

Company as Community





Great Place to Work[®] announces
5th annual list of the World's Best
Multinational Workplaces.

Camaraderie drives workplace greatness at the
World's Best.

Employees at the 25 top global companies also
value competent management and workplace
basics like safe job conditions.

Table of contents

| | | | |
|--------------|--|---|-----------------|
| 06 | 10 | 12 | 22 |
| Introduction | About Great Place to Work® | Background and Findings | Recommendations |
| 24 | 26 | 28 | 40 |
| Conclusion | The List of the World's Best Multinational Workplaces 2015 | Fast Facts about the World's Best Multinational Workplaces 2015 | Methodology |

Introduction

When technology giant Cisco promoted Chuck Robbins to the CEO post earlier this year, the move wasn't a quiet celebration confined to the C-suite.

No. The company of 70,000-some employees across the globe came together and partied.

The data-networking specialist held what it called "Cisco Rocks!" events around the world. These began with a July 27 concert for 30,000 employees and their guests at Levi's Stadium,

the state-of-the-art home to the San Francisco 49ers football team. The event honored former CEO and current chairman John Chambers, and included performances from pop stars Christina Aguilera and Keith Urban. Then, over the next four days, Cisco threw 46 more parties in locations ranging from Boxborough, Massachusetts, to Bangalore, to Beijing--each featuring music, food and drink, games and live entertainment. Fifty thousand people celebrated together at their local sites.



Here's what one employee said after the Cisco Rocks! San Jose event: "Seeing Christina perform was obviously great, but just hanging out with colleagues in a venue like this has been amazing!"

The collective fun helps explain why Cisco earned a spot on our 5th annual list of the World's Best Multinational Workplaces. And the exuberant, inclusive spirit of the Cisco Rocks! events gets at what employees at these 25 organizations in general find crucial to their workplace cultures. Employees cherish the ways their companies act as communities. Our research into more than a half a million employee responses to our Trust Index® Survey across 47 countries finds that camaraderie is central to what makes the World's Best so great.

Employee perceptions that their workplace is fun is one of the strongest drivers of a belief that a culture is great overall. Other top-15 drivers of workplace greatness include a “team” or “family” feeling, co-workers’ willingness to cooperate, and the sense that “I am treated as a full member here regardless of my position.”

Employees at the 25 Best also value competent management, including leaders’ effectiveness at coordinating staff. And employees care deeply about what might be considered workplace basics: proper resources and equipment for the job, a physically safe environment, and the ability to take time off when necessary. These issues also were among the top 15 of the 57

drivers that we examined.

Companies the world over would do well to focus on these drivers of workplace greatness, as well as on the trusting relationships that are the foundation of a strong culture. That’s not just for the benefit of employees, but for the business benefits that come from a high-trust workplace. A growing mound of evidence from Great Place to Work® and other experts shows that a great culture pays off, in areas ranging from higher revenues to lower turnover to better stock market performance to superb customer service.

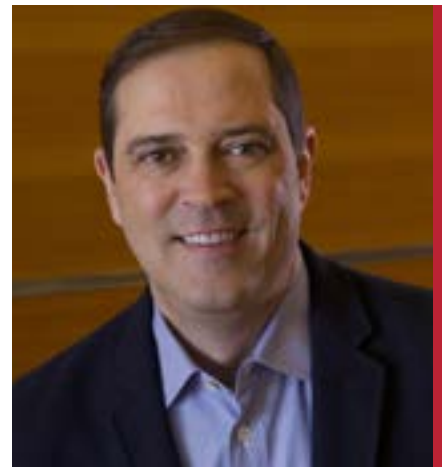
The 2015 World’s Best Workplaces are the latest sign that trust is a competitive advantage. Company after company

on the list of 25 is at or near the top of their industries, from #1-ranked Google to professional services giant EY to hospitality companies Marriott, Hyatt and Accor, to retailer H&M.

Cisco, for example, reported net earnings for the year ended July 25, 2015 of \$9 billion, up 14.4% from the previous year. Its revenue also rose, by 4.3%, to \$49.2 billion.

The Cisco “community” isn’t an insular one. In conjunction with the Cisco Rocks! event, the company announced it was donating a total of \$250,000 to Second Harvest Food Bank and NetHope, a group that helps global aid organizations working in developing countries and disaster zones. The gifts

Cisco CEO Chuck Robbins



are in keeping with Cisco’s “People Deal” pledge to employees to “benefit everyone”—including the broader community.

“The work we do every day to connect everything, innovate everywhere, and

benefit everyone has defined our last 30 years and will ensure our success in the future,” new CEO Chuck Robbins says. “I want us to be known as a company that builds amazing teams, transforms how work is done, and changes the world.”

Collectively, the 2015 World’s Best already are changing the world. They are the vanguard of a more hopeful economic era defined by great workplaces for all.

They are indeed cause for celebration.

Google employee in India

We celebrate every festival and the facilities team makes sure to decorate the office in such a way that one never misses home. There’s always a fun element to everything we do.

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[®] Trust Model[©] is recognized as the standard for assessing great workplaces. In roughly 50 countries around the world, we are proud to:

Global offices

Europe

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
United States of America

Africa

Nigeria

Middle East

Saudi Arabia
United Arab Emirates

Asia-Pacific

Australia
China
India
Japan
Korea
Singapore
Sri Lanka

Recognize

Best Workplaces for their achievements through our international and national Best Workplaces lists. Worldwide we publish lists in 51 countries.

Help

Companies create and sustain great workplace cultures through our advisory services. Our data collection tools (e.g. the Trust Index[©] Employee Survey, focus groups, 360-degree professional development tool); educational workshops and training programs; action planning system; and strategic advisory and executive coaching services, support the transformation process within any organization. Great Place to Work's unique access to best workplace data allows us to offer unparalleled benchmarking opportunities, best practice information, and transformation insight 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

This is the fifth year that Great Place to Work has produced a list of the World's Best Multinational Workplaces. We select these organizations based on results of the Trust Index© Employee Survey as well as our Culture Audit© assessment of people-management practices. This proprietary methodology allows us to select the multinational businesses that best create great workplaces—defined as an organization where employees trust their leaders, take pride in their jobs and enjoy their co-workers.

