

# What's Next for Afghan Refugees

# Newsweek<sup>®</sup> America's Most Loved Workplaces



Our first  
annual ranking of  
**100 TOP  
COMPANIES**  
winning the hearts of  
their employees

2 9 . 1 0 . 2 0 2 1



ABU DHABI DH35	CYPRUS €6.50	GIBRALTAR £6.05	KUWAIT KD3.00	NEW ZEALAND \$14.00	ROMANIA LEI 42.00	SPAIN €6.50
ALBANIA €6.25	CZECH REP CZK180	GREECE €6.50	LATVIA €6.50	NIGERIA \$3.40C	SAUDI ARABIA SR35.00	SWEDEN SKR60
AUSTRALIA \$11.00	DENMARK DKR49.95	HOLLAND €6.50	LEBANON LL10,000	NORWAY NKR45	SERBIA RSD1035	SWITZERLAND CHF8.90
AUSTRIA €8.30	DUBAI DH35	HONG KONG HK80	LITHUANIA €8.99	OMAN OR 3.250	S LEONE SLL30,000	UK £4.95
BAHRAIN BD3.5	EGYPT E£ 65.00	HUNGARY FT1.800	LUXEMBOURG €6.25	POLAND PLN28	SINGAPORE \$11.95	US \$9.99
BELGIUM €6.50	FINLAND €760	IRELAND €6.25	MALTA €6.50	PORTUGAL €6.50	SLOVAKIA €6.50	ZIMBABWE ZWD4.00
CHINA RM80	FRANCE €6.50	ISRAEL NIS35	MONTENEGRO €8.30	QATAR QR65	SLOVENIA €8.50	
CROATIA HKR70	GERMANY €6.80	ITALY €6.50	MOROCCO MDH70	MALAYSIA RM27.90	SOUTH AFRICA R55.00	



# BONTONI

*calzoleria italiana*



bontoni.com

Three generations of Italian artistry.  
Nine master shoemakers.  
Only seven pairs created per day.

*Available only at a limited number of select retailers, including:*

**BERGDORF GOODMAN**  
NEW YORK CITY

**WILKES BASHFORD**  
SAN FRANCISCO / PALO ALTO

**STANLEY KORSHAK**  
DALLAS

**RICHARDS / MITCHELLS**  
GREENWICH / WESTPORT

**BOYDS**  
PHILADELPHIA

**HARRODS**  
LONDON

**SANTA EULALIA**  
BARCELONA

**BONTONI - RITZ CARLTON HOTEL**  
MOSCOW

**PAUW**  
AMSTERDAM

**HARRY ROSEN**  
TORONTO/VANCOUVER/MONTREAL





## FEATURES

### STAYING BALANCED

Spotify is trying to keep the open, people-centric vibe it started off with even as it becomes both an international employer and cultural force.

### COVER CREDIT

Illustration by Paul Naughton for Newsweek



For more headlines, go to  
**NEWSWEEK.COM**

# 22

## America's Most Loved Workplaces

COVID has upended relations between bosses and workers. Introducing *Newsweek's* first annual ranking of 100 companies that do right by their employees.

# 40

## The Culture Club

Can Spotify, the company that made it to the top of our Most Loved list, maintain its worker friendly culture through the pandemic and rapid growth?

BY PETER CARBONARA



## DEPARTMENTS

### In Focus

**12 Bordeaux, France**  
Saviors

### Periscope

**14 The Long**  
**Road Ahead**  
The Struggles of  
Afghan Refugees  
Have Just Begun

### DISPLACED

"We came here with  
the promise that the  
Americans are going  
to take care of us."



P. 48

**19 Talking Points**  
Kim Kardashian,  
Hillary Clinton  
and More

**20 Navigating Your**  
**Career in an Upside**  
**Down World**  
Ways to Rethink—  
and Remake—Your  
Work Life

### Culture

**48 Parting Shot**  
Sharon D Clarke

14

GLOBAL EDITOR-IN-CHIEF \_ Nancy Cooper

DEPUTY EDITOR-IN-CHIEF \_ Diane Harris

CREATIVE DIRECTOR \_ Michael Goesele

DIGITAL DIRECTOR \_ Laura Davis

US NEWS DIRECTOR \_ Juliana Pignataro

MANAGING EDITOR \_ Melissa Jewsbury

OPINION EDITOR \_ Josh Hammer

SENIOR EDITOR AT LARGE \_ Hank Gilman

SPECIAL PROJECTS EDITOR \_ Fred Guterl

### EDITORIAL

Editor, *Newsweek International* \_ Alex Hudson

Deputy Editor, London Bureau \_ Alfred Joyner

Associate News Director, London \_ Marc Vargas

News Editor, London \_ Shane Croucher

Senior Editors \_ Peter Carbonara, Jenny Haward,  
Kenneth R. Rosen, Meredith Wolf Schizer,  
Christina Zhao

Deputy Editors \_ Jennifer Doherty, Philip Jeffery  
(Opinion), Matt Keeley (Night), Scott McDonald  
(Sports), Kyle McGovern, Emma Nolan (Culture),  
Hannah Osborne (Politics), Donica Phifer,  
Ramsen Sharron (Opinion),  
Betya Ungar-Sargon (Opinion)

Associate Editor \_ David Chiu

Copy Chief \_ James Etherington-Smith

Deputy Copy Chief \_ Dom Pasanino

London Sub-Editor \_ Hannah Partos

Asia Editor at Large \_ Danish Manzoor

Contributing Editor, Opinion \_ Lee Habeeb

### CREATIVE

Acting Director of Photography \_ Lauren Joseph

Contributing Art Director \_ Mike Bassire

Digital Imaging Specialist \_ Katy Lyness

### WRITERS

Health Correspondent \_ Kashmira Gander

David Brennan, Dan Canclan, Brenda Cole,  
Benjamin Fearnow, Jenni Fink, David H. Freedman,  
Steve Frissa, Aristos Georgiou, Christopher Groux,  
Alexandra Hutzler, Matthew Impelli, Jacob Jarvis,  
Soo Kim, Jason Lemon, Phil Martinez, Noah Miller,  
Seren Morris, Jason Murdock, Tom O'Connor,  
Ewan Palmer, Adam Piere, Bill Powell,  
Khaleda Rahman, Kerri Anne Renzulli, Meghan Roos,  
Winston Ross, Jack Royston, Roberto Saviano,  
Samuel Spencer, James Walker, Sophia Waterfield,  
Marina Watts, Kelly Wynne

### VIDEO

Video Production Manager \_ Jessica Durham

Bangalore Video News Editor \_ Nandini Krishnamoorthy

### PUBLISHED BY

**Newsweek Magazine LLC**

Chief Executive Officer \_ Dev Pragad

Chief Content Officer \_ Dayan Candappa

Chief Operating Officer \_ Alvaro Palacios

General Counsel \_ Rosie Mckimmie

SVP Finance / General Manager EMEA \_ Amit Shah

Chief Technology Officer \_ Michael Lukac

VP, HR Business Partner \_ Leiann Kaytmaz

VP Ad Sales, North America \_ Shaun Hekking

Director, Content Strategy \_ Nalin Kaul

Associate Director, Strategy \_ Adam Silvers

Global Executive Producer \_ Alfred Joyner

Global Head of Programmatic+ Partnerships \_ Jeremy Makin

SVP, Product + Business Intelligence \_ Luciano Costa

Senior Manager, Strategic Partnerships \_

Patricia A. Hartendorp

Senior Sales Director \_ Chantal Mamboury

Head of Subscription Operations \_ Samantha Rhodes

Newsstand Manager \_ Kim Sermon

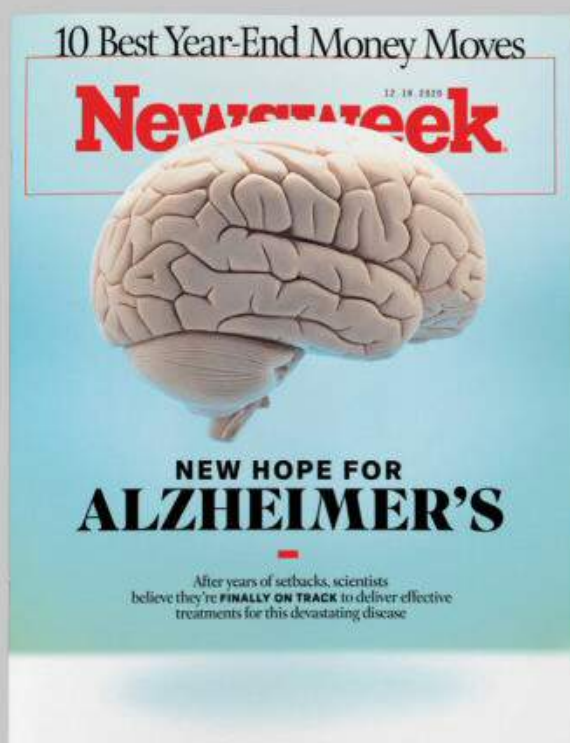
NEWSWEEK (ISSN2052-1081), is published weekly except one week in January, February, March, April, May, June, July, and November due to combined issues. Newsweek International is published by Newsweek Magazine LLC, 25 Canada Square, Canary Wharf, London E14 5LQ, UK. Printed by Quad/Graphics Europe Sp z o.o., Wyszow, Poland. For Article Reprints, Permissions, Licensing, Back/Bulk Issues [Newsweek.com/licensing](https://www.newsweek.com/licensing) Brian Kolb [Newsweek@EnveritasGroup.com](mailto:Newsweek@EnveritasGroup.com)





**“Journalism I don’t see elsewhere until later, if at all.”**

**NEWSWEEK.COM/TRY**



**SAVE 57%**

# Subscribe

**FROM €2.67 PER WEEK**



# The Archives

1994

“When it came to flying the shuttle—the most complicated vehicle ever built, with more than 800 control switches, 2,600 cargo items, 83 scientific experiments and a satellite on board—the old man had a lot to learn,” *Newsweek* reported as 77-year-old John Glenn trained at the Johnson Space Center for his final mission to space as the subject of experiments regarding age. The record for oldest person ever to travel to space was broken in July on a Blue origin flight by 82-year-old female aviator Wally Funk and then again in mid-October by 90-year-old William Shatner of *Star Trek* fame.



1966

“Johnson’s Asian trip marks far more than a ceremonious personal triumph,” *Newsweek* said of Lyndon Johnson’s first trip abroad as President. Recently, Vice President Kamala Harris toured Southeast Asia hoping to re-engage with the region after U.S. interaction dwindled there during the Trump administration.



2018

“Who knew hamburgers could wreck the planet?” *Newsweek* asked in an article proposing ideas to advance the sustainable food movement including promoting green beef in Brazil. Today Burger King and Disney World serve items such as the Impossible Whopper and vegetarian burgers to reduce their respective carbon footprints. **N**



# Blending tradition and innovation through *monozukuri*

For many people these days, most of the words we read or write are formed by pixels on a digital screen, as digital technologies have quickly replaced the books, newspapers, magazines, pens and pencils that were the predominant media for centuries. The printed and written word are undeniably in decline, but they will remain essential forms of communication, and indeed inspiration, for many years to come.

In a country renowned for seamlessly blending tradition and innovation in manufacturing, Japanese companies involved in the print and stationery industries continue to ensure the survival of traditional media forms. Adopting the Japanese *monozukuri* craftsmanship philosophy, these companies strive to deliver high-quality products constantly adapted to the ever-changing demands of the modern world.

"Japanese writing instrument manufacturers are all prioritizing R&D and investing a great deal in enhancing the technologies behind their products. As a *monozukuri* company, R&D is indispensable. While we continue to invest in R&D, we can continue to keep

our innovative edge," says Shigehiko Suhara, President of Mitsubishi Pencil, which manufactures the world-renowned Uni-Ball brand of pens.

Innovation has enabled the company's diversification into new areas such as its PTFE dispersion technologies, which have potential applications in fields such as cosmetics. "We want to further develop and diversify our existing technologies for other fields. With these improvements in our technology, we hope there will be a boomerang effect on our writing instruments," adds Mr. Suhara.

Like Mitsubishi Pencil, Nakabayashi is focusing on R&D to develop new technologies, while also continuing to meet high demand for its more traditional products. "Digitalization and the growing paperless society are really taking a toll on the stationery business in Japan. But writing seems to be an ingrained part of the culture, as exemplified by calligraphy," says Hideaki Yumoto, President of Nakabayashi, a manufacturer of stationery, office products and fountain pens.

"There is solid demand for the notebooks we sell. This part of our business has not been greatly affected by digitalization. Our company

predicted this situation eight years ago, and we have come up with many solutions. We have developed not only traditional products, but also notebooks that enable digital and analog integration, which makes our products more attractive."

Japan has a long history in the printing industry and one of the nation's leading players is Horizon Group, which operates the world's largest facility for manufacturing products for the five major paper finishing operations: folding, collating, binding, stitching, and cutting. While printing remains a labor-intensive industry involving analog machinery, Horizon is breathing new life into it with digital innovations such as its iCE LiNK Network, which enables machine-to-machine connection and data collection to enhance efficiency and automation.

"We have been developing software for many years to respond to the digitalization trend, with our first product being the pXnet and now we are introducing our iCE LiNK Network," says chairman, Eihiro Hori. "We always try to improve our processes and we are giving our customers the tools to

do the same. Our R&D and innovation is driven by the philosophy in which we have succeeded since the foundation of our *monozukuri*, which has three elements: development, manufacturing, and sales."

Shachihata Inc. is another company mixing analog and digital as part of its growth strategy for the future. Aside from manufacturing stationery, the company also offers cloud computing services with Shachihata Cloud, which is expected to generate annual sales of \$32 million by 2025, as well as its Electronic Seal System for the certification of digital documents.

"We currently boast both strong analog products and a digital certification system. Especially in Japan, a country that is attached to its traditions, digital and analog solutions can be mixed," president, Masayoshi Funahashi, explains. "Mixing analog and digital solutions is a combination that is very convenient for the Japanese culture, business system, and individual lifestyle. Looking at the future, I believe that our company will become a mixed business that is 40% digital and 60% analog; or perhaps the opposite."

Shachihata supports the Sustainable Development Goals



## Traditional stationery company with 96-year history, plays its role as a leader in sustainable manufacturing

Since its establishment in 1925, Shachihata has manufactured products that can be used for long periods of time, thus supporting the protection of the environment, and eco-action will remain a guiding principle of Shachihata's operations going forward.

With its LCA (Life Cycle Assessment), Shachihata performs systematic analysis of the potential environmental impact of products during their entire life cycle, including production, distribution, use and end-of-life phases. For example, the company has reduced the life-cycle CO2 emissions of its K-177N Dry-Safe Marker by 15% by re-considering the material.

Since 2012, Shachihata has incorporated renewable energy in manufacturing and aims to reduce its CO2 emissions by around 100 tons per year by using solar energy. More than

1,000 solar panels have been installed at its main factory in Inazawa, Japan, which generated approximately 270,600kwh of power in 2019.

Carbon offsetting enables individuals and organizations to compensate for the emissions they cannot avoid, by supporting worthy projects that reduce emissions elsewhere. Shachihata has been purchasing carbon credits in global hydroelectric power generation projects in Thailand to offset the emissions associated with the markers it sells in Australia, a major market for its Artline markers.

In addition, using recycled materials has been a basic aspect of Shachihata's production process for 20 years, with its most well-known product, the XL-9 Name



K-177N Dry-safe Marker



9 (name stamp), composed of 83% recycled plastic materials. Among the plastic materials purchased by the Inazawa factory in 2019, 149 tons (52%) were recycled plastics.

