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# 4 DAY WORK WEEK

## REPORT

MAY 2022



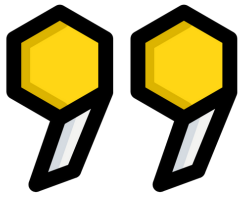
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MEANINGFUL  
INNOVATION



## KEY HIGHLIGHTS

- The idea behind the four-day work week is to achieve the same results in less time, for the same compensation.
- Employees who work a four-day work week rate their overall lives as better, and their **well-being has increased by 35.7%**
- Number of **meetings decreased by 10%** during trial.
- Being accountable for results, rather than hours worked, means that there is no need to cut salaries or benefits. This is innovative work approach and is a precursor to standardizing a shorter and flexible workweek.
- Employees are different and have diverse needs and expectations.
- **Flexible working conditions** and an open, trusting culture are the most valued benefits and are correlated with higher employee engagement. And this is where employers should concentrate.
- **Employees values** high quality **work**, and need environment where it could be deliver.





"During the our A4DAYS trial, the number of meetings decreased by 10% and employee well-being increased by 35.7%. In average .The 4 day workweek may be a good fit for some individuals or organizations. Our research has shown that employees value not only work, but mostly quality work. Employees don't see work as something bad that should be reduced. On a day-to-day basis, they need more flexibility and freedom in the workplace than reduced hours."

## BOARD A4BEE

KRZYSZTOF KACZOR, KAROLINA  
MARZANTOWICZ, ŁUKASZ PACIORKOWSKI





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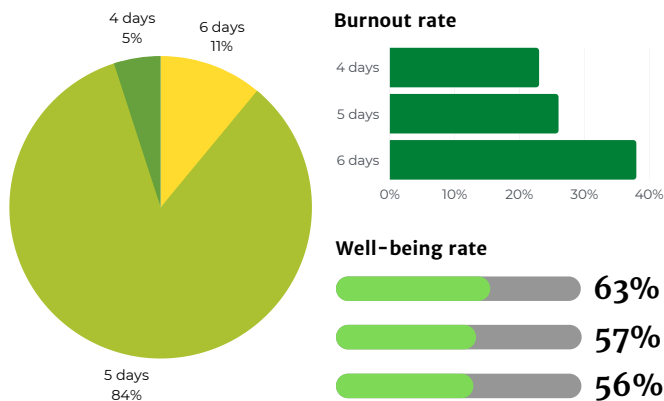
# INTRODUCTION

Over the past two years, there has been much talk about the potential benefits of introducing a four-day work week. There are claims that introducing 32 hours as the norm rather than 40 hours can improve employee well-being without decreasing company performance.

For many years, studies have indicated that at some point productivity decreases as the number of hours worked rise.

In March 2020, Gallup [01] conducted a survey on the number of days American workers work per week. Only 5% said they work four days a week, 84% said they work five days, and as many as 11% said they work six days. There were no surprises here.

## Gallup Survey Result



Those who work six days a week showed the top rate of job burnout (38%). Among those working five days a week, only 26% reported feeling burned out. However, among those working four days a week, the percentage was the lowest at 23%. The results for perceived well-being were the opposite: those working four days a week had the

highest well-being rate (63%), compared to those working five (57%) or six days (56%). Qualtrics [02] also did a survey in the U.S. labor market in 2021, looking at people's preferences. 79% of respondents said a four-day work week would improve their mental health; 82% said it would increase their productivity. Interestingly, 38% expressed concern that a four-day week would encourage employees to be lazy.

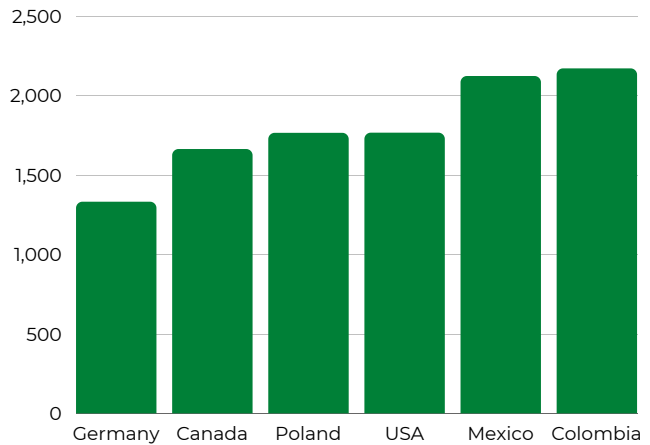
The problem with these and similar reports is that they do not explore the views of organizations and individuals, given that employees actually work four days a week, receiving the same pay and benefits, but having the same workload.

We decided to conduct a study on ourselves to get reliable data and specific information for us. A4BEE is a biotech and manufacturing innovation company, but we love to test all kinds of innovations on ourselves. This includes organizational and cultural innovation. From day one, we created a fully remote company, allowing employees to work where they want and like, long before the pandemic. In 2018, we introduced the concept of workaction as one of our benefits, and every year half of our employees take advantage of this option to combine work and rest. In 2020, we funded a company apartment in the Polish mountains, allowing individuals and teams to work remotely with a view of the Karkonosze Mountains.

Finally, in 2021, we decided to experiment with working fewer hours. Read what we learned.

# WHAT IS 4 DAY WORK WEEK

A four-day workweek for the purposes of the study was defined as a 32-hour workweek with no loss of productivity, pay, or benefits. We assumed that responsibilities and tasks remained the same. Individuals in the study were allowed to work on any 4 working days of the week, Monday through Friday, and decide which day they had off.



## HOW MANY HOURS DO WE WORK

Data from the OECD [03] shows that the average annual number of hours worked by employed people in 2020 was lowest in Germany, at 1,332 (25.6 hours per week). Americans work an average of 1,767 hours (34 hours per week), while Canadians work 1,664 hours (32 hours per week). Poles work an average of 1,766 hours. Of the countries surveyed, Mexico (2,124) and Colombia (2,172) had the highest average number of hours worked per year. Looking at these numbers, it appears that workers in some other countries have even more time off than they would with a 4-day work week. These statistics include students (16-20y), which undervalues the averages. By comparison, in the U.S. market, those aged 20 to 24 worked an average of 34.8 hours per week and those aged 25 and older worked 39.6 hours per week.





# MARKET CONTEXT



Iceland conducted the world's largest pilot of a 35- or 36-hour work week (reduced from the traditional 40 hours), with no pay cut. About 2,500 people participated in the tests. The pilot was considered a success by the researchers. Icelandic unions negotiated a reduction in working hours. Researchers found that employee stress and burnout have decreased and life-work balance has improved.



Germany has one of the shortest average workweeks in Europe. According to the World Economic Forum (WEF), the average work week in Germany is 34.2 hours. German trade unions are calling for a further reduction in working hours. So far, mainly smaller start-up companies are experimenting with a shorter work week.



The Belgian government approved a four-day work week in February 2022. Workers in Belgium will soon be able to opt for a four-day week. The reform package grants workers the ability to request a four-day week. Workers will be able to request to work four days a week for a period of six months. After that time, they could choose to continue this arrangement or return to a five-day week without any negative consequences. Under the Belgian system, workers could reduce the current five-day week to four days. In practice, this means maintaining the 38-hour week, with an extra day off to compensate for the longer working days.

