Digital communication overload in the hybrid workplace. Can it be contained?

Pre-Analysis Plan

Updated version

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Contents

Updates

Update of the Pre-Analysis plan on 14/10/2024 (first pre-analysis plan was uploaded at 30/07/2024)

Some minor modifications were implemented before access to the data and before the analysis will start (please see the exact points below):

1. Long well-being survey
- Inclusion of the exact date the long well-being survey was sent, as well as an indication of the date the reminder will be sent
- Minor adjustments to the survey items and the addition of some new items, which led to corresponding minor changes in the primary and secondary outcomes
- Please note, these changes were made since the trade unions asked 'to have a final say' on the survey.

2. Randomisation:
- We include the balancing tables in Appendix 5

3. Methods of analysis:
- We explain that the benchmark analysis will condition on the substrata indicators and the predetermined variables
- We clarify further how we deal with spillover effects in the analysis

Intervention

Since the pandemic, working a couple of days per week remotely from home has become the norm in many organisations. The ongoing discourse on remote work reveals its potential benefits on objective and (self-reported) performance, alongside improved work satisfaction (Bloom et al., 2024, Choudhury et al., 2020, Angelici & Profeta, 2024). However, concerns regarding potential overwork and the imperative to protect employees' right to disconnect underscore the complexities of modern work arrangements (Angelici & Profeta, 2024). Issues such as Zoom fatigue, interruptions at work, and challenges related to detachment from work in remote settings further emphasize the multifaceted nature of contemporary work environments (Felstead & Henseke, 2017; Fosslien & Duffy, 2020; Nesher Shoshan & Wehrt, 2022; Chen & Karahanna, 2018; Cai et al., 2018). In fact, experimental evidence shows that hybrid working led to an increase in messaging and video calls, even when all employees were physically in the office, indicating a shift toward greater reliance on electronic communication (Bloom et al., 2022).

Prior studies suggest a correlation between digital communication practices, employee well-being, and productivity. Excessive email use and frequent, often poorly managed meetings can lead to negative outcomes such as burnout, lower job satisfaction and reduced productivity (Mazmanian, Orlikowski, & Yates, 2013; Derks & Bakker, 2010). Studies have shown that constant connectivity, facilitated by digital communication tools, creates an environment of 'workplace tele pressure where employees feel compelled to remain constantly accessible, further exacerbating stress and reducing the ability to disengage from work during off-hours (Barber & Santuzzi, 2015). Conversely, research has highlighted that implementing effective strategies to manage digital communication can lead to significant improvements in both individual and organisational outcomes. For example, setting clear boundaries around email use and optimising meeting practices can help employees feel more in control of their work and personal time, thereby improving their overall wellbeing and productivity (Gajendran & Harrison, 2007). This body of literature underscores the importance of addressing digital communication overload to foster a healthier, more productive work environment.

Building on these insights, our research aims to assess the impact of targeted nudges designed to alleviate digital communication overload on employee productivity and well-being. We conduct a randomised controlled trial (RCT) within a Belgian public administration to assess the impact of nudges (tips) aimed at alleviating digital communication overload. The study seeks to assess the impact of these nudges on employee productivity and well-being.

More specifically, the primary outcomes of this research are critical to understanding and addressing the challenges associated with digital communication in the modern workplace. By focusing on these outcomes, we aim to provide actionable insights that can improve employee well-being and productivity. This study will use three data sources: registry data, survey data and experimental data, each of which offers unique perspectives on the impact of digital communication management strategies.

1. **Productivity Metrics from Register Data**

Average Duration of Meetings on MS Teams per Week: The efficiency of meetings is a critical aspect of workplace productivity. Research has shown that long, unstructured meetings can drain employees' energy and reduce overall productivity (Rogelberg et al., 2006). By monitoring the average duration of meetings, we aim to assess whether our nudges can streamline meeting practices to make them more efficient and less time-consuming. Effective meeting management has been linked to higher job satisfaction and improved team performance (Allen et al., 2014).

Number of Meetings Attended per Week on MS Teams: Frequent meetings can disrupt workflow and contribute to employee burnout (Van der Lippe & Lippényi, 2020). By tracking the number of meetings attended, we can determine whether the nudges help to reduce (unnecessary) meetings, allowing employees more uninterrupted time to focus on their tasks.

Email volume (sent, received) on average per day: Excessive email communication can lead to information overload, causing stress and hindering productivity (Derks & Bakker, 2010). Managing email overload is crucial for maintaining a healthy work-life balance and improving overall job performance (Barley et al., 2011).

2. Productivity and well-being metrics from survey data

Overall job satisfaction: Employee well-being is a significant predictor of productivity, creativity and retention (Harter et al., 2003). Research indicates that organizational interventions can significantly enhance job satisfaction by cultivating a work environment that values and supports employee efforts (Haeckl & Rege, 2024; Page & Nilsson, 2017). Our surveys assess job satisfaction to capture the immediate and lasting effects of the intervention. By regularly measuring these aspects, we can gauge the effectiveness of the nudges in creating a supportive work environment.

Self-reported productivity and work engagement: The impact of hybrid working on employee productivity has been a subject of debate, with inconclusive evidence observed in a study of a Chinese technology company (Bloom et al. 2024). Research has consistently shown that self-reported productivity reflects employees' perceptions of their own effectiveness and task completion, which can be influenced by organizational interventions (Judge et al., 2001). Similarly, work engagement, characterized by vigour, dedication, and absorption in work tasks, is vital for organizational success and employee well-being (Rich et al., 2010; Page & Nilsson, 2017). These metrics provide valuable insights into how nudges aimed at optimizing digital communication practices may enhance employees' perceived productivity and their engagement to work.

The intervention involves proposing to managers and employees a specific set of "best" organisational practices (nudges) intended to improve operational efficiency. Theses nudges primarily address the utilisation of digital communication tools, such as email, scheduling meetings, and techniques for disengaging from work. The objected is to provide strategies that minimise unnecessary communication and meetings while optimizing the effectiveness of these communication channels, as well as supporting employees in disconnecting from work,

Between April and June 2024, the employees of a large Belgian public administration receive six brief well-being surveys to gauge general well-being at work. Upon completing a short well-being survey (see Appendix 1), individuals randomly assigned to the treated group encounter one of the six different nudges. Subsequently, a few days after the short well-being checks, another email containing a permanent link to the nudges is sent to the members of the treatment group. Below is the schedule of the nudges and reminders sent between April and June.

- April 18: short well-being survey to all employees, and tip n°1 on emails use to treated group only;
- April 25: short well-being survey to all employees, and tip n°2 on emails use to treated group only;
- May 13: reminder of tips 1 and 2 to treatment group only;
- May 16: short well-being survey to all employees, and tip n°3 on meetings organisation to treated group only;
- May 23: short well-being survey to all employees, and tip n°4 on meetings organisation to treated group only;
- May 30: reminder of tips 3 and 4 to treated group only;
- June 6: short well-being survey to all employees, and tip n°5 on disconnection from work to treated group only;
- June 13: short well-being survey to all employees, and tip n°6 on disconnection from work to treated group only;
- June 27: reminder of tips 5 and 6 to treated group only;

Following the intervention describe above, a final short well-being survey is sent to all, and, in addition, a reminder to the treatment group only at the end of the Summer. The last short well-being survey is sent on August 29. Upon completing the survey, individuals from the treatment group are redirected to a page containing the six nudges together. A week after (on September 5), the reminder is sent to the treatment group with the six nudges again. On the 16th of September, the longer well-being survey is administered. A reminder to fill out the survey is sent on the 26th September.

Treatment administration and tools used

As explained above, between April and June, all employees of the public administration receive six brief well-being surveys to gauge general well-being at work. The employees are divided into three different groups: treated, controls, and those excluded from the experiment (see below for the exclusion criteria).

The experiment has been designed in such a way that individuals receive the treatment (i.e. are displayed the nudge/tip) only if they are assigned to the treated group and, either respond to the well-being check, or if they click on the link in the reminder message. As French and Dutch are both official languages in this public administration, the well-being check is sent in French and in Dutch depending on the preferred language chosen by the individual. In Appendix 1, we present the well-being check in French. Individuals are asked "to which extent are you satisfied with your work week so far?" and can choose from five different smileys, ranging from dissatisfied to satisfied, to respond.

The tool used to send the well-being check is *Mailjet*. This is a digital tool already used within the administration to communicate with the agents. This tool allows us to create different contact lists to send the same email to all the individuals in the same group. In addition, it collects information on whether the email has been sent or opened, and on which smiley clicked. Only for individuals in the treatment group who click on one of the 5 smileys or those who click on the link in the reminder sent after each set of two tips, a new webpage opens with the tips on emails usage, meeting organisation and disconnection from work (see Appendix 2 for the six tips). For individuals in the control group (or not involved in the experiment), a webpage opens which mentions: "thank you for your participation". At the end of these webpages (for all groups), a sentence was written with a link to a webpage of the administration with the useful contact information if people do not feel well at work.

As explained in detail below, a longer survey is administered at the end of the experiment to have a better understanding of the well-being, productivity and disconnection in the administration. This survey is sent to everyone by *Mailjet,* which creates a unique link to the anonymized identifier of the agent. This enables to match the survey responses with the personal information in the register data described below.

Primary Outcomes

We measure the effects on primary outcomes, both separately for the employees and the managers and jointly for both groups included in the experiment, up to a year after the experiment. We will consider two data sources:

- Register data of the employees of the public administration,
- Survey data

Register data

Productivity metrics linked to the use of emails, and time spent and number of online meetings:

- Average duration of meetings on MS Teams per week,
- Number of meetings attended per week on MS Teams,
- Email volume (sent) on average per day.

Duration and frequency of MS Teams meetings, as well, as the email volume, are continuously monitored and can be accessed from the registry data.

For the register data, we consider the next 2 time periods as primary outcomes:

(i) the average of the outcomes over the period between the moment the first reminder has been sent and the last week of June

(ii) the average during September, period after which the reminders are sent and overlapping with the period to which the longer survey refers.

We will also analyse how the impact on these productivity measures changes each week over time up to 12 months after the start of the intervention. We are particularly interested in getting a better insight into how the impact on these outcomes evolves over time depending on the nature of the tip. E.g., we expect the email volume to be affected directly after the first two tips, while the number and duration of meetings should be affected only from the third tip onwards. Such dynamic patterns could be useful to validate our analysis. Furthermore, an analysis of the dynamics of the impact on these outcomes can help us in getting a better understanding in the mechanisms. However, note that the analysis of the dynamics is an exploratory analysis and that these dynamic effects are therefore not considered as primary outcomes.

Survey data

General job satisfaction will be assessed through the above-mentioned short surveys dispatched to all employees via email throughout the intervention.

For the general job satisfaction, we consider the following measure as primary outcomes:

(i) Average of the short well-being surveys 3 to 6;[1]

(ii) The average changes between and across all the surveys (1 until 6).

Measure (ii) aims at testing whether since the start of the intervention the well-being of the treated group grows significantly over time relative to the control group since the start of the intervention. In a more exploratory analysis, we will also study more in detail the dynamic pattern of the changes in well-being between and across surveys 1 to 6.

Additionally, a post-intervention evaluation will be conducted as part of the longer well-being survey. The following constructs are considered as primary outcomes:

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[1] We choose to exclude the first two surveys, and use can them as a placebo test.

- Productivity: self-perceived/reported productivity and work engagement
  - The general self-reported productivity will be analysed separately for office and teleworking days

Secondary outcomes

The secondary outcomes will be evaluated from the same two main sources as before. In addition, a third source will be considered: experimental data.

Register data

Absenteeism metric categorised by the following two reasons: 1) sickness and 2) holidays leave.

- 1) A binary indicator equal to one if a person was absent for a reason for at least half a day due to one of the above reasons within the first six months after the start of the experiment.
- 2) The total time a person was absent due to one of the above reasons as a fraction of the contractual working time within the first six months after the start of the experiment.

Productivity metrics associated with the utilisation of chats[2]

- Number of private chats (on Teams) recorded on average per working team measured over the same two time periods as the three primary outcomes in the register data.

As indicated above, for explanatory analysis, we will also consider the productivity metrics linked to the use of emails, and time spent and number of online meetings 6, 9 and 12 months after the start of the experiment.

Survey data

In the longer well-being survey (see Appendix 3), which will be administered after the intervention (in connection with an internal survey administered by the public administration) our aim is to evaluate the following constructs:

- Well-being (work satisfaction, social life satisfaction, free time satisfaction)
- Disconnection (detachment from work, perceptions and beliefs on disconnection/teleworking, actual dis-connection behaviour, work-life balance)[3]

The well-being survey will be sent during the second half of September. Some of the questions asked in the survey have been chosen based on the literature and others have been chosen based on a previous survey ran by the Belgian public service administration in which the intervention is conducted. In Appendix 3, Table 1 is presented, showing the survey items[4], answer options and the references used to construct each question. Table 2 shows the list of questions and answer options in the survey in French and Dutch.[5]

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[2] We will use this information to examine whether people are compensating for scheduling meetings or sending emails by using chat messages.
[3] Bloom et al. (2022) demonstrate that hybrid work reshapes the structure of the workweek, with reduced working hours on days spent at home and increased hours on days spent in the office and during weekends.
[4] Some survey items have been updated, as indicated in the previous version of the pre-analysis plan, following agreements with the trade unions.
[5] The questions/items were translated from English into Dutch and French. Agents could choose their preferred language to respond to the survey.

