



The Great Divide:

Inside Australia's Best Workplaces

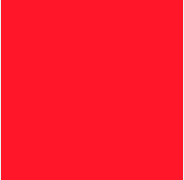
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170+ countries.
Every year.

Great Place To Work®



Rebecca Moulynox

General Manager

Great Place To Work®
Australia & New
Zealand

Power Shift: How Employees Are Rewriting the Rules of Work

A Message from the General Manager

The power shift in Australian workplaces isn't on the horizon, it's already here. And it's not executives leading the charge. It's employees.

Gone are the days of top-down control. Today's workforce, especially Gen Z, frontline staff, and underrepresented groups, demand more than perks. They expect fairness, voice, flexibility, and purpose. And they're reshaping the rules of work to get it.

We surveyed 158,749 Australian workers. The results are undeniable. When people feel supported to take time off, 93% say they want to stay long-term. In companies where flexibility is lacking? Just 63%. That 30-point gap isn't about benefits. It's about power, the kind of power that attracts and retains great talent.

Flexibility is just the beginning. At Australia's Best Workplaces™, 92% of frontline workers say their voices reach decision-makers. At typical companies, it's just 50%. Ignoring the people closest to customers isn't just poor culture, it's a costly competitive mistake.

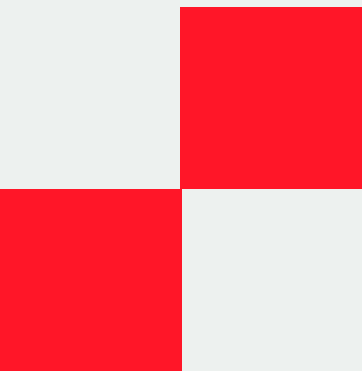
And while everyone talks about Gen Z chasing purpose, here's the reality: for under-25s, purpose is expected. But it's not enough. They want growth, flexibility, inclusion, and leaders they trust. Meaning isn't a differentiator anymore, it's the price of entry.

Trust remains the deciding factor. Even in top-tier workplaces, when trust in executives falters, only 38% of employees want to stay. No culture initiative or benefits package can fix a broken leadership contract. Culture is no longer something leaders design in isolation. It's co-authored. Today's most sought-after employees choose employers who share power, build trust, and walk the talk on inclusion.

This shift is permanent. Workers are no longer passengers in the workplace journey, they're in the driver's seat. The question is no longer if you'll respond to this new reality; it's how quickly, and how boldly.

The insights in this report are more than data points; they're your blueprint for relevance, performance, and trust in 2025 and beyond.

The rules have changed. Are you ready?





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About Great Place To Work, Certification™ and Best Workplaces™ Lists

For over 30 years, Great Place To Work's Certification, Best Workplaces Lists, and global benchmarks have set the industry standard—built on annually updated data from more than 20 million employees across 170 countries.

We are the global authority on workplace culture, providing leaders and organisations with the recognition and tools needed to build a thriving workforce and drive strong employee engagement that ultimately improves the bottom line.

Our employee sentiment data is collected directly and confidentially from employees, enabling employers to leverage workplace culture insights to achieve tangible business results and a clear return on investment by enhancing the employee experience.



Certification is based on the results of our confidential Trust Index employee survey. Companies who meet the required Trust Index score are Certified™ 'great' for 12 months.

The global authority on workplace culture

01

Certification & Lists

Our recognition is the most coveted and respected in the world for elevating employer brands to attract and retain the right people.

03

Research & Insights

Our tenable research empowers organisations to build cultures that retain talent and unlock the potential of every employee.

02

Platform & Data

Our proprietary methodology and survey platform enables organisations to truly capture, analyze, and understand the experience of all employees.

04

Resources & Community

Our experienced culture experts, data-driven content, and For All Community connect the boldest leaders, ideas, and innovations in employee experience.

Great Place To Work®

The State of Australian Workplaces: What the Data Reveals



This data represents 158,749 employees across Australia's most progressive workplaces, it reveals the stark reality of workplace performance gaps that separate exceptional organisations from the rest.

Trust in leadership is the sharpest divide

59% of employees at Best Workplaces report a great deal of trust, compared with only 24% in Typical Workplaces. Confidence in leadership directly translates to psychological safety, with scores as high as 97% in Best Workplaces but just 54% in Typical ones.

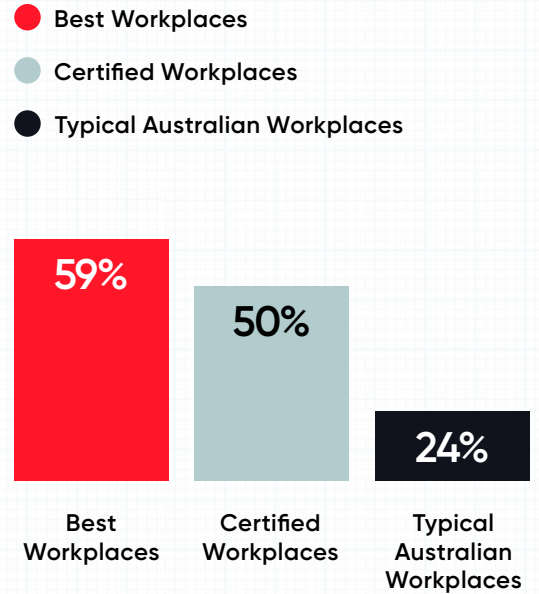
Best Workplaces refers to companies on the Best Workplaces in Australia™ list for 2025.

Certified Companies refers to companies on the Great Place To Work® Certified™ list for 2025.

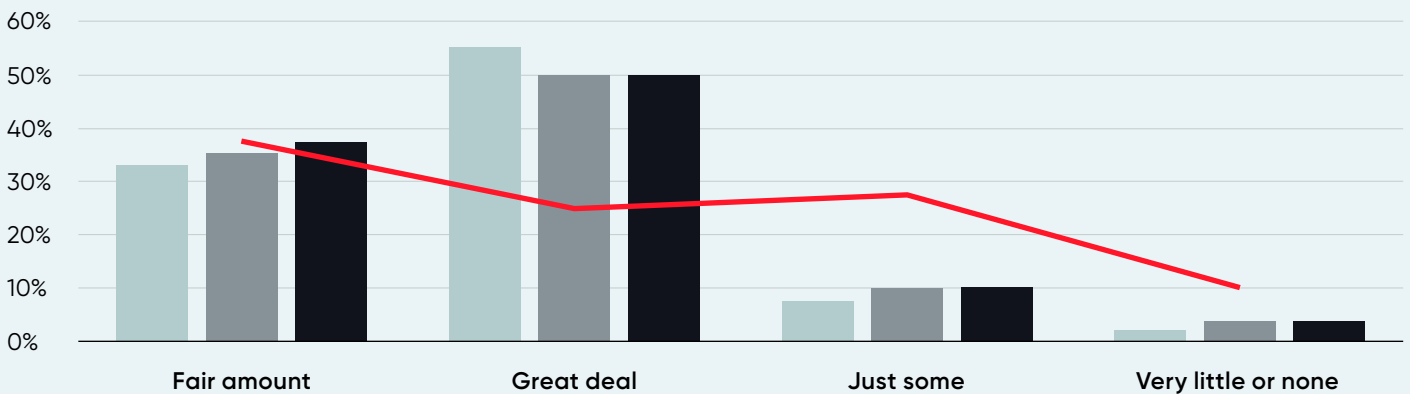
Typical Workplaces refers to a separate market study by Great Place To Work® in March 2024.

The Australian Typical Workplace data was gathered in a 2024 Great Place To Work® survey of over 43,000 employees covering typical workplaces in 69 countries around the world.

Percentage of Employees with Great Deal of Trust in their Leadership

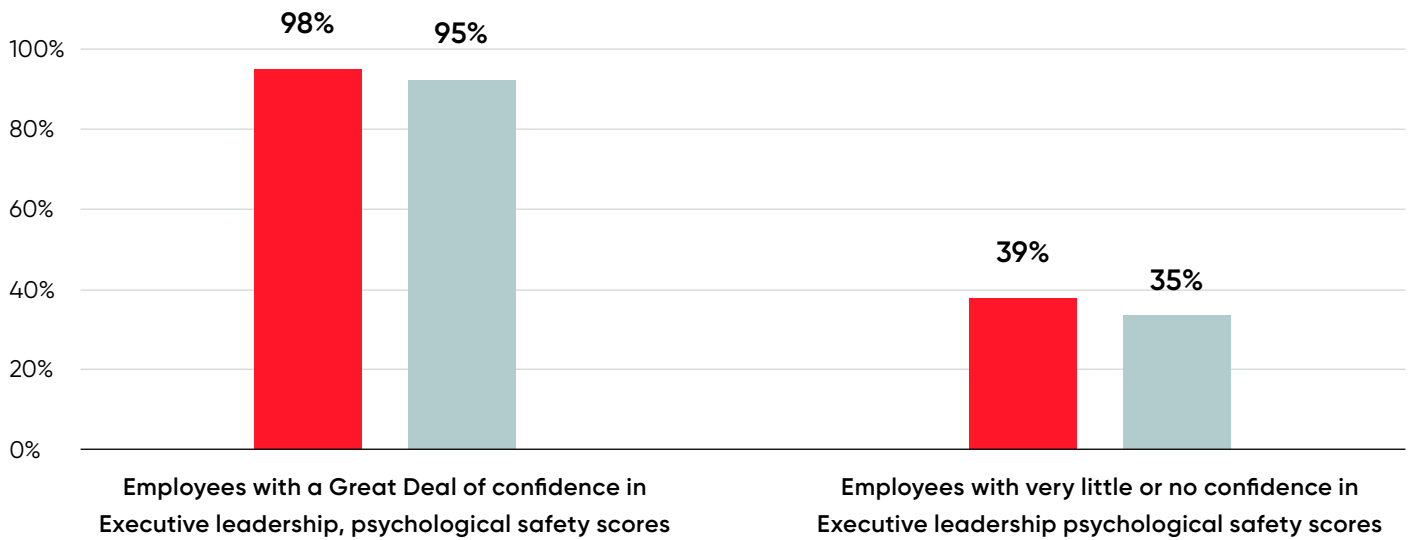


The data shows a direct correlation between confidence in executive leaders and psychological safety. Employees with a great deal of confidence in their leadership report safety scores as high as 98% in Best Workplaces, compared with just 54% in typical workplaces. Conversely, where employees have little or no confidence in leaders, psychological safety plunges, underlining trust as the single strongest predictor of whether people feel safe to speak up.

