



World's Best Workplaces™ 2020

Rising to Historic Challenges

The story of 2020 is one of historic challenges.

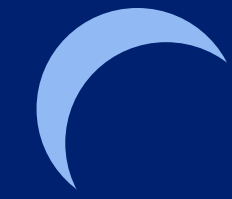
The novel coronavirus arose. Economic shutdowns aiming to “flatten the curve” triggered a recession on the scale of the Great Depression. And in the midst of these challenges, the brutal murder of George Floyd ignited a racial reckoning that began in the U.S., and sparked sympathetic protests across the globe.

These historic challenges touched nearly every part of the world this year. The two viruses of COVID-19 and racism combined to sow immense fear, chaos and pain in countries and companies alike.

But 2020 also is a story of deeply human responses by the World’s Best Workplaces™.

This report tells the promising tale of the World’s Best Workplaces in a year unlike any other. How they have made it an opportunity to become better—to get creative in how they care for people, to deepen their commitment to community, to courageously connect in new ways.

Collectively, the World’s Best Workplaces have accelerated the movement toward a better future, in which all organizations become great places to work For All. Their story this year, ultimately, is one of hope.



The Science of Selecting the World's Best Workplaces™

The World's Best Workplaces 2020 list is the product of Great Place to Work® surveys representing 10.2 million employees.

These employees work at some 10,000 organizations that partner with Great Place to Work across the globe. From 2019 through mid-2020, employees responded to more than 60 questions on our Trust Index® survey. Based on this data set, Great Place to Work also recognizes Best Workplaces throughout

the United States and Canada, Latin America, Europe, Africa, Asia and Oceania.

From all this data, Great Place to Work's team identified the World's Best Workplaces 2020. These 25 organizations stand out for creating globally great cultures, and employ roughly 2.1 million people globally in industries ranging from manufacturing to technology to transportation.

We surveyed the world

- 10.2 Million
Employees Represented
- 3.3 Million
People Responded
- 10,000
Companies
- 97
Countries
- 92
Languages



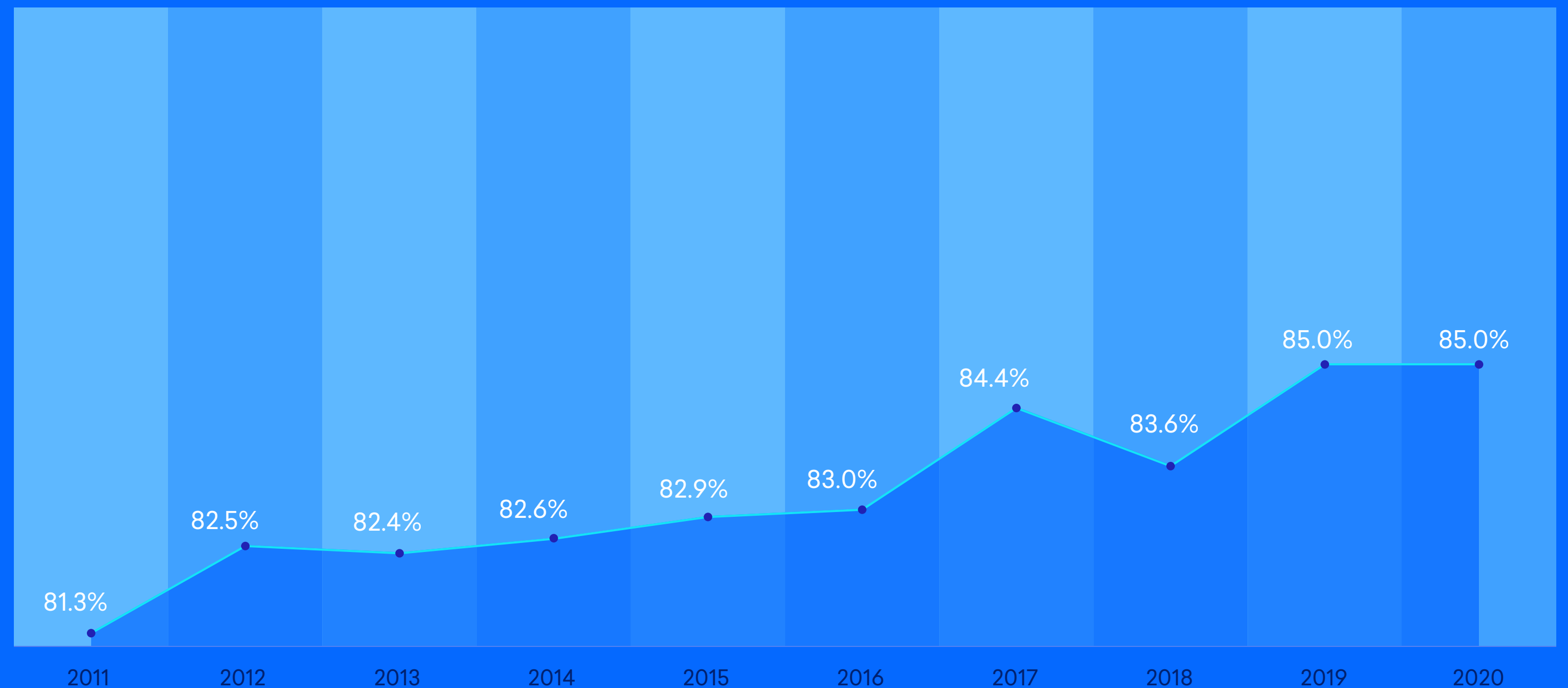


- | | | | | |
|------------------------|-----------------------|-----------------------|---------------------------------|----------------|
| 1. Cisco | 6. Mars, Incorporated | 11. Intuit, Inc. | 16. Daimler Mobility AG | 21. Roche |
| 2. DHL Express | 7. The Adecco Group | 12. SAP SE | 17. Dell Technologies | 22. Deloitte |
| 3. Hilton | 8. Mercado Libre | 13. Adobe | 18. Cadence | 23. Santander |
| 4. Salesforce | 9. SAS Institute | 14. Admiral Group plc | 19. Marriott International, Inc | 24. Natura |
| 5. Stryker Corporation | 10. EY | 15. AbbVie | 20. Volvo Group | 25. Scotiabank |

This Year's Best Finished the Decade on a High Note

The 2020 World's Best Workplaces™ have maintained remarkable levels of trust, pride and camaraderie, matching the highest point of the past decade.

World's Best Workplaces™ Trust Index® Average of All Survey Statements



Being better for people is better for business, especially in tough times.

The last time our global economy shook this hard was the Great Recession. That downturn resulted in a loss of more than \$2 trillion in global economic growth.

What can we learn from the Great Recession to navigate today's uncertainties? Great Place to Work studied its database from 2007 to 2009 to see what employee experiences could predict about a company's success during economic downturns.

Our research uncovered a hopeful finding: organizations that were people-first, for all their people, soared during the last recession.

