



Brazil

4 Day Week Pilot in Brazil Final Pilot Report

August 2024

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This report is developed by 4 Day Week Brazil (4DWB) and Reconnect Happiness at Work & Human Sustainability by Renata Rivetti, Beatriz Lerer, and Thiago Perrone; and Fundação Getulio Vargas School of Business Administration of São Paulo (FGV-EAESP) with researchers Dr. Paul Ferreira and Dr. Fernando Deodato Domingos. We appreciate the support of Gabriela Brasil and the entire 4 Day Week Global team, Dr. Rita Fontinha from Henley Business School, Dr. Pedro Gomes from Birkbeck, University of London, and the research team from Boston College. We also thank our partners We Work, supporting work flexibility, and Clementino & Teixeira, offering legal advisory for the execution of this pilot.

4 Day Week Brazil is the local partner of 4 Day Week Global, a non-profit organization that manages pilot programs, works with governments to define policies, and facilitates research, as demonstrated in this report.

1 Introduction

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Happiness at Work & Human Sustainability

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 **FGV EAESP**

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 **Birkbeck**
UNIVERSITY OF LONDON

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COLLEGE

Introduction

4 Day Week in Brazil

Around the world, technological evolution and social changes have brought the 4 day week to the forefront as a promising strategy to improve employee well-being and increase company productivity.

Pilots have been tested and proven in several countries, including the United Kingdom, Ireland, Australasia, and the United States. Now, Brazil is conducting its pilot for the first time.

This initiative places Brazil at the forefront, making it the first in South America to explore new forms of work organization, standing out as a pioneer in this field.

It's important to emphasize that the 4 day week goes beyond reducing working hours; it involves a structural redesign within companies, reviewing processes, time utilization, how work is performed, the prevailing culture, and how relationships are lived.

The participating companies in the pilot adopt the 4 Day Week Global's 100-80-100™ model as a foundation: 100% of salary, 80% of working hours, and 100% of productivity.

Before starting the pilot, the leadership was interviewed by the research team to understand the main reasons for the companies' participation in the 4 day week pilot. The key reasons highlighted were addressing the challenges of attracting and retaining talent, improving productivity and engagement, enhancing employees' quality of life, and promoting a change in the way work is done.

Expectations include a reduction in employee turnover, facilitation in attracting talent, promotion of employee well-being with a better quality of life, a high level of engagement and productivity, continuous improvement in deliveries and customer service, and the desire to continue with the 4 day week even after the pilot's conclusion.

Introduction

4 Day Week in Brazil

In this report, we will explore whether the mentioned needs and expectations were met during the pilot period, checking if the objectives were achieved and what the real impacts of implementing the 4 day week were.

This new work model is being tested through 4 Day Week Brazil (4DWB), a pioneering initiative by Reconnect Happiness at Work & Human Sustainability, led by Renata Rivetti.

This report will explore the insights and findings from the companies that underwent the six-month 4 day week pilot, highlighting the main results in quantitative data and qualitative perceptions, the challenges faced, the lessons learned, and the emerging opportunities on the path towards the 4 day week in Brazil.



2 Methodology 4 Day Week

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Methodology

4 Day Week

This report was prepared at the conclusion of a six-month pilot testing the implementation of the 4 day week in Brazil.

- Announcement and recruitment

The 4 day week pilot was announced in May 2023, initiating the recruitment of companies in Brazil, with media communication. Between June and July 2023, four information and clarification sessions were held for interested companies. These sessions were crucial in explaining the concept and objectives of the pilot, and preparing companies for the next steps, conducted by Renata Rivetti and Gabriela Brasil, with guest companies that had already experimented with the model or were already interested.

Onboarding

In August and September 2023, the integration of the participating companies took place. This stage was important to align expectations and provide a clear view of the project timeline and requirements, as well as the presentation of the companies.

Preparation and planning

During the preparation phase, from September to December 2023, nine masterclass sessions were held covering essential topics for the implementation of the 4 day week, such as:

- Overview and Future of Work with the pilot director Alex Soojung-Kim Pang
- Productivity and Time Management Techniques with Gabriela Brasil, Head of Community at 4 Day Week Global
- Legal Advisory Session with Clementino & Teixeira Advocacia
- Well-Being and Job Satisfaction conducted by Renata Rivetti
- Research and Evaluation with Rita Fontinha and Pedro Gomes

In addition to the masterclasses, three Q&A sessions were held, ensuring that all companies were well-prepared for the implementation phase.

Methodology

4 Day Week



Implementation and trial

From January to June 2024, companies tested the implementation of the 4 day week with the freedom to adapt the format according to their needs, provided they maintained unchanged salaries and significantly reduced working hours.

During this phase, six follow-up sessions were held. These meetings included facilitation, networking, Q&A sessions, and workshops on improvements with artificial intelligence. These sessions were designed to monitor progress, share experiences, and solve problems as they arose.



Research and evaluation

In December 2023, the first quantitative questionnaire was completed by all employees of the participating companies. This questionnaire served as the basis for the entire study. Semi-structured qualitative interviews were also conducted with company leaders and founders. In April 2024, a mid-pilot survey was conducted to assess the project's progress. In June 2024, the final pilot survey was conducted, collecting detailed data on the impacts of the 4 day week on companies and employees, as well as qualitative interviews with leaders and founders.



Global community

Participating companies also had access to a global community of 4 day week pilots, where they could share digital resources, experiences, and participate in recorded courses with founders and facilitators.

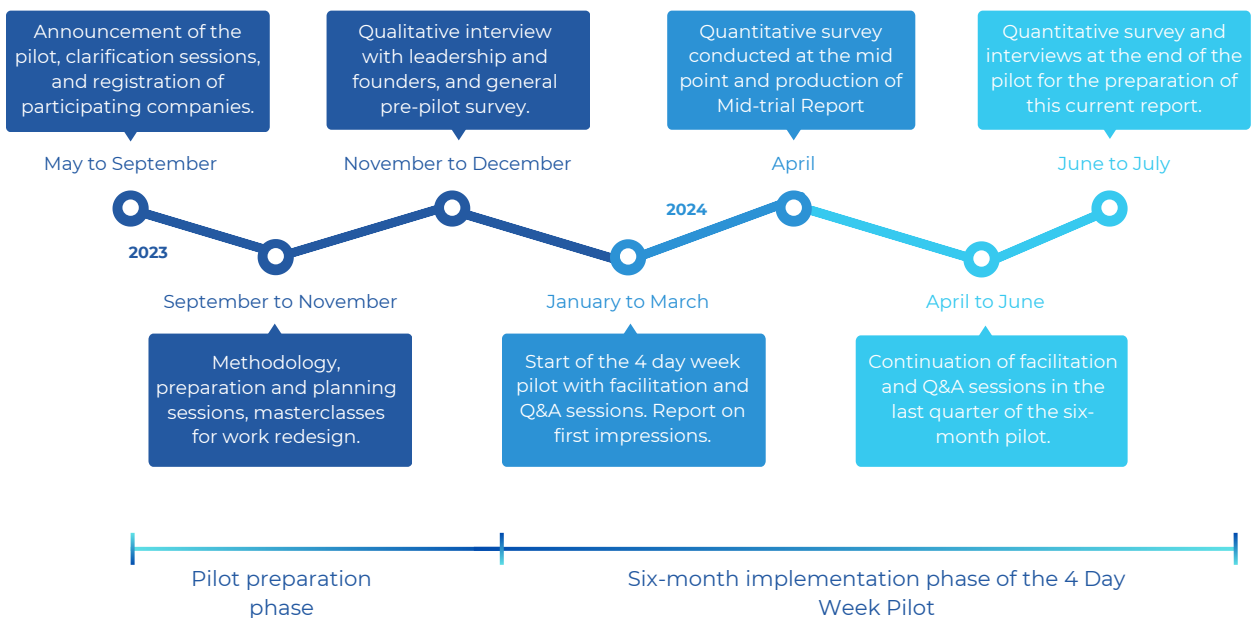
Methodology

4 Day Week

Program Summary

The program had a total duration of nine months, with three months of intensive preparation and six months of practical implementation of the 4 day week. This structured process ensured that participating companies could adequately adapt to the new work format, maintaining competitiveness and employee well-being.

