



GREAT
PLACE
TO
WORK®

Report

Three Generations: One Great Workplace

Pride, community and ethical leadership brings
Millennials, Gen Xers and Boomers together.

greatplacetowork.com

Introduction



David Weekly Homes, a Best Workplace for GenX & Baby Boomers™

A lot gets said about differences between generations in the workplace. And what a challenge it is to manage Millennials, Gen X and Baby Boomers simultaneously. But our research into what each of these generations is looking for in a workplace finds **more similarities than differences**, pointing to a simple strategy for creating a great place to work for all, regardless of age.

Millennials, Gen Xers and Baby Boomers all value pride, a sense of community and honest, competent leadership at their organizations, according to our survey of 230,000 employees at 620 organizations. And there are business benefits when companies create great cultures for employees of different ages, including improved productivity and talent retention. For example, Millennials who experience a great workplace are a whopping 25 times more likely to plan a long-term future at their companies than Millennials who do not feel they are at a great workplace.

In producing [lists of the Best Workplaces for Millennials, Gen Xers and Baby Boomers](#) in partnership with *Fortune* magazine, we also made

some discoveries that challenge myths associated with the different age groups. Our research suggests Millennials aren't incurable job hoppers, Gen Xers aren't so jaded, and Boomers aren't all about material rewards.

And we made a surprising discovery about what motivates people across generations. There's what might be called an "ROI on Niceness"—employees are up to 7 times more likely to give extra on the job when their workplaces are caring, friendly and cooperative.

The fact that a kind culture spurs dedication on the part of Millennials, Gen Xers and Boomers alike is another reminder that you can have three generations joined together in one great workplace.

“

The 'giving back' to the community aspect of David Weekly Homes is second to none. Our Building Community Character program is amazing and I am proud to be a part of it.

—Gen X employee at David Weekly Homes

(Homebuilder David Weekly Homes earned a place on the Best Workplace lists for all three generations)

About the Research

58

Trust Index® Employee Survey Questions

230,000

Employees Surveyed

620

Different Organizations

95%

Confidence Level

One for the Ages

Millennials, Generation Xers, and Baby Boomers all have a more positive experience of a great workplace when the following are in place: company pride, connections with colleagues, and competent, ethical leadership.

We examined the top drivers, for each generation, of positive responses to the statement "Taking everything into account, I would say this is a great place to work." And we found that the three generations had seven top drivers in common.








“

There are so many different career paths you can take at Salesforce that the journey does not have to end with one role, it is incredible. I am not even 30 yet and I know that Salesforce is where I want to retire!

—Millennial employee at Salesforce

What factors most influence creating a Great Place to Work?

Seven Top Drivers in Common

Trust Index® Statement		Millennials Factor Increase*	Gen X Factor Increase*	Baby Boomers Factor Increase*
I'm proud to tell others I work here		18.4x	17x	39.2x
A friendly place to work		10x	7.7x	8.6x
A fun place to work		8.5x	10.6x	7.9x
Honest and ethical management		7.8x	8.7x	9.1x
People look forward to coming to work		7.6x	8.5x	8.4x
I feel pride in our accomplishments		6.4x	7.3x	12.3x
Newcomers feel welcome		6.4x	7.6x	12x

Source: Great Place to Work® Trust Index® Survey

* The Factor Increase numbers above are a measure of how strongly each of the above statements influences employees' experience of a great workplace overall. For example, if Millennials are proud to tell others about their company, they are 18.4 times more likely to report that their workplace is great overall.

Ageless Advantages

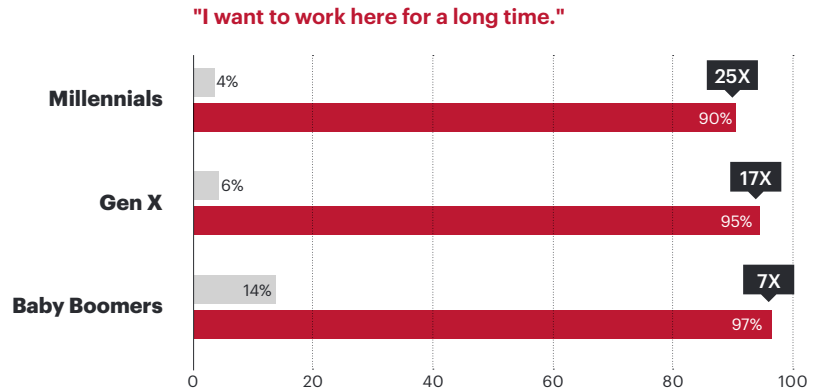
The business benefits of a great workplace are similar across generations.

■ Employees who **Do Not** experience a Great Place to Work. ■ Employees who experience a Great Place to Work.

