



Great Place To Work®

The Trust Factor

Insights from the Best Workplaces in Australia





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Introduction



REBECCA MOULYNOX
GENERAL MANAGER
GREAT PLACE TO WORK ANZ

from the GM Great Place To Work ANZ

As Australian businesses navigate 2024, they find themselves at the crossroads of significant change. The global economic landscape is shifting, workforce expectations are evolving, and new technologies are reshaping industries at an unprecedented pace. Amidst these challenges, one thing is clear: workplace culture remains the bedrock of sustained success. Companies that prioritise trust, pride, and camaraderie are not only better equipped to weather the storm but to emerge stronger in uncertain times.

Great Place To Work® began its journey in Australia in 2008 with a simple mission: to help organisations build high-trust workplaces that foster integrity, collaboration, and a strong sense of community. Over time, the significance of workplace culture has only grown, with businesses increasingly recognising that their people are their most valuable asset. Australian companies have consistently demonstrated that when leadership is committed to building high-trust environments, the results are remarkable—greater innovation, stronger collaboration, and improved employee satisfaction and retention.

At our Best Workplaces event, I shared the story of a man who told me, "Great Place to Work changed my life." He had been trapped in a toxic work environment that affected his mental health and strained his family life. After learning about a Great Place to Work-certified company from a friend, he spent five months searching for a job at one. Once he joined, he found himself in a supportive, trusting environment where feedback flowed openly, he trusted his leader, and he built meaningful relationships with his colleagues. Six months later, his son's teacher commented on a dramatic improvement in his son's happiness and engagement—a direct reflection of the positive changes in the man's life. This story reminds us that a great workplace doesn't just improve business outcomes; it transforms lives, positively affecting families and communities alike.

This 2024 Insights Report is one of the most comprehensive studies of Australian workplaces to date, **reflecting the voices of over 144,000 employees across diverse industries and company sizes.** It offers deep insights into what truly makes a workplace great in the current environment, exploring leadership credibility, benefits, flexibility, and well-being. These insights provide a crucial roadmap for organisations looking to create environments that meet today's workforce needs and prepare for tomorrow's challenges.

As the report will show, the companies that lead in 2024 are those that have embraced trust, fairness, and purpose. By applying these insights, Australian businesses can continue to elevate their workplace cultures, ensuring they stay competitive in a rapidly evolving marketplace while creating great places to work for all.

It is my absolute pleasure to pen this welcome for the second year UKG sponsorship of this report, reaffirming our commitment to creating great workplaces through technology for all. As we navigate the complexities of an ever-evolving work landscape, this year's findings stand as a testament to the resilience and enduring nature of what defines a truly exceptional workplace.

In a year characterised by rising living costs, interest rate hikes, return to work mandates, and the need to attract and retain top talent has never been more critical. Yet, despite these challenges, the core elements that distinguish top workplaces—trust, integrity, and strong confidence in leadership—have remained remarkably consistent. These enduring qualities continue to form the building blocks of successful organisations that attract the best talent, even as the world around us changes.

So, the question stands of how we stay agile despite these challenges coming at us from all angles? As you continue reading through the report, you'll come across examples of resilient workplaces who have cultivated a **growth mindset**. More than just a trendy buzzword, a growth mindset fosters an environment where we embrace challenges, adapt to change, and continuously improve despite ever-evolving challenges.

Embrace challenges and view failures as opportunities to learn

In a changing workplace, leaders who see setbacks not as roadblocks but as chances to grow are better equipped to handle the unpredictability of the modern business landscape.

See effort as essential to mastery

Rather than seeking immediate results, individuals with a growth mindset understand that consistent effort and learning are key to long-term success. This perseverance is critical in environments where agility and adaptability are in high demand.

Resilience in the face of setbacks

The ability to bounce back from failure is essential for innovation and growth. Organisations that foster resilience are better positioned to innovate, pivot, and thrive, even in times of upheaval.

Focus on improvement, not just outcomes

Rather than fixating solely on short-term achievements, a growth mindset encourages a focus on continuous learning and improvement. This approach nurtures a culture of development, where employees and organisations grow together.

This year's insights remind us that, while the external environment may be unpredictable, an organisations' principles is what makes a workplace truly great. It is my hope that this report provides valuable insights and inspiration for nurturing a positive and resilient workplace culture, now and into the future.

I also encourage you to read the UKG feature within the report that highlights how we embrace today's challenges of using a growth mindset and prepare for tomorrow's future of work.

Together, we can foster a workplace culture that not only attracts but retains top talent by prioritising the wellbeing and development of every employee. I hope you enjoy reading this report as much as I did and to continue building great workplaces for all.

AARON THORNE
MANAGING DIRECTOR
UKG

A Message from



UKG

As we navigate the complexities of 2024, Australian companies find themselves at a crossroads, confronting a multifaceted landscape of challenges and opportunities. Business leaders are faced with unprecedented decisions, from safeguarding their digital assets to ensuring their workforce is future-ready.

Consider a recent conversation with the CEO of a mid-sized tech firm. Just last year, cybersecurity was a backburner issue for them. But after a near-miss with a phishing attack, it became clear that the stakes had dramatically changed. This CEO isn't alone; data reveals that 43% of leaders are now prioritising cybersecurity⁰¹. The escalation of cyber threats is forcing companies to fortify their digital defences and foster trust in their digital infrastructure.

Equally pressing is the battle for talent. One HR director from a manufacturing firm shared how they've been doubling down on recruitment initiatives but are still struggling to retain key players. They're not the only ones—42% of organisations grapple with Talent Acquisition and Retention. As technological advancements accelerate, the need for skilled talent has never been more critical. The race to recruit, upskill, and adapt to this rapid change is reshaping workforce strategies across the board.

Meanwhile, 41% of businesses are navigating an increasingly complex web of regulatory changes. A CFO from an energy company recently described how these shifting regulations feel like a moving target. Staying on top of these changes requires both precision and adaptability—something many industries are still learning to balance.

One significant shift in Australia's regulatory landscape is the introduction of the right to disconnect, which gives employees the ability to step away from work

outside agreed hours. This has prompted businesses to rethink communication practices and workload management while continuing to explore ways to better balance the diverse hybrid work models and prioritise employee wellbeing. Adapting to these evolving IR rules demands not only compliance but also a cultural shift towards respecting work-life boundaries—an adjustment critical for maintaining a motivated and engaged workforce.

Then there's the ongoing challenge of digital transformation and optimisation, which is impacting 38% of companies. A common theme we've heard from leaders is the difficulty in extracting tangible value from their digital initiatives. One COO from the retail sector noted that while their digital transformation journey has been exciting, managing the internal change that comes with it has been a major hurdle.

Lastly, the rising costs in an inflationary environment are placing additional pressure on organisations. 38% of companies are actively searching for ways to combat this, innovating their expense management strategies to stay afloat. As one finance leader in the construction industry remarked, "Inflation is forcing us to rethink everything—from supply chains to pricing models."

These challenges are far from fleeting. Our report highlights how these issues, along with emerging concerns like new technologies, social impact, and climate change, are expected to persist over the next 3-5 years. The question for Australian businesses is not just how to weather the storm, but **how to turn these headwinds into opportunities for transformation and growth.**

This report aims to provide valuable insights into how leading organisations are tackling these critical areas and positioning themselves for future success.

Why Australian Workplaces are Facing Their Biggest Challenge Yet



The Surprising Factor That Makes or Breaks Australian Workplaces – It's Not What You Think

When it comes to what truly defines a great workplace in Australia, the answer might surprise you—it's credibility. More than just a leadership buzzword, credibility is the heartbeat of high-trust organisations and the foundation of a strong workplace culture. Think about it, when a leader makes a promise and then follows through, it builds a level of trust that's hard to replicate. This consistency between words and actions is something employees notice, and it has a huge impact on the overall culture.

Great Place To Work® data, representing over 144,000 Australian employees, shows that management credibility is a game-changer. One manager from a large tech company shared how their CEO promised greater transparency—and delivered. Through regular town halls and open discussions about challenges and opportunities, employees saw real action behind those words, and trust in leadership soared. The data backs it up: 93% of employees at Certified™ companies report that management credibility plays a key role in building trust.

But credibility isn't just about keeping promises within the organisation. It's also reflected in how leaders approach broader responsibilities like Environmental, Social, and Governance (ESG) issues. Employees today expect leaders to live the values they promote, not just pay lip service to them, internally in business and people practices as well as outwardly in the broader community. With enhanced external focus, employees are now taking note of how their leaders' actions on implementing sustainable initiatives, creating ethnically diverse workforce that values and respects the rights of workers and communities throughout the value chain.

When leaders demonstrate integrity by making ethical decisions and staying true to the company's core values, they build a culture of lasting trust. And that trust isn't just a nice-to-have—it's essential for a thriving, successful organisation.

Credibility, however, is not built overnight. It takes time to develop and requires constant reinforcement. Every decision, action, and even the smallest interaction contributes to this foundation of trust. But here's the catch—credibility can be destroyed in an instant. A single broken promise or failure to align actions with values can erode trust, undoing months or even years of effort. This is why credibility must become ingrained as a cultural norm, not just a one-off event or an occasional act of integrity.

In organisations where credibility thrives, leaders know that every commitment matters. They recognise that their actions must consistently reflect the values they espouse. This not only strengthens trust but also creates a sense of stability and reliability, essential for maintaining high employee morale and long-term engagement. Employees in high-trust workplaces are more likely to feel secure, knowing that their leaders will stand by their word. This, in turn, fosters a more cohesive, collaborative, and positive work environment.

Ultimately, credibility is the bedrock of any high-performing organisation. Without it, trust cannot be sustained, and without trust, a great workplace simply cannot exist.

AU Best refers to companies on the Best Workplace Australia 2024 list.

AU Rest refers to typical workplaces in Australia 2024.

AU Best

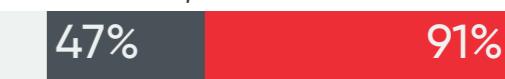
AU Rest

Great Workplaces
outperform
Typical Workplaces
on credibility

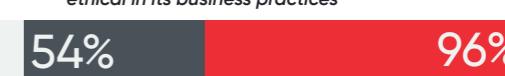
"I feel good about the ways we contribute to the community"



"Management delivers on its promises"



"Management is honest and ethical in its business practices"



"I feel I make a difference here"



"Our executive fully embodies the best characteristics of our company"



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





Secrets From Australia's Best Workplaces: How They're Thriving While Others Struggle

01 Putting People Over Numbers: The Real Key to Employee Success in 2024

"We have incredible policies that help support us through both professional and personal lives. Leave policies to support menopause, transitioning, parental (for both parents, foster parents, adopting etc), Thrive Day to take an extra long weekend, a day off for your birthday, and working towards becoming an Endo-Friendly Accredited workplace. We also have Alpha, our sustainability arm and can honestly say we walk the walk, not just talk the talk. At GroupM, I'm supported through every stage and phase of life, making it somewhere I can work at for years to come."

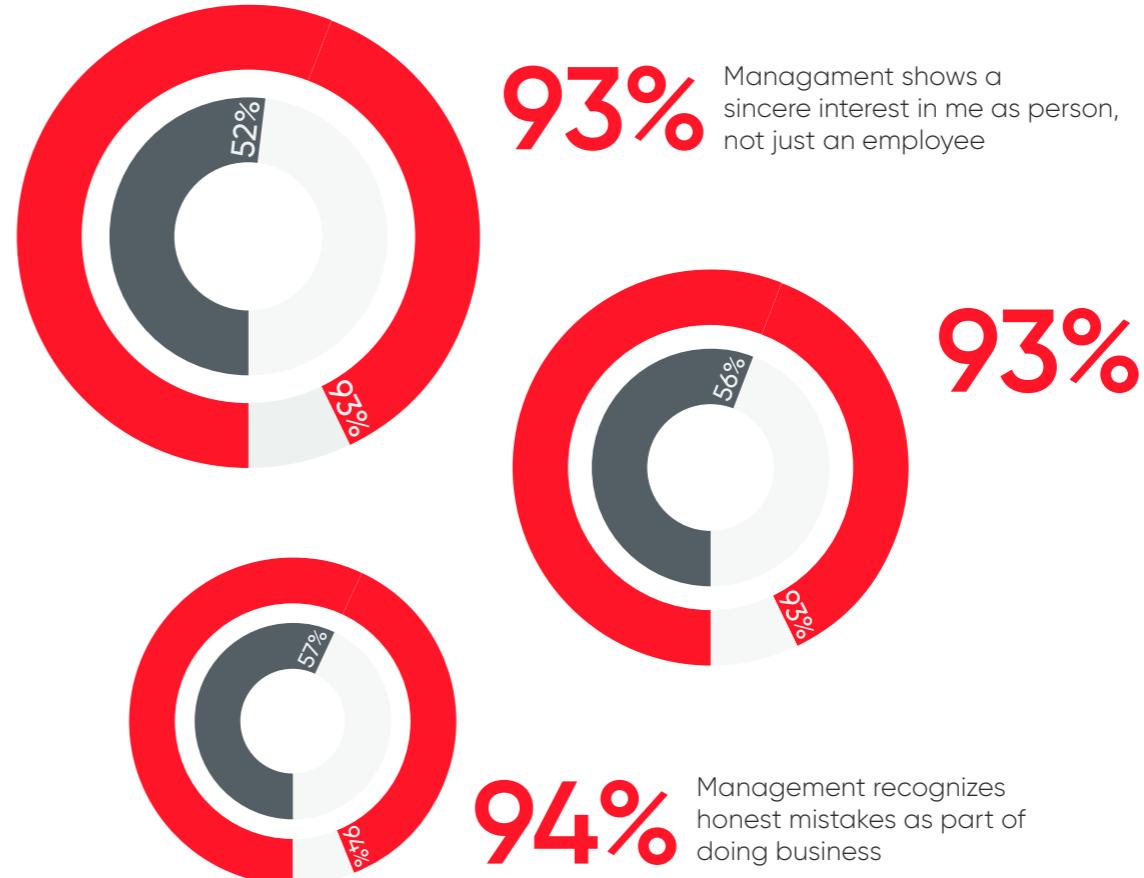
GroupM Employee Quote

Exceptional workplaces do more than just manage day-to-day tasks—they genuinely connect with their employees. They go out of their way to recognise and appreciate good work, not just through formal awards, but through simple, heartfelt gestures. Whether it's a quick "great job" in passing or a personalised shout-out during a meeting, employees know their hard work is truly seen and valued. It's these moments that lift morale and inspire people to keep pushing for excellence.

