

Great Place To Work[®]



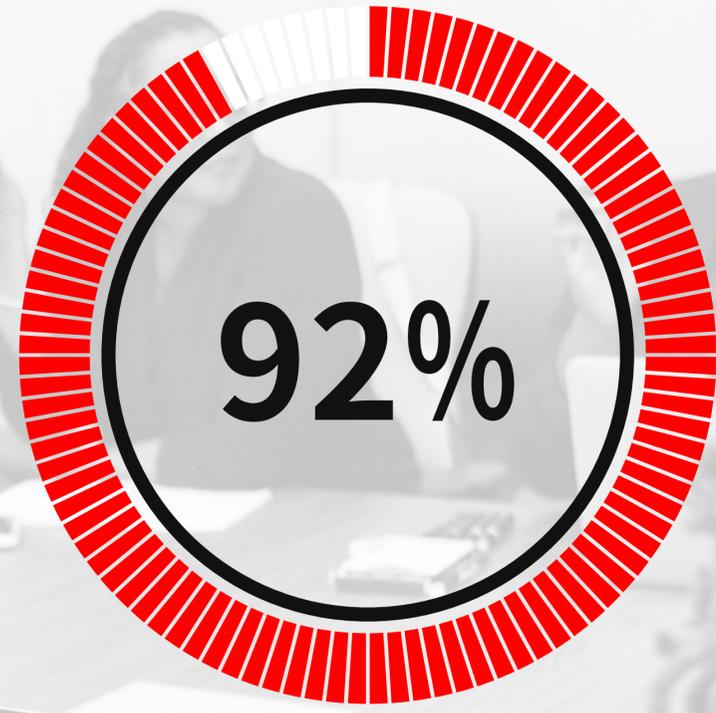
Best Workplaces by Region 2023

Why Focusing on the **Eight Elements of a **Great Workplace Culture** is So Important**



DIGITAL REPORT

We surveyed over **250,000 employees** in Alberta, British Columbia, Ontario and Quebec



Of employees on our Best Workplaces by Region™ lists say that taking everything into account, theirs is a Great Place To Work

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

At Great Place To Work® Canada, we help organizations across the country improve their workplace culture by focusing on the factors of trust we know create thriving work environments for all. And although it can be hard to precisely define, it is easy to recognize a great workplace culture when you experience one. At its core, it's a culture where employees feel seen and heard, where management is transparent, and teams are both proud and excited to work together. It manifests itself not in flashy perks but rather in how employees are valued, trusted, and encouraged to develop both professionally and personally. Because while perks and benefits are certainly great to have, and can help employees to feel supported and appreciated, they merely sit on the surface. A truly great workplace culture goes much deeper: It involves open communication, mutual respect, shared goals, and a commitment to employee growth and development.

The Best Workplaces by Region™ understand the importance of their workplace culture and know that it is closely correlated with employee engagement, retention, innovation, and even customer service. In fact, they have become expert at focusing in on the following eight elements of workplace culture that our data consistently shows make the most difference.

Great
Place
To
Work®

Best Workplaces™ by Region™ 2023

Credibility

Employees at great workplaces find their people managers and leaders to be highly credible, trustworthy and personable. These traits have a significant positive impact on:

- Employee retention
- Overall workplace satisfaction
- Employees' willingness to recommend their company
- Motivation to give extra effort at work

Notably, according to our research, when employees say managers are honest and ethical, they're **five times (5x)** more likely to want to work there for a long time, and **11 times (11x)** more likely to think the workplace is great.

Insights from the Great Place To Work Trust Index Survey Credibility at the Best Workplaces by Region



of employees on our Best Workplaces by Region™ lists agree management is honest and ethical.



"I want to work here for a long time."

AB	BC	ON	QC
87%	86%	87%	86%



Respect

We all know this: You need to show people respect to earn respect in return.

Respect can take many forms, but the leading organizations know that a strong workplace culture starts with recognizing employees' efforts, seeking employees' input, and caring for employees as people with lives outside of work.

For example, the majority of the Best Workplaces by Region trust their employees to work flexible hours and from remote places, balancing this with clear goals and objectives, and deliverables for employees. This flexibility makes employees more dedicated and engaged because they feel respected and trusted to meet their business goals in a way that works for their life. Many companies today even offer unlimited paid vacation and let employees work from anywhere knowing that strong employee relationships prevent people from abusing the policy.



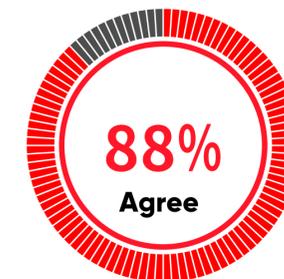
Fairness

We also know humans place a high value on fairness.

