Methodology – America’s Best Employers 2021

Summary

• America’s Best Employers have been chosen based on an independent survey from a vast sample of ~50,000 U.S.-employees working for companies employing at least 1,000 people in their U.S.-operations.

• The employees have not been consulted via their employers but anonymously through several online panels. By doing so, the employee could openly state his/her opinion, avoiding any influence from their employer.

• Each employee has been asked which firm or institution he or she works for, in an open-ended question with an autofill-option. Where appropriate, subsidiaries of larger entities have been combined for evaluation. The survey has been conducted on companies from all industry sectors employing more than 1,000 employees in the U.S. The recommended employers have been grouped into one of the 25 industry sectors.

• The evaluation was based on two distinct criteria:

  1. Direct recommendations: Employees were asked to rate their willingness to recommend their own employers to friends and family. The responses were analysed on a scale from 0 to 10, where 0 means "I wouldn't recommend my employer under any circumstances" and 10 means "I would definitely recommend my employer".

  2. Indirect recommendations: Participants were also prompted to evaluate other employers in their respective industries that stood out either positively or negatively.

• Furthermore, the employees were asked questions about work related topics: Employees were asked to give their opinions on a series of statements surrounding work-related topics, like working conditions, salary, potential for development and company image regarding their current employer. The rate of agreement/disagreement regarding the statements was measured on a 5-point Likert scale. This year an additional topic covered was the COVID-19 pandemic and accompanying challenges for employers (for example see p. 15).

• In total the survey took an average of 8-15 minutes to complete and the field period ran from CW 39 to CW 45.
The survey has been conducted using an online access panel, providing a representative sample of ~50,000 employees working part- or full-time for companies and institutions employing more than 1,000 employees in the U.S.

Survey

An online access panel is a sample group set up by a survey company and available for custom-built surveys. People register and agree to take part in online surveys.
Calculation of the scores: for each employer a combination of the direct and indirect score

The score is based on the two main elements below:

1. Direct score: willingness to recommend one’s own employer

> In order to measure the willingness to recommend one’s own employer, the following question has been asked: „On a scale of 0 to 10, how likely is it that you would recommend your employer to a friend or family member?“ (0: wouldn't recommend my employer under any circumstances, 10: would definitely recommend my employer).

2. Indirect score: willingness to recommend other employers

> The participants have also been asked if there are employers they would recommend to their acquaintances, or, on the contrary, if there are employers, they would not recommend their acquaintances to work for.

The results of these two elements have been combined to calculate a final score for around 3,000 employers in the U.S., with a greater weight given to the \textit{direct score}, i.e. willingness of the participants to recommend their own employer.\(^{(1)}\)

\(^{(1)}\) If available, last year’s score was also included with a small weight
America’s Best Midsize, America’s Best Large Employers: two rankings, one approach

data based process

Data Gathering
The Survey is programmed and responses are being gathered. Incoming data is cleaned and prepared for analysis.

Additional Research
Headcount data is researched to sort organizations into midsize or large category. Where available US headcount data is gathered via publicly available company information. If this is not directly available, size is estimated on available indicators like number and distribution of locations.

Analysis
The prepared data is analysed with proven scoring model to create a ranking of the highest rated employer brands. Further evaluation is made on demographic and industry level to gather insights into the US-labour market.

Publication
The final ranking is published by Forbes. America’s Best Midsize Employers ranging from 1,000 to 5,000 US-employees and Best Large Employers, consisting of organizations with more than 5,000 employees.
Demographic profile

Sample characteristics

Relatively balanced profile in terms of Age, Gender, and Employment Role. Comparable to estimates from the Bureau of Labor Statistics.

Employees in supervisory roles make up about nearly 1/3 of the respondents. The largest proportion of respondents fulfill complex roles, with 26% of respondents tasked with rather repetitive duties.

Higher share of female respondents as compared with Bureau of Labor Statistics: 53% in sample identified as female vs. 47% as male, whereas BLS estimates 53% of workforce is male and 47% female***

(*) The percentage sum exceeds 100% due to respondents being able to select more than one option

**BLS: https://www.bls.gov/cps/cpsaat10.htm
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Industries

Each employer grouped by industry

1. Construction, Oil & Gas Operations, Mining and Chemicals
2. Utilities
3. Engineering, Manufacturing
4. Automotive (Automotive and Suppliers)
5. Aerospace & Defense
6. Drugs & Biotechnology
7. Semiconductors, Electronics, Electrical Engineering, Technology Hardware & Equipment
8. Health Care Equipment & Services
9. Packaged Goods
10. Food, Soft Beverages, Alcohol & Tobacco
11. Transportation & Logistics
12. Banking & Financial Services
13. Insurance
14. Telecommunications Services, Cable Supplier
15. IT, Internet, Software & Services
16. Professional Services
17. Media & Advertising
18. Business Services & Supplies
19. Government Services
20. Education
21. Healthcare & Social
22. Retail & Wholesale
23. Clothing, Shoes, Sports Equipment (Manufacturing and Retail)
24. Restaurants
25. Travel & Leisure
Report: Best Employers 2021
Insights Package Preview
Best Employers Insights Report 2021

Insights Package Overview

2021 marks our first full-year of ranking projects in this new, corona-effected global work environment. Throughout the course of this year's projects, we will continue to survey thousands of professionals from the United States, Canada, and large collection of other countries from around the world. As always, our Best Employers surveys collect information regarding a broad range of workplace-related topics and give respondents the opportunity to comprehensively review their employer's performance both as a whole and in terms of individual drivers. Furthermore, respondents are asked to provide public perception scores for additional companies within their industry, before finally expressing their thoughts about the importance of selected factors in general workplace satisfaction.

