

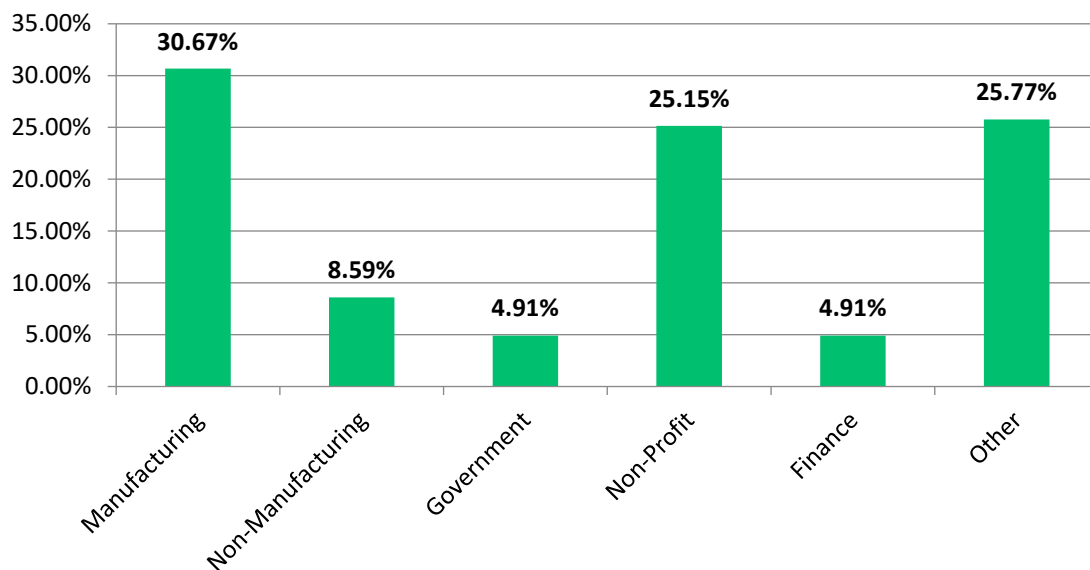
REMOTE/HYBRID WORK

April 2025

Total participants: 158 in Illinois, Indiana, Missouri & Florida

Demographics:

