

INVEST HAMILTON COUNTY
CITY OF CARMEL, INDIANA

Remote Work Numbers & Trends

A DATA-DRIVEN ANALYSIS

25.0%

WORK FROM HOME RATE

13,204

REMOTE WORKERS

+152%

GROWTH SINCE 2019

SECTION 01

EXECUTIVE SUMMARY

Carmel, Indiana has emerged as one of the nation's leading suburban destinations for remote workers. With one in four workers operating from home, the city's work-from-home rate nearly doubles the national average and reflects a structural transformation in how Carmel's highly educated, high-earning workforce connects to employment.

25.0%

WORK FROM
HOME RATE
ACS 5-Year 2023

13,204

REMOTE
WORKERS
Up from 5,103 in 2019

+15.1pp

WFH RATE
INCREASE
Since 2019 (9.9% →
25.0%)

1.85×

VS. NATIONAL
AVERAGE
U.S. = 13.5% WFH

KEY FINDINGS

Sustained Growth: Carmel's remote work rate rose every year from 2019 to 2023, from 9.9% to 25.0%. Unlike many communities where pandemic-era WFH rates retreated, Carmel's rate continued climbing through 2023.

Knowledge Worker Hub: 70.4% of Carmel's remote workers hold management, business, science, or arts occupations. The city's 74.5% bachelor's-degree-or-higher attainment rate (vs. 33.7% nationally) is the engine behind this concentration.

Digital Infrastructure: 98.3% of Carmel households have a computer and 96.8% have broadband internet access, exceeding national averages by 3–7 percentage points and positioning the city for continued remote work growth.

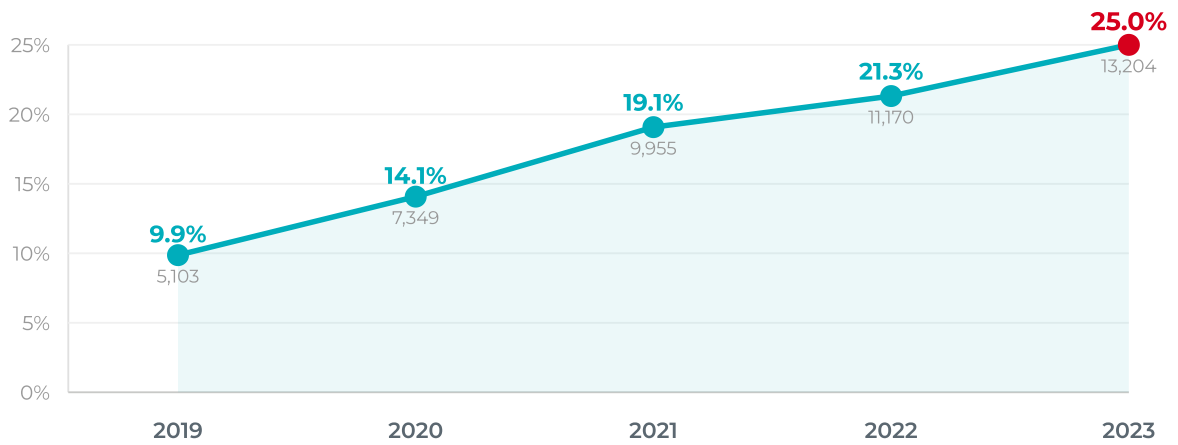
Commuting Transformation: Solo driving dropped from 81.4% to 69.1% of commuting modes between 2019 and 2023, with the 12.3 percentage-point decline offset almost entirely by the rise in home-based work.

SECTION 02

REMOTE WORK TREND: 2019–2024

Carmel's remote workforce has grown consistently over five years. The American Community Survey 5-year estimates show a trajectory that not only survived the return-to-office movement but accelerated through it, suggesting remote work in Carmel reflects structural demographic advantages rather than temporary pandemic behavior.

