



**The Value of Workforce Flexibility: Impact & Tradeoffs**  
 Karen English & Marcy Updike  
 August 16, 2023



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**Flexible Work is a Top Consideration...**

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"Nearly 40% of global candidates report that workplace flexibility is among the top three factors they consider."  
 Study by ManpowerGroup Solutions, 2017
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"43% of respondents said that flexible working hours helped them achieve more productivity, and 30% of those surveyed said that less or no time commuting allowed them to be more productive."  
 Study by Gartner, 2021 Digital Worker Experience Survey
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"80% of respondents said they'd be more loyal to their employer if they provided flexible working arrangements."  
 2019 Flexjobs of 7,300 respondents



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**The Great Push and Pull**


**Employees want flexibility**      **C-suite wants return to normal**

"79% of employees want flexibility in when and where they work." Source: DMEC

"Flexibility ranks second only to compensation in determining job satisfaction." Source: Future Forum

Flexible working arrangement (e.g., working remotely) is a top three motivator for finding a new job. Source: McKinsey American Opportunity Survey

"I completely understand why someone doesn't want to commute an hour and a half every day, totally got it. Doesn't mean they have to have a job here either," Source: CEO Jamie Dimon, JPMorgan



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### ...but how valued is it?

Goal: Identify what type of flexibility employees prefer and value.

- 1. Preference Trade-off**
- 2. Value Trade-off**
- 3. Cultural Perception**


**Flexible Hours:** Set own hours, shifts and break times

**Flexible Days:** Elect compressed work week, still meeting full time requirements

**Flexible Location:** Work from home, office or other location at their preference

**Paid Parental/Family Care Leave Policy:** Formal policy that provides paid time off (outside of sick/vacation/PTO) to care for a child or family member

**Additional Paid Time Off Days:** Paid days to use for things like sick or vacation



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## Background and Methodology



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## Participant Profile


Surveyed 1,500 full time employees, split between hourly and salaried workers. 67% made \$25,000 - \$74,999 per year and 33% \$75,000 - \$175,000

**Job Description**

- Standing/ walking to interact with people or equipment (i.e. manufacturing, healthcare, teacher), 34.1%
- Sit at a desk, using a computer or phone (i.e. accountant, administrator), 58.6%
- Work outside at a job site (i.e. construction), 7.3%

**Household and Caregiving**

Dual Income	Single Income	Children	Adult	No one
53%	47%	48%	7%	49%



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### Preference Trade-off

Each of the five benefits are pitted against each other. Participants must choose which they prefer

	Select your preferred option	
Paid parental/family care leave policy	<input type="radio"/>	Flexible days (after the # of days you work to cover full time hours)
Flexible days (after # of days you work to cover full time hours)	<input type="radio"/>	Additional days of paid time off (e.g. vacation, sick)
Flexible location (some days from remote location)	<input type="radio"/>	Flexible days (after the # of days you work to cover full time hours)
Flexible days (after the # of days you work to cover full time hours)	<input type="radio"/>	Flexible hours (after start time/end time)
Additional days of paid time off (e.g. vacation, sick)	<input type="radio"/>	Paid parental/family care leave policy
Flexible location (some days from remote location)	<input type="radio"/>	Flexible hours (after start time/end time)



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### Value Trade-off

Each of the five benefits are given a dollar value. Participants must choose the annual pay amount they would sacrifice to have the benefit.

Please select either Employer A and Employer B. Reminder: Flexible location - Employees can choose to work from home, the office, or other location at their preference.

	Employer A: Offers flexible LOCATION	Employer B: Does not offer flexible LOCATION
Employer A pays the same salary as Employer B	<input type="radio"/>	<input type="radio"/>
Employer A pays \$500/year LESS than Employer B	<input type="radio"/>	<input type="radio"/>
Employer A pays \$1,000/year LESS than Employer B	<input type="radio"/>	<input type="radio"/>
Employer A pays \$1,500/year LESS than Employer B	<input type="radio"/>	<input type="radio"/>
Employer A pays \$2,000/year LESS than Employer B	<input type="radio"/>	<input type="radio"/>
Employer A pays \$2,500/year LESS than Employer B	<input type="radio"/>	<input type="radio"/>



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### Cultural Perception

Each of the five benefits are explored for how they impact culture. Participants must rate the perception of an employer in terms of supportive, stable, and empowering when these benefits are offered.

Q39 How supportive is an employer that offers their employees...

	Not supportive enough	Somewhat supportive	Very supportive	Extremely supportive
Flexible hours	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Flexible location	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Flexible days	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Paid parental/family care leave policy	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Additional paid time off	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



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## Preference Considerations



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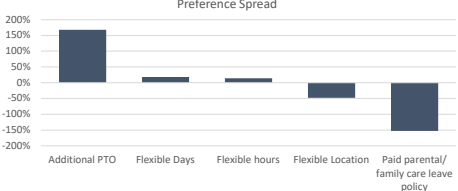
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## Order of Preference

Participants overwhelmingly selected additional PTO over other benefits

Preference Spread



Benefit	Preference Spread (%)
Additional PTO	~180%
Flexible Days	~20%
Flexible hours	~20%
Flexible Location	~-50%
Paid parental/family care leave policy	~-120%



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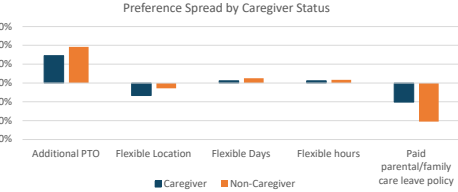
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## Caregiver Perspective

Caregivers have more preference for paid parental/family care leave than non-caregivers