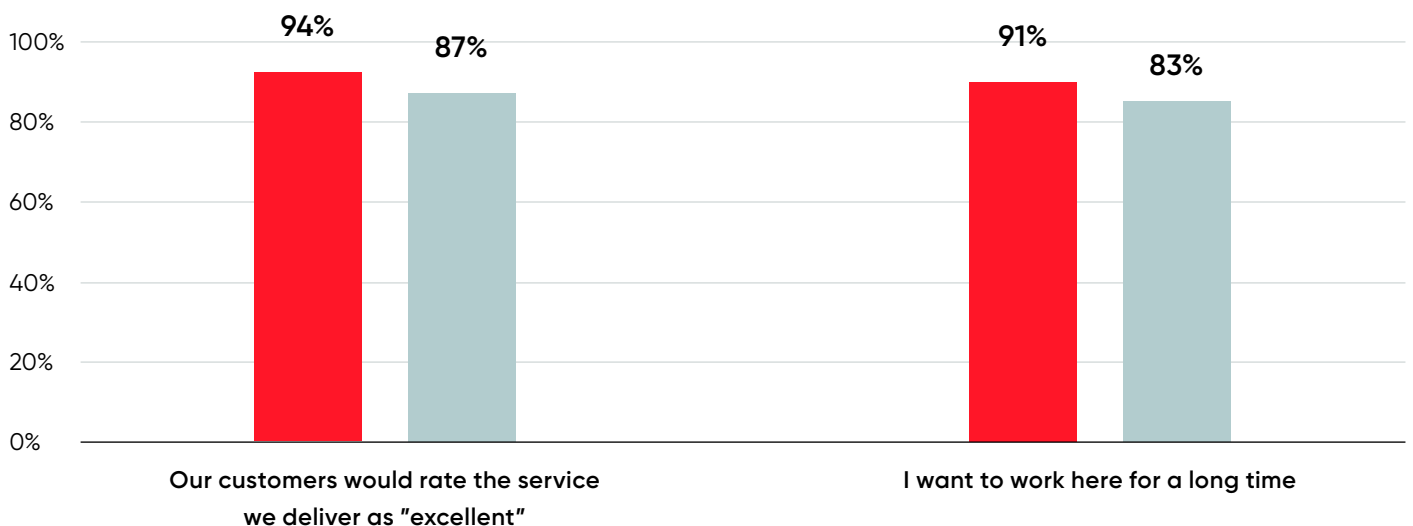


Leadership trust is the cultural fault line separating thriving organisations from struggling ones.

● Best Workplaces ● Certified Workplaces



When trust and safety are strong, the impact is unmistakable. 94% of Best Workplaces' employees believe customers would rate service as "excellent", compared to only 62% in typical workplaces. Retention tells the same story: 91% want to stay long-term at Best Workplaces, versus 56% in typical ones.



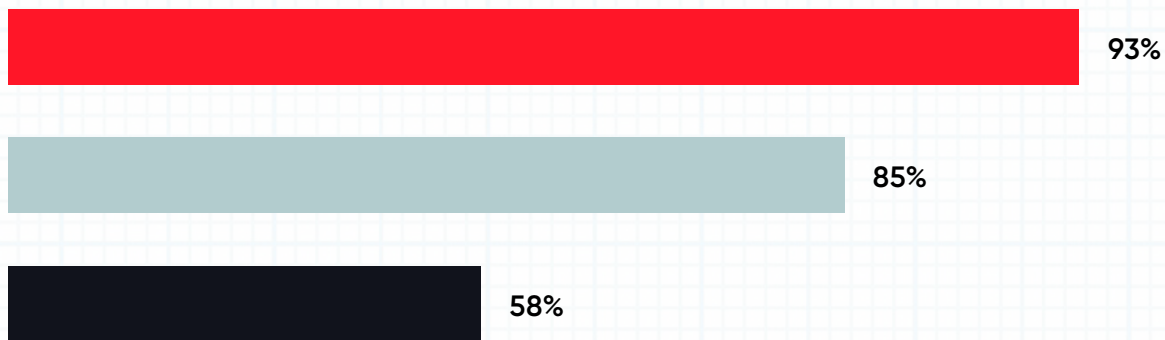
Year on year, **Best and Certified Workplaces remain steady**, even through economic and social disruption.

Trust doesn't just feel good, it shows up in customer loyalty and employee commitment.

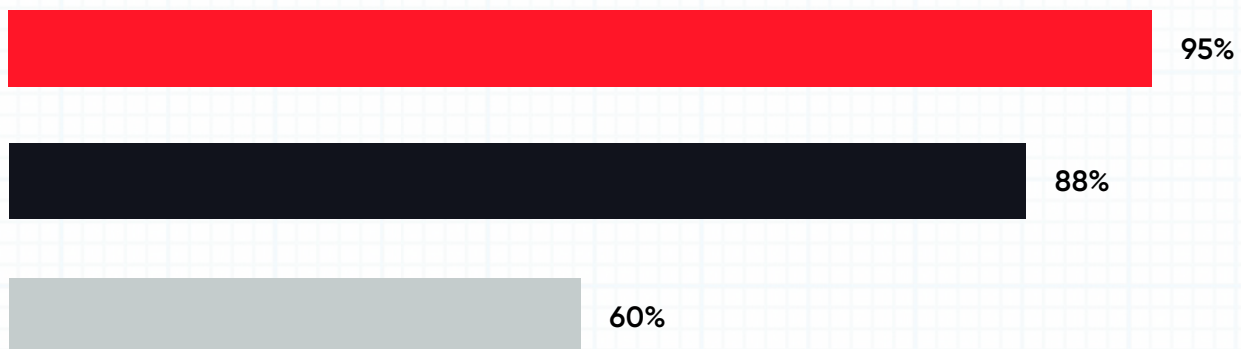


● Best Workplaces ● Certified Workplaces ● Typical Australian Workplaces

Trust Index



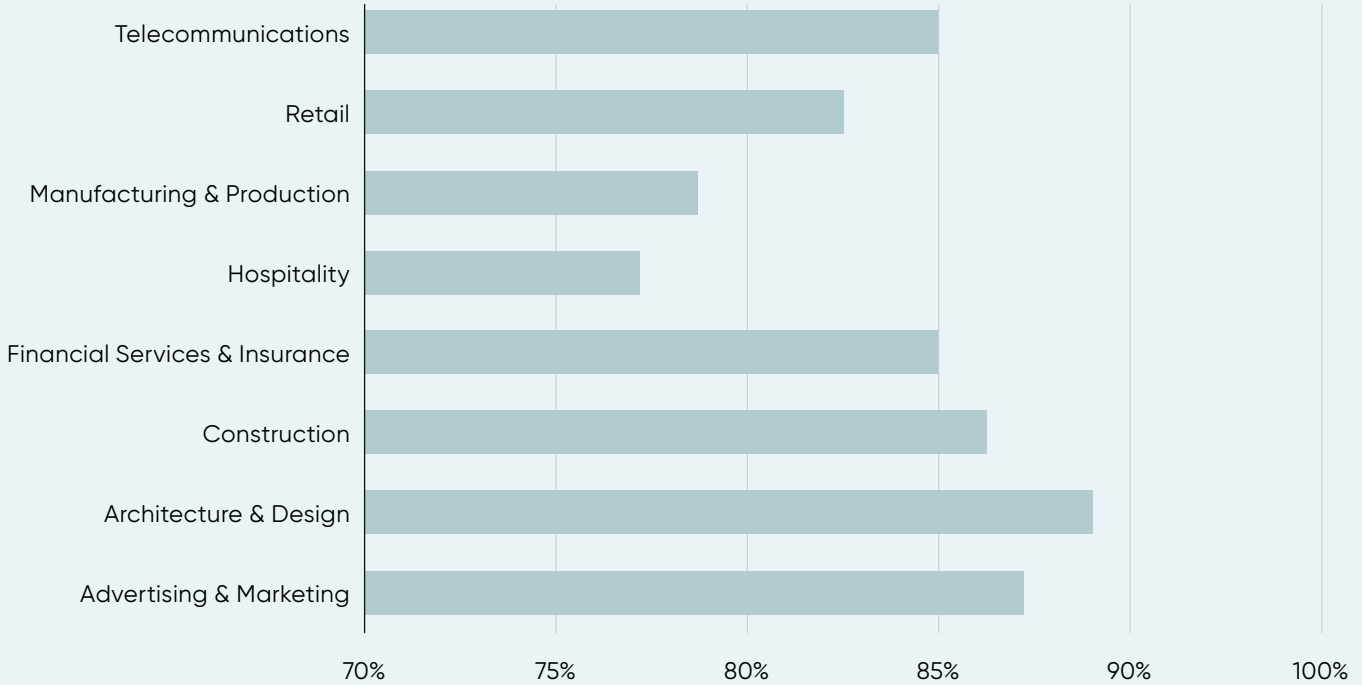
Great Place to Work Statement



Great cultures aren't fragile; they endure, adapt and continue to deliver.



