

GREAT WORKPLACES

GREAT PLACE TO WORK® SPECIAL REPORT 2014

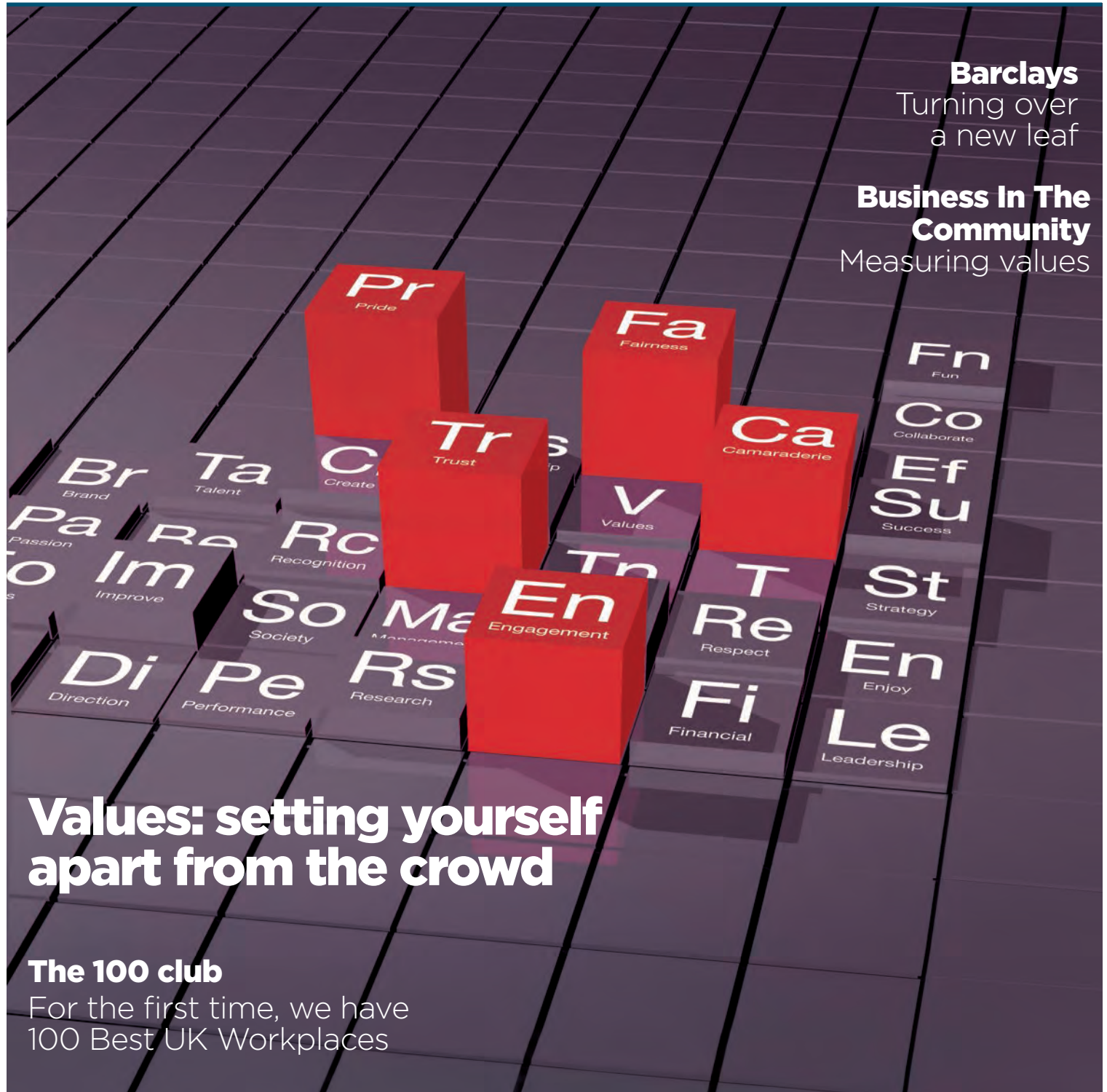
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Barclays

Turning over
a new leaf

Business In The Community

Measuring values



Values: setting yourself apart from the crowd

The 100 club

For the first time, we have
100 Best UK Workplaces

OPERATES AS A BUSINESS

feels like a family





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TOM O'BYRNE

LEADER



This year, an unprecedented 100 organisations have achieved Best Workplace status. You can see who they are on pages 8-15. We were also thrilled with the record number of organisations who registered to take part in the Best Workplaces Programme. More and more businesses recognise not only the importance of trust and engagement, but also the impact that being recognised as a Best Workplace has on employer branding.

Employees are also proud to tell others where they work and most believe their managers are competent, a figure that is highest in organisations that invest in the training and development of their managers.

It is exciting to find that employees are more positive about the organisation they work for in every part of the employee survey. The largest improvements in employee responses were to the group of statements about fair reward. This suggests that as the economy turns a corner, organisations are taking the opportunity to correct long-overdue internal and external pay differences.

With so much attention to honesty and integrity in recent years, it is heartening to see that Best Workplaces are exemplars of integrity in the eyes of those who know best - their employees. Trust is higher in 2014 in Best Workplaces than ever before! You can find more interesting insights from the data on pages 6-7.

Any organisation has the potential to become a great workplace, even a Best Workplace, as we recognise in these pages. If you are striving to make your business thrive by building trust and engagement, we hope these 100 organisations will inspire you. And finally, I offer my warmest congratulations to all our Best Workplaces. Whether this is your first year of recognition,

or you have continued to maintain your status as a Best Workplace, your employees are fortunate to be working for you.

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

It is heartening to see that Best Workplaces are exemplars of integrity in the eyes of employees

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‘Two thirds of the final score comes from the employee survey, so it really is down to what employees think...’

What does a great workplace actually look like?

The following are all the signs of a great workplace:

- highly-engaged people committed to helping the organisation achieve its business objectives and going the extra mile for customers.
- line managers that ensure employees feel trusted and supported.
- employees with confidence in the senior leaders and the direction in which they are taking the organisation.
- a sense of camaraderie between employees; they enjoy working with their colleagues and are proud of where they work and what they do.

How do organisations benefit?

The connection between engagement and performance has been clearly explained by the Employee Engagement Taskforce in its report into engagement, *The Evidence*. Compared with the lowest 25 per cent

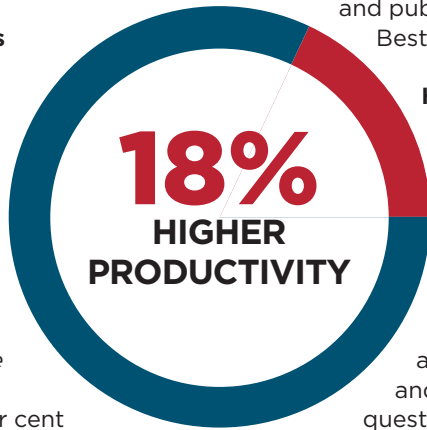
of engaged organisations, the top 25 per cent of such organisations enjoy:

- twice annual net profit
- 18 per cent higher productivity
- 2.5 times revenue growth

They also enjoy better recruitment and retention, less absenteeism and lower employment costs.

What is the Best Workplaces Programme?

The Programme gives organisations two key opportunities: firstly to understand the levels of trust and engagement in their organisation and where things may need to improve, and secondly, the chance to be ranked and publicly recognised as a Best Workplace.



How does it compare with other ranking programmes?

