

4-day workweek, just a hype?

ICMA Warsaw | March 2023 | Andrej Bielicky



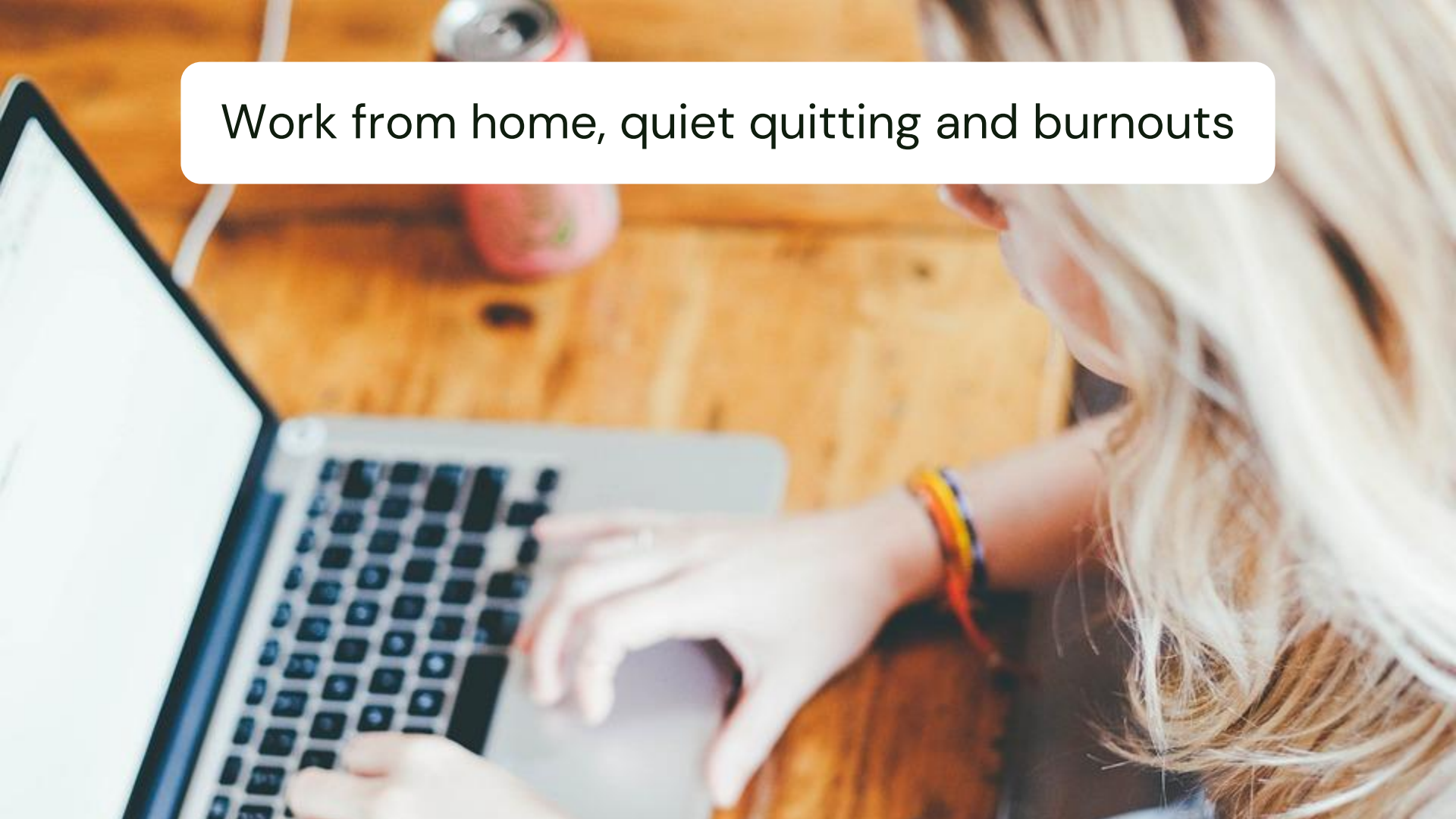
The world is changing and so are we



The Great Resignation and mass layoffs



Work from home, quiet quitting and burnouts





4-day workweek pilot at Shpock



Shpock challenges before the pilot



- ◆ High employee attrition rate
- ◆ Difficulties to hire talent
- ◆ Limited budgets for personal benefits

Shpock at a glance (pilot set-up)



1

Mobile-first C2C marketplace with 3m+ monthly active users across different geos

2

~20 in-house employees

3

Hybrid work model, trust based working hours + no office policy

4

4-days workweek in summer (June – August)

5

No change in salary

What model fits the best?

