

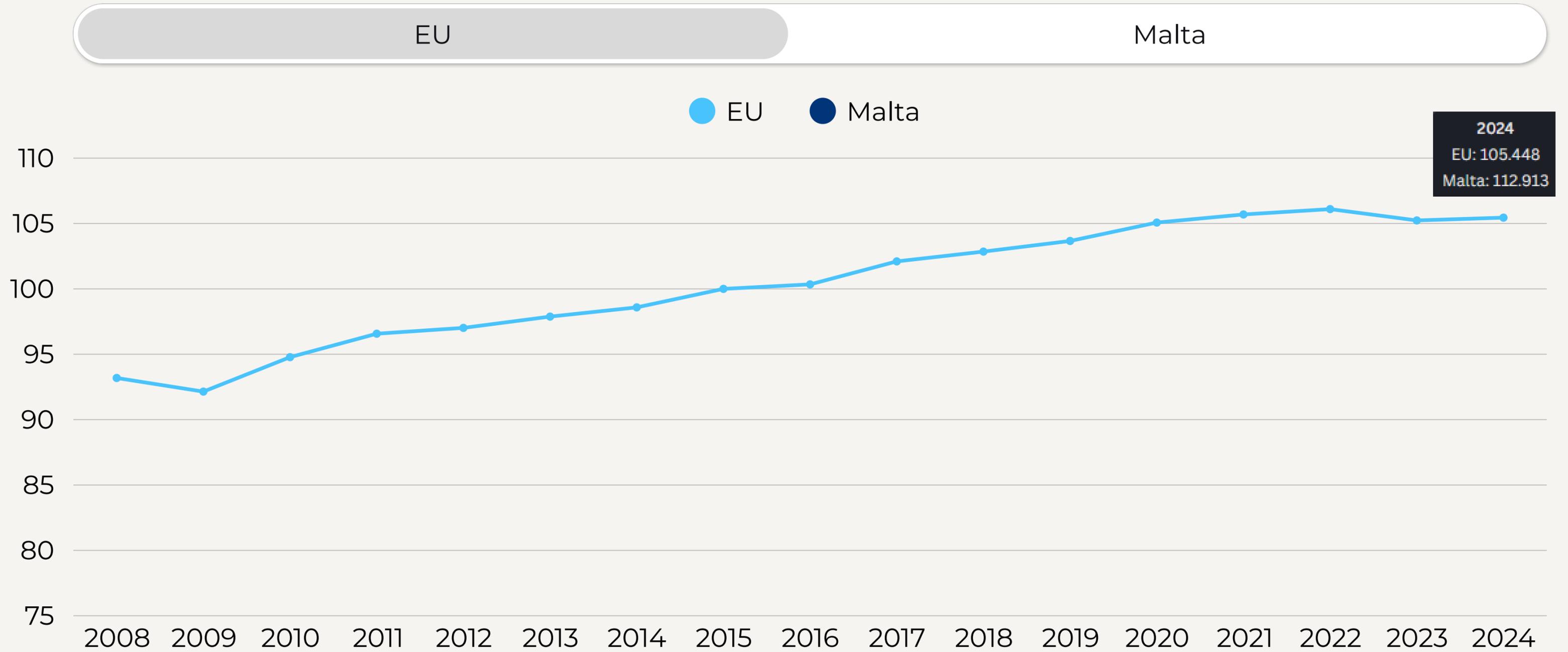
WORKING TIME
AND
PRODUCTIVITY

KIRSTEN CUTAJAR MILLER

Productivity

