

Gazan rush: it's visa-vis safe politics

By [Name] and [Name]

AS THE GAZAN RUSH gains momentum, the Australian government is facing a complex web of visa and immigration challenges. The influx of refugees from Gaza has put pressure on the country's immigration system, which is already struggling with a backlog of applications. The government is now faced with the task of processing a large number of new arrivals quickly, while also ensuring that the system remains fair and secure.

The Australian government has announced a new visa pathway for Gazan refugees, which will allow them to enter the country and seek asylum. This move is seen as a significant step towards providing humanitarian aid to those affected by the conflict in Gaza. However, it also raises concerns about the potential for a large-scale influx of refugees, which could strain the country's resources and infrastructure.

The government is also facing criticism from some quarters for its handling of the situation. Some argue that the current visa system is too slow and bureaucratic, and that it is not doing enough to protect the rights of refugees. Others are concerned about the potential for human rights abuses in the camps where refugees are being housed.

As the situation in Gaza continues to evolve, the Australian government will need to remain flexible and responsive to the needs of the refugees. It will also need to ensure that the immigration system is able to handle the increased demand, while also maintaining the highest standards of security and integrity.

Conditions allow for better trial results

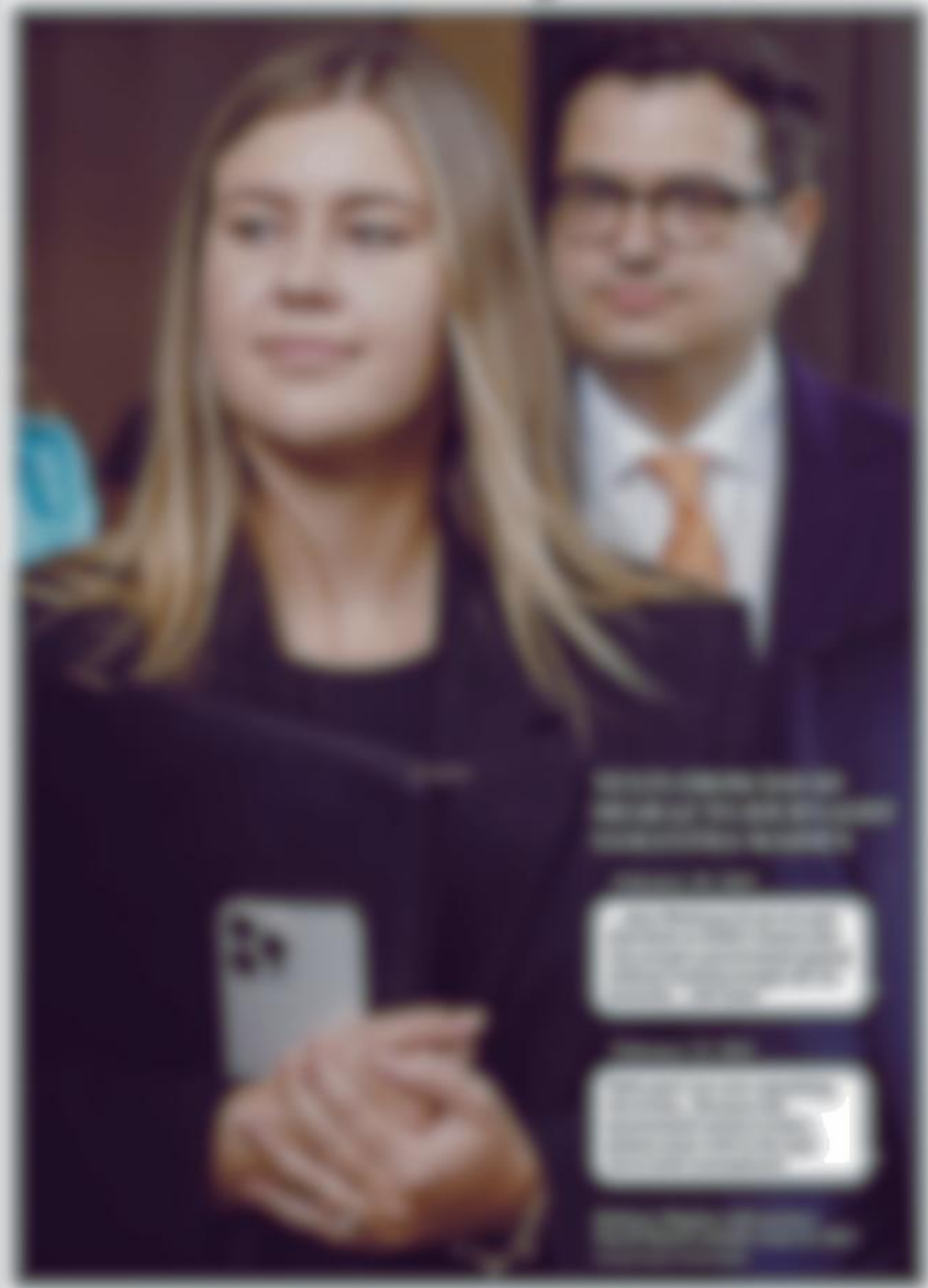
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Sharaz files: 'I can see why PMO hate us. It all looks planned huh'