Trust is a key driver of engagement and our Trust Index[®] employee survey measures both trust and engagement. It is a series of statements and two open-ended questions that employees

complete. We also evaluate an organisation's people practices through our Culture Audit[®]. There are nine areas of HR and management practice that drive engagement - hiring, inspiring, communicating (speaking and listening), thanking, sharing, developing, caring and celebrating. The Culture Audit[®] tells us what is different or unique about these practices. We can also run the survey in more than 40 countries so you could be ranked in Europe or even globally.

How do you produce the Best Workplaces ranking?

The results of the employee (Trust Index[®]) survey and the Culture Audit[®] are combined to give an overall score. Organisations that achieve a certain level are then considered for the ranking. Two thirds of the final score comes from the employee survey, so it really is down to what employees think about the organisation that determines whether or not an organisation is awarded Best Workplace status.

Can we use the Best Workplaces logo?

Absolutely. It tells the world you are an 'employer of choice'. It is highly sought after by organisations that recognise the impact it has on employer branding. It is also recognised by job seekers looking for a great employer.

I want to improve engagement in my organisation. Do I have to take part in the Best Workplaces Programme?

No, you can run the Trust Index[®] employee survey without entering the Programme and ranking. We can even customise the survey so that it meets your specific needs. We then support you after the survey to help identify key areas for priority and action planning.

Are you just a ranking company?

As our growing list of Best Workplaces demonstrates, ranking is very important and is highly sought after for employer branding, but we also provide a range of other services including consultancy, management and leadership training, publications, events and networking opportunities. We also use our extensive database to produce research-based white papers and case studies.

The Best Workplaces Programme has been running for 14 years in the UK. How does it work and how can you get involved?

SECRETS OF YOUR SUCCESS



GREAT no matter how you cut it

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Our values make us a great organisation

Quality, opportunity, integrity and inclusion four values that underpin our unique approach. As one of the leading housing associations in London and the South East we believe that everyone has the right to a quality home that suits their needs. We recognise our employees as our greatest asset and are committed to developing, rewarding and retaining them.

To find out why Catalyst is a Great Place to Work, visit www.chg.org.uk



- Game changers
- Ground breakers
- Tomorrow builders
- Sales conquerors
- Cloud visionaries

YOUR JOB AWAITS

We offer a flexible work environment, competitive packages and a game-changing Cloud ERP solution. You're sure to find the job that's as good as you are at FinancialForce.com



DID YOU KNOW?

We have delved into our extensive database to bring you a range of **facts, figures** and even some **surprises**. We have access to a huge range of statistics, comments and practices sourced from surveys completed by thousands of UK employees and their management.

Employees with caring responsibilities are the most engaged, while one in five staff is disengaged. But if all employees were fully engaged, productivity could double. Just three of many fascinating facts from the Great Place to Work® database...

Values and ethics are key drivers of engagement

The best way to improve employee engagement is to train and motivate managers to act in a more value-driven way – with integrity. This means acting honestly, telling the truth, keeping promises, treating people fairly and avoiding favouritism and political behaviour. Low-integrity behaviour damages trust and engagement and so damages performance. The consequences destroy customer trust too, damaging a business even more. High integrity behaviour builds business by building trust.

Show that you care

Employees who care for children – or for people who are elderly, sick or have a disability – are more engaged. Those who care for children are also significantly more engaged than other carers. Child carers are relatively numerous, organised and vocal, whereas the other types of carer are much less numerous, isolated and less vocal. Currently, workplace flexibilities and practices reflect the needs of child carers. However, as the number of employees caring for elderly people grows as our population continues to age, workplaces should adapt to meet the needs of this employee group.



One in five staff is disengaged



Two in five staff are fully engaged

Double your productivity

One in five staff is disengaged, whereas two in five are fully engaged (see graphic). But if all employees were fully engaged, output per head would double in some organisations.

The effect of more women in senior roles on engagement

There is no relationship between the degree of employee engagement and the proportion of women occupying senior roles.

You get out what you put in

An organisation's employee survey results mirror closely the effort they put into improving employee engagement. So, if an organisation trains its managers, management behaviour is rated more favourably in the next employee survey.

Women are more agreeable: women tend to agree with slightly more survey statements than men, however...

Women tend to agree more than men about:

- o The way the organisation contributes to the community
- o How special events are celebrated
- o The fact their work has special meaning, it's not just 'a job'

Men tend to agree more than women about:

- o How people are treated, regardless of their sex
- o The fact they make a difference
- o That people are paid fairly for the work they do



‘This has helped us champion the importance of our culture and highlight what matters most to our people’



What makes a great employer?

‘I can’t think of one thing that would make it a better place to work.’

What do employees working for great employers say about their workplace? How does that differ from what employees say about not-so-great employers? The difference is in their managers’ behaviour. Here are a few typical examples:

Great employer	Not-so-great employer
“They care about us as people, they don’t just say it, their actions prove it. I’ve worked for other companies that say they listen, and then do their own thing anyway.”	“Common courtesy - it is polite to have people respond to communications in a professional manner and in a timely fashion.”
“The level of development the company is prepared to put into its employees...”	“Very senior management should be more honest.”
“I have a great manager who encourages us all to be our best and recognises effort and ideas within our team.”	“Reduce the level of constant micro-management and tactical prioritisation on political whims from my manager, which often squeezes the creativity out of his team.”

What are the benefits of engagement?

It is fulfilling to be engaged in work and it is good for businesses when staff are engaged:

Engaged staff	Engaged managers
“Unlike my previous manager, my new manager has kept her word and arranged for the training I asked for again and again. Now I finally know how to do the job.”	“...the culture is what allows us to hit the numbers.”
“My manager and I meet every week to discuss the work and my progress. Performance management done like that is motivating, not oppressive.”	“Our view is that our people are our key asset and should be treated as such.”
“I have worked for a few firms but I can’t say I have ever enjoyed any of my jobs until this one. You spend a lot of your life at work and it’s better all round when work is fun.”	“A firm like ours has nothing to ‘sell’ but its people, so it is essential that those people are engaged, motivated and rewarded for their contributions.”




‘Engagement is smile-shaped’
 The longest-serving employees along with those who’ve served for the shortest time agree with the most survey statements. When graphed, this pattern is U-shaped. It is not good to see large differences between the views of different groups of employees, so the best U-shape is a shallow one - smile-shaped, in fact.

‘More engaged, more productive’
 If people see their work as fun, they are more engaged and therefore productive. Our studies show that fun is an important driver of engagement - in some cases it is the key driver as we found recently for a company employing large numbers of professionals.

The top five areas for improving engagement

- 1** Ensure fair reward, recognition and appreciation
- 2** Provide a fun place to work
- 3** Encourage work-life balance
- 4** Build employee pride by contributing to the community
- 5** Promote fairness so that people feel they are all in it together

