

WORLD OF WORK TRENDS REPORT 2022

 **For a Better World of Work**

Contents

Introduction

Top Employers Institute presents the latest trends in people strategies and practices emerging from leading organisations across the world. Now in its fifth edition, the annual **World of Work Trends Report 2022** (previously the HR Trends Report) gives business leaders a broader insight into how global developments will impact their workforces in the year ahead.

Only a year ago, our research reflected the turbulence of a working world reeling from the effects of the Covid-19 pandemic. In this year's **World of Work Trends Report 2022**, we see with more clarity the ways in which these challenges have evolved, and the emergence of new trends for the future.

Our latest research, conducted among our **1 857** Certified Top Employer organisations worldwide, shows that the number one priority in 2022 for HR organisations will be to support organisational and cultural change.

This will present a major strategic opportunity for HR to shine, although we also see that there will be many new challenges to overcome in a business environment still enveloped in pandemic-related uncertainties.

The latest data from our Top Employers globally shows three major ways in which the need for change at scale and pace will take shape for organisations. At the root of all three, businesses will find the emerging power of the employee as an increasingly influential stakeholder in high-performing organisations.

These organisations will need to

1 Unleash the power of the “Involved” employee

In 2022, employers will need to make themselves highly attractive for the top talent that they require for rapid change. They need to understand that it will not be enough for employees simply to be “engaged” with their work – the latter will need to feel deeply involved and immersed in designing the way they work, to deliver the outcomes that change will demand. And talented employees will also want to become involved strategically, including decision-making in areas previously reserved for leaders – and well beyond the confines of a narrow job description.

2 Deliver people agility through “Digit-ability”

The short-term adoption of new digital systems and technologies as a necessary response to the pandemic has come to an end. In 2022, this will be superseded by a longer-term look at how the potential of digital HR can transform the way we work together. At their best, these new technologies will drive a deeper level of integration within teams - and a dramatic shift in the overall experience of employees.

3 Taming the “Wild West” of Work

There has already been a wholesale redesign of the working environment, including the mass relocation of employees through either home, remote or hybrid working arrangements. 2022 will see a whole new set of challenges around how to harness the potential of these new frontiers of work, while understanding and limiting the risks and the new pain points that they will bring.

The most successful organisations in 2022 will create a working environment in which employees are deeply involved in the design of almost everything the organisation does, where people agility enabled by technology is a given, with the freedoms created by new working environments balanced by new safeguards. These are the workplace trends that will deliver a truly better world of work.



Do you have what it takes to become a Top Employer?

Get certified and grow as an accredited employer of choice.

You want to attract and retain the best talent with your exceptional employee conditions? We're dedicated to recognising Top Employers around the world. Together, we accelerate the impact of people strategies to enrich the world of work. Get certified and grow as an accredited employer of choice.

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TREND 1

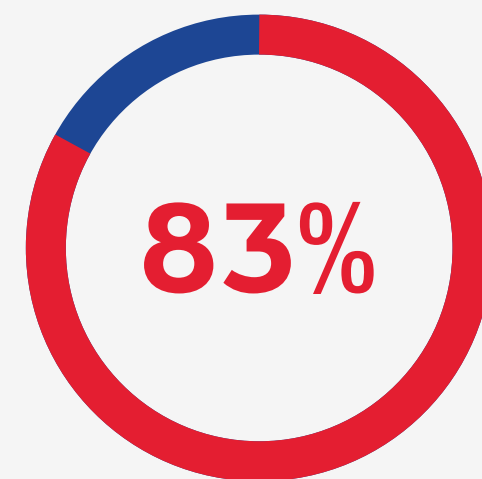
Unleash the power of the “Involved” employee

In 2022, employers will need to make themselves highly attractive to the talent that they require for rapid change. They need to understand that it will no longer be enough for employees simply to be “engaged” – instead they will need to be deeply involved and immersed in designing the way they work, to deliver the outcomes that change will demand.

In the year ahead, high levels of employee engagement alone will no longer be enough for an organisation to prosper. In a highly competitive market for talent, the best employees will also need to be deeply immersed in shaping the design of their roles, the factors affecting their performance and the purpose of their work. For organisations to prosper in a volatile working environment, they will need to allow employees to have an active influence in decision-making across their working lives and far beyond the narrow confines of their job description.

In practice, this will influence almost every aspect of working lives, including actively helping the business in the battle for talent, the design of well-being initiatives, shaping organisational ethics, and fostering inclusion and sustainability through their daily actions. This will require the active encouragement of line managers and HR teams in driving change.

Businesses will need to show high levels of emotional intelligence, confidence and courage to tap into the talents of employees. In this respect, the evidence is encouraging among Top Employers, with 83% involving their employees in the design of organisation and work (up from 77% from a year earlier). All businesses should take confidence that a far deeper level of involvement and commitment is not only possible, but is happening right now among the very best employers.



of Top Employers
involve their employees
in the design of
organisation and work.

Up from **77%** from a
year earlier.

a) Employee involvement in organisational change

The importance of involving employees in organisational change cannot be overstated. The mass relocation of the workforce during the pandemic, for example, was handled best by organisations willing to engage with employees around what home working would look and feel like. And the key to success for all organisations in 2022, according to our research, will begin with how companies manage the impact and emotional reactions to future change.

Great communication is central to achieving employee-driven change, but it's difficult to do well. Kotter's Eight Step Change Model suggests that the goal of communication is to capture the hearts and minds of employees - and spur them into committed action. In 2022, moreover, the nature of communication will itself need to both change and intensify.

