



# The Great Place To Work<sup>®</sup> *Effect*

PLAYBOOK

How *trust* fuels growth by unlocking agility, productivity, and innovation



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### 📄 *Designed for Desktop*

For optimal experience, open this report on your computer in full-screen.

# At the *crossroads* of change

## This is the moment when everything changes for your company.

Instinctively, you know the business should be more profitable, more resilient, more competitive. The transformation needed to meet this moment, from artificial intelligence to market uncertainty, is moving too slowly. You feel stuck.

You're not wrong to be worried. Only one in three companies make it to their 10-year anniversary, per the [Bureau of Labor Statistics](#). Three decades in business? You've got a 13% chance.

Business leaders know the headwinds they face. Every business must continually become more efficient, more resourceful, and more innovative.

While many leaders are turning to technology like AI to meet their goals, their efforts often lack a critical ingredient for success: trust.

When companies build trust with employees, they create high-performance workplaces that outperform the market on almost every business metric. Having a highly adaptive, engaged workforce is the only way your business will survive.

Using Great Place To Work®, companies gain insight with benchmarked metrics for employee trust, innovation velocity and agility, critical tools that forecast how resilient they will be to market challenges, and how quickly they can take advantage of new business opportunities.

This is the "Great Place To Work Effect," where better outcomes for employees also drive stronger results for your business.

### U.S. Business Survival Rate 1994–2024

Year	Businesses	Survival Rate
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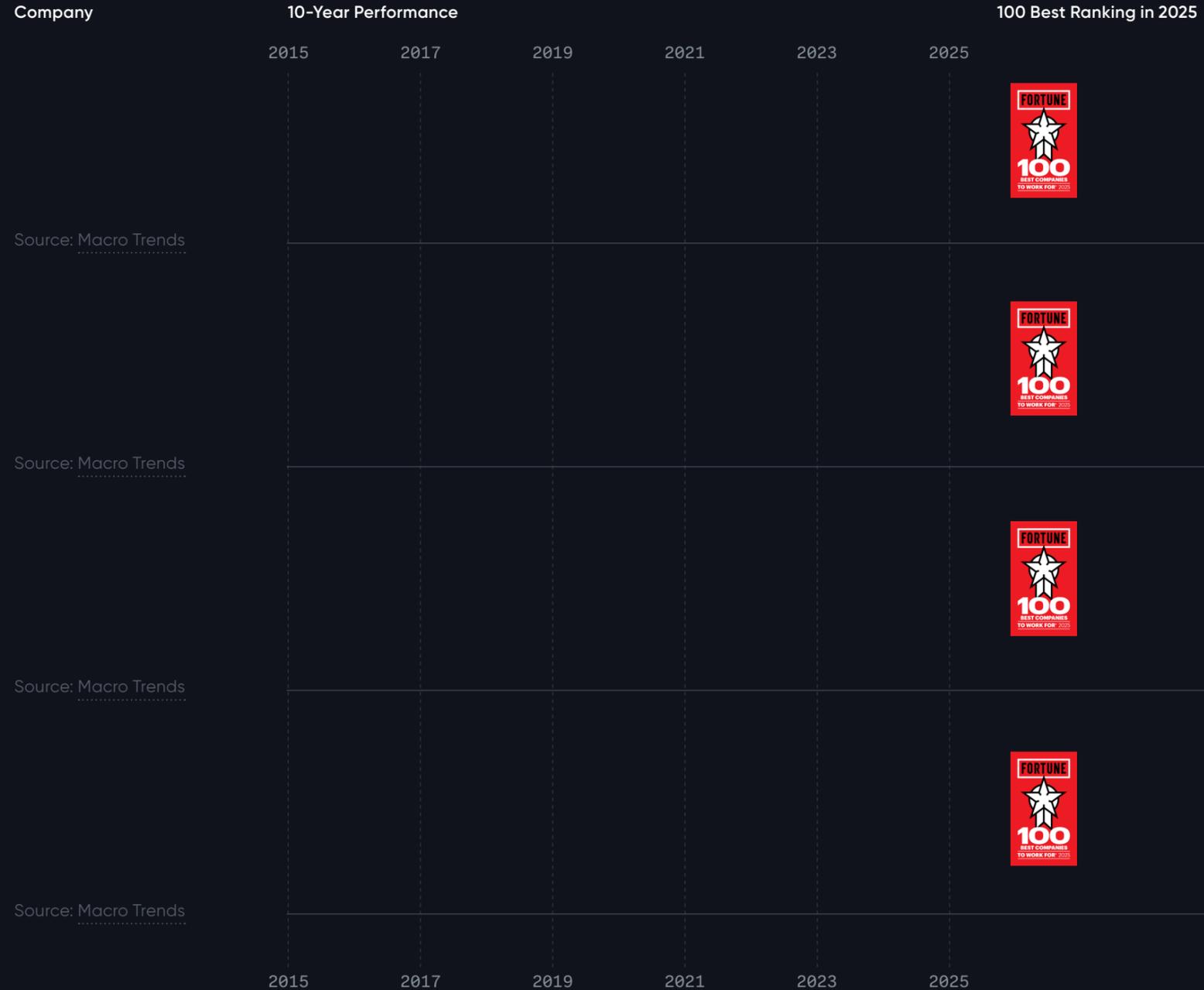
Source: U.S. Bureau of Labor Statistics; data tracks the number of private sector businesses opened in March of 1994 and how many survive year over year.

## Culture creates *legacy*

Great workplaces can be found in every industry, and the benefits are readily apparent in public financial information.

The *Fortune* 100 Best Companies to Work For® are the most competitive companies that have achieved Great Place To Work Certification™, meeting rigorous benchmarks for levels of trust.

Companies like Hilton and Delta Air Lines use the Great Place To Work Effect to build upon their combined two centuries in business to deliver record profits and value to shareholders. Working with Great Place To Work, these companies have turned their people into a competitive advantage: Delta, for example, has become the most profitable U.S. airline in part because of the quality customer service offered by its employees. It estimates that 24% of its net promoter score (NPS) is driven by employee interactions with customers.



Employees  
181,000+ Global

Industry  
Hospitality

Headquarters  
McLean, Virginia, USA

[View Certification Profile →](#)

*“I think of trust as the ultimate form of resiliency for a business.”*

Chris Nassetta  
President and CEO,  
Hilton



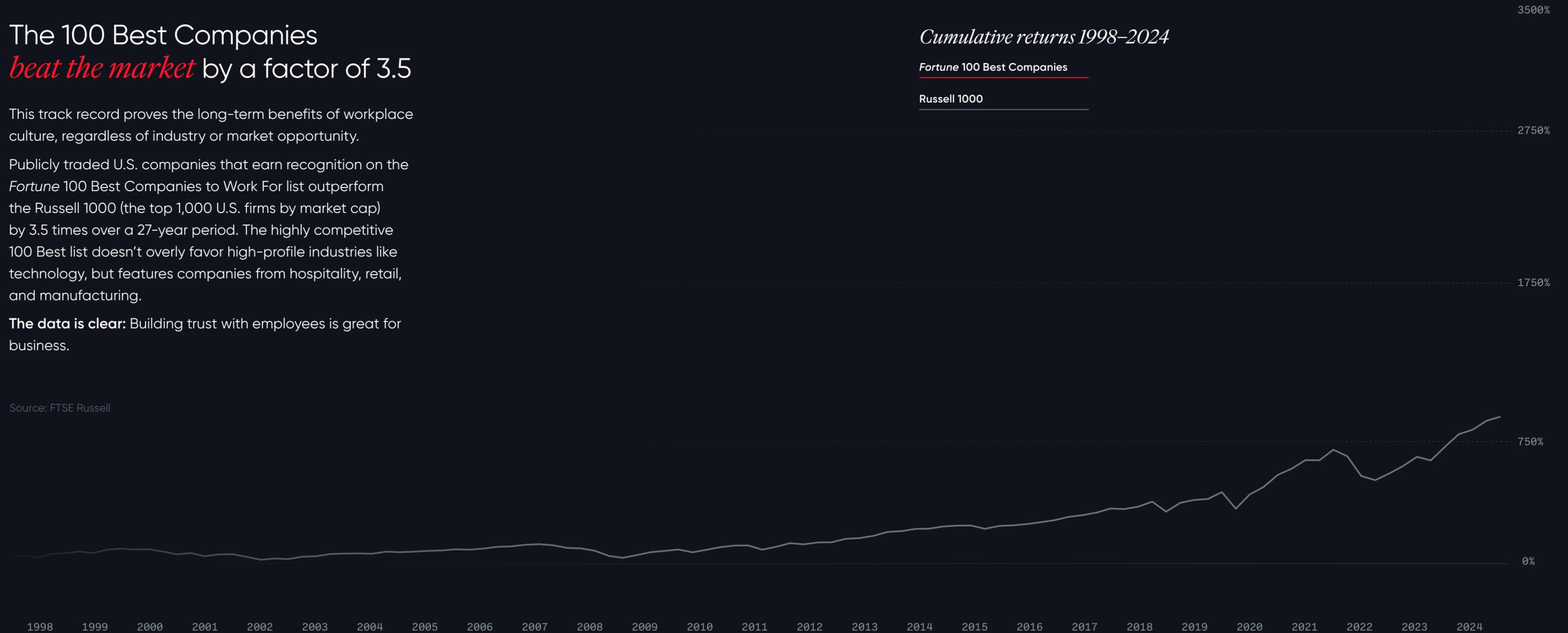
# The 100 Best Companies *beat the market* by a factor of 3.5

