reba insights

Multinational Benefits Strategy Research 2023

Developing a harmonised approach internationally

In partnership with:

HOWDEN

£349

A tale of two halves as international businesses strive for fairness

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Of our 4,300 members a significant and growing proportion have responsibility for benefits across more than one country and we, as the Reward & Employee Benefits Association (REBA), felt it vital to explore the challenges faced by those responsible for benefits on either a multinational or global basis.

In this research report looking at benefits strategy across regions and countries, we find a community of two halves.

Broadly, for those who work more on a multinational basis (many of whom are still growing their international presence) a joined-up strategy that connects to wider HR and business strategy is still an ambition. We call these 'stage one' organisations.

While those with an established strategy are plagued with ongoing challenges around data, communication and managing the array of cultures and legislation. In this report we refer to them as 'stage two' organisations.

A two-stage approach

By looking more closely at these stage one and stage two employers, the research is able to point to a direction of travel for those aiming to develop and harmonise their approach to create a multinational benefits strategy.

The stage one employers (see page 14) tend to be smaller, emerging multinationals with a primary focus on introducing benefits principles and instructing a benefits consultant or broker to support them with this aim.

Stage-two employers (see page 16) tend to have a larger global presence and are looking for ways to optimise it by removing inefficiencies or building on the existing framework. For them, harmonising some benefits and improving communications are key challenges. Enhancing data capabilities are also high on their agendas.

The drivers of multi-country benefits

Regardless of an organisation's current approach to multinational or global benefits, the drivers for change are consistent. As other REBA research reports have shown, introducing fairness in benefits is the top driver of change, closely followed by aligning to sustainability or environmental, social and governance (ESG) goals and digitalisation within the business.

Fairness, such as introducing minimum life assurance cover or standardising annual leave allowances across multiple countries, is essential for organisations that want a consistent approach that aligns with their ethos and values. This is especially important in organisations that are seeking to be more transparent about their reward and benefits.

Indeed, this research highlights the influence employee expectations are now having on benefits decisions. More than two-thirds of respondents said that meeting employees' changing expectations was a challenge, featuring significantly above traditional issues such as recruiting in-demand skills and retaining talent.

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Reward & Employee Benefits Association
PURSUING BEST PRACTICE

About the Reward & Employee Benefits Association

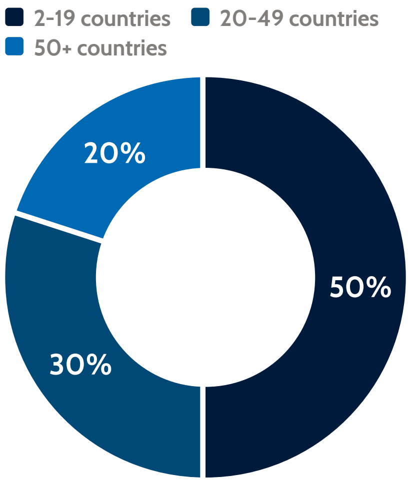
REBA is the only dedicated professional networking community for reward and benefits practitioners. We help members to pursue best practice, increase professionalism in the industry and prepare for upcoming changes.

Encompassing both UK and multinational organisations, REBA supports its members in their challenges and triumphs through supplier sourcing, knowledge sharing and networking.

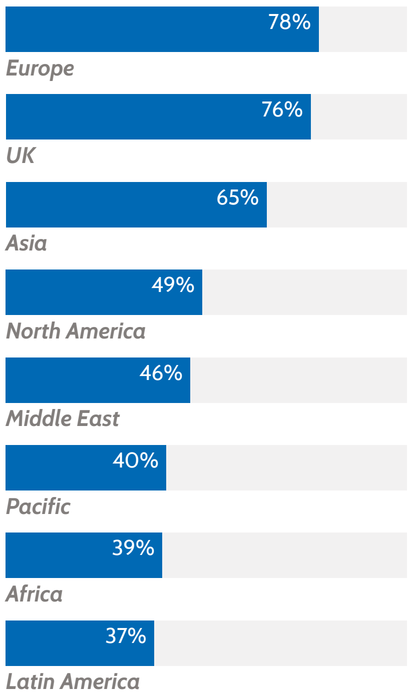
Research methodology

The survey had 248 responses from global and multinational employers representing an estimated total of 6.5 million employees worldwide. It took place online during July 2023 and was carried out by the Reward & Employee Benefits Association among its members who have global or multinational responsibilities, as well as input from Howden's network of multinational employers.

The number of countries in which employers have offices



The regions for which respondents are responsible



Company size

50,000 +	18%
10,001-50,000	25%
5,001-10,000	12%
2,501-5,000	12%
1,001-2,500	13%
501-1,000	9%
251-500	1%
101-250	7%
51-100	1%
1-50	2%

Industry

Education	1%
Engineering and construction	3%
Financial services	9%
Healthcare	2%
IT, tech and telecomms	27%
Leisure, travel and hospitality	4%
Manufacturing and production	9%
Media and entertainment	1%
Other	20%
Pharmaceuticals and biotech	3%
Professional services	12%
Retail	6%
Transport and logistics	2%
Utilities and energy	2%

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Building partnerships with emerging multinationals

A word from our strategic partner:

Fast-growing multinational employers face a myriad of challenges when they aim to harmonise their employee benefit programmes to meet employees' needs around the world. These challenges are underscored by the results of REBA's inaugural research into employers' approach to multinational benefits. Unsurprisingly, the findings reveal that larger, more established organisations have well-embedded strategies and governance programmes in place.

At Howden Employee Benefits, we are dedicated to finding solutions for the other 50% of organisations featured in the research. We proudly possess a proven track record of partnering with emerging multinationals in the process of refining their operating models and formulating strategies to offer their employees a consistent experience worldwide.

No matter where you are on your global employee benefits journey, we would love the opportunity to discuss the research findings with you. Please don't hesitate to reach out to one of our global leaders, who would be delighted to provide you with a local perspective.

