

100 Best Workplaces in Europe 2007



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



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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!

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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.

See more about Great Place to Work[®] Institute on page 47.



Key findings

- 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



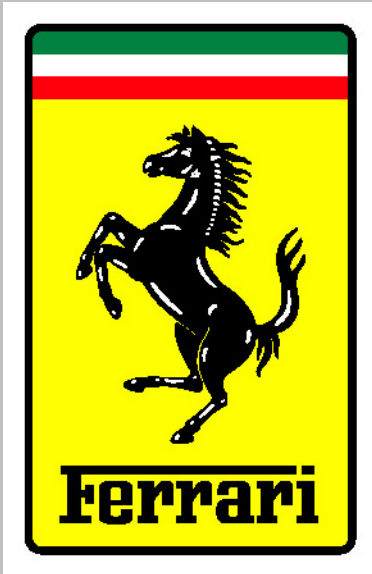
Best in Europe by Industry

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.



The European Workplace of the Year 2007



Great Place to Work® Institute is proud to present Ferrari as “The European Workplace of the Year”. Our survey and evaluation of Ferrari’s workplace have shown remarkably consistent results based on a unique culture that builds trust, pride and camaraderie. Enjoy the story of the Best Workplace in Europe 2007.

Ferrari

Operating as part of Fiat S.p.A., the history of Ferrari is synonymous with automobile excellence. Ever since 1947, when Ferrari’s 125 S first triumphed in competition, the Italian auto maker with the prancing horse logo has become one of the world’s most respected luxury brands.

Of course, no one understands this better than the company’s 2850 Italian employees. “We are aware that we are working to perpetuate a myth,” comments one employee in this year’s Great Place to Work® Trust Index© Survey. “Ferrari is unique in the world.”

One of the keys to the company’s outstanding success has been its high-quality work environment. This is not by accident. Ferrari

invests time and resources in creating a comfortable and stimulating organisational climate, where people feel motivated and involved, and where they can make the most of themselves while working as part of a team.

As part of its culture, Ferrari stresses 12 values, which are presented as 12 cylinders of a finely tuned motor. Values include Tradition and Innovation; Individual and Team; Passion and Sports Spirit; Territoriality and Internationality; Ethics and Profit; and Excellence and Speed.

The company also provides an exhaustive list of programs to welcome and induct new hires. These include a “welcome day” at which employees receive their “Ferrari Passport,” a personal document with a ‘welcome’ from the President and the description of the company site, procedures, practices and opportunities; the Code of Conduct, a pocket book with a description of the policies and expected behaviours; and an innovative training program called “The Route of Christopher Columbus,” a basic training program that spends two days teaching people to live the Ferrari values, and three days on communication and organisational skills.



This orientation is part of a broader Ferrari training program, called “Routes of Knowledge,” which draws upon the theme of travelling and exploration, with development linked to explorers’ curiosity and desire to discover what lies over the horizon. The program covers everything from technical training to computer and language skills, with specific training linked to different explorers: Charles Lindbergh for the Managers’ Institutional Training, Neil Armstrong for Leaders’ Continuous Training, Marco Polo for Workers’ Training, etc.

Ferrari is home to several distinctive development programs, including Learning Point, an e-learning centre; English Club, designed to improve employees’ English conversation and comprehension; and Creativity Club, which stimulates employees’ original thinking through meetings with artists, theatrical actors, chefs, and other creative souls.

Within six months of their hiring, employees participate in “Campus Ferrari,” a meeting that includes interactive quizzes and multi-media presentations covering topics such as “Do you know your company?” and “Travel into Ferrari’s History”. The program ends with a dinner exploring creativity and innovation.

“Ferrari offers growth opportunities that I never found in my previous work experiences,” comments one employee. “Managers are my friends. Here people say hello to each other with a smile.”

Ferrari’s leaders also pay careful attention to maintaining a clean, safe working environment; the factory and offices are designed with temperature controls, natural lighting, and noise control. “We work in a serene and very clean environment, where passion and perseverance are rewarded,” says one employee.

The company also provides incentives through innovative reward programs, many tied to the car-racing theme. Through the “Grand Quality Prix” program, employees “race” around a metaphorical track by offering ideas, suggestions and innovative solutions that, if approved and implemented, increase their individual scores. Employees who reach either of two “pit stops” or the finish line receive an award.

The “Fiorano Race” is a race between 10 working teams, who challenge themselves with quality improvement projects to achieve three intermediate metaphorical goals: “pole position” (after four months), “fastest lap” (after the second four months); “chequered flag” (for the third four-month period); and “the winner’s platform” (at the end of the “racing” season). An evaluation committee assigns a score to every project, and determines winners for the period.

Ferrari offers its employees a variety of generous time-saving benefits to balance their work and personal lives. The company recently developed “Maranello Village,” a residential village close to the Ferrari site where employees may book and rent an apartment.



The company offers a wellness program that includes a medical check-up for employees and their children, consultations with specialists, and free medical visits at an internal wellness centre, as well as one free year at the fitness centre.

The company also houses an on-site travel agency, real estate agency, bank, express photo centre, home repairs service, and an “Automobile Club d’Italia”.

Of course, one of the greatest perks of working at Ferrari is the opportunity to take pride in the company’s strong tradition and indulge a passion for automobiles. To this end, every employee receives two tickets to the Imola and Monza F1 races, and to the GT championship. They also get to see new Formula 1 and GT cars before they are shown to the public.

“Many people here wear the Ferrari logo. That means a great attachment to the company and to its values,” says one employee. “I am proud to be part of this company, where we are all one family, part of a team of excellent people working well together. We work for a common, important, and unique objective: to help Ferrari to continue to be a part of history.”



The 10 Best Workplaces in Europe 2007

The 10 Best Workplaces in Europe 2007 are highlighted on page 4 of this report. We now present a brief profile of each of these unique companies - shown in alphabetical order.

Andarr		Netherlands	
Industry	Management consulting		
European list recognitions	2007		
63 employees	Women	14%	
	Men	86%	



ANDARR

When the members of this management consulting company faced an economic downturn in 2003, they were determined to maintain their employee-centric culture. They hired an external consultant to help the organization's members to talk to each other, and formed a cross-divisional team dedicated to organizational development.

Since then, Andarr has seen its revenues increase by seventy percent, and the company enjoys a low rate of voluntary turnover (3% during the past two years).

The company more recently developed a "five-year plan" by forming cross-divisional project teams of employees. Senior managers gathered ideas together, shaped them into a strategy, and presented the results to the employees, who in turn were given a chance to provide still more feedback.

- Ninety five percent of employees surveyed in the Great Place to Work Trust Index© survey said that they "plan on working at Andarr for a long time," while 100% agreed that "Andarr is a friendly place to work."
- Employees get 36 paid vacation days, and also can take unpaid sabbaticals (one employee recently left for two years to go cycling from Alaska to Argentina).

Andarr's Great Place to Work Trust Index© survey scores serve as evidence of the culture of collaboration, trust, and respect: 98% of the employees responded positively that "management trusts people to do a good job without watching over their shoulders"; 100% agreed that "management recognizes honest mistakes as part of doing business"; and 95% of employees responded in the survey that "people are encouraged to balance their work life and their personal life."

Please read the full case story on Andarr later in this report.



Beaverbrooks the Jewellers		UK
Industry	Retail jewellery	
European list recognitions	2005, 2006 and 2007	
718 employees	Women	85%
	Men	15%



BEAVERBROOKS
THE JEWELLERS

A family-owned High Street retail jeweller with 59 retail stores across the U.K., Beaverbrooks

attributes its success to a culture of employee development. Executives stay informed through regular store visits (at least four per year) to garner input directly from the “front lines”; the Managing Director conducts 11 focus groups around the country every year. All store personnel receive training on a weekly basis. The payoff: with the exception of an employment law specialist, all of the company’s managers were promoted from within.

Beaverbrook’s employees also take pride in their company’s external initiatives. The company doubles charitable contributions by its people, and recently pledged to give at least 20% of post-tax profits to charity. The jeweller is also “going green,” having more than doubled the amount of waste it recycles in the last two years and used energy-efficient lighting in its new stores.

- Beaverbrooks pays for an employee assistance program for individuals and their whole families; provides five weeks of

fully paid holidays (plus bank holidays); and offers maternity pay of 50% of salary to employees with one week’s service, in addition to a “return to work” bonus of six weeks salary for new moms.

- The company’s mission statement includes such commitments as “Celebrate our Success” and “Be energetic, create fun and smile”.
- The company spends more than £100K per year on rewards, not counting sales bonuses. Every Manager has an incentive pool to reward employees an ad hoc basis.
- Competitions run regionally throughout the year with assorted prizes, including weekends away, wine, meals out, cinema tickets, adventure days, and more.
- Six out of the top 10 paid store managers are female, as are seven of the top 10 assistant managers.
- Through a new initiative called “Tell the Total Truth Faster,” people are trained on how to give feedback to each other and their managers and are openly encouraged to speak out when they are not happy.

The company pays for 59 different Christmas party nights, one for every team throughout the company.



Cisco Systems		Germany	
Industry	Information technology		
European list recognitions	2006 and 2007		
641 employees	Women	15%	
	Men	85%	



A 641-employee subsidiary of the large U.S.-based networking technology firm, Cisco Systems Germany

takes advantage of all the latest digital technologies to keep their employee “network” strong.

The company’s intranet delivers both Germany-specific and international company news, includes “Videos on Demand” and “Cisco Cast”, company news and updates presented by executives. Leaders from German Cisco use “Deutschland TV,” based on IPTV (Internet Protocol Television), to present news to all employees. Employees can get training online, too; Cisco University offers e-learning tools developed in collaboration with Harvard University.

Cisco also supplies its network technology to a wide range of charities (often chosen by employees), and sends out teams of employees to provide on-site expertise.

- Cisco follows the “3 G’s: Grow the business, Grow your team, Grow yourself” - by making sure employees get access to the “3 E’s: Education, Experience, and Exposure.”

