

A WHITE PAPER FROM HENLEY BUSINESS SCHOOL

The four-day week

The pandemic and the
evolution of flexible working



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Forward from Henley Business School



Professor James Walker
Director of Research



Dr Rita Fontinha
Associate Professor in Strategic
Human Resource Management

How we work and conduct our professional lives is central to the human experience. But while understanding and predicting developments in the world of work has always been a preoccupation at Henley, the fallout from the COVID-19 pandemic has shone the spotlight on working lives as never before.

With millions of employees from across many industries having flexible work mandated upon them it has been argued that the pandemic may have permanently altered how employers and employees approach their work relations. While evidence of this change mounts, it is easy to forget that the shift towards greater flexibility was a central discussion prior to the pandemic.

Henley Business School has been working to understand the legacy of the pandemic and its impact on our working lives. To rise above the rhetoric and better understand what has really changed - both through the eyes of employees and employers - we are in need of up-to-date research to understand how the pandemic has altered working lives.

Following on from our 2019 '[Four Better or Four Worse](#)' White Paper which explored attitudes towards the four-day working week and flexible work, we re-visited the subject in November 2021, with quantitative surveys carried out with over 2,000 employees and 500 business leaders. The research was conducted at a time when workers were able to return to their offices prior to the identification of the COVID-19 Omicron variant.

In this report we examine whether opinions towards the four-day working week have changed because of the pandemic. Is a four-day working week still preferable to other forms of flexible work? What are the benefits and what are the costs of the four-day working week? Could flexible working be a solution to the 'Great Resignation'?

Employers and employees recognise that businesses need to better understand their employees' desires and aspirations, to enable them to recruit the best people and to keep those people happier and more productive in the workplace.

In our 2019 report, we showed the benefits were already substantial with those organisations offering a four-day week seeing improved employee satisfaction, reduced staff sickness, increased productivity and savings of almost £92 billion. By the end of 2021 that figure rose to £104 billion, which represents 2.2% of the UK's turnover.

The good news is that although it will require a change in mindset for some businesses, the shift in favour of flexible working has been accelerated by the pandemic. When it comes to flexible working, the most discussed approach is the four-day working week. Several high-profile companies such as Canon, Atom Bank, and Microsoft, have already begun to trial this, while other organisations are investigating its feasibility. And policymakers are also catching up, with several countries embracing the initiative and investigating the benefits of flexible work.

This report offers valuable insight to business leaders on how the pandemic has altered the workplace, and our thoughts on the areas where those leaders should focus their attention. We are all asking the question: how has the pandemic changed the way we work, and what should our new normal be?

We hope our work will lead to more companies carefully considering how they can carry the benefits of flexible working from the pandemic forward into the world of work.

Is a four-day week the

new normal?

In November 2021 we surveyed 2,000 employees and 500 business leaders, including businesses that have already implemented a four-day working week. The results show that businesses are saving £104 billion, or around 2.2% of total turnover, by offering a four-day work week.

A four-day week - working for four days a week but being paid a full-time salary

Organisations are only just beginning to understand what impact the pandemic has had on their business and management culture. Responding positively to the call for greater flexibility could be of huge benefit to the workplace and the greatest silver lining to come from a pandemic that has brought such hardship to many.



As flexible working arrangements become a top priority in organisations, it is high time for policymakers and managers to use this momentum to address inequality and inequity in the workplaces.

Dr Washika Haak-Saheem
Associate Professor in Human
Resource Management



A flexible response to the pandemic

The pandemic has been widely touted as a game-changer that can turbocharge the adoption of flexible work that was gathering pace prior to its inception.

Our previous research found that Gen Z and Millennial workers were advocating for flexible work options. Now, a far wider number of employers and policymakers are taking a keen interest on the adoption of flexible working practices, and those who have progressed as early adopters are now looking to widen the scope of their pilot. High profile organisations have explored how switching to a four-day working week would impact them, while prominent political parties and industry bodies are commissioning studies into its potential.

Our research shows that employers are much more on-board since COVID-19, with more businesses introducing a four-day week. 65% of UK businesses we surveyed say they have enabled a four-day working week for either some or all their staff, compared to just 50% in 2019. These businesses have reported that employee satisfaction has improved, and employee sickness has been reduced.

£104 billion

Savings made by businesses already implementing a four-day week

Additionally, more than two thirds of firms believe that offering a four-day week will be important for future business success. Large business employers were 14% more likely to see future business success as hinging on offering a four-day week, than in 2019.

The four-day week is picking up steam

Previously, the four-day week was mainly for those in management positions, whereas it is now offered more widely across organisations. No longer is the four-day week the preserve of senior managers who demanded this kind of benefit in the past - it now also includes the rank and file.