Some industries set a higher bar, showing what's possible, and where others risk being left behind.



83% of employees at Best Workplaces say they have meaningful opportunities to develop, compared to just 57% in Typical Workplaces.

Meaningful Opportunities to Develop



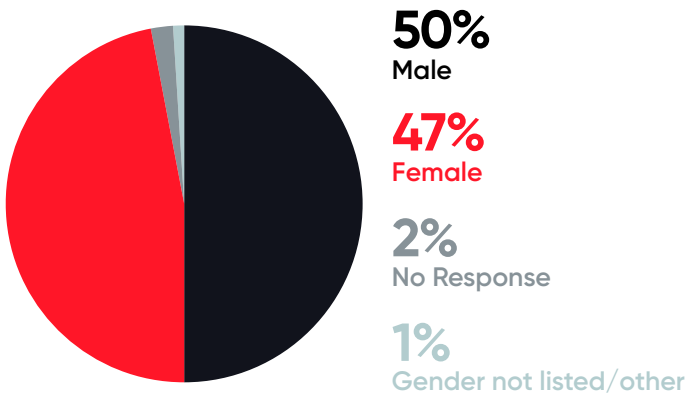
When people see a path forward, they bring more energy and ambition to their work.



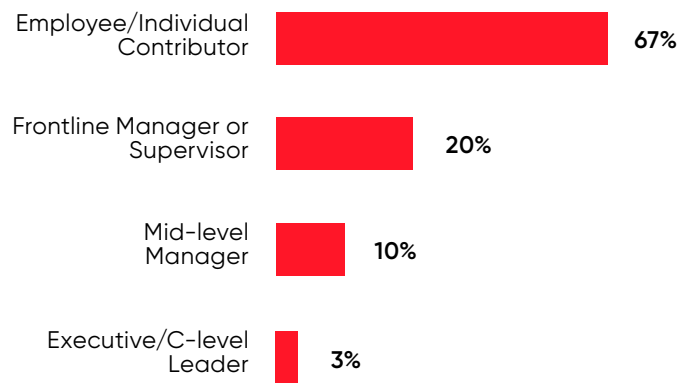
The data reflects a young, tenure-building, frontline-heavy workforce: 33% are aged 25–34, 31% have 2–5 years' tenure, and nearly half are frontline contributors.

This is the emerging backbone of the workforce, and their expectations will shape the future of work. ”

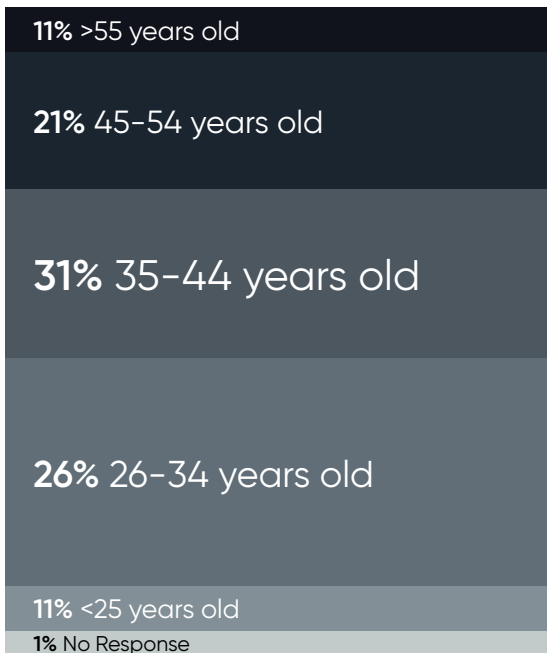
Respondents by Gender



Respondents by Job Type



Respondents by Age



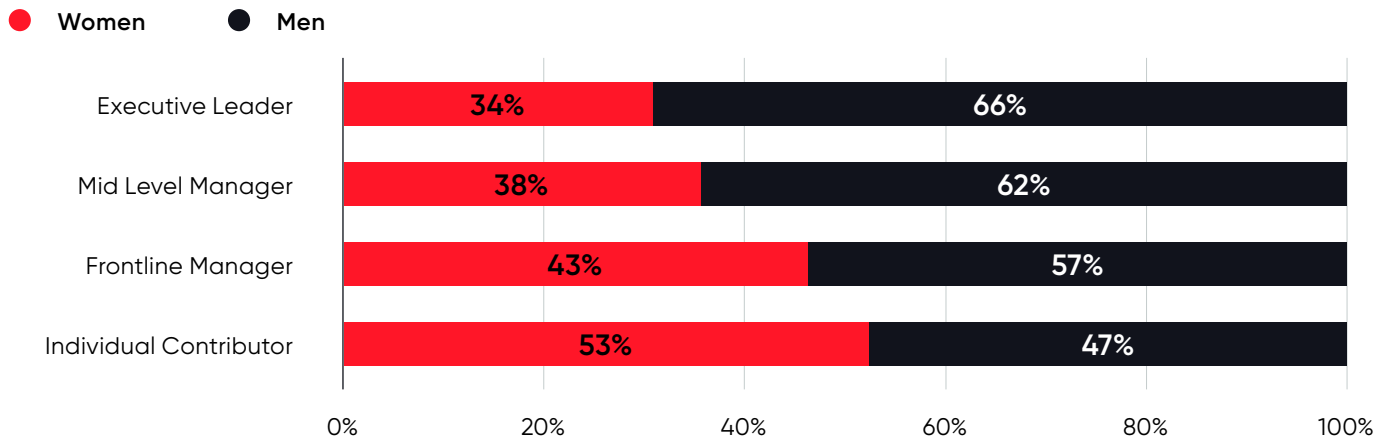
Respondents by Tenure



The pipeline is leaky, equity in leadership remains unfinished business.




Men & Women by job level



While women make up 53% of individual contributors, they drop to just 34% at the executive level.

This data reveals one truth above all, leadership trust is the cultural fault line in Australian workplaces. Where confidence in executives is high, psychological safety soars, customer service excels, and employees choose to stay. Best and Certified Workplaces demonstrate that strong cultures can endure year after year, even through external shocks. Yet sharp gaps remain across industries, in opportunities for growth, and especially in gender equity at senior levels. With a young, frontline-heavy workforce shaping the future, the challenge is clear, build trust, create safety, and close the gaps, or risk being left behind.



Australia's Psychological Safety Challenge: Why Leadership Trust Makes All the Difference

There's a workplace crisis hiding in plain sight. While Australia's Best Workplaces achieve 95% psychological safety, typical workplaces tell a different story: 39% of employees fear speaking to management, 33% can't be authentic at work, and 47% don't look forward to coming to work each day.

With psychological injuries now accounting for 11% of serious workers' compensation claims, taking five times longer to recover from than physical injuries, this isn't just about satisfaction. It's about performance and people's wellbeing.



Leadership Trust Changes Everything

The research reveals one critical factor: **executive credibility creates a 42 percentage point swing in psychological safety.** Employees with high confidence in leadership report 98% psychological safety versus just 56% for those with low confidence.

At Best Workplaces, the leadership behaviours are straightforward but consistently executed:

97%

say their leaders' actions
match their words

95%

find them approachable and
easy to talk with

96%

say leadership makes people
look forward to work

Compare this to typical workplaces where only 61% can get straight answers from management and just 67% can be themselves at work.

The Bottom-Line Impact

Psychological safety transforms business performance in measurable ways:

Retention & Engagement:

91%

want to work there long-term
(vs 56% typical)

94%

recommend their company to
others (vs 54% typical)

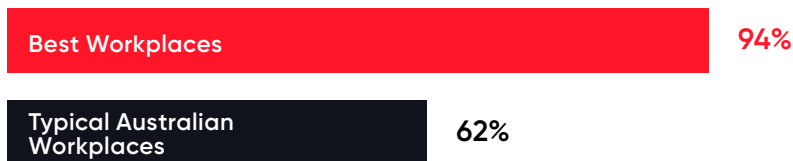
93%

look forward to work
(vs 47% typical)

Compare this to typical workplaces where only 61% can get straight answers from management and just 67% can be themselves at work.

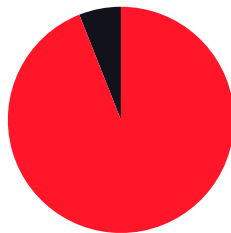
Customer Excellence

Best Workplaces achieve 94% customer service excellence compared to just 62% at typical workplaces, a 32 percentage point gap that mirrors the psychological safety difference.



Longevity Advantage

While satisfaction typically drops over time, psychological safety flips this completely. In safe workplaces, satisfaction peaks at 11-15 years, with veterans maintaining 94% satisfaction even after 20+ years.



94%

Satisfaction rate in safe workplaces
even after 20+ years



True Inclusion Through Safety

Psychological safety delivers genuine equity where many diversity programmes fall short. Best Workplaces show perfect gender parity at 95% for both women and men, with traditionally marginalised groups reporting exceptionally high safety: Aboriginal and Torres Strait Islander employees (96%), LGBTQIA+ employees (94%), and employees with disabilities (93%).

Five Key Leadership Behaviours

The transformation comes from leaders who consistently:

- Admit mistakes first
- Give straight answers
- Treat everyone equally regardless of position
- Stay genuinely approachable
- Set realistic expectations

At Best Workplaces, 93% know management recognises honest mistakes as part of business, while 94% feel treated as full members of the organisation.

