



Best Workplaces across Industry 2023

From Manufacturing to Healthcare, why prioritizing employee satisfaction works no matter the industry.



We surveyed over 70,000 Canadian employees working in Financial Services, Healthcare, Manufacturing, Professional Services, Real Estate, Retail, Hospitality, and Technology



of employees at Best Workplaces™ across Industry told us, taking everything into account, their workplace was a great place to work.

This is belonging.
This is equity.
This is for all.
This is **Great Place To Work**.®

Great
Place
To
Work.®



At Great Place To Work® Canada, we help organizations across the country improve their workplace culture by focusing on the trust factors that we know create great places to work for all. The best workplaces put employee satisfaction at the forefront; creating policies and practices that emphasize the human element at work. These ensure people are treated fairly, they feel cared for and appreciated for who they are, as well as the work they do, and their needs are respected. Best Workplaces™ across Industry has proven employee satisfaction is key to a solid formula for creating and maintaining a great workplace culture. This is solidly reflected in the survey responses from **70,000** Canadian employees.

Why it matters? Satisfied employees tend to stay in the workplace, be higher producing and let others know just how great their workplace is. Bringing together the awesome triad of Retention, Production and Employer Brand.

Fairness sets the stage

When thinking about employee satisfaction, it's essential to understand that different groups of people may have very different experiences at the same workplace. The goal is to address and acknowledge these differences in a way that allows all people to trust they will be treated fairly regardless of their background or personal characteristics. And fair doesn't necessarily mean equal. Fairness at work is about making sure everyone has the same access to opportunity. It's about making sure everyone is given the specific tools and support they need to be successful. And it's about recognizing that everyone's idea of success is different.

Ultimately, fairness means seeing an individual worker for who they are now, understanding the challenges they have faced, and helping them achieve the goals they set for themselves. Organizations that value helping ALL of their people be their best end up with a workforce full of energized, motivated, and engaged employees who are that much more productive and personally invested in the company's success. As part of this it's important to examine fundamental views about equality and fairness. To treat people 'fairly' may mean providing individualized or different levels of support and this can become a friction point, which is not always easy to navigate. The Best Workplaces™ however, have figured out the best course forward is rooted in three key components: steadfast transparency, exceedingly honest communication as well as a long-term, deep-seated desire for everyone to succeed.

Building what's necessary to be great starts here. Assess your current practices and policies linked to fairness. In terms of promotion, eliminate barriers to advancement and at the same time increase access to, and awareness of, alternate career paths. This recognizes that career goals and success look different for everyone and while some people want to 'climb the ladder' others may prefer to learn new skills through lateral moves and cross training opportunities. The appeals process is another key area that illuminates fairness (or unfairness!) so it's important that you allow people to share their concerns openly with no threat of reprisal. Commit too, to fair compensation that is equitable across the organization, demographic groups and the skill set required. Consider a transparent pay structure that eliminates secrecy and allows people to understand why jobs are compensated at certain levels.

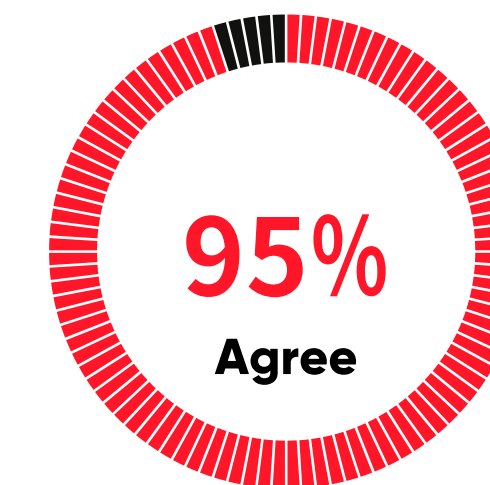
Best Workplaces across Industry make fairness a priority and their practices related to fair treatment reflect this commitment and the impact they have on employee satisfaction.