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Chicken takes a bite out of the world's food

By [Name]

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BEST PLACES TO WORK 2024



THE AUSTRALIAN

THURSDAY, AUGUST 22, 2024 P15



Staff of Marble, included in the list of The Australian Best Places to Work 2024, say hooray to the company's commitment to employee engagement and contentment

HAPPIEST GET IT RIGHT

The list of The Australian Best Places to Work 2024, published in this special report, reveals the top spots for employee engagement. **PADMA IYER** reports on the strategic magic that helps to retain staff and improve profit and productivity

What makes a workplace a great home for its employees? The simple answer is that the best places are those where the employees are happy and most engaged in what they do.

Happiness and being engaged in their work, in this sense, become synonymous.

The list of Best Places to Work is in fact a result of measuring employee happiness.

The Australian, in its quest to find the Best Places to Work, has partnered with WorkL, which has a proven methodology based on six key drivers of workplace engagement: Reward and Recognition; Information Sharing; Empowerment; Wellbeing; Instilling Pride; and Job Satisfaction.

WorkL founder Lord Mark Price says workplaces with happy and highly engaged employees typically experience higher productivity, reduced staff turnover and sick absence, and higher profits. These workplaces also find it easier to retain employees and recruit new staff.

The workplaces in the list of The Australian Best Places to Work 2024 have excelled in creating the magic of employee happiness, without which businesses cannot thrive.

Each of the workplaces in the list, published in alphabetical order across three pages of this report, has scored 70 per cent or more in total employee engagement. They have scored strongly across all the six key drivers underpinning WorkL's methodology, which emphasises the importance of stellar all-round performance.

They have worked hard to get their workplace strategies right, keeping their staff engaged and happy, and in return are ready to reap the rewards and financial successes that accrue to workplaces which go above and beyond the old-fashioned higher-pay-for-more-work plan.

These workplaces reward their employees and recognise their efforts; they ensure information is shared within the team and across



Staff of Western Region Health, a winner in the demographics section of the best places to work for ethnic minorities

teams; they empower their staff to be innovative and develop their skills; they take care of their staff's physical and mental wellbeing; they set a high value on pride about the workplace and the sense of belonging that the employees feel; and they make sure their employees feel a sense of satisfaction in doing the work they do.

In the list are small firms with staff numbers below 50, medium-sized firms with 50-249 staff and big and very big firms with more than 250 employees. This page names the winners in these categories by organisation size, on the basis of their overall scores.

Many of the workplaces in The Australian Best Places to Work are winners in separate demographic categories; they have been chosen the best places to work for women; for disabled employees; for ethnic minorities; for LGBTQ+ employees; for employees aged 16-34; and for employees aged 55+.

See the next page for a list of the Spotlight Winners among the

demographics categories. Many workplaces in the following pages testify to the strategic effort it takes to create a happy workforce.

InvestorKit, included in the list of the Best Places to Work, says it has a robust Rewards and Recognition program.

Camphin Boston, another best place to work, talks about its outstanding information sharing and how its "longstanding cadet program, operational for 38 years, creates a comprehensive pathway for nurturing talent from internships right through to senior management roles".