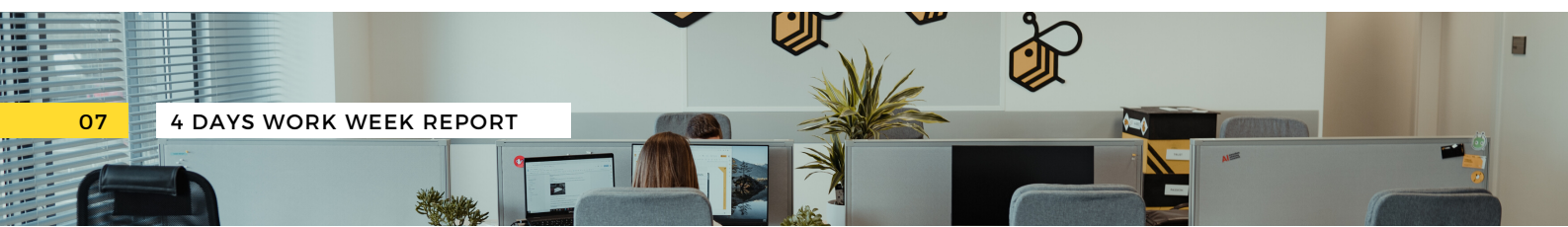


The U.K. will begin the six-month program in June 2022. [05] A six-month pilot program was launched in January to recruit companies to study the impact of shorter working hours on business productivity and employee well-being, as well as environmental and gender equality impacts. As of April, 460 companies with about 3,000 employees had signed up for the program. Employees will be able to work up to 9.5 hours a day - equivalent to 9am to 6.30pm - which means they will be able to split their working week into four longer days. This means that they will be able to divide the work week into four longer days. This will be extended to 10 hours a day as part of a union agreement at the workplace.



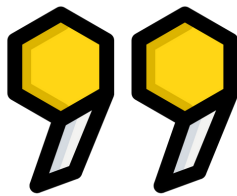
India will introduce changes to its labor laws from July 1, 2022: official working hours may increase to 12 hours with a four-day work week.

Many of those programs and trials included one working day less of while keeping amount working hours at the same level.



## TINA SOBOCIŃSKA

HR4FUTURE FOUNDER &  
STRATEGIC HR ADVISOR



**4-day work week, even if it sounds like disruption today, is a future business model, not just a benefit, for many startups and larger organizations. It is the innovative response to our world's challenges and future technology, social and human capital mega trends.**



# RESEARCH METHODOLOGY

The research plan was based on the fundamentals of user-centered design. As a first step in learning about the broad context in which the shortened workweek operates, we looked at how experiments of this type are conducted both in Poland and internationally. The results of this study served as preliminary data to determine the scope of the company's study. The scope of the study and hypotheses for verification were developed in the form of interactive workshops, which were attended by over 67% of the company's employees. The workshop was the first point of verification of the assumptions with the users. The aim was to get to know the employees'

point of view on the shortened working week - their expectations, needs, but also to identify threats. The invited group included representatives of various departments of the company, so that the collected context was as broad as possible. During the workshops both a 6-hour and a 4-day work week were analyzed - this allowed us to conclude that a 4-day work week would be more valuable for our employees. For the purposes of the study, we assumed that this mode meant working 4 days a week with the same number of tasks and maintaining the same pay and benefits.

## 0 - Pre-work

Second market research on the 4-day work week in Poland and in the world. Analysis of their results, claimed benefits and challenges. Initial design of research group.

## 1 - Workshops

Workshop to identify key areas for A4BEE employees and the company, potential strengths and weaknesses of the 4-day model, opportunities and threats for A4BEE. Research hypothesis definition

## 2 - Recruitment for the research

Diversity groups were defined. 30% of employees were selected from the group working min. 3 months on min. 90% FTE. They were divided according to: type of role, age, and number of meetings. A similar control group was selected.

## 3 - Course of the research

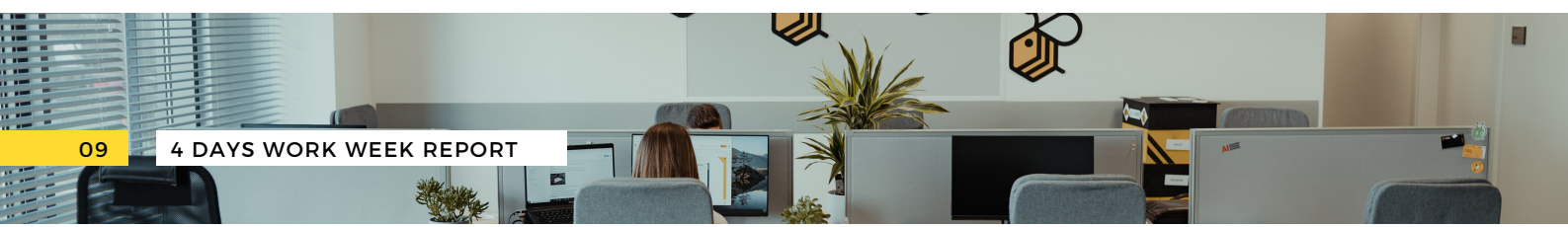
The research during 4days work week trial. Surveys were conducted every 2 weeks. A survey was also conducted before the study began and at the end along with an individual interview.

## 4 - Analysis and interpretation of results

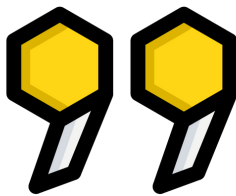
The results of the quantitative and qualitative research were subjected to an in-depth hybrid analysis. Based on the results, recommendations, observations, and further hypotheses were created.

## 5 - Report and management workshop

Research results presentation to all employees. Team workshop with participants from the research and control group to develop a set of recommendations for the company. Recommendation the Board submission



**IWONA IGNAŚ**  
A4BEE, RESEARCH LAB LEADER



The most important thing was to learn the perspective of different A4Bee employees to get a comprehensive overview of what expectations they have and what risks they see with a shortened work week. During the survey itself, we looked at different areas to understand how they felt and what thoughts they had. All this to tease out the answer to the question of how the 4-day work week actually affects people in our company.

The results of the survey are published, anonymized and averaged, but we collected them from specific people and talked to them face to face. It was great to see the trust we were given and the honesty we gained from this. Many thanks to everyone involved in the study for being open to taking part in this bold human-centered experiment. “



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# STUDY GROUP

Recruitment for the study consisted of selecting the most diverse group. The study group was representative of the population of all employees at A4BEE. The entry threshold was seniority in the company of more than 3 months and working at min. 90% FTE. The group was divided according to the following criteria:

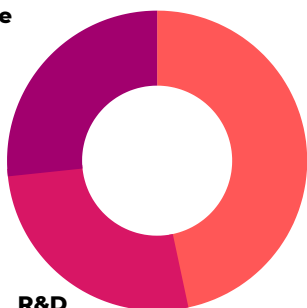
- department in the company (R&D, Consulting, Back office),
- age (30 years and less, and over 30 years),
- number of meetings per week.

This created small subgroups from which 30% of the employees were drawn for the study group. The control group for the study was formed by matching the jobs or responsibilities of those in the research group and was the same size. Individuals in the control group worked a normal 5-day work week.

The study included regulated verification of hypotheses by both groups. The verification was carried out in the form of questionnaires. Additionally, before and at the end of the study, the research group was subjected to work quality assessment by a group of managers.



Back Office  
26.7%



Consulting  
46.7%

R&D  
26.7%

The entire study was designed around research hypothesis, consisting of regular surveys with the evaluation of the areas and in-depth interviews at the end of the study. The regularity of the surveys was intended to observe trends or changes over time. The quantitative data from the survey and qualitative data from the interviews enabled comprehensive analysis and valuable conclusions. Particularly important were the interviews, thanks to which we were able to learn the personal perspective of the respondents and verify the reliability of the survey evaluations.