Companies where employees feel like everyone is getting fair opportunities consistently report more positive employee experiences. Not surprisingly, fairness is an aspect of culture where great workplaces excel. Employees at these companies report far fewer issues with favoritism and politicking and they report more overall workplace satisfaction when they believe they will be accepted and appreciated for who they are.

Insights from the Great Place To Work Trust Index Survey

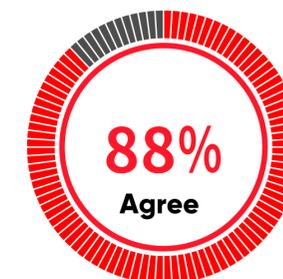
Employee Experience: **Respect at the Best Workplaces by Region**



Management genuinely seeks and responds to suggestions and ideas.



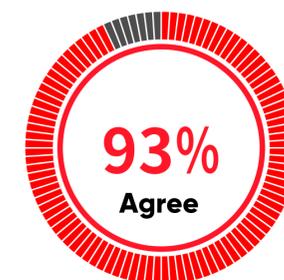
I am able to take time off from work when I think it's necessary.



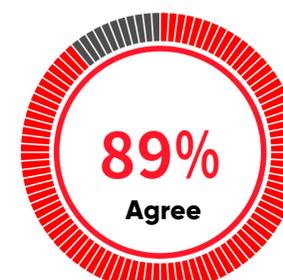
Management shows a sincere interest in me as a person, not just an employee.

Insights from the Great Place To Work Trust Index Survey

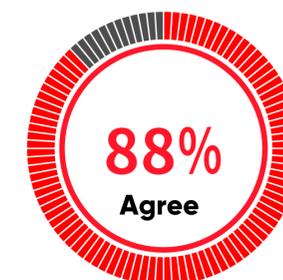
Employee Experience: **Respect at the Best Workplaces by Region**



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



People avoid politicking and backstabbing as ways to get things done.



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

Belonging

Belonging in the workplace is an employee's sense that they are accepted and valued by the organization. This goes beyond feeling appreciated for what they do, and into feeling appreciated for who they are.

And while most companies say they value their employees, the Best Workplaces show it. They celebrate employee accomplishments, they ensure new employees feel welcomed from day one, and they embrace the diversity and individualism of their employees. At the companies with great workplace cultures, we see parental leave practices becoming more inclusive and employee resource groups being empowered to guide business decisions. We see programs designed to include historically marginalized groups and to provide support to help everyone achieve their goals. Our research shows that these inclusive practices translate to revenue growth that is **three times (3x) faster** than less-inclusive organizations.