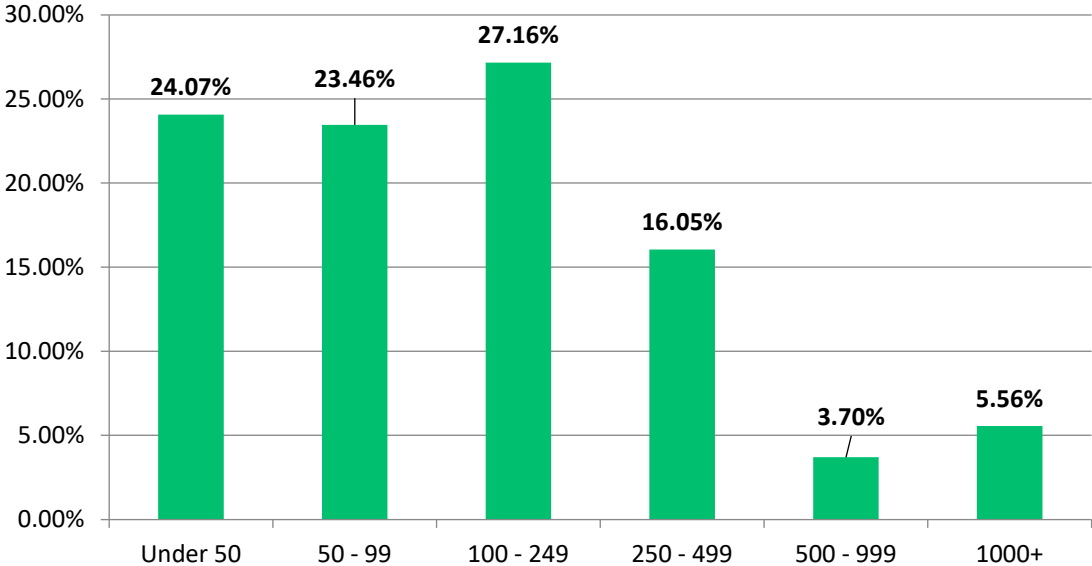
Industry



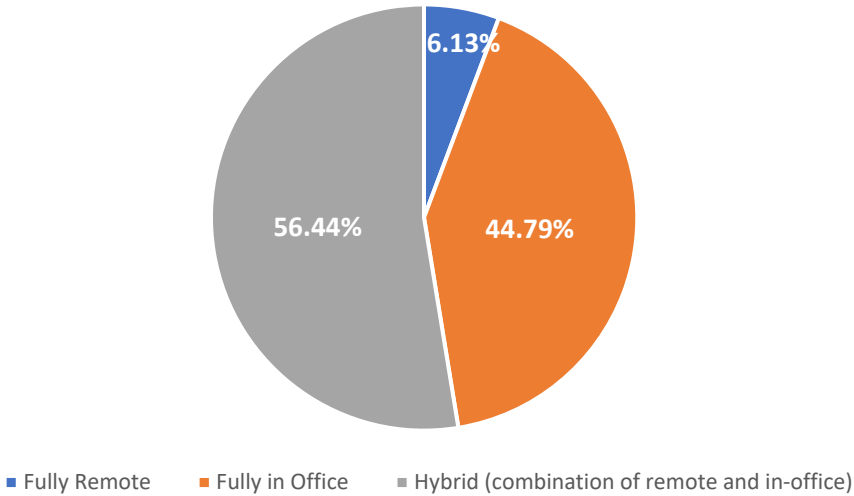
Other Industries:

- **Construction** (6 mentions)
- **Agriculture** (2 mentions)
- **Hospitality** (2 mentions)
- **Transportation** (3 mentions, including Public and general)
- **Engineering** (2 mentions)
- **Insurance** (2 mentions)
- **Aviation** (2 mentions)
- **Professional Services** (2 mentions)
- **Other Represented Sectors** including - Advertising, R&D, Utilities, IT Services, Telecommunications, Logistics, Education, Entertainment/Sports, Energy/Utility, Software Development, HVAC, Machinery Repair, Association Management, Direct Selling, Automotive, Distribution, and various service sectors

