



Great Place to Work[®] Recognition Program

Guide to Participating

Everything you need to know about Certification,
Reviews and our Best Workplaces Lists



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Time to Be a Workplace Hero



No matter where your company is in its journey to build or sustain a great workplace, our goal is to help you and your business thrive!

Our mission is to help companies like yours transform and succeed as a great workplace. We give your leaders access to the most comprehensive benchmark data set in the world, and insights to assist you as you walk the path to building a high-trust culture. Then, we help you attract positive press, quality new hires and loyal customers to your unique, high-achieving culture.

You can be the workplace hero that uses proven best practices, exclusive benchmarking and positive press to close the gap in your organization to:

- **Build a Human-Centered Growth Strategy:** Most businesses were started with a good idea, passion, innovation and hard work. But are your people practices strong enough to keep this culture alive as you grow?
- **Unleash Your People Potential:** Your leadership team has a vision of where you are going and how to get there. But are your people practices strong enough to keep everyone rowing in the same direction? Are you walking the talk?
- **Empower your Strategic Leaders with a High Trust Culture:** Gain positive recognition for your company, give your senior leaders access to the most comprehensive benchmark data set in the world, and get the insights you need to continue your work to build a high-trust culture.

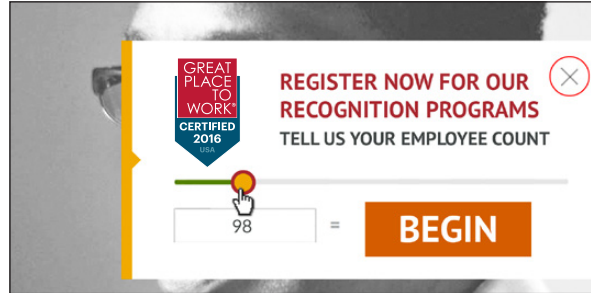
Did you realize we can replace your Engagement Survey?

Companies who are interested in using the Trust Index[®] as their primary employee survey solution, exploring our High-Trust Culture Consulting services, and leveraging the full expertise of Great Place to Work[®] should contact us for more information about our Trust Insights Enterprise Solutions.

Off We Go

It's quick and easy to get started.

- Go to GreatPlacetoWork.com/Recognition

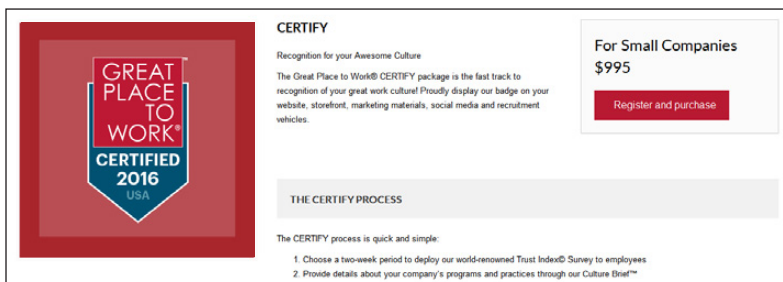


- Select your employee count.
- Select your package.
- Select “Register and Purchase” button to get to registration form



TIP: “If you’ve worked with us last year, there’s no need to register. Simply login using your most recent UserID and Password.

TIP: If you work for a PR company and are registering one of your clients, please be sure to use an email address from the client company to register. Only one unique email address can be used per contact, per company. You will not be able to register your email address with several companies.



■ Welcome!

After you sign up, there will be a brief delay while we confirm that no one else from your organization is already working with us. This can take up to one business day.

We will then email you to let you know that your account is set up and everything is ready for you to begin!

WELCOME TO YOUR RECOGNITION CENTER

You'll be able to manage your Trust Index® Survey and Culture Brief™ submission here, and later download your Certification badge and reports. You can also see any additional products available to help you create a high-trust culture.

Survey Administration Management

01:42 [Download Video as MP4](#)

Progress | Upgrades

Trust Index Employee Survey	Culture Brief Questionnaire	Reports
Survey Setup	Get Started	Report Center
<input type="radio"/> Ready To Launch Survey	<input type="radio"/> In Progress	
<input type="radio"/> Survey in Progress	<input type="radio"/> Submitted	
<input type="radio"/> Survey Closed		
<input type="radio"/> Results Accepted		

ADDITIONAL PRODUCTS AVAILABLE TO YOU

- Advisory Services Upgrade**
- Customized Premium Review**

What are the different participation options, again?

Depending upon your goals, there are three different ways you can participate in the Recognition Program.

Each of these packages is priced based on employee size.

Certify



Showcase, build and certify your high-trust workplace culture!

Being recognized by Great Place Work® allows you to:

- **Wow Customers:** Convey with credibility to your customers that your workplace is truly great.
- **Attract Talent:** Leverage your Great Place to Work® Review and turnkey social media extensions to share your culture's strengths according to your employees. This helps attract not only the best people in your industry, but ensures they are a great fit for your company's culture.
- **Build Company Pride:** Employees LOVE being a part of a great workplace culture – and are proud when that experience is recognized.