Shachihata also supports pediatric cancer patients both in Japan and in develop-



XL-9 Name 9 (name stamp)



Masayoshi Funahashi, President, Shachihata Inc.

ing countries, donating approximately \$45,000 to the Nagoya Pediatric Cancer Fund in 2018, while in 2020 and 2021 it also donated a portion of sales of its new Capless 9 (name stamp) with cat illustrations to the Animal Care Center in Nagoya City. Celebrating its 100th anniversary in 2025, Shachihata will continue to be responsible for both global society and the environment, with the United Nations' Sustainable Development Goals being an important part of its long-term business continuity.



Capless 9 (name stamp)

[www.artlineworld.com](http://www.artlineworld.com)



# Writing is the painting of the voice

Japanese writing instrument manufacturers are prioritizing R&D to enhance the technologies behind their traditional products, and Mitsubishi Pencil is leading the pack.

For over a century, Mitsubishi Pencil – the manufacturer behind the world famous Uni-ball brand – has been a global leader in providing writing and art instruments that provide functionality and affordability, and inspire creativity and connection.

In today's modern world, where traditional hand-scribed communication, art, and design has been all but replaced by digital tools, challenging times exist for the humble pencil. Emphasizing the scale of this challenge, Cambridge University, one of the world's foremost academic institutions and a totem of the education sector which represents one of Uni-ball's key global markets – recently announced that it would begin accepting type-based exams



Uni-ball Gel Impact

from "digitally native" students. However, despite the obvious obstacles to growth posed by digitization, Mitsubishi Pencil perseveres and is finding



"There is an emotional element involved with writing, in development we consider the value of holding a pen in your hand and using it as a unique means of self-expression."

**Shigehiko Suhara,**  
President,  
Mitsubishi Pencil Co., Ltd.



Industrial material product examples

innovative ways to reach the market and attract a new generation of customers.

"Digitalization has been a constant theme for discussion within our company's management. In these discussions, we have to understand the greater value that writing instruments have," says Shigehiko Suhara, President of Mitsubishi Pencil. "Writing instruments are used to record and serve as an aid to our memory; a valuable function that digital writing cannot provide. There is also an emotional element involved.

We often consider the aesthetic and design elements when we manufacture writing instruments, such as the value of holding a pen in your hand and using it as a unique way of self-expression. These are some of the hidden functions that we deliver to our customers."

This does not mean that Mitsubishi Pencil is not fully focused on prioritizing the functional value of its prod-



Uni-ball Signo

ucts, explains Mr. Suhara, highlighting that 5% of all revenue goes towards R&D each year precisely for this purpose.

"We have continually enhanced the functional value of our products while at the same time incorporating and understanding the importance of other value-added elements. We still have a lot of room to grow in this area, especially in the digital age," he says.

"We do understand that globally, the writing instrument market is not as robust as a generation ago with the onset of digital technology impacting it, and therefore our management strategy is to focus on the core technologies that we developed through our R&D efforts and use them in other business fields to be able to create other business cores or pillars for our company. While we continue to invest in R&D, we can continue to keep our innovative edge."



**uni**  
MITSUBISHI PENCIL



# Fountain pen maker channels Japan's lacquerware and samurai traditions

TACCIA is a luxury writing instrument brand born in California, whose award-winning fountain pens are loved by avid writers across the globe. In 2018, Japanese company Nakabayashi, which manufactures and sells paper products and office equipment, took over TACCIA's overseas sales business. And in just three years, the company has sold numerous high-end lacquer fountain pens around the world.



TACCIA's Miyabi Maki-e Winter Breath has been selected as the Reader's Choice Pen of the Year and Best Urushi Arts win-

ner for 2021 by *PEN WORLD*, North America's leading luxury fountain pen magazine. The Miyabi Maki-e Winter Breath fountain pen is made of abalone and eggshells, which are fitted onto the body of the pen to create the "frozen" effect, depicting the beauty of winter. The limited edition series of 88 Winter Breath pens has already sold out, and the company is currently developing a second version of the pen with a larger nib, which will be a high-end fountain pen.

Meanwhile, the Hyakkou Hisho was created not only for its robust and elegant finish, but also to further pursue the beauty of Wajima-nuri lacquerware. Hyakkou Hisho is a collection of lacquerware patterns from the Kaga clan, which has its roots in the fashionable lacquerware used on the scabbards of samurai swords. The collec-



tion was created to project the image of the fighting samurai. In addition, instead of using Hyakkou Hisho's collection as it is, TACCIA has improved it so that it looks more striking when expressed as a fountain pen.

Lacquerware and ceramics, also known as 'Japan' overseas, are highly sought after by collec-

tors all over the world, and TACCIA will continue to use lacquer painting techniques to create a variety of high-end fountain pens to cement its reputation as a world-class brand.

## Nakabayashi

[www.nakabayashi.co.jp](http://www.nakabayashi.co.jp)

# Print finishing for the modern world



"We are a one-stop shop that provides automated, user-friendly solutions for every step in the print finishing process."

Eijiro Hori,  
Chairman,  
Horizon International Inc.

Japan's Horizon Group offers its clients the opportunity to procure all their print finishing needs in one place, whilst using its founding principles of *monozukuri* to ensure the highest quality.



4 Clamp Perfect Binder BQ-500

The printing press is seen as one of the most important innovations in history, and Horizon Group is maintaining the rich tradition of bookmakers with

its industry-leading selection of printing finishing equipment for every client's needs.

Since its founding over 70 years ago, the company has used its foundations of quality, price, and delivery to grow, both figuratively and literally, with Horizon now operating out of the world's largest facility for manufacturing products for the five major print finishing operations: folding, collating, binding, stitching, and cutting.

Horizon Group Chairman Eijiro Hori explains that this integrated system allows the company to not only make the highest-quality products, but also tailor these products to the customers' needs. "We listen to the thoughts of our customers and we forward them to our development team and manufacturing lines. Having these elements in one place gives us the competitive edge," he adds.

Horizon Group's best-selling product line is its perfect binding equipment which uses glue to hold a book's pages together, instead of staples, and the company is looking to the future with its iCE Link Network. This network can connect all of a customers' machines, and then extract the useful information to help clients increase their equipment effectiveness.

The company's commitment to *monozukuri* principles has allowed it to expand globally, establishing itself overseas in printing powerhouse Germany



6 Buckle Cross Folder AFV-566FKT

in 2014 where it focused on grasping the distinct needs of the European market. With strong sales across Asia, Europe and North America, Mr. Hori says Horizon Group is "always looking for potential co-creation partners".

Indeed, 60% of Horizon Group's products are tailored to the foreign market, and the company hopes its unique, one-stop shop for equipment can help keep the printed word alive and well for years to come.

## Horizon

[www.horizon.co.jp/](http://www.horizon.co.jp/)



# Japanese firms at the forefront of global challenges

From leading car makers to companies working in packaging, printing and hygiene, one thing Japanese manufacturers all share in common is a commitment to *monozukuri*, which focuses on manufacturing craftsmanship, innovation and solving client, industry and societal needs. Leveraging their *monozukuri* capabilities, Japanese companies have placed themselves at the forefront of global challenges like the environmental crisis and the COVID-19 pandemic. Those operating in the packaging industry such as Toyo Seikan Group Holdings, are developing new solutions in a sector that must play a big role in tackling the plastic waste crisis.

"In response to environmental issues, we are shifting from plastic to paper," says Toyo Seikan president, Ichio Otsuka. "We are currently developing bento boxes, coffee cups, straws, and lids made of paper. Also, we are creating microwavable transparent food pouches with lower environmental impact so that we reduce energy loss that occurs in heating food in boiling water."

Daiwa Can Company is also playing its part through the devel-

opment of more environmentally friendly packaging products. "The essence of *monozukuri* is a devotion to producing products of high quality," says Hirohisa Yamaguchi, president of Daiwa Can, which has introduced green solutions such as New Bottle Can, bio-polyethylene tube packaging and Film Lamination Bottles to the global market.

"We develop our technology to address the needs in the market as well as giving consideration to environmental regulations." Moreover, Daiwa Can has introduced technology to "reduce the CO2 emissions during the manufacturing process," adds Mr. Yamaguchi.

For its part, seal and label manufacturer Osaka Sealing Printing (OSP) is another firm drawing on R&D to come up with more environmentally friendly solutions. "In the current printing method, solvent ink is often used with an emphasis on quality, but in consideration of the impact on the environment, we have developed water-soluble inks as well as water-soluble adhesives. Of course, the functional quality is maintained," says president, Tadashi

Matsuguchi. "We are also focusing on the use of plastics. We think that we need to continue to use plastics in order to reduce food loss, for example, but there are a lot of other areas where we can replace plastics with other materials, so we are working on how to replace film with paper also. Our new product line Paper Attention is one such example."

Global environmental challenges have been somewhat overshadowed by the COVID-19 pandemic, which has had a major impact on Japanese firms like Matsui Shikiso Chemical, a company that develops eco-friendly water-based inks. In light of the pandemic, Matsui has aimed to turn this unprecedented challenge into a new opportunity, particularly by growing its new digital ink business.

"We tell our employees that we don't want to go back to a pre-COVID situation, rather, we are trying to be something new. Even though COVID-19 has many negatives, it did offer us opportunities for change," says president, Yoshiyuki Yasuda. "We are more focused on digital ink because our clients are trying to digitize their production lines. Of course we have

installed some digital technologies for our production line, but for us, it is more about capitalizing on the digitization of society as a whole. We are tailor-making the inks and products for a digitized society now."

With increased demand for alcohol-based disinfectants due to the pandemic, hygiene products manufacturer Niitaka has significantly increased production of its top-selling NOROSTAR food sanitizer and N-STAR hand disinfectant, which have proven to be effective against coronavirus.

"It is evident that alcoholic agents are effective against the coronavirus. The level of demand exceeded our production capacity so in order to contribute to the global solution to the pandemic we increased work shifts at our plant from one shift of eight hours to two shifts," says president, Yoshiaki Okuyama.

Thanks to their focus on *monozukuri*, innovation and addressing societal needs, Japanese companies will continue to be on the frontline of global challenges -- be it the environmental crisis or another pandemic -- that will define the 21st century.

## Keeping the color and future of the planet bright for over 97 years

Matsui Shikiso Chemical was founded in Kyoto, Japan in 1923 by Kenji Matsui. Since then, his family paint business has passed from generation to generation, creating revolutionary inventions with colors along the way, always in characteristic harmony with Japanese excellence.



"Japanese companies focus on rare fields, as well as products that have inherent value. That's why Japanese companies have maintained their leadership in niche areas."

**Yoshiyuki Yasuda**, President,  
Matsui Shikiso Chemical Co., Ltd.

Having started out by making crayons and painting materials, by the 1950s Matsui transitioned into the production of pigments and resins for printing. Once the 1980s came about, the company decided it was time for a change and it created *Chromicolor*, its best-known color-changing specialty ink. Most recently, in the early 2000s Matsui decided that the majority of its ink should be water based with environmentally friendly properties, so called 'Green Products'.

Today, Matsui is in the midst of another slight shift in direction: which entails a new focus on developing and selling digital ink, a niche market which President Yoshiyuki Yasuda believes Matsui can take advantage of. "For us, it is more about capitalizing on the digitization of society as a whole. We are tailor making the inks and products for a digitized society now," he explains.

Matsui now provides its clients with the ability to dictate their print-

ing needs themselves, a logical and necessary step since its clients are also trying to digitize their production lines. For example, Matsui's next generation ARTJET printer dramatically reduces the labor intensity involved in the printing process: ARTJET's digital control configuration means no engineer or expert skillsets are required. The result is a digital overhaul of a once laborious practise.

With a presence all across the world through its sister company Matsui International Co., Inc.,



Thermochromic Dye



Matsui head office



Thermochromic Ceramic Cup

Matsui Shikiso Chemical Co., Ltd. continues to be a family business dedicated to offering a wide range of exclusive products where each product is manufactured with the highest standards in reliability, always fulfilling the promise of unmatched quality synonymous all over the world with its Japanese heritage.





# Sticking to objectives: OSP targets sustainable growth

Seal and label manufacturer **Osaka Sealing Printing (OSP)** is developing solutions that add value to its customers' products, with a particular focus on creating packaging that not only enhances visual appeal but environmental credentials, too.



"The value of the packaging comes down to several characteristics such as ease of use, eco-friendliness and clarity of information."

**Tadashi Matsuguchi**,  
President and CEO,  
OSP Group

As a company which holds one third of the adhesive seal and label market in Japan, Osaka Sealing Printing (OSP) knows a thing or two about generating profits and creating long-standing relationships with customers that – like its products – stick around.

"The secret of generating profits at Osaka Sealing Printing (OSP) – what we call 'OSP magic' – is that we review all the business opportunities that don't bring about profits for us and mash them together to create something profitable," says Tadashi Matsuguchi, President and CEO of OSP Group. "We are now getting 1.4 million orders per year, or 6,000 orders per day, whereas originally the orders for sealing or labels were very small.



Mr. Matsuguchi uses the example where a hypothetical customer who makes a small order for 10 different types of labels in three different colours, of three different shapes, using different types of paper. "In this situation, no profit can be generated," he says. "However, if we receive 100 different orders, then we start having some orders that look very similar to each other. Then if we receive 6,000 different orders, then we may be able to categorize those orders by their colors or shapes. This is how we can turn many small orders into a large lot order. This is our so-called 'OSP Magic', as it's come to be known in the industry."

Beyond its sticker and label business, OSP has four other main business areas diversified across carton packaging, film packaging, promotion tools, and machinery. However, it is the stickers and labels that provide most of the company's commercial growth and is a field in which it is constantly developing new products and innovative solutions. In recent years, it has introduced its popular product line of 'Clear Thermal' – a translucent packaging allowing consumers to see the product contents – which has been adopted by major convenience stores in Japan.

"By showing the contents, you can enhance the appeal and the safety of the product," explains Mr. Matsuguchi. "Currently, we are also promoting our Clear Thermal line overseas, and we plan to expand it widely in the future."



OSP's plans for Clear Thermal would appear to come at an opportune time, with the global packaging industry set to continue to grow worldwide on account of emerging economies demanding more consumer goods in the coming years. With this growing demand in mind, how does OSP aim to reach these new markets? When it comes to package value, the OSP CEO highlights three characteristics that are constant wherever you go in the world: ease of use, eco-friendliness, and clarity of information.

"When those three characteristics are aligned, the ethical value of the product and the core value of the product itself, then customers are going to choose your product," he says. "So, we would like to continue to work with brand owners to develop more valuable products like this, providing them with value-added packaging solutions that expand this activity to the global market."

Unsurprisingly for the packaging industry, which has come increasingly under the microscope in regards to environmental impact, sustainability is a key area of focus for OSP, which invests

substantially in R&D to create more environmentally friendly packaging solutions.

"When it comes to printing, every factory is looking for ways to eliminate energy-wasting and environmentally burdensome production processes. In consideration of the impact on the environment, we are now transitioning to solvent inks to water-soluble ink. Of course, the functional quality is still maintained," says Mr. Matsuguchi.

"Apart from those things, we are also focusing on the use of plastics. Sometimes you need plastics from the performance or functionality perspective, but there are a lot of other areas where we can replace plastics with other materials, so we are working on how to replace film with paper. Our new product line, 'Paper Attention', is one of them. It is a product that can appeal to ethical customers."





# The Can-do attitude bringing convenience to the world



With its years of experience and technical expertise, Daiwa Can Company is supplying Japan's major beverage manufacturers with top quality containers and packaging solutions with a creative and value-added approach.



"With the spirit to challenge, and the determination to realize the impossible, Daiwa Can will strive to become a company acknowledged by all as indispensable to society."

Hirohisa Yamaguchi,  
President,  
DAIWA CAN COMPANY

Containers are an essential means of maintaining the quality of the contents and oftentimes also serve as an important communication tool between the product and customer. As they are the consumer's first point of contact with a product, containers play a vital role in product branding and conveying the product's message. In that way, containers need to be functional, but also aesthetically pleasing.