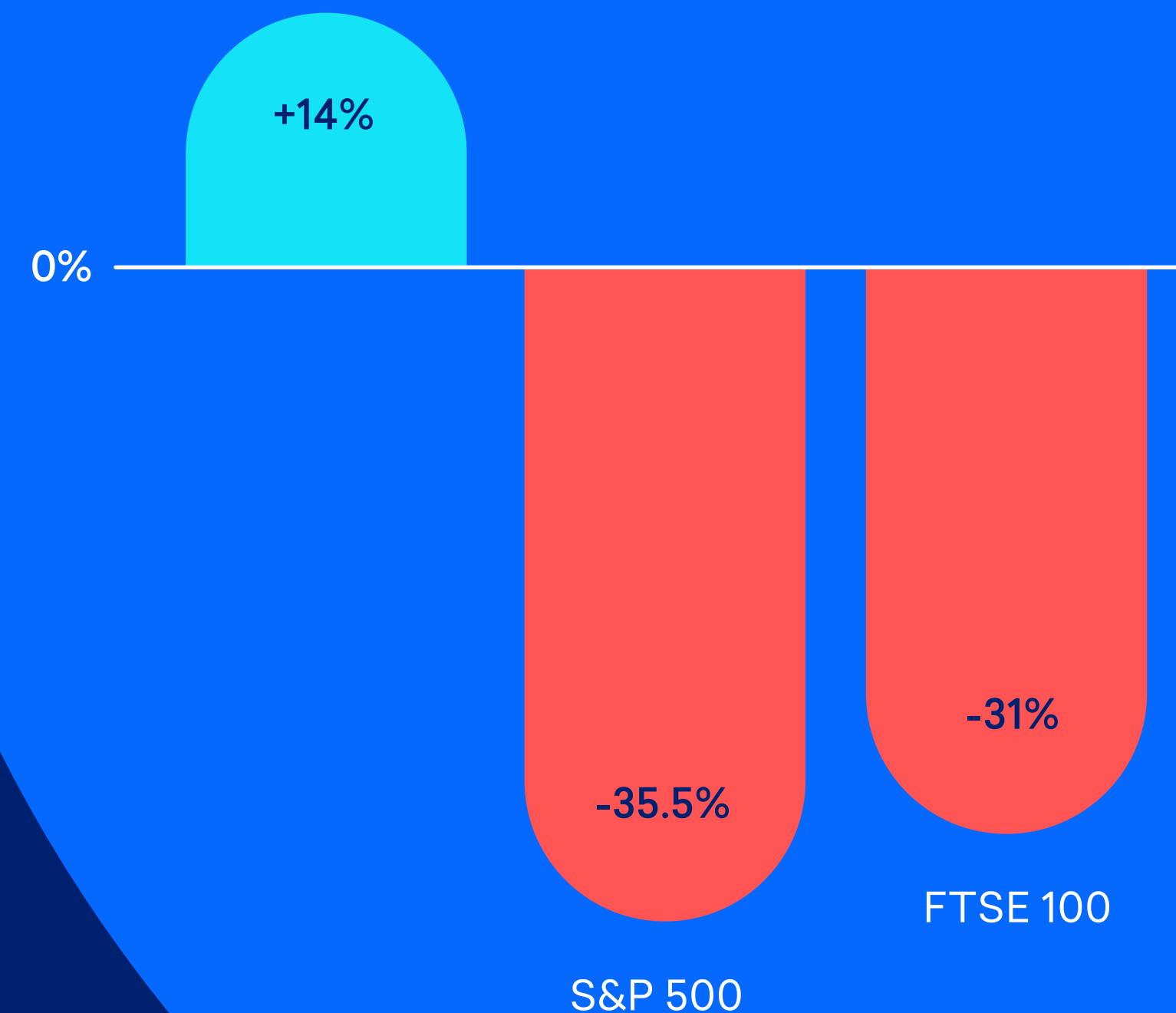
Companies with consistently positive experiences for all their employees—including people from historically marginalized groups—posted a remarkable 14.4% gain during 2007-2009, the same period that the S&P 500 lost 35.5% and the FTSE 100 lost 31%.

In short, more humane companies proved more resilient and ultimately more profitable.

And we're seeing the start of that story again.

Returns from 2007-2009

Companies with consistently positive experiences for all their employees

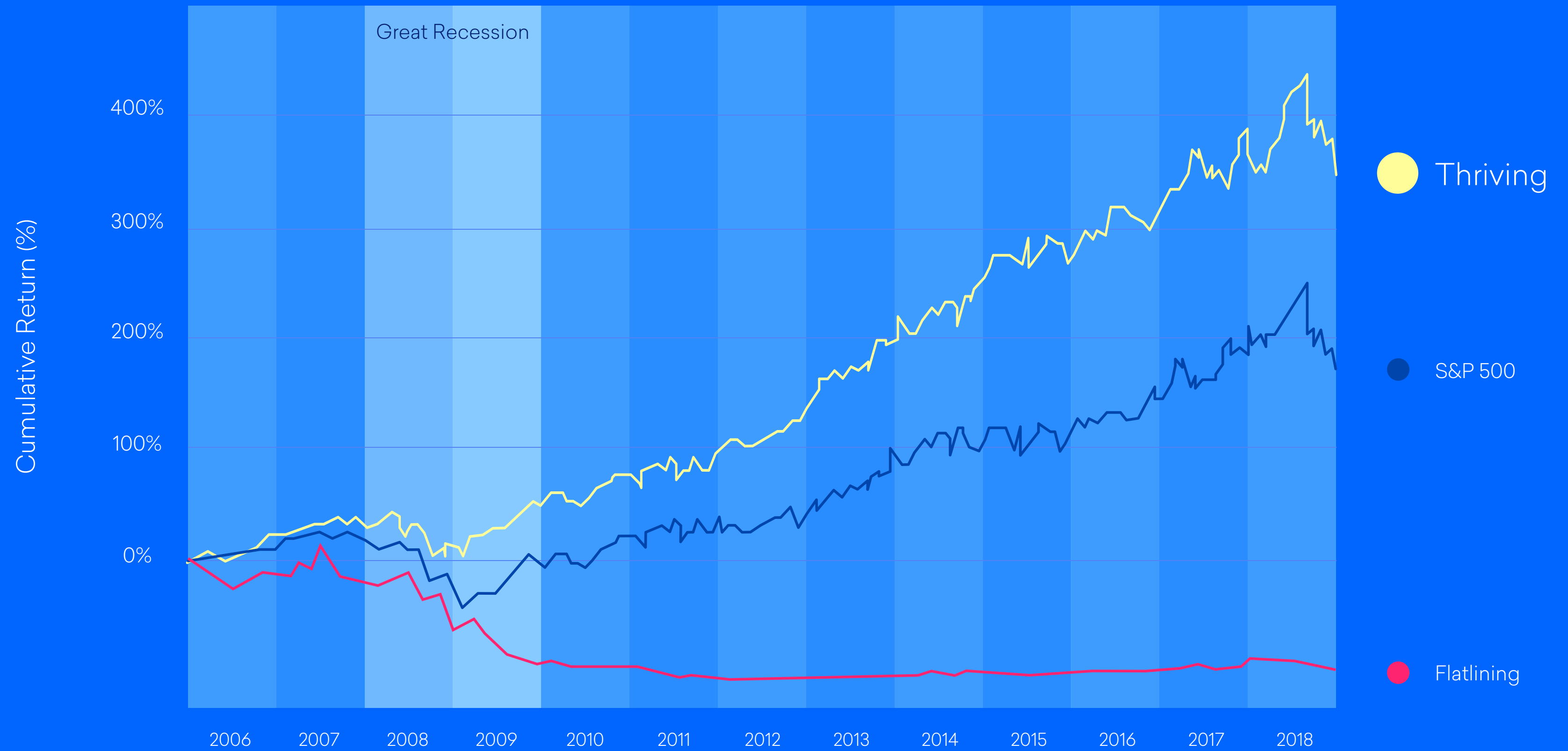


Stock Market Returns

Companies with consistently inclusive workplaces thrived before, during and after the Great Recession, earning a 4x annualized return

