



TALK ABOUT WORK. *Honestly.*

A title doesn't tell your story. WorkCarousel is where you actually get to share the real experience of work.



Product overview

October 2026

From the team at HR Data Labs

This document describes what WorkCarousel is, who it is for, how it works and how it is designed to make money. Every outside figure in it carries its source and date, listed at the end.



What WorkCarousel is

WorkCarousel is a social app where people talk about work, and the life around it, under their real names. Reconnect with people from past jobs, meet new ones, and find your people, at work and outside it.

We're a social network that starts with work and doesn't stop there. You show up as yourself, with the people you've worked with, people in your field, and people who share what you're into outside of work.

In practice, that means the HRIS rollout and the motorcycle club sit side by side on one feed. Both are you, so both live on the same profile.

Real names are the condition of the product

Not a setting and not an option. Everyone posts as themselves, and that's what makes what people say worth something. A hot take carries weight when someone has put their name to it. A small win means more when the people who worked beside you can see it.

What people do there

- **Talk about work honestly.** The Floor is the shared feed, with a prompt each day and a mood on every post.
- **Find people they've worked with.** Your path lists the employers you've worked for, the thread back to the people you met at each one.
- **Show the whole person.** Every profile has a Day Job side and an Off the Clock side.

Networking, community, reconnecting and hot takes, all as yourself. That breadth is the point. Work is the way in, not the whole thing.

Why now

Half of Americans think AI will make it harder to form real relationships. We built WorkCarousel to go the other way: a social app where real people, under their real names, talk about work and the life around it.

The numbers behind that line come from a Pew Research Center survey of 5,023 US adults, fielded June 9 to 15, 2025 and published September 17, 2025.

What Americans said	Share
AI will worsen people's ability to form meaningful relationships	50%
AI will improve it	5%
It is extremely or very important to be able to tell whether pictures, video and text were made by AI or by people	76%
Not too or not at all confident they can tell the difference	53%

People aren't asking for less technology. They're asking to know who they're talking to. An app built on real names answers that directly.

The people it is built for

WorkCarousel is for working people whose careers have taken them through several employers, who have people worth keeping from every one of them, and who have a life outside work that is part of who they are. Four facts describe that person.



A working life spans a lot of places

The typical worker has been with their current employer about four years: a median of **4.1 years** in January 2026, and **3.0 years** for workers aged 25 to 34 (US Bureau of Labor Statistics, Employee Tenure, released September 24, 2026).

Over a full working life that adds up to a lot of places. Americans born between 1957 and 1964 held an average of **12.9 jobs** between the ages of 18 and 58 (US Bureau of Labor Statistics, National Longitudinal Survey of Youth 1979, released August 26, 2025 and reissued with corrections July 21, 2026). Every one of those jobs leaves behind people worth staying in touch with.



Work is where friendships start

This is the oldest source in the document, a survey fielded in 2021. **54%** of Americans with close friends met at least one of them at their own or their spouse's workplace (Survey Center on American Life, The State of American Friendship, 2,019 adults, fielded May 14 to 23, 2021, published June 8, 2021).

The same survey found **12%** of Americans had no close friends at all, up from 3 percent in 1990, measured differently. Fewer friendships overall, and work remains one of the main places they begin.

Loneliness shows up at work every day

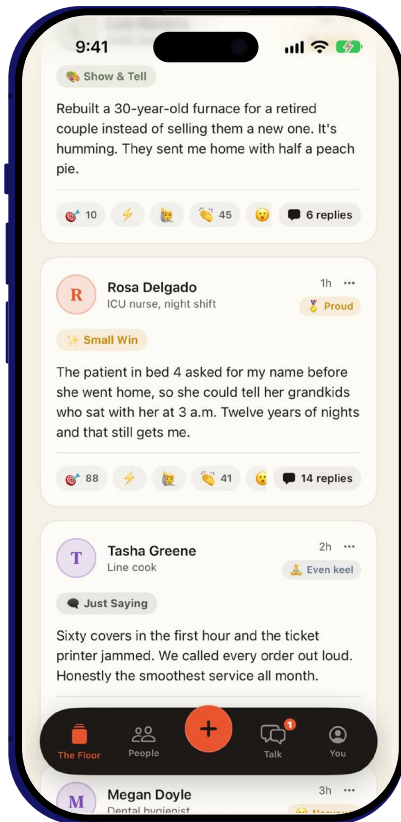
19% of employees in the US and Canada said they felt lonely a lot of the previous day, against **22%** globally (Gallup, State of the Global Workplace: 2026 Report, data collected through 2025, published April 2026).