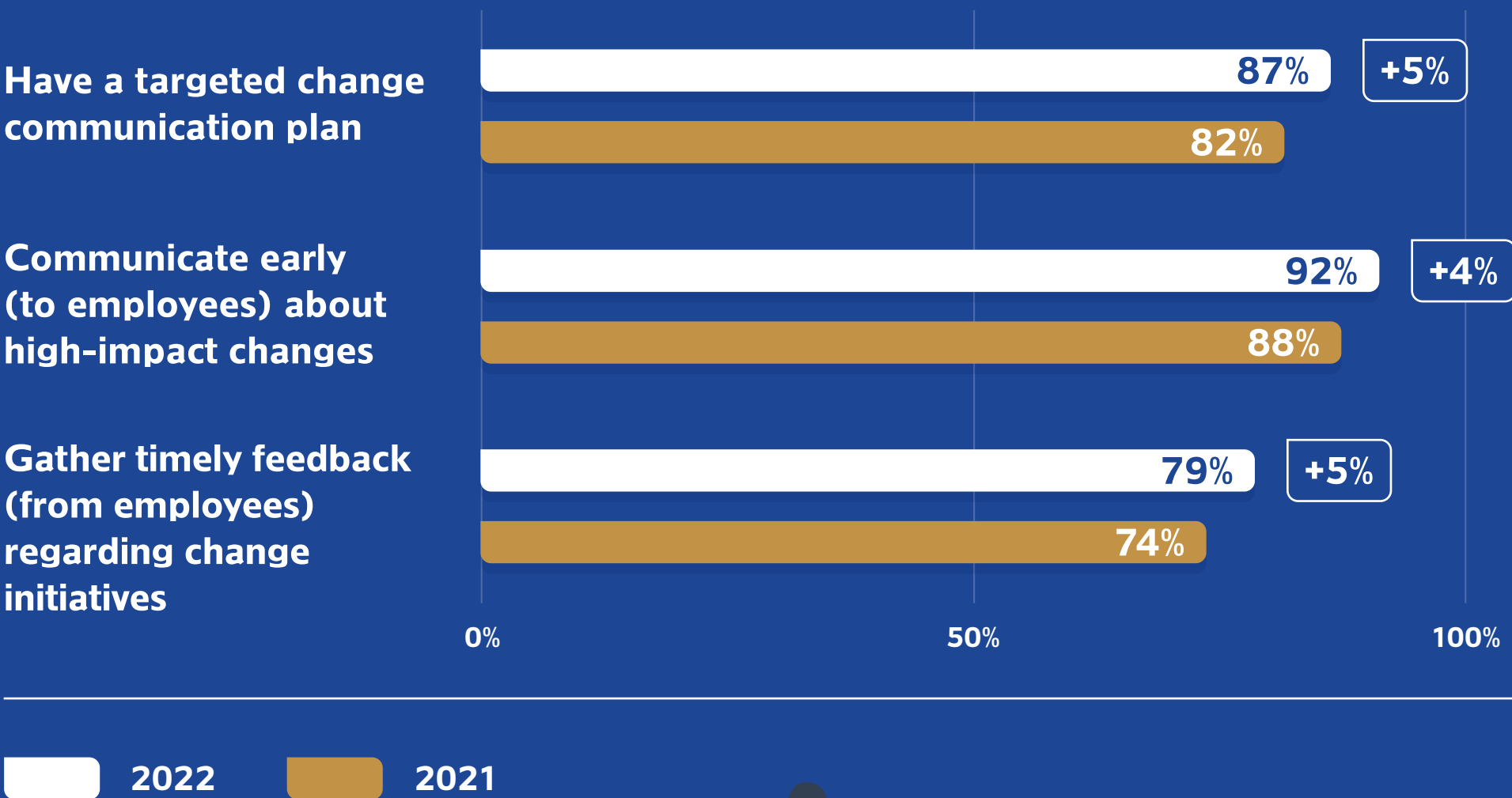
The very best organisations will:

- 🕒 Provide early communication to employees around high-impact changes. It will be imperative to create an early-stage feedback loop, to ensure their views have been considered and understood.
- 🕒 Personalise the preferred tools and channels of their employees by:
 - Increasing the frequency of contact (several times per week).
 - Setting up multiple channels for support (intranet, social networks and external communications)
 - Varying the type of communication (for example, townhall meetings, official announcements, informal short communications).
- 🕒 Appoint change champions to help spread positive messages, personalise and make change feel more “human”. And provide managers with specific training to manage employee reactions and expectations.



Communication and employee driven change

Do Top Employers consistently?



Sectoral Spotlight

Pharmaceuticals rise to the change challenge

Pharmaceutical businesses have played a central role in tackling the Covid-19 pandemic. And in the process, they have had to reinvent themselves to deliver at scale and speed.

Among Top Employers, the pharmaceuticals sector has been well ahead of the rest in approaching change management, assessing how change will impact on leadership, governance, culture, work processes, and in nominating change champions to spread positive messages and monitor employee reactions to changes.

Pharmaceuticals vs Other Industries 2022

Do Top Employers do or have the following ...?	Rest of industries consistently doing 2022 (%)	Pharma consistently doing 2022 (%)
Use change champions	72%	83%
Change impact assessment	58%	69%
Adaptable change management methodology	72%	80%

Top Employer Best Practice
BIP (Italy) – Involving “Secret”
agents to make change go viral



Consulting company BIP introduced a system of continuous dialogue with employees on their performance, whereby “secret” agents within the organisation inspired others to adopt new behaviours through social copying and story telling.

Over the years, traditional, top-down change management approaches failed because of a lack of commitment from teams on the front line. A more modern viral approach to change management meant employees were influenced by the people around them (managers, peers, etc.) to deliver change faster and more sustainably.