output per worker or per hour worked

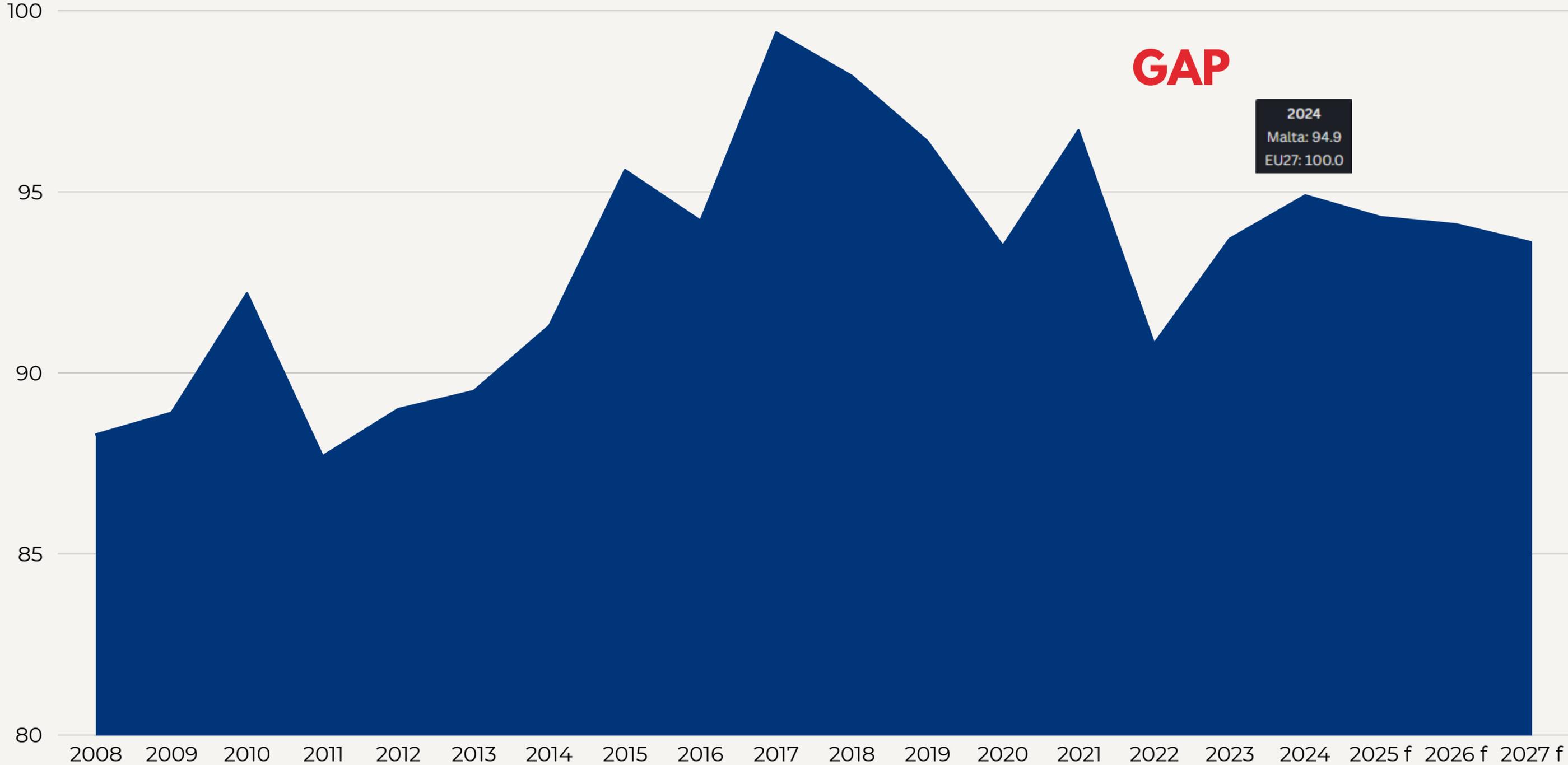
Real labour productivity per hour worked (Index 2015=100)