4 Day Week Brazil



After completing the six-month pilot, participating companies evaluated the results and could decide whether to make it permanent, extend the pilot for a few more months and revisit the decision, continue the 4 day week depending on performance, or return to the pre-pilot schedule.

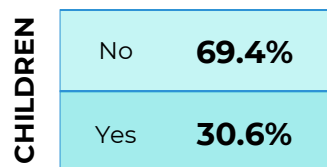
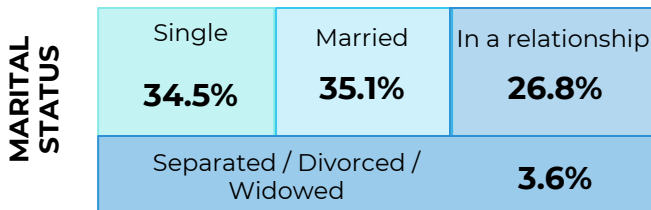
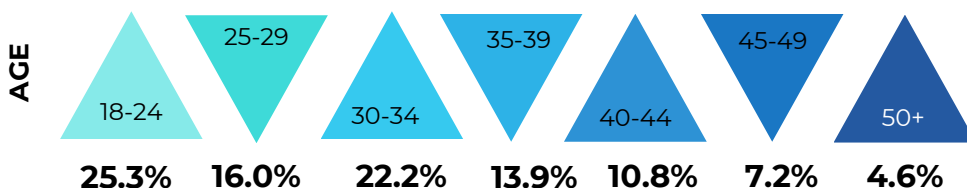
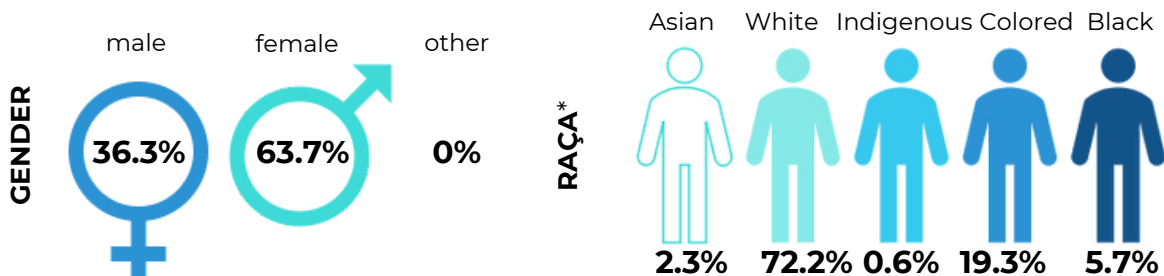
3 Final Quantitative Results



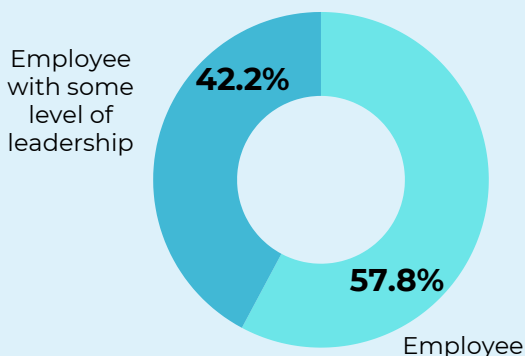
Final Results

Socio-demographic

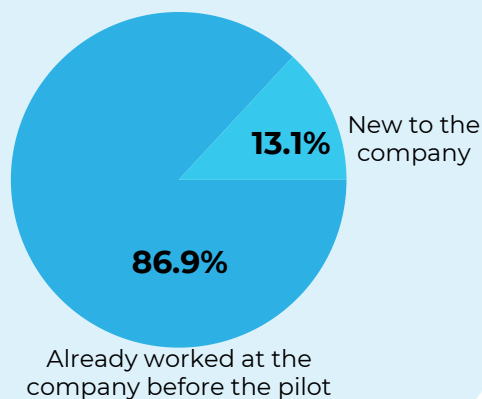
Demographic variables



LEADERSHIP



NEW TO THE COMPANY



Final Results

Overview of the Companies

In Brazil, 21 companies participated in the 4 day week pilot with around 280 employees. One company located in Rio Grande do Sul was affected by the flood tragedy and withdrew from the pilot, while another decided to pause due to a change in leadership. Thus, 19 companies completed the six-month implementation of the 4 day week.

were in the pilot starting January 2024

21

companies

280

workers

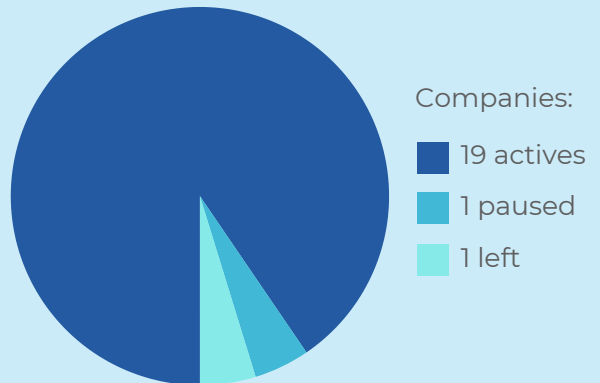
completed the pilot in July 2024

19

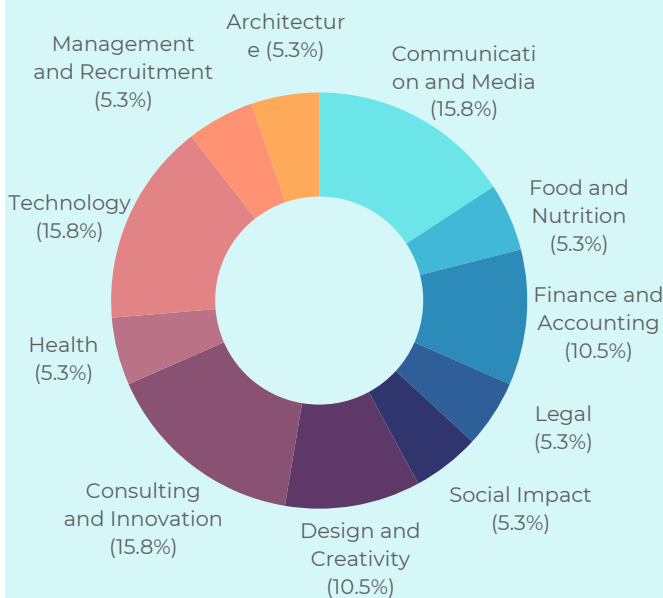
companies

252

workers



Company Sectors



Company Locations



The companies are primarily located in the capitals and major centers of the country across four states (in the cities of São Paulo, Campinas, Rio de Janeiro, Belo Horizonte, and Curitiba).




Final Results

Overview of the Companies

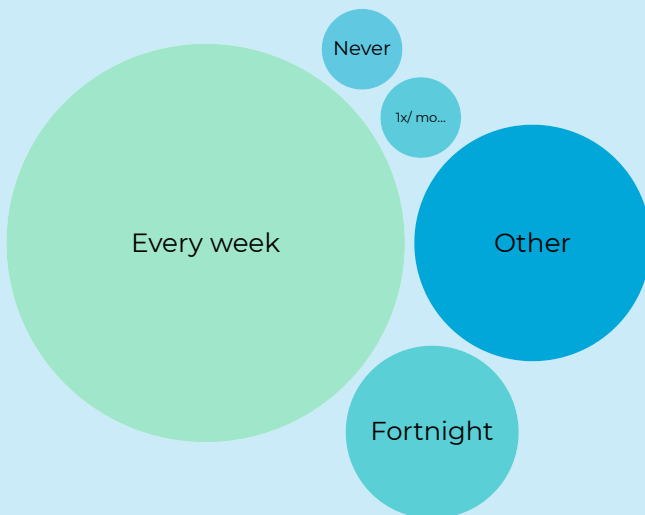
All participants were questioned about their experience with the 4 day week pilot. We analyzed the responses within a scale of 1 to 6 as detractors, 7 to 8 as neutral, and 9 and 10 as promoters.

How is your experience with the 4 day work week?



	 Detractors	 Neutral	 Promoters	Average
Leadership	11%	22%	67%	88%
All	6%	18%	76%	92%

Since the start of the pilot project, how often did you have a 4 day week?



The comments for "Other" included: "Most weeks," "Almost every week, except for one month," "Depends on the project," "Depends on the demand, but usually I have," "Every week except the last one of the month," and "Three weeks in the month."