What can you expect from this year's Insights Report?

This year's report contains four main types of insight: Respondent-Level Insights, Industry-Level Insights, Company-Level Insights, and finally, this year's special topic: Pandemic - The importance of Adaptability, Digitalization, and Work-From-Home in times of crisis.

Explanation of Insight Types:

- **Respondent-Level**: Broad scope information and statistics related to the survey sample as a whole, their demographics, and how these characteristics correlate with their perceptions of employer performance.

- **Industry-Level**: Statistics comparing results between industries and giving further detail regarding the changing demands of employers from industry to industry.

- **Company-Level**: Benchmarking of employer scores versus an array of competitors. Additional detail regarding a specific company's scores for willingness-to-recommend as well as individual factors.

- **Special Topic**: Analysis of drivers related to adaptability, digitalization, and work from home options specifically in terms of how each factor relates to overall willingness-to-recommend.
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The survey was conducted using an online access panel, providing a representative sample of employees working part- or full-time for large companies and institutions. Last year’s score, continuing to be a small factor, has been included where possible.

Survey participants:
- Full-time (> 30 hours per week)
- Part-time (< 30 hours per week)
- Unemployed
- Self-employed
- Company size

1. Direct score: willingness to recommend one’s own employer

In order to measure the willingness to recommend one’s own employer, the following question was asked: “On a scale of 0 to 10, how likely is it that you would recommend your employer to a friend or family member?” (0: wouldn’t recommend my employer under any circumstances, 10: would definitely recommend my employer).

2. Indirect score: willingness to recommend other employers

The participants were asked if there are employers they would recommend to their acquaintances, or, on the contrary, if there are employers they would not recommend to their acquaintances.

The results of these two elements have been combined to calculate a final score, with a greater weight given to the direct score, i.e., willingness of the participants to recommend their own employer.\(^{(1)}\)

\(^{(1)}\) Last year’s score, continuing to be a small factor, has been included where possible.
Methodology (2/2)

In addition to the willingness to recommend one’s own employer, each participant has evaluated their employer on the basis of 24 criteria (items).

Each driver provides a different perspective of the employer, and enables us to evaluate them based on more generalized criteria, for example Atmosphere & Development and Salary / Wage.

Specific aspects evaluated (items)

- “There is a climate of fairness and trust”
- “My direct supervisor makes his/her decisions clear”
- “There are career advancement opportunities with my employer”
- “The work is distributed fairly”
- “Wages/salaries paid are in line with responsibilities”
- “The company pays a good wage/salary”
- …

6 main drivers of the employer’s attractiveness

- Atmosphere at work and potential for development
- Image
- Working Conditions
- Salary / Wage
- Workplace
- Diversity
The report contains a detailed analysis of the relationship between individual drivers and respondents’ overall willingness-to-recommend their employer, divided by subgroups, demographics, and work-related characteristics.
## Respondent-Level: Hidden Champions

Top 10 employers by internal perception (with the best direct scores and a below average public perception¹)

<table>
<thead>
<tr>
<th>Order</th>
<th>Rank</th>
<th>Name</th>
<th>Industry</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>15</td>
<td>Company A</td>
<td>IT, Internet, Software &amp; Services</td>
</tr>
<tr>
<td>2</td>
<td>198</td>
<td>Company B</td>
<td>Transportation and Logistics</td>
</tr>
<tr>
<td>3</td>
<td>29</td>
<td>Company C</td>
<td>Utilities</td>
</tr>
<tr>
<td>4</td>
<td>124</td>
<td>…</td>
<td>…</td>
</tr>
<tr>
<td>5</td>
<td>47</td>
<td>…</td>
<td>…</td>
</tr>
<tr>
<td>6</td>
<td>229</td>
<td>…</td>
<td>…</td>
</tr>
<tr>
<td>7</td>
<td>250</td>
<td>…</td>
<td>…</td>
</tr>
<tr>
<td>8</td>
<td>73</td>
<td>…</td>
<td>…</td>
</tr>
<tr>
<td>9</td>
<td>130</td>
<td>…</td>
<td>…</td>
</tr>
<tr>
<td>10</td>
<td>17</td>
<td>Company X</td>
<td>IT, Internet, Software and Services</td>
</tr>
</tbody>
</table>

> **Hidden Champions** are companies with an above average internal evaluation who are below average when it comes to public opinion.

