

The 21st Annual Law Firm COO & CFO FORUM Pre-Conference Workshop

Tiny Fractures: Leading Organizational Alignment Around Return-to-Office Plans

Moderator



Gina Buser

*Chief Executive Officer &
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Traveling Coaches, Inc.



Anthony Davies

Chief Revenue Officer
Forrest Solutions



Michael R. Orce

Chief Operating Officer
Robinson & Cole LLP



Laura T. Sears

*Chief Administrative
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Anna Thea Bridge

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Welcome



LEGAL INDUSTRY BACK TO WORK BAROMETER

10.17.22

The legal industry is returning to work at a higher rate than other industries.

NATIONAL OCCUPANCY



62.0%

AVG. OCCUPANCY
LAW FIRMS



49.0%

AVG. OCCUPANCY
ALL INDUSTRIES



Through the Kastle Back to Work Barometer we've been tracking the anonymized activity of **341,000 unique office credential holders in major cities, 31,582 of which are in the legal industry and featured in this analysis.**

These major city averages are comprised of data from 7 cities where the legal industry had more than 1,000 swipes and 10 cities where all industries had greater than 1,000 during peak office occupancy times in February pre-pandemic.

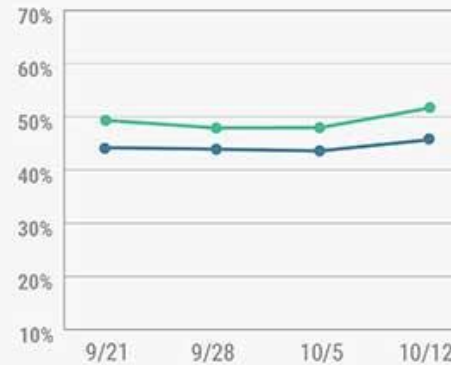
* In August 2022, as office occupancy levels across all types of workplaces began to settle into a more regular hybrid working routine, Kastle revised the Legal Barometer data reference methodology to show the weekly attendance levels based on averaging the daily occupancy rates across each day of the given week.

