

Great
Place
To
Work®



Better Together™

Learn from the best!

What did the Best Workplaces of 2020 teach us?



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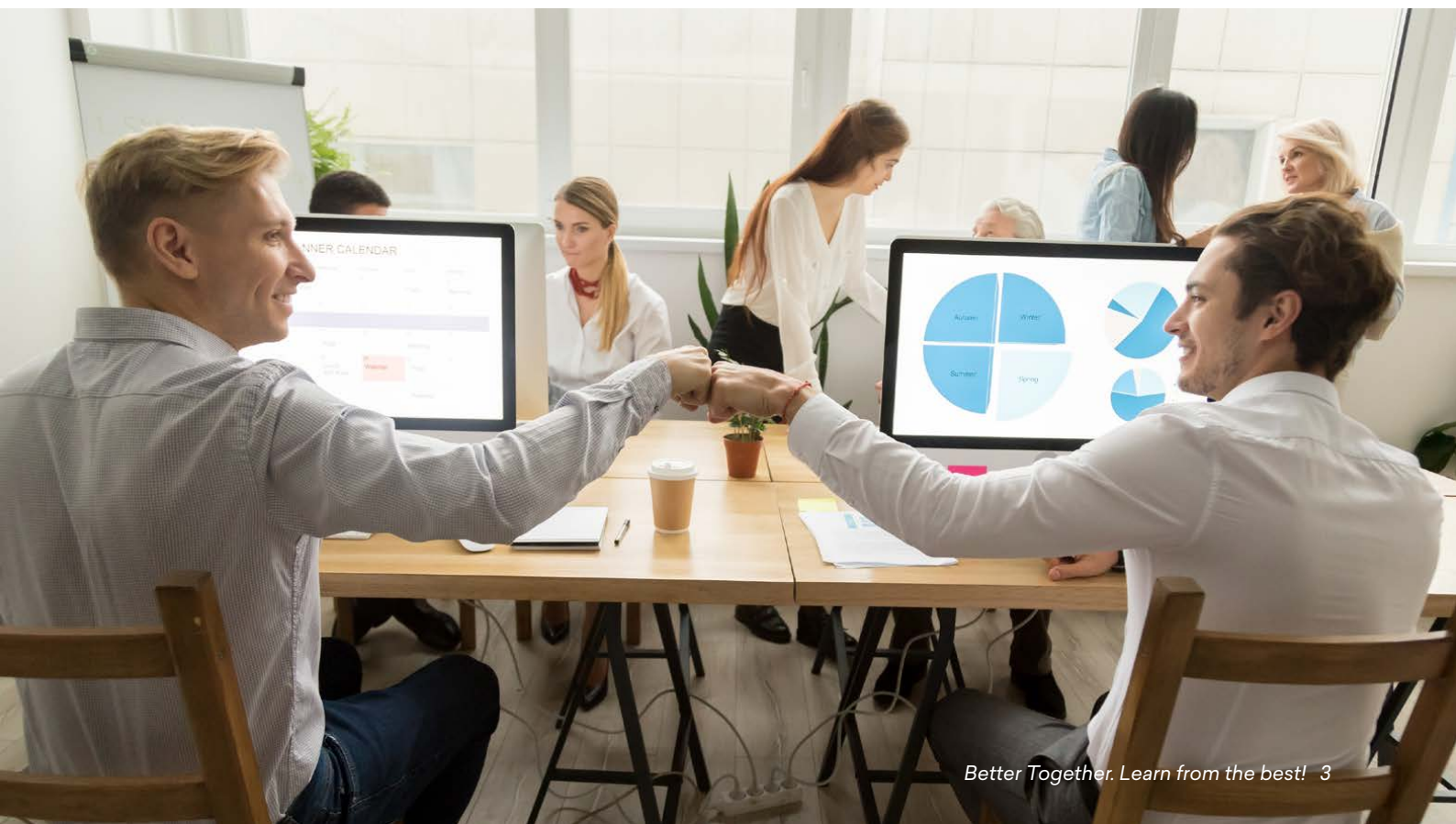
About us: Great Place to Work® Institute Belgium

Great Place to Work® Institute is an international research, advice and training institute that helps companies better understand their own business operations. These insights can then be used to strengthen or change an organisational culture so that every organisation can become a Great Workplace™. Great Place to Work® conducts an annual survey based on data from more than 12 million employees in 60 different countries, working for 10,000 organisations of varying sizes, in different industries and with a range of structures.

When people think of a Great Workplace™, they often picture an organisation with lavish perks, fancy parties and amazing benefits. While those elements are present in many of the well-known Best Workplaces™, the definition of a Great Workplace™ goes far deeper than perks and

benefits. In fact, at its core, a Great Workplace™ is about the level of trust that employees experience in their leaders, the level of pride they have in their jobs, and the extent to which they enjoy their colleagues.

Thirty years of research and experience have enabled us to define what it means to be a Great Workplace™, to understand how to measure the trust in the workplace, and how to help any organisation become a great workplace. Whether through our Certification Program or Culture Consulting services, Great Place to Work® has the tools you need to assess and improve your workplace culture according to the global standard of greatness. As a result, your organisation—and your employees—can achieve their full potential and drive performance to new heights.



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Introduction

As 2020 dawns on us, Certified™ Great Place to Work® organisations and Best Workplaces™ are continuously pushing the boundaries of best people practices. Organisations are shifting the way they see and manage their people, no longer just considering them as human resources but as the heartbeat and driving force of their organisation. This means that it takes more than good benefits such as a fun office space, a comfortable company car, or a big salary to make a great place to work.

