

GREAT WORKPLACES

GREAT PLACE TO WORK® SPECIAL REPORT 2013

www.greatplacetowork.co.uk



Revealed! This year's Best Workplaces

The jury's no longer out

The jury's no longer out
There's hard evidence for employee engagement, and it's achieved by trust

Discover how Danone,
KFC and Microsoft stay
ahead of the pack

Engage for Success

Spreading best practice with David MacLeod and Nita Clarke



The views and comments in this publication are those of the Great Place to Work® Institute UK and are not backed or in any way endorsed by The Guardian

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CONTENTS

EDITORIAL
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TOM O'BYRNE

LEADER

With the publication at the end of last year of the Engage for Success task force's definitive *Evidence* report (read more about it in our interview with David MacLeod and Nita Clarke on pages 6-7), the evidence for the positive link between business performance and engagement is now well and truly nailed.

This confirms what we at the Great Place to Work® Institute and the many hundreds of Best Workplaces all over the world have known for some time – that having engaged employees leads to improved business performance.

Engagement works. But what does it look like and how do you actually do it? Great Place to Work® believes – and our own research shows – that engagement starts with trust. This is trust between management and employees, employees and management. High-trust organisations are better able to attract and retain quality staff. They have lower absenteeism and greater motivation and commitment. This leads to greater customer retention and loyalty and better quality products and services. That can also mean greater productivity and an improved bottom line. Employees in high-trust organisations are also proud of what they do and enjoy working with their colleagues. Low-trust organisations, unsurprisingly, suffer from low morale, high staff turnover and costs, and lower productivity and profitability.

This issue of *Great Workplaces* looks at evidence that UK organisations can no longer afford to ignore, including our own research which offers key insights into how the UK's best organisations are building high-trust, high-engagement workplaces and are reaping the benefits. And the last word goes to some of this year's best workplaces who reveal how they maintain their high levels of engagement despite the recession.

**Tom O'Byrne, Chief Executive,
Great Place to Work® Institute UK**



The evidence for the positive link between business performance and engagement is now nailed – and trust is the driver

CONTENTS



4

Q&A: Engage for Success

The two leaders of Engage for Success, David MacLeod and

Nita Clarke, speak to Anna Scott about promoting employee engagement.

7

Secrets of your success

Research from the Great Place to Work® Institute reveals that

great workplaces are built on trust, organisational culture and employee engagement.

8

Word from the top: the winners

Find out what the winners – across small, medium and large organisations – have to say about their success.

9

The Best Workplaces

Is yours a great



workplace?
The definitive list
is here.

14

Word from the top: vox pops

Find out how our best workplaces achieve employee engagement.

21

Hall of fame

A tribute to the companies that have maintained a great workplace over time.

Q&A

ENGAGE FOR SUCCESS

All political parties are now showing a keen interest in boosting employee engagement.

Anna Scott spoke to the two leaders of Engage for Success, the government-backed movement to promote employee engagement in the UK's public, private and third sectors.

Back in 2008, the then Secretary of State for Business, John Hutton, commissioned a report into how employee engagement could be boosted in UK organisations. *Engaging for Success*, produced by David MacLeod and Nita Clarke, set the wheels in motion for a movement highlighting how engaged employees can make the difference between success and failure for business.

Five years on, the independent employee-engagement task force, Engage for Change, launched by Prime Minister David Cameron, brings together the experience of leading practitioners within organisations, academic research and think tanks' findings, to provide practical guidance on employee engagement. The organisations supporting Engage for Change now account for more than two million employees in the UK.



David MacLeod and Nita Clarke: leading the way to improve employee engagement

What is the ultimate goal for the Engage for Success movement?

David MacLeod: There are two thoughts behind it. We want to raise the profile of this hugely important topic. We also want to shine a light on good practice in the expectation that organisations will prioritise it, being stimulated with good practice and ideas from other organisations,

so that they can make employee engagement relevant to their context. We are not preaching a model or a paint-by-numbers view of employee engagement, because every context is different. The research is very clear: organisations with high levels of engagement have better organisational outcomes and better employee wellbeing. If all organisations engage with this, then it is good for the country. It also correlates with high levels of wellbeing for the employee. So it's good for the employee, good for the organisation and good for the country.

Nita Clarke: What makes a difference is that nobody is selling anything. This is a voluntary movement, with people who believe that doing employee engagement really does make a difference. The need has never been greater. People are realising that the old command and control styles of management are not going to work any more. People want to be involved, they want to be told why what they are doing is important; they don't want to be told what to do. The more people that we get the message out to, the more engagement will happen.

How has the engagement debate moved on from when *Engaging for Success* was first published?

DM: The topic is 'out there' much more widely than it has been in the past. It's a response to something that we would argue is fundamental for the future. There is much less trust around. There is much less deference around. Governments of all shapes put a huge effort into educating people. In the society we have created, people

expect their voices to count. And we have put a lot of effort into education, encouraging people to think that. Work itself is far more knowledge-based and discretionary. Employees are more innovative and we're seeing a move to a knowledge economy, away from moving physical parts. The raw material of a command and control style of management is: 'I know more than you know'. But then someone came along and invented Google. Now, it's: 'I might know just as much as you know.'

NC: The four enablers of employee engagement established in *Engaging for Success* were: a strong strategic narrative; engaging managers; employee voice; and integrity. They are all standing the test of time. Organisations understand that having engaged employees matters. The big challenge now is to move from a definition of engagement, to thinking about a cultural change within an organisation. This is more than simply doing a survey of employees.

