

The 4 Day Week:

An idea whose time has come

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Addressing the Los Angeles Health Commission

www.4dayweek.com





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Productivity focus

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We pay 100% income, for 80% time, as long as we get 100% output



The perpetual guardian Trial

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✓ **Simple guidelines**

- Productivity based
- Open for business
- Customer service

✓ **Staff-led**

- Team measures
- Individual contribution
- Choose day off
- Opt in

✓ **Academic validation**

- Qualitative and quantitative
- Board de-risk

We asked ourselves...
“Will our people be okay?”



Team engagement levels increased

	2017 Survey	Post-Trial
Leadership	64%	82%
Commitment	68%	88%
Stimulation	66%	84%
Empowerment	68%	86%

Staff stress levels lowered*

	Pre-Trial	Post-Trial
Stress	45%	38%

* Percentages indicative of scale method used in Auckland University of Technology research. Findings consistent with qualitative research by University of Auckland Business School.

AND...
Job performance
maintained in
4 days

Macro outcomes

- Organisation more resilient
- Shared commitment to purpose
- Creativity and confidence
- Enthusiasm and empowerment
- Improvement in productivity

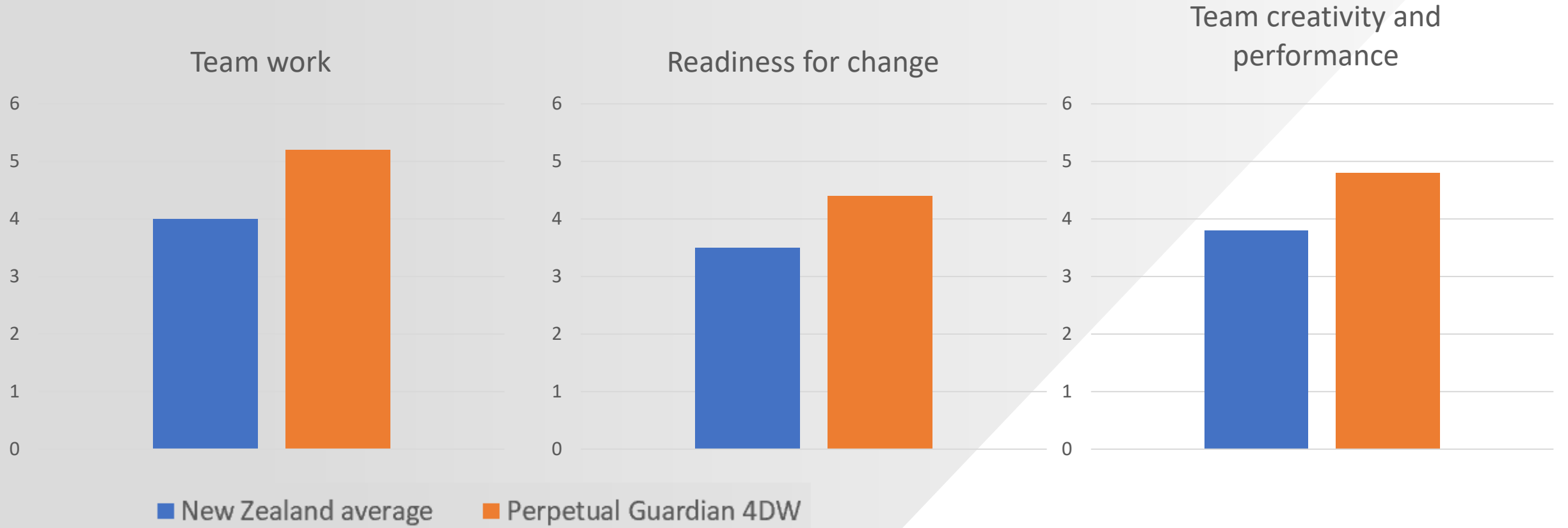


Micro outcomes:

- More collaboration
- Willingness to help
- Appreciation of team members
- Cross training and upskilling
- Employees more challenged and stimulated



Other key findings



Covid-19 and the 4 day week

- Facilitates a better understanding of productivity – critical for home working.
- Improved corporate resilience – the “sneeze test” and its impact on post Covid work.
- Social distancing in a workplace environment.
- Team structure and cohesion.
- Lockdown has removed two key barriers to a 4-day week: trust in employees and the impact on productivity.



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To implement you need:

- Productivity focus
- Plan but not too much
- Ideas sharing
- Trial
- Legal advice
- Research
- Trust
- And not necessarily in that order



The Benefits

• Flexible working hours	• Mental health
• Environment	• Gender pay gap
• Upskilling	• Millennial attitudes
• Poverty	• Working parents
• Time management	• Transport and infrastructure
• Productivity	• Live longer
• Gig economy	• Aging population



Health Benefits

- UK (population 65m): work related stress, anxiety or depression accounts for 57% of all working days lost to ill health – 15.4 million working days and lost output cost of £33.4 - £43 billion per year (\$44 – \$56.6 billion per year).
- Globally: between 1:4 and 1:5 of the workforce at any point in time have a stress or mental health issue.
- Post implementation at Perpetual Guardian our sick days halved. Same experience in most other 4 Day Week Companies around the world.
- Evidence suggests employees use the time off to exercise, spend time with their families, educate themselves and volunteer.



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Environmental Impact

UC Davis

- Transportation one of main contributors to US greenhouse emissions (29%) with 135 million Americans commuting to work.
- “Not going into work could be one of the most environmentally sustainable things you can do as an individual employee.”

Henley Business School

- 250 businesses operating reduced-hour 4 day week: employees would drive 557 .8 million fewer miles per week on average

Colorado State, New College of Florida, Dickinson College

- Households with longer work hours have significantly larger carbon footprints

Transport and Infrastructure

- **Auckland**

- Productivity could be boosted by NZ\$1.3 billion (1.4% of GDP) if use of the road network could be optimised
- If free-flow could be achieved, decongestion benefits estimated at NZ\$3.5m per day, or between NZ\$1.4-1.9 billion per year (1.5-2% of GDP)

- **Los Angeles**

- Benefit to Los Angeles assuming similar impact equates to US\$14-19 billion

The Obstacles

- The law - employment legislation
- Fear, complacency and lack of imagination
- ...cows need milking twice a day
- The gig economy – the long con



The Gig Economy – the Long Con

- This is not your choice
- Businesses are converting to gig to solve the need for flexibility and cost reduction
- People converting to gig to solve their desire for flexibility
- Significant adverse social and economic impact. Gig will increase poverty across generations

Gig gives them:
No Super
No sick pay
No holiday pay
No minimum wage
No defined working hours
or days
No career development
No upskilling
No productivity
No tea breaks



**Certified
Employer**



✓ **International network of consultants**

- Work with management to establish trial
- Support during trial and research
- Audit to ensure the right motivations
- Support a staff led initiative

✓ **International network of researchers and academics**

✓ **Certification and ongoing audit**

✓ **Network with like-minded employers**



***What's the worst
that could
happen?***



ANDREW BARNES
WITH STEPHANIE JONES

THE
~~5~~
4 DAY WEEK

HOW THE FLEXIBLE WORK REVOLUTION
CAN INCREASE PRODUCTIVITY,
PROFITABILITY AND WELLBEING,
AND CREATE A SUSTAINABLE FUTURE

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