



Happiest Workplaces Around the Globe 2025





ELEVATE WORKPLACE HAPPINESS

At Happy Place to Work[®], 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.

Happy Place to Work® is dedicated to making employee well-being a benchmark for business success. In this report, we spotlight the 2025 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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**In Happy Place to Work,
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 Place to Work® (HPW) partnered with the Wellbeing Initiative—a nonprofit committed to advancing global standards in workplace well-being—to launch a bold mission: to identify the happiest workplaces in every country and uncover what truly drives lasting happiness at work. While happiness is widely accepted as a universal human aspiration, it remains underexamined in the realm of organizational science. Most existing efforts still reduce workplace happiness to limited proxies such as engagement scores, benefit schemes, or employee satisfaction.

Conventional workplace rankings often reflect only fragmented dimensions of well-being, missing the complexity of what it means to truly thrive at work. In response, this report integrates cultural insights, empirical research, and scientific models to deliver a multidimensional, globally relevant evaluation of workplace happiness. Spanning regions, industries, and organization sizes, this initiative stands as the most comprehensive global assessment of employee well-being to date.

The Happiest Workplaces Around the Globe 2025 report is built upon an extensive meta-analysis of national and international workplace awards, interpreted through the lens of the PERMA Model of well-being by Prof. Dr. Martin Seligman. This model—Positive Emotion, Engagement, Relationships, Meaning, and Accomplishment—serves as the foundation for our conceptual and analytical framework.

In countries where public rankings were limited or methodologically inconsistent, HPW deployed a proprietary well-being survey aligned with the PERMA model. These surveys allowed us to directly measure employee happiness and organizational climate. In select cases, we used a hybrid model—merging survey results with meta-analytical insights—to ensure methodological rigor, cross-cultural relevance, and local validity.

Ultimately, this report is both diagnostic and prescriptive: it offers a snapshot of where global workplaces stand today, and a roadmap for how organizations can evolve into truly happy, high-performing ecosystems. By adopting the data-driven strategies and human-centered principles outlined here, any organization—regardless of geography or sector—can begin creating a workplace where people don't just succeed, but thrive.

As part of our in-depth analysis, we assessed the stock market performance of companies recognized as the happiest workplaces across the USA, UK, Canada, Germany, and France—benchmarking them against their national indices. The results were striking: these organizations consistently outperformed their country averages, providing compelling evidence that workplace happiness is not just good for people—it's good for business.

This strong correlation underscores a vital truth: employee well-being directly influences financial performance. Companies that prioritize a positive and supportive culture don't just foster engagement—they earn investor confidence, enhance resilience, and unlock sustainable growth.

Our integrated approach not only spotlighted top-performing employers but also confirmed their deep alignment with the full spectrum of holistic well-being. The message is clear: cultivating happiness at work is no longer optional—it's a strategic and economic imperative.

KEY

1. Human-centered experience eclipses compensation as the key differentiator.

In 2025, the happiest workplaces shifted focus from perks to purpose. Employee experience is now built on autonomy, trust, and belonging. Listed companies design agile, inclusive environments where people shape how and when they work. This shift is strategic: 88% now integrate well-being into engagement efforts. In uncertain times, emotional connection outperforms compensation. The most resilient companies foster meaning and recognition—turning work into a source of purpose, not pressure.

2. Leadership pipelines are fortified through adaptive learning ecosystems.

As AI and hybrid work transform business, HPW-listed firms have scaled leadership development. 81% boosted learning budgets, emphasizing digital skills, empathy, and cross-generational communication. Learning is now continuous—through micro-courses, peer mentoring, and AI-powered feedback. This prepares employees to lead with confidence in complexity, strengthens internal mobility, and secures long-term agility.

3. Well-being becomes a design principle, not a benefit.

As hybrid work matures, the most successful organizations are integrating well-being into daily systems and culture—not as a perk, but as a core design feature. HPW-listed companies now offer adaptive wellness ecosystems combining AI-supported burnout tracking, self-directed well-being plans, and integrated mental health services. These efforts are underpinned by leadership modeling and inclusive policy structures. In contrast to unstructured wellness initiatives, this embedded approach ensures participation and drives trust.

4. Happiness-focused companies sustain higher performance through turbulence.

Despite market shocks and instability, HPW-listed companies outperformed national stock indices by 12% on average. Their secret? Consistent culture investments, trusted leadership, and motivated employees. While others cut back, these firms preserved internal strength—showing that workplace happiness isn't soft. It's a buffer, a differentiator, and a proven path to operational resilience.

5. The workforce divide grows—retention depends on emotional climate.

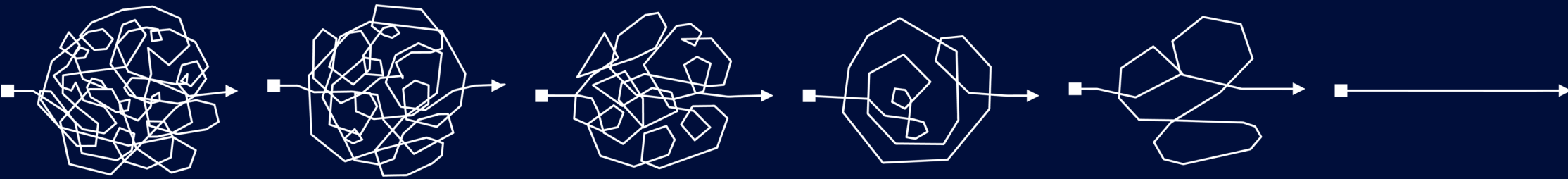
In 2025, the gap between happy and unhappy workplaces widened. Only 60% of HPW-listed firms struggled with talent retention, compared to 87% of others. Why? Happier companies offer safety, voice, and values. Employees in these cultures stay longer, refer others, and grow with the organization. Retention now hinges less on recruitment and more on emotional connection.

6. DE&I progress retreats amid global polarization.

Across both listed and unlisted companies, momentum behind diversity, equity, and inclusion slowed in 2025. Only 38% of HPW-listed firms now cite DE&I as a strategic priority—down from 45% last year. Budget reallocations, public backlash, and internal fatigue contributed to the decline. In unlisted companies, structured inclusion efforts nearly vanished, with just 22% reporting active programs. This erosion was especially pronounced in countries facing heightened political polarization. Yet many HR leaders warn: disengaging from DE&I compromises innovation, psychological safety, and reputation. For happiness to remain credible and inclusive, organizations must recommit with clarity and courage.

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 17,123 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 17,123 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

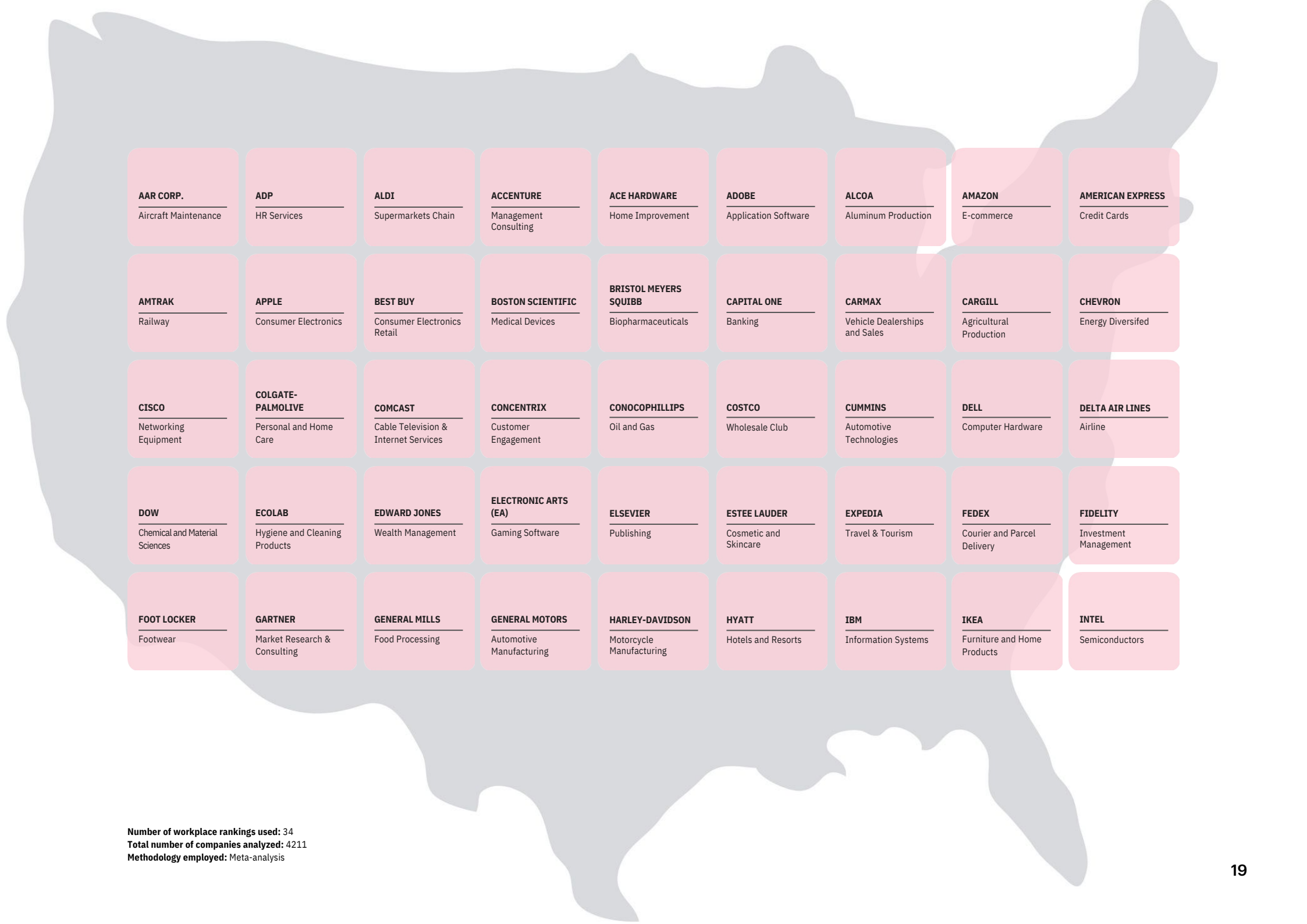
In 2025, the HR agenda in the USA is shaped by the dual forces of technological advancement and a shifting political landscape. Generative AI has moved from experimentation to integration, streamlining tasks, enhancing productivity, and enabling more personalized support. Yet, as automation becomes widespread, companies are doubling down on preserving the human side of work—empathy, trust, and emotional intelligence are more important than ever in delivering a meaningful employee experience (EX).

Flexible work remains a central theme, though the narrative has evolved beyond location. Organizations are testing four-day workweeks, asynchronous workflows, and performance models built on outcomes rather than hours. These strategies address the growing demand for autonomy, balance, and well-being, especially among younger and remote-first employees navigating economic pressures and digital fatigue.

Employee well-being has become a strategic priority rather than a benefit offering. Mental health programs are proactive, data-informed, and always-on, with access to digital counseling and resilience training. Financial well-being is equally critical as inflation, housing costs, and student loan repayments strain household budgets. Employers are responding with wage transparency, tailored benefits, and financial coaching tools.

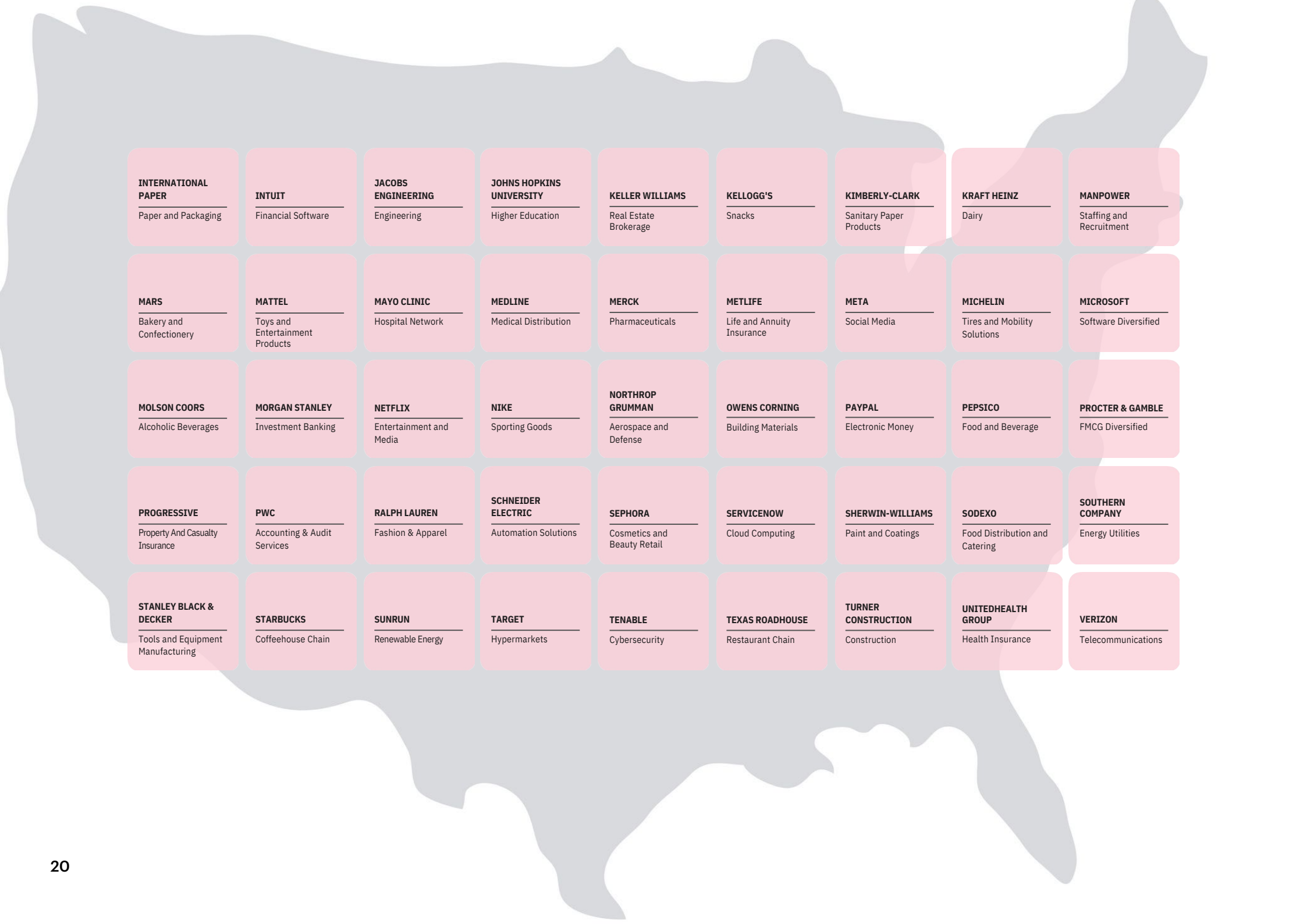
Diversity, equity, and inclusion (DEI) strategies are being redefined in response to a polarized political climate, notably shaped by a resurgence of Trump-era rhetoric. Public DEI campaigns are giving way to quiet integration: inclusive hiring, fair pay algorithms, and leadership development are embedded within systems. This shift allows companies to sustain progress while avoiding political backlash.

In this climate, HR leaders are no longer just policy enforcers—they are cultural architects, building resilient, human-centric organizations ready for the challenges and complexities of 2025.



AAR CORP. Aircraft Maintenance	ADP HR Services	ALDI Supermarkets Chain	ACCENTURE Management Consulting	ACE HARDWARE Home Improvement	ADOBE Application Software	ALCOA Aluminum Production	AMAZON E-commerce	AMERICAN EXPRESS Credit Cards
AMTRAK Railway	APPLE Consumer Electronics	BEST BUY Consumer Electronics Retail	BOSTON SCIENTIFIC Medical Devices	BRISTOL MEYERS SQUIBB Biopharmaceuticals	CAPITAL ONE Banking	CARMAX Vehicle Dealerships and Sales	CARGILL Agricultural Production	CHEVRON Energy Diversified
CISCO Networking Equipment	COLGATE-PALMOLIVE Personal and Home Care	COMCAST Cable Television & Internet Services	CONCENTRIX Customer Engagement	CONOCOPHILLIPS Oil and Gas	COSTCO Wholesale Club	CUMMINS Automotive Technologies	DELL Computer Hardware	DELTA AIR LINES Airline
DOW Chemical and Material Sciences	ECOLAB Hygiene and Cleaning Products	EDWARD JONES Wealth Management	ELECTRONIC ARTS (EA) Gaming Software	ELSEVIER Publishing	ESTEE LAUDER Cosmetic and Skincare	EXPEDIA Travel & Tourism	FEDEX Courier and Parcel Delivery	FIDELITY Investment Management
FOOT LOCKER Footwear	GARTNER Market Research & Consulting	GENERAL MILLS Food Processing	GENERAL MOTORS Automotive Manufacturing	HARLEY-DAVIDSON Motorcycle Manufacturing	HYATT Hotels and Resorts	IBM Information Systems	IKEA Furniture and Home Products	INTEL Semiconductors

Number of workplace rankings used: 34
Total number of companies analyzed: 4211
Methodology employed: Meta-analysis



INTERNATIONAL PAPER Paper and Packaging	INTUIT Financial Software	JACOBS ENGINEERING Engineering	JOHNS HOPKINS UNIVERSITY Higher Education	KELLER WILLIAMS Real Estate Brokerage	KELLOGG'S Snacks	KIMBERLY-CLARK Sanitary Paper Products	KRAFT HEINZ Dairy	MANPOWER Staffing and Recruitment
MARS Bakery and Confectionery	MATTEL Toys and Entertainment Products	MAYO CLINIC Hospital Network	MEDLINE Medical Distribution	MERCK Pharmaceuticals	METLIFE Life and Annuity Insurance	META Social Media	MICHELIN Tires and Mobility Solutions	MICROSOFT Software Diversified
MOLSON COORS Alcoholic Beverages	MORGAN STANLEY Investment Banking	NETFLIX Entertainment and Media	NIKE Sporting Goods	NORTHROP GRUMMAN Aerospace and Defense	OWENS CORNING Building Materials	PAYPAL Electronic Money	PEPSICO Food and Beverage	PROCTER & GAMBLE FMCG Diversified
PROGRESSIVE Property And Casualty Insurance	PWC Accounting & Audit Services	RALPH LAUREN Fashion & Apparel	SCHNEIDER ELECTRIC Automation Solutions	SEPHORA Cosmetics and Beauty Retail	SERVICENOW Cloud Computing	SHERWIN-WILLIAMS Paint and Coatings	SODEXO Food Distribution and Catering	SOUTHERN COMPANY Energy Utilities
STANLEY BLACK & DECKER Tools and Equipment Manufacturing	STARBUCKS Coffeehouse Chain	SUNRUN Renewable Energy	TARGET Hypermarkets	TENABLE Cybersecurity	TEXAS ROADHOUSE Restaurant Chain	TURNER CONSTRUCTION Construction	UNITEDHEALTH GROUP Health Insurance	VERIZON Telecommunications

**VICTORIA'S SECRET
& CO.**

Underwear and
Lingerie

**WASTE
MANAGEMENT**

Environmental
Services

WHIRLPOOL

Home Appliances

WORKDAY

Enterprise Software

YMCA

Non-Profit

YUM! BRANDS

Fast Food Chain



UNITED KINGDOM

In 2025, the UK's HR landscape reflects the cumulative pressures of post-Brexit regulatory shifts, pandemic-era workplace transformation, and ongoing economic volatility. A pronounced return to office-based work continues, encouraged by government rhetoric and business leaders seeking renewed cohesion, mentoring, and team productivity. Yet, employees still value flexibility, prompting organizations to adopt hybrid models that blend structure with autonomy to retain talent.

Rising costs remain a central concern. The April 2025 increase in the National Living Wage and continued inflation have intensified pressure on salary bands, particularly in retail, hospitality, and public services. In response, HR is leaning into non-monetary rewards, employee recognition programs, and internal mobility as tools to drive engagement within constrained budgets.

Equality, Diversity, and Inclusion (EDI) efforts face increasing legal and political scrutiny, especially amid shifting public discourse and high-profile challenges to affirmative action-style policies. To navigate this terrain, HR departments are embedding inclusive practices within job design, training, and leadership development—less as branding, more as cultural infrastructure.

AI adoption, especially in recruitment, continues to expand. Tools now assist in pre-screening, skills assessment, and bias monitoring. However, regulators are pushing for transparency and explainability, forcing HR teams to balance tech gains with ethical oversight.

From furlough schemes to AI regulation, the UK's HR function in 2025 must remain agile—adapting to policy changes, economic pressure, and evolving worker values while preserving fairness, flexibility, and sustainable engagement.





AJ BELL Wealth Management	ABBOTT Medical Devices	ADOBE Application Software	AMAZON E-commerce	AMERICAN EXPRESS Credit Cards	AVIVA General Insurance	BAE SYSTEMS Aerospace and Defense	BAT Tobacco	BP Energy Diversified
BENTLEY MOTORS Automotive Manufacturing	BOSTON CONSULTING GROUP Management Consulting	BUPA Health Insurance	CENTRICA Energy Utilities	CHANEL Luxury and Designer Apparel	COCA-COLA Food and Beverage	DELOITTE Accounting & Audit Services	DIAGEO Alcoholic Beverages	DIRECT LINE GROUP Property And Casualty Insurance
ENFUSE GROUP IT Consulting and Services	EXPERIAN Credit Rating	FIDELITY Investment Management	GSK Pharmaceuticals	HSBC Banking	HOME GROUP LTD Real Estate Brokerage	ITV Entertainment and Media	INTUIT Financial Software	JPMORGANCHASE Investment Banking
JACOBS ENGINEERING Engineering	KIDS PLANET DAY NURSERIES Early Childhood Services	KINGFISHER Home Improvement	LEIGHTON Custom Software	LINKLATERS Legal Services	LUSH Cosmetic and Skincare	MARKS & SPENCER Fashion & Apparel	MARS Bakery and Confectionery	MITIE Facility Services
MONDI GROUP Paper and Packaging	NIELSEN Market Research & Consulting	PHOENIX SOFTWARE Enterprise Software	RECKITT Hygiene and Cleaning Products	SERVICENOW Cloud Computing	STANDARD CHARTERED Retail Banking	TESCO Supermarkets Chain	TYK Cybersecurity	UNILEVER FMCG Diversified
VODAFONE Telecommunications	WHITBREAD Hotels and Resorts							

Number of workplace rankings used: 21
Total number of companies analyzed: 4291
Methodology employed: Meta-analysis



TÜRKİYE

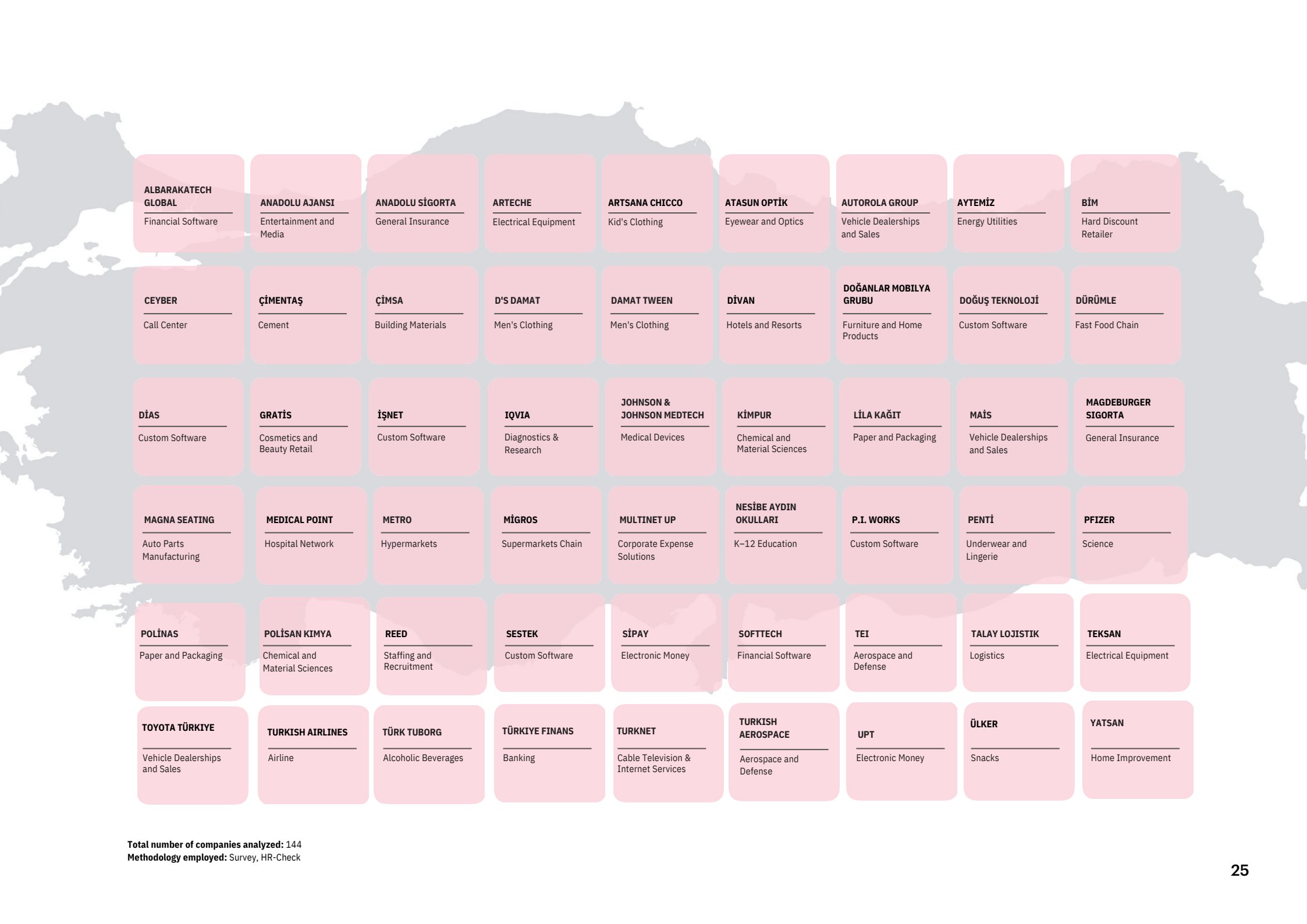
In 2025, Türkiye's HR landscape continues to be shaped by economic turbulence, political shifts, and accelerating digital transformation. Following the general elections and new fiscal reforms, inflation remains high but steadier than in 2023. Bi-annual wage revisions have become standard practice, with some sectors moving toward quarterly adjustments. Amid rising unemployment and public anxiety, HR leaders are under mounting pressure to offer not only competitive pay but also a sense of stability and long-term vision.

Despite the financial challenges, companies are investing in workforce upskilling and leadership readiness. Development programs now prioritize adaptability, empathy, and trust-building—especially vital in sectors experiencing talent flight. Organizations that can convey security, purpose, and hope for the future are seeing higher levels of employee engagement and retention.

Employee well-being has evolved into a strategic function. Mental health programs, burnout prevention, and financial wellness support are being formalized and embedded into daily workflows. Meanwhile, recruitment remains a priority due to persistent skills mismatches and high turnover. AI-assisted hiring tools are gaining traction, though concerns about bias and transparency remain.

While employer branding, sustainability, and diversity are reappearing in boardroom conversations, their prominence is still secondary to economic recovery. However, the rising influence of Gen Z is gradually shifting expectations toward authenticity, fairness, and meaning at work.

Türkiye's HR agenda in 2025 is defined by dual urgency: navigating short-term instability while cultivating resilience and trust. Human-centric, future-facing companies are emerging as magnets for top talent in a climate that still craves hope and security.



ALBARAKATECH GLOBAL Financial Software	ANADOLU AJANSI Entertainment and Media	ANADOLU SİGORTA General Insurance	ARTECHE Electrical Equipment	ARTSANA CHICCO Kid's Clothing	ATASUN OPTİK Eyewear and Optics	AUTOROLA GROUP Vehicle Dealerships and Sales	AYTEMİZ Energy Utilities	BİM Hard Discount Retailer
CEYBER Call Center	ÇİMENTAŞ Cement	ÇİMSA Building Materials	D'S DAMAT Men's Clothing	DAMAT TWEEN Men's Clothing	DİVAN Hotels and Resorts	DOĞANLAR MOBİLYA GRUBU Furniture and Home Products	DOĞUŞ TEKNOLOJİ Custom Software	DÜRÜMLE Fast Food Chain
DİAS Custom Software	GRATİS Cosmetics and Beauty Retail	İŞNET Custom Software	IQVIA Diagnostics & Research	JOHNSON & JOHNSON MEDTECH Medical Devices	KİMPUR Chemical and Material Sciences	LİLA KAĞIT Paper and Packaging	MAİS Vehicle Dealerships and Sales	MAGDEBURGER SİGORTA General Insurance
MAGNA SEATING Auto Parts Manufacturing	MEDICAL POINT Hospital Network	METRO Hypermarkets	MİGROS Supermarkets Chain	MULTINET UP Corporate Expense Solutions	NEŞİBE AYDIN OKULLARI K-12 Education	P.I. WORKS Custom Software	PENTİ Underwear and Lingerie	PFIZER Science
POLİNAS Paper and Packaging	POLİSAN KİMYA Chemical and Material Sciences	REED Staffing and Recruitment	SESTEK Custom Software	SİPAY Electronic Money	SOFTTECH Financial Software	TEI Aerospace and Defense	TALAY LOJİSTİK Logistics	TEKSAN Electrical Equipment
TOYOTA TÜRKİYE Vehicle Dealerships and Sales	TURKISH AIRLINES Airline	TÜRK TUBORG Alcoholic Beverages	TÜRKİYE FINANS Banking	TURKNET Cable Television & Internet Services	TURKISH AEROSPACE Aerospace and Defense	UPT Electronic Money	ÜLKER Snacks	YATSAN Home Improvement

Total number of companies analyzed: 144
Methodology employed: Survey, HR-Check



SPAIN

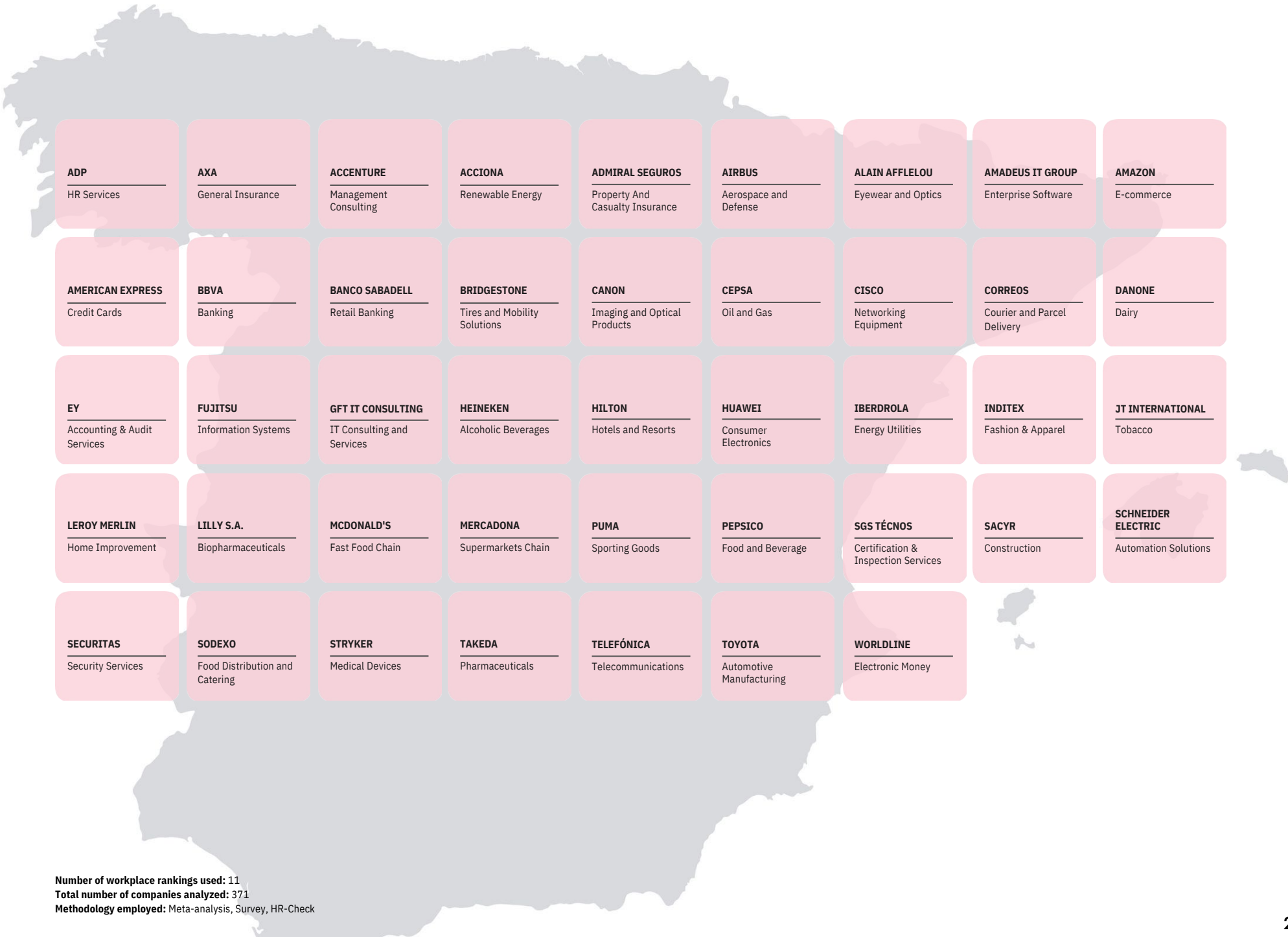
In 2025, Spain's HR landscape is undergoing significant transformation amid legislative reforms, digital acceleration, and renewed focus on employee welfare. The government's plan to reduce the legal workweek from 40 to 37.5 hours has sparked nationwide debate. While unions advocate for better work-life balance, many employers are evaluating productivity and cost implications—placing pressure on HR to design flexible yet effective work structures.

Economic pressures remain relevant. The 2025 increase in the national minimum wage challenges businesses to manage rising payroll costs without sacrificing competitiveness. In response, HR teams are embracing holistic compensation models, including non-monetary benefits and internal career mobility.

Remote and hybrid work continue to evolve under stricter legal frameworks. Spanish regulations now require parity in treatment for remote employees, prompting HR departments to ensure equality in promotions, compensation, and visibility. The introduction of digital nomad visas has further diversified the workforce, bringing both cultural opportunities and management complexity.

As AI tools become embedded in recruitment and performance monitoring, concerns about data ethics have intensified. Employers must now comply with transparency laws and offer employees options to opt out of automated processing. Data-driven HR remains a priority, but trust and consent are now strategic imperatives.

Talent retention strategies are shifting towards “silent hiring,” internal upskilling, and mental health support. Companies that offer psychological safety, purpose, and adaptability are seeing stronger engagement. In 2025, HR in Spain stands at a crossroads—navigating compliance, cost, and culture to build a workplace fit for a changing world.



ADP HR Services	AXA General Insurance	ACCENTURE Management Consulting	ACCIONA Renewable Energy	ADMIRAL SEGUROS Property And Casualty Insurance	AIRBUS Aerospace and Defense	ALAIN AFFLELOU Eyewear and Optics	AMADEUS IT GROUP Enterprise Software	AMAZON E-commerce
AMERICAN EXPRESS Credit Cards	BBVA Banking	BANCO SABADELL Retail Banking	BRIDGESTONE Tires and Mobility Solutions	CANON Imaging and Optical Products	CEPSA Oil and Gas	CISCO Networking Equipment	CORREOS Courier and Parcel Delivery	DANONE Dairy
EY Accounting & Audit Services	FUJITSU Information Systems	GFT IT CONSULTING IT Consulting and Services	HEINEKEN Alcoholic Beverages	HILTON Hotels and Resorts	HUAWEI Consumer Electronics	IBERDROLA Energy Utilities	INDITEX Fashion & Apparel	JT INTERNATIONAL Tobacco
LEROY MERLIN Home Improvement	LILLY S.A. Biopharmaceuticals	MCDONALD'S Fast Food Chain	MERCADONA Supermarkets Chain	PUMA Sporting Goods	PEPSICO Food and Beverage	SGS TÉCNOS Certification & Inspection Services	SACYR Construction	SCHNEIDER ELECTRIC Automation Solutions
SECURITAS Security Services	SODEXO Food Distribution and Catering	STRYKER Medical Devices	TAKEDA Pharmaceuticals	TELEFÓNICA Telecommunications	TOYOTA Automotive Manufacturing	WORLDLINE Electronic Money		

Number of workplace rankings used: 11
Total number of companies analyzed: 371
Methodology employed: Meta-analysis, Survey, HR-Check



SOUTH KOREA

In 2025, South Korea's HR landscape is adapting to urgent demographic and technological realities. With the nation's fertility rate at a historic low, the government has intensified efforts to encourage work-life balance and family-friendly corporate practices. This demographic shift is influencing HR strategies focused on long-term talent sustainability and gender equality, particularly in policies surrounding parental leave and flexible working hours.

