

100 Best Workplaces in Europe 2007



*Building a better society by helping
companies transform their workplaces*





Great Place to Work® Institute proudly presents the 100 Best Workplaces in Europe 2007. The list is stronger than ever and the range of companies included shows how unique workplace cultures can create hugely successful businesses.

The 100 Best Report shares a wealth of inspiring practices, cases and findings that illustrate what it takes to become a great workplace.

This Report has been produced by Great Place to Work® Europe, who also produce the list of the '100 Best Workplaces in Europe', based on extensive input from the 15 national Great Place to Work® Institutes.

We hope that you enjoy the read!

Key findings

Quick facts

- More than 1000 European companies participated.
- The European list is based on national studies in 15 European countries.
- Great Place to Work[®] Institute carries out similar studies in 30 countries worldwide, which makes this the largest annual study of workplaces in the world. Worldwide, more than 3000 companies participate in the study.
- All participating companies carry out an employee survey and a Culture Audit[®] (an analysis of workplace culture, policies and practices).
- Two-thirds of the scores used to determine the Best Workplaces are based on responses to the employee survey.
- For more than 25 years, Great Place to Work[®] Institute has been investigating great workplaces.



- The Italian luxury car-maker Ferrari is “The European Workplace of the Year”. Ferrari has built a unique workplace culture around the brand and created an incredible team-spirit and high-trust environment.
- The 100 Best Workplaces in Europe grow quickly! During the past 12 months these companies have achieved growth in staff numbers of 12.6%, or more than 13,000 people!
- Are they successful companies? Yes - the 100 Best Workplaces in Europe grew annual revenue by an average of 20%.
- Throughout Europe, we see significantly lower absenteeism among the Best Workplaces compared with the labour market in general.
- On average, the 100 Best Workplaces in Europe receive six times as many job applications as their total number of employees.
- The 100 Best save costs on hiring and training - the voluntary employee turnover is on average 8.5%.
- Six companies have made each of the previous five European lists. These companies are recognized as “the European Trust Champions”. One of the factors behind this remarkable achievement seems to be the strong continuity in their top management.
- Average Trust Index[®] scores for the 100 Best Workplaces in Europe are higher than those of the 100 Best Companies to Work for in the US and in Latin America
- The list is stronger than ever - the Trust Index[®] results have been increasing consistently during the five years of its existence
- Germany has 21 companies on the list - more than any other country!

100 Best Workplaces 2007

100 Best Workplaces in Europe 2007 - Top 10 and 11-100 in alphabetical order

No. 1	Ferrari, Italy	E.ON Ruhrgas, Germany	Pfizer, Norway
Top 10	Andarr, Netherlands	eBay, Ireland	Premier Group, Ireland
Top 10	Beaverbrooks the Jewellers, UK	Eli Lilly*; Norway, Spain, Sweden	Procter & Gamble*; Austria, Spain, UK
Top 10	Cisco Systems, Germany	E-office, Netherlands	Qbranch, Sweden
Top 10	ConSol Software, Germany	ETHICON, Germany	Raiffeisenlandesbank Vorarlberg, Austria
Top 10	Cushman & Wakefield, Portugal	FedEx Express, Belgium	Randstad*; Belgium, Germany, Netherlands
Top 10	Microsoft*; Belgium, Denmark, Finland, Germany, Greece, Ireland, Italy, Netherlands, Norway, Portugal, Spain, Sweden	FIM Group, Finland	Real Seguros, Portugal
		Finn.no, Norway	Roche Pharmaceuticals, Denmark
Top 10	PISCINES IDEALES, Greece	Fishburn Hedges, UK	Roskilde Bank, Denmark
Top 10	SAS Institute*; Norway, Sweden	Frøs Herreds Sparekasse, Denmark	SAP, Germany
Top 10	Schoenen Torfs, Belgium	Gasum, Finland	Sapient, Germany
	Abbott Laboratories, Ireland	GENESIS PHARMA, Greece	Schindlerhof, Klaus Kobjoll, Germany
	ACCENT, Belgium	Google, Ireland	Sevel, Italy
	Accenture, Ireland	Happy, UK	SICK, Germany
	Admiral Group, UK	Heiligenfeld Kliniken, Germany	Sigmar Recruitment, Ireland
	Airtricity, Ireland	impuls, Germany	Soziotherapeutische Einrichtung Laufer Mühle, Germany
	ALD Automotive, Finland	ING Direct, UK	Starbucks Coffee, UK
	American Express Services Europe, Italy	Innovex, Germany	Talent & Pro, Netherlands
	Amgen Biofarmacêutica, Portugal	Irma, Denmark	Tekonivelsairaala Coxa, Finland
	Autisme Center Vestsjælland, Denmark	Kantega, Norway	The SG Group, UK
	Bain & Company, France	Lands' End, Germany	TomTec Imaging Systems, Germany
	BMW, Portugal	Liberty Seguros, Portugal	Trodat, Austria
	Boehringer Ingelheim, Denmark	Man Investments, Ireland	T-Systems, Austria
	Brightwater Group, Ireland	Management Events, Finland	TV2 ØST, Denmark
	British Gas Business, UK	Mapfre Seguros Gerais, Portugal	UBS, UK
	CB Richard Ellis, Ireland	Maybourne Hotel Group, UK	Unicarepharmacy, Ireland
	CIBA Vision, Germany	Middelfart Sparekasse, Denmark	UNIMERCO, Denmark
	Clontarf Castle Hotel, Ireland	Morgan Stanley & Co International, France	Unique, Belgium
	Coca-Cola HBCI, Italy	Nice-business Solutions, Finland	Vedior Personaldienstleistungen, Germany
	CSU Total Care, Netherlands	Novo Nordisk*; Norway, Sweden	Vitae, Netherlands
	Cultivator, Denmark	Novozymes, Denmark	W.L. Gore & Associates*; France, Germany, UK
	Danone, Spain	OC&C Strategy Consultants, Germany	XEROX HELLAS, Greece
	Diageo, Ireland	Oracle*; Austria, Denmark	3M, Germany
	dm drogerie markt, Austria	Pepsico, France	