This year's list not only is made up of great workplaces, but reflects the Great Place to Work belief that organizations in any geography and industry can be great. List winners are from industries ranging from cosmetics and candy to computer software, financial services and hospitality. The 25 Best also represent great workplaces in countries spanning North America, South America, Europe, the Middle East, the Far East and Australia.

We have found that trust, pride and camaraderie are universal foundations to a great workplace. At the same time, we have noticed that particular components of those foundations take on greater importance in different regions and at different historical moments. To help today's global companies understand how best to build or improve a great workplace, we decided to research the strongest drivers of overall workplace greatness at the World's Best Multinationals. That is, we examined which of our Trust Index© survey statements (there are 58 in total) best predicted employees' response to the overall statement, "Taking everything into account, I would say this is a great place to work."

Mars employee in Poland

We are not treated just as a number in the organization. It is not only about "headcounts," it is also about "heartcounts."

Using statistical techniques, we arrived at the top 15 drivers of workplace greatness at the world's best (see Figure 1)ⁱ. The findings reflect the views of 507,392 employees spanning 47 countries.

Four of these 15 drivers fall into the Camaraderie dimension of the Great

Figure 1. Top 15 Drivers of Workplace Greatness

TRUST INDEX© STATEMENT

- I want to work here for a long time.
- This is a fun place to work.
- I am given the resources and equipment to do my job.
- People look forward to coming to work here.
- I am treated as a full member here regardless of my position.
- Management does a good job of assigning and coordinating people.
- You can count on people to cooperate.
- This is a physically safe place to work.
- Management shows appreciation for good work and extra effort.
- Management trusts people to do a good job without watching over their shoulders.
- When you join the company, you are made to feel welcome.
- People here are treated fairly regardless of their age.
- There is a "family" or "team" feeling here.
- I am able to take time off from work when I think it's necessary.
- Management has a clear view of where the organization is going and how to get there.

Place to Work® Trust Model©. They are: “This is a fun place to work,” “You can count on people to cooperate,” “When you join the company, you are made to feel welcome,” and “There is a ‘family’ or ‘team’ feeling here.” Two other top drivers also convey the concept of an inclusive community: “I am treated as a full member here regardless of my position” and “People here are treated fairly regardless of their age.”

A word about a “fun” workplace. While we called out Cisco’s series of global celebrations as an example of a playful company culture, it would be simplistic to think that holding lots of parties makes a workplace fun. When people experience their culture as fun, “fun” activities typically are the tip of an iceberg made up of positive relationships and healthy workplace practices.

A fun culture is fun because people have the time and space to take a break at work; senior leaders participate in the activities and model the way; people are generally positive about the future of the organization and not worried about losing their jobs or waiting for the “other shoe to drop.” There may be friendly sports competitions among internal groups or team lunches at local restaurants. Employees also may have chances to contribute new ideas or participate in innovation contests. In sum, the culture of the workplace values people and relationships.

If you throw a party and these other factors are not in place, no one will come or they will come and have a miserable time. Many employees are familiar with these well-intentioned but ultimately awkward and unhelpful celebrations.

But if you have a strong culture where people enjoy each other, care about each other, trust each other, are supported and have the time and space to have fun, and most importantly see the leaders of the company at the party, then people will come to the party and have a blast.

Consider Cisco. Cisco has cut jobs in recent years. But the Cisco Rocks! events of the past year came in the context of a company that has adopted flexible work arrangements, that is offering mindfulness programs at work to boost employee wellbeing and that is increasing skills training for staffers. At the same time, Cisco has continued to stay on the cutting edge—with Boston Consulting Group recently naming the company the 14th most innovative company in the world. And 86% of

Hilti employee in Sweden

Truly a unique company that has proven again and again how to deliver great results by focusing on employees and workplace culture. You really want to work in this company. I trust Hilti to never stop and rest when we can reach new goals. Inspiring and motivating to be a part of.

employees in the 12 countries in which we recognized Cisco as a Great Workplace say that “people care about each other here.”

“They say good people are valued,” one Cisco employee in the United Kingdom told us. “I feel like a treasure at Cisco!”

In this kind of highly personal, high-performance climate, the kind of company-wide, global celebration seen in the Cisco Rocks! event becomes the cherry on top of a sundae of workplace fun. It reinforces and caps off an enjoyable culture made up of many positive elements.

The importance of a workplace where people feel at home and take pleasure in working together dovetails with the way the world’s best have seen increasing levels of camaraderie over the past five years. Of the five dimensions that we study (with Trust broken into the components of Credibility, Respect and Fairness), Camaraderie saw the second-largest increase last year. And the Camaraderie benchmark score for the world’s best has increased 1.9 percentage points since 2011, making it the dimension with the third largest gain (See Figure 2).

Figure 2. Change in Trust Index® Dimension Benchmarks

| Dimension | 2015 | 2014 | 2013 | 2012 | 2011 | Difference: 2015 - 2014 | Difference: 2015 - 2011 |
|-------------|-------|-------|-------|-------|-------|----------------------------|----------------------------|
| Credibility | 81.99 | 81.90 | 81.93 | 81.87 | 80.71 | 0.09 | 1.27 |
| Respect | 81.95 | 81.63 | 81.21 | 81.66 | 79.97 | 0.32 | 1.98 |
| Fairness | 80.13 | 79.45 | 79.68 | 79.42 | 78.13 | 0.68 | 2.01 |
| Pride | 86.32 | 85.80 | 85.70 | 85.92 | 85.22 | 0.52 | 1.10 |
| Camaraderie | 85.23 | 84.68 | 84.52 | 84.46 | 83.36 | 0.55 | 1.87 |

Broader Trends Related to Community

The notion that a sense of community drives workplace greatness at the World's Best makes sense in light of a

number of social and economic trends affecting the global landscape. One of these is the millennial generation's highly social character. Consider this finding from a 2013 global study of the younger generation by consulting

firm PwC, the University of Southern California and the London Business School: "Millennials place a high priority on workplace culture and desire a work environment that emphasizes teamwork and a sense of community."ⁱⁱ

The kind of community linked to a great workplace at the World's Best is a fundamentally fair one—one that's inclusive to people of all ages. This feature fits the way the millennial generation can feel unfairly maligned as well as the way older employees can fear they will be discriminated against even as they want or need to remain in the workforce.