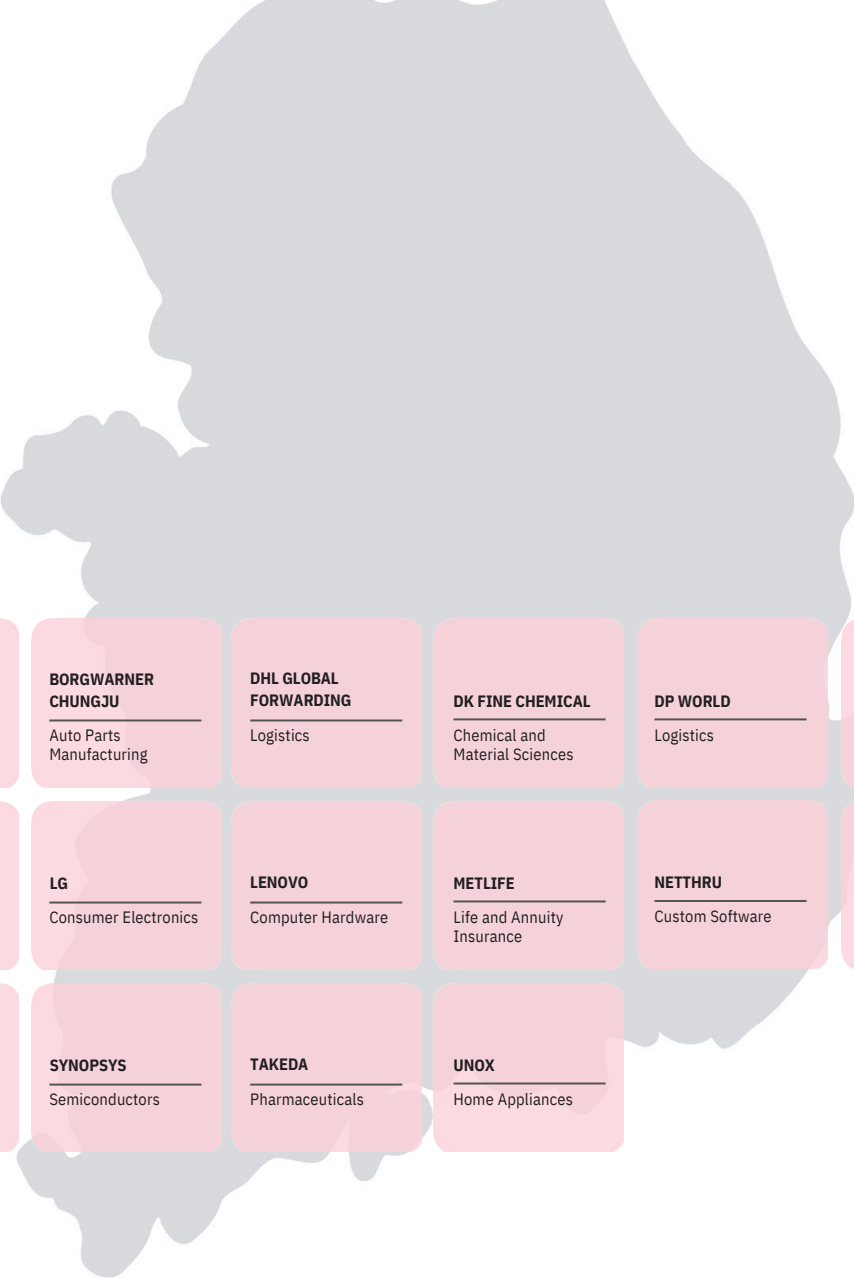
Employee well-being remains at the core of HR priorities. Organizations are transitioning from episodic wellness initiatives to integrated support systems that address mental health, burnout prevention, and resilience training. Lifelong learning continues to gain momentum, with employers investing in career-long upskilling programs to navigate constant technological evolution.

Remote and hybrid work arrangements, now supported by legal protections, are being optimized for fairness and performance. Companies are working to ensure that remote workers receive equal access to promotions, visibility, and training.

The rapid adoption of AI in recruitment and HR operations has improved efficiency but raised new concerns over fairness and transparency. As a result, regulatory scrutiny has increased, prompting businesses to review their ethical use of data and AI.

Inclusive hiring and diverse leadership remain strategic goals, though progress varies across industries. Agile HR methods are gaining traction to help companies stay responsive in an unpredictable global economy.

Together, these developments reflect an HR environment that is strategically realigning itself to meet both domestic demographic shifts and the broader challenges of a digital, competitive labor market.



AGILENT Medical Devices	AMOREPACIFIC CORPORATION Cosmetic and Skincare	BORGWARNER CHUNGJU Auto Parts Manufacturing	DHL GLOBAL FORWARDING Logistics	DK FINE CHEMICAL Chemical and Material Sciences	DP WORLD Logistics	FERRAGAMO Luxury and Designer Apparel	GALDERMA Biopharmaceuticals	HYUNDAI MOTOR GROUP Automotive Manufacturing
INDUSTRIAL BANK OF KOREA Retail Banking	JT INTERNATIONAL Tobacco	LG Consumer Electronics	LENOVO Computer Hardware	METLIFE Life and Annuity Insurance	NETTHRU Custom Software	OTTOGI Food Processing	PUMA Sporting Goods	SAINT-GOBAIN Building Materials
SALESFORCE Enterprise Software	SAMSUNG GROUP Conglomerate	SYNOPSIS Semiconductors	TAKEDA Pharmaceuticals	UNOX Home Appliances				

Number of workplace rankings used: 4
 Total number of companies analyzed: 106
 Methodology employed: Meta-analysis, Survey, HR-Check



SINGAPORE

In 2025, Singapore's HR landscape is being reshaped by fiscal policy shifts, talent demands, and evolving employee expectations. The introduction of a local top-up tax for multinational enterprises to align with the OECD's global minimum tax rate has placed greater scrutiny on value creation through people—pushing HR to demonstrate strategic impact amid tighter global compliance frameworks.

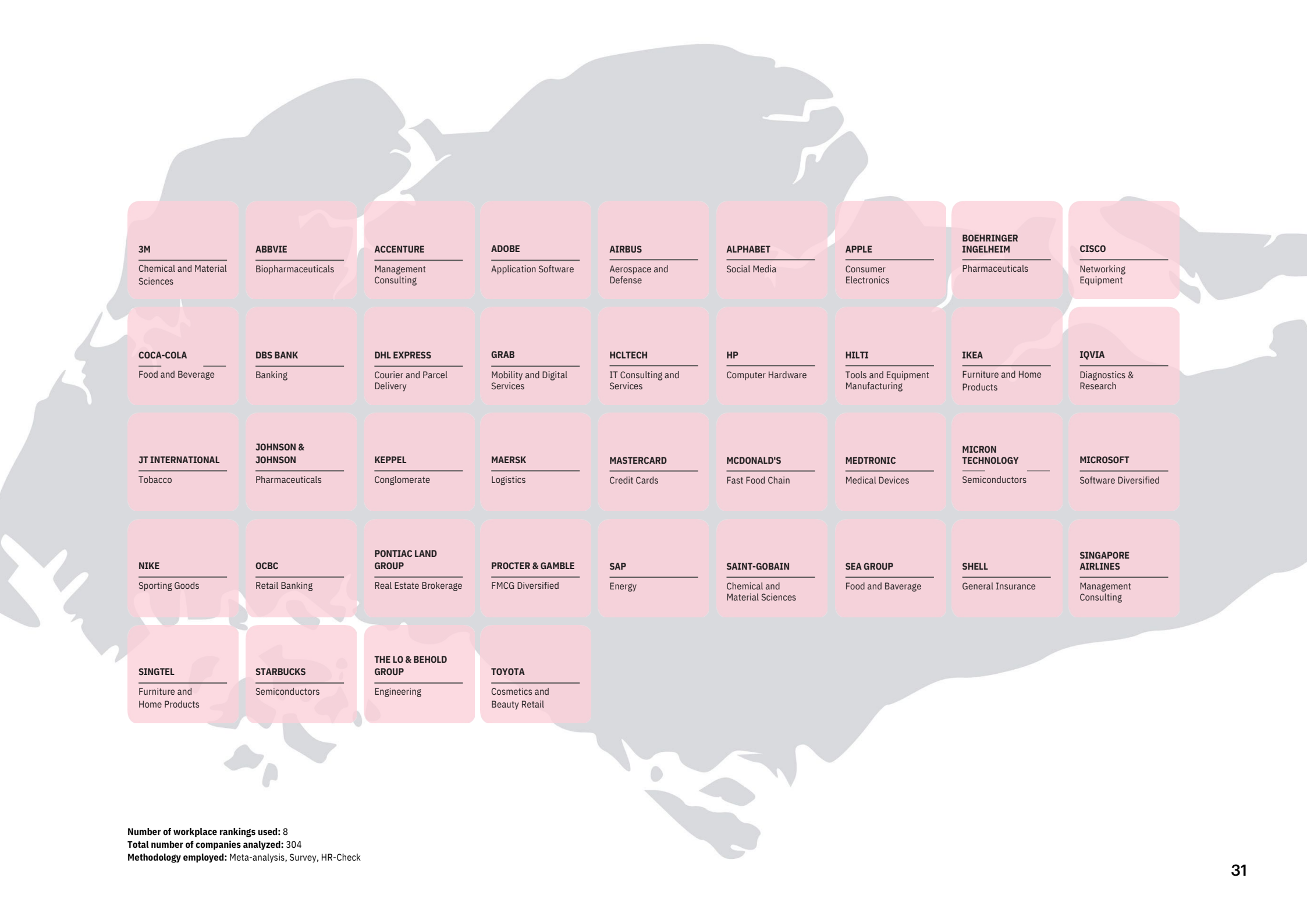
As the country approaches its general elections, HR leaders are closely monitoring potential changes in foreign labor policies and workforce localization strategies. These discussions are expected to influence hiring practices, employer branding, and long-term workforce planning, particularly in sectors reliant on global talent.

Upskilling remains a national imperative. Through SkillsFuture and other initiatives, companies are embedding continuous learning into workflows to maintain workforce adaptability. Reskilling programs focused on digital fluency, leadership, and sustainability are now seen as core HR responsibilities.

Employee well-being has moved beyond perks into operational strategy. Mental health support, flexible scheduling, and burnout prevention are central pillars of talent retention. As flexible work arrangements gain government backing, hybrid models are now being formalized in HR policies, supported by digital infrastructure and performance frameworks.

Diversity and inclusion remain strategic goals, especially in leadership representation. However, there's growing recognition of the need for deeper structural change, including equitable access and social mobility.

Finally, Agile HR is no longer aspirational—it's essential. With shifting economic realities and workforce demographics, organizations are reengineering HR to be faster, fairer, and more future-ready, anchoring their transformation in people-centric values.



3M Chemical and Material Sciences	ABBVIE Biopharmaceuticals	ACCENTURE Management Consulting	ADOBE Application Software	AIRBUS Aerospace and Defense	ALPHABET Social Media	APPLE Consumer Electronics	BOEHRINGER INGELHEIM Pharmaceuticals	CISCO Networking Equipment
COCA-COLA Food and Beverage	DBS BANK Banking	DHL EXPRESS Courier and Parcel Delivery	GRAB Mobility and Digital Services	HCLTECH IT Consulting and Services	HP Computer Hardware	HILTI Tools and Equipment Manufacturing	IKEA Furniture and Home Products	IQVIA Diagnostics & Research
JT INTERNATIONAL Tobacco	JOHNSON & JOHNSON Pharmaceuticals	KEPPEL Conglomerate	MAERSK Logistics	MASTERCARD Credit Cards	MCDONALD'S Fast Food Chain	MEDTRONIC Medical Devices	MICRON TECHNOLOGY Semiconductors	MICROSOFT Software Diversified
NIKE Sporting Goods	OCBC Retail Banking	PONTIAC LAND GROUP Real Estate Brokerage	PROCTER & GAMBLE FMCG Diversified	SAP Energy	SAINT-GOBAIN Chemical and Material Sciences	SEA GROUP Food and Beverage	SHELL General Insurance	SINGAPORE AIRLINES Management Consulting
SINGTEL Furniture and Home Products	STARBUCKS Semiconductors	THE L0 & BEHOLD GROUP Engineering	TOYOTA Cosmetics and Beauty Retail					

Number of workplace rankings used: 8
Total number of companies analyzed: 304
Methodology employed: Meta-analysis, Survey, HR-Check



PORTUGAL

In 2025, Portugal's HR landscape is being shaped by rising social expectations, digital innovation, and regulatory efforts to improve work-life balance. A renewed focus on employee well-being is driving companies to go beyond traditional wellness offerings, integrating mental health support, workload flexibility, and burnout prevention into long-term strategies for retention and engagement.

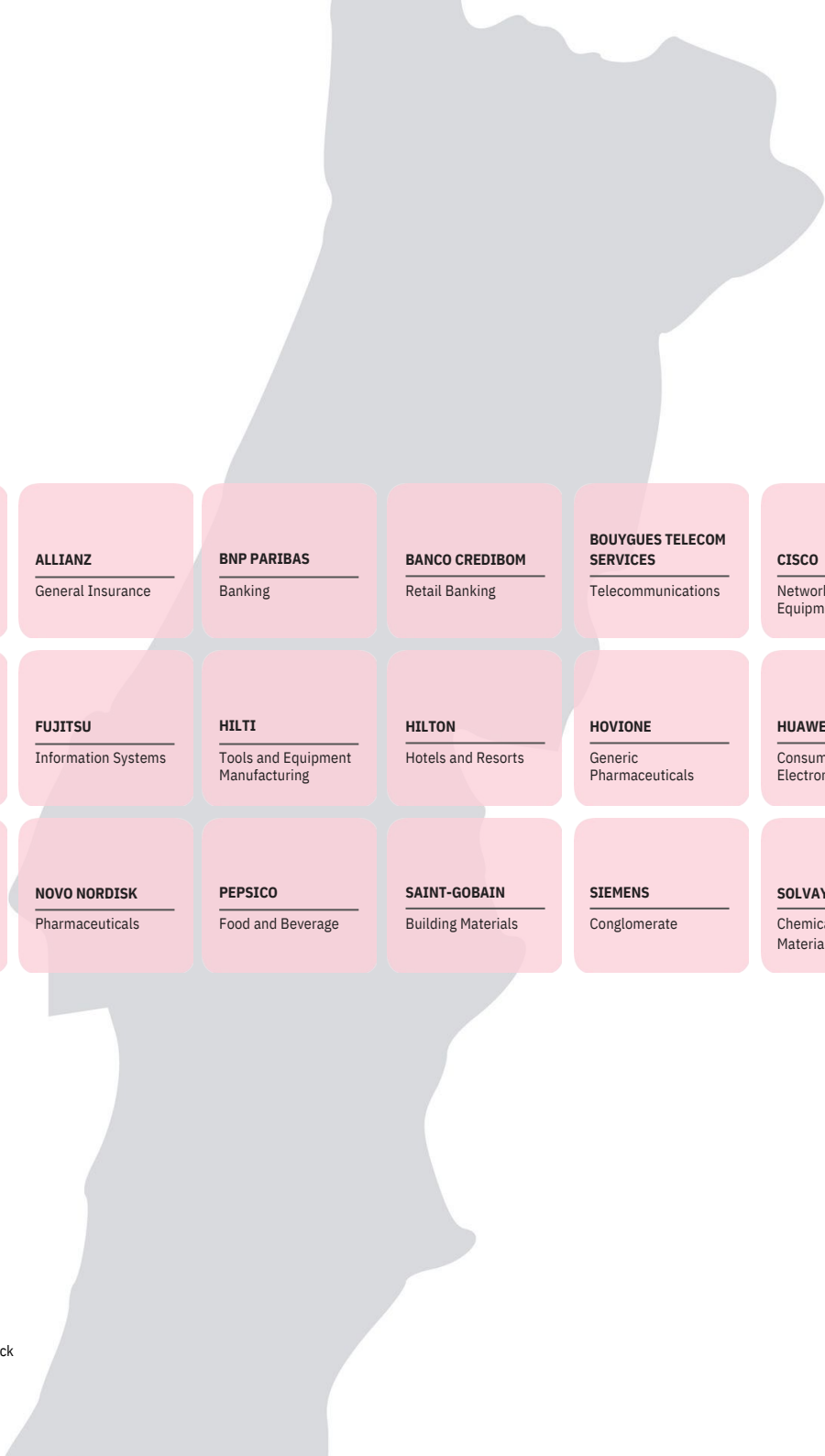
The shift toward more human-centered HR is especially evident in policies designed to support hybrid and remote work models. As the post-pandemic reality solidifies, companies are strengthening digital infrastructure and communication channels to ensure inclusion and productivity across dispersed teams. Legal protections for remote workers, introduced by the Portuguese government, have further anchored flexibility as a new norm.

Diversity, equity, and inclusion (DEI) remain high on the agenda, particularly in public and tech sectors. Progress is being made in promoting gender equality and cultural representation, though many organizations are still working to embed inclusive practices across recruitment, leadership, and development pipelines.

The emphasis on lifelong learning continues, with initiatives supporting upskilling in digital tools, leadership, and emotional intelligence. Portuguese companies are increasingly investing in employee development as a strategic response to automation and global competition.

Generative AI is accelerating digital transformation, particularly in recruitment, performance tracking, and HR service delivery. As routine tasks become automated, HR leaders are shifting focus toward innovation and strategic advisory roles—ensuring that technology complements, rather than displaces, the human element in the workplace.





ABBVIE Biopharmaceuticals	AIRBUS Aerospace and Defense	ALLIANZ General Insurance	BNP PARIBAS Banking	BANCO CREDIBOM Retail Banking	BOUYGUES TELECOM SERVICES Telecommunications	CISCO Networking Equipment	DHL EXPRESS Courier and Parcel Delivery	DELOITTE Accounting & Audit Services
EDP Renewable Energy	ERA IMOBILIÁRIA Real Estate Brokerage	FUJITSU Information Systems	HILTI Tools and Equipment Manufacturing	HILTON Hotels and Resorts	HOVIONE Generic Pharmaceuticals	HUAWEI Consumer Electronics	IQVIA Diagnostics & Research	JERONIMO MARTINS Supermarkets Chain
NATIXIS Investment Banking	NOESIS IT Consulting and Services	NOVO NORDISK Pharmaceuticals	PEPSICO Food and Beverage	SAINT-GOBAIN Building Materials	SIEMENS Conglomerate	SOLVAY Chemical and Material Sciences		

Number of workplace rankings used: 6
 Total number of companies analyzed: 144
 Methodology employed: Meta-analysis, Survey, HR-Check



POLAND

In 2025, Poland's HR agenda is evolving amid regional economic pressures, generational shifts, and accelerated digital transformation. Flexibility remains a dominant theme, with remote and hybrid work models being embraced across industries. Legislative discussions around remote work rights have prompted employers to formalize flexible work policies, reinforcing work-life balance as a competitive advantage.

Artificial Intelligence continues to gain traction in talent acquisition. Polish companies are expanding the use of AI not just for candidate screening but also for skill-based matching and inclusive job advertising. This evolution aims to reduce bias, speed up recruitment cycles, and improve the quality of hires.

Employee well-being has moved from a supportive initiative to a business necessity. Personalized wellness offerings—including mental health support, financial education, and fitness incentives—are now key components of employee value propositions. Flexible benefits platforms allow workers to tailor compensation packages to their individual needs, boosting satisfaction and retention.

Amid heightened geopolitical tensions in Eastern Europe, organizational stability and transparent communication have become crucial for trust and engagement. Employers that foster psychological safety and a clear sense of direction are seeing higher resilience across teams.

Diversity and inclusion are gaining momentum, with companies embedding these values into recruitment, development, and leadership pipelines. HR strategies in Poland are becoming more people-centric and adaptive, aligning organizational goals with a workplace culture built on flexibility, fairness, and well-being.



3M Chemical and Material Sciences	ACCENTURE Management Consulting	AKAMAI TECHNOLOGIES Cybersecurity	ALIOR BANK Retail Banking	ALLIANZ General Insurance	AMAZON E-commerce	ASSECO Enterprise Software	ASTRAZENECA Pharmaceuticals	BIOGEN Biopharmaceuticals
BUDIMEX Construction	CCC Footwear	CAPGEMINI IT Consulting and Services	CARLSBERG Alcoholic Beverages	CISCO Networking Equipment	COLGATE-PALMOLIVE Personal and Home Care	EDP Renewable Energy	EY Accounting & Audit Services	ECOLAB Hygiene and Cleaning Products
GENERAL LOGISTICS SYSTEMS Courier and Parcel Delivery	HP Computer Hardware	HILTI Tools and Equipment Manufacturing	HILTON Hotels and Resorts	HITACHI Conglomerate	HUAWEI Consumer Electronics	IBM Information Systems	IKEA Furniture and Home Products	INTEL Semiconductors
JT INTERNATIONAL Tobacco	LIDL Supermarkets Chain	MCDONALD'S Fast Food Chain	MEDIA MARKT Consumer Electronics Retail	MICHELIN Tires and Mobility Solutions	MICROSOFT Software Diversified	NIKE Sporting Goods	OBI Home Improvement	ORANGE Telecommunications
PKO BANK POLSKI Banking	PHOENIX CONTACT Automation Solutions	PRIMARK Fashion & Apparel	PROCTER & GAMBLE FMCG Diversified	SAINT-GOBAIN Building Materials	SHELL Energy Diversified	STRYKER Medical Devices	VOLKSWAGEN GROUP Automotive Manufacturing	WHIRLPOOL Home Appliances
WORLDLINE Electronic Money								

Number of workplace rankings used: 6
Total number of companies analyzed: 633
Methodology employed: Meta-analysis



NIGERIA

In 2025, Nigeria's HR environment continues to navigate complex pressures from economic instability, high emigration rates, and increased demands for workplace innovation. The "japa" wave of talent leaving the country has intensified the urgency around talent retention, workforce planning, and employee engagement. HR departments are now prioritizing Strategic Workforce Planning to stabilize operations and address widening skill gaps.

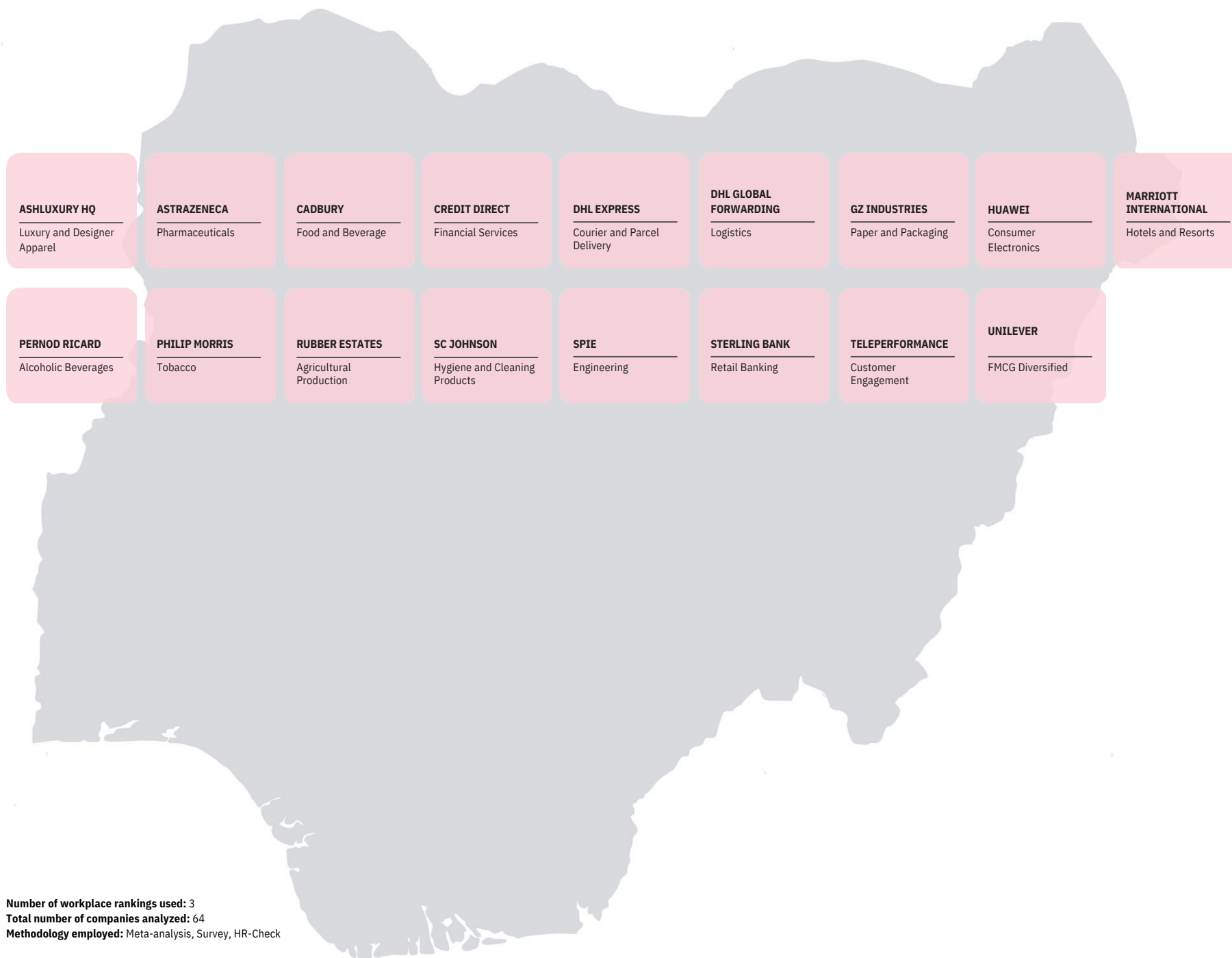
Performance Management has taken a renewed focus. With rising transport costs and unreliable infrastructure impacting attendance and stress levels, organizations are shifting toward outcome-based evaluations and hybrid performance models that reward adaptability and resilience. Flexibility is being embedded into performance metrics as a response to changing employee expectations.

Talent Management and Succession Planning are now strategic imperatives, as businesses work to future-proof leadership pipelines while optimizing current talent. In parallel, inflationary pressures are prompting companies to redesign Compensation and Benefits packages to include non-monetary incentives like health coverage, training opportunities, and remote work allowances.

HR Digitalization is advancing slowly but steadily, with larger firms adopting cloud-based systems for payroll, analytics, and employee lifecycle management. However, bandwidth limitations and regulatory inconsistencies remain barriers for smaller enterprises.

Legal Compliance and Organization Design are key focus areas due to evolving labor laws and union activity. Companies are updating internal structures to ensure agility and compliance while reducing operational risk.

Amid volatility, Nigerian HR leaders are redefining their value proposition—leveraging technology, empathy, and localized strategies to foster a resilient, engaged, and future-ready workforce.



Number of workplace rankings used: 3
Total number of companies analyzed: 64
Methodology employed: Meta-analysis, Survey, HR-Check



NETHERLANDS

In 2025, the Netherlands' HR landscape is being reshaped by economic pressures, technological advancements, and evolving employee expectations. A significant trend is the increasing emphasis on employee well-being, with organizations investing in comprehensive wellness programs that address mental health, financial stability, and work-life balance. Flexible work arrangements have become standard, reflecting a shift towards more adaptable and employee-centric workplace policies.

Artificial Intelligence (AI) continues to revolutionize HR practices, particularly in recruitment and talent management. Dutch companies are leveraging AI to streamline candidate selection processes, enhance performance evaluations, and personalize employee development plans. This technological integration aims to improve efficiency while maintaining a human touch in HR operations.

Skills-based recruitment is gaining momentum, focusing on candidates' competencies and potential rather than traditional qualifications. This approach aligns with the rapid pace of technological change, ensuring that the workforce remains adaptable and innovative. Organizations are also prioritizing continuous learning and development opportunities to equip employees with the necessary skills for future challenges.

Diversity, Equity, and Inclusion (DEI) remain central to HR strategies, with a focus on creating inclusive environments that value diverse perspectives. Companies are implementing initiatives to promote gender equality, cultural diversity, and equal opportunities across all levels of the organization.

Overall, Dutch HR practices in 2025 are characterized by a commitment to employee well-being, technological integration, skills development, and inclusive workplace cultures, positioning organizations to thrive in a dynamic and competitive global environment.

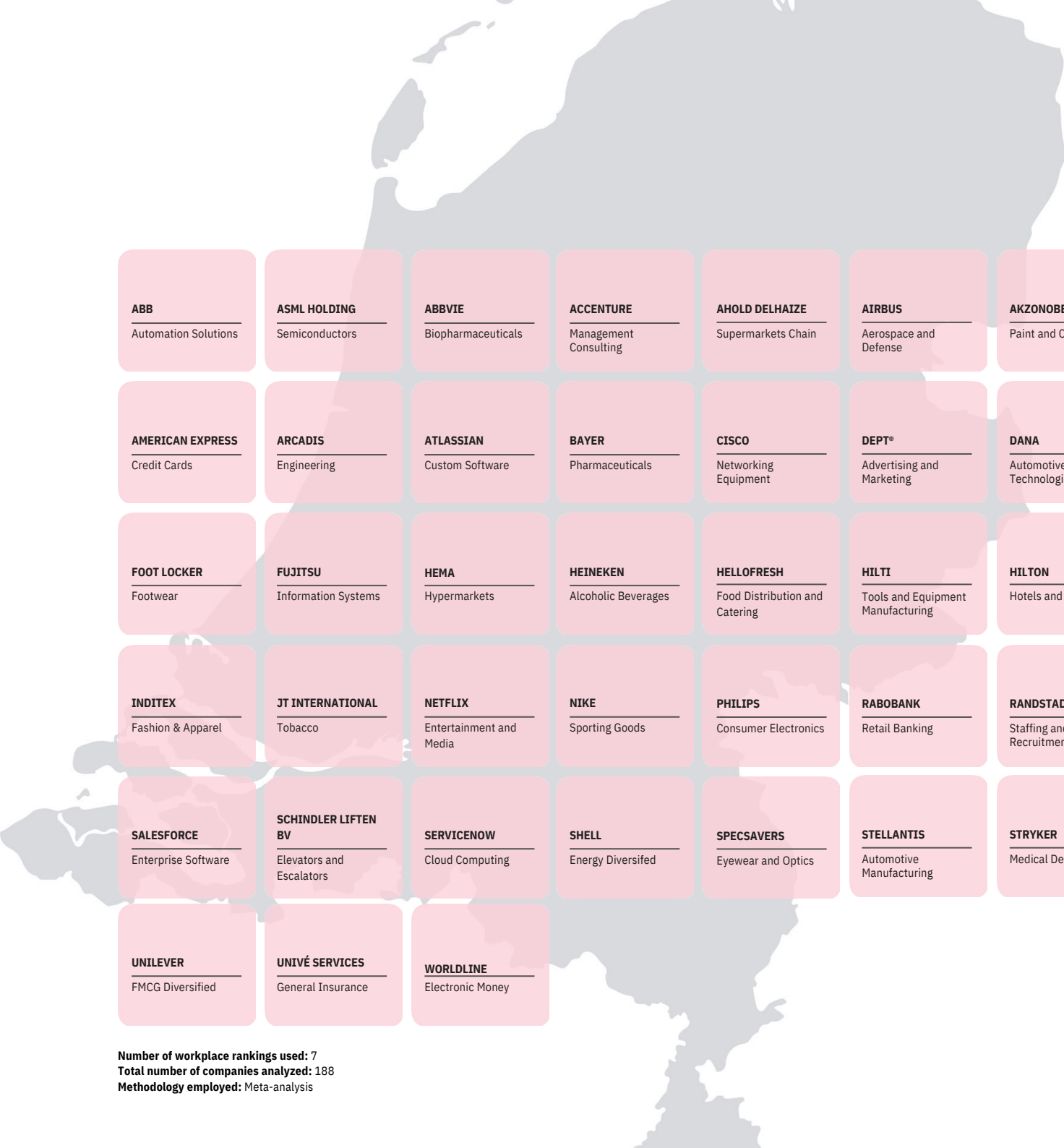


ABB Automation Solutions	ASML HOLDING Semiconductors	ABBVIE Biopharmaceuticals	ACCENTURE Management Consulting	AHOLD DELHAIZE Supermarkets Chain	AIRBUS Aerospace and Defense	AKZONOBEL Paint and Coatings	ALPHABET Social Media	AMAZON E-commerce
AMERICAN EXPRESS Credit Cards	ARCADIS Engineering	ATLASSIAN Custom Software	BAYER Pharmaceuticals	CISCO Networking Equipment	DEPT® Advertising and Marketing	DANA Automotive Technologies	DELOITTE Accounting & Audit Services	FEDEX Courier and Parcel Delivery
FOOT LOCKER Footwear	FUJITSU Information Systems	HEMA Hypermarkets	HEINEKEN Alcoholic Beverages	HELLOFRESH Food Distribution and Catering	HILTI Tools and Equipment Manufacturing	HILTON Hotels and Resorts	IKEA Furniture and Home Products	ING Banking
INDITEX Fashion & Apparel	JT INTERNATIONAL Tobacco	NETFLIX Entertainment and Media	NIKE Sporting Goods	PHILIPS Consumer Electronics	RABOBANK Retail Banking	RANDSTAD Staffing and Recruitment	RECKITT Hygiene and Cleaning Products	SAINT-GOBAIN Building Materials
SALESFORCE Enterprise Software	SCHINDLER LIFTEN BV Elevators and Escalators	SERVICENOW Cloud Computing	SHELL Energy Diversified	SPECSAVERS Eyewear and Optics	STELLANTIS Automotive Manufacturing	STRYKER Medical Devices	TATA CONSULTANCY SERVICES IT Consulting and Services	UBER Mobility and Digital Services
UNILEVER FMCG Diversified	UNIVÉ SERVICES General Insurance	WORLDLINE Electronic Money						

Number of workplace rankings used: 7
Total number of companies analyzed: 188
Methodology employed: Meta-analysis



MEXICO

In 2025, Mexico's HR landscape is being reshaped by labor reforms, generational shifts, and accelerating digital transformation. With ongoing discussions around the reduction of the standard workweek from 48 to 40 hours, HR professionals are preparing for structural changes that require rethinking scheduling, productivity metrics, and compensation frameworks.

Automation in recruitment continues to grow, with AI tools being used for candidate screening, video interview analysis, and talent matching. This technological shift aims to improve hiring efficiency while reducing bias and expanding talent pipelines.

The emphasis on soft skills is deepening. Mexican companies are prioritizing communication, adaptability, and empathy—skills that foster resilience and inclusion in increasingly hybrid workplaces. Training programs are being updated to integrate emotional intelligence and conflict resolution alongside technical competencies.

Employee well-being is now tied closely to compliance. NOM-035 regulations addressing psychosocial risks in the workplace are driving investment in mental health services, flexible hours, and anti-burnout policies. Remote work protections, made official by law, are prompting companies to establish clearer policies around digital disconnection and home office support.

With Generation Z entering the workforce in larger numbers, HR is embracing new engagement models. Companies are offering purpose-driven roles, career mobility, and tech-integrated experiences to attract younger talent.

Finally, ESG (Environmental, Social, and Governance) factors are now directly influencing HR policy. From climate action commitments to social equity goals, HR departments are aligning practices with sustainability reporting—strengthening their employer brand while reinforcing ethical business conduct.



3M Chemical and Material Sciences	ACCENTURE Management Consulting	ACCORHOTELS Hotels and Resorts	AIRBUS Aerospace and Defense	ALPHABET Social Media	ALSUPER Supermarkets Chain	AMAZON E-commerce	AMGEN Biopharmaceuticals	APPLE Consumer Electronics
ARCA CONTINENTAL Food and Beverage	BEPENSA Food Distribution and Catering	BANORTE Retail Banking	CARDINAL HEALTH Medical Distribution	CEMEX Cement	CISCO Networking Equipment	COTEMAR Oil and Gas	FARMACIA SAN Pharmaceuticals	FEDEX Courier and Parcel Delivery
GRUPO AEROMÉXICO Airline	GRUPO BIMBO Food Processing	MAPFRE General Insurance	MEDTRONIC Medical Devices	METLIFE Life and Annuity Insurance	MICHELIN Tires and Mobility Solutions	NEMAK Auto Parts Manufacturing	PUMA Sporting Goods	PHILIP MORRIS Tobacco
PROCTER & GAMBLE FMCG Diversified	SAP Enterprise Software	SAINT-GOBAIN Building Materials	SCHNEIDER ELECTRIC Automation Solutions	TATA CONSULTANCY SERVICES IT Consulting and Services	UNIVERSIDAD AUTÓNOMA DE GUADALAJARA Higher Education	VOLVO FINANCIAL SERVICES Financial Services	WALMART Hypermarkets	

Number of workplace rankings used: 8
 Total number of companies analyzed: 421
 Methodology employed: Meta-analysis, Survey, HR-Check



ITALY

In 2025, Italy's HR landscape is defined by the intersection of digital transformation, workforce well-being, and renewed focus on managerial leadership. Amidst ongoing labor market reforms and EU-wide economic recovery plans, organizations are investing in human-centered strategies that align business performance with social impact.

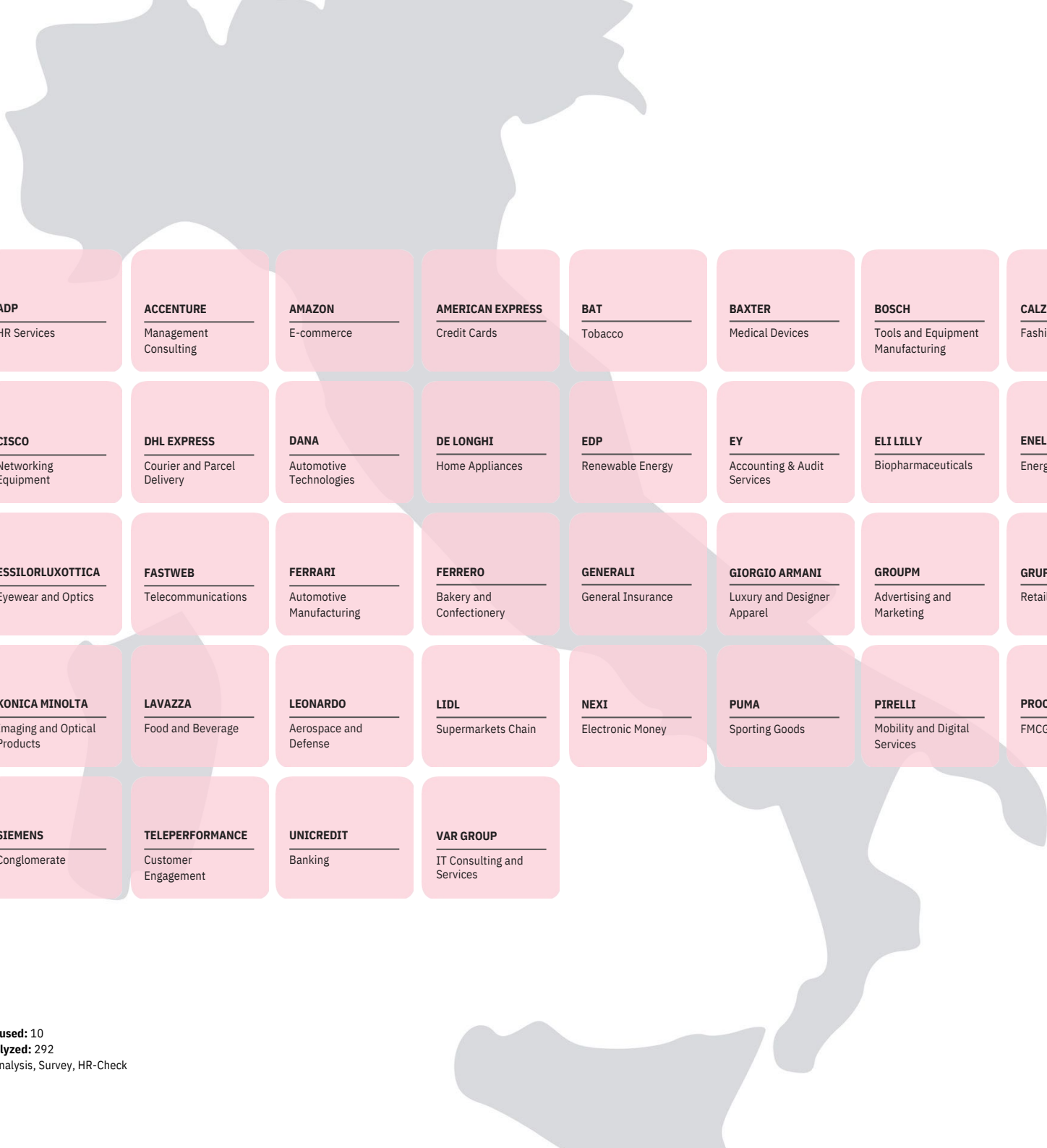
Employee well-being remains at the forefront. Italian employers are expanding mental health benefits, introducing flexible hours, and promoting psychological safety as core organizational values. These measures respond to rising stress levels, burnout concerns, and the push for a more inclusive, balanced workplace.

