



**AUSTRALIA'S
BEST
WORK
PLACESTM**

**Best
WorkplacesTM**

**Great
Place
To
Work.**

**AUSTRALIA
2021**

2021



I went through the GFC with this organisation and now I am going through COVID-19 ... keeping our people safe and in their jobs has been the absolute focus and priority. We are a family and I feel very blessed to work for such an amazing brand.

-DHL Express employee

Content

03

Welcome from the GM

06-07

Purpose Driven, People First

10

Giving Back

13-15

Winner Spotlight
Large - Cisco
Medium - Mantel Group
Small - Bellroy
Micro - The Recruitment Company

16-20

Best Workplaces 2021 Rankings

04-05

A Fair Go: the Rise of Trust

08-09

Bold Acts of Leadership

- UKG
- AbbVie
- BlueRock
- Jaybro Group

11

The Rise of the B Corp

12

Great Workplace Experiences

22-24

Roundtable

26-27

Infographics

Welcome

Welcome to the publication of the 2021 Great Place to Work® list of the Best Workplaces™ in Australia.

2021 has truly been a year like no other – and we must firstly acknowledge the pain, suffering and loss inflicted by this pandemic across the planet.

But the past year has brought great, humbling lessons as well.

It was a year in which the bottom line gave way to care, and the top line was superseded by culture.

Organisations that understand what it means to genuinely look after their employees amid a culture of togetherness and cooperation – and can live those ideals whether people are in the office or on the end of a video call – are surviving and even thriving as this COVID-19 crisis grinds on.

The best companies are those that have clarity on their values and can lean on them when they need to. The best care about their communities and their people. They trust their people.

As we celebrate the organisations that have made our Best Workplaces list, we also consider how 2021 has changed the way we think about work.

Interstate and overseas travel petered out. Separation from friends and colleagues became the norm. Staff often found themselves on their own, working from home. That wasn't easy for many, and mental health challenges and anxiety took their toll.

But it also highlights what it means to be a great place to work.

The best companies are those that have clarity on their values and can lean on them when they need to. The best care about their communities and their people. They trust their people.

And they operate for purpose, not just profit. That is what makes a great place to work.

Purpose is a well-used term. But until this year, it arguably has not been well-understood.

In the 2021 Great Place to Work Best Workplaces™ list, it was the companies with purpose who did best of all. ■

Samantha Huddle
General Manager, Great Place to Work® Australia/NZ

August 2021



A fair go: the rise of trust

In a year marked by bushfires and pandemic, it is perhaps not surprising that as Australians we are reflecting on what it means to trust and be trusted.

Australians experienced the pandemic in a range of ways. Many lost loved-ones and many more suffered disruptions to their lives and livelihoods from lockdowns, border closures and other government restrictions.

The past year has seen millions work from home and organisations forced to rethink how they communicate with and manage employees.

One thing that people got to hold on to was looking at a screen of people who cared about them.

Behind it all, the data from this year's study of the Best Workplaces in Australia has been unequivocal.

The organisations most likely to see employees expressing a positive workplace experience were the ones that lead with conviction and intent – and where leaders prioritised their people's development.

Great Place to Work's experts analysed the data from this year's list to draw out the key insights of what makes Australia's Best Workplaces.

The experts looked at how this year's Australian list compares with the results from the World's Best Workplaces™ and analysed how our top companies differed from the rest of Australia's organisations.

They also conducted a correlation on the entire Australian data set to find the core drivers of what makes a great place to work one of Australia's Best Workplaces.

Trust was one of the metrics where Australia's companies most differed from their global counterparts.

Two statements stood out:

I believe management would lay people off only as a last resort.

World's Best Workplaces 2020 **82%**

Australia's Best Workplaces 2021 **91%**

People are encouraged to balance their work life and their personal life.

World's Best Workplaces 2020 **81%**

Australia's Best Workplaces 2021 **90%**

These statements are important components of the Trust Model®.

Great Place to Work's research shows that when employees feel that they can trust their leaders, they repay the company with higher levels of commitment and engagement that shines through to the bottom line.

Being trusted and treated well at work has never meant more to people than during the COVID pandemic, says Michael C. Bush, the global chief executive of Great Place to Work.

"They couldn't depend on anything ... they didn't understand COVID, they couldn't see people that they loved, they couldn't travel, they were working from home, but they couldn't really leave their home," says Bush.

"All those fears – and financial insecurity too.

"Nothing makes sense anymore and there's nothing to hold on to.

"But one thing that people got to hold on to was looking at a screen of people who cared about them.

"This made organisations that were good, become great."

Australia's Best Workplaces also score highly on innovation measures compared to their global counterparts.

Two important statements related to innovation stood out:

- Management shows appreciation for good work and extra effort.
- Management recognises honest mistakes as part of doing business.

On each of these measures, Australia's Best Workplaces performed 9 percentage points better than their global counterparts.

Similarly, analysis of the 2021 data also showed Australian companies performing well compared to their global counterparts on metrics that measure how well leaders maximise human potential.

Five statements stood out:

- People here are paid fairly for the work they do.
- Everyone has an opportunity to get special recognition.
- Promotions go to those who best deserve them.
- Managers avoid playing favourites.
- People avoid politicking and backstabbing as ways to get things done.

On these five statements, Australia's Best Workplaces outscored their global counterparts by a significant margin of at least 10 percentage points.

This is important. If there is any magic to Best Workplaces, it is their ability to bring out the best of all their people's talent with a high degree of consistency.

This ability to maximise human potential is what turns a great place to work into a Best Workplace.

Maximising the potential of each employee not only reaps rewards for individuals, but also translates through to organisational success.

Compared with the World's Best, Australia's Best Workplaces are also more likely to be scored highly by their employees on measures relating to creating an impartial and equitable workplace, outperforming global peers by 87% to 75% on the overall Impartiality score.

This concept of fairness – so integral to the Australian experience – is also where Australia's Best Workplaces improved their scores compare to last year. In fact, the biggest year on year improvement in results came in the Fairness dimension, especially in Impartiality.



Many micro organisations like Atarix achieved close to perfect scores in the Fairness dimension.

This is true regardless of company size, but the results are very much driven by the high scores in the micro category.

Many micro organisations achieved close to perfect scores in the Fairness dimension.

This indicates that Australia's micro companies are very effective in creating an environment where employees feel that leaders are impartial and inclusive and have put in place practices that treat people equitably.

So, what metrics are the most important? What is it that the Best Workplaces do that has the highest impact on Australian employees' overall workplace experience?

Our experts found six statements separated this year's Best Workplaces from other Australian companies:

- Management has a clear view of where the organisation is going and how to get there.
- I am offered training and/or development to further myself professionally.
- Management delivers on its promises.
- Management hires people who fit in well here.
- I can ask management any reasonable question and get a straight answer.
- Management's actions match its words.

These are the statements that moved the needle in favour of the Best Workplaces.

In hindsight, the formula is simple:

Management needs to demonstrate clarity backed by competency.

People should be given a chance for development and training so that the future is brighter than the past.

And underlying it all, the Best Workplaces make the greatest Australian promises of all: that leaders will do what they say and, if you ask, you'll get a straight answer.

Sometimes, being the best can be as easy as that. ■

Purpose Driven, People First

What do we mean by organisational purpose?

It is a well-used phrase – and arguably misunderstood.