BEST WORKPLACES 2014: SMALL 20-49 EMPLOYEES

Ranking 1	DMW Group 	Employees 34 Sector IT Consulting Website dmwgroup.com	<i>"We strive for high levels of trust and engagement from our people because it enhances our performance. We think DMW is 'a great place to work', but we recognise that our view is subjective so it's wonderful to have this measured and endorsed independently."</i> Chris Dean, Managing Director
Ranking 2	Futureheads Recruitment Ltd 	Employees 24 Sector Recruitment Website wearefutureheads.co.uk	"The company is built on a principle of collaboration, which creates greater all-round success." Gill Arnold, Managing Director
Ranking 3	Centor Insurance & Risk Management Ltd 	Employees 34 Sector Financial Services Website centor.co.uk	"The Programme fosters an enormous sense of pride throughout the entire organisation." Paul Field, Claims Director
Ranking 4	BAM Agency Ltd 	Employees 23 Sector Advertising & Marketing Website bamuk.com	"We have devoted a great deal of focus towards ensuring that values are as important as performance." Tim Bodenham, Managing Director
Ranking 5	London Vision Clinic LLP 	Employees 46 Sector Healthcare Website londonvisionclinic.com	"Treating our staff exceptionally well will encourage them to do the same for our patients." Anna Akesson, Assistant Clinic Manager
Ranking 6	Broadgate Mainland 	Employees 23 Sector Advertising & Marketing Website broadgatemainland.com	"Our company values are creativity, tenacity and teamwork, all essential in running a successful PR business." Roland Cross, Director
Ranking 7	Winshuttle 	Employees 35 Sector IT Website winshuttle.com	"We aim to provide a collaborative workplace where employees are free to share ideas and views." Sophie Willers, HR Coordinator
Ranking 8	Career Moves Group 	Employees 21 Sector Recruitment Website careermovesgroup.co.uk	"We gained incredible insight, value and feedback from our people on being top 10 last year." Caroline Foote, Group Managing Director
Ranking 9	Consilium Group Ltd 	Employees 26 Sector Management Consulting Website cgl.eu.com	"A feeling of togetherness, a professional but fun attitude to business. A relaxing environment in a stressful industry." Employee
Ranking 10	Kindred Agency Ltd 	Employees 45 Sector Advertising & Marketing Website kindredagency.com	"Our culture and the way we do things is determined by and for our people, with no hidden agenda." Ruth Kieran, Managing Partner

“The people make this company the best place I have ever worked”

UK RANKING

Ranking 11	Fleet Alliance Ltd 	Employees 38 Sector Financial services Website fleetalliance.co.uk	“The management team have created a fantastic atmosphere, a trustworthy and open environment.” Employee
Ranking 12	Captify 	Employees 22 Sector Online Internet Services Website captify.co.uk	“Our employees fed back on the areas that we can improve, helping us to develop the performance of the business.” Dominic Joseph, CEO
Ranking 13	AXON Communications 	Employees 38 Sector Professional Services Website axon-com.com	“AXON’s values are at the heart of how we engage with our team and our clients.” Sam Barnes, Director
Ranking 14	Jobwise 	Employees 21 Sector Recruitment Website jobwise.co.uk	“The staff make the company. It’s their company, not mine or the shareholders, it’s theirs.” Leanne Goodwin, Managing Director
Ranking 15	OPEN Health 	Employees 49 Sector Advertising & Marketing Website openhealth.co.uk	“The culture is open, transparent and collaborative. Our employees love what we do.” Lucy Malin, Talent Manager
Ranking 16	Interim Partners Ltd 	Employees 33 Sector Recruitment Website interimpartners.com	“We believe if it’s worth doing it’s worth measuring, and we are constantly looking to improve.” Debbie Norman, HR Manager
Ranking 17	CPUK 	Employees 37 Sector Property Management Website capitalpropertiesltd.com	“We are an innovative, forward-thinking company who treats our staff as well as our clients.” Mark Burgess, Managing Director
Ranking 18	CPS Group (UK) Limited 	Employees 23 Sector Recruitment Website cpsgroupuk.com	“We know that we have a great and unique culture. For that to be verified independently is fantastic.” Spencer Symmons, Director
Ranking 19	ELATT 	Employees 35 Sector Education & Training Website elatt.org.uk	“Actions speak louder than words. We hold our values through the way we interact with each other.” Anthony Harmer, Chief Executive
Ranking 20	Catalina Marketing UK Ltd 	Employees 40 Sector Advertising & Marketing Website catalinamarketing.co.uk	“There is a real family feel with the organisation, even though we are a growing company,” Sarah Fasioli, Executive Assistant
Ranking 21	Portus Consulting Ltd 	Employees 30 Sector Financial Services Website portusconsulting.co.uk	“We’re proud to be ranked at our first attempt. Engaging with employees is vital to the success of our business.” Dave Middleton, Managing Director
Ranking 22	Imperative Training Ltd 	Employees 21 Sector Education & Training Website imperativetraining.com	“By entering these awards, we have shown staff that we value them and their opinions.” Ben Cazin, Head of HR and Training
Ranking 23	Zenopa Ltd 	Employees 35 Sector Recruitment Website zenopa.com	“The practices we have put in place are making this a greater place to work.” Joe Moore, Operations Director
Ranking 24	Material Communications Group 	Employees 20 Sector Media Website materialmc.com	“This place is more than just a job. I feel cared for, anything I need my colleagues or management would help.” Employee
Ranking 25	EDPR UK 	Employees 30 Sector Manufacturing & Production – Energy Website edpr.com	“Taking part allows us to take a step back and reflect on the initiatives, policies and principles that we put in place.” João Manso Neto, CEO



BEST WORKPLACES 2014: MEDIUM 50-499 EMPLOYEES

Ranking 1	One Vision Housing 	Employees 255 Sector Social Housing Website ovh.org.uk	<i>"We want staff to come into work and believe 'I'm part of this business, I do make a difference, there are opportunities for me, my opinion is valued'."</i> Roy Williams, CEO
Ranking 2	Impact International 	Employees 81 Sector Management Consulting Website impactinternational.com	"Business benefits include: retention, motivation and new customers." Samantha Carey, Head of Impact UK
Ranking 3	National Instruments Corp. (UK) Ltd 	Employees 99 Sector Electronics Website uk.ni.com	"Our MD makes himself available. Managers will get their hands dirty. It feels like a family. Employee
Ranking 4	Liquid Personnel Ltd 	Employees 57 Sector Recruitment Website liquidpersonnel.com	"We don't just measure, we take action to improve our company every day." Jonathan Coxon, MD
Ranking 5	Propellernet Ltd 	Employees 52 Sector Online Internet Services Website propellernet.co.uk	"Winning has helped us to win new business and attract new employees." Nikki Gatenby, MD
Ranking 6	Baringa Partners 	Employees 287 Sector Management Consulting Website baringa.com	"Having a positive culture is not something you can take for granted." Dan Look, Partner
Ranking 7	Goodman Masson Ltd 	Employees 116 Sector Recruitment Website goodmanmasson.com	"Employees have a genuine connection and enjoy working in the business." Guy Hayward, CEO
Ranking 8	Madgex 	Employees 54 Sector IT: Software Website madgex.com	"Our people deserve to be looked after and managed in the best way." Hanna Smith, HR Director
Ranking 9	Intuit UK 	Employees 81 Sector IT: Software Website intuit.co.uk	"Our culture centres on delighting our customers and our employees in all we do." Rich Preece, MD
Ranking 10	Brand Learning 	Employees 101 Sector Professional Services Website brandlearning.com	"Openness and honesty are part of our organisational charter." Mhairi McEwan, CEO
Ranking 11	PEER 1 Hosting UK Ltd 	Employees 105 Sector IT: Hardware Website peer1hosting.co.uk	"This sort of news motivates our team to cultivate our culture more." Kate Alpin, People Partner
Ranking 12	UKFast 	Employees 162 Sector IT Website ukfast.co.uk	"This business is full of incredible people. It's fun and creative and you can be yourself here." Employee

'I manage my own time, have scope to find my own challenges and get great feedback'