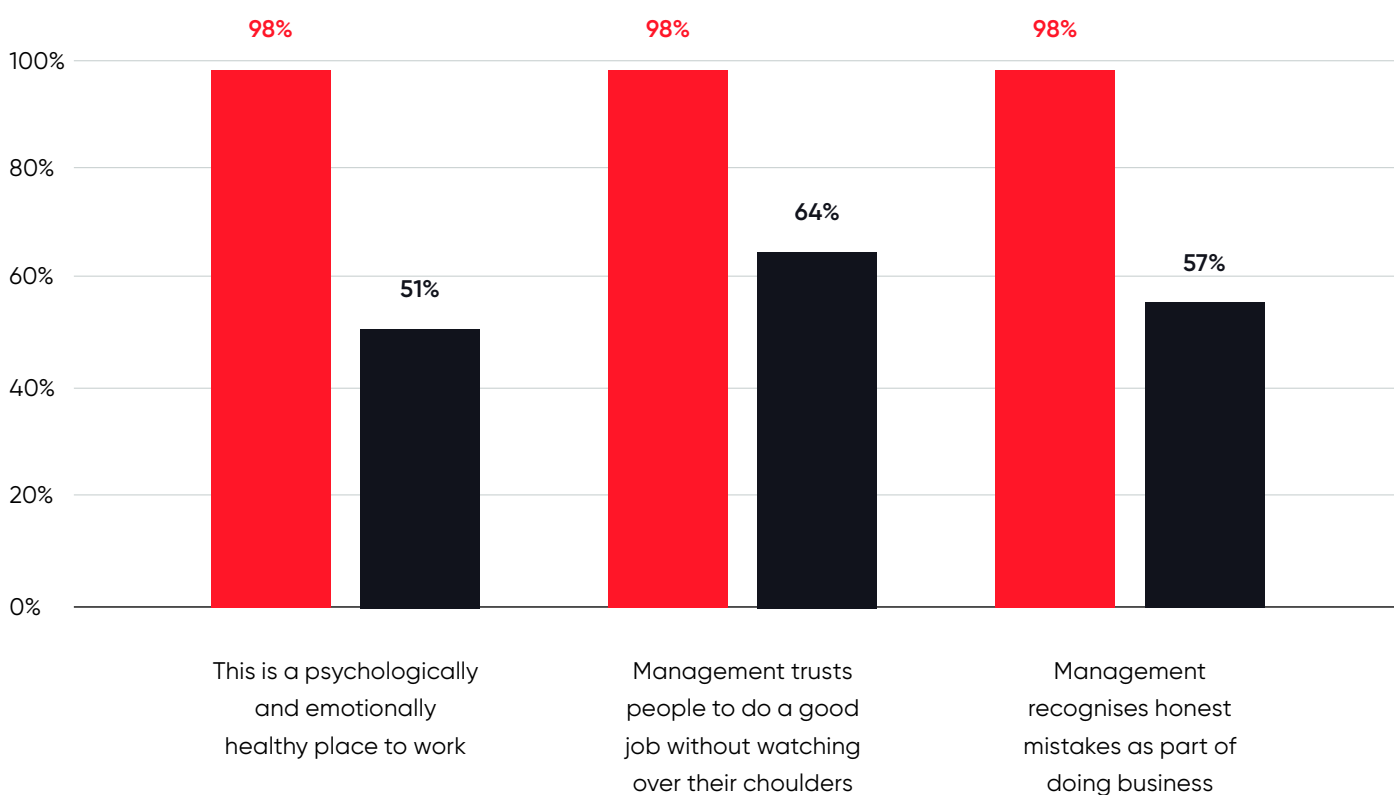
The Choice for Australian Leaders

The contrast is stark and the opportunity enormous. Australian leaders face a clear choice: continue managing through fear while talent migrates to psychologically safer competitors, or embrace the leadership behaviours that create environments where both people and businesses thrive.

The data shows the path forward. The question is whether leaders will have the courage to take it.

● Typical Australian Workplaces

● Employees at Best Workplaces with a Great Deal of Confidence in their Executive Team





Hilton: Building Psychological Safety Through Leadership That Walks the Talk

As Australia's #1 Best Workplace for 2025 and the #1 World's Best Workplace in 2023, Hilton exemplifies how psychological safety becomes the foundation for exceptional workplace culture. With seven appearances on Australia's Best Workplace list, the global hospitality leader demonstrates that sustained excellence comes from creating environments where all 460,000 team members across 139 countries feel genuinely safe to be themselves.



Leading from the Top

Hilton's approach to psychological safety starts with visible leadership. CEO Chris Nassetta is consistently present across the business, demonstrating approachable leadership that sets the cultural tone. This visibility creates what Kay Harriman, Senior HR Director, describes as a culture where "inclusion is a choice", one that leaders actively make every day through their behaviour and interactions.

The company's leadership framework centres on "Inspire Others," encouraging leaders to create environments team members genuinely want to be part of while balancing decisiveness with inclusion and respect. This approach ensures psychological safety isn't just a policy but a lived experience driven by leadership actions.

The Four Pillars Framework

Hilton's "Thrive at Hilton" value proposition builds psychological safety through four interconnected pillars: Inclusion, Wellness, Growth, and Purpose. The Inclusion pillar specifically creates environments where people feel valued, listened to, and experience true belonging, essential elements of psychological safety.

This framework recognises that psychological safety extends beyond simply feeling comfortable at work. It encompasses the ability to bring one's whole self to work, contribute meaningfully, and feel connected to something greater than individual tasks.

Mental Health and Wellbeing Support

Hilton's "Care for All" platform demonstrates how psychological safety translates into concrete support systems. With 85% of team members reporting comfort discussing mental wellbeing with managers and 88% feeling balanced and healthy, the company has created environments where seeking help is normalised rather than stigmatised.

The organisation provides comprehensive support including Employee Assistance Programs, on-site counsellors, and monthly mental wellbeing webinars. Innovative approaches like the "Escape Room" decompression space at Hilton Barra Rio de Janeiro show how psychological safety can be embedded in physical workplace design.

Voice and Empowerment

Perhaps most significantly, Hilton's "My Voice Matters" campaign, an eight-week listening initiative, enables leaders to receive feedback while providing team members space to share their stories. With 93% of participants reporting their voice matters at Hilton, this programme demonstrates how psychological safety requires active listening structures, not just open-door policies.

This empowerment extends to guest-facing situations where team members feel safe making decisions to resolve issues and learn from experiences when things don't go to plan. Such empowerment only works in psychologically safe environments where people trust they won't be punished for well-intentioned mistakes.

Hilton's sustained success across multiple global markets demonstrates that psychological safety isn't just about employee wellbeing, it's a business strategy that drives performance, retention, and guest satisfaction in one of the world's most demanding industries.



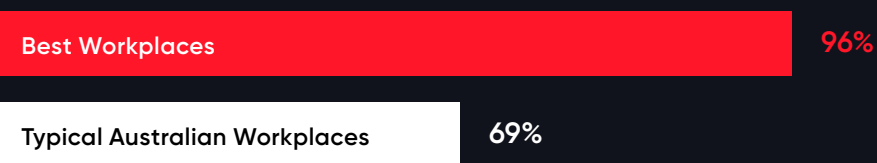


Boundaries and Balance: Why Trust Is the Key to Australia's Right to Disconnect Success

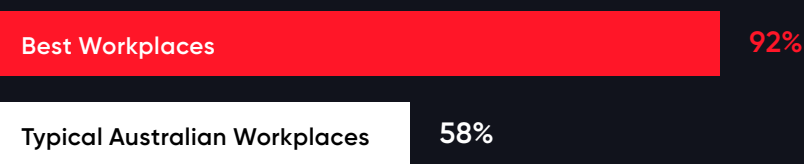
Australia's Right to Disconnect legislation gave employees the legal right to ignore unreasonable work communications outside contracted hours. But for organisations truly succeeding with this shift, the legislation wasn't a wake-up call, it was validation of cultures already built on trust and respect for work-life separation.

The results reveal where trust exists and where it doesn't. **Best Workplaces** dramatically outperform typical Australian workplaces across all disconnection indicators:

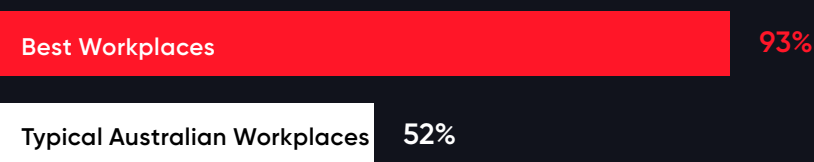
Time off requests



Work-life balance encouragement



Management showing sincere interest in employees as people



These aren't small gaps, they represent fundamental differences in workplace trust.

Trust as the Foundation

The organisations excelling at Right to Disconnect understand a critical truth: **work-life separation works only when trust exists**. Employers must trust employees will deliver during work hours without constant supervision. Employees must trust employers won't expect 24/7 availability or punish them for disconnecting.

Best Workplaces have moved beyond "Are we compliant?" to "Do our people feel genuinely safe to disconnect?" They've normalised slower response times, use 'schedule send' to protect time off, model balance from the top, and treat flexibility as personal, not performative.

Industry Trust Patterns

The Right to Disconnect legislation affects different industries in unique ways, and the data reveals surprising patterns about where trust-based flexibility cultures thrive. These scores reflect employees' confidence in requesting time off and experiencing genuine work-life balance support, critical indicators of how well organisations implement disconnection rights.

Leading Industries

Healthcare

97%

Despite high-pressure roles and 24/7 operational demands

Finance

93%

Sustained post-COVID flexibility focus proving work-life separation enhances rather than hinders performance

The healthcare result is particularly striking, an industry stereotyped for burnout and constant availability actually leads, proving that operational pressure doesn't have to mean personal work-life erosion.

