



GREAT
PLACE
TO
WORK®

Report

Five Predictions for the Best Workplace Cultures

From Great Place to Work® Research on the
100 Best Workplaces in Canada (*Globe & Mail*)
and 100 Best Companies to Work For® in America (*Fortune*)

“We intentionally promise to contribute to each individual in a very intentional way – something we call “personal equity”. When an employee eventually leaves, they will be richer in every way – financially, experientially, emotionally and even spiritually.

*Lorne Rubis, Chief Evangelist
ATB Financial*

Getting Ahead of the Curve

Our workplaces, and the nature of work itself, is changing rapidly. Your ability to stay ahead of the curve has deep implications for the long-term success of your organization. For over 30 years, Great Place to Work® has been tracking key trends and changes in the world's Best Workplaces.

Looking back at extensive data and trends over the last few years, we have gained valuable insights into the future of work in Canada. Applying these insights and data in new ways can help create a competitive advantage for your organization in 2017 and beyond.

Predicting the Future of Work

Each year, Great Place to Work® undertakes the world's largest global study of workplace cultures across industries and geographies. Last year alone, our survey represented the voices of roughly 12 million employees.

Annually, these survey results and other cultural aspects of our study are reflected in a series of "100 Best" lists published around the world including the *Globe & Mail* list of **100 Best Workplaces** (Canada) and *Fortune's* list of **100 Best Companies to Work For** (USA). Heralded by researchers at the London School of Economics, Harvard Business Review and other international authorities, this ongoing study is unsurpassed in its rigour, credibility, and capacity to predict business performance.

By systematically analyzing workplace, cultural and behavioural data collected over the last several years, we can extrapolate key trends and changes most likely to continue through 2017 and beyond.



Trend 1

Less Top-Heavy Management Practices

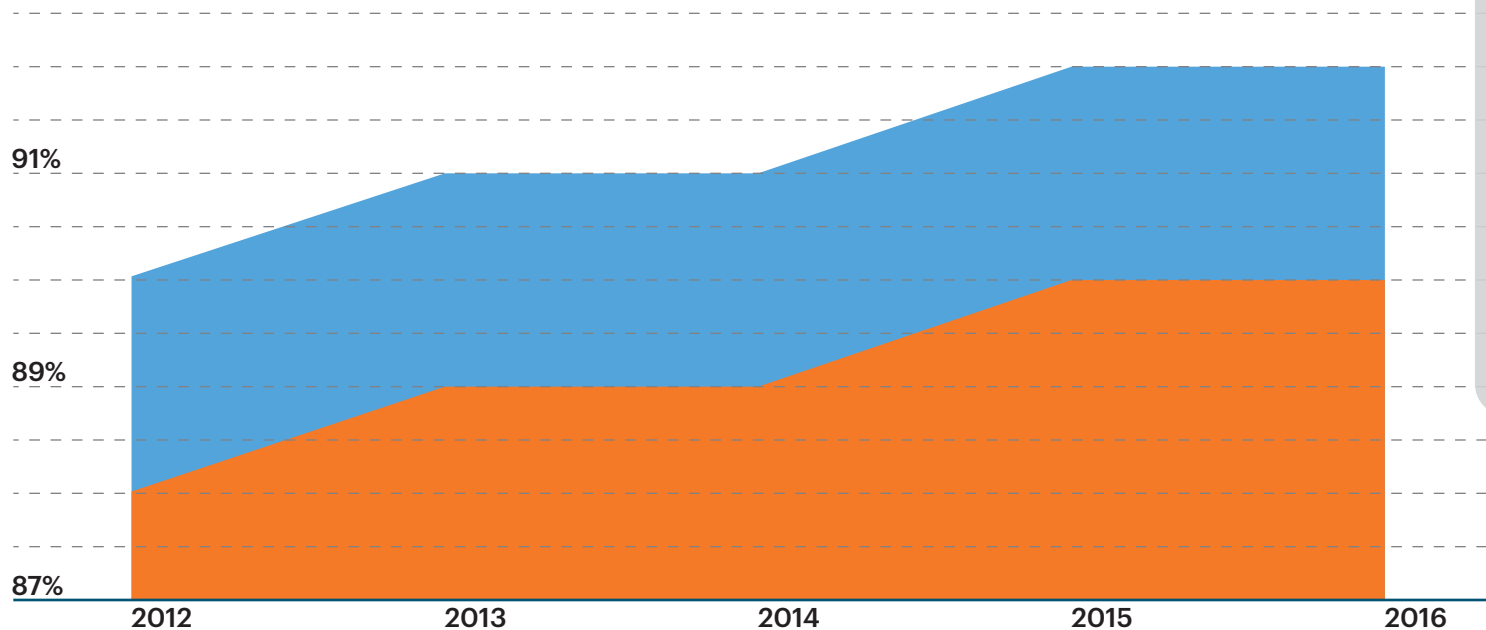
The pace of change among Canada's Best Workplaces is accelerating and creating a strategic gap between those organizations that can respond in flexible and agile ways and those that can't.