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Key findings

Organisations with a global or multinational benefits strategy are more likely to work with a broker

50% Have a global or multinational benefits strategy

88%

Of these work with a broker

50% Don't have a global or multinational benefits strategy

52%

Of these work with a broker

Good-quality external data is a headache for global benefits professionals

41%
Access to local benefits data

32%
Quality of analytics provided by local HR teams

32%
Effectiveness of multinational benefits communications

30%
Visibility of benefits compliance

27%
Visibility of benefits premiums/costs

26%
Quality of analytics provided by benefits suppliers

Top three business and workforce challenges affecting global benefits strategies in the next two years

Business

67%
Implement fairness across countries

60%
Align to sustainability or ESG goals

58%
Digitalisation within the business

Workforce

71%
Employees' changing expectations

53%
Improve diversity, equity and inclusion (DEI) globally

50%
Ability to recruit in-demand skills

Top three ways in which employers are advancing their benefits internationally

37% *Global benefits technology platform*

37% *Gender-specific health support*

25% *Financial wellbeing support*

*Please note that owing to rounding, graph totals may be between 99% and 101%.

Part 1 – The global benefits landscape

A game of two halves

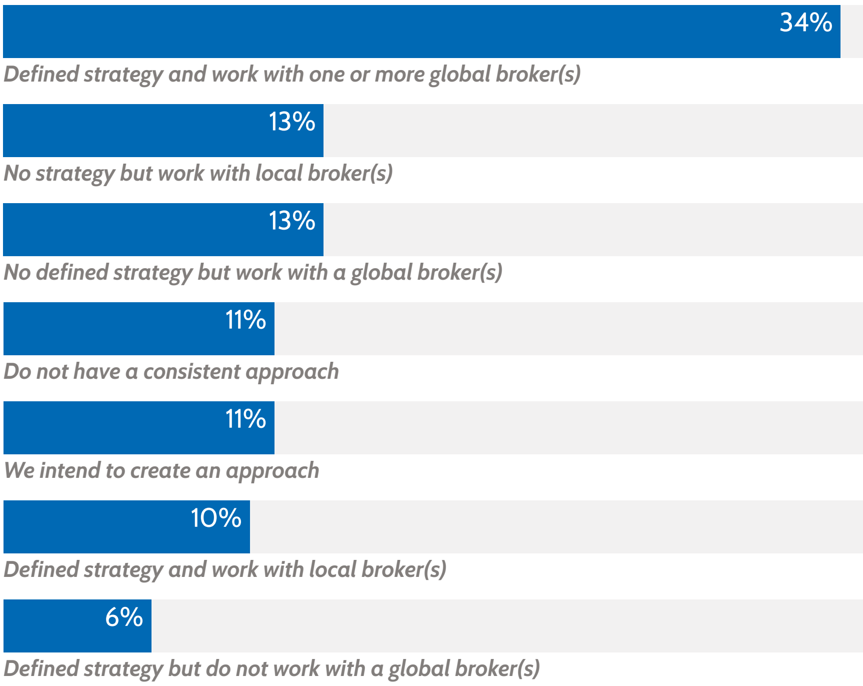
Having offices and employees around the world requires an organisation to have a global outlook. But, when it comes to benefits, there's a 50:50 split between those organisations with a global or multinational benefits strategy and those without.

There are plenty of reasons why some organisations may not have put a global or multinational benefits strategy in place. Fast growth, perhaps supplemented by a series of acquisitions, may have catapulted a business onto the international stage, or a merger may have suddenly extended the organisation's benefits responsibilities to another 20 countries, turning them into an emerging multinational.

Navigating the global benefits landscape isn't easy. As well as different tax regimes and benefits offerings, organisations need to consider factors such as cultural differences and employee expectations.

Turning to a broker for advice and support can help. Our research found that, where an organisation has a global or multinational benefits strategy, they are much more likely to work with one or more brokers, either local or global, than those organisations with no strategy. Advice and support clearly have a valuable role to play in helping organisations put a global or multinational benefits strategy in place.

Majority of employers rely on global or local brokers to support their global benefits strategy



There is a clear split between employers that do and do not have a global or multinational benefits strategy

50%

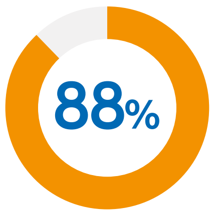
Do have a global or multinational benefits strategy

50%

Do **NOT** have a global or multinational benefits strategy

The correlation between organisations that have a benefits strategy and also work with a broker, compared with those that do not

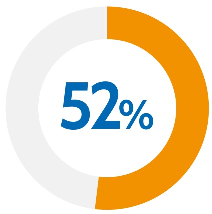
50% Have a global or multinational benefits strategy



Of these work with a broker

Vs

50% Don't have a global or multinational benefits strategy



Of these work with a broker

Multinational reach influences benefits strategy

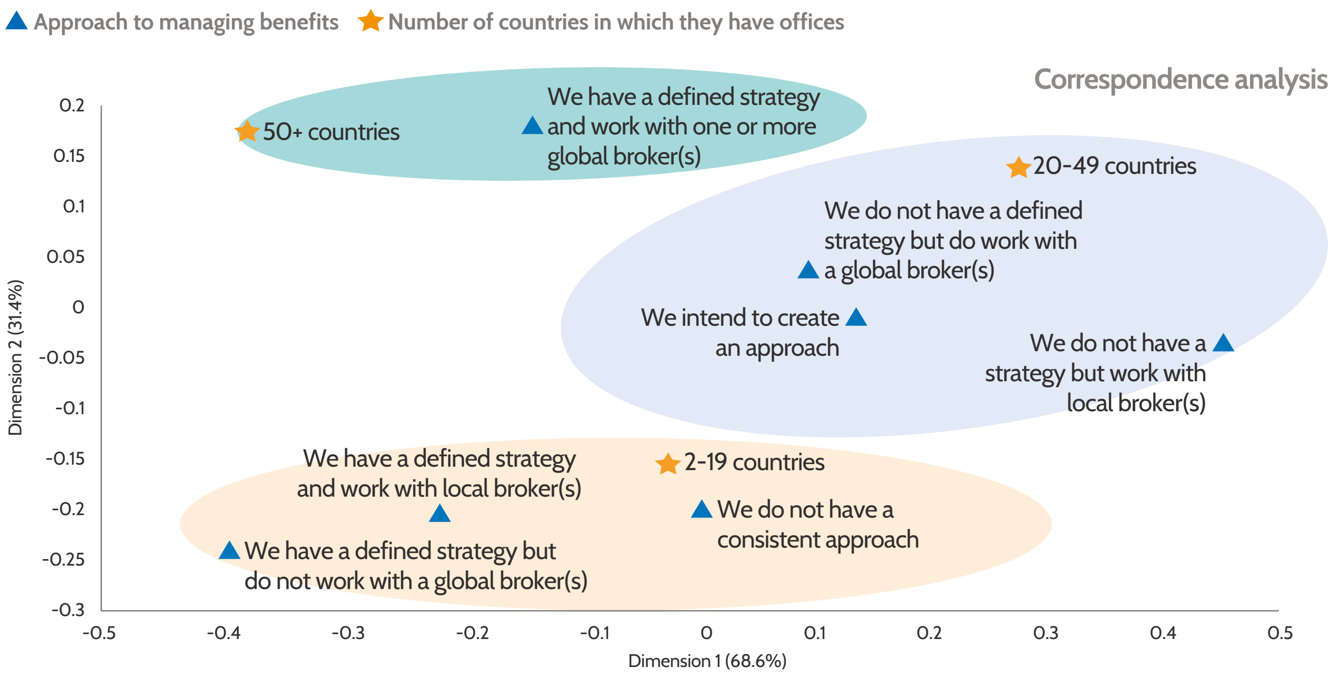
Working with a broker can make it easier to put a global benefits strategy in place, but the research also found there was a correlation between the multinational reach of an organisation and its approach to benefits.