O2E Brands – Values Driven Promotions

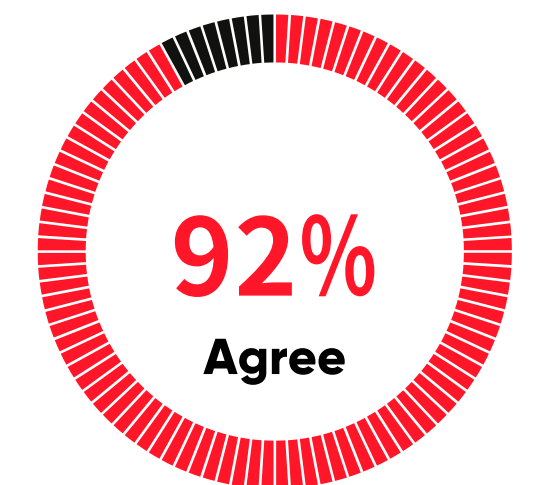
The values at O2E are built into their mid-year employee check ins and year end reviews. Team members and their managers provide concrete examples of how they've showcased the qualities and values of O2E in their work. It's a big factor in their career development and it is definitely a major consideration in promotions and the next steps in leadership development

Insights from the Great Place To Work Trust Index Survey

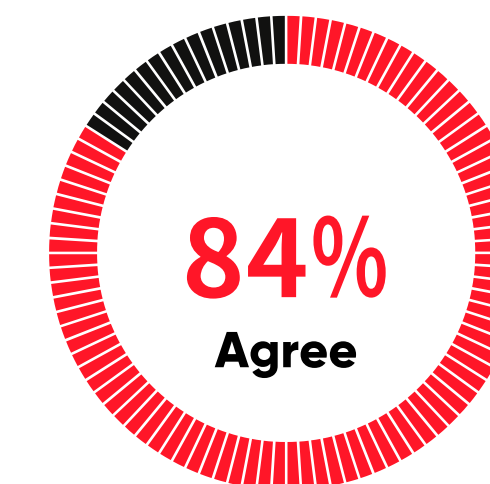
Fair Treatment at Best Workplaces™ across Industry



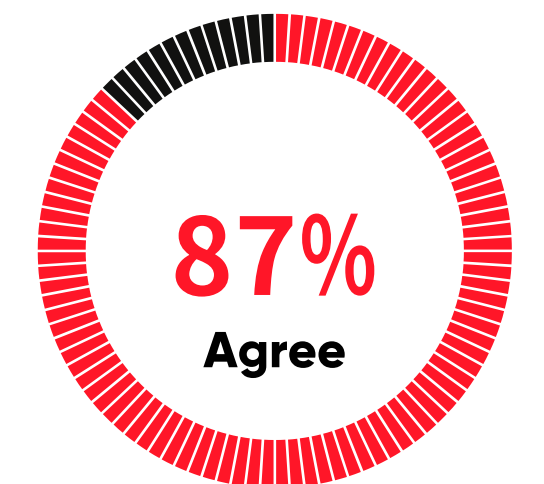
People here are treated fairly regardless of their age, race or ethnicity, gender, or sexual orientation.



I am treated as a full member here regardless of my position.



Managers avoid playing favourites.



If I am unfairly treated, I believe I'll be given a fair shake if I appeal.

"Leadership is not about being in charge. Leadership is about taking care of those in your charge."

Simon Sinek

Caring about others is not difficult, but it takes attention. And because our attention is often so focused, or our time spread so thin, we simply forget to attend to others. Over time this lack of attention and caring can really erode relationships at work this can be devastating to a team and to employee satisfaction specifically. As managers and coworkers, it's important to be aware of what others need and to pay attention to how the people around you are feeling and reacting. When you show you care it makes a real difference and at the Best Workplaces™ across Industry they understand this dynamic and support a caring workplace in a variety of ways.

- They start by providing a safe workplace, which addresses both physical and psychological safety. They ensure people are able to speak up in meetings, ask questions, admit mistakes, and share their opinion. They make space for difficult conversations and commit to improving and getting better as people learn what everyone around them needs to be successful.
- They are aware of stress and burnout. This is particularly relevant in 2023 as more and more people are working remotely (often from home) and the line between work and home life is blurred if not almost eliminated. They set a good example for healthy habits, they make sure people can take time off as needed, and create strong, supportive teams that are ready to cooperate and creatively collaborate to achieve the outcomes that are needed.

- They encourage peer support, recognizing that personal connections at work contribute to overall employee satisfaction. The social element needs to be encouraged and nurtured through regular team building, effective communication exercises and good, old-fashioned fun at work.
- They empower their managers to make a difference, understanding the leadership team is what influences the norms and practices that eventually shape culture. Their leaders understand that listening is one of the most powerful tools they have and are encouraged to spend time with their people – figuring out what it's needed and then helping their team find it.

