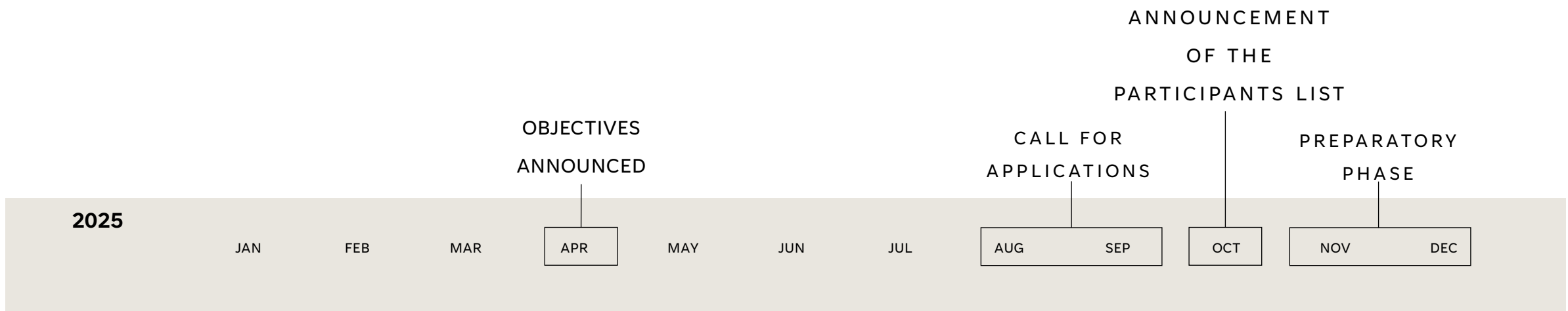




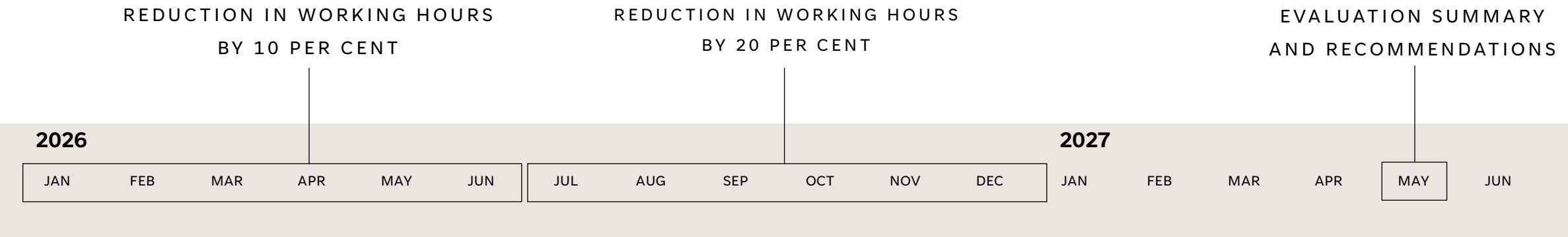
WORKING TIME REDUCTION IN POLAND: EARLY LESSONS FROM THE GOVERNMENT PILOT AND COMPANY PRACTICE