Nursing care food

For more than 80 years, Daiwa Can has been a leader in the development of highly functional, high-performing containers that are pleasing to the eye, with its revolutionary products used in a broad range of industries, including food, beverage and beauty care, among others.

"Daiwa Can was founded in 1939, started producing metal

cans from the latter half of the 1940s, and expanded its business through the manufacturing of beer and beverage cans, starting with the world's first can for canned coffee," says president, Hirohisa Yamaguchi.

"Daiwa also started manufacturing plastic containers such as tubes and dispensers from an early stage in Japan to become a comprehensive container manufacturer, and under the fundamental principle to contribute to society, has been carrying out business by swiftly providing the best solutions to customers who require attractive and high-performance containers."

Daiwa's containers for beverages include the standard 2-piece DWI cans and 3-piece welded cans using aluminum or steel as the material, as well as plastic containers. But the all-metal bottle, New Bottle Can, equipped with a re-sealable aluminum pilfer-proof cap, is a can which was developed as a world's first by Daiwa Can.

As a packaging manufacturer aiming to contribute to society, the company strives to develop environmentally friendly products, with its innovation focused heavily on green technologies. The New Bottle Can has gained worldwide acclaim for being an environmentally friendly container that not only has a re-seal function but also because it requires no water during the manufacturing process. In conventional can manufacturing, water is used heavily throughout the process. Because the New Bottle Can's inner and outer surfaces are laminated with PET films, however, it requires no washing, thus reducing water consumption. This also means that there is no wastewater.

Daiwa's containers for the food industry include a double-safety Full Open End (FOE) which ensures the safety of the opening and also withstands retort sterilization. As for containers for cosmetics and daily needs, Daiwa has a line-up of plastic containers such as plastic tubes, pump and squeeze foamers,



blow bottles and jars, with application in various sizes, diameters, shapes, and decorations.

In view of the worldwide concern towards the environment and the move to anti-plastic, Daiwa Can is expanding its product line to include bio-polyethylene tubes, which use resin made from ethanol sourced from sugar cane.

"The strength of Daiwa Can is that we have developed the main elements of the value chain of the manufacturing and sales of containers in-house, allowing us to have the technology and know-how-related material development, forming technology, industrial designing, development of manufacturing equipment, sterilization, packing and transportation," Mr. Yamaguchi explains.

In order to meet the diversifying needs of the market, Daiwa Can has a culture that encourages employees to take on new challenges with the spirit of "realizing the impossible", and this can be seen in the expansion to new business categories such as nursing care food and medical appliances.

Furthermore, Daiwa has expanded its activities overseas, such as in North America, China, and Europe, and takes it as its corporate mission to work with its customers not only in Japan but globally to deliver safe and secure products with unique experiences and affluence through the spirit of Japanese *monozukuri*.

As examples, DS Containers in the United States manufactures the world's first and only laminated steel aerosol can to deliver safe and secure containers to customers with a short delivery lead time, and Wuxi Tonyi Daiwa in China manufactures the New Bottle Can to promote value added and envi-



(Above) New Bottle Can line-up;  
(Below) Plastic tubes and foamers



ronmentally friendly packaging to the fast-growing Chinese market.

Mr. Yamaguchi concludes: "We aim to become a '100-year company' by accurately grasping the transition occurring in society and continuing to provide products and services meeting the needs of consumers worldwide."



Laminated steel aerosol cans produced at DS Containers



# KOIKEYA: Premium snack food maker is the new ambassador of Japanese cuisine

Renowned in Japan for its range of finely-crafted and premium-quality potato, corn and health snacks, KOIKEYA aims to delight the taste buds of a whole new set of consumers in the US, Europe and Asia.



Japanese manufacturing is synonymous with *monozukuri* craftsmanship and the constant pursuit of innovation. And these concepts even extend to the nation's snack food manufacturers like KOIKEYA Inc.,

and Sucorn), KOIKEYA has focused more attention on the global market in recent years, including the US, Europe, and fast-growing Southeast Asia, which offers ample opportunities for Japanese companies in the snack food industry thanks to ever-increasing demand from a rapidly expanding base of consumers.

KOIKEYA's quest to grow globally will be helped by the fact it is a member of Nissin Foods Group, which can share a far-reaching global network, distribution channels, technology and human resources with its snack food subsidiary. With five production sites and five sales bases internationally, KOIKEYA already has a presence in approximately 30 countries and regions, including the US, Canada, Europe, China, Thailand, Vietnam and Taiwan. In Europe, the company has expanded to 20

would like to make a potato chip that can be enjoyed by trying to avoid as many other ingredients as possible. At the same time, we're going to make these sub-categories like 'Pure Potato,'" says company president, Akira Sato.

"'Pure Potato' focuses on the deliciousness of the potato itself,

"We believe potatoes should be treated as vegetables, and we would like to make a potato chip that can be enjoyed by trying to avoid as many other ingredients as possible."

**Akira Sato,**  
President,  
KOIKEYA Inc.



Europe



Thailand



Vietnam



Japan



Taiwan



U.S. & Canada



Hong Kong,  
Macau & China

whose unwavering commitment to *monozukuri* sees the company craft potato chips, corn snacks and health snacks of the finest ingredients, thus ensuring the highest quality and irresistible flavor.

Since its establishment in 1958, KOIKEYA has continued to grow to become one of Japan's leading snack food players, with 830 employees, annual sales of \$360 million (FY2021) and a popular listing on the Tokyo Stock Exchange (Code: 2226). The first company to mass produce potato chips in Japan, KOIKEYA continues to pioneer innovation in flavors and formulations to appeal to a new generation of young experimental consumers. The company is also leading the way with healthier and more natural snack food products for older, health-conscious customers, which is particularly parti-

continuously evolving market. Over the years it has launched a number of unique and original brands such as Karamucho, a giant brand which hit it big in Japan, growing year-on-year since its launch in 1984 to become the nation's number one spicy snack. With Karamucho now dominating the Asia and Southeast Asian markets, KOIKEYA's next target is customers in the US and European markets seeking a superior-quality spicy snack, and the brand has already hit the shelves of some big local supermarkets.

Having cemented its position on the domestic market with products such as Karamucho (as well as other top-selling brands such as Salt & Seaweed, Suppamuch

countries since entering the market just five years ago in 2016.

As it looks to build its reputation on the very competitive US and European markets, KOIKEYA is focusing on marketing its premium or healthy snack food products

that are already a hit in Japan, where standards among consumers when it comes to food are among the highest in the world. These include the aforementioned Karamucho brand, its Potech range of premium potato chips, which come in interesting

flavors such as Teriyaki, Wasabi Nori and Sweet & Sour Pickled Plum, and its 'Pure Potato' brand of thick-sliced potato chips.

"We believe potatoes should be treated as vegetables, and we

really bringing out the full flavor of the natural ingredients, and we give our attention to that. In Japan, the concept has been very successful. And now 'Pure Potato' is coming to Vietnam, Thailand, Europe and the US after its incredible success in the Japanese and Taiwanese markets."

Given the reputation and popularity of Japanese food in Europe and the US, Mr. Sato is confident that the company's range of finely-crafted and premium-quality potato, corn and health snack brands can be a hit with consumers.



**KOIKEYA**

Japan: [koike-ya.com/en](http://koike-ya.com/en)  
U.S.: [us.koike-ya.com](http://us.koike-ya.com)  
Europe: [koike-ya.eu/](http://koike-ya.eu/)





# In Focus

— THE NEWS IN PICTURES





BORDEAUX, FRANCE

# Saviors

Firefighters work to protect a painting with a fireproof blanket during a drill aimed at preserving artworks displayed in the Bordeaux Cathedral in southwestern France on October 12.

PHILIPPE LOPEZ





#### NEW WORLD

Two girls who are among the roughly 12,600 Afghan evacuees staying temporarily at the Fort McCoy U.S. Army base in Fort McCoy, Wisconsin, while being processed for resettlement in the United States.



"I mean what I say when I say it, but to express it publicly was not the right thing to do." » P. 19



AFGHANISTAN

# The Long Road Ahead

The war may be over, but for refugees from the Taliban the battle has just begun

**THE LAST AMERICAN TROOPS HAVE LEFT** Afghanistan. The news cameras have turned to other issues around the world. But for the roughly 38 million Afghans who remain, and the 130,000 or so who managed to leave, the war is far from over.

Omaid Sharifi is president of ArtLords, a grassroots art movement based in Afghanistan. He was evacuated with his family to Abu Dhabi, where he has spent the last month in a refugee camp, awaiting resettlement to the United States.

"From the life I've lived for 34 years," he says. "I could only get one T-shirt, a pair of trousers and my laptop. I lost everything else in this chaos."

Unfortunately, Sharifi's case is far from unique. "Refugees are people that have been forcibly uprooted from their homes and have had to flee violence and persecution on a large scale, often with nothing—none of their possessions," Chris Boian, senior communications officer of the United Nations High Commissioner for Refugees (UNHCR) says.

As of October 12, more than 11,000 Afghans have been matched with resettlement agencies and affiliates to join communities across the country, a State

Department spokesperson says, and will receive initial resettlement services through the Afghan Placement and Assistance (APA) Program.

"We anticipate up to 65,000 Afghans will be assisted in coming to U.S. military bases this fall, including many who have already arrived," the State Department said. "Up to 30,000 additional Afghans over the following 12 months may also be relocated and resettled to the United States."

While those individuals, currently housed at U.S. military bases across the country, face a number of weeks before their settlement in U.S. towns, for those abroad the expectations remain far more uncertain.

Sharifi was in Kabul as the Taliban took the capital. "It was August 15. We were in the heart of Kabul city," he

says. "Around noon, we saw a lot of people panicking and running around, and that's the moment we asked what was happening. They told us the Taliban was in the city."

After trying for a week to find a way to evacuate, he received help from Qatar's embassy. "In the middle of the night, around 3 a.m., we were put on a bus, and there was a Taliban car and a Qatar car

BY

JALEN SMALL

[@jalen\\_\\_a](#)

AND

ALEX J. ROUHANDEH

[@AlexRouhandeh](#)

AFP/GETTY; TOP RIGHT: ART STREIBER/NBCUNIVERSAL/GETTY



## Periscope

escorting us to the airport.” When his family boarded the plane they were not told where they were going. Once they finally arrived in Abu Dhabi he was filled with a sense of relief.

As other Afghan refugees await word on the next steps in their journey, many feel that they have left the hell of Taliban rule only to enter the limbo of an overwhelmed American bureaucracy. “It has been a month now,” Sharifi says. “We came here with the promise that the Americans are going to take care of us. I hope this promise is going to be committed to. We hope to arrive in the United States and resettle.”

Sharifi and his family are among the very few fortunate refugees—not just those from Afghanistan, but worldwide. “It’s important that people understand that most refugees in the world are never resettled anywhere,” Boian says. “Less than one half of 1 percent of refugees around the world are ever resettled to any other country. It’s a solution that is available only to a very, very tiny fraction of refugees.”

As instances of political and civil unrest have grown in the last decade, millions find themselves living in fear and under threat of violence or persecution as they await asylum processing. “The rising number of refugees is a tragic effect of the seeming inability or lack of will of governments and of humanity to choose peace over conflict,” Boian says.

The problem is exacerbated by an asylum process that is typically long and arduous. For example, during the Trump administration, hundreds of small changes were made to U.S. policy on asylum and refugee resettlement. Definitions of “asylum” were altered to exclude specific protections and refugee admissions were slashed to an all-time low. The U.S. committed to resettle only 15,000 refugees

in 2021, down from 80,000 in 2010.

“The typical process for receiving refugees is that either the U.S. Embassy or the United Nations will identify people in need of resettlement,” Beth Broadway, president of Interfaith Works of Central New York, says. “They’ll be deemed people who are unable to return to their country and are eligible to be resettled somewhere else, at which point they start processing their case.”

Many Western nations limit the number of refugees that can be accepted each year. In the U.S, this number has recently risen to 62,500, which is considerably less per-capita than the limits established by U.S. allies. In addition to the lengthy processing times and hard quotas, other barriers include high costs, unreliable access to transportation, insufficient proof of identity and lack of language skills.

“It’s all done in English,” Robyn Barnard, senior advocacy counsel for refugee protection for Human Rights First, says. “The vast majority of asylum speakers don’t speak English as a first language, so that can be really complicated.” And that’s just for the basic application. “You also have to provide a lot of evidence to prove your case,” Barnard says. “And if you think about the conditions that some people flee...for example, the Afghan refugees who are being evacuated were told to get to the airport and only allowed one small piece of hand luggage.” In such chaotic conditions, critical documents of identification are often forgotten, lost, confiscated, stolen or destroyed.

Many legal obstacles are also in place, including the denial of access to legal counsel. “There is no guarantee for legal counsel for anyone who’s gone through this process to seek asylum,” Barnard says. “Some legal



systems guarantee that you can get appointed counsel if you cannot afford to hire someone yourself, which does not exist in immigration or refugee law.”

Women are particularly disadvantaged in their attempts to seek asylum in the U.S. “The refugee definition doesn’t include gender as a protected ground for Refugee Protection,” Barnard says. “What that means is that women, girls or others who are fleeing gender-based violence or persecution, have to prove their refugee case by curating the prosecution to one of





**HOMELESS** Clockwise from far left: Afghans at a U.S. Army base in Ramstein, Germany; Omaid Sharifi; a displaced persons camp in Kabul; and kids at a U.S. Army base in Kaiserslautern, Germany.

average time now for being refugees is approaching 20 years on average, worldwide,” Boian says. “So it’s not always something that can happen in a matter of weeks or even months.”

When Sharifi finally does make it to the U.S., like those who came before him, he will receive a one-time payment of \$1,250 to start his life in America. From there on, he and his family will be solely responsible for finding shelter, food and a stable source of income.

“It is frightening to come to a new country, coming with a background of trauma after you’ve lost everything,” says Amarra Ghani, founder of Welcome Home Charlotte. “Coming to a country with nothing, where you don’t speak the language and you don’t really know anyone is scary.” Inspired by the Pakistani heritage of its founders, the nonprofit primarily serves families from Afghanistan, Syria and Myanmar. It began as an operation working out of a garage in Charlotte, North Carolina, created to try to help refugee families adjust to life in a new city in a new country. The volunteer-based organization now operates a food bank, teaches English language classes and provides other support services.

Ghani emphasizes her organization is nonsectarian. “We’re not a Muslim organization,” she says, “but all of our refugee families are Muslim.” Ghani says her religious faith inspires her work. “As a person who understands the story, who knows the history and has a lot of love for the Prophet,” she says “I can see that our own Prophet was a refugee.”

the other protected refugee grounds.”

Obstacles like these limit or prevent many people who are in need from receiving the full protections guaranteed to them by the UNHCR 1951 Refugee Convention and its 1967 Protocol. Without these protections, millions of people will have to remain where they are and continue to live under the persistent fear of persecution or death.

Even for those refugees to manage to achieve some sort of protected status, the road forward is daunting. “There are three scenarios,” the U.N.’s

Boian says. “One is returning to your own country when it’s safe, two is integrating into the society where you found safety and the third is resettlement.” The wait can last decades. “The

**“We came here with the promise that the Americans are going to take care of us. I hope this promise is going to be committed to.”**



As its name indicates, Interfaith Works is also a faith-based organization, though it is comprised of representatives of multiple faiths. “We draw upon a large base of different faith traditions,” Broadway says. “Whether it’s a Muslim mosque or a Jewish temple, whether it’s Catholic, Protestant or Buddhist, they’re all together at a roundtable of faith leaders, to get to know each other and work together on humanitarian issues.”

The organization is currently coordinating with state and federal officials to resettle 248 Afghan refugees to central New York. It is a complex process that involves meeting families at the airport, providing them with housing and food, assigning a case manager, helping them apply for public benefits and remaining present as a resource for

families to ask questions.

