

SCDC: Appendix 3: Health and Wellbeing Data

Project Summary

Robertson Cooper are a team of wellbeing specialists and business psychologists, passionate about creating Good Days at Work for everyone, everywhere. Based on decades of published research, our Good Day at Work survey is the industry leader for collecting comprehensive data on the factors which may influence mental health and wellbeing in the workplace.

South Cambridge District Council (SCDC) approached Robertson Cooper to deliver a Health and Wellbeing survey to employees to support the progress of their current and future Wellbeing Strategy. More specifically, SCDC wanted to explore the feasibility of a shift to a 4 Day Week (4DW) for employees and the impact this would have on their health and wellbeing, in addition to business outcomes.

Robertson Cooper's Good Day at Work survey was administered to SCDC employees on two occasions as follows:

- Time 1 (August – September 2022)
- Time 2 (March – April 2023)

Overall, the survey results show improvements between Time 1 and Time 2 to the health and wellbeing of SCDC employees, in addition to employees rating the 4DW positively (74% rated 8/10 or above), with the majority would like SCDC to permanently move to a 4DW (89%). The results are outlined in more detail below.

Response Rate

At Time 1, 686 employees were invited to complete the survey, both online and via paper versions, of which a total of 310 participated (45% response rate).

At Time 2, SCDC employees who were invited to participate in the 4DW trial were invited to complete the survey. Therefore, 496 employees were invited to complete the survey online, and a total of 331 participated (67% response rate). High response rates such as these provide greater confidence that survey responses are representative of SCDC employees.

For the purpose of this report, and to compare like-for-like, we compare those who completed the survey online at Time 1 (n=289) with those who participated in the 4DW trial and subsequently completed the survey online at Time 2 (n=328).

Demographics

Age	T1	T2
Under 25	4%	5%
25 to 29	9%	9%
30 to 34	9%	8%
35 to 44	22%	30%
45 to 49	16%	12%
50 to 54	13%	14%
55 to 59	13%	14%
60 or over	7%	6%
Prefer not to say	6%	3%

(T1: n=289, T2: n=328)

Gender	T1	T2
Female	60%	67%
Male	34%	30%
Prefer not to say	6%	3%

(T1: n=289, T2: n=328)

Service Area	T1	T2
Executive	4%	4%
Finance	12%	13%
Housing	25%	23%
Leadership Team	2%	1%
Shared Planning	21%	28%
Shared Waste and Environment	13%	8%
Transformation, HR and Corporate Services	23%	23%

(T1: n=282, T2: n=327)

Contract Type	T1	T2
Full-time	83%	83%
Part-time	17%	17%

(T1: n=289, T2: n=328)

Ethnicity	T1	T2
White - English, Welsh, Scottish, Northern Irish, Irish	81%	82%
Any other White background	5%	6%
All other ethnic groups	5%	6%
Prefer not to say	9%	6%

(T1: n=289, T2: n=328)

Good Day at Work Survey

The Good Day at Work Survey is a validated and reliable measure of workplace wellbeing. The unique aspect of the survey is that it takes more of a focus on the individual and what matters most to them, as well as what enables their wellbeing.

The survey measures:

Health and Wellbeing Drivers:

- Resilience – how able employees feel to cope with setbacks.
- 6 Essentials – A healthy work environment is made up of positive pressure in six key areas; we call these the 6 Essentials. This helps us to identify sources of pressure and understand what is helping or hindering people performing their job effectively.

Personal Outcomes:

- Health – how well employees report their physical and mental health.
- Engagement – how dedicated and passionate employees feel about their work and organisation.
- Subjective Wellbeing – whether employees feel like they have a sense of purpose and experience positive emotions at work.

Business Outcomes:

- Good Day at Work – do employees experience the characteristics associated with having a good day at work?

- Performance – how employees rate their productivity, intention to stay and advocacy for the organisation.

All participant responses to the survey are converted to a 0-100 scale, where a higher score is always more positive. The mean of these scores, for each of the survey measures, are shown in the tables and charts below. Therefore, all individual responses are anonymised.

All core survey questions are compared to our General Working Population (GWP) norm group. This allows you to see the results in context, as they are compared to 90,000 other employees who have completed the survey in the last 5 years. The colour coding allows you to see, at a glance, whether the results are in the top 20% of scores (**dark green**), in the 30% of scores above the average (**light green**), in the 20% of scores below the average (**pink**) or in the bottom 30% of scores (**dark red**). In the tables below, we highlight how far above or below SCDC scores compare to our benchmark.

The point and percentage change between Time 1 and Time 2 are also included, as well as whether this difference is significant or not.

Each question asks participants to reflect and answer the questions based on the last 3 months, which for Time 2 participants covers the 4DW trial period.

Main Results

Overall, all areas of the Good Day at Work survey have shown improvements from Time 1 to Time 2 for SCDC employees (see *Figure 1 and 4*). All changes in the scores have been found to be significant, except for 'Motivation'.

The biggest change we see is for the 'Health' measure, which has improved from an area of significant 'risk' to a score that is typical of most other organisations. We can see that this has been driven by both an improvement in 'Physical Health' (+11%, T1 vs T2) and 'Mental Health' (+16%, T1 vs T2). These changes are statistically highly significant, at the $p < 0.001$ level.

Other highly significant improvements we see are employees' commitment to SCDC and how much employees feel that SCDC is committed to them (both +11%, T1 vs T2). Employees levels of 'Subjective Wellbeing' has also seen a shift from an area of 'caution' to more in line with what we see in most other organisations. Both employees' experience of 'Positive Emotions' and 'Sense of Purpose' at work have increased (+15 and +4%, T1 vs T2, respectively).

Within the 6 Essentials, the areas of concern at T1, 'Resources and Communication', 'Job Security and Change' and 'Work Relationships' have seen significant improvements at T2 (+9%, +9% and +7%, respectively), and all are now in line or above our GWP benchmark.

Figure 1: Good Day at Work survey health and wellbeing drivers and outcomes, comparing Time 1 to Time 2.

Item	T1 Score (vs benchmark)	T2 Score (vs benchmark)	Change (T2-T1)	% Change
Resilience	78 (+2)	82 (+4)	+4	+5% ***
Adaptability	86 (+2)	89 (+4)	+3	+3% *
Confidence	78 (0)	81 (+2)	+3	+4% *
Purposefulness	71 (-2)	76 (+3)	+5	+7% **
Social support	75 (+1)	82 (+7)	+7	+9% ***
Health	55 (-4)	63 (+4)	+8	+15% ***
Physical Health	54 (-3)	60 (+4)	+6	+11% ***
Mental Health	56 (-6)	65 (+5)	+9	+16% ***
Engagement	68 (-1)	74 (+5)	+6	+9% **
Motivation	71 (-2)	76 (+5)	+5	+7%
Organisation Commitment	62 (+1)	69 (+8)	+7	+11% ***
Employee Commitment	70 (-4)	78 (+3)	+8	+11% ***
Subjective Wellbeing	62 (-2)	67 (+3)	+5	+8% ***
Positive Wellbeing	52 (-5)	60 (+3)	+8	+15% ***
Sense Of Purpose	71 (-1)	74 (+2)	+3	+4% *
Six Essentials Overall	67 (+1)	73 (+7)	+6	+9% ***
Resources & Communication	64 (-2)	70 (+3)	+6	+9% ***
Control	63 (+2)	69 (+6)	+6	+10% ***
Balanced Workload	67 (+5)	75 (+11)	+8	+12% ***
Job Security & Change	65 (-1)	71 (+2)	+6	+9% ***
Work Relationships	73 (-1)	78 (+4)	+5	+7% ***
Job Conditions	70 (0)	75 (+4)	+5	+7% ***

Benchmark colour coding: Top 20% of scores (*dark green*), in the middle 30% of scores (*light green*), in the 20% of score below the average (*pink*) or in the bottom 30% of scores (*dark red*).

***Significant at $p < 0.001$, **Significant at $p < 0.01$, *Significant at $p < 0.05$

Business Outcomes

The Good Day at Work score is a standardised score of the number of days out of 5 that employees are experiencing the characteristics of a Good Day at Work.

At Time 1, SCDC employees report having 3.90 / 5 good days at work, which has now significantly increased by 13% to 4.40 / 5 at Time 2, which is seen as much more positive than is generally found in other organisations.

All areas have improved, but the biggest increase here is employees reporting feeling more energetic (+32%). (See Figure 2).