That is not to say that employers did not see the benefit of extending this flexibility beyond management in the past. Indeed, businesses considered flexible working as a means of adapting to the workforce. In 2019, 75% believed that offering flexible hours was an important adaptation to make, but they were more reluctant about the four-day working week.

This paper will look at the benefits of a four-day week to businesses and beyond, as well as the concerns about implementing a four-day week and how they have changed over the pandemic. It will also look at flexible working alternatives, and how perceptions towards flexible work have changed over the last few years.

Benefits to business



The pandemic was a significant environmental jolt for most organisations, requiring considerable flexibility and experimentation regarding when and where we work. This has offered significant opportunities for organisational learning and introducing change, enabling companies to see first-hand the benefits of alternative hours and locations, and empowering employees to exert greater control over their work week. It is clear that the new normal will include greater flexibility and negotiated ways of working in the future. We can neither forget what we have learned or stop the change that is underway.

Professor Karen Jansen
Professor in Leadership and Change



Flexibility is good for business, with employers already offering a four-day working week reporting clear benefits. Have these changed over the course of the pandemic as they increasingly become the norm?

66%

of employers that are already offering a four-day week say they have been able to reduce costs

The four-day windfall

Businesses that offer a four-day working week as part of their employee package are continuing to reap the rewards:

- Increasing productivity
- Improving their ability to attract and retain talent
- Increasing overall employee satisfaction

Our previous research found that, in 2019, the combined savings to UK businesses was almost £92 billion a year, 2% of total annual turnover. In 2021, this number grew to £104bn, representing 2.2% of total annual turnover.

Two-thirds (66%) of employers report a reduction in costs – compared with 51% in 2019 - as well as a maintaining of the 'quality of work being produced' (64%). The experience of employers is reinforced by the beliefs of their employees, 66% of whom considered that moving to a four-day working pattern would enable them to produce more work of better quality. The improvement in efficiency and quality and a greater implementation of the policy has meant savings are being made from flexible working patterns.



Amongst other shifts, the COVID-19 pandemic has increased employees' awareness of the value of their worked hours and of how much more productive those can be when fit tighter around personal living conditions and circumstances.

