

■ **On the right path?**

Mapping out the employee journey

■ **Click and connect**

Your employer, employee and consumer brands

■ **Simply the best**

Introducing this year's Best Workplaces™

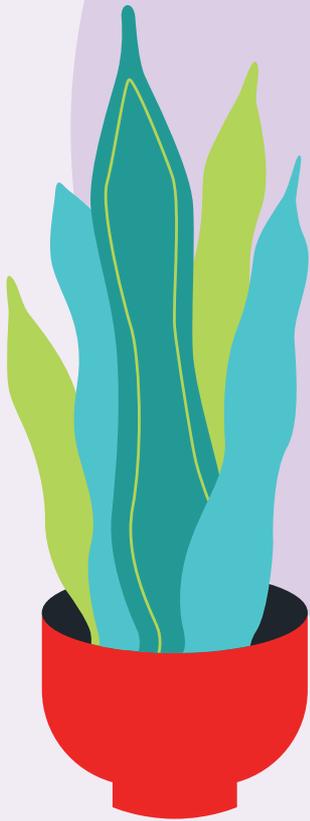
■ **Word from the top**

On workplace culture and values

Great Place To Work®

People power

Delivering a great employee experience



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“Our employees live and breathe our company values of trust, customer success, innovation and equality”

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Great Place To Work®

EDITORIAL

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Peldon Rose
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“Our employees are our best brand ambassadors. We believe talent knows talent”

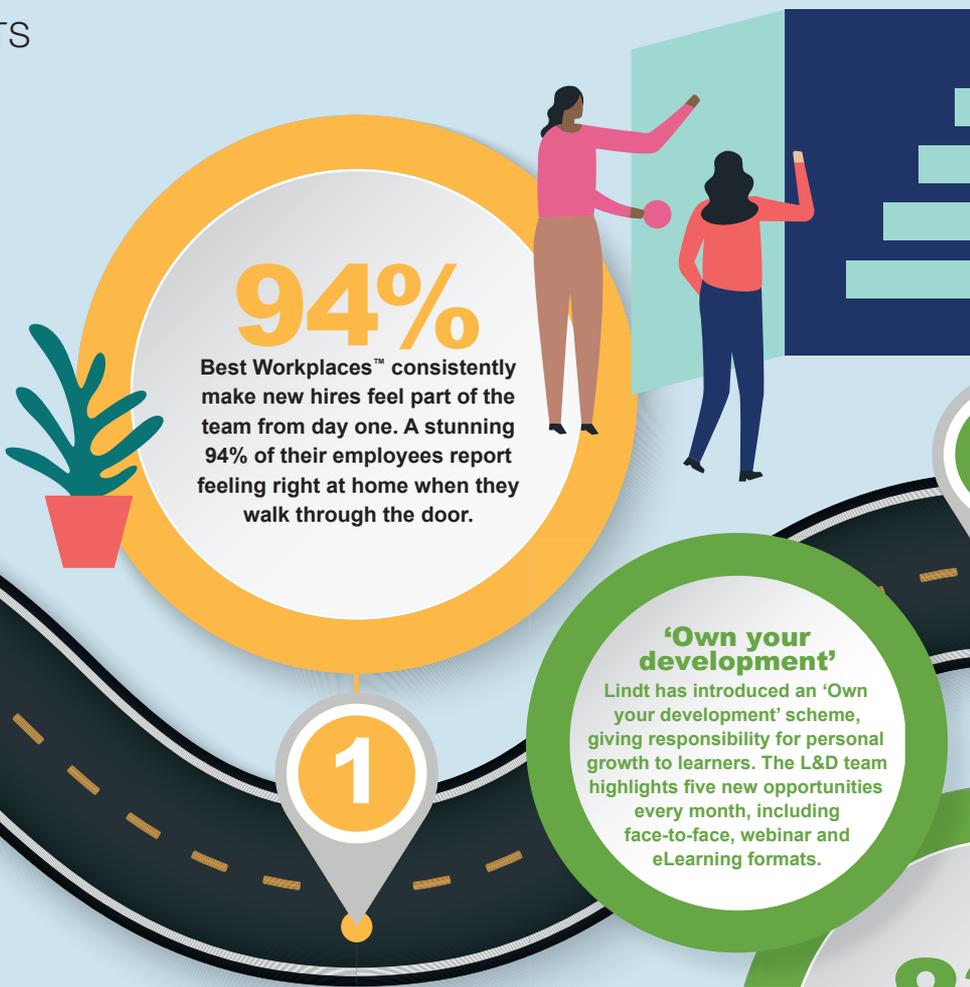
The path to a great employee experience

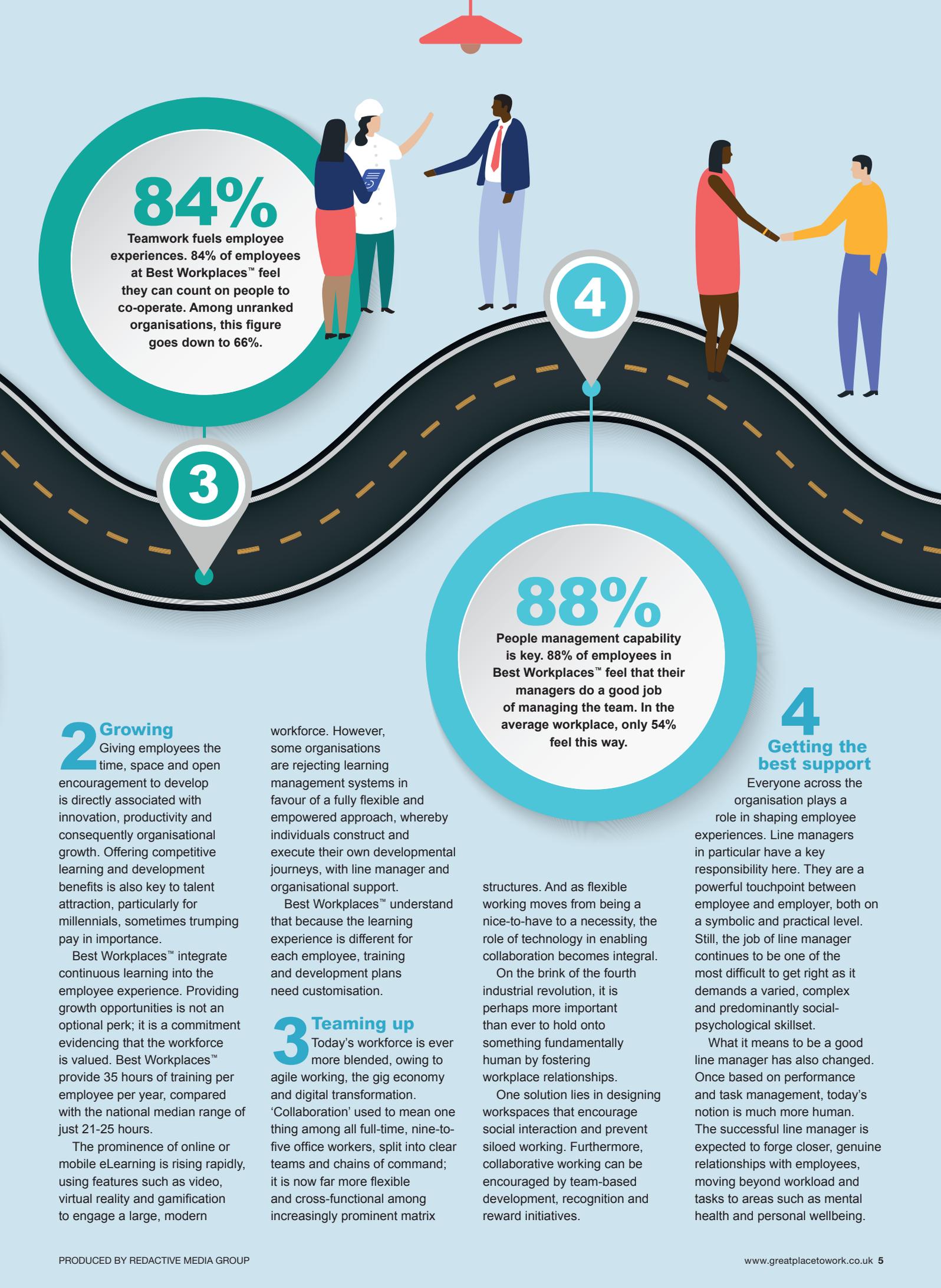
Quantitative and qualitative insights help successful organisations such as Best Workplaces™ strategically map out the employee journey, implementing personalised engagement strategies at every stage of the employee lifecycle

Ensuring a great employee experience is an ongoing effort that requires tailored solutions to meet employees' differing needs and expectations. A key part of this continuous process is actively seeking feedback in order to monitor the employee experience, taking action where shortcomings become evident.

1 Bedding in
HR studies suggest that up to 20% of staff turnover occurs in the first 45 days of a new job. Getting this initial honeymoon phase right is critical for retention and avoiding the huge cost of turnover.

Onboarding has evolved from a transactional HR checklist to a transformational experience involving the entire organisation, where cultural and social assimilation are at least as important as the corporate or job role induction. Best practice now dictates a highly personalised and interactive two-way process, permeated by personal touches and extending over not just days or weeks but months or even a year.





84%

Teamwork fuels employee experiences. 84% of employees at Best Workplaces™ feel they can count on people to co-operate. Among unranked organisations, this figure goes down to 66%.

3

4

88%

People management capability is key. 88% of employees in Best Workplaces™ feel that their managers do a good job of managing the team. In the average workplace, only 54% feel this way.

4

Getting the best support

Everyone across the organisation plays a role in shaping employee experiences. Line managers in particular have a key responsibility here. They are a powerful touchpoint between employee and employer, both on a symbolic and practical level. Still, the job of line manager continues to be one of the most difficult to get right as it demands a varied, complex and predominantly social-psychological skillset.

