

Top 10 global companies making EX experiential





The rising tide of stakeholder capitalism

This report aims to help industry leaders understand, design and deliver a differentiated employee experience (EX). We look at an applicable EX framework and 10 case studies of global companies making employee experience experiential.

It is our perspective on outcome driven EX-practices of these companies. We want to help align the intent, practice and sustainability of EX.

Business Roundtable recently shared a new statement on the Purpose of a Corporation signed by 181 CEOs.

These companies have one thing in common. They all believe their reason for being is for the benefit of all stakeholders – customers, employees, vendors, communities and shareholders.

It is a tectonic shift from shareholder value being the only shining star.



It affirms the essential role corporations can play in improving our society when CEOs are truly committed to meeting the needs of all stakeholders.

Alex Gorsky, CEO at J&J and Chair of Business Roundtable Corporate Governance Committee.

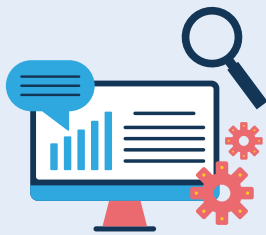


This study is to celebrate the companies we think are taking meaningful steps to treat their employees as customers.





The shaping of EX



In the past 5-years, Google searches for the term 'employee experience' have increased by 130 percent.



Organizations that score in the top 25 percent on employee experience deliver 3X the return on assets and 2X the return on sales in comparison to companies in the bottom quartile. – an IBM research



“If I could pick just one way to measure engagement at LinkedIn, it would be ‘If employees show up to work each day wanting to create a sense of belonging for others.’”

Pat Wadors, Former CHRO, LinkedIn (Current Chief Talent Officer at ServiceNow).

EX is the outcome of aligning an individual's journey of changing contexts and aspirations with organizational systems to fulfil them.

The right employee experience is not a set of repeatable tactics that companies can adopt and apply. They are unique for each industry, company and most of all, each employee. The journey is from attracting talent to talent exiting. And ideally, beyond.

It's the coming together of culture, technology and the physical to achieve a common sense of purpose for both the organization and the individual.

The 3 big questions to design employee experience

The culture question

Do you celebrate each other's success?

Example

"Today's Supreme Court ruling means Dreamers who work, study, and contribute to our country can continue to do so without the fear of deportation. Airbnb was founded on the simple idea that our lives and world are better when we accept one another. We continue to believe this reflects more than just a business value, it is an American value and we will continue to advocate for a permanent legislative solution for Dreamers who call the U.S. home."

Airbnb after an American federal court's ruling on Trump administration's deportation drive.

The technology question

Is technology helping you work better?

Google makes the source code for the company's core apps – Search, YouTube, Gmail – securely accessible to all its new developers.

RBS rolled out Workplace (FB business) to over 100,000 employees. They recognize that employees use Facebook in their personal lives and want something that emulates that experience at the workplace.

The physical environment question

Is your workplace/workstation designed for upliftment?

"Apple park is extremely configurable and you can very quickly create large open spaces or lots of smaller private offices. The building will change and evolve."

John Ive, former Head of Product Design

Amidst this puzzle, people seek camaraderie, community, and a strong sense of connection. This includes an environment of deep trust, safety and feeling deeply valued. This presents a huge opportunity for leaders to practice empathy and make a difference.



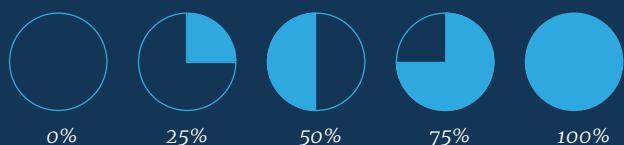
Those who truly provide employees all of this are creating the experiential organisation.

Jacob Morgan



Top 10 global companies making EX experiential

Company name	Employees as customers	Culture	Technology	Practiced empathy	Rewards and benefits	Overall average
Square						
Slack						
Netflix						
Spotify						
Airbnb						
Tokopedia						
Zoho						
Monday						
Grab						
J&J						



*Ideograms and percentages club companies by the degree of closeness to the nearest mark. E.g. an overall rating of 95% for Slack is shown with an ideogram of 100% and an overall rating of 83% for Tokopedia is shown as 75%.



Twimbit's EX framework



The 15 best practices of the EX framework



Practiced empathy

- No layoffs or pay cuts during Covid
- Health and well-being support
- Remote and flexible work practices



Culture

- Sustain a purpose driven organisation
- Transparent communication
- Granting status to employees



Technology

- Digital readiness to support career growth
- Tech to make work more efficient
- Tech to boost a single source of truth



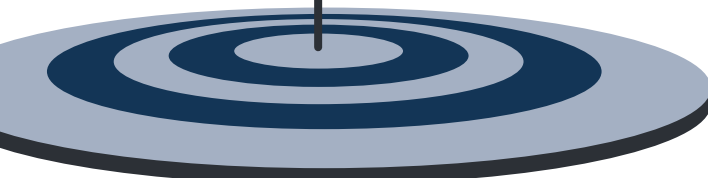
Employee as customer

- Leaders actively implement people centred strategies
- A top down L&D model to breed equality alignment
- Accessible leadership for employee aspirations



Rewards and Benefits

- Capped leadership pay
- Paid time off for social causes and communities
- Long term security for employees





Our methodology

1



Discussed the state of EX with several industry leaders to evolve our 5-point framework and the associated best practices.

