Remote-First Organizations:

Practices that Drive Talent, Trust, and Performance

Contents

Featuring insights from executives at:

Remote-First Organizations:

Practices That Drive Talent, Trust, and Performance

A significant share of companies have adopted remote-first or fully flexible approaches that treat distributed work as the default rather than the exception.

The COVID-19 pandemic forced organizations to reimagine work in ways few had previously considered. What began as an emergency response has since become a long-term operating model for many. Remote and flexible work models are no longer fringe benefits or stopgap solutions—they are strategic choices shaping the future of work.

Even as several high-profile CEOs publicly call for employees to return to the office full-time, the reality for most is quite different: more than two-thirds of U.S. companies continue to offer location flexibility (Work Forward, 2025). And a significant share of companies have gone a step further, adopting remote-first or fully flexible approaches that treat distributed work as the default rather than the exception.

Smaller companies, in particular, have embraced this shift. Joint research conducted by advisory firm Work Forward and Boston Consulting Group (BCG) shows that two-thirds (67%) of firms with fewer than 500 employees are fully flexible, representing nearly half of the U.S. workforce. Flexibility is no longer just a differentiator for agile startups—it is increasingly embedded across industries and company sizes.

The Institute for Corporate Productivity (i4cp) defines **remote-first organizations as those that default to remote work as the primary mode of operation.** It is not a temporary accommodation, a perk, or a partial solution. Instead, it is a deliberate strategy that requires leadership, intentional design, and a rethinking of culture.

This report—developed from new research conducted by i4cp in partnership with Akamai Technologies—examines the factors that make remote-first models sustainable. It is designed for leaders who have embraced remote-first or flexible work and seek to enhance it with greater intentionality, as well as for leaders in pursuit of best and next practices in hybrid work environments to engage their dispersed workforces.

Most companies are still relatively new to remote-first work—77% of survey respondents said their organizations transitioned to a fully remote model as a result of the pandemic, while just about a quarter of organizations have been remote-first for six or more years.

The focus of i4cp's research is to move beyond trying to convince organizations which ways of work are best. Instead, it highlights the evolving role HR has in leading this transformation and identifies the practices of organizations that excel at it. Specifically, this report explores:

- How remote-first work is maturing and what is known about productivity.
- HR's evolving role in leading flexible work arrangements.
- The practices that truly make remote-first models effective.

Key Findings

1. Productivity holds firm at remote-first organizations—with little surveillance.

2. HR is the architect of strategic remote-first policies.

3. Talent attraction is the North Star for companies that adopt remote-first arrangements.

4. The best remote-first cultures are built on connection and clarity.

5. Well-being remains a strategic lever in remote-first work.

Remote-first is not a temporary accommodation, a perk, or a partial solution. Instead, it is a deliberate strategy that requires leadership, intentional design, and a rethinking of culture.

Productivity Remains High

62% of survey respondents said that productivity at their companies is high, and about **21%** said that productivity is very high, among remote-first organizations.

For years, the debate about remote work versus return-to-office focused heavily on productivity. Executives who sought to make a case for returning to offices argued about supposed productivity gains in output and the scourge of the mythical remote work slacker. That argument is no longer a central point of contention for one key reason: productivity remains high at remote-first and flexible companies.

In fact, i4cp's earlier research found that rigid work model policies that dictate specific in-office days, for example, are actually negatively correlated with performance, while flexible, employee-driven models are associated with higher engagement, retention, and productivity (i4cp, 2022)

i4cp's recent study found that productivity remains high at remote-first organizations, with little surveillance of remote workers. In reality, the state of productivity appears to be far from a concern. Sixty-two percent of survey respondents said that productivity at their companies is high, and about 21% said that productivity is very high, among remote-first organizations.

This finding is also reflected across national data; a 2025 study published by the U.S. Bureau of Labor Statistics found that productivity increased across industries as remote work increased (Pabilonia & Redmond, 2024). This productivity increase has impacted the top line of many organizations. Joint research from Work Forward and BCG revealed that fully flexible companies grew revenues **1.7x** faster than companies requiring employees to return to the office from 2019-2024 (Work Forward, 2025).
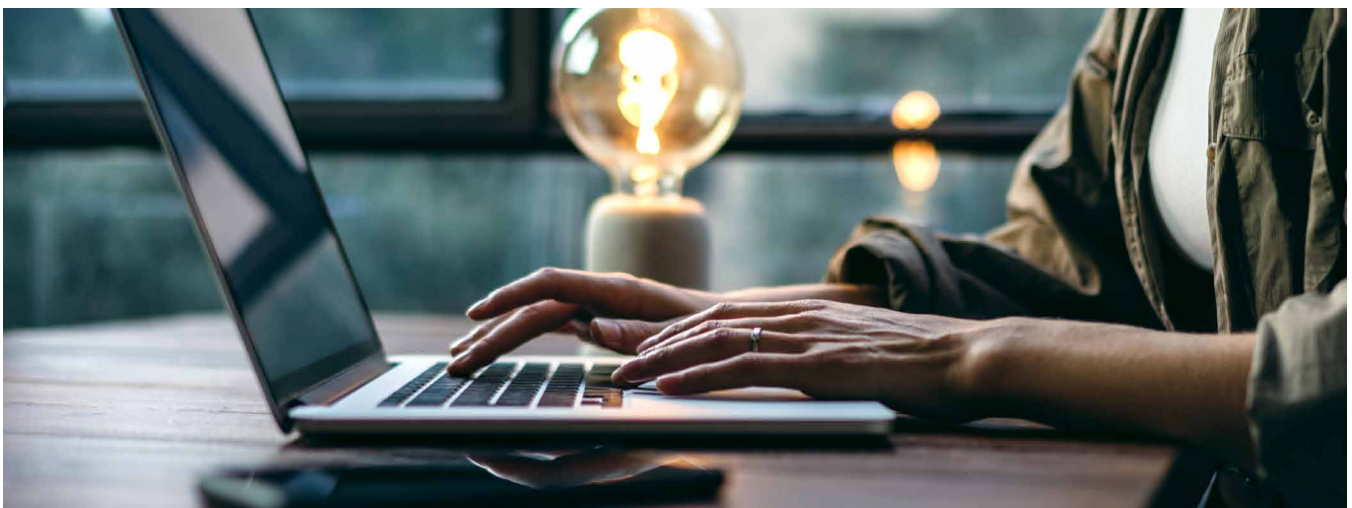
"It's about employee engagement," said Brian Elliott, CEO of Work Forward. "Employees who feel trusted are more likely to go the extra mile and put in discretionary effort. If you're telling me to be in the office five days a week when my team is spread out across time zones, what you're saying is you don't trust me."

