

## Sri Lanka's Best Workplaces 2019

The following list is in Alphaneumeric order and in no way indicates ranking.

	Company Name	Industry	No of Employees	Years Listed
	99X Technology	Information Technology	221	★★★★★★
	AIA Insurance Lanka	Insurance	755*	★★★★★★
	Bharti Airtel Lanka	Telecommunications	172	★★★
	BoardPAC & IronOne Technologies	Information Technology	101	★
	Certis Lanka Security Solutions	Professional Services - Commercial & Industrial Security	6282	★★
	Classic Travel	Professional Services - Travel & Leisure	230	★★★★★
	DHL (Keells)	Transportation & Logistics	266	★★★★★
	Diesel & Motor Engineering	Diversified	1757	★★★★★★
	Expac Corrugated Cartons	Manufacturing & Production	262	★★
	Fashion Bug	Retail	739	★★
	Gamma Pizzakraft Lanka	Food & Beverage	1445	★★★★★★
	HNB Finance	Financial Services	1871	★★★
	IFS R & D International	Information Technology	1002	★★★★
	McLarens Holdings	Diversified	838	★★★★
	Mountain Hawk Express (Licensee of Federal Express)	Transportation & Logistics	176	★★★★
	NOLIMIT	Retail	1550	★★★★
	Oxford College of Business	Education	63	★★★★★★
	Plenty Foods (CBL Group)	Manufacturing & Production	492	★
	Prime Lands	Construction and Real Estate	210	★★★★★
	Singer Finance (Lanka)	Financial Services	503	★
	Softlogic Life Insurance	Insurance	831*	★★★★
	SYNERGEN Health	Professional Services - KPO	321	★★
	United Tobacco Processing	Manufacturing & Production	2058	★★★★
	Vallibel Finance	Financial Services	923	★
	Weligama Bay Marriott Resort & Spa	Hospitality	272	★

\*Permanent Employees

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# Sri Lanka's Best Workplaces

THE 25 Best Workplaces for 2019 were selected through the 7th consecutive annual study conducted by Great Place To Work® in Sri Lanka. The study achieved a response rate of 83% via surveying a sample of 23,280 employees who represented a population of 50,950 employees among the Sri Lankan workforce. Over 90 organisations across 20 main industries registered for the study. The list makers were felicitated at the awards ceremony held on the 5th of July at the Shangri-La Hotel, Colombo.

Great Place To Work® is the globally recognized authority on studying and recognizing best workplaces. Over the past 30 years it has carried out studies to learn from and understand Great Workplaces and expanded its reach across 60 countries. The Sri Lankan study is based on the global model and a rigorous methodology, which has been researched, tested and carried out in similar studies worldwide – including in the Americas, Europe and Australasia.

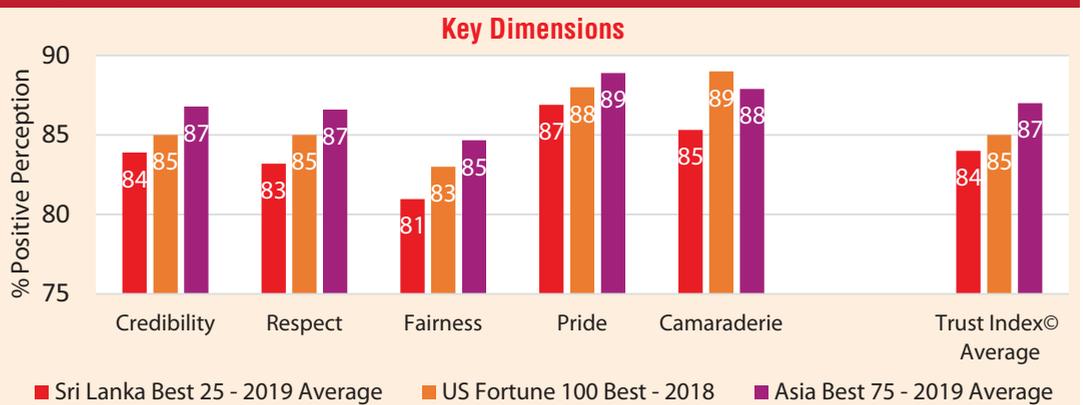
The model used to assess great workplaces is based on two lenses; Firstly, the Trust Index® employee perception survey is conducted to understand the employee workplace experience.

Organizations are measured on whether employees Trust the people they work for, have **Pride** in work they do and share **Camaraderie** among people they work with. Secondly, the practices and processes in place to drive the employee experience are evaluated through a central submission termed the Culture Audit®. Results for each of the listed organizations are audited to maintain accuracy and validity of its inclusion in the Best Workplaces List. (See Picture 1).

