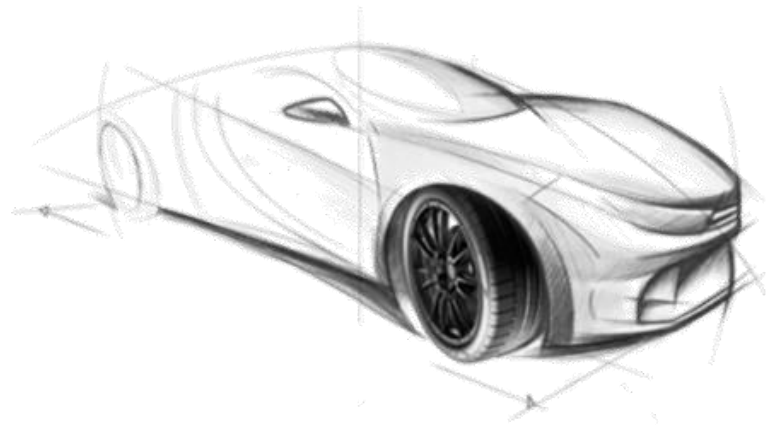


# Mental health and wellbeing at the workplace: Pirelli experience

Alberto Schiavon – Donatella De Vita – Monica Lamacchia

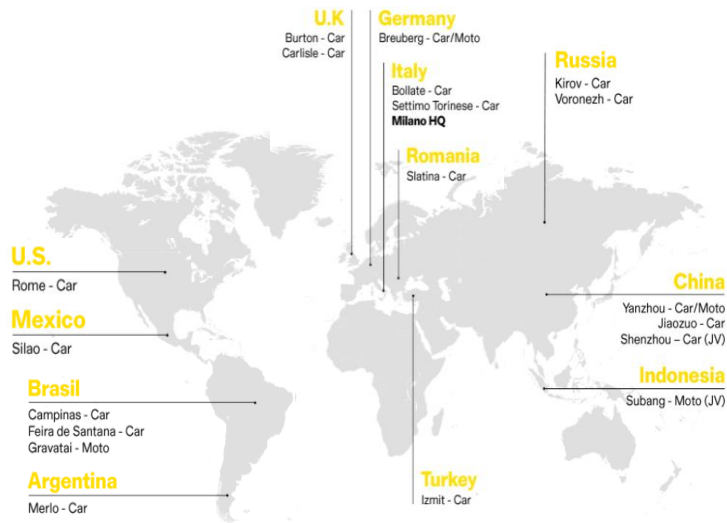
*Copenhagen, September 2022*



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**HEADQUARTERS & WORLDWIDE R&D CENTER  
OF EXCELLENCE IN MILAN, ITALY**  
PRESENCE IN 5 REGIONS



## PEOPLE AT HEART OF OUR JOURNEY

### Caring

- ▶ **Protect our employees**, safe workplace and healthy lifestyle
- ▶ Shift from traditional welfare programs to **tailored wellbeing initiatives**
- ▶ New policies to increase **flexibility and autonomy of people**

### Knowledge

- ▶ **Support** business transformation with **up/reskilling initiatives**
- ▶ Exploit **Professional Academies**, leveraging on **senior experts' knowledge**
- ▶ Develop **life-long learning culture**

### Social Inclusion

- ▶ Support education and knowledge development partnering with **local Communities & Universities**
- ▶ Promote **social values** and **improve standard of living** (cooperation with hospitals, volunteering initiatives,...)
- ▶ Integrate company culture with perspectives, coming from **diverse personal and professional areas**

## From pandemic experience...

Strict Safety Protocols

Training /education

Communication plans

Medical support for employees and their families

Masks and safety kits supplied at work and home

Covid testing provided

Vaccination campaign

Support on commuting home-workplace

*“We feel to be safer at work than outside ...”*

## 2 Points of view

### FACTORIES



People working at distance, so less:

- control
- surveillance
- supervision
- socialization

⇒ **Re-organization** of work

### OFFICES

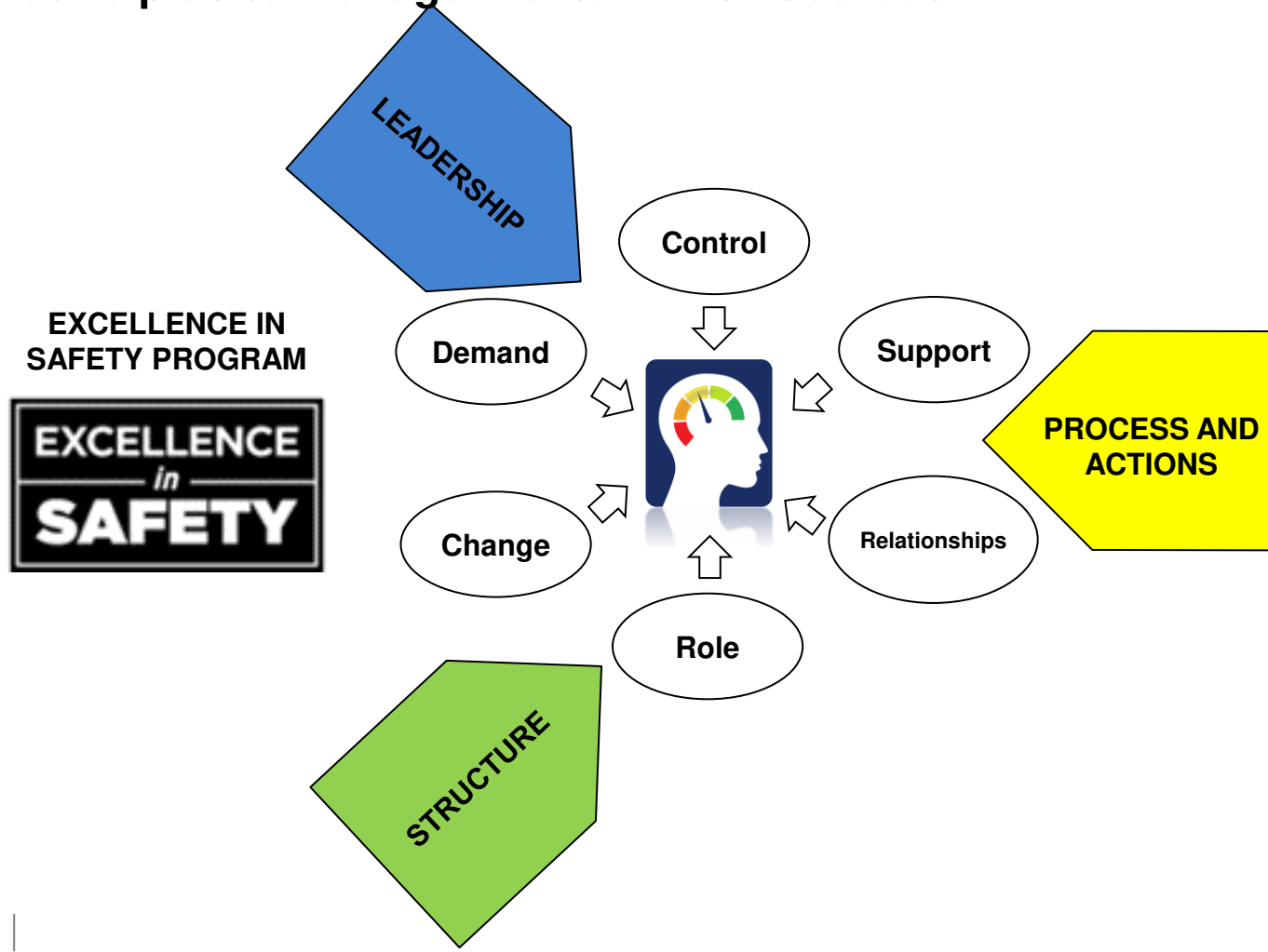


People working alone, so less:

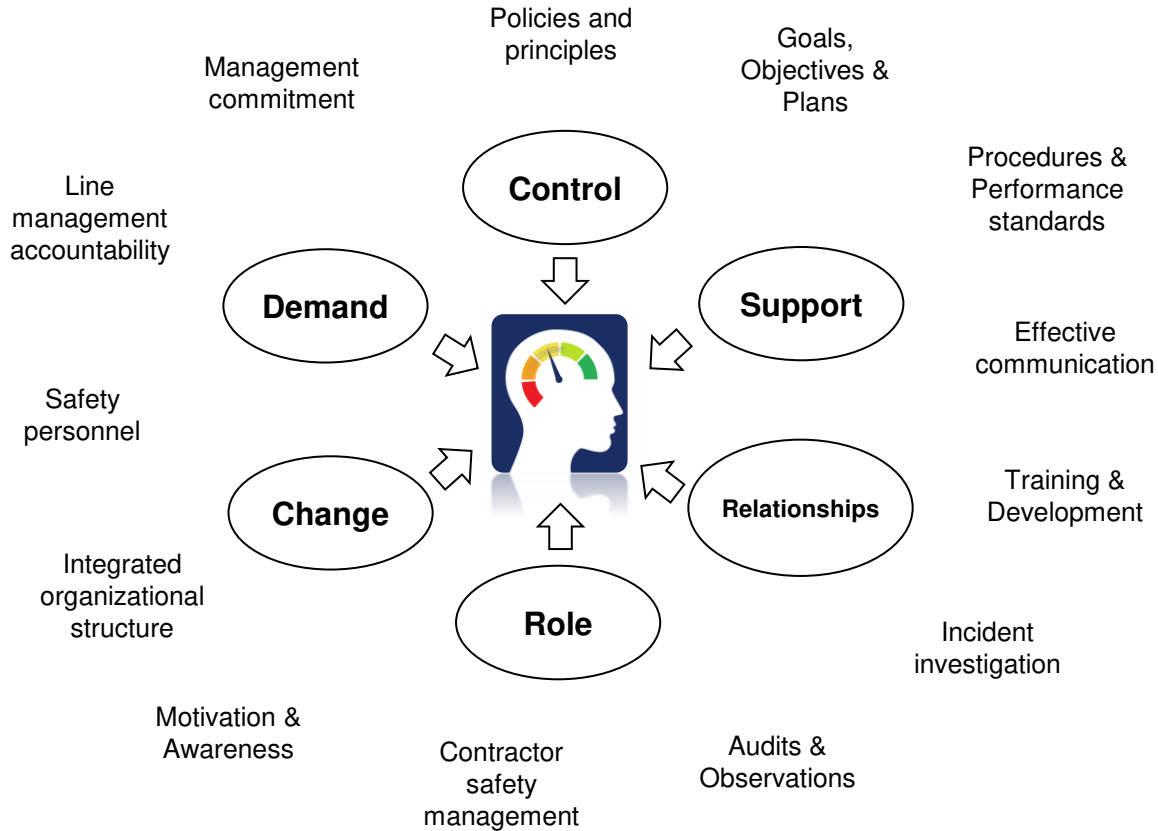
- work in team
- sharing with colleagues
- support from leaders
- socialization

⇒ **Change** of working way

# What help us to manage mental ill risk sources



# What help us to manage mental ill risk sources



# The key aspects

Ownership/Responsibility

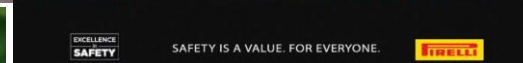
Involvement

Routines

Follow up/Feedback

Communication

Change management



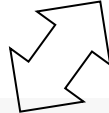
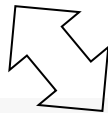
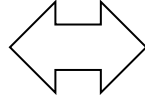


# Strengths and weaknesses

DISTANCING



ORGANIZATION



POWER IS NOTHING WITHOUT CONTROL

COMPANY CULTURE



# Welfare in Pirelli: a long lasting story

## Welfare Global Guidelines (issued in 2016)

The **well-being of our employees is an integral part of the ethical and working culture of the Pirelli Group**. The pursuit of this goal includes Welfare activities, processes and tools that are designed to create a collaborative and cohesive organizational environment, ensuring proper support for each employee's personal needs.

