



Davos Forum 2015

How to be a Great Place to Work

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CEO Great Place to Work® Switzerland



Without talent, there is no business.

Great Place to Work® Institute: The world's largest study of workplace excellence

- Over 1 million employees surveyed annually
- 6,500 companies represented
- Lists in over 45 countries
- World's Best Multinational Workplaces



2014 World's Best Multinational Workplaces



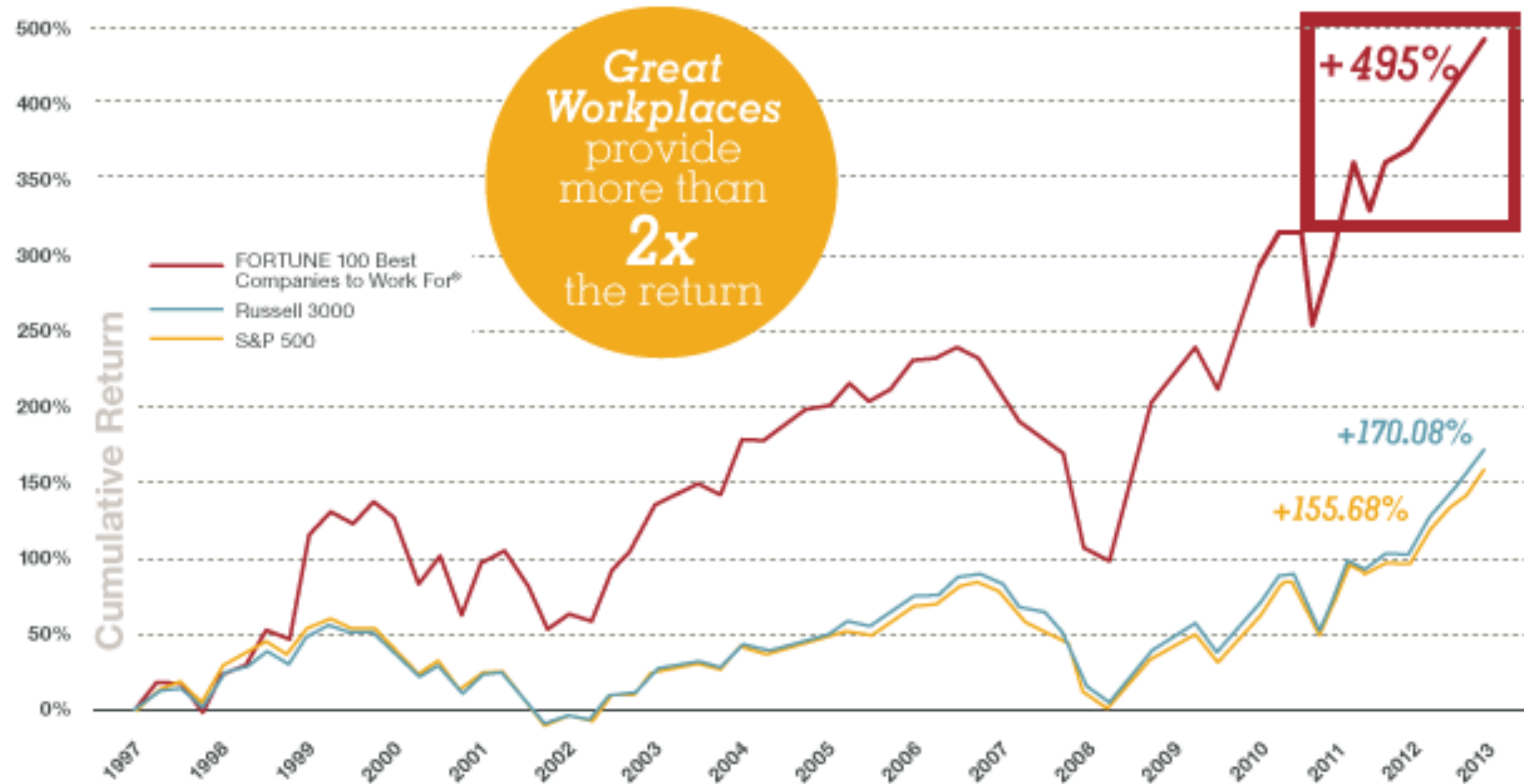
Information Technology and Telecommunications companies now make up 40% of the industries on the World's Best List, replacing Manufacturing and Production (28%) as the dominating industry compared to 2013.