SCDC employees also report a significant 13% increase in performance between Time 1 and Time 2, with employees reporting the biggest increase in their intention to stay at SCDC (+20%). (See Figure 3).

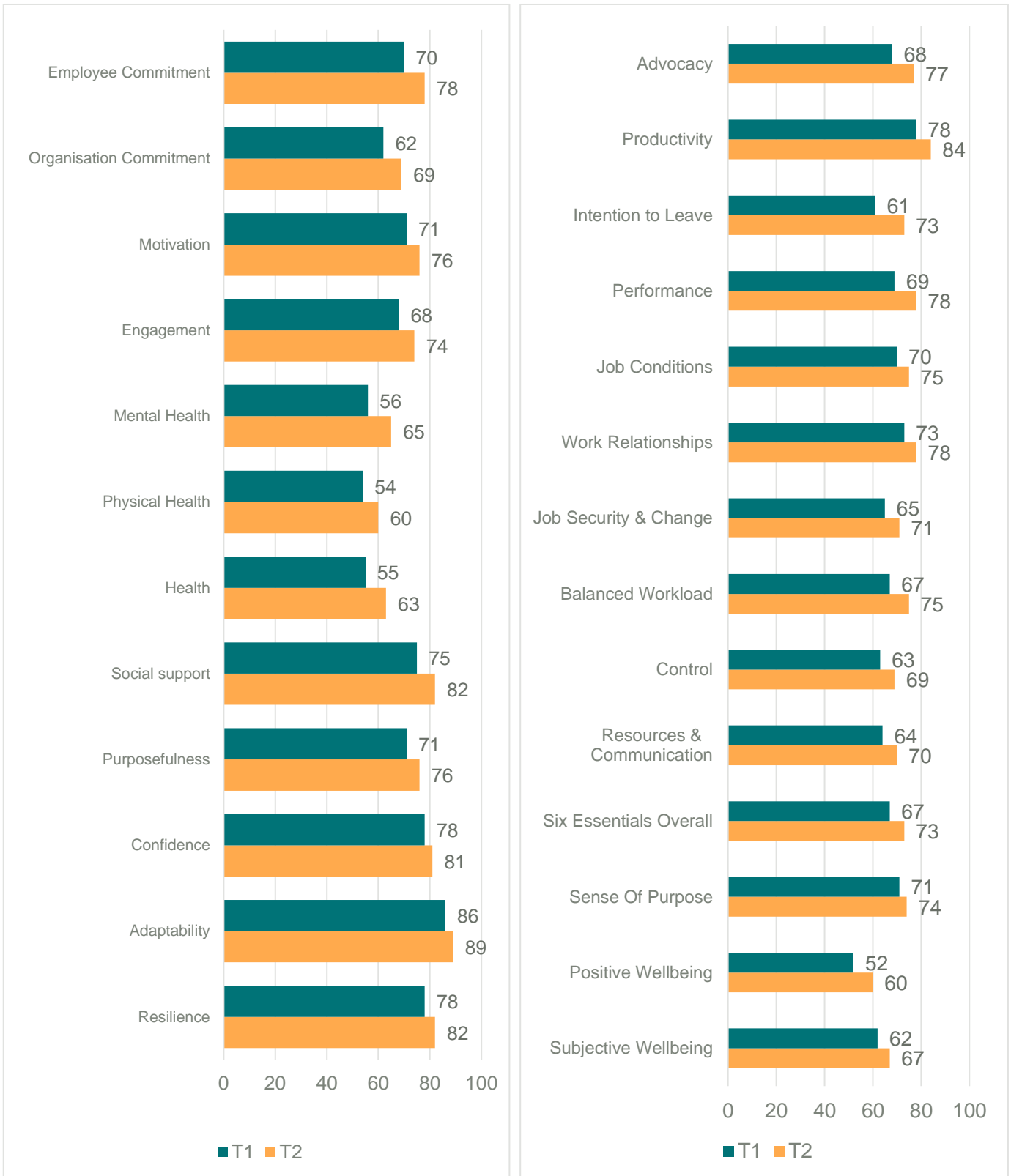
Figure 2: Good Day at Work survey business outcomes, comparing Time 1 to Time 2.

	T1 Score (vs benchmark)	T2 Score (vs benchmark)	Change (T2-T1)	% Change
Good Days at Work	3.90 (-3)	4.40 (+7)	+0.50	+13% ***
Achievement	3.65 (-3)	4.15 (+7)	+0.50	+14% ***
Valuable contribution	4.40 (0)	4.70 (+6)	+0.30	+7% ***
Energetic	2.95 (-8)	3.90 (+11)	+0.95	+32% ***
Sociability	4.65 (-1)	4.85 (+3)	+0.20	+4% ***

Figure 3: Good Day at Work survey business outcomes, comparing Time 1 to Time 2.

	T1 Score (vs benchmark)	T2 Score (vs benchmark)	Change (T2-T1)	% Change
Performance	69 (0)	78 (+1)	+9	+13% ***
Intention to Leave	61 (-3)	73 (+9)	+12	+20% ***
Productivity	78 (0)	84 (+6)	+6	+8% ***
Advocacy	68 (-2)	77 (+10)	+9	+13% ***

Figure 4: Good Day at Work all survey measures, comparing Time 1 to Time 2.



Demographic Comparisons: T1 vs T2

The below three tables (Figures 5, 6, and 7) show the comparison data between Time 1 and Time 2 for the following demographics – Gender, Service Area and Contract Type.

For gender, both males and females have seen a positive increase in scores across all survey measures.

For service area, 'Finance' and 'Sharing Planning' reported lower scores across most measures at Time 1. We can now see a positive change at Time 2, particularly for 'Health'.

For contract type, full-time employees report improvements across all measures from Time 1 to Time 2, in particular feeling 'Energic' (+36%) and improved 'Mental Health' (+18%). For part-time employees, there are still quite a few areas that are potential risk and in particular two areas are currently at significant risk, 'Purposefulness' and 'Mental Health'.

Figure 5: Good Day at Work survey measures, comparing Time 1 to Time 2 for gender

Item	Male				Female			
	T1	T2	Change	% Change	T1	T2	Change	% Change
Resilience	75 (-1)	82 (+6)	+7	+9% **	80 (+4)	83 (+7)	+3	+4% *
Adaptability	87 (+3)	89 (+5)	+2	+2%	87 (+3)	89 (+5)	+2	+2% *
Confidence	76 (-2)	82 (+4)	+6	+8% *	79 (+1)	81 (+3)	+2	+3%
Purposefulness	67 (-6)	75 (+2)	+8	+12% *	75 (+2)	77 (+4)	+2	+3%
Social Support	72 (-2)	81 (+7)	+9	+13% **	79 (+5)	84 (+10)	+5	+6% *
Health	59 (0)	67 (+8)	+8	+14% **	53 (-6)	61 (+2)	+8	+15% ***
Physical Health	59 (+2)	66 (+9)	+7	+12% *	51 (-6)	58 (+1)	+7	+14% **
Mental Health	59 (-3)	69 (+7)	+10	+17% **	55 (-7)	64 (+2)	+9	+16% ***
Engagement	67 (-2)	76 (+7)	+9	+13% **	69 (0)	75 (+6)	+6	+9% *
Motivation	71 (-1)	77 (+5)	+6	+8%	72 (0)	76 (+4)	+4	+6%
Organisational Commitment	63 (+2)	72 (+11)	+9	+14% *	63 (+2)	69 (+8)	+6	+10% **
Employee Commitment	66 (-8)	78 (+4)	+12	+18% ***	73 (-1)	78 (+4)	+5	+7% **
Subjective Wellbeing	60 (-4)	67 (+3)	+7	+12% **	63 (-1)	68 (+4)	+5	+8% **
Positive Emotions	52 (-5)	59 (+2)	+7	+13% *	53 (-4)	61 (+4)	+8	+15% ***
Sense of Purpose	69 (-3)	75 (+3)	+6	+9% *	73 (+1)	74 (+2)	+1	+1%
Six Essentials	67 (+1)	75 (+9)	+8	+12% **	68 (+2)	73 (+7)	+5	+7% ***
Resources & Communication	64 (-2)	72 (+6)	+8	+13% **	66 (0)	70 (+4)	+4	+6% *
Control	63 (+2)	71 (+10)	+8	+13% **	64 (+3)	69 (+8)	+5	+8% **
Balanced Workload	64 (+2)	73 (+11)	+9	+14% ***	69 (+7)	76 (+14)	+7	+10% ***
Job Security & Change	69 (+3)	76 (+10)	+7	+10% **	64 (-2)	70 (+4)	+6	+9% **
Work Relationships	74 (0)	79 (+5)	+5	+7% *	74 (0)	79 (+5)	+5	+7% **
Job Conditions	71 (+1)	76 (+6)	+5	+7% *	71 (+1)	75 (+5)	+4	+6% **
Performance	67 (-2)	77 (+8)	+10	+15% ***	71 (+2)	80 (+11)	+9	+13% ***
Intention to leave	61 (-3)	72 (+8)	+11	+18% **	63 (-1)	75 (+11)	+12	+19% ***
Productivity	76 (-2)	83 (+5)	+7	+9% **	79 (+1)	85 (+7)	+6	+8% **
Advocacy	66 (-4)	76 (+6)	+10	+15% **	72 (+2)	79 (+9)	+7	+10% **
Good Days at Work	77 (-4)	87 (+6)	+10	+13% ***	80 (-1)	89 (+8)	+9	+11% ***
Achievement	68 (-8)	80 (+4)	+12	+18% ***	77 (+1)	84 (+8)	+7	+9% **
Valuable contribution	87 (-1)	93 (+5)	+6	+7% **	89 (+1)	95 (+7)	+6	+7% **
Energetic	60 (-7)	78 (+11)	+18	+30% ***	60 (-7)	79 (+12)	+19	+32% ***
Sociability	93 (-1)	96 (+2)	+3	+3% *	94 (0)	98 (+4)	+4	+4% ***