BEST FIT

Fifth day stoppage

Operations shut
down for one
day per week to
ensure optimal
collaboration

Staggered

Staff takes
alternating days
off to optimise
for coverage

Decentralised

Different
departments
operate on
different work
patterns

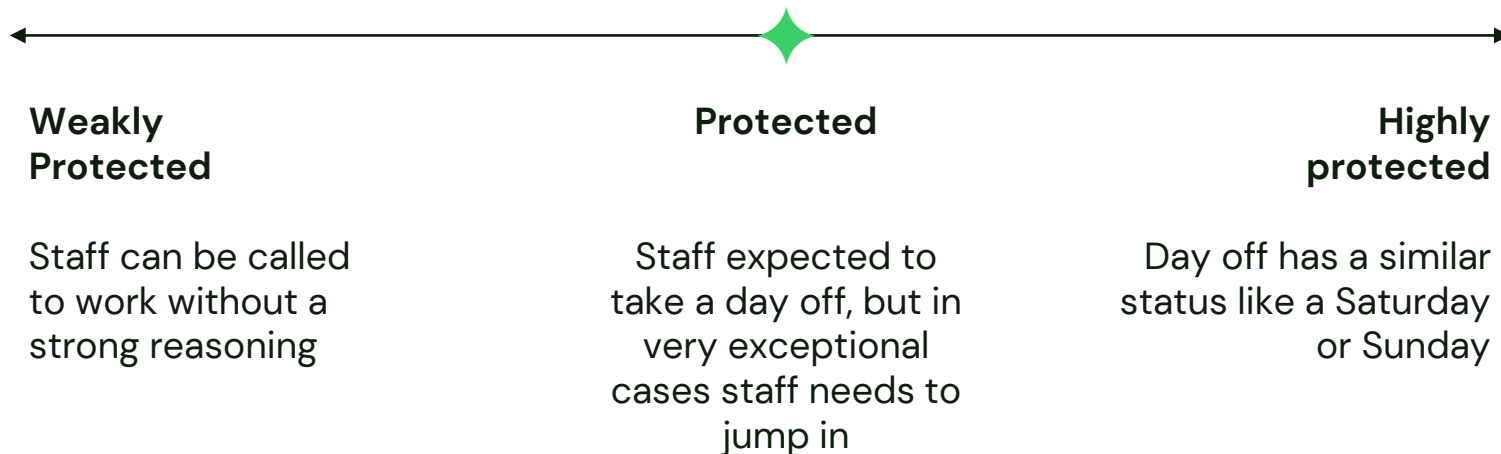
Annualised

Staff works a 32
hour average
working week
calculated on
the scale of a
year

Conditional

4-day workweek
entitlement
conditioned by
achieving set
goals

How did we treat Fridays?

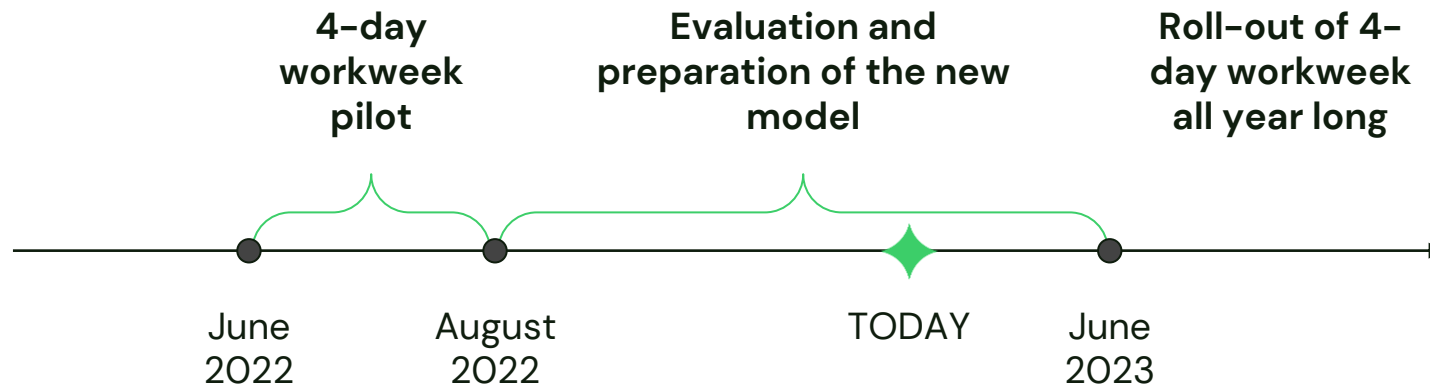


Learnings from the pilot at Shpock



- ◆ Employee attrition rate improved significantly
- ◆ Improved work-life balance, reduced sickness absence rate
- ◆ 4-day workweek named by employees as the most important employee benefit offered by the company
- ◆ Difficulties with workload in weeks with a public holiday
- ◆ Cumulation of available vacation days

What is next?





