



We believe **all** companies
can become **great workplaces** ...



... in fact, it's our **mission**.

We are **dedicated**
to building a **better society**
by helping companies
transform their workplaces.

Trust: The Foundation of a Great Place to Work®

Companies depend on relationships. In a great workplace, relationships are all about trust.

Since 1980 we have been listening to employees and evaluating employers, trying to understand what makes a workplace great. We know that the foundation of every great workplace, no matter the company's size, industry, or location, is trust between employees and management. Today, thanks to our ongoing research, measurement tools, and educational services, we are trust specialists.

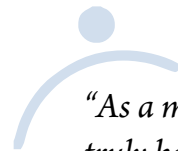
Trust isn't something you can buy. Trust is something you earn. It's based on a set of behaviors that can be learned, practiced, and mastered. It's a commitment that fundamentally informs how people think about and interact with customers, suppliers, and coworkers. In time, it becomes an organization's way of being.

When that happens, everything becomes possible.

We support your efforts to build trust.

Our focus at the Great Place to Work® Institute is on supporting your efforts to improve your work environment. We help you to identify the behaviors that currently build trust between management and employees and direct you to focus on the most important steps to take to increase the level of trust that exists throughout the workplace. This helps your workplace to operate more effectively, serving as a source of enduring advantage for your organization.

The Great Place to Work® Institute brings together the expertise, methodological rigor, and proprietary tools that can help you turn your workplace environment into a powerful source of competitive strength – while creating collaborative, successful relationships among people at all levels of your organization.



“As a manufacturing company, we recognize the competition is keen – but we truly believe we can compete in any environment because we have a solid company built on trust – honored traditions of respect and integrity. We take pride in our work and enjoy working as a team to serve our customers.”

The quotes shown throughout this brochure represent comments from employees at great workplaces.



The Value of Being Great

Reputation, retention,
customer satisfaction,
innovation, and
profitability —
we think these are
very good reasons
to **become great.**

Trust Inspires People to Achieve

In a great workplace, trust manifests itself in every relationship. Managers believe that employees want to be productive, encouraging them to participate in the business. Employees act like owners. They're enthusiastic and passionate about their work and the company's mission. In a high-trust environment, people cooperate and collaborate, leading to positive workplace interactions, higher profits, and greater productivity.

When You Invest in Your People, You Invest in Your Organization's Success

All kinds of benefits flow from creating a great workplace. We've seen it again and again.

Every year, we compile The Economic Times & Great Place to Work Institute's "India's Best Companies to Work For" list and similar lists for publications in 40 other countries in Europe, Asia, South America, and North America, including the Fortunes's annual "100 Best Companies to Work For" list, using our Great Place to Work tools for the selection process.

Year after year, the companies on our lists outperform the broader market indices around the world and are more productive and profitable than their peers. Why?

Great workplaces:

- *Attract the best employees.* Companies with reputations as great employers attract more applicants – and gain access to the most talented people.
- *Retain their people.* The Top 25 Companies on the "Best Companies" list have turnover on average 45% lower than bottom 25 Companies – leading to big savings on training and recruiting and even bigger gains in productivity.
- *Provide excellent customer service.* Studies show that employees who feel good about their employer deliver a higher level of satisfaction to customers.
- *Encourage innovation.* When trusted, employees feel more comfortable taking risks and making suggestions – leading to new products and improved processes.

Reputation, retention, customer satisfaction, innovation, and profitability – we think these are very good reasons to become great.

Specialists in Trust

Create a culture where trust flourishes across functions, departments, and locations

Our research excellence enables us to provide the context, understanding, and analyses that will best serve you. We offer a vision that motivates the work you do with your people, enabling you to respond creatively to external changes that impact your workplace.