2



Studied 40+ companies across industries, geographies and sizes on our EX-framework

3



Developed informed perspectives through the financial statements, annual reports, Glassdoor ratings, published anecdotes and specific actions taken by these companies to address EX.

4

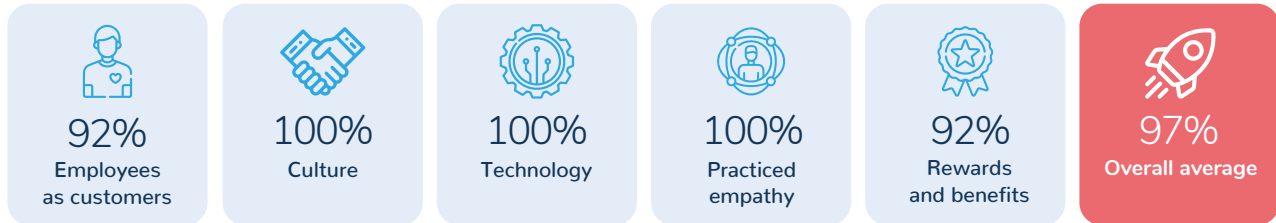


Evaluated our top 10 EX companies using the Harvey balls analysis presented on page 6.

Top 10 global companies making EX experiential

Rank	Company	Industry	CEO	Country	Headcount	Sales USD MM FY 20	Overall EX Rating
1	Square	Fintech	Jack Dorsey	US	3,835	4,714	97%
2	Slack	SaaS	Stewart Butterfield	US	2,045	630	95%
3	Netflix	OTT	Reed Hastings	US	8,600	20,156	93%
4	Spotify	Consumer Internet	Daniel Ek	Luxembourg	4,405	8,055	90%
5	Airbnb	Hospitality	Brian Chesky	US	5,400	4,805	87%
6	Tokopedia	E-commerce	William Tanuwijaya	Indonesia	4,529	800	83%
7	Zoho	Saas	Sridar Vembu	India	7,000	449	80%
8	Monday	Saas	Roy Man	Israel	650+	130	80%
9	Grab	Consumer Internet	Anthony Tan	Singapore	7,200	2,000	80%
10	J&J	Healthcare	Alex Gorsky	US	132,200	82,059	72%

Square brings their EX a full circle



About

CEO: Jack Dorsey

Mission: Make commerce easy.

Revenue USD MM (FY20): \$4,713.50

Headcount: 3,835

Square is a merchant services aggregator and mobile payment company that aims to simplify commerce through technology.

Highlights

- People analytics to check unconscious bias unfairly impacting people promotion and compensation decisions.
- One of the first few big-tech companies out of the valley to announce permanent remote work
- 83% of employees recommend the company to a friend

Drivers of culture

- Progressive and employee friendly
- Purpose driven
- Feedback and collaboration
- Flexible schedules
- Participation and equanimity

EX objectives

- Flexible employee benefits
- Wellness and health programs to promote people well being
- Focus on learning initiatives bottom up for new skills building
- Have a comprehensive D&I plan to promote point of views
- Diversity through community



The time and energy that management puts into each employee to grow and develop specific areas of improvement was very comforting. Nowhere along my time with Square did I feel like I wasn't a part of a team. My supervisor used to always tell everyone in the team meeting that we are "ONE DREAM ONE TEAM!" I would absolutely go back to work at Square if I could. A lot of the co-workers I worked with are still working there.



Former customer success manager at Square

Key Ratings

637

Total ratings
on Glassdoor

4.1

Overall rating

83%

Recommend to friend

89%

CEO approval rating

Benefits

- 4-months paid parental leave
- Monthly wellness allowance
- Retirement saving programs
- Flexible time off
- Equity incentive program

Some development programs

- Leads program for managers to build new skills
- Coaching and one on one mentorship programs
- Access to Skillshare for learning
- In-person, virtual and on-demand workshops on varied topics

Diversity and Inclusion

- 40%** The representation of woman in the workforce
- 26.4%** Women representation in company leadership
- 44.4%** Representation of other ethnic groups in the workspace
- 8.6%** Representation of other ethnicities in leadership



Best benefits I have ever had with a company. Insurance is next to nothing and is the best health care program I have seen in a company have. The culture is amazing, and the people do actually care about each other. Management typically has moved through the ranks, and understand where they employees are coming from. All around great place to work.