97.5%

of people would like (very much) for the 4 day week to continue at the company.

Average hours worked per week

Pre-pilot
42.8
hr/week



Post-pilot
36.5
hr/week

Final Results

Key Insights

19

companies active
in the pilot

252

participants
in the pilot

80.2%

of employees
responded

84.4%

satisfaction with
work



**IMPACT AT
WORK**

56.6%

improvement
in project
execution

52.6%

improvement in
meeting
deadlines

80.7%

improvement in
creativity and
innovation

60.3%

improvement in
engagement



**IMPACT ON
WELL-BEING**

87.4%

more energy for
task completion

14.5%

reduction in work-
related stress

45.9%

reduction in end-
of-day fatigue

30.5%

reduction in
weekly anxiety



**IMPACT ON
HEALTH**

72.8%

reduction in
frequent work-
related exhaustion

43.6%

exercised more
than 3x/week

42.0%

increase in those
who sleep more
than 8 hr/night

49.6%

reduction in
insomnia



**IMPACT IN
RELATIONS**

71.3%

increase in
energy for family
and friends

44.4%

consider better
balance between
personal and
professional life

90.1%

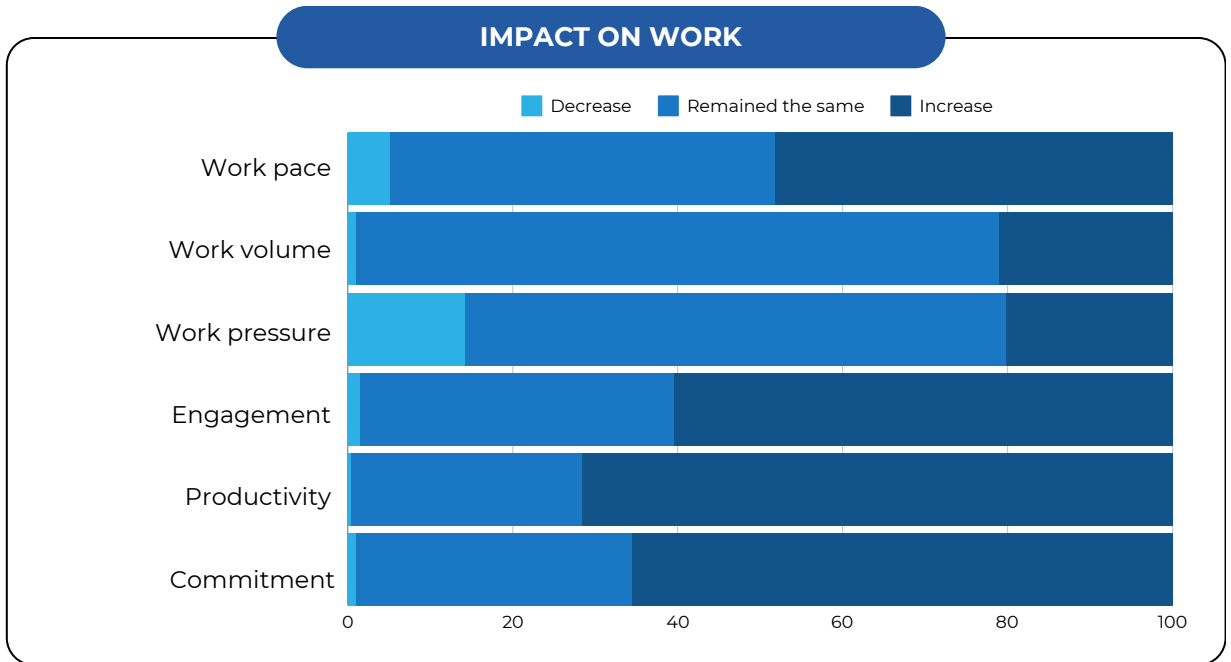
increased
collaboration

49.0%

improvement in the
relationship with
the leadership

Final Results

Six-Month 4DWB Pilot



Nearly half of the participants (48.2%) perceived an increase in their work pace, while 46.6% noticed stability. The volume of work remained constant for 77.9%, with only 1.0% reporting a decrease. Work pressure remained the same for 65.6%, but 20.1% felt an increase. The level of engagement increased for 60.3% of participants, and productivity significantly increased for 71.5%. Commitment to the company also increased for 65.5%.

The collected data indicates that the implementation of the 4 day week brought positive results. Employee productivity and engagement increased significantly, suggesting greater satisfaction and motivation. Commitment to the company also grew, indicating potential strengthening of employee loyalty. Although nearly half perceived an increase in their work pace, work pressure decreased for a significant portion, suggesting that the reduced week did not necessarily increase stress. The stability in work volume for the majority of participants indicates that responsibilities can be effectively managed within a 4 day week.

Final Results

Six-Month 4DWB Pilot



We asked all participants to rate the following aspects on a scale of 1 to 10 on a typical workday:



The results provide an interesting and revealing panorama of workplace dynamics. The average rating for the work pace was 7.9, and the workload received a score of 7.6, indicating a manageable workload even with a 20% reduction in working hours.

On the other hand, work pressure had an average score of 6.0, and the level of stress was relatively low, with an average of 5.3. This suggests a work environment that, although challenging, is not excessively stressful for employees.

Regarding productivity, employees demonstrated efficiency, achieving an average score of 8.4. This high level of productivity is complemented by an equally high engagement level, rated at 8.5, suggesting that employees are not only working effectively but are also deeply engaged in their tasks.

Final Results

Six-Month 4DWB Pilot



Personal accomplishment also stood out, with a score of 8.2, demonstrating that employees find meaning and satisfaction in their daily work.

Overall worker satisfaction was high, with an average of 8.5, reflecting a positive and motivating work environment. Well-being, measured at 8.4, reinforces this perception of a healthy and balanced environment.

The most impressive data point is the level of commitment to the company, which received the highest score of all categories, with an average of 9.2. This result reveals a strong bond of loyalty and dedication from employees towards their organizations, suggesting that implementing the 4 day week may be strengthening ties between workers and their companies.

 **16.7%**

participants stated they **would not change jobs, regardless of the salary offered, to work five days a week.**

 **40.4%**

reported they would need a **salary increase of more than 50% to consider returning to a five-day workweek.**

In addition to asking about a typical workday, participants were also questioned about the value of the 4 day week and the possibility of changing jobs. Notably, 16.7% of participants stated they would not change jobs, regardless of the salary offered, if it meant returning to a five-day workweek.

