

1 Figures

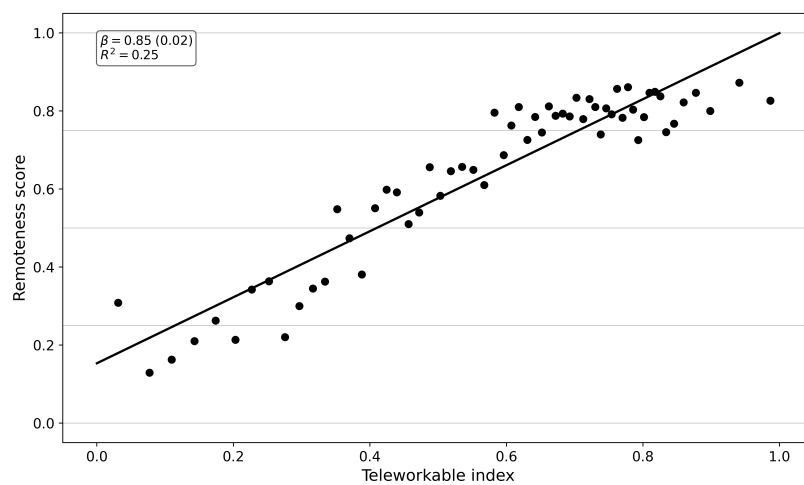


Figure 1: Remote v. Teleworkabe Scores

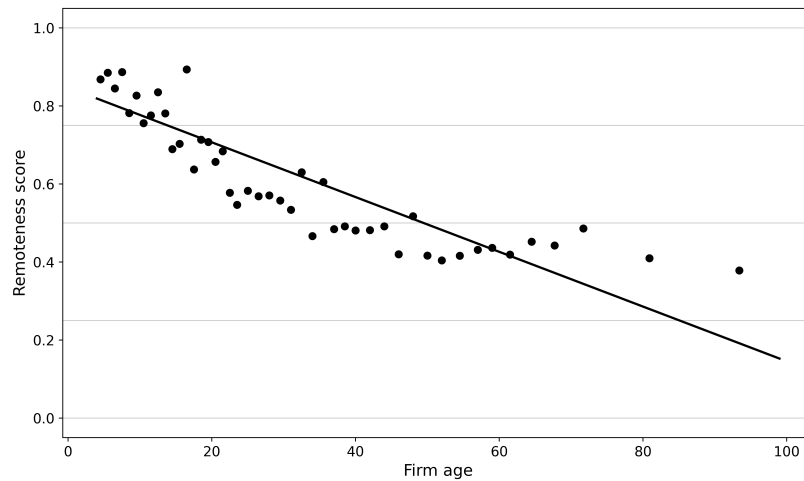


Figure 2: Remote v. Firm Age

2 Table of Means

Table 1: Table of Means

	Startup	Incumbent	All Firms
Panel A: Firm-level			
Growth	0.20 (0.31)	0.06 (0.16)	0.09 (0.22)
Leave	0.26 (0.31)	0.21 (0.28)	0.22 (0.29)
Join	0.35 (0.32)	0.17 (0.18)	0.22 (0.24)
Teleworkable Score (0–1)	0.67 (0.18)	0.54 (0.25)	0.57 (0.24)
Remote Score (0–1)	0.85 (0.30)	0.57 (0.41)	0.64 (0.40)
Employees (Count)	271 (1432)	2740 (9555)	2126 (8380)
Age	7 (2)	43 (34)	34 (33)
Rent (\$/sq ft)	49 (21)	37 (19)	40 (20)
Centrality Score	1419 (1830)	949 (1309)	1066 (1470)
Seniority Levels (Count)	3.62 (0.77)	3.86 (0.50)	3.80 (0.59)
Number of firms	878	2630	3508
Observations	10450	31530	41980
Panel B: User-level			
Total Contributions	526.52 (932.95)	311.88 (470.01)	355.99 (601.57)
Restricted Contributions	468.96 (887.00)	231.83 (407.75)	280.56 (550.40)
Number of firms	379	759	1138
Number of users	1210	4051	4820
Observations	10896	42124	53020