CARMEL WORK-FROM-HOME RATE (ACS 5-YEAR ESTIMATES)



Source: U.S. Census Bureau, American Community Survey 5-Year Estimates (B08301)

YEAR-OVER-YEAR GROWTH IN REMOTE WORKERS

PERIOD	WORKERS ADDED	% GROWTH
2019 → 2020	+2,246	+44.0%
2020 → 2021	+2,606	+35.5%
2021 → 2022	+1,215	+12.2%
2022 → 2023	+2,034	+18.2%
2019 → 2023	+8,101	+158.7%

2024 UPDATE (ACS 1-YEAR)

The most recent ACS 1-year estimate (2024) shows Carmel's WFH rate at **24.1%** (13,782 workers of 57,072 total). This represents a slight moderation from the 5-year trend peak but confirms that remote work has become a durable feature of Carmel's labor market.

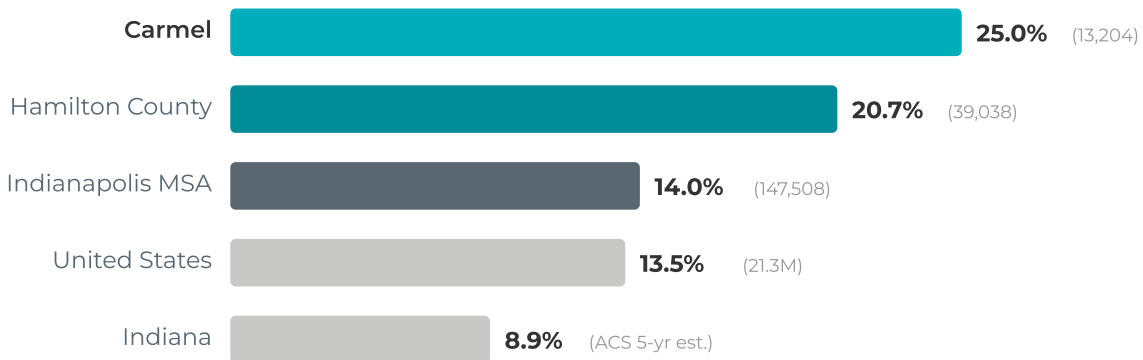
The 2024 1-year estimate captures a single year's snapshot and carries higher margins of error than 5-year estimates. The sustained 24%+ rate across both methodologies reinforces the structural nature of the shift.

SECTION 03

GEOGRAPHIC COMPARISON

Carmel's remote work rate significantly exceeds every comparison geography, from its own county to the nation as a whole. This premium reflects the city's unique position as a high-income, high-education suburban community within the Indianapolis metropolitan area.

WORK-FROM-HOME RATE COMPARISON (ACS 5-YEAR 2023)



Source: U.S. Census Bureau, ACS 5-Year Estimates 2023 (B08301)

1.85x

VS. NATIONAL RATE
25.0% vs. 13.5%

1.79x

VS. MSA RATE
25.0% vs. 14.0%

2.81x

VS. INDIANA RATE
25.0% vs. ~8.9%

Five-Year WFH Trend by Geography

GEOGRAPHY	2019	2020	2021	2022	2023	CHANGE
Carmel	9.9%	14.1%	19.1%	21.3%	25.0%	+15.1pp
Hamilton County	9.0%	12.1%	15.6%	17.5%	20.7%	+11.7pp
Indianapolis MSA	4.9%	—	9.8%	11.8%	14.0%	+9.1pp
United States	5.2%	7.3%	9.7%	11.7%	13.5%	+8.3pp

Source: U.S. Census Bureau, ACS 5-Year Estimates (B08301). MSA 2020 not available.

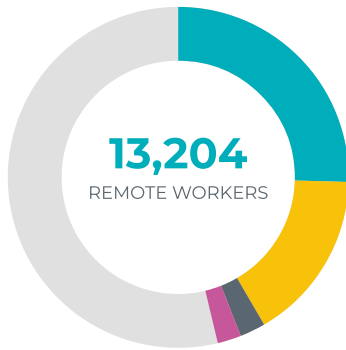
Carmel's WFH premium over the national average has widened over time—from 4.7 percentage points in 2019 to 11.5 points in 2023. This growing gap indicates Carmel is not merely following national trends but is disproportionately attracting and retaining remote-capable workers.

SECTION 04

PROFILE OF CARMEL'S REMOTE WORKERS

Remote work in Carmel is concentrated among knowledge workers in management, professional, and technical occupations. The city's exceptionally high educational attainment and household income levels create a workforce uniquely suited to remote and hybrid arrangements.