UK RANKING

Ranking 13	Autodesk  AUTODESK	Employees 280 Sector IT: Software Website autodesk.co.uk	"The company has a special culture of its own. Here I feel 'at home'." Employee
Ranking 14	Twinnings UK & Ireland 	Employees 97 Sector Manufacturing & Production — Beverages Website twinnings.co.uk	"We can only have great people if we prioritise them." Raj Gahlla, HR Engagement Manager
Ranking 15	King 	Employees 167 Sector Online Internet Services Website about.king.com	"We understand what makes people tick and allow them to be successful." Amanda Ward, HR Director
Ranking 16	Swanstaff Recruitment Ltd 	Employees 61 Sector Recruitment Website swanstaff.co.uk	"This has confirmed that we are creating a rewarding and enjoyable place to work." Stephen Rogers, MD
Ranking 17	Danone Nutricia Early Life Nutrition 	Employees 237 Sector FMCG Website danone.co.uk	"Our values are humanism, openness, proximity and enthusiasm." Liz Ellis, HR Director
Ranking 18	W L Gore & Associates (UK) Limited 	Employees 386 Sector Manufacturing & Production Website gore.com	"Our beliefs, values and strong culture create deep and lasting engagement." Ann Gillies, HR Lead
Ranking 19	Danone Waters UK & Ireland 	Employees 115 Sector Hospitality/Food & Beverage Service Website danone.co.uk	"We really value the credibility of being part of the Programme." Lizzie Mooney, Workplace Coordinator
Ranking 20	Taff Housing Association 	Employees 150 Industry Sector Social Housing Website taffhousing.co.uk	"Our company ethos is focused on empowering the individual." Nia Bennett, Director, Corp. Services
Ranking 21	Meltwater 	Employees 60 Sector Online Internet Services Website meltwater.com	"Success comes from enjoying what you do on a daily basis." Elinor Butler, Human Resources
Ranking 22	Cognolink COGNOLINK	Employees 90 Sector Management Consulting Website cognolink.com	"We think it's important to say what you mean." Catherine Hayes, Recruitment Manager
Ranking 23	NetApp UK Ltd 	Employees 371 Sector IT & Storage Website netapp.co.uk	"NetApp makes you feel you are not just a headcount but actually a person." Employee
Ranking 24	Ketchum 	Employees 228 Sector Professional Services Website ketchum.com/london	"The sense that working hard comes with camaraderie and joviality makes Ketchum unique." Employee
Ranking 25	SC Johnson 	Employees 208 Sector Personal & Household Goods Website scjohnson.com	"I am very proud to work in a place with such high levels of integrity." Employee
Ranking 26	Totaljobs Group Limited 	Employees 373 Sector Online Internet Services Website totaljobsgroup.com	"We strive to create an environment where the best people can grow their careers." Andrea Peart, Sales Director
Ranking 27	Lansons 	Employees 88 Sector Advertising & Marketing Website lansons.com	"A third of our people own part of the business and people see real opportunity." Helen Proud, Partner
Ranking 28	People's Postcode Lottery 	Employees 92 Sector Retail Website postcodelottery.co.uk	"We have fun, share knowledge, think sustainably and have courage." Jennifer McGachie, Head of HR
Ranking 29	Virgo Health Ltd 	Employees 64 Sector Advertising & Marketing Website virgohealth.com	"The level of responsibility and authority given to each of the team members is great." Employee



Ranking 30	Sofitel 	Employees 160 Sector Hotel/Resort Website sofitel.com	"Our values are lived at all levels and present in everything we do." Andre Rocha, Director of HR
Ranking 31	Liberty Information Technology Ltd 	Employees 366 Sector IT: Software Website liberty-it.co.uk	"Our values are alive, not just words on a page." Cathy Donnelly, HR Director
Ranking 32	Adecco UK Limited  better work, better life	Employees 486 Sector Recruitment Website adecco.co.uk	"The thing we have is to bring each other up in low times and enjoy the good times." Employee
Ranking 33	Amigo Loans 	Employees 267 Sector Financial Services Website amigoloans.co.uk	"We measure engagement and how our environment ranks against others." Nicholas Massey, Head of HR
Ranking 34	MarketMakers 	Employees 254 Sector Advertising & Marketing Website marketmakers.co.uk	"Our team has fun and is rewarded for high performance." Henry Braithwaite, Operations Director
Ranking 35	FactSet 	Employees 345 Sector IT: Software Website factset.com	"Our camaraderie and community is built on trust and collaboration." Andrew Burton, HR Director
Ranking 36	Office Angels Limited  RECRUITMENT CONSULTANTS	Employees 361 Sector Recruitment Website Office-Angels.com	"Regardless of your role, you are pushed to develop to your maximum potential." Employee
Ranking 37	Computer People 	Employees 93 Sector Recruitment Website computerpeople.co.uk	"I'm left to get on with my work, which I hadn't been allowed to do before." Employee
Ranking 38	General Mills UK Ltd  GENERAL MILLS	Employees 158 Sector FMCG Website generalmills.co.uk	"We listen to our people's feedback to evolve our culture together." Sue Swanborough, HR Director
Ranking 39	FinancialForce.com 	Employees 98 Sector IT: Software Website financialforce.com	"Very flexible on hours and home-working to accommodate individual situations." Employee
Ranking 40	Medtronic Limited 	Employees 454 Industry Sector Biotechnology Website medtronic.co.uk	"Knowing how it helps patients live a normal life makes you realise it is a very special organisation." Employee
Ranking 41	Spring Technology 	Employees 68 Sector Recruitment Website spring-technology.co.uk	"We really believe in investing and developing careers." Sarah King, Head of HR Business Partnering
Ranking 42	Danone Ltd 	Employees 131 Sector FMCG Website Danone.co.uk	"We are very proud of our friendly, fun and open culture." Charline Berry, HR Director
Ranking 43	Daiichi Sankyo UK Ltd  Daiichi-Sankyo	Employees 65 Sector Pharmaceuticals Website daiichi-sankyo.co.uk	"We emphasise clear, simple and continuous communication." Steve Jesra, HR Director
Ranking 44	TD Securities 	Employees 221 Sector Financial Services Website tdsecurities.com	"I would like to work here for the rest of my career. As a bank it does a really good job." Employee
Ranking 45	Green Room  greenroom	Employees 53 Sector Professional Services Website greenroomretail.co.uk	"We are committed to continuous improvement and feedback." Suki Bola, HR Director

Training and developing our people has been at the heart of what we do throughout the 40 years that we've been in the UK.

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

McDonald's

PEOPLE

mcdonalds.co.uk/people





BEST WORKPLACES 2014: LARGE 500+ EMPLOYEES

Ranking 1	Capital One (Europe) plc 	Employees 1,000 Sector Financial Services Website capitalone.co.uk	<i>"There is no single magic ingredient that makes a workplace great; it is a finely balanced combination of leadership, management, people practices and environment."</i> Karen Bowes, Vice President, International HR
Ranking 2	Softcat Limited 	Employees 542 Sector IT Consulting Website softcat.com	"If we stop prioritising employee happiness, customer-service levels drop." Lillie Perkins, HR Executive
Ranking 3	Admiral Group plc 	Employees 4,965 Sector Auto Insurance Website admiralgroup.co.uk	"Our values rest on communication, equality, reward and recognition, and fun." Henry Engelhardt, CEO
Ranking 4	Microsoft 	Employees 3,109 Sector IT Website microsoft.com/en-gb	"Employees embody our values and we select, develop and reward them on that basis." Liz Driver, HR manager
Ranking 5	eBay Companies in the UK 	Employees 554 Sector IT Website ebay.co.uk	"The transparency provided by leaders is like nothing I have experienced before." Employee
Ranking 6	Rackspace 	Employees 977 Sector IT: Storage/Data Management Website rackspace.co.uk	"Rackers care for each other and have fun while achieving amazing things for customers." Employee
Ranking 7	Hyatt Hotels Corporation 	Employees 840 Sector Hotel/Resort Website hyatt.com	"Each department and leader takes the feedback seriously." Dawn Turner, Area Director HR
Ranking 8	Pentland Brands PLC 	Employees 1,203 Sector Retail Website pentland.com	"As a family-owned company, our values are at the heart of everything." Andrew Rubin, CEO
Ranking 9	Diageo GB 	Employees 582 Sector Advertising & Marketing Website diageo.com	"Everyone is encouraged to 'act like an owner'." Andrew Cowan, Country Director
Ranking 10	McDonald's Restaurants 	Employees 35,983 Sector Food & Beverage Service Website mcdonalds.co.uk	"This enables us to explore the culture through employees' eyes." Meeta Zakharia, Reputation Officer
Ranking 11	Bright Horizons Family Solutions 	Employees 3,138 Sector Education & Training Website brighthorizons.co.uk	"Being on this list has a big impact on commitment and engagement." Sharon Williams, HR Director
Ranking 12	Great Places Housing Group 	Employees 648 Sector Not-for-profit Website greatplaces.org.uk	"We listen to our staff and take their opinions very seriously." Carolyn Phillips, Assistant HR Director
Ranking 13	Swansway Garages 	Employees 599 Sector Retail Website swanswaygarages.com	"The family feeling is embodied in caring, honest and proud values." Sue Cook, Customer Delight Manager