- WAN, or Women Access Network, is an internal network to help women to help each other to rise through the ranks. The company has partnered with an external gender networking organization to support this effort. Other networks include the Cisco Black Employee Network, Conexión (Latin network), and Gay Lesbian Bisexual Transgender Resource group.
- Every new employee gets stock options; an “Employee Stock Purchase Plan” is also available.
- Wellness events include on-site massages, meditation classes, yoga, stress reduction, and more.
- Employees can also participate in the monthly “Birthday Breakfast” with John Chambers, CEO Global, a meeting for employees who had birthday during the previous four weeks.
- Cisco offers language and culture integration classes for foreign employees; spouses are included.
- Through a Crisis Management program, Cisco offers support to employees going through difficult times.
- In addition to the international Cisco Achievement Program, German employees can be recognized as the “German Master of Impact.”

95% of employees surveyed indicate that “there is family feeling” at Cisco.



ConSol Software	Germany
Industry	Information technology
European list recognitions	2004, 2005, 2006 and 2007
134 employees	Women 19% Men 81%

ConSol

Consulting & Solutions

At this Munich-based IT consulting and software firm,

employees' partners and family members are invited to participate in company events; recent fun "teambuilding" exercises have included a company trip to the Munich Beer Festival, an annual ski weekend in the Alps, and football and chess tournaments.

Employees can't get enough of each other: many arrange their own casual group activities, using mailing lists to invite each other to cinema evenings, squash, board game evenings, bike tours, mountain hikes, and more. ConSol's Intranet has a chat room for people to discuss professional or non-work-related topics.

"I look forward going to work every day," says one employee. "This has been my feeling since I started, and it hasn't faded since then."

- An on-site pinball room keeps lunch breaks fun; a conference room becomes a viewing room during the World Cup, Olympic Games, and other major televised sporting events. People can also bring children and dogs to work as long as co-workers don't mind.

- Everyone gathers at a restaurant monthly; all employees who celebrated their birthday the previous month are treated to a meal.
- Successful projects are celebrated with a barbecue on the company terrace, or in the new on-site garden.
- More than 50% of the profit of the company is "given back" to the employees, even apprentices.

In their Trust Index© comments, 97% agree that "I can be myself around here"; 99% say "People celebrate special events around here," and 99% say, "This is a friendly place to work." 99% indicate, "When you join the company, you are made to feel welcome." 97% agree that they are "treated as a full member here regardless of my position," 95% say they "receive a fair share of the profits made by this organization."



Cushman & Wakefield		Portugal	
Industry	Real Estate		
European list recognitions	2007		
50 employees	Women	40%	
	Men	60%	



CUSHMAN & WAKEFIELD®

The Portugal offices of this global real estate

firm offer its 50 employees a chance to jump out of an airplane whenever they want. Employees are trained at the company for two days, and then get a day off for a parachute jump. It's all in keeping with the company's motto, "Have Fun," as well as one of its core values, "Every employee is a team member and contributes to our success".

Skydiving isn't the only sponsored adventure. During "Department Days Out," employees have travelled to a spa, taken a tour in a Jeep, and learned how to scuba dive.

When C&W employees celebrate a service anniversary, they receive a congratulatory e-mail early in the morning (and a copy is sent to everyone else in the firm). When employees have a baby, they receive a card in the mail, along with flowers and a gift. When they have a birthday, they are invited (along with other people celebrating that month) to a special lunch with the CEO.

- Teams that complete a project go out for "Tapas & Drinks" at the end of the afternoon.
- On the last Friday of the month, one department organizes a cocktail party for the whole staff; departments serve as "host" on a rotating basis.
- Employees and their partners are invited to the annual holiday dinner, where they may receive a company-sponsored award (including some voted on by their peers).
- All employees are also invited to an annual three-day off-site event in a tourist destination.
- C&W Portugal competes (and often wins) in annual football tournament against other national affiliates.
- Employee comment: "Despite the fact that there are people from many different cultures working in the office, everyone gets on well. We all mix professionally and socially. I feel this creates a more balanced working atmosphere, which leads to a more productive working environment."



Ferrari		Italy	
Industry	Car manufacturer		
European list recognitions	2003 and 2007		
2,850 employees	Women	11%	
	Men	89%	



Since 1947, the year Ferrari's 125 S first triumphed in competition, the Italian auto maker with the prancing horse logo has become one of the world's most respected luxury brands. No one knows this better than the company's 2850 Italian employees. "We are aware

that we are working to perpetuate a myth," says one employee. "Ferrari is unique in the world."

As part of its culture, Ferrari stresses 12 values represented as 12 cylinders of a finely tuned motor. The company's reward programs are also tied to a "racing" metaphor: through the "Grand Prix" program, employees who offer new ideas that are implemented advance around a "track," with anyone passing one of the "pit stops" or the finish line eligible for an award.

Ferrari's innovative training programs include Creativity Club, which brings employees together with artists, theatrical actors, chefs, and other free thinkers; and "Routes of

Knowledge," which draws upon the theme of travelling and exploration; new hires receive orientation through the "Routes of Christopher Columbus," production workers follow the "route" of Marco Polo, and managers' training is tied to Charles Lindbergh.

Of course, employees get to indulge a passion for automobiles. Ferrari's people not only get to see the latest models before they are shown to the public, but they also get two tickets to the Imola and Monza F1 races, and to the GT Championship.

Please read the full case story on Ferrari as The European Workplace of the Year.



Microsoft		Belgium, Denmark, Finland, Germany, Greece, Ireland, Italy, Netherlands, Norway, Portugal, Spain and Sweden.
Industry	Information technology	
European list recognitions	2003 (4 countries), 2004 (12 countries), 2005 (12 countries), 2006 (8 countries) and 2007 (12 countries)	
6,843 employees	Women	40%
	Men	60%



The global software giant made the list in no fewer than 12 countries this year!

Tellingly, the company’s mission says nothing about software, or computers, or profits; rather, their goal is “to enable people and businesses throughout the world to realize their full potential.”

How Microsoft’s employees carry out their mission is shaped by the company’s strong values, which begin with the principle, “We strive to develop and maintain a culture and work environment that enables employees to realize their potential and in which great people can do their best work.”

The company actively works to help employees to achieve their potential through a variety of training and development tools. For example, Microsoft has two entirely different formal mentoring programs, Career Development Mentoring and Peer Mentoring.

“The internal programs really help us to live the values,” says one employee of Microsoft Belgium.

Another explains, “The company is really open and direct. There are no hidden agendas.”

- Last year, Lisa Brummel, Senior Vice President of Human Resources, conducted a “Listening Tour” with more than 5000 Microsoft employees around the world prior to the launch of “My Microsoft,” an online tool based on five pillars of employee life: performance management, reward opportunity, career development, management excellence, and enhanced workplace.
- The company holds a “Happy Hour” on every second Friday of the month. A different department hosts the happy hour each time; the “host” team talks about their accomplishments and current goals. New employees are introduced at these events, as well.
- In their comments in the Great Place to Work Trust Index© Survey, employees continually cite the company’s open, values-driven culture. “Open, honest, and respectful” is how one employee describes the company. “They care about their people and they see us as their most important assets. There are real opportunities to make a difference. Initiative is strongly encouraged and even expected.”
- Another says: “I can state that I have never been in the elevator with someone here without starting a conversation.”

Please read full case story on Microsoft later in this report.



Piscines Ideales		Greece
Industry	Construction of swimmingpools	
European list recognitions	2006 and 2007	
99 employees	Women	33%
	Men	67%



Based in Greece, Piscines Ideales designs, constructs, and maintains swimming pools. The

company embraces its 99 employees as a family, in part by reaching out to take care of people's spouses and children.

Employees who get married receive a month's salary as a bonus. Those who have children get paid time off and a financial bonus. When employees' children start their studies at a university, the company gives them a personal computer. The company also gives no- or low-interest loans to employees for any reason (several employees have managed to buy a house through this program).

Employees in the market for a pool or spa get a substantial discount on those too. Meanwhile, the company recently built its own on-site spa and fitness centre (open to employees' families, of course); they are also looking into developing a day care centre for employees' kids.

- On their first day, employees are given the mobile phone numbers of the CEO and other managers.

- All 99 employees get birthday parties, with singing and a company-paid birthday cake.
- Junior-level employees with only a basic education are given training to rise through the ranks; anyone is eligible for paid training, regardless of whether it is related to their job.
- At least once per year, a dinner is scheduled between the Managing Director and the staff of each department to discuss working matters.
- Quote: "I asked to leave work because of my pregnancy and they accepted it. I asked to extend my maternity leave and although it was a busy period, they not only said yes then, but later then extended it again. I feel like it is the company of my parents. I love them and they love me and I feel that they care for me and my family."
- The company pays for 80% of the cost of private health insurance, which covers an annual health check-up, with mammography, PSA, cholesterol and heart exams, and other screenings (the rest of the premium is paid for by the Social Services Department).
- The company offers 2% salary raise to smokers who manage to quit smoking.
- The CEO invites employees to his house to celebrate New Year's Eve, and they go out for dinner and dancing to celebrate his birthday.

Please read full case story on Piscines Ideales later in this report.



SAS Institute		Sweden and Norway	
Industry	Information technology		
European list recognitions	2005 (Sweden) and 2007		
162 employees	Women	42%	
	Men	58%	



**THE
POWER
TO KNOW.**

Founded in
1986, SAS
Institute, a

subsidiary of a U.S. software firm, appeared in Best Workplaces lists in Norway and Sweden this year.

The company's employees enjoy a 35-hour work week and follow flexible schedules; the company pays for home internet connections to help employees to work from home.

Compulsory meetings are held toward the middle of the day so anyone can take part, including those who have children to pick up at day-care.

SAS Institute offers what the HR Director describes as a "smorgasbord of health activities": an on-site fitness facility, and a rotating Weight Watchers programme, yoga, Tai Chi, power boxing, and other activities. They also have smoking cessation classes, pay for a personal trainer, and also regularly bring in lecturers to talk about food, stress, work management, and other topics. The company has an on-site restaurant that serves discounted healthy meals (including a daily salad buffet), and SAS also offers free

healthcare through a private insurer, with an unlimited number of medical visits available to employees.

"We have a unique company culture," says one employee of SAS Institute Sweden. "I have a lot of faith in SAS as a whole, both now and in the future."

Please read full case story on SAS Institute later in this report.



