

Justworks' Impact Update



People Powered.
Powering People.

Justworks

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People Powered

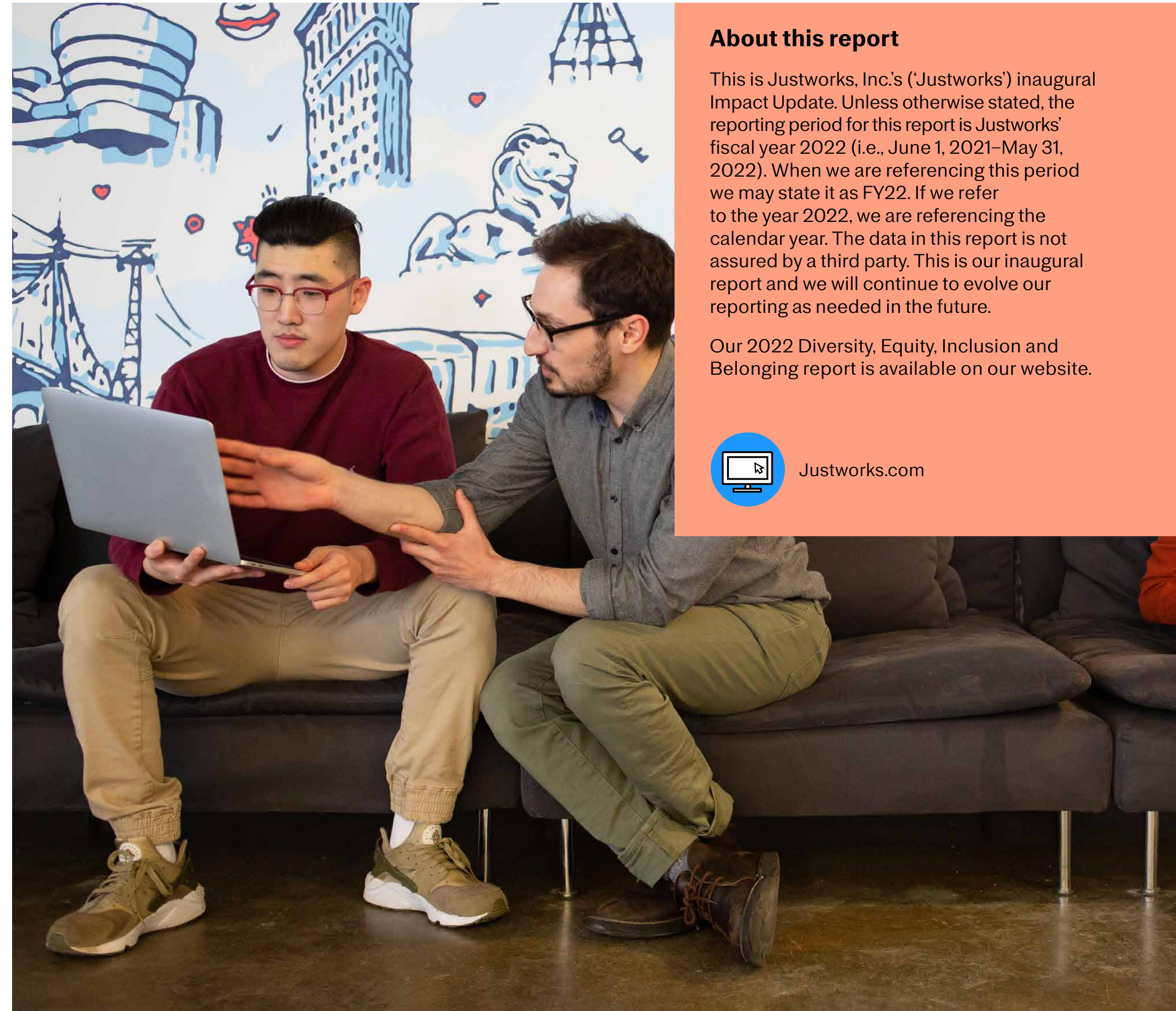
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About this report

This is Justworks, Inc.'s ('Justworks') inaugural Impact Update. Unless otherwise stated, the reporting period for this report is Justworks' fiscal year 2022 (i.e., June 1, 2021–May 31, 2022). When we are referencing this period we may state it as FY22. If we refer to the year 2022, we are referencing the calendar year. The data in this report is not assured by a third party. This is our inaugural report and we will continue to evolve our reporting as needed in the future.

Our 2022 Diversity, Equity, Inclusion and Belonging report is available on our website.



Justworks.com

Introduction from Our President and CEO



Mike Seckler
President and CEO

“**All of us at Justworks feel that we have a special company with the potential to make entrepreneurship accessible for all.**”

All of us at Justworks feel that we have a special company with the potential to make entrepreneurship accessible for all.

We have already accomplished so much towards realizing this vision—and I believe the table is set for us to do much more in the years to come.

We are here to help businesses succeed at the beginning of their journey. Justworks’ target customers have less than 100 employees and, in the US alone, these businesses currently collectively employ about 40 million people.

Given that we serve about 160,000 of these people today, we have a massive opportunity in front of us to expand our impact. As we grow, we help more entrepreneurs realize their potential and create jobs and opportunity.

We sum up our approach to Impact as ‘People Powered. Powering People.’ This focus on people runs through what we do, both for Justworkers and for our customers.

Justworkers tend to be very mission-driven. We believe people choose to work here because they feel deeply aligned with our mission of helping entrepreneurs and small businesses grow with confidence.

Some have run small businesses and others have family members who have done so.

We believe this gives our employees a deep connection to our customers and creates a sense of pride as we strive to go the extra mile to support them.

Other Justworkers look at our mission through a social justice lens. They see that big companies have had all the voice, power, and influence, and that small businesses have been left out in the cold. We want to change this.

Driven by our same mission and values,¹ camaraderie, openness, grit, integrity, and simplicity, we believe Justworks has a strong culture that enables us to do our best work.

Our customers are mostly modern entrepreneurs. In fact, approximately over 70% of the people using Justworks today were born after 1980.

We are at the front of the curve on a massive shift in workforce preferences and behaviors. Our customers want products that show off their values and a partner who takes a stand on important issues.

~70%

of the people using Justworks today were born after 1980

160,000

the number of people we serve today

They also look to lead by example—from how we foster a culture of belonging and acceptance, to how we provide development opportunities for employees and adopt sound business practices.

We want to live up to their high expectations while building towards our vision of making small business ownership a more accessible option, particularly for people in historically underrepresented communities. We pursue this vision in part by seeking to remove barriers to entrepreneurship through initiatives such as Just Thrive, our Spring Forward Fund and Justworks.org.

As we look ahead to the future, we seek to lead with compassion and integrity to create more opportunities for more people—as we stand at the side of the entrepreneurs and small businesses who contribute so much to our economy and society.

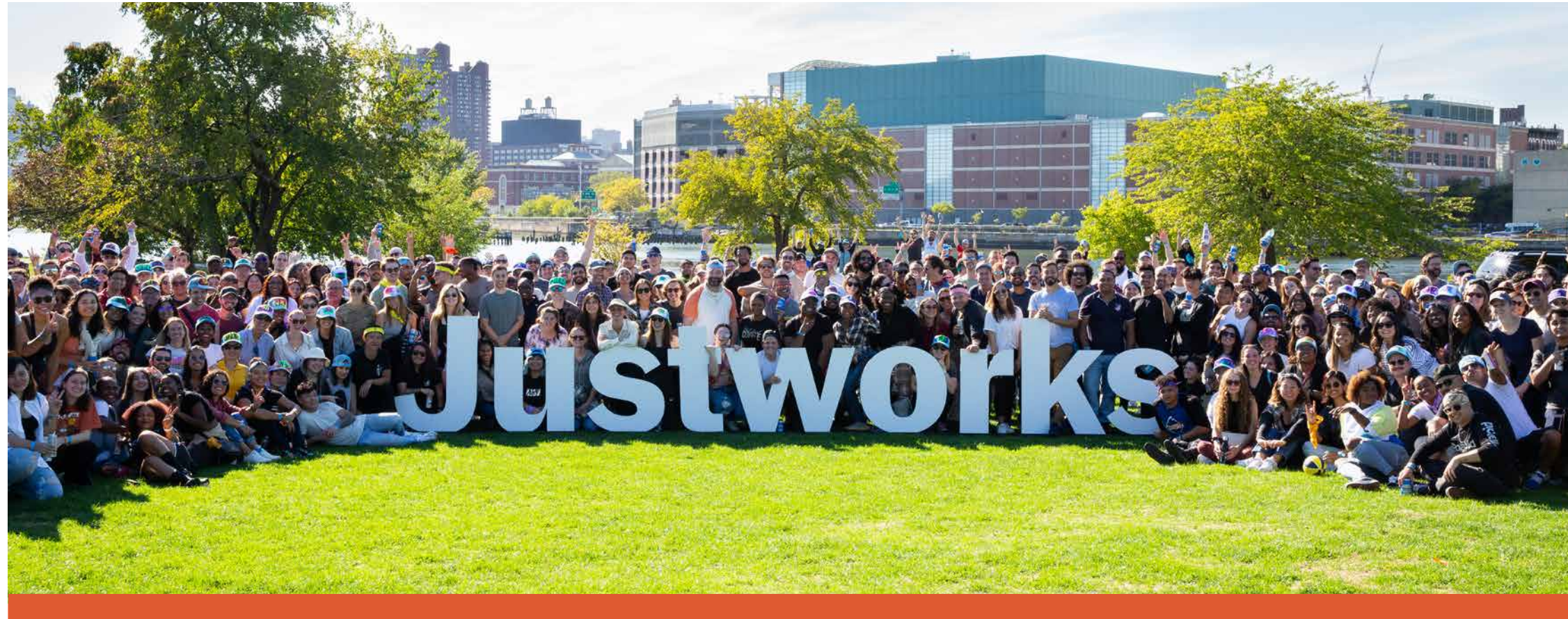
This is our first Impact Update and it is meant to serve as a baseline for the future. We look forward to continuing to share our progress with you.