*A business development manager
in California office.*



Match-up to Square!

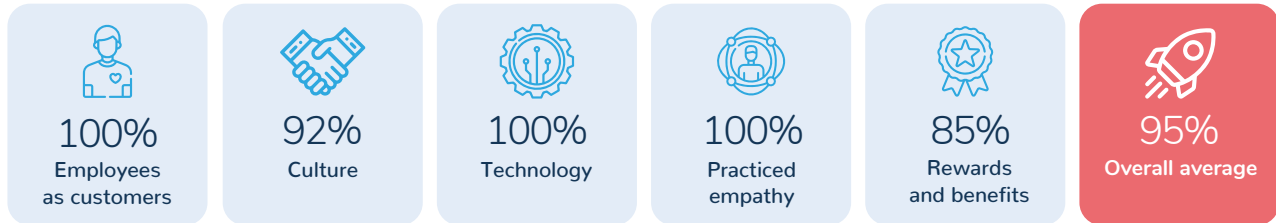


Invest time and energy in every employee's specific growth areas



Groom your succession pipeline

Slack's EX is anything but



About

CEO: Stewart Butterfield

Mission: To make people's working lives simpler, more pleasant and more productive.

Revenue USD MM (FY20): \$630.42

Headcount: 2,045

Slack is a digital communications app that helps businesses and people replace e-mail as the standard operating tool at the workplace.

Drivers of culture

- Empathy
- Courtesy
- Craftsmanship
- Playfulness
- Thriving together
- Solidarity

Highlights

- Pledged 1% of equity, time and product to community
- Reserved 1.2 million class B stock to support the community
- Next Chapter - A program to help formerly incarcerated individuals find skilled, long-term employment in the technology sector
- Slack for Nonprofits: Slack offers a free or discounted workspace to nonprofits
- Employee inspired volunteering and donations

EX objectives

- Help find purpose at work
- Encourage growth as a practice
- Build a culture of empathy and support
- Increase representation of underserved people in tech industry
- Unplug and sign-off



I want to repeat with a little more emphasis something I already said: don't stress about work. We got this. Take care of yourselves, take care of your families, be a good partner. It is fine to work irregular or reduced hours. It is fine to take time out when you need it.



Stewart Butterfield, CEO at Slack addressing employees after COVID breakout.

Key Ratings

530

Total ratings
on Glassdoor

4.8

Overall rating

97%

Recommend to friend

98%

CEO approval rating

Benefits

- Annual personal development allowances
- Monthly stipend – gym, Netflix, etc.
- Medical, dental and vision for employees + family
- Mental health and well-being resources
- Parental and child bonding leaves & child-care assistance
- Remote work + office-free onboarding
- Special time off for emergencies



Belief and alignment in the company mission comes all the way from the leadership. It really feels like everyone's working towards the same goals and are willing to make the investments necessary.

Senior Account Executive at Slack



Match-up to Slack!



Create a flat organisation to drive agility



Include communities and diversity in your financial plan



Provide comprehensive and customized benefits

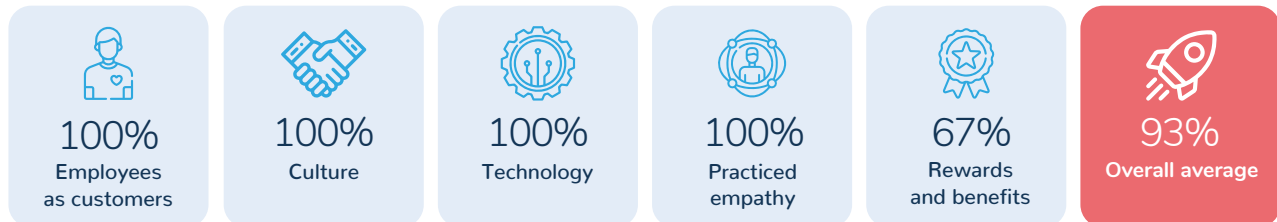


Slack is an amazing company that cares for people and customers. CEO, CTO and all other executives are awesome. They always take care of the employees. Especially during COVID19 crisis, all executives showed a great character, allowed employees to settle down and adjust to the new situation and made sure work-life balance is maintained even when people are always staying at home.

Senior Software Engineer at Slack



The Netflix EX is an uplifting flick



About

CEO: Reed Hastings

Mission: At Netflix, we want to entertain the world. Whatever your taste, and no matter where you live, we give you access to best-in-class TV shows, movies and documentaries.

Revenue USD MM (FY20): \$20,156.45

Headcount: 8,600

Netflix is an online platform that enables users to watch TV shows and movies on smart TVs, PCs, Macs, mobiles and tablets.

