

Justworks

2022 DEIB Report

Realizing our Potential Through Diversity, Equity, Inclusion and Belonging



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Foreword

by the President & CEO

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**. These businesses create jobs, strengthen communities and spur innovation. They are an important part of our economy and our society.

Second, as we work towards our mission, our people learn, grow, and develop. 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 values¹, 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.

A big part of what makes all of this possible is the extraordinary engagement we have within our company. If you talk with 100 Justworkers, you will sense an incredible alignment to our mission and see two themes. First, many Justworkers have a small business owner in their family, or previously had their own small business, and they see how challenging and honorable small business ownership is. This gives them a visceral drive to help our customers. Second, many Justworkers view our mission through a social justice lens. They see that big companies have had all the voice, all the

¹ Justworks values are COGIS, which stands for Camaraderie, Openness, Grit, Integrity, and Simplicity.



resources, and all the influence, while the small ones have been left out in the cold. Our people want to change that by being the advocate that small businesses have never had but have always deserved.

We are proud of the company that Justworks has become. Today, we employ over a thousand people who are deeply invested in our mission. Together, we have built a workplace where kind, smart, creative, and hard-working people can learn, have fun, and be their best selves.

Yet, our journey is ongoing. The culture of belonging and acceptance that we are building requires continued effort.

Having a diverse workforce has been a core part of this work since Isaac Oates started the company 10 years ago. Early on, after a period of rapid growth from 20 to 120 employees, we took time to talk about what “diverse” meant.

In that early conversation, we determined that Justworks should be inspired by New York City, the community where we are headquartered and where many

of our employees live and work. NYC’s strength is its diversity - a city made up of nine million New Yorkers contributing to the city’s vibrancy with different backgrounds, strengths, passions, and perspectives. It is against that backdrop that we advance our efforts to build a diverse workforce. A workforce that is strengthened by engaging people with diverse experiences and identities to share their viewpoints and perspectives.

Today, we’re excited to publish this inaugural report and we’re committing to publish similar reports going forward. As CEO, I believe transparency is essential to living up to our commitment to diversity, equity, inclusion, and belonging, and to moving forward with intention.



Mike Seckler,
President & CEO

Our Commitment

to Diversity, Equity, Inclusion and Belonging

Since our early days, Justworkers have worked to ensure diversity and inclusion had a place at the center of our company culture and ethos. As a small company, much of this work was grassroots. Today, with over 1,100 employees, we advance our commitment to Diversity, Equity, Inclusion and Belonging (DEIB) with Board- and executive- level sponsorship and a comprehensive approach that touches everything we do. For us, DEIB is more than a box to check, it's central to how we operate and engage in the world.

Our DEIB mission is to help every Justworker grow with confidence and realize their full potential. Our DEIB vision is to build an open, inclusive, and collaborative culture that values people and their individual potential in the collective service of our company, our community, and our customers. To achieve our DEIB mission and vision we regularly set clear, strategic objectives for progress across multiple dimensions outlined in a multi-year strategy. Over a longer time horizon, three pillars drive our success:

- **Workforce:** Workforce that reflects the communities where we operate
- **Workplace:** Culture that welcomes and respects differences
- **Marketplace:** Solutions that promote equity and opportunity for all

With this context, we stepped into 2022 as a foundational year that will set us up to make major strides towards building a more formal internal structure to launch and maintain new DEIB programs and initiatives, advance our work by measuring and identifying visible pockets of progress to amplify and build on, and achieve visible and tangible results.

In 2022, we:

➔ **Implemented 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.

➔ **Implemented diversity components to the hiring process for senior-level talent** by ensuring special attention is paid to having a diverse panel of interviewers for all senior-level hires.

➔ **Realigned our employee engagement survey** to more accurately measure inclusion, culture, and workplace climate.

➔ **Strengthened our commitment to celebrating religious differences** and developed and launched guidance for managers on religious inclusion.





These are just a few highlights. At Justworks, we are working every day to build a diverse and inclusive company where every person has the opportunity to realize their full potential. After this foundational year for our DEIB strategy, I am proud of our progress and the company we are building—one Justworker at a time.



Yrthya Dinzey-Flores,
Vice President, DEIB,
Social Impact and
Sustainability



Our Numbers

Data is a crucial piece of our story and commitment to DEIB. By collecting and analyzing it over time, we can hold ourselves accountable and share our progress with our stakeholders and the outside world.

The data shared in this inaugural report is intended to set a baseline². A baseline will help us understand where we have opportunities to focus and improve, and you can expect us to continue to evolve our approach in subsequent reports. We believe that transparency reinforces our values and will help us to realize our DEIB mission and vision.

With that said, we recognize that there are many possible approaches to how we could categorize the racial, ethnic, and gender identities that are representative of Justworks³. To establish a baseline in this report, we have used six categories for race & ethnicity (American Indian or Alaska Native, Asian, Black/African American, Hispanic/LatinX, Native Hawaiian or Other Pacific Islander, White, and two or more races) and three categories for gender identity (male, female, and non-binary)⁴. Again, in subsequent reports, we are committed to evolving our data collection practices while keeping inclusion at the forefront.