Leadership development has become more strategic, with a renewed emphasis on cross-functional literacy. Managers are being trained in areas such as data fluency, sustainability, and digital ethics—skills necessary to lead in a rapidly changing European labor market. This broader knowledge base supports more adaptive and accountable leadership styles.

Technology continues to reshape HR operations. AI-powered platforms are being integrated for candidate assessment, internal mobility tracking, and engagement analytics. Italian firms are focusing on responsible AI use, ensuring data protection and ethical standards are maintained throughout the employee lifecycle.

Sustainability is no longer limited to corporate reporting. ESG values are increasingly embedded in HR—from green office practices to inclusive hiring policies—positioning companies as responsible employers. These practices are also key to attracting younger, purpose-driven talent.

In sum, Italy's 2025 HR outlook is progressive and purpose-oriented, balancing digital efficiency with human empathy and long-term sustainability.



ACSOFTWARE Enterprise Software	ADP HR Services	ACCENTURE Management Consulting	AMAZON E-commerce	AMERICAN EXPRESS Credit Cards	BAT Tobacco	BAXTER Medical Devices	BOSCH Tools and Equipment Manufacturing	CALZEDONIA Fashion & Apparel
CHIESI Pharmaceuticals	CISCO Networking Equipment	DHL EXPRESS Courier and Parcel Delivery	DANA Automotive Technologies	DE LONGHI Home Appliances	EDP Renewable Energy	EY Accounting & Audit Services	ELI LILLY Biopharmaceuticals	ENEL Energy Utilities
ESPRINET Consumer Electronics	ESSILORLUXOTTICA Eyewear and Optics	FASTWEB Telecommunications	FERRARI Automotive Manufacturing	FERRERO Bakery and Confectionery	GENERALI General Insurance	GIORGIO ARMANI Luxury and Designer Apparel	GROUPM Advertising and Marketing	GRUPPO SELLA Retail Banking
HILTON Hotels and Resorts	KONICA MINOLTA Imaging and Optical Products	LAVAZZA Food and Beverage	LEONARDO Aerospace and Defense	LIDL Supermarkets Chain	NEXI Electronic Money	PUMA Sporting Goods	PIRELLI Mobility and Digital Services	PROCTER & GAMBLE FMCG Diversified
RECKITT Hygiene and Cleaning Products	SIEMENS Conglomerate	TELEPERFORMANCE Customer Engagement	UNICREDIT Banking	VAR GROUP IT Consulting and Services				

Number of workplace rankings used: 10
 Total number of companies analyzed: 292
 Methodology employed: Meta-analysis, Survey, HR-Check



IRELAND

In 2025, Ireland's HR landscape is being redefined by evolving legislation, shifting workforce expectations, and rapid digitalization. The formal implementation of statutory sick pay and the right to request remote work has moved flexibility from a benefit to a baseline. Employers are now redesigning workforce policies to reflect hybrid realities, emphasizing autonomy, output-based performance, and employee trust.

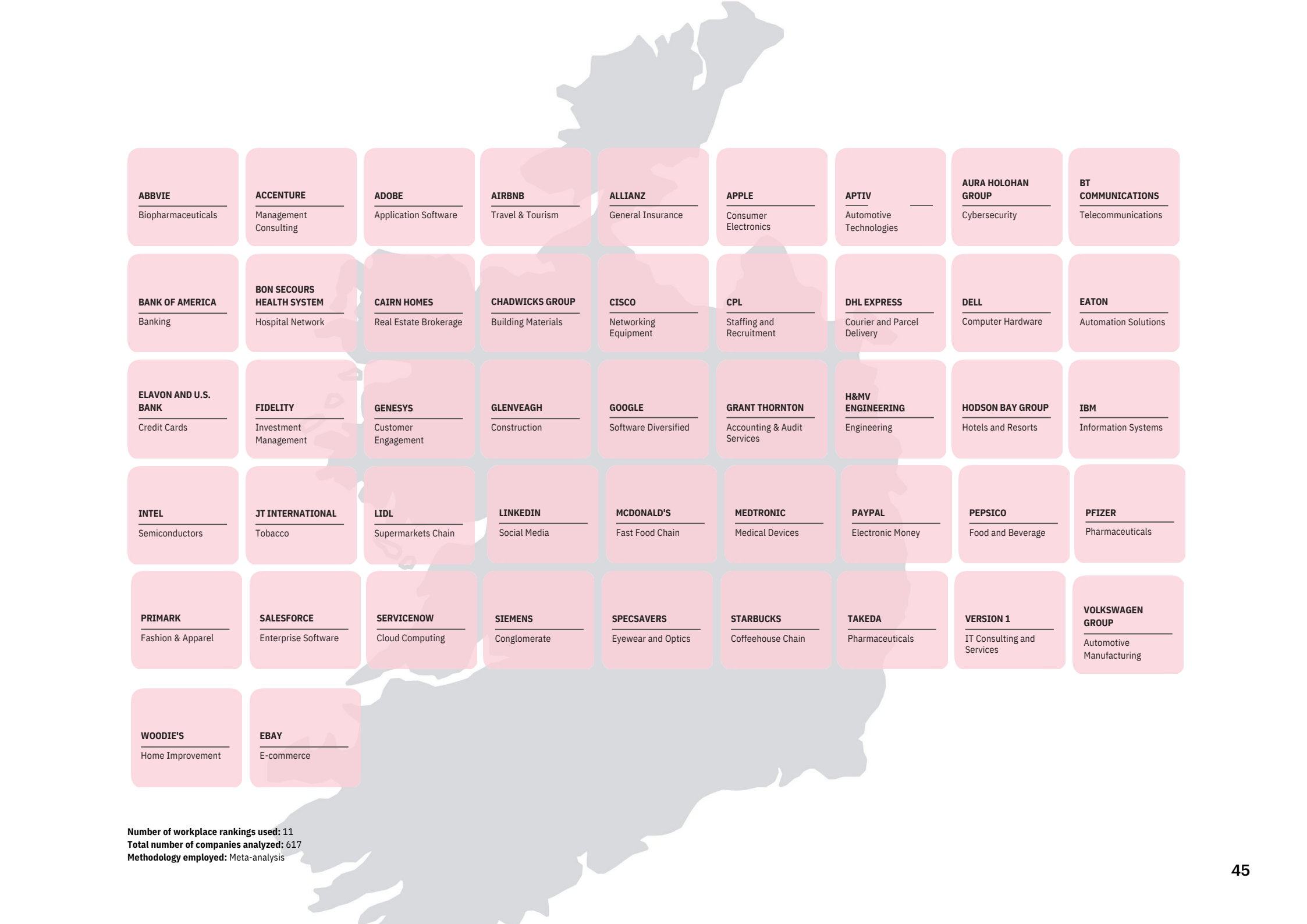
Mental health and well-being continue to dominate strategic agendas. Companies are investing in comprehensive wellness platforms, mental health days, and confidential support services. National awareness campaigns and societal openness about mental health are encouraging organizations to normalize support, creating psychologically safer environments.

AI integration in HR is accelerating, but cautiously. Irish firms are adopting AI to support candidate screening, internal mobility analysis, and workforce forecasting. However, GDPR compliance, algorithmic transparency, and ethics are critical constraints, pushing HR to balance innovation with accountability. Upskilling programs are being deployed to close internal digital readiness gaps.

Talent retention remains a key challenge. A competitive labor market and high cost of living are driving employees to seek meaningful work and better life quality. As a result, organizations are aligning their EVP (Employee Value Proposition) with values such as purpose, inclusivity, and continuous learning.

Diversity, equity, and inclusion are central pillars of people strategy. As Ireland becomes more multicultural, inclusive leadership, bias training, and equal opportunity programs are being embedded into corporate culture.

Together, these trends signal an HR function in Ireland that is strategic, human-centric, and built for the future.



ABBVIE Biopharmaceuticals	ACCENTURE Management Consulting	ADOBE Application Software	AIRBNB Travel & Tourism	ALLIANZ General Insurance	APPLE Consumer Electronics	APTIV Automotive Technologies	AURA HOLOHAN GROUP Cybersecurity	BT COMMUNICATIONS Telecommunications
BANK OF AMERICA Banking	BON SECOURS HEALTH SYSTEM Hospital Network	CAIRN HOMES Real Estate Brokerage	CHADWICKS GROUP Building Materials	CISCO Networking Equipment	CPL Staffing and Recruitment	DHL EXPRESS Courier and Parcel Delivery	DELL Computer Hardware	EATON Automation Solutions
ELAVON AND U.S. BANK Credit Cards	FIDELITY Investment Management	GENESYS Customer Engagement	GLENVEAGH Construction	GOOGLE Software Diversified	GRANT THORNTON Accounting & Audit Services	H&MV ENGINEERING Engineering	HODSON BAY GROUP Hotels and Resorts	IBM Information Systems
INTEL Semiconductors	JT INTERNATIONAL Tobacco	LIDL Supermarkets Chain	LINKEDIN Social Media	MCDONALD'S Fast Food Chain	MEDTRONIC Medical Devices	PAYPAL Electronic Money	PEPSICO Food and Beverage	PFIZER Pharmaceuticals
PRIMARK Fashion & Apparel	SALESFORCE Enterprise Software	SERVICENOW Cloud Computing	SIEMENS Conglomerate	SPECSAVERS Eyewear and Optics	STARBUCKS Coffeehouse Chain	TAKEDA Pharmaceuticals	VERSION 1 IT Consulting and Services	VOLKSWAGEN GROUP Automotive Manufacturing
WOODIE'S Home Improvement	EBAY E-commerce							

Number of workplace rankings used: 11
Total number of companies analyzed: 617
Methodology employed: Meta-analysis



INDIA

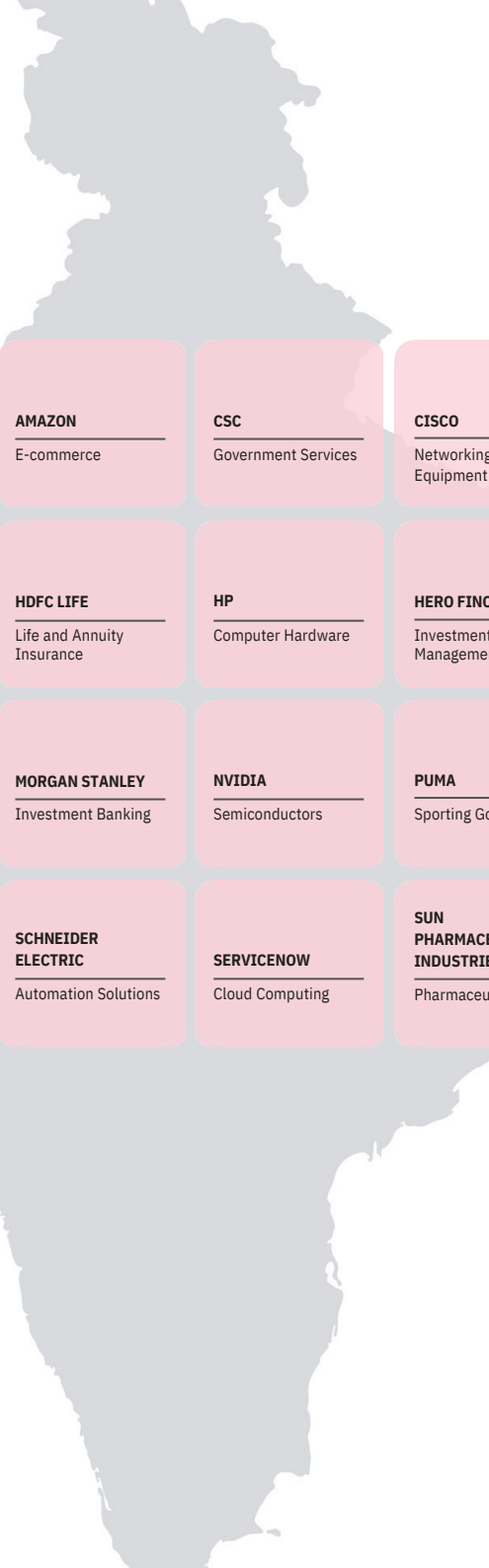
In 2025, India's HR landscape is being reshaped by rapid digital acceleration, regulatory shifts, and the demands of a young, purpose-driven workforce. Generative AI continues to revolutionize HR operations—from automated talent sourcing and performance analytics to personalized learning paths. Indian enterprises are investing heavily in AI tools, but rising concerns about algorithmic bias, data privacy, and consent are pushing organizations to adopt stricter governance and ethical AI frameworks.

Pay equity and compensation transparency remain central themes. Legislative developments and social discourse are prompting companies to adopt fair pay audits and disclose compensation bands—enhancing trust, particularly in fast-growing tech and services sectors. This move supports talent retention in a highly mobile job market.

Diversity, Equity, and Inclusion (DE&I) initiatives are gaining deeper traction. Indian organizations are expanding their inclusion lens to cover neurodiversity, regional representation, and gender balance in leadership. Structured training, employee resource groups, and inclusive policy reviews are becoming standard practices.

The employee experience is being redesigned for a post-pandemic world. With India home to the world's largest Gen Z population, companies are building workplaces anchored in flexibility, continuous feedback, and social impact. Hybrid work models are here to stay, but balancing remote collaboration and compliance remains a key challenge.

In short, HR in India is evolving into a more tech-enabled, transparent, and inclusive function—built to support sustainable business growth in a hyper-competitive, values-driven economy.



AIRBUS Aerospace and Defense	AKAMAI TECHNOLOGIES Cybersecurity	AMAZON E-commerce	CSC Government Services	CISCO Networking Equipment	DHL EXPRESS Courier and Parcel Delivery	DANA Automotive Technologies	DELOITTE Accounting & Audit Services	DOW Chemical and Material Sciences
EXPEDIA Travel & Tourism	HDFC BANK Banking	HDFC LIFE Life and Annuity Insurance	HP Computer Hardware	HERO FINCORP Investment Management	ICICI BANK Retail Banking	ISS FACILITY SERVICES Facility Services	INFOSYS IT Consulting and Services	JSW STEEL Steel Production
LEMON TREE HOTELS Hotels and Resorts	LIFESTYLE INTERNATIONAL Fashion & Apparel	MORGAN STANLEY Investment Banking	NVIDIA Semiconductors	PUMA Sporting Goods	PEPSICO Food and Beverage	REA PTE. (HOUSING, PROPTIGER AND MAKAAAN) Real Estate Brokerage	S&P GLOBAL Credit Rating	SIS Security Services
SAINT-GOBAIN Building Materials	SALESFORCE Enterprise Software	SCHNEIDER ELECTRIC Automation Solutions	SERVICENOW Cloud Computing	SUN PHARMACEUTICAL INDUSTRIES Pharmaceuticals	SYNCHRONY Credit Cards	TATA GROUP Conglomerate	TELEPERFORMANCE Customer Engagement	VERIZON Telecommunications
WELSPUN LIVING Furniture and Home Products	WORLDLINE Electronic Money							

Number of workplace rankings used: 9
 Total number of companies analyzed: 188
 Methodology employed: Meta-analysis, Survey, HR-Check



GERMANY

In 2025, Germany's HR landscape continues to evolve under the weight of labor shortages, technological transformation, and heightened employee expectations. The demand for flexible, human-centered work environments is driving companies to digitize workforce management systems while reinforcing cultural values that foster retention and well-being.

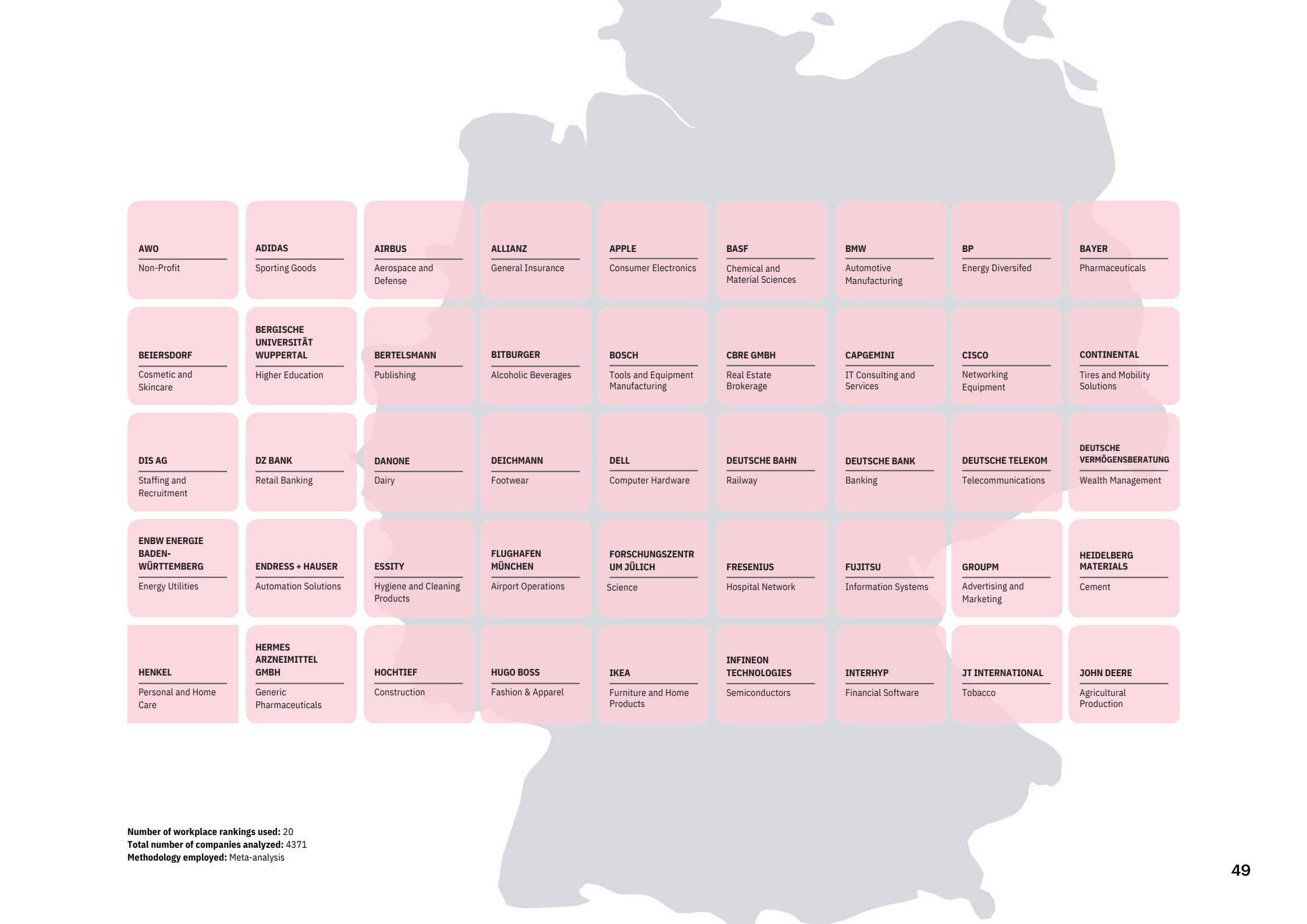
The shortage of skilled and blue-collar workers remains acute, prompting employers to rethink shift planning and scheduling. Smart scheduling platforms, AI-assisted rostering, and employee-driven shift swapping are being adopted to reduce absenteeism and increase satisfaction. Flexibility is no longer a perk—it's a workforce necessity.

Digitization plays a strategic role in building agile HR functions. German companies are investing in digital tools that support employee feedback, performance tracking, and continuous learning. At the same time, HR leaders are tasked with ensuring that technology enhances—not replaces—meaningful human interaction, especially in feedback and recognition.

Economic pressures due to inflation and energy costs are affecting employee morale. While blanket pay raises are rare, HR is exploring alternative support such as financial counseling, meal subsidies, and hybrid work cost-sharing.

Inclusion remains a key priority, with a growing emphasis on age diversity and integrating immigrant labor into the workforce. As Germany's demographic shifts deepen, inclusive policies and intercultural training are becoming essential components of a sustainable HR strategy.

Ultimately, 2025 in Germany is about balance: between digital and personal, efficient and empathetic, growth and resilience.



AWO Non-Profit	ADIDAS Sporting Goods	AIRBUS Aerospace and Defense	ALLIANZ General Insurance	APPLE Consumer Electronics	BASF Chemical and Material Sciences	BMW Automotive Manufacturing	BP Energy Diversified	BAYER Pharmaceuticals
BEIERSDORF Cosmetic and Skincare	BERGISCHE UNIVERSITÄT WUPPERTAL Higher Education	BERTELSMANN Publishing	BITBURGER Alcoholic Beverages	BOSCH Tools and Equipment Manufacturing	CBRE GMBH Real Estate Brokerage	CAPGEMINI IT Consulting and Services	CISCO Networking Equipment	CONTINENTAL Tires and Mobility Solutions
DIS AG Staffing and Recruitment	DZ BANK Retail Banking	DANONE Dairy	DEICHMANN Footwear	DELL Computer Hardware	DEUTSCHE BAHN Railway	DEUTSCHE BANK Banking	DEUTSCHE TELEKOM Telecommunications	DEUTSCHE VERMÖGENSBERATUNG Wealth Management
ENBW ENERGIE BADEN-WÜRTTEMBERG Energy Utilities	ENDRESS + HAUSER Automation Solutions	ESSITY Hygiene and Cleaning Products	FLUGHAFEN MÜNCHEN Airport Operations	FORSCHUNGSZENTRUM JÜLICH Science	FRESENIUS Hospital Network	FUJITSU Information Systems	GROUPM Advertising and Marketing	HEIDELBERG MATERIALS Cement
HENKEL Personal and Home Care	HERMES ARZNEIMITTEL GMBH Generic Pharmaceuticals	HOCHTIEF Construction	HUGO BOSS Fashion & Apparel	IKEA Furniture and Home Products	INFINEON TECHNOLOGIES Semiconductors	INTERHYP Financial Software	JT INTERNATIONAL Tobacco	JOHN DEERE Agricultural Production

Number of workplace rankings used: 20
Total number of companies analyzed: 4371
Methodology employed: Meta-analysis



KPMG Accounting & Audit Services	KFW BANKENGRUPPE Investment Banking	LVM VERSICHERUNG Property And Casualty Insurance	LIDL Supermarkets Chain	LUFTHANSA Airline	MARITIM HOTELGESELLSCHAFT Hotels and Resorts	MARS Bakery and Confectionery	MESSE BERLIN Trade Fair & Event Management	MICROSOFT Software Diversified
MIELE Home Appliances	NESTLÉ Food and Beverage	OLIVER WYMAN Management Consulting	PROCTER & GAMBLE FMCG Diversified	ROBERT BOSCH Automotive Technologies	ROCHE Biopharmaceuticals	SAP Enterprise Software	SBK SIEMENS-BETRIEBSKRANKEN KASSE Health Insurance	SERVICENOW Cloud Computing
SIEMENS Conglomerate	STRYKER Medical Devices	SWISS LIFE Life and Annuity Insurance	TUI Travel & Tourism	TÜV NORD Certification & Inspection Services	UNION INVESTMENT Investment Management	VDM METALS GRUPPE Aluminum Production	VISSMANN Renewable Energy	ZEISS Imaging and Optical Products
EBAY E-commerce	ITERATEC Custom Software							



CANADA

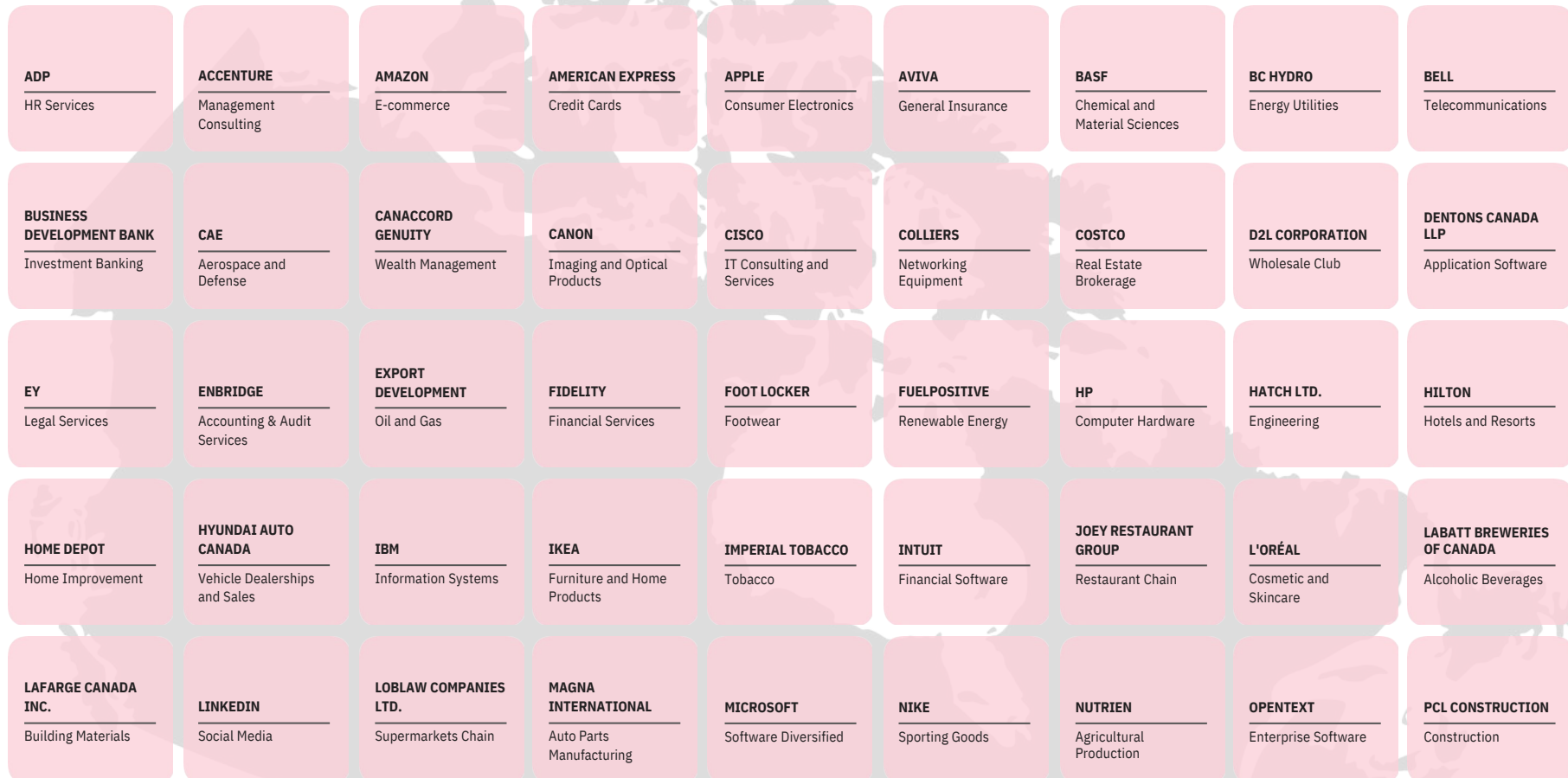
In 2025, Canada's HR landscape is adapting to a climate marked by economic disruption, shifting employee expectations, and transformative technologies. The imposition of new tariffs by the U.S. under President Trump—particularly on Canadian steel and aluminum—has created uncertainty in manufacturing, logistics, and supply chain sectors, pushing HR leaders to rethink workforce strategies amid cost-cutting pressures and operational realignments.

Amid this turbulence, personalized benefits and flexible work arrangements remain essential for attracting and retaining talent. The employee experience (EX) is being redefined through wellness programs, mental health services, and greater autonomy in work schedules. Organizations are prioritizing roles that align with employee values, signaling a cultural shift toward meaning, inclusion, and social impact.

Hybrid work remains deeply embedded in the Canadian model, supported by progressive labor policies and technology that enables asynchronous collaboration. At the same time, employers are balancing flexibility with accountability by evolving their performance management systems.

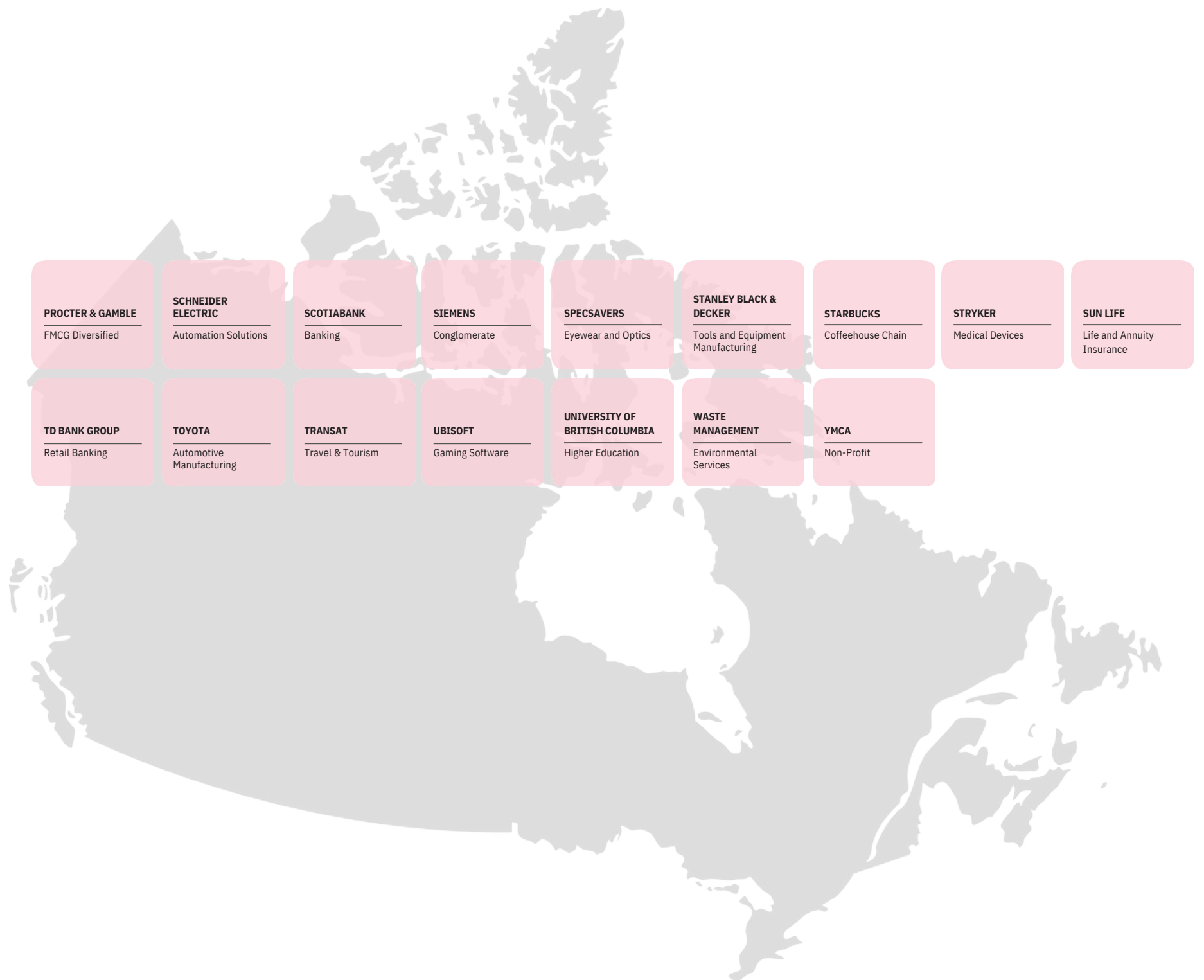
Generative AI is playing a growing role in HR operations—from predictive talent analytics to automated learning paths—though it is accompanied by rising concern over data privacy and ethical use, prompting new governance policies.

Diversity, equity, and inclusion (DEI) continue to shape workplace culture, with initiatives focused on reconciliation, accessibility, and inclusive leadership. In the face of global trade tensions and domestic transformation, Canadian HR leaders are strengthening workforce resilience through empathy, innovation, and strategic adaptability.



ADP HR Services	ACCENTURE Management Consulting	AMAZON E-commerce	AMERICAN EXPRESS Credit Cards	APPLE Consumer Electronics	AVIVA General Insurance	BASF Chemical and Material Sciences	BC HYDRO Energy Utilities	BELL Telecommunications
BUSINESS DEVELOPMENT BANK Investment Banking	CAE Aerospace and Defense	CANACCORD GENUITY Wealth Management	CANON Imaging and Optical Products	CISCO IT Consulting and Services	COLLIERS Networking Equipment	COSTCO Real Estate Brokerage	D2L CORPORATION Wholesale Club	DENTONS CANADA LLP Application Software
EY Legal Services	ENBRIDGE Accounting & Audit Services	EXPORT DEVELOPMENT Oil and Gas	FIDELITY Financial Services	FOOT LOCKER Footwear	FUELPOSITIVE Renewable Energy	HP Computer Hardware	HATCH LTD. Engineering	HILTON Hotels and Resorts
HOME DEPOT Home Improvement	HYUNDAI AUTO CANADA Vehicle Dealerships and Sales	IBM Information Systems	IKEA Furniture and Home Products	IMPERIAL TOBACCO Tobacco	INTUIT Financial Software	JOEY RESTAURANT GROUP Restaurant Chain	L'ORÉAL Cosmetic and Skincare	LABATT BREWERIES OF CANADA Alcoholic Beverages
LAFARGE CANADA INC. Building Materials	LINKEDIN Social Media	LOBLAW COMPANIES LTD. Supermarkets Chain	MAGNA INTERNATIONAL Auto Parts Manufacturing	MICROSOFT Software Diversified	NIKE Sporting Goods	NUTRIEN Agricultural Production	OPENTEXT Enterprise Software	PCL CONSTRUCTION Construction

Number of workplace rankings used: 19
Total number of companies analyzed: 1326
Methodology employed: Meta-analysis



PROCTER & GAMBLE

FMCG Diversified

**SCHNEIDER
ELECTRIC**

Automation Solutions

SCOTIABANK

Banking

SIEMENS

Conglomerate

SPECSAVERS

Eyewear and Optics

**STANLEY BLACK &
DECKER**

Tools and Equipment
Manufacturing

STARBUCKS

Coffeehouse Chain

STRYKER

Medical Devices

SUN LIFE

Life and Annuity
Insurance

TD BANK GROUP

Retail Banking

TOYOTA

Automotive
Manufacturing

TRANSAT

Travel & Tourism

UBISOFT

Gaming Software

**UNIVERSITY OF
BRITISH COLUMBIA**

Higher Education

**WASTE
MANAGEMENT**

Environmental
Services

YMCA

Non-Profit



FRANCE

In 2025, France's HR landscape is defined by the convergence of digital transformation, socio-political reform, and rising employee expectations. The ongoing evolution of work-life norms has prompted French organizations to embrace flexible work models not just as a benefit, but as a structural necessity. Hybrid work, compressed schedules, and the right to disconnect are becoming central to employee retention strategies.

