
MAKE WORK FAIR: Flexible Work Arrangements

Iris Bohnet

Albert Pratt Professor of Business and Government

Harvard Kennedy School

FINANCIAL TIMES

Workplace diversity & equality [+ Add to myFT](#)

‘We are concerned when we give up on fairness’: the professors charting a new route for DEI

Research by Iris Bohnet and Siri Chilazi could guide companies grappling with the backlash against diversity

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In the US, DEI is under attack. But under a different name, it might live on

1 March 2025

 **Brandon Drenon**
BBC News

 **Harvard Business School**

Diversity and Inclusion



Rethinking DEI Training? These Changes Can Bring Better Results

Featuring Edward H. Chang. By Michael Blanding on  January 23, 2025.

 **Harvard Business Review**



HBR IdeaCast / Episode 1013

If DEI Programs Aren't Effective, What Is?

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By Rodger Dean Duncan, Contributor....  [Follow Author](#)

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DATA-DRIVEN DESIGN FOR REAL RESULTS

MAKE WORK FAIR

IRIS BOHNET & SIRI CHILAZI

What We Get Wrong About Gender Equality and Why Men Still Win at Work



PATRIARCHY INC.

Cordelia Fine

Your Life Is Manufactured



How We Make Things, Why It Matters and How We Can Do It Better

Tim Minshall

(Parental) Leave





Santander



ROBERT MATTHEWS

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COMPUTER SKILLS

- Microsoft Office
- Agresso
- Outlook
- Gmail

PROFESSIONAL COURSES

PRINCE2
Foundation,
The Knowledge
Academy, 2003

WORK EXPERIENCE

Project Manager, Google
2019-2019 (3 months)

Junior Project Manager, LJC Resourcing
2007-2019 (12 years)

Project Assistant, Sebright Co.
1999-2003 (4 years)

EDUCATION

MA History: 1st
Cambridge University, 1987-1989

BA (Hons) English Literature: 2:1
UCL, 1984-1987

Time Flexibility



Location Flexibility

Trip.com



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- Brazil
- Columbia
- Croatia
- Germany
- Greece
- Iceland
- Malaysia
- Mexico
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- Portugal
- Spain

**“Boston, San Diego, San Francisco,
Seattle, and San Jose — accounted for
90% of the growth in tech jobs from 2005
to 2017.”**