## THE BEST WORKPLACES

Overall, employees of the 25 Best Workplaces for 2019 express a collective average of 84% positive perception on elements of workplace experience measured through the Trust Index® survey. When asked to separately rate the pulse state-

Graph 1



SOURCE: Great Place to Work® in Sri Lanka

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ment 'taking everything into account, do you believe your organisation to be a Great Workplace?' an 88% positive perception was shown by the same employees, displaying an overriding perception for their organizations that is higher than the average experience.

There are 5 dimensions of a great workplace culture assessed through the Trust Index® survey: credibility of management, respect for the individual, fairness in the organisation, pride in work and cama-

raderie among colleagues. Pride (Best 25 Average: 87%) emerges as the highest scoring dimension whereas Fairness (Best 25 Average: 81%) is the lowest scoring dimension. This trend in average dimension scores is observed in the overall local study as well as in regional and global studies too.

Maintaining a minimum average of 70% positive perception is considered the global norm to be considered a great workplace. Therefore, all average dimension scores of the Best

Workplaces scoring over an 80% positive perception reflect a healthy position.

In fact, for the first time in the study, the 25 Best Workplaces have achieved average scores over 70% positivity for every statement measured through the Trust Index® survey. However, when comparing positivity scores with that of the Fortune Top 100 2018 in the United States and Top 75 of Asia's Best Workplaces 2019 there is still room to Sri Lanka's Best 25 workplaces to improve. (See Graph 1)

Picture 1 - GREAT PLACE TO WORK® MODEL



SOURCE: Great Place to Work® in Sri Lanka

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# SRI LANKA'S BEST WORKPLACES - 2019

The study data also revealed 5 areas that are strongly correlated with employees of the Best 25 2019 considering their workplaces to be great. So Sri Lankan organizations that wish to follow in the steps of these best workplaces to focus action on the following key drivers. (See Table 1)

## THE BEST VS. THE REST

In this year's study, the 25 Best Workplaces (84% positivity) had an average 14 point lead over the rest (70% positivity) of the organizations that participated.

The largest gaps in employee positive perception between the Best vs. the Rest were observed to be 20 percentage point gaps in Management Reliability-delivery of promises (79% vs. 59%) and Fair Pay (76% vs. 56%).

The smallest gaps between Best vs. Rest were a 4% gap in physical safety of the workplace (90% vs. 86%) and 6% gap in Religious non-discrimination (94% vs. 87%)

Great Place to Work® places greater significance upon 5 statements in the Trust

**Table 1**

Key Drivers of Great Workplace Perception	Average Positivity – Best 25 2019
1. Competence in delivering fair performance evaluations	81%
2. Providing opportunities for career growth	83%
3. Maintaining confidence among employees that the organization is attracting the right talent	83%
4. Visibility of honest and ethical behaviour by the management	89%
5. Fair treatment of all employees regardless of their position in the organisation	88%

SOURCE: Great Place to Work® in Sri Lanka - Best Workplaces Study 2019

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Index© survey that are considered to be indicators of health in a great workplace. These indices differentiate the Good from the Great and contribute to helping organizations perform better.

It can be seen that the Best Workplaces surpass the Rest of the study participants in levels of employee positive perception for these critical areas. (See Table 2)

Creating a Great Workplace is a journey. It is an objective that needs to be incorporated in to the top 3 goals of the company in order for the relevant focus to be given

**Table 2**

HEALTH INDICATOR	BEST	REST	GAP
• Daily Motivation to come to Work	83%	67%	16%
• Seeing Discretionary effort among others	85%	71%	14%
• Long-term association with the organization	85%	72%	13%
• Pride in the organization	91%	83%	08%
• Advocating others to join organization	85%	70%	15%

SOURCE: Great Place to Work® in Sri Lanka - Best Workplaces Study 2019

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and success to be derived from a healthy workplace culture. Employees require as much priority as to the customer and investors, and

if successfully done, this is reflected in the bottom line as a high trust culture drives high performance in organizations.



Sri Lanka's 25 Best Workplaces for 2019



Entries to the Great Place to Work Hall of Fame in 2019: Laureates - Gamma Pizzakraft Lanka, Prime Lands, DHL (Keells), Classic Travel

GREAT Place To Work Category Awards felicitated organisations that are best in class in five main categories selected for study 2019; Practice Awards for Excellence in People Initiatives (three selected practices), Cube Awards for Special Recognition (two selected areas), Organisation Size and Classification, achievement of Laureate status (organisations who listed for five years) and Asia List acknowledgement.