The idea has been that when managers and colleagues see people around them be genuinely enthusiastic and “talk the walk”, they too will be inspired to do the same.



b) Employee involvement in talent attraction

Among Top Employers, employees are also playing an increasingly vital role in talent attraction. For example, Top Employers consistently take the following steps:

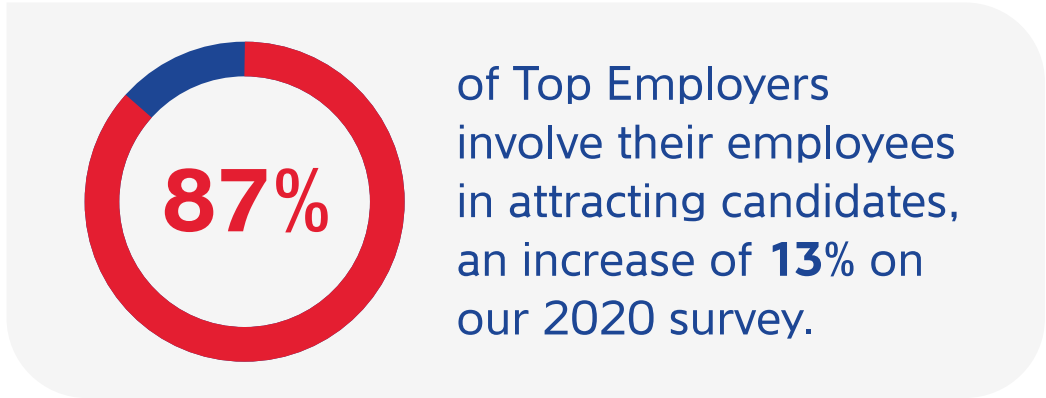
- 87% use their employees in attracting candidates, an increase of 13% on our 2020 survey.
- 80% involve their employees in defining their employee value proposition (EVP).
- 80% also use employee referral programmes.

For all organisations in 2022, how can employees be best used to obtain top candidates?

There will be three ways:

- Testimonials from current employees and/or new joiners, through multiple channels of communication.
- “Ambassadors” who attract talent and create communities of candidates ready for future opportunities.
- Employee referral programmes, for employers to tap into an existing employee’s network. These often lead to better quality hires and retention rates.

Leading businesses in 2022 will need to start as they mean to go on in attracting top talent. The quality of communication with candidates, whether they are accepted or rejected, will be essential as this then impacts on the future candidate’s journey and (hopefully) a great employee experience.



Statement (% of Top Employers consistently doing this)	World 2022	Change on year earlier (%)	Change on two years earlier (%)
Candidate feedback used to improve talent offerings	67%	+6%	+13%
Candidate experience measurement (both accepted and rejected)	53%	+6%	+12%

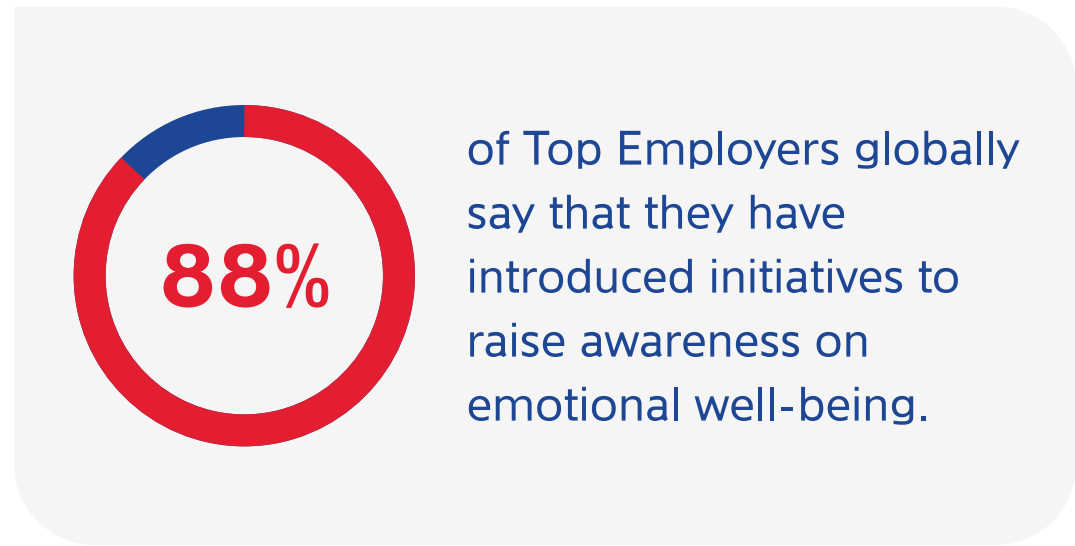


c) Employee involvement in well-being

Among Top Employers, well-being has grown significantly in importance since the pandemic arrived in early 2020. Although managers have become more actively involved in advocating well-being programmes, it has been the involvement of employees themselves that has been the key driver in the shaping of well-being initiatives (see box right).

This meant getting employees involved in the design as well as participation in new programmes. The pandemic has had few silver linings, but an increased awareness and involvement in well-being, and especially mental health, has been one of them.

In 2022, organisations everywhere will need to create greater awareness by reassessing their well-being policies and the way they link to work-life balance, ensuring employees can disconnect and enjoy time to live, as well as work.



This goes hand in hand with 76% of our Top Employers globally who offer mindfulness and/or meditation training. Such initiatives serve as a backdrop to policies that aim to discourage overtime, encourage a vacation embargo (also known as “Do not Disturb”) policy for team members, and actively discourage the use of email outside of office hours, all of which have increased markedly since our 2021 survey.

What great employee-led well-being should look like

Employee involvement in well-being in 2022 will show itself through greater customisation of the support given and “prevention ahead of cure”.

