

Trust Index© Feedback Report

GREAT PLACE TO WORK® INSTITUTE
Pollinate Energy Ltd

The Great Place to Work Journey

Your company can be a great workplace, and you have the power to make it happen. It begins with an investment in building trust throughout your organization. The return will be a more vibrant enterprise, more innovative products and more satisfying relationships. Employees who trust their managers give their best, work freely, and their extra effort goes right to the company's bottom line. Managers who trust their employees allow innovative ideas to bubble up from all levels of the company. Employees who trust each other report a sense of camaraderie and even the feeling of being part of a family. Together they deliver far more than the sum of their individual efforts. Many of the best performing companies have followed this insight and seen tremendous results. At the Great Place to Work® Institute, we've spent over 25 years tracking these leaders and learning from their successes. Globally more than 6500 organisations participate annually in our best workplace studies and around 2.5 million employees share their feedback on their workplace experiences. More than 10 million employees are impacted through actions taken by organisations based on insights from these studies. By surveying millions of employees and studying thousands of businesses, we've created a model for building performance based on trust. It's our contribution to a global shift in businesses that is changing the way the world works. Our data show that building workplace trust is the best investment your company can make, leading to better recruitment, lower turnover, greater innovation, higher productivity, more loyal customers and higher profits. Our model provides specific, actionable steps to get you there. While you'll be the one to lead your company on this journey, we can provide steady guidance from one of our 46 offices around the world. Companies of all sizes look to us for our assessment tools, trainings, advisory services, conferences and workshops. The world looks to us to identify the best workplaces through our renowned lists. It's all part of our passion to create a better world by helping you create a great workplace. Wherever you are on your journey, we invite you to join us and create yours.

Trust Index© Overview

Trust Index© Overview

Great workplaces are built through the day-to-day relationships that employees experience - not a checklist of programs and benefits. Employees believe they work for great organizations when they consistently:

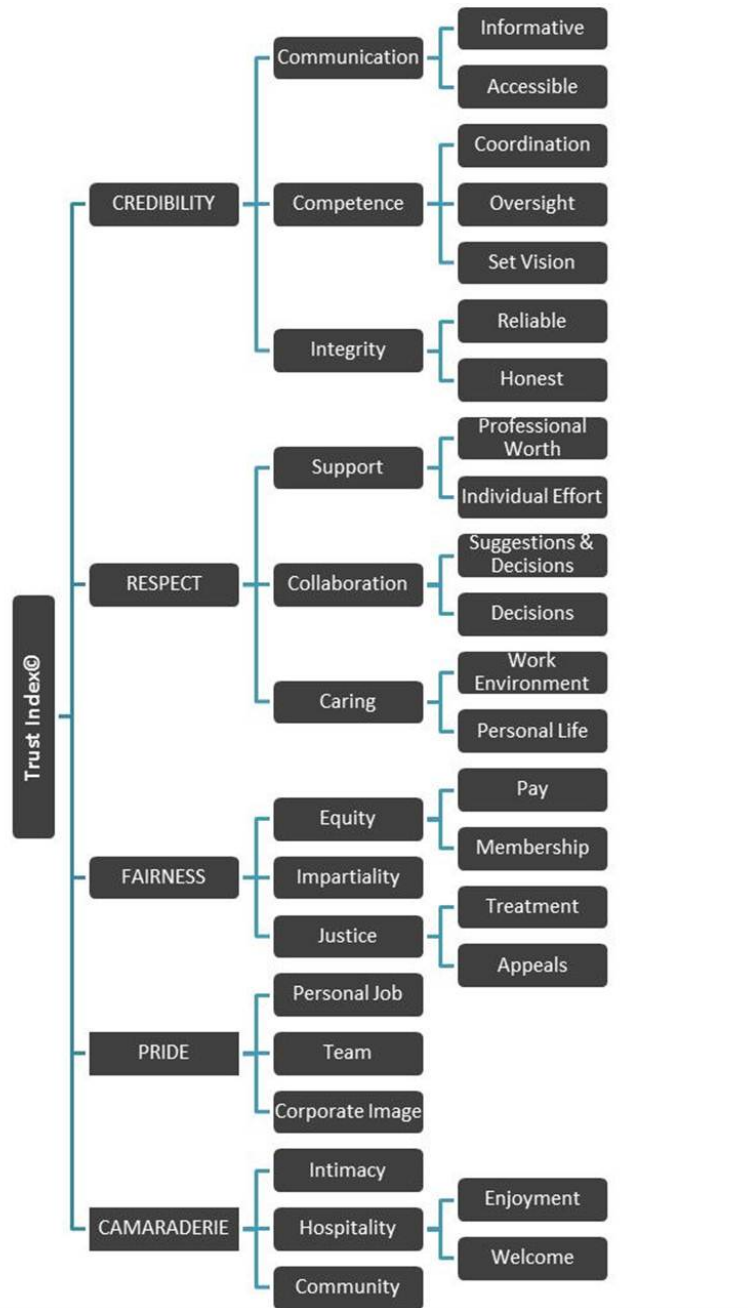
- 1) Trust the people they work for
- 2) Have pride in what they do and
- 3) Enjoy the people they work with