What Certified™ Great Place to Work organisations are able to do is to create and implement policies that foster Trust, Pride and Camaraderie in the workplace.

To what extent do the employees **trust** the leaders and the leadership structure of their

organisation? How **proud** are they of their individual contribution, of their team performance and of their organisation? To what extent do the employees value the relationships they have with their **colleagues** and do they share a feeling of **team spirit** and collaboration?

These are the questions at the heart of our research and at the forefront of the agenda for organisations striving to become Best Workplaces™. We want to celebrate those organisations **pushing through effective leadership to develop workplace cultures that are strong and consistent to their values. Such organisations put a key focus on the maximisation of human potential and are able to create more space for continuous innovation in the workplace.**



2.1. Insights from 2019

In 2019 we highlighted 7 key trends that Best Workplaces™ in Belgium were putting significant time and energy into that were enabling them to be Great Places to Work®, thereby moving towards a maximisation of their human potential.



1. Collaborative Innovation: a vital part of penetrating a market a gaining a sustainable competitive edge. The possibility for employees to be able to make mistakes while also knowing that their suggestions and ideas are valued by the organisation's management are two strong ways of promoting and stimulating an innovative workplace.

2. Agility: the ability to renew and adapt fluently in an ever-changing environment through fast decision making and empowered flexible teams. Great Workplaces™ excel at making expectations clear throughout the organisation by giving people responsibilities and trusting them totally to get the job done without being permanently supervised.

3. Continuous Learning: at the heart of growth and productivity, an effective training and development strategy enables employees to acquire and extend skills directly applicable to their job but also for their own personal development outside of the workplace. This is directly linked to the shift from a focus on annual appraisals to an emphasis on continuous feedback and coaching.

4. Aligned People Strategy: an organisation's strategic direction is one of the management's most important responsibilities.

Best Workplaces™ are able not only to align their strategic direction to their human management strategy but have both linked at their very core. In this sense people viewing their management as competent at running the business and as having a clear view of where the organisation is going are key factors of differentiation and success for our Best Workplaces™.

5. Meaningfulness: acts as a key driver to employee engagement in providing a connection to humanity through your job. For an organisation to commit to the community in a meaningful way is to commit to its own people by giving them an extra feeling of belonging and responsibility.

6. Authentic Communication: the language of transparent and credible leadership enabling a real human connection. In striving to maximise human potential, it has been shown that it is essential for a management team to keep its employees informed about important issues and changes both in a formal and informal way. Furthermore, the ability of the management to be approachable and ready to answer any question in a straight manner are key steps in creating authentic communication and a culture of transparency in an organisation.

7. Employee well-being: a complex blend of the physical, psychological, and social aspects of people's working lives. When optimised these dimensions provide a sustainable platform for all employees to flourish both in and outside of the workplace. While physical health has received attention for years, mental health is finally coming to the forefront of organisations' priorities.

2.2. Changing workplaces and challenges for 2020

Moving forwards to the present, to 2020 and to the next decade it is **undeniable that our working environment is evolving and changing rapidly**. HR leaders are faced with significant challenges, from the attraction and retention of high-quality people, to the complexities of diversity and inclusion, as well as the growing demand for work flexibility.

Add to those challenges the ever-increasing speed of digitalisation as well as the crossover of four different generations working together as colleagues, from the baby boomers through the generation X, Y and now Z all of whom have fundamentally different values, outlook on their work and relation to technology¹. You begin to understand the number of variables in play that make the management of human potential in contemporary workplaces so complex.

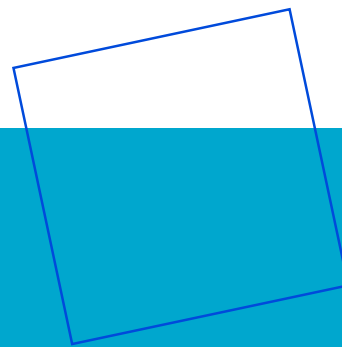
Yet as the line blurs between the real world and the digital world, arising from these challenges is an overwhelming number of opportunities to establish strong values, innovation, and trust at the heart of our workplace culture. Data driven HR management has the potential to improve the quality of new hires and thereby reduce personnel turnover in the medium to long term, while the accessibility of new mobile applications, the automation of HR processes and the gamification of people management are just a few opportunities that are arising from the changing context. **The COVID-19 crisis that we have been faced with has highlighted how such challenges can be transformed into opportunities of more flexible work environments leading to a transformation of organisational culture as a result.**

¹ University of South Florida, <https://www.usf.edu/hr-training/documents/lunch-bytes/generationaldifferenceschart.pdf>



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Overview of results



Let us now dive into the key findings of 2020 to see what trends have been consistent and what potential new trends have arisen as organisations strive to maximise their human potential. To best compare the different quality of workplaces from a human perspective we have clustered organisations into three categories:

- Best Workplaces™ 2020
- Great Place to Work® Certified™ organisations 2020
- Non-certified organisations 2020

The Great Place to Work® Trust model® is the foundation of the Trust Index® employee survey. It is based around five values that determine whether an organisation is a good employer, irrespective of the type of organisation or country. The first three dimensions are those that shape the relationship between employees and management. These are **Credibility**, **Respect** and **Fairness** that shape the Trust that employees feel towards their management.