Emerging multinationals, in fewer than 20 countries, had a mix of approaches. This is reasonable, as this group is likely to include a range of different company types, from fast-growth start-ups to established organisations working across countries within one continent. A multinational strategy may be relatively straightforward with just three or four countries to consider, or it may not have even been considered.

The next group – those with a presence in 20-49 countries – are the least likely to have a global or multinational benefits strategy but are the most heavily supported by brokers. It's likely that this group contains companies that are expanding, with their benefits strategy slightly lagging their growth plans.

Hit a global reach of 50-plus countries and it's a given – some might say a necessity – that these organisations will work with a global broker and have a clearly defined benefits strategy in place.

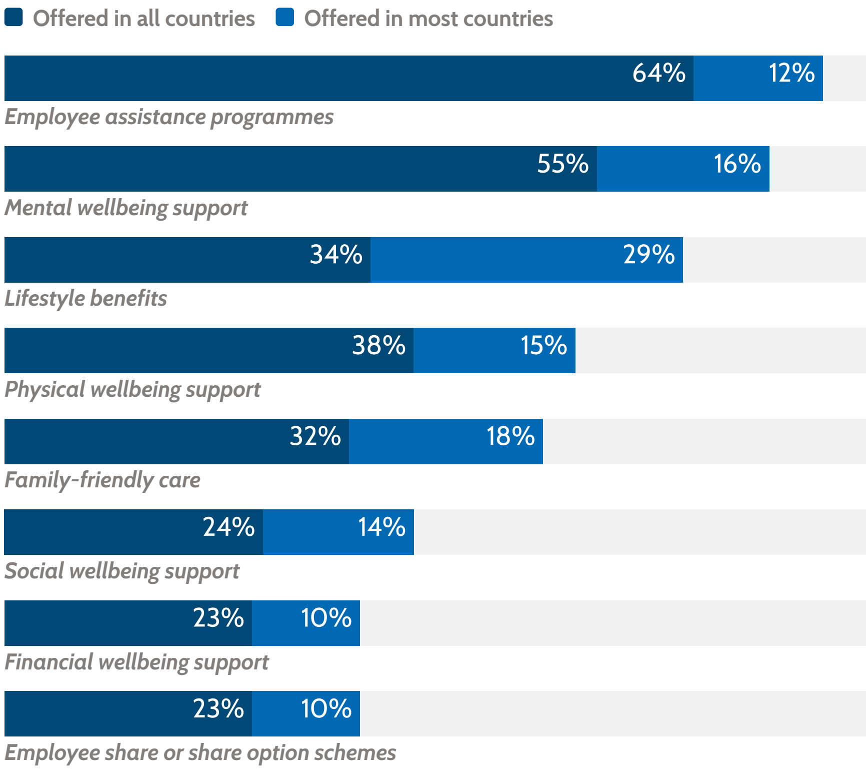
Employers' approach to managing benefits, based on multinational reach



Benefits coverage – which are gaining global traction?

Obstacles such as product availability, legislation and cultural differences can make rolling out a truly global benefits proposition challenging, so it's not surprising that employee assistance programmes (EAPs) and mental wellbeing support were the two benefits most likely to be offered in all countries.

The benefits being offered on a global basis



Global EAPs offering country-specific support are widely available and, for some companies, and countries, this benefit is likely to tick the mental wellbeing support box, too. Stigmas around mental health may be disappearing in the UK and Western Europe, but this is far from the case in other regions.

More employee-centric benefits feature heavily. Lifestyle benefits such as homeworking and flexible hours have proved a popular addition, especially since the Covid-19 pandemic, when lockdown gave many employees their first taste of more fluid working practices.

Family-friendly benefits also feature heavily in REBA's *Global Employee Benefits Insights 2023 – Multinational toolkit*. Rolling these out internationally, often by setting minimum standards that uplift some employees' benefits or leave entitlement, is seen as a popular first step towards benefit harmonisation and a way to underline an organisation's values.

Multinational toolkit

Regardless of size, the issues and questions employers need to tackle are often similar. From understanding business needs and the purpose of overarching multinational benefits principles, through to identifying and selecting appropriate benefits and navigating cultural nuances and governance requirements, the journey to globalisation is complicated but exciting.

By drawing on a series of interviews with multinational employers, REBA, in partnership with Howden, has produced a toolkit to help support internationally expanding businesses with their benefits strategy. It includes real-life learnings and best practice to help employers evolve their approach to multinational benefits.

