THE FUTURE OF WORK

100%
SUCCESS
RATE IN
LATEST
UK 4-DAY
WEEK
PILOT

JULY 2025

Authors
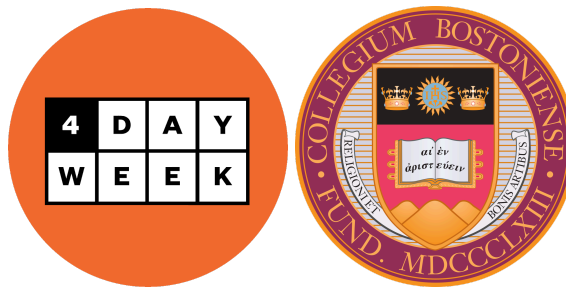
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Executive Summary

- This report presents the findings of the UK's Autumn 2024 National Pilot of the four-day working week. 17 organisations and over 950 employees took part.
- 71% (12) of the participating organisations opted for a four-day week, 29% (five) opted for a nine-day fortnight.
- Almost half (eight) of the organisations operated within the Charity, Non-profit, NGO or Voluntary sector. Three organisations were in the Professional Services sector, and the remaining organisations were in the Housing (one), Education (one), Marketing (one), Hospitality (one), Information Services (one), and Technology (one) sectors.
- The employee count at each organisation ranged from under five to over 400. The most common organisation size was between one and 25 employees. 88% of participating organisations had 100 employees or less.
- Data was collected from participating organisations and employees. The organisation data consisted of a small number of metrics collected during the six-month trial period and the same period in the previous year. We also present reflections from participating organisations and two detailed case studies. Employee data was collected via two surveys distributed before (baseline) and after the trial (endpoint) and was analysed for any statistically significant changes.
- For employees, the findings are extremely positive and indicate the four-day week or nine-day fortnight could offer various benefits for health, well-being, work-life balance, and life satisfaction.
    - Around one-third (33%) of participants registered a decrease in work stress.
    - 62% of participants registered a reduction in how often they experienced burnout.
    - Almost half of participants (47%) registered an increase in job satisfaction.
    - 41% of participants registered an improvement in their mental health.
    - 40% of participants registered an increase in their ability to combine paid work with a social life.
    - 45% of participants registered feeling more satisfied with life.
    - 43% of participants registered a decrease in how often they experienced overall fatigue and 39% registered a decrease in sleep problems.
- Organisations reported that they were able to maintain service levels and key performance indicators whilst observing several benefits for employee well-being.
- **All 17 organisations have confirmed they are continuing with a four-day week (71%) or nine-day fortnight (29%) after the trial, and three organisations have already made this change permanent.**
- Based on the findings presented in this report, we recommend the creation of a Working Time Council by the Government to bring together business leaders, industry leaders and trade unions to coordinate on policy and implementation of a shorter working week.

Introduction

A four-day working week, with no loss of pay for workers, is becoming a reality for an increasing number of organisations. Since the pandemic, which brought about a rapid introduction of flexibility in working arrangements, there has been a surge of interest in the four-day week amongst employers and employees alike[1]. As of January 2025, at least 200 organisations in the UK, and more than 5000 employees, had permanently moved to a four-day week with no loss of pay for workers[2]. Since January that number has crept up, and as of June 2025, 232 organisations and 6,000 employees have been accredited under the 4 Day Week Foundation's Employer Accreditation Scheme[3].

Over the last few years, four-day week pilots have taken place around the world, including Brazil, Germany, Portugal, South Africa, the UK and the US[4]. In 2022, the largest four-day week pilot took place in the UK, involving 61 organisations, and almost 3000 employees[5]. The results were overwhelmingly positive. 92% of the participating organisations opted to continue with their working time reductions after their trial periods ended[6]. The findings indicated important benefits for employees' well-being and work-life balance[7] and organisations benefited from reductions in resignations and sick and personal days during the trial period[8].

This report presents the findings from the UK's most recent National Pilot of the four-day week. The pilot was conducted by the 4 Day Week Foundation, flexible working consultancy Timewise and a team of researchers led by Professors Juliet Schor and Wen Fan at Boston College. Overall, 17 organisations and over 950 employees took part. Similarly to the 2022 UK National Pilot, data was collected from participating organisations and employees. The organisations provided administrative data (e.g., revenue, number of employees, number of resignations, absence figures, etc.) collected during the six-month trial period and the corresponding six-month period in the previous year. We also present some reflections and two detailed case studies shared by participating organisations for this report. Employee data was collected via two surveys, one before the trial began and one at the end of the trial period. The data was analysed for any statistically significant changes.

First, we outline key details about the pilot, including how organisations were recruited, what taking part involved and the types of data collected. Second, we present the findings from two surveys distributed to employees. Third, we present findings from the data and information shared by the participating organisations. This included administrative data, experiential evidence, and case studies

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[1] Joe Ryle. *The 4 Day Week Handbook* (Canbury Press, 2024), pp. 13-19.

[2] Kalyeena Makortoff "Two hundred UK companies sign up for permanent four-day working week," *The Guardian,* January 27, 2025. https://www.theguardian.com/money/2025/jan/27/two-hundred-uk-companies-sign-up-for-permanent-four-day-working-week.

[3] Gold Standard (a permanent 32-hour (or less) four-day week with a reduction of hours and no loss of pay) or Silver Standard (A permanent 35 hour (or less) four-day week, with a reduction of hours and no loss of pay); 4 Day Week Foundation, *Accredited 4 Day Week Employers*. https://www.4dayweek.co.uk/employers.

[4] Juliet B. Schor, Four Days a Week (HarperBusiness, 2025).

[5] Autonomy. *The Results Are In: The UK's Four Day Week Pilot* (2023). https://autonomy.work/portfolio/uk4dwpilotresults/.

[6] Ibid., p. 6.

[7] Ibid.

[8] Ibid. p. 30.

with two participating organisations: Bron Afon Community Housing and BrandPipe. Finally, we conclude with some recommendations and directions for further research.

About the pilot

In July 2024, the 4 Day Week Foundation and Timewise circulated a call online and in the media for organisations from all industries to join a National Pilot of the four-day week in the UK. The two requirements of taking part in the pilot were that (1) employees should not receive any reduction in pay, and (2) that they should receive a meaningful reduction in their overall working time.

Before the pilot started, organisations took part in a series of information sessions and workshops, facilitated by the 4 Day Week Foundation and Timewise, to support their transition to a shorter working week. Participating organisations were given flexibility to decide how to reduce the working time of their employees. Of the employees who completed the employee surveys, 85.2% registered that they were involved with making decisions about the arrangements for working time reductions during their trial period.

The National Pilot was launched on November 4th, 2024, with a total of 17 organisations and over 950 employees taking part. 16 of the 17 organisations have agreed to be named publicly. They are:

1. ADD International, Frome
2. BrandPipe, London
3. British Society for Immunology, London
4. Bron Afon Community Housing, Wales
5. Bioregional, London
6. Brew Digital, Birmingham
7. CARAS, London
8. Crate Brewery, London
9. Easy Read Online, Remote
10. Escentral, Remote
11. Global Witness, London
12. National Union of Students (NUS), Stockport
13. Operational Research in Health, Reading
14. Rook Irwin Sweeney, London
15. Scottish Sports Association, Edinburgh
16. Youth Environmental Service, Bristol

12 out of 17 (71%) organisations implemented a four-day week. Amongst these, one organisation let their employees choose between a four-day week and five shorter days. The remaining five (29%) organisations opted for a nine-day fortnight. In this case, working time was reduced every other week (on the 10th day).
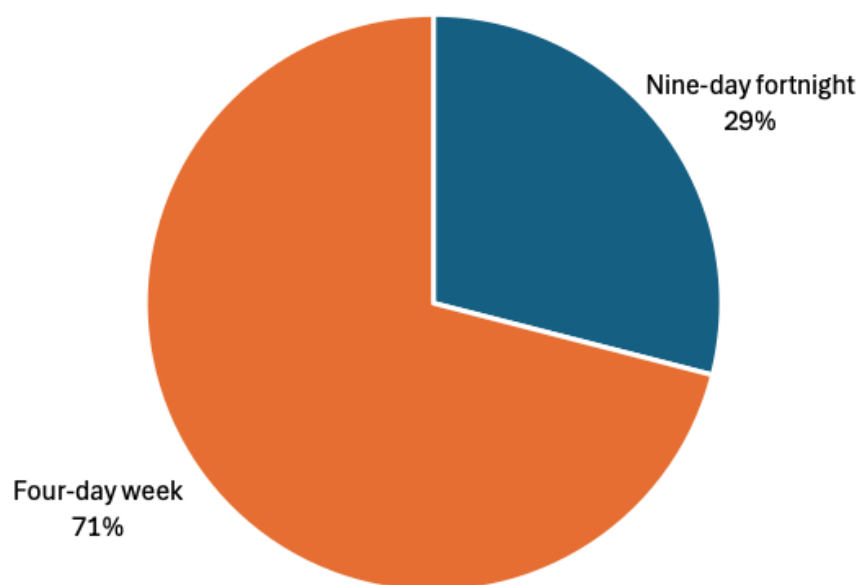
Figure 1: Work time reduction models adopted by participating organisations.

To measure the impact of the trial period, data was collected from the organisations and the employees[9]. The organisations were asked to share basic administrative data (e.g., revenue, number of employees, number of resignations, absence figures, etc.) during the six-month period in which the trial was taking place and for the same six-month period in the previous year. Employees were asked to complete two surveys, one before the trial started and another when the trial finished. In addition to this, for this report, several leaders and those involved in implementing the trial shared their experiences of participating in the trials from an employer perspective. In the next two sections, the data collected from the participating employees and organisations are discussed in more detail.

Employees

According to organisational data, over 950 employees took part in the National Pilot in Autumn 2024. Employees were invited to take part in research to assess the impact of the four-day week or nine-day fortnight during the trial period. This involved completing two surveys – one just before the trial period began and one at the end of the trial period. 89 employees completed both surveys.

Overall, the findings are extremely positive and indicate the four-day week or nine-day fortnight could offer various benefits for employees' health, well-being, work-life balance, and life satisfaction. At the end of the trial period, compared with before the trial started, the data shows a decrease in participants' work time and days in work. There was also a decrease in participants' perceptions that employees at their place of work needed to choose between progressing in their career or focusing on

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[9] Ethics approval was given by the Boston College Institutional Review Board under Protocol #22.136.01e.

their personal lives. Furthermore, participants registered an increase in their work ability and work smart behaviours. There was a decrease in work stress, burnout, and anxiety, as well as fatigue and sleep problems. Moreover, participants registered that their physical health and mental health had improved[10]. Finally, participants registered increases in their work-family and work-life balance, as well as their satisfaction with life and time.

In this section, we begin by outlining the methods used to assess the effects of the four-day week or nine-day fortnight trial on employees. Then we discuss the sample and provide demographic information about the participants. Finally, we present the findings.

Methods

Employees were asked to complete a survey just before the trial started (a baseline survey) and when the trial finished (an endpoint survey). The questions and scales were devised based on those used in previous four-day week pilot research and are mainly drawn from existing European workforce surveys. The questions centred around three main areas: (1) employees' experience of work (e.g., time worked, days worked, and frequency of overtime) (2) employees' well-being and personal life (e.g., work stress, job satisfaction, and work-life balance), and (3) employee's environmental behaviour (e.g., how they travel to work, how long they spend commuting, and their carbon footprint[11]). Employees' responses to the surveys were analysed for any statistically significant changes (an increase or a decrease in a particular measure). The changes reported here are all statistically significant unless otherwise stated.

Sample

The baseline and endpoint surveys were distributed to employees via email by the research team at Boston College. 89 employees completed both surveys. Accordingly, the findings presented in this report are based on the sample of 89 employees who completed both the baseline and endpoint survey.