* This is a company that has entered the European List with entities from different European countries. The company's position on the list is determined by the average total score of the companies that have made it to the European List.



Best in Europe by Size

Best in Europe by Size (2-5 in alphabetical order)		
50-250 employees	No. 1	ConSol Software, Germany
	Top 5	Andarr, Netherlands
	Top 5	Cushman & Wakefield, Portugal
	Top 5	PISCINES IDEALES, Greece
	Top 5	SAS Institute*; Norway, Sweden
251-1000 employees	No. 1	Cisco Systems, Germany
	Top 5	Beaverbrooks the Jewellers, UK
	Top 5	CIBA Vision, Germany
	Top 5	Microsoft*; Belgium, Denmark, Finland, Germany, Greece, Ireland, Italy, Netherlands, Norway, Portugal, Spain, Sweden
	Top 5	Schoenen Torfs, Belgium
More than 1000 employees	No. 1	Ferrari, Italy
	Top 5	E.ON Ruhrgas, Germany
	Top 5	Irma, Denmark
	Top 5	SICK, Germany
	Top 5	3M, Germany

*The size category of an MNC is determined by the average number of employees in the subsidiaries that made it to the EU-List



Best in Europe by Industry

Best in Europe by Industry - in alphabetical order		
Professional Services (out of 21)	No. 1	Andarr, Netherlands
	Top 3	Unique, Belgium
	Top 3	Vitae, Netherlands
Manufacturing (out of 20)	No. 1	Ferrari, Italy
	Top 3	BMW, Portugal
	Top 3	PISCINES IDEALES, Greece
Information Technology (out of 17)	No. 1	Cisco Systems, Germany
	Top 3	ConSol, Germany
	Top 3	SAS Institute; Norway, Sweden
Financial Services (out of 16)	No. 1	Middelfart Sparekasse, Denmark
	Top 3	Frøs Herreds Sparekasse, Denmark
	Top 3	Liberty Seguros, Portugal
Pharmaceuticals & Biotechnology (out of 9)	No. 1	Roche Pharmaceuticals, Denmark
	Top 3	Amgen Biofarmacêutica, Portugal
	Top 3	Boehringer Ingelheim, Denmark
Retail (out of 7)	No. 1	Schoenen Torfs, Belgium
	Top 3	Beaverbrooks the Jewellers, UK
	Top 3	Irma, Denmark
Health Care (out of 4)	No.1*	Heiligenfeld Kliniken, Germany
Hospitality (out of 3)	No.1*	Schindlerhof, Klaus Kobjoll , Germany
Real Estate (out of 2)	No.1*	Cushman & Wakefield, Portugal
Media (out of 1)	No.1*	TV2 Øst, Denmark

*For industries represented with less than 6 companies on the European List, only a "Best Workplace" has been identified.

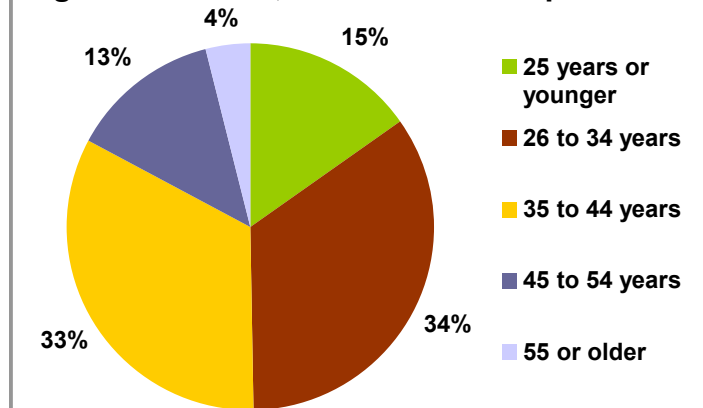


Demographics

Diversity: The 100 Best Workplaces have an average population of 9.3% ethnic minorities in the staff. 9.8% of the executives and senior managers are not from the predominant ethnic group of the country, while 6.4% of the middle management can be characterised as part of an ethnic minority.

