



Job-sharing at times of crisis

How can job-sharing be used as a strategy for preserving more jobs and for increasing employment?

Job-sharing is a proven business solution during times of crisis and economic downturn. Job-sharing saves jobs and retains the workforce. Rather than lose the opportunity to work, freelancers have access to shorter hours, less pressure and a boosted morale – they are now able to ride through the crisis with some work and hope.

Job-sharing keeps people in the workplace and the value of preserving relationships between employers and employees is twofold.

- First, it can avoid huge spikes in job losses that are financially ruinous for many families. Workers continue their employment, albeit with reduced hours, and avoid many of the damaging effects of losing a job.
- Second, both employers and workers will avoid costly search, hiring, and training once demand eventually picks back up.

Research - How might the job-sharing model mitigate the effects of this crisis?

Many European countries who shared work through the recession of 2008-09 show that job-sharing contributes to healthier well-being, more sustainable economies and more equitable societies (International Labour Organisation 2013) - ***Job Sharing Saves Jobs!***

- In Belgium work sharing was used by approx 300,000 workers.

- In Germany, 1.4 million workers participated in Kurzarbeit at the height of the crisis in May 2009 .
- Denmark– 94% of employees who took part in a job share remained in work after the main crisis ended. Short term arrangement to mitigate the effects of financial crisis
- In Japan, the work- sharing measure had 2.5 million employees participating in 2009.
- Motorola in Phoenix during 2008 crash wanted to cut production. They introduced job sharing and cut their costs by \$1.5 million and saved more than 1000 jobs.

Notably, work-sharing and job-sharing programmes and measures were credited with saving jobs in many countries:

400,000 jobs in Germany; 370,000 jobs in Japan; and approximately 100,000 jobs in Turkey. Even in the United States, where only a few state-level work-sharing programmes existed in 2009, these small programmes have been credited with saving 165,000 jobs.

In 2020,170 Dutch academics put together a 5 point manifesto for economic change post Covid. This included reduced working hours, job sharing and the recognition of care work.

Job-sharing in the TV industry during crisis

As we face fewer commissions/ less production, using job-sharing as a tool can mean that a reduced volume of work per freelancer is spread over the same number of freelancers.

So if an indie usually had 2 productions on the go but they now have one - that work is shared between the same amount of freelancers needed to run 2 productions – they have less work but they all work. Meaning the unemployment crisis avoided and we retain exceptional freelancers, giving them another option, other than to leave the industry.

By sharing the work between double the number of freelancers you are significantly reducing the stress surrounding prolonged unemployment, caring commitments, debts and prospects. Thereby retaining people who would otherwise be forced to leave. Job sharing is a lifeline and a strong and proven business case to hold on to the 'lifeblood' of the industry.