The Pirelli Group views Welfare policies as essential to the achievement and maintenance of a **company culture based on dialogue and reciprocal trust**. The promotion of this culture also stems from a **work environment that fosters commitment and an orientation towards results**.

The Pirelli Group therefore undertakes to progressively adopt the following guidelines at all its locations worldwide, thereby ensuring compliance with local legal, social and cultural requirements.



### - Working life and work environments

The organization of work methods and spaces to facilitate sustainable, high-quality work/life tempos that are consistent with the professional challenges faced by every individual and team.



### - Support for families

The promotion of initiatives and projects in support of families, with a particular focus on educational opportunities for their children.



### - Lifestyle

The adoption of health support programmes and the promotion of prevention initiatives designed to foster a culture of healthy nutrition and health in mind and body.



### - Leisure time

Responses to the personal needs of employees through the provision of a range of social and recreational services and initiatives outside the workplace.

The Management of Pirelli will play a strategic role in the full implementation of these guidelines and in ensuring the involvement of all employees, so that they may take full advantage of the welfare actions that we have put in place.

The Pirelli logo is centered on a black background. It consists of a yellow rectangle containing the word "PIRELLI" in red, bold, sans-serif capital letters. Above the letters is a red horizontal bar that starts as a thick vertical line on the left, then becomes a thin horizontal line, and ends as a thick horizontal bar on the right.

**PIRELLI**

# What's happened to our people during Covid outbreak



## Threads

- > Rising employees isolation due to physical distance, with reduced sense of belonging
- > Loss of people engagement and related decrease of high level performances



## Opportunities

- > Employees caring
- > Employees engagement and wellbeing to ensure high performances



## Company takes action!

- > New programmes of both remote and «in presence» support for employees to protect their wellbeing and health
- > Actions to keep employees engaged and linked to company's life

### **Situation now in people life:**

- > Covid-19 pandemia will still affect people life and has left fragility, anxiety and worries in people
- > Global crisis are emerging (e.g.: energy scarcity, high inflation,...) which will impact negatively people life
- > Smart working and hybrid work has become part of the «new normal» way of working with all its complexity



**Stronger need for employers to keep engagement and performance high, leveraging on people solid wellbeing and sense of being safe physically and emotionally**

# What's wellbeing? An holistic approach...



# Why does wellbeing matter now more than ever?



To help people to keep the personal energy they need to survive and thrive when times get tough... because the flipside of vitality is burnout!

To have a greater purpose that speaks to connection and support

To meet people new expectations for flexible working, better healthcare and company welfare systems

## New Pirelli main focuses



> Provide value to people wellbeing as a leverage for high performance

> Moving from compliance to embedding well-being into the purpose of the organization.

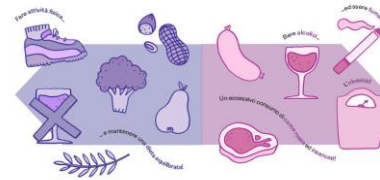
> From massive welfare programmes to wellbeing individualized and specific programmes

> Making wellbeing and welfare programmes portfolio a key driver of Pirelli employer proposition at global level

# Some examples from wellbeing current practices in Pirelli



Wellbeing bi-weekly courses online (yoga, pilates, GAG, stretching, «back school»,...)



Monthly conferences about healthy life style



MINDFULNESS

Bi-weekly mindfulness sessions



«Positive Thinking»  
(3 step training path once for year)



«Digital detox»  
(periodical conferences for employees and kids about digital use/abuse education)



Care giver: individual support and life coaching sessions

# Next step: redesign the listening areas

Global survey October 2022 – a new concept





## Open questions for discussion ...



Wellbeing at shopfloor:

- what is the meaning?
- which are the implications?

Thank you for your attention.



**POWER IS NOTHING WITHOUT CONTROL**