Remote Workers by Occupation



OCCUPATION	WFH WORKERS	SHARE
Mgmt / Business / Science / Arts	9,302	70.4%
Sales / Office	2,966	22.5%
Production / Transportation	452	3.4%
Service	407	3.1%
Natural Resources / Construction	77	0.6%

Source: ACS 5-Year 2023, Table B08124

What Makes Carmel Remote-Work Ready

<p>74.5%</p> <p>BACHELOR'S DEGREE+ vs. 33.7% nationally</p>	<p>64.9%</p> <p>KNOWLEDGE OCCUPATIONS Mgmt/Business/Science/Arts</p>	<p>\$145K</p> <p>MEDIAN HH INCOME ACS 1-Year 2024</p>	<p>69.2%</p> <p>HIGH EARNERS >\$3,333/mo (LEHD 2023)</p>
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Educational Attainment (Population 25+)

67,319 adults 25+



Source: ACS 5-Year 2023, Table B15003

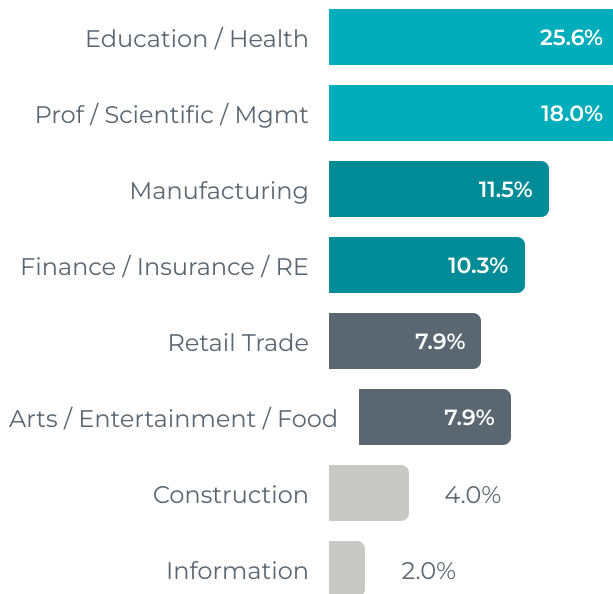
Carmel's educational profile is the primary driver of its high remote work rate. Academic research consistently shows that remote work capacity correlates strongly with educational attainment, with college-educated professionals in knowledge-economy occupations comprising the vast majority of WFH workers nationwide.

SECTION 05

INDUSTRY & EMPLOYMENT CONTEXT

Understanding which industries employ Carmel's residents reveals the sectors most likely to support remote work. Professional services, education, health care, finance, and manufacturing anchor the city's employment base, with the first three sectors offering the highest remote-work compatibility.

RESIDENT WORKER EMPLOYMENT BY INDUSTRY



Source: ACS 5-Year 2023, DP03

REMOTE-WORK COMPATIBILITY ASSESSMENT

INDUSTRY	SHARE	WFH POTENTIAL
Prof / Scientific / Mgmt	18.0%	High
Finance / Insurance / RE	10.3%	High
Information	2.0%	High
Education / Health Care	25.6%	Moderate
Manufacturing	11.5%	Moderate
Retail Trade	7.9%	Low
Arts / Entertainment	7.9%	Low
Construction	4.0%	Low

Assessment based on national remote-work adoption patterns by industry (Barrero, Bloom & Davis, 2023)

INDUSTRY CONCENTRATION & WFH CAPACITY

Approximately **30.3%** of Carmel's employed residents work in industries with high remote-work compatibility (Professional/Scientific/Management, Finance/Insurance/Real Estate, and Information). Combined with the moderate-compatibility sectors (Education/Health Care and administrative roles in Manufacturing), an estimated **55-60%** of Carmel's workforce holds positions with at least partial remote-work potential.