This track record proves the long-term benefits of workplace culture, regardless of industry or market opportunity.

Publicly traded U.S. companies that earn recognition on the *Fortune* 100 Best Companies to Work For list outperform the Russell 1000 (the top 1,000 U.S. firms by market cap) by 3.5 times over a 27-year period. The highly competitive 100 Best list doesn't overly favor high-profile industries like technology, but features companies from hospitality, retail, and manufacturing.

**The data is clear:** Building trust with employees is great for business.

Source: FTSE Russell





# The *Great Place To Work* Effect

## Why do great workplaces have stronger business performance?

When you dig into the performance of the world's most successful companies, you find a repeatable pattern that any business can follow: *Great leaders build trust, which shapes the culture that drives performance.*

As a business leader, how do you identify blind spots and knowledge gaps that affect your business? When productivity plummets or crucial business transformation efforts stall, how do you uncover the experiences contributing to poor performance?



01

Leadership

- Listening
- Speaking
- Developing
- Inspiring
- Thanking
- Sharing
- Celebrating
- Hiring
- Caring

## Trust starts with *leaders*

Our research has identified the nine leadership behaviors that build the cultures that fuel great organizations. Companies can map results from their Great Place To Work employee survey to these behaviors and research effective strategies for improvement from award-winning companies like the *Fortune* 100 Best.

When employees know they will be fairly rewarded for their work, they are more likely to give extra effort.

When they feel like a valued member of the team, they are more likely to collaborate and quickly adapt to change. If they feel their work has meaning and a purpose, they are more likely to take initiative and innovate.

As more employees give extra effort, collaborate, innovate, and embrace change, the whole company benefits. Productivity improves. Customers receive better service. Teams more quickly rebound from a crisis. Revenues grow and profits soar.



Employees  
2,700+ U.S.

Industry  
Retail

Headquarters  
Waterloo, Wisconsin, USA

[View Certification Profile →](#)

*“I can’t tell you how big of an effect Great Place To Work has had on Trek. You can go leader by leader. The best leaders have the best Great Place To Work scores.”*

John Burke  
CEO,  
Trek Bicycle



Leader

01

### Leadership

- Listening
- Speaking
- Developing
- Inspiring
- Thanking
- Sharing
- Celebrating
- Hiring
- Caring

Employee

02

### Experience

- Trust
- Pride
- Camaraderie
- For All

Employee

03

### Culture

- Collaboration
- Innovation
- Agility
- Opportunity
- Belonging
- Well-Being

Employee

04

### Performance

- Profitability
- Productivity
- Efficiency
- Customer Satisfaction
- Social Impact
- Market Resilience
- Talent Acquisition
- Retention

Employee

## This is the *Great Place To Work Effect*

High-trust leaders build trust, which shapes the employee experience. Companies that cultivate great cultures outperform the market and competition on nearly every business metric, regardless of size, industry, or geography.



# Culture drives business *performance*



For leaders who are evaluated based on their ability to deliver shareholder value, trust in the workplace has been proven to drive long-term stock market performance. But what about companies that don't offer stock?

Even if your company is a small family business, or is privately owned, data about the level of trust in your organization can help drive business results. Your company might not have investors or trade publicly on the New York Stock Exchange, but every business has revenue and employees.

## Revenue per employee *(RPE)*

The most successful businesses have higher levels of revenue per employee (RPE) – a common metric for analyzing efficiency and productivity. The typical U.S. company earns \$104,030 per employee. At the 2025 *Fortune* 100 Best Companies to Work For, RPE jumps 8.5 times higher – \$883,928 per employee.

*U.S. public market* <sup>(RPE)</sup>

*Fortune 100 Best* <sup>(RPE)</sup>

*What would it look like for your company to have 8.5 times more revenue per employee?*

You won't become a multinational powerhouse overnight, but incremental progress building trust will result in positive trends for your business. Even for smaller businesses, the financial impact could add up to a hefty sum.

Companies that make the *Fortune* 100 Best have 1,000+ employees, but the strong financial performance of high-trust workplaces can be seen in organizations of all sizes.

Source: 100 Best Company RPE is based on an average of data reported by the 2025 *Fortune* 100 Best Companies To Work For List produced by Great Place To Work, which analyzed more than 670,000 survey responses and data from eligible companies.

U.S. market RPE is based on an analysis of more than 6,000 U.S. companies by Aswath Damodaran, professor and researcher at New York University's Stern School of Business.

## Certified companies *outperform* the market by 11%

Consider Great Place To Work Certified™ companies, organizations with at least 10 employees and a minimum of 65% of those employees who report having a consistently positive experience. Certified companies outperform the market by 11%, proving that building a leadership strategy with Great Place To Work benefits businesses of all sizes.

Source: FTSE Russell

### Cumulative returns 1998–2024

Certified companies

Russell 1000



## Trust can *recession-proof* your business

Great leaders are always looking to the future, planning for different scenarios.

High-trust workplaces perform better during economic downturns and market disruption, allowing those companies to both guard against uncertainty and invest to capture new opportunities. Again and again, our research has proven the impact of trust during recessions.

### The Great Recession in 2008

Great Place To Work analyzed 1,700 companies during the 2008 financial crisis to understand how employee experience might predict business performance in a volatile market.

While the S&P suffered a 35.5% decline in value from 2007 to 2009, 69 “thriving” companies posted a 14.4% gain. The reason? Key employee groups were outperforming against the Great Place To Work Trust Index™, offering compelling evidence for the impact of culture during market shocks.

