

2017 50 BEST PLACES TO WORK

GREAT
PLACE
TO
WORK®

**5 Best Places to Work
Over 1000 Employees**

Page 09

**25 Best Places to Work
Over 100 Employees**

Page 12

**20 Best Places to Work
Under 100 Employees**

Page 20



**What keeps Australia's
leaders awake at night?**



10 YEARS OF THE BEST

How expectations and engagement has evolved.

REGISTER TODAY FOR THE 2017 BEST PLACES TO WORK CONFERENCE

Gain insight from Australia's best and learn how you too can engage your employees and build trust. Visit our website for more details and to register.

GREATPLACETOWORK.COM.AU



ZRINKA LOVRENCIC
Managing Director
Great Place to Work Australia
—
greatplacetowork.com.au

WELCOME to the 2017 Best Places to Work benchmark study. This year more than ever before, the global business environment is being disrupted and every company is affected.

The leaders at the 50 Best Places to Work are successfully meeting these challenges by continually improving on their outstanding cultures.

Being a great workplace is no longer seen as 'nice to have'; today it is imperative to business vitality and success.

Having a culture of trust benefits the organisation at every level; employees are more innovative, creative, loyal, demonstrate respect, and genuinely care about each other and the company.

Leaders at these companies know that what is good for the workplace is also good for business, and that being a great workplace and having great employees leads to increased client retention, customer satisfaction, and in turn a healthier bottom line.

This year marks the tenth study of Australia's best workplaces we have had the privilege of curating. It is an honour and truly an inspiration to work with the thousands of companies over the last decade that have vied for a spot in our benchmark study.

Over the past decade we have witnessed the commitment demonstrated by so many great leaders working to cultivate environments where employees trust the people they work for, have pride in what they do, and enjoy the people they work with.

Congratulations to the companies on this year's 50 Best Places to Work list. We commend the leaders, managers, and employees at these companies for the extraordinary efforts they take to sustain great workplace cultures.

Each participating company inspires us every day here at Great Place to Work Australia, with their unique organisational culture and the dedication they show in creating great workplaces.

We hope that this study is an invitation to introspection – a useful tool for thinking about your company's strengths and opportunities, and what your organisation could look like if 92% of your employees responded "Taking everything into account, I would say this is a great place to work".

Not every company can make the list, but every company can be a great workplace. Visit our website at www.greatplacetowork.com.au to learn more about how we can help you build a strong organisational culture and experience these business benefits yourself.



THE 21ST CENTURY GREAT WORKPLACE

What keeps business leaders awake at night?

Is the business world changing? It always has, and will remain to be the proverbial dog-eat-dog world for every organisation, regardless of its field or pecking order in the market.

True to their nature, business models, technological advancements, channels of customer engagement, and employee expectations are evolving. It is no surprise that the role of leadership continues to evolve in line.

As we embark on the 4th Industrial Revolution, many are wondering whether this means that robots will finally take over the human workforce. We essentially turned (or tried to turn) people into robots at the assembly line over 100 years ago when employees went from being craftsmen to specialists. It was the beginning of the industrial revolution. Organisations were hierarchical by design. Social, economic, and custom norms were different. Access to education was not as ubiquitous as it is today.

The hierarchical, autocratic role of leadership was relevant at the time. The Australian economy was predominantly wool production and the agriculture portion of the GDP was rising. By design, there were barriers for employees to specialise in more than one area of expertise, barriers to upward communication, and barriers to collaboration.

However, our economy has changed. In Australia, industry now only makes up approximately 21% of GDP, with services contributing to almost 75% of GDP and employing 70% of the workforce. In this economy the barrier to entry is customer loyalty, not product or service, as they are easily imitable.

With such a significant contribution to our economy, it is hard to ignore that human capital is now the most employed resource in production, and innovation is its greatest output. You could argue that 100 years on, not much has transformed in some organisations. Sitting in a shoe-box cubicle with physical barriers to communication and collaboration, some organisations are still not enabling their talent.



BRAINSTORMING AT BEST PLACE TO WORK
#3 COMPANY OVER 100 EMPLOYEES ATLISSIAN

Efficiency has always been at the heart of progress. From the efficiency movement in the early 20th century till date all leaders are under constant pressure to deliver growth whilst reducing costs. We have not stopped looking at how we can do more with less.

As technological advancements continue to take over repetitive, precision dependent tasks, humans are (for now) still tasked with responsibilities involving creativity and innovation. Today optimising efficiency is about enabling innovation. However, innovation is an intangible asset, and human capital productivity still remains largely unmeasured

capital input. In a professional services dominant economy, the human brain is our modern primary resource and assembly line.

Today, we are employing people to produce solutions to problems we do not even know we have, and products we do not even know we need yet. Through alignment and integration, great leaders help employees understand how the company comes together and how each department affects others.

Great leadership encourages and empowers employees to engage in the decision-making process.

It allows employees to think outside the square, evaluate better ways to achieve goals and proactively arrive at solutions. Realising the company's vision, achieving goals and overcoming challenges is not the responsibility of merely the senior leadership. Hence the best workplaces make this a team sport and every employee, regardless of where they sit in the hierarchy and the function they represent, contribute to organisational objectives. There is a way to align your operations, inspire your employees to a common purpose, help them understand the vital role they play in helping the company achieve its goals and purpose – Great Leaders know the way.

The Growing Strategic Importance of Human Resource Management

Today, material assets are becoming less relevant and easier to imitate, making it harder to gain a competitive advantage through differentiation, in the process.

Great Leaders know they depend on their company's human resources to achieve optimal success in managing their human capital. Businesses do not create value; people do.

Investing in and focusing on the people of the organisation enables innovation. Just as your CFO knows the 'book', your HRD knows the 'human capital'.

The sustainable growth of a company is the responsibility of senior leadership. Great Leaders do not state what needs to be done, how it is to be done and then monitor the progress from the sidelines. Great Leaders get involved.

They seek feedback from the frontline, and enable the collaborative solution.

Innovation, collaboration, and alignment is business as usual for Great Leaders.

They do this night and day.

EFFICIENCY & INNOVATION

Innovation is an intangible asset and human capital is largely unmeasured.

What does a typical HRD look like at the best companies?

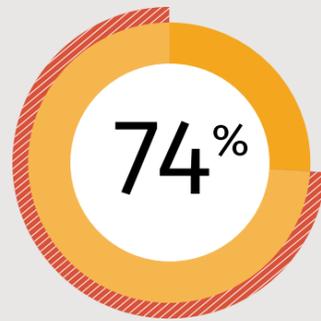


76% FEMALE

HRD SNAPSHOT

AVERAGE AGE	41
EXTERNAL HIRE / INTERNAL PROMOTION	50% / 50%
YEARS IN COMPANY BEFORE BECOMING HR LEAD	2.6
UNIVERSITY EDUCATED	78%
RATIO TO HR STAFF	1:54

How the best companies encourage wellbeing.



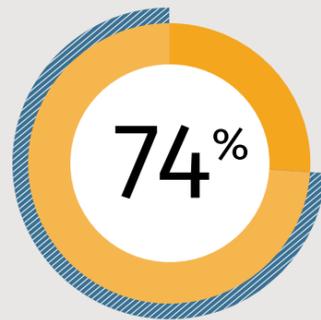
PROVIDE HEALTHY SNACK AND DRINK OPTIONS THROUGHOUT THE DAY



BIKE RACKS TO ENCOURAGE EMPLOYEES TO RIDE TO WORK



USE RECYCLED PRODUCTS WHERE POSSIBLE



OFFER PAID TIME OFF (NOT INCLUDING HOLIDAY LEAVE) TO EMPLOYEES FOR THE PURPOSE OF VOLUNTEERING



HAS THE ORGANISATION CARRIED OUT AN ERGONOMIC ASSESSMENT ON A MAJORITY IF NOT ALL WORKSTATIONS



OFFER COMPRESSED WORK WEEK ALL YEAR ROUND

SALARY

AVERAGE SALARY FOR NON MANAGEMENT	\$	87,367
AVERAGE SALARY FOR TEAM LEADER / SUPERVISOR	\$	98,946
AVERAGE SALARY FOR MANAGER	\$	140,596
AVERAGE SALARY FOR EXECUTIVE / SENIOR MANAGER	\$	227,221

68% of organisations have conducted an equal pay audit in the past 12 months. 86% have completed a market salary survey comparison.

