


Happiest

Workplaces

Around the Globe

2024





Happy Workplaces® is dedicated to making employee well-being a benchmark for business success. In this report, we spotlight the 2024 rankings of the World's Happiest Workplaces by country and industry. Through our analysis, we reveal the practices, challenges, and solutions that set these organizations apart, underscoring the vital link between employee happiness and organizational excellence.

DISCLAIMER

This document is based on a comprehensive meta-analysis and includes a compilation of companies identified through this analysis as exemplifying high levels of employee happiness. The selection and compilation process did not involve direct solicitation of consent from these entities, given the extensive nature of the data. It is important to note that each company listed is recognized as a leader in employee happiness within its own sector. The listing does not imply a ranking of happiness in which one company is deemed happier than another.

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ELEVATE WORKPLACE HAPPINESS

At Happy Workplaces®, our conviction runs deep: happiness transcends mere emotion, becoming the cornerstone of unparalleled success.

Our showcase of the globe's happiest workplaces serves a greater purpose—to light a beacon for companies worldwide, urging them to elevate employee well-being and satisfaction to the top of their agenda.

These illustrious examples underscore a critical business truth: prioritizing the happiness of your team transcends moral duty—it catalyzes profound business advantages.

**In Happy Workplaces,
people do not merely
receive compensation
for their labor...
they also accomplish
great things.**

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IN SEARCH OF HAPPINESS



WELCOME

In January 2014, Happy Workplaces® (HPW) partnered with Wellbeing Initiative, a nonprofit that serves as a global hub for recognizing and promoting the best practices in employee wellbeing, to list the happiest workplaces in each country and identify what sets these workplaces apart from others. While happiness is universally seen as an ultimate goal, apart from the efforts of HPW, there lacks a broad spectrum of research or compilations that directly assess happiness within the workplace environment. Most available lists capture only specific dimensions of happiness, thus offering a limited perspective. This report seeks to consolidate various viewpoints to create extensive, nuanced lists that provide a multidimensional understanding of employee happiness, filling a critical gap in the current landscape and encompassing a wide range of geographical regions. Notably, it is the first and most comprehensive global assessment of workplace happiness across multiple industries

The 'Happiest Workplaces Around the Globe 2024' report by HPW leverages a detailed meta-analysis of global workplace rankings, guided by the PERMA Model of well-being, developed by Prof. Dr. Martin Seligman. This approach, which comprehensively defines the employee experience at the workplace, shapes our evaluation and provides a structured method for assessing workplace happiness.

In regions where existing lists were scarce or unavailable, we employed surveys grounded in our well-being model to gather direct insights into workplace happiness. Additionally, in certain countries, we combined the meta-analytic approach with direct surveys, leveraging both methods to ensure a comprehensive assessment of workplace well-being.

After creating the lists of the happiest workplaces, we extended our research by sending a specialized survey to senior HR executives within HPW's global network, receiving responses from 724 executives distributed across North America (31%), South America (13%), Asia (7%), Australia (3%), Europe (38%), and Africa (8%). The survey delved into their 2024 agendas, past year's challenges, and strategies for fostering employee happiness.

Comparing the responses from HR executives at companies featured on the Happiest Workplaces List with those from other companies revealed clear differences in priorities, challenges faced, and strategies used. While agendas for companies outside the list were markedly diverse, influenced by local trends, those on the list presented unified priorities, indicating the wide-ranging impact of their happiness strategies. This distinction highlights that our report's findings can act as blueprint for creating happy workplaces. They offer a guide for companies aiming to build a happier work environment by implementing proven strategies that contribute to employee well-being and contentment.

In further analysis, we compared the stock market performance of companies recognized as the happiest workplaces in USA, UK, Canada, Germany, and France against their respective national benchmark indexes. Impressively, these companies universally outperformed others, showcasing a distinct financial benefit. This finding emphasizes the significant influence of employee happiness on financial success, underscoring the value of nurturing a positive work environment.

Through this comprehensive analysis, we were able to ascertain workplaces that not only excel in their respective rankings but also align significantly with the holistic well-being dimensions.

KEY

1. Happy workplaces outperform in financial returns and resilience. Our analysis across the stock exchanges in the world's strongest economies reveals that companies featured in the Happy Workplaces list outperform their counterparts in financial returns and demonstrate greater resilience during crises. This indicates that investments in employee happiness yield tangible financial benefits, reinforcing the value of fostering a positive work environment.

2. Listed companies face fewer challenges in attracting and retaining talent than unlisted ones. Data shows a significant disparity in talent management between listed and unlisted companies. While 66% of the companies on the HPW list report challenges in attracting and retaining talent, this figure rises to 84% among companies not on the list. Consequently, unlisted companies expend more effort in recruitment and face greater engagement issues compared to their happier counterparts, highlighting the advantage of being a happy workplace in talent dynamics.

3. HPW listed companies prioritize employee experience to stand out. While not underestimating the importance of salary and benefits, these workplaces elevate the topic of employee experience to the top of their agenda. They dedicate a significant portion of their efforts to enhancing the employee experience, achieving notable results through this focus.

4. Diversity, equity, and inclusion strategies are less prioritized in even the happiest workplaces. Diversity, equity, and inclusion (DE&I) are on the agenda for only 34% of the HPW listed companies in 2024, dropping to 13% for unlisted companies. Furthermore, 65% of listed companies acknowledge challenges in achieving their DE&I goals. This

suggests that even the happiest workplaces may be focusing their energies on areas other than DE&I, underscoring a potential area for improvement in the pursuit of overall employee happiness.

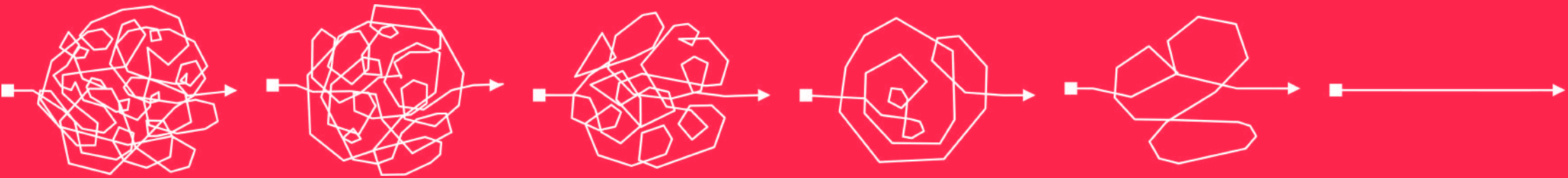
5. Well-being and wellness programs are now pivotal for HPW listed companies in ensuring employee happiness. The shift to remote work has lessened the impact of an office's physical conditions and decreased interactions, leading to new challenges. In response, companies have turned to online solutions such as psychologists, dietitians, and fitness programs to enrich the employee experience. They are tackling the challenges brought on by remote work with remote solutions, adapting their strategies to maintain and enhance well-being in the workplace.

6. Leadership and employee development programs remain a top priority for HPW listed companies. Especially in an era marked by rapid technological advancements and a shifting work landscape, these companies recognize the importance of continual upskilling and reskilling. Considerable resources are allocated to training initiatives that leverage the latest technologies to enhance the capabilities of their workforce.

7. The consistent recognition of companies such as DHL, Amazon, PepsiCo, Saint-Gobain, and Hilton as the happiest workplaces across diverse countries underscores a significant insight into the universal nature of employee well-being. Their success demonstrates that happiness principles and practices can yield positive outcomes regardless of geography or culture. This reveals the universal applicability of happiness-driven strategies, suggesting that with the right approach, organizations can create fulfilling work environments that transcend cultural and geographical boundaries.

FINDINGS

**Employee
happiness simply
comes down to
“how we feel
during work.”**



Understanding Employee Happiness

Employee happiness is key to unlocking an organization's greatest potential, yet senior leaders often struggle in defining happiness in a way that can elevate performance, improve business results, and fulfill their organization's purpose.

What is Employee Happiness?

Few things are as vital yet challenging to capture as employee happiness. Senior leaders aim to harness this happiness for better performance and results, while employees seek jobs that fulfill and environments that nurture their well-being. Customers, in turn, prefer the company of content employees, understanding that happiness at work fosters a positive atmosphere. This collective aspiration underscores a universal truth: happy workplaces are the bedrock of a thriving society.

Not surprisingly, there are probably as many definitions of "employee happiness" as there are people trying to define it. Some adopt a descriptive stance, focusing on tangible aspects like salaries, benefits, and the physical work environment. Others prefer a dynamic perspective, seeing happiness as intricately linked with leadership styles and organizational ethos. But these approaches predominantly treat employee happiness as a company's responsibility to fulfill. HPW, however, sees it differently, asserting that employee happiness is fundamentally about "how employees feel during work." This perspective broadens the responsibility, suggesting it should be shared between the company, its leaders, and the employees themselves.

UNIQUENESS: Workplace happiness is unique to each employee: Organizations dedicate much time and energy to diagnosing their workplaces and devising improvements. Often, they employ standard surveys that box their environment into predefined categories of "good" or "bad," ignoring the nuanced feelings of individual employees. These methods not only overlook the unique aspects of each employee's experience but also lack in providing leaders with a clear, actionable plan for fostering a truly happy workplace, sometimes even leading them further away from this goal.

Nevertheless, contemporary research underscores the uniqueness of each workplace and how strategies for employee happiness differ by organization. Recognizing this, HPW adopts an experience-based approach to fostering workplace happiness. Identifying employees' feelings about their work experiences is the first, and often most effective, step toward creating a happier workplace.

FULFILLMENT: Employee happiness begins with meaning. Genuine happiness stems from engaging in meaningful tasks, not just financial gain. Higher salaries offer only temporary happiness and don't lead to better performance. Employees stuck in meaningless jobs display lower productivity, staying more out of necessity than choice. Yet, meaningful work isn't the only ingredient for happiness. Employees also need to see their work's impact and feel their potential is fully utilized. The balance between being challenged and leveraging skills fosters an optimal state of flow, where work becomes deeply engaging, boosting both happiness and performance.

The individual attention leaders show to employees, recognizing and appreciating their achievements, along with relationships built on trust with colleagues and a collaborative work environment, ensure the sustainability of happiness that comes with flow.

“Money, social status, plastic surgery, beautiful houses, powerful positions – none of these will bring you happiness. Lasting happiness comes only from **serotonin**, **dopamine** and **oxytocin**.”

YUVAL NOAH HARARI, SAPIENS: A BRIEF HISTORY OF HUMANKIND

The chemistry of workplace happiness

01 Dopamine

Dopamine is the chemical of success. It is triggered when employees feel successful in their roles. The sensation of success requires: engaging in meaningful work that generates value, utilizing one's full potential while performing tasks, seeing the outcomes of one's work, and learning and developing through the work process. The feeling of achievement is a result of the individual's interaction with their work.

02 Serotonin

Serotonin, the pride chemical, is stimulated when employees' efforts are recognized and valued by their managers and celebrated by their colleagues. Additionally, increases in status and working under a prestigious employer brand can trigger serotonin, enhancing feelings of pride. Therefore, pride is fundamentally connected to how employees interact with their leaders, their teams, and the broader workplace environment.

03 Oxytocin

Oxytocin is the chemical of trust. It is activated when employees receive personalized attention from managers, establish collaborative relationships with colleagues, feel supported by their leaders and team members, and can be themselves at work. The sense of well-being and peace at work can only be achieved with the presence of oxytocin.

Therefore, while salary and benefits are important, they do not bring lasting employee happiness. Sustainable happiness in the workplace can only be achieved by creating an employee experience that triggers serotonin and oxytocin.

We reviewed 16,829 companies to make The World's Happiest Workplaces list.



The World's Happiest Workplaces

ABOUT

The first ever global workplace happiness list.

Unlike other workplace lists that are based on individual factors such as trust, workplace environment, equality, or diversity, the "Happiest Workplaces Around the Globe" comprehensively considers all these elements.

The most comprehensive list to date.

Happiest Workplaces Around the Globe is the most extensive list ever, featuring the top 819 happiest workplaces across 23 countries, derived from a meta-analysis of 16,829 companies across 236 different workplace rankings.

The only list that considers sector dynamics

Existing lists often overlook sector-specific dynamics, predominantly featuring companies from less challenging sectors and omitting those from more demanding ones due to their work conditions and job characteristics. This skews their representation of the job landscape. In contrast, 'Happiest Workplaces Around the Globe' includes only the happiest company from each sector, offering a more accurate and comprehensive view.

The first list to leverage in-depth scientific analysis

Meta-analysis, renowned for its robustness in science, eliminates randomness and error by synthesizing findings from multiple studies. "Happiest Workplaces Around the Globe" uniquely harnesses this method along with surveys and HR practices, establishing itself as a trailblazer in accurately assessing workplace happiness.

Methodology

The report employs a sophisticated blend of qualitative research tools and advanced neuroscience-based methodologies. It utilizes a comprehensive dataset from the Wellbeing Initiative Organization, which includes evaluations of 236 workplace ranking lists from 23 countries covering 16,829 companies. Our interdisciplinary team meticulously identified and analyzed companies listed in these extensive data sets, using meta-analytic techniques to distill a definitive list of the happiest workplaces.

In areas where data were lacking, we strategically conducted the Wellbeing Index to gather essential insights directly from the companies, ensuring a complete and balanced view of workplace happiness. Additionally, we examined human management practices through HR-Check to deepen our understanding of each company's internal dynamics. This dual-methodology approach integrates both existing data and new, targeted responses from the Wellbeing Index and HR-Check, allowing for a nuanced and thorough exploration of what makes workplaces genuinely happy across various industries.

ANALYSIS METHOD

The selection process for our 'Happiest Workplaces Around the Globe' list is delineated through the following comprehensive steps:

1. Data Collection: We compiled extensive workplace ranking lists from each country, incorporating well-recognized titles such as "Best Companies to Work For", "Top 50 Companies for Diversity", and "Healthiest Workplaces". Overall, this effort resulted in the aggregation of 236 lists encompassing 16,829 companies.

2. Meta-Analysis: Each list underwent a rigorous assessment based on Martin Seligman's PERMA model, which articulates well-being through five critical elements: Positive Emotions, Engagement, Relationships, Meaning, and Achievement. Utilizing advanced AI technologies coupled with evaluations from five independent experts, each list was assigned a coefficient reflecting its effectiveness in measuring workplace happiness.

3. Company Scoring: A happiness score for each company was derived by considering the number of lists they featured on and the associated happiness coefficients of those lists. For instance, if Company ABC

appeared on five lists with happiness coefficients of 0.42, 0.34, 0.55, 0.45, and 0.38, their cumulative score would be calculated to be 2.14.

4. Creating the Country-Based Showcase: Companies were categorized by industry within their respective countries. The company with the highest happiness score within each industry was chosen. Out of 16,829 companies evaluated, 819 successfully qualified for inclusion, culminating in a curated list of the happiest workplaces per country..

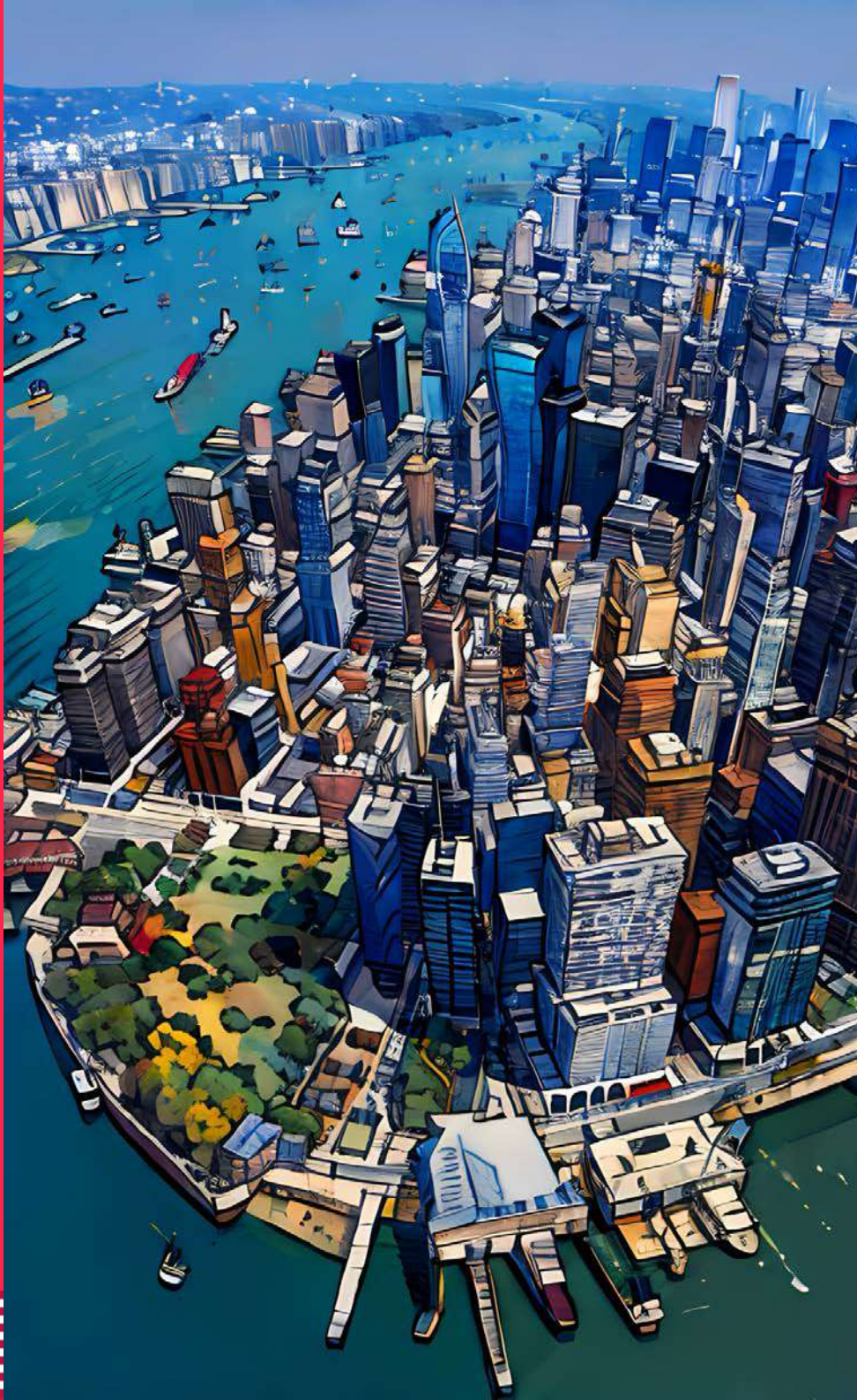
5. Creating the Industry Specific Leaders List: Utilizing the country-based lists, companies were further organized by industry across all countries to pinpoint the global leaders in workplace happiness for each sector.

To summarize, our analysis involved synthesizing data from multiple indices that assess various dimensions of employee happiness. By employing a meta-analytical approach, we effectively aggregated these rankings into a master list. We ensured representation from each sector by selecting only the top-performing company within each, thereby recognizing the unique differences across industries.

RANKING CRITERIA

In the creation of country-specific lists, companies were ranked starting from those with the highest scores. However, it is important to interpret these rankings with caution. Given the diverse industries these companies originate from and the unique conditions of each sector, the rankings should not be construed as indicating one company being happier than another. Rather, the list comprises companies that are the happiest within their respective sectors. For this reason, companies on the list have not been numbered sequentially as 1, 2, 3, etc.

The Industry Specific Leaders list was developed through a categorization of 819 companies featured in the country lists, organized by their respective sectors. The ranking of these companies took into account the number of countries in which each company is recognized as a sector leader. In cases where all other factors are equal, companies have been arranged in reverse alphabetical order by country name.



USA

In 2024, the HR agenda in the USA is notably centered around enhancing the Employee Experience (EX), underpinned by the rapid technological advancements and evolving workplace expectations. The adoption of Generative AI as a collaborative tool is redefining roles, automating mundane tasks, and opening up new avenues for creativity and efficiency in the workplace.

The transformation of the workplace is also evident in the widespread acceptance of remote and hybrid work models, solidifying as the new norm post-pandemic. This shift necessitates an HR approach that supports inclusivity, collaboration, and communication across geographically dispersed teams, thereby maintaining productivity and employee satisfaction. Moreover, the drive towards flexible working arrangements, including the desire for a four-day workweek, highlights the growing demand for work-life balance, emphasizing the need for HR policies that accommodate such flexibility to attract and retain talent.

Employee well-being has emerged as a critical concern, especially in the wake of the COVID-19 pandemic. HR strategies are increasingly focusing on mental health and financial well-being, recognizing that support in these areas is crucial for maintaining a healthy, productive workforce. Providing resources and programs that address these aspects of employee experience is becoming a differentiator in the competitive talent market.

Furthermore, leadership development is identified as essential for navigating this changing landscape. Effective leadership is key to fostering a culture that embraces diversity, equity, and inclusion (DEI), leverages technology for innovation, and supports continuous learning and development. As organizations adapt to these shifts, the role of HR is pivotal in guiding these transformations, ensuring that the employee experience remains at the forefront of business success in 2024.

HAPPIEST WORKPLACES AROUND THE GLOBE 2024

IBM Information Systems	CAPITAL ONE Banking	CISCO Networking Equipment	HP Computer Hardware	PEPSICO Food and Beverage	ADOBE Application Software	ACCENTURE Management Consulting	MARRIOTT INTERNATIONAL Hotels and Resorts	INTEL Semiconductors
VERIZON Telecommunications	FIDELITY Investment Management	SALESFORCE Enterprise Software	GENERAL MOTORS Automotive	MORGAN STANLEY Investment Banking	AMERICAN EXPRESS Credit Cards	ABBVIE Biopharmaceuticals	BEST BUY Consumer Electronics Retail	COMCAST Cable Television & Internet Services
TARGET Hypermarkets	ADP HR Services	KPMG Accounting & Audit Services	MICROSOFT Software	DELTA AIR LINES Airline	NORTHROP GRUMMAN Aerospace and Defense	METLIFE Life and Annuity Insurance	APPLE Consumer Electronics	GENERAL MILLS Food Processing
PROGRESSIVE Property and Casualty (P/C) Insurance	ECOLAB Hygiene and Cleaning Products	DOW Chemical and Material Sciences	BOSTON SCIENTIFIC Medical Devices	GE Conglomerate	FEDEX Courier and Parcel Delivery	INTUIT Financial Software	TELEPERFORMANCE Customer Engagement	ROBERT HALF Staffing and Recruitment
CARDINAL HEALTH Medical Distribution	HUMANA Health Insurance	COLGATE PALMOLIVE Personal and Home Care	KELLER WILLIAMS Real Estate Brokerage	AMAZON E-commerce	NETFLIX Entertainment and Media	SCHNEIDER ELECTRIC Automation Solutions	FOOT LOCKER Footwear	NIKE Sporting Goods

Number of workplace rankings used: 37
 Total number of companies analyzed: 4849
 Methodology employed: Meta-analysis

COSTCO Wholesale Club	ESTEE LAUDER Cosmetic and Skincare	STARBUCKS Coffeehouse Chain	WHIRLPOOL Home Appliances	KELLOGG'S Snacks	JACOBS ENGINEERING Engineering	SOUTHERN COMPANY Energy Utilities	CARGILL Agricultural Production	RALPH LAUREN Fashion and Apparel
CHEVRON Energy	PROCTER & GAMBLE FMCG	ALLIANZ General Insurance	ELSEVIER Publishing	GLOBANT Custom Software	TENABLE Cybersecurity	SHERWIN WILLIAMS Paint and Coatings	PAYPAL Electronic Money	META Social Media
MAYO CLINIC Hospital Network	WASTE MANAGEMENT Environmental Services	STANLEY BLACK & DECKER Tools and Equipment Manufacturing	CARMAX Vehicle Dealerships and Sales	ACE HARDWARE Home Improvement	MOLSON COORS Alcoholic Beverages	MARS Bakery and Confectionery	TEXAS ROADHOUSE Restaurant Chain	S&P GLOBAL Credit Rating
YMCA Non-Profit	TURNER CONSTRUCTION Construction	JOHNS HOPKINS UNIVERSITY Higher Education	DANA Automotive Technologies	MICHELIN Tires and Mobility Solutions	NORTHERN TRUST Wealth Management	IKEA Furniture and Home Products	CAPGEMINI IT Consulting and Services	ELECTRONIC ARTS (EA) Gaming Software
SUNRUN Renewable Energy	J.B. HUNT Transportation and Logistics	HASBRO Toys and Entertainment Products	YUM! BRANDS Fast Food Chain	AIRBNB Travel & Tourism	OWENS CORNING Building Materials	ALDI Supermarkets Chain	SODEXO Food Distribution and Catering	AMTRAK Railway

KRAFT HEINZ Dairy	INTERPUBLIC GROUP Advertising and Marketing	ENTERPRISE HOLDINGS Car Rental Services	CONOCOPHILLIPS Oil and Gas	VICTORIA'S SECRET & CO. Underwear and Lingerie	OTIS Elevators and Escalators	G4S Facilities Management	ALCOA Aluminum Production	ALTRIA GROUP INC. Tobacco
HARLEY DAVIDSON Motorcycle Manufacturing	STAPLES Office Supplies	AAR CORP. Aircraft Maintenance	CEMEX Cement	IBOTTA Shopping Benefit Platforms	INTERNATIONAL PAPER Paper and Packaging	KIMBERLY-CLARK Sanitary Paper Products	SAATVA Bed and Bedding Sets	SEPHORA Cosmetics and Beauty Retail
L'OCCITANE EN PROVENCE Natural Cosmetics	PRICEGRABBER Reference Websites							



UNITED KINGDOM

The UK's HR landscape in 2024 evolves with trends emphasizing office work, pay challenges, and Equality, Diversity, and Inclusion (EDI) dynamics.

A notable shift towards physical office settings is driven by CEOs' expectations for enhanced performance management and culture-building within shared workspaces. This change contends with altered employee expectations for flexibility, underlined by the pandemic, suggesting a balanced approach is crucial for talent retention and attraction.

Pay pressures are magnified by the National Living Wage increase, presenting challenges in maintaining competitive pay structures amidst rising costs. This scenario calls for innovative HR strategies that focus on comprehensive rewards and engagement to address the evolving economic environment.

EDI commitments face scrutiny, with a fraction of employers fully supporting diverse workforces. Potential legal challenges against EDI initiatives highlight a critical navigation area for HR, ensuring progress toward workplace equality and diversity.

Artificial Intelligence (AI) in HR, especially in recruitment, marks a significant trend. AI enhances efficiency in creating job specifications and sorting CVs, though it raises concerns about potential biases and the necessity for human oversight in HR functions.

These developments signal a transformative era for HR in the UK, where adaptation to technological advancements, workplace flexibility, economic pressures, and social values demands strategic and considered responses from HR professionals, ensuring AI's role enhances rather than complicates HR practices.

DELOITTE Accounting & Audit Services	EXPEDIA Travel & Tourism	VODAFONE Telecommunications	BARCLAYS Banking	ADMIRAL GROUP Property and Casualty Insurance	INFOSYS IT Consulting and Services	TESCO Supermarkets Chain	AVIVA General Insurance	DIAGEO Alcoholic Beverages
SERVICENOW Cloud Computing	GSK Pharmaceuticals	ACCENTURE Management Consulting	CISCO Networking Equipment	SALESFORCE Enterprise Software	FIDELITY Investment Management	GREEN MOTION Car Rental Services	SAPPHIRE Cybersecurity	ROCKETMILL Advertising and Marketing
CERTSURE Certification & Inspection Services	LINKLATERS Legal Services	RECKITT Hygiene and Cleaning Products	ANGLO AMERICAN Mining	WHITBREAD Hotels and Resorts	NATIONAL GRID Energy Utilities	SEVEN RESOURCING Staffing and Recruitment	VIRGIN MEDIA O2 Cable Television & Internet Services	BAE SYSTEMS Aerospace and Defense
UNILEVER FMCG	DHL Courier and Parcel Delivery	AMERICAN EXPRESS Credit Cards	WISE Electronic Money	JACOBS ENGINEERING Engineering	INTUIT Financial Software	KINGFISHER Home Improvement	BP Energy	MARS Bakery and Confectionery
CANON Imaging and Optical Products	MORGAN STANLEY Investment Banking	AMAZON E-commerce	ABBOTT Medical Devices	ALPHABET Social Media	COCA-COLA Food and Beverage	ADOBE Application Software	BUPA Health Insurance	NIELSEN Market Research & Consulting
HEATHROW AIRPORT Airport Operations	MARKS & SPENCER Fashion and Apparel	LUSH Natural Cosmetics	CHANEL Luxury and Designer Apparel	AUTO TRADER Vehicle Dealerships and Sales	FUJITSU Information Systems	LNER (LONDON NORTH EASTERN RAILWAY) Railway	MORGAN SINDALL Construction	SKY Entertainment and Media
MONDI GROUP Paper and Packaging								

Number of workplace rankings used: 21
 Total number of companies analyzed: 3059
 Methodology employed: Meta-analysis



TÜRKIYE

In 2024, Türkiye's HR trends reflect a dynamic landscape shaped by economic challenges, technological advancements, and evolving workplace norms. Amid inflation surpassing 60%, leading to significant increases in consumer prices, and salary adjustments for minimum wage earners and public sector employees before elections, companies have been compelled to implement bi-annual wage adjustments. Consequently, salary levels and benefits have dominated HR priorities, demanding careful balancing acts to maintain competitiveness and employee satisfaction.

Furthermore, despite the financial challenges affecting compensation, Turkish companies are still emphasizing the significance of developing both employees and leadership, along with integrating advanced HR technologies. They recognize the direct connection between the well-being of their workforce and overall performance, leading to active efforts in rolling out well-being and wellness programs aimed at enhancing the employee experience. Recruitment remains a critical investment area for Turkish businesses, even amidst economic uncertainties, highlighting their dedication to attracting and retaining talent. Meanwhile, priorities such as employer branding, sustainability, diversity, and inclusion have been momentarily placed on hold due to the pressing concerns of economic survival and the need for immediate operational changes. Although these elements are crucial for a company's long-term success and reputation, current circumstances have necessitated a shift in focus.

In summary, Türkiye's 2024 HR landscape is a testament to the balancing act between immediate economic challenges and the longer-term goal of fostering a resilient, adaptable, and satisfied workforce. Through strategic wage adjustments, a focus on development, technological integration, and persistent recruitment efforts, Turkish companies are navigating a complex environment with an eye toward sustainable growth and employee engagement.



MIGROS Supermarkets Chain	TURKISH AIRLINES Airline	GRATIS Cosmetics and Beauty Retail	ÜLKER Snacks	KFC Fast Food Chain	BOYNER Department Store	METRO Hypermarkets	TEI TUSAS ENGINE INDUSTRIES INC. Aerospace and Defence	SIEMENS Technology
PENTİ Underwear and Lingerie	DOĞANLAR FURNITURE GROUP Furniture and Home Products	İPEKYOL Women's Clothing	MADAME COCO Home Decor and Textiles	ORKA HOLDING Conglomerate	DİVAN Hotels and Resorts	TÜRK TUBORG Alcoholic Beverages	ATASUN OPTİK Eyewear and Optics	ETİ KROM Mining
MEDICAL POINT Hospital Network	LİLA GROUP Sanitary Paper Products	ÇİMSA Building Materials	sahibinden.com E-commerce	YATSAN Bed and Bedding Sets	D'S DAMAT Men's Clothing	NUH ÇİMENTO Cement	ÇİMENTAŞ Cement	PFIZER Science
GCM YATIRIM Investment Management	MULTINET UP Corporate Expense Solutions	DAMAT TWEEN Men's Clothing	HİTİT Custom Software	ADEL Office Supplies	MAGNA SEATING Auto Parts Manufacturing	AYTEMİZ Energy Utilities	HILTI Tools and Equipment Manufacturing	KİMPUR Chemical & Material Sciences
YILDIRIM ENERGY Energy	İŞNET Internet Service Provider	ALBARAKATECH GLOBAL Financial Software	TOYOTA Vehicle Dealerships and Sales	SESTEK Custom Software	YILPORT SOLVENTAŞ Port Operations	OPPORTUNE GLOBAL Advertising and Marketing	ÖZERDEN Paper and Packaging	UPT Electronic Money
MIELE Home Appliances	ÇİMRİ Reference Websites	hopi Shopping Benefit Platforms	ARTSANA CHICCO Kid's Clothing	DENİZLİ CHAMBER OF INDUSTRY Industrial Chambers				

Total number of companies analyzed: 152
Methodology employed: Survey, HR-Check



SPAIN

In Spain, 2024 is shaping up to be a pivotal year for HR, with significant trends shaping the landscape of talent management amidst economic and technological shifts. A major focus will be on leveraging People Analytics and Business Intelligence to enhance decision-making and productivity, marking a significant move towards data-driven HR strategies. This will improve the identification of talent preferences and trends, allowing for continuous, data-driven improvements.

Data security and the handling of sensitive information come to the forefront as organizations grapple with the challenges posed by artificial intelligence and machine learning. Companies will need to navigate new public regulations on privacy and data security, ensuring transparency and offering opt-outs for employees and candidates from data processing.

Generating value with the same resources becomes crucial as businesses face pressures from a global economic downturn. HR departments will emphasize proactive rest for better performance, open discussions on challenging topics, and the engagement of specialists for traumatic situations.

Talent attraction and retention remain central, with a move towards 'silent hiring' - exploring new opportunities and alternative approaches to leverage worker performance and enhance skills. The hybrid flexibility model and initiatives to support diversity, equity, and inclusion (DE&I) will also be key areas of focus, addressing employee resistance to change and fostering a more inclusive workplace culture.

Digital transformation continues as a leading trend, with HR processes undergoing significant changes to improve operational efficiency and adapt to economic challenges. The adoption of AI in recruitment and the automation of HR processes highlight a push towards innovation and efficiency.

BBVA Banking	SIEMENS Conglomerate	MAPFRE General Insurance	NATURGY Energy Utilities	SAP Enterprise Software	SCHNEIDER ELECTRIC Automation Solutions	INDRA IT Consulting and Services	TAKEDA Pharmaceuticals	AIRBUS Aerospace and Defense
CEPSA Oil and Gas	LEROY MERLIN Home Improvement	AMGEN Biopharmaceuticals	SACYR Construction	PEPSICO Food and Beverage	HEINEKEN Alcoholic Beverages	AMAZON E-commerce	EY Accounting & Audit Services	INDITEX Fashion and Apparel
GRUPO MASMOVIL Telecommunications	MERCADONA Supermarkets Chain	ALAIN AFFLELOU Eyewear and Optics	FUJITSU Information Systems	SGS TÉCNOS Certification & Inspection Services	DANONE Dairy	OTIS Elevators and Escalators	ACCIONA Renewable Energy	CISCO Networking Equipment
DHL Courier and Parcel Delivery	HILTON Hotels and Resorts	STRYKER Medical Devices	ORANGE Telecommunications	SODEXO Food Distribution and Catering	MCDONALD'S Fast Food Chain	JT INTERNATIONAL Tobacco	PUMA Sporting Goods	RECKITT Hygiene and Cleaning Products
HUAWEI Consumer Electronics	CANON Imaging and Optical Products	BRIDGESTONE Tires and Mobility Solutions	TELEPERFORMANCE Customer Engagement	TOYOTA Automotive Manufacturing	ELECTROLUX Home Appliances	WORLDLINE Electronic Money	ADP HR Services	PROCTER & GAMBLE FMCG
BUPA Health Insurance	ACCENTURE Management Consulting	AMERICAN EXPRESS Credit Cards	HP Computer Hardware	L'ORÉAL Cosmetic and Skincare				

Number of workplace rankings used: 11
Total number of companies analyzed: 320
Methodology employed: Meta-analysis, Survey, HR-Check



SOUTH KOREA

In South Korea, 2024 will herald a dynamic shift in HR practices, underlining the need for enhanced HR skills to address an ever-evolving business landscape. The emphasis on agility and strategic foresight in HR planning becomes essential against the backdrop of economic transitions and the journey towards post-pandemic stabilization. Central to this year's change is the focus on nurturing employee well-being and strengthening workplace engagement. Organizations are increasingly adopting holistic approaches to ensure the mental and physical health of their teams, integrating flexible working models and lifelong learning opportunities into their core HR strategies.