Notes: Panel A is on firm–period observations. Its bottom rows (“Number of firms” and “Observations”) define the sample; above are mean (SD) across firm–periods. Panel B is based on worker–period observations and ends with three rows: “Number of firms”, “Number of users”, and “N” (worker–period observations). *Growth*, *Leave*, and *Join* rates are fractions between 0 and 1. *Teleworkable* and *Remote* scores are index values between 0 and 1. The sample period spans 2016 H2–2022 H1 at the firm level and 2017 H1–2022 H1 at the user level.

3 Mechanisms

We begin with the “base” specification:

$$y_{it} = \alpha + \beta_1 (\text{remote}_i \times \text{covid}_t) + \beta_2 (\text{remote}_i \times \text{covid}_t \times \text{startup}_i) \\ + \delta (\text{covid}_t \times \text{startup}_i) + \text{FE}_{it} + \varepsilon_{it},$$

which captures how the outcome responds to remote work during COVID and whether that effect differs in young firms.

In the **rent** “mirror” model we add two additional channels:

$$y_{it} = \alpha + \beta_1 (\text{remote}_i \times \text{covid}_t) + \beta_2 (\text{remote}_i \times \text{covid}_t \times \text{startup}_i) \\ + \delta (\text{covid}_t \times \text{startup}_i) + \gamma_1 (\text{covid}_t \times \text{rent}_i) + \gamma_2 (\text{remote}_i \times \text{covid}_t \times \text{rent}_i) \\ + \text{FE}_{it} + \varepsilon_{it},$$

so that γ_1 and γ_2 capture how both the baseline COVID effect and the remote-work premium vary with local office rents.

Likewise, the **centrality** (HHI) model adds:

$$y_{it} = \alpha + \beta_1 (\text{remote}_i \times \text{covid}_t) + \beta_2 (\text{remote}_i \times \text{covid}_t \times \text{startup}_i) \\ + \delta (\text{covid}_t \times \text{startup}_i) + \gamma_1 (\text{covid}_t \times \text{hhi}_i) + \gamma_2 (\text{remote}_i \times \text{covid}_t \times \text{hhi}_i) \\ + \text{FE}_{it} + \varepsilon_{it}.$$

By turning on each check-mark (rent, centrality, seniority) one at a time—and then in combination—we “mirror” the base COVID×Remote specification through different mechanisms.

3.1 User Productivity Mechanisms

Table 2: User Productivity Mechanisms

Specification	Total Contributions							
	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
Baseline	✓	✓	✓	✓	✓	✓	✓	✓
Rent		✓		✓		✓		✓
HHI			✓	✓			✓	✓
Seniority					✓	✓	✓	✓
Panel A: OLS								
Remote \times 1(Post)	-2.66*** (0.99)	0.18 (2.33)	-2.52* (1.30)	1.14 (2.45)	12.69 (11.42)	14.73 (11.41)	16.23 (11.83)	19.07 (11.83)
Remote \times 1(Post) \times Startup	9.18*** (2.69)	8.50*** (2.74)	8.33*** (2.92)	8.47*** (2.92)	8.09*** (2.76)	7.93*** (2.79)	7.60*** (2.95)	7.75*** (2.95)
N	52,995	51,392	51,392	51,392	51,392	51,392	51,392	51,392
Panel B: IV								
Remote \times 1(Post)	-17.36** (8.72)	-662.28 (1258.52)	123.22 (577.60)	-312.49 (1438.40)	-21312.51 (66029.29)	160.32 (922.16)	957.68 (3030.76)	-267.63 (3882.03)
Remote \times 1(Post) \times Startup	31.85*** (12.28)	117.04 (170.78)	211.08 (709.68)	238.68 (398.71)	-47.81 (427.16)	70.47 (66.79)	-107.21 (379.62)	227.12 (1235.02)
N	52,995	47,771	47,771	47,771	47,771	47,771	47,771	47,771
KP rk Wald F	26.05	0.09	0.02	0.04	0.03	0.08	0.05	0.00

