



Special Report

World's Best Workplaces 2018

- Presenting the Top 25 World's Best Workplaces 2018
- Facts & Figures
- 25 company profiles including Best Practices on diversity, inclusion and contribution to the society

World's Best Workplaces 2018



#1 - Salesforce

Countries included: Australia, Canada, France, Germany, India, Ireland, Japan, Singapore, The Netherlands, UK & USA.



#2 - Hilton

Countries included: Australia, Brazil, Chile, Colombia, Greater China, India, Italy, Kingdom of Saudi Arabia, Mexico, Peru, The Netherlands, Turkey, UAE, UK & USA.



#3 - Mars

Countries included: Australia, Belgium, Brazil, Central America & Caribbean, Denmark, Finland, France, Greater China, Germany, Greece, Italy, Japan, South Korea, Norway, Portugal, Spain, The Netherlands, UK & USA.



#4 - Intuit

Countries included: Australia, Canada, France, India, Singapore, UK & USA.



#5 - The Adecco Group

Countries included in World's Best: Belgium, Canada, Germany, Ireland, Italy, Luxembourg, Norway, Spain, The Netherlands, United Kingdom



#6 - DHL

Countries included: Argentina, Austria, Bolivia, Chile, Costa Rica, Colombia, Denmark, Ecuador, El Salvador, Greater China, Greece, Guatemala, Honduras, India, Ireland, Japan, South Korea, Nicaragua, Norway, Panama, Paraguay, Peru, Dominican Republic, Singapore, Sri Lanka, Switzerland, UAE, Uruguay, Venezuela



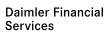
#7 - Mercado Libre

Countries included: Argentina, Brazil, Chile, Colombia, Mexico, Uruguay



#8 - Cisco

Countries included: Argentina, Brazil, Costa Rica, Chile, Colombia, Greater China, Ireland, Italy, Japan, Mexico, Nigeria, Peru, Poland, Portugal, Singapore, Spain, Switzerland, The Netherlands, UAE, UK & USA.



#9 - Daimler Financial Services

Countries included: Australia, Austria, Canada, France, Germany, Greater China, Italy, Japan, South Korea, Mexico, Poland, Portugal, Spain, The Netherlands, Turkey, United Kingdom



#10 - SAS Institute Inc.

Countries included: Australia, Austria, Belgium, France, Germany, India, Ireland, Italy, Japan, Portugal, Spain, Switzerland, The Netherlands, United Kingdom, United States



#11 - National Instruments

Countries included: Costa Rica, Greater China, Italy, South Korea, Mexico & UK



#12 - Stryker

Countries included: Australia, Brazil, Canada, France, Greater China, Japan, Mexico, Spain, The Netherlands, United States



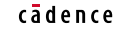
#13 - SAP SE

Countries included: Argentina, Brazil, Canada, Chile, Colombia, Greater China, India, Japan, Peru, Singapore, Switzerland, United Kingdom, United States



#14 - Hyatt Hotels Corporation

Countries included: Brazil, France, Greater China, Germany, India, UAE, United Kingdom, United States



#15 - Cadence Design Systems INC

Countries included: Canada, France, Germany, Greater China, India, Ireland, Italy, South Korea, Poland, United Kingdom, United States



#16 - AbbVie

Countries included: Argentina, Austria, Australia, Belgium, Brazil, Canada, Colombia, Denmark, Finland, France, Greece, Ireland, Italy, Japan, South Korea, Kingdom of Saudi Arabia, Norway, Portugal, Spain, Sweden, Singapore, Switzerland, Turkey, The Netherlands, United Kingdom, United States



#17 - American Express

Countries included: India, Italy, Japan, Spain, United States, Mexico



#18 - SC Johnson

Countries included: Argentina, Australia, Brazil, Canada, Central America & Caribbean, Germany, Greece, India, Italy, South Korea, Mexico, Nigeria, Switzerland, Turkey, United Kingdom, Venezuela



#19 - EY

Countries included: Austria, Belgium, Canada, Greater China, India, Mexico, Paraguay, Poland, United Kingdom, Central America & Caribbean, United States, Venezuela



#20 - Admiral Group

Countries included in World's Best: Argentina, Brazil, Chile, Colombia, Mexico, Uruguay



#21 - 3M

Countries included: Bolivia, Brazil, Canada, Costa Rica, Greece, Mexico, Poland, Portugal, Panamá, Spain, Turkey



#22 - Belcorp

Countries included: Bolivia, Costa Rica, Chile, Colombia, Ecuador, El Salvador, Guatemala, Peru



#23 - Adobe Systems

Countries included: Australia, Germany, India, Japan, United Kingdom, United States



#24 - Natura

Countries included: Argentina, Brazil, Chile, Colombia, Mexico, Peru



#25 - Scotiabank

Countries included: Chile, Costa Rica, El Salvador, Mexico, Peru, Panama, Dominican Republic

Facts & Figures

Criteria

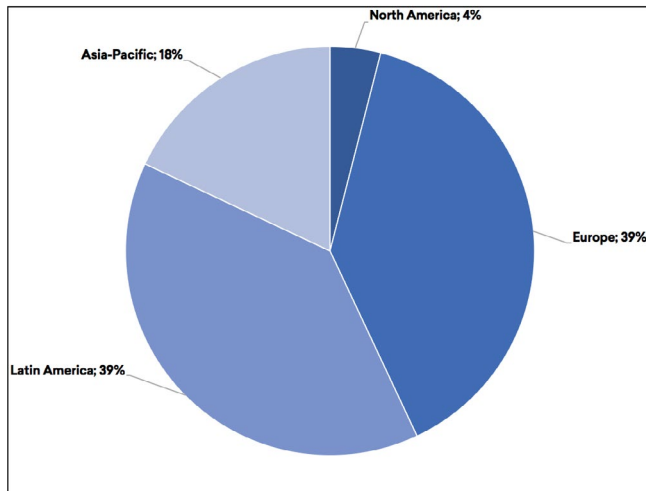
- Be recognized on minimum of 5 national Best Workplaces lists within one cycle.
The national list is based on the employee survey and the analysis of HR policies.
- Have at least 5,000 employees worldwide
- Have at least 40% (or 5,000 employees) of the workforce based outside their home country
- Each individual country must have at least 20 employees to be included

Extra points

- Number of countries where a company surveyed (whether a list winner or not)
- Number of list wins
- Based upon the percentage of the workforce represented by all Great Place to Work surveys
- Additional points to companies that were ranked in multiple regions

