BEST PLACE TO GROW™

EMPLOYEE GROWTH STANDARD

Version 1.0

Public pre-pilot release - 2026

An independent reference framework for verifying whether organizations genuinely help people learn, progress and become stronger for what comes next.

> **Founding belief**
> Organizations should be judged not only by what people produce, but by who people become while working there.

73 indicators | 8 pillars | 4 sources of truth | 8 hard gates

Organizations pay to be assessed. They never pay to be certified.

DOCUMENT CONTROL

Status and authority of this edition

Field	Value
Document	Employee Growth Standard
Version	1.0
Status	Public pre-pilot release
Publication year	2026
Effective from	First certification cycle
Next formal review	After the first completed pilot cycle
Owner	Best Place to Grow™
Standard type	Private, independent reference framework
Canonical architecture	73 indicators across 8 pillars

Legal status

This Standard is not an ISO standard, not a government standard and not a legally recognized public certification. Best Place to Grow™ is a private, independent framework. Any future accreditation or external assurance arrangement will be published with the issuing body.

Pre-pilot status

No real certification may be issued until the Methodology Handbook rules required for scoring, sampling, integrity and decision-making are published and operational. Pilot assessments are used to test reliability, indicator discrimination and threshold behavior before the first certification cycle.

Normative language

In this Standard, “shall” indicates a mandatory requirement; “should” indicates guidance; and “may” indicates an allowed method or option. Where a requirement is not applicable, the organization must demonstrate why the condition is structurally inapplicable. Lack of process, lack of evidence or poor data quality is not, by itself, a valid N/A condition.

Single source of truth rule

The 73-indicator register in this edition is the canonical Standard. The website, Evidence Room™, Methodology Handbook, future scoring engine, auditor interface and certification reports shall reference the same indicator codes and names. Any future change requires a versioned Standard update; the rulebook may not be changed during an open assessment cycle.

CONTENTS

Structure of the Standard

1. Purpose and scope
2. Principles
3. Architecture of the Standard
4. The 73-indicator framework
5. Evidence Room™ and assurance protocol
6. Future scoring architecture
7. Hard gates and certification thresholds
8. Survey, alumni and data-integrity rules
9. Certification process
10. Governance and independence
11. Appeals, monitoring, suspension and withdrawal
12. Versioning, pilot calibration and continuous revision
13. Research foundations
Annex A. Canonical indicator register
Annex B. Evidence taxonomy and status model
Annex C. Methodology Handbook modules
Annex D. Glossary

8	73	4	8
PILLARS	INDICATORS	SOURCES OF TRUTH	HARD GATES

1 / PURPOSE AND SCOPE

What this Standard is designed to prove

The Employee Growth Standard defines the conditions an organization must demonstrate to show that work is not only productive, but developmentally valuable for the people who perform it. It evaluates the environment, systems, managerial practices, outcomes and lived experience that determine whether people acquire skills, increase responsibility, navigate careers and strengthen long-term employability.

The unit of assessment is the organization or the explicitly declared certification scope. The Standard never scores, ranks or compares individuals. A certification, when available, will mean that the assessed environment met the Standard at the time of assessment on the evidence verified - not that every individual will have the same experience or future outcome.

Scope

- Organizations of different sizes, sectors and geographies may be assessed where the minimum methodological conditions for evidence, survey representativity and audit are met.
- The certification scope must identify the legal entities, countries, sites, business units and employee populations included and excluded.
- Every public badge or claim must correspond exactly to the certified scope. Badge use outside that scope is a material integrity matter.
- Contractors, apprentices, interns, volunteers or other non-standard populations may be included where they are materially part of the working environment and the assessment design can protect confidentiality and comparability.

What certification does not mean

- that every employee has the same experience
- that every employee will be promoted
- that the organization is perfect
- that the organization performs well financially
- that no problem exists
- that certification is permanent
- that Best Place to Grow™ has assessed any individual employee

> **Core principle**
>
> Certification is evidence of a verified growth environment - not a guarantee of an individual’s future.

2 / PRINCIPLES

Eight governing principles

01

People, not employer promises

We measure what people actually experience and become - not what an employer says it provides.

02

Evidence, not declaration

Policies alone are not proof. Every material claim must be supported by verifiable evidence.

03

Outcomes, not activity

Training hours and programme participation matter less than skills acquired, mobility achieved and employability gained.

04

Growth for everyone

A growth environment cannot be certified if opportunity is concentrated among a privileged minority.

05

Sustainable Growth

Professional development obtained by systematically consuming health or personal life is not growth.

06

Organizations are scored, never people

Best Place to Grow™ evaluates environments. It never assigns a global score to an individual.

07

Independent decisions

Commercial relationships cannot influence audit, scoring or certification decisions.

08

Radical transparency

Methodology, thresholds, refusals, suspensions, withdrawals and conflicts of interest must be visible according to published rules.

3 / ARCHITECTURE

Perception + Proof + Results + Perspective

No single source can describe a growth environment. The Standard therefore triangulates four independent sources of truth. Their current v1.0 weights are fixed before an assessment opens and may only change through a versioned Standard revision.

Source of truth	Weight	Role	What it contributes
Employee Experience	40%	Perception	Anonymous lived experience collected independently of the organization.
Evidence	30%	Proof	Policies, systems, artefacts and traceable records verified criterion by criterion.
Outcomes	20%	Results	Observed organizational data such as mobility, promotion, reskilling and skill application.
Alumni	10%	Perspective	Former employees' evidence on whether growth retained value after departure.

> **Alumni insufficiency rule**
>
> When alumni participation falls below the methodological threshold, insufficient data is never treated as a bad result or a good result. The 10% alumni weight is redistributed according to the fixed rule: Employee Experience 45%, Evidence 33%, Outcomes 22%.

Eight pillars and weights

Pillar	Weight	Core question	Indicators
Learning & Skills	15%	Do people acquire real, verifiable skills here?	12
Feedback & Development	15%	Do people receive feedback that actually changes their trajectory?	11
Career & Mobility	15%	Can people move, progress and change direction inside the organization?	10
Growth Leadership™	15%	Do managers create growth, or absorb it?	9
Autonomy & Responsibility	10%	Are people trusted with more over time?	7
Opportunity & Exposure	10%	Do people get access to the situations that make them stronger?	8
Inclusive Growth	10%	Does everyone grow, or only a shortlist?	8
Employability & Future	10%	Would leaving tomorrow leave people stronger?	8

Pillar weights total 100%. Learning & Skills, Feedback & Development, Career & Mobility and Growth Leadership™ carry 15% each because they describe the mechanisms that produce growth. Autonomy & Responsibility, Opportunity & Exposure, Inclusive Growth and Employability & Future carry 10% each because they describe conditions and consequences of that growth.

4 / INDICATOR FRAMEWORK

The 73 indicators

Every indicator follows the same specification architecture: code, name, mandatory requirement, observed condition, minimum evidence examples, contributing sources, future scoring principle and exception rule. Indicator codes are permanent within a major version and shall be used identically across the Evidence Room™, auditor workflow, reports and scoring engine.

> **Important calibration note**
>
> The requirement and evidence architecture are part of Standard v1.0. Numeric indicator calibration is intentionally pre-pilot. The Methodology Handbook will publish the final indicator-level scoring mechanics before the first certification cycle. No organization can be scored under unpublished rules.

PILLAR LS

Learning & Skills - 15%

Do people acquire real, verifiable skills here?

12 indicators. Each indicator is independently evidenced and then contributes to the pillar score under the published Methodology Handbook.

LS01 Access to Learning

Mandatory requirement: The organization shall provide meaningful access to learning opportunities for all in-scope populations, with eligibility rules that are explicit and non-discriminatory.

What it measures: Whether employees can actually reach relevant learning, not whether a catalogue exists.

Minimum evidence examples: Learning catalogue; eligibility rules; LMS access and enrolment export by population; participation data.

Sources: Evidence, Employee Experience, Outcomes

Future scoring principle: Future scoring will combine verified coverage, actual utilization and employee experience. Published access without demonstrable use cannot receive a high score.

Exceptions / N/A: N/A is allowed only where the organization can demonstrate structural non-applicability. Lack of data or lack of process is not an N/A condition.

LS02 Protected Learning Time

Mandatory requirement: The organization shall create protected time or equivalent operational capacity for learning without requiring employees to sacrifice normal rest or systematically absorb learning into unpaid personal time.

What it measures: Whether learning is operationally possible inside real workload conditions.

Minimum evidence examples: Policy; calendar or workforce-management records; utilization by job family/site; employee survey items on time sufficiency.

Sources: Employee Experience, Evidence, Outcomes

Future scoring principle: Future scoring will assess design quality, implementation quality, employee experience and observable consequence. A policy that exists but does not change practice scores materially lower.

Exceptions / N/A: N/A is allowed only where the organization can demonstrate structural non-applicability. Lack of data or lack of process is not an N/A condition.

LS03 Learning by Doing

Mandatory requirement: The organization shall provide work-based learning through projects, rotations, stretch assignments, supervised practice or equivalent mechanisms.

What it measures: Whether the work itself creates development opportunities.

Minimum evidence examples: Rotation records; project staffing; stretch-assignment governance; role transition records; employee examples.

Sources: Evidence, Employee Experience, Outcomes

Future scoring principle: Future scoring will distinguish declared practice, implemented practice, verified consistency and sustained outcomes. Evidence must show the practice operates beyond isolated cases.

Exceptions / N/A: N/A is allowed only where the organization can demonstrate structural non-applicability. Lack of data or lack of process is not an N/A condition.

LS04 Skill Acquisition

Mandatory requirement: The organization shall identify and verify skills acquired through work or learning activities using a defined validation method.

What it measures: Whether people can demonstrably do something they could not do before.