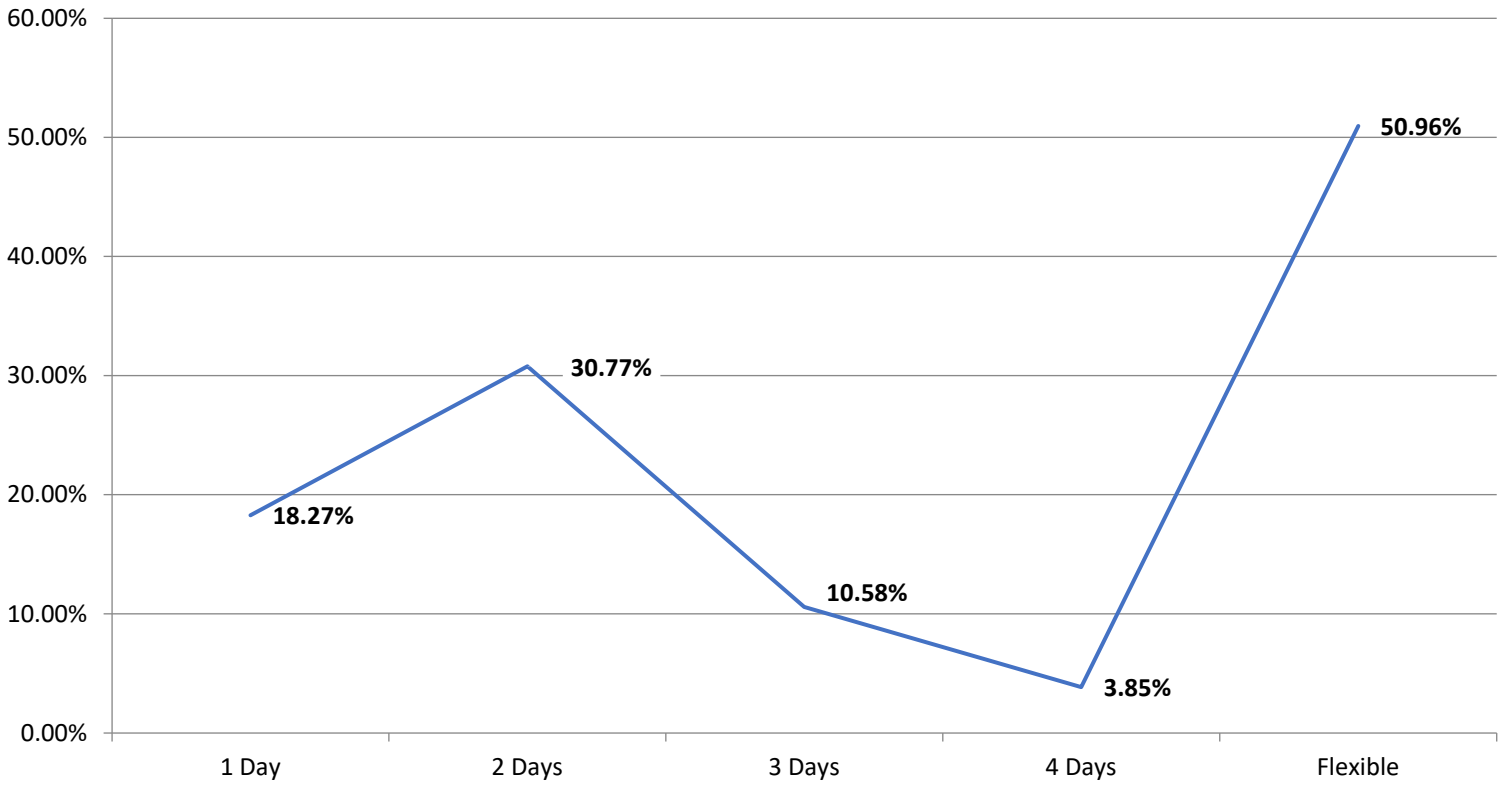
Number of Employees



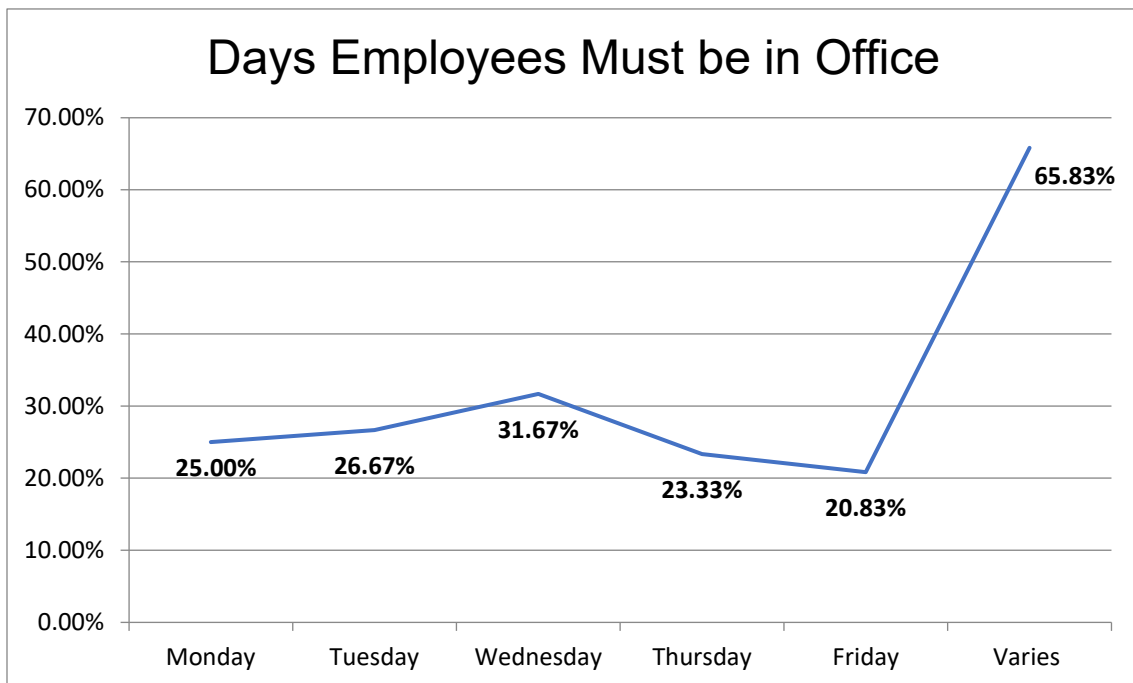
Current Work Arrangement for Office/Administrative Employees