While revenue growth is a good measurement, respondents to the i4cp survey also reported that employee productivity is primarily measured by progress against individual employee objectives and goals (69%), followed closely by progress against organizational objectives and goals (66%).

Perhaps most surprising is that companies are using little to no surveillance technology to monitor remote productivity. Whereas some fully in-office companies might rely on attendance data to help gauge productivity, a majority (62%) of survey respondents said that their remote-first organization has not used technology to monitor the activity of remote workers.

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Executive Insight

Surveillance of employee activity may signal mistrust and erode engagement. High-performance organizations use outcome-based measurement, which is both sufficient and sustainable.

HR is the Architect of Remote-First Work

64% of respondents to the i4cp survey reported that HR is responsible for leading their company's remote work strategy.

If the last five years have taught leaders anything, it's that remote-first work is not just about *where* people work, it's about *how* people work. Inherently, it's a people issue, something this research found to be reflected in most remote-first companies' structures.

Nearly two-thirds (64%) of respondents to the i4cp survey reported that HR is responsible for leading their company's remote work strategy. This includes not only policy development but, in some cases, real estate oversight, underscoring how deeply workplace experience is intertwined with people strategy.
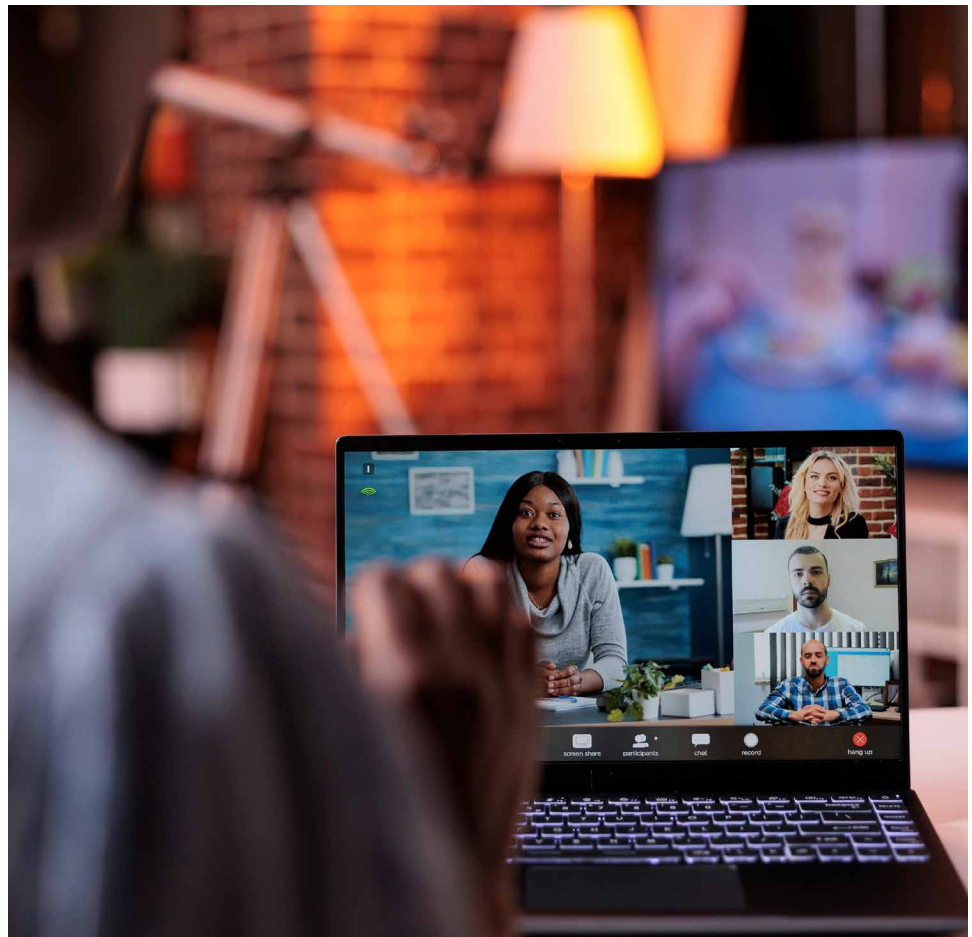
Akamai's Strategic Approach to Real Estate and Employee Experience

At Akamai, corporate real estate isn't managed as a cost center—it is positioned as a key driver of employee experience. Perhaps no one knows this better than John Civello, Akamai's vice president of global real estate and workplace productivity.

"In the big picture, there's so much synergy and overlap in areas where real estate and facilities and workplace experience can interact with my colleagues in HR," said Civello.

The company's real estate philosophy was tested during the pandemic. When the pandemic emerged in March 2020, 98% of Akamai's employees shifted to remote work almost overnight. By mid-year, the company took advantage of the sudden change and launched a long-term workplace strategy called "FlexBase," a model that allows over 95% of employees to work from their home, the office, or both, while reimagining offices as hubs for collaboration, training, and anchor events.