The two additional dimensions are **Pride** and **Camaraderie**. The dimension of Pride is one that measures how employees feel about their own individual impact through their work, their pride in the work of their team and of their organisation. The dimension of Camaraderie measures whether employees believe their company is a strong community where colleagues are friendly, supportive, and welcoming.

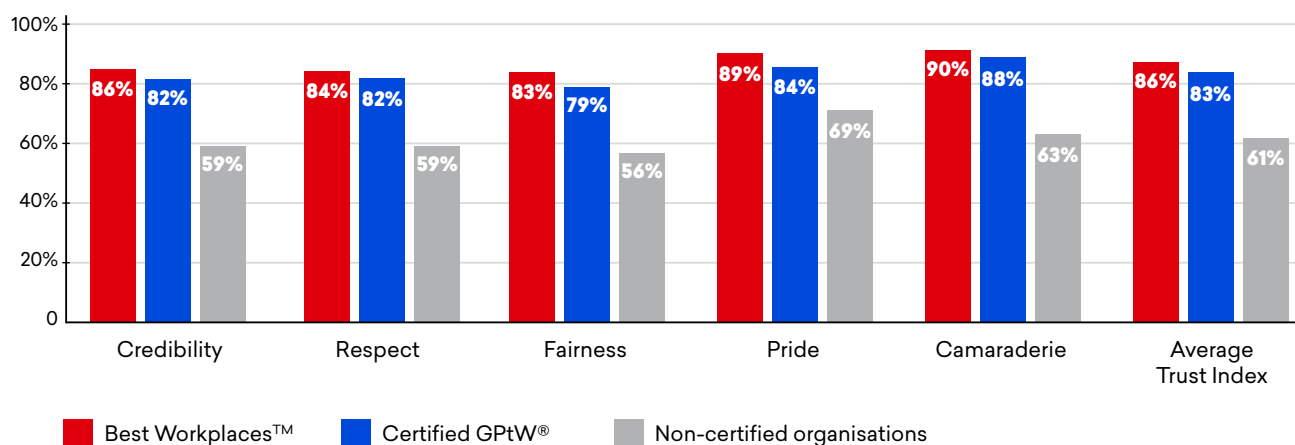
The percentages that appear throughout this paper are the average response scores from the trust Index® survey. There are five possible answers to each statement on a scale from 1 to 5, from *almost always untrue* to *Almost always true*. The percentage shown in this paper are the percent of positive replies to each statement, that means all the answers that are either *Often true* or *Almost always true*. We report the results in positive percentages to detect the strengths and possibilities for improvement.



Research question

Comparing the data of each of these three clusters across the five dimensions of our Trust Index® model will give us a first overview of **how organisations are maximising their human potential in 2020**.

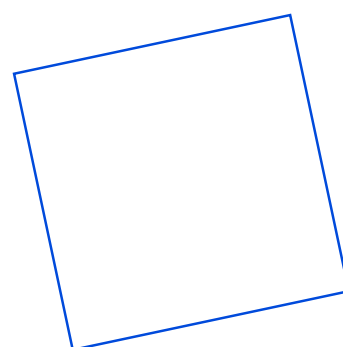
Overview of results 2020





3.1. Pride: the foundation of a Great Workplace

The first observation is the consistency in the gap that exists between the three dimensions of **Trust** (Credibility, Respect, Fairness), **Pride** and **Camaraderie**. **Both Pride and Camaraderie score significantly higher across the three clusters in comparison to the three dimensions of Trust.** **Why is this?** Well, mainly the fact that these two elements do not consider the relationship between management and employees. Rather they reflect the feeling of Pride that employees feel about their individual contribution, their team performance, and their feeling towards the organisation. The dimension of **Camaraderie** reflects the quality of team spirit, of how employees relate to each other and of how much fun people get from their job.

These two dimensions are areas that are more directly controllable by employees individually and represent the potential of an organisation in becoming a Great Place to Work and developing as one. For those non-certified organisations three questions related to Pride are three of the highest scoring questions across the Trust Index®. The feeling of being able to make a difference, the feeling of their job being more than just a job and the sense of pride in what is accomplished as a team score 79%, 75% and 73% respectively.



			Non-certified organisation
I feel I make a difference here.	87%	83%	79%
My work has special meaning: this is not “just a job.”	89%	83%	75%
When I look at what we accomplish, I feel a sense of pride.	90%	87%	73%

LEARNING OUTCOME

We can learn from this the fact that **employees are willing to take ownership of their job and their responsibility beyond the quality of the relationship and trust they have with the management.** People want to “own” their job and be proud of what they achieve, both individually and as a team. **Organisations can develop this feeling of Pride further by inspiring their employees to be connected to their workplace,** to the organisational values, and to their colleagues. This will drive meaningfulness and engagement thereby creating a virtuous loop resulting in a stronger feeling of personal and collective pride.



BEST PRACTICE

INSPIRING @ ADECCO: #MyGPtWbe

At Adecco they launched the hashtag campaign #MyGPtWbe. They encourage their employees to put a spotlight on job openings, to show fun moments at the office, to share cool pictures of how they celebrate, ... This way Adecco generates nice publicity to the outside world but also, Adecco gives their internal employees the opportunity to show their pride and connect amongst one another.

BEST PRACTICE

INSPIRING @ BANK VAN BREDA: The inspiration café

Inspiring colleagues and focusing on talent, doesn't every bank do this? Yes, without a doubt. But most of the time it is mainly focusing on job content. At Bank J. Van Breda & Co nv they do the same, but also focus on values and standards. They transcend purely a banking approach. One of their initiatives is the 'Inspiration Café' to which they invite guest speakers who have created content about talent coaching, team building, or the topic of generations on the work floor for example.

