



# Assessing global trials of reduced work time *with* no reduction in pay


Authored by independent academic researchers at Boston College, University College Dublin and Cambridge University

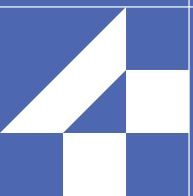
ABRIDGED REPORT



# The 4 Day Week

Day 1	Day 2	Day 3	Day 4	<del>Day 5</del>
Paid	Paid	Paid	Paid	Paid

 As the most popular form of work time reduction, a 4 day, 32-hour work week has been gaining momentum in recent years.





Visit [www.4dayweek.com](http://www.4dayweek.com) for further information and resources

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## Suggested citation

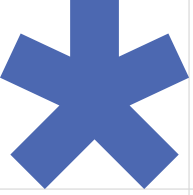
Schor, Juliet B., Wen Fan, Orla Kelly, Guolin Gu, Tatiana Bezdenezhnykh, Niamh Bridson-Hubbard, 2022, “The Four Day Week: Assessing Global Trials of Reduced Work Time with No Reduction in Pay,” Four Day Week Global, Auckland, NZ.

With contributions from: Jacob Chappellear, Sarah Ix and Meriel Zhao

## Research team

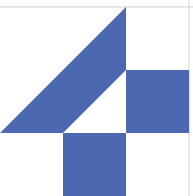
This research was done through an international collaboration with researchers at Boston College, University College Dublin (UCD, Ireland) and Cambridge University (UK). The team consists of faculty, graduate students and undergraduates, all of whom made significant contributions to the research process, which involved development of the surveys, organizing the data collection, communicating with the companies and analyzing the data. Professor Kelly and her team at UCD took the lead on the Irish trial, which began in February 2022. Professors Schor and Fan, along with Ph.D. candidate Guolin Gu, at Boston College took the lead on the US trial. All faculty and graduate students took part in designing the surveys. Guolin Gu (Boston College) did the bulk of survey logistics, data analysis and communication with non-Irish companies. Tatiana Bezdenezhnykh (UCD) did the same for the Irish companies. Niamh Bridson Hubbard (Cambridge) took the lead on the midpoint survey time diary. Boston College undergraduates Jacob Chappellear, Sarah Ix, and Meriel Zhao worked on preparing this report. Professors Fan, Kelly and Schor directed the research at all stages and Fan and Schor wrote this report. The research team is grateful for the support and collaboration of Charlotte Lockhart, Andrew Barnes, Joe O'Connor, Hazel Gavigan, Alex Soojung-Kim Pang, and Charlotte Dixon.





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# Introduction

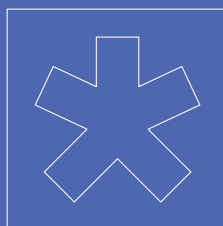
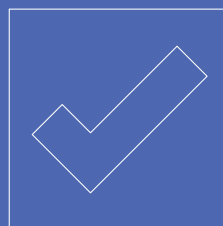
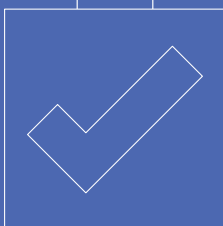
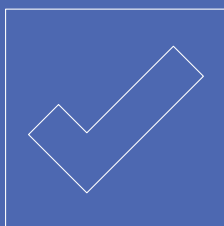
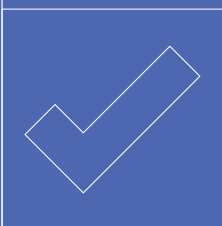
2022 has been the year of the 4 Day Week. It was named by CNN to its prestigious “Risk Takers” as one of the nine most important new ideas in business. A number of national governments have announced sponsored trials of 4 day weeks. Interest from companies, employees, non-profits, and researchers has surged around the world. As people struggle to recover from the pandemic, workplace stress, long hours and the pressures of daily life have emerged as urgent problems.

A shorter work week is an obvious response. Work time reduction has long been promoted as a multiple dividend reform, with the potential to bring social, economic and climate benefits. Social benefits include less stress and burnout for employees, as well as more time for family, community, and self. Economic benefits depend on the form of work time reduction. Where it is accomplished without loss or even gains in productivity, it is beneficial for companies’ bottom lines. Where it is accompanied by increased hiring, it can

reduce unemployment. It can also reduce costs in periods of tight labour markets or situations where employees are experiencing high levels of stress and burnout. Climate benefits include reduced energy expended in commuting, especially with 4 day work weeks; increases in low carbon but time intensive practices for households; and reduced carbon emissions as a consequence of trading income for time.

