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Xapo Workplace Guide

Xapo is not a place for everyone.
We chose you and you chose us. Welcome to Xapo.

Xapo is a culture of ownership. We are curious, resourceful, collaborative, and we hold each other accountable for driving results. We value team wins over individual contributions.

Xapo is a place for high performers with relentless focus, self-discipline, and passion to achieve something bigger than themselves.

We designed the Xapo Workplace Guide to ensure that you are set up for success from day one. It will help you understand Xapo and expectations for how we work. Reference it at any point during your time here.

Think of this guide as a living document, constantly evolving as we learn and share best practices in what we believe to be the future of work.

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Working Remotely

Xapo is a fully distributed organization, offering unusual freedom and flexibility

- At Xapo, we appreciate your unique skill set and the productivity that you bring to the organization, not the number of hours you're sitting at your computer
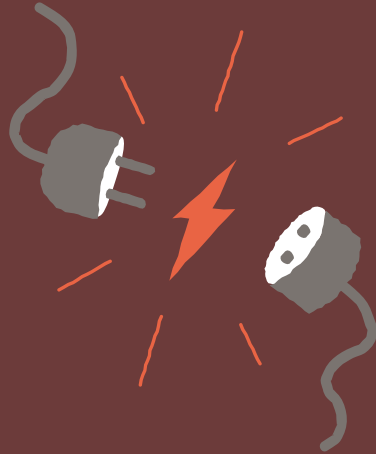
- Our home office and routine should help us be more productive, focused and organized

- It should also help us be healthier and happier

- Working remotely should not mean that we are less professional; rather, the right home office set-up enables us to be even more professional than people who work from an office

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Remote Work Playbook

Diversity & Inclusion

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Workplace Expectations

Xapien – Key Functional Competencies

ACTION CHANGES THINGS

Flexibility

Quickly adjust behavior to new information or changing circumstances. Be versatile and open-minded when interacting with others to achieve goals. Respond to change with a positive attitude and a willingness to learn new ways to accomplish work activities and objectives. Willing to modify one's preferred way of doing things.

Proactiveness

Act in anticipation of future needs or opportunities by participating in new initiatives, generating constructive change, and performing in a proactive way to achieve personal and team goals. Take self-initiated and anticipatory actions to explore new avenues of impactful and positive change.

Teamwork/ Collaboration

Work cooperatively with other associates and make valued contributions to the goals of others, even if no direct impact to you. Gain the trust and support of others by facilitating an open dialogue with a wide variety of contributors, as well as looking for opportunities to work with other teams to develop experience and knowledge. Look for informed opinions outside of one's own to encourage diverse and open discussions.
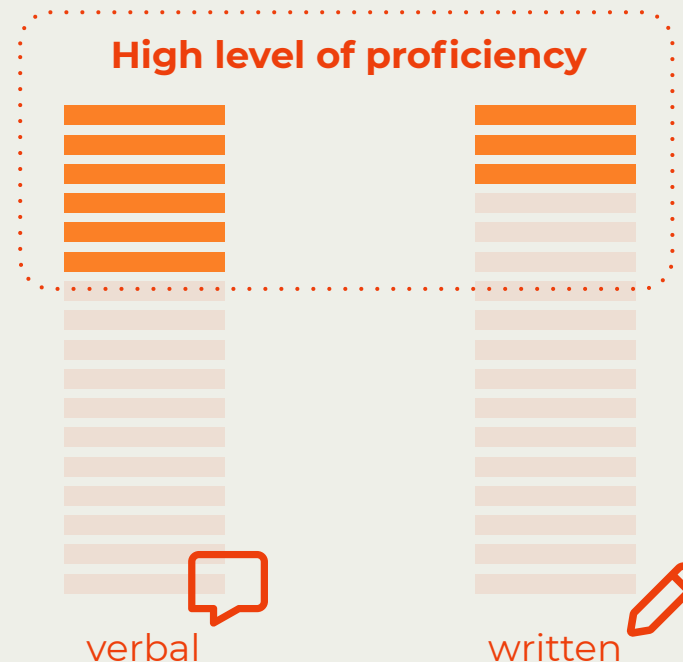
We use English as a common language

Xapo has a global, remote workforce in over 50 countries. While many of our team members speak multiple languages, we communicate in English

In English Please.

and please make your best effort to work on your pronunciation

High level of proficiency

verbal

written

Writing skills are particularly necessary because we communicate important information via Slack and email daily

Communication Tools

How to stay connected in a distributed environment

Email

Asynchronous communication not requiring an immediate response

Slack

Synchronous communication requiring an immediate response

Team and company updates

Social communications and "water-cooler chat"

Over-communicate!

Video meetings for face-to-face, real-time conversations

Zoom

BACK-UP
International mobile
(Internet fails, Slack down, etc.)