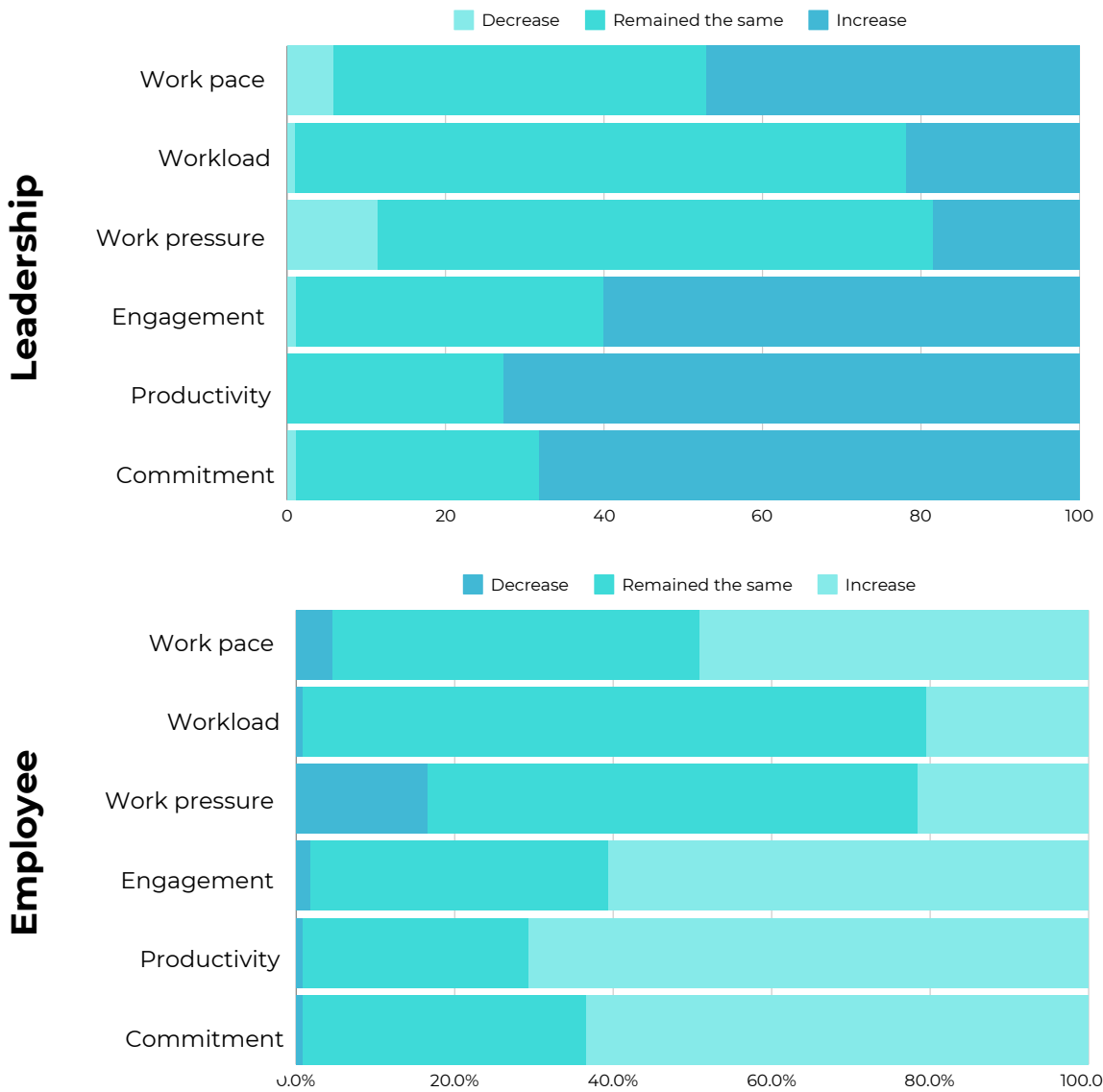
Furthermore, 40.4% reported that they would need a salary increase of more than 50% to consider returning to the old five-day schedule. These numbers confirm the positive impact of the 4 day week, suggesting that the reduction in working days has significant value for employees' quality of life.

Final Results

Six-Month 4DWB Pilot



IMPACT ON WORK: Leader and Employee



Both leaders and employees reported similar experiences in work pace and workload, with a slight increase for employees. Work pressure decreased more for employees. Engagement and productivity increased for both, with leadership showing a slightly higher increase in productivity. Leadership also demonstrated greater commitment to the company. The stability in work pressure among leadership may indicate a better adaptation to the new work format.

Final Results

Six-Month 4DWB Pilot



IMPACT ON WORK

Improvement in company culture



83.2%

Greater sense of purpose and fulfillment at work



86.5%

Increased creativity and innovation in activities



80.7%

More energy to complete tasks



87.4%

Increased collaboration



90.1%

Higher job satisfaction



84.4%

Feeling good about the work they do



82.6%

Frequent pride in their work



85.1%

The implementation of the 4-day work week brought several significant benefits to the company. 83.2% of employees noticed an improvement in company culture, while 80.7% reported an increase in creativity, innovation, and collaboration.

Job satisfaction also increased, with 82.6% of employees feeling good about their tasks and 86.5% finding a greater sense of purpose and fulfillment. Additionally, 87.4% reported having more energy to complete their tasks, 84.5% expressed higher satisfaction with their work, and 85.1% stated that they frequently take pride in what they do.

These data suggest that the 4-day work week not only enhances employees' quality of life but also boosts the efficiency and effectiveness of the company's operations.

Final Results

Six-Month 4DWB Pilot



MITIGATION OF WELL-BEING OFFENDERS

Work is emotionally draining  reduction of **49.8%**

Morning exhaustion thinking about having to go to work  reduction of **64.7%**

Frequently exhausted by the end of the workday  redução de **49.5%**

Feels that each hour of work is slow to pass  reduction of **66.1%**

Frequent frustration with work  reduction of **65.5%**

Frequent feeling of fatigue  reduction of **36.2%**

The data indicate a significant mitigation of factors negatively affecting employee well-being with the implementation of the 4 day week when comparing the start (December 2023) and the end of the pilot (July 2024).

There was a 49.8% reduction in the perception that work is emotionally draining, suggesting a decrease in emotional stress. Additionally, 49.5% of employees reported less fatigue by the end of the workday, pointing to improved energy and disposition after work hours.

Morning exhaustion thinking about going to work decreased by 64.7%, indicating that employees are starting their day with more enthusiasm and less resistance to work. There was also a 66.1% reduction in the feeling that each hour of work drags on, reflecting greater flow and engagement in daily activities.

Frustration with work decreased by 65.5%, and the frequent feeling of fatigue diminished by 36.2%, demonstrating an overall improvement in employees' physical and emotional well-being.

These results suggest that the 4-day workweek is effectively alleviating stress factors and promoting a healthier and more satisfying work environment.

Final Results

Six-Month 4DWB Pilot



Comparison between
December 2023 and
July 2024

30.5%
weekly anxiety
reduction

14.5%
workplace stress
reduction

Between December 2023 and July 2024, there was a significant reduction in both stress and weekly anxiety in the work environment. Stress decreased by 14.5%, while anxiety reduced by 30.5%.

These figures indicate an improvement in employee well-being over this period, potentially reflecting positive changes in organizational policies or practices aimed at enhancing the work environment and employees' mental health.

IMPACT ON WELL-BEING

I have been feeling
cheerful and in
good spirits.

70.1% 

I have been
feeling **calm**
and **relaxed.**

41.8% 

I have been
feeling **active** and
full of **vitality.**

55.5% 

I have been
waking up
feeling **rested.**

49.2% 

Notably, 70.1% of employees reported feeling cheerful and in good spirits, indicating a significant improvement in emotional state. Additionally, 55.5% of employees felt active and full of vitality, showing an increase in energy and enthusiasm for daily activities. Less than half (41.8%) of employees felt calm and relaxed, while 49.2% woke up feeling rested.

Overall, these positive results suggest that the 4 day week is contributing to a happier and more energized work environment, with ongoing opportunities to improve relaxation and rest.

Final Results

Six-Month 4DWB Pilot



IMPACT ON HEALTH

Physical Health **73.7%**
rated it as good to excellent

Mental Health **77.3%**
rated it as good to excellent

The implementation of the 4 day week brought significant impacts on employees' physical and mental health. In the current survey, 73.7% of participants rated their physical health as good to excellent, highlighting the importance of work-life balance for physical well-being.

Additionally, employees' mental health also showed a significant improvement, with 77.3% rating it as good to excellent. These data suggest that transforming work and time not only contributes to productivity and engagement but also promotes a substantial improvement in workers' quality of life, reinforcing the viability and benefits of the 4 day week as a sustainable and human-centered work practice.

How many hours of sleep do you usually get per night?

Pre-pilot
6.7
average hours
per night



Post-pilot
7.0
average hours
per night

Before the implementation of the pilot, participants' average sleep duration was 6.7 hours per night. After the pilot, this average increased to 7.0 hours per night.

This approximately 4.5% increase in average sleep duration indicates a slight improvement in sleep quality among employees. The results suggest that the 4 day week contributed to a better balance between work and rest, promoting healthier habits and overall well-being among workers.

Final Results

Six-Month 4DWB Pilot



Comparison between
December 2023 and
July 2024

72.8%
reduction in frequent
exhaustion due to **work**

49.6%
reduction in **insomnia** or
other sleep issues

We observed a substantial reduction of 72.8% in frequent exhaustion due to work, indicating that employees feel less worn out and overwhelmed.

This reflects a remarkable improvement in work-life balance, providing a healthier and more sustainable work environment.

Additionally, there was a 49.6% decrease in the incidence of insomnia or other sleep issues. This significant improvement in sleep quality suggests that the 4 day week not only alleviates work-related stress but also enhances employees' overall health.

Fewer sleep problems are directly linked to better mental and physical health, resulting in increased productivity and well-being at work.

Healthy Habits



43.6%
exercised more than
3 times/week



42.0%
increase in those sleeping
more than **8 hours/night**

After the 4 day week pilot implementation, 43.6% of participants reported exercising more than three times a week. Moreover, there was a 42% increase in the number of employees who now sleep more than eight hours per night.

