WWR **WE WORK REMOTELY**

The Remote Leader Playbook

2024 Edition

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Welcome!

We Work Remotely has been the number-one destination for finding and listing incredible remote jobs for over a decade. **We're home to the largest remote work community and a key partner for talent acquisition teams, CEOs, COOs, People Ops, and the top leaders in remote companies across the globe.**

Though our definition of remote may change shape, context, and setting, remote—and distributed—work will remain a fixture of the future of work. With ten years behind us, we thought it would be helpful to reflect on what the last decade of remote work has brought us and start looking ahead at what the next decade could bring.

We created this report to equip remote companies, leaders, and employees with actionable strategies to prioritize work-life balance, meet the evolving needs of remote workers, and cultivate effective remote team management. Whether you're a leader at a remote company, a manager leading a remote team, or a remote employee looking to lead the charge within your organization, this report is for you.
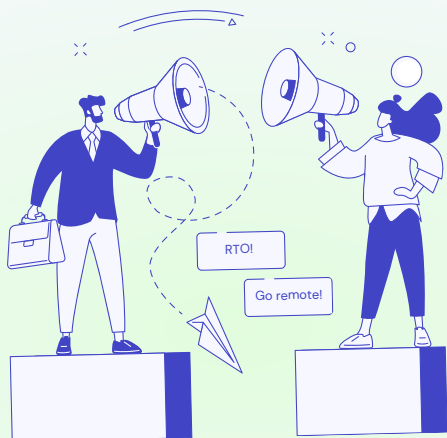
By embracing the insights and recommendations within this report, remote companies can position themselves for **long-term success in the ever-evolving remote work landscape.**

Kevin Kirkpatrick
CEO at We Work Remotely

Before we start

As we look back on the past 10 years and into the future of remote work, we can't help but notice how often history repeats itself. On-premise traditionalists have been pushing back on remote work for just as long as employees, researchers, and future-driven thinkers have been trying to move it forward. But one thing is abundantly clear: **remote work isn't going anywhere.**

This comprehensive report aims to provide valuable insights and context on using what we've learned in the last 10 years to prepare for the next decade. Here's an overview of what you'll find:

→ **Lessons Learned From the Evolution of Remote Work.** Key events, milestones, and takeaways that shaped the remote work landscape and propelled a revolution.

→ **What Remote Workers Really Want: Insights From Our Data.** We gathered data from We Work Remotely to gain a holistic understanding of the remote work landscape, so your company can deliver.

→ **The Shift in Priorities: Work-Life Balance Takes Center Stage.** We surveyed nearly 2,000 remote workers, which revealed fascinating data about shifting priorities, the growing importance of work-life balance, and more.

→ **The Role of Managers In Remote Teams.** We'll compare the best traits and strategies that make better managers. You'll also find quotes, advice, and insights from leading industry experts.

So How Did We Get Here? 10 Years of Remote Work Evolution

Though companies began allowing remote work in the early 2000s, it was anything but an instant adoption. Let's explore the evolution of remote work to see how what we learned along this journey can fuel your company's future growth, productivity, talent management, and more.

2013

Marissa Mayer, the CEO of Yahoo!, infamously ended the company's work-from-home program. This move stunned remote work enthusiasts, including Virgin Founder Richard Branson. He said it was "perplexing" to see Mayer recall employees to the office, writing, **"This seems a backwards step in an age when remote working is easier and more effective than ever."**

2014

Studies begin showing that **remote workers are more satisfied with their jobs, perform better, and view their company as more innovative than competitors that don't allow WFH.**

Nearly 35% of business leaders predict that more than half their company's full-time workforce will work remotely by 2020. A full 25% estimate that over 75% will stop working in a traditional office by 2020.

2015

Now, 24% of workers perform some or all of their work at home, up from 19% in 2003. But according to research, 3 out of 4 remote workers are men. And one-third of women left the tech field to care for their families "because companies weren't flexible enough to accommodate work-life concerns."

Remote work is now seen as a solution to close the gender gap and attract/keep more women in the workforce — especially in traditionally male-dominated industries like tech.

2016

During 2016, 90% of the workforce wants to work remotely at least part-time. Companies like PwC, SAP, and Dell successfully integrate remote work into their culture and business operations. **Millennials now expect this job perk, and brands begin using WFH as a powerful recruiting tool.**

2017

New tech companies lead the remote way forward. **Automattic, the company behind WordPress, closes its San Francisco HQ to transition to a 100% remote work model.** Brian de Haaff, co-founder and CEO of product development software company Aha!, de Haaff says: **"The most effective workers are the ones who do not work in an office. Remote workers are able to cut through the noise and focus on what really matters: meaningful work and being happy doing it."**

2018

At this time, the remote workforce has grown by 173% since 2005. Remote work is now the most sought-after perk by 81% of employees. However, the Buffer State of Remote Work Report revealed that remote workers are struggling with loneliness.

