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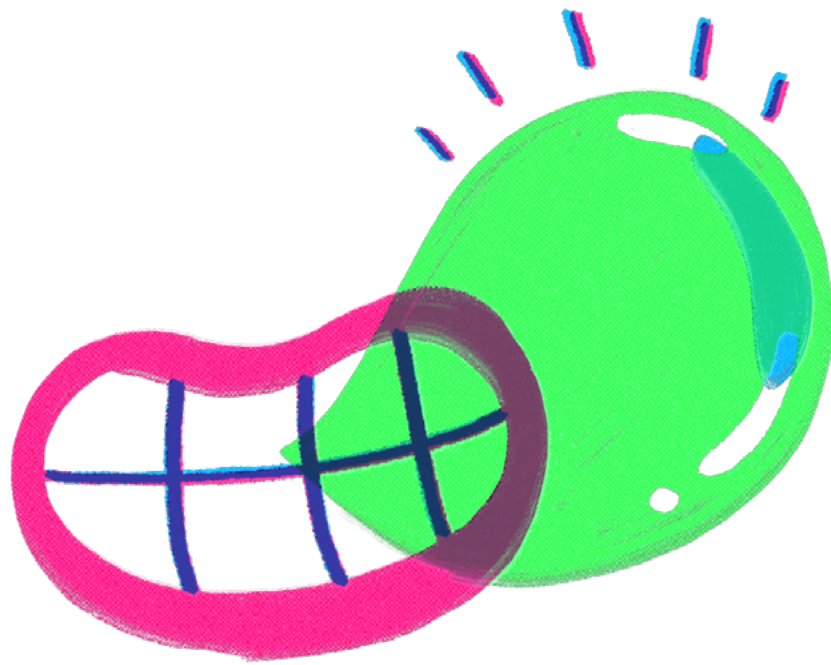
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# A message from our founders



**2022 was another rollercoaster year. The highs of a seemingly abating COVID-19 pandemic were met almost instantly with more global crises. War in Europe for the first time in decades, the resulting energy crisis, a radically different economic environment, and a cost-of-living crisis brought on by accelerating inflation that is set to affect generational well-being. As if that wasn't enough, the world was already dealing with an ever-more urgent climate crisis.**

We refer to these social, economic, and political trends as the “macroenvironment” throughout this report.

All in all, it was a tough year for humanity. Our aspiration at Oyster is to combat some of the big social and environmental challenges the world is facing. Across the year, we continued to take steps toward this ambition despite an increasingly challenging backdrop.

Last year we published our first impact report, two years after founding, a big milestone for our company. We're delighted that so many people took an interest, with over 700 people downloading the full report in addition to digesting the [online version](#). This year, we have been even busier, and we're excited to share more in terms of our progress and challenges. As before, we take a radically honest approach to impact reporting with the aspiration of triggering some important conversations about the role of tech companies in creating impact.

Here we report on our progress over the last twelve months (April 2022 - April 2023), commenting on both our external and internal impact. Our external impact is reflected by the outcomes that we create as a company through our outward-facing activities. Broadly speaking, there are two areas here. First, how we create impact on people (job seekers, their families, and their communities) and the environment through our business model. Second, how we nudge the broader employment system to a better world of working through our awareness-raising, motivating, and upskilling work. We have lots to share across these two buckets, including successes, new insights, and stories of experimentation.

Our internal impact is where we consider internal dimensions that influence our impact outcomes, including the working conditions for

our teams, our environmental footprint, and our governance structure. This year, like many companies, we were faced with the challenge of restructuring our organization to be fit for purpose in a dramatically different macroenvironment. We spent considerable time thinking about how best to approach this in line with our values and will share more about our approach below.

This year we're delighted to announce that we received our [B Corp certification](#) for our commitment to social and environmental responsibility in our business practices.

This comes after a two-year audit process by B Lab. In particular, we were recognized for our commitment to impact through a business model that binds our mission into the company's bylaws. We were also recognized for providing training and employment opportunities to

underserved communities as a way to promote diversity, inclusion, and economic mobility.

We are also delighted that the London Business School took an interest in our approach to building an impact-driven business and wrote up [a case study \(p.56\)](#) that will be used in training future leaders across their programs. Our core belief is that there is a better way to build and run businesses that is aligned with the needs of both people and the planet. We actively encourage and support this narrative wherever we can.

We hope you enjoy reading our latest update. As ever, we would love to engage with you on any reflections or questions that this inspires. You can reach out to us at [impact@oysterhr.com](mailto:impact@oysterhr.com)

**—Tony Jamous & Jack Mardack**





# Business model impact on people and planet

## Understanding our impact on people

In our [2022 report](#) and original [impact thesis](#), we outlined the different ways that we believe distributed working benefits people, their families, and their communities. A few highlights include greater access to opportunity regardless of location, improved work-life balance, and reduced environmental footprint. These benefits are accentuated for those living in emerging economies to the point where some of these changes could be transformational, especially from a quality-of-life perspective. We therefore focus our impact thinking particularly on these groups. In our 2022 report, we focused on two metrics to give a broad overview of our impact in these markets:

- 1. The proportion of Oyster Team Members<sup>1</sup> (TMs) that were in emerging markets.<sup>2</sup> We set a target of this reaching 30% by the end of 2024.**
- 2. The amount of capital flowing into these communities as a function of salary and related taxes (what we refer to as Gross Payment Volume or GPV). This was harder to project into the future, but we set a short-term goal of 50 million dollars annually by the end of 2022 and an ambitious goal of one billion dollars annually by the end of 2024. ↓**



<sup>1</sup> Oyster employs individuals who provide services directly to our Customers. Under our business model, we are that individual's employer - not our Customers. It would be inaccurate to refer to any person we hire to provide services to our Customer as their employee, since our Customer has engaged Oyster to employ that person. To keep this relationship clear, we refer to the individuals who we employ to provide services as "Team Members". We think this term reflects the collaborative nature of the relationship.

<sup>2</sup> We define this based on the United Nations' Human Development Index (any country with a score below 0.8)



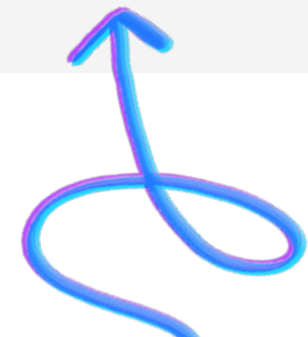
Below we provide our progress to date on these metrics and unpack some commentary especially in light of the challenging macroenvironment we've been facing.

### Progress towards impact goals: Uplifting emerging markets

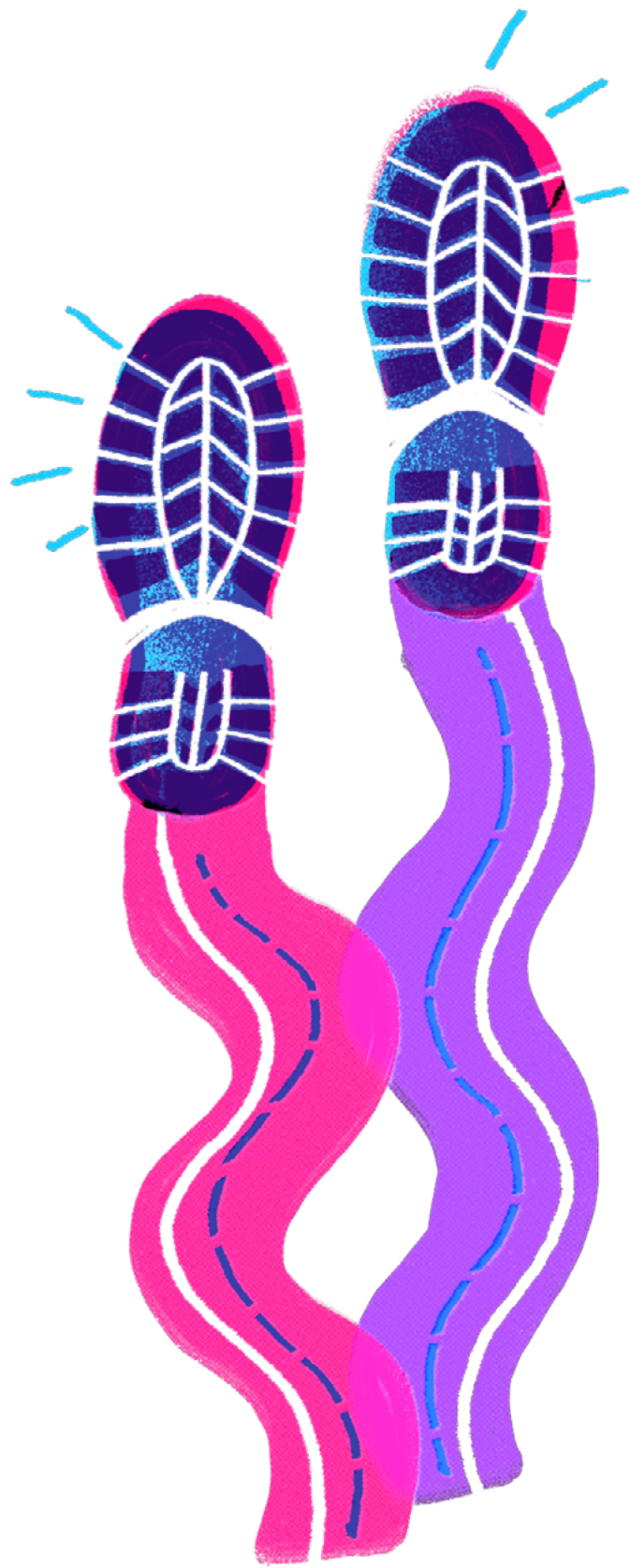
In Emerging Economies*	April 2022 Actual	April 2023 Actual	2024 Year End Goal (set in 2022)	2024 Year End Goal (updated)
% of TMs	22% <sup>3</sup>	28%	30%	30%
\$ Annual Payments	\$25M	>\$70M We exceeded our YE 2022 goal of \$50M	\$1B	\$250M

<sup>3</sup> In the 2022 report, we reported this as 25%. We have since redefined how we classify TMs which brought this percentage down to 22%. Despite this we retain our original target of 30% by 2024 end.