Mike Seckler
President and CEO

¹ See page 8 for more detail on how we live our values.

“ We seek to lead with compassion and integrity to create more opportunities for more people. ”

Our Business



“I’m not tech, I’m HR. I’m a people person, I need ease. And Justworks is ease.”

Roula Vastis,
HR Generalist, Kinsta

We help our customers—typically businesses with under 100 employees—with payroll, HR, benefits, and compliance. Founders do not start their businesses to focus on these areas. They would prefer to spend their energy on other things, some will tell you that they would rather focus on anything else.

This creates a tremendous opportunity for Justworks—which is meant to ‘just work.’ By helping small businesses with the complex, high-stakes aspects of managing a workforce, we establish deep customer relationships.

The power of our all-in-one software platform

Our all-in-one software platform leverages economies of scale to create a compelling value proposition for small businesses:

- **Centralized payments and tax processing.** We simplify our customers’ payroll and one-off payments for vendors, contractors, and employees—whether they are salaried, hourly, full-time, or part-time. Plus, we file payroll taxes, W-2s, and 1099s, and handle workforce time-tracking and compliance with overtime regulations across all 50 U.S. states.
- **Access to high-quality benefits.** We integrate with premier health insurance carriers including Aetna, MetLife, Kaiser Permanente, and UnitedHealthcare to give our customers access to the type of high-quality medical, dental, and vision plans typically only available in the large group market. Plus, modern health and wellness perks like One Medical, Health Advocate, and Talkspace come built-in for their employees, right alongside 401(k) plans, Health Savings Accounts (HSAs), and more.

- **Streamlined HR with cloud-native tools and on-demand expertise.** We enable seamless online onboarding for new hires, customizable (and compliant) paid time off policies and tracking, and powerful pre-built reports with real-time metrics and data. From company handbooks to employment contracts, teams on Justworks can also securely store and send documents for electronic signature with automated reminders. Plus, our experts are standing by to handle their more sensitive or complex needs, 24/7.
- **Compliance support, worry-free.** We aim to make payroll taxes and employment-related compliance and reporting less stressful, especially for customers with remote or multi-state teams. Plus, we provide access to Workers’ Compensation Insurance, Employment Practices Liability Insurance (EPLI), and trainings that help empower our customers to create a compliant, inclusive, and harassment and discrimination-free workplace.

We are proud to be a company with roots and headquarters in New York City, New York and we also have offices in Toronto, Canada, Tampa, Florida and Cincinnati, Ohio.

What Makes Us Different

Employers want products that show off their values. They want software that's aligned with their culture. Something that helps attract, delight, and retain employees—and above all saves them time. They also need a partner who can engage directly with their employees as they grow.

In response to this, we built our entire platform from the ground up with a focus on ease-of-use, while obsessing over our product design and brand. The result is a differentiated, intuitive user experience with powerful integrated functionality across payroll, benefits, HR, and compliance.

“Many legacy providers will not work with companies before they have five full-time employees. We start working with them when they have two, including the founder.”

Rob Lopez,
SVP of Sales & Customer Success,
Justworks

On the support side, because our software makes many of our customers' tasks manageable via self-service, we empower our customer success team to focus on the more complex topics and challenges that come up. This matches the preference of younger entrepreneurs, who grew up in a self-service paradigm, and helps us build deep relationships with our customers over time.

Modern small and midsize businesses (SMBs) tend to gravitate towards Justworks for these reasons. We've found that our competitors, whose tech is often built on legacy services or white-labeled architecture, aren't agile enough to meet the demands of this dynamic market. Our cloud-native platform enables our team to scale our product efficiently and deliver more value to our customers year-in, year-out. It also allows us to respond quickly and launch new software tools to address critical customer needs in real time.

As a result, Justworks' customers not only enjoy economies otherwise unavailable to small businesses, but also peace of mind. And we enjoy a highly-efficient operating model.

Plus, from a customer standpoint, it also means that we can be more transparent. We publish our prices because we don't have to nickel and dime customers on every deal—or every year. This is an important advantage that drives trust and aligns with the buying preferences of modern entrepreneurs.

Finally, what makes Justworks special is the people and the culture. We have invested heavily in employee development, allowing us to take entry-level employees and set them on the path to become successful managers and future leaders of the company. In a competitive talent market, this has given us a pipeline of incredible individuals with deep institutional, customer, and market knowledge that is homegrown and mission-driven.

Why we are here

Justworks exists to help people realize their potential. This is our shared purpose and we seek to achieve it in three distinct ways.

First, we help people realize their potential by working towards our mission of helping entrepreneurs and businesses grow with confidence.

Second, as we work towards our mission, we seek to help our people learn, grow, and develop.

Our purpose

To help people realize their potential.

Our vision

A world in which starting, running, and joining a growing business is an accessible option for all.

Our mission

To help entrepreneurs and businesses grow with confidence.

Our COGIS values

Camaraderie, openness, grit, integrity and simplicity

Justworks is a place where no matter what you believe in, what you look like, or where you come from, you can apply yourself, embrace our values, and grow both as a professional and as a human being.

Finally, through Justworks.org, we aim to create more equitable access to entrepreneurship. This is good for our business and good for the world.

Our Approach

People Powered. Powering People.

‘People Powered. Powering People’ sums up our approach to Impact.

People Powered—our people power our business. We aim to foster an inclusive culture of belonging in which Justworkers can thrive, grow and realize their potential.

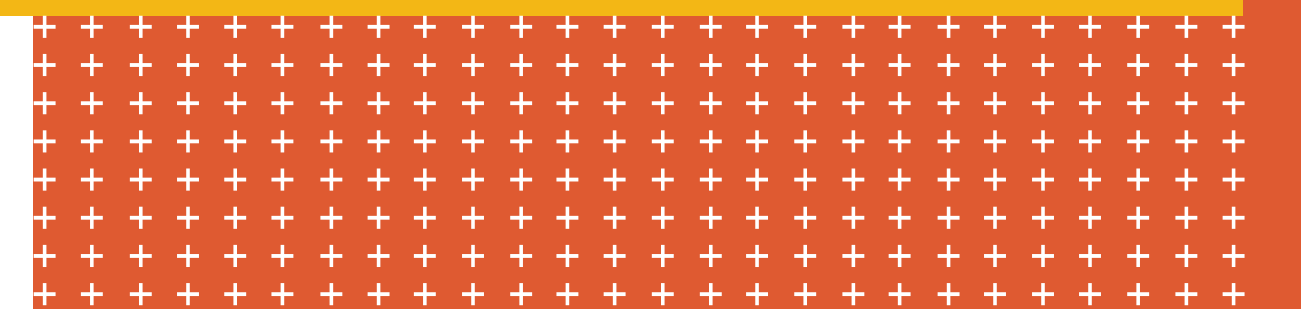
Powering People—we believe our people are driven by our mission to help entrepreneurs and businesses grow with confidence. These businesses create jobs, strengthen communities and spur innovation. They are an important part of our economy and our society. Through our social impact programs, we aim to create more equitable access to entrepreneurship. This is good for our business and good for the world.

How we do business

How we operate provides strong foundations for our business—from ensuring digital security and data privacy to using energy efficiently, and applying high ethical standards.

Our governance

Justworks’ Board of Directors (the ‘Board’) oversees the company’s Impact strategy and its implementation. The VP of Diversity, Equity, Inclusion and Belonging (DEIB), Social Impact and Sustainability reports directly to the CEO. She presents regular updates on DEIB and periodic updates on progress on our impact initiatives to the Compensation and Leadership Development Committee, a committee of the Board. As Environmental, Social and Governance (ESG) reporting requirements continue to evolve, we will periodically review Justworks’ related governance structure and its effectiveness.



Living Our Values

We're united by shared goals and motivations at Justworks. These are summed up in our company values, which we refer to as COGIS—camaraderie, openness, grit, integrity and simplicity.

We do not consider these to be just words on a company poster, but core to our company's behaviors, creating a fabric of responsibility and accountability to each other, our customers and our other stakeholders.

We include COGIS in our job descriptions and consider them in the interview process, so we can attract and select people whose values fit with ours. These values are part of training and how we educate managers. Each team has a mission statement that is inspired by one or more of our values, and we encourage our teams to begin with a reminder to step into that mission.

We challenge each other in a spirit of openness (the 'O' of COGIS) to lean into our values. Our COGIS playbook provides guidance on how to live them every day. It includes a 'Pulse Check' to help us assess whether we are putting the values into practice and to recognize these behaviors in others.

A culture you can feel

Neill S. Wright, President and CEO of Bronze Valley, a non-profit early-stage investment fund and Justworks.org grantee, visited our offices to take part in an induction program for our grantees. In only two days, he could feel and see the positive impact a strong culture, as modeled by Justworks, could have on the success of the start-ups that Bronze Valley invests in.