Remote companies like Gitlab, Zapier, and Trello start "recreating the watercooler" for remote workers. **Weekly informal virtual chats, annual retreats, etc., foster more connection between employees, support better mental health, and pave the way for greater team-building and social bonding.**

2019

A survey of professionals in 96 countries showed that 50% of employees work remotely half the week. Matthew Hollingsworth, the Director of Operations at We Work Remotely back then, said: **"We truly believe now is the time for remote work to become the norm. We see hundreds of thousands of qualified people come to WWR each month looking for remote work and have seen the companies that embrace it leading the way in attracting the best talent."**

2/3 of companies gained increased productivity by hiring remote workers and businesses allowing remote work saw 89% business growth. Companies are saving in average $5 billion thanks to remote work.

73% of employees would take a 20% pay cut to work remotely full-time, 74% would quit to do so, and more than 1 in 4 workers have quit a job because the company didn't offer flexible or remote work options.

2020

The COVID-19 pandemic became a catalyst for the widespread adoption of remote work. It was globally and unequivocally recognized as a significant, permanent shift in the future of work.

Skyrocketing worker productivity causes experts to predict that the global percentage of WFH employees will double in 2021.

Buzzwords like "Zoom fatigue" and "remote work burnout" enter the chat, **describing the the consequences of companies being quickly thrust into a WFH model without knowing how to effectively manage a remote team.**

Compensation expectations and offshoring fears rise. WFH employees must now pay for all the expenses that go into a home office. They seek higher compensation or office setup stipends. But they also fear companies replacing them with workers in the developing world who can do their job for less.

2021

The pandemic taught the world that remote work can be a viable long-term solution. **People discover they love working remotely and want to continue doing so.** More employees seek workplace flexibility, refusing to give up the benefits of remote work, and leave companies forcing a return-to-office. This prompts The Great Resignation.

2022

In the US, 50% of all job applications submitted in 2022 were for positions that offered some home-working – marking the first time remote jobs attracted the majority of applications. Conversely, interest for in-office work dropped by 24%.

Research from Owl Labs revealed that if the ability to work from home was taken away, **66% of workers would immediately start looking for a job that offered flexibility,** and 39% would simply quit.

Reports show millennials are happiest and most productive when working remotely, while RTO mandates caused the exact opposite. This disconnect sparked the **Quiet Quitting Era,** a time when as many as half of all Americans disengaged from their work without formally resigning.

2023

While many CEOs continue publicly pushing RTO mandates, **they privately expect remote work to keep growing.**

Though 23% of remote workers still name loneliness as a top challenge, they admit that focused work, managing stress, and avoiding distractions are still easier to do when WFH. And 98% would still like to work remotely and recommend remote work to others.

The Shift in Priorities: Work-Life Balance Takes Center Stage

As we learned, the past decade of remote work was characterized by the "hustle culture," where employees felt pressure to prove their productivity by blurring the lines between work and personal life. This led to burnout and little time to socialize with coworkers to banish those persistently reported feelings of loneliness and isolation.

We ran a survey among remote and hybrid workers and asked about their priorities, goals at work, and managers. This is what we found out.

What are your priorities in life?

1. Spending time with loved ones
2. Self-development
3. Work
4. Taking care of my mental health
5. Hobbies
6. Physical activity

What are your priorities at work?

1 Learning new things/improving skills

2 Mantaining work-life balance

3 Advancing my career

4 Mantaining my mental health

5 Helping/supporting coworkers

6 Socializing with coworkers

These results highlight a seismic shift in the priorities of remote workers. Late-night emails and that always-on mindset are no longer badges of honor. Now, employees are prioritizing their well-being over relentless productivity.

In fact, **over 34% of our survey takers said being able to prioritize what's important to them was what they loved most about working remotely.**

So the question needs to be asked. How do you motivate remote workers when work is not their priority?

Remote workers seem to care less about work itself and more about maintaining work-life balance and taking care of their mental health — which presents a monumental challenge for companies. How do you support your team's healthy boundaries while motivating them to push the needle and produce the high-quality output you expect of them?

CEOs, leaders, and managers must gain a deep understanding that a healthy, fulfilled individual is a more engaged and effective employee. Remote companies that prioritize employee well-being will be at the forefront of attracting and retaining the best talent.

Here are some key strategies:

→ **Promote a Culture of Empathy, Understanding, & Well–Being**

Recognizing the importance of personal well–being isn't just a soft skill; it's a strategic imperative. Companies prioritizing their employees' well–being will attract and retain top talent, boost morale and engagement, and ultimately achieve greater success. Consider these statistics:
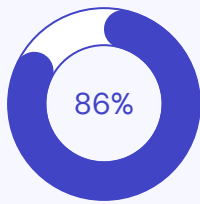
86%
of employees say their work life negatively impacts their happiness at home
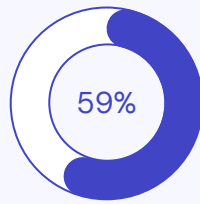
59%
workers say workplace stress decreases productivity
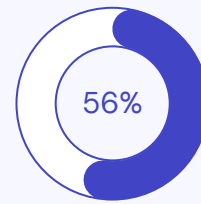
56%
workers believe workplace stress prevents learning and growth

Furthermore, for every 10,000 employees, there is the potential to lose up to $20 million due to low well–being and its negative effect on productivity.

This is why leaders must aim for work-life integration, not balance. Your goal shouldn't be to compartmentalize work and life but to integrate them in a way that feels enriching and sustainable. **Companies are recognizing the value of this holistic approach and fostering a culture of empathy and understanding.**

Try to lead by example, employees feel more inclined to do their best work when the executive upper manager prioritizes employee well–being.