Of the 89 employees who took part in both the baseline and end-point surveys, 51% were female, 48% were male, and 1% selected the 'Other/Non-binary' category. Just over half (51%) of the participants were aged 18-34 years old, around one-third (33%) were aged 35-44 years old, and 16% were 45 years old or above (N=87).
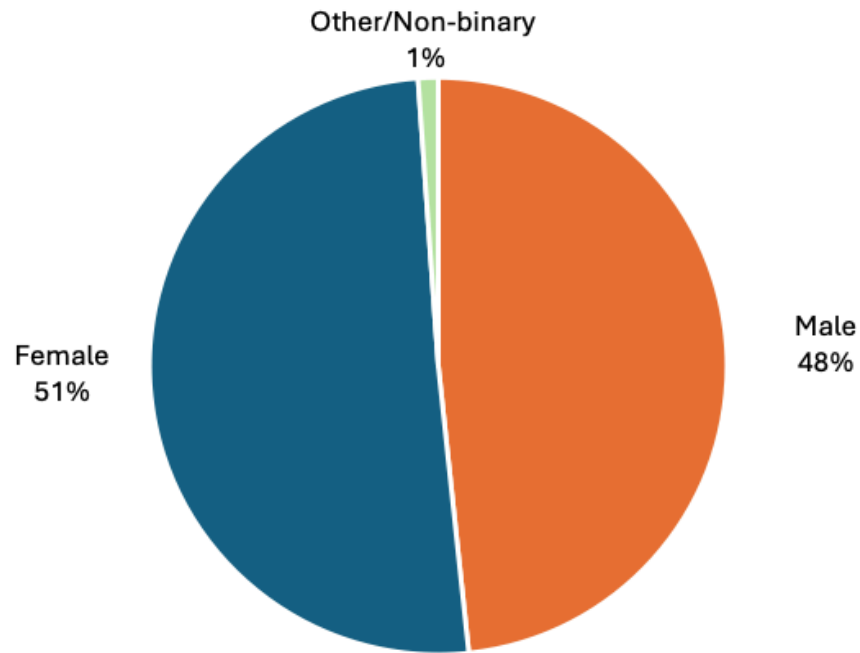
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[10] Self-rated.
[11] Self-rated.
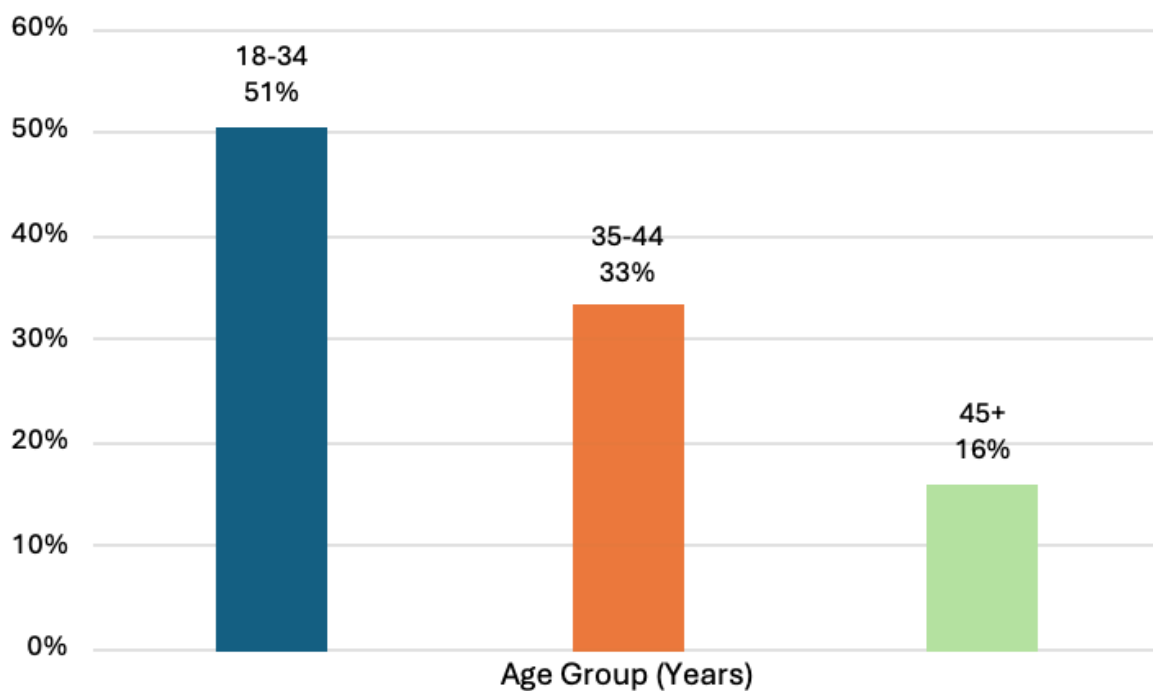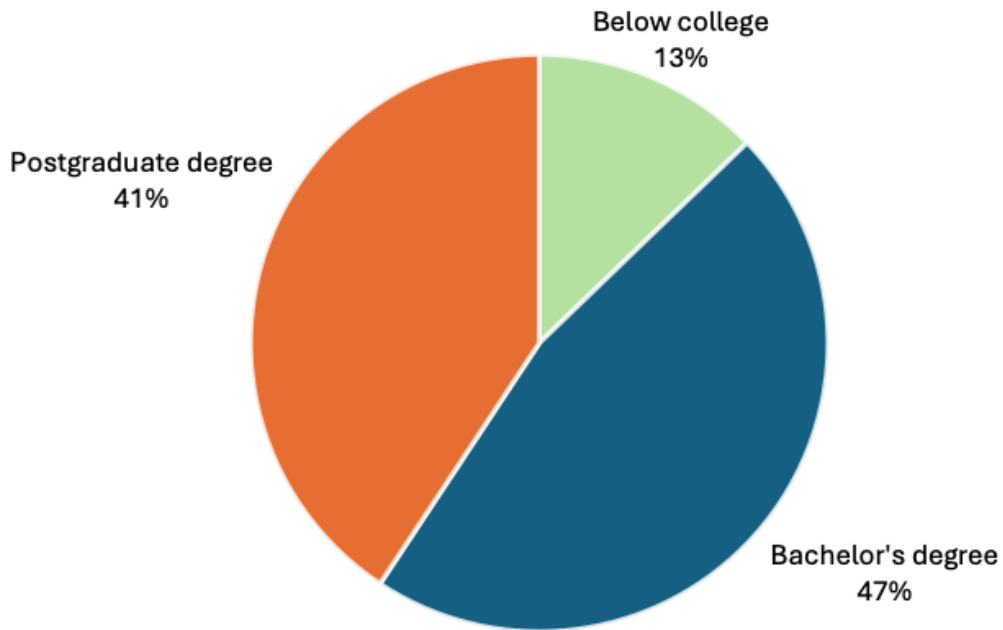
Figure 2: Gender of participants (N=89).

Figure 3: Age of participants (N=87).

In terms of educational attainment (N=86), 88% had a higher education degree; 47% of participants had a bachelor's degree and 41% had a postgraduate degree.

Figure 4: Educational attainment of participants (N=86).

In terms of occupation (N=88), the most common occupation was a professional. More than half of the participants (52%) selected 'professionals' in one of the following sectors: 'Business and administration' (19%); 'Legal social and cultural' (17%); 'Information and communications technology' (11%); 'Science and engineering' (5%). 14% of participants chose 'Managers'. 9% chose 'Chief executives, senior officials, and legislators'. 2% chose 'Technical, clerical, service, craft, and other workers', and 23% selected 'Other'. The mean number of years that participants had been working at their current organisation was 4.91[12].

Most participants (98%) resided in the UK. 2% selected the 'Other' category (N=89). Finally, 29% of participants were parents, and 24% had a child that lived with them (N=89).

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[12] Taking the mean of the choice categories (<1 year; 1-2 years; 3-5 years; 6-10 years; 11-15 years; 15+ years).
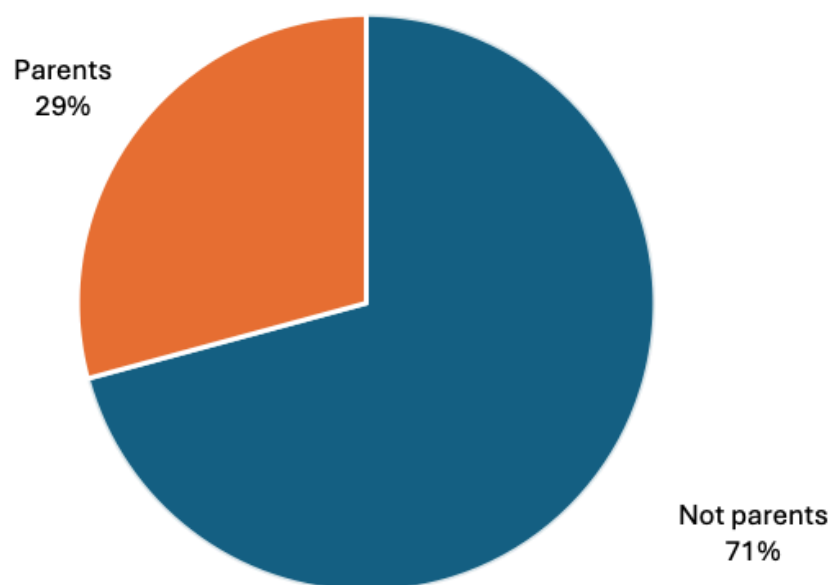
Figure 5: Whether or not participants are parents (N=89).

Findings

This section presents findings from the employee data. The data analysed in this section was collected from the 89 employees who completed the baseline and endpoint surveys. Employees' responses to the surveys were analysed for any statistically significant changes (e.g., an increase or a decrease in a particular measure). The changes reported here are all statistically significant unless otherwise stated.

Employees' Experiences of the Trial

On a scale of 0-10 ('very bad' to 'very good'), participants rated their overall experience with the trial at 8.8. Overall, 91.0% of participants registered wanting to continue with the trial and one participant selected 'Somewhat want to continue' (1.1%). No participants selected 'No/Definitely do not want to continue' and only one participant (1.1%) selected 'Somewhat do not want to continue'. The remaining participants, six in total, selected 'No preference' (3.4%) or 'Other' (3.4%).
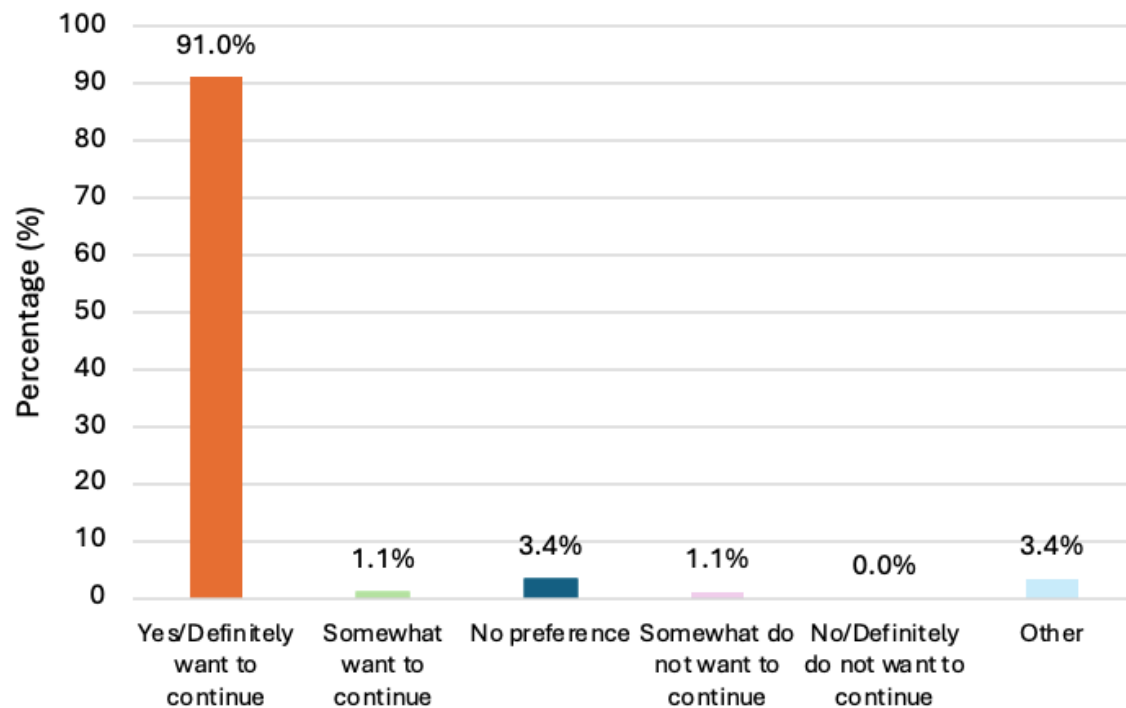
Figure 6: Employees' perspectives on continuing the trial. Participants were asked to select one of the following options: 'Yes/Definitely want to continue', 'Somewhat want to continue', 'No preference', 'Somewhat do not want to continue', 'No;/Definitely do not want to continue', 'Other' (N=89).

During the trial period, there was no statistically significant change in the work intensity registered by participants. Work intensity was measured based on two items: 'working at very high speeds' and 'working to tight deadlines' ('never' to 'all the time'; 1-5). The average stayed the same at 3.3. 36% of participants registered an increase, 33% registered no change, and 31% registered a decrease. However, on average, participants registered an increase in their work pace[13]. 50% registered their work pace had increased, 48% registered no change, and 2% registered a decrease. Although work intensity and work pace are similar, work intensity is based on two items ('working at very high speeds' and 'working to tight deadlines') that measure how fast people are working, whereas work pace may also measure how often people are able to take breaks, for example. Still, a difference in these findings is not typical and is somewhat contradictory, and it is not immediately clear why this difference occurred.

Furthermore, there was a small increase in participants' workloads[14], however, only 16% registered an increase in their workloads, with 81% registering that their workload had stayed the same and 3% registering a decrease. Nonetheless, 91.0% expressed a preference for '4 days', whilst no participants expressed a preference for '5 days'. 6.7% selected 'No preference' and 2.3% did not answer.