Western Region Health says it's a place to grow, thrive and make a difference. "We prioritise our employees' wellbeing and professional development within our means and are committed to finding innovative solutions to support our team".

Marble says: "Over 50 per cent of the people in our business have been with us for eight years or more. This is because our people

feel safe ... safe to be themselves, safe to make mistakes, safe to be vulnerable".

Talking about how it empowers its staff, **Floodlight Agency** says: "We grant high degrees of autonomy and expect real ownership of the work in return". Its initiatives have resulted in a 100 per cent staff retention rate, it says.

On instilling pride and a sense of belonging, **Fleet Plant Hire**, included in the list as a best place to work, says: "Our team is made up of longstanding employees, a true reflection of the culture and environment we have created. We operate as one big family. We strongly believe in blending work with enjoyment and fulfilment."

On employee wellbeing, **NECA Victoria** says: "Our focus on wellbeing extends beyond the workplace; we invite families to strategy weekends and encourage attendance at events, strengthening familial bonds and enhancing satisfaction."

Job satisfaction is an underlying

principle behind **Aurora Marketing's** team building. "While most tendering businesses comprise a team of contractors, Aurora Marketing has taken the decision to employ and train its own team. The rationale is that a homegrown team that learns and works together will perform better and will inevitably create a one-team culture ... Aurora has been committed to keeping its employed workforce intact during some of the most brutal years for business."

The workplaces listed in this report, irrespective of whether they are list toppers or not, can feel justifiably proud of being the Best Places to Work. They are winners of the best kind of accolade possible. They have developed strategies that have demonstrated that employees' happiness is the best answer to increasing their innovative ability and productivity.

Their inclusion in these pages is the prize for making their employees feel engaged and happy in their work.

BEST OF THE BEST – BY ORGANISATION SIZE

HIGH-FLYERS - Small

Top 10

- InvestorKit Pty Ltd
- Western Region Health
- Fleet Plant Hire Solutions
- NECA Victoria
- Brandon & Gullo Lawyers
- Tall Bob
- Aurora Marketing
- Amplify Procurement
- Sherlock Wealth
- Beek Build

HIGH-FLYERS - Medium

Top 10

- Marble Group
- Infinity Group Coaching
- Splend
- Pizza Hut Australia
- Hunter Mason
- Building Engineering
- Hallmarc
- Fujifilm Australia
- Cross Docks Australia
- Morrison

HIGH-FLYERS - Big and very big

Top 9

- La Trobe Financial
- Funlab
- Scape Australia
- Bolton Clarke
- CSL
- Qube
- Toyota Motor Corporation Australia
- Tasty Fresh Food Co
- Affinity Education Group

Congratulations to all those included in The Australian's list of the Best Places to Work 2024. It takes a lot to be the best. And it isn't easy to keep making the elixir of happiness. The Australian wishes every one of these firms all the best for a happy and engaged future.

For those who missed out on the chance to enter in 2024, there is some good news: the entries for the 2025 list are open. See the last page of this report for details.

Get a perfect six and be the best place to work



MARK PRICE

I am often asked what makes a "Best Place to Work"? My answer is always the same: no matter where you work – having a great boss.

Having a great boss drives high levels of employee happiness, of which the winners of the inaugural Australian Best Places to Work Awards, powered by WorkL, all have.

Our research at wider WorkL, gathered from more than one million employees through our Happy At Work Test, shows a correlation between the score an employee gives to the question "I have a good relationship with my manager" and their overall happiness at work score. The reason is straightforward: great managers deliver all of the things that make people want to come to work and do well.

The organisations who have qualified as Australian Best Places to Work score a huge 12.9 per cent higher for employee happiness, or overall engagement, than the average scores of all Australian organisations from WorkL's Happy At Work Test. This is even more prevalent for disabled employees, who score 13.9 per cent higher at the Best Places to Work.

To be credible as a leader, you have to have technical qualifications and/or experience to win the respect of those you lead – vital if you are to coach people to develop and improve their performance – as they are the foundation on which to build management skills. Those skills are often referred to as soft skills but I've always preferred to call them core skills. Below are the six key things great leaders do, day in day out, which bring them loyal followers and allow them to achieve better results than their peers.