Minimum evidence examples: Skills framework; assessment method; pre/post evidence; validated skills records; sampled manager or assessor confirmation.

Sources: Outcomes, Evidence, Employee Experience

Future scoring principle: Future scoring will combine the verified outcome rate, population coverage and trend, with controls for organization size and relevant context. Activity volume alone is insufficient.

Exceptions / N/A: N/A is allowed only where the organization can demonstrate structural non-applicability. Lack of data or lack of process is not an N/A condition.

LS05 Recognized Learning

Mandatory requirement: The organization shall enable relevant learning to result in recognized, portable or otherwise credible evidence of competence where such recognition exists.

What it measures: Whether development can be signalled beyond the internal organization.

Minimum evidence examples: Certification register; micro-credentials; external accreditation support; funding rules; digital credential records.

Sources: Evidence, Outcomes, Alumni

Future scoring principle: Future scoring will combine the verified outcome rate, population coverage and trend, with controls for organization size and relevant context. Activity volume alone is insufficient.

Exceptions / N/A: N/A is allowed only where the organization can demonstrate structural non-applicability. Lack of data or lack of process is not an N/A condition.

LS06 Knowledge Sharing

Mandatory requirement: The organization shall provide recurring mechanisms for people to share knowledge, teach peers and preserve learning beyond individual roles.

What it measures: Whether knowledge moves across the organization and survives departure or reorganization.

Minimum evidence examples: Communities of practice; internal academies; peer sessions; repositories; contribution data; recognition mechanisms.

Sources: Evidence, Employee Experience, Outcomes

Future scoring principle: Future scoring will distinguish declared practice, implemented practice, verified consistency and sustained outcomes. Evidence must show the practice operates beyond isolated cases.

Exceptions / N/A: N/A is allowed only where the organization can demonstrate structural non-applicability. Lack of data or lack of process is not an N/A condition.

LS07 Individual Learning Agency

Mandatory requirement: The organization shall allow employees a meaningful degree of choice in initiating or shaping their learning, subject to proportionate operational constraints.

What it measures: Whether people can act on their own development needs rather than waiting for nomination.

Minimum evidence examples: Self-enrolment rules; learning budgets; approval thresholds; rejected request data; employee survey evidence.

Sources: Employee Experience, Evidence

Future scoring principle: Future scoring will combine verified coverage, actual utilization and employee experience. Published access without demonstrable use cannot receive a high score.

Exceptions / N/A: N/A is allowed only where the organization can demonstrate structural non-applicability. Lack of data or lack of process is not an N/A condition.

LS08 Future Skills

Mandatory requirement: The organization shall identify emerging skill needs and provide development pathways for populations exposed to technological, market, regulatory or organizational change.

What it measures: Whether skill development anticipates the future rather than only current performance.

Minimum evidence examples: Strategic workforce plan; future-skill taxonomy; scenario analysis; learning pathways; coverage of exposed populations.

Sources: Evidence, Outcomes, Employee Experience

Future scoring principle: Future scoring will assess design quality, implementation quality, employee experience and observable consequence. A policy that exists but does not change practice scores materially lower.

Exceptions / N/A: N/A is allowed only where the organization can demonstrate structural non-applicability. Lack of data or lack of process is not an N/A condition.

LS09 Reskilling

Mandatory requirement: The organization shall provide credible reskilling routes that enable people to move into materially different roles when skill demand changes.

What it measures: Whether employees can convert development into occupational transition.

Minimum evidence examples: Reskilling cohorts; destination roles; completion; internal moves; retention after move; demographic/population breakdown.

Sources: Outcomes, Evidence, Employee Experience

Future scoring principle: Future scoring will combine the verified outcome rate, population coverage and trend, with controls for organization size and relevant context. Activity volume alone is insufficient.

Exceptions / N/A: N/A is allowed only where the organization can demonstrate structural non-applicability. Lack of data or lack of process is not an N/A condition.

LS10 Learning Effectiveness

Mandatory requirement: The organization shall measure whether learning is applied and produces a durable change in capability after completion.

What it measures: Whether learning changed practice rather than merely being consumed.

Minimum evidence examples: Post-training follow-up; application measures at 3-6 months; manager/peer validation; project outcomes; learner evidence.

Sources: Outcomes, Employee Experience, Evidence

Future scoring principle: Future scoring will combine the verified outcome rate, population coverage and trend, with controls for organization size and relevant context. Activity volume alone is insufficient.

Exceptions / N/A: Where no follow-up mechanism exists, the indicator is not excluded: absence of effectiveness measurement is itself a negative finding.

LS11 Skills Gap Diagnosis

Mandatory requirement: The organization shall maintain a proportionate method to identify current and emerging skill gaps at individual, team or workforce level.

What it measures: Whether development priorities arise from a credible diagnosis of need.

Minimum evidence examples: Skills inventory; role profiles; gap analyses; workforce planning; assessment tools; documented review cycle.

Sources: Evidence, Outcomes, Employee Experience

Future scoring principle: Future scoring will assess design quality, implementation quality, employee experience and observable consequence. A policy that exists but does not change practice scores materially lower.

Exceptions / N/A: N/A is allowed only where the organization can demonstrate structural non-applicability. Lack of data or lack of process is not an N/A condition.

LS12 Learning Transfer & Application Support

Mandatory requirement: The organization shall provide conditions that help employees apply newly acquired skills in real work, including access to relevant tasks, tools, coaching or practice opportunities.

What it measures: Whether acquired skills are given a route into day-to-day work.

Minimum evidence examples: Post-learning action plans; assignment data; coaching records; access to tools; manager follow-up; employee application evidence.

Sources: Employee Experience, Evidence, Outcomes

Future scoring principle: Future scoring will distinguish declared practice, implemented practice, verified consistency and sustained outcomes. Evidence must show the practice operates beyond isolated cases.

Exceptions / N/A: N/A is allowed only where the organization can demonstrate structural non-applicability. Lack of data or lack of process is not an N/A condition.

Feedback & Development - 15%

Do people receive feedback that actually changes their trajectory?

11 indicators. Each indicator is independently evidenced and then contributes to the pillar score under the published Methodology Handbook.

FD01 Feedback Frequency

Mandatory requirement: The organization shall ensure employees receive feedback often enough to adjust performance and development during the year, not only at annual review.
What it measures: Whether feedback is timely and recurring.
Minimum evidence examples: Performance cycle design; check-in records; survey data; sampled review calendars.
Sources: Employee Experience, Evidence
Future scoring principle: Future scoring will distinguish declared practice, implemented practice, verified consistency and sustained outcomes. Evidence must show the practice operates beyond isolated cases.
Exceptions / N/A: N/A is allowed only where the organization can demonstrate structural non-applicability. Lack of data or lack of process is not an N/A condition.

FD02 Feedback Usefulness

Mandatory requirement: The organization shall support feedback that is specific, actionable and connected to future development rather than purely evaluative.
What it measures: Whether feedback helps people improve or redirect effort.
Minimum evidence examples: Survey items; feedback templates; sampled de-identified feedback; manager guidance; quality review.
Sources: Employee Experience, Evidence
Future scoring principle: Future scoring will assess design quality, implementation quality, employee experience and observable consequence. A policy that exists but does not change practice scores materially lower.
Exceptions / N/A: N/A is allowed only where the organization can demonstrate structural non-applicability. Lack of data or lack of process is not an N/A condition.

FD03 Development Conversations

Mandatory requirement: The organization shall provide recurring conversations focused explicitly on growth, aspirations, skills and future opportunities.
What it measures: Whether development receives dedicated attention distinct from operational performance.
Minimum evidence examples: Conversation framework; completion data; survey confirmation; agenda templates; manager training.
Sources: Employee Experience, Evidence
Future scoring principle: Future scoring will distinguish declared practice, implemented practice, verified consistency and sustained outcomes. Evidence must show the practice operates beyond isolated cases.
Exceptions / N/A: N/A is allowed only where the organization can demonstrate structural non-applicability. Lack of data or lack of process is not an N/A condition.

FD04 Development Plan Follow-through

Mandatory requirement: The organization shall track whether agreed development actions are implemented and reviewed.
What it measures: Whether plans lead to action rather than documentation only.
Minimum evidence examples: Development plans; action completion; learning/mobility linkage; review dates; sampled follow-up evidence.
Sources: Evidence, Outcomes, Employee Experience
Future scoring principle: Future scoring will combine the verified outcome rate, population coverage and trend, with controls for organization size and relevant context. Activity volume alone is insufficient.
Exceptions / N/A: N/A is allowed only where the organization can demonstrate structural non-applicability. Lack of data or lack of process is not an N/A condition.

FD05 Manager Coaching Capability

Mandatory requirement: The organization shall equip managers to coach, question, guide and develop people, and shall verify that this capability is used in practice.
What it measures: Whether managers possess and apply developmental coaching capability.
Minimum evidence examples: Manager training; observed or assessed capability; employee survey; coaching tools; quality checks.
Sources: Evidence, Employee Experience, Outcomes
Future scoring principle: Future scoring will assess design quality, implementation quality, employee experience and observable consequence. A policy that exists but does not change practice scores materially lower.
Exceptions / N/A: N/A is allowed only where the organization can demonstrate structural non-applicability. Lack of data or lack of process is not an N/A condition.

FD06 Recognition of Progress

Mandatory requirement: The organization shall recognize meaningful growth in skills, responsibility or contribution, not only end results or tenure.
What it measures: Whether progress itself is visible and valued.
Minimum evidence examples: Recognition policy; promotion/recognition criteria; internal badges or credentials; employee survey evidence.
Sources: Employee Experience, Evidence, Outcomes
Future scoring principle: Future scoring will distinguish declared practice, implemented practice, verified consistency and sustained outcomes. Evidence must show the practice operates beyond isolated cases.
Exceptions / N/A: N/A is allowed only where the organization can demonstrate structural non-applicability. Lack of data or lack of process is not an N/A condition.