Experimental data

Indicators of email opening/clicking behaviour (capturing treatment intensity):

- An indicator that reveals whether the employees has responded to one or several of the short well-being survey, thereby indicating their engagement with the nudges,
- An indicator that reveals whether the employee has opened one or several emails with permanent links to the nudges,
- An indicator that reveals whether the employee has clicked on one or several of the permanent links to the information within the different nudges.
- An indicator whether individuals have seen (i.e. clicked on the short well-being survey or on a link in the reminder sent either before or after the Summer)
    - at least one of the nudges;
    - all six nudges;
    - at least one of the nudges by type (nudges 1-2 on e-mails; 3-4 on meetings; 5-6 on disconnection).

This analysis helps to obtain more insight into the mechanism that generate the effects, such as to what extent a (lack of) effect is induced by (lack of) responsiveness and whether some nudges induce specific effects. Since members of the treatment group might forward reminders to individuals in the treatment group and we can observe whether individuals in the control group have clicked on these links, analysing this clicking behaviour also allows to study the extent of contamination of treatment to control group. In addition, it also makes it possible to construct Wald estimates that identify several local average treatment effects of the different types of compliers according to type of clicking behaviour (see methods of analysis below).

List of moderators

- Gender,
- The number (and age) of children interacted with age class and gender,
- For employees assigned to the experiment, the treatment status of the direct manager: treated, not treated of not participating in the experiment,
- The team size
- Time spent working from home
- Role in the organization: manager vs. employee

Experimental design

To create the sample and to construct the treatment and control group for the experiment, the public administration provided the researchers with an anonymized list of all the agents.[6] Blue-collar workers and unpaid trainees are excluded from the experimental intervention because they are not concerned by issues related to digital overload which the intervention aims at relieving,

Since we are concerned that contamination through communication between employees may confound the experimental assignment to treatment and control groups, we take some precautionary measures to minimize the risk of contamination. First, we implement the random assignment to treatment and control groups at the team level. Second, we exclude from the experimental intervention managers who have direct relations with multiple teams. This avoids having managers in the experiment leading multiple teams (as they lead other managers in charge of other teams), some of which are assigned to the treatment, while others to the control. As such, we not only avoid having managers with an ambiguous

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[6] This list does not include the external agents who persistently collaborate with other employees of the public administration. As we lack information on these external agents, these agents had to be excluded from the intervention and the analysis.

treatment status, but also reduce the risk that the teams in the control group get contaminated by the treatment of treated teams led by the same manager.

Because the hierarchy is complex, we introduce some notation to clarify how we concretely implement this experimental design. In this public administration there are seven different hierarchical levels: the lowest level N (an agent who is not manager), the N+1 level (a direct manager), the N+2 level (a manager of a manager), and so on up to the N+6 level. Some managers manage other managers (possibly in addition to a team of non-managers). To clarify the position of each agent, we therefore introduce the following notation:

- L0-agent: an individual who is not managing any other employee.
- L1-agent: an individual who manages directly L0-agents, and possibly other managers of any level. L1-agents can be subdivided into L10-agents and L11-agents.
    o L10-agent: an individual who manages directly L0-agents, and no other managers.
    o L11-agent: an individual who manages directly L0-agents and at least one other manager of any level.

A team at level L1 is a team composed of all L0-agents with their direct managers, i.e. L1-agents.

As mentioned above, to reduce the risk of contamination between teams, (i) the random assignment to the treatment condition is implemented at the L1-teamlevel, and (ii) the six nudges are sent to L0-agents and L10-agents only. This means that no nudges are sent to any direct managers who manage other managers. Note, however, that the L0-agents subordinate of L11-agents may still be randomly assigned to the treatment condition and therefore receive the six nudges.

Finally, since some L1-agents and L0-agents have been involved in the development of the experiment, we excluded them from the group eligible for assignment to the intervention. Furthermore, the entire team of L0-agents who is directly managed by someone who is informed about the experiment, and L10-agents who are directly managed by someone who is informed about the experiment have also been removed from the pool of eligible agents.

After removing all agents that are not eligible for the experiment, the sample consists of 1,200 L0-agents and 130 L10-agents. The 1,200 L0-agents are divided into 216 teams at L1-level, which is also the level at which the random assignment is implemented.

Randomisation method

The randomisation has been done on a computer using the command "set seed" and "gen u = runiform()" sur STATA. This command assigns a random number between 0 and 1 to each team (cluster) within strata defined by any combination of gender and experimental inclusion status of the manager. There are therefore 4 strata.

- Stratum n°1: the manager is a man and is included in the experiment, i.e. a male L10-agent.
- Stratum n°2: the manager is a woman and is included in the experiment, i.e. a female L10-agent.
- Stratum n°3: the manager is a man and is not included in the experiment, i.e. a male L11-agent.
- Stratum n°4: the manager is a woman and is not included in the experiment, i.e. a female L11 agent.

Because the sizes of teams are very unequal, we have created sub-strata based on the size of the team (see Appendix 4). In total, there are 9 sub-strata. The randomisation was done within each of these 9 sub-strata. Based on this distribution, we ran the randomisation within each substratum. We repeated the randomization until the sample was balanced within each stratum based on the following variables measured during the month prior to the start of the intervention, i.e. March 2024 : gender, age, language, nationality, the number of children, the working time, the contract type, the level of the individual, the

family situation (single, married, widowed, legally separated, de facto separated, legally cohabiting), the partner situation (no income, professional income), the department in which the individual works, the logarithm of the average number of chats sent on Teams per week, and the same variable without taking the logarithm. In addition, we included the primary outcomes variables: the logarithm of the average number of meetings attended per week on MS Teams, the same variable without taking the logarithm, the logarithm of the average number of emails sent per day, and the same variable without taking the logarithm. We obtain balanced data for both L0-agents and L10-agents together and separately. The balancing tables for L0-agents and L10-agents for the full sample and by sub-strata are reported in Appendix 5.

Randomisation unit
Randomisation take place at the L1-level (team level).

Planned number of clusters
All 216 teams (clusters) at the L1 level within the Belgian public administration were randomized in either the treated or control group.

Planned number of observations
There are 1,200 L0-agents and 130 L10-agents included in the experiment.

Sample size by treatment arms
For the L0-agents, there are 108 clusters in the treatment group and 108 clusters in the control group. Within these clusters, there are 652 individuals assigned to the control group and 548 assigned to the treatment group.

For the L10-agents, 65 managers are in the treatment group and 65 managers are in the control group.

Power calculation
Data used for the power analysis
To run the power analysis for the experiment, we used the latest available register data: the data from March 2024. The data cover a period of one month (30 days) because the data from February 2024 have not been extracted, and the data from January 2024 cover the period from mid-December to mid-January (covering a period of holidays in Belgium). The tests are done on 3 different variables:

- The number of emails sent per day: the number of daily emails were computed by dividing the total number of emails by 30 (the length of the period extraction) as we consider that individuals can also send emails during the weekend.
- The audio duration of Teams meetings per hour per week: the audio duration has been computed by dividing the duration by 21 (the number of working days for the period), and then multiplying it by 5 (the number of working days per week), and finally by dividing this number by 3600 to obtain the audio duration in hours instead of seconds.
- A standardised variable (mean of 0 and standard deviation of 1).
- A standardised variable (mean of 0 and standard deviation of 1) for multiple response rates to the survey after the experiment (10%, 30%, 60% and 100%).

Power analysis
We ran three different power analyses: one in which we included all team members (including both subordinates and managers), one in which we include only subordinates, and one in which we include only the managers. We do this because we plan to implement the analysis at these three levels of aggregation. We report here only the power analysis for the case when all team members are included.

The analyses for the two other cases can be found in Appendix 6. For the first two we always implement the power analysis in which clustering at the team-level is accounted for. We always consider two scenarios for the intra-cluster correlation coefficient (ICC): we consider values that are observed in the pre-treatment data for the two first outcome variables. In all analyses we take the unequal team sizes into account by conditioning it on the observed coefficient of variation of team size. Depending on the outcomes measured, we used the corresponding intraclass correlation coefficients (see below).

In this section we consider the power analysis assuming a response rates of 100 %. This holds for all outcomes that are measured in the register data. In the next section we also consider a response rate of 30% for the standardized variable, i.e. any outcome variable that is measured by the survey data. We believe that a response rate of 30% is realistic because this is the lower bound of the response rate that we observed for the first two short well-being surveys. In Appendix 6 we also report a sensitivity analysis allowing for response rates of 10% and 60%.

Table 1. Power analysis for outcomes measured in the register data

Outcomes	Sample size			Intraclass correlation coefficient	$\alpha = 0{,}05$; power = 0.8 % and cvcluster = 0.78	
	N	**N_0 (k_0 and m_0)**	**N_1 (k_1 and m_1)**	**ICC**	**MDE**	**%Δ**
1	1,330	$717^{[7]}$ (108 and 6.64)	$613^{[8]}$ (108 and 5.68)	0.19	0.032	0.93%
2	1,330	717 (108 and 6.64)	613 (108 and 5.68)	0.29	0.022	1.36%
Standardised	1,330	717 (108 and 6.64)	613 (108 and 5.68)	0.19 0.29	0.24 0.26	- -

Notes: MDE = minimum detectable effect, %Δ = percentage of the effect relative to the mean

Outcome 1 = The number of emails sent per day: the number of daily emails were computed by diving the total number of emails by 30 (the length of the period extraction) as we consider that individuals can also send emails during the weekend (mean of the control group = 3.448443; standard deviation of the control group = 0.1260698; standard deviation of the treatment group = 0.1450065)

Outcome 2 = The audio duration of Teams meetings per hour per week: the audio duration has been computed by dividing the duration by 21 (the number of working days for the period), and then multiplying it by 5 (the number of working days per week), and finally by dividing this number by 3600 to obtain the audio duration in hours instead of seconds (the mean of the control group is 1.623145; the standard deviation of the control group = 0.0807328; the standard deviation of the treatment group = 0.0894389)

Standardised = A standardised variable (mean of 0 and standard deviation of 1)

N = total number of individuals in the experiment

N_0 (k_0 and m_0) = total number of individuals in the control group (k_0 is the number of clusters in this control group, and m_0 is the average number of individuals within each cluster in the control group)

N_1 (k_1 and m_1) = total number of individuals in the treatment group (k_1 is the number of clusters in this treatment group, and m_1 is the average number of individuals within each cluster in the treatment group)

ICC: intraclass correlation coefficient calculated by loneway assigning both employees and managers belonging to the same team to the same cluster.

The power is set at 80 %, the significance level (α) is set at 5%.

CVcluster: coefficient of variation for cluster sizes (the standard deviation of cluster size divided by the mean of cluster size)

The first outcome that we are looking at is the number of emails sent per day. With the sample size of 1,330 individuals and the distribution of our clusters between the treatment (613 individuals) and control (717 individuals) groups, and by using the intra correlation coefficient of 0.19 (with a significance level (alpha) 0.05 and power 0.08 and coefficient of variation for cluster sizes 0.78), we can detect an effect of the treatment of 3.21 percentage points. In addition to the minimum detectable effect (MDE), the table also reports the percentage size of the effect relative to the mean which is equal to 0.93%. For the second outcome of interests, the audio duration of Teams meetings per hour per week, we can detect an

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[7] The total number of individuals is 717 and is composed by 652 agents and 65 managers.
[8] The total number of individuals is 613 and is composed by 548 agents and 65 managers.

effect of the treatment of 2.21 percentage points. Finally, the table above reports the results for a standardised variable (with mean 0 and standard deviation of 1).

Power analysis taking non-response rate into account

In this part, we ran the power analysis for different response rate in the survey. More precisely, we have estimated to have a survey response rate of approximately 30%. As a result, in the table below we present the results for 30% and 100% of participation rates (100% i.e. corresponding to the benchmark previously reported). Considering different response rates is equivalent to reducing the effective sample size. Other response rates (10% and 60% are available in the Appendix 7).

Intraclass correlation coefficients used in the table below are the one of the two previous outcomes presented in the previous section.

Table 2. General power analysis

Outcomes	Sample size			Intraclass correlation coefficient	$\alpha = 0{,}05$; power = 0.8 % and cvcluster = 0.78
	N	N_0 (k_0 and m_0)	N_1 (k_1 and m_1)	ICC	MDE
Standardised: 30%	399	215.1 (108 and 1.99)	183.9 (108 and 1.70)	0.19 0.29	0.33 0.34
Standardised: 100%	1,330	717 (108 and 6.64)	613 (108 and 5.68)	0.19 0.29	0.24 0.26

On the table above, we used a standardised variable, and we take into account the non-response rate. For both response rates (30% and 100%) we used the same ICC and CVcluster as for the outcomes above. The MDEs that we obtain for a response rate of 30% is 33 and 34 percentage points.

Methods of the analysis

The main analysis is standard. We will regress the outcomes of interest in a linear regression on the treatment indicator. We will consider as benchmark the analysis that conditions on explanatory variables. This conditioning aims at increasing the precision of the estimates. We will condition on the sub-strata indicators and the predetermined explanatory variables measured in March 2024 one month prior to the implementation of the intervention and listed in the Section 'Randomization Method' above.[9] In a robustness analysis we will also report the findings without conditioning on these predetermined variables (but maintaining the conditioning on the sub-strata indicators). We will consider three types of analysis:

1. An analysis including only L0 agents. In this analysis the standard errors will be clustered at the team level, i.e. at L1;
2. An analysis including only L10 managers. For discrete outcomes the Huber-White standard errors robust against heteroskedasticity are taken.
3. An analysis including both L0 and L10 agents. In this analysis the standard errors will be clustered at the team level, i.e. at L1.

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[9] We will not condition on the logarithm of the average number of daily emails, weekly meetings, weekly Teams meetings, and weekly chats because to avoid loss of observations resulting from missing values induced by taking the logarithm of zero.

To analyse the moderating effects, the moderators will be each time included both with and without interaction with the treatment indicator.

