



Work Configuration & Culture Survey

Reach Capital & NSVF Seed Portfolio

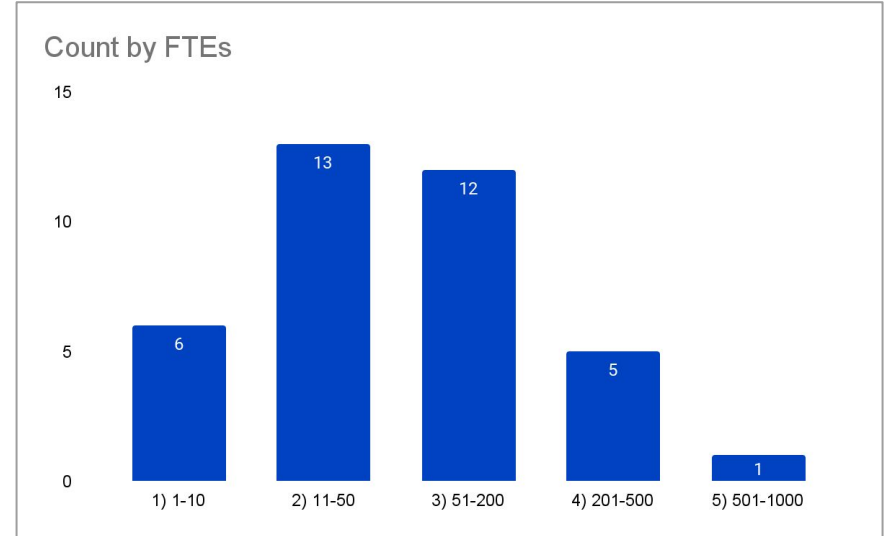
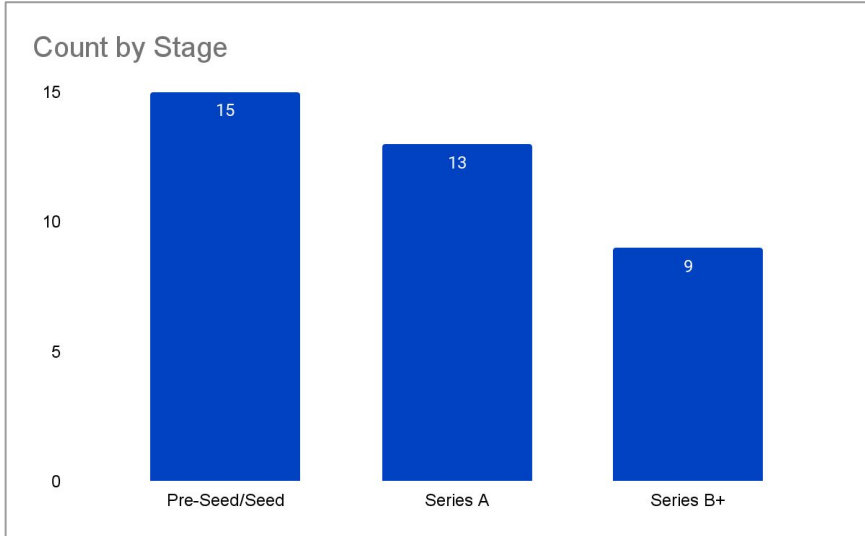
December 2022

Work Configuration Definitions

Work Configuration	Description	Bucket
Fully Remote	Remote-first, no formal offices	No Office
Default Digital	Remote-first, full flexibility; drop-in co-working spaces in certain locations; no requirement of location; individuals may be remote or in the office on no fixed schedule	
Flexible Hybrid	Associated with an office, but work from home available on a non-deterministic schedule	Some Office+
Synchronized Hybrid	Teams work from the office on the same days, e.g. Tuesday to Thursday in the office	
Static Hybrid	Individuals make the choice of being based in the office or remote permanently	
Office First*	Remote options available, but strong preference for in-office work	
Office*	Most roles required to work a traditional in-office work week	