1 Customisation

Health is personal to employees, especially mental health, so an assessment of each employee’s needs will become a given. A personalised needs assessment helps employers look at how to develop and design the new initiatives. This is why nearly two-thirds (64%) of Top Employers now offer customisable well-being, a big increase from only 52% a year earlier.

Crucially, our research shows that 54% consistently involve their employees in the prioritisation and design of flexible and responsive well-being policies and practices. Employee needs will tend to lead in this area. This is not least because consistent involvement can be much more impactful, replaced with employee focus group revising an outdated flexible work policy, for example, or the implementation of family-friendly benefits.

Statement (% consistently doing this)



A duty of care for well-being will become increasingly expected, notably among top talent, with employees not only treated decently but also in a way that aligns with an individual’s values. Well-being will become a crucial part of the employee experience and the reputation of an organisation.

2 Boundary setting by employees themselves

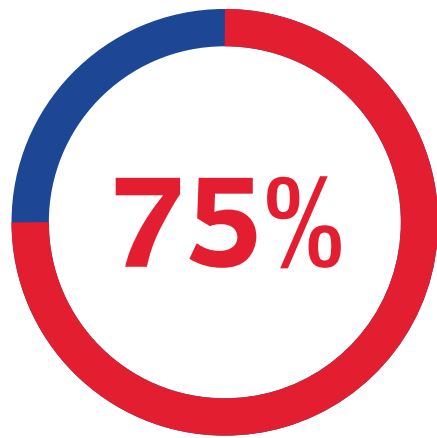
A key part of the approach to well-being will be in the way that employees are challenged to set their own boundaries for physical and mental health. New working patterns have brought with them fresh challenges, with many employees feeling isolated at home. In turn employers must play their part, with guaranteed time to unplug and to take stress-relief breaks. This is important, because the early signs of problems related to mental and emotional health are not easily detected. Businesses will need to act with a preventative mindset before damage spreads and is more difficult to repair.

d) Employee involvement in ethics, diversity and sustainability

Emerging practices in ... **Ethics**

When an organisation defines its ethical standards and codes, these only come to life when employees take ownership through their daily actions. This will mean continuously listening to employees – and acting on their feedback where necessary.

Considering employee feedback in forming ethical standards is increasing rapidly among Top Employers, they will also need to be a focus on training employees and setting up confidential reporting channels in 2022, along with adequate follow-up processes to (anonymously) report ethical violations, discrimination, bullying and harassment.



of Top Employer organisations seek employee input into ethical standards, compared with only **55%** two years earlier.



Emerging practices in ... **Sustainability**

In 2022, sustainability will be an area in which businesses are going to have to work very hard to tap into employee attitudes. The latter will want their employer to be committed to the social purpose of an organisation and contribute directly to a more sustainable world.

The most outstanding companies will demonstrate their commitment with defined sustainability goals. Nearly all (93%) of Top Employer organisations, for example, have a stated social purpose and 94% have policies in place that commit that commit themselves to social and environmental performance standards. And nearly three in five (57%) consistently incentivise their employees to support environmental goals. A commitment to sustainability will be a must to attract the best talent – and Top Employer organisations are leading the way in this area.

This will be a major challenge for all employers wishing to attract the best talent in a world of work that simply cannot ignore sustainability issues any longer. They will rightly expect to see a clear path that moves rapidly from awareness to action, with clear communication, lines of responsibility and embedding of positive behaviours.

TREND 2

People agility through “digit-ability”

The short-term adoption of new digital systems and technologies as a necessary response to the pandemic has come to an end. In 2022, this will be superseded by a deeper and clearer look at how the potential of digital HR can transform the way we work together. At their best, these new technologies will drive a deeper level of integration within teams - and a dramatic shift in the overall experience of employees.

Our latest research shows that digital HR is moving rapidly up the priority list among our Top Employers globally to 8th, from 12th place, in the previous year. While it is no surprise that the importance of digital and other technologies has grown, its utilisation for a better HR strategy can best be divided into two phases:

1 The short-term past

The adoption of varied systems and software which support employees, particularly those that delivered remote working and ensured business continuity.

2 The mid-term future

For operational, compatibility, security and many other reasons, businesses will be reviewing what they introduced, what must stay - and what must go. The key for effective use will be the agility that digital HR can bring.

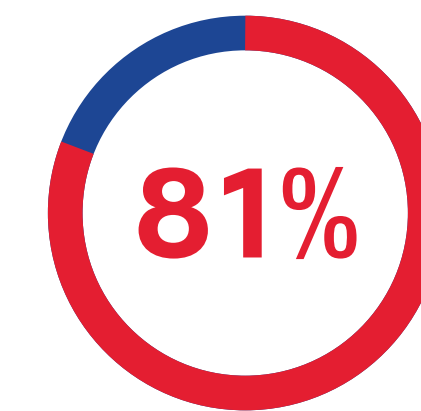
So, while the first trend has been all about unleashing the power of the involved employee, the second trend will be all about supporting people agility through “digit-ability”.

Why has the focus of digital HR changed?

The short-term past. Digital HR has certainly been an area of heavy investment for many businesses. In recent years, and particularly since the pandemic, many new systems have been introduced to cope with urgent needs, such as the ability to work from home, remote conference facilities and more regular pulse surveys. The systems have been developed on a “test and learn” basis in difficult circumstances – good news for those large technology providers already trusted and seen as a safe bet in the absence of internal systems.

One unintended consequence of rapid digitalisation is that these technologies have not been as well aligned to business needs as they could have been. Certainly, this has been a complicated area for HR – over 90% of HR technology platforms among Top Employers have integrated people processes.