## EXCELLENCE IN PEOPLE INITIATIVES

Great Place To Work evaluated both people practices and corresponding employee perception scores in determining winners whose practices contribute to creating and sustaining a Great Workplace experience. This dual alignment is used to ensure that the practice, while satisfying structure and principles, is one that has been effectively executed too.

### Excellence in Employee Appreciation – Won by 99X Technology

An appreciative culture is maintained at 99X Technology by constantly tracking employee input and using many opportunities to applaud and thank employees for contributions. Xians willingly dedicate time and extra effort to meet project deadlines as well as get involved in company-related events even outside office hours. In appreciation, they are given personalised gifts as thanks or special leave allocation in consideration for long hours spent.

Additionally, MyRetro is an internally developed continuous feedback system through which employees get feedback and appreciation instantly for their efforts. Many events and activities throughout the year are used to create a sense of fun and appreciation for everyone in the organisation. The Blaze annual awards night is used to recognise a myriad of achievements with a unique rewarding scheme based on employees nominating and voting on winners.

Over time, 99XT has included various stakeholders in its appreciation initiatives. Customers have embraced this culture and send individualised gifts to team members and/or take them on outings/trips to appreciate their project

# Category Awards for 2019

contribution. At the completion of a successful project, in addition to valuing the employees for contribution, a goodies basket is sent to the employees' family in appreciation of their sacrifices too.

### Excellence in Managing Employee Grievances Won by Weligama Bay Marriott Resort & Spa

Weligama Bay Marriott Resort & Spa maintains several formal and informal listening practices to manage employee concerns from monthly communication meetings regarding associate relations, WhatsApp groups with leadership team, logbooks in associate areas for logging feedback about accommodation and cafeteria to anonymous suggestion boxes and surveys that allow employees to 'Tell HR' and raise issues which are then diverted to relevant HODs and discussed at meetings.

All managers (without exception) are expected to be involved in operations and move among employees to 'listen' and encourage bottom up communication.

Associates are empowered to resolve undesirable workplace situations with immediate supervisor/manager or even approach the General Manager/Human Resources team of the property. Failure to provide a satisfactory solution, allows the associate to file complaint against responsible persons who failed to solve the issue through the 'Guarantee of Fair Treatment' (GFT) process.

The regional team then investigates the matter while maintaining protection of the victim throughout the process. For any unresolved conflicts any associate can 'Call Bill', a toll free hotline number connecting them to Global Chairman, Bill Marriott's office.

### Excellence in Corporate Social Responsibility Won by Diesel & Motor Engineering

DIMO believes in an ethical and sustainable business approach that goes beyond regulatory and legal obliga-

tions. To actively engage tribe members in CSR initiatives 'being responsible' has been integrated into work instructions.

All members are expected to base operational actions on strategic imperatives which include 'being a benefactor to the society' 'play by the rules' and 'friend to the environment'. New hires receive an introduction to sustainability practices at DIMO in the welcome email even before joining and are introduced to detailed initiatives during their onboarding. Employee commitment to sustainable practices is conditioned through the 'I pledge' program and quarterly awareness sessions on same.

DIMO understands that employee involvement is key. Areas for CSR intervention are prioritised based on the 'voice of the community' by periodically carrying out stakeholder engagement surveys and developing community interventions based on the analysis of the survey feedback.

And overall, Tribe members contributed 549 volunteer hours in the 2017-18 financial year. DATS is DIMO's flagship CSR project in Technical and Vocational Education for young people. It offers automobile technology education free of charge to under privileged youth and involves DIMO tribe members in the training and development of these youth.

## CUBE AWARD FOR SPECIAL RECOGNITION

### Best in Camaraderie – won by BoardPAC and IronOne Technologies

Both Trust Index employee survey results and Culture Audit information were used to evaluate this award. Organisations shortlisted had the highest scores in the camaraderie dimension in the survey, capturing employees' feelings toward intimacy, welcoming atmosphere and sense of community within the workplace. Practices that contributed to creating a sense of camaraderie were also considered. BoardPac and IronOne Technologies showcased very high perception in

Camaraderie and showed a strong culture that celebrated achievements and facilitated teamwork. Some of the employee comments obtained from the survey are shown below,

- "There's a great sense of 'Family' in this company, with great camaraderie and mutual trust. Everyone here always refers to people as the 'IronOne Family'. People's needs are always put first before project/product work. It's certainly a second home to all people who work here."
- "The most unique trait that makes it a Great Workplace is the family-like team culture instilled among everyone. Everyone here goes the extra mile to help their colleagues out and I think it says a lot about how well people get on with each other, and people stay for this friendly environment more often than not."

