



# A global overview of the 4 day week

Incorporating new evidence from the UK

FEBRUARY 2023

DAY WEEK GLOBAL





# Contents

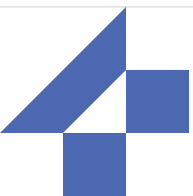
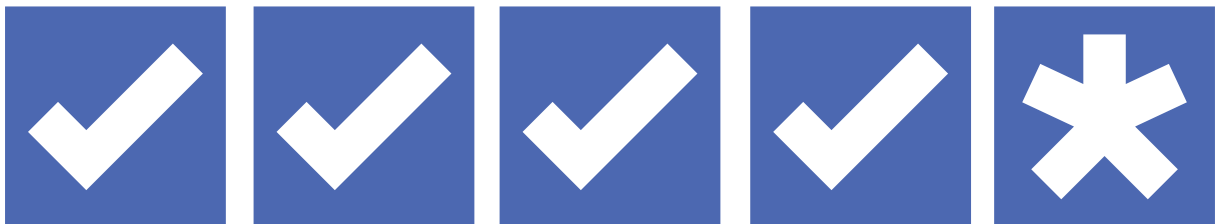
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Introduction	03
UK results summary	04
Global outlook	07
A message from the founders	11

## Research team

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The global research presented in this report was carried out by Professor Juliet Schor, Professor Wen Fan and Guolin Gu of Boston College, in collaboration with Professor Orla Kelly of University College Dublin.





# Introduction

Work-time reduction has long been promoted as a multiple dividend reform with the potential to bring about social, economic and climate benefits.

Last November, 4 Day Week Global clearly demonstrated this to be true with the [results of the world's first coordinated pilot program for a 4 day week](#). Today, we are delighted to expand that data set with the results of the world's largest coordinated pilot program for a 4 day week.

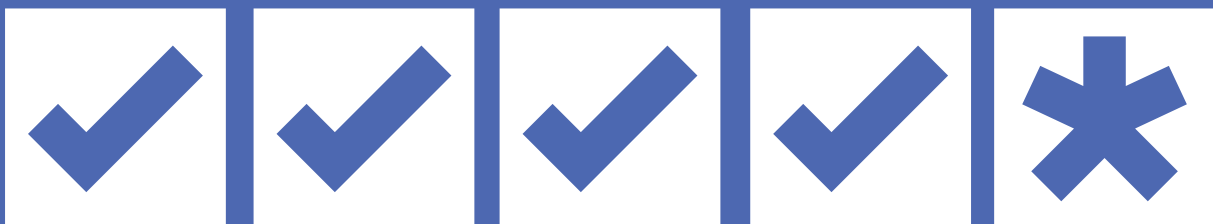
This short report summarises the UK's experience, where 61 companies and approximately 2,900 workers signed up to trial a reduced work week over six months based on the 100-80-100™ model – 100% of the pay, for 80% of the time, in exchange for a commitment to delivering 100% of the output.

This cohort – combined with the previous one from Ireland, the US and elsewhere – brings to a total of 91 companies and approximately 3,500 workers in the last 12 months who completed this pilot of a 4 day week. We look forward to adding our Australasian results to this data set in the coming weeks and our European, South African, Brazilian and North American results in the coming months.

Looking at the current complete picture, the trials are rated very highly by companies, with productivity and business performance scoring well. Revenue is up while absenteeism is down and the vast majority of participants are continuing with a 4 day week.

One interesting observation is that findings are consistent across a variety of sub-groups in the sample, such as with men and women, small companies and bigger, and generally across industries. Workers reported feeling heard, being able to work effectively and competently, and relating well to co-workers.

Overall satisfaction with work and life is higher, with employees reporting lower rates of burnout and better physical and mental health. People also have fewer problems with sleep and are exercising more.





## UK results summary

Below is a summary of findings from the UK's pilot program for a 4 day week – the world's largest to date. It comprised 61 companies and approximately 2,900 workers, taking place from June to December 2022.

It was run by 4 Day Week Global in partnership with the UK's 4 Day Week Campaign and think-tank, Autonomy. Professors Juliet Schor and Wen Fan of Boston College, and Dr. David Frayne and Prof. Brendan Burchell of Cambridge University led the research. The full report is [available here](#).