What that adds up to

A lot of former colleagues, spread across a lot of places. Fewer close friends than a generation ago. A daily experience of work that, for about one in five people, is lonely. WorkCarousel is built for that person: one place for the job, the people from it, and the person outside it, under their own name.

The product, shown

These screens come from the working beta, captured October 6, 2026. The profile shown first is an example created to demonstrate the product, not a member.

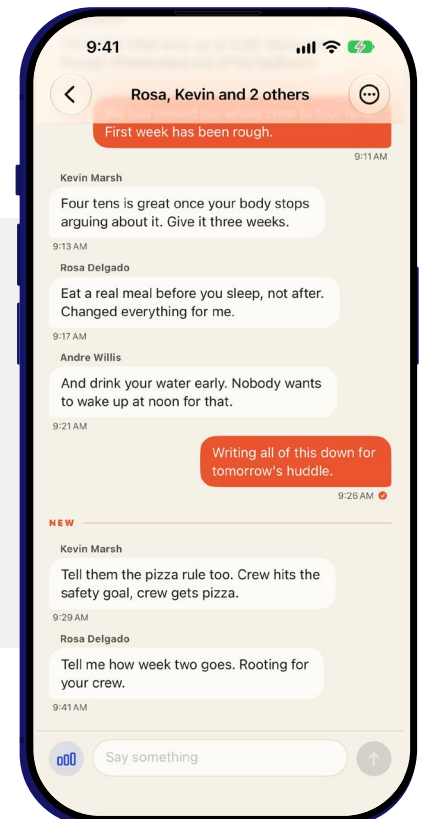


The Floor

The shared feed. Today's prompt at the top, a mood on every post, and real names on all of it. One of the moods is Unhinged: the absurd side of work, stories too strange to make up.

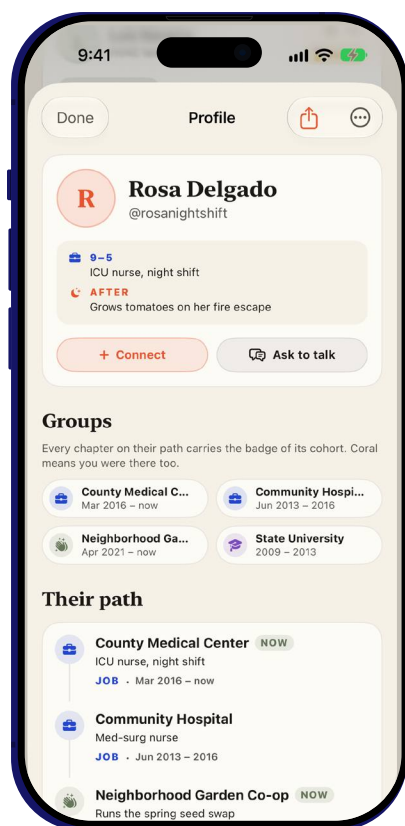
Example profile

Rosa is an ICU nurse on nights and grows tomatoes on her fire escape. Both are on the same profile because they're the same person. Example profile, created for demonstration.



The product, shown

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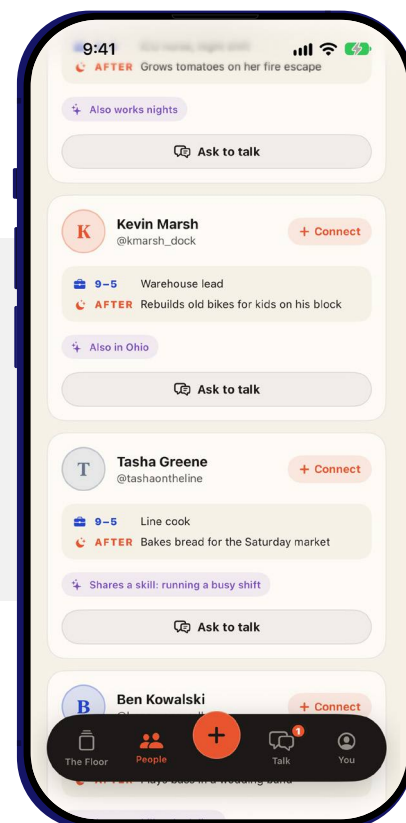


Inside a profile

Day Job and Off the Clock, side by side. Whole self is the structure of every profile, not a slogan on the home page.