Drivers of culture

- Integrity
- Excellence
- Respect
- Inclusion
- Collaboration

Highlights

- Women make up 48% of the leadership positions
- Each employee gets a fully vested 10-year stock option plan
- Customize compensation by changing the proportion of flexi vs. fixed benefits
- Matched donation to a not-for-profit of employee's choice capped at \$10,000

EX objectives

- Independent decision-making
- Share information openly, broadly and deliberately
- Maintain candidness
- Retain highly effective people
- Avoid rules and hard coded systemic values



The foundations of freedom and responsibility — not having a lot of rules, not having policies, not using sort of a bureaucracy or hierarchy to govern — but instead really providing context to folks and giving them all the freedom to do their job and all the responsibility ... has increased over time instead of decreased, and continues to work.

Tawni Cranz, Chief Talent Officer at Netflix



Key Ratings

1200

Total ratings
on Glassdoor

4.0

Overall rating

73%

Recommend to friend

90%

CEO approval rating

Benefits

Self

- Parental leave
- Time away
- Family forming

Finances

- Stock option program
- Personal top of market
- Employee giving program

Conveniences

- Expenses and work-related travel allowances
- Work, not drive
- Relocation benefits

Diversity and Inclusion

47% of the workforce is female

54.5% of the workforce ethnicity

41.9% of the ethnicity in leadership

Key internal resource groups

Vetflix – for veterans

#sherules – for women

Swana – for employees from Africa and SW Asia

Mental Health

The “keeper test” to evaluate employees – If one of your employees was leaving for another job would you fight hard to keep him/her at Netflix?

If the answer is “no,” then Netflix will put that person out to pasture. Or, as it shares in the culture deck – “Sustained B-level performance, despite ‘A for effort’, generates a generous severance package, with respect.”



It takes diversity of thought, culture, background, and perspective to create a truly global storytelling platform.



Match-up to Netflix!



Evaluate your leadership mix

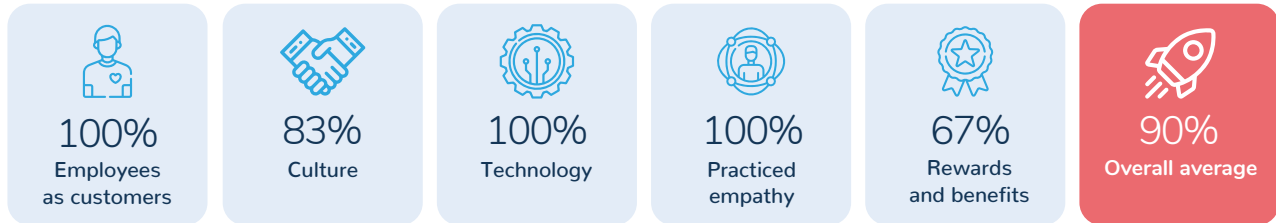


Provide flexible and growth-oriented benefit packages



Support personal initiatives of employees with resources

Spotify reserves an admirable EX spot



About

CEO: Daniel Ek

Mission: To unlock the potential of human creativity by giving a million creative artists the opportunity to live off their art and billions of fans the opportunity to enjoy and be inspired by it.

Revenue USD MM (FY20): \$8,055.32

Headcount: 4,405

Spotify is a commercial music streaming service that provides restricted digital content from a range of record labels and artists.

Drivers of culture

- Speed trumps quality of iteration
- Team over individual
- Ideas over bureaucracy
- Stay receptive and flexible to drive employee decisions

Highlights

- Spotify treats its people as part of a large music band
- 94% employee participation in career development talks
- Workshops on Rockstar Coach, Inclusive Leadership and Tricky Talks to train next gen managers and leaders (770+ attendees, 2019)
- 42% managers and 30% leaders are women

EX objectives

- Break the 9 to 5 mentality
- Foster a culture of passion and desire to grow
- Listening to all voices
- Improve eNPS score



Great benefits, incredibly diverse, passionate about audio, incentivizes learning, easy to move around in a team or role ,plenty of colleagues with personality, a handful of world class engineers that are easy to talk to, and Daniel and C-level management are refreshingly transparent and welcoming.

Software Engineer in Stockholm



Key Ratings

537

Total ratings
on Glassdoor

4.0

Overall rating

78%

Recommend to friend

92%

CEO approval rating

Spotify's eNPS score increase 12 points to 35 in Q4 2019 Y-o-Y

Creativity, accountability, courage and curiosity are the core hiring drivers

Benefits

- Extensive learning opportunities
- 6-month paid parental leave
- Flexible holidays
- Flexible share incentives
- Self-care and mental health
- Global festival tours



I value agility and learning way more than I value the fact that you're really good at your job and really good at doing a few things.

Daniel Ek, CEO and Founder



Match-up to Spotify!