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3.2 User Productivity – Wage Dispersion Mechanisms

Table 3: User Productivity – Wage Dispersion Mechanisms

Specification	Total Contributions		
	(1)	(2)	(3)
Sd Wage	✓		✓
P90 P10 Gap		✓	✓
Panel A: OLS			
Remote \times 1(Post)	3.92 (3.34)	2.89 (2.59)	2.40 (3.85)
Remote \times 1(Post) \times Startup	8.24*** (2.71)	8.48*** (2.71)	8.40*** (2.72)
N	51,392	51,392	51,392
Panel B: IV			
Remote \times 1(Post)	35.38 (66.98)	19.76 (48.56)	125.26 (601.71)
Remote \times 1(Post) \times Startup	26.96 (18.59)	22.42 (22.05)	143.13 (633.34)
N	47,771	47,771	47,771
KP rk Wald F	1.45	1.30	0.01

3.3 Firm Scaling – Wage Dispersion Mechanisms

Table 4: Firm Scaling – Wage Dispersion Mechanisms

Specification	Growth Rate		
	(1)	(2)	(3)
Sd Wage	✓		✓
P90 P10 Gap		✓	✓
Panel A: OLS			
Remote \times $\mathbb{1}(\text{Post})$	-0.04*** (0.01)	-0.04*** (0.01)	-0.04*** (0.01)
Remote \times $\mathbb{1}(\text{Post}) \times \text{Startup}$	0.07*** (0.03)	0.07*** (0.03)	0.07*** (0.03)
N	38,436	38,436	38,436
Panel B: IV			
Remote \times $\mathbb{1}(\text{Post})$	-0.07** (0.04)	-0.04 (0.03)	-0.07* (0.04)
Remote \times $\mathbb{1}(\text{Post}) \times \text{Startup}$	0.14 (0.10)	0.15 (0.10)	0.14 (0.10)
N	38,436	38,436	38,436
KP rk Wald F	9.35	9.56	6.76

3.4 Firm Mechanisms

Table 5: Firm Scaling Mechanisms

Specification	Growth							
	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
Baseline	✓	✓	✓	✓	✓	✓	✓	✓
Rent		✓		✓		✓		✓
HHI			✓	✓			✓	✓
Seniority					✓	✓	✓	✓
Panel A: OLS								
Remote $\times \mathbb{1}(\text{Post})$	0.00 (0.00)	0.01 (0.01)	-0.02*** (0.01)	-0.02 (0.01)	0.02 (0.02)	0.03 (0.03)	-0.02 (0.03)	-0.02 (0.03)
Remote $\times \mathbb{1}(\text{Post}) \times \text{Startup}$	0.07*** (0.02)	0.07*** (0.03)	0.06** (0.02)	0.06** (0.03)	0.07*** (0.02)	0.07*** (0.03)	0.06*** (0.02)	0.06** (0.03)
N	41,980	38,436	38,436	38,436	38,436	38,436	38,436	38,436
Panel B: IV								
Remote $\times \mathbb{1}(\text{Post})$	0.01 (0.01)	-0.11*** (0.04)	-0.04** (0.02)	-0.16*** (0.04)	-0.04 (0.07)	-0.15* (0.08)	-0.16** (0.07)	-0.27*** (0.08)
Remote $\times \mathbb{1}(\text{Post}) \times \text{Startup}$	0.21** (0.10)	0.14 (0.10)	0.04 (0.10)	0.03 (0.10)	0.12 (0.10)	0.11 (0.10)	0.06 (0.10)	0.05 (0.10)
N	41,980	38,436	38,436	38,436	38,436	38,436	38,436	38,436
KP rk Wald F	16.53	11.27	10.14	8.41	9.84	8.35	7.70	6.62