How it works:

- Choose a two-week period to deploy our world-renowned Trust Index® Employee Survey to employees.
- Provide details about your company's programs and practices through our Culture Brief™.
- Receive a report summarizing your survey results, benchmarked to the Best Workplaces.
- Earn Certification if your overall score is 70% or higher.
- **Certification provides you:**
 - A Great Place to Work® Certification badge, valid for 12 months
 - A Great Place to Work® Review for you to fact-check and publish
 - Eligibility for all our Best Workplaces lists

Grow



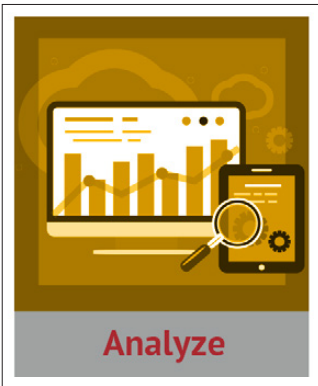
The Great Place to Work® Grow package complements the public recognition of our Certification program with more extensive results, analysis & insights from our 30 years of research – with the intention of helping you grow, improve your scores and grow your business.

This package includes all aspects of the Certify participation level, plus reports which allow you to:

- Analyze complete survey results

- Access expert recommendations based on best practices of similar-sized great workplaces
- Review direct employee feedback that provides insight into your employee experience
- Analyze data by demographics and compare results company-wide
- Benchmark against the Best Workplaces in areas that matter to you

Analyze



Reap the benefits of our 30 years of experience and the largest database of best workplace practices in the world. Ask custom survey questions. Add custom demographics. Have your culture analyzed by our professionals!

This package includes all aspects of Certify & Grow, plus allows you to:

- Customize your survey by adding 3 three additional demographics and 3 three custom questions
 - Conduct more targeted report analysis based on your survey customization
- Custom demographics allow you to map to your particular organizational structure or employee variables. For example: department, title, union/non-union, location, division, telecommuter, frequency of development conversations
 - Custom survey questions allow you to replace your current employee survey or tie key Best Workplace metrics to the business goals and metrics that matter to your business. For example:
 - Management does a good job of preserving our organizational culture as the company grows.
 - Management makes decisions that show a commitment to our long-term success.
 - Management works with me to set goals for my development and career growth.

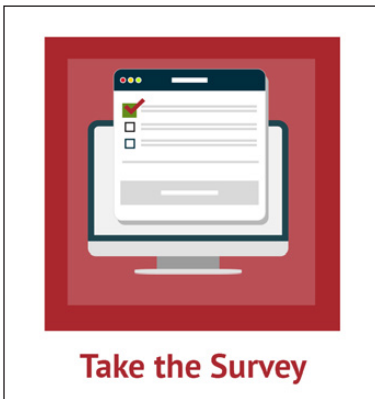
How it Works

Regardless of which package you choose, you will go through the same basic steps.

- Complete the employee survey and culture questionnaire
- Find out whether you've been Certified, approve your Great Place to Work® Review, display your certification badge and become eligible for Best Workplaces Lists.
- Analyze your survey results

	Certify	Grow	Analyze	Trust Insights
Program Type	Recognition Program	Recognition Program	Recognition Program	Enterprise Program
Survey Type	Sample of Employees*	Sample of Employees*	Sample of Employees*	Full Employee Population
Level of Survey Results Detail	Aggregate Scores Only	Question-by-Question	Question-by-Question	Manager-Level Detail
Customized Questions	×	×	3	15
Custom Demographics	×	×	3	15
Advanced Department Roll-ups	×	×	×	×
Report Deliverable Type	physical download	physical download	physical download	online, dynamic data display
Report Includes:				
Key Driver Analysis	✓	✓	✓	✓
Best Workplaces Benchmarks	✓	✓	✓	✓
Results by Demographics	×	✓	✓	✓
Employee Comments	×	✓	✓	✓
Expert Recommendations	×	✓	✓	✓
Customized Insights	×	×	✓	✓
Action Planning	×	×	×	✓
Individual Manager Reports	×	×	×	✓
Industry & Custom Benchmarks	×	×	×	✓
In-Person Results Presentation	×	available as option	available as option	✓
Eligible for Great Place to Work® Certification & Review	yes	yes	yes	yes
Eligible for Best Workplaces Lists	yes	yes	yes	yes

Take the Survey



Shortly after you register you will receive an email containing a link to the Recognition Center. This online application will provide all the tools you need to manage your application from submission to receiving your reports.

The first order of business when you arrive in the Recognition Center will be to distribute your employee survey and the second will be to fill out a questionnaire regarding your company's employee population and benefit programs.

Part 1: The Trust Index[®] Employee Survey

Your employees' feedback is the basis of all our recognition for your company. We care about assessing your organization accurately, so our Certification and Best Workplace decisions are fair and you get effective insight into your company through your reports.

To that end, all employees – or, in the case of larger companies, with over 1,000 employees, – are invited to take our Trust Index[®] Employee Survey.

What Is the Trust Index[®] Employee Survey?

The Trust Index[®] Employee Survey measures the level of trust in your organization and the extent to which your employees say it is a great workplace. It is the primary determinant of Certification and Best Workplace list placement for all the companies on our lists around the world and the metric we use to provide benchmarking for companies seeking to compare themselves to the best.

The survey asks employees to provide some demographic information, collects data on 58 questions asked on a 5-point Likert scale, and invites your people to answer two open-ended questions telling us what is best about your workplace and what they would like to see improved. It's thorough – but fast: it will take employees about 15 minutes to complete.



What You Need to Do

The Survey Administration Management tool within the Recognition Center will walk you through everything you need to do to implement your survey.

