

## NEW LIVING AND WORKING MODELS AFTER THE COVID-19 PANDEMIC

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# Goals

- Investigate the main **trends and dimensions of change** occurred in the **living and working sector in cities** during the pandemic and how they affected the **demand and supply** of housing and office spaces
- identify the **new living and working models** that could respond to these changes and reflect them in the real estate market.



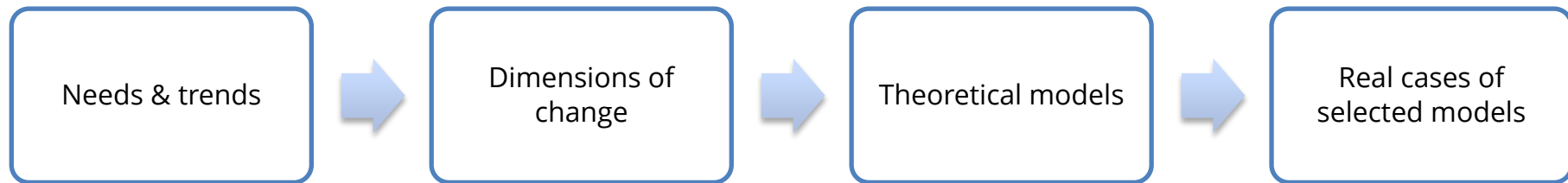
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# Key phases & approach



- 1. identification and analysis of trends in the demand and supply of living and working solutions** consequent to COVID-19 in cities, based on a **desk research** of available literature (grey and peer-reviewed) on the topic
- 2. selection of the main dimensions** along which living and working needs, habits and solutions have been changing during the COVID-19 pandemic, focusing in particular on the **use of spaces and of services**
- 3. definition of living and working models** by combining the key dimensions of change, and identification of models responding to new trends
- 4. exemplification** of the selected models through **emblematic real cases**.



# Trends – Living

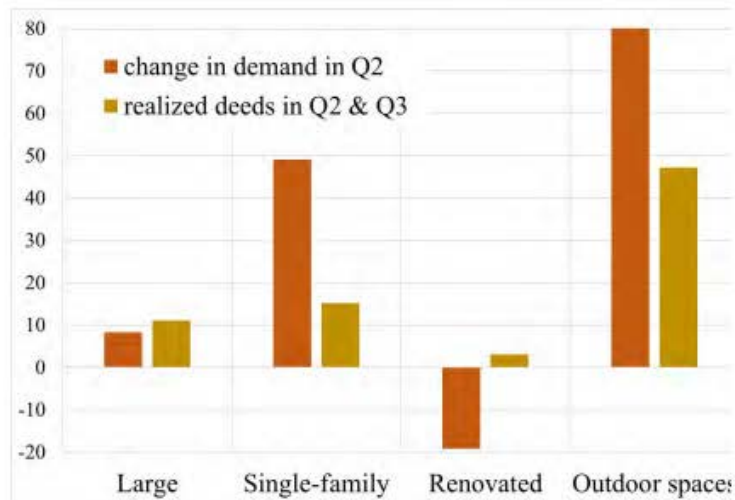
## **Demand side**

- Houses as confinement and isolation spaces
- Higher psychological distress from poor housing conditions
- Increased use of outdoor dwelling spaces during lockdowns
- Homes as remote working and learning environments (used for multiple purposes like exercising, recreation, socialising, ...)
- Increased use of digital connection and services for various purposes
- Higher use of second homes in lower-density and tourist sites
- Demand for new dwelling characteristics and related amenities and services
- Raised concern for affordable housing and higher exposure to eviction