4 Firm Scaling

4.1 OLS

Table 6: Firm Scaling OLS

Panel A: FE Variants				
	Growth			
	(1)	(2)	(3)	(4)
Remote $\times \mathbb{1}(\text{Post})$	0.00 (0.00)	0.00 (0.00)	0.00 (0.00)	0.00 (0.00)
Remote $\times \mathbb{1}(\text{Post}) \times \text{Startup}$	0.07*** (0.02)	0.07*** (0.02)	0.07*** (0.02)	0.07*** (0.02)
Time FE			✓	✓
Firm FE		✓		✓
N	41,980	41,980	41,980	41,980
Panel B: Base Specification				
	Outcome			
	Growth	Join	Leave	
Remote $\times \mathbb{1}(\text{Post})$	0.00 (0.00)	0.01** (0.00)	0.02*** (0.00)	
Remote $\times \mathbb{1}(\text{Post}) \times \text{Startup}$	0.07*** (0.02)	0.05* (0.03)	-0.01 (0.01)	
Pre-COVID mean	0.11	0.24	0.14	
N	41,980	41,980	41,980	

4.2 Instrumental Variables

Table 7: Firm Scaling IV

Panel A: FE Variants				
	Growth			
	(1)	(2)	(3)	(4)
Remote $\times \mathbb{1}(\text{Post})$	0.01 (0.01)	0.01 (0.01)	0.01 (0.01)	0.01 (0.01)
Remote $\times \mathbb{1}(\text{Post}) \times \text{Startup}$	0.20 (0.10)	0.21** (0.10)	0.20** (0.10)	0.21** (0.10)
Time FE			✓	✓
Firm FE		✓		✓
N	41,980	41,980	41,980	41,980
KP rk Wald F	8.26	16.53	8.26	16.53
Panel B: Base Specification				
	Outcome			
	Growth	Join	Leave	
Remote $\times \mathbb{1}(\text{Post})$	0.01 (0.01)	0.04*** (0.01)	0.05*** (0.01)	
Remote $\times \mathbb{1}(\text{Post}) \times \text{Startup}$	0.21** (0.10)	0.23** (0.11)	0.09 (0.06)	
Pre-COVID mean	0.11	0.24	0.14	
N	41,980	41,980	41,980	
KP rk Wald F	16.53	16.53	16.53	

4.3 First Stage

Table 8: First-Stage Estimates – Firm Scaling

	Remote \times $\mathbf{1}(\text{Post})$	Remote \times $\mathbf{1}(\text{Post}) \times \text{Startup}$
Teleworkable \times $\mathbf{1}(\text{Post})$	0.826*** (0.028)	-0.000 (0.000)
Teleworkable \times $\mathbf{1}(\text{Post}) \times \text{Startup}$	-0.412*** (0.077)	0.414*** (0.072)
$\mathbf{1}(\text{Post}) \times \text{Startup}$	0.455*** (0.055)	0.575*** (0.052)
Time FE	✓	✓
Firm FE	✓	✓
Partial F	437.86	16.54
N	41,980	41,980