At Great Place to Work, we use the word purpose deliberately and with precision.

Purpose is why your people come to work each day – not what they do.

It is more than a mission statement or list of values. Instead, it speaks to the heart of the goals an organisation is striving to achieve.

Purpose does not have to be global – or even noble – in scope.

But it must be meaningful, heartfelt and lived throughout the organisation.

It must be about coming together in striving to achieve more than simply the day-to-day operational or revenue-raising activities of an organisation.

True purpose becomes part of the fabric of an organisation.

People in Australia today expect values, not just value.

McKinsey says purpose-led organisations have reflected deeply on their corporate identity and defined with clarity what they stand for. Followed through, this not only links to each individual employee's decision-making and activities but can also lead to material changes in strategy and even governance.

Samantha Huddle, Great Place to Work's general manager in Australia and NZ, draws a direct line between the purpose-driven companies on today's list and the ideals of the founders of Great Place to Work.

"In the 1980s, Great Place to Work-founder Robert Levering spent 10 years travelling and speaking to thousands of employees at different organisations and

found that really great organisations had a few things in common – they had great cultures and high levels of trust.

"But we're in a new world order now and we have new challenges.

"Today, the theme that is emerging really strongly from our research is purpose.

"People in Australia today expect values, not just value.

"It's not just enough to do something that is better for business – it also needs to be better for the world."

In this year's list we have seen a wide variety of purpose.

A multi-national aims to make the world more inclusive (Cisco). Another boldly states its aim to improve the state of the world (Salesforce). A pharmaceutical giant seeks to cure humanity's most complex diseases (AbbVie), while a software firm aims to unlock the power of teamwork (Atlassian).

But there is also a brewer (4 Pines) that simply and honestly aims to restore fun to peoples' lives. A payments company (BPAY Group) that strives to make everyday life simpler. A financial services firm (BlueRock) that wants to help grow successful businesses. And a media company (REA Group) whose singular goal is helping people find their next home.

This discovery of varied organisational purpose is also found in the academic literature.

A landmark study conducted using Great Place to Work data by academics from Harvard, Columbia and Wharton found purpose can differ wildly from company to company. What matters is simply that employees are genuinely and meaningfully focused on a goal other than profit.

In this year's survey, the statement 'My work has special meaning: this is not "just a job"' met with widespread agreement among the companies in this year's Best Workplaces list.

Almost 87% of respondents agreed with the statement – an important indicator of the purpose underlying a job. Among large companies, the figure was 81%, rising to 84% among the medium organisations and 91% among small companies.

My work has special meaning: this is not "just a job"



The research team dug deeper into purpose and, more importantly, its links to performance.

The goal was to answer the question: is all the talk about purpose delivering actual business results?

And the answer? Not so fast.

It turns out that simply declaring a corporate purpose has no real correlation with improved performance or employee engagement.

Instead, another important factor must be in place: management must be aligned to that purpose.

Purpose can only be authentic if it genuinely guides decision-making and actions from top management.

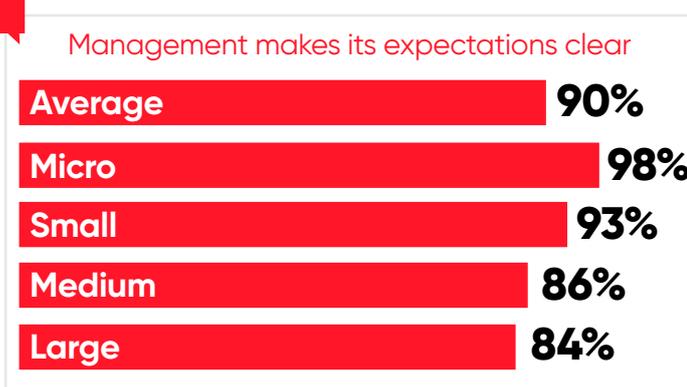
How does what we say about ourselves match up with who we are?

The Harvard-led study – which examined the survey responses of more than 450,000 employees in more than 400 companies – found that true performance benefits came when companies scored highly on two factors: purpose and management clarity.

Survey statements like ‘management makes its expectations clear’ and ‘management has a clear view of where the organisation is going and how to get there’ were the defining qualities.

Among all companies in the Best Workplaces list 2021, 90% of all employees agreed with the statement ‘Management makes its expectations clear’. The figure was 84% for large companies, 86% for medium companies and 93% for small companies.

These statements are two of the six that make up what the study calls high ‘Purpose-Clarity’ organisations.



(The full six statements are: My work has special meaning, it is not just a job; When I look at what we accomplish, I feel a sense of pride; I am proud to tell others I work here; I feel good about the ways we contribute to the community; Management makes its expectations clear; Management has a clear view of where the organisation is going and how to get there.)

These high Purpose-Clarity organisations are the ones that exhibit superior accounting and stock market performance.

This rings true for Australia.



As we have explored before in our newsletters, employees are highly sensitive to discrepancies between what a company says and the way it acts.

Catherine Maxwell, general manager of policy and advocacy at the Governance Institute of Australia and a leading authority on governance and risk management, tells Great Place to Work that the critical thing is ensuring alignment between management’s statements and actions.

“How does what we say about ourselves match up with who we are?” she says. “Easy to say but, on the ground, really hard to do.”

The obligation extends below top management: people managers through an organisation need to genuinely buy in to the purpose and act accordingly.

It is perhaps a surprising finding that this middle layer is more critical to purpose than top management or hourly-workers at the coalface, but mid-level managers and team leaders have an outsized impact on employee experience.

If they behave in a way that does not align with an organisation’s purpose, the positive effects of purpose are impaired.

Organisations need to recognise that this means there is no straight line between purpose and performance.

Instead, the improved performance comes about through intermediary variables. It is these critical factors that conspire to create the resulting end-performance.

“Ultimately, our study suggests that purpose does, in fact, matter. But it only matters if it is implemented in conjunction with clear, concise direction from top management and in such a way that the middle layer within the firm is fully bought in,” concludes the Harvard paper. ■

Bold acts of leadership

Great leadership is a feature of a great place to work. But some acts of leadership stand out. We look at the biggest and boldest leadership actions taken by this year's winners.

In 2021, we asked organisations to detail a bold act of leadership taken to improve the root conditions necessary to create great workplaces For All™.

We were after examples of leadership within an organisation and in the community at large.

Bold acts of leadership matter.

Not only do they directly generate an outcome for stakeholders and the community, but they also provide a critical source of employee pride beyond products and services.

And they play directly into reinforcing an organisation's purpose.

Great Place to Work asked organisations about bold acts of leadership as part of the Best Workplace evaluation.

Here are some of the answers we received:



“ We established an Employee Relief Fund to provide extra financial support to any employees and their family members adversely affected by COVID-19, such as a spouse losing their job or a family member getting sick.

“We invited employees to donate to the fund and promised the company would match donations 100%. So far, we've raised and committed over \$1.5 million—and we've provided relief to over 100 UKG families, delivering nearly \$250,000 in aid.”

“ AbbVie undertook a pay gap analysis and [found] a small gap of 7.5%.

“As an organisation, we stand by what we believe in. This means that when we say that we are an inclusive and equitable organisation, we take the necessary steps to ensure we remain one.

“Following our pay gap analysis, AbbVie [signed] up to the Workplace Gender Equality Agency (WGEA) Pay Equity Pledge.