\*Countries with lower than 0.8 on the [UN Human Development Index](#)







We're happy to report that **we achieved and actually exceeded our goal of sending \$50 million annually into emerging markets by the end of 2022.** With 28% of our TMs currently located in emerging markets, we are also on track to continue increasing that number towards our 2024 goal. However, the significant macroenvironmental headwinds that we now face make it unlikely that we will be able to reach our \$1B GPV by end of 2024 target. We are setting new targets here and think we can reach \$250M by the end of 2024.

In our inaugural report in 2022, we also laid out some thinking on the types of hires being made in emerging markets. We established two broad archetypes: traditionally credentialed talent and emerging talent.

**Traditionally credentialed talent:** High-salaried international workers, often with education from top-tier institutions, either based in, or relocating to, emerging markets.

**Emerging talent:** Emerging-markets-based, geo-locked,<sup>4</sup> and/or low-income job seekers.

<sup>4</sup> Geo-locked refers to individuals who are unable to travel from their home country. For example, they might not have valid forms of international identification or they may be unable to secure visas.

Those with low prospects of finding a “suitable” role locally and unable to relocate for work.

Our view is that serving both these groups creates impact, but it is clearly far greater when serving emerging talent as they have fewer alternatives and generally come from a lower socioeconomic status. However, distributed working is a relatively new approach for most businesses. As with any innovation, there is a nervousness around change and perceived risks. We therefore expected that most initial distributed hires would be for traditionally credentialed talent where their expertise and value more apparently exceed the perceived risk, or for mission-critical roles. We saw some evidence of this in our 2022 report.

However, we also hope that businesses are on a journey with distributed working and so, as they become more comfortable with the concept, they will branch out into hiring emerging talent into an ever-increasing number of roles. This in turn deepens the impact that is being created. In our analysis this year, we have some evidence to support the idea that firms are shifting their hiring patterns.



The graph shows the proportion of all hires on the Oyster platform from emerging markets broken down by four broad role types.<sup>5</sup>

### Proportion of role types that are recruited from emerging markets



<sup>5</sup> Due to the huge diversity of roles, we have created four large buckets which most of the job titles fall into. This doesn't capture all.



As you can see, in 2020 the only hires with significant presence in emerging markets were in technical engineering roles. Over the last three years, customers have shifted hires in sales, customer, and admin roles to emerging markets. This trend suggests to us that as customers become comfortable with remote working arrangements, they seek out talent in parts of the world they may have not hired from before, recognizing the value of these hires.

To support this finding, we looked at the likelihoods that hires are from emerging markets as a function of which hire they are in the company (i.e. 1<sup>st</sup> hire vs. 10<sup>th</sup> hire). For the first 1-3 hires, the likelihood that an individual is from emerging markets is 23%. When we look at the same number for subsequent hires, this jumps to 30%, 130% of the baseline number. This again supports our hypothesis that customers become more comfortable hiring from emerging markets over time.

In trying to understand our role in driving this trend, we asked our customers about these dynamics. The majority said that their experience with Oyster made them more open to hiring distributed roles and hiring from emerging markets. Our customers also helped us understand their reasoning, and we include some quotes below.

### Oyster’s impact on customers’ hiring trends

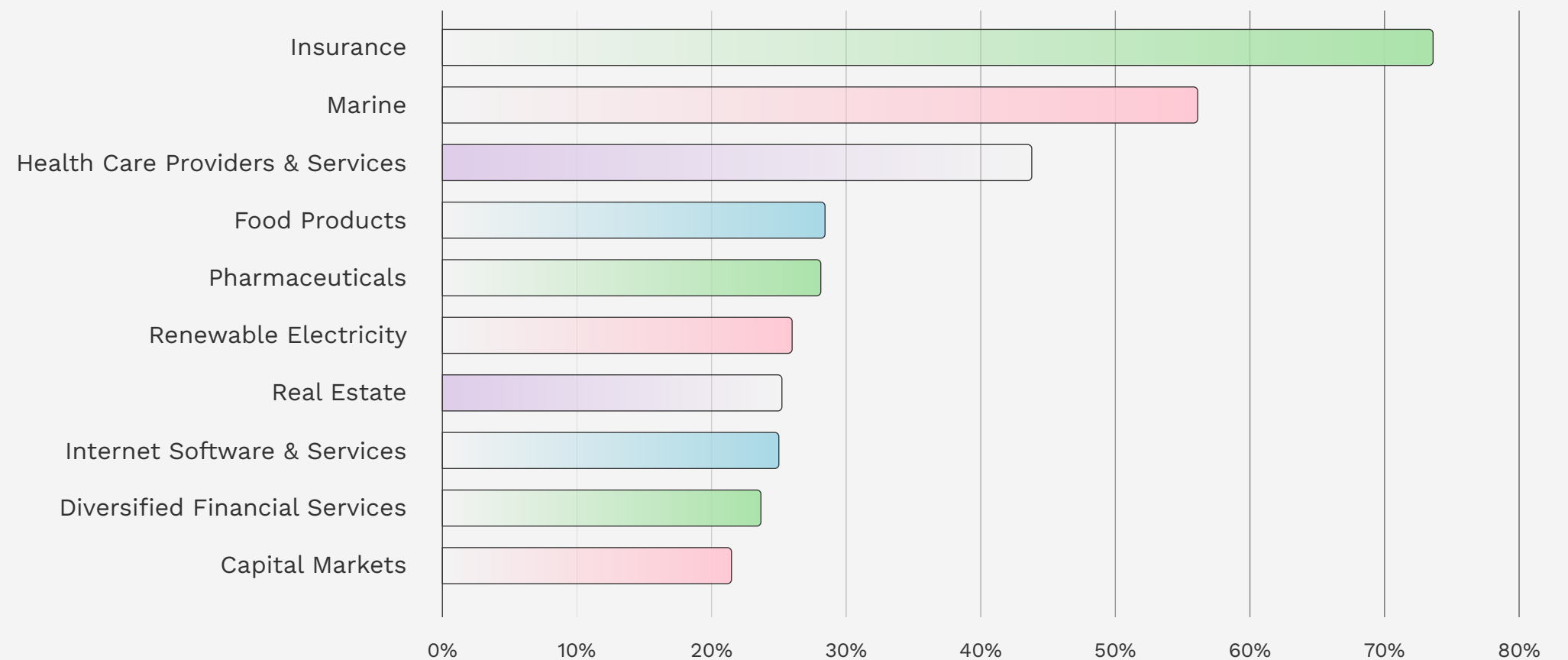
	Has using Oyster made you more or less likely to hire global talent in the future?	Has using Oyster made you more or less excited about hiring talent from emerging markets in the future?
Somewhat or greatly more likely/excited	58%	57%
Stayed the same	33%	35%

***“Using Oyster enables us to not even have to think about ‘location’ when hiring talent. We can simply list our roles on global job boards and engage candidates in our recruitment process no matter where they’re from.”***

***“We have been able to expand our footprint by hiring quality talent that is difficult to find in one geographical location. Oyster has been a game-changer for us!”***

What’s interesting is that certain industries seem more or less likely to hire from emerging markets (see graphs below). This gives us insight into areas we could prioritize in the future if we want to increase our reach in emerging markets.