These results indicate that reducing working hours not only improves well-being and productivity but also promotes a healthier lifestyle among employees.

Final Results

Six-Month 4DWB Pilot



IMPACT ON SOCIAL



90.1%
greater
collaboration



71.3%
more **energy** for
family and **friends**



49.0%
improvement in
relationship with
manager/**leader**



44.4%
better **balance**
between **personal**
and **professional life**

After the implementation of the 4 day week pilot, there was a 90.1% increase in collaboration among colleagues, indicating a more cohesive and cooperative work environment.

Additionally, nearly half (49.0%) of participants reported an improvement in their relationship with their managers or leaders. This data shows that the 4 day week not only positively impacts employees but also strengthens leadership and work relationships. More effective management and positive work relationships are essential for creating a healthy and productive work environment.

Energy for dedicating to family and friends increased by 71.3%, highlighting that employees have more time and energy for their personal relationships and activities.

Furthermore, 44.4% of employees managed to better balance their personal and professional responsibilities. This result demonstrates that the initiative contributed to overall well-being and greater job satisfaction.

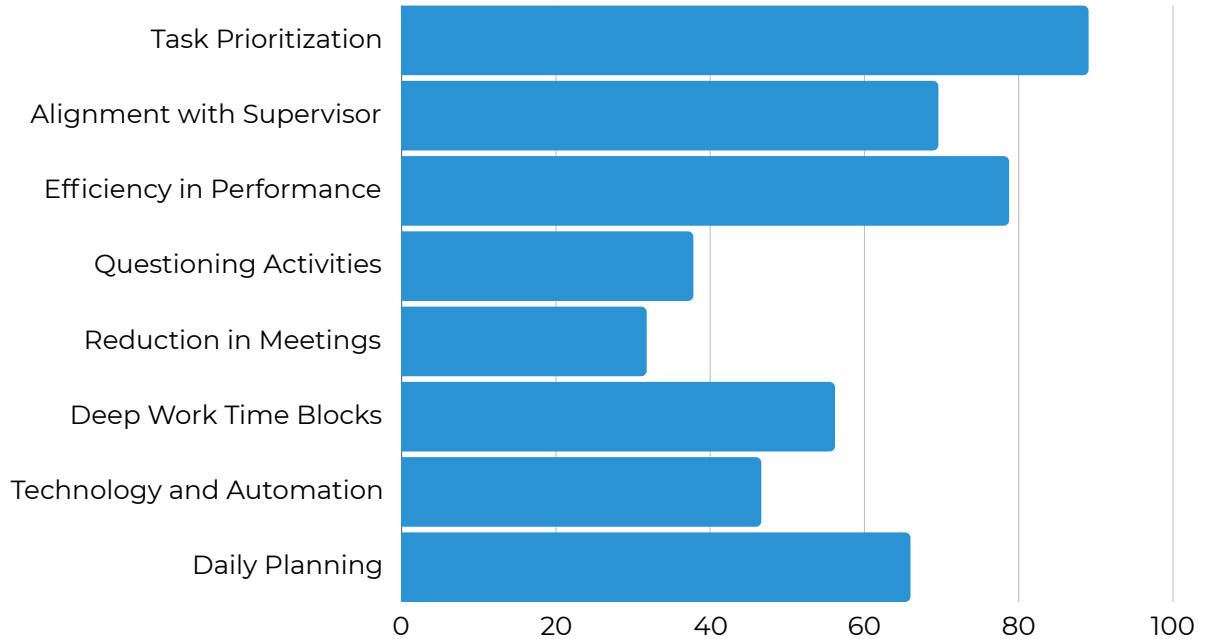
The ability to balance work demands with personal responsibilities is crucial for employees' mental health and happiness, and the 4 day week has proven to be an effective solution for achieving this balance.

Final Results

Six-Month 4DWB Pilot

The 4 day week is much more than just taking a day off or reducing working hours; it is a pilot project aimed at increasing productivity through the redesign of work, time, and relationships.

REDESIGNS IMPLEMENTED



The survey reveals that 89.1% of participants prioritize the most important tasks for their work, while 69.6% align with their supervisors on the most crucial responsibilities. Additionally, 78.8% find more efficient ways to perform their jobs.

However, only 37.8% question tasks or meetings that are not essential for their work, and 31.8% have reduced participation in meetings without a defined agenda.

In terms of focused work, just over half, 56.2%, have set specific blocks of uninterrupted time for deep work.

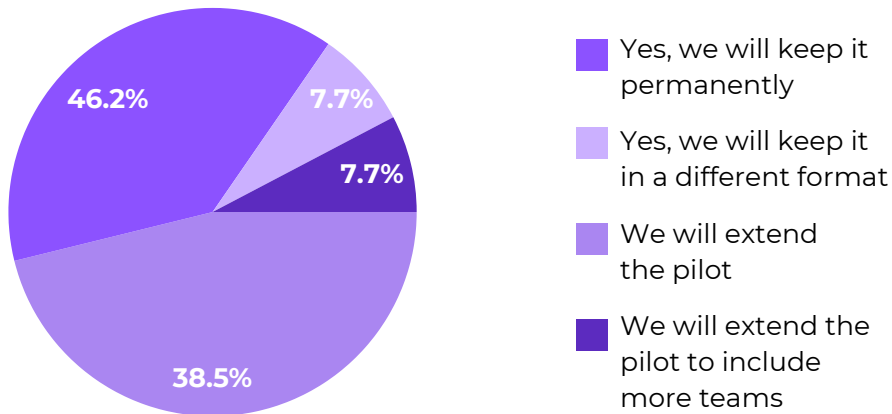
Regarding technology use, 46.6% employ technological tools and artificial intelligence to automate repetitive tasks and improve efficiency. Finally, 66.0% of participants plan and organize their workday in advance to maximize productivity.

Final Results

Six-Month 4DWB Pilot

IMPACT ON BUSINESS

Will companies maintain the 4 day week?



After six months of the pilot, companies evaluated the results and decided whether to keep the model permanently, extend the pilot, adjust based on performance, or return to the previous schedule.

While 46.2% of companies decided to maintain the reduction in hours exactly as it was implemented, reflecting satisfaction with the productivity and well-being results obtained, 38.5% chose to extend the pilot to further assess the long-term impacts, ensuring a more robust analysis before making a final decision.

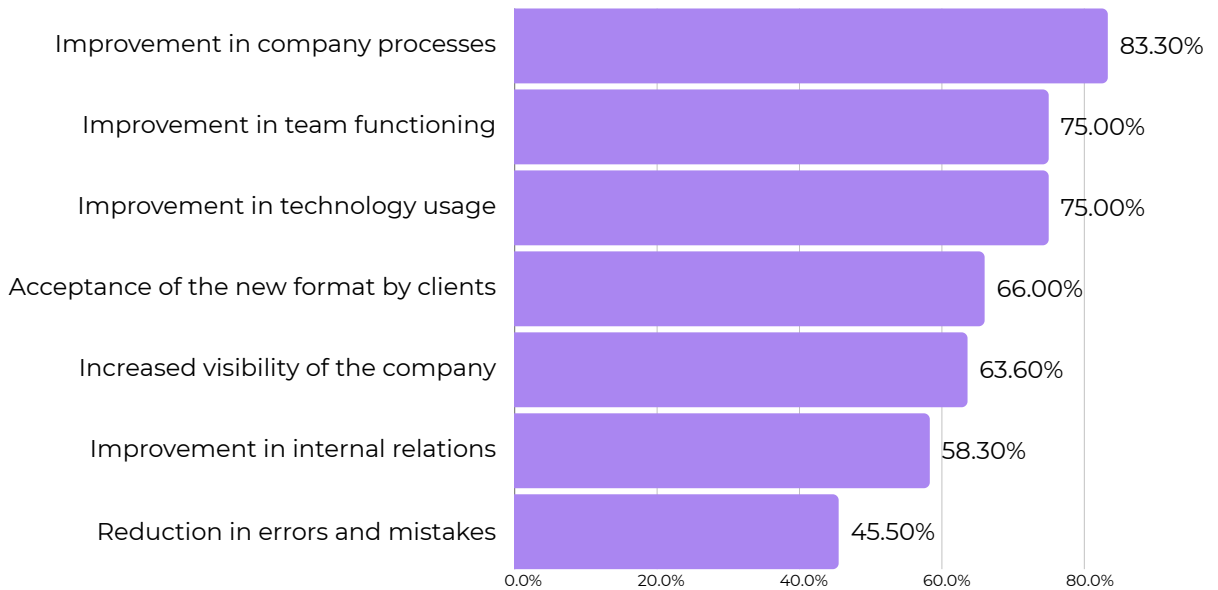
On the other hand, 7.7% of companies plan to expand the experience to new teams, and another equal share is considering adjustments to the format, such as a day off every two weeks.