Zofia Majchrzak, Maciej Pańków
Warsaw, 20th October 2026

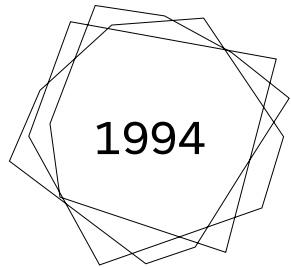
PROGRAMME TIMELINE



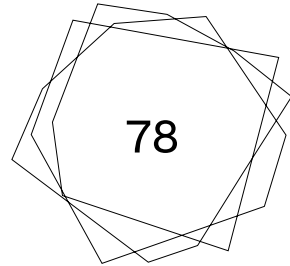
PROGRAMME TIMELINE



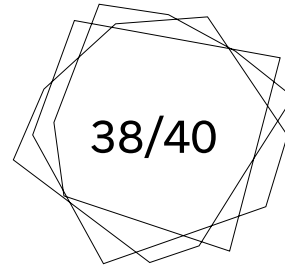
PILOT PROGRAMME IN FIGURES



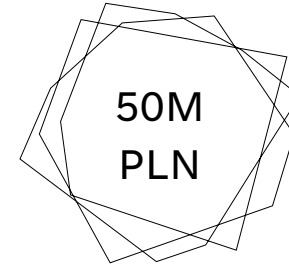
APPLICATIONS
SUBMITTED



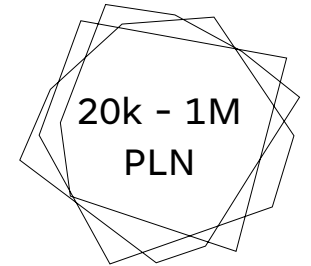
PARTICIPANTS



PRIVATE/PUBLIC
ENTITIES

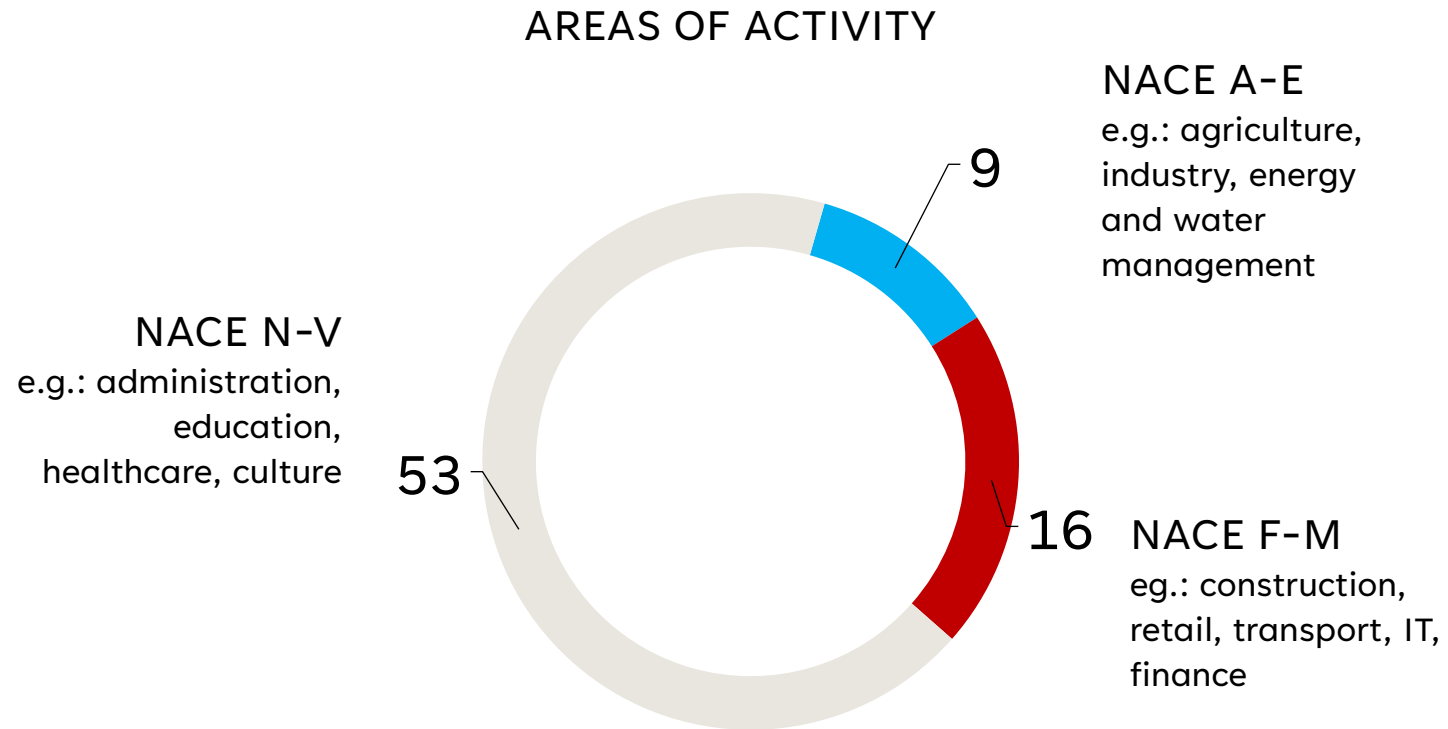


TOTAL
BUDGET

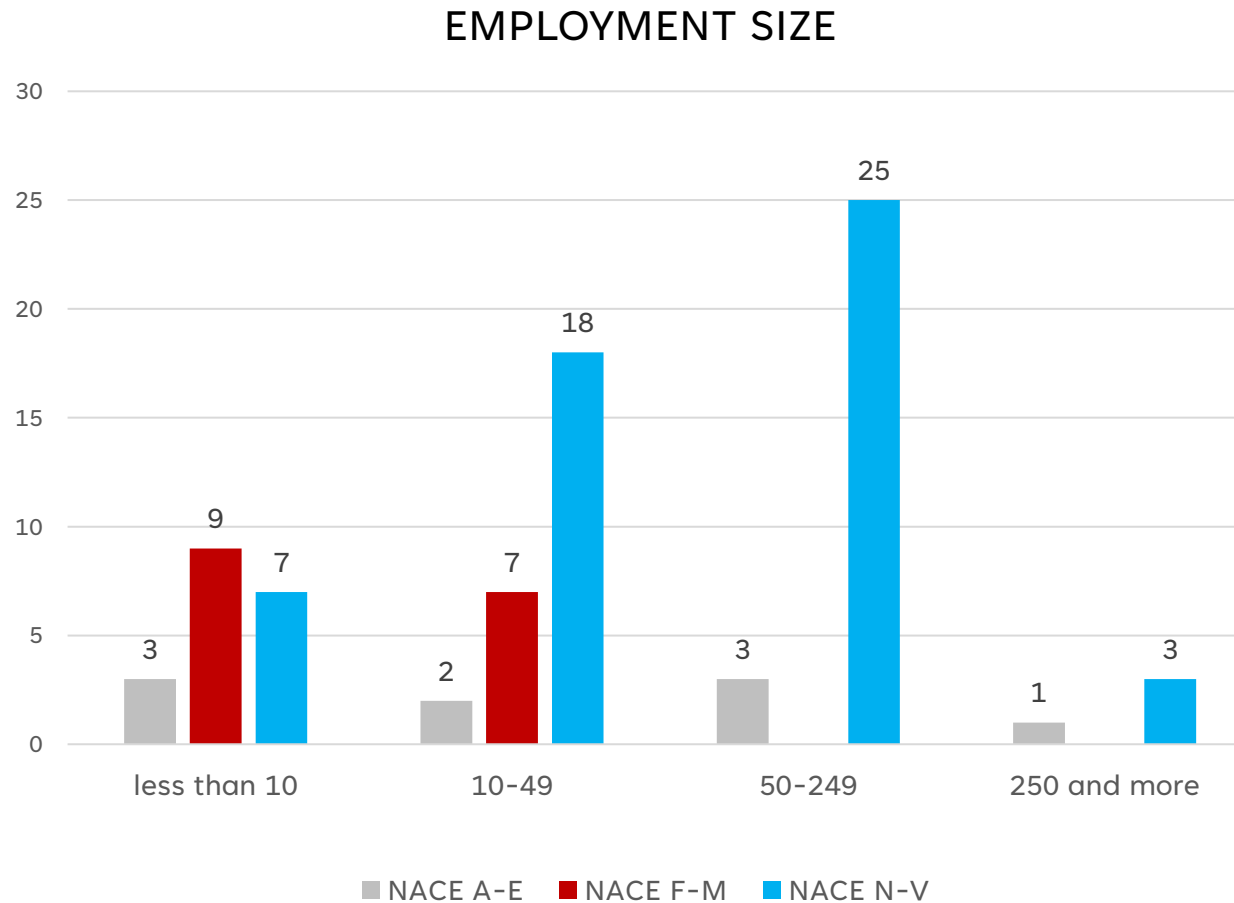


RANGE
OF FUNDING
PER COMPANY