RANKING	COMPANY	RANKING	COMPANY
1	Google	14	Telefónica
2	SAS Institute	15	National Instruments
3	NetApp	16	Fedex Corporation
4	W. L. Gore & Associates	17	Atento
5	Belcorp	18	EMC
6	Microsoft	19	Daimler
7	Marriott	20	Diageo
8	Monsanto	21	Hyatt
9	Cisco	22	Mars
10	American Express	23	Accor
11	Scotiabank	24	eBay
12	SC Johnson	25	The Coca - Cola Company
13	Autodesk		

Being a Great Place to Work: The Bottom Line

United States

Comparative Cumulative Stock Market Returns



Source: Russell Investment Group

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INTERNATIONALLY

India

A portfolio of India's Best Workplaces outperformed overall India stock market indices by a factor of 4, over the past 5 years

Mexico

Positive correlation between high levels of employee trust, commitment and collaboration and revenue per employee.

Denmark

Danish Best Workplaces last year posted over 3x the revenue growth of Danish companies overall.

Italy

Italy's Best Workplaces have posted better revenues than their competitors in the same industry for 6 straight years.

Great Place to Work® Trust Model©

Our Model: TRUST is the Key

Backed by 30 years of research

A great place to work is one where you **TRUST** the people you work for; have **PRIDE** in what you do; and **ENJOY** the people you work with.



credibility



respect



fairness



pride



camaraderie

TRUST

1. Engage Employees As...

- Professionals (Training & Development)
- People (Work/Life Integration)
- Members of Society (Sense of Purpose)

2. Reward and Recognize Employees

- Fair pay, fair profit sharing, and benefits
- Equal access to recognition

3. Strong Two-Way Communication Practices

- Transparent Leadership
- Employees Have a Voice

Engage Employees as Professionals

Provide ample opportunities for career advancement, interesting work assignments, training and development



Will I be challenged, and can I grow here?

Engage Employees as People

45% of Millennials will choose workplace flexibility over higher pay.

– Millennial Branding Report

“[A] significant number from *all* generations want a flexible work schedule so much that they would be willing to give up pay and delay promotions in order to get it.”

– PwC NextGen Study



Can I have
a life outside
of work?

Engage Employees as Members of Society

“Generation Y need to feel that their work has a strong economic or social purpose. They need to feel proud of their organization and the work that it does. Incremental pay increases will not, on their own, motivate and retain Generation Y employees.”

– *iOpener Institute*



Am I making an
impact on the
world?

Highly Effective Practices at the Best

1. Engage Employees As...

- Professionals (Training & Development)
- People (Work/Life Integration)
- Members of Society (Sense of Purpose)