These decisions reflect a search for flexibility to meet the specific needs of each organization, balancing the benefits of a 4 day week with operational demands. Overall, the willingness to maintain or adapt the model indicates a positive recognition of the gains achieved through reduced working hours.

Final Results

Six-Month 4DWB Pilot

According to senior leadership, the 4 day week



The collected data reveal a series of positive impacts associated with the implementation of the 4-day workweek in participating companies. Most companies, 83.3%, noted improvements in internal processes, suggesting increased operational efficiency. There were also many reports, 75%, of optimization in team functioning.

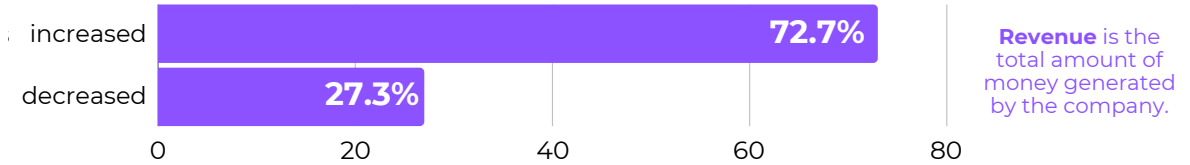
Additionally, technology usage was improved for 75% of the companies, indicating a successful adaptation to new work demands. The acceptance of the new format by clients was recorded in 66% of the companies, suggesting a positive adaptation to the new work model.

It was also true that 63.6% of the companies noted an increase in brand visibility, indicating that innovation in the work format contributed to greater exposure and market recognition. Regarding internal dynamics, 58.3% of the companies observed an improvement in internal relations, reflecting a more collaborative work environment. The reduction in errors and mistakes was highlighted by 45.5% of the companies reporting progress, though this improvement is less pronounced compared to other areas.

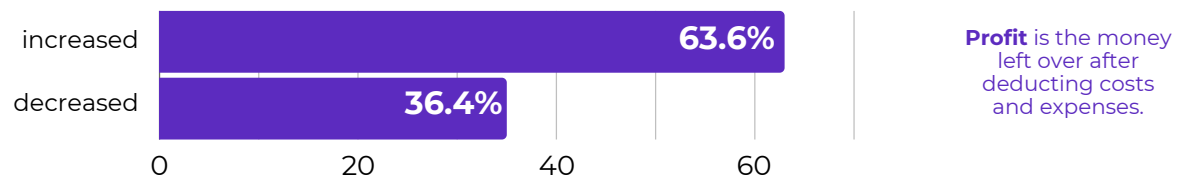
Final Results

Six-Month 4DWB Pilot

Revenue for the first 6 months of 2024, and comparison with the same period in 2023:



Profits for the first 6 months of 2024, and comparison with the same period in 2023:



The financial data for the first 6 months of 2024, compared with the same period in 2023, reveal that most (72.7%) of the participating companies observed an increase in revenue, while 27.3% experienced a decrease. In terms of profits, 63.6% of the companies reported growth, and 36.4% faced a reduction.

Although these positive results are noteworthy, it is important to recognize that the improvement in revenue and profits cannot be attributed solely to the implementation of the 4 day week.

Did you have to **hire more people specifically** for the 4 Day Week pilot ?

66.7%
No

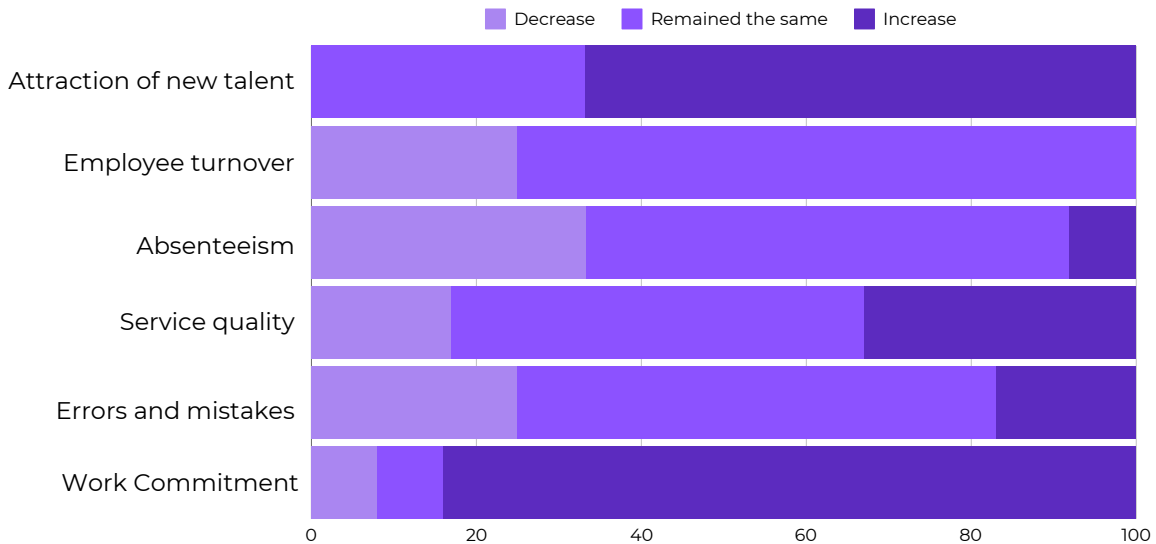


33.3%
Yes

During the pilot, most companies (66.7%) managed to adjust their operations without the need for new hires. About one-third (33.3%) of the companies needed to bolster their teams to meet the pilot's demands. This indicates that, overall, the companies were able to optimize the use of existing human resources, demonstrating efficiency in reorganizing and managing processes to implement the new work schedule.

Final Results

Six-Month 4DWB Pilot



The ability to attract and recruit new talent improved significantly, with 66.7% of companies reporting an increase. Employee turnover remained stable for 75% of companies and decreased for 25%.

Regarding absenteeism, 58.3% of companies observed stability, with slightly more than a third (33.3%) noting a reduction.

Service quality also showed balance, with 50% of companies maintaining quality, while more than a third reported an improvement, and 16.7% indicated a decline.

Finally, the 4 day week had a positive impact on employee commitment, with 83.3% of companies reporting a significant increase. This suggests that the new model may be fostering greater dedication and motivation among employees.

Although some aspects, such as the reduction of errors and mistakes, showed only maintenance or slight improvement, the increase in commitment and attraction of talent are promising indicators of the success of the implementation.

Final Results

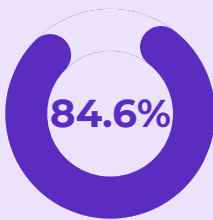
Six-Month 4DWB Pilot

During the evaluation phase, directors, founders, and senior leadership were consulted through interviews and specific questionnaires to determine if they would recommend the 4 day week to other companies.

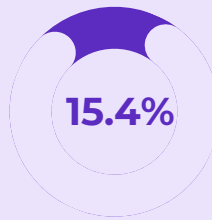


senior leadership would **recommend** this **initiative** to other **companies**

The analysis of feedback from senior leadership also revealed that 84.6% believe that participating in the pilot brought benefits to their companies. These leaders highlighted notable improvements in areas such as productivity, employee well-being, and engagement. On the other hand, 15.4% of leaders remained neutral, indicating that, for them, the pilot experience did not bring noticeable changes.



Senior leadership reports that participation in the **4 day week** pilot was **beneficial to the company**



Senior leadership state that participation in the 4 day week pilot **neither benefited nor harmed**

This division suggests that while most recognize the gains associated with the new format, a smaller portion still views the impact as neutral, reflecting the diversity of experiences and contexts within the pilot.

These data underscore the positive impact of the pilot not only on internal performance but also on leadership's perception of the effectiveness and benefits of adopting the 4 day week, reinforcing the importance of considering this model for other companies.