Trust is the defining principle of great workplaces – created through management's credibility, the respect with which employees feel they are treated, and the extent to which employees expect to be treated fairly. The degree of pride and levels of authentic connection and camaraderie employees feel with each other are additional essential components.

This fundamental model, confirmed by Great Place to Work® Institute through over 27 years' worth of analysis of employees' own opinions, is universal and consistent year-over-year, country-to-country, and applies to companies in all industries, non-profits, education and government organizations with wildly diverse employee demographics.



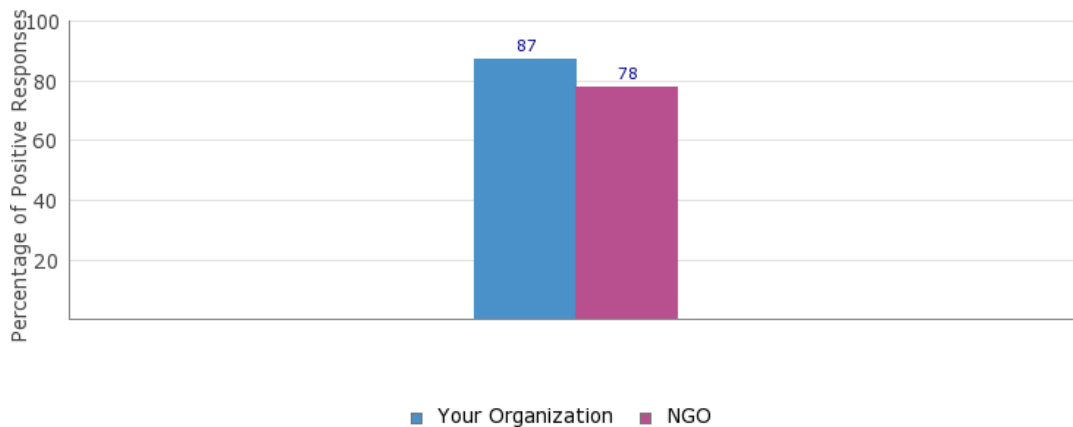
The five dimensions of Trust Index© can further be represented by the framework based on the dimensions and their various sub-dimensions.



Trust Index© Feedback

Trust Index© Feedback

Trust Index© Grand Mean



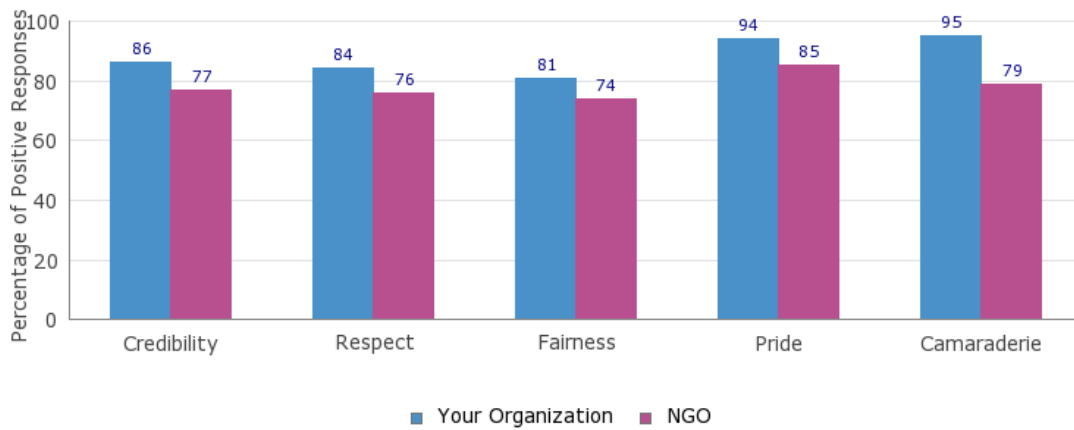
The Trust Index© model is derived from the definition of a great workplace as one where employees trust the people they work for, have pride in what they do, and enjoy the people they work with. This definition implies that the heart of great workplaces is in the quality of the relationships that exist there and identifies the workplace as composed of three interconnected relationships:

- 1 between employees and management
- 2 between employees and their jobs and
- 3 between employees and other

The Great Place to Work® Trust Index© was created by best-selling author Robert Levering in collaboration with a team of professional management consultants with years of experience in conventional employee surveys, and was based on hundreds of employee interviews conducted over the past decade for The 100 Best Companies to Work for in America (co-authored with Milton Moskowitz). By comparing's results with the Great Place to Work® Model©, management can build on the strengths and address the weaknesses revealed by the Trust Index©.

Note: The scores in the graph indicate the percentage of survey respondents giving positive feedback. For details refer to the section "Guidelines for Reading the Score Sheet".

Trust Index© Dimension Wise Breakdown



Credibility - Measures the extent to which employees see management as credible (believable, trustworthy), by assessing employees' perceptions of management's communication practices, competence and integrity.

Respect - Measures the extent to which employees feel respected by management, by assessing the levels of support, collaboration and caring employees see expressed through management's actions toward them.

Fairness - Measures the extent to which employees feels that management practices are fair, by assessing the equity, impartiality, and justice employees perceive in the workplace.

Pride - Measures employees' sense of pride in their work by assessing the feelings employees have toward their jobs, team or work group and the company.

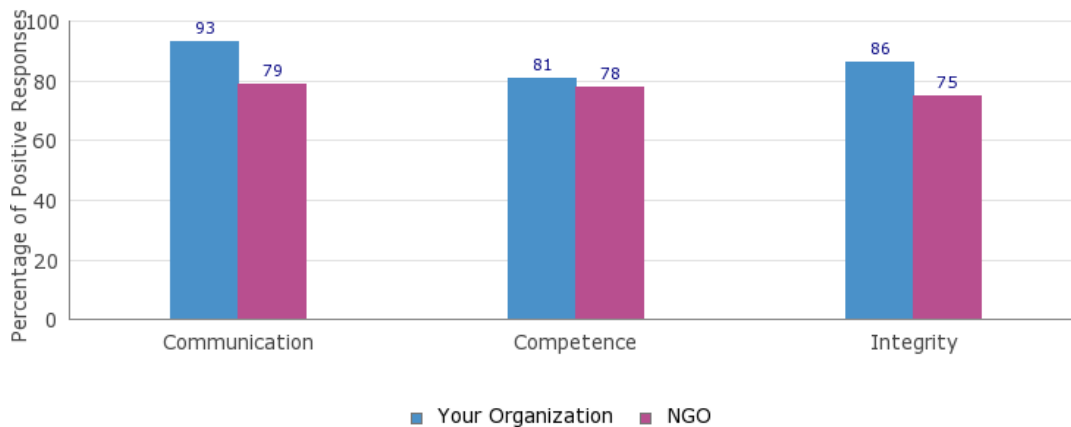
Camaraderie - Measures employees' sense of camaraderie in the workplace by assessing the quality of the intimacy, hospitality, and community within the workplace.

Sub-Dimension Breakdown



1. Credibility

Sub-Dimensions: Communication, Competence and Integrity



The above graph identifies your organization's average performance on the skill sets that contribute to Credibility. They consist of communication, competence, and integrity and are essential to promoting trust in the workplace. Good communication skills invite two-way dialogue. Managers are both clear and informative in the information they volunteer; and they are accessible to employees, affording them the opportunity to begin conversations about the information they might need or want to share.

Positive communication skills will allow managers to hear about and address rumours before they get started. If employees know their managers' are up front with them and feel they can ask questions freely when there are concerns, there will be no need to fill in information gaps with guesses. Clear communication allows employees to meet managers' expectations, choose their priorities carefully and, thus, be more productive.