LEHD Worker Earnings Profile (2023)

15.2%

LOW EARNINGS

<\$1,250/mo (7,823 workers)

15.6%

MID EARNINGS

\$1,250-\$3,333/mo (8,016)

69.2%

HIGH EARNINGS

>\$3,333/mo (35,610)

Source: U.S. Census Bureau, LEHD LODS Residence Area Characteristics, 2023

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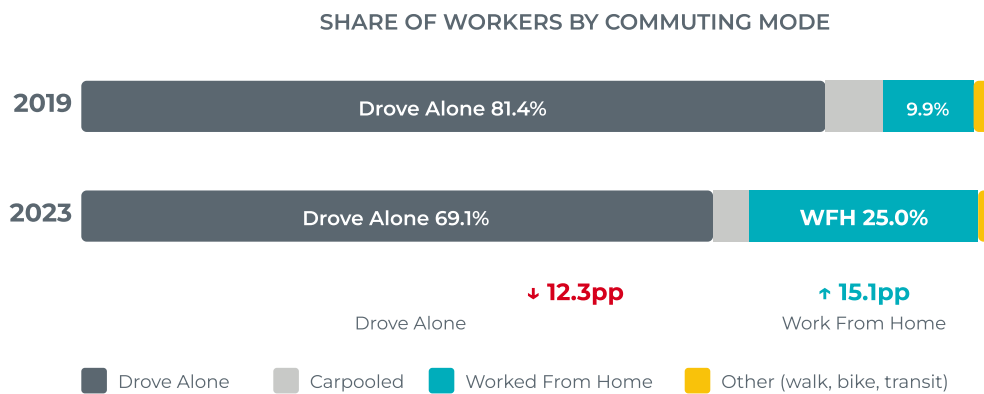
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SECTION 06

COMMUTING TRANSFORMATION

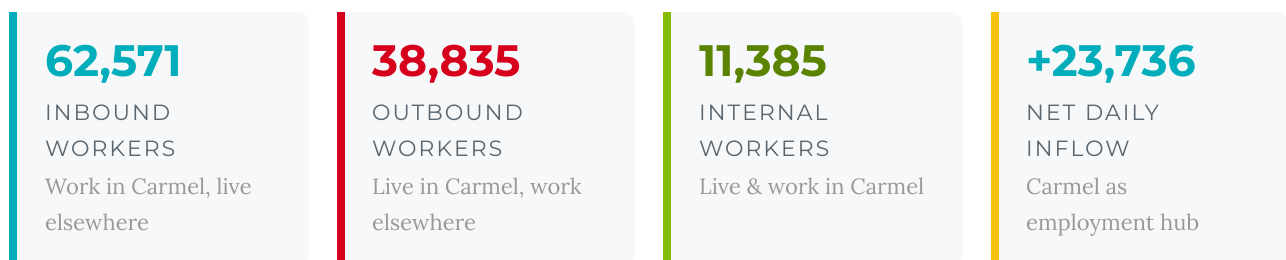
The rise of remote work has fundamentally reshaped how Carmel's residents get to work. The shift from solo driving to home-based work represents the single largest change in commuting behavior in the city's modern history.

Commuting Mode Shift: 2019 vs. 2023



Source: U.S. Census Bureau, ACS 5-Year Estimates 2019 & 2023 (B08301)

Commuting Flows — LEHD Origin-Destination (2022)



Source: U.S. Census Bureau, LEHD LODES Origin-Destination, 2022

JOBS-TO-WORKERS RATIO

Carmel maintains a **1.56 jobs-to-workers ratio** (2023 LEHD), meaning there are 56% more jobs located in Carmel than there are Carmel residents in the workforce. This ratio *increased* from 1.48 in 2022, signaling that Carmel continues to attract employers even as its residents increasingly work from home. The net daily inflow of 23,736 workers underscores Carmel's dual role: a place where professionals choose to live *and* where businesses choose to locate.

The mean commute time for Carmel workers who do commute decreased slightly from 25.0 minutes (2023 5-yr) to 24.4 minutes (2024 1-yr), suggesting that remaining commuters may benefit from reduced congestion as more workers shift to remote arrangements.

SECTION 07

ECONOMIC IMPLICATIONS

Remote work represents a significant economic asset for Carmel. Workers who earn income from employers outside the city—and increasingly from outside the region—while spending locally create a powerful import-substitution effect for the community.