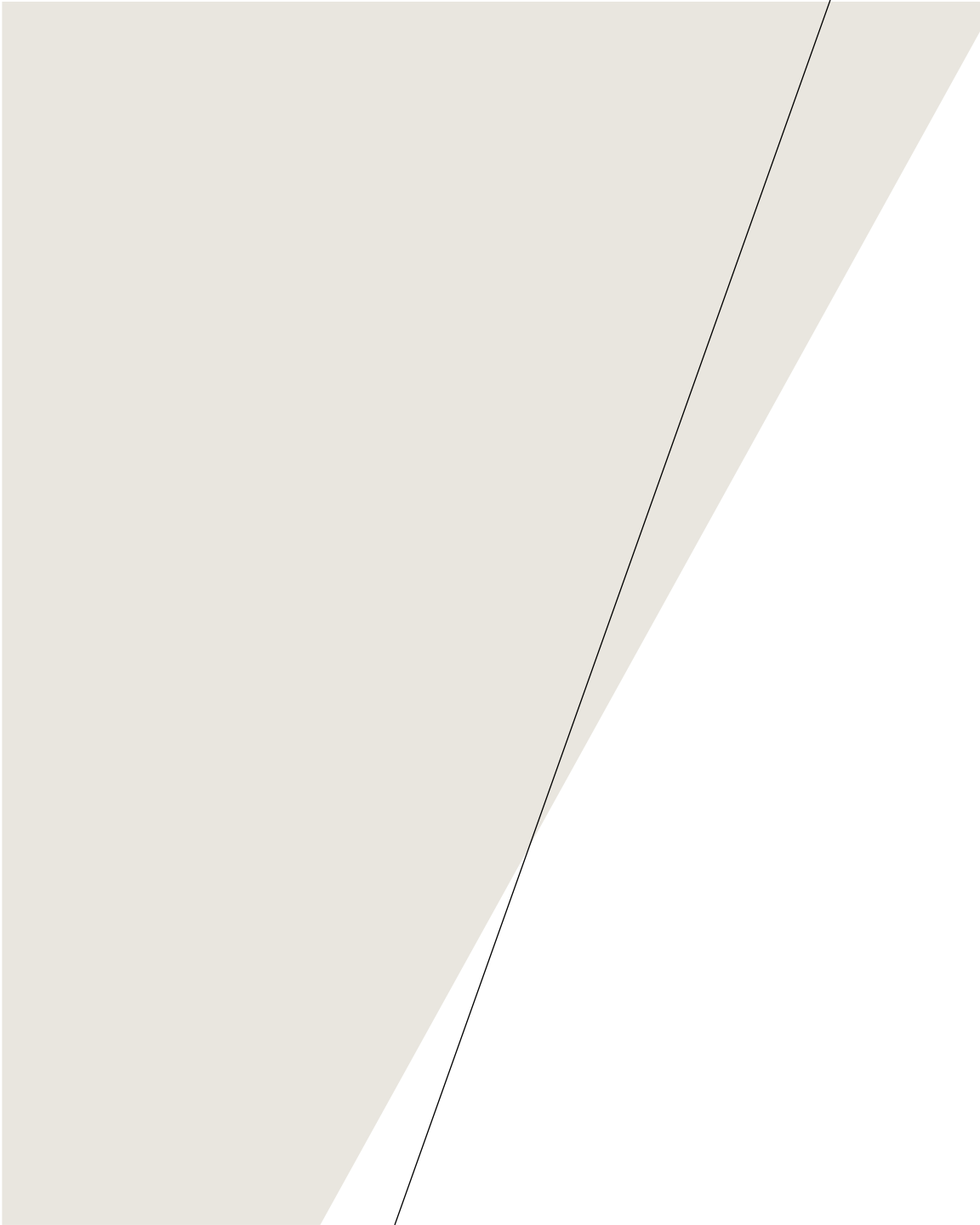
PARTICIPANTS' PROFILE



PARTICIPANTS' PROFILE

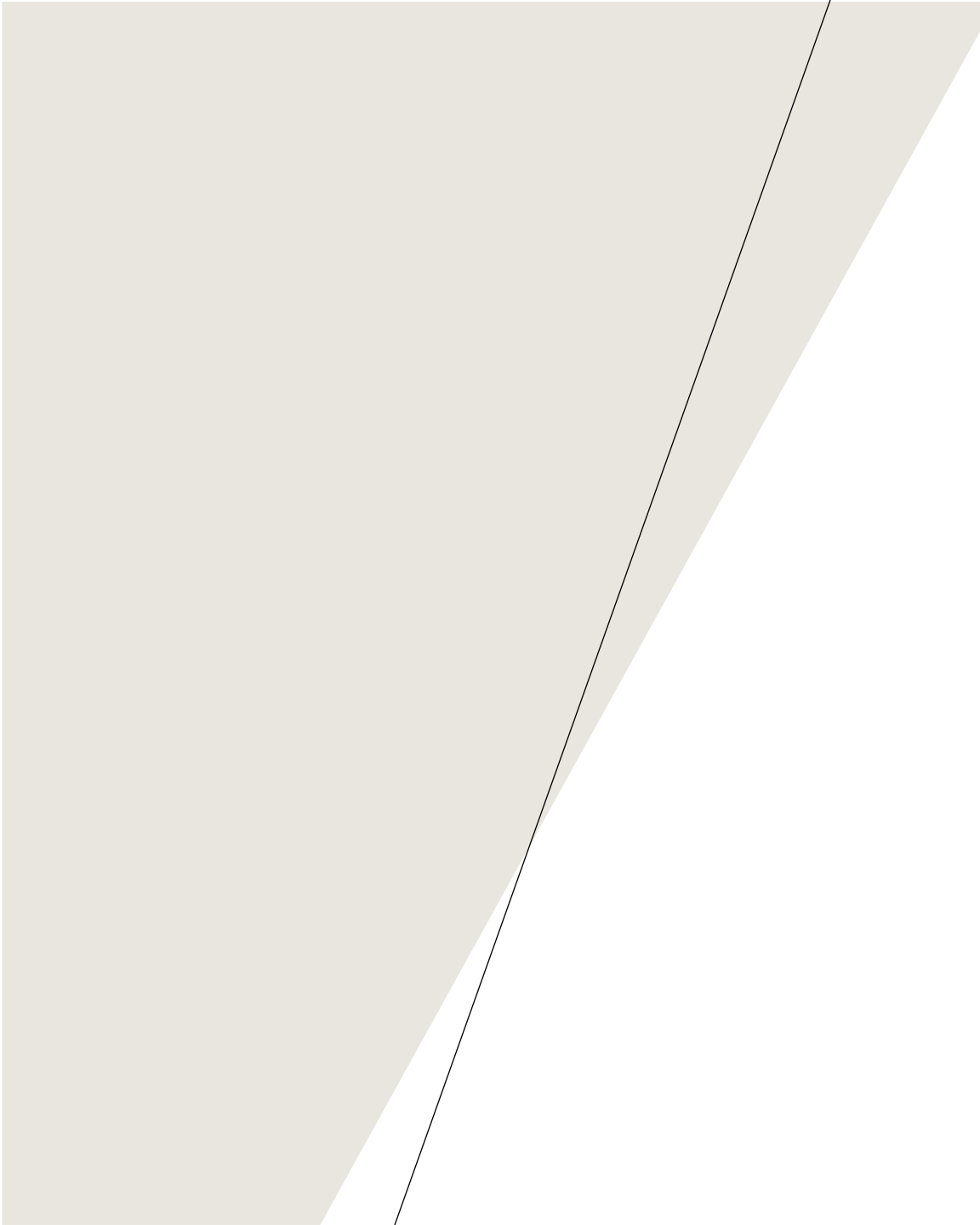


Source: MRPiPS



RULES OF THE PILOT PROGRAMME

- ELIGIBILITY CRITERIA
- AT LEAST HALF OF THE EMPLOYEES TO BE SUBJECT TO REDUCED WORKING HOURS
- MAINTAINING EMPLOYMENT LEVELS (AT LEAST 90%) THROUGHOUT THE PILOT PERIOD
- NO DETERIORATION IN WORKING CONDITIONS OR PAY
- THE ABILITY TO TEST DIFFERENT SCHEMES FOR REDUCING WORKING HOURS
- REPORTING OBLIGATIONS FOR PARTICIPANTS, INCL. QUARTERLY EMPLOYER AND EMPLOYEE SURVEYS
- MAXIMUM FUNDING PER EMPLOYEE: 20,000 PLN



SUBJECT OF THE REPORT – EMPLOYER AND EMPLOYEE SURVEY

HR INDICATORS

proportion of voluntary departures, number of days of sick leave and absences, number of accidents, average number of overtime hours, employment figures in terms of number of people and full-time equivalents

FINANCIAL INDICATORS

revenue, operating profit, profit before tax, profitability per employee

OPERATIONAL INDICATORS

number of units produced per hour/employee, percentage of projects completed on time, number of errors resulting in complaints, waiting time at the call centre, frequency of meetings

THE ‘SOFT’ ASPECTS OF AN ORGANISATION’S OPERATIONS AND WORKING CONDITIONS

workload, motivation, physical activity, job satisfaction, work-life balance, stress, attitude towards the WTR concept, concerns, perceived benefits

CRITICISM OF THE PROGRAMME FROM THE GENERAL PUBLIC

NO CONTROL GROUP

it is not possible to distinguish the effect of the intervention from general trends and the ageing of the sample