The framework? Live music, a panel discussion, and an interactive audience conversation. It is a no-obligation 'talk show' made by and for colleagues. The invitations, the presentation, the questions, the music, everything is made in house.

3.2. Camaraderie: the Great Place to Work® differentiator

We see for the Certified™ and Best Workplaces™ that **the most positively experienced dimension is camaraderie** with 88% and 90% respectively. The two highest scoring areas in this dimension are the fact of special events being celebrated and of being made to feel welcome when joining the organisation. These areas scored over 90% consistently for both the Best Workplaces™ and the Certified™ organisations, while the non-certified organisations scored 68% and 75% respectively for each of these questions.

The scores for these areas show that the welcome organisations show to new hires is relatively strong, the desire of wanting to make a good first impression on its people thereby being a priority. However, the fact that the celebration of special events scores below the 70% threshold for non-certified organisations while being a strength for the Certified™ and Best Workplaces™ highlights an opportunity for these non-certified organisations. This area can be transformed into driving forces of Camaraderie by a few relatively simple initiatives that can be the start of a positive workplace evolution.

			Non-certified organisation
People celebrate special events around here.	91%	91%	68%
When you join the organisation, you are made to feel welcome.	93%	93%	75%

LEARNING OUTCOME

Celebrations make people feel good. Big celebrations for a company anniversary or a successful project **but also those smaller celebrations** for any other special occasion worth taking the time to enjoy. It is not just about the big parties and expensive company gifts, but also the more spontaneous celebrations to **express gratitude and thanks that make people feel special in their work environment.**

BEST PRACTICE

CELEBRATING @ BRIGHT PLUS : the party committee

Bright Plus offers employees the opportunity to take initiative and take the lead of the company's celebrations. They set up a party committee made up of employees from the internal organisation and from their outsourcing solutions. The employees are at the heart of making Bright Plus a fun workplace, where both individual successes, team performances and social events are celebrated together! From organising a Christmas Market, celebrating a colleague's birthday to watching a Red Devils World Cup match at the office, Bright Plus is a great example of the driving force of a company's celebrations coming from within the workplace.

LEARNING OUTCOME

It is crucial that **the hiring, onboarding and welcoming process works both in the company and in the new employee's favour as it has such a lasting impact on employee experience.** It needs to be a win-win situation where the fit is good for both. Our data shows that the first two years a person has in their job is very often the happiest they will ever be. The excitement and adrenaline of a new start, the thrill of meeting new people, the challenge of receiving new responsibilities and starting from scratch are just a few of the emotions one can feel when starting a new job.



BEST PRACTICE

HIRING & WELCOMING @ START PEOPLE: start-up kit

At Start People they realise that when someone starts a new job, a smooth start is crucial in his or her perception and further impression of the job and the company. That is why the 'happy start up' project was set up. The aim is to strive for a start that is as efficient and pleasant as possible for new colleagues. Two concrete actions of the project are the following : delivery of all work material (badge, key, neck ribbon, notepad, ballpoint pen, laptop,...) in a 'start up box' via courier service in the office itself at the latest the day before the first day. This ensures that the employee does not have to go to the head office to pick up the laptop (and other items).

The digitalisation of the welcome process has increased meaning that a lot of information is given before starting a new job through an animated e-learning journey that explains all the procedures and policies in a light-hearted and easy to understand way.



3.3. Trust: the beating heart of a Great Place to Work®

The three dimensions that define the level of **Trust** between employees and their management, Credibility, Respect and Fairness, is **where we see the Best Workplaces™ and the Certified™ organisations truly set themselves above non-certified organisations.** There is on

average a 5% drop for those Best Workplaces and Certified organisations from the Pride and Camaraderie results whereas the non-certified organisations suffer a drop closer to 10% on average to below 60%.

3.3.1. CREDIBILITY through honest communication

The **credibility** of management in great workplaces is driven by three areas.

The ability of a management team to show **honesty** and **lead** the organisation in an ethical manner is an important starting point. Best Workplaces™ scored an overwhelming 92% in 2020 in this area. On top of this question of honesty and ethical management, employees in Best Workplaces™ have confidence in their management that they are competent at leading

the organisation. Consistent to the results of 2019, 89% of employees in Best Workplaces™ in 2020 perceived their management of being competent at running the business. **The link between honesty and competence is a hugely interesting one that provides a sound starting point on which a management team can start to build trust throughout the organisation.**

			Non-certified organisation
Management is competent at running the business.	89%	86%	65%
Management is honest and ethical in its business practices.	92%	90%	68%

LEARNING OUTCOME

It is crucial for an organisation's employees to **trust their management team to lead them in an honest, ethical, and competent way.** This is the starting point. It will begin to shape how credible employees perceive their management to be and therefore begin to shape how effective the leadership is .

The ability to **communicate** both in an **effective** and **transparent** manner is the second key area that determines the level of credibility of management. Communication can be simply understood as the exchange of information between the sender and receiver, in this case between the management and employees. One of the basic challenges is the biases, perspectives, and idiosyncrasies that a management team or individual have and that will have an important influence on the quality and consistency of the communication². In striving to maximise human potential, it has been shown that it is **essential for a management team to keep its employees informed about important issues and changes both in a formal and informal way**.