Income Impact of Remote Workers

\$145KMEDIAN HH
INCOME

ACS 1-Year 2024

\$194KMEAN HH
INCOME

ACS 1-Year 2024

IMPORTED EARNINGS ESTIMATE

With 13,204 remote workers earning at levels consistent with Carmel's high-income profile, the city benefits from a substantial flow of "imported" earnings. These remote workers bring income generated by employers located elsewhere into Carmel's local economy, supporting local retail, services, and tax revenue without requiring the city to provide workplace infrastructure for those jobs.

WHY REMOTE WORK MATTERS FOR CARMEL

Tax Base Stability: Remote workers contribute to local property tax and sales tax revenues regardless of where their employer is located. The 13,204 remote workers represent households anchored to Carmel.

Daytime Population: Remote workers increase the daytime population available to patronize local businesses, restaurants, and services—spending that previously occurred near traditional workplaces.

Reduced Infrastructure Strain: Each remote worker represents one fewer vehicle on local roads during peak commuting hours, reducing wear on transportation infrastructure.

Talent Attraction: The ability to work remotely is a leading factor in relocation decisions. Communities offering quality of life, strong schools, and amenities—like Carmel—are disproportionate beneficiaries.

Population Stability & Growth

YEAR	POPULATION	WORKERS 16+	WFH WORKERS	WFH RATE
2019	101,918	51,327	5,103	9.9%
2021	100,780	52,141	9,955	19.1%
2022	101,286	52,397	11,170	21.3%
2023	102,091	52,838	13,204	25.0%

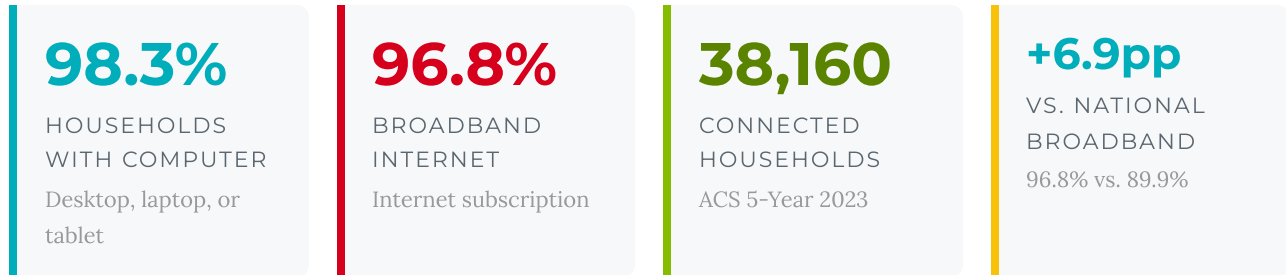
Population from ACS 1-Year; Workers and WFH from ACS 5-Year. Sources cover slightly different reference periods.

Carmel's population held steady at approximately 101,000–102,000 while its remote worker population grew by 159%. This suggests remote work adoption is driven primarily by existing residents shifting work modes rather than solely by in-migration, though academic research from Bloom and Ramani confirms that communities like Carmel do attract remote workers through the "donut effect" of suburban migration.

SECTION 08

DIGITAL INFRASTRUCTURE & CONNECTIVITY

A remote workforce requires robust digital infrastructure. Carmel's near-universal broadband adoption and computer access provide the technological foundation for its high remote work rate, significantly exceeding both state and national benchmarks.



Internet & Computer Access Comparison

GEOGRAPHY	HOUSEHOLDS WITH COMPUTER	BROADBAND INTERNET
Carmel	98.3%	96.8%
Hamilton County	98.3%	96.1%
United States	94.8%	89.9%

Source: U.S. Census Bureau, ACS 5-Year 2023, Tables DP02 & S2801

DIGITAL READINESS ASSESSMENT

Carmel's near-universal connectivity eliminates the "digital divide" as a barrier to remote work adoption. With only 1.7% of households lacking a computer and 3.2% without broadband, the city's infrastructure can support continued growth in its remote workforce without significant public investment in connectivity.

The gap between Carmel (96.8% broadband) and the national average (89.9%) is 6.9 percentage points—a meaningful advantage that helps explain why Carmel's WFH rate runs nearly double the national figure. Communities with lower connectivity face structural barriers to remote work adoption that Carmel has largely overcome.