This transition surfaced new challenges; chief among them was managing excess office capacity. Utilization data revealed predictable patterns: higher attendance midweek, with spikes driven by training sessions, all-hands meetings, and other events. Rather than viewing this as a problem, Civello's team saw it as an opportunity to reshape Akamai's office environment. Spaces were consolidated and redesigned with larger training rooms, modular work cafes, and flexible meeting areas to accommodate fluctuating needs.

Akamai's approach also underscored the value of integrating real estate within HR rather than Finance. This structure enables closer collaboration with mobility, benefits, and security teams, aligning workplace design with the company's broader employee experience strategy.

John Civello
VP of Global Real Estate and Workplace Productivity
Akamai

At Akamai, corporate real estate isn't managed as a cost center—it is positioned as a key driver of employee experience.

Next Practice Definition:
A *next practice* is defined by i4cp as one that analysis shows strong positive correlation to bottom-line business impact, but is not yet widely adopted.

"We see ourselves as problem-solvers," said Civello, likening the mindset to being customer-centric companies—they aim to be quickly responsive to employee needs and expectations.

By treating offices as intentional gathering spaces and embedding workplace strategy in HR, Akamai has redefined the role of the corporate real estate group. It's no longer simply about providing physical space, but enabling culture, collaboration, and long-term flexibility.

The large-scale reimagining of workspaces is a *next practice* prediction made by i4cp in 2021, based on findings that those from high-performance organizations were significantly more likely to report exploring alternative and purposeful uses of their physical spaces at the time as they transitioned toward embracing an all-company virtual approach (i4cp, 2021).

NEXT PRACTICES

Key Takeaways

- Treat office space as a cultural hub, not a daily default.

- Integrating real estate into HR helps align the workplace with employee experience goals.

- Anchor events, such as training workshops and all-hands meetings, are powerful drivers of purposeful in-person connection.
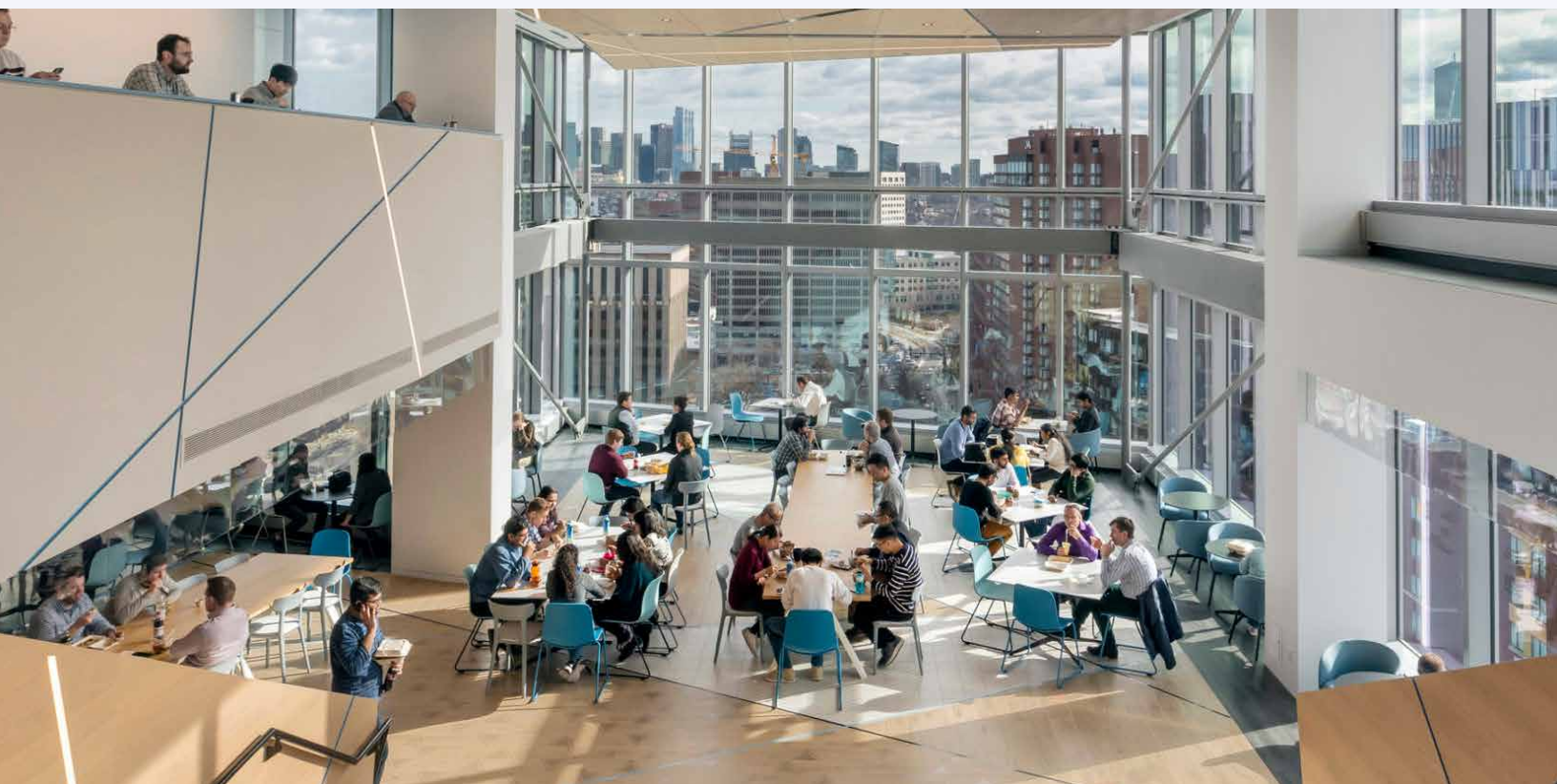
Talent Attraction is the North Star

Why are companies continuing to adopt remote-first work models? The resounding answer: access to talent.