Don't know where to start? Here are some ideas.

✓ Openly discuss your well-being practices

✓ Encourage employees to do the same

✓ Praise employees for disconnecting after work hours and prioritizing self-care

✓ Normalize taking breaks, vacations, and mental health days

→ Encourage Flexible Work Hours

The rigid 9-to-5 grind is losing its grip. **Remote workers are demanding schedules that accommodate their individual needs, whether it's attending to childcare responsibilities, pursuing fitness routines, or simply enjoying a midday meditation session.** After all, we just learned remote workers love spending time with their loved ones and taking care of themselves.
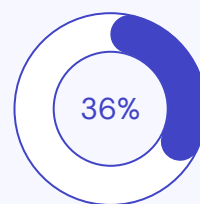
The big promise of remote work is that it gives you flexibility, yet, what we found in our survey and data shows we still have work to do.

52%
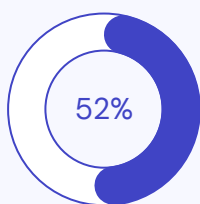
remote workers said having a flexible schedule is what they love the most about working remotely

53%
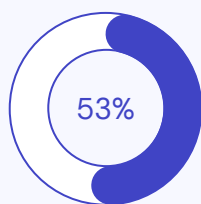
remote workers said their company allows a flexible work schedule

36%

of company profiles at WWR state 'Flexible Work Schedule' as a benefit

It might be a given to think about flexible work schedules when we talk about remote work but mentioning and encouraging it is still worth it. Rather than mandate work get done between traditional work hours, **empower employees to design schedules that suit their needs and optimize their productivity.** This may look like compressed workweeks, late-night hours, or split schedules. Be open and flexible. This flexibility gives employees a greater sense of control and autonomy, leading to increased job satisfaction and productivity.

Pro tip: Update your Company Profile at We Work Remotely to reflect your commitment to flexible work schedules, it will help you stand out when hiring remote talent!

→ Invest In Employee Wellness Programs

Research has shown that employee wellness programs aren't only good for employees, but also for companies. Employees report more job satisfaction, they're more engaged and happier with their job. Companies that offer wellness programs also report increased financial sustainability and growth and are 40% more likely to report better financial performance.

Our data shows that this is an area companies can focus on to attract better talent. Just take a look at these numbers:

35%
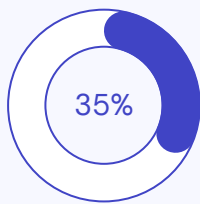
of survey-takers said their companies offer a wellness program or health and wellness stipend

52%
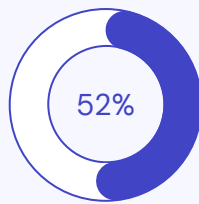
remote workers said they wished their companies offered better benefits

28%

of company profiles at WWR state 'Health Benefits' or 'Health and Wellness Stipend" as benefits

So, it's never been a better time to offer access to mental health resources, gym memberships and fitness classes, meditation apps, etc. or partner with wellness providers to offer personalized support. You can also start integrating mindfulness breaks before your virtual meetings.

Then, regularly track and measure employee well-being metrics like engagement, burnout rates, and job satisfaction. Use this data to make more informed decisions to continuously improve your well-being initiatives.

Remember, a healthy and happy workforce is a productive, successful workforce. The next decade of remote work will belong to those who align their leadership with the evolving priorities of remote workers. **If you can build a remote environment where individuals are more engaged and resilient, your company will foster innovation and thrive in the years to come.**

How Can You Deliver What Remote Workers Really Want?

Remote workers are telling us exactly what they want. So now it's time for companies to deliver.

When we asked remote professionals what they wished the company they worked for did better, they said*:

