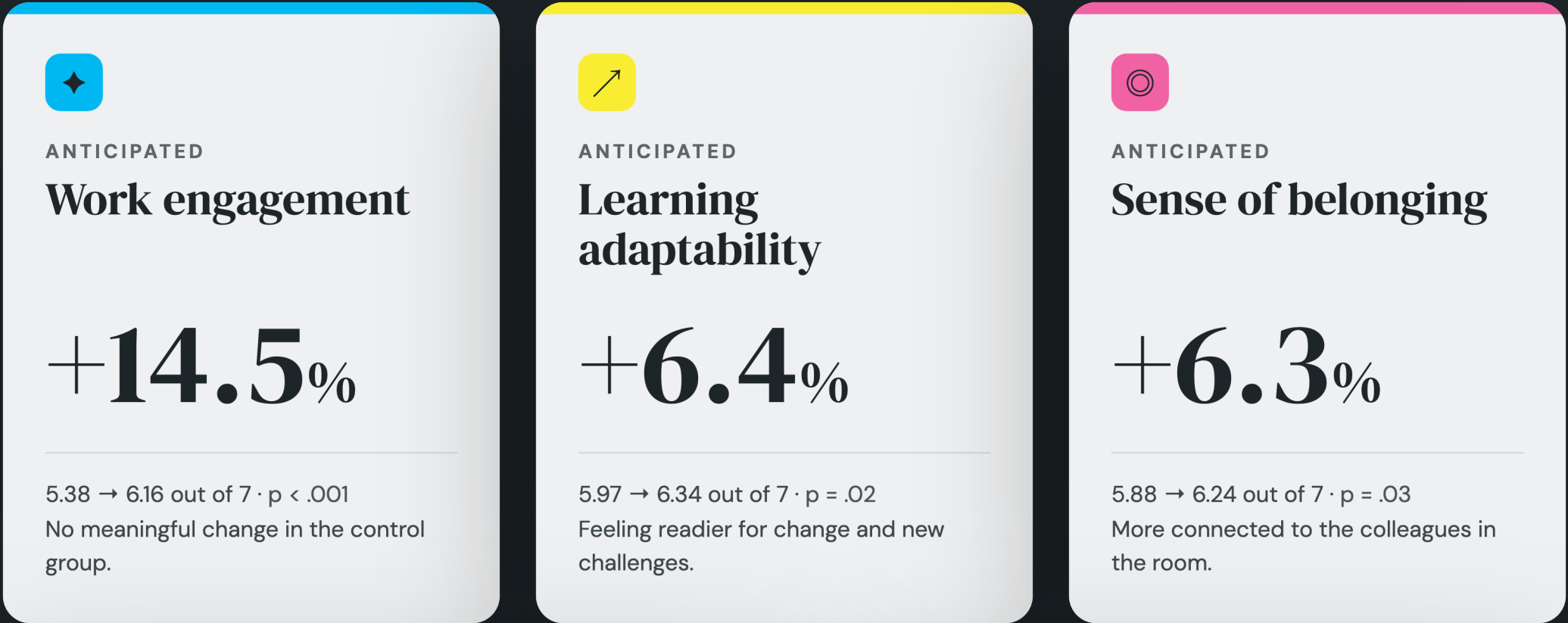


Play is a work practice.

Not a work perk.

For years the case for play was anecdotal. We put it in a lab and in real workplaces. One **90-minute play workshop** measurably lifted how people expected to show up at work — against a control group that did the same task without play.



THE CATCH · FIVE WEEKS LATER

Everything had drifted back to baseline. A one-off workshop creates a spike, not a shift. Play holds its value only when it's embedded in how teams work every week — which is exactly why it's a practice, not a perk.

ONE MORE FINDING

Sense of producing innovative solutions rose in *both* groups. Structured collaboration does that work; play is what makes people energised, connected and adaptable while they do it.

98 employees, 4 organisations	45 / 53 play vs. control, randomised	127 participants in the control lab study	6.4 / 7 how playful the play group felt it was (control 5.5)
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