The way increasing amounts of work are done collaboratively also helps explain the importance of camaraderie

and community among the World's Best. When people know and enjoy their colleagues, joint projects tend to be done with greater ease and satisfaction.

Workplace bonds may be important at the World's Best in part because of the atomization of society in many parts of the globe. In other words, a sense of community at work may be of growing value to people as traditional family and community ties fray.

Economic ties at many companies also are disintegrating. Organizations throughout the globe have been dismantling traditional employer-employee relationships in favor of impermanent, contractor arrangements. The shift to what is sometimes called

the "gig economy" is driven largely by a desire to cut costs and increase agility.

But there are questions about whether it is wise for companies to distance themselves from their labor force, including their extended, contingent workforce.ⁱⁱⁱ And research indicates that social cohesiveness among co-workers boosts employee happiness and effectiveness. Adam Grant, management professor at the University of Pennsylvania and author of *Give and Take: Why Helping Others Drives Our Success*, noted in a recent New York Times article that scholarship shows that groups of friends outperform groups of acquaintances in both decision making and effort tasks.^{iv}

Accor employee in Peru

The moment you arrive you feel at home. The day of your birthday they make you feel very special. When leaders say, "Congratulations on doing a good job" you feel that every effort and sacrifice is worth it because they are valued.

“When friends work together, they’re more trusting and committed to one another’s success,” Grant wrote. “That means they share more information and spend more time helping — and as long as they don’t hold back on constructive criticism out of politeness, they make better choices and get more done.”^v

Company communities that are friendly, fair and fun not only fuel employee perceptions that their workplace is great, but foster better business results.

Management Competency Key to a Great Culture

Besides camaraderie, management competence also is central to overall workplace greatness at the World’s Best. “Management does a good job of assigning and coordinating people” and “Management has a clear view of where the organization is going and how to get there” both were among the top drivers of a great culture. These areas, of effective staff coordination and smart strategic planning, can be seen as having a two-fold impact on employees.

On the one hand, both management activities affect employees’ day-to-

day experience. Poor decisions about how to assign co-workers can result in unproductive, frustrating team situations. And confusion about the direction of the organization typically diminishes employees’ clarity over their own roles and satisfaction that they are contributing to a shared goal. Conversely, sound allocation of talent and coordination of teams sets employees up for fruitful, collaborative, engaging work. And clear-eyed strategies and plans for accomplishing goals make it easier for employees to know what to do and to feel part of something bigger.

At the same time, effective management in these areas plays a big role in the overall performance

of an organization—and therefore in employees’ sense that they are working for a productive, promising enterprise. Especially as the value of knowledge and innovation increases, coordinating and tapping talent optimally becomes vital to success. And in today’s global, hyper-competitive markets, clarity around goals and strategies is necessary.

A third key driver of workplace greatness at the world’s best falls into the category of competent management: “Management trusts people to do a good job without watching over their shoulders.” As with the statements related to staff coordination and strategic vision, we classify this statement in the “Credibility”

Microsoft employee in the UK

Although Microsoft is a very large organization, it feels like working for a startup as you have lots of control over your work, you’re empowered to make decisions and you’re not afraid to tell senior leaders what you think.

dimension of our Great Place to Work® Trust Model©. This is because company leaders foster a sense of credibility when they acknowledge the importance of letting employees do their jobs with a measure of autonomy. Giving employees freedom to handle their work without being micromanaged is of a piece with recent research on the importance of autonomy to motivation.^{vi} In this sense, autonomy on the job, as with the two other management competency drivers, shapes employees’ daily work experience as well as the successful execution of the organization as a whole.

Workplace Basics Provide Foundations for a Great Culture

In addition to management competence and camaraderie, what might be called “workplace basics” also drive workplace greatness at the World’s Best. The top-15 drivers included these factors: “I am given the resources and equipment to do my job,” “This is a physically safe place to work,” and “I am able to take time off from work when I think it’s necessary.” These three elements are foundational to a decent work experience. Without the resources or proper equipment, a job is frustrating or impossible to do. No person should have to work in a setting where they face a high risk of injury

or death. And the ability to take leave of a job in emergencies and less-extreme circumstances borders on a fundamental right at work.^{vii}

The fact that these workplace basics are highly valued by employees at the World’s Best can be explained partly by the fact that many of these workers are in manual or manufacturing positions. Hotel maids and people producing everything from chocolate bars to power tools to diabetes drugs appreciate a work environment where they can expect to remain safe. In addition, the focus on job resources makes sense in light of the fact that much of the business world has been pushing workers to do more with less, especially since the global recession of the last decade.^{viii} Finally, employees’

concern with the freedom to take time off corresponds with heightened interest in personal wellbeing. People in many parts of the globe are realizing the debilitating effects of workplace stress.^{ix} And they are expecting to be able take a break when necessary.

Great Workplaces Get Great Results

Global companies should consider fostering more community in their organizations, as well as paying close attention to management competency and workplace basics. That’s because these key drivers of workplace greatness also amount to a recipe for better business results. Around the world, great cultures have proven to be a competitive

advantage. In recent years especially, research from Great Place to Work and outside experts has documented the way high-trust workplaces outperform rivals in areas including employee retention, sales and stock returns.^x

For example, from 1997 to 2014, publicly traded companies on the 100 Best Companies to Work For in America list that we produce for *Fortune* Magazine outperformed the S&P 500 by a factor of nearly two to one.

The 2015 World’s Best Workplaces also illustrate the success of companies that cultivate high-trust workplaces. Consider #1-ranked Google. The tech giant has topped our global list for three straight years, and ranked as the No. 1 desirable employer for engineering and business

students globally in a recent study by consulting firm Universum. It enjoys the fourth-highest market capitalization in the world.^{xi} And the nearly 20-year-old company continues to enjoy soaring sales. Google reported 2014 revenue of \$66 billion, up 19 % year-over-year.