Most companies see remote and flexible work options as real levers for attracting top talent and remaining competitive in the market. Seventy-two percent of respondents said expa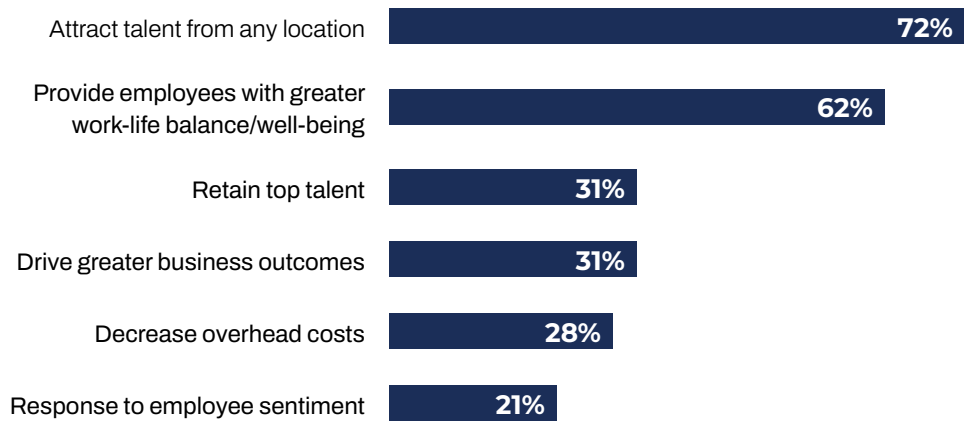nding talent pools was the primary motivator in adopting remote-first work, followed closely by improving employee well-being (62%).

Other drivers—retention, business outcomes, and reduced overhead—were important, but secondary. Notably, employer brand improvement ranked low (14%), suggesting that companies see remote-first less as a public relations strategy and more as a workforce necessity.

72% percent of respondents said expanding talent pools was the primary motivator in adopting remote-first work, followed closely by improving employee well-being (**62%**).

Primary Drivers for Adopting a Remote-First Work Policy

Driver	%
Attract talent from any location	72%
Provide employees with greater work-life balance/well-being	62%
Retain top talent	31%
Drive greater business outcomes	31%
Decrease overhead costs	28%
Response to employee sentiment	21%

Source: *Remote-First Organizations: Practices that Drive Talent, Trust, and Performance,* 2025. Institute for Corporate Productivity (i4cp).

Executive Insight

Organizations that approach remote-first-work as a core talent strategy—rather than a cost-saving exercise—are more likely to reap benefits in retention, engagement, and innovation.

Culture is Built on Connection and Clarity

83% of leaders said they agree or strongly agree that their development programs emphasize social connectedness in addition to technical skills.
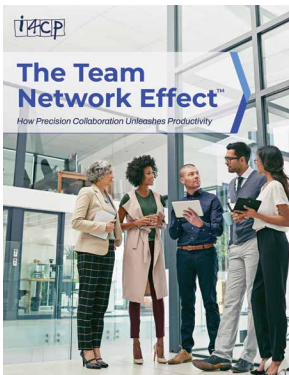
For more, see i4cp's *The Team Network Effect™: How Precision Collaboration Unleashes Productivity*.

Two cultural anchors emerged in the study: connection and clarity.

Connection: Most remote-first organizations prioritize creating opportunities for employees to build relationships. Eighty-three percent of leaders said they agree or strongly agree that their development programs emphasize social connectedness in addition to technical skills. Leaders are prioritizing both structured and unstructured gatherings to form strong relationships across functions. Gone are the days of remote happy hours and virtual game nights; companies are investing in bringing employees together socially.

Perhaps it comes as little surprise that trust indicators were also remarkably strong among remote-first organizations. About 90% of leaders agreed or strongly agreed that their colleagues act in one another's best interests. This is a true marker of high-performance—i4cp's earlier research found that leaders from high-performance organizations were far more likely to say they trusted their remote workforces more than their counterparts from lower-performing organizations (i4cp, 2021).

Clarity: While flexibility is valued, ambiguity is not. Remote-first organizations make a concerted effort to prioritize clarity in communication about their workplace policies, expectations, and norms. A combined 83% of respondents said they agreed or strongly agreed that communication about remote-work policies is clear. Still—and perhaps most surprising—fewer than 40% of companies have adopted team agreements or meeting-free norms, a practice that i4cp's **team network effect** research finds is key to reducing ambiguity, increasing role clarity, and cutting down on collaborative dysfunction (i4cp, 2024).

Executive Insight

Connection fuels culture; clarity sustains it. Remote-first organizations must codify norms while maintaining the flexibility that employees value.

At Delta Dental, Communication is the Cornerstone of Flexibility

At Delta Dental of California, flexibility is a mantra that is modeled from the CEO down, reinforced by clear communication and lived behaviors. The message is simple but powerful: "Make the office a magnet, not a mandate."

This clarity of communication has been central to Delta Dental's successful transition, said the company's Chief People Officer, Brian Sherman.

Once an in-office culture with four large offices and satellite offices, the company now operates with 75% of its 4,000 employees working in a hybrid arrangement. Additionally, 22% are fully remote.

In the early days following the pandemic, workers' concerns centered on whether this new and well-loved remote work policy would remain in place in their organizations. Some worried that employers would double back on their commitments to flexible work arrangements.

At Delta Dental, this fear was proactively addressed through consistent messaging and communication from its CEO, Sarah Chavarria. The organization took intentional steps to clearly define its new work model, eventually labeling their policy as a "Refined Hybrid" approach. The model measures the value of in-person time not by hours spent at desks, but by the quality of collaboration, innovation, and career development it enables.

Brian Sherman
EVP and Chief People Officer
Delta Dental

> **"We don't care if you meet in the office or if you meet at the local Starbucks, but we think there's value for in-person time."**
>
> — **Brian Sherman**
> EVP and Chief People Officer
> Delta Dental

Executives reinforce this approach by traveling across locations to host gatherings, join team meetings, and signal the importance of intentional in-person time. For early career employees, these touchpoints provide critical opportunities for mentorship and visibility, while maintaining the autonomy that remote work affords.