The tool will help you:

- **Decide when to survey your employees.** You can choose the two-week survey period that is most convenient for you. Just make sure to view the list calendar to ensure that your survey is complete in time to be eligible for the Best Workplaces lists for which you would like to be considered!

- **Determine how many and which employees to survey.** In order to contribute statistically reliable survey results, smaller companies survey their entire employee populations and larger companies survey representative samples. You must select employees at random in order to be eligible for recognition. The tool will walk you through this procedure and you can refer to [Appendix D: Your Survey Sample](#) estimate how many people your company will survey and the minimum number of responses we need to receive.
- **(Optional) Customize your survey.** If you have purchased the Analyze package, you will be able to add up to three custom survey and three demographic questions to your survey. Many companies use this to understand correlations between their great workplace and other business metrics.
- **Notify employees why they are taking this survey and encourage them to answer it honestly.** Just make sure you don't influence employees' responses to the survey. We're pretty strict on that point, so please follow our communication guidelines closely to avoid being disqualified.
- **Sit back and relax while your employees take the survey.** We will send online survey invitations directly to your employees, collect and process the results so that your people can feel confident in their anonymity. If some of your team require paper surveys, we will deliver those surveys to you to distribute and your employees will return them to us in postage-paid envelopes.
- **Monitor your survey responses and remind employees to complete the survey.** The Survey Administration Management tool will let you monitor how many people complete their online survey so you can send out reminders if your response rate requires it. (Due to mailing and survey processing times, paper survey response rates are available three weeks after your survey closes.)

Part 2: The Culture Brief™ (and Culture Audit®)

The Culture Brief collects factual information about your company's employee population and benefits. When you approve items to be shared publicly, they are shared in your Great Place to Work® Review, used as best practice examples to provide recognition to certified companies, and used to determine rankings for several Best Workplaces lists.



What You Need to Do

The Culture Brief tool within the Recognition Center will walk you through everything you need to do to fill out this questionnaire.

Its questions cover topics such as:

- **Employee Demographics:** Number of employees by job type, gender, tenure, age, ethnicity, etc.
- **Hiring & Employment Statistics:** Number of job applicants per open positions, turnover rates, the qualities you seek in employees

- **Benefit Programs:** Paid time off, flexible scheduling programs, onsite amenities, health care coverage, bonuses and salaries, retirement and stock programs, philanthropic donations
- **Best Practices:** Short descriptions of 6 – 10 programs that typify the best programs your company offers
- **Other:** Social media links, company logo and photos

Here are some tips:

- **Scan through all questions as soon as possible.** You may have all this information stored in a central place – or you may need to coordinate with several colleagues to find it. It's a good idea to become familiar with what information is needed as soon as possible so that you leave yourself plenty of time to access the help you might need. You can also download a print version of all questions in order to share the survey with colleagues who do not have a user account.
- **Make sure you complete the Culture Brief in time to be considered for your desired Best Workplaces lists.** See the list calendar for more details on timing related to each currently planned list.
- **Consider which lists you are interested in when completing the Perks & Programs section.** If you rank on a Best Workplace list we will use the Perks & Programs you submit to provide additional media recognition to your company. If you have notable practices that stand out within your industry or to support Millennial employees, people caring for children or elders, or diversity & inclusion efforts, it would be particularly helpful to share these – but don't limit yourself to these as it is most important to capture what's best about your workplace.
- **Don't forget to "Confirm & Submit!"** After each page of the Culture Brief has been marked complete, don't forget to hit "Confirm & Submit" to send the entire questionnaire to us. We won't begin to analyze your submission until you've done that step.

Did you complete a Culture Brief (or Culture Audit) last year?

If you filled out a Culture Brief (or Culture Audit) last year, your previous answers will be pre-populated in the tool. Your answers will be highlighted clearly so you can confirm or change them in this year's application.

Do you have less than 1,000 employees and did you fill out the Culture Brief (or Culture Audit) in 2015 or earlier?

Things have changed! We listened to your feedback, and you will no longer be asked to fill out a complete Culture Audit, but instead will fill out the shorter Culture Brief. The biggest change in the Culture Brief is that you won't need to conduct a complete audit of all your programs and practices, nor upload supplemental materials. Those long-answer essay questions have been replaced by the more focused Great Perks and Programs section, which asks you to focus on selecting the 6 to 10 best practices from your entire suite of benefits and programs that you feel best represent your organization.

Do you have 1,000 or more employees and want to be considered for Fortune’s “100 Best Companies to Work For®” list?

The process for filling out the Culture Audit has changed this year!

In order to make the best use of your time and resources, we are asking companies that did NOT rank on the “100 Best” list last year to fill out the Culture Audit in two steps.

(Companies who DID rank on the “100 Best ” list last year will be pre-qualified to fill out the complete Culture Audit as soon as they gain access to the Recognition Center and will not go through the two-step process described below.)

Step 1 – For Everyone:

As soon as you log into the Recognition Center, you will be able to fill out the Culture Brief portion of the Culture Audit. The Culture Brief is a subset of the full Culture Audit and focuses on those questions critical to securing your Certification, producing your Great Place to Work Review, and qualifying you for our Best Workplaces lists. They largely focus on quantitative metrics concerning your workplace practices – for example, which benefits you have in place and what your employee demographics are.