The benchmark analysis is an intention-to-treat (ITT) analysis. To obtain more insights into the mechanism by which the ITT-effects come, we will also, in a secondary analysis, construct Wald estimates by instrumenting the treatment indicator by several indicators of clicking behaviour listed in the subsection on experimental data within the section discussing secondary outcomes. This allows us to identify the local average treatment effects (LATEs) of the individuals of compliers, i.e. individuals who have seen a particular set of nudges. These Wald estimators boil down to dividing the ITT estimates by the fraction of individuals in the treatment group that has seen the corresponding set of nudges reduced by the fraction of individuals in the control group, if any, that have clicked on these nudges. If the latter happens this can be seen as evidence of an information spillover, as mentioned in the last paragraph below.

As is clear from the above exclusion rules of managers from the experiment, we are concerned about information spillovers from individuals in the experimental group to individuals in the control group. This could clearly bias the measurement of the treatment effect downwards. However, these exclusions do not fully eliminate the risk of such spillovers. To test for the presence of this bias, we will implement two types of tests.

First, we aim at testing whether we can measure any significant difference between the individuals that were excluded from the experiment to avoid information spillover and the individuals in the control group of the experiment. As individuals are not randomly assigned to these two groups, we will follow a difference-in-differences strategy to control for the potential selection bias affecting this comparison. Such a strategy can only be implemented for outcomes in the register data of the firm for which we have information prior to the intervention. We will consider pre-intervention data for which the parallel trend assumption is not violated. Second, we will monitor the extent to which the intranet pages that display the focus messages are viewed by individuals in the control group or those excluded from the experiment. As mentioned above, we can check whether any individuals in the control group or outside the experiment have seen any of these focus messages as we monitor whether they click on one of the links in the reminder messages. This allows to identify the extent of spillover to the control group and those excluded from the experiment. As mentioned above, we can account for such spillovers by estimating the LATEs for the complying population using the Wald estimator.

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Appendices[10]

Please note, the screenshots have been anonymised to keep the company name private

Appendix 1: the well-being check[11]

Dans quelle mesure êtes-vous satisfait de votre semaine de travail jusqu'à présent ?

Votre bien-être est notre principale priorité au

Faites nous savoir dans quelle mesure vous êtes satisfait de votre semaine de travail jusqu'à présent en cliquant sur l'un des emojis ci-dessous.

N'oubliez pas que votre réponse est anonyme et que vous pouvez gagner un prix en répondant à cette question !

(1) Pas du tout satisfaisante   (5) Très satisfaisante

---

[10] Please note, some white spaces have been inserted on the screenshots to make anaonmysation of the partner.

[11] The name of the administration has been removed from the picture here.

Appendix 2: the six focuses

- Focus 1: emails usage

Merci d'avoir participé au check bien-être.

Dans ce nouvel environnement de travail hybride, les questions de déconnexion sont au cœur des préoccupations d   , car il est crucial d'appréhender ce nouveau contexte. Cette notice a pour objectif de vous fournir des conseils issus du manuel de bonnes pratiques du SPRB afin de vous apprendre à mieux naviguer dans ce nouveau monde du travail.

1. Comment reporter l'envoi des e-mails le soir et le week-end ?

Si vous envoyez exceptionnellement un e-mail le soir, le week-end ou un jour férié, utilisez l'option **"Différer la livraison"** disponible dans Outlook et programmez l'envoi pour le lendemain.

L'e-mail sera alors délivré automatiquement à l'heure que vous avez fixée (pour autant qu'Outlook soit activé sur votre ordinateur).
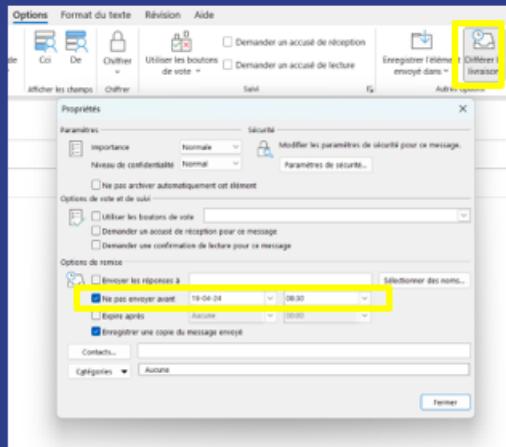
De cette manière, vous évitez de donner du travail à d'autres personnes en dehors des heures de travail et vous n'incitez pas vos collègues à lire leurs e-mails en dehors de leurs heures de travail habituelles.

2. Comment ne pas surcharger la boîte mail de ses collègues ?

À (destinataire principal): pour les personnes qui doivent répondre; vous pouvez spécifier directement pour chaque point spécifique quelles personnes doivent répondre via le bouton @ (raccourci : Alt Gr + @)
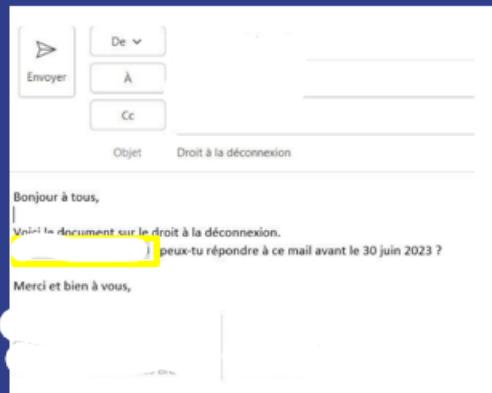
CC (copie carbone) : pour les personnes qui doivent être informées mais qui ne doivent pas répondre. Cette fonction ne doit pas être destinée à inscrire systématiquement toute la ligne hiérarchique ou à justifier votre travail.

De cette manière, vous indiquez clairement à vos collègues s'il est attendu de leur part qu'ils réagissent ou non à votre mail, afin de réduire la surcharge de e-mails. Aussi, évitez de mettre systématiquement toute votre ligne hiérarchique en CC.

- Focus 2: emails usage

Merci d'avoir participé au check bien-être.

Dans ce nouvel environnement de travail hybride, les questions de déconnexion sont au cœur des préoccupations du ____, car il est crucial d'appréhender ce nouveau contexte. Cette notice a pour objectif de vous fournir des conseils issus du manuel de bonnes pratiques du SPRB afin de vous apprendre à mieux naviguer dans ce nouveau monde du travail

1. L'email n'est pas toujours le meilleur moyen de communication

Alors que l'email est une méthode de communication courante, nous en envoyons tous trop, ce qui peut mener à une surcharge de travail ou de stress. Cela mène à une communication peu efficace. À la place, utilisez plutôt ces méthodes :

Appel téléphonique

Si vous avez une question complexe, si vous voulez partager une émotion ou si vous devez transmettre un message difficile à un collègue, un **appel téléphonique** est le meilleur moyen de faire avancer les choses et d'améliorer les relations de travail.

Message sur Teams

Si vous avez besoin d'une réponse rapide, **un message sur Teams** est une bonne idée.

Les groupes Teams peuvent être utilisés pour partager des informations et des documents.

Ainsi, vous évitez d'envoyer des emails superflus, et vous obtenez des réponses plus rapidement.

2. Comment éviter d'envoyer trop d'emails lorsque l'on collabore à un document

Lorsque l'on collabore à un document, envoyer des emails fréquents avec des mises à jour des documents peut mener à une perte d'informations. Envisagez plutôt les méthodes suivantes :

Sharepoint

Si vous souhaitez travailler à plusieurs sur un même document, partagez ces documents via **Sharepoint** pour éviter de devoir envoyer des versions successives par email et éviter les pertes de données.

Ainsi, vous ne perdez pas d'information si vous collaborez sur le même document.

- Focus 3: meetings organisation

Merci d'avoir participé au check bien-être.

Dans ce nouvel environnement de travail hybride, les questions de déconnexion sont au cœur des préoccupations du ▮▮▮, car il est crucial d'appréhender ce nouveau contexte. Cette notice a pour objectif de vous fournir des conseils issus du manuel de bonnes pratiques du SPRB afin de vous apprendre à mieux naviguer dans ce nouveau monde du travail.

Nous organisons et assistons tous à beaucoup de réunions. Il est dès lors important que celles-ci soient organisées de manière efficace. Ci-dessous, plusieurs conseils pour une meilleure organisation de ces réunions.

1. Optimisez les temps de réunions

Prévoyez des plages de réunions de **50 minutes** plutôt qu'une heure, en modifiant l'heure de fin manuellement sur Outlook afin de pouvoir laisser des pauses entre vos différentes réunions si vous en avez.
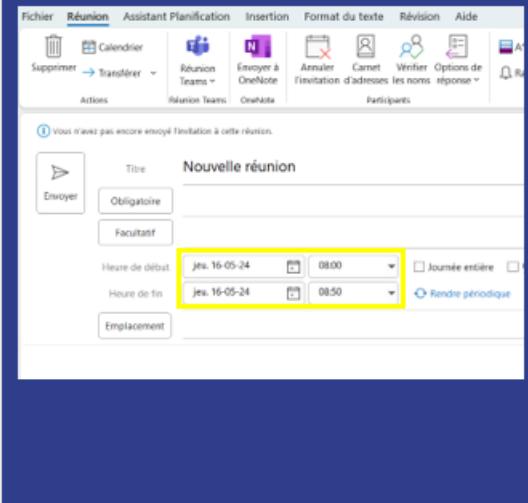
2. Veillez à ce que les bonnes personnes soient invitées aux réunions

Lorsque vous planifiez une réunion, identifiez clairement qui y participera (présence obligatoire ou optionnelle), n'invitez pas trop de monde, seulement les personnes dont l'expertise et les connaissances sont requises.
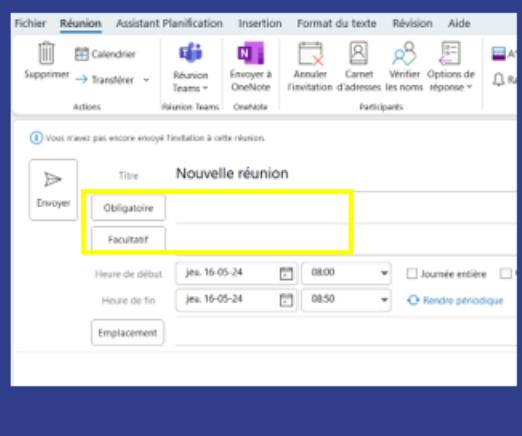
De cette manière, vous permettez de réduire le temps et la quantité de réunions ainsi que la surcharge de travail que cela peut engendrer.

- Focus 4: meetings organisation

Merci d'avoir participé au check bien-être.

Dans ce nouvel environnement de travail hybride, les questions de déconnexion sont au cœur des préoccupations d[...], car il est crucial d'appréhender ce nouveau contexte. Cette notice a pour objectif de vous fournir des conseils issus du manuel de bonnes pratiques du SPRB afin de vous apprendre à mieux naviguer dans ce nouveau monde du travail.

Nous organisons et assistons tous à beaucoup de réunions. Il est dès lors important que celles-ci soient organisées de manière efficace. Ci-dessous, plusieurs conseils pour une meilleure organisation de ces réunions.

1. Veillez à organiser des réunions efficaces

En tant qu'organisateur·rice d'une réunion

Veillez à préparer un agenda lorsque vous envoyez l'invitation de la réunion afin que chacun puisse se préparer correctement à la réunion

Veillez à arriver à l'heure et à ce que la réunion commence à l'heure prévue et désignez un « timekeeper »

Enfin, guidez l'ensemble du groupe à travers les différents points de l'agenda pendant la réunion

2. Optimisez le temps de vos réunions grâce à quelques astuces simples

En tant que « timekeeper »

Celui-ci indiquera le temps qu'il reste au fur et à mesure de la réunion, pour ne pas dépasser le temps imparti

En tant que participant·e

- Veillez à vous présenter à l'heure afin de ne pas retarder la réunion
- Préparez-vous à l'avance en fonction de l'agenda de la réunion

De cette manière, vous vous assurez de ne pas perdre de temps et de ne pas le dépasser. Grâce à cela, vous permettez de réduire les temps de réunions ainsi que la surcharge de travail que cela peut engendrer.

- Focus 5: disconnection from work

Merci d'avoir participé au check bien-être.

Dans ce nouvel environnement de travail hybride, les questions de déconnexion sont au cœur des préoccupations du [   ] car il est crucial d'appréhender ce nouveau contexte. Cette notice a pour objectif de vous fournir des conseils issus du manuel de bonnes pratiques du SPRB afin de vous apprendre à mieux naviguer dans ce nouveau monde du travail.

Quelques conseils pour une bonne utilisation des outils numériques

Se **déconnecter** du travail implique d'éviter les activités liées au travail et de désengager mentalement du travail pendant notre temps libre. Afin de vous aider à atteindre cet aspect important de l'équilibre entre vie privée et vie professionnelle, vous trouverez ci-dessous quelques conseils pour l'utilisation des outils numériques.

Cela est particulièrement important pour les personnes qui occupent des postes de manager, car le fait **de donner l'exemple** constitue un élément essentiel pour l'ensemble de l'équipe.

Pendant la journée, prévoyez des moments de déconnexion pendant votre travail :

- Faites des réunions en présentiel plutôt que par Teams, et ayez des conversations en personne plutôt que par téléphone par exemple

Fixez collectivement avec votre équipe des moments de pauses café pendant lesquelles vous vous déconnectez.

Enlevez les notifications de votre téléphone, ou bien mettez celui-ci en mode « ne pas déranger »

Mettez votre ordinateur dans un casier au bureau si vous ne faites pas de télétravail le lendemain

Séparez vos communications personnelles et professionnelles en utilisant votre téléphone de service (si vous en avez un) uniquement pour les communications professionnelles ; faites également cela avec vos emails.

- Focus 6: disconnection from work

Merci d'avoir participé au check bien-être.