What it means to be a good line manager has also changed. Once based on performance and task management, today's notion is much more human. The successful line manager is expected to forge closer, genuine relationships with employees, moving beyond workload and tasks to areas such as mental health and personal wellbeing.

2 Growing

Giving employees the time, space and open encouragement to develop is directly associated with innovation, productivity and consequently organisational growth. Offering competitive learning and development benefits is also key to talent attraction, particularly for millennials, sometimes trumping pay in importance.

Best Workplaces™ integrate continuous learning into the employee experience. Providing growth opportunities is not an optional perk; it is a commitment evidencing that the workforce is valued. Best Workplaces™ provide 35 hours of training per employee per year, compared with the national median range of just 21-25 hours.

The prominence of online or mobile eLearning is rising rapidly, using features such as video, virtual reality and gamification to engage a large, modern

workforce. However, some organisations are rejecting learning management systems in favour of a fully flexible and empowered approach, whereby individuals construct and execute their own developmental journeys, with line manager and organisational support.

Best Workplaces™ understand that because the learning experience is different for each employee, training and development plans need customisation.

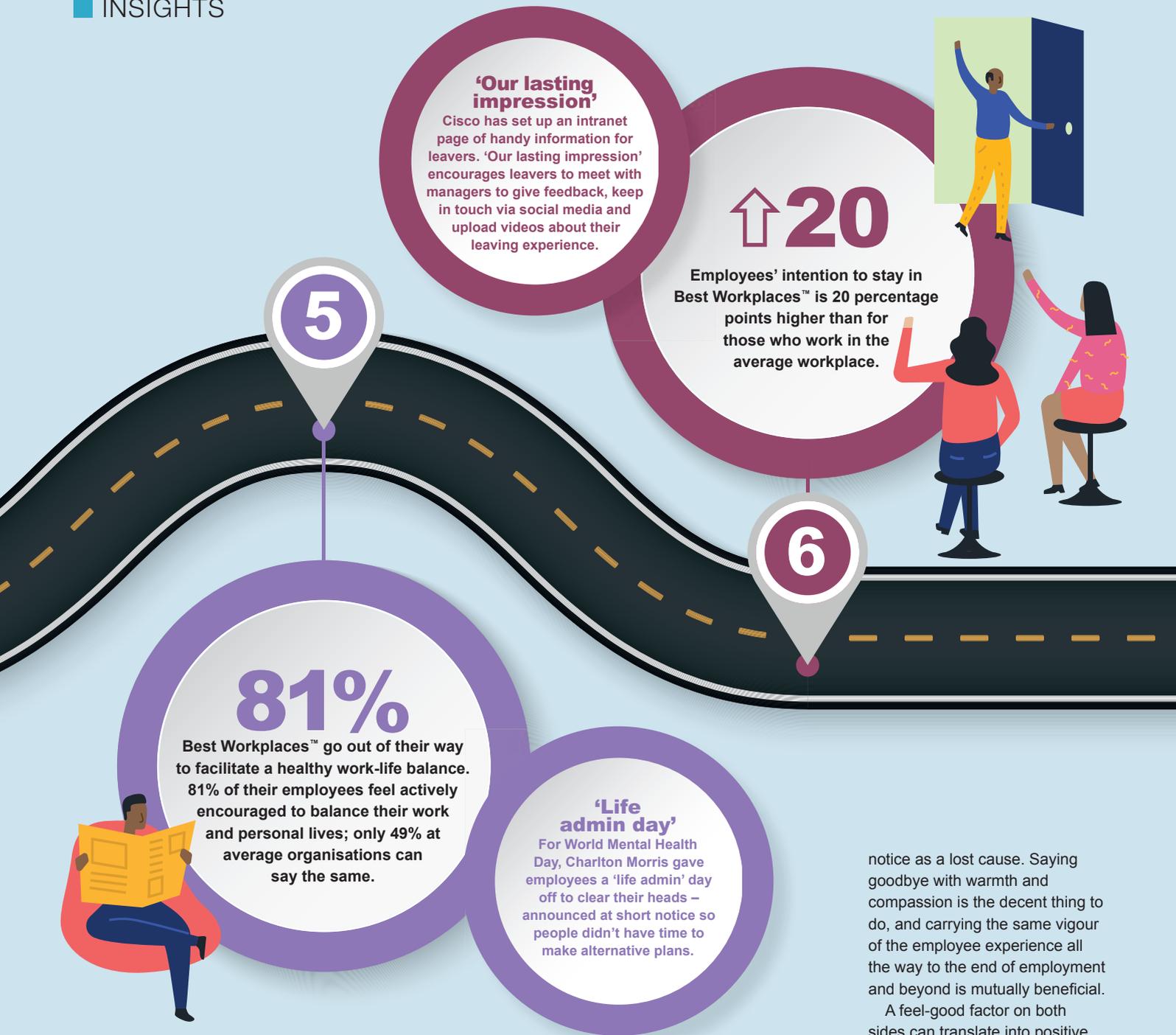
3 Teaming up

Today's workforce is ever more blended, owing to agile working, the gig economy and digital transformation. 'Collaboration' used to mean one thing among all full-time, nine-to-five office workers, split into clear teams and chains of command; it is now far more flexible and cross-functional among increasingly prominent matrix

structures. And as flexible working moves from being a nice-to-have to a necessity, the role of technology in enabling collaboration becomes integral.

On the brink of the fourth industrial revolution, it is perhaps more important than ever to hold onto something fundamentally human by fostering workplace relationships.

One solution lies in designing workspaces that encourage social interaction and prevent siloed working. Furthermore, collaborative working can be encouraged by team-based development, recognition and reward initiatives.



5 Thriving
With 40% of the working population suffering from financial worries (according to Salary Finance's 2018 survey) and nearly 600,000 affected by stress, depression and anxiety every year (according to 2018 figures from the Health and Safety Executive), organisations have a real responsibility, not to mention a powerful opportunity.

While the argument for healthcare cost savings is obvious, the rationale for workplace wellbeing should be a response to what today's employee expects. With direct implications for talent attraction,

retention and productivity, workplace wellbeing has seen a shift from employer-backed perks such as health cash plans, gym memberships and childcare vouchers to a more holistic and culturally integrated strategy.

The offering is typically expected to span mental health awareness, stress management, financial wellbeing and work-life balance – and, critically, to be a continuous emphasis, not a one-off. As life stages and personal preferences affect the desirability of various features, it is all-important to have a diverse offering and get feedback on what employees actually want.

6 Saying goodbye
The goal for any organisation is to retain valued employees. By focusing on the critical touchpoints of the employee experience, Best Workplaces™ increase employees' willingness to stay.

However, it's inevitable that, from time to time, employees will decide to jump ship. This may feel like a sting, even when it happens for personal or positive reasons. Even so, it's not about how organisations attempt to prevent departures but how they proactively manage it.

The biggest mistake is viewing an employee who hands in their

notice as a lost cause. Saying goodbye with warmth and compassion is the decent thing to do, and carrying the same vigour of the employee experience all the way to the end of employment and beyond is mutually beneficial.

A feel-good factor on both sides can translate into positive word of mouth, referrals, partnerships or even 'boomerang' employees some day. The trend around the continued engagement of leavers can be seen in the proliferation of alumni networks, events and communications.

Organisations also need to understand what makes employees want to say goodbye. Well-designed exit interviews are valuable opportunities for insights around retention, as leavers are more likely to be brutally honest about what they wish had been different. Best Workplaces™ often go out of their way to promote insightful conversations before and after departure.

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Making connections



Branding is not just for customers – an employer's image to its employees and the image those employees project to the wider world are crucial for success. What approaches do Best Workplaces™ take?

US businessman James Cash Penney, who in the early 20th century founded the retail chain that eventually took his name (JCPenney), recognised back then the power of the customer. He is well known for saying “courteous treatment will make a customer a walking advertisement”.

But increasingly there’s a shift to employees becoming walking advertisements too. That’s partly down to technology and social media lifting the lid on organisations, so employer practices and the way they treat staff now sit in the public domain.

Authenticity

As such, brand power is no longer only about forging a powerful relationship with consumers outside the organisation, using logos or publicity campaigns. For Best Workplaces™, with the emphasis they place on culture, values and being a choice employer, the reputation and brand they build on the inside among their people is as much a part of the equation.

Employer, employee and consumer brand all drive each other to deliver an authentic offering that stands out from the crowd.

At global consulting firm Protiviti, country manager lead Peter Richardson says: “Our people literally ARE our brand – for what they bring to work, for their ability to collaborate and innovate, and for the culture they nurture through their actions and interactions every day.

“Our employer brand is rooted in our people and our culture, and the way that those two things enable us to provide exceptional client service.”

While marketing teams are traditionally responsible for consumer branding, with HR leading on employer branding, Richardson explains that at Protiviti the two departments work across each other so both are aligned.

“Breaking down those superficial barriers has enriched our consumer branding and enabled us to activate meaningful employer branding.”

The relationship between the three types of brand are independent but necessarily fluid



and connected, says Richard Hawes, people and organisation director at Mars.

“We have the benefit of being a big household name, which gives us a head start in terms of being an attractive employer.

“But that’s no longer enough, given that employees can share experiences through the likes of LinkedIn or Glassdoor.

“We want staff to want to be ambassadors of Mars and speak positively about working here.”

Hawes says the company’s defined purpose, ‘The world we want tomorrow starts with how we do business today’, unites and energises its associates to “create a great employer brand that we can talk about”.

“We have clear activities aimed at tackling topics important to our associates, such as inclusion and diversity or sustainability. In Petcare, customers can freely recycle selected petfood packaging through our partnership with TerraCycle, which can then be used to create useful objects such as park benches.”