By shedding top heavy bureaucratic management practices and promoting more flexible, values driven cultures, the Best Workplaces are becoming more agile and responsive to changing operating requirements for business success. This has necessitated key shifts in thinking and behaviours, where we see employees taking on more active roles in managing their own careers and partnering with the boss in pursuit of shared success.

In Corporate Canada, the torch-bearers are experimenting with the best ways to do this. One good example is the growing trend away from annual, top-down performance appraisal processes to more dynamic approaches built on real-time feedback and 360-degree assessments.

Rather than emphasizing enforcement and compliance, best workplaces are driving more supportive and organic approaches to evolve core work relationships built upon **trust**. Integral to this are more active, involved and empowered employee roles that better **enable** flatter organizational structures, greater organizational agility and resilience.

Trust Employees



Best People Practice

myRyan, is a radical new workplace flexibility program offered by Ryan. It offers employees the flexibility to work where and when they want as long as they achieve financial results and strong client service (internal and external) scores. Rather than acting completely in a vacuum, they are expected to work with their peers, managers, and stakeholders to ensure there is clarity about projects, timelines, availability, etc. Teams design and create their own schedules for making myRyan work.

- Management trusts people to do a good job without watching over their shoulders.
- People here are given a lot of responsibility.

Trend 2

Nurturing an Intrapreneurial Spirit

More involved and empowered employee roles create strategic opportunities for increased workplace intrapreneurship and innovation. However, realizing and sustaining these opportunities will increasingly require supportive and aligned workplaces that inspire, channel, and reinforce desired levels of innovation and reasonable risk taking behaviours.

In expecting employees to not only accept but indeed thrive with increased accountability and become true partners in the success of the business, management must provide the necessary workplace foundation to support intrapreneurship.

Along these lines, the best workplaces in Canada must continue to create more caring and supportive environments that inspire employees to bring their best. Specifically, we can anticipate continuing upward trends in:



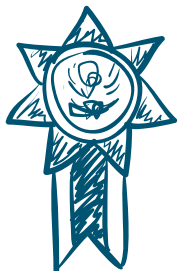
Special and unique benefits



Work-life balance



Company fun and celebrations



Recognition and appreciation



Fair share of profits



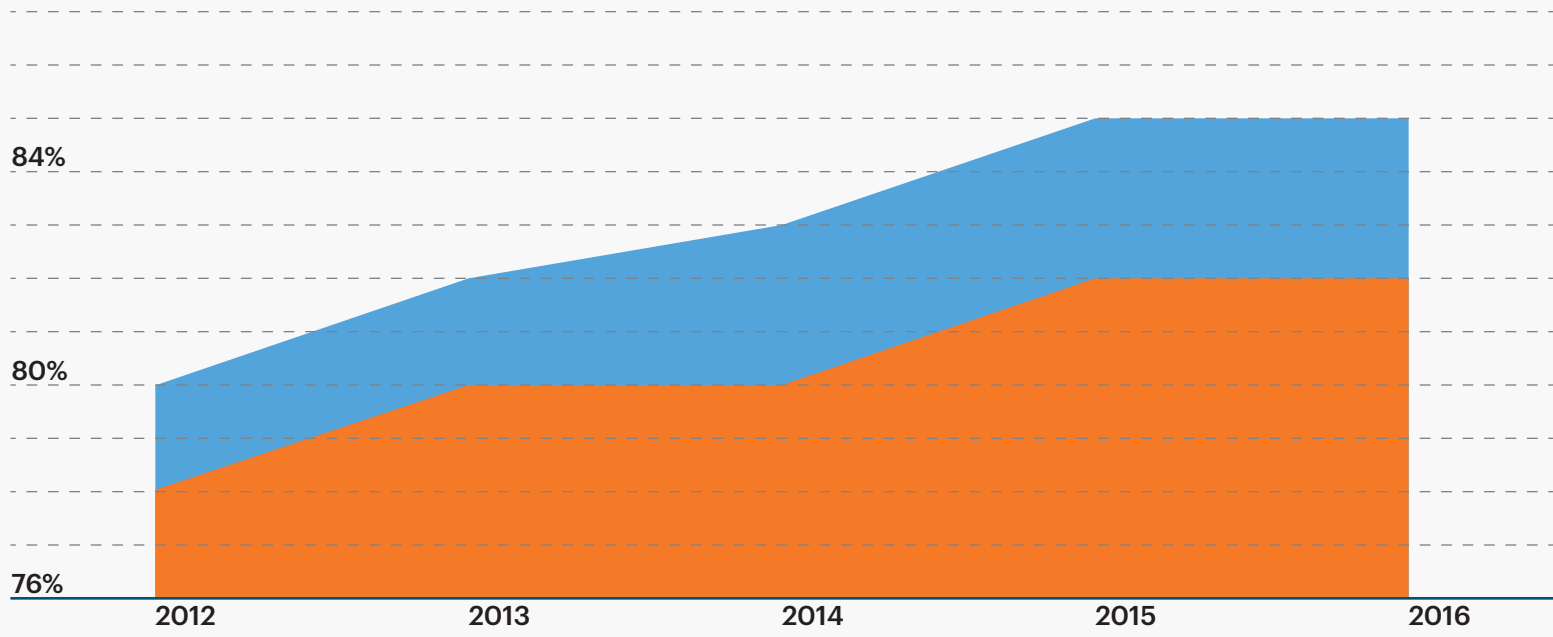
Collaboration

Leading organizations are inspiring, expecting and recognizing great work from **all** employees.

Support Employees

Best People Practice

AppCentrica offers a unique program called "mini-retirement", which offers an extended vacation (five or six weeks, consecutive) for employees every three years. This also comes with a bonus to fund their adventure. Mini-retirees are generally encouraged to return to work with great stories and photos to share!

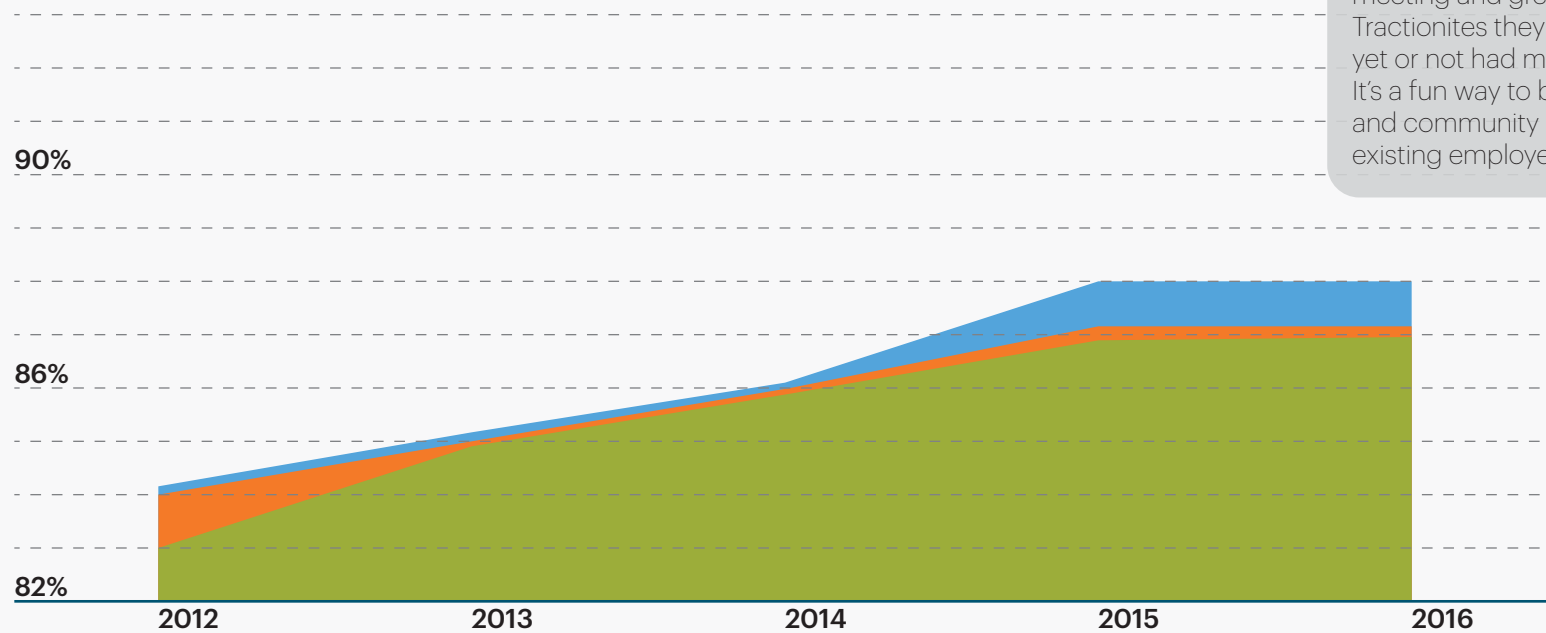


- People are encouraged to balance their work life and their personal life.
- We have special and unique benefits here.