5 User Productivity

5.1 OLS

Table 9: User Productivity – OLS

Panel A: FE Variants						
	Total Contributions					
	(1)	(2)	(3)	(4)	(5)	(6)
Remote $\times \mathbb{1}(\text{Post})$	-1.29 (1.05)	-2.38** (1.01)	-1.29 (1.05)	-2.38** (1.01)	-2.66*** (0.99)	-2.79*** (0.99)
Remote $\times \mathbb{1}(\text{Post}) \times \text{Startup}$	2.74 (2.92)	6.19** (2.82)	2.75 (2.92)	6.20** (2.82)	9.18*** (2.69)	9.77*** (2.68)
Time FE			✓	✓	✓	✓
Firm FE		✓		✓	✓	
User FE					✓	
Firm \times User FE						✓
N	53,020	52,995	53,020	52,995	52,995	52,718
Panel B: Base Specification						
	Outcome					
	Total		Restricted			
Remote $\times \mathbb{1}(\text{Post})$	-2.66*** (0.99)		-1.96** (0.99)			
Remote $\times \mathbb{1}(\text{Post}) \times \text{Startup}$	9.18*** (2.69)		8.30*** (2.62)			
Pre-COVID mean	50.30		49.79			
N	52,995		52,995			

5.2 Instrumental Variables

Table 10: User Productivity – IV

Panel A: FE Variants						
	Total Contributions					
	(1)	(2)	(3)	(4)	(5)	(6)
Remote $\times \mathbb{1}(\text{Post})$	-306.40 (246.93)	-18.75** (9.01)	-306.96 (247.32)	-18.76** (9.01)	-17.36** (8.72)	-19.30** (8.79)
Remote $\times \mathbb{1}(\text{Post}) \times \text{Startup}$		38.28*** (13.01)		38.30*** (13.02)	31.85*** (12.28)	33.67*** (12.32)
	2265.39 (4881.21)		2264.90 (4882.69)			
Time FE			✓	✓	✓	✓
Firm FE		✓		✓	✓	
User FE					✓	
Firm \times User FE						✓
N	49,287	52,995	49,287	52,995	52,995	52,718
KP rk Wald F	0.04	27.41	0.04	27.41	26.05	25.60
Panel B: Base Specification						
	Total		Restricted			
Remote $\times \mathbb{1}(\text{Post})$	-17.36** (8.72)		-19.25** (8.88)			
Remote $\times \mathbb{1}(\text{Post}) \times \text{Startup}$	31.85*** (12.28)		34.94*** (12.13)			
Pre-COVID mean	50.30		49.79			
N	52,995		52,995			
KP rk Wald F	26.05		26.05			

5.3 First Stage

Table 11: First-Stage Estimates – User Productivity

	Remote \times 1(Post)	Remote \times 1(Post) \times Startup
Teleworkable \times 1(Post)	0.25*** (0.03)	0.00*** (0.00)
Teleworkable \times 1(Post) \times Startup	0.09 (0.05)	0.34*** (0.04)
1(Post) \times Startup	0.14*** (0.04)	0.65*** (0.03)
Time FE	✓	✓
Firm FE	✓	✓
User FE	✓	✓
Partial F	60.08	36.85
N	52,995	52,995