“Thriving” describes publicly-held companies in Great Place to Work’s data set that achieved returns of 14% or greater between 2007-2009

Stock Market Returns 2006-2018



Three Stories of Human, Hopeful Responses

Each centers on one of the world's very best workplaces.



Hilton: Creativity in Caring.

The hotel industry was devastated by COVID-19. But even as it laid off and furloughed workers, Hilton's leaders came up with novel ways to support employees and help them land jobs elsewhere.

It also got creative about using empty hotel rooms to house medical professionals on the pandemic frontlines. Throughout the crisis, Hilton has innovated to live up to its mission to be the world's most hospitable company.



DHL: A Commitment to Community.

When the pandemic struck and commerce all but ground to a halt, DHL Express continued to deliver on its promises to employees, customers and our global society.

By safeguarding the physical and emotional wellbeing of its people and using the health crisis as a reason to double down on its mission to improve lives, the world's most global organization deepened its commitment to community.



Cisco: The Courage to Connect.

As millions of workers worldwide went remote, demand for Cisco's collaboration technology tripled. But the company showed its resolve.

Employees worked around the clock to provide those critical connections for teams, and Cisco leaders dared to trust clients with new lines of credit. The courage continued as Cisco's leaders faced the racial reckoning, bravely creating space for tough, yet supportive conversations.



Creativity in Caring

COVID-19 was an unwelcome guest to the hospitality industry.

As the virus spread across the globe, hotels saw business dry up virtually overnight. In the United States, for example, room occupancy rates plunged, revenues tanked and hotel and leisure companies laid off roughly half their workers.

Hotel giant Hilton, with 6,200 properties worldwide, was not immune. The question was, how would the company respond? How would it preserve its high-trust, egalitarian workplace culture and values including hospitality, integrity and teamwork?

It would do so with care and creativity.

Hilton Overview



of Hilton employees say it's a great workplace

24 countries recognized on a Best Workplaces list

173,500 global employees



A Hard Choice

Hilton CEO Chris Nassetta described the effect COVID-19 crisis in epic terms earlier this year. “Never in Hilton’s 101-year history has our industry faced a global crisis that brings travel to a virtual standstill,” he said.

Chris said those words in June amid a hard choice he and other company leaders made. The company said it was cutting 2,100 corporate jobs globally—about 22 percent of its total corporate workforce—as well as extending previously announced furloughs, reduced work hours and decreased corporate pay.

Hilton was far from alone in taking such actions. Still, Chris said the move was painful.

"Hospitality will always be a business of people serving people, which is why I am devastated that to protect our business, we have been forced to take actions that directly impact our Team Members."

Hilton CEO Chris Nassetta



Caring in Hard Times

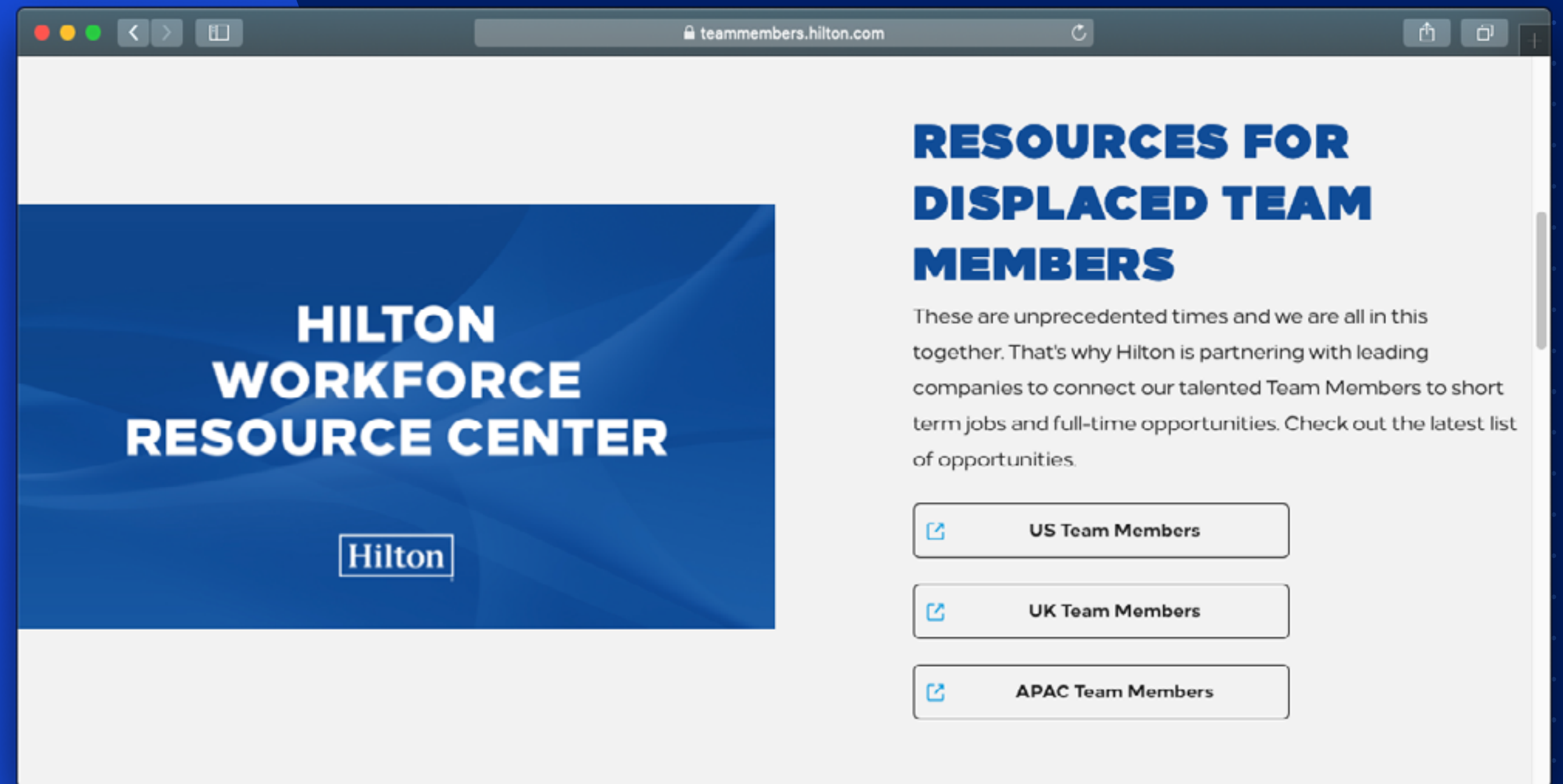
It's not unusual for business leaders announcing job cuts to make high-minded remarks about caring for employees. It's another thing to back up those words with actions. But that's what Hilton has done for its people.

