



**The World's Best
Multinational
Workplaces**

2012



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The Best of the Best

Congratulations to the 2012 World's Best Multinational Workplaces!



Great Place to Work® believes that any company can become a great workplace, and it's our mission to help them do it.

This year is the 20th anniversary of Great Place to Work. From our beginnings studying and recognizing great workplaces in the United States and Brazil, we've grown to become the foremost authority on workplaces around the world. We produce best companies lists in more than 45 countries on six continents and regional lists for Europe and Latin America.

This is the second year in which we're presenting the World's Best Multinational Workplaces, which you see presented here.

Great Place to Work's insight into great workplaces extends well beyond our role in selecting the best. Our research-based assessments help organizations of all types and sizes understand the relationship between their culture and business success. We provide tools, training, and advisory services to companies seeking to transform and change their culture. And we share case studies, best practices, and workplace trends through our conferences, seminars, and websites.

The 25 companies on the 2012 World's Best Multinational Workplaces list set a high standard for us all. Their outstanding achievement builds a better society by creating great workplaces.

Congratulations!

Susan Lucas-Conwell
CEO, Great Place to Work®



“We are dedicated to building a better society by helping companies transform their workplaces.”

Great Place to Work® is a global research, consulting and training firm that helps organizations identify, create and sustain great workplaces through the development of high-trust workplace cultures. We serve organizations in more than 45 countries on six continents.

Our clients, like the 2012 Global Best Multinational companies listed here, continuously seek to answer the following questions:

- Do employees think the company is a great workplace?
- Do policies and practices help create a great workplace?
- How effectively do managers create a great workplace culture?
- Is the company recognized as a great workplace?

This year, Great Place to Work surveyed nearly 5,700 organizations representing some 11 million employees worldwide to address these questions. We do so by conducting the largest set of workplace culture studies in the world. Our clients wish to build – or maintain – Best Company environments.

Success Based on Trust

We know that organizations that build trust and promote pride and camaraderie in the workplace

create workplace cultures that deliver better business results than their competitors. Says Robert Levering, the co-founder of Great Place to Work: “From studying the world’s best workplaces, we have learned that trust is the key differentiator. This applies to all organizations regardless of national culture, industry, size or age.”

From the perspective of the employee, a great workplace is where you trust the people you work for, have pride in what you do, and enjoy the people you work with.

Managers view great workplaces slightly differently. From their perspective, a great workplace is where you achieve organizational objectives with employees who give their personal best and work together as a team or family — all in an environment of trust. We invite you to join us and to create or maintain a great workplace.



How We Chose the 2012 World’s Best Multinational Workplaces

Creating a great workplace is challenging enough. Being in the top 25 of all multinationals around the globe is tougher still.

Great Place to Work® selected the world’s best from nearly 5,700 companies that participated in Best Workplaces competitions during late 2011 to mid 2012 in the 45 countries in which we operate. Together, these companies employ more than 11 million employees, making the annual Great Place to Work study the largest of its kind in the world.

To begin the process, a company must apply to – and be accepted on – a national Best Workplace list. To be on a list, we assess the results of two studies: the Trust Index® Employee Survey and the Culture Audit® Management Questionnaire.

New Companies in 2012

8. W. L. Gore & Associates
10. Autodesk
11. PepsiCo
12. Ernst & Young
14. Monsanto
17. General Mills
19. Accor

Two-thirds of a company’s workplace culture assessment is based on the employee survey; one-third is based on the company’s policies and practices, as measured in the Culture Audit®.

Some 350 multinational corporations participated globally in our surveys. Of these, 250 appeared on one of our national Best Workplaces Lists, conducted in countries ranging from Argentina to Finland to Australia. Of these 250 best companies, 38 passed our additional eligibility criteria for the World’s Best Multinational Workplaces list. Here, we present the top 25 of these 38 – truly the “Best of the Best.”

Selection Criteria

- Selected from 350 corporations
- Appeared on at least 5 national Best Workplaces lists
- Have at least 5,000 employees worldwide
- Have at least 40% (or 5,000 employees) of their workforce based outside their home country
- Extra points given for the number of countries where a company participated in a Great Place to Work® contest
- Extra points given to companies based upon the percentage of the workforce represented by all Great Place to Work® surveys



GREAT PLACE TO WORK®
JOURNEY!
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Create and Sustain a Great Workplace Culture

The world's best workplaces agree – a strong workplace culture is their competitive advantage. In our leadership development series, managers learn how to:

- Leverage daily interactions to build trust and maximize team performance
- Implement practices based on principles of great workplaces
- Create a culture that encourages employees to go above and beyond