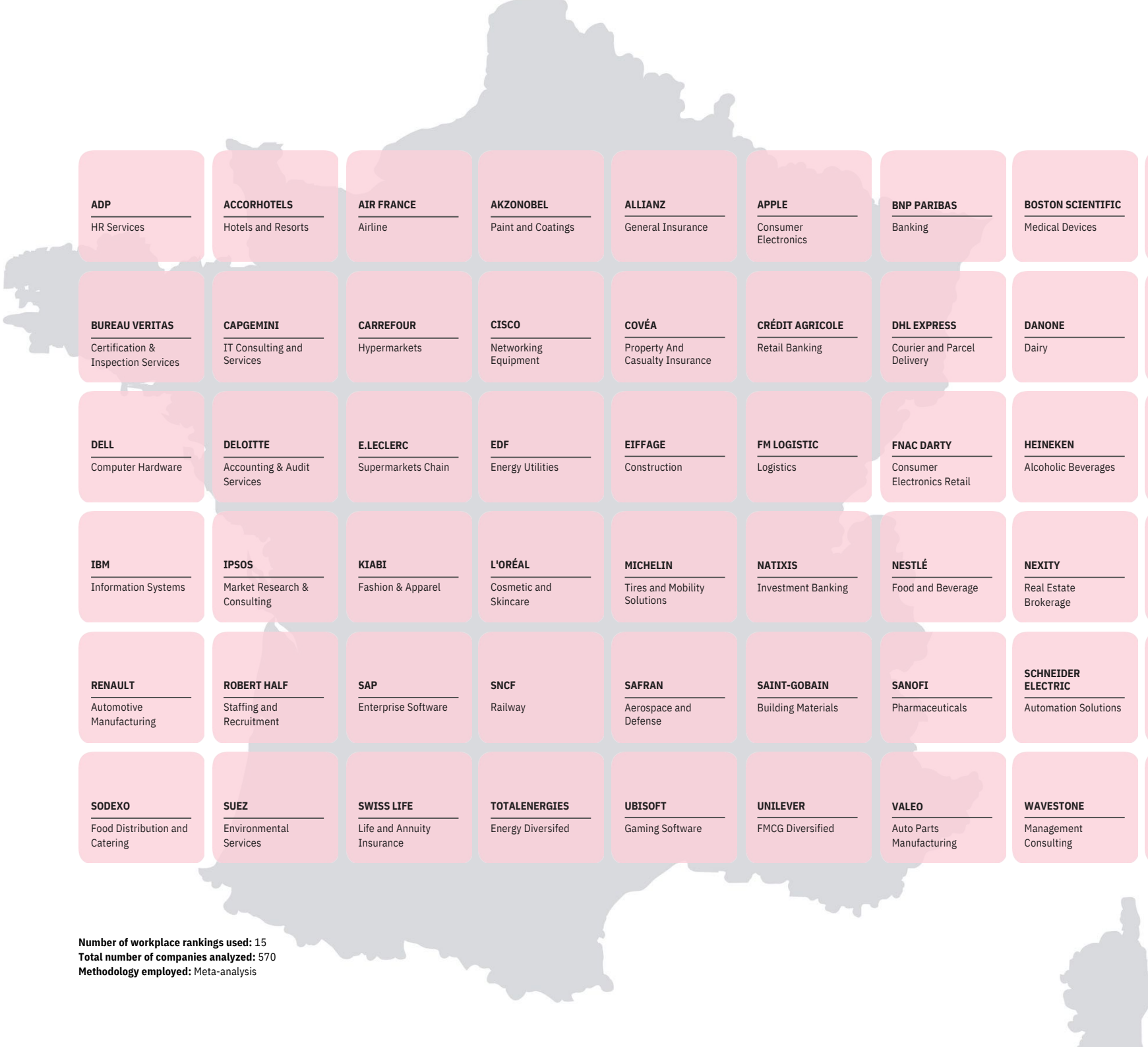
Employee well-being remains a strategic priority, with increased investment in mental health support, burnout prevention, and work-life integration. In response to persistent economic uncertainty and inflationary pressure, companies are also exploring personalized benefits, financial wellness initiatives, and cost-of-living allowances to support workforce resilience.

Inclusion continues to gain traction, supported by legislative reforms targeting workplace equity. Efforts now extend beyond gender to include neurodiversity, generational inclusion, and socio-economic background. French companies are embedding DEI principles into hiring, training, and leadership development.

The adoption of Artificial Intelligence (AI) in HR processes is accelerating, particularly in recruitment, workforce analytics, and learning design. However, organizations are moving cautiously—developing ethical frameworks to ensure transparency, fairness, and GDPR compliance.

Talent development is another cornerstone of the 2025 HR agenda. Faced with demographic shifts and labor shortages, employers are doubling down on upskilling and career pathing to strengthen internal mobility and reduce dependency on external hiring.

Altogether, France's HR strategy in 2025 is future-oriented—balancing digital efficiency with human values to cultivate inclusive, adaptable, and purpose-driven workplaces.



ADP HR Services	ACCORHOTELS Hotels and Resorts	AIR FRANCE Airline	AKZONOBEL Paint and Coatings	ALLIANZ General Insurance	APPLE Consumer Electronics	BNP PARIBAS Banking	BOSTON SCIENTIFIC Medical Devices	BOUYGUES Conglomerate
BUREAU VERITAS Certification & Inspection Services	CAPGEMINI IT Consulting and Services	CARREFOUR Hypermarkets	CISCO Networking Equipment	COVÉA Property And Casualty Insurance	CRÉDIT AGRICOLE Retail Banking	DHL EXPRESS Courier and Parcel Delivery	DANONE Dairy	DECATHLON Sporting Goods
DELL Computer Hardware	DELOITTE Accounting & Audit Services	E.LECLERC Supermarkets Chain	EDF Energy Utilities	EIFFAGE Construction	FM LOGISTIC Logistics	FNAC DARTY Consumer Electronics Retail	HEINEKEN Alcoholic Beverages	HERMÈS Luxury and Designer Apparel
IBM Information Systems	IPSOS Market Research & Consulting	KIABI Fashion & Apparel	L'ORÉAL Cosmetic and Skincare	MICHELIN Tires and Mobility Solutions	NATIXIS Investment Banking	NESTLÉ Food and Beverage	NEXITY Real Estate Brokerage	ORANGE Telecommunications
RENAULT Automotive Manufacturing	ROBERT HALF Staffing and Recruitment	SAP Enterprise Software	SNCF Railway	SAFRAN Aerospace and Defense	SAINT-GOBAIN Building Materials	SANOFI Pharmaceuticals	SCHNEIDER ELECTRIC Automation Solutions	SEPHORA Cosmetics and Beauty Retail
SODEXO Food Distribution and Catering	SUEZ Environmental Services	SWISS LIFE Life and Annuity Insurance	TOTALENERGIES Energy Diversified	UBISOFT Gaming Software	UNILEVER FMCG Diversified	VALEO Auto Parts Manufacturing	WAVESTONE Management Consulting	WORLDLINE Electronic Money

Number of workplace rankings used: 15
Total number of companies analyzed: 570
Methodology employed: Meta-analysis



FINLAND

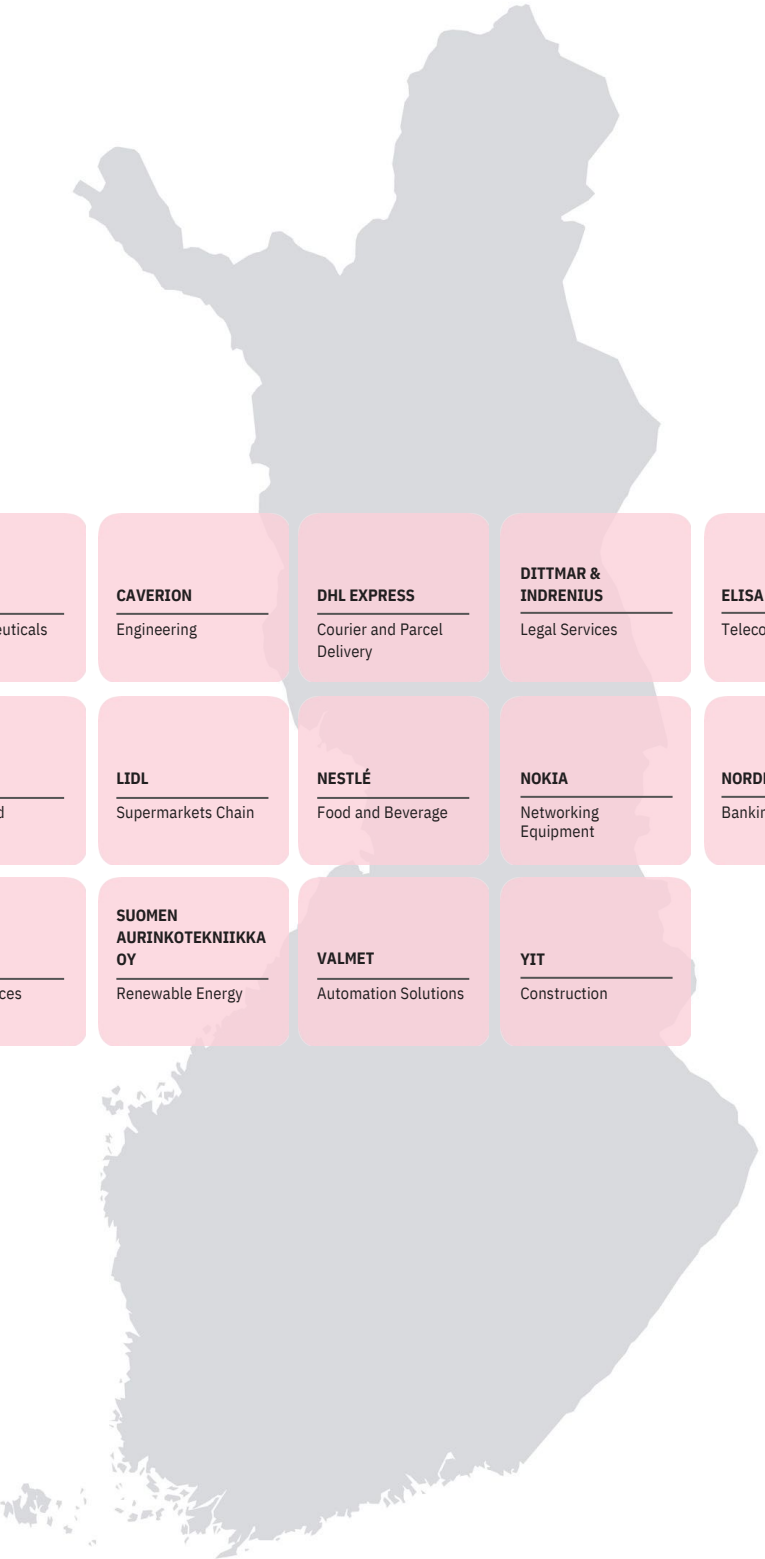
In 2025, Finland's HR landscape reflects a matured, values-driven approach to flexibility, inclusion, and innovation. Building on its early adoption of remote and hybrid work models, Finnish employers are now refining these arrangements to support long-term employee engagement, equity, and autonomy. Flexible job design—including reduced hours, job-sharing, and project-based contracts—is gaining traction as companies seek to attract diverse talent across regions and life stages.

Technological integration continues to progress steadily. Finnish companies are using AI for workforce planning, recruitment, and learning analytics, while maintaining a strong national consensus on ethical AI deployment. Transparency, explainability, and employee consent are cornerstones of digital adoption—ensuring trust remains central to transformation.

Employee well-being is expanding in scope and impact. Beyond physical and mental health, companies are now integrating financial resilience programs, climate-conscious commuting policies, and environmental responsibility into their well-being strategies. These initiatives reflect Finland's broader sustainability agenda and the importance of aligning HR with ESG priorities.

Lifelong learning remains deeply embedded in HR practices. Supported by national education policy and labor market reform, companies are investing in tailored upskilling and internal mobility. Personalized development journeys—aligned with individual aspirations and shifting business needs—are key to talent retention and future-readiness.

Ultimately, HR in Finland is becoming more personalized, inclusive, and strategically aligned—focusing on building resilient, equitable, and meaningful workplaces that balance digital capability with human connection.



ACCENTURE Management Consulting	AMGEN Biopharmaceuticals	CAVERION Engineering	DHL EXPRESS Courier and Parcel Delivery	DITTMAR & INDRENIUS Legal Services	ELISA Telecommunications	FINNAIR Airline	HCLTECH IT Consulting and Services	HILTI Tools and Equipment Manufacturing
JYSK Furniture and Home Products	KONE Elevators and Escalators	LIDL Supermarkets Chain	NESTLÉ Food and Beverage	NOKIA Networking Equipment	NORDEA BANK Banking	ORAL DENTISTS Hospital Network	ORION Pharmaceuticals	PUMA Sporting Goods
SAINT-GOBAIN Building Materials	STRYKER Medical Devices	SUOMEN AURINKOTEKNIikka OY Renewable Energy	VALMET Automation Solutions	YIT Construction				

Number of workplace rankings used: 6
Total number of companies analyzed: 88
Methodology employed: Meta-analysis



DENMARK

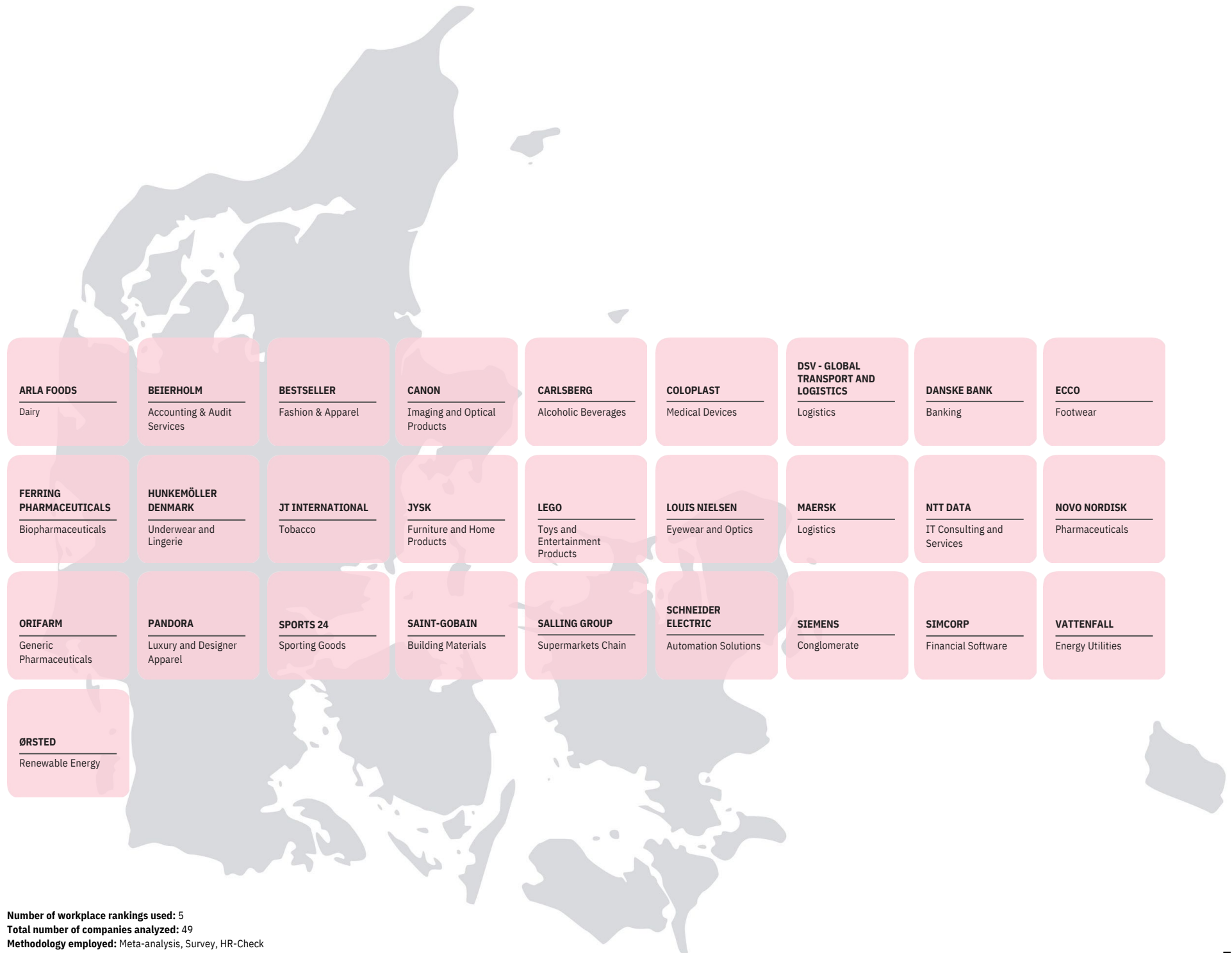
In 2025, Denmark's HR landscape is defined by strategic adaptation to talent shortages, digital acceleration, and a renewed emphasis on workforce experience. One standout trend is the continued blurring of job boundaries, with employees expected to wear multiple hats and use AI-enhanced tools to boost productivity. This has accelerated the need for structured skill mapping and reskilling frameworks to maintain performance without overburdening talent.

Employee well-being remains a key focus area—now with deeper attention to financial wellness. With cost-of-living concerns rising, Danish employers are expanding personalized benefits like financial coaching, “workation” policies, and flexibility in scheduling. These benefits reflect Denmark's longstanding commitment to work-life balance while meeting modern employee expectations.

AI adoption continues cautiously but deliberately. HR teams are integrating AI solutions for recruitment, workforce planning, and internal mobility with a human-first lens. These tools aim to reduce manual workload while preserving empathy and transparency in employee interactions. At the same time, organizations are prioritizing platform consolidation to create smoother, less fragmented digital HR experiences.

The move toward “systemic HR” is gaining traction—viewing the employee journey not as a linear path, but as a dynamic ecosystem shaped by cross-functional collaboration. From application to exit, every touchpoint is being redesigned to align purpose, performance, and belonging.

Amid policy shifts and global competition for skilled workers, Danish HR leaders are creating resilient, human-centered strategies that blend Scandinavian values with technological agility.



Number of workplace rankings used: 5
 Total number of companies analyzed: 49
 Methodology employed: Meta-analysis, Survey, HR-Check



CHILE

In 2025, Chile's HR landscape is navigating a period of structural adaptation shaped by climate-related crises, demographic shifts, and technological transformation. The growing adoption of automation across HR operations—particularly in onboarding, payroll, and recruitment—has enabled organizations to streamline administrative tasks and focus on resilience-building strategies.

Remote and hybrid work continue to define the Chilean workplace. However, recent nationwide disruptions, including the February 2025 power outage that affected 99% of the population, have highlighted the need for more robust contingency planning in HR. Companies are investing in digital continuity protocols and remote workforce resilience to safeguard productivity under emergency conditions.

The emphasis on continuous learning has intensified, particularly as economic volatility and climate emergencies reshape workforce needs. Talent development initiatives now prioritize agility, crisis management, and climate literacy—ensuring employees are prepared for both technical and adaptive challenges.

Employee well-being remains central, especially following the deadly wildfires that exposed the need for psychological support, trauma-informed HR policies, and flexible leave structures. Financial wellness programs and mental health resources are expanding to address uncertainty and stress.

Inclusion efforts are evolving beyond rhetoric, as data exposes persistent underrepresentation of women in leadership. Organizations are expanding equity programs, reexamining promotion pathways, and formalizing inclusive hiring practices—especially for migrant and frontline workers.

Ultimately, HR in Chile is transitioning toward a model that blends digital sophistication with social responsibility—supporting workforce stability in the face of environmental, economic, and societal upheaval.



AFP HABITAT Investment Management	ABBOTT Medical Devices	ACHS Hospital Network	AIRBUS HELICOPTERS Aerospace and Defense	BAT Tobacco	BANCOESTADO Retail Banking	DHL SUPPLY CHAIN Supply Chain Management	EATON Automation Solutions	EMPRESAS Conglomerate
GLOBANT Custom Software	HUAWEI Consumer Electronics	INVERSIONES LA CONSTRUCCION SA Financial Services	LATAM AIRLINES GROUP Airline	LOS ANDES BOX Paper and Packaging	MERCADO LIBRE E-commerce	METSO Mining	NTT DATA IT Consulting and Services	PUMA Sporting Goods
PEPSICO Food and Beverage	REMEMBRANCE PARK Non-Profit	ROSEN Furniture and Home Products	SAESA GROUP Energy Utilities	SAINT-GOBAIN Building Materials	SCANIA CHILE Automotive Manufacturing	SCOTIABANK Banking	SOPROLE Food Processing	TELEFÓNICA Telecommunications
UBER Mobility and Digital Services	UNILEVER FMCG Diversified	UNIVERSIDAD ANDRÉS BELLO Higher Education	VSPT WINE GROUP Alcoholic Beverages	WALMART Hypermarkets				

Number of workplace rankings used: 4
 Total number of companies analyzed: 61
 Methodology employed: Meta-analysis, Survey, HR-Check



BELGIUM

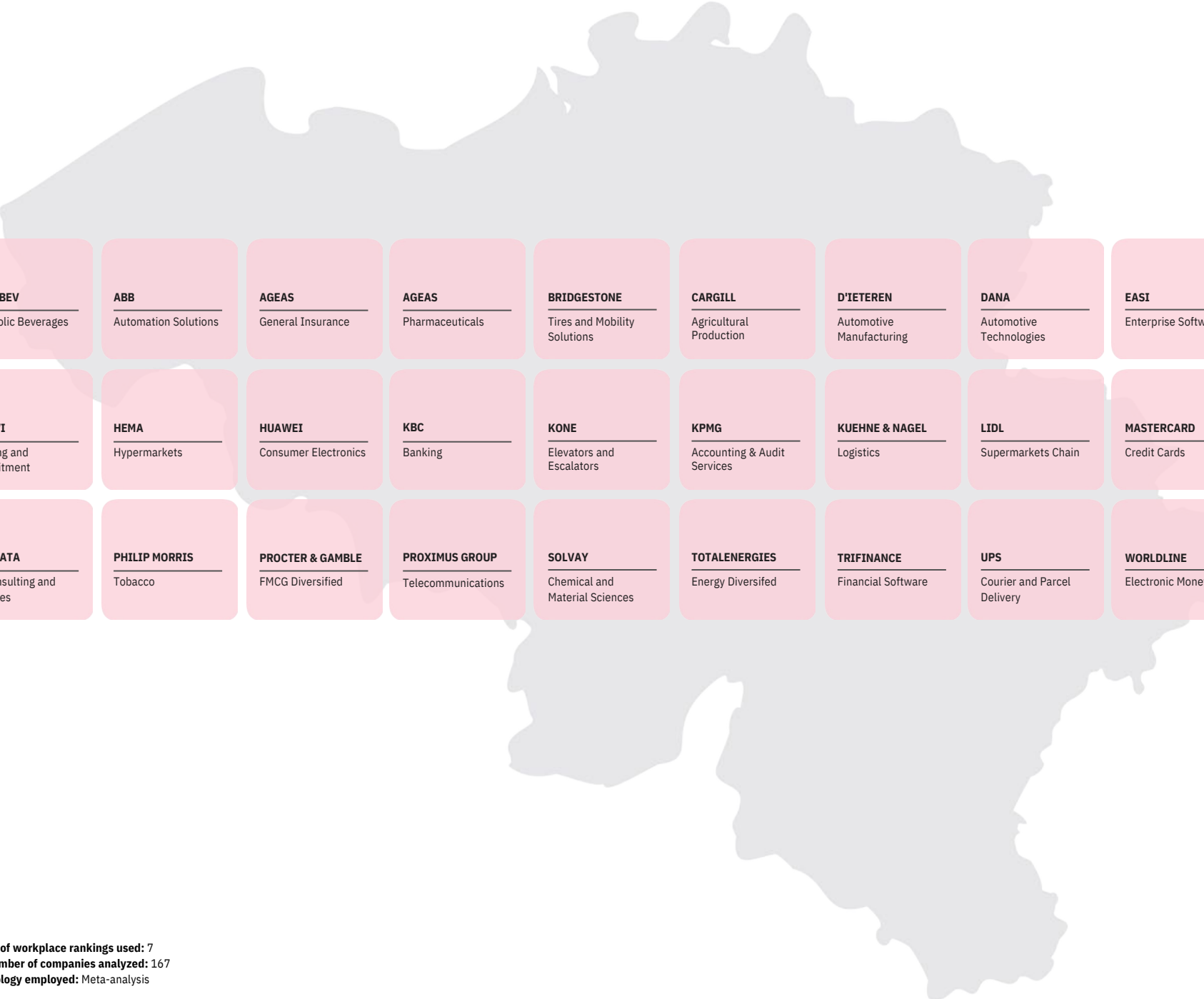
In 2025, Belgium's HR landscape is defined by rapid shifts in technology, talent dynamics, and employee expectations. At the core of these changes lies a renewed emphasis on the Employee Experience (EX), where organizations are redesigning the employee journey to meet evolving needs—prioritizing flexibility, psychological safety, and purpose over traditional perks. Mental health support, personalized development plans, and hybrid work models have become foundational in retaining and engaging top talent.

The mandatory implementation of the Federal Learning Account (FLA) has placed lifelong learning firmly on the agenda. All formal and informal training must now be digitally recorded, pushing HR teams to create transparent, skills-based development pathways. With an aging population and persistent talent shortages—particularly in engineering, IT, and logistics—companies are prioritizing internal mobility and reskilling initiatives over external recruitment.

Artificial Intelligence is now integrated into recruitment, talent analytics, and even compensation calibration, offering opportunities for automation and efficiency. However, this also raises critical challenges around GDPR compliance, bias mitigation, and transparency—demanding a responsible approach to AI deployment.

Meanwhile, regulatory reforms continue to reshape the HR landscape. Recent updates include simplified medical certificate requirements, enhanced support for professional reclassification, and adjustments to employer contributions via social security and mobility budget schemes. These changes reflect Belgium's growing commitment to sustainability, workforce well-being, and labor market fluidity.

As a result, Belgian HR leaders are navigating a complex, tech-enabled ecosystem—balancing innovation with inclusivity, and compliance with culture—to future-proof their organizations in a high-employment, high-expectation world.



AB INBEV Alcoholic Beverages	ABB Automation Solutions	AGEAS General Insurance	AGEAS Pharmaceuticals	BRIDGESTONE Tires and Mobility Solutions	CARGILL Agricultural Production	D'IEREN Automotive Manufacturing	DANA Automotive Technologies	EASI Enterprise Software
GLOWI Staffing and Recruitment	HEMA Hypermarkets	HUAWEI Consumer Electronics	KBC Banking	KONE Elevators and Escalators	KPMG Accounting & Audit Services	KUEHNE & NAGEL Logistics	LIDL Supermarkets Chain	MASTERCARD Credit Cards
NTT DATA IT Consulting and Services	PHILIP MORRIS Tobacco	PROCTER & GAMBLE FMCG Diversified	PROXIMUS GROUP Telecommunications	SOLVAY Chemical and Material Sciences	TOTALENERGIES Energy Diversified	TRIFINANCE Financial Software	UPS Courier and Parcel Delivery	WORLDLINE Electronic Money

Number of workplace rankings used: 7
 Total number of companies analyzed: 167
 Methodology employed: Meta-analysis



AUSTRALIA

In 2025, Australia's HR landscape continues to evolve amid persistent economic pressure, shifting employee expectations, and rapid advances in workplace technology. At the forefront are concerns around employee burnout, fueled by inflation, cost-of-living stress, and increased operational intensity across sectors. These pressures have led HR leaders to implement more holistic well-being strategies, including access to mental health professionals, burnout prevention training, and flexible work design.

The rise in customer aggression—particularly towards frontline staff—has prompted organizations to enhance internal support mechanisms. HR teams are establishing trauma-informed response protocols, investing in psychological first aid training, and adopting technology platforms that offer real-time employee safety and clinical support.

Balancing hybrid work remains a core challenge. Tensions persist as employers advocate for more in-office time, while many employees—particularly “flexiters”—are prepared to exit roles that lack flexibility. This growing cohort values autonomy over salary increases, reinforcing the need for flexible hours, location choice, and chronotype-aligned scheduling (“chronoworking”) in retention strategies.

Technology continues to transform HR functions. AI is now embedded in areas like recruitment, skills mapping, and feedback systems, driving efficiency but also sparking discussions on transparency, ethics, and data use. Simultaneously, legislative changes like the new “right to disconnect” law empower workers to reclaim personal time, requiring HR to update after-hours communication policies.

In this climate, Australian HR professionals are redefining organizational culture through a lens of care, autonomy, and adaptability—positioning people-first practices as the cornerstone of long-term resilience.



Number of workplace rankings used: 12
 Total number of companies analyzed: 748
 Methodology employed: Meta-analysis



ARGENTINA

In Argentina's 2025 HR landscape, organizations are navigating turbulent economic conditions while doubling down on adaptability, internal development, and digital transformation. Amid public sector downsizing and reduced social spending under President Milei's austerity agenda, private employers face increased pressure to retain talent and maintain productivity without sacrificing employee well-being.

The shift toward skill-based roles has accelerated. With inflation easing but poverty deepening, companies are moving away from rigid job structures, instead emphasizing agility, cross-functionality, and reskilling. AI-powered platforms are being deployed to match employees to internal opportunities, allowing firms to respond quickly to evolving workforce needs without costly external recruitment.

Recruitment strategies have evolved to prioritize soft skills, resilience, and learning capacity—qualities vital for long-term success in a volatile environment. Employer branding now focuses on values, flexibility, and development opportunities, responding to candidates' growing desire for purpose and psychological safety.

Technology continues to play a transformative role. SMEs, in particular, are investing in automation and cloud-based HR solutions to streamline operations and reduce costs. AI is being used in everything from CV screening to personalized learning journeys, while also raising questions about ethical data use and inclusion. Well-being initiatives are expanding beyond mental health support to include financial counseling and flexible schedules. As living costs outpace wages, companies are adopting holistic approaches to support employee stability and engagement.

In sum, Argentina's HR in 2025 reflects a landscape of resilience, where people-focused innovation and skills-based planning are essential for navigating economic disruption and building sustainable workplace cultures.





AB INBEV Alcoholic Beverages	ABBVIE Biopharmaceuticals	ACCENTURE Management Consulting	AEROPUERTOS Airport Operations	ALLIANZ General Insurance	BAT Tobacco	BAGUÉS Cosmetic and Skincare	BANCO CIUDAD Retail Banking	BIMBO Bakery and Confectionery
BOEHRINGER INGELHEIM Pharmaceuticals	CARGILL Agricultural Production	CITI Banking	DANA Automotive Technologies	DELOITTE Accounting & Audit Services	DOW Chemical and Material Sciences	FISERV Financial Software	GLOBANT Custom Software	HILTON Hotels and Resorts
JPMORGANCHASE Investment Banking	KONECTA Customer Engagement	LENOVO Computer Hardware	MOLINOS Food Processing	NTT DATA IT Consulting and Services	NESTLÉ Food and Beverage	PUMA Sporting Goods	PEDIDOSYA E-commerce	SAP Building Materials
SC JOHNSON Hygiene and Cleaning Products	SANCOR SALUD Health Insurance	SCHNEIDER ELECTRIC Automation Solutions	TECHINT Engineering	THOMSON REUTERS Information Systems	VOLKSWAGEN GROUP Automotive Manufacturing	YPF Oil and Gas		

Number of workplace rankings used: 6
Total number of companies analyzed: 1235
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 2025 demands a recalibrated HR strategy that balances technological transformation with human-centered resilience. As generative AI tools like GitHub Copilot reshape how code is written and reviewed, the boundaries between machine capability and human creativity continue to blur. This rapid evolution underscores the imperative for HR to foster continuous learning ecosystems—offering adaptive, on-demand upskilling in both technical disciplines and future-relevant soft skills.

The concept of a "digital immune system" has evolved from metaphor to mandate. With escalating cyber threats and geopolitical tensions intensifying digital vulnerabilities, software firms are embedding resilience directly into system architectures. HR must champion this shift by training employees in security-first mindsets—equipping teams with expertise in threat modeling, real-time monitoring, and fault tolerance—while also cultivating behavioral attributes such as agility, systems thinking, and proactive communication.

As AI becomes central to development pipelines, ethical frameworks are no longer optional—they are mission-critical. In the wake of heightened scrutiny over AI misuse, bias, and regulatory gaps, HR leaders must guide organizations through responsible innovation practices. This includes embedding ethics into the development lifecycle, offering formal training on explainability and fairness, and establishing cross-functional accountability.

Globally, the software sector remains tightly interwoven with market uncertainty, supply chain disruption, and demographic shifts. Effective talent management now hinges on cultural fluency and inclusion. HR must empower teams to thrive across geographies and time zones—through hybrid collaboration norms, values-based leadership, and intentional diversity strategies.

SOFTWARE DIVERSIFIED	MICROSOFT USA, Australia, Canada and 3 countries	GOOGLE Ireland	ENTERPRISE SOFTWARE	SALESFORCE India, Ireland, Netherlands, and 1 countries	SAP Argentina, Australia, France and 3 countries	ACSOFTWARE Italy	AMADEUS IT GROUP Spain	ASSECO Poland
EASI Belgium	OPENTEXT Canada	PHOENIX SOFTWARE UK	WORKDAY USA	APPLICATION SOFTWARE	ADOBE USA, Australia, Ireland and 2 countries	D2L CORPORATION Canada	GAMING SOFTWARE	UBISOFT Canada, France
ELECTRONIC ARTS (EA) USA	CUSTOM SOFTWARE	GLOBANT Argentina, Chile	DOĞUŞ TEKNOLOJİ Türkiye	ATLASSIAN Australia, Netherlands	DÍAS Türkiye	SESTEK Türkiye	LEIGHTON UK	NETTHRU South Korea
P.I. WORKS Türkiye	ITERATEC Germany	İŞNET Türkiye	FINANCIAL SOFTWARE	INTUIT USA, Canada, UK	ALBARAKATECH GLOBAL Türkiye	FISERV Argentina	INTERHYP Germany	SIMCORP Denmark
SOFTTECH Türkiye	TRIFINANCE Belgium							



TECHNOLOGY

In 2025, the technology sector is navigating a pivotal era shaped by geopolitical shifts, generative AI integration, and evolving employee demands around meaning, inclusion, and impact. AI no longer complements work—it defines it. Developers, analysts, and designers now co-create with intelligent systems, prompting companies to redefine job roles and prioritize human-AI collaboration skills. Upskilling has shifted from technical training to adaptive learning: employees thrive where they can experiment, take initiative, and expand their influence across projects.

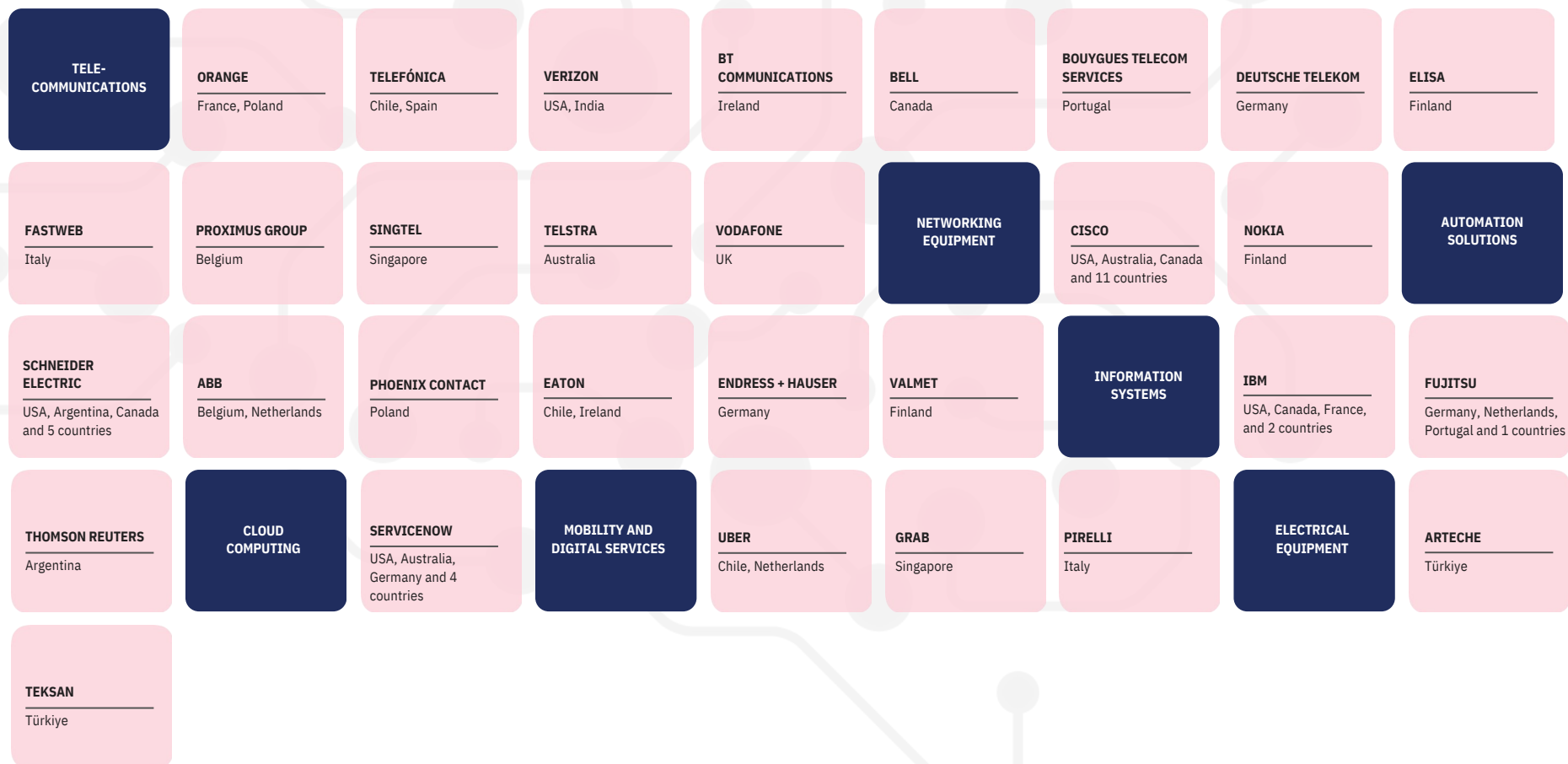
While hybrid models remain the norm, the talent war and productivity debates are driving a quiet return to office culture—especially in product and R&D teams. To retain top talent, firms must avoid one-size-fits-all mandates and instead offer autonomy, clarity, and digital cohesion. Leaders are creating micro-communities, rituals, and peer-driven learning spaces to maintain trust and connection across locations.

Global dynamics are also reshaping morale. The rise of state-backed AI innovation in China and the EU has introduced new anxieties about job security and relevance. Employees want leaders who not only innovate but also protect their psychological safety and help them adapt.

Trust is the cornerstone of resilience. With algorithmic transparency under public scrutiny, employees rally around companies that take a stand—through responsible data use, inclusive design, and open conversations around tech's societal footprint. Ethics is no longer a function; it's a shared responsibility.

In a climate of budget cuts, regulatory flux, and tech nationalism, well-being is at risk. Yet companies that elevate purpose over pressure—by recognizing contribution, maintaining realistic workloads, and reaffirming collective vision—emerge not only more innovative, but also more human.