### Industry groups with the most recruitment from emerging markets

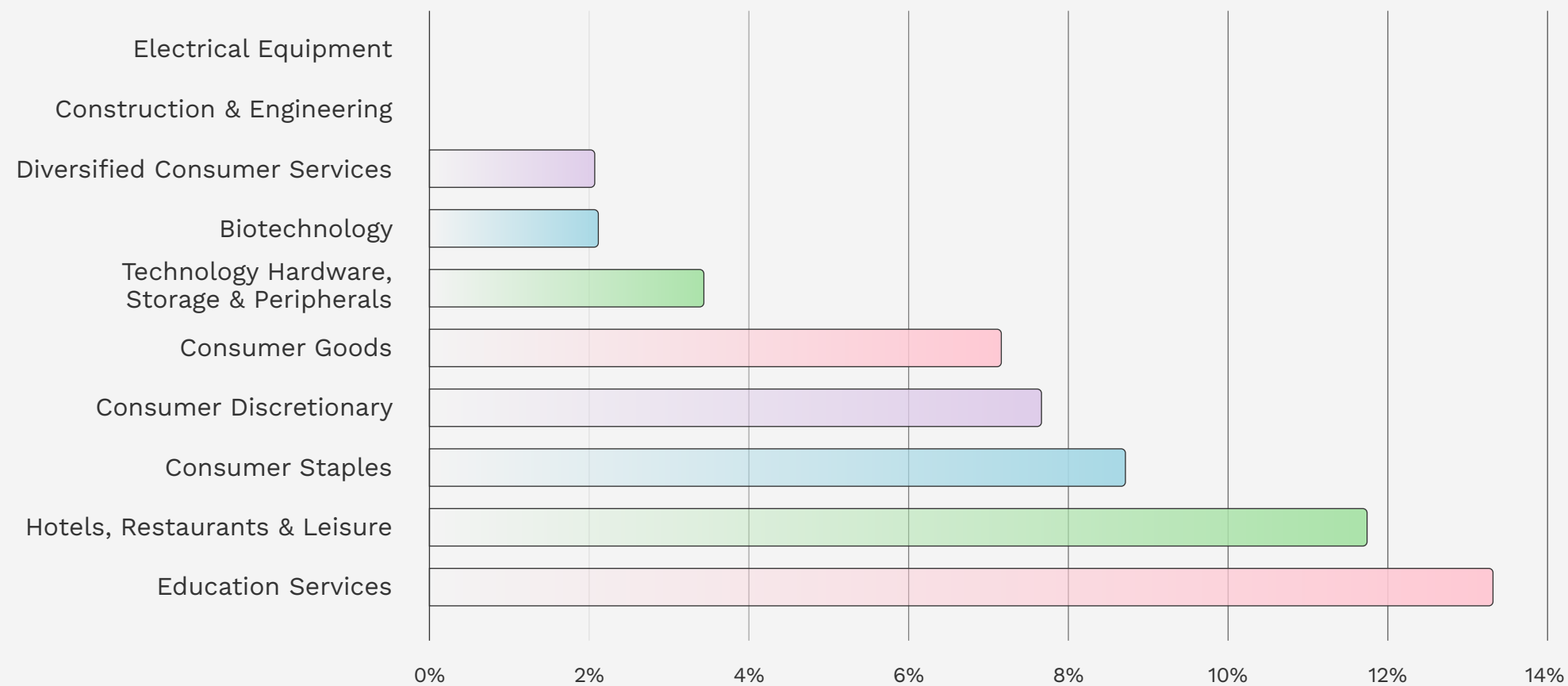




Excited by the growing reach of distributed work, we wanted to better understand the depth of impact created. We teamed up with independent impact measurement specialists [60 Decibels](#) (60db) to dig a little deeper. Below we present some highlights from their survey of the individuals we helped secure employment via our platform.

- 1. Income:** 74% report an increase in income.
- 2. Family:** 64% report their ability to support their family “very much increased.”
- 3. Contribution:** 100% are using a global employment solution for the first time. 60% said their access to foreign employers improved because of Oyster. 64% thought that Oyster was either a “big” or “the only” reason why they were able to secure their current remote job.
- 4. Alternatives:** 34% could not easily find a good alternative to Oyster.
- 5. Impact on life:** 17% report quality of life “very much improved” (60% said it improved overall, with 38% reporting no change).
- 6. Challenges:** 26% reported having challenges (of which 57% said they were not resolved).

## Industry groups with the least recruitment from emerging markets



We're excited about what this early analysis tells us about the potential of distributed working to improve people's lives. These are exactly the outcomes that we aspired to create for people; over time, we want to better understand the details behind this dynamic in order to enhance this impact.

Importantly, there is a gender angle to the benefits of distributed work. **Our data suggests that women tend to experience greater benefits across several dimensions thanks to using Oyster:**

### Oyster's impact on Team Members (by gender)

	Female	Male
Improvement in quality of life	74%	50%
Accessing new benefits	55%	23%
Increased ability to manage personal finances	70%	57%
Improved perception of remote work	39%	27%





We interpret this as meaning the systemic blockers to employment access affect women more than men. Thus, when those blockers are removed via remote work opportunities, women report greater impact in a variety of areas.

A second important note concerns geography. In India, 9% of Team Members think Oyster was a “big” or “the only” reason they were able to secure their current job, compared to 32% of Team Members from other countries.

This demonstrates that the global system of employment has not shifted equally for all talent markets. Indian talent has been enjoying more access than other countries. There are several reasons why this might be the case, such as a



concentration of skills that are remote ready (such as software developers), combined perhaps with sociocultural factors such as high levels of English proficiency, which makes India a target for employers looking for remote employees. This demonstrates the importance of our work not just to create access to employment across the board, but also to improve hiring confidence in emerging markets beyond India.

Taking all the above together, we can see certain opportunities for maximizing our impact potential over time. This includes widening the geographic focus (particularly non-Indian emerging markets), promoting greater role diversity, targeting specific sectors, and focusing on female Team Members in particular.

Continuing with our theme of developing a deeper understanding of how Oyster and distributed working impacts people, we added another dimension to our impact reporting for this year's report by looking at a new group of beneficiaries. We believe that distributed working doesn't just benefit the job seeker, but also benefits the entire workforce of an

organization. To test this, we ran a survey with some of our customers to get a sense of how distributed working was affecting their people, teams, and culture. Overall, **companies reported distributed working as a positive influence across improving culture and morale, workplace engagement, and workplace diversity.** See these results below:

### Oyster's impact on customers

	Workplace culture/morale	Workplace engagement	Workplace diversity
Somewhat or greatly improved	59%	45%	58%
Stayed the same	27%	42%	42%



We're pleased that these insights show the benefits of distributed working and strengthen our conviction behind our thesis. These data points also make us excited from the perspective of influencing the overall employment system. For now, we think of changing the system mainly from the perspective of our own influencing and signaling activities (more on this below), but as our customers become examples of the change we want to create and proponents of distributed work themselves, that accentuates our systems change, creating greater momentum for change. We can see an example of this knock-on effect in a customer who used to work at Oyster and continues to champion this movement:

***“Seeing as I used to work for Oyster, I joined [my new company] with the belief that we were making a net positive change in people’s lives. Now, as a customer I can carry forward this mission in my own company too.”***





## Deepening our impact on people

Apart from these initiatives to better understand our impact, we also spent considerable time thinking about how to create more impact, either through improving how much change happens or by mitigating impact risks (i.e., factors that undermine our attempts to create positive change). There are a couple of initiatives we want to share with you.

### Spotlight

#### Experimenting for impact – Oyster for Refugees (OFR)

Our mission squad has license to experiment with new ways of enhancing our impact. One of our main experiments this year was Oyster for Refugees. Here's a spotlight on our experience to date:

#### **What's the motivation behind Oyster for Refugees?**

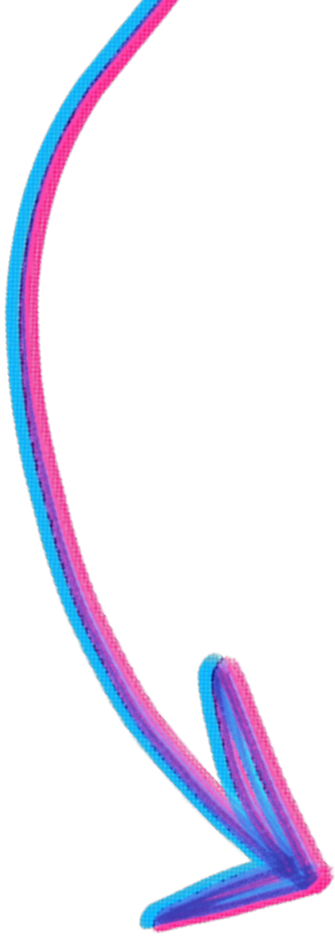
The core impact proposition at Oyster is “how do we bring access to employment opportunities to those that don't have it?” We've helped thousands of people secure employment who wouldn't have otherwise been able to, but we're always thinking about how to do more. A key lever on deepening the impact we have is in who we serve, i.e., enabling

more impactful employments. This is why we look at certain countries, like emerging markets, with interest. Employment opportunities for talent from these markets are especially meaningful given their alternative options. Oyster for Refugees was an experiment to see if we could create even deeper impact for a particularly vulnerable and “stateless” group that face significant barriers to employment. If we could get this right, it would lead to faster scaling of deep impact in a real and meaningful way.

#### **What is Oyster for Refugees about?**

One of the main assumptions around refugees and work is that they lack skills and therefore struggle to get jobs. This is not always true. In many cases, these are skilled individuals who are forced





out of their homes and livelihoods. Consider, for example, accountants or software engineers who might be fleeing a war and are able to offer skilled labor. Another example is generational refugees. We have populations of refugees who were born, educated, and raised in their host country without any interruption to their education. These refugees are as isolated as their more recently displaced counterparts because of their inherited refugee status.

