



CONFERENCE REPORT

WORKSHOW2025

FLEXIBLE WORK MODELS



**THE FIRST INTERNATIONAL
CONFERENCE ON FLEXIBLE WORK
MODELS**

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WHY WORKSHOW 2025?

**WORK IS WHAT YOU DO, NOT
WHERE YOU ARE.**

Hybrid work is here to stay. It is worth refining while keeping in mind that it is a combination of remote and office work—defined differently in every company according to the new principle of our times: "there is no one-size-fits-all." However, we should not revert to the pre-COVID-19 reality.

Some companies have taken flexibility a step further—not only in terms of location but also in working hours. They operate on a four-day workweek, six-hour or seven-hour workdays, or have implemented self-organizing team models. Others have tested the four-day workweek but decided against it, opting instead for other flexible solutions.

The key to the future of work lies in flexibility, efficiency, and value creation—its very purpose.

I invite you to read this summary of the first international WORKSHOW2025 conference, where CEOs and top experts from Poland and abroad shared their experiences of working in



flexible models within their companies and the results of market tests in countries such as Portugal and the UK.

Nozbe, Tradedoubler, Radio Kolor, A4Bee, Tektit Consulting, IMD Corporate UK, Crioestaminal Portugal, Bank BNP Paribas, and globally Unilever New Zealand serve as case studies of flexible solutions—organizations worth following.

Leaders inspiring leaders. It is valuable to take inspiration from others and bring the discussion about the future of work into your own company. This leads us to two key questions:

- What can we do this year to work smarter, not harder?
- Which flexible work model could be the right fit for our organization in the future, and how can we prepare for it?

Wishing you success in your work today and in the future!

Tina Sobocińska, HR4Future
Founder and Organizer of WORKSHOW2025

6 REASONS TO EXPLORE FLEXIBLE WORK MODELS

1. Changing Life Priorities and Well-Being

Since the pandemic, our life priorities have shifted. We are more overworked, exhausted, and burnt out. There is a growing need to use our working hours and personal time more effectively. Instead of working longer, we should work smarter—especially since we have the tools and technologies to help us organize work efficiently. The time we save can be devoted to self-care and helping others, such as engaging in sports, preventive health check-ups, and social or charitable activities, including volunteering.

2. Demographic Changes and Workforce Distribution

Our society is aging, and an increasing number of people require constant or periodic care.

Some may also wish to spend more time with their children. Additionally, the historically low birth rate (the lowest since 1918) may necessitate a different distribution of work in the labor market. These alarming statistics call for proactive workforce planning.

3. Eliminating Workplace Inefficiencies

A significant amount of time is wasted at work due to inefficiencies—unproductive meetings, endless email chains, and administrative tasks that could be handled by technology. According to data presented by labor market expert Andrzej Kubisiak from the Polish Economic Institute, Polish employees are among the most overworked in the EU, yet this does not directly translate into productivity. Moreover, in Poland today, entrepreneurs are the most overworked professional group.



4. AI and Automation as a Productivity Driver

The capabilities offered by AI and automation will inevitably be leveraged by both employers and employees. Employers will use AI-driven solutions, such as virtual assistants that handle customer and employee inquiries 24/7 without sick leave or vacation. Employees, on the other hand, will benefit from the democratization of technology, its user-friendliness, and real-time efficiency—such as AI-generated meeting minutes or draft presentations—enhancing productivity for those who value efficiency.

5. The Digital Generation's Expectations

Young professionals from Generation Z and Generation Alpha are highly efficiency-oriented and naturally integrate technology into their work. This will accelerate the inevitable workplace revolution, shifting the traditional paradigm of a five-day, eight-hour workweek. The younger generations will seek employers who offer an efficient, development-focused, and well-organized work environment with a strong organizational culture.

6. The Need for Continuous Upskilling and Reskilling

As labor market dynamics evolve, employees will need to dedicate more time to developing future skills, upskilling, and reskilling. These shifts are happening at an increasing pace and will have a growing impact on the job market.