Conduct bi-annual surveys to figure out eNPS scores



Focus on mental health

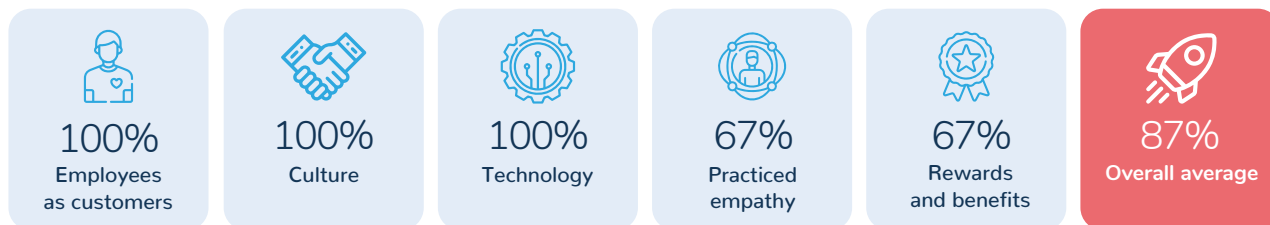


Provide personalized learning programs



Nurture your managers into leaders

Airbnb's EX is not out of thin air



About

CEO: Brian Chesky

Mission: We're united with our ability to create a world where anyone can belong anywhere.

Revenue USD MM (FY20): \$4,805.24

Headcount: 5,400

Airbnb is an online community marketplace for people to list, discover, and book accommodations.

Drivers of culture

- Empathy and humanity
- Unconscious bias training for all leaders to promote diversity
- Trust & Openness – Let employees take home company laptops, devices and accessories during the Covid restructuring

Highlights

- Airbnb Citizen: Initiative to share tools for learning and advocacy
- White House equal pay pledge
- White House tech inclusion pledge
- Self audit practices to improve EX
- Supporting human rights campaign for equality
- Airbnb connect program to hire under-represented groups

EX objectives

- Provide a transparent environment
- Easy lines of communication between teams and leaders
- Focus on creating diversity at the workplace



Worked with a lot of wonderful people, had great benefits, and was able to maintain pretty good work life balance.



Software Engineer at California

Key Ratings

1300

Total ratings
on Glassdoor

4.1

Overall rating

84%

Recommend to friend

87%

CEO approval rating

Benefits

- Comprehensive health plans
- Paid volunteering time
- Generous parental and family leaves
- Annual travel and experiences credit
- Temporary relocation to any country Airbnb operates in

Diversity and Inclusion

48.94% Women workforce in the total headcount

34.48% Proportion of women holding leadership positions

52.12% Representation of other ethnicities in the workforce

Partnerships to promote diversity

- **Dev color:** A non-profit organization to support black software engineers.
- **Level playing field:** Devoted to building greater diversity by improving civility and fairness in workspaces.
- **Yearup:** Preparing low-income youth for professional jobs through higher education, training and support.



Great people in the team. Good resources and tools.

*In Market Host Acquisition
Specialist at Mumbai*



I sincerely believe that [discrimination] is the greatest challenge we face as a company. It cuts to the core of who we are and the values that we stand for.

Brian Chesky, CEO



Match-up to Airbnb!



Analyse your diversity practices

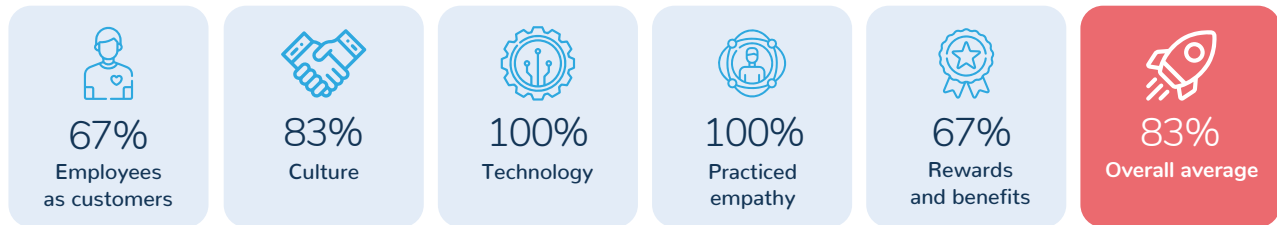


Provide support to employees who leave your company



Be generous and transparent in your interaction with employees

Tokopedia's EX cyclopedia



About

CEO: William Tanuwijaya

Mission: To democratize commerce through technology.

Revenue USD MM (FY20): \$800.00

Headcount: 4,529

Tokopedia is an online marketplace that allows individuals and business owners in Indonesia to open and maintain their stores for free.