6 Dynamic Event-Study Evidence

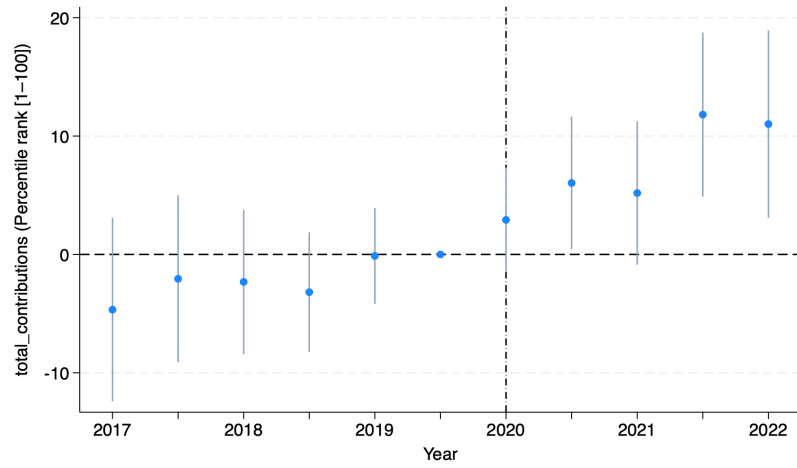


Figure 3: *
OLS – Total Contributions

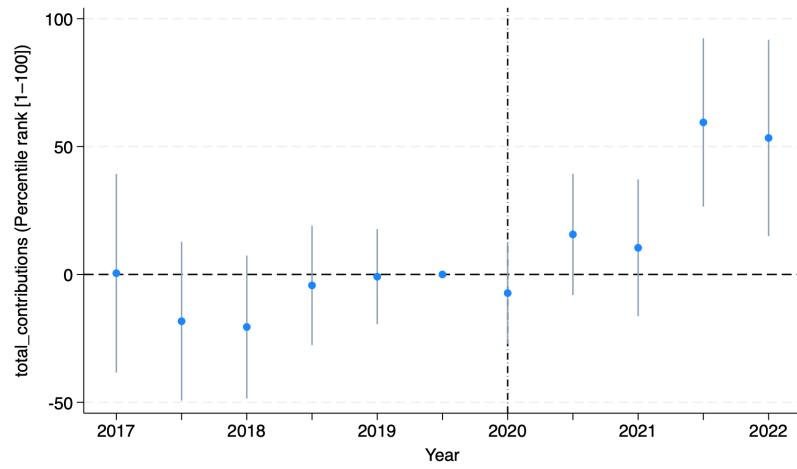


Figure 4: *
IV – Total Contributions

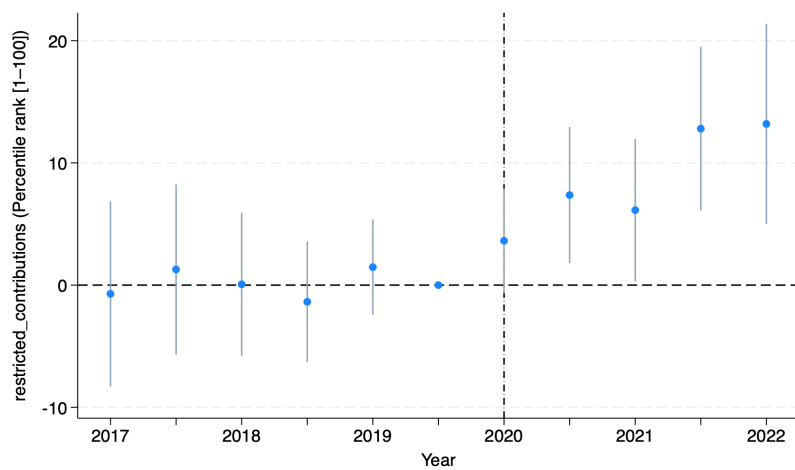


Figure 5: *
OLS – Restricted Contributions

