

Justworks

2024 Impact Report



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About this Report

This is Justworks, Inc.'s FY24 Impact Report, covering the fiscal year from June 1, 2023 to May 31, 2024. In some instances, this report also highlights FY23 activities that have occurred since our last published report in May 2023. References to FY or fiscal year pertain to this reporting period, while mentions of 2023 or 2024 refer to the respective calendar year. The data and text contained in this report has not been assured, verified, or audited by a third party.

As our company has grown and transformed, so has our approach to environmental, social, and governance (ESG) reporting. Our initial disclosure for FY22, which serves as our baseline year, was delivered through two separate reports: the inaugural Impact Update and a Diversity, Equity, Inclusion, and Belonging (DEIB) Report. We spent FY23 refining our processes and approaches to ESG and data collection, and for this FY24 Impact Report, we combined our Impact and DEIB reports into one.

Introduction from Our President and CEO



“Our core values—camaraderie, openness, grit, integrity, and simplicity (COGIS)—guide everything we do, shaping our culture and how we support our employees and our customers.”

Mike Seckler
President & CEO

At Justworks, we believe in the power of small businesses and the people who run them.

After all, every business starts small. And entrepreneurship has proven itself to be a remarkable force for positive change in our society over the long run.

This insight is why we do what we do—we envision a world in which starting, running, and joining a small business is a more accessible option for all. If we can realize this vision, we will have helped make the world a better place.

But we are still just getting started. There are more than 40 million people working at companies with fewer than 100 employees in the U.S. alone. As large as Justworks is, as far as we’ve come, we currently serve less than one-half of 1% of that population. We have a massive opportunity in front of us to expand our impact.

I’m proud of how far we’ve come these past two years. Justworks has always existed to help small businesses grow with confidence, but historically we have only been a great fit for a certain type of business—generally white-collar, desk-based work. Now, we are transforming ourselves so that we can help many more types of small businesses in a wider set of ways, and we are establishing a global footprint to help them hire and grow anywhere in the world.

And the world needs us to be successful.

Because as Justworks grows our reach, we will help more small businesses get started. We aspire to be the partner they have always deserved but never before had access to. If we can live up to this ideal, we will also help more small businesses thrive. And, as more entrepreneurs realize their dreams, they will—like magic—create jobs and opportunities for other people that give meaning to their lives and a chance to realize their potential. This is our purpose.

With this virtuous cycle in mind, Justworkers tend to be very mission-driven. 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. 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. They want Justworks to change this by leveling the playing field.

And so, impact is central to our business. From the way we approach diversity, equity, inclusion, and belonging (DEIB) to how we support our customers, we are focused on making a difference. Our core values—camaraderie, openness, grit, integrity, and simplicity (COGIS)—guide everything we do, shaping our culture and how we support our employees and our customers.

The years covered in this report, our fiscal 2023 and 2024, were significant years of transformation for us. We continued to invest in our employees, prioritizing their sense of belonging and building a culture that fosters retention and growth. We strengthened the small business community by empowering entrepreneurs to thrive. And we built our resilience—both internally and for the businesses and communities we serve.

As we look to the future, we will continue to lead with compassion and integrity to create more opportunities for more people—as we stand alongside the entrepreneurs and small businesses who contribute so much to our economy and society.

We look forward to continuing to share our progress and impact with you.

About Justworks

Justworks is a technology company that levels the playing field for all small businesses. Through our software and as a partner, we help our customers take care of their teams, streamline their operations, and navigate the complex aspects of managing a workforce with confidence. To achieve this, we focus on building for small businesses and understanding their unique needs. Our flexible platform empowers them to assemble powerful self-service capabilities to meet their payroll, tax, global human resources (HR), and compliance needs. Plus, we've got their back with 24/7 human support, on-demand expertise, and access to high-quality benefits designed for the modern workforce.

Our Purpose

To help people realize their potential.

Our Mission

To help entrepreneurs and businesses grow with confidence.

Our Vision

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

Our Values

We're united by shared goals and motivations, which are embodied in Justworks' COGIS values—camaraderie, openness, grit, integrity, and simplicity. These values aren't just words on a poster; they are the foundation of our company's approach and actions. Collectively, they foster a culture of responsibility and accountability to one another, our customers, and all other stakeholders.



CAMARADERIE | Working together toward 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.

FY24 Justworks at a Glance

1,400+

full-time employees worldwide

11,600+

small business customers
across all 50 U.S. states

174,000+

individuals on our platform¹



We are proud to be a company with roots and headquarters in **New York City, New York**. We also have continued to expand our presence in **Toronto, Canada; Mexico City, Mexico; London, United Kingdom; and Tampa, Florida**.

¹Includes Professional Employer Organization worksite employees, employees of our Payroll customers, and Employer of Record employees.

FY24 Impact Highlights

Formal ESG Assessment

In August 2024, Justworks conducted a formal ESG assessment to determine the highest priority environmental, social, and governance topics for our company and our stakeholders. This exercise helped us align on the ESG risks and opportunities most relevant to Justworks and will support the development of our Impact Strategy and approach to ESG as we seek to advance our programs, increase our resilience, and align with our stakeholders' needs.

81%

participation rate on our July 2024 Employee Engagement Survey

586

Just Thrive³ participants in FY24, benefiting underrecognized⁴ founder customers and mission-aligned organizations with essential business support

76%

inclusion score² on our July 2024 Employee Engagement Survey

\$175K

distributed in grants to break down barriers that limit and prevent access to entrepreneurial opportunities and resources

74%

of newly hired employees and 77% of new people managers have completed the 'Diversity: Inclusion in the Modern Workplace' training

77%

of new people managers completed the 'Managing Bias' training

²Our inclusion score measures the degree to which Justworkers feel valued for making a unique contribution, feel like they belong, feel respected, and feel like they can be their authentic self at Justworks.

³Learn more about Just Thrive in our Social Impact section.

⁴Underrecognized entrepreneurs include individuals or groups whose contributions, abilities, or experiences are inadequately acknowledged or valued due to systemic biases and discriminatory practices.

People



Our People

At Justworks, our goal is to build a workplace where people can grow, thrive, and feel seen. We work to foster an environment that not only attracts top talent, but also inspires them to choose Justworks as their preferred employer, across an increasingly competitive talent marketplace.

We want Justworks to be a place where careers flourish, connections deepen, and individuals are excited to bring their best selves to work every day. Our aim is to set a high standard for employee experience, to foster not just a great workplace, but a true sense of belonging. At Justworks, we seek to recognize and value each team member's unique contributions, empowering talented people to build meaningful careers and create a lasting impact.

When a new hire joins our team, one of our first conversations is about teamwork. We discuss what it means to be part of a high-performing team, how a team can be greater than the sum of its parts, and how collaboration enables a team to achieve what no one individual could accomplish alone. Justworks has grown to where it is today because of our exceptional teamwork and collective effort.



Justworks always puts the best interest of their employees and customers first. That's something that has not changed in the eight years I've been here. We are one of the few companies that talks about DEI and actually values the impact that DEI has on a workforce.

Buda Yao, Senior Manager, Sales



Justworks' commitment to growth, professional development, and employee well-being are all reasons why I see myself building a long-term career here. It's a place that values both teamwork and individual contributions so there are many opportunities to make an impact both at the company level and for our customers.

Suzanne Moss, Senior Manager, Health Underwriting



The Employee Journey

Our goal is to cultivate a dynamic, inclusive culture where personal and professional growth are seamlessly intertwined with daily work life. We carefully consider every aspect of the employee journey, starting with the very first interaction new hires have with us.

1

Attract & Recruit

Focusing on the candidate experience, we require all our hiring managers and interviewers to complete interview training, which covers best practices for managing bias and creating an inclusive experience.

2

Onboarding 90-Day Plan

We want the first 90 days of our employees' experience to set a foundation for success and we provide guidance to managers to help achieve this goal.

3

Coach & Develop

We enable our employees to develop through our JustGrow system, which offers tailored growth opportunities and resources to help them reach their full potential.

4

Recognize & Retain

We recognize Justworkers for their exceptional performance, with semi-annual, company-wide awards to celebrate those who exemplify our COGIS values.

5

Offboard & Transition

We know offboarding represents a critical stage in the employee lifecycle, and ensuring a smooth transition is crucial for future recruitment, team performance, and enhancing the Justworker experience.



Employee Engagement

Just as important as our customer feedback, our employee feedback plays a vital part in forming our People Strategy. The feedback we receive helps us direct our strategy, strive to create a more supportive and motivating work environment, tailor our development programs, and course correct where appropriate. By listening to our employees and acting on their feedback, we seek to foster a culture of continuous improvement so that everyone feels seen.

We achieved a participation rate of 81% on our July 2024 Employee Engagement Survey. This rate surpasses Culture Amp’s average of 75%, giving us confidence that our survey results are highly representative of our workforce. Using the Culture Amp employee engagement platform, we benchmark our engagement scores against industry standards. The survey’s overall employee engagement score was 68%, which is slightly under Culture Amp’s average U.S. New Tech benchmark of 71%. Our inclusion score, a measure of how valued Justworkers feel for their unique contributions, sense of belonging, respect, and ability to be their authentic selves at Justworks, reached 76%, slightly under Culture Amp’s benchmark of 79%.

When compared with prior years, our level of employee engagement has declined. The survey identified areas we are actively focusing on, such as enhancing career opportunities and two-way communication, which represent two areas most greatly impacting our level of engagement. Given how quickly Justworks has grown, we recognize there is an opportunity to strengthen how we communicate across departments and the broader company. While we need to take action in key areas, we also need to celebrate, preserve, and acknowledge what we’re doing well: 82% of our employees are proud to be at Justworks and 80% would recommend it to others—two foundational aspects of an engaged workforce.

Moving forward, we plan to introduce an “Always On” engagement strategy by actively gathering Justworker feedback and insights on their experiences and satisfaction through more frequent employee surveys.