Google is famous for great perks. But underneath those is a culture defined in large part by caring relationships. Google leaders consciously cultivate a community-like workplace—and they believe such a culture brings out the best in employees. “It’s important that the company be a family, that people feel that they’re part of the company, and that the company is like a family to them,” Larry Page says. “When you treat people that way, you get better productivity.”^{xii}

Like Cisco, Google defines its community broadly. In keeping with the company’s “Don’t be evil” motto, they take philanthropy seriously.^{xiii} As do many of the World’s Best. And a commitment to serve society is part of what makes employees feel so good about their company. Here’s what one Peruvian employee of Telefónica said they appreciated about the company: “Its great commitment to serve those in need in our country is reflected in its voluntary work dedicated to support the education of underprivileged children and the annual plans to bring communications technology each year to the most remote rural settlements of our country.”

Recommendations

Based on our research into the drivers of workplace greatness at the World's Best Multinationals, here are several actions to take...and avoid.

Do:

Cultivate Community. Our research suggests global organizations should seek to foster a fun, inclusive, welcoming, collaborative and family-like workplace. The message is that employees thrive when their team is friendly, fair and fun.

Do Not:

Lose sight of the group by focusing too much on the individual. Organizations that only pay attention to individual benefits or rewards—especially those that pit employees against each other—actually may fail to bring out the best in individuals.

Do:

Set Clear Strategies and Organize Teams Smartly. Employees want to see that leaders have a vision and plans to achieve it. They also care about effective use of talent.

Do Not:

Micromanage. Providing a measure of autonomy is vital to motivating employees.

Do:

Get the Basics Right. Make safe work conditions and proper equipment a priority.

Do Not:

Chain Employees to Work. People want to work hard, but they need to be able to take breaks without fearing for their jobs.

Conclusion

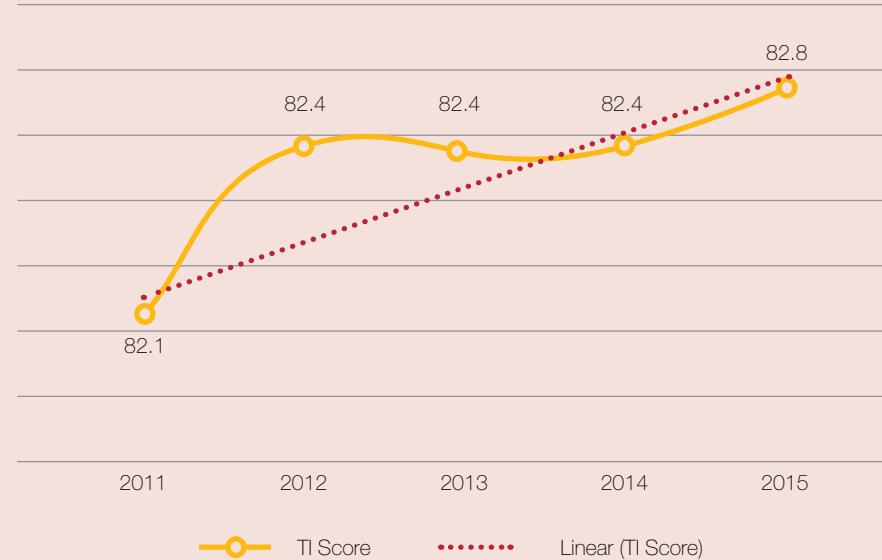
The charity work of the World's Best Multinationals is just part of the good news about great cultures. We also see the best workplaces—the World's Best Multinationals as well as Best Workplaces in countries throughout the globe—leading the way into a more hopeful economic age. We call it the Great Workplace Era, 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.^{xiv}

The World's Best Multinationals have gotten better over time, as measured by their benchmark score on our Trust Index© Employee Survey (See Figure 3). Also, in a solid majority of the countries in which we measure workplace cultures, the best workplaces have seen higher levels of trust, pride and camaraderie since 2010. Of the 33 countries for which we have data for the past six years, 24 have experienced a rise in best workplace Trust Index scores, while just 9 have seen a decline.^{xv}

A variety of forces are propelling the best workplaces around the world to improve—forces such as the rise of balance-minded, meaning-seeking millennials, increased transparency into organizations, and mounting evidence that high-trust cultures lead to better business results. And these same forces are pushing all companies to raise levels of trust, pride and camaraderie.

In other words, the increasingly connected global village that is emerging is prompting workplaces everywhere to develop better cultures for their employees. In turn, great workplace cultures are making the global village a better place.

Figure 3. World's Best Multinational Workplaces Trust Index® Score Benchmark



Cisco is a particularly good example of those positive effects. The company is producing data networking technologies that link people, businesses and societies; its philanthropy efforts are aiding some of the world's most vulnerable people; and its spirited, community-like workplace is energizing employees.

Consider the reaction of another Cisco employee to its Cisco Rocks! event in San Jose: "Beyond EPIC @cisco day today. #NewCEO & new day for an amazing place to work! Thanks for the fun!"

Thank you, Cisco and all the World's Best Multinational Workplaces. May the fun continue.

The List of The World's Best Multinational Workplaces 2015

| Ranking | Company | Countries* | Industry |
|---------|---------------|--|---|
| 1 | Google | Argentina, Brazil, Canada, India, Japan, Switzerland, US | Information Technology |
| 2 | SAS Institute | Australia, Belgium, Germany, Italy, Mexico, Portugal, Spain, The Netherlands, USA | Information Technology |
| 3 | W.L.Gore | China, France, Germany, Italy, Spain, UK, USA | Manufacturing & Production // Textiles and textile products |
| 4 | NetApp | Australia, Canada, China, France, Germany, India, Japan, Switzerland, The Netherlands, UK, USA | Information Technology // Storage/ Data Management |
| 5 | Telefónica | Argentina, Central America (1 Operation), Chile, Colombia, Ecuador, Mexico, Peru, Venezuela | Telecommunications |

