



# The Dawn of the Great Workplace Era



# Great Place to Work<sup>®</sup> releases its 4th Annual World's Best Multinational Workplaces list; Google, SAS Institute and NetApp take top honors

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The world's best workplaces are getting better; Evidence that great workplaces lead to better business results, increased transparency into organizations and other factors propelling all companies toward higher levels of trust, pride and camaraderie.



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# Executive Summary

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Much that we hear about the workplace these days is gloomy. “Why You Hate Work” read the headline of a recent New York Times article, about the way many employees toil to the point of exhaustion at jobs with little appreciation or meaning but plenty of distractions.<sup>1</sup> Last year, for the eighth straight year, less than half of U.S. workers were satisfied with their jobs, according to The Conference

Board.<sup>2</sup> And Gallup’s global poll of employees from 2013 showed that just 13 percent of them were engaged at work.<sup>3</sup>

But quietly, amid all the overcast news, a sunnier story is taking shape. Research by Great Place to Work® shows that the best workplaces around the world are getting better. That is, levels of trust, camaraderie and pride are rising at the best workplaces.

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1 Tony Schwartz and Christine Porath, “Why You Hate Work,” New York Times, May 30, 2104, [http://www.nytimes.com/2014/06/01/opinion/sunday/why-you-hate-work.html?\\_r=0](http://www.nytimes.com/2014/06/01/opinion/sunday/why-you-hate-work.html?_r=0).

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2 The Conference Board, Job Satisfaction: 2014 Edition, June, 2014, <https://www.conference-board.org/publications/publicationdetail.cfm?publicationid=2785>.

3 Gallup, “Worldwide, 13% of Employees Are Engaged at Work,” October 8, 2013, <http://www.gallup.com/poll/165269/worldwide-employees-engaged-work.aspx>.

This trend can be seen in two ways. In recent years, the best have gotten better in a solid majority of the 50 or so countries where we measure workplaces using our Trust Index<sup>®</sup> employee survey. And there is increasing trust at the companies that make up Great Place to Work<sup>®</sup>'s annual World's Best Multinational Workplaces list.

That's the good news as Great Place to Work reveals the 2014 list of the World's Best Multinational Workplaces, led by Google, SAS Institute and NetApp. The full list of those companies is included later in this report.

Why are the best workplaces around the world improving in the eyes of their employees? We see several factors fueling higher level of trust. These include the rise of balance-minded Millennials, increased transparency into organizations, and mounting evidence that high-trust cultures lead to

better business results. Those factors aren't just pushing the best to get better. They are affecting all companies, nudging them toward higher levels of trust, pride and camaraderie.

As a result, we believe we are at the dawn of what we at Great Place to Work<sup>®</sup> call The Great Workplace Era. In it, all people can expect to work for an organization where they trust their leaders, enjoy their colleagues and take pride in what they do. A time, in other words, when workplaces make the world better by making people's lives better.

So yes, most news today about workplaces may be dreary. But the companies on this year's World's Best Multinational Workplaces list and on national lists throughout the globe are a kind of vanguard, leading the way into a more hopeful economic epoch. A brighter future is beginning.

# About Great Place to Work®

**Great Place to Work®** has conducted pioneering research on the characteristics of great workplaces for over 25 years. We believe all companies can become great workplaces, and our mission is to help them succeed. Our Great Place to Work® Model<sup>©</sup> is recognized as the standard for assessing great workplaces.

**Global Headquarters**  
San Francisco,  
California, USA

## Global offices

Austria  
Belgium  
Denmark  
Finland  
France  
Germany  
Greece  
Ireland  
Italy  
Luxembourg  
The Netherlands  
Norway  
Poland  
Portugal  
Spain  
Sweden  
Switzerland  
Turkey  
The United Kingdom

## Latin America

Argentina  
Bolivia  
Brazil

Central America and the Caribbean  
Chile  
Colombia  
Ecuador  
Mexico  
Paraguay  
Peru  
Uruguay  
Venezuela

## North America

Canada  
USA

## Africa

Nigeria

## Middle East

Saudi Arabia  
United Arab Emirates

## Asia-Pacific

Australia  
China  
India  
Japan  
Korea  
Singapore  
Sri Lanka

In roughly 50 countries around the world, we are proud to:

## Recognize

Best Workplaces for their achievements through our international, regional and national Best Workplaces lists.

Worldwide, we publish lists in about 50 countries.

## Help

Companies create and sustain great workplace cultures through our assessment and advisory services.

Our Trust Index<sup>®</sup> employee survey and other analysis tools, training programs and strategic advisory services support the transformation process within any

organization. Great Place to Work<sup>®</sup>'s unique access to best workplace data allows us to offer unparalleled benchmarking opportunities, best practice information, and transformation insights for our consulting clients.

## Share

Resources, best practices, and research through our events and education services. These include peer networking groups, workshops, conferences, and publications, which enable organizational leaders to learn directly from each other, as well as benefit from our wealth of knowledge and lessons learned from best workplaces and our clients.

# Background and Findings

As we prepared our 4th annual list of the World's Best Multinational Workplaces, we decided to examine trust trends in individual countries and among the world's best multinationals. The country-by-country analysis meant reviewing best workplaces in our affiliates, which represent 42 individual countries as well as the region of Central America and the Caribbean. (Our Central America and Caribbean office publishes lists in seven countries and the Commonwealth of Puerto Rico.) In particular, we studied the Trust Index® scores of all the national Best Workplaces lists during the past five years. The Trust Index® is Great Place to Work®'s 58-statement

employee survey that measures trust, pride and camaraderie in organizations.