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[13] Significant at p<0.001.
[14] Significant at p<0.01.
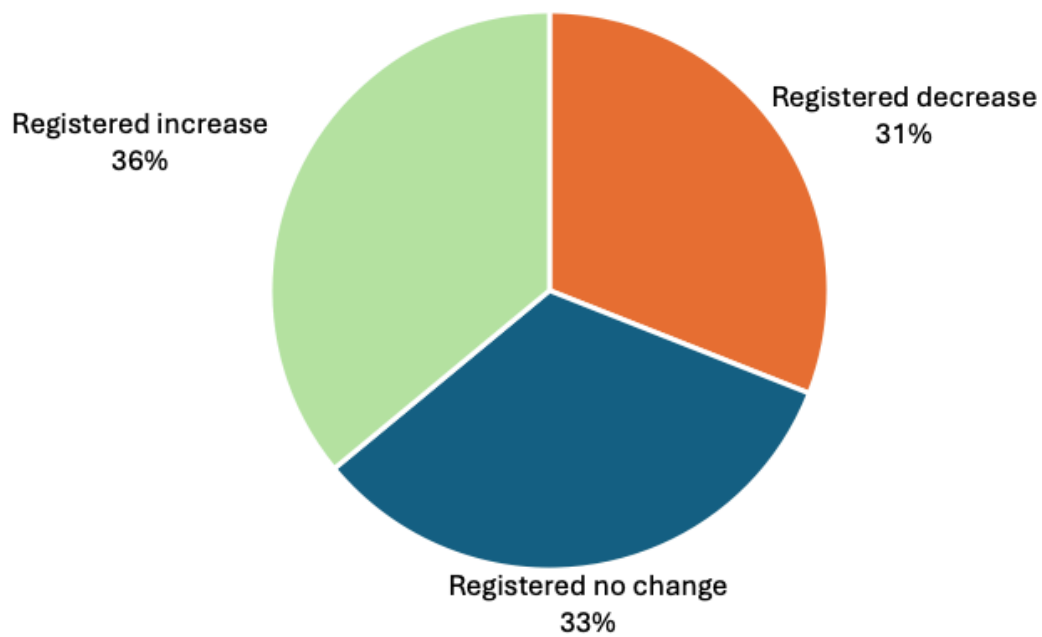
Figure 7: Change in work intensity registered by employees. Participants were asked about the frequency ('never' to 'all the time'; 1-5), at which they experienced 'working at very high speeds' and 'working to tight deadlines.
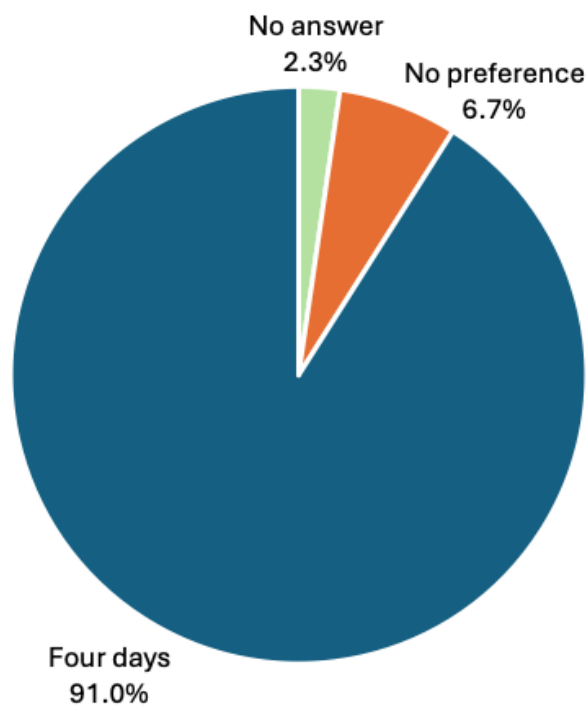
Figure 8: Employees' preference for number of work days. Participants were asked to select one of the following options:'4 days', '5 days', 'No preference' (N=89).

Overall, during the trial period, there was an increase in participants' leisure travel[15], with 56% of participants registering an increase, 42% registering no change, and 2% registering a decrease. However, these findings do not adjust for seasonality in leisure travel. The trial began in a lower travel season than the endpoint, which may account for some of the increase. **Furthermore, there was an overall decrease in participants childcare costs[16]. 14% registered a decrease**, no participants registered an increase, and 86% registered no change. Participants also registered an overall increase in their creativity at work[17], with 37% registering an increase, 60% registering no change, and only 3% registering a decrease.
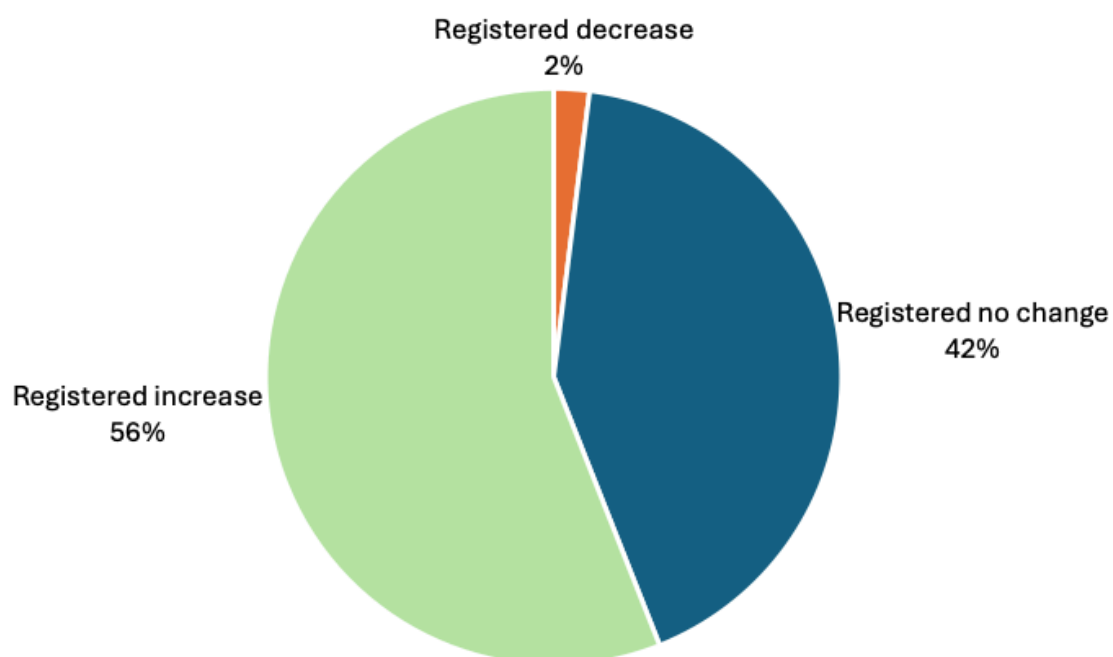
Figure 9: Change registered in employee's leisure travel.
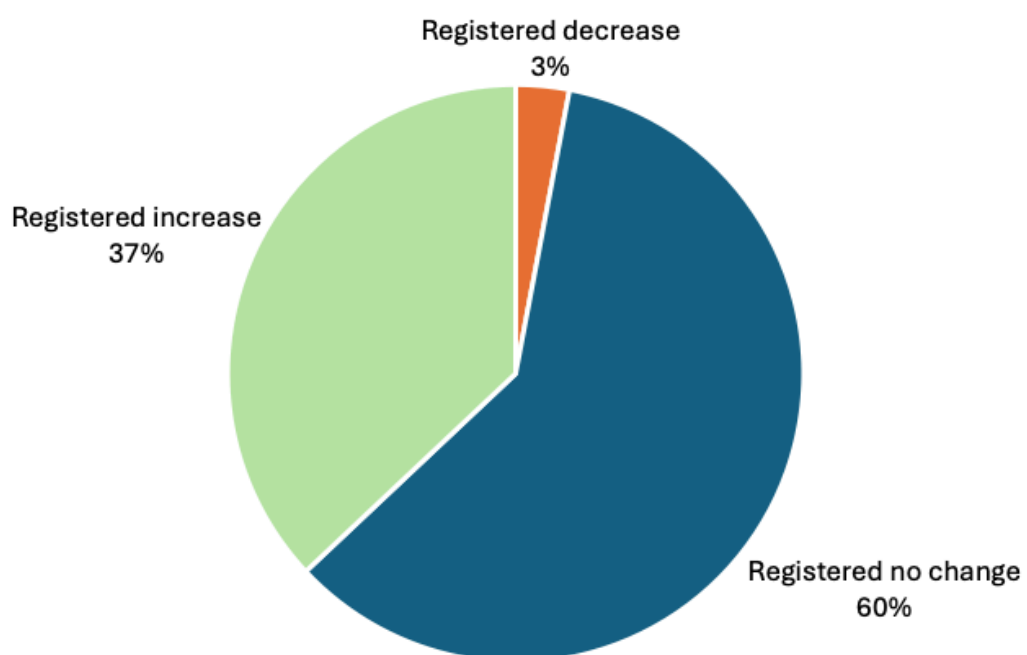
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[15] Significant at p<0.001.
[16] Significant at p<0.05.
[17] Significant at p<0.001.
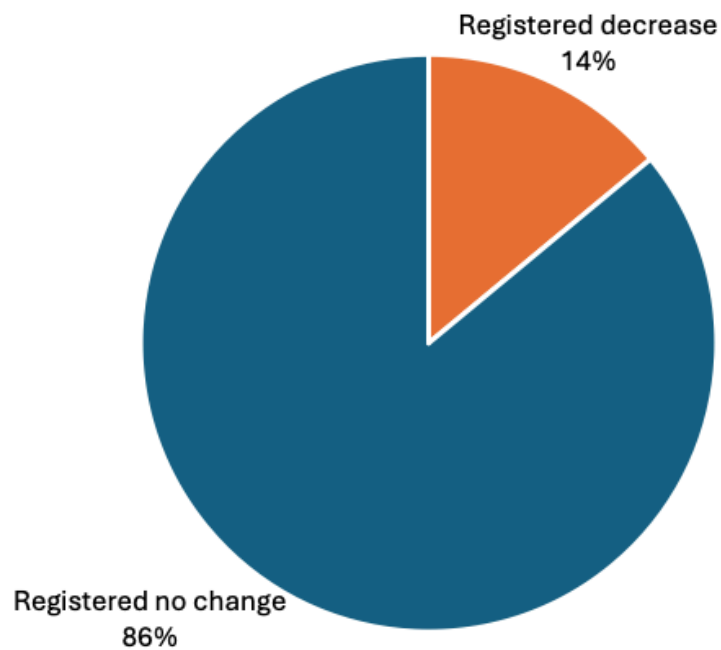
Figure 10: Change registered in employee's childcare costs.


Figure 11: Change registered in employees' creativity at work.

Employees' Experience of Work

Overall, compared to before the trial, at the end of the trial period participants registered a decrease in both their working time and working days. Furthermore, participants registered an increase in their work ability, as well as an increase in work smart behaviours (i.e., prioritising tasks, clarifying job responsibilities, improving efficiency, questioning the criticality of tasks). Finally, although not statistically significant, there was a downward trend in how often participants registered working overtime[18].

Working time

There was a 0.9-day reduction[19], from 4.9 to 4.0 days, in the average number of days per week that employees registered working. 79% of participants registered a decrease in the number of days per week that they worked, 20% registered no change, and 1% registered an increase.
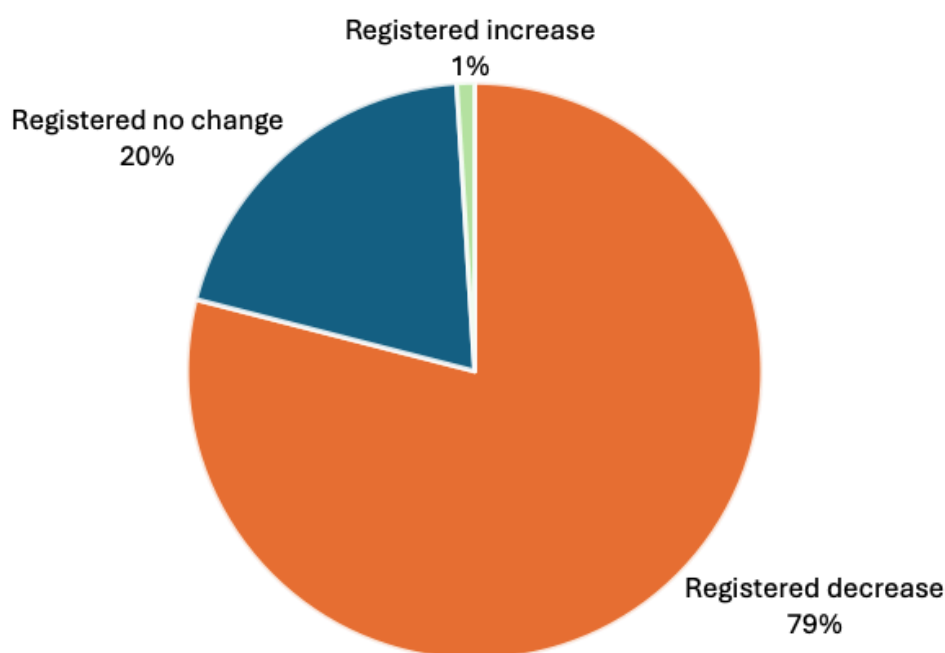
Figure 12: Change in the number of days employees registered working each week. Participants were asked how many days they worked per week.

Furthermore, the average amount of working time registered by employees decreased from 37.6 hours to 33.7 hours, a reduction of 3.9 hours per week[20]. 85% of employees registered a reduction in their working hours per week, 9% registered no change, and 6% registered an increase.
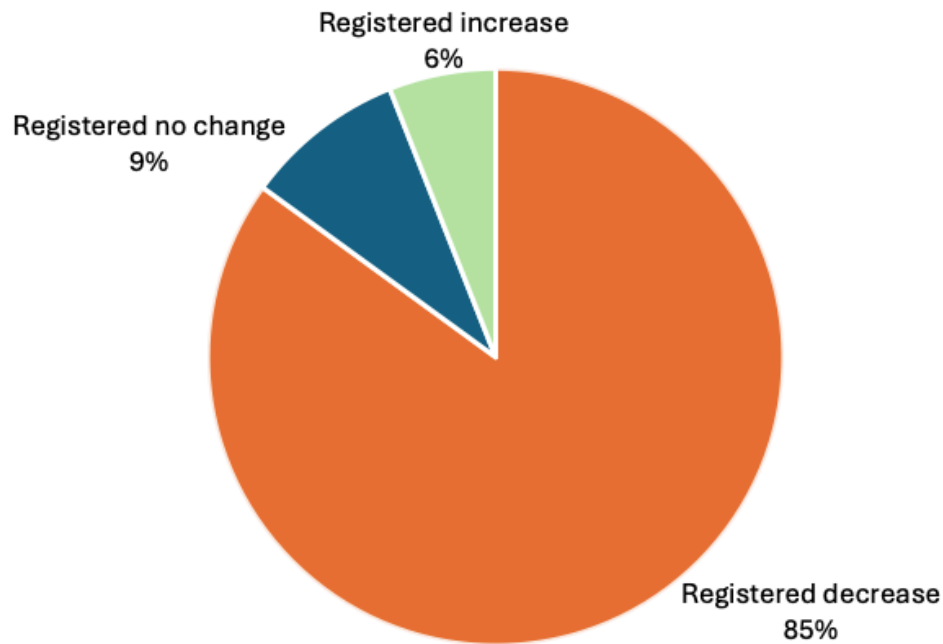
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[18] Significant at p<0.1.
[19] Significant at p<0.001.
[20] Significant at p<0.001.