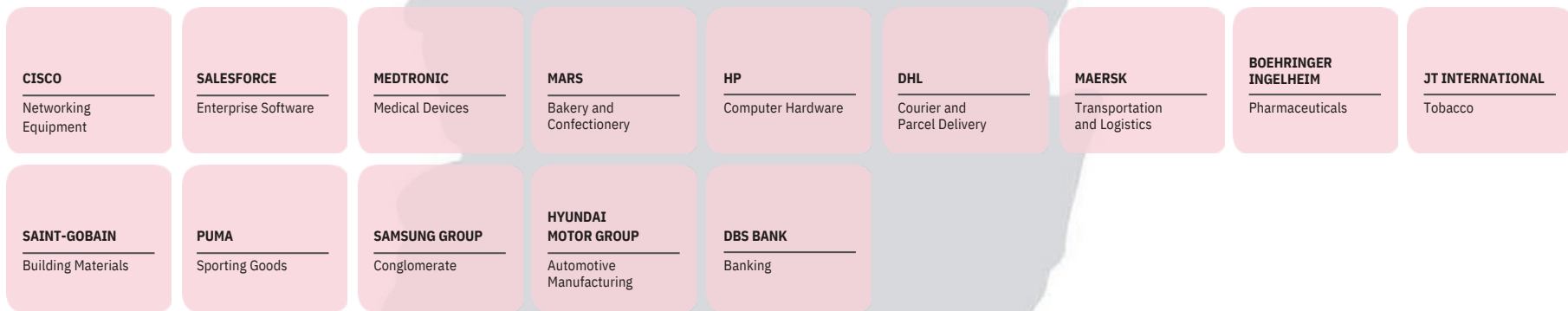
There's a growing emphasis on creating diverse and inclusive work environments. Efforts are intensifying to implement fair hiring practices, promote inclusive leadership, and foster a culture where every individual feels valued and respected.

Technological advancements and the digital overhaul of HR operations are streamlining processes and enhancing efficiency. The use of artificial intelligence (AI) in streamlining recruitment and talent development processes, alongside the automation of routine administrative tasks, reflects a commitment to harnessing technology for strategic HR management.

Additionally, the adoption of agile HR methodologies is emerging as a critical necessity. This approach allows HR functions to be more responsive and adaptable, meeting the fast-paced changes in business requirements and workforce dynamics with resilience and strategic acumen.

Collectively, these trends in South Korea for 2024 illustrate an HR landscape that is becoming increasingly tech-savvy, people-focused, and strategically aligned with broader business objectives.





Number of workplace rankings used: 4
Total number of companies analyzed: 88
Methodology employed: Meta-analysis, Survey, HR-Check



SINGAPORE

In Singapore, 2024 is set to be a transformative year for HR trends, heavily influenced by the dynamic interplay of technology, employee wellness, and diversity initiatives. A key theme for the year is the continued emphasis on digital transformation within HR practices. The adoption of digital technologies, such as HR analytics, cloud-based management systems, and AI-powered recruitment tools, is expected to redefine the operational landscape of HR departments.

Employee well-being, accentuated by the pandemic, has solidified its position as a central focus for HR policies. Singaporean companies are increasingly investing in comprehensive wellness programs that cater to both mental and physical health. Flexible working arrangements, virtual wellness activities, and mental health support services are becoming standard offerings, reflecting a deepened commitment to fostering a supportive and healthy work environment.

Diversity and inclusion, particularly gender diversity in leadership roles, is gaining momentum. The trend towards a more inclusive leadership structure is evident, with a notable increase in women and LGBTQ+ individuals ascending to senior positions. Remote work, catalyzed by the pandemic, is here to stay, with many Singaporean companies planning to maintain flexible work arrangements. This shift necessitates investment in technologies and strategies that support effective remote work, balancing productivity with employee satisfaction.

Moreover, the concept of Agile HR is taking hold, emphasizing the need for HR processes that are adaptable and responsive to rapid market changes. Talent acquisition remains a critical challenge, with companies prioritizing innovative recruitment strategies that highlight skills, diversity, and employer branding.



GRAB Mobility and , Digital Services	DHL Courier and Parcel Delivery	MEDTRONIC Medical Devices	DBS BANK Banking	MASTERCARD Credit Cards	CISCO Networking Equipment	SALESFORCE Enterprise Software	HP Computer Hardware	BOEHRINGER INGELHEIM Pharmaceuticals
HCL TECH IT Consulting and Services	AIRBUS Aerospace and Defense	KEPPEL Conglomerate	APPLE Consumer Electronics	AMAZON E-commerce	PROCTER & GAMBLE FMCG	ROCHE Biopharmaceuticals	ADOBE Application Software	SERVICENOW Cloud Computing
HILTON Hotels and Resorts	KELLOGG'S Snacks	OTIS Elevators and Escalators	SAINT-GOBAIN Building Materials	JT INTERNATIONAL Tobacco	WORLDLINE Electronic Money	ALPHABET Social Media	NIKE Sporting Goods	MAERSK Transportation and Logistics
MCDONALD'S Fast Food Chain	MICROSOFT Software	TOYOTA Automotive Manufacturing	STARBUCKS Coffeehouse Chain	SHELL Energy	3M Chemical and Material Sciences	COCA-COLA Food and Beverage	AXA General Insurance	ACCENTURE Management Consulting
IKEA Furniture and Home Products	INTEL Semiconductors	JACOBS ENGINEERING Engineering	WATSONS Cosmetics and Beauty Retail					

Number of workplace rankings used: 8
 Total number of companies analyzed: 321
 Methodology employed: Meta-analysis, Survey, HR-Check



PORTUGAL

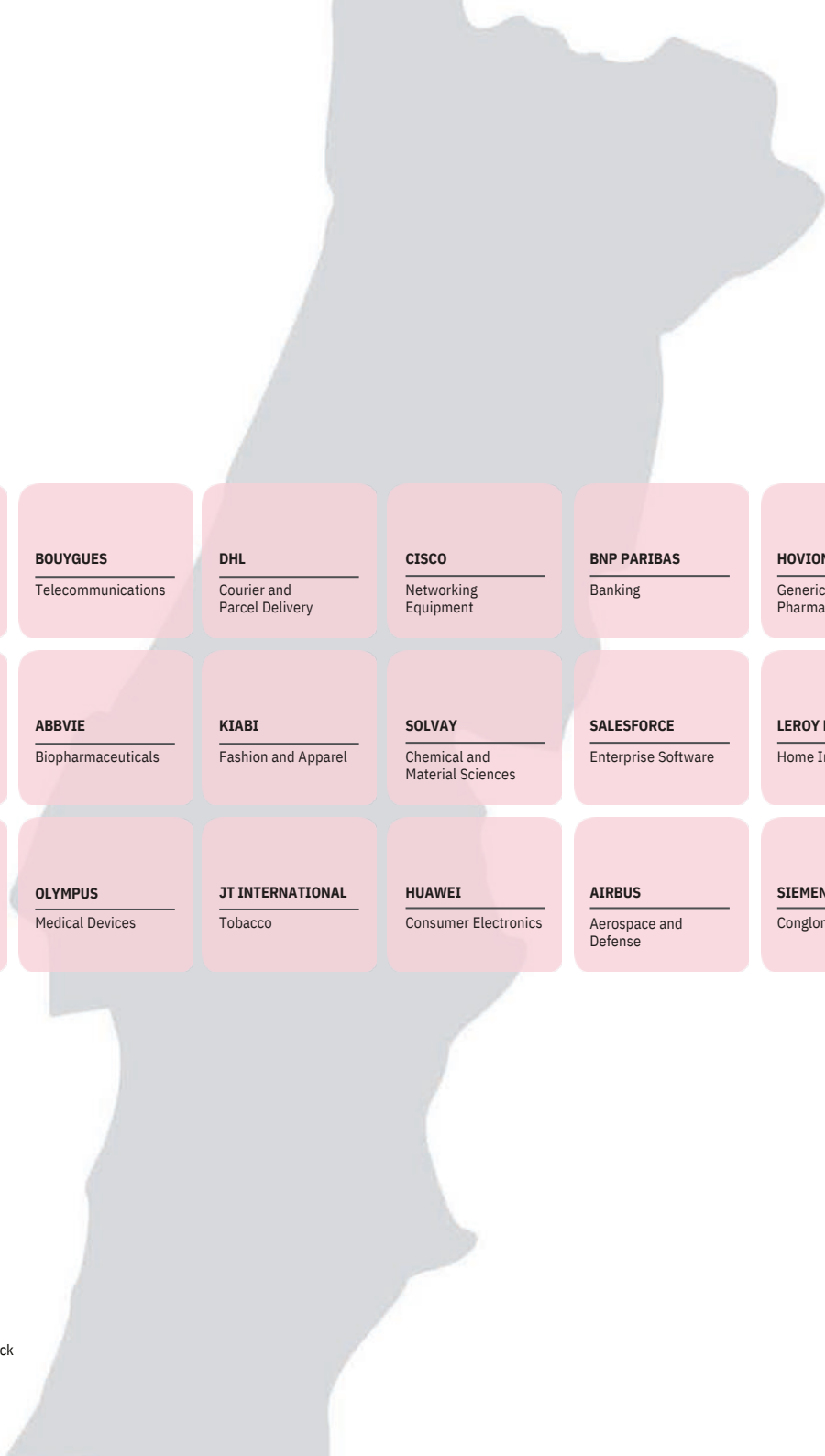
In Portugal, the HR landscape for 2024 is shaping up to focus significantly on the well-being and development of the workforce amidst evolving workplace dynamics. The enhancement of the Employee Experience (EX) emerges as a pivotal theme, driven by changing workforce expectations and the necessity for more inclusive and supportive work environments. This shift is marked by a heightened attention to mental health, with organizations implementing comprehensive wellness programs to address the well-being of their employees, reflecting a broader trend towards prioritizing employee satisfaction and loyalty.

The trends also highlight the importance of diversity, equity, and inclusion (DEI), underscoring a move towards creating workplaces that value diversity and foster a sense of belonging among all employees. Alongside this, the adaptation to remote and hybrid work models, solidified by the post-pandemic era, calls for innovative HR strategies to ensure inclusivity and effective communication across geographically dispersed teams.

Professional development and continuous learning stand out as crucial for keeping pace with the rapid technological advancements and market changes. Portugal's HR sector is increasingly focusing on developing leadership skills that can effectively manage the integration of flexible work arrangements while maintaining a cohesive organizational culture.

Technological integration, particularly the adoption of Generative AI, is redefining productivity by automating routine tasks and fostering a culture of innovation and efficiency. This rapid technological integration brings to the forefront the need for strategies that seamlessly blend technology into the employee experience, ensuring technology acts as an enabler rather than a disruptor.





TELEPERFORMANCE Customer Engagement	EDP Energy Utilities	BOUYGUES Telecommunications	DHL Courier and Parcel Delivery	CISCO Networking Equipment	BNP PARIBAS Banking	HOVIONE Generic Pharmaceuticals	JERÓNIMO MARTINS Supermarkets Chain	GSK Pharmaceuticals
HILTI Tools and Equipment Manufacturing	HILTON Hotels and Resorts	ABBVIE Biopharmaceuticals	KIABI Fashion and Apparel	SOLVAY Chemical and Material Sciences	SALESFORCE Enterprise Software	LEROY MERLIN Home Improvement	NATIXIS Investment Banking	SAINT-GOBAIN Building Materials
NTT DATA IT Consulting and Services	PEPSICO Food and Beverage	OLYMPUS Medical Devices	JT INTERNATIONAL Tobacco	HUAWEI Consumer Electronics	AIRBUS Aerospace and Defense	SIEMENS Conglomerate	DELOITTE Accounting & Audit Services	FUJITSU Information Systems

Number of workplace rankings used: 6
 Total number of companies analyzed: 106
 Methodology employed: Meta-analysis, Survey, HR-Check



POLAND

In Poland, 2024 is expected to be a year of significant shifts in HR trends, with a clear focus on enhancing employee experiences and leveraging technology to meet evolving workforce expectations. One of the foremost trends is the prioritization of flexibility and remote work, reflecting a broader talent market access for employers and improved work-life balance for employees.

Artificial Intelligence (AI) in recruitment processes is becoming increasingly indispensable, streamlining candidate selection and ensuring a more efficient match between job requirements and candidate skills. AI's role extends beyond mere process automation to enhancing the personalization and effectiveness of recruitment strategies.

Employee happiness is set to receive heightened attention, with initiatives aimed at supporting mental health and overall well-being becoming standard practice. Polish companies are moving towards more holistic and personalized benefits packages, recognizing the diverse needs and preferences of their workforce. Moreover, the emphasis on individualized benefits highlights the shift towards more flexible and tailored compensation strategies, enabling employees to choose benefits that best suit their lifestyle and needs. This approach not only enhances job satisfaction but also serves as a powerful tool for attracting and retaining talent in a competitive labor market.

Diversity and inclusion are gaining prominence, with companies increasingly committed to creating more diverse and inclusive workplaces. This commitment is not just a moral imperative but a strategic business decision, fostering innovation, creativity, and a positive corporate culture.

DHL Courier and Parcel Delivery	AMAZON E-commerce	ASTRAZENECA Pharmaceuticals	CAPGEMINI IT Consulting and Services	PKO BANK POLSKI Banking	CISCO Networking Equipment	HITACHI Conglomerate	HILTON Hotels and Resorts	VOLKSWAGEN GROUP Automotive Manufacturing
AKAMAI TECHNOLOGIES Cybersecurity	CCC Footwear	WHIRLPOOL Home Appliances	LIDL Supermarkets Chain	PEPSICO Food and Beverage	OBI Home Improvement	INTEL Semiconductors	PROCTER & GAMBLE FMCG	HILTI Tools and Equipment Manufacturing
STRYKER Medical Devices	BIOGEN Biopharmaceuticals	JT INTERNATIONAL Tobacco	EDP Renewable Energy	SAP Enterprise Software	WORLDLINE Electronic Money	ACCENTURE Management Consulting	HUAWEI Consumer Electronics	SAINT-GOBAIN Building Materials
EY Accounting & Audit Services	ECOLAB Hygiene and Cleaning Products	NIKE Sporting Goods	MEDIA MARKT Consumer Electronics Retail	ORANGE Telecommunications	NIELSEN Market Research & Consulting	MICROSOFT Software	MICHELIN Tires and Mobility Solutions	3M Chemical and Material Sciences
TELEPERFORMANCE Customer Engagement	YVES ROCHER Natural Cosmetics	TUI Travel & Tourism	PRIMARK Fashion and Apparel	PHOENIX CONTACT Automation Solutions	SODEXO Food Distribution and Catering	SHELL Energy	McDonald's Fast Food Chain	CARLSBERG Alcoholic Beverages
CANON Imaging and Optical Products	COLGATE PALMOLIVE Personal and Home Care	DECATHLON Sporting Goods	AIRBUS Aerospace and Defense	ALLIANZ General Insurance	APTIV Automotive Technologies	IKEA Furniture and Home Products	IBM Information Systems	HP Computer Hardware
LUFTHANSA Airline	GENERALI General Insurance	FERRERO Bakery and Confectionery						

Number of workplace rankings used: 7
Total number of companies analyzed: 400
Methodology employed: Meta-analysis



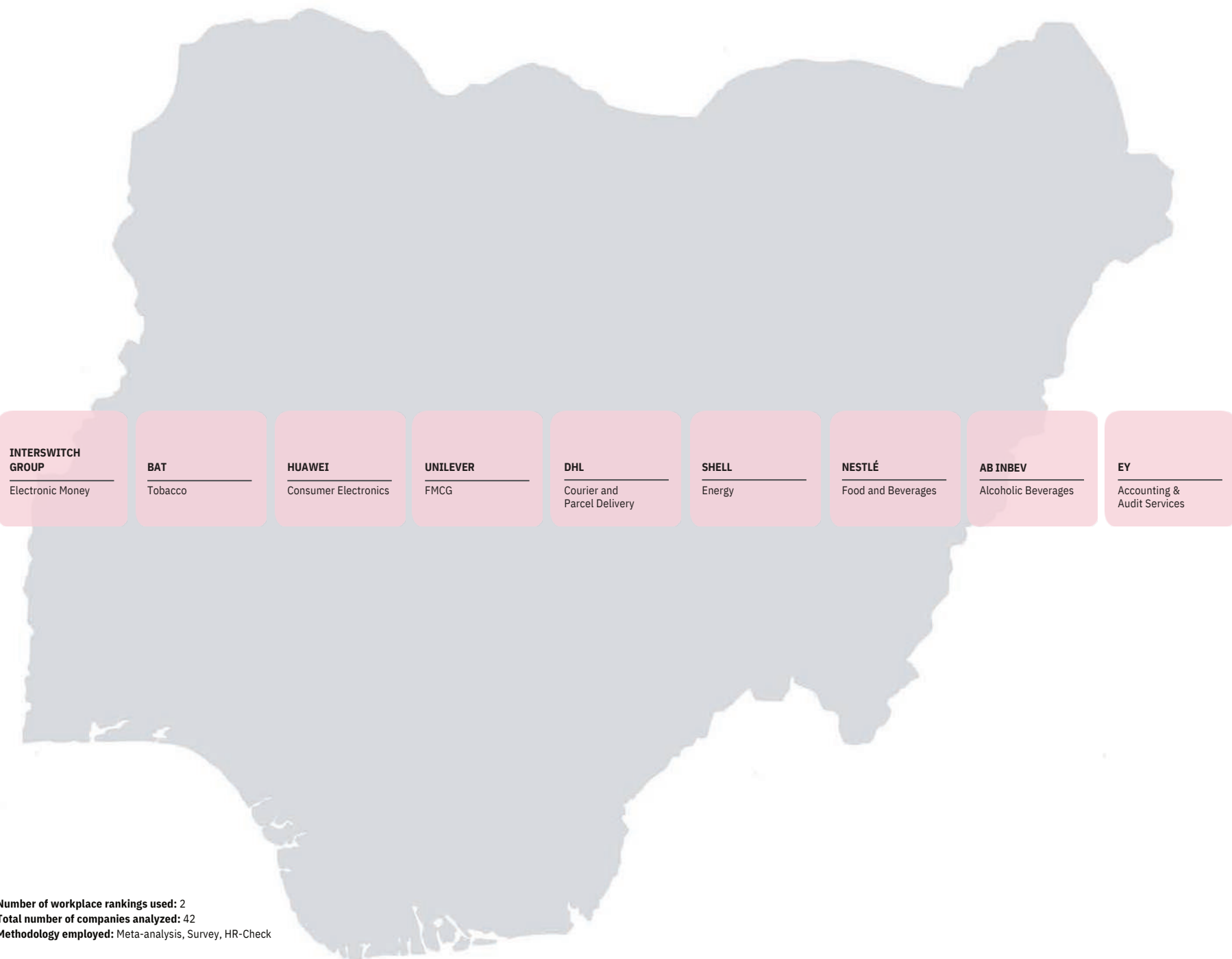
NIGERIA

In Nigeria, the HR landscape for 2024 is shaped by the dual challenges of talent retention and adapting to a rapidly changing business environment. The departure of key talents has emphasized the need for effective employment acquisition strategies and the management of an increased workload for the remaining staff. Amid these challenges, HR practitioners have identified HR Strategic Planning as their primary area of need, aiming to align human resource strategies with evolving business conditions and manage the uncertainty of employee turnover.

Performance Management ranks second, with organizations seeking to revise their frameworks to address employees' well-being and adapt to demands for flexible working arrangements. The increasing cost of commuting and its impact on employee stress levels and performance highlights the necessity for more dynamic performance management systems.

Talent Management Excellence is also crucial, as HR professionals work to optimize their workforce and align employee attributes with business goals. Compensation and Rewards are under review due to rising inflation, affecting employees' purchasing power and necessitating meaningful reward systems. Furthermore, the rapid advancement in technology calls for HR Digitalization, transforming traditional HR practices to improve efficiency and reduce costs. Legal Compliance and Organization Design are also key focus areas, ensuring adherence to employment laws and designing effective organizational structures.

These trends are driven by an uncertain business climate, talent emigration, the need for cost optimization, and the challenge of meeting diverse employee needs. Nigerian HR practitioners are therefore focused on developing strategies that ensure resilience, adaptability, and sustained organizational growth amidst these challenges.



**INTERSWITCH
GROUP**

Electronic Money

BAT

Tobacco

HUAWEI

Consumer Electronics

UNILEVER

FMCG

DHL

Courier and
Parcel Delivery

SHELL

Energy

NESTLÉ

Food and Beverages

AB INBEV

Alcoholic Beverages

EY

Accounting &
Audit Services

Number of workplace rankings used: 2

Total number of companies analyzed: 42

Methodology employed: Meta-analysis, Survey, HR-Check



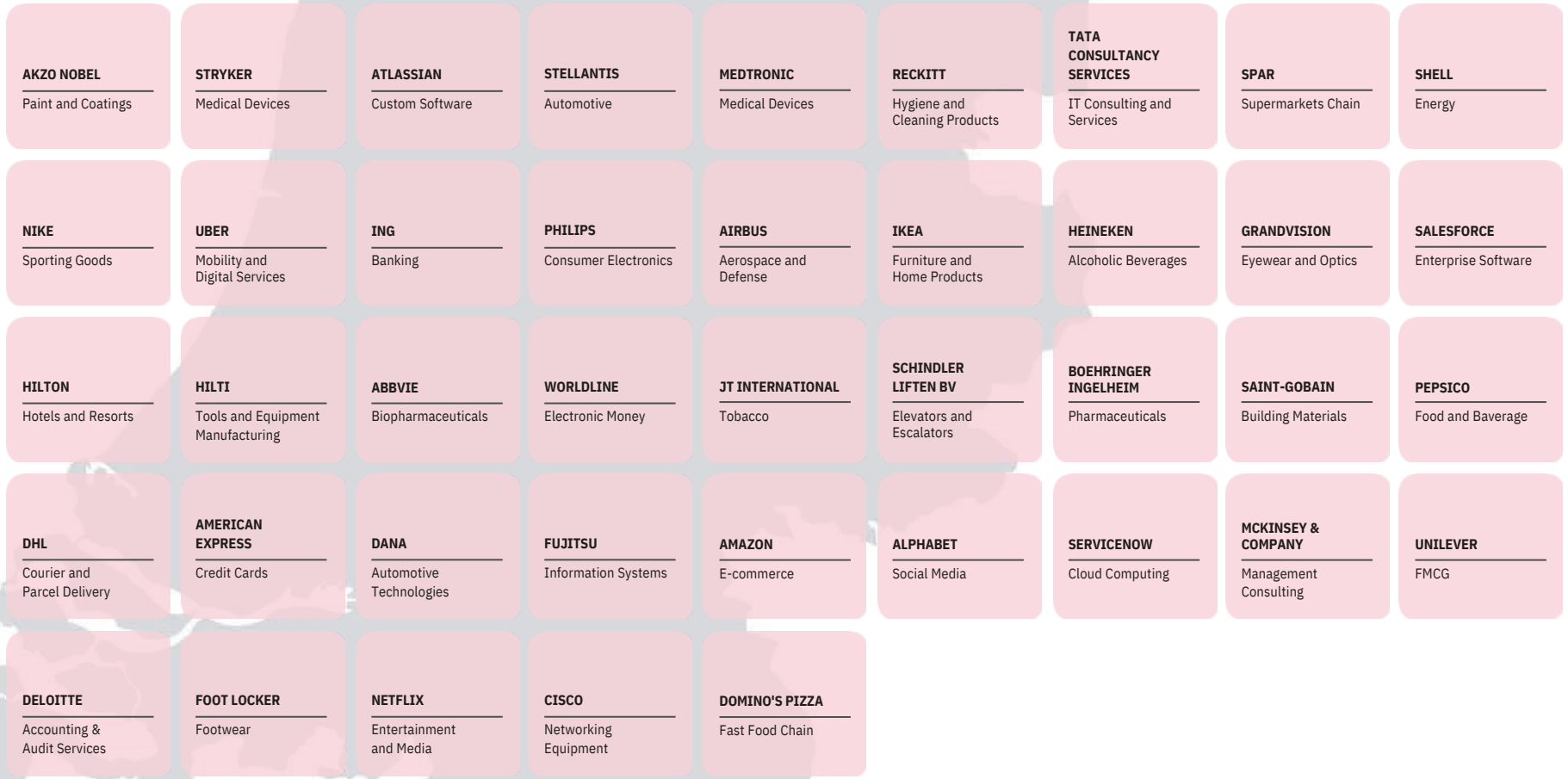
NETHERLANDS

In the Netherlands, 2024 marks a pivotal year for HR, with a shift towards innovative strategies in talent acquisition, prioritizing employee happiness, and harnessing technology. A major trend is the increased focus on employee happiness, recognizing its profound impact on productivity, loyalty, and overall company success. Dutch companies are expected to ramp up investments in initiatives aimed at enhancing work-life balance, mental, financial, and overall health, acknowledging the complex stressors faced by employees.

Employee happiness is identified as a critical priority, with firms striving to cultivate a positive corporate culture where autonomy, growth, and appreciation flourish. Transparent communication, engaging employees in decision-making, and providing extensive development opportunities are key to elevating employee happiness. The demand for meaningful work is also on the rise, especially among younger employees who seek not just financial rewards but roles that contribute positively to society. Dutch companies are encouraged to highlight the broader impact of individual roles on company and societal goals, thus enhancing the sense of purpose in work.

Artificial Intelligence (AI) is revolutionizing HR practices, from recruitment and selection to performance management and talent development. In 2024, the adoption of AI to streamline HR processes and support data-driven decision-making is set to transform HR operations across Dutch organizations.

Additionally, skills-based recruitment is gaining momentum, focusing on the inherent capabilities and potential of candidates rather than traditional qualifications. This approach is a nod to the rapid technological evolution, highlighting the need for a workforce that is adaptable, innovative, and equipped with essential soft skills.



Number of workplace rankings used: 7
 Total number of companies analyzed: 164
 Methodology employed: Meta-analysis



MEXICO

In Mexico, the landscape of human resources (HR) in 2024 is shaped by the evolving dynamics of recruitment and talent management amidst a rapidly changing work environment. A significant trend is the integration of automation in recruitment processes, which streamlines tasks from resume review to initial interviews, indicating a shift towards efficiency and technology-driven practices.

The emphasis on soft skills is gaining momentum, with companies valuing communication, teamwork, and resilience alongside technical competencies. This reflects a broader understanding that success in the modern workplace requires a blend of skills that contribute to a positive and adaptive company culture.

Legal changes and labor reforms, particularly around employee well-being and reduced work hours, are pivotal factors that HR leaders in Mexico should navigate. These changes demand a proactive and informed response to align corporate practices with new legal standards while ensuring organizational sustainability.

Employee well-being, with a focus on mental health and work-life balance, stands out as a priority. Compliance with standards aimed at reducing psychosocial risks and supporting teleworkers is crucial for fostering a supportive workplace environment. For Mexican companies, adjusting to the entrance of Generation Z into the workforce necessitates revisiting engagement strategies, benefits, and work models to meet the expectations of a generation that values flexibility, purpose, and technological integration.

Environmental, Social, and Governance (ESG) criteria are becoming integral to HR strategies, reflecting a commitment to sustainable development and ethical business practices. This alignment not only contributes to societal and environmental well-being but also strengthens the employer brand by appealing to eco-conscious employees and consumers.



VOLKSWAGEN GROUP Automotive Manufacturing	DHL Courier and Parcel Delivery	SCHNEIDER ELECTRIC Automation Solutions	MEDTRONIC Medical Devices	MICHELIN Tires and Mobility Solutions	COTEMAR Oil and Gas	BOEHRINGER INGELHEIM Pharmaceuticals	HCL TECH IT Consulting and Services	GRUPO AEROMÉXICO Airline
GRUPO BIMBO Food Processing	METLIFE Life and Annuity Insurance	PEPSICO Food and Beverage	BNP PARIBAS Banking	NEMAK Auto Parts Manufacturing	UNIVERSIDAD AUTÓNOMA DE GUADALAJARA Higher Education	APPLE Consumer Electronics	PROCTER & GAMBLE FMCG	3M Chemical and Material Sciences
GRUPO MÉXICO Mining	DELOITTE Accounting & Audit Services	MAPFRE General Insurance	DELL Computer Hardware	CONSORCIO ARA Real Estate Brokerage	CISCO Networking Equipment	SAP Enterprise Software	PREMIUM RESTAURANT BRANDS Restaurant Chain	HILTON Hotels and Resorts
ACCENTURE Management Consulting	AT&T Cable Television & Internet Services	AMAZON E-commerce	TELEPERFORMANCE Customer Engagement	AMGEN Biopharmaceuticals	PHILIP MORRIS Tobacco	KELLOGG'S Snacks	AIRBUS Aerospace and Defense	PUMA Sporting Goods
CARDINAL HEALTH Medical Distribution	SAINT-GOBAIN Building Materials	ALPHABET Social Media	STANLEY BLACK & DECKER Tools and Equipment Manufacturing	SKY Entertainment and Media	SIEMENS Conglomerate	GLOBANT Custom Software	GOOGLE Software	RECKITT Hygiene and Cleaning Products
WALMART Hypermarkets	AMERICAN EXPRESS Credit Cards	INTEL Semiconductors	COSTCO Wholesale Club	DANONE Dairy	IKEA Furniture and Home Products	IBM Information Systems	L'ORÉAL Cosmetic and Skincare	MARS Bakery and Confectionery
COLGATE-PALMOLIVE Personal and Home Care								

Number of workplace rankings used: 8
 Total number of companies analyzed: 595
 Methodology employed: Meta-analysis, Survey, HR-Check



ITALY

In Italy, 2024 is poised to witness a strategic evolution within HR, focusing on enhancing employee experiences and integrating advanced technologies. A pivotal trend is the prioritization of employee well-being, emphasizing a holistic approach that encompasses physical, mental, and emotional health. This shift towards creating a supportive and inclusive work environment is not just a moral imperative but a strategic one, directly impacting productivity and organizational success.

The leadership landscape in Italy is also undergoing significant changes, with a marked emphasis on developing managerial competencies. This involves equipping managers with a broad understanding of various domains including technology, marketing, and business strategy, thereby enabling them to navigate the complexities of a rapidly evolving market.

Technological advancement, particularly the integration of Artificial Intelligence (AI) and HR-specific tools, is set to redefine HR practices. These technologies offer unparalleled efficiencies in recruitment, talent management, and employee engagement, ensuring a seamless and enriching employee experience from hiring to retirement.

Sustainability emerges as another critical focal point, aligning with global movements towards environmental responsibility, social equity, and ethical governance. Italian companies are expected to integrate sustainable practices not just for compliance but as a core component of their organizational identity, enhancing their appeal to eco-conscious employees and consumers alike.

In summary, Italy's HR trends for 2024 encapsulate a future where employee well-being, technological innovation, managerial skill enhancement, and sustainability are not peripheral concerns but central to strategic HR management.

ENEL Energy Utilities	UNICREDIT Banking	FERRARI Automotive Manufacturing	GENERALI General Insurance	LEONARDO Aerospace and Defense	MSD Pharmaceuticals	CISCO Networking Equipment	HCL TECH IT Consulting and Services	BAXTER Medical Devices
SAP Enterprise Software	AMAZON E-commerce	NEXI Electronic Money	ACCENTURE Management Consulting	ELECTROLUX Home Appliances	WIND TRE Telecommunications	KONICA MINOLTA Imaging and Optical Products	CALZEDONIA Fashion and Apparel	FERRERO Bakery and Confectionery
PRADA Luxury and Designer Apparel	DHL Courier and Parcel Delivery	HILTON Hotels and Resorts	AMERICAN EXPRESS Credit Cards	ABBVIE Biopharmaceuticals	TELEPERFORMANCE Customer Engagement	METLIFE Life and Annuity Insurance	RECKITT Hygiene and , Cleaning Products	SAINT-GOBAIN Building Materials
PEPSICO Food and Beverage	PUMA Sporting Goods	OBI Home Improvement	ALLIANZ General Insurance	BAT Tobacco	DANA Automotive Technologies	EY Accounting & Audit Services	HUAWEI Consumer Electronics	EDP Renewable Energy
LIDL Supermarkets Chain	GroupM Advertising and Marketing	ADP HR Services	PROCTER & GAMBLE FMCG	SIEMENS Conglomerate				

Number of workplace rankings used: 10
 Total number of companies analyzed: 265
 Methodology employed: Meta-analysis, Survey, HR-Check



IRELAND

In 2024, Ireland's HR landscape is undergoing significant transformations, driven by shifts in workplace norms, evolving employee expectations, and technological advancements. The focus on remote and flexible working arrangements, underpins a broader movement towards work-life integration. This trend not only addresses the lingering effects of the COVID-19 pandemic but also aligns with the workforce's growing demand for a balance between professional commitments and personal well-being. Talent management is emerging as a critical area of focus, with a vast majority of organizations investing in leadership development, employee engagement, and diversity and inclusion strategies.

Employee well-being has been brought to the forefront by the pandemic, with a significant number of organizations offering online wellness initiatives. This approach to mental health reflects a growing acknowledgment of the importance of supporting employees' psychological and emotional health.

The integration of Artificial Intelligence (AI) in HR practices is recognized for its potential to enhance productivity and work conditions. However, a gap exists in organizational readiness to adopt AI, pointing to a need for upskilling and developing a workforce capable of leveraging these technological advancements.

As Ireland navigates these changes, the emphasis on well-being, flexibility, and technological innovation shapes a progressive HR agenda. Organizations are challenged to balance strategic objectives with the imperative to support an increasingly diverse and dynamic workforce. Embracing these trends, Irish HR professionals can lead their organizations through the complexities of 2024, fostering environments that not only attract but also retain top talent through a commitment to flexibility, well-being, and inclusivity.