The mid-term future. With organisations settling into new remote or hybrid working models, a new vision for HR’s digital support will be needed. One of the most striking features at a global level, has been the consistent commitment of over 81% of Top Employers to a periodic assessment of HR technology, a sharp rise on a year earlier.



of certified Top Employers consistently carry out a regular assessment of their HR technology.



a) The employee’s digital experience

Just over three-quarters (76%) of Top Employer organisations say they have a vision for the role of digital HR in shaping the overall employee experience. While this represents a large increase compared with earlier years, our research suggests there will be more work to do in 2022 to keep up with the expectations of employees around digital systems.

What will become very clear over the coming year to all organisations is that employees, especially the most talented ones, will be increasingly sophisticated and sensitive to the quality of technology and systems that they use. Employees will want and expect more from technology, based on their experiences as customers.

Top Employer Best Practice

Takeda (Mexico): Creating an Exceptional People Experience



Takeda's HR Vision is to "Create an exceptional people experience". To achieve this, the business seeks employee feedback to improve processes and practices. It maps out the main touchpoints affecting the employee experience and the digital HR technology used in its support.

With the help of digital tools, the business has changed its employee onboarding programme to focus more on connection and bonding to corporate culture. They also redesigned its employee journey to promote a growth mindset and empower new hires to take greater ownership of their Takeda onboarding journey.

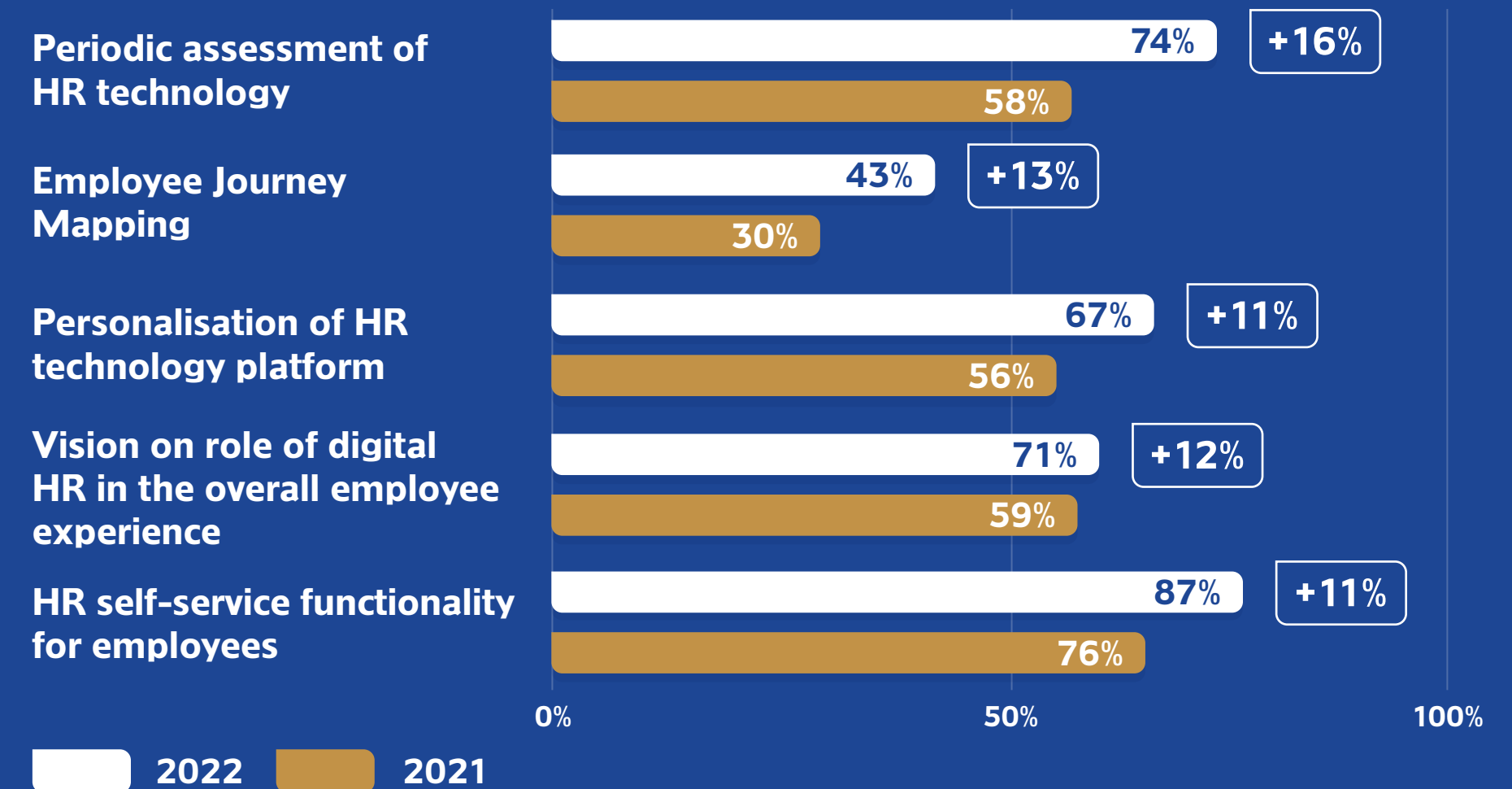


Emerging Practice

Digital HR transforms manufacturing

The digitalisation of HR has had a major positive impact in the manufacturing sector over the past year.

Top 5 digital HR practices consistently undertaken in manufacturing by Top Employers (year earlier percentages shown in gold)

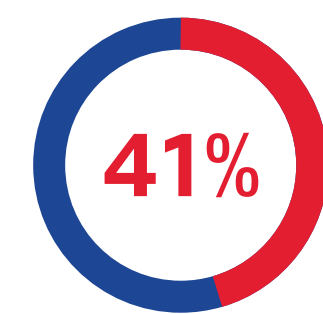


There are three reasons for the rapid changes in this sector....