Mars also aims to enhance the employee experience to encourage associates to perform to their best. One unusual example of that is the fact that its offices in the Petcare division are pet-friendly.

Hawes says: “Associates can

bring their dogs to work, which links into our overall purpose of making a better world for pets. We know from research that pets make a difference to our lives, have a calming influence in the office, and can improve health and wellbeing.

“At any one time, we have 20 to 30 dogs in the office. There’s plenty of space to take them for walks and we might even talk about an employee’s personal development plan while on a walk.”

For finance and HR software vendor Workday, brand is about building authenticity. “For us, that has to start with the employee experience,” says Mandy Jeffery, vice-president, people. “We believe culture defines who we are, how we make decisions and how we do our job. So, we work hard to foster a place of integrity, innovation and fun, somewhere people can bring their authentic selves to work.”

Culture

The creation of that culture starts at hiring stage. “We set behavioural-based interview questions and we look for people who will complement our values and add to our culture. Recruiting the right people is the starting point for driving everything else around culture,” continues Jeffery.

With those values embedded, employees are encouraged

to both shape and share the experiences they have at work to enhance the employer brand.

One tool they use is social media. “Workmates post about success or particularly fun experiences they’ve had, or even customer successes.”

“This activity is not structured or enforced in any way, though,” stresses Jeffery.

“It goes back to the authenticity piece, so workmates post what and when they want to.”

The same approach is taken with another initiative in which Workday ‘ambassadors’ are appointed in each office, to reinforce the company’s values and promote a sense of fun by celebrating success.

“An office can have, for example, a ‘giving and doing’ ambassador or an ‘employee programmes’ ambassador. They may organise a range of activities, such as charity events. But it’s all employee-led, and they drive what they want to do. Again, nothing is enforced.

Jeffery adds: “Ultimately, we want to create an environment for workmates to be their best at work, which is what strengthens our employer and employee brand and, in turn, our consumer brand.”

Interweaving these three components is less than straightforward in a diverse franchised business, however.

Marshall Motor Group represents 23 different car manufacturers, in more than 100 sites across the country.

“Our challenge is aligning with those hugely powerful consumer brands, while also establishing a values-based culture that defines Marshall and alludes to its 110-year heritage,” says Helen Burrows, HR director.

“How does a customer walking into a Marshall dealership know it’s ours, given that it may have the same corporate identity as every other dealership in the country?”

Again, it boils down to truly understanding the critical link

“Our people literally ARE our brand – for what they bring to work, their ability to collaborate and innovate, and the culture they nurture”

between employee, employer and consumer brand, and tying together their programmes in a cohesive way to maximise the benefits that they can bring an organisation.

As Burrows explains: “At Marshall, we try to ensure customers receive an experience they won’t get anywhere else.

“That experience comes from the people we employ, so our employee and employer brand have to attract the best people, especially since the talent pool in the car industry is shrinking.”

Again, social media plays a prominent role. A programme called #marshallmoments is used to highlight the company’s fun and engaging side, explains Burrows.

“Colleagues are encouraged to share content that showcases our employee experience, so quirky content such as a manager singing at their desk, pictures, or colleague achievements,” she says.

“It’s been very successful.

Importantly, though, it’s raising colleague engagement so they become brand advocates.”

That advocacy doesn’t just develop itself. Nurturing trust and loyalty among staff is another challenge for Marshall.

“While our colleagues ultimately eat, sleep and breathe the car manufacturer brand they represent, we also want to instil a sense of belonging to the Marshall brand, so that colleagues feel part of our family.”

There’s lots going on to make that happen, but one area that we are very proud of is growing our own talent, says Burrows.

“We recognised an opportunity when it came to succession planning so we created a programme called Future Leaders



“Recruiting the right people is the starting point for driving everything else around culture”

to bridge the career development gap between someone in, say, a sales role and a management role.

“It’s a well received’ initiative,” adds Burrows, “and shows our commitment to career development. There’s a challenging selection process, so getting accepted is a huge achievement. Our delegates posted on social media about how proud they were to get a place.”

So, it goes back to the #marshallmoments. Burrows says: “That reinforced our employer brand, because it put out a message that we invest in our people. It shows what people can aspire to. And, from a consumer point of view, it makes customers feel assured that we employ and develop talented, committed people.”

This all goes hand in hand.

As Burrows says: “Good internal customer service leads to good external customer service, so both

those groups become advocates. That’s what drives success both financially and culturally.”

One brand

These aren’t the only approaches to employer, employee and consuming branding adopted by Best Workplaces™, however. Some organisations believe that there is only one brand, for which everyone is responsible, instead of an employee, employer and consumer brand.

“I believe we are all responsible for the Astound Commerce brand, whether that be from an external, employer or employee brand perspective,” says managing director Terry Hunter.

“When the team are enjoying themselves, achieving success, passionate about where they work and the culture they work in, communicating that to a wider audience comes naturally.”

Fiona Mackay, marketing director at RCI Financial Services, agrees: “Our employer and employee brands and our consumer brand have the same roots. By starting with the same ethos across the board, we ensure consistency across everything we do, underpinned by a strong set of values that hold true for everyone.”

Other companies suggest an employee brand programme is not needed at all – get the culture and values right and it will happen organically. “We don’t have a formal employee branding programme,” says Sorrel Shalet, head of people at Smart Energy GB. “We don’t feel we need one. Our people are proud to work here, and they are keen to share their experience with others, so we don’t dictate how they do that.”

Group chief executive of the Sovini Group, Dr Roy Williams, adds: “Our experience is that employee advocacy takes care of itself. It might be argued that employees would only encourage their friends and family to join an organisation if they believe it can be trusted with the welfare of their loved ones, and this will be evident, or not, in the way that the employer and employee behave.”

Whatever specific approach companies take, Best Workplaces™ realise that success is not just about customer satisfaction but employee satisfaction too.

Takeaways

There is no ‘one size fits all’ approach taken by Best Workplaces™ to their employer, employee and consumer brands.

- Some organisations ensure that the three brands are independent, but have a fluid and connected relationship, while the departments that are responsible for different brands, such as HR and marketing, work closely to ensure

that employer, employee and customer brand programmes are aligned.

- In other companies, leaders believe the three brands cannot be differentiated and are part of the same brand for which everyone is responsible. This can extend to the belief that an employee brand programme isn’t needed – get the culture and values right and it will happen organically.



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Peak performance

Our four top-ranked companies tell us their secrets

McCarthy Recruitment Best Workplace™ Small



“ We are very much a family – celebrating our successes together, but always there to develop and support team members.

Our employee brand is all about being authentic, engaging and celebrating difference. In the recruitment industry, lots of businesses try to appear cool and engaging when in fact they use clichéd offerings to hide the real culture. For us, it is about being genuine; providing what our teams need to be happy, engaged and deliver in their roles.

They don't need encouragement to shout about who we are – they are proud and love sharing stories and videos of what we are doing. Our focus is to be ourselves – we don't have an official branding programme, as we believe this stifles creativity.

Being able to say that McCarthy is the UK's Best Small Workplace is incredible not only for attracting new candidates but also retaining our existing team members. It creates a sense of pride and serves as a reminder that we are committed to the people who work for us. They feel more valued by the business and trust that the leadership team has their best interests at heart.

Our employees help us shape and actively promote our consumer brand. Who we are and how we do business is intrinsically linked to our culture and values. It is key that all our employees feel valued, and the only way to



do that is to ensure they guide our focus. Our consumer, employer and employee brand are almost synonymous, as we work together towards delivering our promises to each other and our customers.

We don't have separate faces we present to customers and employees – just one message: that we are collaborative, innovative, committed to doing the best for clients and staff, and that we are proud of what we do, and who we do it for.

Kate McCarthy, managing director

“We don't have separate faces we present to customers and employees – just one message”

Vibe

Best Workplace™ Medium

“Our team want to share our brand message because it's their message too! They wear our gear and speak our name in and out of work because of 'pride in the badge'. And they fill our teaching jobs, believing that they Inspire Better Education.”

Luke Higgins,
head of performance

“Being celebrated by the 'yardstick' validates us as the best teaching agency in the UK. Who wouldn't want to work with the most super-awesome team of teachers in the history of education? A team pumped with ultra-positive energy, ready to smash the day and inspire a generation.

Luke Callaghan,
managing director

“We look to hire champions. Being number one [in our category] in the UK is a pretty attractive selling point to people who love a team environment and have high ambition. Once on board, our family culture creates belongingness and generates loyalty – who'd leave?”

First, we only hire legends who share our vision and therefore

want to share our message. Next, we give them a culture-dunk and immerse them in our brand, role-modelling the positively memorable values and behaviours we expect in them – it's a smile difference.

Actually, we only recruit people who our team flag up through our 'Viber' ID process. They understand who we need to be successful and are constantly on the lookout.

“Individual commitment to the group effort – that's what makes a team work” (Super Bowl coach Vince Lombardi).

Phil Hindley,
head of team and culture

“Being involved in Best Workplaces™ provides a benchmark against other successful culture companies. Now being named the number one [in our category] gives us confidence to keep doing what we do. We'll still keep giving ourselves an uppercut now and then though... no-one is perfect.

We just have one consistent brand that flows through everything we do. Our head of team & culture might mould the message, but our brand is owned by everyone. One brand – one love.

Paul Harris, founder and CEO

Workday

Best Workplace™ Large



“This award shows people we really are who we say we are. Most businesses have a set of values, but being recognised as a Best Workplace™ shows that we put time and energy into bringing our values to life. That clearly benefits our employer brand, but it also shows customers that what you see on the outside is what you get on the inside.

When current and future employees see our Best Workplace™ ranking, it shows them that we prioritise culture and employee experience. That's had numerous benefits. Among others, it has improved our ability to attract and retain talent, allowing us to grow quickly, and it has helped to build a diverse workforce that keep us innovative. For a technology company, that's vital.”