While most organisations realise that employee engagement is essential, are there any voices that still suggest it is not worthwhile? How can they be persuaded otherwise?

DM: I think there are very few people who are against employee engagement. However there are those who are not against it but don't do anything about it. The real challenge is how you turn those who are broadly disposed to it, but not acting on it, to take it up.

NC: The other challenge is that taking up employee engagement in big organisations which have the HR departments and communications departments and budgets to embark on it is one thing. But it's incredibly important that we take the message to the small and medium-sized enterprises, which don't necessarily have that amount of in-house support, or aren't exposed to the topic, or might find it a bit of a challenge because they don't have that infrastructure. That is why we have representatives on the taskforce of the Federation of Small Businesses.

There are always people that are not going to be persuaded by the proof but the correlations are so clear: if you

IF YOU EMPLOY PEOPLE, IT'S MADNESS NOT TO GET THE BEST OUT OF THEM. IT'S LIKE PUTTING IN AN IT SYSTEM AND RUNNING ONE PROGRAMME

employ people, it's madness to not then get the best out of them. It's like putting in a new IT system then only running one programme. If you don't find ways to maximise their effectiveness, then you might as well throw money from the top of the building.

A secondary report, *The Evidence*, was published in November last year with findings from organisations of evidence of successful employee engagement. What findings were surprising from the paper?

NC: One of the things that hit home has been the very clear correlation between engagement and innovation. When people are engaged, they can work things out and come up with creative ideas. When people are disengaged they don't do that. That shows how engagement gives a really clear return on investment.

DM: The findings were more reinforcing than surprising. We can see how important employee voice is in light of the inquiry into the Mid-Staffordshire NHS Trust [in which staff were afraid to raise concerns for patients' wellbeing, due to a culture of fear]. There are voices that couldn't be heard there. And there are other examples in the private sector. I think we need to carry on building a much stronger picture with these examples and insights.

How will the messages from the report influence the future direction of the task force?

NC: We are very keen to bring the importance of employee engagement to investors – the people who decide which organisations to support.

WHERE TO START

Where should organisations look in order to review their approach to employee engagement?

1. Start with what the business is trying to do, such as trying to get more customers, innovating, getting into new markets or responding to the competition. If you start with the business issue, those coming to the topic for the first time will come in much more readily when they see how it relates to what they are trying to do. Don't just present them with a new initiative.

2. Ask your employees – in one-to-ones, or focus groups for example – what is going well in the organisation, what gets in the way, what the dream is and what the nightmare is for the organisation. Start with a dialogue.

3. Use the four enablers of engagement: a **strong strategic narrative, engaging managers, employee voice** and **integrity** as the routes by which you improve employee engagement. You will follow these routes more effectively if you also understand the particular context of where you are and how your people are feeling.

Increasingly, investors want to make an assessment about how effective the management of an organisation is, not just by looking at financial metrics of an organisation, but looking at the people statistics: things like employee turnover, absence rates, and so on. One of the key parts of the task force is bringing employee engagement to the attention of the wider financial community.

DM: We are just beginning to hear comments about it not being long before the economy starts to pick up. Employees will start to have a bit more choice and, for employers, the focus becomes on how you hold onto your best trained people.



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The Great Place to Work® Institute has a wealth of evidence around successful employee engagement. This has been collated through its work helping organisations to enhance business performance by creating and maintaining high-trust workplaces.

A great workplace is one where people are engaged – they trust their managers, are proud of what they do and enjoy working with their colleagues. Employee engagement is known to be a key factor in determining both employee and organisational performance.

As part of the Great Place to Work® ranking, employees complete a 64-statement trust survey and employers complete Culture Audits® which provide an explanation of their employment and engagement practices.

Trust survey

The signs from employees answering the Great Place to Work® employee trust survey are positive. In response to the statement: "Taking everything into account, I would say this is a great place to work," nine out of 10 employees in the top 10 Best Workplaces have scored this statement positively every year from 2006 to 2013. The survey also shows that the level of employee engagement is higher in smaller organisations. The percentage of positive responses to all statements is approximately nine per cent higher for small workplaces and six

per cent higher for medium workplaces than it is for large workplaces. These differences are probably connected with the closer relationships that managers in smaller organisations have with staff.

However, the lowest scoring statements relate to relationships with managers. In particular, management competence and integrity, the respect and support given to staff, fairness in pay and profits and absence of favouritism.

What scores higher in this year's employee surveys, however, are workplace safety, fairness with respect to race/ethnicity, gender, sexual orientation and age, all of which are covered by workplace legislation. Employees also rated highly in the areas of workplaces being friendly and welcoming to new employees. Both these

areas were rated positively by ninety per cent of employees.

However, research undertaken by Great Place to Work® in 2011 and 2012 indicates that people's responses to the statements about their relationships with their managers are much more important in determining their overall level of employee engagement than their perceptions about the fairness and safety of the workplace. It is therefore important for managers to develop their competence as managers and enact their management role conscientiously and with the utmost professionalism.

Culture Audit® data

Alongside employee comments, Great Place to Work® has examined responses from employers within the Culture Audits®, in order to identify new management and people-management practices being used and developed by Best Workplaces. A survey of 2012 Best Workplaces' Culture Audits® suggested three themes: effective use of IT in people management; practices that bring an organisation's values to life; and internal appointment and promotion processes that are fair.

There were numerous instances within the Best Workplaces of innovative applications of IT to people management. These focused particularly on making it easier for everyone to communicate with each other and share information and managers to consult with staff. These approaches also enabled staff to raise issues, ask questions and become involved in decision-making, and everyone to find out what was going on and influence it.