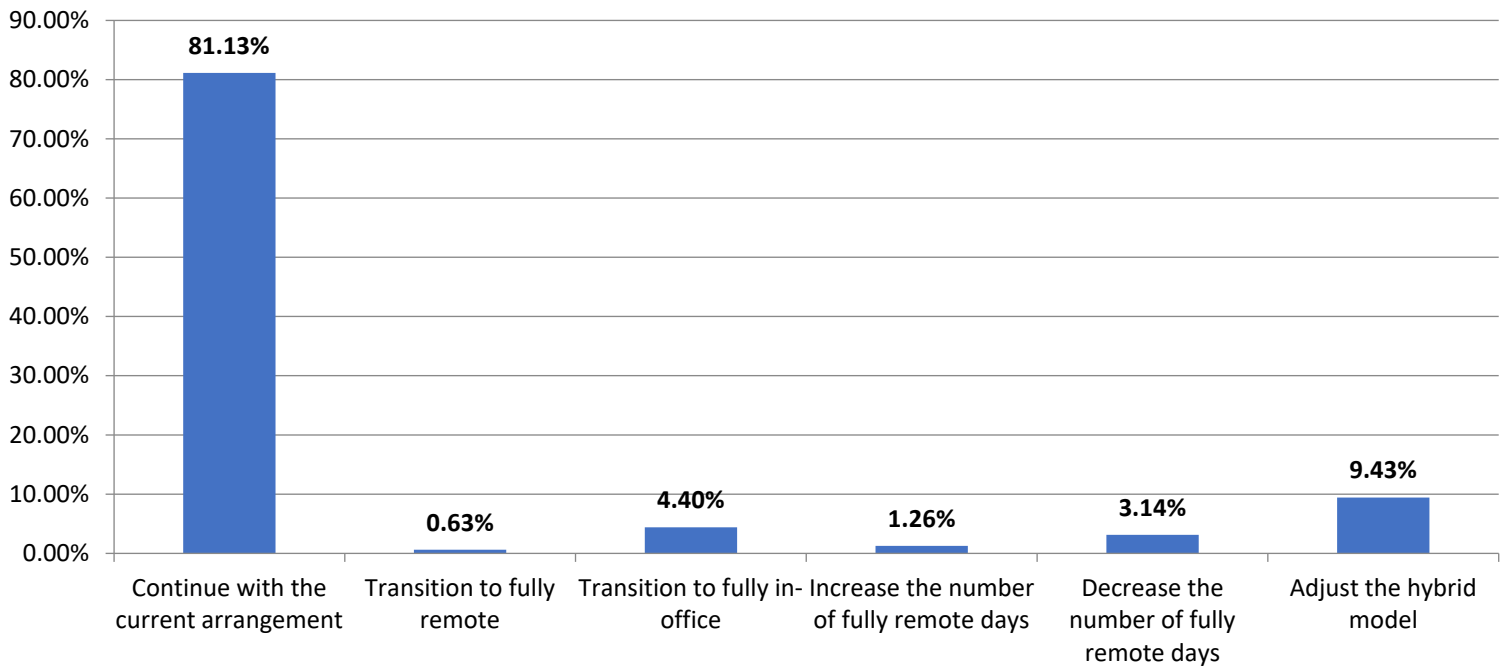
Number of Days Permitted to Work From Home