Dans ce nouvel environnement de travail hybride, les questions de déconnexion sont au cœur des préoccupations du _____, car il est crucial d'appréhender ce nouveau contexte. Cette notice a pour objectif de vous fournir des conseils issus du manuel de bonnes pratiques du SPRB afin de vous apprendre à mieux naviguer dans ce nouveau monde du travail.

Quelques conseils pour optimiser votre organisation du travail

Une organisation efficace du travail consiste à structurer les tâches et les horaires de manière à permettre des périodes de déconnexion (et de détente) des responsabilités professionnelles en dehors des heures de travail. Ci-dessous quelques conseils pour vous aider à mettre en œuvre cet aspect important de l'intégration de la vie professionnelle et de la vie privée afin d'optimiser votre organisation de travail :

Fixez des plages horaires dans votre agenda pour le travail individuel et essayez de les respecter (n'acceptez pas de réunions, ne consultez pas vos mails, supprimez les notifications de mails ou Teams si besoin, mettez votre téléphone en silencieux, et se mettre en « ne pas déranger » dans Teams. Cela permet d'éviter les interruptions pendant la journée. Minimiser les interruptions permet de mieux gérer le temps de travail et d'éviter d'empiéter sur le temps personnel.
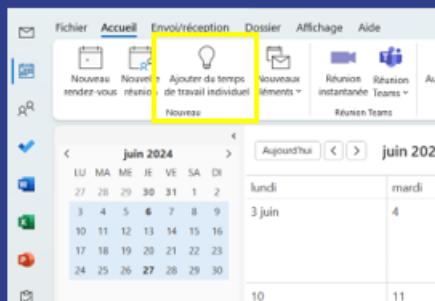
Prévoyez des moments d'activités personnelles pour vous déconnecter pendant votre journée ou à la fin de celle-ci. Il est en effet important de prévoir du temps pour se relaxer. Par exemple, vous pouvez prévoir une promenade ou de faire une séance de yoga pendant votre pause midi.

Prenez des congés pour vous ressourcer, il est important que vous utilisiez tous vos jours de congés (avec l'accord de votre manager) avec au moins une fois 10 jours d'affilée pour faire une vraie coupure.

- Recap message focus 1 and 2

Bien appréhender ce nouvel environnement de travail est crucial pour votre bien-être !

Comme vous l'avez peut-être remarqué, deux checks bien-être vous ont été envoyés récemment. Si vous y avez participé, merci ! Si ce n'est pas le cas, nous espérons que vous participerez au prochain.

Vous trouverez ci-dessous les conseils tirés du guide de bonnes pratiques qui vous ont été présentés après ces checks bien-être.

Cliquez ici pour revoir les conseils sur les sujets suivants :

- 1. Comment reporter l'envoi des emails le soir et le week-end ?
- 2. Comment ne pas surcharger la boîte mail de vos collègues ?

Cliquez ici pour revoir les conseils sur les sujets suivants :

- 3. L'email n'est pas toujours le meilleur moyen de communication.
- 4. Comment éviter d'envoyer trop de mails lorsqu'on collabore à un document.

- Recap message focus 3 and 4

Bien appréhender ce nouvel environnement de travail est crucial pour votre bien-être !

Comme vous l'avez peut-être remarqué, deux checks bien-être vous ont été envoyés récemment. Si vous y avez participé, merci ! Si ce n'est pas le cas, nous espérons que vous participerez au prochain.

Vous trouverez ci-dessous les conseils tirés du guide de bonnes pratiques qui vous ont été présentés après ces checks bien-être.

Cliquez ici pour revoir les conseils sur les sujets suivants :

- 1. Optimisez les temps de réunions
- 2. Veillez à ce que les bonnes personnes soient invitées aux réunions

Cliquez ici pour revoir les conseils sur les sujets suivants :

- 3. Veillez à organiser des réunions efficaces
- 4. Optimisez le temps de vos réunions grâce à quelques astuces simples

- Recap message focus 5 and 6

Bien appréhender ce nouvel environnement de travail est crucial pour votre bien-être !

Comme vous l'avez peut-être remarqué, deux checks bien-être vous ont été envoyés récemment. Si vous y avez participé, merci ! Si ce n'est pas le cas, nous espérons que vous participerez au prochain.

Vous trouverez ci-dessous les conseils tirés du guide de bonnes pratiques qui vous ont été présentés après ces checks bien-être.

Cliquez ici pour revoir les conseils sur les sujets suivants :

- 1. Bonne utilisation des outils numériques

Cliquez ici pour revoir les conseils sur les sujets suivants :

- 2. Optimisation de l'organisation du travail

Table 3. 'The questions of the survey and the references to the scientific sources used

Topic	Construct	Main source	English - items	English - Answer options
Disconnecti on	Detachment from work	Recovery Experience Scale (Sonnentag & Fritz, 2007) - 2 items of the dimension of psychological detachment	The last <u>months</u>, during my off-job time...	• 1 - strongly disagree • 2 - disagree • 3 - neutral • 4 - agree • 5 - strongly agree
			I got a break from the demands of work.	
			I didn't think about work at all.	
	Perceptions and beliefs	Self-constructed	To what extent do you agree or disagree with the following statement?	• 1 - strongly disagree • 2 - disagree • 3 - neutral • 4 - agree • 5 - strongly agree
			My right to disconnect is respected at XXX.	
			The number of emails exchanged each day is an inconvenience in my work.	
			Managing digital tools is a challenge for me.	
			I am satisfied with the balance between individual work time and meetings in my job.	
	Actual behaviour	Self-constructed	The last months, how often did you go online in the evening to work (in addition to the statutory 7.36 hours)?	• Regularly (several times a week) • Occasionally (2 to 3 times a month) • Never
			The last months, how often did you go online in the weekend to work (in addition to the statutory 7.36 hours)?	• Every weekend • Sometimes • Never

			The last few months, how often have you logged on to work during other types of leave (annual leave/holidays, maternity/paternity leave, parental leave, sick leave, etc.)?	• Regularly (several times a week) • Occasionally (2 to 3 times a month) • Never
	Obstacles to disconnection	Self-constructed	To what extent do you agree or disagree with the following statements? It is difficult for me to disconnect from work because of:	• 1 - strongly disagree • 2 - disagree • 3 - neutral • 4 - agree • 5 - strongly agree
			The number of digital interruptions in my free time	
			The feeling of having to be available for my manager	
			The feeling of having to be available for my colleagues	
			The difficulty of following the advice to disconnect	
			Because of my personal choice to stay connected	
Well-being		Follow Angelici & Profeta (2024, Management Science)	On a scale from 1 to 7, where 1 corresponds to "highly dissatisfied", and 7 corresponds to "highly satisfied", indicate how much you are unsatisfied or satisfied with …	• 1. Highly dissatisfied • 2 • 3 • 4 • 5 • 6 • 7. Highly satisfied
	Work satisfaction		Your work	
	Social life satisfaction		Your social life	
	Free time satisfaction		Your available free time	
	Attention check	Attention check (Stantcheva, 2023)	Select answer '4' to show that you are paying attention to the questions.	

Productivity	Self-perceived / reported productivity	Follow Angelici & Profeta (2023, Management Science)	Please indicate separately for office and teleworking days your **level of productivity during working hours** (capacity to achieve assigned goals)	Matrix: Column 1: When working from home Column 2: When working from the office • 1 - Very low • 2 - Low • 3 - Average • 4 - High • 5 -Very high
		Self-constructed, based on 1) Wood, S., Michaelides, G., Inceoglu, I., Niven, K., Kelleher, A., Hurren, E., & Daniels, K. (2023). Satisfaction with one's job and working at home in the COVID-19 pandemic: A two-wave study. Applied Psychology, 72(4), 1409-1429. 2) Bloom, N., Han, R., & Liang, J. (2022). How hybrid working from home works out (No. w30292). National Bureau of economic research.	To what extent do you agree (5) or disagree (1) with the following statement:	• 1 - strongly disagree • 2 - disagree • 3 - neutral • 4 - agree • 5 - strongly agree
			I am able to maintain a balance between work and personal life.	

	Work engagement	Short Utrecht Work engagement scale (UWES-3, based on Schaufeli et al., 2006)	Please read each statement carefully and decide if you ever feel this way about your job. If you have never had this feeling, cross the '0' (zero) in the space after the statement. If you have had this feeling, indicate how often you feel it by crossing the number (from 1 to 6) that best describes how frequently you feel that way.	0 - Never 1 - Almost never 2 - Rarely 3 - Sometimes 4 - Often 5 - Very often 6 - Always
			At my work, I feel bursting with energy.	
			I am enthusiastic about my job.	
			I am immersed in my work.	
Demographics & Household situation	Gender	Self-constructed	The questions below are designed to help you better understand your demographic and family situation and to see if any of the elements presented in these questions may have an influence on your experience of disconnection.	• Female • Male • Non-binary • Prefer not to say
			What is your gender?	
	Partner	Follow Angelici & Profeta (2024, Management Science)	Please indicate the number of family members living under the same roof (including yourself):	Fill in number
			Do you have a partner living with you?	• Yes • No • Prefer not to say
	Children		Are you responsible for children?	• Yes • No

			Select the number of children (and their age) you are responsible for:	Matrix (0-5): [0,1), [1, 3), [3,6), [6,12), [12,16), 16+
Courses of action		Self-constructed	With a view to developing new initiatives within the XXX to promote disconnection, would you be in favour of introducing one day per week without meetings?	• Yes • No • Neutral
			Do you have any other ideas that could be put in place to ensure a good disconnection within the XXX?	Open question

Table 4. List of questions and answer options in the survey in French and Dutch

Topic	Construct	French - items	French - items	Dutch	Dutch - Items
Disconnection	Detachment from work	Au cours de ces derniers mois, pendant mon temps libre…	• 1 - Pas du tout d'accord • 2- Pas d'accord • 3 - Neutre • 4 - D'accord • 5 - Tout à fait d'accord	In de afgelopen maanden heb ik tijdens mijn vrije tijd:	• 1 - Helemaal niet akkoord • 2 - Niet akkoord • 3 - Geen mening • 4 - Akkoord • 5 - Helemaal akkoord
		J'ai fait une pause des exigences du travail.		De eisen van het werk op pauze gezet.	
		Je n'ai pas du tout pensé au travail.		Helemaal niet aan het werk gedacht.	
	Perceptions and beliefs	Dans quelle mesure êtes-vous d'accord ou en désaccord avec l'affirmation suivante ?	• 1 - Pas du tout d'accord • 2- Pas d'accord • 3 - Neutre • 4 - D'accord • 5 - Tout à fait d'accord	In welke mate ben je het eens of oneens met de volgende stelling?	• 1 - Helemaal niet akkoord • 2 - Niet akkoord • 3 - Geen mening • 4 - Akkoord • 5 - Helemaal akkoord
		Mon droit à la déconnexion est respecté au sein du XXX.		Mijn recht op deconnectie wordt gerespecteerd bij de XXX.	
		Le nombre d'emails échangés chaque jour représente un désagrément dans mon travail.		Het aantal e-mails per dag verstoort mijn werk.	
		La gestion des outils numériques représente une difficulté pour moi.		Ik vind omgaan met digitale tools lastig.	
		Je suis satisfait·e de la répartition entre temps de travail et réunions dans mon temps de travail.		Ik ben tevreden over de verdeling tussen individuele werktijd en vergaderingen in mijn job.	
	Actual behaviour	Au cours de ces derniers mois, à quelle fréquence vous êtes-vous connecté(e) pour le travail **durant la soirée** (en plus des 7h36 réglementaires) ?	• Régulièrement (plusieurs fois par semaine) • Occasionnellement (2 à 3 fois par mois) • Jamais	Hoe vaak ben je in de afgelopen maanden 's avonds online gegaan voor het werk (bovenop de officiële 7u36)?	• Regelmatig (meerdere keren per week) • Af en toe (2 à 3 keer per

				maand) • Nooit	
		Au cours de ces derniers mois, à quelle fréquence vous êtes-vous connecté(e) pour le travail **durant le week-end** (en plus des 7h36 réglementaires) ?	• Chaque week-end • Parfois • Jamais	Hoe vaak ben je in de afgelopen maanden tijdens het weekend online gegaan voor het werk (bovenop de officiële 7u36)?	• Elk weekend • Soms • Nooit
		Au cours de ces derniers mois, à quelle fréquence vous êtes-vous connecté·e pour le travail **durant d'autres types de congé**s (congés annuels/vacances, congé de maternité/paternité, congé parental, congé maladie, etc.) ?	• Régulièrement • Occasionnellement • Jamais	Hoe vaak ben je in de afgelopen maanden online gegaan voor het werk tijdens andere soorten verlof (jaarlijks verlof/vakanties, moederschaps-/vaderschapsverlof, ouderschapsverlof, ziekteverlof, enz.)?	• Regelmatig • Af en toe • Nooit
	Obstacles to disconnection	Dans quelle mesure êtes-vous d'accord ou pas d'accord avec les affirmations suivantes. Il est difficile pour moi de me déconnecter du travail à cause de :	• 1 - Pas du tout d'accord • 2- Pas d'accord • 3 - Neutre • 4 - D'accord • 5 - Tout à fait d'accord	In welke mate ben je het eens of oneens met de volgende stellingen. Ik vind het moeilijk me te deconnecteren van het werk, om volgende reden:	• 1 - Helemaal niet akkoord • 2 - Niet akkoord • 3 - Geen mening • 4 - Akkoord • 5 - Helemaal akkoord
		Du nombre d'interruptions numériques pendant mon temps libre		Ik word digitaal onderbroken tijdens mijn vrije tijd	
		Du sentiment de devoir être disponible pour mon manager		Ik heb het gevoel dat ik beschikbaar moet zijn voor mijn manager	

		Du sentiment de devoir être disponible pour mes collègues		Ik heb het gevoel dat ik beschikbaar moet zijn voor mijn collega's	
		De la difficulté de suivre les conseils pour la déconnexion		Omdat het moeilijk is de tips voor deconnectie na te leven	
		À cause de mon choix personnel de rester connecté·e		Omdat ik er zelf voor kies om geconnecteerd te blijven	
Well-being		Sur une échelle de 1 à 7, où 1 correspond à "très insatisfait·e" et 7 correspond à "très satisfait·e", indiquez dans quelle mesure vous êtes insatisfait·e ou satisfait·e avec :	• 1 - Très insatisfait(e) • 2 • 3 • 4 • 5 • 6 • 7- Très satisfait(e)	Op een schaal van 1 tot 7, waarbij 1 staat voor "heel ontevreden" en 7 voor "heel tevreden", geef aan hoe tevreden of ontevreden je bent over:	• 1 - Heel ontevreden • 2 • 3 • 4 • 5 • 6 • 7- Heel tevreden
	Work satisfaction	Votre travail		Je werk	
	Social life satisfaction	Votre vie sociale		Je sociale leven	
	Free time satisfaction	Votre temps personnel disponible		De tijd die beschikbaar is voor jezelf	
	Attention check	Sélectionniez la réponse '4' afin de montrer que vous êtes attentifs aux questions		Kies antwoord '4' om te tonen dat je de vragenlijst aandachtig volgt.	