To support furloughed Team Members globally, Hilton created a partnership with leading companies with job openings.

The worldwide initiative connects displaced Hilton employees from hotels and corporate offices to more than a million short-term jobs created by the pandemic.

As of mid-September, Hilton had placed thousands of team members in temporary positions around the world. Some of the partner companies include Albertsons, Amazon, CVS, Lidl, Wegmans, and Walgreens.

Hilton Workforce Resource Center





Caring Continues

Besides the job placement program, Hilton demonstrated care for furloughed and laid-off employees in other novel ways. Here are a few examples:

- Activated its Team Member Assistance to distribute cash aid to Hilton Team Members who suffered a direct impact, or have an impacted family member, from COVID-19
- Continued to provide health coverage to furloughed employees throughout pandemic
- Through its Alumni Talent Network, Hilton alumni had access to permanent full-time opportunities at 60+ partner organizations
- CEO Chris Nassetta stopped receiving his salary in late March
- Its executive committee took a 50 percent pay cut—to continue for the duration of the crisis
- Provided personalized outplacement services for a number of alumni
- Most importantly, Hilton alumni will receive first notification of new Hilton jobs and an expedited recruitment process when Hilton is able to rebuild its workforce

“

“Thanks for your help securing this position while I was on furlough. I spent the last 18 weeks as a ‘.com Grocery Shopper’ at my local Safeway, earning about \$10,000 – quite a nice sum to make during my furlough with Hilton. Enjoyed very much being part of the Safeway team who previously I only knew as a customer. I am heading back to Hilton now, but look forward to seeing all my new friends when I return to shop at my neighborhood store.”

John, a Hilton team member from McLean, Virginia, USA



Extending Care to the Community

Hilton has not only come up with innovative ways to support displaced employees, but also improvised in the way they serve the wider community—turning unoccupied rooms into a vital resource amid COVID-19.

In April, Hilton announced a partnership with American Express to donate up to 1 million hotel room nights to frontline medical professionals leading the fight against COVID-19.

In May, Hilton extended this important work through a \$1 million contribution from American Express to World Central Kitchen to provide healthy, fresh meals to healthcare heroes who are staying at participating properties.



“Big thanks to @hiltonhotels for offering free hotel rooms to healthcare workers during this pandemic! My husband has had open heart surgery and suffers from hypertension and diabetes. I’m an ICU RN; since this began, some weekends I’ve worked on our critical care Covid unit, some I’ve been the Emergency Response/Code Team nurse. Knowing that there’s a place I can go to get a good day’s rest and shower and put on clean clothes before going home, hopefully reducing the risk of bringing something home to my family, has made a huge difference for my peace of mind.”

@meghanpawlowski



The Road Back

During a devastating year for the hospitality industry, Hilton felt the pain along with its peers. Throughout it all, though, they worked hard to remain true to their mission and values.

In particular, the company has demonstrated creativity in caring for its employees and the wider community.

That care and Hilton's wider high-trust, inclusive culture are likely to help the iconic brand bounce back as the pandemic eases.

Chris Nassetta, for one, is confident Hilton's culture will enable it to thrive on the other side of these challenging times.

"Our company's spirit has always been grounded in a culture that supports our Team Members and delivers hospitality for our guests. We will keep that spirit alive, and when the world begins to travel again, we will be ready to welcome them back."



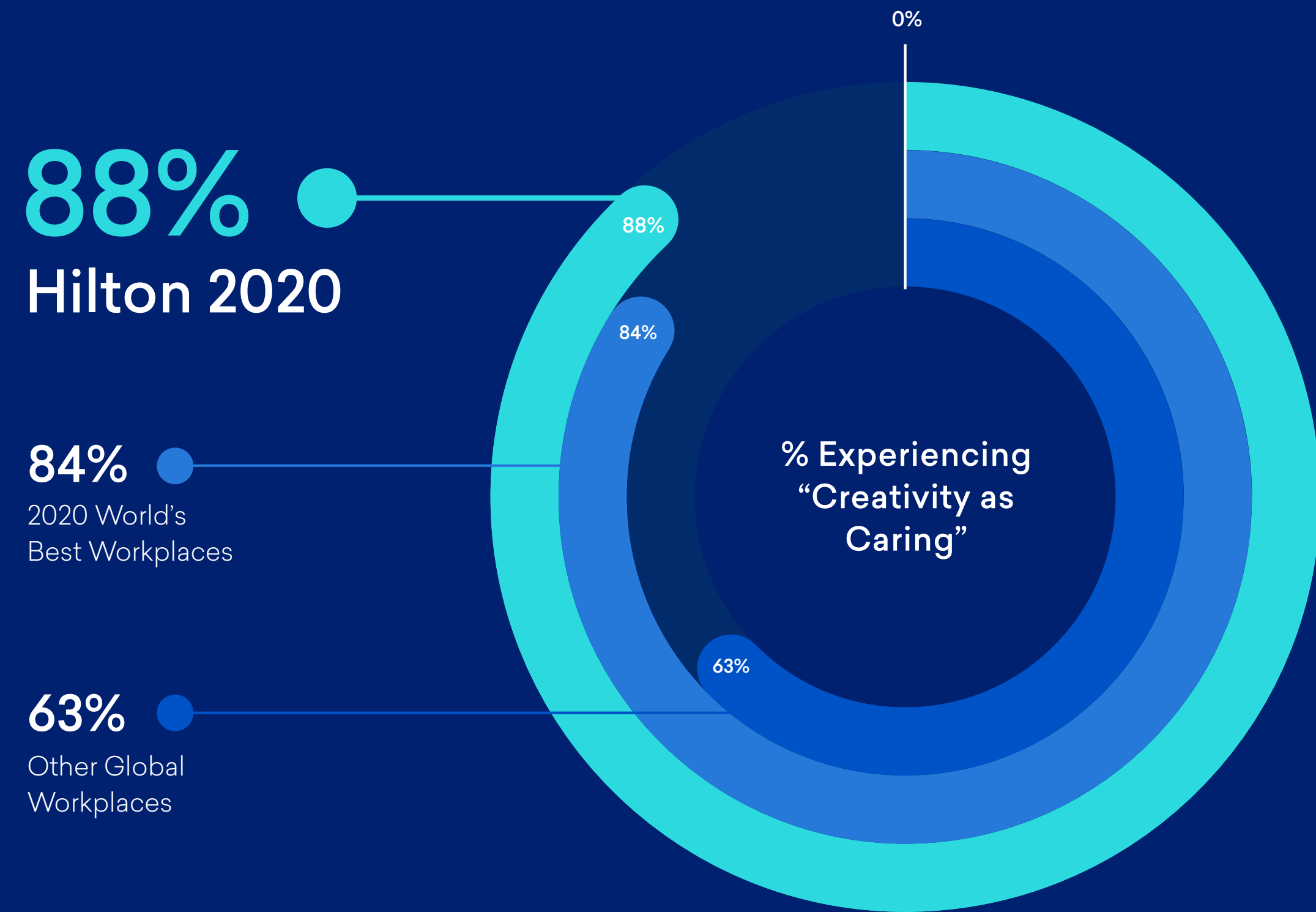


Creativity in Caring

When employees feel genuinely cared for and know management is taking care of their financial security, employee loyalty and commitment become stronger and help a company recover faster after it gets knocked down.