Leading Industries

Retail

87%

Transportation

84%

Hospitality

79%

These customer-facing industries struggle most with implementation, often due to shift-based work, peak trading periods, and traditional "customer first" cultures that historically sacrificed employee work-life balance. Notably, even elite employers in retail and hospitality show minimal performance differences from typical workplaces on flexibility measures, suggesting structural operational constraints that make trust-based disconnection genuinely harder to implement.

Encouraging Progress

Industries not yet represented in Best Workplaces show growing recognition that respecting after-hours time drives performance:

Mining

87%

+5% increase (75% to 80%)

Agriculture

84%

+9% surge (75% to 84%)

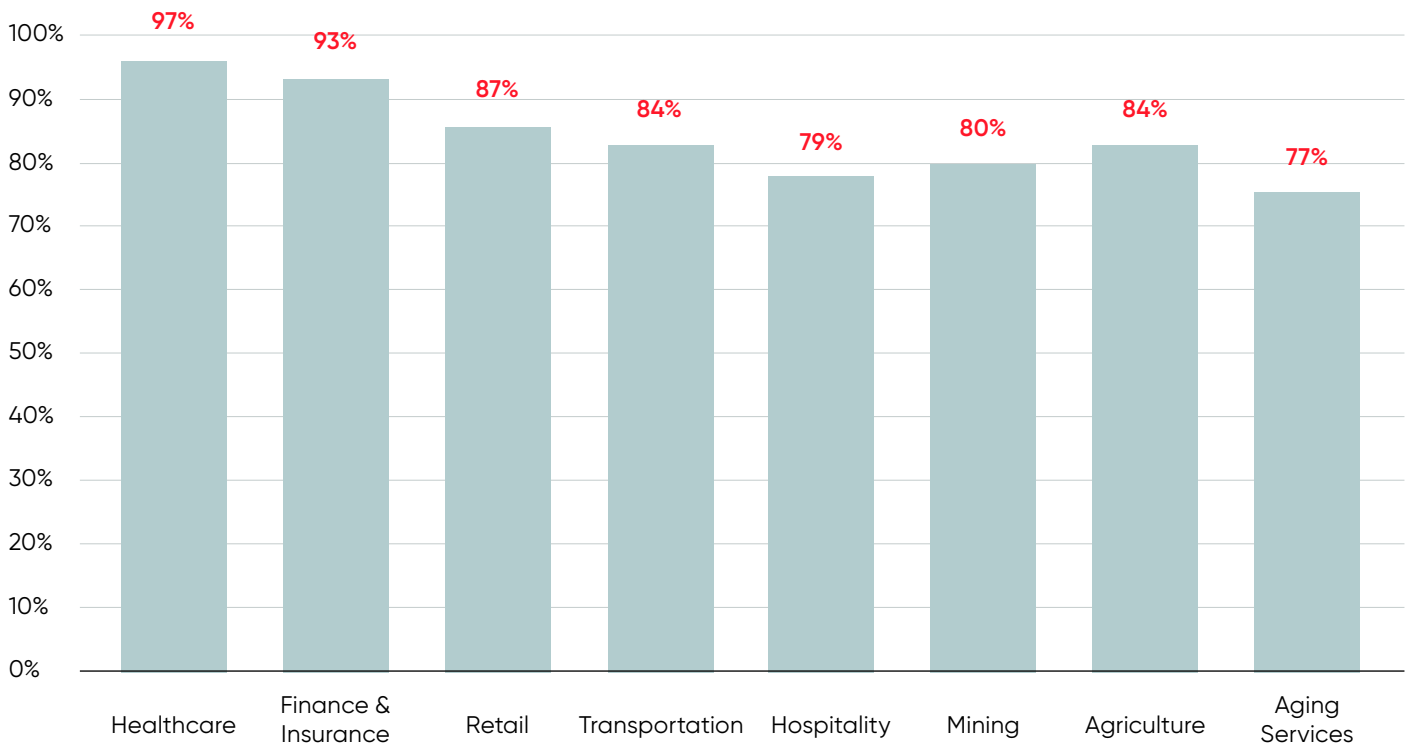
Aging services

79%

+2% improvement (75% to 77%)

Agriculture's 9% jump is particularly encouraging, indicating that even traditionally "always-on" industries are discovering that respecting time off can coexist with operational demands. This suggests the Right to Disconnect message is resonating across all sectors, even those historically resistant to flexible working arrangements.

Right to Disconnect Scores



The Elder Care Trust Gap

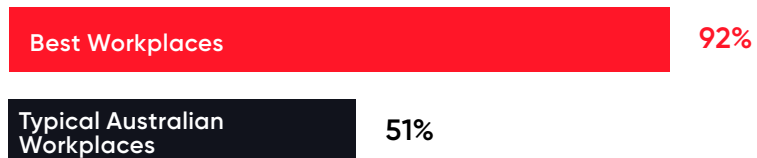
A concerning pattern emerges around elder care responsibilities. People managing elder care consistently score lower across engagement measures than colleagues with childcare duties or no caring responsibilities.

The gender dimension reveals deeper issues: women responsible for elder care show 3.5% lower engagement than their male counterparts in Best Workplaces, compared to just 0.4% difference for women managing childcare. Even progressive organisations haven't built the trust relationships needed to support elder carers effectively.

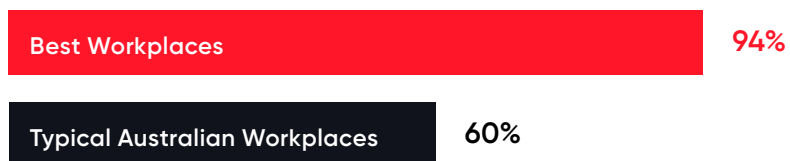
Beyond Compliance: Systematic Performance Differences

Best Workplaces demonstrate that boundary excellence requires embedding trust into organisational DNA:

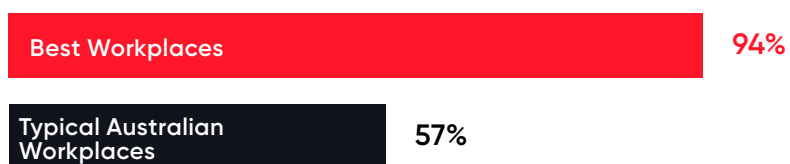
Psychological safety



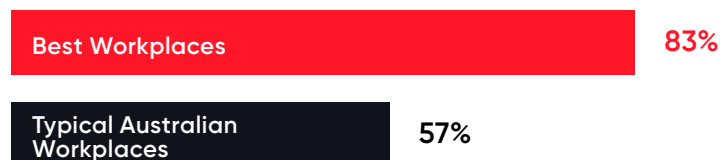
Management approachability



Recognition of honest mistakes



Development opportunities



Best Workplaces show no engagement difference between full-time and part-time employees (both at 93%), suggesting that the Best Workplaces create work-life cultures that work equally well for all employment types, regardless of hours worked.

The Culture Questions That Matter

This moment is more than policy, it's a culture pulse check. Organisations succeeding with Right to Disconnect ask different questions:

- Are our leaders walking the talk on boundaries?
- Do our people feel safe to switch off without fear or guilt?
- Do we value wellbeing over always being "on"?

The regulatory framework established the floor, but exceptional workplaces are using this foundation to build cultures where trust, not surveillance, drives performance. As boundaries become better defined, the opportunity to strengthen engagement, retention, and performance through trust-based relationships has never been clearer.

The organisations that understand this are already pulling ahead, proving that when trust exists, boundaries become a competitive advantage rather than a compliance burden.





What It Looks Like in Practice: **Cobild**

Across industries, forward-thinking organisations are showing that the Right to Disconnect isn't just a compliance issue; it's a cultural standard.

Here's how one of our Best Workplaces™ and Legend of 10 years, Cobild, is putting that into action in one of Australia's most high-pressure industries:

In Construction, Switching Off Takes Work – But It's Work Worth Doing

By Adriarna Nunn, Head of People & Culture Cobild

At Cobild, we know that building exceptional buildings starts with building a culture where people thrive – on site and off.

Construction moves fast. Programs are tight, decisions happen on the fly, and teams are expected to deliver, again and again. In that kind of environment, the line between being dedicated and being drained can get blurry. But we don't believe that working harder should come at the cost of your health, your family, or your sense of self.

Yes, we're a high-performing business, and that means we take psychological safety seriously. Because when people feel respected, supported, and trusted, they don't just turn up, they step up.

We know the legislation around the right to disconnect is a great move for Australian workplaces, but for us, culture and work life harmony has always mattered more than compliance. It's not about rules, it's about how we back each other, and how we lead every day.



Here's how we're putting that into practice:

We don't glorify burnout.

Late-night emails and frantic comms shouldn't be part of the culture. Thoughtful, documented planning and clear rhythms for communication help our Cobildians stay in control. Without planning, execution is just guesswork – and if you're not planning, you're not truly taking extreme ownership of the outcome.

Rest is a strategy, not a reward.

Annual leave, long weekends, appreciation days, whatever the break, we expect you to unplug. Recharging isn't optional; it's how leaders come back sharper and teams keep winning.

Flexibility is built in.

Staggered starts, compressed weeks, school-run, real life shapes our schedules. Trusting people to manage their time translates into better focus, stronger delivery, and room for parents and caregivers to thrive.

Feedback is a habit, not an event.

Monthly check-ins (with ALL Cobildians) and 360s surface what's working and where pressure is building. A standing question—"How are your hours and workload this month?" – keeps the conversation honest, early, and actionable.

Mindset is part of the skill set.