Start on your Journey today.
www.greatplacetowork.net/journey

The World's Best Multinational Workplaces 2012

| | | | |
|---|----------------------------|---|--------------------------|
|  | 1. SAS Institute |  | 14. Monsanto |
|  | 2. Google |  | 15. Intel |
|  | 3. NetApp |  | 16. National Instruments |
|  | 4. Kimberly-Clark |  | 17. General Mills |
|  | 5. Microsoft |  | 18. American Express |
|  | 6. Marriott |  | 19. Accor |
|  | 7. FedEx |  | 20. McDonald's |
|  | 8. W. L. Gore & Associates |  | 21. Cisco |
|  | 9. Diageo |  | 22. Novo Nordisk |
|  | 10. Autodesk |  | 23. Quintiles |
|  | 11. PepsiCo |  | 24. SC Johnson |
|  | 12. Ernst & Young |  | 25. Mars |
|  | 13. Telefónica | | |

Tougher to be at the Top

By Otto Zell, Director of Global List Management

Every company on any Great Place to Work® list is doing a great job creating a work culture based on trust, pride and camaraderie. All companies considered for the Global Top 25 list are doing an exceptional job. Not much separates the top ranked company on the 2012 list, SAS Institute, from the 25th company, Mars.

This year, it became increasingly difficult for any company to make it onto the 2012 World's Best Multinational Workplaces List. The average Trust Index® employee survey score within the 25 listed companies inched up by 1%. For the top five companies on the list – SAS Institute, Google, NetApp, Kimberly-Clark, and Microsoft – employee survey scores increased by an average of 5%.

It's good for business

Being a great workplace is good for any company's bottom line. On average, returning companies on the World's Best Workplaces List increased their revenue by 9% this year. Moreover, great workplaces are good for the economy as a whole: over the past 12 months,

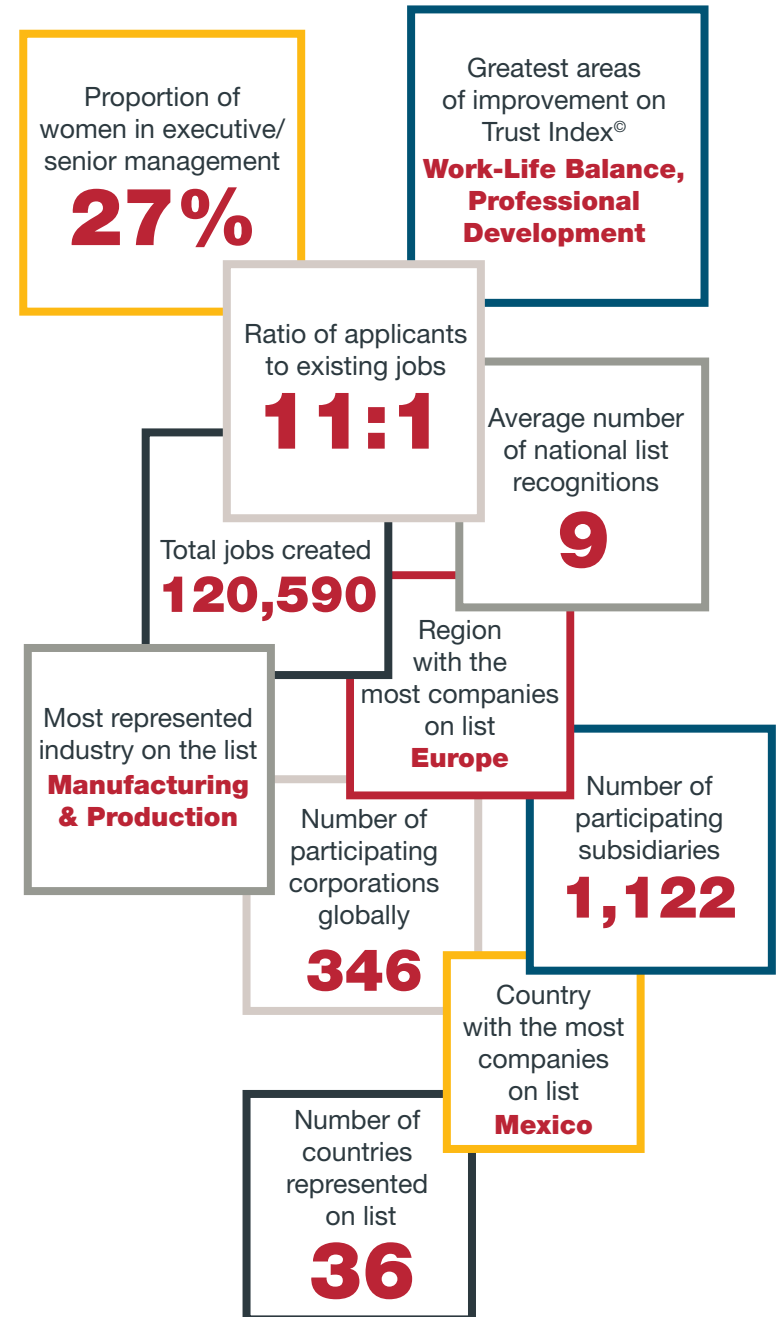
these 25 companies created 120,000 new jobs globally. Accordingly, these companies excel at attracting and retaining top talent. Indeed, the number of applications the 25 companies receive is, on average, 11 times the number of employees that they have.

Low turnover rates

Furthermore, voluntary turnover at 15 of the 25 companies was at 8 percent per annum, compared with the all industry average in the United States of 9.1%, according to CompData Service.