2. Reward and Recognize Employees

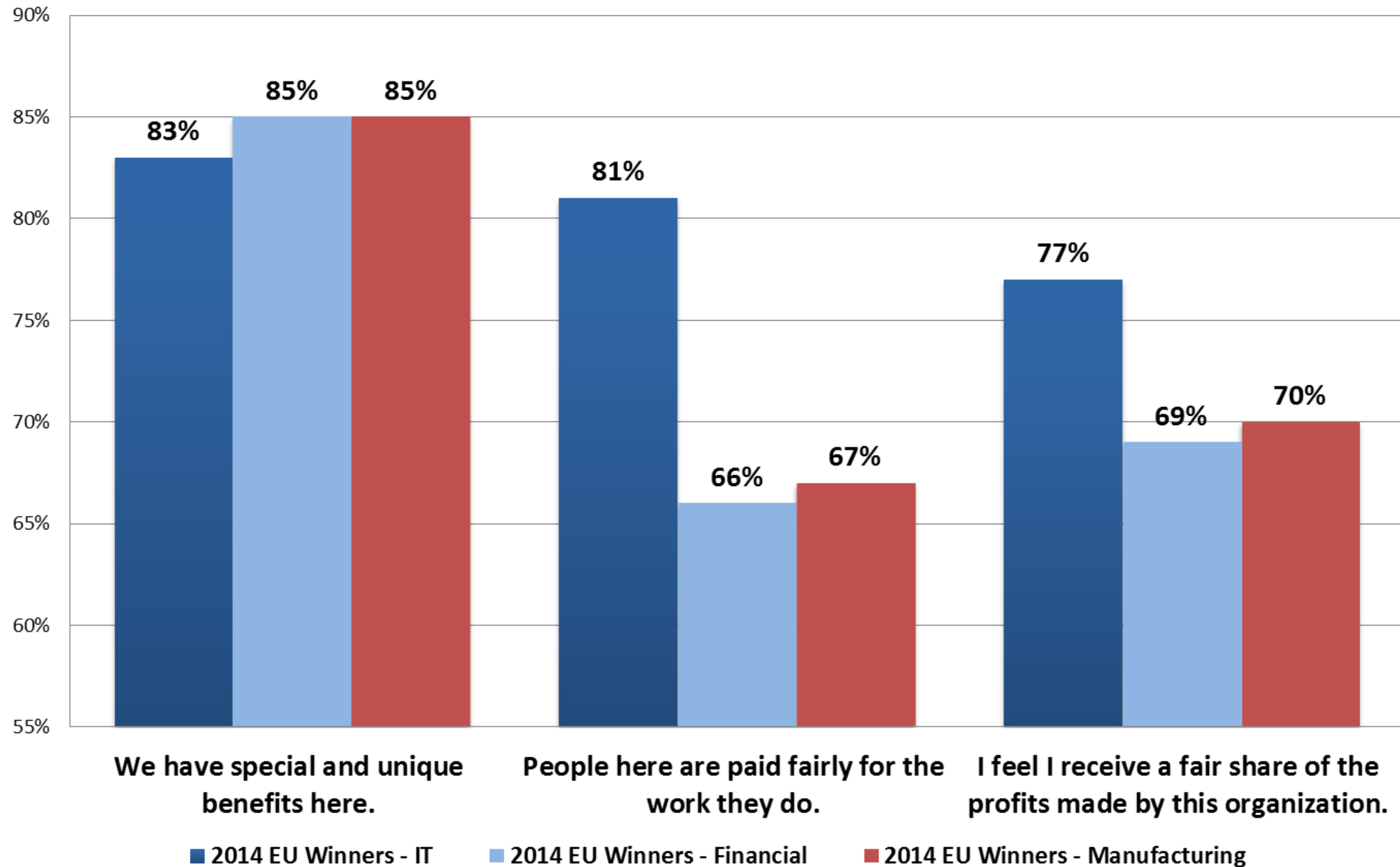
- Fair pay, fair profit sharing, and benefits
- Equal access to recognition

3. Strong Two-Way Communication Practices

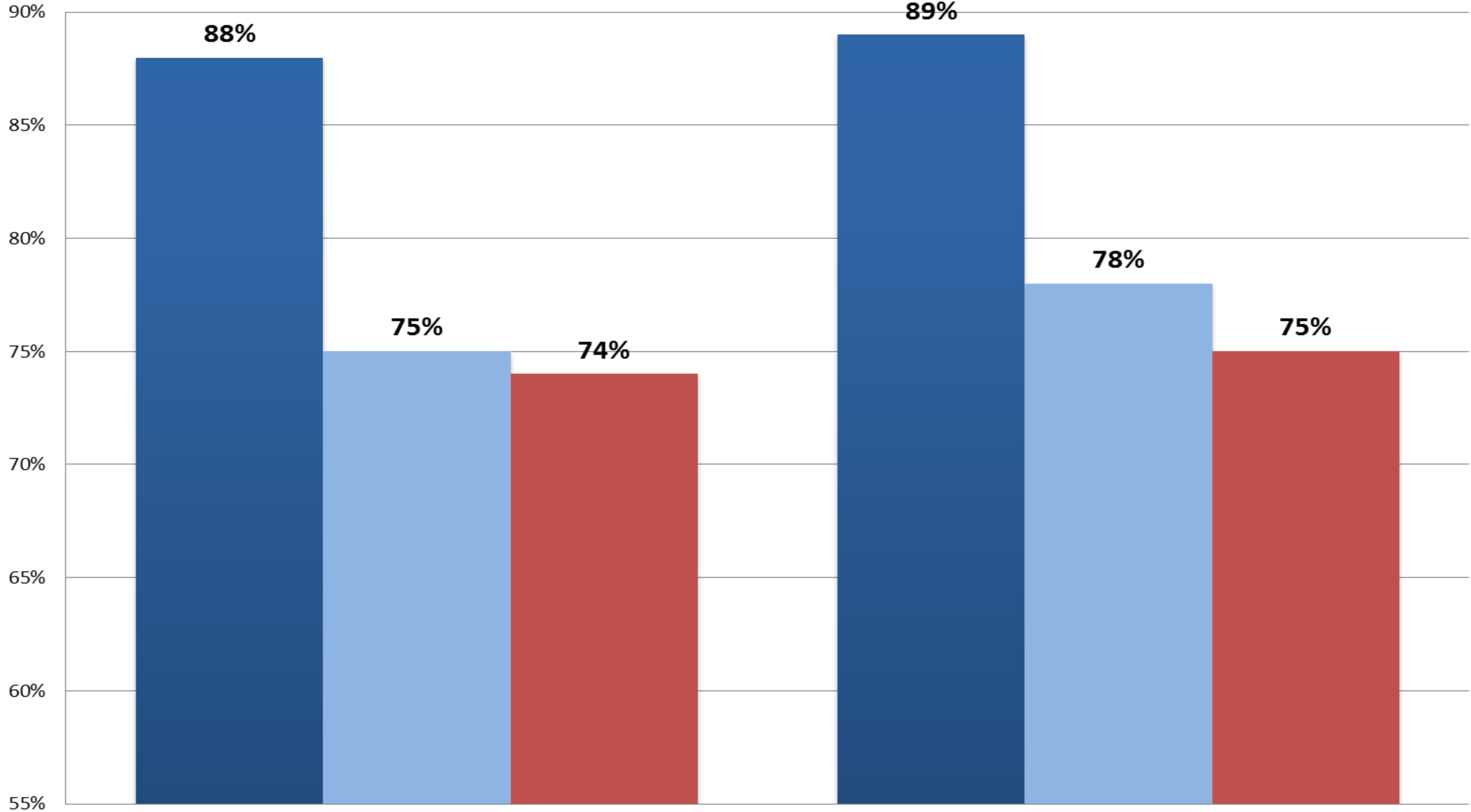
- Transparent Leadership
- Employees Have a Voice



