

16 Women empowering women? Challenges and opportunities of new female-oriented workplaces in the post-pandemic era

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Introduction

Motivation

The COVID-19 pandemic has profoundly changed the ways in which we live and work. While the aftermath of this ongoing situation has affected the work-life balance of workers in general, it seems that women are more vulnerable to the immediate negative effects of this pandemic. The issue of changing work-family balance had already caught the attention of scholars before the pandemic. In this respect, studies have discussed the blurring of work-life boundaries, mainly due to factors such as longer working hours, part-time work, increasing number of working women and single parents, technological advances, the use of multiple ICTs at work (see, for example, Kossek & Michel, 2010; Kossek & Ozeki, 1998), and the phenomenon of flexwork,¹ with both positive and negative consequences (Rice, 2017). While the digital transformation has affected individuals' well-being and quality of life both positively and negatively, major gender gaps have emerged in some domains such as work-life balance, social interaction, and digital security (Samek Lodovici et al., 2021).

Periodic lockdowns and restrictions have led to a massive shift to working from home, which, together with school closures, has put an additional burden on families. For example, the findings of a study in Italy show that although the additional workload imposed by the current pandemic falls on women, it seems that childcare activities are shared relatively equally among couples compared to housework; achieving a work-life balance is more challenging for working women with children aged 0–5 (Del Boca et al., 2020). Though massive lockdowns are coming to an end after the first and second waves of the pandemic, many companies across various sectors still prefer to continue remote working, or working from anywhere, even if partially. The question, however, is whether the home office is a preferred location for remote workers in the long term.

A pre-COVID study of people working at home in the UK showed a positive correlation between working at home and satisfaction with leisure

time for both men and women. Working from home for freelancers and self-employed workers, however, is negatively correlated with subjective well-being. Moreover, working at home and job satisfaction are positively correlated for employees (Reuschke, 2019). Two worldwide surveys by *Buffer.com*² conducted during the pandemic (in 2020 and 2021) showed that the ‘biggest struggles with working remotely’ are mainly tied to factors such as difficulties with collaboration and communication, loneliness, not being able to unplug, and *distractions at home*. Furthermore, the largest benefits reported were mainly the *ability to have a flexible schedule and flexibility to work from any location*, among other aspects, as shown in Figure 16.1.

Home offices undoubtedly have their benefits, yet it seems that they are not the best workplace for everyone, also considering the difficulties that arose from lockdown-enforced working at home for couples competing for the same workspace and resources, and adding childcare and homeschooling for some families (Reuschke & Felstead, 2020). An alternative solution, therefore, may be coworking spaces (CSs) that are preferably close to home to reduce the commuting time and which provide basic services such as childcare for female