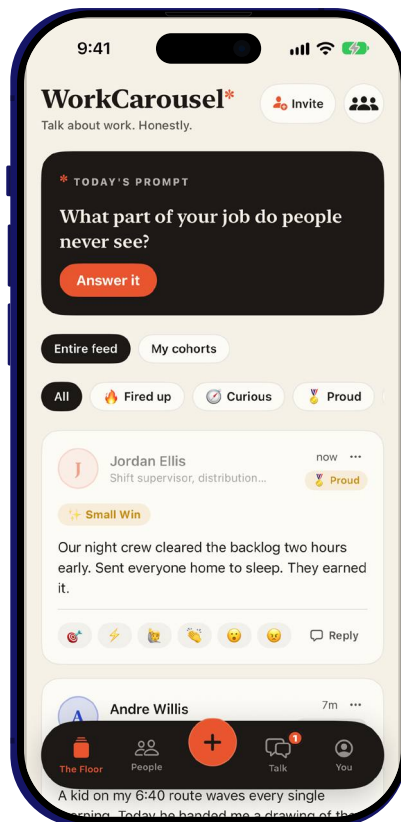
Connections

Rosa's colleagues and the people she knows outside work, kept separate. Whole self doesn't mean everything in one pile.



The product, shown

These screens come from the working beta, captured October 6, 2026. The profile shown first is an example created to demonstrate the product, not a member.



New post

Hot Take, Small Win, Confession. Formats people already understand, so nobody needs to be taught how to post.

Built for trust

A real-name app where people talk honestly about work has to be careful about two things: what it allows, and what it does with what people share. These are the rules the product runs on.

What people can post, and who sees it

- **Real names, always.** People say what they'd stand behind.
- **NSFW, explained.** A tag people put on their own posts when the language is strong or the topic is blunt. Posts carrying it stay hidden unless you choose to see them, and are never promoted in the feed.
- **Unhinged, explained.** A mood you can put on a post. The absurd side of work, stories too strange to make up.
- **Reporting.** Any post can be reported from inside the app.
- **Age.** You must be 18 to join, and date of birth is collected at sign-up.



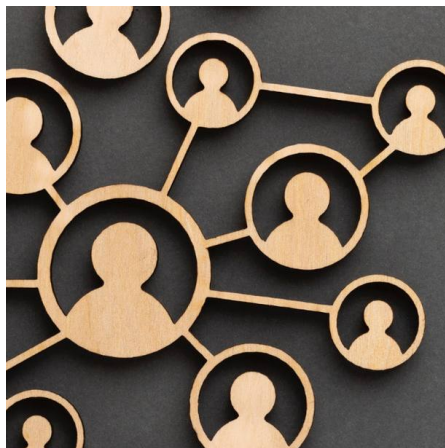
What happens to what people share

- **Sponsored posts follow the post, not the person.** A sponsored post is matched to the posts around it, never to who you are. Profiles are kept out of the advertising system entirely.
- **Never beside NSFW.** Sponsored posts are never placed next to a post tagged NSFW, never before the fourth post in the feed, and never more than one in eight.
- **Turning sponsored posts off.** A free setting in the member's own account. The server then serves none.
- **Leaving is easy.** Members can delete their account from inside the app. Deleted content comes off the live systems right away and out of every backup within 30 days.



How it makes money

Four things, and none of them has earned a dollar yet. We would rather say that plainly than imply otherwise.

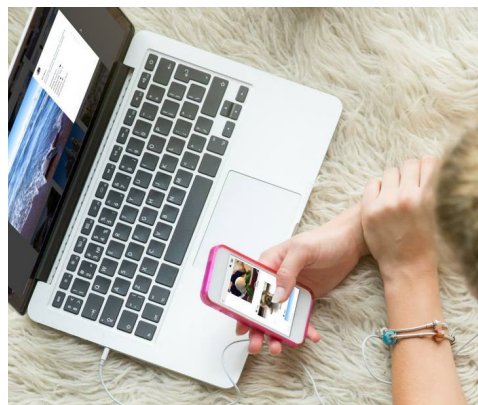


Founding partners

The nearest-term money is patronage, not product revenue. A founding partner backs the build for a fixed term, with editorial independence written into the contract. They don't buy influence over what members say, and they get no financial return. At this stage, it is a conversation, not a product with a price tag.

Company pages

The part we think matters most over time. The first step runs today: a member adds an employer, and the people who worked there build a page from the bottom up. We've designed claiming, branding control, and spend, but we haven't built them yet



Sponsored posts

They appear in the feed under the placement rules described above: matched to the posts around them, never to the reader, never beside NSFW, never more than one in eight. The system that places them is built. None has run yet, and campaigns open after launch.