FD07 Developmental Handling of Underperformance

Mandatory requirement: The organization shall address underperformance with proportionate opportunities to understand gaps, learn and improve before punitive action, except where conduct or safety requires otherwise.
What it measures: Whether performance difficulty can become a development process rather than immediate exclusion.
Minimum evidence examples: Performance improvement process; support offered; training/coaching links; anonymized case sampling; employee relations rules.
Sources: Evidence, Employee Experience, Outcomes
Future scoring principle: Future scoring will assess design quality, implementation quality, employee experience and observable consequence. A policy that exists but does not change practice scores materially lower.
Exceptions / N/A: Conduct, safeguarding, fraud or safety cases may follow separate disciplinary rules; the organization must document why the developmental route did not apply.

FD08 Mentoring Access

Mandatory requirement: The organization shall provide fair access to mentoring or equivalent developmental relationships where mentoring is part of the growth model.
What it measures: Whether relational development is available beyond a narrow high-potential group.
Minimum evidence examples: Mentoring programme; participation by population; matching rules; completion; survey evidence.
Sources: Evidence, Employee Experience, Outcomes
Future scoring principle: Future scoring will combine verified coverage, actual utilization and employee experience. Published access without demonstrable use cannot receive a high score.
Exceptions / N/A: N/A is allowed only where the organization can demonstrate structural non-applicability. Lack of data or lack of process is not an N/A condition.

FD09 Peer Feedback Culture

Mandatory requirement: The organization shall enable constructive peer-to-peer feedback without retaliation and with appropriate psychological safety.
What it measures: Whether colleagues can help each other improve in normal work.
Minimum evidence examples: Team rituals; 360 processes; retrospectives; employee survey; psychological safety evidence.
Sources: Employee Experience, Evidence
Future scoring principle: Future scoring will distinguish declared practice, implemented practice, verified consistency and sustained outcomes. Evidence must show the practice operates beyond isolated cases.
Exceptions / N/A: N/A is allowed only where the organization can demonstrate structural non-applicability. Lack of data or lack of process is not an N/A condition.

FD10 Sponsorship Access

Mandatory requirement: The organization shall provide transparent and fair routes to advocacy, sponsorship or equivalent mechanisms through which senior people actively open developmental opportunities.
What it measures: Whether access to opportunity depends on invisible personal networks or can be reached fairly.
Minimum evidence examples: Sponsorship programme; nomination rules; participant distribution; opportunity outcomes; employee survey on access.
Sources: Evidence, Employee Experience, Outcomes
Future scoring principle: Future scoring will assess both overall provision and distribution across critical populations. A strong average cannot compensate for a material access gap.
Exceptions / N/A: N/A is allowed only where the organization can demonstrate structural non-applicability. Lack of data or lack of process is not an N/A condition.

FD11 Quality of Development Goals

Mandatory requirement: The organization shall ensure development goals are specific, relevant, reviewable and connected to capability or career growth rather than generic intentions.
What it measures: Whether people leave development conversations with meaningful, usable goals.
Minimum evidence examples: Development goal templates; sampled de-identified goals; review cadence; linkage to learning/mobility; quality audits.
Sources: Evidence, Employee Experience
Future scoring principle: Future scoring will assess design quality, implementation quality, employee experience and observable consequence. A policy that exists but does not change practice scores materially lower.
Exceptions / N/A: N/A is allowed only where the organization can demonstrate structural non-applicability. Lack of data or lack of process is not an N/A condition.

PILLAR CM

Career & Mobility - 15%

Can people move, progress and change direction inside the organization?

10 indicators. Each indicator is independently evidenced and then contributes to the pillar score under the published Methodology Handbook.

CM01 Internal Mobility

Mandatory requirement: The organization shall enable and measure movement between roles, teams, locations or job families inside the certified scope.
What it measures: Whether mobility actually happens.
Minimum evidence examples: HRIS role-change export; mobility policy; rate by population; destination role data; employee survey.
Sources: Outcomes, Evidence, Employee Experience
Future scoring principle: Future scoring will combine the verified outcome rate, population coverage and trend, with controls for organization size and relevant context. Activity volume alone is insufficient.
Exceptions / N/A: N/A is allowed only where the organization can demonstrate structural non-applicability. Lack of data or lack of process is not an N/A condition.

CM02 Internal Hiring

Mandatory requirement: The organization shall give qualified internal candidates meaningful access to open roles and measure the share of roles filled internally.
What it measures: Whether internal talent is genuinely considered for vacancies.
Minimum evidence examples: ATS export; internal posting rules; internal applicant/offer/hire rates; rejection reasons; population analysis.
Sources: Outcomes, Evidence, Employee Experience
Future scoring principle: Future scoring will combine the verified outcome rate, population coverage and trend, with controls for organization size and relevant context. Activity volume alone is insufficient.
Exceptions / N/A: N/A is allowed only where the organization can demonstrate structural non-applicability. Lack of data or lack of process is not an N/A condition.

CM03 Career Transparency

Mandatory requirement: The organization shall make role expectations, career routes and progression criteria sufficiently visible for employees to navigate them.
What it measures: Whether people can understand possible next steps and what they require.
Minimum evidence examples: Career architecture; competency maps; job profiles; promotion criteria; employee survey.
Sources: Evidence, Employee Experience
Future scoring principle: Future scoring will assess design quality, implementation quality, employee experience and observable consequence. A policy that exists but does not change practice scores materially lower.
Exceptions / N/A: N/A is allowed only where the organization can demonstrate structural non-applicability. Lack of data or lack of process is not an N/A condition.

CM04 Application Without Manager Veto

Mandatory requirement: The organization shall allow employees to explore or apply for internal opportunities without disproportionate manager control or retaliation.

What it measures: Whether managers can block mobility to retain talent.

Minimum evidence examples: Internal application rules; approval workflow; withdrawal/rejection data; survey on fear of consequences; audit sampling.

Sources: Employee Experience, Evidence, Outcomes

Future scoring principle: Future scoring will assess design quality, implementation quality, employee experience and observable consequence. A policy that exists but does not change practice scores materially lower.

Exceptions / N/A: N/A is allowed only where the organization can demonstrate structural non-applicability. Lack of data or lack of process is not an N/A condition.

CM05 Time to Internal Move

Mandatory requirement: The organization shall monitor the time between internal application or readiness and completed movement, and address avoidable delay.

What it measures: Whether mobility is practically executable once opportunity exists.

Minimum evidence examples: ATS/HRIS timestamps; median time to move; delays by population; vacancy workflow.

Sources: Outcomes, Evidence

Future scoring principle: Future scoring will combine the verified outcome rate, population coverage and trend, with controls for organization size and relevant context. Activity volume alone is insufficient.

Exceptions / N/A: N/A is allowed only where the organization can demonstrate structural non-applicability. Lack of data or lack of process is not an N/A condition.

CM06 Lateral Moves

Mandatory requirement: The organization shall recognize and enable lateral moves that build capability or exposure, not only vertical promotion.

What it measures: Whether growth can occur without moving up a hierarchy.

Minimum evidence examples: Role-change data; job architecture; lateral move pathways; employee survey; promotion vs lateral mix.

Sources: Outcomes, Evidence, Employee Experience

Future scoring principle: Future scoring will combine the verified outcome rate, population coverage and trend, with controls for organization size and relevant context. Activity volume alone is insufficient.

Exceptions / N/A: N/A is allowed only where the organization can demonstrate structural non-applicability. Lack of data or lack of process is not an N/A condition.

CM07 Career Pathways for All Job Families

Mandatory requirement: The organization shall provide credible progression or development pathways for all material job families, including operational and non-management populations.

What it measures: Whether career architecture excludes frontline or lower-status groups.

Minimum evidence examples: Career maps by job family; coverage analysis; operational workforce pathways; employee survey.

Sources: Evidence, Employee Experience, Outcomes

Future scoring principle: Future scoring will assess both overall provision and distribution across critical populations. A strong average cannot compensate for a material access gap.

Exceptions / N/A: N/A is allowed only where the organization can demonstrate structural non-applicability. Lack of data or lack of process is not an N/A condition.

CM08 Promotion Fairness

Mandatory requirement: The organization shall use transparent, relevant and consistently applied criteria for promotion and shall test outcomes for material disparities.
What it measures: Whether progression is decided fairly and can be explained.
Minimum evidence examples: Promotion framework; decision records; outcomes by population; calibration process; appeals/complaints.
Sources: Evidence, Outcomes, Employee Experience
Future scoring principle: Future scoring will assess both overall provision and distribution across critical populations. A strong average cannot compensate for a material access gap.
Exceptions / N/A: N/A is allowed only where the organization can demonstrate structural non-applicability. Lack of data or lack of process is not an N/A condition.

CM09 Progression of Responsibility

Mandatory requirement: The organization shall provide routes for increasing scope, complexity or responsibility as capability grows, including routes that do not require people management.
What it measures: Whether development produces meaningful progression in the work itself.
Minimum evidence examples: Role levels; scope changes; expert tracks; project leadership records; employee survey.
Sources: Outcomes, Evidence, Employee Experience
Future scoring principle: Future scoring will combine the verified outcome rate, population coverage and trend, with controls for organization size and relevant context. Activity volume alone is insufficient.
Exceptions / N/A: N/A is allowed only where the organization can demonstrate structural non-applicability. Lack of data or lack of process is not an N/A condition.