**Why do these individuals struggle to access employment?** The challenge is that there are many structural barriers that prevent refugees from securing meaningful work. Issues around having a permanent address, access to banking services, rights to work in local economies, and so on. This meant we had two objectives for OFR. First, we had to prove that it was possible to hire these workers: can we do this in a compliant and safe way? For example, where access to banking services was a barrier to getting paid, could we provide people with banking support such that we could get around this issue? Second, we needed to create demand for this product in the market and get employers excited about hiring refugees.

### **How did it go?**

As with any experiment, we learned a lot. We could solve most of the compliance and safety issues such that it could become a repeatable model for most refugees. We launched around the time of the Ukraine war, and we were able to help a number of Ukrainians continue to work despite the upheaval that was going on in their lives. We also helped others in places like the Middle East where we were told no other employer of record could make those appointments happen.

There were also cases where we couldn't make things happen. For example, one customer came to us wanting to hire a refugee in a country where we didn't have a presence, and it was difficult to build a business case for opening an entity in a country for an experimental product and a single customer. These are some of the tensions inherent in balancing rapid growth through repeatability with experimenting for impact. It was a bit bumpy, but for the most part we could make it work.

The real challenge was demand for the product. The way the Oyster model works, we get



brought in once an employer (our customer) has identified a candidate they want to hire. We don't have much influence over who that candidate is. So, for Oyster for Refugees to work, employers need to come to us wanting to hire refugees. We knew hiring refugees wasn't top of mind for our customers, so we set out to create the right incentives and nudges to make this happen.

Ultimately, we realized that this was a much broader issue than what one business could fix. We could do our bit around building a product and making it feasible, but we needed other parts of the ecosystem to shift to create the impact needed. All in all, we helped 15 refugees get access to employment. Seven refugees are still employed on our platform; the other eight left.

#### **Next steps?**

Given the recent economic downturn, we had to double down on our core business and growth. After all, it's the core business that enables these experiments. The Oyster for Refugees product is still available, and once the economic situation calms down, we plan to invest in marketing campaigns to see if we can generate more demand for refugee talent.

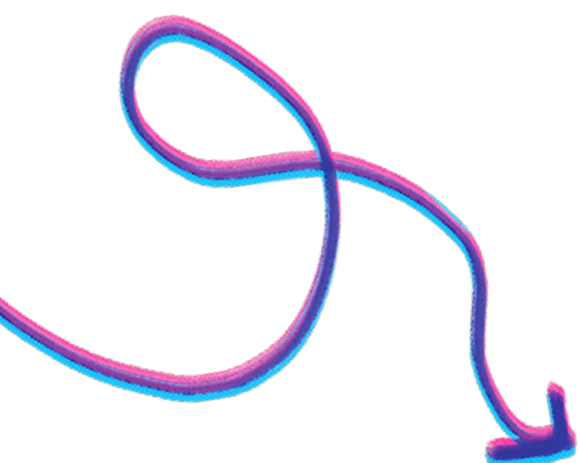
#### **Ensuring decent work**

In terms of managing impact risks, one of our key concerns behind the shift to distributed work is ensuring that remote workers, particularly in emerging markets, have access to high quality jobs. There is an argument that employers are engaging more in distributed working as they see it as a form of labor arbitrage. We want to make sure this doesn't happen. There are a few things we are doing to safeguard against this.

#### **Global compensation tool and compensation consulting**

Since the beginning of Oyster, one of the most common questions we've gotten is "how much should we pay for this talent in this country?" It's a hard question to answer. For most companies, determining salaries is based on economic policy, cost of living, power dynamics, opportunity cost, and systemic discrimination.

The first step was figuring out what different job roles are currently paid in different countries. This is a huge ask in and of itself. What are the data sources?



How do you validate them? What happens if you have conflicting numbers? How do you keep them up to date? What if there's no data for the location or role you're hiring for?

After two years of trawling through data sources and tinkering, [we've just released a feature](#) that provides our customers with salary estimates for a range of roles in select countries. Importantly, we've worked hard to ensure the data we draw on is robust (and we show users how confident we are in our estimates), which is why only some countries are covered for now. Another important point to note is that we built in different checks and balances to ensure that the salaries we recommend are also fair, because we believe in a model that doesn't merely copy existing inequitable compensation structures but seeks to elevate the talent (and compensation) in all parts of the world.

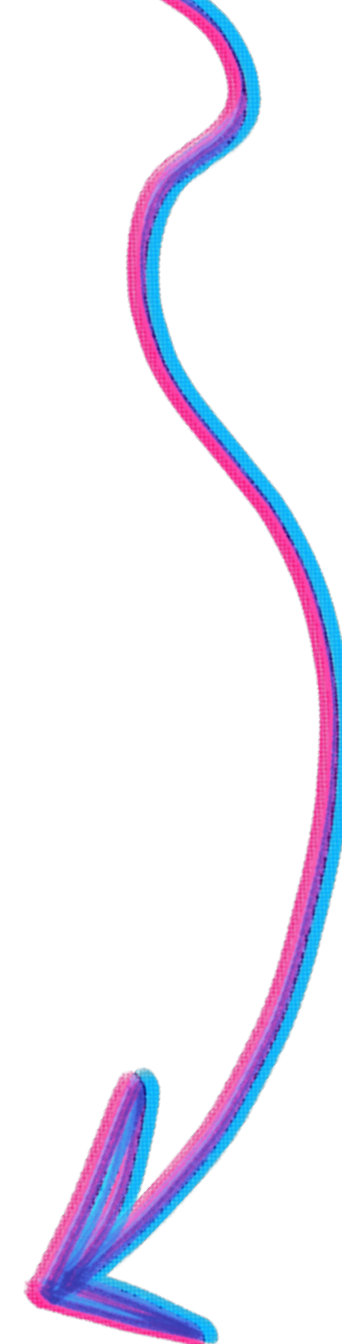
We hope that giving our customers this functionality will ensure that remote workers are paid fairly for their contributions, helping to minimize impact risk. In a nod to our systems change work, we also believe that removing the lack of clarity around remunerating distributed workers will lead to more

employers actively considering this as a viable option for their talent needs. This will be an ongoing project as the data and customer needs constantly evolve, but we look forward to seeing how this first iteration does and will report back next year.

For more specialized cases or where customers want more support, we're also offering a compensation consulting solution, where our Workplace team works with the customer to develop, optimize, and/or roll out a global compensation philosophy. Here we answer questions like: what are appropriate compensation bands by level and by country; if the present compensation for some team members is not aligned to the compensation philosophy, how do they roll out those changes; what are the implications for how the employer's hiring strategy might evolve; and so on.

### **Acting as the voice of employees**

Fully aware of the power dynamics in global employment, we also try to act as the voice of employees through our reports and publications. We hope this helps to maintain high standards of employment and working conditions, again minimizing impact risks around labor arbitrage. Two reports that







we published this reporting period are the [Employee Expectations Report](#) and the [Employee Disillusionment Report](#). The former has been downloaded 1,400 times in just under a year and the more recent Employee Disillusionment Report, published at the end of March 2023, has been downloaded over 500 times in its first month of publication. It has also been featured by a number of outlets including [NBC](#), [Fortune](#), [Tech HR](#), and [HR Brew](#).

## Impact on the environment

Finally, we wanted to comment briefly on environmental impact as an important part of our thesis. In 2022 we saw increased debate about whether and how distributed arrangements and working from home reduce environmental footprint. This [piece](#) in the Harvard Business Review is an excellent overview of the complexities involved.

We welcome this debate as it enables us to get an important part of the puzzle right. If distributed working is to take off at scale, it will need to be a

In these reports, we try to highlight the expectations and needs of employees to ensure that employers are aware of what they need to do to remain competitive in the talent market. Examples from the more recent report highlight that mental health is the most important priority for knowledge workers and that an inclusive culture and flexibility are the most desired elements of a modern workplace culture. This reporting helps to maintain the quality of distributed employment opportunities by creating a conversation about what's expected in these roles.

net improvement in environmental impact as we are faced with an ever-worsening climate crisis that requires climate-conscious innovations.

Adding our own experience into the mix as a data point, we are happy to share that our own environmental footprint is lower than that of our peers (see section on internal impact). This gives us confidence that when set up in the right way, distributed working can generate a net improvement in environmental footprint.

# Systems change impact

At Oyster, our impact ambitions far exceed what impact we hope to create with our direct stakeholders. Our goals include helping to nudge the employment system toward a better form of working to create impact at a large scale. Last year we reported on five priorities for our systems change work that were the result of a [systems change mapping process](#) we went through as a company in 2021. You can find out more about our rationale for these priorities in our [2022 report](#).

**These are:**

- 1. Getting companies excited about the potential of distributed working**
- 2. Helping managers and distributed teams work well together**

**3. Making companies passionate about talent geo-diversity**

**4. Making HR teams confident about hiring in diverse countries**

**5. Helping job seekers think globally about their careers**

We report on progress to date for each of these below. It's also worth noting that the shift in macroenvironment that we saw in 2022 has also shifted our priorities here. As an organization, we had to place greater weight on business fundamentals. At the same time, the system that we want to influence became much more focused on survival and therefore opportunities for influencing became rarer and harder to leverage.