Preference Spread by Caregiver Status



Benefit	Caregiver Preference Spread (%)	Non-Caregiver Preference Spread (%)
Additional PTO	~150%	~180%
Flexible Location	~-50%	~-20%
Flexible Days	~20%	~20%
Flexible hours	~20%	~20%
Paid parental/family care leave policy	~-100%	~-150%



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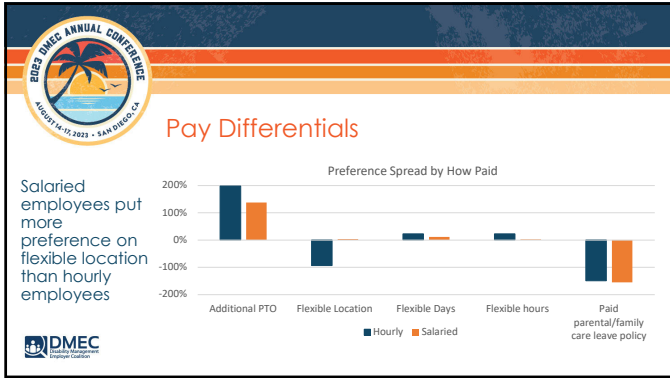
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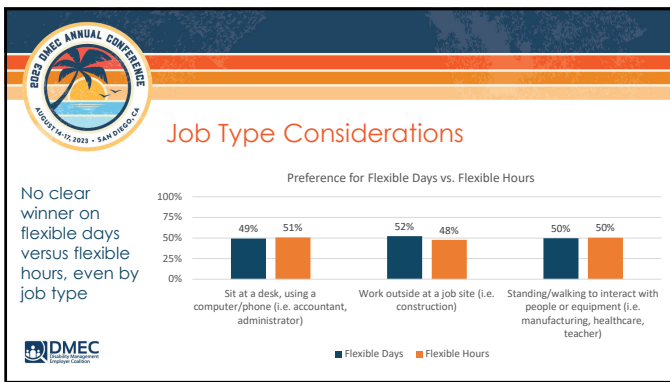
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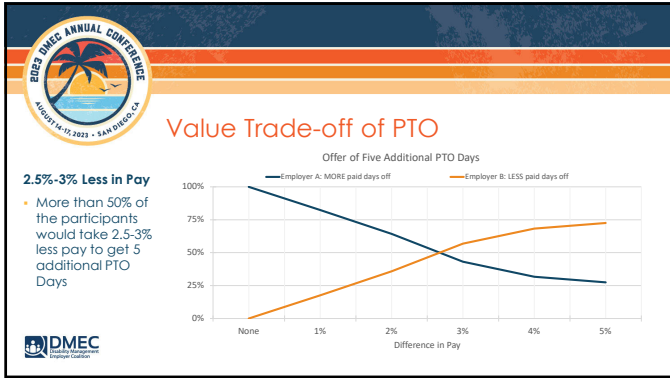
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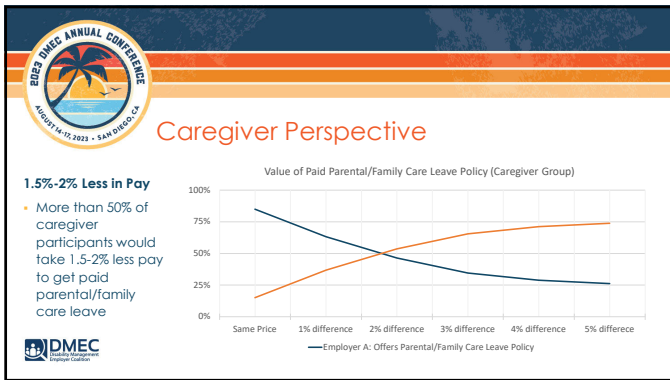
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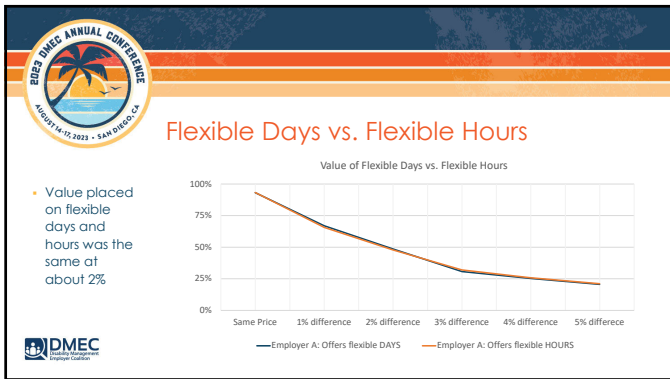
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**Key Findings**

Choices are highly influenced by current environment

- Additional PTO is most valued/preferred – perhaps seen as the ultimate flexibility
- Employees are willing to accept less pay for flexibility that is important to them
- Once you offer flexibility it is hard to take back – can PTO be used as the great appeaser?
- Paid parental/family care leave is least preferred but positively impacts employer perception – is there a value or messaging opportunity?



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**How can this be applied?**

Employee Attraction	Employee Retention
<ul style="list-style-type: none"> <li>• Positioning the offer               <ul style="list-style-type: none"> <li>• Additional PTO over salary</li> <li>• Paid parental/family care leave as a culture of supporting employees</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Decrease SLOWLY               <ul style="list-style-type: none"> <li>• Steps to reduce usage levels</li> <li>• Replace with PTO over time</li> </ul> </li> </ul>



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**Questions?**



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**Contact Us!**

<b>Karen English</b> Senior Vice President Spring Consulting Group <a href="mailto:Karen.English@springgroup.com">Karen.English@springgroup.com</a> 617-407-3062	<b>Marcy Updike</b> National Director of Market Research Alera Group <a href="mailto:marcy.updike@aleragroup.com">marcy.updike@aleragroup.com</a> 312-335-2169
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