These companies also champion those who think outside the box, welcoming new ideas and encouraging creativity. They know that innovation and a bit of risk-taking are what drive growth and improvement. And when things don't go perfectly? It's seen as a chance to learn, not a failure. This creates an environment where employees feel safe to experiment, knowing they have the support of their leaders.

What really sets these workplaces apart is their commitment to making this part of their everyday culture. The data from Great Place To Work® shows that employees are happier and more engaged when management actively supports and acknowledges them. By weaving these practices into their core values, companies create a positive, thriving culture where people feel appreciated and motivated to do their best.

But what does it really mean to put people over numbers? Some of the Best Workplaces in Australia have great examples on how this comes to life in their organisations.



AU Best

AU Rest

GroupM

GroupM is committed to advancing disability inclusion through a range of impactful Diversity, Equity and Inclusion (DEI) initiatives. As a Family Friendly Workplace and Pride in Diversity Partner, they pioneered the industry's first Disability Action Plan and launched a pilot program to become an Autistic-friendly organisation, which is now being rolled out. They also introduced Flexible Public Holidays to accommodate cultural diversity and supported SBS Inclusion and BlackCard Cultural Competency training.

Their efforts have been recognised by the industry. GroupM was named one of the top 20 Inclusive Employers by the Diversity Council of Australia, marking them as the only holding group on the list.

Disability Action Plan: GroupM has introduced the industry's first Disability Action Plan (DAP), a three-year framework focused on making their business more accessible and inclusive. Over the past year, GroupM accomplished 7 of the 16 action points, such as implementing a Reasonable Adjustment Policy, ensuring inclusive onboarding, and assessing the accessibility of travel and accommodation options. Six additional actions are in progress, with the remaining three set for longer-term focus.

Employee Stories –

Jessica Cragg, SEO & CRO Analyst: "In 2017, I was diagnosed with autoimmune encephalitis, which significantly impacted my memory. Despite the challenges, I completed my degree and started my career in media. At GroupM, my team has been incredibly supportive, accommodating my needs with a lighter workload on difficult days and flexible time for appointments. I joined the DAP initiative to foster a more inclusive environment where disability is considered proactively and where people feel comfortable disclosing their conditions."

Autistic-Friendly Program: GroupM partnered with AMAZE and the Department of Social Services to develop the Building Employer Confidence in Inclusion and Disability program, aimed at enhancing accessibility for Autistic employees and increasing understanding among all staff.

Employee Perspective: "Initially, my neurodiversity diagnosis was daunting, but it also felt liberating. Being open about my neurodiversity at GroupM has created a supportive environment. I've been involved with Amaze for years, and I'm proud of our pilot program that helps both neurodivergent individuals and organisations build inclusive hiring processes."

Cobild

Cobild is dedicated to supporting employees who have children with disabilities or illnesses. They recognise the unique challenges these families face and are committed to offering the necessary support.

Within the Cobild community, several families are navigating complex situations, including caring for children with Autism Spectrum Disorder, Attention Deficit Hyperactivity Disorder, depression, and epilepsy. They also have a parent who managed a terminal illness while caring for a young child. These diverse circumstances underscore the need for tailored support rather than a one-size-fits-all approach.

Understanding the varying and evolving needs of these families, Cobild prioritises flexibility and adaptability in their support. This includes options such as remote work, access to on-site facilities for children, bringing children to their office with engaging activities, and providing financial assistance and additional support as needed. Their commitment is to ensure that each Cobildian receives the personalised assistance they require.

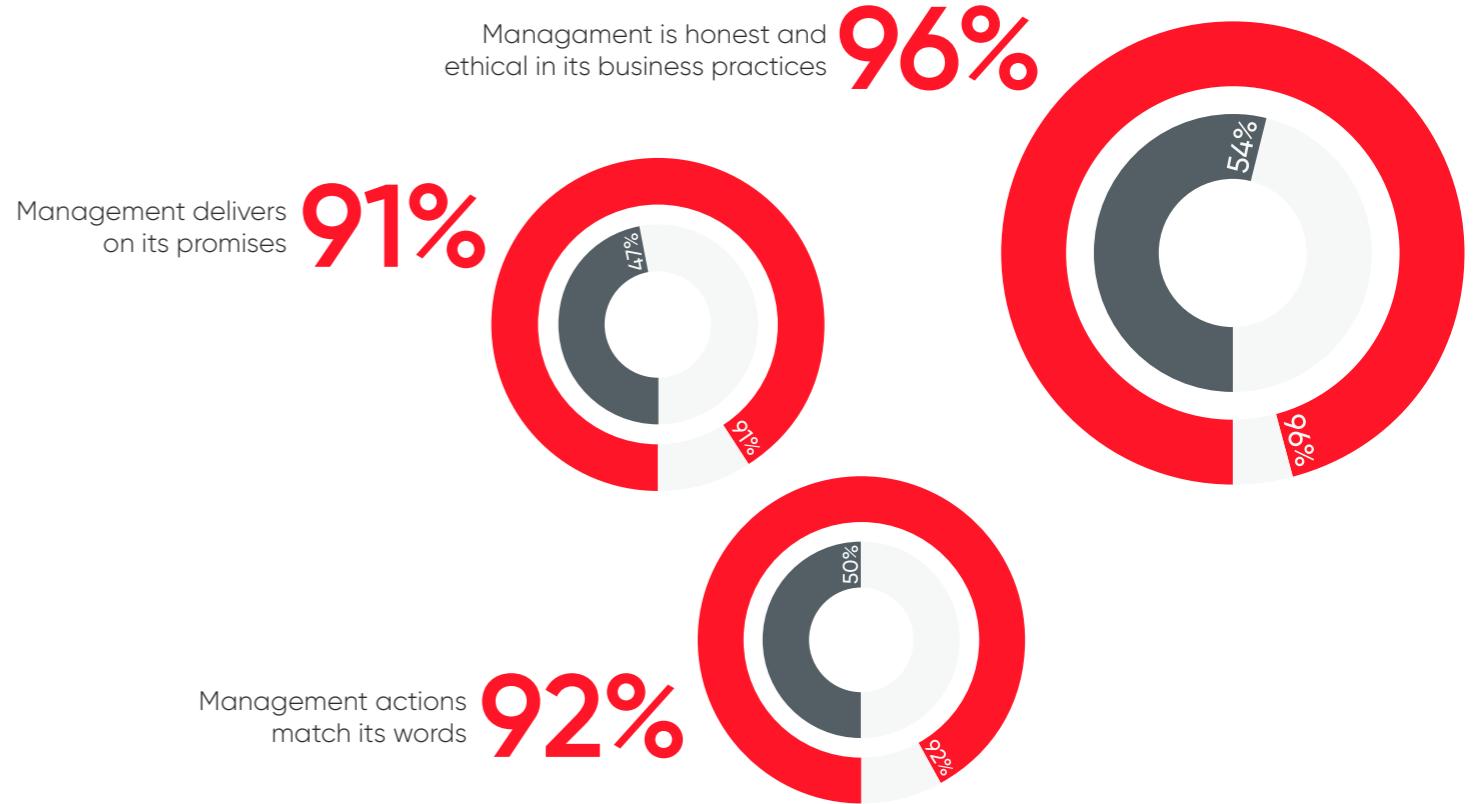


02 Leadership Integrity: The Hidden Factor to Building Trust

"One very unique thing about Moddex is management are very transparent – sharing the figures on a weekly meeting where we budget and then play back actual figures. We receive profit share when we do well. On these meetings everyone has a chance to shout out someone that's stood out, which gives the team a lift and is something I've never had anywhere else.

Management also make a real effort to get the teams ideas, no matter the role you're in as they understand some of the best ideas can come from down in the trenches. Everyone in the team has good banter and genuine respect for each other as people. not just colleagues and all enjoy being at work – always happy."

Moddex Employee Quote



Integrity is at the heart of what makes Australia's Best Workplaces truly exceptional. It's not just a corporate buzzword—it's the glue that holds everything together. When leaders say something, and then back it up with action, it builds a deep sense of trust. And that trust? It's absolutely critical for keeping employee morale high and ensuring the organisation stays credible, both inside and out.

In these workplaces, leaders don't just talk about values; they live them. When they make a promise, they follow through. When they set a standard, they stick to it. This kind of leadership sends a powerful message to everyone in the organisation: "We mean what we say." It's amazing how much of a ripple effect this creates. Employees start to mirror that behaviour, and before long, you've got a culture where doing the right thing is simply the way things are done.

That level of consistency and transparency doesn't just help the day-to-day operations; it's the foundation for real teamwork and collaboration. When employees know they can count on their leaders to be ethical and dependable, they feel more secure, more engaged, and more loyal. It's a game-changer.

And let's not forget how much this impacts an organisation's reputation. When a company consistently acts with integrity, it's not just the internal culture that flourishes. It becomes a beacon in the broader market, attracting top talent and building strong business relationships. That kind of reputation can't be faked—it's earned through every honest action and ethical decision.

Integrity is not just an abstract concept, its measurable and has real impact on the business as shown by some of Australia's Best Workplaces

AU Best
AU Rest

Mantel Group

Recovery Partners

Recovery Partners is an exemplary case of how integrity-driven leadership can transform a workplace. Instead of implementing large-scale policy changes, the company concentrated on empowering employees and fostering an environment of trust and transparency. By focusing on leadership behaviours that aligned with their values, they managed to create significant improvements in employee engagement and satisfaction, demonstrating that even small, integrity-focused actions can make a massive impact.

At the heart of this transformation was a commitment to supporting employees through regular 1-on-1 interactions and by encouraging autonomy. Recovery Partners' leadership understood that trust is built not by controlling how tasks are done, but by empowering employees to make decisions that reflect their own expertise. This approach created a culture of mutual respect, where employees felt trusted to do their jobs and were given the freedom to manage their work in ways that suited them best.

The results of these integrity-driven actions were reflected in tangible outcomes. Between 2023 and 2024, Recovery Partners' Victoria office saw a remarkable 17-percentage-point increase in employees who said it was a great workplace, rising from 75% to 92%. This leap in satisfaction was achieved without sweeping policy changes, underscoring the power of leadership integrity and trust in driving employee engagement. Additionally, 100% of employees in Victoria reported feeling supported with the resources necessary for their jobs, and all employees agreed that they were celebrated for trying new ways of working, regardless of the outcome.

Recognition played a key role in fostering this trust. Recovery Partners implemented a structured recognition system called the "Yellow Jersey," where employees could nominate their colleagues for outstanding work. This practice ensured that achievements were acknowledged regularly, fostering

an appreciative culture. Leaders consistently showed their gratitude, both formally and informally, helping employees feel valued. As a result, there was a 33% increase in employees believing that they had the chance to receive special recognition from 2023 to 2024. This commitment to recognition was pivotal in creating a positive and motivating work environment, contributing to the overall increase in employee satisfaction.

The benefits of integrity-driven leadership didn't just stop at employee engagement. Recovery Partners also saw measurable improvements in client outcomes. Their success in helping clients return to work—an objective metric assessed by Worksafe—improved over the same period. This outcome further demonstrates how leadership actions rooted in integrity and support can have wide-reaching positive effects, not only for employees but also for the organisation's business objectives.

What makes Recovery Partners' experience so powerful is that it highlights a broader truth: integrity is the foundation of trust, and trust is what fuels both employee engagement and organisational success. By consistently acting in line with their values, Recovery Partners' leaders created a ripple effect where employees mirrored those behaviours, contributing to a culture of ethical actions and collaboration. This approach not only strengthened internal dynamics but also enhanced the company's credibility in the market, attracting top talent and solidifying strong client relationships.

In essence, Recovery Partners exemplifies how integrity, when embraced as a core leadership value, becomes a catalyst for long-term success. It is this commitment to integrity that sets Australia's Best Workplaces apart, ensuring their teams remain engaged, their operations run smoothly, and their reputation thrives.

The founders of Mantel Group recognised the importance of trust and how it creates a sense of ownership, belonging, and purpose – all vital to the success of the business. A technology consultancy specialising in digital, cloud, data, and cyber security, Mantel Group has grown rapidly since it was founded in 2017, both organically and through acquisitions; their headcount almost doubled from 2022 to 2024. Through its expansion, its key priority remains unchanged: to 'develop the strongest culture and employee experience in Australian and New Zealand consulting and professional services'.

"We put together a plan on paper of what Mantel Group could look like, six months before the company was born. We wanted to build a company that was different from what you'd typically expect a company to look like in the technology services space. We wanted to put people at the heart of everything we do and build a company around that." Con Mouzouris, CEO



Mantel Group has no policies; instead, it trusts every single Mantelorian – that's 850 people – to make decisions that align with the company's values and principles, which are: Make Good Choices, In It Together, Communicate Directly, Love What You Do & Be Awesome At It, and Make Things Better. Instead of an expense policy, for example, Mantel Group simply tells its employees to 'stay as close as practical to the venue while remaining within reasonable costs' – empowering them to exercise 'making good choices'. Reimbursement doesn't require approval before they're processed either. These five principles are in employment contracts, requiring everyone to understand and agree to them. They form the basis for every conversation around career development and for awards and recognition. They're on company merchandise, and office rooms are named after them. Mantel Group also designs and delivers a leadership programme based on these principles.

"Never in my previous 23 years of working could I feel the company's key principles. What sets Mantel Group apart is that what we say on the tin is on the tin. Sure, we have times where it's tough and we need to dig in, but I can recite the five principles because it's so ingrained in what we do. The focus on relationships is something I can see every day at Mantel Group. People and relationships do come first." Mantel Group Employee

Moddex

Many organisations tout their Employee Value Proposition (EVP) as a selling point, but too often it ends up being little more than window dressing. The real power of an EVP comes when leaders actually follow through on it, turning those promises into action. A standout example of leadership integrity is when companies don't just create an EVP, but actively bring it to life, ensuring that the values and commitments they promote are truly reflected in the day-to-day employee experience. That's when an EVP becomes more than just words—it becomes a real driver of culture and success.

