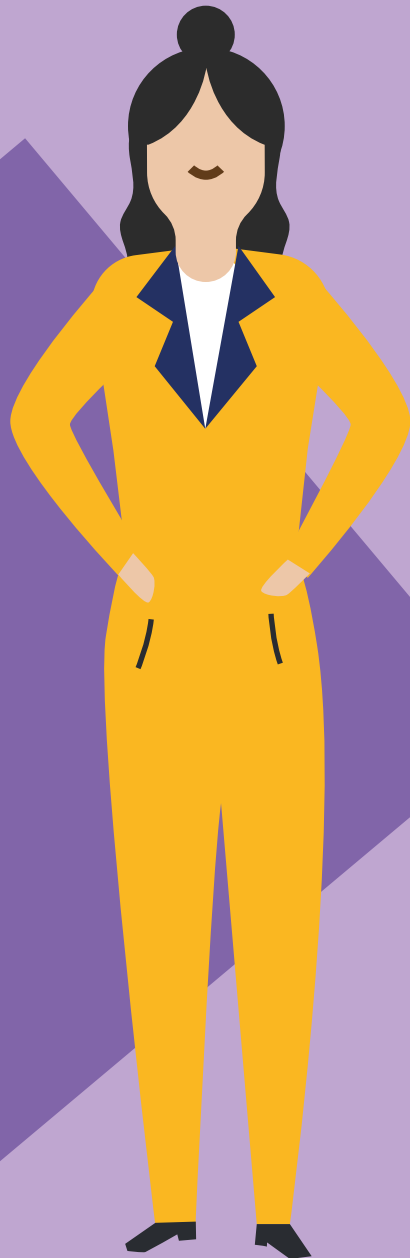


**Great
Place
To
Work®**

Europe's Best Workplaces™

**The Year of placing value in
people first.**





“In times like this, it’s okay for leaders not to have all the answers. In the face of a global pandemic, it’s the leaders who strike the right balance between optimism and realism who are the ones supported by their employees.

In these times, it’s critical that we have leadership that keeps businesses and economies trading - a difficult task as we drive into the unknown. The answer is communication. The more leaders can share with their employees, the more trust, appreciation and genuine warmth develops in an organisation, and the more resilient these organisations become.

So, if you’re not already, start communicating. If you already are, do it again. Talk to your teams when you’re in doubt. Leaders should look to almost overdo communication, as it’s talking that builds transparency and transparency that builds trust. Know that people want to hear the real story and believe that if they can help, they will.”

- Benedict Gautrey, UK Managing Director



Introduction

“Trust is the bedrock to success”

What makes Europe’s Best Workplaces™? It’s certainly not something that we can boil down easily. How a worker views their place of business depends on several factors, from how management interacts with day to day to how the company looks after their needs and communicates their issues.

It’s a complicated enough question in a normal year, but as we all know, 2020 has been anything but normal. The impact of COVID-19 on the continent has not only reshaped how workers are doing their job, but it has also profoundly changed the workplace dynamic.

At Great Place to Work® we’ve seen first-hand the enormous stresses this pandemic has placed on the everyday relationships that make workplaces tick. As organisations have scrambled to adapt to lockdowns and home working, managers and employees have worked together to implement new practices, cultures and procedures that protect staff members from the virus and put wellbeing first. So, if you forced us to pick one, vital factor that makes a great place to work in 2020, then we would choose a caring environment. For, if the pandemic has proven anything, it’s that trust is the bedrock to success. It’s the factor that guarantees that employees always give their best, and everyone works to secure a company’s future.



94% of employees in the Best Workplaces™ say their company is a **Great Place to Work**.

For 30 years, we've used the Trust Index™, to chart employees' true perception of the places they work. A set of 60 questions to provide the most accurate scientific-based data, this matrix allows us to evaluate the aspects that build trust, identify the best possible employee experience and discover where managers can calibrate for optimisation.