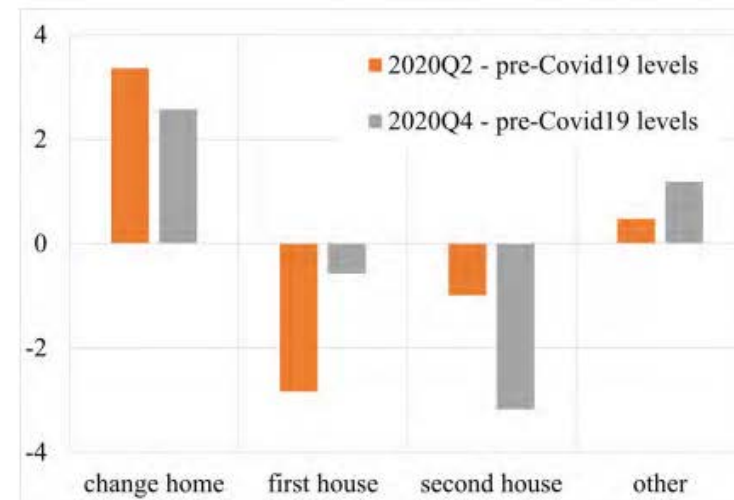
## **Supply side**

- Greater investments in social and affordable housing
- Reduced number of housing transactions consequent to the first lockdown
- Upwards property prices following the second wave
- New, flexible rent models
- New flexible home design solutions
- New health and safety design solutions

# Change in dwellings and buyers' characteristics after the pandemic



(a) *Characteristics of dwellings*



(b) *Buyers' characteristics*



# Trends – Working

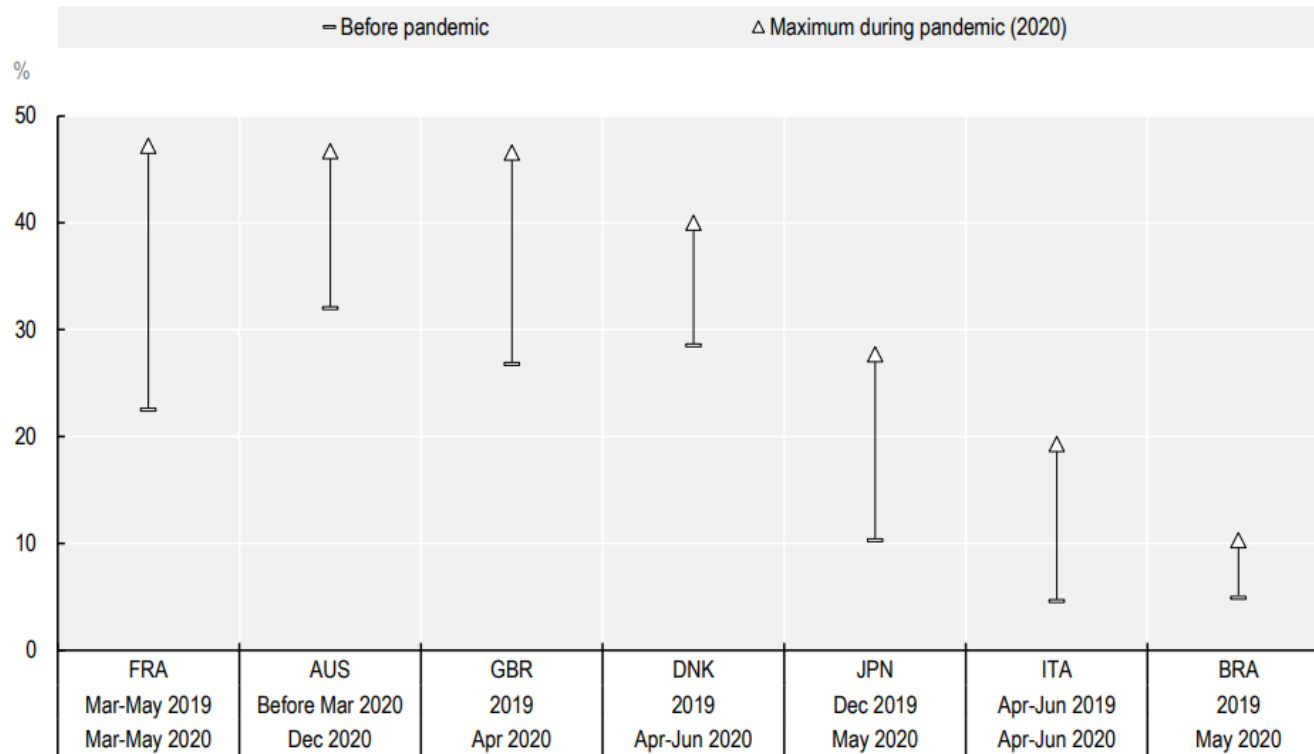
## **Demand side**

- Acceleration of digitization for transactions, consultation and collaboration
- Acceleration of automation and the deployment of Artificial Intelligence
- Massive adoption of remote working
- Lower office occupation rates due to physical distancing
- Improvements of technological systems and cybersecurity
- New office space requirements and lease schemes
- Enhancement of office safety and sanitation measures