### Business outcomes

**92% of organisations are continuing** with a 4 day week. Of the five companies who are not, two have opted to extend their trials and three are pausing for the moment

Companies rated their **overall experience** of the trial an **8.3/10**

**Business performance and productivity** both scored an average of of **7.5/10** on two separate scales

**Revenue rose** by **1.4%** on average over the trial (weighted by company size across respondent organisations)

When compared to a **similar period from previous years**, organisations reported **revenue increases** of **35%**, on average

The **number of staff leaving fell** by **57%** over the trial period.

**92%**  
of organisations are  
continuing their  
4 day week





## UK results summary



### Employee outcomes

**90%** of employees said they **definitely want to continue** on a 4 day week, with no one saying they definitely don't want to continue

**55%** reported an **increase in their ability at work**

**15%** said that **no amount of money would make them accept a five-day schedule** at their next job.

**90%**

**definitely want to continue their 4 day week**



### Health and well-being

**71%** of employees had **reduced levels of burnout** by the end of the trial

**39%** were **less stressed**

**43%** felt an **improvement in mental health.**

**54%** said they felt a **reduction in negative emotions**

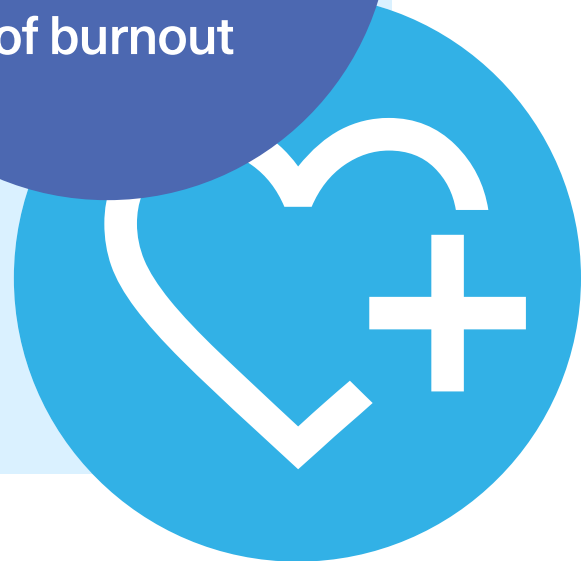
**37%** of employees saw **improvements in physical health**

**46%** reported a **reduction in fatigue**

**40%** saw a **reduction in sleep difficulties.**

**71%**

**reduced levels of burnout**





## UK results summary



### Family and household life

**73%** of workers said they had **greater satisfaction with their time**

**60%** found an **increased ability to combine paid work with care responsibilities**

**62%** reported it was **easier to combine work with social life**

The time **men spent looking after children** increased by **more than double** that of women (27% to 13%).

**73%**  
greater satisfaction  
with their time



\*Approximately 2,900 staff took part in this pilot overall. At baseline, 1,967 out of the 2,548 employees who received the survey completed it. Of those, 70% participated in the endpoint survey. All findings reported here rely on that sample.



## Global outlook

A total of 91 companies and approximately 3,500 workers from countries including Ireland, the US, Canada, Australia, New Zealand and now the UK have participated in 4 Day Week Global's pilot programs.

We are continuously building upon this research to expand findings on the effects of reduced-hour, output-focused working. The global outlook outlined below will shortly be updated with the results of our Australasian pilot. We also look forward to combining the outcomes of our European, South African, Brazilian and North America programs, launching this year.



### Business outcomes

Companies rated their **overall experience** of the trials an **8.5/10**

Both **business productivity** and **business performance** scored a **7.5/10** on two separate scales

91% of organisations are **definitely continuing or planning to continue a 4 day week**, while 4% are leaning towards continuing. Only 4% are definitely not going to continue

**Revenue rose by 35%** over the trial period when compared to a similar period from previous years

**Hiring increased** in companies

**Absenteeism decreased**, with resignations and sick days falling when compared to the same period from the previous year

More than half of organisations took Mondays or Fridays off.

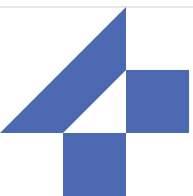
**91%**  
of organisations are  
continuing their  
4 day week



\*A total of 91 companies took part in the first three trials, 75 of whom completed surveys. All findings rely on this sample, with the exception of the statistic about continuation of the 4 day week beyond the trial period, to which 80 companies responded.