- 1 The need to create an employee journey.** "Blue collar" workers used to have limited access to technology and so were less experienced in its use. But the pandemic showed that many manufacturers needed to do more to reach a workforce operating remotely.
- 2 Mapping talent to consumer needs.** Manufacturers had to rapidly reconsider their strategic priorities to hold onto talent and deliver against changing consumer needs.
- 3 Engaging through empowerment.** The sector realised the opportunities for engaging employees through self-service digital HR, which is now used by the great majority of our Top Employers in the manufacturing sector.

Emerging Practice Digital HR's role in mapping the employee journey

Although there will be plenty of room for further gains in 2022, **41%** of our Top Employers are already mapping the employee journey to provide the best digital employee experience, with an 8% increase on last year.



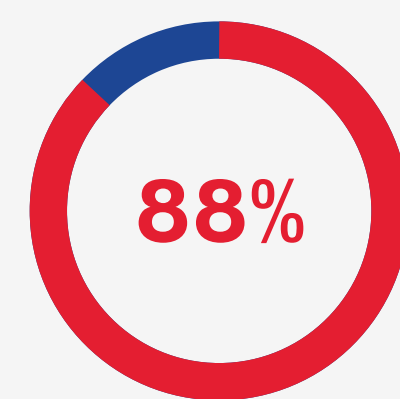
of Top Employers are mapping the employee journey to get the best digital experience.

The use of HR metrics is another obvious area where much will change in the coming year. Two years ago, only 56% of Top Employers were consistently using a dashboard with HR metrics data. The equivalent figure in our 2022 survey is up to 76%. To employers, as well as employees, the value that digital HR will bring for a personalised employee experience will become increasingly clear.

b) The candidate's digital experience

In 2021, the pandemic pushed nearly nine in ten of our Top Employers to use a virtual hiring process on a consistent basis. But the real value of digital HR for all businesses in this area will lie in the potential to create a virtual "candidate experience", rather than adapting the traditional "hiring process".

The idea will be to take successful candidates to a higher level of engagement and motivation, from their first day in the job – and well beyond. Successful candidates need to start their onboarding journey with a higher level of engagement and motivation. And for their part, candidates will of course be looking at the experience as their measure of an employer's reputation.



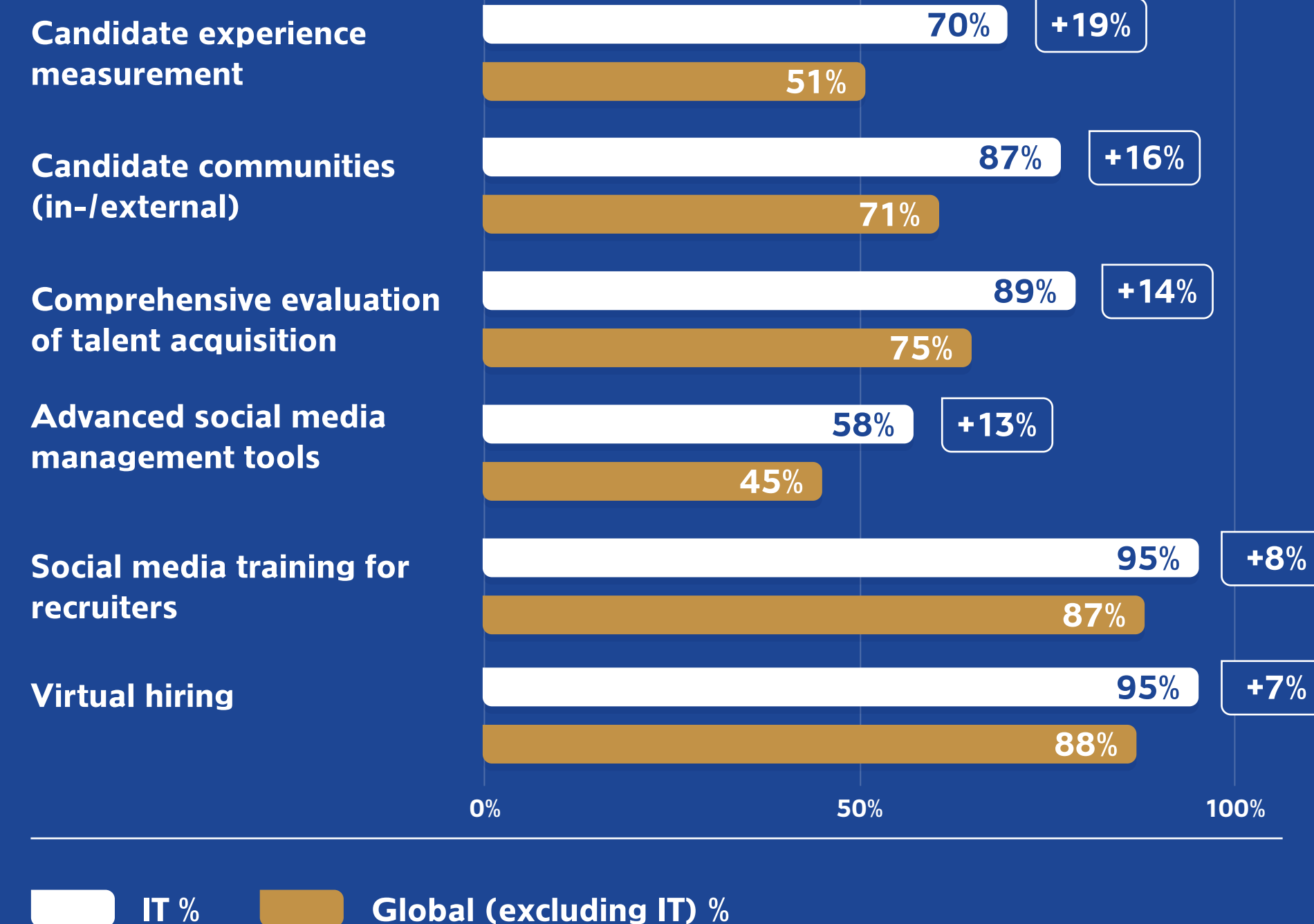
of Top Employers are now consistently using a virtual hiring process.