Talent Retention

Employees who experience a great workplace are far more likely to want to remain at their organization a long time—saving companies on recruiting and training while fostering the higher performance of stable teams.

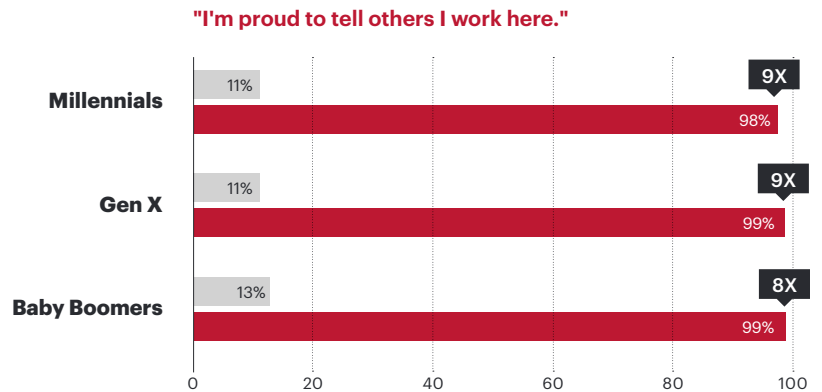
For example, just 4 percent of Millennials who do not experience a great workplace plan a long-term future at their companies, while 90 percent of Millennials who feel they are at a great workplace want to stay there for a long time. In other words, a great workplace makes a 25X improvement when it comes to retention.



Brand Ambassadors

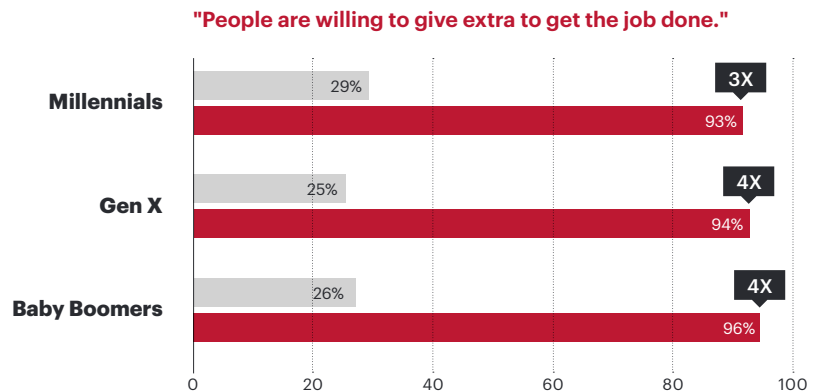
Employees' willingness to speak with pride about their organization—an important part of brand strategies given that the public trusts peers and employees over CEOs—increases dramatically when staffers experience a great workplace.

This holds true no matter if those employees are 20-, 40- or 60-somethings.



Employee Productivity

When employees—no matter their generation—feel they are at a great workplace, they are more than 3 times more likely to report that their peers give extra to get the job done.



Busted Myths

Our research also challenges stereotypes associated with each of the different age groups.



Employees at Elite SEM, a Best Workplace for Millennials

Millennials: Job-Hopping Hogwash.

Millennials are often portrayed as promiscuous job-hoppers, with much less loyalty than their elders. Our research tells a different story. It suggests a generation with high expectations of a great workplace. And when those expectations are met, Millennials are more than willing to stay. In fact, the experience of a great workplace has a bigger impact on Millennials' intention to remain at their company for a long time than it does for older generations. Millennials who feel they work in a great culture are 25x more likely to want to stay with their workplace over the long term. That compares to a 17x improvement for Gen X and a 7x increase for Baby Boomers.

Gen X: Who you Calling a Cynical Generation?

Gen X is often portrayed as jaded and cynical. But our data shows that people in this sandwich generation are hungry for purpose—something more typically said of younger employees. We found that Gen Xers are 7X more likely to look forward to coming to work when they feel their job is not “just a job” but has special meaning.

“

I've worked for several companies throughout my career, and Cadence has been the best of these. Always encouraging employees to suggest improvements to processes and respecting employees at the same time. Cadence has convinced me that I have come to the best of the companies in my experience. And, I am proud to have been a part of Cadence for over 15 years.

—Baby Boomer employee at Cadence

Baby Boomers: Looking for Something Bigger than Themselves.

Baby Boomers have been labeled individualistic and materialistic. But our research found this generation keen to feel good about the company they keep. For Baby Boomers, pride in their company was a stronger driver of whether they experience a great workplace than rewards and benefits:

Trust Index® Statement	Factor Increase (+)
I'm proud to tell others I work here	39.2x
Special and unique benefits	2.6x
Pay is fair	2.4x
I get a fair share of the profits	1.8x

Boomers are 39.2X more likely to feel their company is a great place to work if they are proud of their organization—making pride the top driver of Boomers' experience of a great workplace. By contrast, Boomers are 2.6X more likely to feel their company is a great place to work if they feel they have special and unique benefits.