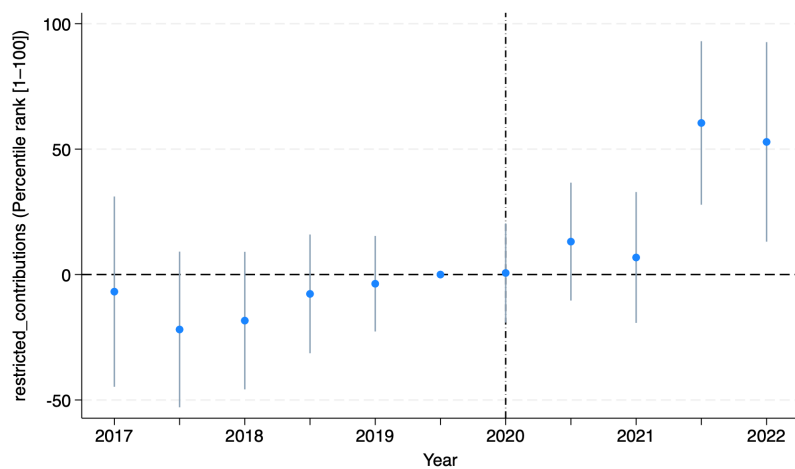


Figure 6: *
IV – Restricted Contributions

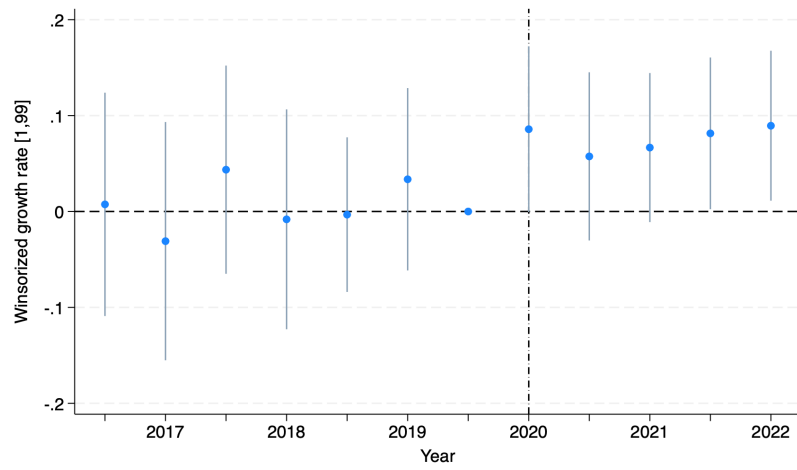


Figure 7: *
OLS – Employment Growth

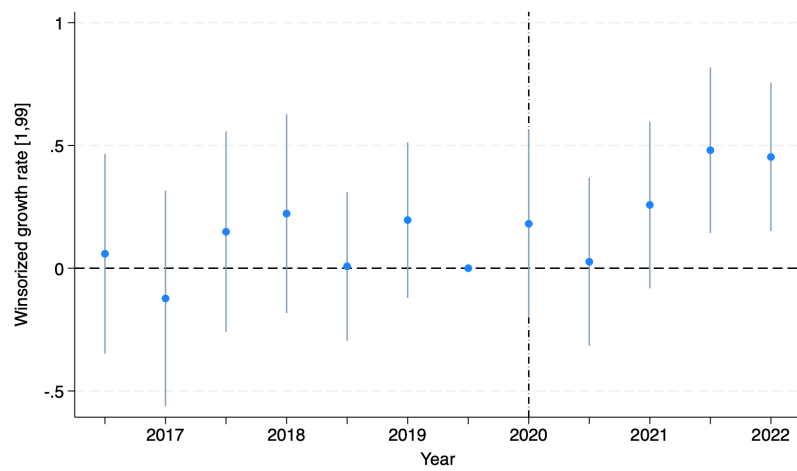


Figure 8: *
IV – Employment Growth