What Makes Us Distinct

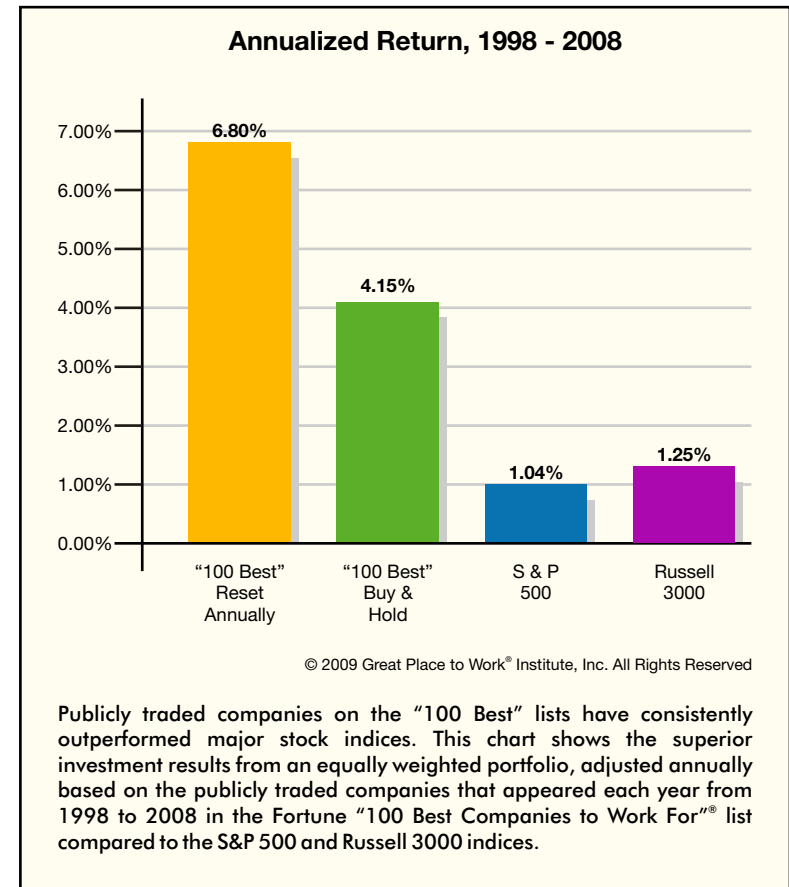
- *The Great Place to Work® Model®.* Our employee centred model has been recognized for more than 20 years as a clear, comprehensive representation of the importance of trust in creating great workplace relationships.
- *Expertise.* We're workplace experts. Our methodology for measuring trust allows us to provide detailed, straightforward, and accurate assessments – helping you to understand what is effective in your workplace as well as what you can do to improve. Our unparalleled worldwide database of best practices and benchmarks supports our ongoing knowledge development.
- *International Reach.* We provide consulting services in Europe, Asia, South America, and North America. Our survey has been translated into multiple languages, and we can provide benchmarks from over 40 countries worldwide.

- *Experience.* We've worked with organizations at every stage of becoming great workplaces, including multinationals as well as startups, in virtually every industry sector. We excel at helping good organizations become great.
- *Personalized, Customized Service.* We structure our programs to meet your needs, providing a dedicated team for the project's duration.
- *Commitment.* We practice what we preach. Our commitment is to create trusting relationships with our clients.

Around the world, we're recognized as having set the standard for understanding what makes a workplace great. When you partner with us, you partner with the best.



"This company provides an atmosphere that encourages employees to strive towards the clearly defined goals of the company. I feel like the company will keep me informed of what I can do to help the company succeed."



“At a **great** place to work, you **trust** the people you work for, have **pride** in what you do, and **enjoy** the people you work with.”

— Robert Levering
A Great Place to Work: What Makes Some Employers So Good—and Most So Bad

The Dimensions of a Great Workplace

Creating a high-trust workplace starts with the credibility of management.

Credibility means managers regularly communicate with employees about the company’s direction and plans – and answer their questions directly. It involves coordinating people and resources efficiently and effectively, so that employees know how their work relates to the company’s goals. It’s the integrity management brings to the business. To be credible, words must be followed by action.

In a high-trust workplace, leaders and managers treat employees with respect.

Respect involves providing employees with the equipment, resources, and training they need to do their jobs. It means appreciating good work and extra effort. It includes reaching out to employees and making them partners in the company’s activities, fostering a spirit of collaboration across departments, and creating a work environment that’s safe and healthy. Respect means that work/life balance is a practice, not a slogan.

High-trust work environments are fair.