The task is even more complicated for recent refugees from Afghanistan who have not yet begun the formal asylum process. “The biggest challenge is finding the support for them that is typically provided for refugees,” Broadway tells *Newsweek*. “People coming from Afghanistan will not have those benefits. And it’s impossible to do that for a large number of people without the

**“Coming to a country with nothing, where you don’t speak the language and you don’t really know anyone is scary.”**

federal government’s support in our county.”


The role of the local community is critical in the resettlement process, according to the U.N.’s Boian. “Support for integration into their new communities is extremely vital,” he says. “Resettlement works best, in the long term, when the people that have been resettled have that kind of support right away from the beginning, just to help them get on their feet and learn how things are done.”

Ghani of Welcome Home Charlotte says that citizens of countries faced with an influx of refugees need to understand the causes of the migration in order for the process to work. “If Western countries have infiltrated a country, and because of their infiltration refugees have been created, then you cannot tell them they are not welcome to the same country that infiltrated them,” she says. “If we don’t want refugees, let’s stop creating refugees.”

Sharifi experienced that reality firsthand.

“We made our fair share of mistakes, but the international community also had their fair share of mistakes in Afghanistan,” he says. “There’s lots of blame to go around. I take my share of the blame, and I hope the global community does the same.”

Despite the hardship, Sharifi remains deeply committed to his country and his people.

“I feel hopeless. I’m exhausted. My heart is broken a thousand times,” he tells *Newsweek*. “But at the same time I’m not giving up. I am trying to make sure that we use our voice and become the voice for the 38 million Afghans silenced under the Taliban.” 

**NOT A HOME** Afghan refugees are living for the time in barracks at the U.S. Army base in Fort McCoy, Wisconsin.



BARBARA DAVIDSON/AFP/GETTY



# Talking Points

**FOX**  
friends

**"They said it's a bold new direction. I say they're bandwagoning."**

—SUPERMAN ACTOR DEAN CAIN ON DC COMICS MAKING THE NEW SUPERMAN BISEXUAL

The New York Times

**"You can't ever go outside, you don't know how long this is going to last, bad things can happen any moment, and you don't have any other company."**

—ASTRONAUT CHRIS HADFIELD ON WHY THE INTERNATIONAL SPACE STATION IS LIKE LOCKDOWN

**ESPN**

**"FROM DAY ONE, HE'S BEEN A USED CAR SALESMAN."**

—Former NFL player Keyshawn Johnson on ousted Las Vegas Raiders coach Jon Gruden



Keyshawn Johnson

**"A FAMILIAR PATTERN THAT WE'VE SEEN OF PUTTING POLITICS AHEAD OF HEALTH."**

—WHITE HOUSE PRESS SECRETARY JEN PSAKI ON TEXAS GOVERNOR GREG ABBOTT'S ORDER BANNING VACCINE MANDATES



Jen Psaki

**SNL**

**"It's because of [my father] that I met my first Black person. Want to take a stab in the dark at who it was?"**

—KIM KARDASHIAN



Chris Hadfield

**THE VIEW**

**"We not only came close to a full constitutional crisis, I think we're still in it."**

—HILLARY CLINTON

**VANITY FAIR**

**"I MEAN WHAT I SAY WHEN I SAY IT. BUT TO EXPRESS IT PUBLICLY WAS NOT THE RIGHT THING TO DO."**

—Dwayne Johnson on criticising *Fast & Furious* co-star Vin Diesel



MODERN WORK

# Navigating Your Career in an Upside-Down World

Work life in turmoil? Here are some ways to rethink—and remake—your career

**FOR ALMOST EVERY PROFESSIONAL**, life turned upside down during the pandemic. Whether you experienced job loss or a sudden shift to work-from-home, you likely had to deal with radically changed circumstances. Many of those changes persist to this day. For career expert Lindsey Pollak, whose keynote speaking business suddenly evaporated, “it was terrifying and frustrating.” In response, she sought clarity by creating a roadmap for herself and others in the form of a new book titled *Recalculating* (Harper Business), a guide for navigating your career during times of great change.

In a recent conversation on my weekly *Newsweek* interview show *Better* (Thursdays 12 p.m. ET/9 a.m. PT), I asked Pollak to reflect on her key learnings. (She also wrote a piece for *Newsweek* about how recent graduates can adapt to the COVID-19 era of work.) Here are a few pieces of advice she offers for anyone feeling stalled, or at a crossroads.

## Start with a growth mindset

Before we change course professionally, we need to believe that change can actually happen. Pollak cites the work of Stanford psychologist Carol

Dweck, who pioneered the concept of “growth mindset” (change is possible!) as compared to “fixed mindset” (I am who I am, and that’s it). According to Pollak, a growth mindset is key. It “starts from the belief that really anything is possible if you put in the work,” she says.

## Recalculating doesn’t mean restarting

When you’re facing career change, it’s important to remember that you’re never starting from scratch. “When your GPS says ‘recalculating,’ it never

sends you back to your driveway to start over completely,” Pollak says. “It always takes you from where you are. You have built skills and knowledge and experiences in whatever job you’ve done.” Take a self-assessment or enlist a coach or your alma mater’s career services office to help you discover the strengths and skills you already possess that will serve you in your next chapter.

## Keep yourself accountable

Figuring out what’s next takes persistence—and patience. Pollak recommends keeping a few accountability partners on speed dial for the

times when motivation runs low.

Pollak, for instance, has identified certain friends she reaches out to when she’s feeling bored or unmotivated, and—depending on the circumstance—they either push her to get the task done or encourage her to take a self-care break. And then get the task done. In high school and college, Pollak also used a technique she calls “sandwiching,” in which she’d call her mom for encouragement and support both before and immediately after completing a tough task. “That made the



GETTY





**BETTER**  
 A LinkedIn Live Series  
 with Dorie Clark  
 Thursdays at 12 p.m. ET  
 at [newsweek.com/linkedinlive](http://newsweek.com/linkedinlive)

thing a little less scary and bothersome," she recalls.

### Remember your relationships

If you're looking for a new job or new career opportunity, there's a good chance you'll find it through a personal connection. I'm a longtime believer in the power of networking, and Pollak agrees: "I think the best piece of advice I've ever gotten in my whole life was, 'No matter what, keep building your contacts, keep your relationships.'"

Pro tip: Pollak, a former LinkedIn

brand ambassador, remains a huge fan of the service as a way of keeping in touch. Instead of just sending a blank connection request, she says, "Always customize your outreach request to people. Just a sentence,

**"When your GPS says 'recalculating,' it never sends you back to your driveway to start over completely."**

'Hey, Dorie, really enjoyed your show,' or 'Hey, great to meet you at the career fair. We're an alum of the same school.' In other words: show that you're not just writing 'Dear occupant.'"

### You can 'recalculate' your current job


Even if you're unhappy or unfulfilled in your present role at your company, that doesn't necessarily mean you need to leave. Employers—keenly aware that many employees are considering moving on—may be amenable to a conversation about shifting your role. As Pollak says, "share your ideas and your suggestions and your desire to maybe change directions or become an intrapreneur in your company." The key, though, is to ensure that your company doesn't view your request as a threat or ultimatum.

"You have to almost over-emphasize that you are delightfully happy in your current position and very happy to keep it and continue contributing, and you have some ideas of what you might want to do next," she says. "The trick is to never act like you're out of there if this doesn't happen, or you only want to make this change and you're not really into your job anymore."

Bottom line: Unforeseen circumstances can cause career roadblocks—and we may need to reinvent ourselves. But that doesn't mean we've lost our way. Sometimes recalculating helps us discover there was a better route all along. **N**

→ **Dorie Clark**, author of *ENTREPRENEURIAL YOU* and Duke University Fuqua School of Business professor, hosts NEWSWEEK's weekly interview series, **BETTER**, on Thursdays at 12 p.m. ET/9 a.m. PT at [newsweek.com/linkedinlive](http://newsweek.com/linkedinlive). Sign up for updates at [dorieclark.com](http://dorieclark.com).





# 1000

## Companies That You Would Sell Your Soul to Work For

OUR FIRST ANNUAL LIST OF

**BUSINESSES THAT DO RIGHT**

BY THEIR EMPLOYEES







# W

ELCOME TO NEWSWEEK'S FIRST MOST Loved Workplaces rankings. The collection of 100 small, medium and large companies on the pages that follow come at a crucial time for employees and their bosses alike. COVID-19 has turned the work world upside down—and the relationship between employees and their employers has never been more fraught. According to the U.S. Department of Labor, 11.5 million workers quit their jobs in the second quarter alone. (Are you keeping your employees happy? You'd better be.)

There are other lists out there that rank good companies, to be sure. But we believe our rankings, produced in partnership with the Best Practice Institute, are different and dig deeper. We're doing more than just counting how many benefits employers provide—a solid 401(k) plan, medical benefits, paid time off and so on. Those things are, of course, important. But what we're measuring, critically, is how employees *feel* about their organizations. There's a big difference, after all, between workers getting a kick out of free Doritos and whether they truly love and feel in sync with the company they work for.

"A Most Loved Workplace is focused squarely on the degree to which employees have a positive feeling about their employer," says Louis Carter, CEO of the Best Practice Institute, a leadership development center and think tank that developed the research underpinning the rankings in collaboration with the University of Pittsburgh. In other words: "high emotional connection or love for" their place of employment.

Why is this important? Because that "emotional connection" is directly relatable to the success of a company. Carter, and the BPI team, including head of research Scott Baxt, have over the years studied more than 3,500 managers, leaders and employees in a wide range of industries and company sizes. Their findings: Employees are as much as four times more likely to be extra productive if they love the company they work for. Also, not surprisingly, those same workers tend to stay put, cutting down on turnover.

The two crucial factors behind this kind of loyalty? Respect from their bosses, for one thing. It is also important, from the workforce's point of view, that their company lives "the values and ethics it espouses," says Baxt. Adds Carter, author of the book *In Great Company: How to Spark Peak Performance by Creating an Emotionally Connected Workplace*: "The reality is that offering lots of perks doesn't necessarily make your com-

pany the place people want to dedicate themselves to."

To make the cut, companies on the list had to meet certain criteria (read about our methodology in the box at right). For instance: Is collaboration and teamwork important—or does the company follow *The Hunger Games* management model? Are there opportunities for advancement or do jobs just dead-end? Is the company a good citizen or does it just pretend to be a do-gooder? Some of our companies, of course, have slipped up in the past (and some, for sure, will slip up in the future). But how they overcame the pitfalls is what mattered to us at the end of the day—an indication of the strength of leadership and determination to do the right thing.

Our Most Loved Workplaces reflect our criteria in a number of ways. Some examples:

Footwear maker Crocs, No. 20 on our list, has always been big on public service, and its employees expect it to deliver on that. Case in point: Early in the pandemic, Crocs gave away some \$40 million worth of its iconic foam clogs to nurses and other frontline COVID workers. No. 18, Sweetgreen, a casual restaurant chain, rewards employees for being good citizens by, among other things, giving them three hours to vote and five paid hours to volunteer.



**LOVING WORK**  
Having positive feelings about your employer leads to a more successful company; Sweetgreen (below) and Deckers employees (upper right) in action.

THE REALITY IS THAT OFFERING **LOTS OF PERKS** DOESN'T NECESSARILY MAKE YOUR COMPANY THE PLACE PEOPLE WANT TO DEDICATE THEMSELVES TO.





Patagonia, of course, is the role model for the practice-what-you-preach crowd. Recently, our No. 30-ranked company pulled merchandise out of the Jackson Hole Mountain Resort—Patagonia’s biggest customer in the ultra-ritzy ski community. Why? One of the resort’s owners hosted a politically radical right-wing event featuring GOP Representative Marjorie Taylor Greene of Georgia. (“We join with the local community that is using its voice in protest,” a Patagonia spokeswoman told the political publication, *The Hill*.)

Doing well by doing good is a great thing, but career-building, collaboration and transparency matter too at our top 100 companies.

Apparel-maker Deckers, ranked No. 6, constantly encourages employees to submit ideas, some of which may result in a direct investment by the company. Deckers employees, up and down the corporate food chain, can join teams that pitch those ideas directly to top execs including the CEO. Box, an internet cloud services firm (No. 21) is big on employee career-skill building. Three times a year, the company holds what it calls “LearnFest” professional development programs.

Are you in a career rut? Employees at LivePerson (No. 46), a computer software company, can switch to different teams if they think their jobs are going nowhere. A *we’re-all-in-this-together* vibe? Spotify, our top company this year, gets its executives to answer emails from employees up and down the food chain. It also constantly shares its mission and values and asks workers for input.

Diversity is a big deal at many of these companies as well, which is important to customers as well as employees, says Carter. No. 73 Denny’s, the restaurant chain, says around 55 percent of its restaurants are owned by minorities and 40 percent of its board of directors are women, 56 percent minorities.

We believe you’ll find our 2021 Most Loved Workplaces list of great value—no matter what position you hold. If you just want to know where your company stands, this list is for you. If you’re interested in finding a company where your career and values are aligned, this list is for you. Or if you’re an executive who wants to do a better job and create a happier and more productive workforce, these rankings will work for you as well. Dig in.

→ **Most Loved Workplaces®** is a registered trademark of the Best Practice Institute, Inc., of Palm Beach Gardens, Florida.



## How We Did It

**Newsweek’s ranking of the Most Loved Workplaces 2021** pays tribute to companies that put respect, caring and appreciation for their employees at the center of their business model and, in doing so, have earned the loyalty and respect of the people who work for them.

The list was created in partnership with the Best Practice Institute (BPI), a leadership development center and think tank. BPI has conducted extensive research to identify the specific management practices that lead to employee motivation and satisfaction and to document the strong link between worker satisfaction and productivity and performance. Based on that research, BPI measured five basic areas, via surveys, to determine how employees feel about where they work to create the 2021 Most Loved Workplaces list: the level of collaboration at the firm; how positive workers are about their future at the company; how much employer values align with employee values; respect at all levels; and career achievement. Working in consultation with *Newsweek* editors, BPI also gave consideration to the company’s response to the COVID-19 pandemic, including its return-to-office rules; workplace diversity, equity and inclusion; as well as its compensation and benefits policies and practices.

All together, more than 800,000 employees were sur-

veyed, at companies ranging in size from less than 50 employees to more than 10,000; additionally several hundred company officials were interviewed. To identify the top 100 companies for the *Newsweek* ranking, companies were evaluated and scored as follows: 35 percent of the initial score was based on employee survey responses; 25 percent was derived from analysis of external public ratings from sites such as Comparably, Careerbliss, Glassdoor, Indeed and Google; and 40 percent came from direct interviews with and written responses from company officials. *Newsweek* then conducted additional research into every company on the list, as well as the top runners up, to determine the final list of 100 companies and their ranking. (The list includes both U.S. firms and companies with a strong U.S. presence that are based overseas.)

The rankings combine quantitative and qualitative analysis that was developed by BPI in partnership with The School of International and Public Affairs at the University of Pittsburgh and featured in the book *In Great Company* (McGraw-Hill, 2019) by BPI and Most Loved Workplaces founder Louis Carter.

To find out more about becoming a certified Most Loved Workplace or to apply for next year’s list, go to [www.mostlovedworkplace.com](http://www.mostlovedworkplace.com).