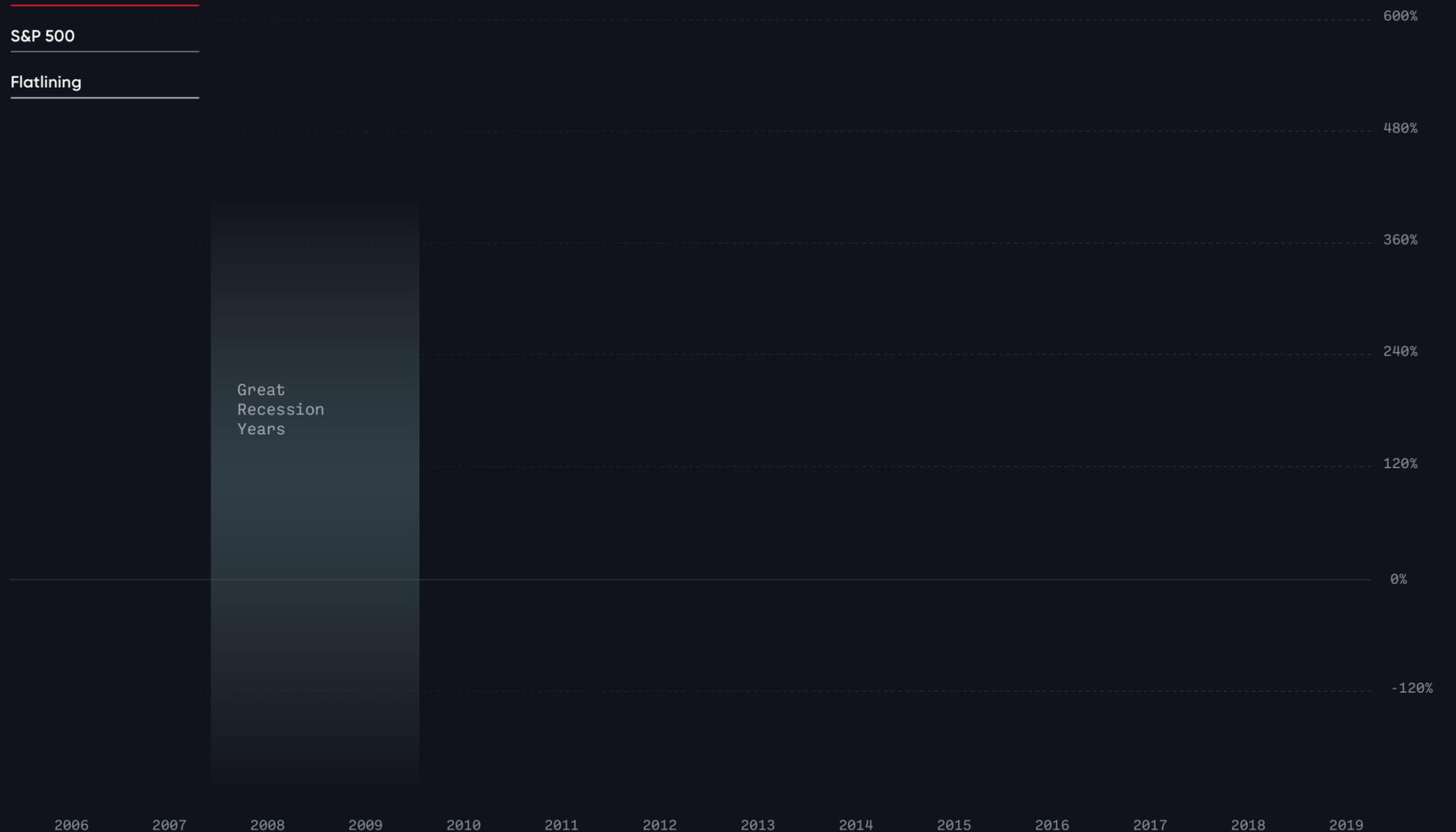
Research from Hamid Boustanifar and Young Dae Kang, using five different models that factor in variables like company size, found that the companies with the highest levels of trust outperformed the market during crises like the dot-com crash and the global financial crisis of 2008 by as much as 1% each month.

Cumulative returns 2006–2019

Thriving companies

S&P 500

Flatlining



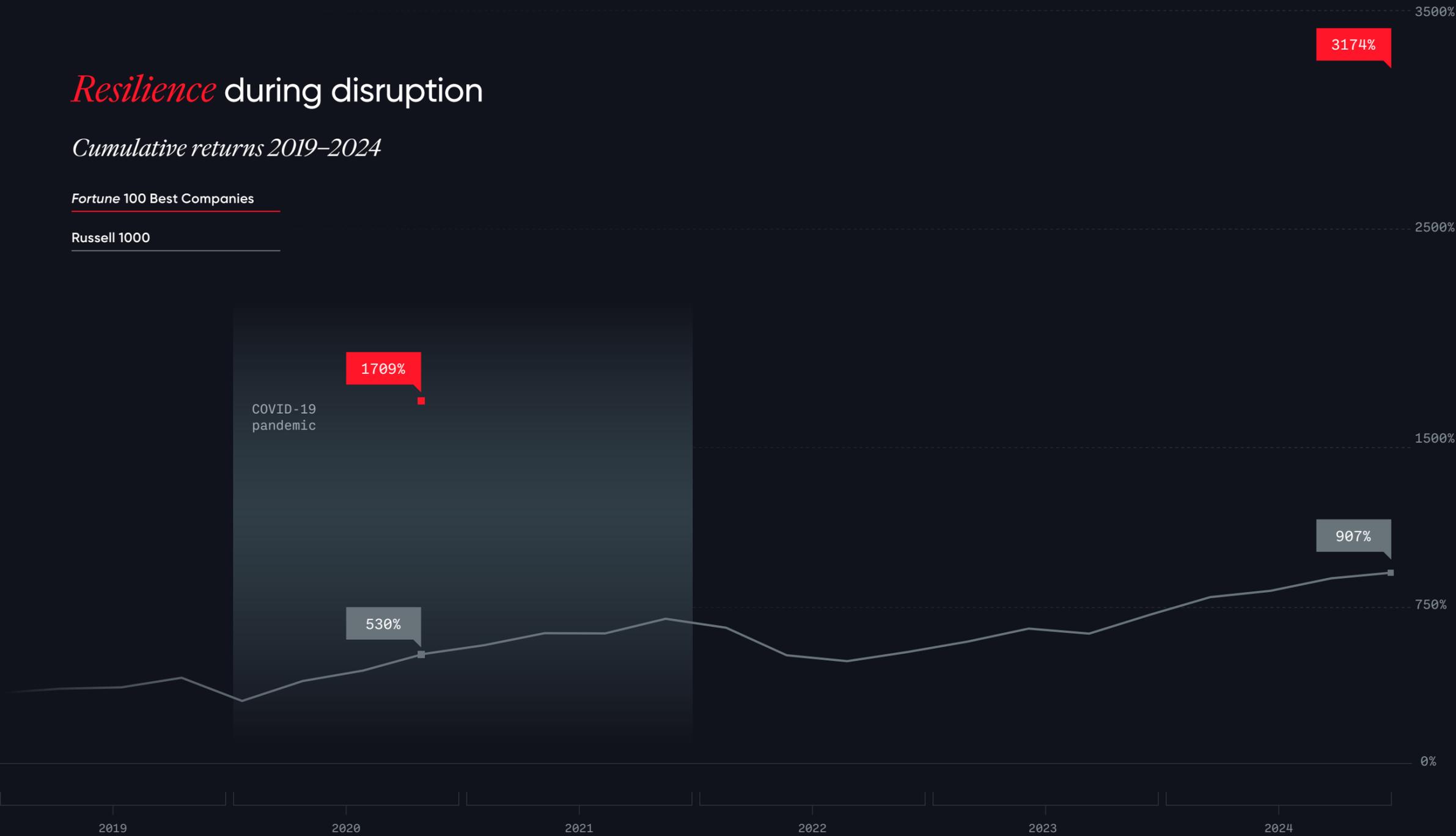
Source: Great Place To Work

# Resilience during disruption

## Cumulative returns 2019–2024

Fortune 100 Best Companies

Russell 1000



Look no further than the performance of companies on the *Fortune* 100 Best Companies list compared to a market average like the Russell 1000. Companies that partnered with Great Place To Work and earned placement on the *Fortune* 100 Best list saw a greater recovery from the Great Recession of 2008 and the COVID-19 pandemic in 2020.

By outperforming during a crisis, high-trust workplaces gain a massive advantage. In the years following the pandemic, the competitive advantage of the 100 Best grew to more than 2,000% in cumulative returns.

In times of uncertainty, culture becomes a predictor of your immediate performance and long-term prospects for growth.

Source: FTSE Russell

## Measuring culture in dollars and cents

One of the biggest expenses for any business is its payroll, and high turnover can balloon costs that have an immense impact on your bottom line.

### Customer spotlight



Employees  
125 U.S.