3.000 +
companies surveyed
in Europe

1.526.938
CVs sent to the
Best workplaces™

1.500.000 +
employees work for
surveyed companies
in Europe

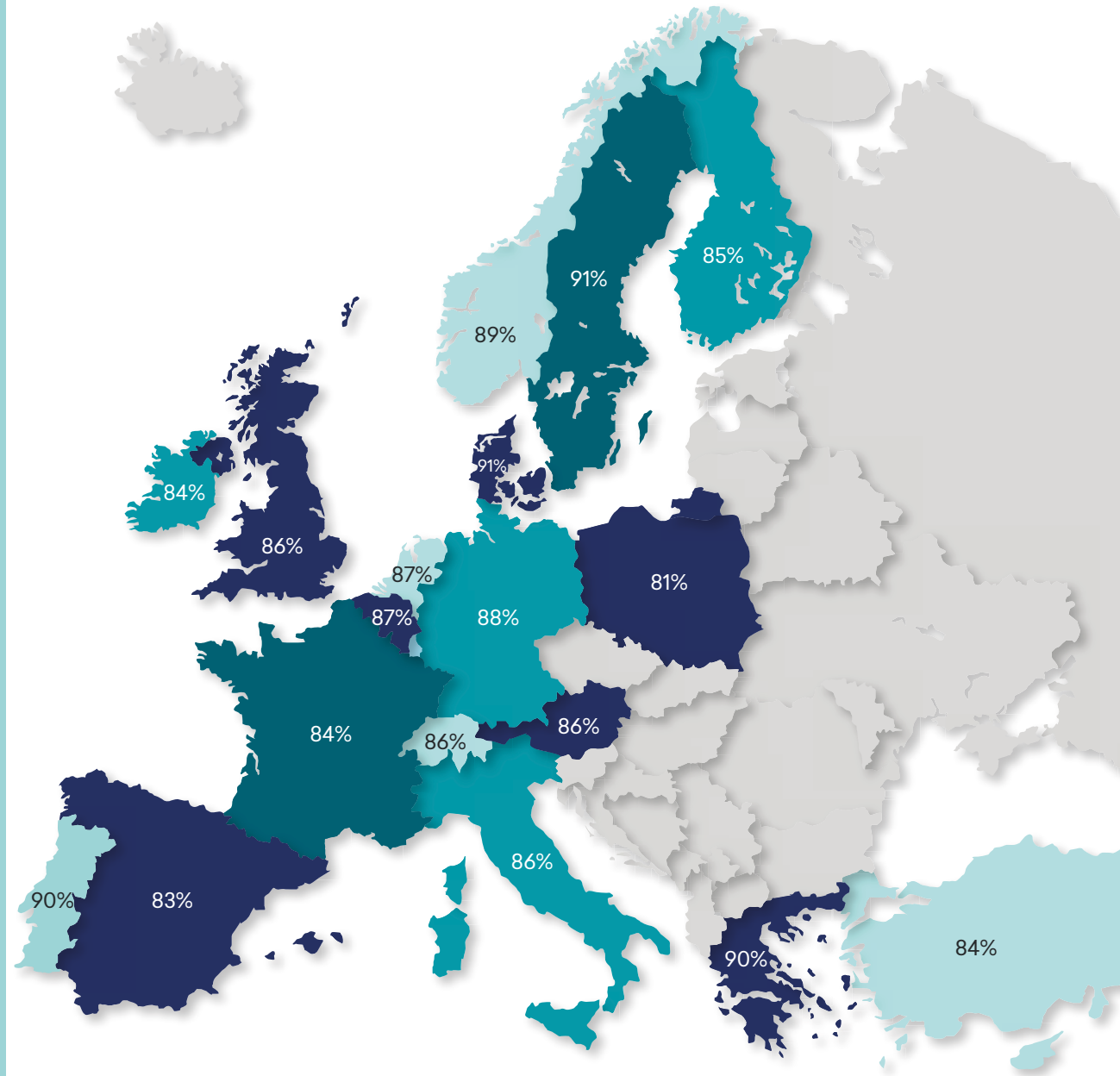
830.000 +
survey responses from
employees in Europe

The Nordics are leading the way in 2020

This year, we've seen strong results across Europe, with no country we looked at reporting less than 80%. However, workplace satisfaction is most robust in the Nordic countries of **Sweden** and **Denmark**, with over 90% of employees there enjoying the best relationships at work.