At Moddex, a tailored approach to their Employee Value Proposition (EVP) reflects a commitment to addressing the diverse needs of their team. Understanding that employees span various roles and capabilities, including those balancing caregiving responsibilities and differing professional development goals, Moddex recognised the limitations of a one-size-fits-all benefits approach.

To address these needs, Moddex conducted a comprehensive survey to gather insights on what employees truly value and require. The result was the creation of the EVP, "Thrive at Moddex," founded on the principle that the success of the company is intrinsically linked to the wellbeing of its employees. This EVP is designed to support employees' holistic wellbeing through a flexible, multi-faceted benefits structure.

Professional Wellbeing: Moddex provides a framework for employees to shape their own career development. Initiatives like "My Development Pathway," financial support for further education, mentorship opportunities, and recognition programs are all aimed at fostering professional growth and ensuring team members have the resources to achieve their full potential.

Financial Wellbeing: Moddex is committed to equitable compensation and rewards. Their approach includes fair pay practices, annual salary reviews, profit-sharing schemes, and financial literacy training. Additional financial benefits such as discounts, bonuses, and comprehensive assistance ensure that team members are supported both professionally and personally.

Personal Wellbeing: Recognising the importance of personal health, Moddex invests in initiatives that promote physical and mental wellness. These include discounted gym memberships, guided workouts, mental health resources, flexible working options, parental leave, paid volunteer days, and an employee assistance program. This holistic approach ensures that employees can balance their personal and professional lives effectively.

Social Wellbeing: Moddex fosters a strong sense of community and belonging through regular updates, team events, culture teams like "The ModSquad," and peer-nominated awards. By celebrating achievements and encouraging teamwork, Moddex cultivates an environment where employees feel connected and valued.

Through this comprehensive and flexible EVP, Moddex empowers its employees to select benefits that best meet their individual needs and preferences, reflecting a deep commitment to their overall wellbeing and engagement.



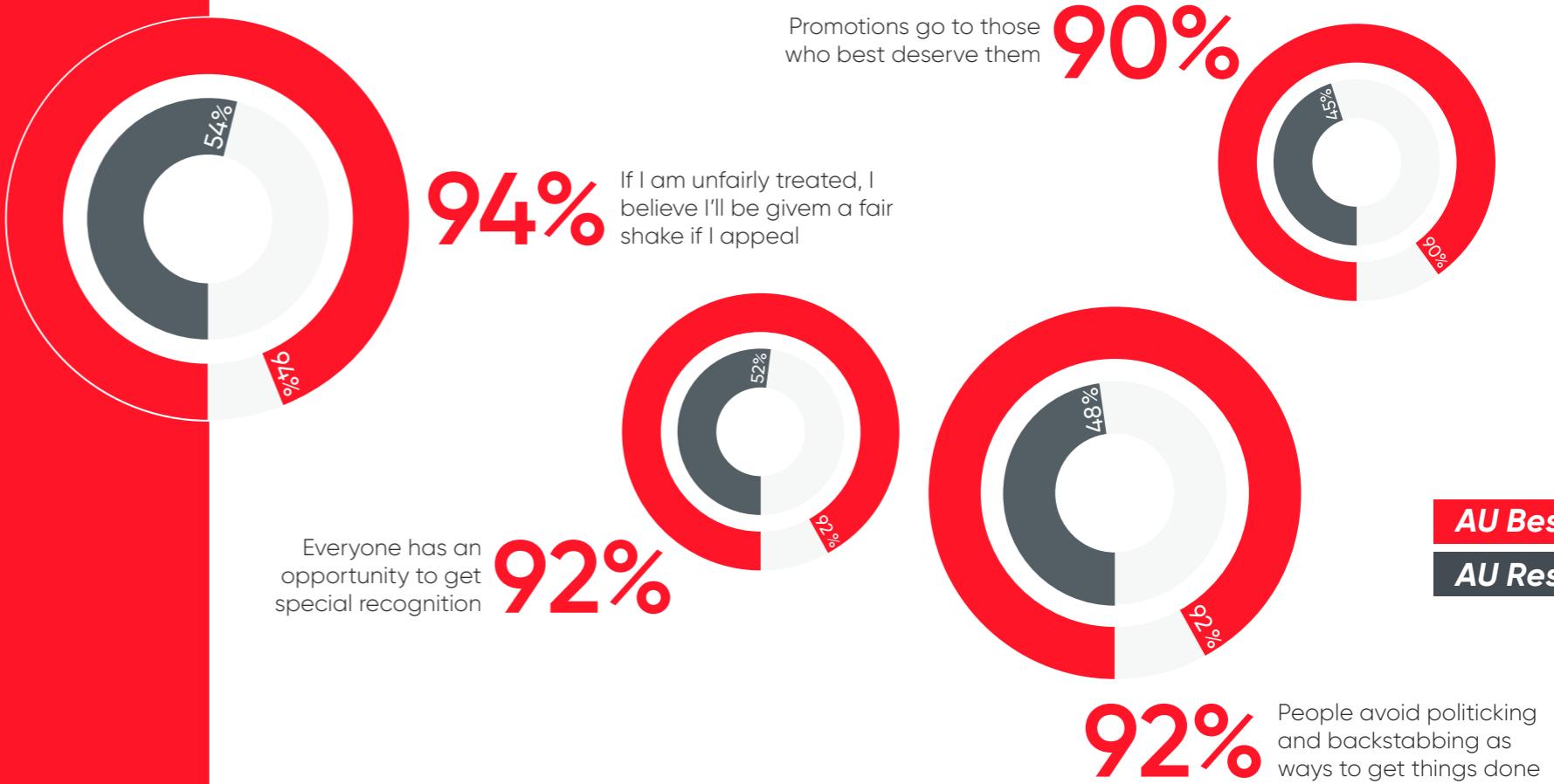
03 A Great Place To Work For All

"The culture at the Hilton is one of the most inclusive and friendly I have had the pleasure of working in. The organisation promotes and celebrates diverse backgrounds and cultures in meaningful and sincere ways. Celebrating significant Life Moments for team members provides a truly human experience at work."

Hilton Employee quote

"Everyone seems to be equal. The Managers don't have a separate room of their own and they are very humble. You wouldn't even think they hold a very high position in our Company."
Jaybro employee quote

In 2024, a major focus when it comes to fairness has been on pay equity and inclusive practices. Leading organisations are setting benchmarks in how these initiatives are implemented and evaluated.



Fairness in the workplace isn't just a nice-to-have; it's essential to how people feel about their jobs and the organisation as a whole. An employee at a company known for its transparent promotion process shared how refreshing it was to know that her hard work would actually pay off and that there was a clear path to advancement. "It wasn't about who you knew," she said, "but about what you delivered." That feeling—that promotions and recognition are based on merit, not favouritism—completely transformed how engaged she felt. When employees believe their efforts are genuinely valued and rewarded fairly, it creates a sense of trust and motivation that drives them to give their best.

But fairness goes beyond promotions. Tackling office politics is just as crucial. We've all seen how a little favouritism or behind-the-scenes manoeuvring can erode team morale and create toxic divisions. The best workplaces make it a priority to be transparent in their decision-making and handle conflicts in a way that's open and consistent. By fostering an inclusive environment and stepping in when bias or unfair

treatment emerges, companies show that they're serious about giving everyone an equal chance to succeed based on their contributions.

And that's the real key—a workplace that's for all. It shouldn't matter who you are, where you come from, how long you've been with the company, or your background. What matters is that every single employee has the same excellent experience at work. Everyone, from the newest hire to the most senior team member, deserves equal opportunities for growth, recognition, and support. This kind of inclusive culture not only builds trust but also empowers employees to do their best work.

Great Place To Work® data backs this up—fairness is one of the top factors influencing employee morale and retention. When people feel part of a fair, supportive workplace that values everyone equally, they're more likely to stay committed for the long haul. By putting fairness at the core of their culture, companies don't just enhance job satisfaction—they also build a loyal, stable workforce that contributes to long-term success and strengthens their reputation as a great place to work, for all employees.

AU Best
AU Rest



Jaybro

Jaybro - whose ranking in Australian Best Workplaces List jumped from number 13 to number 5 in 2024, has demonstrated a robust commitment to a for all approach through a comprehensive two-year strategy centred on four key pillars: (1) Diversity in Workforce, (2) Enabling Equity and Inclusion, (3) Engaging and Educating, and (4) Data-Driven Approach. Their approach specifically addresses the gender pay gap by employing rigorous data analysis to identify and correct disparities, ensuring that compensation practices are fair and equitable across all levels of the organisation.

"I appreciate that my manager and supervisor are so understanding that they always accommodate any time off I need without any fuss. I really respect that everybody in the workplace is treated equally and fairly. (the) Environment created at the workplace makes me look forward to coming to work every day."

Female frontline employee at Jaybro

"Everyone seems to be equal. The Managers don't have a separate room of their own and they are very humble. You wouldn't even think they hold a very high position in our Company."

Jaybro frontline employee

Beiersdorf Australia Ltd

Beiersdorf Australia Ltd has taken significant steps to address gender pay disparities through an external audit, examining each role to ensure fair compensation. They have also revamped their recruitment process to prevent biases: female candidates are no longer asked about salary expectations but are instead informed of the role's compensation. This change has helped to prevent underpayment of female candidates and improved overall salary equity. This has led to male and female employees in the company having the similar experience/sentiment on distribution of rewards and fair treatment regardless of gender.

MasterCard

MasterCard continues to lead in gender equity with 60% female representation in senior leadership and over 40% at the Vice President level. Their commitment to closing the gender pay gap includes using industry data and research to drive change. They have also introduced a progressive parental leave policy, offering 16 weeks of fully paid leave to new parents, regardless of gender. Additionally, MasterCard aims to achieve gender parity in their workforce and educate 5 million girls in STEM through their Girls4Tech program by 2025.

These examples highlight the commitment of Best Workplaces to evolving strategies for all employees and addressing gender pay disparities through data-driven insights and innovative practices. As organisations continue to refine their approaches, the focus remains on creating equitable, inclusive environments where all employees can thrive.



04 Unlocking the Power of Employee Engagement

Engaging employees in meaningful ways and making them feel heard is a game-changer for any workplace, especially when leaders are clear and consistent in how they communicate. I once spoke with an employee who worked at a company where leadership didn't just talk about open communication—they lived it. He shared how, during a major project shift, the CEO personally took time to explain the changes in detail to every department, making sure the same message was communicated across the board. "There was no confusion," he said. "We knew exactly what was happening and why—and we knew our feedback mattered." That level of clarity made everyone feel like they were part of something bigger, and it created a sense of ownership and commitment across the team.

This kind of engagement is more than just asking employees for input—it's about empowering them to shape the decisions that impact their roles. **When employees feel that their insights are truly considered, they're not just going through the motions—they're invested.** They bring fresh ideas to the table, which can spark innovative solutions that leaders might not have seen on their own. It's amazing what happens when people feel like they're part of the process instead of just watching from the sidelines.

But for this to work, leadership needs to be clear and consistent in how they communicate. Policies, decisions, and goals need to be shared in a way that everyone can understand and applied equally across the organisation. When leaders send mixed messages or fail to follow through, it undermines trust. Employees need to know that what they hear from the top is reliable—and that it applies to everyone, not just a select few.

The data from past surveys show that when employees trust their leaders and believe their voices are valued, job satisfaction and productivity skyrocket. It's about more than just listening; it's about showing employees that their input makes a real difference. Leaders who communicate openly and consistently, and who follow through on their promises, create a culture where people feel valued and eager to contribute. This creates a stronger, more dynamic workplace, where employees are not just engaged—they're excited to be there.

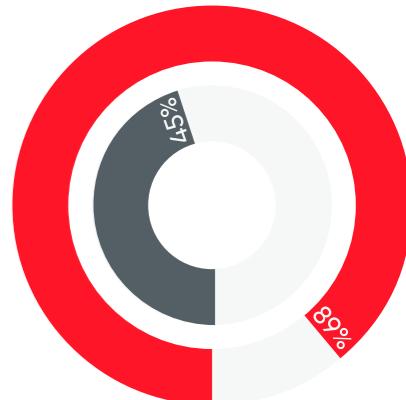
Hilton's Chief People Officer refers to this as "relentless communication." Effectively delivering a consistent message across various channels and to diverse groups is challenging and requires persistent effort, but it's essential. Each organisation approaches communication differently, and some of the Best Workplaces offer outstanding examples of how tailored and strategic communication can drive success.



92%
Management genuinely seeks and responds to suggestions and ideas



92%
I can ask management any reasonable question and get a straight answer



89%
Management involves people in decisions that affect their jobs or work environment

AU Best
AU Rest

Automic Group

At Automic Group, transparent communication is a cornerstone of their workplace culture. They actively cultivate an environment where open dialogue is encouraged and valued through various feedback forums, including CEO Conversations, Ask Me Anything, and Bell Ring sessions.

These forums serve as vital channels for both leaders and team members to engage in meaningful exchanges. CEO Conversations, an intimate monthly event, invites a small group of staff to a catered Boardroom lunch with their CEO. This setting allows for direct, open communication, enabling staff to share their ideas and feedback on what's working well and what needs improvement.

Ask Me Anything sessions, integrated into their weekly Bell Ring meetings, offer a company-wide platform where employees can submit questions to the CEO and Executive Leadership Team. This ensures that every question, regardless of topic, is addressed, fostering a culture of openness and accessibility.

Additionally, Automic's Women at Automic program actively seeks input on enhancing gender balance and representation in leadership roles. Through targeted development programs and forums led by their Chief People Officer, Automic have implemented initiatives such as mentorship programs and sessions on 'Networking for Women' and 'Moving Beyond Bias,' aimed at breaking down barriers and empowering women in their workforce.

Feedback from Automic's Great Place To Work survey highlights the effectiveness of these initiatives, with 91% of employees feeling well-informed by their managers, 93% feeling connected while working flexibly, and 95% viewing their managers as excellent role models.

Automic's commitment to transparent communication extends to their overall approach to employee feedback and idea generation. From exploring new technologies and refining product development processes to enhancing their Business Made Easier initiatives, Automic actively seek and celebrate new ideas from their talented staff.