| Ranking | Company | Countries* | Industry |
|---------|------------------|--|---|
| 6 | EMC | Australia, Austria, Brazil, China, Denmark, France, Germany, India, Ireland, Italy, Korea, KSA, Mexico, Poland, Spain, Switzerland, The Netherlands, Turkey, UAE, UK | Information Technology // Storage/ Data Management |
| 7 | Microsoft | Argentina, Canada, Chile, Colombia, Denmark, Germany, Greece, India, Italy, Japan, Mexico, Norway, Peru, Poland, Portugal, Spain, Turkey, UK | Information Technology // Software |
| 8 | BBVA | Argentina, Chile, Mexico, Paraguay, Peru, Venezuela | Financial Services & Insurance // Banking/Credit Services |
| 9 | Monsanto | Argentina, Belgium, Brazil, Canada, China, Costa Rica, France, Guatemala, India, Italy, Mexico, Spain | Manufacturing & Production // Chemicals |
| 10 | American Express | Argentina, India, Japan, Mexico, USA | Financial Services & Insurance // Banking/Credit Services |
| 11 | Marriott | Brazil, India, Mexico, Peru, UAE, USA | Hospitality |

| Ranking | Company | Countries* | Industry |
|---------|------------|---|---|
| 12 | Belcorp | Bolivia, Colombia, Costa Rica, Ecuador, El Salvador, Guatemala, Mexico, Peru | Retail |
| 13 | Scotiabank | Canada, Chile, Costa Rica, Dominican Republic, El Salvador, Mexico, Panamá, Peru, Puerto Rico | Financial Services & Insurance // Banking/Credit Services |
| 14 | Autodesk | Australia, Canada, China, Germany, UK, USA | Information Technology |
| 15 | Cisco | Brazil, Chile, Costa Rica, Italy, KSA, Mexico, Norway, Poland, Portugal, Spain, UK, USA | Information Technology |
| 16 | Atento | Argentina, Brazil, Colombia, El Salvador, Guatemala, Mexico, Peru, Puerto Rico, Uruguay | Professional Services // Business Process Outsourcing |
| 17 | Diageo | Brazil, Canada, Central America & Caribbean, Chile, Ireland, Mexico | Manufacturing & Production // Beverages |
| 18 | Accor | Argentina, Brazil, Chile, India, Mexico, Peru, UK | Hospitality |
| 19 | Hyatt | China, Germany, India, UAE, UK, USA | Hospitality |

| Ranking | Company | Countries* | Industry |
|---------|--------------|--|------------------------------------|
| 20 | Mars | Australia, Austria, Belgium, Brazil, Central America & Caribbean, Chile, China, Denmark, France, Greece, Ireland, Italy, Japan, Korea, Poland, Portugal, Spain, Sweden, Switzerland, USA | Manufacturing & Production |
| 21 | Cadence | Canada, India, Korea, UK, USA | Information Technology // Software |
| 22 | Hilti | Canada, Denmark, Germany, Mexico, Poland, Sweden, Switzerland, Turkey, USA | Manufacturing & Production |
| 23 | EY | Canada, Costa Rica, Dominican Republic, Guatemala, Mexico, Panama, USA | Professional Services |
| 24 | H&M | Austria, Canada, China, Denmark, Finland, The Netherlands, Turkey | Retail/Clothing |
| 25 | Novo Nordisk | Finland, Greece, Mexico, The Netherlands, USA | Pharmaceuticals |

* These are only the countries where companies appeared on Best Workplaces Lists with 50+ employees.

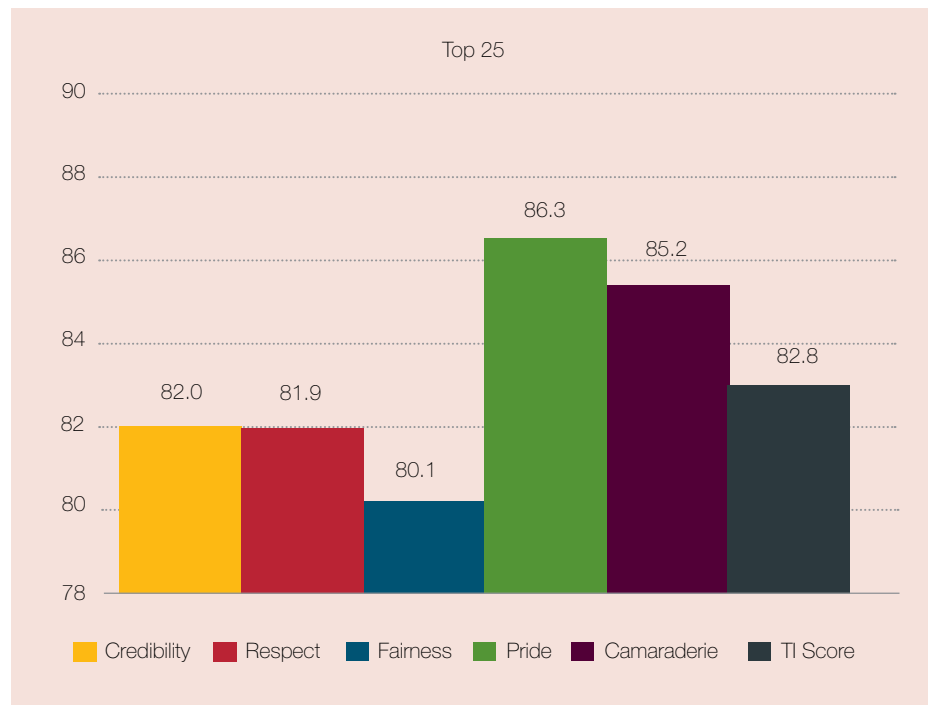
Fast Facts About The World's Best Multinational Workplaces 2015

| Global List Data Points | 2015 |
|---|------------|
| # of companies participating in national Best Workplace Lists published between Sep. 2014 and Aug. 2015 | 6,641 |
| # of companies listed globally (Sep. 2014 – Aug. 2015) | 2,197 |
| # of employees represented by participating companies | 12,008,352 |
| # of employee survey respondents globally | 3,917,006 |
| # of MNC subsidiaries participating globally | 2,089 |
| # of multinational corporations participating globally | 685 |
| # of MNC subsidiaries listed globally | 1,097 |
| # of multinational corporations listed globally | 455 |
| # of MNC subsidiaries eligible for Global List | 422 |
| # of multinational corporations eligible for Global List | 46 |
| # of MNC subsidiaries represented on Global List | 236 |
| # of countries represented in the Global List | 47 |

Great Place to Work® Model© - Dimension and Statement Scores

Dimension Scores

This year, Pride was the distinguishing strength among the top 25 companies. The lowest-scoring dimension was Fairness.