² All data in this report is as of December 5, 2022, unless otherwise indicated.

³ Data in this report reflects full-time employees of Justworks, Inc.

⁴ These categories align with the demographic data surveys sent to new employees when they join the Justworks team to offer them the opportunity to voluntarily self-identify ("Self-ID Data"). The information that appears in this report includes data collected for the purposes of EEO-1 reporting ("EEO-1 Data") when Self-ID Data is not available. Where this report indicates that data was "Not Available" for a percentage of employees, it means that neither Self-ID Data nor EEO-1 Data was available.



In addition to providing a picture of the diverse makeup of our overall workforce at Justworks, this report includes diversity data for our workforce broken up into three business segments: **Business, Engineering & Technology, and Industry Specialists.**


- **Business:** Includes Justworks employees who work in departments that serve the company as a whole, such as the Finance, People, Marketing, Business Operations, and Legal teams.
- **Engineering & Technology:** Includes Justworks employees in our Product, Engineering, Design, Program Management, IT Operations, and Security departments who focus on building customer-facing platforms and supporting our internal systems.
- **Industry Specialists:** Includes Justworks employees who are specialists in the PEO industry, including teams like Risk & Insurance and our Payments & Tax Unit.

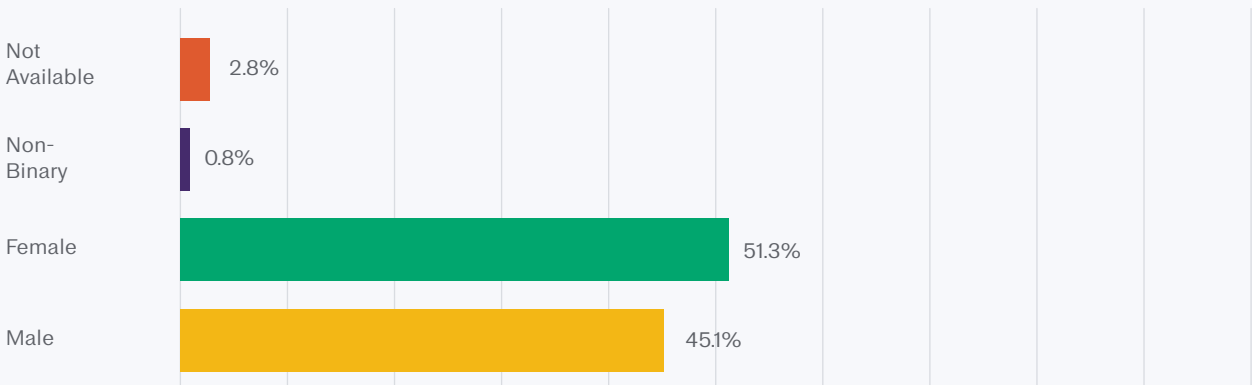
Finally, this report also includes diversity data for our workforce broken up into three role categories: **Individual Contributors, Managers & Senior Managers, and Directors & Above.**




Gender Representation

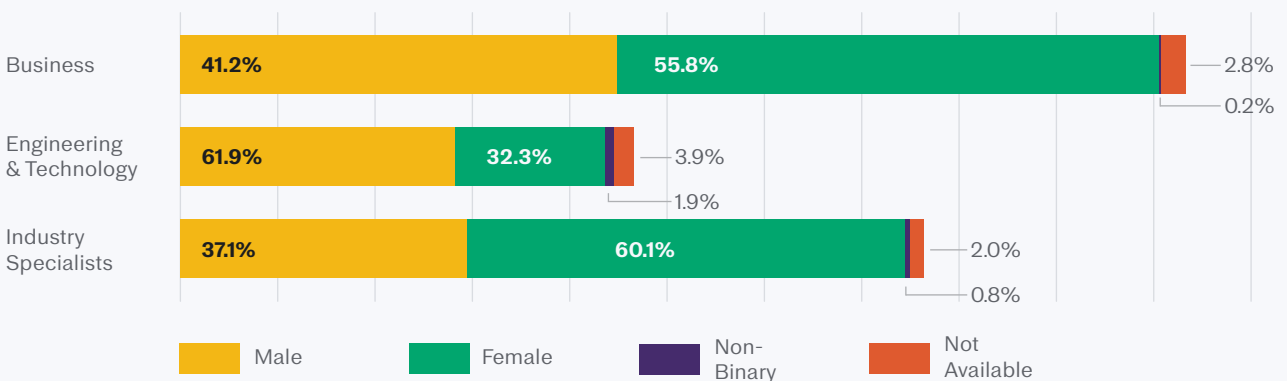
Women are well represented in our overall workforce comprising more than half (51.3%) of our total employees, higher than the high tech sector average, which the EEOC reports as 36.7% women.⁵

 Overall Gender Representation



In our Business and Industry Specialists segments, women are represented at 55.8% and 60.1%, respectively. In our Engineering & Technology segment, women are represented at a lower share (32.3%). We recognize that lower representation of women in engineering and technology roles is not unique to Justworks, but we will seek ways to hire more women into our Engineering & Technology business segment.