# RESEARCH HYPOTHESIS

A series of interactive workshops were held to identify key areas of research. They identified the strengths and weaknesses of the 4-days and 6-hour work models. This led to the decision that the study would be conducted for the 4-days model. Then SWOT analysis was conducted analyzing impact of 4days work week on each department. Based on this, the research team extracted 5 hypotheses for verification during the implementation of the program. The research hypothesis are:



## WORK-LIFE BALANCE

Research team made a hypothesis that work-life balance will increase

1



## SELF-DEVELOPMENT

Research team made a hypothesis that opportunities for self-development will increase

2



## WORK ORGANIZATION

Research team made a hypothesis that work organization will increase (better work organization)

3



## WORK QUALITY

Research team made a hypothesis that quality of work will decrease

4



## COOPERATION & TEAM WORK

Research team made a hypothesis that cooperation and collaboration will decrease among employees

5

## 1

# WORK-LIFE BALANCE

**Work-life balance definitely increased by 35.68% among the study group.**

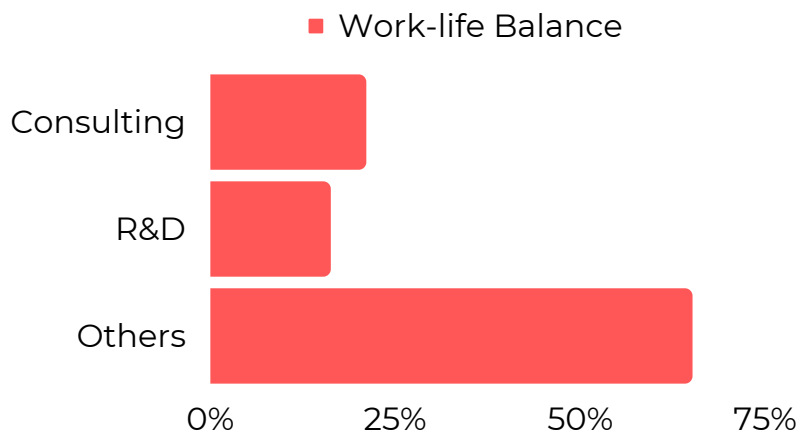


The hypothesis was confirmed. Work life balance rating improved for study group by more than 35%, and stayed on the same level for control group. Employee engagement improved with a four day work week. A shorter work week provided more opportunities for nurturing social, physical and community wellbeing, outside of work environment. Most people spent this time catching up on private (mainly organizational) work. The extra day off also freed up evenings and weekends. It was mentioned by people as one of biggest benefits.



# 1 WORK-LIFE BALANCE

**Work-life balance definitely increased by 35.68% among the study group.**



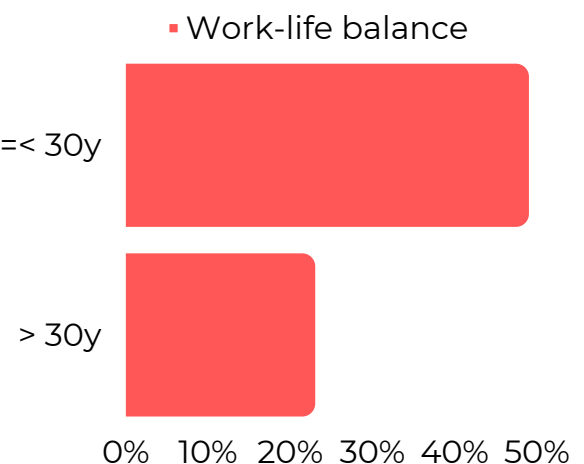
Work-life balance increased among all 3 types of roles we have in the company:

- the lowest increase was observed among R&D employees, only 16%.
- the highest increase was noted for "Other" - group of employees from Operations, Finance, People&Culture, Growth and Board., and reached 65%



There are small difference between age groups results. The group which is 30years old =< 30y or less observed 49% of work-life balance increase.

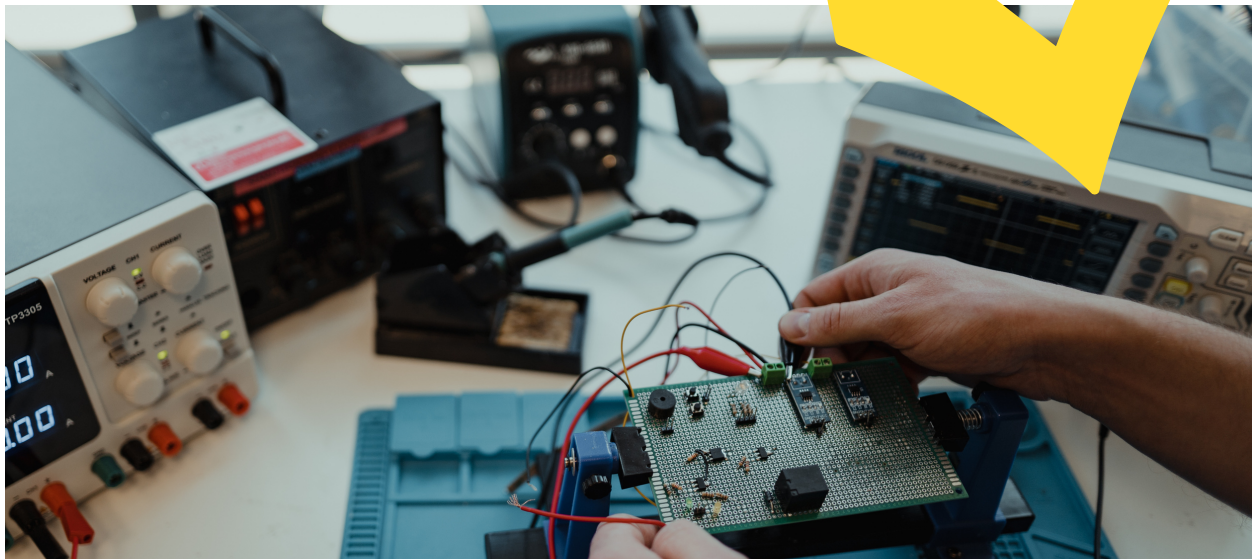
The second group, employees 30y old or more, reported 23% increase of work-life balance, comparing data before pilot started, and at the end of the project.



## 2

# SELF-DEVELOPMENT

Opportunities for self-development outside of work hours increased by **71.64%** in the study group.

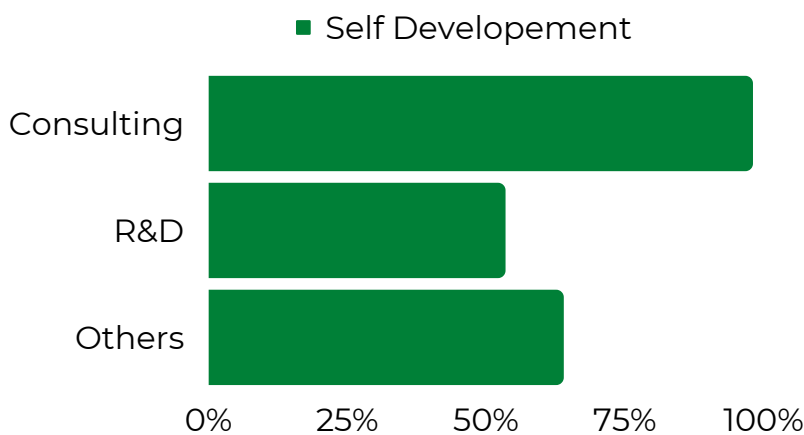


The hypothesis was confirmed. Everyone in study group observed more time which could be used for development and skills improvements. Some people used more of their free time for hobbies. Majority of the people noticed that they have "free" time just for them self, because their family members were busy at work and schools. For some, it was too early to address work-related topics in their free time.