BEST WORKPLACES KEY

INDUSTRY	NUMBER OF PEOPLE
SECTOR	CURRENTLY HIRING
HEAD OFFICE LOCATION	

OVER 1000 EMPLOYEES.

#50BPTW17

LEAD + GROW

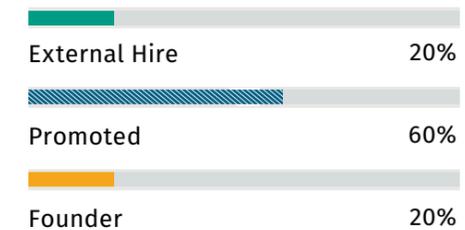
ENTERPRISE COMPANY SNAPSHOT

AVERAGE COMPANY AGE	36
AVERAGE REVENUE GROWTH	

+36%

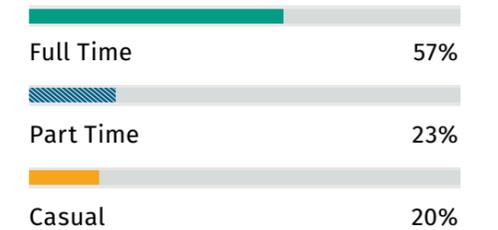
CEO

AVERAGE CEO AGE	49
HOW ARE THEY RECRUITED?	

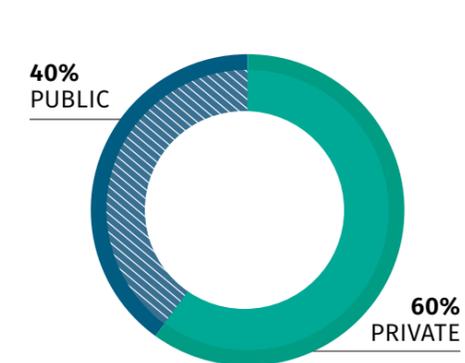


PEOPLE

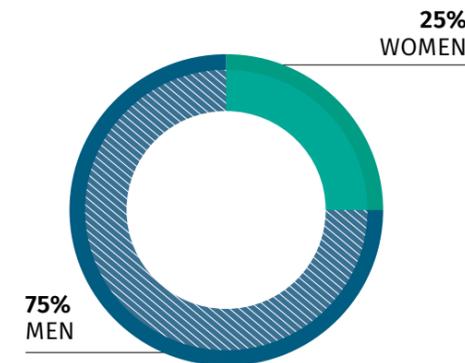
AVERAGE EMPLOYMENT GROWTH	12%
RATIO OF EMPLOYMENT	



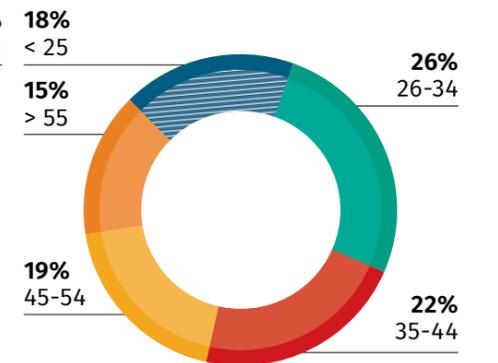
SECTOR



CEO GENDER



AVERAGE EMPLOYEE AGE



#1 MARS AUSTRALIA

- 🏭 MANUFACTURING & PRODUCTION
- 🏠 PRIVATE 👤 2215
- 📍 USA 👍 YES

Operating in a mature market with a dominant market share position demands a unique set of capabilities to facilitate continuous growth. Market leaders that fail to lead and innovate are vulnerable to losing their relevance and compromise their growth strategies.

Mars Australia never want to become complacent.

One innovation brought about by the digital revolution is the change in the way to recruit and engage Mars Associates (team members). At Mars they see this as an opportunity to harness world-class systems and technologies, and engage in a way that has changed dramatically over the last ten years. Continuing to be a great employer into the future Mars is focusing on prioritising transparency, flexibility and building capability for their Associates to find their work meaningful and enjoyable.

Fostering a special culture is just part of the Mars DNA. Mars is driven by a desire for long term success, and they know that means they need to continuously improve. They actively seek feedback from Associates, act upon it and benchmark themselves against other best companies to provide insights that can make Mars even better.

“We want Mars to be an organisation where our Associates can enjoy long, rewarding careers, working on fun and iconic brands like M&M’S®, Pedigree®, Masterfoods®, Royal Canin®; making a difference in our communities and tackling some of the challenges that Mars and society share.” said Jim Brodie, Divisional Director-People & Organisation, MARS Petcare Australia. “At Mars, HR is a critical enabler to ensure the organisation has a strong pipeline of highly skilled, diverse, engaged and healthy Associates who live our Five Principles, and can deliver superior business results” he adds.



Mars focus on prioritising transparency, flexibility and building capability.

Mentoring is a large part of the Mars culture and is key to developing leaders, helping encourage new or young Associates, and preserving their Mutuality Principle. In fact, it is so important that the mentor relationship is part of development plans for each Associate as an objective and measure against it at the end of the year. It accounts for 20% of the plan that focuses on using other Associates as coaches, role models, and mentors to help each Associate identify helpful new approaches.

“It is Mars Australia’s ambition to be a great place to work” said Brodie. “It allows us to reflect on the steps we have taken to achieve it and to celebrate the impact our Associates make every day in creating a working environment that we are proud of. It also lets the outside world know what kind of company we are, which we believe helps to increase our ability to attract the best talent into the organisation” he added.

#2 MECCA BRANDS

- 🏪 RETAIL
- 🏠 PRIVATE 👤 2195
- 📍 AUSTRALIA 👍 YES

Competition in the beauty industry is intensifying with more international retailers, discount retailers and online retailers wanting a share of the Australian and New Zealand market. In the midst of such intense competition, MECCA is continuing to engage their employee with the brand. Brand training is not just limited to store teams, either. By regularly hosting live webinars, MECCA is enabling all their team members to engage with international experts from around the globe. MECCA cares that their team members have goals both professionally and personally, so as part of their quarterly reviews, they coach and encourage their managers to learn about their team’s priorities outside of work. Personal goals may be as simple as walking to work twice a week, leaving work at 5.30 pm or, they can be longer-term such as running a 15 KM fun run, or finishing a graduate degree. It is their duty to provide a forum for team members to share what matters to them outside of work, so that the organisation can support them to achieve all of their goals.

#4 CAMPBELL ARNOTT'S

- 🏭 MANUFACTURING & PRODUCTION
- 🏠 PUBLIC 👤 2090
- 📍 USA 👍 YES

The local food industry remains under pressure due to domestic and international cost pressures, and it is expected to further increase in the foreseeable future. A challenge is to attract and retain the right talent with the right attitude and cultural fit that can navigate through these challenges and drive the business towards the next 150 years of success in a sustainable way.

As part of their retention strategy, the organisation has a firmly embedded Talent and Succession Planning Process which is used to identify talent and build plans to develop and retain them across all levels of the organisation. Talent movements both within and cross functionally, as well as locally and internationally ensure that the organisation provides opportunities for employees to achieve and build their career at Campbell Arnott’s.