‘The CEO makes it clear that everybody counts in the business’

UK RANKING

Ranking 14	Rational Group RATIONAL GROUP 	Employees 635 Sector IT Website rationalgroup.com	“Anyone can raise questions or suggestions and they know they will be listened to.” Employee
Ranking 15	Quintiles Ltd  QUINTILES	Employees 2,469 Sector Pharmaceuticals Website quintiles.com	“Quintiles has twice stepped in to ensure my career stayed on progression.” Employee
Ranking 16	EMC Computer Systems (UK) Ltd 	Employees 1,682 Sector IT Website uk.emc.com	“We have a compassionate and high performance culture.” Linda Kelsey-Foster, Senior HR Business Partner
Ranking 17	dunnhumby 	Employees 857 Sector IT & Storage Website dunnhumby.com	“Our values are collaboration, curiosity, passion and courage.” Mike Healy, Employee Engagement Manager
Ranking 18	Wyndham Worldwide - UK 	Employees 1,224 Sector Hospitality Website wyndhamworldwide.com	“We have always found ways to invest in the things that make us who we are.” Steve Holmes, CEO
Ranking 19	Flight Centre UK Limited 	Employees 1,666 Sector Travel Management Website flightcentre.co.uk	“The variety of roles that open up to you in this company really is second to none.” Employee
Ranking 20	Volkswagen Group UK Limited 	Employees 883 Sector Retail Website volkswagen.co.uk	“Management takes feedback seriously and is happy to initiate changes if necessary.” Employee
Ranking 21	Accor Hotels UK 	Employees 5,166 Sector Hotel/Resort Website accor.com	“The management facilitates professional and personal growth within the workplace” Employee
Ranking 22	Wragge & Co	Employees 866 Sector Legal Website wragge.com	“Our team leader is an excellent and positive manager of people.” Employee
Ranking 23	KFC UKI 	Employees 24,376 Sector Food & Beverage Service Website kfc.co.uk	“My manager is a walking example of how a manager should be. He is fair to everybody.” Employee
Ranking 24	IKEA UK Ltd 	Employees 7,631 Sector Retail Website ikea.com	“There is a pride in working for IKEA. I am proud of how it supports our community.” Employee
Ranking 25	Volkswagen Financial Services (UK) Ltd 	Employees 621 Sector Financial Services Website vwfs.co.uk	“There is a friendly atmosphere with a sense of ‘togetherness’.” Employee
Ranking 26	L&Q 	Employees 1,218 Sector Property Website lqgroup.org.uk	“We value individuals, giving them the opportunity to develop themselves.” Tom Nicholls, Group HRD
Ranking 27	Mercedes-Benz Retail Group Ltd  Mercedes-Benz Retail Group	Employees 1,900 Sector Retail Website mercedes-benzretailgroup.co.uk	“Management listens to your opinions and will implement changes.” Employee
Ranking 28	Frontier Agriculture Ltd 	Employees 813 Sector Agriculture, Forestry & Fishing Website frontierag.co.uk	“Our brand is built on demonstrating integrity, customer focus and expertise.” Jon Berry, Head of HR
Ranking 29	Virgin Media 	Employees 14,792 Sector Telecommunications Website virginmedia.com	“The more engaged are our people, the happier are our customers.” Karin Lee, Engagement Manager
Ranking 30	Catalyst Housing 	Employees 632 Sector Social Housing Website chg.org.uk	“We aim to be a ‘catalyst for change and improvement’.” Judith Foss, Director, People & OD

INDUSTRY LEADERS DATA

Some sectors more than others have grasped the value of building a strong workplace culture and the impact that being a Best Workplace has on their employer branding. These are the Best Workplaces in the top 5 sectors.

Sector: IT	
Rank	Company
1	DMW Group
2	Softcat Limited
3	Madgex
4	Intuit UK
5	Microsoft

Sector: Recruitment	
Rank	Company
1	Liquid Personnel
2	Goodman Masson Ltd
3	Futureheads Recruitment Ltd
4	Career Moves Group
5	Swanstaff Recruitment Ltd

Sector: Advertising & Marketing	
Rank	Company
1	BAM Agency Ltd
2	Broadgate Mainland
3	Kindred Agency Ltd
4	OPEN Health
5	Diageo

Sector: Manufacturing and Production	
Rank	Company
1	National Instruments Corporation (UK) Ltd
2	Twinings UK & Ireland
3	Danone Nutricia Early Life Nutrition
4	W L Gore & Associates (UK) Limited
5	SC Johnson

Sector: Financial Services	
Rank	Company
1	Capital One (Europe) plc
2	Admiral Group plc
3	Centor Insurance & Risk Management Ltd
4	Fleet Alliance Ltd
5	Portus Consulting Limited

MEASURING VALUES

A disconnect often exists between the values that companies extol and the behaviour of individuals within the business, writes Stephen Howard, Chief Executive of Business in the Community

Numerous factors combine to make a workplace 'great'.

A diverse, skilled and healthy workforce that actively volunteers in communities characterises a great workplace. It is transparent and actively tracks and continually monitors progress, for example by setting targets on diversity, fair pay and wellbeing. It is staffed by employees who are truly motivated, engaged and productive. Most critically, it is led by a responsible business leader who understands the contract required between business and society, and writes it into the long-term strategy of the business.

At the heart of great workplaces are great values. Values drive the culture that enables employees to thrive. They shape corporate behaviour and influence how seriously the company engages in the community.

There has been a great deal of work over the years in developing company values and change programmes. Yet we know that there is often a disconnect between the values companies extol in theory and the behaviour of individuals within them.

More than two fifths of 1,000 managers surveyed by BITC and the Institute of Leadership and Management say they have been pressured into behaving unethically. The same report indicated that 63% of managers have been asked to do something contrary to their own ethical code.

At the centre of this disconnect is a focus on short-term goals



Stephen Howard: urges CEOs to act

VALUES SHAPE CORPORATE BEHAVIOUR AND INFLUENCE HOW SERIOUSLY THE COMPANY ENGAGES IN THE COMMUNITY

over long-term vision – leading to businesses falling short of the standards expected by society. There is a need and opportunity now for businesses that want to succeed and thrive for the long term to reduce this gap and Chief Executives are at the heart of this change.

They have the responsibility to set the pattern through their own behaviours. Their everyday decisions and behaviours set an

organisation's tone and spirit. They are the ones that create and embed a culture of honesty, consistency and consideration for the future as well as for current needs. Most crucially, they have the power to integrate and embed values into business strategy.