As the most popular form of work time reduction, a 4 day, 32-hour work week has been gaining momentum in recent years. Given this growth in interest, 4 Day Week Global began supporting companies and non-profit organizations who wanted to try a 4 day, 32-hour work week with no reduction in pay. In 2022, their efforts led to the world’s first coordinated trials and the large-scale independent research effort of the impacts of a 4 day week.

The results are now in: The trials have been a resounding success on virtually every dimension. Companies are extremely pleased with their performance, productivity and overall experience, with almost all of them already committing or planning to continue with the 4 day week schedule. Revenue has risen over the course of the trial. Sick days and absenteeism are down. Companies are hiring. Resignations fell slightly, a striking finding during the “Great Resignation.” Employees are similarly enthusiastic. And climate impacts, while less well-measured, are also encouraging.

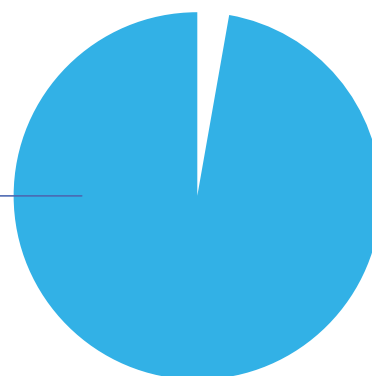




## Headline findings

“Don’t stop. Let’s continue”.

96.9%



Of the 33 companies, 27 filled out a final survey where they were asked about their overall experience and whether they will continue their 4 day week.

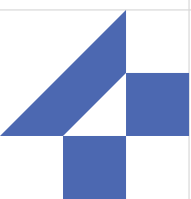
- On a scale of 0-10 from very negative to very positive, the companies’ average rating for the trial is a 9.0.
- Among the 27, 18 are definitely continuing, 7 are planning to continue but haven’t made a final decision yet, 1 is leaning toward continuing and 1 is not yet sure. None are leaning against or not planning on continuing.
- When asked about how their overall company performance was affected by the trial, the average score was 7.6.
- Asked specifically about productivity, the companies reported a score of 7.7.

From the employee side, the experience was similarly successful.

- On a scale of 0-10, from very bad to very good, the average overall experience of the trial was 9.1.
- Virtually all (96.9%) of the employees want to continue the trial.
- When asked to rate their current work performance compared to their lifetime best, the average score rose from 7.17 at baseline to 7.83 at the end of the trial.
- A wide range of well-being metrics showed significant improvement from the beginning to the end of the trial. Stress, burnout, fatigue, work-family conflict all declined, while physical and mental health, positive affect, work-family and work-life balance, and satisfaction across multiple domains of life increased.
- Employees used their day off for hobbies, household work and personal grooming.



The trial scored 9 out of 10 with companies





## Why a 4 day week?

Researchers have long been interested in how working hours affect well-being and economic performance. Work time reduction and the 4 day week more specifically, is considered a triple-dividend reform, with social, economic and climate benefits.

There is abundant evidence that long working hours are bad for human health, with a recent WHO/ILO review finding associations with higher rates of heart disease and stroke<sup>1</sup>. Conversely, a growing body of evidence finds that work time reduction has positive health impacts on individuals, and is economically viable for employers, even when not accompanied by reductions in pay. There is also a growing body of literature showing associations between shorter hours of work and lower carbon emissions.



Photo by Jason Goodman

## Research design

In 2021, 4 Day Week Global (hereafter 4DWG) began recruiting companies and non-profit organizations to participate in six-month trials. The design of the trial involved two months of preparation, with workshops, coaching, mentoring and peer support, drawing on the expertise of those who had already implemented 4 day weeks in their own companies and individuals who had helped companies with these schedules.

In addition to support, the trials offered research, conducted by independent academic researchers at Boston College, University College Dublin and Cambridge University. The research consists of two parts: administrative data from companies and survey data from employees. For both types of data, a pre- and post-methodology was adopted.

In the pre-trial phase, companies completed an “onboarding” survey with basic details about themselves, as well as providing six months of data to be used as a comparison with corresponding data collected during the six-month trial. Once the trial began, companies provided monthly data on a small set of common metrics (revenue, absenteeism, resignations, new hires, and energy use) plus two optional individualized metrics of their choice. The absence of productivity or other performance metrics in the common set was because the organizations in the trial vary considerably in what they typically collect.