* Too few data points to break out Office First and Office as a separate bucket

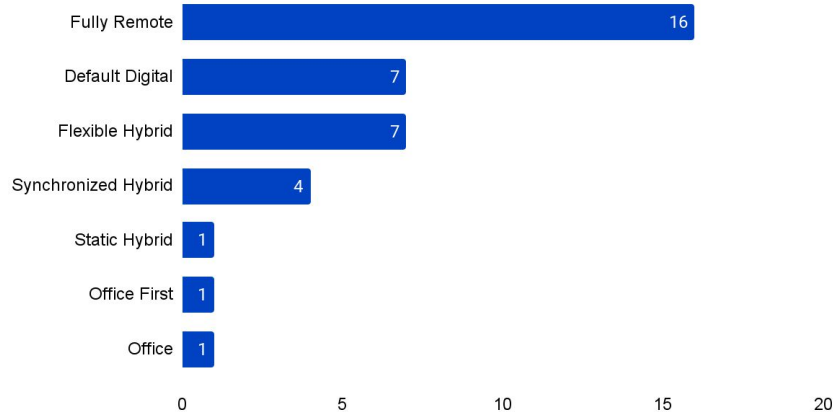
Survey respondents represent a diverse cross-section of the Reach and NSVF Seed portfolio



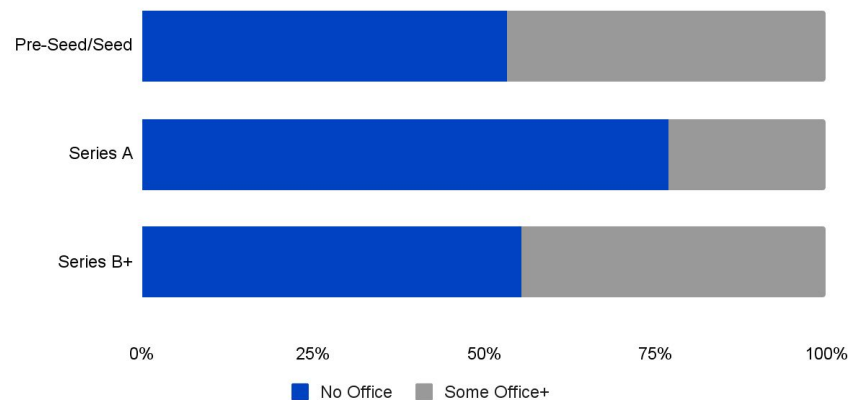
Almost 2/3 of respondents have no office presence; most of the remainder are hybrid

Pre-Seed/Seed and Series B+ companies are split on No Office vs. Some Office; Series A companies favor No Office