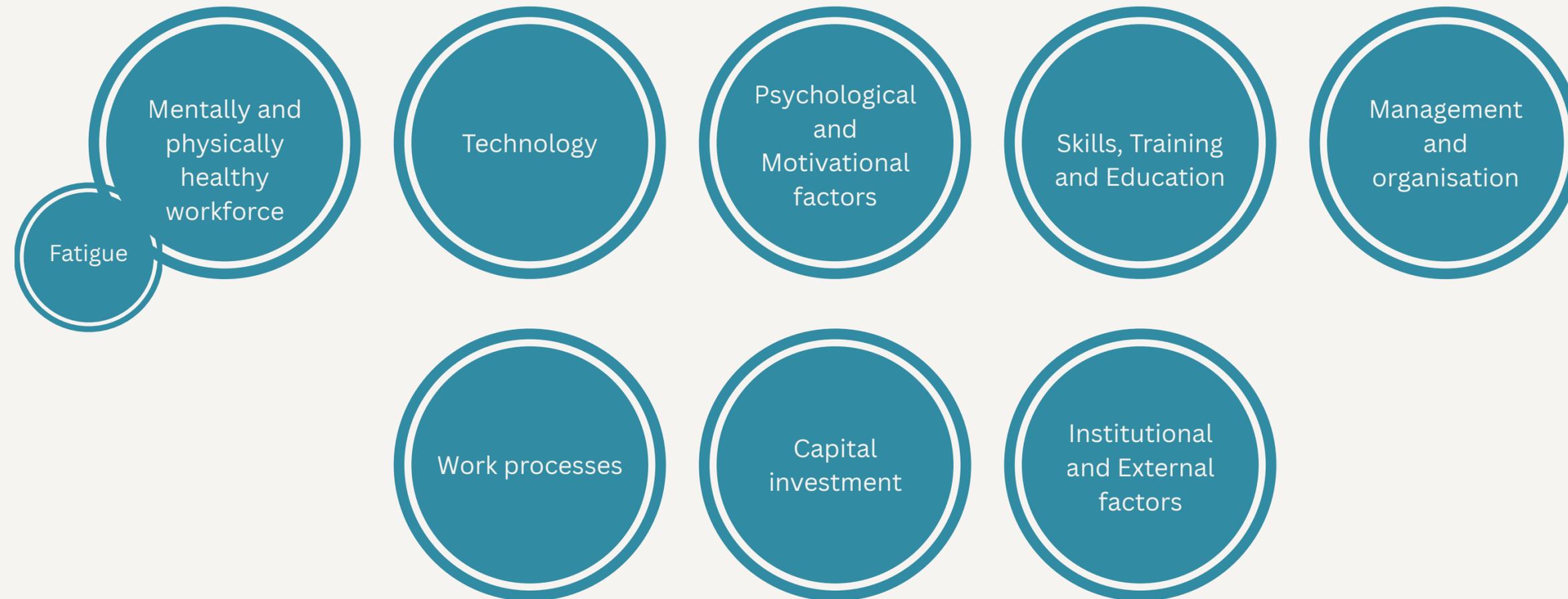
GDP per person employed, at PPS EU 27=100