It's all about culture

Companies often compete by providing similar products and services. A great workplace culture, however, cannot be replicated, even by copying another company's methodology. Culture is a company's greatest competitive advantage and a sure path to successful business outcomes; no company can afford to NOT be a great workplace. By empowering their employees at work and supporting them both personally and professionally, the Top 25 Multinational Workplaces unleash creativity and innovation – the fuel that keeps them growing and thriving.



Listed In

Australia
Belgium
Brazil
Canada
Finland
France
India
Italy
Mexico
The Netherlands
Poland
Portugal
Sweden
Switzerland
United States



HQ: United States

First
Appeared in
1993

#1

13,268 Employees

6.2% Employee Growth

US \$2.7 billion Global Revenue

5x Number of Applicants to Existing Jobs

45* Average Age of Employees

32%* Women in Executive/Senior Management

2.6%* Voluntary Turnover

Unique Best People Practice

At SAS, CEO Jim Goodnight hosts monthly “Conversations Over Coffee,” unscripted breakfast gatherings open to all employees where any topic is fair game for discussion. These conversations are so popular that other division heads, including Senior Vice President and Chief Technology Officer Keith Collins, Vice President of Publications Kathy Council and Vice President for SAS Americas Carl Farrell, hold similar events for their employees. At each coffee gathering, the goal of the meeting is the same: to give employees a regular – and informal – opportunity to ask questions and share information about issues that are important to them.

“The concept of the knowledge worker – someone who will thrive in an environment where they are empowered and their day to day worries are minimized – is alive and well here. I haven’t felt so intellectually alive in any other place I have worked.”

*Refers to the United States only



HQ: United States

First
Appeared in
2006

#2

34,311 Employees

19% Employee Growth

US \$37.9 billion Global Revenue

61x Number of Applicants to Existing Jobs

Unique Best People Practice

Google offers employees in-person coaching for growth and development. The “CareerGuru” program takes 43 employees and makes them available for one-on-one career coaching sessions. “Gurus” are deployed in 14 offices across the world; employees across the company can enroll in these highly focused and confidential career conversations with senior Google leaders. Engineering employees at all levels get advice and guidance from “EngAdvisors,” senior engineering leaders who are conversant in such topics as work-life balance, personal and professional development, role and location transfers, communication styles, performance reviews and conflict resolution. More than 900 engineers have benefitted from the program since its start in 2009.

“Though there are plenty of places in the Silicon Valley where you can make money fast, Google is a place you can call home. Your coworkers are your friends, and everyone is passionate and really great at what they do. It’s not just the company, it’s the people that make Google truly great.”

Listed In

Argentina
Australia
Brazil
Canada
India
Ireland
Japan
United States

Listed In

- Australia
- Canada
- France
- Germany
- India
- Japan
- The Netherlands
- Switzerland
- United Kingdom
- United States

"NetApp is a great place to work because every employee is given the opportunity to be a 'difference maker,' to help propel the company to the next level."

"This company goes out of its way to be inclusive, and to send the message to employees that they matter."



NetApp®

HQ: United States

First
Appeared in
2008

#3

12,643 Employees

7.6% Employee Growth

US \$5.1 billion Global Revenue

17x Number of Applicants to Existing Jobs

40.3 Average Age of Employees

23% Women in Executive/Senior Management

9.8% Voluntary Turnover

5.6%* Absenteeism per Year

Unique Best People Practice

All new employees at NetApp participate in the TOAST ("Training On All Special Things") orientation program, which introduces them to NetApp's senior management, business objectives, culture and values – as well as the company as a whole. The sessions are held monthly and are always led by the executive team, demonstrating the executive team's commitment to exemplifying the behaviors they practice and expect every day. Last year, NetApp held 20 TOAST sessions at five locations, reaching more than 3,000 employees.

*For the United States and Canada only



Kimberly-Clark

HQ: United States

First
Appeared in
2003

#4

57,929 Employees

1.6% Employee Growth

US \$20.8 billion Global Revenue

39 Average Age of Employees

29% Women in Executive/Senior Management

8.4% Voluntary Turnover

Unique Best People Practice

At Kimberly-Clark Colombia, the welcoming process begins even before new employees walk through the door. All new hires are mailed a box that contains a welcome letter and a symbolic key that "opens the door of the Best Company." A second letter provides all the basic information that the new hire will need for their first day at work (the address of the company, their contact person, etc.) Lastly, all new hires receive an email from their "Godfather," a peer who is selected to accompany and help them through their adjustment period to their position and the company as a whole.