CONFUSING THE TWO INTERVENTIONS

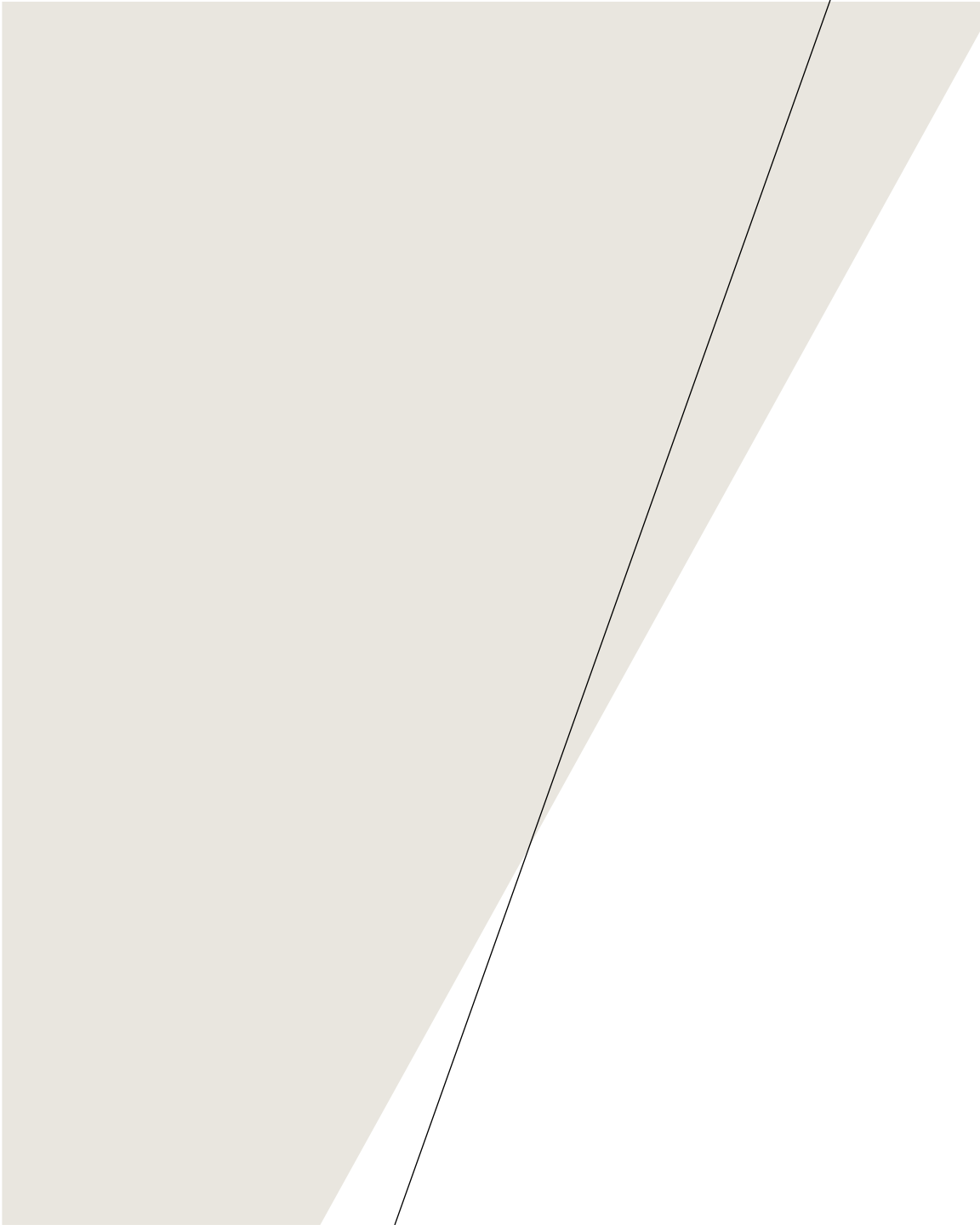
a reduction in working hours and a subsidy of up to 20,000 PLN per employee, which itself may have an impact on well-being (training, pay)

LIMITED MEASURE OF HEALTH IMPACT

just two questions (on physical activity and stress), without considering, for example, sleep, stimulants, BMI or subjective health assessment, but instead repetitive questions about concerns and benefits