MEDTRONIC Medical Devices	DHL Courier and Parcel Delivery	ACCENTURE Management Consulting	APPLE Consumer Electronics	DELL Computer Hardware	CORE MARKETING Advertising and Marketing	AURA HOLOHAN GROUP Cybersecurity	BON SECOURS HEALTH SYSTEM Hospital Network	JT INTERNATIONAL Tobacco
RIOT GAMES Gaming Software	VERSION 1 IT Consulting and Services	ABBVIE Biopharmaceuticals	SALESFORCE Enterprise Software	CISCO Networking Equipment	LIBERTY IT Custom Software	WOODIE'S Home Improvement	FISERV Financial Software	APTIV Automotive Technologies
PRIMARK Fashion and Apparel	LIDL Supermarkets Chain	SAINT-GOBAIN Building Materials	INTEL Semiconductors	FIDELITY Investment Management	MASTERCARD Credit Cards	BANK OF AMERICA Banking	DELOITTE Accounting & Audit Services	LINKEDIN Social Media
JOHN PAUL CONSTRUCTION Construction	GOOGLE Software	LAYA HEALTHCARE Health Insurance	SKY Entertainment and Media	BT COMMUNICATIONS IRELAND Telecommunications	TAKEDA Pharmaceuticals	SERVICENOW Cloud Computing	UNILEVER FMCG	VOLKSWAGEN GROUP Automotive
HILTON Hotels and Resorts	KELLOGG'S Snacks	PEPSICO Food and Beverage	EBAY E-commerce	STARBUCKS Coffeehouse Chain	SIEMENS Conglomerate	AXA General Insurance	ADOBE Application Software	AIRBNB Travel & Tourism
MCDONALD'S Fast Food Chain	PAYPAL Electronic Money	IBM Information Systems	IKEA Furniture and Home Products	JACOBS ENGINEERING Engineering				

Number of workplace rankings used: 10
 Total number of companies analyzed: 467
 Methodology employed: Meta-analysis



INDIA

In 2024, India's HR landscape is poised to embrace transformative changes driven by technological advancements, shifting workforce demographics, and evolving organizational priorities. Generative AI emerges as a game-changer, revolutionizing HR practices from talent acquisition to employee engagement, offering personalized experiences and automating routine tasks. This technological leap, however, mandates rigorous ethical considerations, particularly around data privacy and compliance, underscoring the importance of establishing robust governance frameworks.

India's stride towards pay equity and transparency signifies a commitment to addressing historical disparities. With laws and societal expectations pushing for greater transparency, organizations are increasingly compelled to disclose compensation details, thereby attracting a larger talent pool and fostering an environment of fairness and trust. Diversity, Equity, and Inclusion (DE&I) continue to shape organizational cultures, with an inclusion-first approach gaining traction. India's focus on integrating neurodiversity and other dimensions of diversity into the workplace outpaces regional averages, with significant investments in staff training and awareness initiatives.

The employee experience is at the forefront of HR priorities, with a younger, more diverse workforce driving changes in organizational values and practices. Furthermore, with a significant portion of the global Gen Z population in India, organizations are keen on aligning their strategies with the aspirations of this emerging workforce demographic.

Lastly, navigating the complexities of regulatory compliance and embracing remote and hybrid work models are crucial for enabling business growth and maintaining a competitive edge.





Number of workplace rankings used: 9
Total number of companies analyzed: 170
Methodology employed: Meta-analysis, Survey, HR-Check

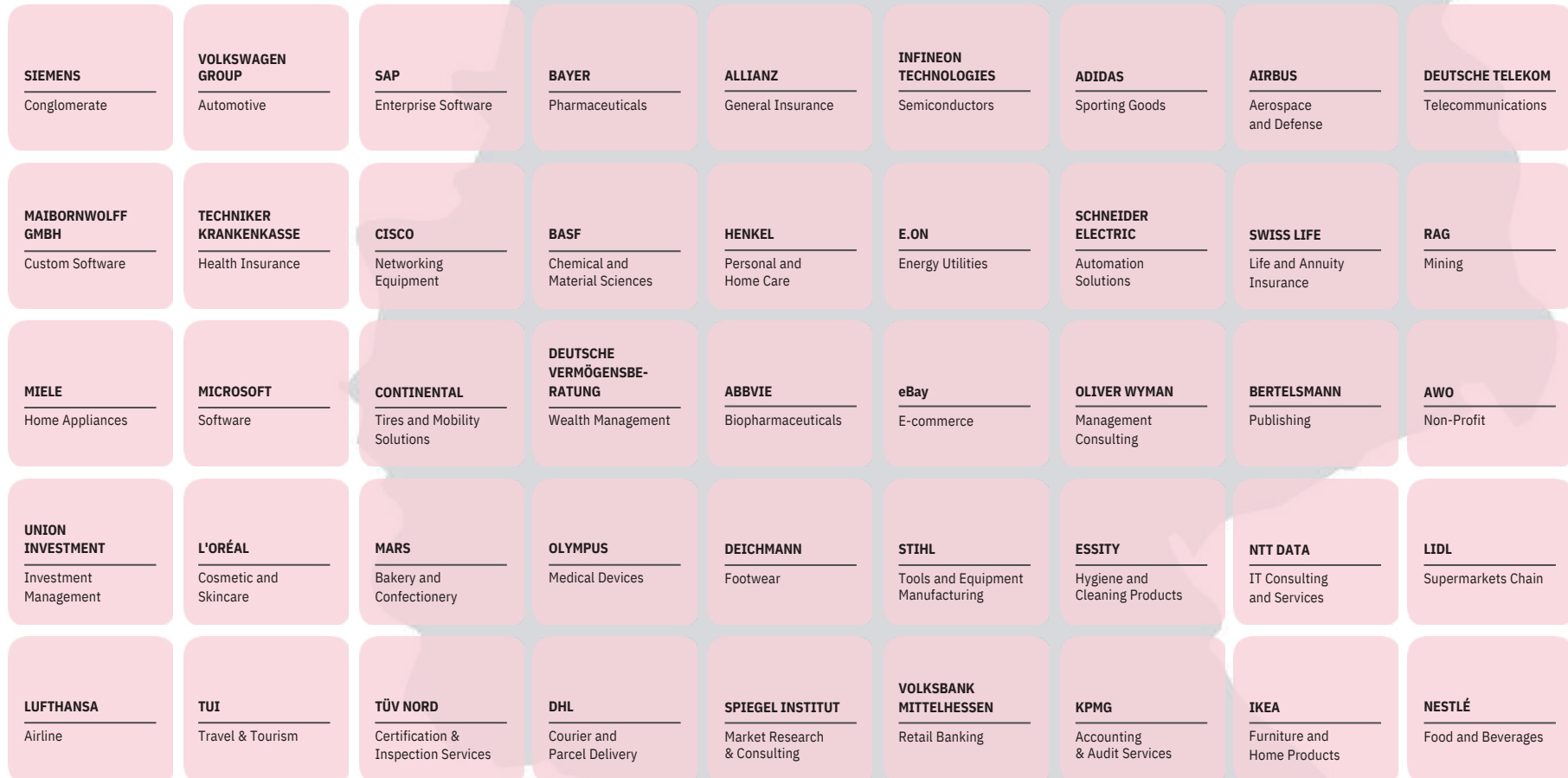


GERMANY

In Germany, the HR landscape for 2024 underscores a holistic approach towards employee retention, blending technological advancement with traditional human-centered strategies. The impending year heralds a pivotal shift in workplace dynamics, emphasizing the significance of digitization, employee well-being, and an inclusive corporate culture. Amidst an evident labor shortage, particularly in blue-collar sectors, companies are set to prioritize the implementation of flexible work arrangements, enhancing employee autonomy in shift scheduling to mitigate stress and improve work-life balance.

Digitization of workforce management emerges as a crucial trend, with companies investing in digital tools to facilitate more flexible scheduling and shift swapping, thereby reducing administrative burdens and increasing operational efficiency. This move towards digitalization not only caters to the employees' call for flexibility but also aligns with the broader digital transformation agenda sweeping across industries. Moreover, the year 2024 is expected to spotlight the importance of fostering a strong corporate culture that places employees at its core. The adoption of digital platforms for feedback and recognition further illustrates the merging of technology and human-centric practices in creating an engaging and supportive work environment.

Financial considerations, prompted by economic uncertainties, also play a significant role in shaping the HR agenda. With a significant portion of the workforce grappling with financial insecurities, HR departments are urged to engage in meaningful dialogues with employees to explore viable solutions. Although outright salary increments may not be feasible for all, understanding and addressing employee concerns can fortify loyalty and commitment.



SIEMENS Conglomerate	VOLKSWAGEN GROUP Automotive	SAP Enterprise Software	BAYER Pharmaceuticals	ALLIANZ General Insurance	INFINEON TECHNOLOGIES Semiconductors	ADIDAS Sporting Goods	AIRBUS Aerospace and Defense	DEUTSCHE TELEKOM Telecommunications
MAIBORNWOLFF GMBH Custom Software	TECHNIKER KRANKENKASSE Health Insurance	CISCO Networking Equipment	BASF Chemical and Material Sciences	HENKEL Personal and Home Care	E.ON Energy Utilities	SCHNEIDER ELECTRIC Automation Solutions	SWISS LIFE Life and Annuity Insurance	RAG Mining
MIELE Home Appliances	MICROSOFT Software	CONTINENTAL Tires and Mobility Solutions	DEUTSCHE VERMÖGENSBERATUNG Wealth Management	ABBVIE Biopharmaceuticals	eBay E-commerce	OLIVER WYMAN Management Consulting	BERTELSMANN Publishing	AWO Non-Profit
UNION INVESTMENT Investment Management	L'ORÉAL Cosmetic and Skincare	MARS Bakery and Confectionery	OLYMPUS Medical Devices	DEICHMANN Footwear	STIHL Tools and Equipment Manufacturing	ESSITY Hygiene and Cleaning Products	NTT DATA IT Consulting and Services	LIDL Supermarkets Chain
LUFTHANSA Airline	TUI Travel & Tourism	TÜV NORD Certification & Inspection Services	DHL Courier and Parcel Delivery	SPIEGEL INSTITUT Market Research & Consulting	VOLKSBANK MITTELHESSEN Retail Banking	KPMG Accounting & Audit Services	IKEA Furniture and Home Products	NESTLÉ Food and Beverages

Number of workplace rankings used: 20
Total number of companies analyzed: 3385
Methodology employed: Meta-analysis

<p>DIS AG</p> <p>Staffing and Recruitment</p>	<p>LUTHER RECHTSANWALT-SGESELLSCHAFT</p> <p>Legal Services</p>	<p>DANONE</p> <p>Dairy</p>	<p>MESSE FRANKFURT</p> <p>Trade Fair & Event Management</p>	<p>ETAS GMBH</p> <p>Automotive Technologies</p>	<p>CBRE GMBH</p> <p>Real Estate Brokerage</p>	<p>BERGISCHE UNIVERSITÄT WUPPERTAL</p> <p>Higher Education</p>	<p>DEUTSCHE BANK</p> <p>Banking</p>	<p>OBI</p> <p>Home Improvement</p>
<p>FUJITSU</p> <p>Information Systems</p>	<p>HILTON</p> <p>Hotels and Resorts</p>	<p>PROCTER & GAMBLE</p> <p>FMCG</p>	<p>DEUTSCHE BAHN</p> <p>Railway</p>	<p>HUGO BOSS</p> <p>Fashion and Apparel</p>	<p>DACHSER</p> <p>Transportation and Logistics</p>	<p>BITBURGER</p> <p>Alcoholic Beverages</p>	<p>JT INTERNATIONAL</p> <p>Tobacco</p>	<p>ADOBE</p> <p>Application Software</p>
<p>DELL</p> <p>Computer Hardware</p>	<p>HOCHTIEF</p> <p>Construction</p>	<p>ZEISS</p> <p>Imaging and Optical Products</p>	<p>MAGNA INTERNATIONAL</p> <p>Auto Parts Manufacturing</p>	<p>HERMES ARZNEIMITTEL GMBH</p> <p>Generic Pharmaceuticals</p>	<p>THE LORENZ BAHLSEN SNACK WORLD GMBH & CO KG GERMANY</p> <p>Snacks</p>	<p>STORCH-CIRET HOLDING GMBH</p> <p>Paint and Coatings</p>	<p>GroupM</p> <p>Advertising and Marketing</p>	<p>SERVICENOW</p> <p>Cloud Computing</p>
<p>BP</p> <p>Energy</p>	<p>OTIS</p> <p>Elevators and Escalators</p>	<p>TELEPERFORMANCE</p> <p>Customer Engagement</p>	<p>APPLE</p> <p>Consumer Electronics</p>	<p>DIRK ROSSMANN GMBH</p> <p>Cosmetics and Beauty Retail</p>	<p>HEIDELBERG MATERIALS</p> <p>Cement</p>	<p>FLUGHAFEN MÜNCHEN</p> <p>Airport Operations</p>		



CANADA

In Canada, 2024 is shaping up to be a transformative year for HR, characterized by significant shifts in benefits, workplace flexibility, and the integration of technological advancements. The personalization of benefits emerges as a crucial strategy in response to the ongoing competition for skilled labor.

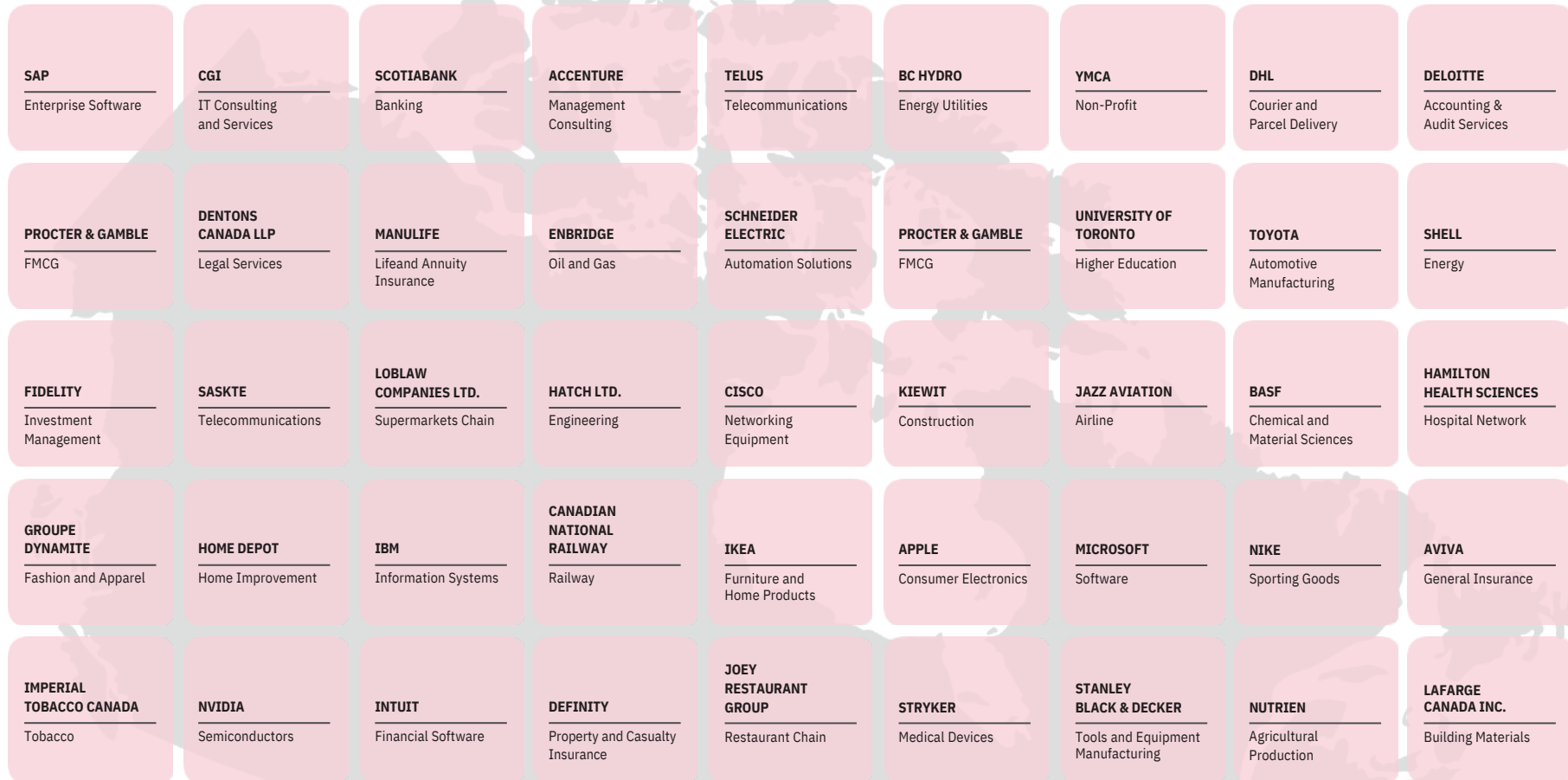
The emphasis on the "employee experience" (EX) signifies a deepened understanding of the employee's journey within the organization, from the initial hiring phase to retirement. This comprehensive view underscores HR's pivotal role in enhancing EX at every career stage through mental support, well-being initiatives, flexible work arrangements, and policies that balance private and professional life. This evolving workplace dynamic recognizes employees' growing expectations for roles that align more closely with their personal values and skills, shifting the focus towards personal fulfillment and social impact over traditional benefits.

As hybrid and remote work arrangements continue to gain popularity, reflecting employees' desires for greater work-life balance, mental health, and overall well-being, take center stage. Employers are increasingly investing in support systems and resources to address these critical areas, fostering a supportive and engaging work environment that drives organizational success.

Furthermore, the advent of generative AI stands as a significant technological force, reshaping HR processes and offering new avenues for efficiency and innovation.

As Canadian employers navigate these changes, the emphasis remains on creating a flexible, inclusive work environment that prioritizes employee well-being and satisfaction, ensuring resilience and competitiveness in a rapidly evolving landscape.





Number of workplace rankings used: 20
 Total number of companies analyzed: 936
 Methodology employed: Meta-analysis

HYUNDAI AUTO CANADA Vehicle Dealerships and Sales	LABATT BREWERIES OF CANADA Alcoholic Beverages	FUELPOSITIVE Renewable Energy	PHARMASCIENCE Generic Pharmaceuticals	CORUS ENTERTAINMENT Entertainment and Media	UBISOFT Gaming Software	L'ORÉAL Cosmetic and Skincare	MAGNA INTERNATIONAL Auto Parts Manufacturing	JOHNSON & JOHNSON Pharmaceuticals
CANON Imaging and Optical Products	AUTODESK Application Software	AMAZON E-commerce	ADP HR Services	HILTON Hotels and Resorts	AMERICAN EXPRESS Credit Cards	COSTCO Wholesale Club	STARBUCKS Coffeehouse Chain	HP Computer Hardware
BEST BUY Consumer Electronics Retail	LINKEDIN Social Media	ROBERT HALF Staffing and Recruitment	PEPSICO Food and Beverage	WALMART Hypermarkets	RECKITT Hygiene and Cleaning Products	SODEXO Food Distribution and Catering	MORGAN STANLEY Investment Banking	MICHELIN Tires and Mobility Solutions
WASTE MANAGEMENT Environmental Services	AT&T Cable Television & Internet Services	SAMSUNG GROUP Conglomerate	FOOT LOCKER Footwear					



FRANCE

In France, the HR landscape of 2024 is set to navigate through the complex interplay of societal expectations, technological advancements, and legislative pressures. Reflecting the broader societal shifts that have increasingly blurred the lines between professional and personal lives, French organizations are leaning towards fostering a work environment characterized by inclusion, well-being, and flexibility.

A pivotal trend in France is the strategic focus on employee well-being, which has emerged as a non-negotiable aspect of organizational culture. French companies are expected to enhance their efforts in promoting a balanced work-life integration, recognizing that flexibility and well-being are key to sustaining productivity without compromising the quality of life. Moreover, the French HR scene is deeply intertwined with the concept of inclusion, spanning across various dimensions such as gender, age, and neurodiversity. Legislative momentum, such as reforms in pension schemes and anti-discrimination laws, is propelling organizations to embrace a more inclusive approach. The integration of Artificial Intelligence (AI) in HR processes stands out as a transformative trend, aiming to streamline operations and enhance decision-making. However, this technological leap brings forth ethical considerations, necessitating a balanced and thoughtful integration of AI that respects privacy and combats biases. The commitment to developing internal talent is another notable trend, driven by the acute awareness of labor shortages and the benefits of nurturing existing employees.

In 2024, French HR strategies are also characterized by a heightened emphasis on mental health, acknowledging the psychological challenges posed by modern work arrangements. Organizations are urged to create a supportive environment that addresses mental well-being, recognizing it as a critical component of employee satisfaction and organizational success.

FM LOGISTIC Transportation and Logistics	SCHNEIDER ELECTRIC Automation Solutions	CAPGEMINI IT Consulting and Services	BNP PARIBAS Banking	SNCF Railway	ORANGE Telecommunications	DECATHLON Sporting Goods	NEXITY Real Estate Brokerage	SAP Enterprise Software
SANOFI Pharmaceuticals	L'ORÉAL Cosmetic and Skincare	ARKEMA Chemical and Material Sciences	BOUYGUES Conglomerate	VOODOO Gaming Software	SAINT-GOBAIN Building Materials	AXA General Insurance	MICHELIN Tires and Mobility Solutions	HERMÈS Luxury and Designer Apparel
DANONE Dairy	THALES Aerospace and Defense	DHL Courier and Parcel Delivery	CYBERDIAN Cybersecurity	DOOH IT Advertising and Marketing	NEXIALOG Management Consulting	AXIOME ASSOCIÉS Accounting & Audit Services	KIABI Fashion and Apparel	E.LECLERC Supermarkets Chain
TELEPERFORMANCE Customer Engagement	WORLDLINE Electronic Money	NATIXIS Investment Banking	SUEZ Environmental Services	BOSTON SCIENTIFIC Medical Devices	ACCORHOTELS Hotels and Resorts	TOTALENERGIES Energy	AIR FRANCE Airline	EDF Energy Utilities
VALEO Auto Parts Manufacturing	BUREAU VERITAS Certification & Inspection Services	IPSOS Market Research & Consulting	RENAULT Automotive	ROBERT HALF Staffing and Recruitment	CISCO Networking Equipment	ADP HR Services	ABBVIE Biopharmaceuticals	OTIS Elevators and Escalators
HEINEKEN Alcoholic Beverages	AKZONOBEL Paint and Coatings	AMAZON E-commerce	PHILIP MORRIS Tobacco	PEPSICO Food and Beverage	SWISS LIFE Life and Annuity Insurance	WHIRLPOOL Home Appliances	GOOGLE Software	APPLE Consumer Electronics
UNILEVER FMCG	DELL Computer Hardware	SODEXO Food Distribution and Catering	IBM Information Systems	EDENRED Corporate Expense Solutions				

Number of workplace rankings used: 17
Total number of companies analyzed: 390
Methodology employed: Meta-analysis



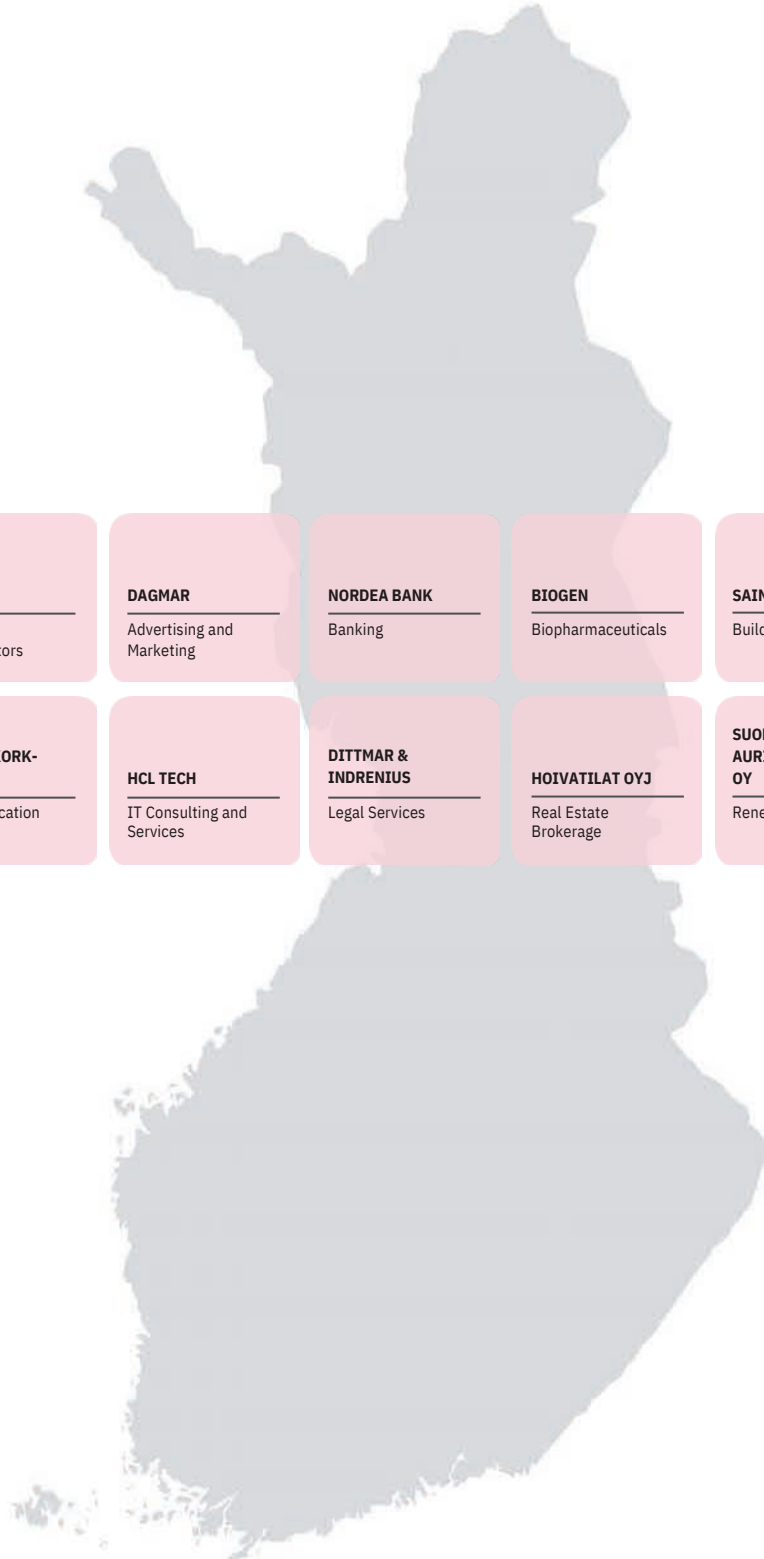
FINLAND

In Finland, the HR landscape for 2023 and 2024 is navigating through a period of dynamic change and adaptation, reflecting the country's strong emphasis on innovation, social welfare, and sustainability.

The rise of remote and hybrid work models continues to influence the Finnish workplace, prompted by the global pandemic's lasting impact and the country's geographical vastness. Finnish companies are further embracing flexible work arrangements, supporting work-life balance and catering to the diverse needs of their workforce. This flexibility is seen not just in terms of location and hours, but also in job structures, with a growing acceptance of part-time, project-based, and freelance roles.

In the realm of technology, Finnish companies are at the forefront of adopting artificial intelligence and automation in HR processes, from recruitment and onboarding to performance management and employee development. However, there is a strong emphasis on ethical AI use and ensuring that technology enhances rather than replaces human interaction, reflecting Finland's approach to technological advancement with caution and responsibility.

Employee well-being remains a cornerstone of Finnish HR policies, with an expanding definition that includes mental health, financial wellness, and environmental sustainability. Continuous learning and development are deeply ingrained in the Finnish work culture, supported by government initiatives and corporate policies that encourage lifelong learning. Companies are increasingly investing in personalized learning paths and development opportunities, recognizing the rapid pace of change in job requirements and the importance of nurturing a versatile and adaptable workforce.



NOKIA Networking Equipment	KONE Elevators and Escalators	DAGMAR Advertising and Marketing	NORDEA BANK Banking	BIOGEN Biopharmaceuticals	SAINT-GOBAIN Building Materials	YIT Construction	DHL Courier and Parcel Delivery	CARUNA Energy Utilities
LähiTapiola General Insurance	SAVONIA-AMMATTIKORKAKOULU Higher Education	HCL TECH IT Consulting and Services	DITTMAR & INDRENIUS Legal Services	HOIVATILAT OYJ Real Estate Brokerage	SUOMEN AURINKOTEKNIKK OY Renewable Energy	ELISA Telecommunications	HILTI Tools and Equipment Manufacturing	HUAWEI Consumer Electronics
LIDL Supermarkets Chain								

Number of workplace rankings used: 6
Total number of companies analyzed: 83
Methodology employed: Meta-analysis



DENMARK

In Denmark, the HR landscape for 2024 is characterized by several distinct trends that uniquely address the challenges and opportunities within the Danish work culture. Firstly, there is a notable blurring of job roles driven by talent shortages, leading to an expansion of responsibilities and the emergence of "super employees" leveraging AI tools to enhance productivity. This phenomenon necessitates a framework for skill mapping to identify and nurture new talent effectively.

Supporting employee well-being is becoming increasingly important, with a focus on financial wellness benefits to help employees navigate the economic strains. The trend toward more personalized benefits packages is gaining momentum, with innovative offerings like "workation" policies allowing employees to combine work days with vacation, reflecting the Danish emphasis on work-life balance and employee satisfaction.

AI's role in HR continues to evolve, with a strategic and selective integration of new AI tools aimed at optimizing operations and enhancing the employee experience. This approach is part of a broader effort to balance technology with human-centered HR practices, ensuring that technological advancements support rather than overwhelm employees. Denmark's HR trends also highlight the importance of integrating and consolidating HR technologies to provide a seamless employee experience. This reflects a growing recognition of the need to streamline digital tools to reduce complexity and enhance efficiency within HR functions.

A "systemic HR" approach is gaining traction, focusing on the employee journey as a central element of HR strategies. This trend emphasizes collaboration across different company departments to optimize every touchpoint in an employee's interaction with the company, from application to departure.

LEGO Toys and Entertainment Products	ARLA FOODS Dairy	NOVO NORDISK Pharmaceuticals	MAERSK Transportation and Logistics	CARLSBERG Alcoholic Beverages	DHL Courier and Parcel Delivery	JT INTERNATIONAL Tobacco	SAINT-GOBAIN Building Materials	HUNKEMÖLLER DENMARK Underwear and Lingerie
TATA CONSULTANCY SERVICES IT Consulting and Services	SCHNEIDER ELECTRIC Automation Solutions	SIEMENS Conglomerate	ORIFARM Generic Pharmaceuticals	SIMCORP Financial Software	VATTENFALL Energy Utilities	CANON Imaging and Optical Products	COLOPLAST Medical Devices	FERRING PHARMACEUTICALS Biopharmaceuticals
ØRSTED Renewable Energy	DANSKE BANK Banking	DELOITTE Accounting & Audit Services	ECCO Footwear	SALLING GROUP Supermarkets Chain	COWI Engineering	BESTSELLER Fashion and Apparel		

Number of workplace rankings used: 5
 Total number of companies analyzed: 46
 Methodology employed: Meta-analysis, Survey, HR-Check



CHILE

In Chile, the HR landscape of 2024 is experiencing a transformative phase, marked by the integration of technology and a deep focus on employee-centric approaches. The adoption of automated HR processes is at the forefront, streamlining tasks such as onboarding, payroll, and talent acquisition to enhance efficiency and accuracy.

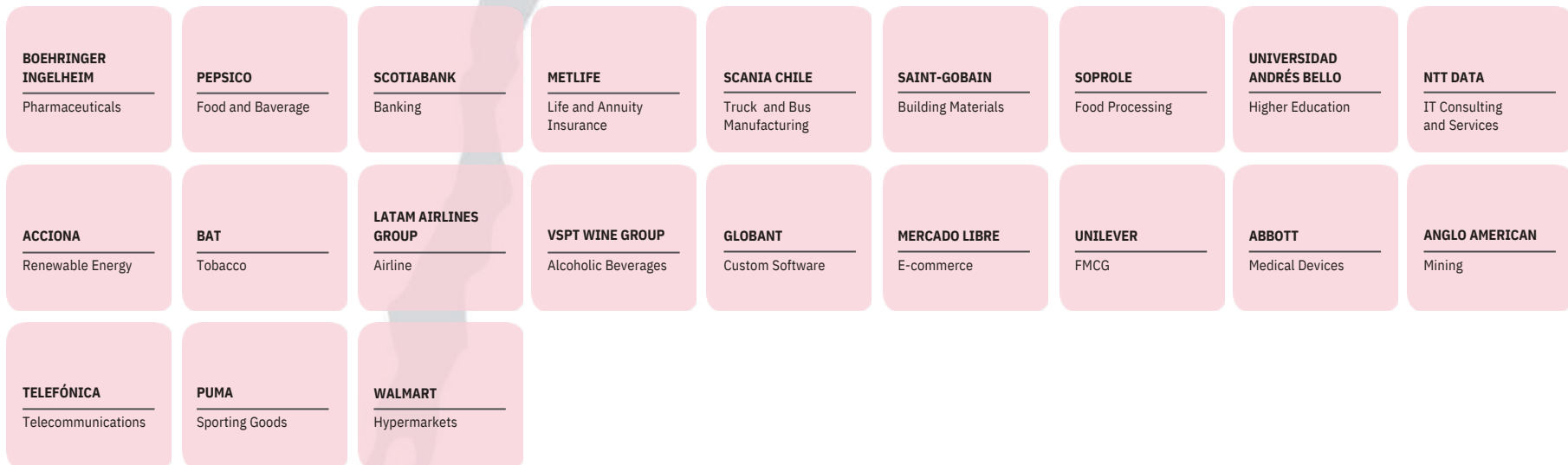
Remote work continues to shape the work environment, with HR professionals refining strategies to support distributed teams effectively. This includes optimizing remote recruitment processes and ensuring robust employee engagement and productivity in a virtual setting.

A notable emphasis on continuous learning and development is evident, with companies investing in upskilling and reskilling initiatives. This approach not only caters to the changing demands of the labor market but also leverages talent analytics to foster employee growth and retention.

Employee well-being has become a paramount concern, with organizations striving to achieve a harmonious work-life balance. The application of advanced analytics aids in understanding workforce dynamics, enabling targeted actions to enhance overall well-being. Diversity and inclusion are gaining momentum, with initiatives aimed at promoting wage equity and the representation of minorities in leadership roles. This focus is part of a broader effort to ensure equitable and inclusive talent management practices.

The HR landscape in Chile in 2024 is characterized by a harmonious blend of technological advancements and a steadfast commitment to enhancing the employee experience. These trends not only aim to optimize operational efficiency but also to foster a supportive, inclusive, and dynamic work environment, positioning Chilean organizations for sustained success in an increasingly competitive global landscape.