"Kimberly-Clark is a family. The HR department [is] focused on the well-being of the employees, making you feel confident, protected and willing to contribute to the company's goals"

Listed In

- Bolivia
- Brazil
- Central America
- Chile
- Colombia
- Ecuador
- France
- Peru
- Venezuela



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Riviera Maya, México

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Conference

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workplaces:

SC Johnson • Microsoft • FedEx
Kimberly Clark • Telefónica
McDonald's • Bimbo

Discover how they became the best
workplaces in Latin America

Mayo
30 y 31
2013



Microsoft

HQ: United States

First
Appeared in
1993

#5

96,052 Employees

6.2% Employee Growth

US \$73.7 billion Global Revenue

19x Number of Applicants to Existing Jobs

38.6 Average Age of Employees

Unique Best People Practice

As part of Microsoft's commitment to encouraging young women to pursue careers in technology, the company established its DigiGirlz program in 2000. Through this program, Microsoft hosts a series of DigiGirlz Day events, one-day learning experiences for high school girls. In 2011, some 36 Microsoft locations across the world hosted more than 2,000 girls, with events designed to break down stereotypes and give participants an in-depth look at careers in the technology industry. As part of the DigiGirlz program, Microsoft also hosts DigiGirlz High Tech Camps around the world. The camps are multiday technology experiences where participants experience hands-on technology interactions, career insights, and engage in panels with female employees and executives.

"This has truly been my dream job. I've never worked for such a wonderful company. Microsoft truly cares about their employees."

Listed In

- Argentina
- Austria
- Belgium
- Brazil
- Canada
- Chile
- Colombia
- Denmark
- Finland
- France
- Ireland
- Italy
- Japan
- Mexico
- The Netherlands
- Norway
- Poland
- Portugal
- Spain
- Sweden
- Switzerland
- United Arab Emirates
- United Kingdom
- United States

greatplacetowork.com.mx/latamconf



Síguenos @GPTW_Mexico #GPTW_LATAM

Listed In

- Brazil
- India
- Mexico
- Peru
- United Arab Emirates
- United States



HQ: United States

First Appeared in **1998**

#6

- 325,000** ⁽¹⁾ Employees
- 2.7%** Employee Growth
- US \$12.3 billion** ⁽²⁾ Global Revenue
- 41.5** Average Age of Employees
- 33%** Women in Executive/Senior Management
- 17%** Voluntary Turnover

Unique Best People Practice

Marriott's "Living Our Core Values" practice focuses on ensuring that managers know, teach and role model the company's five core values. As part of this practice, all hotel general managers take time to conduct small group sessions with their associates, discussing issues important to them such as saving for retirement, or even topics important to daily life, like how to open a checking account or get a car loan. Ultimately, the practice ensures the commitment and active participation of everyone in the company – from top to bottom – in making Marriott a great workplace.

"I think one of the many things that impresses me most is the executives of the company – they greet us by name and [ask] how we are doing."

⁽¹⁾ Includes employees at managed and franchised properties
⁽²⁾ Does not reflect revenues from franchised properties



HQ: United States

First Appeared in **1984**

#7

- 151,344** Employees
- 4.5%** Employee Growth
- US \$26.5 billion** Global Revenue
- 23%** Women in Executive/Senior Management

Unique Best People Practice

Volunteerism is ingrained in FedEx's corporate culture. The annual FedEx Cares Week gives FedEx team members across the globe the opportunity to make a difference in their own communities. During September 2012, for instance, more than 4,000 FedEx team member volunteers participated in more than 186 local projects in 67 countries. Additionally, during natural disasters, FedEx utilizes its shipping expertise, global reach, and relationships with humanitarian agencies, putting its global logistics network at the service of emergency relief agencies and efforts.

"I started working for FedEx after I turned 65. I have been employed for six years now and I am not pressured to quit. I enjoy the work atmosphere and am proud I work for FedEx."

"We have become a huge organization - but we are still 'family.'"

Listed In

- Argentina
- Belgium
- Brazil
- Chile
- Central America
- Ireland
- Italy
- Mexico
- Spain
- Switzerland
- United Arab Emirates

Listed In

- France
- Germany
- Italy
- Korea
- United States



HQ: United States

First
Appeared in
1984

#8

- 10,059** Employees
- 6.8%** Employee Growth
- US \$3 billion** Global Revenue
- 5x** Number of Applicants to Existing Jobs
- 43** Average Age of Employees
- 21%** Women in Executive/Senior Management
- 3.7%** Voluntary Turnover
- 1.6%** Absenteeism per Year

Unique Best People Practice

Every associate at W. L. Gore & Associates, regardless of his or her role or years of service, has a sponsor. More than a coach or mentor, a sponsor formally commits to helping an associate succeed at Gore. Accordingly, he or she remains the go-to resource for any and all questions, feedback, or guidance on development opportunities. Sponsors also act as an advocate during the compensation process, ensuring that their associate's contributions are recognized. Ultimately, a sponsor ensures an associate's successful, long-term integration into his or her own role and into the Gore culture as a whole.

"People give you the opportunity to really excel here - they will take you under their wing and mentor you, but as soon as you are ready, they will let you fly."

"The Gore lattice structure (lack of hierarchy) allows for our team to function as a family."