Additional Respondent-Level insights offer a deeper look into the ranking itself and give an overview of companies whose results differ between respondent groups.

¹ Mean of all public scores for the Top 300 companies.
### Industry-Level: Score Comparison

Average score and ranking share by industry

<table>
<thead>
<tr>
<th>Industry</th>
<th>Mean score overall ranking</th>
<th>% of total awarded companies</th>
</tr>
</thead>
<tbody>
<tr>
<td>Construction, Oil &amp; Gas Operations, Mining and Chemicals</td>
<td>7.5</td>
<td>1.3%</td>
</tr>
<tr>
<td>Utilities</td>
<td>7.4</td>
<td>2.6%</td>
</tr>
<tr>
<td>Engineering, Manufacturing</td>
<td>7.4</td>
<td>4.7%</td>
</tr>
<tr>
<td>Automotive (Automotive and Suppliers)</td>
<td>7.4</td>
<td>4.6%</td>
</tr>
<tr>
<td>Aerospace &amp; Defense</td>
<td>7.4</td>
<td>4.1%</td>
</tr>
<tr>
<td>Drugs &amp; Biotechnology</td>
<td>7.4</td>
<td>1.2%</td>
</tr>
<tr>
<td>Semiconductors, Electronics, Electrical Engineering, Technology</td>
<td>7.3</td>
<td>4.4%</td>
</tr>
<tr>
<td>Hardware &amp; Equipment</td>
<td>7.3</td>
<td>7.8%</td>
</tr>
<tr>
<td>Health Care Equipment &amp; Services</td>
<td>7.3</td>
<td>1.8%</td>
</tr>
<tr>
<td>Packaged Goods</td>
<td>7.3</td>
<td>8.6%</td>
</tr>
<tr>
<td>Food, Soft Beverages, Alcohol &amp; Tobacco</td>
<td>7.3</td>
<td>4.0%</td>
</tr>
<tr>
<td>Banking and Financial Services</td>
<td>7.3</td>
<td>2.5%</td>
</tr>
<tr>
<td>Insurances</td>
<td>7.3</td>
<td>2.8%</td>
</tr>
<tr>
<td>Telecommunications Services, Cable Supplier</td>
<td>7.3</td>
<td>2.2%</td>
</tr>
<tr>
<td>IT, Internet, Software &amp; Services</td>
<td>7.3</td>
<td>1.5%</td>
</tr>
<tr>
<td>Professional Services</td>
<td>7.0</td>
<td>10.0%</td>
</tr>
<tr>
<td>Media &amp; Advertising</td>
<td>7.0</td>
<td>1.3%</td>
</tr>
<tr>
<td>Business Services &amp; Supplies</td>
<td>7.0</td>
<td>5.6%</td>
</tr>
<tr>
<td>Government Services</td>
<td>7.0</td>
<td>3.8%</td>
</tr>
<tr>
<td>Education</td>
<td>7.0</td>
<td>3.6%</td>
</tr>
<tr>
<td>Healthcare &amp; Social</td>
<td>7.0</td>
<td>1.9%</td>
</tr>
<tr>
<td>Retail and Wholesale</td>
<td>7.0</td>
<td>3.5%</td>
</tr>
<tr>
<td>Clothing (Manufacturing and Retail)</td>
<td>7.0</td>
<td>6.2%</td>
</tr>
<tr>
<td>Restaurants</td>
<td>7.0</td>
<td>3.5%</td>
</tr>
<tr>
<td>Travel &amp; Leisure</td>
<td>7.0</td>
<td>3.5%</td>
</tr>
<tr>
<td>Total</td>
<td>7.0</td>
<td>3.5%</td>
</tr>
</tbody>
</table>

Given the vast differences in daily work and responsibility between employees working in different industries, these insights give companies a more in-depth look into the expected responses within industries.
Company-Level: Benchmarking

Company A, Industry

Performance in individual driver dimensions

- Diversity
- Image
- Working Conditions
- Workplace
- Salary / Wage
- Atmosphere

We benchmark your company against up to four ranked competitors or other companies of your choosing. This will allow you to gain valuable insights into industry best practices and your own strengths and weaknesses.
Special Topic

Relationship between Willingness-to-recommend and Adaptability

One question posed in this year’s survey asked respondents to rate their company in terms of its ability to adapt to sudden changes in its business environment.

Considering the timing of our survey during an unprecedented global event such as the Covid-19 pandemic, this was surely a pressing concern for many of our respondents.

Results show a significant, positive correlation between this measure of a company’s ability to adapt to changes in their environment and the overall willingness-to-recommend of their employees.

Survey respondents who strongly agreed that their company was able to adapt to sudden changes in its business environment were more than twice as likely to recommend their company to a friend or family member than respondents who did not at all agree with that statement.

This year’s special topic highlights some of the employment characteristics that have become increasingly important given the unprecedented times of the past year. The focus is on adaptability and remote working.
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