Fostering a culture that drives the right behaviours is not easy. But it is time for leaders to take steps to demonstrate that values are valued. One way is to reward the behaviours they want to see.

Our report, *Taking it Personally*, found that incentive structures and personal development plans can lead employees to act contrary to company values. This indicates that financial value remains the main metric of business success and that business leaders are failing to properly reward responsible behaviour. Changing this would send a powerful message that being a responsible business goes further than values statements.

Key to this is ensuring that every employee understands that responsible behaviour is genuinely encouraged, expected and rewarded. For some businesses this could mean rewarding responsible behaviour with a formal bonus.

For others, rewarding responsible behaviour will involve a fresh look at how values are built into team targets, personal key performance indicators and performance reviews. This can also mean aligning employee objectives with organisational goals and values and including a wider commitment to society.

Another key consideration is recognising how small changes within the business can create better, fairer workforces. For example, introducing mandatory 'unconscious-bias' training leads to a higher conversion rate for women and black and minority ethnic employees. Setting targets for recruitment and progression can produce similar positive outcomes.

Business leaders must be seen to foster a culture that will encourage innovation, reward the right behaviours and regain trust. By doing so, businesses will ultimately reap long-term financial returns and deliver greater economic and societal value.

TURNING OVER A NEW LEAF

A root and branch review of practices and culture at Barclays has led to a new set of values being implemented throughout the business. The bank explains how it has achieved this, to emerge 'in a better shape than it has been for many years'.

It's fair to say that the reputation of the financial sector – both in the UK and abroad – has been tarnished in recent years. The sale of sub-prime mortgages, the fixing of interbank lending rates and the continued bonus culture despite business failures have reduced consumer confidence in the way banks operate.

On resigning his post in 2012, Marcus Agius, the former Chairman of Barclays, said: "This has been an unprecedented period of stress and turmoil for the banking industry in particular and the wider world economy in general."

His resignation – closely followed by Chief Executive Bob Diamond's – came in the wake of a fine of nearly £60 million from the Financial Services Authority following what Agius termed "unacceptable standards of behaviour in the bank".

As a result of all this, an independent audit of the bank's business practices sought to "undertake a root and branch review of all the past practices that have been revealed as flawed since the credit crisis started and



identify implications for its business processes and culture and produce a new mandatory code of conduct".

This then led to the Transform Programme in February 2013, which is a "comprehensive plan to strengthen the bank by changing what we do and how we do it", according to the bank.

Fast forward to 2014, with a new operating board and Chief Executive, and Barclays' new Chairman remarked

that the bank had begun the year in a "better shape that we have been for many years". "2013 has seen considerable change at Barclays," said Sir David Walker, on announcing the bank's 2013 annual report. "I am pleased with our progress in starting to rebuild trust, repositioning the business for the future, and strengthening our balance sheet."

The changes in culture have been



Barclays Group HR Director:
Irene McDermott Brown



**THE FIVE VALUES
APPEAR VISUALLY
ACROSS ALL OUR
OFFICES AND
MEETING ROOMS
WORLDWIDE**

driven from the top. Group CEO Antony Jenkins has publicly – via a guest editorship of the BBC Radio 4 *Today* programme over Christmas 2013 – highlighted the importance of ethical leadership and how leaders must deliver long-term solutions in an environment that demands immediate fixes. He also announced in February that he would not be accepting a bonus for the year, and highlighted the importance of the common culture the bank has defined and implemented.

Establishing a set of coherent principles for a company with more than 140,000 employees in more than 50 countries is no mean feat. We spoke to group HR director Irene McDermott Brown about the values Barclays has sought to introduce:

How have Barclays' values changed?

We undertook a fundamental review of how Barclays' business operates in the second half of 2012. We looked at the bank in terms of business performance and in terms of culture because we know that only a business driven by strong values can deliver strong, sustainable returns. As part of our Transform Programme, we agreed a single cross-business purpose for Barclays and five core values that underpin it. These are a product of extensive business-wide research and consultation, and the deliberations and drafting of the executive committee and the senior leadership group. For the first time, these were universally embedded across the organisation.

What are the new values?

Barclays' new purpose and values were launched in January 2013. They represent the set of standards under which all of us at Barclays work, and against which the performance of every one of us is assessed and rewarded.

Our purpose is to “help people achieve their ambitions – in the right way.” It is underpinned by five core values:

- Respect: we respect and value those we work with, and the contribution that they make
- Integrity: we act fairly, ethically and openly in all we do
- Service: we put our clients and customers at the centre of what we do
- Excellence: we use our energy, skills and resources to deliver the best, sustainable results

WE RECRUITED MORE THAN 1,500 VALUE LEADERS INTERNALLY TO ACT AS AMBASSADORS FOR THE VALUES

- Stewardship: we are passionate about leaving things better than we found them

How have you got buy-in from employees and leaders for the new programme?

For our values to have true meaning, employees need to live and breathe them, not just most of the time, but all of the time. Not just for most of us, but for everyone who works at Barclays. Following the launch in January 2013, we recruited more than 1,500 values leaders internally to act as ambassadors for the values, who helped explain the importance of them to every single colleague within the bank. All employees globally went on a half-day values training course, to understand their importance and how they apply to them in their individual roles. This training is now an integral part of the induction process for all new joiners at the bank.

The five values also appear visually across all our offices and meeting rooms worldwide. This has helped us embed them throughout our business at every level. We have designed and implemented a single group-wide leadership curriculum that is a vital component of our commitment to develop our colleagues across Barclays. This is underpinned by our values and the associated common behavioural leadership standards across the bank.

We also ensure that our values play a big part in how we measure and reward individual and business performance. Performance assessment is based not just on what we deliver but on how we deliver it, how we live our values and bring them to life every day.

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AIMING HIGH

Leading food company apetito has launched a pioneering leadership programme that has had a significant and positive impact on staff engagement across the business.

As a provider of nutritionally balanced meals for care homes, hospitals and local authority community meals services across the UK, apetito serves some of the most vulnerable and elderly people in society. In a climate of government budget cuts and intense competition, it is essential for the company to maintain its high levels of service and value for money.

Managing more than 1,200 employees in this challenging climate is no mean feat and apetito decided to explore the impact leadership and management training could have on employee

KEY POINTS

This is textbook case of:

- ❑ An organisation diagnosing the problem, taking appropriate action and seeing improvements
- ❑ Diagnosing learning and development needs, intervention and evaluating the results to prove effectiveness

It shows how influential management behaviour is, how management behaviour can change and that change can be measured.

engagement. As a result of a 2010 Great Place to Work[®] survey, 'Managing Self and Others' (MSO) was created. A bespoke leadership development programme, it was introduced in 2011, just as the second survey process began.

Created by apetito's HR team, in partnership with training providers JAC International, the development of MSO

was rigorous. All heads of departments were consulted to ensure the programme fitted business needs and to ensure it was suitable for individuals working across all areas.

As Carrie Morris, HR Director for apetito, maintains: "Good leadership starts at the top, hence we focused our initial energy and investment at senior management to ensure our investment was applied at the most effective point.

"The benefits were seen to cascade through business levels, delivering increased levels of motivation and an appetite for implementation of further skills training through the company."

To acknowledge the disparate nature of the people served by apetito and to accommodate management at all levels, MSO included four levels of training:

- Managing Self and Others (MSO) – aimed at team leaders and supervisors
- Further Managing Self and Others (FMSO) – aimed at middle management
- Leadership Impact Programme (LIP) – aimed at the most senior leaders
- Leadership Impact Coaching

'The 2012 survey results showed a clear increase of more than 8%, which is directly attributable to the management programme'

Programme (LICP) – aimed at the executive team

A tiered approach to leadership training was needed for apetito because – as a fast-growing business – a number of managers had been promoted into leadership roles without having significant amounts of pre-training. Equally, the Great Place to Work® survey results suggested that some management behaviour was having a negative impact on employees.