CM10 Career Guidance & Navigation

Mandatory requirement: The organization shall provide employees with access to credible information, guidance, coaching or tools that help them assess options and navigate transitions.
What it measures: Whether people can make informed career decisions rather than relying on informal networks.
Minimum evidence examples: Career coaching; internal talent marketplace; guidance tools; skills profiles; usage and satisfaction; transition outcomes.
Sources: Employee Experience, Evidence, Outcomes
Future scoring principle: Future scoring will combine verified coverage, actual utilization and employee experience. Published access without demonstrable use cannot receive a high score.
Exceptions / N/A: N/A is allowed only where the organization can demonstrate structural non-applicability. Lack of data or lack of process is not an N/A condition.

PILLAR GL

Growth Leadership™ - 15%

Do managers create growth, or absorb it?

9 indicators. Each indicator is independently evidenced and then contributes to the pillar score under the published Methodology Handbook.

GL01 Manager Development Impact

Mandatory requirement: The organization shall measure the extent to which managers create demonstrable growth for the people they lead.
What it measures: Whether the manager materially improves team development outcomes.
Minimum evidence examples: Manager scorecards; team growth indicators; employee survey; mobility/learning outcomes; trend data.
Sources: Employee Experience, Outcomes, Evidence
Future scoring principle: Future scoring will combine the verified outcome rate, population coverage and trend, with controls for organization size and relevant context. Activity volume alone is insufficient.
Exceptions / N/A: N/A is allowed only where the organization can demonstrate structural non-applicability. Lack of data or lack of process is not an N/A condition.

GL02 Managers Assessed on People Growth

Mandatory requirement: The organization shall include people growth as a formal and consequential part of manager assessment.
What it measures: Whether developing others carries real consequence for managers.
Minimum evidence examples: Performance framework; criterion weight; completed reviews; promotion/bonus rules.
Sources: Evidence, Outcomes, Employee Experience
Future scoring principle: Future scoring will assess design quality, implementation quality, employee experience and observable consequence. A policy that exists but does not change practice scores materially lower.
Exceptions / N/A: N/A is allowed only where the organization can demonstrate structural non-applicability. Lack of data or lack of process is not an N/A condition.

GL03 Manager Training

Mandatory requirement: The organization shall prepare managers for their development responsibilities before or shortly after appointment and refresh capability over time.
What it measures: Whether managers are equipped for the role of developing people.
Minimum evidence examples: Manager curriculum; completion; assessment; onboarding requirements; refresher cycle.
Sources: Evidence, Outcomes, Employee Experience
Future scoring principle: Future scoring will combine verified coverage, actual utilization and employee experience. Published access without demonstrable use cannot receive a high score.
Exceptions / N/A: N/A is allowed only where the organization can demonstrate structural non-applicability. Lack of data or lack of process is not an N/A condition.

GL04 Delegation of Meaningful Work

Mandatory requirement: Managers shall be expected and enabled to delegate work that builds capability rather than retaining all high-value tasks.
What it measures: Whether growth-producing work is shared with team members.
Minimum evidence examples: Project/task allocation; survey evidence; talent review; sampled delegation practices.
Sources: Employee Experience, Evidence, Outcomes
Future scoring principle: Future scoring will distinguish declared practice, implemented practice, verified consistency and sustained outcomes. Evidence must show the practice operates beyond isolated cases.
Exceptions / N/A: N/A is allowed only where the organization can demonstrate structural non-applicability. Lack of data or lack of process is not an N/A condition.

GL05 Talent-sharing Behaviour

Mandatory requirement: Managers shall not be rewarded for hoarding talent and shall support appropriate internal moves and cross-team opportunities.
What it measures: Whether managerial incentives support organization-wide growth.
Minimum evidence examples: Mobility approvals; internal transfer friction; manager scorecards; survey data; escalation cases.
Sources: Outcomes, Evidence, Employee Experience
Future scoring principle: Future scoring will assess design quality, implementation quality, employee experience and observable consequence. A policy that exists but does not change practice scores materially lower.
Exceptions / N/A: N/A is allowed only where the organization can demonstrate structural non-applicability. Lack of data or lack of process is not an N/A condition.

GL06 Growth Conversations Held

Mandatory requirement: Managers shall hold recurring, documented or otherwise verifiable growth conversations with their direct reports.
What it measures: Whether developmental dialogue happens consistently.
Minimum evidence examples: Completion data; pulse survey; calendar records; sampling of conversation outputs.
Sources: Employee Experience, Evidence
Future scoring principle: Future scoring will distinguish declared practice, implemented practice, verified consistency and sustained outcomes. Evidence must show the practice operates beyond isolated cases.
Exceptions / N/A: N/A is allowed only where the organization can demonstrate structural non-applicability. Lack of data or lack of process is not an N/A condition.

GL07 Manager Consistency Across Populations

Mandatory requirement: The organization shall identify and reduce material differences in growth experience attributable to manager, site, team or population.
What it measures: Whether good growth depends on managerial luck.
Minimum evidence examples: Manager-level distributions; survey variance; team outcome dispersion; intervention records.
Sources: Employee Experience, Outcomes, Evidence
Future scoring principle: Future scoring will assess both overall provision and distribution across critical populations. A strong average cannot compensate for a material access gap.
Exceptions / N/A: N/A is allowed only where the organization can demonstrate structural non-applicability. Lack of data or lack of process is not an N/A condition.

GL08 Managers Promoted Internally

Mandatory requirement: The organization shall monitor whether management roles are accessible through internal progression and whether internal promotion is developmentally supported.
What it measures: Whether leadership pathways genuinely exist for internal talent.
Minimum evidence examples: Manager appointment source; succession data; promotion rates; readiness programmes; population analysis.
Sources: Outcomes, Evidence
Future scoring principle: Future scoring will combine the verified outcome rate, population coverage and trend, with controls for organization size and relevant context. Activity volume alone is insufficient.
Exceptions / N/A: N/A is allowed only where the organization can demonstrate structural non-applicability. Lack of data or lack of process is not an N/A condition.

GL09 Manager Capacity for Development

Mandatory requirement: The organization shall ensure managers have sufficient time, span of control, tools and organizational permission to perform their people-development responsibilities.

What it measures: Whether expectations to develop people are operationally realistic.

Minimum evidence examples: Span-of-control data; manager workload; dedicated development time; tooling; survey evidence; escalation data.

Sources: Employee Experience, Evidence, Outcomes

Future scoring principle: Future scoring will assess design quality, implementation quality, employee experience and observable consequence. A policy that exists but does not change practice scores materially lower.

Exceptions / N/A: N/A is allowed only where the organization can demonstrate structural non-applicability. Lack of data or lack of process is not an N/A condition.

PILLAR AR

Autonomy & Responsibility - 10%

Are people trusted with more over time?

7 indicators. Each indicator is independently evidenced and then contributes to the pillar score under the published Methodology Handbook.

AR01 Responsibility Progression

Mandatory requirement: The organization shall enable employees to take on greater responsibility as demonstrated capability increases.
What it measures: Whether trust grows over time.
Minimum evidence examples: Role scope history; project ownership; promotion/lateral progression; employee survey.
Sources: Outcomes, Employee Experience, Evidence
Future scoring principle: Future scoring will combine the verified outcome rate, population coverage and trend, with controls for organization size and relevant context. Activity volume alone is insufficient.
Exceptions / N/A: N/A is allowed only where the organization can demonstrate structural non-applicability. Lack of data or lack of process is not an N/A condition.

AR02 Decision Latitude

Mandatory requirement: The organization shall provide employees with decision authority proportionate to their role, competence and risk context.
What it measures: Whether people can exercise judgment rather than only execute instructions.
Minimum evidence examples: Role design; decision rights; delegation matrix; survey; sampled decisions.
Sources: Employee Experience, Evidence
Future scoring principle: Future scoring will assess design quality, implementation quality, employee experience and observable consequence. A policy that exists but does not change practice scores materially lower.
Exceptions / N/A: N/A is allowed only where the organization can demonstrate structural non-applicability. Lack of data or lack of process is not an N/A condition.

AR03 Ownership of Outcomes

Mandatory requirement: The organization shall allow employees to own meaningful outcomes and understand the consequences of their decisions.
What it measures: Whether responsibility includes end-to-end accountability.
Minimum evidence examples: Project charters; role profiles; outcome ownership; retrospectives; survey data.
Sources: Employee Experience, Evidence, Outcomes
Future scoring principle: Future scoring will distinguish declared practice, implemented practice, verified consistency and sustained outcomes. Evidence must show the practice operates beyond isolated cases.
Exceptions / N/A: N/A is allowed only where the organization can demonstrate structural non-applicability. Lack of data or lack of process is not an N/A condition.

AR04 Freedom to Challenge

Mandatory requirement: The organization shall provide channels and psychological safety for employees to question decisions, methods and assumptions without retaliation.
What it measures: Whether voice is compatible with advancement and belonging.
Minimum evidence examples: Speak-up channels; survey; retaliation cases; meeting practices; grievance data.
Sources: Employee Experience, Evidence
Future scoring principle: Future scoring will assess design quality, implementation quality, employee experience and observable consequence. A policy that exists but does not change practice scores materially lower.
Exceptions / N/A: N/A is allowed only where the organization can demonstrate structural non-applicability. Lack of data or lack of process is not an N/A condition.

AR05 Right to Try and to Fail

Mandatory requirement: The organization shall distinguish good-faith learning from negligence and allow proportionate experimentation without punitive treatment of reasonable failure.
What it measures: Whether employees can learn through controlled experimentation.
Minimum evidence examples: Innovation/retrospective practices; incident review rules; survey evidence; sampled cases.
Sources: Employee Experience, Evidence
Future scoring principle: Future scoring will assess design quality, implementation quality, employee experience and observable consequence. A policy that exists but does not change practice scores materially lower.
Exceptions / N/A: N/A is allowed only where the organization can demonstrate structural non-applicability. Lack of data or lack of process is not an N/A condition.