Drivers of culture

- Customer focus
- Intrapreneurship mindset
- Make it happen, make it better

Highlights

- The sense of purpose is to elevate small businesses in Indonesia
- Encourages all Nakamas (people) to build products for customers
- Promote risk taking
- No COVID induced layoffs or pay cuts

EX objectives

- Sustain a sense of purpose
- Lay the cultural foundation for people to thrive
- Encourage people to try new ideas
- Provide a solid ground for learning
- Leaders step up to help others succeed



I see that Tokopedia is a mission-driven company that wants to create a positive impact in Indonesia. Understanding their mission, I felt inspired. "There are a lot of challenges in Tokopedia, but at the same time there are people with the capability and enthusiasm to tackle this obstacle together."



Alfredo Setiabudi (Edo), Associate Vice President of Product

Key Ratings

301

Total ratings
on Glassdoor

4.3

Overall rating

84%

Recommend to friend

97%

CEO approval rating

Leaders step up to help others succeed

Benefits

- Personal development workshops
- Bonus over and above CTC
- Mental health engagements & tele-health services
- Open office culture and no cubicles
- No micro-management



In Tokopedia, all Nakamas are encouraged to pursue whatever their dreams are, and running a business is not an exception. The freedom and support given by Tokopedia will bring you to a point where you are confident enough to fight through any challenges. Simply put, Tokopedia will help you fulfill your purpose.

Rudy Dalimunthe, VP of Operations



Match-up to Tokopedia!

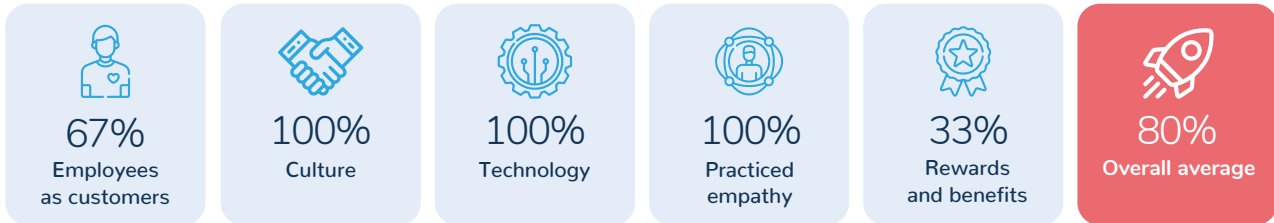


Let employees try new ideas without fear of blame



Promote camaraderie over compliance

EX at Zoho doesn't shoot low



About

CEO: Sridhar Vembu

Mission: Serve customers with top-notch service in our industry while facilitating extraordinary growth and sustainable profitability.

Revenue USD MM (FY20): \$448.70

Headcount: 7,000

Zoho offers a suite of business, collaboration, and productivity applications.

Highlights

- Zoho University marked its 15th anniversary in 2020. It trains high school students on coding, math and english. The initiative now contributes 15% of their workforce.
- No hierarchy, steep learning curves and generous compensation and benefits
- Internal mobility is encouraged

Drivers of culture

- Obsess over long-term value vs short term profits
- Focus on creating software as a craft
- Commitment to continuous customer support, happiness and experience
- Private company with a public vision

EX objectives

- People should be in for the long term
- High degree of comfort with failure
- Optimized customer value and not the highest share value
- Build products of real value so the customer sells for you



Brilliant CEO (which is crucial in a private company), executives, and even lower management. They pretty much all want you to succeed and have best intentions.



Account Executive in Austin, Texas

Key Ratings

1500

Total ratings
on Glassdoor

4.4

Overall rating

93%

Recommend to friend

97%

CEO approval rating

Benefits

- Work life balance
- Remote culture with a work-life balance
- Unlimited time off
- Generous insurance plans

Match-up to Zoho!



Run a marathon and
not a sprint

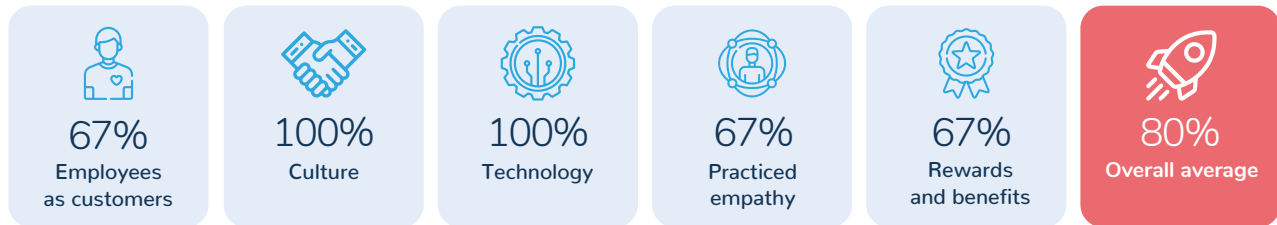


Promote internal
mobility



Build customized
L&D strategies

The EX at monday.com makes it a day to remember



About

CEO: Roy Man

Mission: Creating a workplace environment of transparency, ownership, and accountability, to empower managers and their teams.