July 2024 Employee Engagement Survey

81%

participation rate

68%

overall employee engagement score

76%

inclusion score

Personal Development

Whether our employees are aiming to enhance their skills, take on new projects, or explore different career paths, we hope to support their unique journey at Justworks. We emphasize a growth mindset by providing Justworkers with a variety of programs, tools, and initiatives to encourage both their personal and professional development.

JustGrow

We want our employees to be in the driver's seat of their career with full support from their managers. To facilitate this, we offer JustGrow, our performance enablement and development program. The key building blocks of JustGrow include:

- Personal goal setting on our Culture Amp platform, aligned to team, department, and Justworks goals and objectives.
- Weekly 1-on-1s with managers and continuous feedback.
- Formal check-ins with managers twice a year, focused on both performance and development—including self-assessments to celebrate achievements and/or address areas for improvement.

All Justworkers have access to our LinkedIn Learning Platform to support their growth. We encourage employees to consider their long-term career goals and explore opportunities in other departments if it aligns with their interests and growth path. In addition, promotions are made based on business needs as well as employee capability and performance. We also emphasize people managers' role in supporting their team members as they progress in their career.

1,050+

active users on LinkedIn Learning

BetterUp

We offer access to career coaching through the BetterUp platform to managers and high-performing individual contributors. BetterUp coaches help participants in planning the next steps in their careers and achieving their goals. Since its launch in 2020, the program has welcomed 132 participants. All of the Justworkers who participated in FY24 are still with Justworks today and we saw strong performance and more frequent promotions among these BetterUp graduates as compared to our overall employee population.



Accelerating Leaders

We are dedicated to accelerating the development of Justworks' future leaders, recognizing that investments in team members' growth are key to our collective success. Our holistic leadership development approach aims to equip team members with the skills and knowledge needed to excel in their roles and drive innovation.

JustManage University: It's not easy being an early career or first-time manager, so we work to support our managers in developing the skills they need to lead their team successfully with competence and confidence. JustManage University is a program designed to be completed within the first 12 months of joining Justworks as a manager or of being promoted to manager. The program includes modules and workshops on topics such as developing an effective relationship with their team, sharing recognition, and providing effective feedback, as well as access to resources like podcasts, subscriptions, and LinkedIn Learning.

Justworks Leaders' Fellowship:⁵ In partnership with NYU Stern Executive Education, we launched our second cohort of the Justworks Leaders' Fellowship (JLF) in September 2023. This two-year fellowship aims to develop high-performing, high-potential people managers and individual contributors into Justworks' future senior leaders. To select a diverse group of participants for this competitive opportunity, the Talent, DEIB, and Leadership teams collaborate closely through a comprehensive application process. The program is open to managers, senior managers, and directors who are in good standing at the start of the program by having completed the JustManage University curriculum and meet minimum performance criteria. Eligible employees are assessed based on their readiness, commitment, and intended outcomes from the program, as well as their leadership competencies and career aspirations. Throughout the fellowship, participants from varied functions across the business take part in a mix of classroom, practical, and peer-learning experiences. In addition, each cohort builds their knowledge of global supply chain/business operations, develops their leadership capability, and expands their global perspective through three week-long experiential journeys. Of the 13 participants in our second cohort, nine are women (69%) and five identify as Asian, Hispanic/Latino, or Two or More Races (38%).

Experiential learning through JLF

The inaugural cohort, which concluded in October 2024, kicked off with a trip to the University of Minnesota to attend lectures. Participants had the opportunity to tour factories alongside executives at companies like Target, Best Buy, Boston Scientific, Mall of America, and Land O'Lakes. They wrapped up the fellowship with a trip to Ghana to explore and learn from local small businesses including a cocoa factory, a food processing company, and a medical center.



JLF introduced me to a diversity of perspectives that have profoundly shaped how I lead – both at work and in the world around me. Through my experience, I learned that leadership is not a title or a position, but instead, a set of behaviors. Furthermore, one of the most powerful lessons I learned through JLF is that the pace at which you can adjust in moments of adversity – especially when your best-laid plans don't work out – is key to success. When plans go awry, the ability to reframe challenges as opportunities is a true superpower – one that fuels growth, even when it's uncomfortable. I'm grateful for the insights I have gained through JLF and I'm confident that they will continue to shape my thinking as a leader for years to come.

Maria Mucci,
Senior Manager, Strategy Operations



⁵Currently this program is only available for U.S. employees.

Benefits, Health, and Well-being

Our Total Rewards Philosophy

Our approach to fostering belonging and caring for our employees is embodied in our Total Rewards Philosophy, which encompasses our approach to compensation, employee ownership, and a comprehensive benefits package.

Justworks endeavors to ensure that all its compensation practices, both cash and equity, are competitive and administered equitably, taking into consideration market benchmarks, budget, business needs, internal parity, and employee performance. To that end, pay equity reviews are an integral part of our annual compensation cycle. We conduct pay equity analyses using an external economist for both cash compensation and equity refresh grants to promote consistent and equitable compensation practices. Additionally, Justworks shares a minimum and maximum compensation range for all open roles, where legally required and beyond, and does not ask candidates to share their compensation history.

Justworkers have an ownership stake in the company that they build on every day. All employees are granted equity upon their hire and can continue to earn more through an annual refresh equity grant and/or promotion, as applicable.

Health and Wellness Benefits

We offer a comprehensive range of health benefits to our U.S.-based employees. In addition to health insurance, our U.S.-based employees can use a range of services that facilitate access to the care they need. Among these services, our employees have access to One Medical, a medical concierge that makes it easier to find the right primary care physician, and Teladoc,

a telemedicine provider. Through our partnership with Kindbody, employees can access direct and convenient services ranging from fertility treatments, including IVF and egg freezing, to wellness and LGBTQ+ care.

Additionally, all U.S.-based Justworkers have 24/7 access to Health Advocate, the nation's leading healthcare advocacy and assistance company, to support them when needed in resolving healthcare and insurance-related issues. We also offer access to these benefits to our customers and their U.S.-based employees, where available and feasible. Other insurance offerings we provide to our U.S.-based employees include short-term disability insurance, long-term disability insurance, life insurance, and accidental death and dismemberment insurance.

JustBeWell, Supporting Health and Well-being:

In support of employees' mental health, we provide all U.S.-based employees with access to Talkspace, an online therapy platform, and Headspace, a popular meditation app. At the end of FY24, approximately 700 Justworkers and their family members had registered to find zen with Headspace.

To support physical well-being, we offer communal bike memberships, and discounted access to the Peloton One app to our U.S.-based employees, as available. For financial well-being, we offer access to financial coaching and guidance on paying off student debt.

Flexible Time Off

Our paid time off policy gives employees the flexibility to take time off to recharge. All U.S.-based full-time and part-time employees and interns are also eligible for Sick and Safe Leave. They accrue this leave over time and can use up to 56 hours per calendar year. Sick leave refers to time off for an employee to attend to their medical needs, the medical needs of a family member, or due to the closure of a workplace, school, or childcare provider because of a public health emergency. Safe leave refers to time off for an employee to attend to their safety and security needs or those of a family member in situations involving threats or acts of violence.

Parental Leave and Family Care

Justworks offers employees up to 16 weeks of fully paid leave in the 12 months following the birth of their or their partner's child or placement of a child with them for adoption or foster care.⁶

Oxygen Days

We promote healthy work habits by offering flexibility in how Justworkers manage their time. Each employee is entitled to two 'Oxygen Days' per year—flexible paid time off designed for activities that bring them joy and rejuvenation, along with a \$100 total stipend.

1,404

employees took advantage of
Oxygen Days in FY24

⁶Justworks' parental leave offering includes 16 weeks of full compensation at minimum. Each market may have additional coverage depending on the location, as we abide by local protections that run concurrently with or that extend beyond our internal policy.

Sabbatical

We believe it's important for our employees to take time away from their daily work to reflect, rejuvenate, and re-energize to continue to grow and do their best work. We offer sabbatical leave for any full-time employee who has worked at Justworks for at least five years. Eligible employees may apply for a sabbatical leave of up to six continuous workweeks at their full base pay rate.

Volunteering

We give Justworkers up to 40 hours of paid time off annually to volunteer at an accredited service organization, enabling them to develop new skills and support local causes that are driving social progress. In FY23, we reviewed the structure of our volunteering program and focused on providing more opportunities for our employees to volunteer. In FY24, Justworkers spent over 800 hours volunteering. For additional information on employee volunteering at Justworks, please see the Social Impact section.



Taking a sabbatical earlier this year provided a chance for me to recharge, and really step away from my work and my usual schedule. So much of the time, even when on a vacation, especially as a manager, there's an impulse to check in on my team or respond to something quickly, and it doesn't allow you to fully mentally separate from the day to day. This longer period of time allowed that for me so I could come back sharper, with renewed pride that my team was so capable to handle everything in my absence.

As a part of my sabbatical, I volunteered at a historic chateau in France (frankly doing a lot of manual labor!) but one of the things that I took from it was a renewed sense to seek out and prioritize the most important tasks. I found when I returned that I was more apt to prioritize the work with the most impact, which is always a challenge as sometimes less impactful tasks seem more pressing.

Madeline Taggart, Manager, Tax Registrations



In April 2024, several Justworks employees volunteered in NYC and Tampa to celebrate Earth Day. In NYC, the Green Team organized an event in partnership with Green Guerrillas, an organization that supports urban community gardens, which allowed Justworkers to help Lydia's Magic Garden in Harlem prepare for the new season. In Tampa, employees partnered with Keep Tampa Bay Beautiful for a park cleanup at Cotanchobee Fort Brooke Park.



Diversity, Equity, Inclusion, and Belonging





Our Commitment to DEIB

We believe that our commitment to diversity, equity, inclusion, and belonging is a key competitive advantage. This commitment drives us toward our goal of an open, inclusive, and collaborative culture that elevates individual potential in service to our company, community, and customers. We welcome and value the diverse backgrounds and perspectives within our workforce, workplace, and marketplace.