Number of workplace rankings used: 3
Total number of companies analyzed: 44
Methodology employed: Meta-analysis, Survey, HR-Check

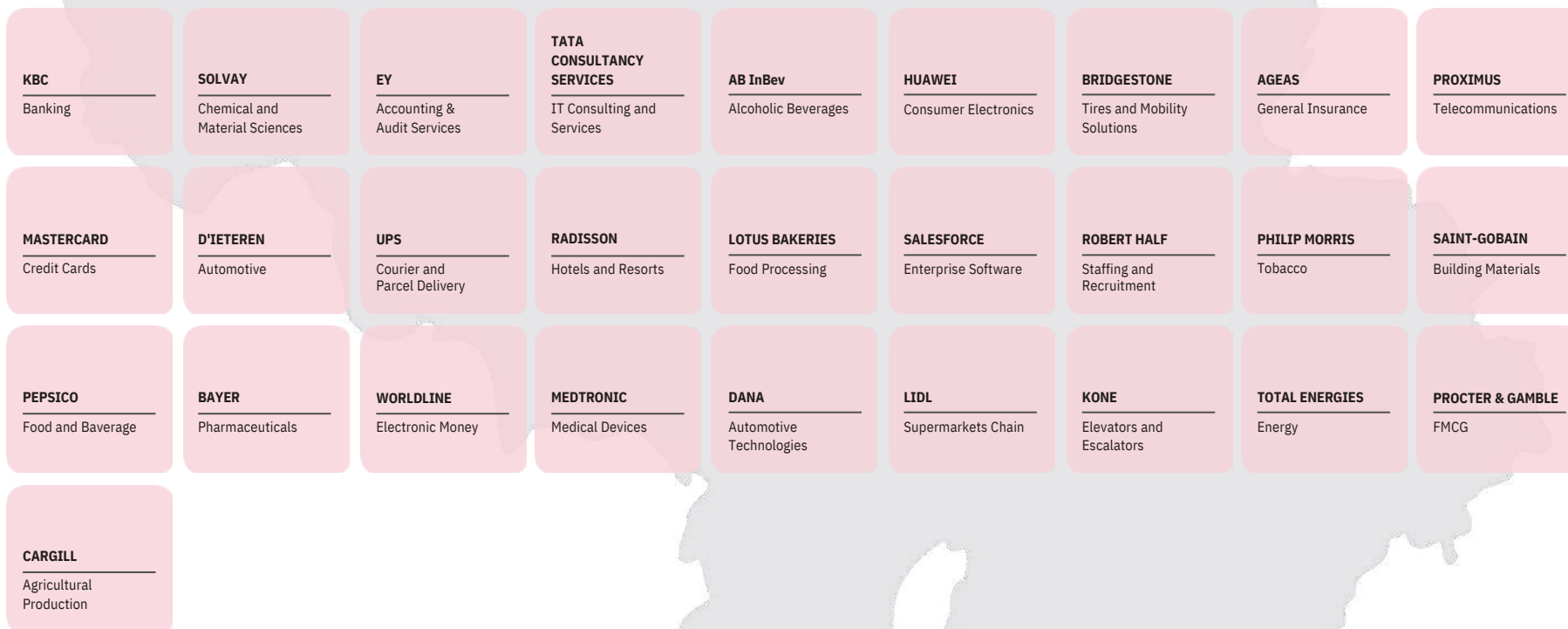


BELGIUM

In Belgium, the HR landscape for 2024 is set to navigate a series of transformative trends, with a significant focus on enhancing the Employee Experience (EX). This emphasis on EX is rooted in a comprehensive understanding of the employee journey within a company, from recruitment to departure, highlighting the critical role of HR in creating positive and engaging work environments. Key initiatives include mental support and well-being programs, balanced work-life policies, and flexible working arrangements, catering to the evolving expectations of employees who value alignment with their personal goals and values over traditional benefits.

The advent of the Federal Learning Account (FLA) mandates the digital registration of all training, formal and informal, underlining the importance of continuous learning and development. This initiative reflects a broader trend towards fostering a culture of growth and adaptability, essential in a time of full employment and demographic shifts in the workforce. With the retirement of a significant portion of the workforce, companies are increasingly turning to internal training and skill enhancement to fill gaps, emphasizing the development of existing employees over external recruitment.

Technological advancements, particularly in Artificial Intelligence (AI), are reshaping HR processes, from automating routine tasks to optimizing employee compensation strategies. While offering potential time savings and cost reductions, the rise of AI also brings challenges in data compliance and ethical considerations, necessitating a careful approach to technology adoption. Moreover, the introduction of new regulations around health and well-being, including changes to medical certificate requirements and support for professional reclassification, indicates a growing legislative focus on employee welfare. These changes, along with adjustments to social security reductions and mobility budgets, reflect an evolving regulatory environment that HR professionals must navigate.



Number of workplace rankings used: 7
 Total number of companies analyzed: 145
 Methodology employed: Meta-analysis



AUSTRALIA

In Australia, the HR landscape for 2024 is witnessing a pivotal shift towards addressing key challenges related to employee well-being, workplace flexibility, and the integration of technological advancements. At the forefront are concerns around employee burnout and stress, exacerbated by cost-of-living pressures and heightened business demands. These issues underscore the critical need for HR teams to adopt comprehensive strategies aimed at supporting employee mental health and mitigating workplace stress.

Furthermore, the phenomenon of customer aggression, particularly affecting frontline workers, highlights the broader societal stress impacts on employee well-being. This underscores the importance of creating robust support systems within organizations to protect and assist employees facing such challenges.

The balance of hybrid work remains a crucial focus, with organizations striving to find the right mix between office-based work and remote flexibility. This balance is essential not only for attracting and retaining talent but also for maintaining productivity and employee satisfaction in a changing employment market.

A significant trend for 2024 is the rise of "flexiters" - employees who prioritize work flexibility to such an extent that they would consider leaving their jobs if their expectations for flexible work arrangements are not met. This shift towards valuing flexibility over traditional benefits like salary increases emphasizes the changing priorities of the workforce and the necessity for HR policies that offer comprehensive flexibility and support for mental health and well-being.

The adoption of safety and support technologies plays a crucial role in addressing these challenges. By ensuring employees have access to emergency services, clinical support, and mental health pathways, organizations can create a safer and more supportive work environment.



CARSALES Vehicle Dealerships and Sales	COMMONWEALTH BANK Banking	MANTEL GROUP IT Consulting and Services	LION Alcoholic Beverages	KARITANE Non-Profit	COBILD Construction	MACQUARIE Investment Banking	AGL ENERGY Energy Utilities	OLIVER WYMAN Management Consulting
ATLASSIAN Custom Software	MASTERCARD Credit Cards	SERVICENOW Cloud Computing	PEPSICO Food and Beverage	DELOITTE Accounting & Audit Services	TELSTRA Telecommunications	YVES SAINT LAURENT Cosmetic and Skincare	ABBVIE Biopharmaceuticals	ADOBE Application Software
CISCO Networking Equipment	HILTON Hotels and Resorts	DHL Courier and Parcel Delivery	INTUIT Financial Software	MICROSOFT Software	MSD Pharmaceuticals	IKEA Furniture and Home Products	IBM Information Systems	COMCAST NBC UNIVERSAL Cable Television & Internet Services
METLIFE Life and Annuity Insurance	KELLOGG'S Snacks	BAXTER Medical Devices	SAINT-GOBAIN Building Materials	PUMA Sporting Goods	AMAZON E-commerce	ALPHABET Social Media	SAP Enterprise Software	DELL Computer Hardware

Number of workplace rankings used: 12
 Total number of companies analyzed: 698
 Methodology employed: Meta-analysis



ARGENTINA

In Argentina's 2024 HR landscape, trends highlight a shift towards skill-based roles and deep technology integration. The pandemic's enduring impact and economic challenges have spurred a departure from traditional job structures to roles emphasizing skills and adaptability, underscoring the critical synergy between human capabilities and technology for organizational success.

Technological advancements are transforming workspaces to favor flexibility and remote work, with an increased focus on sustainability linking business goals with environmental and social awareness.

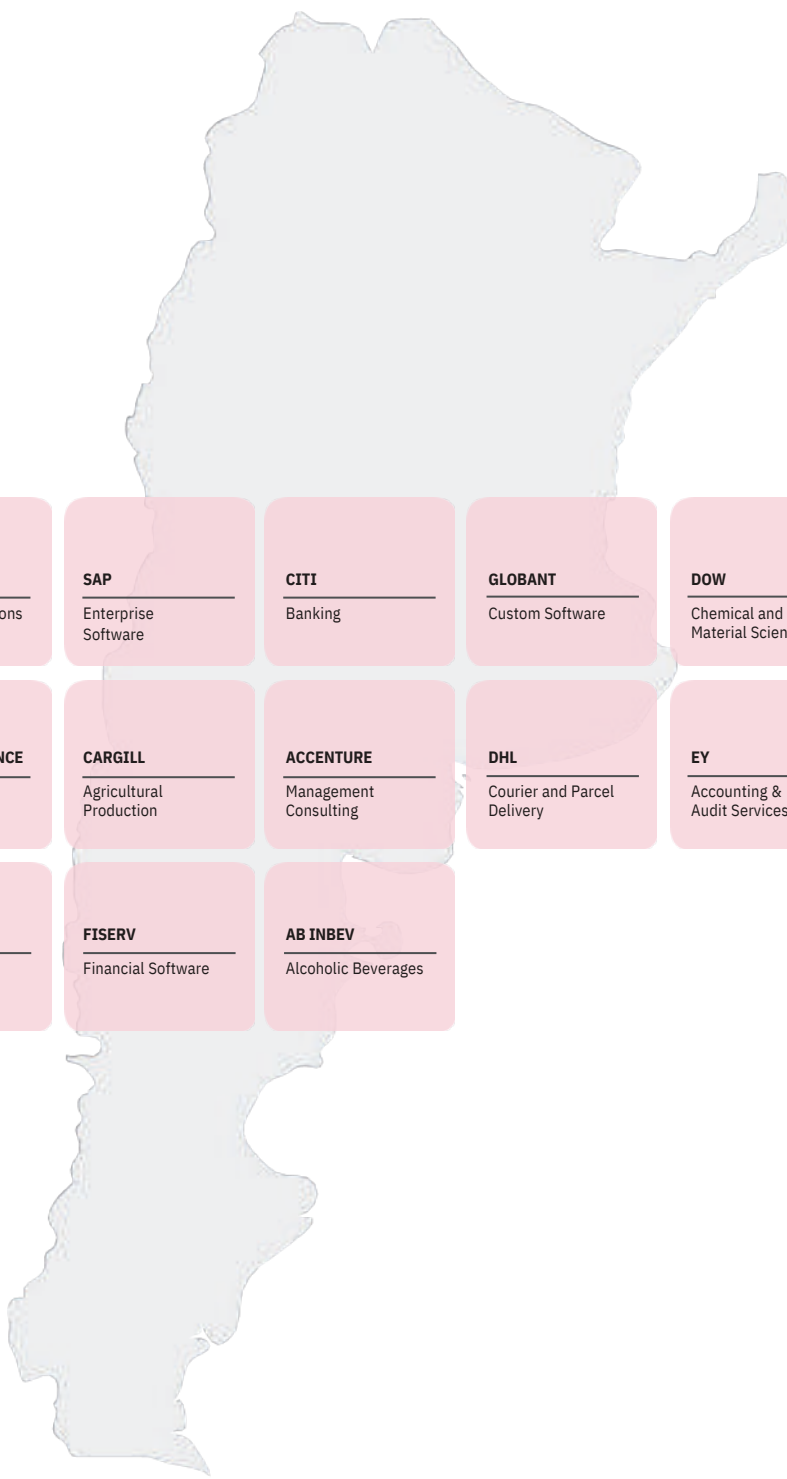
Recruitment is evolving, prioritizing soft skills, AI utilization, and learning opportunities. Despite economic uncertainties, the focus remains on attracting talent by developing an employer brand that resonates with candidates' changing expectations.

To keep and inspire employees, strategies emphasize internal mobility and the importance of continuous learning, highlighting strategic adaptability and innovation in managing talent.

Artificial intelligence's integration into HR represents a pivotal shift, set to redefine talent management through automation and smart assistance. This change, while promising, challenges Argentine SMEs to pursue digital transformation for competitiveness. Increasing investments in digital initiatives by SMEs acknowledge the potential for productivity gains and cost reductions.

Argentina's HR in 2024 is marked by the interplay of adapting to technological advances and a shift towards more flexible, human-centered workplace practices, stressing the need for digital transformation and skill-focused strategies in addressing talent management's evolving demands.





PUMA Sporting Goods	TELECOM ARGENTINA Telecommunications	SAP Enterprise Software	CITI Banking	GLOBANT Custom Software	DOW Chemical and Material Sciences	BOEHRINGER INGELHEIM Pharmaceuticals	BAT Tobacco	HILTON Hotels and Resorts
Nestlé Food and Beverages	TELEPERFORMANCE Customer Engagement	CARGILL Agricultural Production	ACCENTURE Management Consulting	DHL Courier and Parcel Delivery	EY Accounting & Audit Services	METLIFE Life and Annuity Insurance	VOLKSWAGEN GROUP Automotive	TATA CONSULTANCY SERVICES IT Consulting and Services
SAINT-GOBAIN Building Materials	MERCADO LIBRE E-commerce	FISERV Financial Software	AB INBEV Alcoholic Beverages					

Number of workplace rankings used: 6
Total number of companies analyzed: 105
Methodology employed: Meta-analysis

**Happiness is
industry-specific:
Easier achieved in
some, a feat in
others.**



Happiest Workplaces by Industry

**Happiest Workplaces by Industry list was developed through a categorization of 819 companies featured in the country lists, organized by their respective sectors.*

SOFTWARE

Navigating the software sector in 2024 requires addressing a multifaceted array of challenges head-on, each necessitating strategic HR interventions to foster employee happiness and secure skilled talent.

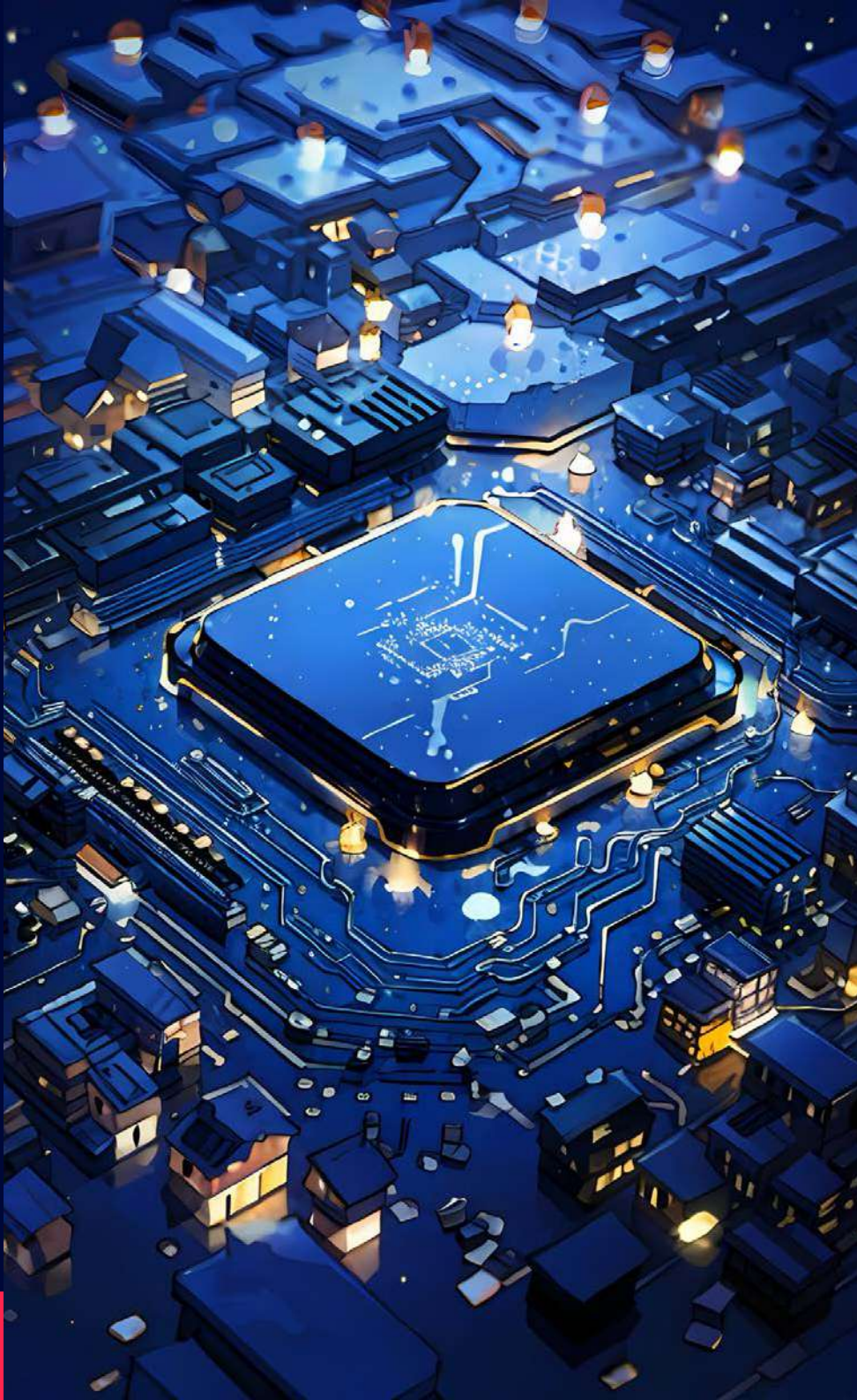
The dynamic nature of the software sector means that what was cutting-edge yesterday may become obsolete tomorrow. HR must leverage advanced learning platforms that offer on-demand, flexible learning opportunities in technical skills and soft skills alike.

The concept of a "digital immune system" suggests a strategic shift towards developing software and systems that are inherently resilient to disruptions, whether they be cyber attacks, system failures, or other crises. HR's role in cultivating an organizational ethos of resilience is critical. This includes training teams in disaster recovery, fault-tolerant architectures, and continuous monitoring tools, as well as fostering soft skills such as adaptability, critical thinking, and problem-solving.

As AI and ML technologies become more pervasive, there is a growing need for ethical AI frameworks and responsible innovation practices. HR must guide the integration of ethical considerations into the development lifecycle, ensuring that software products are developed responsibly and in alignment with societal values and norms.

The software sector does not operate in a vacuum; it is influenced by global and local market dynamics, including regulatory changes, geopolitical tensions, and economic fluctuations. HR must ensure that the workforce is not only technically adept but also culturally competent and aware of these broader factors. This requires a nuanced approach to talent management, where diversity and inclusion are prioritized, and employees are equipped to work effectively in diverse teams across different geographies.

SOFTWARE DIVERSIFIED	MICROSOFT USA, Singapore, Poland and 3 countries	GOOGLE Mexico, Ireland, France	ENTERPRISE SOFTWARE	SALESFORCE USA, UK, South Korea, and 6 countries	SAP Spain, Poland, Mexico, and 6 countries	APPLICATION SOFTWARE	ADOBE USA, UK, Singapore, and 3 countries	AUTODESK Canada
FINANCIAL SOFTWARE	INTUIT USA, UK, Canada, Australia	FISERV Ireland, Argentina	ALBARAKATECH GLOBAL Türkiye	SIMCORP Denmark	DANSKE BANK Denmark	GAMING SOFTWARE	ELECTRONIC ARTS (EA) USA	RIOT GAMES Ireland
VOODOO France	UBISOFT Canada	CUSTOM SOFTWARE	GLOBANT USA, Mexico, Chile, Argentina	ATLASSIAN Netherlands, India, Australia	HITIT Türkiye	SESTEK Türkiye	LIBERTY IT Ireland	MAIBORNWOLFF GMBH Germany



TECHNOLOGY

As we look towards 2024, the technology sector continues to evolve at an unprecedented pace, bringing with it a set of unique challenges and opportunities that directly impact employee happiness and engagement.

The emphasis on continuous learning and professional development remains at the heart of employee satisfaction within the technology industry. By providing employees with opportunities to engage with new technologies and pursue professional growth, companies can significantly enhance job satisfaction and foster a culture of creative exploration.

The rise of remote and distributed teams presents both benefits and challenges. While offering flexibility and potentially improving work-life balance, remote work can sometimes lead to feelings of isolation. Employing strategies to foster a sense of community among remote employees is essential for maintaining a supportive and connected workplace.

Ethical considerations, especially in AI development, are increasingly important to employees concerned about the societal impact of their work. Encouraging open discussions about ethical considerations, establishing ethics committees, and aligning projects with the company's values can help employees feel their work contributes positively to society, boosting job satisfaction.

Lastly, the competitive nature of the technology sector can exert pressure on employees to consistently perform at their peak. Recognizing hard work, fostering a collaborative environment, and ensuring a healthy work-life balance are vital for sustaining high levels of job satisfaction and preventing burnout.

AEROSPACE AND DEFENSE	AIRBUS Spain, Singapore, and 6 countries	TEI TUSAS ENGINE INDUSTRIES INC. Türkiye	NORTHROP GRUMMAN USA	BAE SYSTEMS UK	LEONARDO Italy	THALES France	CONGLOMERATE	SIEMENS USA, Spain, Portugal and 7 countries
SAMSUNG GROUP South Korea, Canada	GE USA	KEPPEL Singapore	HITACHI Poland	RELIANCE INDUSTRIES India	BOUYGUES France	CONSUMER ELECTRONICS	APPLE USA, Singapore, Mexico and 4 countries	HUAWEI Spain, Portugal, Poland and 4 countries
PHILIPS Netherlands	COMPUTER HARDWARE	HP USA, Spain, and 5 countries	DELL Mexico, Ireland, and 3 countries	SEMICONDUCTORS	INTEL USA, Singapore, Poland, Mexico, Ireland	NVIDIA India, Canada	INFINEON TECHNOLOGIES Germany	
CYBERSECURITY	AKAMAI TECHNOLOGIES Poland, India	TENABLE USA	SAPPHIRE UK	AURA HOLOHAN GROUP Ireland	CYBERDIAN France			

HAPPIEST WORKPLACES AROUND THE GLOBE 2024

TELE-COMMUNICATIONS SERVICES	VERIZON USA, India	ORANGE Poland, France	VODAFONE UK	GRUPO MASMOVIL Spain	BOUYGUES TELECOM SERVICES Portugal	WIND TRE Italy	BT COMMUNICATIONS IRELAND Ireland	DEUTSCHE TELEKOM Germany
ELISA Finland	TELEFÓNICA Chile	TELUS Canada	PROXIMUS Belgium	TELSTRA Australia	TELECOM ARGENTINA Argentina	NETWORKING EQUIPMENT	CISCO USA, UK, Spain, and 13 countries	NOKIA Finland
AUTOMATION SOLUTIONS	SCHNEIDER ELECTRIC USA, Spain, Mexico, India and 4 countries	PHOENIX CONTACT Poland	INFORMATION SYSTEMS	IBM USA, Poland, Mexico, Ireland and 3 countries	FUJITSU UK, Spain, Portugal, and 2 countries	CLOUD COMPUTING	SERVICENOW UK, Singapore, and 5 countries	
MOBILITY AND DIGITAL SERVICES	GRAB Singapore	UBER Netherlands	INTERNET SERVICE PROVIDER	İŞNET Türkiye				

**Invest in your
employees' happiness,
and watch as they
build an empire with
their passion and
dedication.**



TRANSPORTATION

In 2024, the transportation industry stands at the threshold of a complex array of challenges. These challenges call for a strategic and nuanced approach, pivotal for maintaining operational efficiency, enhancing employee satisfaction, and securing a competitive advantage in the market.

A central challenge is the rapid integration of advanced technologies and automation across operations. This shift necessitates a workforce proficient in new technological paradigms, compelling HR departments to focus on comprehensive upskilling and reskilling programs.

Environmental sustainability also emerges as a paramount concern, with escalating pressures to adopt greener practices and comply with stringent environmental regulations. The sector must balance operational demands with the imperative to reduce its carbon footprint, requiring strategic workforce planning to embrace sustainable practices and navigate the complexities of environmental compliance.

Global supply chain vulnerabilities have highlighted the importance of resilience and adaptability in the face of disruptions. HR's role in fostering a workforce capable of navigating these disruptions—through strategic planning, continuous learning, and adaptability—is critical for ensuring business continuity and operational integrity.

Regulatory compliance and safety remain perennial challenges, particularly given the complex, evolving regulatory landscape. Ensuring that the workforce is well-versed in compliance requirements and safety protocols is vital for minimizing risk and upholding the highest standards of operational excellence.

AIRLINE	TURKISH AIRLINES Türkiye	LUFTHANSA Germany	DELTA AIR LINES USA	GRUPO AEROMÉXICO Mexico	AIR FRANCE France	LATAM AIRLINES GROUP Chile	JAZZ AVIATION Canada	
COURIER AND PARCEL DELIVERY	DHL UK, Spain, South Korea and 16 countries	FEDEX USA	ALLCARGO Türkiye	UPS Belgium	LOGISTICS	MAERSK South Korea, Singapore, Denmark	J.B. HUNT USA	DACHSER Germany
FM LOGISTIC France	RAILWAY	AMTRAK USA	LNER (LONDON NORTH EASTERN RAILWAY) UK	AIRPORT OPERATIONS	HEATHROW AIRPORT UK	FLUGHAFEN MÜNCHEN Germany	AIRCRAFT MAINTENANCE	AAR CORP USA
PORT OPERATIONS	YILPORT SOLVENTAŞ Türkiye							



CONSUMER GOODS

In 2024, the consumer goods sector's response to sustainability, digital transformation, supply chain challenges, and talent competition directly influences employee happiness. As HR professionals navigate these complexities, creating a work environment that fosters employee engagement, satisfaction, and retention becomes crucial.

The emphasis on sustainability resonates deeply with employees who value environmental and ethical practices. By aligning company operations with these principles, organizations not only meet consumer demands but also cultivate a sense of purpose and pride among their workforce. Employees are more likely to feel satisfied and motivated when they see their work contributing to positive environmental and social outcomes.

Facing global supply chain disruptions, companies that prioritize operational flexibility and crisis management enable a resilient work culture. Employees in such environments feel supported and secure, knowing their organization is prepared to handle challenges effectively. This sense of security and trust in leadership enhances overall happiness and loyalty.

Lastly, addressing the competitive talent landscape by emphasizing opportunities for growth, innovation, and impact on sustainability attracts and retains top talent. A workplace that values creativity, learning, and purpose-driven initiatives fosters a positive and inclusive culture, directly contributing to employee happiness.

In essence, by focusing on sustainability, ensuring operational resilience, and cultivating a purpose-driven culture, consumer goods companies in 2024 can significantly enhance employee happiness. These strategies not only align with broader industry challenges but also meet the intrinsic needs and values of the workforce, leading to a more engaged, and loyal team.





RETAIL

In navigating the complexities of the retail sector in 2024, characterized by significant transformations influenced by evolving consumer behaviors, heightened e-commerce competition, and rapid technological advancements, the strategic role of HR is paramount. This involves a focused effort on enhancing employee happiness and attracting skilled talent to meet these challenges effectively.

The dramatic shift towards online shopping, accentuated by the pandemic, necessitates a workforce that is proficient in both digital literacy and exceptional customer service. HR must develop training programs aimed at creating personalized customer experiences and understanding the nuances of online consumer behavior.

The persistent challenge of labor shortages and high turnover rates in retail necessitates promoting a more flexible, diverse, and inclusive work culture. Given the rapid evolution of the retail sector, particularly in e-commerce, continuous training is indispensable. Leveraging modern learning platforms that offer microlearning and mobile solutions facilitates ongoing skill development. This approach ensures employees are well-prepared to adapt to dynamic changes in the retail landscape, thereby improving staff efficiency and engagement.

To keep pace with e-commerce growth and meet consumer expectations for seamless shopping experiences, it is crucial for retail businesses to invest in the latest technologies. HR plays a critical role in this transition, ensuring employees are proficient with new tools, which not only enhances operational efficiency but also boosts employee morale by eliminating frustrations associated with outdated technology.

E-COMMERCE	AMAZON USA, UK, Spain, and 9 countries	EBAY Ireland, Germany	MERCADO LIBRE Chile, Argentina	sahibinden.com Türkiye	HYPERMARKETS	WALMART Mexico, Chile, Canada	TARGET USA	METRO Türkiye
SUPERMARKETS CHAIN	LIDL Poland, Italy, Ireland, and 3 countries	ALDI USA	TESCO UK	MIGROS Türkiye	MERCADONA Spain	JERÓNIMO MARTINS Portugal	SPAR Netherlands	E.LECLERC France
SALLING GROUP Denmark	LOBLAW COMPANIES LTD. Canada	WHOLESALE CLUB	COSTCO USA, Mexico, Canada	DEPARTMENT STORE	MACY'S USA	BOYNER Türkiye	CONSUMER ELECTRONICS RETAIL	BEST BUY USA, Canada
MEDIA MARKT Poland	COSMETICS AND BEAUTY RETAIL	SEPHORA USA	GRATIS Türkiye	WATSONS Singapore	DIRK ROSSMANN GMBH Germany	OFFICE SUPPLIES	STAPLES USA	ADEL Türkiye
REFERENCE WEBSITES	PRICEGRABBER USA	CİMİRİ Türkiye						



FASHION & APPAREL

In 2024, the fashion and apparel industry's HR departments will significantly impact employee happiness by focusing on sustainability, digital literacy, inclusivity, and flexible work arrangements. Sustainability initiatives will resonate with employees' values, instilling a sense of purpose and contributing to a fulfilling work environment. By prioritizing environmental and ethical practices, companies can enhance employee pride and morale.

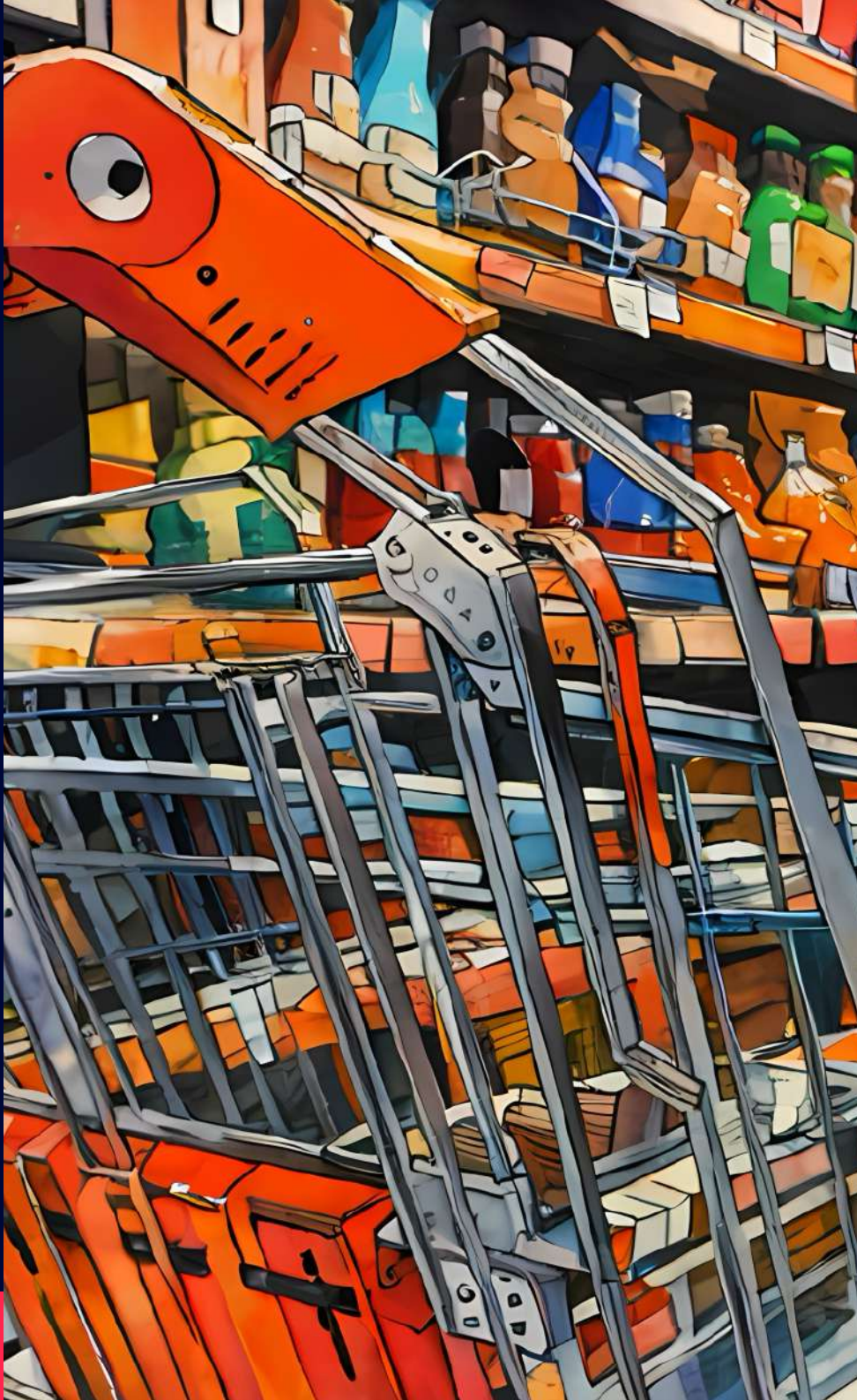
Digital transformation efforts will ensure employees are equipped with necessary digital skills, reducing frustrations associated with outdated processes and empowering teams towards innovation and productivity. This skill development promotes job satisfaction by offering growth opportunities, essential for adapting to future industry demands.

Inclusivity will be a key driver of employee happiness, with workplaces that celebrate diversity and provide equal opportunities fostering a sense of belonging and respect. Such an environment enhances collaboration and employee engagement, leading to higher satisfaction levels.

Flexible work arrangements will further contribute to employee happiness by facilitating a better work-life balance. Adaptable schedules and the option for remote work, particularly relevant in creative roles, will help retain talent and minimize burnout, crucial for maintaining job satisfaction.

Overall, the fashion and apparel industry in 2024 will distinguish its happiest workplaces through their commitment to HR strategies that emphasize sustainability, digital proficiency, inclusivity, and flexible working arrangements. By weaving these principles into the fabric of their operations, companies will cultivate environments where employees not only feel appreciated and engaged but also deeply connected to their company's mission and ethical values.

FASHION AND APPAREL	PRIMARK Poland, Ireland	KIABI Portugal, France	RALPH LAUREN USA	MARKS & SPENCER UK	INDITEX Spain	CALZEDONIA Italy	HUGO BOSS Germany	BESTSELLER Denmark
GROUPE DYNAMITE Canada	LUXURY AND DESIGNER	CHANEL UK	PRADA Italy	HERMÈS France	UNDERWEAR AND LINGERIE	VICTORIA'S SECRET & CO USA	PENTI Türkiye	HUNKEMÖLLER DENMARK Denmark
WOMEN'S CLOTHING	IPEKYOL Türkiye	MEN'S CLOTHING	DS DAMAT Türkiye	DAMAT TWEEN Türkiye	KID'S CLOTHING	ARTSANA CHICCO Türkiye	SPORTING GOODS	PUMA Spain, South Korea, Mexico and 5 countries
NIKE USA, Singapore, Poland and 2 countries	ADIDAS Germany	DECATHLON France	FOOTWEAR	FOOT LOCKER USA, Netherlands, Canada	CCC Poland	DEICHMANN Germany	ECCO Denmark	



FMCG

In 2024, the FMCG sector is poised to face intensified challenges and opportunities that will significantly influence employee happiness and HR strategies. The ongoing digital transformation will escalate, requiring companies to further invest in digital literacy and adaptability among their workforce. HR departments will prioritize upskilling and reskilling initiatives to keep pace with rapid technological advancements, enhancing employee engagement and job satisfaction by providing growth opportunities and the tools necessary to succeed in a digital-first environment.