Industry  
Professional Services

Headquarters  
Remote, USA

*Want practical next steps?*

[View your Action Guide](#)

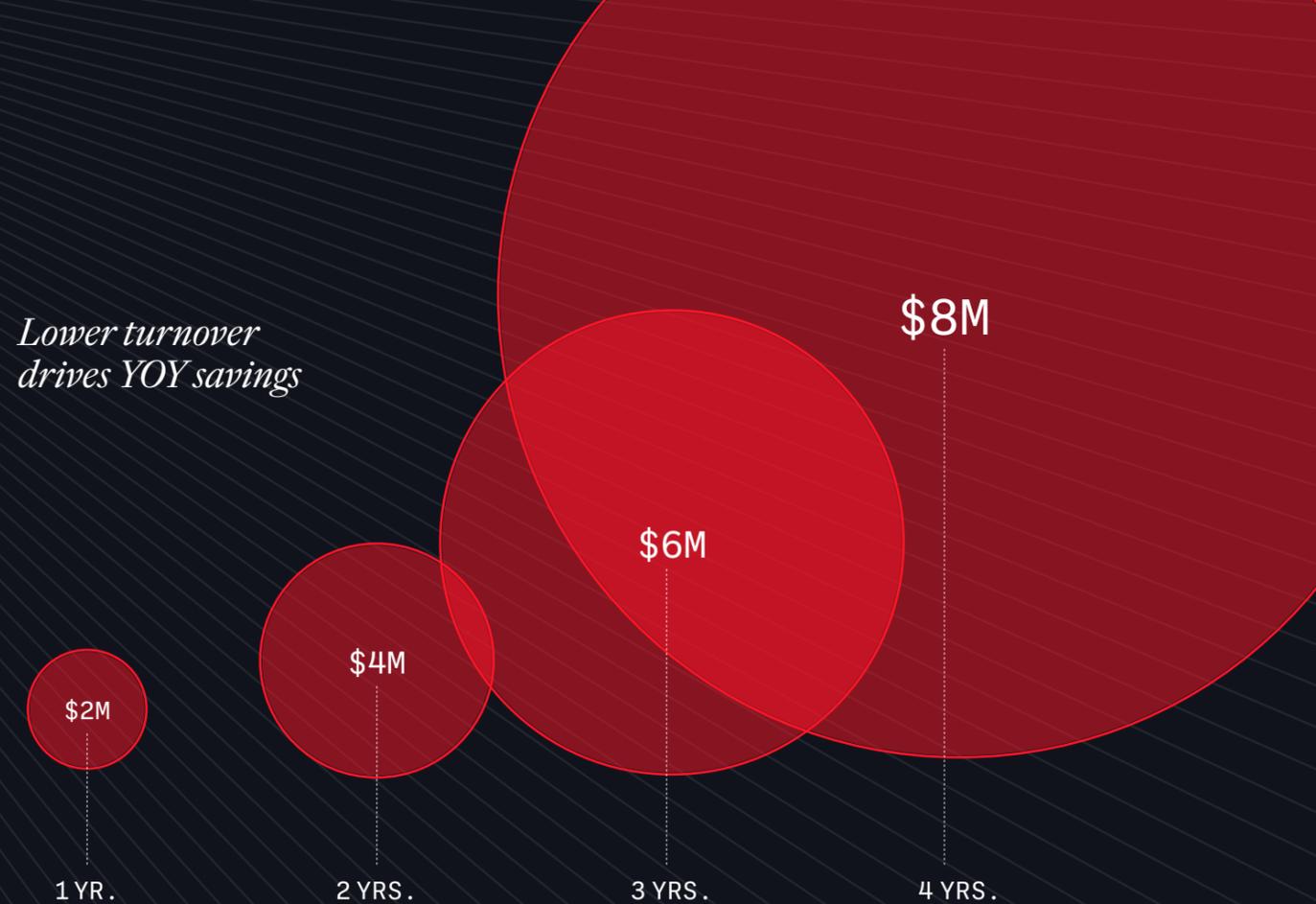


Using Trust Index data to drive business strategy with Krystyn Sadler, CEO, Mosaic Consulting Group

Leveraging the Great Place To Work Trust Index™ Survey, Mosaic Consulting Group compared employee feedback to retention rates and saw a powerful correlation. Lower levels of trust were a flashing red light that employees might leave the company.

Mosaic calculated the exact cost of turnover, including “hard” costs like paying for background checks, job listing services, and employee training, as well as “soft” costs like manager training time or time spent interviewing candidates. Added together, Mosaic found that it cost 120% of one person’s annual salary to refill an open role after an employee left.

*Lower turnover drives YOY savings*



By digging into their Great Place To Work data, Mosaic reduced turnover, saving \$8 million over four years, money which could help the business complete multiple acquisitions and double revenue.

What started with saving money on employee retention eventually offered exponential benefits, thanks to the Great Place To Work Effect, which fueled growth. Having employees who stayed at the company and developed deep expertise led to better customer service, higher client satisfaction, and stronger financial performance.

# How *trust* unlocks your workforce



When Great Place To Work began studying workplace culture through its Trust Index in 1992, researchers expected to find that the best workplaces shared common characteristics. Are the best companies employee-owned? Are flat organizations preferable to companies with a strict hierarchy?

Only one common thing could be found in the best workplaces, regardless of industry or geographic region: trust.

Trust is the secret ingredient behind Great Place To Work Certified companies. When you see our badge, you can be sure that more employees are consistently having a great experience compared to a typical U.S. workplace. That's what unlocks the full potential of your workforce and reliably predicts company performance, no matter the size of your company or your industry.

Great Place To Work's 30 years of research has identified what builds and drives employee trust, and how that impacts business success. So, what do we mean when we say trust?



Employees  
600+ U.S.

Industry  
Technology

Headquarters  
Austin, Texas, USA

[View Certification Profile →](#)

*“We take a lot of pride in partnering with Great Place To Work. Our company loves it. It’s our way to continue to get better and thrive as a business.”*

Annette Alexander  
Chief People Officer,  
WP Engine



## The Great Place To Work *Model*

The Great Place To Work Model and Trust Index employee survey measures and provides insight into the three most important relationships a person can have at work, and the level of trust that supports those bonds.



## The components of *trust*

Great Place To Work's products and services enable companies all over the world to measure and improve trust across their workforce.

Trust starts with leaders, where key behaviors shape the experience of employees. Great leaders listen to their employees and care about their ability to thrive inside and outside of work. They set clear expectations, celebrate achievements, invest in employees' development, and thank every employee for their contributions. They share the fruits of success and ensure everyone feels like they belong.

As trust is built, more employees start having a consistently positive experience. They build deeper relationships with their colleagues, are more agile, more innovative, and give more effort in their work.

## Trust matters *more* than engagement

While many companies use employee engagement as a metric to track performance, engagement offers an incomplete picture of the employee experience. Why are your employees engaged or disengaged? How are the actions of your leaders leading to different outcomes for employees?

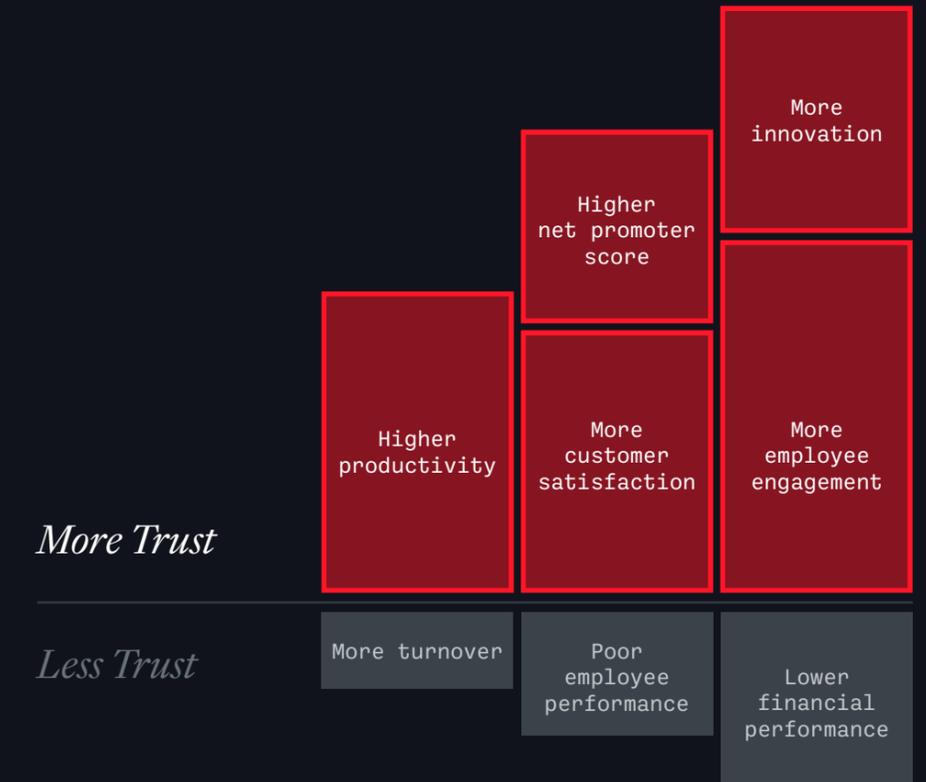
### Measuring trust can provide answers

Companies that measure trust with Great Place To Work can use employee survey data as a leading indicator of business performance.