Rewards: 2014 100 Best Workplaces in Europe List



Recognition: 2014 100 Best Workplaces in Europe List



Everyone has an opportunity to get special recognition. Management shows appreciation for good work and extra effort.

■ 2014 EU Winners - IT ■ 2014 EU Winners - Financial ■ 2014 EU Winners - Manufacturing



Highly Effective Practices at the Best

1. Engage Employees As...

- Professionals (Training & Development)
- People (Work/Life Integration)
- Members of Society (Sense of Purpose)

2. Reward and Recognize Employees

- Fair pay, fair profit sharing, and benefits
- Equal access to recognition

3. Strong Two-Way Communication Practices

- Transparent Leadership
- Employees Have a Voice



iPad kiosks, Blogs,
Communication
Toolkits,
Newsletters, etc.

Communication
Tools

Practices

Many strategies
are in place to promote
communication and transparency
across the organization.

Culture of Trust

Mars leaders strongly believe in the role of
internal communications and ensuring all
Associates receive timely, transparent
information.

CASE STUDY: MARS

Transparency at Mars is
rooted in a strong commitment
from leadership, and is **enabled**
through a wide variety of
communication tools.

MARS

Case Study in Transparency: Mars

- Cross-functional off-site meeting to educate Associates on goals
- Intranet connecting business segments
- Regular town hall meetings
- Interactive communication boards and iPad kiosks on factory floor
- Associate teleconferences and global video conferences
- Newsletters
- Daily shift change meetings
- Communication tool kits for line managers
- Live global satellite broadcasts/web streams
- Blogs
- Updates of financial information
- Mars Wiki and Sharepoint for best practice sharing
- Chatter (for sales associates)
- Email updates
- Office Communicator IM, connecting all Mars global business segments
- Roadshows to communicate OSGM (Objectives, Goals, Strategies and Measures)

Thank you

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Great Place to Work® Switzerland

How to be a Great Place to Work

- Appendix

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Confidential:

To protect the confidential and proprietary information included in this material, it may not be disclosed or provided to any third parties without the approval of Great Place to Work® Switzerland.