“History has paved the way for an egalitarian national culture in Denmark that praises respectful and equal treatment of all individuals. That culture is mirrored in workplace cultures where it works its magic.”
- *Liselotte Jensen, CEO Great Place to Work® Denmark*

“Sweden is a country with the highest general level of trust in society (together with other Nordic countries) We have non-hierarchical organisations where transparency, involvement and co-creation is key.” - *Maria Gruden, CEO Great Place to Work® Sweden*



An open culture makes a successful workplace



When we began to dive deeper into the factors that employees loved about Europe's Best Workplaces™, a culture of openness was one of the first things to stand out. The best organisations all value a spirit of transparency, engagement and collaboration where managers are honest about the challenges, direction and actions of their companies.

Openness thrives in flat, non-hierarchical company structures. Businesses in the Nordic region, in particular, encourage close relationships between managers and team members. These companies are not only able to minimise negative and obstructive behaviour, but also reduce the opportunities for leaders to hoard power by hiding information and siloing innovation.

That's not to say that there aren't some disadvantages to 'flat' company structures. Although they often lead to happier workplaces overall, they are often harder to implement than traditional top-down stratification. To work, these organisations rely on a mix personalities, putting more impetus on hiring managers to find the right combination.

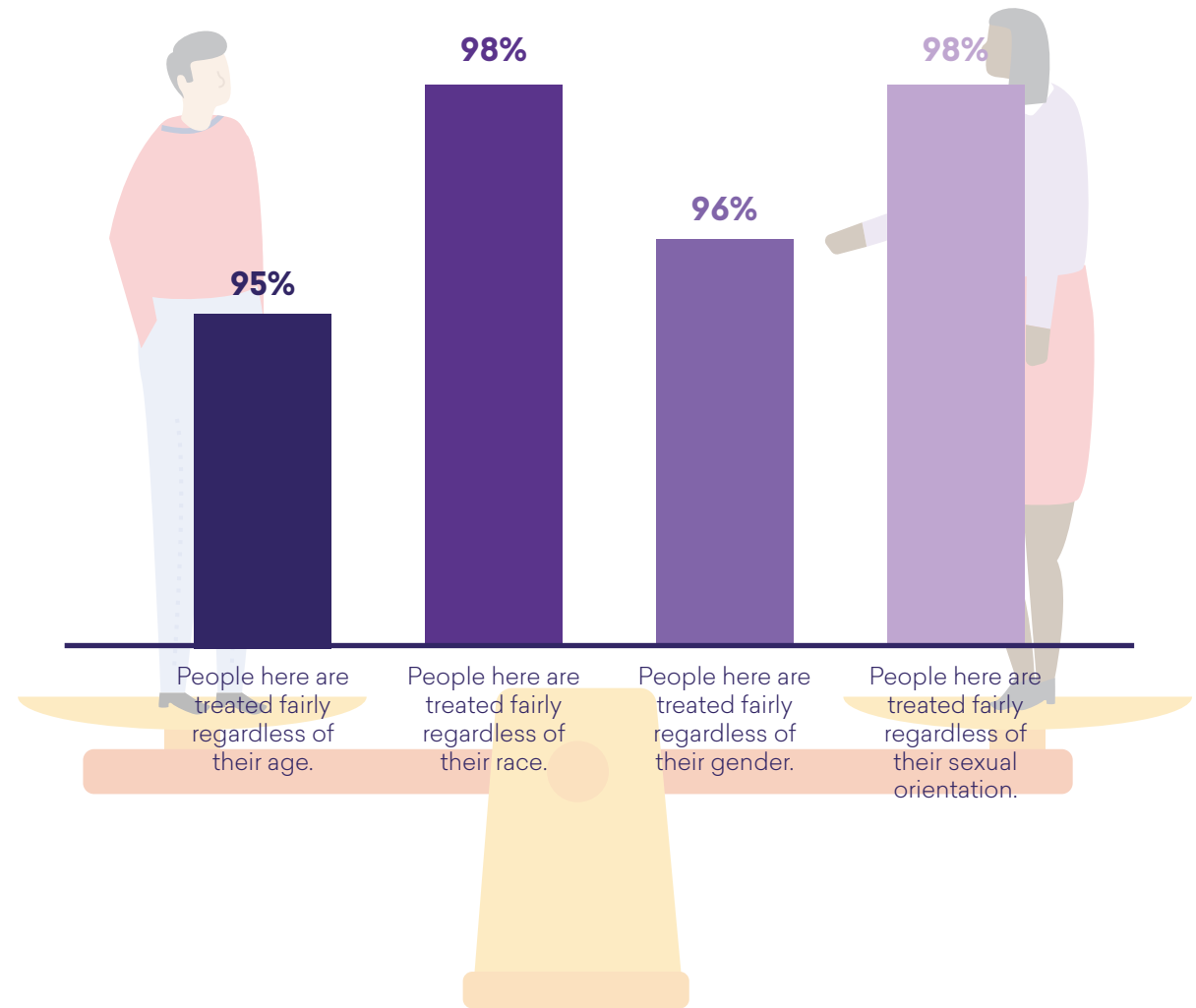


The best performing companies deliver fair treatment to employees:

Fair treatment regardless is another key indicator of a great workplace. Organisations that have built teams that include a range of people from different ethnicities, genders and backgrounds tend to have higher levels of employee trust and belonging than those that do not.

Practices that encourage innovation are deeply embedded in workplaces that incentivise diversity. In our study, we found that 89% of businesses innovate more when management genuinely seeks and responds to suggestions and ideas from their staff.

We also found that workforces that included a mixture of backgrounds and experiences tend to contribute and develop new ways of thinking over teams containing members with similar backgrounds.



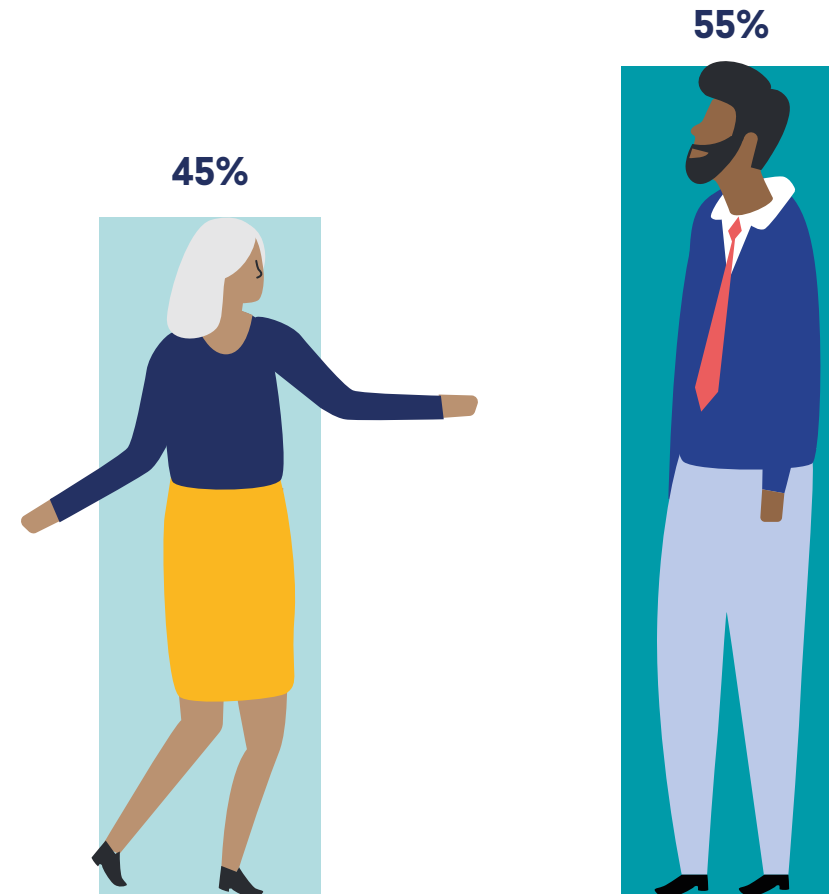
But diversity needs to extend to leadership