The Best Workplaces also showed many original ideas for communicating values across the organisation in a memorable way and coaxing managers and staff to act in accordance with them. For example, some Best Workplaces now assess potential recruits against the organisation's values.

This research highlights clearly the things that are most important to employees about their workplaces, and what progressive organisations are doing.

- A detailed report of the findings of the Great Place to Work® 2013 UK research study will be published in July 2013, followed by a series of short papers highlighting particular aspects of the research.



What is it about a workplace that makes it 'great' for employees? The answers lie in trust, organisational culture and employee engagement. Here, the Great Place to Work Institute® reveals its findings

SECRETS OF YOUR SUCCESS

WORD FROM THE TOP: THE WINNERS

This year's winners all embrace trust-driven employee engagement. Trusting employees to have a close involvement in the business and its direction, and engaging with their needs, make for a great place to work and a profitable company.

Capital One and Impact International are both Laureates of the Great Place to Work® programme, featuring among the best organisations for at least five years. This year, however, they reached the top, being ranked first in the large and medium-sized categories respectively.

"For us, this has been a long journey," says Karen Bowes, HR Director at Capital One. "We have been investing in our culture at Capital One as a 'great place to work' for several years."

The credit-card provider focused on re-engaging its 1,089 employees following some difficult changes made just before the financial crisis. Bowes explains: "We'd already reduced our business in the UK to be solely a credit-card company, and we'd gone through a tough couple of years. Looking back, they were fortuitous decisions."

A three-part approach to addressing employee engagement has meant Capital One launched a 'vision', sponsored by the CEO, that aims to galvanise employees by focusing on making customers' lives better. It has also demonstrated trust for its employees by making leaders accessible and not having different policies for different people.

"If you build a culture where you trust and empower your employees, treat them as adults, give them places to let off steam and consider the way you approach them, you will get more. If you multiply that by all your employees you are going to improve your bottom line," Bowes says.

Impact International also has evidence

for business success resulting from engaged employees. It has a low attrition rate: people stay with the business on average for 11 years, and 14 of its 99 employees have been with the company for more than 20 years. The people-development consultancy – which has 400 clients, including Jaguar Land Rover, Sony and the United Nations – focuses on quality relationships with employees, how they work together and how that feeds into client relationships.

"For people to be really engaged in the business they need to feel involved, understand where it is going, how they fit into it and can influence things," says

Samantha Carey, Head of Impact UK. At the recruitment stage the company looks for people who share its values, but they must be able to be themselves too.

"We recognise that every individual who comes to Impact will have different aspirations," adds Founder David Williams. "After a few weeks there will be a conversation about where they would like to see themselves in the future, both inside and outside work, and then we will try to create opportunities in the workplace for them to start to achieve some of those dreams as they make their journey through the business."

This has included giving work placements abroad when an employee wanted to travel and providing time off and support for a worker who wanted to climb Mount Everest.

Impact hasn't been untouched by the recession either, but it has been honest with employees about what the challenges have been, for the business and its clients, and how it plans to respond. At the height of the economic downturn everyone in the business took a 10 per cent pay cut, rather than making redundancies. Six months later Impact paid everyone back in full.

For all the winning companies in 2013, employee engagement and a focus on the customer have meant a great deal of success, not just in being a great place to work, but in being a high-performing company.

BEST WORKPLACE: SMALL CATEGORY

Our top-ranked small organisation has never been featured before. Digital marketing agency Propellernet's value-based culture and sharp focus on health, happiness and wellbeing (see picture, opposite) has helped push it straight to the top. Managing Director Nikki Gatenby credits the company's vision of "making life better for clients, client customers and ourselves" with this achievement. The company also focuses on employees' dreams: each month a "dream ball" with an employee's dream written inside is chosen at random from a sweet dispenser. That dream is then turned into reality. "If you create a company



that encourages people to lead full lives and follow their dreams, you can land a full roster of creative, innovative talent," Gatenby adds. The company spends 5 per cent of its profit on a health and wellbeing fund for its 39 members of staff and employees can decide how to spend it.

IMPACT – ENGAGED PEOPLE CREATE AWESOME RESULTS!

I must engage my people
You must engage your people
We must engage our people
HR managers write out one hundred times



OR, DO WHAT WE DO AND TURN IT ON ITS HEAD

We don't presume to engage our people – they are their own people and they are perfectly capable of engaging themselves.

Instead, we all work together to do worthwhile things well, to be a company worth working for, and it works.

As it happens, its official, we are the No 1 Best Workplace (medium category) according to the Great Place to Work® Institute UK.

Impact doesn't award 'free champagne afternoons at Brands Hatch to target-busting achievers'. But we do have insanely brilliant parties whenever we feel like it; we do all rally round when one of us is struggling; we do celebrate mistakes with a hotly-contested annual award for conspicuousness and we really, really do put happiness and excellent work for our clients way above mere profits.

Impact work in over fifty countries from offices on four continents. We have long-term partnerships with fabulous organisations like Sony, Thomson Reuters, Swiss Re, the United Nations, Barclays, Deutsche Bank, P&G, Lend Lease, BP, UBS and hundreds more.

We do talent, we do leadership development, we do sustainability. We do it with passion and imagination. And we want to do it with you.

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1st June 1967, the iconic Beatles album, 'Sergeant Pepper' hits the number one spot and Michael and Margaret Smyth set up Radcliffe Road Garage.

Always passionate about people, Michael and Margaret grow their successful business by developing the potential they see all around them.

1984 and Prince reigns supreme with 'Purple Rain' and Michael and Margaret are photographed with their happy band of YTS recruits.