“The Pay Equity Pledge analyses and monitors AbbVie's talent management data, including pay, by gender.

“The pledge sets the expectations among people managers that they address gender bias in their decision-making.”

BlueRock



“ BlueRock’s bold act of leadership is the recent launch of the Be BlueRock Foundation, one of the only public ancillary funds established by organisations of our size.

“BlueRock established the Be BlueRock Foundation to give individuals and organisations a cost-effective and tax-effective way to establish their own sub-fund with the support of a broader foundation, so they can easily distribute donations to charities of their choice over time. The Be BlueRock Foundation is endorsed by the Australian Taxation Office, ensuring all donations are tax deductible and income earned is exempt from income tax.

“The way the foundation has been set up reflects our values of shared BlueRock/employee responsibility – the firm is making a major financial contribution (the initial contribution was \$50,000) with an ongoing commitment, and also offers employees the opportunity to contribute directly via salary sacrifice each pay cycle.”

Jaybro Group



“ Jaybro has had a partnership with MIGAS Apprentices & Traineeships for over twelve years ... [b]uilt on the shared vision of assisting youth in the western suburbs of Sydney (Blacktown, Mt Druitt, Doonside, Penrith) who may not otherwise obtain qualifications and skills to set them up for careers.

“Jaybro and MIGAS work together to improve the career prospects of young people in this lower socio-economic area.

“In 2021, Jaybro has begun making a deliberate attempt to advance the trainee program to not only include school leaver traineeships, but also to include school-based traineeships to attempt to capture youth in the window of year 10, 11 and 12 before they finish school (or drop out altogether before obtaining their Higher School Certificate).”

4 Pines Brewing Company



“ As a 1% for the Planet member, 4 Pines is part of a global organisation that exists to ensure the planet and future generations thrives.

“Part of this commitment means 4 Pines donates 1% of revenue from the sale of its core range products to environmental not-for-profit organisations.

“In 2020 we partnered with Landcare Australia, Take 3 for the Sea and Organic Matters to see through some impactful projects like sustainable and regenerative farm practices at one of our hop suppliers, Ryefield Hops.”

Giving Back

CrowdStrike Australia



Allied with purpose, giving back to the community is a recurring theme among organisations that rank highly as great places to work.

Giving back has become a core part of what makes a great place to work.

Salesforce arguably led the way in corporate giving by embedding philanthropy into its core principles with the famed 1-1-1 model that donates 1% of profits, products and employees' time to charity.

That simple and powerful model has grown into the Pledge 1% global movement, spearheaded by Australia's Atlassian, that adds pledging 1% of a company's equity to the three other pledge types.

More than 10,000 organisations in 100 countries have used Pledge 1%'s framework to donate more than half a billion dollars in philanthropy.

Giving back was a strong theme among this year's Best Workplaces.

Brewer 4 Pines encourages its people to volunteer their time or donate to charity by matching their time hour for hour in annual leave for up to 4 days a year – and dollar for dollar with no limitations to help them double their impact to the causes that mean the most to them.

In 2020, this program was used more than 100 times, matching \$21,000 of donations and 160 hours of leave.

At CrowdStrike, the CrowdStrike Foundation offers scholarships, grants and research programs to help develop talent in cybersecurity and AI as well as providing pro-bono security software to nonprofits, journalists and activists.

During COVID-19, the CrowdStrike Foundation started a fund to support the Red Cross and nonprofits helping with COVID-19 related causes. Employees raised over \$100,000 which the Foundation and CEO matched.

General Mills sees philanthropic work as an extension of the company's core business. Partners include The Smith Family, Red Cross and Landcare, which some of the support coming from the global General Mills Foundation.

Food waste is a key focus. General Mills works with the Foodbank charity to help feed people in need, donating more than 65,000 meals last year.

Finder, the comparison site company, is donating three COVID-19 vaccines to developing countries for every member of its staff who gets vaccinated. The program supports the World Health Organization Initiative called Go Give One directly funds COVID-19 vaccines for lower-income countries. Finder employees also get a half-day off to get their vaccinations.

Giving matters – and not just to the charities and causes that benefit from the donations.

Giving is also a powerful motivator of employee engagement.

Great Place to Work research finds that people who feel their employers make a positive impact in the world are 11 times more likely to say they plan to stay with their organisations for the long term.

They are also four times more likely to say their teams make an extra effort to get the job done.

And perhaps most importantly, they are 14 times more likely to say they look forward to coming to work.

This is an opportunity not just for retention but also for recruitment. ■

The rise of the B Corp



BlueRock



Luminary



Hub Australia



4 Pines Brewing



Bellroy

The 2021 list continues a trend we have seen in recent years – the rise of the B Corporation.

The concept of the B Corporation was launched in 2007 by the Philadelphia-based non-profit B Lab, as a way of putting structure around companies' decisions to act in ways that benefit society rather than just shareholders.

The outcome was a certification scheme that verifies how businesses meet the highest standards of social and environmental performance and transparency. It also ensures they take on legal accountability to balance profit and purpose.

B Lab's B Impact Assessment tool (the BIA) assesses impact on employee as one of five main impact categories – alongside Governance, Customers, Community and the Environment. The BIA evaluates a company's contributions to its employees' financial security, health & safety, wellness, career development, and engagement & satisfaction. In addition, the BIA rewards business models designed specifically to benefit employees, such as employee ownership schemes or hiring those with barriers to employment.

"Certified B Corporations are a new kind of business that balance purpose and profit," says Andrew Davies, CEO of B Lab Australia and Aotearoa New Zealand

"They are legally required to consider the impact of their decisions on their workers, customers, suppliers, community, and the environment. This is a community of leaders, driving a global movement of people using business as a force for good."

More than 4,000 companies around the planet have achieved certification as B Corps and increasingly we are seeing these businesses score highly in Great Place to Work surveys.

This year, companies on our list with B Corp certification include Manly-based beer brewer 4 Pines Brewing, Melbourne financial service provider BlueRock, Bells Beach wallets and bags designer Bellroy, co-working leader Hub Australia and digital agency Luminary.

They are in diverse industries, but they have something important in common: they know that business can be about more than making money and that finding a purpose beyond profit is good for the planet – and for their people.

"We consistently hear from B Corps that people seek them out as preferred employers, and we're always interested in the work being done to measure and identify great places to work" says Davies, "I'm pleased, but certainly not surprised, to see B Corps amongst the leading businesses [listed in this year's Best Workplaces list]." ■

Great workplace experiences

What makes a great place to work? Take a look at how this year's winners got on to the list – and how your organisation can take the first steps towards getting Great Place to Work-Certified™.

Great Place to Work has surveyed more than 100 million employees around the world and uses those insights to define what makes a great workplace experience.

Every year, more than 10,000 organisations apply to get Great Place to Work-Certified.

So how do you get your organisation Certified?

The key is understanding the Great Place to Work For All™ Model.



Being Certified as a great place to work boils down to trust.

"A great place to work is one where managers are maximising human potential," says Samantha Huddle, Great Place to Work's general manager in Australia and NZ.

"They are ensuring that everyone in the organisation has the opportunity to contribute and have their ideas listened to, and that this experience is consistent for all regardless of who they are or what they do."

Some 30 years of research has proven that a great workplace is one where employees trust the people they work for, have pride in what they do and enjoy the people they work with.