Our Global Network

We operate in more than 45 nations worldwide

NORTH AMERICA

- United States
- Canada
- Mexico

LATIN AMERICA

- Argentina
- Bolivia
- Brazil
- Central America & Caribbean
- Chile
- Colombia
- Ecuador
- Mexico
- Paraguay
- Peru
- Uruguay
- Venezuela

EUROPE

- Austria
- Belgium
- Denmark
- Finland
- France
- Germany
- Greece
- Hungary
- Ireland
- Italy
- Luxembourg
- Netherlands
- Norway
- Poland
- Portugal
- Spain
- Sweden
- Switzerland
- United Kingdom
- Turkey

AFRICA

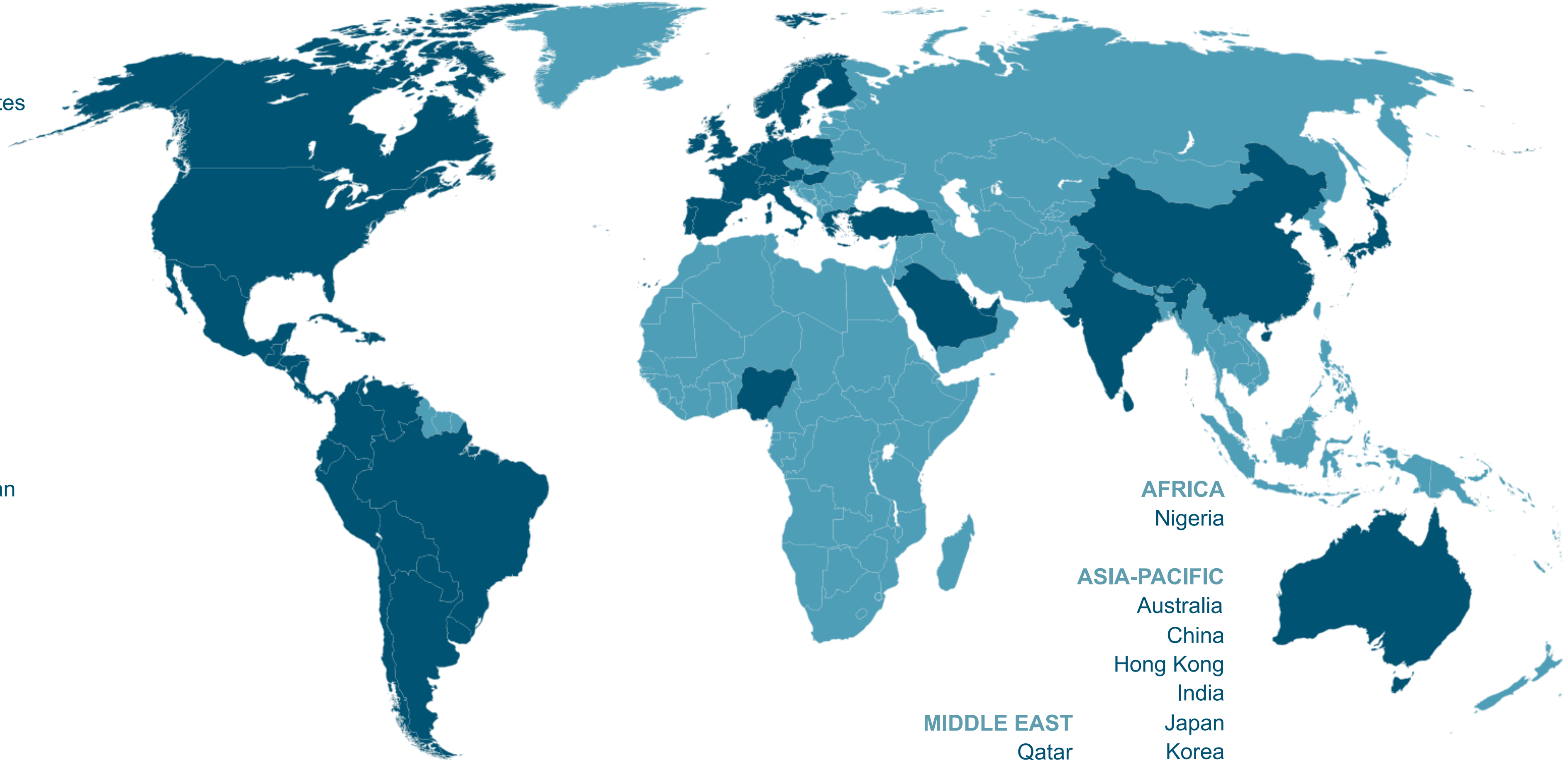
- Nigeria

ASIA-PACIFIC

- Australia
- China
- Hong Kong
- India
- Japan
- Korea
- Singapore
- Sri Lanka

MIDDLE EAST

- Qatar
- Saudi Arabia
- United Arab Emirates



“At SC Johnson, **we have long believed that business has both an opportunity and an obligation to make the world better.** This is a strongly held belief that is not a fad or a phase. It’s been the Johnson family way since 1886.