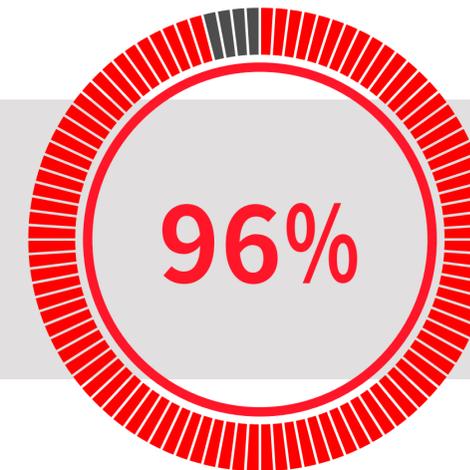


Insights from the Great Place To Work Trust Index Survey

Employee Experience: **Belonging** at the Best Workplaces by Region

95% feel welcome

93% feel cared for



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

95% feel welcome

93% feel cared for

Pride

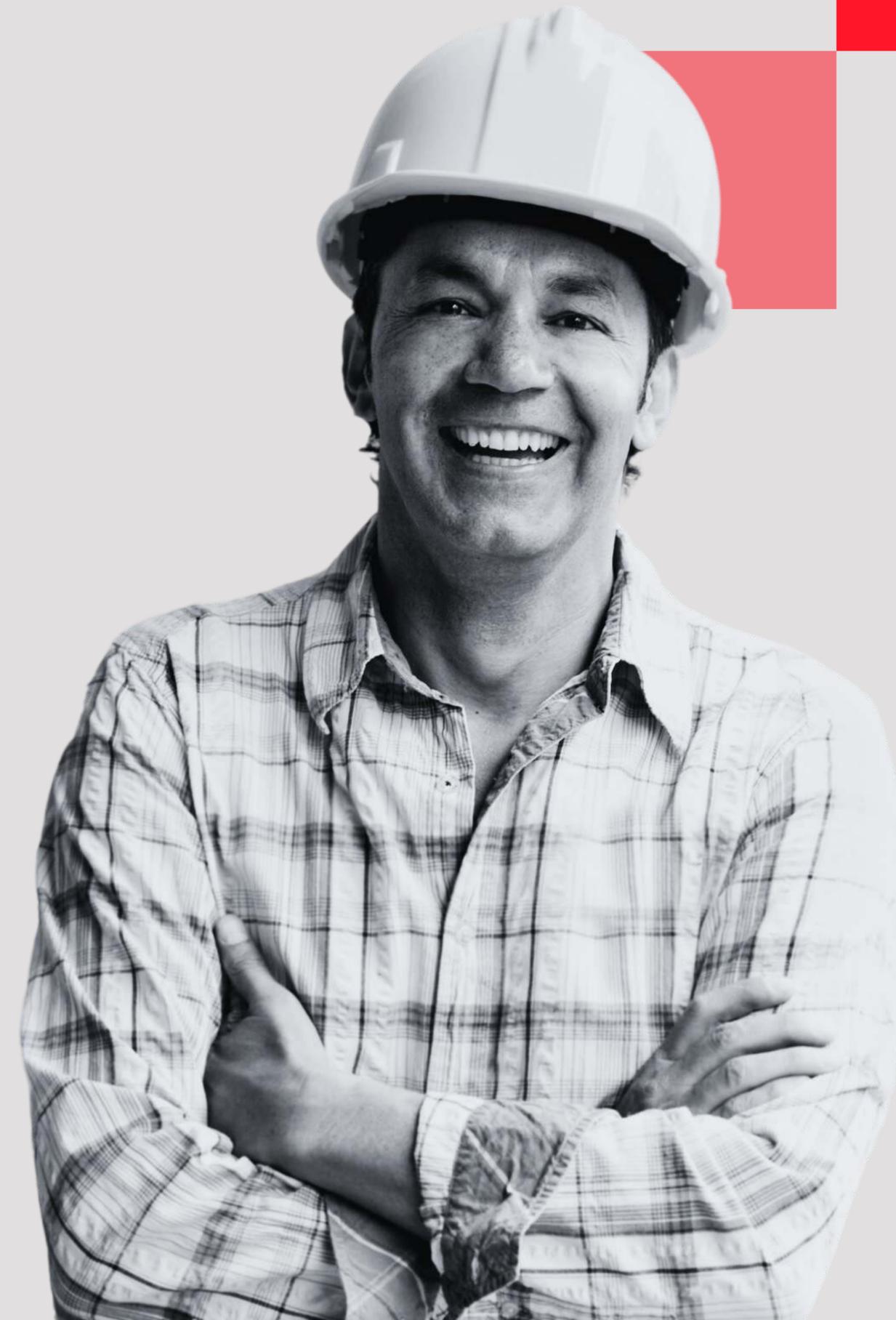
Pride is an element of culture that is multifaceted and facilitated by employees who have pride in their workplace and believe in the company, from what it produces, to how it operates, to how it engages with the local community.

There are three levels of workplace pride:

- Pride in your job and the work
- Pride in the team
- Pride in the company and its reputation

Pride is much more than wearing the company T-shirt. When employees feel proud of their workplace, they are more engaged: According to our data, they are two times (2x) more likely to want to stay with the organization for a long time and **six times (6x)** more likely to endorse their workplace to others.

Ideally, employees feel pride in all three areas and when this happens, the value to the company is clear! Employees at the Best Workplaces express a sense of winning together when times are good – and sticking together even when times are tough.



Values

Your company's core values are your guiding star: the beliefs and principles that shape who you are, what you do, and why you do it.

The best workplaces lead with shared values rather than rules and policies. That's because when rules are the guiding force, rather than an organization's values, trust isn't at the core of the employer-employee relationship. Shared values can engage and empower, which in turn boosts innovation, creativity, and productivity.



Innovation

A specific value that is essential to a great workplace culture is innovation. When managers create a safe environment to express ideas and make suggestions, employees are 31 times (!) more likely to think their workplace is a breeding ground for innovation.

Innovative workplace cultures inspire employee loyalty, confidence, and are four times (4x) more likely to give extra to get the job done.

Insights from the Great Place To Work Trust Index Survey

Employee Experience: **Innovation** at the Best Workplaces by Region

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

92% Agree

"Management recognizes honest mistakes as part of doing business."

91% Agree

"We celebrate people who try new and better ways of doing things, regardless of the outcome."

91% Agree

90% Agree

People are willing to give extra to get the job done.

Effective Leadership

Leadership can make or break a team. A great leader will inspire, motivate, and drive innovation. A bad one will demoralize, kill productivity, and push employees to walk out the door.