The latest World Economic Forum Future of Jobs 2025 report confirms that the work landscape is evolving at a rapid pace. Breakthrough innovations, particularly in generative AI, are transforming industries and job roles across all sectors. These technological advancements intersect with broader challenges, including economic instability, geopolitical and economic shifts, environmental issues, and changing societal expectations.



LABOR MARKET OUTLOOK FOR 2025

The latest results from Pracuj.pl's study "New Year's Career Resolutions of Polish Employees" indicate that Poles are looking ahead to 2025 with optimism.

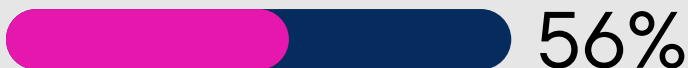
55% of Poles plan to implement career-related New Year's resolutions. The most frequently mentioned goals include changing jobs, developing new skills, and improving

work-life balance.

76% of respondents intend to change jobs in 2025.

This presents a significant HR challenge for employers in 2025 and beyond. Companies must refine their work models, organizational culture, work environment, and strategies for attracting and retaining talent.

Despite the difficulties, I am optimistic about 2025.



I want to change my job in 2025



This is the time to make bold decisions



I expect professional challenges resulting from the economic situation



The most frequently mentioned goals for 2025 include:

- Change of job
- Development of new skills
- Improving work-life balance

THE FOUR-DAY WORKWEEK CASE STUDIES FROM POLAND

Looking at the UK and Portugal—two countries that have systematically tested and measured the results of a four-day workweek—market trials have demonstrated tangible benefits for both employers and employees. But what does this look like in practice in Poland?

Implementing a four-day workweek requires more than just testing it within a specific organization. It involves building a model tailored to the company's needs, optimizing processes, enhancing meeting efficiency, and fostering a culture of trust. The goal of adopting

a flexible work model is not simply to reduce working hours but to transform the organization. This is a key insight from leaders of companies that have embraced this approach.

For a four-day workweek to succeed, leadership plays a crucial role— from the CEO to frontline managers. Additionally, defining the purpose behind the change is essential. Why are we investing effort in this shift? What outcomes do we expect, and how do we measure them during the pilot phase?

One of the first Polish companies to implement the four-day workweek is **Nozbe**, a technology company founded by CEO **Michał Śliwiński**. Since 2016, the Nozbe team has enjoyed “Free Fridays.”

Key Factors Enabling Nozbe's Transition to a Four-Day Workweek:

- CEO-driven initiative, aligned with the company's product offering
- Organizational culture focused on efficiency
- Integration with other flexible work solutions
- Freedom in how employees use Fridays, supported by structured work rituals: a Thursday wrap-up signal to close the workweek, task reviews and planning for the following week, supported by Nozbe's app

Impact of the Four-Day Workweek at Nozbe

- Skill development
- Higher job satisfaction & lower stress levels
- Better task management & teamwork
- Increased creativity – “Thanks to Free Fridays, we are more creative.”

Key Takeaways from Nozbe's Experience:

- “In our free time, we unlock creativity and curiosity, making both work and life more enjoyable.”
- Initially, employees needed encouragement to fully embrace their day off and not work on Fridays.
- A new work culture requires shared rituals, with technology playing a crucial role in support.
- In the long run, this model proves to be effective and sustainable.

The Polish branch of the international company **Tradedoubler** has been operating under a six-hour workday model since 2019. **Łukasz Szymula**, CEE General Manager, who led the transformation, emphasizes:

"This is an organizational transformation project that results in reduced working hours, improving employee well-being, fostering a culture of responsibility, and enhancing employees' sense of purpose."