Productivity	Self-perceived / reported productivity	Veuillez indiquer séparément pour les jours de travail au bureau et en télétravail votre **niveau de productivité pendant vos heures de travail** (capacité à atteindre les objectifs déterminés) :	Matrix: En télétravail Au bureau • 1 - Très faible • 2 - Faible • 3 - Moyen • 4 - Élevé • 5 - Très élevé	Vermeld voor kantoordagen en telewerkdagen apart **je productiviteitsniveau tijdens je werkuren** (het vermogen om de gestelde doelen te bereiken)	Matrix: Kantoordagen Telewerkdagen • 1 - Heel laag • 2 -Laag • 3 - Gemiddeld • 4 - Hoog • 5 -Heel hoog
	Work-life balance	Dans quelle mesure êtes-vous d'accord (5) ou en désaccord (1) avec l'énoncé suivant :	• 1 - pas du tout d'accord • 2 - pas d'accord • 3 - neutre • 4 - d'accord • 5 - tout à fait d'accord	In welke mate ben je het eens (5) of oneens (1) met de volgende uitspraak?	• 1 - Helemaal niet akkoord • 2 - Niet akkoord • 3 - Geen mening • 4 - Akkoord • 5 - Helemaal akkoord
		Je suis en mesure de maintenir un équilibre entre ma vie privée et ma vie professionnelle.		Ik kan een goed evenwicht bewaren tussen mijn privéleven en mijn werk.	

	Work engagement	Lisez attentivement chaque affirmation et déterminez si vous avez déjà éprouvé ce sentiment à l'égard de votre travail. Si vous n'avez jamais éprouvé ce sentiment, cochez le chiffre '0' (zero). Si vous avez déjà éprouvé ce sentiment, indiquez quelle en est la fréquence en cochant le chiffre entre '1' et '6' qui vous correspond le mieux.	0 - Jamais 1 - Presque jamais 2 - Rarement 3 - Quelquefois 4 - Souvent 5 - Très souvent 6 - Toujours	Lees elke bewering aandachtig en ga na of je dat gevoel al hebt gehad ten overstaan van je werk. Als je dat gevoel nog nooit hebt ondervonden, duid dan het cijfer 0 aan. Als je dat gevoel al hebt ondervonden, geef dan aan hoe vaak door het cijfer tussen 1 en 6 aan te duiden dat het best op jou van toepassing is.	0 - Nooit 1 - Bijna nooit 2 - Zelden 3 - Soms 4 - Vaak 5 - Heel vaak 6 - Altijd
		Je déborde d'énergie pour mon travail (VI1)*		Ik zit vol energie voor mijn werk.	
		Je suis passionné(e) par mon travail (DE2)*		Ik ben gepassioneerd door mijn werk .	
		Je suis complètement absorbé(e) par mon travail (AB4)*		Ik ga helemaal op in mijn werk	
Demographics & Household situation	Gender	Les questions ci-dessous vont sont posées afin de mieux comprendre votre situation démographique et familiale afin de voir si certains des éléments présentés dans ces questions peuvent exercer une influence sur votre expérience de déconnexion.	• Femme • Homme • Non-binaire • Préfère ne pas dire	De vragen hieronder worden je gesteld om je demografische en gezinssituatie beter te begrijpen. Zo kunnen we nagaan of bepaalde elementen in deze vragen een invloed kunnen hebben op je aanvoelen van deconnectie.	• Vrouw • Man • Non-binair • Zeg ik liever niet
		Quel est votre genre ?		Wat is je gender?	
	Partner	Veuillez indiquer le nombre de membres de la famille vivant sous le même toit (y compris vous-même)	Entrez le nombre (1-10)	Vermeld hier het aantal gezinsleden dat met jou onder hetzelfde dak woont (jezelf inbegrepen)	Het nummer invoeren (1-10)

		Avez-vous un partenaire qui vit avec vous ?	• Oui • Non • Préfère ne pas répondre	Heb je een partner met wie je samenwoont?	• Ja • Nee • Ik antwoord liever niet
	Children	Êtes-vous responsable d'enfant(s) ?	• Oui • Non	Heb je kinderen ten laste?	• Ja • Nee • Ik antwoord liever niet
		Veuillez indiquer le nombre d'enfants (et leur âge) desquels vous êtes responsable :	Matrix (0-5): [0,1), [1, 3), [3,6), [6,12), [12,16), 16+	Vermeld hier het aantal kinderen dat je ten laste hebt (en hun leeftijden):	Matrix (0-5): [0,1), [1, 3), [3,6), [6,12), [12,16), 16+
Courses of action		Dans l'optique de développer au sein du XXX de nouvelles actions favorisant la déconnexion, seriez-vous favorable à la mise en place d'une journée sans réunion par semaine ?	• Oui • Non • Neutre	Zou je, met het oog op nieuwe acties bij de XXX om deconnectie te bevorderen, voorstander zijn van de invoering van een vergadervrije dag per week?	• Ja • Nee • Neutral
		Auriez-vous d'autres idées qui pourraient être mises en place afin d'assurer une bonne déconnexion au sein du XXX ?	Question ouverte	Heb je nog andere ideeën die zouden kunnen worden ingevoerd om te zorgen voor een optimale deconnectie bij de XXX?	Open vraag

Appendix 4: randomisation method

The 9 sub-strata are detailed below:

- Stratum n°1: 80 teams
    - Sub-stratum 1: 40 teams (teams with size[12] between 1 and 4 + 1 team of size 5[13])
    - Sub-stratum 2: 22 teams (teams with size between 5 and 8 + 1 team of size 9[14])
    - Sub-stratum 3: 18 teams (teams with size strictly greater than 8)
- Stratum n°2: 50 teams
    - Sub-stratum 4: 34 teams (teams with size between 1 and 5 + 1 team of size 6)
    - Sub-stratum 5: 16 teams (teams with size strictly greater than 5)
- Stratum n°3: 54 teams
    - Sub-stratum 6: 36 teams (teams with size between 1 and 6)
    - Sub-stratum 7: 18 teams (teams with size strictly greater than 6)
- Stratum n°4: 32 teams
    - Sub-stratum 8: 20 teams (teams with size between 1 and 5)
    - Sub-stratum 9: 12 teams (teams with size strictly greater than 6)

Appendix 5: results of the balancing tests

We report balancing tests for each of the predetermined variables defined below and measured in March 2024, one month before the start of the experiment. We report below six tables. In the first three we report the balancing tests respectively for the L0-agents, the L10 agents, and for all the agents. In the subsequent three tables we contrast for each predetermined variable the mean difference between treated and control groups reported in the first three tables to this difference obtained after controlling for the sub-strata as well as for each of the nine subs-strata separately. The difference in means and their corresponding standard errors are estimated by the coefficient of the treatment indicator in a regression of each of the predetermined variables on a constant term, the treatment indicator, and the sub-strata indicators only when they are explicitly controlled for. Inference is conducted using cluster robust standard errors where the teams are defined as clusters. For the L11 agents the team consists of just the manager, so that the heteroskedastic robust standard errors are used instead.

Definition of the variables

- Gender: gender is equal to 1 if the individual is a man and 0 if the individual is a woman
- Age: the age is the age of the individual
- Language: the language is a binary indicator, it is equal to 1 if the individual talks French and 0 if the individual talks Dutch
- Nat_BE: the nat_BE indicator is binary, it is equal to 1 if the person is Belgian and 0 otherwise
- Nb_children: this variable gives the number of children of the individual
- Children_bin: this variable indicates whether the person has children (1) or not (0)
- Working_time: the working time is a binary indicator and is equal to 1 if the schedule of the individual is fixed, and 0 if the schedule is variable
- Contract_type: this variable is binary and indicates whether the individual has statutory contract (1) or a contractual contract (0)
- Level_cat: the level_cat is a binary indicator and indicates the level of the individual. It is equal to 1 if the level is equal to A or B and is equal to 0 if the level is equal to C or D.
- Single: this variable indicates whether the individual is single (1) or not (0)
- Married: this variable indicates whether the individual is married (1) or not (0)
- Widowed: this variable indicates whether the individual is widowed (1) or not (0)
- Legal_separated: this variable indicates whether the individual is legally separated (1) or not (0)

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[12] The size of the team is defined by the number of L0-agents and excludes therefore L10-agents.
[13] This team has been chosen randomly within all teams of size 5.
[14] Idem.

- De_facto_separated: this variable indicates whether this individual is *de facto* separated (1) or not (0)[15].
- Legal_cohabiting: this variable indicates whether this individual is a legal cohabitant (1) or not (0).
- No_income: this variable indicates whether the partner of the employee has no income (1) or not (0)
- Prof_income: this variable indicates whether the partner of the employee has professional income (1) or not (0)
- Log_audio: the log_audio is the logarithm of the audio duration on Teams and it has been computed by dividing the duration by 21 (the number of working days for the period), and then multiplying it by 5 (the number of working days per week), and then by dividing this number by 3600 to obtain the audio duration in hours instead of seconds. Finally, we took the logarithm of this number.
- Logdaily_emails: the logdaily_emails is the logarithm of the number of daily emails. It were computed by dividing the total number of emails by 30 (the length of the period extraction) as we consider that individuals can also send emails during the weekend. Finally, we took the logarithm of this variable.
- Logweekly_meetings: the logweekly_meetings is the logarithm of the mean number of meetings created in Exchange. It has been computed by dividing the total number of meetings created by 21 (the number of working days for the period of extraction), and then multiplying it by 5 (the number of working days per week), and then by taking the logarithm of this number.
- Logweekly_teamsmeetings: the logweekly_teamsmeetings is the logarithm of the mean number of Teams meetings the individual attended. It has been computed by dividing the total number of meetings attended by 21 (the number of working days for the period of extraction), and then multiplying it by 5 (the number of working days per week), and then by taking the logarithm of this number.
- Logweekly_chat: the logweekly_chats is the logarithm of the number of Teams chats sent by the individual. It has been computed by dividing the total number of chats by 21 (the number of working days for the period of extraction), and then multiplying it by 5 (the number of working days per week), and then by taking the logarithm of this number.
- Audio_weekhour: the audio_weekhour is the audio duration on Teams and it has been computed by dividing the duration by 21 (the number of working days for the period), and then multiplying it by 5 (the number of working days per week), and then by dividing this number by 3600 to obtain the audio duration in hours instead of seconds.
- Daily_emails: the daily_emails is the number of emails send and were computed by dividing the total number of emails by 30 (the length of the period extraction) as we consider that individuals can also send emails during the weekend.
- Weekly_meetings: the weekly_meetings is the mean number of meetings created in Exchange. It has been computed by dividing the total number of meetings created by 21 (the number of working days for the period of extraction), and then multiplying it by 5 (the number of working days per week).
- Weekly_teamsmeetings: the weekly_teamsmeetings is the mean number of Teams meetings the individual attended. It has been computed by dividing the total number of meetings attended by 21 (the number of working days for the period of extraction), and then multiplying it by 5 (the number of working days per week)
- Weekly_chat: the weekly_chat is the number of Teams chats sent by the individual. It has been computed by dividing the total number of chats by 21 (the number of working days for the period of extraction), and then multiplying it by 5 (the number of working days per week

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[15] In French, the difference between legal_separated and de_facto_seperated is "séparé de corps" and "séparé de fait".