1 Reward and recognition

To begin with they pay their people fairly and have honest conversations about where their pay sits against others and elsewhere, and how it can be improved. They understand all workers need a degree of flexibility in their working arrangements from time to time and work to accommodate that. But what great leaders do is notice when someone has done something well and take the time to praise them for it. Doing this regularly buys a licence for the manager to coach a team member when something hasn't gone as well. The criticism feels balanced. So many managers forget the praise and only criticise.

• The Australian Best Places to Work outperform the average Australian organisation by 11.3 per cent for Reward and Recognition.

2 Information sharing

Great managers keep their teams informed about all that is happening in their department and the wider organisation. They are able to effectively communicate the organisation's plan. They help them feel "plugged in" and have a context for their work. They listen to the views and ideas of their team and where extra training or development is required, they arrange it.

• The Australian Best Places to Work outperform the average Australian organisation by 11.7 per cent for information sharing.

3 Empowerment

Great managers train their people and then leave them to get on with the job. They don't micro-manage, they trust their people to deliver and when they do they praise them. And when they could do something better, they use it as an opportunity to develop them. They treat all employees, whatever their background, with respect and demand the same from others.

• The Australian Best Places to Work outperform the average Australian organisation by 11.2 per cent for empowerment.

4 Wellbeing

Great managers care about the wellbeing of everyone in their team. They are interested in their health, their family and their life. They notice if a team member is looking anxious or depressed and look to support. Great managers create a safe and protective working environment where people can be themselves.

• The Australian Best Places to Work outperform the average organisation here by 14.6 per cent for wellbeing.

5 Sense of pride

Great managers are able to explain why someone's job is important to the department and the company so that an individual feels they are doing something worthwhile and of importance. That helps them feel proud about where they work and what they do. At its best, an employee would tell friends and family what a great place they work at and how they should also get a job there.

• The Australian Best Places to Work outperform the average Australian organisation by 14.3 per cent for instilling pride.

6 Job satisfaction

Great managers are approachable. They are concerned about your career development and personal development. They will actively coach, recommend training and help you get the right job to suit your skills and personality. It is these six areas that dictate how you feel at work and all of them, to a great extent, are delivered by your line manager. If the manager does the above, the department feels well run; if, however, any of the above are missing then the department will misfire and our research shows staff turnover and sick absence will be higher, and productivity lower.

• The Australian Best Places to Work outperform the average Australian organisation by 13.4 per cent for job satisfaction.

Lord Mark Price is the founder of WorkL.



ies for employees to familiarise themselves with our cameras, binoculars, medical devices and other gear."

Funlab *Hospitality* 1683 employees

Fun is at the heart of everything at Funlab, says the company, which prides itself on core values built by employees.

"We recognise that fun comes in many forms. To support this, we have several committees which are open to everyone, across areas such as Pride, Neurodiversity and the Environment. These groups and their work forms part of everything we do and how we improve."

"Across all levels of the business we foster innovation, including our annual formal innovation competition. For Fun's Sake. Open to everyone and covering all areas at Funlab, it has led to the creation of accessibility tools in all venues, our staff podcast, and even sparked the creation of one of our brands, Hixn Hotel."

"We recognise the importance of mental health, with fun being a huge driver in improving social connection and wellbeing."

FYB Pty Ltd *Technology* 17 employees

"We are a small team who pack a punch, with work-life balance front and centre, positive and supportive culture and dedicated to creating an environment where all employees feel valued, inspired, and empowered," FYB says. Among the initiatives that contribute to staff engagement are birthday leave, community service leave and commitment to community engagement.

"Working as a team and together as one team is key," says the company. Remote working is also offered.

G Adventures *Travel and leisure* 35 employees

"DEI and the nurturing of our internal staff community has been a huge focus for us at G Adventures this past year, especially with the new hybrid and remote working model we have evolved to become within Australia," the company says.

"It's our goal that no matter where in the world you are working from, you have a strong sense of community and connection, be that in person or digitally."

"Our DEI working committee has been working hard to improve both externally and internally. Our overall inclusivity score (as measured by Diversio) increased 6.1 points since 2021 to 79.5 – six points higher than industry average."