**SCHOOL'S IN**  
One FedEx program covers costs for workers to start, or finish, their college education.





## The Mini Lists

### BY INDUSTRY

#### APPAREL

- 1 Deckers (6)
- 2 Crocs (20)
- 3 Patagonia (30)

#### COMPUTER SOFTWARE

- 1 SAP America (3)
- 2 Cadence (7)
- 3 Automation Anywhere (41)

#### CONSUMER GOODS

- 1 Hasbro (8)
- 2 Mattel (24)
- 3 Autonomous (57)

#### ENTERTAINMENT

- 1 ViacomCBS (29)
- 2 A&E Networks (40)
- 3 IMAX (51)

#### FINANCIAL SERVICES

- 1 Navy Federal Credit Union (5)
- 2 First Command Financial Services (19)
- 3 Moody's (62)

#### HEALTH CARE

- 1 ChenMed (36)
- 2 Fresenius Medical Care (42)
- 3 Nomad Health (72)

#### HOSPITALITY

- 1 Wyndham Hotels & Resorts (4)
- 2 Hilton Grand Vacations (12)
- 3 Great Wolf Lodge (47)

#### TECH/SERVICES

- 1 Dell (2)
- 2 Capgemini (10)
- 3 IBM (15)

#### INTERNET

- 1 Spotify (1)
- 2 Fanduel Group (9)
- 3 Box (21)

#### PHARMA & BIOTECH

- 1 Horizon Therapeutics (38)
- 2 EQrx (39)
- 3 Eversana (54)

#### RESTAURANTS

- 1 Sweetgreen (18)
- 2 Chipotle (52)
- 3 Denny's (73)

#### RETAIL

- 1 Home Depot (44)
- 2 Southeastern Grocers (48)
- 3 Custom Ink (82)

### BY SIZE

#### UNDER 1,000 EMPLOYEES

- 1 O2E Brands (17)
- 2 DigitalOcean (28)
- 3 Click Funnels (37)
- 4 EQrx (39)
- 5 IMAX (51)

#### 1,000 TO 10,000 EMPLOYEES

- 1 Spotify (1)
- 2 Deckers (6)
- 3 Cadence (7)
- 4 Hasbro (8)
- 5 Fanduel Group (9)

#### 10,000+ EMPLOYEES

- 1 Dell (2)
- 2 SAP America (3)
- 3 Wyndham Hotels & Resorts (4)
- 4 Navy Federal Credit Union (5)
- 5 Capgemini (10)

(x) → Overall ranking within the Top 100 list



VIEW THE LIST ONLINE AT [NEWSWEEK.COM/MLW-2021](https://www.newsweek.com/mlw-2021)



# THE TOP 100

**1 Spotify**  
MUSIC  
STOCKHOLM-NYC 🧑 9,032

Big on discussing company mission and values via its Passion Tour, which builds loyalty. Benefits like six months of paid parental leave doesn't hurt, either! (See the profile on page 40.)

**2 Dell**  
TECH/SERVICES  
ROUND ROCK, TX 🧑 158,000

Great opportunities for growth within the company, which provides formal mentoring, networking and individualized development programs. Stretch assignments? Yup, got those, too.

**3 SAP America**  
COMPUTER SOFTWARE  
NEWTOWN SQUARE, PA 🧑 102,430

A self-described "culture of kindness." The CEO, for instance, responds to every employee that reaches out. Pandemic mental health day will remain in place—plus 10 extras in case of a crisis.

**5 Navy Federal Credit Union**  
FINANCIAL SERVICES  
VIENNA, VA 🧑 13,003

Employees who want to learn new jobs are trained and given assignments to assist them in moving their careers in the right direction. Bonuses and paid volunteer leave are a plus.

**6 Deckers**  
APPAREL & FASHION  
GOLETA, CA 🧑 3,500

Bubbling up: Employees are encouraged to submit ideas that may result in direct investment from the top. Teams made up from workers at all levels make their pitches to the executive team, which includes the CEO.

**7 Cadence**  
COMPUTER SOFTWARE  
SAN JOSE, CA 🧑 8,100

Diversity seems to be a big deal here. For example, there's a formal mentorship program for new college graduates that has a big focus on women and employees of color.



8

**Hasbro**  
CONSUMER GOODS  
PAWTUCKET, RI 🧑 5,800

Looking to get ahead? There are lots of opportunities to work across disciplines to break down the typical silos. Bonuses, too, for things like making company values come to life.

**9 FanDuel**  
GAMING  
NEW YORK CITY 🧑 1,293

Though a relatively young company, succession planning is a big deal. There is consistent feedback and promotion from within to fill open positions.

**10 Capgemini**  
CONSULTING  
NEW YORK CITY 🧑 140,000

Training is a big deal, including employee-created academies in technical skill areas. An open-door policy is really open: Anyone can book an appointment with the chief executive.

**11 Microchip Technologies**  
ELECTRONICS MANUFACTURER  
CHANDLER, AZ 🧑 18,000

Company culture is centered on employee teamwork. Microchip Learning Center provides ongoing professional growth support and learning and development opportunities.

4

**Wyndham Hotels & Resorts**

HOSPITALITY  
PARSIPPANY, NJ 🧑 23,000

Workers have open access to the CEO as well as the executive committee. There's also personal development, feedback from customers and regular recognition programs.







**12 Hilton Grand Vacations**  
**HOSPITALITY**  
ORLANDO, FL 🧑 6,700

Employee recognition awards often come along with significant monetary compensation. Longevity is also rewarded: If you have been an employee for 10 years, you get the Friends and Family discount.

**13 Harsco**  
**ENVIRONMENTAL SERVICES**  
CAMP HILL, PA 🧑 10,500

A majority of workers have been in the essential category amid the pandemic. But workers with possible exposure haven't been forced to come to work. They still got paid, the company said.

**14 Boston Scientific**  
**MEDICAL DEVICES**  
MARLBOROUGH, MA 🧑 36,000

Leadership development is a big deal, as is racial and cultural awareness. There is mandatory unconscious-bias training, as well as regular Real Talk listening sessions. CEO Spirit Awards, too.

**15 IBM**  
**TECH/SERVICES**  
ARMONK, NY 🧑 345,900

Believe it or not, there's regular input encouraged from Big Blue's employees—and outsiders. The company's 72-hour Innovation Jam, for example, often results in new businesses being launched.



**16 Bunge**  
**FOOD PRODUCTION**  
CHESTERFIELD, MO 🧑 24,000

Lots of employee autonomy is one of the company's calling cards. And its open workspaces break down barriers and help with collaboration. Bunge likes to call it a "borderless atmosphere."

**17 O2E Brands**  
**CONSUMER SERVICES**  
VANCOUVER, BC 🧑 232

The benefits? How about five weeks of annual vacation? And you're required to take at least two of those weeks at the same time! Daily company huddles celebrate wins.

**18 Sweetgreen**  
**FOOD/BEVERAGES**  
CULVER CITY, CA 🧑 1,255

Virtual happy hours with the company founders, leaders and even outside guests, like academics, help develop collaboration and craft a solution-driven culture.

**19 First Command Financial Services**  
**FINANCIAL SERVICES**  
FORT WORTH, TX 🧑 2,000

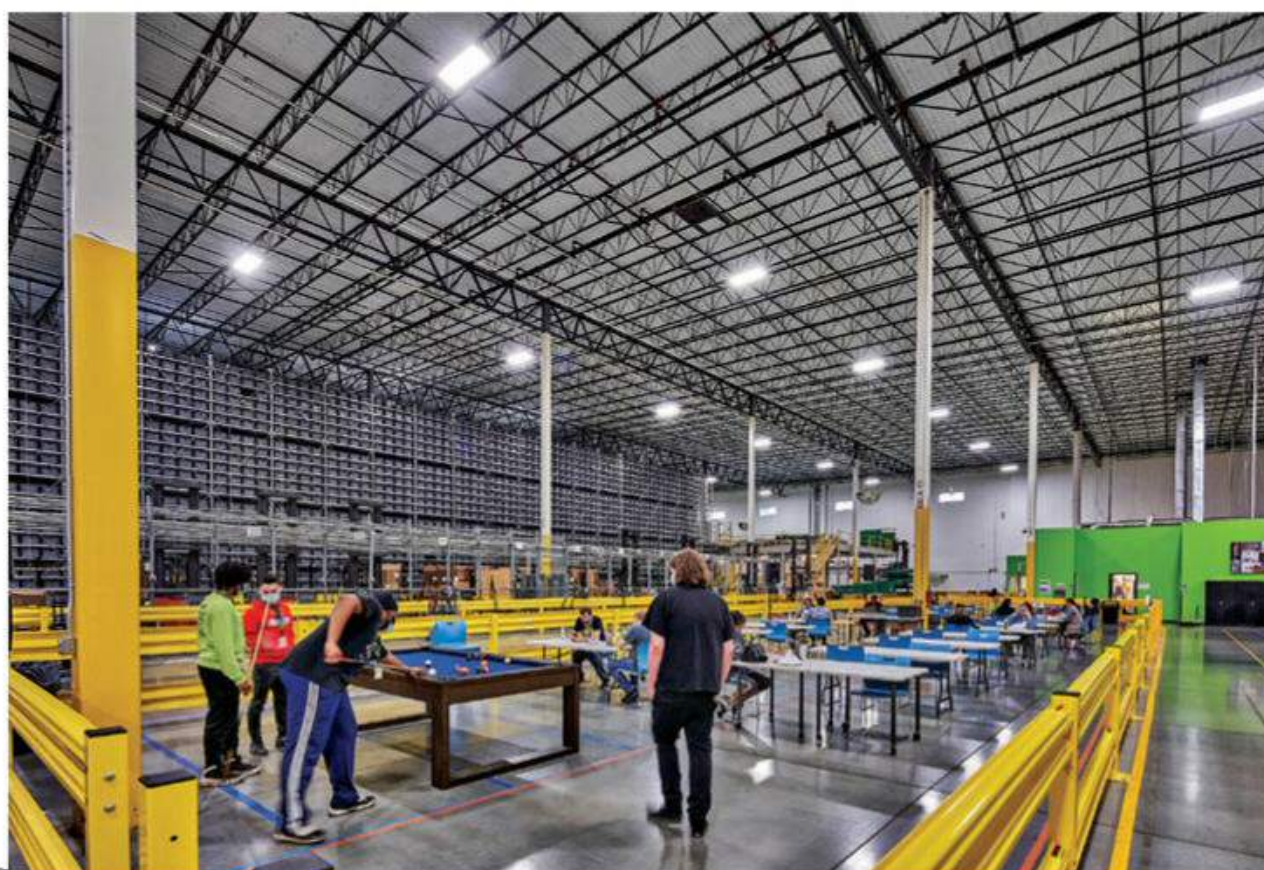
Family is the thing here, as is the focus on the financial wellness of veterans. If you're an employee, your family, at company expense, goes to the annual adviser conference. Hawaii, anyone?

# 20

## CROCS

**APPAREL & FASHION; BROOMFIELD, CO 🧑 3,803**

**Public service is a big, big deal at Crocs. During the pandemic, the company gave away some \$40 million worth of products to nurses and other frontline workers battling COVID-19.**



VIEW THE LIST ONLINE AT [NEWSWEEK.COM/MLW-2021](https://www.newsweek.com/mlw-2021)





## Box

INTERNET; REDWOOD CITY, CA 2,046

Employees are encouraged to develop career skills during the three-times-a-year Learn Fest program. Awards, too, for going above and beyond. Plus: company-wide days off for mental health.

# 21

### 22 Verizon

TELECOMMUNICATIONS  
NEW YORK CITY 135,300

Learning is big at Verizon: A portal includes things like leadership skills and anti-bias training. The company also offers tuition assistance. Stock grants? They got 'em too.

### 23 GitLab

TECH/SERVICES  
SAN FRANCISCO, CA 1,300

#IamRemarkable program salutes and respects individual identity. Career advancement plans, reimbursement for co-working spaces and pay equality programs all help, too.

### 24 Mattel

CONSUMER GOODS  
EL SEGUNDO, CA 24,000

The toy legend has a history of promoting health and wellness—and supporting playgrounds, day care, community centers and hospitals (including its namesake UCLA Mattel Children's Hospital).

### 25 Zebra Technologies

TECH/SERVICES  
LINCOLNSHIRE, IL 8,200

Opportunity equals loyalty here. The Zebra Network (ZEN) helps employees develop skills, on their own time, that will, Zebra hopes, lead to the advancement of their careers within the company.

### 26 Brown Foreman

WINE & SPIRITS  
LOUISVILLE, KY 4,800

Real life is important at Brown Foreman. The company offers, for example, free counseling sessions for mental health issues like anxiety, as well as help related to elder care issues.

### 27 HP

TECH/SERVICES  
PALO ALTO, CA 53,000

Another company where work-life balance is a thing. There's a Family, Friends and Fun Friday program, as well as global dance parties and cooking classes run by employees.

### 28 DigitalOcean

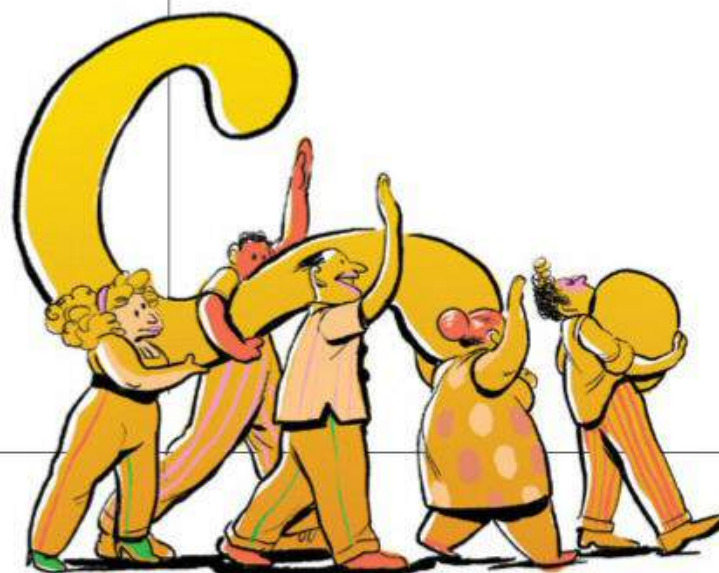
INTERNET  
NEW YORK CITY 581

Sammy Awards recognize employees who go above and beyond. Comprehensive performance management looks backward and forward to grow individuals, not just employees.

### 29 ViacomCBS

ENTERTAINMENT  
NEW YORK CITY 23,990

At every town hall meeting, employees have 20 minutes to lob unfiltered questions at the CEO. Benefits like college tuition reimbursement also keep workers happy.



BOX: KYLE SPARKS/PATAGONIA





## PATAGONIA

APPAREL & FASHION; VENTURA, CA 📍 2,287

Where else is political protest actually encouraged—and even a paid benefit? Let's say you are arrested at a peaceful demonstration: The company will cover the bail for you and your spouse.

# 30





**31 Avanade**  
**CONSULTING**  
SEATTLE, WA 🧑 39,000

A techie's dream, including global hackathons, innovation challenges and coding competitions. Plus, "geek allowances" are given to employees to ensure they're up on the latest tech.

**32 Cerner**  
**HEALTH INFORMATION SERVICES**  
KANSAS CITY, MO 🧑 26,400

Among other things, Cerner is big on the benefits. How about an on-site health clinic with counselors and nutritionists? There are also in-office personal trainers and even an expecting-mother concierge.

**34 Allegiant Travel**  
**AIRLINE**  
LAS VEGAS, NV 🧑 4,363

An upward-mobility friendly airline. Workers can actually move from job to job to find the right fit. The company also makes it easy to build connections with other employees.

**35 Altair**  
**TECH/SERVICES**  
TROY, MI 🧑 3,030

The CEO has some lofty diversity goals. For example: The company aspires to have a workforce of 50 percent female employees—and that includes the C-suite and the board of directors.



**36**

**ChenMed**  
**HEALTH CARE**  
MIAMI, FL 🧑 1,397

Peer-to-peer recognition is a big deal here. In the past year alone, there have been 20,000 employee tips of the hat via everything from town halls to just plain old emails. Annual ChenMed Awards, too.

**37 ClickFunnels**  
**COMPUTER SOFTWARE**  
BOISE, ID 🧑 453

Early on in the pandemic, this remote-work software company got rid of all co-pays for mental health counselors. Side hustles are encouraged, as well.