“If you could take the culture that you have created here at Justworks and replicate that kind of interaction in our portfolio companies, how much more amazing these folks could be! Part of success in entrepreneurship is creating this kind of culture inside of organizations. Hats off to the leadership team and all of the people here at Justworks, it's definitely working.”

Neill S. Wright,
President and CEO of Bronze Valley

Our values



Camaraderie

Working together towards a higher purpose. Having fun.



Openness

Being willing to share information, understand other perspectives, and consider new possibilities.



Grit

Having the courage to commit and persevere.



Integrity

Doing the right thing.



Simplicity

Making things easy for everyone to understand and do.

Impact Highlights

58%

5-year historical average HR Services industry **Net Promoter Score®** (NPS) of around 24% (as of 2022).¹

245

people graduated from the **ExecOnline** training program.

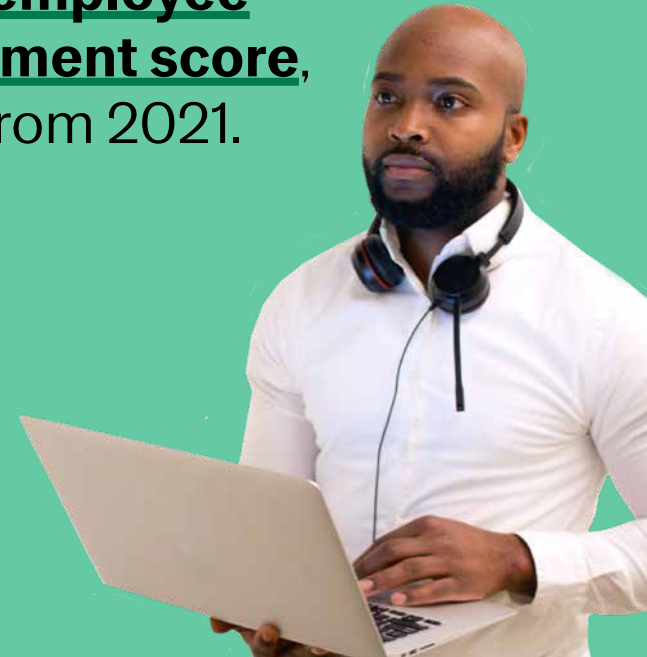


86%

score for our leadership² in employee engagement survey.

82%

overall **employee engagement score**, up 7% from 2021.



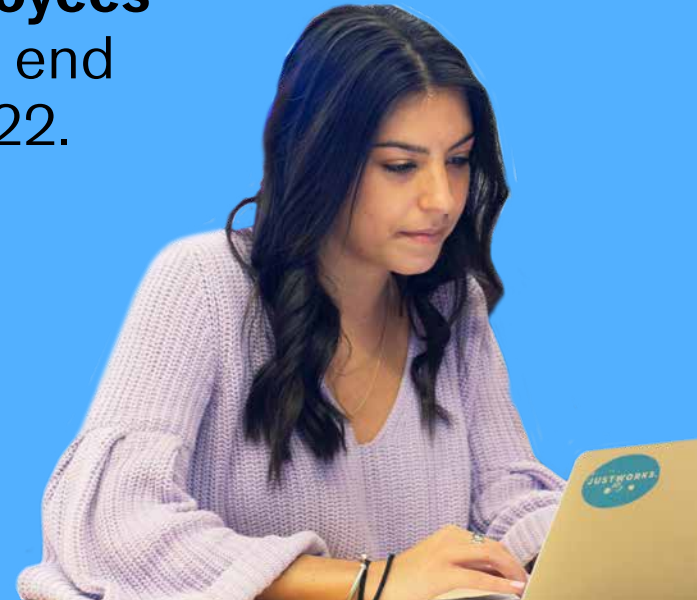
91%

of people managers completed **'Managing Bias'** training.



937

full-time **employees** at the end of FY22.



\$275K

in grants supporting **minority-and-women owned** businesses.

95%

of **employees** say that people care about each other at work.³



80%

of employees and **84%** of people managers have completed **'Diversity: inclusion in the modern workplace'** training.

9,000

customers across all 50 US states **representing over 160,000** worksite employees.

345

customers benefiting from **Just Thrive**, helping under represented founders get up and running.

¹ According to the ClearlyRated 2022 NPS Benchmarks for HR Service Providers.
² A combined score across survey questions capturing employee sentiment on leadership at Justworks.
³ Great Place to Work® and Fortune magazine survey, 2022.



“ Our goal is to create a workplace where kind, smart, creative, and hard-working people can learn, have fun, be their best selves, and contribute in a culture of belonging and acceptance. Both of these goals are manifestations of the same desire: to help people realize their potential.

Isaac Oates,
Executive Chair and Founder,
Justworks



People Powered

Justworks is a special company. Together, we have built a workplace where kind, smart, creative, and hard-working people can learn, have fun, and be their best selves.

When a new employee joins Justworks, one of our first conversations is about teamwork. We talk about what it means to be part of a high-performing team. We talk about how a team can be more than the sum of its parts, how, together, a team can accomplish something that no one individual can do on their own. It's not an oversimplification to say that Justworks has grown to where it is today because of how our teams work together. We also build products and provide services that people love because we crave the satisfaction of a job well done.

The most important product we build is our company itself, and the people in it. Justworks must continue to be a place where people want to be, a place where they can do their best work, and a place where people develop their leadership skills and go on to have a tremendous and positive impact on our world.

The four key areas of how we help our people to succeed are:

- 1** Diversity, Equity, Inclusion and Belonging (DEIB) → see pages 12-14
- 2** Employee Engagement and Development → see pages 15-18
- 3** Employee Health and Wellbeing → see page 19
- 4** Our Total Rewards Philosophy → see page 20

One of the Best Workplaces in New York™ for a fifth year in a row

We were honored to be named one of the Best Workplaces in New York™ for a fifth year in a row on June 2022 by Great Place to Work and Fortune magazine.¹

And our employees think so too as...

88%

of employees who participated in the survey said Justworks is a great place to work

“ Justworks genuinely values diversity of all kinds. It is an incredibly welcoming work environment. There is also a tremendous amount of internal growth and development, which is very encouraging to see.”

Justworks employee,
from our 2022 employee engagement survey



¹ <https://www.greatplacetowork.com/certified-company/5003125>

Diversity, Equity, Inclusion and Belonging

Just be you

Our DEIB mission is to help every Justworker realize their full potential. Justworks is a place where no matter what you believe in, what you look like, or where you come from, you can apply yourself, embrace our values, and grow both as a professional and as a human being.

We are focused on training our people to actively combat racism. In FY22:

80%

of our employees completed 'Diversity: Inclusion in the modern workplace' training.

91%

of our people managers completed 'Managing Bias' training.

Our DEIB pillars and priorities

Since our early days, we've worked to prioritize diversity and inclusion so that it has a place at the center of our company culture and ethos. We have implemented a multi-year strategy to advance our DEIB mission within the framework of three pillars:

- 1 Workforce**
Workforce that reflects the communities where we operate

- 2 Workplace**
Culture that welcomes and respects differences

- 3 Marketplace**
Solutions that promote equity and opportunity for all

Progress in 2022

In 2022, our progress on DEIB included:

- Implementing an executive coaching and development program in partnership with our People Experience team, with a focus on one-on-one coaching and cohort-based learning for diverse, emerging professionals.
- Realigning our employee engagement survey to more accurately measure inclusion, culture, and workplace climate.
- Strengthening our focus on celebrating religious differences by developing and launching guidance for managers on religious inclusion.
- Implementing diversity components to the hiring process for senior-level talent by having a diverse panel of interviewers for all senior-level hires.

What's next

In 2023, our priorities include:

- Collaborating with the People team to hone a multi-year recruiting, professional development, and promotion strategy for BIPOC and female talent in Engineering & Technology and senior leadership.
- Deploying a robust curriculum of training, education modules, and experiential learning opportunities for staff and managers across a range of DEIB topic areas, focused on (a) increasing Justworkers' cultural competency (with a goal of 100% of employees participating in at least two DEIB culture trainings per year) and (b) helping managers to be equipped to lead diverse, high-performing teams by embedding DEIB concepts in all relevant manager training.
- Accelerating our journey by engaging leaders to take ownership and drive accountability, as we all have a stake in achieving our DEIB goals.

Our first DEIB report

In December 2022, we released our first DEIB report. For more details on our DEIB priorities and initiatives, and on the diversity of our workforce, read the full report at the link below.



DEIB report 2022

Bringing employees together

Employee Resource Groups (ERGs) are a vital part of what makes Justworks a great place to work. They are an integral part of our focus on driving change in diversity, equity, inclusion, providing opportunities to help build awareness and understanding and increase business acumen. Our eight ERGs organize a range of activities, events and partnerships and have active Slack channels for day-to-day support and interaction. They are open to everyone who wants to learn more and be a better ally.

Supporting the growth of the ERG community

Without our ERG Leads, there would be no ERGs. It's as simple as that. In 2020, we were one of the first companies to create an ERG Leads rewards and recognition package. This includes cash compensation, budget for external participation in ERG conferences, and access to management coaching.

Our recognition of our ERG Leads sets us apart from most companies.¹ In 2022, we developed the ERG Playbook, a practical guide for employees on all things ERGs, from their role at Justworks to how to participate and how to create one. We also revamped the ERG Leads role description so that ERG Leads are set up for success.



What's next

A priority for the future is to continue strengthening our ERGs and connecting them to the overall Justworks social impact agenda. We also want to listen to different groups about the issues that matter to them and partner to address them.