Count by Work Configuration

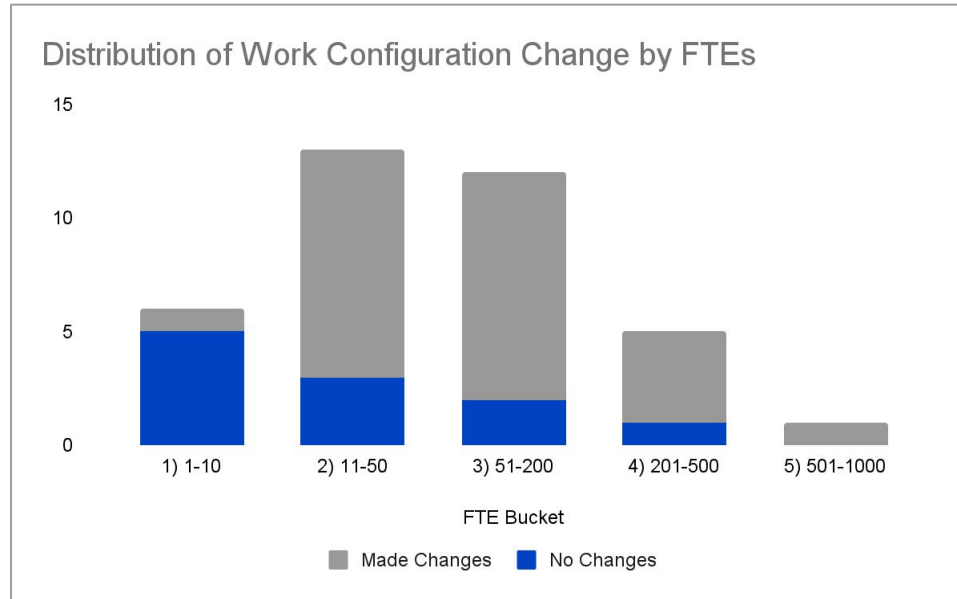


Distribution by Stage & Work Configuration Bucket



Most respondents made a change to their work configuration due to the COVID-19 pandemic

But companies with 10 or fewer FTEs were less likely to have had to make a change



Even within a given work configuration, details and approaches can vary widely

Sample of qualitative comments

Flexible Hybrid: We have folks "declare" if they are "office-goers" or "remote". Office-goers are expected to come in Mondays/Thursdays.

For context, our breakdown is roughly:

- 15%: Office-goers who come in every day
- 25%: Office-goers who come in Monday/Thursday
- 10%: Bay-Area based but "remote"
- 50%: Non-Bay-Area ("remote")

Office-goers receive additional benefits:

- Lunch provided (+ events/happy-hours)
- Reimbursement for commute

We have remote adjustments for compensation (as we always have), but market forces (companies hiring location-agnostic and not adjusting) have driven them down. (E.g., geographies that used to be 20% adjustments are more like 5-10% adjustments now.)

Flexible Hybrid: We are a first-remote company with offices available in our HQ for the ones that wants to have a space to work from. We hire internationally and we use standard benchmarking for comps applied equally to all employees regardless their location.

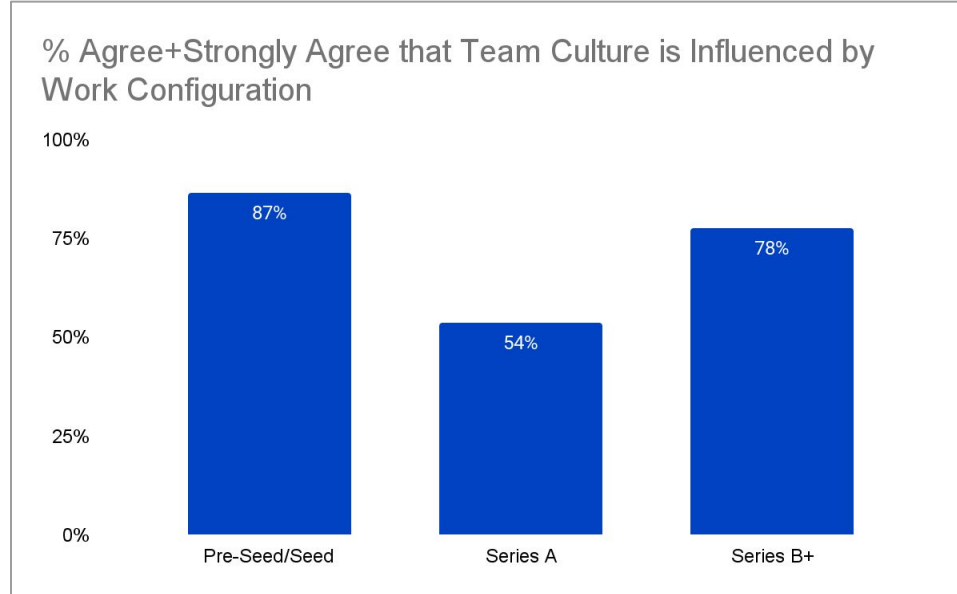
Default Digital: [Company] made the decision to replace permanent offices with shared workspace in the 2nd half of 2021. Shared workspaces are offered in [city] and [city], where we have the highest concentration of employees. Our employees use the space to host meetings, book conference rooms, run training programs, team bonding and team planning sessions. This has allowed [company] to open up our talent pipeline to employees from across North America and create a more inclusive remote culture for those who are not in [city] or [city]. The reduced cost of office space has allowed [company] to increase the budget for travel and team collaboration. Compensation is based on market research for each role.

