Diversifying Our Teams and Driving Distributed Work

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2017

- Address root causes of attrition
- Improve employee experience
- Grow teams outside of the Bay Area
Workforce & Workplace Strategy

Make our company reflect our service

Hire the best people regardless of location

Retain critical talent by allowing flexibility
Come for the purpose.
Stay for the people.
People by the numbers
(2018-2020)

Total employees: +40%
Experience Team (Engineering, Product, Design & Research): +50%
Attrition rate: -50%
Workforce representation

<table>
<thead>
<tr>
<th></th>
<th>2018</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Women</td>
<td>40.2%</td>
<td>42.6%</td>
</tr>
<tr>
<td>Black</td>
<td>4.5%</td>
<td>6.5%</td>
</tr>
<tr>
<td>Latinx</td>
<td>3.9%</td>
<td>5.4%</td>
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2025 Goals

- 50% Women
- 25% Underrepresented minorities
Looking ahead

- Grow our team by more than 20% in 2021
- Retain talent critical to achieve our mission and purpose
- Grow diverse and valuable talent pools through decentralization
- Continue to push for greater inclusion and diversity
- Stay ahead through evergreen focus on the “Future of Work”
How we will measure success

- Growth
- Retention
- Distribution
- Representation

Workforce