WhatsApp

8

Email Expectations - Be clear

1   **We respond to emails within 24 hours**

2

If you want a response, state clearly:

- Whom you are expecting to respond
- What you need
- By when

If you don't do this don't expect a response

- Have a set time everyday to manage your inbox
- Set your working hours in your calendar and keep it updated
  If your calendar is showing as free and within your working hours, we will assume you are available for a meeting at that time

From: <rrhh@xapo.com>
Date: Wed, Mar 28, 2018 at 2:55 PM
Subject: PLS READ & RESPOND: Headcount detail for Audit
To: <mary.smith@xapo.com>
Cc: Onboarding Team <onboarding@xapo.com>

From: <rrhh@xapo.com>
Date: Wed, Mar 28, 2018 at 2:55 PM
Subject: Info
To: <mary.smith@xapo.com>
Cc: Onboarding Team <onboarding@xapo.com>

Slack Expectations - Be responsive

1 You must read all new messages in the **#announcements** Slack channel and **your team's Slack channel** at least **once a day**

2 If someone pings you using **your @handle**, you must **acknowledge receipt within one hour**, assuming you receive the message within your normal work schedule and you have NOT posted a status setting expectations for longer than normal response times

- Set your work schedule and indicate whether you want to receive notifications outside of your work schedule
- Configure the notifications for important groups to receive immediate notifications when there is activity in them. Request to receive these notifications via PC and phone to ensure you do not delay learning important information
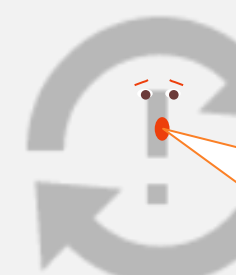
Please click to watch the complete Slack guidelines

Videoconferencing Expectations – Be present

1 **Always share your video**
It is perceived as rude to not share the video when other parties are on video

2 **Be present**
Show that you are paying attention. Don't multitask. Focus on the person on the other side of the screen

• Always use Gallery Mode
This allows you to view everybody's face, responses and reactions

You are responsible on how you are heard and seen

Tip: ask someone to sit in your setup and go somewhere else to call them and see how you can hear and see them

Please click to watch the complete Zoom guidelines

Meetings Expectations – Be effective

1 **Decide the proper channel to achieve your goal**
Is a meeting necessary or will an email suffice?

2 **Set an agenda**
- *Be respectful of your colleagues' time by setting a clear agenda and goals when you schedule a meeting*
- *Use only the time allotted – start and end*

- Send a recap
- Send a follow-up email recapping what you discussed and any decisions that were made
- Assign action items and deadlines

Click for linked template

Working Across Time Zones

Etiquette and best practices

Set the right expectations
- Set your working hours in Slack and Google Calendar
- Write a status if you're sick, on holiday, or PTO
- Create a shared team Google Calendar

Use it to your advantage
- Use collaboration tools like Google Drive, team Slack channels, Jira, and Confluence to work on team projects around the clock
- Make your work transparent, add comments, and assign tasks to receive input from colleagues when they become available

Be flexible and reasonable
- Meet at least once a week for a live Zoom meeting with your whole team, which could mean a time outside of your normal working hours
- Be fair when selecting the time for this meeting, avoiding the middle of the night hours

Be precise
- When setting a deadline, be explicit about the day, time, and time zone you are referring to

Get to know your colleagues
- Learn your teammates' schedules and be respectful of their time
- Pay attention to cultural norms and regional holidays

Challenges

Remote work is the future, and we are aware that introduces new challenges. The following guidelines are to share our experience and help you navigate those challenges in a healthy and productive way.

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Working Remotely Challenges

BURNOUT

Some 66% of remote tech professionals say they're feeling burnt out. When asked why they felt that way, 52% of remote employees said they end up working longer hours; meanwhile, 40% said they felt as though they were expected to contribute more[1]

LONELINESS

Remote workers can feel lonely and isolated - but it is preventable. In fact, a recent Buffer study of 1,900 remote workers around the world found that 90% intend to work remotely for the rest of their lives and 94% recommend off-site careers
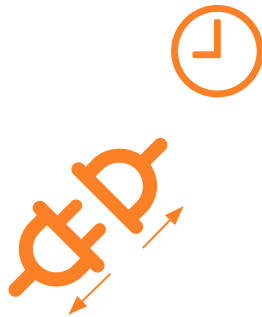
SECURITY

Difficulty to control or ensure the security of a home office, coffee shop, or public workspace

Working Remotely Challenges

BURNOUT

Designate a place where you work and hours when you work. Make sure your manager knows your schedule. Set expectations with your team through Google calendar and Slack statuses. **Disconnect at the end of the day.**

LONELINESS

Over-communicate with your team. Always share your video in Zoom calls and expect the same from colleagues. Have regular team calls, **actively participate in Slack channels**, join Xapo Buddies, and schedule Donut Chats. Build networks inside and outside of Xapo (enjoy a hobby, spend time with family and friends, go to networking events).

SECURITY

Follow security guidelines for your devices, connection, and communication. Use Amazon Workspaces, 2FA when possible, and **be vigilant** with information.
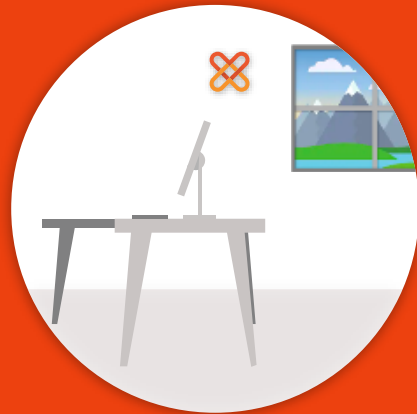
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Remote work playbook