Malta EU27

● Malta ● EU27



PRODUCTIVITY IS A FUNCTION OF

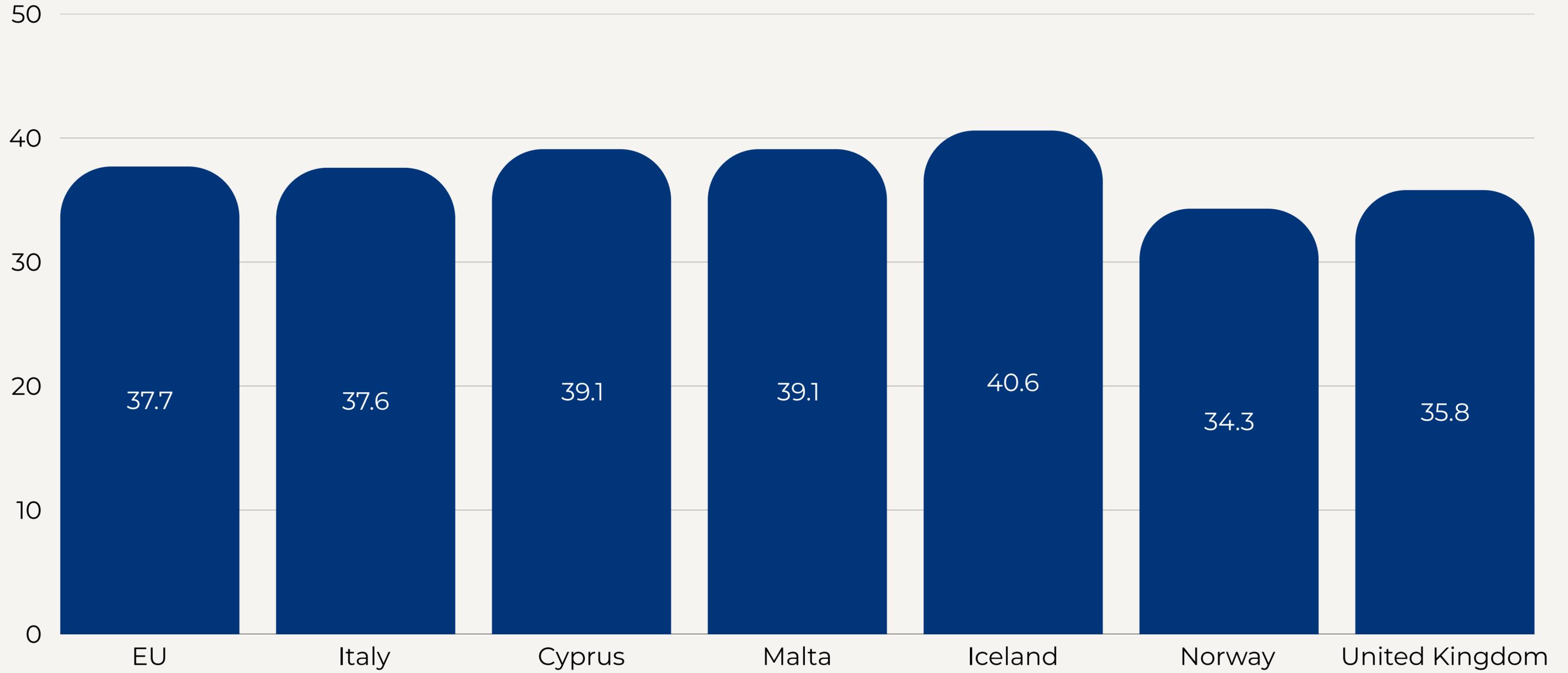


Working hours

Average actual weekly working hours



● 2008 ● 2018 ● 2024