30 years separate these photographs; the Smyths pictured are Michael and Margaret's sons, but the passion for people and developing their potential is as strong as ever.

Times move on. Rihanna's 'Unapologetic' sits atop the chart, but Swansway's song remains the same.

A big thank you to each and every one of our family of employees, you make Swansway the success it is.

Keep on singing.

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caring
honest
proud

 SWANSWAY

BEST WORKPLACES 2013: SMALL 20-49 EMPLOYEES

	Company	Employees	Industry Sector	Website
1	Propellernet Ltd	39	Online Internet Services	propellernet.co.uk
2	Liquid Personnel	40	Staffing & Recruitment	liquidpersonnel.com
3	Centor Insurance & Risk Management Ltd	28	Financial Services	centor.co.uk
4	Cosatto Ltd	44	Manufacturing & Production	cosatto.com
5	Fleet Alliance Ltd	36	Financial Services	fleetalliance.co.uk
6	Career Moves Group	24	Staffing & Recruitment	careermovesgroup.co.uk
7	London Vision Clinic LLP	42	Health Care	londonvisionclinic.com
8	Thorpe Molloy Recruitment	40	Staffing & Recruitment	thorpemolloy.com
9	Witherby Publishing Group Limited	32	Publishing & Printing	witherbys.com
10	Kindred Agency Ltd	46	Advertising & Marketing	kindredagency.com
11	Broadgate Mainland	29	Advertising & Marketing	broadgatemainland.com
12	Catalina Marketing UK Ltd	39	Environmental Consulting	catalinamarketing.co.uk
13	GPRS Recruitment	24	Staffing & Recruitment	gprs.uk.com
14	Clyde Marine Training	23	Education & Training	clydemarinetraining.com
15	Jobwise	22	Professional Services	jobwise.co.uk
16	EDPR UK	28	Manufacturing & Production	edprenovaveis.com
17	7.4 Ltd	21	Biotechnology	sevenpointfour.biz
18	Relationships Scotland	21	Not-for-Profit	relationships-scotland.org.uk
19	Incredibull Ltd	28	Professional Services	incredibull.com
20	Pharmalink Consulting Ltd	46	Biotechnology & Pharmaceuticals	pharmalinkconsulting.com
21	ASI Europe	26	IT: Software	advsol.com
22	Europa Components	24	Retail	europacomponents.com
23	Zenopa Ltd	28	Staffing & Recruitment	zenopa.com
24	Material Communications Group	22	Media	materialmc.com
25	CTG	25	IT Consulting	ctg.com



BARINGA PARTNERS

Baringa Partners is delighted to be associated with the **Great Place to Work®** Institute for our **seventh year**, and proud of our laureate status and successes to date. We share a commitment to creating a positive and stimulating working environment with every company who has participated in this process.

We are a business and IT consultancy with a difference, and are privileged to work with the leading and most innovative companies in the Energy, Utilities and Financial Services sectors on a variety of projects ranging from advisory, strategy and policy development, to major programmes of change. These clients and projects allow us to attract, develop and retain the best people, and this virtuous circle is the cornerstone of our business model.

We always welcome the opportunity to work with talented people, so if you are interested in coming to work with us, or having us work with you, please visit www.baringa.com.

BEST WORKPLACES 2013: MEDIUM 50-499 EMPLOYEES

	Company	Employees	Industry Sector	Website
1	Impact International	99	Consulting	impactinternational.com
2	National Instruments Corporation (UK) Ltd	99	Electronics	uk.ni.com
3	Baringa Partners	254	Consulting	baringa.com
4	Softcat Limited	490	IT: Consulting	softcat.com
5	UKFast	151	IT: ISP	ukfast.co.uk
6	Intuit UK	64	IT: Software	intuit.co.uk
7	Brand Learning	96	Professional Services	brandlearning.com
8	eBay Companies in the UK	449	Retail	ebay.co.uk
9	Twinings UK & Ireland	106	Food Products/Beverages	twinings.co.uk
10	Virgo Health Ltd	58	Advertising & Marketing	virgohealth.com
11	NetApp UK Ltd	376	IT & Storage	netapp.co.uk
12	Ketchum	226	Professional Services	ketchum.com
13	King	76	Online Internet Services	king.com
14	FinancialForce	57	IT: Software	financialforce.com
15	Danone Waters UK & Ireland Ltd	126	Food Products/Beverages	danone.co.uk
16	FactSet	346	IT: Software	factset.com
17	Danone Baby Nutrition UK	231	Food Products	danone.co.uk
18	Coca-Cola Great Britain	210	Advertising & Marketing	coca-cola.co.uk
19	PEER 1 Hosting UK Ltd	76	IT: ISP	peer1hosting.co.uk
20	Lansons Communications	88	Advertising & Marketing	lansons.com
21	Fishburn Hedges Group	117	Advertising & Marketing	fishburn-hedges.co.uk
22	SC Johnson	203	Personal & Household Goods	scjohnson.com
23	Medtronic Limited	448	Biotechnology	medtronic.co.uk
24	Totaljobs Group Limited	341	Online Internet Services	totaljobsgroup.com
25	Danone Ltd	143	FMCG	danone.co.uk
26	Autodesk	244	Manufacturing & Production	autodesk.co.uk
27	TD Securities	216	Financial Services	tdsecurities.com
28	Adecco UK Limited	469	Staffing & Recruitment	adecco.co.uk
29	Office Angels Limited	373	Staffing & Recruitment	office-angels.com
30	Frontier Economics Limited	101	Consulting	frontier-economics.com