Steps to be successful working remotely

Key success factors learned over years of collective experience

1

Have a Dedicated workspace

If you can't setup a dedicated workspace in your home, we recommend using a co-working space
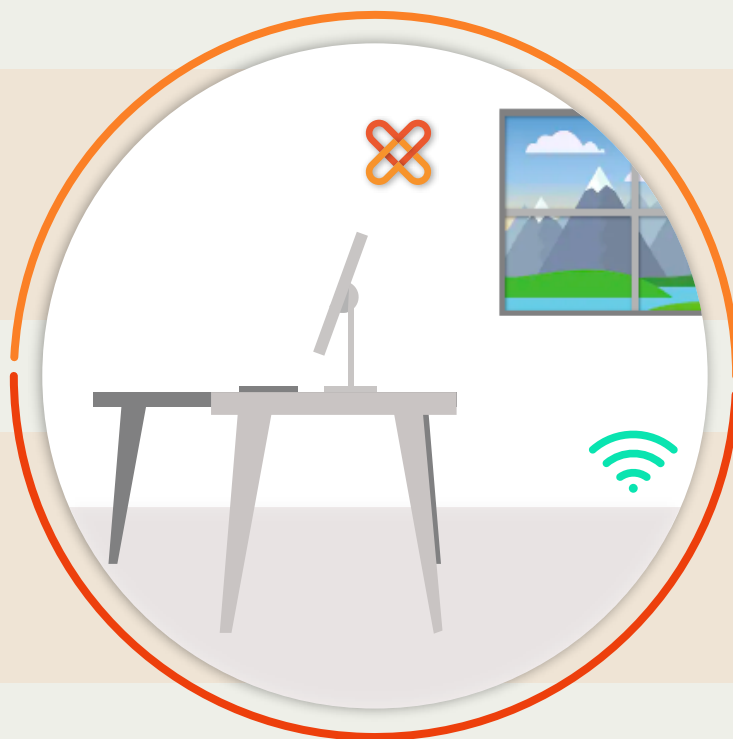
2

Establish a schedule and routine

What is a dedicated workspace

A separate room

A door away from the rest of your house

No background noises, people or pets, etc.

Used only for work

Why is it important to have a dedicated workspace

Wellness & Productivity

Separate work from the rest of your life

If you work in your living room, your kitchen, or your bedroom, you will associate all those places with working. **Prevent burnout and sharpen your focus by separating spaces where you live and work.**

Develop and maintain healthy habits

Working from a dedicated space as if you are going to an office makes it easier to develop and maintain a healthy routine. Simple things like waking up at the same time every day, taking a shower, getting dressed, having healthy and nutritious meals, exercising, and reserving time for yourself, your loved ones, and your interests are all things that **may help you be happier and healthier.**

Productivity

A dedicated workspace **helps you concentrate and be more productive.** Make sure your space minimizes noise, distractions and temptations. Organize all the tools you need to do your job to be easily accessible, increasing efficiency.

Ergonomics

A healthy workspace prevents stress and injury. A good **ergonomic set-up increases your efficiency** and productivity, but ultimately keeps your comfort a top priority.

FOR YOU

FOR OTHERS

Professional Environment

Professional perception

Some people perceive working from home as less productive and less professional; at Xapo, we believe the opposite. Following the minimum home office guidelines, maintaining a neat appearance, and taking yourself and work seriously shows others that **we enforce the highest standards of professionalism**.

Respect the person on the other side of the screen

The right home office setup can help us focus and give our full attention to others, whether that's in a team meeting, companywide Zoom call, or Slack conversation. Giving your undivided focus to someone **shows that you respect them**, their opinions, and their time. People can tell when you are multitasking or distracted, having the opposite effect on a relationship.
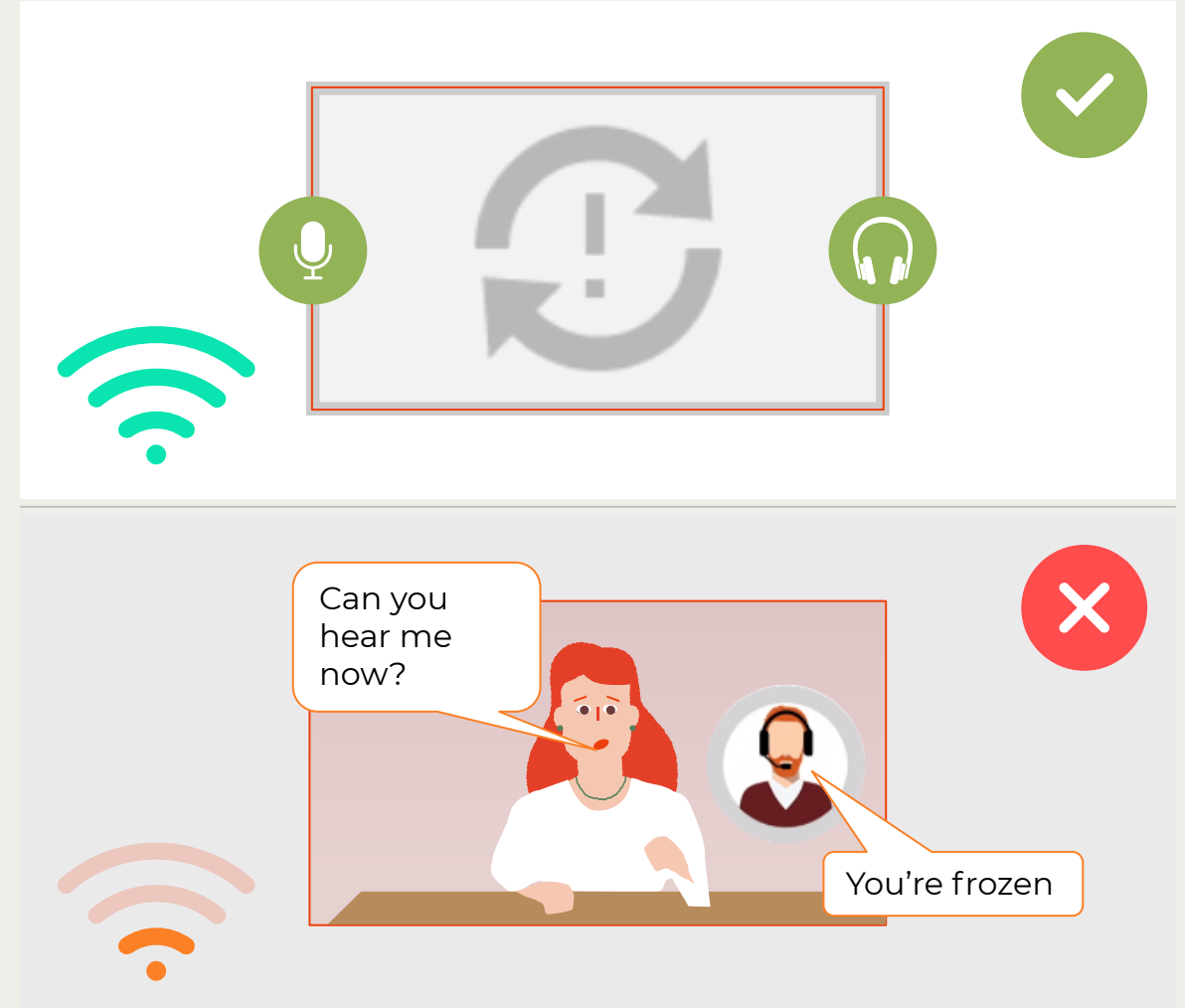
Collaboration and Engagement

