Stress Test: Performance, Tax, & Business Liability Considerations in Hybrid Work

Moderator

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Employee Engagement

ENGAGEMENT
2020, 2021, and 2022 Q1-Q3

SECTOR ENGAGEMENT
Q2&Q3 2021 VS. Q2&Q3 2022

LEADERSHIP STRESSOR: EMPLOYEE ENGAGEMENT
Engagement

LEADERSHIP STRESSOR: EMPLOYEE ENGAGEMENT

Leadership & Management Practices (Performance Management)

Culture (including DE&I) & Communications

Relationship Management

Employee Learning & Growing
### Office Environment

**EMPLOYEES SENTIMENTS ON THE WORKPLACE:**
Implications for the Hybrid Workplace

#### HOW MANY DAYS WOULD YOU PREFER TO WORK FROM THE OFFICE VS. FROM HOME?

<table>
<thead>
<tr>
<th><strong>FULL TIME IN OFFICE</strong></th>
<th><strong>1 OR 2 DAYS AT HOME</strong></th>
<th><strong>3 OR 4 DAYS AT HOME</strong></th>
<th><strong>FULL TIME AT HOME</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>29%</td>
<td>28%</td>
<td>24%</td>
<td>19%</td>
</tr>
</tbody>
</table>

52% OF U.S. WORKERS WOULD PREFER A HYBRID WORK MODEL.

#### WHAT IS YOUR IDEAL PHYSICAL WORKPLACE ENVIRONMENT?

<table>
<thead>
<tr>
<th><strong>TOTALLY OPEN</strong></th>
<th><strong>MOSTLY OPEN</strong></th>
<th><strong>SOMEWHAT OPEN</strong></th>
<th><strong>MOSTLY SHARED OFFICES</strong></th>
<th><strong>MOSTLY PRIVATE</strong></th>
<th><strong>TOTALLY PRIVATE</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>6%</td>
<td>12%</td>
<td>28%</td>
<td>7%</td>
<td>34%</td>
<td>13%</td>
</tr>
</tbody>
</table>

46% OF THE U.S. WORKFORCE WOULD PREFER AN OPEN ENVIRONMENT.

47% OF THE U.S. WORKFORCE WOULD PREFER A PRIVATE ENVIRONMENT.
Office Environment

LEADERSHIP STRESSOR: OFFICING

- Real Estate Leasing Strategy
- Policies & Practices
- Space Configuration
- Cost/ Cost Savings
Compliance

Mobile Workforce
Withholding Tax Liabilities

Source: Mobile Workforce Coalition, February 2022.
VERY FRIENDLY: Employees can work within the state for 30 or more days before employer is subject to withholding.
MODERATELY FRIENDLY: Employees can work within the state for 15-29 days before employer is subject to withholding.
UNFRIENDLY: Employees can work within the state for 2-14 days before employer is subject to withholding.
VERY UNFRIENDLY: Employers must withhold income taxes on employees' first day of work within state.
Compliance

LEADERSHIP STRESSOR: COMPLIANCE

- Tax Liabilities
- Employment Liabilities
- “Workplace” Safety
- Information Governance
**Productivity**

*Individual contributors say…*
How productive do you feel when working remotely?

- **8%** LESS PRODUCTIVE
- **40%** ABOUT THE SAME
- **52%** MORE PRODUCTIVE

*Leaders say…*
How productive do you think your team(s) have been while working remotely?

- **9%** LESS PRODUCTIVE
- **52%** ABOUT THE SAME
- **39%** MORE PRODUCTIVE
LEADERSHIP STRESSORS: PRODUCTIVITY

- **Outsourcing**
- **Workflow Management & Administrative Support**
- **Cost Management**
- **Change Management**
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