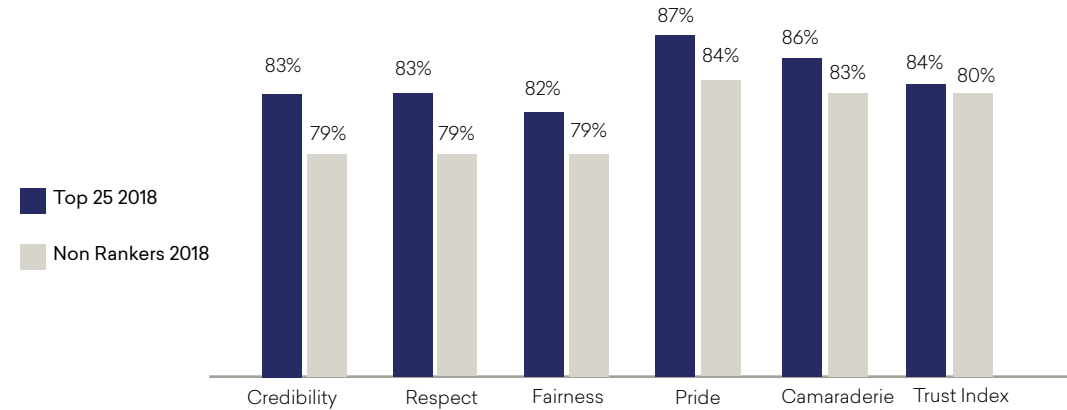
57 Multinationals competing, **25** Multinationals made it to the list

Region count of winners



At 9 Multinationals on the list the scores of the Dutch Best Workplaces nomination are included. This number increased since 2017 (5 Multinationals)

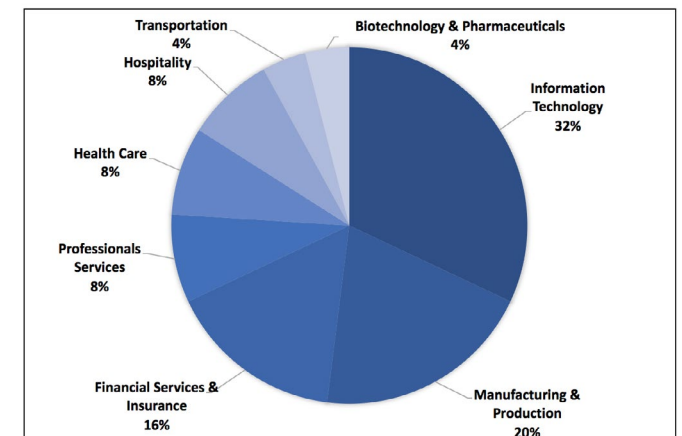
Scores on the Great Place to Work Model



Top 10 highest scoring statements of the World's Best Workplaces

1. People here are treated fairly regardless of their sexual orientation. 95%
2. People here are treated fairly regardless of their race. 95%
3. People here are treated fairly regardless of their sex. 93%
4. When you join the company, you are made to feel welcome. 92%
5. I'm proud to tell others I work here. 92%
6. This is a physically safe place to work. 92%
7. Management is honest and ethical in its business practices. 90%
8. This is a friendly place to work. 90%
9. I feel good about the ways we contribute to the community. 90%
10. People here are treated fairly regardless of their age. 90%

Industry wise representation



1



Employees worldwide: 32,000
Industry: Information Technology
11 countries included in World's Best: Australia, Canada, France, Germany, India, Ireland, Japan, Singapore, the Netherlands, United Kingdom, United States



Salesforce, the global CRM leader, empowers companies to connect with their customers in a whole new way. The company works as a team to deliver success for customers while giving back to communities.



“There is a sense of inspiration that comes from the leadership taking strong positions on social issues and making volunteerism such a key part of our culture. This sustains us during the difficult times.” - employee of Salesforce

Some Best Practices on diversity, inclusion and contribution to society

- New team members at Salesforce are given a warm welcome through various practices, including the New Hire Success Chatter Group. The online platform was created to help new hires get up to speed fast. They can post questions and receive answers from experts within the company.
- The company has a goal of running on 100% renewable energy in its quest to provide a healthy workspace for its people that limits its impact on the environment. It installed filtered water taps in all of its office taps, which provide cold, hot, and carbonated water. The company also provides all employees with their own bottle or cup, eliminating its monthly standing order of 5,000 bottles of still water.
- Salesforce is dedicated to having a positive impact on the world through volunteer efforts like CoderDojo, a global movement of free, volunteer-led, community-based programming clubs for young people ages 7-17.

2



Employees worldwide: 161,000
Industry: Hospitality
15 countries included in World's Best: Australia, Brazil, Chile, Colombia, Greater China, India, Italy, Kingdom of Saudi Arabia, Mexico, Peru, The Netherlands, Turkey, UAE, UK & USA



Hilton is a leading global hospitality company, comprising more than 5,100 properties in 103 countries and territories. Hilton has a portfolio of 14 brands and an award-winning customer loyalty program, Hilton Honors.



“Our Hilton family has strong connections, and I love the access to be friends with people among so many cultures and backgrounds.” - employee of Hilton

Some Best Practices on diversity, inclusion and contribution to society

- Hilton focuses on taking care of the heart of its business – its people – through its Thrive@Hilton program, a partnership with Thrive Global. It focuses on caring for the whole person, mind, body, and soul, through programs dedicated to improving sleep, reducing stress, increasing mindfulness, and encouraging great work through innovation and professional development.
- Another opportunity within the program is Thrive Sabbatical. Each year, 10 team members receive a four-week sabbatical with salary and benefits continuation, and a stipend of \$5,000 to pursue a philanthropic project (Give a Dream) or achieve a personal goal (Live a Dream).
- The company provides opportunities for unemployed young people to enter the workforce, with a goal to help a million people reach their potential by 2019. The program is called Open Doors and it is designed to give young people job and life skills, and experience with the hospitality industry.

Employees worldwide: 8,781

Industry: Information Technology

7 countries included in World's Best: Australia, Canada, France, India, Singapore, United Kingdom, United States



Intuit believes finances should be simple. Taxes shouldn't be taxing. Numbers should crunch themselves. Their innovative solutions, including QuickBooks, TurboTax and Mint, help small businesses and individuals reach their financial goals. Intuit powers prosperity around the world.