As we continue to embed DEIB into our Justworks culture, we aim to integrate these principles into our products and customer experience to deliver solutions that promote equity. To achieve this, we continue to explore opportunities to incorporate DEIB into our divisional goals across the company, and will work to improve our systems for measuring and evaluating our progress.

Our DEIB Pillars

Since our earliest days, we've prioritized diversity and inclusion, weaving them into our culture and ethos. In advancing our DEIB mission, we are guided by three strategic pillars:

<p>WORKFORCE Building a workforce that reflects the communities where we operate</p>	<p>WORKPLACE Fostering a culture that welcomes and respects differences</p>	<p>MARKETPLACE Creating solutions that promote equity and opportunity for all</p>
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Widening Our Talent Pool

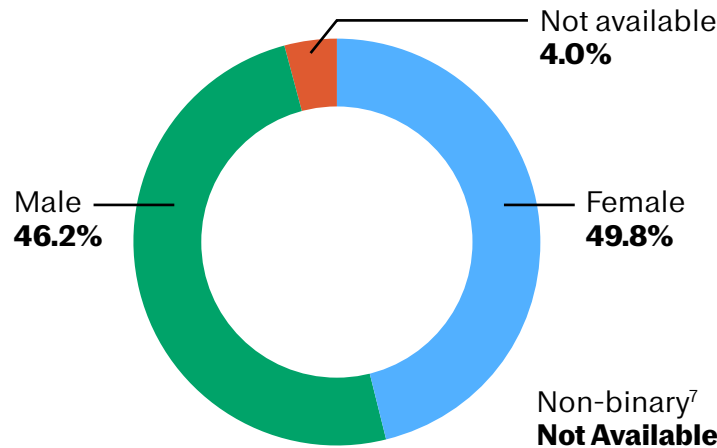
When Justworks reflects the communities where we operate, we believe we can better understand and meet the needs of our existing and future customers. We pursue strategic partnerships that allow us to tap into a wider and more diverse talent pool, expand equitable access to employment opportunities, and bring fresh perspectives and innovative ideas to our teams.

- ➔ **Leveraging partnerships to diversify our team:** Partnering with Basta, Tech Ladies, Breakthrough Tech, Kindworks, Per Scholas, Q+ Equality Foundation, and Streetwise Partners supports us in cultivating a workforce that mirrors the diverse customers we serve. These partnerships allow us to invigorate our diverse talent pipeline, progress toward our DEIB goals, foster innovation, and strengthen our company culture. In FY24, Justworks brought on 15 new hires from these partners.
- ➔ **Building a talent pipeline with Sunternship:** In June 2024, we welcomed our fifth and most diverse cohort of summer interns, known as 'Sunterns,' for a 10-week paid internship program. This group of 25 college students and recent college graduates integrated with our Engineering, Marketing, Legal, People, and Customer Success departments. Program feedback from both Sunterns and Justworkers has been overwhelmingly positive.

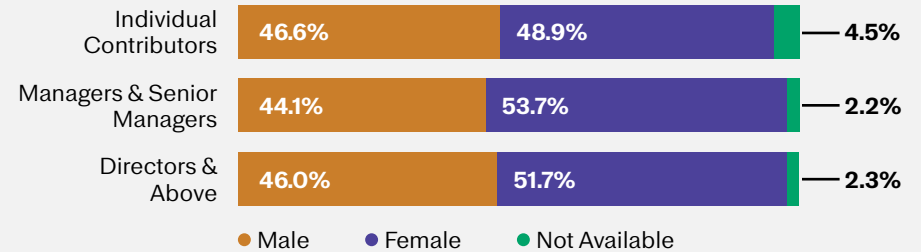
Workplace Demographics

As we strengthen our people strategy to attract and retain diverse talent at every level, we seek to cultivate a workforce experience that embodies our commitment to DEIB.

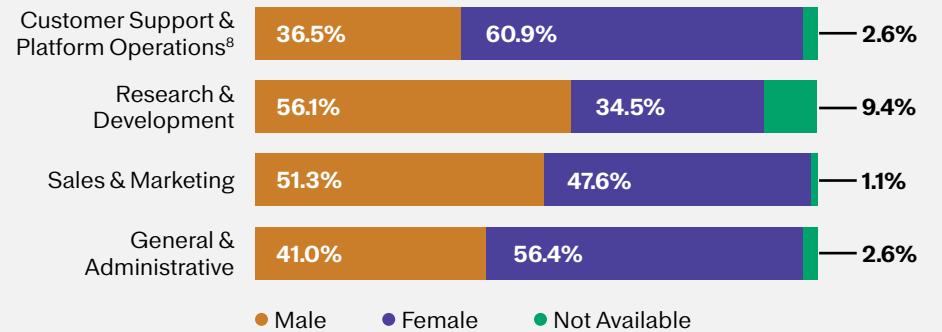
Gender Representation (Global)



FY24 Gender by Role (Global)



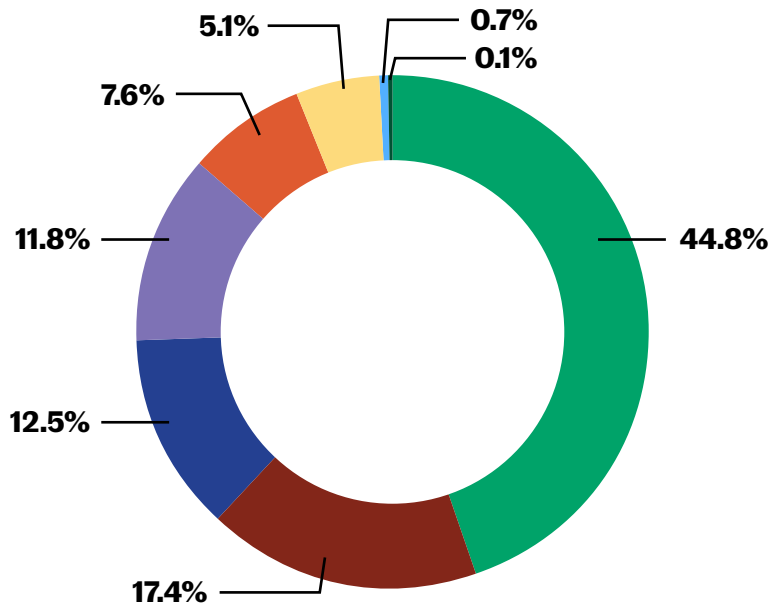
FY24 Gender by Business Unit (Global)



⁷ In FY24, we transitioned to a new platform for collecting employee demographic data. The category "non-binary" was not available on this new platform at the time of the transition, however, we are actively working to address this and plan to expand our gender categories to include "non-binary" in the future.

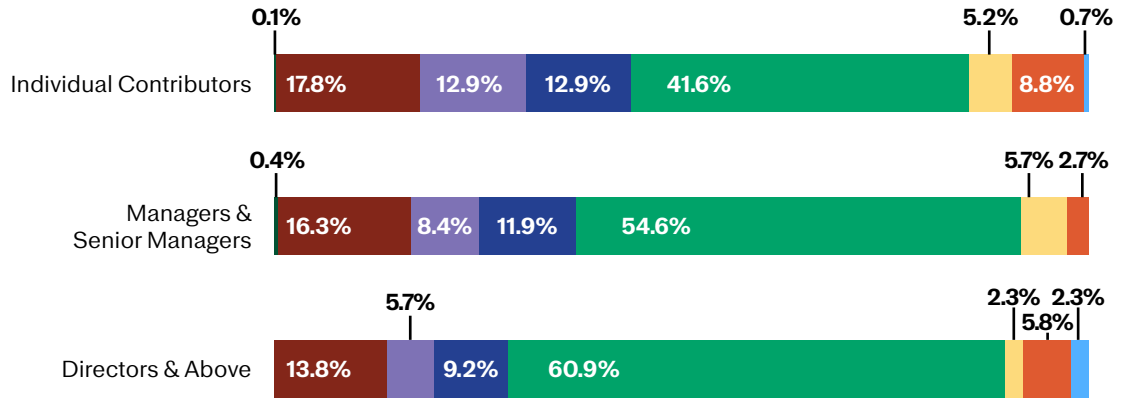
⁸ The Customer Support and Platform Operations category is broadly inclusive of Justworks Cost of Providing Services (CPS) functions. This category includes employees in functions associated with customer support and platform operations including, but not limited to, product support, customer success, and other operations teams.

Race and Ethnicity Representation (U.S.)

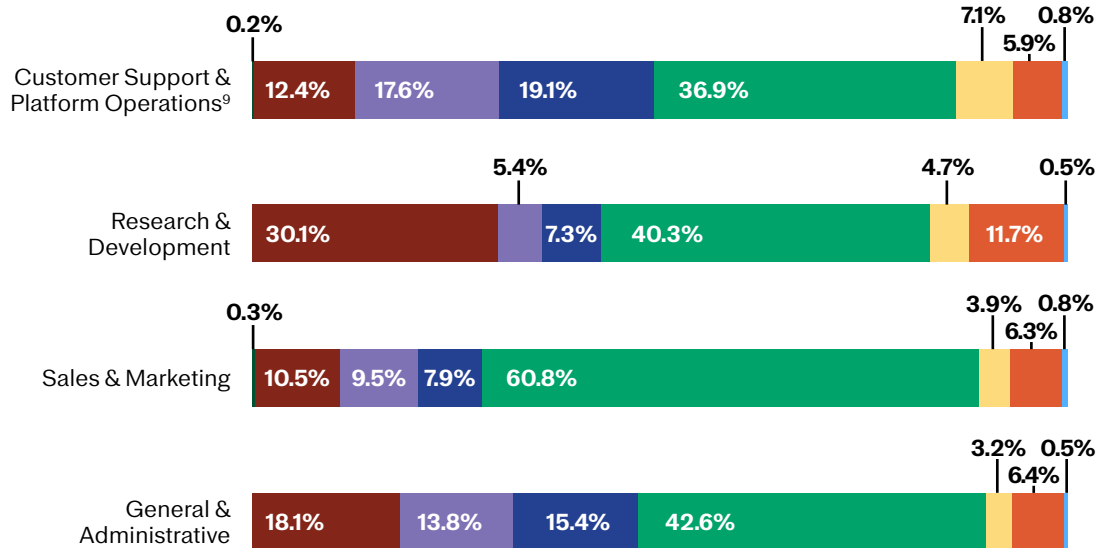


- American Indian or Alaskan Native
- Asian
- Black/African American
- Hispanic/LatinX
- Native Hawaiian or other Pacific Islander
- White
- Two or More Races
- Prefer Not to Say
- Not Available

FY24 Race and Ethnicity by Role (U.S.)