Offer a better salary	59%
Offer better benefits	52%
Better career development	48%
Better support work-life balance	39%
Create a better work environment	36%
Better mental health support	31%
Use better collaboration tools	30%
Organize more in-person meetings	18%
Other	3%
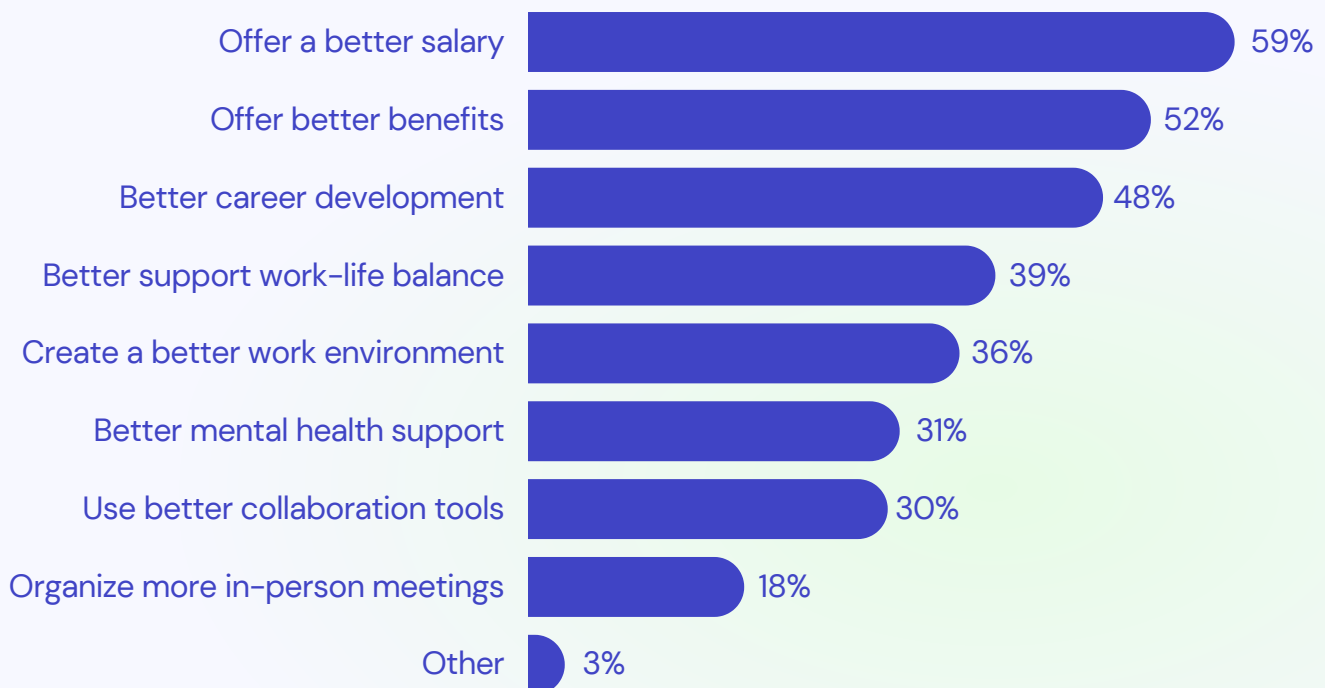
*Remote workers could choose more than one option in this question

How can you deliver what remote workers want? Start by:

→ **Ensuring Competitive Compensation Packages**

Better salaries and benefits are at the top in the survey, as we can see, they remain vital to any recruiting and retention plan.

So make sure you're crunching the numbers to ensure your people are getting what they deserve. Check local, regional, and global labor market data for average salary ranges. Peek at what your competitors are offering, too — they'll be the ones to lure your top talent away with more attractive offers.

Then, consider which bonuses you can use to sweeten the pot. Results from our survey indicated that only 43% of remote workers receive healthcare coverage from their employers. And just under 27% have employer-offered retirement plans. **Both make good starting points to show you value your team.**

Cover Some WFH-Related Expenses
If you're not offering it yet, it means your employees are shouldering a lot of the burden to set up themselves for success, whether that means working from home, from a coworking, or having the right equipment.

Only 2 of every 10 remote workers
receive an internet stipend,
home office budget,
or coworking stipend

Only 2 out of every 10 companies
at We Work Remotely
offer WFH stipends

Considering that most WFH professionals pay extra to have a dedicated workspace, the fastest internet speeds possible, a coworking membership, etc., to produce their best work, **the least your company can do is help subsidize some of the costs.**

Your business can actually benefit as a result. According to studies, one in three employees is so focused on their finances that it interferes with their work performance, costing employers up to $300 billion in lost productivity and yearly opportunities.

→ Offering More Career Development Opportunities

We already learned, from the priorities workers have at work, that learning and developing skills are number one on the list. Showing employees that you're invested in their careers can help them envision a long-term future with your company!

Research reveals that lack of career development and advancement is the number one reason why employees leave their jobs. However, 94% would stay longer at a company if it offered learning and development opportunities.

Only 3 of every 10 remote workers get a learning and development stipend

Only 2 out of every 10 companies at We Work Remotely have added learning stipends to their benefits section

Our survey also revealed that only 34% of the respondents have managers who support their career advancement (more on that later). So, it's time to craft strategies to help your workforce upskill and reskill! Start with these ideas.

- ✓ Provide more opportunities for on-the-job training, and shadowing

- ✓ Offer more internal workshops

- ✓ Create career paths that detail what employees need to do to 'climb the ladder'

- ✓ Establish mentorships between senior and junior-level team members

- ✓ Commit to promoting from within your company

- ✓ Offer online e-learning opportunities (courses, webinars, conferences, etc.)

→ Creating the Best Remote Work Environment

Building a positive and productive remote work environment keeps your team happy, engaged, and supported. Use these actionable tips to:

Build a Strong Company Culture

☑ **Focus on your shared mission and purpose.** Align everyone with the ultimate purpose behind a paycheck. Connect everyone to a single goal they can believe in.

☑ **Celebrate successes and milestones.** Recognize achievements via a company-wide recognition platform or by giving shout-outs during team meetings. You'll boost morale and show appreciation for individual and team contributions.

☑ **Encourage informal interactions and team-building activities.** Recreate the water cooler by adding dedicated Slack channels or forums for casual conversations and non-work-related banter. Regular online social gatherings can also help remote employees feel connected and build relationships.

Prioritize Transparency & Trust

☑ **Keep everyone in the loop.** Share company information, progress updates, and challenges openly to build trust and foster a sense of belonging.

☑ **Set clear expectations and goals.** Clearly define roles, responsibilities, and deadlines to prevent confusion and miscommunication.