"The people are unbeatable. On top of being extra friendly and nurturing, you feel like you're in the room with the best and brightest. People care about you outside of the work that you do, and you feel that from Executive level down."
- employee of Intuit

Some Best Practices on diversity, inclusion and contribution to society

- Intuit celebrates diversity and inclusion in many ways, like with its Diversapalooza festival. Throughout the week, the forum features activities and discussions on how diversity fosters innovation. Community leaders join Intuit employees and leaders in the discussions, and employee networks get involved in Diversapalooza in some creative ways.
- Intuit is passionate about caring for the environment, and recently partnered with Lyft to save forests. When employees use Lyft while on business travel, the company rounds up the fare to the nearest dollar and donates the difference to support the Kariba REDD Project, a conservation program in Zimbabwe.
- Another way Intuit encourages and supports sustainability is with its WeSpi@Intuit program, a social platform created to spur employees to take environmentally sustainable actions beyond the workplace – at home and in their communities.

Employees worldwide: 100,000

Industry: Manufacturing & Production

19 countries included in World's Best: Australia, Belgium, Brazil, Central America & Caribbean, Denmark, Finland, France, Greater China, Germany, Greece, Italy, Japan, South Korea, Norway, Portugal, Spain, The Netherlands, United Kingdom, United States



Mars Incorporated is a private, family-owned business with a century of history. Headquartered in McLean, Virginia, Mars has more than \$35 billion in sales from six businesses: Petcare, Chocolate, Wrigley, Food, Drinks, and Symbioscience.



"Principles-based company with family values at its heart. Doing the right thing for people, planet and performance. I've witnessed more than two decades of this company being true to its word, hiring principled talent and engendering huge amounts of goodwill and trust." - employee of Mars

Some Best Practices on diversity, inclusion and contribution to society

- Family-owned Mars supports programs that have a positive impact on the world and are aligned with key aspects of its brands, like the unique and heart-warming Puppies for Parole program. It is run by the Missouri Department of Corrections in which selected inmates have the opportunity to become trainers to shelter dogs.
- Another initiative is Mars' celebration of World Animal Day. At Mars Italy, the company chose to support a pet therapy program available to students. The project involves children from 5 educational institutions with the aim of raising children's awareness of dogs' ethological and physiological needs.
- The Women of Mars Associate Network in Europe aims to increase the number of women in leadership positions. While Mars already has significant achievements in this area, with 41% of Mars women in leadership roles, there is still room for improvement.

5



THE ADECCO GROUP

Employees worldwide: 34,000

Industry: Information Technology

10 countries included in World's Best: Belgium, Canada, Germany, Ireland, Italy, Luxembourg, Norway, Spain, The Netherlands, UK

The Adecco Group is the world's leading provider of workforce solutions. Its mission is to perform, transform and innovate in the world of work. Through its brands Adecco, Modis, Badenoch & Clark, Spring Professional, Lee Hecht Harrison, Pontoon and Adia, the Adecco Group is making the future work for everyone.



"Feeling part of a 'family' and a woman feeling free to embrace motherhood without any repercussion is really rare in today's world of work. I'm able to balance my private and professional life." - employee of The Adecco Group

Some Best Practices on diversity, inclusion and contribution to society

- Through the CEO for One Month program, young people can gain unique work experience for a month, as the CEO of The Adecco Group. Participants go through a bootcamp-style competition in order to determine a winner.
- An annual training scholarship program for all employees, aimed at 100% of businesses, regions and group lines. In 2016 alone, more than 200 colleagues applied for a scholarship, and 100% of the applications were granted. This scholarship program, in addition to being a commitment to professional growth and development, is also a measure of flexibility, allowing employees to choose paths of study that interest them most.
- In Italy, the Adecco Group created the AmbizioneDonna program focused on women in the company. The program features a blog that advertises various stories, events, and trainings available to participants, including a pilot Female Empowerment program that hosted 32 women in its first phase.

6



Employees worldwide: 98,000

Industry: Transportation

29 countries included in World's Best: Argentina, Austria, Bolivia, Chile, Costa Rica, Colombia, Denmark, Ecuador, El Salvador, Greater China, Greece, Guatemala, Honduras, India, Ireland, Japan, South Korea, Nicaragua, Norway, Panama, Paraguay, Peru, Dominican Republic, Singapore, Sri Lanka, Switzerland, UAE, Uruguay, Venezuela

DHL is the leading global brand in the logistics industry, with about 90,000 employees in more than 220 countries and territories worldwide.



"The working atmosphere is really great. That's one of the reasons why you feel comfortable with us. Most of the colleagues get on well together. We are a family. Also, we are multi-cultural, the colleagues come from different countries. I see that as enrichment." - employee of DHL

Some Best Practices on diversity, inclusion and contribution to society

- The My Talent World platform is an integrated learning platform that offers e-courses and multimedia materials, like videos and podcasts, to support employee growth. Employees can register for courses and are granted certifications upon completion. The portal also provides a holistic overview of each employee's development plan, goals, succession plans, and reviews.
- DHL cares for its people's physical health through events in support of well-being, like its World Heart Day campaign, which encouraged employees to go through a 60-day Health Journey to protect their hearts through diet, exercise, and a health screening.
- GoTeach, which aims to enhance secondary school students' knowledge of the business world and commerce. It also allows young generations to gain an early insight into the corporate world and prepare for their future careers.

7



Employees worldwide: 6,200

Industry: Information Technology

6 countries included in World's Best:

Argentina, Brazil, Chile, Colombia, Mexico, Uruguay

MercadoLibre is Latin America's most popular e-commerce site by number of visitors. It is an Argentine company that joined NASDAQ-100 in 2017, dedicated to e-commerce and online auctions, including mercadolibre.com. Mercado Libre operates under five main business units.



"The freedom to start new projects and innovate in function of the objectives are two constant purpose. We do not download formulas or recipes, everyone is encouraged to constantly present new proposals and bring them to the table."
- employee of Mercado Libre

Some Best Practices on diversity, inclusion and contribution to society

- Continuous growth, development, and curiosity is part of the Mercado Libre (MELI) culture and self-directed learning is a clear reflection of its entrepreneurial DNA. Aligned to the ever-changing evolution of the tech industry, MELI encourages disruptive learning.
- Learning isn't the only focus area at MELI; they are also committed to creating and supporting sustainability programs. Its programs fall into three categories: planet, social development, and education and entrepreneurship. It is taking actions to become a carbon-neutral organization and it partners with more than 600 NGOs, including those that provide education to underprivileged youth to those that support community development.
- MELI supports work-life balance by providing many programs for new mothers and fathers, including parental leave, nursery rooms, flexible work arrangements without pay reduction, and childcare programs.