Employee Identity Flexibility

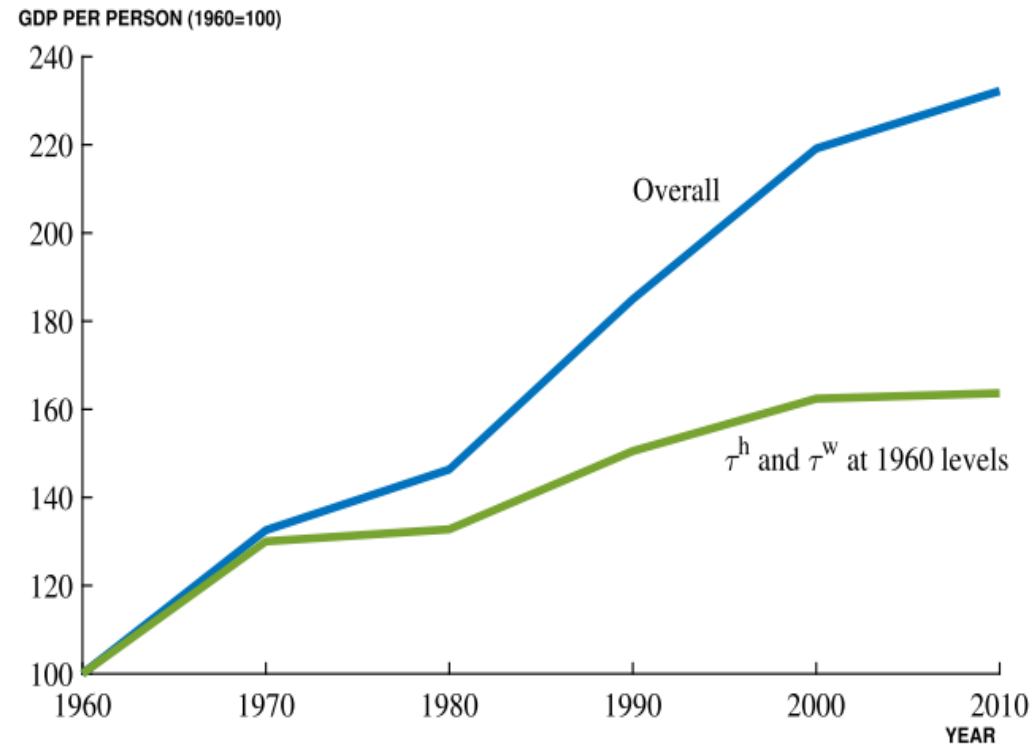
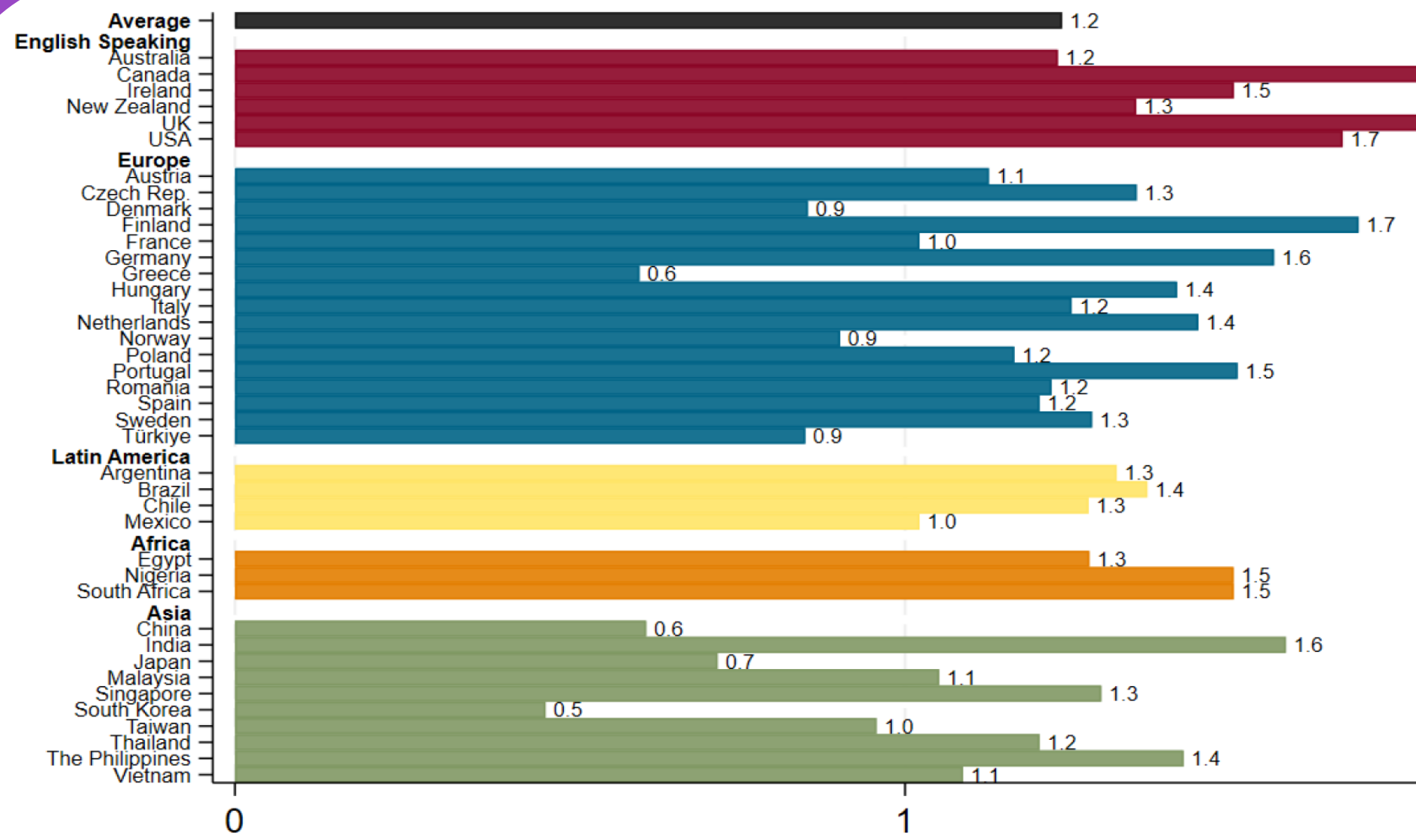