Self-reported productivity from employees was also requested. The employee surveys were done at three points—immediately before the trial began (baseline), mid-way through the trial (mid-point) and at the close of the trial (endpoint).





## Participants

The trials are based on the 100-80-100™ model, designed by Charlotte Lockhart and Andrew Barnes, where companies allow employees to work 80% of their regularly scheduled hours in return for 100% of their pay and a pledge to deliver 100% of their standard output.

## Company sample

Altogether, the 33 participating companies employed 903 people at baseline and 969 at the end of the trial. A few characteristics of the group stand out. The largest group is from the administrative, IT, and telecoms sector, with 12 in that category. The second largest subset is professional services, with non-profits being the third group. Beyond that, the companies are distributed over a range of industries.

One characteristic which stands out among the group is the large number of small companies. While the size distribution is wide, with one 400+ company in the trial, 52% have ten or fewer employees.

The bulk are located in the US and Ireland, one large global company has employees in Australia, New Zealand, and the UK in addition to the US. There are also a few Canadian employees in the sample and 12 companies (36%) are fully remote, with no off-line headquarters.

To participate, companies were not required to institute exact type of work time reduction or 4 day week, but they did have to commit to maintaining pay at 100% and give employees a “meaningful” reduction in work time.

## Employee sample

Of the 903 employees on the trial, 495 completed both the baseline and endpoint surveys, making it possible to track changes from before to after the trial. All findings below rely on the sample of 495.

This is a largely balanced sample in terms of its gender composition, with 51% self-identifying as women, 48% as men, and 2% as the other category . About two in five respondents lived in the US when surveyed, followed by Australia (21%), Ireland (18%), UK (12%), New Zealand (5%), and Canada (2%).

Most employees in the sample are White (74%). 13% are Asian, 2% are Black, 1% are American Indian, and 9% identify as other. (Data on race is confidential in Ireland, so it is not provided for the Irish companies).

Respondents are relatively young. Almost half are below age 35; 30% are between 35 and 44, and about 20% are 45 or above.

72% of the sample have at least a Bachelor's degree. Correspondingly, 14% of the sample are executives and managers and 63% are professionals, with the most commonly held occupations being information and communications technology professionals (36%) and business and administration professionals (11%).

Two out of three employees in the sample are either married or living with a cohabitation partner, and 29% have at least one minor child living at home.







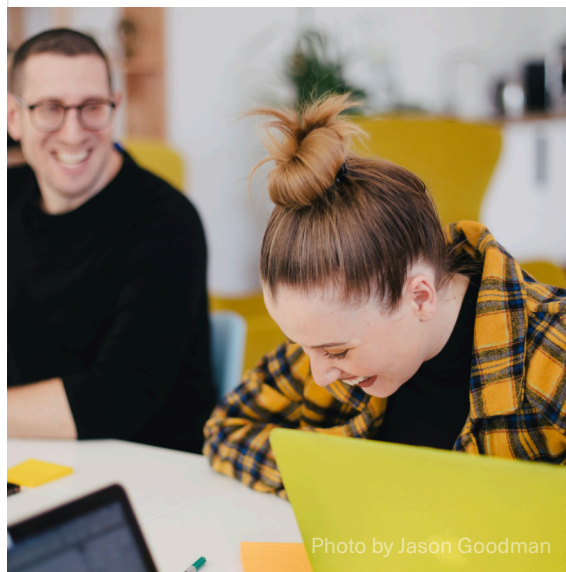
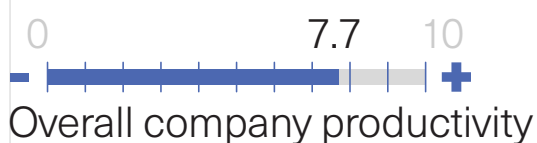
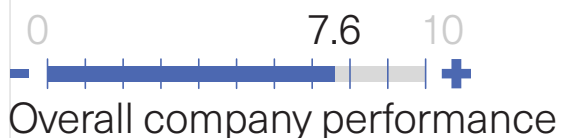
## The trial experience

Of the 33 companies, 27 filled out the final survey where they were asked about their overall experience and whether they would be continuing with the 4 day week.

**On a scale of 0-10 where 0 is very negative and 10 is very positive, they rated the trial a 9.**

When asked about how their overall company performance was affected by the trial, the average score was 7.6. In response to a question about how their company's productivity has been affected by the trial, the average score was 7.7.