Dr Miriam Marra
Associate Professor of Finance



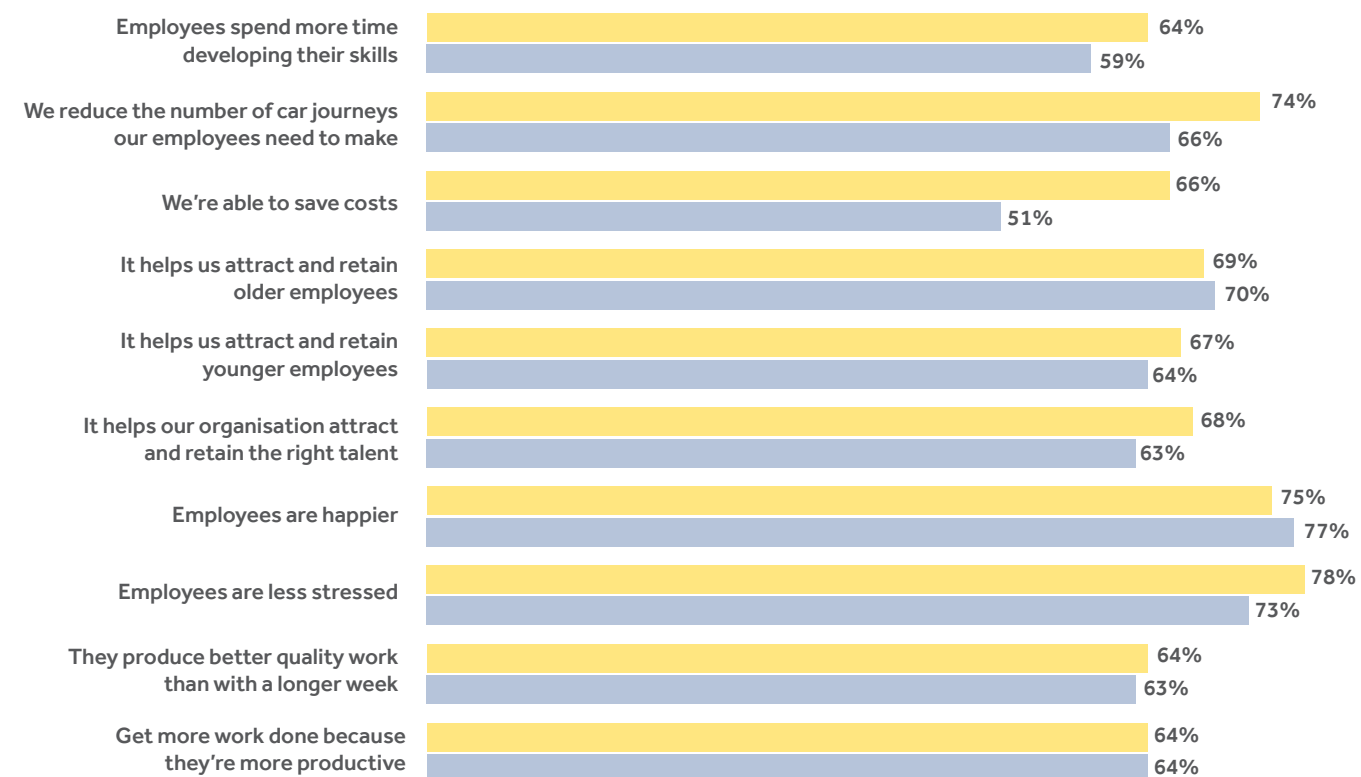
The wellbeing boost

The four-day week also has a positive impact on wellbeing, with 78% of employers who implemented a four-day week policy saying their employees feel less stressed at work, an improvement of 5% from 2019. However, while more than 75% of employers say their people are happier because of shifting to a four-day week, the number was down from 77% in 2019. This perhaps reflects the effects of working from home over the pandemic.

68%

of businesses that are already offering a four-day week say that flexible working options help them attract the right talent.

Improved family and leisure time are factors in an anticipated improvement in mental health and wellbeing, which has been strongly associated with performance in the workplace. Two thirds of people believe that if they had more work flexibility, their mental health would improve.



Graph above shows quite likely and very likely.

■ 2021 ■ 2019

Benefits beyond business

Our focus has also been on the impact a four-day working to the local economy and surrounding environment.

When we previously examined the potential benefit to businesses of the four-day week in 2019, most employees were largely speculating about what they would do if they had greater flexibility. The experience of the pandemic altered the picture, with those moving from the work office to the home office now having time to devote to activities, or those moving back to the office having a clearer perspective on what they want to do outside work.

66% of workers believe working a four-day week would improve their mental wellbeing

With less travel to central work locations, the transfer of spending to retail outlets closer to home is likely to continue. But with more blocks of time free for leisure, this will also allow more opportunities for 'destination' retail centres which can fill the fifth day with shopping, eating and entertainment.

Professor Adrian Palmer
Head of Marketing & Reputation



The fifth day

So, what has changed? One difference we found was that employees want to fit more activities into their additional day. Across the range of activities we assessed, individuals were 5% more likely to take on any of the wide set of activities we examined in 2021 than was the case in 2019. It appears that time spent juggling activities has built up the confidence that more can be achieved, boosting the potential benefits beyond individuals.

It remained the case that people still prioritised spending time with friends (66% in 2021 compared with 63% in 2019) and family (66% in 2019 and 67% in 2021) as the two most popular things to do. Employees also consistently believe family life would improve as a result of the change in work practices (68% in 2021 compared with 69% in 2019).

There was also good news for the high street as there was a 4% rise in those wanting to go shopping. Accompanying this was a rise in people intending to eat out at restaurants as well, which grew by 9% between 2019 and 2021, with 48% of people wanting to spend time eating out in 2021. There is no coincidence that shopping and eating out move together as there is a strong relationship between the two activities.

73% of employers already offering a four-day week say employees make fewer car journeys

The pandemic gives 'side hustling' a boost

Interestingly, the biggest change in how employees would spend their extra time was toward doing more work, both in paid secondary employment, or unpaid voluntary work. The desire to engage in these activities rose by about 9% since 2019 as we found that in 2021 a third of people were wanting to engage in work outside their main job. As our 2018 ['Side Hustle Economy'](#) White Paper shows, there is terrific economic potential for both the charity and private sectors.

Environmental bonus

Beyond the world of work, we see potential environmental benefits to a shorter working week with 67% of employees saying they would drive their car less. Fewer journeys to and from work provides a potentially large 'green' dividend with less fuel consumption and a reduction in pollution. If all organisations were to introduce a four-day working week, with fewer journeys to work, travel would decrease by more than 691 million miles each week.