## Getting companies excited about the potential of distributed working

2022 was another interesting year for distributed working. From a COVID-19 perspective, the world continued its return to “normality.” This meant more and more workplaces returning to the old ways of working. At the same time, worsening economic conditions and changing labor markets meant the negotiating power that employees held during the

pandemic weakened, [making it harder to negotiate for distributed working arrangements](#).

Considering these trends, campaigning for the benefits of distributed working remains one of our core systems change goals. Throughout the year, we shared messages about how distributed

working can [improve diversity and inclusion](#), [improve productivity and decision-making through asynchronous work](#), and [create more balance at work](#), to name a few themes we covered. Below we highlight the continued traction of many of our influencing channels in spreading these messages. In addition to these, we also attended several talks and events to champion the distributed future of work.

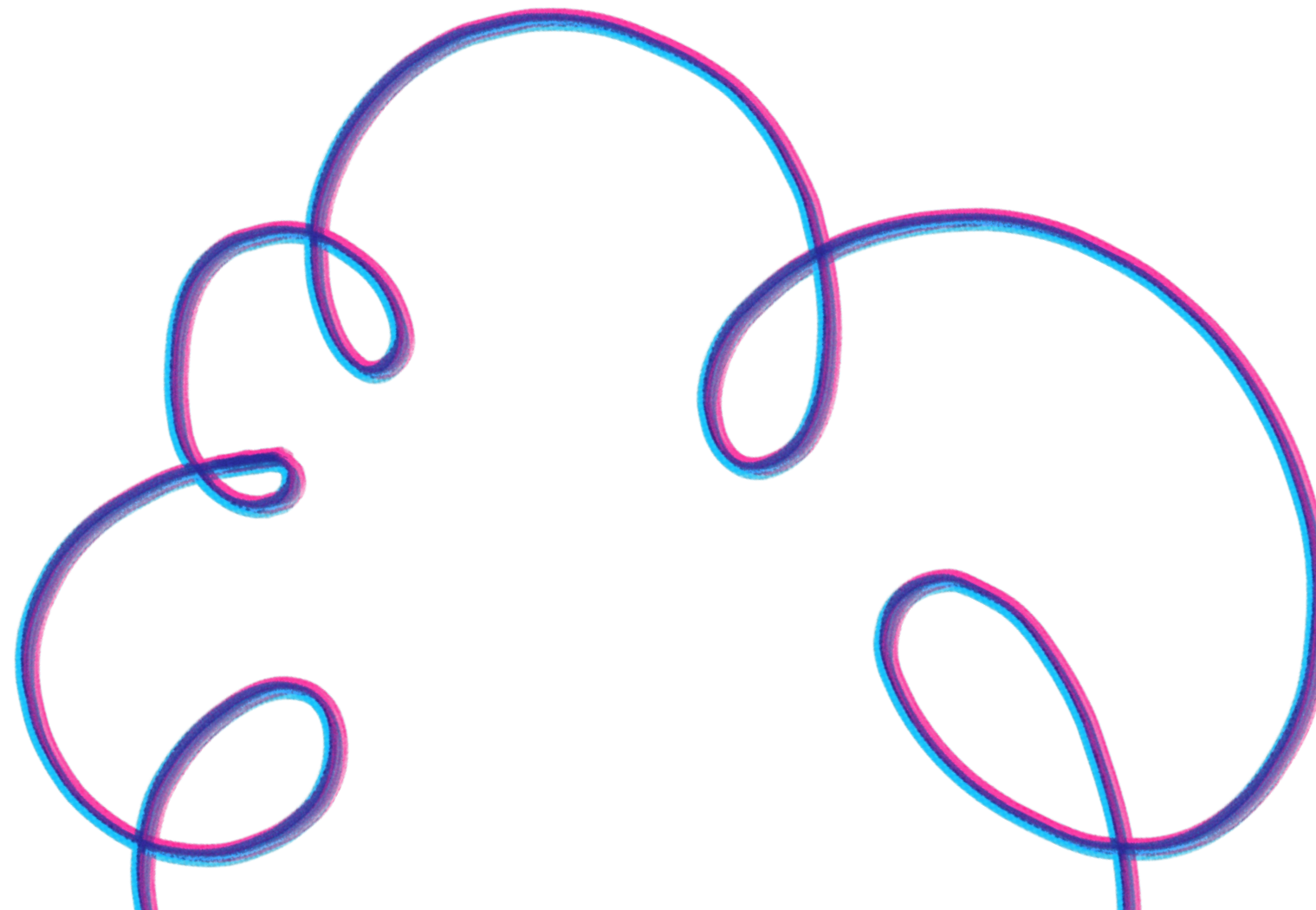
		Previous reporting period		Current reporting period			
		Q4 2021	Q1 2022	Q2 2022	Q3 2022	Q4 2022	Q1 2023
LinkedIn campaigns - organic social media communications by CEO Tony Jamous	Views	620K	3.7M	4.0M	4.4M	2.3M	14.0M
	Likes	8K	40K	35K	41K	29K	140K
	Followers	-	4.5K	25K	29K	33K	51K
Podcast: New World of Work	Downloads		108K*	29K	20K	13K	19K
	Unique Listeners		44K*	24K	18K	12K	14K
Oyster Library	Views		61K*	64K	86K	101K	95K

\* The figures for Q1 2022 are cumulative as of March 31, 2022



Recognizing there is also a need for data and research in this area, we set about doing some of this ourselves. In June of 2022, we published our [Global Employment Report](#) where we unpacked the facts on global hiring from a speed, ease of transaction, and financial viability perspective. The report showcases promising numbers, including that Oyster customers grow 15% on average

(in the twelve months prior to the report), have raised over \$40M, and can make a hire in as little as six hours(!). This has been downloaded over 300 times. This conveys the message that global hiring is not a barrier to swift growth and that the report has inspired companies to think more globally about their talent needs.



# Helping managers and distributed teams work well together

Distributed working is a relatively new way of working for most teams. For it to catch on and scale, we need it to be as effective and smooth as possible.

**Our flagship initiative here is [Oyster Academy](#), providing training for HR teams, remote workers, and job seekers.** This systems change stream is linked to our business model, and so there are important synergies here that made it a priority for us through 2022.

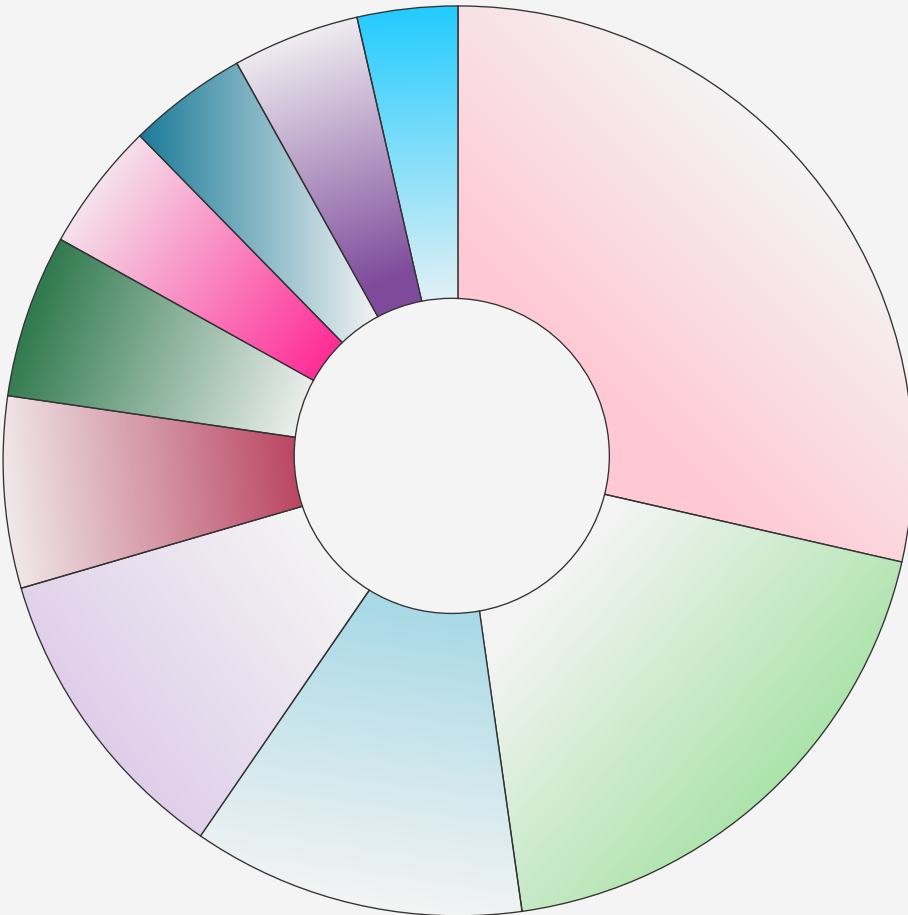
In the previous reporting period, we had two courses with just under 500 students:

- 1. Preparing for Distributed Work – 349 students
- 2. Creating a Culture for Distributed Work – 131 students

This year, we added a further eight courses, attracting over 2,300 students with 53% completing at least 90% of their chosen course. You can see a breakdown of students and courses below.