Globe 24-7 *Recruitment and human resources consulting servicing the mining industry* 23 employees

"We're a small business in comparison to our competitors, but we are truly global," the company says.

"As such, we provide a close-knit team atmosphere with international career experience. Our strong recruitment process outsourcing client base sets us apart from your average recruitment firm. Less revenue uncertainty means we can provide greater stability and security to our employees and our clients. We continue to cultivate an inspiring and engaging environment where we actively improve and lead in the sector."

"We pride ourselves on being values driven and 'one team'. Our values are at the core of all that we do."

"Globe 24-7 employees are an amazing group of individuals from a wide range of ethnicities, backgrounds and languages (13 countries, 17 languages and eight business entities) which emphasises our approach to diversity and how it delivers quality results, strengthens our business and company culture."

Grenfell Murray *Financial services* 26 employees

Grenfell Murray boasts of being a team and culture-based organisation that encourages everyone to be their best. It offers flexible work hours, full support for parents returning to work following child care, and training to be the perfect professional.

"We have retained employees who have been with us for a long time, even after they have moved interstate," the company says. "We currently have two long-term employees working from Melbourne and Tasmania. They simply do not want to leave our work environment."

Additional leave, full training, peer support in the form of small work pods, fully flexible work hours and location are other benefits enjoyed by the employees.

Hallmarc *Real estate* 80 employees

"We strive to create a workplace that enhances the overall wellbeing of our people, nurturing their professional and personal growth," says Hallmarc.

"At Hallmarc, we foster a collaborative culture where our close-knit teams, comprised of dedicated individuals, thrive in their roles and are encouraged to expand professionally across various areas of our business. As an integrated real-estate developer, our organisational structure facilitates direct reporting and interaction between teams and management, promotes idea-sharing, cross-departmental knowledge, and provides opportunities for employees to explore different roles within Hallmarc."

"Our commitment to our employees extends beyond their professional growth. We prioritise their personal wellbeing by offering a range of health and wellness benefits, along with access to programs for both personal and professional development. Through

social events and activities, we strengthen the connections within our teams and the broader community, resulting in the positive, vibrant culture we are proud to have cultivated."

"Across all sectors and teams of our business, numerous employees are celebrating significant milestones of 10, 15, and even 20 years with Hallmarc. This longevity not only showcases our dedication to providing a supportive and rewarding workplace environment but also underscores the strong sense of loyalty and satisfaction among our team members."

Hunter Mason *Construction and building materials* 95 employees

"As a business we place a big emphasis on employee wellbeing, training and development, and always strive to create a comfortable and fun work environment for everyone," the company says.

"We have a one-team mentality and are all very supportive of each other and have open lines of communication throughout the business. We carry out formal and informal check ins, offer wellness days and an Employee Assistance Program to all employees. We also carry out performance reviews and provide training and development opportunities."

Hunter Mason also has a very open communication and collaboration style. It offers a referral bonus, parental leave, celebrates birthdays and milestones, provides monthly lunches and various other social and team building events.

"We have a people-centric approach and we are proud of the team and culture we have built within the business," it says.

Infinity Group Coaching *Financial services* 79 employees

Infinity Group Coaching boasts an unwavering commitment to an employee-centric culture that prioritises wellbeing with mental health days, wellness programs, and flexible work options.

"We offer continuous learning opportunities and transparent career advancement paths, fostering personal and professional growth," the company says.

"Our dedication to diversity and inclusion ensures fair treatment and equal opportunities for all."

"We encourage innovation by providing the latest technology and resources, and our inspirational leaders promote a positive, transparent culture. Employee achievements are regularly recognised through awards and bonuses, complemented by competitive compensation packages. Our collaborative, supportive work environment features ergonomic and healthy workspaces. Additionally, we are actively involved in community service and committed to sustainable practices."

"Feedback mechanisms allow us to continuously improve based on employee input. Driven by a clear and compelling mission, we offer opportunities to work on meaningful projects, making our organisation a truly rewarding and fulfilling place to work."