The Confirmed mark

Designed, not running. A member earns it by confirming their identity rather than being handed it, so it means something when someone carries it. On a real-name app, it is the part of the roadmap that matters most. Charging members is not how we think this app wins.



If you want to be involved and you are not an investor. The way in right now is not money. It is being an early user and telling us what is wrong with it.

Step	What happens
1. A member adds an employer	Running today. Members list the places they have worked on their path, and each employer added becomes a company page, created from the bottom up by the people who worked there.
2. The company claims it	Not built yet, and the mechanism is now settled. Three layers: a confirmed email on the company's own domain, an attestation the claimant signs in their own name, and a path for anyone at that company to dispute a claim. That is what the large platforms actually do. Ours is stronger, because the person signing it is a verified human rather than a profile.
3. Claiming unlocks control	A claimed page gives the company control of its branding and messaging.
4. A stricter tier unlocks spend	Behind a stricter check, a company can run sponsored posts.

If it works, companies come to us, because their people are already there talking about work under their own names. We want to be plain about it: that is the design, not a behaviour we have watched happen yet. Claiming is not built yet. The beta is where we find out whether it happens.



What a company gets, and what it never gets

The first question an employer asks about a real-name app where people talk honestly about work is a fair one. What can a company do about what is said? Here is the answer, and it is not something a company can negotiate.

What a company gets

Control of its own branding and messaging, and at a stricter second tier the ability to spend on sponsored posts. It does not get the ability to remove or suppress what members post about it. A company can respond, under its own name, like anyone else.

What a company never gets

A company never gets member data. It sees what any member sees, and nothing more. It never gets a say over moderation or over what members post. Our content policy applies to every post equally, whoever it names, and claiming a page does not change how it is applied.

Why the line sits here

Because the whole product depends on it. People will only say what work is really like, under their own names, if they know the company they're describing can't quiet them, can't buy its way around the rules, and can't find out more about them than anyone else can. The moment a company can pay to make a post disappear, every post on the app is worth less, including the good ones about that company.

What a company gets in exchange is worth having: a seat in the conversation under its own name, a page it controls, and the chance to answer. For an HR team, that means hearing how work actually feels from the people doing it, in their own words, and being able to respond in public as itself.

Can my company use it?

Your people can, today. If any of them have added your company to their path, your company already has a page. Claiming it is the next layer, and it is not built yet.

Where it stands

A small beta is running now, built by hand. Android is live in the Play Store. iPhone is in beta, and it works in your browser today. No outside usage numbers yet. That's what the next three months are for.

Running in the beta now	Designed, not yet running
The Floor, with daily prompts and moods	Company page claiming
Company pages, created from members' paths	
Profiles with Day Job and Off the Clock	Sponsored posts delivered to members
Your path, and the cohorts it forms	The Confirmed mark
Connections	
Hot Take, Small Win and Confession posts	
The NSFW tag and opt-in, and a free setting that turns sponsored posts off	
In-app reporting and account deletion	

We are not putting dates on anything in the right-hand column. When each one ships, it will be because it works.

Who's behind it

WorkCarousel is built by HR Data Labs, a people analytics team. Our day job is people data, which is why we think the employer side matters: we know what organizations want to understand about their people, and we know where the line has to be.

WorkCarousel is operated by HR Data Labs LLC, a New York company, doing business as WorkCarousel.



David Turetsky, Founder

Former chief product owner of ADP DataCloud. Managing Consultant and Founder of HR Data Labs, with more than 35 years across HCM, HR, HRIS, talent management, compensation and people analytics. Host of the HR Data Labs podcast and author of the HR Data Doodles comic series.



Desiree Goldey, Go-to-market

Desiree Goldey leads go-to-market strategy for WorkCarousel. As a Senior Consultant at HR Data Labs, she is shaping how WorkCarousel reaches its first users, how it tells its story, and how it becomes a community people want to come back to. Her career spans almost 25 years across sales, marketing, hospitality, consumer packaged goods, and recruiting. She has sold products, built brands, and hired the people who scale them.



Mark Lane, Marketing

An award-winning communications and marketing leader with a career across corporate communications, PR, media and storytelling. Creator and host of Ghosted by the Machine, a podcast on the human side of hiring and recruiting.



See it for yourself

The web version works in any browser, wherever you are.

Open WorkCarousel:
workcarousel.com/floor

Talk to us:
partners@workcarousel.com

Sources

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Product facts: the WorkCarousel beta and the published privacy policy and child safety standards at workcarousel.com, as of October 6, 2026.