Key Factors in Implementing the Six-Hour Workday:

- The leader consciously prepared the organization for this transformation
- Smart working policy, which includes: no salary reductions, paid sabbatical leave, hybrid work and additional benefits, including salary increases
- High meeting standards – No meetings before 10:00 AM or after 3:00 PM

Impact of the Six-Hour Workday:

- Employees highly value this work model – turnover is rare, and eNPS (Employee Net Promoter Score) has risen to 75%
- Improved well-being, focus, efficiency, and daily energy management
- Ranked #1 in the "Great Place to Work in Europe" for Small and Mid-Sized Companies
- Positive business performance indicators: Increased Customer NPS, EBITDA, Order Value, and Revenue, 51% decrease in employee absenteeism

Key Takeaways from Tradedoubler's Experience:

- The model is successful at Tradedoubler but requires continuous attention and adaptation
- Market turbulence presents a challenge – maintaining a six-hour workday requires a high level of employee accountability
- Synchronization with other company branches demands strong cross-team collaboration
- Employee onboarding and recruitment are critical – new hires must be introduced to this work model from the start

The technology company **A4Bee** conducted a structured test of the four-day workweek. However, as Karolina Marzantowicz, now CEO of Harbor4Growth, explains, despite a highly methodical and successful testing phase, the team ultimately decided that a five-day workweek is essential due to the nature of their industry—biotechnology innovation.

Instead of shifting to a four-day workweek, the company introduced other flexible solutions, such as meeting-free Fridays and shortened working hours on Fridays.

Testing is a critical phase -Karolina Marzantowicz strongly recommends it as an essential step, allowing companies to focus on their own goals and hypotheses rather than relying on media narratives.

Be prepared for surprises – Pilot programs may lead to unexpected insights and outcomes.

AAlina Strześniewska, CEO of Radio Kolor, introduced a seven-hour work model, which the team has now been following for over a year.

Key Factors in Implementing the Seven-Hour Workday

- CEO-driven initiative, based on market trends and the experiences of countries testing flexible work models
- Tailored to the company's business needs – a seven-hour workday instead of a four-day workweek
- Pre-existing culture of trust and flexibility facilitated the transition

Impact of the Seven-Hour Workday

- Pilot program results: increased creativity among presenters, more engaging programming, higher audience ratings, revenue growth, leading to a decision to expand the model across the entire organization
- Company-wide effects: more positive energy and creativity, improved work-life balance, greater trust in leadership
- Additional benefits: stronger employer branding, retention of key employees, even in the face of competing job offers, higher efficiency and better focus on key tasks

Key Takeaways from Radio Kolor's Experience:

- Additional hires were necessary, increasing personnel costs.
- Conducting an internal anonymous survey after one year proved to be a best practice.
- Despite the cost increase, the model has proven beneficial and will remain in place.



FOUR-DAY WORKWEEK MARKET TEST RESULTS IN THE UK

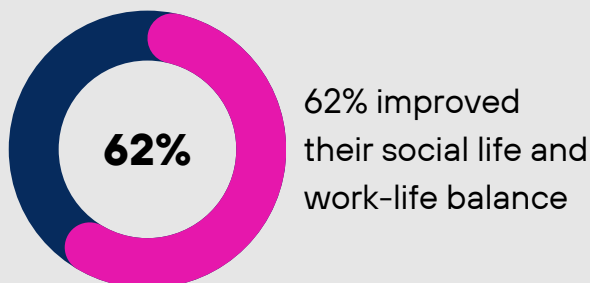
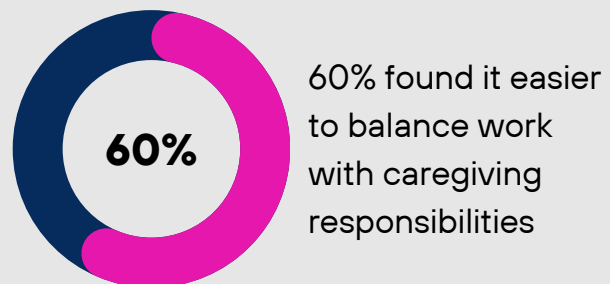
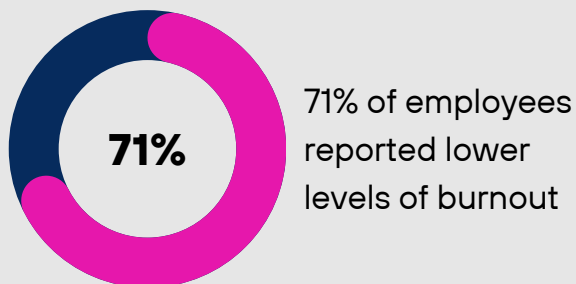
The UK began trialing the four-day workweek in 2022, with The Guardian being the first to adopt the 100-80-100 model (100% pay, 80% work time every other week, 100% productivity). The success of this initiative inspired other employers to join.