Mandy Jeffery, vice-president, people – international



“From the very beginning, Workday set out to build a great culture, based on strong core values.

Our Best Workplace™ ranking helps us to understand how successful we are in doing so. It gives us a criteria to continually measure the health of our culture against, and makes sure we maintain our commitment to creating a great workplace for everyone.”

Carolyn Horne, group vice-president, northern Europe and South Africa

“Our employees live and breathe our company values of trust, customer success, innovation and equality”

Salesforce

Best Workplace™ Super Large



“We are very intentional about our culture and bring it to life each day both internally and externally. We write it down, we prioritise it, we

build programmes around it, we measure it, and we are constantly innovating on it.

One example of this in action is our Ohana resource groups – nine employee-led and organised groups, providing a community for under-represented groups. We expect everyone in our Ohana to uphold our core values of trust, customer success, innovation and equality, and they are all values that our employees live out every day.

The process of being recognised as a Best Workplace™ has been invaluable to us. It is an opportunity for us to understand where we're

doing well and how we can do even better. As a UK leadership team, we have taken on board the benchmarks in our Trust Index® survey to understand where we are leading, where we are competitive and where we are falling behind. Over the years, it has informed our strategy for driving improvements to continue to make Salesforce a great place to work.

Our employees live and breathe our company values of trust, customer success, innovation and equality. These values are not only the guiding lights that drive what we do every day, but they're also important values that many of our employees take beyond the workplace. Through our Ohanas, employees



can connect and support each other to make meaningful, lasting connections.

We consider every employee an advocate for Salesforce and use our own technology to enable them to be brand ambassadors. For example, our Social Ambassador programme gathers content like news stories, blog posts, product and award announcements and suggests ready-made posts employees can share directly to their social media channels. However, often, employees share photos organically at Salesforce events, volunteer opportunities, team social events, and more.

Paul Smith, senior vice-president/GM, UK

Britvic

Zareena Brown,
group HR director

"We know that prospective employees are looking for businesses that are proud of their people and hold themselves to account to achieve high standards, and this is where I see the Best Workplace™ award adding huge value in this space. The recognition also helps us reach employees who may be exploring their research on our business and looking at us as an employer of choice."

What we know

Our Best Workplace™ leaders' and employees' views on culture and values

SAP

Meghan McCarthy, HR director, UK&I



"This award is a strong endorsement of our efforts to provide a consistent and meaningful employee experience across the globe."



Tanium

Matt Ellard, EMEA,
managing director

"We believe this accolade will have a positive impact on our employer brand and help us to attract and retain our talent as we grow. Participation in Best Workplaces™ allows us to measure our culture against the best, and provides third-party validation of our success in building a great place to work."



Dun & Bradstreet

Janet Sporle,
international people leader



"It was important to us to get an honest and comprehensive evaluation of how our employees feel about working here to help identify where we can improve, and what we need to do more of."

Goodman Masson

Guy Hayward, CEO

"We remain fascinated with the modern workplace, our people enjoy coming to work, and everything we do that is linked to looking after our people we share with the outside world... in return, this is what our employer brand has become known for."

Technology Management

Liam Walton,
sales and marketing director

"We find that more and more employees are looking to work for an organisation that values them not just financially but also in many other areas."



What employees said...

REWARD GATEWAY

Saying that the people make RG a great place to work may not be unique or

unusual *per se*, but what IS unique and unusual is just how many people here live the 'Be Human' value every day – far more

than I've encountered anywhere else."

ROYAL COLLEGE OF VETERINARY SURGEONS

"The HR and senior management team show fantastic appreciation for all staff. We are all treated equally, and





EY

Justine Campbell,
managing partner,
talent

“We actively encourage our employees to act as employee advocates in the market to help them build their personal brand, raise the profile of EY, and attract high-quality talent. We do this through a structured employee advocacy programme, powered by a social media sharing tool.”

GCI Health Europe

Wendy Lund, CEO

“Being named as one of the country’s Best Workplaces™ provides us with a significant opportunity to recruit and retain our amazing staff. This accolade is very exciting for staff and increases company pride, while also showcasing the company as a thriving, vibrant place to work.”

Sobi

Neil Dugdale,
vice-president and GM,
UK-Ireland, Nordics-Baltics

“Being a Best Workplace™ is excellent advocacy for us as an employer – and those results clearly come from our employees. Our next improvement as a business is linking this across social media, which will consequently have an impact on our recruitment.”



Lindt & Sprüngli (UK) Ltd

Charlotte Moss, HR director

“We are a purpose and values-driven organisation and, as such, place immense focus on the employee experience, enabling our people to be the best they can via a culture of support, learning and purposeful performance. Feedback from our employees is crucial to us, so we can make sure we evolve in the right way to achieve business success through them. Having a framework in which our company can benchmark itself against others in our industry is incredibly helpful, but our primary benchmark is understanding how we are evolving against ourselves year on year.”



Kronos Systems

David Morgan,
senior HRD for
EMEA and APAC

“We didn’t begin this employee engagement journey to win awards, but these honours have certainly helped Kronos, with internal referrals making up a significant portion of new hires. Kronites LOVE seeing this type of recognition. In the Kronos Social Circle, assets about Kronos being a great place to work receive the most shares, likes and comments. Again, we don’t work hard at being a Best Workplace™ to win awards – we do it because we believe in it.”



Stryker UK Ltd

Peter Bradley, vice-president and MD, UK & BeneNord

“Our employees are our best brand ambassadors. We believe talent knows talent.”

Bayer

Phil Sharp, head of human resources

“Culture is important to Bayer. So much of what we do depends on strong relationships between colleagues and customers, on embracing new and innovative ways of doing things and on attracting, developing and retaining our people.”



AXON

Miranda Dini,
managing partner

“The stability of our team is pivotal in the success of our business, in supporting our clients and their brands, and reassuring candidates who interview with us. Best Workplace™ recognition reassures our clients that their teams are working in a supportive environment, and thus agency team changes are less likely.”

managers ask us for our views.”

“**SAS**
My manager works hard to accommodate my changing circumstances and

fit me into the best possible projects to help support me.”

“**ALPHASIGHTS**
AlphaSights gives an exceptional amount

of responsibility very early on in people’s careers. It gives us the flexibility and opportunity to make a major difference to the bottom line on a global scale and

empowers us to offer an excellent product and service.”

“**BDHT**
I’ve never been with a company that has been so friendly, approachable and

that really, truly cares about its employees.”

“**HOME GROUP**
From the moment you start, you feel you are a valuable part of this organisation.”

“**BIGHAND**
Everyone is talented, but it is how BigHand harnesses that talent and allows people to grow into what they want to do that stands out.”



Jubilee Hall Trust

Phil Rumbelow, chief executive

“I am a strong believer in ongoing external assessment and accreditation, so that we can benchmark ourselves against the best, identify our strengths and develop a plan for improvement.”



Gap

Debbie Edwards, vice-president and general manager

“Our ‘Do What You Love’ talent tools create the behaviours that we want to foster in our teams. Through this, we’ve created a culture of recognition, with Employee of the Month and DWYL recognition cards. We encourage employees to share content through social channels – from stories on LinkedIn and Facebook, to using hashtags at conferences and celebrations.”

Gowling WLG

David Fennell, chief executive

“We run regular roadshows to engage people with our brand and global values. It’s important that we promote high standards and our ambitions as an international business – but without trying to turn people into corporate clones! So we recognise in our values that ‘we all bring something different’.”



Bright Horizons

James Tugendhat, MD, international

“As a deeply human business, active listening and learning regarding the quality of our people experiences is an inherent part of our culture.”



Natilik

Kelly White, chief people officer

“Very simply, we don’t just say what our brand is on our website; we live and breathe it every day.”



The Exeter

Andy Chapman, CEO

“Our brand values are at the core of everything we do, and our employees understand what those values mean to the business, staff and customers.”



Smart Energy GB

Sorrel Shalet, head of people

“Creating a great place to work is hugely important to us. We value our people and want to give them the best possible experience. We know about all the great initiatives we run, our best-in-class commitment to training and development and the wonderful working environment. However, being a Best Workplace™ means that we can demonstrate these things to those who don’t work here. It’s a badge of honour.”



Flight Centre

Will Leonelli, peopleworks leader in EMEA

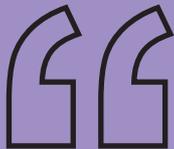
“Our employees are central to the way we operate, ensuring they are excited and driven to achieve more and continually grow – both within the business and outside it. We work hard to ensure an end-to-end lifecycle, whereby we focus on employee experience from the pre-employment stage to even after they have left Flight Centre, as we want them to be lifelong advocates for our company.”



Derivco UK

Stephen Fisk, CEO

“Investing in Best Workplaces™ has given us a unique insight into our people in a way we had never seen before. The survey has helped us to better understand what our people want from us as an employer.”



Gorilla Glue

Keith Cole, project manager

“Our core values are a perfect match with our people: fun and passion, integrity and respect, communication and appreciation, embracing growth and change, and striving for excellence.”

Dimensions UK

Amanda Hasler, head of employee engagement and reward

“We use stories as a key way of getting our message out to customers, family and friends. These stories reflect our organisational values and are about what has been achieved by the people we support and how great practice by our colleagues has supported people to have a great life.”



Hilton

Kay Harriman, senior director, HR, UK & Ireland

“Fundamentally, we are a business of people serving people. Our mission is to be the world’s most hospitable company, by positively impacting our guests, team members, owners and communities. As a result, our employee and consumer brand are intrinsically linked. We firmly believe that by creating a hospitable and supportive culture for our team members, they remain fully engaged and committed to delivering exceptional experiences to our guests.”