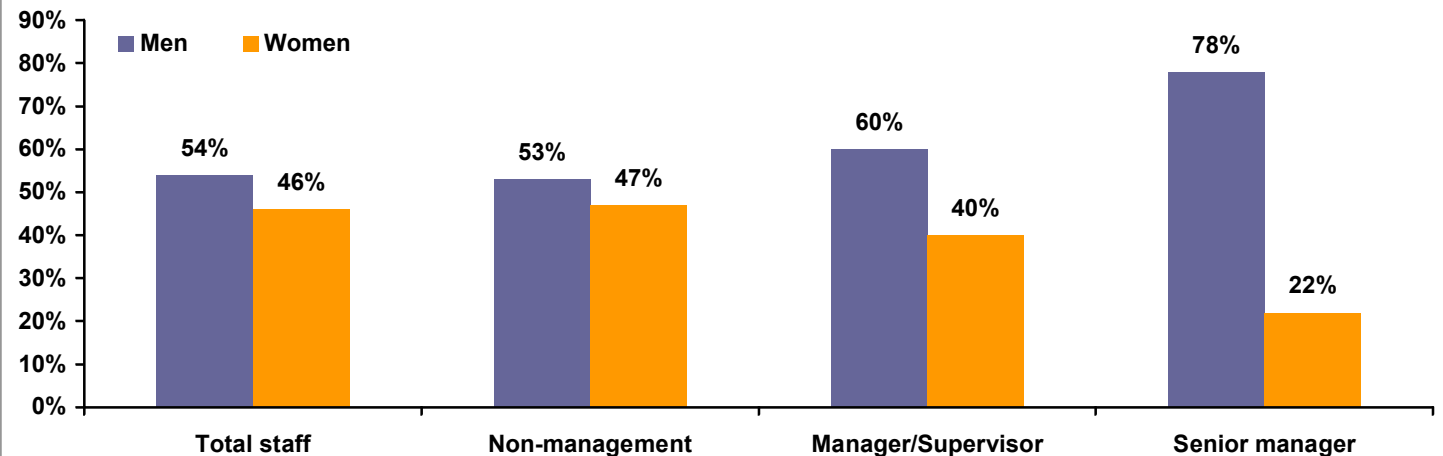
- 46% of the total staff in the 100 Best is female. Women hold 40% of the middle management positions (Managers/Supervisors) and 22% of the executive and senior management positions.

Age distribution, 100 Best in Europe



Source: Great Place to Work® Institute, 2007.

Gender in job roles - 100 Best Workplaces in Europe 2007

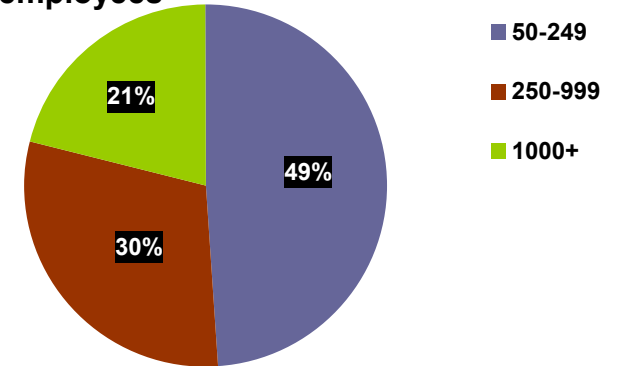


Source: Great Place to Work® Institute, 2007.



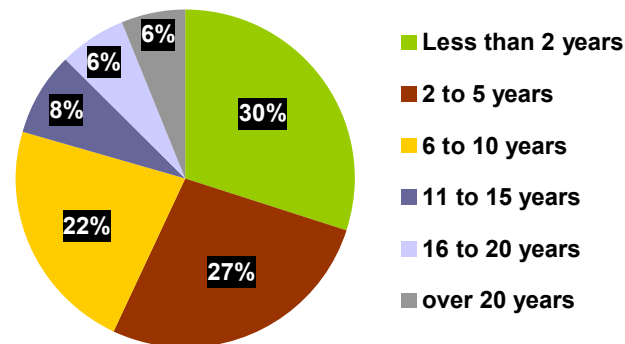
- Almost half the companies on the 100 Best Workplaces in Europe list have between 50 and 250 employees. This size category includes many subsidiaries of multinational companies. 30% of the list has between 250 and 1000 employees, while 21% have more than 1000 employees. SAP Germany is the largest company on the list with almost 14,000 employees.
- The average 100 Best company is 33 years old.
- 20% of the employees in the 100 Best Workplaces have been with the company for more than 10 years.