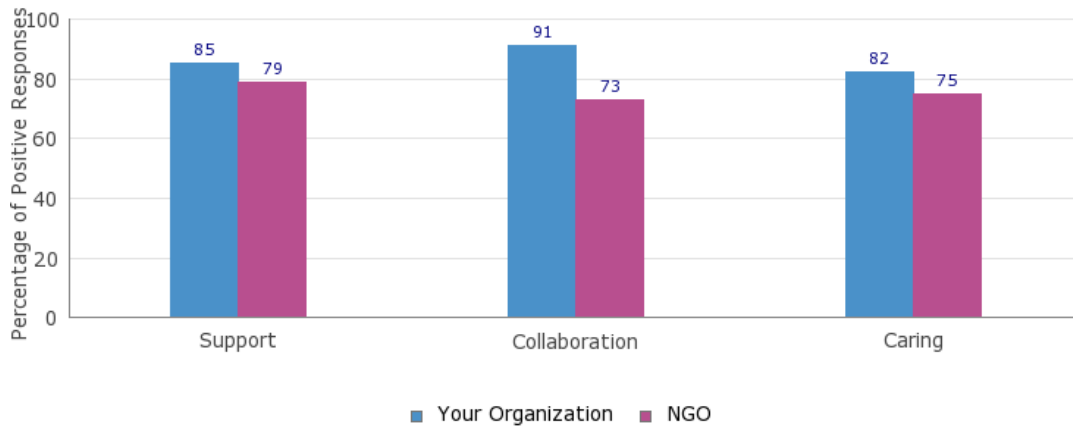
Displaying management competence involves the ability to coordinate people and resources effectively, the ability to oversee employees work, and the ability to clearly articulate and enact a vision for your organization or for individual departments. Employees who feel management is competent are more willing to trust management's decisions and follow management when they are leading employees through changes or uncertainty.

Management's integrity depends on honest and reliable daily actions. Managers are consistent: whatever they say, they do; and promises are kept. Additionally, employees are certain their managers run the business ethically. Clearly, performance on these skill sets creates employees perceptions of management's credibility, and this sense of credibility is essential to maintaining trust in the workplace.



2. Respect

Sub-Dimensions: Support, Collaboration and Caring



The above graph identifies your organization's average performance on the skill sets that contribute to Respect. They consist of support, collaboration, and caring, and represent another essential element to creating an atmosphere of trust in the workplace.

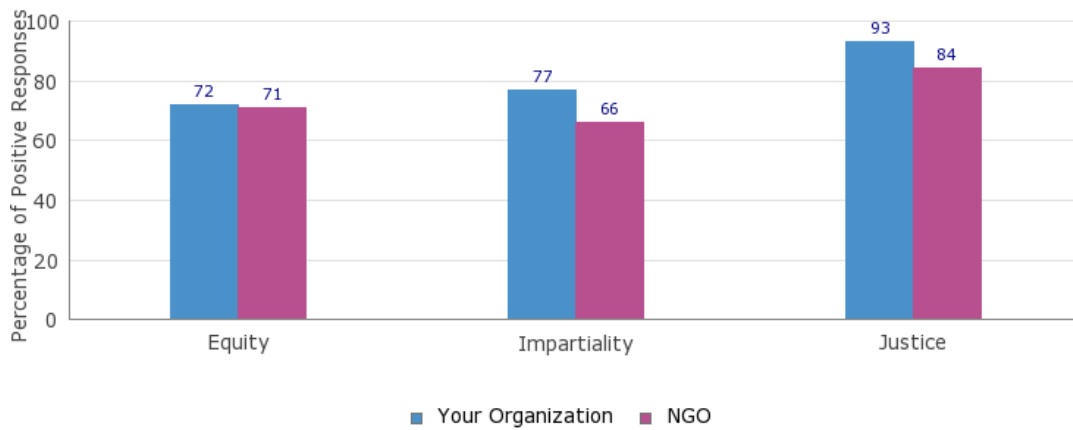
Professional support is shown to employees through the provision of training opportunities and the resources and equipment necessary to get work done. Appreciation of professional accomplishments and extra effort supports the individual professional development of employees. Collaboration between employees and management requires management outreach by genuinely seeking and responding to employees' suggestions and ideas, as well as involving people in the decisions that affect them.

Managers demonstrate caring by providing a safe and healthy working environment, and by showing an interest in people's personal lives. Caring managers are also aware of the impact that work has on employees' personal lives. Showing respect for employees improves employees' perceptions of how they are treated by management and increases their trust in your organization. A respectful environment fosters increased productivity and smoother execution of procedures by creating an atmosphere in which decisions are made with the support of staff, and ideas for improving the workplace can be shared. Employees are more enthusiastic about their work when they feel they are seen as people, not just employees.