Synchronized Hybrid: We have two in person offices in [US city] and [overseas city]. [US city] office hosts only about 7 people overall and we come in once a week. [Overseas city] hosts 21 people and they go 3-4 days a week. Rest folks are based remotely and spread across USA & Canada. Due to a large remote population and cross country team mates, we had to become a remote first company and build culture online.

Synchronized Hybrid: We are distributed hybrid. 22 states with work from home setup and some coworking. Main office in [city] for 15 people with Monday, Tuesday, Thursday in office.

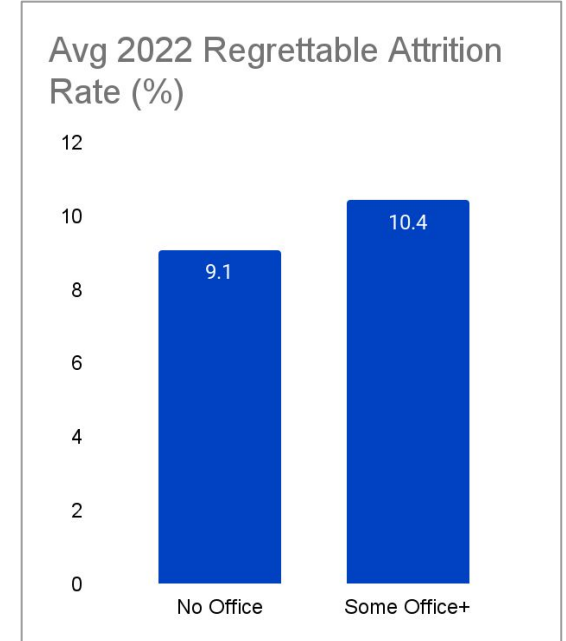
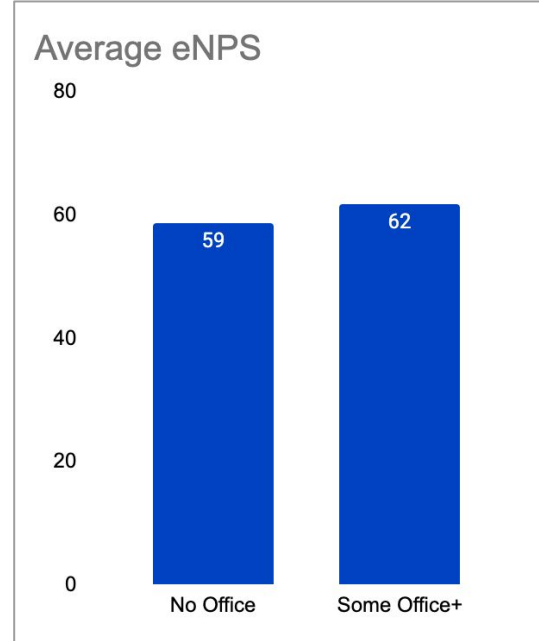
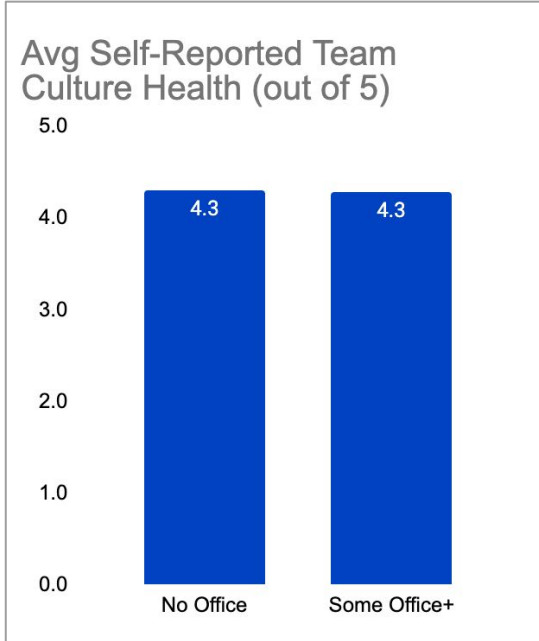
Most companies agree that team culture is influenced by work configuration