 Gender by Justworks Business Segment: Business, Engineering & Technology, and Industry Specialists



⁵ <https://www.eeoc.gov/special-report/diversity-high-tech>




When I first started in this field I was usually the only woman in the room, I wondered if belonged or my voice would be heard. **At Justworks, the reality is different. As a woman, I have always felt fully supported by my supervisors.** In a field that tends to be male dominated, our department is mostly led by women. This is a testament to how good Justworks is at recognizing talent regardless of who you are or what you look like, you can see yourself represented in positions of power and influence all over the company and be supported as you strive to grow“

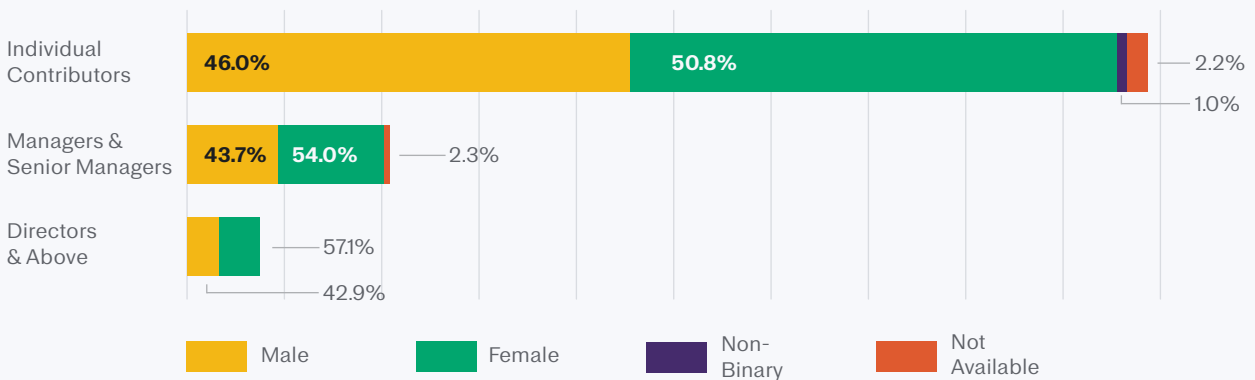


Cass Ernst-Faletto,
Director of Revenue
Operations

At every role level, women make up more than 50% of employees. In fact, female representation is 54.0% for those moving into the first rung of management (Managers & Senior Managers) and 57.1% at the Directors & Above level, roles that are indicative of current and future company leadership.

While we are proud of the strong representation of women at each of these levels, we recognize that there is an opportunity to strengthen that representation amongst our Vice President and Senior Vice President ranks.

 Gender by Role: Individual Contributors, Managers & Senior Managers, and Directors & Above





Being at Justworks has been incredibly fruitful for me – both from a personal and professional development standpoint. **There is an undeniable appetite in the organization to identify its future leaders and support them in their growth in an inclusive and equitable way.** In my 5+ year tenure at Justworks, I have been afforded the space to be myself at work – a sort of physiological safety that has enabled me to find purpose, foster as a thought leader, and build trust with the people around me. I firmly believe that people do best when they engage in what they love most – and in order to do that, they need the space to be themselves. Justworks harbors an unwavering dedication to its people, built upon the pillars of openness and compassion. We have come a long way but we are just getting started. My name is Maria. I am a senior project manager, a friend, a co-worker, a teammate, and a gay woman. Thank you for believing in me, Justworks.”