At an organization that’s fair, economic success is shared equitably through compensation and benefit programs. Everybody receives equitable opportunity for recognition. Decisions on hiring and promotions are made impartially, and the workplace seeks to free itself of discrimination, with clear processes for appealing and adjudicating disputes.

Trust makes possible new levels of pride and camaraderie.

As companies become great, the division between management and labor fades. The workplace becomes a community. Employees take pride in their jobs, their team, and their company. They feel that they can be themselves at work. They celebrate the successes of their peers and cooperate with others throughout the organization. People take pleasure in their work – and in the people they work with – in a deep and lasting way. They want to stick around for their careers.

The Trust Index[®]

A Comprehensive Assessment of Your Workplace

The Great Place to Work[®] Trust Index[®] is an employee survey tool that measures the level of trust, pride, and camaraderie within your workplace. The Trust Index[®]:

- Compares the response for your organization with the “Best Companies to Work For” and the Trust Index[®] benchmarks
- Collects qualitative and quantitative data: both are essential to understanding how to improve your workplace environment
- Asks employees to consider their work-group experiences and how they experience the organization as a whole
- Consists of 58 statements that cover credibility, respect, fairness, pride, and camaraderie – the five dimensions that correspond with the Great Place to Work[®] Model[®]
- Takes just 20 minutes to complete

How It Works

- Surveys are conducted on paper or via the web
- Statements can be added to elicit feedback on issues of specific concern to your organization
- Results are tabulated into demographic, geographic, and functional categories

- Demographic categories are customized to the client
- Our expert team works with you throughout the process

What You Get

Our findings show how you can maximize your effort to become a great workplace. Our consultant works with your team, communicating the implications of the findings and the relationship between the survey results and the Model[®]. In addition, you receive:

- Data presented in accessible visual and narrative formats
- Detailed spreadsheets with segmented survey results
- A complete transcript of employee comments
- Best practices relevant to your organization, drawn from our Best People Practices[®] Database
- Specific, action-oriented recommendations customized to your organization’s situation



“Everyone’s contributions are important. Accomplishments are shared across the board. No one stands alone. Our tasks are accomplished as a result of genuine collective effort.”

Around the **world**,
we're recognized as
having **set the standard**
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what makes a
workplace great.

When you partner
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Trust Audit[®]

Qualitative Intelligence on Becoming a Great Workplace

The Great Place to Work[®] Trust Audit[®] provides targeted intelligence on how your organization can improve. Use it with the Trust Index[®] to enhance survey results, or use it as your primary assessment tool. The Trust Audit[®]:

- Reveals how your employees perceive and experience the workplace
- Consists of expertly run focus groups conducted by one of our moderators
- Collects detailed data on workplace interactions and experiences

How It Works

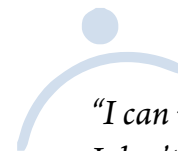
- Focus groups typically include 10 to 12 participants and run for 90 minutes
- Employees are drawn from the same level within the organization, so that supervisory relationships won't color the findings

- Our experienced moderators facilitate a conversation about the company's strengths, challenges, and opportunities for improvement
- As a third-party provider, we create an open, safe, and comfortable environment in which employees candidly discuss their experience and perceptions about the workplace

What You Get

The Trust Audit[®] pinpoints what strengths employees see in the organization and what behaviors are limiting the organization's success. Our consultant works with you to communicate the findings and identify the actions you can take to address challenging situations. You'll receive:

- Recommendations for actions that you can take over the next six to twelve months to transform your workplace
- Our analysis of the focus-group data, presented in terms of the Great Place to Work[®] Model[®]
- A summary of focus group sessions with representative employee comments



*"I can work autonomously without being micromanaged ...
I don't feel I work 'for' my manager, rather I feel I work 'with'
my manager to get a job done."*

Culture Audit[®]

Understanding Your Culture and Planning for Change

While much of our work is focused on the employee experience of the organization, over the years Great Place to Work[®] has amassed considerable information regarding the management perspective as well – that is, the policies and practices an organization puts into place having a positive impact on the employees' experience.

Culture Audit[®] is a proprietary instrument of Great Place to Work[®] institute Inc. which includes a series of open-ended essay questions designed to help us understand what is distinctive about your workplace culture.