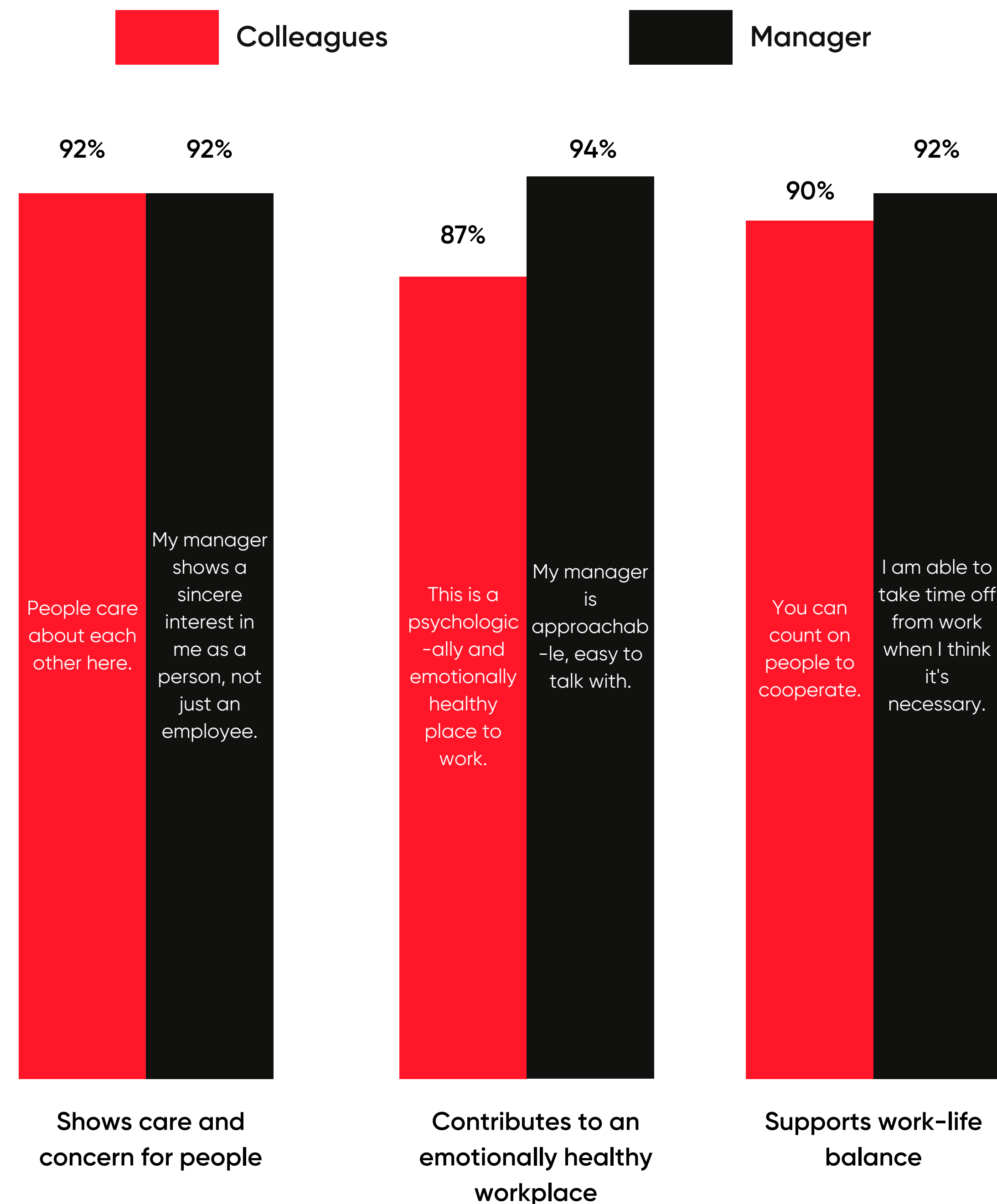
Best Practices from Best Workplaces™ across Industry

ArcelorMittal Tailored Blanks (AMTB) - Inviting Feedback

All AMTB plants host monthly employee feedback lunches with leadership to openly discuss matters while ensuring their six core values are reflected as the baseline for all of their discussions. During these sessions, they ask employees to tell them what they can do better, and they implement changes and improvements where they can. One of their core values is, WE Find a Better Way and by following this value they regularly ask for, encourage, and invite employee ideas and feedback during weekly one-on-one touch points between employees and their manager.

