

The Employee's Perspective: Benefits of Investing in Staff Knowledge



“The growth and development of people is the highest calling of leadership.”

- Harvey S. Firestone

Great Place to Work®: the World's Experts in Workplace Excellence

- 5,000 companies surveyed annually
- 10 million employees
- Lists in 50 countries



FORTUNE 100 Best Companies to Work For®



The Top 10 in 2014

#1 	#2 
#3 	#4 
#5 	#6 
#7 	#8 
#9 	#10 

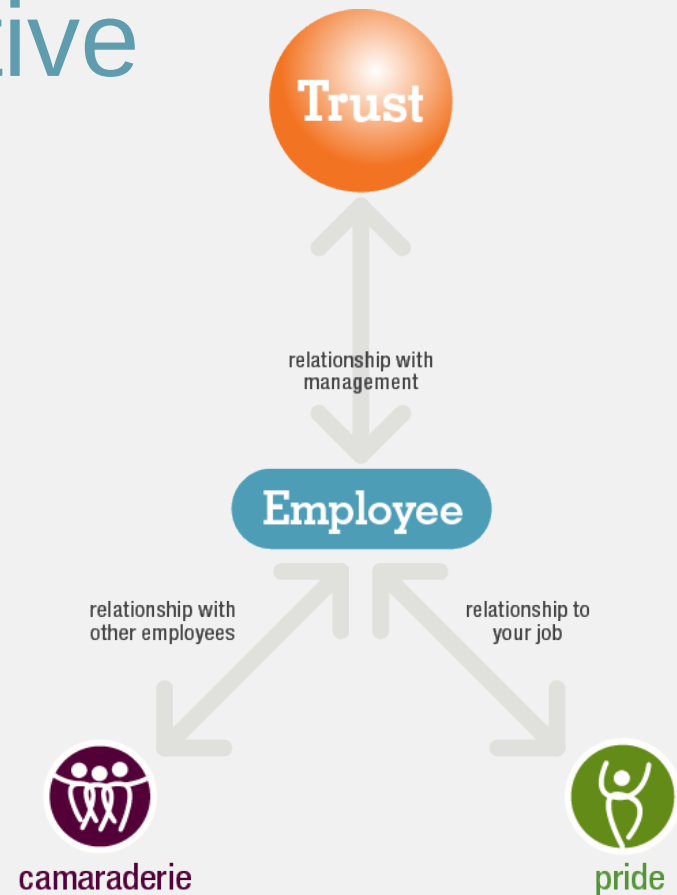
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What is a Great Workplace?