Revenue USD MM (FY20): \$130.00

Headcount: 650+

monday.com is a Work OS, where teams create and shape workflow apps, code free – to run any process and project.

Drivers of culture

- Driven by data measured by impact
- Ownership and accountability
- Inclusivity
- No minimum work hours per day

Highlights

- Unchanged annual growth and hiring goals during Covid
- Transparent about all financial information with employees

EX objectives

- Orient towards employee support and growth
- Promote asynchronous communication and flexible work hours
- Provide flexible benefits



monday.com takes pride in treating their employees and their customers with respect. Everyone is so welcoming, intelligent and inspiring. It truly does live up to every other 5 star rating. This is a very special place.



A current consultant, NY office

Key Ratings

95

Total ratings
on Glassdoor

4.8

Overall rating

95%

Recommend to friend

97%

CEO approval rating

Benefits

- Health insurance and Mental help support through 'monday clinic'.
- Stock options & 401K plan
- Allowance for learning and development
- Parenting leave and Childcare
- Vacation and paid time off

Match-up to monday.com!



Be transparent
about financial
information with
employees



Encourage
asynchronous
communication



Drive the next big
decision with data



Throughout the whole interview process, I felt like I was being listened to and seen. The process is also very transparent. The onboarding process was very organized and prepared me for my role. I never felt like I was bothering anyone when asking for help to find specific information. Titles don't matter at all at monday.com.

A tech employee, New York office

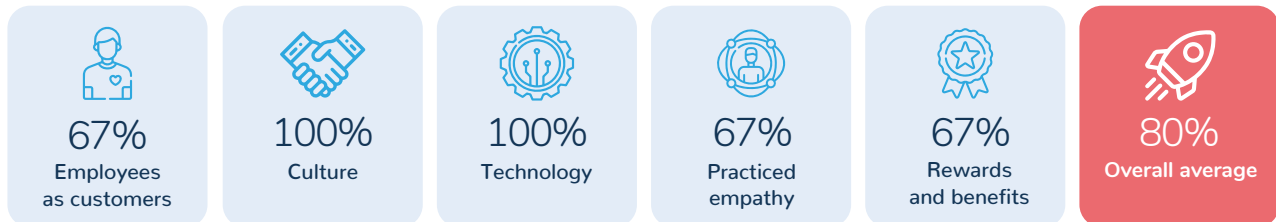


Internally, we've diverted our travel budget (now unused) to donate to organizations located in Tel Aviv and New York City – our main offices – for communities at risk, including the elderly, refugee, minority and other populations that need support.

Monday.com



Nab the Grab EX



About

CEO: Anthony Tan

Mission: To be an everyday app for consumers.

Revenue USD MM (FY20): \$2,000.00

Headcount: 7,200

Grab is a super app that provides transportation, logistics and financial services.

Highlights

- 25% increase in internal mobility applications
- Launched 100+ initiatives to support during the pandemic
- \$40 MM+ committed in partner relief initiatives
- Tender loving care: GrabFlex program for customized benefits

Drivers of culture

- **Heart:** Empathize and create a positive impact on community
- **Humility:** Celebrate small wins and withhold judgement
- **Honour:** Respect begets respect
- **Hunger:** Believe that goals can be achieved through collective effort

EX objectives

- Foster hunger to make a difference
- Focus on building teams
- Say 'No' to brilliant jerks. Humility is fundamental.
- 50-50 weight to appraise performance and culture
- Promote diversity and inclusion through internal leadership workshops



Many seasoned engineers and managers, lots to learn. No bureaucracy, flexible working hours, and absolutely no micro management. Everyone is very helpful. "Your problem is my problem" is one of the core principles of the company, and is followed across the company.



Software Engineer at a US office

Key Ratings

939

Total ratings
on Glassdoor

3.8

Overall rating

74%

Recommend to friend

87%

CEO approval rating

Benefits

- Stock options & Medical coverage
- **Start fresh:** Streamlined on-boarding experience. Access to all tools, and knowledge resources to hit the ground running.
- **Let it germinate:** Flexible work environment, open spaces, natural lighting are the core drivers to improve employee productivity.
- **Make room for more:** Parent support leave and more to help employees balance work and life
- **Grow and harvest:** Learning and development programs

Match-up to Grab!