4 Final Qualitative Results



Qualitative Perception by employees

The qualitative analysis of survey responses regarding the 4 day week reveals a range of experiences and sentiments, highlighting both benefits and challenges faced by employees. Responses were categorized into key themes: health and well-being, work-life balance, adaptation and changes in work, difficulties encountered, perceived benefits, and learnings.

Health and well-being

Many employees emphasized the physical and mental health benefits provided by the additional day off. Key observations include:

“ I am taking better care of my health with this free day, being able to go to doctors and appointments without worrying about being absent during work hours.”

“ Having more free days is important for physical and mental rest. Being able to use an extra day to focus on aspects outside of work leads to improvements in all areas of life.”

Adaptation and changes at work

Adaptation to the new model varied among employees. Many reported a smooth and quick adaptation, with no major changes in their way of working. However, some indicated the need to reorganize their routines and work processes. Despite the benefits, there were reports of difficulties, especially related to time management and workload.

“ The adaptation was great. There were no changes in the way of working.”

“ The biggest challenge and the greatest success in learning was being able to align my routine in work blocks, thus focusing on my activities more assertively and with much more quality.”

Qualitative Perception by employees

Perceived Benefits

The benefits mentioned by the employees were broad and significant. In addition to improvements in health and work-life balance, there was an increase in job satisfaction and productivity. Others highlighted greater flexibility and improvements in organization and commitment to work.

"The project allowed me to have a better quality of life, leave a sedentary lifestyle, and enjoy my family more."

"It's very cool, where everyone can have a day off to do whatever they want, even choose to do nothing. It improves organization and commitment to your work."

Learnings

The learnings reported by the employees include the importance of flexibility, organization, and adaptation to new ways of working. The experience also brought a new perspective on efficiency and time management.

"The main learnings were the importance of flexibility and the ability to adapt to new ways of working."

"The 4 day week is not a reward but a collective effort; it requires learning, changes, and focus from everyone."

Work-Life Balance

The possibility of better reconciling personal and professional life was a constant theme in the responses.

"It's the possibility of making personal and professional life coexist."

"More quality time with my family, as well as the opportunity to have a hobby again."

Qualitative Perception by Senior Leadership

The interviews focused on the implementation of the reduced workweek, where the research team compared data from initial interviews, which were centered on the companies' motivation for engaging in the pilot, to discuss whether expectations were met, identifying benefits and challenges. The discussions highlighted both the positive points and the difficulties faced by companies during this process.

Benefits



Increase in Productivity

Several interviewees reported a significant increase in productivity. Interestingly, the reduction in hours made underperformance more apparent, leading to actions being taken for improvement. Employees, knowing they would have an extra day off, were more focused and efficient during working days. The reduction in hours and management training generally led to greater prioritization of important tasks and a reduction in time spent on non-productive activities.



Improvement in work quality

Additionally, interviewees also highlighted an improvement in the quality of work delivered. With more time for rest and better time management, employees showed greater creativity and attention to detail, resulting in higher-quality products and services.



Reduction in absenteeism

Overall, there was a decrease in absenteeism. With more time to address personal matters and health, employees missed fewer days and were more present and engaged during work. This contributed to a more positive and collaborative work environment.

Qualitative Perception by Senior Leadership



Improvement in employee well-being

Overall, leaders widely agreed that employee well-being has improved. The reduced workweek provided more time for personal activities, leisure, and rest, resulting in less stress and higher job satisfaction. Leaders reported that teams feel more energized and motivated.



Attraction and retention of talent

As expected by some companies, the implementation of the reduced workweek has become a competitive advantage in attracting and retaining talent. Companies have observed an increase in interest from qualified candidates and a lower turnover of current employees. The 4-day workweek policy is seen as a highly valued benefit. In one company, an employee who left for a position abroad ended up negotiating a return.

Challenges



Employees with different adaptation levels

Some leaders highlight that certain employees and/or teams adapted more easily to the project, with noticeable variation. On one hand, the reduction in hours allows for the identification of low performance, while on the other hand, there seem to be employee profiles that better fit the reduced workweek reality. For one company leader, more senior employees adapt better to the reduced hours routine, while junior employees face more challenges. Sometimes, managers report that with the need to deliver within shorter deadlines, the results were not ideal and required rework.



Thursday is NOT the new Friday

One challenge raised by leaders is maintaining productivity on Thursdays, for companies that adopted the model with Friday as the day off. Sometimes, it feels as if the usual productivity drop on Fridays (which leads some companies to adopt a 'short Friday') gets shifted to Thursday.

Qualitative Perception by Senior Leadership



Planning, task Redistribution, and adjustments in continuous coverage sectors

One of the main difficulties mentioned was planning and redistributing tasks. Ensuring that all responsibilities were covered during the reduced workweek required significant adjustments in internal processes and time management. In sectors requiring continuous coverage, such as customer service and critical operations, adjusting the work schedule was challenging. Companies had to implement different work shifts and, at times, additional hiring. It is, however, difficult to determine the extent to which hiring is driven by increased demand, as noted by different companies, or by the reduced hours.



Monitoring and evaluation

Ongoing monitoring and evaluation of the impacts of the reduced workweek also proved challenging. It was necessary to develop specific metrics to measure productivity, employee well-being, and customer satisfaction. Companies needed to adapt their performance evaluation systems to reflect these changes. Some companies had already planned for the adoption of new software and took the opportunity to implement it in the 4DW pilot. In cases where greater control and management over operations were deemed necessary, the reduced workweek was seen as more challenging.



Effective communication and collaboration

Maintaining effective communication and collaboration among teams with reduced hours was a challenge. Some companies implemented digital collaboration tools and established more focused and productive meetings to ensure alignment. In some cases, there was initial resistance to change from both management and employees. Some managers were concerned about maintaining productivity levels and the possibility of increased workload on the remaining working days. This resistance was generally overcome through clear communication, training, and gradual adaptation.

Qualitative Perception by Senior Leadership

General Perception

The implementation of the reduced working hours model by 4 Day Week Brazil brought numerous benefits, such as increased productivity, improved employee well-being, reduced absenteeism, and attraction of talent. However, it also presented significant challenges, including the need for task planning adjustments, initial resistance to change, and maintaining continuous coverage in critical sectors. Companies that managed to overcome these challenges reported a positive and transformative experience, highlighting the importance of a well-planned and adaptable approach to implementing this new work schedule.

5 Conclusion



Conclusion

Final Perspective

The 4 day week pilot in Brazil revealed significant results and provided valuable insights into the feasibility and impact of this innovative approach. The project, which began with a preparatory phase in September 2023 and advanced to practical implementation between January and July 2024, demonstrated a promising outlook for the adoption of a reduced work model.

The 4 day week pilot is not merely about reducing working hours but rather involves a transformation in time usage, a redesign of work activities, and a reorganization of work routines. This experiment aims to optimize efficiency and employee well-being by promoting a balance between personal and professional life without compromising productivity or salaries.

The collected data indicates a positive consensus regarding the benefits of the 4 day workweek. High leadership in 84.6% of participating companies recognized that the pilot brought substantial improvements to the organization, particularly in areas such as recruitment capability and optimization of internal processes. The reduction in employee burnout and insomnia, along with increased levels of satisfaction and well-being, reflects the positive impact of the reduced workweek on work quality of life. Furthermore, the flexibility in the implemented model allowed most companies to adjust their operations without the need for new hires, indicating an efficient adaptation to new working conditions.

Analysis of data on employee well-being and mental health revealed that 72.8% of participants reported a reduction in frequent burnout, and 49.6% observed a significant decrease in insomnia or other sleep issues. The average sleep duration increased from 6.7 hours to 7.0 hours per night, indicating an improvement in sleep quality. Additionally, 43.6% of employees started exercising more than three times a week, and 42.0% reported an increase in the amount of sleep exceeding eight hours per night, demonstrating a positive trend in healthy habits.

Conclusion

Final Perspective

In terms of engagement and productivity, the results were equally promising. Employees rated their level of productivity at 8.4 and their level of engagement at 8.5 on a scale of 1 to 10. Commitment to the company was rated at 9.2, reflecting a high level of loyalty and dedication. The level of well-being was rated at 8.4, and job satisfaction at 8.5, indicating a significant improvement in the work environment.