BEST WORKPLACES

2013: LARGE 500+ EMPLOYEES

	Company	Employees	Industry Sector	Website
1	Capital One (Europe) Plc	1,089	Financial Services	capitalone.co.uk
2	Admiral Group Plc	4,882	Auto Insurance	admiralgroup.co.uk
3	Microsoft	2,843	IT	microsoft.com
4	Rackspace, the Open Cloud company	842	IT	rackspace.co.uk
5	McDonald's Restaurants Ltd	31,454	Food & Beverage Service	mcdonalds.co.uk
6	Quintiles Ltd	2,444	Health Care	quintiles.com
7	Great Places Housing Group	599	Not-for-Profit	greatplaces.org.uk
8	Bright Horizons Family Solutions	2,306	Education & Training	brighthorizons.co.uk
9	dunnhumby	724	IT & Storage	dunnhumby.com
10	Flight Centre UK Limited	1,623	Travel Agencies	flightcentre.co.uk
11	Accor Hotels	3,131	Hospitality	accor.com
12	EMC Computer Systems (UK) Ltd	1,636	IT	emc.com
13	L&Q	1,147	Real Estate	lqgroup.org.uk
14	PokerStars	604	IT	pokerstars.com
15	Wragge & Co LLP	991	Legal	wragge.com
16	Swansway Garages Ltd	544	Retail	swanswaygarages.com
17	Discovery Communications, Europe Ltd	669	Media	discoveryuk.com
18	KFC UK&I	9,544	Food & Beverage Service	kfc.co.uk
19	LBi	583	Online Internet Service	LBi.com
20	IKEA	6,441	Retail	ikea.com
21	Hanover Scotland	500	Residential care	hsha.org.uk
22	Frontier Agriculture Ltd	738	Manufacturing & Production	frontierag.co.uk
23	Ernst & Young Services Ltd	11,173	Professional Services	ey.com
24	Mercedes-Benz Retail Group Ltd	1,860	Retail	mercedes-benzretailgroup.co.uk
25	Mercedes-Benz UK Ltd	913	Automotive	mercedes-benz.co.uk

**Matt Cosway, HR manager,
FinancialForce:**

"We confirmed that our employees are engaged, satisfied and enjoy working for the business. But, more importantly, the survey highlighted three key areas

where we were weaker than we thought and without the survey we may not have realised as quickly. This gave us the opportunity to target these areas and in the future we will be able to turn them into strengths rather than weaknesses. The response

rate was almost 100 per cent and the level of engagement and praise we received was heartening. It helped affirm that our employees enjoy working for the business and that our investment in making this a great place to work was being well spent."



**James Watts,
Vice President,
Human Resources,
KFC UK & Ireland:**

"Taking part in the Best Workplaces programme has been invaluable. The process gives us the insight we need to realise our HR vision of being the UK's best for training and development. We're thrilled that our teams told us just how much of an impact our learning and education strategy has had. We've also learned just how important corporate social responsibility is to our team. We have been delighted by the improvements we've seen in how they feel about our focus and efforts in our communities."

WORD FROM THE TOP

How much do business leaders appreciate the Best Workplaces programme? It's made a massive difference to their organisations.



**Amanda McCulloch, Managing Director
Thorpe Molloy Recruitment Ltd:**

"Participation in the programme provided an opportunity to reflect on our culture, values and employee engagement activities. This led to a fresh appreciation for the ideas and efforts contributed from people across the business – as sometimes it can be easy to become complacent about what you do. It also generated new ideas for the future. Although we communicate constantly through different media, we were surprised to learn that our team want more information on issues and changes. We'll definitely try to do this in a timely manner but I think it is critical to differentiate between confidential ongoing dialogue between senior members of the management team and information that can be shared more widely. It's just not appropriate for all the information to be shared all of the time. Because employee engagement contributes to business success we have always worked hard to ensure our working environment promotes camaraderie, respect and pride, so it's satisfying to know that we do rank highly in these areas, reinforcing our method of working and ethos."

Training and developing our people has been at the heart of what we do throughout the 39 years that we've been in the UK.

We believe the investment we make in our people is good for them, good for our business and ultimately good for our customers.

McDonald's

PEOPLE

mcdonalds.co.uk/people





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open happiness™

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Fleet Alliance Loves.

- ❖ We love charity.
 - ❖ We love the environment.
 - ❖ We love our clients.
 - ❖ And, of course, we love our people.

As a team we've raised over **£100,000** for our nominated charities and helped reduce our clients' fleet carbon emissions by **6 billion grams** over the last five years.

And now we're a great place to work.
What's not to love about that?



**www.fleetalliance.co.uk
0845 601 8407**

Fleet Alliance is a leading UK fleet management provider offering contract hire, leasing and a complete range of fleet solutions products.

 Fleet Alliance

WHAT'S REALLY GOING ON IN YOUR ORGANISATION?

Getting to the heart of what engages employees is critical if you want to avoid high staff turnover and costs and lower performance.

The evidence that engagement works is clear. And our evidence is that trust is essential for engagement. That's why our Best Workplaces Programme is different. Our employee surveys measure the levels of trust in the workplace. Uniquely, we also audit the HR policies and practices that drive employee satisfaction – or not.

Through our Best Workplaces Programme, we can help you create and maintain your own high trust, high performing workplace.

And if your organisation's got what it takes, you too could be recognised as one of the UK's Best Workplaces.

The logo consists of the words "GREAT PLACE TO WORK" stacked vertically in white capital letters on a red background.

Find out more today.