The outcome of employees feeling trusted is a higher level of innovation throughout the organisation which leads to financial growth.

Great Place to Work measures trust by examining people's experience with their management, their colleagues and their job across five dimensions – credibility fairness, respect, camaraderie and pride.

"Each of these dimensions are key components of great workplaces and, together, enable building a foundation of Trust," says Huddle.

Great Place to Work determined the Best Workplaces™ Australia 2021 List by conducting annual workforce studies through our Trust Index Survey™ and Culture Management platform Emprising®, representing the voices of almost 50,000 employees across Australia

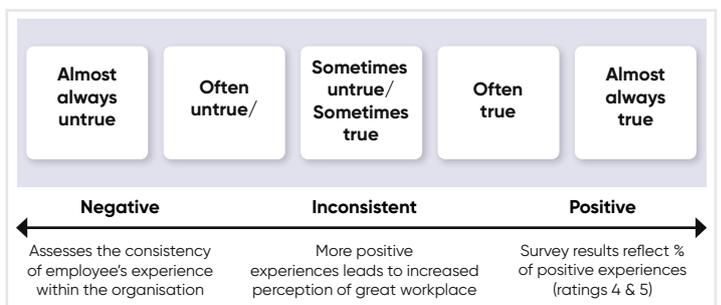
So, what's the Certification process?

It starts with your employees.

Over a two-week period, your people complete the online Trust Index™ employee experience survey in our Emprising™ Culture Management Platform.

The survey consists of 60 questions analysing trust-building behaviours that take around 15 minutes to complete.

The questions are built from statements of positive workplace experiences. Employees rate each statement on a 'truth' scale of how often the statement reflects their experience.



"Eighty-five percent of the evaluation is based on what employees report about their experiences of trust and reaching their full human potential as part of their organisation, no matter who they are or what they do." says Huddle.

"We analyse these experiences relative to each organisation's size, workforce make up, and what's typical in their industry.

"The remainder is an assessment of all employees' daily experiences of the company's values, people's ability to contribute new ideas, and the effectiveness of their leaders."

From there, an organisation completes a 'Culture Brief' answering a short series of questions.

Larger companies, with more than 100 employees, also complete our 'Culture Audit' evaluation, where we ask questions about their policies and programs.

Organisations who complete these steps – and importantly at least 65% of their staff report they are having a consistently positive experience at work according to their Trust Index responses on Great Place to Work's Emprising employee experience platform – are eligible for certification. ■

WINNER SPOTLIGHT - LARGE

Cisco



Cisco's goal of making work more human has never been so important as during a global pandemic.

As more people work from home, isolated from their peers and mentors and reliant on technology for connection and productivity, it is critically important that the workplace evolves to be more about community than place.

Cisco leverages its cutting-edge technology to keep employees engaged and informed. A monthly TV-talk-show is a vital channel for communication with a live chat function allowing people to voice questions and concerns and discuss.

But the community at Cisco is about more than work for work's sake.

A giving program with an extraordinary target of helping 1 billion people worldwide ties Cisco's people to critical developing world issues of access to food, water and shelter as well as solving developed world problems like education, career skills and financial self-sufficiency.

And Cisco's driving 'Conscious Culture' initiative connects its people to purpose.

The initiative seeks to create a diverse and inclusive culture where individual employees actively monitor, listen and protect each other.

"We recognise that at all levels of the company, our representation of minority groups was lower than our self-imposed targets. We want to close the gap – but more than that, we want to address the root causes that allow the gap to exist," says Shamila Wickramage, human resources manager at Cisco Systems Australia/New Zealand.

Cisco benefits from a high profile, socially conscious, outspoken global CEO in Chuck Robbins.

A pivotal moment for the firm came as Robbins hosted renowned social advocate Bryan Stevenson in late 2019 for a conversation about race and inequality broadcast to employees around the planet.

The Q&A portion of the event generated a powerful conversation within Cisco about Stevenson's concept of proximity – deliberately getting closer to suffering to better understand people's actual lived experience.

This helped Cisco codify a set of social justice beliefs and commitments to action that aim to drive behaviour throughout the global company.

"It's our calling to ensure that communities on the margins experience a world that is just, where they are valued, validated and empowered," says Wickramage.

This is supported by the firm's commitment to its people – the 'People Deal'.

"Our people expect the resources and support they need to succeed. And so equipped, we ask them to take bold risks, innovate and collaborate, always with each other and our customers in mind," says Wickramage.

The success of the strategy is evident in Cisco's survey results.

An employee comment puts it best: *"I thank my stars daily for giving me an opportunity to be a part of this incredible company and I couldn't ask for anything else."* ■

Mantel Group



Mantel is a fast-growing, acquisitive technology consulting firm with clients in big business, utilities and government and operations including artificial intelligence, cloud computing, design and digital development.

It runs a 'house of brands' model with eight CEOs running discrete operations side by side.

It's not a traditional recipe for a harmonious work environment.

But through the implementation of a genuine principles-based culture based on every individual through the organisation making good choices in everything they do, Mantel has quickly developed into one of Australia's most-loved employers.

"Mantel has designed a value system and sticks to it, embodying every decision made at every level of the business," says one employee.

The Mantel Group principles are simple and profound: Make Things Better, Make Good Choices, Communicate Directly, Love What You Do and Be Awesome At It and In It Together.

They guide everything the firm does, and they are underpinned by a single, powerful purpose: to change the way the world works for the better.

"This purpose is what makes us a great place to work," says Caroline Henshaw, Mantel's head of people & culture.

"Our strategy, structures and implementation of these are all focused on creating this environment both internally for our team and externally for our clients."

The purpose – and principles-based approach shines through in employee comments.

"Being a principles-based organisation truly empowers all team members to make their own decisions," says one employee.

And another: *"We actually live our principles. Leadership embody them, not just talk about them."* ■

Bellroy



Ten years ago, at a kitchen table in Victoria's iconic Bells Beach, the founders of Bellroy sketched out their first designs for a slim, stylish men's wallet.

Today, a ruthlessly user-focused design process and clever, viral digital marketing propelled Bellroy into a globally renowned designer and retailer of bags, backpacks and accessories.

But behind the scenes, a more profound transformation was occurring.

As Bellroy grew, it doubled down on its founding principles of using the power of business to help solve social and environmental problems, building an open and trusting workplace culture founded on belief in the benefits of diversity.

"Nothing is ever put in the too hard basket," says one employee. *"Even if there is a task or job at hand that is complicated, difficult or involves a lot of people – but everyone agrees it's the right thing to do – management will do everything they can to ensure it gets done."*

"This extends not only to work related issues but also personal issues as well."

Another adds: *"I know I can share my honest opinion with workers or the executive team and be heard and my opinion genuinely considered. I am comfortable walking up to our founding members and sharing a problem or a solution with them at any time. They are always interested, always have time for me and will always help me."*

And a third employee concludes: *"Bellroy has changed the way I work, the way I think, the way I solve problems and the way I do my job."* ■

The Recruitment Company

Making recruitment enjoyable again is a big ask, but The Recruitment Company's stated mission resonates throughout the organisation.

The specialist IT and digital recruitment agency runs a flexible, open workplace which gives employees visibility of finances, goals and strategy.

