

## Success and a High-Trust Culture

There is a strong connection between a high-trust culture and business success. In fact, the connection is so strong that strategy-minded leaders, who care deeply about the financial well-being of their business, should make building a high-trust culture a top priority.

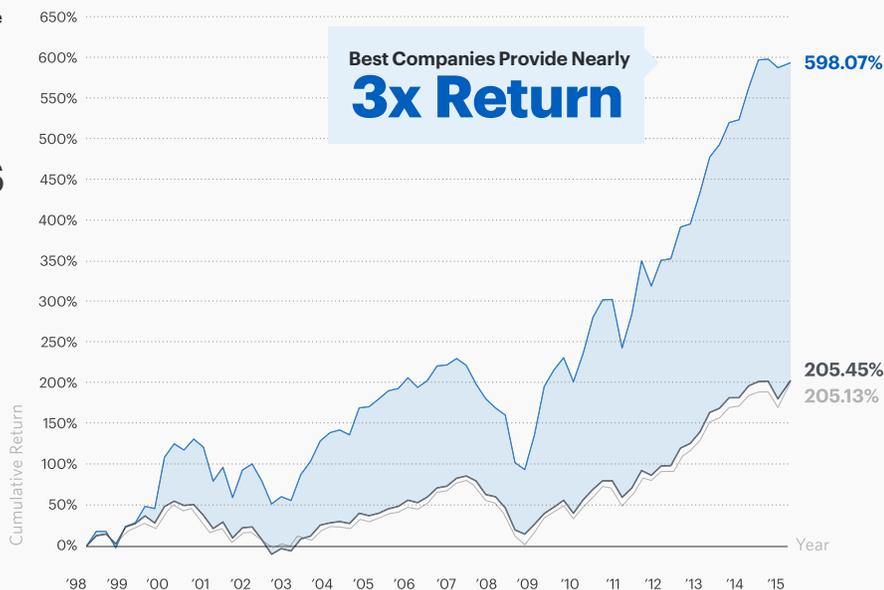
For more than 30 years, Great Place to Work® has studied and recognized organizations with high-trust cultures, in part through the Best Workplaces™ lists produced in partnership with *Fortune*.

For these companies, a defining feature of being recognized as a great workplace is a high level of organization-wide trust, as reported by employees. This research, along with findings from various independent research groups, illustrate that high levels of trust can be a critical strategic advantage for organizations across industries, sizes, and locations.

Several of the compelling business outcomes associated with a high-trust culture include:

### Stronger Financial Performance

Comparative Cumulative  
**Stock Market Returns**  
1998–2015



According to independent investment firm FTSE Russell, comparative cumulative stock market returns among the publicly-held *Fortune* 100 Best Companies to Work For® are nearly **3x greater** than the market average.

## Stronger Financial Performance

Additional independent research shows the bottom-line benefits associated with a high-trust culture:

- ▶ An independent study of *Fortune* 100 Best Companies to Work For® found that great workplaces achieved superior results over a several-year period across metrics including: operating income per employee, operating margin, growth rate, return on assets, and Tobin's Q (the ratio between an asset's market and replacement value).<sup>1</sup>
- ▶ Great Place to Work® global research shows that both in the U.S. and internationally, companies with high-trust cultures lead to impressive performance records. For example, a portfolio of India's Best Workplaces outperformed India stock market indices by a factor of nearly four during a recent five-year period (2009-2013).
- ▶ A four year-research project led by Alex Edmans of the London Business School examined the link between employee well-being and financial performance across the high-trust companies recognized by Great Place to Work® and *Fortune*.<sup>2</sup> Edmans found employee well-being at these companies preceded positive financial performance, rather than the other way around. "The 100 Best Companies to Work For in America delivered stock returns that beat their peers by two to three percent per year over a 26-year period," said Edmans in a TedX Talk on the topic. "Simply put: companies that treat their workers better do better. And this fundamentally changes the way that managers should be thinking about their workers."<sup>3</sup>

## Higher Customer and Patient Satisfaction

At high-trust companies, employees are empowered to make decisions that they believe will serve the customer without undue oversight or bureaucracy, and this ultimately serves the business.