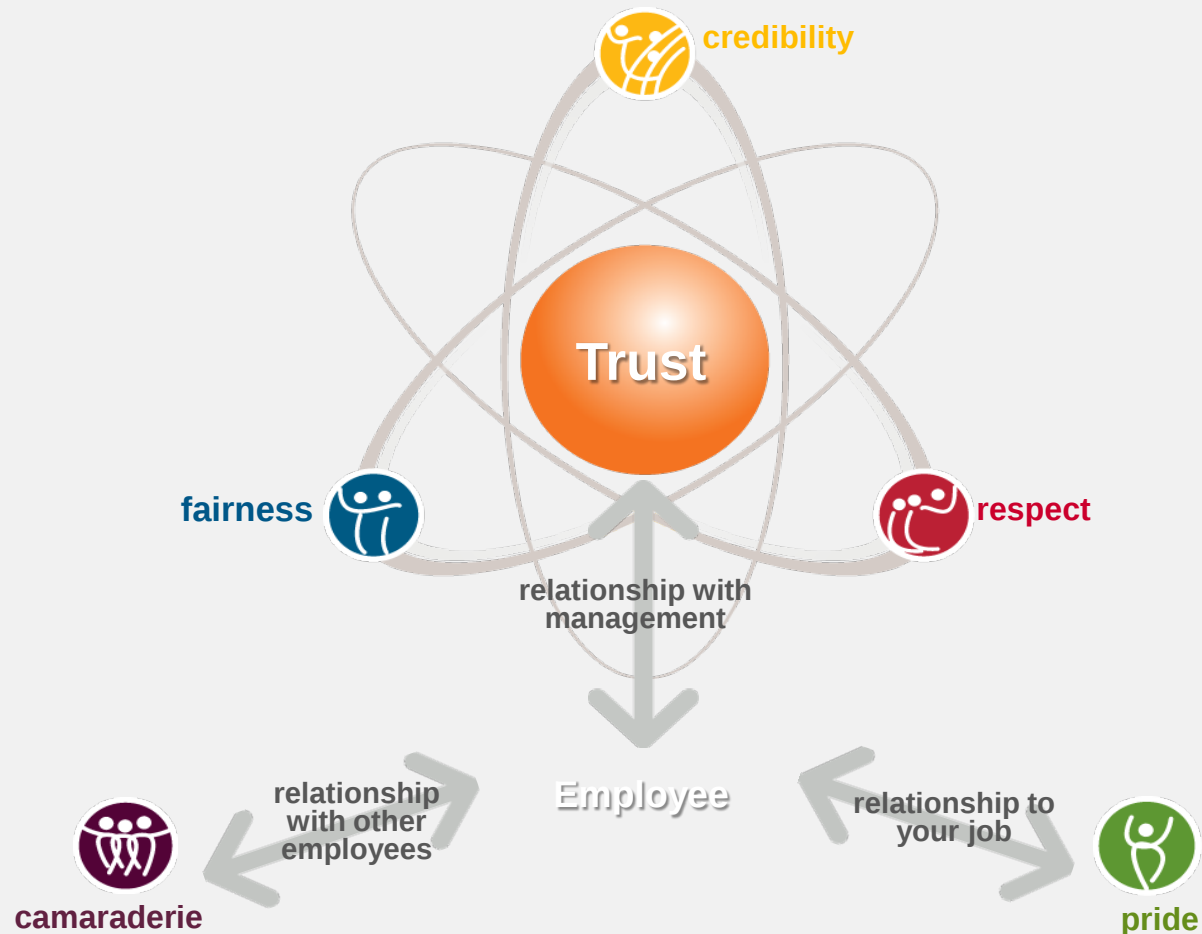


Employee Perspective

A great workplace is where you **trust** the people you work for, have **pride** in what you do, and **enjoy** the people you work with.