At Automic, every voice matters, and every idea has the potential to drive significant improvements. They pride themselves on creating a collaborative environment where employees can contribute to shaping the business and culture, making Automic a great place to work.



Moddex

Moddex has embraced transparent and consistent communication as a core pillar of their workplace culture. Each week, the CEO shares a video update with the entire team, covering a range of important topics, including financial updates, welcomes to new team members, celebrations of milestones like work anniversaries, promotions, and farewells to those moving on to new opportunities. The video also highlights team members nominated by their peers for exemplifying core values and provides a brief overview of the business's focus in the coming weeks.

In addition to these updates, every Tuesday the entire Moddex team participates in a "Taking Care of Business" session, where the CEO presents insights on market conditions and the company's performance. The team engages in a detailed financial forecast, ensuring that all employees are fully informed about the company's financial health. This session also tracks the projected profit share, allowing team members to ask the leadership team direct questions about financial performance and business direction.

Further enhancing internal communication, the Moddex Minute publication shares updates from across the business, detailing what different teams are working on, future plans, personal milestones,



and fun elements like jokes and recipes contributed by staff. This mix of business updates and personal touches reflects the company's core value of "Work Hard, Have Fun."

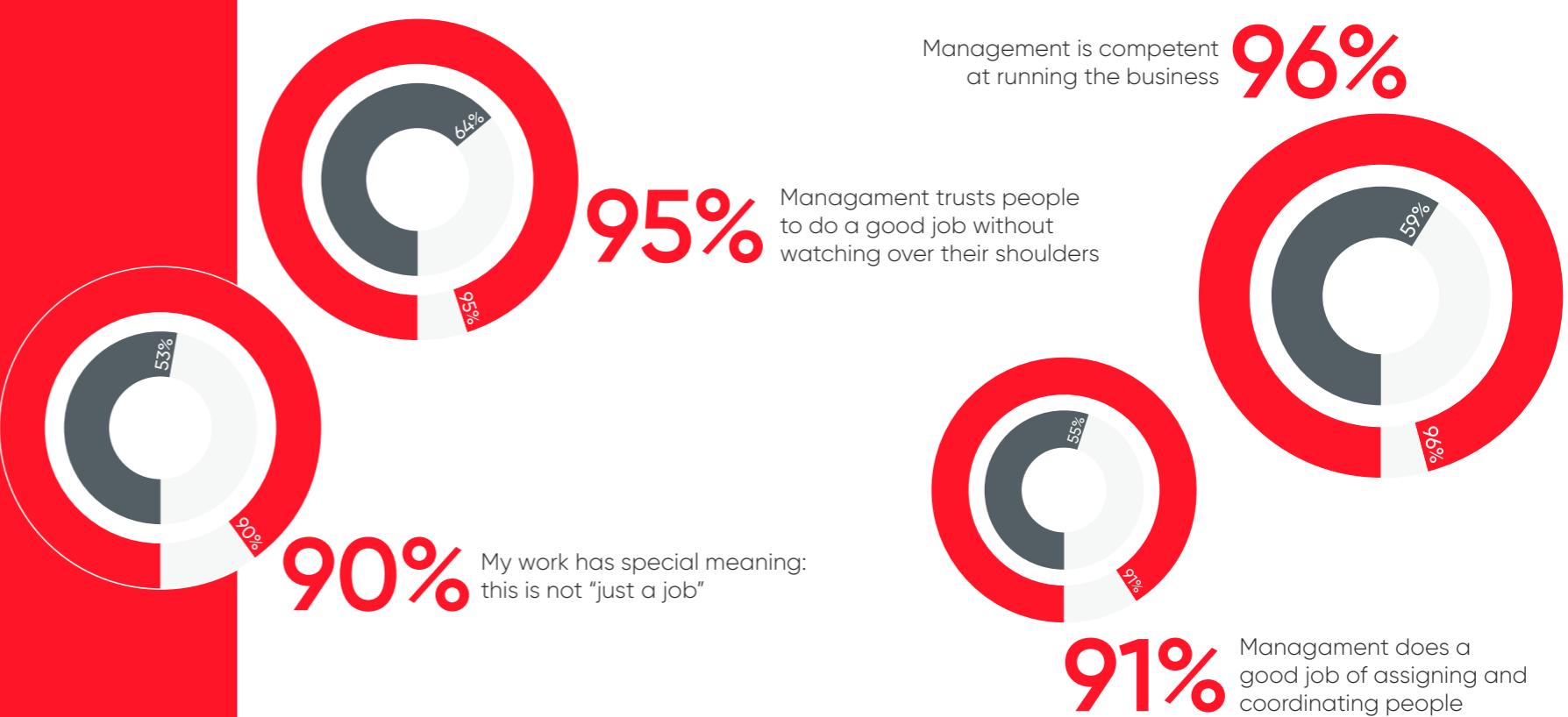
By deliberately using multiple communication channels—videos, meetings, and print—Moddex ensures that key messages are delivered effectively, keeping all team members engaged and well-informed.

This commitment to transparency fosters trust within the organisation, as team members are given clear visibility into the company's goals, results, and decision-making processes. This is reflected in continually improving scores in their Great Place To Work survey. Moddex's overall score is up one-point to an impressive 93% in 2024, which include a 92% score for Integrity, 95% for Communication, and 93% for Credibility.

05 How Aligned Leadership Drives the Future Success of Your Organisation

"Moose is no doubt a great place to work. There's a lot to love and this is down to the people at Moose and the culture the company has created and continues to grow. It really does have a family feel and people do care and look out for each other. I love the charity and community work Moose does, how it shows commitment to the environment, diversity, our health, and it's a fun place to work!"

Moose Employee Quote



Leaders are the heart of any thriving organisation. They inspire confidence and loyalty, not just through their titles but through their actions, setting the tone for the entire company's culture. Great leaders know that every decision, from strategic planning to day-to-day operations, reflect the company's purpose and core beliefs. This ability to lead by example, while maintaining professionalism and ethical behaviour, makes employees feel like they are part of something meaningful. That's the kind of leadership that builds lasting trust and loyalty.

When leaders are clear on the organisation's purpose and can weave that purpose into the company's strategy and culture, they create something powerful. It's not just about hitting targets—it's about creating alignment across every part of the business. Employees know why they're doing what they're doing, and they understand how their role contributes to the bigger picture. This clarity fuels engagement and fosters a sense of belonging, because people can see the impact of their work on the company's success. It's not just about showing up to do a job—it's about being part of a mission.

But alignment doesn't happen by accident. Great leaders actively shape this connection between purpose, strategy, and culture. They communicate clearly and consistently, ensuring that every team member knows the goals, the reasons behind them, and how their work fits in. This alignment is what drives long-term growth. When everyone is moving in the same direction with a shared understanding of the company's mission, the organisation thrives.

And this is what sets apart the best workplaces—places that are truly a great place to work. Leaders who align purpose, strategy, and culture aren't just building successful companies—they're building environments where people feel valued, respected, and inspired. It's this combination of trust, transparency, and shared goals that creates a positive work culture where employees are motivated and engaged. When leaders get this right, they don't just run a successful business; they create a workplace where people want to be, where they feel connected to the company's success, and where they can truly thrive.

So, what does it look like when leaders are able to align purpose, strategy and culture?

AU Best

AU Rest

Moose Toys

Moose Toys has exemplified a strong Employee Value Proposition (EVP) with its innovative approach, branded as "Playful with a Purpose." This EVP not only highlights the unique qualities of Moose Toys but also clearly outlines the benefits and expectations associated with being part of the team.

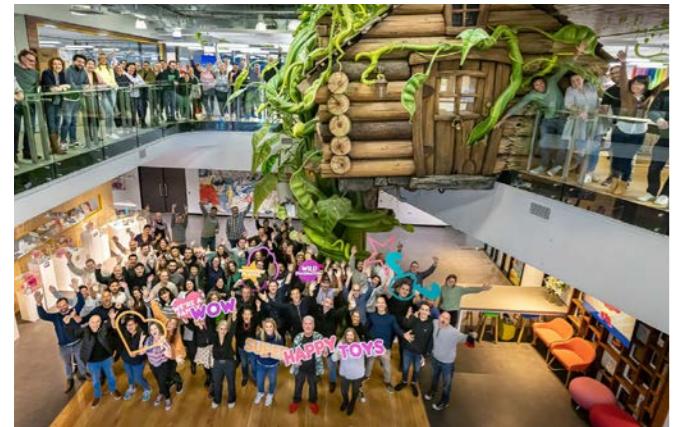
1. Family & Culture: Moose Toys fosters a familial atmosphere, embraces diversity, and has earned recognition as a great place to work. This pillar underscores the company's commitment to creating an inclusive and supportive work environment where employees feel valued and part of a larger family.

2. Purpose & Passion: At Moose, the focus is on dreaming big and driving impact. The company is dedicated to continuous learning, giving back to the community, and advancing sustainability efforts. This pillar reflects Moose's commitment to creating a purpose-driven workplace that aligns with employees' values and aspirations.

3. Balance & Wellbeing: Moose prioritises the holistic wellbeing of its employees, integrating fun with wellness. The company offers a range of benefits designed to enhance physical, mental, and social wellbeing, ensuring that employees can enjoy a balanced and fulfilling work experience.

Practical Examples:

Incorporating Fun: Moose Toys injects playfulness into the workplace with regular get-togethers, creative events, and fun activities. From BBQs and local brewery visits to fancy dress days and product unveilings combined with pizza parties, Moose ensures that work is enjoyable and engaging.



Moose Toys' EVP, "Playful with a Purpose," not only defines what makes the company unique but also demonstrates their commitment to creating a fulfilling and engaging work environment that attracts and retains top talent.

Flight Centre Travel Group

Flight Centre Travel Group (FCTG) has experienced significant success through the alignment of its leadership with its core mission: 'Opening up the world sustainably for those who want to see'. This mission guides every aspect of the organisation, from employee development and customer service to shareholder value.

FCTG's leadership philosophy is centred on supporting its people, customers, and shareholders. Leaders at all levels promote the company's values through 10 foundational philosophies, including a commitment to personal and professional development, delivering exceptional customer service, and fostering a supportive and unified team environment. This alignment ensures that employees are empowered to reach their full potential, while customers receive consistently high-quality experiences.

At the heart of FCTG's leadership approach is a belief in accountability and ownership. Every leader and team member is encouraged to take full responsibility for their successes and failures, fostering a culture of continuous improvement. By embracing egalitarianism, FCTG ensures that everyone, regardless of position, enjoys equal privileges and rights within the company. This transparency in leadership builds trust and drives engagement across all levels.

FCTG's business model is designed to encourage a sense of ownership among its employees. Leaders at every level are given the opportunity to share in the company's success through outcome-based incentives, profit sharing, and leadership share schemes. This model aligns business leaders and their teams with FCTG's overall strategy, creating a direct link between personal success and the company's performance.

A critical part of FCTG's success is the consistent implementation of its "One Best Way" system, which ensures standardised processes across the business.



This approach guarantees consistency in customer experience and operational efficiency, while leaders are tasked with continuously refining the system to adapt to changing market conditions.

FCTG's strategic alignment is further reinforced through regular communication across global, regional, and local levels. Senior leaders host monthly video updates to share business performance and strategy, while regional leaders engage in frequent meetings to ensure alignment with the company's goals. Additionally, annual conferences and leadership events provide opportunities for leaders and employees to collaborate, share best practices, and celebrate achievements.

The company's focus on leadership alignment has led to notable results, with leaders actively involved in driving both employee and business success. FCTG's investment in leadership development, transparent communication, and consistent processes ensures that everyone, from store leaders to senior executives, is working towards the same goals. This alignment has been key to FCTG's ability to stay ahead in a competitive market while delivering on its mission and vision.

By fostering a culture of trust, accountability, and collaboration, FCTG has created a unified leadership approach that continues to propel the company's success globally.

The Future of Work: How Leading Companies Are Shaping Success

After countless hours of culture audits and insights representing 144,502 employee voices, **Great Place To Work®** has a clear view of what the best workplaces are doing to shape the future of work. These organisations are leading the way in creating thriving environments where success is built to last. Five key trends have emerged: Technology, a focus on ESG (Environmental, Social, and Governance), flexible work practices for all, innovative approaches to employee benefits, and Reconciliation efforts. Here's a closer look at how these elements are being embraced by forward-thinking companies across Australia.



Embracing the Future: The Power of Trust, Technology, and Human Connection in Australia's Top Workplaces

In this new world of work, we are experiencing unprecedented Volatility, Uncertainty, Complexity and Ambiguity (VUCA) like rising living costs, interest rate hikes, and political and economic volatility.

These pressures externally are now affecting organisations internally. As mentioned throughout this year's insight report, trust remains a cornerstone of high-performing workplaces, especially bridging that trust between leadership and employees.



Trust in Leadership Amid Change

For managers, improving trust with employees is foundational to the manager-employee relationship. The onus falls on the manager to continue building trust with employees, mostly because of the power dynamic in the manager-employee relationship, with the manager being the supervisor. There is an analogy that portrays trust between two people like a bank account.

Think of it as a “trust account,” where you are constantly making trust deposits or withdrawals to the account with each employee.

It takes a lot of time to increase the trust through small deposits. But withdrawals also happen, and too big of a withdrawal or too many withdrawals can bankrupt the account — that is, bankrupt the relationship.

Read more in the UKG Workforce Institute's Banking on Trust e-book.



The Role of AI: Balancing Efficiency with Human-Centric Leadership

50% of Australian workers remain unaware that they are already using AI in their day-to-day tasks.

As artificial intelligence (AI) becomes increasingly embedded in workplaces, its impact is both profound and multifaceted. The UKG AI at Work report underscores how AI tools are already making millions of jobs easier, improving productivity, and freeing up time for more meaningful tasks.

However, it also highlights a critical balance: while employees trust AI to handle efficiency and eliminate bias, they are wary of its use in more sensitive decisions like hiring and performance evaluations. Yet, AI's role in automating routine processes has the potential to drive significant growth and operational success.

To maximise its benefits, workplaces must educate their teams on safe AI use while maintaining a human-centred approach to leadership. This ensures that while AI handles the mechanics of work, leaders continue to inspire and guide through personal connection and integrity.

You can read The UKG AI at Work report here.