"We talk about it as a percentage of time that you spend in person, not in the office. We don't care if you meet in the office or if you meet at the local Starbucks, but we think there's value for in-person time," said Sherman.

The company's engagement data shows that this balance is paying off. Despite economic uncertainty and media reports of slumping employee morale across the U.S., Delta Dental's engagement scores have risen steadily, and retention remains strong, according to Sherman.

Key Takeaways

- Consistent, transparent communication from leadership removes uncertainty and builds trust in flexible work models.

- Clear messaging that flexibility is permanent helps employees focus on contribution, not fear of rollback.

- In-person time should be measured by impact, not presence.

Well-Being as a Strategic Lever

Organizations that are committed to remote-first and flexible work aren't just offering location flexibility—they're bolstering it with benefits designed for the realities of distributed work. Leaders recognize that working in a distributed workplace can be both lonely and isolating, on top of the daily stressors of work. In 2023, the former U.S. surgeon general Vivek Murthy declared that the U.S. was in a "loneliness epidemic" (U.S. Department of Health and Human Services, 2023).

It is perhaps with this in mind that people leaders at remote-first organizations have made mental health benefits practically table stakes at their companies. Most survey respondents said that mental health support was adopted specifically to support remote workers—significantly more than any other benefit or offering:

Leaders recognize that working in a distributed workplace can be both lonely and isolating, on top of the daily stressors of work.

Top Benefits and Policies Adopted to Support Remote-First Workers

Benefit	Percentage
Mental health support	79%
Flexible schedules	72%
Internet/utility reimbursements	59%
Home office stipends	55%

Source: *Remote-First Organizations: Practices that Drive Talent, Trust, and Performance,* 2025. Institute for Corporate Productivity (i4cp).

These investments recognize that well-being and productivity are tightly linked, and that a sustainable remote-first strategy must address the full employee experience.
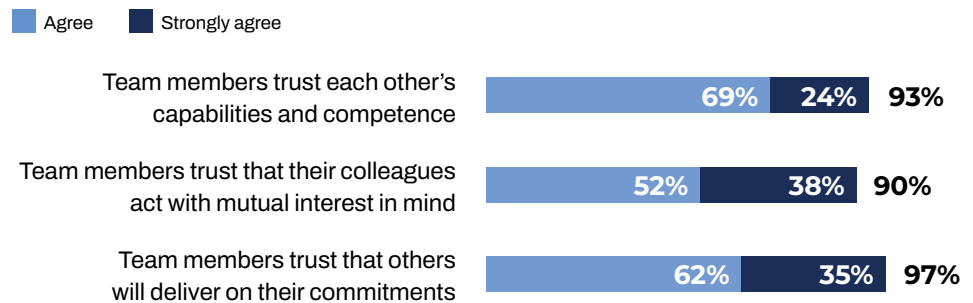
What Makes Remote-First Work?

When trust is high, employees are more willing to collaborate across boundaries, share knowledge openly, and take risks that fuel innovation.

Among companies committed to making remote and flexible work thrive, four factors consistently emerged as the foundation of their effectiveness: *trust, intentional gatherings, clarity in policies and expectations,* and *education.*

Trust

Trust forms the backbone of remote-first cultures. Without the ability to rely on casual in-office interactions or hallway conversations, distributed teams depend heavily on confidence in one another's competence and intent. i4cp's research finds that when trust is high, employees are more willing to collaborate across boundaries, share knowledge openly, and take risks that fuel innovation—and at remote-first organizations, that is no different.

### Dynamics of Trust in the Remote-First Workplace

■ Agree ■ Strongly agree

	Agree	Strongly agree	Total
Team members trust each other's capabilities and competence	69%	24%	93%
Team members trust that their colleagues act with mutual interest in mind	52%	38%	90%
Team members trust that others will deliver on their commitments	62%	35%	97%

Source: *Remote-First Organizations: Practices that Drive Talent, Trust, and Performance,* 2025. Institute for Corporate Productivity (i4cp).

i4cp's **team network effect** study found that trust among team members is key to unlocking a team's success. In fact, trust triples the impact of team effectiveness on market performance.
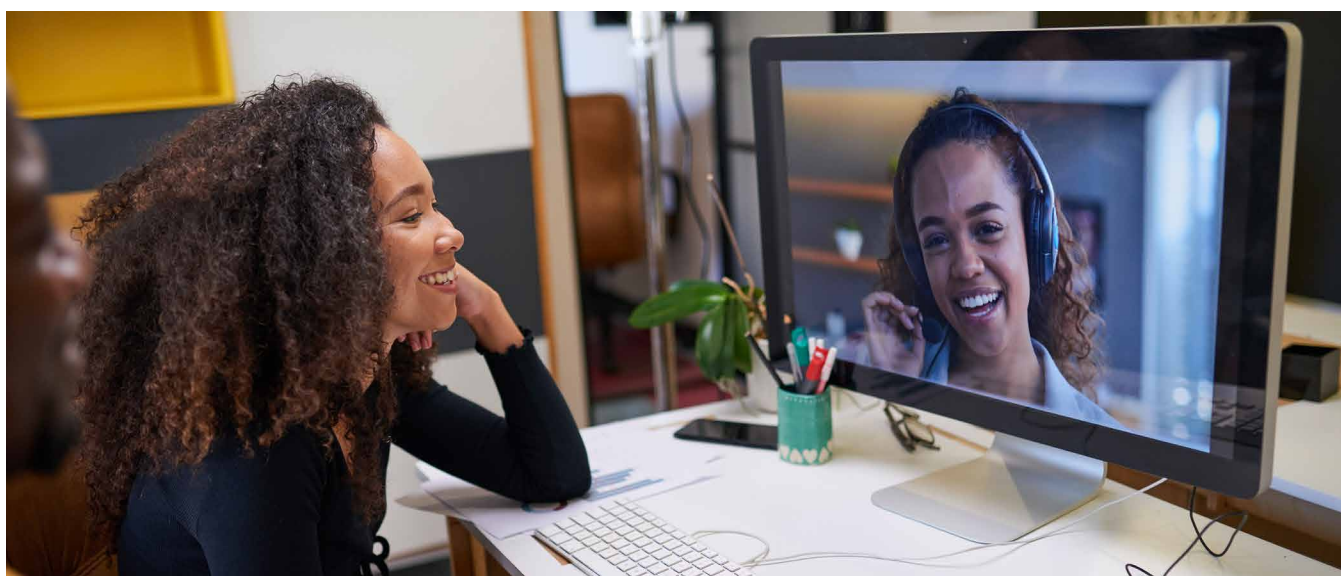
Consider Internal Network Building Practices

