)	(0.237)
Law104Relatives	−0.268**	−0.208	−0.195	−0.009	−0.178	−0.321**	−0.144
	(0.126)	(0.154)	(0.142)	(0.121)	(0.116)	(0.137)	(0.135)
AnyChildren	0.027	0.051	0.091	−0.118	−0.060	−0.317**	−0.064
	(0.117)	(0.142)	(0.131)	(0.112)	(0.107)	(0.126)	(0.124)
LessOrEqual3y	−0.297**	−0.078	−0.132	−0.284**	−0.025	−0.041	0.033
	(0.130)	(0.158)	(0.145)	(0.124)	(0.119)	(0.140)	(0.138)
km	−0.001	0.001	0.001	0.002**	0.0004	0.002*	−0.0005
	(0.001)	(0.001)	(0.001)	(0.001)	(0.001)	(0.001)	(0.001)
Constant	4.452***	6.113***	5.566***	4.415***	2.911***	4.448***	5.887***
	(1.195)	(1.457)	(1.339)	(1.144)	(1.095)	(1.291)	(1.273)
Observations	474	474	474	474	474	474	474
R^2	0.156	0.069	0.068	0.068	0.143	0.211	0.064

Note: The table shows results of a DiD estimate. The dependent variables indicate if respondents have been able to deal (as usual, less or more) with 7 aspects of their life. "Treated" is a dummy variable that has the value 1 if the individual has been assigned to the treatment group and is 0 if he/she belongs to the control group, "post" is a dummy variable that has the value of 1 if the outcome is observed after the treatment and is 0 if it is observed before treatment, and Treated*Post is the interaction between the two dummy variables that measures the treatment effect on the variable of our interest. The individual controls are explained in section 4. Significance: *p<0.1, **p<0.05, and ***p<0.01.

Table D.6: Work-life balance (DID)

	Dependent variable:			
	WorkingHours	Balance	HouseholdActivity	CareActivity
	(1)	(2)	(3)	(4)
Treated	−0.205	−0.235**	0.016	−0.108
	(0.143)	(0.118)	(0.149)	(0.167)
Post	−0.001	−0.175	1.528***	0.950***
	(0.172)	(0.142)	(0.179)	(0.201)
Treated*Post	0.301	0.345**	0.749***	2.015***
	(0.202)	(0.166)	(0.210)	(0.236)
Age	−0.145**	−0.050	−0.014	0.032
	(0.065)	(0.053)	(0.067)	(0.075)
Age^2	0.002**	0.001	0.0003	−0.0004
	(0.001)	(0.001)	(0.001)	(0.001)
Female	−0.424***	−0.311***	0.021	0.272**
	(0.105)	(0.086)	(0.109)	(0.122)
Team	−0.134	0.017	−0.016	0.068
	(0.101)	(0.083)	(0.105)	(0.118)
Law104Worker	0.049	−0.140	0.130	0.484
	(0.266)	(0.219)	(0.276)	(0.310)
Law104Relatives	0.223	−0.137	−0.014	0.020
	(0.151)	(0.124)	(0.157)	(0.176)
AnyChildren	0.206	−0.078	−0.270*	−0.426***
	(0.139)	(0.115)	(0.145)	(0.163)
LessOrEqual3y	−0.378**	−0.159	−0.009	0.153
	(0.155)	(0.127)	(0.161)	(0.181)
km	−0.003*	−0.001	−0.0003	0.002
	(0.001)	(0.001)	(0.001)	(0.002)
Constant	6.229***	3.873***	1.775	1.402
	(1.425)	(1.172)	(1.481)	(1.664)
Observations	474	474	474	474
R^2	0.081	0.063	0.530	0.594

Note: The table shows results of a DiD estimate. The dependent variables are measures of work-life balance. "Treated" is a dummy variable that has the value of 1 if the individual has been assigned to the treatment group and is 0 if he/she belongs to the control group, "post" is a dummy variable that has the value of 1 if the outcome is observed after treatment and is 0 if it is observed before treatment, and Treated*Post is the interaction between the two dummy variables that measures the treatment effect on the variable of our interest. The individual controls are explained in section 4. Significance: *p<0.1, **p<0.05, and ***p<0.01.