Having a strong and consistent workplace culture is foundational to business success and employee satisfaction. An in-depth analysis of your Culture Audit[®] will start you on a new way of thinking about policies & practices that can change how employees & management work together and fundamentally redefine your companies' approach to becoming a great workplace.

Through the study of policies and practices of the best companies we have found they tend to have particularly unique and effective programs in the areas identified in the Culture Audit[®]. Setting these companies apart from others is the "Giftwork" like nature of their culture – one where an employees' work is treated as a gift, and the protocol around the interactions between the company and employee are gift giving like rather than transactional in nature.

How It Works

- Culture Audit[®] instrument which includes a series of open-ended essay questions is given to your organization in advance for it to be completed in all respects & returned to us.
- Our consultants then have one on one interactions / interviews with some of the key members of your organization to understand your people practices in detail.
- The Institute carries out an in-depth analysis of your Culture Audit[®] comparing and contrasting the policies and people practices of your organization with those of the 'Best Workplaces'.
- Our consultants also facilitate a one day workshop to help you get an insight into the effectiveness of your organization's people related policies and practices and how these policies and practices compare with those of the 'Best Workplaces'. There is also a session on 'Best People Practices' sharing in these workshops.
- The above process of Culture Audit[®] culminates in a report that the Institute submits to your organization.

What You Get

At the end of this process you would get a good understanding of the effectiveness of your organization's people related policies and practices and how these policies and practices compare with those of some of the 'Best Workplaces'. In course of the workshop you identify 2 or 3 key areas of action with respect to your organization's policies and people practices. You'll get a report in a presentation format containing the following:

- Introduction to concepts of Giftwork[®] framework
- Your policies & people practices compared to some of the Best workplaces
- Three notable areas of action and some Best People Practices in those areas

The Culture Audit[®] explores the following areas of people practices in your workplace.



Through our research over the past 25 years, we have found that great workplaces tend to have particularly effective policies and practices in key cultural areas, identified in the Culture Audit[®].

360° Trust Appraisal[®]

Empowering Your Managers to Foster a Culture of Trust

Culture change starts with your managers. The Great Place to Work[®] Trust Appraisal[®] evaluates the attitudes and behaviors of individual managers, including senior leaders, frontline supervisors, and department managers. The 360° Trust Appraisal[®]:

- Documents individual managers' perceptions of themselves
- Reveals what managers' supervisors, peers, and direct reports think about them
- Supports professional development and action-planning with practical feedback from the manager's own team members
- Supports your company's overall goal of becoming a great workplace
- Contains 53 survey statements and an open-ended question that take 10 minutes to complete

How It Works

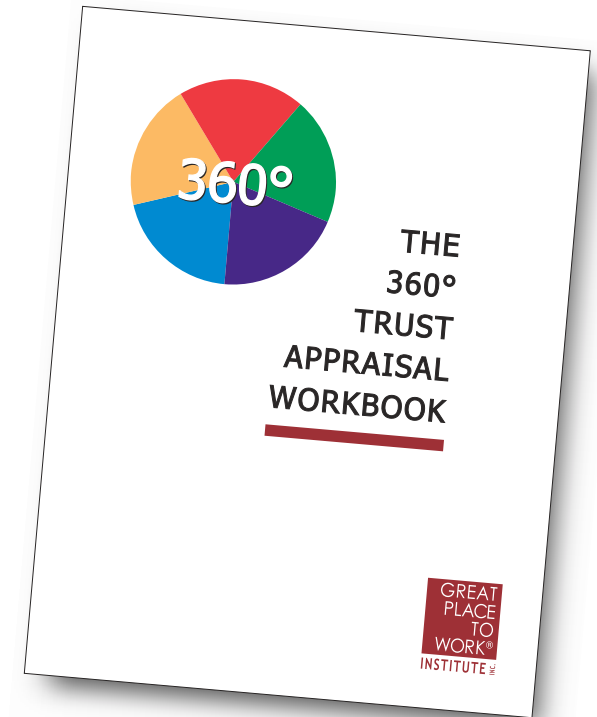
- Appraisals can be done for a group of managers or for all of your managers
- Managers select peers, direct reports, and a supervisor to respond to the survey