The Trust Index® benchmark results showed that most countries recorded gains in terms of the trust levels of their best workplaces between 2009/10 and 2013/14 (See Figure 1).<sup>1</sup> For 33 countries as well as the region of Central America and the Caribbean, we have data for the past five years. Of those 34, 25 saw a gain of one percent or more in the trust

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1 Each year in the study spans two calendar years. This is because Best Workplace lists in different countries are published at different times of the year, and we wanted to use the most recent data.

Figure 1. 2009/10-2013/14 Percentage Change in Trust Index® Scores

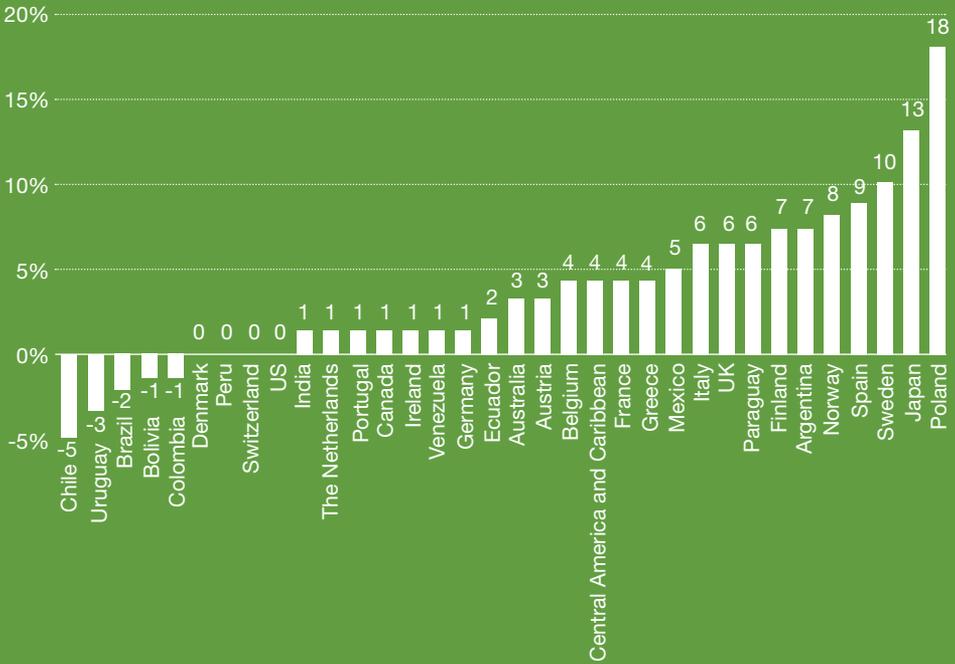


Figure 2. World's Best Multinational Workplaces Trust Index® Benchmark



levels of their best workplaces. Seven countries, including Argentina, Japan and Poland, saw their best company benchmarks jump a significant seven percent or more. Only five countries witnessed a drop in the trust levels of their best workplaces. And the largest drop, in Chile, was just five percent.

The positive trend also holds in countries for which Great Place to Work<sup>®</sup> has at least two but less than five years of data. Five of these seven countries—including China—have seen improvement in the trust levels of their best workplaces in recent years.

The World's Best Multinational Workplaces also have been posting increasing trust levels (See Figure 2) Great Place to Work<sup>®</sup> has been tracking these global workplaces for four years only, and the rise in Trust Index<sup>®</sup> scores is not dramatic. But the initial trend is encouraging: the Trust Index<sup>®</sup> benchmark, or average trust level for the companies on the list, has increased over time. In other words, the World's Best are getting better.

## Seven Reasons Trust is Rising at the Best Workplaces

We see a combination of factors behind greater trust at the best workplaces around the globe:

### AWARENESS

There is increased awareness among company leaders globally of the importance of a high-trust workplace culture. Trust is top of mind for today's executives worldwide, according to a PwC report last year, which surveyed 1,330 CEOs in 68 countries<sup>2</sup>. In Latin America in particular, there is increased awareness that organizations ought to create positive, employee-centered cultures, and that such cultures fuel better business results, says Michelle Ferrari, general manager of Great Place to Work Mexico. "It has to do with the level of consciousness in companies," Ferrari explains. "It's the realization that it's not optional to be a great workplace."

2 PwC, 16th Annual Global CEO Survey: Dealing with disruption; Adapting to survive and thrive, 2013, [http://www.pwc.com/en\\_IM/IM/publications/assets/life-insurance/dealing\\_with\\_disruption.pdf](http://www.pwc.com/en_IM/IM/publications/assets/life-insurance/dealing_with_disruption.pdf).

This awareness is taking root in India also. It can be seen in an emerging approach to management that some scholars have called the “India Way.”<sup>3</sup> That “way” includes investing in talent and building a stirring culture, along with creating a strong sense of public mission and national purpose. At India’s best workplaces this high-road approach to management can be seen in heightened attention to individual employees, says Prasenjit Bhattacharya, CEO of Great Place to Work India. “Whether it is work- life balance, taking time off when necessary or perception that there are special and unique benefits, the best workplaces and their managers are adept at communicating to their employees that they care while ensuring that employees feel they are full members,” he says.

## EVIDENCE

Evidence is mounting that great workplaces lead to better business results. For example, a paper published earlier this year by the European Corporate Governance Institute studied data from 14 countries and concluded that higher levels of employee satisfaction—reflected by earning a spot on a best workplaces list generated by Great Place to Work®—corresponded to stock market outperformance in countries with high levels of labor market flexibility, such as the United States and the United Kingdom.<sup>4</sup>

That research is part of a growing body of evidence that better workplaces lead to better results, including improved financial outcomes and increased employee retention.