***Significant at $p < 0.001$, **Significant at $p < 0.01$, *Significant at $p < 0.05$

Figure 6: Good Day at Work survey measures, comparing Time 1 to Time 2 for service area

Item	Housing				Finance				Executive			
	T1	T2	Change	% Change	T1	T2	Change	% Change	T1	T2	Change	% Change
Resilience	81 (+5)	88 (+12)	+7	+9% **	74 (-2)	74 (-2)	0	0%	85 (+9)	80 (+4)	-5	-6%
Adaptability	89 (+5)	95 (+11)	+6	+7% ***	86 (+2)	86 (+2)	0	0%	90 (+6)	87 (+3)	-3	-3%
Confidence	80 (+2)	86 (+8)	+6	+8% *	79 (+1)	77 (-1)	-2	-3%	83 (+5)	80 (+2)	-3	-4%
Purposefulness	78 (+5)	84 (+11)	+6	+8% *	64 (-9)	64 (-9)	0	0%	85 (+12)	76 (+3)	-9	-11%
Social Support	79 (+5)	86 (+12)	+7	+9% *	67 (-7)	72 (-2)	+5	+7%	84 (+10)	78 (+4)	-6	-7%
Health	51 (-8)	59 (0)	+8	+16% **	53 (-6)	58 (-1)	+5	+9%	68 (+9)	67 (+8)	-1	-1%
Physical Health	48 (-9)	55 (-2)	+7	+15% *	55 (-2)	58 (+1)	+3	+5%	67 (+10)	67 (+10)	0	0%
Mental Health	54 (-8)	64 (+2)	+10	+19% **	51 (-11)	58 (-4)	+7	+14%	69 (+7)	67 (+5)	-2	-3%
Engagement	71 (+2)	80 (+11)	+9	+13% **	58 (-11)	63 (-6)	+5	+9%	76 (+7)	79 (+10)	+3	+4%
Motivation	74 (+2)	81 (+9)	+7	+9%	63 (-9)	68 (-4)	+5	+8%	78 (+6)	78 (+6)	0	0%
Organisational Commitment	63 (+2)	73 (+12)	+10	+16% **	49 (-12)	54 (-7)	+5	+10%	68 (+7)	82 (+21)	+14	+21% *
Employee Commitment	74 (0)	84 (+10)	+10	+14% **	61 (-13)	67 (-7)	+6	+10%	81 (+7)	78 (+4)	-3	-4%
Subjective Wellbeing	65 (+1)	71 (+7)	+6	+9% *	56 (-8)	60 (-4)	+4	+7%	72 (+8)	66 (+2)	-6	-8%
Positive Emotions	55 (-2)	64 (+7)	+9	+16% **	43 (-14)	50 (-7)	+7	+16%	68 (+11)	59 (+2)	-9	-13%
Sense of Purpose	76 (+4)	78 (+6)	+2	+3%	69 (-3)	69 (-3)	0	0%	75 (+3)	72 (0)	-3	-4%
Six Essentials	68 (+2)	75 (+9)	+7	+10% **	61 (-5)	66 (0)	+5	+8%	74 (+8)	76 (+10)	+2	+3%
Resources & Communication	65 (-1)	72 (+6)	+7	+11% **	57 (-9)	64 (-2)	+7	+12%	71 (+5)	72 (+6)	+1	+1%
Control	64 (+3)	73 (+12)	+9	+14% **	59 (-2)	59 (-2)	0	0%	72 (+11)	69 (+8)	-3	-4%
Balanced Workload	68 (+6)	77 (+15)	+9	+13% **	66 (+4)	72 (+10)	+6	+9%	73 (+11)	81 (+19)	+8	+11%
Job Security & Change	65 (-1)	73 (+7)	+8	+12% **	52 (-14)	57 (-9)	+5	+10%	69 (+3)	72 (+6)	+3	+4%
Work Relationships	75 (+1)	79 (+5)	+4	+5% *	68 (-6)	73 (-1)	+5	+7%	78 (+4)	79 (+5)	+1	+1%
Job Conditions	70 (0)	76 (+6)	+6	+9% **	64 (-6)	70 (0)	+6	+9%	81 (+11)	80 (+10)	-1	-1%
Performance	76 (+7)	85 (+16)	+9	+12% **	60 (-9)	66 (-3)	+6	+10%	77 (+8)	74 (+5)	-3	-4%
Intention to leave	70 (+6)	79 (+15)	+9	+13% *	44 (-20)	56 (-8)	+12	+27%	74 (+10)	62 (-2)	-12	-16%
Productivity	83 (+5)	90 (+12)	+7	+8% **	80 (+2)	79 (+1)	-1	-1%	80 (+2)	80 (+2)	0	0%
Advocacy	74 (+4)	85 (+15)	+11	+15% **	58 (-12)	64 (-6)	+6	+10%	77 (+7)	82 (+12)	+5	+6%
Good Days at Work	83 (+2)	92 (+11)	+9	+11% ***	73 (-8)	85 (+4)	+12	+16% **	85 (+4)	87 (+6)	+2	+2%
Achievement	79 (+3)	87 (+11)	+8	+10% **	72 (-4)	79 (+3)	+7	+10%	84 (+8)	85 (+9)	+1	+1%
Valuable contribution	95 (+7)	96 (+8)	+1	+1%	81 (-7)	95 (+7)	+14	+17% **	93 (+5)	88 (0)	-5	-5%
Energetic	63 (-4)	84 (+17)	+21	+33% ***	52 (-15)	72 (+5)	+20	+38% **	68 (+1)	78 (+11)	+10	+15%
Sociability	95 (+1)	98 (+4)	+3	+3% *	87 (-7)	94 (0)	+7	+8%	96 (+2)	96 (+2)	0	0%