Step 2 – For “Fortune 100 Best Companies to Work For®” List Contenders only:

After your Culture Brief has been submitted and your Trust Index® Employee Survey results have been received, we will take a look at your data and let you know by email whether you are a contender for this year’s “100 Best” list. Companies with qualifying scores will be invited back to the Recognition Center to complete the additional questions that compose the full Culture Audit. These additional questions will include some quantitative and demographic questions that were not asked during the initial Culture Brief, as well as a number of open-ended questions asking you to describe how your organization shares information, celebrates with employees, shares its success and is involved in your community, among other things. You may also submit supplemental materials, like brochures and photos, during this part of the process. You can download a print version of the full Culture Audit if you would like to view it in advance, as these questions can take a lot of internal coordination.

Special Note for Companies Requesting Benchmark Analysis of their Programs & Practices

Those companies wishing to receive in-depth benchmarking of their programs against those of the Best Workplaces will need to fill out a full Culture Audit. When you purchase this report we will open the full Culture Audit tool for you to complete.

Get Certified



Once your Trust Index® Employee Survey and Culture Brief™ questionnaire are submitted through the Recognition Center, we will review your submission and determine whether your employees' survey results qualify you for Certification. Certification allows you to use a Certification badge, receive a Great Place to Work® Review, and compete for Best Workplaces list recognition.

How it Works

- **Meet the requirement.** If your overall survey score is 70% or higher, you will be certified.
 - **Publish your review.** Upon Certification, we will send you a private link to a preview of your [Great Place to Work® Review](#). You can fact check it, edit program information if necessary, and approve the review for publication.* Any future Best Workplaces awards you win will link to the employee survey results and program information contained in this review. You can take as long as you need to approve and publish the Review – but please note that you only become eligible for Best Workplaces lists once the Review is released. Your Review is valid one year from the date you received Certification. (See our list calendar for more details on when your Review needs to be published in order to be considered for each Best Workplaces list.)
 - **Communicate your Certification.** Once you publish your review you will receive a customized communication tool kit that contains your Great Place to Work® Certification badge, sample press releases, online advertising and other branded materials you can use to tell the world what your employees say makes your workplace great. For 12 months you can use our badge on your website, for your recruitment efforts, in store windows and more.
- * Add a Customized Premium Review: Companies that wish to add more editorial narrative to their Great Place to Work® Review or who wish to provide additional programs and footnotes in their Review can choose to purchase a Customized Review. Great Place to Work® writers will review your employee survey data to call out the attributes your employees highlighted as being most unique to your workplace. We will write a 400-word article within your Review and add supporting employee comments from your surveys.

Become Eligible



In order to be eligible for any of our Best Workplaces lists:

- Your employee survey scores must meet the Certification minimum.
 - Your survey results must be current (certification has not expired) at the time of the Best Workplace list determination and for at 14 days following the list publication.
 - Your survey responses must meet the desired confidence level and margin of error targeted for the specific list. This is usually a 95% confidence level with a 5 to 6.5% margin of error; however, we finalize this target each time based on the actual results of the applicant pool.
- And don't forget to review the list calendar to ensure you complete your application in time to be considered for the particular lists you are interested in!
 - It's probably no surprise that in order to ensure that no company has an unfair advantage or insider information regarding the selection process, any company that has collaborated with us to produce one of our US Best Workplaces lists or has served as a vendor with direct access to our proprietary instruments, processes, or data, is ineligible for our Best Workplaces lists.

Since you need to be certified to be eligible for a Best Workplace list, let's remind you what the Certification requirements are:

- Any company with 5 or more full- or part-time employees in the US can apply to be certified. At least 10 employees and 5 years in business are required for our Best Workplaces lists.
- A minimum score of 70% on the Trust Index Survey is required. This determination is made by considering all 58 statements asked of employees on the Trust Index[®] Employee Survey.

Additional Requirements for Fortune's 100 Best Companies to Work For[®] list

- Employ 1,000 or more regular full- and part-time US employees. (This does not include temporary or seasonal employees or interns.)
- Be in operation for at least five years by the publication date. If the organization existed in a different form (for example, as part of another company or under a different name) you are eligible as long as there are employees who have been working at the company for five years or more.
- Government Agencies:

To be eligible:

- Subsidiaries who can demonstrate a distinct culture separately from their parent company may be considered independently.
- Companies who go through a merger/acquisition/divestiture which changes their U.S. employee population by 25% or more must survey AFTER the event takes place, and their culture submission must reflect the new entity.

Additional Requirements for the Best Small & Medium Workplaces

- Employ between 10 and 99 (small) or 100 and 999 (medium) regular full- and part-time U.S. employees for the duration of the selection process. (This does not include temporary or seasonal employees or interns.)
- Be in operation for at least two years by the publication date.

Additional Requirements for Best Workplaces by Industry

- Companies must have selected the relevant industry in their Culture Brief (for example, you will not be considered for an industry list if you've marked your industry as "other").

Additional Requirements for Best Workplaces by Location

- Companies must survey a representative sample of employees in the location being recognized or be headquartered in that location.

Additional Requirements for Best Workplaces by Employee Population (e.g. for Millennials, Women, Diversity)

- Companies must survey a representative sample of employees in the demographic being recognized.
- Companies must agree to share publicly any Culture Brief statistics relevant to winning this award (e.g., the percent of women in executive positions.)