For example, over the past five years, a portfolio of India’s Best Workplaces outperformed overall India stock market indices by a factor of four. It’s a similar story in the United States. Publicly

3 Peter Cappelli, Harbir Singh, Jitendra Singh and Michael Useem, *The India Way: How India’s Top Business Leaders Are Revolutionizing Management*, 2010, <http://www.amazon.com/The-India-Way-Revolutionizing-Management/dp/1422147592>.

4 Alex Edmans, Lucius Li, Chendi Zhang, “Employee Satisfaction, Labor Market Flexibility, and Stock Returns Around The World,” *European Corporate Governance Institute (ECGI) - Finance Working Paper No. 433/2014*, July 2014, [http://papers.ssrn.com/sol3/papers.cfm?abstract\\_id=2461003](http://papers.ssrn.com/sol3/papers.cfm?abstract_id=2461003).

traded companies on the U.S. Best Companies to Work For® list have nearly doubled the performance of the stock market overall from 1997 to 2013. And a 2013 report from research and consulting firm Interaction Associates found that “companies adept at practices that reinforce strong leadership, trust, and collaboration enjoy better financial performance.”<sup>5</sup>

A recent study by Great Place to Work® Mexico found there is a positive correlation between high levels of employee trust, commitment and collaboration and business productivity measured in terms of revenue per employee. Danish Best Workplaces last year posted more than three times the revenue growth of Danish companies overall.

And Italy’s Best Workplaces have posted better revenues than their competitors in the same industry for six straight years. In addition, research from Engage for Success, a government-supported initiative in the United Kingdom, has documented a link between employee

engagement--which is driven by high-trust workplaces--and organizational performance.<sup>6</sup>

## GEN Y

The Millennial generation is demanding better workplaces. Around the world, the cohort of people in their mid-30s and younger is pushing employers to pay more attention to work-life harmony and social responsibility. “Marketing itself will no longer be enough to satisfy the expectations of future employees,” says Doris Palz, general manager of Great Place to Work® Austria. “Generation Y does not only search for a job, they search for a fulfilling activity that they can be proud of. Topics like health and work-life balance are key in companies that want to be top concerning the quality of their workplace culture.”

Among the countries where younger employees are propelling companies toward improved cultures is China. Many young Chinese people educated abroad in the West are returning to the country with visions

5 Interaction Associates, Building Trust 2013: Workforce Trends Defining High Performance, 2013, <http://www.slideshare.net/PingElizabeth/building-trust-2013-by-interaction-associates>.

6 Engage for Success, THE EVIDENCE, Report from the Employee Engagement Task Force “Nailing the evidence” workgroup, November 12, 2012, <http://www.engageforsuccess.org/wp-content/uploads/2012/09/The-Evidence.pdf>.

of working in and leading organizations vastly different from the traditional top-down companies their elders may have experienced, says Jose Carlos Bezanilla, CEO of Great Place to Work® Greater China. A greater willingness to listen to employees of all levels and to enact workplace flexibility are central to these emerging Chinese leaders. “It’s a business culture shock,” Bezanilla says. “They’re expecting new ways of interaction and management.”

## EMPLOYEE GRATITUDE

High-trust cultures aren’t just about what management does for employees. They also reflect employee gratitude and reciprocation—especially in difficult times. Although economic downturns can erode workplace cultures, organizations that take care of their employees amid crises can bolster trust. In a number of European countries that have weathered political and economic challenges, employees at great workplaces appreciate their companies more deeply, says Dimitris Ganoudis, general manager of Great Place to Work Greece. When companies keep high

standards and good working conditions amid layoffs, salary reductions and benefit cuts in the overall economy, Ganoudis says, “this makes employees more likely to reward the company in return. They are more conscious of the benefits and the treatment they have.”

Indeed, trust levels at the best workplaces in Greece have risen over the past five years, despite high unemployment, political protests and fears of national default. Argentina is a similar case. The South America nation has weathered concerns about inflation and labor conflicts in recent years. But faith in high-trust workplaces has strengthened rather than faltered among its best workplaces. Omar Gennari, general manager of Great Place to Work® Argentina, Bolivia, Paraguay and Uruguay, says the challenges have served to highlight how a healthy workplace climate can serve as a competitive advantage in difficult times. “Many times it can help an organization overcome crisis situations more quickly than other businesses which aren’t working on their culture,” he says.

## WELLBEING

The emergence of a ‘wellbeing’ movement is nudging organizations to improve their cultures. Levels of stress have risen at organizations globally as companies have asked employees to do more with less and the growing use of mobile devices has led employees to feel pressure to be ‘always on.’ Stanford University Professor Jeffrey Pfeffer has estimated that there are more than 120,000 excess deaths annually in the U.S. alone because of unhealthy work environments—which include features such as little control over one’s work, conflicts between work and family, and job insecurity.<sup>7</sup> Partly in response to stressful work climates, people have placed more value on physical and mental wellbeing. Great workplaces around the world are embracing this trend. Among the three Trust Index<sup>®</sup> scores that have risen most among the World’s Best Multinational Workplaces is this statement: “People are encouraged to balance their work life and their personal life.”

<sup>7</sup> See Great Place to Work, 5 Lessons for Leaders as they Build a Great Workplace, 2014, <http://www.greatplacetowork.com/5-lessons-whitepaper>.

Backed by research that relaxation and meditation techniques translate into better business results, Italian best workplaces in particular are doing such things as providing yoga classes, mindfulness workshops and emotional intelligence training, says Alessandro Zollo, CEO of Great Place to Work<sup>®</sup> Italy.