Have Fun At Work

Best People Practice

Traction on Demand hosts regular Speed-Friending sessions (their version of speed dating). About 50 people get together over a lunch hour and spend 5 minutes each meeting and greeting other Tractionites they have either not met yet or not had much interaction with. It's a fun way to build connections and community between new and existing employees!

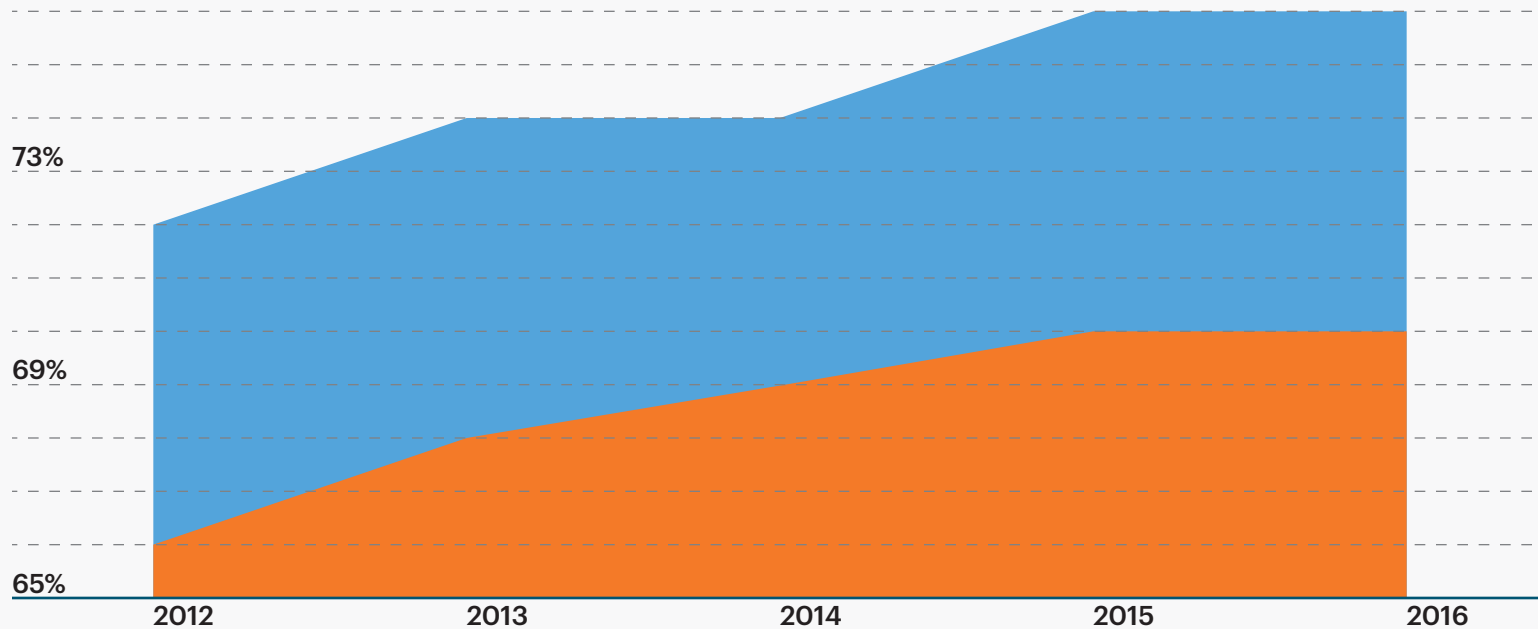


- This is a fun place to work.
- There is a "family" or "team" feeling here.
- People look forward to coming to work here.

Pay For Performance

Best People Practice

New Business Incentives
 At Fuller Landau, all employees are encouraged to bring new business to the firm and are generously rewarded for this. Various incentives, including the opportunity to receive up to 15% of annual billings collected on new business, are offered to reward team members for taking the lead on business development efforts.



- People here are paid fairly for the work they do.
- I feel I receive a fair share of the profits made by this organization.