Download the *Global Employee Benefits Insights 2023 – Multinational toolkit*

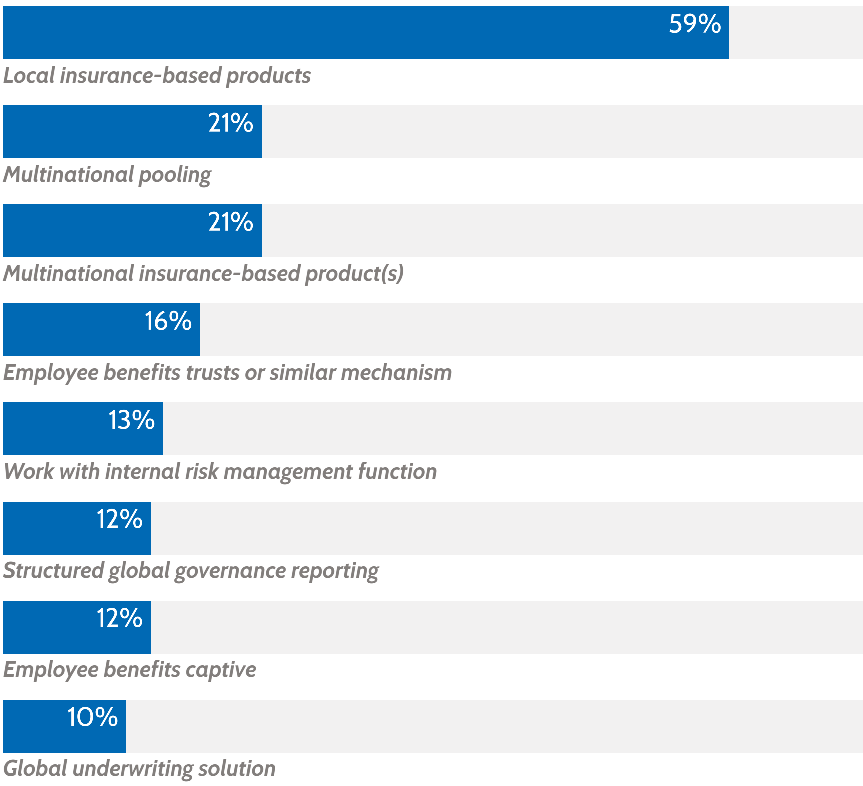
Local remains a key destination for multinational benefits

No matter how multinational a strategy, local insurance-based products will always form a core part of any benefits programme. Differences in regulation, taxation, employee expectation and provider reach mean that local products can offer the best, the simplest or, in some instances, the only solution.

This reliance on local products is unlikely to change significantly, particularly for health insurance benefits, where even multinational insurers are forced to establish partnerships with local providers to get round regulatory requirements.

But while local products remain an essential part of many multinational companies' benefits strategies, influences and challenges are forcing employers to take a more international approach.

Benefits financing is still predominately managed at a local level



Benefits financing

How benefits are financed is a key consideration. The strategy should align with an organisation's business objectives and approach to risk management. There are a variety of funding options, including:

Global pooling – this enables organisations to take advantage of their size by pooling local employee benefit plans. As well as accessing preferential terms, risk is more evenly spread, plus organisations may receive an annual dividend when claims costs are lower than expected.

Global underwriting – can cover global life and health benefits centrally, with underwriting based on overall, rather than local, claims experience. It can deliver savings and improved risk oversight and transparency.

Captive – an insurance or reinsurance company owned wholly or partly by an organisation to insure its risks. A captive can cover any insurance benefit and can deliver significant savings. They tend to be used by large multinationals.

Which approach is most appropriate will depend on factors such as size and attitude to risk and cost volatility. It may also change as an organisation grows or adapts its strategy. Working with a specialist can ensure that short and long-term implications are fully understood and the most suitable funding mechanisms are in place.

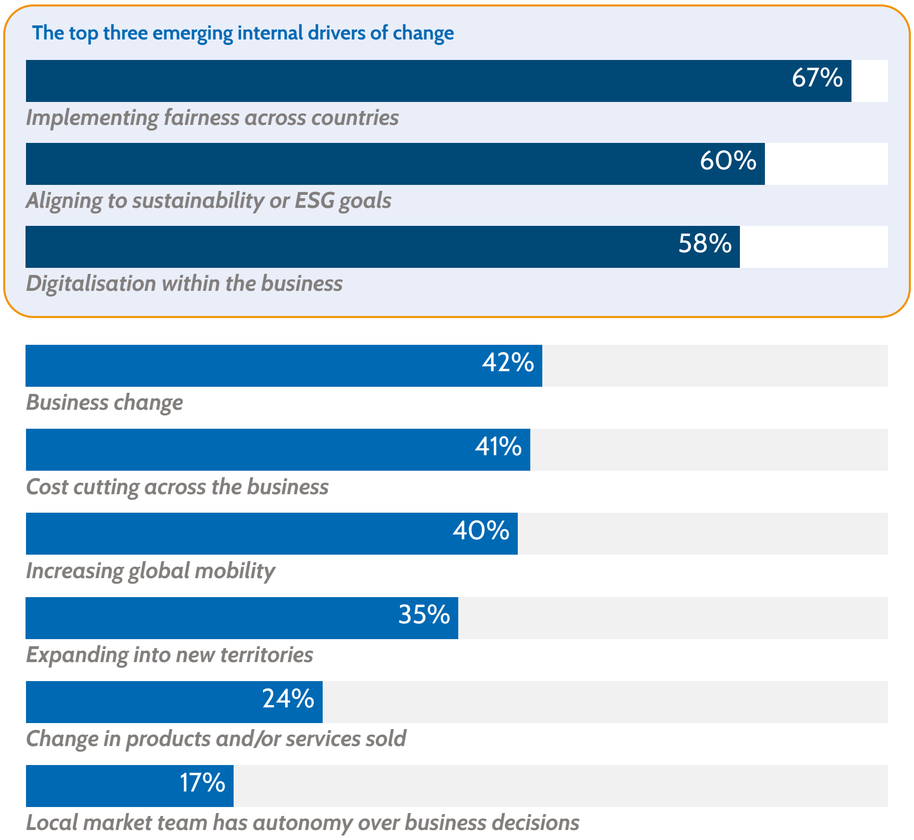
Source: *Global Employee Benefits Insights 2023*

Part 2 – Challenges and influences

The business factors affecting multinational benefits strategies

Internal business factors are a key consideration for benefits decisions. As multinational benefits are part of an organisation's DNA, helping to underline its values and philosophy, any internal changes need to be reflected in the benefits strategy.