When people see that your background and appearance are neat and professional, and that you ensured all your tech is functioning properly, they may be more comfortable collaborating with you and feel that you are using their time well. If your video shows you working from a personal space (e. g. your bed is showing in the background), they may feel like they are imposing. Making the effort to appear professional and prepared puts people at ease and **allows you to build strong relationships**, without needing to meet often in person.
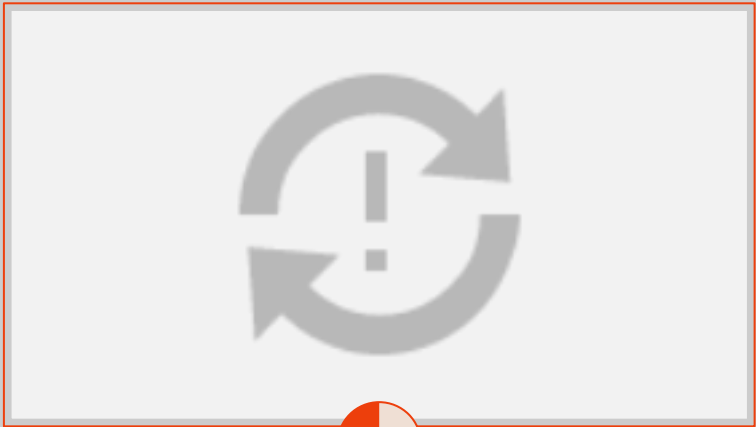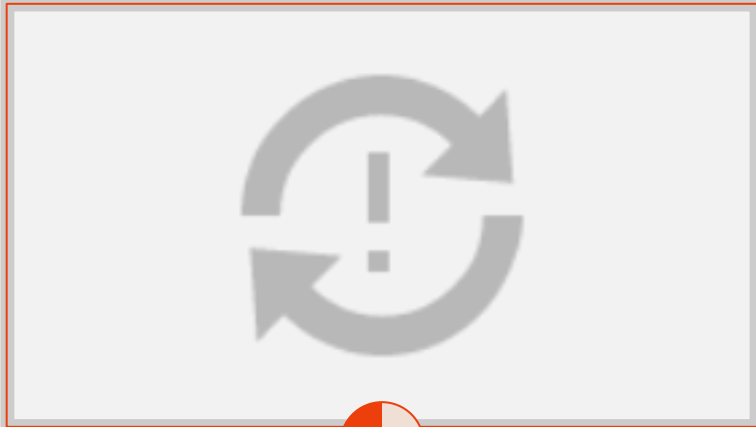
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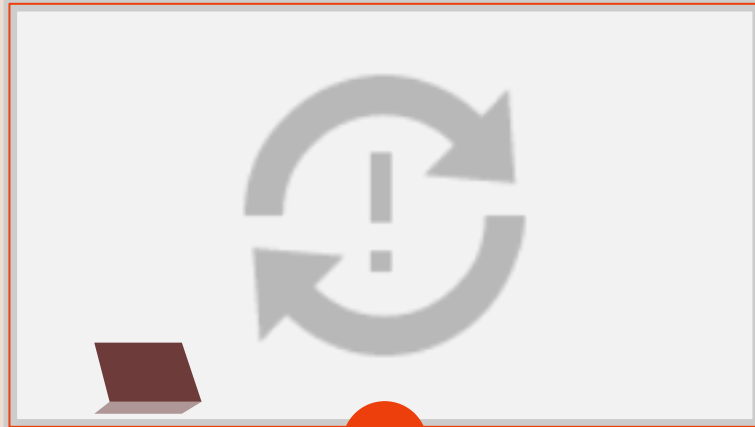# You must have a good Internet connection

- It is imperative that you have a good internet connection.