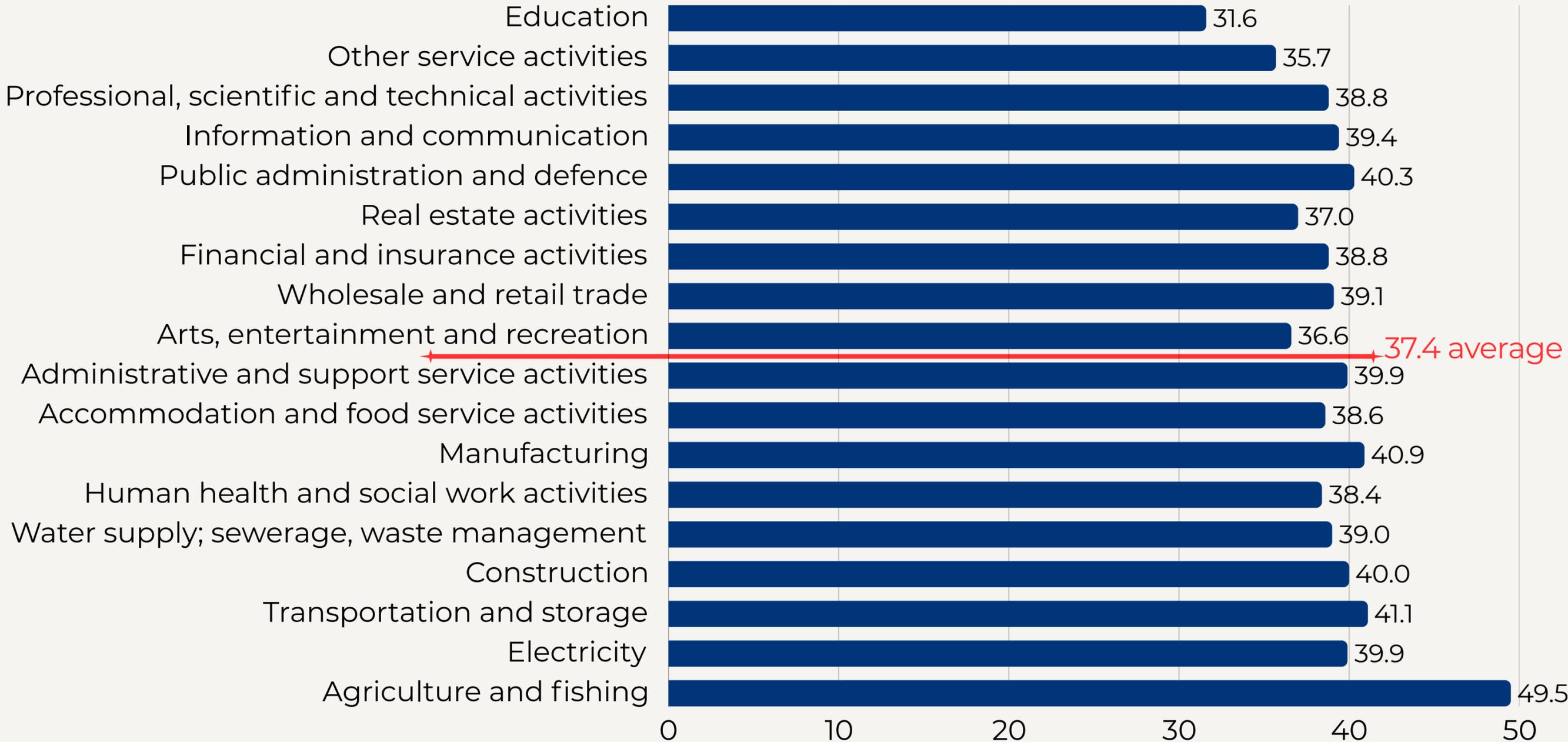


**Productivity gains made after the
1950s have not been translated into
shorter working hours**

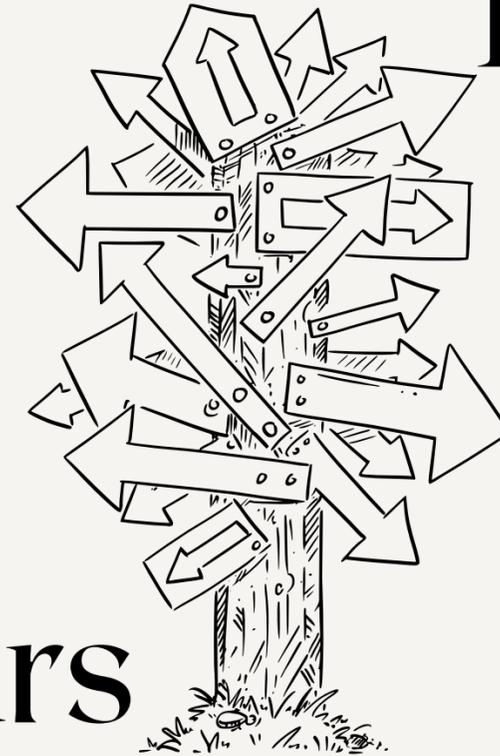