AR06 Scope Expansion

Mandatory requirement: The organization shall enable employees to broaden the complexity, stakeholders, geography or subject matter of their work where developmentally appropriate.
What it measures: Whether roles can evolve before a formal promotion.
Minimum evidence examples: Job enrichment records; project allocation; role changes; employee survey.
Sources: Outcomes, Evidence, Employee Experience
Future scoring principle: Future scoring will combine the verified outcome rate, population coverage and trend, with controls for organization size and relevant context. Activity volume alone is insufficient.
Exceptions / N/A: N/A is allowed only where the organization can demonstrate structural non-applicability. Lack of data or lack of process is not an N/A condition.

AR07 Role-Shaping Agency

Mandatory requirement: The organization shall provide employees with a proportionate ability to shape tasks, methods, development goals or role emphasis as capability and context evolve.
What it measures: Whether people can actively craft a growth path within their role.
Minimum evidence examples: Job-crafting practices; role review process; employee proposals; manager responses; survey evidence.
Sources: Employee Experience, Evidence
Future scoring principle: Future scoring will distinguish declared practice, implemented practice, verified consistency and sustained outcomes. Evidence must show the practice operates beyond isolated cases.
Exceptions / N/A: N/A is allowed only where the organization can demonstrate structural non-applicability. Lack of data or lack of process is not an N/A condition.

Opportunity & Exposure - 10%

Do people get access to the situations that make them stronger?

8 indicators. Each indicator is independently evidenced and then contributes to the pillar score under the published Methodology Handbook.

OE01 Project Exposure

Mandatory requirement: The organization shall provide fair access to projects that build new capability, responsibility or visibility.
What it measures: Whether development opportunities exist in real assignments.
Minimum evidence examples: Project staffing; opportunity marketplace; participant distribution; survey data.
Sources: Evidence, Employee Experience, Outcomes
Future scoring principle: Future scoring will assess both overall provision and distribution across critical populations. A strong average cannot compensate for a material access gap.
Exceptions / N/A: N/A is allowed only where the organization can demonstrate structural non-applicability. Lack of data or lack of process is not an N/A condition.

OE02 Cross-functional Work

Mandatory requirement: The organization shall enable employees to work across functions where such exposure can broaden understanding or capability.
What it measures: Whether employees can learn beyond their immediate silo.
Minimum evidence examples: Cross-functional teams; project rosters; rotations; survey evidence.
Sources: Evidence, Employee Experience, Outcomes
Future scoring principle: Future scoring will distinguish declared practice, implemented practice, verified consistency and sustained outcomes. Evidence must show the practice operates beyond isolated cases.
Exceptions / N/A: N/A is allowed only where the organization can demonstrate structural non-applicability. Lack of data or lack of process is not an N/A condition.

OE03 International Exposure

Mandatory requirement: Where relevant to the organization, employees shall have transparent access to international collaboration, mobility or market exposure.
What it measures: Whether international learning is a real opportunity rather than a promise.
Minimum evidence examples: International projects; secondments; cross-border teams; participation by population; survey data.
Sources: Outcomes, Evidence, Employee Experience
Future scoring principle: Future scoring will combine verified coverage, actual utilization and employee experience. Published access without demonstrable use cannot receive a high score.
Exceptions / N/A: N/A may apply where the certified organization has no material international activity. The rationale must be documented and the indicator weight redistributed within the pillar.

OE04 Client and Stakeholder Exposure

Mandatory requirement: The organization shall enable appropriate employees to interact with clients, users, partners or other stakeholders when such exposure develops judgment and professional capability.
What it measures: Whether employees can learn from the people affected by their work.
Minimum evidence examples: Meeting/project records; client-facing role progression; shadowing; survey evidence.
Sources: Employee Experience, Evidence, Outcomes
Future scoring principle: Future scoring will distinguish declared practice, implemented practice, verified consistency and sustained outcomes. Evidence must show the practice operates beyond isolated cases.
Exceptions / N/A: N/A is allowed only where the organization can demonstrate structural non-applicability. Lack of data or lack of process is not an N/A condition.

OE05 Visibility to Leadership

Mandatory requirement: The organization shall create fair routes for employees to present work, ideas or learning to senior decision-makers without relying solely on informal sponsorship.
What it measures: Whether visibility is accessible beyond favored networks.
Minimum evidence examples: Forums; demo days; skip-level sessions; participant distribution; employee survey.
Sources: Evidence, Employee Experience
Future scoring principle: Future scoring will assess both overall provision and distribution across critical populations. A strong average cannot compensate for a material access gap.
Exceptions / N/A: N/A is allowed only where the organization can demonstrate structural non-applicability. Lack of data or lack of process is not an N/A condition.

OE06 Stretch Assignments

Mandatory requirement: The organization shall offer assignments that extend capability beyond current routine work with adequate support and without unreasonable overload.
What it measures: Whether challenge is developmental rather than exploitative.
Minimum evidence examples: Assignment criteria; project records; coaching/support; workload data; survey feedback.
Sources: Employee Experience, Evidence, Outcomes
Future scoring principle: Future scoring will assess design quality, implementation quality, employee experience and observable consequence. A policy that exists but does not change practice scores materially lower.
Exceptions / N/A: N/A is allowed only where the organization can demonstrate structural non-applicability. Lack of data or lack of process is not an N/A condition.

OE07 Access to Strategic Work

Mandatory requirement: The organization shall provide transparent routes to participate in material strategic, transformation or innovation work where role context permits.
What it measures: Whether strategic learning is concentrated in a small elite.
Minimum evidence examples: Strategic project rosters; nomination process; population analysis; employee survey.
Sources: Evidence, Employee Experience, Outcomes
Future scoring principle: Future scoring will assess both overall provision and distribution across critical populations. A strong average cannot compensate for a material access gap.
Exceptions / N/A: N/A is allowed only where the organization can demonstrate structural non-applicability. Lack of data or lack of process is not an N/A condition.

OE08 External Professional Exposure

Mandatory requirement: The organization shall support access to relevant external professional communities, conferences, networks, partnerships or sector learning that extends capability beyond internal practice.
What it measures: Whether employees can connect learning to the wider profession and market.
Minimum evidence examples: Professional memberships; conference participation; external communities; partnership projects; funding rules; population coverage.
Sources: Evidence, Employee Experience, Outcomes
Future scoring principle: Future scoring will combine verified coverage, actual utilization and employee experience. Published access without demonstrable use cannot receive a high score.
Exceptions / N/A: N/A is allowed only where the organization can demonstrate structural non-applicability. Lack of data or lack of process is not an N/A condition.

PILLAR IG

Inclusive Growth - 10%

Does everyone grow, or only a shortlist?

8 indicators. Each indicator is independently evidenced and then contributes to the pillar score under the published Methodology Handbook.

IG01 Fair Access to Development

Mandatory requirement: The organization shall provide materially fair access to development opportunities across in-scope populations.
What it measures: Whether development access is distributed rather than concentrated.
Minimum evidence examples: Participation and approval rates by population; budgets; survey; opportunity allocation.
Sources: Evidence, Employee Experience, Outcomes
Future scoring principle: Future scoring will assess both overall provision and distribution across critical populations. A strong average cannot compensate for a material access gap.
Exceptions / N/A: N/A is allowed only where the organization can demonstrate structural non-applicability. Lack of data or lack of process is not an N/A condition.

IG02 Equity Across Job Families

Mandatory requirement: The organization shall identify and address material growth gaps between job families.
What it measures: Whether some functions systematically receive less development.
Minimum evidence examples: Learning, mobility, promotion and exposure by job family; survey comparisons; remediation plans.
Sources: Outcomes, Employee Experience, Evidence
Future scoring principle: Future scoring will assess both overall provision and distribution across critical populations. A strong average cannot compensate for a material access gap.
Exceptions / N/A: N/A is allowed only where the organization can demonstrate structural non-applicability. Lack of data or lack of process is not an N/A condition.

IG03 Equity Across Sites and Countries

Mandatory requirement: The organization shall identify and address material growth gaps across declared sites and countries.
What it measures: Whether geography determines access to growth.
Minimum evidence examples: Site/country participation and outcome data; survey; local policy comparison; remediation.
Sources: Outcomes, Employee Experience, Evidence
Future scoring principle: Future scoring will assess both overall provision and distribution across critical populations. A strong average cannot compensate for a material access gap.
Exceptions / N/A: N/A is allowed only where the organization can demonstrate structural non-applicability. Lack of data or lack of process is not an N/A condition.

IG04 Equity Across Tenure

Mandatory requirement: The organization shall monitor and address growth stagnation associated with tenure, including long-tenure plateaus.
What it measures: Whether development declines materially after early career years.
Minimum evidence examples: Growth curve by tenure; learning/mobility rates; survey; targeted interventions.
Sources: Outcomes, Employee Experience, Evidence
Future scoring principle: Future scoring will assess both overall provision and distribution across critical populations. A strong average cannot compensate for a material access gap.
Exceptions / N/A: N/A is allowed only where the organization can demonstrate structural non-applicability. Lack of data or lack of process is not an N/A condition.

IG05 Non-management Populations

Mandatory requirement: The organization shall ensure credible development routes exist for employees who do not manage people.
What it measures: Whether growth requires joining management.
Minimum evidence examples: Expert career tracks; technical progression; promotion/compensation architecture; survey.
Sources: Evidence, Outcomes, Employee Experience
Future scoring principle: Future scoring will assess both overall provision and distribution across critical populations. A strong average cannot compensate for a material access gap.
Exceptions / N/A: N/A is allowed only where the organization can demonstrate structural non-applicability. Lack of data or lack of process is not an N/A condition.