# 2

## SELF-DEVELOPMENT

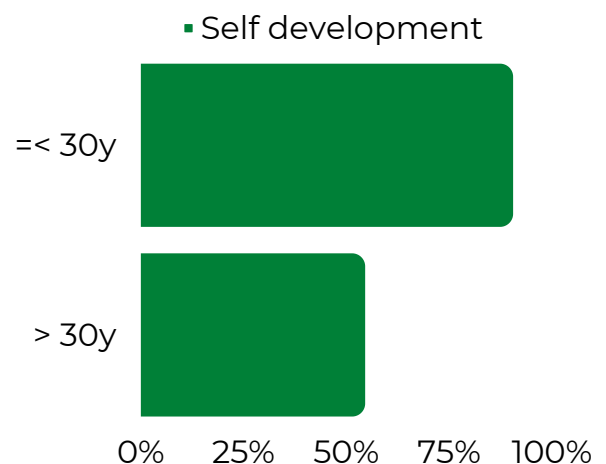
**Opportunities for self-development outside of work hours increased by 71.64% in the study group.**



We observed different dynamic comparing results among different roles. The lowest impact on self-development was indicated among R&D employees, and it was 53.4%. The highest impact on self development was noted among employees working in consulting roles, directly on Customers' projects, and it was almost 98%



Opportunities for self development among younger population increased up to 84.1%. This metrics is much lower for generation 30Y+, and reached 54.5%. Self-development grew to the highest extend among all metrics during the pilot. This shows that people need more time for learning and self development during working hours. They spend additional free time consciously on updating their skills.

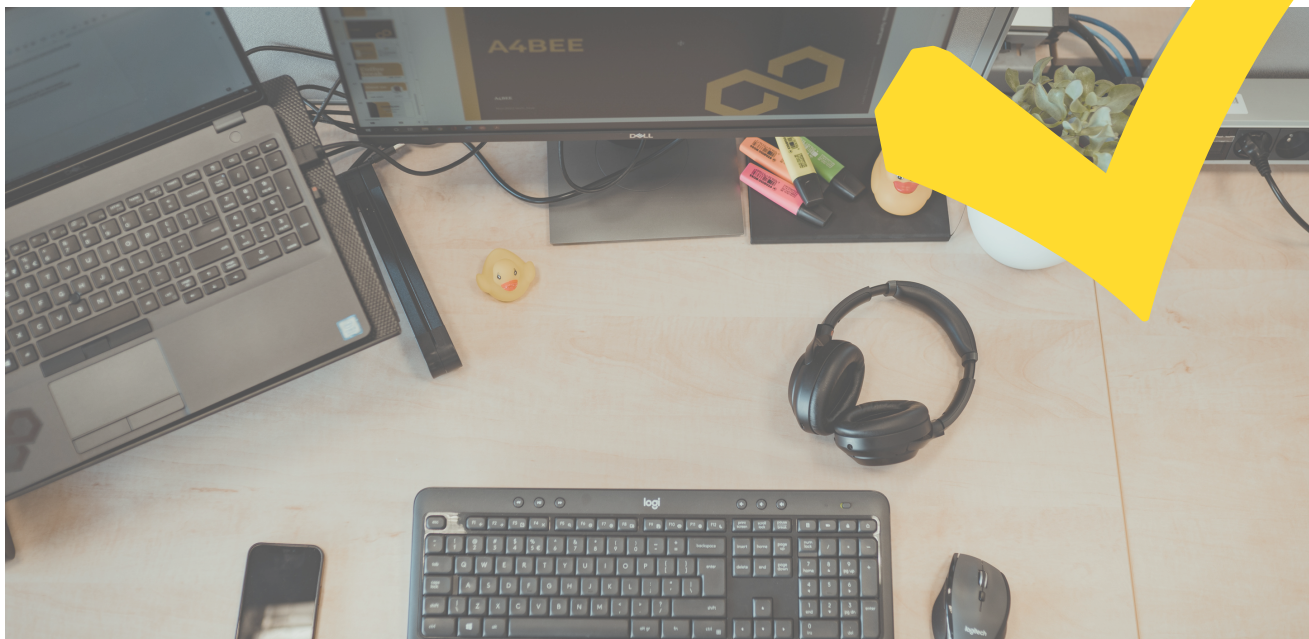




## 3

# WORK ORGANIZATION

The number of meetings decreased by **9.72%**.



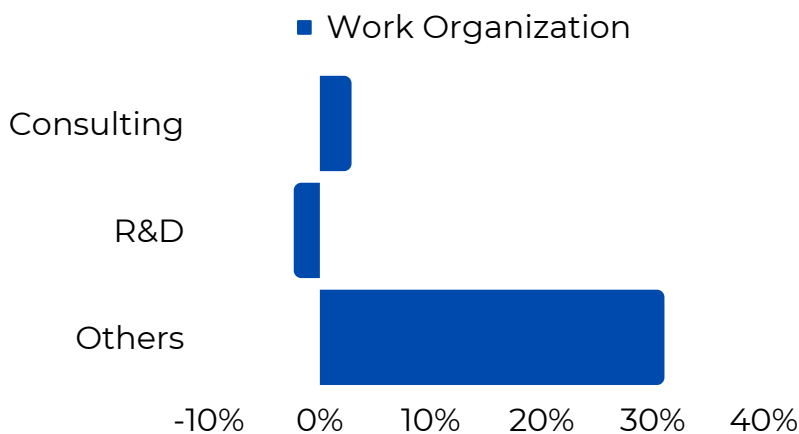
The hypothesis was confirmed. Better planning was observed and reported by both groups: study group and control group. Having 30% of population on 4days week schedule forced everyone to optimize work organization. Managers saw an **increase in productivity** on several projects resulting **better effectiveness by 10.26%**.

Work organization remained at a high level (12.67% increase). Planning was was adjusted to a 4-day work model.

# 3

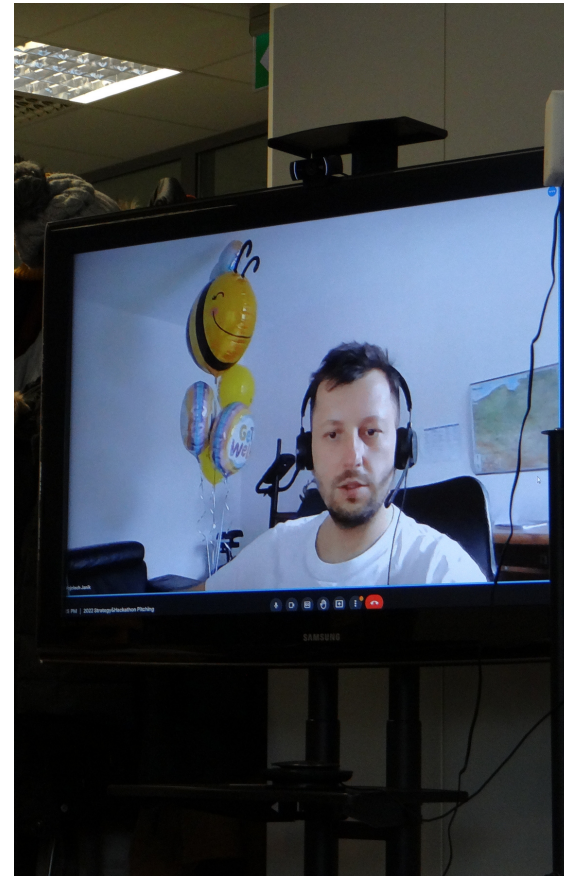
## WORK ORGANIZATION

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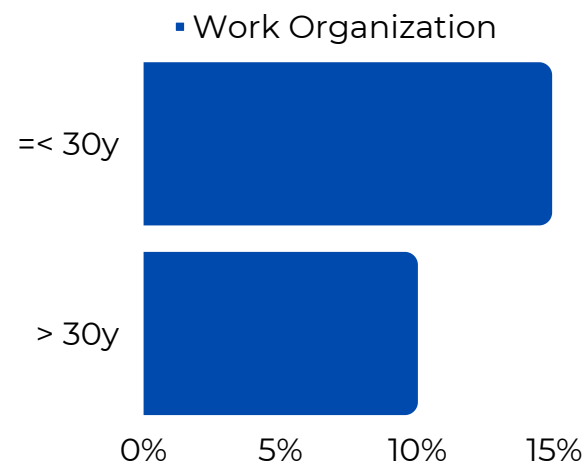


The negative impact on work organization was reported by employees from R&D departments.

The high positive impact was noted by employees from Operations, Finance and Growth department. Work of those employees has less dependency on external parties, and customers. Work organization improved by 31% for them.