Distribution of list-companies by number of employees



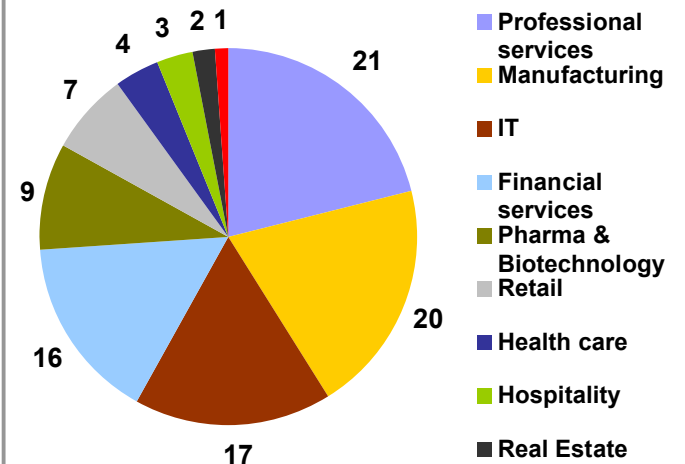
Source: Great Place to Work® Institute, 2007.

Tenure in the 100 Best in Europe



Source: Great Place to Work® Institute, 2007.

Distribution of list-companies by industry



Source: Great Place to Work® Institute, 2007.



Business success

Are these companies really successful businesses or just good-hearted idealists?

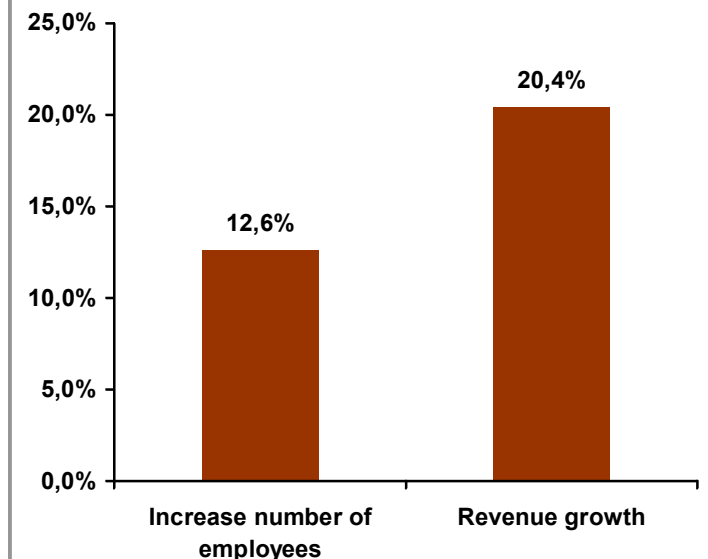
Well, the facts for themselves:

- The 100 Best Workplaces in Europe employ more than 118,000 people. During the past 12 months these companies have achieved a remarkable growth in staff by 12.6% or more than 13,000 people! This is even better than the 100 Best Companies in the US, who grew their staff by 9% last year.
- Are they successful companies? Yes - average revenue of the 100 Best Workplaces in Europe has grown by an average of 20% annually!
- On average, each of the 100 Best receives more than six times as many job applications on a yearly basis than the total number of employees. Pepsico France receives annually 15,000 job applications and they employ only 328 people! Google Ireland received 27,000 job applications and they have less than 1,000 employees.
- Employee turnover: The 100 Best have an average voluntary employee turnover rate of 8.5% for the past 12 months,

which saves them costs in hiring and training new people.

- The absenteeism rate for the 100 Best is also low - only 2.6% on average - which results in significant cost savings in the areas of staff replacement and lost productivity.

Growing fast! Past year's increase in number of employees and revenue at the 100 Best



Source: Great Place to Work® Institute, 2007.



Innovation

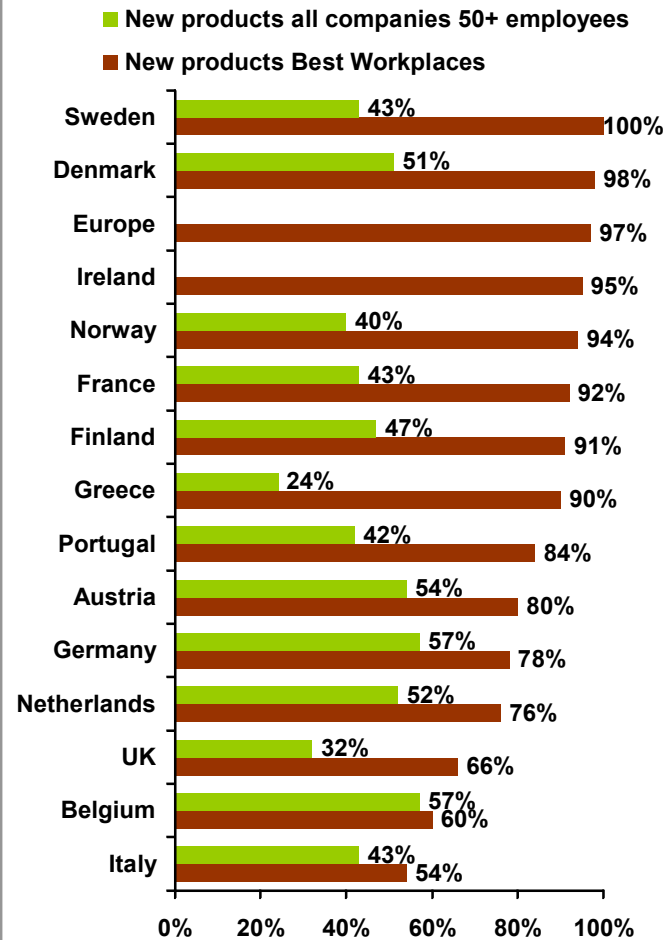
Are great workplaces more innovative?