It is one of the biggest challenges for organisations in today's ever-changing context to ensure that the right people have access to the right information at the right time. This means how the management keeps its employees

informed about important issues and changes and whether it can deliver on its promises. Once this is ensured, organisations can start building on this by creating real two-way communication by listening actively to employees. The challenges of flexible office hours, digitalisation, different generational expectations regarding communication means that this issue is right at the heart of how credible a management team will be for its employees and therefore how much the employees will trust them.

There is significant evidence that “the sharing of information on such things as financial performance, strategy and operational measures conveys to the organisation’s people that they are trusted”³. This is back up by the results below that show how difficult it is for organisations to communicate to their employees. Non-certified organisations’ scores for all four statements barely reach the 55% mark whereas the Best Workplaces™ are well over 80%.

2 Bratton, J. and Gold, J. (2012) *Human resource management theory & practice*, New York, Palgrave Macmillan (pp.434-450)

3 Pfeffer, J., (1998) *The Human Equation*. Boston, MA: Harvard Business School Press (pp.93)

			Non-certified organisation
Management keeps me informed about important issues and changes.	82%	76%	54%
Management makes its expectations clear.	83%	75%	56%
Management delivers on its promises.	83%	78%	51%
Management's actions match its words.	84%	79%	52%

LEARNING OUTCOME

How well a management team communicates with its employees, how honestly and how consistently they do so, will largely define how credible they are perceived. **Communication is one of the building blocks that enables a management team to convey their message throughout the organisation and is a key element of creating effective leadership.**





BEST PRACTICE

SPEAKING @ Protime: Q&A with the CEO

The CEO of Protime, Peter s'Jongers, takes the time to meet every team to discuss Protime's vision and strategy. This year the vision and strategy were reviewed by the management team and refined where necessary. Engagement is achieved, among other things, by being clear about where you want to go as an organisation. Some communicate this via email or their intranet but then it is difficult to explain the full story in detail with all its subtleties and emotions. Peter s'Jongers decided to see all the company's teams and explain the new vision himself. This is not only part of 'speaking' but certainly also part of 'listening' as this initiative was done mainly to listen to the reactions and to clarify where necessary. There was also a round of questions during which each Protimer was invited to ask a question (any question) to the CEO.

To create real two-way communication and create a balance between downward communication from management to employees and upward communication from employees to management it is essential that the management is approachable first and foremost and will listen to its employees. It is weakness seen all too often in non-certified organisations that

their leaders are unreachable for employees. It is difficult to reach out to them and the feeling is always one of not being heard, let alone being listened to. The results are again overwhelming as to how strong the Best Workplaces™ score in this area of being approachable and listening to employees.

			Non-certified organisation
I can ask management any reasonable question and get a straight answer.	83%	78%	56%
Management is approachable, easy to talk with.	88%	87%	62%

LEARNING OUTCOME

What Best Workplaces™ do is find a balance between such downward communication and two-way communication in which employees have the opportunity of being heard and where the management is approachable. It is only by being open and approachable that you can create a two-way channel and that communication can be truly effective.


BEST PRACTICE

LISTENING @ AE: incubation initiative

A way AE actively listens to its people is by listening to their ideas and their urge to do business themselves. To facilitate this in a controlled and thoughtful way, they have started an incubation initiative within their Lean Innovation hive. Strong ideas and the people behind them are guided by an Incubation cell through all aspects of the Incubation process to finally arrive at the launch of a full-fledged initiative. In this way they encourage entrepreneurship within AE.

The third area that defines the credibility of management is its **strategic positioning**. How an organisation can align its core values and the resources that are available in the environment that it operates in. **To trust its management, employees need to understand where**

the organisation is going and how it is intent on getting there. This will have a significant impact on how people are coordinated within the organisation and to what role and responsibility they are assigned to.

			Non-certified organisation
Management has a clear view of where the organisation is going and how to get there.	84%	78%	54%
Management does a good job of assigning and coordinating people.	81%	74%	50%

LEARNING OUTCOME

It becomes considerably easier to coordinate people once the communication with them is effective. As an organisation develops its ability to listen more intently to its employees, it will become more aware of their individual and collective strengths and weaknesses. This will therefore lead the organisation to coordinate more efficiently who does what. **Add to this the internal communication of a clear strategic positioning and a management team will truly start to develop effective leadership.**




3.3.2. RESPECT through well-being and innovation

There are two aspects driving the **respect** of management in great workplaces.

First of all, **well-being** in the workplace and the ever-more complex balance between employees work life and personal life. **The question of employee wellbeing considers the social, psychological, and physical aspect of people's experience in the workplace.**

The Best Workplaces™ create a caring workplace culture that is reflected in their Trust Index® scores that are impressively high with 81% on average across the three questions of work life balance, considering employees as people and creating healthy place to work while non-certified organisations only reach 54% on average.

	 Best Workplaces™ Great Place To Work. BELGIUM 2020	 Great Place To Work. Certified 2020 Belgium	Non-certified organisation
Management encourages people to balance their work life and their personal life.	78%	75%	54%
Management shows a sincere interest in me as a person, not just an employee.	82%	79%	55%
This is a psychologically and emotionally healthy place to work.	83%	82%	54%

LEARNING OUTCOME

By putting wellbeing at the heart of their organisational culture, Best Workplaces™ benefit from increased engagement and commitment, reduced absenteeism, reduced employee turnover and increased customer retention⁴.