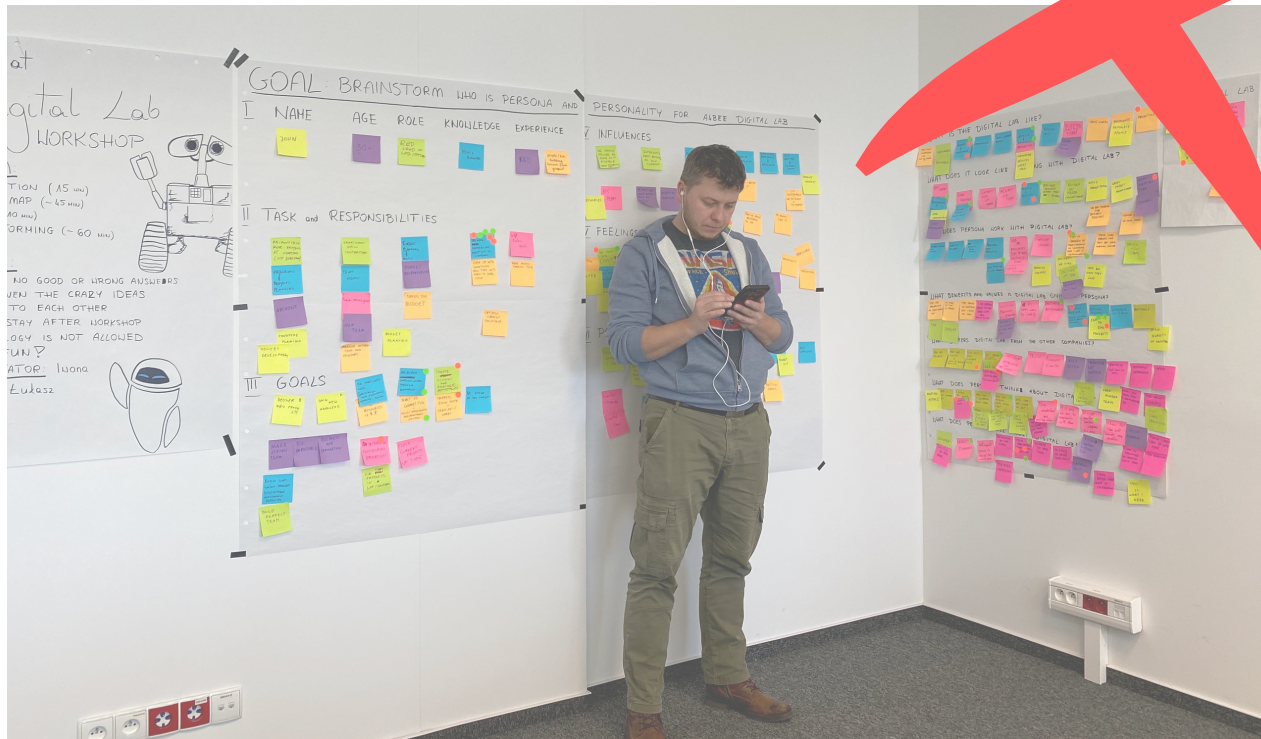


The pilot had positive impact on work organization on both age groups. For younger generation of employees, it improved by almost 14%, showing that this group work planning and organization could be improved to higher extent. For second group it increased 10%. We can make hypothesis that the longer you work, the more good organizational practices you implement in your daily schedule, and less improvement is needed or possible.



# 4 WORK QUALITY

Managers indicated a **2.7% increase in work quality.**

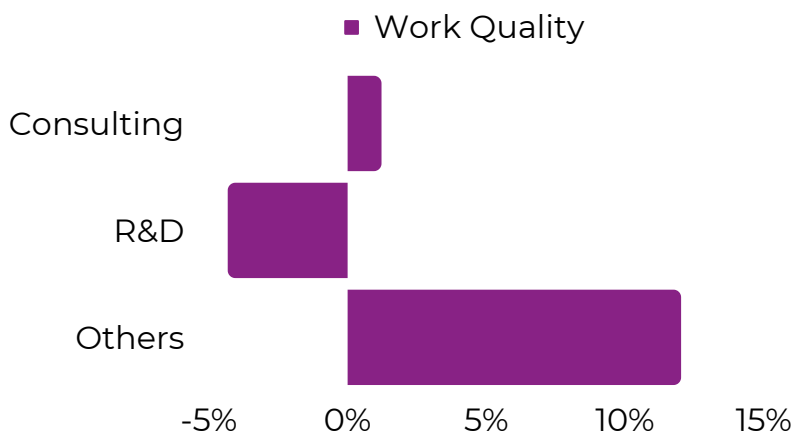


Hypothesis was disconfirmed. There was no decrease of work effectiveness on study group. Work quality as rated by the survey group remained at a similar high level. Situations of failing to meet deadlines for tasks were singular, often related to too high workload (too high for 5 days work week).



# 4 WORK QUALITY

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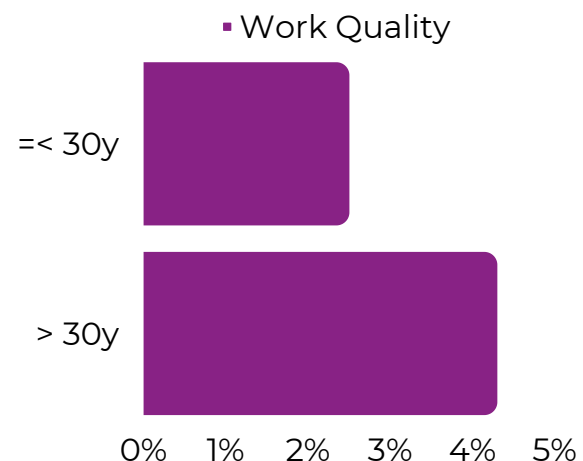


There are big differences in impact on work quality among different types of roles. The negative impact was observed for R&D employees, where work quality decreased by 9.8%.

The high, positive impact was noted among employees working in Operations, Finance, and Growth. The quality of work improved by 18%. There was small positive impact on work quality among Consulting employees, and project managers reported 1.8% improvement on deliverables quality.



There was no big difference in impact on work quality among two age groups. Improvement was observed at similar level between 2.5-4.3%.



## 5

# COLLABORATION

**Quality of collaboration and teaming increased by 10.3% among both study group and control group.**

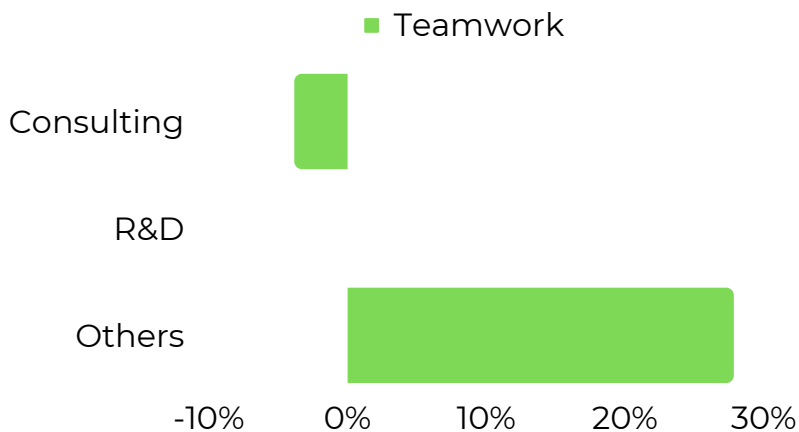


Hypothesis was disproved. There was no decrease of team work quality from Customers perspective on study group. Researchers noted a 2.7% decrease in the level of cooperation within internal teams for some of individual members. Leaders in the study group indicated an increased ability to analyze teamwork, improved team organization, and empowerment of employees.