FY24 Race and Ethnicity by Business Unit (U.S.)



See the [Appendix](#) for additional workplace demographics metrics.

⁹The Customer Support and Platform Operations category is broadly inclusive of Justworks Cost of Providing Services (CPS) functions. This category includes employees in functions associated with customer support and platform operations including, but not limited to, product support, customer success, and other operations teams.

Training and Inclusive Leadership

In FY24:

74%

of our new employees completed the 'Diversity: Inclusion in the Modern Workplace' training

77%

of our new people managers completed the 'Managing Bias' training

These trainings encourage new employees to keep diversity top of mind, from the very beginning of their journey at Justworks.

We integrate DEIB concepts into relevant trainings to increase Justworkers' cultural competency and equip managers to lead diverse, high-performing teams. Leading our learning and development initiatives, the People Experience team collaborates closely with the DEIB team to design and curate a range of professional development opportunities for employees.

Our broad curriculum, the Diversity Learning Journey (DLJ), offers training sessions, educational modules, and experiential learning opportunities to employees and managers across various DEIB topics. Our executive training, the Seed and Spark initiative, engages executives in film-based learning and accountability sessions that promote best practices for inclusivity. Additionally, our Inclusive Manager Training seeks to help our people managers deepen their self-awareness, enhance their ability to deliver equitable feedback, and navigate burnout more effectively.



We also provide personal and professional development opportunities that aim to help drive the growth and development of future leaders from diverse backgrounds and areas of the organization. This is a key effort for both our BetterUp coaching program and the Justworks Leaders' Fellowship, each of which are described in more detail in the People - Personal Development section of this report.

In FY24, a cohort of 48 women participated in The Cru, a 12-month program designed for women by Luminary, that connects women Justworkers with accountability and support networks. Participants engaged in 90-minute monthly peer-to-peer coaching circles, exclusive events, and 60-minute monthly debrief meetings to discuss learnings and share experiences.

Looking ahead, we plan to build, implement, and scale programs that focus on inclusive leadership and intercultural competence. This includes launching the second iteration of the DLJ, designed to provide experiential learning and training for employees outside of our NY office. The expanded model will emphasize anti-discrimination and sensitivity training, empowering participants to uplift underrecognized voices.



As leaders, our mission is to create a space where people feel seen, valued, and inspired to give their very best. Leadership is about cultivating the right conditions, and it's in these spaces that individuals find the courage to step up, seize opportunities, and bring their full potential to life.

Layla Ramirez,
Director, Diversity, Equity, Inclusion, and Belonging (DEIB)



Employee Resource Groups

We believe that Employee Resource Groups (ERGs) play a vital role in making Justworks a great place to work. These community-driven groups, which are open to all employees, are central to our efforts to advance progress in DEIB, offering opportunities to build awareness, understanding, and business acumen. Our nine ERGs organize a range of activities, events, and partnerships and maintain active Slack channels for daily support and interaction. Open to everyone, they encourage learning and allyship while promoting a sense of belonging.

ERGs Impacting Our Business

Through engaged and collaborative efforts, our ERGs are instrumental in designing impactful initiatives at Justworks.



60 Percent

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



BLACKworks

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



Chai

Supporting self-identifying Jewish employees and their allies to explore Jewish faith, culture, identity, and peoplehood.



Cultura

Creating a safe and welcoming space at Justworks for LatinX & Hispanic members and their allies to gather socially and professionally.



Family Matters

Supporting Justworkers in balancing work and family through collaboration, learning, and advocacy.



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.



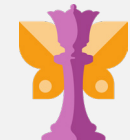
OUTworks

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



Sed Patriae

Creating an atmosphere of professional camaraderie, advancement, and insight through networking and social support for all military veterans and allies.



Square1

Amplifying and uplifting the voices and experiences of women and femme-identifying employees at Justworks. Square1 centers the voices and experiences of cis and trans women, and the nonbinary and genderqueer communities.

Examples of ERG Accomplishments in FY23 and FY24

Sed Patriae

Sed Patriae's collaborative efforts with our Finance team and the Justworks Leaders' Fellowship members led to our Veterans Discount offer in FY24, which, like our long-standing 501(c)(3) nonprofit discount, provides for a \$10 per employee per month discount off our market rates for Professional Employer Organization (PEO) customers.

Justability

In collaboration between the DEIB and Workplace teams, Justability created The Zone. The Zone is a designated space at our physical office at 55 Water Street in New York where employees can work in a low sensory area with no distractions. This space was designed for employees who prefer limited social interaction or need extra quiet to be their most productive selves.

Supporting the Growth of Our ERGs

To honor their dedication and hard work, we provide our ERG Leads with a rewards and recognition package that includes cash compensation, formal professional development, and access to management coaching. We encourage our executives at the VP level and above to serve as an ERG Executive Sponsor during their tenure at Justworks, ensuring each ERG is supported by an Executive Sponsor. Executive Sponsors provide guidance and strategic support to their assigned ERG to help them navigate the organization and achieve their objectives and goals. In 2023, we established clear descriptions for the ERG Leads and Executive Sponsor roles and refined the ERG application process to promote consistency, equity, and success. Looking ahead, we will seek to further strengthen our ERGs and align them with Justworks' social impact strategy and core business goals to drive our success. We also see opportunities for collaboration with our Product and Engineering teams to enhance equity, improve language and accessibility, and better serve our customers.

Promoting Equity for All

We aspire to create products and solutions that break down barriers and champion equity for all. By consistently integrating DEIB into our approach, we aim to set new benchmarks for diversity and equity in our industry.

DEIB + Product Framework

We collaborated with Kindbody, our benefits partner and a technology-driven fertility clinic network and family-building benefits provider, to share inclusive stories around all paths to parenthood. This collaboration inspired our Product team to create our DEIB + Product Framework, which now guides the use of inclusive language in our products. The Framework emphasizes the power of language as a tool that can draw us closer together or drive us further apart. Language is also one of the essential ways our customers and employees experience Justworks—words matter. The words we use are key to creating psychologically safe, inclusive, respectful, and welcoming environments.

Marketing DEIB Playbook

We created our Marketing DEIB Playbook to align DEIB efforts with our go-to-market strategy for a greater impact. It outlines guiding principles for how Justworks presents itself as a brand so that we execute in a deliberate, proactive, authentic, and consistent manner across our channels. For example, we conducted market research about Minority and Women-Owned Business Enterprises (MWBs), which gave us key insights about how to better serve this group of entrepreneurs. We believe that understanding their specific needs and working to address them through strategic partnerships and improvements to our products can help us increase the participation of these MWBs on our platform and facilitate access to key resources like capital and networks.

Looking ahead, the DEIB team aims to drive innovation by deepening its cross-team collaboration strategy. For instance, the team sees opportunities to partner with our Payment and Tax Unit to develop programs that enhance access to capital for small business owners, work with Product and Engineering to refine inclusive language and DEIB training, and collaborate with Marketing to evolve our brand, emphasizing DEIB as a core value to attract and retain like-minded employees and customers.

Social Impact



Leveling the Playing Field

At Justworks, we envision a world where starting, running, and joining a business is accessible for all. We believe that our customers, employees, and the larger entrepreneurial ecosystem each play a key role in leveling the playing field for all entrepreneurs, which is why we focus our social impact efforts on supporting each of these groups.



CUSTOMERS

We work to increase access to resources for underrecognized¹⁰ entrepreneurs and mission-driven organizations within our customer base.



EMPLOYEES

We foster a sense of purpose among our employees and empower them to support the causes they care about, including mission-aligned organizations.



ECOSYSTEM

We strengthen networks of underrecognized entrepreneurs and advocate for issues important to their businesses, extending our reach beyond our customers.

¹⁰Underrecognized entrepreneurs include individuals or groups whose contributions, abilities, or experiences are inadequately acknowledged or valued due to systemic biases and discriminatory practices.

Supporting Our Customers

We work to accelerate the positive impacts that our customers create in their industries and communities. With programs that support underrecognized entrepreneurs and mission-driven organizations, we provide access to resources that enable them to focus on what they do best.

Through Justworks, small business owners can provide attractive benefits that help recruit and retain high-quality talent, while their employees enjoy improved health, wellness, and financial security. Similar to the comprehensive health and wellness benefits we provide to our own employees, our customers benefit from access to One Medical, Health Advocate, Kindbody, Teladoc, and Talkspace, where available and feasible. We continually listen to our customers to understand their needs, evaluate new products and services, and refine our offerings.

Just Thrive

Starting and running a business shouldn't feel like an impossible challenge. Yet, for underrecognized founders, gaining access to financing, resources, and other business fundamentals can be a significant obstacle to realizing their potential. Our Just Thrive program supports these founders, and 501(c)(3) nonprofits focused on eradicating racism, with equitable access to the basic business infrastructure and service credits needed to jumpstart their success.

Spring Forward Fund

Nonprofits are the ultimate example of small organizations with big hearts. They play a key role in helping individuals, families, and communities realize their potential. In 2020, we launched the Spring Forward Fund to better support the amazing work being done by nonprofits in the Justworks community that are breaking down barriers for underrecognized populations. In October 2023, we awarded \$25,000 to the [Alliance to Cure Cavernous Malformation](#), in support of its [Breaking Barriers for Black Health Empowerment](#) program.