Among the 27 companies who responded, two thirds (18) are definitely continuing with the 4 day week, over a quarter (7) are planning to continue but haven't made a final decision yet, one is leaning toward continuing and one is not yet sure. None are leaning against or not planning on continuing.





## Business results

Companies were asked to produce data on revenue and employees for the trial period.

Specifically, companies were asked for data on revenue, average hours worked for all employees, total hours worked for all employees, resignations, new hires, and sick and personal days taken. Because not all companies provided data on every metric, the number of companies included in the calculations varies slightly across the board.

There was consideration given to the fact that some data may have seasonal variation, as this is only a six-month trial. Therefore, before the trial started, participants were asked for data from the same six months a year earlier. This is called the “comparison” period.

### Revenue increase for the trial period

↑ 8.14%

The first metric is revenue, perhaps the most global measure of performance. 16 companies supplied sufficient data across the six months. Overall revenue rose 8.14% (weighted by company size) by the end of the trial. On average, company revenues increased more than a percentage point a month during the trial.

**When compared to the same six-month period in 2021 to the trial period in 2022, the increase was much larger at 37.55%.**

### New employees for the trial period

↑ 12.16%

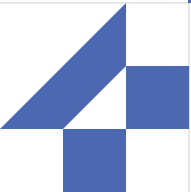
Growing revenue was accompanied by growth in the number of employees in participating companies. On average, among the 18 companies that supplied data on this metric, there was a 12.16% increase in the number of employees over the course of the trial.

The trial took place during what has been popularly known as the “Great Resignation,” a period of time where workers have been quitting their jobs at record rates. However, in the 4 day week companies, there was almost no change in the likelihood that an employee would quit between the comparison period and during the trial.

There was, however, a change in absenteeism, measured as sick and personal days per employee per month. Those fell from .56 (or just over half a day) in the comparison period to just .39 during the trial. (Though, in part because of the small numbers in the sample, it cannot be determined whether these trends are statistically significant.)

### Revenue up compared to same six-month period of previous year

↑ 37.55%





## Employee results

Findings reveal that the trial changed the workplace in important ways. As expected, work time declined by six hours, from 40.83 per week to 34.83. While this isn't a full reduction to 32 hours, it is a significant average reduction.

A few companies planned something less than an 8-hour reduction. In four companies, working hours were well above 40 when the trial began, and the new scheduled work time was greater than 32. While in others, a few people were still doing some work on the day off.

Similarly, the average number of days worked went from 5.00 to 4.36. The frequency of overtime also fell, both on average and in terms of individual experiences. It's notable that the prevalence of remote working also declined somewhat over the trial, from an average of 3.72 days per week to 3.37. The fact that employees were coming back to work during the trial makes the findings even more impressive.

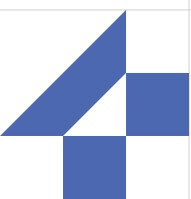
90% of all employees did reduce their work time, with 91% reporting that they had gone to a 4 day week schedule. In terms of how often they were able to take the fifth day off, on a 0-3 scale from never to every week, the average score was 2.7. Similarly, when asked during how many of the six months they were on a 4 day week, the average value was 5.6. So the vast majority did get the 4 day schedule, nearly every week, for nearly the entire six months.

Finally, when asked how often they actually were able to take that fifth day off (reduced work time frequency), 79% reported that they got it off every week, and another 13.76% got a day off every two weeks. The remaining 7% were either once a month or less and never.

When considering the quality and experiences of work during the trial, a few things stand out. First, employees were asked how their current work ability compared to their lifetime best. Before the trial began, average self-rated ability was 7.17 on a scale from 0-10. At the end of the trial, it had risen significantly, to 7.83. People felt they were more productive and doing a better job at work with the shift to a 4 day week. Secondly, employees were also able to exercise an increased level of control over their schedules.



Photo by Israel Andrade





## Further findings

On the other hand, many things did not change, which is a welcome finding.

Perhaps most importantly, the 4 day week did not lead to an increase in the intensity or pace of work, on average, as measured from baseline to endpoint. The sample was split roughly evenly into three groups on this measure. While just over a third of employees did register an increase, nearly as many had a decline, and the remainder had no change in their work intensity. In conjunction with reports from the company, this suggests that the process of work re-organization and reductions in unproductive time was mostly successful. This means that productivity and performance were not achieved via speedup, which is not generally a sustainable or desirable strategy.