- The tools we use require you to be online. It is not possible to work with a bad connection. *Instead, you will waste your time and productivity - and even worse, you will waste your team's time and productivity*

Setting up your dedicated workspace

Videoconferencing Requirements

Minimum

1 Monitor and keyboard attached to laptop (ergonomic requirement - see next page)

2 Professional level headphones with microphone

3 Neutral background

4 Front Light

5 Logo / Name/ Job Title/ Location *(recommended)*

Standard

6 Dedicated PC for videoconferencing app

7 L shaped desk

8 Professional background

Maximum

9 Ultra High Definition Camera, with 90-degree wide angle lens

10 Tablet with stand to remotely control app and Camera

11 Two screens, one on each side of the camera

Setting up your dedicated workspace

Ergonomics - Consider what you really need to function properly
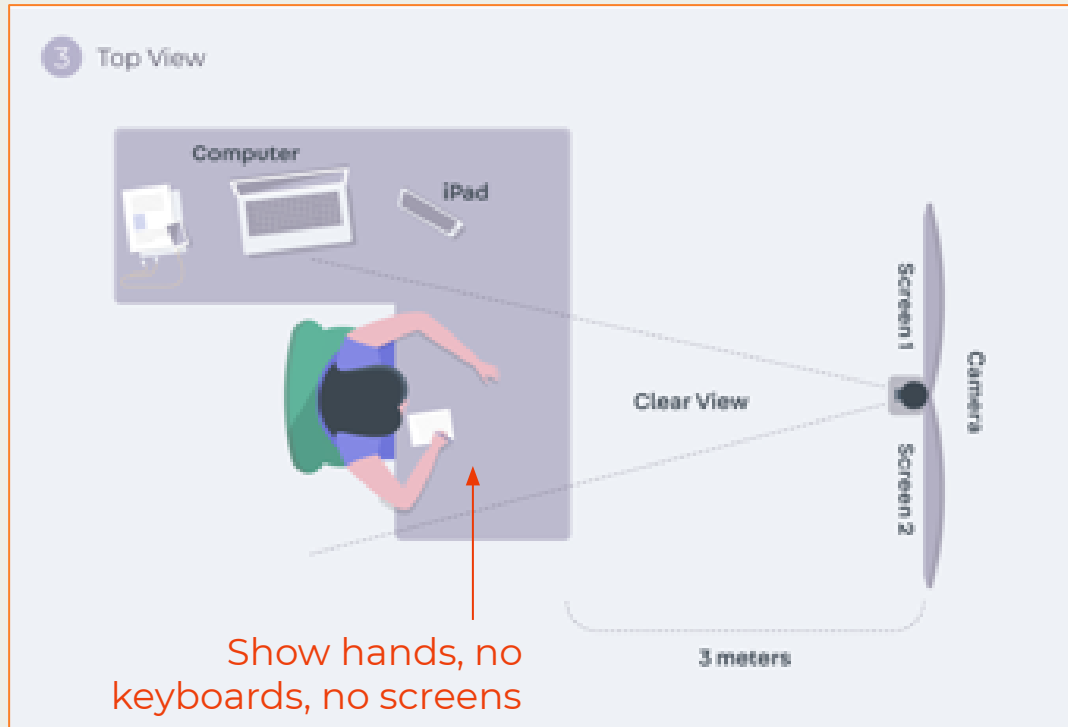
Furniture

- Using proper furniture may seem pricey upfront, however there are many benefits to investing in quality pieces for your home office. Furniture that better meets your needs could benefit your productivity and health in the long run.

- Recommendation: L-shaped furniture set-up is most effective for the type of meetings we have at Xapo (L shaped desk, Swivel chair, Footrest, Drawers)

Laptop Use

- When working at home, there is the increased likelihood that you will be using a laptop computer. The main challenge with using a laptop is that the screen is connected to the keyboard, so the screen and keyboard are not independently adjustable in height. If the laptop is at a good height for typing, chances are that it is too low for looking at the screen and vice versa. If it is at a good height for looking at the screen, it may be too high for typing.

- The best solution for long term laptop use is to plug in an external keyboard and mouse and/or an external monitor, so these devices can be independently positioned at their own comfortable height.

- Another risk associated with using a laptop at home is that there may be more opportunities for working in awkward postures, such as sitting on a couch or lying in bed. If you are using a laptop on your lap, your neck will be bent forward. Avoid this position as much as possible.

Note: Read this article for tips on furniture, laptop use, and addressing reduced activity level and physical discomfort.

Home Office & Technology Recommendations

3 Top View

Computer

iPad

Screen 1

Camera

Clear View

Screen 2

3 meters

Show hands, no keyboards, no screens

PC for videoconferencing

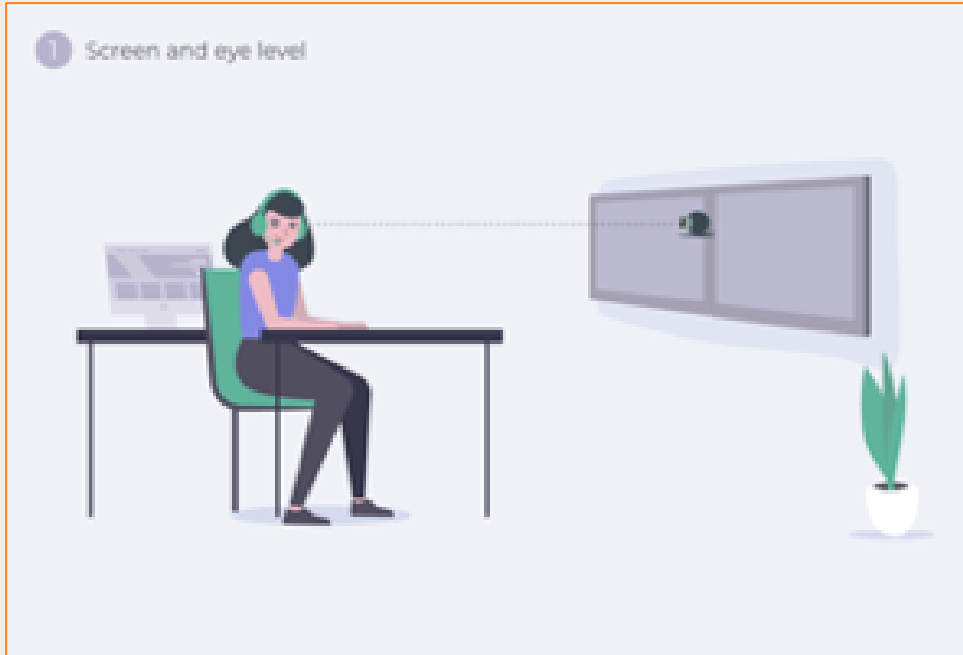- Have a separate PC for videoconferencing