***Significant at $p < 0.001$, **Significant at $p < 0.01$, *Significant at $p < 0.05$

Item	Transformation, HR and Corporate Services				Shared Waste and Environment				Shared Planning			
	T1	T2	Change	% Change	T1	T2	Change	% Change	T1	T2	Change	% Change
Resilience	82 (+6)	84 (+8)	+2	+2%	76 (0)	83 (+7)	+7	+9%	69 (-7)	78 (+2)	+9	+13% **
Adaptability	87 (+3)	88 (+4)	+1	+1%	88 (+4)	92 (+8)	+4	+5%	80 (-4)	85 (+1)	+5	+6% *
Confidence	81 (+3)	82 (+4)	+1	+1%	81 (+3)	82 (+4)	+1	+1%	67 (-11)	77 (-1)	+10	+15% **
Purposefulness	75 (+2)	80 (+7)	+5	+7%	64 (-9)	76 (+3)	+12	+19%	64 (-9)	73 (0)	+9	+14% *
Social Support	84 (+10)	87 (+13)	+3	+4%	72 (-2)	82 (+8)	+10	+14%	66 (-8)	78 (+4)	+12	+18% **
Health	55 (-4)	64 (+5)	+9	+16% **	59 (0)	64 (+5)	+5	+8%	55 (-4)	64 (+5)	+9	+16% **
Physical Health	53 (-4)	61 (+4)	+8	+15% **	58 (+1)	63 (+6)	+5	+9%	55 (-2)	62 (+5)	+7	+13% *
Mental Health	58 (-4)	68 (+6)	+10	+17% **	59 (-3)	66 (+4)	+7	+12%	55 (-7)	66 (+4)	+11	+20% **
Engagement	73 (+4)	77 (+8)	+4	+5%	64 (-5)	78 (+9)	+14	+22% **	63 (-6)	71 (+2)	+8	+13% *
Motivation	75 (+3)	78 (+6)	+3	+4%	69 (-3)	78 (+6)	+9	+13%	67 (-5)	74 (+2)	+7	+10%
Organisational Commitment	68 (+7)	73 (+12)	+5	+7%	59 (-2)	74 (+13)	+15	+25% *	58 (-3)	66 (+5)	+8	+14%
Employee Commitment	76 (+2)	79 (+5)	+3	+4%	65 (-9)	82 (+8)	+17	+26% ***	64 (-10)	74 (0)	+10	+16% **
Subjective Wellbeing	64 (0)	69 (+5)	+5	+8%	57 (-7)	69 (+5)	+12	+21% *	58 (-6)	65 (+1)	+7	+12% **
Positive Emotions	55 (-2)	63 (+6)	+8	+15% *	49 (-8)	61 (+4)	+12	+24% *	47 (-10)	59 (+2)	+12	+26% **
Sense of Purpose	73 (+1)	74 (+2)	+1	+1%	66 (-6)	76 (+4)	+10	+15% *	68 (-4)	72 (0)	+4	+6%
Six Essentials	70 (+4)	76 (+10)	+6	+9% **	67 (+1)	76 (+10)	+9	+13% *	63 (-3)	70 (+4)	+7	+11% **
Resources & Communication	68 (+2)	73 (+7)	+5	+7% *	65 (-1)	72 (+6)	+7	+11%	60 (-6)	66 (0)	+6	+10%
Control	66 (+5)	72 (+11)	+6	+9%	62 (+1)	73 (+12)	+11	+18% *	57 (-4)	65 (+4)	+8	+14% *
Balanced Workload	73 (+11)	78 (+16)	+5	+7% *	65 (+3)	79 (+17)	+14	+22% **	59 (-3)	69 (+7)	+10	+17% **
Job Security & Change	66 (0)	72 (+6)	+6	+9% *	68 (+2)	76 (+10)	+8	+12%	66 (0)	74 (+8)	+8	+12% **
Work Relationships	77 (+3)	82 (+8)	+5	+6% **	73 (-1)	77 (+3)	+4	+5%	70 (-4)	76 (+2)	+6	+9% *
Job Conditions	73 (+3)	78 (+8)	+5	+7% *	68 (-2)	77 (+7)	+9	+13% *	68 (-2)	72 (+2)	+4	+6%
Performance	70 (+1)	79 (+10)	+9	+13% **	68 (-1)	84 (+15)	+16	+24% ***	61 (-8)	77 (+8)	+16	+26% ***
Intention to leave	64 (0)	75 (+11)	+11	+17% **	60 (-4)	78 (+14)	+18	+30% **	54 (-10)	76 (+12)	+22	+41% ***
Productivity	74 (-4)	82 (+4)	+8	+11% *	78 (0)	89 (+11)	+11	+14% **	73 (-5)	82 (+4)	+9	+12% **
Advocacy	73 (+3)	81 (+11)	+8	+11% *	67 (-3)	85 (+15)	+18	+27% **	56 (-14)	71 (+1)	+15	+27% ***
Good Days at Work	80 (-1)	88 (+7)	+8	+10% ***	78 (-3)	89 (+8)	+11	+14% **	73 (-8)	86 (+5)	+13	+18% ***
Achievement	75 (-1)	84 (+8)	+9	+12% **	71 (-5)	84 (+8)	+13	+18% *	63 (-13)	78 (+2)	+15	+24% ***
Valuable contribution	87 (-1)	93 (+5)	+6	+7% *	87 (-1)	96 (+8)	+9	+10% *	87 (-1)	93 (+5)	+6	+7% *
Energetic	63 (-4)	77 (+10)	+14	+22% **	60 (-7)	78 (+11)	+18	+30% *	50 (-17)	77 (+10)	+27	+54% ***
Sociability	95 (+1)	99 (+5)	+4	+4% **	93 (-1)	96 (+2)	+3	+3%	91 (-3)	97 (+3)	+6	+7% **

***Significant at $p < 0.001$, **Significant at $p < 0.01$, *Significant at $p < 0.05$

Figure 7: Good Day at Work survey measures, comparing Time 1 to Time 2 for contract type

Item	Part-time				Full-time			
	T1	T2	Change	% Change	T1	T2	Change	% Change
Resilience	76 (0)	77 (+1)	+1	+1%	78 (+2)	83 (+7)	+5	+6% ***
Adaptability	87 (+3)	88 (+4)	+1	+1%	86 (+2)	89 (+5)	+3	+3% *
Confidence	76 (-2)	77 (-1)	+1	+1%	78 (0)	81 (+3)	+3	+4% *
Purposefulness	65 (-8)	68 (-5)	+3	+5%	72 (-1)	78 (+5)	+6	+8% **
Social Support	75 (+1)	75 (+1)	0	0%	76 (+2)	83 (+9)	+7	+9% ***
Health	52 (-7)	56 (-3)	+4	+8%	56 (-3)	64 (+5)	+8	+14% ***
Physical Health	52 (-5)	55 (-2)	+3	+6%	54 (-3)	61 (+4)	+7	+13% ***
Mental Health	52 (-10)	56 (-6)	+4	+8%	57 (-5)	67 (+5)	+10	+18% ***
Engagement	65 (-4)	68 (-1)	+3	+5%	68 (-1)	76 (+7)	+8	+12% ***
Motivation	67 (-5)	72 (0)	+5	+7%	72 (0)	77 (+5)	+5	+7%
Organisational Commitment	60 (-1)	61 (0)	+1	+2%	62 (+1)	70 (+9)	+8	+13% ***
Employee Commitment	69 (-5)	72 (-2)	+3	+4%	70 (-4)	79 (+5)	+9	+13% ***
Subjective Wellbeing	58 (-6)	61 (-3)	+3	+5%	62 (-2)	68 (+4)	+6	+10% ***
Positive Emotions	46 (-11)	52 (-5)	+6	+13%	53 (-4)	62 (+5)	+9	+17% ***
Sense of Purpose	69 (-3)	70 (-2)	+1	+1%	71 (-1)	75 (+3)	+4	+6% *
Six Essentials	65 (-1)	68 (+2)	+3	+5%	67 (+1)	74 (+8)	+7	+10% ***
Resources & Communication	65 (-1)	65 (-1)	0	0%	63 (-3)	71 (+5)	+8	+13% ***
Control	57 (-4)	61 (0)	+4	+7%	64 (+3)	70 (+9)	+6	+9% ***
Balanced Workload	68 (+6)	71 (+9)	+3	+4%	66 (+4)	75 (+13)	+9	+14% ***
Job Security & Change	63 (-3)	70 (+4)	+7	+11%	65 (-1)	72 (+6)	+7	+11% ***
Work Relationships	71 (-3)	73 (-1)	+2	+3%	74 (0)	79 (+5)	+5	+7% ***
Job Conditions	68 (-2)	71 (+1)	+3	+4%	70 (0)	76 (+6)	+6	+9% ***
Performance	66 (-3)	75 (+6)	+9	+14% *	69 (0)	79 (+10)	+10	+14% ***
Intention to leave	57 (-7)	69 (+5)	+12	+21% *	62 (-2)	74 (+10)	+12	+19% ***
Productivity	79 (+1)	82 (+4)	+3	+4%	77 (-1)	84 (+6)	+7	+9% ***
Advocacy	65 (-5)	73 (+3)	+8	+12%	69 (-1)	78 (+8)	+9	+13% ***
Good Days at Work	80 (-1)	86 (+5)	+6	+8% *	78 (-3)	88 (+7)	+10	+13% ***
Achievement	73 (-3)	79 (+3)	+6	+8%	73 (-3)	83 (+7)	+10	+14% ***
Valuable contribution	88 (0)	95 (+7)	+7	+8%	88 (0)	94 (+6)	+6	+7% ***
Energetic	65 (-2)	74 (+7)	+9	+14%	58 (-9)	79 (+12)	+21	+36% ***
Sociability	92 (-2)	96 (+2)	+4	+4%	93 (-1)	98 (+4)	+5	+5% ***

***Significant at $p < 0.001$, **Significant at $p < 0.01$, *Significant at $p < 0.05$

4 Day Week Questions

Participants who completed the 4DW trial (n = 328) answered a series of questions on their experience of the trial, of which the results are shown below.