FIGURE 7.—GDP per person, data and model counterfactual. Note: The graph shows the cumulative growth in GDP per person (market), in the data (overall), and in the model with no changes in τ 's as in Table V.

WFH (WFA) varies by country - highest in North America lowest in Asia

(Bloom 2025)

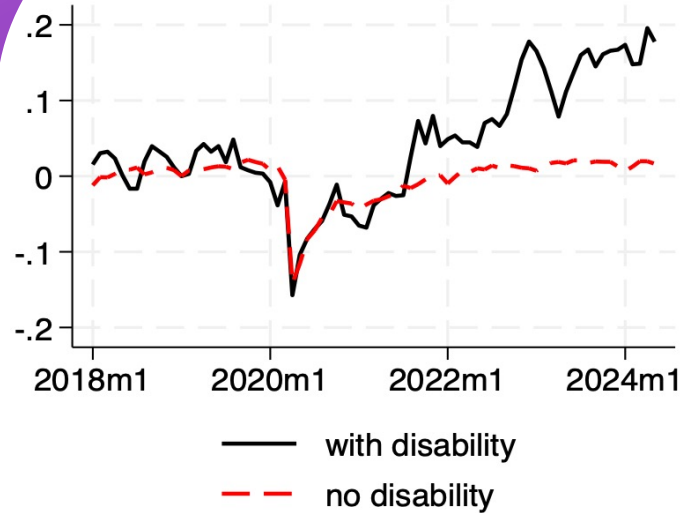


Source: Responses to the question “For each day last week, did you work 6 or more hours, and if so where?”. Sample of N=17,019 university graduate workers in 40 countries surveyed in Nov 2024-Feb 2025

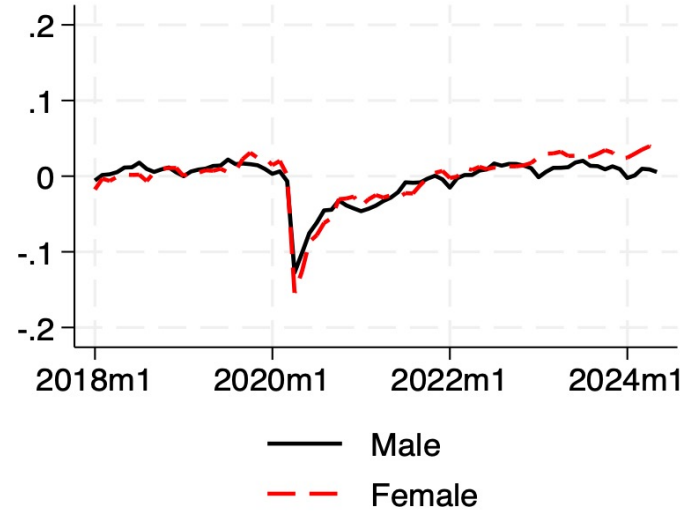
“Working from home around the world” by Cevat Aksoy, Jose Barrero, Nick Bloom, Steve Davis, Mathias Dolls and Pablo Zarate.
<https://wfhresearch.com/gswadata/>

WFH (WFA) Impacts in the US (Bloom 2025)