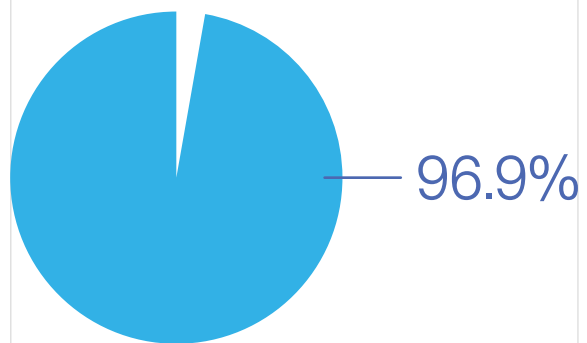
On average, the complexity of people's work didn't rise, which is another kind of intensification. Just over 42% did have some increase in complexity, but 41% had a decrease and the remainder had no change.

Another reassuring finding is that employees did not experience an increase in job insecurity nor were they more likely to want to leave their jobs. Somewhat surprisingly, self-reported absenteeism did not decline. And a very welcome finding is that people did not use their day off to take on a second job.



Employee satisfaction with trial

People were asked a set of retrospective questions about their overall experience of the trial. On a 0-10 scale where 0 was very bad and 10 was very good, the average score was 9.1, a very high level of satisfaction. When asked if they wanted to continue, 96.9% said yes, they definitely wanted to continue. Only two respondents leaned toward not continuing, and not a single person said they did not want to continue.



That's a yes to the 4 day week from employees in the trial





# Monetary value

Finally, with regards to the monetary value of the 4 day week, almost a third (32%) of respondents reported they'd take a five day job with a pay increase of 0-25%. 42% would require a 26-50% increase. 13% said they'd only go back to five days if their pay was more than 50% higher. And another 13% said that no amount of money would induce them to accept a five day schedule.



Photo by Towfiq Barbhuiya

Table 1 – How much do employees value a 4 day week?

If you were offered a five day week job, how much of a salary increase would it take for you to accept?

Salary increase	Count	Percentage
\$ Less than 10%	6	4%
\$ 10–25%	44	28%
\$ 26–50%	65	42%
\$ 50%+	20	13%
\$ No amount of money	20	13%

\*Respondents include people from the April cohort who preferred four days (94% of the sample.)

The open-ended comments tell a similar story.

One employee wrote: *“It’s been a wonderful initiative. I’m 59yo and have worked full time my whole life and worked hard. For years I have dreamt about one day being able to reduce my working week, but due to financial commitments I’ve been unable to. Working full time remains the case very much for the foreseeable future but at least it is 4 days a week!”*

Another employee says they are: *“Absolutely loving the 4 day work week. It took time to adjust, but months later, I am more productive and more satisfied with my job while working significantly less than I was prior to the trial.”*

Even among some who weren't able to get down to an average of 32 hours were positive: *“The trial has been fantastic, allowing me to take the extra day or time when I can. Due to the nature of this role it isn't always possible, however even having the chance or possibility to do so has made a big difference in my lifestyle.”*

And, while most respondents didn't talk about pay, one did make it clear that they recognized the economic implications: *“The 4 day work week is equivalent to ~25% pay bump in my opinion.”*





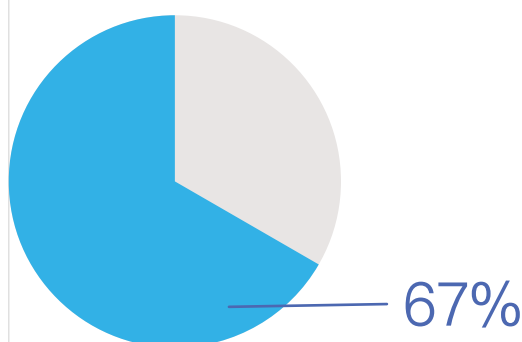
## Health and well-being

In view of the strong positive changes in employees' work situations, it is not surprising that health and well-being outcomes also show noticeable improvements six months into the trial.

Some well-being outcomes are specifically related to work. Results showed that work stress decreased over the trial period. On a 1-5 scale from never to all the time, reported work stress declined from 3.15 before to 2.95 after the trial. While about 16% of employees did experience an increase in stress, more than twice as many were less stressed, with the remainder recording no change in stress levels.



