Hello Human!

This Application Guide offers easy instructions and tips for completing the Workhuman® Certified Enterprise application. We recommend reviewing the guide in detail before getting started.

In this guide you'll find:

- ✓ An introduction to the application process
- ✓ Information on the criteria used to review your application
- ✓ Step-by-step instructions and helpful tips for completing your application, including evidence examples for the eight (8) tenets that form the core of a Workhuman Enterprise
- ✓ FAQs about the application process
- ✓ Email template to use when asking colleagues for help compiling evidence

Contact us with questions at certified@workhuman.com

INTRODUCTION

Think of your application as a pitch that showcases your company's progress in becoming a human-centered workplace. **Tell a compelling story** of that progress by summarizing your commitment and action in the eight (8) tenets of a human workplace. Support your summary by sharing specific examples of your organization's programs and practices as evidence of your progress.

Your application is comprised of three sections:

1. How is your company building a human workplace? Provide an overall summary.

2. Share 2-3 specific examples and evidence of how your organization embodies the eight (8) traits of a human workplace:
    *   Purpose-driven meaningful work
    *   Appreciation
    *   Work-life harmony
    *   Diverse, inclusive culture of belonging
    *   Opportunities for growth
    *   Fair pay
    *   Safety (Phycological and Privacy)
    *   Environmental and social stewardship

3. Evidence of your stated commitments and plans across the next 12 months to demonstrate your continued efforts to make work more human at your organization. We're interested in your progress, not perfection.

HOW TO APPLY | STEP-BY STEP INSTRUCTIONS

TIP: We recommend drafting your responses in a Word document (where you can save your work and collaborate with others) and then copy/paste into the text boxes within the online form, versus typing directly into the online form with the risk of losing your work.

Overall Summary (Question 1)

Start by reflecting on your company's journey to make work human and commitment to change the workplace for good. You'll have the opportunity in Question 2 to share specific examples and evidence of <u>how</u> you're making progress in each of the tenets, so this section is to provide the overall summary. What's your organization's story? What are the drivers behind making work human at your organization? What are your desired outcomes and impact from committing to and investing in ways to create a human-centered workplace?

Specific Examples and Evidence (Question 2)

Share two-three (2-3) specific examples/ evidence of <u>how</u> your organization embodies the eight (8) tenets of a Workhuman Enterprise, and in support of your overall summary response.

Use the **provided Evidence Examples** (scroll down) for ideas of practices and programs to consider including. These are only examples. You're welcome to share whatever you feel best supports your application.

Evidence does not need to be associated with a specific timeframe, such as a particular calendar year, as long as it's current. **Please do not include inactive or discontinued practices or programs**. When using data as evidence, choose the most recent data available.

Each piece of evidence may only be used to support one Workhuman tenet. The intent is to share a mix of evidence rather than blanket programs or data that cover all the areas. If you have evidence that applies to more than one tenet, please use it for the one it supports best.
- For example, if you have an employee engagement survey that includes topics related to both growth and appreciation and your scores in appreciation are higher, or the year-over-year trend is greater, use the survey as evidence of your progress in the "Appreciation" tenet, rather than "Opportunities for growth".

TIPS:
o Include links to certifications and awards you've earned or press releases about these accolades.
o When deciding which pieces of evidence to submit, use the criteria outlined below to focus on those that highlight the six characteristics reviewers look for.
o Rather than copy/paste the text from an entire document as evidence, share sections of reports or policies that showcase the Workhuman tenet represented.

Continued Efforts and Future Commitments (Question 3)

Recognizing making work human is a journey and commitment to continuous improvement, we want to hear what plans and strategic priorities you're focused on across the next 12 months. Share how you're planning to transform and evolve existing programs, policies, practices to improve the employee experience, as well as new programs you're planning to pilot or roll-out org-wide. Tell us what you're up to!

CRITERIA – WHAT REVIEWERS LOOK FOR

Applications are reviewed by Workhuman HR and business leaders, Strategic Advisors, Consultants, Data Analysts, and contributors to the *"Making Work Human"* book.