Financially, the analysis of revenue and profit data showed a positive trend, though it is important to acknowledge that these results cannot be attributed exclusively to the 4 day week. The improvement in financial performance may be influenced by multiple factors and should therefore be interpreted with caution. However, the data suggest that the initiative contributed to a more productive and engaged work environment, reflecting significant potential for the model in terms of organizational and individual benefits.

The adoption of the model also had a positive impact on employees' time and energy spent with family and friends, improving the work-life balance. Employees reported more quality time with their loved ones, which contributed to an overall increase in well-being and personal satisfaction. In light of these conclusions, 46.2% of companies chose to maintain the reduced hours in the same format, while others prefer to extend the pilot or adjust the model according to their specific needs.

The diversity in decisions reflects an adaptive approach and the pursuit of customized solutions that address the varied contexts of the participating companies. In summary, the 4 day week pilot in Brazil demonstrated a substantial positive impact, showing that reduced working hours can be an effective strategy for improving employee well-being and organizational efficiency, while allowing flexibility for adjustments based on each company's specific needs and conditions.

6 Next Steps



Next Steps

End of Pilot

As we conclude the final phase of the 4 day week pilot, we plan to continue monitoring and evaluating the impacts of this initiative. A survey will be conducted one year after the pilot's start, allowing us to capture long-term data and understand the ongoing effects of this change in work routines.

To celebrate the positive data and advancements achieved, we will organize a meeting with the leadership of the participating companies. This event will be an opportunity to share experiences, discuss the challenges faced, and highlight the best practices that emerged during the pilot. Additionally, it will be a moment to recognize and celebrate the benefits achieved in terms of employee well-being, productivity, and engagement.

We appreciate the trust and congratulate the pioneering companies participating in the 4 Day Week Brazil program. This includes those that remain engaged in the pilot program, as well as our partners Clementino & Teixeira Advocacia, WeWork, FGV-EAESP, Reconnect Happiness at Work & Human Sustainability, and 4 Day Week Global.

- . Ab Aeterno
- . Clara Associados
- . Clementino & Teixeira Advocacia
- . GR Assessoria Contábil
- . Greco Design
- . Haze Shift
- . Hospital Indianópolis
- . Innuvem
- . Inspira
- . Maker Brands
- . Mol Impacto
- . Noono
- . Oxygen Hub
- . PiU Comunica
- . Plongê
- . Rede Alimentare
- . Smart Duo
- . Soma CSC (Grupo Dreamers)
- . thanks for sharing

Next Steps

End of Pilot

We are excited to expand the study to include more companies interested in testing the 4 day week.

The preparatory phase for this new round of testing is planned for the end of the second semester, with the start of a new six-month pilot in 2025.

This expansion will allow for a more comprehensive and diverse analysis of companies across Brazil, further strengthening our understanding of how the 4 day week can be effectively implemented in various organizational contexts.

With these next steps, we remain committed to fostering a more balanced and productive work environment, benefiting both employees and companies.

7 Team and Partners



Team

4 Day Week

Renata Rivetti holds a degree in Business Administration from FGV-EAESP, with a postgraduate degree in Positive Psychology from PUC-RS and a specialization in Happiness Studies. She has certifications from Harvard, Penn, and Berkeley. With experience as a marketing manager in major companies and multinationals, she currently serves as Director and Consultant at Reconnect Happiness at Work, is a speaker, a professor of Organizational Happiness MBA at Isec Lisbon, and a columnist for Fast Company Brazil.



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DAY WEEK BRAZIL

Beatriz Lerer is courageously optimistic, with a master's degree in Human Potential Management and a postgraduate degree in Positive Psychology from the University of Lisbon. She works as Head of Experiences at Reconnect and is part of the 4 Day Week Brazil team for the 4 day week pilot in the country. She teaches Leadership in the postgraduate program at Universidade Europeia and is a community catalyst for L&D Shakers, bringing years of experience in organizational culture and well-being from both large corporates and international startups.

Thiago Perrone is a civil engineer graduated from PUC-RS, with experience in data analysis and finance. He works as a data and intelligence analyst for the 4 Day Week Brazil project and as a financial consultant at Reconnect Happiness at Work, among other companies.



Thiago Perrone
Data and Intelligence analyst
reconnect
Happiness at Work & Human Sustainability

Team

4 Day Week

Gabriela Brasil is the Head of Community at 4 Day Week Global, working with partners and pilot participants to implement the 4 day week worldwide. As a Mentor and Human-Centered Organization Strategist, her work focuses on inclusion, health, rest, resource optimization, and the mindful use of technology.

Gabriela Brasil
Head of Community



Paul Ferreira
Phd, Professor of Strategy and Leadership, Academic Director



Paul Ferreira is also the Director of the Professional Master's in Administration at FGV EAESP and a columnist for MIT Sloan Management Review Brazil. He is a permanent visiting researcher at the University of St. Gallen (Switzerland). His research examines the nature, causes, and effects of CEO and senior leadership turnover on an organization's ability to innovate and achieve sustainable corporate development. He also studies the future of work and its implications for organizations and individuals.

Fernando Deodato Domingos is a professor of strategic management at FGV-EAESP. His research focuses on social impact initiatives. He was a postdoctoral researcher at the Blavatnik School of Government (University of Oxford), where he led the impact evaluation of 'social outcome contracts' (public-private partnerships) for the British government. He holds a PhD (2021) in Economics from Insper and a degree (2015) in Economics from USP, FEA-RP.

Fernando Deodato Domingos
Phd., Assistant Professor of Strategy



Team

4 Day Week

Dr. Rita Fontinha has been an Associate Professor of Strategic Human Resource Management at Henley Business School, University of Reading, since 2015, and the Director of the Flexibility Research Hub at the World of Work Institute. She has published several articles and book chapters, including co-authoring Research Methods in Human Resource Management.

Rita Fontinha

Phd., Associate Professor of Strategic Human Resource Management



Pedro Gomes

Phd., Professor of Economics



Professor Dr. Pedro Gomes has been a Professor of Economics at Birkbeck, University of London, since 2017. Previously, he was an Assistant Professor at Carlos III University of Madrid and worked at the European Central Bank and the Bank of England. He earned his PhD from LSE in 2010, supervised by Christopher Pissarides. He published the book Friday is the New Saturday in 2021, which was acclaimed by the Financial Times and translated into several languages.

Partners

4 Day Week

4 Day Week Global is an international non-profit organization created to support companies in testing the 4 day week. It was founded in 2019 by Andrew Barnes and Charlotte Lockhart, New Zealand entrepreneurs who started the pilot with their own company, Perpetual Guardian.

The members were essential in the 4 Day Week Brazil pilot, including the Director of Research and Innovation Alex Soojung-Kim Pang, also the author of several books such as Rest, Shorter, and Work Less Do More: Designing the Four Day Week; CEO Dr. Dale Whelehan, PhD in Behavioral Science and named to TIME100 Health; Úna Harty in Marketing; Karen Lowe, Global Director and CEO of 4 Day Week South Africa; and all the members who supported the pilot in Brazil.



Alex Soojung-Kim Pang



Dale Whelehan



Úna Harty



Karen Lowe



**BOSTON
COLLEGE**

The research conducted in this pilot is based on surveys developed by the investigative team at Boston College, which includes Wen Fan, Guolin Gu, Orla Kelly, and Professor Juliet Schor, who coordinates the team.

Partners

4 Day Week

WeWork is an expert in flexible spaces for a changing world. WeWork supports the participating companies of 4 Day Week Brazil with the Workpass, an office voucher that gives employees access to all WeWork offices. They believe in the power of flexibility and in offering spaces that adapt to individual needs, encouraging productivity and collaboration.



Clementino & Teixeira Advocacia specializes in labor law with excellent technical expertise and strategic business operations. They are partners of 4 Day Week Brazil in the 4 day week pilot in the country, providing legal advisory services for participating companies, supporting the drafting of individual and collective agreements, and offering support with unions.

Reconnect Happiness at Work & Human Sustainability specializes in workplace happiness and human sustainability, building cultures of well-being aligned with business goals. As the exclusive national partner of 4 Day Week Global in Brazil, Reconnect has the pride and responsibility of bringing this innovative 4 day week pilot to the country.



What is the next step for 4 Day Week Brazil?

We are working together with 4 Day Week Global to create one million years of free time through 4 day week programs worldwide.

What can you do to help?

- Share this report with a friend or colleague.
- Follow us on social media.