In some areas though, Europe still has a way to go when it comes to implementing diversity.

Although we welcome that representation is improving among the continent's workforces, the higher up the ladder, the more homogenised most companies become. Looking specifically at gender, only 45% of the supervisors and senior managers at Best Workplaces™ are women, while in top leadership roles, this number falls to just 36%.

Companies across Europe should assess and improve their diversity practices, particularly when it comes filling management and leadership roles - not only because of the evident benefits inclusivity brings but also because it's the right thing to do.

Leadership gender in Europe



Special Award:



stryker



At the core of Stryker's operations is a belief that a company must engage all its employees to create an environment where everyone can share insights, drive innovation, and promote growth. This process starts with an emphasis on inclusivity led by four Diversity & Inclusion initiatives: Attract, Develop, Align, and Retain. Through these strategies, the company successfully seeks out a diverse group of workers, trains them in practices that fit with company-wide goals and ensures that leaders provide oversight and transparency across all groups.

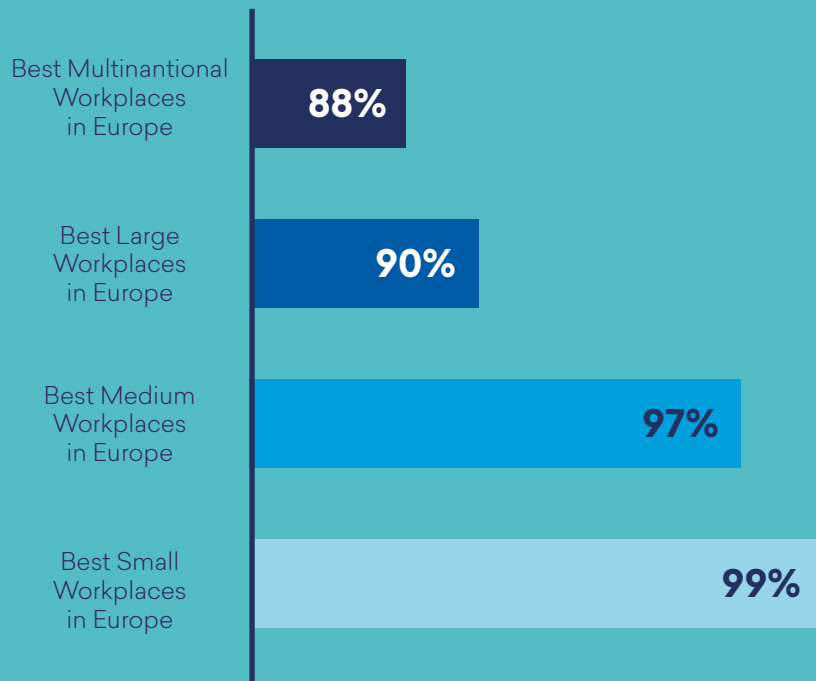
Alongside these company-wide initiatives, Stryker has several Employee Resource Groups to support underrepresented populations. Allies for Equality aims to foster a more inclusive workplace for employees regardless of sexual orientation, gender identity, or expression. Emerging Professionals engages and inspires the next generation of employees by hosting volunteer opportunities, recruiting events, and cultivating mentorships. To support the growth of their female employees' careers and visibility within the organization, Stryker's Women's Network provides professional development, mentoring and networking opportunities.