0870 608 8780

INFO@GREATPLACETOWORK.CO.UK
WWW.GREATPLACETOWORK.CO.UK

Supported by:



Jon Jenkins, General Manager UK & Ireland, Twinings:



"We view the outcome of the annual Great Place to Work® survey as a great way to measure progress as well as being a lead indicator in predicting our future success. Through better understanding the component parts of employee engagement we have been able to change many things that we do to bring out the best from everyone in the team. The passion and energy that this generates has helped us to win in our market as well as being recognised in national awards. From advertising to packaging design, customer service and new product development we are consistently setting new benchmarks in our industry."

Sera Miller, CEO, Material Communications Group:

We have learned a host of things we'd never known before about our workplace and employees. This has been due to honest feedback and the ability to compare ourselves with other cultures within similar sized Scottish and UK companies. We have what is truly valued and appreciated by staff. When running a business you face internal and external challenges from a range of sources every day. The key to maintaining staff confidence and motivation is to be open and honest about them and stay solutions-focused. You have to communicate the challenges to your team, but frame them in a positive way. You have to be clear and concise about how your plan is to meet them and outline exactly what role each and every one of them, yourself included, has to play. Nothing will make morale plummet more than your staff thinking that they are sitting at their desks in the dark while you go and whisper in the boardroom – get them engaged, get them involved and get them to be part of a solution."



Brad Goodwin, Vice-President and Group General Manager UK & Ireland, SC Johnson:

"The Best Workplaces programme has helped us to assess our initiatives over the past few years to focus on bringing people together at our UK head office in Surrey. We consider our employees, and their families, part of our extended family, united in a belief in their potential to make a difference – not only to our business but to the lives of their colleagues, consumers and communities. Our global culture of respect and inclusion, ensuring the health and safety of our people and operations around the world has shone through. Every day, what we do and how we do it inspires and enables our people to make a difference. This is what makes SC Johnson a truly 'great place to work'."

Nick Mustoe, Managing Director, Kindred Agency:

"The process allows us to engage more actively with our staff before, during and after the survey takes place. The actions we put in place to address specific areas have led to an ongoing, positive dialogue between management and staff. Some of the results can shine a light on an area that you may not have considered high priority, but which is important to staff. The experience has demonstrated how employee engagement is an ongoing journey and also can change year-on-year. But, ultimately, the biggest learning point is that we need to involve every member of staff together in a collective effort to improve the organisation for all."



Leanne Goodwin, Managing Director, Jobwise:

"I started with the company 20 years ago as an administrator, progressing through the ranks until finally taking over as Managing Director three years ago. I want to offer the same career opportunities for people as I had. With this in mind we offer excellent training and development support across the three Hubs of the business.

I firmly believe that a company is the people who represent that company. Jobwise is the people we have working for us, and it is very important to me that everyone that works for Jobwise loves their job. The Great Place to Work® programme enables me to ensure we do not get complacent and that we are always looking to make improvements. The results have given me areas to look at for the forthcoming year, and I am delighted at the 'pride' result – 100 per cent of our team is 'proud to tell others I work here' and 100 per cent of our team 'cares about each other'. This, for me, is crucial."



**Jonathan Bowers,
Managing Director,
UKFast:**

"As an ambitious company, we look for ways to improve the team experience every year and being able to identify key areas that will develop our people is priceless – especially when the feedback comes directly from them. Great Place to Work® really keeps us on our toes as a management team. There are always pleasant surprises where year-on-year aspects improve dramatically, but we also discover areas where we've taken our eye off the ball and there are improvements to be made. Delivering the improvements that your team cares about most is the best way to unify a company and encourage everyone to strive for the same goals. Great Place to Work® has become a regular part of our yearly cultural health check. It's making a huge difference."



**Caroline Foote, Managing Director,
Career Moves Group:**

"We have all worked very hard to create a happy, productive environment and we are delighted with the overall score, which shows our hard work has paid off. Some of the less positive results were symptomatic of having a relatively new management team in place, although any shortfalls had already begun to be addressed by way of professional coaching and training. We are committed to sustaining our unique, family-like culture but we are aware that this relies on continuously engaging with our workforce in an open and honest way."



**Steve Lane, Managing Director, UK,
Catalina Marketing:**

"The survey reinforced our perception of the company culture as one where people feel enthusiasm and pride about our mission and our values. The survey process provided a forum for the employees to share their feelings and enabled us to understand the aspects most important to their development. This deeper understanding has enhanced our focus on the needs of our people as our business grows."



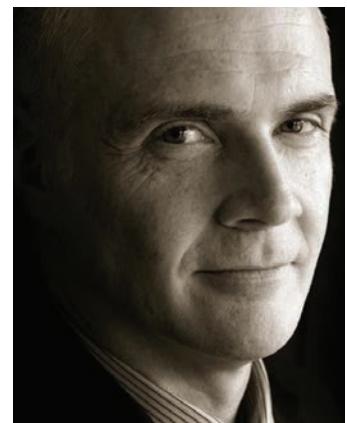
Henry Engelhardt, CEO, Admiral Group



"Everyone works incredibly hard to make Admiral the success it is and we want to make coming to work as enjoyable and rewarding as possible. The Great Place to Work® survey is based on what our employees think about working at Admiral, so over the last 13 years, where we've grown dramatically as a business, it's given us a real insight into whether we're getting this right."

**Stuart Valentine,
Chief Executive,
Relationships
Scotland:**

"The programme has deepened our awareness of the many different aspects of working life that affect an employee's experience and has helped us to focus on certain areas which will, hopefully, take us further forward. In particular, we will concentrate on the creation of a working culture where everyone in the team can come to rely on their colleagues, regardless of role, to support them in their work, ensuring a more collegiate and creative working environment."