☑ **Empower your team.** Give employees ownership of their tasks and projects to boost morale and engagement.

☑ **Open the lines of communication.** Create a safe space for employees to voice their concerns, ideas, and feedback. This can be done through anonymous surveys, suggestion boxes, or one-on-one meetings.

→ **Making Remote Collaboration Easier**

Collaboration and communication issues are the biggest struggles for 27% of remote and hybrid workers in our survey. So it's no surprise that 30% would like their companies to make these processes easier.

Here are the responses* we received when we asked what makes collaborating with remote teams more difficult:

Lack of trust from your team	40%
Lack of leadership	38%
Communication rules not clear	37%
Time zone differences	34%
Too many meetings	34%
Lack of documentation	31%
Too many tools in place	25%
Other	3%

*Survey-takers could choose more than one option

What can you as a leader do to tackle these issues? Here's a breakdown of actionable strategies you can start today.

Lack of Trust from My Team
Employees must feel empowered to work independently and be trusted to deliver results without constant supervision or micromanagement. That's why project managers are ideal for remote teams. Be sure to check the next section of this report to get all the scoop on what exactly is the experience of remote workers with their managers.

Lack of Leadership

It's up to team leaders to set clear objectives and expectations, establish timelines and deadlines, and define roles and responsibilities. Outlining and delegating these early on ensures everyone understands how to effectively collaborate individually and succeed as a team.

They provide a single platform for teams to outline roles, responsibilities, tasks, and deadlines — and track their progress. Their transparency keeps everyone organized, accountable, and aware of their coworkers' contributions during the project's timeline.

Regular check-ins, one-on-ones, and retrospectives can also help identify and address issues early to prevent misunderstandings, allow opportunities for feedback, and foster a supportive environment. **These all help build trust in individuals and the team as a whole.**

Communication Rules not Clear

Teams must establish clear communication protocols for effective collaboration. In your policy, include things like:

- ✓ Preferred communication channels for different situations
- ✓ Expectations for communication frequency
- ✓ Response times
- ✓ Best practices for asynchronous communication in multiple zones

These guidelines will help avoid misunderstandings and delays. Plus, having a clear way of raising issues, collaborating with teammates, and following workflows will improve all other areas in your company.

Time Zone Differences

Asynchronous communication is ideal for remote teams because it does not happen in real-time. Tools like Slack, Loom, Miro, project management software, email, etc., allow team members to share and keep up with ideas, project

updates, and more on their own schedules. Employees have time to prepare thoughtful responses and can seamlessly iterate on projects across time zones — without the pressure to be online all the time.

Lack of Documentation

Encourage team members to document their work processes, learnings, and best practices in a central knowledge base. Grant everyone access to this hub so they know where to find project documents, meeting notes, and the latest information and versions of project files. This benefits everyone and avoids reinventing the wheel or working on outdated intel.

Too Many Tools In Place

Try to streamline your tech stack. Make an audit on the tools you're using right now and double-think if you need all of the tools. Not only will this help you simplify your tool stack, but it can also potentially help you save some bucks. Look for multi-taskers that combine your team's needs in a single platform or tools that seamlessly integrate with each other. Streamlined workflows improve visibility, minimize tech hiccups, and boost overall productivity.

The Role of Managers In the Future of Remote Work

Remote managers set clear goals, provide support and career development guidance, foster trust, and empower teams to work cohesively asynchronously — all while ensuring results sans micromanagement.

Part-time cheerleaders, coaches, and problem-solvers, they must strive to build a positive, productive environment where independent work blossoms into collective success. Expert communication skills, strong virtual engagement methods, and accountability are the glue that keeps teams connected and thriving.

Managers are key in the future of (remote) work. After all, as David Heinemeier Hansson, remote work leader, said during our 10-Year Anniversary celebrations, it's a manager's role to assess the quality of the work that's being done.

> If you are not able to assess the quality of the work, you will lean on in-office, in-person, representations and derivatives of what you think you can glean from. […]. And unfortunately, a lot of managers aren't capable of doing that. They have to lean on all these other factors. And that becomes so much

harder in a remote work environment where the main thing you're forced to recognize someone doing a good job or not, as measured by the outcome and the impact that their presence has on the company.

So I think this is one of the reasons why so much of the pushback has come from managers, that they feel like they've lost these levers of control, that they believe were effective in an in-office culture, even though they were always a mirage, but they were able to delude themselves into thinking this was an effective way of figuring out who was doing a promotion or who was doing good work or not. And really, it never was. But that realization doesn't set in as fully until you do something like remote work where that's the only thing you really can lean on.

" David Heinemeier Hansson

While leadership and management are challenging wherever they take place, the remote world adds different challenges, as mentioned above. That's why leaders need to adapt their leadership style to better support remote workers.

So, where to start? Let's do it with what managers are currently doing right. We asked our community which of their manager's traits positively affect their day-to-day work. The top answers are:

Trait	Percentage
Rewarding and recognizing accomplishments	48%
Transparent, clear, empathetic communication	42%
Supporting work-life balance	40%
Motivating	37%
Having technical skills to help the team	36%
Helping in career development	34%

If you aren't already doing some of those, this is your sign that you should start! Doing things like rewarding employees boosts morale, and inspires continued excellence. Having transparent, clear, and empathetic communication builds trust, eliminates confusion, and fosters understanding and collaboration.