Because these lists are produced in collaboration with our media partners, we must reserve the right to change which lists will be published, when they are published, and what the eligibility requirements are.

Don't Forget To Check the Calendar

Because we produce these lists in collaboration with media partners who have flexible [editorial calendars](#), which lists will be published and when are subject to change.

Please view our online calendar to ensure you have the most up to date information. You can use the calendar to ensure that you survey your employees, submit your Culture Brief and release your Review in time to be eligible for the Best Workplaces lists you are most interested in.

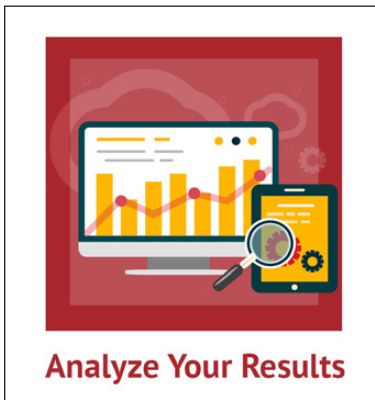
Once you have signed up for the Recognition Program, we will be sure to contact you if we add a new list or change a date.

How We Determine the Lists

Placement on all of our lists is determined primarily based on your employees' responses to the Trust Index[®] Employee Survey. Culture Brief and Culture Audit responses affect eligibility and list placement to greater or lesser degrees based on the goal of the particular Best Workplace list being produced.

To find out more about the methodology for each list, visit our website.

Analyze Your Results



While the recognition is nice (okay, amazing), we know that you aren't in this just for the applause. Becoming – and staying – a great place to work takes ongoing commitment and effort.

Regardless of which package you choose, you will receive valuable survey data about your employees' experiences that we encourage you to examine closely. Your people will want to know that you heard them and didn't miss the opportunity to act on their feedback. Your reports can help focus your efforts so future investments and executive attention make the biggest possible positive impact on your culture.

- Most reports will be delivered within 4 weeks of your employee survey closing, depending upon whether your employee survey was conducted online or with paper surveys.
- You will receive an email alert and be directed to the Recognition Center to download your results.



Feel free to contact us if you need assistance.

Celebrate (or Not)

Hooray! You've been Certified!

Congratulations on being Certified!

This is a huge honor – especially because it comes from your employees. Their survey results – comparing you against the best companies in the country – are the most meaningful endorsement of the day-in day-out dedication your company has to building a strong workplace.



The Communications Tool Kit you receive upon being certified will supply you with the tools you need to get the word out about your Certification. It includes a badge that you can use for up to a year, a press release, online advertising templates, and access to branded materials you can put in store windows or on coffee cups. Use them to get the word out on social media, among your community and to really celebrate with your employees. We'll be helping you get the word out with our own social media posts about your success.

Next up, let's see if your Certification has led to being recognized on a list!

Hooray! You're a Best Workplace!

Congratulations on winning a spot on one of our Best Workplaces lists!

We will notify you by email that you are a finalist. You'll be tempted to tell everyone you know – but hold on, that information will be embargoed until the list is officially announced. In the meantime, we – and our media partners – may contact you to fact check some final bits of information and to provide you with communications information that you will be able to use when the embargo is released. We will provide you with another communication tool kit providing press release and logo information – and we and our media partner will help you get the word out with more social media posts congratulating you on your win.

Don't Forget

There's more to do than just announce your win to the world though:

- **Celebrate** – This is a huge accomplishment and a great opportunity for a PARTY! Do it in style and celebrate the employees who love you back.
- **Brag** – Send out a press release. Tweet. Make t-shirts. Call your local TV station. Hang banners outside your office. Make YouTube videos of your employees singing and dancing. Use that communications tool kit to make a splash.
- **Share** – Now's your chance to let others benefit from your hard-won experience. As a Best Workplace, others will look to you for guidance to understand how they can build great workplaces too. There's no need to keep your programs a secret – the magic you have can't be copied through a checklist of programs and practices. So go on and write white papers about your best practices, contact us to speak at our conferences and networking events, and help change workplaces for the better.
- **Analyze** – If you made the list then you know that it takes a lot of work. Don't forget to go back to your data and make a plan for how you can keep up this momentum. It's just as important to understand what your strengths are and what makes you truly unique as it is to fix any areas that are starting to show wear and tear. Compare yourself to your competitors so your employees don't have to!

What To Do if You Don't Make the Cut

If you haven't met the Certification threshold, take heart: You've already done a great thing by surveying your employees, and now you have the feedback and direction you need to make targeted improvements, meet the threshold next year – and enjoy the benefits of improving your workplace culture. There's nothing like rock-solid data to help you get needed leadership buy-in, form an effective plan to make change, and preserve and celebrate what you do well already (because we know there are things you already do well).

Celebrate your certification!!!

About the lists, though: First, you should know that it's possible that it's not you, it's them. Meaning, our lists are highly competitive and company number 101 on a list of 100 is still an amazing place to work. Sometimes, someone else just runs faster in the race. If you used to be on a list and you aren't anymore – it might not mean you got worse, it could mean others just got better.

Use the benchmarks supplied in your reports to understand more deeply how you truly stack up against your peers. You can benchmark yourself against any list's winners to understand how you rate against the best companies in your size, industry, region or among those with similar employee populations.