Average weekly hours worked by sector



● 2008 ● 2024



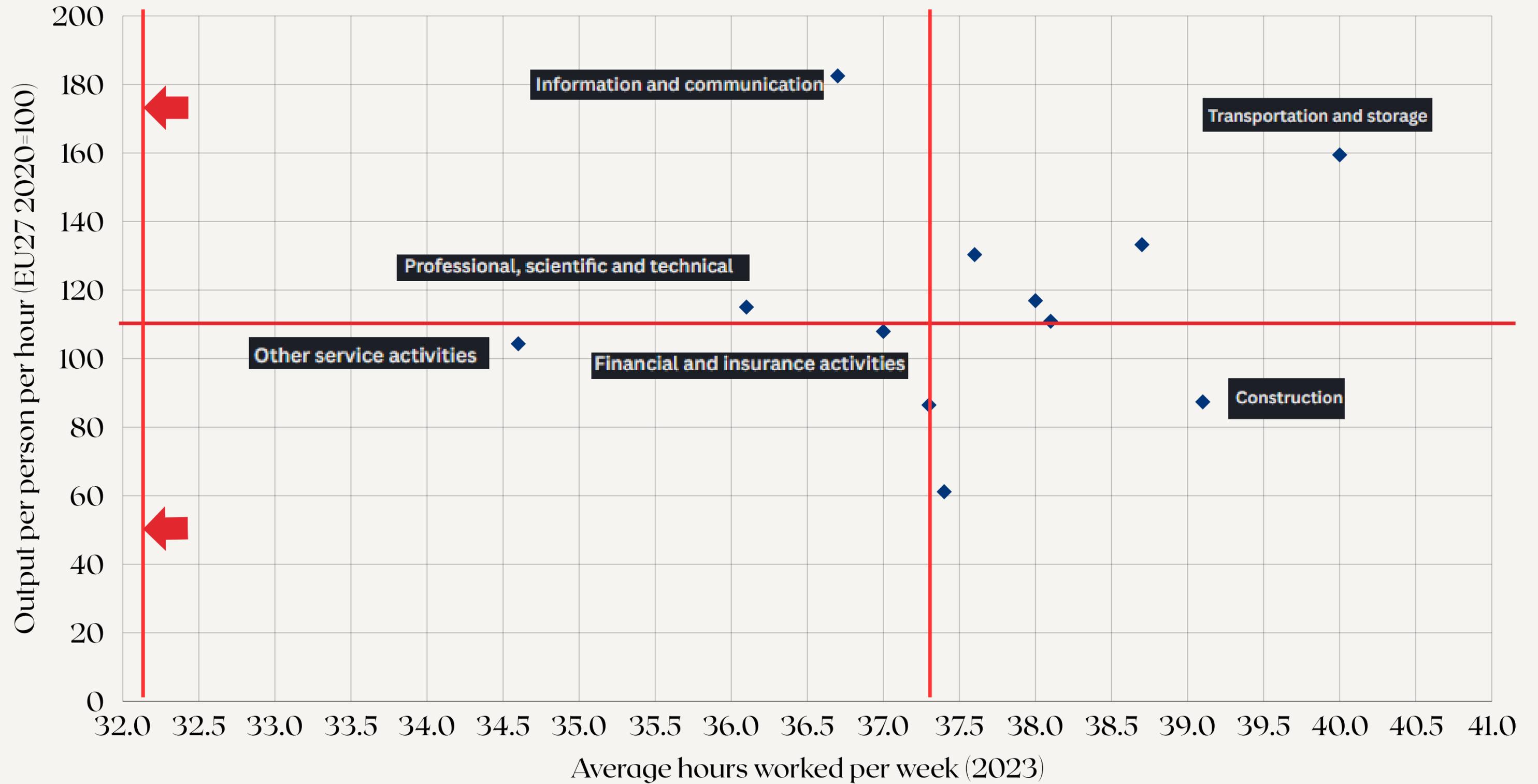
Productivity



Working hours

Linear, diminishing, increasing or circular?