8



Employees worldwide: 72,904

Industry: Information Technology

21 countries included in World's Best: Argentina, Brazil, Costa Rica, Chile, Colombia, Greater China, Ireland, Italy, Japan, Mexico, Nigeria, Peru, Poland, Portugal, Singapore, Spain, Switzerland, The Netherlands, UAE, United Kingdom, United States

Cisco is the worldwide technology leader that has been making the Internet work since 1984. Cisco delivers intelligent networks and technology architectures built on integrated products, services, and software platforms.



"The overall quality and character of Cisco employees make this a great place to work. The drive and passion coupled with professionalism and talent is sometimes easy to take for granted. Also, the technology that is available to support our job roles is impressive." - employee of Cisco

Some Best Practices on diversity, inclusion and contribution to society

- The Cisco Networking Academy program was introduced to China in 1998. This program combines effective classroom learning and innovative, cloud-based curriculums and teaching tools together to provide information and communication technology training. There are nearly 400 networking academies, providing training for more than 2,000 teachers, and offering comprehensive courses of latest networking technologies to the students.
- Rethink is a program that provides professional education to parents, grandparents, and caregivers of children with a developmental disability like autism, Down syndrome, or ADHD. Free coaching consultations with experts are offered by experienced teams.
- Cisco's 30% Club is an internal cross-company, cross-sector mentoring scheme which aims to 'balance the pyramid' at all levels. The scheme matches male and female leaders to mentor women from a different organization.

9 Daimler Financial Services

Employees worldwide: 12,297

Industry: Financial Services

16 countries included in World's Best: Australia, Austria, Canada, France, Germany, Greater China, Italy, Japan, South Korea, Mexico, Poland, Portugal, Spain, The Netherlands, Turkey, United Kingdom

Daimler Financial Services finances, insures, and leases Daimler Group passenger cars and commercial vehicles in more than 40 countries around the world. More than 15 million customers use its various brands.



"There is always a drive towards excellence and this is a great stimulus as well as a source of pride. There are continuous projects, challenges to be faced and positive results are always celebrated, giving value to the work done by people."

- employee of Daimler Financial Services

Some Best Practices on diversity, inclusion and contribution to society

- In Austria, the company has a Great Place to Work Team that consists of employees who are representatives of their respective departments, a member of the Executive Committee and Human Resources. Every two weeks, the group convenes to discuss matters of importance identified by employees and works together to define solutions and initiatives that will help improve the employee experience.
- The Drive a Star Home-Program gives employees the chance to take an exclusive Mercedes-Benz vehicle home for a few days. Employees are nominated by an executive or by their peers for outstanding performance while on the job. They are then able to take a vehicle for a weekend or a full 5-day work week.
- The company gives back to the community through its annual Day of Caring. Last year, the team in Mexico hosted workshops on a variety of topics, like screen printing, and they worked to create a community garden that will benefit a local neighborhood.

10 sas

Employees worldwide: 14,328

Industry: Information Technology

15 countries included in World's Best: Australia, Austria, Belgium, France, Germany, India, Ireland, Italy, Japan, Portugal, Spain, Switzerland, The Netherlands, United Kingdom, United States

SAS creates analytic software that turns data – about customers, operations, financials and more – into insight. In 149 countries, customers use SAS to boost marketing, battle cybercrime, speed drugs to market and streamline supply chains.



"The people here are like family and truly care about one another. The work is always challenging and engaging and there are plenty of opportunities to explore a different area of expertise." - employee of SAS

Some Best Practices on diversity, inclusion and contribution to society

- Since 1981, SAS Child Care's mission has been to provide the highest-quality early childhood experience possible for children of SAS employees. Two on-site centers offer company-subsidized care for over 300 children, ages six weeks to five years. A staff of 115 guarantees low teacher-child ratios. The company's low turnover rate ensures consistent care and highly trained, experienced caregivers. With the centers centrally located on campus, parents can pop by for a visit or to take their child to lunch in one of the company cafes.
- With the SAS Analytics U program, the company strengthens its involvement in higher education. SAS offers free downloadable versions of a University edition, where you can find e-learning, tutorials and comprehensive course material for the SAS courses for lectures. The offer is rounded up with a contact person in each national company, which actively supervises colleagues and provides the student groups with contact to other departmental colleagues.

11 NATIONAL INSTRUMENTS™

Employees worldwide: 7,412

Industry: Information Technology

6 countries included in World's Best:

Costa Rica, Greater China, Italy, South Korea, Mexico, United Kingdom

Today's greatest engineering accomplishments are just a preview of the future. National Instruments thinks beyond today's challenges, so you can develop tomorrow's solutions.



"I have worked outside NI for most of my professional career and can say with total confidence that NI is the best place to work grow, through its blend of great people and unwavering focus on making our customers successful."
- employee of National Instruments

Some Best Practices on diversity, inclusion and contribution to society

- National Instruments supports initiatives that get young people interested in STEM, including its investment in the FIRST Robotics Competition. In 2011 when the FRC first came to China, 43 NI China employees volunteered to serve as robotics and engineering mentors to hundreds of students from 17 middle schools around the country.
- NI also focuses on developing supportive people managers through its Supervisory Development Series (SDS). One of the SDS modules is called "Recognition is Free and Unlimited," and it focuses on the importance of recognition. The goal is to catch employees doing something good, encourage positive behaviors, and integrate recognition into the culture of teams throughout the organization. NI has other programs that help nurture continual appreciation, such as the annual Marketing Excellence Awards event and the Sales Circle of Excellence program for outstanding and consistent performance.

12 stryker

Employees worldwide: 30,808

Industry: Manufacturing & Production

10 countries included in World's Best:

Australia, Brazil, Canada, France, Greater China, Japan, Mexico, Spain, The Netherlands, United States

Stryker is one of the world's leading medical technology companies and, together with its customers, is driven to make healthcare better. The company offers innovative products and services that help improve patient and hospital outcomes.



"We are a company of winning people. We care about our customers and we have a positive impact on society through our products and services. I am proud to be part of this great company." - employee of Stryker

Some Best Practices on diversity, inclusion and contribution to society

- Stryker's leadership team believes that the more opportunities they provide to employees to learn and grow, the more engaged they will be at work. That's how the Council of Young Professionals (CYP) was formed. The mission of the CYP is to create an inclusive community across Stryker to drive initiatives that attract, engage and retain young talent.
- Stryker connects its people with their impact by inviting new hires to visit an operating room to see their products at work. In its Endoscopy business, new team members spend time observing surgeries in an operating room at one of the local hospitals with members of their ProCare team.
- In order to encourage employees to give back to the community, Stryker Mexico created a Volunteer Passport. The passport includes a number of different organizations that employees can donate their time to, and people receive a stamp for each volunteer activity.