Table 5. Balancing tests of predetermined variables for L0 agents

VARIABLES	Mean of the control group	Mean of the treatment group	Difference between the control group and the treatment group	Observations
Gender	0.471 (0.0288)	0.484 (0.0329)	0.0127 (0.0437)	1,200
Age	42.91 (0.573)	43.64 (0.601)	0.726 (0.830)	1,200
Language	0.781 (0.0232)	0.781 (0.0185)	0.000347 (0.0296)	1,200
Nat_BE	0.920 (0.0138)	0.927 (0.0112)	0.00676 (0.0178)	1,200
Nb_children	0.316 (0.0350)	0.407 (0.0395)	0.0910* (0.0527)	1,200
Children_bin	0.187 (0.0188)	0.221 (0.0200)	0.0337 (0.0274)	1,200
Working_time	0.902 (0.0231)	0.887 (0.0231)	-0.0150 (0.0326)	1,200
Contract_type	0.706 (0.0248)	0.732 (0.0292)	0.0262 (0.0383)	1,200
Level_cat	0.635 (0.0381)	0.684 (0.0413)	0.0493 (0.0561)	1,200
Single	0.463 (0.0218)	0.436 (0.0218)	-0.0271 (0.0308)	1,200
Married	0.347 (0.0204)	0.358 (0.0212)	0.0110 (0.0294)	1,200
Widowed	0.004 (0.00254)	0.007 (0.00442)	0.00270 (0.00509)	1,200
Legal_separated	0.003 (0.00214)	0.012 (0.00476)	0.00971* (0.00521)	1,200
De_facto_separated	0 (0)	0 (0)	0 (0)	1,200
Leg_cohabiting	0.117 (0.0125)	0.126 (0.0154)	0.00935 (0.0198)	1,200
No_income	0.021 (0.00560)	0.040 (0.00819)	0.0187* (0.00990)	1,200
Prof_income	0.442 (0.0215)	0.443 (0.0242)	0.00171 (0.0323)	1,200
log_audio	-0.10 (0.0526)	-0.10 (0.0579)	0.00347 (0.0781)	980
Logdaily_emails	0.330 (0.0300)	0.339 (0.0372)	0.00902 (0.0477)	1,105
Logweekly_meetings	0.035 (0.0309)	0.027 (0.0378)	-0.00756 (0.0488)	539
Logweekly_teamsmeeting	0.102	0.083	-0.0191	867

	(0.0380)	(0.0400)	(0.0551)	
Logweekly_chat	1.869	1.783	-0.0859	972
	(0.0546)	(0.0573)	(0.0790)	
audio_weekhour	1.481	1.432	-0.0494	1,200
	(0.126)	(0.149)	(0.195)	
Daily_emails	3.099	3.238	0.139	1,200
	(0.191)	(0.212)	(0.285)	
Weekly_meetings	0.897	0.910	0.0137	1,200
	(0.109)	(0.121)	(0.163)	
Weekly_teamsmeeting	1.628	1.361	-0.267	1,200
	(0.207)	(0.141)	(0.250)	
Weekly_chat	182.2	151.7	-30.56	1,200
	(18.05)	(17.91)	(25.41)	

Notes: by team cluster robust standard errors between parentheses, Significance codes: *** p<0.01, ** p<0.05, * p<0.1.
The fourth column reports the difference in means of the predetermined variables between the control group and the treated group. This difference corresponds to the estimated regression coefficients of treatment indicator obtained from a regression of the predetermined variables on a constant term and the treatment indicator without the inclusion of indicators for the 9 substrata. The corresponding estimated coefficients of the treatment indicator of the regressions including these substrata indicators are reported in the before last column of Table 8 below. The number of observations is reported in the last column. These number of observations is only smaller than 1,200 when the logarithm is taken as the logarithm of zero is not defined.

Table 6. Balancing tests of predetermined variables for L10agents

VARIABLES	Mean of the control group	Mean of the treatment group	Difference between the control group and the treatment group	Observations
Gender	0.615	0.615	0	130
	(0.0608)	(0.0608)	(0.0860)	
Age	44.92	47.35	2.433	128
	(1.169)	(1.161)	(1.647)	
Language	0.800	0.877	0.0769	130
	(0.0500)	(0.0411)	(0.0647)	
Nat_BE	0.952	0.967	0.0156	123
	(0.0275)	(0.0230)	(0.0358)	
Nb_children	0.242	0.443	0.201	123
	(0.0819)	(0.151)	(0.171)	
Children_bin	0.145	0.197	0.0516	123
	(0.0451)	(0.0513)	(0.0683)	
Working_time	0.871	0.885	0.0143	123
	(0.0429)	(0.0411)	(0.0595)	
Contract_type	0.968	0.934	-0.0333	123
	(0.0226)	(0.0320)	(0.0392)	
Level_cat	0.935	0.951	0.0153	123
	(0.0315)	-0.0279	(0.0421)	
Single	0.258	0.344	0.0862	123
	(0.0560)	(0.0613)	(0.0831)	
Married	0.516	0.475	-0.0407	123
	(0.0640)	(0.0645)	(0.0908)	

Widowed	0 (0)	0 (0)	0 (0)	123
Legal_separated	0 (0)	0 (0)	0 (0)	123
De_facto_separated	0 (0)	0 (0)	0 (0)	123
Leg_cohabiting	0.177 (0.0489)	0.0984 (0.0384)	-0.0791 (0.0622)	123
No_income	0.032 (0.0226)	0.0984 (0.0384)	0.0661 (0.0446)	123
Prof_income	0.661 (0.0606)	0.475 (0.0645)	-0.186** (0.0885)	123
log_audio	0.227 (0.0866)	0.259 (0.0770)	0.0320 (0.116)	126
Logdaily_emails	0.753 (0.0373)	0.701 (0.0332)	-0.0524 (0.0500)	129
Logweekly_meetings	0.252 (0.0585)	0.194 (0.0714)	-0.0580 (0.0923)	112
Logweekly_teamsmeeting	0.316 (0.0525)	0.373 (0.0572)	0.0565 (0.0776)	120
Logweekly_chat	2.083 (0.0774)	1.937 (0.0986)	-0.147 (0.125)	122
audio_weekhour	3.047 (0.362)	3.317 (0.426)	0.270 (0.559)	130
Daily_emails	6.950 (0.587)	6.087 (0.519)	-0.863 (0.784)	130
Weekly_meetings	2.553 (0.464)	2.7 (0.477)	0.147 (0.665)	130
Weekly_teamsmeeting	2.949 (0.361)	3.271 (0.442)	0.322 (0.571)	130
Weekly_chat	273.3 (52.06)	258.4 (58.20)	-14.87 (78.08)	130

Notes: heteroskedastic robust standard errors between parentheses, Significance codes: *** p<0.01, ** p<0.05, * p<0.1.
The fourth column reports the difference in means of the predetermined variables between the control group and the treated group. This difference corresponds to the estimated regression coefficients of treatment indicator obtained from a regression of the predetermined variables on a constant term and the treatment indicator without the inclusion of indicators for the 9 substrata. The corresponding estimated coefficients of the treatment indicator of the regressions including these substrata indicators are reported in the before last column of Table 9 below. The number of observations is reported in the last column. These number of observations is only smaller than 1,200 when the logarithm is taken as the logarithm of zero is not defined.

Table 7. Balancing tests of predetermined variables for the full sample

VARIABLES	Mean of the control group	Mean of the treatment group	Difference between the control and the treatment group	Observations
Gender	0.484 (0.0281)	0.498 (0.0311)	0.0136 (0.0419)	1,330
Age	43.09 (0.545)	44.03 (0.560)	0.943 (0.781)	1,328
Language	0.782 (0.0229)	0.791 (0.0174)	0.00876 (0.0287)	1,330
Nat_BE	0.923 (0.0126)	0.931 (0.0102)	0.00807 (0.0162)	1,323
Nb_children	0.310 (0.0329)	0.411 (0.0415)	0.101* (0.0529)	1,323
Children_bin	0.183 (0.0180)	0.218 (0.0198)	0.0349 (0.0267)	1,323
Working_time	0.899 (0.0235)	0.887 (0.0229)	-0.0125 (0.0328)	1,323
Contract_type	0.728 (0.0231)	0.752 (0.0272)	0.0238 (0.0356)	1,323
Level_cat	0.661 (0.0346)	0.711 (0.0378)	0.0499 (0.0512)	1,323
Single	0.445 (0.0206)	0.427 (0.0208)	-0.0184 (0.0292)	1,323
Married	0.361 (0.0203)	0.369 (0.0201)	0.00811 (0.0286)	1,323
Widowed	0.004 (0.00232)	0.006 (0.00398)	0.00237 (0.00460)	1,323
Legal_separated	0.002 (0.00195)	0.011 (0.00426)	0.00869* (0.00468)	1,323
De_facto_separated	0 (0)	0 (0)	0 (0)	1,323
Leg_cohabiting	0.122 (0.0122)	0.123 (0.0146)	0.00130 (0.0190)	1,323
No_income	0.022 (0.00567)	0.046 (0.00858)	0.0236** (0.0103)	1,323
Prof_income	0.461 (0.0199)	0.447 (0.0229)	-0.0142 (0.0303)	1,323
log_audio	-0.07 (0.0480)	-0.05 (0.0556)	0.0144 (0.0734)	1,106
Logdaily_emails	0.371 (0.0277)	0.380 (0.0343)	0.00975 (0.0440)	1,234
Logweekly_meetings	0.071 (0.0294)	0.057 (0.0346)	-0.0145 (0.0454)	651
Logweekly_teamsmeeting	0.127	0.121	-0.00581	987

	(0.0345)	(0.0381)	(0.0514)	
Logweekly_chat	1.892	1.802	-0.0899	1,094
	(0.0513)	(0.0562)	(0.0760)	
audio_weekhour	1.623	1.632	0.00854	1,330
	(0.124)	(0.160)	(0.202)	
Daily_emails	3.448	3.540	0.0916	1,330
	(0.195)	(0.209)	(0.286)	
Weekly_meetings	1.047	1.100	0.0533	1,330
	(0.111)	(0.137)	(0.176)	
Weekly_teamsmeeting	1.747	1.563	-0.184	1,330
	(0.194)	(0.155)	(0.248)	
Weekly_chat	190.5	163.0	-27.49	1,330
	(17.53)	(19.74)	(26.37)	

Notes: By team cluster robust standard errors between parentheses, Significance codes: *** p<0.01, ** p<0.05, * p<0.1.
The fourth column reports the difference in means of the predetermined variables between the control group and the treated group. This difference corresponds to the estimated regression coefficients of treatment indicator obtained from a regression of the predetermined variables on a constant term and the treatment indicator without the inclusion of indicators for the 9 substrata. The corresponding estimated coefficients of the treatment indicator of the regressions including these substrata indicators are reported in the before last column of Table 10 below. The number of observations is reported in the last column. These number of observations is only smaller than 1,200 when the logarithm is taken as the logarithm of zero is not defined.

Table 8. Balancing tests of predetermined variables for L0-agents by sub-strata and for the full sample controlling for sub-strata indicators

VARIABLES	Sub-stratum 1	Sub-stratum 2	Sub-stratum 3	Sub-stratum 4	Sub-stratum 5	Sub-stratum 6	Sub-stratum 7	Sub-stratum 8	Sub-stratum 9	Difference by controlling for the sub-strata	Difference without controlling for the sub-strata
Gender	0.0124	-0.145	0.0347	0.104	-0.109	-0.0766	0.166	-0.147	0.0805	0.00983	0.0127
	(0.0912)	(0.132)	(0.107)	(0.114)	(0.137)	(0.111)	(0.118)	(0.132)	(0.128)	(0.0423)	(0.0437)
Age	-0.617	2.261	-0.468	-0.876	-1.439	2.243	1.351	-1.245	3.688	0.679	0.726
	(2.089)	(2.973)	(2.072)	(2.294)	(2.068)	(2.561)	(1.907)	(4.049)	(2.681)	(0.825)	(0.830)
Language	0.0907	-0.0870	-0.0281	0.0586	-0.0807	-0.00484	0.0356	0.0499	0.0519	0.00294	0.000347
	(0.119)	(0.0683)	(0.0812)	(0.0759)	(0.0754)	(0.0709)	(0.0897)	(0.156)	(0.0841)	(0.0297)	(0.0296)
Nat_BE	-0.00275	-0.0145	0.0416	0.0380	0.0596	-0.0516	-0.0266	-0.136	0.0338	0.00555	0.00676
	(0.0350)	(0.0536)	(0.0458)	(0.0523)	(0.0593)	(0.0544)	(0.0415)	(0.0910)	(0.0465)	(0.0175)	(0.0178)
Nb_children	0.0110	0.174	0.231**	0.323*	0.0421	0.220	-0.0336	-0.257	0.0766	0.106**	0.0910*
	(0.167)	(0.180)	(0.0814)	(0.171)	(0.127)	(0.191)	(0.144)	(0.209)	(0.0983)	(0.0481)	(0.0527)
Children_bin	0.0714	0.0580	0.0902*	0.198**	0.0105	0.0903	-0.0401	-0.122	-0.0117	0.0424*	0.0337
	(0.0854)	(0.104)	(0.0446)	(0.0774)	(0.0657)	(0.0807)	(0.0655)	(0.111)	(0.0565)	(0.0246)	(0.0274)
Working_time	-0.109	0.0870	0.0622	-0.0532	-0.0175	-0.0194	-0.0307	-0.0455	-0.0221	-0.00760	-0.0150
	(0.120)	(0.155)	(0.107)	(0.0547)	(0.0458)	(0.0864)	(0.0525)	(0.0413)	(0.0580)	(0.0312)	(0.0326)
Contract_type	-0.132	0.0435	0.145	0.153	0.0632	-0.0992	-0.0642	-0.111	0.106	0.0291	0.0262
	(0.110)	(0.155)	(0.100)	(0.103)	(0.0680)	(0.0933)	(0.126)	(0.109)	(0.115)	(0.0390)	(0.0383)
Level_cat	0.135	-0	0.136	0.227	0.172	0.0347	-0.0977	0.141	-0.0519	0.0642	0.0493
	(0.145)	(0.174)	(0.171)	(0.147)	(0.145)	(0.103)	(0.135)	(0.130)	(0.155)	(0.0537)	(0.0561)
Single	-0.0261	-0.0725	-0.00454	0.0478	0.0175	-0.125	-0.0408	0.0411	-0.0325	-0.0242	-0.0271
	(0.0996)	(0.0607)	(0.0841)	(0.0864)	(0.0910)	(0.107)	(0.0856)	(0.130)	(0.0962)	(0.0304)	(0.0308)
Married	-0.0206	0.0725	-0.0136	0.0303	-0.0807	0.119	-0.00422	0.0865	-0.0169	0.00819	0.0110
	(0.107)	(0.0799)	(0.0640)	(0.0886)	(0.0882)	(0.131)	(0.0911)	(0.121)	(0.0656)	(0.0296)	(0.0294)
Widowed	0	0.0290	-0.0102	0	-0.0211*	0.0250	0	0	0.0130	0.00283	0.00270
	(0)	(0.0276)	(0.0102)	(0)	(0.0111)	(0.0246)	(0)	(0)	(0.0131)	(0.00479)	(0.00509)