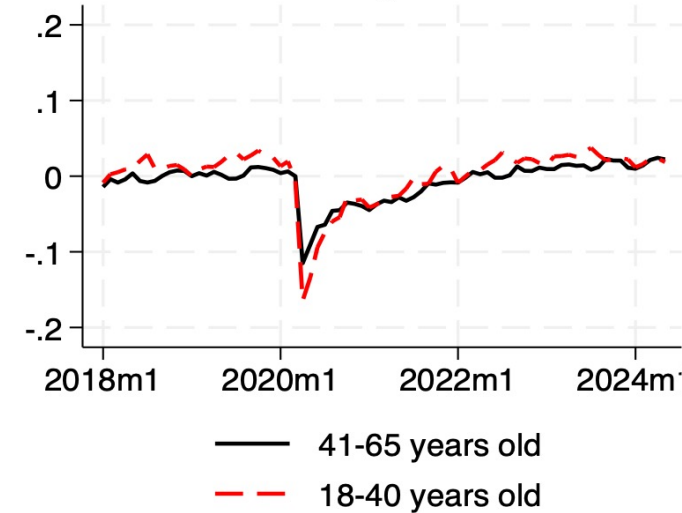
Disability



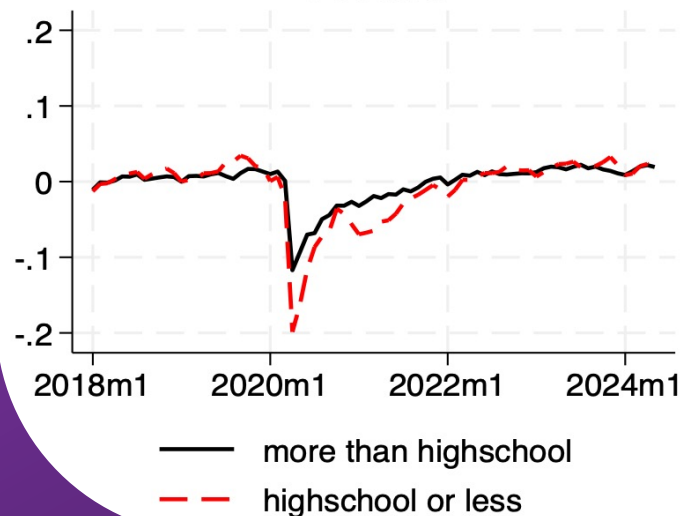
Gender



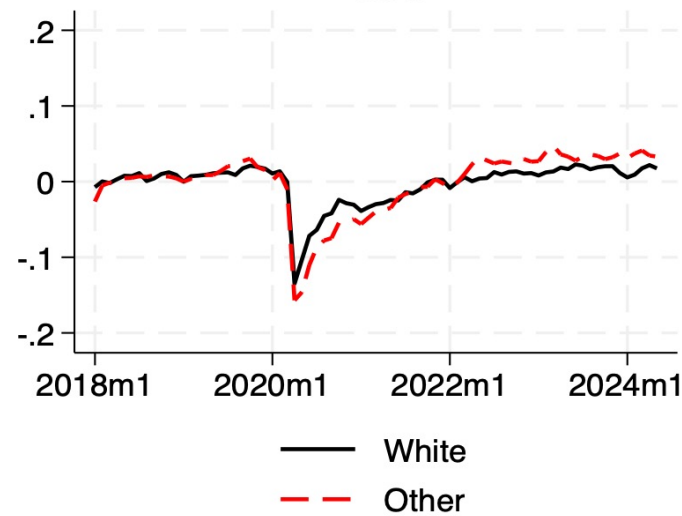
Age



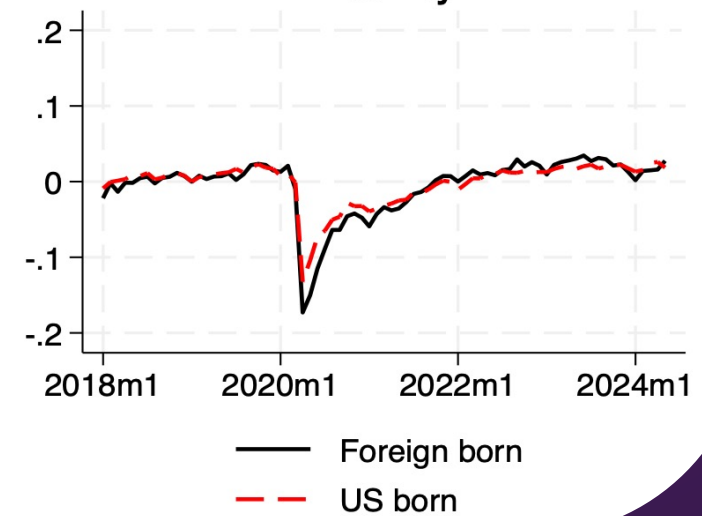
Education



Race



Nativity

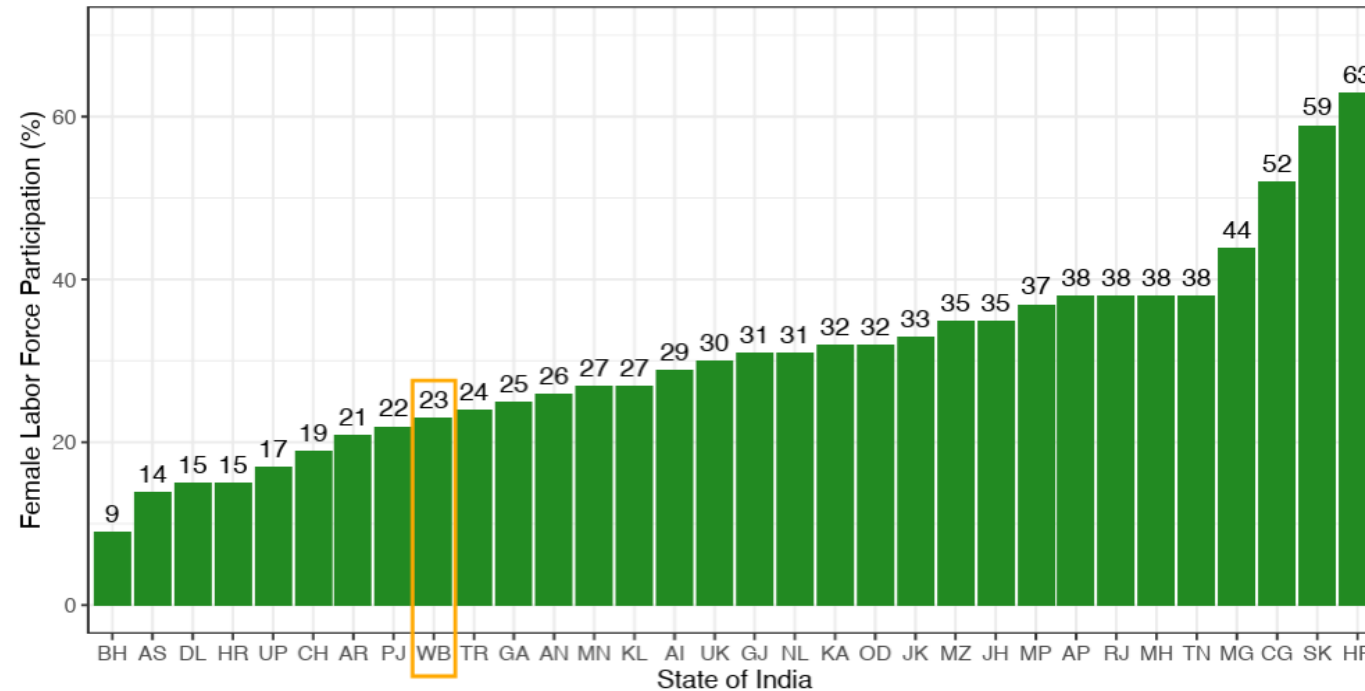


Note: Graphs of the percent change in the employment rate relative to January 2019 by disability, gender, age, race, education and native/foreign born (18-64 years old). Data from the US Current Population Survey. Disability includes only physical disabilities.