**Martine Garabette, PhD,
Director, 7.4 Ltd:**

"We are genuinely delighted that 7.4 Limited has been placed in the top 25 UK Best Small Workplaces 2013. The results of the Trust Index® employee survey showed that, no matter how well-connected you may be with those who work around you, it is always valuable to seek feedback. The survey revealed several useful insights that we will capitalise on in the coming year to become an even better place to work."



**Adam Grant,
General Manager,
Danone Waters
UK & Ireland Ltd:**

"This was our highest scoring Best Workplaces year yet, as well as our most successful year in recent history. This is no coincidence. A happy workplace is a successful workplace. The Great Place to Work® survey gives us a true indication of where we excel, and which areas we need to develop. We work collaboratively with all employees every year, reflect on our results and review our policies accordingly. As a result, we have received higher scores every year, which is fantastic news."



Lindy Jones, Senior Vice President, Integrated Site Services, Quintiles:

"We have a company vision of bringing people and knowledge together for a healthier world. We try to bring this alive by encouraging our staff to keep in mind a real patient, perhaps family member, as they go about their work and for many of us this is what makes the difference. I am pleased that the results show that our employees feel their work is more than 'just a job' and that it has a special meaning."

**Will Leonelli, Peopleworks Leader,
Flight Centre:**

"The Best Workplaces programme explores Flight Centre's culture through the eyes of our employees; this is why we're so proud to achieve this award once again. The authentic camaraderie we have as a company, our leadership, training and the respect and fairness shown by our senior management has allowed us to stand out from the crowd and reinforced our belief that Flight Centre is 'a great place to work'. Our employees feel engaged and inspired by what they do and the Best Workplace programme is pivotal in enabling us to celebrate our successes while also recognising tangible goals for the future so we can continue to be one of the UK's best places to work."



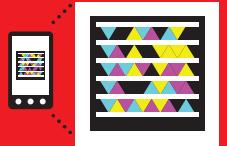
**Theresa McHenry,
UK HR Director, Microsoft**

 "The feedback from our employees provides an insight into how we're achieving our ambition to be the best UK workplace. We compare themes each year to assess the impact of our work, check how it correlates to our internal engagement surveys, and review it to understand how we compare against other best-practice employers. These insights, supplemented with verbatim comments directly from our employees, tell us a detailed story about what's great and where we could do better. The process of collating stories that tell our workplace story is a truly motivational experience."

Home page

We think where you work is every bit as important as where you live. So we've gone to great lengths to make you feel right at home at Microsoft. We like talented people with big ideas. We like people who are inspiring to be around. And because our business is built on all kinds of people, from all kinds of backgrounds, we like variety too. We've created an environment that allows you to be who you are. What's more, because we're full to bursting with clever technology, we can give you the flexibility to work wherever suits you best.

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HALL OF FAME

Being a great place to work doesn't stop once a company has achieved a ranking in the Best Workplaces programme. We also recognise the organisations that show commitment to maintaining a great workplace.

LAUREATES

This year, four organisations achieved a place in the ranking for five consecutive years, making them Laureates of the Best Workplaces programme:



FACTSET FactSet

An employee says: "You're given freedom and responsibility very early on, and are genuinely trusted, which makes you want to go the extra mile."

Microsoft Microsoft

An employee says: "I just know that every morning, I have something different to do and someone different to talk to and that is what keeps me coming every day."

NetApp NetApp

An employee says: "Difficult to put your finger on but I gauge it by the 'Monday Morning Test' - I look forward to getting there first thing on a Monday."

QUINTILES Quintiles

An employee says: "They care about us as people. They don't just say it, their actions prove it."

HISTORICAL MASTERS

Three organisations have achieved the status of Master for achieving a place in the ranking for 10 consecutive years:



wragge & Co Wragge&Co

Fishburn Hedges fh.
fishburn hedges.

MOST TRUSTED LEADERSHIP AWARD

Despite an extremely high calibre of entrants, Capital One outshone the competition for the Most Trusted Leadership Award 2013. A dynamic, non-hierarchical and open approach to leadership was demonstrated within the organisation.

Managers and their employees across all levels of seniority displayed an inherent passion to develop a transparent, well-informed and high-trust culture.

Endorsed by



Winner:

Capital One Europe



Runners up:

Brand Learning



Microsoft



Cossato Ltd



HISTORICAL LAUREATES

27 organisations have already achieved the status of Laureate in the Best Workplaces programme:



Asda



American Express



Bain & Company



Baringa Partners



Beaverbrooks



Bright Horizons Family Solutions



British Gas (Business)



Capital One Europe



Chiswick Park Enjoy-Work



Danone Ltd



Danone Waters UK & Ireland Ltd



General Mills UK



Happy Ltd



Huxley Associates



Impact International



Irwell Valley Housing Association



Ketchum



Lansons Communications



L&Q



LBI



McDonald's Restaurants



Morgan Stanley



National Instruments Corporation



Rackspace the Open Cloud Company



Taff Housing Association



Timpson Ltd



TotalJobs Group

The Great Place to Work® Institute runs Best Workplaces rankings globally and in Europe, for multinationals, large and small to medium-sized enterprises (SMEs). Many of this year's best UK workplaces have made it onto these rankings