Legal_separated	0.0385	0.0145	-0.000103	0.0364	0.00702	0	0	0	0	0.00944*	0.00971*
	(0.0255)	*(0.0143)*	*(0.0139)*	*(0.0237)*	*(0.0202)*	*(0)*	*(0)*	*(0)*	*(0)*	*(0.00497)*	*(0.00521)*
De_facto_separated	0	0	0	0	0	0	0	0	0	0	0
	(0)	*(0)*	*(0)*	*(0)*	*(0)*	*(0)*	*(0)*	*(0)*	*(0)*	*(0)*	*(0)*
Leg_cohabiting	-0.0137	-0.0145	0.00897	-0.0397	0.0491	0.0210	0.00988	-0.103	0.0831*	0.00998	0.00935
	(0.0470)	*(0.0582)*	*(0.0557)*	*(0.0770)*	*(0.0462)*	*(0.0855)*	*(0.0471)*	*(0.0785)*	*(0.0459)*	*(0.0195)*	*(0.0198)*
No_income	0.0604	-0	0.00959	0.0175	-0.0105	0	0.0434	0	0.0117	0.0158*	0.0187*
	(0.0520)	*(0.0261)*	*(0.0277)*	*(0.0371)*	*(0.00874)*	*(0)*	*(0.0269)*	*(0)*	*(0.0188)*	*(0.00954)*	*(0.00990)*
Prof_income	-0.0948	0.0580	-0.0142	-0.0269	-0.0211	0.140	-0.0377	-0.0161	0.0545	0.00235	0.00171
	(0.105)	*(0.0702)*	*(0.0850)*	*(0.105)*	*(0.105)*	*(0.127)*	*(0.0985)*	*(0.144)*	*(0.0671)*	*(0.0324)*	*(0.0323)*
Log_audio	-0.0571	-0.329	0.423	-0.0585	0.260	0.113	-0.206	0.119	-0.0887	0.0193	0.00347
	(0.230)	*(0.249)*	*(0.250)*	*(0.163)*	*(0.177)*	*(0.224)*	*(0.236)*	*(0.283)*	*(0.129)*	*(0.0777)*	*(0.0781)*
Logdaily_emails	0.193	-0.0659	0.0228	0.0584	-0.0456	0.130*	-0.0270	0.0932	0.00534	0.0259	0.00902
	(0.149)	*(0.147)*	*(0.141)*	*(0.0994)*	*(0.142)*	*(0.0671)*	*(0.111)*	*(0.146)*	*(0.115)*	*(0.0440)*	*(0.0477)*
Logweekly_meetings	0.167	-0.157	-0.0346	0.0447	0.185	-0.141	0.128	0.0108	-0.178	0.00588	-0.00756
	(0.156)	*(0.102)*	*(0.116)*	*(0.143)*	*(0.184)*	*(0.149)*	*(0.112)*	*(0.229)*	*(0.139)*	*(0.0501)*	*(0.0488)*
Logweekly_teamsmeeting	0.180	-0.252	0.00785	-0.0654	0.287*	0.0500	-0.129	0.0183	-0.0741	-0.00576	-0.0191
	(0.128)	*(0.167)*	*(0.237)*	*(0.112)*	*(0.140)*	*(0.136)*	*(0.144)*	*(0.174)*	*(0.122)*	*(0.0555)*	*(0.0551)*
Logweekly_chat	-0.0157	-0.433*	-0.0148	0.0877	0.264	0.185	-0.0951	0.0301	-0.331	-0.0502	-0.0859
	(0.251)	*(0.210)*	*(0.225)*	*(0.220)*	*(0.158)*	*(0.243)*	*(0.211)*	*(0.332)*	*(0.219)*	*(0.0758)*	*(0.0790)*
Audio_weekhour	-0.0741	-0.805	0.602	0.0845	0.603	-0.140	-0.151	-0.0516	-0.273	0.00863	-0.0494
	(0.560)	*(0.679)*	*(0.491)*	*(0.339)*	*(0.564)*	*(0.639)*	*(0.549)*	*(0.999)*	*(0.300)*	*(0.188)*	*(0.195)*
Daily_emails	1.069	-0.0981	0.625	-0.0578	0.243	0.207	-0.515	-0.233	0.677	0.225	0.139
	(0.649)	*(0.725)*	*(0.587)*	*(0.998)*	*(1.138)*	*(0.480)*	*(0.718)*	*(0.805)*	*(0.660)*	*(0.265)*	*(0.285)*
Weekly_meetings	0.896**	-0.124	0.378	0.147	0.636	-0.461	-0.297	-0.320	-0.684*	0.0374	0.0137
	(0.405)	*(0.422)*	*(0.370)*	*(0.560)*	*(0.541)*	*(0.596)*	*(0.396)*	*(0.710)*	*(0.369)*	*(0.160)*	*(0.163)*
Weekly_teamsmeeting	0.460	-1.187	-0.650	-0.0314	0.982	0.205	-0.718	-0.549	-0.219	-0.238	-0.267
	(0.423)	*(0.896)*	*(1.113)*	*(0.328)*	*(0.703)*	*(0.595)*	*(0.493)*	*(0.889)*	*(0.353)*	*(0.262)*	*(0.250)*
Weekly_chat	5.719	-151.5**	-2.130	38.87	129.3*	12.28	-53.71	-8.379	-130.7	-22.49	-30.56
	(53.48)	*(72.11)*	*(38.95)*	*(81.87)*	*(73.51)*	*(66.23)*	*(73.62)*	*(190.8)*	*(78.92)*	*(25.23)*	*(25.41)*

Table 9. Balancing tests of predetermined variables for L10-agents by the sub-strata and for the full sample controlling for sub-strata indicators

VARIABLES	Sub-stratum 1	Sub-stratum 2	Sub-stratum 3	Sub-stratum 4	Sub-stratum 5	Difference by controlling for the sub-strata	Difference without controlling for the sub-strata
Gender	0	0	0	0	0	0	0
	(0)	(0)	(0)	(0)	(0)	(0)	(0.0860)
Age	5.216*	8.182**	1.667	-0.261	-6.125	2.397	2.433
	(2.899)	(3.643)	(4.879)	(3.244)	(3.847)	(1.627)	(1.647)
Language	0.250*	0	0.111	0	-0.125	0.0769	0.0769
	(0.139)	(0.172)	(0.184)	(0.0832)	(0.125)	(0.0637)	(0.0647)
Nat_BE	-0.00694	0	0	0.0662	0	0.0158	0.0156
	(0.0836)	(0)	(0)	(0.104)	(0)	(0.0360)	(0.0358)
Nb_children	0.326	0.182	-0	0.0331	0.500	0.197	0.201
	(0.451)	(0.392)	(0.333)	(0.321)	(0.327)	(0.177)	(0.171)
Children_bin	0.00694	-0.0909	0	0.107	0.250	0.0468	0.0516
	(0.0836)	(0.186)	(0.208)	(0.152)	(0.164)	(0.0679)	(0.0683)
Working_time	-0.0208	0.0909	0	0.00368	0	0.0115	0.0143
	(0.135)	(0.186)	(0.157)	(0.0858)	(0)	(0.0589)	(0.0595)
Contract_type	-0.0625	-0.0909	0	-0.0551	0.125	-0.0320	-0.0333
	(0.0624)	(0.0909)	(0)	(0.102)	(0.125)	(0.0396)	(0.0392)
Level_cat	-0.125	0	0.111	0.129	0	0.0163	0.0153
	(0.0852)	(0)	(0.111)	(0.117)	(0)	(0.0430)	(0.0421)
Single	-0.201	0.545***	0.222	0.103	-0.125	0.0860	0.0862
	(0.155)	(0.177)	(0.200)	(0.164)	(0.245)	(0.0838)	(0.0831)
Married	0.0556	-0.273	-0.111	0.0368	0	-0.0399	-0.0407

	(0.177)	*(0.211)*	*(0.222)*	*(0.175)*	*(0.259)*	*(0.0898)*	*(0.0908)*
Widowed	0	0	0	0	0	0	0
	(0)	*(0)*	*(0)*	*(0)*	*(0)*	*(0)*	*(0)*
Legal_separated	0	0	0	0	0	0	0
	(0)	*(0)*	*(0)*	*(0)*	*(0)*	*(0)*	*(0)*
De_facto_separated	0	0	0	0	0	0	0
	(0)	*(0)*	*(0)*	*(0)*	*(0)*	*(0)*	*(0)*
Leg_cohabiting	0.0139	-0.273	-0.111	-0.132	0.125	-0.0805	-0.0791
	(0.114)	*(0.177)*	*(0.111)*	*(0.138)*	*(0.125)*	*(0.0626)*	*(0.0622)*
No_income	0.132	0.182	0	0.0588	-0.125	0.0685	0.0661
	(0.115)	*(0.122)*	*(0)*	*(0.0589)*	*(0.125)*	*(0.0449)*	*(0.0446)*
Prof_income	-0.0625	-0.727***	-0.222	-0.154	0.250	-0.189**	-0.186**
	(0.176)	*(0.152)*	*(0.200)*	*(0.177)*	*(0.250)*	*(0.0880)*	*(0.0885)*
Log_audio	0.222	-0.288	0.440	-0.170	0.0253	0.0313	0.0320
	(0.258)	*(0.291)*	*(0.338)*	*(0.169)*	*(0.185)*	*(0.115)*	*(0.116)*
Logdaily_emails	0.0718	-0.0536	-0.0568	-0.171*	-0.0866	-0.0513	-0.0524
	(0.0844)	*(0.125)*	*(0.120)*	*(0.0981)*	*(0.137)*	*(0.0483)*	*(0.0500)*
Logweekly_meetings	-0.0158	-0.605***	0.0874	-0.0183	0.313	-0.0601	-0.0580
	(0.189)	*(0.161)*	*(0.260)*	*(0.168)*	*(0.268)*	*(0.0931)*	*(0.0923)*
Logweekly_teamsmeeting	0.138	-0.0239	0.301	-0.105	0.0749	0.0591	0.0565
	(0.151)	*(0.229)*	*(0.235)*	*(0.126)*	*(0.185)*	*(0.0780)*	*(0.0776)*
Logweekly_chat	-0.329	-0.621**	0.0304	0.0898	0.128	-0.153	-0.147
	(0.245)	*(0.251)*	*(0.391)*	*(0.220)*	*(0.260)*	*(0.121)*	*(0.125)*
Audio_weekhour	0.576	0.778	0.418	-0.390	0.0368	0.270	0.270
	(1.041)	*(1.815)*	*(1.462)*	*(0.682)*	*(1.780)*	*(0.554)*	*(0.559)*
Daily_emails	0.838	-1.370	-0.0222	-2.914*	-1.008	-0.863	-0.863
	(1.060)	*(1.970)*	*(1.357)*	*(1.633)*	*(2.930)*	*(0.749)*	*(0.784)*
Weekly_meetings	-0.369	-2.771***	1.032	0.504	3.690	0.147	0.147
	(1.462)	*(0.964)*	*(1.094)*	*(1.177)*	*(2.255)*	*(0.662)*	*(0.665)*
Weekly_teamsmeeting	0.595	-0.195	1.032	-0.0980	0.446	0.322	0.322

	(1.217)	(1.385)	(1.333)	(0.745)	(2.069)	(0.568)	(0.571)
Weekly_chat	-105.4	-110.1	-294.3	121.4	367.1	-14.87	-14.87
	(122.4)	(69.17)	(267.5)	(146.8)	(299.1)	(76.31)	(78.08)

Notes: Heteroskedastic robust standard errors between parentheses, Significance codes: *** p<0.01, ** p<0.05, * p<0.1.

The table reports the difference in means of the predetermined variables between the control group and the treated group. The first five columns report this difference for each of the first 5 sub-strata. Sub-strata 6 to 9 are not included in this table because these strata exclude the manager by definition. In the sixth column this difference is estimated by the coefficient of the treatment indicator in a regression of the predetermined variables on a constant term, the treatment indicator, and 4 indicator for substrata 2 to 5, taking the first substratum as reference. The last column reports the estimated difference without the controls for the substrata and is copied from table 6 above.