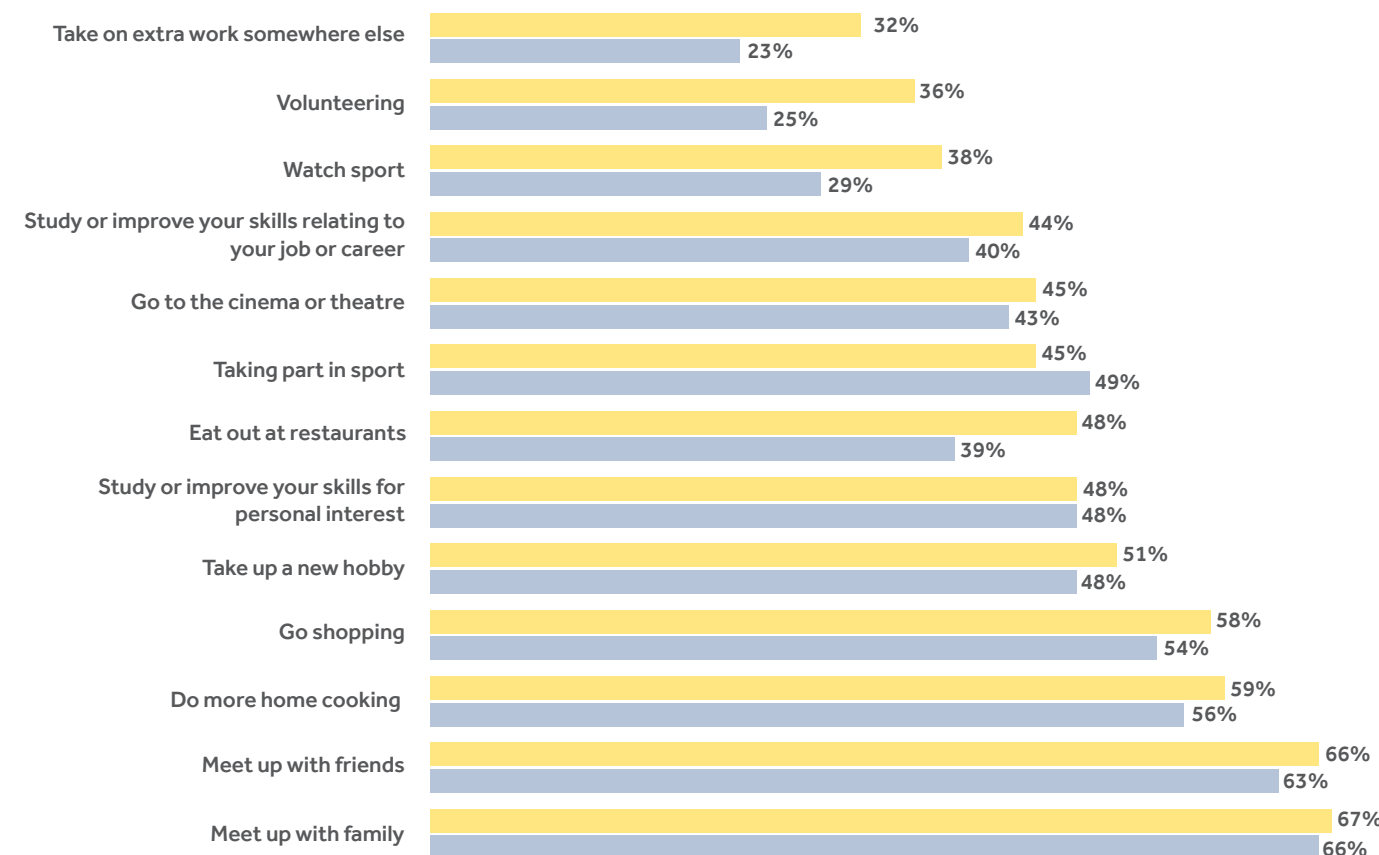
Some employees may feel now enabled to undertake multiple jobs; others that they should earn more for what they can effectively produce; some may think more carefully now about the need and cost of services they have typically outsourced because of lack of time. It seems clearer - now more than ever - that time means money when it is owned.



Dr Miriam Marra
Associate Professor of Finance

691 miles

number of miles of commuting that could be reduced if all organisations introduced a four-day working week



Graph above shows quite likely and very likely.

2021 2019

Concerns about the four-day week have reduced



The COVID-19 pandemic has brought the digital divide into the limelight so employers need to think about how decisions about flexible working practices can have profound effects on workers, for good or bad. Employees who are at the intersection of social categories like gender and race are likely to have qualitatively different experiences of the workplace, which in turn could feed into engagement and productivity or disengagement and what we now know as 'the Great Resignation'.



Dr Yemisi Bolade-Ogunfodun
Lecturer in Organisational Behaviour

There is some inevitable resistance to implementing a new way of working. Reducing the working week has its drawbacks and may not work for all companies. For example, for those organisations that need to provide customer service beyond standard office hours, a reduction in employee availability would have huge implications.