3. Fairness

Sub-Dimensions: Equity, Impartiality and Justice



The above graph identifies your organization's average performance on the skill sets that contribute to Fairness. They consist of equity, impartiality, and justice, and represent the third element contributing to trust in the workplace a sense of equity is conveyed through balanced treatment for all people in the distribution of intangible and tangible rewards.

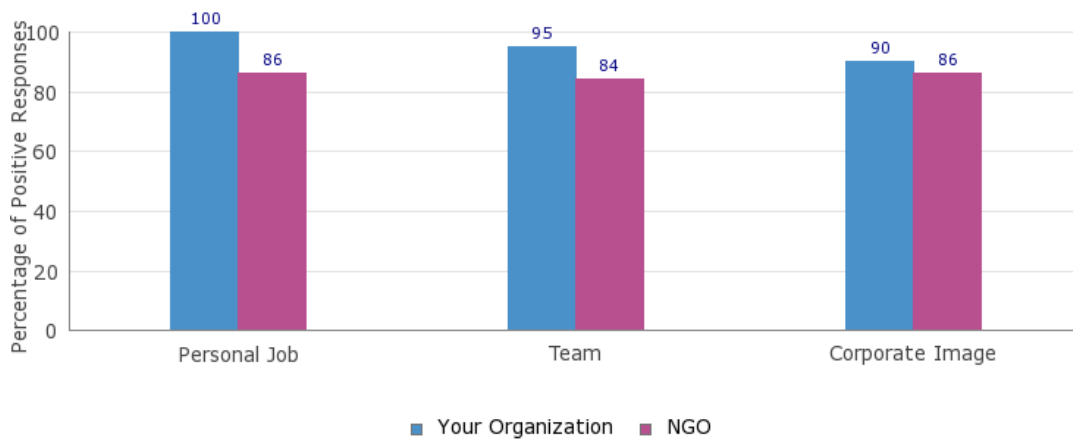
Manager impartiality is displayed through an avoidance of favoritism in hiring and promotion practices, and an absence of politicking in the workplace. The statements assessing impartiality reflect the very human interpersonal interactions that occur within a workplace when people are promoted, tasks are assigned, or requests for assistance are made to facilitate some aspect of work that needs to be accomplished.

Justice is seen as a lack of discrimination based on people's personal characteristics, and the presence and utilization of a fair process for appeals. An environment that supports the fair treatment of all employees enables people to focus on their work contributions rather than spending time on politics or defending themselves personally. A fair work environment reduces the distractions of inequity, politics and prejudice and allows people to make their greatest contributions.



4. Pride

Sub-Dimensions: Personal Job, Team and Corporate Image



The above graph identifies your organization's average performance assessing the elements in which employees feel pride: their personal jobs, the work of their teams, and its public image. Employees can feel pride in their personal jobs in the work that is produced by their own team or work group; and in your organization's corporate reputation, which is made up of its services and its standing in the community.

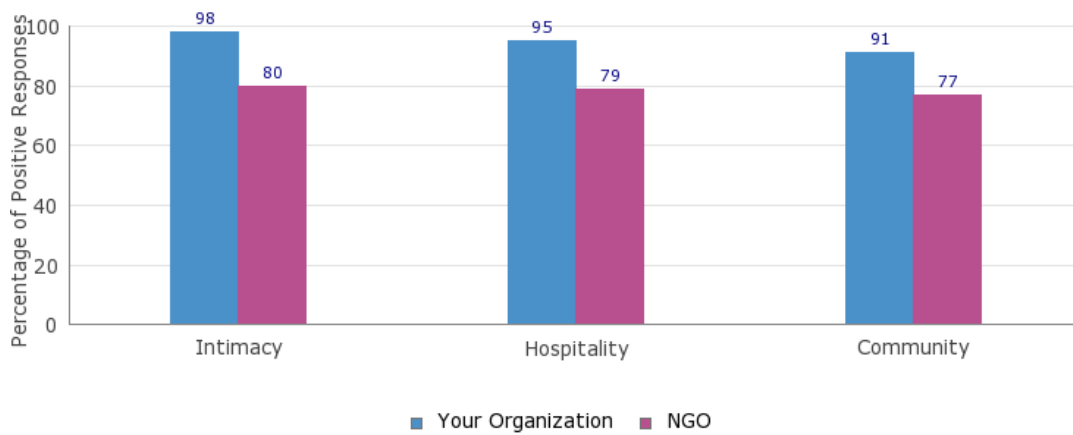
In general, high levels of pride in these three areas favourably affect employees' engagement in their jobs, thus increasing productivity, teamwork, and commitment to your organization. Pride in one's personal job is developed from the sense that one's specific contributions are special and unique to the organization - that one makes a difference at your organization. This feeling of pride in one's contribution can lead to employees making long-term commitments to your organization.

