



## WELLBEING PROGRAMME AT FERRARI - 'FORMULA UOMO'

### 1. Organisations involved

Ferrari S.p.A.

### 2. Description of the case

#### 2.1. Introduction

The Italian premium car manufacturer Ferrari does not need introduction as being well-known for its products world-wide. The company wanted to match the working life of its employees and the uniqueness of the products they create. The concept behind the measures was that the best performance could only be achieved if employees felt empowered and appreciated. The overarching programme "Formula Uomo", which was launched in 1997, dealt with redesigning the working environment, enforcing safety culture, humanising production lines, enabling individual and team development, as well as environment consciousness. The firm belief that the quality of cars could not be separated from the lives of the workers set out the priorities: the work environment and the welfare of employees. All these were inspired by the quality of the Italian way of life.

#### 2.2. Aims

The chairman believed that the thread linking creativity to the quality of the end product was the working environment. The vision was "a working environment where safety and environmental protection coexist in harmony in facilities designed and constructed with the workers' needs in mind... a pleasant working environment in which to use their skills and express their creativity. A working environment in which safety and environmental awareness are priorities.". Ferrari's aim was to develop an innovative factory by creating a well-organised, ecological environment that would continually stimulate and motivate the 3,000 workers who work in the Maranello plant.

#### 2.3. What was done and how?

##### Company values

Ferrari had a very strong and distinctive corporate identity. They aimed excellence with passion, which was truly reflected in their dedication to races. The company set its 12-point values system modelled after a 12-cylinder motor:

1. Tradition and
2. Innovation;
3. Individual and
4. Team;
5. Passion and
6. Sport Spirit;
7. Territorial and
8. Internationality;
9. Ethics and

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10. Profit;
11. Excellence and
12. Speed

Based on these values they updated the entire working life in the company: safety culture, working environment, workers' involvement, personal development, quality of life and workplace health promotion: all positively intertwined to enhance the effects of one another.

## Safety culture

The company realised that modifying the working environment is not enough. Besides applying the latest ergonomic principles, they also invested in training in order to win and enable workers to fulfil the vision of zero accident. "Each one of the men and women working in Ferrari must feel responsible for their own safety and that of their co-workers."

## Premises

The management had the ambitious vision to turn the factory into a Ferrari village where men are put into the centre. In every stage of the gradual development they followed this new concept. The construction started with the futuristic looking Formula-1 wind tunnel testing building in 1998 and was completed by the new factory restaurant at the heart of the site in 2008. They gradually augmented and modernised every building in the plant, which stretched out on 15,000 m<sup>2</sup>. The Master Plan was drawn up to optimise production lines meanwhile also enabling future modifications according to feedback and new requirements. The working group, which consisted of Europe's most highly qualified ecological architecture specialists, first applied the principles of "bio-architecture" at the New Machining Department in 1999. The company hired architect Marco Visconti whose characteristic feature is the search for the best relationship between man and building, likewise between project, nature and the surrounding environment.



**Picture 1: Green working environment in the New Machining Department (source: Ferrari)**

The bio-architectural approach, which opened the way to successive projects sharing the same uncompromising principles of sustainability, incorporated the following priorities into the design: better utilization of energy, natural and artificial lighting, heating; and the use of materials coming from clean and sustainable technologies. The buildings did not just look good and modern but they also aimed to provide the workshops with:

- a high level of natural lighting but with complete control thereof
- thermal comfort by appropriate shading against sunlight
- maximum acoustic comfort with noise reduction (source and reverberation)
- visual comfort (clean and technical) by applying the principles of interior design and science-based use of colours
- views to the landscape and the small internal gardens (psychological comfort)
- construction materials that did not pollute indoor air
- natural ventilation as much as possible.

This kind of approach to lighting and temperature regulation required thorough analysis of the pathways of the sun and diverse architectural solutions, including large skylights and reflective plates. Besides, the photovoltaic roof produced around 214 Megawatts electricity a year.

The architect designed the restaurant as a place where employees could meet and socialise; it was surrounded by a partly covered square where workers could relax during their breaks. The concept was to create a building which would not be devoted merely to the company restaurant, but also to all other aspects of social life within the factory. The square took after the fashion of traditional Greco-Roman style city “piazza” featuring covered and open parts, plants and fountains. The enormous hall on the ground floor level of the building contained a bar, the Info-Point, the Learning Centre, a well-being centre, a first-aid station, medical testing labs, and a small drugstore. The intermediate level housed offices and recreational clubs. The next level contained the restaurant and the kitchens. The former was a single open plan space with natural light flooding in through the roof and sides made from bioclimatic active glass.

The company emphasises its dedication to environmentally friendly industry by planting trees all around the plant: from the car park to the internal gardens of the industrial buildings. The presence of green areas in a workshop delivered the message of tranquillity and quality of the indoor air. There were 25,000 plants on the site: trees, flower beds and gardens around every corner.