HQ: United Kingdom

First
Appeared in
2002

#9

- 25,000** Employees
- 8%** Employee Growth
- US \$16.8 billion** Global Revenue
- 27%** Women in Executive/Senior Management

Unique Best People Practice

Diageo's philosophy as a company is "celebrating life every day, everywhere." The goal: to balance hard work and effort with plenty of fun! This spirit of fun applies to its internal operations, as demonstrated by a cocktail recipe tool that appears on the company intranet. Diageo also likes to celebrate life through employees and their communities. For example, the entire Great Britain business team participated in a cycle ride through Scotland and England, supporting charities that help the disabled become more active. Employees cycled together in groups, pushing each other to cover as much as 140 miles. (Other groups covered 35 or 70 miles.) Senior leaders blogged about their experiences during the ride, giving the rest of the business a view from the front line.

"I consider myself to be a Diageo 'lifer.' I have been here 10 years and I cannot imagine working anywhere else! I look forward to coming to work each and every day (even on Mondays!)."

"I am encouraged to be my whole self at work. I am proud to bring my purpose to life through delivering the business results."

Listed In

- Argentina
- Australia
- Brazil
- Canada
- Colombia
- Germany
- Ireland
- Mexico
- Nigeria
- Venezuela

Listed In

Canada
Germany
Switzerland
United Kingdom
United States

Autodesk®

HQ: United States

First
Appeared in
1999

#10

7,254 Employees

4.2% Employee Growth

US \$2 billion Global Revenue

11x Number of Applicants to Existing Jobs

39.8 Average Age of Employees

20% Women in Executive/Senior Management

7.5% Voluntary Turnover

Unique Best People Practice

Autodesk's sabbatical program provides all eligible, full-time employees in the United States with six weeks of paid time off – every four years! The paid time off for the sabbatical is in addition to any earned vacation time and holidays. The company does not expect anything from the employee “in return.” The sabbatical is simply an opportunity to travel or spend quality time with friends and family, while simultaneously getting well-deserved rest and relaxation.

“Working at Autodesk gives me a chance to talk to people all over the world, understand their perspectives and try to meet their needs. I can't imagine a better job.”



PEPSICO



HQ: United States

First
Appeared in
2004

#11

300,000 Employees

US \$66 billion Global Revenue

31% Women in Executive/Senior Management

Unique Best People Practice

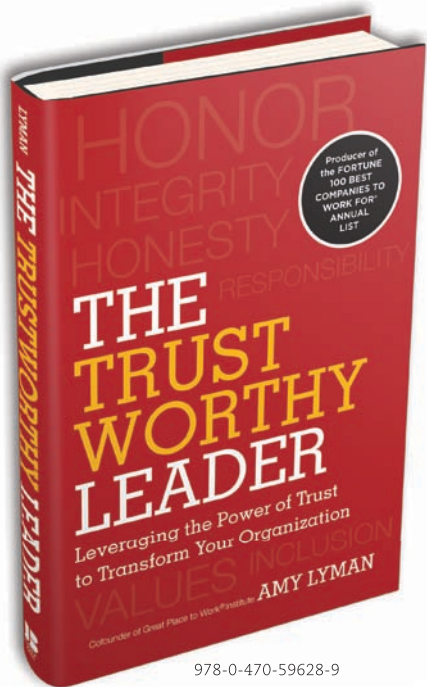
In 2008, PepsiCo launched “One Simple Thing,” a process in which associates are asked to integrate a significant personal goal into their Performance Development Review process. Employees are asked to deliver against this goal, just as they would any other business or performance metric. Since the launch, the One Simple Thing initiative has expanded to numerous business units within the company. Indeed, in the company's 2011 Organizational Health Survey, a significant number of employees reported an improvement in the level of PepsiCo support for company efforts to balance employee work and personal commitments.

“This company considers that the employees are people before being employees, and promotes conditions that allow the professional and personal development of each one of us who works here. PepsiCo cares about our work-life balance and our performance.”

Listed In

France
Ireland
Italy
Mexico
The Netherlands
United Arab Emirates
Uruguay

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How do Trustworthy Leaders propel organizations to excellence? Find out in the latest book from Great Place to Work® cofounder and expert, Amy Lyman.

“The Trustworthy Leader shows what it takes for leaders to build trust at every level and how powerful an organization can become when trust is the tie that binds.”

—WILLIAM C. TAYLOR, cofounder, Fast Company; author, *Practically Radical*

“Anyone who aspires to lead in the 21st century needs to read this book.”

—JACK LOWE, former CEO and current board chair, TDIndustries

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ERNST & YOUNG

Quality In Everything We Do

HQ: United Kingdom

First
Appeared in
1999

#12

167,000 Employees

9.9% Employee Growth

US \$24.4 billion Global Revenue

6x Number of Applicants to Existing Jobs

35 Average Age of Employees

34% Women in Executive/Senior Management

Unique Best People Practice

Interns at Ernst & Young do far more than collate reports or buy snacks for the kitchen; this year, the company sent more than 2,300 interns from 27 different countries to its International Intern Leadership Conference. This annual event brings together high-performing interns throughout the company's global network. There they meet their peers, participate in learning activities and have a little fun, too. Some of the company's most senior leaders spoke at the conference – including Chairman and CEO Jim Turley – emphasizing the importance of having a global mindset and acting inclusively.