People's pride in the accomplishments of their teams is both a reflection of the good work that the team is able to do, and the explicit recognition by management that the success of the organization often comes from teamwork and not just from individual contributions. Finally, people's pride in their association with the organization and its public image come from the reputation of the firm within its industry or service areas, its ability to meet client needs, and its commitment to be of service to the communities in which it is located.



5. Camaraderie

Sub-Dimensions: Intimacy, Hospitality and Community



The above graph identifies your organization's average performance assessing the avenues through which staff conveys a sense of camaraderie: intimacy, hospitality, and community. Employees experience camaraderie in the workplace through the level of intimacy they find, or the ability they have to be themselves; the hospitality people engage in, or the extent to which the environment is friendly and welcoming; and the sense of community, or the degree to which staff feels like a team or a family.

Fostering feelings of hospitality and intimacy, and underscoring the importance of a sense of community in the workplace all contribute to employees developing relationships, cooperating with others, and enjoying their work. The teamwork, cooperation and commitment that is a by-product of camaraderie positively affect quality, productivity, profitability, and employees morale.

Statement Wise Feedback

Note: All numbers are in percentage. Employees were instructed to respond to each statement in the survey, using a 1-5 scale. The positive responses to the affirmative survey statements, indicating either a 4 ("often true") or a 5 ("almost always true"), are counted as a percentage of the total number of responses received for that statement. Blanks are not included in calculating your organization's score.

The India NGO scores represent the average responses given by employees of NGO's in the Great Place to Work Survey conducted in the year 2016.

Trust Index© Feedback			Score	
Dimension	Sub-Dimension	Trust Index© Statement	Your Organization	NGO-2016
Credibility	Communication	Management keeps me informed about important issues and changes.	90	81
		Management makes its expectations clear.	90	80
		I can ask management any reasonable question and get a straight answer.	95	76
		Management is approachable, easy to talk with.	95	79
	Competence	Management is competent at running the business.	86	81
		Management hires people who fit in well here.	76	73
		Management does a good job of assigning and coordinating people.	71	79
		Management trusts people to do a good job without watching over their shoulders.	86	73
		People here are given a lot of responsibility.	91	80
	Integrity	Management has a clear view of where the organization is going and how to get there.	75	82
		Management delivers on its promises.	86	72
		Management's actions match its words.	86	71
		I believe management would lay people off only as a last resort.	82	72
		Management is honest and ethical in its business practices.	91	85
Average			86	77

Trust Index© Feedback			Score	
Dimension	Sub-Dimension	Trust Index© Statement	Your Organization	NGO-2016
Respect	Support	I am offered training or development to further myself professionally.	67	79
		I am given the resources and equipment to do my job.	86	84
		Management shows appreciation for good work and extra effort.	90	81
	Collaboration	Management recognizes honest mistakes as part of doing business.	95	71
		Management genuinely seeks and responds to suggestions and ideas.	95	76
		Management involves people in decisions that affect their jobs or work environment.	86	70
	Caring	This is a physically safe place to work.	95	83
		This is a psychologically and emotionally healthy place to work.	86	77
		Our facilities contribute to a good working environment.	73	82
		People are encouraged to balance their work life and their personal life.	91	70
		Management shows a sincere interest in me as a person, not just an employee.	91	77
		We have special and unique benefits here.	45	63
			I am able to take time off from work when I think it's necessary.	95
Average			84	76

Statement Wise Feedback

Trust Index© Feedback			Score	
Dimension	Sub-Dimension	Trust Index© Statement	Your Organization	NGO-2016
Fairness	Equity	People here are paid fairly for the work they do.	50	63
		I feel I receive a fair share of the profits made by this organization.	56	64
		Everyone has an opportunity to get special recognition.	86	75
		I am treated as a full member here regardless of my position.	95	82
	Impartiality	Promotions go to those who best deserve them.	74	68
		Managers avoid playing favourites.	90	63
		People avoid politicking and backstabbing as ways to get things done.	68	67
	Justice	People here are treated fairly regardless of their age.	90	83
		People here are treated fairly regardless of their race or caste.	95	86
		People here are treated fairly regardless of their sex.	95	87
		If I am unfairly treated, I believe I'll be given a fair hearing if I appeal.	91	78
Average			81	74