AEROSPACE AND DEFENSE	AIRBUS Germany, India, Mexico and 4 countries	TEI Türkiye	NORTHROP GRUMMAN USA	BAE SYSTEMS UK	LEONARDO Italy	AIRBUS HELICOPTERS Chile	CAE Canada	SAFRAN France
TURKISH AEROSPACE Türkiye	CONGLOMERATE	SIEMENS Canada, Denmark, Germany and 3 countries	BOUYGUES France	EMPRESAS Chile	HITACHI Poland	KEPPEL Singapore	SAMSUNG GROUP South Korea	TATA GROUP India
CONSUMER ELECTRONICS	APPLE USA, Canada, France and 4 countries	HUAWEI Belgium, Chile, Nigeria and 3 countries	ESPRINET Italy	LG South Korea	PHILIPS Netherlands	SEMICONDUCTORS	INFINEON TECHNOLOGIES Germany	INTEL USA, Ireland, Poland
ASML HOLDING Netherlands	MICRON TECHNOLOGY Singapore	NVIDIA India	SYNOPSYS South Korea	CYBERSECURITY	AKAMAI TECHNOLOGIES India, Poland	AURA HOLOHAN GROUP Ireland	TENABLE USA	TYK UK
COMPUTER HARDWARE	DELL USA, France, Germany and 1 countries	HP Canada, India, Poland and 1 countries	LENOVO Argentina, South Korea					



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



TRANSPORTATION

In 2025, the transportation industry navigates a rapidly shifting global landscape shaped by technological acceleration, political volatility, and sustainability imperatives. Meeting these challenges requires strategic workforce adaptation and resilient operational planning.

A key transformation lies in the widespread deployment of automation and AI, particularly in logistics, rail, and fleet management. As companies adopt intelligent systems, HR leaders are tasked with building future-ready talent pipelines through targeted upskilling in areas like predictive maintenance, AI-integrated dispatching, and data-driven safety protocols.

Sustainability pressure has intensified, especially as regulatory scrutiny grows and international expectations mount. U.S. port fee proposals targeting Chinese-built ships and shifting electric vehicle incentives under political transitions have global ripple effects. HR must align workforce competencies with green logistics practices and environmental compliance frameworks—redefining roles, retraining teams, and embedding climate fluency across the organization.

Supply chain fragility remains top-of-mind. Infrastructure projects like the new U.S.-Mexico rail bridge improve resilience, but HR's role in cultivating a flexible, disruption-ready workforce is critical. Cross-border collaboration, scenario planning, and adaptive leadership training are now essential elements of organizational agility.

Lastly, evolving regulatory environments demand continuous safety and compliance reinforcement. As aviation, freight, and maritime standards tighten, building a culture of accountability and real-time learning is central to operational excellence—and employee engagement—in a high-risk, high-velocity sector.

AIRLINE	TURKISH AIRLINES Türkiye	LUFTHANSA Germany	DELTA AIR LINES USA	GRUPO AEROMÉXICO Mexico	AIR FRANCE France	LATAM AIRLINES GROUP Chile	FINNAIR Finland	SINGAPORE AIRLINES Singapore
COURIER AND PARCEL DELIVERY	DHL Nigeria, South Korea	FEDEX USA, Mexico, Netherlands	CORREOS Spain	UPS Belgium	GENERAL LOGISTIC SYSTEMS Poland	LOGISTICS	DHL GLOBAL FORWARDING Nigeria, South Korea	MAERSK Denmark, Singapore
FM LOGISTIC France	DP WORLD South Korea	DSV - GLOBAL TRANSPORT AND LOGISTIC Denmark	KUEHNE & NAGEL Belgium	TALAY LOJİSTİK Türkiye	RAILWAY	AMTRAK USA	DEUTSCHE BAHN Germany	SNCF France
AIRPORT OPERATIONS	AEROPUERTOS Argentina	FLUGHAFEN MÜNCHEN Germany	AIRCRAFT MAINTENANCE	AAR CORP. USA	SUPPLY CHAIN MANAGEMENT	DHL SUPPLY CHAIN Chile		



CONSUMER GOODS

In 2025, the consumer goods sector faces heightened pressure to adapt to economic volatility, regulatory scrutiny, technological disruption, and talent demands—all of which have a direct impact on employee happiness. As HR leaders navigate this complexity, cultivating a work environment rooted in adaptability, purpose, and support is essential for engagement and retention.

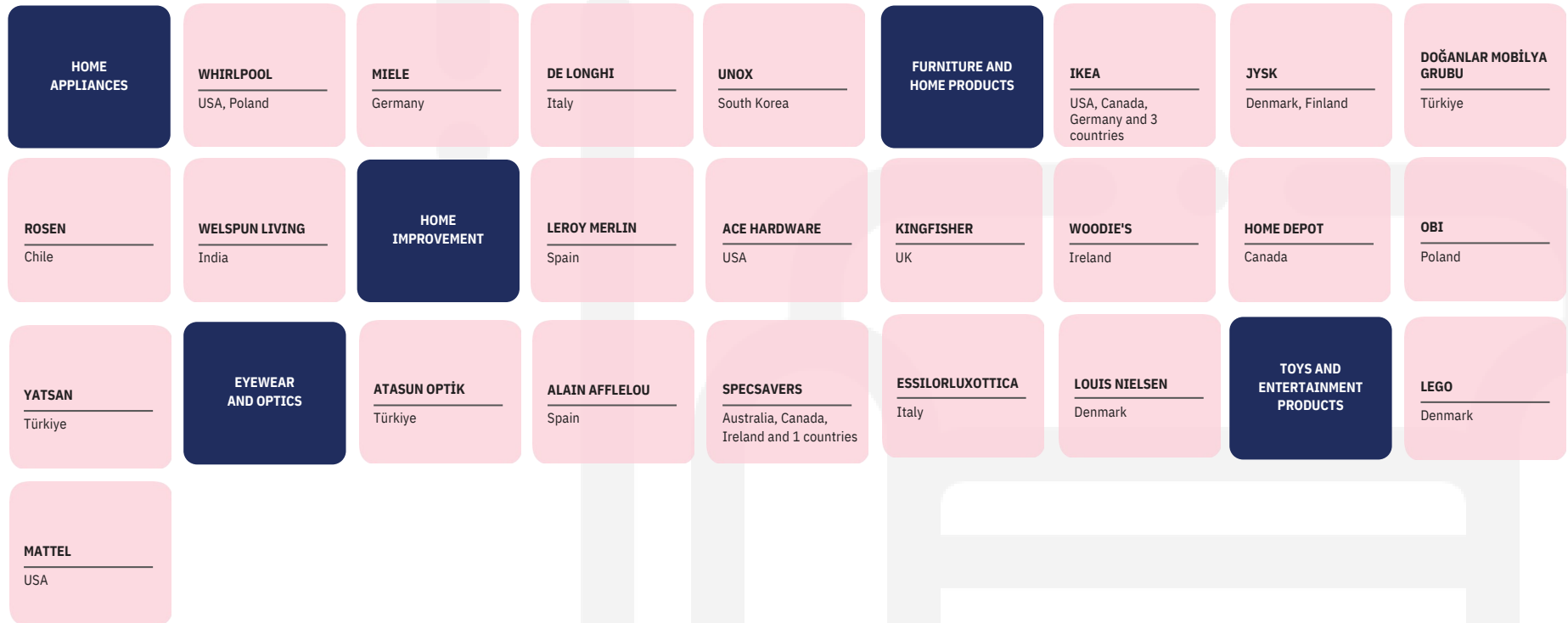
Sustainability continues to hold deep meaning for employees, especially as regulatory crackdowns on harmful chemicals like PFAS and growing climate concerns shape product design and sourcing. Organizations that align with environmental and ethical principles foster a sense of pride and shared mission, boosting motivation and workplace fulfillment.

As tariff-driven cost increases ripple through global supply chains, companies embracing operational agility and proactive crisis planning signal strength and stability to their workforce. Employees who witness their organization's readiness and responsiveness are more likely to feel protected, valued, and optimistic about the future.

Digital transformation—especially the integration of AI—requires continuous skill development. Companies investing in upskilling, particularly in data literacy and automation fluency, empower employees to grow with change, which in turn enhances confidence, performance, and satisfaction.

Finally, amid fierce talent competition, purpose-led growth opportunities are key to attracting and retaining top performers. Workplaces that reward creativity, offer learning mobility, and connect daily roles to social and environmental impact create cultures where happiness thrives.

By championing sustainability, resilience, and employee development, consumer goods companies in 2025 can build more engaged, motivated, and loyal teams.





RETAIL

In navigating the complexities of the retail sector in 2025—marked by economic pressure, evolving consumer expectations, and accelerating AI-driven transformation—the strategic role of HR has become more pivotal than ever. Driving employee happiness and digital readiness is essential to sustaining agility and competitiveness.

The continued dominance of e-commerce, coupled with tighter consumer spending, requires a workforce adept at blending digital fluency with personalized service. HR must prioritize experiential training programs that prepare employees to interpret behavioral data and deliver high-touch, humanized shopping experiences across digital platforms.

Labor shortages persist, especially in frontline roles. Addressing this requires a cultural shift toward flexible scheduling, career pathing, and inclusive hiring practices. With AI increasingly integrated into operations—from predictive inventory to smart fitting rooms—HR leaders must invest in ongoing upskilling, utilizing microlearning and mobile-first platforms that support just-in-time learning in fast-paced environments.

As retailers shift sourcing strategies to reduce dependency on Asia and embrace North American supply routes, agility in roles and cross-functional collaboration becomes crucial. HR is instrumental in fostering adaptable mindsets and aligning talent structures with operational shifts.

Lastly, enabling teams to work confidently with emerging retail technologies—including generative AI, virtual assistants, and robotics—boosts both productivity and morale. When friction is reduced and innovation is accessible, employees experience greater autonomy and satisfaction, reinforcing loyalty in a rapidly evolving sector.

E-COMMERCE	AMAZON USA, Australia, Canada and 7 countries	EBAY Germany, Ireland	MERCADO LIBRE Chile	PEDIDOSYA Argentina	SEA GROUP Singapore	HYPERMARKETS	TARGET USA	METRO Türkiye
CARREFOUR France	WALMART Chile, Mexico	HEMA Belgium, Netherlands	SUPERMARKETS CHAIN	MÍGROS Türkiye	MERCADONA Spain	JERÓNIMO MARTINS Portugal	E.LECLERC France	WOOLWORTHS GROUP Australia
SALLING GROUP Denmark	LOBLAW COMPANIES LTD. Canada	AHOLD DELHAIZE Netherlands	ALSUPER Mexico	TESCO UK	HARD DISCOUNT RETAILER	BIM Türkiye	ALDI USA	LIDL Belgium, Finland, Germany and 3 countries
COSMETICS AND BEAUTY RETAIL	SEPHORA USA, France	GRATÍS Türkiye	CONSUMER ELECTRONICS RETAIL	BEST BUY USA	FNAC DARTY France	MEDIA MARKT Poland	WHOLESALE CLUB	COSTCO USA, Canada



CLOTHING

In 2025, the fashion and apparel industry continues to face dynamic pressures, with HR departments playing a central role in advancing employee happiness by focusing on sustainability, digital fluency, workplace inclusivity, and adaptable work structures. These pillars not only support operational resilience but also foster cultures of purpose and belonging.

Sustainability remains a defining value for employees, particularly as Gen Z talent expects brands to commit to ethical sourcing and low-impact production. Companies that embed environmental responsibility into their culture inspire pride, deepen engagement, and build reputational loyalty from within.

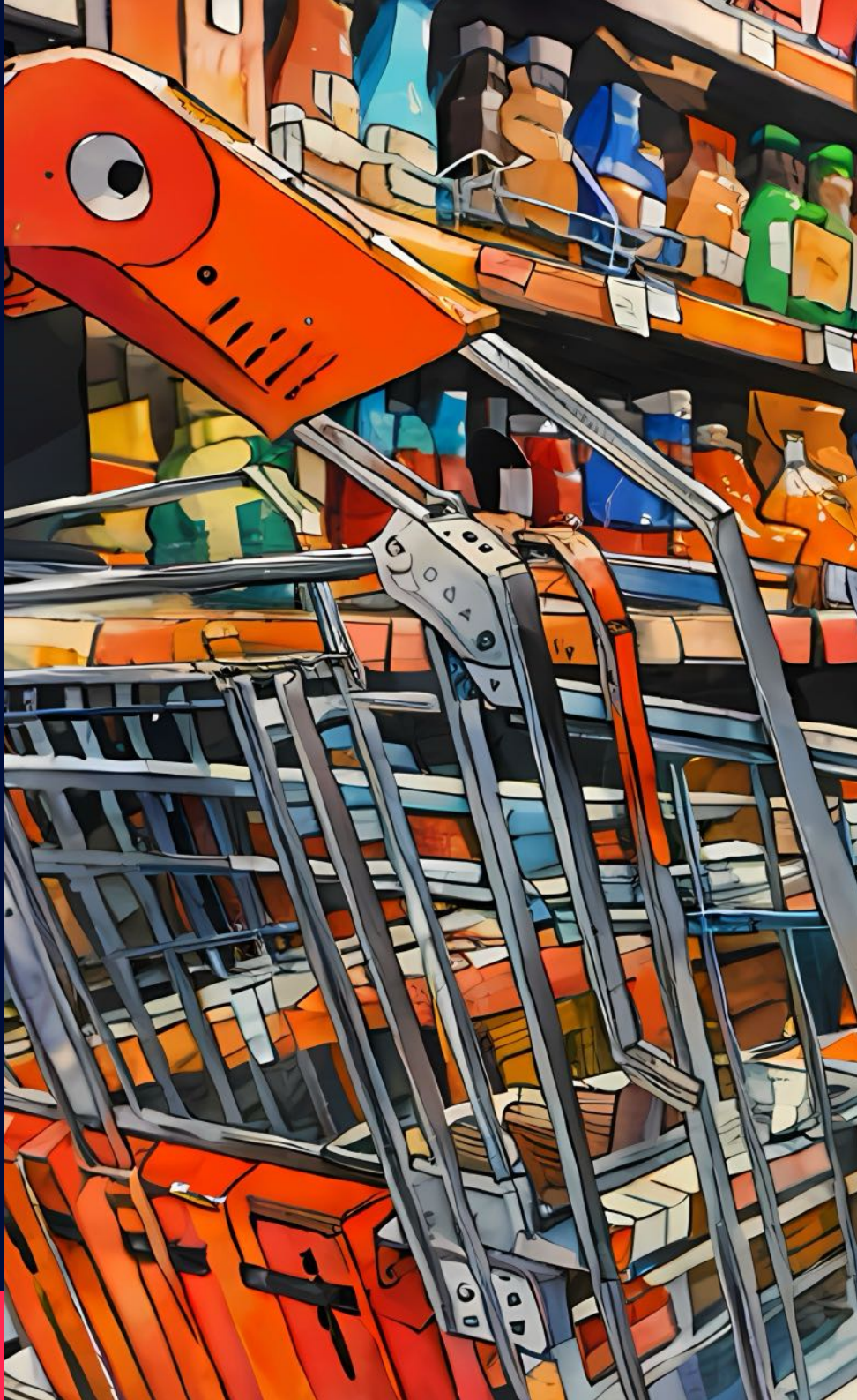
As AI and automation reshape design, inventory, and manufacturing processes, digital upskilling has become essential. HR-led training programs reduce inefficiencies and position employees to contribute more creatively and strategically—fostering satisfaction through empowerment and continuous growth.

Inclusivity is also a critical differentiator. Diverse teams that reflect the global consumer base foster innovation and equity. HR strategies that nurture belonging—through fair hiring, inclusive leadership, and safe expression—build trust and community across organizational levels.

Amid global sourcing shifts and labor challenges, flexible work options—particularly in creative, merchandising, and marketing roles—are essential to retain talent. Hybrid scheduling and autonomy over workflows reduce burnout, supporting well-being and creative longevity.

Ultimately, in 2025, the most inspiring fashion workplaces will be those that elevate sustainability, champion diversity, invest in digital capacity, and honor flexibility. These companies create more than just jobs—they cultivate ecosystems where employees feel valued, mission-aligned, and future-ready.

FASHION AND APPAREL	PRIMARK Poland, Ireland	KIABI France	RALPH LAUREN USA	MARKS & SPENCER UK	INDITEX Netherlands, Spain	CALZEDONIA Italy	HUGO BOSS Germany	BESTSELLER Denmark
LIFESTYLE INTERNATIONAL India	LUXURY AND DESIGNER	CHANEL UK	ASHLUXURY HQ Nigeria	HERMÈS France	FERRAGAMO South Korea	GIORGIO ARMANI Italy	PANDORA Denmark	
KID'S CLOTHING	ARTSANA CHICCO Türkiye	MEN'S CLOTHING	DS DAMAT Türkiye	DAMAT TWEEN Türkiye	SPORTING GOODS	PUMA Argentina, Chile, Finland and 5 countries	NIKE USA, Canada, Netherlands and 2 countries	ADIDAS Germany
DECATHLON France	SPORTS 24 Denmark	FOOTWEAR	FOOT LOCKER USA, Netherlands, Canada	CCC Poland	DEICHMANN Germany	ECCO Denmark	UNDERWEAR AND LINGERIE	HUNKEMOLLER DENMARK Denmark
PENTI Türkiye	VICTORIA'S SECRET & CO. USA							



FMCG

In 2025, the FMCG sector continues to experience accelerated disruption, shaped by evolving consumer expectations, regulatory pressures, and global supply chain reconfiguration. In this context, HR plays a strategic role in fostering employee happiness through forward-looking, purpose-driven approaches.

The pace of digital transformation has intensified, with automation and AI increasingly embedded across logistics, production, and customer analytics. HR departments are scaling up digital upskilling and cross-functional learning initiatives to empower employees and reduce tech-related stress, thereby enhancing adaptability, performance, and job satisfaction.

Supply chain agility remains top of mind as companies diversify sourcing away from high-tariff regions and adopt regional manufacturing strategies. This shift requires employees to be more collaborative and systems-oriented. HR's role in cultivating resilience and cross-departmental alignment—via training, feedback loops, and transparent communication—is key to building confidence and workplace engagement.

Sustainability has evolved from brand messaging to operational mandate. With eco-conscious consumers demanding circularity, HR is embedding sustainability into recruitment messaging, performance metrics, and internal engagement programs—connecting employees' day-to-day work to a broader environmental mission that enhances pride and retention.

Finally, mental well-being and flexibility have become strategic assets. In a high-output environment, flexible schedules, caregiving support, and psychological safety programs are essential to preventing burnout. Companies that prioritize employee well-being foster loyalty, creativity, and a strong sense of belonging—critical for thriving in the competitive FMCG landscape of 2025.

FMCG DIVERSIFIED	PROCTER & GAMBLE USA, Belgium, Canada and 5 countries	UNILEVER Chile, France, Netherlands and 2 countries	FOOD AND BEVERAGE	PEPSICO USA, Australia, Chile,, and 4 countries	NESTLÉ Finland, France, Germany and 1 countries	COCA-COLA UK, Singapore	ARCA CONTINENTAL Mexico	CADBURY Nigeria
LAVAZZA Italy	SNACKS	KELLOGG'S USA	ÜLKER Türkiye	BAKERY AND CONFECTIONERY	MARS USA, Germany, UK	BIMBO Argentina	FERRERO Italy	FOOD PROCESSING
GENERAL MILLS USA	GRUPO BIMBO Mexico	MOLINOS Argentina	OTTOGI South Korea	SOPROLE Chile	DAIRY	DANONE France, Germany, Spain	KRAFT HEINZ USA	ARLA FOODS Denmark
TOBACCO	JT INTERNATIONAL Denmark, Germany, Ireland and 5 countries	BAT Argentina, Chile, Italy, UK	PHILIP MORRIS Belgium, Mexico, Nigeria	IMPERIAL TOBACCO Canada	SANITARY PAPER PRODUCTS	KIMBERLY-CLARK USA	HYGIENE AND CLEANING PRODUCTS	RECKITT Italy, Netherlands, UK
ECOLAB USA, Poland	SC JOHNSON Argentina, Nigeria	ESSITY Germany	ALCOHOLIC BEVERAGES	HEINEKEN France, Netherlands, Spain	AB INBEV Argentina, Belgium	CARLSBERG Denmark, Poland	TÜRK TUBORG Türkiye	MOLSON COORS USA
DIAGEO UK	BITBURGER Germany	VSPT WINE GROUP Chile	ENDEAVOUR GROUP Australia	LABATT BREWERIES OF CANADA Canada	PERNOD RICARD Nigeria	PERSONAL AND HOME CARE	COLGATE PALMOLIVE USA, Poland	HENKEL Germany
COSMETIC AND SKINCARE	ESTEE LAUDER USA	L'ORÉAL Canada, France	AMOREPACIFIC CORPORATION South Korea	BAGUÉS Argentina	BEIERSDORF Germany	LUSH UK		



HOSPITALITY & FOOD SERVICES

To navigate the evolving landscape of the hospitality and food services industry in 2025, HR strategies must be tightly aligned with shifting consumer values, technological transformation, and persistent labor market pressures. As demand grows for immersive, wellness-focused, and personalized guest experiences, HR leaders must champion a culture of creativity and agility—one where employees are empowered to innovate and connect meaningfully with evolving service trends. Training in wellness, sustainability, and digital service delivery strengthens both engagement and a sense of shared purpose.

Sustainability continues to differentiate forward-thinking brands. Consumers increasingly seek out establishments that reduce waste, source responsibly, and operate transparently. HR should embed these values through green workplace initiatives, recognition programs for eco-conscious staff, and partnerships that reflect environmental commitments. This not only drives employee pride but also attracts purpose-driven talent.

To address ongoing labor shortages, companies must offer more than competitive wages. HR must lead in implementing flexible schedules, mental health support, and clear career progression pathways. Inclusive recruitment practices and diverse leadership representation also broaden the talent pool and foster belonging.

Investment in leadership development, cross-training, and digital literacy ensures teams are equipped to adapt to emerging technologies like AI-enabled kitchens, automated check-ins, and robotics in service delivery. Such empowerment elevates morale, retention, and operational excellence—turning workplace adaptability into a strategic asset.



HOTELS AND RESORTS	HILTON Argentina, Australia, Canada and 5 countries	DİVAN Türkiye	MARRIOTT INTERNATIONAL Nigeria	WHITBREAD UK	ACCORHOTELS France, Mexico	HODSON BAY GROUP Ireland	HYATT USA	LEMON TREE HOTELS India
MARITIM HOTELGESELLSCHAFT Germany	THE LO & BEHOLD GROUP Singapore	FAST FOOD CHAIN	MCDONALD'S Ireland, Poland, Singapore and 1 countries	DÜRÜMLE Türkiye	YUM! BRANDS USA	RESTAURANT CHAIN	JOEY RESTAURANT GROUP Canada	TEXAS ROADHOUSE USA
COFFEEHOUSE CHAIN	STARBUCKS USA, Canada, Ireland, Singapore	TRAVEL & TOURISM	AIRBNB Ireland	EXPEDIA USA, India	TUI Germany	TRANSAT Canada	FOOD DISTRIBUTION AND CATERING	SODEXO USA, France, Spain
BEPENSA Mexico	HELLOFRESH Netherlands							

ENTERTAINMET & MEDIA

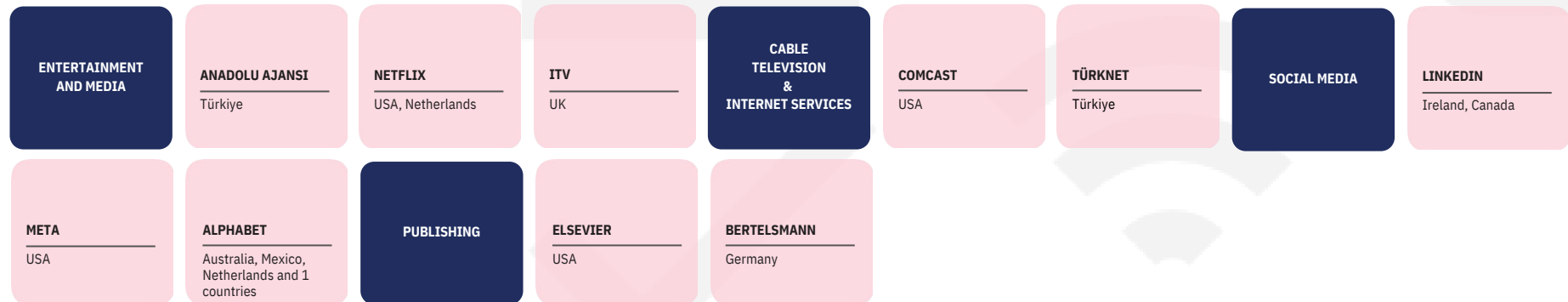
In 2025, the entertainment and media sector is accelerating through a transformative era defined by AI-driven content creation, immersive experiences, and rapidly evolving consumer expectations. HR professionals are now tasked with cultivating a workforce that blends technological fluency with creative agility—an essential combination for thriving in this dynamic environment.

The widespread integration of artificial intelligence in film, music, and gaming is reshaping production workflows and lowering creative barriers. As tools like AI-generated visuals and algorithmic music composition become mainstream, HR must prioritize upskilling and reskilling initiatives that empower employees to adapt, innovate, and remain engaged in an evolving digital ecosystem.

Demand for experiential and diverse content continues to rise, placing creative inclusivity at the forefront of talent strategy. HR must foster environments where diverse voices and unconventional ideas are celebrated—cultivating both employee happiness and content that resonates globally. Equally important is supporting psychological safety and experimentation, which are critical to unlocking creativity at scale.

With remote collaboration now standard across animation, writing, editing, and production teams, flexible work models are no longer optional. HR policies must emphasize autonomy, work-life harmony, and mental health resources—especially in high-pressure, deadline-driven environments. These initiatives not only boost retention but help build sustainable creative cultures.

In sum, success in 2025's entertainment and media industry hinges on HR's ability to embrace technological disruption, champion creative development, and humanize the virtual workplace—ensuring employee well-being and sustained competitive edge.





INSURANCE

In 2025, the insurance sector is navigating a rapidly shifting landscape defined by rising climate risks, AI-powered automation, and deepening regulatory scrutiny. These forces are reshaping HR strategies and emphasizing the need for a workforce that is agile, ethically grounded, and technically equipped.

As generative AI tools transform underwriting, claims processing, and customer engagement, HR leaders must focus on comprehensive reskilling efforts. Equipping employees with both digital fluency and ethical awareness is essential—not only to manage AI responsibly but also to address emerging concerns around transparency and bias in automated decisions.

Cybersecurity and data governance have become mission-critical. With insurance firms increasingly targeted by cyberattacks, HR must foster a culture of digital vigilance, ensuring staff at all levels understand their role in safeguarding sensitive data. Regular security training, simulation-based learning, and compliance reinforcement are now core to employee development.

The expansion of embedded insurance models—integrated into non-insurance platforms like retail or travel—demands new skillsets in customer-centric design, platform partnerships, and product innovation. HR must attract and grow talent that thrives in cross-disciplinary, fast-paced environments where creativity and adaptability drive value.

Simultaneously, rising social inflation and unpredictable verdicts require advanced training in risk communication and empathy-led customer service. HR's emphasis on continuous learning and emotional intelligence helps build trust—both internally and with policyholders. Ultimately, by embedding ethical AI literacy, cybersecurity preparedness, innovation culture, and emotional resilience into their workforce strategies, insurance HR teams can future-proof both talent and trust in 2025's complex risk landscape.

GENERAL INSURANCE	ALLIANZ Argentina, France, Germany and 3 countries	AXA Spain	AVIVA Canada, UK	MAPFRE Mexico	GENERALI Italy	MAGDEBURGER SİGORTA Türkiye	UNIVÉ SERVICES Netherlands	AGEAS Belgium
ANADOLU SİGORTA Türkiye	HEALTH INSURANCE	BUPA UK	SBK SIEMENS- BETRIEBSKRANKENKAS SE Germany	SANCOR SALUD Argentina	UNITEDHEALTH GROUP USA	LIFE AND ANNUITY INSURANCE	METLIFE USA, Mexico, South Korea	SWISS LIFE Germany, France
HDFC LIFE India	SUN LIFE Canada	PROPERTY AND CASUALTY INSURANCE	ADMIRAL SEGUROS Spain	COVÉA France	DIRECT LINE GROUP UK	LVM VERSICHERUNG Germany	PROGRESSIVE USA	SUNCORP Australia



FINANCIAL SERVICES

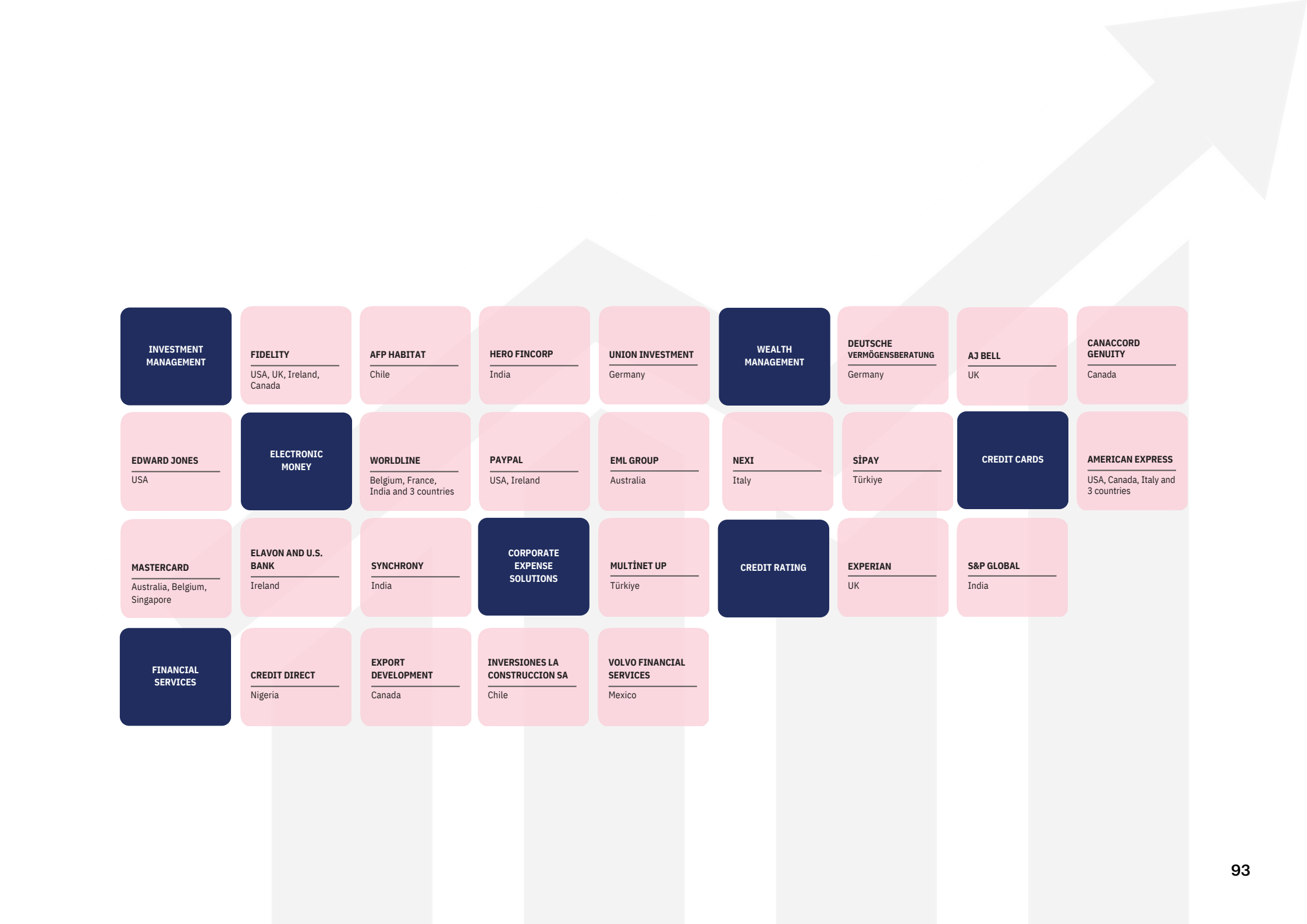
In 2025, the financial services sector continues to undergo a profound transformation driven by generative AI, green finance, and intensified regulatory oversight. These changes are redefining how financial products are delivered, evaluated, and trusted—placing HR at the heart of shaping adaptive, skilled, and purpose-driven workforces.

The integration of AI in financial advising, fraud detection, and customer service has raised the bar for digital proficiency across all roles. To meet this demand, HR departments are investing heavily in targeted upskilling programs that equip employees with both technical know-how and ethical literacy. This focus on lifelong learning fosters not only performance but also personal growth and long-term satisfaction.

Sustainability has moved from the periphery to the core of strategic investment decisions. Financial institutions are embedding ESG metrics into their advisory models, requiring talent who can balance profitability with social responsibility. HR's role in hiring and developing professionals aligned with these values is key to cultivating a culture of integrity and shared purpose—factors shown to increase employee motivation and commitment.

The rise of blockchain-based infrastructure and expanding cloud services demand new cybersecurity competencies. As regulatory agencies tighten standards around data use and resilience, HR must proactively recruit and retain talent skilled in digital risk, while also building awareness company-wide. A culture of digital trust not only protects operations but enhances psychological safety for employees.

In this evolving ecosystem, HR strategies grounded in continuous learning, ethical alignment, and digital confidence will define the financial sector's most engaged and future-ready teams.



INVESTMENT MANAGEMENT	FIDELITY USA, UK, Ireland, Canada	AFP HABITAT Chile	HERO FINCORP India	UNION INVESTMENT Germany	WEALTH MANAGEMENT	DEUTSCHE VERMÖGENSBERATUNG Germany	AJ BELL UK	CANACCORD GENUITY Canada
EDWARD JONES USA	ELECTRONIC MONEY	WORLDLINE Belgium, France, India and 3 countries	PAYPAL USA, Ireland	EML GROUP Australia	NEXI Italy	SİPAY Türkiye	CREDIT CARDS	AMERICAN EXPRESS USA, Canada, Italy and 3 countries
MASTERCARD Australia, Belgium, Singapore	ELAVON AND U.S. BANK Ireland	SYNCHRONY India	CORPORATE EXPENSE SOLUTIONS	MULTİNET UP Türkiye	CREDIT RATING	EXPERIAN UK	S&P GLOBAL India	
FINANCIAL SERVICES	CREDIT DIRECT Nigeria	EXPORT DEVELOPMENT Canada	INVERSIONES LA CONSTRUCCION SA Chile	VOLVO FINANCIAL SERVICES Mexico				



BANKING

In 2025, the banking sector is undergoing accelerated transformation, driven by widespread generative AI adoption, cloud-native infrastructures, evolving regulatory demands, and mounting expectations around sustainability and resilience. These changes are reshaping workforce needs and challenging HR leaders to build adaptive, value-driven, and future-ready organizations.

Generative AI continues to revolutionize productivity in customer service, fraud detection, and credit assessment. For HR, this technological leap requires cultivating a culture of digital curiosity and continuous learning. Upskilling programs focused on AI fluency, ethical use, and cross-functional innovation are becoming essential—not only for performance but also for reinforcing employees' sense of relevance and empowerment.

The sector's pivot to cloud-first strategies, coupled with enhanced risk and compliance frameworks, is intensifying the need for operational agility. HR must ensure that employees are both tech-proficient and risk-aware—creating confidence in their ability to navigate shifting regulations and secure digital ecosystems. Embedding regulatory education and digital trust into training platforms reinforces organizational resilience.

Sustainability and purpose are no longer optional. With ESG frameworks influencing both investment decisions and brand reputation, banks are under pressure to demonstrate values-led leadership. HR plays a key role in attracting talent that seeks alignment with these priorities—crafting workplaces where environmental responsibility, ethical practice, and social impact are integral to the employee experience.

Ultimately, in 2025, banking HR strategies must bridge innovation with meaning—ensuring that teams feel not just prepared for the future, but personally connected to building it.

BANKING	BNP PARIBAS France, Portugal	DBS BANK Singapore	SCOTIABANK Chile, Canada	CAPITAL ONE USA	HSBC UK	BBVA Spain	PKO BANK POLSKI Poland	ING Netherlands
UNICREDIT Italy	BANK OF AMERICA Ireland	HDFC BANK India	DEUTSCHE BANK Germany	NORDEA BANK Finland	DANSKE BANK Denmark	KBC Belgium	TÜRKİYE FINANS Türkiye	CITI Argentina
INVESTMENT BANKING	MORGAN STANLEY USA, India	NATIXIS Portugal, France	JPMORGANCHASE Argentina, UK	BUSINESS DEVELOPMENT BANK Canada	KFW BANKENGRUPPE Germany	MACQUARIE GROUP Australia	RETAIL BANKING	ANZ Australia
ALIOR BANK Poland	BANCO CIUDAD Argentina	BANCO CREDIBOM Portugal	BANCO SABADELL Spain	BANCOESTADO Chile	BANORTE Mexico	CRÉDIT AGRICOLE France	DZ BANK Germany	GRUPPO SELLA Italy
ICICI BANK India	INDUSTRIAL BANK OF KOREA South Korea	OCBC Singapore	RABOBANK Netherlands	STANDARD CHARTERED UK	STERLING BANK Nigeria	TD BANK GROUP Canada		



PROFESSIONAL SERVICES

In 2025, the professional services sector continues to evolve rapidly amid transformative shifts in technology, client sophistication, and global service delivery expectations. Against this backdrop, strategic HR leadership is critical for sustaining employee happiness, resilience, and long-term competitive advantage.

The widespread adoption of generative AI in consulting, legal, and advisory services has raised expectations for tech-enabled efficiency and insight. HR must focus on upskilling initiatives that equip professionals to work alongside AI—strengthening their strategic, interpersonal, and analytical capabilities. Continuous learning ecosystems are no longer optional, but essential for relevance and retention.

Clients increasingly demand agile, solutions-oriented service with faster turnarounds and deeper personalization. Employees who are empowered to innovate, take ownership, and influence client impact experience higher levels of engagement and fulfillment. HR plays a vital role in building cultures that reward initiative and elevate the employee-client connection.