13



Employees worldwide: 93,000

Industry: Information Technology

13 countries included in World's Best: Argentina, Brazil, Canada, Chile, Colombia, Greater China, India, Japan, Perú, Singapore, Switzerland, United Kingdom, United States



SAP helps companies revolutionize everything from cancer treatments to flood prevention. Their mission is to Run Simple, and they are big on using their technological and business know-how to make the world a better place.



"I feel empowered to do my job and am trusted to do a good job. Even though this company is very large, it never feels like a huge corporation that does not care about its employees. I feel that I can contribute in many ways and I am encouraged to help drive the company forward." - employee of SAP

Some Best Practices on diversity, inclusion and contribution to society

- The company creates a learning culture where employees are encouraged to take initiative and ownership of their personal learning and development, like with SAP Labs China's dedicated Innovation Salon that focuses on talking, brainstorming and networking among employees.
- SAP Canada hosts annual People Weeks, which consist of information sessions, cultural activities, and networking opportunities at locations around the globe, to help employees stop and think about their development within SAP. This year's theme was Experience Your Future, to understand the challenges of a constantly changing digital world and how to keep skills current.
- The company also supports the development of the next generation in a variety of ways. At SAP Japan, it works with elementary school students through teaching basic programming, programming using robots, and has held hackathons. More than 300 students have attended these events.

14 HYATT®

Employees worldwide: 100,000+

Industry: Hospitality

8 countries included in World's Best: Brazil, France, Greater China, Germany, India, UAE, UK & USA



Hyatt is in the business of caring for people so they can be their best. It aims to create long-term relationships built on being the most loved and preferred brand, employer and partner throughout the world.



"Hyatt is a great place to work because they treat you and respect you as people. They care with authenticity and want everyone to be at their best yet be themselves and motivate you." - employee of Hyatt

Some Best Practices on diversity, inclusion and contribution to society

- One human rights risk area that has been identified in the hospitality industry is human trafficking. In 2012, Hyatt partnered with Polaris, a global nonprofit organization dedicated to ending human trafficking, to launch a mandatory global human trafficking training program for owned and managed hotels, offering the program to its franchise partners as well.
- Hyatt is committed to attracting, retaining, and promoting women in leadership positions through programs like Women ON Point. The target audience is top-level and C-suite executives, emerging leaders and high-potentials. Women ON Point and Hyatt have a partnership to offer female leaders a 2.5-day destination leadership summit.
- The company promotes internal mobility by giving colleagues a chance to work at hotels in different geographies. These opportunities are exciting but also pose challenges, like finding a new place to live in a new city.

Great
Place
To
Work.

15 cadence®

Employees worldwide: 7,250

Industry: Electronics

11 countries included in World's Best: Canada, France, Germany, Greater China, India, Ireland, Italy, South Korea, Poland, United Kingdom, United States

Cadence is an electronic design automation company providing software, hardware, and intellectual property to design advanced semiconductor chips, boards, and systems.



“There is a sense of inspiration that comes from the leadership taking strong positions on social issues and making volunteerism such a key part of our culture. This sustains us during the difficult times.” - employee of Cadence

Some Best Practices on diversity, inclusion and contribution to society

- The Female Top Talent Sponsorship Program's objective is to create a pipeline of female leadership talent from within Cadence. The sponsorship program is a structural effort to support and promote top female talent, especially in technical roles. A selection of 12 to 15 women with high leadership potential to support, mentor, and promote into leadership roles.
- A culture of fairness and equality drives the company to ensure fair compensation practices among women and men. To ensure that the company practices fair compensation practices, awarding women and men comparable merit increases, promotions, and stock grants, the company rigorously audits itself.
- Understanding that student loan debt can place a significant financial burden on recent graduates and as part of their commitment to helping their employees live their best life, Cadence implemented a program called Flex 365. Designed to help high-potential talent pay off their student loan.

Great
Place
To
Work.

16 abbvie

Employees worldwide: 30,000

Industry: Biotechnology & Pharmaceuticals

26 countries included in World's Best: Argentina, Austria, Australia, Belgium, Brazil, Canada, Colombia, Denmark, Finland, France, Greece, Ireland, Italy, Japan, South Korea, Kingdom of Saudi Arabia, Norway, Portugal, Spain, Sweden, Singapore, Switzerland, Turkey, The Netherlands, UK & USA

AbbVie is a research-based biopharmaceutical company whose mission is to use its expertise, dedicated people and unique approach to innovation to develop and market advanced therapies that address some of the world's most complex and serious diseases.



“The leadership team works professionally and with foresight to master the challenges in an increasingly complex work environment in the future as well.” - employee of AbbVie

Some Best Practices on diversity, inclusion and contribution to society

- AbbVie provides its people with opportunities to give back to the community in ways that reflect and align to the company's mission and impact. Employees at AbbVie Canada are encouraged to do meaningful service and can apply to participate in the Uniterra Leave for Change international volunteer program, working in a developing country in one of six different sectors.
- In Italy, AbbVie employees can participate in the Week of Possibilities community service program. One project team worked on helping out at a hospital for seriously ill children.
- The company also encourages creating an internal community by fostering stronger connections on a personal level. AbbVie Sweden developed its Your Day program, which invites employees and managers to spend a half-day together doing a fun activity that the employee chooses, like cooking together or going on a shopping trip.

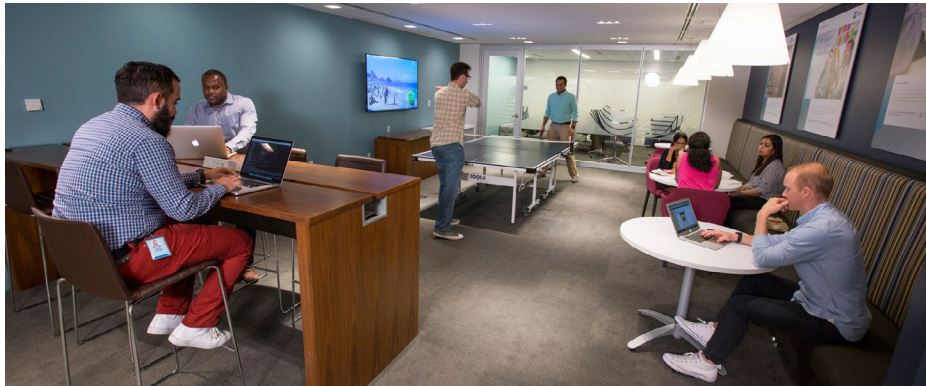
17



Employees worldwide: 55,809
Industry: Financial Services
6 countries included in World's Best:
 India, Italy, Japan, Spain, United States, Mexico



American Express is the world's largest global payments network, owning relationships with Card Members and merchants. It provides products and services to customers around the world, processes millions of transactions daily, and drives more than \$1 trillion in commerce annually.