Supply chain resilience will remain a critical focus as FMCG companies strive to mitigate disruptions and ensure operational continuity. HR's role in fostering a culture of agility and resilience will be crucial, involving comprehensive training programs and support systems that empower employees to navigate and thrive amidst supply chain challenges, thereby improving their confidence and happiness.

Sustainability will be more than a trend; it will be an imperative. As consumers increasingly demand eco-friendly products and practices, FMCG companies will incorporate sustainability into their core operations and values. HR will lead the charge in integrating sustainability into the employee experience, from recruitment to retention, aligning corporate goals with personal values and enhancing job satisfaction.

The emphasis on mental health and well-being will deepen, with companies expanding their support programs and flexible work options to maintain a healthy work-life balance. These initiatives will not only address the immediate needs of the workforce but also foster a culture of care and respect, ultimately enhancing employee happiness and loyalty in a competitive landscape.

FMCG DIVERSIFIED	PROCTER & GAMBLE USA, Spain, Singapore and 6 countries	UNILEVER UK, Nigeria, Netherlands and 3 countries	FOOD AND BEVERAGE	PEPSICO USA, Spain, Portugal, and 11 countries	NESTLÉ Nigeria, Germany, Argentina	COCA-COLA UK, Singapore	BAKERY AND CONFECTIONERY	MARS USA, UK, South Korea, Mexico, Germany
FERRERO Poland, Italy	SNACKS	KELLOGG'S USA, Singapore, Mexico and 3 countries	ÜLKER Türkiye	LORENZ SNACK WORLD Germany	FOOD PROCESSING	GENERAL MILLS USA	GRUPO BIMBO Mexico	SOPROLE Chile
LOTUS BAKERIES Belgium	DAIRY	DANONE Spain, Mexico, Germany, France	KRAFT HEINZ USA	ARLA FOODS Denmark	TOBACCO	JT INTERNATIONAL Spain, South Korea, and 7 countries	BAT Nigeria, Italy, Chile, Argentina	PHILIP MORRIS Mexico, France, Belgium
ALTRIA GROUP INC. USA	IMPERIAL TOBACCO Canada	SANITARY PAPER PRODUCTS	KIMBERLY-CLARK USA	LİLA GROUP Türkiye	HYGIENE AND CLEANING PRODUCTS	RECKITT UK, Spain, Netherlands Mexico, Italy, Canada	ECOLAB USA, Poland	ESSITY Germany
ALCOHOLIC BEVERAGES	HEINEKEN Spain, Netherlands, France	AB INBEV Nigeria, Belgium, Argentina	CARLSBERG Poland, Denmark	TÜRK TUBORG Türkiye	MOLSON COORS USA	DIAGEO UK	BITBURGER Germany	VSPT WINE GROUP Chile
LABATT BREWERIES OF CANADA Canada	LION Australia	PERSONAL AND HOME CARE	COLGATE PALMOLIVE USA, Poland, Mexico	HENKEL Germany	COSMETIC AND SKINCARE	ESTEE LAUDER USA	YVES SAINT LAURENT Australia	
NATURAL COSMETICS	L'OCCITANE EN PROVENCE USA	LUSH UK						



HOSPITALITY & FOOD SERVICES

To navigate the changing landscape of the hospitality and food services industry in 2024, HR strategies must be deeply integrated with the trends of consumer behavior, sustainability, and the ongoing issue of labor shortages. Understanding the growing consumer demand for personalized, authentic experiences and a greater emphasis on health and wellness is crucial. HR should cultivate a culture that values innovation and allows employees to contribute ideas that align with these trends. Training in health, nutrition, and sustainability will empower staff, enhance their engagement, and provide them with a sense of purpose by contributing to the company's vision.

Sustainability initiatives will play a pivotal role in differentiating businesses within the industry. HR should incorporate environmental responsibility into the company culture through green policies, activities aimed at reducing waste, and by celebrating employees who champion sustainability efforts. This approach not only aligns the employees' work with societal values but also attracts talent who are looking for purpose-driven employment.

To combat labor shortages, HR must implement innovative strategies such as competitive benefits, flexible work arrangements, and defined paths for career advancement. An inclusive work environment that values diversity will widen the talent pool, making the sector more appealing to a broad array of job seekers. Additionally, investing in employee development programs, including leadership and cross-training opportunities, will increase job satisfaction, employee retention, and make the organization more attractive to prospective talent.



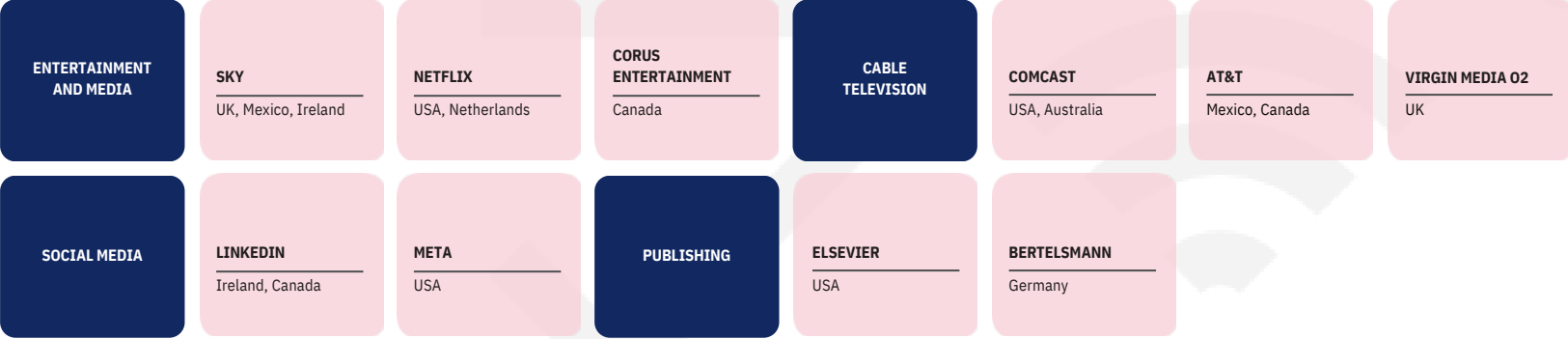
ENTERTAINMENT & MEDIA

In 2024, the entertainment and media sector is anticipated to further immerse itself in digital transformation, emphasizing personalized content, and leveraging emerging technologies like AR and VR to create immersive experiences. This shift necessitates HR professionals to focus on attracting and nurturing a workforce that is both technologically savvy and creatively gifted. The push towards digital content delivery will require significant upskilling and reskilling of employees to ensure they are adept at new technologies, thereby enhancing their job satisfaction through professional growth opportunities.

The growing demand for innovative and diverse content will highlight the need for creative talent, making it imperative for HR strategies to cultivate an environment that encourages creativity, diversity, and inclusion. This approach not only fosters employee happiness by valuing their creative contributions but also meets the evolving expectations of global audiences.

Furthermore, the global and often remote nature of the industry will lead to a stronger emphasis on flexible work arrangements. HR policies that support work-life balance, remote working, and mental health will become increasingly important. These policies will not only address the well-being of employees in high-pressure roles but also contribute to a supportive workplace culture that attracts top talent.

In summary, the entertainment and media industry in 2024 will challenge HR professionals to adapt to technological advancements, prioritize creative talent development, and implement flexible and inclusive work policies. These efforts will be crucial in ensuring employee happiness and retention in a competitive and rapidly evolving sector.





INSURANCE

In 2024, the insurance sector is facing critical challenges that significantly impact HR strategies and employee engagement. The industry's focus on data protection and cybersecurity requires HR to promote a culture of vigilance and adaptability, ensuring employees are prepared to safeguard sensitive information in a technologically advanced environment. Concurrently, the integration of AI in insurance operations demands a workforce that is not only technologically proficient but also skilled in navigating ethical and compliance issues, highlighting the need for ongoing upskilling.

The rise of embedded insurance presents a shift in traditional business models, urging HR to develop talent capable of driving innovation and managing new distribution channels. This trend necessitates creative problem-solving and customer engagement strategies, positioning HR at the core of fostering a culture that embraces change and innovation.

Additionally, the sector is contending with social inflation and an increase in nuclear verdicts, which complicate risk assessment and customer trust. HR's role in training employees on advanced risk mitigation techniques and emphasizing a customer-centric approach is crucial to addressing these financial pressures.

These industry-specific challenges necessitate a strategic HR focus on skill development, technological proficiency, innovation, and ethical responsibility. By prioritizing these areas, HR can ensure a motivated, engaged, and adaptable workforce, equipped to navigate the insurance sector's evolving landscape and contribute to its long-term success amidst the rapid changes of 2024.

GENERAL INSURANCE	ALLIANZ USA, Poland, Italy, Germany	AXA Singapore, Ireland, France	AVIVA UK, Canada	MAPFRE Spain, Mexico	GENERALI Poland, Italy	LÄHITAPIOLA Finland	AGEAS Belgium	
HEALTH INSURANCE	BUPA UK, Spain	HUMANA USA	LAYA HEALTHCARE Ireland	TECHNIKER KRANKENKASSE Germany	LIFE AND ANNUITY INSURANCE	METLIFE USA, Mexico, Italy, Chile, and 2 countries	SWISS LIFE Germany, France	MANULIFE Canada
PROPERTY AND CASUALTY INSURANCE	ADMIRAL GROUP UK	DEFINITY Canada						



FINANCIAL SERVICES

In 2024, the financial services sector is witnessing a pivotal transformation driven by technological innovation, regulatory evolution, and shifting consumer demands. This transformation is influencing various facets of the sector, from personalized financial strategies to enhanced security in transactions and a deeper emphasis on ethical and transparent practices. Amidst these changes, the role of HR in fostering employee happiness and engagement has become more crucial than ever.

The integration of advanced technologies, such as AI and big data analytics, is reshaping how services are delivered, necessitating a workforce that is not only tech-savvy but also adaptable to rapid advancements. This shift underscores the importance of continuous learning and development programs tailored to upskill employees, thereby enhancing their job satisfaction and sense of fulfillment.

Moreover, with the increasing focus on sustainability and ethical considerations, particularly in assessing financial health and investment opportunities, there is a growing need for professionals who can align financial expertise with these broader values. This alignment between organizational goals and personal values plays a significant role in boosting employee motivation and loyalty.

Additionally, the sector's move towards digitalization, including the adoption of blockchain and cloud technologies, emphasizes the need for stringent cybersecurity measures. HR's ability to attract and nurture talent with expertise in these areas directly contributes to creating a secure and trustful environment, further enhancing employee engagement.

INVESTMENT MANAGEMENT	FIDELITY USA, UK, Ireland, Canada	GCM YATIRIM Türkiye	UNION INVESTMENT Germany	WEALTH MANAGEMENT	NORTHERN TRUST USA	DEUTSCHE VERMÖGENSBERATUNG Germany	ELECTRONIC MONEY	WORLDLINE Spain, Singapore, Poland and 4 countries
PAYPAL USA, Ireland	WISE UK	UPT Türkiye	INTERSWITCH GROUP Nigeria	NEXI Italy	CREDIT CARDS	AMERICAN EXPRESS USA, UK, Spain, and 4 countries	MASTERCARD Singapore, Ireland, India and 2 countries	
CREDIT RATING	S&P GLOBAL USA, India	CORPORATE EXPENSE SOLUTIONS	MULTINET UP Türkiye	EDENRED France	SHOPPING BENEFIT PLATFORMS	IBOTTA USA	HOPİ Türkiye	



BANKING

In 2024, the banking sector is witnessing transformative changes due to advancements in generative AI, a shift towards cloud-first strategies, recalibration of regulatory frameworks, and a heightened focus on sustainability and digital resilience. These shifts are fundamentally altering workforce dynamics, requiring HR professionals to adapt their strategies to enhance employee engagement and satisfaction.

The adoption of generative AI is set to boost productivity and revenue, presenting HR with the challenge of fostering a culture that embraces technological innovation while ensuring employees are equipped with the necessary skills. This technological integration necessitates continuous learning and adaptability among employees, making it essential for HR to prioritize professional development and confidence in the use of new technologies.

Moreover, the industry's move towards a cloud-first approach and the ongoing recalibration of regulations demand a workforce that is not only technologically proficient but also adaptable to the evolving regulatory landscape. HR must ensure that employees understand their roles in maintaining compliance and leveraging cloud technologies, fostering a sense of security and belonging.

Additionally, the banking sector's focus on sustainability and digital operational resilience amid increased regulatory scrutiny highlights the importance of HR strategies that attract and retain talent committed to these values. Employees are increasingly seeking meaningful work that aligns with their values, making it crucial for HR to create a work environment that prioritizes sustainability, innovation, and ethical responsibility.





PROFESSIONAL SERVICES

In 2024, the professional services sector is expected to face a rapidly changing environment, marked by technological advancements, globalization, and shifting client demands. These factors underscore the necessity for strategic HR measures to bolster employee happiness and retain a competitive edge.

Adapting to new technologies is a significant challenge, necessitating a workforce that is not only tech-savvy but also adaptable and keen on continuous learning.

Meeting evolving client expectations requires employees to be agile, with a strong emphasis on problem-solving and a client-centric approach. Cultivating an environment that encourages innovation and allows employees to take ownership of client outcomes can boost job satisfaction and loyalty, aligning employee efforts with client success.

Work-life balance is increasingly important, especially in sectors known for demanding schedules. Implementing flexible work arrangements can significantly improve employees' well-being and productivity, as they find better ways to balance professional responsibilities with personal life.

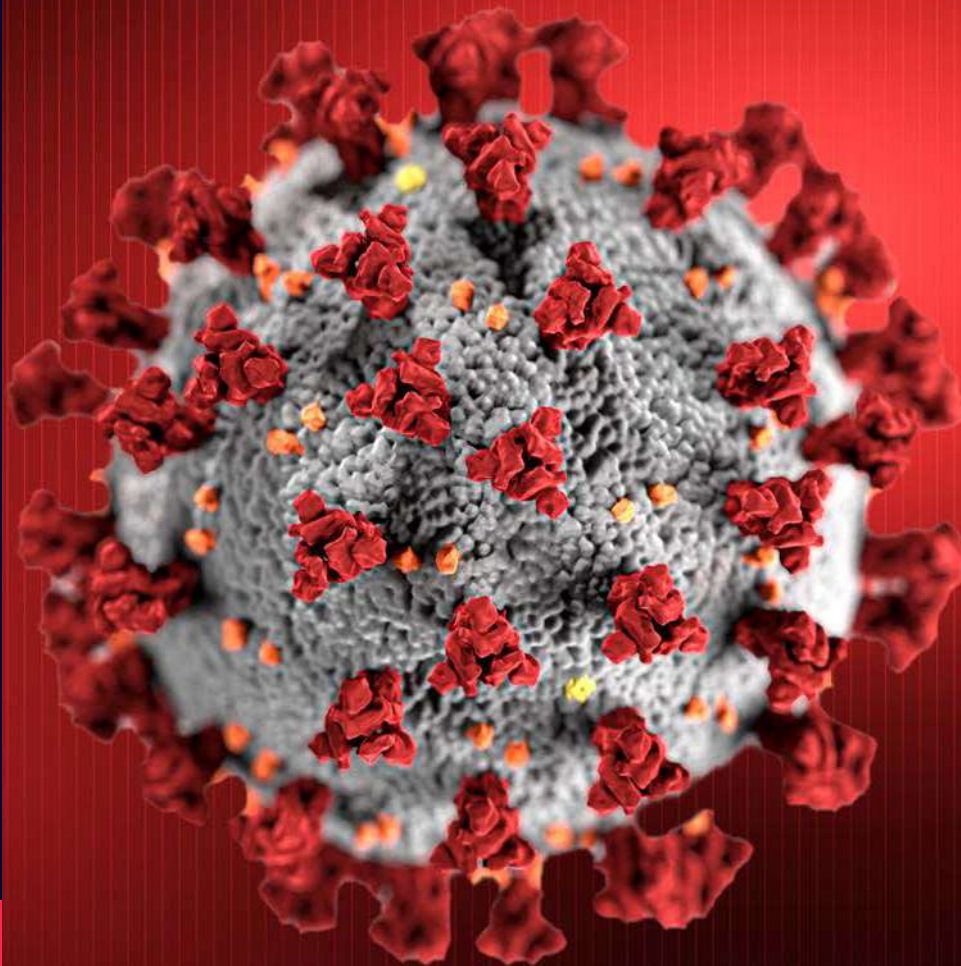
Mental health and well-being are paramount, particularly in high-pressure environments. Comprehensive well-being programs that include mental health support and stress management resources can ensure employees feel supported both in their professional roles and personal well-being.

By strategically addressing these areas, professional services firms can create a workplace that not only drives innovation and success but also ensures the happiness and well-being of their employees, laying a strong foundation for navigating the complexities of 2024 and beyond.

ACCOUNTING & AUDIT SERVICES	DELOITTE UK, Portugal, and 7 countries	EY Spain, Poland, Nigeria and 3 countries	KPMG USA, Germany	AXIOME ASSOCIÉS France	MANAGEMENT CONSULTING	ACCENTURE USA, UK, Spain, and 7 countries	OLIVER WYMAN Germany, Australia	MCKINSEY & COMPANY Netherlands
NEXIALOG France	MARKET RESEARCH & CONSULTING	NIELSEN UK, Poland	SPIEGEL INSTITUT Germany	IPSOS France	CERTIFICATION & INSPECTION SERVICES	CERTSURE UK	SGS TÉCNOS Spain	TÜV NORD Germany
BUREAU VERITAS France	IT CONSULTING AND SERVICES	HCL TECH Singapore, Mexico, Italy, Finland	TATA CONSULTANCY SERVICES Netherlands, Denmark and 2 countries	CAPGEMINI USA, Poland, France	NTT DATA Portugal, Germany, Chile	INFOSYS UK, India	INDRA Spain	VERSION 1 Ireland
CGI Canada	MANTEL GROUP Australia	LEGAL SERVICES	LINKLATERS UK	LUTHER RECHTSANWALTSGESELLSCHAFT Germany	DITTMAR & INDRENIUS Finland	DENTONS CANADA LLP Canada		

HIGHER EDUCATION	JOHNS HOPKINS UNIVERSITY USA	UNIVERSIDAD AUTÓNOMA DE GUADALAJARA Mexico	BERGISCHE UNIVERSITÄT WUPPERTAL Germany	SAVONIA-AMMATTIKORKE-AKOULU Finland	UNIVERSIDAD ANDRÉS BELLO Chile	UNIVERSITY OF TORONTO Canada	CUSTOMER ENGAGEMENT	Teleperformance USA, Spain, Portugal and 7 countries
ADVERTISING AND MARKETING	GROUPM Italy, Germany	INTERPUBLIC GROUP USA	ROCKETMILL UK	OPPORTUNE GLOBAL Türkiye	CORE MARKETING Ireland	DOOH IT France	DAGMAR Finland	
TRADE FAIR & EVENT MANAGEMENT	MESSE FRANKFURT Germany	HR SERVICES	ADP USA, Spain, Italy, France, Canada	STAFFING AND RECRUITMENT	ROBERT HALF USA, France, Canada, Belgium	SEVEN RESOURCING UK	DIS AG Germany	
NON-PROFIT	YMCA USA, Canada	DENIZLI CHAMBER OF INDUSTRY Türkiye	AWO Germany	KARITANE Australia	ENVIRONMENTAL SERVICES	WASTE MANAGEMENT USA, Canada	SUEZ France	
REAL ESTATE BROKERAGE	KELLER WILLIAMS USA	CONSORCIO ARA Mexico	CBRE GMBH Germany	NEXITY France	HOIVATILAT OYJ Finland	FACILITIES MANAGEMENT	G4S USA	

**When happiness leads
the way, productivity
follows effortlessly,
transforming goals into
achievements with
ease and excitement.**



HEALTH CARE

As we venture into 2024, the healthcare industry, encompassing pharmaceuticals, hospitals, and the medical device sector, is at a pivotal juncture marked by rapid technological advancements and evolving patient expectations. This landscape requires a strategic HR approach focused on developing a versatile, skilled workforce equipped to navigate these changes.

In pharmaceuticals, the emphasis is on accelerating drug development while ensuring compliance and embracing digital innovation. HR must facilitate continuous learning to keep pace with scientific and technological shifts.

Hospitals face the challenge of delivering high-quality patient care amid fluctuating demands and operational efficiencies. HR strategies should prioritize mental health support, digital literacy, and leadership development to maintain a resilient and adaptive workforce.

The medical device sector demands a blend of engineering prowess, data analysis skills, and regulatory knowledge, driven by advancements in diagnostics and wearable technologies. HR needs to foster STEM education partnerships and hands-on training to cultivate a technically adept workforce.

Across all sectors, the integration of digital transformation, patient-centered care, and diversity initiatives is crucial. HR plays a key role in ensuring the workforce is not only technically proficient but also adaptable and committed to excellence in patient care. As the healthcare industry evolves, a strategic HR approach will be vital in shaping a workforce ready to meet the challenges and opportunities of 2024.





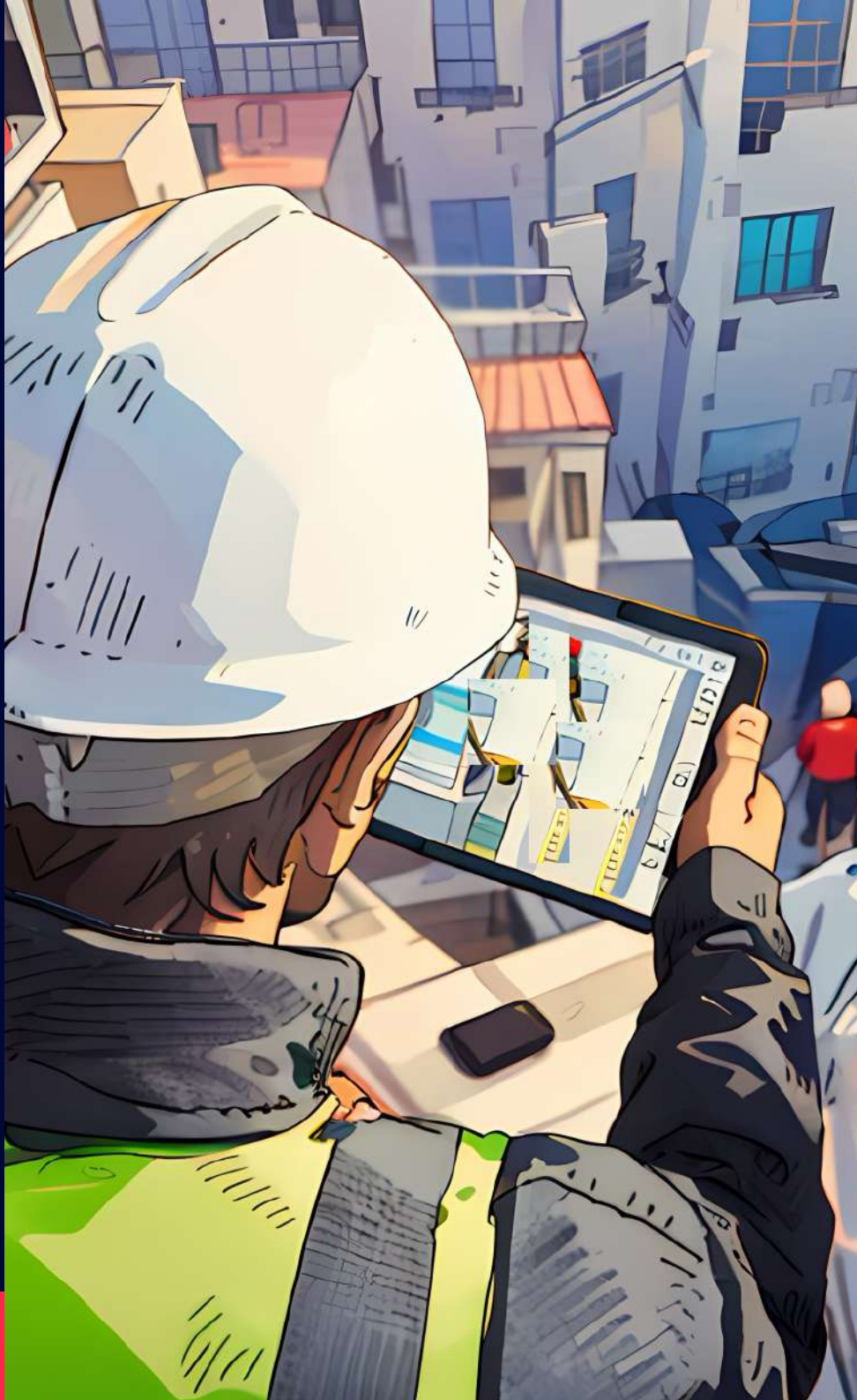
ENERGY & RESOURCES

In 2024, the energy and resources sector is undergoing a significant transformation towards renewable energy and strict environmental regulations, reshaping workforce dynamics. This shift positions HR professionals at the center of fostering employee engagement and satisfaction amidst these changes. The industry's move towards sustainability resonates with the workforce's desire for meaningful work, aligning organizational objectives with personal values and motivating employees by their contributions to environmental conservation and the energy transition.

The tightening of environmental regulations globally presents HR with the opportunity to involve employees more deeply in the company's sustainability initiatives, enhancing their sense of ownership and pride in their work. This engagement is crucial for fostering a committed and proud workforce. Additionally, the focus on sustainability necessitates HR highlighting career development opportunities within this new energy landscape, drawing in talent passionate about contributing to the sector's sustainable future.

HR's role has evolved to actively promote a culture of innovation, sustainability, and resilience, prioritizing employee well-being, advocating for environmental responsibility, and supporting the shift towards renewable energy. This approach ensures a motivated, engaged, and forward-thinking workforce, equipping the sector to meet its current challenges while positioning it for long-term success. By embracing these strategies, HR can lead the sector in navigating the complexities of today's energy landscape, ensuring both immediate adaptability and sustainable growth.

ENERGY DIVERSIFED	SHELL Singapore, Poland, Nigeria and 2 countries	BP UK, Germany	CHEVRON USA	TOTALENERGIES France	TOTAL ENERGIES Belgium	OIL AND GAS	CONOCOPHILLIPS USA	CEPSA Spain
COTEMAR Mexico	ENBRIDGE Canada	ENERGY UTILITIES	SOUTHERN COMPANY USA	NATIONAL GRID UK	YILDIRIM ENERJI Türkiye	NATURGY Spain	ENEL Italy	E.ON Germany
EDF France	CARUNA Finland	VATTENFALL Denmark	BC HYDRO Canada	AGL ENERGY Australia	AYTEMIZ Türkiye	RENEWABLE ENERGY	EDP Portugal, Poland, Italy	ACCIONA Spain, Chile
SUNRUN USA	SUOMEN AURINKOTEKNIikka OY Finland	ØRSTED Denmark	FuelPositive Canada	MINING	ANGLO AMERICAN UK, Chile	ETİ KROM Türkiye	GRUPO MÉXICO Mexico	RAG Germany



CONSTRUCTION

In 2024, the construction industry faces significant challenges and opportunities shaped by digital transformation, environmental sustainability, and evolving market demands. HR professionals will play a crucial role in navigating these changes by focusing on upskilling and reskilling employees to adapt to new technologies such as Building Information Modeling (BIM), artificial intelligence (AI), and the Internet of Things (IoT). This will ensure the workforce is proficient in modern construction techniques, enhancing job satisfaction and productivity.

Environmental concerns will also dictate the need for talent specialized in sustainable construction practices, renewable materials, and energy efficiency. HR strategies must promote a culture of sustainability, attracting professionals committed to reducing the industry's carbon footprint.

The growing demand for customized construction solutions highlights the importance of creativity and diversity in the workforce. HR must create an inclusive environment that values diverse perspectives and fosters innovation, meeting the unique needs of a varied clientele.

Furthermore, the project-based nature of the industry requires flexible and remote working arrangements. HR policies should support work-life balance, remote work, and mental health, addressing the well-being of employees and attracting top talent.

Overall, in 2024, HR professionals in the construction industry must adapt to technological advancements, prioritize environmental responsibility, encourage creativity and diversity, and implement flexible work arrangements. These efforts are essential for developing a resilient, innovative, and satisfied workforce capable of tackling the challenges of a rapidly evolving sector.

CONSTRUCTION	TURNER CONSTRUCTION USA	MORGAN SINDALL UK	SACYR Spain	JOHN PAUL CONSTRUCTION Ireland	HOCHTIEF Germany	YIT Finland	KIEWIT Canada	COBILD Australia
ENGINEERING	COWI Denmark	HATCH LTD. Canada	BUILDING MATERIALS	SAINT-GOBAIN South Korea, Singapore and 14 countries	OWENS CORNING USA	ÇİMSA Türkiye	LAFARGE CANADA INC. Canada	
CEMENT	CEMEX USA	NUH ÇİMENTO Türkiye	ÇİMENTAS Türkiye	HEIDELBERG MATERIALS Germany	ELEVATORS AND ESCALATORS	OTIS USA, Spain, Singapore Germany, France	KONE Finland, Belgium	SCHINDLER LIFTEN BV Netherlands



INDUSTRIAL PRODUCTS

In 2024, the industrial products sector faces significant transformations driven by technological innovation, environmental regulations, and global supply chain shifts. HR professionals play a crucial role in guiding their organizations through these changes by focusing on strategic workforce development and engagement.

The rapid advancement of technologies such as robotics, automation, and the Industrial Internet of Things (IIoT) necessitates a workforce that is adaptable to technological shifts. HR must ensure employees are prepared to operate new machinery and innovate in product development, enhancing operational efficiency and employee retention.

Environmental sustainability becomes increasingly critical, with pressure on companies to reduce their ecological footprint and comply with stringent regulations. HR strategies need to emphasize environmental stewardship, recruiting talent skilled in sustainable manufacturing, waste reduction, and energy efficiency. This focus not only enhances the company's brand but also meets the demand for green products.

Moreover, global supply chain disruptions call for agile and adaptable workforce strategies. HR should promote resilience, encouraging collaboration to respond to supply chain challenges swiftly. Implementing flexible work arrangements and leveraging digital collaboration tools are essential for supporting a distributed workforce and ensuring business continuity.

The industrial products sector also demands a strong emphasis on fostering a culture of innovation, attracting diverse talent, and creating an inclusive work environment. This approach is crucial for spurring creativity, meeting diverse market needs, and driving competitive advantage.

AGRICULTURAL PRODUCTION	CARGILL USA, Belgium, Argentina	NUTRIEN Canada	ALUMINUM PRODUCTION	ALCOA USA	CHEMICAL AND MATERIAL SCIENCES	DOW USA, India, Argentina	3M Singapore, Poland, Mexico	SOLVAY Portugal, Belgium
BASF Germany, Canada	KIMPUR Türkiye	ARKEMA France	IMAGING AND OPTICAL PRODUCTS	CANON UK, Spain, Poland, Denmark, Canada	KONICA MINOLTA Italy	ZEISS Germany	TOOLS AND EQUIPMENT MANUFACTURING	Hilti Türkiye, Portugal, Poland and 2 countries
STANLEY BLACK & DECKER USA, Mexico, Canada	STIHL Germany	PAPER AND PACKAGING	INTERNATIONAL PAPER USA	MONDI GROUP UK	ÖZERDEN Türkiye	PAINT AND COATINGS	AKZONOBEL Netherlands, France	SHERWIN WILLIAMS USA
STORCH-CIRET HOLDING GMBH Germany								



AUTOMOTIVE

The automotive industry's pioneering efforts in electrification, autonomous technologies, and sustainability in 2024 are poised to significantly enhance employee satisfaction and happiness. The push towards electrification not only places the industry at the forefront of technological innovation but also cultivates a sense of pride among employees for contributing to global sustainability efforts and combating climate change. This meaningful engagement, inherently impactful and aligned with broader societal goals, elevates morale and job satisfaction.

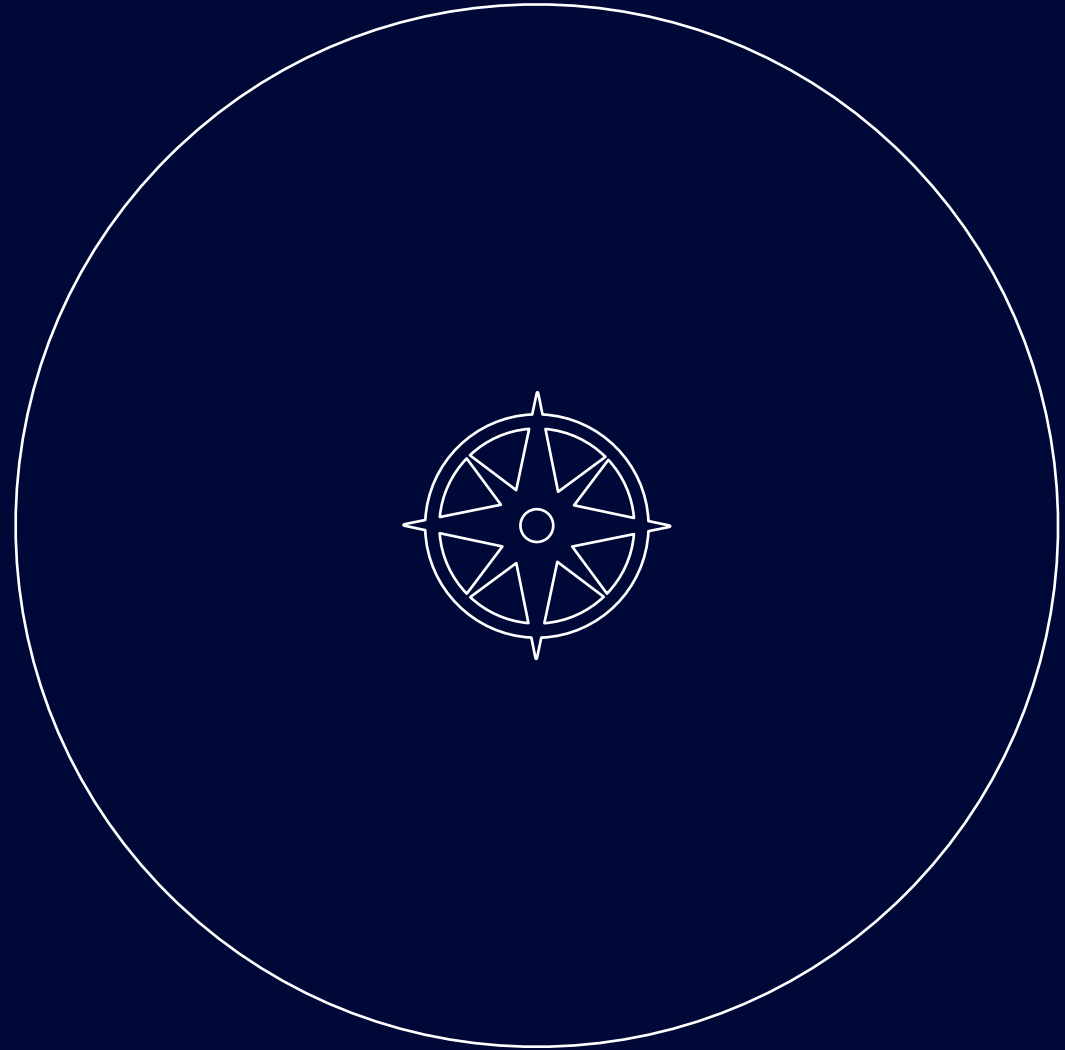
Furthermore, the exploration and integration of autonomous technologies challenge employees with intellectually stimulating work, offering the chance to be part of groundbreaking developments. The complexity and novelty of creating autonomous vehicles imbue employees with a unique sense of accomplishment and purpose, boosting both job satisfaction and personal fulfillment.