- You distribute the surveys, send them to us, and we analyze them
- Our consultants can provide interactive workshops or individual coaching sessions for participants

What You Get

Survey results highlight the strengths and opportunities of individual managers as related to the Great Place to Work[®] Model[®]. Managers receive:

- An individual report that includes spreadsheets and graphs with numerical responses, as well as a written transcript of comments
- Honest, meaningful feedback on their management behaviors and practices in an easy to understand format
- Our recommendations of the participant's key strengths and development areas
- The 360° Workbook, which explains the feedback and leads the manager through developing an action plan to facilitate becoming a stronger leader
- Aggregate reports of results are available to uncover trends in managers' core capacities and to track progress over time



"Management is open and honest about goals, issues, and methods. Feedback is solicited from employees. Suggestions are welcome!"

The **People - Service - Profit** chain works in great organisations because people are inspired to provide great service to internal customers.

Internal Customer Perception Index

Relationship between Great Place to Work® & Service Quality

Our research has shown that while higher levels of trust, pride, and camaraderie results in higher levels of internal service, it is important to measure internal service levels. Our Internal Customer Perception Index is a customised survey that will help your organization in the following objectives:

- Discovering its employee's perceptions on key aspects of services provided by enabling functions like HR, IT, Finance etc.
- Understand employee perceptions on current internal processes and systems
- Seek structured feedback from employees
- Design an action plan to leverage the strengths and bridge the gaps identified

How It Works

The Great Place to Work® Institute can deploy an employee survey tool which measures the employees' perceptions of the level of reliability, assurance, tangible support, empathy, responsiveness etc in the services received from their internal customers. The Service Quality Trust Index:

- Collects both qualitative and quantitative data.

- Asks employees to consider their own work group's performance and how they experience the performance of other departments.
- Can be completely customized by adding company specific questions (Statements can be added to elicit feedback on issues of specific concern to your organization)
- Has Demographic categories that are customized to the client. e.g. feedback of technical specialists compared to others
- Takes less than 20 minutes to complete

What You Get

The Institute administers the Survey online, analyze the data and presents the Final Report & a half-day presentation to the Leadership Team to help in interpreting the results of the Survey. The final report contains:

- Project Overview
- Executive summary
- Key Findings
- Specific recommendations for management action
- Best practices related to the recommendations
- Themes of employee comments – with all employee comments
- Graphs of each statement of the service Quality Trust Index Survey
- Annexure:
Spreadsheet of overall numerical responses to the Trust Index Survey for all functions & demographics

Interactive Learning Programs

Our **goal** is to **deepen, enrich,** and **explore** the issues involved in becoming a **great place to work.**

We're committed to sharing our knowledge of what it takes to become a great workplace. Our workshops, presentations, advisory services, and conferences are designed to enhance your ability to make your organization a great workplace.

Workshops

Workshops provide rich, deep, and interactive learning experiences designed to facilitate your organization's progress toward becoming a great workplace. We customize each program to your organization's needs and focus on equipping senior leaders, managers, and supervisors with the knowledge they need to make your organization great. The Institute's offerings of Workshops include:

- Action Planning Workshops – Creating Employee Centric Organizations
- Creating a Great Place to Work® - Lessons from the Best Workplaces
- Best Practice Sharing Workshop
- Change Makers' Workshop – Internal Consulting Skills for creating a Great Place to Work®

Presentations

Our consultants can speak on a variety of topics related to creating a great workplace. We provide keynote addresses at conferences, attend launches for special workplace events, speak at management retreats, and share our insights on how to become a great workplace.

Advisory Services

Our goal is to equip organizations with the knowledge and tools they need to become great workplaces on their own. To support that effort, we provide advisory services on an as-needed basis as clients move through the stages of becoming great places to work.

Conferences

We design our conferences for practitioners as a way to encourage, inspire, and educate business leaders committed to creating great workplaces. Keynotes and working sessions provide forums for understanding strategies and innovations used by leading companies. Our goal is to deepen, enrich, and explore the issues involved in becoming a great place to work.