Figure 13: Change in the number of hours employees registered working each week. Participants were asked how many hours they worked per week.

The 4 Day Week Foundation in the UK is advocating for a 32-hour week for workers with no loss of pay[21]. However, the Foundation also recognises the need for flexibility when it comes to the implementation of a shorter working week, to meet the business needs of different types of organisations. Accordingly, five of the 17 organisations who started the trial in November opted for a nine-day fortnight. In this case, working time is reduced every other week (on the 10th day).

Therefore, this might explain why the average number of hours that employees registered working was above 32 hours during the trial period. Furthermore, some participants may have needed to or chosen to work on days that they were not supposed to be working. Nonetheless, these findings indicate a meaningful reduction in employees overall working time during the trial period.

Although not statistically significant, there was also a downward trend in how often employees registered working overtime[22]. Only 20% of employees registered an increase, compared with 45% registering no change, and 35% registering a decrease in how often they worked overtime.

Work ability and efficiency

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[21] Joe Ryle, *The 4 Day Week* Handbook (Canbury Press, 2024), p. 126.
[22] Significant at $p < 0.1$.

On a scale of 1-10, employees' perceptions of their work ability also increased from an average of 7.1 to 7.5[23]. Almost half (47%) of employees registered an increase in their work ability, 31% registered no change, and 23% registered a decrease.
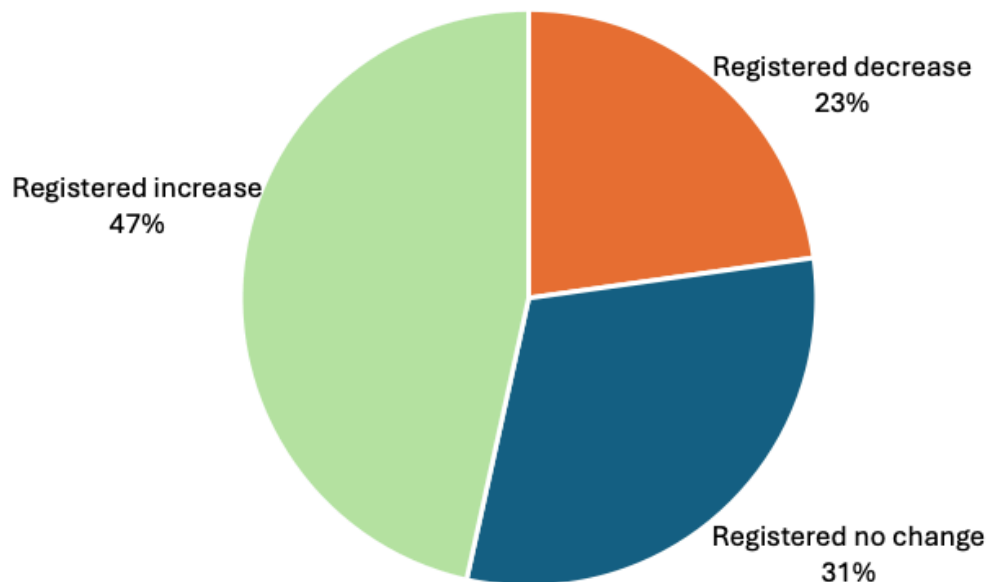
Figure 14: Change in employee perceptions of their work ability. Participants were asked to rate their current work ability on a scale of 1-10 (worst to best) compared with their lifetime best.

Furthermore, **more than half (54%) of employees registered an increase in working smart**, 19% registered no change, and 27% registered a decrease. On a scale of 1-5 (low to high) based on four items (prioritise tasks, clarify job responsibilities, improve efficiency, and question the criticality of tasks), the average rating increased from 3.4 to 3.6[24].

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[23] Compared to their lifetime best. Significant at p<0.01.
[24] Significant at p<0.01.
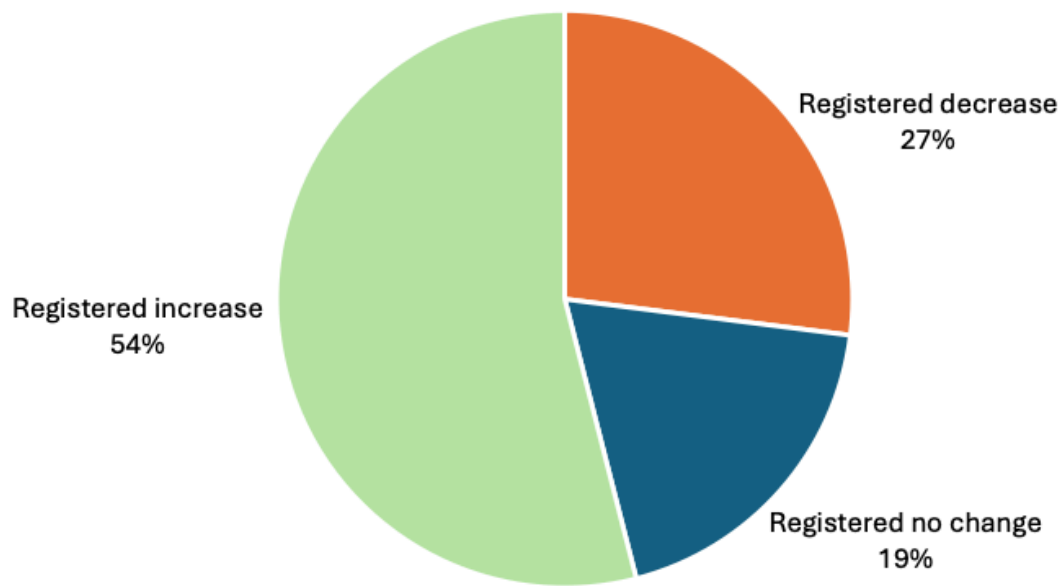
Figure 15: Change in working smart. Participants were asked to provide a rating on a scale of 1-5 (low to high) based on 4 items: prioritise tasks, clarify job responsibilities, improve efficiency, and question the criticality of tasks.

Finally, participants' perceptions of employees at their place of work needing to choose between progressing in their career or focusing on their personal lives also decreased from 1.9 to 1.7[25]. 24% of participants registered a decrease, 65% registered no change, and 11% registered an increase.

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[25] Significant at $p < 0.05$.
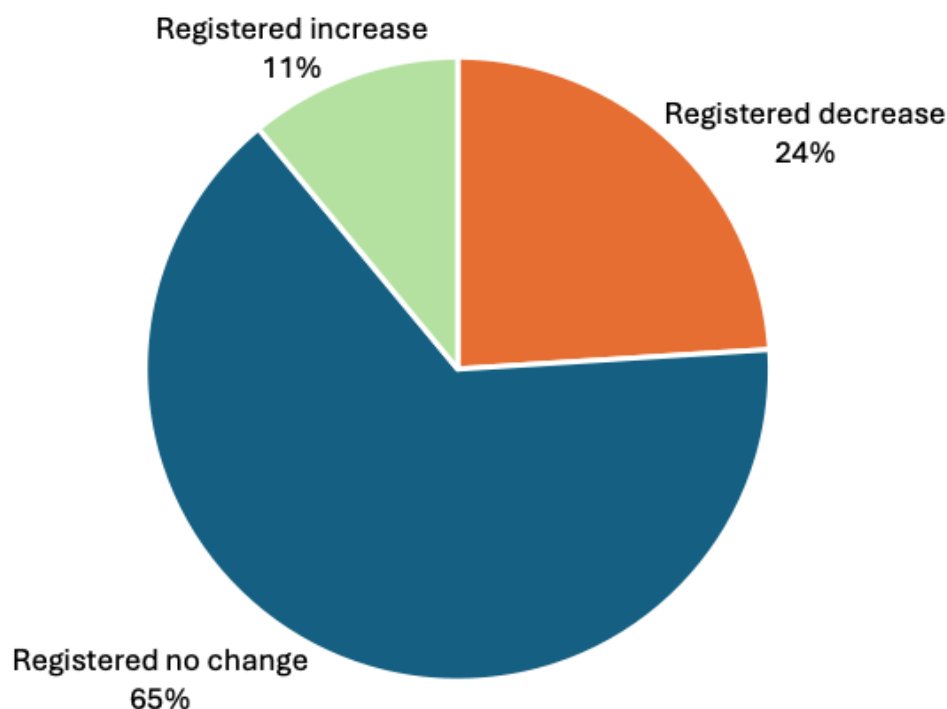
Figure 16: Change in employees' perception of the presence of the ideal worker norm at their workplace. Participants were asked to provide a rating on a scale of 1-4 ('strongly disagree' to 'strongly agree') on the statement "At my place of employment, employees have to choose between advancing in their jobs or devoting attention to their family or personal lives".

Employees' Well-being and Personal Lives

After the trial period, employees registered scores that indicated positive changes in their well-being and personal lives. Although there are many factors in addition to working hours that can impact an individual's well-being, mental health, and physical health, the findings indicate similar positive changes in employees' well-being and personal lives to those that have been registered in previous four-day week trials[26]. Therefore, whilst it is important to acknowledge that it is not possible to entirely attribute these changes to the four-day week or nine-day fortnight, the findings do offer some encouraging insights to the potential benefits of the four-day week or nine-day fortnight on employees' well-being and personal lives.

It should also be noted that the improvements to well-being in the 2024 UK National Pilot are less than have been found in other four-day week trials, including the 2022 UK National Pilot. This is likely due to the presence of organisations that opted for a nine-day fortnight and the consequent smaller reduction in working hours than in previous trials. Modeling done by the team at Boston

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[26] See for example Autonomy. *The Results Are In: The UK's Four Day Week Pilot* (2023). Accessible at: https://autonomy.work/portfolio/uk4dwpilotresults/.

College indicates that the size of the well-being improvement is directly related to the size of the weekly work time reduction[27].

Work stress and burnout

Around one-third (33%) of participants registered a decrease in work stress. Only 12% of participants registered an increase, and the remaining 55% registered no change. Overall, the average frequency at which participants registered experiencing work stress on a scale of 1-5 ('never' to 'all the time') reduced from 3.1 to 2.9[28].
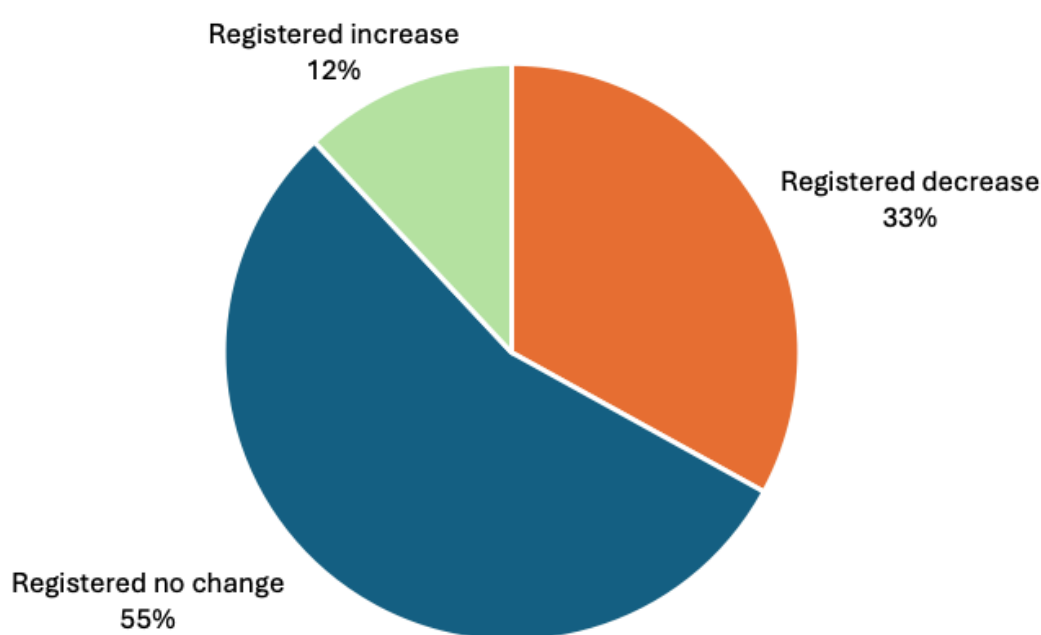
Figure 17: Change in frequency employees registered experiencing work stress over the previous four weeks. Participants were asked to provide a rating on a scale of 1-5 ('never' to 'all the time').

62% of participants registered a reduction in how often they experienced burnout. 22% of participants registered an increase and 16% registered no change. On a scale of 1-5 ('never' to 'always'), the average frequency at which participants registered experiencing burnout over the previous four weeks decreased from 2.7 to 2.4[29].