This year, Great Place to Work® Institute has collected data for analysing innovation in the Best Workplaces in Europe. In order to benchmark innovation in the Best Workplaces, we have adapted some of the indicators from the “Community Innovation Survey” (CIS) that the European Commission regularly applies throughout Europe.

The benchmarking shows that the Best Workplaces have consistently introduced more products and processes to the market. In most European countries, the vast majority of the Best Workplaces have innovative activities - 97% of the 100 Best Workplaces in Europe have introduced a new product to the market in the past three years!

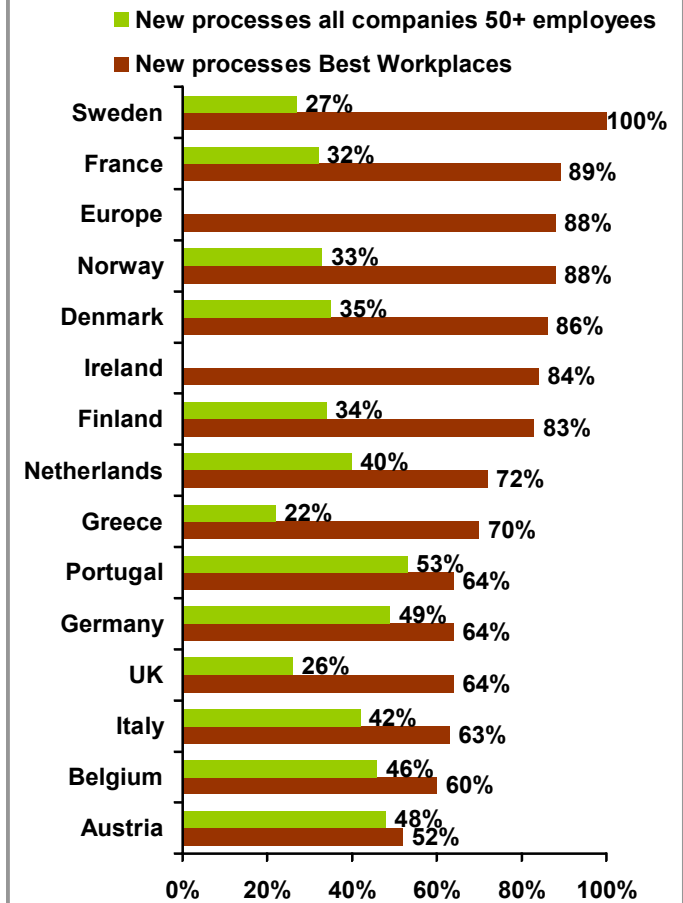


New products: Percentage of companies that have introduced new products to the market within the past three years



Source: Great Place to Work® Institute, 2007 and the European Commission: "CIS 3", 2004.

New Processes: Percentage of companies that have introduced new processes to the market within the past three years



Sources: Great Place to Work® Institute, 2007 and the European Commission: "CIS 3", 2004.

Work-life balance and training

- The 100 Best Workplaces in Europe place high priority on facilitating work-life balance for all. 34% of the 100 Best offer their female workers job-protected maternity leave that is over and above the statutory minimum. 47% offer new fathers better paternity leave than the law requires.
- 75% of the 100 Best have some or all of their employees working flexible hours.
- 77% of the companies have employees who are able to work from home /telecommute.
- Paid sabbaticals have become popular in Europe. 34% of the 100 Best offer their employees paid sabbaticals.
- 96% of the 100 Best Workplaces in Europe have individual employee development/competence plans drawn up for all level of employees. This is slightly higher than last year, where 94% offered this tool to the employees.
- On average, the main employee group at the 100 Best Workplaces receives 65 hours of formal job training annually. This is slightly higher than last year, where the average was 61 hours. In the US, the 100 Best Companies on the Fortune list provide an average of 78 hours of formal training to their employees.

