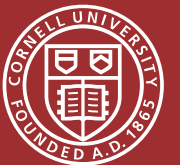


CAHRS VIRTUAL FALL PARTNER MEETING

SESSION 1: FUTURE OF WORK AFTER COVID-19

Bradford S. Bell, Ph.D.

William J. Conaty Professor of Strategic Human Resources and Academic Director of
the Center for Advanced Human Resource Studies
ILR School, Cornell University



REAL ESTATE | [PROPERTY REPORT](#)

A New Setback for Big Cities as Return to the Office Fades

The low level of employees back at their workplaces is intensifying pain for cities geared toward office life



San Francisco's financial district is part of a region lagging behind all other U.S. regions with a 13.4% return-to-the-office rate as of Nov. 18.

PHOTO: DAVID PAUL MORRIS/BLOOMBERG NEWS

GROWTH IN REMOTE WORK

- The percentage of employees working remotely in some capacity increased from 39% in 2012 to 43% in 2016 (Gallup, 2017)
- The number of full-time workers in the US who regularly work from home (half-time or more) increased 173% between 2005 and 2018 (American Community Survey, 2018)
- The percentage of companies offering their employees remote work opportunities increased threefold from 1996 to 2016 (SHRM, 2016)

WHAT WE KNOW: REMOTE WORK

- In general, remote work arrangements tend to yield a number of benefits:
 - Greater job satisfaction, organizational commitment, and performance/productivity
 - Lower work-family conflict, stress, and turnover intentions
- There can be drawbacks, particularly among high-intensity remote workers (i.e., those who spend a majority of their time working remotely):
 - Increased isolation and degraded relationships (particularly with co-workers)
 - Reduced career progression

REMOTE WORK DURING COVID-19

- Norms: COVID-19 has made remote work the norm, rather than the exception, for many teams
 - *What happens post pandemic if/when employees span different work models?*
- Choice: For many employees, remote work has been the only option during COVID-19
 - *What happens if/when employees are allowed to choose their work model?*
- Relationships: During COVID-19 remote teams have been able to leverage relationships they had established pre-pandemic
 - *What happens when new teams need to be built entirely remotely?*

FUTURE OF WORK AFTER COVID-19

Future of Remote Work in the Time of COVID-19

- Hae-Song Jung, MILR, Cornell University
- Ralf-Silva, MILR, Cornell University

The Future of Work at ELC

- Christina Schelling, Head of HR for Global Corporate Functions, Estée Lauder Companies

The Future of Work at Workday

- Madhuri Dhiman, Senior HR Business Partner, Workday

CAHRS VIRTUAL FALL PARTNER MEETING

- **Session 2: The Role of HR and Line Leaders in Addressing Employee Stress and Mental Well-Being**
- **Tuesday, December 8th: 12:00-2:00 pm (EST)**

THANK YOU