Carmel's digital infrastructure advantage is compounding: high broadband access enables remote work, which attracts tech-savvy professionals, which drives further investment in connectivity. This virtuous cycle positions Carmel to maintain its remote work leadership as hybrid and fully remote arrangements continue to evolve.

SECTION 09

MIGRATION & INCOME DYNAMICS

IRS Statistics of Income migration data tracks the movement of tax filers between counties, revealing income flows that connect to remote work patterns. Hamilton County's migration activity reflects high-value household mobility—both incoming and outgoing—characteristic of communities where remote work expands location choices.

Hamilton County Migration Summary (Tax Year 2021–2022)

<p>12,733</p> <p>INBOUND RETURNS</p> <p>Tax filers moving into county</p>	<p>14,154</p> <p>OUTBOUND RETURNS</p> <p>Tax filers leaving county</p>	<p>\$94K</p> <p>AVG. INFLOW AGI</p> <p>Per inbound return</p>	<p>\$109K</p> <p>AVG. OUTFLOW AGI</p> <p>Per outbound return</p>
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Top Migration Sources & Destinations

LARGEST INFLOW SOURCES

ORIGIN	RETURNS	AGI
Marion County, IN	2,879	\$218.7M
Madison County, IN	779	\$45.3M
Hancock County, IN	345	\$27.7M
Cook County, IL	242	\$22.7M
Hendricks County, IN	224	\$15.1M
Boone County, IN	218	\$14.7M

LARGEST OUTFLOW DESTINATIONS

DESTINATION	RETURNS	AGI
Marion County, IN	4,193	\$403.7M
Madison County, IN	385	\$20.1M
Cook County, IL	289	\$40.1M
Hendricks County, IN	264	\$23.1M
Boone County, IN	259	\$36.1M
Johnson County, IN	224	\$14.6M

REMOTE WORK & MIGRATION CONTEXT

The strong two-way migration between Hamilton and Marion counties reflects the dynamic relationship between suburban and urban Indianapolis. Hamilton County attracts hundreds of filers annually from surrounding counties and other states—particularly Florida, Illinois, and Ohio—while also seeing outflows, primarily to Marion County.

Remote work reshapes these patterns by decoupling residential choice from workplace location. As more employers adopt flexible work policies, Hamilton County's quality-of-life advantages—top-rated schools, low crime, suburban amenities—become increasingly important in household location decisions regardless of where employers are headquartered.

Out-of-state inflows carry an average AGI of approximately \$94,000 per return, reflecting the high-value households that remote work flexibility enables to relocate. These incoming filers from states like Florida, Illinois, California, and Texas bring purchasing power and tax base directly into the Hamilton County economy.

SECTION 10

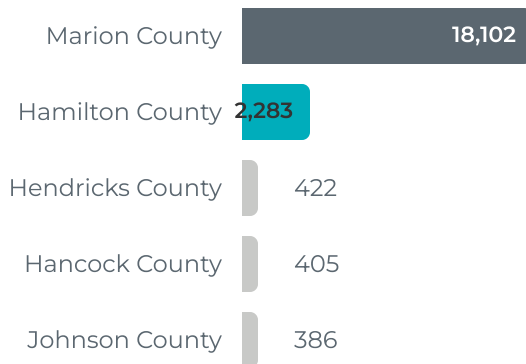
REMOTE & HYBRID JOB MARKET

Lightcast job posting analytics reveal the employer side of the remote work equation. In the first nine months of 2023, the Indianapolis-Carmel-Anderson MSA generated over 22,000 unique remote and hybrid job postings, with Carmel ranking as the second-largest posting hub after Indianapolis itself.