Days Employees Must be in Office



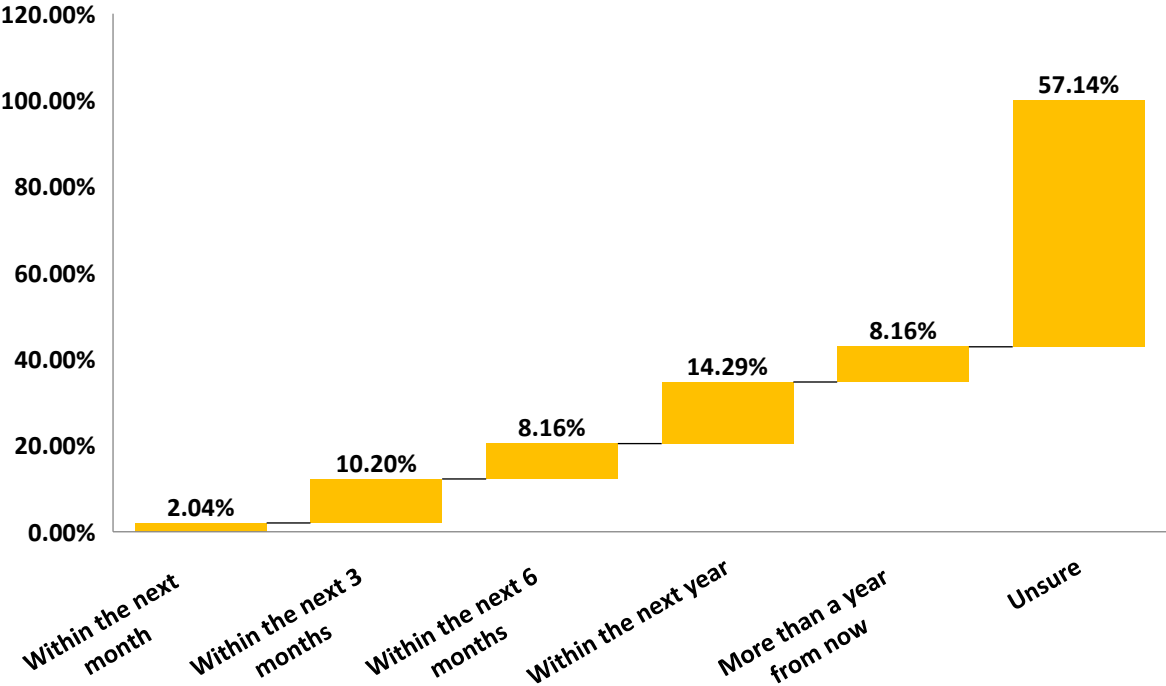
Future Plans for Work Arrangements



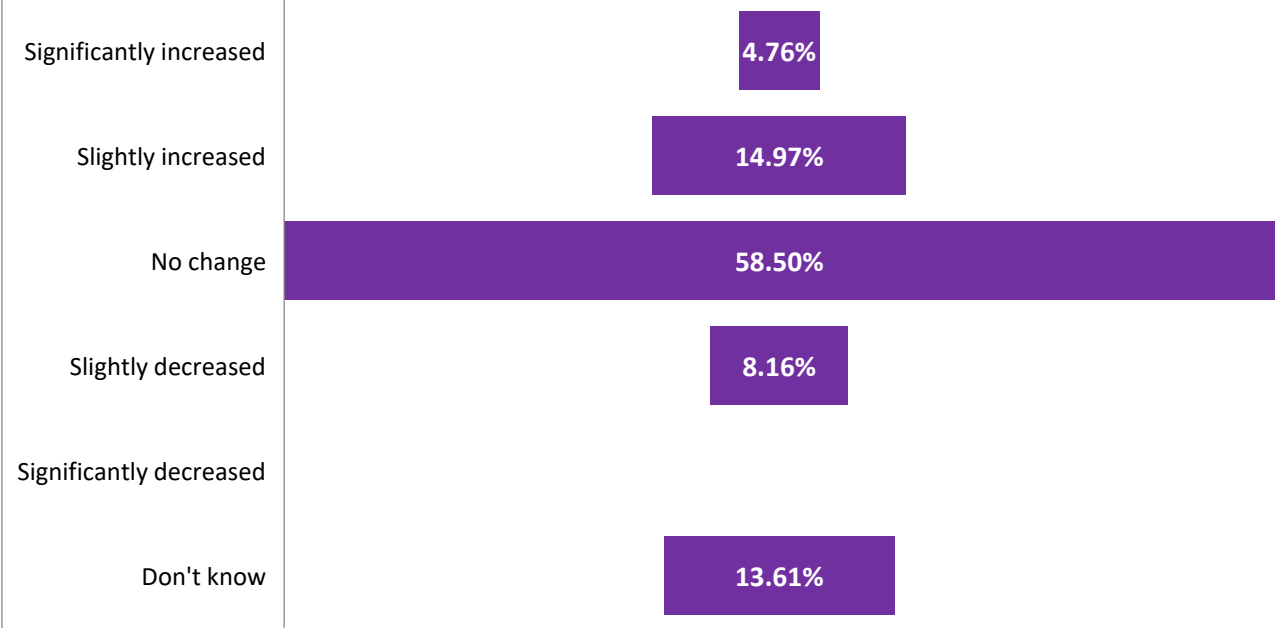
Adjustment to hybrid model:

- Flexible/As-needed Remote Work: Many organizations allow employees to work remotely for occasional needs (illness, appointments, family).
- Hybrid Work Expansion: Some are considering or beginning to expand hybrid work to more employees beyond executives.
- In Transition: Several organizations are in the early stages of shifting to structured hybrid models (e.g., 4 days in office, 1 remote).
- Undecided or Evolving: A few are still discussing policy changes or making decisions based on space or client requirements.
- Structured Hybrid: A few have set schedules like 2 days remote or designated in-office collaboration days.