**38 Horizon Therapeutics**  
**PHARMACEUTICALS**  
CHICAGO 🧑 1,200

Top-down in action: The CEO asks employees how they're doing and gets 1,200 emails in return. And you know what? He responds to all of them. Stock to all employees when they arrive, and annually.

**39 EQRX**  
**BIOTECHNOLOGY**  
CAMBRIDGE, MA 🧑 141

The biotech company is big on playful things like "superpower" skills. When you get started, for instance, you're asked to take a quiz to determine your greatest strength. Superhero academies are a thing, too.



**33**

**FedEx**  
**PACKAGE & FREIGHT DELIVERY; DALLAS** 🧑 183,000

**Taking care of employees—and business: The LIFE (Learning Inspired by FedEx) program at the University of Memphis covers all the costs for workers to start or finish a college degree.**





**40 A+E Networks**  
**ENTERTAINMENT**  
NEW YORK CITY 🧑 2,382

Great place for LGBTQ+ employees. Just have a look at the fertility benefits offered: They are available to all genders and sexual orientations. Also, employees of all levels have a say in problem-solving.

**41 Automation Anywhere**  
**ROBOTICS**  
SAN JOSE, CA 🧑 3,927

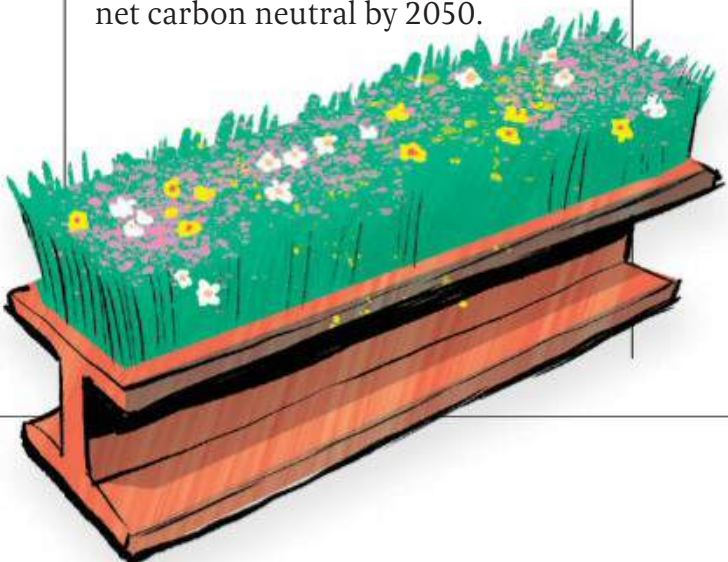
Culture driven by curiosity, and forgiveness! The CEO, who has a glass-door office, believes it is OK to be bold, take risks, try new things and make mistakes, as long as you learn from them.

**42 Fresenius Medical Care**  
**HOSPITAL & HEALTH CARE**  
WALTHAM, MA 🧑 124,000

Diversity, equity and inclusion (DEI) is an emphasis for everyone at this health care company, which focuses on kidney disease. The firm's first DEI leader wasn't hired but nominated by the employees.

**43 U.S. Steel Corp**  
**MANUFACTURING**  
PITTSBURGH 🧑 24,488

This old-school steel company recognizes employee trends that value the environment—and a green economy. Executives are committed, they said, to being net carbon neutral by 2050.



44

**HOME  
DEPOT**

**RETAIL**  
ATLANTA 🧑 415,700

Employees, thanks to former CEO Frank Blake, who revived the company, have bought into the vision of a retailer that has close ties to the community it serves. Workers “bleed orange.”

**45 Twitter**  
**INTERNET**  
SAN FRANCISCO 🧑 6,827

Uses decision-making framework called DACI (driver, approver, contributor and informed). CEO Jack Dorsey provides his 360-degree feedback report to all employees in the company.

**46 LivePerson**  
**COMPUTER SOFTWARE**  
NEW YORK CITY 🧑 1,341

Employees aren't stuck in static jobs and careers. They're allowed to move to different teams with different roles. Ideas flow. There's no fear of others taking your job—or stealing your ideas.

**47 Great Wolf Resorts**  
**HOSPITALITY**  
MADISON, WI 🧑 6,000

Employees are called Pack Members, of course. The no-office, open-cube culture builds that “one-pack mentality” spirit. There are Pack Members of the Month, and Year, too. Ahh-woooooo!

**48 Southeastern Grocers**  
**SUPERMARKETS**  
JACKSONVILLE, FL 🧑 13,563

There's a “Shark Tank” space for associates to deliver business solutions and new product ideas. In addition, a My Culture box in each store is a place for instant feedback to executives.

**49 EPAM Systems**  
**SOFTWARE ENGINEERING**  
NEWTOWN, PA 🧑 36,400

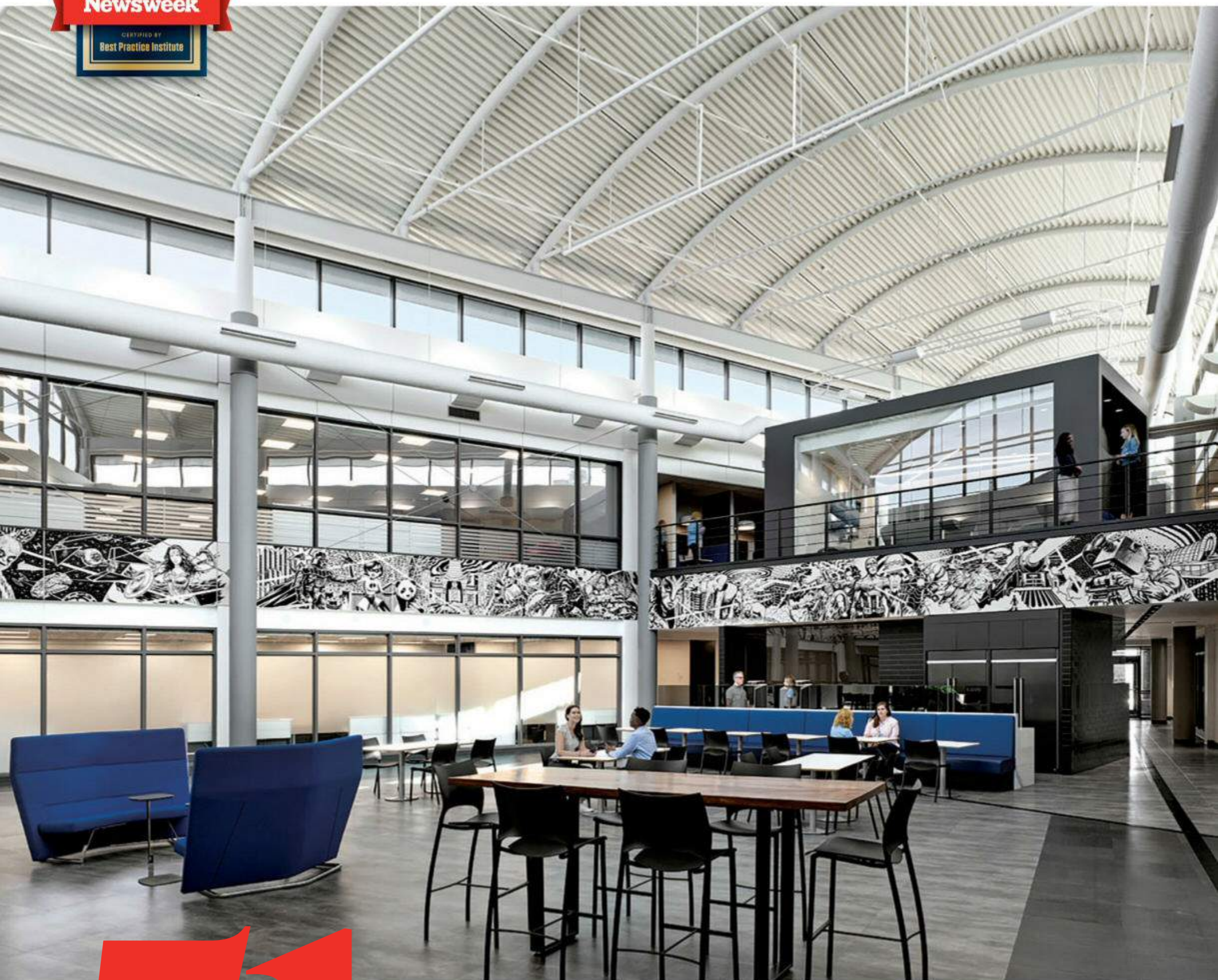
Even spanking-new hires can speak directly to the CEO. The organizational structure allows for decisions to be made in minutes. Slide decks? Nah.

**50 BlackBerry**  
**COMPUTER SOFTWARE**  
WATERLOO, ONTARIO 🧑 3,497

Remember the old handheld phone and email device? We barely do. The new software mission has brought employees and executives together like never before. Big teamwork place.







# 51

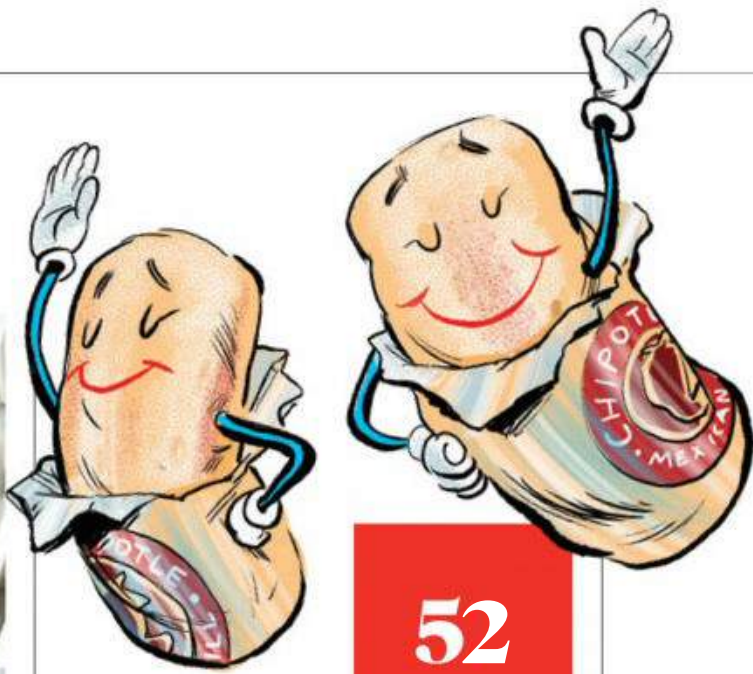
## IMAX

ENTERTAINMENT; LOS ANGELES 🧑 673

Unique opportunities and the freedom to partner with creatives in the entertainment industry. Good benefits, too, including unlimited sick time and a monthly lifestyle allowance.

BEN RAHN/IMAX; WESTON COLTON/VIVINT





**Chipotle**  
RESTAURANTS  
NEWPORT BEACH, CA 🧑 83,000

Looking for upward mobility? This restaurant chain helps employees climb up the corporate ladder quickly by offering additional training to anyone who raises their hand.

**53 Jacobs**  
CIVIL ENGINEERING  
DALLAS 🧑 48,000

Culture and people issues are staples of every board of directors meeting. The company trained 1,900 “mental health champions,” who serve as an “ear that an employee can go to confidentially.”

**54 Eversana**  
PHARMACEUTICALS  
MILWAUKEE 🧑 4,000

Performance management is not just focused on results. Peers get to assess peers. A culture that leans toward support instead of competition. Paternity leave for new pets? Yes!

**55 Southern Glazer's Wine & Spirits**  
WINE & SPIRITS  
MIAMI 🧑 12,294

Employees get to grow and train here via things like Southern Glazer's Wine & Spirits University (SGWSU). Another plus: Its EmpowHer program focuses on things like financial skills for women.

**56 Boxed**  
CONSUMER GOODS  
NEW YORK CITY 🧑 350

All managers come up through the ranks—95 percent of leaders are promoted from within the organization. In other words: You can learn the ropes from the ground up.

**57 Autonomous**  
CONSUMER GOODS  
NEW YORK CITY 🧑 170

Failure is not something to be feared here. It is seen as an opportunity to learn, improve and even grow. Company ideas to live by? Practice what you preach—and push yourself to new limits.

**58 Flex**  
ELECTRICAL MANUFACTURING  
SAN JOSE, CA 🧑 160,000

The company motto says it all: “Do the right thing always—no matter what.” The workplace community is strong, and there are lots of opportunities for personal growth.

**59 Greif**  
PACKAGING & CONTAINERS  
DELAWARE, OH 🧑 20,000

The Greif Way? Respect, candor and trust. All meetings start with personal check-ins. Speaking of meetings: Zoom gatherings reduced from one hour to 45 minutes. Thank goodness.

**Vivint**

CONSUMER ELECTRONICS; PROVO, UT 🧑 5,750

The company gives employees time to work on personal projects and receive feedback from people in the field. It's also a fun place. Employees get to go to concerts and amusement parks.

60







Newsweek

**61 Bitwise**  
**TECH/SERVICES**  
SCHAUMBURG, IL 320

Big on social responsibility. Backed by \$27 million in funding, the company provides tech training for underserved community members via a full-time apprenticeship program, which ends in a job at Bitwise.

**62 Moody's**  
**FINANCIAL SERVICES**  
NEW YORK CITY 5,076

The 100-year-old bond-rating company features rock-solid benefits for its multigenerational workforce that range from parental leave to phased-retirement programs. Respect for all, in other words.

**64 Triplemint**  
**REAL ESTATE**  
NEW YORK CITY 261

All-hands meetings end with a brainstorm to solve a big challenge. Focus on developing employees so they can eventually take on larger roles. Founders gave up salaries in 2020 to avoid layoffs.

**65 Arvest Bank**  
**FINANCIAL SERVICES**  
BENTONVILLE, AK 4,127

All employees take part in data gathering designed to implement customer-centric changes and improvements. Arvest is mostly owned by the Walton (Walmart) family.

**66 Ducommun**  
**AVIATION & AEROSPACE**  
SANTA ANA, CA 2,450

All together now: Employees designed a motor for the Mars Rover. Benefits? Bonus plans and scholarship programs for children—and even grandchildren.

**67 Nielsen**  
**MEDIA RESEARCH**  
NEW YORK CITY 46,000

Promotes internally and encourages employees to search for professional growth opportunities within the company. Wellness is a big deal here via the Smart Work program.

**68 Madison Reed**  
**COSMETICS**  
SAN FRANCISCO 185

Welcome to the club: The chief executive meets all new employees and top prospects. Early on, pandemic friendly, too: “Nobody...right now should worry about a paycheck” was the message.

**69 TVA**  
**ELECTRIC & UTILITIES**  
KNOXVILLE, TN 10,000

Generous and flexible tuition reimbursement program at this historic utility company, which was established during the Great Depression. All employees can get degrees in any discipline they wish.

**70 Freedom Mortgage**  
**FINANCIAL SERVICES**  
MOUNT LAUREL, NJ 5,699

If town halls and video and email communication with the CEO is your thing, Freedom Mortgage delivers. Rookies find its First Flyer training program useful for industry introductions.

63

**Windstream**  
**TELECOMMUNICATIONS**  
LITTLE ROCK, AK; 11,945

“Employees are showcased in real-life case studies to demonstrate how collaboration and innovation actually works at the telecom firm. Catch this: Big company problems are tossed out for any employee to solve.”



FROM LEFT: WINDSTREAM; POSTMAN; INCYTE





71

**Postman**  
COMPUTER SOFTWARE  
SAN FRANCISCO 🧑 562

Employees know what's going on at this software concern. Slack channels are full of comments from internal sources and customers. Problems? Employees are always reasoning things out.

**72 Nomad Health**  
HOSPITAL & HEALTH CARE  
NEW YORK CITY 🧑 190

Another company that did the right thing during the early times of COVID-19. For example: Amid the quarantines and illnesses, frontline workers got full pay—no questions asked.