Sustainability efforts further enrich the HR landscape by aligning employee actions with environmental conservation and ethical standards. This congruence between personal values and corporate goals deepens employees' emotional connection to their work and employer, fostering increased loyalty, a sense of belonging, and overall happiness.

In essence, the automotive industry in 2024 is shaping up to be a highly attractive sector for professionals seeking not only dynamic and innovative work environments but also companies that stand for ethical principles and sustainability. The industry's forward-thinking approach in these areas is key to building a happier, more engaged, and satisfied workforce, setting a benchmark for others to follow in blending technological advancement with social responsibility and employee well-being.

AUTOMOTIVE MANUFACTURING	VOLKSWAGEN GROUP Poland, Mexico, Ireland and 2 countries	TOYOTA Türkiye, Spain, Singapore, Canada	GENERAL MOTORS USA	HYUNDAI MOTOR GROUP South Korea	STELLANTIS Netherlands	FERRARI Italy	RENAULT France	
TRUCK AND BUS MANUFACTURING	SCANIA CHILE Chile	MOTORCYCLE MANUFACTURING	HARLEY DAVIDSON USA	AUTO PARTS MANUFACTURING	MAGNA INTERNATIONAL Türkiye, Germany, Canada	NEMAK Mexico	VALEO France	
TIRES AND MOBILITY SOLUTIONS	MICHELIN USA, Poland, Mexico, France, Canada	BRIDGESTONE Spain, India, Belgium	CONTINENTAL Germany	AUTOMOTIVE TECHNOLOGIES	DANA USA, Netherlands, Italy, India, Belgium	APTIV Poland, Ireland	ETAS GMBH Germany	
VEHICLE DEALERSHIPS AND SALES	CARMAX USA	AUTO TRADER UK	HYUNDAI AUTO CANADA Canada	D'LETEREN Belgium	CARSALES Australia	CAR RENTAL SERVICES	ENTERPRISE HOLDINGS USA	GREEN MOTION UK

Happy Employee
Happy Customer
Happy Investor



Boosting Stocks with Smiles

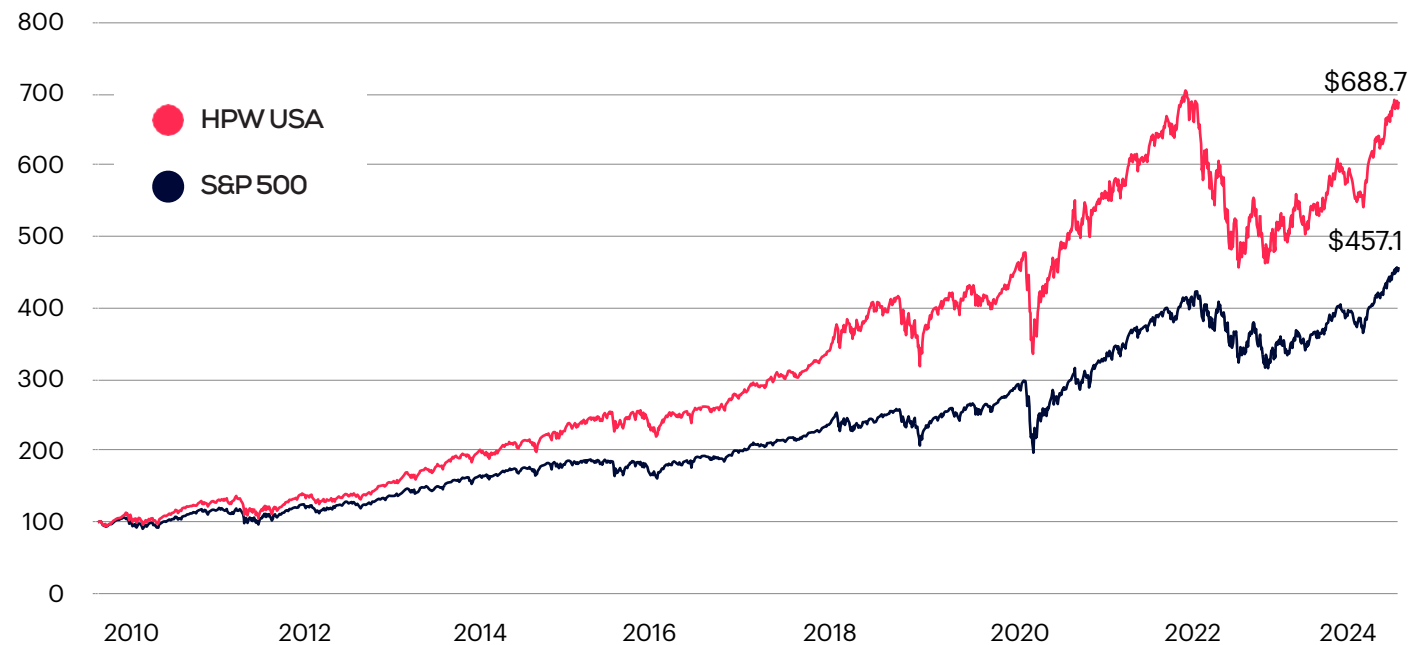




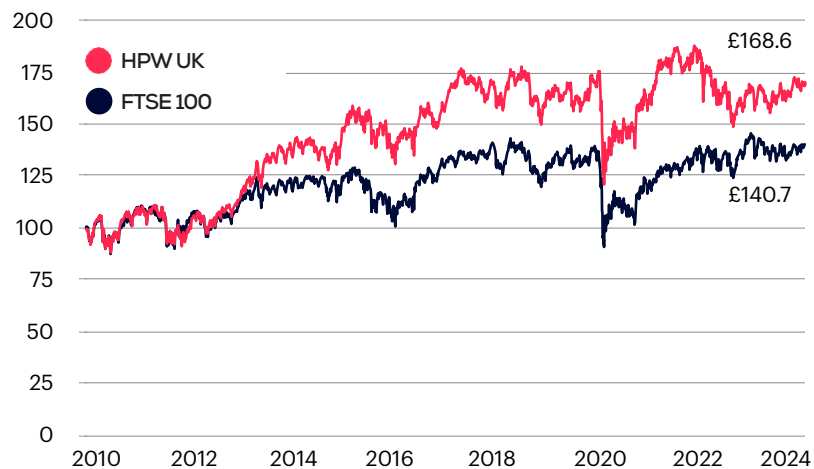
In an era where metrics increasingly dictate business success, the critical role of a positive workplace culture in enhancing financial performance demands thorough examination. Despite a wealth of anecdotal evidence and a deep intuitive understanding pointing to the positive effects of a strong workplace culture, many senior leaders still perceive investments in employee happiness as mere expenses. This view restricts the scope of investment in human capital, resulting in a dearth of workplaces where true happiness prevails. To alter this perception, a greater number of exemplary instances and compelling statistical evidence are essential.

In pursuit of demonstrating the concrete effects of employee happiness on financial outcomes, HPW embarked on a detailed analysis of the long-term financial performance of entities listed on the HPW Index compared with those on major indices across the stock markets of the USA, United Kingdom, Germany, France, and Canada. This involved calculating the return on investment for equal amounts of the respective country's currency invested in the stocks of these exchanges from 2010 and evaluating the financial standing in 2024. Benchmark indices such as the S&P 500 in the USA, FTSE 100 in the United Kingdom, DAX in Germany, CAC 40 in France, and S&P/TSX Composite in Canada were utilized for comparison.

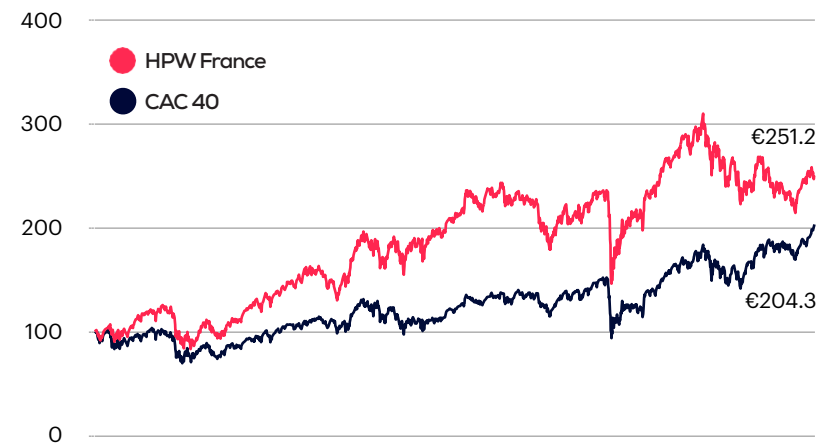
The outcomes are highly revealing: In the USA, HPW Companies outdid the S&P 500 by 50.7%. In Germany, they beat the DAX by 98.1%, and in Canada, they went beyond the S&P/TSX Composite by 91.0%. In the USA, Germany, and Canada, companies known as Happy Workplaces (HPW) have shown strong financial performance in economies that are growing quickly or have a wide range of industries. On the other hand, in France and the United Kingdom, HPW Companies also performed better than the main stock indexes, surpassing the CAC40 by 22.9% and the FTSE 100 by 19.8%. This suggests that even in economies that are growing more steadily, workplaces that prioritize happiness tend to do better financially. Overall, across various economies, whether they're rapidly expanding or more stable, the trend is clear: companies that invest in employee happiness not only enhance their workplace environment but also see significant financial benefits.



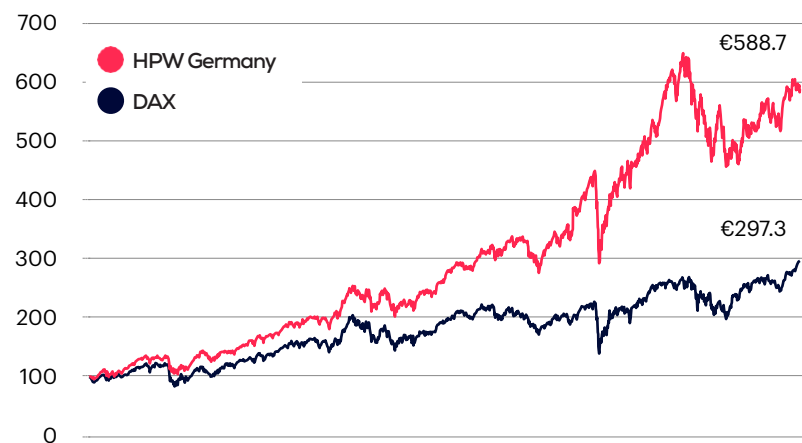
United Kingdom



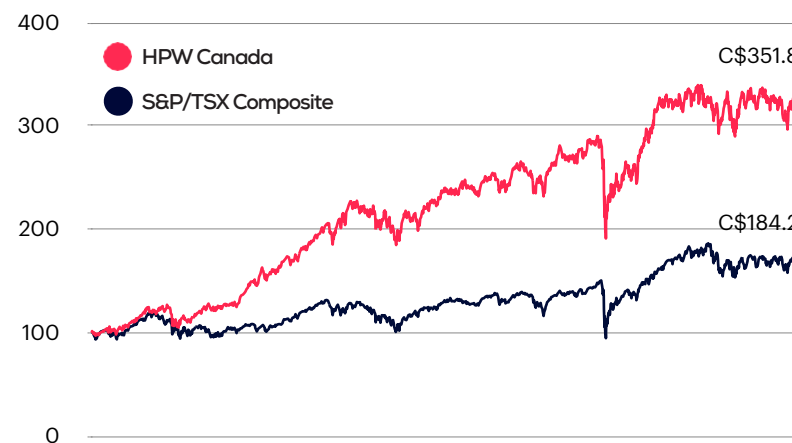
France



Germany



Canada



*The high correlation between workplace happiness and stock market returns does not prove causation.



Creating Shared Value

The longitudinal analysis conducted across the stock exchanges of five major economies not only reaffirms the intuitive belief that a positive workplace culture significantly boosts financial performance but also supplies robust statistical proof of the remarkable outperformance of Happy Workplaces relative to general market trends.

The evidence indicates that organizations that give precedence to employee happiness not only realize higher levels of engagement among their workforce but also attain superior financial growth.

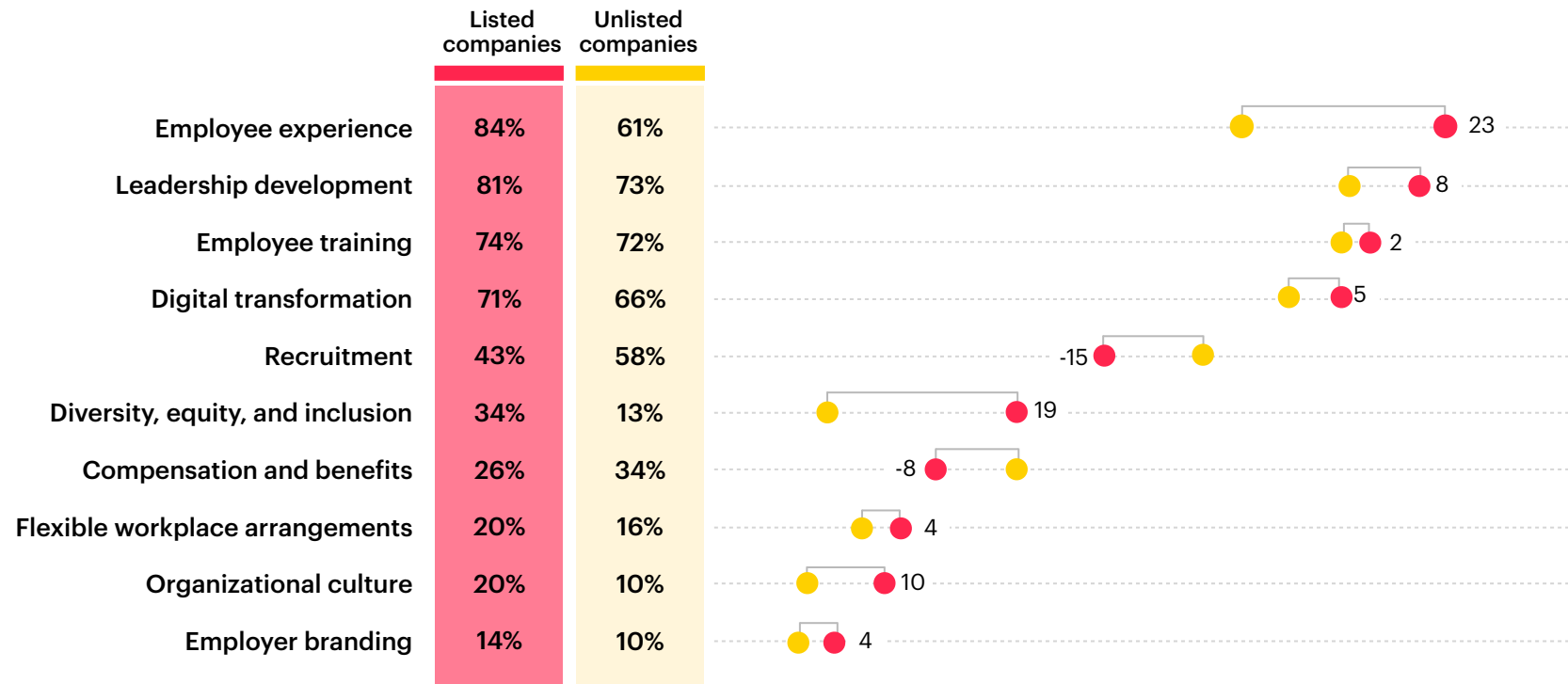
This engenders a virtuous cycle wherein enhanced financial results facilitate further investments in employee well-being, propelling ongoing growth and prosperity.

This analysis serves as a clarion call for business leaders to view employee happiness not merely as a moral duty but as a strategic necessity for financial success.

Blueprint of the Happiest Workplaces



In 2024, to which key areas will you allocate your efforts?



Strategic Priorities and Approaches

Organizations featured on the HPW List emphasize the employee experience, leadership development, and diversity, equity, and inclusion as pillars for fostering long-term organizational health. Conversely, non-HPW Listed firms focus more on recruitment and compensation strategies, showing a reliance on financial incentives for talent management. This highlights a strategic divergence: HPW Listed companies invest in deep employee engagement and productivity, while their counterparts may favor immediate solutions, potentially overlooking the benefits of a diverse and engaged workforce.

Common Ground

Despite strategic differences, both HPW Listed and non-listed organizations value employee training and digital transformation. This shared focus underscores the importance of ongoing learning and adaptability to technological changes as essential for modern organizational success.



Navigating Crisis and Championing Growth Through Employer Branding



Our findings indicate a widespread oversight in valuing employer branding, with only a minority of companies prioritizing it. Turkish Airlines, however, stands out as a remarkable counterpoint to this trend, demonstrating the intrinsic power of employer branding through its actions during and after the global pandemic.

Turkish Airlines: A Beacon of Employer Branding Excellence During a period marked by unprecedented challenges, Turkish Airlines' unwavering commitment to its employer brand promise — notably its decision not to lay off any employees during the pandemic — positioned it as a paragon of resilience and foresight in the aviation industry. This decision not only safeguarded its workforce but also laid the foundation for significant growth and leadership post-pandemic, highlighting the transformative potential of a strong employer brand.

Adherence to Employer Brand Promises in Crisis Turkish Airlines' steadfastness in times of turmoil reinforced its reputation as a caring and stable employer. By aligning its actions with its employer brand values, the airline not only fostered employee loyalty and pride but also navigated the crisis without sacrificing its core asset: its people.

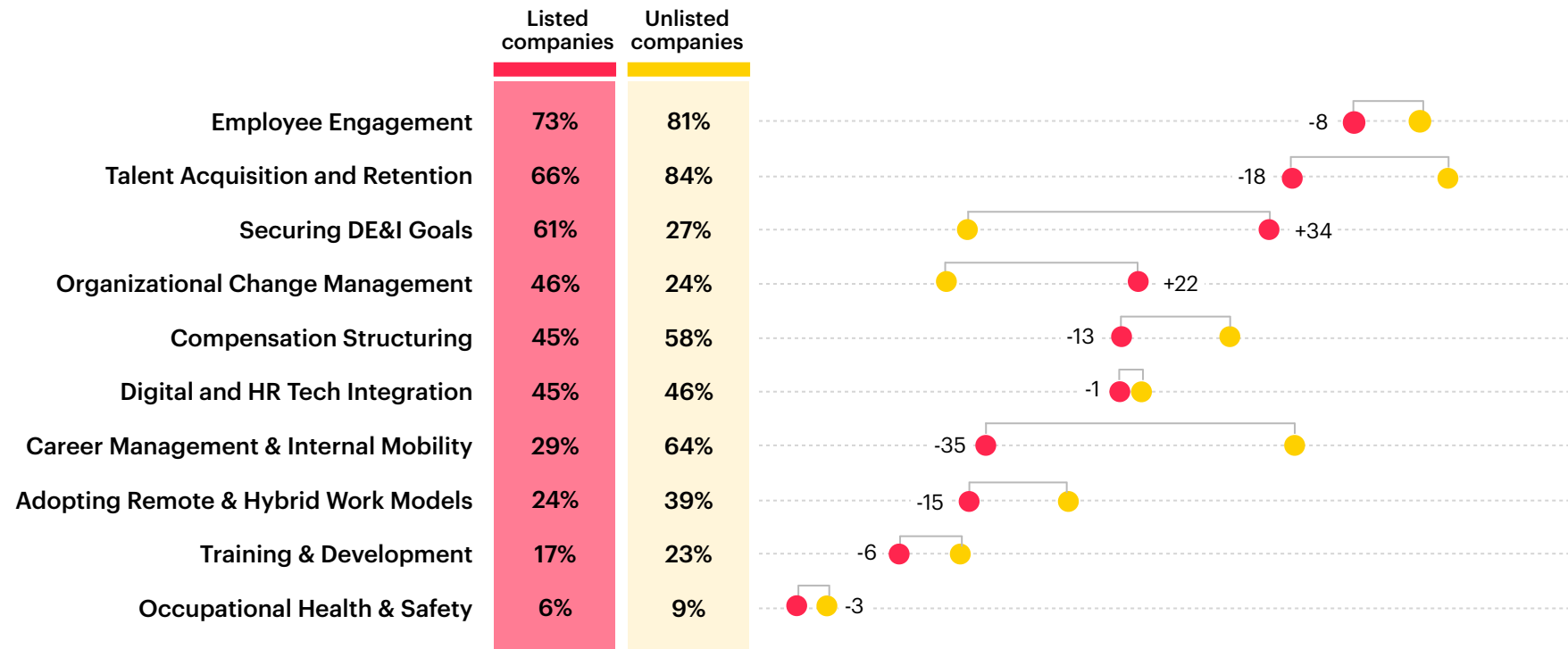
Post-Pandemic Growth Fueled by Employer Branding The strategic emphasis on employer branding during the pandemic yielded remarkable dividends for Turkish Airlines. As the industry struggled with staff shortages and operational disruptions, Turkish Airlines leveraged its strong employer brand to expand its operations, becoming the airline with the most extensive global network. This expansion was a direct outcome of its foresight and investment in its employer brand, proving the critical role of employer branding in organizational growth and success.

Employer Branding as a Source of Workplace Happiness The airline's recognition as the Happiest Workplace in the Airline Sector in Türkiye is a testament to the profound impact of a strong employer brand on employee satisfaction and engagement.

As a result, Turkish Airlines' journey through and beyond the pandemic serves as a powerful narrative on the essential role of employer branding in navigating crises and spurring growth. The airline's strategic focus on its people and their well-being not only allowed it to weather turbulent times but also emerge as a global industry leader. This example stands as a clear message to corporations reassessing their priorities: investing in a strong, consistent employer brand is not just beneficial but crucial for employee happiness and sustained success in today's competitive landscape.

In the face of global challenges, Turkish Airlines has emerged as a beacon of employer branding, proving that a steadfast commitment to its workforce can transform obstacles into opportunities for employee engagement and sustainable growth.

What were the main challenges you faced in the last year?



Divergent Challenges

HPW Listed companies primarily focus on challenges related to securing DE&I goals and managing organizational change effectively. This reflects their commitment to fostering an inclusive and adaptable workplace culture. In contrast, non-HPW Listed companies grapple with a broader spectrum of challenges, including maintaining employee engagement, navigating the complexities of talent acquisition and retention, and ensuring career management and internal mobility. This variety of challenges shows the pressure on non-HPW Listed companies, emphasizing their struggle with many vital operational problems at once.

Common Ground

Both HPW Listed and non-listed companies face similar challenges in employee engagement, digital and HR Tech integration, training & development, and health & safety. This underscores the universal effort to match technological advancements, encourage employee development, and maintain a safe workplace in a constantly evolving business world.



Harnessing Employee Engagement - Insights from DHL's Blueprint



Our research shows a consistent trend: companies globally recognize employee engagement as a key challenge, with 73% of listed companies and 81% of others highlighting this concern. DHL stands out, however, with its status as the happiest workplace in 19 countries, showcasing its effective approach to employee engagement.

DHL's Pioneering Engagement Strategies DHL's approach to employee engagement is rooted in the belief that its workforce's ideas, skills, and experiences are invaluable assets. By empowering every team member to contribute to workflow and process design, DHL has cultivated an innovative and inclusive culture that thrives on dialogue, openness, and respect. This engagement philosophy is supported by DHL's executive leadership framework, which extends to various organizational levels, embodying the principle of leading with "Head, Heart, and Guts."

Engagement Through Global Diversity and Comprehensive Development DHL's global presence, with approximately 570,000 colleagues across 220 countries and territories, offers unparalleled opportunities for cross-cultural exchange and learning. The company's dedication to continuous learning and growth, meaningful work, and a sustainable future further enhances employee engagement. DHL stands out for celebrating individuality and providing a platform for every employee to shine, emphasizing respect, support, and the opportunity to contribute to a greater purpose.

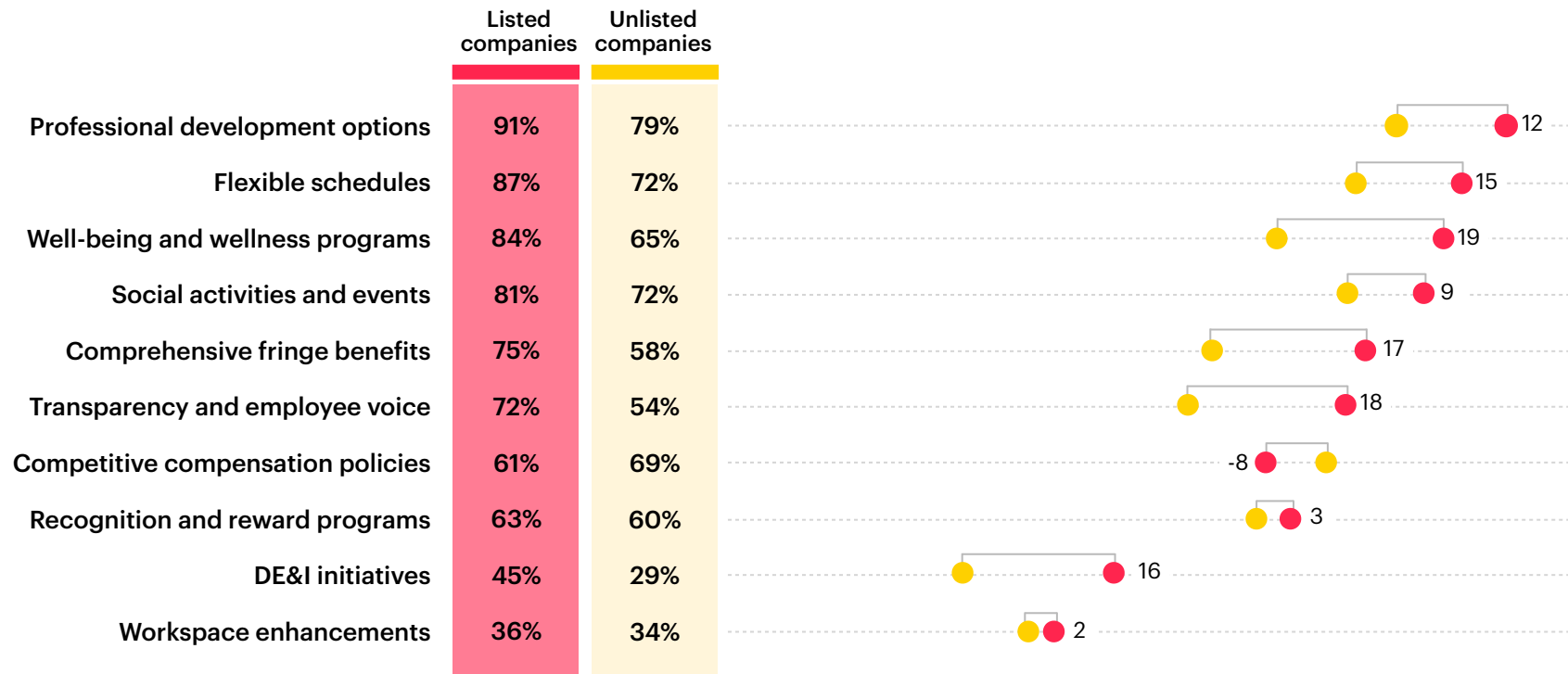
Leadership with a Human Touch At the heart of DHL's success in employee engagement is its leadership ethos, guided by values of Respect & Results and attributes that encourage interaction based on mutual respect and trust. DHL's leadership programs are designed to transform management thinking, ensuring that leaders are equipped to inspire and drive performance in the 21st Century.

Diversity, Equity, Inclusion & Belonging (DEIB) as Engagement Cornerstones DHL's proactive stance on DEIB plays a significant role in its engagement strategy. By fostering an inclusive environment where every employee feels valued and empowered to contribute, DHL not only enriches its workplace culture but also drives innovation and excellence.

Health & Wellbeing: The Foundation of Engagement Recognizing the integral role of health and wellbeing in employee engagement, DHL has developed a comprehensive approach that addresses physical, mental, and social wellbeing. Through initiatives that encourage self-care, mental health awareness, and community connection, DHL supports its employees in achieving a balanced and healthy lifestyle, thereby enhancing their engagement and productivity.

DHL's strategic focus on engagement, underpinned by its innovative programs, leadership culture, and commitment to diversity and wellbeing, serves as a blueprint for organizations aiming to enhance employee happiness and business success.

What are the key factors driving employee happiness in your company?



Core Engagement Strategies

Organizations featured in the HPW List excel at creating an environment that emphasizes enhancing the employee experience. This is achieved through a variety of initiatives, such as professional development options, flexible schedules, wellbeing and wellness programs, social activities, comprehensive fringe benefits, transparency, employee voice, and DE&I initiatives. This strategic approach showcases their commitment to an inclusive workplace culture and efforts to foster belonging and empowerment, underscoring dedication to employee well-being and growth.

Common Ground

HPW Listed and non-listed companies align on competitive compensation, recognition programs, and workspace improvements, with minor variations in focus. This alignment underscores a mutual agreement on the importance of fair pay, celebrating employee achievements, and fostering a supportive work environment for a happy and motivated workforce.



Unveiling Metro Grossmarket 's Purpose-Driven Professional Development Paradigm



Our research highlights a consensus: 91% of top-tier companies and 79% of others recognize professional development as essential for employee happiness. This data unequivocally highlights professional development as a cornerstone of employee wellbeing, a principle that Metro Grossmarket embodies and amplifies through its purpose-driven initiatives.

Integrating Professional Growth with Corporate Mission Metro Grossmarket has adeptly woven its professional development strategies with its mission to empower food enthusiasts, bolster customer commitment, and drive collective success. This synergy between individual career aspirations and the company's goals ensures that employees do not just witness growth in their professional capabilities but also see a tangible impact of their work on the world.

Empowerment at the Core of Career Progression The mantra "Make Your Move - Now!" at Metro Grossmarket transcends being a mere slogan to become a testament to the company's commitment to employee autonomy in career development. This philosophy encourages employees to take initiative, fostering a culture where career paths are not predestined but are shaped by individual passions, efforts, and decisions.

Championing Diversity and Inclusivity in Development Metro's inclusive culture, epitomized by the invitation to "Come as you are," establishes a foundation where every employee, regardless of their background, is afforded equal opportunities for growth and advancement.

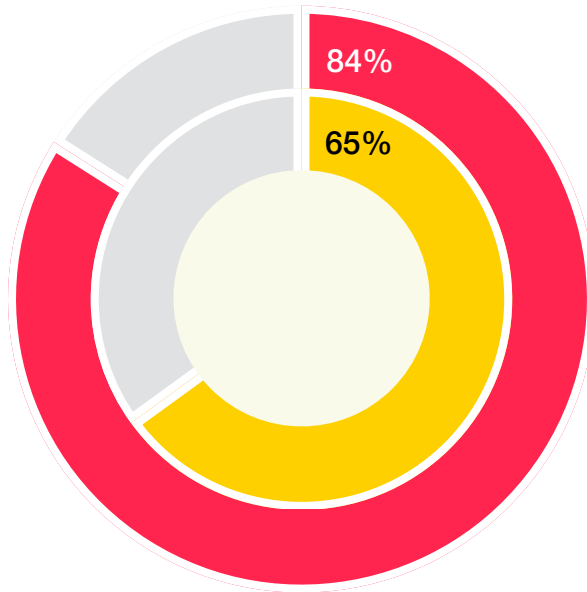
The Pursuit of Lifelong Learning By promoting an ethos of continual learning and fostering an environment ripe for innovation and mentorship, Metro Grossmarket ensures that professional development is not a one-time event but a continuous journey.

Fostering Team Dynamics Rooted in Respect and Collaboration The cultivation of teams based on mutual respect, trust, and collaboration at Metro not only enhances the professional development experience but also amplifies the sense of belonging and satisfaction among employees.

Metro Grossmarket, holistic model not only adheres to our findings on the critical role of professional development in employee happiness but also expands on it by demonstrating the profound impact of aligning individual growth with a meaningful purpose.

Metro Grossmarket's ethos, embedded in empowering individuals, stands as a beacon of how organizations can intertwine employee professional growth with overarching corporate objectives, thereby elevating employee happiness to new heights.

Well-being and wellness programs



● Listed companies ● Unlisted companies

Senior HR executives in companies featured on the HPW lists perceive well-being and wellness programs as more significantly contributing to employee happiness compared to those in unlisted companies.

What do HR managers say?

“In the aftermath of the pandemic, the shift towards remote work significantly reduced human interaction, leading to a sense of isolation among our employees. To mitigate this loneliness, we’ve implemented wellness programs. We’re creatively addressing the solitude of remote work by crafting remote solutions, embodying the adage ‘fight fire with fire.’ This strategy aims to preserve our team’s well-being, ensuring connection and support transcend physical distances.”

What do HR managers say?

“Investing in our wellbeing and wellness programs is proving to be worthwhile. It’s not about dramatic changes overnight but about gradual, sustainable improvements in morale and productivity. The goal is modest yet significant: to adapt to the new normal effectively.”

How to make difference?



Securing leadership support is essential for driving engagement and aligning well-being programs with company culture, ensuring initiatives meet real employee needs through co-design. A holistic approach, addressing physical, mental, emotional, and social well-being, enhances program comprehensiveness and effectiveness. Clear and consistent communication increases awareness and participation, and seamless integration with company culture underscores the program’s authenticity. Regularly evaluating and adapting the program based on employee feedback ensures it remains relevant and effective. Avoiding one-size-fits-all solutions, poor implementation, and superficial gestures while ensuring adequate resources can prevent disengagement and foster a supportive, productive workplace environment.



Cultivating Well-being and Wellness: Inside Salesforce's Happy Workplace



Our research underscores a pivotal shift: well-being and wellness programs are essential for nurturing employee happiness and fostering organizational success. Notably, 85% of "Happy Place to Work" listed companies invest in these programs, significantly outpacing the 65% of companies not on the list. Salesforce exemplifies this strategic focus, with its broad spectrum of wellness initiatives serving as a model for cultivating a vibrant work environment.