Alliance to Cure Cavernous Malformation

The Alliance to Cure Cavernous Malformation is a nonprofit dedicated to improving health outcomes for patients affected by Cerebral Cavernous Malformation (CCM), a disease that causes lesions to develop in the blood vessels of the brain or spinal cord. The Breaking Barriers for Black Health Empowerment program offers awards, stipends, and mentorship programs to activate a sustainable education and incentive strategy that supports diversity in neurology and introduces future neurologists to CCM.

Spring Forward Fund Gala

The inaugural Spring Forward Gala was held on October 5th, 2023 at Peak NYC to celebrate the five finalists in the running to be awarded the 2023 Spring Forward Fund grant. The event brought together over 70 individuals from across Justworks' ecosystem, including customers, partners, and external committee members. The evening consisted of a cocktail hour followed by a seated dinner during which we hosted the finalists in a panel conversation to provide insights on their company and initiatives.





My experience today was wonderful, the two women I was partnered with at Justworks helped me realize that I can start today - what I have works! I would come back to Justworks and IFEL again!

Paulina, Live Lawyer App

Engaging Employees in Social Impact

At Justworks, we are united in our mission to help entrepreneurs and businesses grow with confidence. In an effort to cultivate opportunities for Justworkers to directly support mission-driven organizations and enable their growth and development of new skills, we include employees in the grant selection process.

Service for Impact

In 2023, we launched the Service for Impact program to promote skills-based volunteering among Justworkers and collectively expand our community support. This initiative encourages mission-driven service by guiding employees on how to give back to their communities. The program not only connects Justworkers to impactful community service opportunities but also allows us to measure how successful we are at promoting these connections. Full-time employees can use their 40 hours of paid volunteer time off to support the causes they care about with their skills and time.

The Service for Impact program presents an opportunity to build capacity among our nonprofit partners, and the founders and entrepreneurs in our ecosystem. By providing access to key resources and Justworker expertise, we aim to help participating organizations navigate challenges and build foundations for success.

The Service for Impact program enables Justworkers to deepen a connection with the communities we aim to serve in two key ways:

- 1 Skills for Service:** We offer Justworkers the opportunity to use their skills for good, in service to a nonprofit organization or small business that needs their help.
- 2 Service for Community Impact:** Our Social Impact team developed a guide for Justworkers on how and where to volunteer outside of formal programs, either with their teams or on their own.

Small Business Support Sessions

In partnership with the Institute for Entrepreneurial Leadership (IFEL), an inaugural Justworks.org grantee, Justworkers collaborate with small business owners to tackle real-world, immediate issues using active listening and problem-solving skills. These two-hour, one-on-one support sessions, organized by IFEL's Small Businesses Need Us initiative, provide a platform for meaningful interactions and practical solutions through actionable deliverables. IFEL support sessions are held monthly, giving Justworkers the flexibility to choose when to participate in this skills-based volunteering opportunity.

Square1 and IFEL

In March 2024, as part of our Women's History Month programming, Justworks' ERG Square1 partnered with IFEL to host a skilled volunteer event. This event brought together seven women small business owners and a group of Justworkers from across the company. These business owners faced specific challenges and Justworkers were tasked with supporting them in various ways, including revising their websites, practicing their pitches, and refining their go-to-market strategies. The event allowed our employees to connect with the real challenges of the people we aim to serve as an organization and provide these business owners with clear, tactical direction to move forward.

Strengthening the Ecosystem

We extend our social impact efforts beyond financial assistance by building networks that empower underrecognized entrepreneurs and supporting coalitions that share our vision of an industry that prioritizes the best interests of all small businesses.

Justworks.org

Justworks.org is rooted in Justworks' vision and commitment to leveling the playing field and increasing economic advancement for underrecognized entrepreneurs. Justworks.org seeks to make entrepreneurship attainable for more people through funding and multi-level partnerships with organizations that share our goals.

In our inaugural cycle of impact grantmaking beginning in FY23, Justworks.org awarded five \$50,000 grants to five different nonprofit organizations that are working to level the playing field for underrecognized founders and entrepreneurs. During this first cycle, we established connections with these five mission-aligned nonprofits, fostering a community dedicated to creating opportunities and supporting equitable growth for underrecognized entrepreneurs. As we enter our second cycle in FY24, we've applied lessons learned to enhance the program's benefits for grantee organizations, focusing on partnerships and network-building. Justworks.org continues to evolve toward four key areas of activation for partner organizations:

- 1 Multi-year funding opportunities
- 2 Access to skills-based volunteering through our Service for Impact program
- 3 Grantee Community Gatherings organized by Justworks to encourage interaction and peer learning
- 4 Individualized pathways for each organization to connect with our products, opportunities, and resources

FY24 Justworks.org Grantees

In FY24, we extended a second grant of \$50,000 each to three of our FY23 grantees dedicated to supporting underrecognized entrepreneurs in achieving their goals. To strengthen these partnerships, we also hosted quarterly online gatherings where our grantees exchanged insights and best practices, engaging with both external experts and each other.

→ Centro Community Partners

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

→ Communitas America

The Communitas America Ventures Accelerator program is a four-month, cohort-based incubator program focused primarily on supporting BIPOC and women social entrepreneurs.

→ Institute for Entrepreneurial Leadership

IFEL's mission is to eliminate systemic barriers that prevent people of color from accessing the knowledge, networks, and capital required for entrepreneurial success and wealth creation.



Grantee Community Gatherings

Attending the webinar on impact assessment organized by Justworks.org was incredibly enlightening. The session provided practical insights and effective strategies that we can apply directly to our work. The host was knowledgeable and engaging, making complex concepts easy to understand. Overall, it was a highly valuable experience that has equipped us with tools to enhance the impact of our work.

Damanbir Singh, Director of Development, Centro Community Partners



Advocating for Our Customers

We leverage our platform and influence to lobby for the interests of our small business customers and over 174,000 individuals on our platform, hoping to drive progress on critical issues that impact them.

National Association of Professional Employer Organizations (NAPEO)

Through our participation in NAPEO, Justworks plays an impactful role in leading the PEO industry. We actively participate in the NAPEO federal government affairs committee, the state government affairs committee, the healthcare committee, and the Political Action Committee (PAC). Additionally, in October 2024, David Feinberg, Justworks SVP, Risk & Insurance Programs, was named Chair of NAPEO's Board of Directors.

In addition, we've collaborated with NAPEO to advocate for the resolution of the IRS backlog on Employee Retention Tax Credit (ERTC) returns. This backlog has delayed delivery of essential funds intended to help small businesses retain employees during the COVID-19 pandemic and continues to create additional stress for our small business customers that are already navigating a challenging economic environment. To expedite the processing of these overdue credits, we have engaged with congressional members and their staff, seeking their support on behalf of our customers.

Together with seven of our small business customers who have been negatively impacted by these delays, we met with several Congressional Offices in Washington DC in September 2024 to share firsthand accounts of the ongoing challenges these delays have caused. With our customers, we urged legislators to contact the IRS and ask for the expedited processing of legitimate ERTC claims. We also have been working with these legislators, focusing on how they can help Justworks liaise with the IRS on behalf of our customers to help expedite the processing of their ERTC claims.

Moving forward, we hope to build on this momentum by planning additional ways to amplify the voices of our small business customers on legislative matters that impact start-ups.

Florida Association of Professional Employer Organizations (FAPEO)

We have been a member of the Florida Association of Professional Employer Organizations (FAPEO) since 2022, and Tricia Russo, our Director of Government Affairs, sits on its Board of Directors, playing a pivotal leadership role. FAPEO is the only statewide association representing the PEO industry in Florida, with a mission to protect, enhance, and promote the industry throughout the state.

Research and Development Tax Credits

We believe small businesses are the engine of innovation in America. Yet, financial constraints often limit their ability to invest adequately in research and development (R&D). The costs associated with R&D for small businesses can be prohibitive and many small businesses struggle to stay competitive in their industries—especially when competing with larger businesses.

As of 2023, qualified small businesses can apply up to \$500,000 of the R&D tax credit against their payroll tax obligations, but navigating the complex rules and regulations associated with claiming the credit can be challenging for many small businesses, and some even end up leaving money on the table. To facilitate access to these tax benefits, Justworks developed a guided experience for customers to easily complete and upload the eligibility form and file with the Internal Revenue Service (IRS) before submitting it to Justworks. Additionally, Justworks partnered with third party organizations to provide customers with direct access to R&D tax experts for further support.

Global Employment Innovation Organization (GEIO)

In 2024, Justworks became a strategic member of GEIO, a nonprofit trade association. GEIO brings together Employer of Record (EOR)¹¹ industry leaders to elevate, mature, and expand the global employment services ecosystem. The organization is focused on developing principles that will aim to shape the future of the industry and uphold its responsibility to those dependent on its services. As EOR is still a relatively new business model, Justworks hopes to be at the forefront of developing appropriate guidelines and legislation that will help move the industry forward in an ethical way.



Government Affairs in the PEO space has been critically important in helping create a regulatory framework around the country where PEOs can continue to prosper. At Justworks, we are passionate about helping our small business customers grow with confidence, so I have the additional opportunity to advocate for issues that matter to small businesses.

Tricia Russo,
Director, Government Affairs



¹¹An employer of record, or EOR, is a third-party organization that legally employs workers for another business. The EOR handles the administrative and legal aspects of employment, while the client business retains control of the employees' work and assignments.

Climate and Environment





Understanding Our Impact

Climate change has introduced new risks and uncertainties for businesses and the communities in which they operate. As a company dedicated to helping entrepreneurs and businesses grow with confidence, we're taking steps to better understand our contribution to climate change.

In FY22, we reported our first greenhouse gas (GHG) emissions inventory in accordance with the Greenhouse Gas Protocol. Since then, we've refined our approach to data collection by focusing on applying usage data where newly available instead of estimates and following updated Greenhouse Gas Protocol methodologies.