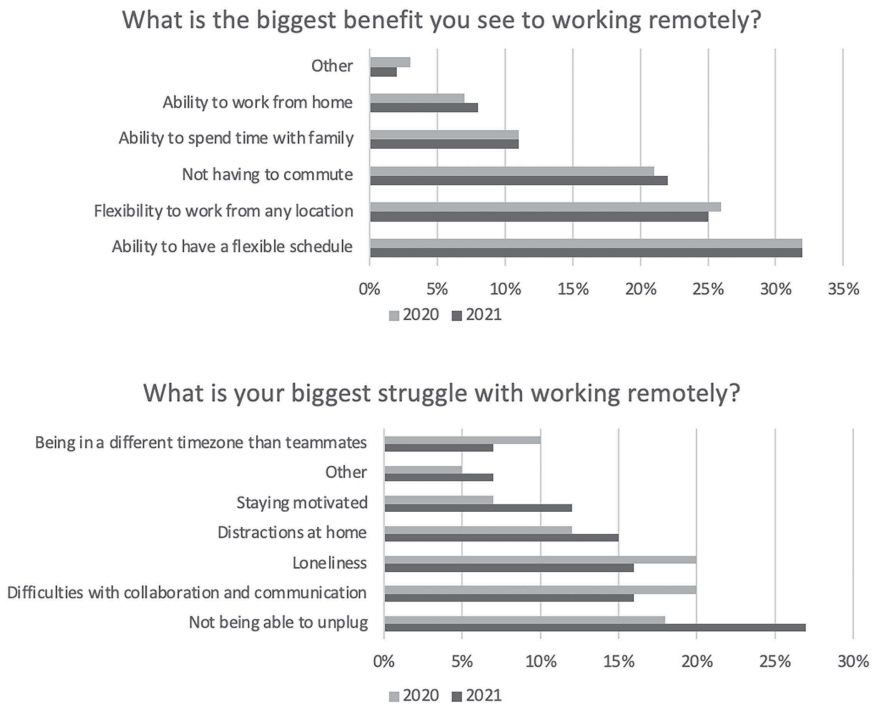


Figure 16.1 The biggest benefits and struggles of remote working during the pandemic (2020 and 2021).

Source: Prepared by the authors using data from *Buffer* (2020, 2021).

workers and families. Such CSs can be inserted in the innovative and sustainable planning schemes of the 15-minute city, which are already being promoted by some European cities, for example, in Paris and Milan (see Milano Collabora project, Mariotti et al., 2021).

In this context, the focus of this study falls on specialized vertical CSs founded and managed by women with a specific focus on female workers and entrepreneurs based in Europe. The reason for this selection is the gap in the growing literature on new working spaces. In fact, although academic attention to this topic has grown quickly in recent years, little is known about gender issues and the situation of female workers and entrepreneurs. This study therefore follows a twofold aim: (i) to explore the rise of women-oriented CSs and the challenges and opportunities faced by their female managers; and (ii) to present the preliminary findings of an ongoing empirical study carried out during the COVID-19 pandemic. We discuss the facilities offered by these CSs to improve aspects such as work-life balance, especially during the pandemic. The empirical findings of this study intend to fill the gap in the literature on coworking, providing knowledge that could help to design strategies and policies for the future of new working spaces from a gender perspective.

Methods and data collection

A comprehensive literature review about female workers during the pandemic who have been affected by the increase in remote working and the origins of women-owned CSs was carried out to provide a basis for the empirical research.

Desk research was then conducted to scan the space and select some of the most relevant aspects for further analysis. We collected primary data by means of semi-structured online interviews (in the first half of 2021). A total of eight interviews were conducted:

- Six interviews with the following CSs: QF11 (Milan, Italy), Co-Stanza (Florence, Italy), Ada Coworking (Poissy, France), Tadah (Zurich, Switzerland), Loffice (Budapest, Hungary), and Town Square Spaces (Wales, UK).
- Two interviews with Impact Hub global managers (based in Germany and Greece), providing an extreme case of a worldwide network of spaces.

All interviewees were asked similar questions and the interview transcripts were then analyzed with a focus on the following questions:

- What were the original ideas and (business) strategies for opening your CS?
- What were your preferred factors for the location of your CS?
- What are your specific services to support female workers and entrepreneurs?
- So far, what are the pandemic's effects on your space and your coworkers?
- For you, what are the future perspectives for female-oriented spaces?

Background studies: remote working and female-oriented coworking spaces

The pandemic and the permanent increase in remote working

Although the phenomena of remote working (other similar concepts are known as teleworking) and home offices are not new, it is evident that the COVID-19 pandemic has led to a sharp rise in the number of people working at home. While it is reported that about 25% of employment in European countries belongs to teleworking sectors as a whole, around 40% of current EU workers began teleworking full time in recent months. In 2019, only 11.1% of EU employees were working from home ‘usually’ or ‘sometimes’, with more women teleworkers than men (11.6% and 10.6%, respectively; Eurofound, 2020). This can be explained by the already higher level of teleworking female-employing occupations, as discussed by Sostero et al. (2020), since they also confirm that potentially teleworking employment in the EU is higher for women than for men (45% compared to 30%).

Remote working may provide flexibility in time and space, reduce commuting times, improve work-life balance, and provide employment opportunities for women, especially for those in rural and peripheral areas, yet there is a need for facilities such as childcare, digital-skills training, access to affordable broadband, etc. In this respect, a recent survey showed a broad gender difference in the perception of the positive effects of remote working on work-life balance, with men being more optimistic (83.3%) than women (74.1%). However, a larger share of women (75.9 %) than men (59.4%) agree that remote working may increase work opportunities for women with child- or elder-care responsibilities (Samek Lodovici et al., 2021).