## Oyster Academy: Enrollments by course

- Oyster Elevates: Job Applications - **28.46%**
- Preparing for Distributed Work - **19.37%**
- Oyster Elevates: Interview Skills - **11.74%**
- Remote Fundamentals - **11.06%**
- Creating a Culture for Distributed Work - **6.56%**
- Collaborating Remotely - **6.04%**
- Remote Work - Life Balance - **4.46%**
- Increase Remote Productivity - **4.29%**
- Connecting Remotely - **4.20%**
- Assessment - **3.86%**



Aside from the content in Oyster Academy, some of the written content in the Oyster Library also expands on and supports these topics. Some examples include:

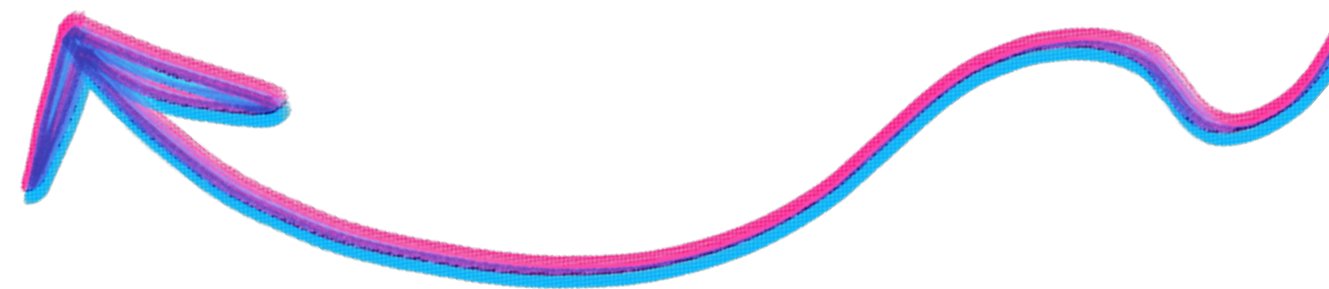
1. [How to build connections between remote employees](#)
2. [The do's and don'ts of remote onboarding](#)
3. [Four common mistakes that affect distributed team efficiency](#)

As a distributed company, we are always experimenting with how to make our own processes smoother and more effective. Some of this learning may be helpful to others as they go on this journey, and so we make it available via a set of public Notion pages called [The Reef](#). This includes topics like how we collaborate, communicate, manage projects, socialize, run meetings, and make decisions. Our internal Reef contains even more information, and we look forward to sharing more about how we work as we continue to convert those pages into external resources. We believe in building

in public and open-sourcing our work, and are proud to use what we've learned to help others who are setting up or managing distributed teams—all in service of facilitating the adoption of distributed working.

## **Making companies passionate about talent geo-diversity**

There is a lot we want to achieve under this systems change strand, but 2022 felt like the wrong time to push this agenda given the global macroenvironment. As such, we focused our energy on other initiatives. Our main traction here was around content creation where we started to share messages around the benefits of diverse talent. Our blog featured many of these messages, including one piece on [the advantages of hiring in emerging markets](#).





## Making HR teams confident about hiring in diverse countries

We recognize that it is a leap for HR teams to start hiring in countries where they may not have hired before. To accelerate this shift, we have published a number of tools and guides. You can see their focus, and the traction they have gained, below.

Initiative		Description	Reach (views)	
			Last Reporting Period	Current Reporting Period
Global HR tools	<a href="#">Contractor vs. Full-time Employee Analyzer<sup>6</sup></a>	Helps customers analyze hiring a team member as a contractor or a full-time employee	500	7,968
	<a href="#">Employment Cost Calculator</a>	Provides the cost of hiring an employee based on their location and salary	1,362	412,205
	<a href="#">Time Zone Crossover Calculator</a>	Helps teams identify optimal countries to hire in based on time zone crossover	Released this reporting period	8,226
<a href="#">Global hiring guides</a>		Breaks down the key considerations for hiring in many different countries around the world	48,345	79,412
<a href="#">Tech Talent Guide</a>		Outlines key steps to attract, hire, and retain top tech talent	186	1,016
Remote Work Regulations Guide		Provides information on tax breaks, stipends, and other compliance issues by country	368	2,767
<a href="#">Benefits Advisor</a>		Identifies the benefits offered by local employers and recommended by local experts	Released this reporting period	4,118

<sup>6</sup> This replaces the Worker Misclassification Analyzer that we introduced last year. It is a more comprehensive tool that covers the functionality of the previous tool.

## Helping job seekers think globally about their careers

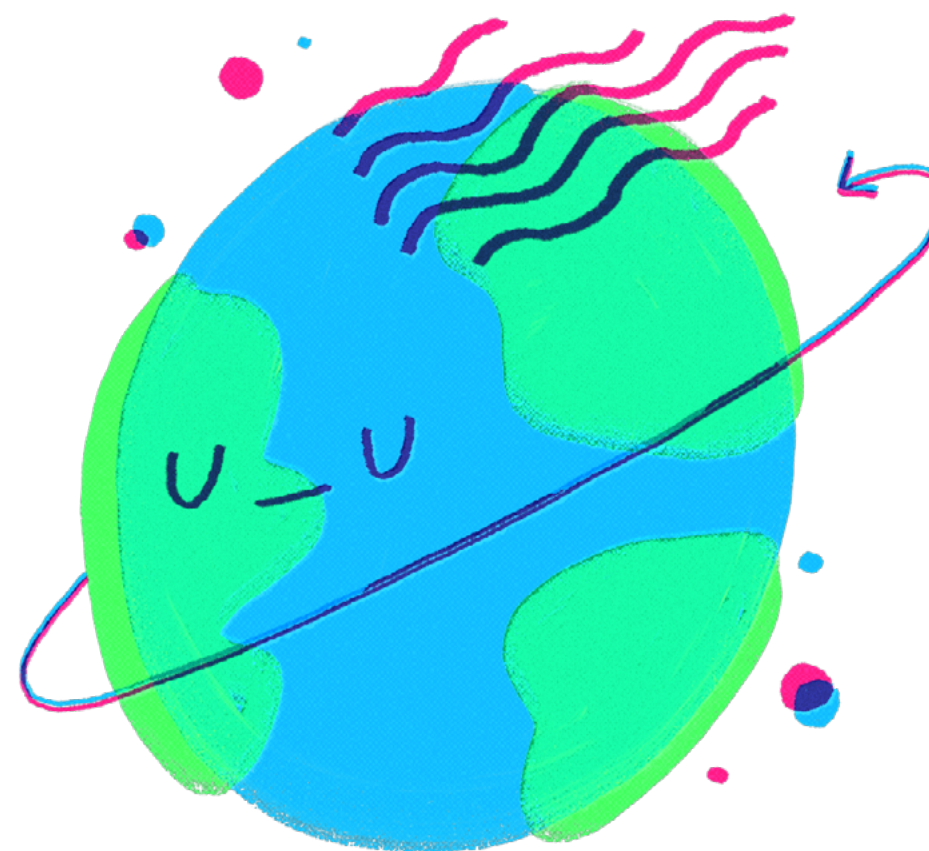
This strand of systems change is perhaps furthest away from our core business, so in a year of macroenvironmental turmoil, we chose to focus more on some of the other elements above. However, it is still a key part of our systems change thesis. Our goal is to help as many people as possible (especially in emerging markets) be excited about the prospects of global careers. Our main activities here are providing content to job seekers, helping them pursue global careers, and increasing their likelihood of securing remote roles.

We launched the Interview Skills and Job Applications courses in [Oyster Academy](#) at the end of our 2022 reporting period. These are designed to help job seekers apply for and land distributed roles. We continued to promote them this year and they are some of the most popular courses in Oyster Academy.

Job Applications course – 664 students  
Interview Skills course – 274 students

We also published written content on this subject, including:

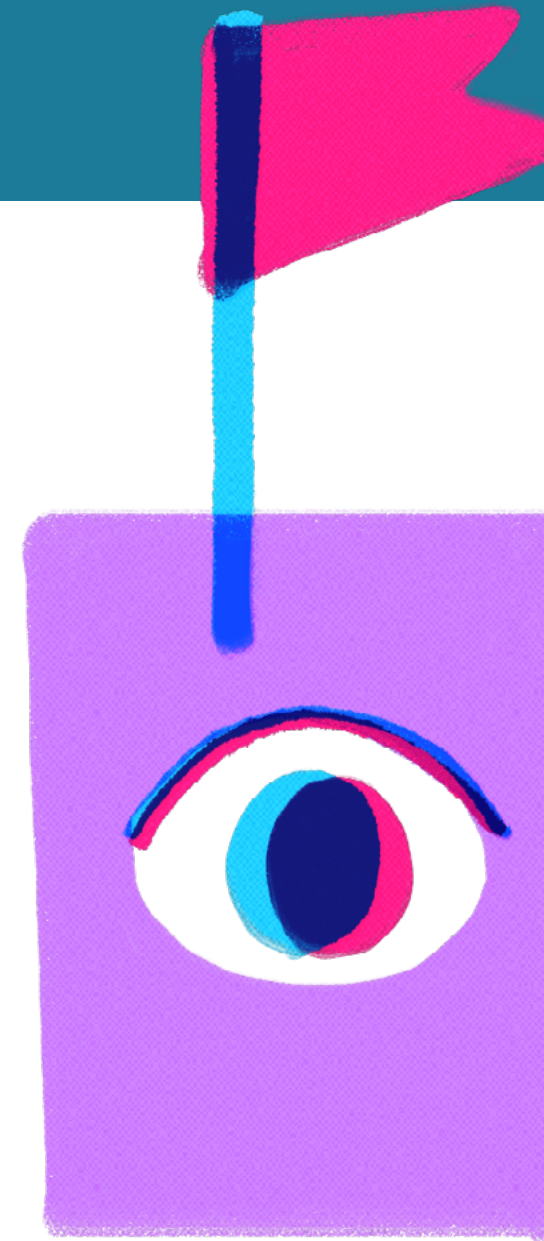
1. [Five countries with the best labor and employment laws for workers' rights](#)
2. [How to network when you work from home](#)
3. [How to let employers know you're open to work on LinkedIn](#)