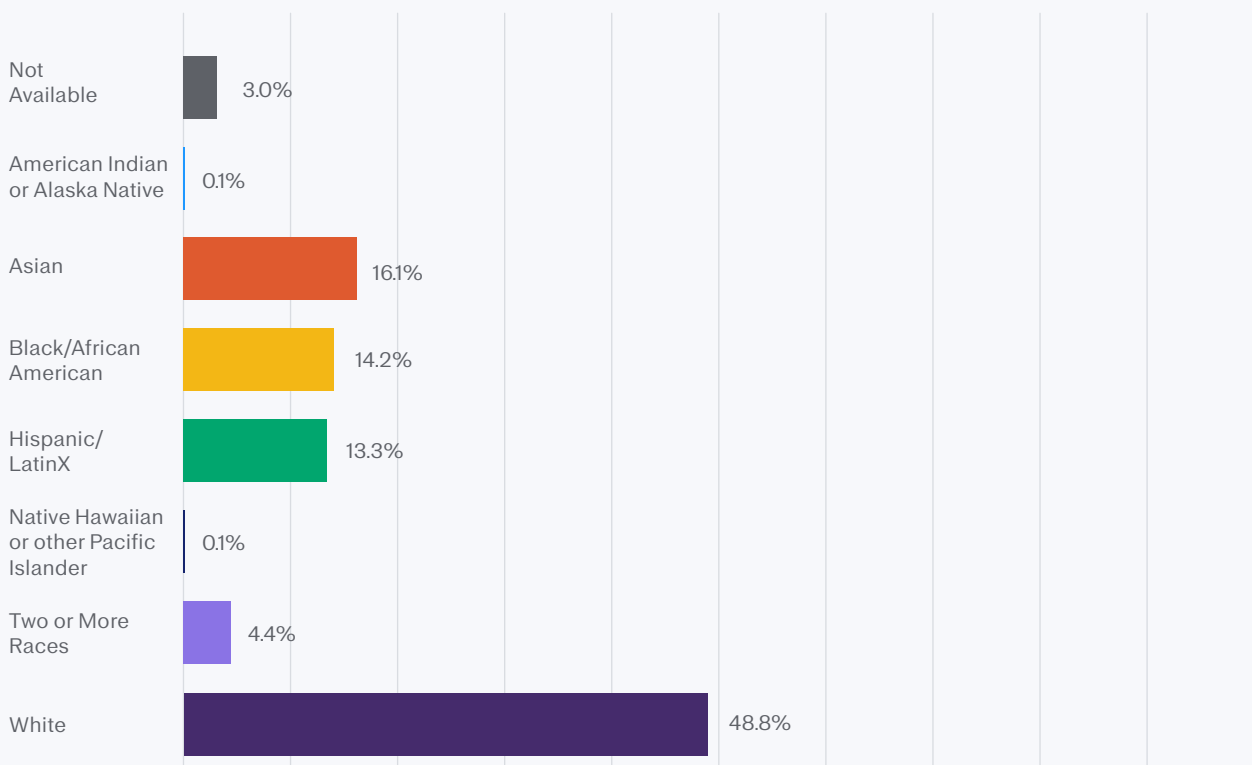


Maria Mucci,
Senior Project Manager,
Payments & Tax Unit

Race & Ethnicity Representation

Nearly half of our employees (48.2%) are Black, Indigenous, and People of Color (BIPOC). Asian employees represent the largest share of BIPOC employees at 16.1% of our total workforce, slightly above representation for this group across the high tech sector (14%) according to the Equal Employment Opportunity Commission (EEOC⁶). Blacks/African Americans represent 14.2% of our workforce and Hispanic/LatinX 13.3%. This is higher than the average representation of these groups across the high tech sector, which the EEOC reports as 7.4% Black/African American and 8% Hispanic/LatinX.⁷

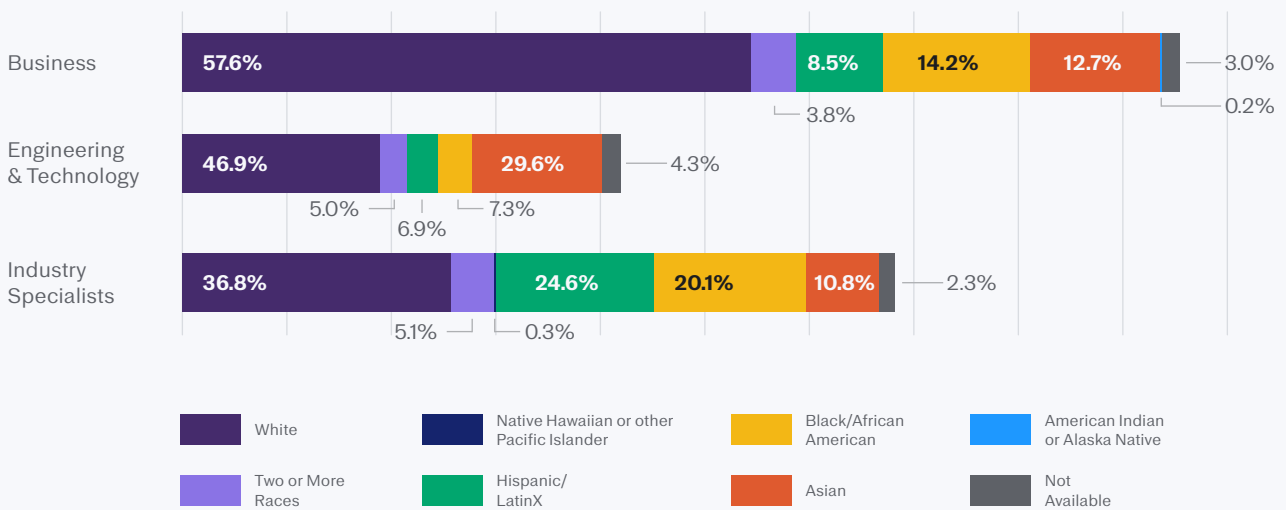
Overall Race & Ethnicity Representation



^{6,7} <https://www.eeoc.gov/special-report/diversity-high-tech>

Across all three Justworks business segments there is strong representation of Asian talent, especially in Engineering & Technology at 29.6%, while Black/African American employees account for 7.3% of the Engineering & Technology business segment and Hispanic/LatinX make up 6.9%. We will continue to focus on and invest in attracting BIPOC employees, particularly in Engineering & Technology.