InvestorKit Pty Ltd *Real estate, rental and leasing* 35 employees

"We have built a business based on trust and in helping everyone, our staff and our clients, achieve their personal, professional and financial goals," Investorkit says.

Employees go through a Personal, Professional and Financial planning session when they join, which helps the company as well as the employees achieve a shared commitment. The company then creates opportunities and pathways which enable employees to reach their goals.

"We have a robust rewards and recognition program that allows peers to nominate each other for values, performance and cultural contribution. These awards all come with perks and incentives; some allow the winner to help design and launch a new product in the market, others let them attend a client success day where they get to meet our high-net-worth clients."

It's a completely remote working environment set-up, Investorkit says. "And every quarter we fly our whole team out to unique locations to run workshops, reconnect and let our hair down."

As for staff retention, "Since our inception in 2018 we have said goodbye to only four staff," the company says. "We genuinely believe in what we do and it is evi-



dent in the efforts that all our people put in each and every day."

J&J Metro-West Pty Ltd *Heating, ventilation and airconditioning* 23 employees

Integrity, ownership, loyalty and solutions are core values that the company and its employees abide by.

Individual training and staff/group bonding sessions are among the key strategies that keep employees engaged.

Karlka Fencewright *Fencing materials manufacture* 80 employees

As an employer, Karlka Fencewright focuses on employee wellbeing, prioritising mental and physical health.

It has strong core values, fostering a positive and inclusive company culture where employees feel valued, respected, and part of a cohesive team. The company encourages open communication and collaboration, and celebrates diversity. It provides avenues for professional growth and advancement, such as training workshops, tuition reimbursement, and opportunities for internal promotions. A rewards and recognition system highlights employee achievements and provides performance bonuses and incentives.

La Trobe Financial *Financial services* 531 employees

La Trobe Financial is committed to providing an unwavering dedication to employee wellbeing, inclusivity and opportunities for growth.

It fosters a collaborative and supportive environment, where employees can feel respected, valued, and empowered to contribute to the company's success. It prioritises professional development, offering training programs and career advancement pathways to help employees reach their full potential. The company values recognising and rewarding employees for their hard work and contributions, while being committed to corporate social responsibility.

La Trobe Financial says its programs aimed at fostering employee engagement include providing professional development opportunities such as training programs, workshops and leadership development initiatives. The company also offers flexible work arrangements to promote work-life balance, allowing employees to manage their personal and professional commitments effectively. Employee recognition and rewards programs celebrate achievements and foster a culture of appreciation, while inclusive diversity initiatives ensure all employees feel respected and valued.

Marble Group *Business and management services* 52 employees

Since its inception in 2006, Marble Group has always prioritised employee growth and development, the company says.

"It is our firm belief that creating an environment where people feel that real balance between support and challenge is crucial to the growth and success of the business," the company says.

"Learn More, Become More is one of our core values. We are an organisation that invests significant time and resources into both personal and professional growth."

"We staff over 800 organisations each year and we lead with heart and inclusivity, with the firm belief that when people feel truly supported as they (we all) navigate through life's ups and downs then our Marbles will feel safe and empowered to be themselves, grow, learn and enjoy their role in a way that fulfils and nourishes them. To say that we feel like a great big family is of course cliché, but there really is no other way to describe the business."

Morrison *Financial services* 211 employees

"At Morrison, our people and our culture set us apart," the company says.

"They are the source of our outstanding track record and our most enduring competitive advantage. Since the firm was founded in 1988, we have fostered a

workplace in which everyone feels valued, respected and has a sense of belonging."

"We invest in our people's development, with structured career pathways across all our teams and global mobility opportunities. We have built a Morrison Academy, enabling our teams to upskill as their careers progress. We have wide inclusion and diversity policies and guidelines, covering anti-discrimination, bias-free recruitment, compulsory unconscious bias training, remuneration equity (across gender), measurement and benchmarking."

"We have extensive leave arrangements, including diversity leave and carer's leave, and a generous parental leave policy including grandparents leave."

"Diversity is a standing agenda item at both our board meetings and our executive team meetings. The magic for our people is being part of a team with widely varied backgrounds, bringing different perspectives together in an environment of respectful, robust debate."