Evaluators gauge how your organization delivers on the Workhuman tenets by considering your application in the context of the six criteria below.

Each one of these criteria should be reflected in at least one example or evidence that you submit. **You do not need to meet all the criteria for each tenet.** Use the criteria tips below to help ensure the evidence you provide is reflective of these characteristics.

External Validation	Industry certifications or awards that acknowledge your progress in topics related to the tenets
Action	Specific initiatives that demonstrate your efforts to turn commitment into action in relation to the tenets
Innovation	New or unique approaches you're taking to address long-standing or complex workplace challenges
Outcomes	Data points showing results and positive trends associated with the tenets
Employee Voice	Qualitative or quantitative impact of your human-centric actions from employees' point of view
Stated Commitment	Documented, visible commitment to the 8 tents of a human workplace

TIP: Once your Overall Summary (Question 1) is complete and specific examples/evidence are collected, step back and look at the body of proof you've assembled as a whole. Use these questions to gauge how your evidence satisfies the criteria (remember that each criteria needs to be reflected only once, not in every tenet):

- Is there a form of **external validation** included that showcases an opinion of our efforts from outside the organization? (NOTE – in addition to your submission, the evaluation team will review outside sources (e.g., your company website, Glassdoor, LinkedIn, etc.) to gain additional insight into your making work human journey
- Is there evidence of **action –** conscious steps and interventions – being taken to achieve specific outcomes?
- In addition to tried-and-true practices, are we sharing an example of an approach that seems especially **innovative** or different for us?
- Are we featuring at least one piece of **outcome or impact** data/ROI that speaks to the effectiveness of our strategies?
- Is **employee voice** represented at least once, as validation of the impact our practices have on employees?
- In areas where we have room to grow, are we showing a **stated commitment** to improve?

EVIDENCE EXAMPLES

Workhuman wrote the book on making work human ([literally](#)). And since our founding in 1999, we've collected a database of more than 50 million points of human workplace connections. By rigorously analyzing this data, we've identified key workforce shifts and the elements now essential for a positive—and human—work experience. The eight (8) tenets outlined above and detailed below form the core of Workhuman Certified.

NOTE: the following list reflects examples of practices and programs to consider as positive indicators of your progress in each of the tenets. **These are only examples offered to help you get started, not requirements**. Some may be things you're already doing today, others may not be appropriate at all for your business or culture. The list is not exhaustive. Please consider and include any initiatives you feel represent your commitment to a human-centered workplace.

Remember, you only need two-three pieces of evidence per tenet.

Purpose-driven meaningful work

What purpose-driven meaningful work means in the context of working human:

> **Employees understand the impact their work has on others and feel a direct connection between their jobs and the values that are important to the organization.**

Examples of programs, practices, and data that demonstrate progress:

o   Regular internal promotion of corporate values

o   Honest communication of company goals and results

o   Job descriptions showing tie to company mission and vision

o   Regular recurring manager-employee check-ins to assess real-time goals and objectives are aligned to the company's strategic goals

o   Mechanism for rewarding values-based contributions, distinct from results-based rewards

o   Survey data showing employees' responses to "I find meaning/purpose in my work", and/or "I see the importance of my job in the bigger picture of our company's mission

o   Percent of employees using paid volunteer time

o   CSR strategy, goals, and reporting (include link to external CSR report)

Appreciation

What appreciation means in the context of working human:

A percentage of payroll (e.g., 1%) is allocated to employee appreciation to ensure all employees regularly experience meaningful recognition moments (including peer-to-peer) that make them feel valued, recognized, and seen when they've done great work.

Examples of programs, practices, and data that demonstrate progress:

- o Stated goals associated with employee recognition
- o Opportunity to be recognized for contributions that reflect corporate values, not just results
- o Opportunity for all employees to recognize others

- o Significant percentage of employees receiving formal recognition annually
- o Data showing impact of recognition
- o Survey data showing employees' level of feeling appreciated

Work-life harmony

What work-life harmony means in the context of working human:

The full humanity of every employee is acknowledged and celebrated, allowing their work and personal life to coexist in concert.