#3 HILTON

- 🏨 HOSPITALITY
- 🏠 PUBLIC 👤 2034
- 📍 USA 👍 YES

Hilton recognise that their team members play a meaningful role in engaging customers to remain loyal. With that in mind, they have developed the Heart Model: Empowering Team Members to “Make it Right”. The model is grounded on the principles of: Hear the guest, Empathize with the guest, Apologize to the guest, Resolve the issue, and Thank the guest.

Founded on the Hilton Value of Ownership, this problem resolution practice focuses on empowering Team Members to anticipate guest needs and resolve guest issues, and is backed by a 100 percent satisfaction guarantee. Inspiration comes in knowing that you are empowered to do your job and make decisions that are in the best interest of your team, the customer and the company. Hilton ensure all team members have the resources to do so.

#5 MARRIOTT HOTELS & RESORTS AUSTRALIA

- 🏨 HOSPITALITY
- 🏠 PRIVATE 👤 2574
- 📍 USA 👍 YES

As Marriott embarks on the integration of the two companies (Marriott and Starwood) along with opening of new hotels in the region, the most important issue facing the organisation is to ensure that they attract the right pipeline talent to join the company and prepare current talent to take on higher roles. Marriott knows that when team members feel good about themselves, are engaged with their co-workers and have pride in their company, they are inspired to also create great experiences for their customers and to serve their communities. The 'TakeCare' movement is designed as a holistic framework to elevate associate wellbeing and happiness. From healthy cafeterias, group activities and community involvement, to financial wellbeing, mindfulness and career development, the initiative is making it fun and engaging for associates by saying 'Go.Be.Happy'. Every Hotel hosts monthly activities around wellbeing, like Zumba, Yoga, Medical Camps, Financial consultants, and fitness drives.

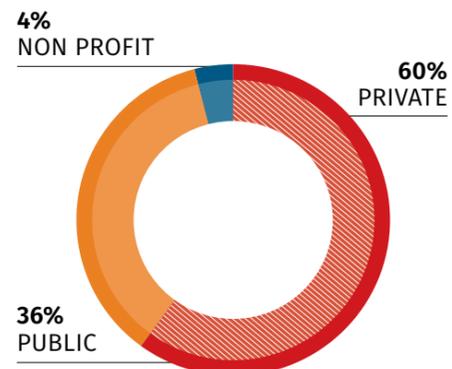
ALIGNED + INSPIRED

LARGE COMPANY SNAPSHOT

AVERAGE COMPANY AGE 18
AVERAGE REVENUE GROWTH

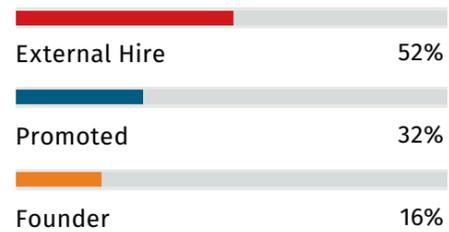
+26%

SECTOR

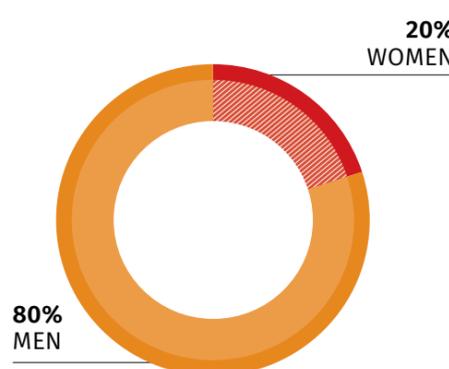


CEO

AVERAGE CEO AGE 47
HOW ARE THEY RECRUITED?



CEO GENDER

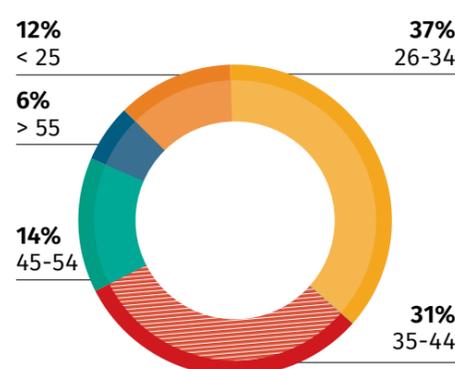


PEOPLE

AVERAGE EMPLOYMENT GROWTH 12%
RATIO OF EMPLOYMENT



AVERAGE EMPLOYEE AGE



#1 STRYKER

- HEALTH CARE
- PUBLIC 454
- USA YES

The nature of Stryker's work is inspiring.

Their products and services help people live active, satisfying lives, and no one is more inspired by what they do than the people who work at Stryker. Providing world class products and services where patients' lives potentially hang in the balance creates an intensity and urgency that can be challenging.

At Stryker it requires the many different parts of the organisation from Sales and Marketing to Supply Chain, Regulatory Affairs, Quality Assurance, and warehouse, kit rooms and Customer Service to work together seamlessly. The Stryker mission and goals unite their team members and enables alignment within the organisation.

"Work is a huge component of everyone's lives! We believe that if our people love what they do and enjoy themselves at work, their lives (and the lives of those around them) are better" says Nicki Luther, Senior HR Business Partner, Stryker South Pacific. "Being a great workplace is also the right thing to do for our people. We are privileged to be able to help hundreds of patients every day lead more active and satisfying lives. To achieve this, we have high expectations of our people, and they have the right to expect a lot from us in return" she adds.

"We believe that exceptional people drive exceptional results. Our people are critical to our success! We have seen time and time again that if we have the right people in the right roles with the right managers, then patients who benefit from our products and services get better outcomes. HR is the catalyst for this and we work with all levels of the business to ensure our people build upon their strengths and are placed in roles where they can do what they naturally do best every day." Luther adds.

Working in an intense industry can create stress, and Stryker is committed to caring for their team members.



Stryker's employees are encouraged to make their own choices

Stryker's Health and Wellness campaign is designed to make it easy for employees to participate in activities to support their health and wellbeing. Each team member at Stryker is empowered to make their own choices and structure their hours to suit their lifestyles. The organisation verbalizes 'Stryking a Balance' through managers and leaders talking about how they use these programs. One of the unique ways the organisation helps their employees balance their work lives with their home lives is the Stryker Engagement Day. Engagement Day is one extra leave day for employees to spend with the other 'best teams' in their life, like their family and friends.

"Sometimes we feel like we're a best kept secret!"

Many people outside of the medical technology industry have never heard of Stryker - what we do, what we stand for or our strengths based culture. Recognition as a best workplace allows us to tell our story and share how we contribute to making healthcare and patients' lives better " Luther says.

OVER 100 EMPLOYEES.

#2 SALESFORCE

 INFORMATION TECHNOLOGY	
 PRIVATE	 876
 USA	 YES

Salesforce fuel innovation by integrating their teams, products, and platforms. Staying aligned and in tune with their core values will ensure Salesforce stay true to themselves and their commitment to the community.

At Salesforce, meaningful career progression does not necessarily involve moving up the corporate chain. Instead, the organisation empowers their employees to move around, explore different sides of the business, discover new interests, develop new skills, and learn as much as possible to follow the path that are most interesting and challenging for them. The organisation has developed 3 kits or 'meetings in a box' to help managers prepare for key meetings with their team - each kit contains slides, guides and content to help managers address development requirements and confidently lead sessions.