There's also an emphasis on educating employees on a wide array of cultural topics.

The company uses Culture Wizard to provide information and education on different cultures in over 160 countries. Internally, there is a Diversity and Inclusion Yammer group to raise cultural awareness and provide a forum for open discussion about different customs and beliefs. This effort to foster an equitable workplace has resonated with its people, with one member of staff commenting that "Stryker is a very welcoming place to people of all cultures, religions, ages and orientations.

We celebrate our diversity and recognize how valuable it is to our organization; we are always seeking ways to improve it."

Trust - the key in making good workplaces great workplaces



Organisations that value trust are places where staff not only feel like they can give back to the companies but also recognise and encourage the extraordinary work of those organisations.

In 2019, our global report showed that employees in Europe experience equity in a variety of ways. Workers want to believe promotions are fair, that there is equal opportunity for special recognition and that profits are shared fairly. The Best Workplaces™ listen and reward their employee's efforts. In 2020 we've seen this trend continue, but we've also expanded our study to look at other managerial factors; namely how managers in the Best Workplaces™ provide an emotionally healthier place to work and create an environment that cares for the people in the organisation. Understandably, COVID-19 has placed tremendous stresses on the way Europe works, and Great Place to Work® has seen a wide range of initiatives deployed by companies navigating these choppy waters. While many organisations have adapted quickly and proved remarkably resilient, it must also be said that the sudden change in working conditions and disconnection caused by government furlough schemes has started to erode trust in many organisations.

94% of the employees we surveyed told us that they experience a great workplace; however, our findings suggest that Europe's smaller enterprises excel in creating trusting relationships within their workforces.

Over 99% of employees at SME-level businesses told us that they work in a great environment.

Our data seems to suggest that smaller, closer teams create a working environment that encourages trust between managers and workers.

Indeed, Swedish and Danish companies with their flat structures where managers are more empowered to listen, communicate and act upon their teammates' issues seem to be a significant factor for the high trust levels in the Nordic region.