Dynamic Working: A Catalyst for Flexibility and Balance Emphasizing the critical role of flexible schedules, Salesforce's dynamic working framework empowers employees to personalize their work-life balance. This model not only mirrors our findings on the importance of flexible work arrangements for happiness but also demonstrates Salesforce's commitment to adapting to the diverse needs of its workforce.

Comprehensive Wellness Initiatives Salesforce extends its wellness commitment through a variety of programs and facilities designed to support holistic health. From fitness challenges and nutrition counseling to on-site wellness centers and stress management workshops, Salesforce invests in the complete well-being of its employees, offering resources that surpass traditional wellness benefits.

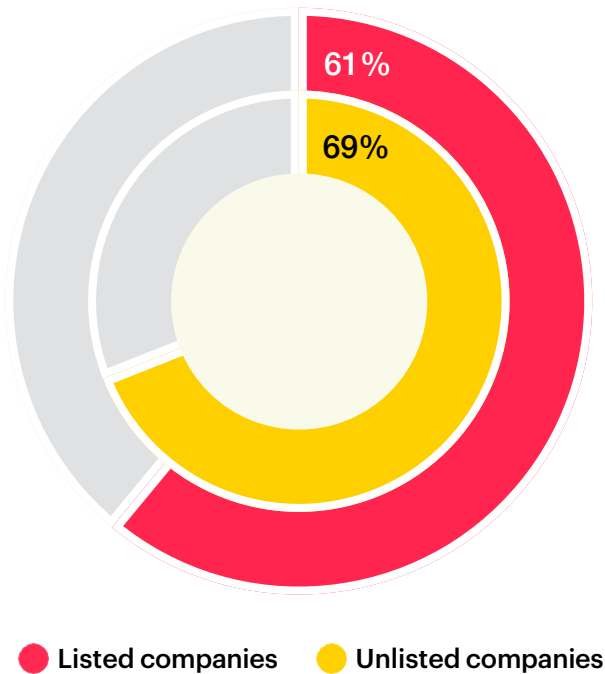
Mindfulness at the Core Salesforce prioritizes mental wellness, integrating meditation and stress management into its culture. This focus is reflected in designated meditation spaces and mindfulness sessions, emphasizing the importance of mental health for employee happiness and productivity.

Innovative Practices and Evolving Needs Salesforce's commitment to wellness is dynamic, with programs evolving to meet the changing needs of its workforce. This adaptability underscores Salesforce's leadership in corporate wellness and its role as a model for other organizations.

Salesforce's implementation of well-being and wellness programs serves as a beacon for companies worldwide, demonstrating the undeniable impact of such initiatives on employee happiness and organizational success. By prioritizing employee well-being, Salesforce not only enhances individual health but also sets a standard for corporate wellness, emphasizing the strategic importance of investing in employee health as a pathway to business excellence.

Salesforce's dedication to well-being and wellness sets a new standard for fostering a healthy, dynamic work environment, underscoring its strategic importance in achieving business excellence.

Competitive compensation policies



Survey findings indicate that companies not included in the Happy Workplaces listings perceive competitive compensation policies as a more critical tool for attracting and retaining employees than HPW listed companies do.

What do HR managers say?

“When you offer high salaries, you often attract overqualified individuals who may not genuinely desire the role, motivated primarily by the pay. This can lead to a lack of engagement and subpar performance as they might only put in the minimum effort required to justify their salary.”

What do HR managers say?

“Implementing a high compensation policy without enhancing the employee experience is akin to placing a golden handcuff on your workforce. People may remain with your company not out of satisfaction but because they doubt they can find better pay elsewhere, spreading discontent and contributing neither to their own nor the company’s success.”

How to make difference?



Undertake comprehensive analysis on compensation trends to ensure your pay rates are competitive, aiming to slightly exceed industry norms. It’s vital to emphasize transparency in how salaries are determined and the pathways available for employees to progress in terms of compensation. Incorporate performance-based bonuses to reward employees for meeting or exceeding specific objectives, directly linking their efforts to company success and boosting motivation. Additionally, consider utilizing sign-on bonuses as an immediate incentive for highly sought-after talent, making your employment offer more attractive compared to competitors. However, it’s crucial not to rely solely on salary as the means to attract and retain staff. Strive to create an environment where employees feel genuinely valued and rewarded for their contributions, not just their presence.



Compensation as a Catalyst: Insights from Netflix

Our research shows that the synergy between competitive compensation, comprehensive benefits, and an empowering organizational culture is paramount in fostering employee wellbeing, happiness, and performance. This comprehensive approach to employee engagement is exemplified by Netflix, which serves as a paradigmatic model for integrating financial rewards with a holistic suite of benefits to achieve organizational success.

Competitive Compensation and Its Impact on Wellbeing While competitive compensation is essential for attracting and retaining talent, its role in enhancing employee wellbeing and happiness extends beyond mere financial reward. It reflects the organization's acknowledgment of the value and contributions of its employees.

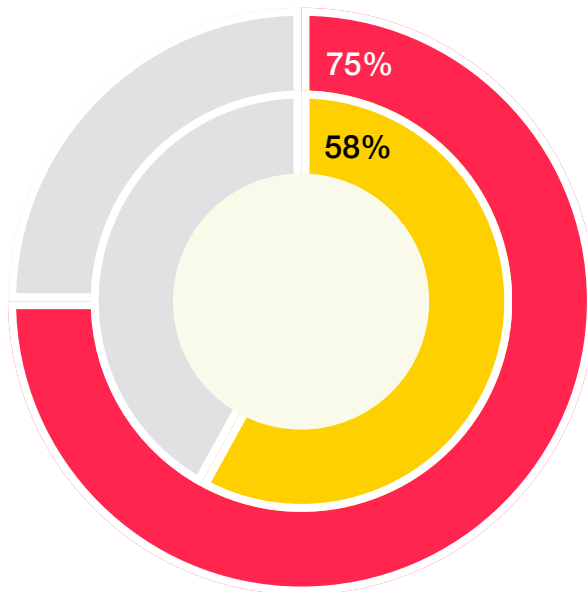
Netflix's Strategic Compensation Framework Netflix's innovative compensation strategy, which includes the flexibility of stock option programs, underscores a nuanced understanding of financial rewards. This approach not only accommodates personal preferences and risk tolerances but also fosters a sense of ownership and alignment with the company's success. Furthermore, the 'Personal Top of Market' policy demonstrates Netflix's commitment to ensuring that compensation is both competitive and equitable, adapting dynamically to market trends. This strategy not only underscores the importance of fairness but also positions Netflix as agile and responsive to the evolving talent landscape.

Beyond Salary: The Role of Comprehensive Benefits Netflix's emphasis on an extensive benefits package, including support for parental leave, mental health, and flexible vacation policies, illustrates a profound recognition of the role comprehensive benefits play in bolstering employee wellbeing and performance. HPW's research aligns with this perspective, highlighting the significance of organizations investing in the holistic wellbeing of their employees, which transcends traditional financial incentives.

Cultural Integration: Enhancing Performance and Success The integration of a competitive compensation package within a culture that values freedom, responsibility, and empowerment is where Netflix's strategy truly excels. This blend not only enhances employee happiness but also drives high levels of performance and organizational success.

Netflix leads with competitive salaries, anchoring an approach that integrates an empowering culture and wide-ranging benefits to promote a workplace where employees and the organization alike can flourish.

Competitive fringe benefits



● Listed companies ● Unlisted companies

In HPW listed companies, HR managers recognize the importance of comprehensive fringe benefits for employee happiness. These companies also adopt a wide-ranging view of fringe benefits, incorporating options like volunteer opportunities, which points to a broader approach to employee well-being.

What do HR managers say?

“Offering fringe benefits has shifted our focus towards more personalized employee experiences. We’ve observed that not every benefit suits each employee’s needs, leading us to consider more flexible and inclusive options, allowing employees to choose benefits that truly add value to their lives.”

What do HR managers say?

“Adding benefits like volunteer time off has made our team more involved and improved how people see our company. This approach draws in people who want meaningful work, matching personal goals with the company’s. Offering benefits that reach into the community makes our workplace better and shows we care about more than just business, giving everyone a stronger sense of purpose and belonging.”

How to make difference?



Creating a meaningful impact with fringe benefits necessitates an inclusive approach that starts with understanding the diverse needs of your workforce. Conduct detailed surveys to capture a wide array of preferences, ensuring the benefits package appeals to different employee segments. Introduce customizable options, allowing individuals to select benefits that genuinely enhance their work-life balance and overall well-being. Transparency is key—clearly communicate the benefits, focusing on how they can be tailored and accessed, to maximize engagement and utilization. It’s also essential to establish a feedback loop, using surveys and open forums for employees to share their experiences and suggestions. This feedback should inform periodic reviews and adjustments to the benefits package, keeping it relevant and aligned with evolving employee needs and expectations.



Streamlining Success: How Capital One's Fringe Benefits Model Elevates Impact

+ Our research shows that 75% of HR directors at "Happy Place to Work" companies see competitive fringe benefits as key to boosting employee happiness, a view echoed by 58% of other companies, underscoring the broad value of benefits. Yet, the complexity of these benefits often leaves employees in the dark about what's available. Capital One stands out for its clear, effective, and structured benefits approach.

A Paradigm of Structured and Effective Benefits Capital One has set a new standard in the realm of fringe benefits with its simple yet impactful classification: Health, Wealth, and Life. Operating under the motto "Helping you be your happiest, healthiest self," Capital One not only promises a comprehensive benefits package but also delivers it in a manner that underscores its dedication to employee well-being and financial security.

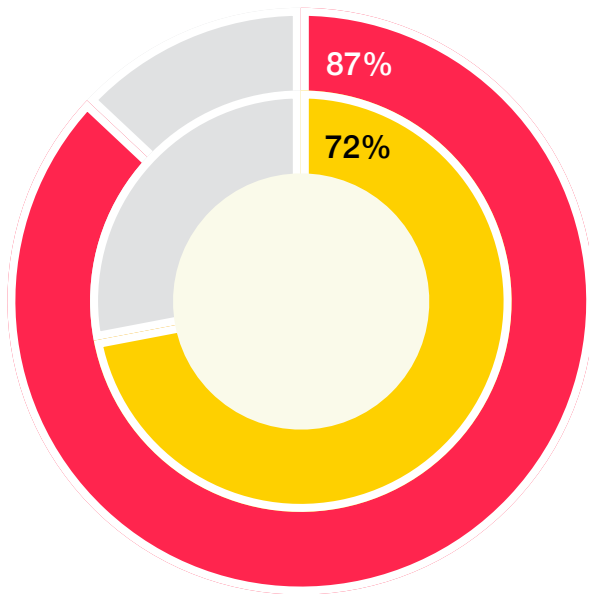
Health Benefits: A Foundation for a Healthy Workforce Capital One's Health Benefits are designed to cater to a diverse set of needs, offering multiple medical plan options and a full network of providers. The inclusion of prescription savings, dental plans covering a range of procedures, and vision benefits for new eyewear illustrates a commitment to the physical health of employees. Moreover, the availability of onsite health centers and virtual second opinions at no cost emphasizes the company's innovative approach to accessible healthcare.

Wealth Benefits: Securing Financial Well-being The Wealth Benefits segment underscores Capital One's recognition of financial security as a critical component of overall happiness. Through initiatives like the Stock Purchase Plan, with a 15% match of contributions, and a robust 401(k) plan featuring a market-leading company match, Capital One invests in its employees' financial future. Additionally, education assistance and flexible spending accounts offer further avenues for financial empowerment and peace of mind.

Life Benefits: Enhancing Work-Life Harmony Capital One's Life Benefits address the multifaceted nature of work-life balance and personal growth. Generous time-off policies, support for family expansion, educational support for employees and their children, and a comprehensive Employee Assistance Program reflect a holistic view of employee welfare. Incentives for healthy living and access to nutrition and fitness resources further illustrate Capital One's all-encompassing approach to employee benefits.

Capital One's clear and strategic benefits approach sets a benchmark for boosting employee happiness and retention, aligning with millennials' desire for meaningful work and emphasizing the role of comprehensive benefits in building a satisfied, engaged workforce.

Flexible schedules



● Listed companies ● Unlisted companies

In HPW listed companies, many see flexible schedules as key to employee happiness, with a somewhat lower but still substantial number of unlisted companies agreeing. This highlights the value of flexibility for employee well-being.

What do HR managers say?

“Embracing hybrid work has required us to fundamentally rethink our approach to workforce management. The challenge isn't just about offering flexibility; it's about maintaining our culture and connection regardless of where our team is working. We've invested in digital tools to foster inclusion and collaboration, but the real success lies in balancing these with meaningful physical workspace interactions.”

What do HR managers say?

“The shift to hybrid work has highlighted the importance of employee autonomy in choosing their work environment. However, ensuring that all team members feel included, whether they're in the office or working remotely, has been a critical focus.”

How to make difference?



In the evolving work environment, HR's role is pivotal in implementing flexible work arrangements, going beyond the cautious return-to-office (RTO) approach. The necessity to enhance work flexibility in hours and time off, alongside location, is critical. This requires HR to move away from the "wait and see" strategy, aligning flexibility with HR priorities such as recruitment and employee experience improvement. HR must lead with data-driven decisions, gathering employee feedback to tailor work policies effectively. This involves promoting human-machine collaboration, creating an engaging digital environment, and rethinking physical workspaces to support flexibility. Providing diverse working environments and ensuring equal access to resources is key to fostering an inclusive work culture. Continuous refinement of policies, grounded in employee insights, will ensure workforce engagement and company culture adapt and thrive.



Beyond Flexibility: Fidelity's Approach to a Balanced Employee Experience



Our findings reveal a clear trend: flexibility is crucial for employee happiness, with 87% of listed companies valuing flexible schedules as essential for wellbeing, against 72% of other firms. This trend is vividly illustrated by Fidelity Investments' implementation of dynamic working, a model that places autonomy and balance at the forefront of the employee experience.

Fidelity's Commitment to Flexibility Fidelity's dynamic working model is a testament to its understanding that the best work does not always happen in traditional settings or standard working hours. By offering employees a wide latitude to choose when and where they work, Fidelity empowers its workforce to craft personalized work schedules that align with their individual needs, lifestyle, and productivity rhythms.

The Essence of Dynamic Working at Fidelity Fidelity's dynamic working goes beyond just flexibility; it reshapes work culture to empower employee autonomy across various work settings—home, office, or hybrid. This approach ensures every employee finds their perfect work-life balance, accommodating diverse needs and schedules.

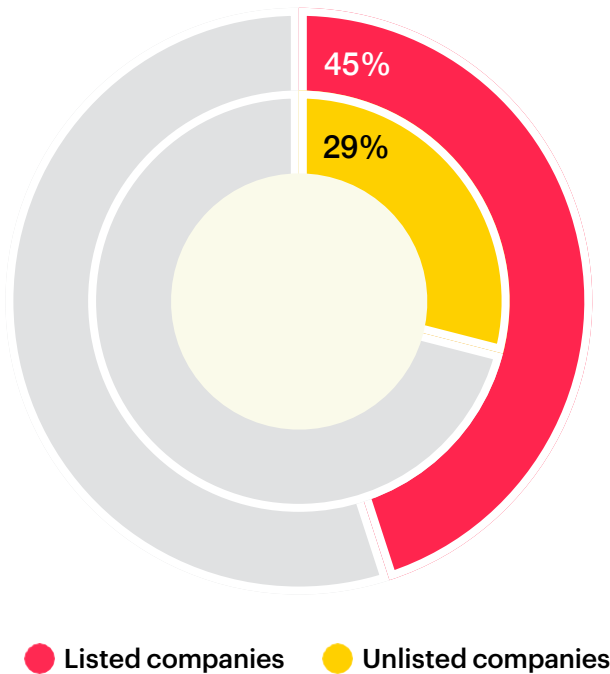
Community and Collaboration in a Flexible Environment While embracing the advantages of flexible working, Fidelity also understands the irreplaceable value of in-person interactions within its offices. These spaces serve as hubs for community, creativity, and learning, facilitating collaboration and the sharing of ideas in a way that virtual environments cannot fully replicate.

Listening, Learning, and Evolving Key to Fidelity's success is its continuous engagement with employees to refine and adapt its dynamic working policies. This commitment to listening and learning ensures that the company's approach to flexibility remains aligned with the evolving needs and preferences of its workforce, further embedding a culture of support, value, and empowerment across the organization.

As a result of prioritizing autonomy, support, and community, Fidelity offers valuable lessons for organizations worldwide on the benefits of adapting to and embracing the changing dynamics of work.

Fidelity Investments redefines the workplace by prioritizing flexible, dynamic working arrangements that empower employees with the autonomy to tailor their work-life balance, fostering a culture of support, creativity, and community that aligns with evolving workforce needs.

Diversity, Equity, and Inclusion Initiatives



In HPW listed companies, less than half of HR managers see Diversity, Equity and Inclusion (DE&I) initiatives as a key factor for employee happiness, whereas in unlisted companies, this perspective falls to just 29%.

What do HR managers say?

As HR professionals, we acknowledge the shift in prioritizing DE&I efforts over the past few years. Despite initial progress, there's been a noticeable decline in focus, putting long-term DE&I work at risk. The barriers to DE&I progress, such as lack of dedicated time, resources, and unified strategy, underscore the necessity for a more structured approach.

What do HR managers say?

We're kind of hitting a snag with our DE&I efforts. It's like we started off strong, and now, it's as if we've taken our foot off the gas. It's frustrating, honestly, because we all know how crucial diversity and inclusion are, not just for the vibe around here but also for our bottom line. We used to be all hands on deck, but now, it feels like the enthusiasm's dwindling, and that support we had from the top? It's not as visible as it used to be.

How to make difference?



To make a significant difference in DE&I, organizations must adopt a focused and action-oriented approach. Ensuring diverse representation in all organizational levels and setting specific, data-driven diversity targets are foundational steps. Leadership must be directly involved in DE&I efforts, moving beyond mere support to active engagement and accountability. Fairness and transparency in promotions and pay are critical to equality of opportunity, requiring analytical tools for unbiased decision-making. Organizations need to prioritize DEI in their strategic planning, allocating dedicated resources and time to these initiatives. Incorporating DEI into the broader organizational fabric—through policies, leadership training, and employee engagement—will drive meaningful progress. Simplifying these complex endeavors into actionable steps ensures inclusivity is not just an ideal but a lived reality in the workplace.



Pfizer's Blueprint for Inclusivity: Driving Success Through DEI

+ Pfizer's approach to DEI, encapsulated in their philosophy "Diversity, Equity, and Inclusion: Who We Are," offers a powerful example of how a deeply ingrained commitment to DEI can positively impact employee well-being and organizational performance. Pfizer's efforts to embed inclusivity across every facet of its operations demonstrate an understanding that true success stems from a diverse and empowered workforce.

Strategic Focus on Equity and Opportunity Pfizer's implementation of explicit representation goals and its focus on opportunity parity underscore a proactive approach to diversity. The company's ambitions for significant representation of women and minorities in leadership positions highlight the recognition of diversity as both a moral imperative and a strategic advantage, driving innovation and business success.

Transparency and Accountability in DEI Initiatives The transparent reporting of DEI efforts, exemplified by Pfizer's public disclosure of its EEO-1 Reports and commissioning of independent assessments on racial equity, underlines the company's commitment to transparency and accountability.

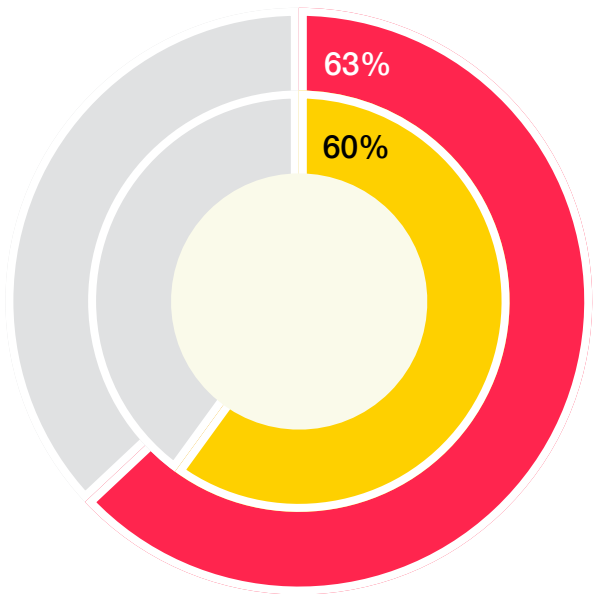
Inclusivity as a Performance Enhancer At the core of Pfizer's DEI strategy is the creation of a workplace that allows employees to bring their authentic selves to their roles. The support for Colleague Resource Groups (CRGs) and partnerships aimed at supporting underrepresented populations further enhance the inclusive culture at Pfizer, contributing to a workplace that not only thrives on diversity but also sees it as a key driver of engagement and performance.

The Need for Sustained Focus on DEI While the industry's focus on DEI initiatives is encouraging, there is a shared understanding that much work remains to be done to fully embrace the benefits of a truly diverse workforce. The journey towards an inclusive, equitable, and thriving workplace is ongoing, with Pfizer's comprehensive and principled approach to DEI offering valuable insights for other organizations seeking to enhance their DEI efforts.

Pfizer's dedication to DEI stands as a testament to the transformative power of inclusivity in the corporate world, underscoring the importance of maintaining DEI as a priority in corporate agendas for the foreseeable future.

Pfizer's unwavering commitment to Diversity, Equity, and Inclusion exemplifies the transformative impact of inclusivity in reshaping corporate culture. It highlights the critical need for DEI to remain at the forefront of corporate strategies, driving meaningful change and setting a precedent for the future.

Recognition & reward programs



● Listed companies ● Unlisted companies

Both in HPW listed and unlisted companies, only 60% of HR professionals identify recognition and reward programs as key factors driving employee happiness.

What do HR managers say?

Reward and Recognition extend beyond the HR department's purview, placing a critical responsibility on managers. HR is tasked with creating and improving these systems, but managers play a pivotal role in their successful implementation. They must dedicate time to recognize their team's achievements and use appreciation to boost motivation. The effectiveness of Reward and Recognition lies in managers applying these practices meaningfully.

What do HR managers say?

Almost all organizations currently practice some form of appreciation, underscoring its critical role in elevating employee engagement. Nonetheless, the main hurdle is in the execution and the measurement of its effectiveness. We are dedicatedly refining our strategy, aligning our recognition efforts more closely with both our goals and processes. This represents a shift away from traditional approaches, aiming to integrate appreciation more fully into the employee experience.

How to make difference?



To cultivate a genuine culture of appreciation, it's imperative for organizations to entrust managers with the primary responsibility for recognizing and rewarding their teams. This strategy focuses on customizing recognition to reflect the individual achievements of team members, necessitating a deep understanding by managers of each person's unique contributions. Corporate recognition frameworks should be designed to augment, not supplant, the personalized acknowledgment managers can offer.

Additionally, a robust reward system goes beyond mere results-oriented rewards, requiring managers to value the process and effort that lead to those results. This includes acknowledging creativity, teamwork, and resilience. By integrating recognition more closely into managers' daily responsibilities and supporting this with organizational policies that amplify personal commendations, companies can establish a more authentic and motivating environment for all employees.



Unveiling the Purpose-Driven Workforce at Siemens



Our research uncovers a profound quest for meaning, especially among the millennial generation. This demographic prioritizes creating societal value far above other considerations such as salary, benefits, and working conditions. It's evident that the essence of one's work and the value it contributes to society are pivotal factors.

Pioneering Technologies for a Better Tomorrow Siemens stands as a paragon of innovation, relentlessly advancing the world through electrification, digitalization, and automation. The company's mission to transform the cities we live in, the places we work, the energy powering our homes, and the production of our favorite products, embodies the essence of creating societal value. By innovating for a world that's smarter, more efficient, and sustainable, Siemens not only aligns with the aspirations of the purpose-driven workforce but also leads by example in shaping a better future.

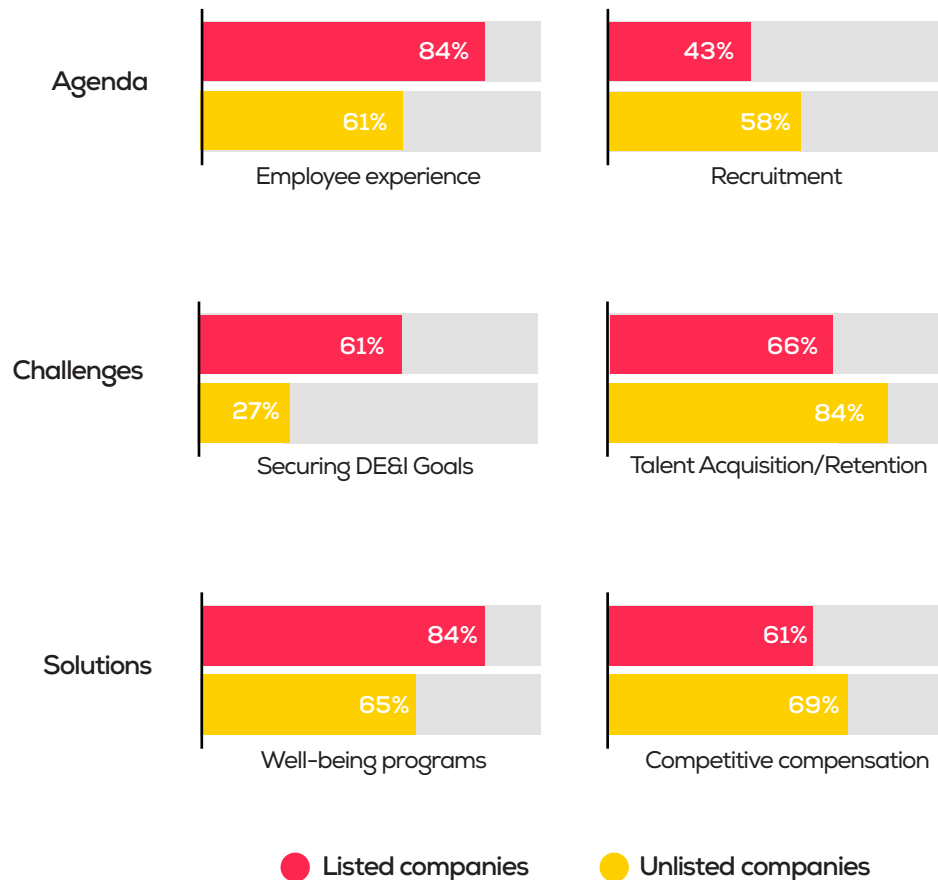
Driving Social Impact Through Innovation Siemens' commitment to reducing urban traffic congestion by 20% through the smart use of real-time traffic data, creating offices with 3D printing technology, developing software that communicates with turbines in the middle of the ocean, and assisting NASA with the Curiosity rover's safe landing on Mars, showcases the tangible impacts of its work on society.

Inspiring Engagement Through Purposeful Work The opportunity to work on groundbreaking technologies or to protect innovations through engineering practices offers Siemens' employees a sense of purpose that transcends the conventional job experience.

Unlimited Opportunities for Meaningful Contributions Siemens presents a myriad of opportunities for individuals seeking challenging and impactful roles. Whether it's making sustainable energy more affordable or building smart infrastructure that transforms cities, the company offers limitless possibilities for its employees to contribute to meaningful projects. This ethos of empowering employees to choose their path of impact resonates deeply with our findings, highlighting the importance of purpose in achieving high engagement and fulfillment at work.

In a time when millennials and beyond crave meaningful careers over mere financial gain, Siemens stands out by crafting technologies that propel society forward. This approach not only attracts those driven to impact change but also nurtures a culture of innovation.

Blueprint of Happy Workplaces



In the wake of the pandemic, the corporate world finds itself at a crossroads, navigating through a transformed landscape that challenges traditional paradigms of work and workforce management. This era of change has been marked by a swift shift to remote working, a proliferation of job alternatives, and an increased sense of isolation among employees. These shifts have not only introduced a new set of psychological strains but have also spurred a reconsideration of career paths, significantly elevating turnover rates across industries.

Survey sent to Senior HR Executives revealed that HPW Listed companies and HPW Unlisted companies have responded so diversely to these unprecedented changes that they can be classified into distinct groups. This classification sheds light on the varied approaches companies are taking to navigate the complexities of the post-pandemic environment, revealing deeper insights into their operational agendas, the unique challenges they face, and the solutions they devise.

HPW Listed companies stand out due to their proactive focus on leadership development and enhancing employee experience. Strong leadership unlocks the full potential of the workforce, ensuring employees are engaged, motivated, and aligned with the organization's goals, while a positive employee experience lays the foundation for this alignment and sustains it long-term.

On the flip side, companies overlooking employee experience have found themselves entrenched in a perpetual cycle of recruitment, continually striving to fill the void left by increasing employee turnover. These companies also grapple with significant employee engagement challenges. Low engagement levels not only hinder overall performance but also exacerbate staffing issues, as disengaged employees are less productive and more likely to leave. This reactive approach underscores a preference for short-term fixes over strategies that promote long-term employee engagement and retention.

Interestingly, even among HPW Listed companies, Diversity, Equity, & Inclusion (DE&I) initiatives often receive less priority than one might expect, suggesting a need for a broader reevaluation of how these efforts are

measured and implemented. There is a crucial need to systematically enhance these initiatives beyond the limitations of quota systems, which risk fostering superficial inclusion rather than true integration. A comprehensive strategy should include embedding DE&I throughout all organizational processes—from recruitment and hiring to promotions, team dynamics, and leadership development. This ensures that DE&I is not merely an isolated program but a fundamental aspect of the corporate culture, driving genuine inclusivity and leveraging diversity for enhanced organizational performance.

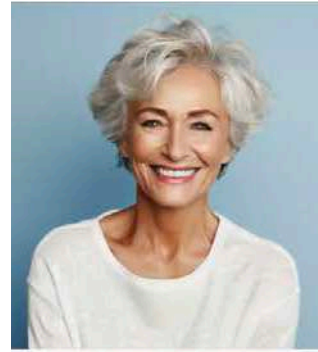
While both groups of companies continue to face challenges in Employee Engagement, Talent Acquisition, and Retention, HPW Listed companies have introduced a suite of solutions to navigate these challenges. These solutions include expansive professional development opportunities, flexible work schedules, comprehensive well-being and wellness programs, and a vibrant calendar of social activities and events. Such initiatives are adopted by over 80% of HPW Listed companies, underscoring their commitment to creating a supportive and engaging work environment. In contrast, HPW Unlisted companies predominantly rely on competitive compensation strategies to address workforce challenges, indicating a more traditional approach to talent management.

Moreover, HPW Unlisted companies demonstrate a notable variability in their strategic responses based on regional agendas, reflecting the diverse economic, cultural, and regulatory landscapes they operate within. Conversely, HPW Listed companies exhibit a remarkable consistency in their strategies, transcending geographical and situational differences to uphold a unified approach towards post-pandemic workforce management.

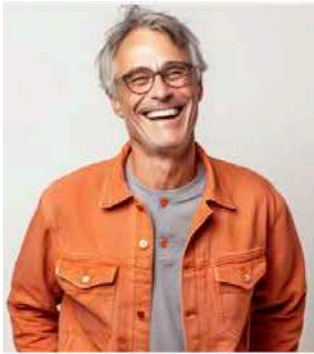
This dichotomy between HPW Listed and Unlisted companies offers critical insights into the evolving dynamics of the workplace in the post-pandemic era. It highlights the significance of adopting forward-thinking strategies that not only address immediate challenges but also pave the way for long-term resilience and growth. As companies continue to adapt to this new reality, the lessons drawn from these divergent approaches will undoubtedly shape the future of work, emphasizing the need for empathy, inclusivity, and adaptability in redefining the employee experience.

Charting the course through uncharted waters requires more than strategy; it demands an unwavering dedication to the principles of empathy, inclusivity, and adaptability. As architects of the future workplace, our greatest endeavor lies in creating spaces that are not merely productive, but profoundly human.

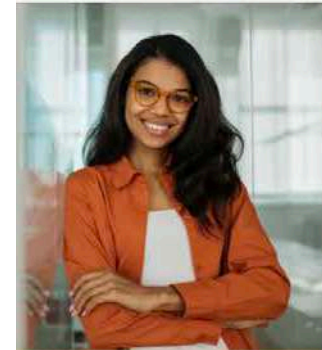
WHO



Happy Workplaces® excels in making workplaces happier and boosting employee engagement, utilizing over ten years of experience and innovative neuroscience-based practices. We work with forward-thinking companies to redefine employee well-being, engaging employees as co-creators of their workplace environment. Integral to our approach is the Happiness Certification we offer, empowering clients to showcase their commitment to a positive work environment.



WE



ARE

**Our mission is to elevate
employee happiness to the
top of the corporate
agenda.**

We spotlight Happy Workplaces by certifying them, illustrating how they excel from employee engagement to financial performance, and providing blueprint of exemplary practices.

ABOUT US

At Happy Workplaces, we specialize in transforming company cultures to enhance workplace happiness and boost employee engagement. With over a decade of experience, our innovative approach incorporates neuroscience-based practices, reshaping the landscape for employee well-being and organizational success. We set industry benchmarks by creating environments where employees not only excel but are also deeply engaged in the fabric of their workplace.

Our team of experts collaborates with a wide spectrum of forward-thinking companies, redefining what it means to work in a nurturing and productive environment. We engage employees as integral co-creators of their workspaces, empowering them to actively shape a culture that fosters happiness, engagement, and retention of top-tier talent.

Our proven methodologies not only prioritize the well-being of employees but also align it with strategic business objectives, ensuring that our clients achieve both exemplary employee happiness and outstanding business results.

WHAT SETS US APART

- We identify your employer brand not with generic terms like best, top, great, or excellent, but with happiness, the ultimate goal for everyone.
- Our measurement tool is grounded in the latest neuroscience research, moving beyond outdated questionnaires from over 30 years ago that no longer reflect the realities of today's business environment.
- We deliver a comprehensive analysis through an interactive online report, complemented by a detailed presentation designed to meet the expectations of senior management.
- We maintain continuous engagement and preserve a human touch throughout our interactions.

In a nutshell, we are up-to-date.