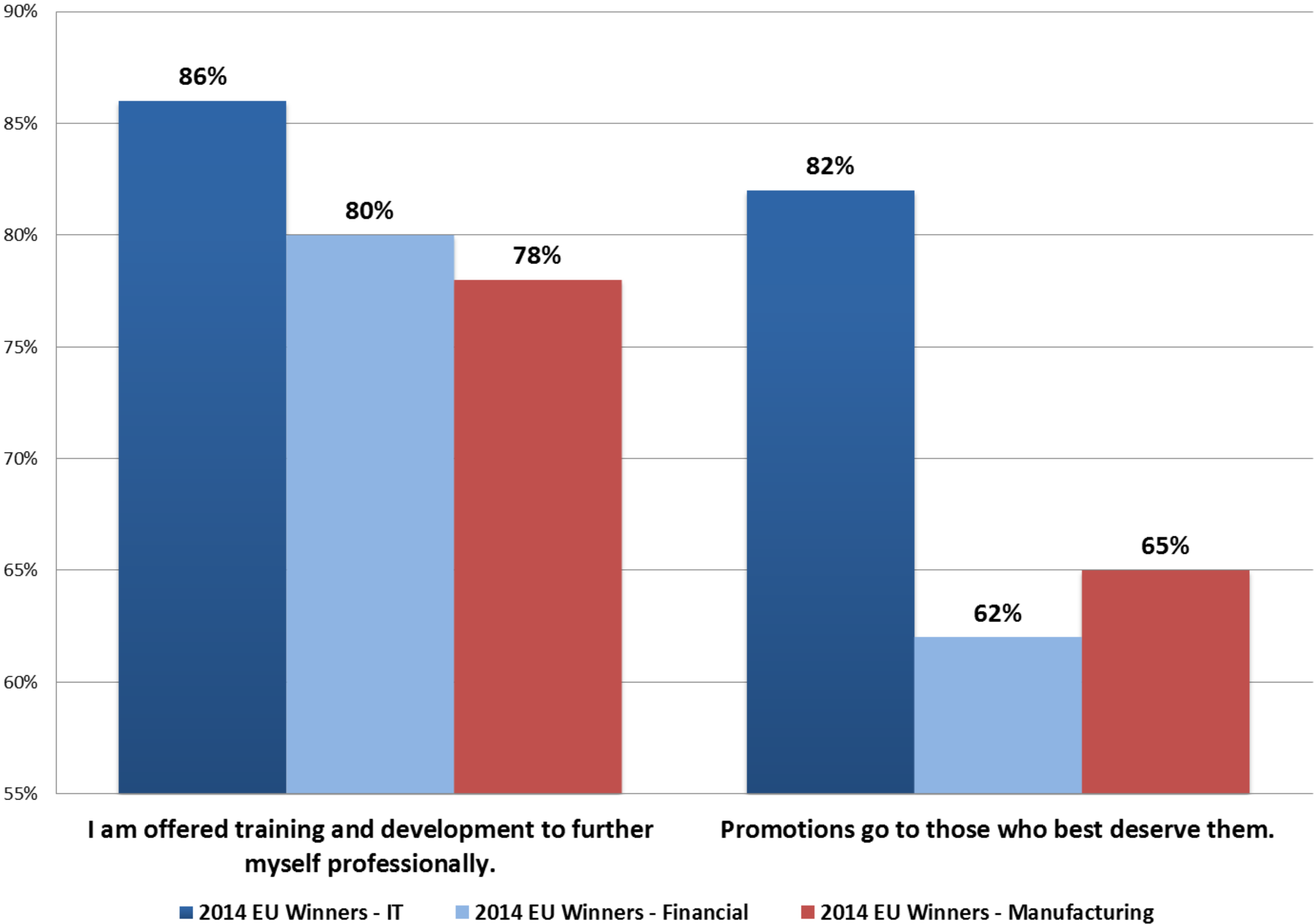
Over the years, this belief has fueled advances in products, our operations, and how we invest in growing our business, commitment to the environment and supporting our communities.

Our latest environmental strategy focuses on finding ways to minimize landfill waste, further managing our footprint through greenhouse gas reduction and continuing to improve product chemistry.