BLACKworks celebrates Black History Month.

“ DEIB at Justworks does the important work of cinching the training and opportunity gaps created by societal norms and access to resources. Many Queer people are focused on figuring out their identity and surviving the present while their heterosexual and gender majority counterparts have shifted their focus to careers and this leaves many woefully behind in the workspace. I am grateful for the opportunity to lead an ERG because I believe we can only keep what we give away freely. I can only have a career as a Queer person if I support whole-heartedly the pursuits of my Queer colleagues.”

Judson Morrow,
OUTworks ERG Lead and Sales

¹ <https://www.protocol.com/justworks-paying-employee-resource-group>

Our ERGs

	<p>60 Percent Promotes unity, cultural celebration, and a sense of belonging among employees of Asian and Pacific region heritage and their allies.</p>	<p>Initiative Potluck for Community Building—cultural and family traditions to share stories over food.</p>		<p>Family Matters Dedicated to supporting Justworkers in balancing work and family through collaboration, learning, and advocacy.</p>	<p>Initiative Advocacy and influence on Justworks updated parental leave from 12 weeks to 16 weeks for all parents.</p>
	<p>BLACKworks Creating a space where Black people can cultivate their development and advancement through professional and social networking opportunities.</p>	<p>Initiative Black History Month Programing: Close the Gap—An Intro to Financial Literacy.</p>		<p>Justability Striving to create an anti-ableist culture where all people with differences in ability and thinking thrive and are able to succeed in a supportive environment.</p>	<p>Initiative Body Doubling Sessions (a person with ADHD works on and completes potentially frustrating tasks alongside another person).</p>
	<p>Chai Support for self-identifying Jewish employees and their allies to explore Jewish faith, culture, identity, and peoplehood.</p>	<p>Initiative Meet 'n' Greet for connection and community.</p>		<p>OUTworks Promotes an inclusive and positive LGBTQIA+ environment, in both the workplace and our community through education, forum, and social events.</p>	<p>Initiative Pride community building programming.</p>
	<p>Cultura Creating a safe and welcoming space at Justworks for LatinX & Hispanic members and their allies to gather socially and professionally.</p>	<p>Initiative Joint Networking Panel with Hispanic/LatinX leadership at Justworks and Peloton.</p>		<p>Square1 Existing to amplify and uplift the voices and experiences of women and femme identifying employees at Justworks. Allies are welcome, but Square1 centers the voices and experiences of cis and trans women, and the nonbinary and genderqueer communities.</p>	<p>Initiative Women's History Month and Intersections Panel.</p>

Employee Engagement and Development

Our mission is to help people realize their potential—and this applies as much to our own employees as to our customers. Our focus is on hiring, developing and retaining great people.

Professional development

At Justworks, we take our company purpose of helping people realize their potential and turn it inward to our employees. We believe a growth mindset and focus on development is important to our collective success and bolster our employees with a variety of programs, tools and initiatives. These include programs like JustGrow (helping employees with everything from developing an effective relationship with their manager to mapping their career trajectory) and JustManage (training each of our managers to be an inclusive leader of a high-performing team), subscriptions to training and development programs like Udemy Business and ExecOnline, and facilitated sessions covering everything

from presentation skills to self-advocacy. In addition to learning teams embedded within key functions, we have a dedicated People Experience team of six Justworkers focus on fostering a culture of belonging, engagement and growth and have invested over \$800,000 in the growth of our workforce in FY22.

JustGrow: performance enablement and development

We want our employees to be in the driver's seat of their career with support from their manager. JustGrow is our performance enablement and development system to help achieve this.

The key building blocks of JustGrow are:

- Personal goal setting on our CultureAmp platform, aligned to team, department and Justworks goals.
- Weekly 1-on-1s with managers and continuous feedback.

- Formal check-ins with managers, focused on both performance and development—including self-reflections to celebrate and/or course correct.
- Dedicated learning hubs, for example 'JustSell', with training content for our sales team.

We encourage employees to think about their long-term career goals and explore opportunities in other departments as a growth path if this is the right fit for them. Managers make promotion decisions by considering the business need, employee capability and leadership support.

We provide access to career coaching through the BetterUp platform. The BetterUp coaches help participants to think through the next steps for their career and how they can achieve their goals. The program started in 2020 and has had 92 participants.

462

employees were active users of Udemy Business and watched 2,657 hours of lectures in FY22.

98%

of our employees completed reviews with their managers in the latest performance and development check-in cycle.¹

¹ Latest performance and development check-in cycle took place in June 2022.

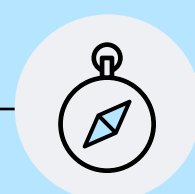
The employee journey

We pay careful consideration to every aspect of the employee journey, from the first interaction that employees have with us through to the exit transition.



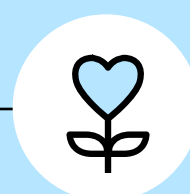
Attract & Recruit

We require all our hiring managers to complete interview training which includes a managing bias module.




Onboarding 90 Day Plan

We want the first 90 days of an employee experience to set the foundation for success and provide guidance to managers on how to achieve this.



Coach & Develop

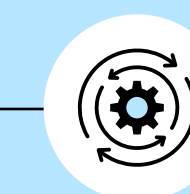
We enable our employees to develop through our JustGrow system.

 Find out more on page 15.



Recognize & Retain

We recognize Justworkers for their stellar performance. Celebration is built into our team culture and we have quarterly company-wide awards to recognize performance and embodiment of COGIS values.



Offboard & Transition

We know offboarding is a pivotal part of the employee lifecycle. A smooth transition is important for future recruitment and team performance and it is a learning opportunity for what we can improve for current and future Justworkers.

Widening our talent pool

Justworks Engineering Apprenticeship

Our Engineering Apprenticeship allows Justworkers in non-engineering roles to learn the skills necessary to become members of our Product Engineering team. The third cohort of apprentices started in 2022. The program runs for five months and gives apprentices the opportunity to work on real world production code and systems, with the support and guidance of fellow Justworkers.

Creating an early career pipeline with Sunternship

In June 2022, we welcomed our third cohort, the most diverse ever, of 'Sunterns' (summer interns) for a 10-week paid internship program. 16 college students and recent college graduates joined us in Engineering, Marketing, Legal, People and Customer Success departments. Feedback on the Sunternship program from both interns and Justworkers was overwhelmingly positive. We offered all 12 engineering Sunterns either a full-time role or the opportunity to return for another internship. Given the program's success, we are planning to expand it further in 2023.

Developing the leaders of our future

JustManage University

It's not easy being an early career or first-time manager. We are supporting our managers to develop the skills they need to lead their team successfully. JustManage University is a program designed to be completed within the first 12 months of joining Justworks as a manager or being promoted to being a manager, and develops both competence and confidence. It includes modules and workshops on topics such as developing an effective relationship with your team and sharing recognition and effective feedback, as well as podcasts and access to subscriptions. Monthly manager gatherings create community and managers support each other on a dedicated Slack channel.

Justworks Leaders' Fellowship

In September 2022, we launched a new 2-year program in partnership with NYU Stern Executive Education to prepare a diverse group of high-performing, high-potential early career managers to develop into Justworks' future senior leaders. An intentional goal was set and achieved to have at least 50% women and 50% people of color. Of the 15 participants, nine are women (60%) and eight identify as non-white (53%). These individuals are from functions across the business. The participants are taking part in a mix of classroom, outdoor, practical and peer-learning experiences to develop their skills for future roles.

talent

future

Employee engagement survey

Every year, we ask employees how we are doing in our employee engagement survey. In our most recent survey, June 2022, the participation rate was 76%. The overall employee engagement score was 82%, up 7% from 2021. The DEIB score, which focuses on the diversity of our teams, our trainings, our actions to be an anti-racist organization and managers' commitment to diversity and inclusion, was 84%.

We use the CultureAmp platform, which means we can benchmark against other companies. Overall, we have relatively high scores. The scores for company performance (92%), leadership (86%) and management (85%) are a reflection of how employees are aligned with the company's mission.

We also embrace the areas where we know we can grow. This year's survey helped us to identify three areas of improvement to focus on which will have the biggest impact and lift overall on employee engagement: decision-making (how decisions are made and how they are communicated), career development, and systems and processes.

We seek to take meaningful actions in response to the feedback we receive from our employees. For example, in response to the feedback on challenges with decision-making at Justworks, we assembled a team of leaders from across the company to research established decision-making frameworks, reflect on their own personal experiences with decision-making, and engage in discussions with key Justworks leaders, to come up with a recommendation on a decision-making framework that should be implemented across the company. We also will be conducting pulse surveys to check on progress.

Volunteering

We provide up to 40 hours of paid time off annually for employees to volunteer at an accredited service organization, which creates an opportunity for Justworkers to develop new skills as well as support local organizations. In FY23, we are reviewing the structure of the program and working on increasing participation rates.

1 A combined score across survey questions capturing employee's sentiment on leadership at Justworks.

2 A combined score across survey questions capturing employee's sentiment on management at Justworks.

Employee engagement survey findings

76%

Survey participation rate

82%

Employee engagement score

84%

DEIB score

92%

Company performance

86%

Leadership¹

85%

Management²

“ People who work here are very mission-driven and that's a differentiator for employee engagement. We're not just making software. People are very in touch with what we are doing in the world and understand how the work they are doing, whether it's in coding, HR or marketing, is helping small businesses to grow.”