80 UK WINNERS 2013

7.4 Ltd	
Accor Hotels	①
Adecco UK Ltd	
Admiral Group PLC	②
ASI Europe	
Autodesk	① ②
Baringa Partners	④
Brand Learning	④
Bright Horizons Family Solutions	
Broadgate Mainland	
Capital One Europe PLC	③
Career Moves Group	
Catalina Marketing UK Ltd	
Centor Insurance & Risk Management	
Clyde Marine Training	
Coca-Cola Great Britain	
CTG	
Cosatto Ltd	
Danone Baby Nutrition UK	
Danone Ltd	
Danone Waters UK & Ireland Ltd	
Discovery Communications, Europe Ltd	
dunghumby	
eBay Companies in the UK	
EDPR	
EMC Computer Systems (UK) Ltd	②
Ernst & Young Services Ltd	①
Europa Components	
FactSet	
FinancialForce	
Fishburn Hedges Group	
Fleet Alliance Ltd	
Flight Centre UK Ltd	
Frontier Agriculture Ltd	
Frontier Economics Ltd	

GPRS Recruitment	
Great Places Housing Group	
Hanover Scotland	
IKEA	
Impact International	④
IncrediBull Ltd	
Intuit UK	
Jobwise	
Ketchum	
KFC UK & Ireland	
Kindred Agency Ltd	
King	
Lansons Communications	④
LBi	
Liquid Personnel	
L&Q	
London Vision Clinic LLP	
Material Communications Group	
McDonald's Restaurants Ltd	① ②
Medtronic Ltd	
Mercedes-Benz Retail Group Ltd	
Mercedes-Benz UK Ltd	
Microsoft	① ②
National Instruments Corporation	① ②
NetApp UK Ltd	① ②
Office Angels Ltd	
PEER 1 Hosting UK Ltd	
Pharmalink Consulting Ltd	
PokerStars	
Propellernet Ltd	
Quintiles Ltd	① ②
Rackspace, the Open Cloud company	
Relationships Scotland	
SC Johnson	
Softcat Ltd	④

Swansway Garages Ltd	
TD Securities	
Thorpe Molloy Recruitment	
Totaljobs Group Ltd	
Twinings UK & Ireland	④
UKFast	④
Virgo Health	④
Witherby Publishing Group Ltd	
Wragge & Co LLP	
Zenopa Ltd	

Key

Numbers highlight the following rankings that companies appear on:

- ① Global Best Multinational Workplaces 2012** (companies employing more than 5,000 workers, have at least 40 per cent of their global workforce outside the home country and have appeared on at least five national Best Workplace lists)
- ② European Best Workplaces 2012: Multinational Category** (companies employing more than 5,000 workers, and have appeared on at least three national Best Workplace lists)
- ③ European Best Workplaces 2012: Large Category** (companies employing more than 500 workers)
- ④ European Best Workplaces 2012: SME Category** (companies employing between 50-500 workers)

AWARDS TIMELINE



* Entry is automatic and dependent on success in the UK Best Workplaces awards. Organisations must have a minimum of 50 employees



PAST WINNERS

2012	Admiral Group, Baringa Partners, Intuit UK
2011	Baringa Partners, Material Communications Group
2010	Baringa Partners, Centor Insurance & Risk Management Ltd
2009	Danone Ltd
2008	Google
2007	Beaverbrooks
2006	Bain & Co
2005	?Whatif!
2004	?Whatif!
2003	Asda
2002	Asda
2001	Cisco Systems

LEMBIT OPIK

Former MP & HR Consultant

"Where staff genuinely feel like stakeholders and decision-makers, they think and act like owners. When they feel like hired hands, team spirit fails, and personal agendas can even convert the workplace into a war zone."

KAREN HAILES

Director of Human and Corporate Resources, PDSA

"Engagement with our clients only comes from having a truly engaged workforce. By ensuring our culture empowers, inspires and involves our people, they stay passionate about our cause and are always willing to go the extra mile to really make a difference."

EMPLOYEE ENGAGEMENT = IS THE = SECRET SAUCE OF BUSINESS SUCCESS...

HAVE YOU GOT THE BOTTLE FOR IT?

RICHARD PEERS

**Head of Human Resources,
Vodafone Global Enterprise**

"A key part of improving engagement is holding managers accountable for engagement of their people alongside business performance. This will not only create a great work culture but provide businesses with a distinct advantage over their competitors."

KAREN DRURY

Consultant, Maven International

"The rhetoric of engagement is that it is a shared benefit. But this will not materialise unless employers realise the depths of change required. Until then, the motives for introducing it will be at worst dishonest, at best, naïve."

Visit WWW.HRZONE.CO.UK/ENGAGEMENT and get access to your free employee engagement toolkit, in association with

GREAT
PLACE
TO
WORK®

Join the conversation at
HRZONE.co.uk



@HRZONE



HRZONE.CO.UK

Great to drive; an even greater place to work.



Mercedes-Benz doesn't just have great vehicles to drive.

Our position in the UK's Best Workplaces - Large Category for 2013 proves we're also a great company to work for.

So whether behind the wheel or at a desk, people enjoy being in our company.



Mercedes-Benz

Official government fuel consumption figures in mpg (litres per 100km) for the new CLA-Class range: urban 37.7(7.5)-42.8(6.6), extra urban 62.8(4.5)-74.3(3.8), combined 50.4(5.6)-62.8(4.5). CO₂ emissions 130-117 g/km.

Model featured is a Mercedes-Benz new CLA 180 Sport with manual transmission at £25,015.00 on-the-road including optional metallic paint at £660.00. Mercedes-Benz UK Ltd is a company registered in England and Wales with company number 2448457 and has its registered address at Tongwell, Milton Keynes, MK15 8BA.