“I have worked for other Big Four firms and they all wanted to have a ‘people first culture.’ It was not until I became part of Ernst & Young that I actually found it to be true that a Big Four firm could actually have a true ‘people first culture’ that was real, alive and lasting.”

Listed In

Australia

Canada

India

Mexico

United Kingdom

United States

Listed In

Argentina
 Brazil
 Central America
 Chile
 Colombia
 Ecuador
 Germany
 Ireland
 Mexico
 Peru
 Spain
 United Kingdom
 Uruguay
 Venezuela

Telefonica

HQ: Spain

First
 Appeared in
2005

#13

130,709 Employees

-3% Employee Growth

US \$88 billion Global Revenue

39 Average Age of Employees

19% Women in Executive/Senior Management

7.6% Voluntary Turnover

Unique Best People Practice

Through Telefonica's Global Rotation Program, employees can spend six months at a Telefonica office in another country, working on a specific project. All employees who have been in their position for more than one year are eligible to apply for rotation positions. The program allows employees to gain international business experience, grow their skill set, and deepen their knowledge of Telefonica's global network. The local teams receiving an international employee also benefit from the program, as these new team members bring with them a fresh perspective and best practices from their home office.

"At Telefonica, we are constantly encouraged to become better at what we do, learn more, improve our capabilities, take on more responsibilities and [get] involved with our community so that we can improve the experience of our customers. It's a great place to work."

MONSANTO



HQ: United States

First
 Appeared in
2000

#14

21,255 Employees

US \$11.8 billion Global Revenue

30% Women in Executive/Senior Management

4.2% Voluntary Turnover

Unique Best People Practice

Monsanto's annual Sustainable Yield Pledge Awards recognizes the company's most innovative and forwarding-thinking employees, while also giving back to the communities in which they live and work. Each year, teams from all company functions and geographies nominate hundreds of projects, with entries judged on the project's economic, environmental and societal impact. Winners are celebrated at a global awards ceremony, where a video is played of each award winner and Chairman and CEO Hugh Grant personally presents the award to the recipients. Additionally, each winning entry receives a \$15,000 grant that they can designate to a nonprofit organization that extends the influence of the project.

"Our technology has potential to impact global food availability. That gets me out of bed in the morning – huge challenge, huge benefit."

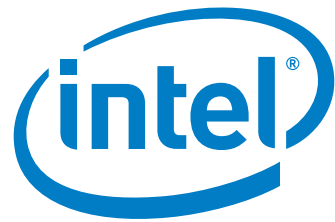
"I am only limited in my advancement by my own imposed limits, not any from Monsanto."

Listed In

Argentina
 Brazil
 Central America
 India
 Mexico

Listed In

Argentina
India
Ireland
Japan
United States



HQ: United States

First
Appeared in
1984

#15

104,116 Employees

8.8% Employee Growth

US \$54 billion Global Revenue

1x Number of Applicants to Existing Jobs

39.1 Average Age of Employees

14% Women in Executive/Senior Management

3.6% Voluntary Turnover

Unique Best People Practice

On their first day at Intel, new employees have dedicated greeters and gifts waiting for them. The company's New Employee Orientation is interactive and eliminates most administrative tasks. It focuses on engaging, hands-on activities and networking. Indeed, new hires even get to walk the red carpet – complete with photographers, journalists and fans – and feel like a celebrity at the quarterly Red Carpet Experience. Additionally, the company's 23 employee groups and Intel Ambassadors are proactive in embracing new hires and helping them feel welcome and comfortable.

"The company is like a second home and is a very conducive environment for work. Employees' appeals are heard and answered and we are made as comfortable as possible so that we can [contribute] to our fullest."



HQ: United States

First
Appeared in
2000

#16

6,704 Employees

9% Employee Growth

US \$1 billion Global Revenue

8x* Number of Applicants to Existing Jobs

35 Average Age of Employees

6.6% Voluntary Turnover

Unique Best People Practice

At National Instruments, founder and CEO Dr. James Truchard and other senior managers frequently drop in on staff and project meetings in any department to communicate key business strategies and stay updated on how things are running. These informal, often spontaneous, meetings are part of National Instrument's "Sneaker Management" – a term coined by Truchard to describe the importance of walking around and talking to employees face-to-face. While National Instruments now has more than 6,200 employees worldwide, Truchard and his global leadership team continue to practice "sneaker management" to stay in touch with employee concerns and accomplishments.

"You always feel like you are a part of something big. Small things, like our CEO eating in the same cafeteria as us, showcase that we all are a part of a big family and promotes a healthy work environment."

Listed In

France
Germany
Italy
Japan
Mexico
United Kingdom
United States

*Refers to United States only

Listed In

Canada
France
Greece
United Kingdom
United States



HQ: United States

First
Appeared in
1984

#17

39,000 Employees

11% Employee Growth

US \$14.9 billion Global Revenue

Unique Best People Practice

General Mills recently launched “Connect,” an internal global social networking site that is open to all employees. Connect is a valuable business collaboration tool, fostering communication and the open exchange of ideas among employees at all levels of the organization. Additionally, the site has become a source of camaraderie and fun, as demonstrated by the existence of 600-plus shared-interest “communities.” One of the first communities served Working Moms, where members regularly post topics ranging from ideas for work-life balance to discussions on parenting books.