#4 BIRDSNEST

 RETAIL	
 PRIVATE	 131
 AUSTRALIA	 YES

In an internationally competitive industry it is critical for online fashion retailers to keep ahead of changing customer expectations. Birdsnest use industry research, NPS and customer feedback to guide them through the changing customer expectations. Staying ahead of expectations and innovating to truly have a unique value proposition in the market is on the Birdsnest agenda. Differentiating themselves and staying ahead of the curve, Birdsnest is a supporter of Body Image Movement which encourages women to love and embrace their bodies, a message aligned with the organisation's vision. Birdsnest contributed to the production of the 'Embrace' documentary and realised that the fashion industry was part of the problem and they could be part of a change. Birdsnest embrace model diversity and no longer photoshop. They have developed a merchandise range that has raised \$70,000 for education and social change programs. The whole Birdsnest team is incredibly engaged, moved and proud to be part of this initiative.

#3 ATLISSIAN

 INFORMATION TECHNOLOGY	
 PUBLIC	 980
 UK	 YES

Scale, and an emphasis on automation and innovation, are the foundation to the Atlassian business model and culture. Scaling their products through automation, innovation, people and research and development investments will see Atlassian continue to build on their success. Atlassian recognise their team members are their point of difference, and they are committed to continue to invest in developing people leaders, allowing them to unleash the potential of their teams. Their talent has an appetite for learning and the skill and will to accelerate Atlassian's growth. Due to the limited nature of technical skills in the Australian market 30% of the Sydney team members are expats. The Sydney Atlassian Expats Social Club helps expats and their families who have relocated from overseas to Sydney to settle into their new hometown. Newsletters are sent to expats and spouses, providing them with invites to social events and tips about living in Sydney.

#5 NOUS GROUP

 PROFESSIONAL SERVICES / CONSULTING	
 PRIVATE	 258
 AUSTRALIA	 YES

As Nous continue to grow they are committed to continue to improve the quality of their work for clients and the vibrancy of their culture for their team members. To aid their exponential growth Nous are committed to developing leaders at all levels. Employees are given the opportunity in their early career to take on leadership roles within projects, providing exposure to taking responsibility, making decisions and leading teams. Biannually a junior consultant takes on the "Strategy Manager" role, attending Nous exec and NAC meetings and coordinating initiatives against the company's business plan. This provides great exposure and opportunity to enhance development. Nous believe that if you create the right conditions for the firm and people to flourish, both will do so. The organisation has a strengths based performance and feedback culture, underpinned by a commitment to help employees learn and grow.

#6 THE BLUEROCK

 PROFESSIONAL SERVICES	
 PARTNERSHIP	 111
 AUSTRALIA	 YES

As The BlueRock continues to innovate and diversify their offering, they are also focusing on developing their team members. At The BlueRock learning and development is part of their culture and they offer many opportunities to cater for their diverse team. The firm offers external leadership coaching to the emerging leaders within the business to assist them to develop leadership skills with leadership experts. A mentoring program too has been implemented where junior team members are matched with a senior team members outside of their immediate team to assist them set goals, develop their career and work through developmental challenges and opportunities. Encouraging healthy lifestyles, the firm offers their team members two lunches per week paid by the firm. This initiative encourages team members to get out of the office and go for a walk, as well as a chance to socialise with other members.

#8 NETAPP AUSTRALIA

 INFORMATION TECHNOLOGY	
 PUBLIC	 182
 USA	 NO

Re-establishing its identity after coming through a period of transformation, as well as continuing to change and respond to the evolving needs of customers in the data management market, NetApp continues to retain a high calibre to team members. Investing in growing leadership from within, NetApp enable and encourage team members who have an interest in people management to complete the Harvard Manage Mentor training suite and attend related soft skill development opportunities. Nominated employees participate in an online simulation-based assessment that present a series of common challenges faced by a manager. Further utilising technology to develop talent, NetApp University is a central location for all learning needs, where users can manage and track their training and development from a single location. It provides multiple delivery including instructor-led training, eLearning self-paced courses, web casts, and regional tours.

#7 THE PHYSIO CO

 HEALTH CARE	
 PARTNERSHIP	 100
 AUSTRALIA	 YES

Five years ago aged care was almost 100% Government-funded; in five years time 15-30% of customers will be paying for their own care. The Physio Co is a small company with a big vision, "we are improving seniors healthcare forever". Navigating this change to funding while maintaining a strong team and culture at The Physio Co will continue to be underpinned by their core values. From recruitment and selection to performance reviews, their value guides them every step of the way. Monthly Most Valuable Person (MVP) awards are publicly presented for team members (TPCers) nominated for living the TPC values. Each TPCer typically nominates at least one other person with a specific story of a core value being lived each month. Three finalists and one MVP of the month as well as the story of how they have lived the value, is shared publicly at monthly all-team events.

#9 SUMMIT HOMES GROUP

 CONSTRUCTION	
 PRIVATE	 322
 AUSTRALIA	 YES

The Australian residential building market has decreased by 36% and a further 8% decrease is forecasted for 2017. Summit Homes Group (SHG) is committed to grow their business regardless of the difficult market. Following a restructure SHG are launching more training in the coming year to engage their team members. SHG has recently launched 'Workplace', which is an exclusive space for Summit family to connect, communicate and collaborate. Workplace gives the ability for peer to peer learning in an informal and non-structured manner. There are two Training Groups; one for all employees to utilise, Training & Personal Development Group and one for managers and team seniors, Management Training and the Personal Development Group. Employees across the organization can join the open groups and post in the groups to share articles, summaries, links to webinars, training notes to share in the learning culture.

OVER 100 EMPLOYEES.

#10 ADOBE SYSTEMS

 INFORMATION TECHNOLOGY
 PUBLIC  244
 USA  YES

An engaged employee base will invest more effort into providing a quality experience for the customers. Particularly in Australia's growing market, Adobe continue to refine how they combine global perspectives with local execution to best accommodate their employee growth and engagement. Team member wellbeing has formed a large part of the Adobe culture. As part of the wellness campaign, the company ran a "Rethink Sugary Drink" event throughout November 2016. It was calculated that the office was drinking 34kgs of sugar per month. The team introduced healthier options such as iced tea and aloe drinks, which resulted in cutting down the sugar intake by an outstanding 47%. Looking after their teams financial wellbeing, once a year Adobe invites Financial Decisions to hold a financial wellbeing and education session with employees on topics such as superannuation and taxation.

#12 ENVATO

 ONLINE INTERNET SERVICES
 PRIVATE  225
 AUSTRALIA  NO

To aid in the diversification of the business, Envato is keen for their team members to broaden their understanding of their entire Envato ecosystem, further their careers by gaining valuable experience in other teams or business units, and contribute experiences and skills to other teams. Envato enable their team members to do this through the 'Sprint Secondments Program' where team members can move into another business unit for periods of time with very little red tape or admin work to make it happen. In this sprint secondment program, members of the team can join another part of the business for a 'Sprint' (usually a two-week period). This gives smaller team a way to access the talents and skills of larger teams, but more importantly gives team members the opportunity to develop new experiences, skills and relationships with other teams.

#11 NOVA GROUP

 PROFESSIONAL SERVICES / ENGINEERING
 PRIVATE  392
 AUSTRALIA  YES

Attracting well rounded employees and making the most effective use of their talents, Nova Group continues to win interesting and challenging work. Nova prides itself on having a culture that supports an open door policy; from the CEO down. Team members are continually encouraged to communicate with all Managers. Nova hosts a series of "discussion boards" on the intranet for issues such as restructures, policy changes, remuneration reviews and other such potentially volatile items. All team members have access to these and can remain anonymous if they wish. Each quarter, senior managers attend a workshop which is based at various Nova offices. This provides an ideal opportunity for employees to approach management that may not be at the workplace on a daily basis. Additionally, Nova offers a mentoring program to allow their younger employees to leverage the knowledge from their experienced employees.