Employees are given wide autonomy to achieve their goals and are rewarded by a range of incentives including restaurant meals and trips for top performers but also simple regular rewards like taking Friday afternoons off when weekly targets are met.

Simon Moss, chief operating officer, says the firm puts a particular focus on diversity, guided by past membership of the Diversity Council Australia. The firm takes pride in being ultra-careful about even the smallest details like the language of bias in job ads and which meeting time works best for people with school age children (it's 9.37am).

But perhaps the most powerful incentive of all is being able to operate with honour and openness in an industry that has long been characterised as stressful, competitive and opaque.

"We exist in an industry that is historically very self-indulgent. I am proud that we exist to shift this mindset (in every interaction) through recognising we are here to serve others" says one employee.

"In turn we can positively impact our industry and how it is perceived therefore making our world a better place to be." ■



Ready to earn a spot on the 2022 Australia's Best Workplaces™ List?

Great Place to Work® has published the definitive annual list of the best places to work in Australia since 2008.

In 2022 we will celebrate the 15th list of Australia's Best Workplaces. We are excited to celebrate the highest caliber of company cultures that unlock the full potential of all employees.

This award brings together a community of like-minded companies that understand the significance of a high-trust culture. They represent the voice of employees whose workplace experience empowers them to excel in their jobs.

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2021 Best Workplaces™

Micro Organisations 10-29 employees

NEW 4 out of 5 companies on the list are new

Top 5 Micro winners come from diverse industry sectors

| | | | | |
|----------|-------------------------|---|------------|--|
| 1 | The Recruitment Company | EMPLOYEES: 22 INDUSTRY: Professional Services - Staffing and Recruitment | | |
| 2 | Entourage | EMPLOYEES: 17 INDUSTRY: Financial Services and Insurance - Banking/Credit Services | NEW | |
| 3 | TrainTheCrowd | EMPLOYEES: 21 INDUSTRY: Education and Training - Other | NEW | |
| 4 | Atarix | EMPLOYEES: 11 INDUSTRY: Information Technology - IT Consulting | NEW | |
| 5 | Glaukos Corporation | EMPLOYEES: 15 INDUSTRY: Biotechnology and Pharmaceuticals - Other | NEW | |



2021 Best Workplaces™

Small Organisations 30-99 employees

NEW 13 new companies on list this year

3 publicly listed companies. BDE is on ASX.

15% Professional Service

B+ 3 B Corporations in this category

10% Health Care Sector

40% Information Technology

| | | | | |
|----------|-----------------|---|------------|--|
| 1 | Bellroy | EMPLOYEES: 80 INDUSTRY: Retail-Other | NEW | |
| 2 | Avenue Dental | EMPLOYEES: 85 INDUSTRY: Health Care - Services | | |
| 3 | Tiliter | EMPLOYEES: 31 INDUSTRY: Information Technology - Software | NEW | |
| 4 | Propel Ventures | EMPLOYEES: 65 INDUSTRY: Information Technology - Software | NEW | |
| 5 | Quorum Systems | EMPLOYEES: 40 INDUSTRY: Information Technology - IT Consulting | NEW | |

(2021 Best Workplaces™ Small Organisations list continued)

| | | | | |
|-----------|-------------------------------------|---|------------|--|
| 6 | Moddex Group | <p> EMPLOYEES: 67</p> <p> INDUSTRY: Manufacturing Production - Basic metals and fabricated metal products</p> | NEW | |
| 7 | Green Building Council of Australia | <p> EMPLOYEES: 45</p> <p> INDUSTRY: Other-Other</p> | | |
| 8 | WW | <p> EMPLOYEES: 65</p> <p> INDUSTRY: Health Care - Services</p> | NEW | |
| 9 | DEWC Services | <p> EMPLOYEES: 35</p> <p> INDUSTRY: Professional Services - Consulting Engineering</p> | NEW | |
| 10 | Sophos | <p> EMPLOYEES: 85</p> <p> INDUSTRY: Information Technology - Other</p> | NEW | |
| 11 | Kaine Mathrick Tech | <p> EMPLOYEES: 32</p> <p> INDUSTRY: Information Technology - Other</p> | NEW | |
| 12 | SEDA College (Victoria) | <p> EMPLOYEES: 69</p> <p> INDUSTRY: Education and Training</p> | NEW | |
| 13 | Informatica Australia | <p> EMPLOYEES: 60</p> <p> INDUSTRY: Information Technology - Software</p> | NEW | |
| 14 | Cordelta | <p> EMPLOYEES: 53</p> <p> INDUSTRY: Professional Services - Consulting - Management</p> | | |
| 15 | Sentrian | <p> EMPLOYEES: 45</p> <p> INDUSTRY: Information Technology - IT Consulting</p> | | |
| 16 | Luminary | <p> EMPLOYEES: 43</p> <p> INDUSTRY: Information Technology - Other</p> | | |
| 17 | Hub Australia | <p> EMPLOYEES: 71</p> <p> INDUSTRY: Real Estate - Other</p> | | |
| 18 | Charterhouse | <p> EMPLOYEES: 71</p> <p> INDUSTRY: Professional Services - Staffing and Recruitment</p> | NEW | |
| 19 | Cobild | <p> EMPLOYEES: 88</p> <p> INDUSTRY: Construction</p> | | |
| 20 | Biogen | <p> EMPLOYEES: 88</p> <p> INDUSTRY: Biotechnology & Pharmaceuticals</p> | NEW | |

2021 Best Workplaces™

Medium Organisations 100-999 employees

NEW 8 out of 25
companies on the list are new

 **36%** Information Technology

 **12%** Health Care Sector

| | | | | |
|-----------|-----------------------|---|--|--|
| 1 | Mantel Group |  EMPLOYEES: 305  INDUSTRY: Information Technology - IT Consulting | |  |
| 2 | BPAY Group |  EMPLOYEES: 126  INDUSTRY: Financial Services and Insurance - Other | |  |
| 3 | OMD Australia |  EMPLOYEES: 462  INDUSTRY: Advertising and Marketing - Other |  |  |
| 4 | Thoughtworks |  EMPLOYEES: 330  INDUSTRY: Information Technology - Software | |  |
| 5 | Canstar |  EMPLOYEES: 162  INDUSTRY: Financial Services and Insurance - Other | |  |
| 6 | InfoTrack |  EMPLOYEES: 311  INDUSTRY: Information Technology - Software | |  |
| 7 | UKG |  EMPLOYEES: 235  INDUSTRY: Information Technology - Software |  |  Our purpose is people |
| 8 | Adobe |  EMPLOYEES: 486  INDUSTRY: Information Technology - Software |  |  |
| 9 | AbbVie |  EMPLOYEES: 337  INDUSTRY: Biotechnology and Pharmaceuticals - Pharmaceuticals |  |  |
| 10 | Carnival Australia |  EMPLOYEES: 293  INDUSTRY: Other - Other | |  |
| 11 | Novo Nordisk |  EMPLOYEES: 210  INDUSTRY: Health Care - Medical sales/distribution | |  |
| 12 | Medtronic Australasia |  EMPLOYEES: 906  INDUSTRY: Health Care - Medical sales/distribution |  |  |
| 13 | General Mills |  EMPLOYEES: 133  INDUSTRY: Manufacturing and Production - Food Products |  |  |