Table 10. Balancing tests of predetermined variables for the full sample by sub-strata and for the full sample controlling for sub-strata indicators

VARIABLES	Sub-stratum 1	Sub-stratum 2	Sub-stratum 3	Sub-stratum 4	Sub-stratum 5	Sub-stratum 6	Sub-stratum 7	Sub-stratum 8	Sub-stratum 9	Difference by controlling for the sub-strata	Difference without controlling for the sub-strata
Gender	0.0139	-0.125	0.0315	0.0802	-0.118	-0.0766	0.166	-0.147	0.0805	0.00695	0.0136
	(0.0654)	(0.115)	(0.0986)	(0.0861)	(0.119)	(0.111)	(0.118)	(0.132)	(0.128)	(0.0379)	(0.0419)
Age	1.094	3.075	-0.290	-0.714	-1.881	2.243	1.351	-1.245	3.688	0.870	0.943
	(1.759)	(2.846)	(1.981)	(1.892)	(1.835)	(2.561)	(1.907)	(4.049)	(2.681)	(0.776)	(0.781)
Language	0.134	-0.0750	-0.0165	0.0442	-0.0795	-0.00484	0.0356	0.0499	0.0519	0.0109	0.00876
	(0.107)	(0.0701)	(0.0804)	(0.0646)	(0.0631)	(0.0709)	(0.0897)	(0.156)	(0.0841)	(0.0286)	(0.0287)
Nat_BE	-0.00358	-0.0125	0.0381	0.0444	0.0590	-0.0516	-0.0266	-0.136	0.0338	0.00720	0.00807
	(0.0312)	(0.0462)	(0.0419)	(0.0429)	(0.0534)	(0.0544)	(0.0415)	(0.0910)	(0.0465)	(0.0160)	(0.0162)
Nb_children	0.0874	0.175	0.212**	0.256	0.0789	0.220	-0.0336	-0.257	0.0766	0.114**	0.101*
	(0.192)	(0.180)	(0.0757)	(0.158)	(0.137)	(0.191)	(0.144)	(0.209)	(0.0983)	(0.0493)	(0.0529)
Children_bin	0.0572	0.0375	0.0826*	0.177**	0.0285	0.0903	-0.0401	-0.122	-0.0117	0.0422*	0.0349
	(0.0746)	(0.106)	(0.0445)	(0.0752)	(0.0658)	(0.0807)	(0.0655)	(0.111)	(0.0565)	(0.0246)	(0.0267)
Working_time	-0.0878	0.0875	0.0569	-0.0397	-0.0130	-0.0194	-0.0307	-0.0455	-0.0221	-0.00545	-0.0125
	(0.112)	(0.151)	(0.108)	(0.0562)	(0.0405)	(0.0864)	(0.0525)	(0.0413)	(0.0580)	(0.0314)	(0.0328)
Contract_type	-0.117	0.0250	0.132	0.106	0.0775	-0.0992	-0.0642	-0.111	0.106	0.0243	0.0238
	(0.0856)	(0.141)	(0.0913)	(0.0802)	(0.0640)	(0.0933)	(0.126)	(0.109)	(0.115)	(0.0359)	(0.0356)
Level_cat	0.0696	0	0.134	0.206	0.169	0.0347	-0.0977	0.141	-0.0519	0.0613	0.0499

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	(0.119)	*(0.151)*	*(0.160)*	*(0.131)*	*(0.131)*	*(0.103)*	*(0.135)*	*(0.130)*	*(0.155)*	*(0.0497)*	*(0.0512)*
Single	-0.0672	0.0125	0.0146	0.0599	-0.00448	-0.125	-0.0408	0.0411	-0.0325	-0.0146	-0.0184
	(0.0906)	*(0.0597)*	*(0.0769)*	*(0.0732)*	*(0.0776)*	*(0.107)*	*(0.0856)*	*(0.130)*	*(0.0962)*	*(0.0283)*	*(0.0292)*
Married	-0.00238	0.0250	-0.0221	0.0321	-0.0572	0.119	-0.00422	0.0865	-0.0169	0.00545	0.00811
	(0.102)	*(0.0776)*	*(0.0667)*	*(0.0837)*	*(0.0725)*	*(0.131)*	*(0.0911)*	*(0.121)*	*(0.0656)*	*(0.0286)*	*(0.0286)*
Widowed	0	0.0250	-0.00935	0	-0.0194*	0.0250	0	0	0.0130	0.00249	0.00237
	(0)	*(0.0239)*	*(0.00928)*	*(0)*	*(0.0104)*	*(0.0246)*	*(0)*	*(0)*	*(0.0131)*	*(0.00435)*	*(0.00460)*
Legal_separated	0.0294	0.0125	-8.65e-05	0.0278	0.00568	0	0	0	0	0.00847*	0.00869*
	(0.0198)	*(0.0123)*	*(0.0127)*	*(0.0182)*	*(0.0179)*	*(0)*	*(0)*	*(0)*	*(0)*	*(0.00450)*	*(0.00468)*
De_facto_separated	0	0	0	0	0	0	0	0	0	0	0
	(0)	*(0)*	*(0)*	*(0)*	*(0)*	*(0)*	*(0)*	*(0)*	*(0)*	*(0)*	*(0)*
Leg_cohabiting	-0.00755	-0.0500	-0.00104	-0.0611	0.0527	0.0210	0.00988	-0.103	0.0831*	0.000936	0.00130
	(0.0459)	*(0.0547)*	*(0.0533)*	*(0.0690)*	*(0.0438)*	*(0.0855)*	*(0.0471)*	*(0.0785)*	*(0.0459)*	*(0.0189)*	*(0.0190)*
No_income	0.0771	0.0250	0.00883	0.0270	-0.0194*	0	0.0434	0	0.0117	0.0210**	0.0236**
	(0.0510)	*(0.0311)*	*(0.0256)*	*(0.0308)*	*(0.0102)*	*(0)*	*(0.0269)*	*(0)*	*(0.0188)*	*(0.00987)*	*(0.0103)*
Prof_income	-0.0870	-0.0500	-0.0319	-0.0560	0.0149	0.140	-0.0377	-0.0161	0.0545	-0.0147	-0.0142
	(0.0888)	*(0.0650)*	*(0.0797)*	*(0.0943)*	*(0.0926)*	*(0.127)*	*(0.0985)*	*(0.144)*	*(0.0671)*	*(0.0304)*	*(0.0303)*
Log_audio	0.0399	-0.319	0.423*	-0.0889	0.264	0.113	-0.206	0.119	-0.0887	0.0257	0.0144
	(0.194)	*(0.244)*	*(0.220)*	*(0.153)*	*(0.161)*	*(0.224)*	*(0.236)*	*(0.283)*	*(0.129)*	*(0.0729)*	*(0.0734)*
Logdaily_emails	0.168	-0.0661	0.0139	0.00221	-0.0258	0.130*	-0.0270	0.0932	0.00534	0.0213	0.00975
	(0.121)	*(0.131)*	*(0.133)*	*(0.0803)*	*(0.130)*	*(0.0671)*	*(0.111)*	*(0.146)*	*(0.115)*	*(0.0408)*	*(0.0440)*
Logweekly_meetings	0.0472	-0.272***	-0.0283	0.0188	0.220	-0.141	0.128	0.0108	-0.178	-0.0103	-0.0145
	(0.118)	*(0.0807)*	*(0.0997)*	*(0.111)*	*(0.168)*	*(0.149)*	*(0.112)*	*(0.229)*	*(0.139)*	*(0.0454)*	*(0.0454)*
Logweekly_teamsmeeting	0.177	-0.225	0.0406	-0.0801	0.280**	0.0500	-0.129	0.0183	-0.0741	0.00429	-0.00581
	(0.119)	*(0.157)*	*(0.208)*	*(0.101)*	*(0.130)*	*(0.136)*	*(0.144)*	*(0.174)*	*(0.122)*	*(0.0513)*	*(0.0514)*
Logweekly_chat	-0.107	-0.463**	-0.00989	0.0804	0.268*	0.185	-0.0951	0.0301	-0.331	-0.0600	-0.0899
	(0.225)	*(0.194)*	*(0.229)*	*(0.200)*	*(0.148)*	*(0.243)*	*(0.211)*	*(0.332)*	*(0.219)*	*(0.0734)*	*(0.0760)*
Audio_weekhour	0.121	-0.587	0.585	-0.0342	0.692	-0.140	-0.151	-0.0516	-0.273	0.0541	0.00854
	(0.593)	*(0.789)*	*(0.488)*	*(0.356)*	*(0.569)*	*(0.639)*	*(0.549)*	*(0.999)*	*(0.300)*	*(0.195)*	*(0.202)*
Daily_emails	1.048	-0.273	0.568	-0.746	0.374	0.207	-0.515	-0.233	0.677	0.152	0.0916

	(0.653)	*(0.731)*	*(0.594)*	*(0.903)*	*(1.089)*	*(0.480)*	*(0.718)*	*(0.805)*	*(0.660)*	*(0.262)*	*(0.286)*
Weekly_meetings	0.578	-0.488	0.432	0.227	1.101*	-0.461	-0.297	-0.320	-0.684*	0.0701	0.0533
	(0.541)	*(0.413)*	*(0.374)*	*(0.525)*	*(0.628)*	*(0.596)*	*(0.396)*	*(0.710)*	*(0.369)*	*(0.171)*	*(0.176)*
Weekly_teamsmeeting	0.521	-1.051	-0.510	-0.0530	1.068	0.205	-0.718	-0.549	-0.219	-0.162	-0.184
	(0.597)	*(0.890)*	*(1.015)*	*(0.372)*	*(0.745)*	*(0.595)*	*(0.493)*	*(0.889)*	*(0.353)*	*(0.255)*	*(0.248)*
Weekly_chat	-23.20	-145.8**	-26.76	58.14	166.3*	12.28	-53.71	-8.379	-130.7	-19.96	-27.49
	(61.16)	*(64.57)*	*(49.72)*	*(88.52)*	*(87.52)*	*(66.23)*	*(73.62)*	*(190.8)*	*(78.92)*	*(26.22)*	*(26.37)*

Notes: By team robust standard errors between parentheses, Significance codes: *** $p<0.01$, ** $p<0.05$, * $p<0.1$.

The table contains the same information as the two preceding tables, but for the full sample (i.e. aggregating over L0 and L10-agents). Remember that the experiment has been constructed by stratifying on the gender of the manager and whether the manager is included in the experiment or not. The sub-strata 6 to 9 are sub-strata where the manager is not included in the experiment. Consequently, there is no observation at L10-level in these sub-strata. The columns 6 to 9 are therefore identical to the ones reported in table 5 for L0-agents only.

Appendix 6: results of the power calculations for L0-agents and L10-agents separately

Table 11. Power analysis for L0-agents

| Outcomes | N | Sample size | | Intraclass correlation coefficient | $\alpha = 0{,}05$; power = 0.8 % and cvcluster = 0.87 | |
		N_0 (k_0 and m_0)	N_1 (k_1 and m_1)	ICC	MDE	%Δ
1	1,200	652 (108 and 6.04)	548 (108 and 5.07)	0.22482	0.03363	1.09%
2	1,200	652 (108 and 6.04)	548 (108 and 5.07)	0.31788	0.02223	1.50%
Standardised	1,200	652 (108 and 6.04)	548 (108 and 5.07)	0.22482 0.31788	0.2541 0.2749	- -

Notes: MDE = minimum detectable effect, %Δ = percentage of the effect relative to the mean

Outcome 1 = The number of emails sent per day: the number of daily emails were computed by diving the total number of emails by 30 (the length of the period extraction) as we consider that individuals can also send emails during the weekend (mean of the control group = 3.099387; standard deviation of the control group = 0.1173866; standard deviation of the treatment group = 0.1449138)

Outcome 2 = The audio duration of Teams meetings per hour per week: the audio duration has been computed by dividing the duration by 21 (the number of working days for the period), and then multiplying it by 5 (the number of working days per week), and finally by dividing this number by 3600 to obtain the audio duration in hours instead of seconds (the mean of the control group is 1.481172; the standard deviation of the control group = 0.0791141; standard deviation of the treatment group = 0.0.0824723)

Standardised = A standardised variable (mean of 0 and standard deviation of 1)

N = total number of individuals in the experiment

N_0 (k_0 and m_0) = total number of individuals in the control group (k_0 is the number of clusters in this control group, and m_0 is the average number of individuals within each cluster in the control group)

N_1 (k_1 and m_1) = total number of individuals in the treatment group (k_1 is the number of clusters in this treatment group, and m_1 is the average number of individuals within each cluster in the treatment group)

ICC: intraclass correlation coefficient computed using the command loneway for L0-agents only

The power is set at 80 %, the significance level (α) is set at 5%.

CVcluster: coefficient of variation for cluster sizes (the standard deviation of cluster size divided by the mean of cluster size)

Table 12. Power analysis for L10-agents

| Outcomes | N | Sample size | | $\alpha = 0{,}05$; power = 0.8% | |
		N_0	N_1	MDE	%Δ
1	130	65	65	0.2907	4.18%
2	130	65	65	0.1791	5.88%
Standardised	130	65	65	0.4952	-

Notes: MDE = minimum detectable effect, %Δ = percentage of the effect relative to the mean

Outcome 1 = The number of emails sent per day: the number of daily emails were computed by diving the total number of emails by 30 (the length of the period extraction) as we consider that individuals can also send emails during the weekend (mean of the control group = 6.949744; standard deviation of the control group = 0.5871742)

Outcome 2 = The audio duration of Teams meetings per hour per week: the audio duration has been computed by dividing the duration by 21 (the number of working days for the period), and then multiplying it by 5 (the number of working days per week), and finally by dividing this number by 3600 to obtain the audio duration in hours instead of seconds (the mean of the control group is 3.047244; the standard deviation of the control group = 0.3617606)

Standardised = A standardised variable (mean of 0 and standard deviation of 1)

N = total number of individuals in the experiment

N_0 = total number of individuals in the control group

N_1 = total number of individuals in the treatment

The power is set at 80 %, the significance level (α) is set at 5%.

Appendix 7: results of the power analysis taking non-response into account (10% and 60%)

Table 13. General power analysis

Outcomes	Sample size			Intraclass correlation coefficient	$\alpha = 0{,}05$; power = 0.8 % and cvcluster = 0.78
	N	N_0 (k_0 and m_0)	N_1 (k_1 and m_1)	ICC	MDE
Standardised: 10%	133	71.7 (108 and 0.64)	61.3 (108 and 0.57)	0.19447 0.28929	0.4885 0.486
Standardised: 60%	798	430.2 (108 and 3.98)	367.8 (108 and 3.41)	0.19447 0.28929	0.2663 0.2868