**73 Denny's**  
RESTAURANTS  
SPARTANBURG, SC 🧑 3,100

The company says, "Career paths for the long-tenured are not based on college credentials, but how you performed in the restaurant." In other words: When talent is identified, talent is promoted.

**74 Eaton**  
ELECTRICAL MANUFACTURING  
BEACHWOOD, OH 🧑 91,987

Community focused and socially aware. One big benefit: Employees get paid time to volunteer in their neighborhoods. Making money is the thing, of course, but it is not the only thing.

**75 Kellogg's**  
FOOD/BEVERAGE  
BATTLE CREEK, MI 🧑 31,000

The company is not just about being a trusted brand. The cereal legend has established a volunteer culture. Employees collectively put in some 17,000 hours of work to serve people around the world.

**76 Essence Global**  
ADVERTISING  
NEW YORK CITY 🧑 1,900

Employees get to tackle business challenges together in a six-month program. Worker groups are used as shadow boards to consider ideas and solve problems for the company and clients.

**78 Autodesk**  
SOFTWARE  
SAN RAFAEL, CA 🧑 11,500

Its three-month Culture Sprints provide intense coaching sessions that are designed to build leadership skills. It's all part of the company's Culture Code. Big-time mentorship program and equity awards, too.

**79 S&P Global**  
FINANCIAL INFORMATION  
NEW YORK CITY 🧑 22,500

Coaching is available to all employees for professional and personal development. This has led to a highly tenured workforce. Big stat: Seven percent of workers who have left have returned.

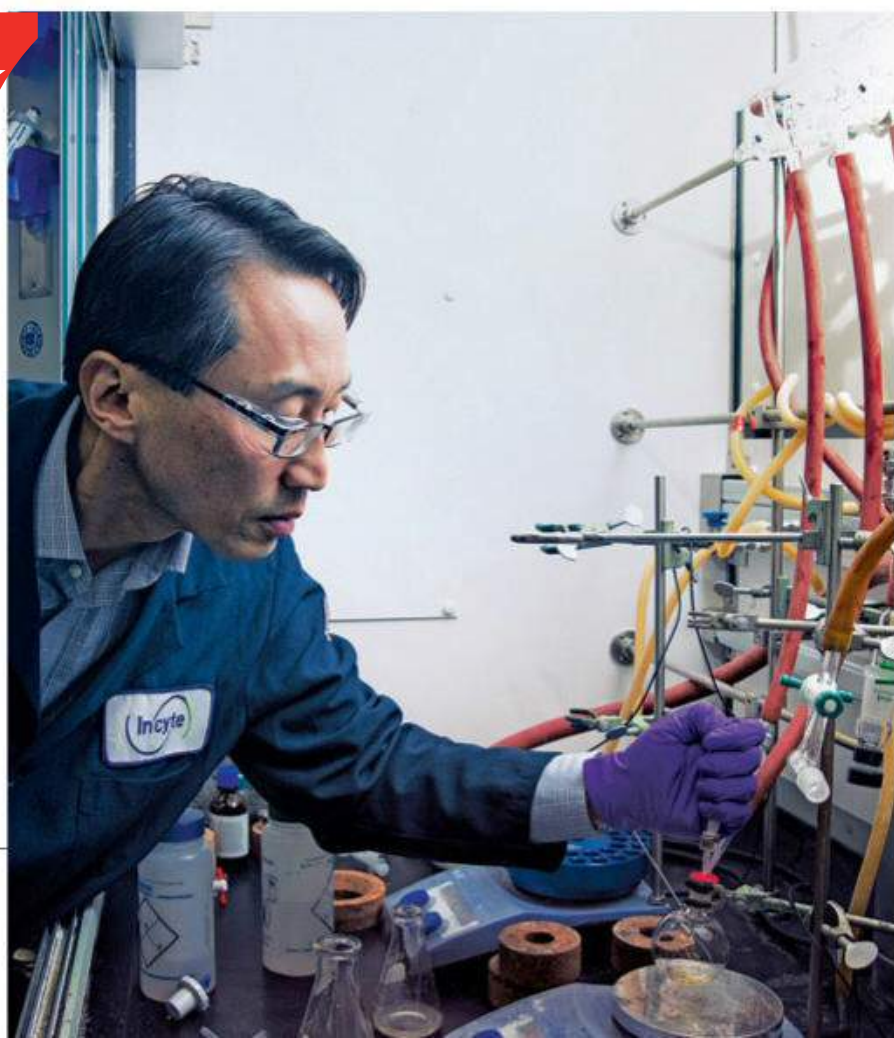
**80 Cozen O'Connor**  
LAW PRACTICE  
PHILADELPHIA 🧑 775

All C-levels go on listening tours with employees at all levels; they discuss business development, financials and strategy. There's even a formal no jerks rule. This is a law firm? Yes!

77

**INCYTE**  
PHARMACEUTICALS  
WILMINGTON, DE 🧑 1,456

**This pharma company offers benefits like 100 percent health insurance coverage for employees (95 percent for dependents) and, since 2017, parental leave for all situations.**





# 81

## 80 Acres Farms

**FARMING**  
HAMILTON, OH 🧑 775

The company co-founders, Mike Zelkind (right) and Tisha Livingston, created Mike Minutes and Tish Talk programs so employees could learn the ropes directly from the top.



## 82 Custom Ink

**RETAIL**  
FAIRFAX, VA 🧑 1,500

To keep things interesting, and personal growth going, the company gives employees two-to-three month rotations in different parts of the business. Helps with collaboration, too.

## 83 ASML

**SEMICONDUCTORS**  
WILTON, CT 🧑 24,749

A different kind of performance assessment is offered here: It's not what you got done, but how you got it done. The Experience Center opens the door to a higher vision of the company.

## 84 DailyPay

**FINANCIAL SERVICES**  
NEW YORK CITY 🧑 350

Silicon Valley with a Zoom twist: virtual morning coffees, virtual book clubs, virtual movie nights and virtual lunches. Nice benefit: stipends to take advantage of learning opportunities outside the company.

## 85 Everise

**OUTSOURCING & OFFSHORING**  
AUSTIN, TX 🧑 3,000

Looking for quarterly bonuses? This Austin outsourcing company has got them. Hoping to move up in the corporate food chain? Some 80 percent of the positions are filled internally.

## 86 Hines

**REAL ESTATE**  
HOUSTON 🧑 4,785

The company is family owned, which often can be a problem for employees. But this real estate firm says employees have a big role in decision making.

## 87 Palo Alto Networks

**COMPUTER & NETWORK SECURITY**  
SANTA CLARA, CA 🧑 9,038

What has this computer company got for its employees? Flex benefits? Yes. Diversity programs? Yes again. One-to-one coaching and mentoring? Yup. Listening circles? You get them as well.

## 88 Instacart

**RETAIL**  
SAN FRANCISCO 🧑 10,000

Employees get bonuses for their insights and for coming up with beta tests for new customer features. If you are looking for hierarchies, this is not a place for you. No silos allowed.

## 89 CohnReznick

**ACCOUNTING**  
NEW YORK CITY 🧑 2,800

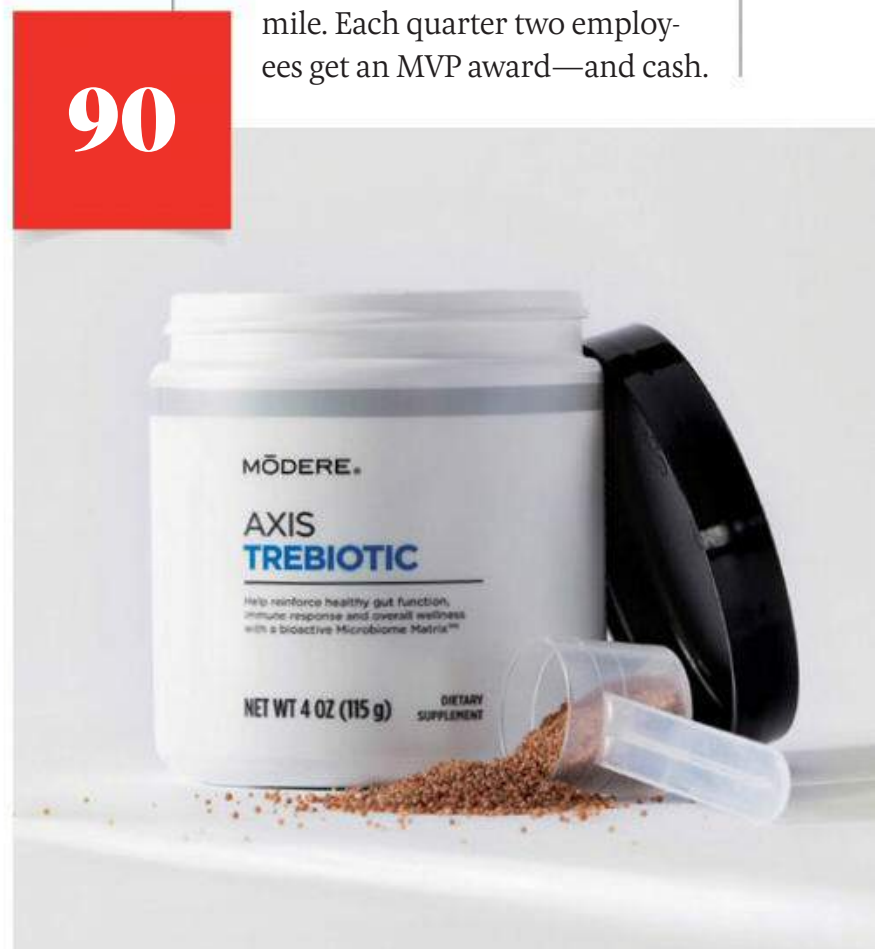
Executives spend a good bit of time developing coursework and on-the-job learning experiences for its employees. How else to cultivate industry expertise? No meetings on summer Focus Fridays.

## 90 Modere

**RETAIL**  
SPRINGVILLE, UT 🧑 632

Value driven: The MVP (Modere Values People) program has employees nominating peers for going the extra mile. Each quarter two employees get an MVP award—and cash.

# 90





91

**VUZIX****CONSUMER ELECTRONICS**  
ROCHESTER, NY 🧑 90

Employees are excited about their growing augmented-reality company in north-central New York. It's easy to see why: There's a patent incentive program and stock options.


**92 BI Worldwide**  
**MARKETING & ADVERTISING**  
 EDINA, MN; 🧑 1,691

Edina is a great place to live. It's also a great place to work. BI is a great place to work, too. A Summer of Love program includes relaxed dress codes, half-day Fridays and frequent concerts on the office lawn.

**93 Avalara**  
**COMPUTER SOFTWARE**  
 SEATTLE 🧑 3,351

There's an employee reward program, and colleagues are the nominators. But enough of that. The best thing? Every location of this Seattle-based software company has, yes, a tiki bar.

**94 Ryan Specialty Group**  
**INSURANCE**  
 CHICAGO 🧑 2,088

Employees at this Chicago insurance firm are encouraged to run amok with a good idea. The company says you will never hear "it's not my job" spoken around the office. Mentorship is a constant thing.

**95 Canon USA, Inc.**  
**BUSINESS EQUIPMENT**  
 MELVILLE, NY 🧑 13,413

The corporate philosophy, *kyosei*, is the thing here: It essentially means "living and working together for the common good." And that signifies collaboration and communication are big deals.

**96 Kaplan**  
**EDUCATION MANAGEMENT**  
 FORT LAUDERDALE, FL 🧑 10,004

Culture Labs let employees shape the company culture in small group discussion sessions. An Equality and Inclusion Personal Day allows employees to celebrate a day of importance to them.

**97 At Home Group**  
**RETAIL**  
 PLANO, TX 🧑 6,289

The company has an employee foundation through which its workers can receive financial assistance; At Home employees contribute to the fund. Monthly group CEO lunches and stock grants, too.

**98 Level Ex**  
**COMPUTER GAMES**  
 CHICAGO 🧑 54

Any idea goes here. The company, for instance, hosts Game Jams, which are 48-hour competitions. Employees break into teams and come out with fully functional games from scratch.

**99 Strava**  
**APP FOR RUNNERS & CYCLISTS**  
 SAN FRANCISCO 🧑 289

Strava is big on family and personal health: Vacation by the end of the year is a must, plus two hours a day for hikes. No meetings on Fridays, too.

**100 Pendo**  
**COMPUTER SOFTWARE**  
 RALEIGH, NC 🧑 675

Free professional counseling for employees looking to move up or improve their current lot in corporate life. Other perks include: open paid time-off policy; help with a paid parking spot; and in-office beer on tap. In other words: Shangri-La! 🍷





Meet Spotify

CAN OUR NUMBER ONE COMPANY MAINTAIN ITS EMPLOYEE-FRIENDLY

# The Cult





WORKPLACE THROUGH THE PANDEMIC AND A GROWTH BOOM? WE THINK SO *by* Peter Carbonara

# Future Club



**SINGAPORE ROCKS** Music, not surprisingly, is a unifying force among employees in the Spotify culture.



# H

OW DO YOU MAKE IT TO THE TOP OF our list of Most Loved Workplaces? It's simple, but not easy: Build a company culture that actually puts people first. In the case of this year's winner, international music streaming behemoth Spotify, one key to doing that is starting with Swedish parts.

The company has offices all over the world and the largest is in New York City, but its headquarters and roots are in Stockholm. As it has grown, Spotify has kept big characteristically Swedish things like a relatively flat management structure, a "no prima donnas" employee policy, a corporate culture that emphasizes teamwork and openness as well

as perks—some of which, though required by law in Sweden, are almost unheard of elsewhere. Like, for instance, six months of paid leave for all new parents, including men.

There's more. Much more.

This February the company adopted a "work from anywhere" policy under which employees are encouraged to live wherever they choose and connect digitally. This November, Spotify is giving all its employees the first week of the month off to recharge somewhat from the stresses of the pandemic, with all work—emails, Zoom meetings, phone calls—actively discouraged. (Spotify will still be available to listeners,



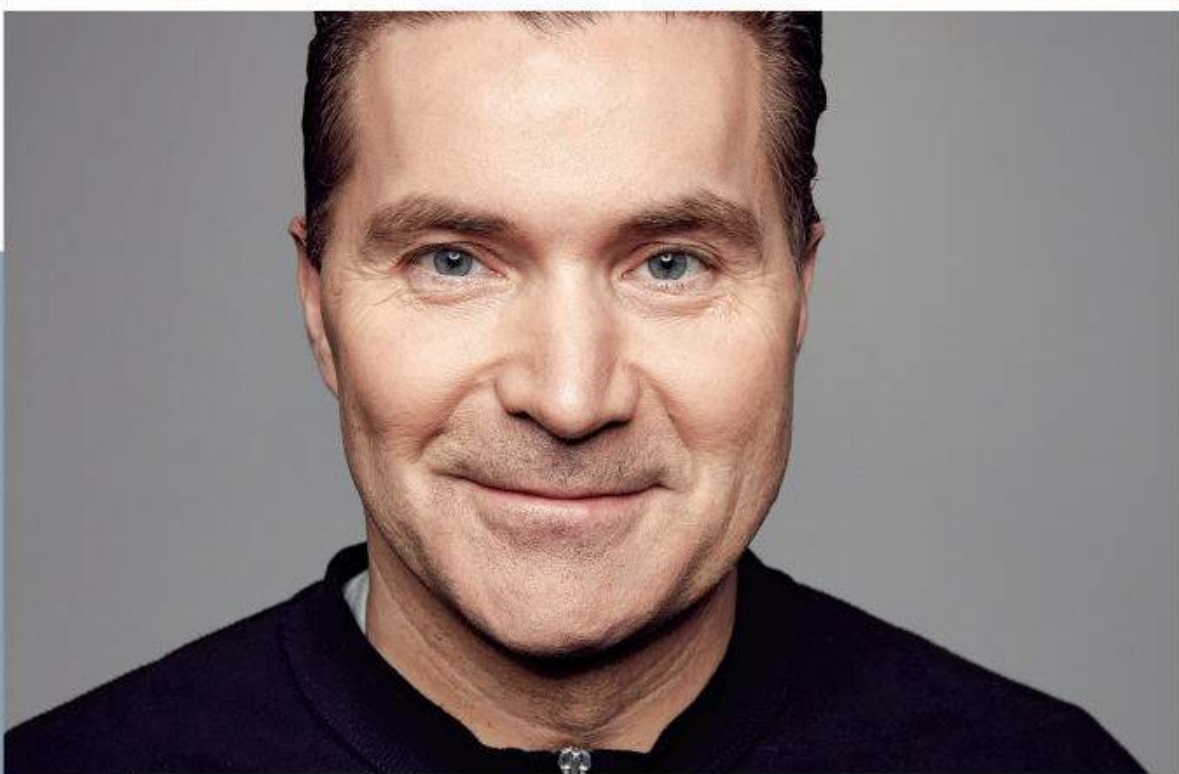
## LEADING MEN

Right, from top: Spotify CEO/co-founder Daniel Ek and co-founder Martin Lorentzon. Below: A Spotify office in Berlin.