Says Zollo: “Workspaces are changing to allow people to find self-awareness, physical well-being and, most importantly, psychological well-being that puts managers in the condition to make better decisions and employees in general to work without worries and with a smile.”

## MOMENTUM

Once an organization develops a positive workplace culture, that culture tends to continue getting better. This positive, upward spiral owes both to management and employees. Managers make improvements to the work environment based on measurements of their culture, including the Trust Index<sup>®</sup> and Culture Audit<sup>®</sup> (Great Place to Work’s assessment of people management practices and policies). And employees of great workplaces take increased ownership of their cultures. They participate to advance the organization and

feel greater appreciation for their work setting.

Not only do leading companies tend to improve their trust levels over time, but they inspire others to follow suit. Europe's Best Workplaces are committed to taking their cultures to the next level, and they are serving as role models for their business peers, says Nicolás Ramilo Méndez, CEO of Great Place to Work® Spain. "In Spain and in many countries in Europe, a lot of companies have been working with us for many years and are making big efforts to be better each year. These companies then inspire the others that want to start this continuous improvement process and start the journey to a great workplace," Ramilo Méndez says.

## TRANSPARENCY

The emergence of technologies such as social media and mobile, personal devices that can easily record images and audio are providing unprecedented transparency into organizations. So is the pressure on organizations by government agencies and non-governmental organizations to disclose information related to labor

relations and environmental impact. The result is that the sunlight of transparency is exposing and punishing less-than-great organizations and rewarding good ones. The best workplaces around the globe are adapting to and taking advantage of this trend. Another of the three Trust Index® scores that have risen most among the World's Best Multinational Workplaces is this statement: "Management keeps me informed about important issues and changes."

## The Dawn of the Great Workplace Era

The factors above aren't just pushing the best workplaces to get better. They are affecting all companies. That's why we believe we are at the beginning of the Great Workplace Era. The Great Workplace Era represents a more harmonious relationship between shareholders and stakeholders, between managers and employees. But this concept is not just a feel-good dream. It is a hard-headed reality.

Companies that embrace the Great Workplace Era will be the ones with the greatest trust in their cultures. These organizations will not only be doing the right thing by employees but positioning themselves to win in the marketplace. They will see higher engagement scores—which have been linked to better business outcomes. They will see a variety of business benefits, ranging from recruiting advantages to heightened innovation effectiveness to higher revenue to better stock performance. Companies that don't embrace

the Great Workplace Era—that don't establish high-trust cultures and work to improve them --risk losing in the marketplace.

The Great Workplace Era is unfolding throughout the globe, including in the Middle East. Ron Thomas, CEO of Great Place to Work® Gulf—which includes our operations in Saudi Arabia and the United Arab Emirates—sees organizations having to emphasize a healthy workplace in order to compete for talent. “Job postings are referencing the culture, the work environment. Words such as fun, exciting and dynamic are all used to describe their workplaces,” Thomas says. “In order for companies to compete, it is no longer just the job. Everyone is offering a job, but the one that offers the job in the ‘right’ environment is the one that will get and keep the talent.”

Executives at World's Best Multinational Workplaces agree that we are at the beginning of a better economic age. Among the CEOs who see the Great Workplace Era at hand is Terri Kelly of W. L.

Gore & Associates, which has appeared on our U.S. Best Workplaces list for 17 straight years. “Our founders explicitly believed that our company was created to make the world a better place, not only by building great products that enhance lives, but by

building an organization that makes our associates’ lives and communities better,” she says. “We continue to believe that we are making an impact on society and are seeing more and more often that this is an expectation as the next generation joins the workforce.

## CEOs ON THE GREAT WORKPLACE ERA

We asked CEOs of the World’s Best Multinational Workplaces if they agreed that society is at the dawn of “The Great Workplace Era.” That is, a time when all people can expect to work for an organization where they trust their leaders, enjoy their colleagues and take pride in what they do. A time, in other words, when workplaces make the world better by making people’s lives better. Here are some of their answers:

Satya Nadella,  
CEO of Microsoft:

“Yes, more than ever before, today’s top talent is not just looking for great work, they’re looking to create a great life and a better world – and their work is part of how they achieve that. We are a learning culture. At Microsoft, we hire people who are excited to experiment, take risks and learn. This is how we get better. Our employees seek purpose in their work: they come in every day focused on empowering people to do more, achieve more, and live more of the life they want to live.”

Tom Georgens,  
CEO of NetApp:

“I certainly agree. I see the pride and passion NetApp employees pour into both their corporate and volunteer work as a great example of this new era. A number of things motivate people here to do this: a strong sense that our technology makes an impact in the world; pride in their individual contributions; company values that emphasize leadership and teamwork; and programs that allow them to share their unique skills and experiences with the world community.”

Belmont Anderson,  
CEO of Belcorp:

“I absolutely agree. To create a great workplace today we need to ensure that our employees enjoy what they do and believe that the extraordinary is possible. We need to build a caring environment that welcomes and engages people. Furthermore, we need to encourage our leaders to build open relationships and have honest conversations.”

Dr. James Truchard,  
CEO of National Instruments:

“Hopefully. More companies are seeing the value of a collaborative and growth-oriented work environment. While, in the past, there has been a common misconception that a great workplace means casual clothing and fun activities, it is much more than just that. Employees are truly looking for a career at a company that has transparency on all levels, fosters a creative and innovative work environment, and allows them to make an impact on the company as well as the world around them.”

## Klaus Entenmann, CEO of Daimler Financial Services:

“I personally believe that this statement has always been true. We might be experiencing a paradigm shift in what makes people’s lives meaningful. As an example, what compensation might have meant for a better life in the past, might today mean how much time do I get off to focus on things outside of work. Ultimately feeling good about what you do, the people you work with and for, and the success of the company are absolutely intertwined.”