Participants of the trial were predominately full-time employees (83%). These employees mainly chose 4 full working days (82%), whereas part-time employees, a smaller group of participants (17%), chose a mix of working patterns for the trial (See Figure 8).

Monday and Friday were the most popular days to take off for both full-time (37% and 52%, respectively) and part-time (32% and 32%) employees, with Wednesdays close behind for the latter (23%). (See Figure 9).

Of those that participated in the 4DW trial, the majority completed the full 3-month trial (95%), and most did not change their working pattern during the trial (63%).

Figure 8: What working pattern did you choose at the start of the trial?

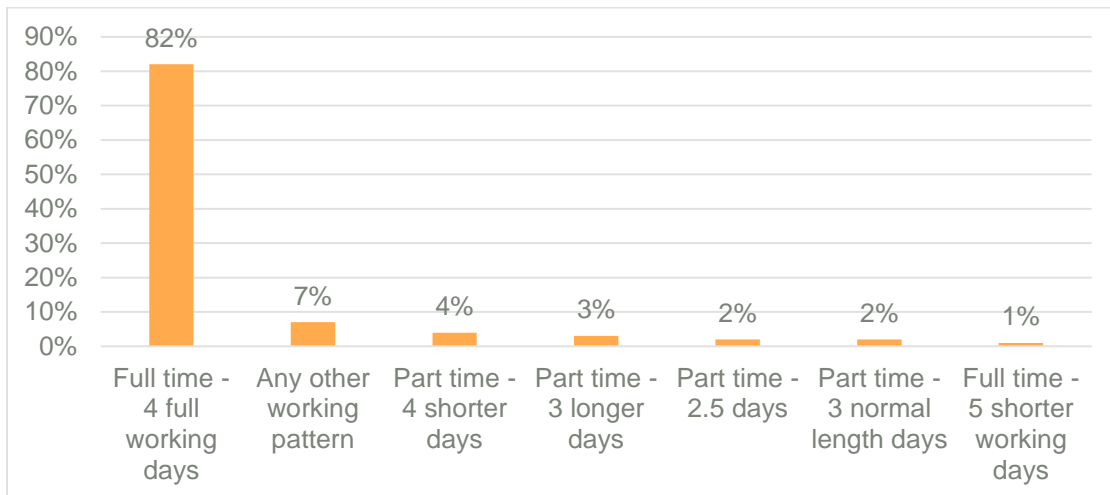
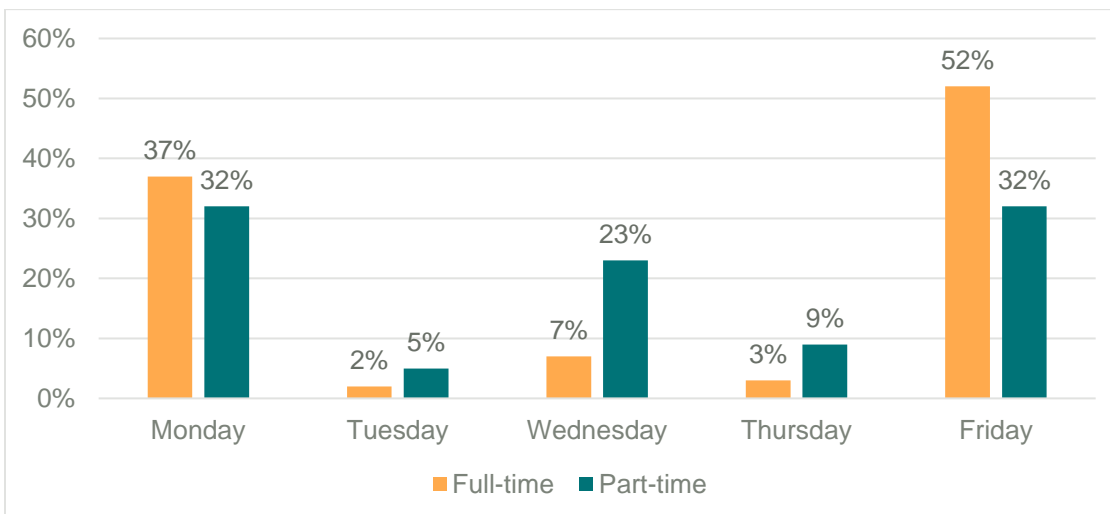
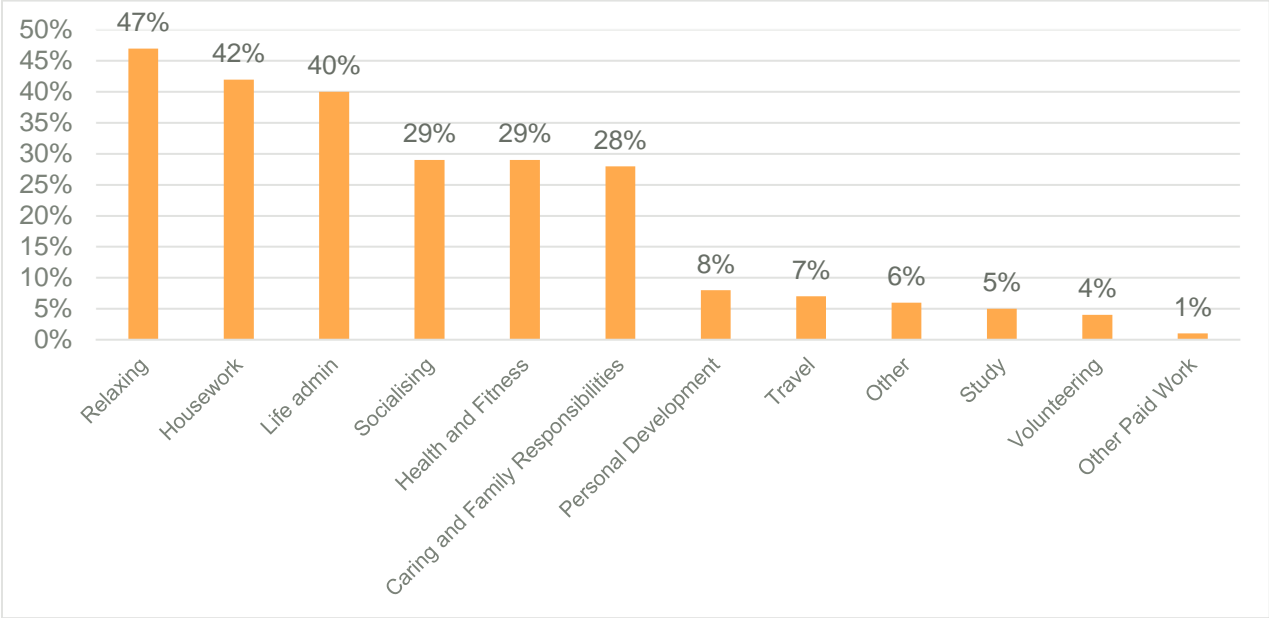


Figure 9: Which day did you take off for the 4 Day Week Trial?