Technology can now be used to assess candidates remotely through video interviews, virtual events, online surveys and assessments. In 2022, the candidate experience needs to be enhanced further, with companies able to create "virtual offices" that will resemble real spaces. Many organisations are clearly not at this stage yet. But at its best, the virtual world will complement the "face-to-face" experience, and, as with the oncoming metaverse, become an extension of the world as we now know it.

Top Employers in IT lead the way handling candidates

Certified Top Employer organisations in IT are, perhaps unsurprisingly, setting a good example in the way they use technology for attracting the very best talent. As well as scoring consistently higher compared to previous years, the sector is outperforming other sectors by a wide margin. The sector's strength lies in setting a clear focus on listening to candidates, using digital HR to develop a clear HR marketing approach, and creating a virtual experience as a result, rather than an HR process.

Top Employer talent attraction practices (% consistently doing this)



TREND 3

Taming the “Wild West” of work

The past two years have seen a wholesale redesign of the working environment. The year ahead will see the arrival of a new set of challenges around how to harness the potential of these new frontiers of work, while understanding and limiting the risks and the new pain points that they bring.

From the start of the pandemic, and ever since, working remotely has become a familiar practice for many employees across the world.

Our first two trends, “Unleashing the power of the involved employee” and the promotion of People agility through Digit-ability”, have created opportunities for our third trend to take hold.

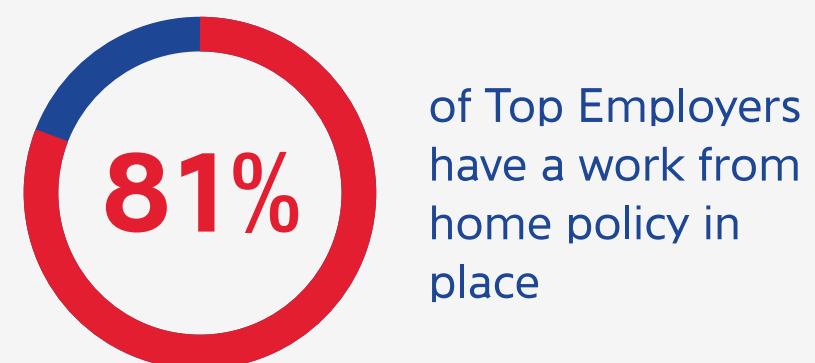
The evidence shows that Top Employers have worked hard to create a world of work designed with collaboration, support and involvement in mind. The use of internal social technology has helped new working environments to prosper, as has more supportive managerial practices, focusing on well-being and more frequent pulse surveys. This has made it easier for many employers to make working from home, more effective.

More than four in five (or 81%) of our certified organisations now have a working from home policy in place. But with the new-found freedoms comes a warning.

Handled poorly, new working environments could become like the “**Wild West of Work**” – uncharted and lawless.

So our third trend will be about harnessing the potential of the “new frontiers” of work, while limiting the inevitable risks that they bring.

With the power of freedom and flexibility will come great responsibility – employers owe it to their employees to make sure that the new working environments support them to support them in their work.



a) Working from home – getting the balance right

There are many different views among Top Employers regarding the appropriate balance of “home vs office” working for their business. Most have adopted a balanced approach between returning to the office full time or working permanently from home.

The debate is still fluid - though in almost all cases, the solution is likely to remain a hybrid one. Something else, however, has changed. Before the pandemic, empowering employees to manage their work hours and location was a way to becoming more attractive as an employer – a unique selling point in acquiring, growing, and retaining the most talented people. Today, among Top Employers, this feels like a basic necessity.

Percentage of time entitled to work from home (WFH)	Percentage of Top Employers (2022)
80 - 100% of the time	21%
50 - 80% of the time	15%
20 - 50% of the time	27%
Max 20% of the time	9%
Not specified in our WFH policy	22%
There is no WFH policy in place	6%

Of those employers who have specified a working from home policy, views about the right balance are spread evenly.

What is most striking however, is that over one in five (22%) still have not specified what seems appropriate in their working from home policy, while a further 6% have no working from home policy at all. Flexibility may be desirable for many, but ground rules and guidance are surely essential within any organisation.

Top Employer Best Practice

Boehringer Ingelheim's excellent working practices



Boehringer Ingelheim has an excellent working from home policy. It's "Culture and Collaboration in our Future of Work" playbook contain directions, guiding principles and supporting resources around remote working.

This organisation committed to work with its teams to shape a work environment that constantly increased engagement, collaboration and innovation. This is helping the business to achieve alignment within teams across the business.



Emerging Trend The "Never Normal" world of working

For as long as Covid-19 continues to impact on our way of work, organisations everywhere will be in period of transition. They are "managing" a new situation – a "never normal" world of working.

Although most Top Employers have a working from home policy, fewer are fully convinced yet that it works as well as it could. 68% say they are consistently optimising the employee journey through remote working, however there is still room to be doing more.

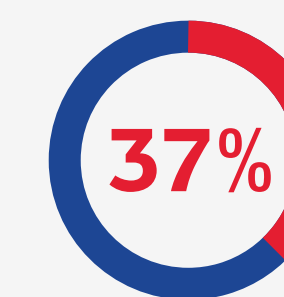
The debate has moved on in the past year. Nearly all employers now know and accept that giving employees flexibility will not impact negatively on productivity. But this new world of work will place more responsibility on employees to be secure in their working practices. Freedom and flexibility will inevitably mean less control for companies with their data, documents and intellectual property. This can be a source of risk - so it is vital that all employees are supported to interpret and adhere to ethical rules and standards.

b) Growth of the networked organisation – potential and pitfalls

In the year ahead, the power of the network will be shown in the positive impact of shared knowledge. The use of internal networks as a source of knowledge, inspiration and feedback has, and will continue to be, a struggle to leverage as a competitive tool, when compared to external social media.