L shaped desk

- One side for your desktop

- Other side for videoconference

Tablet

- The Zoom Room is controlled from a tablet, make sure that you can access it easily and that it is in a good stand because you will use it a lot to join and manage calls.

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Home Office & Technology Recommendations

Camera

- Ultra High Definition, with a 90 degree wide angle lens and controlled remotely. Camera Alignment. The camera should be directly in front of you, ideally not at an angle.

Camera height

- Place the camera as low as possible. It should be positioned at a height that matches your eye level height. Eye level height is the most natural position and the most comfortable for the people talking to you on a video call, like in an in-person meeting.

Camera distance

- The camera should be at least 2 meters from the edge of the desk that is closer to you, but ideally, 3 meters or more. If the camera is closer than 2 meters, it will appear to the people in the video call as though you are not looking at them when you talk (because the difference in angle between where you see them on the screen and the camera is too wide). The further back the camera is, the more it looks like you are looking at them when you talk and the more natural, comfortable, and similar to in-person meetings the video calls feel.

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Home Office & Technology Recommendations
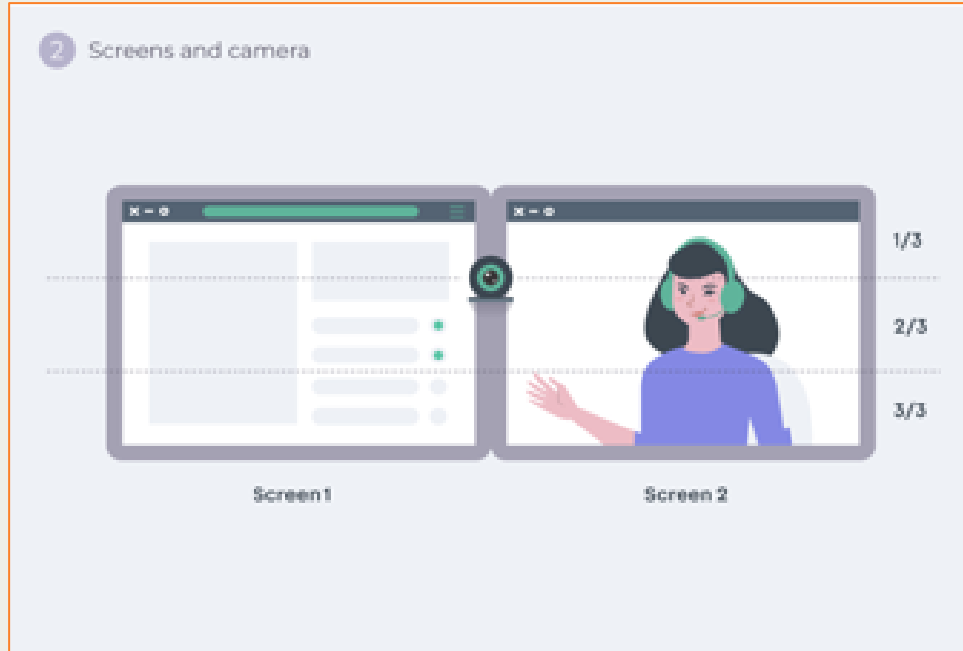
Screens

- Place the screens as low as possible. We recommend the biggest screens you can fit in your space. The bigger the better

Screen setup

- Two screens, one on each side of the camera. The screens should be as close to each other as possible, ideally touching each other, in which case you can mount the camera on a blade between the screens. With two screens, you can continue to see the person's face when they are sharing a document - the shared document on one screen and their face and reactions on the other screen. When there are many people on a video call, you can see the person talking on one screen and everybody else's reaction on the other screen

Screen height

- The eyes of the people joining in a video call will generally be in the upper third of the screen -- that is intuitively where you will look at them. For others to feel as though you are looking at them when you are talking, your screen height should be adjusted so that the camera is ⅔ of the way up the screen.

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Home Office & Technology Recommendations

Headset

- Connect a wired headset with a boom noise-cancelling mic. It makes a big difference to have your voice come across clearly and without background noise, making the meeting feel more natural and comfortable like an in-person meeting.

- A dual ear headset with a boom mic and noise cancellation mic. Immerses you in the sound of the call and cancels background noise so that other participants can hear you clearly and without distractions, like in an in-person meeting.

Speakers

- Speaker / Mic. You can connect a speaker/mic as a secondary audio source for when you have other people in your office that also need to participate in the call.

- Clear sounds with an efficient mic and no echo. To use when you have more people at your office, and you cannot use your headphones.