Trust Index© Feedback			Score	
Dimension	Sub-Dimension	Trust Index© Statement	Your Organization	NGO-2016
Pride	Personal Job	I feel I make a difference here.	100	83
		My work has special meaning: this is not 'just a job'.	100	89
	Team	When I look at what we accomplish, I feel a sense of pride.	100	88
		People here are willing to put in extra effort to get the job done.	90	79
	Corporate Image	I want to work here for a long time.	71	82
		I'm proud to tell others I work here.	100	91
		People look forward to coming to work here.	95	78
		I feel good about the ways we contribute to the society.	95	93
Average			94	85

Trust Index© Feedback			Score	
Dimension	Sub-Dimension	Trust Index© Statement	Your Organization	NGO-2016
Camaraderie	Intimacy	I can be myself around here.	95	79
		People celebrate special events around here.	100	82
		People care about each other here.	100	80
	Hospitality	This is a friendly place to work.	95	84
		This is a fun place to work.	95	75
		When you join the organization, you are made to feel welcome.	100	84
		When people change jobs or work units, they are made to feel right at home.	90	71
	Community	There is a "family" or "team" feeling here.	95	83
		We're all in this together.	91	81
		You can count on people to cooperate.	86	66
Average			95	79

Statement Wise Feedback

Trust Index© Feedback		Score	
India Specific Statements		Your Organization	NGO-2016
Management does a good job of developing managers for leadership positions.		57	76
Management does a good job of attracting talent for key positions.		67	75
People here understand how their role contributes to the organization's goals		86	-
There are opportunities here for my career growth.		67	78
Performance of employees here is fairly evaluated.		76	75

Trust Index© Feedback		Score	
Great Place to Work Statement		Your Organization	NGO-2016
Taking everything into account, I would say this is a great place to work.		95	87

Statement Wise Feedback - Distribution of Survey Responses

Note:

Positive Score: Percentage of survey respondents who responded that the statement is either "Almost always true" or "Often true".
 Neutral Score: Percentage of survey respondents who responded that the statement is "Sometimes untrue -Sometimes true".
 Negative Score: Percentage of survey respondents who responded that the statement is either "Almost always untrue" or "Often untrue".

Trust Index© Feedback			Score Breakdown		
Dimension	Sub-Dimension	Trust Index© Statement	Positive	Neutral	Negative
Credibility	Communication	Management keeps me informed about important issues and changes.	90	5	5
		Management makes its expectations clear.	90	5	5
		I can ask management any reasonable question and get a straight answer.	95	0	5
		Management is approachable, easy to talk with.	95	5	0
	Competence	Management is competent at running the business.	86	9	5
		Management hires people who fit in well here.	76	19	5
		Management does a good job of assigning and coordinating people.	71	29	0
		Management trusts people to do a good job without watching over their shoulders.	86	9	5
		People here are given a lot of responsibility.	91	5	5
	Integrity	Management has a clear view of where the organization is going and how to get there.	75	15	10
		Management delivers on its promises.	86	10	5
		Management's actions match its words.	86	14	0
		I believe management would lay people off only as a last resort.	82	9	9
		Management is honest and ethical in its business practices.	91	9	0
Average			86	10	4

Trust Index© Feedback			Score Breakdown		
Dimension	Sub-Dimension	Trust Index© Statement	Positive	Neutral	Negative
Respect	Support	I am offered training or development to further myself professionally.	67	19	14
		I am given the resources and equipment to do my job.	86	5	10
		Management shows appreciation for good work and extra effort.	90	10	0
		Management recognizes honest mistakes as part of doing business.	95	0	5
	Collaboration	Management genuinely seeks and responds to suggestions and ideas.	95	0	5
		Management involves people in decisions that affect their jobs or work environment.	86	0	14
	Caring	This is a physically safe place to work.	95	0	5
		This is a psychologically and emotionally healthy place to work.	86	5	9
		Our facilities contribute to a good working environment.	73	23	5
		People are encouraged to balance their work life and their personal life.	91	5	5
		Management shows a sincere interest in me as a person, not just an employee.	91	5	5
		We have special and unique benefits here.	45	41	14
	I am able to take time off from work when I think it's necessary.	95	5	0	
	Average			84	9