Improving relationships among team members not only increases engagement but also improves the quality and effectiveness of the work they perform. According to i4cp's research on effective teams, leaders should consider the following actions:

- **Increase the visibility of expertise and experience of team members.** Ensure that team members are aware of their colleagues' skills, experiences, and capabilities and who to turn to for what purpose. This is particularly instrumental in remote-first or flexible environments in which expertise, roles, and responsibilities aren't always visible or clear. Use team meetings to describe recent wins and current challenges— this fosters collaboration and learning. Awareness can also be promoted through short-term rotations, job shadowing opportunities, or project-based assignments (even those lasting just a few days)—cost-effective ways to create transparency across critical network divides.

- **Foster team trust and accountability.** In remote-first settings, it is vital to help team members build trust in one another's reliability. This starts with establishing norms of accountability and encouraging the team to uphold them together. Try setting aside a regular part of team meetings dedicated to reviewing individual and team commitments—both individual and team—and follow up as needed to maintain alignment.

Omada Health's Trust-Driven Remote-First Model

Nancy Vitale
Chief People Officer
Omada Health

Rather than competing solely on pay, Omada attracts and retains talent by offering meaningful work, strong leadership development, and the freedom for employees to manage when and how they deliver results.

At Omada Health, remote-first work was not a temporary adaptation to the pandemic. The pandemic catalyzed remote-first into a core operating approach and now aligns with the company's business model as a virtual healthcare provider.

Chief People Officer Nancy Vitale describes Omada as currently "officeless by design." The company has intentionally avoided a hybrid model in favor of being remote-first, with carefully chosen moments for in-person connection. And at the heart of its model is trust.

Omada Health does not rely on technology to monitor its employees' productivity or time-based measures of productivity as some might assume. Instead, the company evaluates performance based on outcomes like contribution against goals, delivery on expectations, and alignment with organizational objectives.

"It's looking at things like, are we delivering or exceeding expectations at the company level, the function level, the team level, etc.? That's the real measure of productivity," Vitale said.

It's a method that appears to be working. Vitale pointed to the company's recent earnings, as the company exceeded expectations in both revenue and AEBITDA in its first ever public earnings call in 2025.

Flexibility and autonomy are also central to the employee value proposition at Omada Health. Rather than competing solely on pay, Vitale said Omada attracts and retains talent by offering meaningful work, strong leadership development, and the freedom for employees to manage when and how they deliver results. Vitale emphasized that this autonomy does not erode accountability. Instead, it strengthens it, as employees are evaluated on impact, not hours logged.

Key Takeaways

- Trust is the foundation of productivity—measure outcomes, not keystrokes.

- Flexibility and autonomy attract talent without diminishing accountability.

Intentional Gatherings

Even in a remote-first world, leaders recognize that nothing replaces the energy and relationship-building that comes from bringing people together. The difference is that these gatherings are no longer default or routine—they are purposeful, designed to maximize connection, alignment, and culture reinforcement.

Remote-first organizations prioritize actively gathering throughout the year. Just over half (52%) of those surveyed reported that their organizations host annual or semi-annual company-wide meetings. In addition, employees are often brought together for:

Purposes for which Employees Gather In Person

Strategy and planning sessions	86%
Team-building events	76%
Social	72%
Client meetings	72%

Source: *Remote-First Organizations: Practices that Drive Talent, Trust, and Performance,* 2025. Institute for Corporate Productivity (i4cp).

These deliberate touchpoints help organizations strike a balance between the flexibility of a remote-first approach and the cohesion of shared experience. For younger employees in particular, gatherings provide critical opportunities for mentorship and professional growth. For senior leaders, they serve as cultural reset moments—key opportunities to reinforce the organization's vision, strategy, and identity.

Deliberate touchpoints help organizations strike a balance between the flexibility of a remote-first approach and the cohesion of shared experience.

Balancing a Culture of Customer Service and Flexibility at Chick-fil-A

Tami Piland

Senior Director of Campus Planning and Operations
Chick-fil-A

Leaders encourage staff members to meet in person for what they refer to as "Cornerstone" events that include cultural, community, and collaborative cornerstones.

Chick-fil-A may be known for its strong in-restaurant culture, but inside its corporate offices, the company has built a flexible work model that reflects its commitment to both service and innovation. According to Tami Piland, senior director of campus planning and operations, the organization's philosophy is simple: support employees with flexibility but never lose sight of culture.

While leadership began discussing flexible work before 2020, the COVID-19 pandemic accelerated the need to think differently. Prior to the pandemic, corporate staff members were expected to work from the office. Today, Chick-fil-A's "Flexible Future" model allows staff to work remotely or from the office. Leaders encourage staff members to meet in person for what they refer to as "Cornerstone" events that include cultural, community, and collaborative cornerstones.

Signature events such as "Atrium Talks" and the company's annual Founder's Day events provide moments of shared experience, while department meetings and seasonal activities serve as cultural anchors. These gatherings are not about mandating office presence, but about creating meaningful reasons to come together, shared Piland.