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[27] Wen Fan, Juliet B. Schor, Orla Kelly, and Guolin Gu. "Work time reduction via a four-day week finds improvements in workers' well-being", preprint, submitted April 1, 2025. https://osf.io/preprints/socarxiv/7ucy9_v4.
[28] Significant at $p<0.01$.
[29] Significant at $p<0.001$.
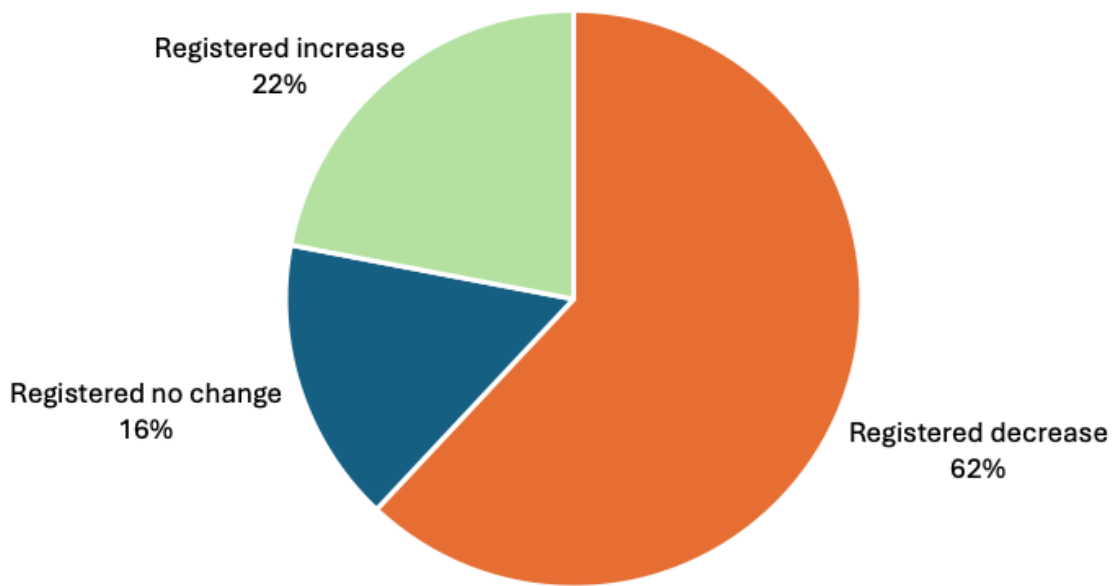
Figure 18: Change in frequency employees registered experiencing burnout over the previous four weeks based on seven items. Participants were asked to provide a rating on a scale of 1-5 ('never' to 'always').

Job satisfaction

Almost half of participants (47%) registered an increase in job satisfaction. 32% of participants registered no change and 21% registered a decrease. On a scale of 0-10 ('not satisfied at all' to 'completely satisfied', the average rating increased from 7.3 to 7.7[30].

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[30] Significant at p<0.01.
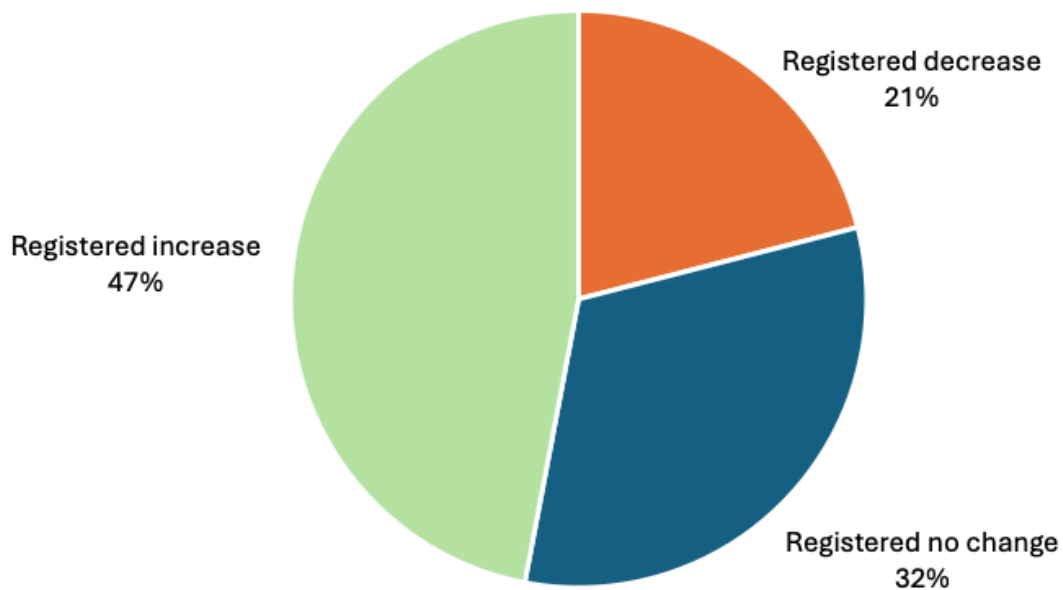
Figure 19: Change in job satisfaction registered by employees. Participants were asked to provide a rating on a scale of 1-10 ('not satisfied at all' to 'completely satisfied').

Physical Health, Mental Health and Anxiety

Participants physical health (self-rated) increased from an average of 3.1 to 3.4[31] on a scale of 1-5 ('poor' to 'excellent'). Around one-third (33%) of participants registered an improvement in their physical health, just over half (52%) registered no change, and 15% registered a decline.

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[31] Significant at p<0.05.
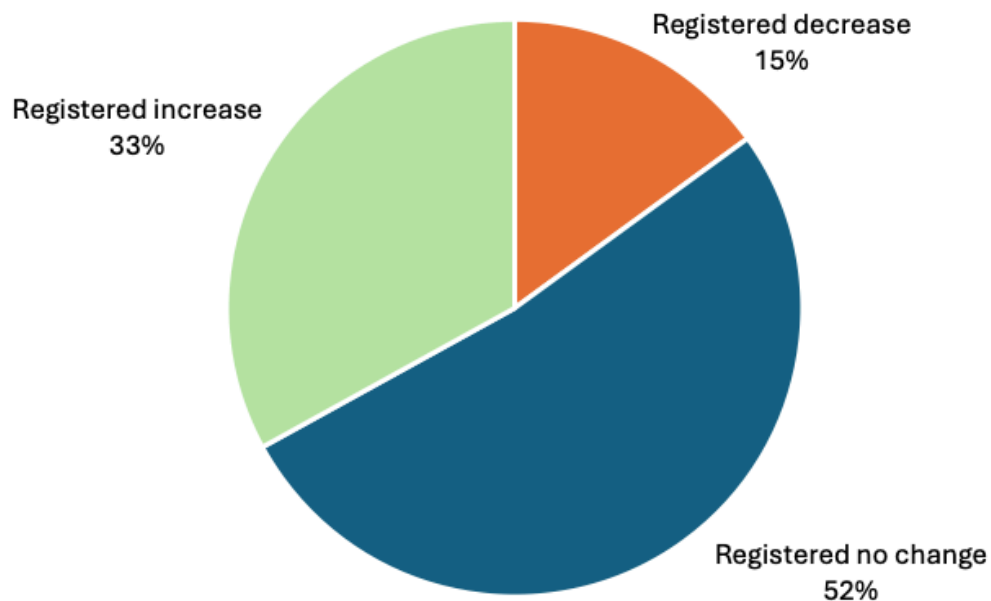
Figure 20: Change registered in employees' physical health. Participants were asked to self-rate on a scale of 1-5 ('poor' to 'excellent').

There were similar positive increases in participants' mental health. Participants mental health (self-rated) increased from an average of 2.9 to 3.2[32] on a scale of 1-5 ('poor' to 'excellent'). **41% of participants registered an improvement in their mental health**, 43% registered no change, and 16% registered a decline. Participants also registered lower frequencies of anxiety. On a scale of 1-4 ('never' to 'daily'), the average decreased from 2.3 to 2.1[33]. 42% registered a decrease in how often they experienced anxiety, 40% registered no change, and 18% registered an increase.

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[32] Significant at $p < 0.01$.
[33] Significant at $p < 0.05$.

Figure 21: Change registered in employees mental health. Participants were asked to self-rate on a scale of 1-5 ('poor' to 'excellent').

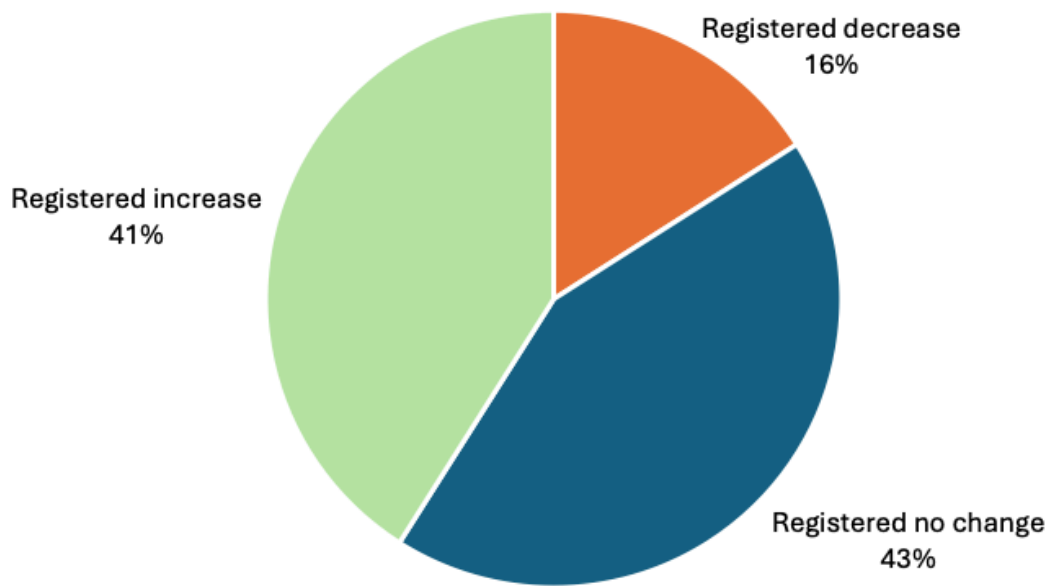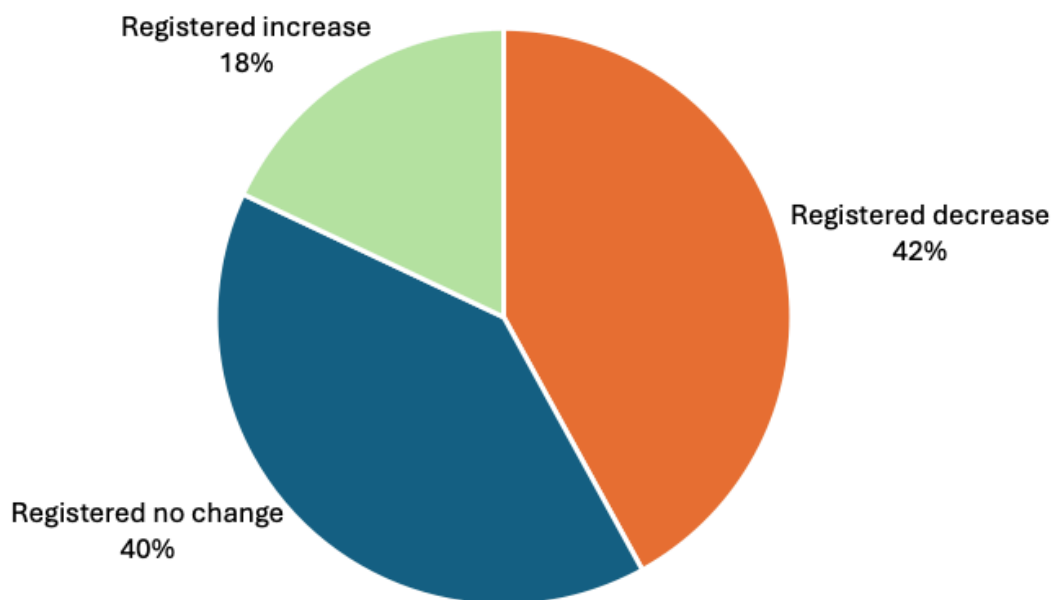*Figure 22: Change in frequency employees registered experiencing anxiety. Participants were asked to provide a rating on a scale of 1-4 ('never' to 'daily').*

Work-life and work-family balance

Regarding work-life balance, 40% of participants registered an increase in their ability to combine paid work with a social life. 34% registered no change and 25% registered a decrease. Overall, on a scale of 1-5 ('very difficult' to 'very easy') the average score increased from 3.3 to 3.6[34].
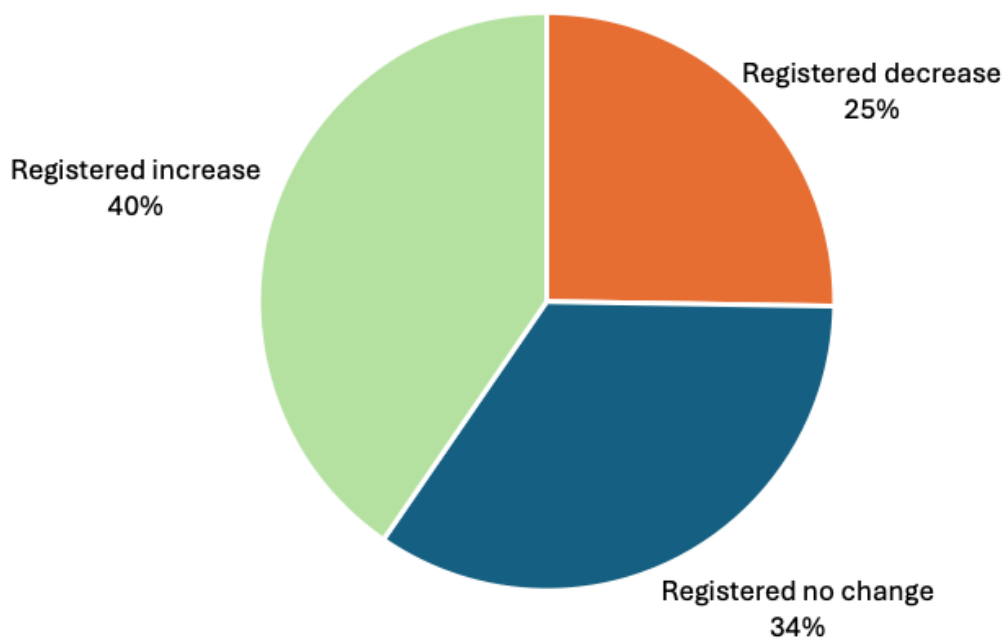
Figure 23: Change registered in employees' work-life balance. Participants were asked to rate their ability to combine paid work with a social life on a scale of 1-5 ('very difficult' to 'very easy').