As Hilton employees attest, their company never wavers from caring for them. And they're ready to help it get back up.

Percentage of Employees Experiencing "Creativity as Caring"



The index above is based upon companies' survey results of employee perceptions of care in the workplace and that leaders are committed to using layoffs only as a last resort.



Committed to Community

There may be no company more global than DHL Express.

The package delivery and logistics business operates in more than 220 countries and territories. DHL's worldwide reach, though, meant that the global COVID-19 pandemic posed huge challenges for the company.

What would the crisis mean for DHL's 104,000 employees? To their livelihoods and to their lives, given the health risks and the physical, international nature of the work? How would DHL continue to serve customers as countries shut down their economies to slow the spread of the novel coronavirus?

Could DHL continue to live up to its mission of "Excellence. Simply Delivered"?

Put simply, yes, it could. And it has.

The company is a living testament to the notion that a global problem requires a coordinated global solution, one based in mutual trust and relentless commitment.

DHL Express Overview



92% of DHL employees say it's a great workplace

39 countries recognized on a Best Workplaces list

104,000 global employees



Committing to Employees' Safety

Consider how DHL delivered for its people.

Employee safety is the top priority for leaders. Frank Appel, CEO of DHL Express parent company Deutsch Post, formed a COVID-19 task force early on. It has met daily, in part to ensure that the organization, in all countries, follows the safety protocols of international and local country health authorities. Similar task forces were set up across DHL globally and regionally, with daily meetings.

The safety protocols protected tens of thousands of DHL employees in the field, including couriers on the frontline delivering packages to customers. DHL also took steps to safeguard its 30,000 office-based staffers. As fast as an overnight delivery, they all moved to virtual work. DHL rapidly prepared mobile IT equipment for many to ensure they all had an appropriate home setup.



“

“People matter and this was clearly evident in the management of pandemic. Safety of employees was paramount and employees were given freedom to work from home and manage/ensure their own safety and their families’.”

DHL employee based in Malaysia



Committing Beyond Physical Safety

DHL leaders also have worked to help employees with their mental well-being and sense of financial security. With people around the globe afraid of losing jobs and income amid economic shutdowns, DHL promised not to lay off any employees and to continue paying 100% of salaries.

The pledges carried weight. Heading into the pandemic, 88% of DHL employees trusted management to deliver on its promises.

DHL went further to ease employees' minds during the pandemic. For example, the

company sent motivational messages to employees through their package-scanning devices. It also offered virtual yoga classes and facilitated meditation sessions.

And DHL acknowledged the emotional burdens of employees with caregiving responsibilities working from home. The company made clear that family duties come first in a flier. It read, "Are you worried about having to juggle work and family while working from home? **Don't be.**"



OUR PEOPLE. OUR FAMILY.

Are you worried about having to juggle work and family while working from home? **Don't be.**

We know it is challenging, but remember, **we are all in this together.**



During an online meeting, don't worry about the background noise coming from your kids. **We understand.**



You're doing your best managing the demands of being a full-time parent and a full-time employee. **We get it.**



During a conference call, should elders or kids need your help, please don't hesitate to excuse yourself. **We care.**

Please continue to stay home, keep your distance, stay healthy and support one another. You and I – **WE** – are helping to save lives.





Committed to Their Communities

DHL has a long history of giving back to the communities in which it operates. It took that sense of social responsibility to the next level amid the pandemic.

From the outset of the COVID-19 outbreak, DHL prioritized shipping critical medical supplies such as personal protective equipment. The company has its own fleet of 250 aircraft that it devoted to this task. But those planes weren't enough to make sure communities around the globe received urgent shipments. So the company coordinated a network of charter flights, and purchased passenger flight cargo space—sometimes at prices three times the usual rate.

DHL didn't make decisions during this period based on the cold financial logic of spreadsheets. Instead, the choices were driven by a bigger, big-hearted purpose: to help the world overcome COVID-19.





A Foundation of Trust, A Mission to Serve

DHL's positive response to COVID-19 was made possible because it entered the crisis with a foundation of trust and a mission to serve.

A sign of that profound trust between employees and leaders was the way DHL executives decided to conduct a company-wide survey during the pandemic. While some companies have canceled or postponed employee surveys during this difficult time, DHL showed employees it respected them enough to listen to their needs and learn about their experience amid COVID-19.

Using Great Place to Work's Trust Index[®] employee survey, they have surveyed over 18,000 employees in 15 languages across 23 countries since March.

The survey responses showed a community of people coming together. DHL employees described their workplace with words such as "care," "family," "well-being," and "camaraderie."

With this foundation of employees feeling physically and psychologically safe, customer service has been stellar at DHL. Its on-time delivery rate during the pandemic has been

higher than 99%.

In effect, DHL used the crisis of COVID-19 to deepen its commitment to its community of employees, customers and humanity overall.

That commitment was captured perfectly in a new, beautifully simple, company motto:

"We keep moving, so you don't have to."



Commitment to Community

Delivering on promises is a critical predictor of an organization's ability to thrive during a recession.