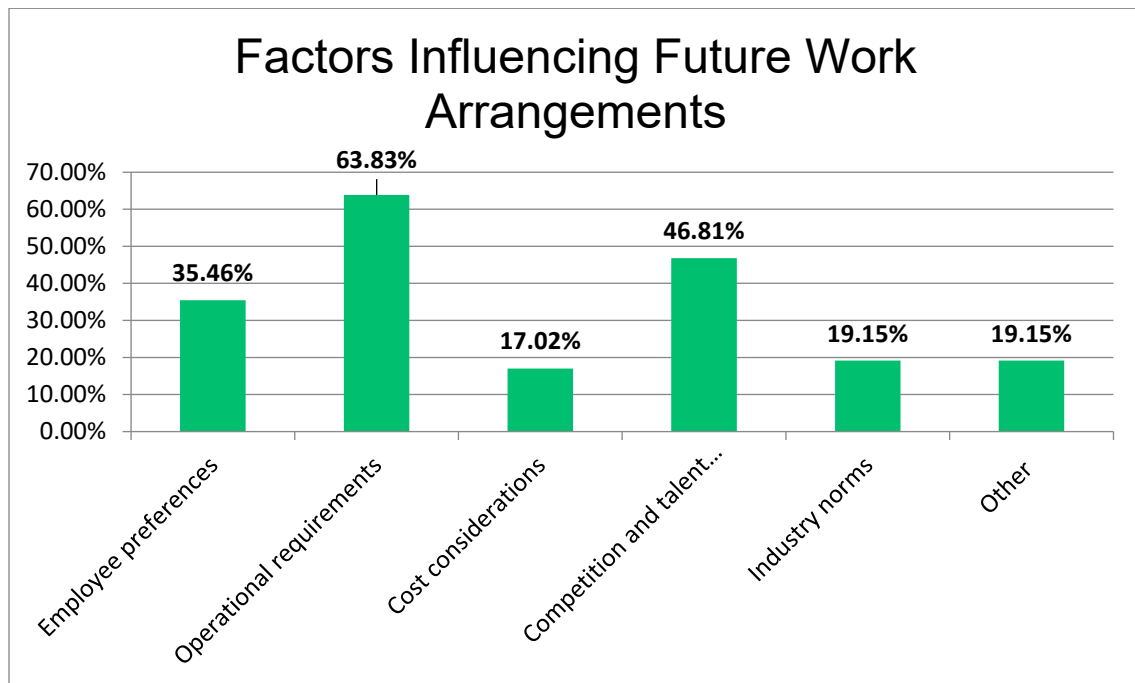
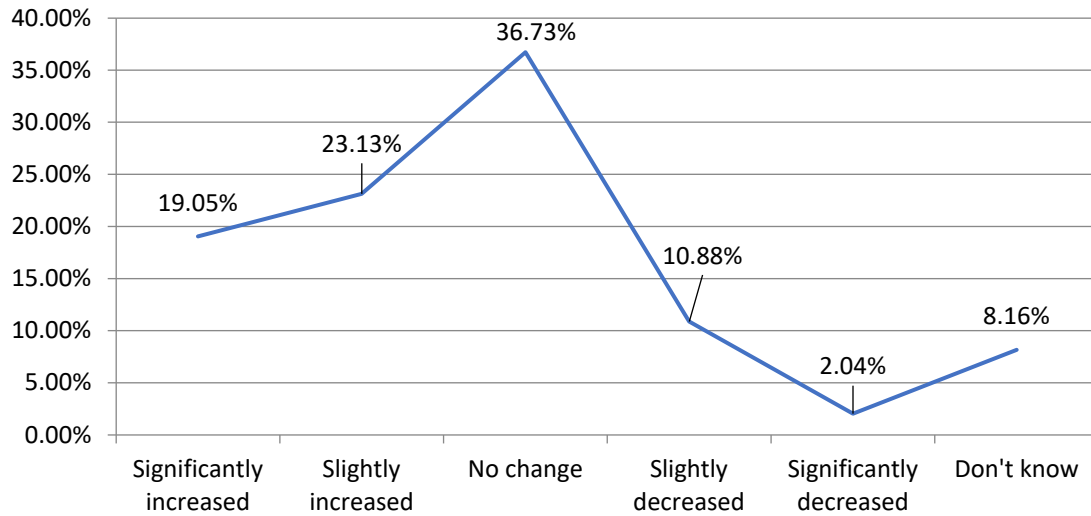
Expected Change