### Best Workplace for Millennials – Won by Gamma Pizzakraft Lanka

Organisations were shortlisted for this award considering that they had (i) more than 30% representation of millennials in the workforce, (ii) overall high employee survey scores, with the highest positive perception score for millennials among the age groups, but within a 10-percentage point difference of each other.

Positive perception of millennials at Gamma Pizzakraft Lanka was at 93% in the survey and higher than the other age groups. The workforce was composed of 30% millennials (26- 34 year Survey Age Bracket) and overall 88% of workforce is younger than 34 years of age. Seeing the majority of the workforce between 20-35 years to be male, the company shaped awareness programs, benefits and facilities to cater to providing for physical, mental, and financial health of these employees and help them find balance.

Strong communication and development along with recognising achievements of team members and building a 'How We WIN Together' culture motivates employees on a daily basis providing purposeful work and an authentic experi-

ence. Practices high in all-inclusiveness and diversity showcase the organisations drive to create 'a great workplace for all' and resonate with millennials.

## ORGANISATION SIZE AND CLASSIFICATION AWARDS

The challenges of sustaining a great workplace culture vary with the number of employees and the nature of the work environment. Therefore, Great Place to Work in Sri Lanka further recognised great workplaces in the following categories.

### Small Enterprise Category (>200 employees)

- **Gold** – Oxford College of Business
- **Silver** – Mountain Hawk Express (Licensee of Federal Express)
- **Bronze** – BoardPAC and IronOne Technologies

### Medium Enterprise Category (201-750 employees)

- **Gold** – 99X Technology
- **Silver** – Fashion Bug
- **Bronze** – DHL (Keells)

### Large Enterprise Category (750-1500 employees)

- **Gold** – Gamma Pizzakraft Lanka
- **Silver** – AIA Insurance Lanka
- **Bronze** – Softlogic Life Insurance

### Extra Large Enterprise Category (>1500 employees)

- **Gold** – Diesel & Motor Engineering
- **Silver** – Certis Lanka Security Solutions
- **Bronze** – United Tobacco Processing

### Best Multinational Corporation – DHL (Keells)

### Best Public Limited Company – Diesel & Motor Engineering

### Hall of Fame: Laureate

Organisations which have maintained a proven track record for commitment to people management by achieving a place in the Best Workplaces list for five years were given the status of 'Laureate' and inducted into the hall of fame. Gamma Pizzakraft

Lanka, DHL (Keells), Classic Travel and Prime Lands joined the list of Sri Lankan Laureates this year.

99X Technology, AIA Insurance Lanka, Diesel & Motor Engineering, moved on to their seventh year while Oxford College of Business moved into its sixth year on the Best Workplaces list.

### Best Workplaces in Asia

The 'Best Workplaces in Asia' list for 2019 recognised the 75 Best Workplaces based on great workplaces in the Asia-Pacific and Middle East that had been assessed in the year 2018.

More than 1,200 organisations covering over 1.6 million employees across eight countries were considered in the ranking of the Asia List.

Asia's Best Workplaces were listed under the categories of 25 Best Multinational Workplaces, 25 Best Large Workplaces, and 25 Best Small and Medium Workplaces.

Eight organisations from Sri Lanka were felicitated in the Asia List. DHL (Keells) Ltd. was one of 11 offices that contributed to DHL Asia's ranking as No: 1 Best Workplace in the Best MNC Workplaces category. Mountain Hawk Express

Ltd. (Licensee of Federal Express) was one of three entities that contributed to FedEx entering the MNC List in Asia for the first time at No. 17.

Diesel and Motor Engineering PLC (No. 24) and HNB Finance Ltd. (No. 25) appeared on the Large Workplaces list for the first time.

The Small & Medium Workplaces List featured 99X Technology Ltd. re-entering at an improved position of No. 8. Furthermore, there were three new entries from Sri Lanka to the Small & Medium List; Expack Corrugated Cartons Ltd. (No. 18), Softlogic Restaurants Ltd. (No. 19) and Oxford College of Business Ltd. (No. 20).

## SRI LANKA'S BEST WORKPLACES - 2019

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Winners of the Asia's Best Workplaces in 2019: Softlogic Restaurants, DHL (Keells), Expack Corrugated Cartons, Mountain Hawk Express (Licensee of Federal Express), Diesel & Motor Engineering, 99X Technology, HNB Grameen & Oxford College of Business



BoardPAC & IronOne Technologies



Gamma Pizzakraft Lanka



99X Technology



Weligama Bay Marriott Resort & Spa



Diesel & Motor Engineering