#13 MEC

 ADVERTISING, MARKETING & COMMUNICATIONS
 PUBLIC  177
 UK  YES

As a media agency MEC are in a marketplace for talent that is both local and global, competing for the talent inside and outside of the media industry. MEC has implemented a dedicated training department which assists MEC to grow leadership internally. Momentum is a 2-3 year programme developed for emerging leaders within the organisation. The programme consists of three phases. The first phase, 'Making a Difference', sees trainees offered practical sessions on training, coaching, managing, listening skills, personality styles, conflict management and more. To move to the second phase, trainees need to accumulate credit points demonstrating how they are putting these skills into practice. In the second phase, 'Shele House' put into virtual teams with peers from around the region and take part in a virtual simulation of running a company. In the final phase, 'Driver's Seat' candidates are thrust into a real-time business pitch situation.

#14 ANSARADA

 INFORMATION TECHNOLOGY
 PRIVATE  108
 AUSTRALIA  YES

Leading through change and challenges associated with a disrupting industry, ansarada's learning vision is to create an environment where their team members are proactively learning faster than the demands of change. By engaging team members to make a personalised commitment to their role, ansarada encourage them to think about the alignment between their personal mission and aspirations and the expectations of their role and career growth. All employees are given a Kindle when they join the company. As well as being a generous welcome gift, ansarada also reimburses self-development Kindle books as part of development planning. As an organisation, people read a book that aligns with their theme every quarter. Learning about this together allows everyone to propose ideas and solutions and find ways to apply these concepts to the business, in an open and encouraging way.

#16 STARLIGHT CHILDREN'S FOUNDATION

 NON-PROFIT ORGANISATION
 NON FOR PROFIT  331
 AUSTRALIA  YES

Starlight is a culture of inspiration and motivation. The organisation's 'Get Connected' program sees team members spend 1 day per quarter connecting with Starlight children through a program. This guarantees their mission is front of mind, and is why they get out of bed with a deep sense of purpose. They know their work is meaningful and impacts people's lives, and they have their own stories to share. Starlight's goal is to be the most positive workplace in the universe. In 2013 the organisation launched their wellness program based on positive psychology, "Positivity@Starlight." This practical, self-management workshop series assists team members to flourish personally and professionally. Positive psychology enhances wellbeing, resilience and optimal functionality, and these workshops increase positivity through improving team members' levels of wellbeing and resilience. They support their engagement strategy - that positive engagement and wellbeing starts at the individual level.

#15 OMD AUSTRALIA

 ADVERTISING, MARKETING & COMMUNICATIONS
 PUBLIC  476
 USA  YES

Retaining and developing team members for the rapidly changing communication landscape, the OMD employee value proposition, Bet the Best You Can Be, aims to develop OMDers, both professionally and personally. People leave managers, not companies, so OMD has made the commitment to provide management training for all managers, across all levels. The Executives are undergoing an 18-month program in Mindful Leadership. The program is designed to increase self-awareness & emotional intelligence to drive positive behaviour change. OMD's 'Future Leaders' take part in a simulation program where participants make over 300 decisions that determine an agency's success. All new managers need to have management training before they take up their new positions. The course has been written by the OMD People Team & is based on the company vision and values.

#17 KRONOS AUSTRALIA

 INFORMATION TECHNOLOGY
 PRIVATE  150
 USA  YES

Kronos know that their team members wellbeing is important during their current growth phase. Kronos has a global wellness program known as LiveInspired that offers various employee health and wellness initiatives. The company has on-site staff, full-time wellness specialists, who work with team members to help them achieve their fitness and health goals. Health coaches work one-on-one with Kronites and run seminars. The LiveInspired program offers wellness fairs with biometric screening and also offers a specialised "Quit for Life" tobacco cessation program. Virtual group fitness classes for Kronites who work remotely allow employees to connect with our fitness instructors virtually via Skype. They also enable all Kronites and their families to earn "wellness dollars" by logging their wellness activities on the LiveInspired Wellness Portal. At the end of the year, points earned are converted into a premium reduction.

OVER 100 EMPLOYEES.

#18 ABBVIE AUSTRALIA

 PHARMACEUTICAL	
 PUBLIC	 312
 USA	 YES

With an increased competition in the market place and change in the external environment, AbbVie Australia are committed to Recruit, develop and retain key talent in an increasingly competitive market.

All team members are required to have a documented learning objective as part of their yearly goals, which ensures each employee is always learning a new skill and growing their capabilities. Management conducts structured succession planning and yearly cross functional talent management reviews for all team members. Team members receive feedback to calibrate their own ambitions with the view of management; this manages expectations and transparency around career progression. In addition to a formal appraisal meeting, AbbVie have monthly “Time to Talk” interactions where employees and managers discuss performance, behaviours and development.

#20 INFOTRACK

 INFORMATION TECHNOLOGY	
 PRIVATE	 305
 AUSTRALIA	 YES

To aid in attracting, developing and retaining high performing talent to add to their high performance culture InfoTrack offers training sessions to all their team members, managers and senior leaders on recognising and managing mental health issues in the workplace. This training enables managers to improve awareness, recognition and management of common mental health issues in the workplace, including suicidal ideations. Understand how to support team members with mental health issues, including approaching team members with concerns, privacy, dealing with workplace accommodations, addressing colleague/team concerns, and understand how the Manager Support service can support in managing employees in the context of a mental health issue. InfoTrack has recently launched a workplace banking program with Commonwealth Bank which includes a number of benefits as well as group and individual education sessions on first home buyers, investing in a property, financial planning and much more.

#19 PEXA

 INFORMATION TECHNOLOGY	
 PUBLIC	 220
 AUSTRALIA	 YES

Whilst their industry is transitioning to 100% digital, PEXA are building a resilient workforce that is ready to take the next step in a demanding, fast-paced agile environment.

PEXA's WILD (What I Love Doing) program is designed to support PEXArians' personal endeavours and encourage them to be the best they can be in work and life—because when individuals' personal lives are fulfilling, their work lives are more satisfying too. WILD is just one way to support a healthy work/life blend. It's about discovering what team members are passionate about outside work, and finding creative ways for them to follow those passions, using extended annual leave, flexible work arrangements, working from home, creative rewards and recognition, and development opportunities beyond the scope of existing roles, including participation in training courses unrelated to the PEXA business.

#21 SAS AUSTRALIA

 INFORMATION TECHNOLOGY	
 PRIVATE	 294
 USA	 YES

SAS operate in a highly competitive industry. Attracting and retaining diverse talent and building leadership capabilities is their strength. SAS replaced the traditional annual review with a simplified, coaching-oriented process focused on development. Regular coaching conversations give team members real-time feedback. They receive help with problem solving and career advancement as needed, not just once a year. The value is in the frequency and quality of conversations, increasing both transparency and trust between manager and team members.

"Development @ SAS" consists of interactive workshops that provide team members with the insights into why development is important, and self-assessments tools to determine what their strengths and interests are - which informs their development goals and an understanding of how they can create their development plan.

#22 BRESICWHITNEY

 REAL ESTATE & PROPERTY	
 PARTNERSHIP	 139
 AUSTRALIA	 YES

Ensuring that the organisation can deliver on its strategy through their people, BresicWhitney is capitalising on diversity within the agency. BresicWhitney engage team members from all levels and departments in problem solving and innovative thinking relating to current business issues. Key ideas, solutions and concepts are then presented and highlighted to the management team for further exploration and seen through to execution where there is alignment and solutions that meet the scope and support the company's strategic direction. The company's highest performing female sales agent spearheaded the In-house Female Sales Agent development initiative. The program is designed to support women to carve out sales careers in a largely male dominated industry. The initiative assists participants in setting up career development support through a mentoring program, enables ideas and technique sharing, and sees women taking part from career starters to career transitions.