Similarly, participants' work-family balance improved at the end of the trial period. Overall, on a scale of 1-5 ('very difficult' to 'very easy') the average rating of participants' ability to combine work with care responsibilities increased from 2.8 to 3.5[35]. 58% of participants registered an increase, 33% registered no change and only 8% registered a decrease.

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[34] Significant at p<0.05.
[35] Significant at p<0.001.
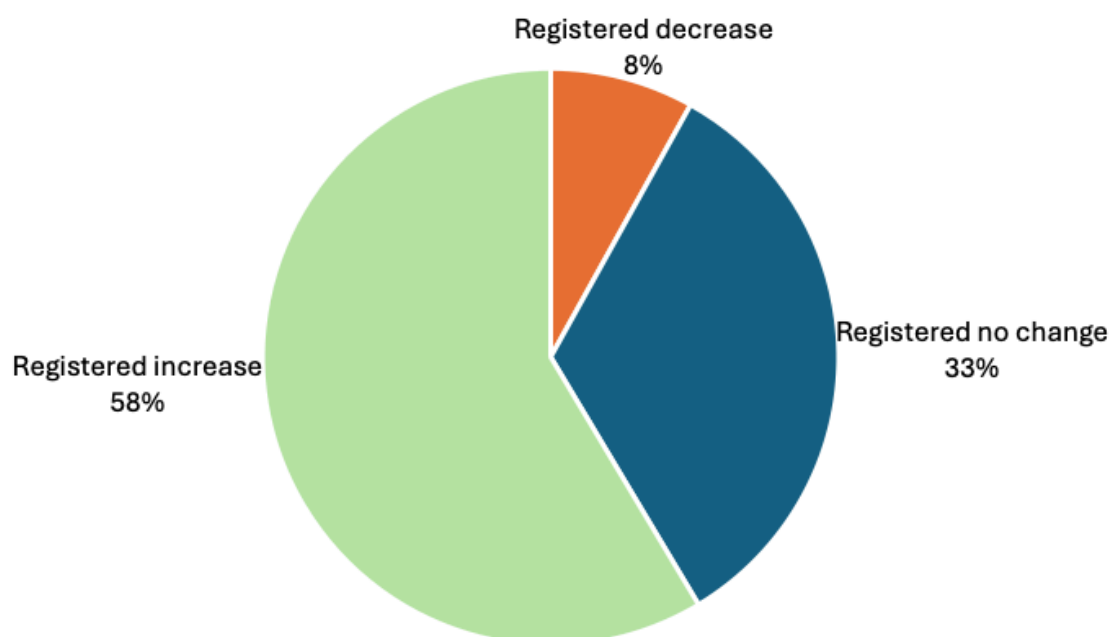
Figure 24: Change registered in employees' work-family balance. Participants were asked to rate their ability to combine paid work with care responsibilities on a scale of 1-5 ('very difficult' to 'very easy').

41% of participants registered a decrease in work-to-family conflict. Just over half (51%) registered no change, and only 8% registered an increase. On average, on a scale of 0-3 ('never' to 'several times a week'), the frequency at which participants registered being too tired from work to do household jobs fell from 2.1 to 1.7[36]

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[36] Significant at p<0.001.
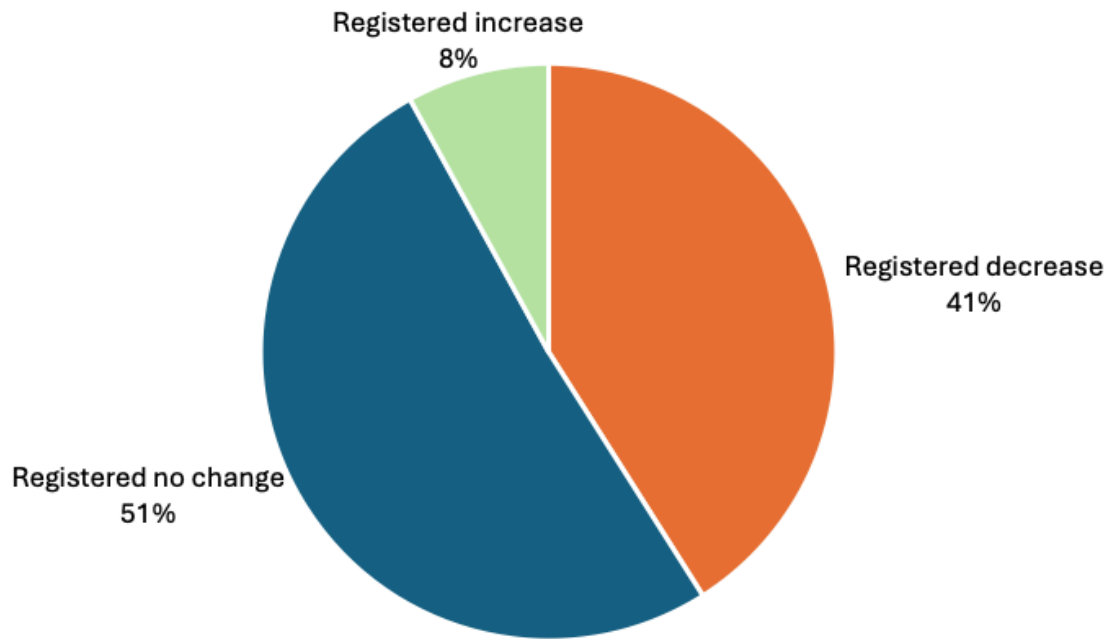
Figure 25: Change registered in employees' work-to-family conflict. Participants were asked how often they were too tired from work to do household jobs on a scale of 0-3 ('never' to 'several times a week').

Life and time satisfaction

On average, participants' satisfaction with both life and time increased. Regarding time, 67% of participants registered an increase in their satisfaction with the amount of time they have to do things they like doing. 21% registered no change and 13% registered a decrease. On a scale of 0-10 ('not satisfied at all' to 'completely satisfied'), the average rating increased from 5.8 to 7.2[37].

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[37] Significant at p<0.001.
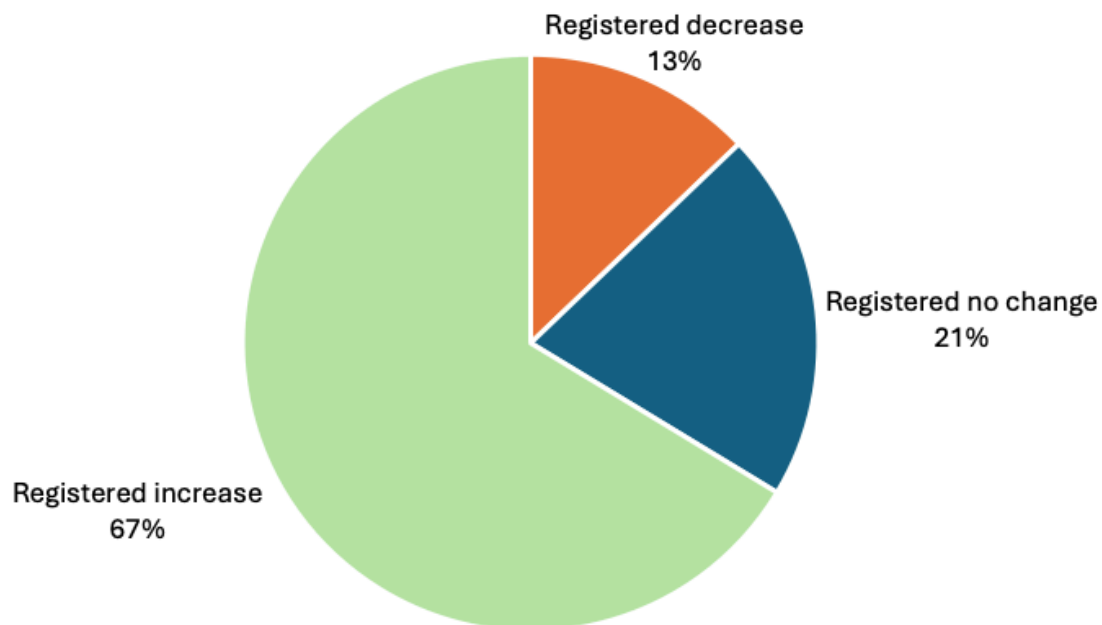
Figure 26: Change registered in employees' satisfaction with time. Participants were asked how satisfied they are with the amount of time they have to do things they like doing on a scale of 0-10 ('not satisfied at all' to 'completely satisfied').

45% of participants also registered feeling more satisfied with life. 34% registered no change and 21% registered a decrease in their life satisfaction. On a scale of 0-10 ('not satisfied at all' to 'completely satisfied'), the average rating increased from 6.8 to 7.2[38]

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[38] Significant at $p<0.05$.
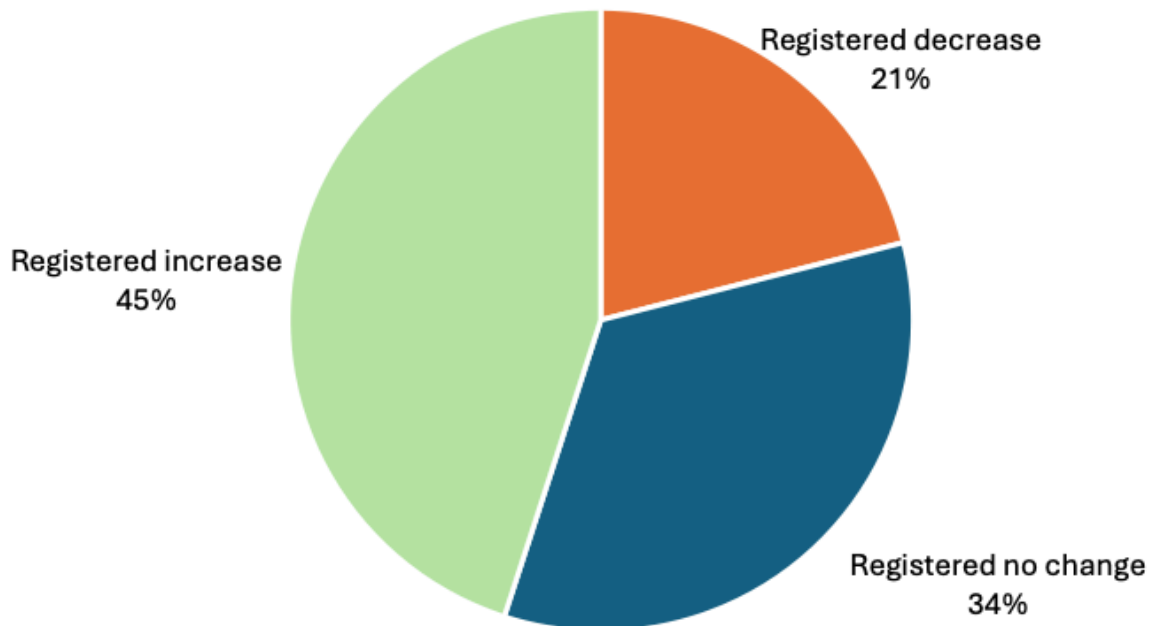
Figure 27: Change registered in employees' life satisfaction. Participants were asked how satisfied they are with life on a scale of 0-10 ('not satisfied at all' to 'completely satisfied').

Sleep and fatigue

Finally, at the end of the trial period participants registered positive changes in how often they felt fatigued and experienced sleep problems. On a scale of 1-4 ('never' to 'daily'), participants registered a decrease from 2.5 to 2.1[39] in how often they experienced overall fatigue and from 2.2 to 1.9[40] in how often they experienced insomnia or sleep difficulties. 43% of participants registered a decrease in how often they experienced overall fatigue and 39% registered a decrease in sleep problems. No change was registered by 45% of employees in relation to overall fatigue and 43% of employees in relation to sleep problems. 13% of employees registered an increase in overall fatigue and 18% registered an increase in sleep problems. The average number of hours employees registered sleeping per day did not change.