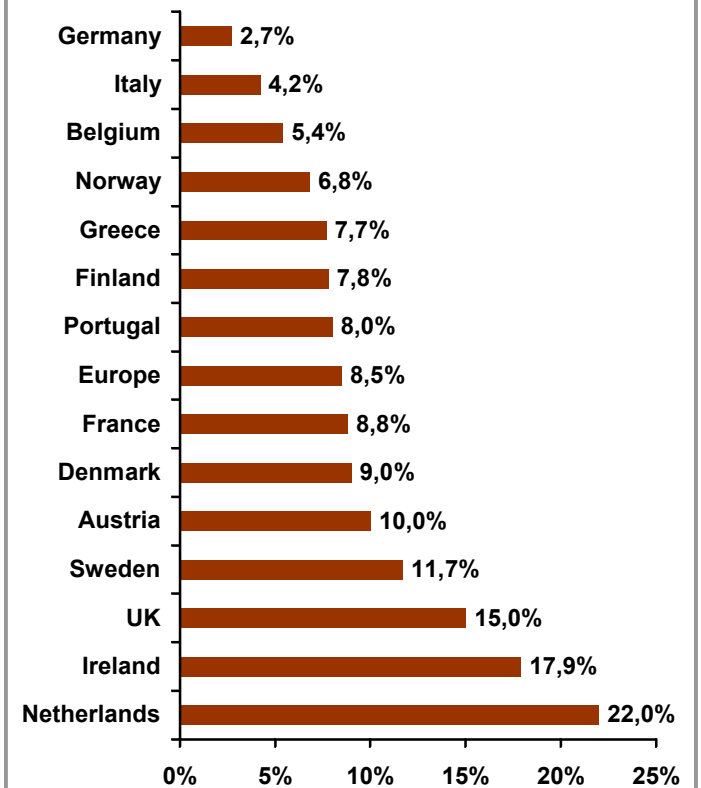


Voluntary employee turnover

The voluntary employee turnover rate is calculated by dividing the number of full-time employees who have left the company voluntarily (i.e. on their own initiative) during the past 12 months, by the average total number of full-time employees in the same period.

- There is a relatively large difference in the levels of voluntary employee turnover between the different European lists of Best Workplaces.
- The German Best Workplaces have, by far, the lowest employee turnover, while the Dutch Best Workplaces are at the other end of the scale.

Voluntary employee turnover in the Best Workplaces



Source: Great Place to Work® Institute, 2007.



Absenteeism

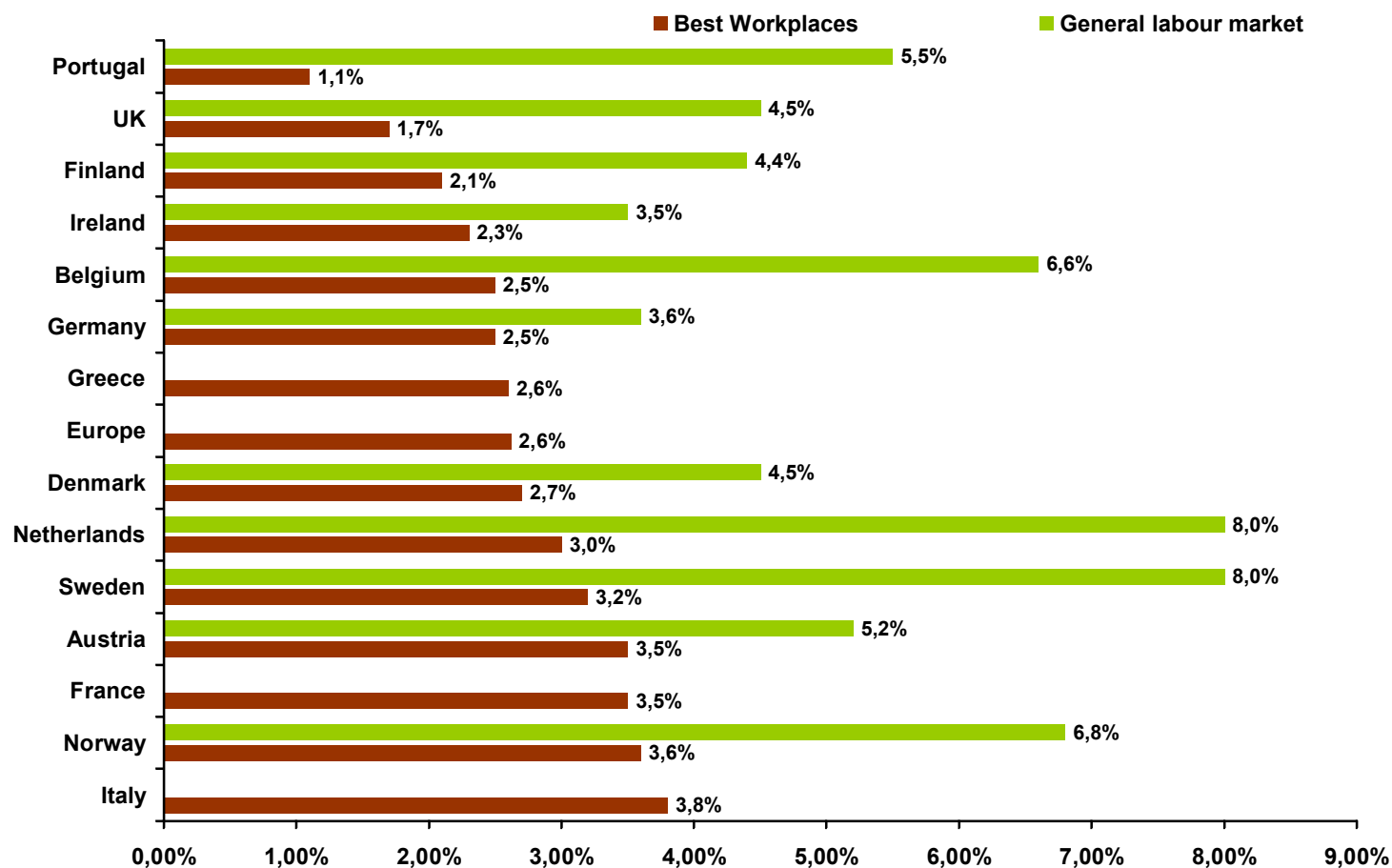
Saved costs

Absenteeism is an important business benefit for the Best Workplaces. Consider the following example:

The official statistical bureau 'Statistics Belgium' estimates average absenteeism in the general labour market in Belgium to be 6.6%. On average, the Best Workplaces in Belgium have an absenteeism rate on 2.5%. This means that the average Belgian Best Workplace saves the costs associated with 4.1% absenteeism, which, with an average annual labour cost of €46,920 equals €1,924 per employee! For a medium-sized company with 500 employees this is close to a million € of saved costs!



Absenteeism: The average absenteeism rate for Best Workplaces lists are consistently below absence rate of the general labour market.



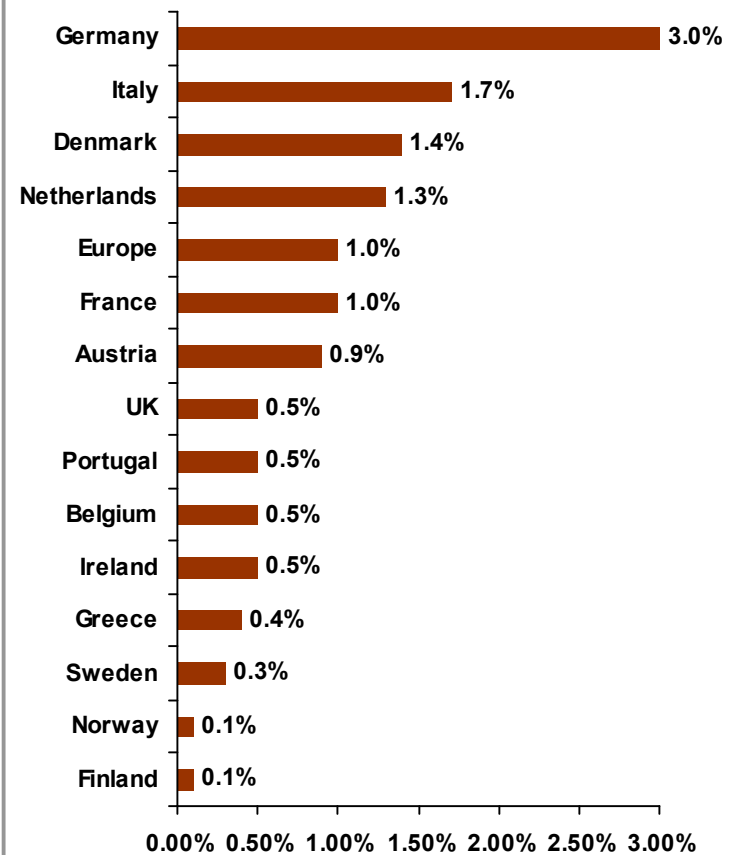
Source: Great Place to Work® Institute, 2007.

Note: The data for the general labour market has to be taken with certain caution, because national statistics are limited and mainly based on sample surveys.

Disability

- The German Best Workplaces have a much higher proportion of employees with a disability on their staff than any other European countries.
- The workforce of the average European 100 Best Workplace comprises 1% people with a disability, between their full- and part-time staff.

People with a disability : proportion of full- and part-time staff in the Best Workplaces, 2007

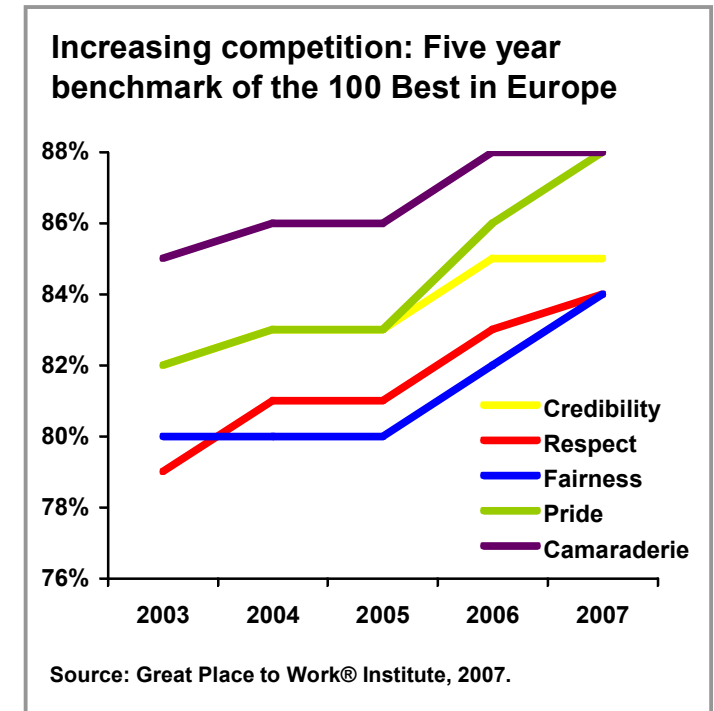


Source: Great Place to Work® Institute, 2007.