Trend 3

A GREAT Workplace For ALL!

Tomorrow's best workplaces must not only embrace but move well beyond the basic concept of diversity. Achieving numerical targets for increased diversity is a necessary but not sufficient condition for success.

Workplace **inclusiveness** is the next aspirational level. Building cultures and workplace practices where ALL employees feel valued, respected, and supported will increasingly be the new standard for best workplaces in 2017 and beyond.

Management needs to realize the full potential of all employees.

The most inclusive workplaces will be poised to outperform their peers. Looking at the pool of US organizations already certified by Great Place to Work®, those ranked highest on diversity and inclusiveness achieved 24% greater annual revenue gains than their counterparts.

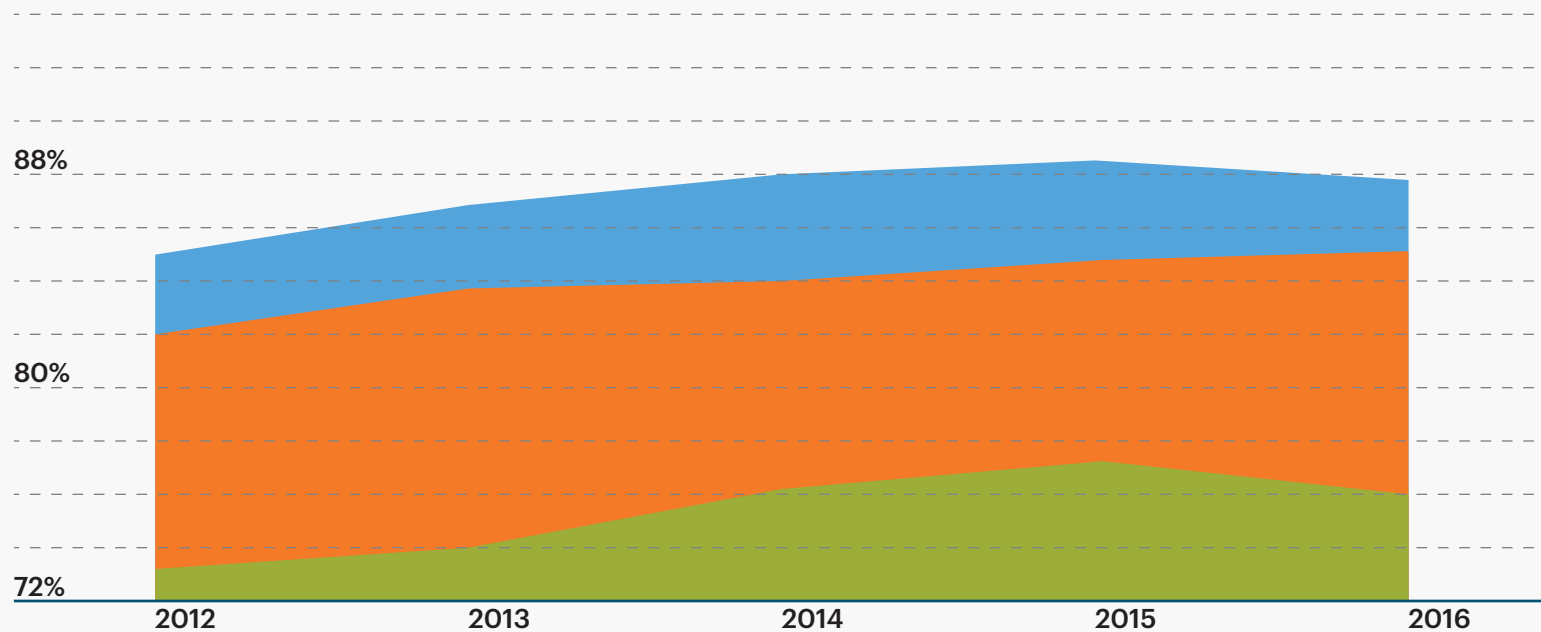
Once again, however, simply increasing headcount diversity will not be the primary driver of revenue growth or other business success metrics. Instead, our research demonstrates that employees' experience of genuine workplace inclusion - as reflected by ratings of fair treatment and respect - will be a stronger predictor of business success than diversity alone.



Fair Treatment

Best People Practice

Issued on their intranet and emailed to all employees on a monthly basis, the diversity calendar at Mercedes-Benz is a special way to unify employees through diverse celebrations in recognition of events and dates that celebrate sexuality, faith, ethnicity, culture, heritage and disability, promoting a sense of inclusiveness.