<p>22,442</p> <p>UNIQUE REMOTE/HYBRID POSTINGS</p> <p>Jan-Sep 2023, Indy MSA</p>	<p>\$36.12/hr</p> <p>MEDIAN ADVERTISED SALARY</p> <p>~\$75,100 annualized</p>	<p>3,161</p> <p>EMPLOYERS COMPETING</p> <p>For remote/hybrid talent</p>	<p>53%</p> <p>REQUIRE BACHELOR'S+</p> <p>Matching Carmel's workforce</p>
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Remote/Hybrid Postings by Location

COUNTY-LEVEL DISTRIBUTION



TOP CITIES FOR REMOTE/HYBRID POSTINGS

CITY	TOTAL	UNIQUE
Indianapolis	55,263	18,381
Carmel	3,409	1,189
Fishers	1,129	436
Greenfield	915	343
Noblesville	661	208

Top Occupations in Remote/Hybrid Postings

OCCUPATION	UNIQUE POSTINGS	MEDIAN DURATION
Software Developers	1,469	28 days
Sales Representatives (Wholesale/Mfg)	1,005	28 days
Managers, All Other	843	29 days
Customer Service Representatives	803	26 days
Computer Occupations, All Other	758	25 days
Medical & Health Services Managers	582	31 days
Registered Nurses	560	31 days
Accountants & Auditors	515	29 days

Source: Lightcast Q3 2023 Data Set, active postings filtered for remote & hybrid, Indianapolis-Carmel-Anderson MSA

TOP EMPLOYERS POSTING REMOTE/HYBRID ROLES

Major employers driving remote/hybrid demand in the MSA include **UnitedHealth Group** (1,968 unique postings), **Humana** (645), **Elevance Health** (521), **Lilly** (125), **Rolls-Royce** (309), and **CNO Financial Group** (145). The concentration of healthcare and insurance companies reflects Hamilton County's strength in these sectors and aligns with Carmel's knowledge-worker profile.

SECTION 11

DATA SOURCES & METHODOLOGY

Primary Data Sources

SOURCE	DATASET	GEOGRAPHY	YEARS
U.S. Census Bureau	American Community Survey 5-Year Estimates (B08301, B08124, B15003, DP03, DP02)	Carmel city (Place FIPS 1810342)	2019–2023
U.S. Census Bureau	American Community Survey 1-Year Estimates (DP03)	Carmel city	2024
U.S. Census Bureau	ACS 5-Year, Table S2801 (Internet/Computer Access)	Carmel, Hamilton County, U.S.	2023
U.S. Census Bureau	LEHD LODES (RAC, WAC, OD)	Carmel city (census block aggregation)	2022–2023
U.S. Census Bureau	ACS 5-Year Estimates (B08301)	Hamilton County, Indianapolis MSA, Indiana, United States	2019–2023
IRS Statistics of Income	County-to-County Migration Data	Hamilton County (FIPS 18057)	2021–2022
Lightcast	Job Posting Analytics (Q3 2023 Data Set)	Indianapolis–Carmel–Anderson MSA	Jan–Sep 2023

Methodology Notes

Work From Home Definition: The Census Bureau defines "worked from home" as workers who primarily worked from their residence during the reference week. This captures both fully remote and predominantly remote workers but may undercount hybrid workers who commute 1–2 days per week.

ACS 5-Year vs. 1-Year Estimates: Five-year estimates pool data across 60 months, providing smaller margins of error but slower responsiveness to rapid changes. One-year estimates capture more recent conditions but carry higher uncertainty for smaller geographies.

LEHD LODES: The Longitudinal Employer-Household Dynamics program links employer and employee records at the census-block level. Origin-Destination (OD) files show commuting flows; Residence Area Characteristics (RAC) show worker demographics at their home locations. LEHD data does not distinguish remote workers from commuters.

IRS SOI Migration: Tracks year-over-year changes in filing addresses of individual tax returns. "Returns" approximate households; AGI figures are reported in thousands of dollars. Data excludes filers below the filing threshold and those who do not change addresses.

Lightcast Job Postings: Real-time data on active job postings filtered for remote and hybrid designations. Unique postings deduplicate re-posted positions; posting intensity measures re-posting frequency. Data covers the Indianapolis-Carmel-Anderson MSA (CBSA 26900).

Remote-Work Compatibility: Industry-level remote work potential assessments are based on the peer-reviewed framework from Barrero, Bloom & Davis (2023), "The Evolution of Work from Home," *Journal of Economic Perspectives*.

Academic References

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Alex — Hamilton County Data Hub



This analysis was produced by Alex, the AI-powered data platform for Hamilton County economic intelligence. Alex aggregates federal datasets, academic research, and proprietary analytics to deliver actionable insights for community stakeholders.

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