Schoenen Torfs		Belgium
Industry	Retail shoes and leatherwear	
European list recognitions	2006 and 2007	
389 employees	Women	94%
	Men	6%



As Wouter Torfs, CEO of this shoe retailer, once said, “If you take care of

the people, the people will take care of the business”. Parties take place frequently, whether for birthdays, retirements, store openings, or just for fun. During one recent gathering, employees were treated with relaxation and “laughing sessions” under the guidance of wellness and relaxation coaches.

To maintain a small-company feel, each retail store is assigned a coach (often a manager) who maintains personal relationships with individuals and offers friendly advice, rather than directives from “on high”. The communication flows in both directions: when deciding whether to sell children’s shoes, managers solicited the opinions of all the company’s employees.

Torfs collaborates with a non-profit organization called ‘Nature Point’ to recycle old, worn shoes. Next year they will be working with CUNINA, which runs various projects in developing countries.

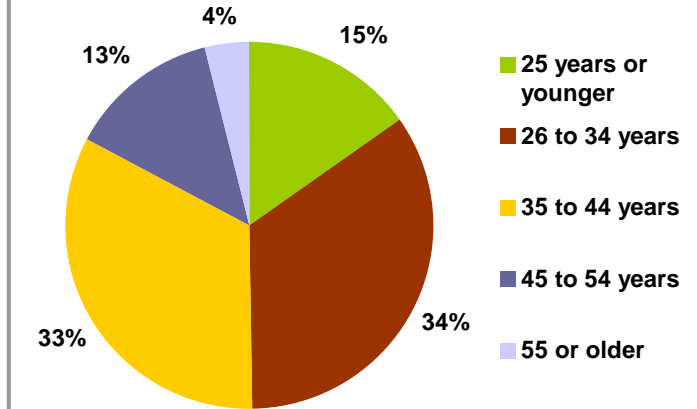
- During the last two years, the company hired 125 new employees; on their first day, employees are introduced to the company’s history, values, and plans for the future.
- The company maintains a diverse workforce by proactively recruiting older employees (job postings say, ‘Your age is of no importance’).
- The company subsidises 450 Euro for employees who purchase a bicycle.
- Shops with the highest sales for the month get a budget to celebrate; some teams save up these “winnings” to go on a bigger team trip, such as a weekend outing.
- Twice each year, the company celebrates a Family Day for employees and their families. At an annual Employee Day celebration last September, everyone got a copy of the TORFS Cookbook, which included recipes from co-workers.



Demographics

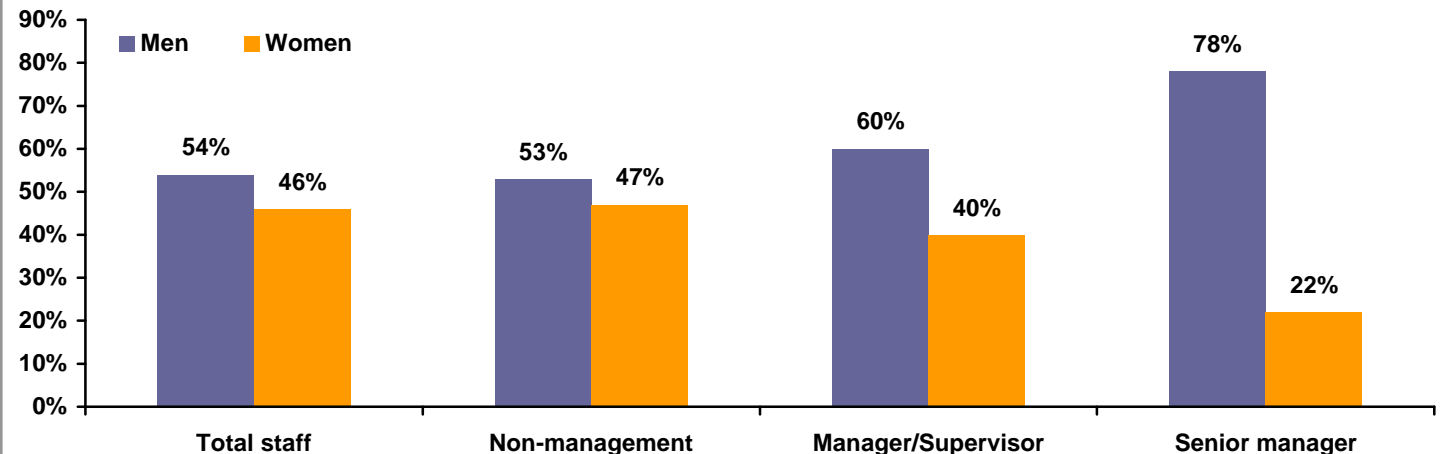
- Diversity: The 100 Best Workplaces have an average population of 9.3% ethnic minorities in the staff. 9.8% of the executives and senior managers are not from the predominant ethnic group of the country, while 6.4% of the middle management can be characterised as part of an ethnic minority.
- 46% of 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.

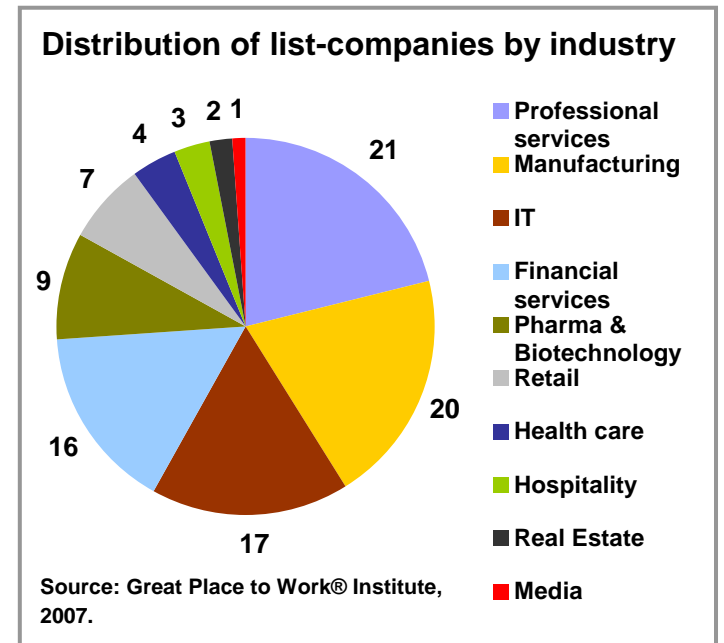
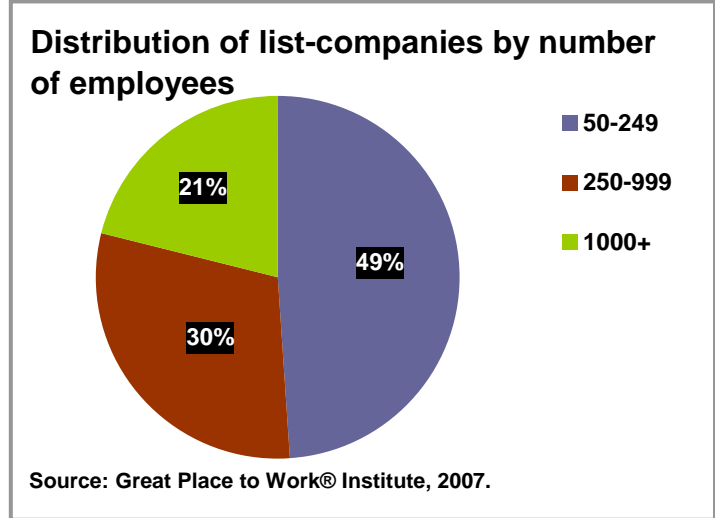
Gender in job roles - 100 Best Workplaces in Europe 2007



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.



Business success

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

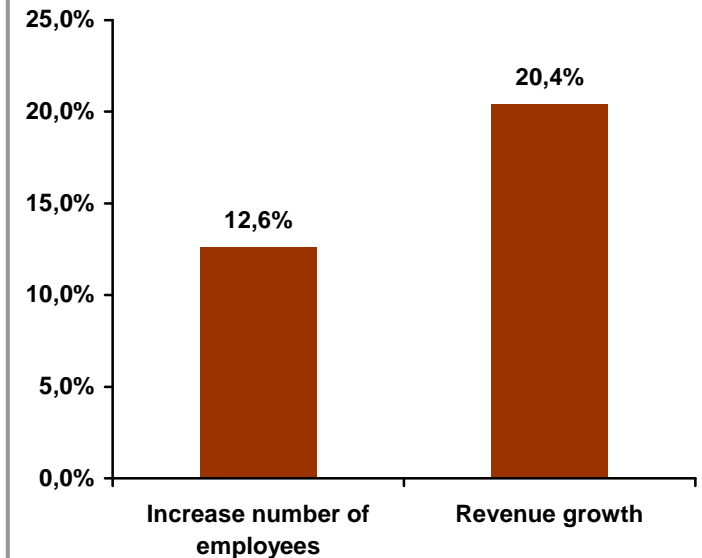
Well, the facts for themselves:

- 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

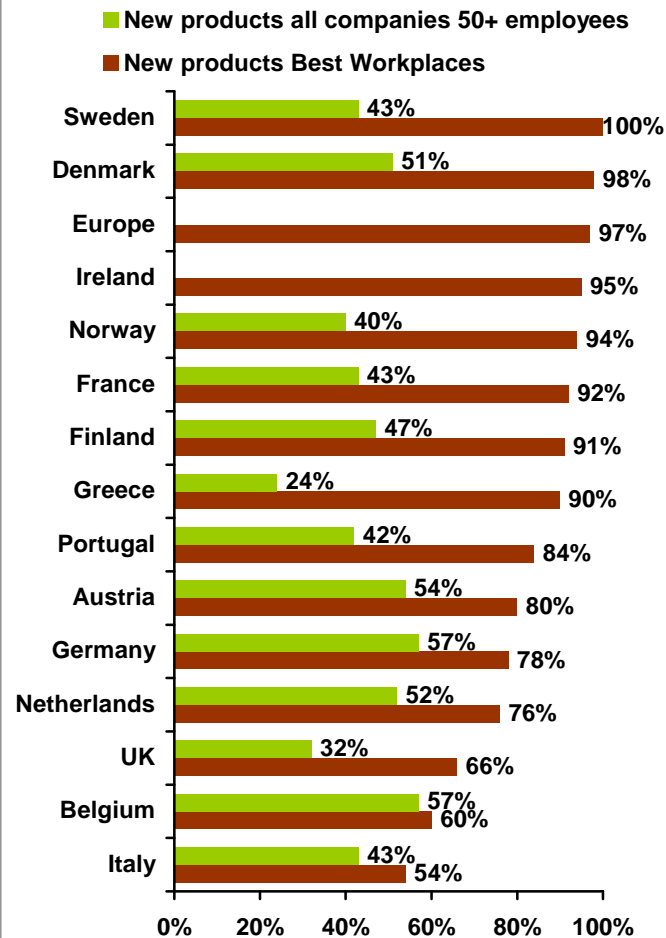
Are great workplaces more innovative?