IG06 Part-time and Shift Workers

Mandatory requirement: The organization shall adapt development access so that part-time, shift-based and non-standard scheduling populations are not structurally excluded.
What it measures: Whether schedule design creates hidden exclusion.
Minimum evidence examples: Training schedules; paid release time; participation by work pattern; survey evidence.
Sources: Evidence, Employee Experience, Outcomes
Future scoring principle: Future scoring will assess both overall provision and distribution across critical populations. A strong average cannot compensate for a material access gap.
Exceptions / N/A: N/A is allowed only where the organization can demonstrate structural non-applicability. Lack of data or lack of process is not an N/A condition.

IG07 Growth Beyond High Potentials

Mandatory requirement: The organization shall provide meaningful development beyond formally designated high-potential populations.
What it measures: Whether resources are excessively concentrated on a shortlist.
Minimum evidence examples: Talent programme coverage; budget distribution; mentoring/exposure access; survey data.
Sources: Evidence, Outcomes, Employee Experience
Future scoring principle: Future scoring will assess both overall provision and distribution across critical populations. A strong average cannot compensate for a material access gap.
Exceptions / N/A: N/A is allowed only where the organization can demonstrate structural non-applicability. Lack of data or lack of process is not an N/A condition.

IG08 Accessibility of Development

Mandatory requirement: The organization shall ensure development systems, content and opportunity processes are reasonably accessible to people with disabilities and other relevant access needs.
What it measures: Whether formally available development is actually usable.
Minimum evidence examples: Accessibility standards; accommodations; platform accessibility; request/fulfilment data; employee feedback.
Sources: Evidence, Employee Experience, Outcomes
Future scoring principle: Future scoring will assess both overall provision and distribution across critical populations. A strong average cannot compensate for a material access gap.
Exceptions / N/A: N/A is allowed only where the organization can demonstrate structural non-applicability. Lack of data or lack of process is not an N/A condition.

PILLAR EF

Employability & Future - 10%

Would leaving tomorrow leave people stronger?

8 indicators. Each indicator is independently evidenced and then contributes to the pillar score under the published Methodology Handbook.

EF01 Transferable Skills

Mandatory requirement: The organization shall develop capabilities that retain value beyond the current role or employer, not only narrow task-specific knowledge.
What it measures: Whether growth increases external as well as internal capability.
Minimum evidence examples: Skills framework; cross-role skill mapping; alumni feedback; employee self-assessment; career outcomes.
Sources: Alumni, Outcomes, Employee Experience, Evidence
Future scoring principle: Future scoring will combine the verified outcome rate, population coverage and trend, with controls for organization size and relevant context. Activity volume alone is insufficient.
Exceptions / N/A: N/A is allowed only where the organization can demonstrate structural non-applicability. Lack of data or lack of process is not an N/A condition.

EF02 Market-recognized Certification

Mandatory requirement: Where credible external qualifications exist, the organization shall enable appropriate employees to pursue recognized certification or equivalent portable validation.
What it measures: Whether capability can be trusted outside the organization.
Minimum evidence examples: Certification support; pass rates; credentials; funding policy; alumni use.
Sources: Evidence, Outcomes, Alumni
Future scoring principle: Future scoring will combine the verified outcome rate, population coverage and trend, with controls for organization size and relevant context. Activity volume alone is insufficient.
Exceptions / N/A: N/A is allowed only where the organization can demonstrate structural non-applicability. Lack of data or lack of process is not an N/A condition.

EF03 Future-skill Preparation

Mandatory requirement: The organization shall prepare employees for material changes in technology, regulation, business models and occupational demand.
What it measures: Whether employees are becoming more resilient to future change.
Minimum evidence examples: Future skill plan; reskilling pathways; participation of exposed groups; survey; outcome tracking.
Sources: Evidence, Employee Experience, Outcomes
Future scoring principle: Future scoring will assess design quality, implementation quality, employee experience and observable consequence. A policy that exists but does not change practice scores materially lower.
Exceptions / N/A: N/A is allowed only where the organization can demonstrate structural non-applicability. Lack of data or lack of process is not an N/A condition.

EF04 Alumni Outcomes

Mandatory requirement: The organization shall seek evidence on whether former employees retain and benefit from capabilities acquired during their employment.

What it measures: Whether growth retains value after departure.

Minimum evidence examples: Independent alumni study; destination data where lawful; skill-use questions; career transition evidence.

Sources: Alumni, Outcomes

Future scoring principle: Future scoring will combine the verified outcome rate, population coverage and trend, with controls for organization size and relevant context. Activity volume alone is insufficient.

Exceptions / N/A: If alumni participation is below the methodological threshold, the 10% alumni source weight is redistributed according to the fixed rule; insufficient alumni data is never treated as a positive or negative result by itself.

EF05 External Employability Confidence

Mandatory requirement: The organization shall measure whether employees believe their market opportunities are stronger because of what they have learned and done in the organization.

What it measures: Whether people perceive increased career resilience beyond the employer.

Minimum evidence examples: Employee survey; alumni survey; exit survey; external mobility follow-up where lawful.

Sources: Employee Experience, Alumni, Outcomes

Future scoring principle: Future scoring will combine the verified outcome rate, population coverage and trend, with controls for organization size and relevant context. Activity volume alone is insufficient.

Exceptions / N/A: N/A is allowed only where the organization can demonstrate structural non-applicability. Lack of data or lack of process is not an N/A condition.

EF06 Skill Application Six Months After Training

Mandatory requirement: The organization shall measure whether trained skills are still being applied at a meaningful horizon after learning.

What it measures: Whether learning produces durable use rather than short-term recall.

Minimum evidence examples: Six-month follow-up; project evidence; manager/peer validation; application metrics.

Sources: Outcomes, Employee Experience, Evidence

Future scoring principle: Future scoring will combine the verified outcome rate, population coverage and trend, with controls for organization size and relevant context. Activity volume alone is insufficient.

Exceptions / N/A: Where no follow-up mechanism exists, the indicator is scored negatively rather than excluded: the absence of measurement is itself the finding.

EF07 Skills Portability

Mandatory requirement: The organization shall document acquired skills in a form that employees can understand, evidence and, where appropriate, carry into future internal or external opportunities.

What it measures: Whether growth leaves a usable record owned or accessible by the person.

Minimum evidence examples: Skills profiles; portable credentials; verified portfolios; recognition of prior learning; export/access rules.

Sources: Evidence, Employee Experience, Alumni

Future scoring principle: Future scoring will assess design quality, implementation quality, employee experience and observable consequence. A policy that exists but does not change practice scores materially lower.

Exceptions / N/A: N/A is allowed only where the organization can demonstrate structural non-applicability. Lack of data or lack of process is not an N/A condition.

EF08 Career Resilience & Transition Readiness

Mandatory requirement: The organization shall prepare employees to navigate foreseeable role disruption, redeployment or career transition through skills, information and practical transition support.

What it measures: Whether people are better equipped to adapt when work changes or disappears.

Minimum evidence examples: Workforce transition plans; redeployment support; career guidance; reskilling; transition outcomes; alumni evidence.

Sources: Evidence, Outcomes, Employee Experience, Alumni

Future scoring principle: Future scoring will assess design quality, implementation quality, employee experience and observable consequence. A policy that exists but does not change practice scores materially lower.

Exceptions / N/A: N/A is allowed only where the organization can demonstrate structural non-applicability. Lack of data or lack of process is not an N/A condition.

5 / EVIDENCE ROOM™

Evidence, not declaration

The Evidence Room™ is the auditable record through which each indicator is substantiated. Evidence is submitted against a specific indicator code, versioned, reviewed and preserved with a full audit trail. The organization may explain evidence; it may not redefine the requirement after the assessment has opened.

Accepted evidence classes

Class	Examples	Role
Policy & governance	Policies, eligibility rules, decision rights, formal frameworks	Shows intended structure; never sufficient alone when the indicator requires real practice or outcome.
System evidence	HRIS, LMS, ATS, workforce-management or project-system exports	Shows actual events, coverage, timing and population distribution.
Operational artefacts	Project rosters, development plans, career maps, skills frameworks, review templates	Shows implementation in normal work.
Measured outcomes	Mobility, promotion, skill application, reskilling, internal hiring, certification data	Shows observable consequence.
Employee experience	Independent anonymous survey and protected open-text feedback	Shows lived reality and integrity of implementation.
Alumni evidence	Independent former-employee study and post-exit outcomes where lawful	Shows whether growth retained value after departure.

Evidence status model

Status	Meaning
Not submitted	No evidence has been provided.
Submitted	Evidence is present but not yet reviewed.
Under review	Auditor review is active.
Accepted	Evidence is sufficient for the claim being tested.
Additional evidence required	Evidence is incomplete, contradictory or insufficiently representative.
Rejected	Evidence does not substantiate the indicator.
Integrity flag	A potential data-quality, manipulation or falsification issue requires escalation.

Audit trail requirements

- Timestamp and actor identity for every upload, replacement, status change and comment.
- File version and immutable reference to the evidence reviewed.
- Auditor rationale for rejection, additional evidence requests or integrity escalation.
- Organization response preserved separately from the auditor judgment.
- No silent overwrite of submitted evidence after review has begun.

Evidence sufficiency doctrine

A policy can establish that a mechanism exists. It cannot, by itself, establish that people can access it, that managers apply it consistently, that outcomes occur or that the experience is equitable. Where the indicator tests implementation or result, at least one additional source beyond policy evidence is normally required.

6 / FUTURE SCORING ARCHITECTURE

What is fixed now - and what is calibrated next

Standard v1.0 fixes the architecture, weights, hard gates, indicator definitions, evidence expectations and independence rules. Pilot assessments will calibrate indicator discrimination, normalization bands, uncertainty treatment and sector/size controls. The final scoring engine must be published in the Methodology Handbook before any real certification decision can rely on it.