Many employers believe that incorporating such shifts would be complicated to put into practice, while about 40% of employees would not opt for this way of working if they felt their employer didn't support it properly. What becomes clear is that any shift towards a flexible working week needs to be thought through and planned thoroughly.

Practical issues

Our previous research in 2019 found that the biggest barrier to implementing a four-day week for businesses was concerns about being available for the customer (82%). While still a concern, the pandemic has caused this number to drop, and now employers are less concerned about availability to the customer being a barrier to implementing a four-day week (75%).

For some employers, albeit a decreasing number, the benefits are either unnecessary or not substantial enough to warrant implementation. Others are concerned that reducing employee availability meant they would need to employ more staff to cover (65% in 2021 down from 80%), which would affect business profitability. It was also the

case that 47% of employers considered that managing a four-day week would be logistically problematic in 2021, up from 39% in 2019.

75%

of businesses who have not implemented a four-day week say being available to customers is the biggest barrier

Employers are also recognising that a four-day week doesn't necessarily mean rising staff costs. 82% of firms who were not offering a four-day working week to employees in 2019 harboured concerns that any productivity gains from implementing a four-day week would be outweighed by the rise staff costs required to implement the policy. However, two years on, while profitability concerns remain, this figure has fallen significantly to 65%.

Implementation and management problems are still considered major issues for businesses that are currently not offering a four-day week. 70% believe it would be too complicated to manage once in place.

Part of the challenge comes from defining what a four-day working week means.

70%

of businesses believe a four-day working week would be too complicated to manage

There is a lack of clarity in who chooses which day off an employee gets – the employer or the employee. Some businesses think of it as a reduction in hours whereas others think of it as compressing the same number of hours into a shorter timeframe. The challenge becomes how to implement a system that ensures consistency and fairness for all.



We are all probably aware that tackling discrimination is a good thing for an organisation, and leaders intuitively know that organisations who embed equity, diversity, and inclusion directly into their transformations will probably outperform those organisations who don't. So, as we consider a four-day week or flexible working, we also need to ensure women and minority groups work on a level playing field as an imperative. Specifically, leaders need to urgently work on both anti-discrimination and equitable practices, or they are at risk of further excluding marginalised employees, customers and stakeholders – and the impact of that on businesses that is frankly, enormous.



Dr Naeema Pasha
Director of Equity, Diversity and Inclusion



Concerns about the four-day week have reduced (cont'd)



Personnel issues

The good news is that employers are increasingly overcoming these practical obstacles, and the major stumbling blocks are now mainly with personnel. Many employers are struggling to implement an option for all employees to take up a four-day week, leading to simmering resentment that has the potential to undermine the policy.

The biggest barrier in 2021 was the view that implementing a four-day week might cause resentment among other staff whose jobs make it more difficult to work only four days with about 40% of employers who had not implemented the policy citing this reason as making offering a four-day week "very difficult", up from 31% in 2019.



It is time to re-think equality and inclusiveness, to create a workplace where both flexible and full-time employees' voices are heard, where original ideas and productivity are highly rewarded over presenteeism.

Dr Miriam Marra
Associate Professor of Finance



Tips for overcoming the barriers to implementing four-day week

If an employer is considering introducing a four-day working week, any programme must have clear guidelines and management processes to maintain workplace harmony. Indeed, based on our experience, we would recommend that companies interested in implementing the policy start slow.

Starting with a particular department or subsidiary for a limited time can be a good way to test the water and assess the preliminary results of this change, making sure that managers and employees are all on the same page.

It is also critical to carefully collate outcomes to illustrate benefits to facilitate the wider roll out that is now happening in some companies. Indeed, our recent work showed that 40% of employees would be put off by the idea altogether if their employer didn't provide fulsome help in managing the implementation of a four-day week.

Given the benefits that our work has highlighted in this and our earlier report, we suggest that there may be negative effects in the short term on both employees and employers if these implementation guidelines are ignored. More problematically, failures to find gains could undermine future political will to undertake reform.

But it is not only employers who are concerned. Employees are concerned how their employers would view their decision to lobby for a shorter week with almost half of employees (45%) considering that they would be put off moving to a four-day week if they were perceived as lazy by colleagues and a third (35%) would be concerned about handing over their work to colleagues.

Whilst the challenges and concerns of employees highlighted in our 2019 research have by no means disappeared, the pandemic has made employers and employees generally less sceptical about the practicalities of a four-day working week.



The implementation of a four-day working week could be done through a stepwise approach. One could follow the example of the recent trials in Iceland where working hours were reduced with significant positive implications for employees and employers. Businesses could assess how reducing working hours is working for them and consider moving progressively to a four-day working week.