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!

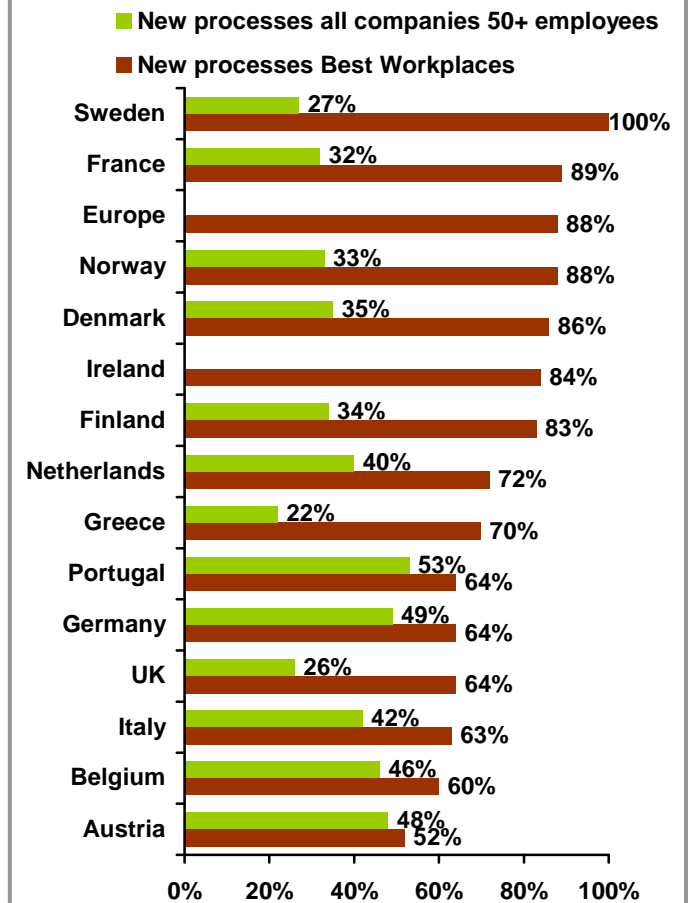


New products: Percentage of companies that have introduced new products to the market within the past three years



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

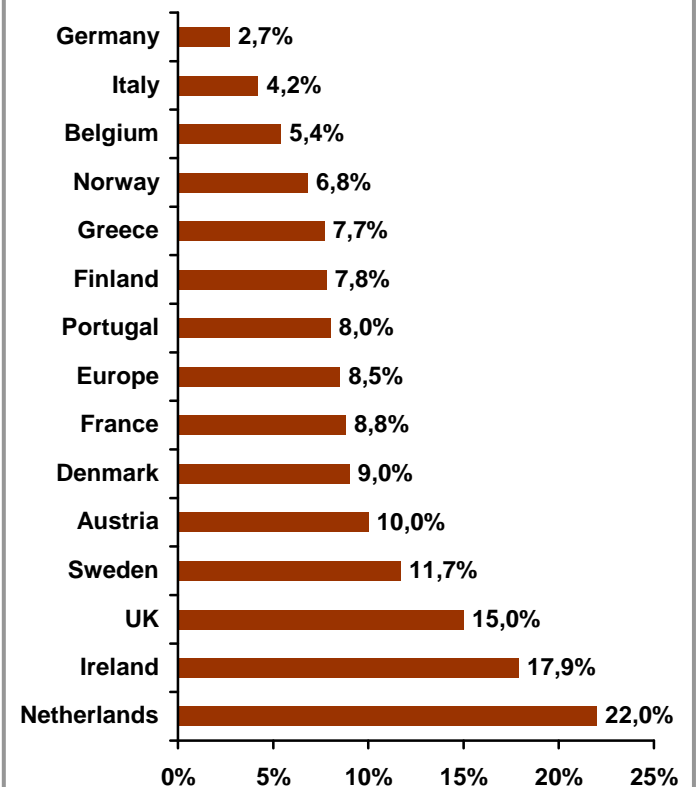
- The 100 Best Workplaces in Europe place high priority on facilitating work-life balance for all. 34% of the 100 Best offer their female workers job-protected maternity leave that is over and above the statutory minimum. 47% offer new fathers better paternity leave than the law requires.
- 75% of the 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

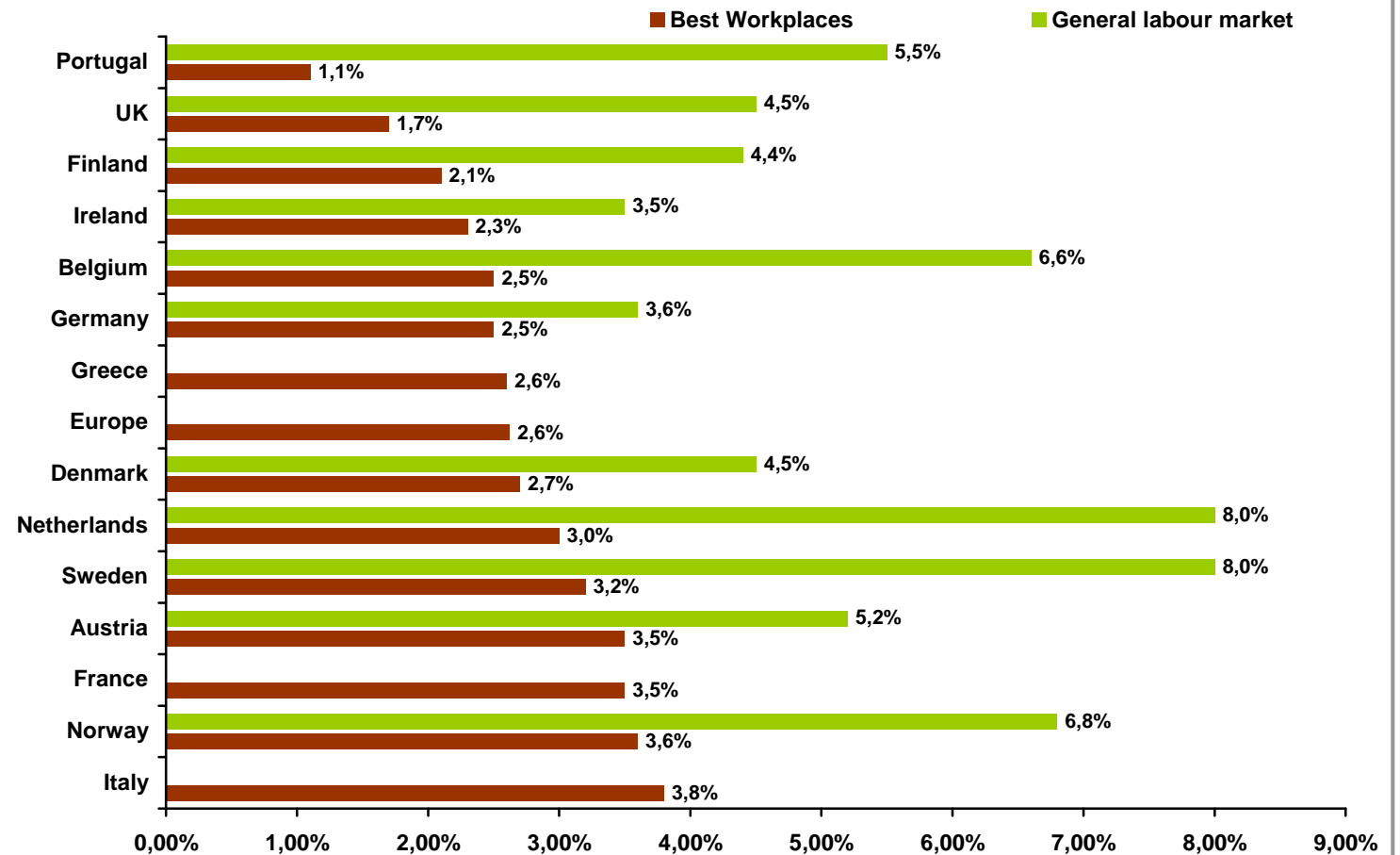
Saved costs

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.



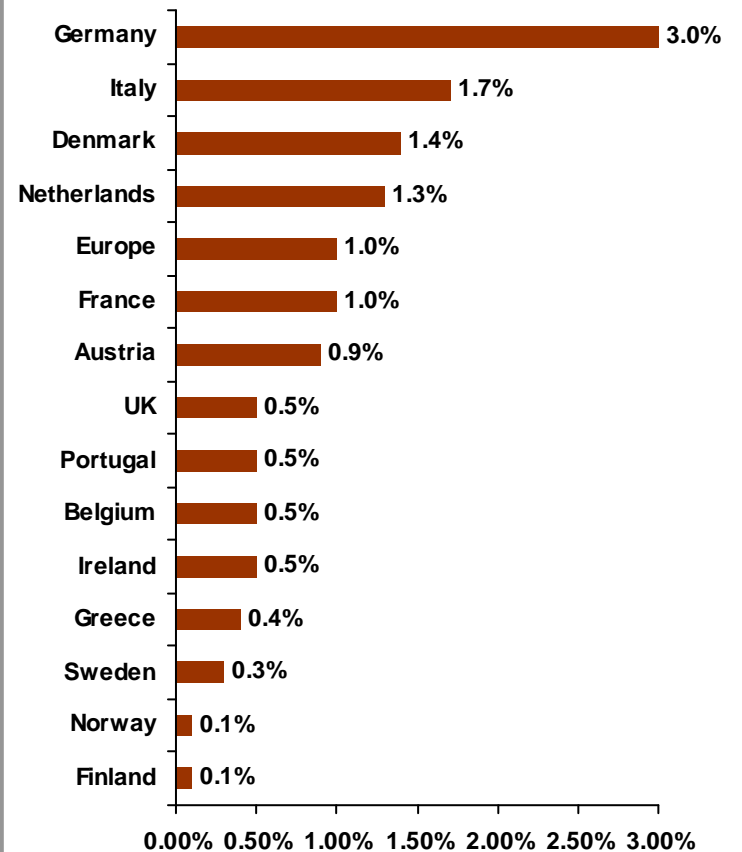
Source: Great Place to Work® Institute, 2007.