5 Appendix E: Job descriptions

Table E.1: White-collar workers: Job descriptions and frequencies

Job description	Frequency	Job description	Frequency
Acceptance and opening of estimates	1	Management of a technical sponsorship	1
Accounting & Fronting	1	Management plant transformation operations	1
Acquisition of collections from Sap-Isu system	1	Mapping and processing analysis	1
Active cycle officer: invoice registration	1	Market & Pricing Models Analyst	4
Administrative Assistant	10	Monitoring of Service Contracts	2
Billing Specialist	6	Monthly control reports	3
Budget and accounting	2	Network Optimization & Improvement Operator	1
Car management for managers	1	New Activations / Opening estimates	2
Claims Specialist	11	ODV internal cashier	1
Collection, control, compilation FIR	1	Operations & Maintenance Assistant	15
Commercial practices required by top clients	1	Operative Director	6
Communication manager	1	Passive cycle officer: payment	1
Contract Commissioning Assistant	3	Pay-roll Assistant	3
Contractual revisions	1	Planner	1
Credit & Collection Specialist	6	Preparation of accounting reporting	1
Credit Analyst	1	Procurement Supply and license management	1
Customer Facing Operator	13	QHSE Specialist	2
Data & Reporting Analyst	17	Quality Safety Environment Assistant	3
Design & Works Engineer	3	Refunds Assistant	2
Digital manager	1	Regulatory Specialist	1
Discipline Engineer	5	Reporting, performance analysis, data model, KPI measurement	1
Disconnection operator	2	Requirements analysis & carrying out case studies	1
Dispatching supervision	11	Responsible	1
Drafts Man	3	Sales Effectiveness & Rep	2
Energy Balance & Transport specialist	1	Scheduling Analyst	4
Energy Metering Assistant	2	Security Officer	1
Facility & Property Assistant	1	Service Failure Assistant	1
Facility Management	1	Site inspector	1
Field Planner	23	Sorting job requests via SIMEC	2
Fire officer	1	Specialist Dispatcher Service	1
Goods receipts	2	Street Lighting and Monumental Lighting Design Activities	2
Helpdesk assistant	1	Study of purification areas	1
Human Resources & Organization Assistant	7	Supply chain supervision and coordination	2
Information and Communications Technology Analyst	6	Tax payments and contributions	1
Legal & Corporate Affair	2	Team Leader	7
Lock / unlock SC/OPS/OAL/ODA EM	1	Technical assistant	11
Logistics Assistant	2	Tenders Specialist	6
Management application and exercise procedures water companies	1	Territory Manager	1
Management Application Electric Gas	1	Treasury Officer	2
Management of funds	1	Works & Permission Specialist	3

Table E.2: Blue-collar workers: Job descriptions and frequencies

Job description	Frequency
Data & Reporting Operator	2
Operations & Maintenance Operator	12
Dispatcher Maintenance operator	3
Dispatcher Operator	20
Information and Communications Technology Operator	1
Technical Offering Operator	4

Table E.3: Pre-treatment balance test for the answers of White- and Blue-Collar workers to questions related to their jobs

Variables	White-Collar		Blue-Collar		Test Statistic	p-value
	Obs.	Mean	Obs.	Mean		
Deadlines	188	1.213	24	1.542	3.501	0.0005662***
Useful Role	213	3.362	25	3.080	-1.45	0.1484
Make Decisions	213	3.408	25	3.320	-0.5618	0.5748

Notes: Two-sample t-test for a comparison between means. Significance: * indicates p<0.05.

The questions are the following:

- Do you comply with the predetermined deadlines of your responsibilities at work? Possible answers: Never=1, Rarely=2, Sometimes=3, Usually=4, and Always=5.

- In the last six months, did you feel like having a useful role in your work life? Possible answers: Much less than usual=1, Less than usual=2, As usual=3, More than usual=4, and Much more than usual=5.

- In the last six months, did you feel capable of making decisions? Possible answers: Much less than usual=1, Less than usual=2, As usual=3, More than usual=4, and Much more than usual=5.