This global experiment—the largest of its kind—included 60 companies and was measured by a team of researchers, including Professor Brendan Burchell of the University of Cambridge, the lead researcher for the trials and a keynote speaker at WORKsHOW2025.

Participating companies underwent a two-month implementation process with expert support. Employers committed to maintaining full salaries while reducing working hours to 80%.

The Cambridge research team analyzed multiple business metrics, including: revenue, employee absenteeism, recruitment trends, turnover rates.

Surveys and interviews were conducted with both leaders and employees



1,4% Company revenues increased by an average of 1.4%.

The vast majority of companies reported stable or improved productivity and performance. 95%

of participating companies chose to continue with the four-day workweek.

FOUR-DAY WORKWEEK MARKET TEST RESULTS IN PORTUGAL

Professor Rita Fontinha of Henley Business School, keynote speaker at WORKsHOW2025 and lead researcher of the market trials in Portugal, along with Pedro Gomes, highlights the key findings so far: 66% reduction in costs and 68% improvement in talent acquisition.

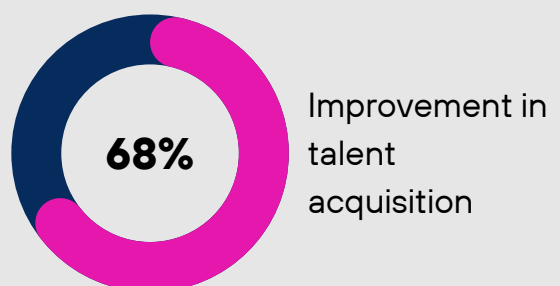
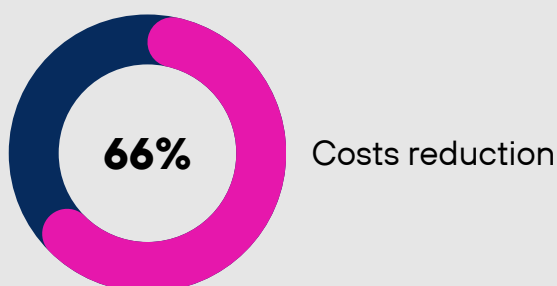
Most companies continued with their chosen model into the second year of the experiment.

Portugal launched its four-day workweek trials in June 2023, initiated by the government in response to the growing impact of burnout in the labor market. Participating companies received government support, including: training programs, key success metrics, expert consultations led by Rita Fontinha. Over 1,000 employees from various industries, including critical medical services, took part in the trials.

Interestingly, only 20% of companies chose Friday as their additional day off.

Current Status of the Trial.

89% of companies are continuing the trial or have permanently implemented the four-day workweek. 19% have ended the experiment, though two companies plan to restart it.



FOUR-DAY WORKWEEK INTERNATIONAL CASE STUDIES

What about other countries and major global enterprises? Joe O'Connor, CEO of Work Time Reduction, discussed this during WORKsHOW2025.

Following the success of an 18-month pilot in Unilever New Zealand, the initiative expanded in November 2022 to 600 Unilever Australia employees, including production, logistics, and supply chain teams. Key outcomes from the New Zealand pilot: revenue growth for six consecutive quarters, 100% of business targets achieved, clients unanimously confirmed that the team delivered work on time and at a high standard.

According to Bridge HR, the 4-day workweek is gaining popularity around the world: 25% annual increase in adoption in the UK and 34% annual increase in Canada

This data covers 50,000 employees in the UK and 7,000 in Canada

Additionally, it is worth observing companies: Lamborghini, Bolt, Buffer, Kickstarter, Atom Bank, Awin, The Demand Side.