- I am treated as a full member here regardless of my position.
- If I am unfairly treated, I believe I'll be given a fair shake if I appeal.
- Managers avoid playing favourites.

“Pride, diversity of thought and our “always-learning” culture enable us to reinvent productivity to empower every person and every organization on the planet to do and achieve more. We care deeply about our impact on the communities we operate in.

Microsoft

Trend 4

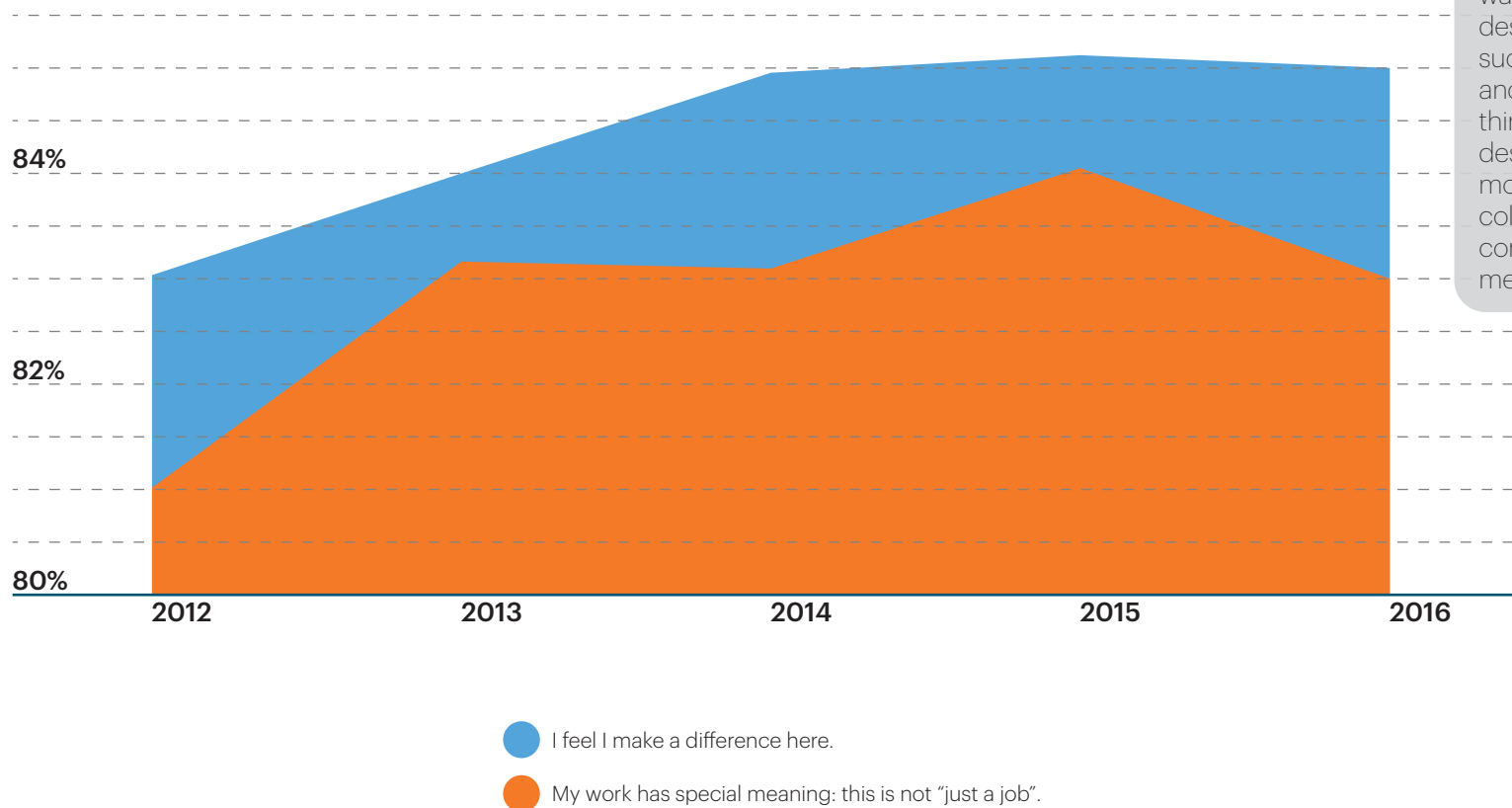
A Deeper Sense of Purpose

Connecting employees to a deeper sense of purpose is one key way that best workplaces will continue to differentiate themselves in the future. This means helping employees draw clear lines of sight between their day-to-day work and its impact or contribution to higher level goals.