Protiviti

Peter Richardson, country manager lead

“Being recognised as a Best Workplace™ does so many things for our company. It provides an opportunity for us to celebrate our amazing people and the journey that we are on together as a firm. It enables us to recruit top talent and build our client network by showcasing our brand in a compelling way in the market. And most crucially, it gives us a methodology and assessment by which to understand the strengths in our employee experience, as well as areas of opportunity, so that we can continue to evolve our business and culture in impactful ways.”



Teenage Cancer Trust

Kate Collins, chief executive

“We are thrilled to be recognised, as it shows that this is a thriving and exciting place to work, with a warm and friendly culture. It’s useful to see how we compare with other organisations, and to be inspired by other sectors. This recognition positions us as a great place to work in the marketplace.”

Virgo Health

Rebecca Hall, HR director

“We think there is no better way to find new talent than through our people. We encourage everyone, at all levels, to take responsibility in talking to connections, networking and getting involved in planning talent initiatives. This approach works for us, with many great hires made through recommendations from the team.”

TopLine Comms

Heather Baker, CEO

“We are a service business, and our ability to service our client depends entirely on our ability to attract, retain and motivate top performers. We are therefore quite vocal in our external comms about our employer offering and our team structure.”



A great employee experience for ALL



The speed of change across all areas of business is accelerating.

Companies must make sense of considerable amounts of data; in 10 years, the quantity of information will be unprecedented.

There is no time to wait for senior executives to learn about problems and make decisions – they are made much further down the organisation, at a much faster pace. What was good enough to be great 10 or 20 years ago is not good enough anymore.

Successful leadership means tapping your people power, or creating a great place to work where people bring their best selves to the organisation. More than ever, everyone in the organisation counts.

Great Place to Work® should know. Every year, we survey as many as four million employees, globally, at more than 7,000 companies. Over time, this has amounted to a wealth of data on what employees experience when their company is a ‘Great Place to Work’—and how leaders can build one.

What we know

Great workplaces are not created through a particular set of benefits or unique to a particular industry. Neither are they limited to public or private organisations, or to the advantages of large or small organisations.

Instead, universally, a Great Place to Work is one where people feel valued and respected, and where fairness and wellbeing

Best Workplaces™ create cultures that are welcoming to every member of the workforce

are fundamental to creating a great workplace for all.

The same qualities that employees around the world report as making a great workplace – trust, pride and camaraderie – also fuel business performance (Alex Edmans, professor of finance, London Business School, ‘Employee Satisfaction and Firm Value – A Global Perspective’, July 2014).

Relative to their competitors, great workplaces win when it comes to revenue growth, employee retention, productivity, innovation, resilience, agility, customer service, employee engagement, and more.

A new era in business

But what it means to be a great workplace has evolved. It’s about growing your business and improving results by developing every ounce of human potential within the people who work there.

Our economy has evolved to the point where the essential qualities of human beings – things like passion, creativity and a willingness to work together – are the most critical. Societal and technological

changes are creating new opportunities and challenges for organisations as they seek to attract the best talent and win over customers. Fast-changing competitive landscapes are putting a premium on agility and redefining what it looks like.

More people, of more diverse backgrounds, are speaking up and being heard. The millennial generation expects workplaces to provide meaning, balance and career development. Women and employees from different racial and ethnic groups are also speaking up, sharing injustices on social media and demanding equality.

UK Best Workplaces™ for Women

Gender inequality – particularly unequal pay for men and women – is one of the most pressing challenges for employers today. It is difficult to predict how mandatory gender pay gap reporting will affect the labour market in the long run, but

many experts believe these new obligations will force employers to review their organisation’s structure so they can take remedial action.

Employers can and must plan how to address issues like the so-called ‘glass ceiling’, ‘sticky floor’ and ‘glass walls’.

In 2018, we launched the new UK Best Workplaces™ for Women award in recognition of the need for everyone to promote gender equality.

Organisations rated UK Best Workplaces™ for Women go above and beyond for women, making sure they enjoy fair pay, recognition, training and promotion opportunities, and that work-life balance is promoted and supported.

But, first and foremost, they are great workplaces for all. To find out who the inaugural UK Best Workplaces™ for Women are and how they support their female employees, visit www.greatplacetowork.co.uk/awards.

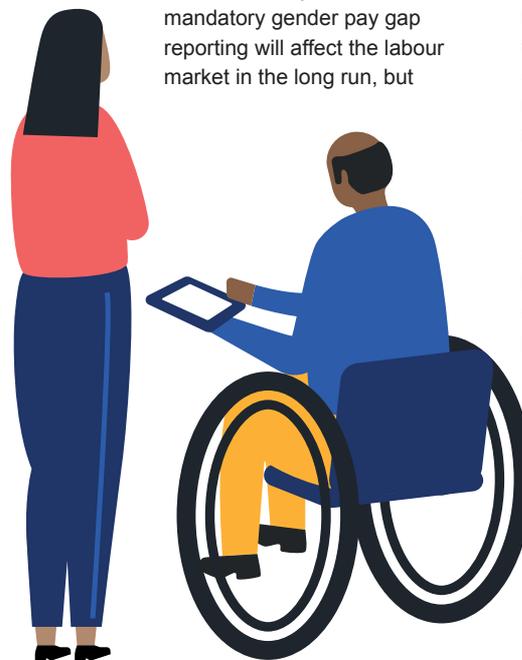
Every employee matters

The upshot is, in the emerging economy, the best workplaces have to work in new ways and with new behaviours to create an outstanding culture for everyone, no matter who they are or what they do for the organisation.

In an economy that favours connectivity, innovation and human qualities like passion, character and collaboration, business success relies on developing all your human potential. While trust fuels business performance at great workplaces, building great workplaces for all will accelerate it.

All these changes mean organisations must clear a higher bar in creating cultures that are welcoming to everyone.

“Trust fuels business performance. Building great workplaces for all will accelerate it.”





The
Sovini
Group



Success through collaboration



sovini.co.uk



sovinigroup



World Wide Technology

WWW.WWT.COM

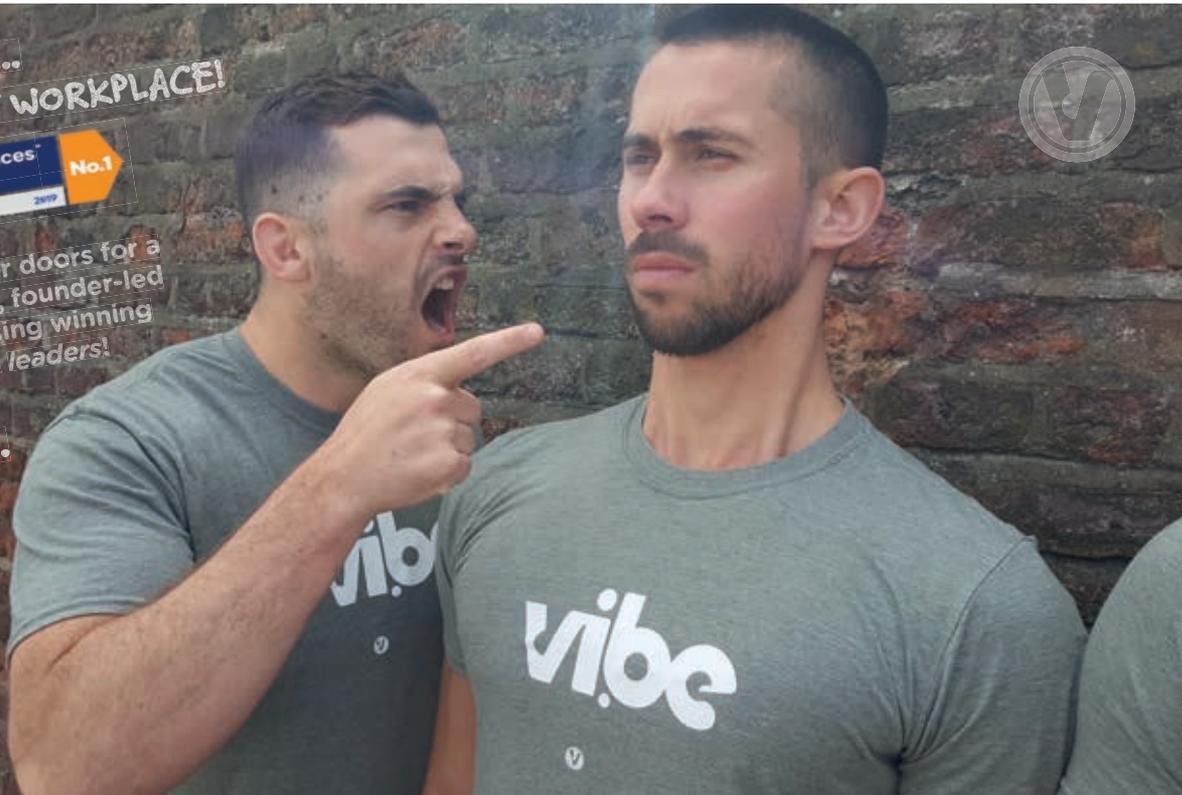
**TECHNOLOGY RUNS
ON GREAT PEOPLE**

STEP INSIDE...
UK's #1 BEST WORKPLACE!



We're opening our doors for a series of one-day, founder-led sessions, showcasing winning team & culture to leaders!