Dr Rita Fontinha
Associate Professor in Strategic Human Resource Management





flexible alternatives are the most popular?

Four-day week still on top

We asked respondents to rate how attractive different flexible working options were to them personally and found that most people would prefer a four-day working week where they could either choose the fifth day off (71% in 2019; 69% in 2021) or where the fifth day off would be a Friday or Monday (72% in 2019; 61% in 2021). Working full-time hours but being able to choose when they do them, and being able to work from home whenever needed, were the second most popular options.

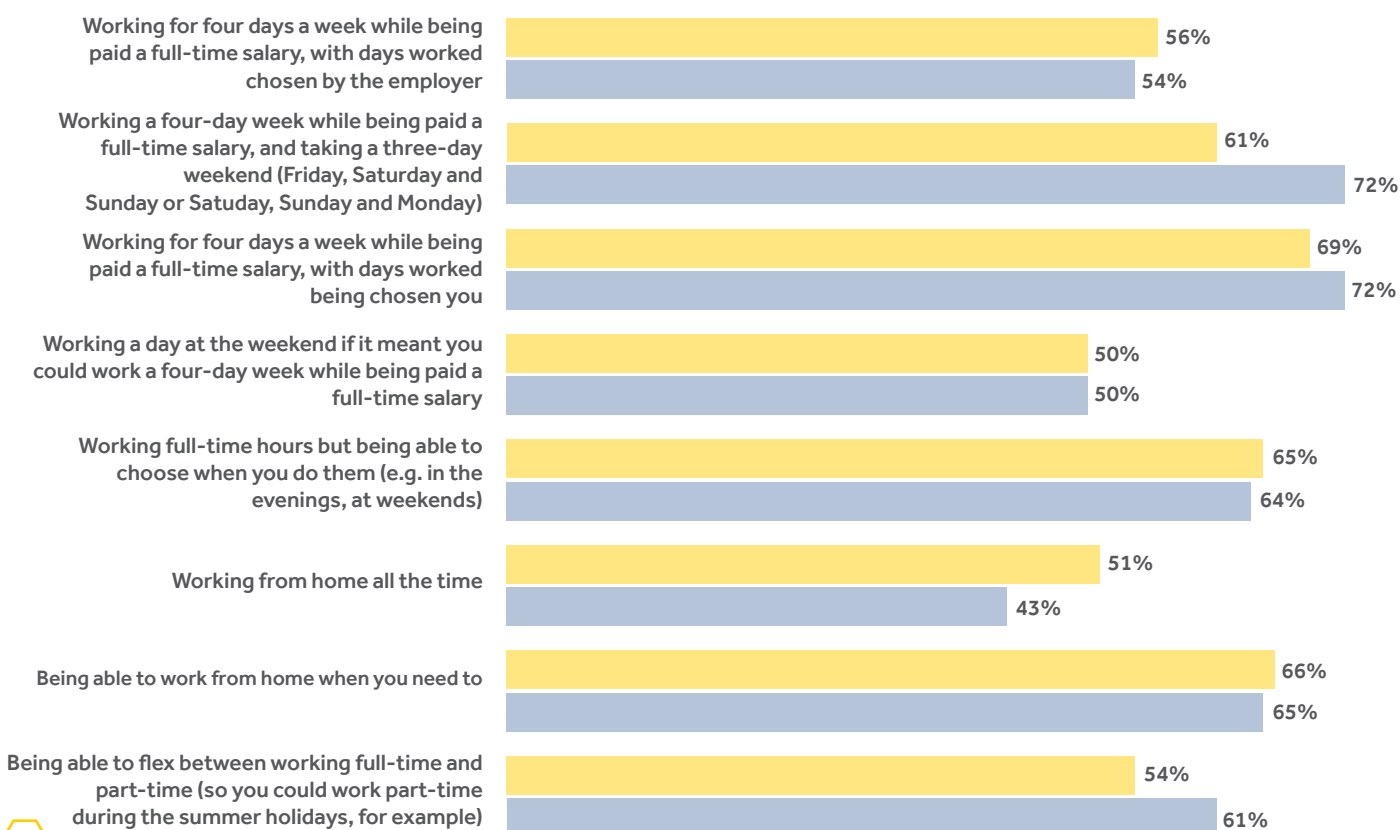
Working from home all the time was the least favourable option, but it gained a significant

number of extra supporters after the pandemic. While 43% of respondents found this option attractive in 2019, this percentage rose to 51% in 2021.

Demographic divides

Considering group differences in 2021, we found that women were significantly more willing to engage in any given alternative working option, when compared to men, who are likely to prefer more traditional working arrangements. In particular, 79% of women found a four-day working week attractive for them personally, while only 61% of men had the same opinion.