Burnout also declined, falling significantly, from 2.74 to 2.30. Two in three (67%) employees reported lower levels of burnout, compared to only 20% who registered a higher burnout score. Corresponding to the decreases in work stress and burnout, employees are more satisfied with their job, registering a significant increase from 7.34 to 7.62 on a 0 to 10 scale.



### Two thirds of employees said they were less burned-out

Generic well-being outcomes also improved by the end of the trial. The average score of mental health (ranging from 1 to 5 with 5 being excellent), for example, increased from 3.03 at the beginning of the trial to 3.33 by the end. Anxiety and negative affect also both fell substantially, and positive affect increased from 3.15 to 3.64.

It is also encouraging to see that participants reported improvements in their physical health. When asked to rank their physical health from 1-5 (poor to excellent) before the trial began, the average response was 3.17. The average response at the end of the trial jumped to 3.35, an improvement of 0.18. This strongly suggests that a 4 day week has the potential to reduce costs associated with health care.



## Health and well-being

One reason for these improvements in physical and mental health may be the changes in exercise, fatigue and sleep that employees experienced.

Comparing exercise frequency and duration pre- and post-trial, significant health-enhancing changes were found.

There was a small increase in the frequency of weekly exercise, from 2.53 to 2.72 times per week.

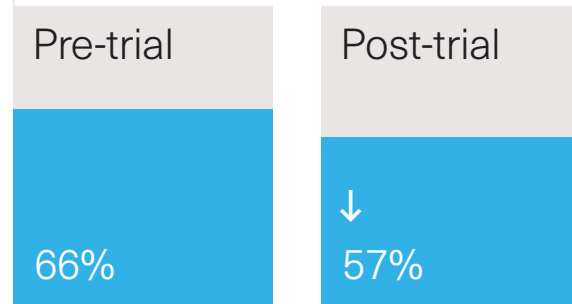
Larger increases were found in how long people exercised, both per session (an almost 6 minute increase, from 44.81 to 50.54 minutes) and per week (23.7 minutes more, from 147.9 to 171.6 minutes).

### Exercise increase in minutes per week

↑ 23.7

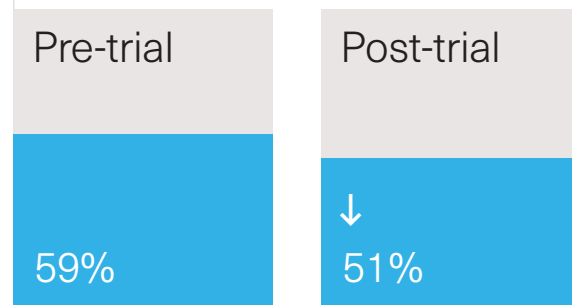
Increase from 147.9 to 171.6 minutes per week

### Fatigue Levels



Improvements in fatigue were also found, with the average fatigue score falling from 2.63 to 2.26 (on a scale of 1-4, never to daily), down 9.25%. The prevalence of insomnia and general sleep problems also declined significantly, from 2.35 to 2.03 (again, from 1-4, never to daily), down 8%.

### Sleep Problems



## Work/life balance

Positive changes also occurred at the interface of work and family life. When asked how easy it is to combine paid work with care responsibilities, the average score increased from 2.90 to 3.62 on a 1-5 scale with 5 being very easy. Similarly, work/life balance increased from 2.98 to 3.76. Also notable is that both work-to-family and family-to-work conflict declined following the trial. For example, when employees were asked whether they come home from work too tired to do some of the household jobs which need to be done, the average score fell from 1.99 to 1.44.

At the beginning of the trial, when asked how satisfied they are with their life, participants responded with an average of 6.64 out of 10. This measure had an almost full point increase, to 7.53. Employees are also more satisfied with other domains of life, including household finances, relationships, and time. Most notably, employees recorded an almost two point increase in satisfaction with time, from 5.39 before the trial to 7.38 after.





## Time use and care work

In the baseline and endpoint surveys, respondents were asked to record the number of hours they spend in certain activities each week.