6 Appendix F: Survey Questionnaires

6.1 Pre-treatment Questionnaire - Worker

6.1.1 Privacy information

The following is an informed consent statement for participation in the E.L.E.N.A. (Experimenting with flexible Labor tools for Enterprises by eNgaging men And women) study. Before deciding if you want to participate in this study, READ CAREFULLY the information below and, if you have any doubts, ask the responsible researchers questions to become fully aware of the scope and modality of the experiment. We kindly ask you to remember that this is a research project, and your participation is entirely voluntary; you are free to withdraw from the experiment at any time. GOAL OF THE STUDY: Estimate the effects of introducing flexible forms of labor. INSTRUMENTS USED: Administration of questionnaires to be anonymously filled out online by workers; administration of questionnaires about workers to be anonymously filled out online by workers' supervisors; collection of administrative data and productivity indicators. PROCEDURE: The first group will be selected from the sample of participants to immediately experiment with the flexible work modality. By the end of the experimental period, the remaining groups that continued to work according to the current work modality will be asked to fill out a second questionnaire identical to that given to the first group. The experiment explores flexibility of work in terms of place and time to enhance the work-life balance. Flexible working conditions do not cause harm or side effects to individuals. For the possibility of participating in the experiment to be assessed, it is necessary to fill out the following questionnaire. If you are selected, you will be requested to fill out a second questionnaire by the final step of the experiment. PRIVACY: Collected data is anonymous and will be treated according to privacy laws and in conformity with the Legislative Decree No. 196 of June 30, 2003, "Code for the protection of personal data", guaranteeing the anonymity of participants. If you want to participate in this research experiment, we ask you to explicitly give your consent to processing of your data that will be collected by the questionnaire below by clicking on "I

agree to processing of my personal data with the 'instruments used' for participation in the E.L.E.N.A. study" and by filling out the field containing your WORKER REGISTRATION NUMBER.

This questionnaire was developed for the E.L.E.N.A. project in which you have agreed to participate. Please answer the following questions as accurately as possible. You will not be able to skip questions. In order to proceed with the questionnaire, you must answer the question posed to you. Additionally, it is not possible to pause the questionnaire and resume it later; you must complete all of it at once. The estimated time to complete the questionnaire is approximately 20 minutes. Thank you for your participation!

6.1.2 Family information

1. Level of study:

    - Secondary school

    - High school

    - Bachelor degree

    - Master degree

    - PhD

2. Number of family members living under the same roof: ....

3. Do you have a partner living with you?

    - Yes

    - No

4. Select the number of children you are responsible for, and indicate each child's respective day, month and year of birth in the adjacent space (dd/mm/yyyy):

    - Child 1 ....

    - Child 2 ....

- Child 3 ....

- Child 4 ....

- Child 5 ....

- No children

5. If at least one of your children is under 3 years of age, select the childcare type you use (it is possible to select more than one choice):

   - Public childcare

   - Private childcare

   - Babysitter exclusively for childcare

   - Domestic worker

   - Grandparents

   - None

   - The child is older than 3 years.

6. Presence of other family members in charge of your children (it is possible to select more than one choice):

   - Family member 1

   - Family member 2

   - Family member 3

   - No other family members

7. Family member 1 in charge of children (it is possible to select more than one choice):

   - Partner

   - Elder (> 75 years of age)

   - Disabled

- In need of medical attention

8. Family member 2 in charge of children (it is possible to select more than one choice):

    - Partner

    - Elder (> 75 years of age)

    - Disabled

    - In need of medical attention

9. Family member 3 in charge of children (it is possible to select more than one choice):

    - Partner

    - Elder (> 75 years of age)

    - Disabled

    - In need of medical attention

10. Occupation of the partner:

    - Unemployed, but NOT a job-seeker

    - Unemployed, and a job-seeker

    - Part-time worker

    - Full-time worker

6.1.3 Productivity

11. What is your regular entry time at work (without taking exceptions into account): HH:MM ....

12. What is your regular exit time from work (without taking exceptions into account): HH:MM ....

13. Do you answer emails or work outside your working hours?

- Yes, frequently

- Yes, sometimes

- No

14. Do you comply with the predetermined deadlines of your responsibilities at work?

    - Always

    - Usually

    - Sometimes

    - Rarely

    - Never

    Indicate your level of ...

15. ... productivity during working hours (capacity to achieve assigned goals)

    - Very low

    - Low

    - Average

    - High

    - Very high

16. ... efficiency at work (capacity to achieve assigned goals within an appropriate time)

    - Very low

    - Low

    - Average

    - High

    - Very high

17. ... proactivity at work (capacity to take initiative that is appreciated by others)

    - Very low

    - Low

    - Average

    - High

    - Very high

18. What percentage of your working hours is dedicated to the following activities predicted by your role? (total must sum to 100)

    - Ordinary (routine) ....

    - Extraordinary ....

    - Total ....

19. Do you devote time to activities aimed at improving work processes?

    - Yes

    - No

20. If yes, what is the respective percentage of hours relative to your total working hours?

    - Less than 25%

    - Between 25% and 50%

    - Between 50% and 75%

    - More than 75%

6.1.4   Flexibility

Do you think that flexible forms of work can help ...