Hardware Recommendations

Desktop	• https://www.dell.com/en-us/shop/dell-desktop-computers/inspiron-22-3000-all-in-one-desktop/spd/inspiron-22-3275-aio • https://www.lenovo.com/us/en/desktops-and-all-in-ones/ideacentre/c/Ideacentre • https://www.apple.com/imac/
PC for Videoconferencing	• https://www.intel.com/content/www/us/en/products/boards-kits/nuc/mini-pcs.html
Tablet	• iPad Mini with Stand
Camera	• https://secure.logitech.com/en-us/product/rally-ultra-hd-ptz-camera • https://www.logitech.com/en-us/product/c930e-webcam?crid=34
Headset	• Sennheiser SC 660 https://en-us.sennheiser.com/professional-headset-call-center-office-sc-660-630
Speakers	• https://www.jabra.com/business/speakerphones/jabra-speak-series/jabra-speak-410#/#7410-109 (used the wired version, not the wireless one)
Mouse and Keyboard	• https://www.logitech.com/en-us/product/unifying-receiver-usb

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Once the set-up is finished: Test it FIRST

- Focus on **how remote participants will see you and hear you BEFORE you focus on how you will see and hear them**. Test your home office set-up by having someone make a video call from it. Answer the call from another room to experience how you see and hear them. Make sure that:

  - **You can hear the person in your office clearly** and without echo or noise

  - **You can see the face of the person in your office clearly**

  - **You can see the hands of the person** in your office and you cannot see any keyboards or screens in your field of vision, so you know the person in your office if giving you their full attention

  - **You feel like the person in your office is looking at you** (approximately) when they talk to you

  - **That the background looks professional**, like an office (not personal)

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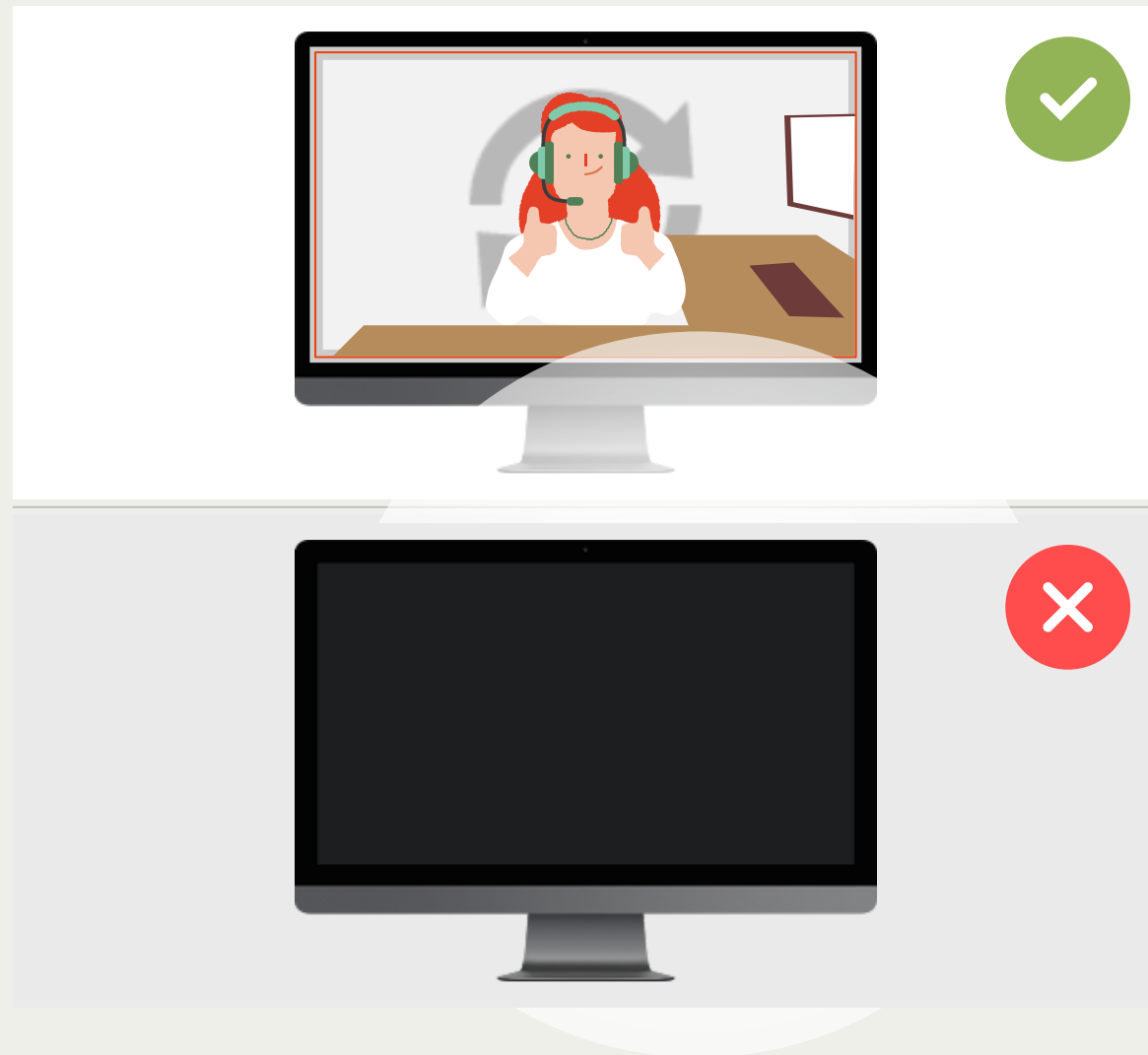
Follow a schedule and routine

Plan every day

WELLNESS

TIME MANAGEMENT

Follow a schedule and routine. Take screen breaks and eat your lunch away from your desk. **Get some form of physical exercise every day**. Get as much sleep as your body requires (set sleeping hours).