There are also opportunities to give remote workers what they're looking for, like supporting work-life balance or helping in career development, which we already discussed before.

But if there's one trait managers will need to have from now on, it is to **embrace change.** Things are changing quickly, and employees too, so you need to be on top of those changes. As Dr. Lauren Pasquarella Daley, Future of Work leader and Equity Advocate, shared with us:

> " When I think about how we can be prepared for the future, really it's about building that muscle and the skill to be comfortable with change, being comfortable with uncertainty. Allowing for iteration, testing, and adapting is key. If you have one way of working that's worked for many, many years and everything changes, to go back to that one way of working is not allowing you to do things differently. It's not allowing you to be innovative. It's not giving you those business benefits, but fundamentally it comes down to how you manage change.
>
> I really think when we're talking about how to be ready for the future, it's about continuing to learn, adapting, and being comfortable knowing that nothing's really set in stone.

<div align="right">" Lauren Pasquarella Daley</div>

That's something we're encouraging everyone reading this report: embrace change. When you do that, you're open not only to improving but to listening to others and adapting to whatever might come.

Let's start with the listening part. This is what remote workers had to say* about traits that negatively affect their day-to-day work.

Trait	Percentage
Poor communication skills	38%
Poor time-management skills	35%
Unprofessional behavior	32%
No team building skills	31%
Lack of delegation	30%
Reliance on employee self-management	30%
Micromanagement	30%
Failure to give feedback	29%
Disorganization	28%
Communication is too async	26%
Unavailability	23%
Stealing credit from the team	22%
Other	5%

*Survey-takers could choose more than one option

If you see the percentages in the answers, you'll notice that they're not that different or far from each other. This is because each remote worker needs different things, of course! And that is what's tricky about being a manager: it requires a deep understanding of your team and your company. Matt Hollingsworth, CEO at Align and ex-COO at We Work Remotely, had to say this about the manager's work:

" I think the best remote companies have great managers and the reason they're great is not because they've worked in a remote company and scaled one, they're great because they are able to connect with their employees and understand what works best for them and give them the

opportunity to do that. And that's it. There isn't really much more to it than that in terms of remote work managers, managers in general and in-office, a good manager is a good people person who's able to get the best out of their employees. And that takes work.

I think the way we push remote-first companies into the future is to train and try to understand what makes a really good manager remotely. And that isn't any different from in-office or remote. It's just the way we do it is a little bit different. The approach needs to be: how does our team work the best?

" Matt Hollingsworth

There isn't an easy route to follow or a path that will work for everyone so you have to look inwards and think about the people that you lead. Start with this advice from Dr. Roberta Sawatzky, professional development coach:

" It's not a checklist of five things. You do this and all of a sudden you're this amazing leader. You are not the same as every other leader. And the way somebody else leads is not going to be the way you lead. But the common thing is focusing on your people and asking, what is it that my people need?

What is there about my uniqueness, my experience, and my greatness that I can bring to the table to help bring out that greatness and that uniqueness in the people that I'm leading?

So it's not about trying to make people cookie cutters, we have to be ourselves and be accepting of that and then bring that out and continue growing in the areas that we're already great at... and then bring in other people along to fill in those gaps of weak areas that we have and just collaboratively move forward together.

" Roberta Sawatzky

What makes you unique as a leader and manager?

Looking at the traits that affect negatively and positively your employees is a great start. Do some self-reflection, which of those are your strengths? Where can you improve?

Here's a reminder of some of the traits our survey-takers mentioned:

Positive traits

- Rewarding and recognizing accomplishments
- Transparent, clear, empathetic communication
- Motivating
- Having technical skills to help the team
- Helping in career development

Traits managers can work on

- Poor communication skills
- Poor time-management skills
- Unprofessional behavior
- No team building skills
- Lack of delegation

And, whenever you're in doubt go back to listening to your team, as Dan van Rossum, LinkedIn Top Voice and Founder of FlexOS, says:

> " I think employees are very understanding. The biggest thing that employees can recognize in their managers is that they're juggling the demands of their own workload with the time that they need to manage a team effectively. They understand that they have to navigate some conflicting expectations between upper management and what the people want. So there is some empathy for managers. It's not totally misunderstood.
>
> We need to keep talking to our employees. We need to keep checking in on whether we're delivering it in the right way and if there are ways to

improve it. And sometimes that can be as simple as a conversation one-on-one. It can be a survey that you run, but we gotta get inputs from people because when we look at a broad spectrum of people across industries, across age ranges, we see that they're still a lot lacking.

" Daan van Rossum

Managers are key in the future of (remote) work, it'll be up to them to keep employees engaged and energized to do their best work, and, ultimately, achieve their personal, and professional goals, while also achieving company goals. It's up to managers to boost morale, reinforce desired behaviors, and inspire their teams. It's up to managers to keep supporting the well-being of employees and retain top talent.

We know it sounds like a lot but we trust the work is already being done and we envision a future of (remote) work where the promise of flexibility and career growth is pushed by them.

Is Your Company Ready for the Next 10 Years?

In the last decade, we saw remote work explode, reshaping workforces and transforming from a niche perk to a must-have job requirement. We learned the power of asynchronous communication, that flexibility fuels productivity, and trust builds stronger teams.