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[39] Significant at p<0.001.
[40] Significant at p<0.05.
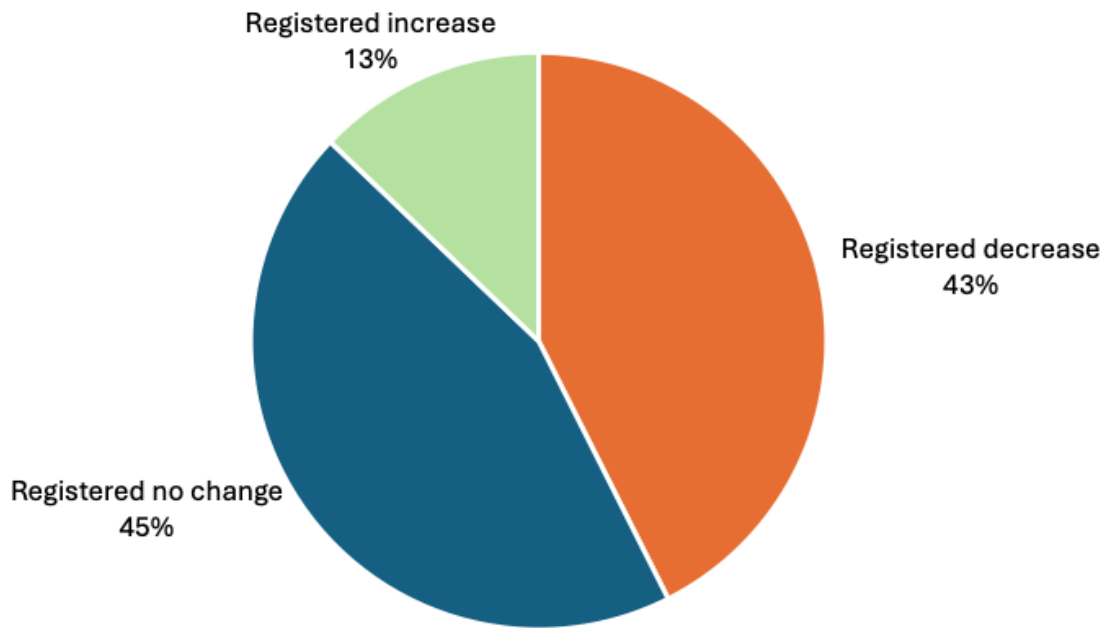
Figure 28: Change registered in employees' overall fatigue. Participants were asked how often they experienced overall fatigue on a scale of 1-4 ('never' to 'daily').
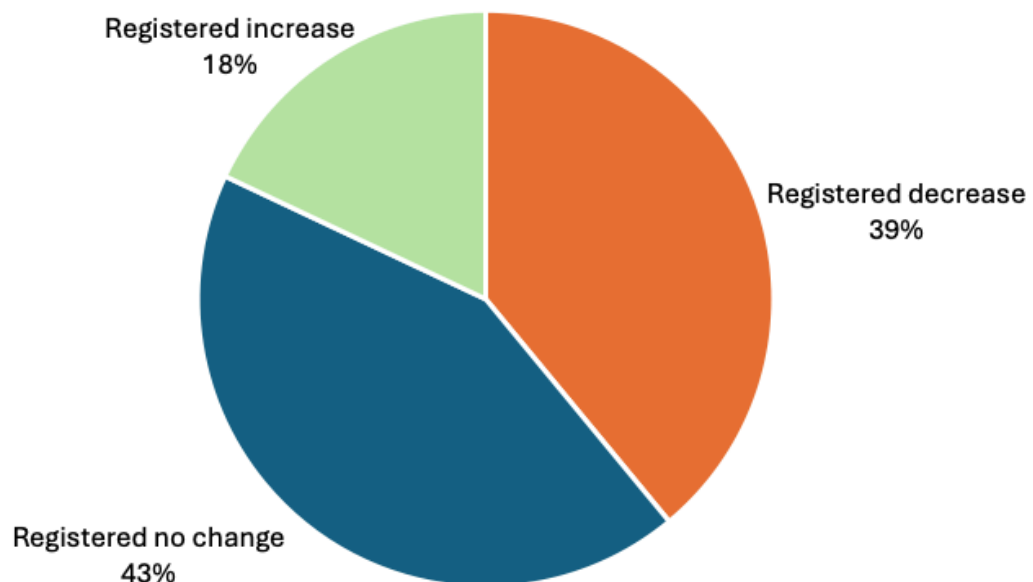
Figure 29: Change registered in employees' sleep problems. Participants were asked to report how often they experienced insomnia or sleep difficulties on a scale of 1-4 ('never' to 'daily').

Organisations

A total of 17 organisations took part in the Autumn 2024 National Pilot. Additionally, one smaller organisation (33 staff) started their trial late in May 2025, and another bigger organisation (with 375 staff) is due to begin their trial in the next few months. All 17 organisations have confirmed they are continuing with a four-day week (71%; 12 organisations) or nine-day fortnight (29%; five organisations), and three organisations have already made this change permanent.

Participating organisations were invited to take part in research to assess the impact of the four-day week or nine-day fortnight. Overall, we have received administrative data and/or experiential evidence from 11 organisations. All of the organisations that shared their figures registered a decrease in working time for employees. **Several organisations reported that during the trial period they had been able to maintain service levels whilst observing several benefits for employee well-being**. Finally, our two case studies highlight the benefits of the four-day week from an employer's perspective, notably around employee sentiment and well-being, as well as emphasising the ways in which organisations can tailor their working time reduction schedules to their specific needs.

In this section, we begin by providing an overview of the organisations that took part in the pilot. Secondly, we outline the methods used to assess the effects of the four-day week or nine-day fortnight on the organisations that took part in the research. Then, we present some descriptive findings from the experiential evidence and administrative data shared with us to date. Finally, we share two case studies with Bron Afon Community Housing, an organisation in the housing sector, and BrandPipe, an organisation in the technology sector.

Overview of Organisations

Almost half (eight) of the organisations that have already completed their trials operated within the Charity, Non-profit, NGO or Voluntary sector. Three of the participating organisations were in the Professional Services sector, and the remaining organisations were in the Housing (one), Education (one), Marketing (one), Hospitality (one), Information Services (one), and Technology (one) sectors.
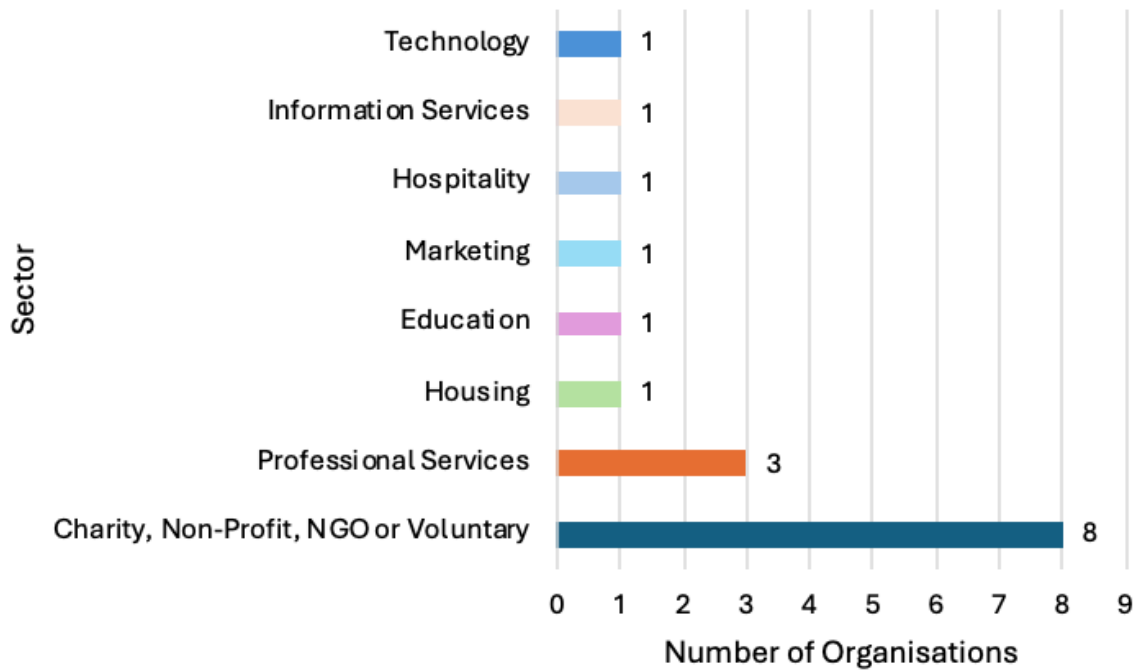
Figure 30: Participating organisations by sector.

The organisations varied in size. The largest organisation had over 400 employees, and the smallest had under five employees. However, the most common organisation size was between one and 25 employees, and 88% of participating organisations had 100 employees or less.
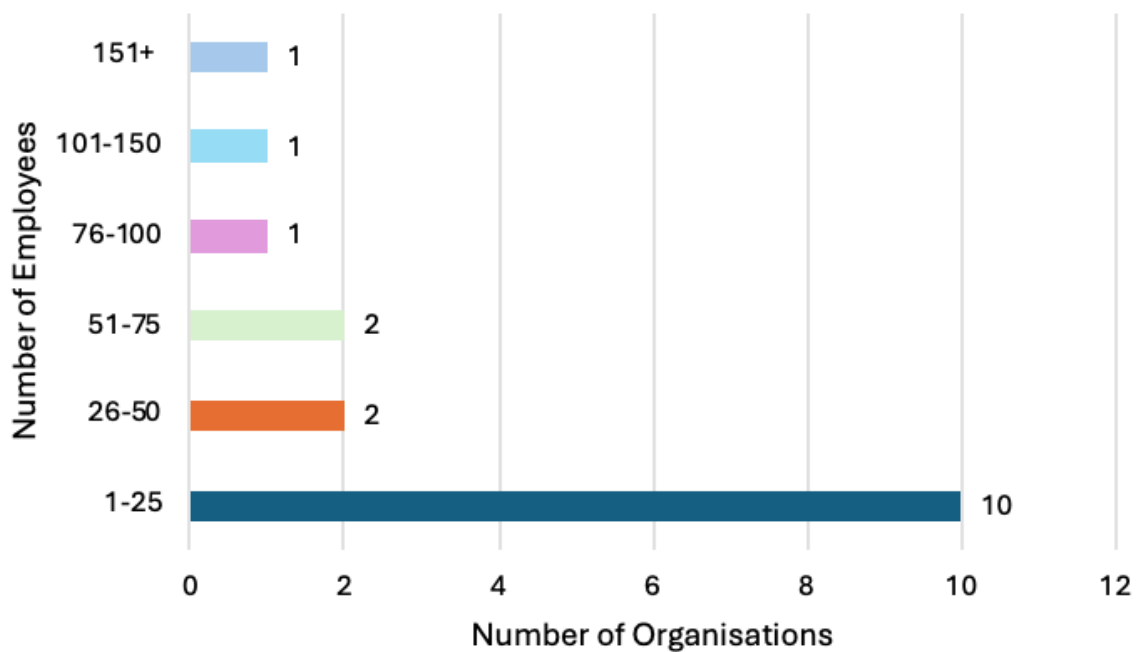
Figure 31: Size of participating organisations (employee numbers).

Methods

During the onboarding period, organisations were asked to provide some basic organisational information and a set of administrative data from a six-month corresponding period[41] the year before the trial took place (November 2023 – April 2024). This included information such as revenue, number of employees, number of resignations, and absence figures. During the trial period (November 2024 – April 2025), the same metrics were collected for comparison. In addition to this, we present the reflections of leaders or those involved in implementing the trial and two case studies.

Findings

This section presents the findings from the organisation data. Overall, we received administrative data and/or experiential evidence from 11 organisations. The experiential evidence has been shared by a total of five organisations. The administrative data presented in this section are taken from a limited number of responses (seven). It is important to note that not every organisation that provided administrative data did so for each metric. The information presented here is purely descriptive and cannot be generalised, but it does provide some indication of the impact of the trial for individual organisations.

Experiential Evidence

Leaders and those involved with the implementation of the trial in their organisations were invited to share their opinions and experiences of the trial to be included in this report.

A CEO of an organisation in the charity sector shared the following reflection:

> *"We have so far succeeded in maintaining all of our services at pre-trial levels, and have additional metrics that show positive outcomes for staff in terms of wellbeing and work-life balance."*
>
> *CEO, Charity*

A similar experience was shared by another organisation who explained they would continue trialling a four-day week after their review indicated they were maintaining service delivery standards whilst seeing improvements in employee well-being and engagement. Furthermore, one NGO shared some statistics from their employee mid-point review that they felt illustrated the positive impact the trial was having on their employees:

- *"The four-day week pilot appears very successful, with 92% of survey respondents reporting a positive or very positive experience of the four-day week."*
- *"93% of survey respondents are now either satisfied or very satisfied with their work-life balance compared to 43% prior to the start of the pilot."*

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[41] A small number of organisations shared data for a different six-month period before the trial began.

- *"Respondents feel better able to manage their workload than before the pilot (79% compared to 38% pre-pilot)."*

HR Director, NGO

Regarding how employees were spending their additional time off, one charity found that their employees were using the additional time to do activities directly related to their health and wellbeing. Although some employees experienced some challenges with workload, these were outweighed by positive changes, and no employees wanted to return to a five-day week.

"I was especially struck with the patterns shown in how staff are using their additional time - health, fitness and wellbeing activities were the most common, with people sharing that they had been able to increase time at the gym or in fitness related activities, they have caught up on health appointments that had been put off. People logged activities that broadly add up to a strong set of positive wellbeing indicators - health, time spent outdoors, extra time with friends and family, time spent volunteering or participating in community events, investment in learning and creativity, greater ease in managing household tasks... All really positive changes. People did report some challenges with workload but no one would prioritise reverting to 5 days."