BEST PRACTICE

CARING @ EASI: extra convenience services

For many years now EASI has put the well-being of its people at the heart of its company strategy and organisational culture. One of the steps EASI started by taking was to offer specific convenience services in the workplace to its employees. Why? To make their life at work easier and more convenient. Employees had given feedback regarding the possibility of having a car wash on site, an ironing service, the delivery of sandwiches, the change of their summer / winter tires, the visit and repair of Carglass, a hairdresser and a sewing service. These services are experienced as a valuable extra touch that make the lives of employees easier and they stand at the heart of EASI's 'well-being at work' strategy. These 'services and facilities' have now been integrated over the past four years and are updated or developed year on year.

⁴ Great Place to Work® UK. (2019) Building a Culture of Wellbeing,
<https://www.greatplacetowork.co.uk/assets/Uploads/Building-a-Culture-of-Wellbeing-2019.pdf>



The second area defining the respect that employees experience from their management is **Innovation**. A culture of innovation provides the foundation for organisations to emerge into new markets, conceptualize and create new products and services, anticipate opportunities, and make rapid adjustments.

What is innovation in the workplace from a human perspective? It is more than just new ideas—it is the ability, as an organisation, to both conceptualise and act on them. It is the process of converting ideas into new products, services, or approaches that bring value to the consumer and/or the business. Organisations that invite every employee into the innovation process operate with greater agility, beat sales targets, and outperform their competition⁵.

For innovation to thrive, trust must be present: people must be willing to take risks, share their best ideas, be allowed to learn from failure, and collaborate intensively in a “safe” environment. This means that the best

organisations, those capable of creating an environment of Innovation, give their people the freedom to speak up, to question the status quo and to try something new. The practices and methods will vary from one industry to the next and from one organisation to the next but the mindset of innovation by all based on trust is shared by all the Best Workplaces™.

The 2020 Great Place to Work® results confirm this as the questions related to training and development, decision making involvement, responsiveness to suggestions and ideas and maybe most importantly being able to accept honest mistakes as being part of business all show drastic differences between the organisations that are not certified and the Best Workplaces™. On average the Best Workplaces score close to 82% across the four questions while the Certified™ organisations score 79% and the non-certified organisations score 52%.

			Non-certified organisation
I am offered training or development to further myself professionally.	84%	82%	53%
Management involves people in decisions that affect their jobs or work environment.	75%	70%	44%
Management genuinely seeks and responds to suggestions and ideas.	82%	81%	50%
Management recognizes honest mistakes as part of doing business.	86%	84%	62%

LEARNING OUTCOME

Innovation is a priority for the best performing and most sustainable organisations today. Key to this is offering employees quality training and development possibilities plus creating a safe yet challenging environment in which people feel they can challenge the status quo with new ideas and suggestions, make mistakes and be involved in the decision-making process.



⁵ Great Place to Work® US. (2019) *Innovation Everywhere*,
<https://www.greatplacetowork.me/publication/innovation-everywhere/>

BEST PRACTICE

DEVELOPING @ AXXES: company conference

HAXX is Axxes' very own conference weekend, created by its employees for its employees. 2019 was the second edition of the conference, 30 sessions were held with 36 different speakers taking the floor. HAXX provides a platform for its internal employees to share knowledge throughout the company and develop themselves at the same time. It is a win-win situation for everyone as people can attend up to 6 sessions per day while the employees taking the floor to share their knowledge have the opportunity to develop their presentation skills in front of an audience. It is also a great way to create a strong culture of openness, sharing and learning within the company.


3.3.3. FAIRNESS: equality as the common denominator

The one common point across all organisations is the fact that **Fairness** is the weak point and the area with the greatest room for improvement. The issue of fairness, the just treatment or behaviour without favouritism or discrimination, is one at heart of the Great Place to Work® methodology that assesses how well organisations create a consistently positive experience for all employees, no matter who they are or what they do for the organisation. Every employee matters in an economy that is about connectivity, innovation and collaboration.

The question of fairness is central as people are less likely to bring their creativity, passion and personality to work if their true nature is stifled. People cannot offer their collaborative spirit if they are not part of a community that welcomes and respects them⁶. Because we spend so much of our time at work, we need to feel we are respected for who we are, where we come from, how old we are, what gender we are. For us to be able to fully express our capabilities and

truly maximise our potential in our workplace it is essential that there is equality and fairness of salary, that promotions are equally accessible to us all, that managers do not favour a select few.

The first of two areas on which Fairness is built is the question of **pay and sharing of profits**. The basic question of pay fairness, receiving a salary that fairly reflects the work people do, is one of the lowest scoring questions across all areas. The Best Workplaces™ score 73% and the Certified organisations score exactly 70%, while the non-certified organisations score a shockingly low 41%. Many would say that everyone wants to be paid more yet our data suggests otherwise. Eight of the top 10 small to medium Best Workplaces™ in 2020 scored over 80% on this question, showing that while it is a highly sensitive question, many solutions and structures do exist that enable organisations to pay their employees a fair salary that their people are satisfied with.

			Non-certified organisation
People here are paid fairly for the work they do.	73%	70%	41%
I feel I receive a fair share of the profits made by this organisation.	62%	55%	35%

The question of compensation and benefits is without doubt an important one, but maybe not the most important. It has been shown in Belgium that well-being and happiness do

in fact decrease once people reach a certain high-income threshold, meaning that your happiness will only be impacted positively by your salary up to a certain point⁷.