Fairness, ESG and digitisation are going to be the largest business factors affecting global benefits strategy in the next two years



Fairness is the most pressing challenge, in line with the current narrative around equity. Its top ranking in our research may not be a surprise, but it is a sharp increase from how it featured in benefit decisions in the past: just 20% of respondents said it was an influence in the past two years, which made it the third smallest business factor.

Sustainability or ESG goals and digitalisation are also expected to drive global and multinational benefits strategy decisions in the next two years.

These three business factors are likely to drive the adoption of clearly defined global and multinational benefits strategies. Having an overarching strategy makes it easier to deliver fairness and underline ESG values, while greater digitisation will help to deliver the data that provides the insight that makes a multinational approach work.

Having an overarching strategy makes it easier to deliver fairness and underline ESG values, while greater digitisation will help to deliver the data that provides the insight that makes a multinational approach work.

Continuing to meet employees' changing expectations

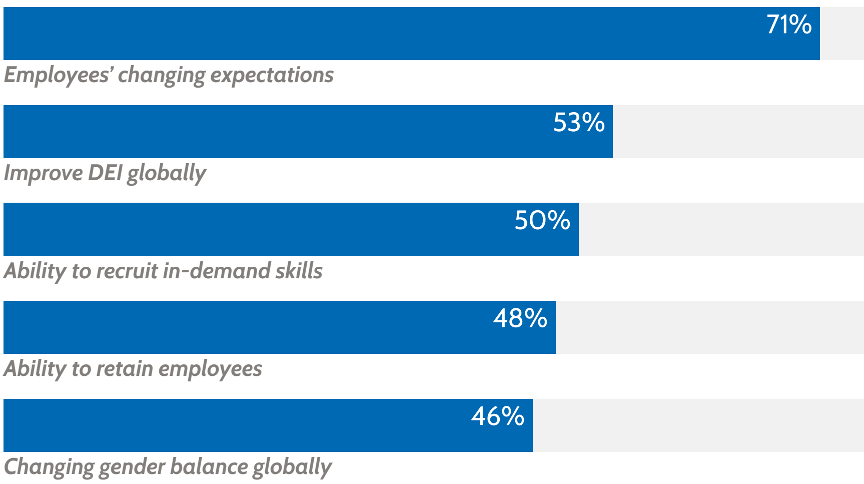
A good benefits strategy is alive to changes across the workforce, responding quickly to shifts in demographics or employee expectations to ensure it provides the products and services that everyone wants.

This need to constantly review is evident in the findings. Of the 10 options, even the least taxing (the rise in non-communicable diseases) was a challenge for nearly a third of respondents.

The findings point to a shift in focus, too. While the perennial challenges of recruitment and retention are still in the top five, the fact that employees' changing expectations takes the top spot suggests the focus has shifted from the needs of the business to those of employees.

Overcoming these challenges requires support, especially as new ones emerge or grow, but also a robust framework. Adjusting multinational benefits offerings to meet demands for fairness or to improve DEI means that a consistent multinational strategy, which unites organisations under one set of benefits values or principles, is a must.

Employee challenges facing employers in the next two years



While the perennial challenges of recruitment and retention are still in the top five, the fact that employees' changing expectations takes the top spot suggests the focus has shifted from the needs of the business to those of employees.

Limited data capabilities are restricting employers' decision-making

Data is another challenge for organisations looking to deliver a global or multinational benefits strategy. Access to good-quality data is key to making informed decisions. Data-driven insight can include everything from which benefits are most popular in different countries and where a targeted marketing campaign is required, through to return on investment and the most effective ways to finance benefits.

But the data landscape is far from perfect. Aside from simple data sets such as employee demographics and engagement, employers are struggling to get the information they need to manage benefit programmes effectively.

Access to good-quality external data is also limiting employers' ability to make data-driven benefits decisions.

Demographic and engagement data are the only types of data most employers have that they believe to be good quality

57%	*Quality of employee demographic data*
51%	*Access to employee engagement data*
47%	*Visibility of benefits premiums/costs*
38%	*Analytics from advisers/ broker(s)/consultants*
32%	*Visibility of benefits compliance*
31%	*Access to local benefits data*
29%	*Quality of analytics from benefits suppliers*

Employers are struggling to access good-quality external data

41%	*Access to local benefits data*
32%	*Quality of analytics provided by local HR teams*
32%	*Effectiveness of multinational benefits communications*
30%	*Visibility of benefits compliance*
27%	*Visibility of benefits premiums/costs*
26%	*Quality of analytics provided by benefits suppliers*

Data accessibility and company size

Global giants tend to have the best-quality data, although they still struggle with some of the internal data delivered by local HR teams. This may be down to size, with reporting lines becoming increasingly stretched, but larger organisations can also find themselves hamstrung with legacy systems and restrictive internal controls.

77% *Of employers with more than 50,000 employees rated the quality of their demographic data as good or very good*

Vs

68% *Of employers with between 1,001 and 2,500 employees*

In contrast, emerging multinationals have the edge on communications data, reflecting the fact that their scale makes it easier to have oversight of what does – and doesn't – work when they reach out to employees.