Jen Fox,
Director, People Experience and Culture



Employee Health and Wellbeing

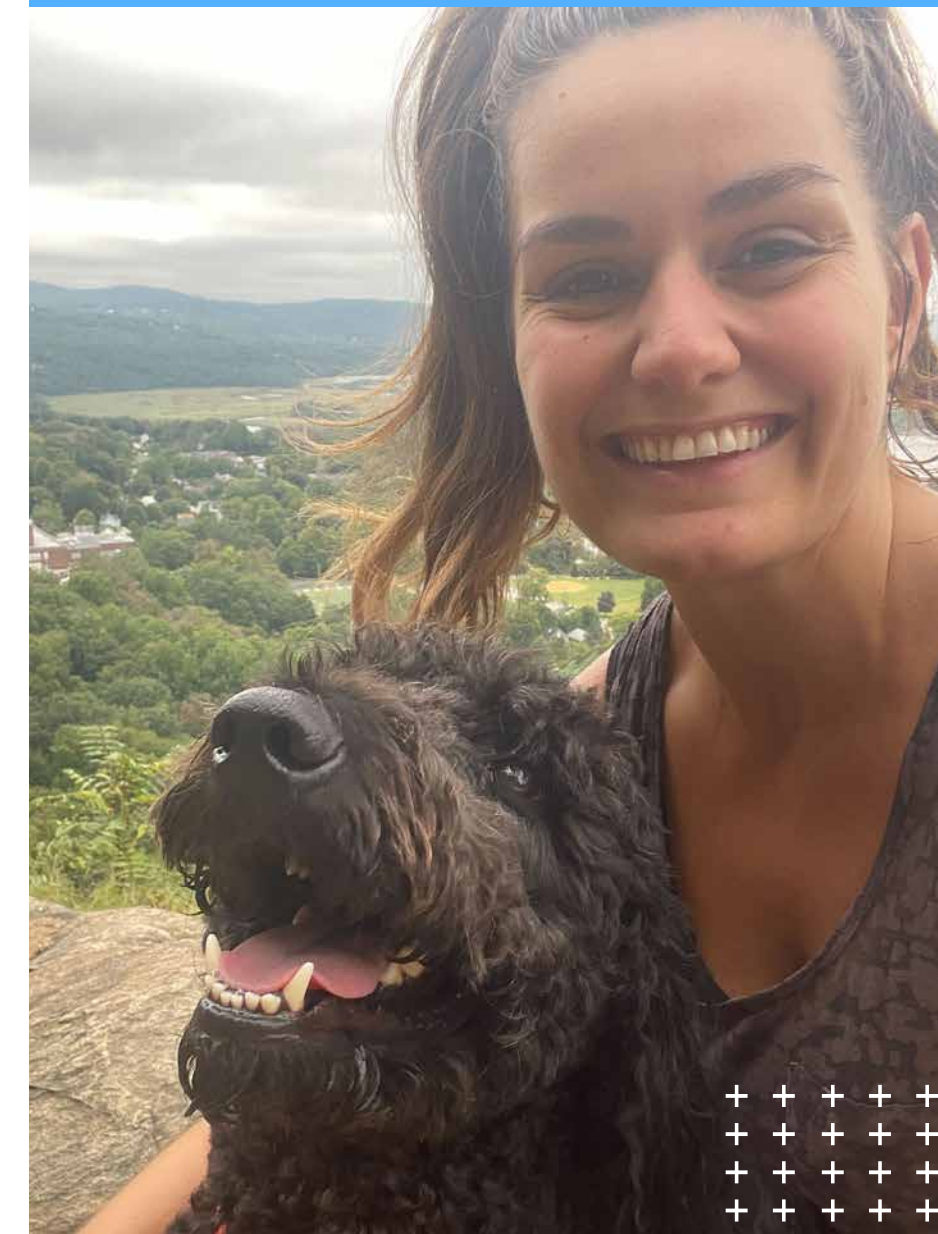
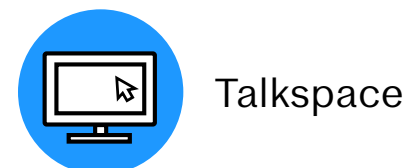
JustBeWell: supporting health and wellbeing

We believe supporting our employees' health and wellbeing is central to helping our employees realize their potential. Our JustBeWell program was created in 2020, informed by feedback from our annual employee survey, and covers all aspects of health and wellbeing: mental, physical and social.

Taking care of our mental health should be as normal as looking after our physical health. We offer a weekly space for group meditation as well as access to Talkspace, an online therapy platform, and Headspace, a popular meditation app. We support physical wellbeing through fitness programs and communal bike memberships. Social wellbeing includes financial coaching and learning how to pay off student debt.

We encourage healthy work habits through 'deep work' hours and flexibility in how Justworkers organize their time. Every employee is entitled to two 'Oxygen Days' a year. This is flexible paid time off, specifically for people to do something they love to 'fill their cup', with \$50 to spend. Additionally, our New York office is dog-friendly, which brings joy and wagging tails.

We are committed to maintaining a safe workplace for every employee and visitor. This included the implementation of COVID-19 protocols and guidelines.



I took my Oxygen Day last Friday and went up to Cold Spring to go on a hike with Sebastian (pictured) and treat myself to a nice lunch on Main Street. It was so great to get some literal fresh oxygen and I felt so rejuvenated."

Katy Ford,
Sales Onboarding Manager

398

active users of the Headspace meditation app in FY22—that's a whole lot of zen!

Breathing space:

543

days recorded as Oxygen days in FY22



Our Total Rewards Philosophy

Our approach to fostering belonging and taking care of our employees is reflected in our Total Rewards Philosophy, which covers our approach to pay and having a stake in company ownership, and our comprehensive package of benefits.

Salary and company equity

We offer competitive and equitable cash compensation that is adjusted based on market conditions, performance and tenure. On November 1, 2022, a new pay transparency law took effect in New York City. In line with the law, we are sharing a minimum and maximum salary range for all roles located in NYC. Our COGIS values and focus on DEIB steer us to go further and we are sharing this information for all US-based roles, whether located in New York City, Tampa, or remote.

Justworkers have an ownership stake in the company that they work to build every day. All employees are granted equity upon hire and can continue to earn more over time with promotions and tenure.

Access to health and wellness benefits

For our employees' peace of mind, we provide a comprehensive range of health and insurance benefits. As well as health insurance, we provide access to services that make it easier for Justworkers to access the care they need. One Medical is a medical concierge service, which makes it easier to access a primary care physician, Health Advocate helps resolve healthcare and insurance-related issues, and Teladoc is a telemedicine provider. We also offer these benefits to our customers and their employees, where available and feasible.

Other insurance we provide to employees includes short-term disability insurance, long-term disability insurance, life insurance and accidental death & dismemberment insurance.

Paid time off and sick leave

At Justworks, we have a policy of flexible paid time off (PTO) and encourage employees to take the time off they need to recharge. All full-time and part-time employees are eligible for Safe and Sick Leave, which is accrued based on hours worked and capped at 56 hours per year; Safe Leave covers time off for an employee to cover the needs of a family member who has been the victim of a sexual offense, stalking or other such matters.

Parental leave and family care

Eligible employees can take up to 16 weeks' paid leave in the 12-months following the birth, adoption or foster placement of their child. We increased the amount of paid leave to new parents from 12 weeks to 16 weeks in 2022, in part due to input from our Family Matters (caretaker) ERG. Employees may also be eligible for increments of unpaid or partially paid leave under the Family and Medical Leave Act (FMLA), New York Paid Family Leave (NYPFL) or other programs. Under the FMLA, eligible employees may take up to 12 weeks' unpaid, job-protected leave in a 12-month period for specified family or medical reasons.

Sabbatical

We believe it is important for our employees to take time away from their daily work to reflect, rejuvenate and re-energize in order for them to continue to grow and do their best work. We offer a sabbatical leave for any full-time employee who has been at Justworks for at least five years.

“ We don't only provide our employees with modern providers like One Medical, TalkSpace, and Health Advocate, we make it possible for small businesses to offer access to these companies as part of a suite of benefits they would never be able to assemble on their own.”

David Feinberg,
SVP Risk & Insurance



Powering People

Empowering economic advancement

Empowering economic advancement is at the heart of our business model. Research has shown that small businesses that use Professional Employer Organizations (PEOs),¹ like Justworks, grow faster and are more likely to stay in business than other companies. Research also shows that PEO clients have consistently higher employee satisfaction and lower rates of turnover, which helps to power the growth of businesses.²

We enable our customers to focus on their core business and what they are good at, while we take care of HR matters. And we provide people working in small businesses and organizations the benefits and privileges of working in a large company.

With numerous, multi-layered regulations that vary significantly across states and counties, and get updated constantly, we provide compliance and reporting services that are constantly updated and integrated into our platform. This reduces risks and the cost of non-compliance for our customers, allowing them to focus on running their core business.

Our efforts to help our customers grow go beyond the products and services we provide. Through Just Thrive, we help newly formed businesses led by underrepresented founders get going by offering a service credit towards Justworks administrative fees. And we are reaching out beyond our own customer base to help break down barriers to access to entrepreneurship through Justworks.org.



Justworks.org

Widening access to a broader range of benefits

We are committed to widening access to healthcare services and 401(k) benefits which traditionally would be beyond the reach of the small- and medium-sized businesses who are our customers. Business owners that use Justworks can provide benefits that help to attract and retain high-quality talent, and their employees enjoy better health. We provide access not only to health insurance, but additional benefits which enhance access to healthcare and wellness. These offerings include substantially all of the benefits that we offer to our employees, including One Medical, Health Advocate, Teladoc and Talkspace where available and feasible. We listen to customers to understand what other needs we can meet, and also trial new products and services with Justworkers to see which could be beneficial for our customers.