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Imagine



Believe



Excel



Best Workplaces™ 2019

Small: 20-50 employees



	1	McCarthy Recruitment	Employees 31 Recruitment mccarthyrecruitment.com	"The purpose of McCarthy is to create a working environment that allows our employees to succeed, share in the success of the business and create a happy, enriching life outside work for themselves and their families." Kate McCarthy, managing director	
	2	Synergy Vision	Employees 36 Professional Services synergy-vision.com	"It's simple: helping our people find personal and professional satisfaction, according to their needs. The employee experience and reaching this goal are fundamental." Ffiona Dawber, CEO/founder	
★	3	Centor Insurance and Risk Management	Employees 47 Financial Services & Insurance centor.co.uk	"It is so important to me that our employees enjoy coming to work and that we create a nurturing environment in which to forge rewarding, successful careers." Neil Walton, CEO	
NEW	4	TotallyMoney	Employees 50 IT totallymoney.com	"We want staff to love working here, to be supported and challenged, and to feel working here has changed them for the better." Alastair Douglas, CEO	
	5	Opinium	Employees 35 Professional Services opinium.co.uk	"Employee experience should top every CEO's list. Business growth is impossible without the ability to attract and retain extraordinary talent." James Endersby, chief executive	
NEW	6	TopLine Comms	Employees 23 Advertising & Marketing toplinecomms.com	"It's important to me that everyone who works at TopLine has a positive experience and views their time here as a worthwhile investment in their career." Heather Baker, CEO	
NEW	7	GCI Health Europe	Employees 27 Professional Services gcihealth.com	"I believe in the power of passion and committing to inspiring team members about the contribution they make every day, to patients and the broader healthcare landscape." Wendy Lund, CEO	
NEW	8	Nova Systems UK	Employees 28 Consulting Engineering novasystems.com	"We employ some of the most highly qualified engineers and test pilots in the world. People like this are rare, so we compete to attract and retain them." David Best, director of operations, UK	
NEW	9	Reddico Ltd	Employees 20 Online Internet Services reddico.co.uk	"To be successful, you need an engaged team with a real passion for their day-to-day work. We effectively put them in charge – when, where, how you work." Luke Kyte, head of operations	
	10	Axis Communications UK Ltd	Employees 40 IT axis.com	"I am proud to work for a company with such a strong corporate social responsibility agenda and a vision to leverage technology to have a positive impact on society." Employee	
	11	AVRillo Conveyancing	Employees 39 Legal avrillo.co.uk	"The firm is all about growing you as a person. Unlike others out there, you are provided with training on bettering yourself and becoming the very best version of yourself." Employee	
	12	Sobi UK & Republic of Ireland	Employees 32 Pharmaceuticals sobi-uk.co.uk	"We want our employees to embrace our values of care, ambition, ownership, partnership and urgency and to be focused on how we can help patients." Neil Dugdale, VP and general manager	

Laureates have been a Best Workplace™ for five consecutive years. Masters have been a Best Workplace™ for 10 consecutive years.

NEW	13	Adyen	Employees 50 Banking/Credit Services adyen.co.uk	"Our aim is to create an empowering and unique culture, which attracts people who take initiative and ownership. At Adyen, they find the space to let their ideas fly." Myles Dawson, MD	
	14	firstlight PR	Employees 23 Advertising & Marketing firstlightpr.com	"People are the lifeblood of our business, which is why creating an environment that nurtures and supports everyone here sits at the heart of everything we do." Paul Davies, MD and founder	
	15	Virgo Health 	Employees 42 Advertising & Marketing virgohealth.com	"'Being human' is at the core of our employee experience, recognising what people really think, believe and do, communicating in a personal and authentic way." Rebecca Hall, HR director	
	16	Yext	Employees 45 IT Software yext.co.uk	"As we build our founding team, it is imperative to foster an exceptional workplace culture, based on diversity, transparency and communication." Jon Buss, MD, UK & Northern Europe	
	17	Conversion.com	Employees 33 IT conversion.com	"We are fundamentally a people business – our product is the service we provide for our clients. That means our employee experience is hugely important for us." Stephen Pavlovich, CEO	
NEW	18	Gorilla Glue Europe Ltd	Employees 49 FMCG gorillatough.com	"Our employer and employee brands are the same! Our core values match our people: fun and passion, integrity and respect, communication and appreciation." Keith Cole, project manager	
	19	Rowlinson Knitwear	Employees 50 Textile Manufacturer rowlinson-knitwear.com	"The employee experience means that we all have a common aim; to be a great place to work for our customers, our people and our supply chain." Nicola Ryan, head of people services	
NEW	20	Tesaro UK Limited	Employees 25 Biotechnology & Pharmaceuticals tesarobio.com	"From the highest level down, employee experience is the bedrock for sustainable success. All employees are 'associates' with shared goals." Marc Clause, general manager, UK and Ireland	
	21	Eventbrite	Employees 37 IT eventbrite.co.uk	"Our company values reflect our desire to make working at Eventbrite an incredible live experience. The unique culture provides the foundation." Rachel Langford, talent manager, UK and Ireland	
	22	Alnylam	Employees 35 Biotechnology & Pharmaceuticals alnylam.com	"It means treating each employee as an individual with different needs and ensuring everyone knows how much their contributions are valued." Theresa Heggie, senior VP, head of EMEA and Canada	
NEW	23	Jubilee Hall Trust	Employees 37 Non-profit/Charity jubileehalltrust.org	"As a customer service-focused business, it is critical that we recruit and retain great people, and motivate them to deliver our promises every time." Phil Rumbelow, chief executive	
	24	WP Engine	Employees 27 IT Software wpengine.co.uk	"Our goal is to be the workplace of choice, known for opening our doors wider and fostering a global community, providing a transparent, empowering environment for all." Fabio Torlini, MD, EMEA	
NEW	25	Astound Commerce	Employees 36 IT astoundcommerce.com	"We work hard to make our environment one we can all enjoy, which includes myself and the senior management team. We have an inclusive approach to everything." Terry Hunter, MD	

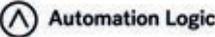
Best Workplaces™ 2019

Medium: 51-250 employees



1	Vibe	Employees 56 Recruitment vibeteaching.co.uk	"Vibe has a clear vision and set of values that all the staff identify with. It develops life-long leaders, who drive standards and lead others to success. I could list a page of activities that Vibe does to engage us and empower us to become the best versions of ourselves." Employee	
2	Natilik	Employees 177 IT natilik.com	"We're obsessed with how we treat our people – benefit structure, flexible working, environment. But it's often the smaller things that really matter – saying 'thanks'." Kelly White, chief people officer	
3	Belron International	Employees 141 Manufacturing & Production/Automotive belron.com	"We have coaches that we assign to help employees through the first 100 days – and who are also assigned for other coaching activities to support the employees." Employee	
4	QuickBooks UK 	Employees 207 IT intuit.co.uk	"Everyone is trained as a leader, we all have 'design for delight' training to help any organisation create a vision or a hypothesis and test to make it better." Employee	
5	DMW Group 	Employees 82 IT Consulting dmwgroup.com	"Our clients expect the highest quality service. We know that employees deliver great work when they feel valued for it. So, employee experience is critical." Chris Dean, CEO	
6	Impact 	Employees 97 Education & Training impactinternational.com	"It's our mission to build organisations worth working for. We live by this. We want employees to shape how we work so they give more of themselves." David Williams, CEO/founder	
7	Sellick Partnership	Employees 97 Recruitment sellickpartnership.co.uk	"When I set up Sellick Partnership, I wanted to create a business where people enjoyed coming to work and I truly believe we have created that." Jo Sellick, managing director	
8	South Liverpool Homes	Employees 94 Non-profit/Charity southliverpoolhomes.co.uk	"As leaders, we have to do all we can to create the most productive and positive workplace possible – happy staff make happy customers, it's that simple!" Julie Fadden, CEO	
9	Goodman Masson 	Employees 175 Recruitment goodmanmasson.com	"More than any time before, people want to work in an environment that inspires, engages, challenges and makes us happy. We ensure that this happens." Guy Hayward, CEO	
10	Found	Employees 70 Online Internet Services found.co.uk	"Everyone is integrated. If you were walking into the office from an outside perspective you wouldn't be able to pick out the managers! We are one team and are treated equally." Employee	
11	Charlton Morris	Employees 69 Recruitment charltonmorris.com	"Employees should look forward to working in a stimulating, challenging environment, where achievements are celebrated and a team ethic is maintained at all times." Andy Shatwell, MD	
12	Danone Early Life Nutrition 	Employees 179 FMCG danone.co.uk	"Ultimately, culture drives business success. And employee experience is the heart of our culture. It has to be authentic to what we stand for externally." Liz Ellis, HR director	

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13	bdht	Employees 131 Housing bdht.co.uk	"I devote a lot of time to how employees feel about their working day. There have to be as many opportunities for positive experiences and fun as can be." Mark Robertson, chief executive	
14	Propellernet 	Employees 57 Online Internet Services propellernet.co.uk	"Our employee experience is top priority. Without them, we have no business. Happy, engaged employees do better work than miserable ones. It's not rocket science." Nikki Gatenby, MD	
15	Indeed UK	Employees 162 IT indeed.co.uk	"The business cares about its employees. We are all treated as equals, and management sit with the teams on the ground – no one has their own big executive office." Employee	
16	Automation Logic	Employees 63 IT Software automationlogic.com	"AL does a fantastic job of making people feel welcome. It feels like you can talk to anyone in a higher position than yours about anything – work or personal." Employee	
17	Instarmac Group plc	Employees 175 Manufacturing & Production instarmac.co.uk	"For me, the employee experience is all about employees who are happy to come to work, are enthusiastic and enjoy what they do. This drives our culture and values." John Holcroft, MD	
18	Tanium	Employees 51 IT Software tanium.com	"We've embedded teamwork, trust, transparency, and agility into our culture, so our team feels empowered to make a difference for our customers." Orion Hindawi, CEO/co-founder	
19	Kronos Systems Ltd	Employees 180 IT Software kronos.com	"The employee experience means everything to our CEO – he literally wrote the book on employee engagement as a growth strategy (<i>WorkInspired</i>)." David Morgan, senior HRD	
20	Treasury Wine Estates	Employees 112 FMCG tweglobal.com	"Employee experience means how employees feel every day working for TWE. We enable them to deliver great work but balance that with their personal life." Michelle Brampton, MD, Europe	
21	AXON	Employees 74 Advertising & Marketing axon-com.com	"We want employees to have a positive experience from the first interview until their last day, and the hopefully many years in between." Miranda Dini, managing partner	
22	Lansons 	Employees 110 Advertising & Marketing lansons.com	"Lansons has firm values around consultancy excellence, ethical behaviour and sharing in success. It matters to me that people feel the impact of this in their work." Tony Langham, CEO	
23	Liberis	Employees 86 Financial Services & Insurance liberis.co.uk	"The employee experience is incredibly important. I see it as encapsulating all that people encounter, observe or feel over the course of their employee journey." Rob Straathof, CEO	
24	World Wide Technology	Employees 79 IT wwt.com	"Employee experience is a foundation at WWT. It's embedded in our three-part mission: to create a growth company that is also a great place to work." Ben Boswell, area VP, EMEA	
25	QUANTIQ Technology	Employees 138 IT Consulting quantiq.com	"We wanted to create a working environment that we would want to work in as employees too. That defined how we structured the organisation and our benefits." Stuart Fenton, CEO	
26	Amido	Employees 90 IT Consulting amido.com	"The employee experience encapsulates each individual's journey from application throughout their career. We strive for a positive, trusting, challenging experience." Alan Walsh, CEO	