Examples of programs, practices, and data that demonstrate progress:

- o Policies that honor after-hours personal time and/or permission to shut off
- o Significant percentage of employees (and leaders) taking eligible vacation time
- o EAP and mental health insurance coverage
- o Training on stress reduction, mindfulness, etc.
- o Flexible bereavement policies
- o Significant percentage of employees active in wellness programs

- o "Mindful meetings" that leave a few minutes between for comfort breaks; building short breaks into longer meetings, etc.
- o Formal flexible time away programs and practices including 'unlimited' PTO, flexibility to support childcare and caregiving in general
- o Ability to work in an environment free of distraction; Ability to have choice of where and when work is performed

A diverse, inclusive culture of belonging

What belonging means in the context of working human:

Employees are valued as their authentic selves at work and feel a sense of community with their colleagues. Initiatives that address employee mental health/wellbeing and support flexibility are prioritized.

Examples of programs, practices, and data that demonstrate progress:

- Corporate values focused specifically on diversity, equity, inclusion, belonging
- Documented plan for increasing percentage of women and minorities in leadership roles
- Documented creation of standards for behaviors that will and will not be tolerated (i.e., a pervasive culture of respect, valuing of strengths)
- Employee Resource Groups (ERGs); provide list of existing and planned ERGs
- Platform that fosters connection among employees through peer-to-peer recognition

- Prayer rooms, designated quiet space, gender neutral restrooms for on-site employees
- Diverse Board of Directors
- Anti-racism training for all employees (mandatory)
- Demonstrated public support for social justice-related movements via social channels and financial support (support/involvement in BLM, Pride, charitable orgs, etc.)

Opportunities for growth

What growth means in the context of working human:

Employees at all levels have opportunities to learn and develop, with the expectation for everyone to receive feedback and guidance that helps map a path to a future inside (or outside) the organization.

Examples of programs, practices, and data that demonstrate progress:

- Percentage of manager (and other role) openings filled internally
- Process or system to provide visibility into open internal roles across the org, and what skills are needed
- Aspiring/future leaders identification process and prospective new manager training
- Survey index on manager effectiveness (manager 360s)
- Manager coaching training and coaching effectiveness tied to manager performance rating

- Opportunity for employees to participate in identifying and tracking their own priorities
- System for giving/ receiving peer feedback
- Adoption rate of self-guided training resources
- Performance review process that's more frequent than annual
- Manager training on avoiding microaggressions in performance review documents and discussion
- Percentage of employees promoted annually vs rate of new job creation

Fair pay

What fair pay means in the context of working human:

Employees have confidence that decisions affecting pay are unbiased and fair relative to fellow employees' skills and experience and to similar roles both inside and outside of the company.

Examples of programs, practices, and data that demonstrate progress:

- Documented compensation philosophy with stated commitment to fair pay in all forms (living wage, pay equity, pay equality)
- Completed recent pay audit
- Transparent communication of pay structure
- Variable pay opportunities for all employees
- Democratization of pay / crowdsourced pay via peer-to-peer recognition vehicle
- Solutions for managing pay compression
- Manager training on compensation decisions
- Survey data on employee perceptions of pay fairness

Safety (Psychological and Privacy)

What safety means in the context of working human:

Employees feel physically and psychologically safe in their work environment—safe from harm, safe from exclusion, and safe to learn, contribute, and challenge the status quo. Employees have control over their personal information available to others at work and are confident in how their personal data is used and protected by the company.