## John Donahoe, CEO of eBay:

“That’s what Connected Commerce, eBay Inc.’s Shared Purpose, is all about: Creating more opportunity together. We introduced our Shared Purpose in late 2012 and its core to how our company operates every day. It’s not lip service. It’s embedded in our culture. We’re here to make the world a better place. And people work at eBay Inc. because they want to be a part of that.”

## David I. Goulden, CEO of EMC:

“I agree that more and more employees have these expectations and deservedly so. But it will be the rare workplaces that satisfy all of these demands, and those workplaces will be the great places to work that attract the best talent.”

To be sure, plenty of organizations throughout the globe today are not great workplaces. Much news, much of the data about the employee experience may feel dreary. But we are confident the workplace weather is changing. Quietly, powerful forces are propelling all companies to become better

workplaces. “Already, we see the best getting better,” says China Gorman, global CEO of Great Place to Work®.

“The future is bright. A new, more hopeful era of great workplaces is dawning.”

# Country-by- Country Trust Findings

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Countries with five years of Trust Index<sup>®</sup> benchmark data. The charts document the change in Trust Index<sup>®</sup> benchmark scores, and are ordered from greatest increase to greatest decrease.

## Poland's Best Workplaces



## Japan's Best Workplaces



### Sweden's Best Workplaces



### Spain's Best Workplaces



## Norway's Best Workplaces



## Argentina's Best Workplaces



### Finland's Best Workplaces



### Paraguay's Best Workplaces



## The UK's Best Workplaces



## Italy's Best Workplaces



## Mexico's Best Workplaces



## Greece's Best Workplaces



## France's Best Workplaces



## Central America and Caribbean Best Workplaces



### Belgium's Best Workplaces



### Austria's Best Workplaces



## Australia's Best Workplaces



## Ecuador's Best Workplaces



### Germany's Best Workplaces



### Venezuela's Best Workplaces



## Ireland's Best Workplaces



## Canada's Best Workplaces



### Portugal's Best Workplaces



### The Netherland's Best Workplaces



## India's Best Workplaces



## U.S. Best Workplaces



### Switzerland's Best Workplaces



### Peru's Best Workplaces



### Denmark's Best Workplaces



### Colombia's Best Workplaces



### Bolivia's Best Workplaces



### Brazil's Best Workplaces



## Uruguay's Best Workplaces



## Chile's Best Workplaces



Countries with at least two but fewer than five years of Trust Index<sup>®</sup> benchmark data. The charts document the change in Trust Index<sup>®</sup> benchmark scores, and are ordered from greatest increase to greatest decrease.

### Luxembourg's Best Workplaces



## China's Best Workplaces



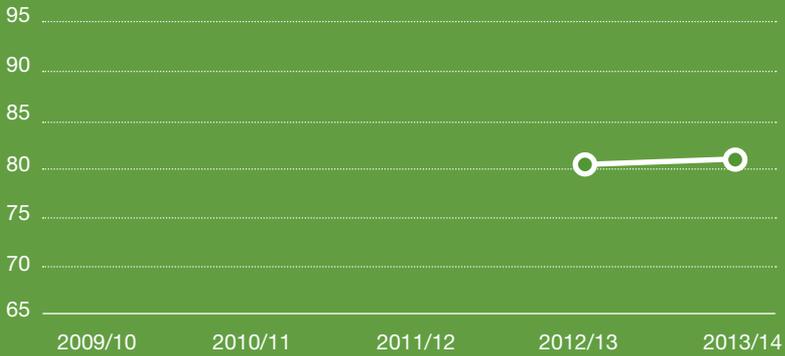
## Nigeria's Best Workplaces



## Sri Lanka's Best Workplaces



## Turkey's Best Workplaces



## United Arab Emirates' Best Workplaces



## Korea's Best Workplaces



The List of the  
World's Best  
Multinational  
Workplaces 2014

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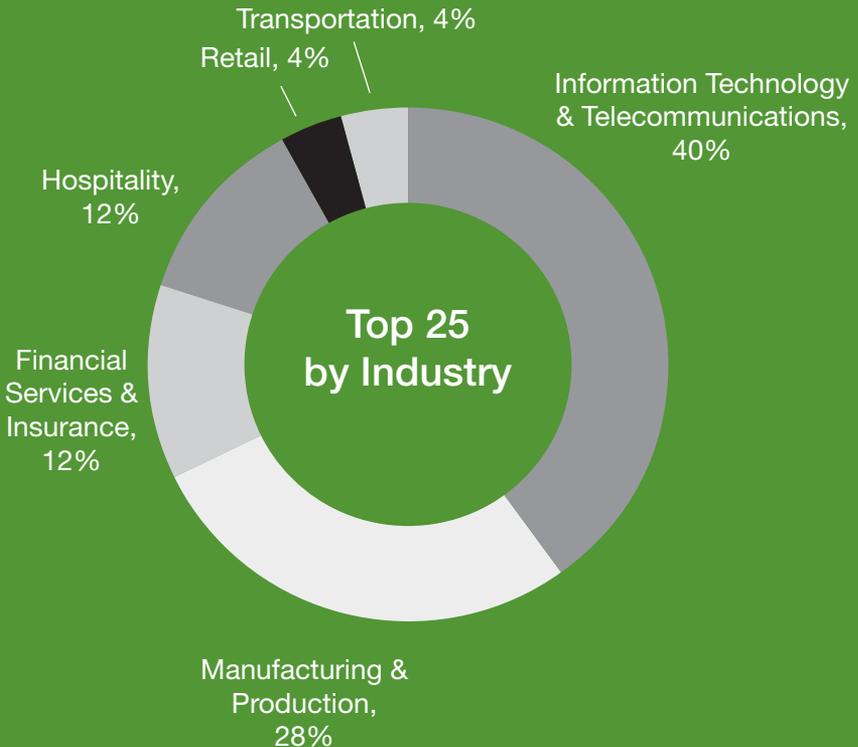
Ranking	Company	Industry
1	Google	Information Technology
2	SAS Institute	Information Technology
3	NetApp	Information Technology / Storage/Data Management
4	W. L. Gore & Associates	Manufacturing & Production / Textiles and textile products
5	Belcorp	Retail
6	Microsoft	Information Technology / Software
7	Marriott	Hospitality / Hotel/Resort
8	Monsanto	Manufacturing & Production / Chemicals
9	Cisco	Information Technology
10	American Express	Financial Services & Insurance / Banking/Credit Services
11	Scotiabank	Financial Services & Insurance / Banking/Credit Services
12	SC Johnson	Manufacturing & Production / Personal and Household goods
13	Autodesk	Information Technology
14	Telefónica	Telecommunications
15	National Instruments	Manufacturing & Production
16	Fedex Corporation	Transportation
17	Atento	Information Technology / Internet Service Provider
18	EMC	Information Technology / Storage/Data Management
19	Daimler	Financial Services & Insurance
20	Diageo	Manufacturing & Production / Beverages
21	Hyatt	Hospitality
22	Mars	Manufacturing & Production
23	Accor	Hospitality / Hotel / Resort
24	eBay	Information Technology
25	The Coca - Cola Company	Manufacturing & Production / Food products / Beverages