Equally important is the company's holistic approach to caring for employees. On-site childcare, stipends for families in other regions, daily free lunch at the office, and wellness hours reflect the founder's legacy of care. Leaders are expected to model utilization of such benefits by taking wellness hours themselves, supporting team members' personal needs, and demonstrating that flexibility and productivity can coexist.

The data shows it works. Engagement levels remain exceptionally high (92%), and retention is steady, even through economic uncertainty. Employees are encouraged to treat flexibility as an enabler, not a barrier, to strong performance.

Key Takeaways

- Anchor events keep culture strong in a flexible environment.

- Leadership modeling turns policy into practice.

- Holistic benefits reinforce flexibility with tangible support.
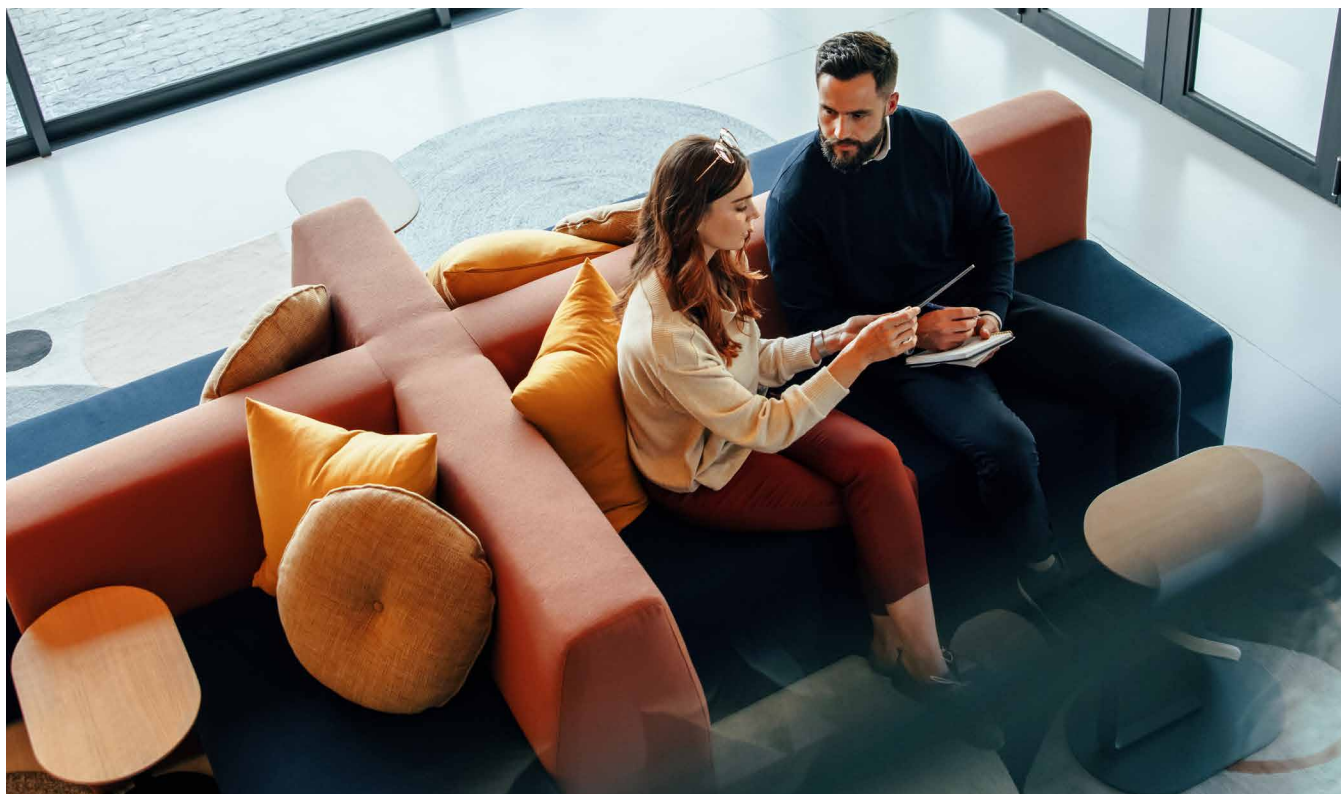
Clarity in Policies and Expectations

Without clarity, flexibility can quickly devolve into confusion. Employees in distributed settings need to know not only what is expected of them, but also how those expectations are communicated, reinforced, and applied consistently. i4cp's research shows that clarity is a hallmark of successful remote-first organizations, and employees overwhelmingly welcome it.

83%

(28% agree/55% strongly agree)

of surveyed leaders in remote-first organizations reported that communication about remote work policies is clear across their organization.

Clarity also extends to norms and constraints—guidelines on when meetings should happen, how communication channels are used, and how decisions get made. When these boundaries are transparent, employees report higher engagement and less frustration, while leaders can ensure alignment across geographies and time zones.

Employees in distributed settings need to know not only what is expected of them, but also how those expectations are communicated, reinforced, and applied consistently.

Zillow's Cloud HQ and the Future of Remote-First Norms

Steve Bennett
Director of Workplace Experience and Gatherings
Zillow

Zillow's local connection program—currently active in 17 cities—gives employees opportunities to network, build relationships, and gain exposure to senior leaders.

When Zillow announced its "Cloud HQ" strategy in October 2020, it signaled a bold shift: the real estate tech company would no longer be anchored to physical offices and instead operate as a remote-first organization.

Zillow now uses its office spaces to bring teams together at regular intervals for "zRetreats," flying employees in to spend focused, structured time together, dine at local restaurants, and do volunteer work or other team bonding activities. These intentional gatherings set employees up to collaborate better when they return to their respective home bases — which, thanks to Cloud HQ, now span all 50 states.

The Cloud HQ team, which sits within HR, includes organizational psychologists and learning experts who focus on optimizing remote work effectiveness. Their charge: not only to refine workplace norms, but to make distributed collaboration sustainable and engaging.