Race & Ethnicity by Business Segment:
Business, Engineering & Technology, and Industry Specialists

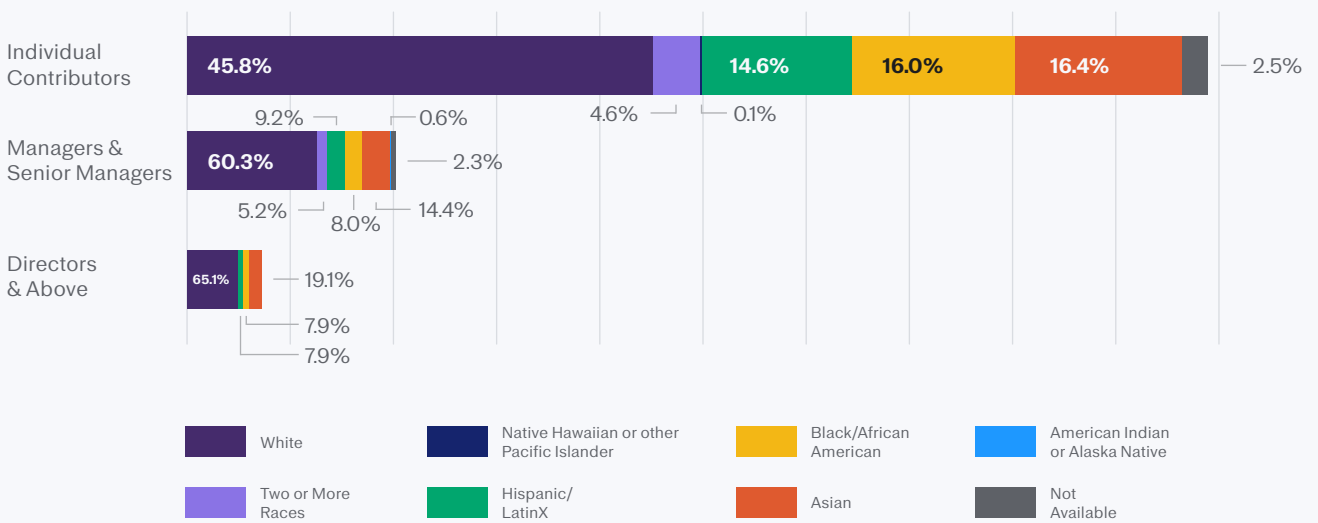


There is also strong representation of Asian talent in all three role categories at Justworks, although Asian representation is slightly lower in our Managers & Senior Managers level (14.4%) as compared to our Individual Contributors level (16.4%) and Directors & Above level (19.1%). Representation of Black/African American and Hispanic/LatinX employees at Justworks is highest at the Individual Contributors level. Black/African American talent make up 16.0% of our Individual Contributor roles but this representation dips to 8.0% at the Managers & Senior Managers level, and to 7.9% at the Directors & Above level.

Hispanic/LatinX employees represent 14.6% of Individual Contributors, but

that figure decreases to 9.2% at the Managers & Senior Managers level, and 7.9% at the Directors & Above level, showing decreased representation in the more senior levels. We will continue to seek out opportunities to hire and promote BIPOC talent into roles at the Managers & Senior Managers and Director & Above levels.

Race & Ethnicity by Role: Individual Contributors, Managers & Senior Managers and Directors & Above





I joined Justworks as my second job out of college, so there was a lot of learning and anxiety for me at the beginning. I remember feeling relieved to see more people of color than I was used to, even though DEIB was still getting off the ground. **While I had a lot to learn, I knew I was in the right place.** As I have advanced in my career at Justworks, I am thankful for the advocates I've had and the relationships that have pulled me up so that I could experience the power of being able to speak opportunities into existence. I want to continue learning and cultivating an environment that allows more people like me and others to come through the door. The opportunities are there, and I know I would not have been able to move up without those helping hands. I often think of the people who are already here and hope that through my career, they see themselves advancing and growing at Justworks too."