21. ... change your productivity (capacity to achieve assigned goals)?

- Very negatively

- Negatively

- Not at all

- Positively

- Very positively

22. ... change your efficiency (capacity to achieve assigned goals within an appropriate time)?

- Very negatively

- Negatively

- Not at all

- Positively

- Very positively

23. ... influence the possibility of interaction in the workplace?

- Very negatively

- Negatively

- Not at all

- Positively

- Very positively

24. ... influence the probability of receiving any promotions?

- Very negatively

- Negatively

- Not at all

- Positively

- Very positively

6.1.5 Wellbeing

On a scale from 1 to 7, where 1 corresponds to "highly dissatisfied", and 7 corresponds to "highly satisfied", indicate how much you are unsatisfied or satisfied with ...

25. ... your family income:

    - Not applicable

    - 1. Highly dissatisfied

    - 2

    - 3

    - 4

    - 5

    - 6

    - 7. Highly satisfied

26. ... your health:

    - Not applicable

    - 1. Highly dissatisfied

    - 2

    - 3

    - 4

    - 5

    - 6

    - 7. Highly satisfied

27. ... your partner:

    - Not applicable

- 1. Highly dissatisfied

- 2

- 3

- 4

- 5

- 6

- 7. Highly satisfied

28. ... your work:

    - Not applicable

    - 1. Highly dissatisfied

    - 2

    - 3

    - 4

    - 5

    - 6

    - 7. Highly satisfied

29. ... your social life:

    - Not applicable

    - 1. Highly dissatisfied

    - 2

    - 3

    - 4

    - 5

- 6
- 7. Highly satisfied

30. ... your available free time:

- Not applicable
- 1. Highly dissatisfied
- 2
- 3
- 4
- 5
- 6
- 7. Highly satisfied

31. ... your life in general:

- Not applicable
- 1. Highly dissatisfied
- 2
- 3
- 4
- 5
- 6
- 7. Highly satisfied

In the last 6 months ...

32. ... were you able to focus on your activities (at work or elsewhere)?

- Much less than usual

- Less than usual

- As usual

- More than usual

- Much more than usual

33. ... did you lose sleep due to any concerns?

   - Much less than usual

   - Less than usual

   - As usual

   - More than usual

   - Much more than usual

34. ... did you feel that you played a useful role in your work life?

   - Much less than usual

   - Less than usual

   - As usual

   - More than usual

   - Much more than usual

35. ... were you able to appreciate the daily activities in a regular day of yours?

   - Much less than usual

   - Less than usual

   - As usual

   - More than usual

   - Much more than usual

36. ... did you feel stressed?

- Much less than usual

- Less than usual

- As usual

- More than usual

- Much more than usual

37. ... did you feel unable to overcome difficulties?

- Much less than usual

- Less than usual

- As usual

- More than usual

- Much more than usual

6.1.6 Work-life balance

38. Overall, are you satisfied with your working hours and with how they match your private life?

- Highly dissatisfied

- Dissatisfied

- Neutral

- Satisfied

- Highly satisfied

39. Do you feel able to balance your work with your personal and family life?

- Yes, very much so

- Yes, partially

- Mostly unable

- No at all

40. How much time do you dedicate to household activities (cleaning and housekeeping) per day?

    - Less than 2 hours

    - From 2 to 4 hours

    - From 4 to 6 hours

    - More than 6 hours

41. How much time do you dedicate to taking care of others (children, elderly, other family members)?

    - Less than 2 hours

    - From 2 to 4 hours

    - From 4 to 6 hours

    - More than 6 hours

42. How often do you need to work during vacations?

    - Never

    - Rarely

    - Occasionally

    - Sometimes

    - Frequently

43. How often are you worried about work outside your working hours?

    - Never

    - Rarely

    - Occasionally

    - Sometimes

- Frequently

44. How often do you spend less time on your personal and family life because of work concerns and duties?

   - Never

   - Rarely

   - Occasionally

   - Sometimes

   - Frequently

How much do the following factors prevent you from balancing your work life with family commitments?