Source: "Working from home and disability employment" by Nicholas Bloom, Gordon Dahl and Dan-Olof Rooth, NBER Working Paper 32943

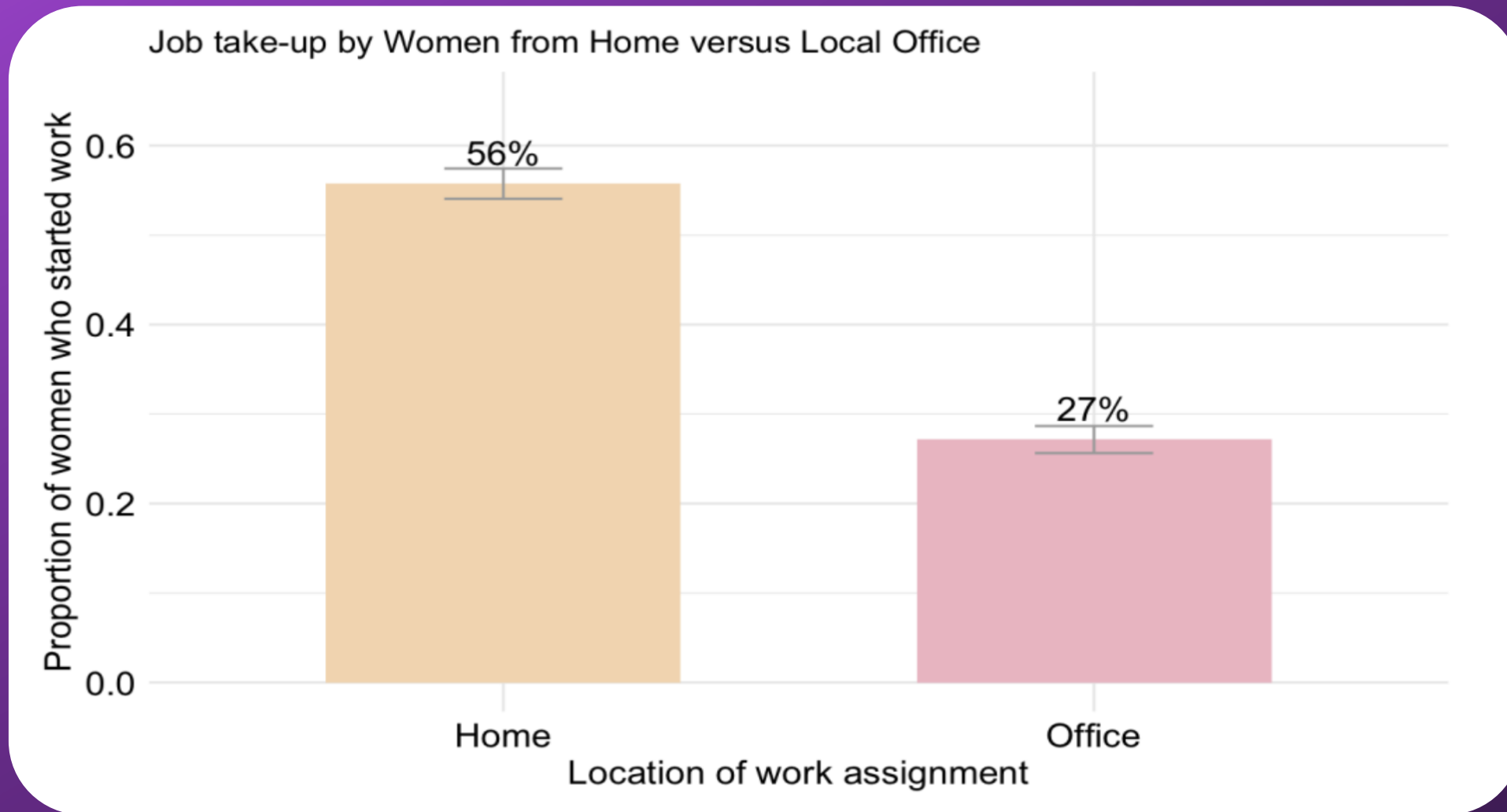
WFH in India: Women's Labor Force Participation Rates

Figure A.14: Female Labor Force Participation Rates (States of India)



Notes: Data from the Periodic Labor Force Survey 2019-2020. People aged 15 and over included.

WFH and Women's Employment in West Bengal



Summary

- Demand for flexible work (1/3 of respondents, US; WTP, e.g., 7% of salary)
 - Supply of flexible work arrangements (approx. 1.5 days WFA)
 - Benefits (job satisfaction, turnover, “productivity”, “experienced employees”)
 - Costs (onboarding, junior employees, “promotion gap”)
-