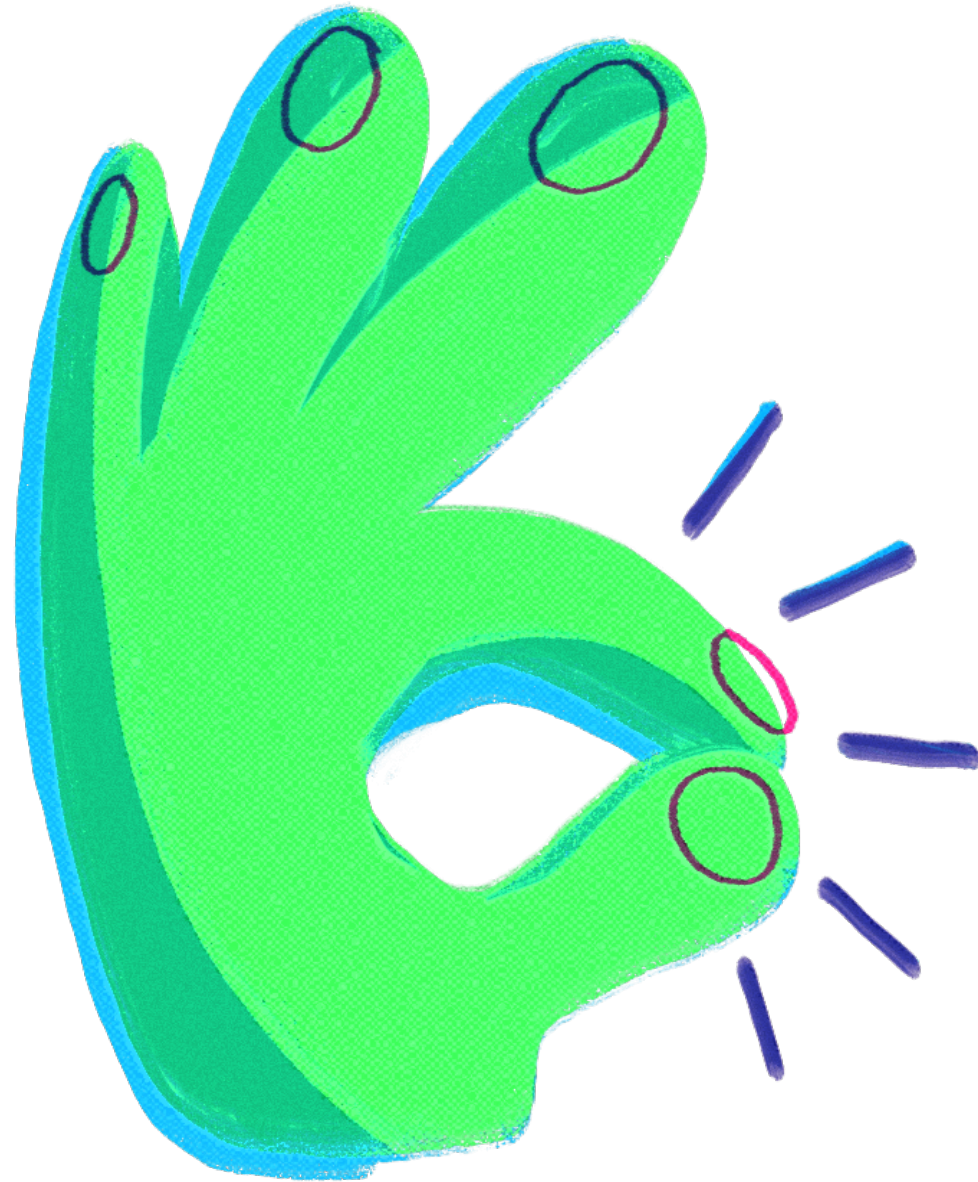


# Our people, governance, and footprint

**The year 2022 thrust internal impact practices into the spotlight.** One example was the removal of Tesla from impact-related indices. Despite their clear impact-driven purpose of creating more sustainable travel, several governance and labor practice issues were deemed to be significantly detracting from their overall impact potential.

This reconfirmed to us that the way we build and manage our company is just as important as how we create impact externally. Below we unpack the categories that we deem material to our internal stakeholders. It's worth mentioning that identifying what we report on and how is an ongoing process at Oyster. We were excited to engage more deeply with our investors on these issues this year as part of our reporting to them and will continue to refine our reporting over time.





## Remuneration

We have a comprehensive remuneration policy that includes the following:

- Employees have 40 days paid annual leave, inclusive of public holidays
- All employees are eligible for a minimum of three months paid parental leave (in some jurisdictions this is increased by statute), as well as up to twelve months total job-protected parental leave, regardless of tenure
- New joiners receive a comprehensive 90-day onboarding plan, including a buddy, a mentor, and an onboarding partner from the People Experience team
- Geo-agnostic equity is offered in qualified locations
- Health coverage is available to all



# Work environment

We run a regular employee engagement survey that informs us how the team feels about working at Oyster, as well as tracking attrition, sentiment at exit, and other indicators of our performance as a workplace.

2022 was a year of hypergrowth in a very frothy market; the macroeconomic trends and resulting changes to the business later in the year and into 2023 have naturally influenced how employees feel about working

at Oyster. While our overall numbers are lower in 2023 than in 2022, we are largely pleased with where we are, and more importantly, understand the levers we need to use to continue improving.

## Employee engagement at Oyster

	2022	2023
% of employees satisfied or engaged at work	90%	74%
% of employees that believe “Oyster is contributing positively to my personal development”	78%	61%
Attrition rate <sup>7</sup>	<10%	<10%
Attrition rate (female-identifying)	Not measured last reporting period	6.6%
Attrition rate (male-identifying)		7.5%
Attrition rate (non-binary-identifying)		10.3%
Number of employees	400	600

<sup>7</sup> This year we broke down attrition rates by gender.



## Diversity, Equity, Inclusion, and Belonging (DEIB)

As an organization with a mission of promoting an inclusive labor environment, we place a high priority on DEIB initiatives at Oyster. We have begun reporting on a few key demographics, but given the extreme complexity of global data privacy and cultural norms,

we are only just beginning our journey into truly representative reporting. You can see some of our current performance metrics below, but stay tuned for a follow-up in the 2024 report.

	2022	2023
% female-identifying	58%	50%
% male-identifying	41%	41%
% non-binary or prefer not to answer	1%	9%
Number of nationalities	72	110 <sup>8</sup>
% of managers that identify as an underrepresented group <sup>9</sup>	30%+	43%
Number of employees	400	600

<sup>8</sup> Note, some people have multiple nationalities.

<sup>9</sup> As we grew as a company and covered more countries it became harder to track underrepresented groups. This number only reflects the proportion of managers that identify as female.

To continue to drive our DEIB performance, in the second half of 2022, we set a goal of hiring 80% of new hires from mid and low Oyster Band Index (OBI) countries. This was in direct support of our mission to bring opportunities to people in less developed countries. We surpassed our goal and hired 85% of new hires from mid and low OBI countries. Countries are assigned to high, mid, or low OBI based on their cost-of-living index, as well as available benchmarking data to benchmark and group countries into approximate thirds.



## Reorganization at Oyster

Like many companies in 2022, we were forced to aggressively re-evaluate our priorities given fast-moving economic realities. We made many changes to our company to preserve a healthy financial position. We slowed down hiring across many teams and then froze hiring across the company, we cancelled a promotion cycle and compensation review, and we implemented many cost-saving measures across department budgets, programs, and marketing spend.

Many of these were helpful levers to pull to maintain a healthy position.

