

# Close the Gaps, Open the Potential

Three Findings from the 2018 Best Workplaces for Women













# Workplaces where Women Thrive

How would your organization perform if half the workforce reported diminished confidence in management and fewer opportunities for professional growth? That's often the experience of working women, with many employers unaware of the harm gender inequality inflicts on their business.

Great Place to Work analyzed surveys from more than 540,000 employees to compile its list of the **Best Workplaces for Women**. The survey responses spoke to the heart of what makes any business successful – effective leadership and realizing the full potential of all employees.

## The Ten Best Workplaces for Women in 2018

#1		#6	
#2		#7	
#3		#8	
#4		#9	
#5		#10	

Fair hiring, pay and benefits are just the table stakes for retaining talented people. The Best Workplaces for Women stand above competitors by creating trustworthy organizations that eliminate gaps in employees' day-to-day experience. You can see the results in healthy, dedicated teams where all co-workers thrive.”

**Michael C. Bush**

CEO of Great Place to Work

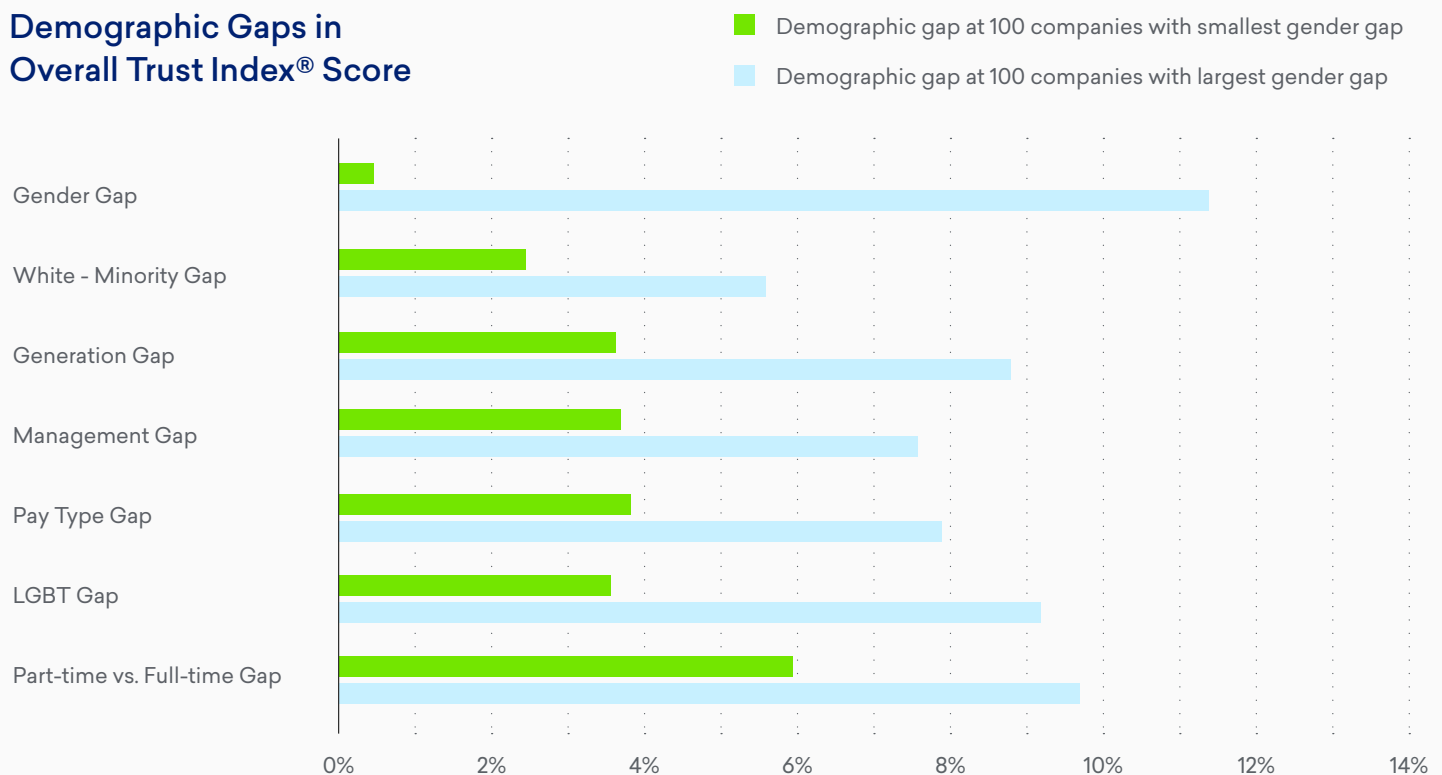
# A Great Workplace for Women Helps Build a Great Workplace For All

Women aren't the only people who benefit from an even playing field. Our research found significant correlations between the workplace experiences reported by female employees and those of other groups that consistently lag their peers.

Across organizations we've surveyed, the 100 companies with the smallest gaps in survey scores between men and women also saw smaller disparities for employees of color, LGBT team members and Millennials. At the same time, people working for companies with a smaller gap for women reported survey results that were more consistent between part-time and full-time employees, managers and non-managers, and co-workers earning different salaries.

A consistent outlook among colleagues in these demographics isn't just good for morale. Earlier research by Great Place to Work found that companies ranked in the top quartile for measures of equity and employee trust experienced revenue growth more than three times higher than their peers in the bottom quartile of organizations we studied.