CEO, Charity

Another organisation planning on continuing their trial period said they recognised the benefits the four-day week was having for employees but wanted to better understand if it could work all year round for the organisation. By extending their trial periods, organisations can better understand the impact of the four-day week or nine-day fortnight on their organisation during all periods of the year, giving them the opportunity to prepare accordingly for a permanent reduction in working time. In the next section we present the administrative data collected from organisations.

Administrative Data

The administrative data shared here is from a limited number of participating organisations (seven). Given this, the findings are purely descriptive and only provide a limited insight to the impact of the trial for individual organisations. Each organisation's administrative data during the six-month trial period is compared with their administrative data from a six-month period before the trial started. Not every organisation submitted data for each metric. The number of organisations that provided data for a particular metric is shared along with the findings.

Scheduled hours, hours worked, and revenue

Of the six organisations that shared their scheduled hours for employees, five registered a decrease in scheduled hours and one registered no change. Furthermore, of the four organisations that provided the hours worked for all employees within their organisation, all four registered that hours worked had decreased. Of the four organisations that provided data about their revenue, three provided

figures that showed an increase and one provided figures that showed a decrease in revenue during the trial period compared to the comparison period. It should be noted the decrease was experienced by an organisation for whom the comparison period was not the same six-month period of the previous year.

Resignations and new hires

Five out of seven organisations registered that the number of resignations during the six-month trial period was the same as the six-month comparison period. Two organisations registered figures that showed a 100% reduction in the number of resignations they received during the trial period, compared to the comparison period. Three organisations registered that their number of new hires had increased, one registered that this figure had stayed the same, and three registered that it had gone down.

Sick and personal days

Four out of six organisations registered a lower number of sick and personal days for employees during the trial period compared to their comparison period. One organisation registered figures that indicated a reduction of 59% during the trial period, and another registered figures that indicated a reduction of 30% compared with the same six-month period the year before. One organisation registered figures that showed a decrease of 75% in the number of sick and personal days employees had taken during the trial period. However, it should be noted that the comparison period for this organisation was not the same period in the previous year, and thus, could also have been impacted by seasonal differences. Two organisations registered a higher number of sick and personal days during the trial period.

In the next section, we present two detailed case studies with one organisation that is continuing their four-day week trial and another organisation that has already made the four-day week a permanent change.

Case Studies

Bron Afon Community Housing

"I expect that most organisations will be doing this in the next 10 years or so."

Alan Brunt, CEO of Bron Afon Community Housing

Sector: Social Housing

Number of Employees: 420

Model: Four-day week

Status: Continuing trial

At Bron Afon Community Housing in Cwmbran, Wales, the four-day week trial period has been extended following a successful first six-months. For the trial, full-time employees at the organisation saw their weekly hours reduced from 37.5 to 30, with no loss of pay. In an interview with Bron Afon's CEO, Alan Brunt, he explained that the general feeling is that *"it's gone down really well with our colleagues. So, in that way, it's already a success."*

Brunt emphasised the importance of thinking about the structure of the trial and how it is implemented, and ensuring people are on board from the start. The organisation worked with employees to plan the implementation of a four-day week. They enabled different segments of the organisation to take ownership of their four-day week plans, and this helped ensure that the approach would work for each segment that were often fulfilling very different roles.

> *"Almost as soon as we started talking about it, our teams got together to set about making it work which was brilliant. We got a sense from that point that everyone was on board to try and make it work. Which was great."*

Brunt explained that one of his main concerns was maintaining performance, as performance measures are an integral part of how the organisation works and is regulated. He explained that the organisation worked with its board to outline *"red lines"*. These were monitored closely to ensure that the four-day week was not having any negative impacts for the organisation. So far, the organisation has been able to maintain pre-trial standards and has approval from the board to continue the trial.

> *"We've closely monitored our performance and customer satisfaction. We're happy with the results so far and will continue to make sure we're delivering for our customers."*

Some of the factors the organisation was using to determine the impact of the four-day week saw improvements during the trial period, compared with before the trial started. Notably, there was a 28% decrease in the number of working days lost to sickness absence, one of the *"red lines"* used to ensure that organisational performance was not negatively affected as a result of the four-day week.

Furthermore, when talking about customer feedback, Laura Franco, Director of People at Bron Afon, explained:

> *"We consistently score above our target in our real-time customer surveys, and this continued during the pilot, apart from a slight dip in December, due to technical issues which were resolved. We've maintained our performance levels and see a slight improvement in a few of our strategic KPIs."*

For example, compared with before the trial started, the organisation saw a 35% decrease in the number of days to relet vacant properties and an increase from 99.3% to 99.67% in landlord compliance.

Brunt also shared some anecdotal benefits for recruitment and retention as a result of the four-day week.

> "We had some anecdotal evidence that the number of people that have applied for jobs has increased. It's certainly gone down well with colleagues, and one or two colleagues as I understand it have actually changed their mind about leaving the organisation."

In fact, the organisation experienced a 35% decrease in voluntary employee turnover during the six months in which the trial took place compared to the same six-month period the year before.

Moreover, the trial has also allowed the organisation to identify organisational improvements that can be made to better accommodate a four-day week, and to better support a sustainable, and ultimately, permanent change to a four-day week.

> "We want to make it work, and that's why we have agreement from our Board to extend the pilot. We need to make sure it works for our customers as well as our colleagues. We have to prove that we can do it without issues or impact on our business performance. I think the trial has already shown we can do it, and now we're looking at ways which enable it to really work. We know that the four-day week is enabled by good technology, and so we're also investing in a digital programme so we can continue to evolve our tech systems and improve the services we deliver for our customers."

When asked to share advice for other organisations moving to a four-day week, Brunt suggested that it is important to be clear about how you attribute any challenges during the period. He explained these can easily be wrongly attributed to the four-day week.

> "The best advice I think we've had, and I would pass onto someone, is be really clear, if things aren't going as well as they might be, about how you attribute that. It can be easy to say 'it's not going well since the four-day week' when actually, those challenges were there before the four-day week, and are now more obvious, or there's something else you need to address. Being open and having honest conversations is crucial to making it work."

BrandPipe

"The four-day week is an investment in business resilience."

Geoff Slaughter,
Co-Founder and CEO
of BrandPipe

Sector: Technology

Number of Employees: 6

Model: Four-day week

Status: Permanent

At BrandPipe in London, their four-day week trial saw employees reduce their weekly hours from 35 down to 28, with no loss in pay, which has now turned into a permanent change towards more progressive working practices. In an interview, BrandPipe's Co-Founder and CEO, Geoff Slaughter, explained:

> *"The trial's been an overwhelming success for BrandPipe because it has been the launchpad for us to consider what constitutes efficiency, progressive working practice, and the ability to focus on the things that really matter to our business and our customers."*

Furthermore, he noted that not only was the four-day week well-received by employees, but the organisation saw improvements around key metrics, including financial performance and sickness and absences. **Notably, the organisation's revenue saw an increase of 129.5%, from £241,000 to £553,000,** and there were zero sickness and absence days taken during their trial period.

> *"What we know is that as a collective group [employees] they want to protect and preserve the success of the four-day week trial. So, from an adoption perspective and the idea of wanting to keep it, we know that that's incredibly important to our people. And we also know that financial performance is double what it was before, we've had no sick time as a result of moving into it, and it's more a cultural shift."*

The biggest concern for the organisation going into the trial was whether they would be able to maintain productivity and ensure that clients did not feel the four-day week was hindering the service they received. Slaughter explained that these concerns were misplaced, since in the process of adopting a four-day week the organisation was able to identify and implement various procedural efficiencies, and therefore, could be more focused on the most important aspects of their work.

> *"We were mindful of client sentiment and ensuring our adoption of the four-day week couldn't be viewed as detrimental to their businesses. We needn't have worried at all because the funny thing is that on our least efficient day, we're still more efficient than our competition because we are so bureaucratically light. We're procedurally lean. We make sure our focus is on things that matter."*

Instead, Slaughter stressed the importance of thinking about messaging around the four-day week for client-facing businesses. He explained that the organisation spent time working on how they presented their four-day week to clients, so that the messaging was better suited to the sector in which they operate.

> *"We retained some consultants to help us with positioning our key messages which included the four-day week, and now we talk about 'four-day sprints'. So, we're a technology business by trade, and because we operate a 'four-day sprint', that's a hyper-focused, concentrated, bit of uninterrupted productivity, with a rest break. And that actually fits really nicely into agile development practice. You know, minimum viable product, regular check-ins with the*

client. It actually forces us to check-in regularly, to say 'Right, we're at the end of this sprint, this is where we are', and they're always surprised and delighted."

Additionally, Slaughter explained that the organisation took other steps to ensure that the four-day week was not being received negatively by clients, by creating a "buddy system" so that no tasks would be held up by an individual's day off. However, this also created some challenges around scheduling, and this is something that the organisation continues to keep under review. This further demonstrates how organisations operating a four-day week, including those who have made the change permanent, might benefit from remaining flexible and adapting to their individual business needs as and when they arise.

"What we actually found is the way that we'd originally staggered that [days off], it meant that sometimes there would be two days before a person, a buddy, would actually speak to one another, which is problematic in handover and it would put more pressure on the next productive day for an individual to be able to go through the history of what happened. So we reorganised that structure. We were originally going to do it on a rotational basis as well and move the days, but that felt too complicated. So we've now got to check in with everybody every 6 months because lots of people like a Friday [off], but some people like Wednesday. So we've got to move things around. Scheduling is really important and it's not a one and done activity. You need to make sure that rest days, particularly if they're staggered, actually support the changing sounds of the business and projects."

When asked what surprised him most about the trial period, Slaughter explained that it was the "reach" and level of interest the organisation received from potential employees, particularly their clients' employees, because they had adopted a four-day week.

"The sheer volume of speculative CVs from employees of major brands and, for the first time, from within clients [...] I was really surprised by that. We're proving to be attractive because they see how happy we are, how productive we are, and that we've got it together. And every time that they see BrandPipe, we're moving to the next, exciting, beneficial, good-for-employee, good-for-employer kind of work practice."

Slaughter encouraged business leaders to consider trialling a four-day week, suggesting it is "a great thing for businesses to try", explaining that "the learnings that come out of it are kind of adjacent to the fact that you've reduced working hours." He also called for more support from the UK Government for the organisations that are leading the way when it comes to reducing working time.

"If we are going to create progressive working practices and roll it out more substantially across different sectors, there should be incentives for those businesses that are trying to, especially the early adopters, because we are creating the blueprint for the future, the risk. We should have a seat at the table. We should be invited to share those experiences. We should be able to talk about, candidly, what those challenges are and also work with the

government to try and consider what mitigating strategies there could be in order to help cement long term efficacy of something like this."

Conclusion

This report has presented the findings of the UK's most recent National Pilot of the four-day working week that took place between November 2024 and April 2025 and involved 17 organisations and over 950 employees. This report presented the changes found in employee responses to two surveys, one before the trial started (baseline) and one when the trial finished (endpoint), to assess the impact of the four-day week or nine-day fortnight on employees. This report has also drawn on organisations' administrative data, the reflections of participating organisations' leaders and those involved with implementing the trials, and two detailed case studies to understand the impact of the four-day week or nine-day fortnight on organisations.

For employees, the four-day week or nine-day fortnight was very popular, with 91% of participants expressing that they would like to continue with the trial. Despite an increase in the average workload and work pace registered by participants during the trial period, no participants registered a preference for a five-day week. Furthermore, the findings indicated that the four-day week or nine-day fortnight could have a positive impact on health, well-being, work-life balance, and life satisfaction. Along with a reduction in working time, employees registered reductions in work stress, burnout, and anxiety, as well as fatigue and sleep problems. They also registered increases in their work ability, as well as their work-family and work-life balance. They were more satisfied with life and time and registered improvements in their physical and mental health[42].

For organisations, the findings, from a limited amount of data, indicated that organisations were able to maintain service levels whilst observing positive impacts on employee well-being. Our case studies highlight the benefits of the four-day week from an employer's perspective, notably around employee sentiment and well-being. Furthermore, they demonstrate that although organisations could experience some challenges, for example around collaboration or scheduling, the trial period gives organisations an opportunity to adjust their approach to ensure that their working time reduction model is suitable for their organisation's specific needs.

Based on the findings of this report, we strongly recommend the creation of a Working Time Council by the Government to bring together business leaders, industry leaders and trade unions to coordinate on policy and implementation of a shorter working week. In addition to this, we call for funding incentives to support more organisations in the transition to a four-day, 32-hour working week. The organisations that took part in this pilot were from a range of sectors; however, industry and sector-specific pilots could generate a deeper understanding of the effects of the four-day week for different types of organisations. Finally, most of the participating organisations (88%) had less than 100 employees. Future research might focus on larger organisations to assess the effects of a four-day week on organisations with higher numbers of

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[42] Self-rated.

employees to better understand the unique benefits and challenges they may face in moving to a four-day week.

Overall, the Autumn 2024 National Pilot was extremely successful. 100% of participating organisations are continuing with the four-day week (79%; 12 organisations) or nine-day fortnight (21%; five organisations), and three organisations have already made this change permanent. This report contributes to the expanding pool of research on the four-day week and nine-day fortnight, demonstrating that the four-day week or nine-day fortnight is a real possibility for organisations across a range of industries and sectors and supporting existing research that has identified various benefits of a four-day week or nine-day fortnight for organisations and employees alike.