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.

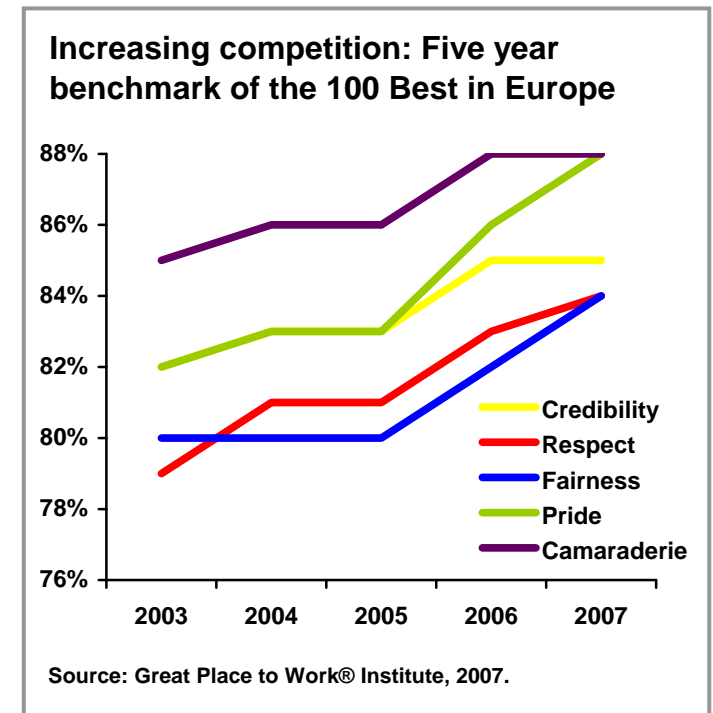
People with a disability : proportion of full- and part-time staff in the Best Workplaces, 2007



Source: Great Place to Work® Institute, 2007.

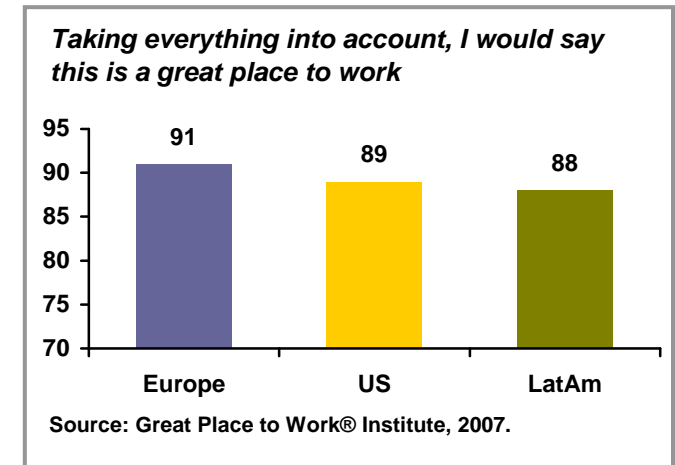
Five years of improvement

- 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”*.

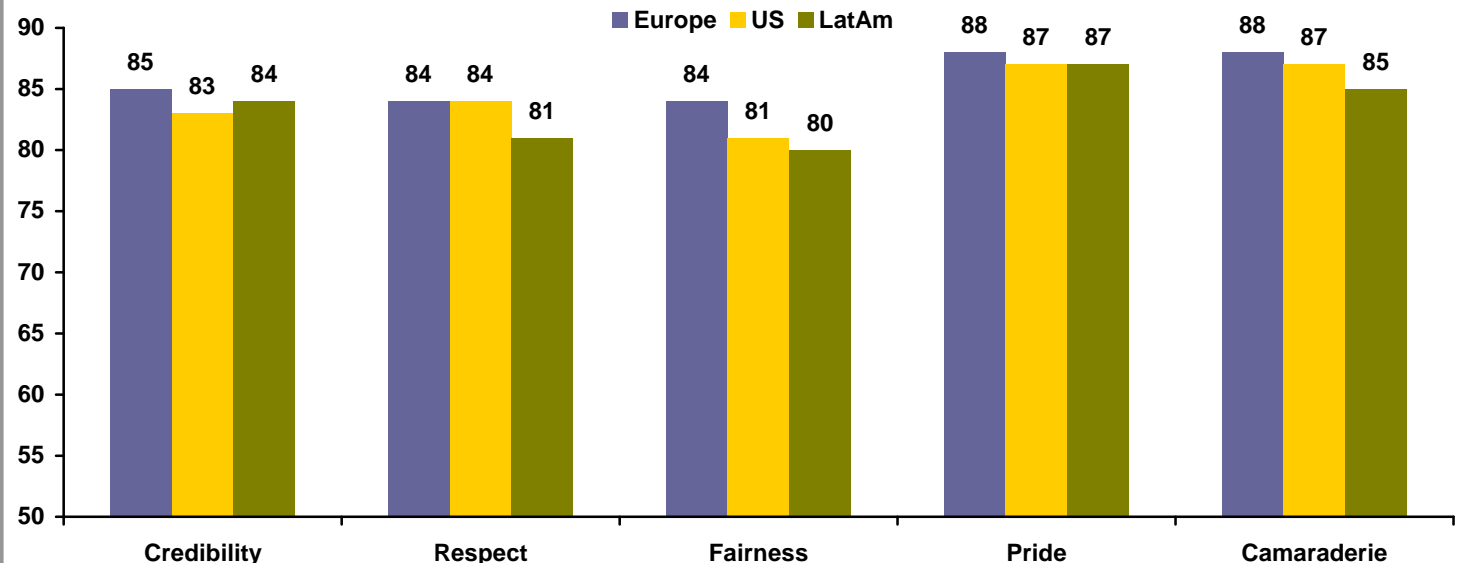


Even better than the US and LatAm!

- 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.



European Trust Champions

It is a huge achievement to be included on the list of 100 Best Workplaces in Europe list, considering that the competition is so intense. But it is outstanding to make the list five times in a row!

This year, Great Place to Work® Institute honours the five times winners as the “European Trust Champions”. Six companies have been on the European list since the beginning.

- Admiral Group (UK)
- Boehringer Ingelheim Denmark
- Danone Spain
- Lilly Spain
- Middelfart Sparekasse (Denmark)
- Unimerco (Denmark)

What characterises these companies?

Not much, you would say, when you look at industries and number of employees. These companies span from the 141 employees in Boehringer Ingelheim in Denmark to the more than 2100 employees in Admiral Group. And while Unimerco manufactures tools, Danone yogurts and Lilly pharmaceuticals, the Admiral Group is an insurance company and Middelfart



ADMIRAL



Sparekasse is a bank... Boehringer Ingelheim is,

like Lilly, a pharmaceutical company, but doesn't have any production plants in Denmark.

What they have in common, though, is a strong continuity in their leadership. Kenneth Iversen has been the CEO for Unimerco for more than 20 years, while the CEO's in Middelfart Sparekasse and Boehringer Ingelheim took this position in 1990 and 1991. The current CEO, Henry Engelhardt, began in 1991 to set up what was later going to be Admiral Group after a management buy-out in 1999. Javier Ellena has “only” been CEO of Lilly Spain since 1996 and Javier Robles since 2000 in Danone. In today's



'European Trust Champion'

is a special recognition for the companies who have made the European list five times and at least once within the past two years. The potential candidates to enter this exclusive club next year are the four times European list winners:

- American Express Italy
- Bain & Company UK
- ConSol Software Germany
- Fishburn Hedges UK
- Irma Denmark
- Johnson & Johnson Italy
- Mapfre Portugal
- Microsoft Finland, France, Germany, Ireland, Italy, Netherlands, Portugal and Sweden
- Novozymes Denmark
- Pentascope Netherlands
- Sick Germany
- Skytec Germany
- Unique Belgium



highly competitive business environment, this CEO tenure is rather unusual and apparently a strong factor for why these companies are able to *stay on top*.

Each of the six companies has a unique history and culture, but it is noteworthy that four of the six European Trust Champions are very old companies from the second half of the 19th or the beginning of the 20th century. The culture in these companies builds on long traditions.

Admiral Group is in several ways different from the other Trust Champions, because Admiral is a rather young company with a much higher proportion of young employees. 79% of Admiral's employees are less than 35 years old. The voluntary employee turnover is also significant higher at Admiral than the other five companies, who all have a lower employee turnover than the average of the European list (8.5%).



	Admiral Group (UK)	Boehringer Ingelheim Denmark	Danone Spain	Lilly Spain	Middelfart Sparekasse (Denmark)	Unimerco (Denmark)
Website	www.admiralgroup.co.uk	www.boehringer-ingelheim.com	www.danone.es	www.lilly.com	www.midsp.dk	www.unimerco.com
Year founded	1992	1885	1919	1876	1853	1964
What do they do?	Insurance	Pharmaceuticals (only sales)	Yogurts	Pharmaceuticals	Bank	Tools
Employees	2114	141	1701	1196	169	396
Voluntary employee turnover	22,4%	7,3%	1,4%	4,9%	4,8%	7,8%
Women/men	52%/48%	58%/42%	28%/72%	53%/47%	61%/39%	8%/92%

European Special Award Winners 2007

Together with the announcement of the 100 Best Workplaces in Europe, Great Place to Work[®] Institute recognizes five companies for outstanding practices in building trust, pride and camaraderie in the workplace.

These five European Special Awards recognize - from the employees' perspective - unique and inspiring practices that build great workplaces. The impact of these practices is verified in the employee survey data.