41% *Of employers with between 1,001 and 2,500 employees rated the effectiveness of multinational benefits communications as good*

Vs

15% *of employers with more than 50,000 employees*

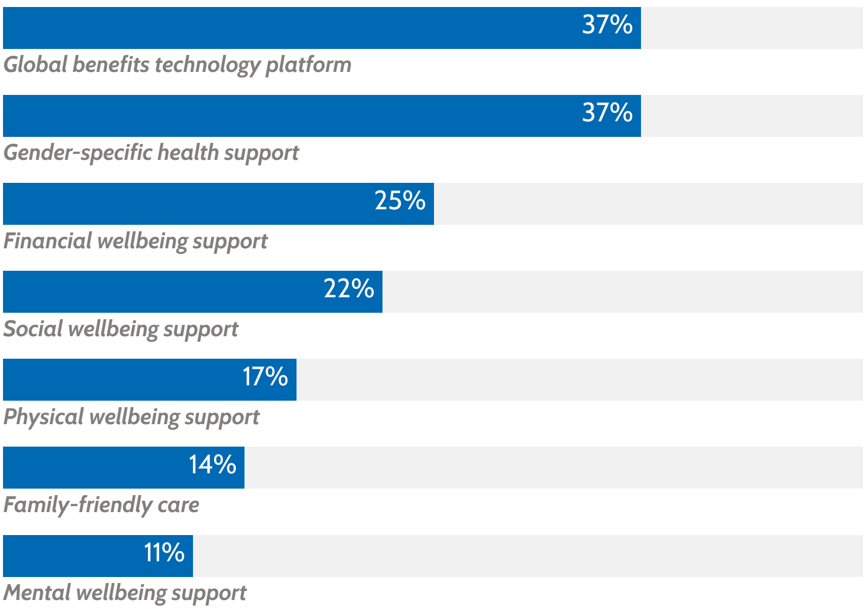
Part 3 – Future strategy

Technology holds the key for future global and multinational benefits strategies

Stepping up to meet employees' expectations, as well as all the other challenges benefits professionals face, requires a rethink on strategy. For more than a third of respondents, implementing a multinational benefits technology platform is the way forward.

It makes sense. As well as enhancing benefits delivery and helping to create the consistency that underpins fairness, a multinational platform delivers insight to help an organisation understand and respond quickly to any changes.

Employers are looking to advance their multinational benefits to be more employee-centric via technology platforms and gender-specific health support



Employers' global technology plans

32%

Plan to make changes to their global benefits platform in the next two years

48%

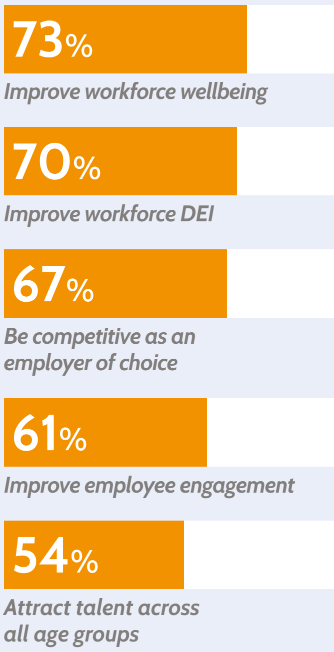
Don't have benefits technology that is capable of globalising (offers different languages / currencies / local regulation compliance) but believe it would be highly effective

Source: *REBA Data and Technology Research 2023*

Delivering inclusive wellbeing

Gender-specific health support is another area that organisations are looking to enhance. This shift to provide more personalised health support has seen the growth of services around everything from fertility to menopause and sexual dysfunction being offered in the workplace. It's a powerful step forward – as the findings from our *Gender-Specific Benefits Research 2023* show (see below) – but one that requires a good understanding of cultural differences when applied on a global or multinational basis.

Top five reasons organisations offer, or intend to offer, gender-focused benefits



Source: *REBA Gender-Specific Benefits Research 2023*

Employers' global benefits strategies are at differing stages

Digging deeper into the research data, the findings show that employers are taking different approaches with their strategies, as well as the challenges they face, largely dependent on where they are on their global benefits journey. As such, they fall into two distinct groups that broadly relate to their multinational reach and company size, as we saw on page 6.

Stage-one employers – getting started

Stage-one employer profile

Workforce:

2,501-49,000 employees worldwide

Global reach:

2-19 countries

Industries:

Professional services, financial services, IT, technology and telecoms

Organisations at stage one tend to be smaller, emerging multinationals, which are less globally aligned. They may just be starting to implement a multinational strategy, perhaps following growth or acquisition.

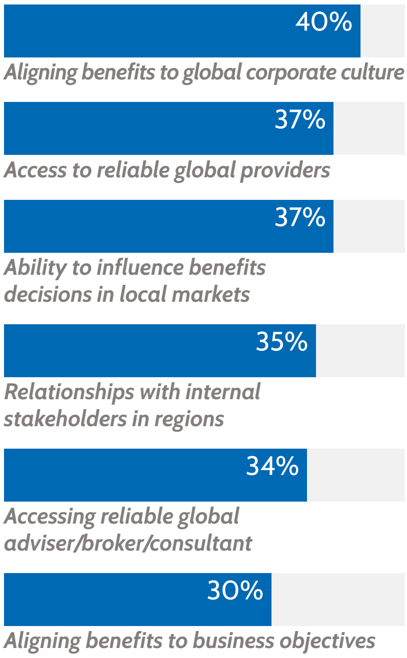
Introducing a multinational benefits strategy brings challenges, especially for benefits professionals who may previously have only focused on the needs of employees in one or two countries.

Establishing a multinational framework from scratch can feel like an almighty task. Different rules and regulations as well as variation in what employees want and expect can make it hard to align the strategy to business objectives or corporate culture.

External advice and support are essential but not without their challenges. Emerging multinationals say they have found accessing reliable international providers and advisers tricky.

There can be internal challenges, too, especially where benefit responsibility is shifting from a local to a multinational level. Building good relationships with local stakeholders at this initial stage will drive much smoother implementation for years to come.