SELF-SELECTION

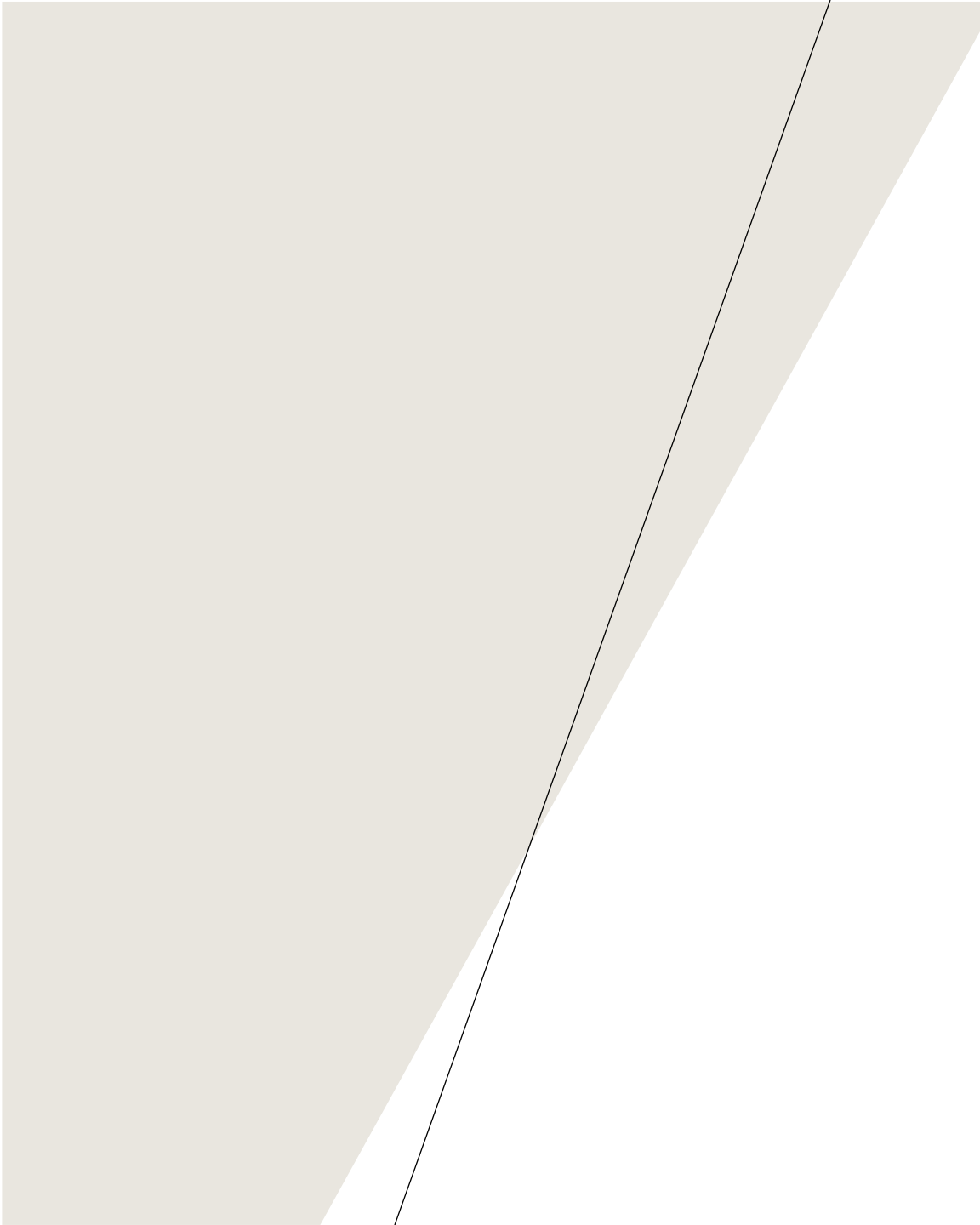
The more problems a company anticipated in connection with the reduction in working hours, the less likely it was to sign up for the pilot scheme