"It is a company where everyone has the opportunity to succeed and build a solid career path, regardless of gender and without having to give up their personal life." - employee of American Express

Some Best Practices on diversity, inclusion and contribution to society

- The Transformational Leadership program, focused on multicultural women targets high-potential, mid-career multicultural women, giving them the resources they need to get to the next level. The nine-month program includes nine weeks of interactive, customizable and self-paced leadership development content that relies on case studies and discussion to address topics.
- During this year's Pride celebrations, American Express's PRIDE Employee Network hosted a panel on transgender identity. This was the first event on the topic and was organized in response to employee feedback that there was a need to create programming on the topic of transgender experience.
- The company strives to have a positive impact on the world through efforts like its sustainable tourism work in Spain. American Express has helped to contribute to the conservation of the country's heritage through protecting various monuments and buildings, like the Moorish Houses in Granada.

18



Employees worldwide: 13,000
Industry: Manufacturing & Production
16 countries included in World's Best: Argentina, Australia, Brazil, Canada, Central America & Caribbean, Germany, Greece, India, Italy, South Korea, Mexico, Nigeria, Switzerland, Turkey, UK & Venezuela



SC Johnson has been making trusted household brands for more than a century. From the products we create to the planet we share, we're working toward a cleaner, healthier, better home for families everywhere.



"I identify strongly with the company values. Here I can be myself. Leaders are transparent. I receive frequent feedback that contributes to my professional development." - employee of SC Johnson

Some Best Practices on diversity, inclusion and contribution to society

- SC Johnson strives to promote women in leadership positions through initiatives like Mexico's Women Business Council. The Council prepared a 5-year Strategic Plan accompanied by the 2021 strategy and organized several committees to help them achieve goals in key focus areas:
- In Canada, the company is working to create a healthier workplace through the creation of green workspaces. This outdoor space is equipped with power, wi-fi, and seating for small and large meetings within the tranquility of nature. Employees are encouraged to use this outdoor workspace in the summer months for work or lunchtime to refresh and recharge.
- SC Johnson focuses on caring for its communities through getting its employees involved in deciding where charitable funds should be allocated. In Italy, 20% of its charitable budget is allocated to employee-driven and employee-chosen initiatives.

Employees worldwide: 261,559

Industry: Professional Services

12 countries included in World's Best: Austria, Belgium, Canada, Greater China, India, Mexico, Paraguay, Poland, United Kingdom, Central America & Caribbean, United States, Venezuela



EY is one of the largest professional services firms in the world. EY serves its clients by delivering insights and quality services that build trust and confidence in capital markets and help create sustainable growth in global economies.



“Leader in developing a culture of inclusion and early mover to do what is right even if not easy. Very focused on community within and outside the 4 walls of our company.” - employee of EY

Some Best Practices on diversity, inclusion and contribution to society

- The AccessAbilities Employee Resource Group created a reverse mentoring program that matched key firm leaders to employees with disabilities. The impact of this program is broad reaching and has shifted leaders' mindsets to become more inclusive and aware.
- To help prevent instances of unconscious bias and create an equitable environment for growth, inclusiveness champions attend performance evaluations. When irrelevant considerations arise, the inclusiveness champions steer the conversation toward objective evaluation criteria, focusing on outcomes rather than style.
- EY extends its work around inclusiveness and development with its corporate social responsibility efforts. Through the Enterprise Growth Services (EGS) program, for example – a not-for-profit extension of EY network consulting services.

Employees worldwide: 9,406

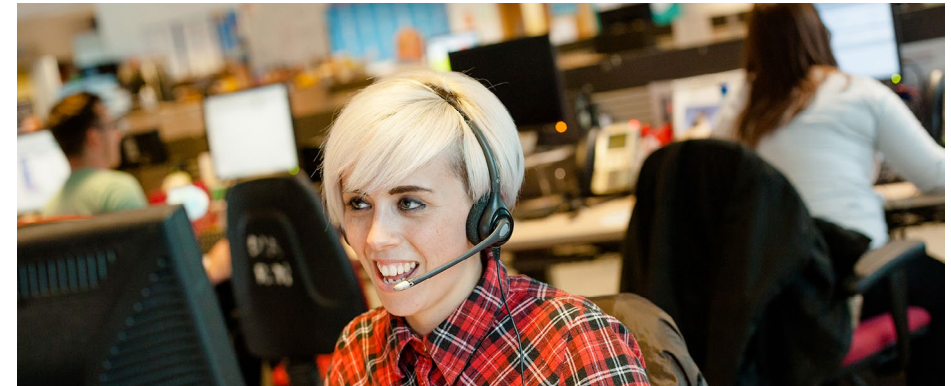
Industry: Financial Services & Insurance

6 countries included in World's Best:

Canada, France (2), India (2), Italy, Spain (2), United Kingdom



Admiral Group launched in 1993 with just one brand, zero customers and 57 members of staff. The Group now has over five million customers. Their philosophy is that people who like what they do, do it better, so they ensure coming to work at Admiral is enjoyable.



“The company always manages to create a playful atmosphere that inspires great work, with departmental initiatives such as MOF, daily celebrations, and internal contests.” - employee of Admiral Group

Some Best Practices on diversity, inclusion and contribution to society

- In Austria, Admiral employees can share feedback on a daily basis through the Happy2Lucky tool. It works through a mobile app in which all employees can participate anonymously and transparently. The feedback is used to create actionable solutions to issues and to help retain top talent.
- Another feedback mechanism is the Stop, Start, Continue conversations that occur in the United Kingdom. These are open, face to face discussion forums with front line staff, without the manager present. Staff share what they would like to stop in their department, what they would like to start happening and the things that they would like to continue.
- There is a Ministry of Fun (MOF) committee in Italy that organizes fun events for the whole organization. Each month, a different department hosts the activity that not only includes camaraderie-building opportunities for employees, but includes a charitable giving component, too.