Fast Facts about  
the World's  
Best Multinational  
Workplaces 2014

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# Top 25 by Industry

The industry distribution has changed significantly since last year. Information Technology and Telecommunications now makes up 40% of the industries, replacing Manufacturing and Production (28%) as the dominating industry compared to 2013. Overall, there's a smaller variety of industries represented – in 2013, there were 8 industries, compared to 6 industries this year.



# Top 25 by Country

Mexico had the most subsidiaries represented on the list – making up 8% of the overall total of 266 subsidiaries.

Country	# Subsidiaries in 2014	Total %
Argentina	9	3.4%
Australia	5	1.9%
Austria	4	1.5%
Belgium	6	2.3%
Bolivia*	0	0.0%
Brazil	13	4.9%
Canada	9	3.4%
Central America	12	4.5%
Chile	10	3.8%
China	8	3.0%
Colombia	5	1.9%
Denmark	2	0.8%
Ecuador	3	1.1%
Finland	2	0.8%
France	11	4.1%
Germany	12	4.5%
Greece	3	1.1%

Country	# Subsidiaries in 2014	Total %
India	12	4.5%
Ireland	7	2.6%
Italy	10	3.8%
Japan	7	2.6%
Korea	5	1.9%
Luxembourg	0	0.0%
Mexico	20	7.5%
Nigeria*	0	0.0%
Norway	2	0.8%
Paraguay	0	0.0%
Peru	9	3.4%
Poland	6	2.3%
Portugal	4	1.5%
Saudi Arabia (KSA)	2	0.8%
Spain	12	4.5%
Sweden	4	1.5%
Switzerland	8	3.0%
the Netherlands	6	2.3%
Turkey	4	1.5%
USA	12	4.5%
UAE	5	1.9%
UK	12	4.5%
Uruguay	2	0.8%
Venezuela	3	1.1%
<b>Total</b>	<b>266</b>	

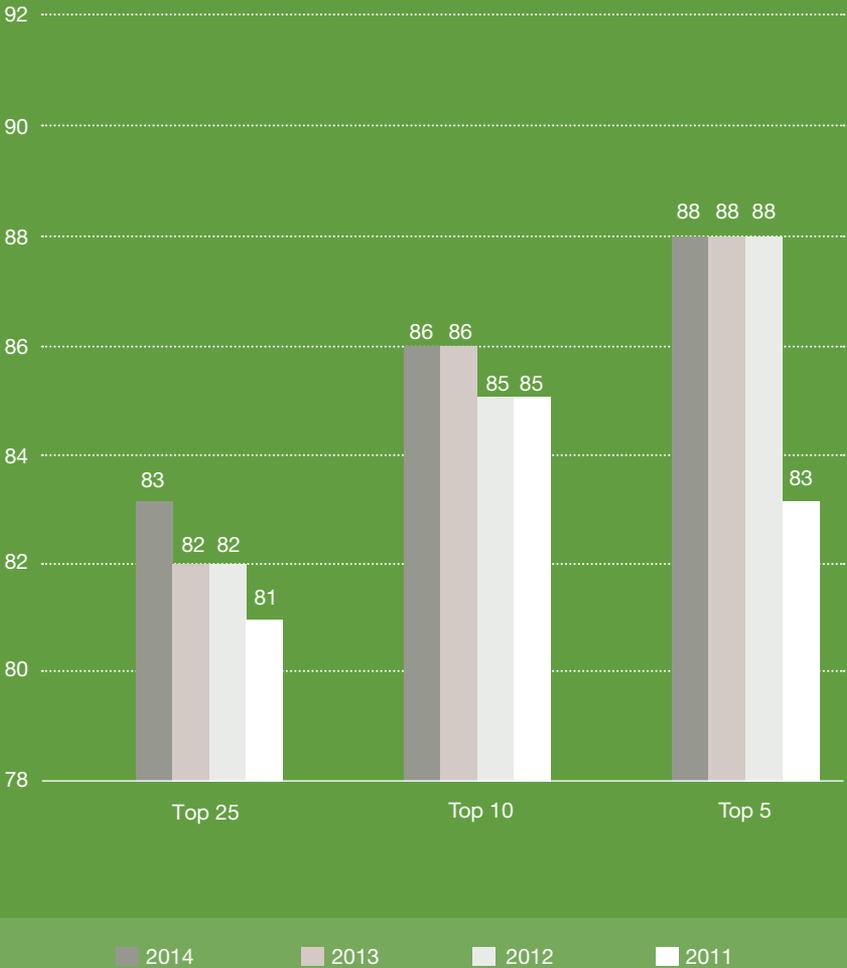
\* Data not included in this list cycle.