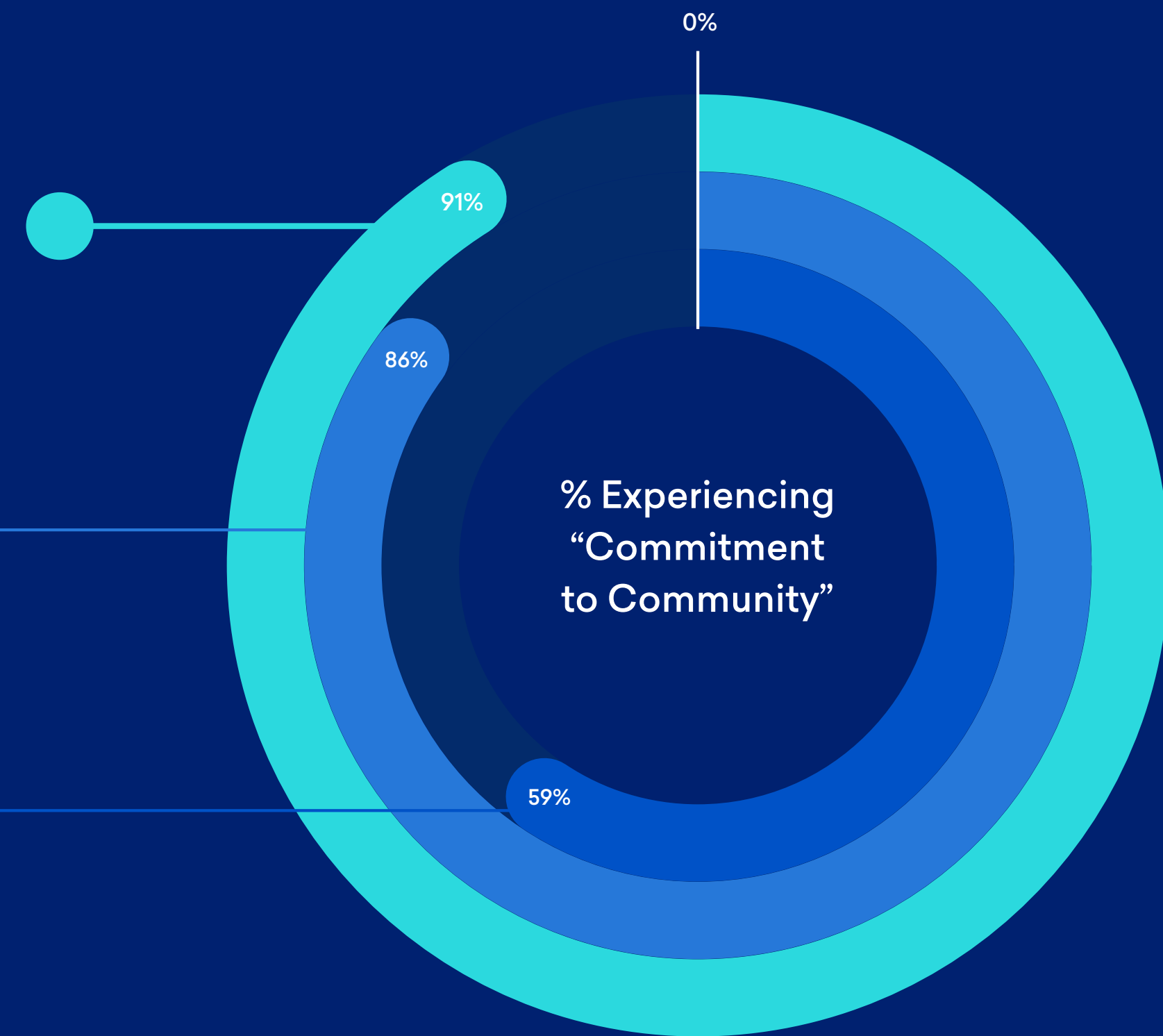
Mixing that ability with a positive impact on the community is key to being better for business and the world. Ask a DHL employee anywhere you run into one, and they'll tell you their company is doing just that.

Percentage of Employees Experiencing "Commitment to Community"

91%
DHL 2020

86%
2020 World's Best Workplaces

59%
Other Global Workplaces



The index above is based upon companies' survey results of employee perceptions that leaders deliver on promises and their organization's community impact.



The Courage to Connect

Technology giant Cisco is perhaps best known as the company that connects people and data. It got its start more than 20 years ago by helping to build the foundation of the internet.

During the COVID-19 pandemic, though, the company's dedication to linking up systems and customers was tested as never before. Demand for Cisco's Webex video collaboration tool soared, requiring resolve on the part of frontline Cisconians and executives alike.

The company also had to demonstrate courage as it confronted the racial reckoning. In connecting with people in new ways, Cisco leaders were challenged to blend bravery with humility.

Cisco Overview



93% of Cisco employees say it's a great workplace

21 countries recognized on a Best Workplaces list

79,300 global employees



The Tenacity to Connect

As the COVID-19 pandemic prompted businesses across the globe to close offices and send workers home, demand for Cisco's technology and applications spiked.

All of a sudden, millions of employees who used to meet in person were now meeting online. Many more people throughout the world began firing up Cisco's Webex collaboration software to get critical work done.

So much so that volumes on the Webex platform tripled in April.

That put great pressure on Cisco's workforce to deliver. And they did, said Chuck Robbins, Cisco's CEO.

"The teams that were building out our infrastructure for this platform, they worked 24/7 for probably a month solid just to deal with the increased volumes...Because these platforms were never designed for the entire world to be working from home."

Cisco CEO Chuck Robbins



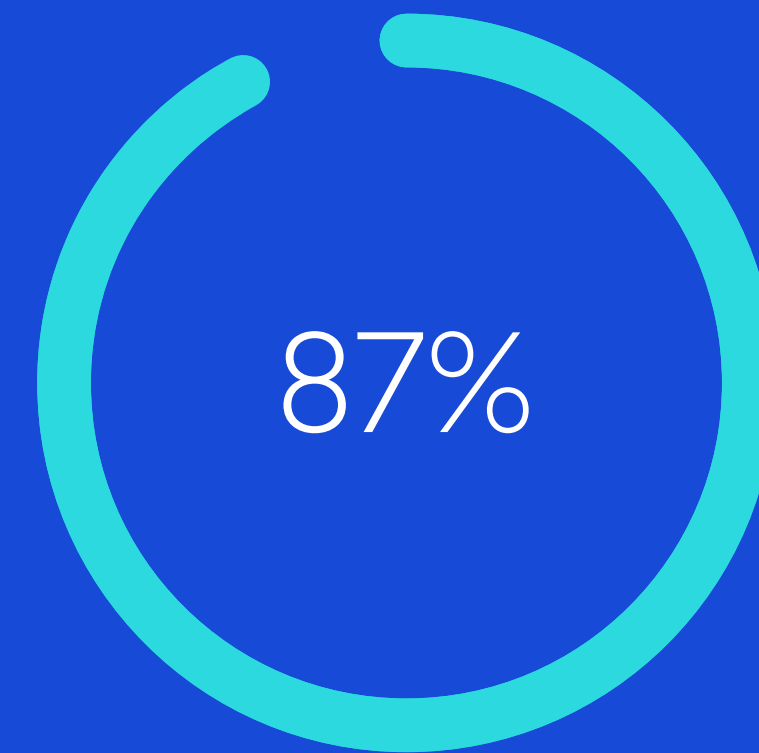
Safe Enough to Succeed in a Crisis

How were Cisco employees willing and able to work so hard, for so long, in a stressful time? It had much to do with the culture of trust and psychological safety Cisco had built prior to the pandemic, and how Cisco deepened its internal bonds amid the COVID crisis.

Once the pandemic hit, Chuck and his leadership began weekly check-ins of 75 minutes to listen to employees and address questions.

Cisco also proceeded to survey its employees about their workplace experience—itsself a sign of concern and a willingness to learn about how employees were doing.