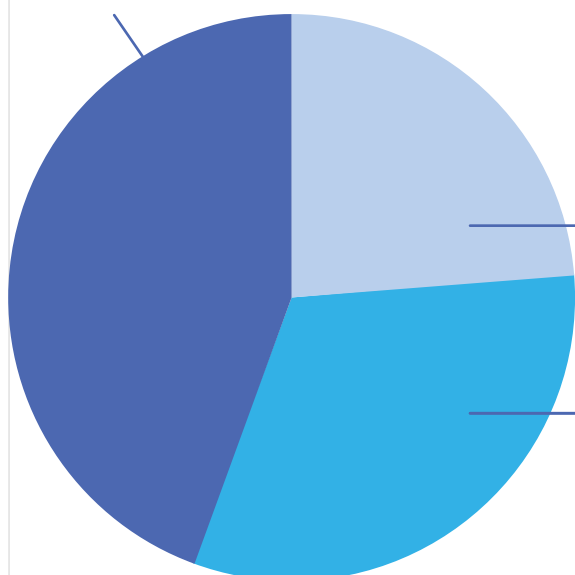
Many measures did not change, but employees now spend 0.41 more hours on hobbies and 0.15 more hours on volunteering per week.

Post trial, workers were also less likely to say they want to spend more time in virtually every activity except for elderly care. For example, the percentage of workers who want to spend more time on childcare is almost halved from 45% at baseline to 25% six months later.

**These findings indicate that the 4 day week arrangement has enabled workers to allocate their time in a way that satisfies their preferences.**

Employees allocated most of their extra time off to leisure (4.9 hours per day), followed by housework and care work (3.5 hours) and personal maintenance (2.6 hours).

Leisure time



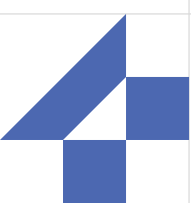
Proponents of 4 day weeks have also hoped that this schedule will promote gender equality in the household division of labor. The rationale is that with more free time available, men may spend greater time in housework or childcare, thereby narrowing the well-documented gender gap in unpaid domestic and care work. Such an effect was not found in this study, however, changes to strongly embedded societal norms will likely take longer than six months to observe, and so, this area will continue to be monitored closely in future research.

Among respondents who have a partner, the move to a 4 day week did not change the household division of labor, measured by respondents' share of time looking after children or housework. This is the case for the whole sample as well as by gender, though there is marginal evidence that men appear to have increased their contribution to childcare slightly from before to following the trial. This is a promising finding from a gender equity perspective, as in other national contexts, women were more likely than men to report spending their additional free time on care and household work.

Meanwhile, we find evidence that childcare costs went down since the beginning of the 4 day week trial. When asked how the money they spent on childcare changed following the trial, the average response is -0.2 (on a scale of -1 to 1).

Personal maintenance

House work / care work







## Environmental footprint and behaviors

The third category of expected benefit, after economic and social, is environmental, and specifically climate benefit.

This trial sought to measure carbon footprints, for both employees and households. However, there are a limited number of metrics to share at this point due to the need for seasonal correction, which is ongoing.

**One important carbon variable is commuting. Significant decreases were seen in the frequency and duration of commuting.**

Between the beginning and end of the trial, the fraction of respondents who reported commuting to work by car fell, from 56.5% to 52.5%. A second commuting variable - amount of time spent commuting - fell nearly an hour a week, from 3.56 to 2.59 hours. This is notable, given that remote work also fell during the trial period.

No change in domestic travel was noted over the trial. International travel rose slightly, but from a very low base and once a seasonal correction is applied, a significant decline may be observed.

Finally, there was a small but significant increase in self-reports of household recycling, walking and cycling rather than driving, and buying eco-friendly products.

Overall, the carbon related metrics to date are mostly encouraging, but incomplete.

Employees commuting by car

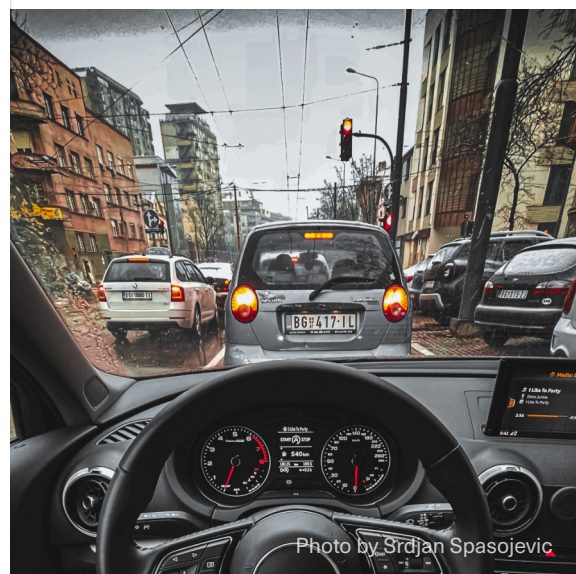


Photo by Srdjan Spasojevic





## Conclusion

Proponents of the four day week argue that it provides multiple benefits—to the organizations that implement this innovative schedule, to the employees who work it, and to the climate.