LEARNING OUTCOME

The question of fair pay is not one that should focus solely on the amount of a salary. But rather are employees paid fairly no matter their gender, their age, their race or their sexual orientation? Are employees paid in a way that reflects their contribution to the organisation?



BEST PRACTICE

SHARING @ MARS: salary policy

At Mars they do not refer to their people as 'employees', but rather as 'associates' around which they have developed their 'Associate concept'. The objective of this concept is to maintain fairness across the business, especially in terms of compensation, by ensuring clarity, transparency, and consistency. Mars has built its pay structure around two mechanisms. First a merit pay based on the individual performance of Associates, and secondly an annual variable pay based on the business performance. Based on the achievement of set targets each associate is entitled to receive a percentage of their base pay in annual variable pay, which is paid as a lump sum once a year. That way the company shares profits with the Associates. The Mars salary policy aims at maintaining the relationship between pay and performance and is entirely communicated to all Associates through multiple channels. This policy provides a sound, well-structured and transparent foundation that is an important part of the trust between an employee and the employer.



⁶ Bush, M. (2018) *A great Place to Work For All*, Oakland, CA: BK Publishers (pp.80-94)

⁷ Annemans, L. and T'Jaeckx, J. (2018) *Perspectives d'une vie saine et heureuse*, Dossier de Presse: UGent https://www.nn.be/sites/nngroup/files/nn_dossier_de_presse_-_resultats_finaux_enquete_nationale_du_bonheur_2018-2019_.pdf

These questions lead directly to further questions regarding **equality**, or in other words the **state of being equal in status, rights, or opportunities**. The issue is a most pertinent one as our 2020 data shows that the question regarding the fairness of promotions is the lowest scoring of the fifty-eight Trust Index® questions for the non-certified organisations with a score of 34%. For both the Best Workplaces™ and the Certified™ organisations it is the second lowest scoring question with a score of 68% and 65% respectively.

The two other questions evaluating equality in the workplace relate to opportunity for everyone to receive special recognition and potential favouritism from managers or not. Both issues are very negative areas for non-certified organisations scoring 34% and 46% while the Best Workplaces™ show a significantly more positive

score regarding favouritism with managers at 75%

The fact that these questions of equality score so poorly relatively speaking for all organisations highlights how big an issue fairness and equality is as we move into 2020. It is one that must be made a priority in order to be able to recognise and then maximise human potential. Those in your organisation who do not feel they have the same opportunities to grow, to receive special recognition or suffer from favouritism cannot fully commit in their workplace and represent gaps in the workplace experience. **Any person left behind in a company culture is bad for business, it is only by including everyone and regarding everyone equally without any discrimination that you can build the most hopeful future for your organisation.**

			Non-certified organisation
Everyone has an opportunity to get special recognition.	79 %	73%	42%
Promotions go to those who best deserve them.	68%	65%	34%
Managers avoid favouritism.	75%	68%	46%

LEARNING OUTCOME

Equality in the workplace means you give a fair and equal opportunity to all of your employees. Failing to do so means that you are unable to maximise your human potential, that you are not getting the best from everyone, and therefore that you are unable to realise the full potential of your business. This will lead to competitors gaining a head start as they might be one of those Best Workplaces™ putting an important focus on equality and developing an all-inclusive culture.

BEST PRACTICE

CARING @ ADECCO: generation workshop

The All4Experience conversation is a workshop where Adecco asks its people to put on their 'generational glasses'. Employees receive a brief introduction to what "generation thinking" is before being introduced to the tools that can help them to improve interaction and cooperation between generations. There is also always a speaker who gives an inspiration session to discuss matters around the collaboration of different generations. Adecco proactively seeks how to optimise these interactions as the company realises how big a challenge it is for its people given how big the generational gaps are becoming. Once a year all employees aged 45 or older are invited to a meeting in which Adecco asks them to share their knowledge and experience as the company seeks to use this knowledge and experience to optimise internal processes and the improve the well-being of its people.

BEST PRACTICE

CARING @ MARS: inclusion and diversity

In 2019 Mars created a dedicated engagement group around inclusion and diversity. They created a roadmap to embed inclusion and diversity into being 'business as usual'. A first campaign was launched in 2019 named 'I can be me' with the objective to use all its people as role models and story tellers to create an inclusive culture. The goal was to make people believe and feel that they can bring their whole self to work and leverage each other's differences through collaboration and inclusion. An engagement group, a roadmap, clear objectives and a first campaign has kick started Mars' path to an inclusive and open environment where employees feel they belong and their voice counts.



4

Conclusion & takeaways

As we enter a new decade, as organisations strive to put people at the heart of their operations to drive their business, the challenges and opportunities linked to people management become increasingly complex. **The COVID-19 crisis has been a case in point of how blurred the line has become at times between the real and the digital world. The crisis has shifted our workplace from the office, the factory floor, or the road to our home, and how we manage our work has become more flexible than ever.**

At the same time, more than ever before, different generations are working together thereby creating new challenges of working across or within the different generational values. More than ever before we are working across cultural and ethnic boundaries that used to exist, leading us to be more open and aware of the different

cultural perspectives that can so easily be a brake to trust and organisational identity.

2020 has also seen Great Place to Work® roll out a new and updated methodology. One that builds on the **key foundation of trust by putting a renewed focus on leadership effectiveness** and **organisational values** to reach a **maximisation of human potential**. Inevitably as our research and experience has proved when human potential is maximised, then the benefits in terms of increased innovation and financial growth come naturally to the organisation.