According to the *Living, working and COVID-19 e-survey* (Eurofound, 2020), more female respondents than male respondents reported difficulties combining work and private life and struggled to manage their work-life balance. In fact, the gender gap in terms of childcare and housework becomes more evident for those with children under 12: women spent about 1.8 times more on childcare and 1.5 times more on housework. Moreover, young women and self-employed respondents were most likely to lose their jobs. In general during the pandemic, financial vulnerability has been higher among women than men.

Gender inequality, women workers, and female entrepreneurs

There is already a large body of literature on gender equality and gender gaps (see, for example, Sholevar & Harris, 2020; Santos & Klasen, 2021). In general, the literature highlights that gender inequality issues associated with economic development can be categorized as values and religion, cultural restrictions and roles, legal and inheritance laws and practices, labour market access, education, gender-specific market failures in finance, power in decision making, etc. (Mikkola, 2005). Moreover, studies on women starting and/or running their

own businesses (including self-employed women) and so-called female entrepreneurship have only appeared since the 1980s, which may be explained by the fact that in most countries, women were not considered a distinct group of business owners prior to this period (Brush, 1998). Kelly et al. (2020) discuss the fact that female entrepreneurs face many challenges and biases that should be considered seriously in order to develop an inclusive society and a fully functioning economic system, firstly by providing women with access to leadership and decision-making processes.

The female employment rate in the Western world has been increasing steadily. In Europe, the employment rate for women between the ages of 20 and 64 was 67% in 2018, which was 5 percentage points higher than in 2008. The employment rate for women is still less than men of the same age, while the female unemployment rate is higher than for males. Moreover, women are more likely to work part time: 30% of working women work part time, while this rate is only 8% for men³ (Eurostat, 2020a, 2020b). The share of female managers in Europe differs across countries. Iceland and Poland, with around 42%, have the highest rates, while the Netherlands, Denmark, Italy, and Greece have the lowest share (25–26%).⁴ As for female-founded and female-led startups, the data show a considerable increase, but it still accounts for a small fraction of all startups worldwide: 20% in 2019, for a 10% increase in 10 years.⁵ Central and Eastern Europe have the largest number of female tech startup founders in the EU.⁶

Coworking model and female-oriented coworking spaces

CSs are proliferating rapidly all around the world. They are shared, flexible, and relatively affordable working environments that support innovation and creativity; places where independent workers and teleworkers can benefit from opportunities for networking, social interaction, knowledge exchange, and community making (Akhavan & Mariotti, 2018; Fuzi et al., 2014). While the coworking industry grew at a slower pace in 2020, it is predicted that by 2024, more than 40,000 CSs will be operating worldwide, hosting nearly 5 million people⁷ who are predominantly freelancers, but also self-employed entrepreneurs and employees at small to large enterprises. In academia, the phenomenon of third places for work and new workplaces has been the subject of many studies in recent years. More than 15 years after the foundation of the first CS in the USA, research on coworking has been conducted by scholars from various disciplines (see Akhavan, 2021). However, no particular attention has yet been given to gender issues in new spaces for work, and our knowledge about female-oriented CSs is therefore very limited.

Based on the data, CSs are becoming more and more attractive to female workers. As reported by *Deskmag* (2019), the share of female members has risen from 33% in 2012 to above 51% in 2019 (Figure 16.2). Nevertheless, women tend to use such spaces less frequently than men across all weekdays, which may explain why the estimated share of women users and operators of CSs is