In the UK IMD Corporate has fully transitioned to a four-day workweek following successful pilot tests. Marcin Durlak, Managing Partner at IMD Corporate, emphasizes that the model's success is driven by: a strong organizational culture, agile collaboration, flexible mutual support among employees.

This approach has not only proven effective but also delivered tangible business results, including improvements in: NPS, revenue growth, gross margin.

The primary motivation behind the transition was to improve lawyer well-being. Legal work is inherently high-stress, and industry-wide data highlighted alarming burnout rates.

The 4-day workweek is now a permanent model at IMD Corporate. The firm has been named The Best Place to Work by The Sunday Times, among many other awards and recognitions. 100% employee retention rate – attracting top legal talent in the market. IMD Corporate continues to invest in modern work methodologies, now integrating AI-powered solutions.





In Portugal, Crioestaminal (Crioestaminal), a company providing critical medical services, joined the national four-day workweek trials and implemented the 100-90-100 model.

According to Alexandra Mendes, HR Director, the motivation to participate came from the opportunity to be part of Portugal's voluntary four-day workweek trials, which were launched with government support and expert guidance—one of the key experts being Rita Fontinha, keynote speaker at WORKSHOW2025.

Employees received structured support, including: training sessions, preparation for the pilot program, key performance indicators to measure success, expert consultations throughout the experiment. Employee reception was overwhelmingly positive, leading the company to adopt the four-day model while committing to an annual review to assess its long-term viability. For Crioestaminal, the shorter workweek is positioned as an employee benefit.

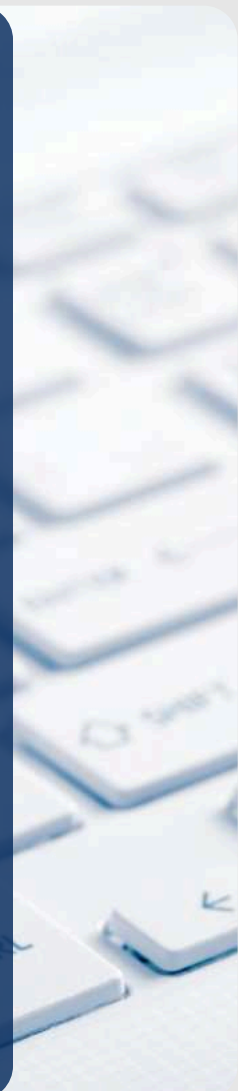
Timo Romer, Managing Partner of Tektit Consulting, along with his business partner, built the company from the ground up with a 4-day workweek model as its foundation. Their mission is: "We create a world where work makes people happy and fulfilled."

They believe that the extra day off is essential for: personal development, sports and well-being, reflection and creativity. As a result, both leaders and employees experience higher productivity and greater engagement. The 4-day workweek model serves as a strong employer branding tool, attracting new talent.

A prime example is Michał Michalczyk, who had a great job and wasn't actively seeking a new role—yet the opportunity to work at Tektit Consulting in a four-day model convinced him to join the company. As a speaker at WORKSHOW2025, Michał shared his perspective as an employee working under this model. Today, he serves as a developer and consultant within a 4-day workweek system.

From the outset, the company informs clients that services are provided within a 4-day work schedule. The team consists of highly experienced professionals, ensuring efficient time management and strong asynchronous communication. Distractions and unnecessary processes are eliminated to maximize productivity.

While most employees work four days, there's also an option for one employee to work five days and bank their extra day off for later use. The fifth day is completely flexible—employees use it for: family and social time, sports and well-being, personal and professional development.



WORKPLACE FLEXIBILITY ALPHA & Z GENERATION STUDY

Many companies highlight that younger generations are reshaping the labor market. A study conducted by Master Management Polska, presented by Managing Partner Krzysztof Szymczak, provides key insights for employers.