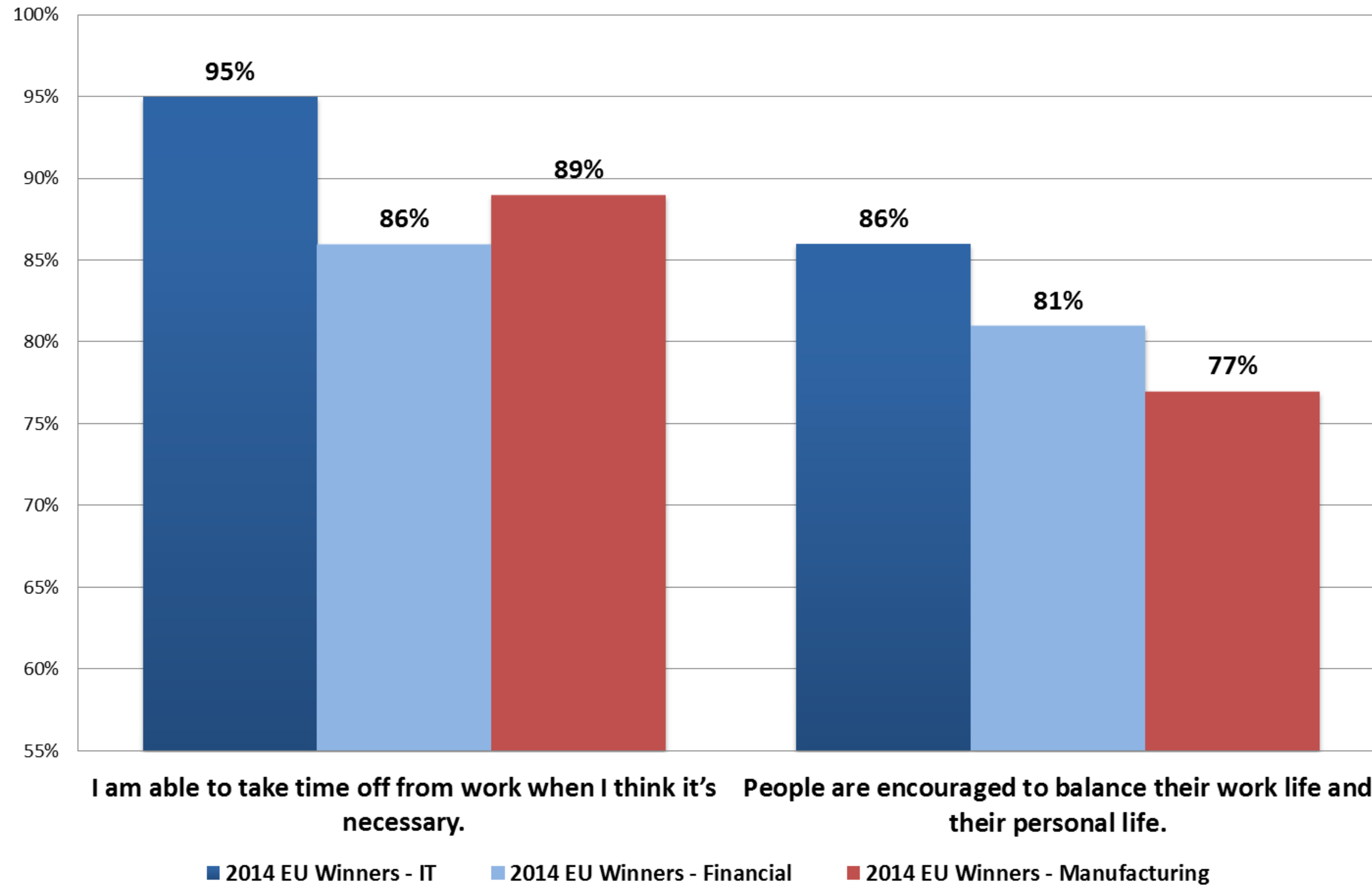
From the ingredients in our products, to the way we run our factories, **we're committed to working every day to do what's right for people, the planet and for generations to come.**”