45. ... overwork

   - Not at all

   - Slightly

   - Somewhat

   - Moderately

   - Extremely

46. ... work from home after office hours

   - Not at all

   - Slightly

   - Somewhat

   - Moderately

   - Extremely

47. ... work during holidays

   - Not at all

- Slightly

- Somewhat

- Moderately

- Extremely

48. ... travel away from home

  - Not at all

  - Slightly

  - Somewhat

  - Moderately

  - Extremely

49. ... excessive household activities

  - Not at all

  - Slightly

  - Somewhat

  - Moderately

  - Extremely

50. ... negative attitudes of your family or partner

  - Not at all

  - Slightly

  - Somewhat

  - Moderately

  - Extremely

51. ... negative attitudes of your supervisor or colleagues

- Not at all

- Slightly

- Somewhat

- Moderately

- Extremely

52. Classify the following factors based on the importance they have in the balance between your work and personal life on the scale from "1 = more important" to "6 = less important":

    - ..... more flexible work time

    - ..... work from home

    - ..... possibility of obtaining a leave during school holidays

    - ..... possibility of obtaining a leave in case of emergency or special events

    - ..... support from family members

    - ..... support from the supervisor and colleagues

53. Do you think that men should also be able to take parental leaves?

    - Yes

    - No

    - I do not have an opinion about it

54. Do you think men must be given an exclusive parental leave after the birth of a son?

    - Yes

    - No

    - I do not have an opinion about it

6.1.7 Commitment

55. How attached do you feel to the company?

    - Not at all attached

    - Somewhat attached

    - Attached

    - Significantly attached

    - Very attached

56. Do you believe you will continue working at this company in the next 2 years?

    - Yes

    - No

    - I do not know

57. Do you believe your work is sufficiently recognized?

    - Yes

    - No

    - I do not know

58. Do you have a sense of moral responsibility towards the company?

    - Yes

    - No

    - I do not know

6.2 Post-treatment Questionnaire - Workers

This questionnaire includes the same questions as the pre-treatment questionnaire for workers, except questions 1-10. Additional questions only the treated group was asked:

6.2.1 Flexibility

1. In the days during which you could benefit from flexibility, where did you work from?

   - Home

   - Another company office closer to home

   - Another company office

   - Public place (specify) ....

   - Other (specify) ....

2. When you worked from a place other than your regular office, your working intensity ...

   - Decreased

   - Decreased slightly

   - Remained unchanged

   - Increased slightly

   - Increased

3. Did a greater working flexibility induce you to work more hours?

   - Yes, more hours were worked than usual

   - No, the hours remained as usual

   - No, fewer hours were worked than usual

4. During these 9 months of the experiment, did you work with any other individual part of the E.L.E.N.A. project?

   - Yes

   - No

   - I do not know

Having greater flexibility has influenced ...

5. ... your productivity (capacity to achieve assigned goals):

   - Very negatively

   - Negatively

   - Not at all

   - Positively

   - Very positively

6. ... your efficiency (capacity to achieve assigned goals within an appropriate time):

   - Very negatively

   - Negatively

   - Not at all

   - Positively

   - Very positively

7. ... your proactivity (capacity to take initiative appreciated by others):

   - Very negatively

   - Negatively

   - Not at all

   - Positively

   - Very positively

8. ... the relationship with colleagues:

   - Very negatively

   - Negatively

   - Not at all

- Positively

- Very positively

9. ... the dynamic and efficiency of teamwork:

    - Very negatively

    - Negatively

    - Not at all

    - Positively

    - Very positively

10. ... your participation in the decision-making process at work:

    - Very negatively

    - Negatively

    - Not at all

    - Positively

    - Very positively

11. ... the possibility of being promoted:

    - Very negatively

    - Negatively

    - Not at all

    - Positively

    - Very positively

6.3 Pre-treatment Questionnaire - Supervisors

6.3.1 Privacy information

The following is an informed consent statement for participation in the E.L.E.N.A. (Experimenting with flexible Labor tools for Enterprises by eNgaging men And women) study. Before deciding if you want to participate in this study, READ CAREFULLY the information below and, if you have any doubts, ask the responsible researchers questions to become fully aware of the scope and modality of the experiment. We kindly ask you to remember that this is a research project, and your participation is entirely voluntary; you are free to withdraw from the experiment at any time. GOAL OF THE STUDY: Estimate the effects of introducing flexible forms of labor. INSTRUMENTS USED: Administration of questionnaires to be anonymously filled out online by workers; administration of questionnaires about workers to be anonymously filled out online by workers' supervisors; collection of administrative data and productivity indicators. PROCEDURE: The first group will be selected from the sample of participants to immediately experiment with the flexible work modality. By the end of the experimental period, the remaining groups that continued to work according to the current work modality will be asked to fill out a second questionnaire, as will be the individuals included in the first group. The experiment explores flexibility of work in terms of place and time to enhance the work-life balance. Flexible working conditions do not cause harm or side effects to individuals. For the possibility of participating in the experiment to be assessed, it is necessary to fill out the following questionnaire. If you are selected, you will be requested to fill out a second questionnaire by the final step of the experiment. PRIVACY: Collected data is anonymous and will be treated according to privacy laws and in conformity with the Legislative Decree No. 196 of June 30, 2003, "Code for the protection of personal data", guaranteeing the anonymity of participants. If you want to participate in this research experiment, we ask you to explicitly give your consent to processing of your data that will be collected by the questionnaire below by clicking on "I agree to processing of my personal data with the instruments used for participation in the E.L.E.N.A. study" and by filling out the field containing your

