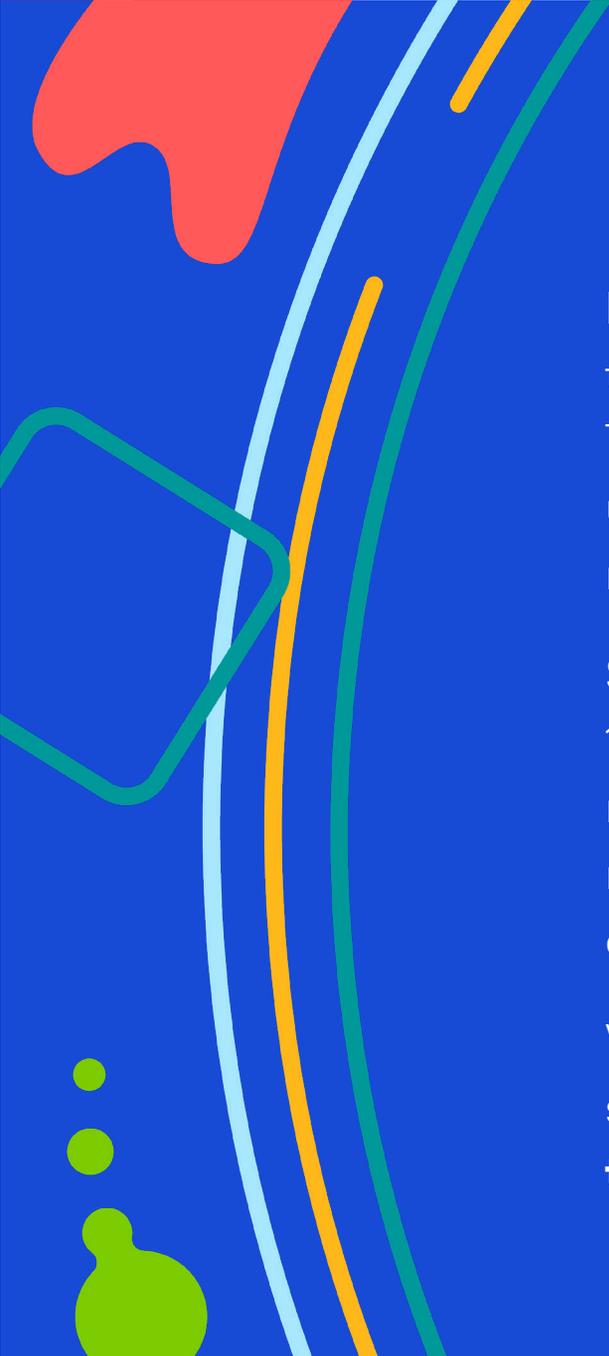


# 2019 *Fortune* 100 Best Trends: Employee Experience at the Best Workplaces in America





For the past 30 years, Great Place to Work® has been researching the state of employees' experience across all industries using the Trust Index®, our flagship employee survey that helps companies uncover how employees view their relationships with their managers, their peers and their work.

Since 1998, we've been the data scientists behind the *Fortune* 100 Best Companies to Work For® list. Using our rigorous methodology, we gather and evaluate employee feedback and recognize companies who have built high-trust, high-performance cultures.

When we analyzed the qualities that make the 2019 100 Best stand out against the average company, three themes emerge: **trustworthy management, innovation and fairness.**

## It's Tough out There

While no one sets out to create a company full of unhappy employees, the sad fact is that most people in the United States don't enjoy their jobs. You might be one of them. In fact, according to our latest research\*, only 58% of employees nationwide say their company is a great place to work.

But for employees that work at the Fortune 100 Best Companies to Work For®, it's a very different story. 91% of employees at the 100 Best say their company is a great workplace. And when employees work for a great company, they like going to work each day. Employees at the 100 Best are highly motivated compared to the average U.S. employee, with 84% of them saying people look forward to going to work, compared to just 42% of employees in the U.S. workforce.

What is the strongest driver of overall satisfaction for employees? Most assume it's the pay, perks or personal recognition, but our research tells a different story. The most important factor is employees' pride in their company and the work they do. Employees with this experience are 20x more likely to think their company is a great place to work.

As we have found in past years, there is a lot to learn from the 100 Best. When we analyzed the qualities that make the 2019 100 Best stand out compared to the average company, three themes emerge: trustworthy management, innovation and fairness.

## 2019 Themes for 100 Best Companies:

1. Fairness
2. Trustworthy management
3. Innovation

U.S. Average

100 Best Average

Employees who say their company is a great place to work.



VS



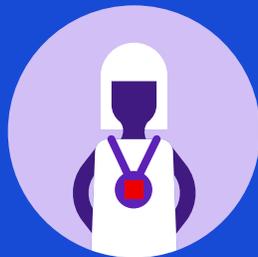
Employees who say they look forward to coming to work.



VS



Strongest driver of satisfaction = Pride in Company and Work



\*Data sources:

US workforce data from survey research conducted in 2018. Respondents were representative of the US workforce across industry, gender, managerial level, etc.

Best Workplaces data from our proprietary Trust Index® survey, taken by all organizations recognized on the Fortune 100 Best Companies to Work For list.