Output per hour and average weekly hours per sector (Malta 2023)



**Sectoral and occupational
dynamics determine the type and
extent of the relationship between
productivity and hours worked**

A 4-day week

**100%
PAY**

Wages Maintained

+

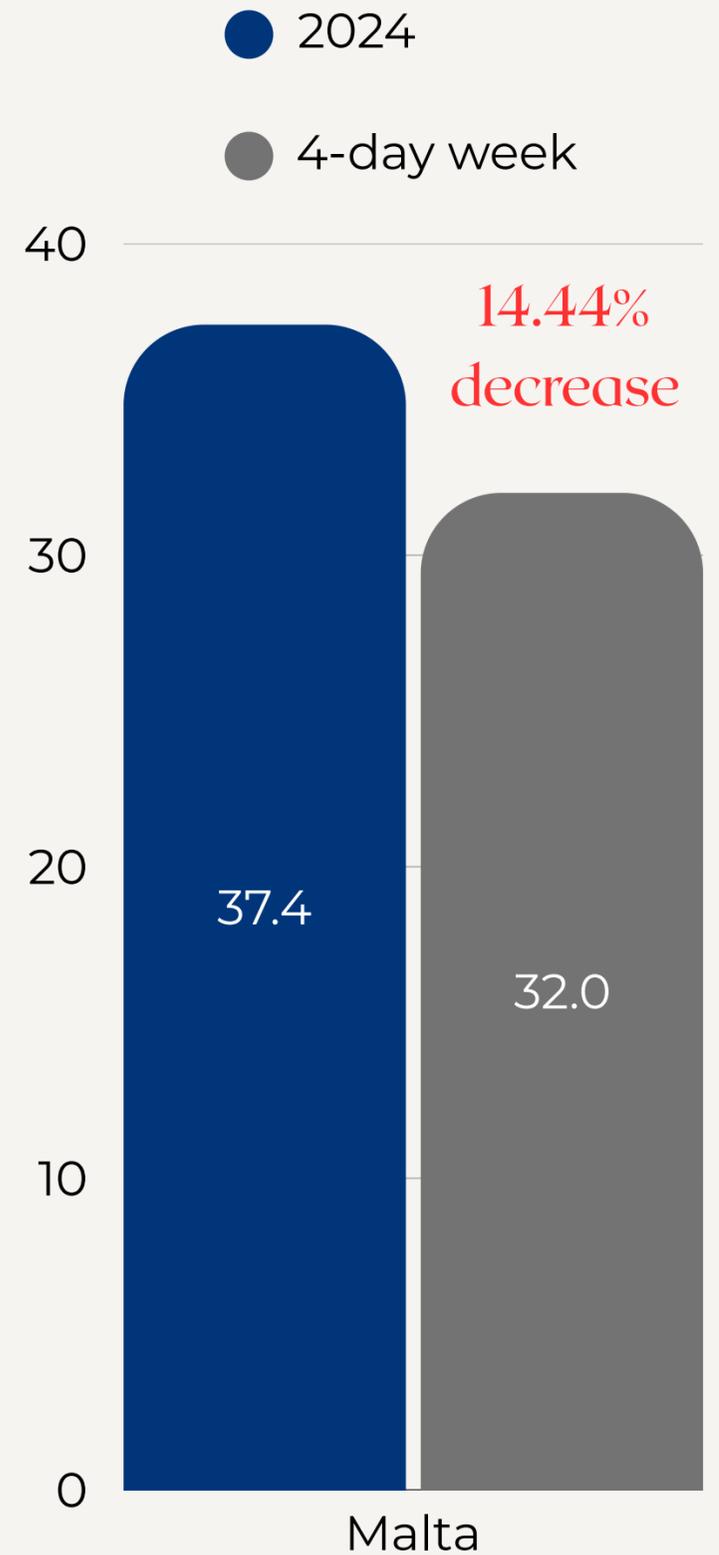
**80%
TIME**

Hours Reduced

=

**100%
PRODUCTIVITY**

Output Preserved



REDUCING WORKING HOURS ONLY WILL IMPACT:

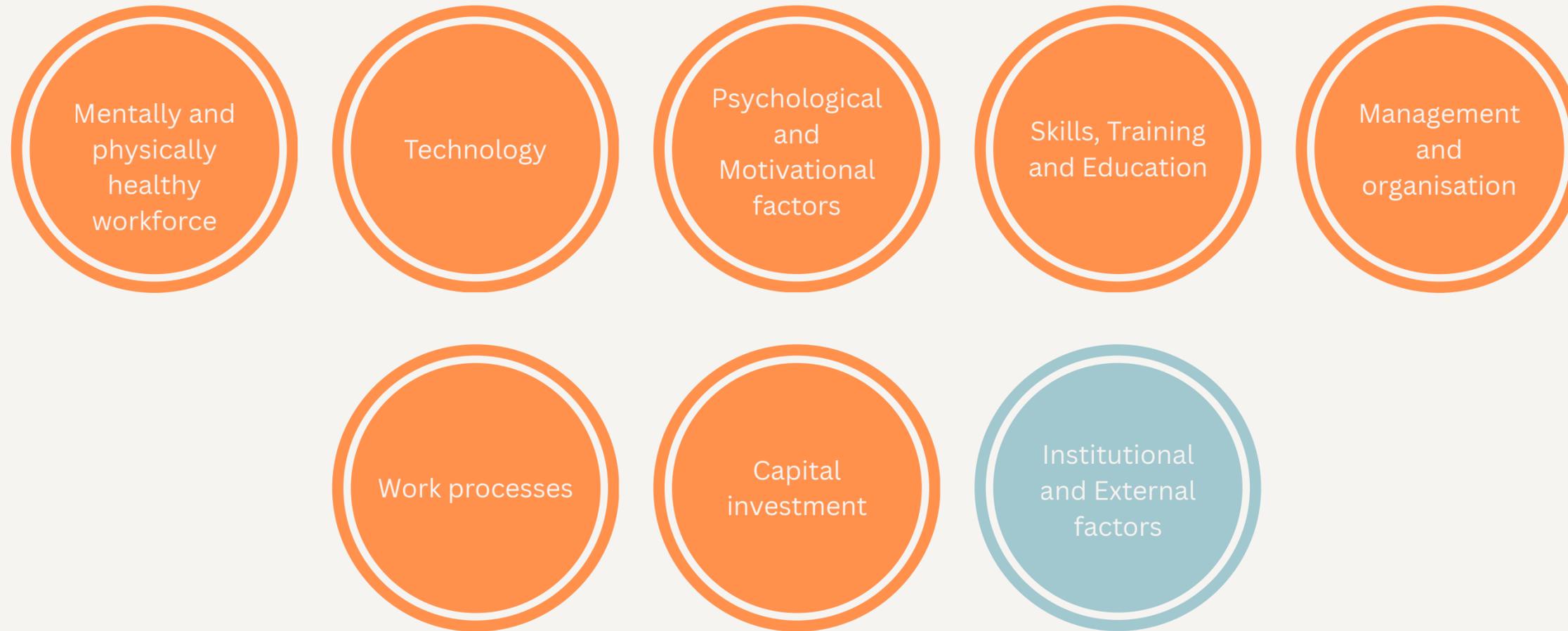


You can't change things without things changing.

SHORTER HOURS ACT A
FORCING FUNCTION FOR
INNOVATION

- ✓ Meetings reform
- ✓ Focus time
- ✓ Monotasking
- ✓ Efficiency charters
- ✓ Rigorous calendar management
- ✓ Leverage technology and innovation

BUSINESS REENGINEERING WILL IMPACT



**Business reengineering is required
to avoid work intensification,
greater labour requirements or loss
of output**

Concluding Questions

Will our economy move away from **labour-intensive sectors**?

Are we willing to **redesign how we work**?

Will productivity gains made over the next few years go towards

the productivity gap from EU averages?

the twin transitions of climate change and an ageing population?

a reduction in working hours?