As a software company, the majority of our emissions occur further along our value chain. In FY24, our Scope 1 and 2 emissions made up an estimated 10.7% of our footprint, while Scope 3 accounted for approximately 89.3%. The largest source of our emissions is Scope 3, Category 1: purchased goods and services, which accounts for approximately 66.4% of total emissions. We used the spend-based methodology to calculate these emissions, with the exception of the cloud services we procure through Amazon Web Services (AWS), as described below. Using the spend-base methodology, three spend categories account for the majority of our purchased goods and services emissions: advertising, software, and professional services.

We rely on a third-party cloud provider, AWS, to host our platform and store data. For a technology company, data storage is a significant driver of emissions. By procuring cloud services from AWS, which has reported a 2040 net-zero carbon goal and reportedly matches 100% of the electricity it consumes with renewable energy, and by obtaining primary emissions data, the emissions associated with our data storage are nearly zero.

Given that we are in a high-growth period as an organization, we saw an increase in our emissions from our FY22 base year. This includes a slight increase in our Scope 1 and 2 emissions, driven by an expansion of our office footprint. For Scope 3 emissions, we observed an increase in employee commuting emissions due to increased headcount and the use of a higher emissions factor by the U.S. Environmental Protection Agency.¹² We also saw a significant rise in emissions from purchased goods and services, as our business growth led to higher general spending.

Throughout our journey, we have come to understand and see how primary emissions data can result in a more accurate representation of our emissions footprint. As we continue to advance in this work, we plan to evaluate where we can engage with our largest vendors and landlords to gather primary data versus spend data.



Our headquarters at 55 Water Street in New York City is LEED Gold certified. LEED Gold certified buildings represent a significant advancement in green building practices and contribute to a more sustainable, resilient, and healthy built environment.

¹²In 2024, the U.S. Environmental Protection Agency increased the emission factor for miles driven for calculating employee commuting.

Defining GHG emissions and our operational footprint

Scope 1 emissions: direct emissions from Justworks' operations, primarily our offices, including the use of natural gas and fugitive emissions (gasses released from heating and cooling equipment).

Scope 2 emissions: indirect emissions associated with the purchase of electricity and steam for Justworks' offices.

Scope 3 emissions: indirect emissions from Justworks' value chain, including, for example, purchased goods and services, business travel, employee commuting, and remote work.

Office footprint: Justworks does not own any of our offices and, over the past three years, we have been expanding our footprint.

- For FY22, we are reporting emissions data related only to our headquarters in New York City.
- For FY23, we are reporting emissions data on two leased offices and three coworking spaces. Leased offices include two in New York, New York. Coworking spaces include one in Tampa, Florida, one in Toronto, Ontario, and one in Cincinnati, Ohio.¹³
- In FY24, we are reporting emissions data for two leased offices and five coworking spaces. Leased offices include two in New York, New York. Coworking spaces include Tampa, Florida, Toronto, Ontario, Cincinnati, Ohio, London, England, and Mexico City, Mexico.

Emissions associated with our leased spaces are captured in our Scope 1 and 2 emissions, whereas coworking spaces are covered in Scope 3, Category 8: upstream leased assets.

GHG Emissions (mT CO ₂ e)	FY24	FY23	FY22 ¹⁴
Scope 1	249	229	207
Scope 2 ¹⁵	512	520	364
Scope 3	6,366	4,730	3,842
Total Scope 1, 2, and 3	7,127	5,479	4,413

Scope 3 GHG Emissions (mT CO ₂ e)	FY24	FY23	FY22 ¹⁶
Category 1: purchased goods and services	4,731	3,673	3,331
Category 3: fuel- and energy-related activities	113	106	82
Category 4: upstream transportation and distribution	38	30	4
Category 5: waste generated in operations	7	11	8
Category 6: business travel	851	472	210
Category 7: employee commute (commuters and remote workers)	608	427	207
Category 8: upstream leased assets	18	11	0

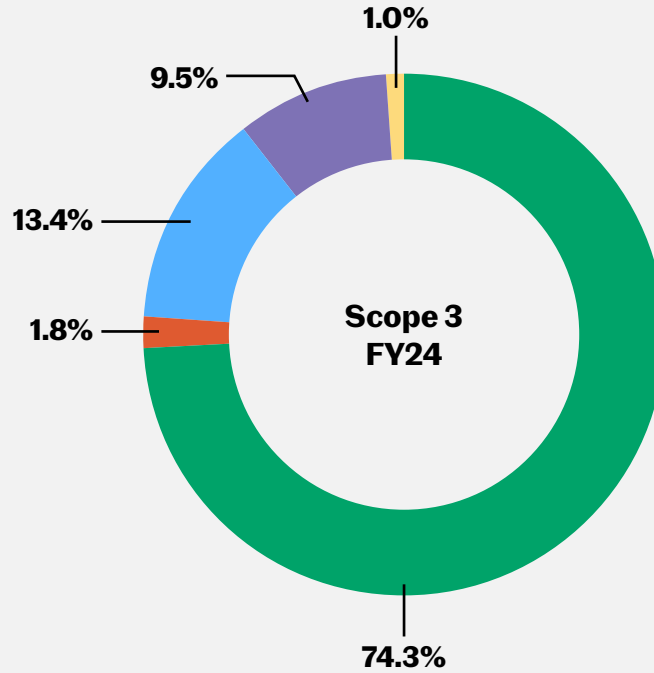
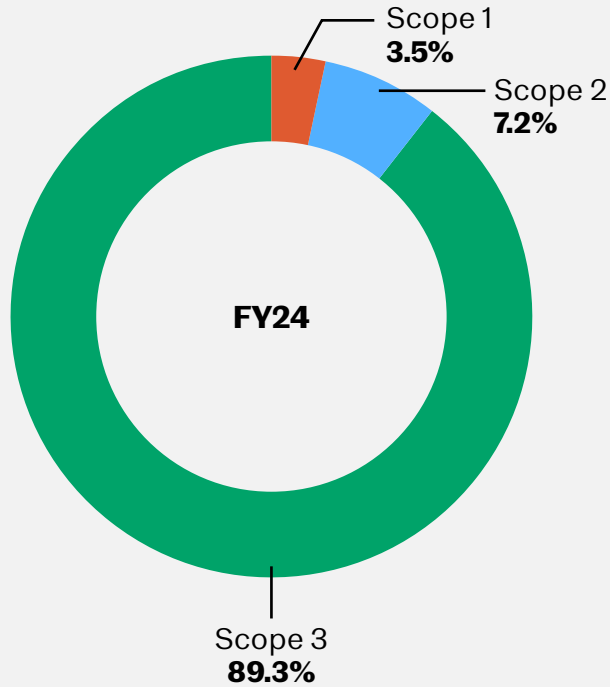
¹³Our Cincinnati, Ohio location represents a small shared coworking space for specific remote employees.

¹⁴Scope 1 and 2 emissions were revised due to increased availability of primary data as well as the availability of new estimation methodology for calculating fugitive emissions from HVAC systems. See below for additional details on Scope 3 emissions revisions.

¹⁵Location-based emissions.

¹⁶Scope 3, Category 1: purchased goods and services was revised due to the addition of transaction categories, increasing spend. Scope 3, Category 2: fuel- and energy-related activities was revised due to increased data availability and updated emissions factors. Scope 3, Category 5: waste generated in operations was revised following the conclusion that wastewater emissions had a negligible contribution to our emissions. Scope 3, Category 6: business travel was revised due to changes in the U.S. Environmental Protection Agency's emissions factor database. Scope 3, Category 7: employee commute was revised to include remote workers using the Anthesis estimation methodology, which was not available during our initial calculation of FY22 emissions.

Emissions by Scope



Scope 3 Categories

- Category 1: purchased goods and services
- Category 3: fuel- and energy-related activities
- Category 6: business travel
- Category 7: employee commute (commuters and remote workers)
- Other¹⁷

Energy (GJ)	FY24	FY23	FY22
Natural gas	352	433 ¹⁸	0
Purchased steam	4,851	4,244	4,244
Purchased electricity	1,850	2,266	1,206
Total	7,053	6,943	5,450

Managing electronic waste

Since 2017, we've collaborated with a third-party hardware lifecycle management company to responsibly repurpose and recycle our retired technology. To date, nearly 1,000 laptops have been repurposed and over 2,900 pounds of e-waste have been diverted from landfills.

¹⁷Other includes categories 4: upstream transportation and distribution, 5: waste generated in operations, and 8: upstream leased assets, which together account for 1% of our emissions.

¹⁸In FY23, we added a leased office that uses natural gas.

Our Approach to Doing Business





Governance

Our mission is to help entrepreneurs and businesses grow with confidence. At the heart of this mission is a deep understanding of our customers—founders and small business owners who are passionate about their work but often find themselves burdened by the demands of payroll, HR, benefits, and compliance. We exist to alleviate these challenges, enabling our customers to focus on what truly drives their businesses forward. To fulfill this mission with the utmost integrity, we lead with a strong governance system and a focus on responsible and ethical business practices.

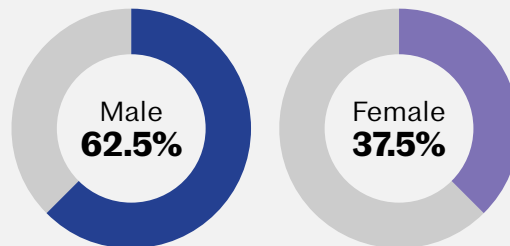
At Justworks, our prioritization of responsible and effective governance begins with our Board—a diverse group of experienced professionals. Justworks’ Board of Directors and its committees meet regularly and engage with our Leadership team to contribute unique perspectives, provide guidance, and oversee key business matters such as strategy, risk management, and compliance.