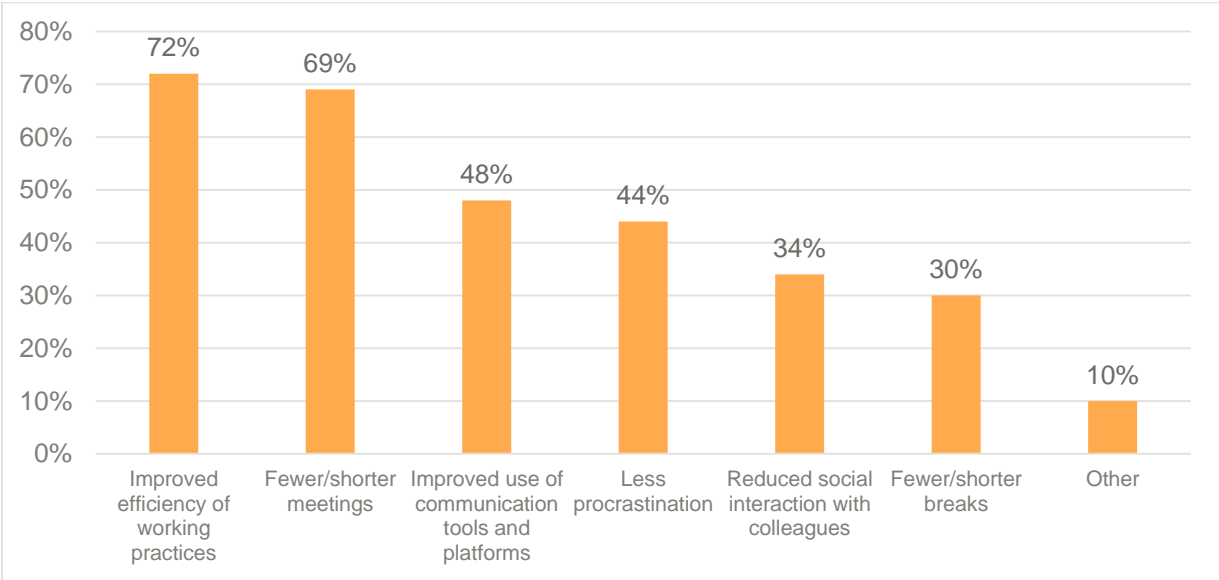
The top five activities employees spent the most time on during their extra day or time off during the trial were 'Relaxing' (47%), 'Housework' (42%), 'Life Admin' (40%), 'Socialising' (29%), and 'Health and Fitness' (29%). Following just behind these activities, 28% of employees spent the most time on caring and family responsibilities. (See Figure 10).

Figure 10: Which activity have you spent the most time on, during your extra day/time off, per week?



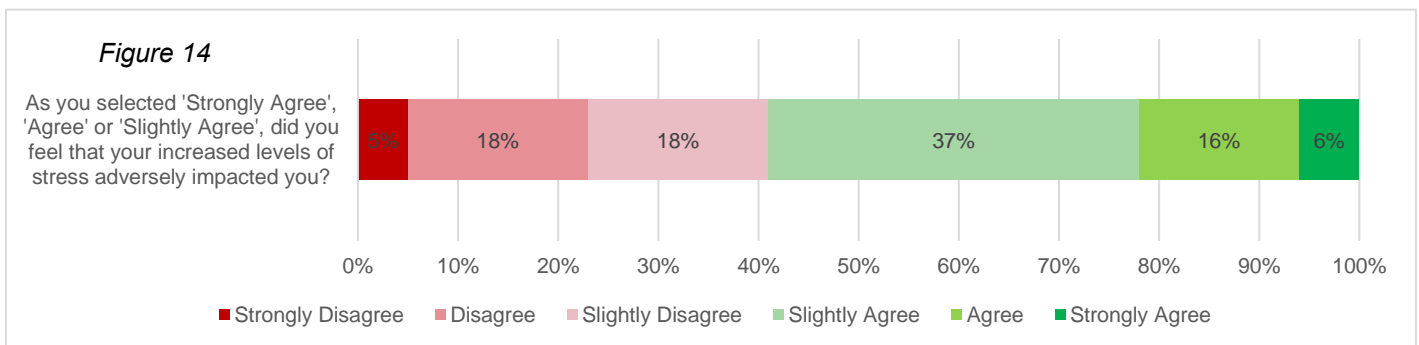
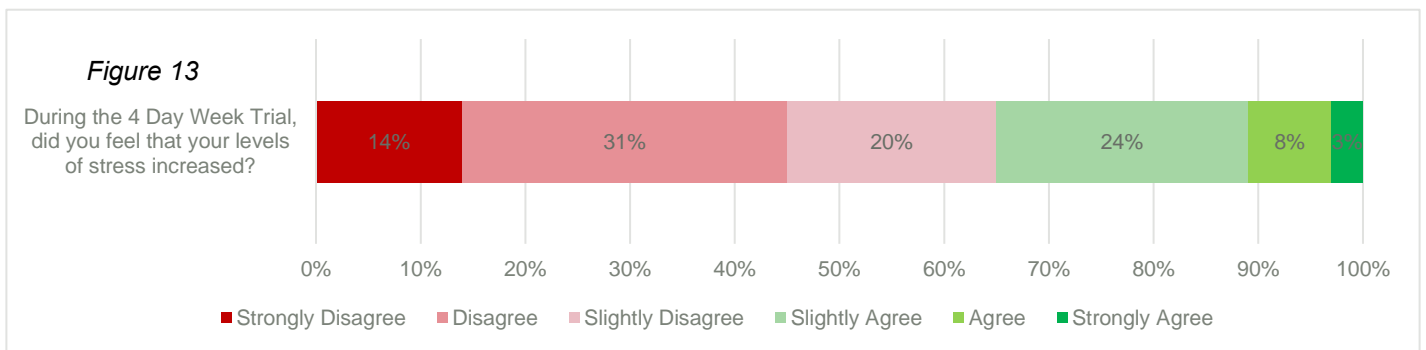
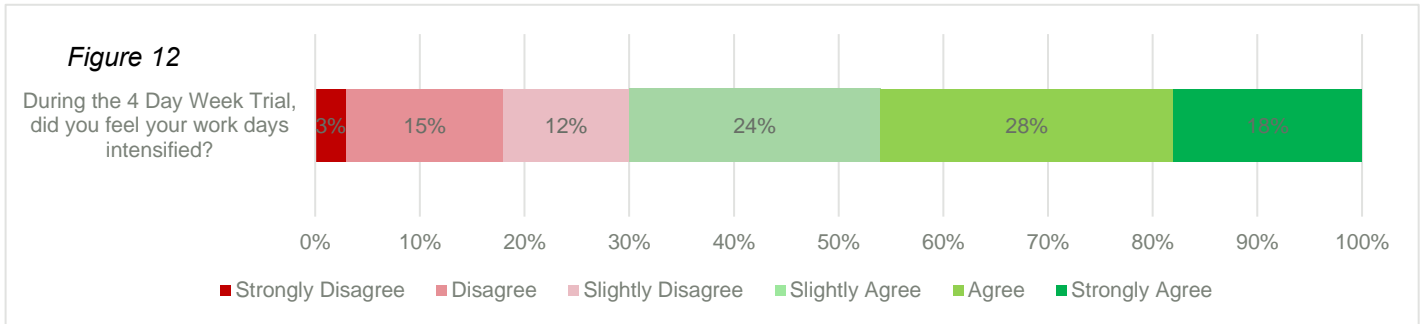
In order to deliver their work in 80% of the time, the top activities and tasks that employees said have to change are improved efficiency of working practices (72%) and fewer/ shorter meetings (69%). (See Figure 11).

Figure 11: To deliver your work in 80% of the time, what has had to change?



71% of employees agreed that they felt their workdays intensified due to the trial, compared to 29% who disagreed. (See Figure 12).

When asked if they felt their stress levels increased during the 4DW trial, 65% disagreed, compared to 35% who agreed (See Figure 13). Of those who agreed, 59% said that the stress adversely impacted them (See Figure 14).



Please note: the above reported percentages for 'agreed' include 'strongly agree', 'agree' and 'slightly agree', and for 'disagree' include 'strongly disagree', 'disagree' and 'slightly disagree'.

61% of employees reported that they did not consistently work more than 80% of their contracted hours during the trial, however 28% said they did (see Figure 15). Of those who did work extra hours, the majority reported working 0-3 hours (63%). However, 14% reported working 6+ hours. (See Figure 16).

Figure 15: During the 4 Day Week Trial, did you consistently work more than 80% of your contracted hours, per week?