The answer to our final survey question says it all. When we asked remote professionals why they would return to the office, **over 61% said they wouldn't!**

So now as we eagerly look ahead to the next 10 years, let's remember: **technology will continue to evolve, but employees and managers drive remote work success.**

The future of work is not a place, but a promise of greater flexibility, opportunity, and work-life balance. It's time to prioritize well-being, create healthier remote work environments, and start investing in your team, especially your managers. Accomplish those goals, and you'll attract and retain the top talent you need to skyrocket your brand to the highest level.
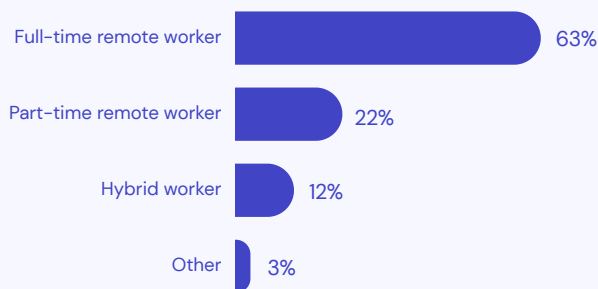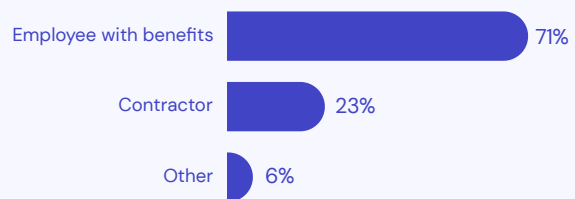
About our survey and WWR data

Survey

We surveyed 1,710 people during the month of November 2023. Here's some demographic information on who answered it.
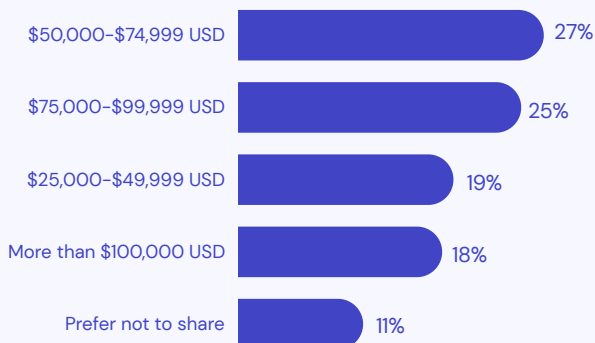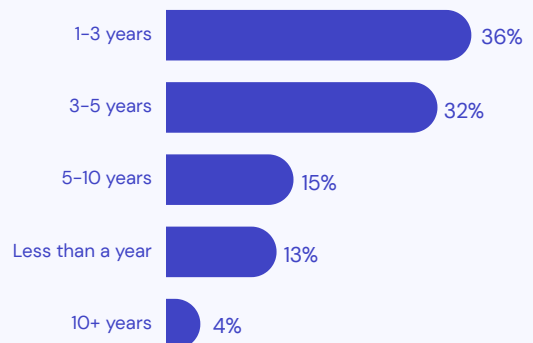
How would you describe yourself?

Full-time remote worker	63%
Part-time remote worker	22%
Hybrid worker	12%
Other	3%

What's your current employment situation?

Employee with benefits	71%
Contractor	23%
Other	6%

What's your current yearly salary?

$50,000-$74,999 USD	27%
$75,000-$99,999 USD	25%
$25,000-$49,999 USD	19%
More than $100,000 USD	18%
Prefer not to share	11%

How long have you been working remotely?

1-3 years	36%
3-5 years	32%
5-10 years	15%
Less than a year	13%
10+ years	4%

How many years of experience do you have?

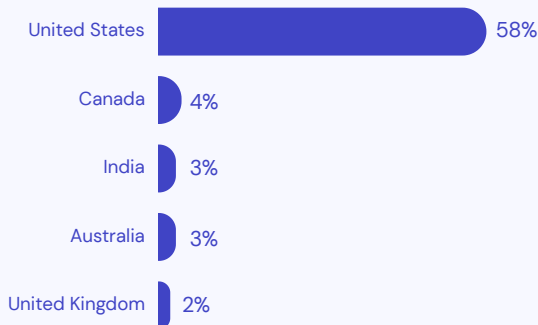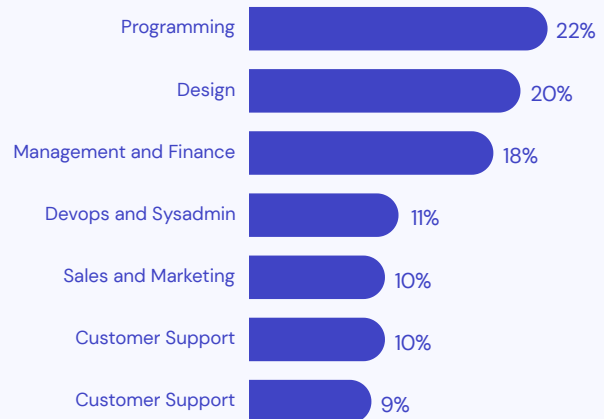|	
3-5 years	30%
1-3 years	25%
5-10 years	20%
10+ years	19%
Less than a year	6%
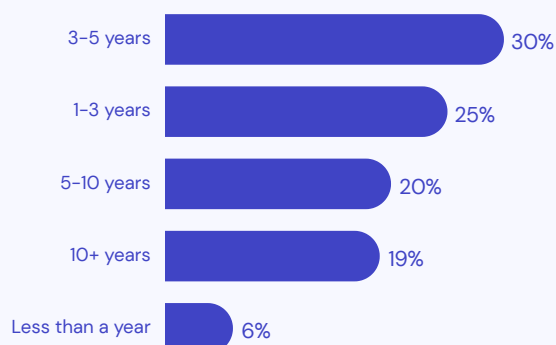
Where are you based?