Insights from the Great Place To Work Trust Index Survey

How Managers and Colleagues at Best Workplaces across Industry Contribute to a Caring Workplace



Respect is a universal desire

It is as important to show respect for others, as it is to want respect in return. In the workplace mutual respect contributes to a positive work culture and high levels of employee satisfaction. And while we can only control our own behaviour, how we treat others does influence their reactions to us. Unfortunately, if the typical social media feed is any indication, respect is not practiced as regularly as it should be. We know, that respect is integral to trust and it is an element of workplace culture that needs to be nurtured and encouraged. Leaders should lead by example always, but when it comes to respect in particular there is no space to falter, setting the example of respect is table stakes for good leadership.



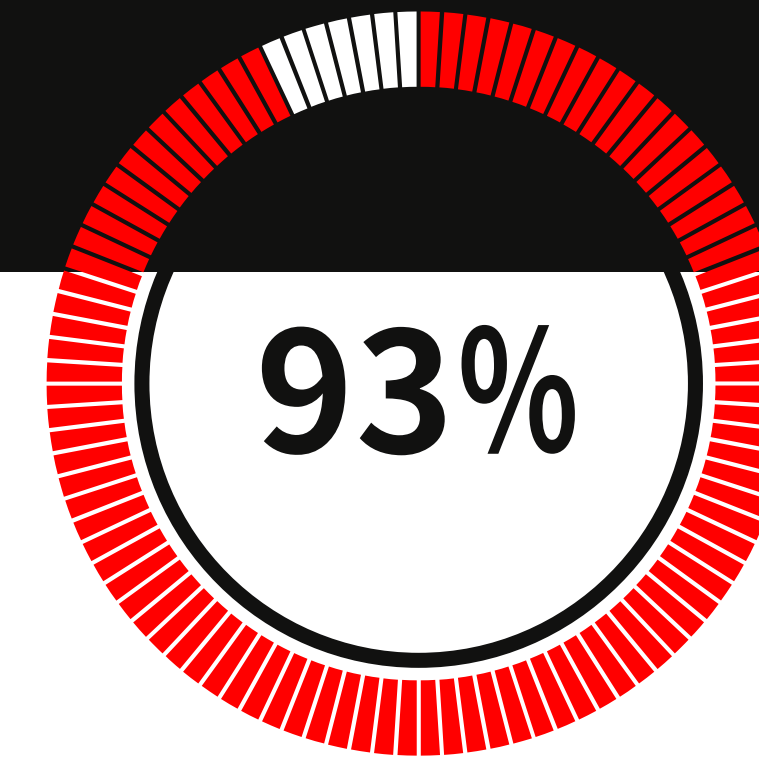
Great Place To Work®



Provide Autonomy

Measure performance as necessary, however allow people to work independently without being micromanaged. Provide them the freedom to make decisions, take risks, and work on projects that are exciting and interesting.

"Management trusts people to do a good job without watching over their shoulders."



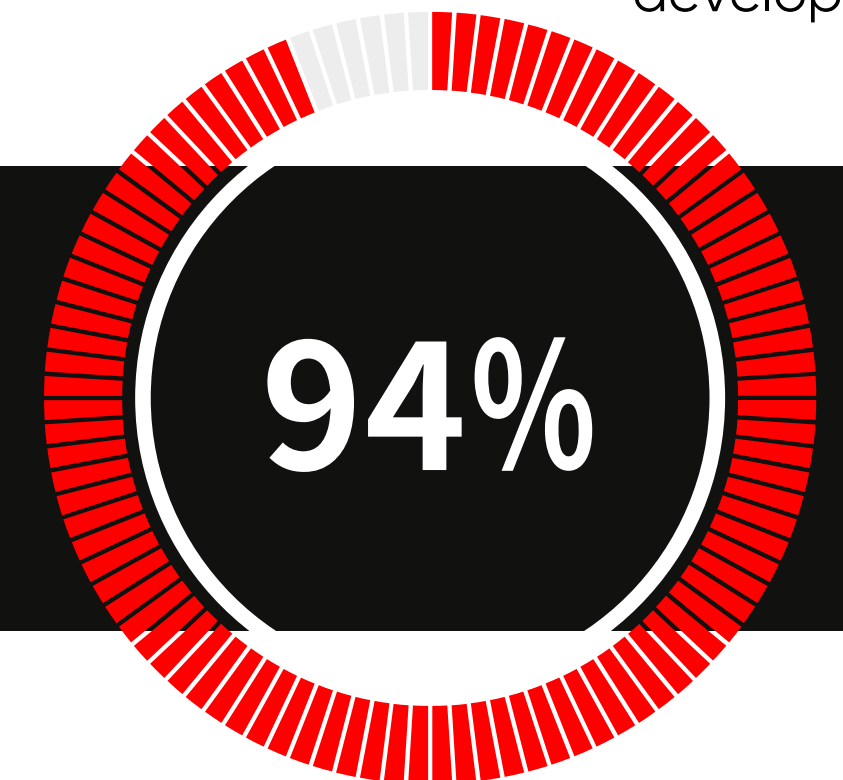
Agreement at Best Workplaces™ across Industry