Embracing these elements will ensure a resilient, engaged, and innovative workforce ready to tackle the challenges of tomorrow.



Gen Z: Redefining the Workplace with Human Connection

42% of Gen Z employees in Australia prefer face-to-face communication over any digital method

Despite the stereotype of Gen Z as a digital-first generation, our Gen Z in the Workplace report reveals this generation values meaningful human interactions, recognising that in-person communication builds stronger, more authentic relationships with colleagues.

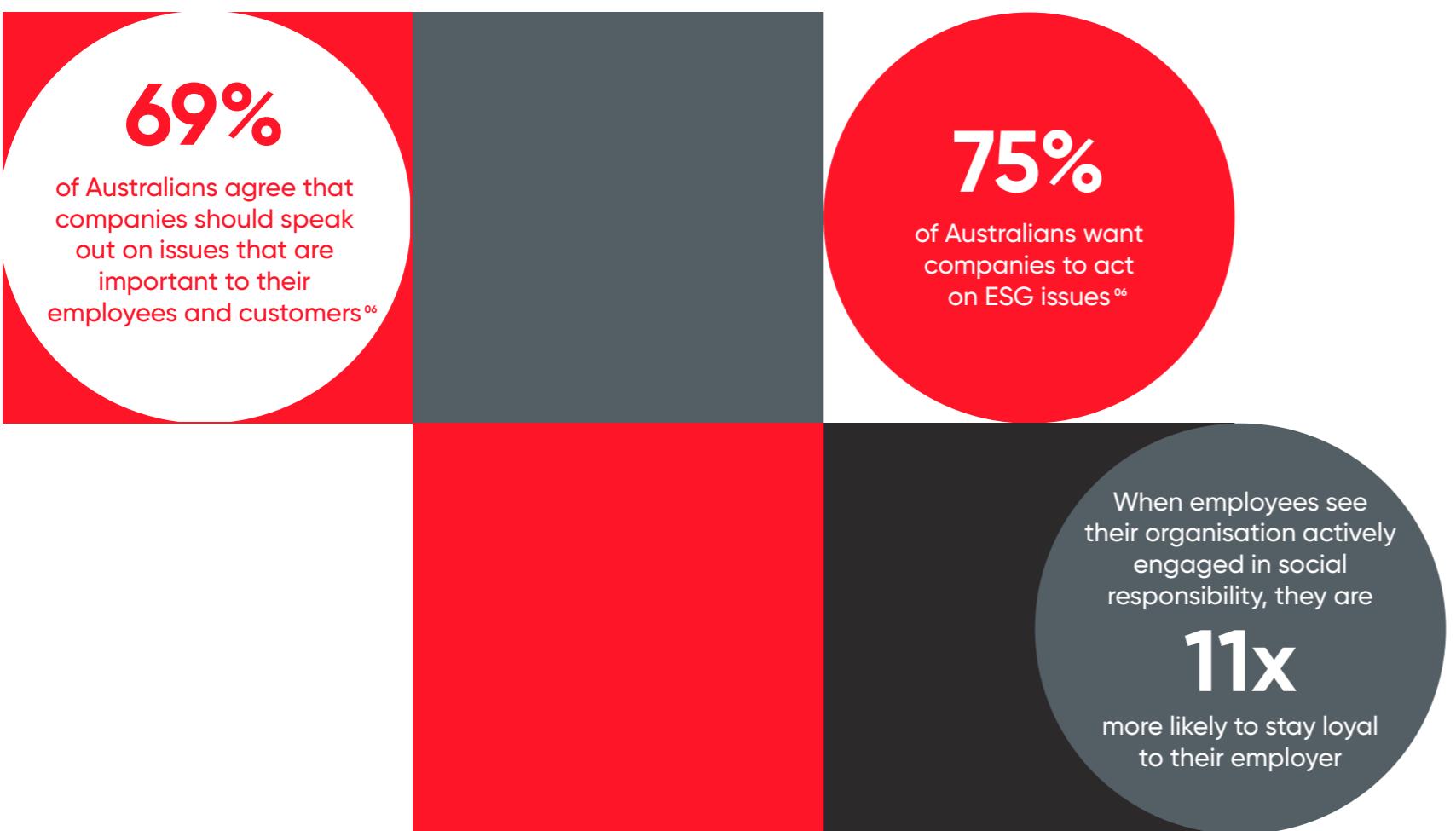
In a hybrid or remote work setting, where digital tools like email and instant messaging dominate, this preference is significant. Gen Z workers are proactive in overcoming the challenges of miscommunication by prioritising personal connection, especially in resolving workplace conflicts. This focus on human connection is a reminder to all organisations: even in a tech-driven world, genuine relationships remain crucial to building a cohesive, collaborative, and successful workplace.

By blending trust, technology, and the human touch, Australian workplaces can navigate the complexities of the modern workforce and emerge stronger than ever.

Read the Gen Z in the Workplace report here.



Environmental, Social and Government: The role of ESG in employee experience and engagement



The correlation between ESG and employee experience is undeniable. Employees engaged with ESG initiatives feel a sense of purpose that transcends their day-to-day tasks.

Giving employees a clear connection to something important – a purpose that is bigger than an individual role – is an important factor in an organisation's success. In fact, Great Place To Work research shows that when employees say their **work has "special meaning,"** rather than being "just a job," they are 56% more likely to experience innovation opportunities.

Emerging trends: How ESG is shaping the future of work

ESG isn't just about attracting sustainability-savvy consumers – it's also about securing an employee base that is passionate about the work. ESG is a competitive advantage for both attracting and engaging employees.

ESG performance is a driver of employee satisfaction and an important piece of what makes a company a great place to work.

A **Marsh McLennan study** found that employers that have high employee satisfaction and are attractive employment destinations for university graduates tend to have lower carbon emissions, have more diversity, and make a greater effort to understand employee feelings.

Great Place To Work research has reported similar results. For example, Great Place To Work found that people who feel their **employers make a positive impact** on the world are 11 times more likely to say they plan to stay with their organisations for the long haul and 14 times more likely to say they look forward to coming to work.

The impact of ESG on employee satisfaction and retention

When it comes to employee satisfaction and retention, two elements of company culture stand out most: purpose and pride. In fact, Great Place To Work research has found that when employees feel proud to work at a company, they are:

- 6 times more likely to **endorse their** workplace to others
- 2 times more likely to want to **stay with** the company for a long time
- 1 time more likely to say it's a **great place to work**

And when employees feel like they have a sense of purpose at work, or that their work is more than "just a job," they are two to six times more likely to stay with their company long-term.

Overall, our 2023 Drivers of Retention survey found that finding "meaning" in your work is the biggest predictor of retention, across generations – more than promotions, recognition, or even wages.

ESG principles aren't just buzzwords, they are a necessity. ESG efforts go beyond corporate responsibility – they're a potent tool for boosting employee engagement, attracting top talent, and winning over consumers. And when ESG initiatives align with business goals, it's a win-win scenario that ensures long-term relevance and resilience.

Jaybro - Embracing a Comprehensive 360° Strategy for ESG

In the APAC region, Jaybro concentrates on ESG principles with a keen focus on reducing its environmental footprint. By creating a 'green team', they encourage eco-friendly choices in all business facets. They invest in advanced technology like automation and AI to improve efficiency and customer satisfaction.

With a zero-waste mindset, the team regularly re-evaluates processes for resource conservation. Long-term recycling partnerships ensure meticulous material recovery. Ethical sourcing is enforced through strict supplier vetting, and with diverse supply chains across Australia, India, China, Malaysia and Vietnam, and more, Jaybro guarantees supply continuity.

A robust company culture is maintained by 270 dedicated team members in Australia and New Zealand. Committed to combatting modern slavery, Jaybro is transparent about its efforts and partnerships, including its membership with Supply Nation, supporting Indigenous businesses. On the waste management front, Jaybro prioritises reduction and recycling, including innovative on-site initiatives for material reuse, embodying a forward-thinking ethos towards environmental stewardship.



Carsales - Championing social impact and environmental sustainability

Carsales with 700 team members across Australia and New Zealand emphasised its ESG commitments through robust employee engagement and community initiatives. The company fosters a culture of giving by matching employee donations to charity partners via Catalyster and enabling staff to nominate charities, reflecting its dedication to societal contribution and enhancing employee satisfaction.

Carsales' efforts in ethical sourcing and combating modern slavery within its operations underscore its commitment to responsible business practices. Additionally, the company's focus on sustainability, including achieving carbon neutrality in its Australian operations and promoting diversity and inclusion, aligns with its broader ESG strategy.

These actions not only advance Carsales' social and environmental objectives but also reinforce its position as an employer of choice, fostering a sense of belonging and shared purpose among its workforce.



Reimagining Benefits to Move with the Times

As the landscape of work continues to shift, companies are rethinking their benefits and leave policies to better support their employees' diverse needs. This evolving approach ensures that organisations are not only keeping pace with societal changes but also fostering an inclusive and supportive environment. Here's how some leading companies are setting new standards with their innovative leave and benefits policies:





Madison Group

Madison Group puts the wellbeing of employees at the heart of their approach. Their signature MAD Days Off allows employees to recharge with additional paid days dedicated to their mental and physical health. The company extends this focus on employee growth with access to MADSkills workshops and the MADE Leadership Program. Employees are supported in both personal and professional development through the Tribal Habits Learning Management System, which provides online modules on various topics. In addition, Madison offers financial literacy training, salary packaging benefits, and paid volunteer leave, reinforcing their employee-centric philosophy.



AbbVie

AbbVie has redefined employee benefits with a strong focus on inclusivity and support for personal situations. Recognising the importance of gender affirmation leave, AbbVie leads the way in providing compassionate benefits that help employees during critical life changes. Additionally, they offer up to 36 weeks of superannuation contributions during unpaid leave, volunteer leave, and an extra day off on AbbVie Appreciation Day. Their commitment to financial security is evident through income protection and life insurance provided to all employees, creating a comprehensive safety net that goes beyond the basics.

"The overall benefits offered through my employment at AbbVie are not only very competitive, but generous and something I never take for granted."
AbbVie Employee



MasterCard

MasterCard stands out with a robust family support system, offering 16 weeks of fully paid parental leave to all new parents, regardless of gender. Their focus on employee health and wellbeing is evident in their subsidised health insurance, providing peace of mind to employees and their families. Recognising the value of work-life balance, MasterCard also offers five days of paid volunteer leave annually and four weeks of "Work From Elsewhere" time, enabling employees to work from any location in the world for a month, giving them the flexibility to manage their professional and personal lives seamlessly.

Johnson & Johnson

Johnson & Johnson enhances their commitment to family support with 18 weeks of paid parental leave and a generous annual wellbeing reimbursement allowance. This allowance gives employees the freedom to choose wellbeing activities that resonate with their personal needs. To further support mental and emotional health, J&J provides a range of resources, including an Employee Assistance Program and access to meQuilibrium, a personalised digital wellbeing tool that helps build resilience. Additionally, their extensive caregiving benefits ensure that employees managing both work and caregiving responsibilities are supported.



Allianz

Allianz Australia demonstrates its dedication to diverse family structures by introducing gender affirmation leave and grandparents leave. Their benefits are designed to accommodate various lifestyles, offering diversity days (which allow employees to swap public holidays), discounted health insurance, and access to gyms and health clubs. Allianz promotes holistic wellness through mindfulness resources, free health checks, and the Allianz Well Together app, which encourages employees to connect with colleagues worldwide while earning points to plant trees—blending wellbeing with social impact.



Jetts Fitness

Jetts Fitness is a pioneer in introducing innovative perks such as pet grievance leave and "Time Off Vouchers," providing full-time employees with a reduced workweek of 35 hours while maintaining full compensation for 38 hours. Their 20 weeks of parental leave, available to both primary and secondary caregivers, also supports adoption and foster care, reflecting the company's dedication to diverse family structures. Jetts offers a holistic approach to employee development, including financial wellness training, access to coaching, tuition reimbursement, and paid volunteer leave.



Invest Blue

Invest Blue has set a high standard for work-life balance with their 9-day fortnight, giving employees an extra day off every two weeks. Their "Big Book of Benefits" encompasses six key categories: flexibility, wealth, health, celebration, giving, and learning. Employees enjoy perks such as free financial planning, wellness budgets, study leave, and professional development funding. This comprehensive approach to benefits ensures that employees are supported across all aspects of their lives, from personal growth to financial security.

4 Pines Brewery

4 Pines Brewery emphasises the significance of personal and community wellbeing by offering staff additional leave for volunteering and allowing public holidays to be swapped for days of personal importance. Their benefits include health and wellness allowances, flexible work hours, and a pet-friendly workplace. By investing in leadership development programs and offering access to LinkedIn Learning and functional training, 4 Pines also demonstrates a commitment to continuous learning and team development.



These examples highlight a trend towards more flexible, supportive, and inclusive benefits policies that reflect the diverse needs of today's workforce. By adapting their leave policies and benefits, these companies are not only meeting the expectations of their employees but also setting a high standard for workplace culture and support.

Getting Flexible Work Right

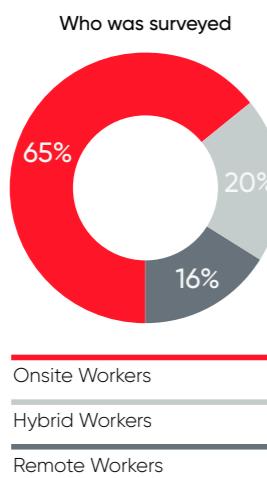
Years after the pandemic, businesses continue to grapple with whether remote or hybrid work models are viable. The revolution in flexible work, sparked by COVID-19, has matured significantly, yet discussions persist as many companies push to bring employees back to centralised offices.

The advantages of remote work for employees are clear. It can expand diversity and inclusion, widening the talent pool by breaking down barriers to workforce participation. And in a survey of 4,400 employees, those working remotely were 27% more likely to feel excited about their work and 22% more likely to say their colleagues put in extra effort.

Moreover, remote workers were 19% more likely to report a healthy work-life balance. However, remote work alone isn't the solution for building a strong workplace culture.

Different work models—remote, hybrid, and onsite—come with their own sets of challenges and benefits. The best workplaces don't follow broad trends; instead, they tailor solutions to meet the unique needs of their people. Remote or hybrid work isn't practical for every business, and different employee groups have different needs.