→ Find out more on page 22.



“ We find unique ways to solve for our customers by listening to their needs. We don’t look at benefits just through one lens, we consider how to best help them access other benefits, such as healthcare for their employees.”

Yrthya Dinzy-Flores,
VP DEI, Social Impact and Sustainability

¹ Professional Employer Organizations (PEOs) provide employee management services, such as payroll processing and access to benefits, to small- and medium-sized businesses.
² ‘The ROI of using a PEO’, National Association of Professional Employer Organizations, 2019. One of the main reasons for this is that PEOs enable clients to focus on their core business, while PEOs handle HR matters.

Advocating for Our Customers

We advocate on behalf of our customers and their employees.

We focus on issues that support our mission to break down the barriers to entrepreneurship, our DEIB efforts, and our sustainability goals.

We also engage on issues that directly impact the way in which our customers operate and the lives of the 160,000 worksite employees we serve.

We have developed an Advocacy Charter and Playbook to govern our approach to issues we choose to take action on. For example, following the US Supreme Court's decision that overturned Roe vs Wade, we actively engaged with health insurance carriers to update policies that guarantee women's reproductive healthcare is protected. We have successfully worked with our major insurance partner so that insurance plans now include access to medical travel benefits, considering reimbursement for certain travel-related expenses, unless such reimbursement is prohibited by law.

We have worked with the National Association of Professional Employer Organizations (NAPEO) to urge the IRS and Members of Congress to address the backlog of returns on the Employee Retention Tax Credit (ERTC) that have not been received by small businesses.¹ We also worked with NAPEO to ensure small businesses were taken into account when developing the requirements for the Payroll Protection Program (PPP), a COVID-19 relief program that provides qualified small businesses with forgivable loans for paying their employees during the pandemic.²

\$150m

We were able to help customers identify and secure over \$150 million of relief throughout the COVID-19 pandemic via the CARES Act and the Families First Coronavirus Relief Act.



Advocating for student debt reform

Our average customer at Justworks is 37 years old, and we know that many are still paying off student debt. This means they cannot save for the future through a 401(k), or save to buy a home.

Currently, employer contributions towards of student debt repayment is a post-tax benefit. Justworks believes it should be given the same status as 401(k) payments, so that it is a pre-tax benefit.

David Feinberg, SVP of Risk and Insurance Programs, and current Secretary-Treasurer of NAPEO Board of Directors, worked to ensure that this important issue was added as a legislative priority for the NAPEO. As such, NAPEO-supported legislation was signed by President Biden at the end of 2022, which permits an employer to make matching contributions under a 401(k) plan to student loan payments.

¹ The Employee Retention Tax Credit (ERTC) is a tax credit for certain employers impacted by COVID-19 who kept their employees on the payroll. Small businesses have been experiencing significant delays in receiving their ERTC refund. We have been working with NAPEO to urge the IRS and Members of Congress to address the backlog of returns so that small businesses can receive the refunds that they deserve.

² The Payroll Protection Program (PPP) is COVID-19 relief that provides qualified small businesses with forgivable loans for paying their employees during the pandemic. Initially, when the program was rolled out, lenders were asking small businesses to show Tax Form 941 to determine whether they were eligible for the program. Small businesses that use a PEO do not file their own Form 941. After outreach by NAPEO expressing concern about a Form 941 requirement, the Small Business Administration issued an interim final rule specifically stating that lenders are not limited in the types of documentation to prove eligibility for the program, thus making it much easier for small businesses that use a PEO or third-party administrator to access the program.

Just Thrive: supporting underrepresented founders

The Just Thrive program supports underrepresented¹ founders who are Justworks customers by providing more equitable access to the basic business infrastructure needed to get up and running.

The program extends a service credit to assist customers with paying Justworks admin fees. Newly formed businesses led by underrepresented founders can receive a \$6,000 service credit, and after their first year of formation can receive a \$2,000 service credit. We train Justworks sales and customer success team members on how to communicate about the Just Thrive program to eligible businesses and provide them with the information to help guide their application.

In early 2022, employees interviewed Just Thrive customers to find out what would make the program more valuable to them. The key insight was that customers would value the opportunity to connect with other like-minded founders and business owners.

This community of thousands of entrepreneurs is unique to Justworks, and we are exploring how we can bring them together to share their experiences and knowledge.

345

businesses led by underrepresented founders benefited from Just Thrive in FY22.



Just Thrive

¹ Founders who face disparities in opportunity along race, gender, sexual orientation, and other socioeconomic lines that make access to financing, resources, and other fundamentals a major obstacle in realizing their potential.



MWBE Resources & Directory

Through our experience of supporting Minority/Women-Owned Business Enterprises (MWBE)², we have a whole host of information and resources to share. We set up MWBE Resources in 2020 to provide guidance on topics such as how to access funding, reach new customers, network and get certified as a MWBE business, as well as navigating mental health support.

To raise visibility of the MWBE businesses in our community, we've set up an online directory. As of December 2022, it listed 150 businesses.



MWBE Directory

² Many states offer MWBE certification, which provides developmental benefits to these businesses. To find out more, see: <https://www.justworks.com/blog/mwbe-certificate-intro-what-why-how>

Justworks.org

We set up our business to help other entrepreneurs to succeed. Through our Justworks.org program, we are reaching out beyond our own customer base to help break down barriers to access to entrepreneurship. We are specifically focused on supporting the growth of MWBE.

Our first focus has been on helping early-stage businesses to get up and running. In 2022, we awarded \$50,000 grants to five non-profit organizations that work to support underrepresented entrepreneurs reach their goals and potential.

We will learn from these first five grantees how we can best support organizations like them in the work that they do. We will also apply the learnings to the development of our general Justworks.org program, establishing what our role and impact can be, to further deepen our contribution in this space.



Justworks grantees

Justworks.org grantees



Bronze Valley

A non-profit venture capital fund supporting companies created by diverse, underrepresented and underestimated founders.



Centro Community Partners

A non-profit providing underserved, low-income entrepreneurs with entrepreneurship education, one-on-one business coaching, mentorship, and access to capital.



Communitas America

Who work to develop social impact ecosystems, supporting women and BIPOC entrepreneurs to expand access to opportunity in the Bronx.



First Peoples Fund

Who honor and support First Peoples artists and culture bearers, including helping artist entrepreneurs develop or expand arts businesses.



Institute for Entrepreneurial Leadership

Whose mission is to eradicate the systemic barriers that prevent people of color from being able to access the knowledge, networks and capital required for entrepreneurial success and wealth creation.

In 2022, we awarded

\$50k

grants to five non-profit organizations that work to support underrepresented entrepreneurs reach their goals and potential.

Communitas America: expanding access to opportunity

The Justworks grant of \$50,000 will enable ten more start-ups to join the Communitas America Ventures Accelerator program and enhance scalability of a tech platform for a larger group of MWBE to gain access to resources. The grant will also be used to fund research on inclusive entrepreneurship with the Tamer Center of Columbia Business School and raise up the voice of women and BIPOC entrepreneurs through an awareness campaign.

“As we created this accelerator program, we were thinking about two things.

We work in the Bronx. How do we support Maria from apartment 5B who may never go to an accelerator? And how are we bridging the gaps for entrepreneurs to get connected with the types of partnerships they might need? We feel passionate about supporting entrepreneurs who are solving a problem with a business idea and the Justworks.org grant means we can support more.”

Esmeralda Herrera,
Director of Programs and Community Relations,
Communitas America



Communitas America entrepreneurs and founders.



Spring Forward Fund

Through the Spring Forward Fund we recognize and support the work of our amazing non-profit customers and amplify their impact. In June 2022, Start Small Think Big received a \$25,000 award in recognition of their work. They connect small business owners to their network of volunteer professionals who provide legal, finance and marketing services to help create thriving businesses.



Spring Forward Fund

How We Do Business



- **Climate and Energy**
- **Digital Security and Data Privacy**
- **Business Ethics**

Climate and Energy

At Justworks, we're committed to helping small businesses grow with confidence. The more they grow, the more we can all invest back into our communities. We believe part of being a good stakeholder in these communities includes focusing on the environment and understanding our impact on it.

We are focused on evaluating how our operations, business, and workforce play a role in the climate change crisis. To calculate our FY22 climate impact, we partnered with a third-party consultant to conduct our first greenhouse gas (GHG) emissions measurement exercise¹, in accordance with the Greenhouse Gas Protocol (GHG Protocol). Through this process, we gained a baseline understanding of where we stand and where we have potential opportunities to focus our efforts to reduce our carbon footprint.

We calculated our GHG emissions as follows: Scope 1 (owned), Scope 2 (owned-indirect), and Scope 3 (all other indirect). Our total emissions in FY22 were 1,356.3228 mT CO₂e².

Our Scope 1 emissions are estimated to be zero³ as we do not have a physical product or manufacturing plants or owned vehicles.

While we have some Scope 2 emissions from the purchase of electricity and steam for our office, as a software company, the majority of our emissions fall into Scope 3.