## Global outlook





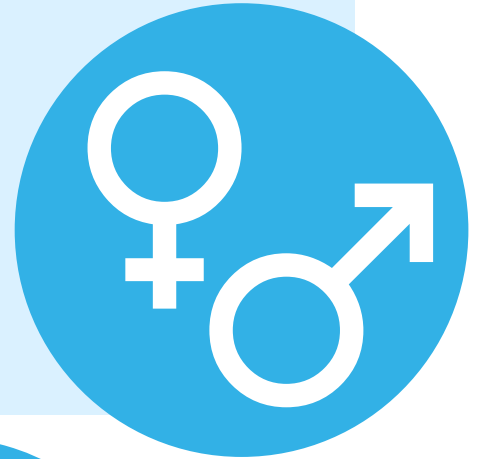


# Global outlook



## Gender

While both men and women have improved outcomes on a 4 day week, women's are generally greater. This is the case for burnout, life and job satisfaction, mental health and reduced commuting. Men are also taking on a bit more of their share of housework, and even more childcare.



## Climate

Commuting time has fallen across the full sample by a half hour per week.



## Days off

People are not using their extra day off to take on paid work elsewhere. They are using it for hobbies and leisure, housework and caring, and personal maintenance.



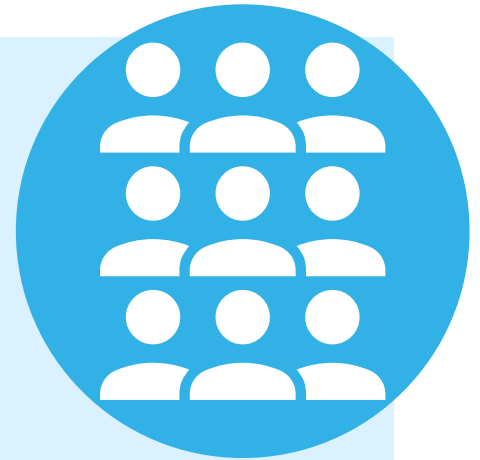


# Global outlook



## Company size

Results are largely consistent across workplaces of varying sizes. Workers at companies with 10 or fewer employees and those with 11 or more have very similar outcomes, demonstrating this is an innovation which works for many types of organisations.

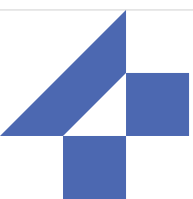


## Industry

Employees in all represented industries benefited from the 4 day week, though there were some differences. People in non-profits and professional services had a larger average increase in time spent exercising, while those in construction/manufacturing had the biggest increases in mental health and job satisfaction, and enjoyed the largest reductions in burnout and sleep problems.



\*Approximately 3,500 employees took part in the trials, 1,751 of which answered both surveys. The findings above rely on this sample.





## A message from the founders

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After the successful launch of our debut research report last November, which details the results of our very first pilot program, we are delighted to build upon that important base with these new findings. Not only are we expanding the arguments in favour of reduced-hour, output-focused working with world-class academic research, but we are doing so with the largest trial of its kind in the world.

The collaboration with each key player on this initiative over the past year has not only been enjoyable, but extremely fulfilling and inspiring. There is an unstoppable momentum behind the 4 day week movement now and it is our goal to sustain this enthusiasm by growing the evidence and broadening our reach.

We would like to thank our researchers Prof. Juliet Schor, Prof. Wen Fan, Prof. Orla Kelly Guolin Gu and their team at Boston College and University College Dublin; and Dr. David Frayne, Prof. Brendan Burchell and their team at Cambridge University.

Thanks also to our UK pilot partners, Kyle Lewis, Will Stronge and the team at Autonomy; and Joe Ryle and the team at the UK's 4 Day Week Campaign.

A note of sincere gratitude to our team, Alex Soojung-Kim Pang, Hazel Gavigan, Charlotte Dixon, Nasr Bitar, Jack Lockhart and Gabriela Brasil. Their refined skill sets and passion for influencing positive

change is evident in what we present today

Finally, we would like to take this opportunity to formally welcome our new CEO Dr Dale Whelehan to the team. Dale is an expert in the field of well-being, bringing with him a diverse breadth of experience. We have no doubt that 4 Day Week Global will continue to prosper under his capable leadership and look forward to celebrating the success this new chapter is sure to bring.

Onwards and upwards.

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### **Charlotte Lockhart and Andrew Barnes**

Co-founders – 4 Day Week Global

*4 Day Week Global is a not-for-profit organisation which runs pilot programs, works with governments to form policy and conducts research, such as this report.*

Information in this report was produced by the research team which is fully independent of 4 Day Week Global.