Each Special Award focuses on a particular aspect within the five dimensions of the Great Place to Work[®] Model[®]. Through the elaboration of the 100 Best list 2007 the 15 European Great Place to Work[®] Institutes have nominated candidates for the awards, of which three key nominees have been selected. The final winners have been found based on an extensive review of the nominees' practices and employee survey results. The winners are highlighted in bold among the following key nominees are:

Credibility	Special Award: "I am told the truth"
<ul style="list-style-type: none"> • Sapien (Germany) • Sigmar Recruitment (Ireland) • Unimerco (Denmark) 	
Respect	Special Award: "I am treated as a person"
<ul style="list-style-type: none"> • Piscines Ideales (Greece) • SAS Institute (Sweden) • W.L. Gore (Germany) 	
Fairness	Special Award: "I am paid fairly for the work I do"
<ul style="list-style-type: none"> • PepsiCo (France) • ConSol (Germany) • Microsoft (Belgium, Denmark, Finland, Germany, Greece, Ireland, Italy, Netherlands, Norway, Portugal, Spain and Sweden) 	
Pride	Special Award: "This is not just a job"
<ul style="list-style-type: none"> • CSU (Netherlands) • Ferrari (Italy) • Novo Nordisk (Sweden) 	
Camaraderie	Special Award: "We have serious fun"
<ul style="list-style-type: none"> • Admiral (UK) • ConSol (Germany) • Management Events (Finland) 	



The winners are publicly announced on the European Award event in Dublin on May 15, 2007. The following profiles present the nominees and winners of the European Special Awards 2007.

Key nominees and winner for European Special Award: "I am told the truth"

WINNER - Unimerco (Denmark)

The inspiration for the egalitarian business model at UNIMERCO, a Denmark-based manufacturer of cutting and measuring tools and fastening systems, came from CEO Kenneth Iversen's childhood. Iversen grew up in a Danish village in which the crews of fishing boats split their catch 50/50, with half allocated to expenses, and the remaining 50% split equally among everyone on the boat.

Following this model, UNIMERCO is entirely owned by its 395 employees and managers; 85% of all employees hold shares, and non-managers together own 51% of the company. Thanks to this culture, in which everyone is in the "same boat," UNIMERCO has been in the Top 10 of the Danish List of Best Workplaces every year since 2001, and has appeared on the European List of Best Workplaces every year since 2003.

UNIMERCO also makes sure its owners are well informed about the company's affairs, and everyone receives company information at the same time. A monthly e-mail sent to all

employees includes updates with current accounts, results assessments, explanations of strategy, and the latest news; meanwhile, an e-mail about the company's revenues is sent out *daily*.

To make sure there are no back-office deals, the whole company operates under a shared roof; everyone, regardless of job function, works in the same 20,000-square-meter building, and the CEO works in the middle of the room, accessible to everyone.

Employees also meet on a bi-monthly basis for a one-hour "café meeting," to share coffee with fellow employee-owners and hear updates from managers about the company's financial situation, plus offer ideas and input about the latest initiatives.

Just in case any of the owners isn't clear on the details, employees all receive business training to help them understand the finer points of business.

As UNIMERCO wrote in their Great Place to Work[®] Culture Audit[®], "We communicate openly, and have no taboos. Problems must be solved when they arise, because in this way they are solved in the best way. No subjects scare us or are too sensitive. If we do not dare to communicate openly, how can we then trust one another?"





Key nominee - Sapient (Germany)

Last year, when Sapient, an international IT consulting firm, introduced a new concept for its company philosophy, the so-called “Strategic Context,” members of the Global Leadership Team personally presented it to 90% of employees around the world, in part by leading small-group discussions that lasted up to four hours.

It was just one of many examples of how the managers of Sapient maintain a high level of credibility in the eyes of the company’s employees: 89% of employees surveyed in this year’s Great Place to Work® Trust Index® Survey agreed that they can “ask management any reasonable question and get a straight answer,” and 89% indicated that “management keeps them informed about important issues and changes.”

Managers deliver information through personal phone calls, e-mails, and the CEO’s own blog and podcasts, as well as weekly departmental meetings. The company also has monthly meetings with the entire staff to talk about revenues, project status, and internal employee initiatives. At other times, Sapient’s managers simply practice “management by walking around,” actively demonstrating an interest in employees as people while reaching out for input and ideas.

When some Sapient Germany employees asked their Director, Christian, to help them understand the thinking that went into the

company’s quarterly planning, he ended up spending 1.5 hours on the explanation. “If we are convinced that it helps to get our work done to understand better, then it is a justified and useful investment,” Christian explained.

What really sets Sapient apart is the level of frankness in the company culture. When someone sent an anonymous email to the company a few months ago citing concerns, senior leaders addressed the points one-by-one, openly and candidly in response, and invited the sender to choose a better forum to talk in person.

“Open feedback for the managers is completely normal and is well supported,” wrote one employee in this year’s Trust Index® Survey. “Sapient’s culture of frankness and the interaction with its employees is unique and I have never experienced anything like it before.”

Key nominee - Sigmar Recruitment (Ireland)

At Sigmar Recruitment, an Irish staffing and recruitment firm, employees are nearly unanimous in their perception that managers communicate well.

In this year’s Great Place to Work® Trust Index®, 96% of Sigmar people surveyed agreed that, “management keeps [them] informed about important issues and changes”; 98% said that “management makes its expectations clear”; and 97% indicated that they “can ask

management any reasonable question and get a straight answer.”

How do they sustain this level of credibility? Each manager has weekly business meetings with the team, a forum to discuss business matters and other affairs. And consultants engage in bi-weekly one-to-one meetings with their managers to discuss their satisfaction and goals. In addition to a monthly staff newsletter, the Financial Director sends around regular newsletters or memos on how the company pension is performing.

They also have a bi-weekly companywide meeting chaired by a Director or Manager, an interactive forum to update staff on business activities and allow people to offer up suggestions or ideas. Sigmar also holds quarterly social events where everyone in the company gets together to celebrate - and communicate.

Departments also hold regular brainstorming sessions, at which everyone can make a contribution. These sessions have led to several initiatives, including a re-vamped bonus structure and the company’s participation in the Best Workplace evaluation process.

“Within a couple of weeks of starting the job, I got to chat with all the Managers and Directors in the building,” commented one employee in this year’s Trust Index[®] Survey. “This was not formally arranged, it just happened through the course of days and weeks. I was very impressed, and this contributes to the excellent

atmosphere and working environment at Sigmar.”

As another person put it, “If we have a problem, we talk to each other about it and sort it out face to face, rather than by email or behind each other’s back. We are treated like adults and the management structure is quite flat.”

“It’s just great to be treated like an adult and to be allowed to just get on with my work, to be trusted to do a good job,” comments another happy Sigmar team member. “I have never had that from an employer before.”

Key nominees and winner for European Special Award: “I am treated as a person”

WINNER - SAS Institute (Sweden)

Throughout its history, SAS Institute, a U.S.-based software maker, has concentrated on supporting its people. As far back as 1976, the company offered fun benefits like Friday breakfast goodies and Wednesday M&Ms, not to mention free health care, on-site day care, and a variety of social activities for employees and their families.

This tradition of respect stems from the company’s founder, Jim Goodnight, who once said, “If you treat employees as if they make a difference to the company, they will make a difference to the company.”



As it has expanded to Europe, SAS Institute has continued this tradition of treating people well. SAS Sweden is located in a beautiful, restored 18th-century castle just north of Stockholm. The company's 104 employees enjoy a 35-hour workweek and follow flexible schedules; SAS pays for Internet connections for anyone who wants to work from home. Compulsory meetings are held toward the middle of the day so anyone can take part, including those who have children to pick up at daycare.

The sense of respect extends into the business, as well: to encourage employees to develop to their potential while assuming more individual responsibility, SAS Sweden recently took the extraordinary step of removing its Board of Directors; all decisions are now made entirely between the CEO and the manager and group members concerned with an issue. As a result, there is never more than one line of management between any employee and the CEO.

SAS Institute also offers a smorgasbord of health activities, including an on-site fitness facility, a rotating program Weight watchers, yoga, Tai Chi, power boxing, and other activities. They also have smoking cessation classes, pay for a personal trainer, and regularly bring in lecturers to talk about food, stress, work management, and other topics. The company has an on-site restaurant that serves discounted healthy meals (including a daily salad buffet).

In this year's Trust Index[®] Survey, 93% of SAS employees agreed that "people are encouraged to balance their work life and their personal life"; 96% agreed that their "facilities contribute to a good working environment," and 99% indicated that they are "able to take time off from work when they think it's necessary."

"We have a unique company culture," wrote one employee in this year's Trust Index[®] survey. "I have a lot of faith in SAS as a whole, both now and in the future."

Key nominee - Piscines Ideales (Greece)

Since 1991, the employees of Piscines Ideales (and its 21 franchises) have worked together to build more than 4,500 swimming pools in Greece, including 900 in 2006.

But as this year's Great Place to Work[®] Trust Index[®] employee comments make clear, what really makes Piscines Ideales special is not business success, but the degree to which employees feel that they are part of one big happy family.

Piscines Ideales employees are embraced from the moment they arrive: they are welcomed by the CEO himself, and receive a welcome book that includes the story of the company, pictures of colleagues, and descriptions of company practices and policies.

They are also given the CEO's mobile phone number as soon as they are recruited, and they



learn the company's basic values: respect, camaraderie, teamwork, pride, focus on quality, and learning and personal development.

Piscines Ideales also celebrates every birthday in the company with a company-bought birthday cake; people gather together almost daily to sing the birthday song and blow out candles. The CEO frequently invites employees to his house to celebrate the New Year, and they go out for dinner and dancing to celebrate his birthday.

Employees who get married receive a month's worth of salary as a bonus; those who have children receive three extra days off, plus a financial bonus. When employees' children start their studies at a university, the company gives them a personal computer. The Piscines "family" even goes on vacations together: every year, the company sponsors a trip abroad to an exotic destination for all employees (in 2006, the whole company went to Thailand).

Above all, Piscines Ideales managers regard all employees as potential business leaders; everyone is given opportunities for career development, and no fewer than one third of the company's current franchisees were formerly Piscines employees.

The family treatment has created a sense of devotion to the company's future. As one employee explained in the Trust Index[®] survey, "We have all loved each other truly. We work with fun and we help each other with our heart. We all want to continue like this, and we all want to take our family company even higher."