Myli – My Community Library Ltd *Non-profit organisations and charities – libraries and community hubs* 110 employees

"We are a non-profit community organisation that offers library services and community services to the public," Myli says. "Our culture within the organisation is second to none and we work hard to create a safe and inclusive environment for staff and public. We offer tailored professional development to assist either staff or the public. Staff may have career aspirations that we support and we offer training for staff to assist the public such as Mental health wellbeing and alike."

Salary sacrifice, professional development, succession training, free counselling services and mentoring opportunities are among other staff benefits.

Namoi Cotton *Advanced manufacturing and services* 146 employees

"We know it's our people who set us apart, because of the genuine connections, meaningful work, and real mateship," says Namoi Cotton about its employees. "People come here for a job and stay for the people."

Namoi has a deep commitment to safety: a safe day's work in an enjoyable and rewarding working environment is a priority for the company.

"We're a bit like a family, we don't always agree, but we care about doing right by each other. We listen and look for opportunities to continuously adapt and improve," the company says.

"We know people value flexibility. We have a high level of flexibility across our corporate roles, and we keep looking for ways to extend more choices to a broader range of roles across the business, particularly in operational positions."

"Our people are at the heart of our business, and we always try to make sure our teams are appreciated and supported in ways that matter to them. Our remuneration structures try to reflect this and are tailored to our working groups."

"We aim to offer positions that grow skills, careers, and people. Our people like the variety of what they do, the problem solving and the diverse range of opportunities of working in agriculture. We like to develop from within, by offering trade apprenticeships as well as a transferable trade qualification for our traditional ginning roles."

"Since 1962, we have been part of the Australian cotton industry. In that time, we have supported many local charities, sporting teams, schools and events that give back to the communities we operate in."

NECA Victoria *Associations* 14 employees

Employee satisfaction and wellbeing are major commitments at NECA Victoria. "We prioritise creating an inclusive environment where each team member feels valued and empowered," it says. "Through initiatives like a hybrid workforce, social gatherings, flexible schedules, and meeting-free Mondays, we foster work-life balance and productivity."

"Our focus on wellbeing extends beyond the workplace; we invite families to strategy weekends and en-



Employees of Funlab (far left); Fleet Plant Hire (above left); and La Trobe Financial (above right). All three companies are high-flyers in the list of the Best - By Organisation Size

courage attendance at events, strengthening familial bonds and enhancing satisfaction. Our dedication to employee wellbeing, mental health, diversity, and inclusion ensures all needs are recognised and supported."

"Notably, our five-year culture improvement project increased engagement from 63 per cent in 2019 to 87 per cent in 2023."

"As an organisation dedicated to protecting, influencing, and advancing the electrotechnology industry, we operate with accountability, transparency, and safety at the forefront."

"Our endorsement of what is best for our members and the wider industry, economy, and community underscores our commitment to excellence. By valuing our people as our greatest asset and prioritising their holistic wellbeing, we create a workplace where everyone can show up as their best self, enabling them to provide our members with exceptional service and support, and advocate for our members' and the wider industry's needs."

Peter Berry Consultancy (PBC) *Business and management* 42 employees

Peter Berry Consultancy takes pride in being a small Australian-owned business that operates with a global footprint.

"The owners of our business operate with integrity and transparency, sharing business results monthly with all staff. All employees have direct access to the owners and are therefore able to have a direct impact on decision making in our business," the company says.

"We are a diverse team in terms of ethnicity, gender, educational background and values. However, we all share a great work ethic and the collaboration within and between teams is exceptional."

"We all share a common drive towards providing exceptional customer service for our clients and we value the work we do as we know it makes a real difference to individuals, teams and organisations within our clients. We live our values of integrity, teamwork, commitment, accountability and quality work every day."

Other staff engagement strategies include career coaching and development, Employee Assistance Program, flexible working arrangements, social activities, charity work and sponsorships.

Pini Australia Pty Ltd *Design and management of complex engineering* 17 employees

Speed of action, pragmatism, efficiency and a touch of elegance are the hallmarks of its strategy, the company says. "In a constantly changing and increasingly competitive world, we do our utmost to develop sustainable solutions for future generations, in complete harmony with our core values: respect, loyalty, professionalism and transparency towards customers and colleagues."