Percentage of workers finding these flexible working options attractive 2021 2019



To reap the fruits of flexibility at the workplace, policymakers and managers need to establish a culture and system which emphasise the contribution of individuals regardless of their personal background, such as age, gender, race, or sexual orientation.

Dr Washika Haak-Saheem
Associate Professor in Human Resource Management



Alternative working options were also preferable among both the younger and the older working population. We also found that those on permanent contracts (58%) were more likely to prefer a four-day working week where the fifth day off would be either a Friday or another day of their choice, when compared to temporary workers (55%). No other significant differences were found between permanent and temporary workers. We also found no significant differences based on the number of days per week respondents currently worked.

We also found some regional differences, where individuals in the North East, Scotland and Northern Ireland were more attracted to any version of the four-day working week (66% across these regions), whereas people in Greater London and the South East were more interested in the options of working full time flexibly or working from home when they needed to.

Job sharing, flexi-time, and compressed hours are just some of the ways businesses are showing flexibility. While this approach was once a benefit extended mostly to parents and carers, it is now crossing over into the mainstream as personal priorities and lifestyles change. Countries such as the Netherlands have already passed legislation to make access to flexible hours and work location easier for employees, and the UK is looking to follow in light of the of the demand for a more flexible approach.

The value of flexibility

Given the scale of the benefits to both employers and employees an important issue is who will be able to appropriate the gains?

One consistent factor that our work has highlighted is that both employees and employers share a mutual disdain for commuting, with 62% of employees and 68% viewing this as key reason to work from home. Other than the time of commuting, costs are high, and the inherent unpredictability of travel often force commuters to leave earlier than they would like, with these effects often being magnified by distance.



Employers have had an opportunity to look at how flexibility altered their bottom lines, and both employers and employees have evaluated how the experience has altered their working lives.

Professor James Walker
Director of Research



This begs the question: how much would employers and employees be willing to pay to avoid the daily grind? We assessed this by asking who would be willing to take a reduction in pay to work from home. We found that 27% of employees and 35% of employers would be willing to have a pay cut so they could work from home.

Not only were a substantial minority of employees and employers willing to reduce their take-home pay, but those who were willing to do so were also willing to pay a significant amount to do so. Indeed, employees were willing to accept a reduction in salary of £3,500 per annum while employers would be prepared to take home £3,400 less per annum.

These large sums highlight the high value placed on flexibility but may also point to potential future dilemmas and ethical issues surrounding employment policy. For example, how reasonable is it for employers to ask employees to take reductions in pay even if they are willing to do so themselves? Employers are already making savings on office space and climate control after all and benefiting in a host of other respects. And if so, benefiting employees also benefits employer's bottom line, why should employees pay the price? It may be the flexible workplace revolution may not always be a smooth ride.

Trends accelerated by the pandemic

Other than a desire for flexibility, what are the other key changes in the workplace since the pandemic? Three stand out. First, attitudes to age diversity in the workplace have altered, with diversity being increasingly celebrated. Second, there are more indications that employees want to exercise greater autonomy in the workplace. And third being able to take on a portfolio career.

The generation gap narrows

In our earlier report, [Four Better or Four Worse](#), we drilled into the difference between generations and how this had an important role to play in driving change, but raised its own challenges. A lack of trust and appreciation across generations was found to be a feature of many workplaces.

One fascinating change during the pandemic is that generations have been brought closer together, with age diversity taking on a positive dimension. While 29% considered that a mix of ages in the workplace was a deciding factor in choosing to work for an employer in 2019, this rose to more than 42% employees in 2021. These shifts perhaps mirror wider society where diversity has been lauded and inequality put under the spotlight.

The pandemic has also shifted how the generations prioritise their working lives with careers increasingly being seen, first and foremost, about making a living. This change occurred across all generations of employees, but what was interesting is that there was a convergence of opinion. Prior to the pandemic, Baby Boomers

(those over the age of 55) were more likely to see their careers as being more than simply “a way to make a living” and actually having an important role in shaping how they define themselves. But after the pandemic there was no real difference across the four generations (Baby Boomers, Generation X, Millennials and Gen Z) as older generations deprioritised their careers, while younger generations prioritised them leading to a convergence of opinion.

Additionally, while the proportion of Baby Boomers whose priority was pay and benefits was identical to what it was in 2019 (65%), it had grown in importance for Gen X and Millennials and Gen Z. Employers have more to do to satisfy their employees.

There's nearly enough variation in work and lifestyle preferences within generations as across generations. Only when organisations move away from the 'one size fits all' approach that they can really benefit from an age-intelligent workplace, where people from different generations can collaborate and contribute to achieving greater results.