Key nominee - W.L. Gore (Germany)

For the 1150 employees of Germany's branch of W.L. Gore, an international manufacturer of specialized plastics, staying healthy is easy. The company offers a variety of programs to ensure that people take care of themselves - and each other.

W.L. Gore's company-wide health initiative motivates employees to establish personal goals for improving their health. During "Work-Life Balance Day," all associates are invited with their family members to a program that includes homeopathic treatments of sports injuries, nutrition according to traditional Chinese medicine, and programs designed to help people to "center themselves."

W.L. Gore Germany also promotes sports activities and relaxation methods, and fitness facilities are available at all sites. An in-house campaign promotes bicycling to work, and many people go running together during their lunch break. The company encourages employee participation in such activities as Nordic walking, yoga, and tae-kwon-do.

"Sports has a high standing in our company," says one employee, in a comment on the Great Place to Work[®] Trust Index[®] Survey. "Some important conversations take place during a relaxing run."

Gore's cafeteria is stocked with a choice of organic and healthy foods. And the company



pays for smoking cessation seminars, as well as an Associate Assistance Program, which provides round-the-clock counselling with external experts; employees' partners and families can also use this confidential service.

It is not surprising that, in their Trust Index[®] survey, 92% of W.L. Gore Germany's employees agree that "people are encouraged to balance their work life and personal life," while 85% feel that "this is a psychologically and emotionally healthy place to work."

"The company does all sorts of things to create a familiar and friendly environment where everyone can feel good," wrote a W.L. Gore Germany employee, in a comment on the Trust Index[®] survey. "Who else has an employer who assists with personal concerns and perceives employees as a whole human being?"

Key nominees and winner for European Special Award: "I am paid fairly for the work I do"

WINNER - Microsoft (Belgium, Denmark, Finland, Germany, Greece, Ireland, Italy, Netherlands, Norway, Portugal, Spain and Sweden)

The global software giant made the Best Workplaces lists in no fewer than 12 countries this year, including Belgium, Denmark, Finland, Germany, Greece, Ireland, Italy, Netherlands, Norway, Portugal, Spain, and Sweden.

Microsoft has several programs to promote a sense of fairness. For example, all employees, regardless of position, can earn a bonus, with a higher amount given for achievement of goals. And everyone is equally eligible to both earn and buy stock in the company.

Microsoft also has a long-standing philosophy of linking pay to performance. The company's performance management process provides a structured method for employees to obtain feedback on their performance, set specific commitments for the future, and plan their own professional growth. An Annual Performance Review meeting (with a performance check-in and career discussion after six months) provides a concise summary of ongoing performance discussions and ties employees' commitments to the strategic direction of the workgroup and company as a whole.

Microsoft also participates in multiple third-party surveys to ensure that their reward programs and budgets are competitive, and the company has four different incentive plan types according to job role and function. Some divisions, such as MS Hellas, also use a process known as "calibration," which compares employees' current performance and anticipated contribution to determine ratings and rewards. This process aims to reduce the importance of managers' subjective opinions in deciding compensation.

"We all know exactly what is expected from us," wrote an employee at Microsoft Sweden in this year's Great Place to Work[®] Trust Index[®] Survey. "You get rewarded for your efforts and



you can succeed without having to be the managers' favourite....”

“There is absolute meritocracy,” wrote an employee from Microsoft Hellas (Greece). “There is neither favouritism nor injustice toward employees caused by personal or friendly relationships. There is an emphasis on ethics and embracing a respectful culture. In that way, you always know where you stand, and you know that good work is definitely appreciated.”

Key nominee - ConSol (Germany)

In their Great Place to Work® Trust Index® survey, 92% of employees at this Munich-based IT consulting and software firm indicated that “people here are paid fairly for the work they do,” 95% said that they “feel they receive a fair share of the profits made by this organization; and 97% feel that they are “treated as a full member here regardless of my position.” Between 98%-100% agree that people are treated fairly regardless of their age, race, ethnicity, sex, sexual orientation, or disability.

How does a company earn such a stellar reputation for fairness among its employees?

It helps that 50% of profits are “given back” to employees throughout the company - including apprentices - through a three-part compensation system. The ConSol reward system consists of a base salary; variable bonuses for performance, working late, etc.;

and profit sharing, at a percentage dependent upon position, level of responsibility, and tenure.

“The participation of employees in the company profits is set by contract to an individually agreed upon amount,” wrote one employee, in a Trust Index® Survey comment. “There is no annual stake determined by what someone thinks is best; everyone can figure out his share as soon as the profit is known.”

Adding to the equity of the compensation plan, maximum base salaries are “capped,” which means that managers' salaries are more dependent upon profits. When the company does well, everyone gets an equal bonus percentage. But when profits are low, managers and those with higher compensation take a bigger hit to their overall pay.

“We not only share the responsibility, but also the success,” wrote one employee, in a Trust Index® survey comment. “Through our employee participation model, all employees obtain the status of co-entrepreneurs.”

Key nominee - PepsiCo, Inc. (France)

PepsiCo France, a 15-year old division of one of the world's oldest agro foods producers and distributors, has appeared on the Best Workplaces in Europe list in 2004, 2006 and 2007. Even as it has grown to 328 employees, the company's leaders have continually stressed the importance of teamwork, of



employees developing themselves personally while operating as part of a tight-knit unit.

Part of PepsiCo France's workplace success stems from managers responding to employees' concerns. After a recent survey revealed that employees were dissatisfied with their pay, managers commissioned an external audit to benchmark salaries against those of the competition. While the report revealed that PepsiCo's total compensation was in fact fair for the industry, the company took a lesson and now provides employees with detailed explanations of their combined pay and benefits, through group sessions and customized 10-page documents.

Pepsico France grants stock options and shares profits with employees, paying an average of more than one month's worth of salary every year. And managers are given different compensation tools to allow them to make salary recommendations. Any salary adjustments are discussed to ensure the fairness on an individual level, with a special budget allotted for anyone whose salary falls below the industry norm.

PepsiCo France has also established a reputation as a fair, forward-thinking workplace for women. The company offers full pay for new moms on maternity leave, with no minimum level of tenure required; women also receive an annual raise, regardless of the state of their pregnancy.

"The great attention and respect for work/life balance are valuable, especially for a woman with children in a high responsibility job," wrote one employee in the Trust Index[®] survey. "And let me add, we are in a company that has a woman of Indian heritage as the top worldwide leader. Not bad for integration and equal treatment!"

Key nominees and winner for European Special Award: "This is not just a job"

WINNER - CSU Total Care (Netherlands)

The 348 employees of CSU Total Care, a Netherlands-based facilities management, cleaning, and security company, may be regarded by some as low-skilled workers, but they are leaders in giving back to the community through a variety of philanthropic initiatives.

Thanks to a company policy that grants employees paid leave to volunteer their time, CSU's people have recently supported



numerous campaigns, including helping victims of the Tsunami, working in hospitals, and more.

CSU recently participated in a pilot program aimed at eliminating barriers for the integration of ethnic women to the labour market. And the company created a national initiative called Arena Initiatief, to stimulate work opportunities for groups who have traditionally been disadvantaged in the labour market.

CSU's people also have other reasons to be proud. In addition to being one of the top three cleaning organizations and among the top five security organizations in the Netherlands, CSU has won the top spot on the Dutch list of Best Workplaces, and they earned distinction as a leading learning organization in 2006. After winning the coveted Golden Service Award for the third straight year, employees received a special meal.

CSU has also shown itself to be progressive in how it carries out business. The company's cleaning crews only use natural cleaning products, for example. And employees take pride in of their company's values and relaxed working atmosphere. "What is unique is the feeling that we are free, but also linked to the organization," wrote one employee in the Trust Index[®] survey. "Everybody has the same rules and freedom when it comes to the development in your job."

Eighty seven percent of CSU employees responded positively to statements related to pride: 91% of those surveyed with the Trust Index[®] this year agreed that, "My work has

special meaning: this is not 'just a job'," and 94% indicated they "feel they make a difference" at their workplace. As one employee put it simply, "I am very proud to work for CSU!"

Key nominee - Ferrari (Italy)

Since 1947, the year Ferrari's 125 S first triumphed in competition, the Italian auto maker with the prancing horse logo has become one of the world's most respected luxury brands. No one knows this better than the company's 2670 Italian employees. "We are aware that we are working to perpetuate a myth," says one employee. "Ferrari is unique in the world."

As part of its culture, Ferrari stresses 12 values represented as 12 cylinders of a finely tuned motor. The company's reward programs are also tied to a "racing" metaphor: through the "Grand Prix" program, employees who offer new ideas that are implemented advance around a "track," with anyone passing one of the "pit stops" or the finish line eligible for an award.

Of course, one of the greatest perks of working at Ferrari is the opportunity to take pride in the company's strong tradition and indulge a passion for automobiles. To this end, every employee receives two tickets to the Imola and Monza F1 races, and to the GT championship. They also get to see new Formula 1 and GT cars before they are shown to the public.



Ferrari's people are constantly reminded of their heritage. Within six months of their hiring, employees participate in "Campus Ferrari," a meeting that includes interactive quizzes and multi-media presentations covering topics such as "Do you know your company?" and "Travel into Ferrari's History". The program ends with a dinner exploring creativity and innovation. Photos of past models and race winners appear throughout the factory.

Ninety eight percent of employees surveyed in this year's Trust Index[®] agreed that, "My work has special meaning: this is not just a job," and 99% indicated that they can "make a difference here." On average, 99% of Ferrari employees responded positively to Trust Index[®] statements related to the Pride dimension.

"Many people here wear the Ferrari logo. That means a great attachment to the company and to its values," wrote one employee. "I am proud to be part of this company, where we are all one family, part of a team of excellent people working well together. We work for a common, important, and unique objective: to help Ferrari to continue to be a part of history."

Novo Nordisk (Sweden)

The first reason to be proud to work for Novo Nordisk is obvious: the company provides products and services that directly improve - and even save - the lives of their patients,

including many people in developing countries, who receive drugs at a subsidized price.

Secondly, the company has an inspiring history. Novo Nordisk was founded more than 80 years ago when August Krogh, a Nobel Prize-winning professor of the University of Copenhagen, traveled to the University of Toronto to acquire the formula for insulin. His aim was to begin producing insulin in Denmark to treat people with diabetes, among them his own wife, Marie. Since then, Novo Nordisk has continued Krogh's legacy: to do what it takes to help defeat diabetes.