Trust is an early warning sign that can help your leadership team get ahead of declining employee engagement, loss of top talent, and the poor business performance that comes with it.

Companies that have worked with Great Place To Work for multiple years can track their growth and link it to metrics that every business leader wants.

For the best results, companies want to create a workplace where employees have high levels of trust and give their maximum level of effort.



## Customer spotlight



# Hilton

**Employees**  
181,000+ Global

**Industry**  
Hospitality

**Headquarters**  
McLean, Virginia, USA



*Want to crunch the numbers behind your own culture?*

[View your Action Guide](#)

Hilton has a long and storied history as a pioneer in the hospitality industry, but by 2007, the global hotel chain had lost touch with its culture. The company was taken private by Blackstone for \$26 billion in the largest private equity deal in history. When the economy collapsed during the Great Recession one year later, Blackstone wrote down half of its value in Hilton.

CEO Chris Nassetta was brought on to turn the business around – and at the heart of his strategy was a focus on employee experience and culture.

By 2013, Hilton went public at \$20 a share, raising more than \$2.3 billion in what was the biggest hotel IPO ever. The hotel

chain kept working on its culture, and by 2016, it made the *Fortune* 100 Best Companies to Work For List at No. 56.

Blackstone sold its stake in Hilton in 2018, making \$14 billion in one of the most profitable private equity deals in history. Hilton stayed focused on its culture, even during the global pandemic when \$5 billion in annual revenue temporarily evaporated.

The trust Hilton built with employees became rocket fuel for its rebound after the crisis. “I think of trust as the ultimate form of resiliency for a business,” says Chris Nassetta, president and CEO of Hilton.

Hilton has been on the *Fortune* 100 Best list since 2016, reaching the top spot in 2019. In spite of the dramatic challenges during the pandemic, it never lost sight of its focus on building a great culture. By 2025, Hilton was No. 1 on the *Fortune* 100 Best list, with the highest levels of trust across its workforce of any U.S. company taking the Great Place To Work survey. The rebound was mirrored in Hilton’s stock performance, where it trades at upwards of \$250, more than 10 times higher than its share price in 2013.

“You can’t have a great strategy without a great culture,” Nassetta says. “You need to get people to believe in where you’re going and in you.”

## Trust *fuels* performance

For the best results, companies want to create a workplace where employees have high levels of trust and give their maximum level of effort.

Disengagement and attrition cost the median Fortune 500 company about \$282 million annually, [per McKinsey](#).

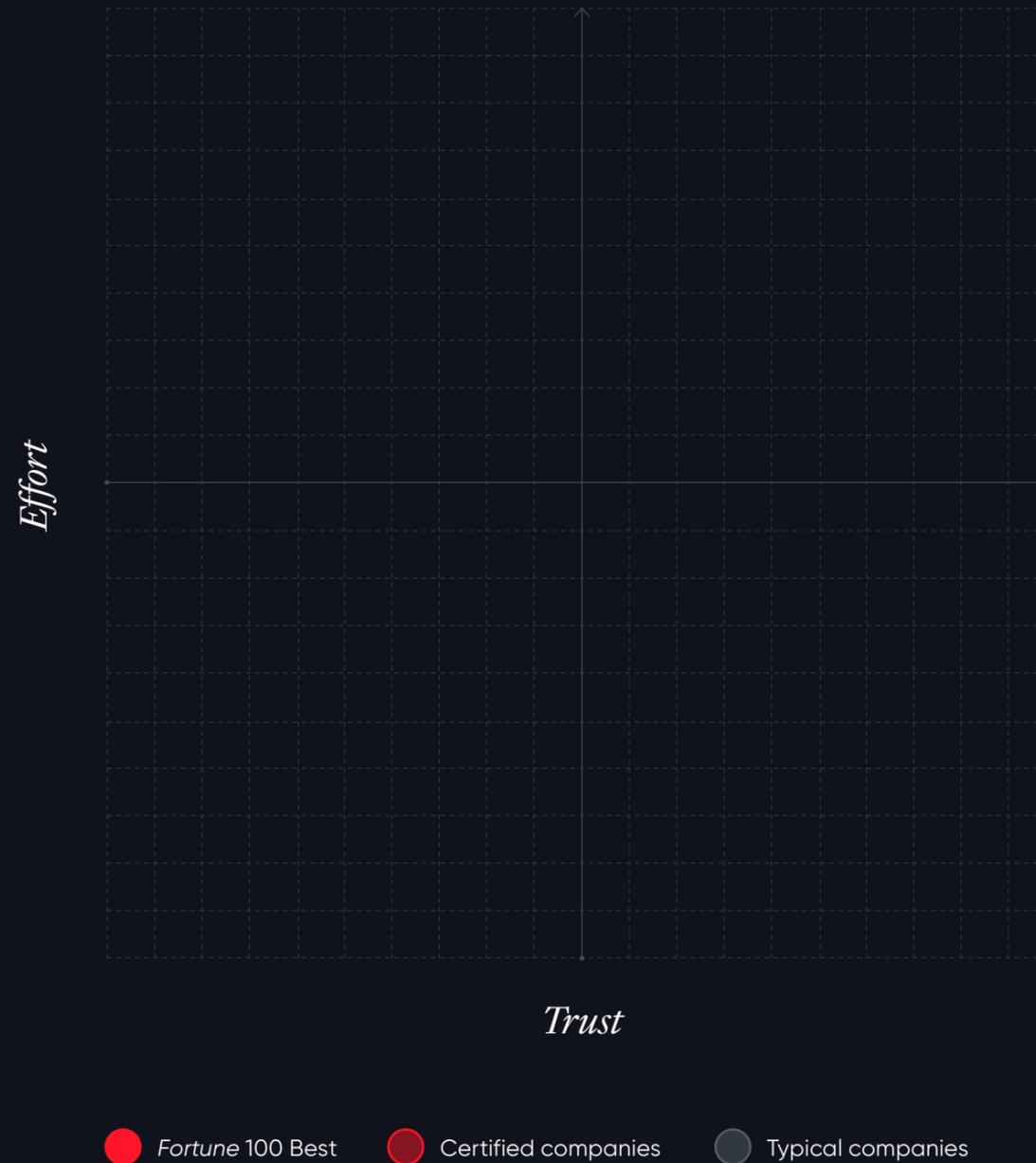
At Great Place To Work Certified companies, seven out of 10 employees (72%) have both high levels of trust and give extra effort. That's much higher than the typical workplace, where only half of employees (51%) say the same. At the *Fortune* 100 Best Companies to Work For, it's even higher (81%).

What if your company doesn't rank among the *Fortune* 100 Best – at least, not yet?

Every small increase in trust can help drive better outcomes for your business. Companies that become Great Place To Work Certified can measure and pinpoint the paths that lead to improved agility, innovation, and productivity for their employees.

Source: 100 Best Companies data is based on the 2025 *Fortune* 100 Best Companies to Work For List produced by Great Place To Work, which analyzed 670,000 survey responses from companies that are Great Place To Work Certified. Great Place To Work Certified companies data is based on feedback from 1.3 million U.S. employees whose organizations earned Great Place To Work Certification in 2024.

Typical companies data is based on a randomized sample of more than 5,000 part- and full-time U.S. employees.



## The *exponential* impact of trust

By focusing on the employee experience, business leaders can find new ways to fuel business growth. Companies that work with Great Place To Work to develop high-trust cultures consistently outperform the competition.

 Fortune 100 Best Companies

 Typical companies

*Revenue per employee (RPE)*

*Employees who quickly adapt to change*

*Employees who give extra effort*

*Employees who feel empowered to innovate*

*Employees who easily collaborate*

*Employees with high levels of trust*

Source: 100 Best Companies data is based on the 2025 *Fortune* 100 Best Companies to Work For List produced by Great Place To Work, which analyzed 670,000 survey responses from companies that are Great Place To Work Certified.

Typical companies data is based on a randomized sample of more than 5,000 part- and full-time U.S. employees.