Plan every day. Know what you need to accomplish and what hours of the day are better for you for creative versus administrative tasks. Block your schedule accordingly and hold yourself accountable. Minimize distractions.

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Life is short, enjoy it!

Once you've unplugged for the day, get out and do things you enjoy!

Making time for your interests outside of work makes the hours you are working more focused and productive

Invest in yourself!

Find what fulfills you. Engage with your community. Meet with family and friends in person. Immerse yourself in a hobby. Explore your curiosities

Challenge yourself physically, creatively, intellectually - you decide! You'll be a healthier, happier person if you make an effort to move more, interact more, and learn more
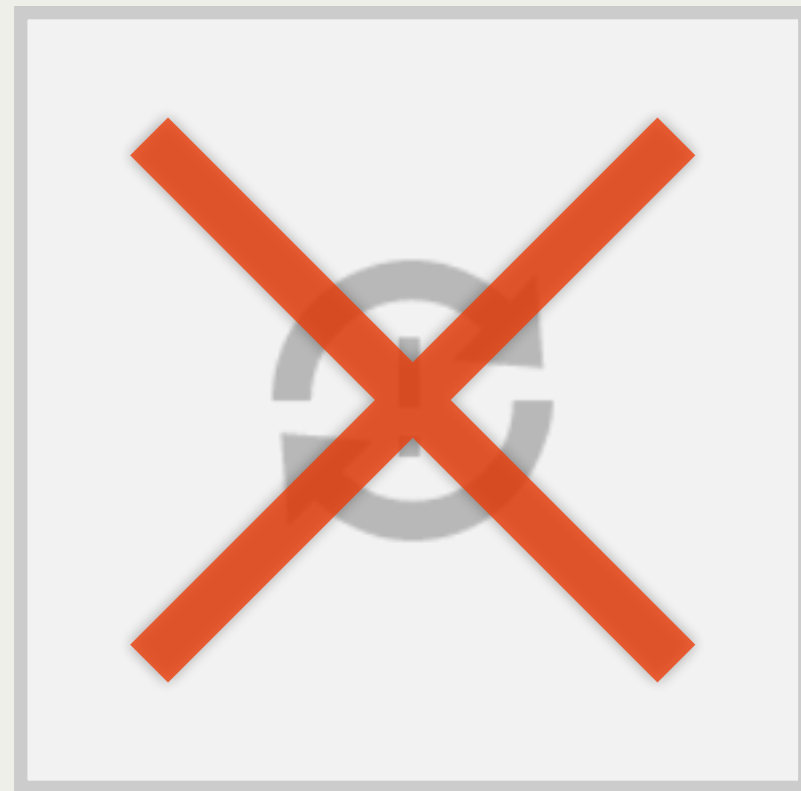
Pay it forward!

Fuel your purpose!

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Enjoy meals away from your desk

Studies show that eating at your desk may lead to:

1. **Increased long-term health risks**

2. **Sore joints**

3. **Stress**

4. **Brain fog**

5. **Reduced productivity**

6. **Lack of balance**

7. **Missing out on inspiration**

Pros

While remote work has its challenges, the pros far outweigh the cons for the right people. If it works for you, there's no going back!

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- Go green! Working from home means **no commute**

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- **Have kids? Be there for drop off, pick up, and the unexpected**

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- **No more freezing or burning up at a cubicle!** Set the thermostat to whatever temperature you like

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- **Desk karaoke! Blast your favorite playlist and sing along at full volume**

- Go green! Working from home means **no commute**

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- **Clear your head with a midday run, yoga, or game of fetch**

- Desk karaoke! Blast your favorite playlist and sing along at full volume

- **Take work with you.** Once you master the art of working remotely, save PTO by staying productive during your trips and visits. Set up your office at your family's house across the ocean, or wherever else you choose!

Diversity and Inclusion

Diverse Teams Win

Representing a variety of backgrounds, cultures, and experiences is critical to our success as a global company

Perform Better Financially

Companies in the top-quartile for ethnic & cultural diversity are 33% to outperform on profitability[1]

Spark Innovation

Organizations with diverse leadership are 70% likelier to capture a new market than companies lacking diverse leadership[2]

Build Resilience

Better than their more homogenous counterparts at withstanding unanticipated changes and adapting to external threats[3]

Links to sources: 1) ScienceDaily; 2) Harvard Business Review; 3) BCG

Diversity – Why gender parity matters

Gender parity 50/50 commitment

Inclusion

We are committed to cultivating a culture of respect and equal opportunity

50+
countries

... with one single mission

Each individual, regardless of any aspect of their identity...

gender age nationality sexual orientation
ethnicity religion disability status other

... should feel welcome, valued, and included at Xapo

Inclusion

Each of us is responsible for fostering an inclusive environment, where all Xapiens are comfortable bringing their whole selves to work every day
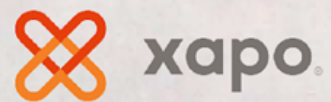
DIVERSITY

INCLUSION

In meetings and other team collaboration, we must ensure that all voices are heard and considered

We encourage new ideas regardless of what level, department or location in the organization they come from

Developing a diverse and inclusive environment is an ongoing effort at Xapo:

- Training

- Work to overcome our unconscious biases

- Question our assumptions

- Openly communicate and ask questions to broaden our understanding

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Workplace Guide