

Developing a Global Wellbeing Framework for Barilla A 90-Day Sprint

Workstream 1

Our Wellbeing Vision & Metrics

Barilla

The Italian Food Company. Since 1877.

THE OUTPUT OF WORKSTREAM 1

Define the wellbeing vision for Barilla and the metric(s) necessary for measuring our success against this vision.

To achieve this output: Determine how you will work together, including how your work together can also include and support your individual & collective wellbeing.

YOUR CHECKLIST OF INPUT

- Group input: Why having a framework is important. (See page 4.)
- Group input: Our vision for thriving at Barilla. (See page 5.)
- Group input: What Barilla should consider for a framework. (See pages 6-8.)
- Wisdom Works document, *Framework of Thriving: Inspiration*. (Sent as attachment.)
- External frameworks and metrics, such as in the [OECD Employee Wellbeing Report](#).
- Aspirational input from the 27 Oct Group Session.
- Insights from your personal wellbeing journey.

WHY HAVING A FRAMEWORK OF THRIVING FOR BARILLA IS IMPORTANT

- Creating a framework that is “relevant globally and consistent locally” will provide **a sense of equality and guidance** for how to be part of the larger ecosystem of Barilla.
- We are **living in a highly unstable environment**, both internally and externally. By prioritizing the wellbeing of its people, Barilla can address the stressful impact of these events.
- Wellbeing is a diverse term that can have many meanings. Through a holistic framework, Barilla can **capture the many factors of wellbeing and how to measure them** across the organization.
- A framework for thriving can **enhance Barilla’s reputation, enable Barilla to attract and retain talent, and provide global recognition** as a wellbeing-driven company.
- A wellbeing framework can **inspire and energize Barilla’s culture** around the long-term processes and impact the organization seeks to achieve.

OUR VISION FOR BARILLA 5 YEARS FROM NOW

- We operate in a **culture of trust**.
- In our company, **power is held by the collaboration**, such as teams, rather than linked to individual managers; and we feel a personal responsibility to contribute to the company's success.
- People come to work and are **valued as whole people**, not just their function or role. We are empowered and supported in taking care of ourselves and our responsibilities.
- We operate in a work environment which is **psychologically and physically safe and non-judgmental**.
- We lead the industry by example using **clear wellbeing KPI's for measuring company success** across the ecosystem.
- We are **humble** as an organization, always learning and growing.
- We are **truly international**, recognized for offering common features across the company that support employee thriving no matter where an employee works.
- There is less stress, burnout, and risk aversion ... and **more joy and lightness in how we work** with each other and our ecosystem partners (such as customers, suppliers, communities).
- We focus on **supporting positive employee experiences** as much as creating positive value for customers.

RAW RESPONSES: WHAT BARILLA SHOULD CONSIDER IN DEVELOPING A FRAMEWORK

- Alignment with Barilla Strategy & Transformation.
- Barilla needs to consider its culture in this wellbeing project. From input received from people working in different places, we have different cultures and different levels of wellbeing. What kind of culture do we want to have in Barilla, world-wide? A culture built on trust, flexibility and responsibility? If yes, how do we get there, everywhere? Becoming more international will help, but it's also the reason why we should really identify our culture, to be able to implement it everywhere.
- Barilla really needs to consider work-life balance. It is still a hot topic.
- Be intentional on the culture (historically, Culture has been a side / collateral element) – in this sense, MUST reinforce behaviors in line not only with wellbeing but also with cultural change, focusing on its intersection, some examples: 1) From ME to WE (recognize team efforts vs individual), 2) Can do attitude (foster a safe environment where it is allowed to fail / avoid “fear” culture).
- Be open to adapting and evolving the well-being framework as the needs and dynamics of your organization change.
- Build a strong culture of TRUST.
- Career development should be transparent: supporting employees' professional growth and development. Offering training and development programs, career planning resources, and opportunities for skill enhancement. The target should not be only young people but also middle generations. This can boost job satisfaction and overall wellbeing.
- Connect the company mission “the joy of food for a better life” with the culture and actual day to day at the workplace – today this is a great Gap, starting from the top.
- Connection - what about requiring people to turn on videos during video calls? It shocks me how many people do not and how much it advances connection and ultimately wellbeing.
- Create a long-term strategy for sustaining the well-being framework. Well-being should not be a one-time effort but an ongoing commitment.
- Cultural aspects, current geopolitical situation, working mothers and single mothers, current labour market trends etc.
- Define what is expected from Managers (caring Managers, inclusive leaders).
- Develop a clear communication plan to inform employees about the well-being framework, available resources, and how to access them.
- Encourage flexible work arrangements, limit overtime, and promote the importance of taking breaks (Work-Life Balance).
- Ensure management support for the well-being initiative, at any level!

