

With regards to workers' well-being, the literature coined the term *workhoalism* to describe the colonisation of private life by work. There is some evidence that working time tend to lead on leisure time more for agile workers than for traditional ones (Kreiner et al., 2009). The possibility of working at any time, in fact, makes the transition between work and spare time fluid, especially during the COVID-19 pandemic, when most of the daily activities are carried out in the same space. There are many dimensions that impact on the reconciliation of family and working time. Family composition certainly plays a decisive role in time management; for instance, the presence of children in primary or lower secondary education paths, engaged in distance learning, requires the readjustment of parents' working hours. In particular, working mothers are more exposed to job fragmentation and stress because of day-care and school closures (McLaren et al., 2020). The economic status can also affect the way of working at home. Workers who do not have dedicated home offices are forced to improvise desk stations: dining tables become desks, family rooms become shared workspaces, at the expense of concentration (Toniolo-Barrios & Pitt, 2020).

Beyond that, literature points out the possible implication of inability to disconnection from work and technological devices on psychological well-being. In fact, the right to disconnect is difficult to implement when there are no physical and time boundaries within which work activities are carried out. The possibility to work remotely anywhere and at any time can generate, in colleagues and employers, the expectation that the worker is always reachable. The expectation of immediate availability allowed by ICT can deeply undermines one of the most emphasized advantages of smart working: the possibility of reconciling work and private life (Eurofound – ILO, 2017). Nevertheless, the use of ICT is strongly connected to workers' autonomy because the technological tools allow to carry out the remote work efficiently. For this very reason, it is interesting to analyse the technology available in each organisation during agile working in pandemic, beside the facilities in terms of support and training for workers. Not all workers, in fact, have experienced remote work with the necessary IT knowledge. This lack could have an impact on productivity, well-being and the sense of belonging among employees.

Concerning the research productivity and collaborations, through agile working during the pandemic, the role of ICT and digital tools has become central in redefining the 'traditional places' of exchange of knowledge, but also of innovation in the production of knowledge. In fact, researchers has had the opportunity to experiment with new forms of exchange and collaboration (online conferences, seminars, lessons, meetings) that could have positively or negatively affected cooperation between colleagues.

The last dimension taken into consideration by our study concerns the environmental impact of agile working (Cerqueira et al., 2020). The reduced mobility of workers in the commute home-work-home has resulted in a net saving in polluting emissions and greenhouse gases (Penna et al., 2020). With respect to the energy issue, the main cognitive objectives of this study are two: using the measurement of the carbon footprint to estimate the environmental benefits achieved thanks to agile working (Bottero, 2016); estimating the energy-intensive activities saved in the workplace by the staff. Data from the survey will allow the analyses of the different means of transport used to reach the headquarters, and of the possible changes in post-pandemic mobility and consumption habits.

4. SURVEY DESIGN

The different analytical dimensions related to the effects of the emergency implementation of agile working in the PROs have been investigated through a web-based self-administered interviews. This methodological solution has proved to be preferable on one side for its efficacy, since the research items are supposed to be well operationalized in closed-ended questions with easy and immediate understanding, and on the other side for its effectivity in meeting the requirement of the full reachability via-email of the target to be intercepted.

The management of the online survey, which included implementing the questionnaire, contacting the respondents, sending invitations to institutional e-mail addresses, and hosting the