Within the Pride dimension, the top-scoring Trust Index© statements were:

- I feel proud to tell others I work here: 91%
- When I look at what we accomplish, I feel a sense of pride: 89%
- I feel good about the ways we contribute to the community: 88%

The **Great Place to Work Trust Index© statement score this year is 87.3%**, very close to 2014's 87.01%, but up 2.1 percentage points since 2011.

In spite of Fairness being the lowest-scoring dimension overall, it saw the most improvement over every other dimension since both 2014 and 2011. None of the statements have

| Statement | 2015 | 2014 | 2013 | 2012 | 2011 | | |
|--|-------|-------|-------|-------|-------|-------------------------|-------------------------|
| Taking everything into account, I would say this is a great place to work. | 87.3 | 87.0 | 87.4 | 87.2 | 85.2 | | |
| Looking at the biggest changes in Dimension scores throughout the years: | | | | | | | |
| Dimension | 2015 | 2014 | 2013 | 2012 | 2011 | Difference: 2015 - 2014 | Difference: 2015 - 2011 |
| Credibility | 81.99 | 81.90 | 81.93 | 81.87 | 80.71 | 0.09 | 1.27 |
| Respect | 81.95 | 81.63 | 81.21 | 81.66 | 79.97 | 0.32 | 1.98 |
| Fairness | 80.13 | 79.45 | 79.68 | 79.42 | 78.13 | 0.68 | 2.01 |
| Pride | 86.32 | 85.80 | 85.70 | 85.92 | 85.22 | 0.52 | 1.10 |
| Camaraderie | 85.23 | 84.68 | 84.52 | 84.46 | 83.36 | 0.55 | 1.87 |

decreased in score when compared to 2014 and 2011 – the dimension with the least improvement this year is Credibility, which went up by 0.1 percentage

points, and the least improved dimension since 2011 is Pride, which has gone up by 1.1 percentage points.

Trust Index© Statement Scores

The top 10 performing Trust Index© statement scores this year were:

| | |
|---|----|
| This is a physically safe place to work. | 94 |
| People here are treated fairly regardless of their race. | 93 |
| People here are treated fairly regardless of their sex. | 93 |
| When you join the company, you are made to feel welcome. | 91 |
| I'm proud to tell others I work here. | 91 |
| This is a friendly place to work. | 90 |
| When I look at what we accomplish, I feel a sense of pride. | 89 |
| People here are treated fairly regardless of their age. | 89 |
| Management is honest and ethical in its business practices. | 89 |
| I feel good about the ways we contribute to the community. | 88 |

The ten lowest-scoring statements were:

| | |
|---|----|
| People are encouraged to balance their work life and their personal life. | 79 |
| Everyone has an opportunity to get special recognition. | 78 |
| Management does a good job of assigning and coordinating people. | 77 |
| I believe management would lay people off only as a last resort. | 77 |
| People avoid politicking and backstabbing as ways to get things done. | 74 |
| People here are paid fairly for the work they do. | 73 |
| Management involves people in decisions that affect their jobs or work environment. | 73 |
| Managers avoid playing favorites. | 70 |
| Promotions go to those who best deserve them. | 70 |
| I feel I receive a fair share of the profits made by this organization. | 68 |

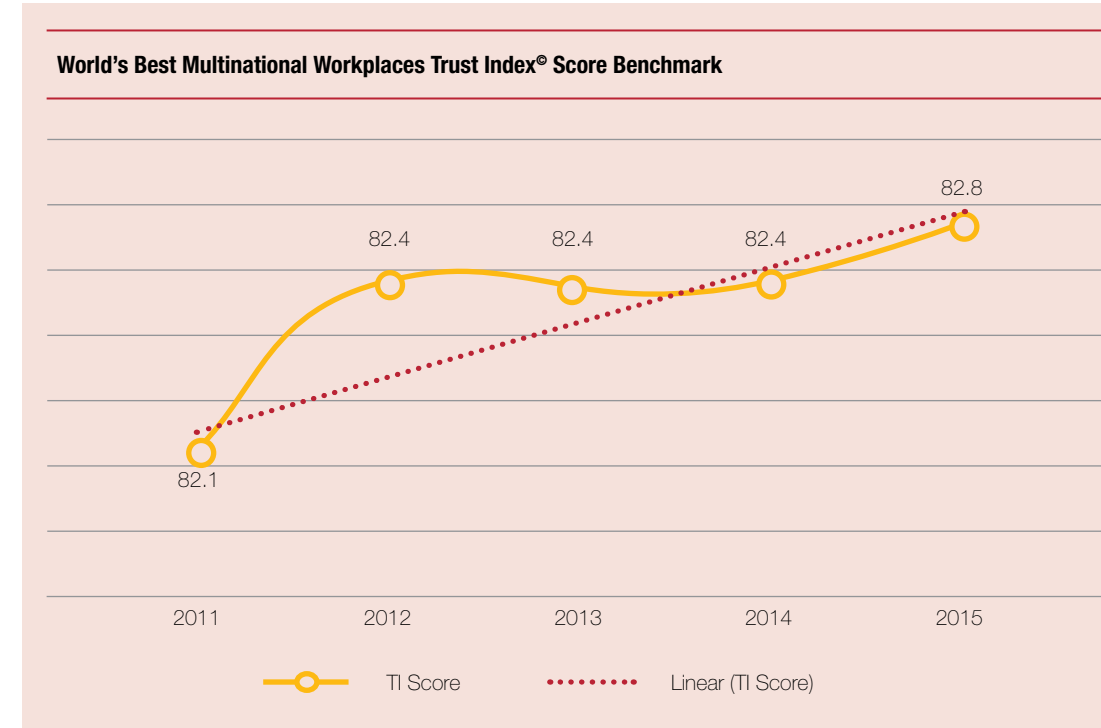
Most and Least Improved Trust Index[®] Statements

Since 2011, people have experienced a great deal of improvement in work-life balance and recognition. The biggest drop in scores has been on our question related to layoffs – dropping nearly 4 points.