FOUR CITY SPOTLIGHT

Washington D.C. metro

51.0%
LAW FIRMS

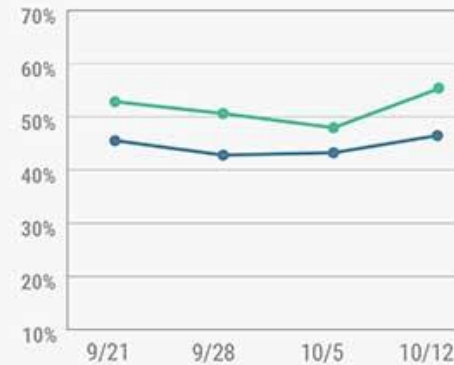
45.9%
ALL INDUSTRIES



New York City metro

55.2%
LAW FIRMS

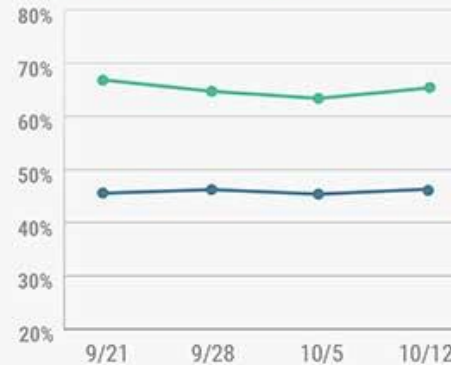
47.8%
ALL INDUSTRIES



Chicago metro

65.5%
LAW FIRMS

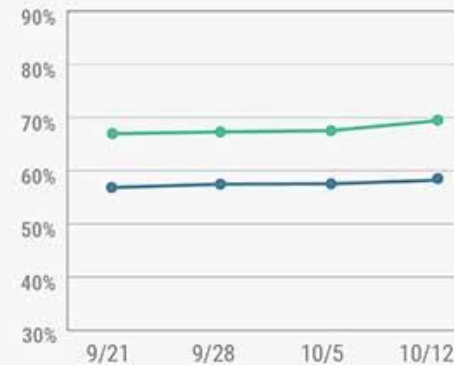
46.2%
ALL INDUSTRIES



Houston metro

69.9%
LAW FIRMS

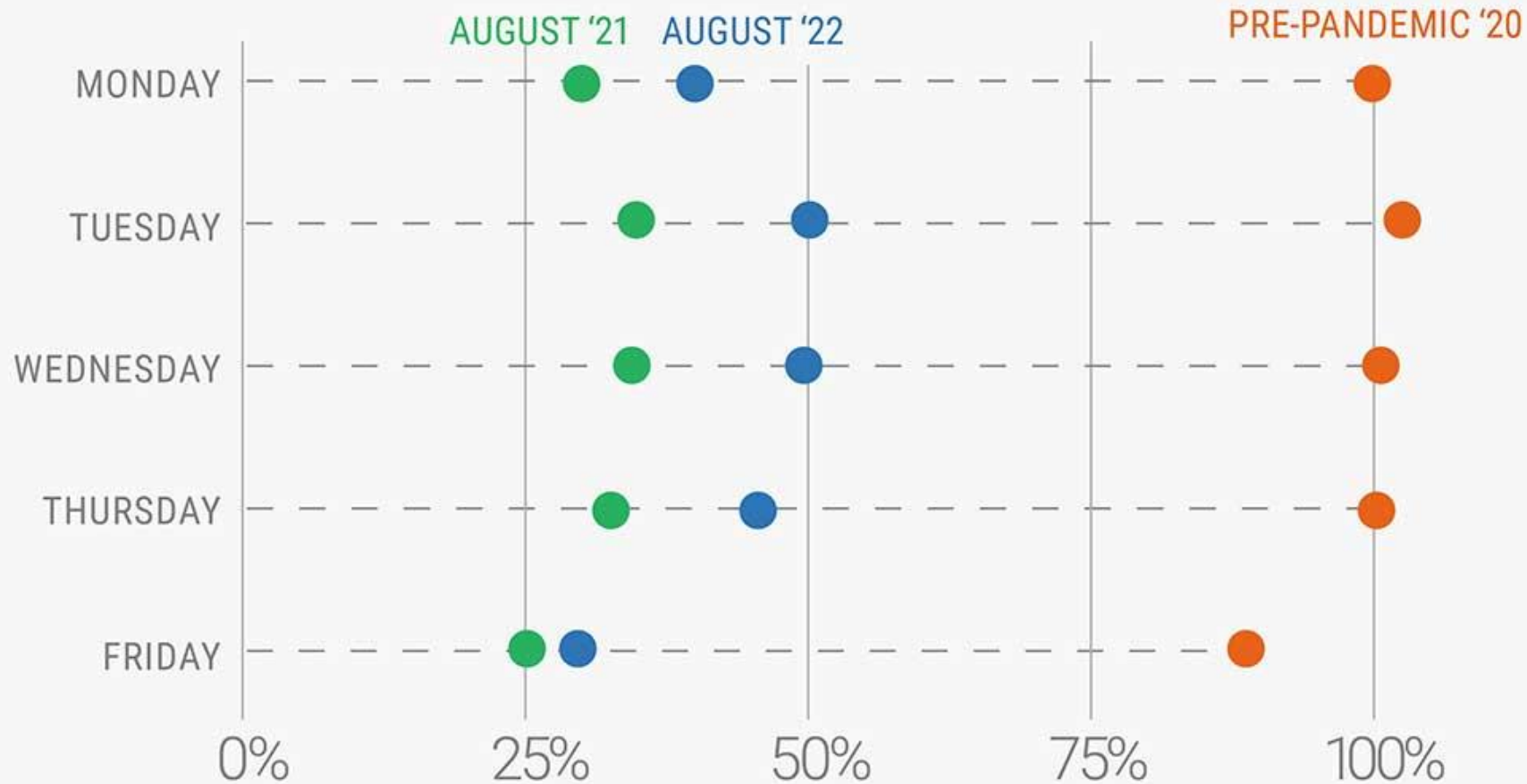
58.6%
ALL INDUSTRIES





10-CITY OCCUPANCY INSIGHT

Recent data shows office attendance on Fridays is much lower than other days, compared to pre-pandemic.



*Figures in this chart reflect the percent of workers in the office compared to typical, pre-pandemic levels, using a baseline of three weeks in February of 2020. The use of a baseline that includes this kind of natural variability means that it is possible to see numbers slightly above 100% in the resulting ratios.



Past, Current, Anticipated, and Preferred Employee Work Locations for Remote-Capable Jobs

■ Exclusively remote
 ■ Hybrid (≥10% to <100% remote)
 ■ On-site





Panelists

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Forrest Solutions

Michael R. Orce, *Chief Operating Officer*,
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Laura T. Sears, *Chief Administrative Officer*,
Gould & Ratner LLP

Anna Thea Bridge, *Chief Operating Officer*,
Outten & Golden LLP

What are the biggest resistance factors you have experienced in getting your people back into the office?



Gallup asked 70 million U.S. employees why they'd rather not come in anymore,

- To avoid commute time
- It's better for my wellbeing overall
- It works better for my family



How has the firm been impacted by people working from home (positive and negative)? What are the biggest risks?



What are some of the tactics and strategies you have tried or plan to try to get people into the office? What is working and what is not?