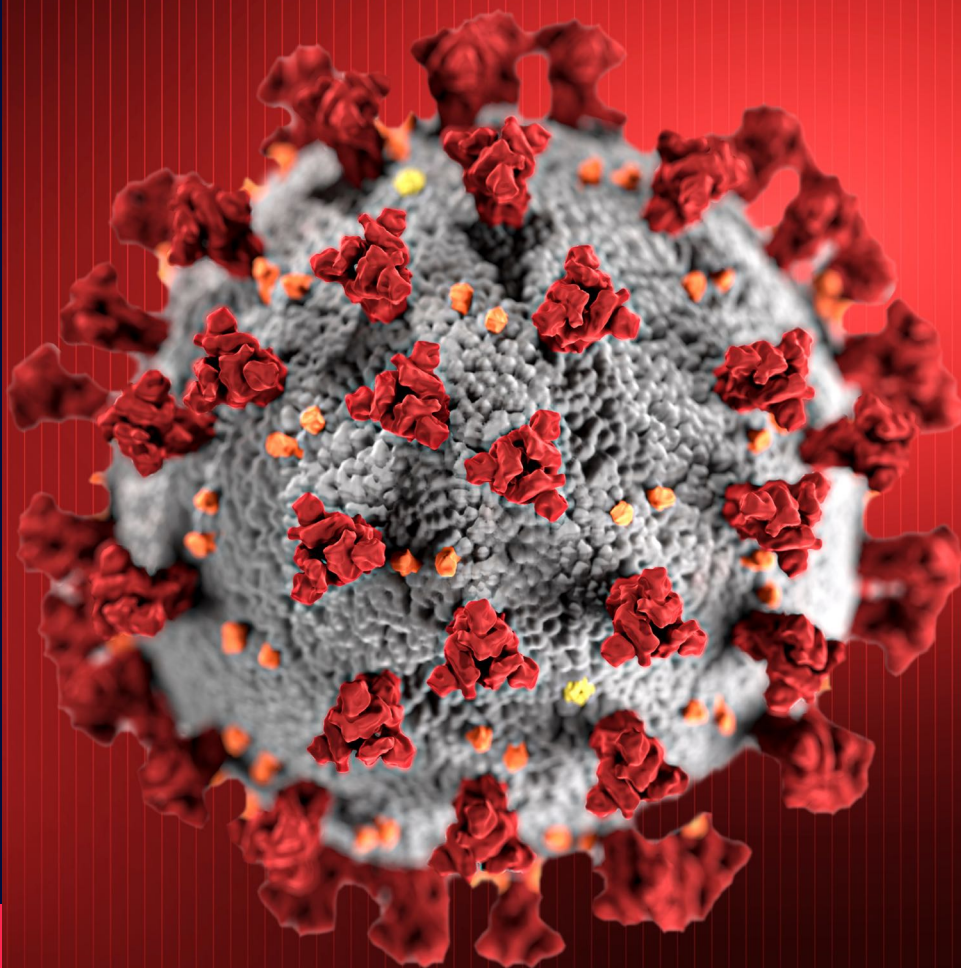
Work-life integration remains a defining challenge. As hybrid and asynchronous models become the norm, HR must refine policies that respect personal boundaries while maintaining collaborative momentum. Flexibility, when combined with autonomy and trust, directly supports well-being and performance in demanding service environments.

Finally, mental health continues to require strategic attention. With burnout risks elevated by complex workloads and constant connectivity, firms must offer holistic well-being programs—including coaching, mental health resources, and time-off policies that are actively encouraged and modeled by leadership.

ACCOUNTING & AUDIT SERVICES	DELOITTE Argentina, Australia, France and 4 countries	EY Canada, Italy, Poland and 1 countries	KPMG Belgium, Germany	BEIERHOLM Denmark	GRANT THORNTON Ireland	PWC USA	MANAGEMENT CONSULTING	ACCENTURE USA, Argentina, Canada and 8 countries
OLIVER WYMAN Australia, Germany	BOSTON CONSULTING GROUP UK	WAVESTONE France	MARKET RESEARCH & CONSULTING	IPSOS France	GARTNER USA	NIELSEN UK	CERTIFICATION & INSPECTION SERVICES	TUV NORD Germany
BUREAU VERITAS France	SGS TÉCNOS Spain	IT CONSULTING AND SERVICES	TATA CONSULTANCY SERVICES Australia, Mexico, Netherlands	CAPGEMINI Canada, France, Germany and 1 countries	NTT DATA Argentina, Belgium, Chile and 1 countries	INFOSYS India	GFT IT CONSULTING Spain	VERSION 1 Ireland
CGIHLTECH Finland, Singapore	ENFUSE GROUP UK	NOESIS Portugal	VAR GROUP Italy	LEGAL SERVICES	DITTMAR & INDRENIUS Finland	DENTONS CANADA LLP Canada	LINKLATERS UK	
CALL CENTER	CEYBER Türkiye	K-12 EDUCATION	NESİBE AYDIN OKULLARI Türkiye	EARLY CHILDHOOD SERVICES	KIDS PLANET DAY NURSERIES UK	STORY HOUSE EARLY LEARNING Australia	GOVERNMENT SERVICES	CSC India

HIGHER EDUCATION	JOHNS HOPKINS UNIVERSITY USA	UNIVERSIDAD AUTÓNOMA DE GUADALAJARA Mexico	BERGISCHE UNIVERSITÄT WUPPERTAL Germany	UNIVERSITY OF BRITISH COLUMBIA Canada	UNIVERSIDAD ANDRÉS BELLO Chile	CUSTOMER ENGAGEMENT	TELEPERFORMANCE India, Italy, Nigeria	CONCENTRIX USA
GENESYS Ireland	KONECTA Argentina	ADVERTISING AND MARKETING	GROUPM Germany, Italy	DEPT® Netherlands	TRADE FAIR & EVENT MANAGEMENT	MESSE BERLIN Germany	HR SERVICES	ADP USA, Canada, France and 2 countries
STAFFING AND RECRUITMENT	RANDSTAD Australia, Netherlands	CPL Ireland	DIS AG Germany	GLOWI Belgium	MANPOWER USA	REED Türkiye	ROBERT HALF France	NON-PROFIT
YMCA USA, Canada	AWO Germany	KARITANE Australia	REMEMBRANCE PARK Chile	ENVIRONMENTAL SERVICES	WASTE MANAGEMENT USA, Canada	SUEZ France	REAL ESTATE BROKERAGE	KELLER WILLIAMS USA
CAIRN HOMES Ireland	CBRE GMBH Germany	NEXITY France	COLLIERS Canada	ERA IMOBILIÁRIA Portugal	HOME GROUP LTD UK	PONTIAC LAND GROUP Singapore	REA PTE. (HOUSING, PROPTIGER AND MAKAAAN) India	FACILITIES SERVICES
ISS FACILITY SERVICES India	MITIE UK	SECURITY SERVICES	SIS India	SECURITAS Spain				

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



HEALTH CARE

As we move through 2025, the healthcare industry—including pharmaceuticals, hospitals, and the medical device sector—is navigating intensified innovation, regulatory complexity, and rising expectations for personalized, digitally enabled care. To keep pace, HR leaders must adopt talent strategies that address both sector-specific demands and the universal need for adaptability and well-being.

In pharmaceuticals, generative AI is accelerating drug discovery and simulation modeling. This shift calls for continuous learning in areas like computational biology, AI ethics, and cross-disciplinary collaboration. Regulatory training remains essential as FDA oversight of AI in clinical trials and labeling expands.

Hospitals are balancing increased patient loads with staffing shortages, burnout risks, and tech adoption. HR must offer mental health support, leadership development for clinical managers, and digital training—from EHR systems to AI-assisted diagnostics. Resilience planning is now a core workforce priority.

The medical device sector is evolving through smart implants, wearables, and precision diagnostics, demanding talent fluent in hardware and health data. HR must support STEM pipelines via university partnerships, practical training programs, and compliance readiness as global standards tighten.

Across all areas, patient-centered care, data security, and DEI are baseline expectations. HR must lead with inclusive hiring, privacy awareness, and purpose-driven culture—ensuring every employee feels equipped to contribute to better health outcomes.

In 2025, healthcare HR is not just managing talent—it is powering agility, ethics, and resilience in one of the world's most vital industries.

PHARMA- CEUTICALS	BOEHRINGER INGELHEIM Argentina, Singapore	GSK UK	TAKEDA Ireland, South Korea, Spain	MSD Australia	BAYER Belgium, Germany, Netherlands	PFIZER Ireland, Türkiye	ASTRAZENECA Nigeria, Poland	SANOFI France
NOVO NORDISK Denmark, Portugal	JOHNSON & JOHNSON Singapore	CHIESI Italy	FARMACIA SAN PABLO Mexico	MERCK USA	ORION Finland	SUN PHARMACEUTICAL INDUSTRIES India	BIOPHARMA- CEUTICALS	ABBVIE Argentina, Australia, Ireland and 3 countries
AMGEN Finland, Mexico	BIOPEN Poland	BRISTOL MEYERS SQUIBB USA	ELI LILLY Italy	FERRING PHARMACEUTICALS Denmark	GALDERMA South Korea	LILLY S.A. Spain	ROCHE Germany	HOSPITAL NETWORK
ACHS Chile	BON SECOURS HEALTH SYSTEM Ireland	FRESENIUS Germany	MAYO CLINIC USA	MEDICAL POINT Türkiye	ORAL DENTISTS Finland	MEDICAL DEVICES	MEDTRONIC Ireland, Mexico, Singapore	STRYKER Canada, Finland, Germany and 3 countries
BOSTON SCIENTIFIC USA, France	ABBOTT Chile, UK	AGILENT South Korea	BAXTER Italy	COLOPLAST Denmark	JOHNSON & JOHNSON MEDTECH Türkiye	MEDICAL DISTRIBUTION	CARDINAL HEALTH Mexico	MEDLINE USA
GENERIC PHARMACEUTICALS	HERMES ARZNEIMITTEL GMBH Germany	HOVIONE Portugal	ORIFARM Denmark	SCIENCE	FORSCHUNGSZENTRUM JULICH Germany	DIAGNOSTICS & RESEARCH	IQVIA Portugal, Singapore, Türkiye	



ENERGY & RESOURCES

In 2025, the energy and resources sector continues its accelerated shift toward renewable energy, AI-enabled grid management, and compliance with increasingly strict environmental regulations. These shifts are fundamentally altering workforce expectations and placing HR at the center of shaping an engaged, purpose-driven talent strategy.

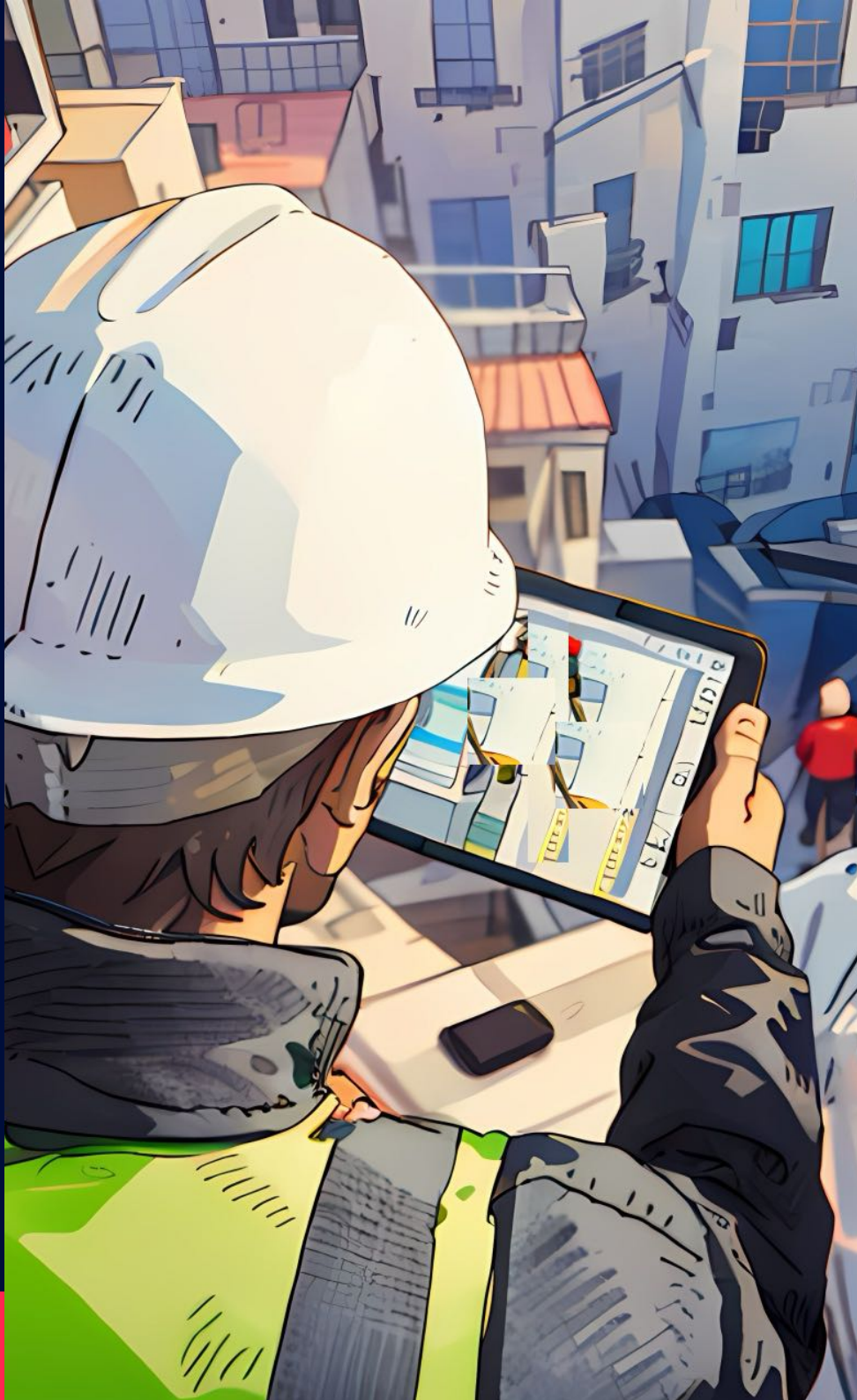
The sector's growing commitment to sustainability resonates deeply with employees seeking meaningful work. HR must leverage this alignment to build a sense of purpose across the organization—connecting roles at every level to broader climate goals and the transition to clean energy. This approach not only boosts motivation but strengthens retention, especially among younger, mission-oriented talent.

As environmental regulations tighten globally, HR plays a critical role in integrating employees into sustainability initiatives—such as emissions monitoring, circular economy projects, and biodiversity efforts. Involving staff directly in these programs enhances ownership and pride, fostering a culture of shared responsibility and innovation.

Additionally, the rise of green technologies and carbon-reduction targets is reshaping job roles and required skills. HR must spotlight new career pathways, partner with education providers, and offer reskilling programs to prepare employees for emerging roles in areas like solar engineering, hydrogen systems, or AI-powered energy analytics.

HR's role in 2025 is not only to advocate for well-being and resilience—but to serve as a strategic architect of a future-ready workforce. By embedding sustainability, innovation, and adaptability into the employee experience, HR can help position the sector for both immediate impact and long-term transformation.





CONSTRUCTION

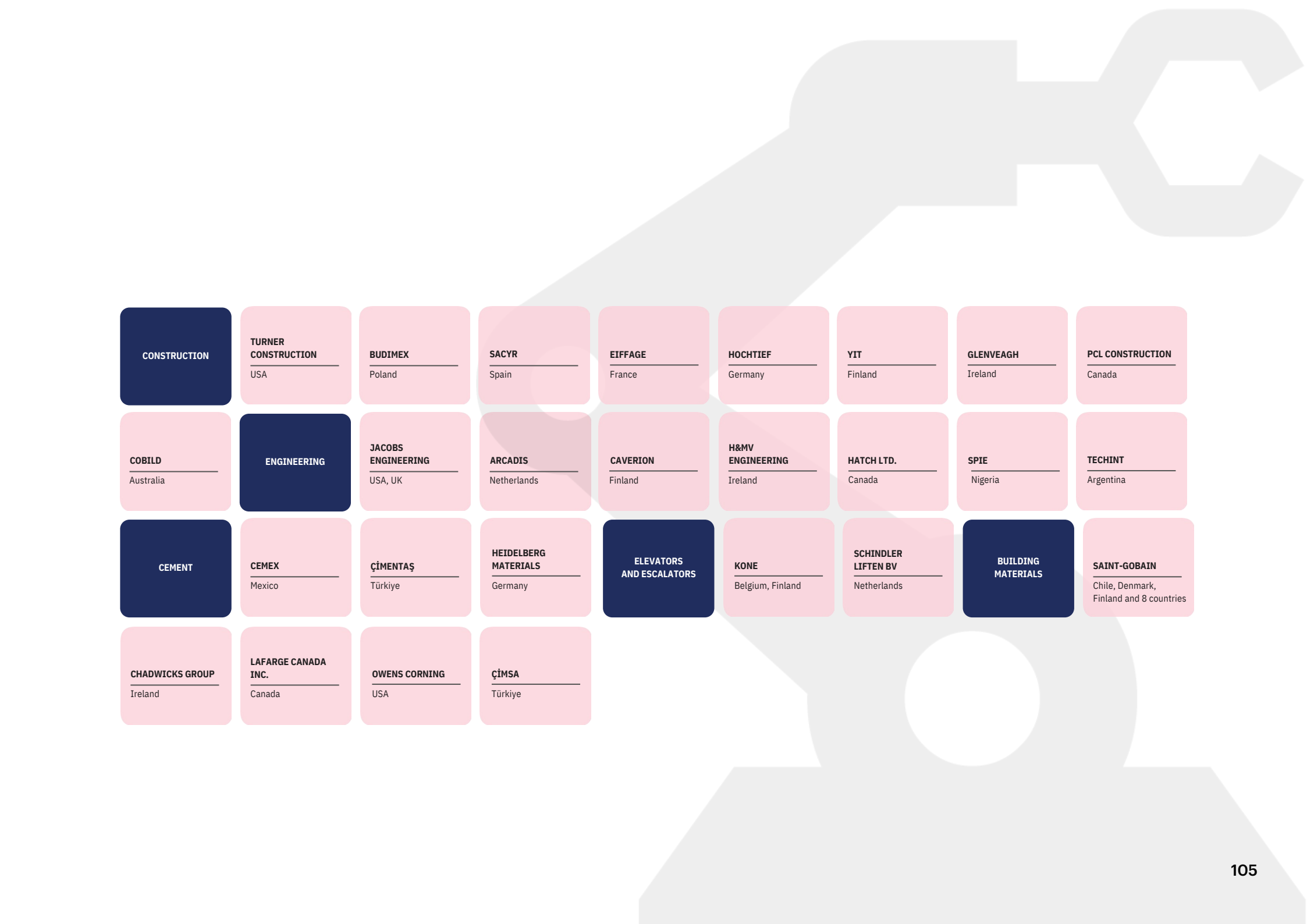
In 2025, the construction industry continues to face transformative challenges and emerging opportunities shaped by digital acceleration, sustainability mandates, and evolving project delivery models. HR leaders are playing a pivotal role in shaping a future-ready workforce equipped to adapt and thrive.

Technologies such as Building Information Modeling (BIM), AI-powered project scheduling, and IoT-enabled equipment monitoring are becoming standard across major projects. To keep pace, HR must focus on structured upskilling and reskilling programs—ensuring workers are confident in adopting smart tools and digital workflows, which in turn boosts job satisfaction and project efficiency.

Sustainability is no longer an optional value—it is a contractual and reputational imperative. The industry's shift toward low-carbon materials, passive design strategies, and circular construction practices requires a talent pool trained in green building principles. HR must lead in attracting and retaining professionals passionate about environmental performance and future-proof design.

Customization and client specificity are driving demand for creativity and diversity within project teams. HR strategies must promote inclusion across trades and management, building teams that reflect diverse perspectives and can collaboratively develop tailored solutions.

Additionally, as modular and prefabricated approaches rise, the traditional construction schedule is evolving. HR must adapt policies to accommodate hybrid coordination roles, support site-based mental health initiatives, and offer flexible arrangements where possible to improve retention and well-being—especially as skilled labor shortages persist.



CONSTRUCTION	TURNER CONSTRUCTION USA	BUDIMEX Poland	SACYR Spain	EIFFAGE France	HOCHTIEF Germany	YIT Finland	GLENVEAGH Ireland	PCL CONSTRUCTION Canada
COBILD Australia	ENGINEERING	JACOBS ENGINEERING USA, UK	ARCADIS Netherlands	CAVERION Finland	H&MV ENGINEERING Ireland	HATCH LTD. Canada	SPIE Nigeria	TECHINT Argentina
CEMENT	CEMEX Mexico	ÇİMENTAŞ Türkiye	HEIDELBERG MATERIALS Germany	ELEVATORS AND ESCALATORS	KONE Belgium, Finland	SCHINDLER LIFTEN BV Netherlands	BUILDING MATERIALS	SAINT-GOBAIN Chile, Denmark, Finland and 8 countries
CHADWICKS GROUP Ireland	LAFARGE CANADA INC. Canada	OWENS CORNING USA	ÇİMSA Türkiye					



INDUSTRIAL PRODUCTS

In 2025, the industrial products sector is undergoing accelerated transformation fueled by smart manufacturing technologies, decarbonization mandates, and renewed efforts to localize and stabilize global supply chains. HR professionals play a pivotal role in guiding organizations through this evolution by driving workforce agility, capability building, and engagement.

The rise of AI, robotics, and Industrial Internet of Things (IIoT) solutions is reshaping production systems. HR must ensure employees are equipped to operate intelligent machinery, interpret data-driven insights, and contribute to continuous innovation. Strategic reskilling initiatives will be key to enhancing productivity, retention, and adaptability.

Sustainability imperatives are intensifying, as industrial firms face rising regulatory expectations and pressure to lower carbon emissions. HR strategies must now prioritize recruitment of talent with expertise in green engineering, circular product design, and energy optimization. Embedding environmental responsibility into training and culture reinforces both brand trust and employee purpose.

Ongoing supply chain volatility underscores the need for flexible workforce models. HR must foster cross-functional collaboration, scenario-based planning, and digital fluency across teams. Embracing hybrid scheduling and virtual coordination tools enables operational continuity in a fragmented logistics environment.

Finally, the sector's competitiveness depends on nurturing a culture of inclusion and innovation. HR should champion diversity of thought, expand equitable hiring pipelines, and support psychologically safe environments where creativity thrives. This holistic approach empowers industrial companies to meet evolving market needs with agility and social relevance.

AGRICULTURAL PRODUCTION	CARGILL USA, Argentina, Belgium	JOHN DEERE Germany	NUTRIEN Canada	RUBBER ESTATES Nigeria	ALUMINUM PRODUCTION	ALCOA USA	VDM METALS GRUPPE Germany	CHEMICAL AND MATERIAL SCIENCES
3M Mexico, Poland, Singapore	DOW USA, Argentina, India	BASF Canada, Germany	SOLVAY Belgium, Portugal	DK FINE CHEMICAL South Korea	KİMPUR Türkiye	POLİSAN KİMYA Türkiye	IMAGING AND OPTICAL PRODUCTS	CANON Canada, Denmark, Spain
KONICA MINOLTA Italy	ZEISS Germany	TOOLS AND EQUIPMENT MANUFACTURING	HILTI Finland, Netherlands, Poland and 2 countries	BOSCH Germany, Italy	STANLEY BLACK & DECKER USA, Canada	PAPER AND PACKAGING	INTERNATIONAL PAPER USA	MONDI GROUP UK
GZ INDUSTRIES Nigeria	LİLA KAĞIT Türkiye	LOS ANDES BOX Chile	POLİNAS Türkiye	PAINT AND COATINGS	AKZONOBEL Netherlands, France	SHERWIN WILLIAMS USA	STEEL PRODUCTION	JSW STEEL India



AUTOMOTIVE

In 2025, the automotive industry's advancements in electrification, autonomous mobility, and sustainable manufacturing are redefining the employee experience and significantly elevating job satisfaction across the sector. The continued transition to electric vehicles positions automotive firms as global leaders in clean technology, instilling a deep sense of purpose and pride among employees contributing to climate action and energy transformation.

The integration of autonomous systems—ranging from ADAS to fully self-driving platforms—offers employees intellectually stimulating challenges. Contributing to the development of next-generation mobility solutions provides a rare sense of innovation-driven fulfillment, enhancing both personal growth and collective accomplishment within engineering and design teams.

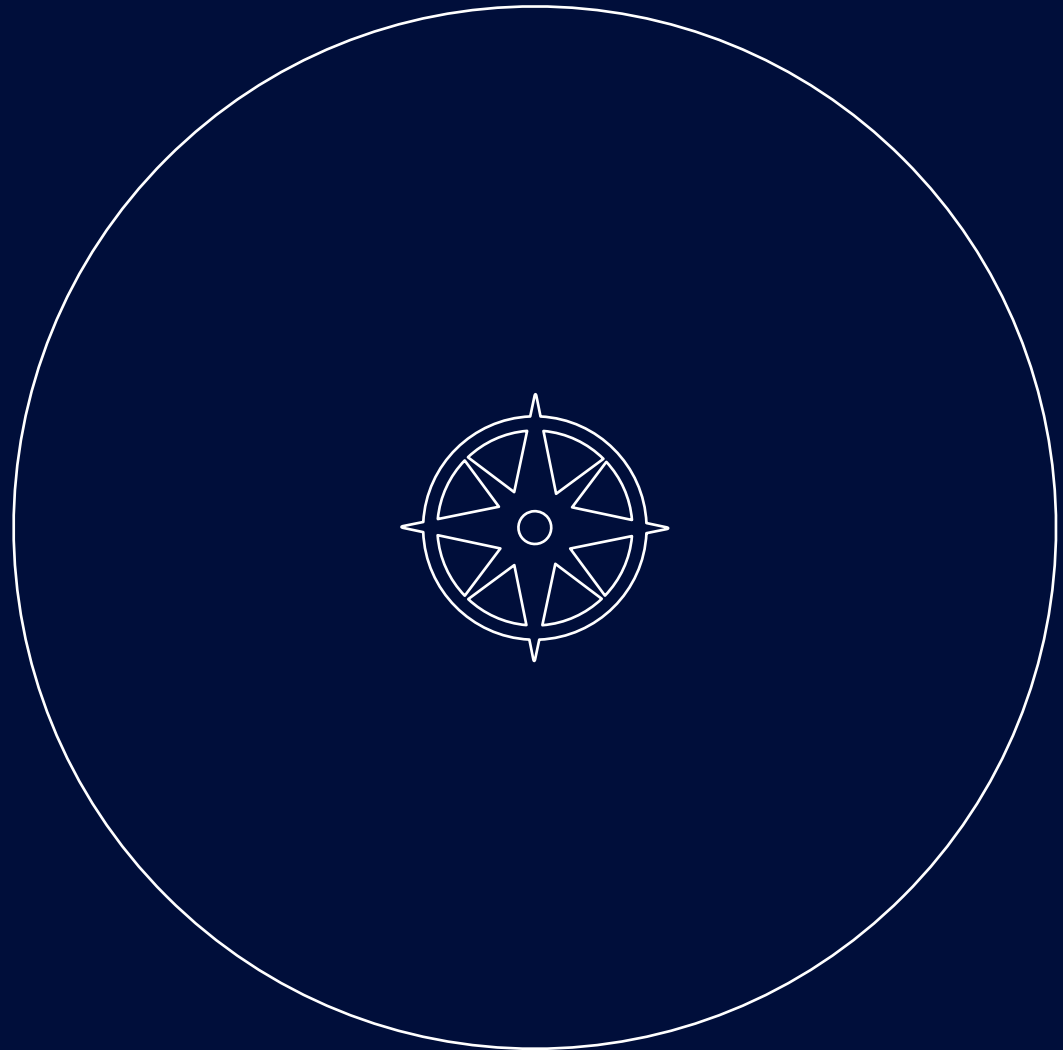
Sustainability remains a cornerstone of employee engagement in 2025. From carbon-neutral factories to ethical battery sourcing and circular manufacturing models, employees are empowered to align their daily work with broader environmental goals. This alignment between individual values and corporate purpose reinforces loyalty, well-being, and emotional investment in the workplace.

Moreover, the growing use of AI in predictive maintenance, smart logistics, and customer experience optimization expands opportunities for reskilling and career mobility, reinforcing a sense of progression and adaptability within the workforce.

In sum, the automotive sector in 2025 stands as a dynamic and ethically driven industry—offering not only cutting-edge innovation but also a profound employee experience rooted in sustainability, technological leadership, and purpose. This evolution positions the sector as a benchmark for how future-oriented industries can simultaneously drive transformation and workforce happiness.

AUTOMOTIVE MANUFACTURING	VOLKSWAGEN GROUP Argentina, Ireland, Poland	TOYOTA Canada, Singapore, Spain	GENERAL MOTORS USA	HYUNDAI MOTOR GROUP South Korea	STELLANTIS Netherlands	FERRARI Italy	RENAULT France	BENTLEY MOTORS UK
D'IETEREN Belgium	SCANIA CHILE Chile	BMW Germany	MOTORCYCLE MANUFACTURING	HARLEY DAVIDSON USA	AUTO PARTS MANUFACTURING	MAGNA INTERNATIONAL Canada	NEMAK Mexico	VALEO France
BORGWARNER CHUNGJU South Korea	MAGNA SEATING Türkiye	TIRES AND MOBILITY SOLUTIONS	MICHELIN USA, France, Mexico, and 1 countries	BRIDGESTONE Spain, Belgium	CONTINENTAL Germany	AUTOMOTIVE TECHNOLOGIES	DANA Argentina, Belgium, India and 2 countries	APTIV Ireland
CUMMINS USA	ROBERT BOSCH Germany	VEHICLE DEALERSHIPS AND SALES	CARMAX USA	MAIS Türkiye	HYUNDAI AUTO CANADA Canada	TOYOTA TÜRKİYE Türkiye	CARSALES Australia	AUTOROLA GROUP Türkiye

Happy Employee
Happy Customer
Happy Investor



Boosting Stocks with Smiles



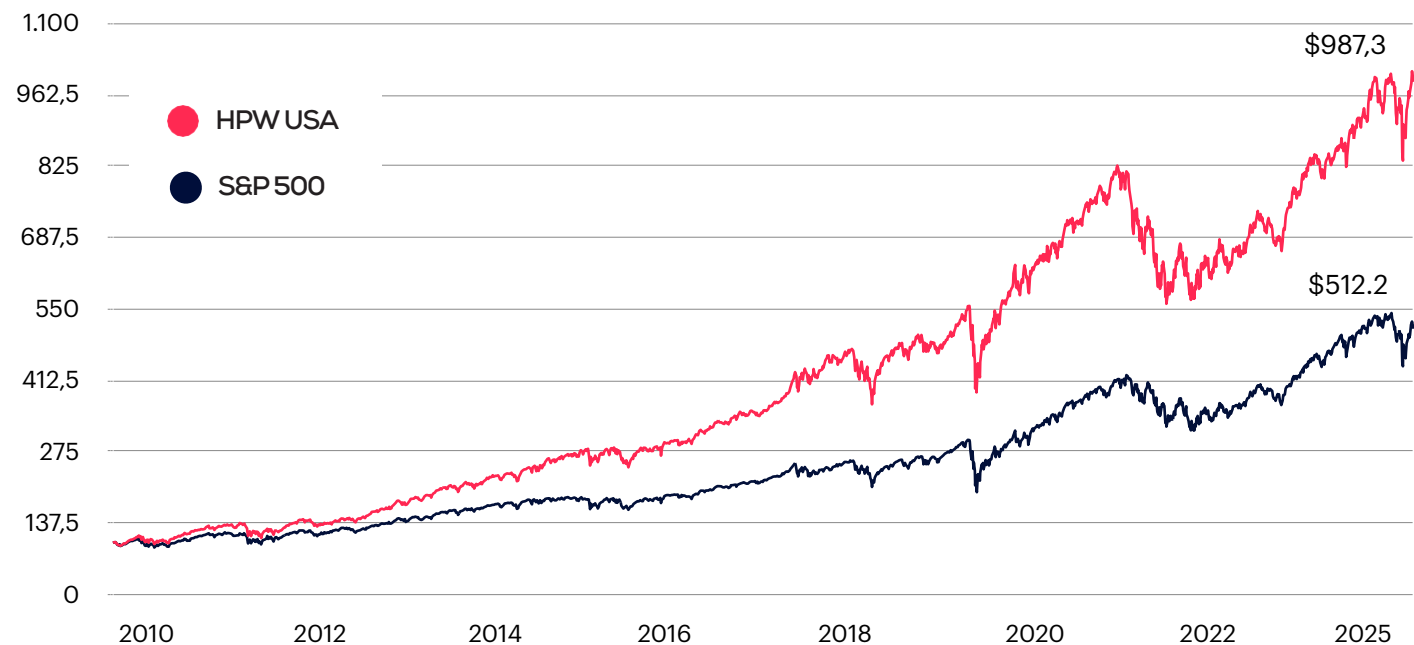


In an era where data increasingly drives strategic decisions, the link between workplace happiness and financial performance has moved from a soft ideal to a measurable, competitive advantage. Despite mounting anecdotal evidence and a growing awareness of the benefits of a positive work culture, many senior executives still view investments in employee well-being as secondary—luxuries rather than essentials. This mindset narrows the scope of human capital strategy, often leaving workplaces disengaged, reactive, and underperforming in the long term. To shift this perspective, organizations need more than intuition—they need compelling, quantifiable proof.

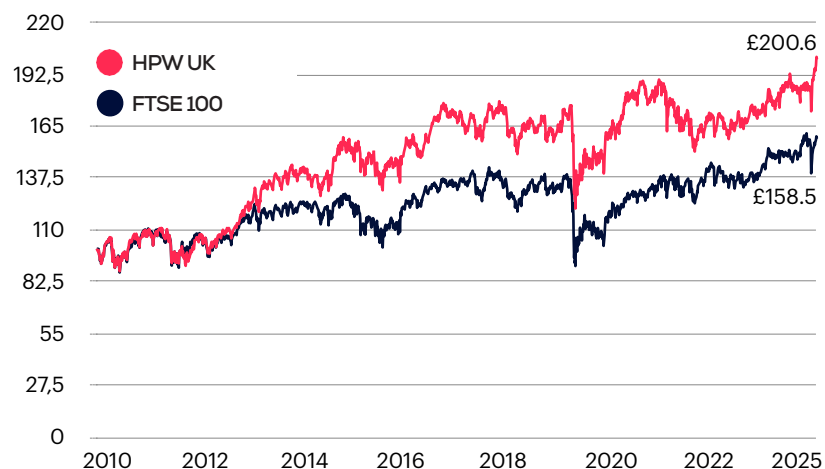
In response, Happy Place to Work (HPW) launched a comprehensive analysis to test a simple but critical hypothesis: Do companies that prioritize employee happiness outperform their peers in financial markets over time? The study examined the long-term stock performance of HPW-certified companies between 2010 and 2025 and compared them with the major benchmark indices in five of the world's leading economies: the USA, United Kingdom, Germany, France, and Canada. Each comparison assumed identical investments made in local currency in 2010, then tracked their value 15 years later.

The results are striking. In the United States, HPW companies delivered a cumulative return of \$987.3, dramatically surpassing the S&P 500's \$512.2—an outperformance of over 92%. In Germany, HPW companies achieved €786.5 compared to the DAX's €397.4, while in Canada, HPW organizations reached C\$524.9, dwarfing the S&P/TSX Composite's C\$219.8. Even in more stable-growth economies, the pattern held: in France, HPW companies reached €396.5 against CAC 40's €195.0, and in the UK, they rose to £200.6 versus the FTSE 100's £158.5.

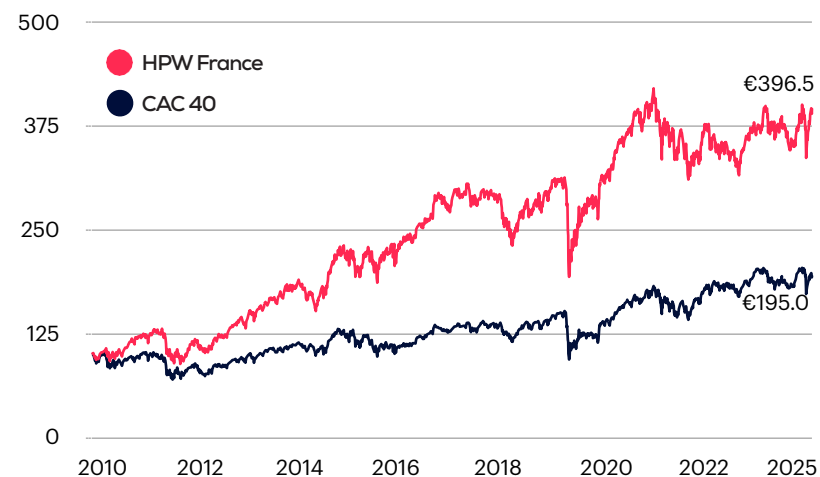
These findings send a clear and consistent message: companies that invest in workplace happiness don't just see cultural improvements—they outperform financially. Regardless of geography or economic volatility, organizations that create environments of trust, pride, and purpose are more resilient, more adaptive, and ultimately, more profitable. Workplace happiness, once considered intangible, now emerges as a clear business imperative backed by hard data and long-term returns.



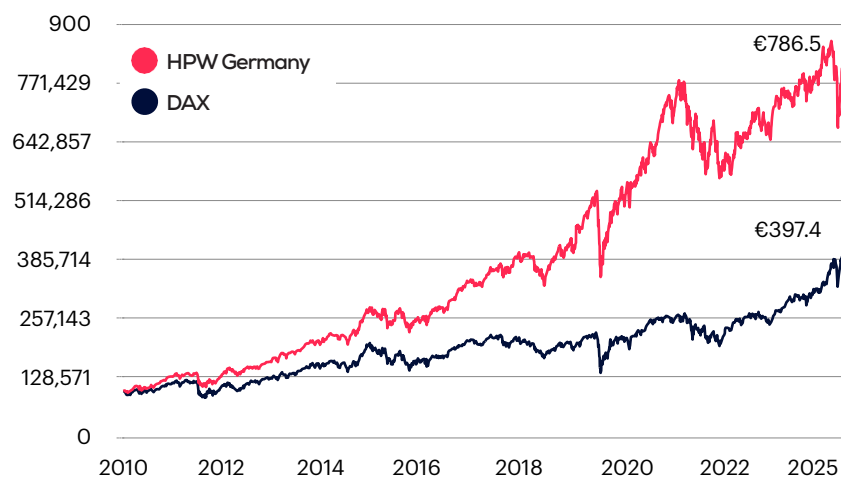
United Kingdom



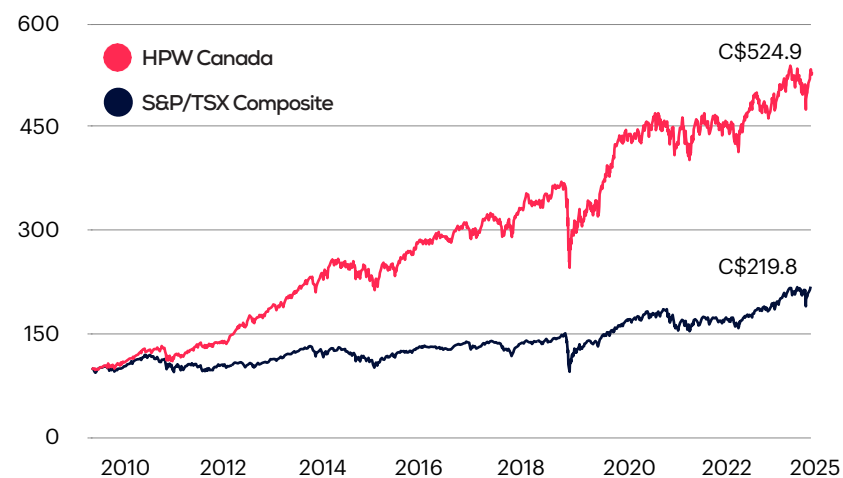
France



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.