But Series A companies are less likely to agree than Pre-Seed/Seed and Series B+ companies



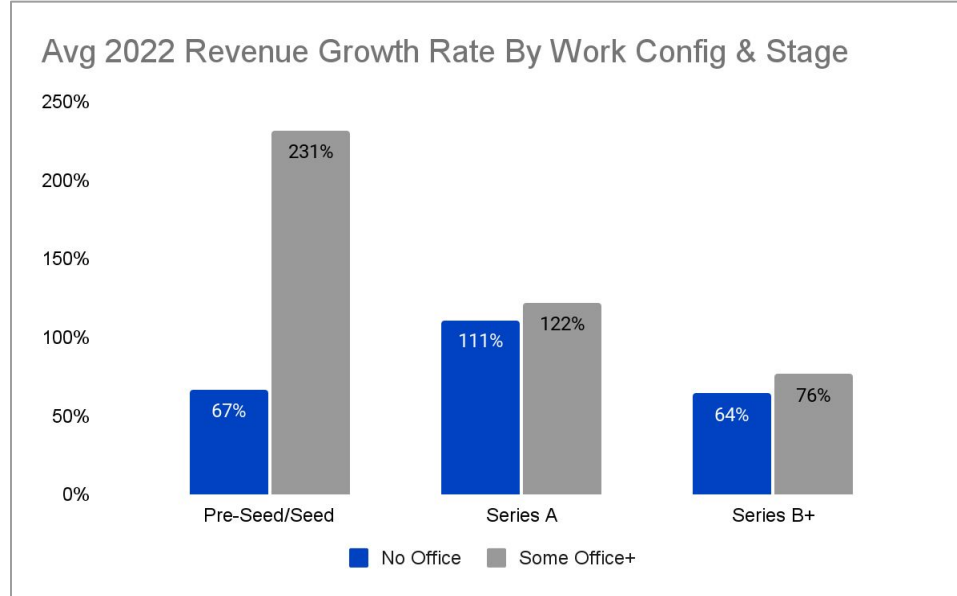
Surprisingly, self-reported team culture, eNPS, & regrettable attrition are similar across work configurations

Findings do not vary significantly by stage or FTEs



However, revenue growth rates do vary across work configurations

Especially at Pre-Seed/Seed, companies with some office presence grow significantly faster than those with no office presence



Reach and NSVF Seed founders have gotten creative about culture-building in a largely remote & hybrid world

Sample of qualitative comments

Been much more intentional about team meetings, particularly all-hands, and how we structure them. We usually provide some type of video or written resource before the meeting and spend the all-hands in discussion or small groups.

We have a town hall meeting each month, which is very transparent about the team's situation, decisions, and directions. We had a tough time in 2022 for downsizing and reducing working hours for all employees, but the transparency helped us to manage the situation with minimum damage to team culture and morale.

Brief new employee getting-to-know-you interviews at All Hands. Asynchronous ice cream socials. Proactively reimburse for treats/dessert and have everyone share on #GoodEats chat channel

We've done in person onboarding weeks for distributed employees and that is a great way to start

Bringing people together in-person much more frequently; e.g., team-wise quarterly (vs. previously only annually + company-wide)

No-meeting Friday on first Friday of each month

Global summit bringing all remote employees worldwide into the office at the same time

Added process and predictability to embrace remote. Better more structured All Hands and team presentations. Easier OKRs. Weekly updates from CEO. Talking about strategy and numbers at least 2x per quarter to help everyone stay in the Loop. We had a difficult time with a RIF earlier in the year but I think our messaging and reinforcing the path ahead helped. Also people appreciated honing in focus on a clear and understandable strategy (focusing on 2 things vs 5 things).