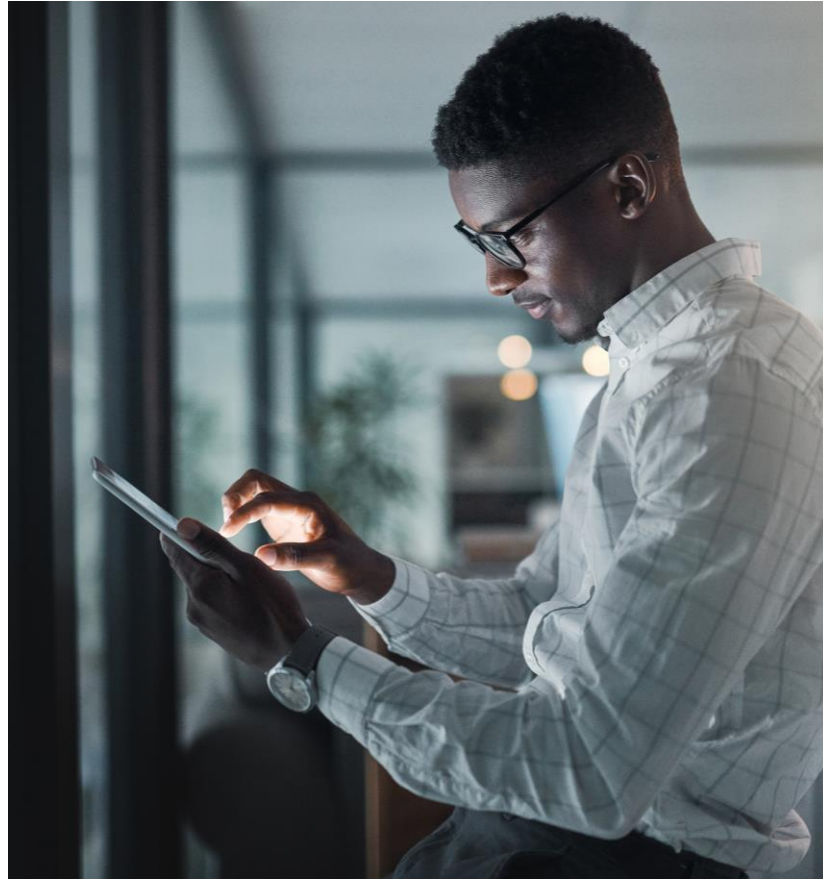
Recent Big Hand survey found that 49% of North American respondents and 35% of UK respondents were actively ignoring in-office mandates, describing the situation as a standoff.

Are we asking the right question when it comes to the idea of bringing people back into the office?

What are the problems we are trying to solve by bringing people back into the office?



How do we know we are successful? What are our measurements?



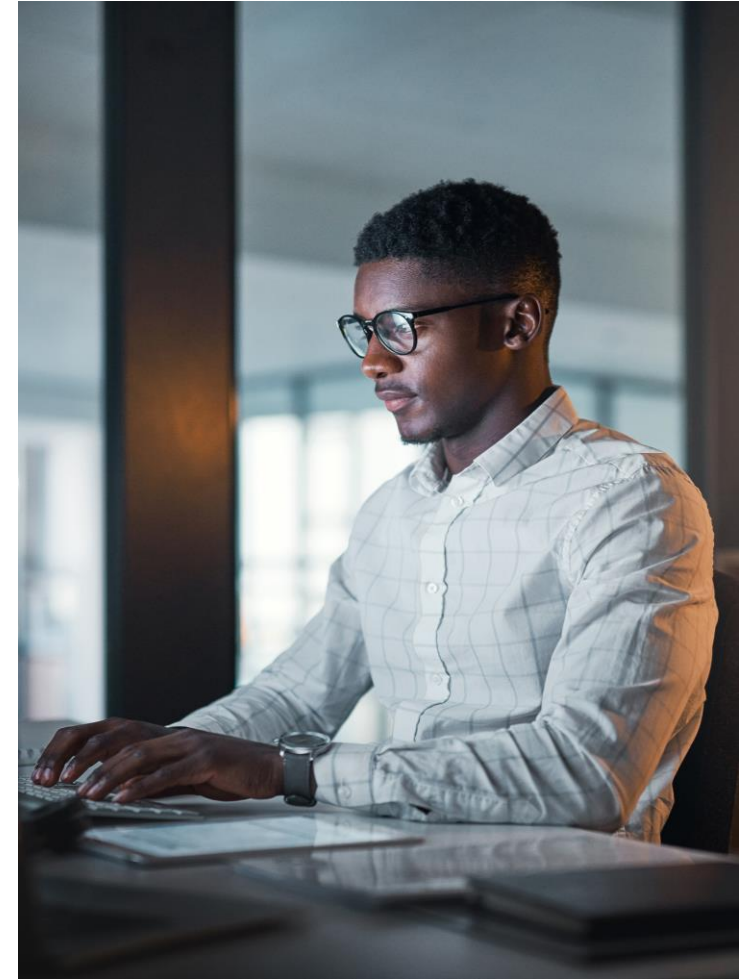


What are some ways you have pivoted that are beneficial for the firm and employees as a result of the pandemic or return to office conversations?

How has work from home or hybrid working impacted your firm culture?



How are your firms engineering the human side of pandemic-era work with so many disparate voices in the fold? How have you had to change how you lead and manage people within your firm?





Power (aka Soft or Professional) Skills are Critical!

Q&A



Stay in touch!



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