Great Place To Work research shows there isn't a "one-size-fits-all" approach when it comes to how many days employees should work from home for optimal satisfaction and engagement. What's more important? Giving employees a say in the decision-making process. Companies that dictate where employees must work, whether remote, hybrid, or onsite, see lower productivity, retention, and weaker manager-employee relationships. When employees are given the choice, these metrics improve.



Remote employees are more likely to look forward to work:

- +27% Looking forward to work
- +23% Managers don't "play favourites"
- +22% Employees give extra effort
- +19% A psychologically and emotionally healthy workplace
- +19% High levels of cooperation
- +18% People avoid politics and backstabbing

Atlassian

To unleash the potential of every team, Atlassian needed to unleash the potential of their own team. That's why they reinvented how they work at Atlassian. Atlassian designed Team Anywhere around three key elements: talent everywhere, work flexibility, and reimagining teamwork. This means:

- Employees can choose to work from an office or home – they are not required to go to an office for work.
- Employees can spend up to 90 days per year working outside their work location of record.
- Atlassian orients around time zones instead of offices. They have set a minimum number of collaborative core hours of time zone overlap (4 hours) between members of global teams so that they have time each day to work effectively synchronously together.
- Employees have the option to work anywhere that have appropriate legal entities.
- They have the ability to hire talent outside of their traditional office locations.
- Atlassian's digital-first culture means they default to virtual meetings and place greater emphasis on asynchronous communications (where there is no expectation of an immediate response). This levels the playing field for all Atlassians to feel like their location doesn't impact on inclusivity.



To ensure Team Anywhere is fit-for-purpose and meeting the needs of all employees, Atlassian have a Team Anywhere Advisory Squad who provide counsel on policies. The squad comprises representatives from different functions, geographies, seniority and tenure; representing their diverse population. The Advisory Squad consults on initiatives and communications to ensure the 'voice of Atlassians' is a key part of shaping the Team Anywhere program.

Since launching Team Anywhere in 2020:

Their distributed-first model has allowed Atlassian to hire from a broader geographic location. The percentage of remote (2+ hours from an office) hires went from 14% in FY20, to 54% in FY23. That's an almost 4x increase, and over half of their employees.

"The company being fully committed to Team Anywhere makes remote working an integrated part of working here. I never feel like I can't contribute to meetings or get a worst experience from working remotely. The flexibility that comes from remote work makes this place a great place to work for me."
Atlassian employee quote.

Carsales

For Carsales, one of the key learnings from the COVID-19 pandemic was that their people can work successfully from anywhere. However, they also realised the value of in-person collaboration and connection. With that in mind, in 2021, they introduced the Autonomy to Choose policy, giving all Australian and New Zealand team members the flexibility to choose their working locations.

Carsales employees can choose between three working options:

- Office** – Work from the office 3+ days a week, with a dedicated desk for personal items.
- Hybrid** – Split the week, working 1-2 days in the office and the rest from home.
- Anywhere** – Work mostly from home, with limited time in the office.

For remote team members, they ensure their home environments are set up for success. To maintain the strong human connections they value, they bring the entire Australian and New Zealand team together in Melbourne for company-wide events. These gatherings foster collaboration, learning, and team connection, while also providing time for fun and socialising.

Carsales focus is on results, not where or when their people work. They trust their team, and this trust is the foundation of their approach. The flexibility Carsales offers has been particularly beneficial for those with caring responsibilities or who need the ability to work from home full-time. Additionally, with no requirement to work from an office, employees have the freedom to work from overseas or relocate to regional or interstate locations. In the past year, 80 team members have worked from countries such as Germany, Spain, and the Philippines.

Since implementing Autonomy to Choose, employee engagement has risen significantly. In their 2024 Employee Opinion Survey, engagement reached 80%, up from 72% in 2021. Highlights include 93% of employees recommending the company as a great place to work, and 95% reporting they feel supported

when using flexible working arrangements. Their team's collaboration has also improved, with 89% of employees feeling they are part of a team.

The positive response to this new way of working has extended beyond their existing team. In fact, 39% of new team members cited flexible working conditions as a top reason for joining Carsales. Moving forward, Carsales remains committed to maintaining a great culture and fostering connections, regardless of location. They achieve this through leadership training focused on inclusion and belonging, and by continuing to provide opportunities for in-person collaboration through regular company events.



Ultimately, it's not about where you work, but who you work for that matters. Both remote and onsite workers in average workplaces report worse experiences than those in great workplace cultures built on trust. The debate around remote and hybrid work is nuanced—there's no single "right" way. What works for a financial services company might not suit a manufacturing firm. Each industry must address the risks and capitalise on the benefits that hybrid and remote work can offer.

The key? Listen to employees at every stage of the process. It's not the location that counts; it's having control over how and where your work fits into your life.



Hilton

In Australia, Hilton hotels created the "We're Flexy & We Know It" Activation Pack, which provides leaders and team members (TMs) guidance on how to customise flexible work practices to meet their needs. The pack includes property-based flexibility guidelines, sample email communications to hotel leadership teams, forms to request and respond to flexible work arrangements, and an internal video on how all TMs can achieve flexible work habits to suit their needs. The flexible work policy allows employees in a traditionally unflexible industry to work their lives and their jobs around each other.

Work flexibility within Hilton Australia has been a huge success. Mary Hogg, HR Director for Australasia, noted that turnover in their Melbourne hotels was incredibly high due to so many competitors in the local market. However once their flexible work options were introduced they saw a dramatic decrease in turnover and lost none of their leaders to competing hotels. Showing that creating flexible work options in a traditionally unflexible industry has been a key to their success.



Reconciliation

Why Reconciliation Matters: Enhancing Workplace Culture and Becoming a Great Place To Work

Reconciliation is more than a buzzword; it's a vital commitment that Australian organisations can make to foster a more inclusive, respectful, and culturally aware workplace. Embracing reconciliation not only honours the rich heritage and enduring spirit of Aboriginal and Torres Strait Islander peoples but also drives organisations toward becoming exemplary places to work. This commitment is integral to building a workplace where employees feel valued, respected, and engaged.

The 2024 theme for NAIDOC Week was "Ignite the Flame of Culture, Keep the Fire Burning," with the tagline "Blak, Loud and Proud," it underscores the importance of this ongoing journey. It reminds us that reconciliation is not a one-time event but a continuous process of learning, engaging, and evolving. By incorporating reconciliation into their core values and practices, organisations demonstrate a deep respect for Indigenous cultures and a genuine commitment to positive change.

Why Reconciliation is Essential for Australian Organisations

1. **Building Inclusive Cultures:** Reconciliation fosters an environment where diversity is celebrated, and all employees feel a sense of belonging. This inclusivity leads to a richer, more dynamic workplace where diverse perspectives drive innovation and problem-solving.
2. **Strengthening Relationships:** By engaging with Aboriginal and Torres Strait Islander communities and stakeholders, organisations build meaningful partnerships that extend beyond their internal operations. These relationships can open doors to new opportunities and collaborations that benefit both the organisation and the broader community.
3. **Enhancing Employee Engagement:** Organisations that actively pursue reconciliation initiatives often see higher levels of employee engagement. When staff see their employer genuinely committing to social justice and cultural respect, it boosts morale and fosters a sense of pride in the organisation's values.

How Reconciliation Contributes to Becoming a Great Place To Work

4. **Structured Approach through Reconciliation Action Plans (RAPs):** Implementing a Reconciliation Action Plan (RAP) provides a structured framework for organisations to contribute to reconciliation efforts systematically.
5. **Celebrating National Reconciliation Week (NRW) & NAIDOC Week:** Participating in and hosting NRW & NAIDOC events demonstrates an organisation's commitment to reconciliation and provides opportunities for staff to engage in cultural activities. This not only supports the reconciliation journey but also strengthens the organisation's reputation as an inclusive and progressive workplace.
6. **Driving Continuous Improvement:** Organisations that progress from the Reflect stage to the Elevate stage of their RAP often showcase their dedication to meaningful reconciliation. They implement innovative practices that advance their reconciliation commitments, resulting in a positive and supportive workplace culture.

Reconciliation is a powerful driver of organisational excellence. It enhances workplace culture, builds strong community relationships, and fosters employee engagement. By embedding reconciliation into their values and practices, organisations not only honour Aboriginal and Torres Strait Islander peoples but also pave the way to becoming a great place to work, where every employee can thrive.

Celebrating the Power of Reconciliation: How Australian Organisations Are Leading the Way

As Australian organisations strive to become great places to work, the commitment to reconciliation has emerged as a transformative force, enriching workplace culture and driving positive change in communities. Through meaningful partnerships and dedicated efforts, companies are demonstrating how reconciliation can not only honour Aboriginal and Torres Strait Islander peoples but also enhance employee engagement and community impact.

Best Workplaces across Australia are setting remarkable examples of how to integrate reconciliation into their business practices, showing that such initiatives benefit both the workplace and the wider community.

GroupM

Partnership with Career Trackers: GroupM's collaboration with Career Trackers exemplifies a profound commitment to reconciliation. This national, purpose-driven organisation bridges the gap between pre-professional Indigenous university students and employers through paid, multi-year internships. In 2023, GroupM's Wavemaker and WPP became pilot partners in the innovative 'Friends of Career Trackers' program. This partnership not only fosters long-term, impactful relationships but also provides invaluable career opportunities for Indigenous students, enhancing their professional development and visibility in the corporate world.

Medtronic

Vision for Inclusive Healthcare: Medtronic's RAP emphasises making healthcare accessible and equitable for Aboriginal and Torres Strait Islander Peoples. Their partnerships with Indigenous Allied Health Australia, Macquarie University's Walanga Muru Unit, and Purple House, among others, reflect a commitment to addressing healthcare disparities. Medtronic's support for initiatives like the film 'Take Heart; Deadly Heart' highlights their dedication to cultural respect and inclusivity.



Insight Australia

Focus on Indigenous Literacy and Technology: Insight Australia has developed an Innovate Reconciliation Action Plan (RAP) with a focus on Indigenous literacy and technology. Their partnership with the Indigenous Literacy Foundation involves funding the digitisation of books and providing reconditioned laptops to schools. This support extends to technology adoption and pathways within communities, demonstrating a commitment to enhancing educational opportunities for Aboriginal and Torres Strait Islander peoples.

It is clear that reconciliation is a vital component of creating a great place to work. By embracing reconciliation and actively supporting Indigenous communities, organisations are setting a powerful example of how to build a more inclusive, respectful, and thriving workplace. Through collective efforts and unwavering commitment, we can continue to honour and celebrate the rich heritage of Aboriginal and Torres Strait Islander peoples, paving the way for a more equitable future.

"Insight is always giving back to the community, either via supporting charities or partnering with diverse non-for-profits."
Insight Australia Employee



Export Finance Australia

Commitment to Indigenous Empowerment: Export Finance Australia has made strides in supporting Indigenous communities through its Innovate RAP and involvement in the Jawun program. By participating in Jawun, which places corporate and government employees in Indigenous organisations, Export Finance is actively contributing to building Indigenous capacity. Their second Innovate RAP, launched during National Reconciliation Week 2023, underscores their commitment to upskilling employees and fostering genuine partnerships with Indigenous communities.



"A purpose driven organisation. Work is not just work, when we accomplish something, it is often also a positive contribution to the community/ Australia."
Export Finance Employee

FDC

Integration of Reconciliation into Business Operations: FDC's commitment to reconciliation is reflected in their Innovate Reconciliation Action Plan (RAP), which has transformed their approach to the construction industry. They have worked diligently to establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders, celebrate National Reconciliation Week, and promote anti-discrimination strategies. FDC's engagement with Supply Nation has led to a significant increase in business with Indigenous suppliers, from 27 businesses in 2022 to 38 in 2023, representing a 41% growth. Their ESG Strategic Framework 2023-2025 ensures that these practices are integrated into their core operations, making reconciliation a continuous and meaningful part of their business culture.

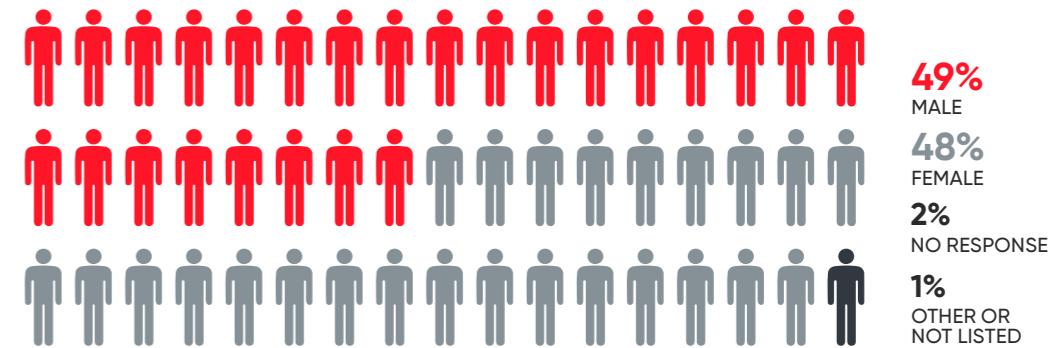


Great is Possible

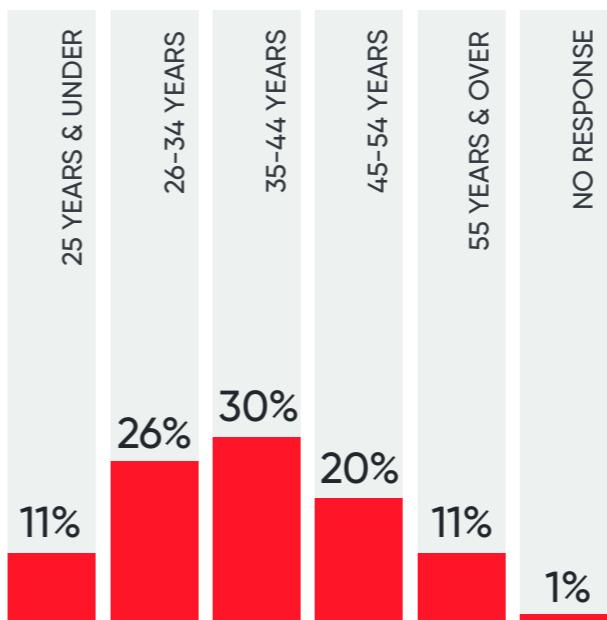
Demographic Insights

The 2024 Great Place To Work® insights report reflects the experiences of 144,502 Australian employees from a diverse range of industries and business sizes. While much of our analysis comes from employee comments, scores, and in-depth culture audits, the demographics alone tell an important story about the evolving landscape of work in Australia. There's a lot to learn simply by understanding who these employees are and how their experiences vary across different sectors and roles.