But maybe your company has a fighting spirit and won't be satisfied until you make that list or get certified! Or maybe you've viewed your survey results with the realization that there are some important things to change. The good news is that your reports are a secret map that will guide you to those improvements – and they're already there waiting for you online.

Whatever you do, and wherever you are in this process, remember:

- **Follow up with your employees.** Your people didn't forget that you sent all those emails about taking the survey, so don't try to pretend it never happened. The way you communicate this news says a lot about who you are as a company. Use this opportunity to reflect with them about what you learned from their feedback and what you are going to do in the future. Be authentic if you are disappointed!
- **Make an action plan.** Your reports will give you a clear picture of what your employees say your strengths are (build on these – that's what makes great workplaces!) and what needs to be improved (fix these, but make sure you prioritize key drivers that will make the most significant positive impact). You can benchmark yourself against the peers that matter to you and make a plan to hone in on your biggest gaps. You can access proven best practices that companies of your size have used to make a difference in their workplaces. Contact us if you don't know where to start.
- **Share and learn.** Come join us at our conferences and events or follow us to read white papers in which the Best Workplaces share the practices and experiences that work best for them. And then contribute your own practices! We know you have some too, and look forward to highlighting these for other companies. We'd love to have you as part of our community.

You're doing a great thing for your business, the people in it, and all of our communities by creating great workplaces!

Your company can be a great workplace — and more successful as a result.

Researchers, business leaders, media analysts and the public rely on Great Place to Work® metrics to establish the definitive standard of what a great workplace is. Great Place to Work's annual research is based on data representing more than 10 million employees in 50 countries representing about 6,000 organizations of varying sizes, industries, maturity and structures.

Appendix A: Our Frameworks

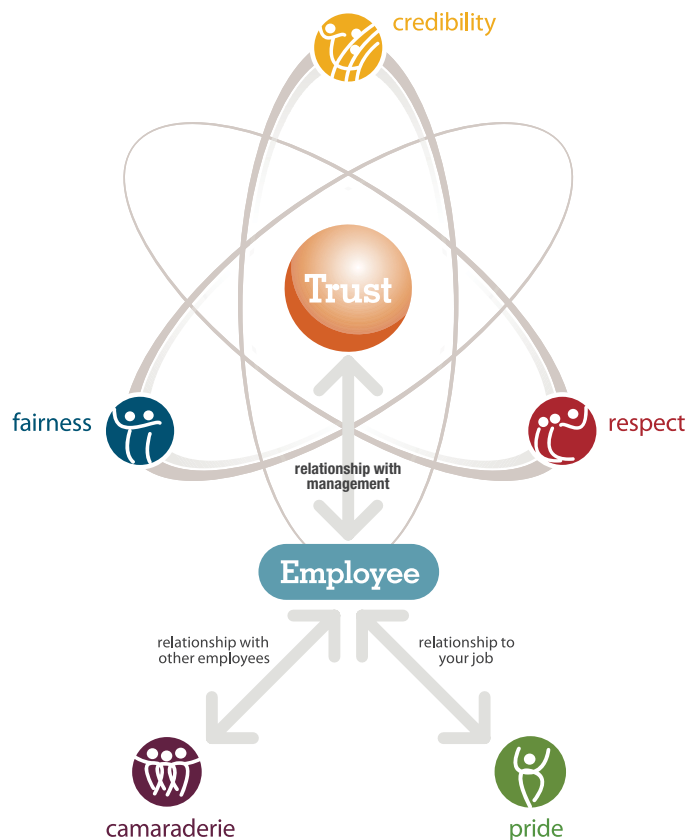
What is a Great Workplace? The Employee View

Great workplaces are built through the day-to-day relationships that employees experience — not a checklist of programs and benefits.

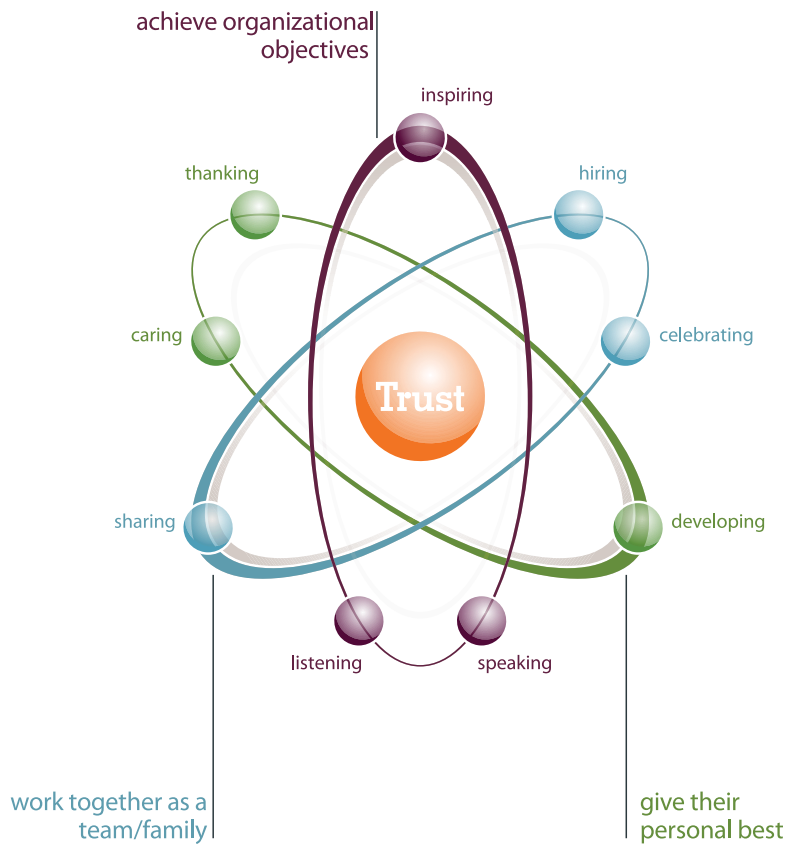
The key factor in common in these relationships is **TRUST**. From the Employee's perspective, a great workplace is one where they:

- **TRUST** the people they work for;
- Have **PRIDE** in what they do; and
- **ENJOY** the people they work with.

Trust is the defining principle of great workplaces — created through management's *credibility*, the *respect* with which employees feel they are treated, and the extent to which employees expect to be treated *fairly*. The degree of pride and levels of authentic connection and *camaraderie* employees feel with one another are additional essential components.



What is a Great Workplace? The Manager View



From the Manager's perspective, a great workplace is one where they:

- **ACHIEVE ORGANIZATIONAL OBJECTIVES;**
- With employees who **GIVE THEIR PERSONAL BEST;** and
- **WORK TOGETHER AS A TEAM / FAMILY** in an environment of **TRUST**

There are nine practice areas where leaders and managers create an environment of trust. Great workplaces achieve organizational goals by *inspiring*, *speaking* and *listening*. They have employees who give their personal best by *thanking*, *developing* and *caring*. And they work together as a team / family by *hiring*, *celebrating* and *sharing*.

This fundamental model, confirmed by Great Place to Work through over 25 years' worth of analysis of employees' own opinions, is universal and consistent year-over-year, country-to-country. It applies not only to all organizations but to companies with diverse employee demographics.

How Can Trust Be Measured?



We look at **TRUST** through two lenses. We assess the culture of the organization through answers provided on an employee survey, the Trust Index[®] Employee Survey, which is modeled on the five dimensions found in the employee view of a great workplace. And we look at the workplace through a Culture Audit[®], organized by the nine practice areas in the management definition of a great workplace. This survey precisely measures the behaviors and the environment that forms the underpinning of world's most desirable workplaces and successful businesses.

Business leaders, academics and the media rely upon Great Place to Work[®] metrics to establish an objective standard that defines a great

workplace. These metrics – from the Trust Index[®] and Culture Brief and Culture Audit – form the basis of the methodology Great Place to Work uses to advise and train companies on how to transform themselves into great workplaces.

Transformation Model



Align

Get your leadership team on-board and excited to build a great work culture!

1

Assess

Survey your employees, have focus groups – get the pulse on your organization.

2

Design

Use your survey results to stimulate a conversation. Our expert analysis can help you design the high-trust culture you desire.

3

Evolve

Evolve your practices to match your desired change.

4

Sustain

Reinforce change, and share your success! Our annual conferences are a great way to get connected with a Like-minded community for inspiration. Visit our main website for more information.

5

Appendix B: Review Ratings

When you publish your Review, in addition to showing highlights of your company's highest survey results and an overview of its benefits and programs, the Review will also contain a summary of your Employee Ratings across six categories.

These six categories represent the areas that are most meaningful to job seekers. While we collect 58 different data points from your employee survey, not all of these results show up in this chart – just the ones relevant to these categories. (See [Appendix C](#) to understand which survey statements map to these categories.)

In this chart, we show two different data points adding up to a total rating in each category. The deep blue illustrates the percent of your employees who say that it is “often true” or “almost always true” that they experience positive behaviors in that category; and the light blue reflects the percent of your employees who say that it is “sometimes true and sometimes untrue” that they experience these behaviors. The breakdown of these results contributing to the total rating can be seen by hovering above each bar graph.

Why are these ratings different than the ones I see in my survey reports?

The Employee Ratings chart in your Review is the only place that we report the combination of your employees' responses to the “sometimes” “often” or “almost always” true ratings.

While you can purchase a specialized report that outlines the complete range of your employees' scores, we find that for all other purposes it is most helpful to focus solely on the answers to the “often true” or “almost always true” ratings. Those ratings tell you how consistently a behavior is happening in your workplace. And that's the focus that matters as you try to improve your workplace – or if you are competing for the title of a Best Workplace.

The “sometimes true” rating is disclosed in the Employee Ratings chart in your Review to provide additional transparency to job seekers as they determine what qualities matter most to them in a workplace.

Which scores are my Certification based on?




Your Certification takes into account your performance on all 58 Trust Index[®] Employee Survey questions. This calculation is based on the percent of your employee population who indicates that behaviors are happening “often” or “almost always.” That's where our focus is!

The following Trust Index[®] Employee Survey statements are the ones that are used to calculate the Employee Ratings chart in your Review. See [Appendix B](#) – Review Ratings for more information.






Appendix C: Survey Questions Used in Review Rating

Mapping Trust Index[®] Employee Survey statements to Great Place to Work[®] Review Categories







Great Challenges

-  People here are given a lot of responsibility.
-  I am offered training or development to further myself professionally.
-  Promotions go to those who best deserve them.