The Board oversees our comprehensive ESG approach and impact strategy, which includes managing risks and evaluating opportunities. Each Board committee has delegated oversight responsibilities across specific ESG priorities. The Compensation and Leadership Development Committee oversees DEIB matters and receives quarterly updates from the SVP of People. The Nominating and Corporate Governance Committee is responsible for Justworks’ governance framework. The Audit Committee oversees our risk management program, including data security and privacy risks. We aim to continuously review our governance structure, including appropriate ESG responsibilities, to promote thorough and effective Board oversight.

Board Diversity

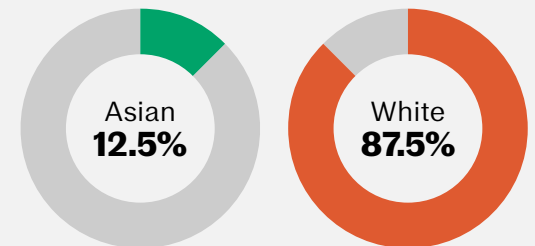
GENDER REPRESENTATION

FY22-24



RACE AND ETHNIC REPRESENTATION

FY22-24



Leading with Integrity

At Justworks, business ethics goes beyond compliance; it's about promoting actions guided by integrity, among our other core values. Our Owners' Manual outlines our expectations that employees act honestly and ethically in all their interactions, both internally and externally.

Upon joining Justworks, and annually thereafter, all U.S.-based employees must confirm they have received the Owners' Manual and agree to read and comply with it. Key policies and procedures detailed in the Owners' Manual include:

- ➔ **Internal Reporting Procedure:** We encourage our employees to speak up and report any issues without fear of retaliation. Justworks strictly prohibits retaliation against any employee for reporting concerns in good faith, participating in an investigation, or opposing alleged wrongdoing. If they are aware of or suspect any violations of Justworks' policies or the law, employees can use any of the communication avenues provided in our Owners' Manual to report their concerns, including our 24/7 ethics hotline. We promptly investigate all reports and take appropriate action.
- ➔ **Conflicts of Interest:** We advise employees to avoid even the appearance of a conflict of interest and to report any concerns immediately.
- ➔ **Confidential, Inside, and Competitive Information:** Employees are responsible for safeguarding any confidential information they receive in the course of their employment. All employees must understand and follow Justworks' security policies to protect the confidential information of Justworks and our customers, including proprietary or 'inside' information. Employees also may not use, disclose, or accept the confidential or proprietary information of a Justworks competitor.

In addition to the annual Owners' Manual review requirement, all employees, including contract workers, are required to complete business ethics training when they join Justworks and annually thereafter. This training covers what ethical behavior means to Justworks, why it is important, and what is expected.

Our SVP and General Counsel oversees our compliance and business ethics programs and policies and regularly updates the Board of Directors and its Audit Committee, as applicable, on any matters that arise.



Achieving the Gold Standard

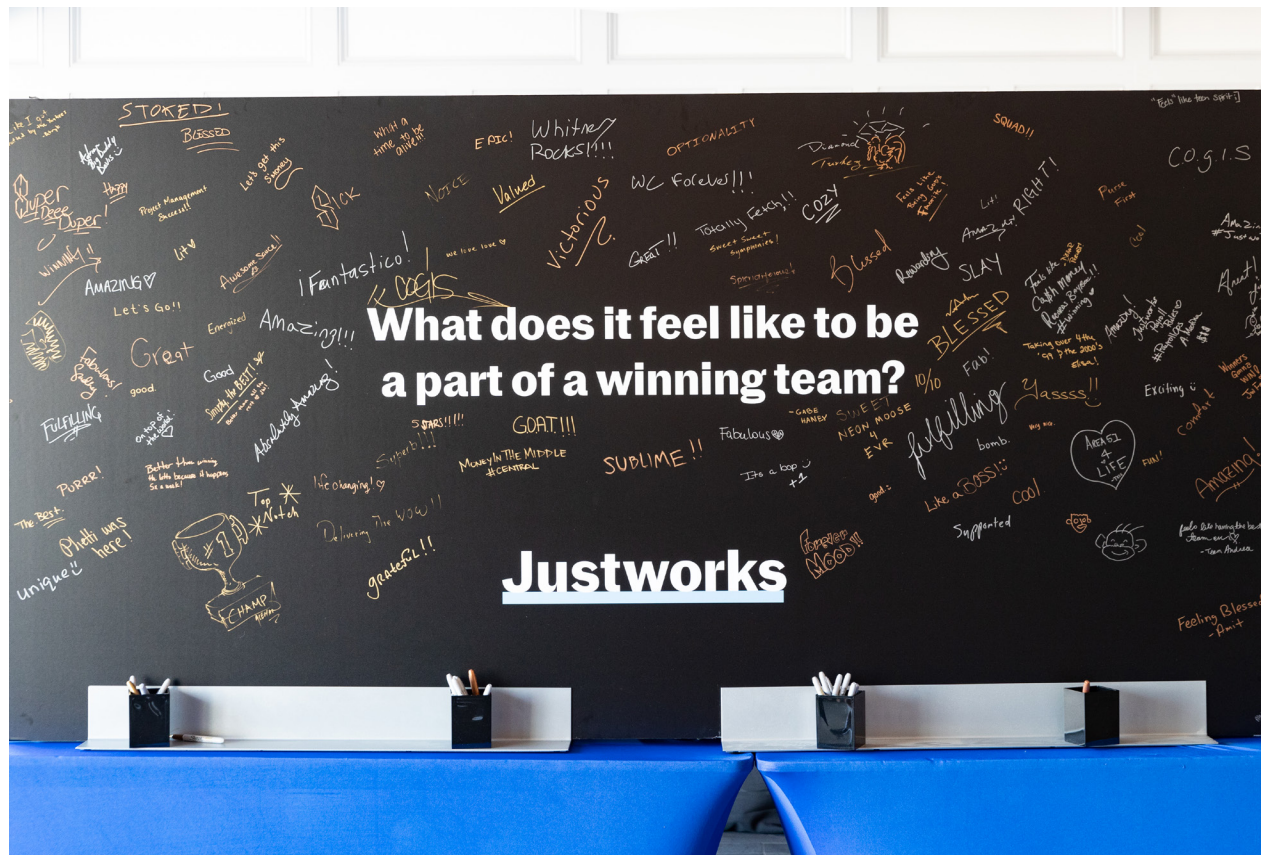
Justworks holds accreditation from the Employer Services Assurance Corporation (ESAC), which represents the gold standard for PEO best practices. ESAC accreditation is governed by a board of directors that includes former state and federal regulators with over 100 years of combined regulatory experience. There has never been a default of an accredited firm. We believe accreditation assures our stakeholders of our financial stability, ethical business conduct, and adherence to regulatory compliance requirements, and only a few PEOs have earned this distinction. Additionally, we have achieved 'certified' PEO (CPEO) status from the IRS, demonstrating our organizational integrity and financial responsibility.¹⁹ By virtue of holding the ESAC accreditation and the IRS certification, Justworks is subject to ongoing bonding requirements, audits, and ESAC and IRS reporting and review.

¹⁹The IRS does not endorse any particular certified PEO. For more information on certified employer organizations go to www.irs.gov.

Building a Resilient Company

Our customers rely on us to help them grow with confidence. That’s why resilience is an integral aspect of the Justworks culture. In FY24, we onboarded a new Director of Business Resilience and Crisis Management who is collaborating with leaders across business functions to educate Justworkers about the critical role they play in building resilience across our business.

We regularly assess our business continuity, disaster recovery, and crisis management capabilities. We also aim to strengthen our preparedness through tabletop crisis simulations as a key element of our readiness to respond to unplanned disruptions. These simulations bring together a cross-functional team of experts to build collaboration, coordination, and communication skills for high-pressure situations.



Resilience is not just about having a business continuity plan and making sure you can respond in a crisis. It’s about truly creating a culture that designs with resilience in mind to ensure that we can be agile and innovate the way our customers need us to when it matters most.

Rita Stafford,
Director of Business Resilience and Crisis Management



Digital Security and Data Privacy

Amid evolving security threats and data privacy requirements, we continuously work to safeguard customer information and earn their trust. Justworks has designed, implemented, and maintains a comprehensive security program, tailored to protect the sensitive data entrusted to our service.

Digital Security

Our digital security program is aligned with the objectives of the National Institute of Standards and Technology (NIST) Cybersecurity Framework, and designed in accordance with all relevant federal, state, and local regulations to protect our customers' data. The Digital Security team follows a structured approach to security processes and controls, consistently working to enhance our data security posture. We've set three strategic objectives for digital security to facilitate the success of our approach and measure progress:

- 1 Improve protection:** Enhance our capabilities to protect our intellectual property, brand, and customer and employee data.
- 2 Strengthen resilience:** Build strong monitoring and detection capabilities, with incident response, crisis management, and disaster recovery plans and procedures in place to respond, restore, and recover quickly in the event of a breach or any cyber incident.
- 3 Enable business:** Contribute to Justworks' trusted offerings by providing the confidence and peace of mind necessary for small businesses to work fearlessly and thrive in our digital ecosystem.

Investing in Security Capabilities

We are focused on enhancing core capabilities and strengthening security across our operations. In FY24, we onboarded a new data security posture management tool that streamlines data discovery, classification, and tagging, while improving visibility into data locations and control gaps. We also applied various security policies to both cloud and enterprise environments to better protect data and systems.

We have made the following improvements to our identity and access management systems:

- The adoption of hardware tokens and biometrics for core systems administrators
- Upgrading and enhancing our two-factor authentication for customers
- Strengthened access controls to our main internal tools with deeper role-based permissions
 - Automated onboarding and offboarding process for Justworks' employees and contractors

Justworks laptops and cloud workloads are protected by endpoint detection and response capabilities. Additionally, we continued our internal code scanning and secret scanning, pairing these security measures with a bug bounty program so that our product is secure and safe. We also conducted annual penetration testing to validate the effectiveness of our security software development life cycle process.