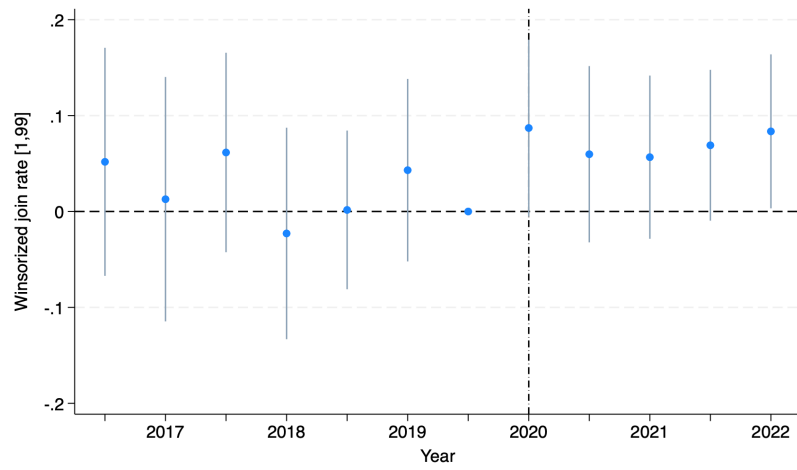


Figure 9: *
OLS - Join Rate

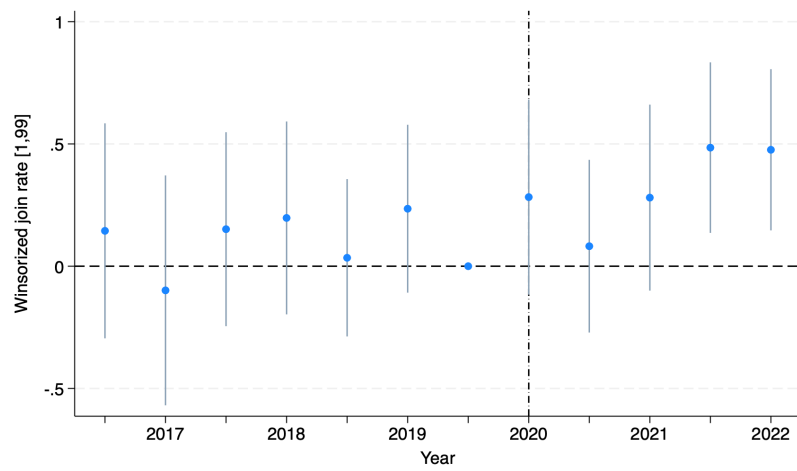


Figure 10: *
IV - Join Rate

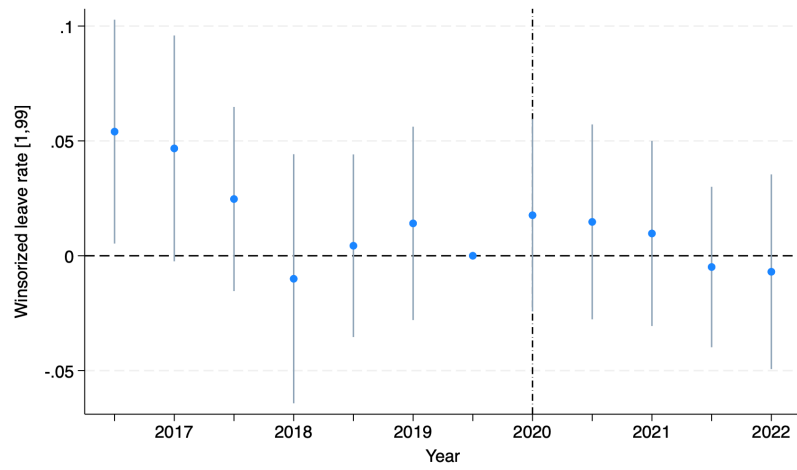


Figure 11: *
OLS – Leave Rate

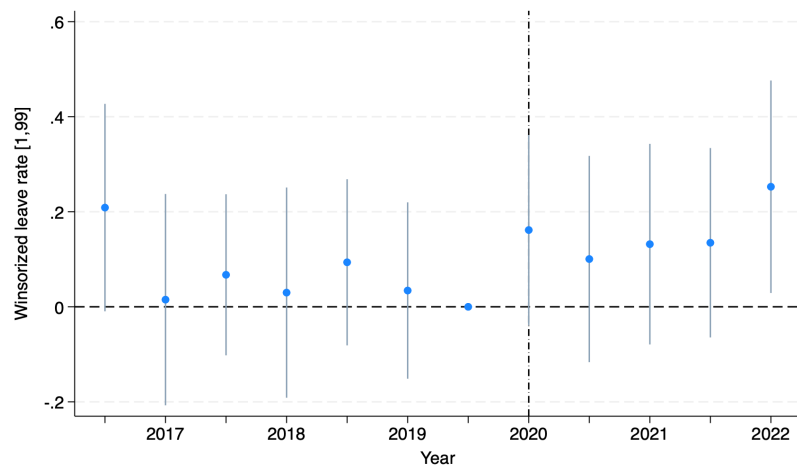


Figure 12: *
IV – Leave Rate