Great Atmosphere

-  There is a “family” or “team” feeling here.
-  People celebrate special events around here.
-  Management hires people who fit in well here.
-  This is a fun place to work.
-  People avoid politicking and backstabbing as ways to get things done.






Great Rewards

-  Management shows appreciation for good work and extra effort.
-  Everyone has an opportunity to get special recognition.
-  People are encouraged to balance their work life and their personal life.
-  People here are paid fairly for the work they do.
-  We have special and unique benefits here.
-  I feel I receive a fair share of the profits made by this organization.






Great Pride

-  I feel I make a difference here
-  My work has special meaning: this is not “just a job”.
-  People here are willing to give extra to get the job done.
-  People look forward to coming to work here.
-  I’m proud to tell others I work here.
-  When I look at what we accomplish, I feel a sense of pride.

Great Communication

-  Management is approachable, easy to talk with.
-  Management keeps me informed about important issues and changes.
-  I can ask management any reasonable question and get a straight answer.
-  Management genuinely seeks and responds to suggestions and ideas.
-  Management involves people in decisions that affect their jobs or work environment.

Great Bosses

-  Management has a clear view of where the organization is going and how to get there.
-  Management does a good job of assigning and coordinating people.
-  Management shows a sincere interest in me as a person, not just an employee.
-  Management delivers on its promises.
-  Managers avoid playing favorites.



CREDIBILITY



RESPECT



FAIRNESS



PRIDE



CAMARADERIE

Appendix D: Your Survey Sample

	Survey Distribution and Response Rate Requirements			Survey Distribution and Response Rate Requirements		
	Number of Employees	Number of Surveys Distributed*	Desired Response Rate**	Number of Employees	Number of Surveys Distributed*	Desired Response Rate**
	25 - 30	25 - 30	23 - 28	551 - 575	551 - 575	226 - 230
	31 - 40	31 - 40	29 - 36	576 - 600	576 - 600	230 - 234
	41 - 50	41 - 50	37 - 44	601 - 625	601 - 625	234 - 238
	51 - 60	51 - 60	45 - 52	626 - 650	626 - 650	238 - 241
	61 - 70	61 - 70	53 - 59	651 - 675	651 - 675	242 - 245
	71 - 80	71 - 80	60 - 66	776 - 700	676 - 700	245 - 248
	81 - 90	81 - 90	67 - 73	701 - 725	701 - 725	248 - 251
	91 - 100	91 - 100	74 - 79	726- 750	726 - 750	251 - 254
	101 - 125	101 - 125	80 - 94	751 - 775	751 - 775	254 - 257
	126 - 150	126 - 150	95 - 108	776 - 800	776 - 800	257 - 260
	151 - 175	151 - 175	109 - 120	801 - 825	801 - 825	260 - 262
	176 - 200	176 - 200	121 - 132	826 - 850	826 - 850	262 - 265
	201 - 225	201 - 225	133 - 142	851 - 875	851 - 875	265 - 267
	226 - 250	226 - 250	143 - 151	876 - 900	876 - 900	267 - 269
	251 - 275	251 - 275	152 - 160	901 - 925	901 - 925	269 - 271
	276 - 300	276 - 300	161 - 168	926 - 950	926 - 950	272 - 274
	301 - 325	301 - 325	169 - 176	951 - 975	951 - 975	274 - 276
	326 - 350	326 - 350	177 - 183	976 - 999	976 - 999	276 - 277
	351 - 375	351 - 375	184 - 190	1,000 - 1,500	1,000 - 1,248	278 - 306
	376 - 400	376 - 400	191 - 196	1,501 - 2,000	1,248 - 1,392	306 - 322
	401 - 425	401 - 425	197 - 202	2,001 - 3,000	1,392 - 1,574	322 - 341
	426 - 450	426 - 450	203 - 207	3,001 - 5,000	1,574 - 1,758	341 - 357
	451 - 475	451 - 475	208 - 212	5,001 - 10,000	1,758 - 1,928	357 - 370
	476 - 500	476 - 500	213 - 217	10,001 - 20,000	1,928 - 2,026	370 - 377
	501 - 525	501 - 525	218 - 222	20,001 -100,000	2,026 - 2,112	377 - 383
	526 - 550	526 - 550	223 - 226	100,000 and up	2,112	383

*Number of Surveys Distributed based on the following: Margin of Error 3%, Confidence Level 95%, Response Rate 50%.

**Required Response Rate based on the following: Margin of Error 5%, Confidence Level 95%, Response Rate 50%.

Average Response Rate for list participants: 69%

A Great Place to Work® Review requires enough responses for a 90% confidence level, meaning 90 times out of 100 the results will be the same.



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ADVISORY SERVICES

Take Action with Our Powerful Approach

We have the proven tools and expertise to help our clients maximize the potential of their people and yield extraordinary business results. And because we know that workplace change is a process, we take an iterative approach to workplace transformation – meeting you where you are, finding the best ways to assess your organization, and guiding meaningful change based on the results.

As world-renowned experts, Great Place to Work® understands the impact of culture on your business, and how to maximize its potential. We have the proprietary tools, such as the Trust Index® Survey and the Culture Audit®, to give you unique insights and to prepare you for greatness.

If you believe your culture affects your business, begin a discussion with one of our experts today!

For more information

Telephone: (415) 844-2500 ext 380

Email: US_ClientSupport@greatplacetowork.com

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