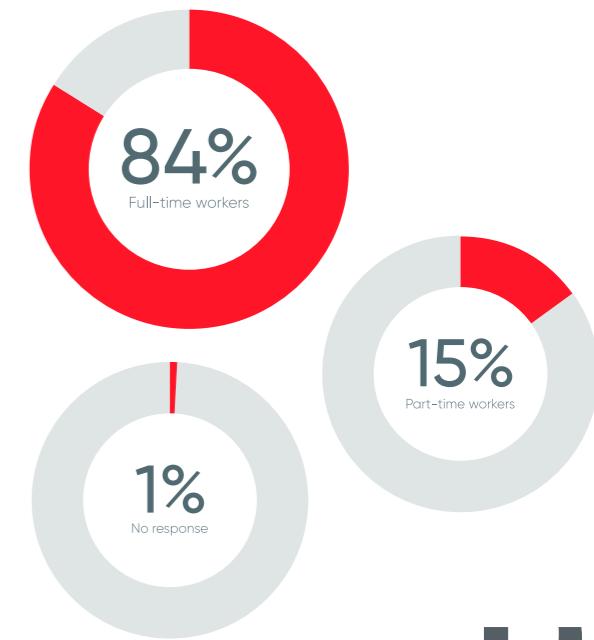
RESPONDENTS BY GENDER



RESPONDENTS BY AGE



RESPONDENTS BY WORK TYPE



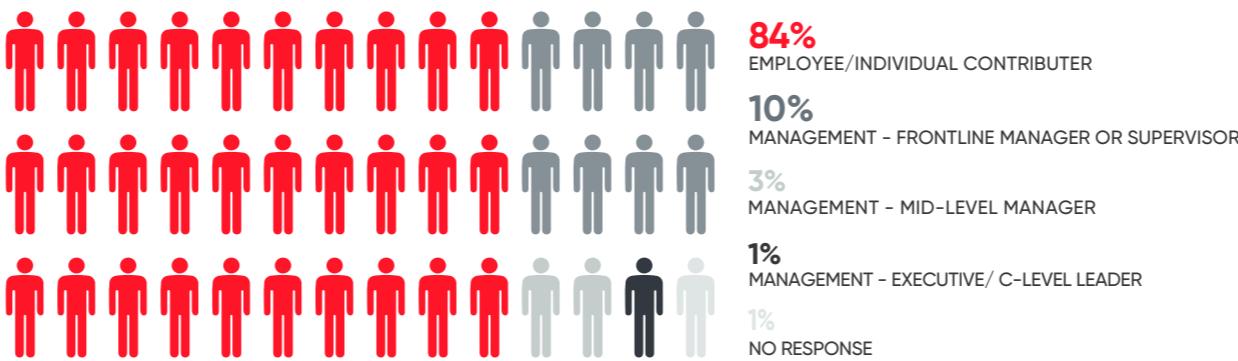
RESPONDENTS BY TENURE



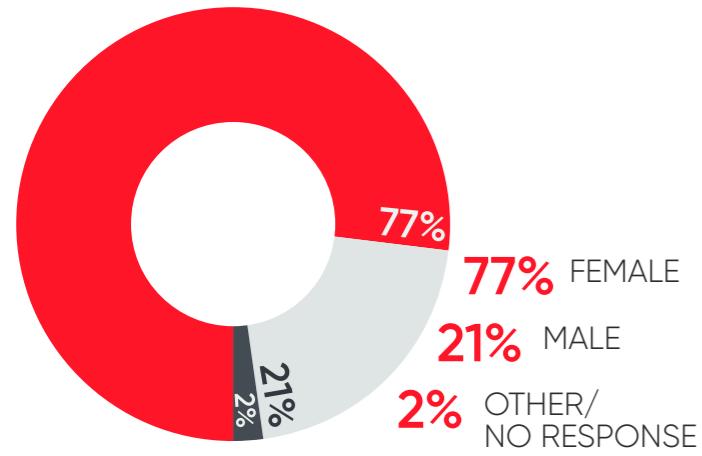
Survey Snapshot

Part-time & Gender

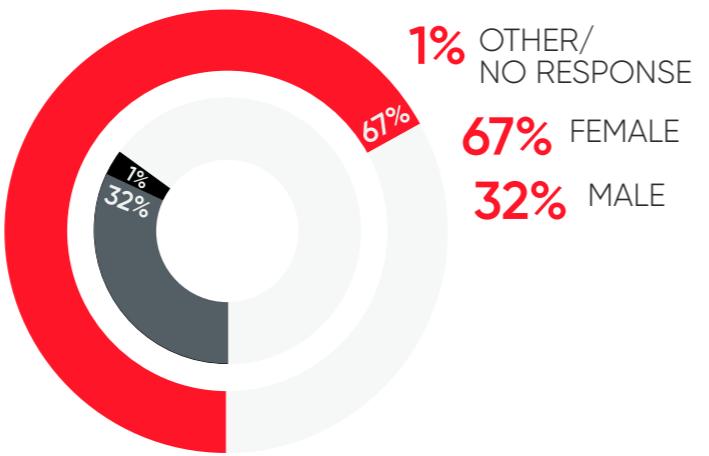
PART-TIME EMPLOYEES BY MANAGEMENT LEVEL



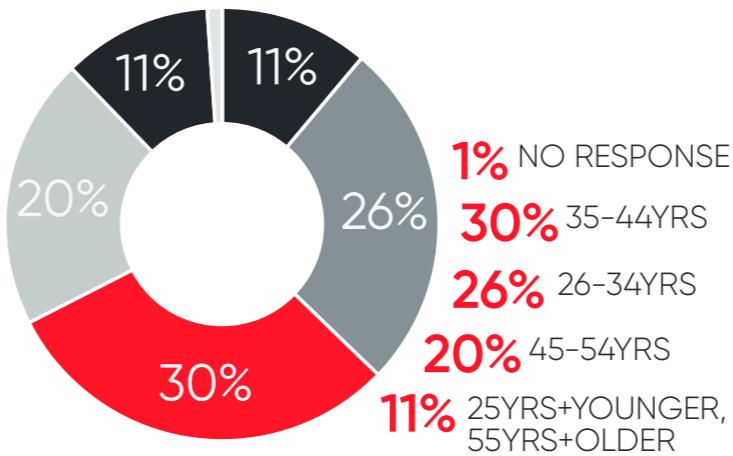
PART-TIME EMPLOYEES BY GENDER



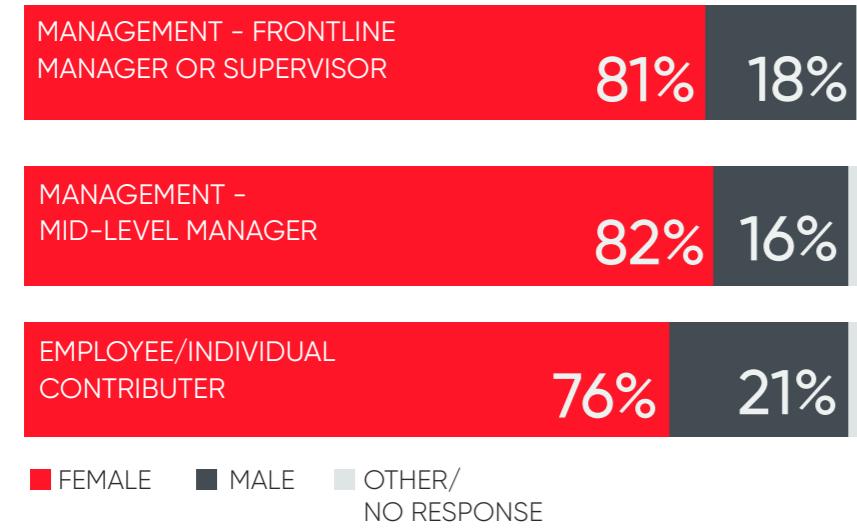
PART-TIME EXECUTIVE LEADERS BY GENDER



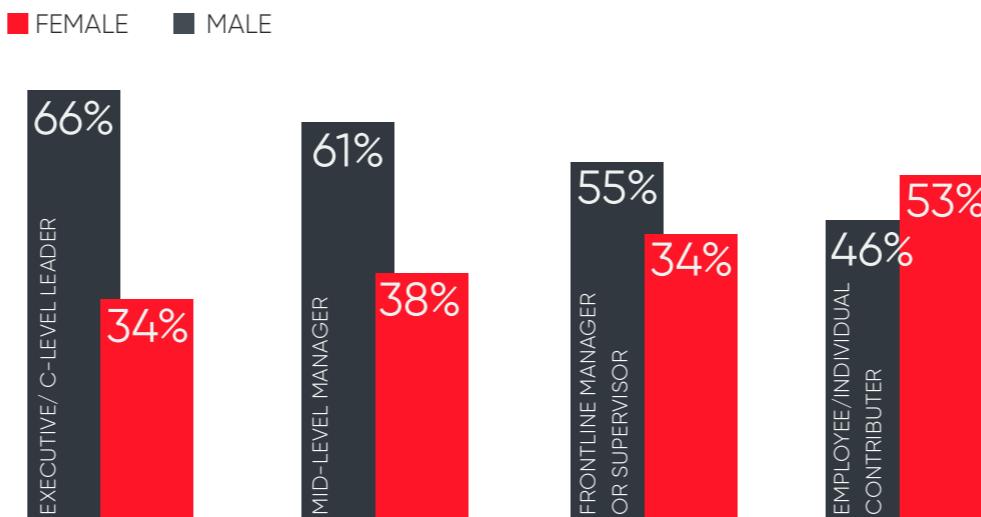
RESPONDENTS BY AGE



PART-TIME EMPLOYEES BY MANAGEMENT LEVEL AND GENDER



MANAGEMENT LEVEL BY GENDER



Over the past 12 months, the number of part-time employees has risen by 1%, with the majority still being women. The data also indicates that part-time roles are more commonly held by individual contributors rather than leaders, with only 14% of part-time employees in leadership positions. Notably, executives represent just 1% of the part-time workforce.

A deeper analysis of the data reveals that the majority of part-time executives are women, a trend consistent across all leadership levels. This highlights that, regardless of their position in the organisation, women are still more likely to take on part-time roles. Interestingly, there is a higher proportion of men working part-time at the executive level compared to lower levels of management, suggesting that it is more socially acceptable for male executives to work part-time than it is for male managers in lower levels.

When examining the data by age brackets, some intriguing insights emerge. Nearly 67% of the workforce is composed of Millennials and Gen Z. However, when we look for generational differences in the data, the results are surprising—there's not much to separate them. While each generation may have different workplace priorities, they ultimately seek the same core attribute: trust in leadership. The data reveals only minor differences in overall satisfaction scores between generations, with a variance of just 2 points at most. This underscores the fact that when an organisation gets things right, it does so for all employees, regardless of age group.

Even when we challenge common assumptions about generational preferences in the workplace, the data doesn't align. For instance, when assessing confidence in the executive team, the gap between Gen Z, Millennials, Gen X, and Boomers is minimal. The largest difference is in the percentage of employees who have a "great deal" of confidence in their executive team, where Boomers score 4% higher than Gen Z and Millennials—a minor distinction. Ultimately, all employees, regardless of generation, want the same thing: to trust their leaders and enjoy a positive workplace experience.

The data is also continuing to show a trend in gender across management levels. Predominantly, leadership roles are held by men.

Unfortunately, there is no major shift year on year for women moving into leadership positions. In fact, there has been a decrease in female representations at the executive level by 1%.

Year On Year Changes

Overall, employee satisfaction declined slightly across all company sizes, with the average score decreasing from 80% in 2023 to 78% in 2024. This drop suggests a minor reduction in overall employee engagement or satisfaction.

Large Companies: Stability was observed among large companies, which maintained a consistent score of 62% from 2023 to 2024. This stability indicates that large companies have managed to sustain their employee satisfaction levels amidst fluctuating market conditions.

Medium Companies: The most notable decline occurred within the "Best Medium" category, where scores fell from 73% in 2023 to 66% in 2024. This significant drop reflects potential challenges faced by medium-sized companies in maintaining high levels of employee engagement. In contrast, "Rest of Medium" Great Place To Work Certified Companies lagged considerably behind, with an average score of only 51%, highlighting a stark disparity between the best-performing and other medium-sized firms.

Small Companies: "Best Small" companies saw a positive trend, with scores rising from 81% in 2023 to 83% in 2024. This increase is encouraging and suggests that these companies are successfully enhancing their employee experience. However, the "Rest of Small" companies faced difficulties, scoring just 60%, revealing a significant gap between the top and other small businesses.