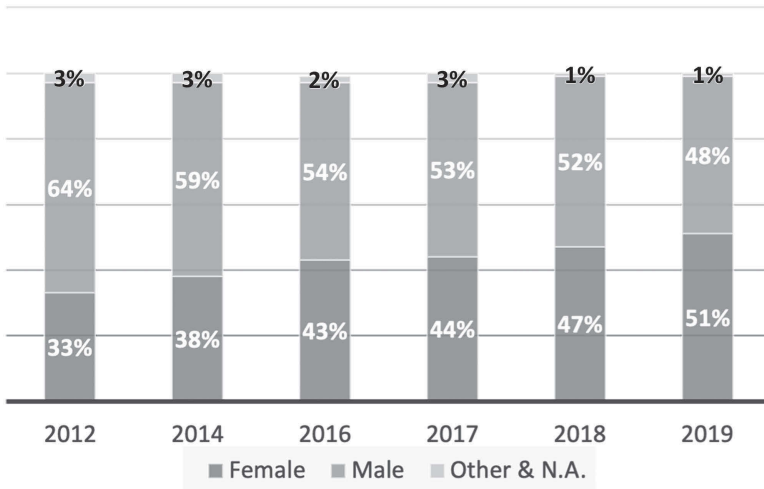


Figure 16.2 Share of female and male members of coworking spaces worldwide (2012–2019).
Source: Prepared by the author, data from *Deskmag*, 2019 Global Coworking Survey.

still less than 40% (Foertsch, 2020). Although the numbers are growing towards a more gender-balanced space, in 2018, only 34% of CS owners or founders worldwide were women; around half of these founders were in their thirties.⁸

One specialized vertical CS has recently emerged that intends to attract (mainly and not exclusively) women workers, female entrepreneurs, and young mothers in response to the specific needs of this group of users. We refer to this category as *female-oriented* CSs. The pioneering Hera Hub, which opened in San Diego in 2011, was one of the first women-focused CSs aimed at giving women entrepreneurs, freelancers, and startups a workplace to connect and collaborate. Since then, such spaces have flourished in North America and also in Europe and Asia. Although it is not the focus of this study, some social movements such as ‘Me Too (#metoo)’⁹ have drawn media attention to whether female-only CSs may be a possible solution to overcome the fear of women who have experienced sexual harassment in the workplace. The Wing, with several locations in New York, is one controversial example (North & Lieber, 2019).

There is scant literature on female-oriented CSs. Kelly et al. (2020) explore the case of Hera Hub and its eight locations in the US with the application of Shine Theory (‘I don’t shine if you don’t shine’), which is based on the core philosophy and technology of women empowering women. Accordingly, the authors discuss the level of female entrepreneurial development by means of success of innovations such as collaborative licensing and benefit corporations. Another recent survey on CSs in the United States by Sargent et al. (2021) showed that organizational logic in CSs may mitigate the challenges of female

entrepreneurs, such as exclusion from men's networks, since women have less access to important resources such as business opportunities, knowledge, and networking channels with respect to their male counterparts. The study also highlights the importance of a more balanced 'gender composition' within CSs, which may encourage more diversity and inclusion.

Female-focused CSs have undoubtedly grown in popularity in the US, yet there is also evidence of the moderate proliferation of female-oriented CSs in Europe. The French CEO and founder of Ada Coworking, Poussier (2020), narrates her journey of exploring the dynamics behind 30 women-focused CSs in 22 European cities. She affirms that there is no single European model, though such CSs can be classified into six main types of spaces: (i) parent friendly, (ii) clubs, (iii) women first, (iv) women only, (v) work collectives, and (vi) diversity promoters.

Empirical studies

The case of Impact Hub

Impact Hub (IH) is a network of CSs founded in London in 2005 with 103 workspaces in different cities and more than 16,000 members across 5 continents. IH is highly concentrated in Europe (42%), followed by Latin America (19%), the United States and Canada (15%), Asia and the Pacific (13%) and, finally, Africa and the Middle East (12%). The goal of this network is to encourage the collaborative community of entrepreneurs and those aiming to generate a positive impact on the planet. The United Nations acknowledges IH as a driver of community engagement, helping to expand efforts to address the UN's Sustainable Development Goals via entrepreneurial and innovative solutions. The Annual Internal Survey is conducted each year to measure the impact of IH, and in 2018, 3,078 members from 77 local hubs participated, 54% of whom were male and 45% female. Regional Reports show that there are significant differences in the characteristics of memberships on a regional level. Memberships are very gender-balanced in Asia/Pacific (50.5% male) and Europe (52.5%). Sixty-five percent are male in Latin America, while North America is the only region showing a prevalence of females. With regard to gender equality among IH managers and founders (makers), the latest available data was published in the Maker Survey Report of 2018. It shows that the percentage of women in leadership positions was 54%, while the percentage of female makers was 63%. However, this data is not fully reliable since it comes from a sample of 629 makers of which 63.3% were women.