Employees responded that they appreciated how the executive leadership team handled the COVID crisis.



87% of Cisco staffers globally called the company a psychologically and emotionally healthy workplace heading into the pandemic.



“We feel connected mentally even though we are confined [at] home. During COVID, I sometimes drove by [the] offices just to see the Cisco logos and campus. I am longing to get back to [the] Cisco office again after COVID, because Cisco is part of my identity.”

Cisco employee in the US



The Courage to Trust Customers

Even though customers around the globe desperately needed Cisco's technology and support to keep operating amid the pandemic, many of these clients were struggling.

The economic downturn prompted by COVID-related shutdowns meant that customers faced cash shortages.

Cisco responded by enabling many customers to finance their purchases. In effect, Chuck and his team dared to trust that these clients would make good later on. And rather than focus on short-term payments, Cisco leaned into the bigger purpose of keeping the world working.

“We didn't say, ‘Well, send us a purchase order and we'll get over there and help you out.’ We just went and just got the technology out there and said, ‘We'll figure it out later.’”

Cisco CEO Chuck Robbins



Courage to Confront

It takes courage to confront racism head-on. These can be difficult conversations, especially when they come as a surprise. Indeed, the racial reckoning touched off by George Floyd's death blindsided many organizations.

Not Cisco. The company's leaders already had taken a hard look in the mirror around issues of racial equity.

Back in the fall of 2019, Chuck had read "White Fragility." And that book helped prompt Chuck, who is white, to learn more about racial disparities at the company.

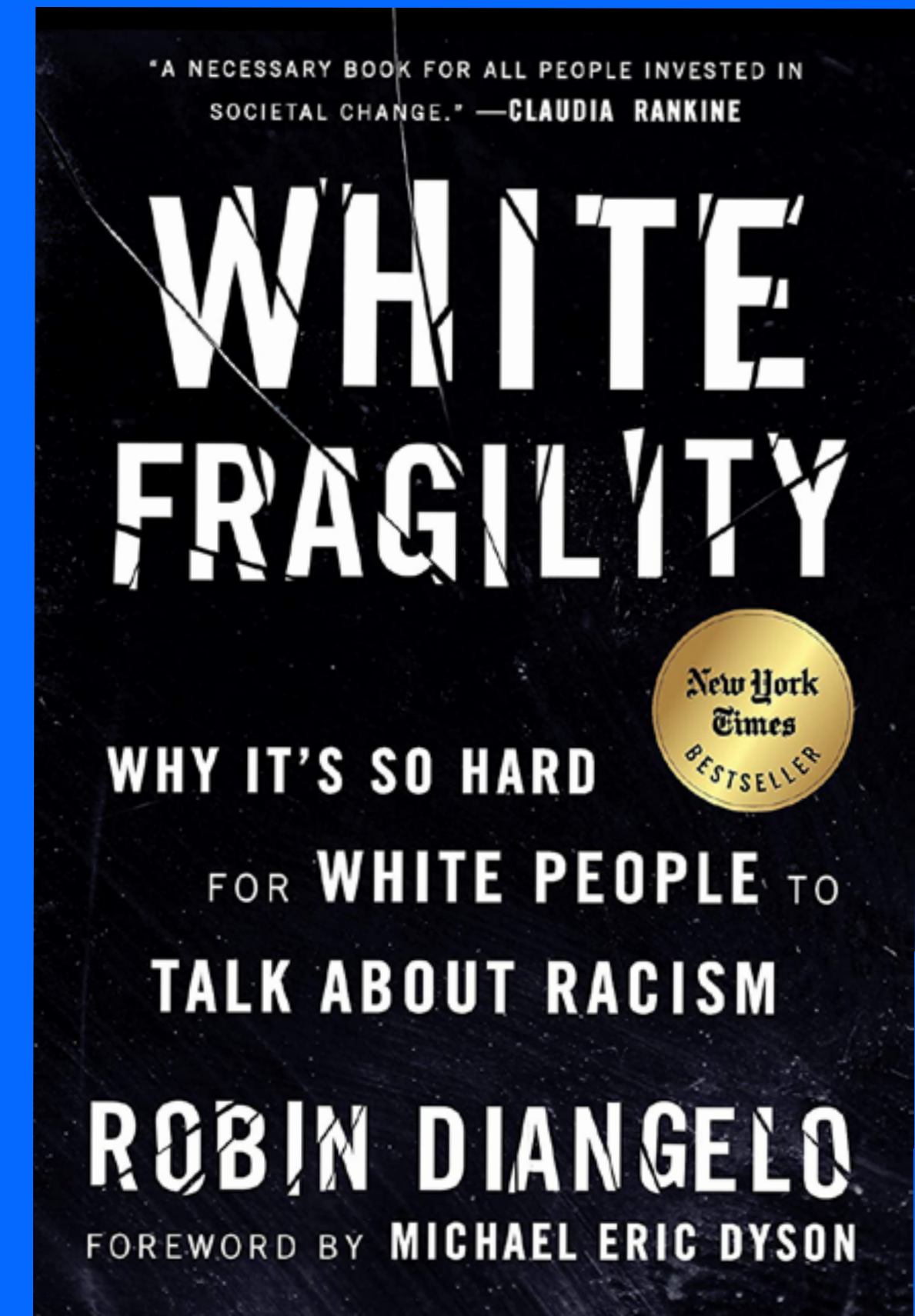
In January, Chuck arranged for his executive team to have a listening session with 18

Black leaders from across Cisco. It was an emotional moment, as the senior executives came to terms with a culture that wasn't as inclusive as they'd thought.

Chuck says 90% of his team, "had tears in their eyes," as they reflected on what they'd heard from Black colleagues.

But the tears didn't hijack progress, as they have in other organizations.

Instead, Cisco launched a 100-day "sprint" to tackle areas of racial inequity within the company. And those efforts helped prepare Cisco for the society-wide focus on racism sparked by George Floyd's murder.





Staying Connected Through Heated Conversations

The weekend after George Floyd's murder, Chuck invited racial equity experts to speak with the entire Cisco staff. Things got heated—and boundaries were crossed.

“There were a few comments in the chat that we consider inappropriate,” recalls Fran Katsoudas, Cisco's Chief People Officer. “And what we decided to do in the follow-up meeting was to bring this workplace color spectrum that we have to the discussion.”

That color spectrum involves defining what kinds of comments are “green” and which are “yellow,” “orange” and “red.” Green comments are respectful, productive and inviting—even if they dispute a viewpoint. Fran and her team provided examples of each kind of comment

to help employees know how to keep the conversation constructive.

With the help of the color spectrum guidelines, the conversations have continued and grown more constructive.

As one employee puts it, “I am very impressed with our executive team who have been not just willing, but aggressively driving thought leadership and hard, emotional conversations about our community impact, racism and how we, both internally as a culture, but also globally, need to improve our approach. All levels of the organization are actively and enthusiastically connecting.”

“When we had the first conversation, there was a ton of emotion. And it almost feels like you open up Pandora's box as it relates to racism, what's acceptable, what's not acceptable. It's incredibly emotional.”

