© Bending Spoons S.p.A. All rights reserved.

On-Site & Remote Work

Introduction

This document addresses the topic of on-site and remote work.

Positives and negatives of on-site and remote work

We've come to believe that, on average, on-site work leads to superior outcomes for Bending Spoons when compared with remote work. This is because in-person interactions are probably more effective than remote interactions at fostering bonding and a strong company culture, which are key components of our success to date. Moreover, for most Spooners, the office environment likely boosts focus and motivation.

However, **remote work also has its advantages.** Among these are the potential for increased focus for those who tend to get distracted in a bustling office, and the time it frees up that would otherwise go into commuting. Furthermore, by embracing remote work, we can significantly expand our obtainable talent pool.

Principles and stipulations

Guided by our values, and with the best interests of every Spooner and the company in mind, **we strive to support both on-site and remote work at a world-class level.**

We encourage each Spooner to determine the on-site and remote schedule that allows them to deliver the most impact for Bending Spoons over the long run, with a strong bias for on-site work. Although some limitations may apply, the company always tries to support a Spooner's preference.

Regardless of where they're based and where their primary office is located, we recommend that a new Spooner be at our Milan office for at least a few months early on, so they can immerse themselves in our company culture. They may divide these few months into a succession of shorter visits. A Spooner who doesn't live in Italy should reach out to People Administration to ensure compliance with any relevant immigration laws before planning or booking any travel.

© Bending Spoons S.p.A. All rights reserved.

A Spooner who wishes to work remotely most of the time must first receive approval from Talent. Talent involves the relevant individuals in the conversation, including the Spooner's tier-2 function lead, direct team lead, and direct function lead. Whether approval is granted depends on the Spooner's track record and their position, among other factors. The outcome hinges on answers to questions such as, "Is the Spooner's decision to work remotely likely to negatively affect the company?" A Spooner may wish to spend a limited stretch working fully remotely—say, they intend to rent a place by the lake for July or spend a holiday period back at their family home. Taking into account the whole year, this wouldn't be considered working remotely *most of the time,* so wouldn't require approval from Talent. A Spooner with a pre-existing agreement in place to work remotely most of the time doesn't need to seek approval again.

A Spooner who wishes to move to a new country must first receive prior approval from both People Administration and Talent. This is the case regardless of the specific countries involved. The decision-making process is similar to the one described in the previous paragraph, but administrative and legal considerations tend to play a greater role.

As usual, **common sense and individual responsibility are important factors.** For example, a Spooner who far prefers to work from the office must have the good sense to avoid doing so when they're ill, to avoid passing it on to others. And a primarily remote-based Spooner must be ready and willing to go to the office for activities that require their presence.

When a Spooner works remotely, it's their responsibility to ensure that doing so doesn't negatively affect the company. The following guidelines apply:

- The Spooner should inform those with whom they work most closely of any significant changes to their on-site and remote schedule. Transparency helps everybody to plan accordingly and feel in the loop.
- Regardless of their current time zone, the Spooner should be available to others for an extended window every day. The more synchronous interactions the Spooner's position entails, the wider the window should be. In most cases, six hours within the standard working day of 9 am to 6 pm in the time zone of the Spooner's primary office is the minimum.
- The Spooner should make sure to have a fast and reliable Internet connection, such that they can participate in video meetings smoothly and effectively.
- The Spooner should use Cloudflare Warp or another approved VPN whenever they're connected to a shared Wi-Fi network, such as when at a coworking space or a hotel. The only exceptions are when they're at a Bending Spoons office or at home.
- When in a shared space, the Spooner should use a suitably private area (such as a phone booth) for sensitive conversations.

© Bending Spoons S.p.A. All rights reserved.

Every Spooner—regardless of where they're working from—is responsible for always disseminating information in a remote-friendly manner.

A meeting must be conducted in a way that's inclusive of all attendees, irrespective of their location.

When evaluating a Spooner's impactfulness in their position, we ignore their on-site and remote schedule. For example, let's say that a Spooner who works predominantly remotely isn't meeting our bar for excellence because they're struggling to establish an optimal collaboration process with their teammates. Our evaluation won't be any more charitable just because working remotely might be posing this Spooner some additional challenges. Regardless of their on-site and remote schedule, it's the Spooner's responsibility to overcome whatever obstacles this causes them to face, and ensure their ability to contribute isn't negatively affected by their choices.

Travel

A Spooner can find information about traveling to their primary office in the *Travel & Relocation* document.

Other support for remote work

Equipment financing

Each Spooner should have everything they need to do their job at the peak of their powers at all times, including when working remotely. The *Equipment* document **contains a full list of company-financed equipment available to kit out a remote work setup.**

Coworking space financing

A Spooner may elect to work from a coworking space. If they live a reasonably far distance (say, more than one hour of commuting time) from their primary office, Bending Spoons will finance the cost.

The following guidelines apply:

- A Spooner is responsible for researching, selecting, and coordinating their use of a coworking space, including reviewing and personally signing any associated contracts.

© Bending Spoons S.p.A. All rights reserved.

- The coworking space must be suitable for professional work, including offering appropriate health and safety conditions.
- The coworking space must be near the Spooner’s permanent home. We don’t finance a coworking space if a Spooner is traveling, unless the travel is business-related and no Bending Spoons office is nearby.
- The Spooner is responsible for making sure their subscription or pass type is appropriate given their expected or actual usage.
- Related office costs (such as travel to and from, and meals while at the coworking space) aren’t eligible for financing.

We periodically audit a sample of coworking space costs. In the process, we might ask a Spooner for their rationale behind generating a particular expense. If an expense appears to be wasteful, we give the Spooner constructive feedback about their use of the company's resources. Barring cases of fraudulent behavior, that's the end of the matter.

Conclusion

Conscious that every individual has unique needs and preferences, Bending Spoons supports both on-site and remote work, though we strongly favor the former. Overall, we afford a Spooner as much flexibility as is feasible while keeping the company’s best interests in mind, and encourage them to find their optimal schedule to deliver maximum impact for Bending Spoons over the long run.