Morris continues: "One of MSO's main objectives has been to support managers and leaders with tools to implement apetito's core strategy and to continuously improve it – leading to significant and measurable increases in profitability and output. A key aim of the programme was also to develop transformational leaders at all levels of the business and by doing so, attract and retain a talented team."

Based on the premise that being a leader is a mindset, MSO has been developed to make extensive use of experiential learning and action planning. The format follows a mixture of interactive residential courses with office-based sessions to build on what participants have learned and how they have put this into practice in their jobs. Self-coaching is encouraged through 'support and challenge' groups set up for managers who have taken part in the same course, to allow them to continue to share insights and work together to build on their skills.

The programme begins with a briefing, followed by residential workshops in 'Personal Leadership' and 'High Performing Team Leadership'. This is followed by 'Action Learning and Coaching', which incorporates psychometric learning and 360° feedback. The training concludes with a reinforcement of the key principles and the ways in which the actions of individuals can result directly in a return on investment.

Measurable results

At the end of 2012, employees took a further survey, which resulted in more positive feedback. Staff agreed with more statements on employee engagement than they had in 2011, in every part of the survey.



A key aim of the programme was to develop transformational leaders at all business levels

However, positive responses increased most on survey statements relating to managers' behaviour, in particular:

- Involving people in decisions
- Doing a good job assigning and coordinating people
- Making expectations clear
- Seeking suggestions
- Being approachable
- Recognising that honest mistakes are part of doing business

Overall, the 2012 survey results represented a clear upward rating of more than eight per cent for the company, which is directly attributable to the MSO Leadership Development Programme. Carrie Morris confirms that the benefits have been evident throughout the business as a whole:

"The value of taking a personalised approach to our training programme was realised quickly. It enabled each senior manager to feel that their contribution was of value. Plus, we have seen an increase in management roles filled through internal promotion.

"It has gone from 14 to 25 per cent in the first year of the programme, attracting those who felt able to step up to new management challenges".

"A tangible change in management behaviour has been felt and increased levels of happiness and motivation at work have been reported, which is supporting the overall business growth.

"For example, employees have made comments such as: 'My manager stops and listens more often and clearly thinks about how things impact on me.'"

It is clear that those who have undergone the training have been enthusiastic about the experience and the impact it has had on their roles.

One participant said: "I was new to managing a full team, so the course came at an invaluable time.

I was really feeling the pressure. Without the course, accompanying toolkit and ongoing support from those on the course with me, I may well have been inclined to leave the business, but this has re-engaged me and made me excited about leadership."

Feedback from colleagues on staff engagement taken before and after the six-month programme was launched showed an improvement in individual and group scores on staff engagement.

Of particular interest was the improvement of engagement scores related to subjects not directly taught on MSO programmes, which suggests the impact of the project appears to have been wider than initially thought. Essentially, managers have simply got better at managing their people and delivering their jobs.

Looking ahead

The company remains focused on building on these impressive increases in colleague engagement. Inevitably, some managers require further encouragement, motivation and training and, as a result, the company will explore ways to develop programmes for all staff in order to reap the benefits of an engaged and motivated workforce far into the future.

"We're exploring ways to keep the learning from MSO in the hearts and minds of our staff," said Zoe Witheridge, Learning and Development Manager at apetito. "This includes developing 'scrum' – mini training sessions that last 20 minutes at the most and revisit key principles learnt on the programme."

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HALL OF FAME

Being a great place to work doesn't stop once an organisation has achieved a ranking in the Best Workplaces Programme. We also recognise organisations that show commitment to maintaining maintaining a high-trust, high-engagement workplace.

LAUREATES

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

UKFAST UKfast

"Our success is built on great relationships. Growth in revenue and profit has enabled us to build an environment that rewards and nurtures this culture."

KFC

"Recognition is really key in our business. We love saying 'thank you' for a job well done, or a challenge met."

Centor Insurance & Risk Management

"We place our people at the heart of our business and our business strategy is built around them."



MASTERS

Three organisations this year joined the ranks of the Best Workplace Masters, meaning they have been recognised as a Best Workplace 10 years in a row.

RackSpace

"We are proud to call ourselves Rackers. We work very hard every year to remain on this list."

Lansons

"We are entrepreneurial - making things happen, never standing still, solving problems and being ambitious for ourselves and our clients."

L&Q

"The greater the engagement the more we can achieve."



HISTORICAL MASTERS

Admiral Group



Wragge & Co

Wragge&Co

Fishburn Hedges



HISTORICAL LAUREATES

31 organisations have already achieved Laureate status:



American Express



Bain & Company

Baringa Partners



Beaverbrooks

Bright Horizons Family Solutions



British Gas (Business)



Capital One Europe



Chiswick Park Enjoy-Work



Danone Ltd



Danone Waters UK & Ireland Ltd



Factset

General Mills UK



Happy Ltd

Huxley Associates



Impact International



Irwell Valley Housing Association



Ketchum



Lansons Communications



L&Q



LBI



McDonald's Restaurants



Microsoft



Morgan Stanley

Morgan Stanley

National Instruments Corp



NetApp



Quintiles



RackSpace the Open Cloud Company



Taff Housing Association



Timpson Ltd



TotalJobs Group



STARS OF THE SHOW

We are delighted to announce our Special Awards Programme, which this year recognises two new exciting areas of HR and management practice.

‘Delivering Excellence in Employee Voice’ honours those organisations that actively involve employees in organisational decisions by sharing business information and encouraging feedback and ideas.

An organisation’s values are critical in helping to create and maintain engagement. ‘Delivering Values through Creativity’ recognises those organisations that have a clear set of values which help them drive the business forward.

DELIVERING EXCELLENCE IN LEADERSHIP

Because of the critical role leadership plays in creating and maintaining a high trust, high engagement culture this year we recognise one organisation in each size category for this special award.

Small category

Winner - Futureheads Recruitment Ltd



“We wholeheartedly believe in helping people understand and play to their strengths; we coach, encourage and help them be the best they can be.”

Futureheads

Medium category

Winner - Goodman Masson Ltd



“If you invest your energies in creating a unique employee experience, combined with an environment that allows freedom, opportunity and creativity, then careers take shape and people can enjoy what they do.”

Large category

Winner - Softcat Limited



“It’s worth us taking a step back to appreciate just how significant this achievement is for the company and all of the people who work here.”

DELIVERING EXCELLENCE IN WELLBEING

Winner - One Vision Housing



“We are immensely proud of what our staff do to give something back to the community they work in.”

DELIVERING EXCELLENCE IN LEARNING AND DEVELOPMENT

Winner - DMW Group



“Our people are empowered to drive our company forward. They are involved every step of the way.”

DELIVERING VALUES THROUGH CREATIVITY

Winner - Virgin Media



“Our brilliant people are warm, authentic and passionate about what they do, which shines through for our customers.”

DELIVERING EXCELLENCE IN CORPORATE SOCIAL RESPONSIBILITY

Winner - Impact International



“Our culture is not a policy or a practice, but it is what makes us who we are and is what we are most proud of.”

DELIVERING EXCELLENCE IN EMPLOYEE VOICE

Winner - One Vision Housing



“Our culture as illustrated in our vision, mission and values has helped us achieve a lot over the years.”