4-day workweek, just a hype?



Pilots around the world deliver headline-grabbing results



Forbes

FORBES > LIFESTYLE > TRAVEL

The Four-Day Workweek Pilot Worked. Is Everyone Else Next?

Alex Ledsom Senior Contributor @
I write about travel and culture.

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The U.K. trial of a four-day workweek has been a success. [+] GETTY IMAGES



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DIVE BRIEF

Workplace pilots look to provide 'unignorable evidence' in favor of 4-day workweeks

During a six-month pilot program, companies experimenting with a four-day workweek saw 35% year-over-year increases in revenue.

The Washington Post
Democracy Dies in Darkness

A four-day workweek pilot was so successful most firms say they won't go back

15 percent of employees who participated said that "no amount of money" would convince them to go back to a five-day week



By Annabelle Timsit

February 21, 2023 at 11:03 a.m. EST



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BUSINESS

Dozens of U.K. companies will keep the 4-day workweek after a pilot program ends

Updated February 21, 2023 - 5:28 PM ET

By Joe Hernandez



Fresh results from the world's largest 4-day workweek trial came in just a month ago

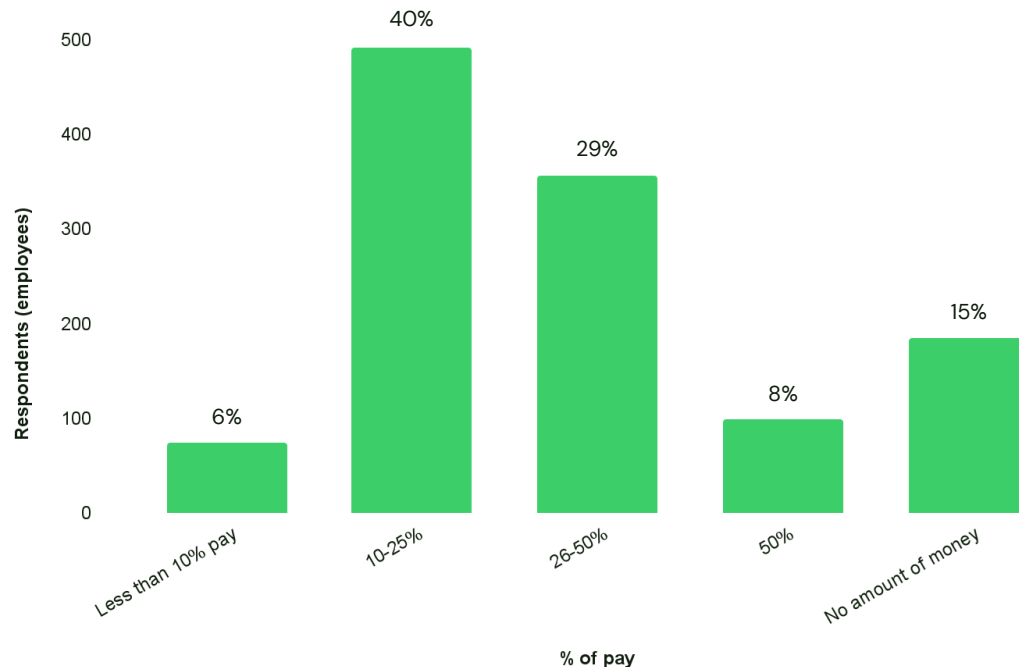


- ◆ 61 companies, 2900 employees, June – December 2022
- ◆ 92% continue with the 4-day workweek, some of them making it permanent
- ◆ The number of staff leaving participating companies decreased significantly, dropping by 57% over the trial period
- ◆ 'Before and after' data shows that 39% of employees were less stressed, and 71% had reduced levels of burnout at the end of the trial

Value of the reduced working time is immense



"How much money would you expect at your next job in order to go back to 5-days workweek?"



Source: Autonomy Research Limited, The UKs Four-Day Week Pilot (February 2023), How much do participating employees value a four-day week in financial terms? At the endpoint survey, employees were asked how much money they would expect at their next job in order to go back to a five-day schedule.

What can we learn from the pilots around the world



1

Do not underestimate the preparations (management & stuff buy-in, legal advice on terms and conditions, client consultations in B2B...)

2

Set your “success metrics” and evaluate how the metrics changed before/after

3

Do not try to force 4-day workweek if your company culture is not flexible enough (e.g. fixed core hours)

4

Business/work productivity is the key (do only what matters, spend less time in meetings...), introduce productivity guidelines and review your output regularly

"The four-day workweek is an idea whose time has come. It's not about working less, it's about working smarter."

Andrew Barnes, founder of Perpetual Guardian