Provisional indicator maturity scale

Band	Interpretation	Indicative meaning
0	Absent / contradicted	No credible mechanism, evidence contradicts the claim, or the condition is materially absent.
25	Declared	A mechanism is stated but weakly evidenced or inconsistently implemented.
50	Implemented	The mechanism operates and evidence exists, but coverage, consistency or outcomes remain partial.
75	Verified	Implementation is verified across relevant populations with credible lived-experience or outcome support.
100	Sustained / demonstrated	The condition is verified, broadly distributed and supported by durable outcomes over time.

> **Not a final numeric rule**
>
> These bands describe the intended logic of the future engine; they are not yet a published scoring formula. Final aggregation, rounding, missing-data treatment, benchmark bands and confidence rules belong to the Methodology Handbook and must be versioned before use.

Aggregation principles

- Indicator evidence contributes to the relevant pillar; pillar weights are fixed at 15/15/15/15/10/10/10/10.
- The four source-of-truth weights are Employee Experience 40%, Evidence 30%, Outcomes 20%, Alumni 10%, subject only to the fixed alumni-insufficiency redistribution rule.
- A source cannot be inferred from another source. For example, policy evidence cannot substitute for employee experience where lived experience is required.
- Missing data, N/A and insufficient data are distinct states and must be treated separately.

- Hard gates are applied after scoring and cannot be averaged away by a strong overall result.
- Uncertainty and comparability limits must be disclosed where sample sizes or population structure materially affect precision.

7 / HARD GATES

A good average must never compensate for a failed gate

Hard gate	Requirement
Overall Grow Score™	>= 70
Employee Experience	>= 60
Growth Leadership™	>= 55
Inclusive Growth	>= 55
Survey Integrity	PASS
Evidence Integrity	PASS
Sustainable Growth	PASS
Critical populations	No critical population below the methodology threshold

Sustainable Growth gate

Growth obtained by systematically consuming people's health, personal life or long-term capacity is not growth. Sustainable Growth is assessed separately as a binary gate. A strong Grow Score™ cannot compensate for a failure of this gate.

Critical-population protection

The Standard protects against "average masking": an organization cannot be certified if a material critical population falls below the published methodology threshold even when the overall result is strong. Population definitions and minimum sample rules are fixed before survey launch and cannot be changed after results are known.

8 / SURVEY, ALUMNI AND INTEGRITY

Employee survey integrity

- The survey is administered by Best Place to Grow™ or an independent process under its control, never filtered by the organization.
- Individual responses are never visible to the employer. Employer administrators may see participation and representativity alerts, but not results before the survey officially closes.
- Reporting is suppressed for segments with fewer than 8 respondents, and additional suppression applies where cross-segment combinations could identify a person.
- Integrity controls test respondent freedom, instructions or pressure, suspicious patterns, duplicate submissions and other anomalies.

Integrity levels and materiality

Level	Meaning	Typical consequence
Low	Isolated anomaly with limited materiality.	Correction or exclusion of affected records.
Medium	Data inconsistency affecting one indicator or dataset.	Expanded verification.
High	Credible signal on survey conditions or evidence quality.	Expanded review; possible population exclusion or gate impact.
Critical	Suspected intentional falsification or systematic pressure.	Process may be terminated and referred to the Certification Committee; possible 24-month exclusion.

Data-status doctrine

No public quantitative claim is presented as real unless its source and status are known. The platform distinguishes: Verified data - collected through a real assessment and traceable to source; Illustrative data - fictional cases used to demonstrate methodology; Research hypothesis - a question to be tested, never presented as a finding.

9 / CERTIFICATION PROCESS

Fourteen steps - one controlled cycle

Step	Stage	Control purpose
01	Application	The organization applies and declares its intended scope.
02	Eligibility	Minimum size, data availability and survey feasibility are checked before any fee.
03	Certification Scope	Entities, countries, sites and populations are fixed in writing.
04	Population Mapping	Sites, departments, job families, levels, tenure bands and contract types are mapped for representativity.
05	Employee Survey	Anonymous survey is administered independently with embedded integrity controls.
06	Evidence Room™	Evidence is uploaded and reviewed indicator by indicator.
07	Alumni Study	Former employees are surveyed independently where the methodology threshold can be met.
08	Audit	An independent auditor reviews evidence, survey conditions, representativity, outcomes and integrity flags.
09	Scoring	Indicators and pillars are scored under the published Methodology Handbook.
10	Decision	Certified, Not Certified or Under Review is decided independently of commercial teams.
11	Growth Report™	The organization receives analytical findings including gaps, curves, manager impact and priority moves.
12	Publication	The decision and exact scope are published in the public register - refusals included under the transparency policy.
13	Monitoring	Growth Alerts™ can trigger review, suspension or withdrawal during validity.
14	Renewal	Re-assessment is conducted against the Standard version applicable at the opening of the new cycle.

Commercial independence

The assessment fee is fixed before the first data point is collected. A refusal costs the same as a certification. No

person who sold the assessment may review evidence, score a pillar or vote on the certification decision.

10 / GOVERNANCE AND INDEPENDENCE

Separation of powers

The credibility of the Standard depends on separation between commercial activity, advisory work, audit, scoring, certification decisions and ownership of the Standard itself. No financial or advisory relationship may override the published methodology.

Standards Board model

Element	v1.0 governance rule
Seats	9
Term	Three years, renewable once
Quorum	Two thirds of seats, with required disciplines represented
Mandate	Owns indicator definitions, weights, thresholds and version changes; approves published changes and reviews calibration evidence.
Independence	A majority of seats independent of assessed organizations; no seat may carry a direct commercial interest in assessment revenue.
Conflicts	Interests declared on appointment, per case and annually. Relevant interests require recusal, which is recorded.

Disciplines represented

- Adult learning and skills development
- Organizational psychology
- Labour economics
- Human resources practice
- Occupational health
- Equality, diversity and inclusion
- Employee representation
- Measurement, statistics and psychometrics
- Audit and assurance

Human scoring policy

- No individual is rated, ranked, profiled or compared by Best Place to Grow™.
- The Growth Passport™ belongs to the person and produces no global human score, grade or percentile.
- Individual survey answers are never returned to an employer.
- Assessment outputs describe an environment, not the ability, potential or performance of any individual.

11 / APPEALS AND MONITORING

Appeals

- An organization may submit an appeal within 30 days of the decision, in writing, with specified grounds.
- A reviewer with no role in the original audit or decision is appointed.
- Clarifying evidence may be accepted under published rules; the Standard itself cannot be changed for an appeal.

- The final appeal decision and aggregate appeal outcomes are included in transparency reporting.

Growth Alerts™, suspension and withdrawal

- Material deterioration in growth conditions
- Survey manipulation or pressure on respondents
- Misuse of the Best Place to Grow™ badge
- Major organizational change affecting the certified scope
- Systemic development issue affecting a whole population

Where monitoring identifies a material breach, the certification may be placed Under Review, suspended or withdrawn according to the published governance process. Badge use must cease where certification is suspended, withdrawn or expired.

12 / VERSIONING AND CALIBRATION

The rulebook cannot change during the game

The Standard version in force when an assessment opens governs that assessment to its end. Thresholds, indicator definitions, weights or scoring rules are never altered case by case or after an organization's results are known.

Version	Status	Purpose
v1.0	Current public pre-pilot release	Fixes 8 pillars, 73 indicators, 4 sources of truth, 8 hard gates, evidence architecture, independence principles and the fixed alumni redistribution rule.
v1.1	Planned calibration release	Reviews thresholds, indicator discrimination, weightings and scoring behavior against completed pilot evidence.

Pilot calibration questions

- Do indicators discriminate meaningfully between organizations and populations?
- Are survey items reliable and understandable across sectors?
- Do evidence requirements create consistent audit judgments?
- Do thresholds separate aspirational from demonstrably present growth environments?
- Are sector, size or workforce-structure adjustments needed for fair comparison?
- How should statistical uncertainty and score bands be reported?

13 / RESEARCH FOUNDATIONS

Fields informing the Standard

Best Place to Grow™ is an independent framework. It does not claim endorsement by the institutions below. The research foundation is used to test whether the Standard asks relevant questions about workplace learning, skills, mobility, employability and inclusion. The referenced bibliography will continue to expand with the Methodology Handbook.

Reference	Relevance to the Standard
ISO 30422:2022 - Human resource management - Learning and development	Guidance on competence development in formal and informal workplace settings, short- and long-term skill needs, and career-long development.
OECD Skills Outlook 2025	Evidence on quality adult learning, mobility, career guidance, skill recognition and portable credentials.
OECD - Empowering the Workforce in the Context of a Skills-First Approach (2025)	Skills validation, recognition, lifelong learning, labour-market intelligence and employer adoption of skills-first practices.
OECD - A Skills-First Labour Market (2026)	Common skills language, modular learning, micro-credentials, career guidance, skills

Reference	Relevance to the Standard
	passports and recognition of prior learning.
ILO Strategy on Skills and Lifelong Learning 2030	Lifelong learning, adaptability, inclusive skills systems and future-of-work resilience.
ILO - Lifelong learning and skills for the future (2026)	Inclusive, forward-looking lifelong learning systems, recognized skills, quality training and transition resilience.

Independence note

Reference to external standards or research does not imply accreditation, approval, partnership or endorsement of Best Place to Grow™ by ISO, OECD, ILO or any other institution.