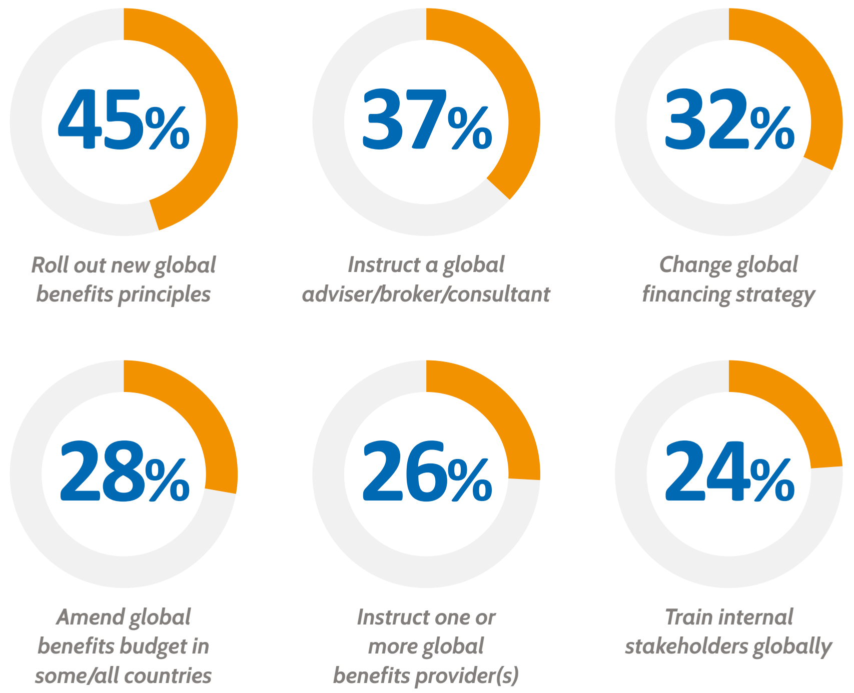
Stage-one employers are seeking reliable advice and support to plan and build their global benefits strategy



Stage-one employers – getting the foundations right with principles and advice

The actions taken by stage-one organisations to tackle these challenges will help them build a multinational benefits strategy for the long term.

How stage-one employers are looking to address their challenges



Establishing and rolling out multinational benefits principles forms the core of any strategy, giving a reference point as the organisation, and its benefits ambitions, grow. This should also be shared with internal stakeholders – having them on board from the start will help to ensure that cultural differences don't undermine benefit take-up.

Having this business-driven framework in place is essential, but stage-one organisations also know the value of working with trusted partners. During these initial phases, the experience of a multinational consultant can be invaluable. Their advice can help these companies avoid potential pitfalls and put the right foundations in place to grow internationally.

Establishing and rolling out multinational benefits principles forms the core of any strategy, giving a reference point as the organisation, and its benefits ambitions, grow.

Stage-two employers – optimising a global benefits strategy

Stage-two employer profile

Workforce:

50,000+ employees worldwide

Global reach:

20-50+ countries

Industries:

Manufacturing and production, IT, technology and telecoms

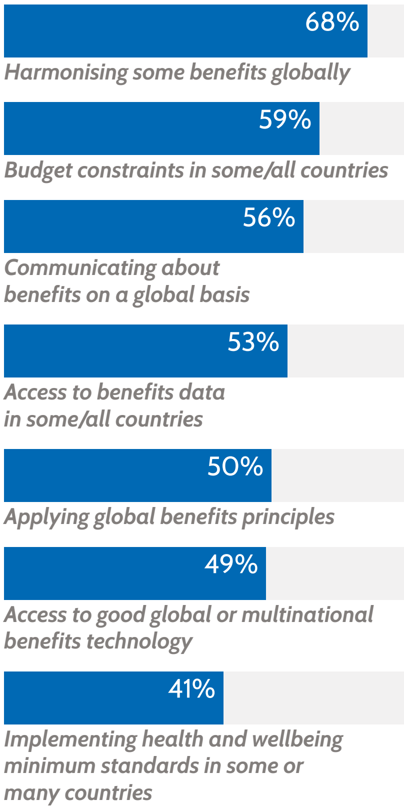
Organisations at stage two on the global benefits path have already established their strategy and are looking for ways to optimise it by removing inefficiencies or building on the existing framework.

Even with their right framework in place, stage-two organisations can face challenges with their global benefits strategies. Local rules and requirements can change; new territories could come into the fold; or the business could pivot on its goals and corporate culture.

Approaches can also date. Today's benefits technology is a very different beast to that available 10, or even five, years ago. Employee expectations change, too. Few of us now would be happy with just a pension plan, life insurance and a chunky benefits handbook.

A good example of this is the quest for fairness (see page 10). Although it's the biggest driver of change to global and multinational benefit strategies, achieving this harmonisation can highlight some of the shortcomings – for instance, communications and benefits technology – in a more established strategy.

Even those with established global benefits strategies face ongoing challenges



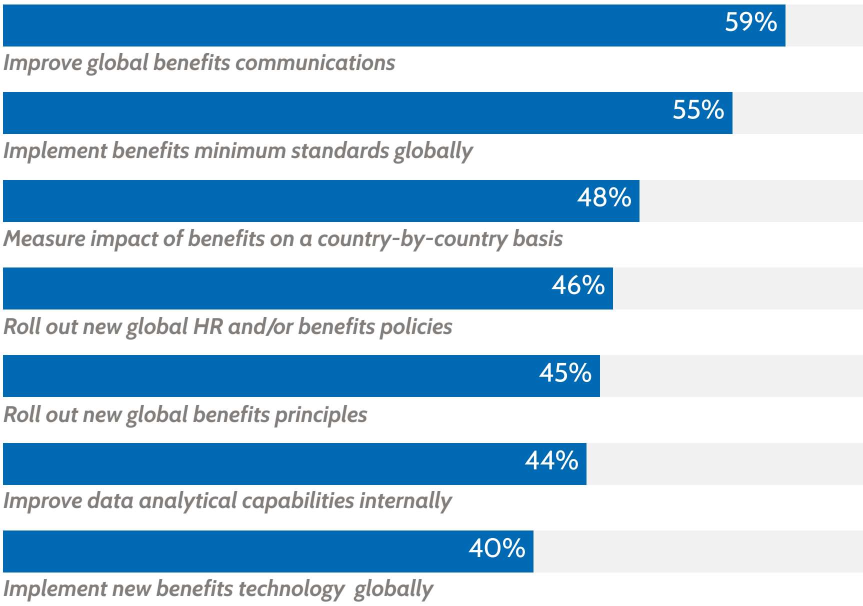
Stage-two employers – finetuning a global benefits strategy for the future

Where a global or multinational benefits framework is already established, stage-two organisations are looking to finetune their approach to overcome any challenges and ensure it remains a valuable part of the business strategy.

The top priority – improving multinational benefits communications – is always high on the employer's wish list, and rightly so. Getting the message out drives take-up, leading to happier, more engaged and more productive employees.