# Agility

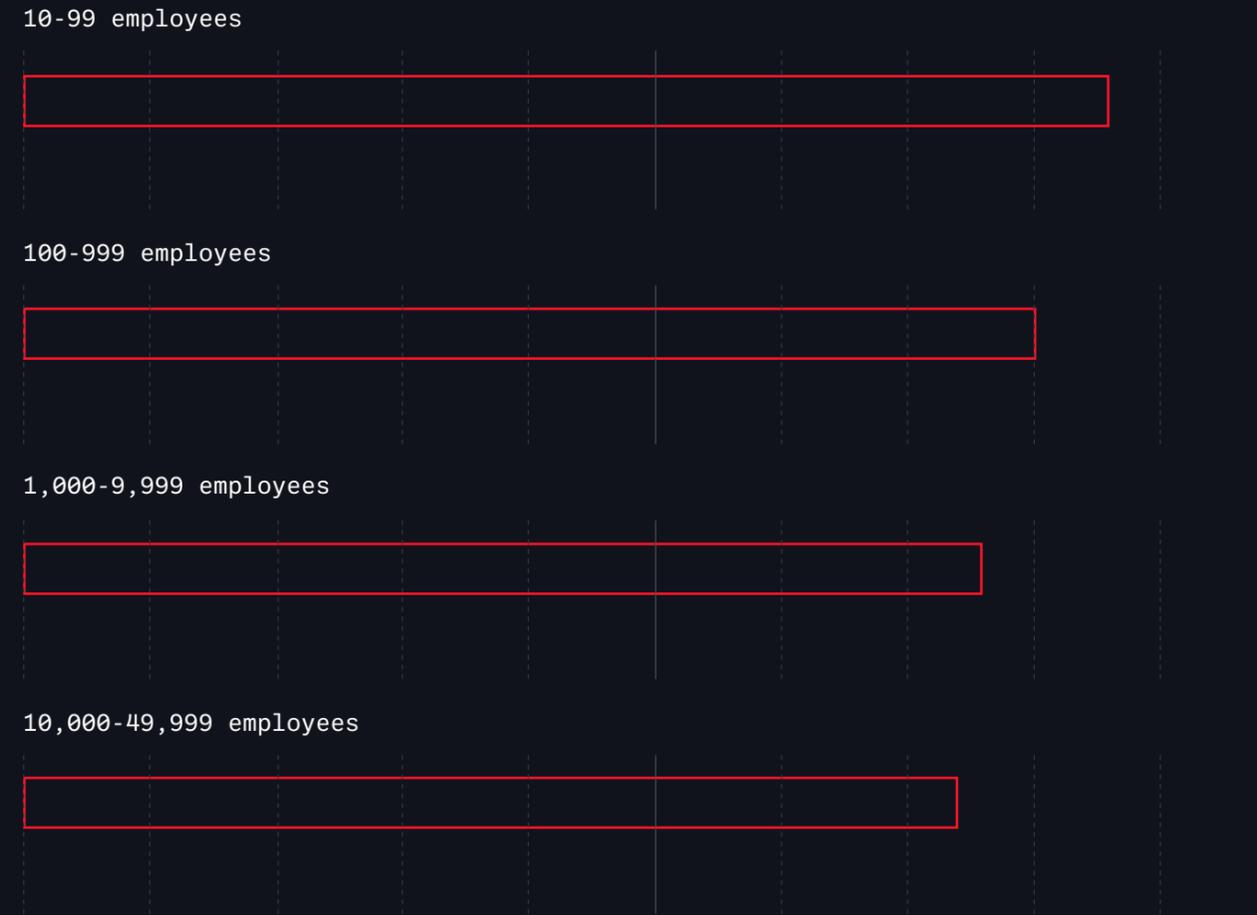
Nearly three-quarters (72%) of business leaders say their business doesn't move fast enough, per Aon. In particular, leaders are worried they are falling behind on AI implementation and adoption. Nearly half (47%) of C-suite leaders say their organizations are developing and releasing generative AI tools too slowly, per McKinsey.

## Trust fuels performance

At Certified companies, eight in 10 (81%) of employees quickly adapt to change, compared to six in 10 (64%) at a typical U.S. company.

### More trust unlocks agility

■ Certified companies ■ Typical companies



Source: Great Place To Work Certified workplaces data is based on feedback from 1.3 million U.S. employees whose organizations earned Great Place To Work Certification® in 2024.

Typical companies data is based on a randomized sample of more than 5,000 part- and full-time U.S. employees.



Employees  
733,000+ Global

Industry  
Professional Services

[View Certification Profile →](#)

*“Fundamentally, it does come down to your people—their skills, their engagement — to make you successful.”*

Julie Sweet  
CEO and Chair,  
Accenture



Customer Spotlight



Employees  
3,000+ U.S.

Industry  
Manufacturing & Production

Headquarters  
Houston, Texas, USA



*See how to increase agility  
across your workforce.*

[View your Action Guide](#)



Leadership effectiveness with the Trust Index Survey  
with Mike Brezina, Senior VP, Human Resources, Hilcorp Energy Company

At Hilcorp Energy, 70% of its workforce is in the field, working to reinvigorate mature legacy oil and gas assets and maximize their value through efficient operations. To ensure they can successfully implement their unique business model, the company has embraced a flat and nimble structure, which means that there are never more than five layers of management between a frontline operator and the CEO. Every employee is treated like an owner and is given access to company financials, from cash flow and margin to lifting costs (the expense of extracting oil from the ground) and investments.

“In our business, urgency and empowerment are essential,” says Mike Brezina, senior vice president, human resources at Hilcorp. “We want everyone to be aligned, act like owners, do the right thing with a sense of urgency, and get better every day.”

Hilcorp works with Great Place To Work to ensure employees feel empowered and to identify and understand any barriers to full employee empowerment. Working with their employee feedback data through Great Place To Work, Hilcorp was able to identify crucial communications gaps that were occurring in field operations. By quickly engaging with employees and implementing solutions, Hilcorp was able to improve employee engagement, efficiency, and productivity.

# Innovation

Why does crucial transformation seem to come so slowly for your organization? There might be unnecessary friction in your company for people trying to do new things.

At Certified companies, for every employee who experiences friction when trying to innovate, there are two employees who report having lots of opportunities to try new things at work – double the ratio of employees who say the same at a typical workplace, where the ratio of empowered innovators to employees experiencing friction is 2:2.

Have you identified the bottlenecks slowing down AI transformation and adoption in your business? Every business needs more visibility and insight into the causes of resistance and friction preventing crucial change.

Companies that work with Great Place To Work can identify the specific barriers that employees say keep them from embracing innovation. When more employees have an opportunity to innovate and explore new things, regardless of job level or other employee status, those companies have 5.5 times more revenue growth.

## More trust spurs innovation



Source: Great Place To Work Certified workplaces data is based on feedback from 1.3 million U.S. employees whose organizations earned Great Place To Work Certification in 2024.

Typical companies data is based on a randomized sample of more than 5,000 part- and full-time U.S. employees.

Customer spotlight



Employees  
10,000+ U.S.

Industry  
Financial Services & Insurance

Headquarters  
Stamford, Connecticut, USA



Journey To Excellence with Synchrony with Brian Doubles, President and CEO, Synchrony and Laurel Richie, Board Member, Synchrony

Synchrony, a provider of consumer credit and banking products, leans on its culture to drive innovation that is vital to maintaining its position as an industry leader. To boost innovation, Synchrony worked with Great Place To Work to identify opportunities to uplevel leaders across the organization. This led to enhanced employee listening strategies and brought more people to the table to solve business challenges.

"The answer for why innovation doesn't just happen sometimes? Facilitating is hard," says Mike Storiale, senior vice president, innovation, payments, and AI. "If you want cross-functional ideas and co-creation, you have to facilitate that and put in the work."

After working with Great Place To Work, Synchrony saw a **260% increase** in new product ideas from innovation events and incubators. Building trust also helped it rise on the *Fortune* 100 Best list from No. 25 in 2022 to No. 2 in 2025.

See how to increase innovation across your workforce.

[View your Action Guide](#)



# Productivity

How do you flip your payroll from your biggest cost into your biggest engine for growth? The answer is productivity.

Companies spend at least three times as much annually on talent compared to capital expenses like machinery or facilities, per research from McKinsey. As a result, productivity is a key driver of overall profitability for your company.