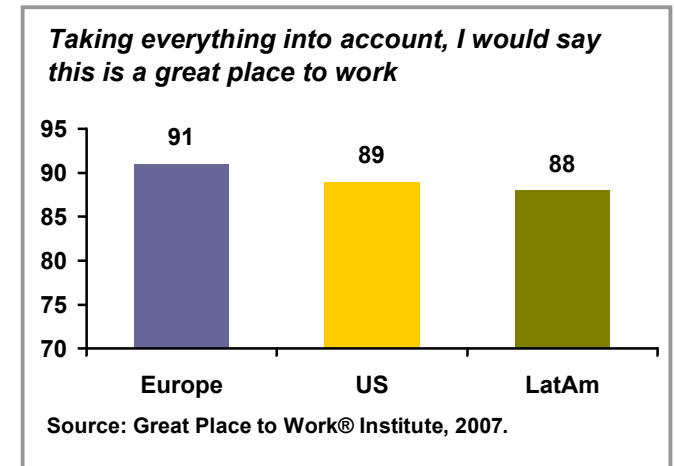
Five years of improvement

- The average 100 Best company has a positive response rate on all five dimensions of the Great Place to Work® Model©, in the mid to high 80s.
- The quality of the 100 Best Workplaces in Europe has been increasing since the first list in 2003.
- In 2007, 91% of the employees in the 100 Best Workplaces in Europe responded positively that *“taking everything into account, I would say this is a great place to work”*.

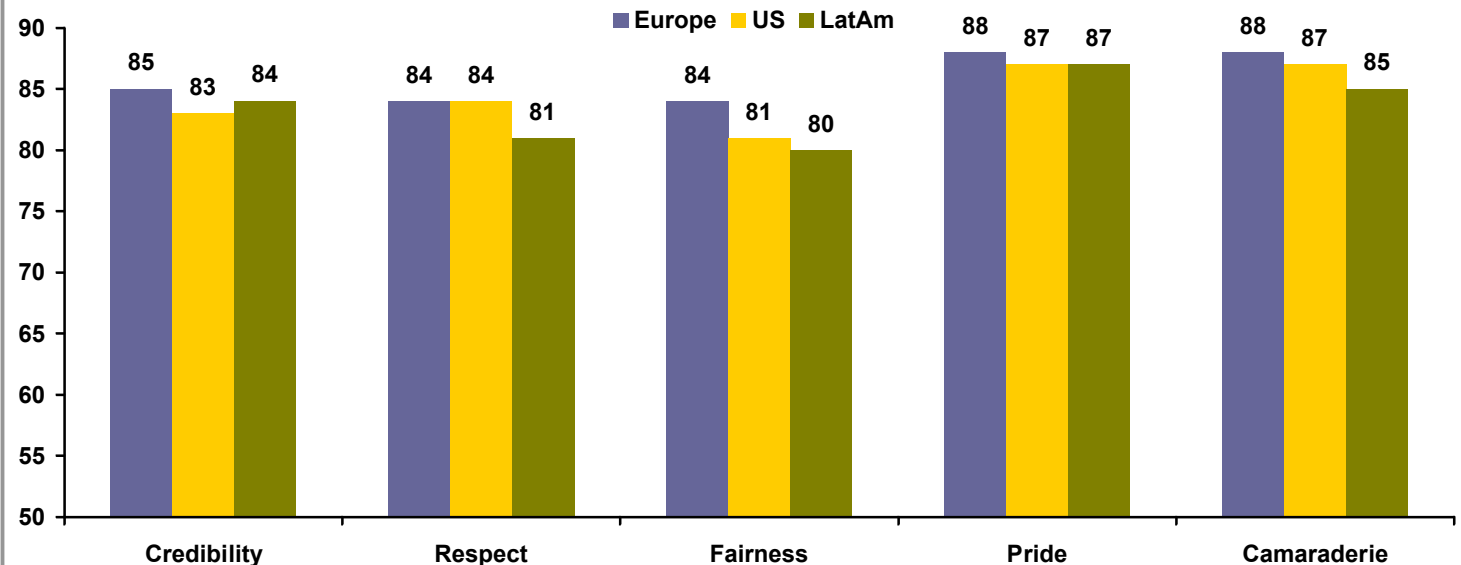


Even better than the US and LatAm!

- The European list has better average scores in the employee survey, the Trust Index®, compared with the 100 Best in the US and Latin America. On four out of five dimensions of the GPTW Model® the European scores are better than the US and Latin America.
- On the overall summary statement, “taking everything into account, I would say this is a great place to work”, the 100 Best in Europe are 2-3 points better than the 100 Best in the US and Latin America.



Benchmarking the average TI-scores on dimensions of the GPTW Model® for the Top 100 for Europe (2007), the US (2007 Fortune list) and Latin America (2006).



Source: Great Place to Work® Institute, 2007.