## Management Matters

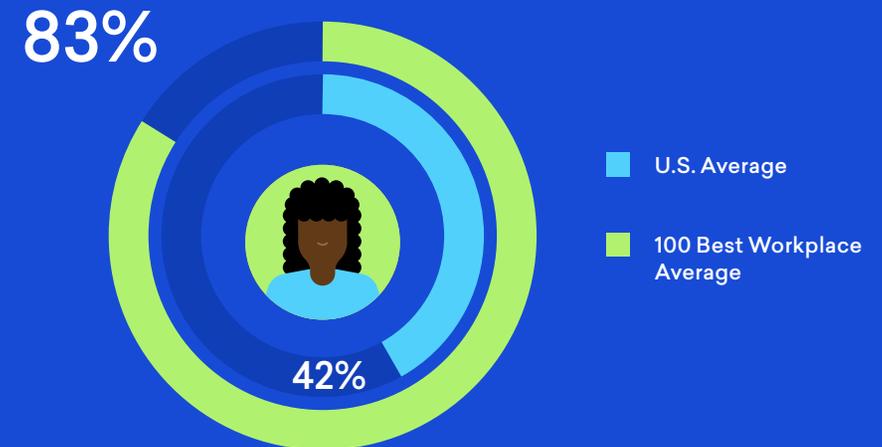
Think of the best boss you ever worked for. Now think of the worst. How did each of those leaders make you feel personally? And how did that impact your work performance? The gap in experience you just felt is exactly what we saw when we compared leadership at the average U.S. workplace and our very best companies.

Employees at the 100 Best find their people managers and leaders to be more trustworthy: 83% of employees at the 100 Best said management's actions match its words, versus 42% of employees at the average workplace.

Trustworthy, credible and personable managers have significant positive impact on employee retention, overall workplace satisfaction, employees' willingness to recommend their company and motivation to give extra at work. When employees say managers are honest and ethical, they're 5x more likely to want to work there for a long time, and 11x more likely to think the workplace is great.

## Management is Trustworthy

Employees who said management's actions match their words.



## Honest and ethical managers =

# 5x

Employees are 5x more likely to want to work there for a long time.

# 11x

Employees are 11x more likely to think the workplace is great.

## Innovation = Authentic Leadership

Great leaders have a tremendous impact on the organization's innovation potential. Interestingly, innovation doesn't have to mean millions of dollars poured into R&D or shiny new prototypes every week. Our survey data pinpoints the exact experience that drives innovation: trustworthy and genuine leadership. When managers create a safe environment to express ideas and make suggestions, employees are 31x more likely to think their workplace is innovative.

Not surprisingly, the 100 Best are more innovative than the average U.S. company, with employees rating the winning organizations much higher in management seeking suggestions and ideas (83% at the 100 Best vs. 43% nationwide) and celebrating people who try new ways of doing things (83% at the 100 Best vs. 45% nationwide).

Workplaces that have innovative cultures are more likely to be great overall, and they inspire employee loyalty, confidence and willingness to give extra. Employees at innovative companies are 4x times more likely to say they're proud to tell others they work there, 9x times more likely to think their company is a great place to work, and 4x times more likely to give extra to get the job done.

To learn more about how your culture is impacting your ability to innovate, [check out our report on Innovation](#) or [contact us](#).

U.S. Average



Employees who say management seeks out suggestions/ideas.

VS

100 Best Average



83%

U.S. Average



Employees who say management celebrate new ways of doing things.

VS



83%

31x

When leaders create a safe environment to express ideas and make suggestions, employees are 31x more likely to think their workplace is innovative.

## Fairness for All

Equality and fairness in the workplace is a topic that has been much on everyone's mind this year, and for good reason. Working at a company where you feel like everyone is getting a fair opportunity translates into huge positive increases in employee experience. It's not surprising that fairness is the area that the 100 Best particularly excelled at, scoring ~37-42 percentage points higher than the national workforce when rating equal compensation and recognition, and ~38 percentage points higher when employees were asked about favoritism and politicking.

Surprisingly, fair pay is much less influential on employees' overall workplace satisfaction and intent to stay than less tangible aspects of the workplace, such as pride and strong leadership. Employees say that being paid fairly for their work makes them twice as likely to think their workplace is great. But when employees are proud of their work, they are 20x more likely to say it's a great workplace.

## Becoming the Best

Can workplaces be improved for the 42% of workers that don't believe their companies are great places to work? Absolutely. At Great Place to Work, we talk about 'building' workplace culture because great workplaces don't just magically happen.

To get started, you'll need to quantify your unique culture. [Ask your employees](#) what's working for them and where they see opportunities to co-create a better experience for everyone. And then choose a few areas to start trying new things. Truly transformational results are possible when you commit to creating a culture that leads with trustworthy management, unleashes innovation and practices fairness, just like our 2019 100 Best.



**What do the 100 Best  
have in common?**

**They're all Great Place  
to Work-Certified™.**



It's natural to want to know how you stack up against all these amazing companies. Great Place to Work Certification™ can tell you.

To be considered for our Best Workplaces lists, including the Fortune 100 Best Companies to Work For®, organizations start by getting Great Place to Work-Certified. Certified companies have invested in their people and culture and, like the 100 Best, dramatically outperform the average workplace. According to our most recent U.S. workforce benchmark, employees at Great Place to Work-Certified companies are happier and shared that their experience at work is 69% more positive than that of the average U.S. worker, with 93% more people that actually look forward to coming to work.

Getting your employees' experience to the level of a Certified workplace is well worth the effort, both for your people and your bottom line. Employees at Certified companies are 60% more likely to help their employers recruit top talent by strongly endorsing their organizations to friends and family and 51% more likely to stay at the company for a long time.

We're ready to help your organization build a unique, high-performance culture. If you would like to discuss improving your employee experience, we're ready to help! Get in touch at [getcertified@greatplacetowork.com](mailto:getcertified@greatplacetowork.com) or visit [greatplacetowork.com](http://greatplacetowork.com).