	27	Neueda	Employees 153 IT Consulting neueda.com	"A positive employee experience is fundamental. We are so proud of our staff – their skills, attitude and commitment are crucial to our success." Lisa Sweeney, head of people and culture	
★	28	Royal College of Veterinary Surgeons	Employees 96 Non-profit/Charity rcvs.org.uk	"The RCVS is a service-led organisation, so if our team enjoys the workplace, they will deliver the best for the veterinary team and the public." Matthew Wallace, HR and training manager	
					
NEW	29	Oxford PharmaGenesis	Employees 217 Professional Services pharmagenesis.com	"We are privileged to employ some of the brightest and best, and it matters that they're given the space and support to realise their full potential." Jeanette Costigan, global HR director	
	30	AlphaSights	Employees 143 Professional Services alphasights.com	"AlphaSights gives an exceptional amount of responsibility to people very early on in their careers, and an opportunity to make a major difference to the bottom line." Employee	
	31	BigHand	Employees 145 IT Software bighand.com	"The right employee experience has so many elements; being valued, given opportunity to grow and challenge yourself, being passionate about what you do." Ian Churchill, CEO	
	32	Spring	Employees 118 Recruitment spring.com	"Our employees are our inspiration. Their creativity, passion and direction help our company thrive and perform." Bill Graham, senior vice-president	
					
	33	Nintex	Employees 66 IT Software nintex.com	"Employee experience is those positive stories you share with friends and family about what you do. It is the reason why you smile when asked about your place of work." Eric Johnson, CEO	
	34	Reward Gateway	Employees 121 IT rewardgateway.com	"Culture, engagement and the employee experience are at the centre of both what we sell and how we manage the business." Doug Butler, CEO	
	35	London Vision Clinic	Employees 55 Healthcare londonvisionclinic.com	"The working environment is always supportive. The company leads as a group and listens to staff input. It creates a sense of pride, so you work harder and feel more satisfied." Employee	
					
	36	Smart Energy GB	Employees 70 Non-profit/Charity smartenergygb.org	"We can only achieve our exciting mission by having a team of highly skilled, motivated people. So the employee experience is key to our success." Sacha Deshmukh, chief executive	
	37	New Street Group	Employees 57 Recruitment newstreetgroup.com	"The employee experience means providing a clear vision and then creating deep engagement with our teams in the planning stages, as they are key stakeholders." Doug Baird, chief executive	
	38	Badenoch & Clark	Employees 220 Recruitment badenochandclark.com	"Creating and maintaining a positive employee experience is not only the right way to run a business, ultimately, it's also the most profitable." Simon Crichton, senior vice-president	
	39	Technology Management (Midlands) Ltd	Employees 104 IT Consulting tecman.co.uk	"Every member of our team has different wants and needs that can change very quickly with life circumstances. Listening to them is what gets us greater commitment." James Crowter, MD	
	40	Powerforce Field Marketing and Retail Services Ltd	Employees 152 Advertising & Marketing powerforcegb.com	"I take full responsibility for a work environment that supports the growth of our employees and is conducive to their wellbeing. Getting this right means a happy workforce." Nicky Sanderson, MD	

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★	41	Cadence Design Systems 	Employees 184 Engineering cadence.com	"Employees join Cadence because of our innovation, and stay because of our culture. We offer exciting challenges in an ever-evolving industry." Sanjay Lall, corporate VP, sales	
	42	The Exeter	Employees 125 Health Insurance the-exeter.com	"Employee experience is at the heart of everything we do. For every business decision, my first question is always 'How will this affect our people?'" Andy Chapman, CEO	
NEW	43	Tulchan Communications LLP	Employees 57 Professional Services tulchangroup.com	"We want our employee experience to be unique for each individual, just like our client service – there is no such thing as 'one size fits all'." Hamide Ahmet, HR director	
	44	Campari UK	Employees 76 FMCG campariuk.com	"In the UK, there is a great balance of feeling like a 'start-up' with small teams working well together and exciting growth prospects, while having the backing of a large global business." Employee	
NEW	45	Fleet Alliance 	Employees 63 Financial Services & Insurance fleetalliance.co.uk	"The company genuinely lives up to its responsibilities as an ethical employer and with a high focus on corporate social responsibility." Employee	
	46	Teenage Cancer Trust	Employees 171 Non-profit/Charity teenagecancertrust.org	"We work hard to create a fun, friendly, relaxed workplace where people can be themselves. Keeping employees motivated and engaged is essential." Kate Collins, chief executive	
NEW	47	RI	Employees 60 IT Software ri-team.com	"To me, employee experience is as important as customer experience. Just as our customers employ us, our employees expect us to do a job for them too." Paul Boyle, CEO	
	48	Medidata Solutions	Employees 226 Biotechnology & Pharmaceuticals mdsol.com	"Employees are united by their passion for our mission: to power smarter treatments and healthier people, improving patients' lives." Tarek Sherif, chairman and CEO	
NEW	49	CONTEXT WORLD LTD	Employees 112 IT contextworld.com	"A good work environment is critical to any organisation's success. This ranges all the way from simple things like the temperature, to fair HR policies." Jeremy Davies, CEO and co-founder	
	50	Just Teachers Limited	Employees 84 Recruitment justteachers.co.uk	"We have been on some great company trips and events, when we have hit targets and the whole company is involved, not just the sales consultants." Employee	
NEW	51	Infineon Technologies UK	Employees 99 Electronics Manufacturing infineon.com	"I appreciate the continuous and unerring support from my managers. This is a very friendly place, and I find colleagues are happy to help each other out even during stressful times." Employee	
	52	Derivco UK	Employees 230 IT Software derivco.com	"Employee experience is everything to our business. We very much believe in looking after our people, and in turn they look after our business." Stephen Fisk, CEO	
NEW	53	TJC	Employees 155 Retail tjc.co.uk	"Employee experience is a journey, during which you must build a high-trust relationship. I believe a great employee experience is based on belief and transparency." Kas Gankanda, HR manager	
	54	Protiviti	Employees 194 Management Consulting protiviti.co.uk	"For our client-centric business to thrive, we must put our people first. Our culture serves as a competitive differentiator and an internal beacon." Peter Richardson, country manager lead	

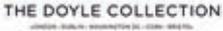
Best Workplaces™ 2019

Large: 251-1,000 employees

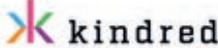


1	Workday	Employees 291 IT Software workday.com	“Employee experience means making work meaningful by ensuring our unique culture meets the needs of all our employees.” Carolyn Horne, group VP, northern Europe and South Africa. “We have a real attitude to pull for the organisation and make us all successful!” Employee	
2	The Sovini Group	Employees 636 Construction Infrastructure & Property sovini.co.uk	“Employers should have regard for the psychological contract. It is important that employees feel valued and have a sense of worth.” Dr Roy Williams, group chief executive	
3	Baringa Partners	Employees 582 Management Consulting baringa.com	“The only enduring competitive advantage for a professional services firm is its people and culture. It’s our winning formula.” Adrian Bettridge, managing partner	
★	Lindt & Sprüngli (UK) Ltd	Employees 285 FMCG lindt.co.uk	“Our growth culture, where employees can learn, develop, grow and ultimately be at their best, feeds our business performance, which allows us to invest in our people.” Matt Austin, CEO	
5	Adobe	Employees 733 IT Software adobe.com	“Collaboration between people and teams is better than anywhere else I have worked. I trust leadership are not only in control but really driving the industry forward.” Employee	
6	Office Angels	Employees 301 Recruitment office-angels.com	“We know from our candidates that it’s not just the job and salary that attracts and retains people, it’s the package. The culture, camaraderie, team spirit.” Kate Garbett, executive director	
★	REL Field Marketing	Employees 548 Advertising & Marketing relfm.com	“We don’t physically manufacture anything, so our people are our product and reason for being. We put heart and soul into ensuring our people work because they want to.” Stephen Gordon, MD	
8	UKFast	Employees 374 IT ukfast.co.uk	“The employee experience is everything... Work is no longer just about work, it’s about helping the team to lead happier, healthier lives overall.” Lawrence Jones MBE, CEO	
9	Cirrus Logic	Employees 509 IT Hardware cirrus.com	“When people feel connected to our culture and valued, it connects them to the success of the company in ways that are often unmeasured.” Katie Park, employee experience coordinator	
10	Adecco	Employees 629 Recruitment adecco.co.uk	“We try to make sure our consumer brand and employer brand are integrated throughout the business, and not aligned to one central department.” Melanie Hayes, HR director, UK&I	
★	AbbVie	Employees 569 Pharmaceuticals abbvie.com	“Excellent opportunities for personal development, particularly leadership. I feel the company invest in me through the development opportunities.” Employee	
NEW	Stryker UK Ltd	Employees 547 Medical Sales/Distribution stryker.com/gb/en	“The employee experience is critical to our organisation. We believe engaged employees invest in our mission and deliver work with passion.” Peter Bradley, VP MD, UK & BeNeNord	

