



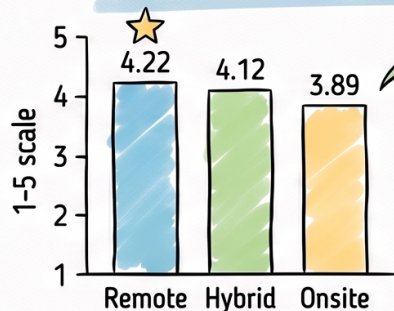
Autonomy > Attendance: Why Well-Being Drives Retention



A large-scale study of 7,704 employees reveals that remote and hybrid workers report higher well-being and lower turnover. Autonomy—the freedom to control work—is the critical mechanism.

REMOTE

The Autonomy Edge: Remote vs. Onsite



Remote Workers Lead in Well-Being
Scored highest (4.22/5) compared to onsite (3.89/5).



The "Isolation Myth" Debunked
61% of remote workers reported positive workplace connection, higher than the 55% reported by onsite staff.

The Retention Mechanism

Well-being functions as the bridge; every 1-unit increase in well-being reduces turnover odds by **29%**.

Work Arrangement	Well-Being Score (1-5)	Actual Turnover Rate
Remote	4.22	7.8%
Hybrid	4.12	8.3%
Onsite	3.89	8.8%

TURNOVER



ONSITE / MANDATES

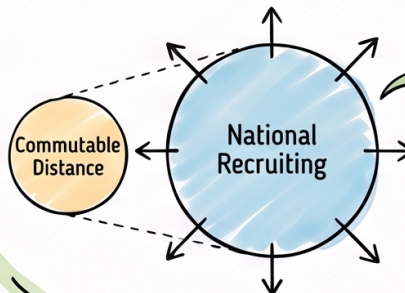
The Cost of Mandates



15% Higher Loss of Top Talent
RTO mandates act as "reverse selection," driving high performers away faster.



No Financial Performance Gain
Research on S&P 500 firms found zero improvement in financial value following return-to-office mandates.



Geographic Talent Pool Expansion
Flexibility allows national recruiting, while mandates restrict talent access to a narrow commutable distance.