Dr Tatiana Rowson
Lecturer in Coaching



Before the pandemic it was mainly the younger generations who wanted autonomy, mastery and purpose. But now the shared experience of the pandemic has raised the stakes with all generations wanting to express themselves in the workplace. A four-day week could be a way of achieving that if it makes them feel trusted, empowered, and energised in the workplace.

Professor Ben Laker
Professor of Leadership



Encouraging autonomy: tech and workwear

The way businesses use technology could be another way to improve inter-generational working. This is particularly true over the pandemic where, regardless of age, using IT was normalised. Two-thirds of business leaders (66%) believe that adapting technology to the needs of each generation is important. In the past they also acknowledged that it is hard to keep pace with the technology demands of younger workers. However, what has changed over the pandemic is that it is no longer predominantly young workers who are keen to be assertive when it comes to the technology they use.

Where previously employees were happy to let the employer choose the technology (such as a mobile phone), a growing number are wanting to take charge (a rise of 50%). While prior to the pandemic it was Gen Z, raised in an 'always on, always connected' environment, cite the ability to choose their own technology as a driver of where they want to work (75% in 2021 up from 66% in 2019). Providing employees with greater autonomy over their working methods is a quick win for employers. But while it remains the case that Gen Z are plugged in, increasingly, so is everyone else. The majority of Baby Boomers also want to assert their autonomy in choosing

the technology they prefer. Technology and ways of working matter in the workspace itself. Increasingly workplaces are being designed for greater inter-connectedness and to foster collaboration that followed the experience of remote work over the pandemic.

It is not only IT where employees are looking to assert their autonomy. For example, we found that 34%, more than a third more employees than in 2019, wanted to wear whatever they liked at work.



When people from different generations are allowed to express their individuality, while retaining a sense of connection with the organisation, knowledge exchange and innovation are the expected consequences.

Dr Tatiana Rowson
Lecturer in Coaching



Not only are generations wanting to exert independence and autonomy, but this desire has increased markedly across the board, becoming a key driver in the choices of employees as to where they want to work. Employers who have 'talked the talk' about wishing to enable their employees to express themselves may increasingly need to be 'walking the walk' to retain them.

The rise of the portfolio career

Businesses recognise that their potential employees expect portfolio careers (having more than one job) to be the norm. We witnessed a rise in employees who consider having a 'portfolio' career, with several jobs or employers, a "desirable way to live" (30% in 2019 v 37% in 2021). This desire for flexibility connects back to our research into the growth of the ['Side Hustle Economy'](#) (2018).

About the study

The research set out to investigate flexible working and the four-day week and comprised a rigorous and large-scale investigation of the scale, nature and impact of changing working practices across the UK in November 2021.

Henley Business School worked with independent insights firm Delineate, and their sister fieldwork company opinion.life, who were commissioned to conduct the surveys in partnership with the Business School, whose experts provided commentary and analysis on the findings.

Two quantitative online surveys were conducted in November 2021 with the following audiences:

Business Leaders

- A national sample of 500 C-suite UK business leaders and owners
- The sample was structured to achieve representation across business sizes, with the following distribution of employees: Zero – 73, Micro (1-9) – 42, Small (10-49) – 70, Medium (50-249) – 87, Large (250+) – 227
- Financial contributions are calculated using a weighting scheme data based on ONS company turnover data
- The margin of error for a sample of n=500 +/- 4.4% at the 95% confidence level.

Working People

- A base sample of 2,000 UK employed adults aged 16+, which was nationally representative by age, gender and region (Source: ONS), regardless of working status
- The margin of error for a sample of n=2,000 is +/- 2.2% at the 95% confidence level. Survey participants were selected from online consumer panels and then invited to complete the online survey by mobile or computer.

Key definitions

'Four-day week' refers to the working pattern where businesses offer some or all of their staff the ability to work for four days while still being paid a full-time salary. We include businesses where four-day weeks are only offered to some staff (e.g. senior management). We are neutral about the number of hours worked, hence our definition includes compressed hours patterns, where full-time working hours may be fitted into four days.

Cost-saving estimates: Business leaders were asked to estimate, taking everything into account (including changes in productivity, employee satisfaction, business running costs, etc) the impact that offering employees a four-day week had on their costs. They were asked to express the change in cost in terms of percentage of turnover. The data was summarised in bands by organisation size and percentage change and applied to total UK organisational turnover by employee size band¹ to enumerate the net cost change in UK£.

¹ Source: Business Population Estimates for the UK and Regions, Department for Business, Energy and Industrial Strategy, 2021.

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