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	13	SAS	Employees 643 IT sas.com/uk	"Management are open to change and empower employees to decide what changes those should be and to implement them themselves. My manager works hard to support me." Employee	 THE POWER TO KNOW.
	14	PayPal UK	Employees 256 Financial Services & Insurance paypal.com/uk	"PayPal is genuinely progressive, promotes equality, and its values are regarded as just as important – if not more so – than its balance sheet." Employee	
	15	Kantar Worldpanel	Employees 572 Professional Services kantarworldpanel.com	"An engaged and happy workforce is what drives the delivery of an excellent service to our clients and this in turn leads to us being a successful business." Tim Kidd, CEO	
NEW	16	Version 1	Employees 346 IT Consulting version1.com	"Our culture focuses on a great workplace and an employee experience where core values are lived day in and day out, building a culture of trust and empowerment." Tom O'Connor, CEO	
	17	Dun & Bradstreet Ltd	Employees 398 Data & Analytics dnb.co.uk	"We have a joined-up approach. Our brand values are consistently communicated whether we're talking to customers or potential employees." Janet Sporle, international people leader	
	18	Frontier Agriculture Ltd	Employees 912 Agriculture, Forestry & Fishing frontierag.co.uk	"There is a general feeling of pride across the business and a genuine desire to do what is right for the company, the customer and for us as individual employees or teams." Employee	
	19	Robert Walters	Employees 489 Professional Services robertwalters.co.uk	"We are a family and all very much invested in each other's success, which goes a long way to making it a wonderful place to be. You can speak your mind without fear of reprisal." Employee	
	20	SC Johnson Ltd	Employees 331 FMCG scjohnson.com	"The company is always finding ways to create fun and a sense of community for us all. They go the extra mile to make the workplace a great environment." Employee	
NEW	21	Amgen Limited	Employees 504 Biotechnology & Pharmaceuticals amgen.co.uk	"For us, it is about inspiring our teams, connecting them, sharing our fantastic achievements, and helping them see what a special company we are." Chris Fox, general manager	
	22	Bayer	Employees 890 Pharmaceuticals bayer.co.uk	"Business success is the people. That is why we have a passion for people, as it's our people that have a passion for customers and patients." Lars Bruening, CEO, UK and Ireland	
NEW	23	Doyle Hotels (UK) Limited	Employees 582 Hotel/Resort doylecollection.com	"Daily, the company is trying to improve things for customers and employees. We hear about customers' feedback, and discuss what needs to be done differently next time." Employee	
	24	Tenpin Limited	Employees 856 Hospitality tenpin.co.uk	"Being 'award winning' is a great talking point and allows both the employer and employee to stand out, strengthening CVs and employer credibility." Helen Gilbert, director, people and talent	
NEW	25	Bristol-Myers Squibb UK	Employees 737 Pharmaceuticals bms.com/gb	"We are committed to creating the very best experience for our people, so we can deliver on our business goals and deliver for our patients. Our people are our competitive advantage."	
	26	MarketMakers	Employees 346 Advertising & Marketing marketmakers.co.uk	"Happy employees equals happy clients. If our employees are loving what they do, it really reflects in their work. It's really important for me to get to know all our employees." Tom James, MD	



NEW NEW NEW NEW	27	FactSet 	Employees 502 IT Software factset.com	"FactSet's culture is embodied in everything. As an employee I feel appreciated and heard. I value benefits like free meals and that we are able to volunteer, for example." Employee	
	28	Liberty IT	Employees 395 IT liberty-it.co.uk	"As a highly technical organisation, our employees are our greatest asset and at the heart of everything we do. We unleash their potential as technical leaders." Willie Hamilton, MD	
	29	Secure Trust Bank Group	Employees 879 Financial Services & Insurance securetrustbank.com	"We work hard to maintain and promote a culture that has colleague- and customer-centric attitudes at its heart and rewards innovative and inspiring behaviours." Paul Lynam, CEO	
	30	Kindred Group	Employees 376 IT kindredgroup.com	"Employee experience means ensuring everyone at Kindred is supported and enabled to achieve their ambition and that they feel part of a very special team." Henrik Tjärnström, CEO	
	31	GLORY	Employees 266 IT glory-global.com	"By combining the power of everyone who shares our 'striving spirit', employees are able to do the best job they can in creating a safe and secure society." Michael Williams, CFO	
32	RCI Financial Services Ltd	Employees 311 Financial Services & Insurance rcibs.com	"Delivering a superior employee experience is at the heart of our business ethos – from a great office environment to a tailored benefits and wellbeing programme." Jean-Louis Labauge, MD		

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★	1	Salesforce 	Employees 1,625 IT Software salesforce.com/uk	“A great employee experience is a key part of Salesforce’s strategy for success. As a customer-centric company, trust is our number-one value. If our employees are happy where they are, they can deliver a great customer experience.” Paul Smith, senior VP and general manager, UK	
★	2	Cisco UK 	Employees 2,855 IT cisco.com/c/en_uk	“The diversity of knowledge, talent and thinking our employees bring to our business is something we never take for granted.” Scot Gardner, chief executive	
★	3	Hilton 	Employees 7,473 Hotel/Resort hiltonworldwide.com	“Our team members are fundamental to success. Our ambition to be the most hospitable company in the world starts with them. They are the driving force.” Kay Harriman, senior director, HR, UK&I	
	4	Admiral Group 	Employees 7,183 Financial Services & Insurance admiralgroup.co.uk	“To me, the Admiral employee experience is about friendly, supportive colleagues, fair and respectful managers, and being proud of what each of us do day to day.” David Stevens, CEO	
	5	Mars UK	Employees 3,991 FMCG mars.co.uk	“Everyone is trusted with real responsibility and given the freedom to innovate – whatever their level – and can feel they have a stake in business success.” David Manzini, general manager	
	6	SAP	Employees 2,252 IT Software sap.com/uk	“As Bill McDermott said when he joined SAP as CEO in 2010, ‘How can you possibly be purpose-driven without people at the centre of the vision?’” Meghan McCarthy, HR director, UK and Ireland	
	7	Home Group Limited	Employees 2,579 Non-profit/Charity homegroup.org.uk	“We look to every single colleague to own our culture, live our values and make sure that people feel supported, valued and part of a community.” Mark Henderson, CEO	
	8	BUUK Infrastructure	Employees 1,241 Energy Distribution bu-uk.co.uk	“Each and every one of our employees plays an important role in our ongoing success. A culture where everyone feels valued ensures the quality of service to drive our growth.” Clive Linsdell, CEO	
	9	Gowling WLG UK LLP 	Employees 1,126 Legal gowlingwlg.com	“I’m a great believer that a positive working environment and experience for our people translates into an outstanding service for our clients.” David Fennell, chief executive	
	10	Rackspace Ltd 	Employees 1,130 IT Storage/Data Management rackspace.co.uk	“Rackspace is an all-round amazing place to work. I’d recommend it to all my friends. I have 11 years of service and would love to grow old here. My colleagues are my second family.” Employee	
★	11	Marshall Motor Holdings plc 	Employees 3,749 Motor Dealer Group marshall.co.uk	“Our business is all about customer service excellence, and the only way we can achieve this is through engaged, happy and inspired colleagues.” Helen Burrows, HR director	

	12	Flight Centre Travel Group 	Employees 1,824 Travel Management flightcentre.co.uk	“Employee experience is everything in a company of our size. With so many diverse employees, we pride ourselves on meeting their core needs.” Will Leonelli, Peopleworks leader, EMEA	
	13	Principality Building Society	Employees 1,153 Financial Services & Insurance principality.co.uk	“I feel the company provides many channels to show recognition to our teams and colleagues and show how much people are valued.” Employee	
	14	Bright Horizons Family Solutions 	Employees 9,868 Education & Training brighthorizons.co.uk	“My role is to ensure everyone feels genuinely connected to our mission and HEART values – honesty, excellence, accountability, respect, teamwork.” James Tugendhat, MD, international	
	15	EY	Employees 15,600 Professional Services ey.com	“At EY, we want to create an exceptional experience and sense of belonging, being valued and recognised for their contribution.” Justine Campbell, managing partner, talent	
	16	Volkswagen Financial Services (UK) Ltd	Employees 1,173 Financial Services/Auto Insurance vwfs.co.uk	“Everybody is welcoming, friendly, and there is lots of support to reach your goals, whether within your current team or another team around the business.” Employee	
NEW	17	Dimensions UK	Employees 4,898 Residential Care Services dimensions-uk.org	“We know employee experience has a direct impact on quality of life for the people we support with learning disabilities/autism.” Amanda Hasler, head of employee engagement and reward	
NEW	18	Gap	Employees 2,844 Retail/Clothing gap.co.uk	“When employees are engaged and fulfilled, our customers receive a great brand experience. Our teams go the extra mile because they believe they make a difference.” Debbie Edwards, VP/GM	
	19	Britvic PLC	Employees 1,750 Soft Drinks Manufacturer britvic.com	“Measuring how engaged our employees are helps us ensure we are doing our very best to evolve the culture of our business.” Zareena Brown, group HR director	
	20	L&Q	Employees 2,247 Non-profit/Charity lqgroup.org.uk	“We work hard ensuring L&Q is a ‘great place to work’. This is reflected in our offices, technology and tools, benefits and rewards, but also the way we develop our people.” David Montague, CEO	
NEW	21	Deloitte	Employees 17,590 Professional Services deloitte.co.uk	“It’s a partnership in every sense of the word and prevails throughout – we all work in a collegiate fashion and ensure we make a positive impact on everyone we work with and for.” Employee	

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