WORKER REGISTRATION NUMBER.

This questionnaire was developed for the E.L.E.N.A. project in which you have agreed to participate. Please answer the following questions as accurately as possible. You will not be able to skip questions. In order to proceed with the questionnaire, you must answer the question posed to you. Additionally, it is not possible to pause the questionnaire and resume it later; you must complete all of it at once. The estimated time to complete the questionnaire is approximately 20 minutes. Thank you for your participation!

6.3.2 General flexibility

1. Do you think that introducing flexible working within this organization can generate added value?

    - Yes

    - No

    - I do not have an opinion

    Do you believe that offering flexible working within this organization can . . .

2. . . . change business productivity (capacity to achieve assigned goals)

    - Very negatively

    - Negatively

    - Not at all

    - Positively

    - Very positively

3. . . . change business efficiency (capacity to achieve assigned goals within an appropriate time)?

    - Very negatively

    - Negatively

- Not at all

- Positively

- Very positively

4. ... influence the possibility of having an interactive workplace?

- Very negatively

- Negatively

- Not at all

- Positively

- Very positively

5. ... influence eventual career advancement?

- Very negatively

- Negatively

- Not at all

- Positively

- Very positively

6. ... influence the morale of workers?

- Very negatively

- Negatively

- Not at all

- Positively

- Very positively

6.3.3 Sunk costs

7. What is the usage level of office space (desks, etc.) by employees?

- Less than 25%

- Between 25% and 50%

- Between 50% and 75%

- More than 75%

8. What is the number of calls made per week within the unit you supervise? . . . . .

9. Considering these calls, please indicate the percentage corresponding to each subcategory (the total must be 100):

   - Internal . . . . .

   - External, domestic . . . . .

   - External, international . . . . .

   - Conference calls . . . . .

   - Other (specify) . . . . .

   - Total . . . . .

10. How many hours per week are dedicated to face-to-face meetings within your unit? . . . . .

6.3.4 Productivity

Input the registration numbers of workers you supervise that were selected to be part of the experiment:

   - Worker 1 . . . .

   - Worker 2 . . . .

   - Worker 3 . . . .

   - . . . .

   - Worker 20 . . . .

6.3.5   Productivity worker 1

[1] Proceed to answer the following questions for worker 1 under your supervision.

For worker 1, please indicate his/her level of ...

11. productivity (capacity to achieve assigned goals)

    - Very low

    - Low

    - Average

    - High

    - Very high

12. efficiency (capacity to achieve assigned goals within an appropriate time)

    - Very low

    - Low

    - Average

    - High

    - Very high

13. proactivity (capacity to take initiative appreciated by others)

    - Very low

    - Low

    - Average

    - High

    - Very high

---

[1]Answers to questions 11-20 are required separately for each worker managed by the supervisor.

14. availability

  - Very low

  - Low

  - Average

  - High

  - Very high

15. How often does worker 1 answer emails or work outside working hours?

  - Never

  - Rarely

  - Occasionally

  - Sometimes

  - Frequently

16. How often does worker 1 comply with the predetermined deadlines of his/her responsibilities?

  - Never

  - Rarely

  - Occasionally

  - Sometimes

  - Frequently

6.3.6   Commitment 1

17. How much is worker 1 attached to the company?

  - Not at all attached

  - Somewhat attached

- Average attachment

- Significantly attached

- Very attached

18. Do you foresee worker 1 continuing to work at this company in the next 2 years?

- Yes

- No

- I do not know

19. Do you believe that work performed by worker 1 is adequately recognized?

- Yes

- No

- I do not know

20. Do you believe that worker 1 has a sense of moral responsibility towards the company?

- Yes

- No

- I do not know

6.4   Post-treatment Questionnaire - Supervisors

This questionnaire consists of the same questions as the pre-treatment questionnaire for supervisors.