Our research suggests that Top Employers generally feel that their workplace is collaborative in design. Cross-functional and departmental networking is made easier by most of our Top Employers, whether through online networks or regular meetings, company-wide social events, etc.

For all organisations, there will be a hidden danger underlying their networks. For example, barely a third of Top Employers evaluate the effectiveness of their networks, and only 6 in 10 set standards for the formal networks that they do use.



of Top Employers evaluate the effectiveness of networks

Emerging Trend The crucial role of network leaders

82% of Certified Top Employers now use network leaders, well up from pre-pandemic levels in our 2020 survey. While the use of internal and external social media was important before the pandemic, its significance will develop even further in 2022 and beyond.

The role of "Network leader" will be crucial in smoothing the path to a more flexible working environment. They will be essential for the free-roaming power of a network, but also for safeguarding its integrity. And yet currently the term "network leader" is a formalised role in less than half of the Top Employers we surveyed.

The challenge for the year to come will be the rate of network adoption. Businesses have experienced internal social networks that have been a success in the few first months. However, many have been abandoned with little in the way of proper management, updates or moderation. This is an area in which HR could enjoy a pivotal role in shaping better usage.

c) Trust and transparency in a remote working world

Employers and employees alike are benefitting from a more flexible working environment, but there are new challenges around that are hard to supervise effectively. Development of a culture of trust and transparency is currently only eighth out of thirteen suggested people strategy priorities. Perhaps this is understandable, given the focus on urgent priorities given by organisations to existential challenges over the past two years, or it may reflect the trust already placed by organisations in their employees.

However, the working world is changing and so trust and transparency may need to be examined afresh. Against a background of more employees working from home and the power of today's social networks there are inevitably risks, such as the rapid and uncontrollable spread of data and documents. Issues around trust and transparency may need to be resolved through better communication, education and training.

For example, the transfer of information is a serious matter when it comes to company materials and classified information and compliance training is already mandatory in some organisations. Put simply, those with a remote workforce need to work even harder to involve employees to handle these concerns.

Businesses will also need to monitor their ethics & integrity programmes and encourage feedback from employees in their development. And they will need to give training on how to drive high ethical standards deep into the organisation. Even though there has been progress in these areas, the race to keep pace with challenges created by the new world of working is unlikely to end anytime soon.



Conclusion

The world of work has changed a lot in the past year. And with this change, a new set of trends has come sharply into focus, presenting fresh opportunities for the very best organisations to shine.

Our research shows that the number one priority for HR globally in 2022 will be to support organisational and cultural change in the businesses they serve. And with this will come three major workplace trends which need to be tackled rapidly by organisations worldwide. At the root of all three trends, we will find the emergence of the employee as a powerful voice and true stakeholder in high-performing organisations.

- TREND 1** will be about finding the right ways to involve and unleash the power of these employees.
- TREND 2** will see their impact maximized through a step change in the evolution of digital HR.
- TREND 3** will see new frontiers of the workplace taking shape and bringing new possibilities, but also considerable new challenges.

The most successful organisations of 2022 will therefore need to ask themselves three questions:

- 1** Are we enabling a world of work in which employees are genuinely involved in the design of all that the organisation does?
- 2** Can we create a business where people agility, enabled by the power of technology, is a given in the search for high performance?
- 3** How can we ensure that the potential and pitfalls created by new working environments will be fully realised?

At Top Employers Institute, we are here to create a better world of work - and we welcome your feedback. We see this report as a starting point for debate in the year ahead and hope that the World of Work Trends Report 2022 will help you in your search for answers to these and many other questions.

Methodology

Discover what makes the annual Top Employers Institute World of Work Trends Report 2022 unique.

All of the data shown in this report has been extracted from the anonymised responses of 1, 857 global participants of the Top Employers Institute’s HR Best Practices Survey for 2022, and 1691 participants for our 2021 survey. Relying on internally and externally audited data covering six key domains of HR ensures that our analysis is objective and fact-based. Therefore, our data stands the test of time.

Objective

Before an organisation can be certified as a Top Employer, HR auditors validate the answers provided by the organisation in the HR Best Practices Survey. This validation is a necessary step to ensure that the data is accurate, reflects the standards required by Top Employers Institute, and provides additional clarity to the participating organisation.

Fact-based

We measure many of the same variables every year so our data analysts can identify and benchmark emerging trends and see which practices are losing popularity. The best practices that we collect create a natural continuous improvement process to update and maintain the relevance of the Top Employers Institute HR Best Practices Survey.

Global

Our research has a global scope: the data covers leading employers across Europe, Middle East, Latin America, APAC and Africa. Our digital survey, allow us to identify not only growth per practice but also to define trends based on imperatives such as transparency, agility, ownership and others, as shared in this report.

The six survey domains

STEER



1. Business Strategy
2. People Strategy
3. Leadership

SHAPE



1. Organisation & Change
2. Digital HR
3. Work Environment

ATTRACT



1. Employer Branding
2. Talent Acquisition
3. On-boarding

DEVELOP



1. Performance
2. Career
3. Learning

ENGAGE



1. Well-being
2. Engagement
3. Rewards & Recognition
4. Off-boarding

UNITE



1. Purpose & Values
2. Ethics & Integrity
3. Diversity & Inclusion
4. Sustainability

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