## Global Participation and Eligibility

Data Point	2014	% Increase Since 2013	2013
# of participating companies for national Best Workplace Lists published between Sep 2013 and Aug 2014	6,204	0.3%	6,183
# of listed companies globally (Sep 2013 – Aug 2014)	2,182	0.9%	2,163
# of employees represented by participating companies	11,528,276	-3.1%	11,902,513
# of respondents globally	2,964,359	-0.5%	2,977,897
# of participating MNC subsidiaries globally	2,871	13.3%	2,534
# of participating MNCs globally	1,158	5.4%	1,099
# of listed MNC subsidiaries globally	1,064	-23.2%	1,386
# of listed MNC globally	429	-17.0%	517
# of MNC subsidiaries eligible for the World's Best List	401	2.3%	392
# of MNCs eligible for the World's Best List	41	10.8%	37
# of MNC subsidiaries represented on the World's Best List	266	-8.3%	290
# of MNCs on the World's Best List	25	0.0%	25
# of countries represented in the World's Best List	37	-5.1%	39

# World's Best Trust Index<sup>®</sup> Analysis

## Trust Index<sup>®</sup> Score at the World's Best, 2011-2014



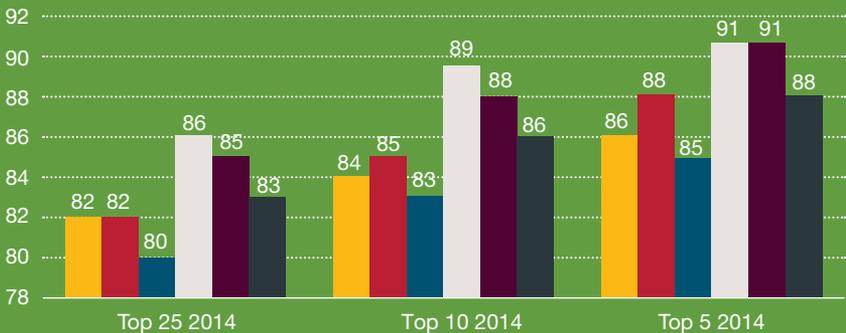
## Great Place to Work® Model® Dimension Scores

Looking at the dimensions, the Best Multinational Companies to Work for in the World 2014, we can see that Pride is distinguished as the main strength of these 25 multinational companies. Camaraderie is the second

strongest dimension. Fairness continues to be biggest opportunity area, a pattern we see worldwide in all types of organizations.

In addition to this, 87% of the employees in the 25 Best affirm that *“taking everything into account, I would say this is a great place to work,”* the same as last year.

### Great Place to Work® Model® Dimension Scores

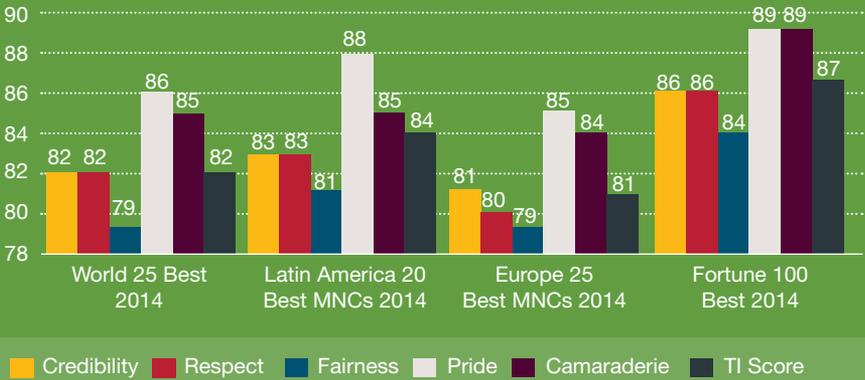


■ Credibility 
 ■ Respect 
 ■ Fairness 
 ■ Pride 
 ■ Camaraderie 
 ■ Trust Index©

## World's Best Multinational Workplaces versus Regional Best Workplaces

The World's Best Multinational Workplaces performed slightly better than Europe's regional listmakers, but had slightly lower scores than companies in Latin America and Fortune's 100 Best Companies.

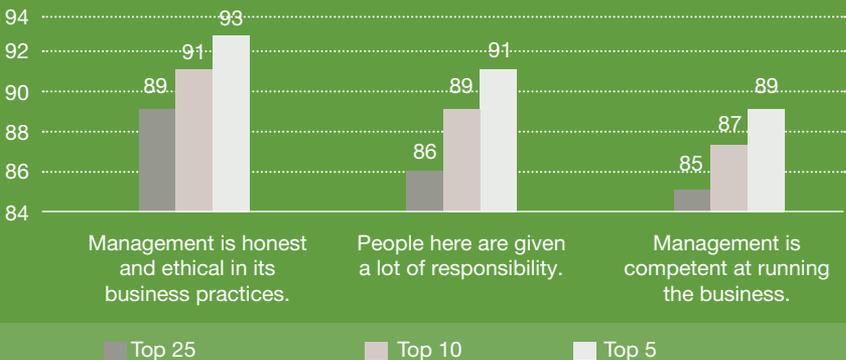
### Best Workplaces by Region



## Best Management Trust Index<sup>®</sup> Scores at the World's Best Multinational Workplaces

The employees at the World's Best gave their managers the highest scores for being honest and ethical, giving employees a lot of responsibility, and being competent at running their companies.