We got responses from people in 112 countries, here are the top 5 countries most represented in our survey

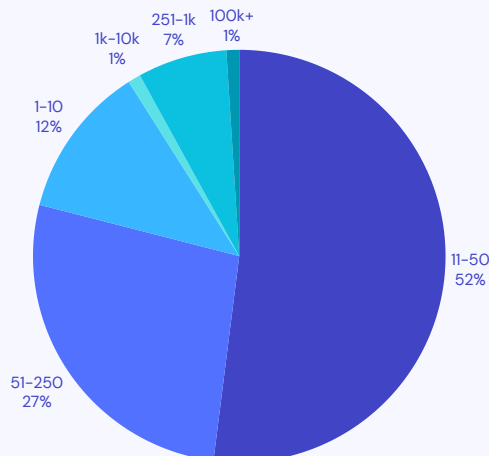| Country	%
United States	58%
Canada	4%
India	3%
Australia	3%
United Kingdom	2%

What's your current job category?

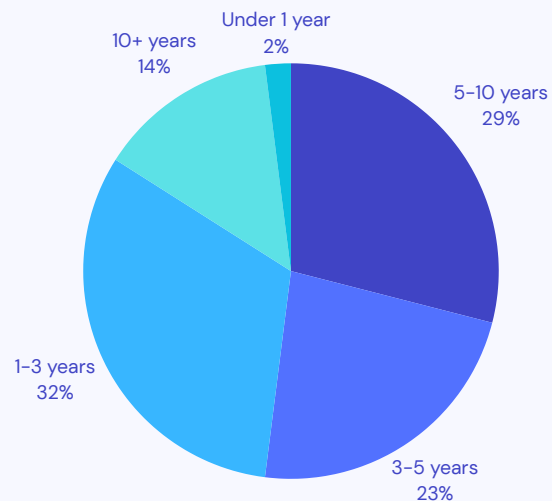| Category	%
Programming	22%
Design	20%
Management and Finance	18%
Devops and Sysadmin	11%
Sales and Marketing	10%
Customer Support	10%
Customer Support	9%

WWR Data

The data about companies at WWR that you saw in this report is based on the 22,328 companies that have profiles at We Work Remotely. Here are some insights about them.
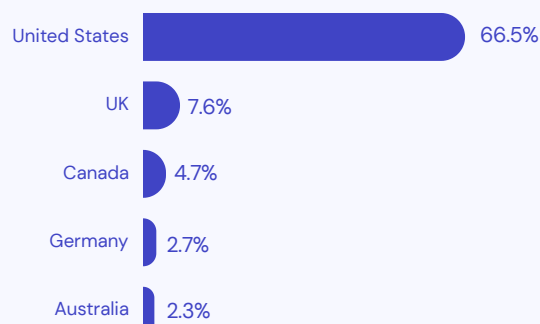
Company size

- 11-50: 52%
- 51-250: 27%
- 1-10: 12%
- 251-1k: 7%
- 1k-10k: 1%
- 100k+: 1%

Years remote

- 1-3 years: 32%
- 5-10 years: 29%
- 3-5 years: 23%
- 10+ years: 14%
- Under 1 year: 2%

Top Countries Hiring Remote

Companies in 88 countries have posted at We Work Remotely. These are the top 5 countries these companies are from.

Country	%
United States	66.5%
UK	7.6%
Canada	4.7%
Germany	2.7%
Australia	2.3%

About WWR

There are lots of remote hiring sites out there. WWR is the largest. We don't scrape listings from other platforms, we have the best and biggest remote community in the world, and we fill +90% of the positions posted. Quickly.

We've been remote since 2013 — a fact we're proud to shout out as we celebrate our 10th anniversary! Not every job board out there can say they've simultaneously observed the rise of remote work and grown along with it as both a remote-centered business and a remote-first company. But we can!

We'll help you:

● **Find applicants faster.** Source and place quality remote candidates quickly from our large remote community. Over 90% of our customers find their candidates through jobs posted on our platform.

● **Post job listings with ease.** Post your job in minutes! We offer a free WWR job posting template and direct one-to-one support for any inquiries. We have integrations with top ATSs to make posting at WWR easier!

● **Save money with flexible pricing through bundle packages.** Post multiple jobs quickly and efficiently. We offer bundle packages with significant discounts and other benefits.

● **Find a true partner to have your back in hiring anytime** — we have an 80% customer return rate month over month.

We can't wait to find your next all-star employee! Join the remote revolution and build your dream team with We Work Remotely now!

WE WORK REMOTELY

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hello@weworkremotely.com

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