The Great Place To Work leadership effectiveness index measures business leaders in four areas. How much management:

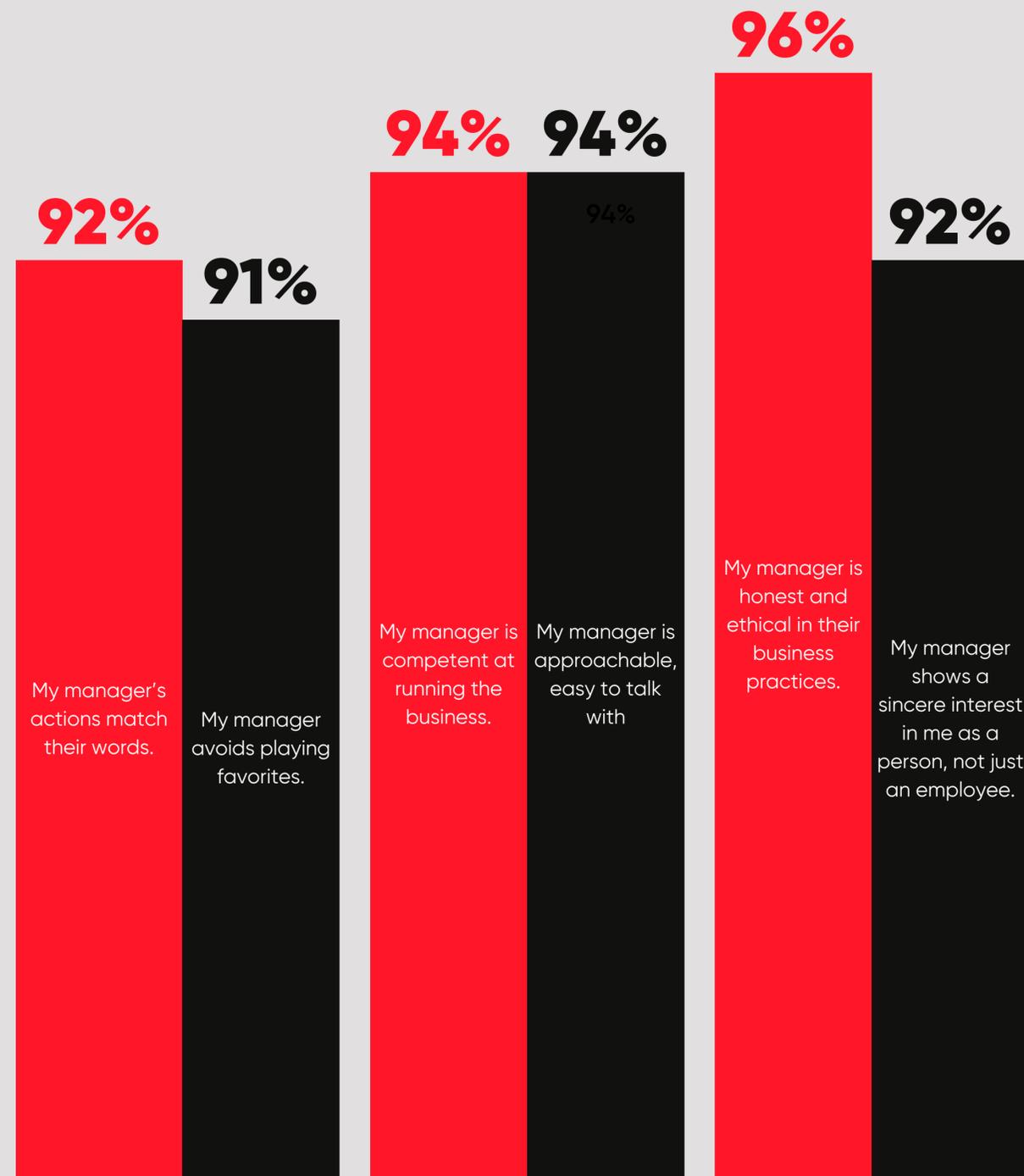
- aligns their words and actions.
- avoids favoritism
- demonstrates competency, honesty, and approachability
- shows genuine interest in employees as people

Effective leadership is more than hitting company targets. It is fostering a team mentality that ensures everyone is working together and to their best ability. Great leaders create great workplace cultures and the Best Workplaces invest in leadership development, identifying employees with leadership potential, and helping them to learn the skills and qualities needed to succeed and drive the success of others.



Insights from the Great Place To Work Trust Index Survey

Employee Experience: **Great Leadership** at the Best Workplaces by Region



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

 About
Great Place To Work®



Employee survey



Certification



Best Workplaces™



Cultural Consulting

Get Certified today at:
www.greatplacetowork.ca

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