BEYOND THE PILOT PROGRAMME – WTR RESEARCH BY THE IPA

EARLY CONCLUSIONS

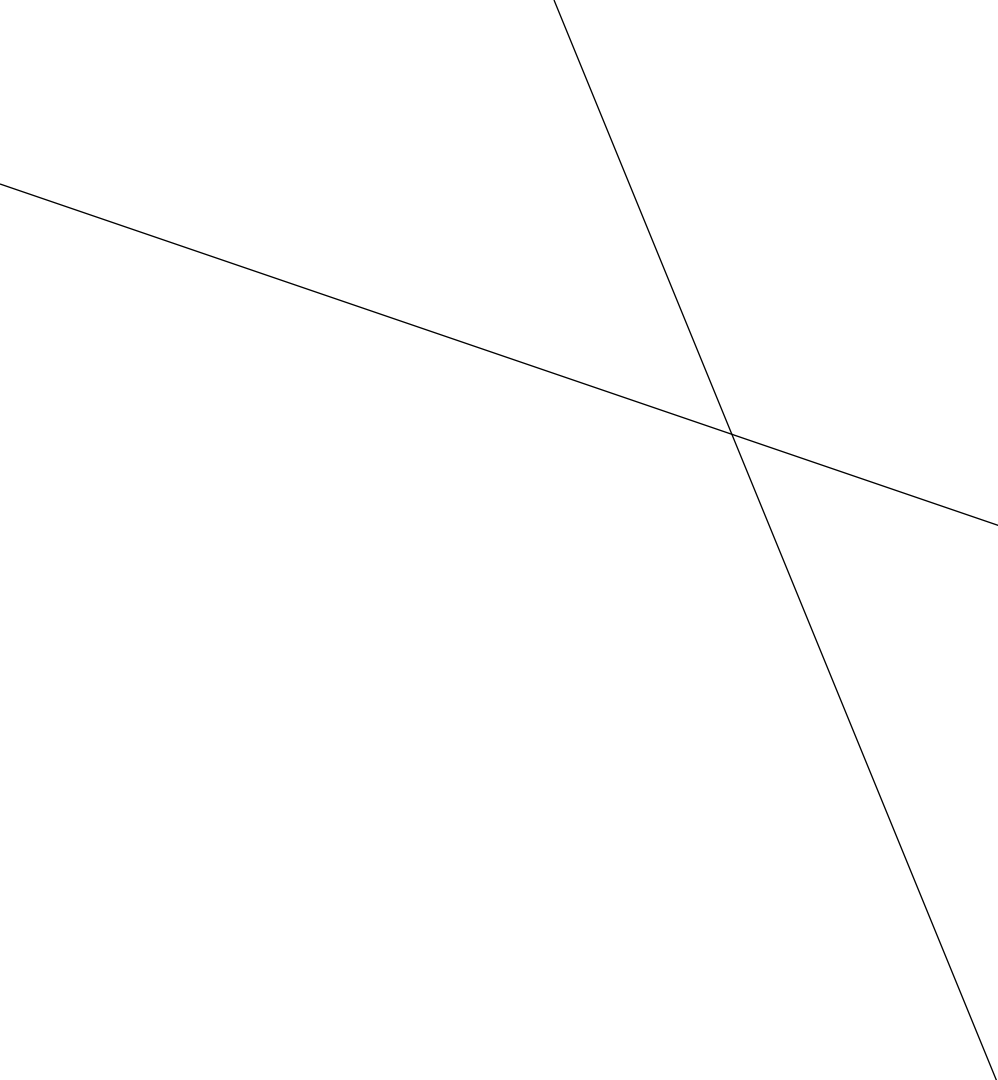
- HIGHLY VALUED BY EMPLOYEES (DESPITE INITIAL CONCERNS) AND DEFENDED BY TRADE UNIONS
 - REDUCTION OF WORK-RELATED FATIGUE
 - IMPROVEMENT OF WORK-LIFE BALANCE
 - FOSTERING FAMILY RELATIONSHIPS
 - MAKING IT EASIER TO RUN ERRANDS OR ACCESS MEDICAL SERVICES
 - MOTIVATION FOR MORE EFFECTIVE WORK
- A KEY CONDITION FOR SUCCESS: CONSULTATION OF THE WTR SCHEME WITH EMPLOYEES OR THEIR REPRESENTATIVES



BEYOND THE PILOT PROGRAMME – WTR RESEARCH BY THE IPA

EARLY CONCLUSIONS

- USUALLY NO MEASURABLE COSTS FOR THE EMPLOYER
- NO DISRUPTIONS TO THE ORGANISATION'S OPERATIONS OR CUSTOMERS' ACCESS TO ITS SERVICES
- OFTEN PLACING A BURDEN ON MANAGERS, WHO BEAR THE MAIN RESPONSIBILITY FOR ENSURING THE SMOOTH RUNNING OF THE COMPANY, EFFECTIVE COMMUNICATION AND THE COMPLEMENTARY ROLES OF STAFF WITHIN TEAMS
- DRIVING FURTHER INNOVATION BY ENCOURAGING STAFF TO OPTIMISE PROCESSES
- PART OF EMPLOYER BRANDING
- USED AS AN ELECTION PLEDGE BY SOME LOCAL AUTHORITIES IN THE CONTEXT OF IMPROVING THE EFFICIENCY OF PUBLIC OFFICES



THANK YOU!

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