Consulting Services

Employee Engagement / Employee Coaching skills

Employee Engagement is the practice of increasing engagement by enhancing the quality of leadership at various levels within the organization, at the same time retaining performance excellence. The change initiative to make your organisation a Great Place to Work® starts with manager behaviors and actions. It is important for managers to display the right attitudes and behaviors to build high levels of employee engagement. It is also about building the right skills in managers which will enable them to reach the ideal balance between “caring for people” and “caring for results”. We have helped managers and organizations in:

- Understanding what is Employee Engagement, the dimensions of Employee Engagement and how the manager directly impacts them
- Understanding how caring for results and caring for people go hand in hand while building the base for a sustained high performing organization
- Building skills in employee engagement and helping the manager take responsibility for higher Employee engagement in their teams

Similarly, we design and deliver focused workshops on developing coaching skills.

Employer Brand strategy

In today's competitive market for talent, differentiating yourself as an employer has become increasingly

important in order to attract, retain and develop people. Employer branding is the practice of developing, differentiating and leveraging an organization's image as an employer to the current and future employees in a manner that is meaningful to them. It's important to understand what makes your organisation different in your industry and your market to win over competition.

The Employer Branding process involves the representation of an organization in a way that two basic questions get answered:

- Why should an employee start working for your organization?
- Why should an employee continue working for your organization?

We can assist your organization in designing a detailed roadmap for delivering the employer brand promise to your current and potential employees. This will result in a stronger employer brand.

Internal Branding - Values Development & Deployment

Organisations are increasingly growing the scope of talent management activities in order to address skill shortages and other workplace challenges. HR leaders are asking, what is the next leap for talent retention? Enter Internal Branding. It is essentially the branding efforts within the organization that enables an organization to build cooperation, collaboration and alignment with their internal and external customers on the products, policies and functioning of the organization.

The extent to which the brand beliefs are being lived by employees of the Organisation (and demonstrated as appropriate brand behaviours) determine the success of internal branding.

Our Internal Branding Workshops help achieve the following objectives:

- To understand and clearly articulate what Internal Branding means for your organisation in terms of activities, outcomes and measures
- To be able to understand and apply Key Tools and Techniques in the process of building and strengthening your Internal Brand in Turbulent Times
- To Understand the key challenges faced in implementing a successful Internal Branding initiative and learn from successful case studies on how to face them
- A Planned Brand Redefinition or Revitalization

Retainership Arrangement

We understand best employers better than most. For years we have recognized the best employers in around 40 countries where we are present. Our Associates study the practices of these Organisations and draw insight on what makes them superior workplaces.

This insight is made available to Organisations, particularly smaller Organisations and Organisations implementing employee centric change agenda. We help these Organisations not only understand current status of workplace relationships, but also in developing and implementing a road map to make the Organisation a Great Place to Work®.

A key part of our contribution is not only in implementing best practices of best employers, but also in developing a clear sense of identity in an Organisation which enables most employees to say about the Organisation, “ We are unique.”

Making **India**
a **Great Place to Work**

About Us

The Great Place to Work® Institute was co-founded by best-selling business author Robert Levering and organizational consultant Amy Lyman, Ph.D. in collaboration with a team of professionals committed to the recognition and development of great workplaces around the world. The Institute is headquartered in San Francisco, California, with affiliate offices in 40 countries.

Our mission is to build a better society by helping companies transform their workplaces. We do this by helping companies improve corporate performance and raise the quality of work life for employees.

We work with Fortune magazine, The Economic Times, The Financial Times and other leading publications in various countries to publish and recognize the “Best Companies to Work For”. We provide advisory and assessment services for organizations, offer annual conferences on creating trust in the workplace, and continually research best practices at companies everywhere.



GLOBAL HEADQUARTERS

Great Place to Work® Institute, Inc.
286 Divisadero Street
San Francisco, California 94117
Phone: +1 (415) 503-1234



INDIA HEADQUARTERS

Great Place Research & Consultancy Pvt. Ltd.
116, T.V. Industrial Estate,
S.K. Ahire Marg, Worli,
Mumbai – 400 030.

Questions? E-mail us at indiaconsulting@greatplacetowork.in
Visit our web-site : www.greatplacetowork.in