Performance coaches Nam Baldwin and Jonah Oliver work closely with our teams to sharpen resilience, self-mastery, and elite habits, because in this industry, technical skills aren't enough. It's mindset, discipline, and leadership that drive results, and everyone needs this blend.

We give you off-switch tools.

Half-yearly Vedic Meditation training with Alex Wild, weekly guided sessions, and access to our Uprise EAP and Mynd wellness app give every Cobildian and their families practical ways to reset body and mind.

To our fellow Great Place To Work organisations – especially in high-stakes industries like Construction, the pressure is real. But so is the responsibility. Wellbeing and performance aren't trade-offs; they're partners.



Leading Across Generations: Bridging the Trust Gap in Australia's Multi-Generational Workplace

Australian workplaces face a critical challenge: leading up to five generations simultaneously, from Gen Z digital natives to Baby Boomers approaching retirement. The tenure data tells a striking story, 69% of employees have been with their current employer for less than 5 years (35% staying 2-5 years, 34% staying less than 2 years), while only 3% remain over 20 years. This rapid turnover means organisations must constantly attract, engage, and retain talent across vastly different generational expectations and career stages. Understanding generational differences isn't just about accommodation, it's about unlocking the full potential of a diverse workforce where each generation brings unique skills and perspectives.

The Trust Deficit: Mid-Career Crisis

The data reveals a concerning trust gap, particularly among mid-career employees aged 26-34, who consistently report the lowest confidence in leadership:

Management competence



Leadership integrity



Promise delivery



The promise delivery gap is most concerning, a substantial 6 percentage point difference suggesting early workplace optimism gives way to cynical assessment.

Career advancement perceptions follow similar patterns: employees under 25 show highest agreement (84%) that promotions go to deserving candidates, dropping to 80% among the 26-34 group.

What Each Generation Wants From Leaders

Effective multi-generational leadership starts with understanding that each generation has distinct expectations shaped by their formative experiences, career stages, and life priorities. Rather than applying one-size-fits-all approaches, successful leaders adapt their style to meet these varied needs while maintaining consistent core values.

Gen Z (18-26): Mentors and Advocates

Leaders who create nurturing environments, actively listen, provide rapid skill development opportunities, and demonstrate genuine commitment to diversity and inclusion through actions.

Millennials (27-42): Connectors

Leaders who link diverse workforces to common purpose, prioritise long-term growth, communicate clearly and empathetically, and provide regular feedback during critical moments.

Gen X (43-58): Role Models

Leaders who exemplify company values through actions, solve problems during transitions, stay engaged in work, and create inclusive participation across all levels.

Baby Boomers (59-77): Culture Beacons

Strategic thinkers who drive organisational values and results, admired for vision and strategic thinking while building innovative, results-focused cultures.



Gen Z: Beyond the Purpose Myth

Everyone talks about Gen Z chasing purpose, but Australian data reveals the reality: purpose is expected, not differentiating. For under-25s, meaning is the price of entry. What actually drives Gen Z satisfaction:

01

Personal connection over purpose

Management showing genuine personal interest ranks as the top driver

03

Innovation and positivity

Celebration of new ideas and creating genuinely enjoyable environments

02

Fairness and adaptability

Confidence in fair treatment and organisational agility in adapting to change

Gen Z doesn't want inspiration from mission statements, they want to be known, treated fairly, and work in environments that adapt quickly and celebrate innovation.

Fun: The Universal Well-Being Driver

Fun is the number one driver of well-being across all generations. Employees who experience fun at work are **190% to 220% more likely to have high well-being levels.**

At Best Workplaces for Millennials, nearly nine out of 10 millennials and Gen Zers report high well-being levels, matching their Gen X and Baby Boomer colleagues. This proves great cultures override generational stress trends.

Fun manifests differently, Gen Z appreciates gamified learning, Boomers prefer milestone celebrations, Millennials respond to collaborative challenges, Gen X values efficiency-focused enjoyment, but serves the same strategic purpose: building psychological safety, connections, and innovation capacity.

Every generation is more likely to experience well-being if they report working in a fun environment.

Gen Z

2.9x

more likely

Millennials

3.1x

more likely

Gen X

3.2x

more likely

Boomers

3.2x

more likely

Beyond Stereotypes: The Individual Reality

While demographic patterns exist, individuals don't conform to generational stereotypes. Technology adaptation reveals this clearly: employees under 25 report highest comfort with system changes, but scores create a U-shaped curve, declining among 35-44 year-olds before rising again among those over 55. This suggests adaptation skills aren't purely age-dependent, experience, attitude, and individual capability matter more than birth year.

The reality is nuanced: some Boomers are tech-savvy innovators, some Millennials prefer structured in-person work, and Gen Z employees can be new parents with traditional family priorities.

The Leadership Imperative

Effective generational leadership uses demographic trends as initial guidance while remaining flexible enough to adapt to individual needs. The goal isn't treating all Gen Z workers identically or assuming all Baby Boomers share preferences.

With Australia's workforce spanning five generations, leaders who master this balance, understanding patterns while honouring individuality, will unlock performance potential that their competitors simply can't replicate.



REA Group: A Multi-Generational Leadership Success Story

REA Group exemplifies how Australian organisations can successfully support employees across all generations through intentionally designed programs that recognise different career stages and life circumstances. Their approach demonstrates that effective generational leadership isn't about creating separate programs for each age group, but rather building inclusive systems that meet diverse needs.



Career-Stage Leadership Development

REA's tiered leadership programs address the reality that leadership development needs vary by experience, not just age. Their "Curious to Lead" program recognises that leadership interest can emerge at any career stage, while the "Real Leadership Program" focuses on first-time leaders who might be millennials stepping into management or Gen X professionals making lateral career moves. The progression through "Leadership Now/Next/Difference" acknowledges that leadership skills must evolve throughout one's career.

Crucially, these programs intentionally mix participants from diverse backgrounds and teams, creating natural opportunities for cross-generational learning. A Gen Z employee in "Curious to Lead" might learn from a Gen X career changer, while a Baby Boomer executive mentor could gain fresh perspectives from millennial participants.



Inclusive Entry and Growth Pathways

REA's approach to early careers breaks traditional assumptions about "entry-level" workers. Their Springboard to Tech program supports women and gender-diverse individuals transitioning into technology, recognising that career changers aren't always young graduates.

This inclusive approach means their early careers programs serve both recent Gen Z graduates and experienced professionals from other industries, creating diverse cohorts that benefit from varied perspectives.

The graduate program's immersive onboarding, including retreats and cohort learning, addresses Gen Z's need for connection and community while building relationships across experience levels.

Life-Stage Responsive Benefits

Perhaps most importantly, REA recognises that generational needs often reflect life circumstances rather than birth year. Their Circle In platform and flexible work policies acknowledge that caregiving responsibilities span generations, from Gen X parents managing school schedules to Baby Boomers caring for aging parents, and even Gen Z employees who may be young parents.

Their Thrive wellbeing program demonstrates sophisticated understanding of how health and wellness needs vary across life stages. Executive health checks serve senior leaders (often Gen X and Boomers), while mental health resources address challenges that cross all generations. Specific support for menopause acknowledges the workplace reality for many Boomer, Gen X and older millennial women.

The Integration Advantage

REA's success lies in integration rather than segregation. Their values of "Keep it real" and "Do it as one team" create cultural foundations where generational differences become strengths rather than divisions. Open communication channels like town halls and anonymous Q&A sessions provide forums where different generational perspectives can be shared and valued.

This holistic approach proves that when organisations design for inclusion and life-stage diversity, they naturally create environments where all generations thrive together.



Accelerating Gender Equity: From Compliance to Competitive Advantage in Australian Workplaces

Australia's gender pay gap remains a persistent challenge demanding urgent action. Women earn 88 cents for every dollar men earn, a weekly difference of \$246. In total remuneration across the private sector, the WGEA gender pay gap stands at 22%, meaning women earn just 78c for every dollar men make.

While 68% of employers now conduct gender pay gap analyses, the data suggests mere compliance isn't sufficient. Organisations need to move beyond checkbox exercises to create meaningful change that employees actually experience.

What Great Place To Work Data Reveals

Even within Best Workplaces—organisations that significantly outperform typical workplaces, subtle but persistent gender perception gaps remain. Women consistently report lower scores across key indicators, with the most pronounced differences in:

Recognition

2%

lower than men

Fairness by gender

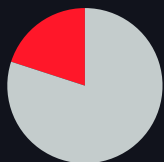
2%

lower than men (despite this item specifically addressing gender fairness)

The demographic context is crucial. Women respondents are predominantly in prime career years (60% aged 26-44), with most being individual contributors or frontline managers. Among women with caring responsibilities, 68% are concentrated in the 35-54 age bracket, peak caring years that coincide with critical career advancement periods.

The advancement gap is stark

Frontline management roles



20%

Full-time women



11%

Part-time women

Mid-level management roles



10%

Full-time women



4%

Part-time women

Women with caring responsibilities show different tenure patterns: 35% have 2-5 years tenure and 30% less than 2 years, potentially indicating career interruptions or strategic job changes. This suggests flexible work arrangements, while essential for work-life balance, may inadvertently limit career progression.

The Business Performance Connection

Strong correlations exist between gender equity efforts and workplace trust scores. Organisations with minimal gender perception gaps achieve 94% or higher on fairness dimensions:



The business case is compelling, with Australian research demonstrating that increasing the representation of women across each of the key leadership roles in an organisation added market value of between \$52m and \$70m per year for an average sized organisation, according to the Workplace Gender Equality Agency's Gender Equity Insights series. Additionally, organisations with balanced representation of women in executive leadership roles have pay gaps half the size of those with the least representation of women in leadership.