Professional Development: 2014 100 Best Workplaces in Europe List

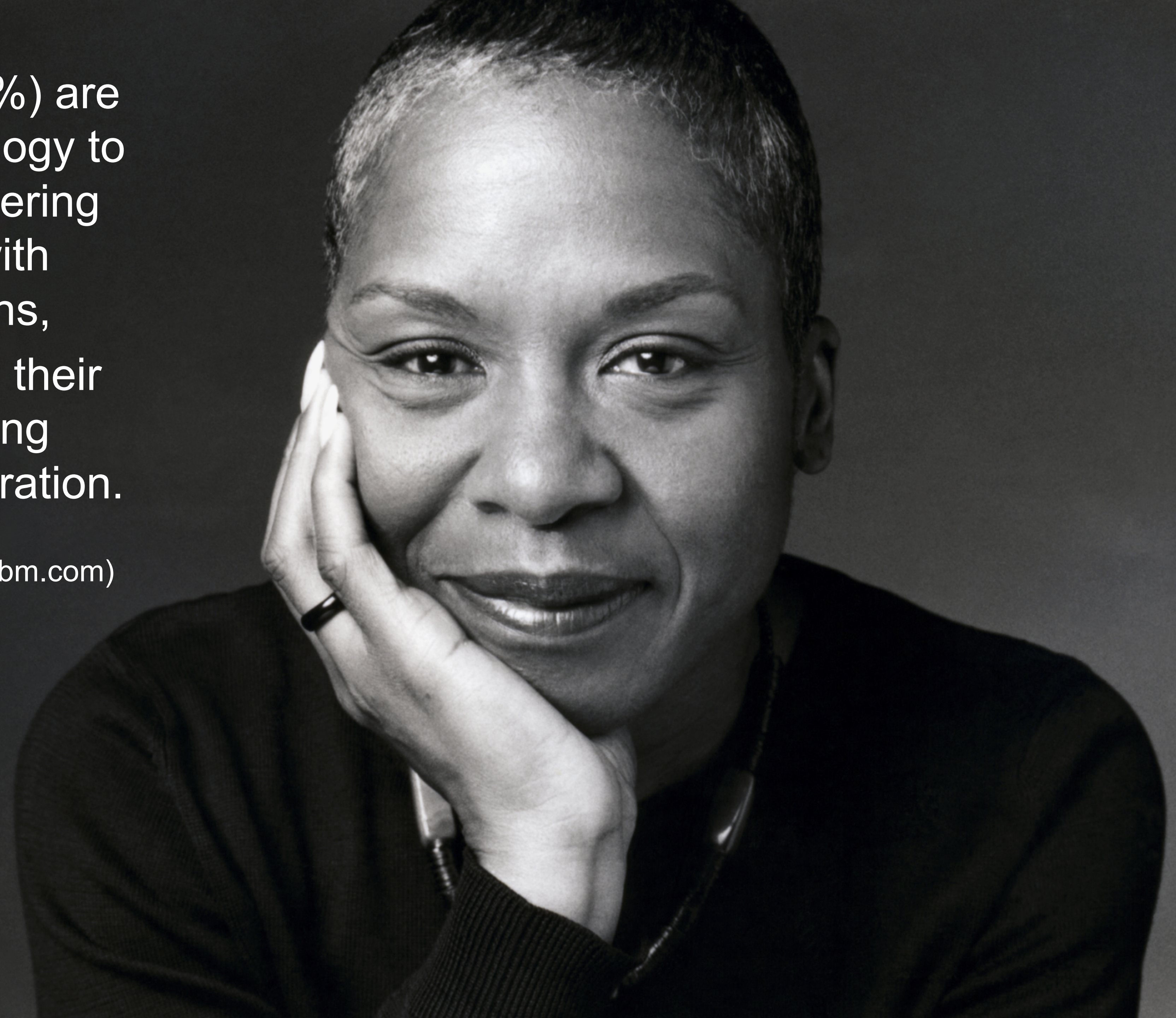


Work/Life Integration: 2014 100 Best Workplaces in Europe List



Over half of CEOs (53%) are planning to use technology to facilitate greater partnering and collaboration with outside organizations, while 52% are shifting their attention to promoting greater internal collaboration.

– IBM study of over 1700 CEOs (ibm.com)





According to a Google study of 2400 professionals, for senior managers...

- **76% believed businesses that embrace social tools will grow faster than those who “ignore” the technology.**
- **71% believed businesses that embrace the use of social tools in the workplace will find it easier to attract and keep the best talent.**
- **53% believed businesses would not survive unless they embrace social.**

– Google EMEA Study
“How Social Technologies Drive Business Success”

SOCIAL TECHNOLOGIES: Different Challenges for Different Groups

Population	Cultural Challenges	Success Factor
EXECUTIVES	Transparency	Willingness to embrace open communication
MANAGERS	Authority	Willing to let go of some oversight and authority
EMPLOYEES	Politics	Willingness to share; Strong value of communication and collaboration