#24 AUTODESK AUSTRALIA

 INFORMATION TECHNOLOGY	
 PUBLIC	 123
 USA	 YES

Autodesk provides the flexibility within the office to ensure the culture is relaxed and pleasant. A “mature” approach with minimal supervision is incorporated within the culture ensuring an element of trust across the organisation. The company also has well established policies and arrangements that create opportunities for flexi-time, part-time work and working from home.

Originally designed by employees in New England five years ago, the global Autodesk Bike to Work Challenge event now includes 20 offices in 9 countries. The purpose is to encourage Autodeskers to consider bike riding in to work, as an alternative to using cars. The event aligns with Autodesk's Green Team and Sustainability initiatives. In 2016, 11% of Autodesk employees regularly ride to work.

#23 JETTS FITNESS

 SPORTS & RECREATION	
 PRIVATE	 155
 AUSTRALIA	 YES

As Jetts Fitness embark on an international expansion new opportunities will open for their team members.

Jetts work with their team members to develop their own Love Life Plan. This is all about ensuring their team members have a work life balance and also provides the opportunity for them to identify how Jetts can support them achieve their personal goals as well as their professional goals.

They also have a Ninja Knowledge bank of recommended books for their team to read. It is important that Ninjas are constantly pushing themselves and that the company helps them get outside their comfort zone. In the last 12 months the team has had the opportunity to do a fire walk and also a glass walk.

#25 MERCEDES-BENZ FINANCIAL SERVICES

 FINANCIAL SERVICES & INSURANCE	
 PRIVATE	 192
 GERMANY	 YES

We spend too much time at work to not enjoy being at work. MBFS inspire and engage their team members to be great, happy and successful. Annually the company celebrates Diversity Day where they acknowledge how amazing their organisation is with different cultures, genders, backgrounds and views. One of the unique programs available to MBFS team members is the company vehicle discount program. This program fosters a sense of pride among team members. By driving Mercedes-Benz and smart vehicles, team members at every level of the organisation are able to represent the brand. By representing the brand, team members feel connected to something larger than their everyday contributions. Team members are able to engage with their customers with a better understanding about and pride in the financed products.

BRAVE + BOLD.

SMALL COMPANY SNAPSHOT

AVERAGE COMPANY AGE 14
 AVERAGE REVENUE GROWTH

+68%

CEO

AVERAGE CEO AGE 42
 HOW ARE THEY RECRUITED?

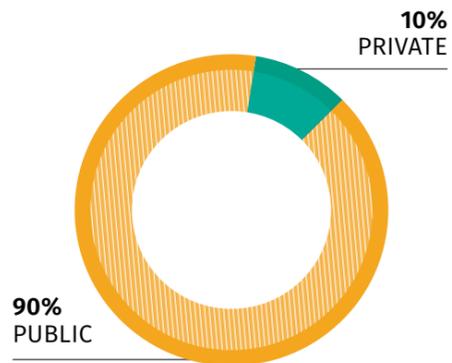
External Hire	50%
Promoted	30%
Founder	20%

PEOPLE

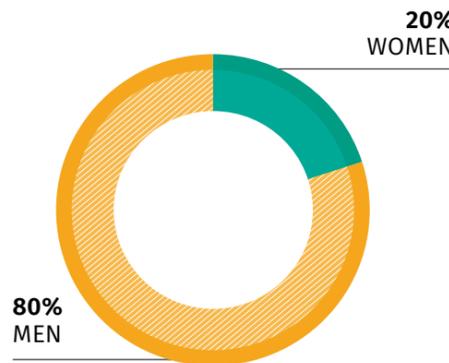
AVERAGE EMPLOYMENT GROWTH 12%
 RATIO OF EMPLOYMENT

Full Time	79%
Part Time	12%
Casual	9%

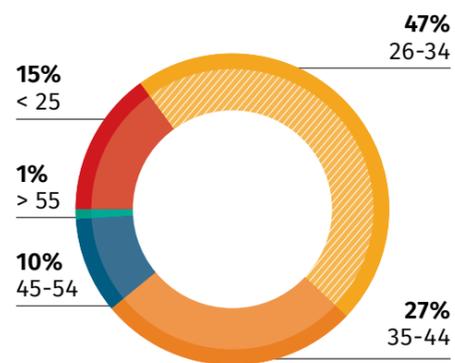
SECTOR



CEO GENDER



AVERAGE EMPLOYEE AGE



#1 AVENUE DENTAL

- HEALTH CARE
- PARTNERSHIP 56
- AUSTRALIA YES

The dental industry in Australia has undergone an immense change in recent years. There is an increase in the number of dentists graduating; in the next few years we are heading towards an oversupply of dentists in Australia. Further, an increase in corporate entities and health fund ownership of dental practices result in increased competition.

The net result of these changes in the dental industry has led to a decrease in wages, increased cost pressures on dental practices, and often in poorer workplace cultures and conditions.

“At Avenue Dental, we believe in a better way” said Stephen Dudgeon, Principal Dentist at Avenue Dental. “There are two fundamental forces that drive our organisation to be a great workplace, a continuous focus on purpose and values, and it is all about people” adds Dudgeon.

The Avenue Dental purpose is to positively transform dentistry in Australia. This purpose drives them to be a great employer and to create an outstanding workplace culture so that they can attract, mentor, train and develop the most talented people. In turn, these talented team members provide their patients with the best dentistry possible and give their patient a great dental experience every time they visit.

At Avenue Dental HR is called BOB – Bring Out their Best. Avenue Dental believe the only way that anything is achieved is through people – so great people are essential to deliver on strategy and goals.

BOB is responsible for recruiting people with the right talent and who align with purpose and values, recognizing and developing their unique individual strengths and tailoring their roles to Bring Out their Best - BOB!

For each role and stage of development Avenue Dental have developed individual OKRs to help people manage their career growth and have documented processes and checklists for team members to progress through this development. For dentists they have developed an in depth clinical training and mentoring program.



Avenue Dental's purpose is to positively transform dentistry in Australia

One of the quirky things that occur at Avenue Dental is how they welcome new team members. They want a new employee to feel their first day is like a birthday. On their first day, they organize a cake with candles while the team sings “Happy Welcoming Day”.

“We have won numerous awards over the years, however none of these awards quite captured the hearts and souls of our team like Great Place To Work. To be recognised as a Best Place to Work means that every member of the team has contributed and the recognition directly reflects their own involvement in making Avenue Dental a great workplace. This has meant that every team member has taken a more active ownership in creating an awesome workplace” says Dudgeon.

UNDER 100 EMPLOYEES.

#2 INTUIT AUSTRALIA

 INFORMATION TECHNOLOGY

 PUBLIC  94

 USA  YES

Experiencing significant growth over the last three years, Intuit is finding that their industry and customers continue to evolve rapidly. As a result one of their most important matters is to ensure their team members are able to innovate for the customer, have the ability to scale, and are able to manage change effectively.

Whilst the senior leaders are tasked with evolving the business strategy, the ability to mobilise their team members will be critical to Intuit's success. Boundaryless leadership development is key to driving optimal performance for the company. Employees meet with their managers monthly to talk about personal development goals and steps they can take to develop their craft. Additionally, caring for team members at Intuit Australia is all about empowering employees with services that help them have the best of both worlds — work and personal lives. Their policies are designed to help employees achieve a harmonious work-life balance.

#4 INSENTRA

 INFORMATION TECHNOLOGY

 PRIVATE  52

 AUSTRALIA  YES

Insentra employs for a career, not a job. Team members are encouraged to be the best version of themselves and are marketed individually and collectively as "guns for hire". Insentra believes each team member "owns their own career" and supports everyone to work towards achieving the highest levels of accreditation in their field of expertise and to maintain these certifications. This is one way that Insentra ensures that they will maintain their great organisational culture whilst they embark on an international expansion. Caring for each other is a big part of the Insentra culture. Meetings with three or more team members start by asking "how do you rate yourself on a personal level and on a business level". Whilst there is no need to explain their rating, simply knowing that someone may not be feeling fantastic makes a difference. Firstly, the team know that they may need some extra support, and secondly, the team member appreciates their peers care for them and are there to be supportive.