| Most Improved Trust Index[®] Statements- 2015 - 2011 | 2015 | 2011 | Difference |
|---|-------|-------|------------|
| People are encouraged to balance their work life and their personal life. | 78.72 | 74.31 | 4.41 |
| Everyone has an opportunity to get special recognition. | 78.24 | 74.57 | 3.68 |
| Promotions go to those who best deserve them. | 69.74 | 66.16 | 3.58 |

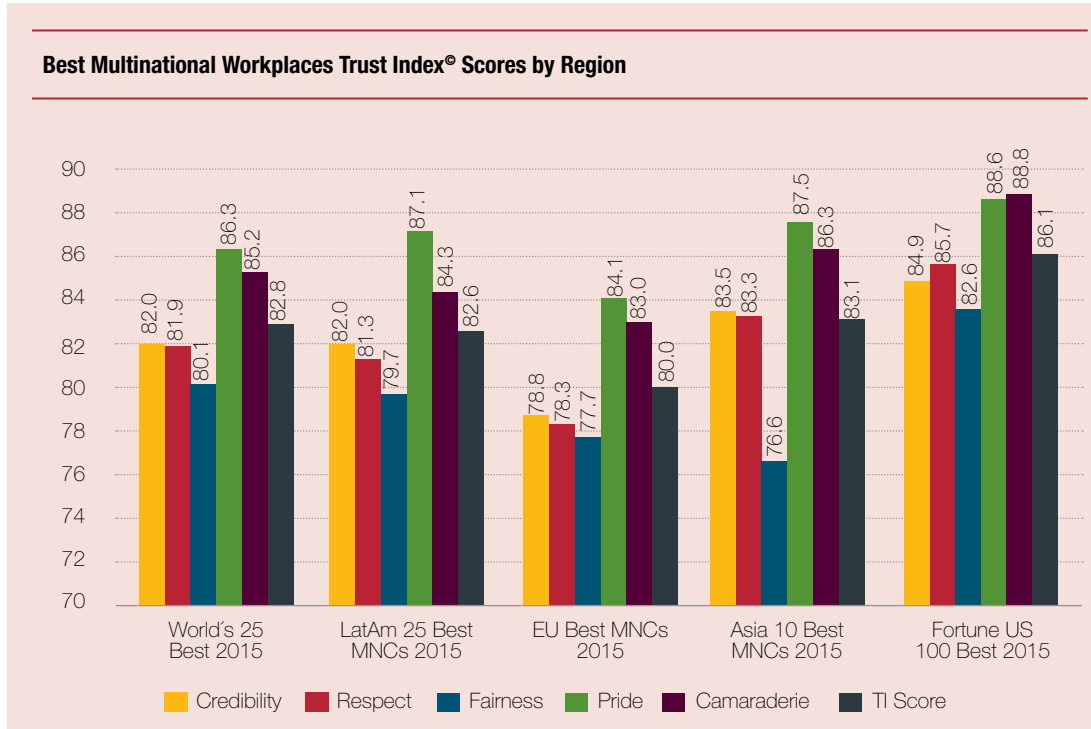
| Least Improved Trust Index[®] Statements - 2015 - 2011 | 2015 | 2011 | Difference |
|--|-------|-------|------------|
| I believe management would lay people off only as a last resort. | 76.64 | 80.54 | -3.90 |
| People here are treated fairly regardless of their sexual orientation. | 87.76 | 89.07 | -1.32 |
| We have special and unique benefits here. | 79.91 | 79.91 | 0.00 |

Trust Index[®] Score

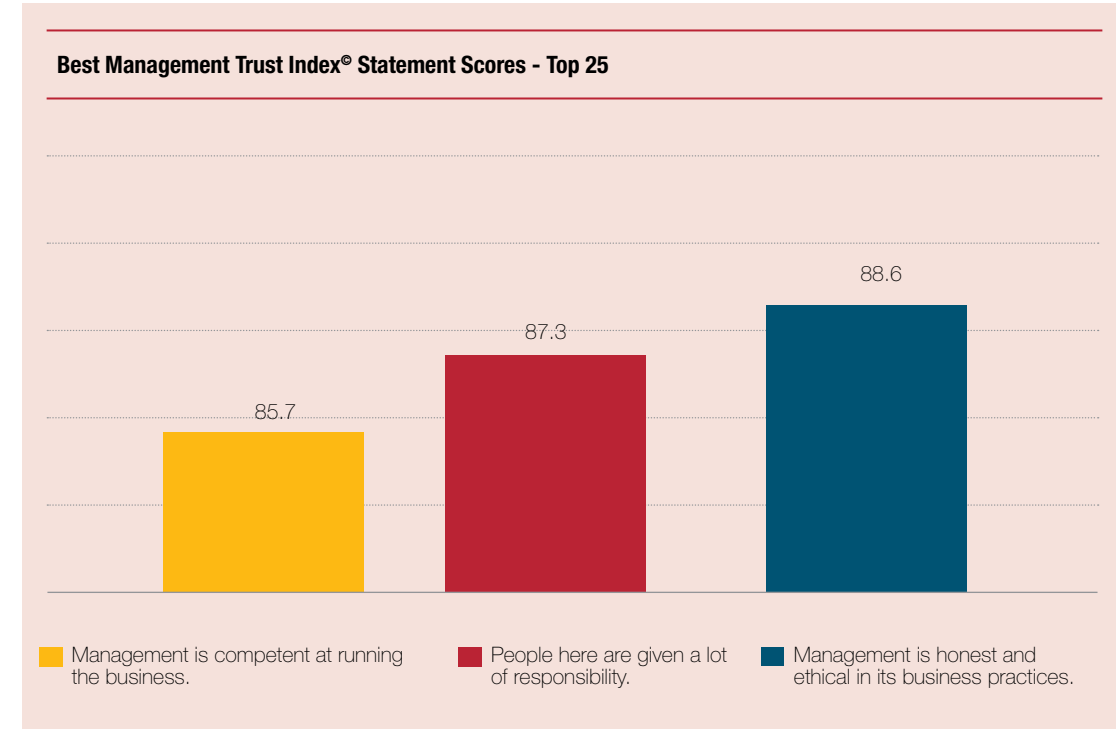


Trust Index® Scores by Region

Worldwide, Pride is the highest-scoring dimension (outside of the United States, where Camaraderie is the top-scoring dimension on the 100 Best Companies to Work For® list). Fairness is the lowest-scoring dimension worldwide.