Impact of Current Work Arrangement on Productivity



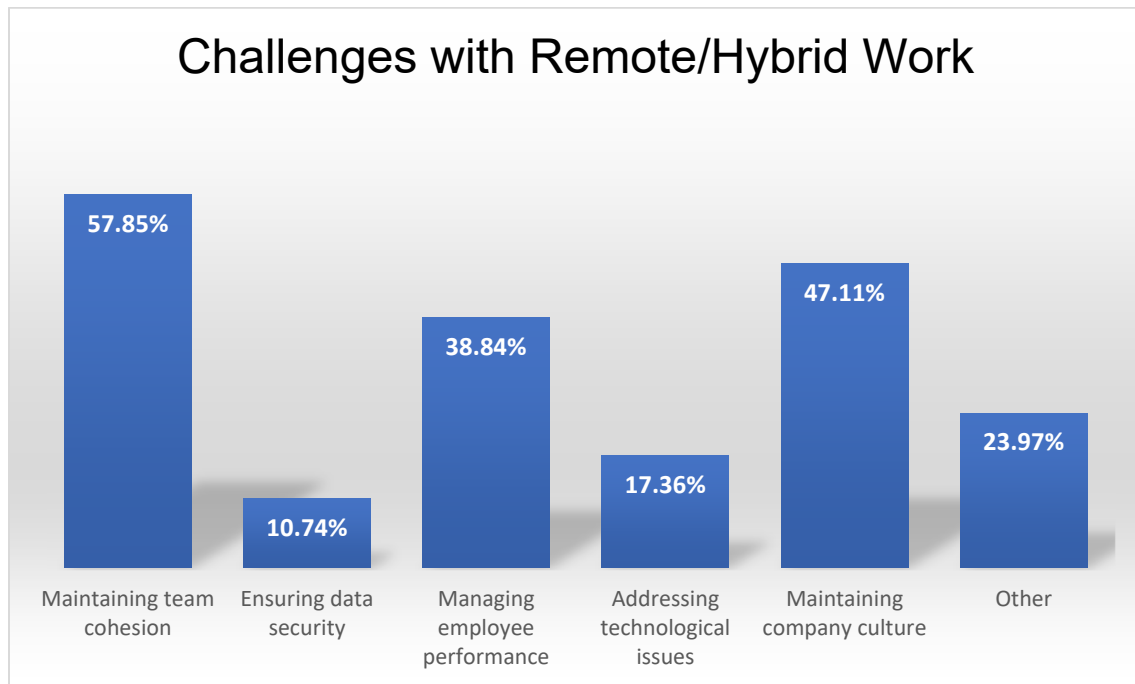
Current Work Arrangement's Impact on Employee Morale and Job Satisfaction



Drivers behind in-office or limited hybrid work policies:

- **Culture & Collaboration:** Emphasis on preserving team connection, collaboration, and company culture.
- **Leadership Influence:** Decisions often driven by department heads, executives, or boards.
- **Customer & Client Service:** Maintaining consistent, responsive service is a top priority.
- **Perceptions of Productivity:** Concerns that remote work reduces engagement and productivity.
- **Facility Changes:** Office space considerations (e.g., building sale) influencing decisions.
- **Flexibility in Special Cases:** Some allow work-from-home for illness, weather, or personal needs.
- **Recruitment & Continuity:** Recognition of remote work as a talent draw and continuity tool.

Challenges with Remote/Hybrid Work



Cultural & Generational Resistance

- Leadership or ownership skepticism, especially among older generations.
- Executive reluctance to see the benefit of hybrid models.
- Some employees fear requesting remote work due to stigma.

Operational Barriers

- Certain roles can't be remote (e.g., field service, hands-on work like vehicle repair).
- Collaboration and communication are harder without in-person access.
- Inconsistencies in hybrid schedules create tension.

Employee Experience

- Morale issues when employees are forced back in-office.
- Perceived inequity between those allowed to work remotely and those who can't.
- Frustration and burnout from uneven workloads (in-office staff covering for remote).

Talent & Development

- Difficulties in onboarding and training new employees.
- Hiring challenges when remote options aren't offered.
- Turnover is tied to lack of flexibility.