RAW RESPONSES: WHAT BARILLA SHOULD CONSIDER IN DEVELOPING A FRAMEWORK

- Ensure that managers and leaders are trained to recognize and support employee wellbeing. They should lead by example in promoting work-life balance and mental health awareness.
- Establish a common ground and language across the organization and the geographies. Maybe the actions or initiatives could be adapted according to the local needs and environment but the vision, value, goals, and KPIs should be the same.
- Establish KPIs to measure the success of your well-being initiatives, such as employee engagement scores, absenteeism rates, and health metrics.
- Feedback and communication are also important: establishing open and transparent communication channels for employees to express their concerns, suggestions, and feedback regarding the wellbeing programs. Using this information to make improvements and adjustments.
- Foster a sense of belonging among employees through team-building activities and social events (Social Connections).
- Given Barilla's industry, promoting good nutrition and wellness among employees is important. Offering healthy eating options in the workplace, educating employees about nutrition, and provide opportunities for physical fitness, such as on-site gyms or fitness classes.
- Goal setting should consistently include team achievements and not only individual ones.
- How the framework supports organizational change as well as strategy.
- How to acknowledge people (evaluation process, bravo day, inclusive feedback).
- How to onboard people within Barilla (values, authenticity, safe environment, inclusion of all, meaningful purpose to be shared).
- How to support people, if needed (training, mental health conversation, external support).
- Integration with Barilla processes (Leadership Model, IDP, etc.).
- Introduce a Chief Happiness Officer.
- Leadership style, company values and reputation, work-life balance in a VUCA world.
- Live our cultural shift and provide support to achieve that.
- Management endorsement is super KEY.
- Managing by example on working hours (i.e., in Italy and in plants long working hours).
- Mental health as crucial for overall wellbeing: provide access to mental health resources, encourage work-life balance (this may involve flexible work arrangements, family-friendly policies, and setting clear boundaries regarding work hours and expectations) and promote stress management techniques; consider offering counseling services, employee assistance programs, and mindfulness training.

RAW RESPONSES: WHAT BARILLA SHOULD CONSIDER IN DEVELOPING A FRAMEWORK

- Offer resources like counseling services, stress management workshops, and mindfulness programs (Mental Health).
- Promote a healthy lifestyle through fitness programs, access to nutritious food, ergonomic workstations, etc. (Physical Well-being).
- Provide financial education, retirement planning, and access to financial counseling (Financial Wellness).
- Provide training to managers and employees on how to recognize and address well-being issues.
- Regularly collect feedback from employees and use it to refine and improve the well-being framework.
- Scalability.
- Silos - people get very defensive about people working in their area. The collaborative spirit could grow a bit more and it would lessen people's stress.
- Special attention on managers that manage people / teams: these people managers have the key to foster wellbeing in the workplace (many times first-time people managers are left alone to learn by themselves).
- Staffing - invest in more resources (headcount), so workload is better balanced.
- Support career growth and skill development (Professional Development).
- Take into consideration the ecosystem: Barilla internally but also what's outside (people as a whole, society, customers, etc.).
- Take the right time to embed the well-being framework into the organization. People need time to digest it and act and eventually change.
- Team building, internal events.
- The framework needs to be based on a strong storytelling if we want to be relevant and make sure people see and live this as an incredible opportunity for themselves and their teams (vs considering it one of the many things that add on top of their normal workload).
- The wellbeing framework should have an impact both on employees and other stakeholders (e.g., customers, business partners, consumers....) in order to generate value across the entire chain.
- "Trust and psychological safety" as two key elements that need to be part of the wellbeing framework. I consider these as the basis for every other result connected to the concept of wellbeing.
- Very heterogeneous level of (self) awareness and "maturity" regarding the exposure to the holistic wellbeing framework: how can we include everyone without being "banal" for the more aware people?

At Wisdom Works, we
believe advancing
thriving is simply a better
way to do business.