

## Ciclo de seminários GEE/ G

15 de julho 12h-13h

### ***"The role of telework for productivity and well-being"*** ***Results from a survey among managers*** **(Chiara Criscuolo, Peter Gal e Francesco Losma)**

To understand the effects of teleworking arrangements on firm productivity a Global Forum on Productivity has conducted an online survey among more than 3,400 private and public sector workers in 23 OECD countries along with Brazil. The results show that a large majority of respondents consider their experience with telework to be positive. However, the survey also shows that managers believe telework carries important risks as well: managers believe telework could reduce knowledge flows, learning, and loyalty within the company, hurting innovation in the long run. In addition, some workers report feeling isolated and to some of them career progression could suffer. Given these findings, both workers and managers agree that it would be preferable, from the perspective of performance and individual well-being, to achieve an optimal balance of telework and on-site presence for a large proportion of the workforce. To maximise benefits and minimise risks, managers should consider that the coordination of on-site presence schedules will be crucial, to ensure sufficient person interactions. Governments should play a role as well, by enabling telework (through the removal of ICT bottlenecks), empowering managers and employers, and supporting infrastructures (notably related to childcare), and protecting employment levels (especially when performed in inadequate conditions).

**Chiara Criscuolo** is the head of the Productivity, Innovation and Entrepreneurship, Science, Technology and Innovation at the OECD. Mainly, her work focuses on employment dynamics, productivity and policy evaluation. In this realm, she has coordinated several projects on employment dynamics, productivity, as well as research and development in the use of firm level data and of microdata projects within the OECD. She has also been involved in horizontal and high level projects and publications, including the OECD volume "Sources of growth: Knowledge Based capital", and the "OECD Innovation Strategy". Chiara Criscuolo is also a member of the French and Portuguese National Academies of Sciences. After joining the OECD, Chiara received her doctoral degree in Economics from the University of Siena, City University and the University of London. She has also held several academic appointments at the University of Siena, City University and the University of London School of Economics.

**Peter Gal** is senior economist for the Global Forum on Productivity in the Organisation for Economic Co-operation and Development (OECD). He has been working on micro- and macroeconomic issues, focusing on the role of differences among firms for aggregate performance. His research interests include the role of startups in job creation as well as on the role of digitalisation and globalisation – and of public policies for potential growth. He has worked in various departments of the OECD as well as at the International Monetary Fund and the Hungarian Academy of Sciences. He holds a PhD and an MPhil degree in Economics from the Tinbergen Institute, and a university degree in Economics from Corvinus University of Budapest.

**Francesco Losma** is a consultant for the OECD Global Forum on Productivity and Innovation research investigating the effect of teleworking arrangements on firms' productivity. He is also a graduate Research and Teaching Assistant in International Economics at Bocconi University. His research interests include Productivity, Macroeconomics, and International Trade. He holds a PhD in Economics and Social Sciences from Bocconi University.

**During and post-COVID19:  
and workers"  
(osma)**

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3 regular teleworking days per week  
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on entrepreneurship, enterprise  
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elopment. Chiara has played a lead  
the OECD. She has contributed to key  
res "Future of Productivity", "New  
ategy". She co-manages the Global  
al Productivity Boards. Ahead of  
iversity College London and held  
iversity of Cambridge, in addition to

ganisation for Economic Co-Operation  
ic aspects of productivity, in  
He also worked on labour market  
of structural changes – especially  
hroughout his career, he worked in  
nd and initially at the Central Bank of  
en Institute in Amsterdam and a

, where he contributes to a strand of  
activity and workers' well-being. He is  
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icesco holds a MSc Degree in