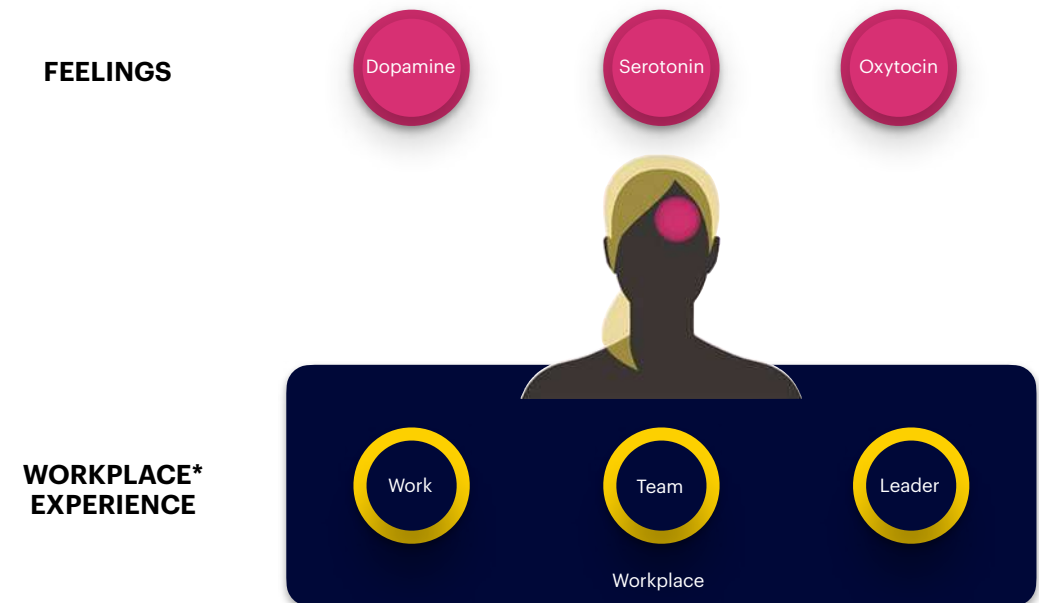
OUR MODEL

Our neuroscience-based model reveals that employee happiness is rooted in the workplace experience—specifically their interactions with work, team, leaders, and the workplace environment. These interactions create feelings of success, pride, and trust, which are crucial for happiness.

Success is linked to dopamine and is felt when employees fully utilize their potential in meaningful work, see the results of their efforts, and are provided with conditions for continuous improvement.

Pride is associated with serotonin and arises when accomplishments are recognized and appreciated by leaders, and celebrated by coworkers.

Trust is associated with oxytocin and stems from the personalized attention leaders show their employees, alongside strong colleague relationships, a cooperative environment, and a reputable brand, enhancing a sense of security and belonging.



**Workplace refers to any location or setting where work is performed.*

OUR CERTIFICATION PROCESS



01 APPLICATION

To submit your official application and obtain detailed information, please contact us through our website in your country. We would be delighted to assist you.

02 SURVEY

For certification, we administer a 14-question Well-being Index to either all of your employees or a selected sample. However, for more comprehensive results, you have the option to use our 32-question survey or to add additional questions to the survey.

03 HR-CHECK

We gather information on your Human Resources practices that support and demonstrate the sustainability of employee happiness, using a checklist that will be sent to you.

04 CERTIFICATION

Companies scoring above 70 on the Survey and HR-Check earn the right to use the Happy Workplaces certification for one year. Additionally, they become candidates for the Happiest Workplaces Around the Globe list.

CERTIFICATE



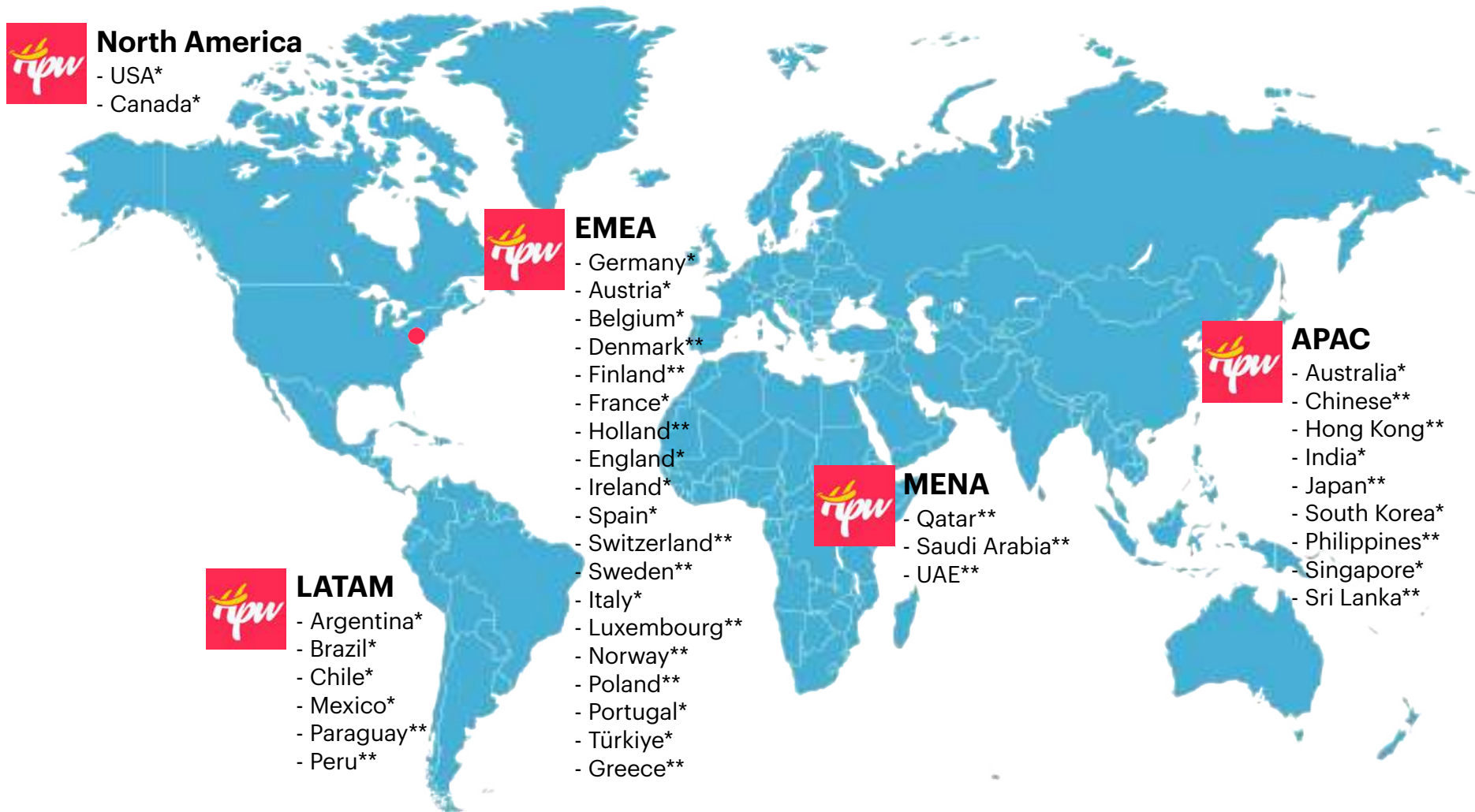
EXCELLENCE EMBLEM



SPECIAL CERTIFICATES



OUR GLOBAL NETWORK



* Countries where the The Happiest Workplaces List published in 2024.

** Countries whose restructuring process continues.

Appendix

HAPPIEST WORKPLACES AROUND THE GLOBE - 2024

Due to space constraints arising from the format of the industry list, companies identified as the happiest workplaces in more than three countries could not have all their countries listed. Instead, the number of countries is noted as '+5 countries'. To address this shortfall, a complete list of all companies and the countries where they have been selected as the happiest workplaces is provided alphabetically in the appendix section.

HAPPIEST WORKPLACES AROUND THE GLOBE - 2024

COMPANY	SECTOR	COUNTRY
3M	Chemical and Material Sciences	Poland, Singapore, Mexico
AAR Corp.	Aircraft Maintenance	USA
AB InBev	Alcoholic Beverages	Belgium, Argentina, Nigeria
Abbott	Medical Devices	UK, Chile
AbbVie	Biopharmaceuticals	Germany, Netherlands, Italy, Portugal, Ireland, Australia, France, USA
Accenture	Management Consulting	Argentina, Mexico, Singapore, Spain, Canada, Italy, UK, Ireland, USA, Poland
Acciona	Renewable Energy	Chile, Spain
AccorHotels	Hotels and Resorts	France
Ace Hardware	Home Improvement	USA
Adel	Office Supplies	Türkiye
Adidas	Sporting Goods	Germany
Admiral Group	Property and Casualty Insurance	UK
Adobe	Application Software	Germany, Singapore, UK, Ireland, Australia, USA
ADP	HR Services	Spain, Italy, Canada, France, USA
Ageas	General Insurance	Belgium
AGL Energy	Energy Utilities	Australia
Air France	Airline	France
Airbnb	Travel & Tourism	USA, Ireland
Airbus	Aerospace and Defense	Germany, Mexico, Netherlands, Singapore, Spain, Portugal, India, Poland
Akamai Technologies	Cybersecurity	Poland, India
AkzoNobel	Paint and Coatings	Netherlands, France
Alain Afflelou	Eyewear and Optics	Spain
AlbarakaTech Global	Financial Software	Türkiye
Alcoa	Aluminum Production	USA
ALDI	Supermarkets Chain	USA
Allianz	General Insurance	Italy, Poland, USA, Germany
Alphabet	Social Media	Mexico, Netherlands, Singapore, UK, Australia
Altria Group Inc.	Tobacco	USA
Amazon	E-commerce	Mexico, Netherlands, Singapore, Spain, Italy, Canada, UK, France, Australia, India, USA, Poland
American Express	Credit Cards	Mexico, Netherlands, Spain, Italy, Canada, UK, USA
Amgen	Biopharmaceuticals	Spain, Mexico
Amtrak	Railway	USA
Anglo American	Mining	UK, Chile

COMPANY	SECTOR	COUNTRY
Aptiv	Automotive Technologies	Poland, Ireland
Arkema	Chemical and Material Sciences	France
Arla Foods	Dairy	Denmark
Artsana Chicco	Kid's Clothing	Türkiye
AstraZeneca	Pharmaceuticals	Poland
AT&T	Cable Television & Internet Services	Canada, Mexico
Atasun Optik	Eyewear and Optics	Türkiye
Atlassian	Custom Software	Netherlands, Australia, India
Aura Holohan Group	Cybersecurity	Ireland
Auto Trader	Vehicle Dealerships and Sales	UK
Autodesk	Application Software	Canada
Aviva	General Insurance	Canada, UK
AWO	Non-Profit	Germany
AXA	General Insurance	France, Singapore, Ireland
Axiome Associés	Accounting & Audit Services	France
Aytemiz	Energy Utilities	Türkiye
BAE Systems	Aerospace and Defense	UK
Bank of America	Banking	Ireland
Barclays	Banking	UK
BASF	Chemical and Material Sciences	Canada, Germany
BAT	Tobacco	Italy, Argentina, Chile, Nigeria
Baxter	Medical Devices	Italy, Australia
BAYER	Pharmaceuticals	Belgium, Germany
BBVA	Banking	Spain
BC Hydro	Energy Utilities	Canada
Bergische Universität Wuppertal	Higher Education	Germany
Bertelsmann	Publishing	Germany
Best Buy	Consumer Electronics Retail	USA, Canada
Bestseller	Fashion and Apparel	Denmark
Biogen	Biopharmaceuticals	Finland, Poland
Bitburger	Alcoholic Beverages	Germany
BNP Paribas	Banking	France, Portugal, Mexico
Boehringer Ingelheim	Pharmaceuticals	Argentina, Mexico, Netherlands, Singapore, Chile, South Korea, India
Bon Secours Health System	Hospital Network	Ireland
Boston Scientific	Medical Devices	France, USA
Bouygues	Conglomerate	France

COMPANY	SECTOR	COUNTRY
Bouygues Telecom Services	Telecommunications	Portugal
Boyner	Department Store	Türkiye
BP	Energy	UK, Germany
Bridgestone	Tires and Mobility Solutions	Belgium, Spain, India
BT Communications Ireland	Telecommunications	Ireland
Bupa	Health Insurance	UK, Spain
Bureau Veritas	Certification & Inspection Services	France
Calzedonia	Fashion and Apparel	Italy
Canadian National Railway	Railway	Canada
Canon	Imaging and Optical Products	Denmark, Spain, Canada, UK, Poland
Cappgemini	IT Consulting and Services	France, USA, Poland
Capital One	Banking	USA
Cardinal Health	Medical Distribution	USA, Mexico
Cargill	Agricultural Production	Belgium, Argentina, USA
Carlsberg	Alcoholic Beverages	Poland, Denmark
CarMax	Vehicle Dealerships and Sales	USA
Carsales	Vehicle Dealerships and Sales	Australia
Caruna	Energy Utilities	Finland
CBRE GmbH	Real Estate Brokerage	Germany
CCC	Footwear	Poland
CEMEX	Cement	USA
Cepsa	Oil and Gas	Spain
Certsure	Certification & Inspection Services	UK
CGI	IT Consulting and Services	Canada
Chanel	Luxury and Designer Apparel	UK
Chevron	Energy	USA
Çimentoaş	Cement	Türkiye
Cimri	Reference Websites	Türkiye
Çimsa	Building Materials	Türkiye
Cisco	Networking Equipment	Germany, Mexico, Netherlands, Singapore, Spain, Italy, Canada, UK, Portugal, South Korea, Ireland, India, Australia, USA, France, Poland
Citi	Banking	Argentina
Coca-Cola	Food and Beverage	UK, Singapore
Colgate-Palmolive	Personal and Home Care	USA, Poland, Mexico

COMPANY	SECTOR	COUNTRY
Coloplast	Medical Devices	Denmark
Comcast	Cable Television & Internet Services	USA, Australia
Commonwealth Bank	Banking	Australia
ConocoPhillips	Oil and Gas	USA
Consorcio ARA	Real Estate Brokerage	Mexico
Continental	Tires and Mobility Solutions	Germany
Core Marketing	Advertising and Marketing	Ireland
Corus Entertainment	Entertainment and Media	Canada
Costco	Wholesale Club	USA, Canada, Mexico
Cotemar	Oil and Gas	Mexico
COWI	Engineering	Denmark
Cyberdian	Cybersecurity	France
D'leteren	Automotive	Belgium
D'S Damat	Men's Clothing	Türkiye
Dachser	Transportation and Logistics	Germany
Dagmar	Advertising and Marketing	Finland
Damat Tween	Men's Clothing	Türkiye
Dana	Automotive Technologies	Belgium, Netherlands, Italy, India, USA
Danone	Dairy	France, Germany, Spain, Mexico
Danske Bank	Banking	Denmark
DBS Bank	Banking	Singapore, South Korea
Decathlon	Sporting Goods	France
Definity	Property and Casualty Insurance	Canada
Deichmann	Footwear	Germany
Dell	Computer Hardware	Germany, Mexico, Ireland, Australia, France
Deloitte	Accounting & Audit Services	Mexico, Netherlands, Denmark, Canada, UK, Ireland, Australia, India, Portugal
Delta Air Lines	Airline	USA
Denizli Chamber Industry	Industrial Chambers	Türkiye
Dentons Canada LLP	Legal Services	Canada
Deutsche Bahn	Railway	Germany
Deutsche Bank	Banking	Germany
Deutsche Telekom	Telecommunications	Germany
Deutsche Vermögensberatung	Wealth Management	Germany
DHL	Courier and Parcel Delivery	Germany, Netherlands, Spain, Canada, UK, South Korea, Poland, Nigeria, Denmark, Argentina, Finland, Ireland, Australia, France, Mexico, Singapore, Italy, Portugal, India
Diageo	Alcoholic Beverages	UK

COMPANY	SECTOR	COUNTRY
Dirk Rossmann GmbH	Cosmetics and Beauty Retail	Germany
DIS AG	Staffing and Recruitment	Germany
Dittmar & Indrenius	Legal Services	Finland
Divan	Hotels and Resorts	Türkiye
Doğanlar Furniture Group	Furniture and Home Products	Türkiye
Domino's Pizza	Fast Food Chain	Netherlands
DooH it	Advertising and Marketing	France
Dow	Chemical and Material Sciences	USA, Argentina, India
E.Leclerc	Supermarkets Chain	France
E.ON	Energy Utilities	Germany
eBay	E-commerce	Ireland, Germany
ECCO	Footwear	Denmark
Ecolab	Hygiene and Cleaning Products	USA, Poland
Edenred	Corporate Expense Solutions	France
EDF	Energy Utilities	France
EDP	Renewable Energy	Poland, Italy, Portugal
Electrolux	Home Appliances	Italy, Spain
Electronic Arts (EA)	Gaming Software	USA
Elisa	Telecommunications	Finland
Elsevier	Publishing	USA
Enbridge	Oil and Gas	Canada
Enel	Energy Utilities	Italy
Enterprise Holdings	Car Rental Services	USA
Essity	Hygiene and Cleaning Products	Germany
Estee Lauder	Cosmetic and Skincare	USA
ETAS GmbH	Automotive Technologies	Germany
Eti Krom	Mining	Türkiye
Expedia	Travel & Tourism	UK, India
EY	Accounting & Audit Services	Belgium, Argentina, Spain, Italy, Poland, Nigeria
FedEx	Courier and Parcel Delivery	USA
Ferrari	Automotive	Italy
Ferrero	Bakery and Confectionery	Italy, Poland
Ferring Pharmaceuticals	Biopharmaceuticals	Denmark
Fidelity	Investment Management	USA, UK, Ireland, Canada

COMPANY	SECTOR	COUNTRY
Fiserv	Financial Software	Argentina, Ireland
Flughafen München	Airport Operations	Germany
FM Logistic	Transportation and Logistics	France
Foot Locker	Footwear	Netherlands, USA, Canada
FuelPositive	Renewable Energy	Canada
Fujitsu	Information Systems	Germany, Netherlands, Spain, UK, Portugal
G4S	Facilities Management	USA
GCM Yatırım	Investment Management	Türkiye
GE	Conglomerate	USA
General Mills	Food Processing	USA
General Motors	Automotive	USA
Generali	General Insurance	Italy, Poland
Globant	Custom Software	USA, Argentina, Chile, Mexico
Google	Software	France, Ireland, Mexico
Grab	Mobility and Digital Services	Singapore
GrandVision	Eyewear and Optics	Netherlands
Gratis	Cosmetics and Beauty Retail	Türkiye
Green Motion	Car Rental Services	UK
Groupe Dynamite	Fashion and Apparel	Canada
GroupM	Advertising and Marketing	Italy, Germany
Grupo Aeroméxico	Airline	Mexico
Grupo Bimbo	Food Processing	Mexico
Grupo MASMOVIL	Telecommunications	Spain
Grupo México	Mining	Mexico
GSK	Pharmaceuticals	UK, Portugal
Hamilton Health Sciences	Hospital Network	Canada
Harley-Davidson	Motorcycle Manufacturing	USA
Hasbro	Toys and Entertainment Products	USA
Hatch Ltd.	Engineering	Canada
HCL Tech	IT Consulting and Services	Finland, Italy, Singapore, Mexico
HDFC Bank	Banking	India
Heathrow Airport	Airport Operations	UK
Heidelberg Materials	Cement	Germany
Heineken	Alcoholic Beverages	Netherlands, France, Spain

COMPANY	SECTOR	COUNTRY
Henkel	Personal and Home Care	Germany
Hermès	Luxury and Designer Apparel	France
Hermes Arzneimittel GmbH	Generic Pharmaceuticals	Germany
Hilti	Tools and Equipment Manufacturing	Finland, Netherlands, Portugal, Poland, Türkiye
Hilton	Hotels and Resorts	Argentina, Germany, Mexico, Netherlands, Singapore, Spain, Italy, Canada, Portugal, Australia, India, Ireland, Poland
Hitachi	Conglomerate	Poland
Hitit	Custom Software	Türkiye
Hochtief	Construction	Germany
Hoivatilat Oyj	Real Estate Brokerage	Finland
Home Depot	Home Improvement	Canada
Hopi	Shopping Benefit Platforms	Türkiye
Hovione	Generic Pharmaceuticals	Portugal
HP	Computer Hardware	Singapore, Spain, Canada, South Korea, India, USA, Poland
Huawei	Consumer Electronics	Belgium, Finland, Spain, Italy, Portugal, Poland, Nigeria
Hugo Boss	Fashion and Apparel	Germany
Humana	Health Insurance	USA
Hunkemöller Denmark	Underwear and Lingerie	Denmark
Hyundai Auto Canada	Vehicle Dealerships and Sales	Canada
Hyundai Motor Group	Automotive	South Korea
IBM	Information Systems	Mexico, Canada, Ireland, Australia, France, USA, Poland
Ibotta	Shopping Benefit Platforms	USA
IKEA	Furniture and Home Products	Germany, Mexico, Netherlands, Singapore, Canada, Ireland, Australia, USA, Poland
Imperial Tobacco Canada	Tobacco	Canada
Inditex	Fashion and Apparel	Spain
Indra	IT Consulting and Services	Spain
Infineon Technologies	Semiconductors	Germany
Infosys	IT Consulting and Services	UK, India
ING	Banking	Netherlands
Intel	Semiconductors	Mexico, Singapore, Ireland, USA, Poland
International Paper	Paper and Packaging	USA
Interpublic Group	Advertising and Marketing	USA
Interswitch Group	Electronic Money	Nigeria
Intuit	Financial Software	USA, UK, Australia, Canada
ipekyol	Women's Clothing	Türkiye
Ipsos	Market Research & Consulting	France

COMPANY	SECTOR	COUNTRY
İşNet	Internet Service Provider	Türkiye
J.B. Hunt	Transportation and Logistics	USA
Jacobs Engineering	Engineering	USA, UK, Ireland, Singapore
Jazz Aviation	Airline	Canada
Jerónimo Martins	Supermarkets Chain	Portugal
JOEY Restaurant Group	Restaurant Chain	Canada
John Paul Construction	Construction	Ireland
Johns Hopkins University	Higher Education	USA
Johnson & Johnson	Pharmaceuticals	Canada
JT International	Tobacco	Germany, Netherlands, Denmark, Singapore, Spain, Portugal, Ireland, South Korea, Poland
Karitane	Non-Profit	Australia
KBC	Banking	Belgium
Keller Williams	Real Estate Brokerage	USA
Kellogg's	Snacks	Mexico, Singapore, Ireland, Australia, India, USA
Keppel	Conglomerate	Singapore
KFC	Fast Food Chain	Türkiye
Kiabi	Fashion and Apparel	France, Portugal
Kiewit	Construction	Canada
Kimberly-Clark	Sanitary Paper Products	USA
Kimpur	Chemical and Material Sciences	Türkiye
Kingfisher	Home Improvement	UK
KONE	Elevators and Escalators	Finland, Belgium
Konica Minolta	Imaging and Optical Products	Italy
KPMG	Accounting & Audit Services	USA, Germany
Kraft Heinz	Dairy	USA
L'Occitane en Provence	Natural Cosmetics	USA, UK
L'Oréal	Cosmetic and Skincare	Germany, Mexico, Spain, Canada, France
Labatt Breweries of Canada	Alcoholic Beverages	Canada
Lafarge Canada Inc.	Building Materials	Canada
LähiTapiola	General Insurance	Finland
LATAM Airlines Group	Airline	Chile
Laya Healthcare	Health Insurance	Ireland

COMPANY	SECTOR	COUNTRY
Lego	Toys and Entertainment Products	Denmark
Leonardo	Aerospace and Defense	Italy
Leroy Merlin	Home Improvement	Portugal, Spain
Liberty IT	Custom Software	Ireland
Lidl	Supermarkets Chain	Belgium, Germany, Finland, Italy, Ireland, Poland
Lila Kağıt	Sanitary Paper Products	Türkiye
LinkedIn	Social Media	Canada, Ireland
Linklaters	Legal Services	UK
Lion	Alcoholic Beverages	Australia
LNER (London North Eastern Railway)	Railway	UK
Loblaw Companies Ltd.	Supermarkets Chain	Canada
Lotus Bakeries	Food Processing	Belgium
Lufthansa	Airline	Poland, Germany
Lush	Natural Cosmetics	UK
Luther Rechtsanwaltsgesellschaft	Legal Services	Germany
Macquarie	Investment Banking	Australia
Madame Coco	Home Decor and Textiles	Türkiye
Maersk	Transportation and Logistics	Denmark, Singapore, South Korea
Magna International	Auto Parts Manufacturing	Canada, Germany, Türkiye
MaibornWolff GmbH	Custom Software	Germany
Mantel Group	IT Consulting and Services	Australia
Manulife	Life and Annuity Insurance	Canada
Mapfre	General Insurance	Spain, Mexico
Marks & Spencer	Fashion and Apparel	UK
Marriott International	Hotels and Resorts	USA
Mars	Bakery and Confectionery	Germany, Mexico, UK, South Korea, USA
Mastercard	Credit Cards	Belgium, Singapore, Ireland, Australia, India
Mayo Clinic	Hospital Network	USA
McDonald's	Fast Food Chain	Poland, Singapore, Ireland, Spain
McKinsey & Company	Management Consulting	Netherlands
Media Markt	Consumer Electronics Retail	Poland
Medical Point	Hospital Network	Türkiye

COMPANY	SECTOR	COUNTRY
Medtronic	Medical Devices	Belgium, Mexico, Netherlands, Singapore, Ireland, South Korea
Mercado Libre	E-commerce	Argentina, Chile
Mercadona	Supermarkets Chain	Spain
Messe Frankfurt	Trade Fair & Event Management	Germany
Meta	Social Media	USA
MetLife	Life and Annuity Insurance	Argentina, Mexico, Chile, Italy, Australia, USA
Metro	Hypermarkets	Türkiye
Michelin	Tires and Mobility Solutions	Mexico, Canada, France, USA, Poland
Microsoft	Software	Germany, Singapore, Canada, Australia, USA, Poland
Miele	Home Appliances	Germany, Türkiye
Migros	Supermarkets Chain	Türkiye
Molson Coors	Alcoholic Beverages	USA
Mondi Group	Paper and Packaging	UK
Morgan Sindall	Construction	UK
Morgan Stanley	Investment Banking	USA, UK, Canada, India
MSD	Pharmaceuticals	Italy, Australia
Multinet Up	Corporate Expense Solutions	Türkiye
National Grid	Energy Utilities	UK
Natisis	Investment Banking	France, Portugal
Naturgy	Energy Utilities	Spain
Nemak	Auto Parts Manufacturing	Mexico
Nestlé	Food and Beverage	Argentina, Nigeria, Germany
Netflix	Entertainment and Media	Netherlands, USA
Nexi	Electronic Money	Italy
Nexialog	Management Consulting	France
Nexity	Real Estate Brokerage	France
Nielsen	Market Research & Consulting	Poland, UK
Nike	Sporting Goods	Netherlands, Singapore, Canada, USA, Poland
Nokia	Networking Equipment	Finland
Nordea Bank	Banking	Finland
Northern Trust	Wealth Management	USA
Northrop Grumman	Aerospace and Defense	USA
Novo Nordisk	Pharmaceuticals	Denmark
NTT Data	IT Consulting and Services	Portugal, Chile, Germany
Nuh Çimento	Cement	Türkiye

COMPANY	SECTOR	COUNTRY
Nutrien	Agricultural Production	Canada
NVIDIA	Semiconductors	Canada, India
OBI	Home Improvement	Poland, Italy, Germany
Oliver Wyman	Management Consulting	Australia, Germany
Olympus	Medical Devices	Portugal, Germany
Opportune Global	Advertising and Marketing	Türkiye
Orange	Telecommunications	France, Poland
Orifarm	Generic Pharmaceuticals	Denmark
Orka Holding	Conglomerate	Türkiye
Ørsted	Renewable Energy	Denmark
Otis	Elevators and Escalators	Germany, Singapore, Spain, USA, France
Owens Corning	Building Materials	USA
Özerden	Paper and Packaging	Türkiye
PayPal	Electronic Money	USA, Ireland
Penti	Underwear and Lingerie	Türkiye
PepsiCo	Food and Beverage	Belgium, Mexico, Netherlands, Chile, Spain, Italy, Canada, Portugal, Australia, India, Ireland, France, USA, Poland
Pfizer	Pharmaceuticals	Türkiye
Pharmascience	Generic Pharmaceuticals	Canada
Philip Morris	Tobacco	Belgium, France, Mexico
Philips	Consumer Electronics	Netherlands
Phoenix Contact	Automation Solutions	Poland
PKO Bank Polski	Banking	Poland
Prada	Luxury and Designer Apparel	Italy
Premium Restaurant Brands	Restaurant Chain	Mexico
PriceGrabber	Reference Websites	USA
Primark	Fashion and Apparel	Poland, Ireland
Procter & Gamble	FMCG	Belgium, Germany, Mexico, Singapore, Spain, Canada, Italy, USA, Poland
Progressive	Property and Casualty Insurance	USA
Proximus	Telecommunications	Belgium
PUMA	Sporting Goods	Argentina, Mexico, Chile, Spain, Italy, South Korea, Australia, India
Radisson	Hotels and Resorts	Belgium

COMPANY	SECTOR	COUNTRY
RAG	Mining	Germany
Ralph Lauren	Fashion and Apparel	USA
Reckitt	Hygiene and Cleaning Products	Mexico, Netherlands, Spain, Italy, Canada, UK
Reliance Industries	Conglomerate	India
Renault	Automotive	France
Riot Games	Gaming Software	Ireland
Robert Half	Staffing and Recruitment	Belgium, France, USA, Canada
Roche	Biopharmaceuticals	Singapore
RocketMill	Advertising and Marketing	UK
S&P Global	Credit Rating	USA, India
Saatva	Bed and Bedding Sets	USA
Sacyr	Construction	Spain
sahibinden.com	E-commerce	Türkiye
Saint-Gobain	Building Materials	Belgium, Argentina, Mexico, Finland, Netherlands, Denmark, Singapore, Chile, Italy, South Korea, Portugal, Ireland, India, Australia, France, Poland
Salesforce	Enterprise Software	Belgium, Netherlands, Singapore, UK, South Korea, Ireland, India, Portugal, USA
Salling Group	Supermarkets Chain	Denmark
Samsung Group	Conglomerate	Canada, South Korea
Sanofi	Pharmaceuticals	France
SAP	Enterprise Software	Argentina, Germany, Mexico, Spain, Canada, Italy, Australia, France, Poland
Sapphire	Cybersecurity	UK
Savonia-ammattikorkeakoulu	Higher Education	Finland
Scania Chile	Automotive	Chile
Schindler Liften BV	Elevators and Escalators	Netherlands
Schneider Electric	Automation Solutions	Germany, Mexico, Denmark, Spain, Canada, USA, India, France
Scotiabank	Banking	Canada, Chile
Sephora	Cosmetics and Beauty Retail	USA
ServiceNow	Cloud Computing	Germany, Netherlands, Singapore, UK, Ireland, Australia, India
Sestek	Custom Software	Türkiye
Seven Resourcing	Staffing and Recruitment	UK
SGS Ténos	Certification & Inspection Services	Spain
Shell	Energy	Netherlands, Singapore, Canada, Poland, Nigeria

COMPANY	SECTOR	COUNTRY
Sherwin-Williams	Paint and Coatings	USA
Siemens	Conglomerate	Germany, Mexico, Denmark, Spain, Italy, Portugal, Ireland, Türkiye
Siemens	Conglomerate	Türkiye
SimCorp	Financial Software	Denmark
Sky	Entertainment and Media	UK, Ireland, Mexico
SNCF	Railway	France
Sodexo	Food Distribution and Catering	Spain, Canada, France, USA, Poland
Solvay	Chemical and Material Sciences	Belgium, Portugal
Soprole	Food Processing	Chile
Southern Company	Energy Utilities	USA
Spar	Supermarkets Chain	Netherlands
Spiegel Institut	Market Research & Consulting	Germany
Stanley Black & Decker	Tools and Equipment Manufacturing	Canada, USA, Mexico
Staples	Office Supplies	USA
Starbucks	Coffeehouse Chain	USA, Singapore, Ireland, Canada
Stellantis	Automotive	Netherlands
STIHL	Tools and Equipment Manufacturing	Germany
Storch-Ciret Holding GmbH	Paint and Coatings	Germany
Stryker	Medical Devices	Poland, Spain, Canada, India
Suez	Environmental Services	France
Sunrun	Renewable Energy	USA
Suomen Aurinkotekniikka Oy	Renewable Energy	Finland
Swiss Life	Life and Annuity Insurance	France, Germany
Takeda	Pharmaceuticals	Ireland, Spain
Target	Hypermarkets	USA
Tata Consultancy Services	IT Consulting and Services	Denmark, Belgium, Netherlands, Argentina
Techniker Krankenkasse	Health Insurance	Germany
TEI TUSAŞ Engine Industries Inc.	Aerospace and Defense	Türkiye
Telecom Argentina	Telecommunications	Argentina
Telefónica	Telecommunications	Chile
Teleperformance	Customer Engagement	Argentina, Germany, Mexico, Spain, Italy, Portugal, USA, India, France, Poland
Telstra	Telecommunications	Australia
TELUS	Telecommunications	Canada
Tenable	Cybersecurity	USA
Tesco	Supermarkets Chain	UK

COMPANY	SECTOR	COUNTRY
Texas Roadhouse	Restaurant Chain	USA
Thales	Aerospace and Defense	France
The Lorenz Bahlsen Snack-World GmbH & Co KG Germany	Snacks	Germany
Total Energies	Energy	Belgium
TotalEnergies	Energy	France
Toyota	Automotive	Canada, Türkiye, Singapore, Spain
TUI	Travel & Tourism	Poland, Germany
Türk Tuborg	Alcoholic Beverages	Türkiye
Turkish Airlines	Airline	Türkiye
Turner Construction	Construction	USA
TÜV Nord	Certification & Inspection Services	Germany
Uber	Mobility and Digital Services	Netherlands
Ubisoft	Gaming Software	Canada
ÜLKER	Snacks	Türkiye
UniCredit	Banking	Italy
Unilever	FMCG	Netherlands, Chile, UK, Ireland, France, Nigeria
Union Investment	Investment Management	Germany
Universidad Andrés Bello	Higher Education	Chile
Universidad Autónoma de Guadalajara	Higher Education	Mexico
University of Toronto	Higher Education	Canada
UPS	Courier and Parcel Delivery	Belgium
UPT	Electronic Money	Türkiye
Valeo	Auto Parts Manufacturing	France
Vattenfall	Energy Utilities	Denmark
Verizon	Telecommunications	USA, India
Version 1	IT Consulting and Services	Ireland
Victoria's Secret & Co.	Underwear and Lingerie	USA
Virgin Media O2	Cable Television & Internet Services	UK

COMPANY	SECTOR	COUNTRY
Vodafone	Telecommunications	UK
Volksbank Mittelhessen	Retail Banking	Germany
Volkswagen Group	Automotive	Argentina, Germany, Mexico, Ireland, Poland
Voodoo	Gaming Software	France
VSPT Wine Group	Alcoholic Beverages	Chile
Walmart	Hypermarkets	Canada, Chile, Mexico
Waste Management	Environmental Services	USA, Canada
Watsons	Cosmetics and Beauty Retail	Singapore
Whirlpool	Home Appliances	Poland, France, USA
Whitbread	Hotels and Resorts	UK
Wind Tre	Telecommunications	Italy
Wise	Electronic Money	UK
Woodie's	Home Improvement	Ireland
Worldline	Electronic Money	Belgium, Netherlands, Singapore, Spain, France, India, Poland
Yatsan	Bed and Bedding Sets	Türkiye
Yit	Construction	Finland
Yıldırım Energy	Energy Utilities	Türkiye
Yılport Solventaş	Port Operations	Türkiye
YMCA	Non-Profit	Canada, USA
Yum! Brands	Fast Food Chain	USA
Yves Saint Laurent Australia	Cosmetic and Skincare	Australia
Zeiss	Imaging and Optical Products	Germany



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