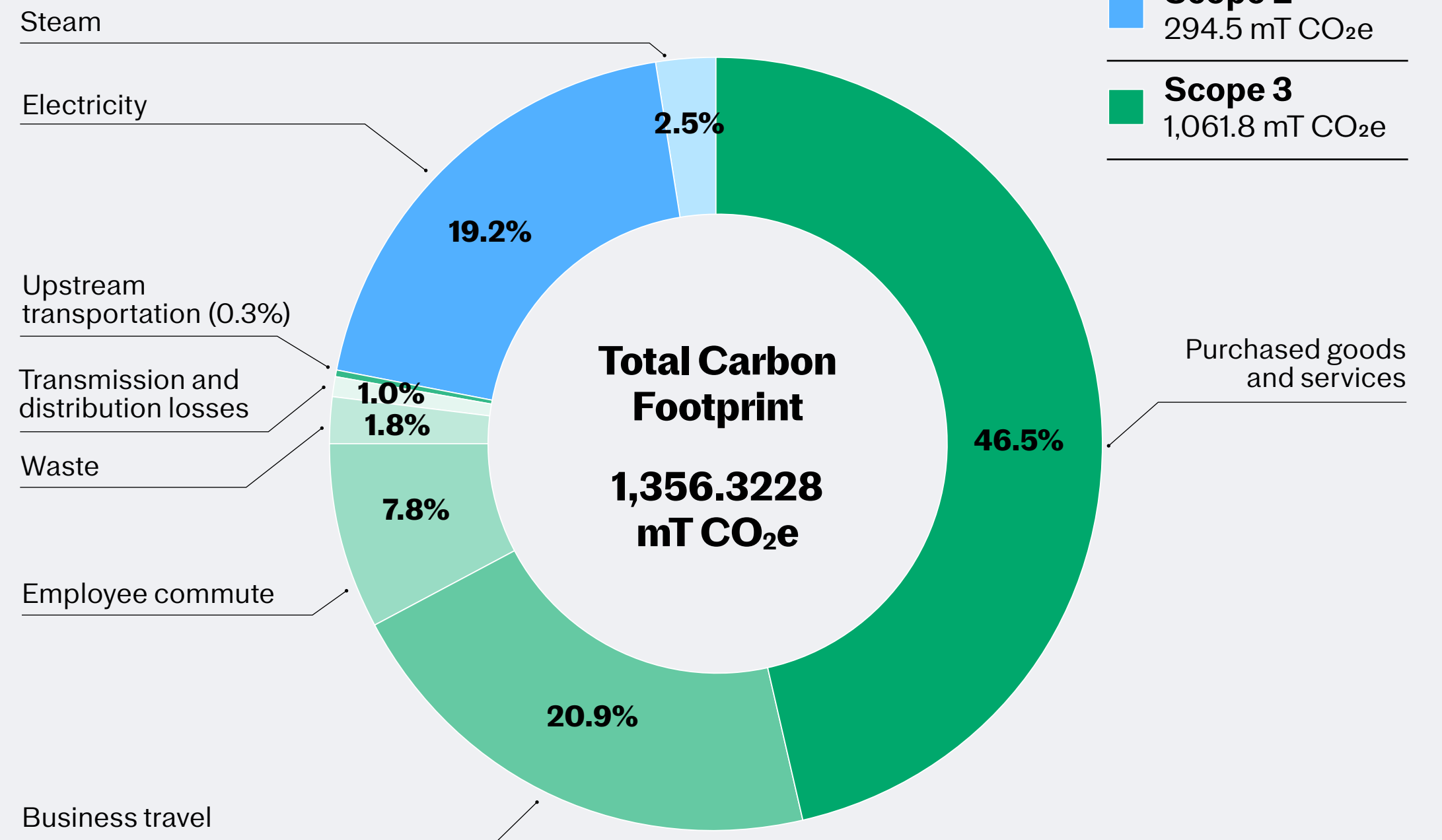
Our highest weighted emissions categories

Purchased Goods and Services (Scope 3)

Purchased goods and services represent the largest contributor (approximately 46.44%) to our GHG emissions. To calculate our emissions from purchased goods and services we used annual spending for the entire company for several categories essential to business operations, including things like printing services, cleaning, furniture, hardware, and cloud services for data centers.

The cradle-to-gate GHG emissions were calculated⁴ excluding upstream transportation emissions released during the shipment of the product to the reporting company's facilities.

FY22 Carbon Footprint Overview Scope 1,2,3 emissions (mT CO₂e)



- The FY22 GHG footprint includes the Justworks office located in New York City, New York. Where data was not available, the calculation was based on estimates, as noted in this report.
- Justworks' emissions were calculated following the guidance of the Greenhouse Gas Protocol (GHG Protocol). Except as otherwise noted, industry-standard estimates based on spend have been applied to calculate all Scope 2 and Scope 3 categories. None of the GHG emissions data cited herein have been verified, assured, or audited by a third party.
- Justworks does not have stationary combustion since the New York building is heated through the purchase of steam, which is reported under Scope 2. Justworks does not have any mobile combustion. In the New York office, there currently are nine HVAC refrigerants, which use a natural hydrocarbon (propane). Propane is considered a natural refrigerant with a Global Warming Potential (GWP) of three (low) and is not on the Intergovernmental Panel on Climate Change's (IPCC) list. As a result, potential emissions from these refrigeration systems are negligible and excluded from emissions calculations.
- Calculations based on the Comprehensive Environmental Data Archive (CEDA) 2022 database (VitalMetrics, 2022)

Using the Comprehensive Environmental Data Archive (CEDA), which provides emission factors for very specific categories, assumptions were made about the physical items purchased in each category used for reporting, including food and refreshments, IT equipment, printing, office supplies, and the AWS system.

Business Travel (Scope 3)

Business travel accounts for the second largest part of our emissions footprint accounting for an estimated 20.94%. We use two inputs to calculate our business travel-related emissions: 1) annual spending on travel, and 2) data on remote employees commuting to the office by air⁵. Meaning, we calculated our business travel footprint using both a spend- and distance-based method⁶. In addition to emissions from aviation, emissions from ground transportation and accommodations are also examined here. To account for variability within calculations, a radiative forcing factor of 2.7⁷ was applied to the carbon dioxide portion of the emission factor.

Electricity (Scope 2)

Emissions from our electricity usage were the third largest component of our footprint (approximately 19.22%). These emissions were calculated based on spend.

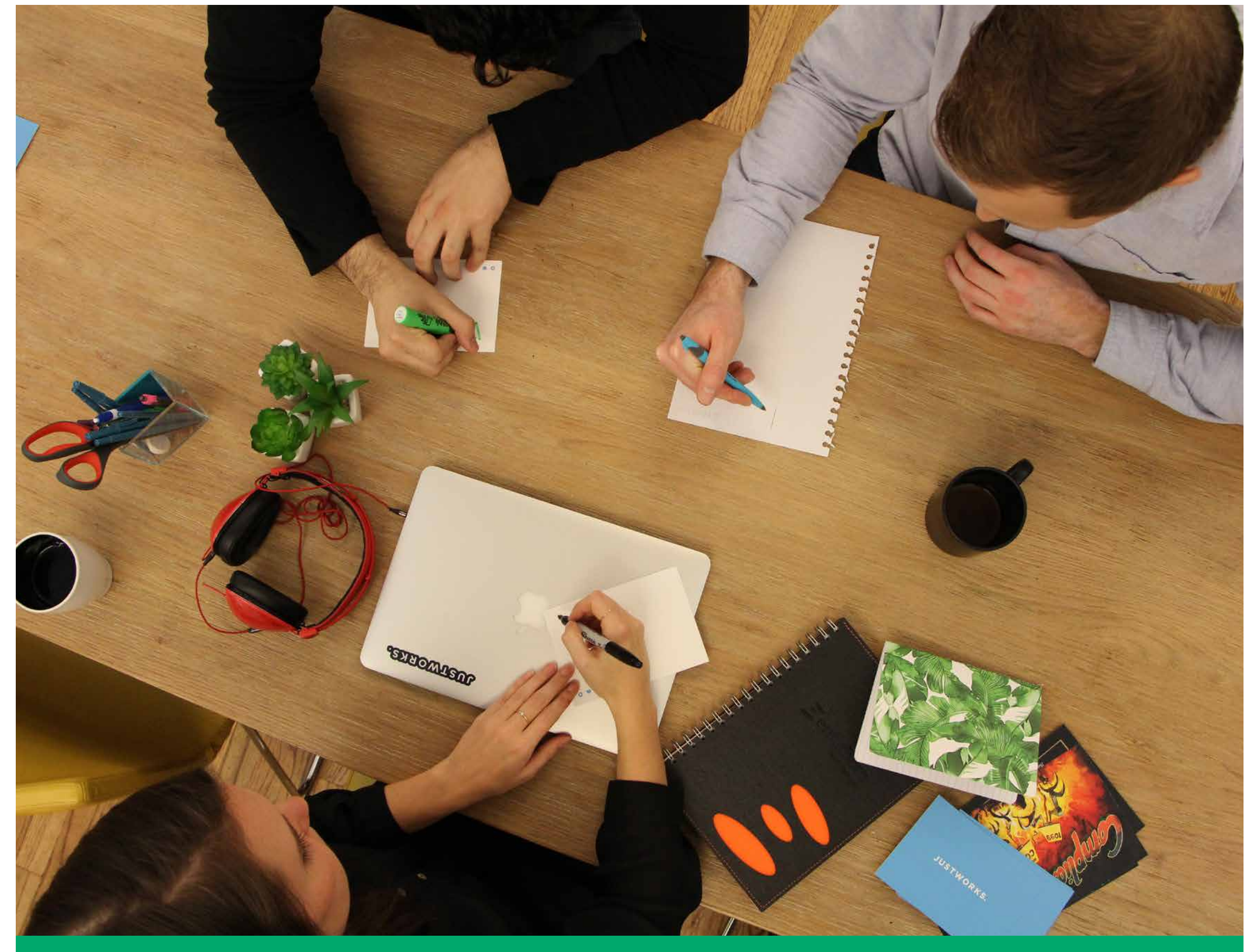
In order to calculate the total kWh consumed, the average spend-based usage for a Con Edison commercial customer in New York of \$0.235 per kWh⁸ was used to estimate our kWh consumption. Then, the appropriate location-based eGRID emission factor was applied to estimate our total emissions.