Stage-two organisations also recognise that fairness needs work from a benefits perspective. This is amplified for larger companies, because there's much greater visibility around benefits – global fairness must be exactly that.

Employers are prioritising communication and fairness



Better technology means better data, with employers prioritising the following areas:

48%

Measure impact of benefits on a country-by-country basis

44%

Improve data analytical capabilities internally

40%

Implement new benefits technology globally

Multinational technology is a game-changer

Technology remains a key part of the mix, too. With the right technology, data can deliver the insights organisations need to understand and optimise their benefits strategies.

Being able to see what's happening with benefits around the world in real-time can be a game-changer.

Key insights and action points

From our supporting partner, Howden

1. Define your multinational benefits strategy

Why: Half of the respondents to the research did not have a global or multinational benefits strategy in place. Without one, organisations will find it harder to align their HR strategy with wider business strategy and may struggle to demonstrate the value of employee benefits, as well as engage employees.

Action: Work to align your strategy around benefits and wellbeing with your business, people and growth objectives. This will allow you to create a strong internal business case with key stakeholders and a roadmap with clear measurement criteria, which demonstrates value to the organisation.

Download the *Global Employee Benefits Insights 2023 – Multinational toolkit*

2. Engage a broker to access support with multinational benefits

Why: Multinational benefits are complicated. From local legislation and tax rules to cultural nuances, what works in one country will not be appropriate in another. One central team is unlikely to able to understand the intricacies of each country and so a global broker with expert knowledge in each region is a must.

Action: Understand what you need from a global broker. What is the current state of play with your benefits? What data do you have and what do you need to support your benefits going forward? Are there any key benefits areas that need addressing first? What are your growth plans in the future? Once you have clarity on these issues, it will allow you to understand your challenges and how a broker could support you with that.

Contact us for local expertise.

3. Improve your multinational benefits data

Why: The research highlighted that good-quality data is essential to employers' ability to make data-driven benefits decisions. Yet for many organisations, both large and small, getting hold of this information – particularly local benefits data – is problematic.

Action: Understand what information you need to make better informed benefits decisions and the current barriers to obtaining it. Begin to address these barriers by standardising the approach to benefits data across the organisation. Engage and build relationships with local country stakeholders, as well as benefits suppliers, to help them understand the value of this data and how it will be used to make future benefits decisions.

Find out about our international solutions.

4. Finetune your multinational benefits strategy

Why: As ever, employee and employer needs are constantly evolving. The research showed a clear drive towards fairness, ESG objectives and digitalisation, while employee expectations are also influencing the approach to benefits.

Action: Once a multinational benefits framework is established, develop a clear plan to continue the development of your benefits strategy to ensure it maintains its alignment with wider people and business strategy. Use data to identify any key benefits areas that need to be changed. Be it harmonising the level of life assurance cover or introducing a standard holiday allowance, multinational benefits strategy cannot afford to stand still.

Talk to us about your multinational benefits strategy.

About Howden

Howden is a leading independent global employee benefits consultancy, which works with multinational clients of all sizes and across a range of sectors to provide dedicated employee benefits and wellbeing advice. We've won many industry awards for our work and are widely recognised for our innovative and creative approach to benefit design.

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Book a call

List of survey respondent organisations

abcam
Acacium Group
ACERINOX
AECOM
Alstom
Amcor
Amdocs
AMS
Arup
ASCO UK Ltd
Ashurst
Astellas Europe
AWI
Bank of America
BCG
BCLP Law
Belmond
BlackRock
Booking.com
Brainvire Infotech Pvt Ltd
Bryan Cave Leighton Paisner
Capri Holdings
Carlyle Group
Celonis
Chanel UK
Charles Taylor
Cisco
CK Birla Hospitals
Claire's
CMS
Coalition for Epidemic Preparedness Innovations
Collabora
Comcast
Confidential
Cox Automotive
CRC Evans
Crown Worldwide GmbH
CycleØ Group Limited
Danone
Davies Group
Deliveroo
Delivery Hero APAC Pte Ltd
Dentsu
Devro
Diageo
Digital Science
Drax Group
easyJet
Edgewell Personal Care
Electronic Arts
Entain Manila
Ericsson
ERM
Eu Yan Sang International
Expedia Group
First Central
Flutter Entertainment plc
FM Global
Food Delivery Brands
Frontiers Media
GEAPP
Glanbia
GoGlobal
Goodyear Tire & Rubber Company
Gresham Technologies plc
GSK
GWI
Gymshark
Howden Finland Oy
Howden India
Howden Indonesia
HSBC
Hurix Digital
Hymans Robertson
IFCO
Ignition
ING
International Paper
Invitae
ITD Cementation
Ivy Mobility
Kigen
Kimberly-Clark
Law Squared
Lendlease
LSEG – London Stock Exchange Group
Magic Leap
Majorel
Medallia
Meiyume Group Limited
Menzies Aviation
Merlin Entertainments
Meta
MFS Investment Management
Michael Page International Ltd
Microsoft
Mölnlycke Healthcare
Molson Coors Beverage Company
MS Amlin
MyTutor
Netflix
NTT DATA UK
Nuveen
Okta
OLIVER Agency
Orion Group
P&G
PA Consulting
Pinsent Masons LLP
PMI
PPG
Prax
Primark
proAV Ltd
PT BKL
Qualcomm
Quartz
RedDoorz
RELX
Resideo Technologies Ltd
ResMed
Riga Foods LLP
Royal Mail
RS Group
Salesforce
Sanofi
SANTANDER
Sapura Drilling Services Sdn Bhd
SEI
Sennheiser
Showpad
Siemens Mobility
Sitetracker
Skyscanner
Slalom
Slice
Smartly.io
Software AG
Specsavers
Spirax Sarco Engineering plc
Stanley Black & Decker
Stats Perform
Study Group
Swissport International Ltd
Syngenta
Sysdig Inc
Tabacalera
Take-Two Interactive Software
TBI
TEKsystems
Teneo Holdings LLC
Texas Instruments
The Ardonagh Group
The Donkey Sanctuary
TJX Europe
TRL Limited
Varshon Limited
Webflow
West
Whitbread
Worley
WVI
Wyndham Hotels & Resorts
Zalando SE
Zebra
Zepz

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