Allow Mistakes

Let people know that honest mistakes happen and that is ok. Acknowledge that mistakes often provide the best lessons for improvement and support this as part of their development.



"My manager recognizes honest mistakes as part of doing business."



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Best Practices from Best Workplaces™ across Industry

Kicking Horse Coffee - Respect Flows from the Top

Leadership starts with their CEO and Founder, Elana. They've built a strategy in which Elana is highly present and this intentional presence sets as example of respect for all employees that filters through the organization.

Examples of Elana's involvement with, and respect for all, include:

- Leading weekly meditation sessions for all staff.
- Hosting one-on-one "get to know you" lunches every week in order to build new relationships.
- Livestreaming sessions named, "Questions from the Cup" between Elana and a team-voted member from different departments, providing employees with an opportunity to directly ask the CEO questions, talk about issues, and highlight important topics.
- Contributing regular articles on Brewtube from conservation to truth and reconciliation.
- Attending company wide monthly celebration meetings.
- Introducing and then fully participating in big events, such as All-Staff Meetings and Fun Days.

Provide the Right Tools

Nothing is more frustrating than not having the right tools and technology to do the job. Investing in this aspect of the workplace makes everyone's work easier and frees up energy to be the most productive.



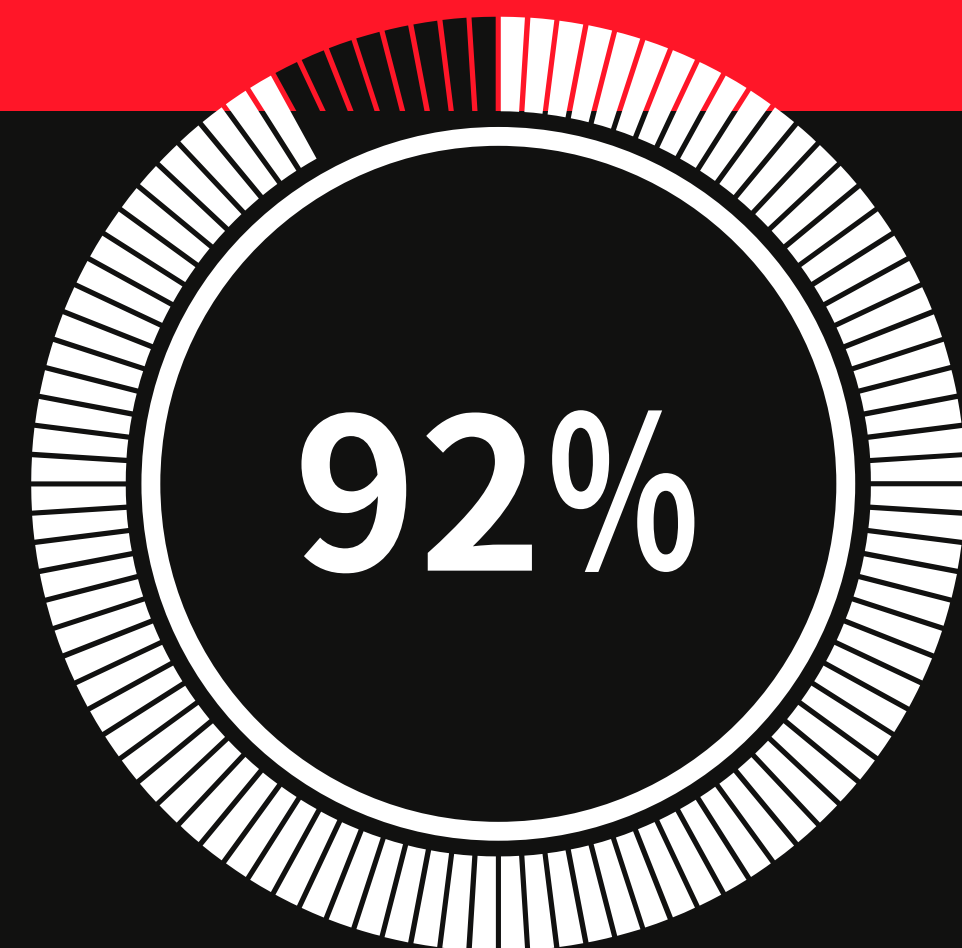
"I am given the resources and equipment to do my job."