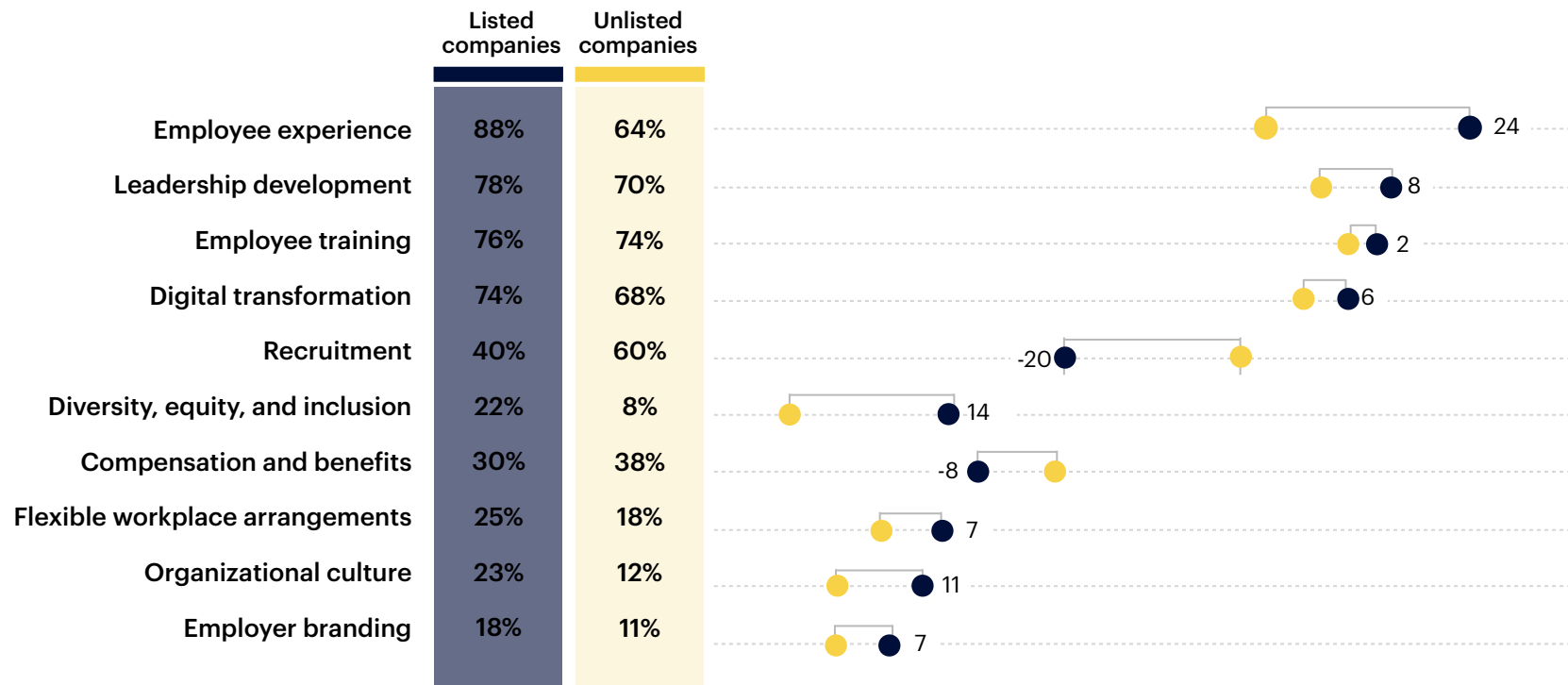
This engenders a virtuous cycle wherein enhanced financial results facilitate further investments in employee well-being, propelling ongoing growth and prosperity.

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 2025, to which key areas will you allocate your efforts?



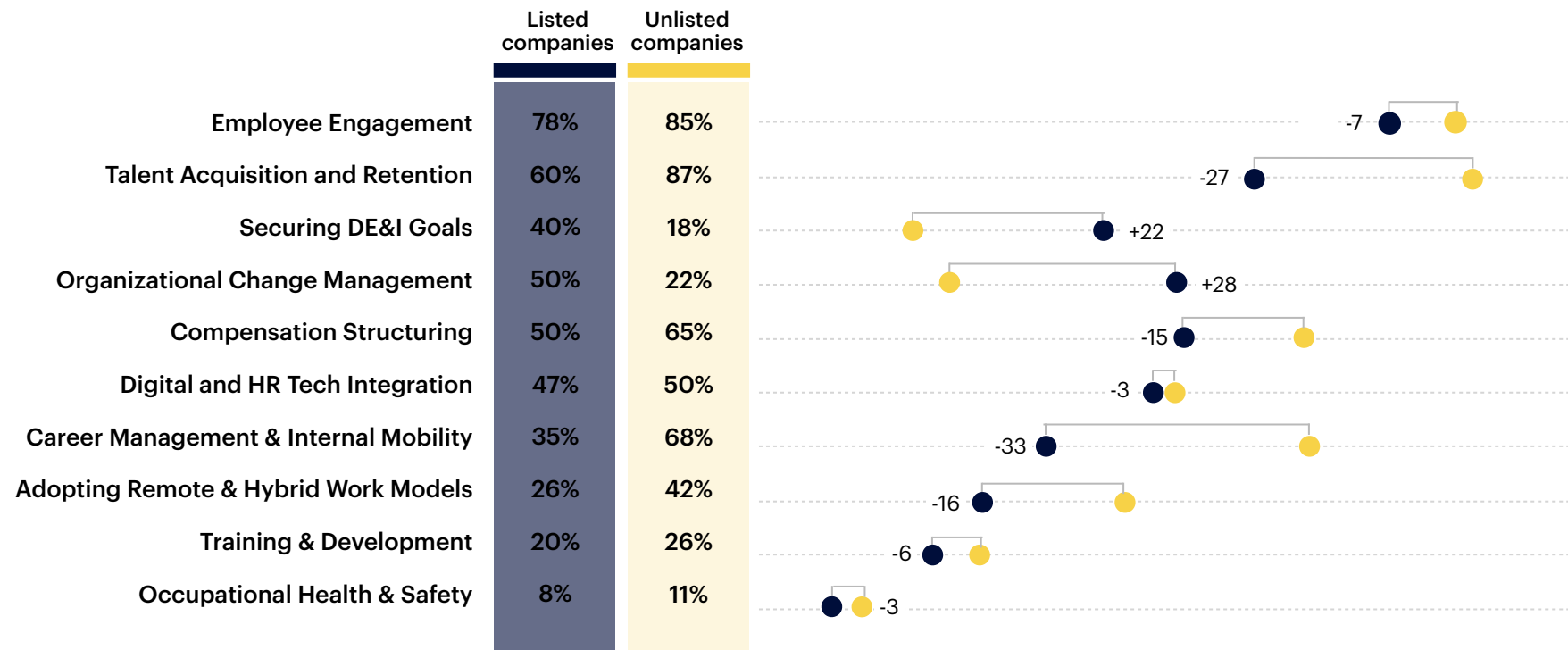
Strategic Priorities and Approaches

Organizations featured on the HPW List continue to prioritize employee experience, leadership development, and employee training as essential pillars for sustainable growth. In 2025, they placed even greater emphasis on employee experience (88%) and increased attention to flexible arrangements and organizational culture. In contrast, non-listed firms focused more heavily on recruitment (60%) and compensation (38%), reflecting a preference for short-term talent acquisition strategies. This ongoing divergence highlights how HPW Listed companies invest in cultural and experiential aspects of work, while non-listed firms maintain a more transactional approach to workforce management—potentially at the cost of deeper employee engagement.

Common Ground

Despite notable differences in focus, both HPW Listed and non-listed companies remain aligned on the importance of employee training and digital transformation. These shared priorities underscore a common understanding that continuous learning and adaptability to emerging technologies are vital for competitiveness.

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



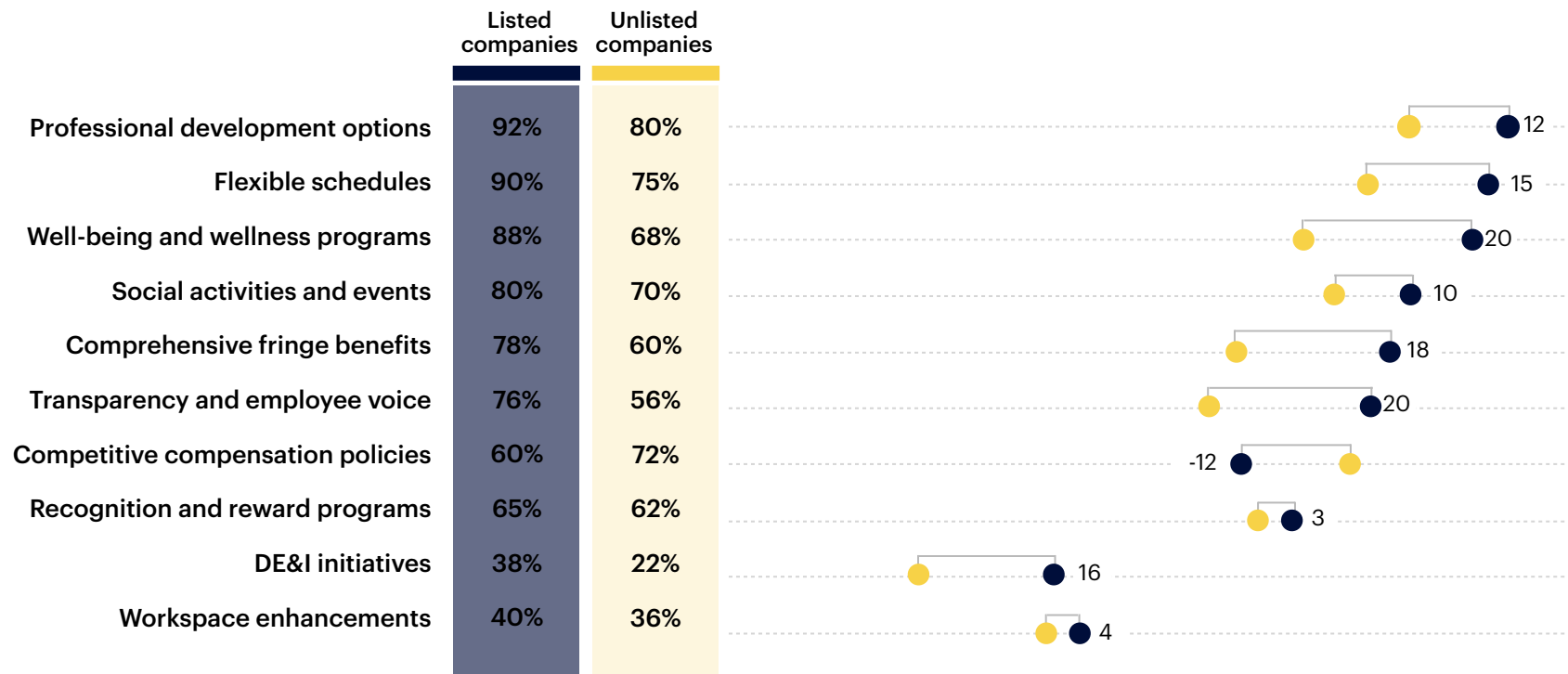
Divergent Challenges

HPW Listed companies in 2025 primarily struggled with challenges related to organizational change management, DE&I goals, and digital transformation. These focus areas reflect their deeper engagement with transformation and inclusive culture-building. In contrast, non-HPW Listed firms continued to experience broader pressure across multiple fronts—particularly in talent acquisition (87%) and career management (68%). Notably, the gap in DE&I difficulty widened further, highlighting listed firms' ongoing efforts to address systemic inclusion challenges. The diversity of challenges faced by non-listed companies again underscores their operational strain, as they try to juggle short-term retention issues with growing employee expectations and structural shifts.

Common Ground

Despite different priorities, HPW Listed and non-listed organizations shared key challenges in employee engagement, digital and HR tech integration, and workplace safety. Both also acknowledged the need to strengthen training and development. These shared concerns highlight the universal importance of adaptability, motivation, and wellbeing—regardless of a company's maturity.

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



Core Engagement Strategies

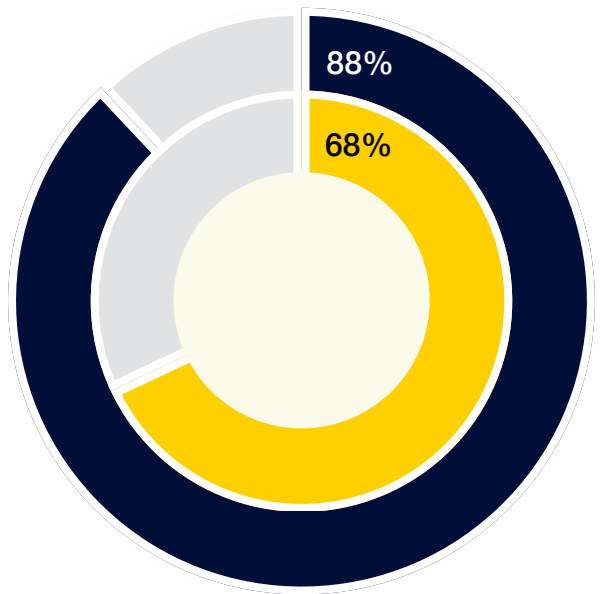
HPW Listed companies in 2025 continued to lead in fostering employee happiness through professional development, flexible schedules, wellness programs, and transparency. However, both listed and unlisted firms reported a decline in focus on DE&I initiatives compared to the previous year—dropping by 7 percentage points each. This shift may reflect broader societal and political pressures. Despite this, listed organizations still outpaced others in promoting inclusive work environments and comprehensive benefits. Their holistic approach supports personal growth, voice, and belonging, reinforcing a sustainable culture of trust and empowerment.

Common Ground

HPW Listed and non-listed companies remained aligned on key happiness drivers such as compensation, recognition, and workspace improvements. Both groups emphasized fair pay, appreciation of effort, and safe, supportive environments. Yet, the shared deprioritization of DE&I initiatives marks a notable shift from 2024, hinting at changing external influences.

Well-being and wellness programs

HAPPIEST WORKPLACES AROUND THE GLOBE 2025



● Listed companies ● Unlisted companies

In 2025, well-being programs evolved from optional perks to strategic essentials, with listed companies leading in integrating AI-driven, inclusive, and proactive approaches to boost resilience and emotional health.

What do HR managers say?

“In the last year, we’ve seen that well-being initiatives are no longer perks—they’ve become a foundation for resilience. Our leadership treats employee mental health as a strategic priority. We’ve expanded support beyond stress reduction to include long-term emotional and social well-being.”

What do HR managers say?

“We introduced AI-supported well-being tools this year. These tools help track burnout risks and offer personalized suggestions. It’s helped us move from reactive to proactive care, and employees feel the difference.”

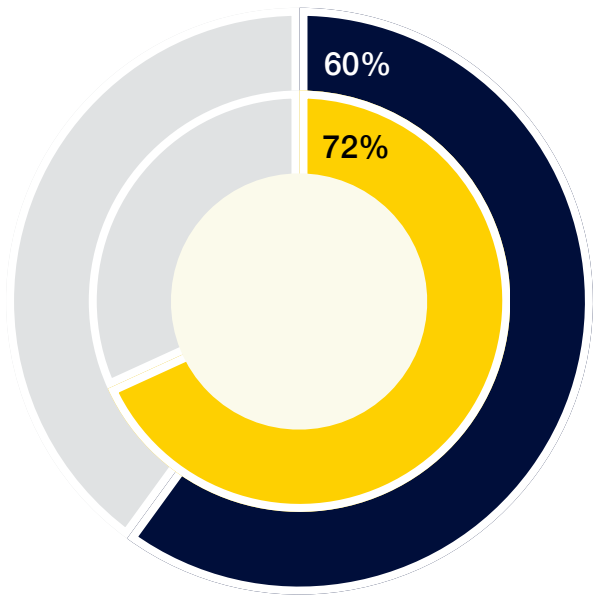
How to make difference?

+

To drive real impact, organizations must evolve from one-size-fits-all wellness campaigns to personalized, inclusive strategies. Integrating AI and data analytics enables real-time tracking and adaptive support. Leadership involvement is critical—not just in funding, but in role modeling well-being behaviors. Programs should be co-designed with employees to boost ownership and engagement.

Additionally, aligning well-being with performance expectations, DE&I values, and flexible work policies ensures relevance and credibility. Regular check-ins, storytelling, and success-sharing help normalize participation and reduce stigma—making wellness a natural part of daily work life.

Competitive compensation policies



● Listed companies ● Unlisted companies

Unlisted companies relied more on compensation to attract talent, while listed firms emphasized transparent, purpose-driven pay strategies that foster trust, motivation, and long-term engagement.

What do HR managers say?

"We've seen that even generous pay can fall short if employees don't feel appreciated or connected. That's why we link compensation with team-based recognition and transparent growth plans."

What do HR managers say?

"Our industry has become extremely competitive. To stay attractive, we adjusted our salary bands significantly. But we've learned that it's the combination of pay, culture, and purpose that keeps people here—not just the paycheck."

What do HR managers say?

"We realized that without transparency, even competitive pay creates suspicion. So we opened up how compensation is calculated and linked it to performance and company growth. That shift didn't just boost trust—it increased motivation across teams."

How to make difference?



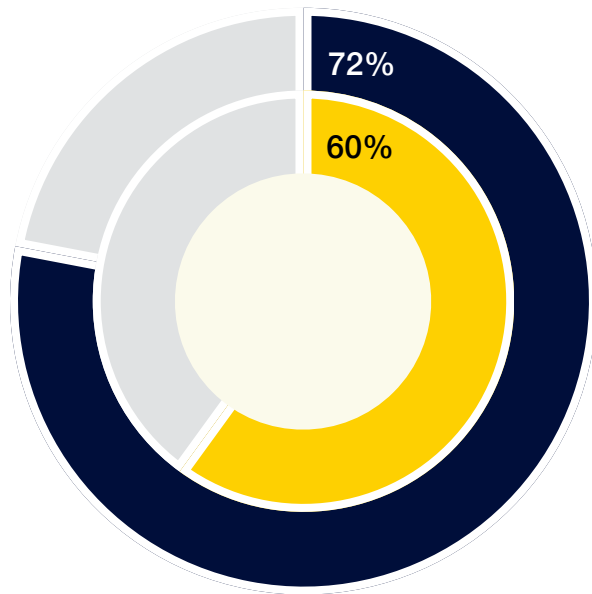
To truly engage and retain employees, compensation strategies must go beyond base salary figures and address the psychological and emotional drivers of motivation. While offering competitive pay is important, it cannot substitute for a culture of fairness, recognition, and transparency. High salaries, when delivered without context or consistency, risk being perceived as transactional rather than meaningful.

Organizations should prioritize internal pay equity—ensuring that compensation reflects not only market benchmarks but also the relative value of roles within the company. This includes regular audits, open dialogue around pay practices, and alignment between compensation and measurable performance. Establishing clear, understandable reward systems helps eliminate ambiguity and fosters a sense of justice among employees.

Moreover, involving employees in defining what success looks like—and how it's rewarded—builds ownership and increases engagement.

Competitive fringe benefits

HAPPIEST WORKPLACES AROUND THE GLOBE 2025



● Listed companies ● Unlisted companies

Listed companies led the way in 2025 by offering more personalized and inclusive fringe benefits, showing a stronger commitment to holistic employee care across life stages and individual needs.

What do HR managers say?

"We've expanded our fringe benefits portfolio this year, offering options like mental health days, fertility care, flexible parental leave, and student loan assistance. Rather than imposing a single model, we're letting employees customize their benefits. This level of personalization shows people we care about their unique journeys—not just their productivity."

What do HR managers say?

"Our workforce spans generations, and each group values different things. Through regular surveys and focus groups, we created a benefits platform where people can choose what matters most—be it wellness, financial planning, or family support. As a result, engagement has improved and turnover dropped significantly among mid-level talent."

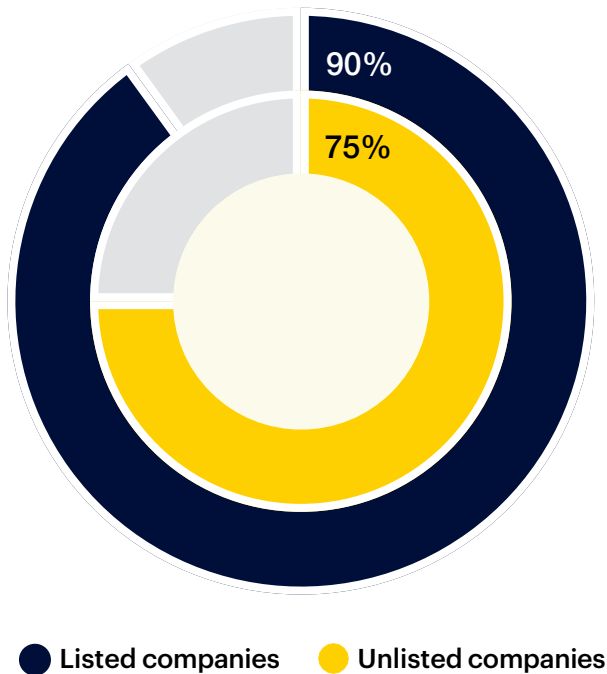
How to make difference?



Creating real value with fringe benefits requires a mindset shift: from transactional perks to holistic employee care. Begin by understanding the evolving expectations of your workforce—what worked three years ago may no longer inspire today's teams. Offer flexible, modular benefit options that employees can mix and match based on their lifestyle, goals, and personal circumstances.

Use clear communication campaigns to explain what's available and how to access it. Make benefits part of the company culture, not just part of the onboarding packet. Regularly collect feedback and adapt the offerings accordingly. Crucially, link fringe benefits to your broader well-being, inclusion, and employer branding strategies. When done right, benefits aren't just support systems—they're signals that say: "You matter here, and we're invested in your whole life, not just your output."

Flexible schedules



Flexible scheduling emerged as a cornerstone of employee well-being, with listed companies leading the way by empowering individuals to design their own work rhythm through autonomy and trust.

What do HR managers say?

"This year, we moved beyond basic hybrid schedules and introduced total flexibility: employees can now choose their start times, working hours, and even compressed workweeks. The result? Greater engagement, fewer absences, and a visible improvement in team morale."

What do HR managers say?

"One of our breakthroughs came from listening. Our internal survey showed that flexibility isn't just about location—it's about control. When people can manage their own time, they perform better and report feeling more trusted and respected."

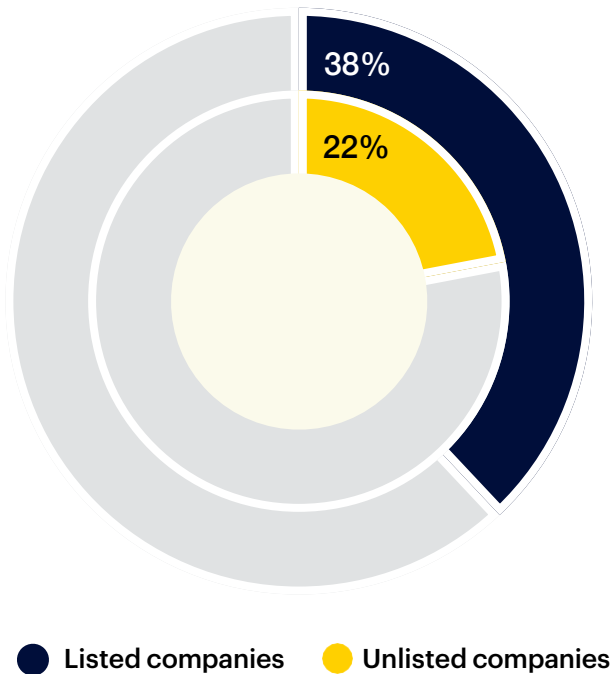
How to make difference?



True flexibility requires more than a remote work policy. It means building a culture where trust, autonomy, and accountability coexist. Companies should embrace flexible hours, asynchronous workflows, and location-agnostic collaboration tools. HR should lead with data—gathering employee feedback and measuring the impact of flexibility on performance and satisfaction. Support teams with training in boundary-setting, virtual leadership, and digital communication. Most importantly, ensure flexibility is equitable across roles—not limited to select departments or senior positions. When flexibility is normalized and inclusive, it enhances retention, improves mental health, and fosters a workplace where people feel empowered to deliver their best—on their own terms.

Diversity, Equity, and Inclusion Initiatives

HAPPIEST WORKPLACES AROUND THE GLOBE 2025



Amid political sensitivities and shifting priorities, DE&I initiatives lost momentum across companies, highlighting the urgent need for value-driven, leadership-backed inclusion strategies.

What do HR managers say?

"We're seeing hesitation at the leadership level. With rising political sensitivities, many executives are avoiding strong public commitments to DE&I. Internally, this creates confusion—teams don't know whether to continue, pause, or pivot. The lack of clarity is demotivating."

What do HR managers say?

"Our DE&I programs didn't disappear, but they definitely lost visibility. Budgets were reallocated, reporting slowed down, and without senior champions, progress feels symbolic. We need a renewed mandate—something grounded in values, not just compliance."

How to make difference?

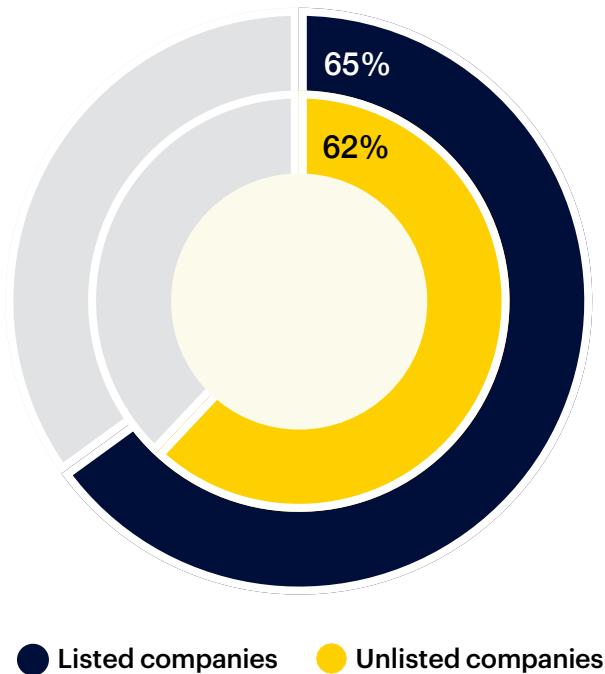


To restore meaningful momentum in DE&I, organizations must reaffirm their commitment—not as a trend, but as a core value. This begins with senior leaders publicly supporting inclusion and embedding it in business strategy. In politically polarized environments, focusing on shared principles—fairness, respect, opportunity—can defuse tension while maintaining progress.

Companies should simplify DE&I goals into practical actions: inclusive hiring practices, transparent pay and promotion policies, and structured mentoring. Invest in internal listening—employee voice can shape localized, context-sensitive approaches. Most importantly, protect DE&I from shifting political winds by anchoring it in organizational purpose and long-term success.

Recognition & reward programs

HAPPIEST WORKPLACES AROUND THE GLOBE 2025



Recognition programs gained renewed focus as organizations shifted from occasional rewards to real-time, values-driven appreciation—boosting morale through visibility, empathy, and daily connection.

What do HR managers say?

"We're making recognition a daily behavior, not a quarterly formality. Managers are now trained to spot and reinforce behaviors that reflect our core values—whether it's a moment of empathy, a creative solution, or cross-team collaboration. The impact on engagement has been immediate and measurable."

What do HR managers say?

"One lesson from this year: people don't need big rewards—they need to feel seen. A personalized thank-you, a shoutout in a team meeting, or a peer-nominated badge can go much further than a bonus. We're embedding micro-recognition into our workflows to keep appreciation alive in real time."

How to make difference?



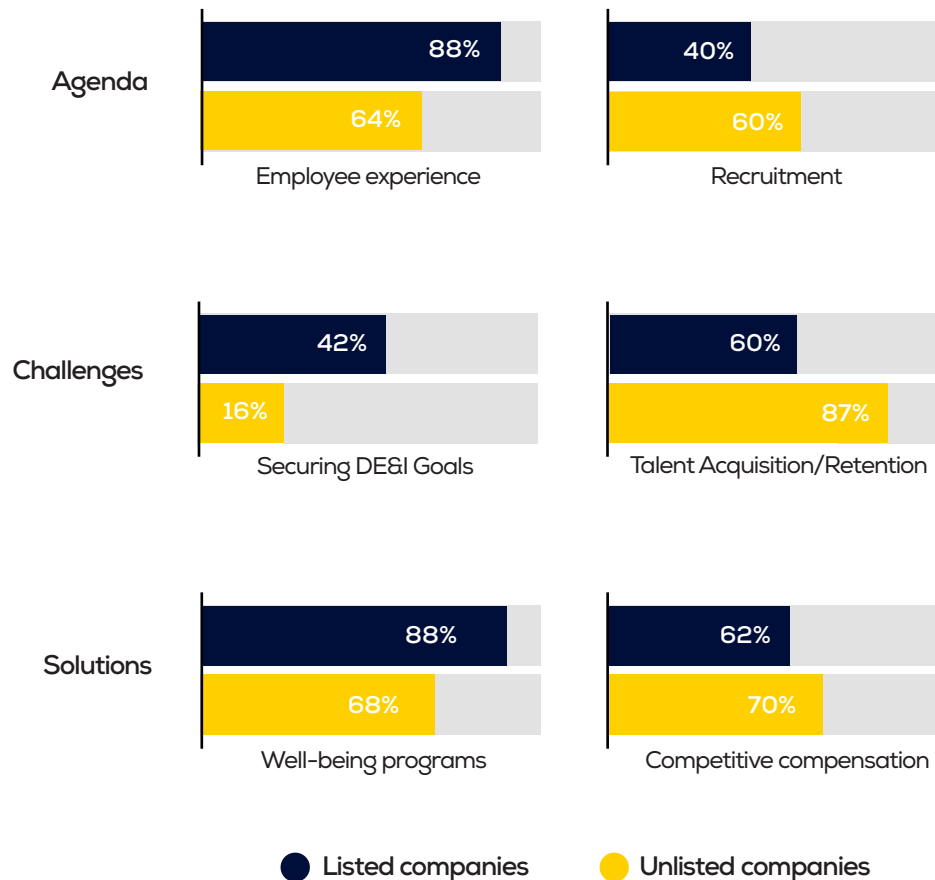
To cultivate a culture where employees feel genuinely valued, organizations must rethink how recognition is delivered. That means integrating appreciation into the fabric of everyday work—not reserving it for annual performance reviews or HR-driven campaigns. Equip managers with training and tools to recognize contributions spontaneously, consistently, and meaningfully. Encourage peer-to-peer recognition systems that empower employees at all levels to celebrate each other's wins.

Use technology to capture and amplify these efforts across teams and time zones. Ensure recognition is inclusive, reflecting contributions of diverse roles—not just top sales or leadership. Align rewards with company values and goals, making it clear what is being appreciated and why.

Ultimately, when employees feel truly seen, they don't just work harder—they care more, stay longer, and help foster a culture of mutual respect and collective pride.

Blueprint of Happy Workplaces

HAPPIEST WORKPLACES AROUND THE GLOBE 2025



As we progress through 2025, the corporate world is undergoing a profound transformation—no longer shaped by the aftermath of a global health crisis, but by a complex and interwoven set of forces reshaping how organizations operate, how leaders lead, and how employees experience work. The post-pandemic recovery phase has given way to a new and more persistent challenge: navigating the volatile intersection of technological disruption, sociopolitical fragmentation, economic pressure, and shifting employee values.

Across sectors and geographies, business leaders are grappling with an increasingly polarized world. Governments are rethinking their stances on labor protections, sustainability mandates, and diversity-related policies, leading to a patchwork of new regulations, rollbacks, and inconsistencies. At the same time, the rise of artificial intelligence—particularly generative AI—has created both opportunity and anxiety. While companies aim to boost productivity through automation, many employees are left questioning their future relevance, job security, and the human value they bring to a machine-augmented workplace.

Amid these tectonic shifts, the psychological contract between employer and employee is being rewritten. Employees today, especially Millennials and Gen Z, are less inclined to tolerate opaque leadership, rigid hierarchies, and cultures of overwork. They seek purpose, autonomy, fairness, and belonging. And in the absence of these, they are leaving. The result? An ongoing global retention crisis, eroding institutional memory, and a breakdown in team cohesion that many companies are struggling to address.

A global survey conducted with Senior HR Executives revealed a striking divide in how organizations are responding to these challenges. HPW Listed and HPW Unlisted companies display such divergent strategies that they now represent fundamentally different schools of thought in workforce management. These differences are not just tactical—they reflect opposing worldviews about what kind of organizational culture drives performance, resilience, and sustainable growth in the new world of work.

HPW Listed companies are distinguished by their intentional, long-term thinking. Their leaders recognize that in a volatile world, stability must be

designed—not assumed. These organizations invest heavily in leadership development, employee experience, and cultural alignment. Leadership is viewed not as positional authority but as a human-centered discipline rooted in psychological safety, emotional intelligence, and the capacity to navigate ambiguity. At the same time, employee experience is not treated as an HR initiative but as a company-wide commitment—one that shapes every interaction from onboarding to offboarding.

These companies have responded to the demands of the modern workforce with structural and cultural solutions: flexible work models that promote autonomy without sacrificing accountability, career pathways that emphasize growth over linearity, and well-being strategies that support not just productivity, but the whole person. Over 80% of HPW Listed companies report integrating development, recognition, mental health support, and social connection into their daily management practices—demonstrating that experience design is no longer a luxury, but a competitive imperative.

In contrast, HPW Unlisted companies tend to operate with a more reactive mindset. Faced with rising attrition and disengagement, they often resort to transactional strategies: compensation increases, attendance policies, performance pressure, or mandatory in-office returns. While these measures may yield short-term compliance, they rarely foster long-term loyalty or innovation. Many of these organizations continue to treat leadership as a control function and culture as an afterthought—leaving employees disconnected and uninspired.

A particularly complex area is the evolving state of Diversity, Equity, and Inclusion (DE&I). Even among HPW Listed companies, DE&I efforts have become less visible, often stalled by political polarization, legal pushback, or internal fatigue. The data shows that while quota-based systems may produce surface-level diversity, they fall short of delivering deep cultural inclusion. Moving forward, DE&I must be redefined not as a standalone initiative, but as a leadership competency—embedded into hiring, promotion, team design, decision-making, and conflict resolution processes. This shift from metrics to mindset will determine whether inclusion survives as a principle or disappears under pressure.

Another defining difference lies in how companies adapt across geographies. HPW Unlisted companies often reflect the cultural, political, and economic conditions of their local contexts—leading to uneven implementation of policies and employee experiences. In contrast, HPW Listed companies maintain a remarkable level of strategic consistency. Their commitment to principles like leadership credibility, employee voice, transparency, and well-being transcends borders—demonstrating a values-based rather than condition-based model of organizational design.

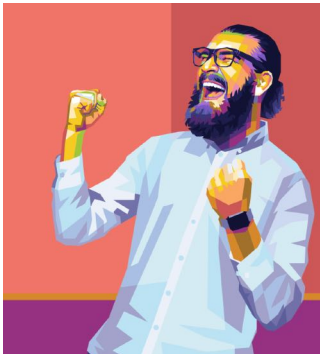
Ultimately, the divergence between HPW Listed and Unlisted companies illustrates a larger truth: the future of work will not be shaped by technology alone, but by the human systems that surround it. Organizations that center their people in strategy, treat experience as infrastructure, and lead with authenticity will not only adapt more quickly—they will define the benchmarks of excellence for years to come. Those that cling to legacy thinking will find themselves constantly chasing talent, morale, and relevance.

In a world shaped by political polarization, AI disruption, and shifting employee values, organizations stand divided. HPW Listed companies lead with purpose, investing in leadership, culture, and experience. Others rely on short-term fixes, risking disengagement and irrelevance. The future belongs to those who put people at the center—consistently, courageously, and across borders.

WHO



Happy Place to Work® 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 Place to Work, 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.