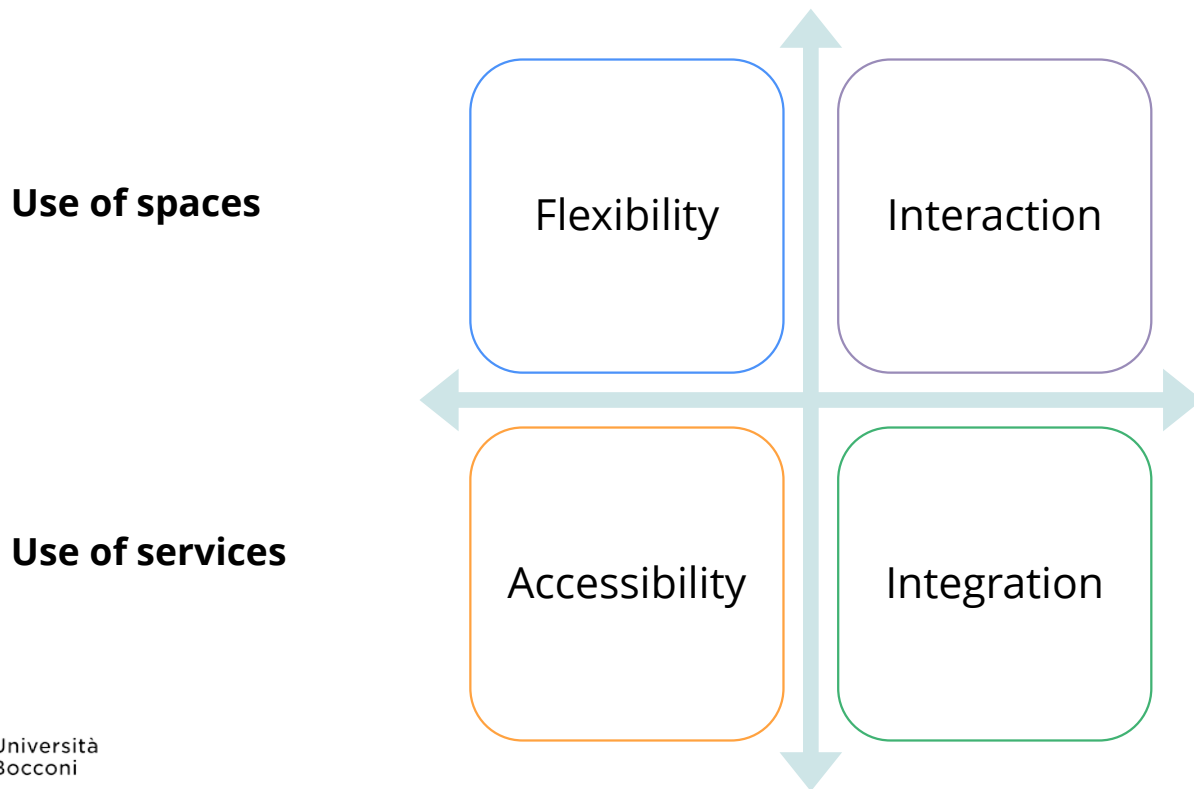
## **Supply side**

- Business closures and increased vacant buildings consequent to containment measures
- Commercial property sales dropped
- Rise of flexible and collaborative office space models
- Rise in the number of co-working spaces worldwide
- Office as a place for cooperation, interactions and culture-building
- Flexibility as a requirement for the future of office