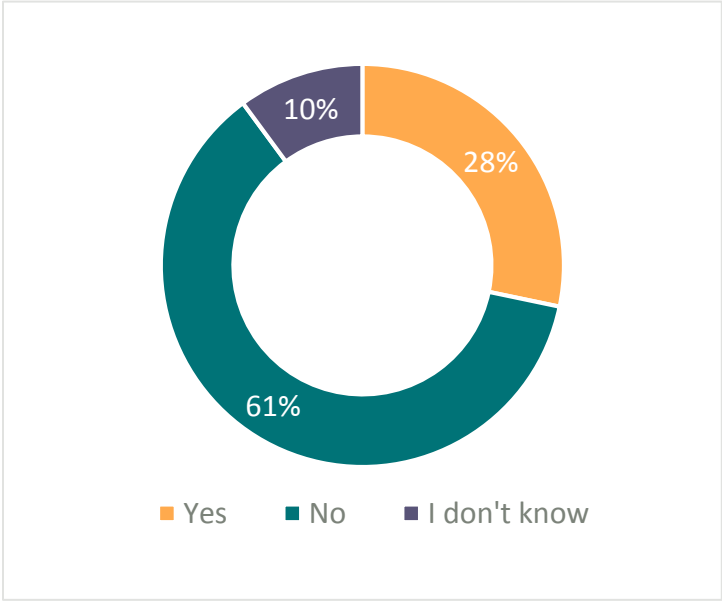
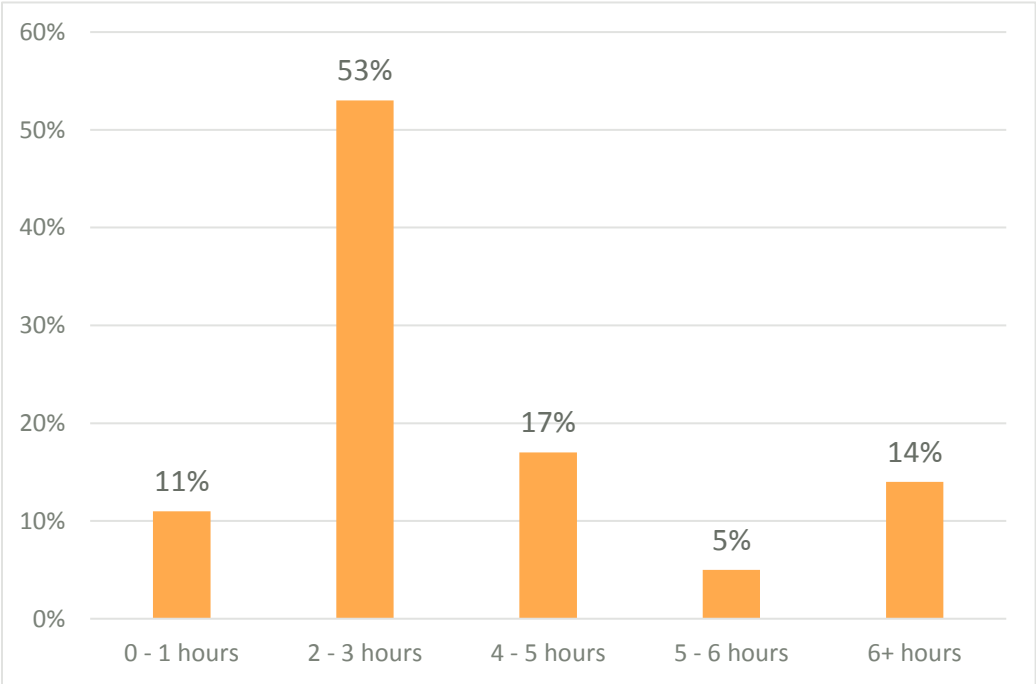


Figure 16: How many more hours did you work on average, per week?



Employees feel that SCDC have the right tools and processes in place (84%) (see Figure 17) and that it is worthwhile putting in the extra effort (94%) (see Figure 18). They are also more likely to apply for jobs that offer a 4DW (85%) (See Figure 19).

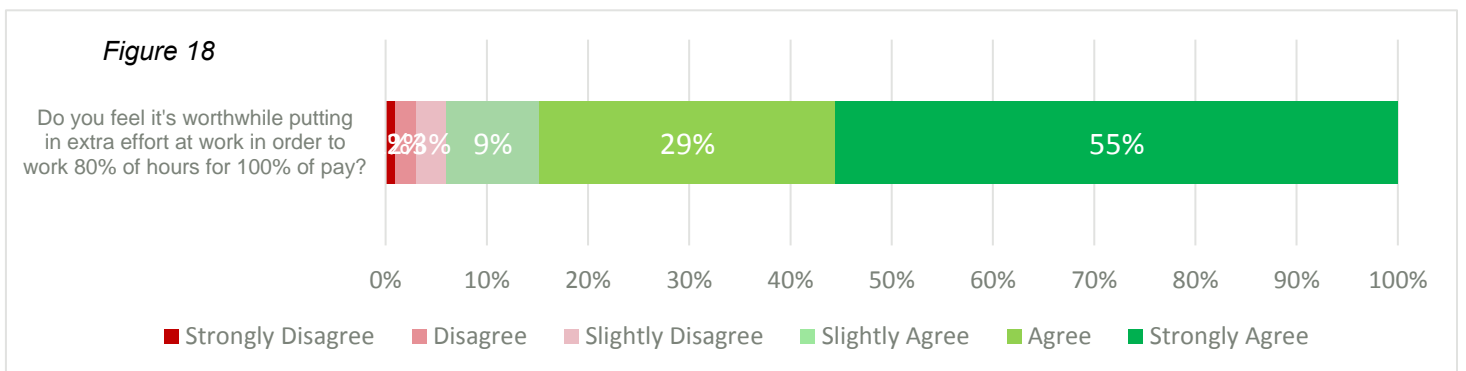
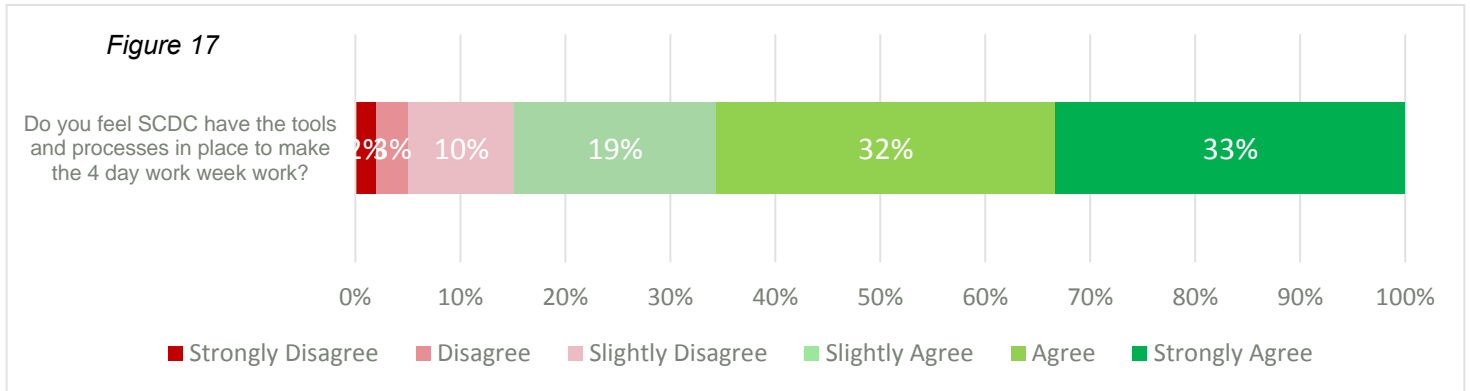
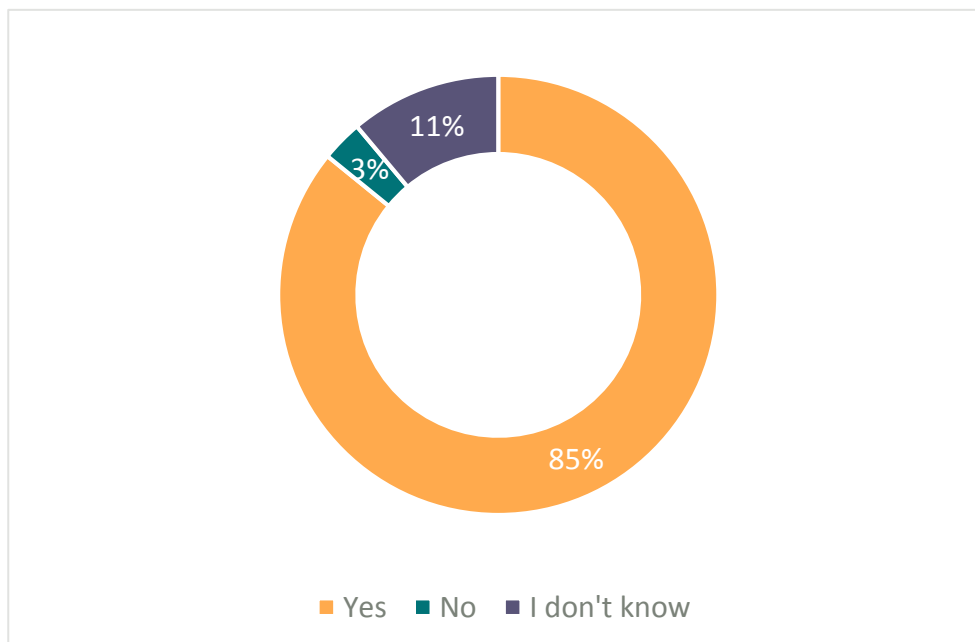


Figure 19: Would you be more likely to apply for a job with a permanent 4-day week employer?