Henry Engelhardt, CEO, Admiral Group

“We realise that working in a call centre can be high pressure and stressful, so we do our best to make sure that being here is as enjoyable as possible. We believe this is reflected in our business results and also our success in the Great Place to Work® lists over the years. Taking part in the Best Workplaces Programme gives our staff a great sense of pride. This, in turn, gives the organisation a great sense of pride, and is a real boost for our staff. Our long-standing place in the list is evidence that we are doing a good job.”

WORD FROM THE TOP

How much do business leaders appreciate the Best Workplaces Programme? They have been able to see big differences within their organisations



**Jonathan Coxon,
Managing Director, Liquid Personnel**

“We’ve gone through massive expansion since being ranked second in the ‘Small’ category a year ago, and the fact we’ve made the ‘Medium’ list now following such a period of growth is fantastic. It’s essential that our values and trust continue to strengthen as we grow. Our staff work very hard and we do everything we can to recognise that. We have a close team who understand and respect each other’s work and we celebrate our successes together.”



**Mark Burgess,
Managing Director,
Capital Properties**

“As a creative property management company, we need to stay ahead of our game by recruiting and retaining driven and innovative staff. This award will significantly help us to do this. The process has made us analyse in detail where our strengths and weaknesses are. As a result of the Great Place to Work® audit, we will be working with our team to produce a report and strategy to retain and enhance our strong points and to improve on a couple of areas where we haven’t performed as well.”

**Ruth Kieran,
Managing Partner,
Kindred Agency**

People are at the heart of the creative campaigns that we create for our clients, but they are also at the heart of who we are as an agency. By participating in the Programme we gain an insight into how our staff feel about the agency, their work and our culture, and what we can do to keep their needs front and centre while growing a successful business.”



Hanna Smith, HR Director, Madgex

“We’re always looking at best practice and ways to ensure we’re the best employer we possibly can be. We like to think we recruit the best, so naturally our people deserve to be looked after and managed in the best way possible. This process has allowed us to benchmark our approach and celebrate our successes and achievements. We’re extremely proud to be recognised as ‘a great place to work’! It confirms we are on the right track in looking after our people.”



Rich Preece, Managing Director and Vice President, Intuit



“This recognition proves that we’re a company that’s built to last.

Together, we’re creating more than awesome products that improve our customers’ lives - we’re creating an awesome work environment where our employees can do the best work of their lives. We believe our ranking helps us attract, hire and retain great employees and continue to be ‘a great place to work’. Our culture is centred on delighting our customers and our employees in all we do. Their commitment, enthusiasm, generosity and sincerity come through loud and clear.”

Roland Cross, Director, Broadgate Mainland



“Our success reflects Broadgate Mainland’s culture and ethos, the trust

we place in people and the contribution that staff make to the way we run the business. The results of our survey show that people value the training and development they are offered and the responsibility they are given, and that we involve them in decision making, actively seeking suggestions and business input from across the team. Our company values are creativity, tenacity and teamwork, all essential in running a successful PR business.”



Tim Bodenham, Managing Director, BAM Agency

“To be nationally recognised is the ultimate achievement for us and we achieved it as a team. We have devoted a great deal of focus towards ensuring that values are as important as performance with the business, embedding this over time into the DNA of the organisation. Performance alone is not enough. It can gain impressive results, but values add strong foundations to the moral principles that guide the business. Our values are cemented through our training structure ensuring each employee recognises each value’s importance to the business.”

Liz Ellis, HR Director, Danone Nutricia Early Life Nutrition

“Our motivation for taking part is that we are proud of the workplace we’ve created and want to share that with others. It also gives us another avenue in which to explore our employees’ opinions and to benchmark ourselves against other great organisations. Our employees have huge pride about our organisation and incredibly high engagement.

Karen Bowes, Vice-President, International HR, Capital One

“We are justly proud of the workplace we have created but it is not enough just to create something and then leave it as it is. The adage ‘if it ain’t broke, don’t fix it’ is not what we are about - instead, we want to always seek the next level, further enhancements to an already great employer offer.”

WORD FROM THE TOP

João Manso Neto, CEO, EDPR

“This is the kind of recognition that makes us extremely proud. Going beyond financial and operational behaviours, making the list is an important signal that the company is investing properly in its most valuable assets, its people.”

Roy Williams, CEO, One Vision Housing

“Our overall vision is ‘to be the best’ and this attitude infuses into everything we do, whether that’s aiming to be the best employer, delivering the best services to our customers, or being the best business to work with. We believe that an organisation is only as good as its people. We provide a variety of ways for staff to engage with each other as this fosters a culture of engagement, provides a catalyst for creativity, improvement and collaboration, and strengthens their belief that staff are valued and make a positive contribution to the success of the organisation.”



Kate Alpin, People Partner, PEER 1 Hosting

“We are all incredibly proud, and by all, I mean the whole workforce. This is the sort of news that motivates our team to cultivate our incredible culture more than ever before, which is incredibly exciting to be a part of. PEER 1 takes the time to listen to its staff and puts them at the centre of every decision it makes. If the team comes first that team will put the customer first. That will have a positive impact on growth and change in the business, which is what our peers thrive on. It has also proven to be an excellent tool for hiring the very best talent.”

Andrew Cowan, Country Director, Diageo GB



“Asking people: What makes Diageo ‘a great place to work’?”

is an immensely powerful question. As a business, we are restless to improve continually and we wanted to use the employee feedback to understand how our employees felt about Diageo and what we could do to ensure that the organisation remains a great place that inspires people to do their best work.”

Pernille Hagild, HR Manager, IKEA UK&IE

“We are delighted and humbled to be recognised as one of the 30 large best workplaces in the UK. IKEA is strongly committed to creating a better everyday life for both customers and employees, and it is important for us to understand how we are positioned among other large employers in the UK. Not only does the Best Workplaces Programme identify things we are doing well, it also challenges us on areas that fall outside our internal measurements, helping us to better understand our workforce and areas where we can improve. IKEA is built on a strong foundation of values that guide our decisions and the way we behave. Our spirit of collaboration comes from a culture of open, honest and direct dialogue among all co-workers; we appreciate people who share their ideas of how we can do things better.”



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Category: Large
United Kingdom

GREAT PLACE TO WORK! Best Workplaces 2014
Category: Large
United Kingdom

WORD FROM THE TOP

Chris Dean, Managing Director, DMW



“We think DMW is ‘a great place to work’ but we recognise that our view is subjective so it’s wonderful to have this independently measured and endorsed.

Our people are empowered to drive our company forward. They are involved every step of the way. This starts with our strategy, which is reviewed, challenged and improved every year at an annual event. This is run by our people and although the content changes each year our values underpin the style of the event – an honest dialogue about where to focus our energy for the next 12 months. We ask ourselves how we can do better and come up with plans to do just that.”

Tom Nicholls, Group Director, Human Resources, L&Q

“It is really important for us to be included in the list as it is recognition and endorsement that our organisation is a great employer and somewhere that people aspire to work. For our staff it reinforces our efforts to make this a great workplace. We truly value individuals and give them the opportunity to develop themselves and their career and a great environment.”



Stephen Rogers, Managing Director, Swanstaff Recruitment

“We believe in giving back to our staff. Our company is only as good as the people that work for us, so we reward those that contribute to our success. Our growth plans ensure lots of opportunities for employees to develop with us on our journey. This has confirmed to us that we are creating a rewarding and enjoyable place to work in, ensuring we stand out in our crowded recruitment market as an ‘employer of choice’.”

Mike Healy, Employee Engagement Manager, dunnhumby

“The Best Workplaces Programme has helped us to champion the importance of our culture and highlight what matters most to our people. It is no exaggeration to say that it has helped make our business truly people-centric as well as helping to attract more people to come and join our team.”



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