# Percentage of employed persons or employees working remotely



# Main dimensions of change





# Features of each dimension

from rigidity to fluidity in  
space configuration

Flexibility

Interaction

from low to high social  
interaction in spaces

from access restrictions  
to open access

Accessibility

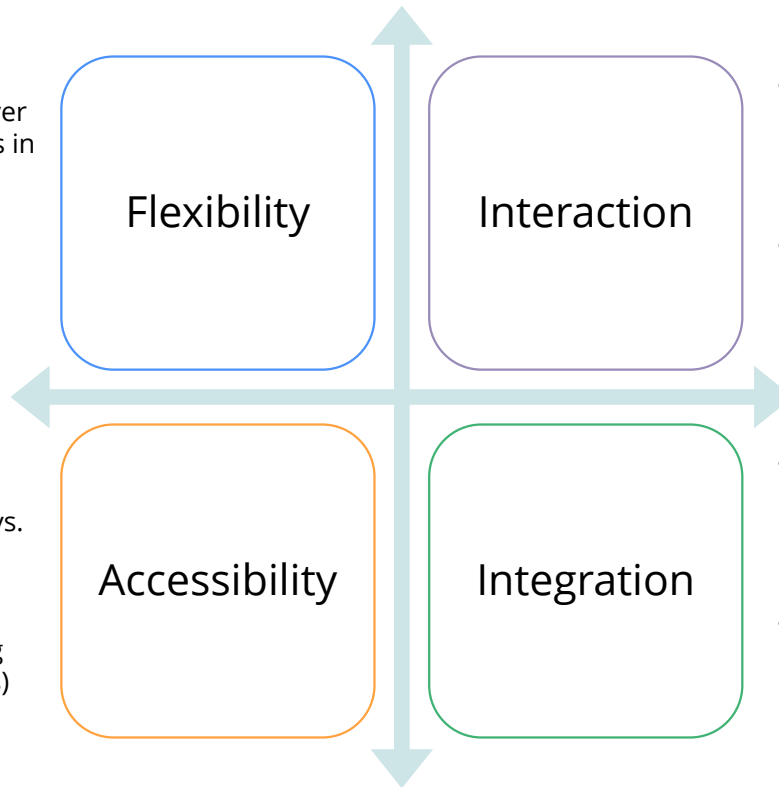
Integration

from low to high variety  
and number of services



# Dimensions in the living and working domains

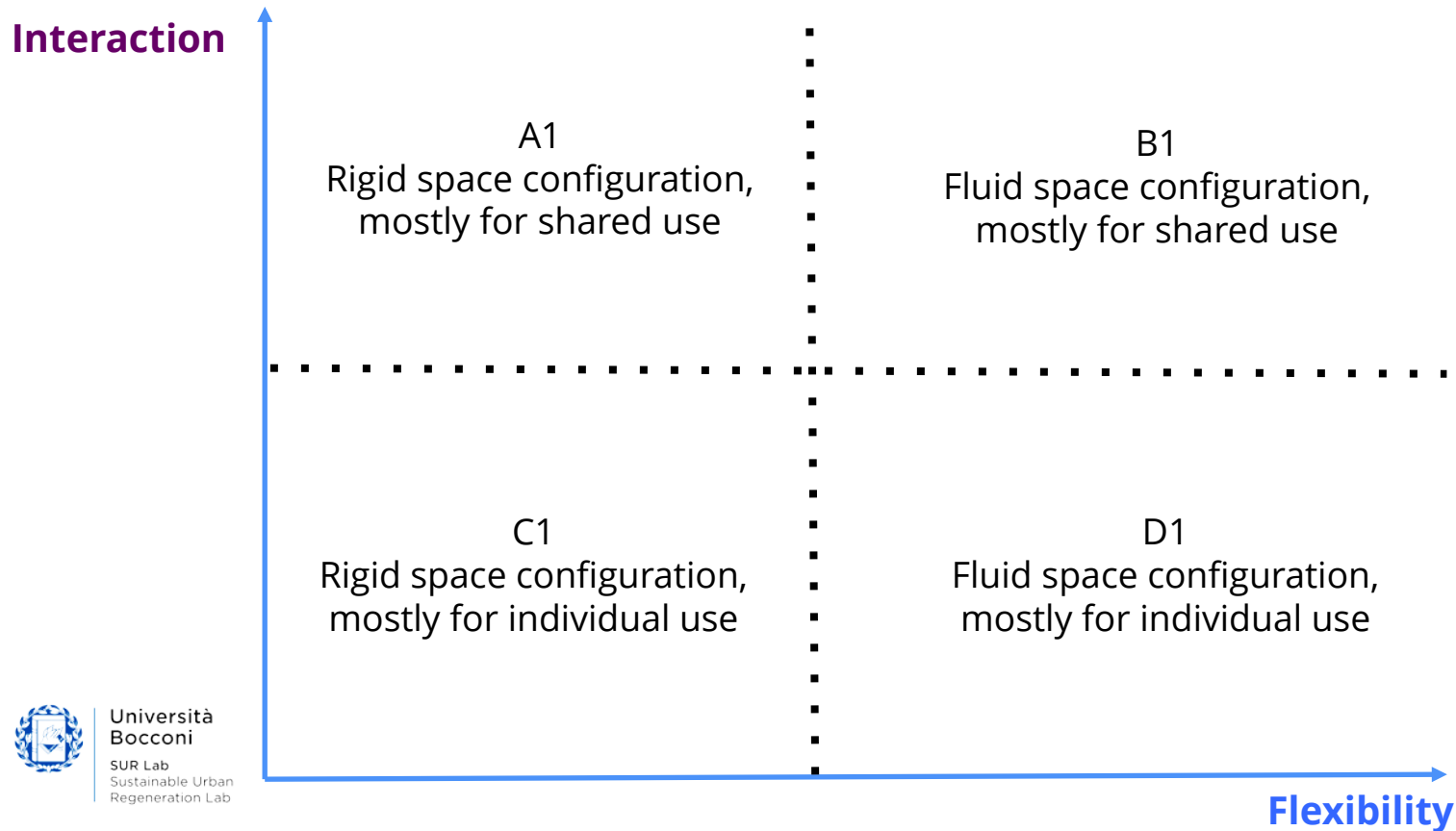
- **Living:** Need to adequate spaces to different uses and functions changing over time, according to restrictions/conditions in place (e.g. home-based working, home-schooling)
- **Working:** new office needs and requirements, need to accommodate different rates of personnel working in presence/remotely
- **Living:** Need to revise accessibility to services in residential settings (opening vs. imposing access restrictions)
- **Working:** Need to revise accessibility to services in office settings and co-working (opening vs. imposing access restrictions)