21 3M

Employees worldwide: 91,584

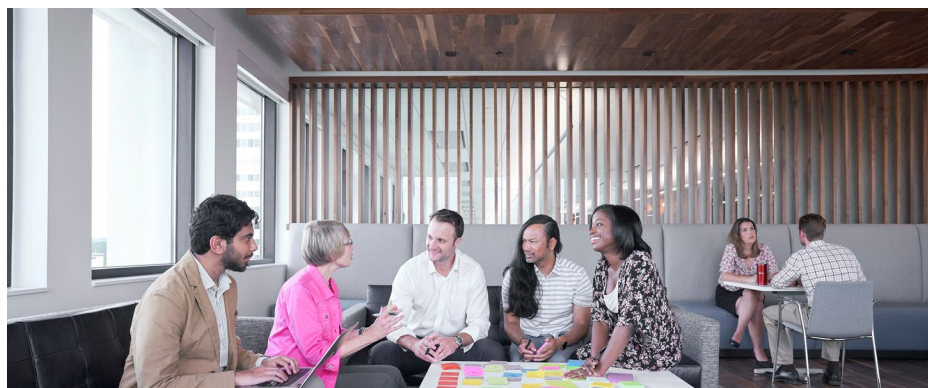
Industry: Manufacturing & Production

11 countries included in World's Best:

Bolivia, Brazil, Canada, Costa Rica, Greece, Mexico, Poland, Portugal, Panamá, Spain, Turkey

Great
Place
To
Work®

3M applies science and innovation to make a real impact by igniting progress and inspiring innovation in lives and communities across the globe.



"The diversity of people is fantastic, and I really value the flexibility of working when it is best for me." - employee of 3M

Some Best Practices on diversity, inclusion and contribution to society

- Stress and mental health are a growing concern and at 3M they are committed to improving employees' mental health and wellness, resiliency, and coping skills. All managers and supervisors are required to attend a mandatory mental health in the workplace training session to learn more about the early warning signs and symptoms of people under stress, skills to enhance their coping ability, and how to comfortably provide support to employees and peers.
- It fosters inclusivity through programs aimed to promote understanding and build bridges, like its Multigenerations training. The goal is for employees to understand the different generational values and perspectives in order to use differences and build on similarities to achieve common goals.
- The focus of its Women's Leadership Forum is to attract and develop leaders at all levels of the organization and to accelerate the inclusion and advancement of women globally.

22



Employees worldwide: 7,500

Industry: Health Care

8 countries included in World's Best:

Bolivia, Costa Rica, Chile, Colombia, Ecuador, El Salvador, Guatemala, Perú

Great
Place
To
Work®

Belcorp is a Peruvian multinational with 50 years of experience in the beauty industry, operating under the direct sales model in 15 countries. Belcorp believes in women, recognizes their entrepreneurial spirit and strengthens their capacity to transform their lives and environment.



"We are united by the values of the company and that makes us all to work focused and achieve the proposed objectives as a team, making us feel part of a company that moves forward." - employee of Belcorp

Some Best Practices on diversity, inclusion and contribution to society

- Laughter is the best remedy - it's free and it's fun. Belcorp puts this into practice through hosting unique laughter therapy workshops for a variety of teams, groups, and departments. It is an invitation to play, to share, and to live in the moment.
- Belcorp promotes levity while also taking women's economic independence seriously. Through its business model, women are able to grow as entrepreneurs who have been able to support and their families and contribute to the growth of their communities.
- Belcorp participates in activities that protect and preserve communities in Latin America, like the Vamos Colombia Magdalena Day, held with the community of the Arhuaco indigenous reservation of Katanzama. During the event, Belcorp employees cleaned and restored facilities, planted a community garden, and hosted workshops on the use of technology.

23



Employees worldwide: 19,000
Industry: Information Technology
6 countries included in World's Best:
 Australia, Germany, India, Japan, United Kingdom, United States



Adobe gives everyone—from emerging artists to global brands—everything they need to design and deliver exceptional digital experiences.



“Adobe has a great company culture where employees are creative, innovative, respectful and fun to work with. This is not only a place where innovation happens, it is also a place where people care about each other, community and work-life balance.”- employee of Adobe

Some Best Practices on diversity, inclusion and contribution to society

- The future belongs to those who innovate, and Adobe encourages their people to lead the way through its KickBox program. It provides everything an employee needs to take an idea from inception to fruition. It guides employees through the innovation process in a fast-paced, hands-on manner.
- Leadership Circles is its global women’s development flagship program and is designed to build leaders who drive their own careers and their own success. This comprehensive, 10-month program is a powerful combination of individual, small-group, and large-group experiential learning as well as face-to-face and virtual learning environments amplified with executive coaching.
- The Women Leadership Summit is one of Adobe’s largest learning and development opportunities open to all Adobe regular employees across every region (women and men). The one-day internal Summit brings together external thought leaders and inspirational speakers, Adobe executives and several hundred Adobe employees (female and male).

24



Employees worldwide: 6,329
Industry: Manufacturing & Production
6 countries included in World's Best:
 Argentina, Brazil, Chile, Colombia, Mexico, Peru



Natura is the largest multinational Brazilian cosmetic and beauty products. As one of the major world B Companies, Natura is part of a global web of organizations.



“The professional development and the effort that the company puts into improving the balance between my personal and work life makes me constantly encouraged to develop my work every day.” - employee of Natura

Some Best Practices on diversity, inclusion and contribution to society

- Natura is focused on giving to its community through collective action, the Creer Para Ver program in Mexico, which raises funds for education in the country. Its investment strategy is based on three main areas: the improvement of quality, equity, and education in Mexico.
- Another way Natura contributes to its communities is with its Manager for a Week program in Peru. This initiative welcomes university students to develop their management and leadership skills by partnering with a Natura leader.
- Natura’s Impulsar program targets high-potential employees and provides accelerated paths to growth within the company. Participants in the program take part in activities that include short courses in universities that aim to boost their development. Employees are given wide breadth of flexibility in choosing course and programs that align with their interests and professional goals.

Employees worldwide: 82,259

Industry: Financial Services & Insurance

7 countries included in World's Best:

Chile, Costa Rica, El Salvador, Mexico, Peru, Panama, Dominican Republic

Scotiabank offers personal and commercial banking, wealth management and private banking, corporate and investment banking, and capital markets, through a global team of approximately 90,000 Scotiabankers.