## 5

## COLLABORATION

**Quality of collaboration and teaming increased by 10.3% among both study group and control group.**



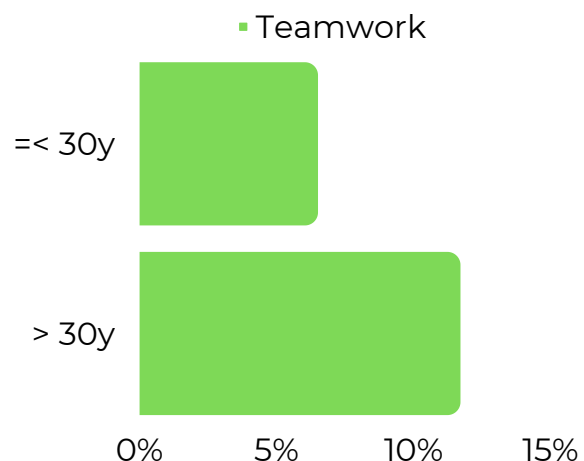
- The negative impact on collaboration was reported by Consulting employees. It decreased by almost 4%.
- There was no impact on teamwork for R&D people.
- The positive impact on teamwork was indicated by Operations, Finance and Growth employees. Collaboration increased nearly by 28%.

Roles focusing on customer facing projects, taking into account that Customers work 5 days week, was impacted the most in negative way. There was less time for joint team work every week.



Team work among employees aged 30y and more improved by 11.7%.

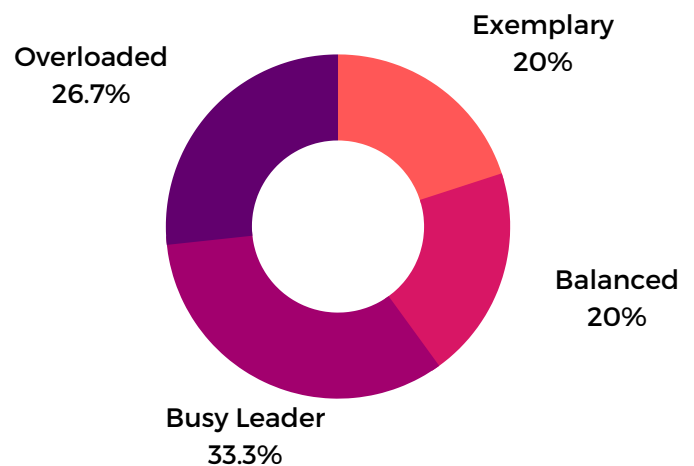
The second group reported improvement of collaboration by 6.5% only. Many people from that group mentioned an importance of free, social time during work day.



# TYPES OF EMPLOYEES IDENTIFIED THROUGH QUALITATIVE AND QUANTITATIVE RESEARCH

## ADDITIONAL FINDINGS

There are following 4 types of employees identified based on research results among A4BEE employees. These groups are important from recommendation perspective. Each of those groups declared different benefits and different challenges in terms of adoption themselves to 4-days work week.



### Overworked employee

An individual who experienced an improvement in the study variables while experiencing a 16.7% decrease in work quality. This group struggles a lot with work planning, and aligning schedule into new rules.

### Exemplary employee

A person whose level of all measured variables increased during the time of research. This group benefited the most from 4-days work week.

### Busy Leader

A leader who indicated that in spite of excessive workload, the study enabled them to change the examined variables and use their benefits (8 hours for development). This group struggled the most with applying rules. They indicated the lowest work-life balance increased too.

### Balanced employee

An individual in whom no or few changes in the study variables were noted. Indicates high potential for using 8 h for development prior to the study. This group benefited the most from using additional time for self development.

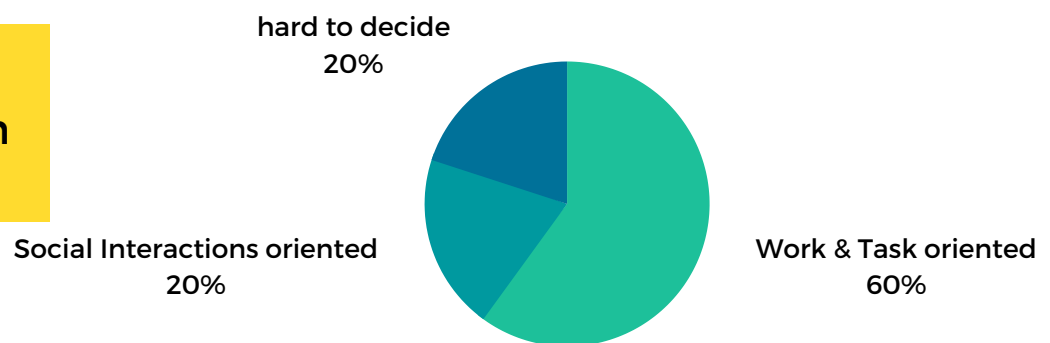


# TWO GROUPS OF EMPLOYEES WERE DISTINGUISHED, DIFFERING IN THEIR PERFORMANCE IN TEAMWORK

## Work & task oriented

The group of task & work oriented employees accounted for 50% of the respondents. They indicated in the questionnaires no changes within the team cooperation. They did not observe negative impact within social interaction nor relationships with other coworkers. Reported quality of teamwork increased in this group by 32%. This group mentioned importance of building relationship outside of professional environment.

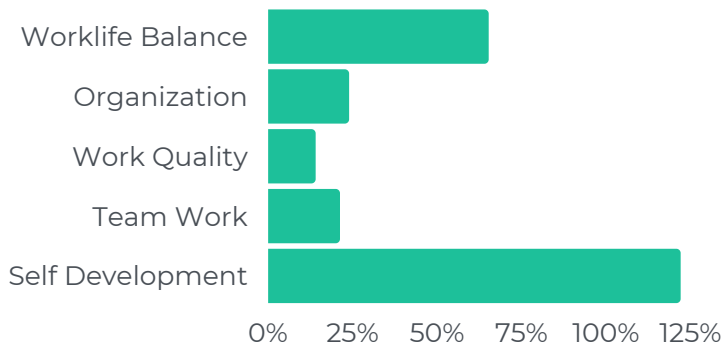
## Social interaction oriented



The group of employees accounted for 33% of respondents, for whom a decrease in time for collaboration with other coworkers was observed. They indicated in interviews the negative impact of lack of buffers and space for free conversation / small talk. That group of people value social interaction, and their work engagement is closely related to quality of relationships at work. Moving from working five days a week to working four could potentially increase a percentage of actively disengaged employees in long term perspective within that group. Quality of teamwork decreased by 24% in this group.

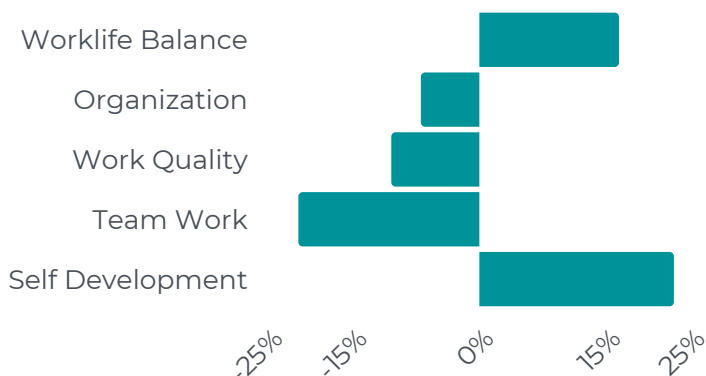
**In other words, by working fewer days per week, employees who already feel disconnected from their employer, team or manager are more likely to drift even farther away..**

## Work & Task Oriented



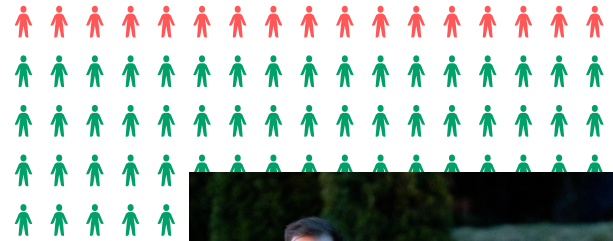
People in the "task & work oriented" group seem to be designed for a 4-day work week. Their work life balance improved by 65%, work organization grew by more than 23% and the quality of work improved by 14%. These individuals have seen their collaboration with others at work improve by over 21%. Development opportunities for the individuals in this group increased by over 120% compared to the time they had before participating in the pilot.