Securing Customer Data

Our comprehensive approach to securing customer data is constantly evolving to strengthen and enhance our protections. It incorporates a range of key technical and procedural security measures, including but not limited to the following:

- **Governance and risk management:** Strengthening third-party risk management, automating risk management processes, conducting risk review of key vendors, and providing employee training.
- **Data protection:** Closing security gaps, implementing a new data loss prevention tool, and enhancing the exposure management program.
- **Application security and product security:** Focusing on API security and AI security.
- **Identity and access management:** Using multi-factor authentication and role-based access control.
- **Endpoint and infrastructure security:** Implementing zero-trust network access.
- **Monitoring and incident response:** Adopting a 24/7 monitoring and incident response service and developing an insider threat program to combat fraud and data theft.

Data Security Governance

The Digital Security team is responsible for managing and implementing our digital security and data privacy programs and policies. Led by our VP of Information Security, the team collaborates closely with the Engineering, Product, Infrastructure, IT, and Customer Success teams to integrate technical security controls across our operations and coordinate enhanced processes to improve our security posture.

Reporting to the SVP and General Counsel, the VP of Information Security meets monthly with the Chair of the Board's Audit Committee and delivers quarterly updates to the Audit Committee. The SVP and General Counsel also provides quarterly briefings to the Audit Committee on regulatory changes, including any updates on relevant privacy laws and regulations.

October Cybersecurity Awareness Month

Every year, we host October Cybersecurity Awareness Month to highlight important issues through a series of company-wide educational activities. In 2023, we focused on digital security education. Employees engaged in weekly collaborative activities designed to address key digital security issues. These exercises not only built awareness, but also fostered a sense of camaraderie and teamwork.

Training

Digital security is everyone's responsibility, and we require all Justworkers to complete security and awareness training during onboarding and annually thereafter. To maintain constant vigilance, we regularly update our digital security training program to address evolving cybersecurity threats and regulatory requirements. In FY23 and FY24, we made a series of improvements to our security and awareness training, namely by expanding to include new and evolving fraud and AI security risks. We introduced tailored modules for our Customer Success and Engineering teams to address the unique risks they face. Additionally, we published AI Guidelines and trained Justworkers on evaluating, implementing, and using AI. To further strengthen our defenses, we enhanced our bi-monthly phishing simulations with follow-up actions and supplemental training for those who did not pass the exercise.

Vendor Risk Management

We conduct regular internal risk assessments for onboarding strategic vendors, including those that will have access to our internal systems or physical space, to confirm they have robust cybersecurity controls in place. Justworks mandates a thorough review for critical vendors, including evidence of security controls and completion of a data security questionnaire during onboarding and annually thereafter. Tier 1 vendors undergo this review annually, while Tier 2 vendors do so every two years.

Data Privacy

We are dedicated to fulfilling our obligations as an employer and service provider by responsibly collecting, using, and safeguarding information, including personal data. Our Legal team works collaboratively with outside counsel and internal stakeholders to track applicable privacy-related laws and regulations, manage Justworks' privacy compliance obligations, and periodically assess privacy-related policies and controls. Justworks' lawyers regularly work with our Product and Engineering teams to review product compliance and provide guidance on changes contemplated for our platform. Find our detailed privacy commitment and additional information in our [Privacy Policy](#).

Auditing

Our Internal Audit team regularly validates controls related to access, provisioning/termination, privacy—including the principle of least privilege—and security, as well as the designation of a security official, as applicable.

Justworks also undergoes third-party audits to comply with System and Organization Controls (SOC). The SOC audit reports confirm the design and operating effectiveness of our controls. Specifically, the SOC-1 report addresses Justworks' payroll processing controls, while the SOC-2 report covers controls related to confidentiality, data security, and privacy.

In addition, independent experts periodically perform assessments, testing, and audits to confirm that we have effective security controls in place, including protocols for verifying the identity of customers who call in.



Forward-Looking Statements

The statements, estimates, projections, guidance, or outlook contained in this report include “forward-looking” statements that are intended to take advantage of the “safe harbor” provisions of U.S. federal securities law. In some cases, you can identify forward-looking statements by terms such as “may,” “will,” “hopes,” “aims,” “goal,” “should,” “expects,” “plans,” “anticipates,” “could,” “intends,” “targets,” “projects,” “contemplates,” “believes,” “estimates,” “forecasts,” “predicts,” “potential,” “continue,” or the negative of these terms or other similar expressions. These statements may contain information about environmental, climate, diversity and inclusion, or other “ESG” targets, goals, and commitments, financial prospects, economic conditions, and trends and involve risks and uncertainties. Our actual future results, including the achievement of our targets, goals, or commitments, could differ materially from our projected results as the result of changes in circumstances, assumptions not being realized, or other risks, uncertainties, and factors.

Appendix



Key Metrics

	FY24	FY23	FY22
Full-Time Employees Worldwide	1,400+	1,200+	900+
Small Business Customers Across all 50 U.S. States	11,600+	10,600+	9,400+
Individuals on Our Platform ²⁰	174,000+	165,000+	160,000+

²⁰Includes PEO worksite employees, employees of our Payroll customers, and EOR employees.

Employee Demographics

FY24 Gender by Business Unit (Global)

	MALE	FEMALE	NON-BINARY ²²	NOT AVAILABLE
Customer Support and Platform Operations ²¹	36.5%	60.9%	Not Available	2.6%
Research & Development	56.1%	34.5%	Not Available	9.4%
Sales & Marketing	51.3%	47.6%	Not Available	1.1%
General & Administrative	41.0%	56.4%	Not Available	2.6%

Year over year Gender by Business Unit (Global)²³

	MALE		FEMALE		NON-BINARY		NOT AVAILABLE	
	FY23	FY22	FY23	FY22	FY23	FY22	FY23	FY22
Business	42.9%	41.2%	56.7%	55.8%	0.4%	0.2%	0%	2.8%
Engineering and Technology	63.0%	61.9%	33.4%	32.3%	1.8%	1.9%	1.8%	3.9%
Industry Specialists	39.8%	37.1%	59.3%	60.1%	0.9%	0.8%	0%	2.0%

Year over year Overall Gender Representation (Global)

	FY24 ²²	FY23	FY22
Male	46.2%	48.2%	45.1%
Female	49.8%	50.4%	51.3%
Non-binary	Not Available	0.9%	0.8%
Not available	4.0%	0.5%	2.8%

²¹The Customer Support and Platform Operations category is broadly inclusive of Justworks Cost of Providing Services (CPS) functions. This category includes employees in functions associated with customer support and platform operations including, but not limited to, product support, customer success, and other operations teams.

²²In FY24, we transitioned to a new platform for collecting employee demographic data. The category "non-binary" was not available at the time of the transition, however, we are actively working to address this and plan to expand our gender categories to include "non-binary" in the future.

²³In FY24, we updated our business unit categories to align with our financial accounting processes. We are including FY22 and FY23 together for year-over-year comparison. FY24 data is presented in a separate chart, as it is not comparable with FY22 and FY23 data.

FY24 Race and Ethnicity by Business Unit (U.S.)²⁴

	CUSTOMER SUPPORT AND PLATFORM OPERATIONS ²⁵	RESEARCH & DEVELOPMENT	SALES & MARKETING	GENERAL & ADMINISTRATIVE
American Indian or Alaskan Native	0.2%	0.0%	0.3%	0.0%
Asian	12.4%	30.1%	10.5%	18.1%
Black/African American	17.6%	5.5%	9.5%	13.8%
Hispanic/LatinX	19.1%	7.3%	7.9%	15.4%
Native Hawaiian or other Pacific Islander	0.0%	0.0%	0.0%	0.0%
White	36.9%	40.3%	60.8%	42.6%
Two or More Races	7.1%	4.7%	3.9%	3.2%
Not Available	5.9%	11.6%	6.3%	6.4%
Prefer Not to Say	0.8%	0.5%	0.8%	0.5%

FY22 and FY23 Race and Ethnicity by Business Unit (U.S.)

	BUSINESS		ENGINEERING AND TECHNOLOGY		INDUSTRY SPECIALISTS	
	FY23	FY22	FY23	FY22	FY23	FY22
American Indian or Alaskan Native	0.2%	0.2%	0.0%	0.0%	0.0%	0.0%
Asian	12.5%	12.7%	31.4%	29.6%	11.3%	10.8%
Black/African American	13.8%	14.2%	7.0%	7.3%	21.0%	20.1%
Hispanic/LatinX	9.3%	8.5%	8.2%	6.9%	26.4%	24.6%
Native Hawaiian or other Pacific Islander	0.0%	0.0%	0.0%	0.0%	0.3%	0.3%
White	60.5%	57.6%	44.9%	46.9%	35.7%	36.8%
Two or More Races	3.6%	3.8%	5.3%	5.0%	5.3%	5.1%
Prefer not to say	N/A	N/A	N/A	N/A	N/A	N/A
Not available	0.1%	3.0%	3.2%	4.3%	0.0%	2.3%

²⁴In FY24, we updated our business unit categories to align with our financial accounting processes. We are including FY22 and FY23 together for year-over-year comparison. FY24 data is presented in a separate chart, as it is not comparable with FY22 and FY23 data.

²⁵The Customer Support and Platform Operations category is broadly inclusive of Justworks Cost of Providing Services (CPS) functions. This category includes employees in functions associated with customer support and platform operations including, but not limited to, product support, customer success, and other operations teams.

Year over Year Overall Race and Ethnicity Representation (U.S.)

	FY24	FY23	FY22
American Indian or Alaskan Native	0.1%	0.1%	0.1%
Asian	17.4%	17.6%	16.1%
Black/African American	11.8%	13.6%	14.2%
Hispanic/LatinX	12.5%	13.5%	13.3%
Native Hawaiian or other Pacific Islander	0.0%	0.1%	0.1%
White	44.8%	49.7%	48.8%
Two or More Races	5.1%	4.5%	4.4%
Prefer not to say	0.7%	N/A	N/A
Not available	7.6%	0.9%	3.0%

Justworks