Management Statement Scores



| Top 3 Scoring Management Trust Index© Statements | Score |
|--|-------|
| Management is honest and ethical in its business practices. | 88.62 |
| People here are given a lot of responsibility. | 87.34 |
| Management is competent at running the business. | 85.70 |
| Bottom 3 Scoring Management Trust Index© Statements | Score |
| I believe management would lay people off only as a last resort. | 76.64 |
| Management does a good job of assigning and coordinating people. | 77.05 |
| Management delivers on its promises. | 78.94 |

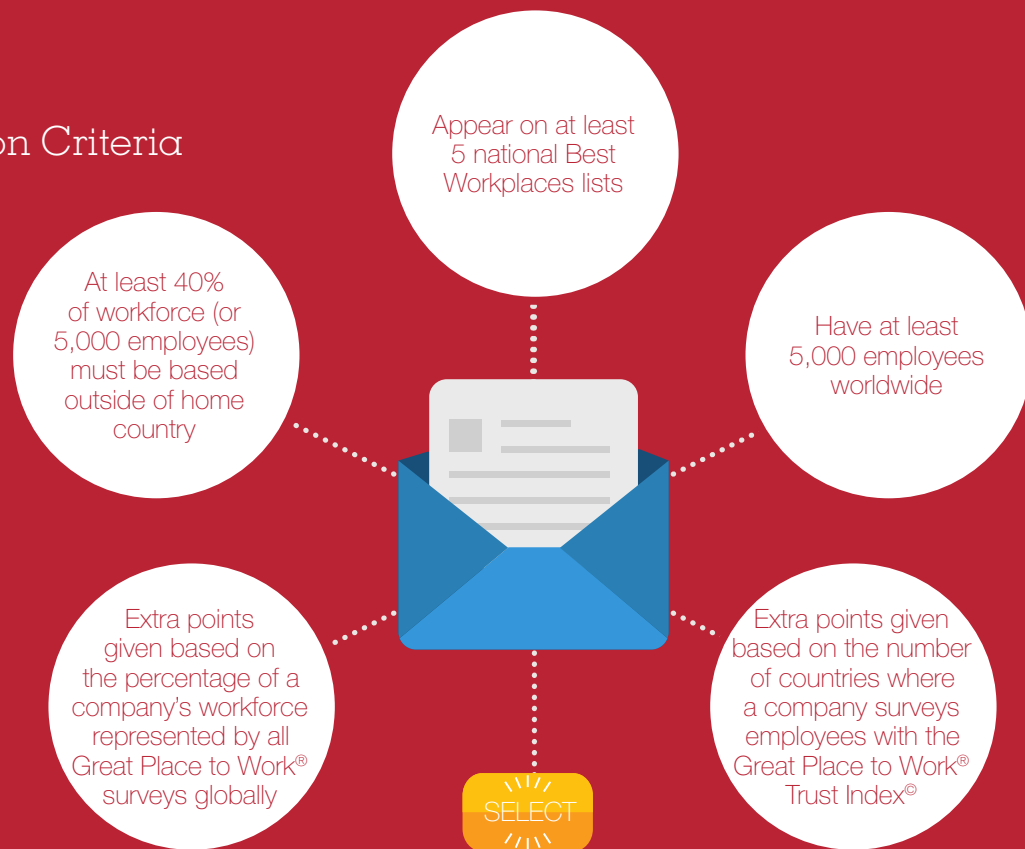
Methodology

Great Place to Work® selected the World's Best from more than 6,600 companies that participated in Best Workplaces competitions during late 2014 to mid-2015 in the 51 countries in which we operate. Together, these companies employ more than 12 million employees, making the annual Great Place to Work study one of 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. 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©.

More than 680 multinational corporations participated globally in our surveys. Of these, 455 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



- i Our key driver analysis used a variety of statistical techniques. These included multiple linear regression analyses using stepwise selection in R to find the statements that were most significant with respect to the overall statement, "Taking everything into account, I would say this is a great place to work." A number of different statistical metrics – p-value, AIC, BIC, R² value and others – were used to narrow down our model selection.
- ii <http://www.pwc.com/gx/en/hr-management-services/pdf/pwc-nextgen-study-2013.pdf>
- iii See <http://www.workforce.com/articles/contingent-workers-why-companies-must-make-them-feel-valued>
- iv See <http://psycnet.apa.org/journals/psp/72/4/775/>
- v http://www.nytimes.com/2015/09/06/opinion/sunday/adam-grant-friends-at-work-not-so-much.html?_r=0
- vi See <http://www.danpink.com/drive/>
- vii One of the "four fundamental principles and rights at work" defined by the International Labor Organization is "elimination of all forms of forced or compulsory labor." It further notes that forced labor includes situations where someone is compelled to work under threat that their wages will be withheld. See <http://www.ilo.org/declaration/principles/eliminationofchildlabour/lang-en/index.htm>
- viii See <http://www.motherjones.com/politics/2011/06/speed-up-american-workers-long-hours>, <http://www.motherjones.com/politics/2011/06/speedup-americans-working-harder-charts> and <http://www.workforce.com/articles/the-work-more-economy>.
- ix See Great Place to Work, 5 Lessons for Leaders as they Build a Great Workplace, 2014, <http://www.greatplacetowork.com/5-lessons-whitepaper>
- x See <http://www.greatplacetowork.com/our-approach/what-are-the-benefits-great-workplaces>
- xi https://en.wikipedia.org/wiki/List_of_public_corporations_by_market_capitalization#2015
- xii <http://fortune.com/2012/01/19/larry-page-google-should-be-like-a-family/>
- xiii See <http://www.insidephilanthropy.com/bay-area/2015/7/1/going-local-as-googles-philanthropy-grows-the-bay-area-is-a.html>
- xiv See <http://www.greatplacetowork.net/best-companies/worlds-best-multinationals/2014-report>
- xv For this analysis, we counted the Central America and Caribbean region as a single country. The region showed an increase in trust levels at its Best Workplaces from 2010-2015.