## Social Interaction Oriented

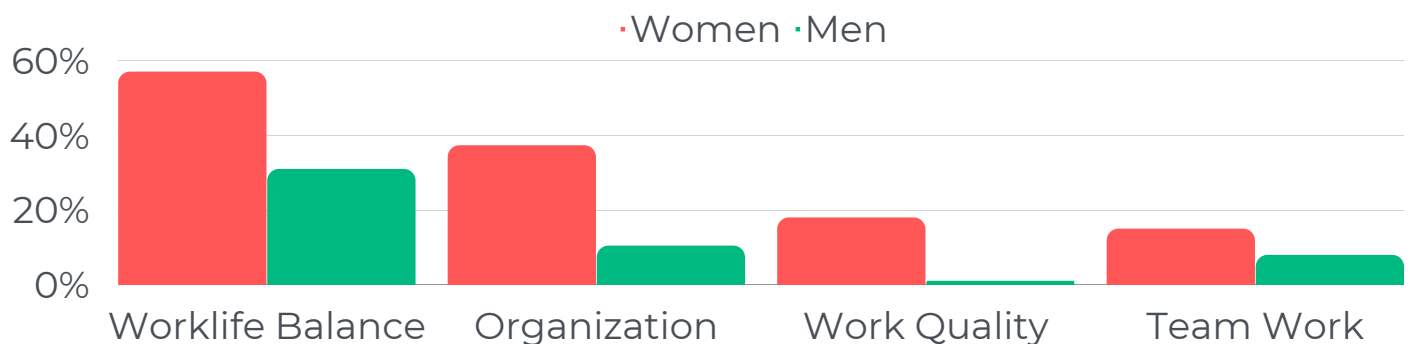


Those in the "social interaction focus" group were most negatively impacted by the 4-day work week. The quality of their work decreased by more than 10%, on teamwork has worsened by more than 21%. Work organization declined for people in this group by almost 7%. Although this group is only 20% of the surveyed population, these results cannot be ignored. In this group, work-life balance improved by 16%, and opportunities for development increased by 23%.

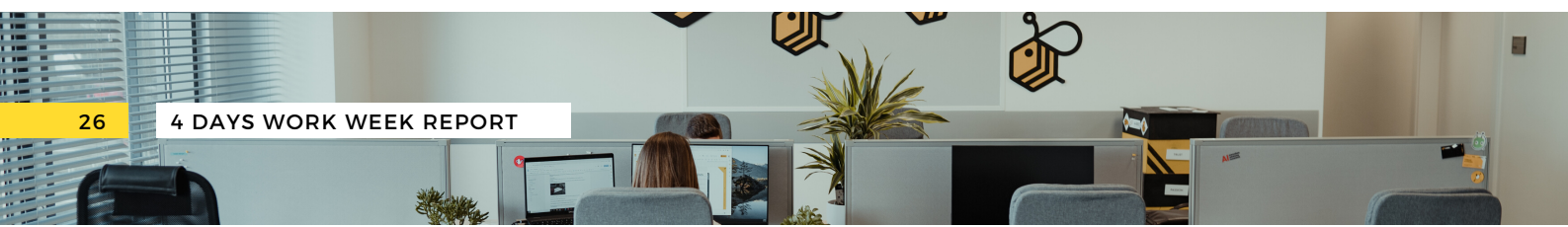
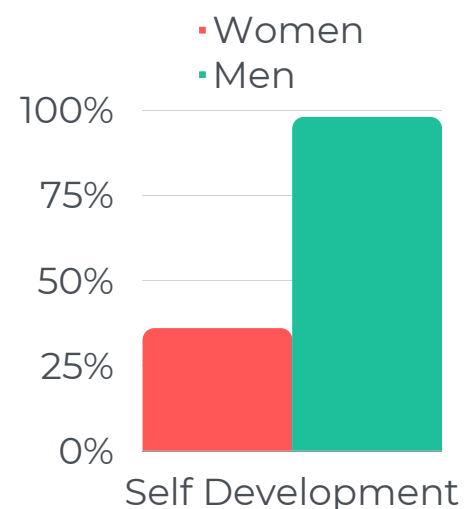
# DIFFERENCES IN MALE AND FEMALE ANSWERS



Women accounted for 20% of responders, and 205 of A4BEE population. 4 out of 5 metrics improved for women to larger extent then to men. Women noticed higher work-life balance during 4days week pilot (improvement by 61%) then men (improvement by 31%). One additional day off is great occasion for women to take care about private & family related tasks, and it provides more balance. Men's job quality improved minimally, by 1.1%. The quality of women's work during the pilot improved noticeably, by 18%.

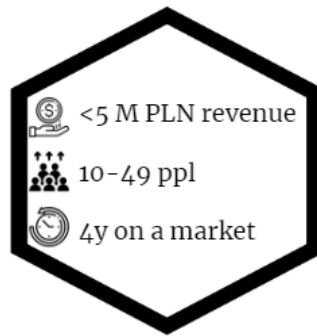


Both men and women used the extra free time to grow. Self-development is the only metric that has grown more slowly for women than for men. For the male population, self-development opportunities increased by 98%. For women, it increased by only 36%. Women were much more likely to use the extra free time to strike a better balance between home and work responsibilities. In the case of men, this time was used to improve their own competences (not necessarily professional).





# WHEN IS IT ADVISABLE TO IMPLEMENT A 4-DAY WORK WEEK FROM AN SME PERSPECTIVE?



- In the first stage of business development, 80% of energy, time and money is invested in sales and marketing.
- The next stage is the period when the company has enough clients to function independently. This is where the focus on profit begins. This is the time to listen to and understand customers. This is the time to increase your cash flow, hire new people and expand your business.
- Stage three is the time when the company begins to realize its potential to an ever greater extent. This is the time when the company continues to grow rapidly.
- Stage four is when the business is no longer growing as rapidly. If the previous two stages have been carried out in the right way, the business is in order. Two- or three-level management is present. Sales are growing more slowly. The company has a good and consistent image and a stable portfolio.

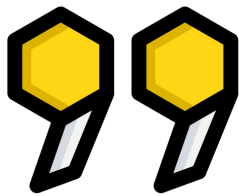
During first 3 stages of business development key leaders in the company conduct a constant fight on 3 fronts simultaneously

- **Market** - to gain and maintain customers, image and quality
- **Company** - about organizing processes, information flow, motivating employees, cutting costs, reorganization
- **Personal** - about motivating yourself to make efforts and winning at least a little time for your family and yourself

## A company which has

→ long-term employees, and slower number of employees growth  
→ established structures, rules and processes in place  
is more likely to implement 4 days work week with success

**PATRYCJA SZOSTAKOWSKA**  
HROINE CONSULTANCY, CEO & FOUNDER



THE COMPANIES WHICH ENTERED **THE MATURITY PHASE** WILL PROBABLY HAVE MORE FLEXIBILITY IN TESTING AND INTRODUCING THE CHANGE IN 4 DAYS WORKING SCHEDULE. SOMETIMES SIMPLY BECAUSE OF THE SCALE AND SOMETIMES BECAUSE OF KNOWING THEIR IDENTITY AND UNDERSTANDING WHAT HAS WORKED IN THE PAST.