The ROI on Niceness

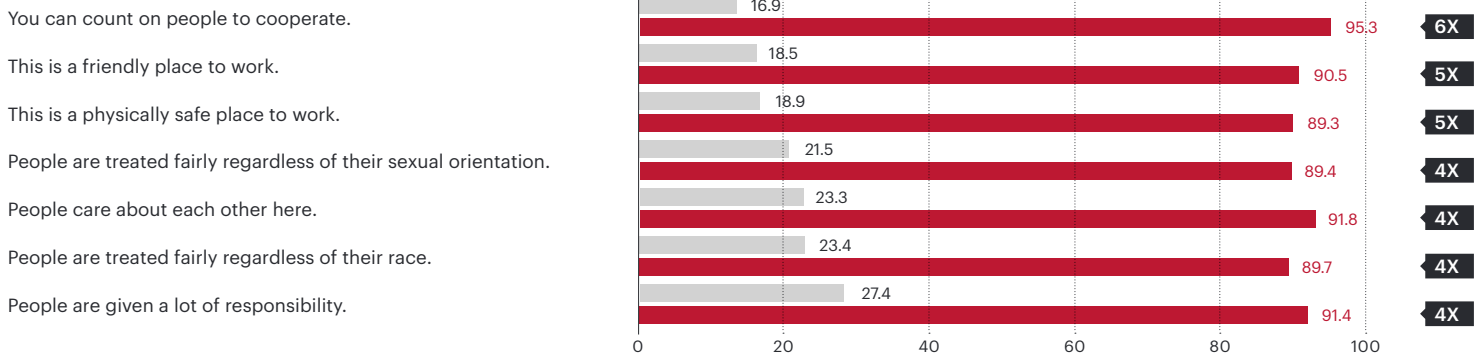
Another surprising finding from our analysis had to do with employee motivation. Companies spend much of their energy providing employees financial incentives to spur performance. But we found kindness in the workplace is a better bet. The Top drivers across the generations

that made employees say people in the organization were consistently willing to give extra included a workplace that is cooperative, caring, friendly and welcoming.

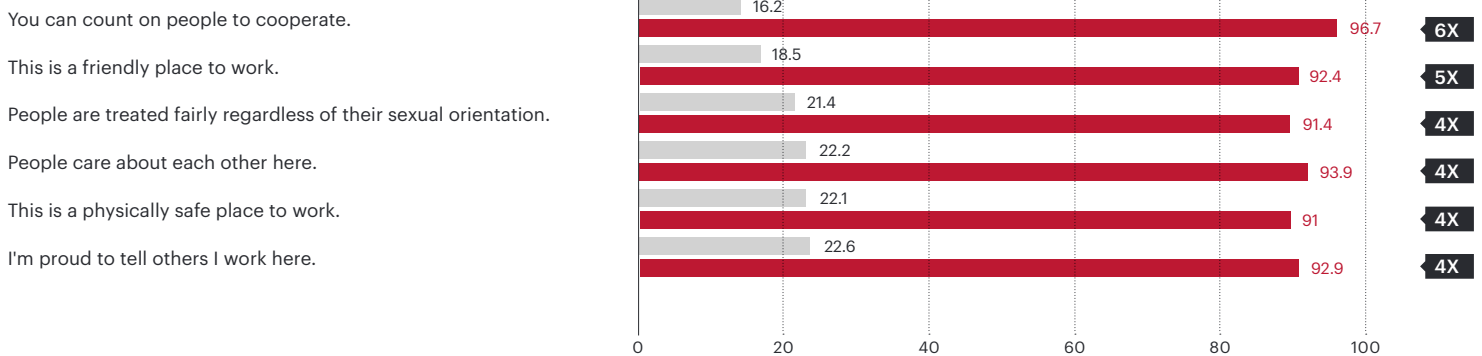
Relationship between being "Nice" and employees "Giving Extra."