(2021 Best Workplaces™ Mediums Organisations list continued)

| | | | | |
|-----------|----------------------------------|---|------------|---|
| 14 | BlueRock | <p>EMPLOYEES: 183</p> <p>INDUSTRY: Professional Services - Consulting - Management</p> | |  |
| 15 | Insight | <p>EMPLOYEES: 296</p> <p>INDUSTRY: Information Technology - IT Consulting</p> | |  |
| 16 | Aussie Broadband | <p>EMPLOYEES: 547</p> <p>INDUSTRY: Telecommunications - Other</p> | NEW |  |
| 17 | Swisse Wellness Australia | <p>EMPLOYEES: 222</p> <p>INDUSTRY: Other</p> | |   |
| 18 | Verizon Media | <p>EMPLOYEES: 102</p> <p>INDUSTRY: Media - Online Internet Services</p> | NEW |  |
| 19 | Jaybro Group | <p>EMPLOYEES: 178</p> <p>INDUSTRY: Construction - Other</p> | NEW |  |
| 20 | NeuroRehab Allied Health Network | <p>EMPLOYEES: 150</p> <p>INDUSTRY: Education and Training</p> | NEW |  |
| 21 | Macquarie Cloud Services | <p>EMPLOYEES: 106</p> <p>INDUSTRY: Information Technology - Other</p> | |  |
| 22 | Coleman Greig Lawyers | <p>EMPLOYEES: 150</p> <p>INDUSTRY: Professional Services - Legal</p> | |  |
| 23 | CrowdStrike | <p>EMPLOYEES: 106</p> <p>INDUSTRY: Information Technology - IT Consulting</p> | NEW |  |
| 24 | Finder | <p>EMPLOYEES: 190</p> <p>INDUSTRY: Information Technology - Other</p> | |  |
| 25 | 4 Pines Brewing Company | <p>EMPLOYEES: 182</p> <p>INDUSTRY: Manufacturing and Production - Beverages and Tobacco</p> | NEW |  |

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Step 2

Complete Culture Brief™



Step 3

Get Certified

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2021 Best Workplaces™

Large Organisations 1000+ employees



All of the companies on the list have been recognised before



60% Information Technology

| | | | |
|----------|-----------------------|---|--|
| 1 | Cisco Australia | EMPLOYEES: 1279 INDUSTRY: Information Technology - Software | |
| 2 | DHL Express Australia | EMPLOYEES: 1311 INDUSTRY: Transportation - Package Transport | |
| 3 | Salesforce | EMPLOYEES: 1960 INDUSTRY: Information Technology - Software | |
| 4 | REA Group | EMPLOYEES: 1208 INDUSTRY: Media - Online Internet Services | |
| 5 | Atlassian | EMPLOYEES: 1803 INDUSTRY: Information Technology - Software | |



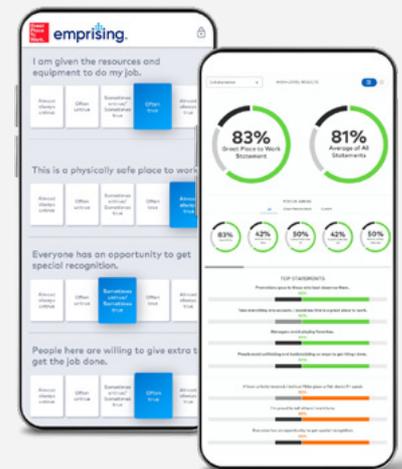
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DEWC Services

Management shows genuine concern and interest in our well-being. They treat us as peers and always ensure that we have what we need, including swift approvals, so we can achieve our deadlines even if it means sleepless nights for them so they achieve their own goals.

- DEWC Services employee

[There is a] genuine focus on using the company, and its people and resources, to drive positive change in the world... I feel like I am part of an organisation that is making a real difference globally.

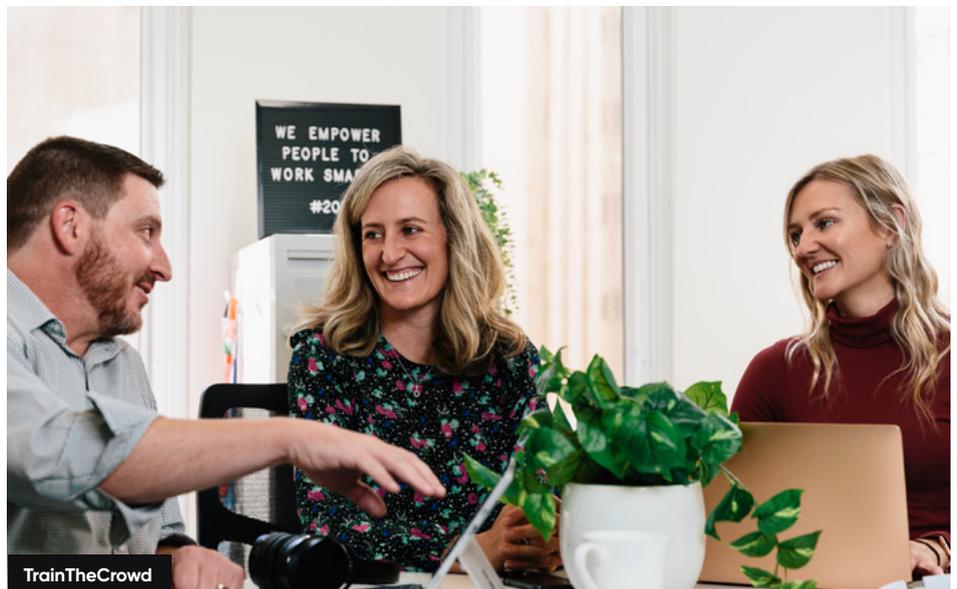
-Salesforce employee



Salesforce

The management team works hard to purposefully create a fabulous culture that allows all team members to feel completely supported and valued. Every person's goals and aspirations are important, regardless of whether they are personal or career-related.

- TrainTheCrowd employee



TrainTheCrowd

Roundtable



John Banfield
chief executive officer,
BPAY Group



Gary Edstein
chief executive officer
& senior vice president,
DHL Express Australia



Mathieu Le Renard
managing director
ANZ, WW



Pip Marlow
chief executive officer
Australia & New Zealand,
Salesforce



Sture Myrmell
president,
Carnival Australia and
P&O Cruises



Owen Wilson
chief executive officer,
REA Group

Answers have been edited for space and clarity

How do you translate purpose into results?

Carnival: Establishing and communicating a shared vision and direction is critical for the business to succeed. Performance is measured against a balanced scorecard, with equal weighting allocated to each area of financial results, customer service, employee engagement and compliance/health & safety. By cascading those throughout the organisation and empowering our people, we ensure day-to-day decisions are supporting our objectives.

DHL Express: Communicate, communicate, communicate. If employees feel proud of our purpose and understand that they can make this world a better place through their work, they will strive to help our customers. It can be easy to think that we just deliver shipments from A to B, but we do so much more than that – we truly connect people and improve lives. An example is our global role in the delivery of COVID-19 vaccines – our employees can see firsthand how we are making a difference.

WW: Everything we do at WW is guided by our purpose. Our purpose filter, a simple tool available to all, enable us to ask the right questions to ensure our decisions are moving us in the direction

of our purpose. Team Leaders have regular conversations with their team to review goals and exchange feedback, allowing real time decisions to be made that ensure we maintain focus on the short term and longer term business performance, and on the impact we can make by acting towards our purpose.