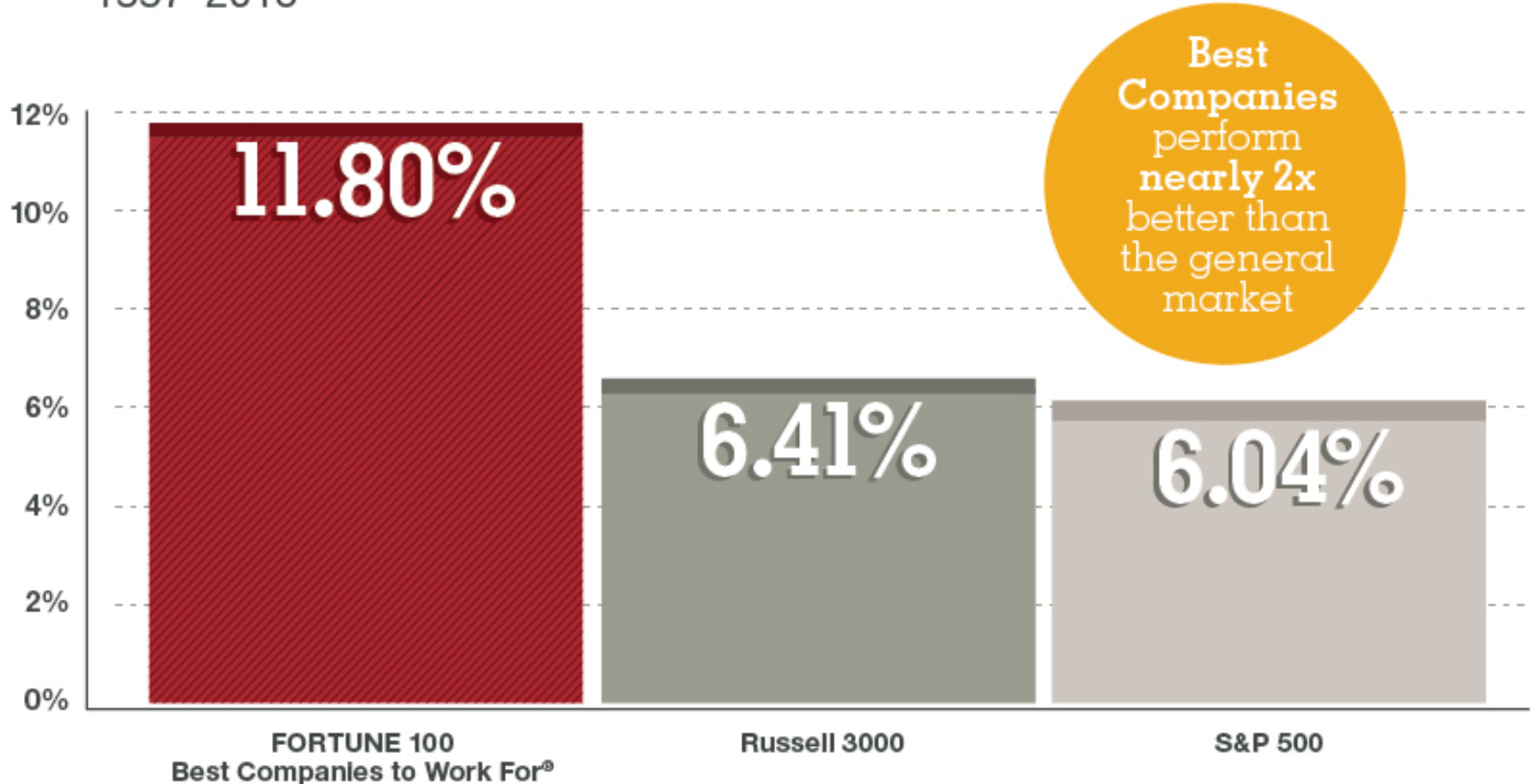


TRUST: The key to a great workplace



Comparative Annualized Stock Market Returns

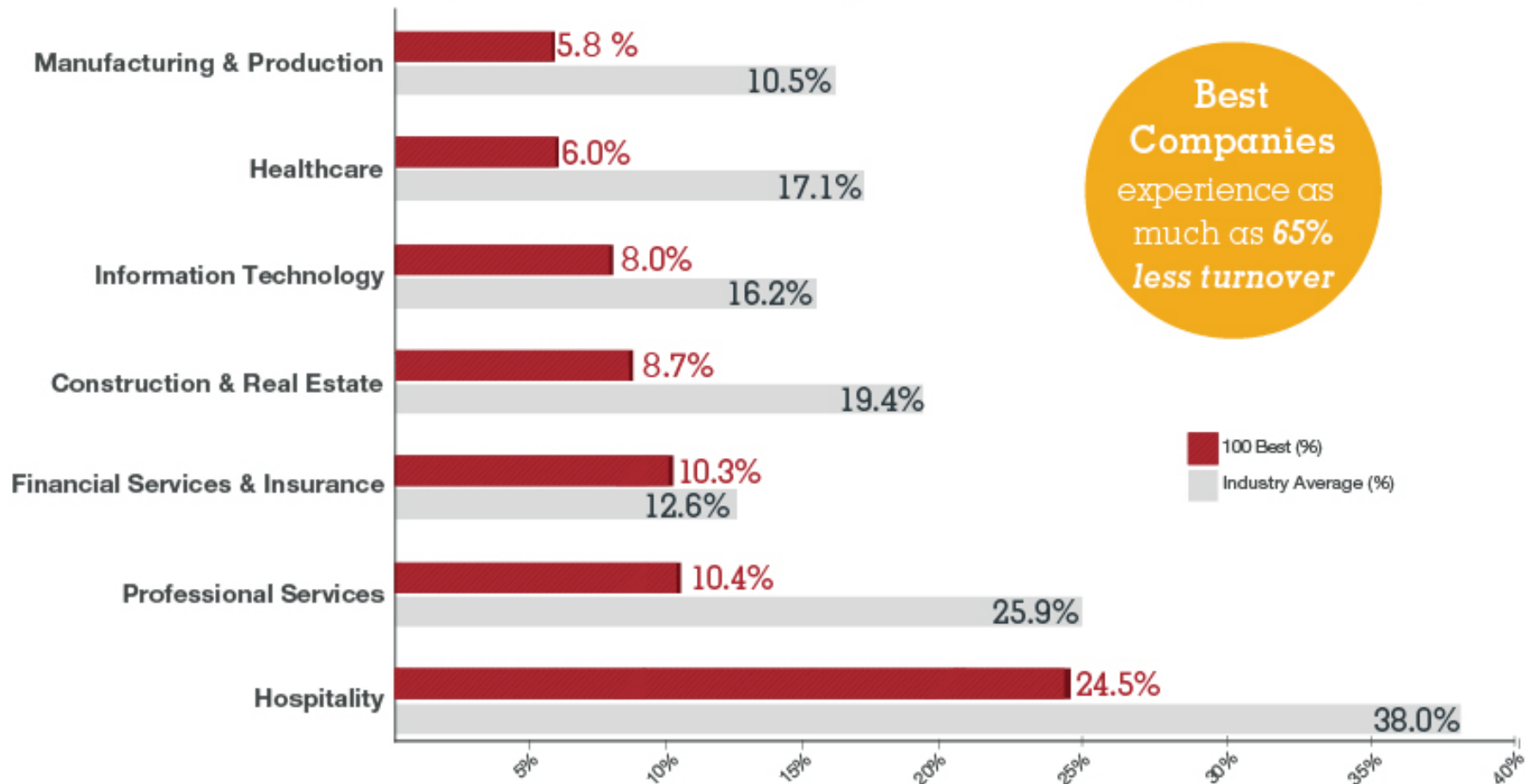
1997–2013



Best Companies Attract & Retain Employees



100 Best Companies Voluntary Turnover by Industry



Source: "100 Best" data provided by Great Place to Work® Institute, Inc. Comparative data provided by BLS. "100 Best" data includes FT & PT turnover; BLS data includes the same in addition to turnover for temp/contract workers

Strategic Priorities of Best Companies

- Strong Company Culture
- **Employee Development**

Quick Facts:

- Average annual training & development for salaried employees: **73 hours**
- Average annual training & development for hourly employees: **58 hours**
- Number of 100 Best that offer tuition reimbursement to employees: **88**

Spotlight on: The Cheesecake Factory

Investment in Employee Development:

- Average annual training PT hourly: **151 hours**
- Average annual training FT salaried: **327 hours**
- Invests average of **\$2,000** per year per employee on training

Sales:

\$1,000 per square foot =
double the restaurant industry average

Employee Development at Best Companies

- Strategically Aligned
- Widespread Support & Commitment
- Values the Whole Person

Strategically Aligned

- Connected to organization's goals and objectives
- Supports the unique needs of the organization and workplace culture

Widespread Support & Commitment

- Investment of resources
- Manager support

Values the Whole Person

- Belief in employee potential
- Professional development & personal growth

“95 percent of my assets drive out the gate every evening. It's my job to maintain a work environment that keeps those people coming back every morning. The creativity they bring to SAS is a competitive advantage for us.”

– Dr. Jim Goodnight, co-founder SAS

Thank you!

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