Key Findings from the Report "FLEX_ABILITY: Generation Z & Alpha Shaping a New Work Era":

- Generation Alpha (currently first-year high school students, born in 2010 and later) has higher expectations for remote work (80%) than Generation Z (54%).
- Both generations cite dissatisfaction with salary as the primary reason for considering a job change.
- Generation Z is more active in job searches and recruitment processes than Generation Alpha.
- Both groups prefer long-term employment within one company, although Generation Alpha has a higher percentage of undecided individuals.

Full report available here:

<https://webinar.master-hr.pl/pokolenia>



OXFORD DEBATE GENERATION ZET AND ALPHA: THE 4-DAY WORKWEEK IS MY GENERATION'S DREAM

ARGUMENTS IN FAVOR

- Improved mental health, well-being, and overall mood
- More time for rest and physical activity
- Reduced risk of illness and absenteeism
- Time for rehabilitation, therapy, walks, and family, leading to lower stress levels
- Opportunities for developing both soft and hard skills
- Better work-life balance: more time for hobbies, important matters, and socializing with friends
- Positive impact on personal growth, including talent development that enhances work efficiency
- Shorter work hours encourage greater efficiency
- Increased productivity
- Reduced time spent in meetings
- Higher job satisfaction
- Strengthened employee loyalty to the employer

ARGUMENTS AGAINST

- A four-day work week may negatively impact mental and physical health due to increased workload
- Physical labor efficiency cannot be significantly increased
- Some professions cannot operate with reduced hours (e.g., police, hospitals, pharmacies, teachers), requiring more staff
- Increased burden of household responsibilities (so-called "invisible work")
- Work and study may shift to home environments
- Less time for relationships and informal conversations (small talk)
- A successful experiment in one country (e.g., Iceland) does not guarantee success in another
- Risk of creating a two-speed economy
- Deepening socio-economic inequalities, including effects on the pension system
- Global competition demands higher productivity

SELF-ORGANIZING TEAMS – CASE STUDY FROM POLAND

Many organizations are adopting more flexible management models to enhance efficiency and responsiveness. BNP Paribas Bank is among the pioneers, implementing self-organizing teams as part of its strategic transformation. The initiative is led by Piotr Szykowny, Program Director of the New Distribution Model, who presented the core principles of this approach at WORKSHOW2025.

Key Insights from the BNP Paribas Model:

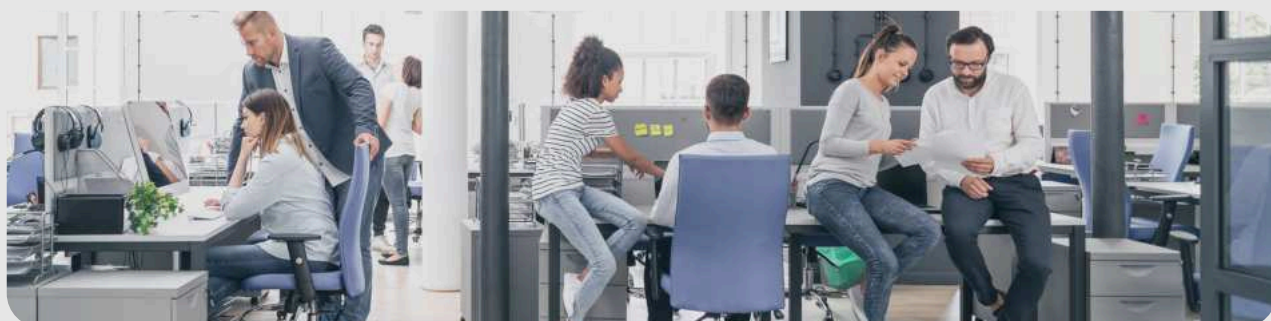
Decentralized Structure – The model is built around circles, OKRs, and the leader's role as a coach rather than a traditional manager.

Customer-Centric Focus – Personalized services and long-term client relationships remain a top priority.

Employee Development – The model fosters integration and growth, particularly for those entering the job market.

Faster Decision-Making – Empowered teams operate with greater agility, responding swiftly to market changes.

Positive Business Impact – BNP Paribas believes this approach strengthens client relationships while improving financial performance.