- **Living:** Need for privacy/independence at home, but also for (safe) socialization and interaction
- **Working:** Need to implement social distancing measures, but also need to interact with colleagues to enhance collaboration/creativity
- **Living:** Need to integrate new services in residential settings, to improve residents' wellbeing and address travel limitations
- **Working:** Need to integrate new services in working settings, to improve employees' wellbeing and address travel limitations



# Models' definition – Use of spaces



# Model B1: Fluid space configuration, mostly for shared use

- Rooms can be easily reconfigured and adapted; most spaces are designed and used in a shared/collective way
- Suitable for communities (living) and workplaces where high interaction/collaboration is needed
- Benefits:
  - creates sense of community and belonging
  - alleviates isolation
  - adaptability to new functions over time in case of evolving needs
- Critical aspects:
  - Lack of privacy/independence, but spaces can also be adapted/reconfigured in order to create individual spaces if needed
  - Need to integrate flexibility since the planning/design phases
  - Need to manage social interaction in order to prevent COVID transmission.



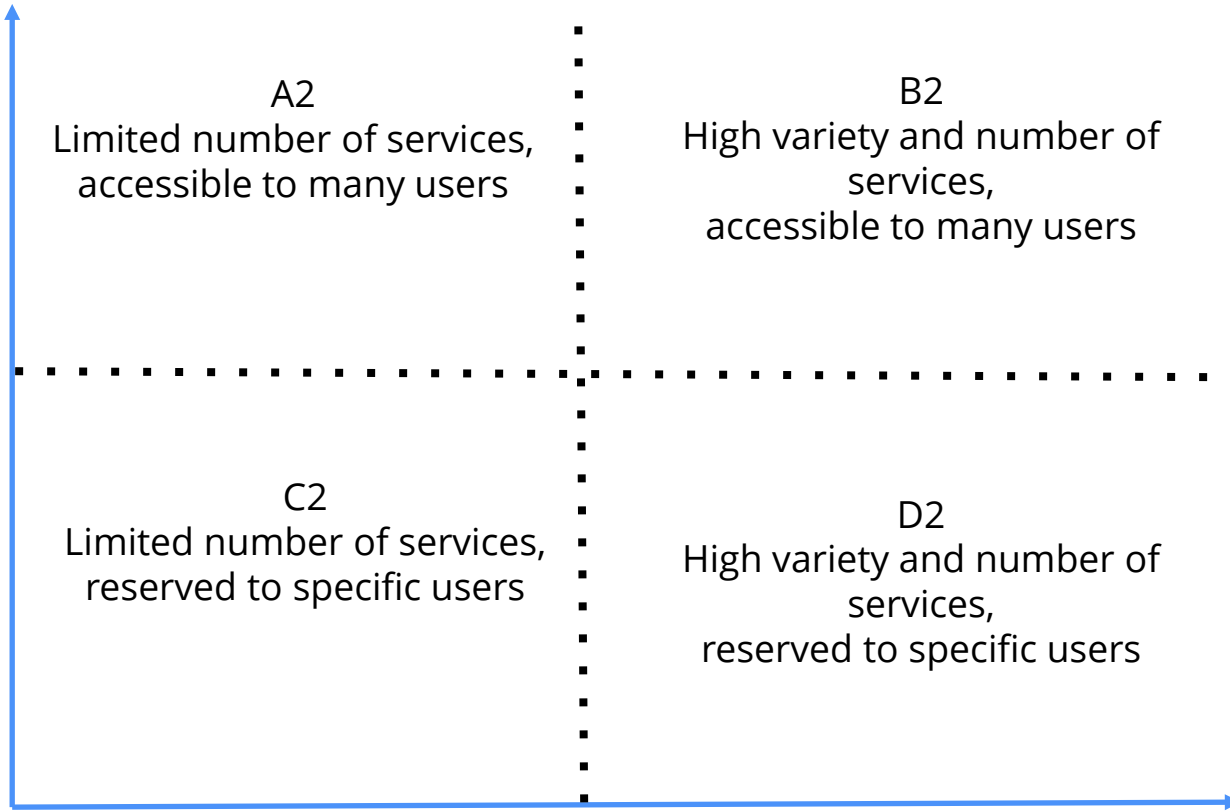
# Case study Model B1: Google Offices (US) - Working

- Google is reconsidering how to design its offices to accommodate a **hybrid work model** and respond to **new needs, habits and behaviours**
- They are planning **different solutions**, characterized by **high flexibility and adaptability** (e.g. re-arrangeable desks; movable walls and “ballons” to create individual spaces; customizable and reservable desks)
- At its headquarters in the Silicon Valley, **open-air meeting rooms** shaped like tents have been implemented in a former parking site to allow for safer meetings (outdoor office)
- In terms of interaction, Google is considering a **de-densification of spaces** to take into account the need for distancing between workers (e.g. through furniture and plants), as well as is developing solutions to **facilitate the interaction between in-person and online workers.**



# Models' definition – Use of services

Accessibility



Integration