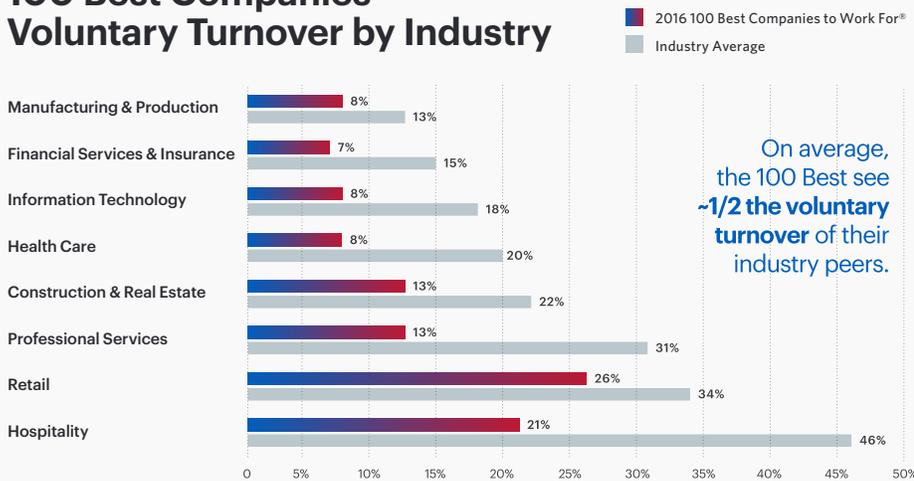
## 2.8 to 3.2 points higher Customer Satisfaction Rating

An eight-year study of a subset of the *Fortune* 100 Best Companies to Work For®, published by Cornell University's Industrial and Labor Relations School found that these high-trust companies earn customer satisfaction ratings that are **2.8 to 3.2 points** higher than competitors.<sup>4</sup>

Among the healthcare organizations on the 2016 *Fortune* 100 Best Companies to Work For® list, Hospital Consumer Assessment of Healthcare Provider and Systems (HCAHPS) patient satisfaction scores average 6.5% higher than the national average for "Overall Hospital Rating", and 9.4% higher for whether patients would "Recommend the Hospital".<sup>5</sup>

**Lower Levels of Voluntary Turnover**

**100 Best Companies Voluntary Turnover by Industry**



Sources: "100 Best" data provided by Great Place to Work®. Comparative data provided by BLS. "100 Best" data includes PT & FT turnover; BLS data includes the same in addition to turnover for temp/contract workers.

Each year, the Best Workplaces have substantially lower voluntary turnover than their peers—which can cost companies up to 200% of each exiting employee’s base salary. The 2016 Fortune 100 Best Companies to Work For® were no exception, reporting an average voluntary turnover rate of just 10% across employees (national average was 24% over the same period).<sup>6</sup>

Great Place to Work® research also shows that a high-trust culture is critical to employees across generations. Notably, Millennials who reported their company was a great workplace were **25 times more likely** to plan a long-term future with their company, as compared to Millennials who did not believe their company to be a great workplace.<sup>7</sup>

**Trust Benefits Everyone**

The impact of a high-trust culture extends far beyond a company’s performance and bottom line. By making a commitment to build trust in your workplace, you are investing in the emotional health and well-being of your employees and in the communities in which you live and work.

If over a third of our lives are spent at work, our businesses ought to be places that accommodate basic human desires for positive relationships. The Best Workplaces make a strong business case for trust. And they show that trust can make for a better kind of business.

**Trust is Serious Business**

Read the full “Business Case for a High-Trust Culture” Report to learn more about its impact on:

- ▶ Business Performance
- ▶ Consumer Spending
- ▶ Innovation
- ▶ Organizational Agility
- ▶ Employee Retention
- ▶ Customer and Patient Satisfaction
- ▶ Employee Engagement
- ▶ Successful Leadership

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### About Great Place to Work®

**Great Place to Work®** is a global research and consulting firm that helps businesses become extraordinary by creating high-trust, high-performance cultures. Based on over 30 years of research and data analysis of Best Workplaces, we offer the tools, benchmarks, and methodology to help organizations of all sizes and industries define, measure, improve, and leverage their company culture as a strategic priority.

Our **Great Place to Work® Certification Program™** and world-renowned **Best Workplaces™ Lists**, produced in partnership with *Fortune*, offer companies of all sizes and industries the opportunity to benchmark and showcase their company culture alongside the best workplaces in the country. We also offer **High-Trust Culture Consulting Services**, where our expert team of consultants works with you to create a data-driven, customized approach to leveraging your company's unique culture to meet and exceed business goals.

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