Statement Wise Feedback - Distribution of Survey Responses

Trust Index© Feedback			Score Breakdown		
Dimension	Sub-Dimension	Trust Index© Statement	Positive	Neut-ral	Nega-tive
Fairness	Equity	People here are paid fairly for the work they do.	50	40	10
		I feel I receive a fair share of the profits made by this organization.	56	33	11
		Everyone has an opportunity to get special recognition.	86	10	5
		I am treated as a full member here regardless of my position.	95	0	5
	Impartiality	Promotions go to those who best deserve them.	74	16	11
		Managers avoid playing favourites.	90	5	5
		People avoid politicking and backstabbing as ways to get things done.	68	27	5
	Justice	People here are treated fairly regardless of their age.	90	5	5
		People here are treated fairly regardless of their race or caste.	95	5	0
		People here are treated fairly regardless of their sex.	95	0	5
		If I am unfairly treated, I believe I'll be given a fair hearing if I appeal.	91	0	9
	Average			81	13

Trust Index© Feedback			Score Breakdown		
Dimensi-on	Sub-Dimension	Trust Index© Statement	Positive	Neut-ral	Nega-tive
Pride	Personal Job	I feel I make a difference here.	100	0	0
		My work has special meaning: this is not 'just a job'.	100	0	0
	Team	When I look at what we accomplish, I feel a sense of pride.	100	0	0
		People here are willing to put in extra effort to get the job done.	90	5	5
	Corporate Image	I want to work here for a long time.	71	29	0
		I'm proud to tell others I work here.	100	0	0
		People look forward to coming to work here.	95	5	0
		I feel good about the ways we contribute to the society.	95	5	0
Average			94	6	1

Trust Index© Feedback			Score Breakdown		
Dimension	Sub-Dimension	Trust Index© Statement	Positive	Neut-ral	Nega-tive
Camaraderie	Intimacy	I can be myself around here.	95	5	0
		People celebrate special events around here.	100	0	0
		People care about each other here.	100	0	0
	Hospitality	This is a friendly place to work.	95	5	0
		This is a fun place to work.	95	5	0
		When you join the organization, you are made to feel welcome.	100	0	0
		When people change jobs or work units, they are made to feel right at home.	90	5	5
	Community	There is a "family" or "team" feeling here.	95	5	0
		We're all in this together.	91	9	0
		You can count on people to cooperate.	86	10	5
	Average			95	4

Statement Wise Feedback - Distribution of Survey Responses

Trust Index© Feedback		Score Breakdown		
India Specific Statements		Positi- ve	Neutral	Nega- tive
Management does a good job of developing managers for leadership positions.		57	38	5
Management does a good job of attracting talent for key positions.		67	24	10
People here understand how their role contributes to the organization's goals		86	14	0
There are opportunities here for my career growth.		67	14	19
Performance of employees here is fairly evaluated.		76	24	0

Trust Index© Feedback		Score Breakdown		
Great Place to Work Statement		Positi- ve	Neutral	Nega- tive
Taking everything into account, I would say this is a great place to work.		95	0	5

Guidelines for Reading the Score Sheet

Guidelines for Reading the Score Sheet

This report is provided along with a separate score sheet depicting organization results. Great Place to Work® Institute's Trust Index® survey statements are presented in the far left column according to the five dimensions of the Great Place to Work® Model®: Credibility, Respect, Fairness, Pride and Camaraderie. These dimensions are followed by one overarching statement, "Taking everything into account, I would say this is a great place to work."

Response Patterns

Employees were instructed to respond to each statement using a 1-5 scale. The positive responses to the affirmative survey statements, indicating either a 4 ("often true") or a 5 ("almost always true"), are counted as a percentage of the total number of responses received for that statement. Blanks are not included in calculating the response percentage. For example, for the statement, "Taking everything into account, I would say this is a Great Place to Work", if the score were as follows:

Response Option	Organization Responses
0 (Blank)	0
1 (Almost always untrue)	0
2 (Often untrue)	1
3 (Sometimes untrue / true)	0
4 (Often true)	4
5 (Almost always true)	17
Organization	
Total Responses	22
Total 4 and 5 (or True)	21
Percentage of True Responses	95

The percentage of "true" responses is presented on the score sheet for each statement and demographic segmentation. Green shading indicates positive responses by 80% or more respondents. Orange shading indicates positive responses by 59% or fewer respondents."

Data Presentation

Responses sorted by demographic categories are presented in separate columns on the score sheet.

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