“Incredibly caring company and very socially and environmentally responsible. Absolutely the highest ethics. Truly proud to be a part of this company and have been treated incredibly well.”



HQ: United States

First
Appeared in
2000

#18

62,877 Employees

0% Employee Growth

US \$30 billion Global Revenue

13x Number of Applicants to Existing Jobs

39 Average Age of Employees

33% Women in Executive/Senior Management

9.5% Voluntary Turnover

Unique Best People Practice

Service center employees at American Express have not “truly” been celebrated for receiving an award or recognition until they receive an impromptu congratulatory visit from the “Prize Patrol,” which consist of groups of four or five leaders. Prize Patrols assemble secretly and – when least expected – surprise an employee with celebratory flowers or a gift in front of their colleagues. They honor awardees with kind words and accolades, sometimes in the forms of poems or limericks. Prize Patrols make appearances throughout the year to celebrate employees’ accomplishments.

“Nearly everyone that I have encountered in this company goes above and beyond to do their very best to serve the client regardless of [their position] in the organization.”

“I love the flexibility with scheduling and being able to purchase an extra week of time off.”

Listed In

Argentina
India
Japan
Mexico
United States



celebrating
20 years of
**great
workplaces**

Let us help you
**CREATE
YOURS**

We've been helping organizations identify, create and sustain great workplaces for 20 years. Let us help you create yours.

Visit www.greatplacetowork.net or email info@greatplacetowork.net



HQ: France

#19

First
Appeared in
1997

160,000 Employees

US \$7.9 billion Global Revenue

3x Number of Applicants to Existing Jobs

29.5 Average Age of Employees

43% Women in Executive/Senior Management

Unique Best People Practice

In Argentina, Accor marks the opening of a new hotel with a special celebration to welcome new employees. All staff members are invited to the hotel, where they are greeted by members of the hotel's leadership and training teams gathered around a red carpet entrance. The hotel is decked out in themed decorations, and all employees receive an Accor t-shirt and a welcome gift and are treated to a special breakfast that ends with a champagne toast. The event ultimately provides staff the opportunity to get to know one another and their new workplace, in a fun and festive atmosphere.

"What I really like at Accor is the fact that you can transfer easily from one [location] to another upon request, which is allowing me to discover new countries, cities and cultures."

Listed In

Argentina

Austria

Brazil

Chile

Mexico

Peru

United Kingdom

Listed In

Argentina
 Belgium
 Brazil
 Central America
 Chile
 Colombia
 Denmark
 Ecuador
 France
 Ireland
 Italy
 Mexico
 The Netherlands
 Peru
 Portugal
 Sweden
 Switzerland
 United Kingdom
 Uruguay
 Venezuela



HQ: United States



- 1,850,000** Employees
- 2.7%** Employee Growth
- US \$27 billion** Global Revenue
- 1x** Number of Applicants to Existing Jobs
- 31%** Women in Executive/Senior Management

Unique Best People Practice

McDonald's focus on developing employees is aptly demonstrated through its seven Hamburger Universities, located around the world. These facilities feature teaching rooms, interactive education team rooms, kitchen labs and service training labs. All training curriculum is delivered by a staff of full-time professors with restaurant operations expertise. Through Hamburger University, McDonald's restaurant managers, mid-management and company leaders achieve their professional and academic goals, providing a solid foundation for their and McDonald's success.

"I enjoy working for this company. I am respected for the job I do and feel part of the team. I am equally treated regardless of my special needs."



HQ: United States



- 66,599** Employees
- US \$43.2 billion** Global Revenue
- 3x** Number of Applicants to Existing Jobs
- 40.8** Average Age of Employees
- 16%** Women in Executive/Senior Management
- 7%** Voluntary Turnover

Unique Best People Practice

Cisco overcomes the challenge of a large, geographically disparate workforce by making its own Cisco networking and collaboration technology available to all employees. Through the widespread, daily use of WebEx, IEW (Integrated Workforce Experience) and TelePresence, the company's immersive video conferencing tool, employees connect with anyone in the global workforce and work in teams or cross-functional communities. These tools allow employees to stay in touch with company's leadership team and to plug-in to work anytime and from any place.

"Everyone, regardless of their role, is always willing to help and go above and beyond any normal expectation to make sure the job gets done."

Listed In

Brazil
 Italy
 Mexico
 Norway
 Portugal
 Spain
 Switzerland
 United States

Listed In

Finland
India
Mexico
The Netherlands
Poland
United States



HQ: Denmark

First
Appeared in
2001

#22

33,970 Employees

4.5% Employee Growth

US \$12.4 billion Global Revenue

8x Number of Applicants to Existing Jobs

39.5 Average Age of Employees

25% Women in Executive/Senior Management

7.6% Voluntary Turnover

2.3% Absenteeism per Year

Unique Best People Practice

Novo Nordisk manages its business in accordance with the Triple Bottom Line principle, which emphasizes three tenets of responsibility: social, financial and environmental. The goal is to empower employees to provide service to their communities, particularly around improving diabetes care and prevention, a business focus of Novo Nordisk. For example, the company's diabetes sales force has carried out numerous volunteer Triple Bottom Line initiatives, including Step Out walks for the American Diabetes Association in the United States, fundraising events, diabetes awareness days, and community health fairs. Almost 90% of Novo Nordisk's sales force is involved in volunteer Triple Bottom Line activities, with 80% investing personal time in these efforts.