Victoria Prater,

Manager, Core Benefits Unit

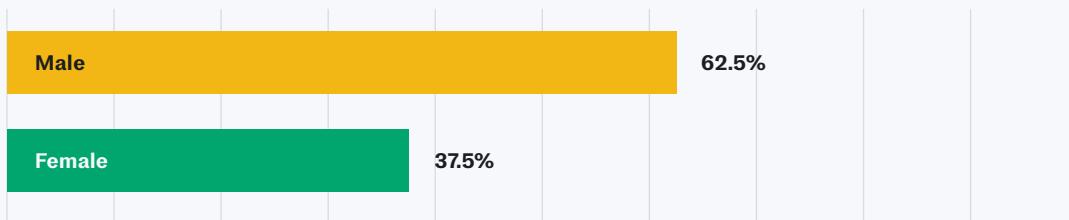
Program Management

Board Oversight of DEIB

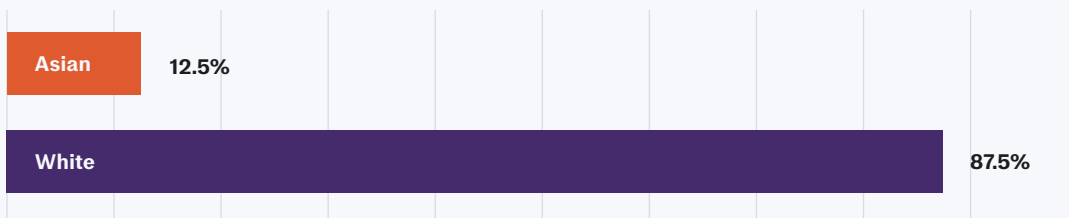
Our Board of Directors has been a strong supporter of our DEIB initiatives and provides strategic oversight to Justworks' DEIB mission. In fact, evaluation of Justworks' DEIB programs and practices was recently added to the responsibilities listed in the Charter of the Board's Compensation and Leadership Development Committee, formalizing current practices. Yrthya Dinzey-Flores, our VP, DEIB, Social Impact and Sustainability, provides the Committee with quarterly updates on our strategy and progress and also reports to the full Board from time-to-time.

Our Board is composed of eight directors, including our Founder and Executive Chair, our CEO, and six additional non-employee directors. The gender and race and ethnicity demographics of our Board are illustrated below.

Gender Representation



Race & Ethnic Representation



We're pleased with the expertise that all of our directors offer and are particularly proud of the strong representation of women on our Board. The Board will continue to consider diversity as an important factor when expanding or filling vacancies.