However, significant challenges remain in Australia. While women make up half of the employees they comprise only: 19.4% of CEOs, 32.5% of key management positions, 33% of board members, and 18% of board chairs. In Great Place To Work Certified organisations these numbers are only slightly higher with 34% representation in Executive roles and 38% in middle management roles.

The research shows that for the top spot of CEO, we will not see an equal share of women until the turn of the next century – some 80 years away, highlighting the persistent barriers to women's advancement in Australian corporate leadership.

From Compliance to Competitive Advantage

WGEA reporting provides the foundation, but sustainable change requires addressing the nuanced experiences that shape women's daily workplace realities. Leading organisations excel not just in operational support but in cultivating cultures of respect, integrity, and inclusion.

The organisations making genuine progress recognise that when women feel equally recognised, fairly promoted, and confident in leadership, they unlock talent potential that drives measurable returns. By embedding pay transparency, career sponsorship, flexible work, and mental well-being into organisational culture, companies create workplaces where women don't just participate, they thrive.

In an era where workplace trust differentiates high-performers, closing gender perception gaps isn't just the right approach, it's smart business strategy that delivers competitive advantage. The future of work in Australia must ensure gender equity transforms from a compliance requirement into a driver of organisational excellence.



CyberCX: Breaking the Cyber Security Gender Barrier

In an industry where women represent just 25% of the workforce, cybersecurity firm CyberCX has demonstrated how strategic gender equity initiatives can accelerate meaningful change and deliver competitive advantage.



The Challenge

The cybersecurity sector faces one of the most pronounced gender gaps in technology, with traditional recruitment methods and workplace cultures creating significant barriers for women entering and advancing in the field. CyberCX recognised that addressing this gap wasn't just about fairness, it was essential for accessing the talent needed to address Australia's critical cybersecurity skills shortage.

Strategic Intervention

CyberCX implemented their comprehensive "Women in Cyber: Strength in Equality" initiative, anchored by a formal Gender Equality Plan that explicitly targets gender pay gap elimination. The programme goes beyond typical diversity efforts, creating systemic change through multiple touchpoints:

Recruitment Innovation

The CyberCX Academy All-Women Cohorts provide tailored pathways specifically designed for women re-entering the workforce or transitioning careers. These cohorts offer part-time hours, enhanced mentoring, and flexible arrangements that accommodate caring responsibilities, directly addressing the demographic challenges revealed in workplace data.

Cultural Transformation

Women in Cyber Regional Champions create grassroots networks that foster belonging and connection, while leadership visibility from the CEO and executive team signals genuine organisational commitment. The company deliberately includes women in high-profile projects, including television programmes, to challenge industry stereotypes.

Career Development

Beyond entry-level support, CyberCX provides ongoing skills development, mentoring, and industry partnerships that create clear advancement pathways for women at all career stages.

Measurable Results

The initiative has delivered substantial outcomes that validate the business case for gender equity investment:

- **11 percentage point increase** in women's representation over five years
- **8 percentage points above** industry average for women's participation
- **Industry recognition** including „Best Place to Work in Security“ award
- **Policy influence** through CEO participation in the Federal Government's Cyber Workforce Working Group

The Competitive Advantage

CyberCX's approach demonstrates how addressing gender equity creates multiple business benefits. By developing innovative pathways for underrepresented talent, they've accessed a larger pool of skilled professionals while building an inclusive culture that enhances retention and performance. Their upcoming Cyber5050 initiative, providing free training to 300 Australian women, further positions them as an industry leader in talent development.

The company's success illustrates that closing gender gaps requires more than good intentions, it demands strategic investment, systemic change, and sustained leadership commitment that transforms equity from compliance requirement to competitive differentiation.





Innovation with Intention: Why Australian Best Workplaces Are Winning the AI Race

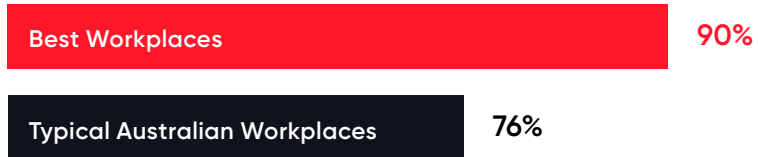
As Australian organisations accelerate AI adoption, a critical gap emerges between executive ambition and employee readiness. While nearly 90% of leaders anticipate AI will drive revenue growth, research shows 70% of corporate transformations fail. The difference between success and failure isn't the technology, it's how well organisations prepare their people for change.

Great Place To Work Australia data reveals why some workplaces are perfectly positioned for AI success while others struggle.

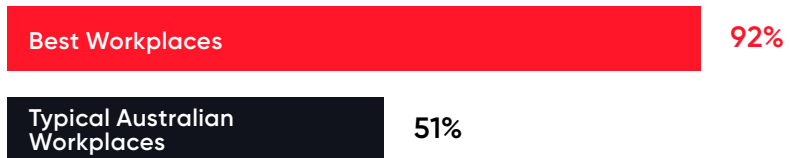
The Readiness Gap

90% vs 76% in typical Australian workplaces (employees with training are 20% more likely to embrace AI tools). These aren't just cultural metrics, they're the foundation determining whether employees will take risks necessary to experiment with AI. The differences between Australian Best Workplaces and typical organisations are striking:

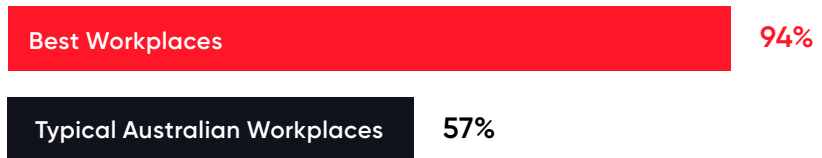
Professional development access



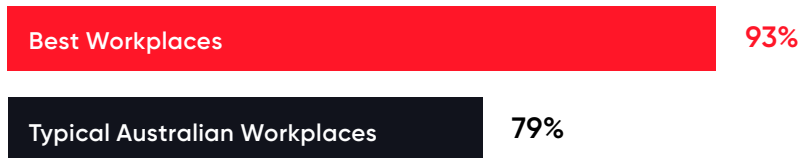
Psychological safety



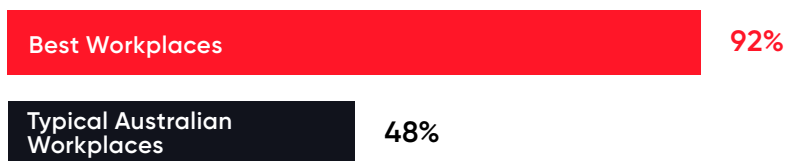
Recognition of honest mistakes



Celebration of new approaches



Politics-free environment



Why Psychological Safety Matters for AI

If you're worried about criticism for making mistakes or don't trust your organisation's intentions, why would you volunteer to test new AI tools or suggest innovative approaches? Best Workplaces have already solved this problem by creating environments where people feel safe to experiment.

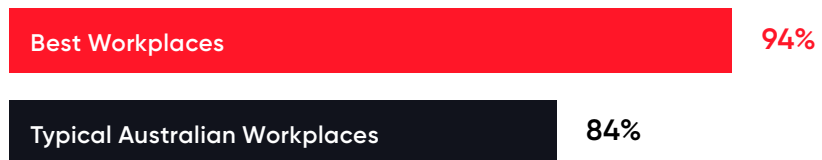
The adaptability advantage is clear:

93% of Best Workplace employees quickly adapt to changes needed for organisational success, compared to only 60% in typical organisations. In psychologically safe workplaces where people feel secure adapting and learning, transformational change happens naturally.

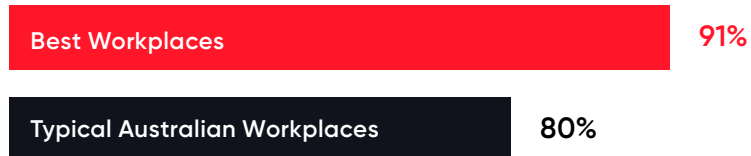
Cultural Advantages Translate to AI Readiness

Best Workplaces' cultural strengths create direct AI advantages:

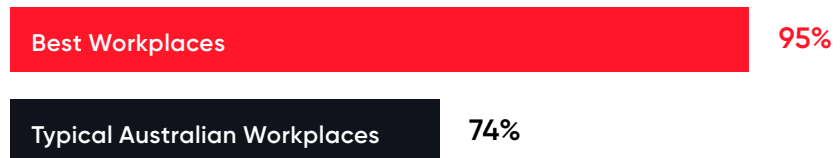
Service excellence confidence



Long-term commitment



Adequate resources



This stability and commitment provide the continuity needed for successful AI transformation, engaged employees are far more willing to invest time learning new technologies.

The innovation multiplier effect:

Companies where more employees participate in innovation achieve 5.5 times more revenue growth than less-innovative counterparts. Best Workplaces have already cracked the innovation code; they just need to channel that energy toward AI.

Closing the Awareness Gap

Currently, there's a significant gap between executive awareness of AI use (78%) and general workforce understanding (42%). Best Workplaces' superior communication cultures and trust levels position them to close this gap more effectively. They can leverage existing psychological safety to have honest AI conversations without triggering fear or resistance.

The Path Forward

For organisations improving AI readiness, the approach involves building foundational elements Best Workplaces have mastered:

- Creating cross-functional teams for safe AI experimentation
- Developing comprehensive training beyond technical skills to include ethics and effective prompting
- Maintaining transparent communication about how AI enhances rather than replaces human capabilities

The Competitive Reality

Australian Best Workplaces aren't just slightly better positioned, they have fundamental advantages difficult for typical workplaces to overcome quickly. The 41-point psychological safety gap, 14-point professional development advantage, and dramatically different innovation cultures represent years of intentional culture building.