# CHALLENGES

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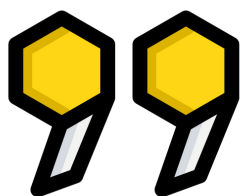
A four-day workweek does not always mean that employees will retain their pay and benefits. Based on secondary market research, we have observed that some organizations use the **four-day workweek as a cost-saving** exercise. Such short-term trials that demonstrate the success of the four-day workweek may differ from long-term results. to keep pay and benefits (social security, pension, number of days off) on the same level labor law needs to give employer such opportunity.

Not all people like the idea of a four-day workweek, for many reasons. Employees may like the social elements of their job. Other people may find their job so engaging that they don't want to do it less. Some employees may feel that a shortened, more intense workweek puts ongoing pressure on them to get more work done in less time. In the long run, this can increase stress levels.

One size does not fit all. Different people have different needs. **Flexible work condition could provide more benefits then 32 hours work week.** Alignment with customers and partners in a long term would be required. Implementing 4 days working week when customers, partners work 5 days, makes it more complicated, and puts benefits at risk a in long term.



**IWONA IGNAŚ**  
A4BEE, RESEARCH LAB LEADER



A4BEE is a technology company that builds its value proposition on innovation. Who could be more open and ready to introduce new, disruptive solutions if not us? It turns out that the good old rule that **innovation is best adopted gradually** holds true even in the area of working hours.

Openness to change varies depending on many factors, from personality issues to personal experiences. That's why the research team recommends a gradual introduction of the four-day work week in order to adequately address the different needs of employees.

# RECOMMENDATIONS

An important step before choosing the recommendations is to analyze at what stage of development the company is. Will the pace of growth and development allow for a smooth implementation of such an important organizational change? Analyze current state of the company development, pace of organizational changes and business growth. It may be too early to introduce full 4-day work week.



After careful analysis of the information and data collected we developed recommendations grouped into 3 main categories.

# 1

## **TAKE SMALL STEPS APPROACH**

Introduce shorter working time (4 days week / 32 hours week) in stages to prepare the company culturally and organizationally.

# 2

## **IMPROVE ORGANIZATIONAL PRACTICES**

Develop and implement calendar & meeting best practices to improve work organization and planning

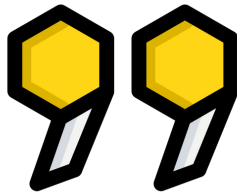
# 3

## **FOCUS ON BENEFITS NOT WORKING TIME**

Focus on employees' benefits and how to implement them instead of shorter working week. There could be many ways to achieve the same benefits.



**GABRIELA LECH**  
A4BEE, PSYCHOLOGIST



The results of the study show an average picture of reality. However, looking at the individual results, we can see that some people felt like fish in water in the new 4-day work reality. There were also people for whom the experiment and the need to follow strict rules was a challenge.

While working on the recommendations with great care and attention we tried to take into account the needs of these two very different groups. It was important that the solution the company decided on should not disappoint the first group and not overwhelm the second.



# DIVERSE GROUPS WITH MIXED FINDINGS

**The level of Work-Life Balance, Work Organization, and opportunity for self-development in the group under 30y increased more than in the 30y+ group. Work organization in those above 30 years of age decreased. Those in the 30y+ group reported significant improvement in the area of collaboration.**

These results allow the following conclusions:

- Young people and women adapt faster to new situations.
- People over 30 may have developed ways of functioning at work that take longer to change and involve more mental/energetic strain than younger people.
- Openness to experience (and therefore change), decreases as age increases.



The 4-day work week, with the same number of responsibilities and a reduction to 32 hours, works well for employees in departments such as Operations, Finance, Growth, People & Culture. In the case of Consulting and R&D employees, a negative or no impact was observed in many areas.

## CONSULTING

- A decrease was observed in the area of work organization and collaboration and a slight increase in the area of work quality.
- A moderate improvement was observed in the work-life balance.
- The largest increase of all the study groups was observed in the area of self-development.

## R&D

- A decrease was observed in the work quality area and a slight increase in the collaboration area. No significant changes were observed in the areas of work organization and collaboration.
- Self-development opportunities increased to a much lesser extent than in the other study groups.

## OTHERS

- The largest upward changes were observed in almost all areas (work-life balance, work organization, work quality, collaboration)
- This may be related to jobs which could be done fully remotely, without involving 3rd parties

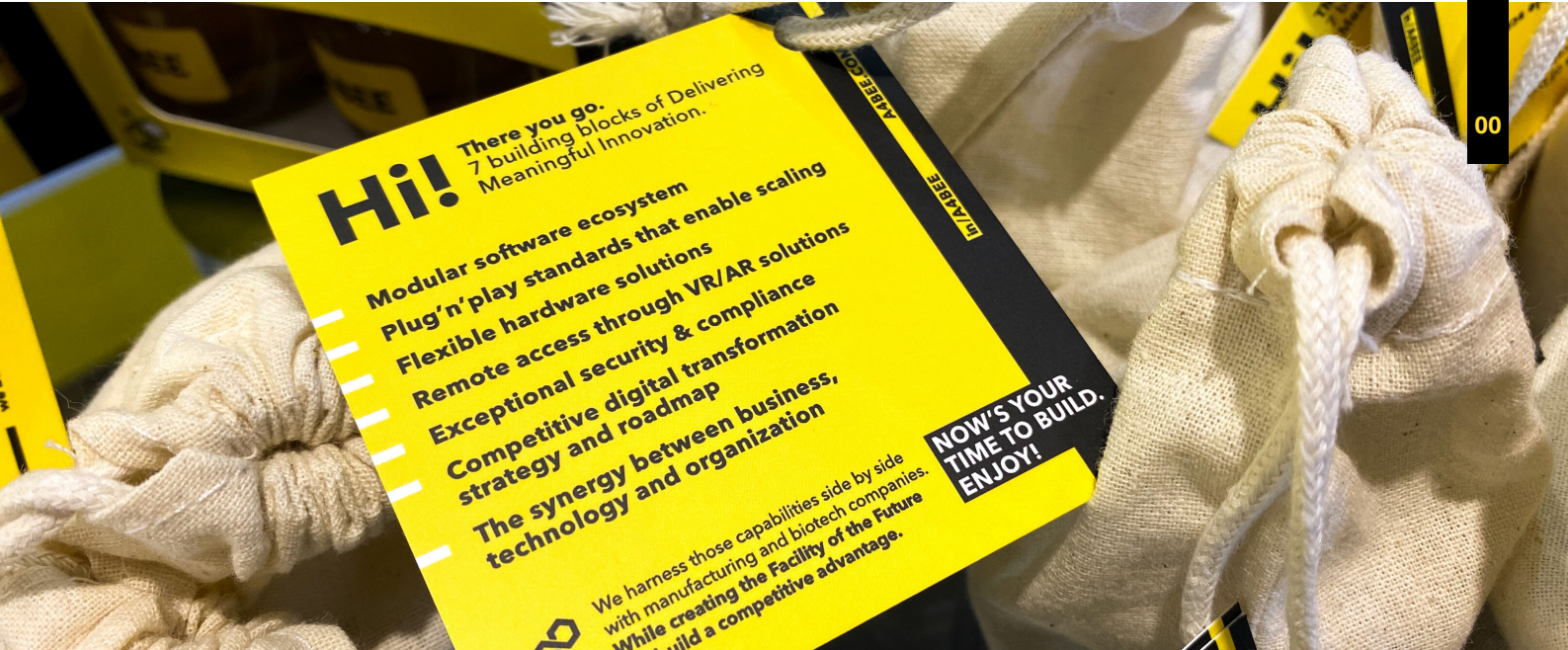
# ASK WHY

Before making any decision, business leaders should answer a simple question first: "Why we want to implement shorter work week?"



Knowing what type of a problem we would to address with shorter working hours would help us in choosing the best solution. If the goal is to build an engaging workplace culture, reducing the work week may not be the place to start.

Four day work weeks may be a good idea for some individuals or organizations. Our research indicated that **employees value not only work, but good quality work.** Employees did not perceive work a bad thing that should be reduced. And they value flexibility at workplace more than amount of working hours.



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