Thus far, the team has led to creative pilots such as "core collaboration hours" and the "five after" meeting rule in which Zillow employees begin meetings five minutes after the hour to ensure employees have breaks between meetings.

Encouraging connection and mentorship in Zillow's local hubs across the U.S. has also been a focus for Steve Bennett, Zillow's Director of Workplace Experience and Gatherings, and his team. Zillow's local connection program—currently active in 17 cities—gives employees opportunities to network, build relationships, and gain exposure to senior leaders. Bennett noted that this is of particular importance to entry-level and mid-career employees. Executives at the VP level and above make a concerted effort to join, reinforcing accessibility, and provide support, shared Bennett.

Key Takeaways

- Remote-first work requires new norms that are clear, intentional, and designed for sustainability.

- Local mentorship and connection programs build social connections and career pathways in a distributed environment.

Educating and Modifying

Remote-first work is far from static. Organizations that thrive in this model are continuously adapting and educating employees on how to make the most of flexible environments. This entails experimenting with new practices and refining norms as needs evolve.

- Almost one-third (32%) of survey respondents said that their organization has guidelines regarding when meetings should not be held (e.g., meeting-free Fridays).

- About 29% of leaders said that they have team agreements that specify norms of working.

- 36% said that leaders at their organization model and enforce meeting practices that reduce unnecessary time consumption.

Remote-first organizations understand that education and iteration are ongoing responsibilities. Policies written once are rarely sufficient; instead, leaders must consistently reinforce expectations, model desired behaviors, and refine approaches as feedback emerges. Companies such as Akamai illustrate how even physical spaces can become part of the learning process, reimagined not only as default workplaces, but as intentional collaboration hubs.

Policies written once are rarely sufficient; instead, leaders must consistently reinforce expectations, model desired behaviors, and refine approaches as feedback emerges.
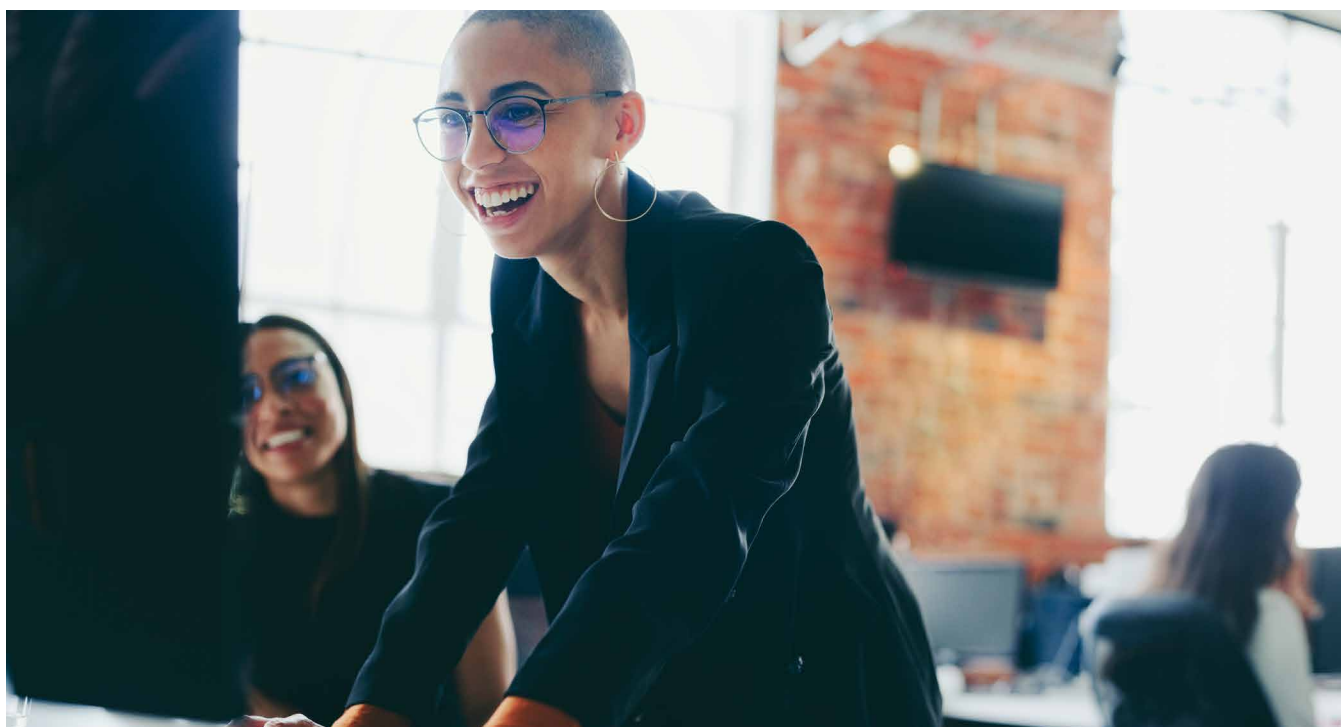
Conclusion

When done with intention, remote-first models can expand access to talent, sustain productivity, and strengthen culture.

Remote-first work is not an experiment—it is an evolution of workforce strategy and planning. The study that informed this report found that when done with intention, remote-first models can expand access to talent, sustain productivity, and strengthen culture.

The organizations succeeding in this model share a common truth: Remote-first is not about where people sit, but how they work together. By focusing on trust, connection, and clarity, leaders can build operating models that meet both workforce expectations and business imperatives.

Acknowledgements

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About the Study

The study drew on survey responses from 59 senior leaders and HR professionals, representing organizations of all sizes, from those employing fewer than 100 people to those employing >100,000. About half of the leaders surveyed consider remote-first their organization's default mode of work, with the majority adopting this approach during or shortly after the pandemic

Analysis of the survey data was augmented with qualitative interviews that explored case examples from Akamai, Omada Health, Zillow, and Chick-fil-A, among others, to illustrate how organizations are reimagining the employee experience within a remote-first context.

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