The architectural design also served the complex work of the teams at the Product Development Centre. Adaptability and the clear view between the various working environments, which was achieved by using glass walls, reflected the philosophy of the unit: innovativeness and reliability.

The design of the new Paint Shop aimed the reduction of solvent emissions and energy expenditure. The new shop not only provided a high degree of automation and flexibility in the production lines but also featured optimised working conditions.

The “Ecological Island” was equipped with the latest and most sophisticated decontamination and salvage systems inside. Meanwhile, this industrial waste treatment facility was a pleasant grassy hill from the outside.

All the premises were arranged in a way to reduce unwanted movement thus maximising productivity. They also equipped buildings with loaded bicycle-shelters for workers: this speeded up transport in a healthy and environmentally friendly way. Over 100 commuter bikes were available for workers to get around in the plant.

**Workers’ involvement**

In the 15 months of calm negotiations the social partners set up a new Company-Employees contract which was approved by 87% of Ferrari’s employees. The contract enabled pay rise according to

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attainment of certain sales, efficiency and profit volumes. The document contained production flexibility agreements to enhance response to market demands.

The "Our Grand Prix" programme involved employees in finding solutions to production problems and giving suggestions to improve the quality of the working environment. The approved solutions were periodically awarded.

## **Self-development**

Ferrari gave special attention to enhance and maximise the talents of their employees. It did not stop at courses that could be easily translated to the workshop level; but they aimed to activate the deep, individual creativity of workers – something that traditional training activities rarely did. More than half of the company's employees could participate in highly specialised, personalised further training schemes and programmes. These ranged from language lessons to professional development and the specific individual interests of employees. The in-house language courses (e.g. English@breakfast, English@lunch, English@tea, Deutsche Party) were free and open to everyone, easily accessible with a click of the mouse on the company intranet.

Several times a year the company ran a program called Creativity Club where workers could meet artists to inspire their creativity and learn about how artists generate ideas and solutions. Among others painters, sculptors, jazz musicians, writers, radio DJs, photographers, chefs, actors, orchestra conductors participated. These artists also taught their skills in classes, consisting of six to eight sessions. Employees could register to the club events via the intranet. The discussions, which took place in small groups at the company but outside of business hours, created an excellent opportunity for workers of all levels from the company to mix comfortably and get to know one another.

## **Quality of life and workplace health promotion**

The company stepped beyond the factory fences by providing employees with a series of services. These were available not only for the employees but were extended also to their families.

- free medical/fitness check-ups
- specialist preventative medicine programmes (including four educational sessions a year on current health topics)
- fitness programme with a personal trainer
- dishes in the restaurant were compiled by the advice of dieticians
- home and personalised loans at competitive rates
- discounts on school and university textbooks
- participation in company events ("Finali Mondiali", unveilings of new cars, company stands at various Grand Prix)
- discounts in various commercial and service outlets.

The company provided the Formula Benessere well-being programme focusing on workers' health in co-operation with a medical service provider. Formula Benessere Donna helped raise women's health awareness and offered specialist check-ups for them. The Formula Benessere Junior programme was available for employees' children aged 5-15. It contained medical examinations and an introduction to the sports best suited to the individual. In 2011, 1065 employees participated in the well-being program, more than the 50% of women in the company joined the woman well-being program and the 85% of employees' children benefited from the junior program. The gym of the company proved to be very popular: attended by 92% of participants of the programme.

As they were travelling the world for six months a year, the racing team received extra attention: physicians carried out their medical check-ups in a "mobile clinic" set up in the Logistics building at the end of each F1 season.

Maranello Village provided a quick and easy living solution for individuals moving to the town from other areas. Only four kilometres from the factory, 120 apartments were exclusively available for Ferrari personnel, connected to the Ferrari factory also via a bicycle lane.

## **2.4. What was achieved?**

- Best Place to Work in Italy (2003), Best Place to Work in Europe (2007).
- High work satisfaction levels in the company climate surveys.
- Ferrari was constantly ranked among the most desired companies where newly qualified professionals from Europe's leading universities want to work (Universum: European MBA Surveys – Europe's Ideal Employers).
- Energy savings: 9,000 m<sup>3</sup> of methane gas in winter (less heating), 70,000 kWh the summer (less cooling) and 40,000 kWh of electricity (lighting).
- Independency from the electric power grid.
- The reduction in CO<sub>2</sub> emissions by 40% enabled the Ferrari factory to meet the objectives of the Kyoto Protocol 10 years ahead of schedule.

## **2.5. Success factors**

- Utmost dedication of the management to the daring vision.
- Managerial recognition of the link between company productivity and workers' well-being.
- Use of highly qualified experts.

## **2.6. Further information**

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## **2.7. Transferability**

The approach can be transferred to any company: when it comes to changes, a lot can be gained by applying a comprehensive approach and taking into consideration wellbeing factors.

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