This updated methodology is one **FOR ALL. A renewed perspective that values more than ever before the equal status and value of every person's contribution. No matter what they do, where they come from or who they are.**



The results outlined in this paper have highlighted how and why this updated methodology has come very naturally. The trends across all five dimensions of the Great Place to Work® Trust Model® lead us to understand the real value of the **FOR ALL** perspective.

The results in 2020 have shown that both **Pride** and **Camaraderie** score significantly higher across the three clusters of organisations, from the very best to the non-certified ones, in comparison to the three dimensions of Trust. Why is this? Due mainly to the fact that these two elements do not consider the relationship between management and employees. These two areas that are more directly controllable by employees individually and represent therefore the potential of an organisation in becoming a Great Place to Work® and developing as one.

For Best Workplaces™ this feeling of **Pride** is driven by individuals who feel they **make a difference** in the workplace and experience their job as **more than “just a job”**. **Camaraderie** is the strong point for both Best Workplaces™ and Certified Great Place to Work® organisations where it is driven among other thing by the ability of these organisations to make newcomers feel welcome and to celebrate special events in the workplace. **Organisations can develop both the feeling of Pride and Camaraderie further by inspiring their employees to be connected to their workplace, to the organisational values, and to their colleagues.** This will drive meaningfulness and engagement in the organisation thereby contributing to the maximisation of the human potential.



The three dimensions that define the level of Trust between employees and their management, **Credibility**, **Respect** and **Fairness**, is where we see the Best Workplaces™ and the Certified™ organisations truly set themselves above non-certified organisations.

The ability of a management team to show **honesty** and **lead** the organisation in an ethical manner is an important starting point that shapes how credible employees perceive their management team to be. On top of that how a management team **communicates** with its employees will largely define how **credible** there are in the eyes of their employees depending on how well, how honestly and how consistently it is done. Communication is one of the building blocks that enables a management team to convey their message and **strategic positioning** throughout the organisation and is a key element of **effective leadership**.

What Best Workplaces™ do is find a balance between **communicating** their message and their values on the one hand, and on the other **listening** actively to their employees. The management in Best Workplaces™ are effective in transmitting the **organisational values** and the strategic objective of the company to all the employees through clear and varied communication channels.

Beyond that, they also create a **two-way flow of communication** in which employees have the opportunity of being heard and where the management is approachable. It is only by being open and approachable that communication can be truly effective. It then becomes considerably easier to **coordinate people** once the communication with them is effective. As an organisation is able to listen more intently to its employees, it will become more aware of their individual and collective strengths and weaknesses.

The **respect** employees feel from their management is driven by the feeling of support that employees experience. This support can come from the training they receive, the quality of facilities, or the safety of the work environment for example. Respect towards employees is also a question of how involved they are in decision making and how they can find a good balance between their work and personal life. **The successful combination of support to employees, a positive level of involvement and employee well-being will ultimately lead to innovation in the workplace.**

This paper has outlined how **innovation** from a human perspective is the process of converting ideas into new products, services, or approaches that bring value to the consumer and/or the business. Innovation is a priority for the best performing and most sustainable organisations today. **Key to this is offering employees quality training and development possibilities plus creating a safe yet challenging environment in which people feel they can challenge the status quo with new ideas and suggestions, make mistakes and be involved in the decision-making process.**

The one common point across all organisations is the fact that **Fairness** is the weak point and the area with the greatest room for improvement. **The issue of fairness, the just treatment or behaviour without favouritism or discrimination, is one at heart of the Great Place to Work® methodology that assesses how well organisations create a consistently positive experience for all employees,** no matter who they are or what they do for the organisation.

The first of two areas on which **Fairness** is built is the question of **compensation and benefits**. The question of fair pay is not one that should focus solely on the amount of a salary. But rather **are employees paid fairly no matter their gender or their age for example?**

Are employees paid in a way that reflects their contribution to the organisation? These questions refer directly to questions regarding equality and how employees in an organisation who do not feel they have the same opportunities to grow, to receive special recognition or suffer from favouritism cannot fully commit in their workplace and represent gaps in the workplace experience. **Any person left behind in a company culture is bad for business, it is only by including everyone and regarding everyone equally without any discrimination that you can build the most hopeful future for your organisation.**

To conclude, our results from 2020 have shown how all organisations are in a strong position to inspire and celebrate with their people to keep on driving **Pride** and **Camaraderie** in the workplace. The Best Workplaces™ and Certified Great Place to Work® organisations set themselves apart by the level of Trust that they foster between the employees and the management. They do this by making sure they are always **credible** in their leadership and by **respecting** all their employees, no matter who they are and what they do. And while these Best Workplaces™ remain ahead in terms of **Fairness**, this area is the main weakness and the common denominator across all organisations. This is the area that needs renewed focus and attention as we move forward into a new decade where we are all faced with a context that is developing faster than ever before.

The extension of our Great Place to Work® philosophy sits at the heart of this and gives organisations the tools to foster sustainable trust in the long term. By focusing on the development of **effective leadership** and by fully integrating organisational **values** alongside into the daily activities running of a business, organisations will start to maximise their **human potential**. This will ultimately increase both **innovation** within the workplace and the general **growth** of the organisation



Find Out More

Curious about how we can help your organisation create a high-trust culture?



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Let's talk

X-Care
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These organisations are upgrading their people practices by creating extraordinary workplaces where employees work in an environment of trust, are proud of what they do, and enjoy the people they work with.