

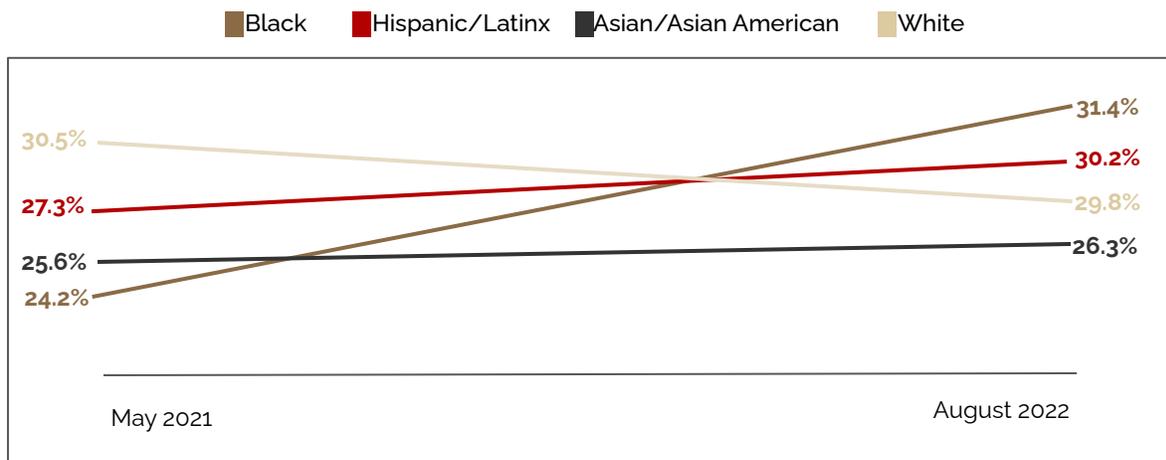
## Flexible work is a key strategy for engaging employees and achieving DEIB objectives.

With the help of people analytics, organizations are beginning to recognize the connection between flexibility, engagement, and more diverse talent pools. In a Gallup study of hybrid work, more than 90% of remote-capable employees say they do not want to come back to the office full-time and 3 in 10 hybrid employees are “extremely likely to change companies” if they are not offered remote flexibility. Moreover, nearly half (46%) of hybrid workers are engaged at work when their teams (not their managers or top leaders) collaboratively determine their hybrid work policy.

A McKinsey study found that several traditionally underrepresented groups - Black, LGBTQ+, women, and employees with disabilities - demonstrated a stronger preference for hybrid work and were more likely to leave if it wasn’t available. A corollary is LinkedIn’s data, which show notable increases in confirmed hires for remote positions among Black women (27.5%) and Latinas (14%) from January 2019 - October 2022.

As leaders seek to rebuild culture in the new workplace, flexible work is also foundational to productivity and a sense of belonging. According to the Fall 2022 Future Forum pulse survey, workers with schedule flexibility report 29% higher productivity and are 52% more likely to say their company culture has improved over the past two years. Notably US Black employees now report the highest scores of any racial/ethnic group on sense of belonging and overall workplace satisfaction.

### Sense of belonging is increasing for some underrepresented groups



Source: Future Forum Pulse Survey, August 2022