Examples of programs, practices, and data that demonstrate progress:

- Ombudsman
- Corporate values focused on respect, safety, trust, fail fast, risk taking, innovation
- "No tolerance" policies on harassment and discrimination
- Whistleblower line
- Manager and employee training on respect, anti-harassment, anti-discrimination, antibullying
- Opportunities for interactions with leaders, e.g., town halls with "ask me anything" channels
- Employee feedback/suggestion channels
- Survey data showing employees' perceptions of respect, trust, and psychological safety in the workplace
- **In light of COVID**:
  - Adherence to public health and safety mandates
  - Investment in recommended workplace precautions (social distancing, sanitizing, contact tracing) per current federal and local guidelines
  - On-site testing and vaccine support
  - Flexible Return-to-Office, hybrid work policies
  - Special recognition and rewards for essential workers
  - On-site flu shots
  - Well-communicated "If you feel sick, stay home" policies (actively communicated and demonstrated by leaders)

- o **In light of Ukraine**: Crisis communication plan; employee emergency fund
- o Data Protection Officer in place
- o Policy available to all employees re: storage and safeguarding of their personal data
- o Written policy on email, Internet, phone, equipment and property usage and monitoring

- o Clear processes allowing employees to opt out of programs involving personal data Immediate, transparent communication with employees in the event of a privacy breach that affects their personal data
- o Training on protecting privacy of customers and customer data
- o Privacy checklist applied to all employee-facing projects and programs
- o Secure work environment practices

Environmental and social stewardship

What Environmental and social stewardship means in the context of working human:

> **Employees feel a sense of pride in how the organization cares for society and the environment by minimizing its footprint and establishing more sustainable and inclusive business practices and standards.**

Examples of programs, practices, and data that demonstrate progress:

- o Corporate value focused on sustainability
- o Stated goals for waste/scrap/carbon emissions reduction and renewable energy sourcing
- o Participation in carbon offset or carbon removal programs
- o Paperless processes
- o Employee-led sustainability task force or ERG
- o Participation in ESG reporting (GRI, CDP, SASB, etc.)
- o Commitment to achieving science-based targets through the SCTi initiative

- o Sustainability checklist applied to all employee-facing projects and programs
- o Senior executives on boards or committees of environmental organizations
- o Head of ESG
- o ESG policy Sustainability policies
- o Human rights policy
- o Corporate philanthropy and giving commitment
- o Access to charging stations for electric vehicles

CRITERIA WORKSHEET

TIPS to help you choose evidence that reflects the criteria reviewers look for.

External Validation – Industry awards and certifications that acknowledge your progress in topics related to the Workhuman core tenets:

What to ask yourself	What awards or certifications have we earned specific to the tenets (e.g., Working Mother, Best Employers for Diversity, Comparably Best Places to Work, etc.)? What general awards for top employer, great workplace, engagement, or culture have we earned (e.g., GPTW Certified, FORTUNE 100 Best Companies to Work for, etc.)?
Where to look	Consult your careers site and ask internal communications or PR teams about industry awards that are topic-specific, as well as general employer-of-choice awards.
What to send	Include list of award certificates, press releases, and internal announcements, and/or links to announcements on your organization's website.

Action – Specific initiatives that demonstrate your efforts to turn commitment into action in relation to the 8 tenets:

What to ask yourself	What are our most effective and/or popular practices and programs related to the tenets?
Where to look	Use the Evidence Examples list as a starting point to identify policies, programs, and practices that reflect each of the tenets.
What to send	Include list of policies, program guidelines, and metrics reports about adoption rates or program impact; links to photos or videos of employees engaging in these programs or employee testimonials

Innovation – New or unique approaches you're taking to address long-standing or complex workplace challenges

What to ask yourself	What are we doing that seems unique or innovative? What's our newest employee-facing offering? What difficult or pervasive challenges are we boldly tackling today?
Where to look	Check your HR strategic plan for key initiatives; ask internal communications about newly announced programs and those receiving the most "buzz" on social channels; ask HR leaders for opinions on practices that feel most innovative for your culture.
What to send	Include list of policies, program guidelines, and metrics reports about adoption rates or program impact; links to photos or videos of employees engaging in these programs or employee testimonials.

Outcomes – Data points showing results and positive trends associated with the tenets of a Workhuman Enterprise

What to ask yourself	What data points do we have that show the impact associated with our work in relation to the tenets Do we have evidence showing positive year-over-year trends in our progress?
Where to look	Consult with talent analytics or internal communications for survey data and other analytics, as well as HR program owners for program adoption reports and other ROI metrics associated with specific initiatives related to the standards.
What to send	Include survey results and other reports showing quantitative results or annual comparisons.