In May 2021, we conducted interviews with the female managers of IH Berlin and the EU Programs Lead and Cluster Coordinator to better understand female dynamics at IH, especially during the pandemic. They both confirmed that the work environment at Impact Hub is already female dominated, while there is no written or specific tendency to attract more women, and

no particular female support services are offered. However, when it comes to managers, they are still mostly men.

Female-oriented coworking spaces in Europe

In this section, we present the results of our semi-structured interviews (conducted between April and May 2021) with the managers with several CSs in Italy (Milan and Florence), France (Poissy), Switzerland (Zurich), Hungary (Budapest), and Wales (UK). Almost all CSs were founded and are managed by women. Following the central aim of this study, the following topics are explored in each case: (i) initial key ideas and strategies, (ii) location, (iii) female-oriented services, (iv) effects of the COVID pandemic, and (v) future perspectives.

QF11 (Milan, Italy)

The only CS with childcare in Milan, QF11, was founded in 2014 by two women entrepreneurs who met each other in their prenatal classes; a male manager was later added to the team. Erika Martinazzoli (visual designer) and Raffaella Celi (psychologist) endeavoured to develop a multifunctional and flexible workplace where they could develop professionally and fulfil the responsibilities of motherhood, i.e. balance work and family. The CS is located in a lively central, gentrified neighbourhood, on the ground floor of a residential complex (200 m²: kitchen, one open-office space, two smaller offices). Its purpose is to offer a flexible work environment for new mothers and/or fathers to work peacefully. The childcare service (with maximum 9 children 3–36 months) comes at an extra cost, but there is a discount for coworkers. This CS is well-inserted within the neighbourhood. All coworkers live in the neighbourhood or nearby; non-users from the neighbourhood also have access to some services such as childcare. Another important service offered by the CS is *spazio equilibrio* (balance space), which provides mental support services. During the pandemic, there has been a growing demand for small private office spaces and QF11 has expanded and added another floor (rented).

Co-Stanza (Florence, Italy)

The first CS with childcare in Florence, Co-Stanza, was opened in 2016 by three women with different professional backgrounds who had already experienced informal coworking. Its core aim is to promote social-cultural projects. Maria, one of the CEOs, underlined that ‘young mothers in Italy are still struggling to balance their careers and duties as mothers; we therefore provide flexibility in our services that can help them build a work-life balance’. Some women coworkers had previously worked at companies and were forced to leave their jobs when they became pregnant; or they were freelancers working

from home. Maria continues, 'We offer several services such as company welfare (*welfare aziendale*), and work-life balance solutions for women'. However, this space does not only target women, but also men and couples who prefer to share a desk. Although Co-Stanza is not a neighbourhood CS, the coworkers are from nearby neighbourhoods.

Ada Coworking (Poissy, France)

A recently founded women-only CS in Poissy, France, Ada Coworking is the first step in the 'Co-working Féminin' project launched by Ivanne Poussier, the author of *Sisters in Arms: Women in Search of Inclusive Coworking*, which narrates her visit to 22 female-focused CSs in Europe. The aim is to focus on women's needs in the workplace. According to her interview with female workers, women in rural areas are more motivated, yet prefer not to commute more than 15–20 minutes. Unlike many other examples of female-oriented CSs in Europe, Ada Coworking deliberately does not offer childcare, since for Ivanne this is a child-friendly CS, but the French prefer not to have childcare at CSs. As for the effects of the pandemic, she asserts that 'for female remote workers at home, with household duties, taking care of kids or the elderly, this is the best time to open a CS, especially in peripheral and rural areas'.

Tadah (Zurich, Switzerland)

Tadah is Switzerland's first CS with a childcare facility. It was opened in October 2019 in Zurich by four working mothers. As Sarah Steiner, one of the co-founders explained, their own challenges with the compatibility of work and family life inspired them initially to open a coworking space only for mothers. They later switched to a coworking space for parents, and Tadah now is a place 'where everybody can work and can have their kids taken care of'. At present, the Tadah community stands at 50–50 when it comes to the proportion of mothers and fathers in the coworking community. Besides running its own space, Tadah is currently working on implementing its first coworking and children's space in a corporate facility. The founders hope this space will be an eye-opening role model for other corporations. As Sarah adds, 'Corporations have to provide some solutions for working parents because this entire generation that is coming to the workforce is now purpose driven. They don't want to just work for a lot of money, they want to have their working life and family life. They don't want to have work-life balance. They want to have work life integration'.