Overall, employees rated the 4DW positively (74% rated 8/10 or above) (See Figure 20) and the majority would like SCDC to permanently move to a 4DW (89%), with only 2% saying that they would not. (See Figure 21).

Figure 20: How would you rate your overall experience of the 4 day week trial? (0 is extremely challenging/unenjoyable, 10 is loved it/everything ran smoothly)

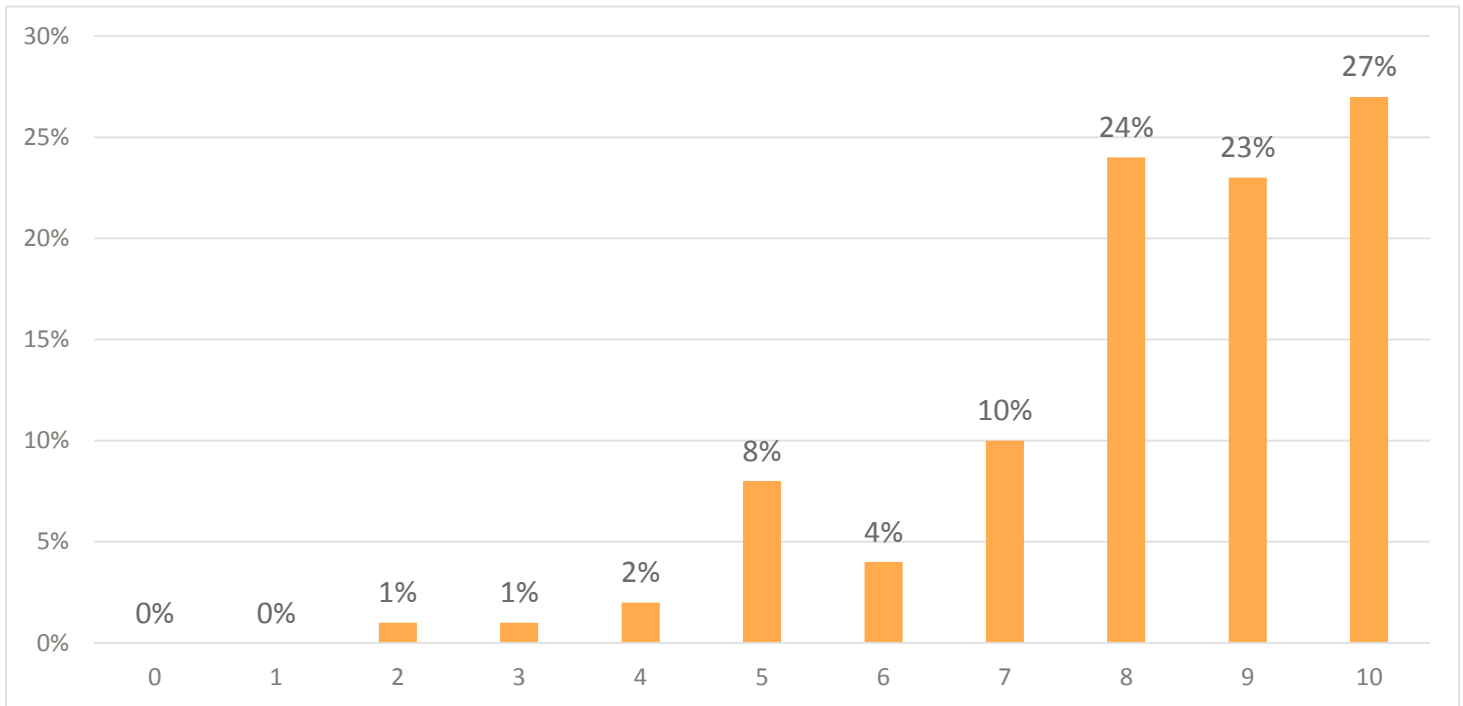
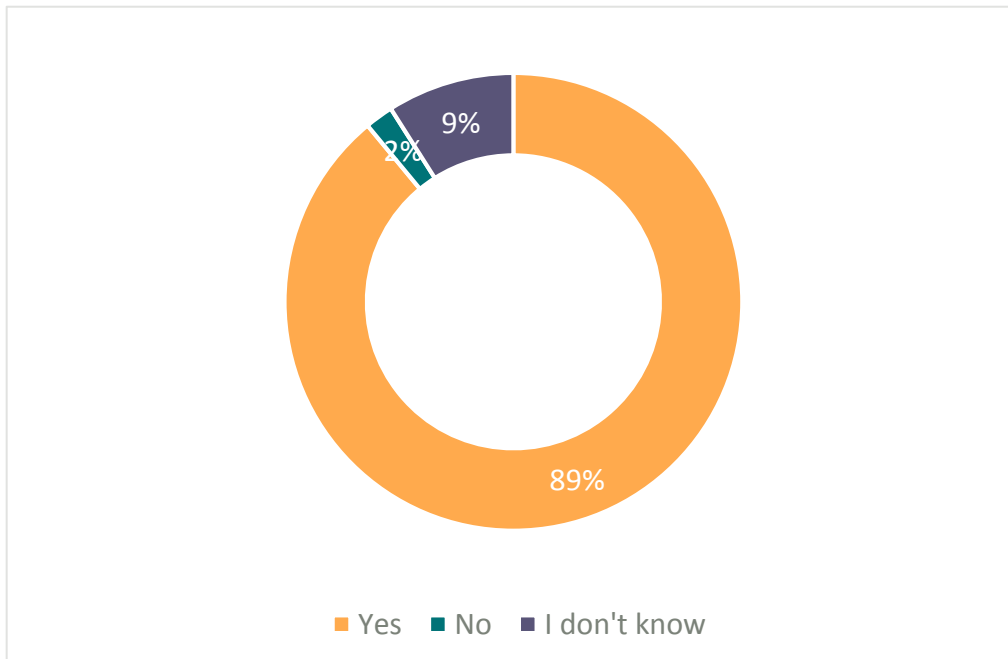


Figure 21: Would you like SCDC to move permanently to a 4 day week?



Wellbeing Culture

SCDC asked participants a series of additional questions on the 'wellbeing culture' at the council, these can be seen in the table below (see *Figure 22*).

All items see an increase in participants agreeing with the statements between Time 1 and Time 2. In particular, the biggest increase we see is for 'I feel that the Council shows much concern for me' (+16%) and 'I feel that the Council cares about my general wellbeing at work' (+12%).

Figure 22: Additional questions asked on SCDC Wellbeing Culture

Question	T1		T2		Increase in Agree
	Agree	Disagree	Agree	Disagree	
Help is available from my management when I have a problem	92%	8%	94%	6%	+2%
I care about the fate of the Council	93%	7%	94%	6%	+1%
I feel a 'strong' sense of belonging to the Council	70%	30%	77%	23%	+7%
I feel emotionally attached to the Council	64%	36%	72%	28%	+9% *
I feel that the Council cares about my general wellbeing at work	81%	19%	93%	7%	+12% ***
I feel that the Council shows much concern for me	66%	34%	82%	18%	+16% ***
I feel that the Council values my contribution in providing its services	81%	19%	85%	15%	+4%
I view the Council's problems as my own	56%	44%	64%	36%	+8% *
This Council has a great deal of personal meaning for me	62%	38%	68%	32%	+6%

***Significant at $p < 0.001$, **Significant at $p < 0.01$, *Significant at $p < 0.05$

Please note: the above reported percentages for 'agreed' = 'strongly agree', 'agree' and 'slightly agree', and for 'disagree' = 'strongly disagree', 'disagree' and 'slightly disagree'.