Remarkably, while being one of the most instrumental drivers of employee engagement and business success, it also happens to be one that managers often overlook or take for granted.

Helping your employees find a deeper sense of purpose doesn't have to be complicated or time consuming. It's all about infusing the language of your every day interactions with a sense of purpose, gratitude and recognition of the role that all team members (regardless of job level) play in advancing the mission and success of the organization.

Find Your Purpose



Best People Practice

Urban Systems has created a tool called the Urban Index that provides a snapshot of individual, team and/or branch focus and contributions. It was developed in response to a desire to measure progress and success across multiple bottom lines and to ensure long term, forward thinking success. The Urban Index is designed to emphasize what matters most, both individually and collectively and expands the conversation beyond financial metrics alone.

“I believe that if businesses want to be both sustainable and successful, they have to infuse their organizations with passion and purpose as a way to engage the people inside the business, which in turn engage people outside of it.

Bruce Poon Tip, G Adventures

Trend 5

Advanced Analytics Becoming the New Norm

Using “big data” and advanced people analytics to focus and inspire continuous improvement and competitive advantage will continue to become more prevalent among Canada’s best workplaces. Early adopters are already reaping the rewards.

Advanced people analytics statistically reduce voluminous and diverse data sets to predict the “select few” most highly leveraged workplace practices that will produce the greatest business impact and, hence, return-on-investment in workplace change initiatives. If advanced analytics is something new for your organization, consider partnering with an external expert, like Great Place to Work®.

Armed with hard empirical evidence from advanced analytics, your leaders will be better situated to design and implement the changes most likely to optimize desired business outcomes.



In this example, correlation analysis demonstrates the importance of leadership credibility to influencing revenue growth in store locations for a national restaurant chain – the stronger the credibility the stronger the revenue growth. More advanced multiple regression analyses can be used to **predict** specific impacts of various combinations of management practices on Key Performance Indicators.

The Proof is in the Profit

Boost your RoC (Return on Culture) by becoming a 'high-trust' workplace.

A hypothetical portfolio of publicly-traded companies on the Fortune 100 Best Companies to Work For list substantially outperformed the market overall.

Comparative Cumulative
Stock Market Returns
1998-2016



Source: FTSE Russell

Culture as a Strategic Priority

For over 30 years, we've studied and celebrated the world's best workplaces. These organizations have demonstrated that focused and systematic investment in culture development will pay significant and sustained dividends for ALL organizational stakeholders.

By sharing our ongoing research on current and future trends in best workplaces, we strive to help create more positive workplace experiences for all employees; and, in so doing advance our mission of building a better world by helping organizations become Great Places to Work FOR ALL.





Key Statistics from the 2017 Best Workplaces in Canada

Total number of employees:

300,000

Average number of paid days off after one year of employment:

15

Number of Organizations with Unlimited Vacation:

7

% of Best Workplaces with a written diversity policy:

91%

% of Best Workplaces that offer paid time off to volunteer:

84%

% of Best Workplaces that offer supported fundraising programs:

89%

% of Best Workplaces with a formal diversity strategy:

43%

% of Best Workplaces that introduced new or significantly improved product in the past 3 years:

79%

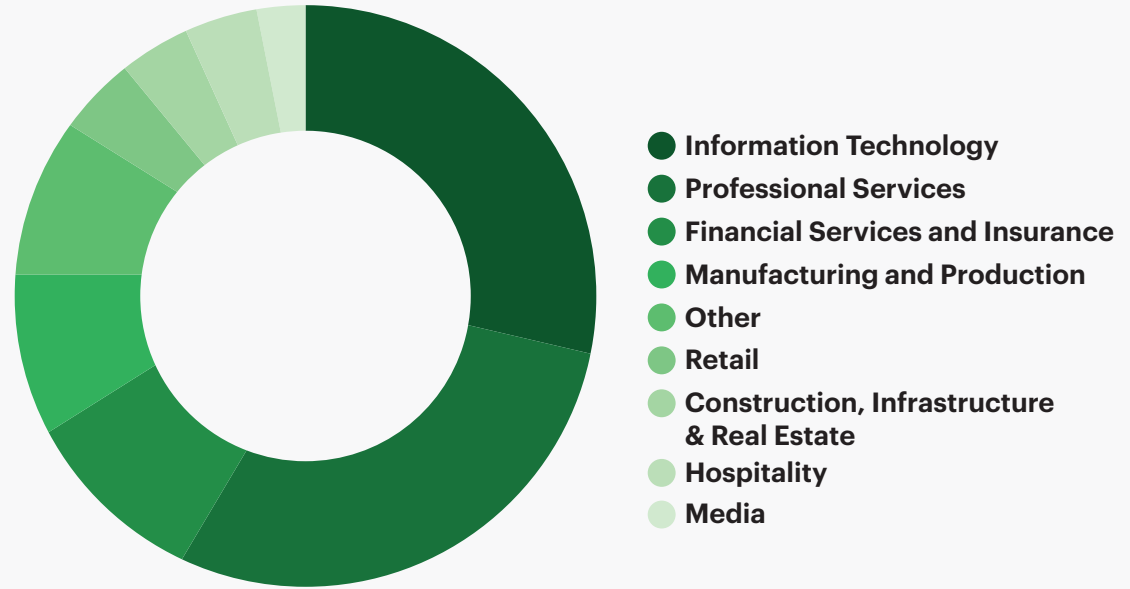
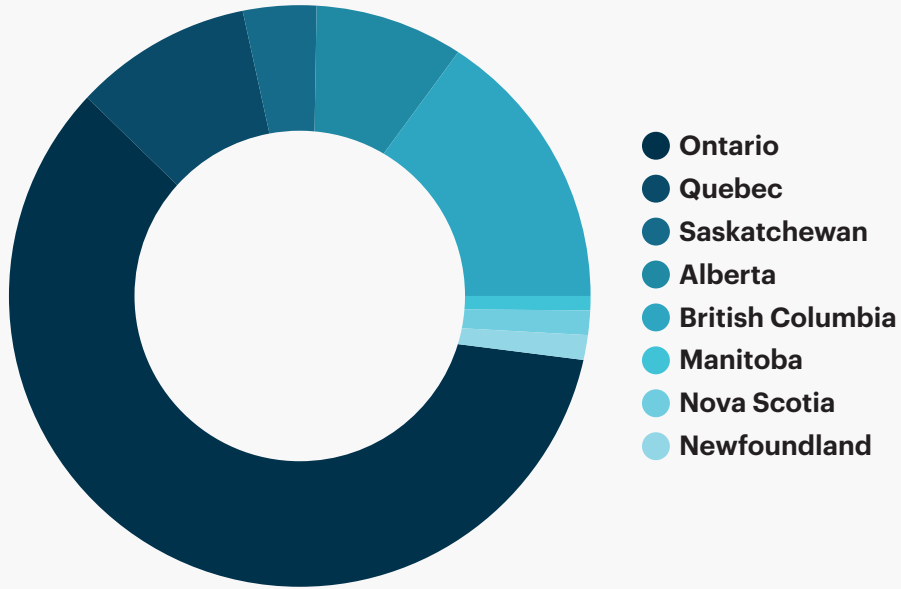
% of Best Workplaces that introduced new or significantly improved process in the past 3 years:

78%

% of Best Workplaces with executive sponsor on diversity committee:

43%

Percent of Best Companies by Province & Industry

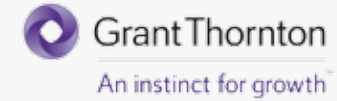


The Legends List

Outstanding workplaces cultures are built to last. These companies have held a place on the list of Best Workplaces in Canada for 10 or more years.

How We Rank the Best Workplaces in Canada

Each year, Great Place to Work® undertakes a rigorous and extensive study of workplaces across Canada. Organizations earning a position on the resulting Best Workplaces lists have distinguished themselves from their peers by creating a great place to work for ALL employees – as measured and ranked through our analysis of participating organizations’ results on our Trust Index® Employee Survey and Culture Audit™ questionnaire of people management programs and practices. The Trust Index enables employees to anonymously assess their workplace, including aspects like the honesty and quality of communication, degree of support for employees’ personal and professional lives, and authenticity of relationships with colleagues. The Culture Audit includes detailed questions about benefits, programs and practices. Companies are ranked on their combined Trust Index and Culture Audit results against peer organizations categorized by similar size and complexity.



“Growth is important, but not at the expense of culture. Everyday when our employees wake up, I want them to assess if they want to be here. Life is finite. Spend it with people you enjoy in an environment you can be your best.

*Greg Malpass, Chief Enablement Officer (CEO)
Traction on Demand*




About Great Place to Work

For over 30 years, Great Place to Work® has partnered with leading organizations from around the world to identify and build high-trust, high-performance workplace cultures. Our research has demonstrated that building great workplaces for all isn't just the right thing to do, it's better for business. Through our Best Workplaces lists, Certification program, and consulting services, Great Place to Work provides the resources needed to help organizations create, sustain and recognize outstanding workplace cultures.

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