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Listen



Use a variety of surveys and analytics to listen to what people are saying, learn how they are feeling, and understand what they want and need. Then respond and make changes as necessary to keep employee experience vibrant and invigorating.



"My manager genuinely seeks and responds to suggestions and ideas."

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Encourage Honest Conversation

Insist on open communication channels, share information, allow honest feedback without repercussions and close the feedback loops to ensure people know you are listening.



"I can ask my manager any reasonable question and get a straight answer."

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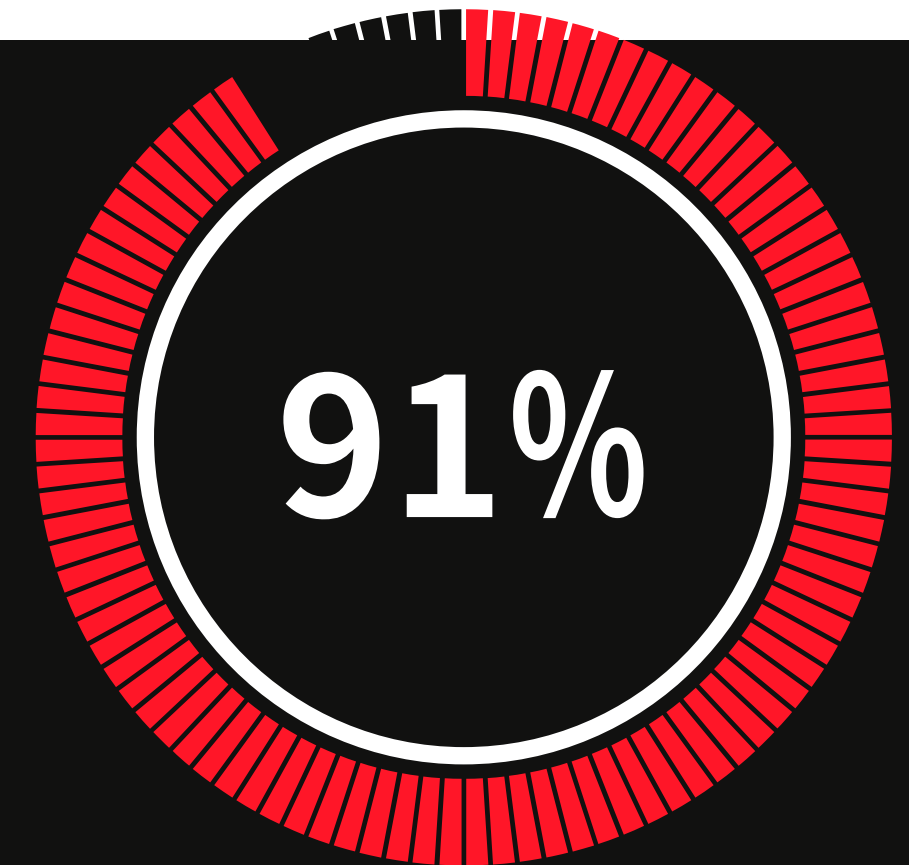
Invest in a Meaningful Purpose

People want to work for companies they respect as well as those that respect them. Hone in on your purpose, allow your people to connect with it, and recognize that by solving important problems, acting ethically and responsibly as you provide products and services, and investing in communities, your people will work hard to achieve your vision and profits will follow.



"When I look at what we accomplish, I feel a sense of pride."

Agreement at Best Workplaces™ across Industry



This is belonging
This is equity
This is **for all**

 About
Great Place To Work®



Employee survey



Certification



Best Workplaces™



Cultural Consulting

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