Salesforce: The purpose is underpinned by a real belief within our organisation that business can be a platform for change. That comes into how we recruit people and our four core values – trust, customer success, innovation and equality. We put dollars, time and energy behind the core values, so when we talk about results, we don't just talk about our profit and our revenue, but also our stakeholder impact package which includes things like diversity, sustainability, privacy and equality. Business results aren't just about shareholders. There are multiple stakeholders to deliver to.

BPAY Group: Our purpose is making life simpler. Our purpose guides us in everything we do. By making life simpler for our people and our partners, we have experienced highly levels of engagement and incredible innovations that benefit not only our people, but our customers and shareholders.

REA Group: Our purpose is to change the way the world experiences property and everything we do is anchored in this

statement. We keep our purpose alive by building it into the way we work at team, group and org-wide levels, as well as adopting clearly defined objectives and key results that keep all our people focused and energised.

What trends are you seeing that businesses need to get their heads around over coming years?

Carnival: A key challenge for us will be to land our new way of working and to settle into a new routine that balances flexibility and productivity while maintaining culture. Having genuine respect and concern for the overall health and wellbeing of team members is becoming more important than ever. Those organisations that get it right will benefit from loyalty and engagement. And as the way we work changes, so too will the physical workspace. Having large offices sitting empty half the time is not sustainable.

DHL Express: Flexible work as the 'new way of working' will continue to be a developing trend. It will open up new career opportunities for potential employees and possibly create a wider recruitment talent pool for businesses. This new flexible way of working could also provide flow on benefits to other developing trends such as diversity and inclusion.

WW: The global pandemic has really changed the way we work forever. At WW, we believe that flexibility is the key to creating a work environment that supports every employee's wellbeing. Not offering the flexibility that employees have been afforded during these last 16 months may well prove detrimental to businesses to be able to attract and retain talent.

What would you like to see more companies do?

Carnival: Start with mapping the end-to-end employee experience, identify pain points and then facilitate a process to engage your people in designing solutions that meet both their and the business needs. And importantly, find the best HR team you can. Many of the best initiatives do not cost a cent; honesty, compassion, care, follow up, trust and relationships.

DHL Express: Putting your people at the heart of a business strategy is key. To nurture a great team, more companies should firstly focus on employee engagement through two-way feedback and communication. From there, develop and action an ESG strategy to provide purpose to employees in their daily work. If employees are happy and understand the organisation's purpose, this will translate into great service quality which can be measured.

WW: Communicate to people managers some underlying principles that will help them make the new approach successful - and it starts with putting trust in their teams. Solo success didn't exist before, and it certainly won't now. Believe that everyone around you has your clients as the top priority and are working as hard as you are in their best interests.

BPAY Group: The policies we have implemented can be adopted by other organisations by simply empowering people across the

company, by involving them, whether it be strategy creation, developing company values or innovating across the company.

How can we dispel the idea that it's only companies with great financial resources that can afford to create these kind of great workplace experiences?

DHL Express: The main way DHL turned around its prospects globally a decade ago was through developing 'motivated people' - the idea that success starts with how valued employees feel. Showing genuine care for your team really does not cost a lot of money. All it takes is having leaders who share similar values and who will listen to the team's ideas and suggestions. Get this right, and it goes a long way.

WW: It is not the amount that is spent that matters when creating great workplace experiences. WW has a set of Impact Behaviours which outline the behaviours we will embrace and the actions we will take to achieve our purpose - and they cost nothing! WW recognises and celebrates those employees who consistently demonstrate these behaviours through our recognition program.

Salesforce: We started out as a small business and we made pledges back then. I think for individuals and small business we can always give our time, treasures and talent. I can donate my time, my treasure is my dollars, and my talent is my skills, so at different times I may have more of one to give than the other.

How important is giving back to employee experience?

Carnival: One of our underlying commitments as a company is to make a difference to the places we visit, so we create avenues for that to happen. We have embedded "giving back" as a responsibility across the organisation and see it as part of the way we do business.

DHL Express: Within our ESG strategy, we have a series of social impact programs under the umbrellas of GoHelp, GoTeach and GoGreen. Through structured events and initiatives like Global Volunteer Day (a time for employees to contribute to a cause), Disaster Response Team (specialist employees providing freight assistance in disaster zones), and DHL's Got Heart (an annual grant program where employees can win a grant for a charity they support outside of work), we provide further purpose to our employees and facilitate giving back to the communities we operate in. If employees feel valued and proud to be part of your organisation they will have a positive experience at work.

WW: WW believes that healthy living is a human right. That's why we have established WW Good: a nonprofit organisation helping to make health and wellness accessible to all, regardless of income level. Our WW Good partner in Australia is Foodbank. In 2020 we donated \$50k to Foodbank and, COVID restrictions depending, we also volunteer our time at Foodbank's warehouse in Sydney, which can be a very rewarding experience for employees as they get hands on, allowing them to see and feel their contribution.

Salesforce: During COVID we got feedback from our people that we were impacting people in their own communities. We weren't just helping big business but small and medium sized companies too.

REA Group: We believe everyone deserves a place to sleep every night. We've connected with community partners who work towards ending homelessness, which is deeply connected to our purpose. Our Because We Care program provides our people with the opportunity to support causes and social issues they're passionate about through volunteering, matched payroll giving, employee community grants, and fundraising.

How should companies go about 'speaking up' on policy issues?

Carnival: Organisations are most successful supporting policy issues that reflect the business, its people and products. We have sought to embed inclusivity and diversity across the business and established a series of working groups with our people. They are the engine room for ideas and we've found the magic happens when those ideas meet the business head on. P&O has just announced two Pride Cruises from Sydney and Melbourne, which had their genesis in the working groups and have been very popular with our guests.

DHL Express: As a part of the community, businesses have a responsibility to raise policy issues and speak up more. Smaller businesses may need to focus on 'one big thing' rather than try and cover every policy issue. However, they need to ensure their other policies are aligned and aren't 'at odds' with what they have chosen to support.

WW: It is important that businesses take a position on policy issues if we want to promote progressive conversations, lift standards and see real, positive change taking place within the business community and in society. From an employee perspective, it shows that the company they work for is not only leading the way, but holding themselves accountable too.

REA Group: We're a digital business who cares about changing the world. As we enter a new decade, we're increasing our focus on ESG so we continue to drive positive outcomes for our community and the environment. In 2020, we released our second annual sustainability report and our first climate change policy. And in 2021, we achieved our commitment to become certified carbon neutral. As we've grown into this space, and it's become part of the way we do things, we know we can do more. In verbatim engagement survey comments, we saw interest and support from our people about environmental initiatives, we saw sustainability groups popping up on Slack and increased dialogue about what we could do within our offices, and beyond, that would make a significant industry and environmental impact.

How is your organisation thinking about and planning for the long-term implications of re-opening society while living with COVID?

Carnival: We cannot eliminate risk, but we can minimise it and have procedures in place if any positive cases may appear. Fundamental to living with COVID is the vaccination of the population and corporations can certainly play a role in encouraging and incentivising both employees and customers to get vaccinated.

DHL Express: The pandemic forced many businesses to press the 'fast forward' button on a number of trends such as digitalisation and flexible work. We have been working to build those changes into our business through consulting with our employees and analysing our learnings.