#3 CANVA

 INFORMATION TECHNOLOGY

 PRIVATE  91

 AUSTRALIA  YES

As Canva continue to grow at a rapid rate, creating and communicating a clear organisation structure, and consequently providing career pathways is not only engaging their current team members, but also helping them attract the best talent. Inspiring employees begins before they join Canva. Within the Hiring Strategy Document, the company articulates the mission of the role at Canva, and how the new team member will contribute to the achievement of the broader company vision 'Empowering the world to design'. This serves to inspire all prospective and incoming employees with a sense of purpose beyond ordinary responsibilities. Further inspiration comes from regular sessions with Canva users to learn about how they use the product and understand the impact Canva is having on their personal and professional lives. This instils a greater sense of purpose in employees by connecting them directly to the person rather than just a user metric dashboard.

#5 STACKLA

 INFORMATION TECHNOLOGY

 PRIVATE  35

 USA  YES

High on transparency, trust, empowerment and camaraderie, the Stackla culture has been key to attracting brilliant team members and keeping them engaged and inspired. Boosting feelings of camaraderie amongst their international team, promoting health and physical fitness, and allowing team members to give back as a collective, the Stackla Run Club sees the entire team virtually running around the globe together and clocking up km's that convert to charity dollars along the way. The challenge is inclusive, even if team members are not runners, they can participate and contribute km's via other forms of exercise, such as walking, yoga, swimming, cycling, football, tennis, skiing etc (it all counts!). Friends and family members are encouraged to participate. This has allowed all to at least e-meet the very important partners, kids, friends, extended families and pets that support the valued employees to do the great work that they do.

#6 RACKSPACE

 INFORMATION TECHNOLOGY

 PRIVATE  86

 SWITZERLAND  YES

Attraction and retention of talent is more competitive than ever with the rapid expansion of global cloud heavyweights in the ANZ market. The Rackspace talent development strategy is evolving as they look to find the best way to build technical capability and expertise across a wider portfolio of products and services without comprising their "Fanatical Support" level.

Each Racker takes the StrengthsFinder assessment before they even begin working at Rackspace. Rackers are proud of their strengths and most display a list of their top 10 strengths at their desks, as well as their top 5 strengths on their security badges, for everyone to see. The company has also trained strengths performance coaches on staff to help Rackers learn more about their abilities and how they can volunteer their best to the benefit of their team and the company.

#8 MEXIA

 INFORMATION TECHNOLOGY

 PRIVATE  43

 AUSTRALIA  YES

Over the past 2 years Mexia's biggest challenge was successfully navigating the transition from a traditional IT consultancy to a modern cloud consultancy that leads with new and exciting technology. Above all, team culture is at the core of Mexia's success. Maintaining and nurturing this is their number one priority and therefore as Mexia grows, the culture fit interviews are the most important part of the hiring process. The Culture Fit process contains three "why's". They call candidates who meet these criteria "unicorns" because they are mythical creatures who technically do not exist! To embed this concept, their "Unicorn Framework" quantifies both personal characteristics and professional skills, and provides their team with a common language for both recruitment and career development. Mexia internalised their recruitment process, calling that role of proactive sourcing of talent the "Unicorn Whisperer".

#7 MELTWATER

 MEDIA - RADIO, TELEVISION & ONLINE

 PRIVATE  82

 USA  YES

Whilst ensuring the business remains agile and adaptable as it scales, Meltwater like many organisations their size is working on attracting and retaining top talent, continuing to build leadership capability, retaining long tenure team members through professional development and ensuring the business remains at the cutting edge of the industry. Caring for employees and catering to their differing diversity needs is part of that strategy. All Meltwater managers undertook a workshop in order to understand the current flexibility options available to their team members, as well as how to manage their team members that are working in flexible arrangements.

Meltwater also implemented a global Meltwater Family Leave Program which supports working parents with three additional days off per year known as "Child Leave". These days are usually used to attend school recitals, doctors appointments and alike.

#9 COBILD

 CONSTRUCTION

 PRIVATE  47

 AUSTRALIA  YES

With recent legislation changes regarding foreign investment and stamp duty costs for investors, many organisations within the construction industry are looking at fast tracking projects and diversifying their portfolios. Scaling up talent is becoming competitive. Cultural fit is Cobild's priority when searching for new team members. They assess cultural fit utilising the company wide 'coffee test' - simply defined as whether or not their Talent and Culture Team believe that they would enjoy sitting down and having a coffee with the potential new team member both inside and outside of work. Recognition of great work is also an important part of the Cobild culture. Encouraging thankfulness, praise and recognition between team members, the director sets the example by writing handwritten notes to three team members each week, both thanking them and recognising their dedication and efforts to Cobild. These are team members who have gone above and beyond and have shown they are living the Cobild values.

UNDER 100 EMPLOYEES.

#10 ZINC

	ADVERTISING, MARKETING & COMMUNICATIONS
	PRIVATE 46
	AUSTRALIA

Zinc has developed a higher purpose based on being a successful business that does business the right way; where you treat people the way you would like to be treated, where there is transparency and honesty. This approach has enabled Zinc to keep their team aligned during the regional expansion, and manage the remote workforce. Zinc shares the value they create differently, not just with their internal team whose lives they try to positively impact, but all stakeholders, client partners, supply partners and community partners. Zinc believes doing business ethically is a more sustainable business model and one that provides long term competitive advantage continuing to build on and strengthen their culture. Zinc helps individuals move their strengths from being something they're good at to a level of excellence. They believe if they understand their strengths and share their strengths with their teams then together they can find others who compliment themselves.

#12 ALTIS CONSULTING

	INFORMATION TECHNOLOGY
	PRIVATE 74
	AUSTRALIA

The rapid pace of change in the technology landscape in which Altis operates will have a significant change management impact on their team. Altis are focusing on developing their team to stay one step ahead of the market and recruiting and attracting new team members that have the practical experience needed as well as excellent consulting skills. As these new technologies are still emerging, there is a shortage of suitably qualified consultants (not just developers) in the market so Altis is also encouraging re-training of their existing team. The Altis soft skills and leadership development program "Achieve" has been designed to provide team members with an understanding of the vision and direction of the organisation and to develop the essential relationship building skills that are critical to success going forward. Every team member, from receptionist to senior management participates in this course.

#11 BLUEFIN RESOURCES

	PROFESSIONAL SERVICES / STAFFING & RECRUITMENT
	PUBLIC 57
	AUSTRALIA

Bluefin Resources believe that their culture and values are key to the success they have experienced. Therefore, it is important that they ensure their new service lines and employees continue to live and breathe the Bluefin values. To this end the continued development and growth, as well as the wellbeing of team members is a key focus.

The development and growth of employees is demonstrated by the company value "We Evolve". Ranging from mentoring programs, group and individual coaching, these programs are designed to allow team members to develop new skills and retain their knowledge and skills in the business. Bluefin provides Blood Donor Leave in their Leave Policy. This leave allows for any team member to take the work time required to give blood at the local blood bank. Consequently, they have a number of regular blood donors amongst their team.

#13 4MATION TECHNOLOGIES

	INFORMATION TECHNOLOGY
	PRIVATE 75
	AUSTRALIA

Critical to the 4mation growth will be maintaining the amazing culture that they have worked so hard to build, especially as they are expanding to multiple locations. With an aggressive growth of the business planned in the short term, looking after their team members wellbeing is an important part of their retention strategy. The Annual Fitness Bonus is available to each team member on the anniversary of their start date at 4mation. Each member can choose one of several options including a Xiaomi Mi Band, retail vouchers, class and venue passes. Additionally, talent development is part of the culture at 4mation. Team members share their learnings in the Weekly General Team Meeting in the Life Hack section. They also have a channel on Slack called TodayIlearn to encourage the team to share anything new they have learnt with the rest of the team.