Employee Voice – Qualitative or quantitative impact of your human-centric actions from employees' point of view

What to ask yourself	What do employees tell us about how we're doing in topics related to the tenets of a Workhuman Enterprise?
Where to look	Consult with talent analytics, talent acquisition, internal communications, HRBPs, or HR leaders for survey results, exit data, testimonials, feedback from social channels and focus groups; check your careers site and Glassdoor.
What to send	Include survey and feedback reports, or excerpts of portions of survey results, as well as links to your careers center, social channels and/or Glassdoor.

Stated Commitment – Documented, visible commitment to the tenets of a Workhuman Enterprise

What to ask yourself	If our progress in any of the tenets lags the others, do we have a documented commitment or action plan to improve?
Where to look	Consult your company's annual report, HR strategic plan, employee handbook, and careers site for public statements related to the tenets; check with internal communications and PR for video announcements from leaders
What to send	Include links or descriptions of policies and public statements

APPLICATION FAQ

How much does it cost to become Workhuman Certified?
· Workhuman Certified is free for both Enterprises and Professionals – really! All you need is a commitment to progress.

WORKHUMAN CERTIFIED ENTERPRISE

Why should my company become a Workhuman Certified Enterprise?
· Workhuman Certified enables organizations to be recognized for a continued investment in and demonstrated progress towards making work more human. Truly progressive companies stand out against the competition. They appeal to and retain top talent in the marketplace.

How long does it take to become a Workhuman Certified Enterprise?
· Most enterprises can complete the application process in about 60 minutes. We ask three open-ended questions and request specific examples as evidence* demonstrating progress in each of the 8 tenets. No documents need to be uploaded. Tell us your story!

Do we need to be a Workhuman customer to become Workhuman Certified?
· No, Workhuman Certified is open to all enterprises with a minimum of 10 full-time employees. If less, we encourage your team to participate in the Workhuman Certified Professional track.

How will I know my application has been received?
- You will receive an email confirming you've successfully submitted your online application

How will my information be accessed and stored?
- Workhuman has strict security and access control procedures in place to safeguard the information we collect from you and to ensure it is not made available to any unauthorized person. We encourage you to review the Terms of Use and Privacy Policy at https://www.workhuman.com/certified for additional details on how we handle your information.

Who reviews my application?
- The review team is comprised of Workhuman subject-matter experts including human resources leaders, human resources consultants, data analysts and business leaders.

Are we required to have all the evidence shown in the Evidence Examples section of the Application Guide?
- No, these are only examples. You only need to submit two-three pieces of evidence for each tenet.

What happens if my organization is stronger in some tenets than others?
- We expect this! The way you deliver on each tenet may be dependent on factors such as your industry, size, and company goals. Also, individual employees experience them differently, and perceptions change over time.
- Your application should tell a realistic story of the holistic action you're taking related to the core tenets of a Workhuman Certified Enterprise.
- Reviewers identify themes in your application that show a level of action in each tenet and collective progress in making work human. In situations where progress in a particular tenet may be lagging, reviewers look for a stated commitment to improve and an action plan to address opportunities.

What if I don't have three pieces of evidence for every tenet?

- For tenets where you don't have strong practices and outcomes to highlight today, you are welcome to include stated commitments and documented plans as evidence in application Question #3. See the **Criteria Worksheet** for suggestions on showcasing a stated commitment as part of your evidence.

May I submit more than three pieces of evidence per tenet?

- For many applicants this is the most challenging part of the application! Please limit your application to three pieces of evidence per tenet. Choose what seems most compelling using tips in the **Criteria Worksheet.**

May I submit the same piece of evidence for more than one tenet?
- All evidence must be associated with one particular tenet. If you have an initiative or outcome that you feel shows progress in more than one area, please choose the one that it represents most directly.
- The intent is to demonstrate deliberate action in each of the tenets rather than blanket solutions. Doing so shows an intentional and focused effort to progress the tenets using a mix of strategies.