“Scotiabank becomes your family, it’s a pleasure to work for this company. I like what I do and above all I have a director and manager who will help in my growth to be a better professional and share their experiences with me, allow me to do projects and support me at all times.” - employee of Scotiabank

Some Best Practices on diversity, inclusion and contribution to society

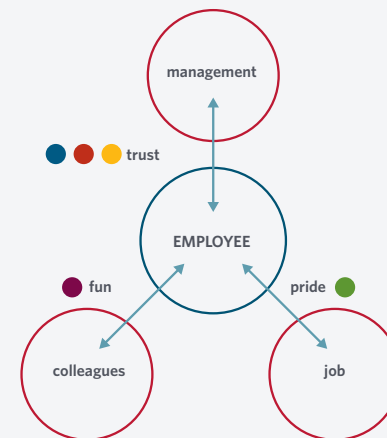
- Scotiabank works to promote the development of women throughout the organization with programs like Take the Stage, which is designed to equip women with the confidence and skills to express themselves freely and with security.
- Another program is its #EmpoweringWomen series, which consists of conversations throughout the year that address issues related to gender inclusion and equity, in order to break unconscious biases.
- Scotiabank also creates and disseminates a Talent Diversity Survey, which consists of a census survey addressed to all employees. This survey is taken in order to better understand the perception of the teams towards inclusion and diversity, to see where there are gaps that the company can continue to address and determine the commitment of action of the employees to support activities related to these issues.

Two perspectives

Great Place to Work looks at organizations from two perspectives: from the employees’ perspective and from the management’s perspective.

Employees’ perspective

A Great Place to Work is an organization in which you trust the people you work for, have pride in what you do and have fun with colleagues. This perspective is measured by the 58 statements of the Great Place to Work Model in the employee survey.



Management’s perspective

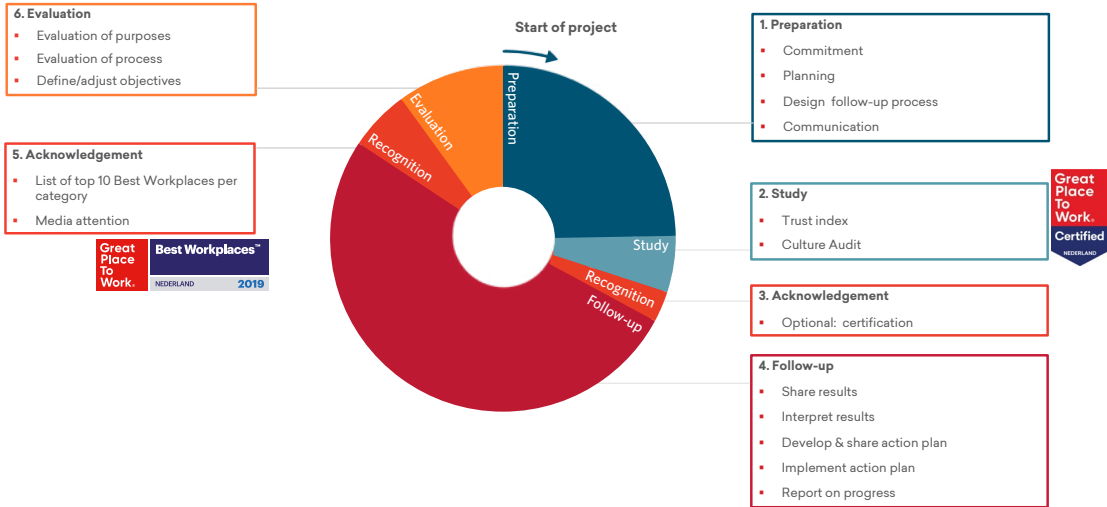
A Great Place to Work is an organization in which goals are being accomplished, people get the best out of themselves and work together as a team, this all within a culture of trust. This perspective is measured by the analysis of nine themes.



Our mission

Contribute to a better world by increasing **trust, pride and camaraderie** within organizations

We believe that good employment is the way to create sustainable organizational success. A Great Place to Work project consists of a multiyear plan containing the following cycle to get the most out of the survey. By going through these steps together with employees on a yearly basis, the effects of the survey will be optimal.



Recognition

Step 3 and step 5 in the project are related to recognition. The labels Great Place to Work Certified and the Best Workplaces list is the only employer recognition worldwide based on both the opinion of the employees (58 statements based on trust, pride and camaraderie) as well as the evaluation of the (HR) programs and practices. Minimum scores are required to be able to earn the title.



Great Place to Work® - the international partner in the process of research, development and acknowledgment of good employment.

Visit our website www.greatplacetowork.nl

Call us at **+31 20 260 06 94**

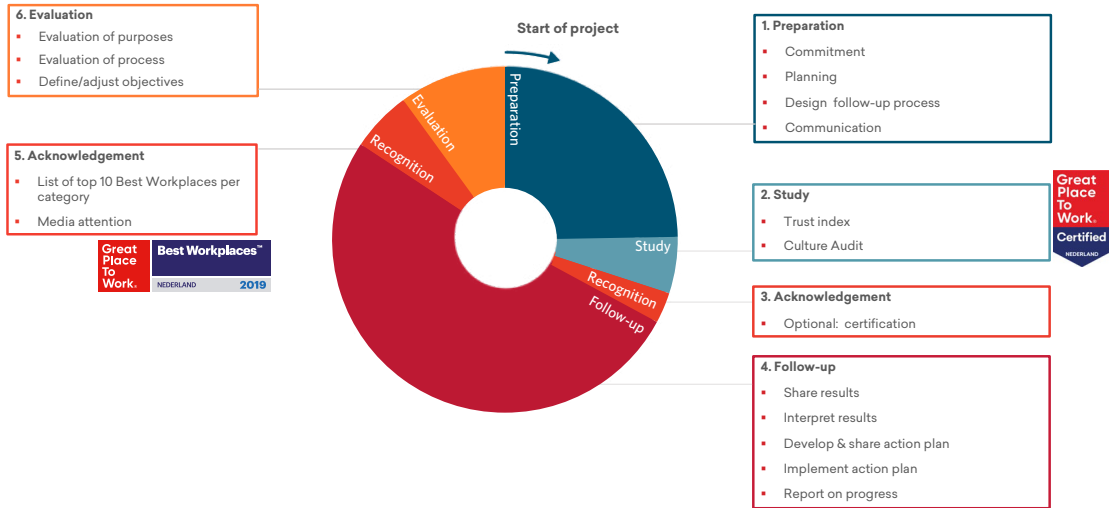
Send an e-mail to nl_info@greatplacetowork.com

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