

## Fact sheet

# Guaranteeing Equity in Career Opportunities in Hybrid & Remote Work

**“The key to preventing discrimination in career opportunities is to design hybrid work environments that promote equal access to leadership, training, and career development.**



## Introduction

As hybrid and remote work models become the norm, ensuring **equity in career opportunities** is more important than ever. While these flexible arrangements offer many benefits (such as better work-life balance and broader talent inclusion) they can also create **new barriers to career progression**. Employees who work remotely risk being overlooked for promotions, missing out on mentorship, and struggling to stay visible in leadership discussions.

By **rethinking performance evaluations, leadership structures, and access to development opportunities**, businesses can build a fair and inclusive workplace where all employees—regardless of location—have an equal chance to grow.

# Understanding the **issue**

Remote and hybrid work environments have changed the way employees interact with colleagues, managers, and corporate culture. Ensuring **equity in career opportunities** is essential not only for **fairness and inclusion** but also for **business success**. When employees feel they have an equal chance to advance, they are more engaged, productive, and committed to their organisations. Companies that actively promote career equity **retain top talent, foster innovation, and build stronger, more diverse leadership teams**. On the other hand, failing to address these challenges can lead to **demotivation, higher turnover**, and missed opportunities for both individuals and businesses.

## Some of the most common challenges include:

### Unfair Performance Evaluation:

Employees who are physically present in the office often receive more recognition, promotions, and career development opportunities simply because they are more visible to managers. This can put remote workers (especially those from underrepresented backgrounds) at a disadvantage. Compounding this issue is the way in which performance is often assessed. In many organisations, evaluations are still based on visibility and time spent working, rather than actual results and impact. Remote employees may be overlooked for high-profile projects or leadership roles, not because they are less productive, but simply because they are less visible. This limits the career growth of remote workers, making it harder for them to advance at the same pace as their in-office counterparts.

### Unequal Access to Career Development and Mentorship:

Networking and mentorship are crucial for career growth, yet remote workers often miss out on informal learning moments, leadership exposure, and training sessions that take place in the office. Without structured mentorship programmes, their opportunities for career development may be limited.

Without proactive policies, these challenges can create a workplace, where remote employees have fewer opportunities to grow. The key to preventing discrimination in career opportunities is to design hybrid work environments that promote equal access to leadership, training, and career development.

## How can we mitigate these risks ?

Workplace equity is about “**levelling the playing field**”, and by making career equity a priority, organisations can retain diverse talent, drive innovation, and create a fairer, more engaged workforce. Here a few ways companies can ensure remote employees have the same opportunities as their in-office colleagues.

- ✓ Establish **clear, objective performance metrics** that focus on results rather than physical presence.
- ✓ Standardise **promotion criteria** to ensure that all employees, regardless of location, are valued fairly.
- ✓ Regularly **highlight remote workers' achievements** in company-wide communications to ensure their contributions are recognised.
- ✓ Ensure that remote workers are included in company culture initiatives, from **virtual team-building activities to regular check-ins with managers**.<sup>1</sup>
- ✓ Create **virtual mentoring and sponsorship programmes** so that remote employees have the same networking opportunities as in-office staff.
- ✓ Ensure that **training and executive programs** are fully accessible online.
- ✓ Develop **career roadmaps** with transparent promotion pathways to ensure that remote workers are equally considered for leadership positions.<sup>2</sup>
- ✓ Conduct **DEI training** for managers to help them create an inclusive culture that supports both in-office and remote workers.

# Conclusion

Without **deliberate efforts to remove barriers**, hybrid and remote work can reinforce **existing inequalities** and limit career opportunities for remote worker. Organisations should take proactive steps to ensure that career advancement is based on **merit, performance, and equal access to opportunities**, rather than physical presence.

By eliminating barriers related to visibility, access to leadership, mentorship, training, and fair compensation and implementing structured policies that **prioritise performance over physical presence**, companies can create **an inclusive work environment where every employee has the opportunity to grow and succeed**.



## Références

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