Loffice (Budapest, Hungary)

Founded in 2009 by two sisters (Kata and Panni Klementz), Loffice introduced a new model of working in Hungary based on the sharing economy with the aim

of supporting and inspiring entrepreneurs, freelancers, and startups. Today, they run three coworking spaces in two countries (Budapest, Hungary, and Vienna, Austria). The two female founders opened their latest coworking complex during the pandemic in downtown Budapest in a seven-storey smart building. Although the initial idea was not a female-oriented space, special attention is reserved for women, and new mothers in particular: supporting women after maternity leave to re-enter the job market or start a business by learning how to use the new skills and competencies gained while raising their children at home and by supporting them in ‘re-finding themselves’. Moreover, Loffice organizes workshops for women in leadership. Kata added, ‘Our aim with such workshops is to encourage women to take leadership positions. We want them to be actively involved in leadership, shaping our country and the entrepreneurial culture of Hungary’. Nevertheless, this space promotes openness and diversity; open culture, an open attitude, and equal treatment are the key values.

Town Square Spaces (Wales, UK)

Founded in 2017, Town Square Spaces is a B-corp initiative focusing on building community-focused CSs across the UK (with five locations) in areas that are underserved, ‘where there is sometimes social deprivation or lots of different segmented communities’, as underlined by Georgia Alston, community manager of Bognor Regis. Town Square Spaces is inclusive and has a mixed audience, even though they run women-focused events as well. ‘Our women-only startup club is still one of the most popular. Our research shows that very often women like to do business with women and that’s why it’s got to be on our portfolio of courses. It’s always the one that is oversubscribed’, explains Mandy Weston, co-founder of Town Square Spaces. As for young mothers, there is an advanced support system in the UK which makes it easier for them to return to work or start their own businesses. One example is 30 hours of free childcare per week or early education support for children aged 3 and 4. With such a system in place, providing temporary childcare support at CSs, for instance during events, could be an option to consider in the future.

Table 16.1 summarizes some of the most interesting topics discussed with the managers of the six cases described. The topics are based on a selection of questions outlined in the introduction. All spaces have similar strategies and attract female workers and entrepreneurs because of their flexibility, professional environment, and support provided. All spaces are optimistic in general about the post-pandemic situation for specialized CSs for female teleworkers and home-based entrepreneurs.

Conclusion: women at coworking spaces as managers and coworkers

There is very little literature on female-oriented CSs, so we have little knowledge about the importance of such spaces for female workers and entrepreneurs. This study shed some light on this aspect. Based on our limited empirical

Table 16.1 Six examples of female-oriented CSs in Europe.

| <i>Coworking space</i> | <i>Initial key ideas and strategies</i> | <i>Location factors/ manager preferences</i> | <i>Female-supporting services</i> | <i>Effects of the pandemic</i> | <i>Future perspectives</i> |
|---------------------------------------|---|--|--|---|---|
| <i>QF11 (Milan, Italy)</i> | CS + childcare facilities | Located in a central-gentrified neighborhood; accessibility to public transport and other urban amenities | Childcare facilities, psychological services' | Increasing demand for small-private office, therefore the CS was expanded in 2020 | The managers are optimistic about the future of CSs in the post-pandemic era, while they believe that more female-oriented spaces are needed in Milan (and Italy in general). |
| <i>Co-Stanza (Florence, Italy)</i> | CS + childcare facilities | Central location; accessible by public transport and private car | Childcare facilities, well-being courses | Reduced number of desks; raised awareness about CSs teleworkers at home | Companies are considering hybrid-working and may consider seriously CSs as an alternative. |
| <i>Ada Coworking (Poissy, France)</i> | Women-only CS | Small town (peripheral to Paris); accessible by public transport | | More pressure has been put on women workers with household duties | There is potential for CSs in peripheral and rural areas. |
| <i>Tadah (Zurich, Switzerland)</i> | CS + childcare facilities | Outer district of Zurich in a newly developed neighbourhood; rental price and close proximity to public transportation | Networking events; coaching sessions and community events; educational trainings | Forced to close due to national lockdown but now people are fed up to be at home and they really enjoy coming to the CS | Companies must create some incentives to bring back people to the offices: the so-called corpworking (spaces for interaction and creativity) will have a great future. |