Top Drivers for "Giving Extra" Among Millennials

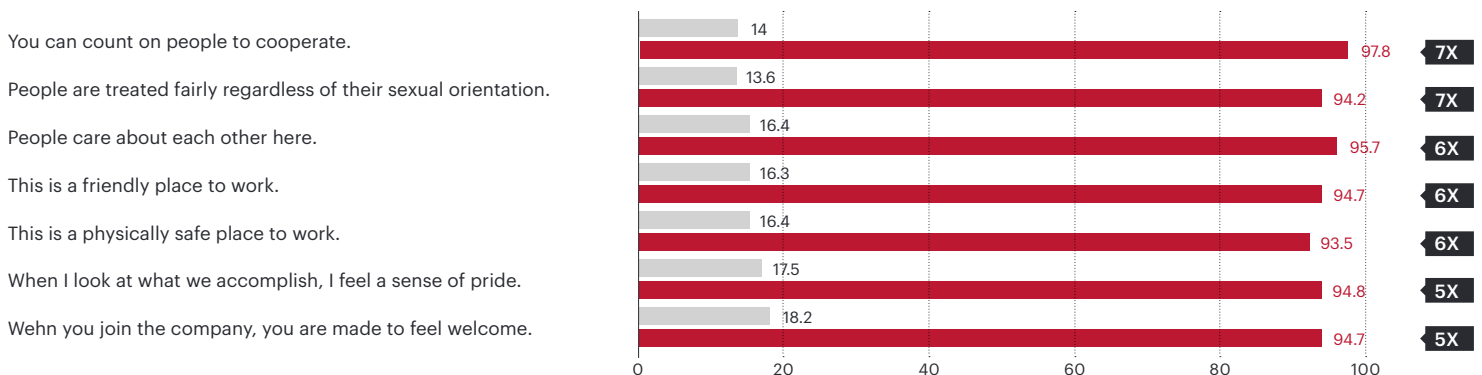
■ Employees who **Do Not** experience a Great Place to Work. ■ Employees who experience a Great Place to Work.



Top Drivers for "Giving Extra" Among Gen X



Top Drivers for "Giving Extra" Among Baby Boomers



Best Practices from the Best

Elite SEM

A digital marketing firm.
#1 Best Workplace for Millennials

Bucket List

At the start of every new hire's onboarding process the People Operations team requests 15- 20 items off of the person's "bucket list." This allows the company to provide personalized rewards. When the executive team sees someone striving towards the company's four values, the employee is rewarded with help in crossing something off their bucket list. That could be a trip to Ireland for St. Patrick's Day, skydiving in the Maldives, or a life-long passion to learn French.

Quicken Loans

A financial services company.
#2 Best Workplace for Millennials

Intern Program

As a major booster of Detroit, one of the company goals is to expose talented college students who tend to leave the state to the city. To reverse a regional "brain drain," Quicken Loans instituted a massive intern campaign in 2013. This year, the company hired more than 1,100 interns for the third consecutive summer. The company receives more than 20,000 applications each year for its summer internship program with zero paid advertising.

David Weekley Homes

A homebuilder.
A Best Workplace for Millennials, Gen X and Baby Boomers

Home Purchase Discounts

All Team Members with a year of tenure are eligible for a 10% discount off the purchase of a new David Weekley home. This discount can help first-time homebuyers, move-up buyers and down-sizers alike. Team Members who have been with the company longer than 10 years are eligible for even greater discounts.

About the Research

The findings in this report arose as we produced lists of the 2016 Best Workplaces for Millennials, Gen X and Baby Boomers. To view those lists, [click here](#). We define Millennials as those born in 1981 or later, Gen Xers as those born between 1965 and 1980, and Baby Boomers as those born between 1946 and 1964. The lists and statistics for the report are based on results from our 58-question Trust Index® Employee Survey, which measures levels of trust, pride and camaraderie in the workplace. We examined Trust Index® results at the 620 companies certified as Great Workplaces by Great Place to Work®. Companies needed to employ at least 50 people in the generation being considered, and their survey results needed to achieve a 95% confidence level with a 5% or less margin of error in order to be eligible. Those companies with the highest Trust Index® scores for employees of the different generations earned a place on the lists.



Employees at Kimpton Hotels & Restaurants, the #1 Best Workplace for Gen X

Kimpton Hotels & Restaurants

#1 Best Workplace for Gen X

Career Chronicles

All employees are invited to listen to a 45-minute interview with a Kimpton leader, conducted by a People & Culture manager. Staffers learn about how successful "Kimptonites" got to where they are today. At the end of the session there's a question-and-answer period. The goal is to provide insight to employees on typical career paths within the hospitality industry and to help forge a stronger emotional connection between employees and leaders.

Credit Acceptance

An auto financing company.
#2 Best Workplace for Baby Boomers & a Best Workplace for Millennials

Financial Advice Seminars

This financial services firm knows that personal financial matters can be complex and team members may not have the time or resources to devote to the topic. It offers onsite financial education sessions that are facilitated by representatives from its 401(k) administrator. This year, Credit Acceptance offered sessions on "Maximizing Your Retirement Strategy" and "Budgeting" to help team members manage the financial aspect of their lives.

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BUSINESS IS AWESOME.

WE'D LOVE TO TELL
EVERYONE ABOUT IT.



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