Employee engagement programs include regular technical support for teams, employee consultation, social events and birthday celebrations.

Career growth and development, opportunities to work for international projects and opportunities to work at other international branches are among the benefits on offer.

Pizza Hut Australia *Quick service restaurants* 86 employees

"Pizza Hut Australia has crafted a vibrant culture that genuinely values and connects the team, with a focus on fostering bonds that extend beyond the workplace," the company says.

"Our Restaurant Support Centre cheers on hundreds of Pizza Hut restaurants across Australia, with their expertise and enthusiasm contributing towards the development and wellbeing of our dedicated restaurant teams."

"Pizza Hut's team continues to grow with a real sense of camaraderie, and we are committed to ensuring every employee feels welcomed, included, and appreciated. We're focused on offering an ideal harmony of work and wellbeing for our team, with a program that prioritises health and personal growth, as well as encouraging taking time to recharge and have fun."

"It's about creating an environment that is much more than a workplace; it's a space that will support them to become the best version of themselves."

Profectus Group *Financial services* 45 employees

"Our team-contributed vision and mission drive us, with quarterly goals directly aligned. We consistently surpass 85 per cent of these goals, fostering a winning culture," says Profectus.

"Our annual engagement surveys which show a consistent engagement score of 84 per cent, alongside wellbeing and 'ask us anything' surveys, fuel our continuous improvement. Initiatives like SPARK (Synergising People Across Roles and Knowledge) week promote cross-team collaboration, empowering all to share experiences and grow together."

"We believe in continuous learning and place a high focus on each individual's learning and development and career progression, which aids engagement of our team members, enjoyment in their roles and employee retention."

"We stand out as the premier workplace by delivering results with a dash of fun, maintaining professionalism, fostering inclusivity, prioritising lifelong learning, and nurturing our employees' aspirations."

"Our vision and mission provide clear direction,

The six-step framework that underpins the methodology

The Australian Best Places to Work lists of Australia's top employers are produced in partnership with the employee-experience platform WorkL, which helps organisations to recruit, and measure, track and improve staff engagement.

The Australian Best Places to Work survey uses 35 questions from WorkL's employee engagement survey, developed by behavioural scientists, data analysts, psychologists, business leaders, academics and other independent parties to most accurately monitor employee engagement and wellbeing in the workplace.

To achieve a high overall engagement score, an organisation must consistently perform well across WorkL's six-step framework, encompassing:

1. Reward and recognition
2. Instilling pride

3. Information sharing
4. Empowerment
5. Wellbeing
6. Job satisfaction

It is not possible to trade off one dimension against another – in a highly engaged workplace, all six steps will be seen positively by employees, albeit to varying degrees. Each of WorkL's six steps consists of between three and five key elements, which are measured on a 0-10 scale.

An organisation's overall engagement score is the sum of all question responses, divided by the maximum possible value as a percentage.

This Australian Best Places to Work survey asks employees to respond to statements including:

- I am happy with the hours I work
- I am fairly paid

- I am recognised when I do something well
- I do something worthwhile
- I feel proud to work for my organisation
- Information is regularly and openly shared with me
- I have enough information (and training) to do my job
- My views are heard at work
- I understand the organisation's plan
- I am trusted to make decisions
- I have what I need to do my job well
- My employer cares for my wellbeing
- I rarely feel anxious or depressed about work
- I feel happy at work
- I am treated with respect
- I have a good relationship with my manager
- I am being developed
- I work in a well-run organisation

The survey also includes demographic

questions about management status, length of service, age, gender, ethnicity, and skippable disability and sexual orientation. This information offers organisations valuable insights into the sentiments of various demographic groups.

To be successfully accredited as a Australian Best Place to Work, organisations must achieve a minimum 70 per cent overall engagement score.

Our banding threshold is based on both independent and WorkL-commissioned research on employee engagement initiatives and is reinforced by WorkL's benchmarking data of more than 85,000 organisations.

For an accurate representation of employee sentiment, organisations were required to send the survey to as many current employees as possible.

For the listings online, visit The Australian website.

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The number of staff
who have left
InvestorKit Pty Ltd
since its inception
in 2018