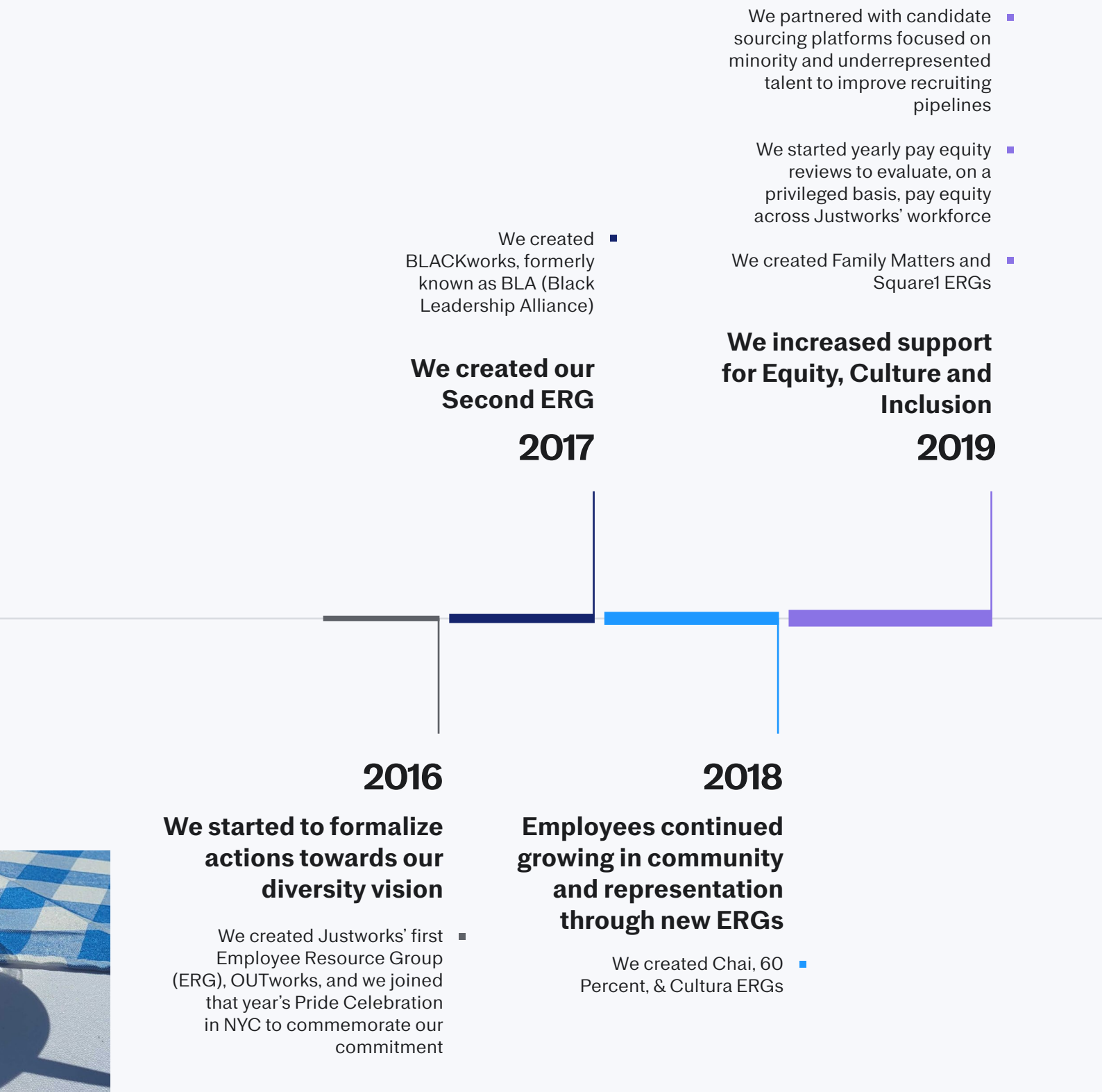
Our DEIB Journey

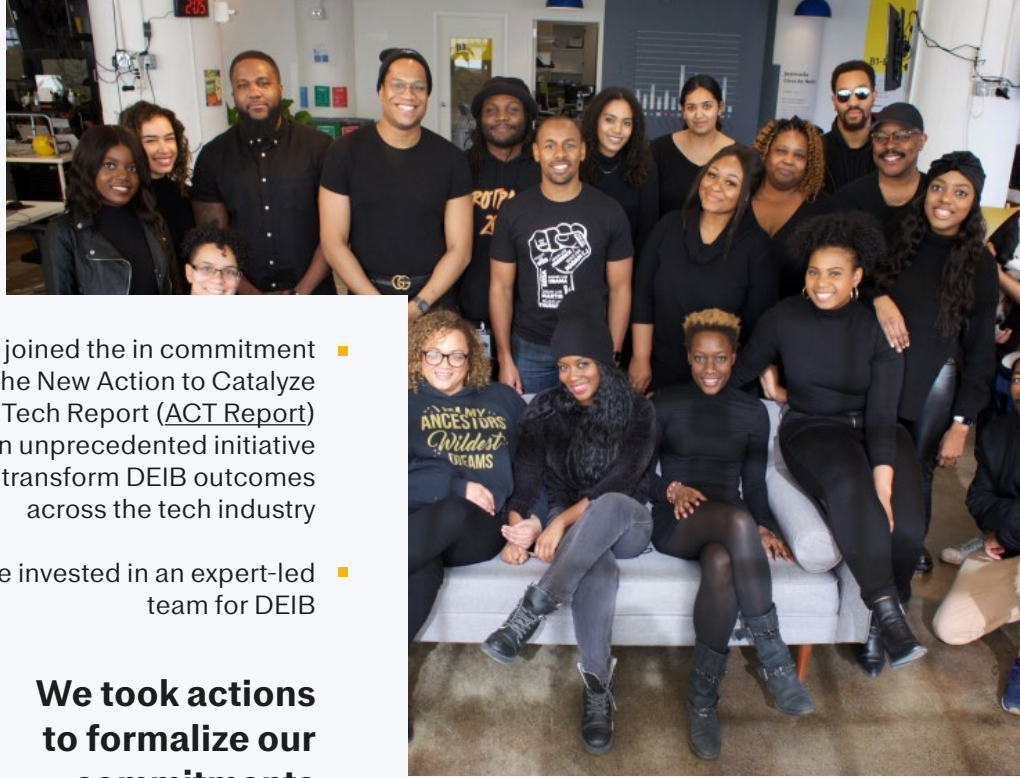
Our Diversity, Equity, Inclusion and Belonging Journey

In remaining true to one of our values, openness, we share our positive and ongoing journey. Every action we take counts. Incremental changes over a sustained period of time amount to larger shifts in the long run. We aim to strike a balance between celebrating our initiatives, commitments, and the actions we've taken with a sense of humility and determination to continue to progress.



Our DEIB Timeline





We joined the in commitment to the New Action to Catalyze Tech Report ([ACT Report](#)) an unprecedented initiative to transform DEIB outcomes across the tech industry

We invested in an expert-led team for DEIB

We took actions to formalize our commitments

2021

2020

We contined to strengthen DEIB

We launched the ERG Lead Compensation Policy to better reward and recognize our ERG Leads for their contributions to advancing our DEIB mission

We developed our [12 commitments in support of Black Lives Matter](#) and anti-racism & Juneteenth became an official company holiday

2022

We made additional strides towards our goals

We increased ERG program structure, through an ERG Playbook, a practical guide to all things ERGs, and a revised ERG Leads Role Description

We collaborated with the People team and the Family Matters ERG in expanding our Parental Leave Policy from 12 to 16 weeks of paid parental leave for both birthing and non-birthing parents

We partnered with [Break Through Tech](#) and CUNY to place five female Black and Indigenous People of Color (BIPOC) students in a three week internship within our engineering department

We created the Justability ERG

Our ERGs

Our ERGs as Culture Carriers

ERGs at Justworks are an integral component of our commitment to drive change in diversity, equity, inclusion, and belonging. They play a major role in supporting our overall DEIB strategy by providing opportunities to help build awareness and understanding, strengthen belonging, increase business acumen, and demonstrate our commitment to the community in which we live and work through a range of activities, events, and partnerships.