ANNEX A

Canonical indicator register

Code	Pillar	Indicator	Sources
LS01	Learning & Skills	Access to Learning	Evidence, Employee Experience, Outcomes
LS02	Learning & Skills	Protected Learning Time	Employee Experience, Evidence, Outcomes
LS03	Learning & Skills	Learning by Doing	Evidence, Employee Experience, Outcomes
LS04	Learning & Skills	Skill Acquisition	Outcomes, Evidence, Employee Experience
LS05	Learning & Skills	Recognized Learning	Evidence, Outcomes, Alumni
LS06	Learning & Skills	Knowledge Sharing	Evidence, Employee Experience, Outcomes
LS07	Learning & Skills	Individual Learning Agency	Employee Experience, Evidence
LS08	Learning & Skills	Future Skills	Evidence, Outcomes, Employee Experience
LS09	Learning & Skills	Reskilling	Outcomes, Evidence, Employee Experience
LS10	Learning & Skills	Learning Effectiveness	Outcomes, Employee Experience, Evidence
LS11	Learning & Skills	Skills Gap Diagnosis	Evidence, Outcomes, Employee Experience
LS12	Learning & Skills	Learning Transfer & Application Support	Employee Experience, Evidence, Outcomes
FD01	Feedback & Development	Feedback Frequency	Employee Experience, Evidence
FD02	Feedback & Development	Feedback Usefulness	Employee Experience, Evidence
FD03	Feedback & Development	Development Conversations	Employee Experience, Evidence
FD04	Feedback & Development	Development Plan Follow-through	Evidence, Outcomes, Employee Experience
FD05	Feedback & Development	Manager Coaching Capability	Evidence, Employee Experience, Outcomes
FD06	Feedback & Development	Recognition of Progress	Employee Experience, Evidence,

Code	Pillar	Indicator	Sources
			Outcomes
FD07	Feedback & Development	Developmental Handling of Underperformance	Evidence, Employee Experience, Outcomes
FD08	Feedback & Development	Mentoring Access	Evidence, Employee Experience, Outcomes
FD09	Feedback & Development	Peer Feedback Culture	Employee Experience, Evidence
FD10	Feedback & Development	Sponsorship Access	Evidence, Employee Experience, Outcomes
FD11	Feedback & Development	Quality of Development Goals	Evidence, Employee Experience
CM01	Career & Mobility	Internal Mobility	Outcomes, Evidence, Employee Experience
CM02	Career & Mobility	Internal Hiring	Outcomes, Evidence, Employee Experience
CM03	Career & Mobility	Career Transparency	Evidence, Employee Experience
CM04	Career & Mobility	Application Without Manager Veto	Employee Experience, Evidence, Outcomes
CM05	Career & Mobility	Time to Internal Move	Outcomes, Evidence
CM06	Career & Mobility	Lateral Moves	Outcomes, Evidence, Employee Experience
CM07	Career & Mobility	Career Pathways for All Job Families	Evidence, Employee Experience, Outcomes
CM08	Career & Mobility	Promotion Fairness	Evidence, Outcomes, Employee Experience
CM09	Career & Mobility	Progression of Responsibility	Outcomes, Evidence, Employee Experience
CM10	Career & Mobility	Career Guidance & Navigation	Employee Experience, Evidence, Outcomes
GL01	Growth Leadership™	Manager Development Impact	Employee Experience, Outcomes, Evidence
GL02	Growth Leadership™	Managers Assessed on People Growth	Evidence, Outcomes, Employee Experience
GL03	Growth Leadership™	Manager Training	Evidence, Outcomes, Employee Experience
GL04	Growth Leadership™	Delegation of Meaningful Work	Employee Experience, Evidence, Outcomes
GL05	Growth Leadership™	Talent-sharing Behaviour	Outcomes, Evidence, Employee Experience
GL06	Growth Leadership™	Growth Conversations Held	Employee Experience, Evidence
GL07	Growth Leadership™	Manager Consistency Across Populations	Employee Experience, Outcomes, Evidence
GL08	Growth Leadership™	Managers Promoted Internally	Outcomes, Evidence
GL09	Growth Leadership™	Manager Capacity for Development	Employee Experience, Evidence, Outcomes
AR01	Autonomy & Responsibility	Responsibility Progression	Outcomes, Employee Experience, Evidence
AR02	Autonomy & Responsibility	Decision Latitude	Employee Experience, Evidence

Code	Pillar	Indicator	Sources
AR03	Autonomy & Responsibility	Ownership of Outcomes	Employee Experience, Evidence, Outcomes
AR04	Autonomy & Responsibility	Freedom to Challenge	Employee Experience, Evidence
AR05	Autonomy & Responsibility	Right to Try and to Fail	Employee Experience, Evidence
AR06	Autonomy & Responsibility	Scope Expansion	Outcomes, Evidence, Employee Experience
AR07	Autonomy & Responsibility	Role-Shaping Agency	Employee Experience, Evidence
OE01	Opportunity & Exposure	Project Exposure	Evidence, Employee Experience, Outcomes
OE02	Opportunity & Exposure	Cross-functional Work	Evidence, Employee Experience, Outcomes
OE03	Opportunity & Exposure	International Exposure	Outcomes, Evidence, Employee Experience
OE04	Opportunity & Exposure	Client and Stakeholder Exposure	Employee Experience, Evidence, Outcomes
OE05	Opportunity & Exposure	Visibility to Leadership	Evidence, Employee Experience
OE06	Opportunity & Exposure	Stretch Assignments	Employee Experience, Evidence, Outcomes
OE07	Opportunity & Exposure	Access to Strategic Work	Evidence, Employee Experience, Outcomes
OE08	Opportunity & Exposure	External Professional Exposure	Evidence, Employee Experience, Outcomes
IG01	Inclusive Growth	Fair Access to Development	Evidence, Employee Experience, Outcomes
IG02	Inclusive Growth	Equity Across Job Families	Outcomes, Employee Experience, Evidence
IG03	Inclusive Growth	Equity Across Sites and Countries	Outcomes, Employee Experience, Evidence
IG04	Inclusive Growth	Equity Across Tenure	Outcomes, Employee Experience, Evidence
IG05	Inclusive Growth	Non-management Populations	Evidence, Outcomes, Employee Experience
IG06	Inclusive Growth	Part-time and Shift Workers	Evidence, Employee Experience, Outcomes
IG07	Inclusive Growth	Growth Beyond High Potentials	Evidence, Outcomes, Employee Experience
IG08	Inclusive Growth	Accessibility of Development	Evidence, Employee Experience, Outcomes
EF01	Employability & Future	Transferable Skills	Alumni, Outcomes, Employee Experience, Evidence
EF02	Employability & Future	Market-recognized Certification	Evidence, Outcomes, Alumni
EF03	Employability & Future	Future-skill Preparation	Evidence, Employee Experience, Outcomes
EF04	Employability & Future	Alumni Outcomes	Alumni, Outcomes
EF05	Employability & Future	External Employability Confidence	Employee Experience, Alumni, Outcomes
EF06	Employability & Future	Skill Application Six Months After Training	Outcomes, Employee Experience,

Code	Pillar	Indicator	Sources
			Evidence
EF07	Employability & Future	Skills Portability	Evidence, Employee Experience, Alumni
EF08	Employability & Future	Career Resilience & Transition Readiness	Evidence, Outcomes, Employee Experience, Alumni

Canonical count: 73 indicators. Any website, Evidence Room™, scoring implementation or handbook list that returns a different count is inconsistent with Standard v1.0 and must be corrected before use.

ANNEX B

Evidence taxonomy and minimum assurance rules

Traceability

Every accepted evidence item must be attributable to a source, date, scope and version.

Population coverage

Evidence must correspond to the declared certification scope. Omitted sites or populations require explicit treatment.

Recency

Evidence must be sufficiently recent to represent current conditions; the Handbook will define indicator-specific lookback periods.

Consistency

Where two sources conflict, the conflict must be resolved or carried as an integrity issue. The most favorable source is never selected without explanation.

Sampling

Auditors may sample records, but the sampling rule must be published and reproducible.

Data minimization

Only data necessary for the assessment may be collected. Individual-level data must be protected and aggregated before employer reporting.

No self-certification

Organization declarations are inputs to verification, not proof of compliance.

ANNEX C

Methodology Handbook modules

Module	What it will fix before live certification
Scoring model	Indicator aggregation, pillar aggregation, source weighting, rounding, score publication.

Module	What it will fix before live certification
Missing data and N/A	Not applicable criteria, insufficient data, alumni redistribution.
Survey sampling and representativity	Population mapping, response thresholds, critical populations, weighting.
Reporting thresholds	Minimum group size, suppression rules, open-text de-identification.
Anomaly detection and integrity	Straight-lining, duplicate submissions, pressure signals, evidence tampering.
Statistical uncertainty	Confidence reporting, score bands, comparability limits.
Audit rules	Auditor independence, evidence acceptance, sampling and re-review.
Decision-making	Committee composition, quorum, recusal and appeals.

ANNEX D

Glossary

Term	Definition
Certified scope	The legal entities, countries, sites, business units and populations explicitly covered by a decision.
Critical population	A population whose result is protected by a hard gate or specific methodology threshold because average scores could otherwise conceal a material failure.
Employee Experience	Anonymous lived-experience evidence collected independently of the employer.
Evidence Room™	The versioned, auditable environment used to submit, review and preserve indicator evidence.
Grow Score™	The future 0-100 overall organizational score produced under the published Methodology Handbook.
Hard gate	A mandatory pass/fail condition that cannot be compensated by a higher average score.
Indicator	A defined, auditable condition within one of the eight pillars.
N/A	A documented structural non-applicability condition, not a synonym for missing evidence.
Sustainable Growth	The principle that development cannot be considered growth if it systematically consumes health, personal life or long-term capacity.
Verified data	Data collected through a real assessment, audited and traceable to source.

MAKE WORK A PLACE TO GROW.

No one should give years of their life to a workplace without growing from them.

Employee Growth Standard v1.0 - Public pre-pilot release - 2026