## Model B2: High variety and number of services, accessible to many users

- High variety of services within the building (residential or workplace) or the narrower neighbourhood, which are accessible by anyone.
- Examples of services: residential, recreational (e.g. green spaces, playgrounds), commercial (e.g. laundry), education and culture, health (e.g. convention with healthcare workers or health clinics for on-site visits), administrative (management of the contract, condo app), transport, work, sharing services (e.g. car sharing, co-working spaces), personal care services (e.g. childcare, eldercare).
- Benefits:
  - easier access to services (e.g. health: longer waiting lists)
  - saved time and costs for commuting needs
  - strong sense of community at the “hyperlocal” level
  - enhancement of local economies
  - In the working domain, strong sense of belonging and affinity with firm culture that promotes employees’ wellbeing
- Critical aspects:
  - Integrating many services implies higher investments, management and coordination costs
  - Need to monitor/manage social interaction in order to prevent COVID transmission.



# Case study Model B2 – “Tour & Taxis”, Brussels (Living and Working)

- Tour & Taxis is a **mixed-use urban project**, which is part of the Gare Maritime redevelopment hub in Brussels, regarding **22,000 sqm of affordable housing and market rate housing units, along with office, retail and leisure spaces**. It is surrounded by a park and shopping, eating and culture venues.
- Both residential and working sites are **connected to a wide variety of amenities and services accessible to both the direct users and the wider community**, and therefore the model exhibits a high level of both **service integration and accessibility**.
- The model proved that it can **adapt to and be resilient** in face of exogenous shocks like pandemics. It adopted measures to limit the spread of the virus, like limiting the number of people allowed on site, ensuring sanitation measures, and dedicating registration areas and isolation rooms.



Source&Credits: Tour Taxis website





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<https://surlab.unibocconi.eu/news-events/new-living-and-working-models-after-covid-19>

# THANKS

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