(Continued)

Table 16.1 (Continued)

| <i>Coworking space</i> | <i>Initial key ideas and strategies</i> | <i>Location factors / manager preferences</i> | <i>Female-supporting services</i> | <i>Effects of the pandemic</i> | <i>Future perspectives</i> |
|---------------------------------------|--|---|--|---|---|
| <i>Loffice (Budapest, Hungary)</i> | A new workplace model based on sharing economy to support and inspire entrepreneurs, freelancers, and startups | Central locations; close proximity to key transportation and to venture capitalists, startup communities, corporate HQs | Series of events called Coworkid: to support women with children, to harmonize their career goals with the; temporary childcare facility | All events are made online. Coworking and event area had to be split into private offices and rent out to companies. | CSs are changing; people are tired of being isolated and want to return to CSs and offices to be able to socialize, network, and connect to each other again; this pandemic encouraged more people to start their own businesses. |
| <i>Town Square Spaces (Wales, UK)</i> | Community-focused CS in socially deprived areas | Underserved rural places and outskirts of cities that are underserved | Holistic support, well-being focused support; different taster courses and workshops, from physical exercise to meditation | Rapid growth in the past 18 months; membership was already designed in a flexible way so people could access spaces a couple of times during a typical work week. | Coworking will come to the forefront; people want to work more local, near their homes and want less commuting; people also want more flexibility and flexible membership options in CSs. |

Source: Prepared by the authors.

findings, most female-oriented CSs in Europe do not exclude men. Global networks of coworking spaces such as Impact Hub seem to already have a good base for female workers, but still suffer from gender inequality with respect to female managers. As highlighted by the founders of Town Square Spaces in the UK, ‘Women need other women around, and while sisterhoods could be extremely motivational, if women want to be part of this world, whether it’s running a business or be in a business, they need to learn to operate within an inclusive environment. Women-only initiatives are great, and there always are women-only clubs and networks but coworking spaces are about inclusiveness, and those running it have to make sure that their focus is around everyone, an established level of support must be present’.

The type of these spaces (coworking + childcare, women only, etc.) is shaped by welfare policies (for example maternity leave, public support for families, public childcare services, etc.) and also cultural backgrounds regarding gender issues. Nevertheless, all female-oriented CSs can provide support for female entrepreneurship and help empower women to enter the world of business, which is still dominated by men. As also discussed by Rodríguez-Pose and Tselios (2015), promoting women’s participation in the workforce and granting higher access to work is a source of growth. This follows the Europe 2020 strategy for smart, sustainable, and inclusive growth, which insists on policies to promote gender equality by increasing labour force participation, thereby adding to growth and social inclusion (European Commission, 2010, p. 17).

Notes

- 1 Flexwork or work flexibility includes part-time jobs, telecommuting/flexplace, job-sharing, compressed work weeks, paid personal leave, sick leave, and childcare (Eaton, 2003).
- 2 Details about the two surveys – ‘*The 2020 State of Remote Work*’ and ‘*The 2021 State of Remote Work*’ – are respectively available at: <https://lp.buffer.com/state-of-remote-work-2020> and <https://lp.buffer.com/2021-state-of-remote-work>.
- 3 Data drawn from Eurostat *Women’s employment in the EU*, available at: <https://ec.europa.eu/eurostat/web/products-eurostat-news/-/edn-20200306-1>
- 4 Data drawn, available at: <https://stats.oecd.org/index.aspx?queryid=54751#>
- 5 Data drawn, available at: www.visualcapitalist.com/on-the-rise-2019-set-a-record-for-new-female-led-unicorns/
- 6 Data drawn, available at: www.statista.com/statistics/863019/female-founders-europe-region/
- 7 Data drawn, available at: www.coworkingresources.org/blog/key-figures-coworking-growth
- 8 Data drawn from, Statista.com, Share of female owners or founders of coworking spaces worldwide from 2012 to 2018.
- 9 The ‘Me Too movement’ was originally founded in 2006, yet became known worldwide in 2017, both online and in the mainstream.

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