WW: The health and wellness of our community is of the utmost importance and we take our responsibility to help stop the spread of the virus very seriously. We have and will continue to align with government health recommendations and have even taken further steps to protect our teams and act with caution, such as shifting to a remote working environment quickly when news of outbreaks hits, even ahead of government orders. What is clear is that we will have to learn to live with this virus in our community moving forward, and as such, we have communicated to all WW employees that they will be granted additional leave to be vaccinated.

Salesforce: The world has changed forever and the customer has changed. What employees do and don't want has changed. And it won't go back... We will be in an entirely new world underpinned by digital. What hasn't changed is that people want to be aligned to a purpose and feel a connection. I'm not convinced it will be a full digital environment. Face-to-face has an important role to play. But it won't be for transactions and tasks. It will be more for collaboration, connection and complex problem solving. We'll need blended environments where those things can occur. Organisations that embrace that will continue to flourish and find ways to connect to culture and purpose.

BPAY Group: Our thinking and planning for the potential long term implications of reopening society while living with COVID is all about supporting our people's safety and well-being as a priority. Doing this positions us beautifully to continue to deliver. And we will continue to support hybrid working where communications, connections and collaboration are key. And then lastly, we'll lead by example by sharing our own stories about getting vaccinated to support the wider community. ■



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Understand the topics that matter

The future of work

How businesses are re-setting workplaces for post-COVID

Top tips to be a better leader

What does a 'good boss' look like?

Best practices

Creating a culture of trust

Leadership at scale

Embedding purpose through the organisation

Workplace ESG

Why it matters and how to do it

Hear from the experts



Mary Lemonis
chief people officer,
REA Group



Catherine Maxwell
general manager of
policy and advocacy,
Governance Institute of
Australia



Bruce McFarlane
chief executive officer,
BlueRock



Brock Bastian
professor of psychology,
University of Melbourne



James Comer
chief human resources officer,
Cisco Systems Australia



Debbie Rigger
head of human resources,
SAP Australia and New Zealand



Susan Henry
head of people and culture,
Starlight



Anne Bardoel
professor of human
resource management,
Swinburne University of
Technology

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2021 Australia Best Workplaces™ Scorecard

Trust the people they work for

93% BEST **83%** REST

Have **Pride** in what they do

93% BEST **83%** REST

Enjoy the people they work with

93% BEST **83%** REST

Taking everything into account, I would say this is a **great place to work**

94%

BEST



REST

83%

Purpose driven

CORPORATE IMAGE INDEX measures how employees view the organisation and its reputation in the larger community.



I feel good about the ways we contribute to the community



I am proud to tell others I work here



Our customers would rate the service we deliver as "excellent"



I would strongly endorse my company to friends and family as a great place to work



I want to work here for a long time



People look forward to coming to work here

CORPORATE IMAGE INDEX

92%

BEST



REST

82%

People first

LEADERSHIP BEHAVIOUR INDEX measures people's experience with leaders' behaviour and how it resonates with the company's strategy and values. A positive experience of these behaviours for employees on all levels of the organisation is a key differentiator among the Best Workplaces and enables companies to execute their strategy consistently.



Management is honest and ethical in its business practices



Our executives fully embody the best characteristics of the company



Management is competent at running the business



Management is approachable, easy to talk with



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



Management's actions match its words

LEADERSHIP BEHAVIOUR INDEX

93%

BEST



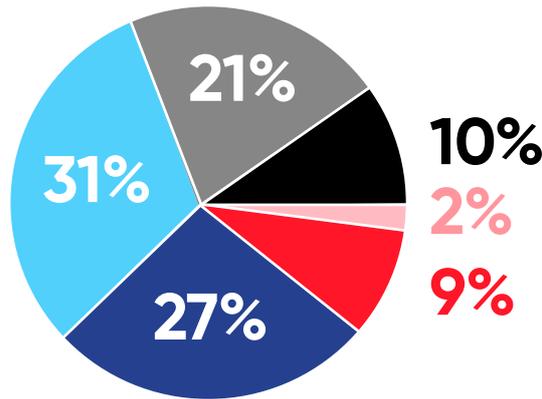
REST

83%

Demographics of Survey Respondents

AGE

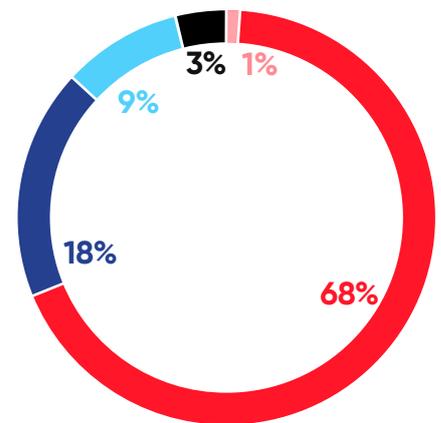
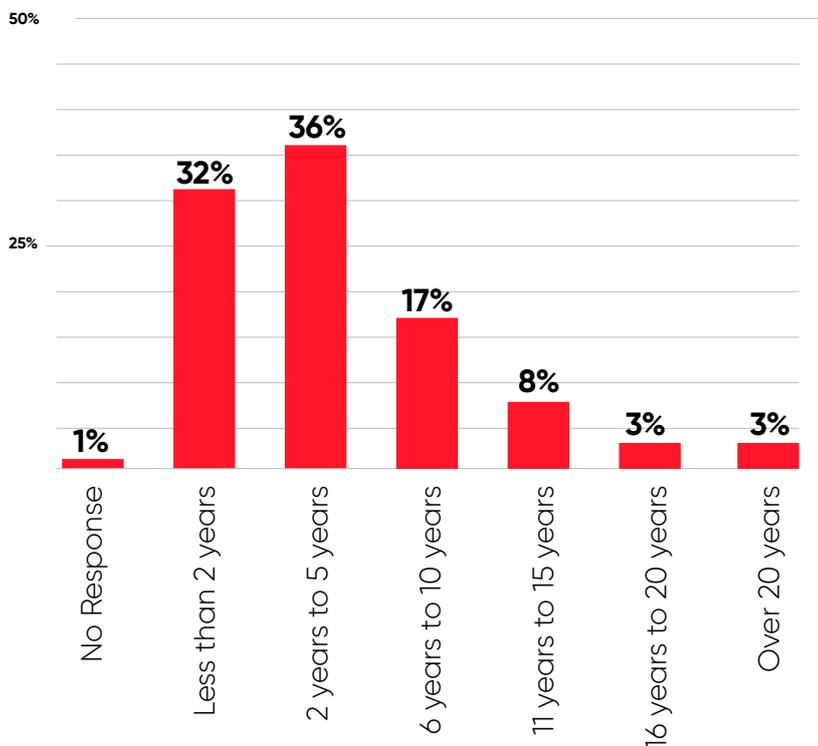
- 25 years or younger
- 26 years to 34 years
- 35 years to 44 years
- 45 years to 54 years
- 55 years or older
- Did not specify



GENDER

- ♂ **58%** Male
- ♀ **40%** Female
- **1%** Not Listed
- ⊗ **1%** No response

TENURE



MANAGERIAL LEVEL

- Employee/Individual Contributor
- Frontline Manager or Supervisor
- Mid-Level Manager
- Executive/C-Level Leader
- No Response

2021 Best Workplaces Australia Industry Distribution



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