

Internal Memo: Considering a Shift to a 32-Hour Workweek

This memo summarizes key research and evidence surrounding the 32-hour (four-day) workweek. It is intended to inform leadership discussions about the potential benefits, risks, and implementation considerations of adopting this model within our organization.

Key Benefits (Supported by Global Trials)

1. **Improved Wellbeing:** Trials in Iceland, the UK, and New Zealand reported lower stress, reduced burnout, and improved work-life balance for employees.
2. **Maintained or Increased Productivity:** Microsoft Japan and 4 Day Week Global pilots showed productivity gains of 20–40%, driven by fewer meetings and clearer focus.
3. **Recruitment and Retention:** Companies reported higher applicant interest, reduced turnover, and fewer sick days after implementation.
4. **Environmental & Cost Benefits:** Fewer commuting days and reduced facility use lower energy consumption and operational costs.

Risks and Considerations

1. **Not Feasible for All Roles:** Customer service, healthcare, and other 24/7 operations require modified shift structures or additional staffing.
2. **Work Intensification:** Productivity must come from improved processes, not compressed hours.
3. **Transition Costs:** Workflow redesign, training, and client communication require investment.
4. **Equity Concerns:** Hourly or shift-based workers may need special adjustments to ensure fairness.

Recommendations for Leadership

1. Launch a **3–6 month pilot program** with selected teams.
2. Maintain **full pay** during the trial to measure true productivity impact.
3. Focus on **output-based performance metrics** (deliverables, client satisfaction).
4. Gather data on **revenue, absenteeism, turnover, and employee wellbeing**.
5. Conduct transparent reviews and adapt the model based on outcomes.

A carefully designed 32-hour workweek can enhance employee wellbeing and maintain productivity. However, successful adoption depends on thoughtful pilot design, transparent metrics, and sector-specific adaptations. Leadership is encouraged to explore a small-scale trial to evaluate feasibility within our organization's unique operational context.