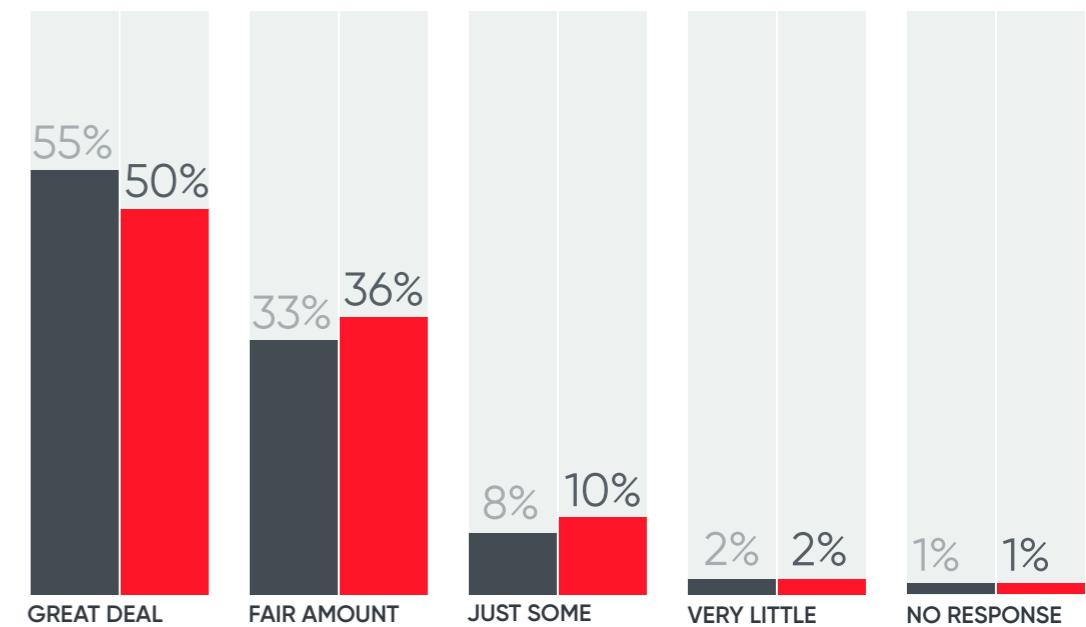
Micro Companies: Among micro-sized companies, "Best Micro" companies outperformed their peers but experienced a slight decline from 95% in 2023 to 91% in 2024. Despite this drop, they still achieved the highest scores compared to other categories. On the other hand, the "Rest of Micro" companies also encountered challenges, with an average score of 68%, further illustrating the differences between top performers and others in this size category.

The overall decline in scores can be attributed to a combination of tough local market conditions and persistent economic challenges. These factors have likely impacted company performance and profit distribution, contributing to the observed decrease in employee satisfaction across all company sizes.

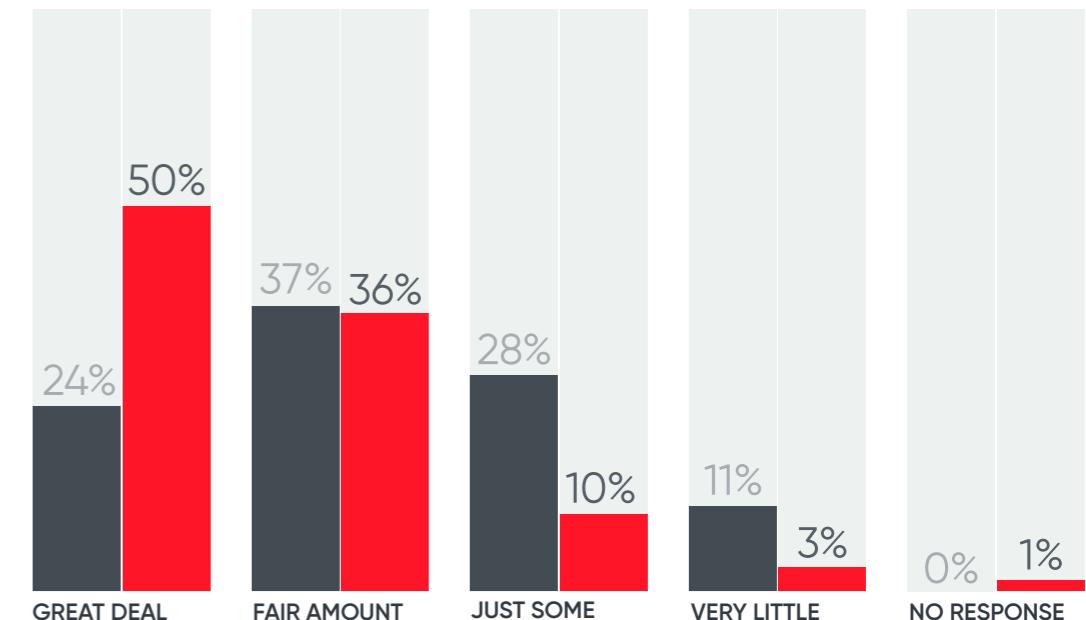
Confidence in Executive Teams

Confidence in Executive teams has dropped over the past 12 months with a decrease of 5% for those who previously had a great deal of confidence in their executive team. However, confidence in the executive teams for Great Place To Work Certified companies is much higher than the typical Australian workplace.

2023 CONFIDENCE VS 2024 CONFIDENCE



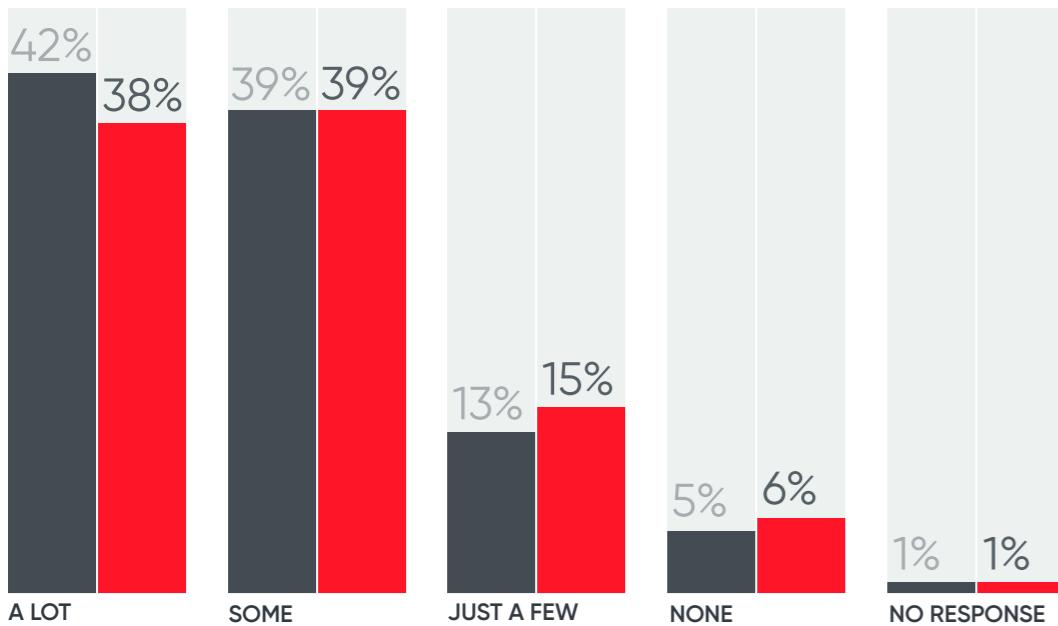
TYPICAL WORKPLACE VS GPTW WORKPLACE



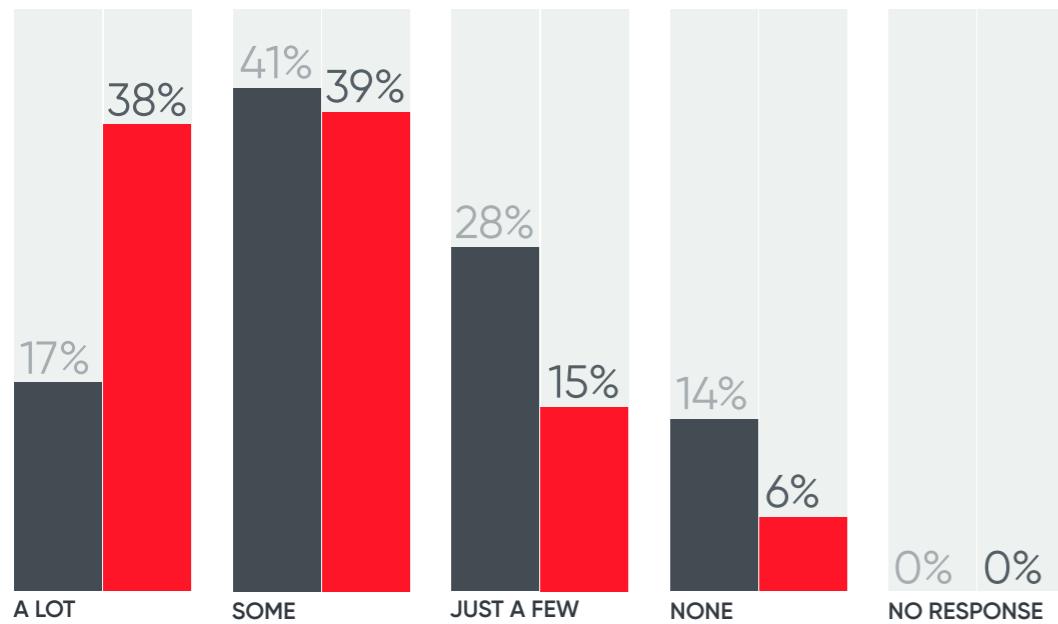
Opportunities for Innovation

Opportunities for innovation in organisations has also seen a decline in the past year. However, Great Place To Work Certified companies show much higher levels of innovation than typical Australian workplaces.

2023 OPPORTUNITIES VS 2024 OPPORTUNITIES



TYPICAL WORKPLACE VS GPTW WORKPLACE



Final word

The challenges faced by Australian workplaces in 2024 are complex and multi-faceted, requiring a holistic approach to leadership, employee engagement, and organisational culture. As highlighted throughout this report, the organisations that are thriving are those that place people at the core of their strategies, prioritise integrity, and foster inclusive, innovative environments. These workplaces understand that by aligning purpose, strategy, and culture, they can not only navigate the current landscape but also position themselves for long-term success.

that are reimagining benefits and flexible work arrangements, promoting ESG initiatives, and committing to reconciliation are setting new standards in workplace culture.

As the business landscape continues to evolve, the companies that succeed will be those that adapt, innovate, and remain deeply committed to creating environments where all employees feel valued, supported, and empowered to contribute to their full potential. By addressing these challenges head-on and embracing opportunities for growth, Australian workplaces can continue to lead and set a global benchmark for excellence.



About Great Place To Work

Great Place To Work is the global authority on workplace culture.

Our mission is to help every place become a great place to work for all. We give leaders and organizations the recognition and tools to create a consistently and overwhelmingly positive employee experience, fostering cultures that are proven to drive business, improve lives, and better society. Our recognition is the most coveted and respected in the world for elevating employer brands to attract the right people. Our proprietary methodology and platform enables organizations to truly capture, analyze, and understand the experience of all employees.

Our groundbreaking research empowers organizations to build cultures that retain talent and unlock the potential of every employee. Our coaches, content, and community connect the boldest leaders, ideas, and innovations in employee experience. Since 1992, our Certification, Best Workplaces Lists, and global benchmarks have become the industry standard, built on data from more than 100 million employees in 150 countries around the world.

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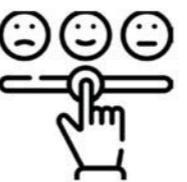
The Certification™ Process



Step 1: Launching Your Survey

The first thing we'll have you do is set up the Trust Index™ survey that uses a 1-5 truth scale to assess your employees' experiences at your company. This survey can run within a period of 2 weeks upon launching via Emprising.

Fact: Our survey takes less than 20 minutes to go through, and yields real-time results upon completion!



Step 2: Answer the Culture Brief™

When your employees are done assessing their current workplace culture, we'll have your representative answer the Culture Brief™. This is a questionnaire that gathers crucial information about your company for our reference.



Step 3: Receive Your Certification Badge™ and Profile™

If the results of your survey reach our global threshold*, you'll be awarded our trademarked Certification Badge™, officially marking your organization as a great place to work.

This is complemented by a Certification Profile™ on our website which displays your top statements* and select information from your Culture Brief.

Fact: The Certification Badge™ is a globally-recognized icon, and can be used royalty-free for a period of 12 months!

*Top Statements: Each survey question is called a "statement." Your "Top Statements" thus refer to the top-scoring facets of your workplace culture.

Our Services

Great Place To Work® Certification™

Great Place to Work-Certification is the mark of a great employee experience. As the global authority on workplace culture, our Certification program positions companies alongside high-trust, high-performing organizations worldwide – whether big or small.

The Trust Index™ Survey

The Trust Index survey is composed of 60 questions describing the extent to which an organization creates a great place to work for all. 85% of the evaluation is based on what employees say about their experiences of trust and reaching their full human potential as part of their organization, no matter who they are or what they do. We analyse these experiences relative to each organization's size, workforce make up, and what's typical in their industry. The remaining 15% of the rank is based on an assessment of all employees' daily experiences of innovation, company values, and the effectiveness of their leaders to ensure these are consistently experienced.

The Trust Index survey results are accurate to a 95% confidence level with a 5% margin of error or better to ensure the survey results truly represent all employees. We review any anomalies in survey responses, news and financial performance to ensure there aren't any extraordinary reasons to believe we couldn't trust a company's survey results.

Emprising™

The world's best employee survey software. Emprising, our survey reporting platform, is built on 30 years of research. This software is designed to help organizations easily quantify their company culture, increase employee engagement, and create positive impact for employees and the business.

From high-level results to in-depth survey findings, Emprising unlocks the actionable insights you need to drive positive change to your organizational culture with heatmaps, comparison tools, and real employee comments while benchmarking your results against the Best Workplaces in the Philippines.

Culture Coaching

After your survey, we offer a deep dive into your results with our seasoned, Culture Coaches to view emerging trends, exchange insights, and create possible action points across your organization. This is a recommended step to leverage on your strengths, close gaps, and build a positive and sustainable workplace culture.

Consulting Services

We recognize that each organization is unique and has its own pace and progress in its journey towards becoming a great workplace.

Our seasoned consultants are skilled to design customized solutions to meet the specific needs of the organization through

our High- Trust, High-Performance Culture Consulting Framework. This creates a clear path to improving a company's workplace culture to leverage for a competitive advantage while meeting and exceeding business goals.

Brand Boost

A strong employer brand is the mark of an exceptional workplace culture.

Positive employer branding helps attract and retain high-performing employees who are crucial to the success and growth of a business. As the global authority on workplace culture, we offer our third-party validation through content collaborations that highlight your best culture practices, remarkable achievements, and most valuable asset: your employees.



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Automic Group	Jetts Fitness
Beiersdorf Australia	Johnson & Johnson
Carsales	Madison Group
Cobild	Mantel Group
Export Finance Australia	MasterCard
FDC	Medtronic
Flight Centre Travel Group	Moddex
GroupM	Moose Toys
	Recovery Partners

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