Another banner of pride at Novo Nordisk is their commitment to the Triple Bottom Line. Under this philosophy, the company measures the quality of life of its people, and the company's benefit to society as large, as equal in importance to profits and revenues.

Under an agreement with the World Wide Fund for Nature (WWF), Novo Nordisk committed to reduce their CO2 emissions by 10% by 2014. Novo Nordisk is the first company in Denmark, the second in Europe, and the tenth worldwide to sign this agreement under the WWF International Climate Savers program.

In 2001, Novo Nordisk founded the World Diabetes Foundation as an independent, non-profit organization. The WDF helps directly in developing countries, where 80% of the world's explosion in diabetes is expected to occur. Since 2001, the WDF has supported 72 projects in the developing world, with a direct impact on 26 million people.



Novo's employee volunteer program, "TakeAction!", is designed to encourage and support employees to integrate the company's Triple Bottom Line approach into everything they do. Employees' Take Action! activities have ranged from designing a cookbook with healthy recipes to taking three-week placements in a hospital centre in a developing country, with all costs paid by the company.

Novo also collaborates with NGOs and external research organizations. The Novo Nordisk Haemophilia Foundation (NNHF) was created in 2005 to address the significant need for improving haemophilia care in the developing world; and the Oxford Centre for Diabetes, Endocrinology and Metabolism (OCDEM) serves as a partnership between Novo Nordisk, the UK's National Health Service (NHS), and the University of Oxford. The company also supports the UN initiative, "Unite for Diabetes," by focusing on the needs of children and youth, their families, and social networks. The program has included the creation of a Novo Nordisk Youth Panel and the launch a new global DAWN (Diabetes Attitudes, Wishes and Needs) Youth initiative in 2007.

In responding to the Trust Index[®] survey, 100% Novo Nordisk Sweden employees this year agreed that their work "has special meaning; this is not 'just a job'," while 97% agreed that when they "look at what they accomplish, they feel a sense of pride" and that they "feel good about the ways we contribute to the community."

As one employee commented, "There is a Novo-spirit at this workplace, and I am especially proud to be a part of the Novo-group, which is taking an active role both for the environment and the fellow beings around the world."

Key nominees and winner for European Special Award: "We have serious fun"

WINNER - Admiral (UK)

One wouldn't guess that a 2114-employee private car insurance firm would have a "Ministry of Fun" (MOF), but that's what they have at Admiral, a UK-based company. The Ministry of Fun, or "MOF," was developed to organize fun activities and events for everyone in the company. Each month, the responsibility for leading the MOF moves to a different department in the company so everyone has a chance to get involved and contribute.

Admiral is also home to "Fun Factories." As part of this quarterly program, all managers organize events for their departments. Fun Factories take place on Friday afternoons and are intended to act as a stress buster at the end of the work week.

Past events have included eating contests like, "How Many Marshmallows Can You Fit In Your Mouth?"; "Tache Idol" (a moustache-growing contest); and "How Big is Yours?" for which



employees competed to see who could make a small plant grow tallest in a month's time. They have held artistic competitions, such as "Make a Model of your Manager," "Pimp my Welshcake," and "Dress a Coconut," and sporting events like "Tidy Darts" and "Space Hopper Racing."

The necessity of a strong team spirit exemplified by the founder, Henry Engelhardt, who gives all new recruits a piece of a jigsaw puzzle. This puzzle piece serves to remind employees that to complete the picture, you need all the parts, and every part is as important as the next.

The company celebrates as many events and occasions as possible, including world sporting events, nationally recognized festivities, birthdays, marriages, births, retirements, promotions, summer BBQs, and holiday parties.

At Admiral, 94% of employees surveyed in this year's Trust Index[®] Survey agreed that, "I can be myself around here," 96% indicated that "people celebrate special events around here," and 96% responded that "this is a friendly place to work."

"No matter how busy, there are always events to have fun and relax," wrote Admiral employees, in their Trust Index[®] survey comments. "The philosophy here is that if you like what you do, you are more likely to do it well. Therefore 'fun' plays a leading role in the company, as does a relaxed and friendly environment."

Key nominee - ConSol (Germany)

At this Munich, Germany-based consulting firm, employees can't get enough of each other: many arrange their own casual group activities, using mailing lists to invite each other to cinema evenings, squash, board game evenings, bike tours, mountain hikes, and more.

Recent fun "teambuilding" exercises have included a company trip to the Munich Beer Festival, an annual ski weekend in the Alps, and football and chess tournaments. ConSol's Intranet even has a chat room for people to discuss professional or non-work-related topics, and employees' family members are frequently invited to participate.

Any reason is a good reason to celebrate: successful projects are marked with a barbecue on the company terrace, or in the new on-site garden. An on-site pinball room keeps lunch breaks fun; a conference room becomes a viewing room during the World Cup, Olympic Games, and other major televised sporting events.

People can also bring children and dogs to work as long as co-workers don't mind. And everyone in the company gathers at a restaurant monthly; all employees who celebrated their birthday the previous month are treated to a meal.

The team spirit spawned by all these fun activities is vital to ConSol's business culture. In job interviews, employees are gauged on their



ability to work in a team; meetings regularly take place at the team level; and if a new team is created or a new team is formed, all members of that team move their workspaces to work more closely together.

In responding to this year's Trust Index[®] survey, 94% of ConSol employees agreed that "this is a fun place to work," and 99% feel that "people celebrate special events around here."

Key nominee - Management Events (Finland)

Founded in 2004, Management Events organizes meetings and networking events, primarily for managers in a diverse field of companies. A far cry from typical sales conferences, these meetings are designed to include one-to-one meetings, "idea circles," and other innovative approaches to help participants get to know each other on a deeper level. Last year, the company planned more than 200 events from its 12 European offices, based in six different countries.

Looking at the Finnish branch of Management Events, it becomes clear why the company has fared well: 100% of the Management Events Finland employees surveyed in the Great Place to Work[®] Trust Index[®] Survey this year indicated that they "can count on people to cooperate," while 96% responded positively to statements related to camaraderie in general.

Management Events people work as part of a dynamic team, in which collaboration is second

nature and ideas flow freely. The culture benefits from the dynamic, youthful spirit of its people: the average age of the 50 or so employees is just 28 years.

"I don't know of any other company where the boss takes a team to see the Madonna concert," wrote one employee, in a Trust Index[®] comment.

The company's offices are designed in fun, festive style, with trendy designs, fresh colours, stylish furnishing, art, flowers and plants all around, as well as perks like a lounge with stereo equipment, flat-screen TV, videotape recorder, DVDs, and couches.

Employees enjoy each other's company so much that they have formed their own clubs for videos, karaoke, marathon running, and other activities. Managers and their teams participate side by side while attending cooking classes and wine tastings, attending the opera, or trying their hands at sailing. Recently, the CEO surprised everyone by bringing Lordi, the memorable monster-masked winner of the Eurovision song contest, to perform at the company's summer party.

Management Events' people find plenty of reasons to celebrate, both with clients and each other. Friday afternoon usually finds employees in the company's lounge, enjoying beer, cider, or singing karaoke. The company offers free hot and cold beverages and snacks on site, and pays for the taxi rides of people who work late.

Not surprisingly, 98% of employees agreed with the Trust Index[®] survey that they were "made to



feel welcome when they joined the company,” and 98% of employees conclude that “this is a fun place to work”.

“There is not a more amazing bunch of people on the planet!” says one employee comment. “We are like a big family. Management does not sit in an ivory tower, but spends time with everyone else - as people among people. At Management Events, we laugh often, and are not too shy to swear and laugh directly from stomach.”



Background and methodology

It is our mission

*to build a better society
by helping companies
transform their
workplaces.*

Great Place to Work® Institute has been identifying and researching great workplaces for 25 years. It started with a book on the “100 Best Companies to Work for in America” and we now carry out annual studies of the Best Workplaces in 30 countries worldwide. In Europe we have offices in 15 countries.

Since 2003, Great Place to Work® Institute has been publishing an annual list of the 100 Best Workplaces in Europe. The first European list was supported by the European Commission, who wanted to encourage the European business community to strive to create great workplaces that would improve people’s quality of life, while developing a sustainable competitiveness for European industry. After the publication of the first European list in 2003, Great Place to Work® Institute decided to continue the research and build up a European network of Institutes.

The list of the 100 Best Workplaces in Europe is based on the 15 national Best Workplaces studies all around Europe. Participants in any of these national studies are evaluated with the same basic methodology of combining the results from the employee survey Trust Index® and the management survey Culture Audit®. The opinion of the employees is the most important element of the evaluation, accounting for 2/3 of the total score, with the management survey accounting for the last 1/3.

The methodology of the Best Workplaces study derives from the Great Place to Work® Model® and more than 25 years of research conducted by Robert Levering, Milton Moskowitz and other researchers from the Great Place to Work® Institute. The definition of a great place to work is a place where the employees:

Trust the people they work for, have pride in what they do, and enjoy the people they work with.

This definition is translated into the five-dimensional Great Place to Work® Model®, where three dimensions - Credibility, Respect and Fairness - refer to the concept of trust. A fourth dimension - Pride - refers to the sense of pride in what you do and the fifth dimension, Camaraderie, considers the extent to which you enjoy the people you work with.

The employee survey Trust Index® is a standardised survey tool developed by the Great Place to Work® Institute Inc. The survey includes 57 statements related to the five dimensions of the Great Place to Work® Model®. The employees respond anonymously to each statement on a scale “almost always untrue”, “often untrue”, “sometimes untrue, sometimes true”, “often true” and “almost always true”. Random samples of all employees - including management - are invited to complete the survey. In organisations with less than 250 employees everybody receive a survey.



The management survey Culture Audit[®] is usually filled out by the HR manager. The Culture Audit[®] is an analysis of the value system, policies and practices that support the working environment and culture in the organisation. The Culture Audit[®] is evaluated based on a standardised methodology developed by Great Place to Work[®] Institute.

The Best Workplaces studies are currently carried out in 30 countries worldwide by local affiliates of Great Place to Work[®] Institute.

To learn more about Great Place to Work[®] Institute and how we can help you create a great workplace within your organisation, please visit us at

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