As we grow at Justworks, we plan to continue exploring how we can improve our impact on climate change. As the world opens fully back up following the COVID-19 pandemic, and our hybrid workforce collaborates more in person, our footprint may increase. But we aim to continue to evaluate our processes and policies, analyze our activities, and work to find ways to lower our GHG emissions.

Water and waste

In FY22, the estimated water withdrawn by us was 21,610 m3. This figure is for our only facility in FY22, our office in New York City. The estimated waste generated from our New York office was 24.08 metric tons. An estimated 44% of waste was recycled⁹.

This is the first year we have measured water and waste. We will use this as a baseline for measurement and work to understand how we can reduce our water usage and waste.



5 For employees who reside in states outside of New York, New Jersey, Pennsylvania, and Connecticut, it was assumed they would have flown to the New York City office location and this is included in the Business Travel category.
 6 For instances where Justworks lacked air travel distances, the GHG Protocol-approved spend-based method was implemented as a means of estimating emissions from business travel.
 7 To account for variability in aviation, climatologists standardized the radiative forcing index, which is the metric used to assess and compare emissions from varying airline scenarios. As a standard, the IPCC recommends using a radiative forcing factor of 2.7.
 8 ConEdison’s Sustainability Accounting Standards Board (SASB) Standards, 2021.
 9 Data is based on the Justworks’ share of total waste generated by the building.

Digital Security and Data Privacy

As a cloud-based software provider whose customers rely on us to safeguard sensitive information, digital security and data privacy is of the highest importance.

Our objectives

In our three strategic objectives for digital security we are looking to:

- 1 Improve protection**
Enhance capabilities to protect our intellectual property, brand, and our customers' and employees' sensitive data
- 2 Strengthen resilience**
Build strong monitoring and detection capabilities, with incident response, crisis management, and disaster recovery plans and procedures in place so we have the capability to quickly respond should a breach occur
- 3 Enable business**
Digital security is not just about protection but also creating solutions to solve problems so that it is an enabler, not a roadblock, to business

Our objectives for data privacy are to fulfill our obligations as a co-employer in the collection, use, and safeguarding of sensitive information, and to know how to respond (including with respect to disclosure obligations) in accordance with laws and regulations.

Our approach

Justworks' digital security program is designed to safeguard the security of our customers' data, and protect against threats to the confidentiality, integrity and availability of that data, in accordance with all relevant federal, state, or local regulations.

The digital security team works closely with the Engineering, Product, Infrastructure, IT and Customer Success teams, to continually implement technical security controls and enhance processes to improve our security posture.

We also have independent experts carry out assessments, testing and audits, to validate that appropriate security controls are in place (e.g., periodic review of protocols used to verify the identity of customers calling in). We conduct tabletop exercises to optimize preparedness for different cyberattack scenarios. The digital security team has a structured approach to security processes and controls to safeguard data and continuously improve our data security posture.

We conduct internal risk assessments when onboarding strategic vendors, including any vendors that will have access to our internal systems or physical space so that appropriate cybersecurity controls are in place.

Critical vendors also undergo a more in-depth review, including providing evidence to confirm their security controls and completing a data security questionnaire (upon onboarding and annually thereafter).

Regulations and compliance

Justworks' legal team works collaboratively with outside counsel and internal stakeholders in tracking applicable privacy-related laws and regulations, managing Justworks' privacy compliance obligations (including disclosure requirements), and periodically assessing privacy-related policies and controls. Justworks' lawyers regularly work with our Product/Engineering clusters to review product compliance and provide guidance on changes contemplated for our platform.

Training

Digital security is everyone's responsibility. Each Justworks employee is required to complete security and awareness training upon hire and annually thereafter, with specific training for the Customer Success and Engineering groups.

Auditing

Justworks' internal audit team regularly validates controls related to access provisioning/termination, privacy (including, but not limited to, the principle of least privilege), and security (including, but not limited to, designating a security official, as applicable).

Justworks also is subject to System and Organization Controls (SOC) audits by a third-party auditor. The SOC audit reports attest to the design of and operating effectiveness of certain controls—the SOC-1 report relates to Justworks' payroll processing controls and the SOC-2 report attests to the controls related to confidentiality, data security, and privacy.

Governance

The VP of Information Security, Yabing Wang, has a dotted line to the Audit Committee and reports to Mario Springer, SVP and General Counsel. Every quarter, the digital security team shares the latest status with leaders across different functions, helping to provide more transparency.

Looking ahead, the digital security team is working to formalize a governance model that will further engage cross-functional working groups across the Justworks organization to improve our data protection posture. Mario Springer also reports to the Audit Committee on a quarterly basis with respect to various regulatory updates, including any updates to relevant privacy laws and regulations.

Progress in FY22

We created a senior-level VP of Information Security position, to lead the digital security function, with a remit to continue to build to head up the digital security function and continue to build the robustness of the security team. To keep a proper security posture, we focused on remediating all critical vulnerabilities on time. We reviewed all security technical capabilities and replaced ineffective ones with proper technologies. We also published a new Data Classification Policy and new Data Handling Guidelines.

What's next

We will focus on enhancing our monitoring and detection capabilities. We will continue our data protection program, review and enhance our data security and privacy controls, and we will continue with communications campaigns to make sure digital security stays front-of-mind for employees.

Securing our customers' data

Our layers of defense to secure customer data include the following important technical and procedural security measures:

- **Governance and risk management** — including our policies, governance model, risk review of key vendors and employee training.
- **Data protection** — including encryption and advanced Data Loss Protection technology to monitor and protect our customers' data.
- **Application security and product security** — including continuous testing and code scanning.
- **Identity and access management** — including multi-factor authentication and role-based access control.
- **Endpoint and infrastructure security** — including Endpoint Detection and Response (EDR) technology on both endpoints and cloud workloads, and network security controls.
- **Monitoring and incident response** — including adopting Security Incident and Event Management (SIEM) technology to better monitor and correlate the logs and following a documented Incident Response Process and Crisis Management Process if there is any security incident.

Business Ethics

Business ethics are the principles that govern how our employees interact with each other, customers, vendors and other third parties. For us, it's not just about complying with the rules, but also approaching each situation with our COGIS values and ethical lens as our anchor.

Our COGIS values are core to who we are — and integrity is one of these values. Our leadership makes it clear that we expect all Justworkers to act with integrity and treat others with respect, and they seek to display strong values through their own words and actions. This promotes a fabric of responsibility throughout the business to do the right thing.

Business ethics takes on even greater importance for us because our customers rely on us to help them meet their compliance obligations—so we need to be leading by example. We encourage employees and customers to ask questions, voice concerns and disclose potential conflicts.



Living our values

Business ethics training

Our Owners' Manual is a comprehensive guide to Justworks' policies and is refreshed annually. It includes a section on business conduct and ethics and outlines our expectation that employees be honest and ethical in all their dealings, internally and externally. On joining, and then on an annual basis, all employees are required to confirm they have read the Owners' Manual.

All employees are also required to complete business ethics training when they join Justworks and annually thereafter. The training covers include what it means to Justworks, why it is important and what is expected, and includes video lessons, interactive readings, hypothetical scenarios and a knowledge check.

Internal reporting procedure

We encourage our employees to speak up and report any issues without fear of retaliation. If they are aware of or suspect any breaches of Justworks' policies or the law, they can use a number of different reporting mechanisms. These include speaking to their manager or to a member of the People team.

They can also use the 24/7 Justworks ethics hotline or an online reporting system to make a report anonymously.

We promptly investigate all reports and take appropriate action. Justworks strictly prohibits and does not tolerate any retaliation against any employee for reporting in good faith, participating in an investigation of, or opposing alleged wrongdoing.

Conflicts of interest

Our advice to employees is to avoid even the appearance of a conflict of interest. Employees are encouraged to report any concerns through our Internal Reporting Procedure. Our Gifts and Entertainment Policy guides employees on giving and receiving gifts.

Confidential, inside and competitive information

Employees are responsible for safeguarding any confidential information they receive in the course of their employment. All employees must know and follow Justworks' Security Policies to protect the confidential information of Justworks and its customers. This includes 'inside' information. Employees may not use, disclose or accept confidential or proprietary information of a Justworks competitor.

Achieving the gold standard

Justworks is Employer Services Assurance Corporation (ESAC) accredited, which we believe is the gold standard for Professional Employer Organization (PEO) best practices and financial reliability. Only about 9% of PEOs have earned this distinction. We have also achieved 'certified' PEO (CPEO) status from the Internal Revenue Service, which requires proving organizational integrity and financial responsibility.¹



100%

employee completion of business ethics training and acknowledgement of Owners' Manual in FY22.

¹ The IRS does not endorse any particular certified PEO. For more information on certified employer organizations go to www.irs.gov.

Justworks