FLEXIBLE WORK MODELS

LABOR LAW

The transition to flexible work models requires a solid legal framework, a key aspect highlighted by Michał Kibil, Managing Partner and co-founder of DGTL Law Firm. While labor laws have evolved over the past 50 years, a comprehensive transformation aligned with modern work realities is still ahead.

Employers must implement legal regulations that protect both their interests and those of employees, particularly in areas such as working hours, workplace location, and occupational health and safety (OHS).

MEGA TRENDS

At the conference, Dymitr Malcew, Design Director at Gensler, presented the latest workplace design trends under the concept "From Workplace to Cultureplace."

"In recent years, we have witnessed dramatic changes that have reshaped the way we work like never before. Place matters. Design matters," Malcew emphasized.

The key distinction between a Workplace and a Culture Place lies in its broader purpose. A Culture Place goes beyond functionality, fostering community, ecosystems, relationships, and inclusivity, creating authentic and inspiring environments where culture and work seamlessly merge.

ORGANIZATIONAL MANAGEMENT

Professor Katarzyna Januszkiewicz from SWPS University emphasized that workplace flexibility is not just about reducing working hours—it is about redefining how we work and manage teams.

"Research and evidence on the impact of such transformations are crucial, but so are the voices of younger generations, whose

expectations we must prepare for within our organizations. If we seek to make our organizations more flexible, we should explore a variety of tools and work methods. Let's approach change strategically—by analyzing its consequences and systematically experimenting with new approaches."



FLEXIBLE WORK MODELS CHECKLIST BEFORE IMPLEMENTATION

Implementing flexible work models requires careful preparation and alignment across the organization. Key steps include:

- **Organizational Readiness** – Streamlining processes and eliminating unnecessary procedures
- **Model Selection & Communication** – Defining rules (e.g., full salary retention, actual reduction in working hours, maintained benefits, conditions for temporary suspension)
- **Schedule & Task Adjustments** – Adapting workflows to a shorter workweek
- **Leadership & Culture Preparation** – Ensuring leaders are equipped to manage flexibility
- **Building Trust & Accountability** – Encouraging a responsible and autonomous work environment
- **Testing & Measuring Results** – Implementing pilot programs and tracking impact
- **Setting Clear Goals & Expectations** – Defining realistic success criteria
- **Employee Support & Communication** – Facilitating smooth adaptation through guidance and dialogue
- **Ongoing Monitoring & Optimization** – Regularly assessing effectiveness and making improvements
- **GO / NO-GO Decision & Communication** – Finalizing the decision and informing employees



FLEXIBLE WORK MODELS WHY IT'S WORTH IT?

"Instead of resisting the wave, be the wave—embrace flexibility as the key to the future," summarizes Tina Sobocińska.

Today, flexible work models remain a niche solution. However, based on the experiences of companies in Poland that have successfully operated under these models for several years, it's time to take the next step.

We encourage companies ready to experiment with flexible work models to take action. At the same time, we call on the Ministry of Labor to conduct market trials similar to those in the UK and Portugal.

These tests require time and thorough assessment of their impact on both employers and employees. They should be implemented gradually, focusing on analyzing results rather than rushing or imposing rigid regulations.

By taking this measured approach, we can lay the groundwork for meaningful labor market reforms in the coming years. Meanwhile, companies that adopt flexible work strategies early and align them with broader organizational transformation will gain a competitive edge in attracting top talent.



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Are you passionate about flexible, efficient, and meaningful work? Join WORKsHOW—a crowdsourced community dedicated to smarter ways of working. Together we will build innovative best practices tailored to the needs of individuals, companies and markets.

If you come across insightful articles, conferences, resources, or case studies on flexible work models—such as the 4-day workweek or 6-hour workday—share them with us!

The most valuable insights will be featured in our newsletter, helping us not just keep up with trends but set them.

The newsletter also includes practical methods, such as SMART working techniques, that can really make a difference.

Share our newsletter within your network and help us grow a movement of people and organizations who believe in working smarter, not harder.

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