## Demographic Gaps in Overall Trust Index® Score



## Talented Women Look Beyond Benefits

Perks aimed at parents often become the go-to solution for making the workplace more attractive to female job candidates. In our analysis, though, women told a different story. Work-life balance was actually a much smaller driver of dedication compared to other factors we studied:

**5x**

When women felt their work made a difference, they were five times more likely to say they have a great workplace and six times more likely to want to stay with their companies for a long time.

**7x**

If women experienced workplace traits that encourage innovation, they were seven times more likely to plan a long-term future at their companies.

**2x**

When women said their organizations handle promotions fairly, they were two times more likely to look forward to coming to work.

**3x**

When women agreed they're treated as full members of the team, regardless of position, they were three times more likely to say they'll go the extra mile to get the job done.

On an index of survey statements linked to innovation, women's scores averaged 83 percent to men's 86 percent. This represents a missed opportunity. The Best Workplaces for Women benefit from the full breadth of their employees' ideas and ambition, building more agile organizations while retaining female talent.

Data come from employee surveys of Great Place to Work-Certified™ organizations.

# The Best Workplaces for Women Emphasize Respect

There's no single management philosophy shared by the employers most admired by women. They represent a wide cross-section of industries, company sizes and organizational cultures. What they have in common is a consistent respect for employees reflected in programs emphasizing professional development and feedback. Examples from the Best Workplaces for Women include:



## Career Freedom

Despite its place in an industry with a hypercompetitive job market, **Ultimate Software** has never included non-compete clauses in employee contracts. The company enjoys a 96 percent retention rate thanks to its focus on culture and long-term career opportunities.



## Turning to Teams

**Marriott International** taps the experience and ideas of its employees to help resolve challenges within the company. Cross-disciplinary teams offer co-workers opportunities to network with new colleagues while tackling projects outside their daily work. These have included ideas to improve corporate communications, hiring and philanthropic efforts.



## Face-to-Face Leadership

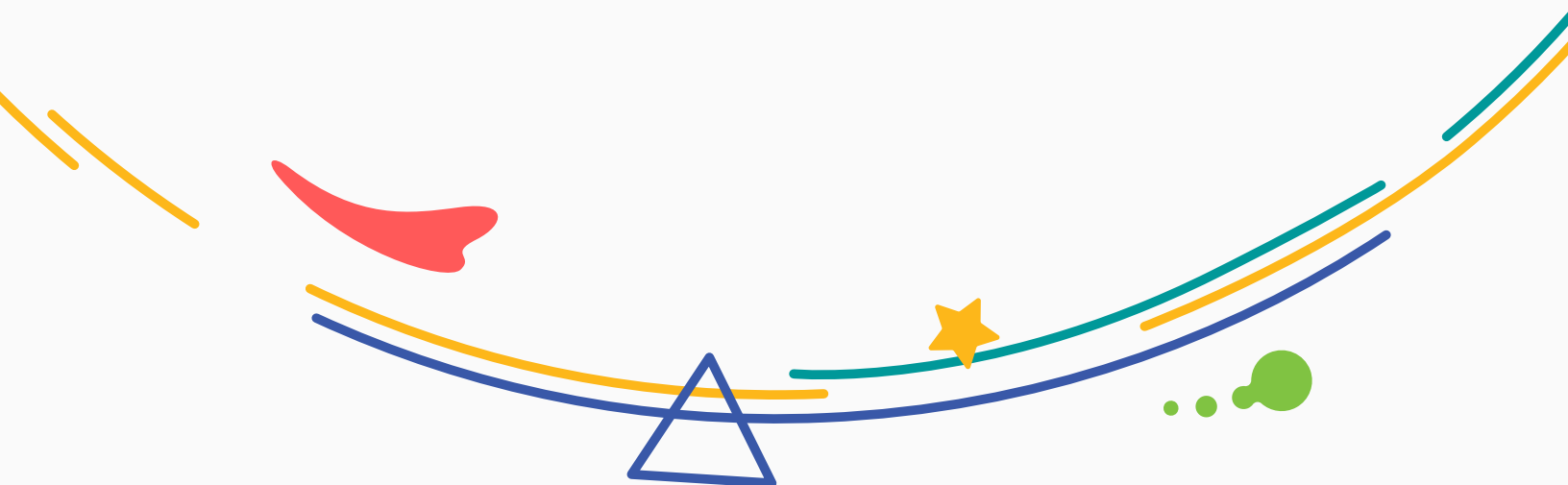
**Delta's** executives meet team members in person during events that reach nearly 8,000 front-line employees annually. The company's top leaders provide updates on the state of the business, answer questions and solicit feedback.



## Non-Stop Training Leadership

Professional development isn't reserved for management-track employees at **Wegmans Food Markets**. The company spends more than \$50 million each year for department-level training, online courses, cooking technique certifications, internships, leadership development and trips to visit suppliers. The grocer also prioritizes promotion from within. Last year, it filled half of its job openings internally.

Gender gaps in pay and experience persist across the workforce. But the Best Workplaces for Women show that change is achievable for any company dedicated to building an exceptional culture. People working for the best workplaces profess a genuine trust in their leaders, who in turn make decisions with fairness in mind. This often has less to do with specific benefits than it does with a commitment to helping women and men alike make the most of the talents they bring to the business.





## Want to become a best workplace?

GET CERTIFIED

### About Us

For 30 years, Great Place to Work® has worked with leading companies from around the world to identify and build high-trust, high-performance workplace cultures. Our research has proven that building great workplaces to work for all isn't just the right thing to do, it's better for business.

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