### Best Management Trust Index<sup>®</sup> Scores at the 2014 World's Best



## Biggest Changes in Trust Index<sup>©</sup> Scores 2011-2014

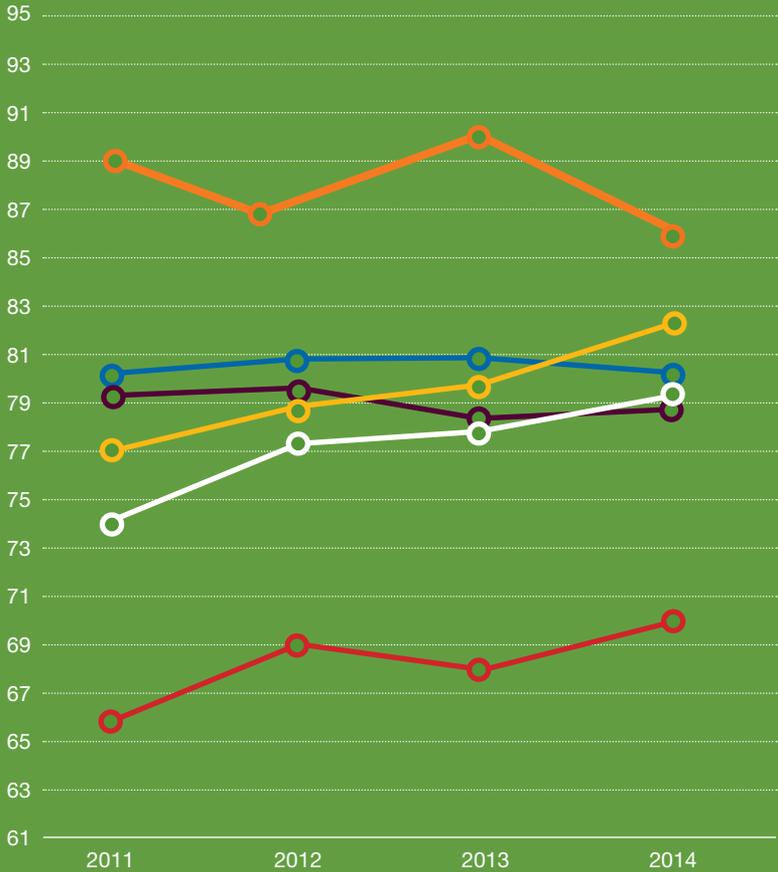
The main improvements that the best multinationals in the world have made are in terms of:

- Encouraging work-life balance
- Management keeping employees informed
- Promotions based on merit

The areas in which these companies have decreased the most are:

- Fair treatment in regards to sexual orientation
- Offering unique benefits
- Trustworthy management in regards to layoffs

Biggest Changes in World's Best Trust Index® Statement Scores since 2011



- People are encouraged to balance their work life and their personal life.
- Management keeps me informed about important issues and changes.
- Promotions go to those who best deserve them.
- People here are treated fairly regardless of their sexual orientation.
- We have special and unique benefits here.
- I believe management would lay people off only as a last resort.

# Methodology

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The following is a description of the Great Place to Work® methodology used for the country- by-country analysis of trust level trends, the examination of trust levels in the World's Best Multinational Workplaces over time, and determining the annual World's Best Multinational Workplaces list.

## Country-by-Country Analysis

Our study of trust levels in the best workplaces across the globe from 2009/10 to 2013/14 centers on Trust Index® scores. Trust Index® scores reflect the average response of employees to 58 statements that capture the trust, camaraderie and pride within a company. The scores for all the statements are averaged for an overall company Trust Index® score. We took the average of overall Trust Index scores for all companies on national best workplaces lists to create a Trust Index® benchmark for each country for each year in the study.

By national lists, we refer to the central annual lists of best workplaces published by Great Place to Work affiliates worldwide. We did not include local or industry-specific lists. Each year in the study spans two calendar years. This is because Best Workplace lists in different countries are published at different times of the year, and we wanted to use the most recent data.

## World's Best Multinational Workplaces Analysis of Trust Levels

This analysis is based on Trust Index® scores of companies on the World's Best Multinational Workplaces lists. For each year from 2011 to 2014, we found the average of overall Trust Index® scores for the companies on the World's Best Multinational Workplaces list to create an annual benchmark.

## How Great Place to Work<sup>®</sup> Chose the 2014 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<sup>®</sup> selected the world's best from more than 6,200 companies that participated in Best Workplaces competitions during late 2013 to mid-2014 in the roughly 50 countries in which we operate. Together, these companies employ more than 11.5 million employees, making the annual Great Place to Work<sup>®</sup> 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<sup>®</sup> Employee Survey and the Culture Audit<sup>®</sup> Management Questionnaire. 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<sup>®</sup>.

More than 2,800 multinational corporations participated globally in our surveys. Of these, 429 appeared on one of our national Best Workplaces Lists, conducted in countries ranging from Argentina to Finland to Australia. From that pool of companies, the 25 World's Best Multinational Workplaces have been selected.

### Selection Criteria

- 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 based on the number of countries where a company surveys employees with the Great Place to Work<sup>®</sup> Trust Index<sup>®</sup>
- Extra points given based on the percentage of a company's workforce represented by all Great Place to Work<sup>®</sup> surveys globally