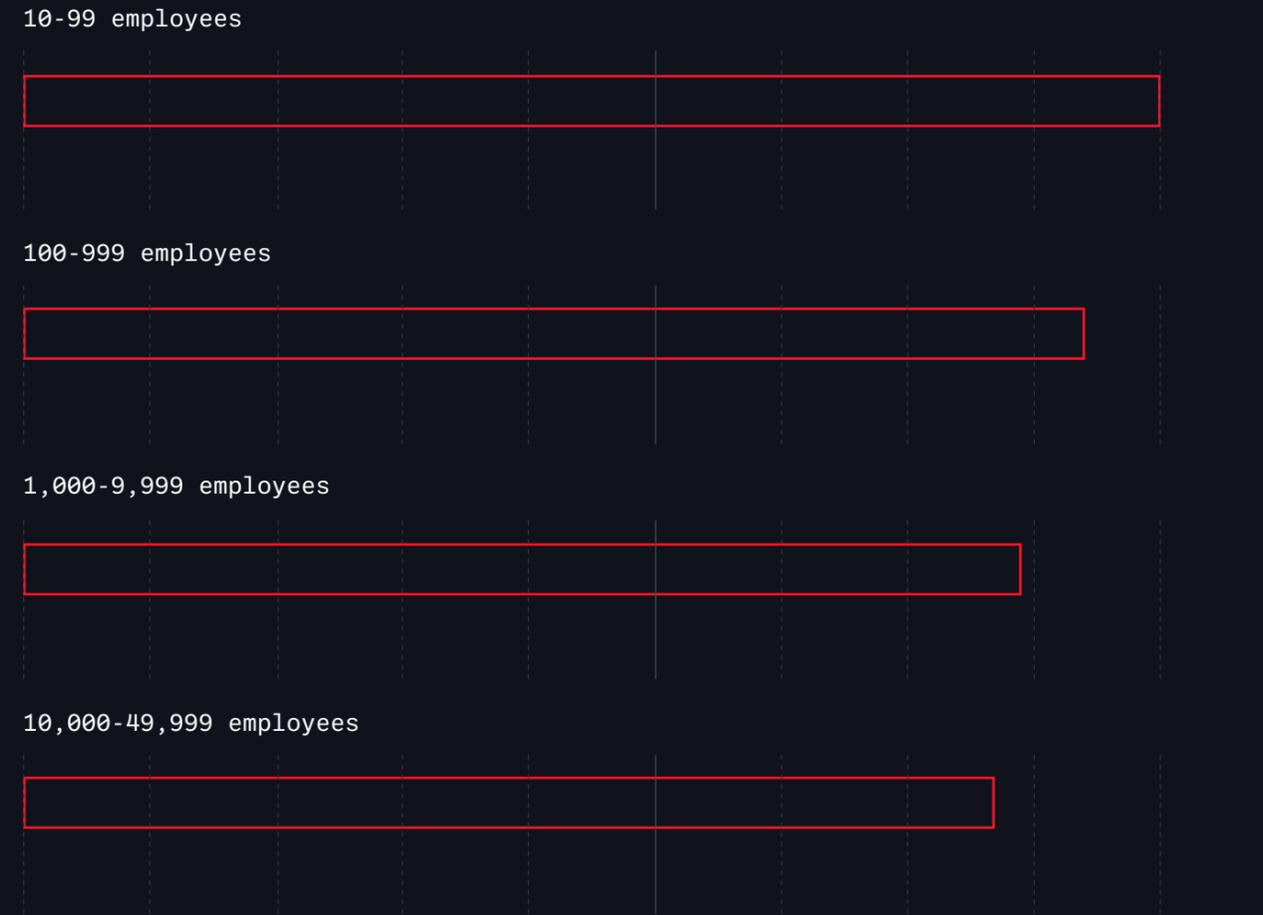
*Employees at Certified companies give extra effort*

At Certified companies, nearly nine in 10 employees (85%) give extra effort compared to just six in 10 (60%) at a typical U.S. companies – an increase of 42%.

Source: Report from BCG.

## Higher levels of trust inspire more discretionary effort

■ Certified companies ■ Typical companies



Source: Great Place To Work Certified companies data based on feedback from 1.3 million U.S. employees whose organizations earned Great Place To Work Certification in 2024.

Typical companies data is based on a randomized sample of more than 5,000 part- and full-time U.S. employees.

There are many ways to make employees more productive: Upskilling and retraining, enhancing skills with AI, and removing barriers to innovation. By building trust, employees are more willing to embrace new technology, take a risk with new projects, and give extra effort while avoiding burnout. Higher levels of trust allow employees to do their best work.

Customer spotlight



TREK

Employees  
2,700+ U.S.

Industry  
Retail

Headquarters  
Waterloo, Wisconsin, USA



*Learn what experiences drive higher levels of productivity.*

[View your Action Guide](#)



[How Trek Achieves a 91% Net Promoter Score with John Burke, President, Trek Bicycles](#)

At Trek Bicycle, Great Place To Work survey scores are one of the key metrics every leader reports on their scorecard to understand the health of their business unit. That’s because people are an integral part of their business strategy. “Everything about Trek is about people,” says John Burke, CEO of Trek. “We win with great people.”

Everyone at Trek is expected to be a leader and act like an owner of the business, with every team having their own metrics and goals. If every team is accountable and responsible for their specific part of business strategy – whether it’s a marketing deck

or the design for a new bicycle – that performance powers the flywheel that drives Trek’s business.

Great Place To Work metrics on meaningful work and discretionary effort back this up. When employees feel connected to purpose, they are 52% more likely to give extra effort.

Trek’s results have steadily increased over time, eventually landing the company on the *Fortune* 100 Best list with a 93% response rate on its survey. The business is three times bigger than it was a decade ago and has grown its revenue from \$200 million to about \$2 billion.

# Get started on *your journey* to Great

## Learn what experiences drive higher levels of productivity in your Action Guide

The data proves that there is untapped potential for business leaders to grow their business by focusing on the employee experience.

Companies with high-trust cultures consistently outperform the stock market, with 8.5 times higher revenue per employee, lower turnover rates, and more innovation.

These experiences are tangible and have been measured by Great Place To Work for over 30 years, in hundreds of countries. The Action Guide beginning on the next page is there for anyone to follow. It's up to you to get started. Are you ready?

## Get insights and guidance to build a great workplace for business impact

Our customers include companies of all sizes and industries worldwide – companies where trust drives business success. Our platform is more than a survey. We offer tools and insights that unlock the full potential of your people.

## Unrivaled data

Benchmarks from Great Place To Work are the industry standard for understanding your workplace culture. The Trust Index offers powerful insights to evaluate your organization's health and future performance indicators. Compare your stats with proven performers and leverage a global network with local experts to help you drive growth.

## Globally recognized expert

Our Trust Index Survey is an out-of-the-box solution for organizations of all sizes and industries to collect feedback from their employees anywhere around the world. Built on our proven model for measuring trust in the workplace. Used by 22,000 customers with 20 million employees in 180+ countries.

## Global recognition

Inspire your team to reach new heights. Participate in Certification and earn eligibility for Best Workplaces™ Lists around the world.



*Accelerate business performance with us*

I'm ready for my consultation [↗](#)

# Your *Action* Guide

## Unlocking agility, innovation & productivity through trust

If you are an Analyze or Accelerate customer, you already have full access to your Trust Index Survey results and can apply the recommendations outlined in this guide.

If you do not have full access and would like to learn more, contact us at [hello@greatplacetowork.com](mailto:hello@greatplacetowork.com) to explore your options.

- 01 Analyze & share with leadership
- 02 Benchmark internally & externally
- 03 Take action

Great Place To Work® research shows that when employees are empowered to experiment, collaborate across teams, and connect to a shared vision, they're significantly more agile and innovative.

A consistent approach to fostering these behaviors is key to navigating change and unlocking new ideas at every level of your organization.

Your Trust Index™ survey data can help you identify the barriers to agility, innovation, and productivity – and take targeted action to build a more adaptive, future-ready workforce.

## Business agility, innovation, and productivity: Keys to thriving in a rapidly changing environment

In today's rapidly evolving business landscape shaped by AI breakthroughs and economic uncertainty, success demands speed, intelligence, and efficiency. But agility, innovation, and productivity don't come from strategy decks alone; they come from people, and people thrive and perform at their best in high-trust workplaces.