To assess these claims, we collaborated with 4 Day Week Global and studied companies and employees who were piloting a four day work week with no reduction in pay. As we have detailed throughout this report, the results of these trials have been overwhelmingly positive.

The companies report that they are extremely pleased with their performance, productivity and their overall experience.

Employees express similar sentiments. These are valuable pieces of information.

However, our research design allows us to go beyond recording the sentiments of those involved to quantify how the trial changed well-being and employee experiences, both at work and home.

The before-and-after design is a far more accurate way of assessing impacts than retrospective data.

We found that the trial had profound effects. For the companies, relevant metrics showed high levels of success. Revenue rose approximately 8% over the trial, and was up 37.55% in comparison to the same period in 2021. Hiring rose, absenteeism was reduced and resignations declined slightly.

And on a wide range of outcomes, employees were far better off at the end of the trial than they were at the beginning. They were less stressed and less burned out. The ratings they gave on their physical and mental health were better. They were spending more time exercising and were less fatigued. Their sense of satisfaction with their lives improved, both generally and across a range of domains. Their self-reports of work performance went up substantially, but not because they were sped up or worked harder. The companies' efforts to re-organize work were successful in eliciting productivity without speed-up.

Perhaps the bottom line for success is what we found in terms of how much more employees valued their current job at the end of the trial.

Seventy percent of respondents in the sample told us that at their next job they would require between 10 to 50% more pay to go back to a 5 day schedule. Thirteen percent said they'd require more than 50%. And 13% said that no amount of money could convince them to give up the four day week.

These calculations should serve as a strong signal to employers that it's time to retire the nearly hundred year old convention of the five day, forty hour week and begin to embrace a four day, thirty-two hour week.





## About the trial

This report presents results from 4DWG’s first two trials, which comprised 33 companies and 903 employees in mainly the US, Ireland.

Of the 33 companies, 27 filled out a final survey where they were asked about their overall experience and whether they would be continuing with the 4 day week.

On the employee side, 762 out of the 903 filled out the baseline survey and of those 762, 495 employees filled out the endpoint survey.

The first trial began at the beginning of February 2022; the second on April 1, 2022.

4DWG began the first of a series of trials with companies who are instituting a reduced work week with no reduction in pay.

The trials are six months in duration, plus an additional two month onramp during which the companies prepare for the scheduling change by attending workshops, getting coaching and mentoring, and being part of a peer support network.

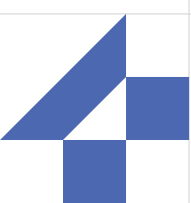
By the time they start a trial, the companies are well prepared to institute a major scheduling change.

While most of the companies instituted a 4 day, 32-hour schedule, with a common day off—typically Friday—some opted for different configurations.

To join the trial they had to promise not to reduce pay, and to enact meaningful work time reduction.

### Ethical declaration

Information in this report was produced by the research team which is fully independent of 4DWG. They received no funding from the organization. All research protocols were approved by the relevant ethics boards at the respective universities.





## Message from our founders

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.

Our team are delighted to bring this, our first report, to you. The collaboration with Dr. Juliet Schor and her team at Boston College and around the world has been exciting and fulfilling. This is just the start, and we look forward to more research through 2023 which will expand this data set and study other areas of reduced work time and its influence on business, people and our society.

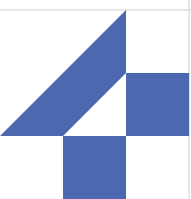
The information we have gleaned from this first pilot program helps companies to improve their workplace, helps us understand how to support businesses better and gives valuable data for other organizations to follow. We are encouraged to see our assumptions have been proven correct, for the main part, and we look forward to building on this information over time.

We would like to thank our researchers Dr. Schor and Wen Fan from Boston College and Orla Kelly at University College Dublin. Also, we want to thank our team, Alex Soojung-Kim Pang, Hazel Gavigan, Charlotte Dixon, Nasr Bitar, Jack Lockhart and Gabriela Brasil. They have worked tirelessly and with admirable dedication, what we present today reflects that. We would also like to thank our former CEO, Joe O'Connor, who set up this team and led the organisation to this point. None of this would have been possible without these people.



**Charlotte Lockhart and Andrew Barnes**

Co-founders – 4 Day Week Global





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