We currently have eight ERGs and encourage each ERG to have two Leads and an Executive Sponsor to ensure there is partnership and collaboration in the work that Leads are responsible for. As our ERG program evolved, in 2020, we implemented an ERG Lead

compensation policy to better reward and recognize our ERG Leads for their contributions to advancing our DEIB mission. We see this as an investment in the future leaders of our work culture—and our company.

In 2022, our ERGs continued to build a culture of inclusion and belonging at Justworks. They celebrated affinity months, held workshops and sessions to promote learning and understanding, and provided Justworkers with tools to practice and promote awareness and inclusion. ERGs also focus on building community and a safe space for their members. Their amazing work guides Justworkers in becoming part of a collective effort to promote DEIB in the organization.

Our ERGs and their latest initiatives:

60 Percent

Promotes unity, cultural celebration, and a sense of belonging amongst employees of Asian and Pacific region heritage and their allies.

- YK Hong Anti-Oppression Workshops
- Potluck for Community Building - cultural and family traditions to share stories over food

BLACKworks

Creates a space where Black people can cultivate their development and advancement through professional and social networking opportunities.

- Black History Month Programing: Close the Gap - An Intro to Financial Literacy
- Black History Month Programing: Let's Talk About It - Exploring Mental Health in the Black Community
- Juneteenth Basketball Tournament (collaboration with Just Kicks, our community of sneakers heads with support from 60 Percent, Cultura and OUTworks)

Chai

Justworks' ERG for self-identifying Jewish employees and our allies to explore Jewish faith, culture, identity, and peoplehood.

- Meet n' Greet for connection and community



Cultura

Creates a safe and welcoming space at Justworks for LatinX & Hispanic members and our allies to gather socially.

- Joint Networking Panel with Hispanic/LatinX Leadership at Justworks and Peloton
- A seat at the table Hispanic History Month Celebrations



Family Matters

Dedicated to supporting Justworkers in balancing work and caregiving through collaboration, learning, and advocacy.

- Parenting Workshop Series
- Advocacy and Influence on Justworks updated parental leave from 12 weeks to 16 weeks for all parents.



Thanks for creating a safe space for every person. Truly inclusion and diversity is something you could really see and feel.”

- Anonymous Justworks Employee, from our 2022 Engagement Survey



JUST

 **Justability**

Strives 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.

- Disabilities in Awareness Month Meet n' Greet
- Body Doubling Sessions

 **OUTworks**

Promotes an inclusive and positive LGBTQIA+ environment, in both the workplace and our community through education, forum, and social events.

- Pride community building programming
- National Coming Out Day and merch distribution

 **Square1**

Existing to amplify & uplift the voices and experiences of women, 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.

- Women's History Month and Intersections Panel
- Community Mix and Mingle



Our Continued Work



As a company, 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.”

- Anonymous Justworks Employee, from our 2022 Engagement Survey

Looking ahead, we will continue to work towards achieving greater diversity and increased inclusion for all employees. To support our vision, we've developed a multi-year DEIB strategy that includes priorities and accountability measures. We will focus on launching innovative new programming for our workforce, improving our data collection and analytics to support visible and tangible advancement, and striving to set the standard amongst our peers.

Specifically, in the coming year, we will focus on taking the foundational work achieved in 2022 to the next level. We will:



Continue to practice inclusive recruiting and interviewing practices (e.g. diverse interview panels, partnerships to reach in-demand talent, and training for all people managers on inclusive interview practices to name a few) to improve BIPOC and female representation at Justworks - specifically in our two focus areas of Engineering & Technology and senior leadership.



Collaborate 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.



Deploy 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 2 DEIB culture trainings per year) and (b) ensuring managers are fully equipped to lead diverse, high-performing teams by embedding DEIB concepts in all relevant manager training.



Accelerate our journey by taking ownership and driving accountability. Engage leaders and the company in realizing we all have a stake in achieving our DEIB goals. Some examples of our approach are:

- ensuring all promotions and significant project assignments include DEIB impact assessment;
- embedding DEIB in monthly operational plans across the organization;
- identifying specific DEIB strategic objectives in yearly strategic plans; and
- implementing an internal DEIB Council, composed of business leaders, with the objective of supporting and driving accountability.

- Continue to improve how we capture, measure, and understand our DEIB data to assess the impact of all of our initiatives.
- Provide periodic DEIB reports to the Board's Compensation and Leadership Development Committee on progress with regard to all of our DEIB objectives.



Justworks partnered with local artist, Nicole Salgar, for this mural at Wynwood walls in Miami, FL

As we continue to navigate a complex geopolitical environment, we will also be mindful of opportunities to engage on issues that relate to our mission: to help entrepreneurs and small businesses grow with confidence.

Publishing this report is a foundational step forward in our DEIB journey. It provides a baseline, guidance for setting future targets, and a starting point for increased transparency. We are looking forward to the important conversations and commitments that this report will facilitate, and are hopeful that it will help us advance our goals. Our commitment to DEIB is unwavering. We seek to be a leader amongst our peers, serving as an example for others, and keeping education and training at the forefront.