#14 THE WORKS

	ADVERTISING, MARKETING & COMMUNICATIONS
	PRIVATE 60
	AUSTRALIA

With the recent visa changes, combined with a relatively low pool of talent available in Australia, hiring and retaining great talent during this high period of growth is a challenge facing many creative agencies. To combat that, The Works' internal strategy is focused on development of their team members to aid retention. From day one at The Works the focus is on people development. In the first week a new team member and their manager agree what their objectives are. An individualised development plan is then drawn up for the following 6 months to assist in achieving short and long term career goals. The Works provide internal training through monthly 'Academy' sessions where they invite industry experts in to inspire and upskill their employees. Through Academy, each month employees receive at least 3 hours per month of interesting, relevant and topical training that supports learning and continuous improvement. These Academy sessions are one of the programs most valued by employees.

#16 SC JOHNSON & SON

	MANUFACTURING & PRODUCTION
	PRIVATE 49
	USA

Mobility of the team and retaining high performing team members to enable growth opportunities in new channels is an exciting future for SCJ in Australia. Offering a flexible work environment is highly valued and SCJ supports this by many programs. A compressed working week enables team members to choose to work slightly more hours in the day on Mondays to Thursdays and finish the week at 2pm on Fridays. Team members can adjust their start and finish times based on travel distance or carer responsibilities. The company also offers flexibility for team members to work from home. Across ANZ, team members derive value from the GIVE2 program by being at the heart of philanthropic decisions – a key part is the Charities Committee, who decide which charitable organisations will receive support from SCJ. This truly engages team members on causes that they are passionate about or to help causes that have touched them personally.

#15 MAXUS

	ADVERTISING, MARKETING & COMMUNICATIONS
	PRIVATE 68
	UK

The media industry is known for a high employee attrition rate. By 2020, Millennials will make up over a third of the global workforce. At Maxus there is a focus to continually reimagine the people practices to ensure they attract and inspire the best workforce for the 21st century. The Global Exchange Program gives team members the opportunity to travel to an overseas office. Participants learn about the Maxus network and introduce a new level of cross-market collaboration while supporting future mobility opportunities and strengthening connections. Maxus acknowledges the cost of purchasing a bicycle and associated safety equipment can be considerable. So that their employees can experience the health, financial and environmental benefits of commuting to work by push-bike, they offer interest-free Bike Loans of up to \$2,000 to assist with the purchase of a bicycle and associated safety equipment, following successful completion of the probationary period.

#17 KINNECT

	HEALTH CARE
	PRIVATE 99
	AUSTRALIA

KINNECT strive to retain a boutique feel as they grow. Given that the company is expected to double over the next 2-3 years they are committed to maintaining their boutique feel by ensuring Senior Leaders remain engaged with their workforce at all levels throughout this growth period and beyond. KINNECT uses a scorecard system to evaluate the performance of all KINNECTers. The scorecards are published publicly to fostering transparency, define the mission for a position, the outcomes to be accomplished, key competencies for the role and the personal attributes required to fit with the corporate culture. Remuneration and incentives are tied to the varying scorecard levels that exist within the business. Every team members scorecard is reviewed on request as frequently as they, or their supervisor, feel they are ready to be progressed to a higher level.

#18 WAVELENGTH INTERNATIONAL

- 🏢 PROFESSIONAL SERVICES / STAFFING & RECRUITMENT
- 👤 PRIVATE 👤 88
- 📍 AUSTRALIA 👍 YES

Globalisation and 'borderless' communities gives individuals increasingly more opportunity to travel and freedom of choice. Coupled with technology and the virtual 24/7 world Wavelength operate in, the pace of doing business has increased significantly. As a result Wavelength ensures that their team members are looking after their wellbeing. While the working week is still the traditional 38 hours, Wavies can work these hours flexibly between 7am and 7pm everyday. In addition, 27 percent of Wavies currently work part-time for a variety of reasons, largely due to family or study commitments, but also for lifestyle and personal reasons. Breakfast and coffee in the office are provided for all employees everyday to ensure they start the day the right way. An additional array of beverages and healthy snacks such as fruit, are also on offer throughout the day and to encourage healthy living.

#20 SITBACK SOLUTIONS

- 🏢 INFORMATION TECHNOLOGY
- 👤 PRIVATE 👤 35
- 📍 AUSTRALIA 👍 YES

A diverse culture in the workforce benefits companies in countless ways, contributing to an organisation's efficiency and creating a competitive advantage. At Sitback the team shares and celebrates their diversity and cultural heritage. Sitback runs World Food Day where everyone brings in a dish associated with their heritage- it is a huge conversation starter and the team learns about each other and their backgrounds. The company celebrates Eid, Chinese NY, Easter – this allows everyone's culture to be recognised and celebrated. Bosting 12 languages spoken by the team, Sitback promote the company's "Language of the Week" where the company meeting starts with "Good morning, how are you?" in a language from one of the team.

#19 i2C DESIGN & MANAGEMENT

- 🏢 PROFESSIONAL SERVICES / ARCHITECTURE & DESIGN
- 👤 PRIVATE 👤 61
- 📍 AUSTRALIA 👍 YES

In an effort to continuously refine not only their technical and design skills, but also the way in which they think, i2C dedicates around 30 minutes a week to a meeting coined Archi Corner. It takes place during their regular Comms Corner sessions. Each week a different member of the team presents anything that interests them. Ranging from outstanding architecture and interior design, short videos and student projects, to photography, art and installations, everyone receives the opportunity to share what interests and inspires them. This initiative not only fuels creativity and innovation, but also aids in developing presentation skills, thus building confidence within the team. These sessions are run across all three offices and i2C have been incredibly successful in transferring ideas between the entire company, creating a diverse library of inspiration and knowledge.



BresicWhitney engage team members to foster innovative thinking.

ABOUT THE STUDY.

The 2017 Study was conducted between
 October 2016 and June 2017. The results represent
 60,956 employees from 150 companies.

How the Best are Selected

The Best Places to Work are selected and ranked by Great Place to Work Australia, a global workplace research and consulting firm. Each company participating in the study for this list earns a score based on two factors.

Two-thirds of the total score comes from the employee responses to a 58-statement survey created by Great Place to Work Inc. The survey is distributed on a census basis and minimum completion rates are calculated using a 95% confidence interval. The remaining one third comes from our evaluation of the company's policies and procedures in nine specific practice areas.

The 2017 Study was conducted between October 2016 and June 2017. The results represent 60,956 Australian based employees from 150 companies.

Disclaimer

Great Place to Work®, Trust Index® Employee Engagement Survey, and Culture Audit® Analysis are registered trademarks of Great Place to Work® Institute Inc. None of the trademarks, service marks, or logos, including the marks and logos used in this magazine, can be used in any manner without the prior written permission from Great Place to Work® Institute Inc.

This supplement includes material that is comprised of intellectual property of Great Place to Work® Institute Inc, including copyrightable subject matter that has been registered with the United States Copyright Office.

Any reproduction, distribution, transmission, adaptation, public display or public performance of the intellectual property (other than for pre-approved internal purposes) requires prior written approval from Great Place to Work® Institute Inc. Great Place to Work can be reached by email at: info@greatplacetowork.com.au



TOP TALENT HAS OPTIONS.

Is your company the choice?

*Any company can be a
great place to work.*

Find out how we can help you create yours
GREATPLACETOWORK.COM.AU