Cisco's Chief People Officer Fran Katsoudas



Connecting to a Better Future

Judging by employees' overwhelmingly positive reaction to the conversations about equity, Cisco's courage to connect is advancing the cause of racial justice—even as it motivates employees to bring their best to work.



“Cisco is a very human company at heart, with a **SPLENDID** Executive Leadership Team (ELT).

In this unusual COVID situation, they take out time to meet each week with entire Cisco family to discuss not only overall status updates around the world but also uncomfortable issues that draw at your heartstrings, like the racism/George Floyd issue.

We had an emotional ELT who wanted to make our Black colleagues feel safe, included and more importantly **EQUAL**. Actions were discussed and steps taken, along with an outpouring of support from all across the world. It is amazing how the top execs bring not only their A game, but also their heart to work. God bless Cisco. It is **THE** best company I have worked for, hands down.”

Cisco Employee Based in U.S.



Courage to Connect

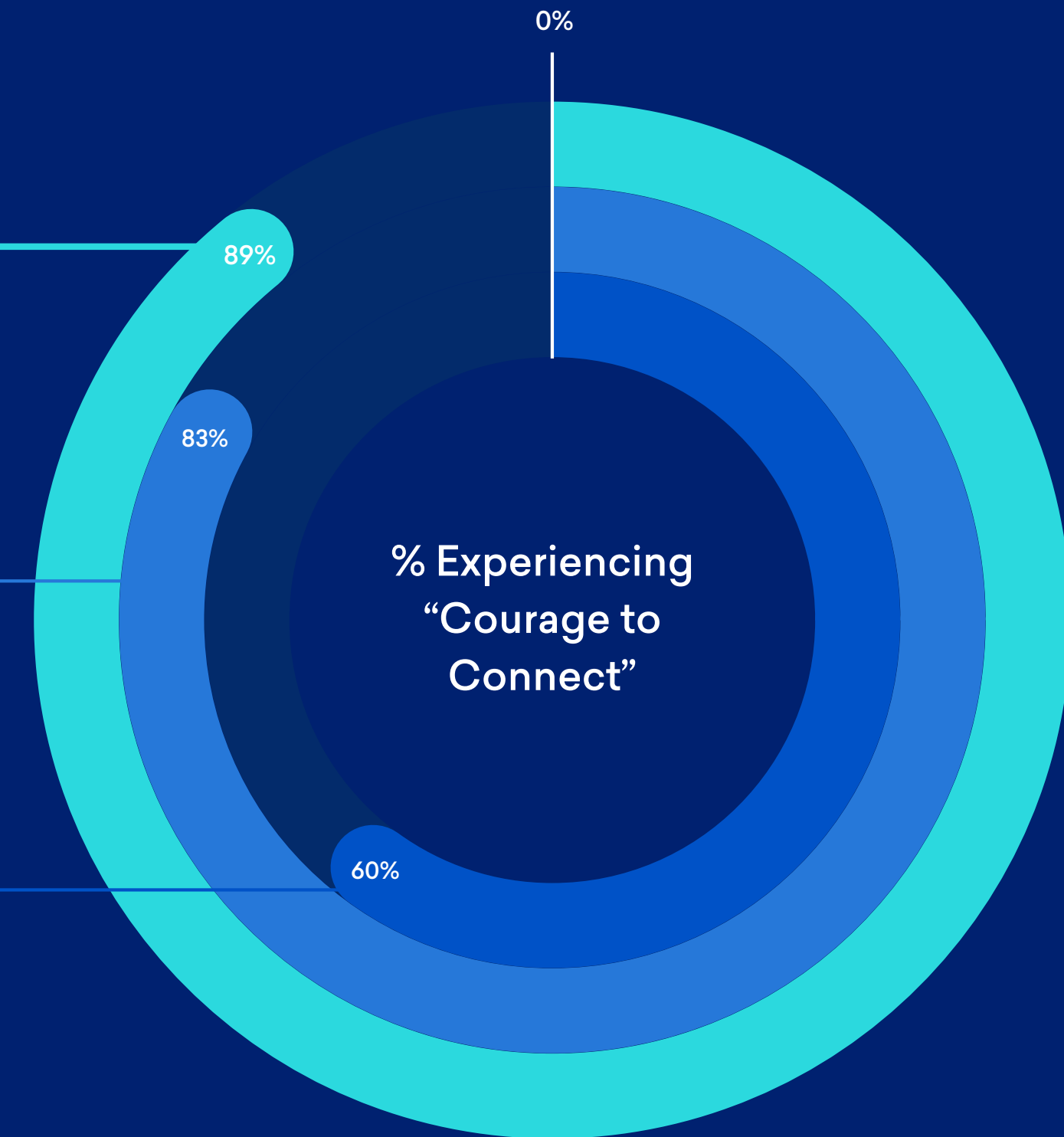
The courage to connect comes from a strong sense of psychological safety among employees mixed with a dependable history of cooperation. When employees experience both—as Cisconians do overwhelmingly—organizations have the resiliency to have hard conversations and navigate through tough circumstances.

Percentage of Employees Experiencing “Courage to Connect”

89%
Cisco 2020

83%
2020 World’s Best Workplaces

60%
Other Global Workplaces



The index above is based upon companies' survey results of employee perceptions of psychological safety and cooperation in their work environment.

A More Human, Hopeful Future

This past year hasn't been an easy one. Business leaders and people worldwide faced the immense hurdles of a deadly pandemic, a severe economic downturn and a racial reckoning—all at once.

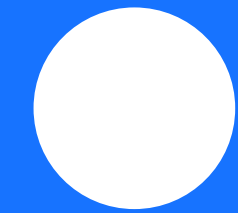
Yet for all its historic challenges, 2020 also amounted to an opportunity. An opportunity to be better businesses. Better for people. Better for the world. And eventually, better for the bottom line.

The World's Best Workplaces met the moment. As we saw in the case of Hilton, DHL and Cisco, these workplaces demonstrated creativity in caring, a commitment to community and the courage to connect.

They brought profoundly human responses to hard times.

They proved that people can collectively address some of the world's toughest problems. They demonstrated the power of leaders willing to be vulnerable, humble and driven by purposes far bigger than quarterly profits. They have pointed out, amid great pressure, how to be great places to work For All.

In the worst of times, the Best have shown the way to a better world. They have given us hope for the future.





About Great Place to Work®

Great Place to Work® is the global authority on workplace culture.

Since 1992, we have surveyed more than 100 million employees around the world and used those deep insights to define what makes a great workplace: trust.

We help organizations quantify their culture and produce better business results by creating a high trust work experience for all employees.

Everything we do is driven by our mission: to build a better world by helping every organization become a great place to work For All™.

Authors



Ed Frauenheim
Senior Director of Content



Chandni Kazi
Data Scientist



Nancy Ceseña
Data Scientist



Cessi Riva Mosquera
Global PR and
Communications Director



Marcus Erb
VP of Data Science
and Innovation