May I submit general achievements such as top employer, employer-of-choice, culture, and engagement awards?
- Yes. While these types of awards and certifications may apply to multiple tenets, please associate them with only one.

May I submit evidence that applies to one segment of our business?
- Your evidence should be relevant to the entire organization. If there are specific practices, programs, and data taking place in one business unit or region of your business, you may include as evidence, calling out which part of the business this is in play, and if this is indeed a best practice, share any plans to roll out to the broader organization.

When submitting data, does it need to be from a particular time period?
- Aim to use the most current data you have.

Do we have to survey employees?
- We're happy to give credence for the positive survey results you've already earned! Any recent survey data can be submitted as evidence, so there is no need to re-survey employees as part of the application process.

Are the summaries or evidence weighted differently?
- All parts of the application are considered equal components that create a comprehensive story of how the tenets of a Workhuman Enterprise is reflected in the culture you're creating and the employee experience at your organization.

What happens if my application is considered incomplete?
- Mistakes happen to humans, so we don't automatically discount applications with missing information! If anything seems incomplete or unclear, a reviewer will contact you with questions and/or a request for more information.
- Additional evidence may only be submitted if requested by a reviewer. In order to maintain appropriate data security protocols, no unsolicited information is accepted after your application has been received.

When will I hear whether we've been Certified as a Workhuman Enterprise?
- With the rolling submission, we aim to notify you via email within 2-4 weeks of receipt of your application.

WORKHUMAN CERTIFIED PROFESSIONAL

Why should I become a Workhuman Certified Professional?
· Becoming Workhuman Certified is an opportunity to strengthen your personal and professional brand as a champion for making work human. You'll enhance your capabilities and expand your professional network through the Workhuman Certified community.

What's the exam like for Workhuman Certified Professionals?
· There is no exam! Workhuman Certified recognizes progress, not perfection, and your commitment to shape the future of work.

How long does it take to become a Workhuman Certified Professional?
· Completing the self-guided Workhuman Certified Professional track typically takes six to eight hours. (You set your own pace at times convenient for you.) Alternatively, you can attend an annual Workhuman Live event and immerse yourself in the content and community for 3.5 days.

EMAIL TEMPLATE

Below is sample email content to use when soliciting evidence collection support from others.

Hello COLLEAGUE,

As an organization, we are applying for a certification called Workhuman® Certified, and I'm looking for your help with a few of the application details.

Workhuman Certified is recognized worldwide as the premier designation for both companies and individuals progressing along the journey to make work human.

The New Metrics of a Human Workplace
Workhuman wrote the book on making work human (literally). And since their founding in 1999, they've collected a database of more than 50 million points of human workplace connections. By rigorously analyzing this data, Workhuman has identified key workforce shifts and the elements now essential for a positive—and human—work experience, with 8 tenets forming the core of a Workhuman Certified Enterprise.

This Certification and status will give us a compelling new way to tell our brand story to employees, future talent, customers, prospective customers, and shareholders. It also gives us access to a community of organizations, resources, and leaders who, like us, are taking action to change the workplace for good.

The application to become Workhuman Certified involves making a case for our commitment and action in a core set of tenets defining the human workplace and includes providing evidence of specific initiatives and outcomes. This is where I need your help. One of the tenets, _____ represents an area of the business where I don't have direct access to our policies, programs, and data. I'm not familiar with the specifics of all the good work being done there!

Could you please help identify three pieces of evidence showing our strong efforts and achievements in this area? The attached guide offers examples of what that evidence could be and shows the criteria reviewers look for when reviewing our application. As part of the application, we'll need to include a detailed description to showcase whatever you choose.

If you feel we don't have strong enough evidence of progress in this area, please let me know so we can discuss options. The spirit of the program is about progress over perfection. Evidence can include stated commitments and documented plans to improve in areas where we have opportunities to do better across the next 12 months.

I'd like to have evidence files collected by _____. You can send them to me via email or _____.

Thank you very much for your support in helping us earn this important validation of our efforts to make work more human at _____