For typical Australian workplaces, the challenge isn't just implementing AI technology, it's building the trust and cultural foundation that makes successful implementation possible. The organisations recognising this reality and addressing fundamental gaps today will determine their AI transformation success tomorrow.

Innovation with intention requires environments where employees feel empowered to embrace change, and the data shows Best Workplaces have already built exactly that.





Cisco: Leading AI Transformation Through Trust and Innovation

As one of the World's Best Workplaces and a consistent presence on Australia's Best Workplaces list for eight years, Cisco exemplifies how trust-centered organisations successfully navigate AI transformation. The technology giant's comprehensive approach to AI demonstrates why workplace culture foundations matter as much as technical capabilities.



Building Internal AI Capabilities

Cisco's deployment of BridgeIT, an internal version of ChatGPT, showcases how Best Workplaces approach AI implementation. Rather than simply adopting external tools, Cisco developed a secure, tailored solution that empowers employees while maintaining data confidentiality. This reflects the company's understanding that successful AI adoption requires both technological sophistication and employee trust.

The company's commitment to workforce development mirrors the patterns seen in Great Place to Work data, where Best Workplaces excel in professional development access. Cisco offers comprehensive AI learning pathways through partnerships with Coursera and eCornell, covering everything from AI fundamentals to advanced machine learning strategy. This investment demonstrates the company's belief that successful AI transformation requires upskilling the entire workforce, not just technical teams.

Innovation Through Collaboration

Cisco's InnoVerse program illustrates how psychological safety enables AI innovation. Employees collaborate across departments to develop AI-powered solutions including Workday assistants, survey analysis bots, and decision-support tools. This cross-functional approach succeeds because Cisco has already established the trust and innovation culture that Great Place to Work research shows is essential for technological transformation.

Responsible AI Leadership

Perhaps most significantly, Cisco has developed a comprehensive Responsible AI/ML Framework incorporating human rights principles, transparency, fairness, and accountability. This framework addresses the trust concerns that often derail AI initiatives at organisations with weaker cultural foundations.

Cisco's approach extends beyond internal transformation to social impact through the Networking Academy's AI training programmes and leadership of the AI-Enabled ICT Workforce Consortium. This demonstrates how organisations with strong trust foundations can become catalysts for broader industry transformation.

Cisco's AI success story reinforces that technical excellence alone doesn't guarantee transformation success, it requires the cultural foundation that distinguishes Best Workplaces from typical organisations.





Where Australian Workplaces Go From Here

The numbers don't lie, trust isn't some fluffy HR concept, it's what separates Australian organisations that are winning from those struggling to keep up.

Every workplace challenge in this report traces back to one question: Do employees trust their leaders to have their best interests at heart? Best Workplaces consistently outperform typical organisations by staggering margins, 41 percentage points in psychological safety, 30 points in retention, 32 points in customer service excellence. These aren't incremental improvements; they represent fundamentally different workplace realities.

Trust-based organisations unlock tangible competitive advantages. They adapt faster to new legislation because trust already exists. They're better positioned for AI transformation because people feel safe to experiment. They retain talent across generations because they've mastered building leadership confidence while respecting individual differences.

Most importantly, they've proven that gender equity, work-life balance, and innovation aren't competing priorities, they're mutually reinforcing elements that drive both human fulfilment and business performance.

The 42 percentage point swing in psychological safety based on executive credibility means leadership behaviour, not policies or programs, ultimately determines success. This requires leaders who admit mistakes first, give straight answers, treat everyone equally, stay approachable, and set realistic expectations.

Employees now migrate toward cultures that respect their humanity, support their growth, and trust their capabilities. The organisations in this report, from Hilton's psychological safety leadership to Cisco's AI transformation, demonstrate that when trust exists, everything else becomes possible.

Australia's Best Workplaces aren't just outliers, they're blueprints for what happens when leaders choose courage over control, trust over surveillance, and authentic culture over corporate theatre.

The future of work is being written today. Trust will determine who gets to author it.

Best Workplaces

Best Workplaces™

Great Place To Work®

AUSTRALIA 2025™

Large category

01	Hilton	06	Salesforce
02	Cisco	07	ALLIANZ Group
03	REA Group	08	CyberCX
04	Specsavers	09	Marriott International
05	DHL	10	InLife Independent Living

Medium category

01	CrowdStrike	16	Baringa Partners
02	H&H Group (Swisse Wellness)	17	Cobild
03	Nous Group	18	Adobe Systems Incorporated
04	Mantel Group	19	Tecala Group
05	ServiceNow	20	Mattel
06	BGL Corporate Solutions	21	UpGuard
07	Visagio Australia	22	Insight Enterprises Australia Pty Ltd
08	Bizcap AU Pty Ltd	23	Cashrewards
09	Jetts Fitness	24	Kraken
10	Sandoz	25	Carlisle Homes
11	Talent International	26	McNab
12	X-Team International Pty Ltd	27	Netwealth Investment Limited
13	Ralph Lauren Australia	28	Judo
14	MoneyMe	29	carsales
15	Randstad Australia	30	Sydney Children's Hospitals Foundation

Small category

01	Macquarie Cloud Services	16	Green Building Council of Australia
02	This Is Flow	17	Channel Capital Group
03	Spaceful	18	OnePointHealth Group
04	Surge Direct Pty Ltd	19	IComm Australia
05	MaxSoft	20	Adelaide Hills Lawns & Gardens
06	Ansarada	21	SEIVA
07	intelia	22	Beam Suntory Australia
08	Association of Professional Builders	23	v2 Digital
09	Corto Pty Ltd	24	Recovery Partners
10	Be Challenged	25	Rare Cancers Australia
11	Porter Novelli Australia	26	Jacaranda Finance
12	Engaging.io	27	SEDA College (Victoria)
13	Future Form	28	BROADSCOPE FACILITY SERVICES PTY LTD
14	The Man Cave	29	Quorum
15	EdgeRed	30	Stamford Capital Australia

Micro category

01	Sensible Business Solutions	16	Aviato Consulting
02	Volvo Financial Services Australia	17	Equality Media Pty Ltd
03	Signal Security	18	Ostara Australia
04	Axon Property Group	19	Bright People
05	MSP Blueshift	20	Worldteam
06	Thirst Creative	21	The Media Store
07	EzLicence	22	Phoenix Health Fund
08	Cox Purtell Staffing Services	23	Country to Coast Home Care Services
09	SalesFix	24	Goodman Private Wealth
10	AI Technologies	25	Unbound Minds
11	Serendis Leadership	26	ClearRoute
12	Makerx	27	The Co. Accountants & Business Advisors
13	LJ Hooker Strata ACT	28	Flying Start Children's Therapy
14	Workhorse Staffing	29	Revolution Surgical
15	Catalytic IT	30	EngineRoom Applications

The Certification™ Process



Step 1: Launching Your Survey

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

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



Step 2: Answer the Culture Brief™

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



Step 3: Receive Your Certification Badge™ and Profile™

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

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

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

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

Meet the team



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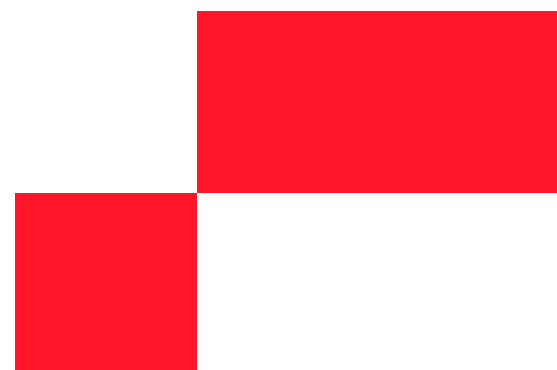
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Manager



THE FRONTLINE GAP

Frontline workers are essential to our society and economy - and to your organization's success. But do they feel that way?

What did we learn?

50%

of frontline workers say their company values office workers more than them.

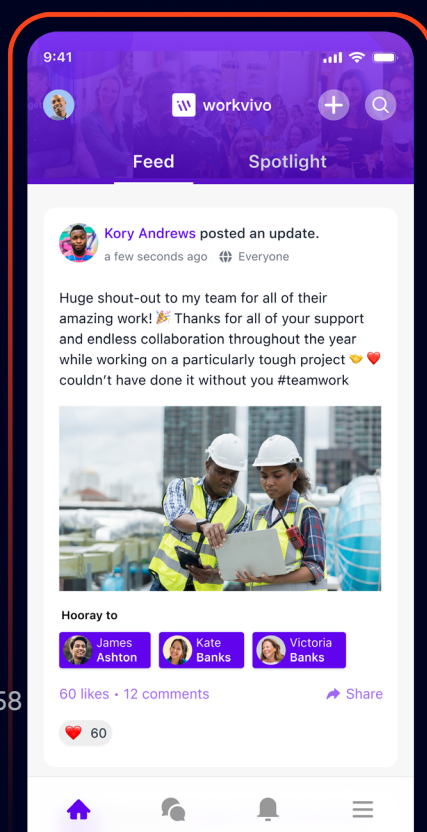
46%

of frontline workers don't know who their company's CEO is.

87%

of frontline workers aren't certain their company culture applies to them.

Workvivo helps frontline organizations **reach and engage** their employees



- 1 Stay informed, connected & engaged**
Keep your team in the loop, wherever they are.
- 2 Simple access to knowledge, info & tools**
Work smarter, faster and more efficiently.
- 3 Streamline in-shift work operations**
Everything you need, just a tap away.



Scan the QR code to check out the full report or go to frontline.workvivo.com





Get Certified
and start
your journey
to becoming
the Best...

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