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| Flexibility: the sustainable edge to drive business outcomes |  |

Organisations that promote and support flexibility can benefit from more efficient use of resources, higher morale and improved reputational benefits. They can recruit talent from anywhere, anytime; reduce their carbon footprint; and design a more sustainable, nimble and agile workforce focused on outcomes and productivity.

## Corporate

### Productivity

* The majority (72%) of global businesses report increased productivity is a direct result of flexible work arrangements.[[1]](#endnote-1)
* Every 10% improvement in commitment can increase an employee’s level of discretionary effort by 6% and performance by 2%.[[2]](#endnote-2)
* The UK telecommunications company BT has found its ‘home-enabled’ employees are, on average, 20% more productive than office-based colleagues.[[3]](#endnote-3)

### Turnover

* A stronger culture of flexibility is correlated with a lower voluntary turnover rate.[[4]](#endnote-4)
* Research indicates staff turnover can cost from between 50% to 150% of the person’s annual salary, depending on the role and level of seniority.[[5]](#endnote-5) This includes the cost of recruitment, selection, induction, training and lost productivity.
* According to research by the Diversity Council of Australia, around 18% of men, including 37% of young fathers, had ‘seriously considered’ leaving an organisation due to a lack of flexibility.[[6]](#endnote-6)

### Cost of inaction

* The costs of work-family conflict to the healthcare system in Canada are estimated at C$2.8 billion, as a result of work-related stress and strain.[[7]](#endnote-7)
* Long hours of work are associated with higher absenteeism and lower productivity.[[8]](#endnote-8)

## Workforce

### Motivation

* 95% of employees who work with managers sensitive to work and personal life—including informal flexibility—feel motivated to exceed expectations, compared to 80% where the manager is not sensitive to needs for informal flexibility.[[9]](#endnote-9)
* There is no evidence that workers who take advantage of flexibility are less serious about their career.[[10]](#endnote-10)
* All workers place a high priority on work-life balance and flexible work arrangements, regardless of age.[[11]](#endnote-11)

### Attraction and retention

* Positive experiences of work-life balance generates organisational benefits, including higher retention rates and attendance and lower turnover intentions.[[12]](#endnote-12)
* Flexible employment arrangements are the second most important facilitator for older people to work beyond retirement age, after health.[[13]](#endnote-13)

###  Satisfaction

* 90% of Australian public service employees who nominated 'flexible working arrangements' as contributing to their job satisfaction were satisfied with the arrangements.[[14]](#endnote-14)
* Even if flexibility is not used, knowing that this resource is available is associated with lower work-life conflicts.[[15]](#endnote-15)

### Mobility

* Today’s youth are much more open to change—86% find it desirable to move between countries and 87% want to move between industries.[[16]](#endnote-16)

## Social responsibility

### Carbon footprint

* By enabling the workforce to be more mobile, the UK telecommunications company O2 achieved a 53% reduction in its carbon footprint and is now operating with 550 fewer desks.[[17]](#endnote-17)
* It is predicted by 2020, the global information and communications technology sector can help cut global emissions by around five times its own carbon footprint. This equates to over AU$800 billion in saved costs.[[18]](#endnote-18)

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