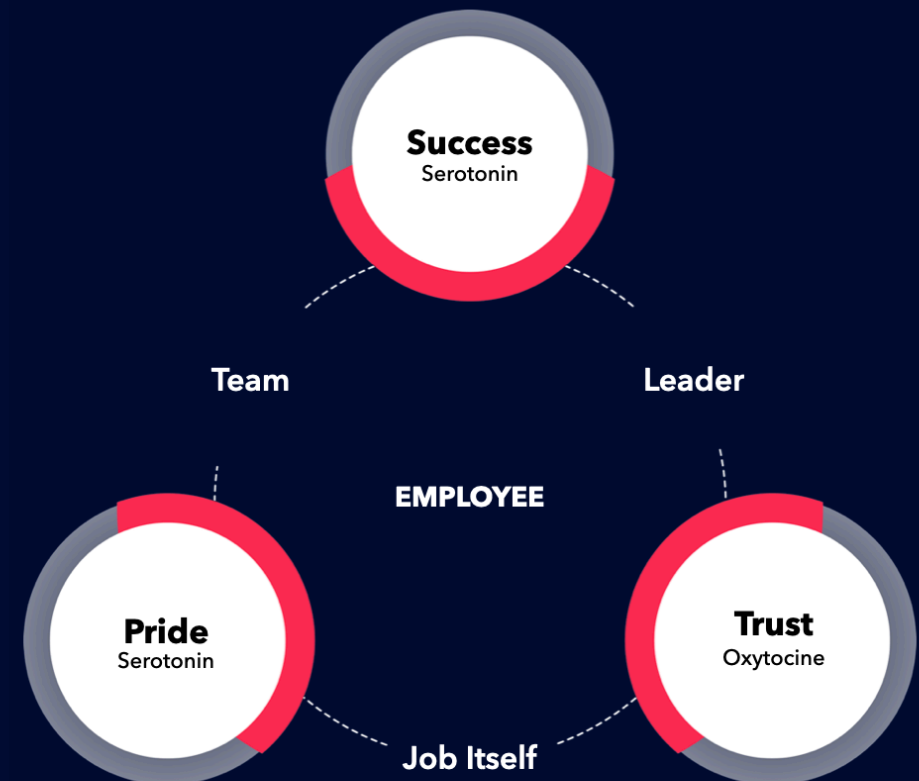
OUR MODEL

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.



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

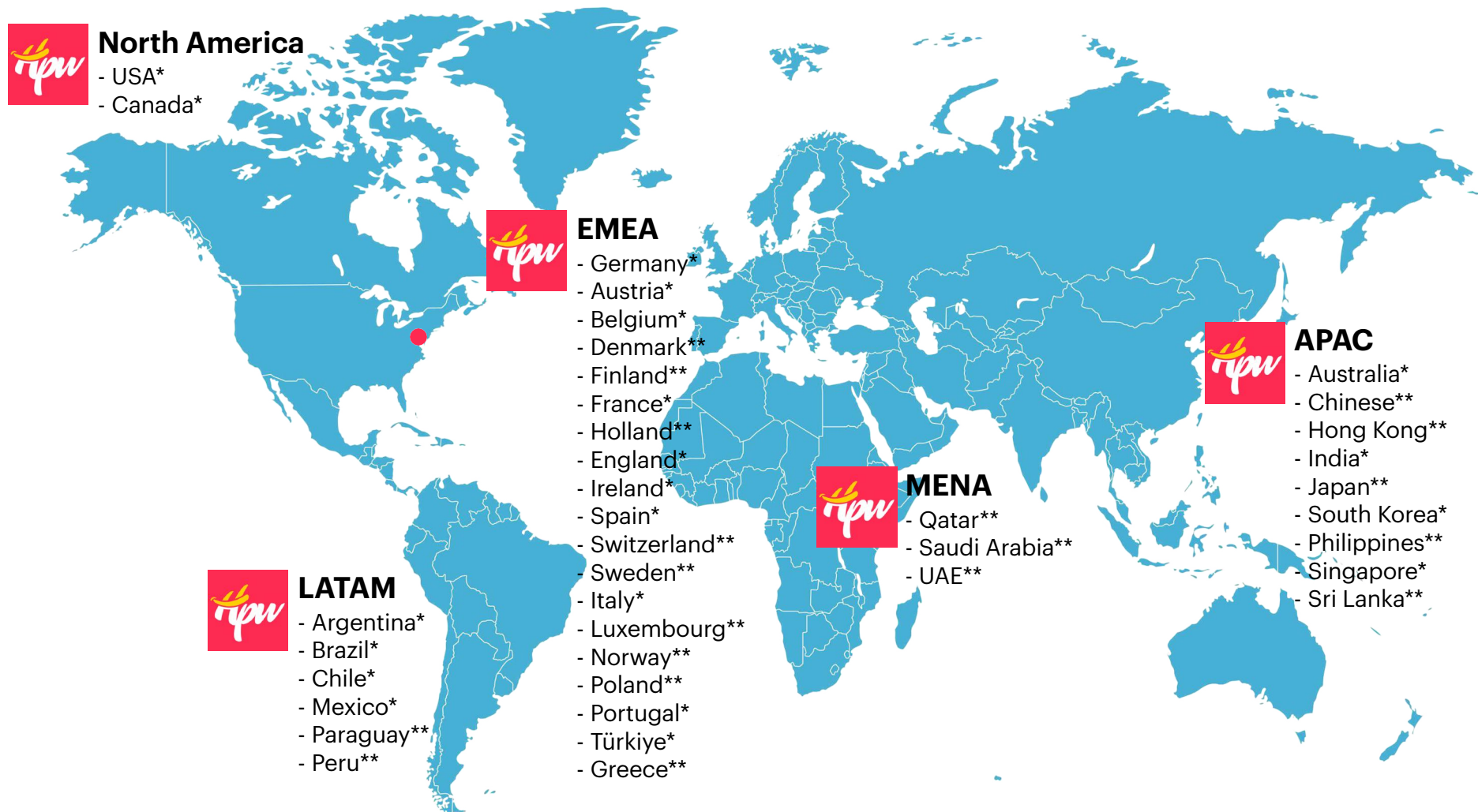
Companies scoring above 70 on the Survey and HR-Check earn the right to use the Happy Workplaces certification for one year. Additionally, they become candidates for the Happiest Workplaces Around the Globe list.



SPECIAL CERTIFICATES



OUR GLOBAL NETWORK



* Countries where the The Happiest Workplaces List published in 2026.

** Countries whose restructuring process continues.

Appendix

HAPPIEST WORKPLACES AROUND THE GLOBE - 2025

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 - 2025

COMPANY	SECTOR	COUNTRY
3M	Chemical and Material Sciences	Mexico, Poland, Singapore
AAR Corp.	Aircraft Maintenance	USA
AB InBev	Alcoholic Beverages	Argentina, Belgium
ABB	Automation Solutions	Belgium, Netherlands
Abbott	Medical Devices	Chile, UK
AbbVie	Biopharmaceuticals	Argentina, Australia, Ireland, Netherlands, Portugal, Singapore
Accenture	Management Consulting	USA, Argentina, Canada, Finland, Ireland, Italy, Mexico, Netherlands, Poland, Singapore, Spain
Acciona	Renewable Energy	Spain
AccorHotels	Hotels and Resorts	France, Mexico
Ace Hardware	Home Improvement	USA
Achs	Hospital Network	Chile
ACSoftware	Enterprise Software	Italy
Adidas	Sporting Goods	Germany
Admiral Seguros	Property And Casualty Insurance	Spain
Adobe	Application Software	USA, Australia, Ireland, Singapore, UK
ADP	HR Services	USA, Canada, France, Italy, Spain
Aeropuertos	Airport Operations	Argentina
AFP Habitat	Investment Management	Chile
Ageas	General Insurance	Belgium
Agilent	Medical Devices	South Korea
AGL Energy Ltd	Energy Utilities	Australia
Ahold Delhaize	Supermarkets Chain	Netherlands
Air France	Airline	France
Airbnb	Travel & Tourism	Ireland
Airbus	Aerospace and Defense	Germany, India, Mexico, Netherlands, Portugal, Singapore, Spain
Airbus Helicopters	Aerospace and Defense	Chile
AJ Bell	Wealth Management	UK
Akamai Technologies	Cybersecurity	India, Poland
AkzoNobel	Paint and Coatings	France, Netherlands
Alain Afflelou	Eyewear and Optics	Spain
AlbarakaTech Global	Financial Software	Türkiye
Alcoa	Aluminum Production	USA
ALDI	Supermarkets Chain	USA

COMPANY	SECTOR	COUNTRY
Allianz	General Insurance	Argentina, France, Germany, Ireland, Poland, Portugal
Alphabet	Social Media	Australia, Mexico, Netherlands, Singapore
Alsuper	Supermarkets Chain	Mexico
Amadeus IT Group	Enterprise Software	Spain
Amazon	E-commerce	USA, Australia, Canada, India, Italy, Mexico, Netherlands, Poland, Spain, UK
American Express	Credit Cards	USA, Canada, Italy, Netherlands, Spain, UK
Amgen	Biopharmaceuticals	Finland, Mexico
Amorepacific Corporation	Cosmetic and Skincare	South Korea
Amtrak	Railway	USA
Anadolu Ajansı	Entertainment and Media	Türkiye
Anadolu Sigorta	General Insurance	Türkiye
ANZ	Retail Banking	Australia
Apple	Consumer Electronics	USA, Canada, France, Germany, Ireland, Mexico, Singapore
Aptiv	Automotive Technologies	Ireland
Arca Continental	Food and Beverage	Mexico
Arcadis	Engineering	Netherlands
Arla Foods	Dairy	Denmark
Artech	Electrical Equipment	Türkiye
Artsana Chicco	Kid's Clothing	Türkiye
Ashluxury HQ	Luxury and Designer Apparel	Nigeria
ASML Holding	Semiconductors	Netherlands
Asseco	Enterprise Software	Poland
AstraZeneca	Pharmaceuticals	Nigeria, Poland
Atasun Optik	Eyewear and Optics	Türkiye
Atlassian	Custom Software	Australia, Netherlands
Aura Holohan Group	Cybersecurity	Ireland
Autorola Group	Vehicle Dealerships and Sales	Türkiye
Aviva	General Insurance	Canada, UK
AWO	Non-Profit	Germany
AXA	General Insurance	Spain
Aytemiz	Energy Utilities	Türkiye
BAE Systems	Aerospace and Defense	UK
Bagués	Cosmetic and Skincare	Argentina
Banco Ciudad	Retail Banking	Argentina
Banco Credibom	Retail Banking	Portugal
Allianz	General Insurance	Argentina, France, Germany, Ireland, Poland, Portugal

COMPANY	SECTOR	COUNTRY
Banco Sabadell	Retail Banking	Spain
BancoEstado	Retail Banking	Chile
Bank of America	Banking	Ireland
Banorte	Retail Banking	Mexico
BASF	Chemical and Material Sciences	Canada, Germany
BAT	Tobacco	Argentina, Chile, Italy, UK
Baxter	Medical Devices	Italy
Bayer	Pharmaceuticals	Belgium, Germany, Netherlands
BBVA	Banking	Spain
BC Hydro	Energy Utilities	Canada
Beierholm	Accounting & Audit Services	Denmark
Beiersdorf	Cosmetic and Skincare	Germany
Bell	Telecommunications	Canada
Bentley Motors	Automotive Manufacturing	UK
BEPENSA	Food Distribution and Catering	Mexico
Bergische Universität Wuppertal	Higher Education	Germany
Bertelsmann	Publishing	Germany
Best Buy	Consumer Electronics Retail	USA
Bestseller	Fashion & Apparel	Denmark
BIM	Hard Discount Retailer	Türkiye
Bimbo	Bakery and Confectionery	Argentina
Biogen	Biopharmaceuticals	Poland
Bitburger	Alcoholic Beverages	Germany
BMW	Automotive Manufacturing	Germany
BNP Paribas	Banking	France, Portugal
Boehringer Ingelheim	Pharmaceuticals	Argentina, Singapore
Bon Secours Health System	Hospital Network	Ireland
BorgWarner Chungju	Auto Parts Manufacturing	South Korea
Bosch	Tools and Equipment Manufacturing	Germany, Italy
Boston Consulting Group	Management Consulting	UK
Boston Scientific	Medical Devices	USA, France
Bouygues	Conglomerate	France
Bouygues Telecom Services	Telecommunications	Portugal

COMPANY	SECTOR	COUNTRY
BP	Energy Diversified	Germany, UK
Bridgestone	Tires and Mobility Solutions	Belgium, Spain
Bristol Meyers Squibb	Biopharmaceuticals	USA
BT Communications	Telecommunications	Ireland
Budimex	Construction	Poland
Bupa	Health Insurance	UK
Bureau Veritas	Certification & Inspection Services	France
Business Development Bank	Investment Banking	Canada
Cadbury	Food and Beverage	Nigeria
CAE	Aerospace and Defense	Canada
Cairn Homes	Real Estate Brokerage	Ireland
Calzedonia	Fashion & Apparel	Italy
Canaccord Genuity	Wealth Management	Canada
Canon	Imaging and Optical Products	Canada, Denmark, Spain
Capgemini	IT Consulting and Services	Canada, France, Germany, Poland
Capital One	Banking	USA
Cardinal Health	Medical Distribution	Mexico
Cargill	Agricultural Production	USA, Argentina, Belgium
Carlsberg	Alcoholic Beverages	Denmark, Poland
CarMax	Vehicle Dealerships and Sales	USA
Carrefour	Hypermarkets	France
Carsales	Vehicle Dealerships and Sales	Australia
Caverion	Engineering	Finland
CBRE GmbH	Real Estate Brokerage	Germany
CCC	Footwear	Poland
Cemex	Cement	Mexico
Centrica	Energy Utilities	UK
Cepsa	Oil and Gas	Spain
Ceyber	Call Center	Türkiye
Chadwicks Group	Building Materials	Ireland
Chanel	Luxury and Designer Apparel	UK
Chevron	Energy Diversified	USA
Chiesi	Pharmaceuticals	Italy
Çimentaş	Cement	Türkiye
Çimsa	Building Materials	Türkiye

COMPANY	SECTOR	COUNTRY
Cisco	Networking Equipment	USA, Australia, Canada, France, Germany, India, Ireland, Italy, Mexico, Netherlands, Poland, Portugal, Singapore, Spain
Citi	Banking	Argentina
Cobild	Construction	Australia
Coca-Cola	Food and Beverage	Singapore, UK
Colgate-Palmolive	Personal and Home Care	USA, Poland
Colliers	Real Estate Brokerage	Canada
Coloplast	Medical Devices	Denmark
Comcast	Cable Television & Internet Services	USA
Concentrix	Customer Engagement	USA
ConocoPhillips	Oil and Gas	USA
Continental	Tires and Mobility Solutions	Germany
Correos	Courier and Parcel Delivery	Spain
Costco	Wholesale Club	USA, Canada
Cotemar	Oil and Gas	Mexico
Covéa	Property And Casualty Insurance	France
Cpl	Staffing and Recruitment	Ireland
Crédit Agricole	Retail Banking	France
Credit Direct	Financial Services	Nigeria
CSC	Government Services	India
Cummins	Automotive Technologies	USA
D'leteren	Automotive Manufacturing	Belgium
D'S Damat	Men's Clothing	Türkiye
D2L Corporation	Application Software	Canada
Damat Tween	Men's Clothing	Türkiye
Dana	Automotive Technologies	Argentina, Belgium, India, Italy, Netherlands
Danone	Dairy	France, Germany, Spain
Danske Bank	Banking	Denmark
DBS Bank	Banking	Singapore
De Longhi	Home Appliances	Italy
Decathlon	Sporting Goods	France
Deichmann	Footwear	Germany
Dell	Computer Hardware	USA, France, Germany, Ireland
Deloitte	Accounting & Audit Services	Argentina, Australia, France, India, Netherlands, Portugal, UK
Delta Air Lines	Airline	USA

COMPANY	SECTOR	COUNTRY
Dentons Canada LLP	Legal Services	Canada
DEPT®	Advertising and Marketing	Netherlands
Deutsche Bahn	Railway	Germany
Deutsche Bank	Banking	Germany
Deutsche Telekom	Telecommunications	Germany
Deutsche Vermögensberatung	Wealth Management	Germany
DHL Express	Courier and Parcel Delivery	Finland, France, India, Ireland, Italy, Nigeria, Portugal, Singapore
DHL Global Forwarding	Logistics	Nigeria, South Korea
DHL Supply Chain	Supply Chain Management	Chile
Diageo	Alcoholic Beverages	UK
DİAS	Custom Software	Türkiye
Direct Line Group	Property And Casualty Insurance	UK
DIS AG	Staffing and Recruitment	Germany
Dittmar & Indrenius	Legal Services	Finland
Divan	Hotels and Resorts	Türkiye
DK Fine Chemical	Chemical and Material Sciences	South Korea
Doğanlar Mobilya Grubu	Furniture and Home Products	Türkiye
Doğuş Teknoloji	Custom Software	Türkiye
Dow	Chemical and Material Sciences	USA, Argentina, India
DP World	Logistics	South Korea
DSV - Global Transport and Logistics	Logistics	Denmark
Dürümle	Fast Food Chain	Türkiye
DZ Bank	Retail Banking	Germany
E.Leclerc	Supermarkets Chain	France
Easi	Enterprise Software	Belgium
Eaton	Automation Solutions	Chile, Ireland
eBay	E-commerce	Germany, Ireland
ECCO	Footwear	Denmark
Ecolab	Hygiene and Cleaning Products	USA, Poland
EDF	Energy Utilities	France
EDP	Renewable Energy	Italy, Poland, Portugal
Edward Jones	Wealth Management	USA
Eiffage	Construction	France
Elavon and U.S. Bank	Credit Cards	Ireland

COMPANY	SECTOR	COUNTRY
Electronic Arts (EA)	Gaming Software	USA
Eli Lilly	Biopharmaceuticals	Italy
Elisa	Telecommunications	Finland
Elsevier	Publishing	USA
EML Group	Electronic Money	Australia
Empresas	Conglomerate	Chile
Enbridge	Oil and Gas	Canada
EnBW Energie Baden-Württemberg	Energy Utilities	Germany
Endeavour Group	Alcoholic Beverages	Australia
Endress + Hauser	Automation Solutions	Germany
Enel	Energy Utilities	Italy
Enfuse Group	IT Consulting and Services	UK
ERA Imobiliária	Real Estate Brokerage	Portugal
Esprinet	Consumer Electronics	Italy
EssilorLuxottica	Eyewear and Optics	Italy
Essity	Hygiene and Cleaning Products	Germany
Estee Lauder	Cosmetic and Skincare	USA
Expedia	Travel & Tourism	USA, India
Experian	Credit Rating	UK
Export Development	Financial Services	Canada
EY	Accounting & Audit Services	Canada, Italy, Poland, Spain
Farmacia San Pablo	Pharmaceuticals	Mexico
Fastweb	Telecommunications	Italy
FedEx	Courier and Parcel Delivery	USA, Mexico, Netherlands
Ferragamo	Luxury and Designer Apparel	South Korea
Ferrari	Automotive Manufacturing	Italy
Ferrero	Bakery and Confectionery	Italy
Ferring Pharmaceuticals	Biopharmaceuticals	Denmark
Fidelity	Investment Management	USA, Canada, Ireland, UK
Finnair	Airline	Finland
Fiserv	Financial Software	Argentina
Flughafen München	Airport Operations	Germany
FM Logistic	Logistics	France
Fnac Darty	Consumer Electronics Retail	France
Foot Locker	Footwear	USA, Canada, Netherlands

COMPANY	SECTOR	COUNTRY
Forschungszentrum Jülich	Science	Germany
Fresenius	Hospital Network	Germany
FuelPositive	Renewable Energy	Canada
Fujitsu	Information Systems	Germany, Netherlands, Portugal, Spain
Galderma	Biopharmaceuticals	South Korea
Gartner	Market Research & Consulting	USA
General Logistics Systems	Courier and Parcel Delivery	Poland
General Mills	Food Processing	USA
General Motors	Automotive Manufacturing	USA
Generali	General Insurance	Italy
Genesys	Customer Engagement	Ireland
GFT IT Consulting	IT Consulting and Services	Spain
Giorgio Armani	Luxury and Designer Apparel	Italy
Glenveagh	Construction	Ireland
Globant	Custom Software	Argentina, Chile
Glowi	Staffing and Recruitment	Belgium
Google	Software Diversified	Ireland
Grab	Mobility and Digital Services	Singapore
Grant Thornton	Accounting & Audit Services	Ireland
Gratis	Cosmetics and Beauty Retail	Türkiye
GroupM	Advertising and Marketing	Germany, Italy
Grupo Aeroméxico	Airline	Mexico
Grupo Bimbo	Food Processing	Mexico
Gruppo Sella	Retail Banking	Italy
GSK	Pharmaceuticals	UK
GZ Industries	Paper and Packaging	Nigeria
H&MV Engineering	Engineering	Ireland
Harley-Davidson	Motorcycle Manufacturing	USA
Hatch Ltd.	Engineering	Canada
HCLTech	IT Consulting and Services	Finland, Singapore
HDFC Bank	Banking	India
HDFC Life	Life and Annuity Insurance	India

COMPANY	SECTOR	COUNTRY
Heidelberg Materials	Cement	Germany
Heineken	Alcoholic Beverages	France, Netherlands, Spain
HelloFresh	Food Distribution and Catering	Netherlands
HEMA	Hypermarkets	Belgium, Netherlands
Henkel	Personal and Home Care	Germany
Hermès	Luxury and Designer Apparel	France
Hermes Arzneimittel GmbH	Generic Pharmaceuticals	Germany
Hero FinCorp	Investment Management	India
Hilti	Tools and Equipment Manufacturing	Finland, Netherlands, Poland, Portugal, Singapore
Hilton	Hotels and Resorts	Argentina, Australia, Canada, Italy, Netherlands, Poland, Portugal, Spain
Hitachi	Conglomerate	Poland
Hochtief	Construction	Germany
Hodson Bay Group	Hotels and Resorts	Ireland
Home Depot	Home Improvement	Canada
Home Group Ltd	Real Estate Brokerage	UK
Hovione	Generic Pharmaceuticals	Portugal
HP	Computer Hardware	Canada, India, Poland, Singapore
HSBC	Banking	UK
Huawei	Consumer Electronics	Belgium, Chile, Nigeria, Poland, Portugal, Spain
Hugo Boss	Fashion & Apparel	Germany
Hunkemöller Denmark	Underwear and Lingerie	Denmark
Hyatt	Hotels and Resorts	USA
Hyundai Auto Canada	Vehicle Dealerships and Sales	Canada
Hyundai Motor Group	Automotive Manufacturing	South Korea
Iberdrola	Energy Utilities	Spain
IBM	Information Systems	USA, Canada, France, Ireland, Poland
ICICI Bank	Retail Banking	India
IKEA	Furniture and Home Products	USA, Canada, Germany, Netherlands, Poland, Singapore
Imperial Tobacco	Tobacco	Canada
Inditex	Fashion & Apparel	Netherlands, Spain
Industrial Bank of Korea	Retail Banking	South Korea
Infineon Technologies	Semiconductors	Germany

COMPANY	SECTOR	COUNTRY
ING	Banking	Netherlands
Intel	Semiconductors	USA, Ireland, Poland
Interhyp	Financial Software	Germany
International Paper	Paper and Packaging	USA
Intuit	Financial Software	USA, Canada, UK
Inversiones la Construccion SA	Financial Services	Chile
Ipsos	Market Research & Consulting	France
IQVIA	Diagnostics & Research	Portugal, Singapore, Türkiye
İşNet	Custom Software	Türkiye
ISS Facility Services	Facility Services	India
iteratec	Custom Software	Germany
ITV	Entertainment and Media	UK
Jacobs Engineering	Engineering	USA, UK
Jeronimo Martins	Supermarkets Chain	Portugal
JOEY Restaurant Group	Restaurant Chain	Canada
John Deere	Agricultural Production	Germany
Johns Hopkins University	Higher Education	USA
Johnson & Johnson	Pharmaceuticals	Singapore
Johnson & Johnson MedTech	Medical Devices	Türkiye
JPMorganChase	Investment Banking	Argentina, UK
JSW Steel	Steel Production	India
JT International	Tobacco	Denmark, Germany, Ireland, Netherlands, Poland, Singapore, South Korea, Spain
JYSK	Furniture and Home Products	Denmark, Finland
Karitane	Non-Profit	Australia
KBC	Banking	Belgium
Keller Williams	Real Estate Brokerage	USA
Kellogg's	Snacks	USA
Keppel	Conglomerate	Singapore
KfW Bankengruppe	Investment Banking	Germany
Kiabi	Fashion & Apparel	France
Kids Planet Day Nurseries	Early Childhood Services	UK
Kimberly-Clark	Sanitary Paper Products	USA
Kimpur	Chemical and Material Sciences	Türkiye
Kingfisher	Home Improvement	UK
KONE	Elevators and Escalators	Belgium, Finland

COMPANY	SECTOR	COUNTRY
Konecta	Customer Engagement	Argentina
Konica Minolta	Imaging and Optical Products	Italy
KPMG	Accounting & Audit Services	Belgium, Germany
Kraft Heinz	Dairy	USA
Kuehne & Nagel	Logistics	Belgium
L'Oréal	Cosmetic and Skincare	Canada, France
Labatt Breweries of Canada	Alcoholic Beverages	Canada
Lafarge Canada Inc.	Building Materials	Canada
LATAM Airlines Group	Airline	Chile
Lavazza	Food and Beverage	Italy
Lego	Toys and Entertainment Products	Denmark
Leighton	Custom Software	UK
Lemon Tree Hotels	Hotels and Resorts	India
Lenovo	Computer Hardware	Argentina, South Korea
Leonardo	Aerospace and Defense	Italy
Leroy Merlin	Home Improvement	Spain
LG	Consumer Electronics	South Korea
Lidl	Supermarkets Chain	Belgium, Finland, Germany, Ireland, Italy, Poland
Lifestyle International	Fashion & Apparel	India
Lila Kağıt	Paper and Packaging	Türkiye
Lilly S.A.	Biopharmaceuticals	Spain
LinkedIn	Social Media	Canada, Ireland
Linklaters	Legal Services	UK
Loblaw Companies Ltd.	Supermarkets Chain	Canada
Los Andes Box	Paper and Packaging	Chile
Louis Nielsen	Eyewear and Optics	Denmark
Lufthansa	Airline	Germany
Lush	Cosmetic and Skincare	UK
LVM Versicherung	Property And Casualty Insurance	Germany
Macquarie Group	Investment Banking	Australia
Maersk	Logistics	Denmark, Singapore

COMPANY	SECTOR	COUNTRY
Magdeburger Sigorta	General Insurance	Türkiye
Magna International	Auto Parts Manufacturing	Canada
Magna Seating	Auto Parts Manufacturing	Türkiye
MAIS	Vehicle Dealerships and Sales	Türkiye
Manpower	Staffing and Recruitment	USA
Mapfre	General Insurance	Mexico
Maritim Hotelgesellschaft	Hotels and Resorts	Germany
Marks & Spencer	Fashion & Apparel	UK
Marriott International	Hotels and Resorts	Nigeria
Mars	Bakery and Confectionery	USA, Germany, UK
Mastercard	Credit Cards	Australia, Belgium, Singapore
Mattel	Toys and Entertainment Products	USA
Mayo Clinic	Hospital Network	USA
McDonald's	Fast Food Chain	Ireland, Poland, Singapore, Spain
Media Markt	Consumer Electronics Retail	Poland
Medical Point	Hospital Network	Türkiye
Medline	Medical Distribution	USA
Medtronic	Medical Devices	Ireland, Mexico, Singapore
Mercado Libre	E-commerce	Chile
Mercadona	Supermarkets Chain	Spain
Merck	Pharmaceuticals	USA
Messe Berlin	Trade Fair & Event Management	Germany
Meta	Social Media	USA
MetLife	Life and Annuity Insurance	USA, Mexico, South Korea
Metro	Hypermarkets	Türkiye
Metso	Mining	Chile
Michelin	Tires and Mobility Solutions	USA, France, Mexico, Poland
Micron Technology	Semiconductors	Singapore
Microsoft	Software Diversified	USA, Australia, Canada, Germany, Poland, Singapore
Miele	Home Appliances	Germany
Migros	Supermarkets Chain	Türkiye

COMPANY	SECTOR	COUNTRY
Mitie	Facility Services	UK
Molinos	Food Processing	Argentina
Molson Coors	Alcoholic Beverages	USA
Mondi Group	Paper and Packaging	UK
Morgan Stanley	Investment Banking	USA, India
MSD	Pharmaceuticals	Australia
Multinet Up	Corporate Expense Solutions	Türkiye
Natixis	Investment Banking	France, Portugal
Nemak	Auto Parts Manufacturing	Mexico
Nesibe Aydın Okulları	K-12 Education	Türkiye
Nestlé	Food and Beverage	Argentina, Finland, France, Germany
Netflix	Entertainment and Media	USA, Netherlands
Netthru	Custom Software	South Korea
Nexi	Electronic Money	Italy
Nexity	Real Estate Brokerage	France
Nielsen	Market Research & Consulting	UK
Nike	Sporting Goods	USA, Canada, Netherlands, Poland, Singapore
Noesis	IT Consulting and Services	Portugal
Nokia	Networking Equipment	Finland
Nordea Bank	Banking	Finland
Northrop Grumman	Aerospace and Defense	USA
Novo Nordisk	Pharmaceuticals	Denmark, Portugal
NTT Data	IT Consulting and Services	Argentina, Belgium, Chile, Denmark
Nutrien	Agricultural Production	Canada
NVIDIA	Semiconductors	India
OBI	Home Improvement	Poland
OCBC	Retail Banking	Singapore
Oliver Wyman	Management Consulting	Australia, Germany
OpenText	Enterprise Software	Canada
Oral Dentists	Hospital Network	Finland
Orange	Telecommunications	France, Poland
Orifarm	Generic Pharmaceuticals	Denmark
Orion	Pharmaceuticals	Finland
Ørsted	Renewable Energy	Denmark
Ottogi	Food Processing	South Korea

COMPANY	SECTOR	COUNTRY
Owens Corning	Building Materials	USA
P.I. Works	Custom Software	Türkiye
Pandora	Luxury and Designer Apparel	Denmark
PayPal	Electronic Money	USA, Ireland
PCL Construction	Construction	Canada
PedidosYa	E-commerce	Argentina
Penti	Underwear and Lingerie	Türkiye
PepsiCo	Food and Beverage	USA, Australia, Chile, India, Ireland, Portugal, Spain
Pernod Ricard	Alcoholic Beverages	Nigeria
Pfizer	Pharmaceuticals	Ireland, Türkiye
Philip Morris	Tobacco	Belgium, Mexico, Nigeria
Philips	Consumer Electronics	Netherlands
Phoenix Contact	Automation Solutions	Poland
Phoenix Software	Enterprise Software	UK
Pirelli	Mobility and Digital Services	Italy
PKO Bank Polski	Banking	Poland
Polinas	Paper and Packaging	Türkiye
Polisan Kimya	Chemical and Material Sciences	Türkiye
Pontiac Land Group	Real Estate Brokerage	Singapore
Primark	Fashion & Apparel	Ireland, Poland
Procter & Gamble	FMCG Diversified	USA, Belgium, Canada, Germany, Italy, Mexico, Poland, Singapore
Progressive	Property And Casualty Insurance	USA
Proximus Group	Telecommunications	Belgium
PUMA	Sporting Goods	Argentina, Chile, Finland, India, Italy, Mexico, South Korea, Spain
PwC	Accounting & Audit Services	USA
Rabobank	Retail Banking	Netherlands
Ralph Lauren	Fashion & Apparel	USA
Randstad	Staffing and Recruitment	Australia, Netherlands
REA Pte. (Housing, PropTiger and Makaan)	Real Estate Brokerage	India
Reckitt	Hygiene and Cleaning Products	Italy, Netherlands, UK
Reed	Staffing and Recruitment	Türkiye

COMPANY	SECTOR	COUNTRY
Remembrance Park	Non-Profit	Chile
Renault	Automotive Manufacturing	France
Robert Bosch	Automotive Technologies	Germany
Robert Half	Staffing and Recruitment	France
Roche	Biopharmaceuticals	Germany
Rosen	Furniture and Home Products	Chile
Rubber Estates	Agricultural Production	Nigeria
S&P Global	Credit Rating	India
Sacyr	Construction	Spain
Saesa Group	Energy Utilities	Chile
Safran	Aerospace and Defense	France
Saint-Gobain	Building Materials	Chile, Denmark, Finland, France, India, Mexico, Netherlands, Poland, Portugal, Singapore, South Korea
Salesforce	Enterprise Software	India, Ireland, Netherlands, South Korea
Salling Group	Supermarkets Chain	Denmark
Samsung Group	Conglomerate	South Korea
SanCor Salud	Health Insurance	Argentina
Sanofi	Pharmaceuticals	France
SAP	Enterprise Software	Argentina, Australia, France, Germany, Mexico, Singapore
SBK Siemens-Betriebskrankenkasse	Health Insurance	Germany
SC Johnson	Hygiene and Cleaning Products	Argentina, Nigeria
Scania Chile	Automotive Manufacturing	Chile
Schindler Liften BV	Elevators and Escalators	Netherlands
Schneider Electric	Automation Solutions	USA, Argentina, Canada, Denmark, France, India, Mexico, Spain
Scotiabank	Banking	Canada, Chile
Sea Group	E-commerce	Singapore
Securitas	Security Services	Spain
Sephora	Cosmetics and Beauty Retail	USA, France
ServiceNow	Cloud Computing	USA, Australia, Germany, India, Ireland, Netherlands, UK
SESTEK	Custom Software	Türkiye
SGS Técnos	Certification & Inspection Services	Spain
Shell	Energy Diversified	Netherlands, Poland, Singapore

COMPANY	SECTOR	COUNTRY
Sherwin-Williams	Paint and Coatings	USA
Siemens	Conglomerate	Canada, Denmark, Germany, Ireland, Italy, Portugal
SimCorp	Financial Software	Denmark
Singapore Airlines	Airline	Singapore
Singtel	Telecommunications	Singapore
Sipay	Electronic Money	Türkiye
SIS	Security Services	India
SNCF	Railway	France
Sodexo	Food Distribution and Catering	USA, France, Spain
Softtech	Financial Software	Türkiye
Solvay	Chemical and Material Sciences	Belgium, Portugal
Soprole	Food Processing	Chile
Southern Company	Energy Utilities	USA
Specsavers	Eyewear and Optics	Australia, Canada, Ireland, Netherlands
Spie	Engineering	Nigeria
SPORTS 24	Sporting Goods	Denmark
Standard Chartered	Retail Banking	UK
Stanley Black & Decker	Tools and Equipment Manufacturing	USA, Canada
Starbucks	Coffeehouse Chain	USA, Canada, Ireland, Singapore
Stellantis	Automotive Manufacturing	Netherlands
Sterling Bank	Retail Banking	Nigeria
Story House Early Learning	Early Childhood Services	Australia
Stryker	Medical Devices	Canada, Finland, Germany, Netherlands, Poland, Spain
Suez	Environmental Services	France
Sun Life	Life and Annuity Insurance	Canada
Sun Pharmaceutical Industries	Pharmaceuticals	India
Suncorp	Property And Casualty Insurance	Australia
Sunrun	Renewable Energy	USA
Suomen Aurinkotekniikka Oy	Renewable Energy	Finland
Swiss Life	Life and Annuity Insurance	France, Germany
Synchrony	Credit Cards	India
Synopsys	Semiconductors	South Korea
Takeda	Pharmaceuticals	Ireland, South Korea, Spain
Talay Lojistik	Logistics	Türkiye
Target	Hypermarkets	USA

COMPANY	SECTOR	COUNTRY
Tata Consultancy Services	IT Consulting and Services	Australia, Mexico, Netherlands
TATA Group	Conglomerate	India
TD Bank Group	Retail Banking	Canada
Techint	Engineering	Argentina
TEI	Aerospace and Defense	Türkiye
Teksan	Electrical Equipment	Türkiye
Telefónica	Telecommunications	Chile, Spain
Teleperformance	Customer Engagement	India, Italy, Nigeria
Telstra	Telecommunications	Australia
Tenable	Cybersecurity	USA
Tesco	Supermarkets Chain	UK
Texas Roadhouse	Restaurant Chain	USA
The Lo & Behold Group	Hotels and Resorts	Singapore
Thomson Reuters	Information Systems	Argentina
TotalEnergies	Energy Diversified	Belgium, France
Toyota	Automotive Manufacturing	Canada, Singapore, Spain
Toyota Türkiye	Vehicle Dealerships and Sales	Türkiye
Transat	Travel & Tourism	Canada
Trifinance	Financial Software	Belgium
TUI	Travel & Tourism	Germany
Türk Tuborg	Alcoholic Beverages	Türkiye
Turkish Aerospace	Aerospace and Defense	Türkiye
Turkish Airlines	Airline	Türkiye
Türkiye Finans	Banking	Türkiye
TurkNet	Cable Television & Internet Services	Türkiye
Turner Construction	Construction	USA
TÜV Nord	Certification & Inspection Services	Germany
Tyk	Cybersecurity	UK
Uber	Mobility and Digital Services	Chile, Netherlands
Ubisoft	Gaming Software	Canada, France
Ülker	Snacks	Türkiye
UniCredit	Banking	Italy
Unilever	FMCG Diversified	Chile, France, Netherlands, Nigeria, UK
Union Investment	Investment Management	Germany
UnitedHealth Group	Health Insurance	USA
Univé Services	General Insurance	Netherlands
Universidad Andrés Bello	Higher Education	Chile
Universidad Autónoma de Guadalajara	Higher Education	Mexico

COMPANY	SECTOR	COUNTRY
Var Group	IT Consulting and Services	Italy
Vattenfall	Energy Utilities	Denmark
VDM Metals Gruppe	Aluminum Production	Germany
Verizon	Telecommunications	USA, India
Version 1	IT Consulting and Services	Ireland
Victoria's Secret & Co.	Underwear and Lingerie	USA
Viessmann	Renewable Energy	Germany
Vodafone	Telecommunications	UK
Volkswagen Group	Automotive Manufacturing	Argentina, Ireland, Poland
Volvo Financial Services	Financial Services	Mexico
VSPT Wine Group	Alcoholic Beverages	Chile
Walmart	Hypermarkets	Chile, Mexico
Waste Management	Environmental Services	USA, Canada
Wavestone	Management Consulting	France
Welspun Living	Furniture and Home Products	India
Whirlpool	Home Appliances	USA, Poland
Whitbread	Hotels and Resorts	UK
Woodie's	Home Improvement	Ireland
Woolworths Group	Supermarkets Chain	Australia
Workday	Enterprise Software	USA
Worldline	Electronic Money	Belgium, France, India, Netherlands, Poland, Spain
Yatsan	Home Improvement	Türkiye
Yit	Construction	Finland
YMCA	Non-Profit	USA, Canada
YPF	Oil and Gas	Argentina
Yum! Brands	Fast Food Chain	USA
Zeiss	Imaging and Optical Products	Germany



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