Build a structure that does not allow micro-management

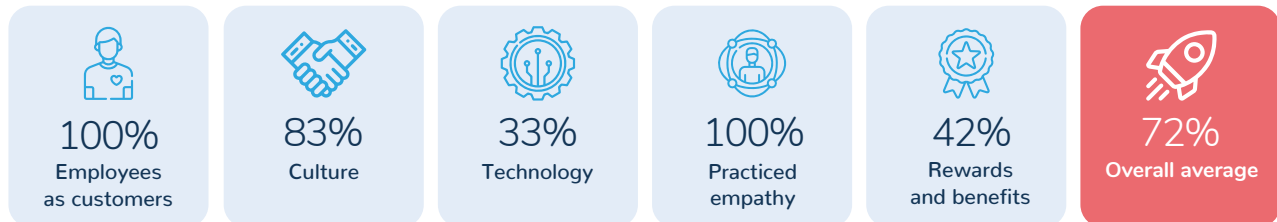


Help your people learn to celebrate others



Invest in physical spaces to improve productivity

J&J designs EX to make hay



About

CEO: Alex Gorsky

Mission: Bringing science and sense of sight to life through world-class innovation and customer experience.

Revenue USD MM (FY20): \$82,059.00

Headcount: 132,200

Johnson & Johnson engages in the research and development, manufacture and sale of a range of products in the healthcare field.

Drivers of culture

- **Purpose:** Put needs of others before you
- **Shape:** Inspire and contribute ideas that challenge thinking
- **Connect:** Build relationships based on mutual respect

Grow: Self and others to become our best selves

Highlights

- Referrals accounted for 4.6k or 15% of the new hires in 2019
- 46% management roles held by women
- \$98 MM spent with vendor partners on leadership and employee training in 2019
- Launched a data science academy and digital skills training
- Piloting an internal opportunity marketplace
- Launched Re-Ignite, a 4-month paid program to on-board, mentor and train people who take long career breaks get back on track
- 87% employee approval rating in the annual people survey

EX objectives

- Respect diversity and recognize merit
- Provide a sense of purpose and security to all
- Provide fair compensation and value

Don't inhibit suggestions from employees

Just and ethical leadership

Key Ratings

7800

Total ratings
on Glassdoor

4.1

Overall rating

83%

Recommend to friend

94%

CEO approval rating

Benefits

- Adoption, fertility and surrogacy benefits
- Parental leave & Exceptional child-care
- Inclusive partner health insurance
- Two weeks off (one paid) for volunteer work
- Pet insurance
- Student loan and college counselling for family

Match-up to J&J!



Make your
employees feel
valued



Partner with
universities and
institutions to coach
the next-gen
healthcare leaders



Build an internal
opportunity
marketplace to
support employee
aspirations



At Johnson & Johnson, our credo defines our responsibility to our employees. By continuing to prioritize inclusion, health, wellbeing and safety, and continuous growth and development, we are fostering a culture where employees feel valued and can deliver the innovations that contribute to our mission of improving health around the world.

Peter Fasolo, Executive VP, CHRO





Harvey balls criterion and analysis

Key criterion for rating

Benchmark	Slack	Airbnb	Monday	Square	Spotify	Netflix	J&J	Zoho	Grab	Tokopedia
Employees as customer	100%	100%	67%	92%	100%	100%	100%	67%	67%	67%
Leaders actively implement people centred strategies	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
A top down L&D model to breed equality alignment	100%	100%	0%	100%	100%	100%	100%	0%	0%	0%
Accessible leadership for employee aspirations	100%	100%	100%	75%	100%	100%	100%	100%	100%	100%
Culture	92%	100%	100%	100%	83%	100%	83%	100%	100%	83%
Transparent communication	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Granting status to employees	75%	100%	100%	100%	50%	100%	50%	100%	100%	50%
Sustain a purpose driven organization	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Technology	100%	100%	100%	100%	100%	100%	33%	100%	100%	100%
Digital readiness to support career growth	100%	100%	100%	100%	100%	100%	50%	100%	100%	100%
Tech to make work more efficient	100%	100%	100%	100%	100%	100%	50%	100%	100%	100%
Tech to boost a single source of truth	100%	100%	100%	100%	100%	100%	0%	100%	100%	100%
Practiced Empathy	100%	67%	67%	100%	100%	100%	100%	100%	67%	100%
No layoffs or pay cut during COVID	100%	0%	0%	100%	100%	100%	100%	100%	0%	100%
Health and well-being initiatives	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Remote and flexible work practices	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Rewards and benefits	85%	67%	67%	92%	67%	67%	42%	33%	67%	67%
Capped leadership pay	55%	0%	0%	75%	0%	0%	0%	0%	0%	0%
Part time off for social causes and communities	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Employee as shareholder (ESOP)	100%	100%	100%	100%	100%	100%	25%	0%	100%	100%
Overall average	95%	87%	80%	97%	90%	93%	72%	80%	80%	83%



Source links from

Inc. Square**heavy.****Forbes** gojek indeed® glassdoor Spotify® tokopedia slack airbnb Owler monday.com**NETFLIX** Dice®



Insights **that find you**

How we think

Our aim is to produce exponential impact for every business and career through the power of research. We understand the industry to know that the way research is produced, personalized and consumed needs to change. We are the catalysts to bring a fresh and new perspective to you.

How can we help?

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