"This job is so much more than a 9 to 5 position. Every day we are helping people with diabetes live a longer and healthier life. It brings so much pleasure to know you are making a difference in someone's life and saving lives."



HQ: United States

First
Appeared in
2003

#23

26,676 Employees

12% Employee Growth

US \$3 billion Global Revenue

15x Number of Applicants to Existing Jobs

31 Average Age of Employees

52% Women in Executive/Senior Management

12% Voluntary Turnover

Unique Best People Practice

Faced with a very competitive hiring market, Quintiles has turned to its employees to find the right people for key roles. The company's employee referral program regularly accounts for one-fifth of new hires. An integrated, online talent management system allows employees to see which positions have hiring incentives and what those incentives are. In addition to above-market cash bonuses for successful referrals, employees are eligible for other incentives such as adventure vacations with National Geographic Expeditions, a US \$5,000 shopping spree at Amazon.com, and home makeovers.

"From the moment of recruitment right through to joining the company, you can feel and see that Quintiles is a really great place to work. People are genuinely happy, from the security guard up to the top directors – it is the best place I have worked, and I have worked at many good companies in 25 years."

Listed In

Canada
Germany
Ireland
Italy
Mexico
Spain
United Kingdom

Listed In

Argentina
 Canada
 Chile
 Germany
 India
 Italy
 Mexico
 The Netherlands
 Poland
 Spain
 Venezuela



A FAMILY COMPANY

HQ: United States

First
 Appeared in
1984

#24

- 13,000** Employees
- 1%** Employee Growth
- US \$9 billion** Global Revenue
- 2x*** Number of Applicants to Existing Jobs
- 27%** Women in Executive/Senior Management

Unique Best People Practice

SC Johnson's Now Thanks! program recognizes good work with on-the-spot praise. Now Thanks! awards can be given by anyone to anyone, with managers' approvals. The supervisor fills out an easy-to-use form on the company's human resources web site and submits a request for an award ranging from US\$10 to US\$500. The certificate can be printed and delivered immediately, and the monetary award is automatically added to the recipient's paycheck. More than 27,531 Now Thanks! Awards totaling \$7,814,745 have been distributed since the program began in 2003. The company's international offices each have their own version of the program, using their own names and rewards.

"Every day when I drive in there is a security guard at the gate who waves hello. Every day! It may be a different guard, but each one waves to every car that passes. Everyone gets a warm welcome. I love starting my day with a smile!"

*Refers to United States only



HQ: United States

First
 Appeared in
2008

#25

- 70,000** Employees
- 3.5%** Employee Growth
- US \$30 billion** Global Revenue
- 5x** Number of Applicants to Existing Jobs
- 38.1** Average Age of Employees
- 38%** Women in Executive/Senior Management
- 6.9%** Voluntary Turnover

Unique Best People Practice

The "Five Principles" at Mars – Quality, Responsibility, Mutuality, Efficiency and Freedom – form the foundation of the company's culture and approach to business. Accordingly, introducing new associates to the Five Principles is a crucial part of Mars' onboarding process. An "Essence of Mars" course provides new associates with an introduction to the Five Principles and how to apply them to their work and business decisions. The training is available in 22 languages and is facilitated by other Mars associates. New employees receive the Essence of Mars training within six months of starting at the company.

"The one thing that sets Mars apart from other places is the genuine environment where everyone is willing to lend an extra hand, put in the extra hours or shuffle work around to accommodate our fellow employees – whether they [are] in a different segment or even a different country."

Listed In

Argentina
 Belgium
 Brazil
 Chile
 Colombia
 Denmark
 Finland
 France
 Greece
 India
 Ireland
 Korea
 The Netherlands
 Spain



How Do You Create a Great Workplace?

Great Place to Work® Product Guide

Assess & Measure Develop & Change Learn & Share

Do your employees think your company is a great workplace?

- MEASURE** Trust Index® Employee Survey
- EVALUATE** Trust Audit Focus Group
- LEARN** Books, White Papers & Webinars

Do your policies and practices help create a great workplace?

- ADVISE** Workplace Culture Assessment
- RECOMMEND** Action Planning
- SHARE** Conferences, Breakfasts & Seminars

How effectively do your managers create a great workplace culture?

- REVIEW** 360° Trust Appraisal (in development)
- UNDERSTAND** Fundamentals of a Great Workplace Workshop
- TRANSFORM** Journey! Leadership Development

Is your company recognized as a great workplace?

- APPLY** Best Workplaces List Applications
- CELEBRATE** Awards Ceremonies

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