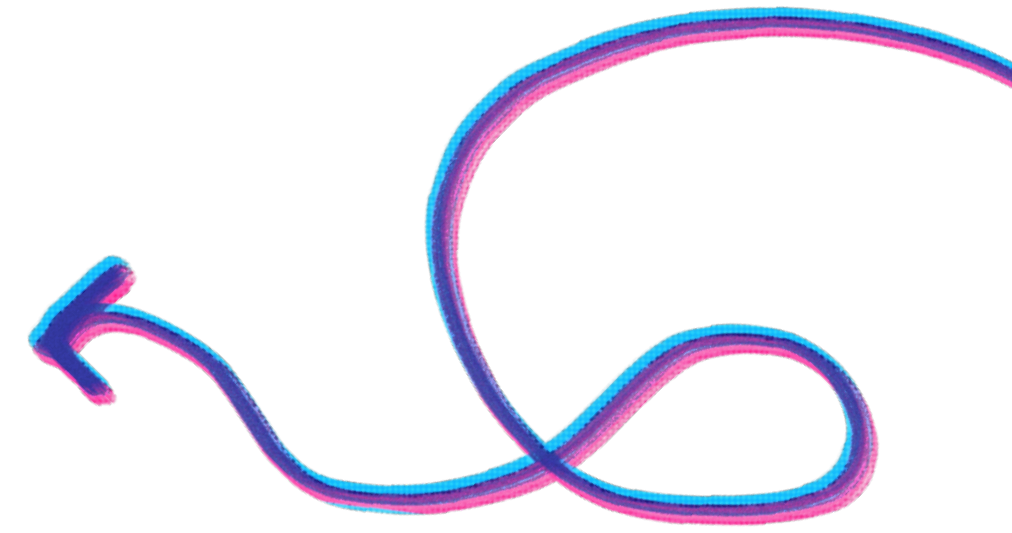
However, as the macroenvironment worsened and became increasingly uncertain, we were forced into a position where the responsible move for our company was to be even more vigilant about aligning the makeup of our team to a focused strategy to grow efficiently. This meant a restructuring that affected just below 10% of roles at Oyster.

As a human-centric company focused on improving people's lives through access to employment, this was incredibly challenging. At every point we tried to balance the needs of our company with the needs of our people, acting with empathy and generosity. Through a concerted effort we were also able to re-hire roughly 18% of individuals affected into other roles. We also provided robust resources to impacted employees in order to make their offboarding process as seamless and supportive as possible. You can read more about the approach we took in our CEO's letter to staff that we published [here](#).

## Governance

We believe in transparency and have open lines of communication. We publicly share our privacy, data, and security policies on [oysterhr.com/trust](https://oysterhr.com/trust), as well as helplines and reporting facilities for compliance, ethics, and security. We encourage reporting from both our employees and external partners.

In this reporting period, we also wanted to better understand the degree to which our customers trust us with their data and hold ourselves accountable to this. We began measuring our “trust score”<sup>10</sup> via the following three questions scored out of seven, and are glad to see that our customers broadly trust us:



	Q3 2022	Q4 2022	Q1 2023
I feel safe in my transactions with Oyster	5.9	5.8	5.95
I trust Oyster to keep my personal information safe	5.9	5.8	6.1
I trust Oyster administrators will not misuse my personal information	6.0	5.9	5.95
<b>Total (out of 21)</b>	<b>17.80</b>	<b>17.50</b>	<b>17.95</b>

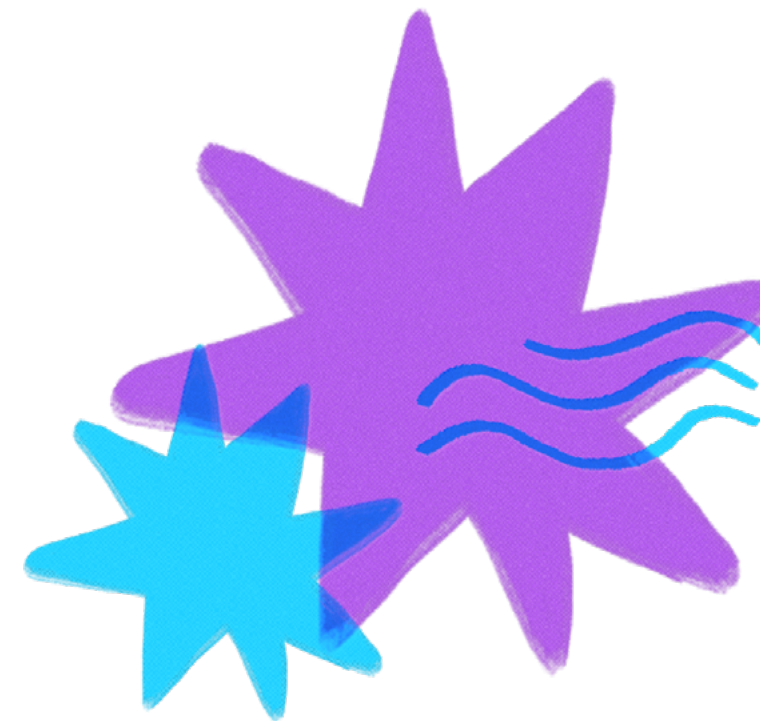
<sup>10</sup> This is measure we developed to track our customers’ trust in us over time. As it’s not a standardized metric, it’s difficult to benchmark but we provide quarterly reporting here to show trends within Oyster (i.e. an internal benchmark).



As an impact-driven firm, we have established dedicated forms of impact governance:

- **We have published an [impact thesis](#) which articulates our commitment to social and environmental impact**
- **Our thesis is measured against KPIs presented throughout this report**
- **We will publish this report on an annual basis**
- **Our board of directors is ultimately responsible for impact performance**
- [B Corporation certified](#)

At a board level, we have recently added an independent director to our board to further enhance our governance. Based on industry benchmarks, only 51% of companies at similar maturity levels have independent representations. We also placed particular focus on diversity at the board level. 40% of the board identifies as female and 40% are from ethnic minorities.



## Environment

This year we partnered with [Metric](#) to bring greater clarity to our environmental footprint after highlighting this as an area for future exploration in our 2022 report. We break this down into Scope 1 and Scope 2 emissions.

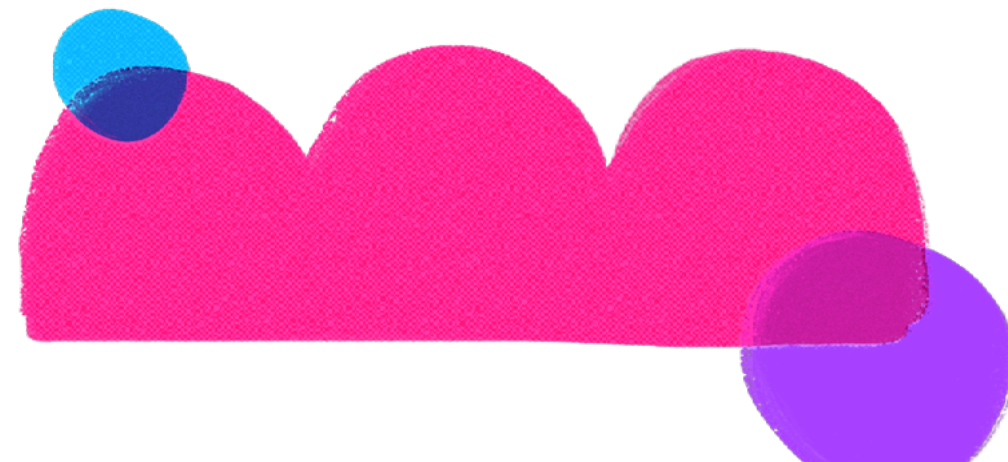
### Scope 1: Direct emissions

As per the [United States Environmental Protection Agency](#), Scope 1 emissions are direct greenhouse gas (GHG) emissions that occur from sources that are controlled or owned by an organization. In the case of Oyster, this results in zero GHG emissions because we do not own any machinery or vehicles that consume fuel.

### Scope 2: Indirect emissions

Scope 2 emissions are defined as the GHG emissions associated with the purchase of electricity, steam heat, or cooling. Once again, in Oyster's case, this would be zero GHG since as a remote-first company, we do not own any facilities where we purchase energy or cooling. However, we recognize that our employees generate above average personal environmental footprint as remote workers who spend more time at home. This is usually classified as Scope 3 emissions, but we have decided to classify these as Scope 2 emissions for the purposes of conservatism and comparison with other companies in terms of our "operating" emissions.

According to Metric, remote workers incur 20% increased energy costs by working from home (relative to their "normal" consumption). It is this increase that we "absorb" as our own GHG emissions. We also have a different staffing profile compared to other series C companies, and so we use an "emissions per FTE" metric for the purposes of comparability. At Oyster, Metric calculated that we have emissions of 0.04 MTCO<sub>2e</sub> per employee while the average series C company has emissions of 0.27 MTCO<sub>2e</sub>, suggesting that we compare very favorably. Getting accurate estimates of environmental footprint for remote workers is complex, but we are glad to be able to share an initial estimate and are working on refining our thinking and models over time.



# Final thoughts

Oyster exists to try to create a fairer world and, in the process, to demonstrate a better way of doing business. The last twelve months have been challenging as we faced significant macroenvironmental headwinds. Despite this, we were able to take positive steps forward in terms of achieving and demonstrating our impact. Perhaps most importantly, we learned a lot about what it takes to do this, where our limits currently are, and what's needed to stretch them. We welcome any questions, reflections, or suggestions that come to mind when digesting this report and look forward to coming back to you next year with even more to share.