Our Great Place To Work Effect research shows that when employees trust their leaders, they are more likely to:

- Adapt quickly to change
- Generate and act on innovative ideas
- Go above and beyond in their roles

Companies that build trust outperform the market, grow faster, and are more resilient in times of crisis.

# 01

## Analyze & share with leadership

When you have completed your Trust Index Survey, your results module contains key data on how trust is fueling (or blocking) agility, innovation, and productivity across your organization. Follow this guide to locate scores related to:

- Ability to adapt quickly to change
- Opportunities to try new and better ways of doing things
- Willingness to give extra effort

Use these scores to assess where your organization stands and where to focus your efforts.

You can find more resources to present and share Trust Index findings with your leadership here: [Communications Library](#)



# Agility

## Empowering people to *move faster*

### Why it matters

Seventy-two percent of business leaders say their organizations don't move fast enough, especially when it comes to AI adoption. But at Certified companies, 81% of employees say they adapt quickly to changes needed for their organization's success, compared to just 64% at typical companies.

### Suggested Emprising segmentation

#### Department

Are some teams more agile than others?

#### Tenure

Are newer employees adapting faster than veterans?

#### Confidence

How much more agile are employees who feel confident in their executive team's judgment?

### Statements to look for

In your Trust Index Survey, review and compare:

*People here quickly adapt to changes needed for our organizations success.*

*You can count on people to cooperate.*

*Management has a clear view of where this organization is going and how to get there.*

Typical U.S. employees

Great Place To Work Certified benchmark

Enter your company score

64%

81%

65%

84%

61%

79%

Source: Great Place To Work Certified companies data is based on feedback from 1.3 million U.S. employees whose organizations earned Great Place To Work Certification in 2024.

Typical companies data is based on a randomized sample of more than 5,000 part- and full-time U.S. employees

### What to do

Focus on building camaraderie. Going through changes as a team helps people feel more supported.

Share business metrics and strategy to help employees act like owners. The more people understand why the changes are necessary, the more willing they'll be to adapt.

If you're asking people to move quickly, make sure they're recognized and rewarded for it. Employees that feel their benefits are special and unique adapt more quickly.

### Odds ratios

**+2.3x** Employees who feel that they can count on people to cooperate are 2.3 times more likely to feel that people adapt quickly to change

**+1.5x** Employees who feel management has a clear view of where the organization is going are 1.5 times more likely to feel that people adapt quickly to change.

# Innovation

## Removing friction to *spark ideas*

### Why it matters

Eighty-three percent of companies rank innovation as a top-three priority, but only 3% are ready to deliver on it. At Certified companies, the ratio of empowered innovators to those facing friction is 2:1. At typical companies, it's 1:1.

### Suggested Emprising segmentation

#### Role

Are frontline or hourly workers empowered to innovate?

#### Location

Are some offices more innovation-friendly?

#### Managerial level

Do people at all levels of the organization feel empowered to innovate?

### Statements to look for

In your Trust Index Survey, review and compare:

*Management involves people in decisions that affect their jobs or work environment.*

Typical U.S. employees

53%

Great Place To Work Certified benchmark

73%

Enter your company score

*We celebrate people who try new and better ways of doing things, regardless of the outcome.*

56%

80%

*I am offered training or development to further myself professionally.*

63%

79%

Source: Great Place To Work Certified companies data is based on feedback from 1.3 million U.S. employees whose organizations earned Great Place To Work Certification in 2024.

Typical companies data is based on a randomized sample of more than 5,000 part- and full-time U.S. employees

### What to do

Celebrate experimentation, not just success. Trying new things and learning what doesn't work is a necessary part of the innovation process.

Make sure people have the support they need – resources, training, and well-being – so that they have the bandwidth to innovate.

Frontline managers are the ones who empower your employees to innovate, so it's especially important to make sure they have the bandwidth to connect and collaborate with their teams.

### Odds ratios

**+1.9x** Employees who are offered training and development are 1.9 times more likely to feel that they have opportunities to innovate.

**+1.5x** Employees who feel celebrated for trying new and better ways of doing things – regardless of the outcome – are 1.5 times more likely to feel that they have opportunities to innovate.

# Productivity

Turning payroll into *performance*

## Why it matters

At the *Fortune* 100 Best Companies to Work For, 85% of employees give extra effort compared to just 60% at typical companies.

## Statements to look for

In your Trust Index Survey, review and compare:

	Typical U.S. employees	Great Place To Work Certified benchmark	Enter your company score
<i>People here are willing to give extra to get the job done.</i>	60%	85%	
<i>My work has special meaning: This is not “just a job.”</i>	59%	81%	
<i>Everyone has an opportunity to get special recognition.</i>	57%	81%	

Source: Great Place To Work Certified companies data is based on feedback from 1.3 million U.S. employees whose organizations earned Great Place To Work Certification in 2024.

Typical companies data is based on a randomized sample of more than 5,000 part- and full-time U.S. employees

## Suggested Emprising segmentation

### Trends over time

Are productivity scores rising or falling?

### Custom demographics

Which teams or roles are most engaged?

### Comments

What’s driving or draining motivation?

## What to do

Recognition is a powerful motivator, but it needs to be accessible to everyone if you want it to be effective for everyone. Especially when driving performance, it’s tempting to double down on recognizing your highest or most visible performers, but it’s often more important to seek out and find ways to recognize the less visible people who are under-recognized.

People are more motivated when they feel a sense of purpose at work. Try to help employees see how their individual work contributes to your mission and/or culture.

## Odds ratios

**+1.5x** Employees who feel that their work has special meaning are 1.5 times more likely to feel that people give extra to get the job done.

**+1.6x** Employees who feel that everyone has an opportunity for recognition are 1.6 times more likely to feel that people give extra to get the job done.

# 02

## Benchmark internally & externally

Your Trust Index Survey results show where your organization stands in building a culture that supports agility, innovation, and productivity. By benchmarking your results to the typical U.S. workplace and the typical Certified workplace, you can identify areas of strength and opportunities for improvement.

You may already have enough insights to begin taking action. But the more you explore your data, the more focused and effective your efforts will become.

If you have multiple years of data, look for trends in how employees perceive their ability to adapt, innovate, and perform. Can you align any shifts to specific programs, leadership changes, or business challenges? Are there positive trends to celebrate and reinforce? Are there dips that signal a need to course-correct?

### Suggested Emprising segmentation

Use Emprising™ demographic tools to pinpoint where in your organization improvements can have the biggest impact. A few valuable views include:

#### Tenure

Do newer employees feel more agile or empowered than long-standing team members?

#### Function or team

Are some departments excelling in innovation while others lag behind?

#### Managerial level

Are there standout teams that demonstrate greater productivity or adaptability?



If you identify inconsistent experiences across groups, take a strengths-based approach. Where are employees thriving? What practices can you scale across the organization? Use this information not just to fix pain points, but to spread what's working.

## 03

## Take action

Once you've reviewed your data, you're ready either to take meaningful action or simply share the positive results. Either way, use your insights to do the following.

### Align with business goals

Want to accelerate speed to market? Focus on empowering employees and clarifying decision-making.

Looking to spark innovation? Use feedback to remove barriers and reward new ideas.

Aiming to boost performance? Emphasize purpose, growth opportunities, and daily recognition.

### Drive action with leaders

Share only the most critical data points.

Tie the data to clear outcomes (e.g., agility = faster response to market trends).

Reinforce accountability by providing leaders with a simple takeaway ("Here's what we should do or watch for").

### Go beyond the numbers

Leverage Emprising's Comments feature to uncover qualitative insights. Filter responses by demographic groups or by those with lower agility or productivity scores.

Consider the following:

#### Add custom open-ended questions

Gather anonymous feedback on what helps or hinders employees from acting quickly, sharing new ideas, or doing their best work. For example: "What helps you adapt quickly to changes in your role?" or "What barriers prevent you from trying new ideas?"

#### Use custom statements to track innovation behaviors

Generate targeted quantitative data tied to workplace innovation. If you're focused on innovation, for example, you could add a statement like: "People here are encouraged to experiment with new approaches, even if they don't always succeed."

#### Create custom demographics

Slice your data by department, job role, location, and manager to understand where agility, innovation, or productivity thrive or stall. This helps you scale best practices and focus support where it's needed most.

To unlock the power of this data, contact us at [hello@greatplacetowork.com](mailto:hello@greatplacetowork.com) to explore your options.