KRISZTIAN BOCSI/BLOOMBERG/GETTY; RIGHT: DREW ANGERER/GETTY; SPOTIFY





“WITH A LOT OF PERKS AT OTHER TECH COMPANIES THERE’S THIS SENSE THAT THEY’RE TREATING YOU NICELY SO YOU’LL WORK HARD, TO KEEP YOU IN THE OFFICE. HERE IT’S BECAUSE THEY **GENUINELY CARE.**”

of course, and employees who need to work to keep the network running will get the following week off.)

Then there are little things, like “fika.” Although the word corresponds roughly to “coffee break” in American English, in Sweden fika is part of the national character, a daily reminder of commitment to work/life balance. Adam Winer, an American Spotify senior director for content strategy, analytics and insights says, in Sweden, “you hear ‘oh, it’s fika time. Let’s get out the cinnamon rolls and the coffee and whatever.’” Winer says he now uses fika as a hiring tool, having a promising candidate hang informally

with four or five Spotifiers over coffee as part of the interview process.

He confesses to having been a little skeptical at first about what he heard about collaboration and access to senior executives up to, and including, the founders. “It’s not like Amazon where managers are expected to fire their bottom 10 percent...the level of transparency blew me away,” he says. “You hear about it but then you’re surprised to see it.”

Winer adds: “With a lot of perks at other tech companies there’s this sense that they’re treating you nicely so you’ll work hard, to keep you in the office. Here it’s because they genuinely care about you as a human being: ‘We’re Swedish! We believe these things! Our culture is we all go to the beach for a month in the summer and shut everything down because Sweden is dark and terrible for nine months out of the year so we must all enjoy it and that’s well-being and that’s important to us.’”

Founded in 2006 in Stockholm by Daniel Ek and Martin Lorentzon, Spotify reshuffled the music business, replacing sharing operations like Napster with legal licensing and eventually making mobile phones the device most people use to find and listen to music. Some big stars like Taylor Swift complained—and many still do—about the royalty rates Spotify offers. But after pulling her music off the service, Swift and the company eventually came to terms.

Spotify is very much in growth and investment mode. About 365 million active users listen each month; 165 million are paying premium subscribers, the rest listen to Spotify’s roughly 70 million track, 2.9 million podcast library free with ads. The company now has about 7,000 employees in 79 offices around the world. Recently it has made a big push into podcasting, signing the likes of controversial comic and commentator Joe Rogan as well as Barack Obama and Bruce Springsteen. While it has yet to report a profit, the publicly-traded company is valued at about \$46 billion. (Revenues in 2020: \$9.1 billion.)

For all that growth, however, according to Ching-Wei Chen, a senior machine learning engineer, “Spotify is the biggest company I’ve worked for and it feels like the smallest. In terms of red tape and hierarchy, it feels like a small company.”



## Playing in the Band

MAINTAINING THE VIBE OF A PEOPLE-CENTRIC Swedish operation has been a challenge as Spotify has become an international employer and cultural force. Gustav Söderström, Spotify's chief of R&D says, "It's hard and it probably should be if you want to be a great company."

Stockholm-based chief human resources officer Katarina Berg says the company has become somewhat "less Swedish" as it goes through an extended period of "hypergrowth," something she expects to go on for at least another four or five years. "We're bringing close to 150 warm bodies into the organization every month," she says. In that atmosphere of constant "controlled chaos," she adds, cultural change is inevitable: "We have founders who understand culture evolves."

The traditionally Swedish way of doing things, for example, can involve a slow process of consultation and discussion across a company to reach consensus before any big move. At Spotify, Berg says, things are moving much too quickly for that and, in a company of more than 7,000 widely dispersed people that is rapidly adding products and making acquisitions, there's never going to be total agreement on anything." She says, "We don't have time for politics." The tradition, though, of talking things through publicly, of making both information and senior executives available to employees, hasn't changed. The goal now, however, is "consent, not consensus."

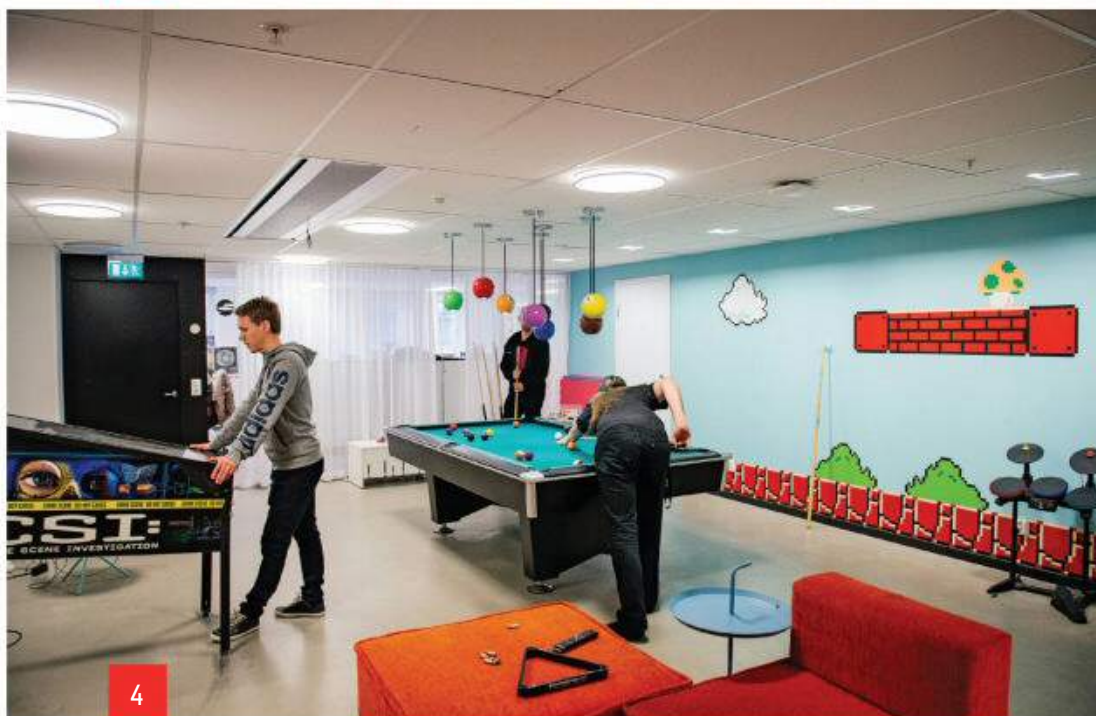
R&D chief Söderström says, "I always say 'Talk is cheap'—so let's do a lot of it." Far cheaper, he says, than either talent or code. "Collaboration is sometimes slower," he says, "You need a lot more conversations with bigger groups...more people need to know the whole context." The working paradox, Spotify executives say, is that while discussion and collaboration can take more time at first, the employee confidence it generates ultimately allows Spotify teams to act faster, out of a shared sense of purpose. As Berg says, "When trust goes up, speed goes up."

Söderström adds, "You can't win. There's no 'right'

## SPANNING THE GLOBE

**1** World headquarters in Stockholm. **2** Katarina Berg, HR czar. **3** Spotify's cafeteria in Sweden. **4** Workers at play. **5** Berlin employees. **6** Former Spotify foe Taylor Swift does her thing. **7** R&D chief Gustav Söderström. **8** White Denim perform for Spotify staff in San Francisco. **9** Spotify's Singapore digs.

01: JONATHAN NACKSTRAND/AFP/GETTY; 02: SPOTIFY; 03: CREDIT: JONATHAN NACKSTRAND/AFP/GETTY; 04: CREDIT: JONATHAN NACKSTRAND/AFP/GETTY; 05: BRITTA PEDERSEN/GETTY; 06: KEVIN MAZUR/GETTY; 07: SPOTIFY; 08: C FLANIGAN/GETTY; 09: SPOTIFY



"THE LAST THING I WANT FROM EVERYONE ON MY  
OVER THESE PAST







TEAM IS THAT **THEY WORK SO HARD**  
SIX MONTHS THAT THEY QUIT AND I DON'T HAVE THEM FOR THE NEXT SIX YEARS."





organization,” but says the decentralized, collaborative model works much better for Spotify than the internal team competition favored at Amazon or the narrow focusing of all efforts on supporting a small core of products as at Apple. He says it also fits Spotify’s strategic goal of expanding beyond its original role as a distribution channel for professional musicians and established labels, to being what he calls a “platform,” where music and audio of all kinds are made by people of all kinds and where creators and listeners are free to interact and even swap roles. The aim, he says, is an enormous “loop of creation and listening.” Building that, he says, is an ambitious and exciting strategic and engineering challenge: “We want to get a billion people getting enjoyment from this...and that’s a really big problem.”

Although Spotify has made a move into both big name podcasts and in offering customers tools to make their own, music remains at the core of the brand. That has a lot to do with both the company’s culture and the type of people it attracts as employees.

Spotify culture abounds with references to “the band,” meaning the company itself. Think: the happy Beatles of *A Hard Day’s Night* as opposed to the bickering Fab Four of *Let it Be*. HR chief Berg says the band concept, while useful, shouldn’t be taken too literally. “We haven’t found our Yoko Ono,” she jokes, adding, “More it is the idea of active cooperation, of everybody contributing something distinct but necessary to the whole.”

A love of music seems to be a core Spotify personality trait. Machine learning engineer Chen says, “For a lot of people [music] reaches to their core and is a part of who they are and when you come together with other people who share that passion... you like working with those people because you share that connection.”

### The Secret Sauce?

THE PANDEMIC HAS HIT SPOTIFY HARD JUST AS IT has everyone else, forcing employees out of the office and canceling most of the daily personal interactions that can make work life both more productive and enjoyable. Spotify has embarked on a number of online efforts both to reinforce and

refine its core values and also to try to keep employees connected socially. What will be the long-term effect of the shift brought on by the pandemic?

Content strategist Adam Winer, who joined the company in New York City but now lives in Minnesota, says his team of about 40 people spread around the country and physically kept apart by the pandemic has now gotten big enough that he’s had to be more proactive about simply “checking in on them as human beings.” He says he misses all the daily interactions that used to happen in the office. Still, he says, he doesn’t think the pandemic

“FOR A LOT OF PEOPLE [MUSIC] REACHES TO THEIR CORE. WHEN YOU COME TOGETHER WITH OTHER PEOPLE WHO **SHARE THAT PASSION,** YOU LIKE WORKING WITH THOSE PEOPLE BECAUSE YOU SHARE THAT CONNECTION.”



CHIP SOMODEVILLA/GETTY; VIVIAN ZINK/GETTY; RIGHT: MICHAEL NAGLE/BLOOMBERG/GETTY





#### POD KING

Clockwise from left: Podcast star Joe Rogan; the team of Obama and Springsteen; and Spotify's first day of trading on the New York Stock Exchange in 2018.

has led to any fundamental change in Spotify culture. As for working from anywhere, he says, "We were so international already that it was surprising how undistruptive it was."

He also says that stress of the pandemic has, if anything, reinforced the company's employee well-being first ethos. "Managers are almost tripping over themselves to respect work/life balance," he explains. One personal example, he says, is reassuring colleagues that if he sends them an email at an odd hour, it is only because he likes to work when his young children are asleep and not because he expects an answer early in the morning or over the weekend. He says, "The last thing I want from everyone on my team is that they work so hard over these past six months that they quit

and I don't have them for the next six years."

Machine learning engineer Chen, who also started off in Spotify's New York City office but now lives and works in Asheville, North Carolina, agrees that company culture has not changed much over the last two years. "I've been pleasantly surprised how much that cohesiveness has held over into the post COVID-19 world. You never know. Back then we had really nice offices, a really nice coffee machine, is that what's keeping people together? But we have kept it through the pandemic."

The main reason is simple. "It's not some secret Spotify sauce. It's not only at Spotify you have nice people," he says, "but I would say this is the nicest bunch of people that I've worked with in my career." **N**



PARTING SHOT

# Sharon D Clarke

**IMAGINE YOU'RE ABOUT TO MAKE YOUR BROADWAY DEBUT IN A HIGHLY** anticipated, groundbreaking musical, only to have it all put on hold because of the COVID-19 pandemic. That's exactly what happened to Sharon D Clarke, a veteran of London's West End, who at 56 is finally able to claim her space in musical history with her award-winning turn as Caroline Thibodeaux in the revival of *Caroline or Change* (runs until January 9). "The show will always be relevant because we're holding up a mirror and saying: Where are we now? How far have we come? We're still telling the same story." Set in 1963 Louisiana, the story revolves around a Black domestic worker for a Jewish family struggling with a changing world. "It's all about how change has to be less talk and more action." The singular uniqueness of the character Caroline isn't lost on Clarke. "To have someone like her, where the story pivots around her, her **emotions, her depth of character, her strength, that's unusual.**" She hopes the **impact of her character leads to change.** "She's a joy to play because you're honoring these women who never get recognition in entertainment in that way."

**How does it feel to be making your Broadway debut at this point in your career?**

To be making my debut with this show, in particular, is such a blessing. It's a show that is timely and important, especially after the last year with COVID and the Black Lives Matter movement. It's a story we need to be talking about.

**How do you think the show speaks to our current moment?**

The show always remains timely **because we** haven't moved on. We're **still having** these conversations. We **have had** the murder of George Floyd and many others. The fight continues; it never stopped.

**How is the role of Caroline unique compared to others on Broadway?**

How many times is a Black woman the **leader of** a show? It doesn't happen. **Women's** stories are not usually heard in the **best** light anyway, but a strong **woman** standing up and speaking **her truth** is not something that we **see often**. And a Black woman in a **subservient** position? You never get to **hear her** story.

**What was it like to have your Broadway debut delayed?**

It sucked. But you know, my mom **would** say, "Everything in its time." I **think** it's been good for everyone **doing** the show, because people have **had time** to live with the show. I think **it means** we've all been able to come **back** even stronger. —H. Alan Scott

**"It's all about change and how far we've come. How change has to be less talk and more action."**





**Tomorrow's  
capital projects  
can't be built  
with yesterday's  
technology.**

The US government is investing  
trillions of dollars in capital programs.

**Build a better tomorrow with Aurigo Masterworks Cloud**  
**BUILD FASTER | BUILD SMARTER | BUILD STRONGER**



Aurigo Masterworks, the leading capital planning and construction project management software, empowers America to build smarter for tomorrow. Easy to use and configure, it's the power at your fingertips that helps you plan, build and maintain your city's capital assets.

**BUILD A BETTER  
TOMORROW**

aurigo®

**MASTERWORKS**  
CLOUD





Elegance is an attitude



Régé-Jean Page

LONGINES



The Longines  
Master Collection