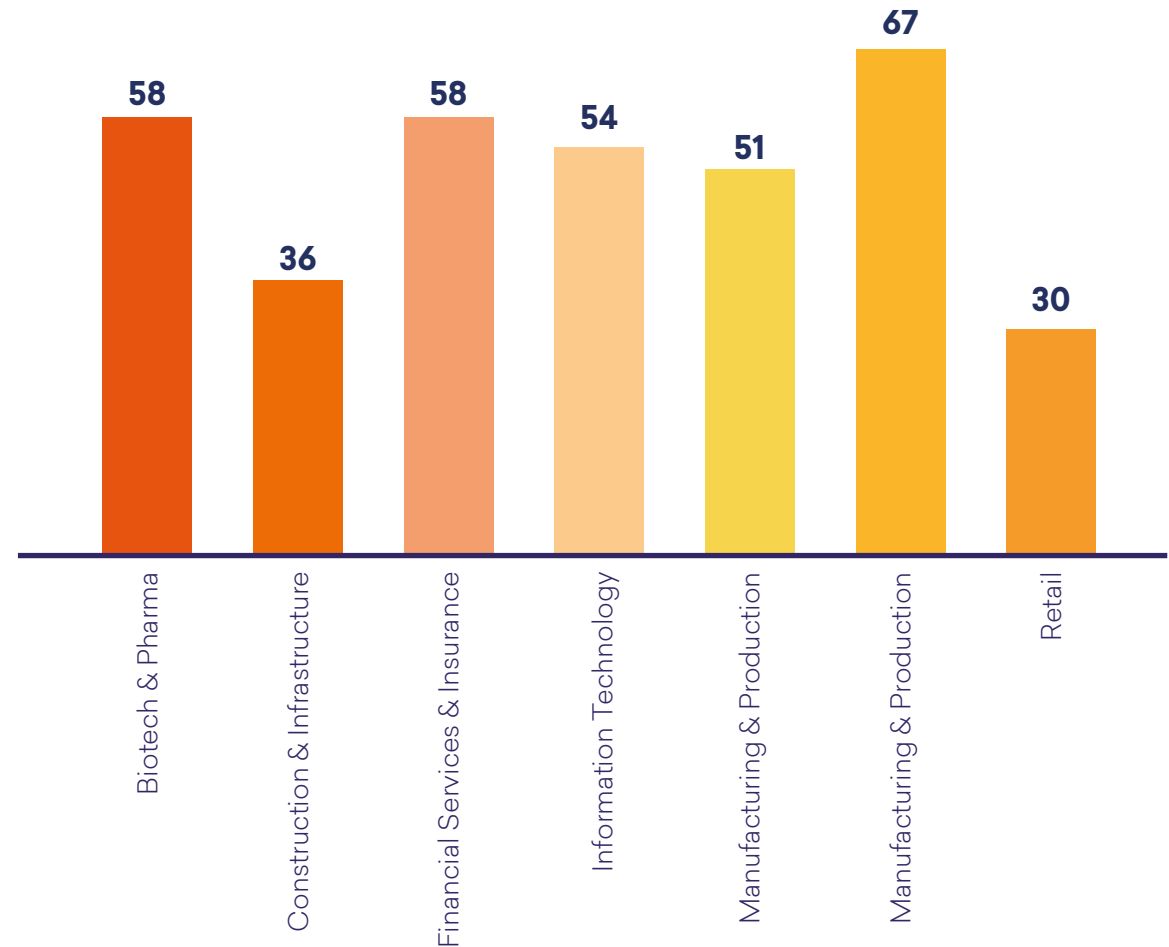
Training helps workers feel valued

At first glance, the relationship between trust and training isn't all that obvious. Construction and Infrastructure companies have the highest levels of employee/management trust but receive the least amount of employee training. The inverse is also true when it comes to financial services and insurance.

Nevertheless, training remains an integral factor when it comes to creating a trusting workplace. While fostering an inclusive and respectful working environment is often just as valuable as investing in personal development, we've found that the two often work hand in hand.

Comprehensive training certainly helps to make individuals in an organisation feel valued, but it's the culture of the company and the relationships between employee and employers that encourages people to reach their potential.

Hours of formal job training per year



Building trust - Home working



Being able to work from home has become a bellwether to how companies have adapted to the crisis. While it's clear that the managers who have cultivated transparent and strong relationships have navigated this period better than those who haven't, home working remains problematic. Many leaders feel that the practice can be corrosive to a companywide sense of togetherness and innovation.

Despite the suspicion, we found that in the Best Workplaces™, working from home has been a reality even before the pandemic. Across Europe our study found that around 85% of the top companies offered regular home working to their employees even before the crisis.

If anything, Covid-19 has only sped up and widened the adoption of this practice. Across Europe, employees and managers alike have engaged and committed to getting the job done even through periods of massive disruption, but only when companies have trusted their staff with the autonomy to perform.

Organisations that recognise and encourage a healthy work-life balance also see improved levels of employee trust.

Flexible working hours is a widespread practice that can yield uplifts in trust and employee satisfaction. Workplaces that have given their staff space to manage their own time have not only seen boosts in morale, but also significant improvements in their employees' physical and mental well-being.

Similarly, compressed working hours can also deliver significant benefits. Companies that allow their workforce not to work or only work half a day on Friday or institute shorter working days in the summer see remarkable improvements to their employee experience and productivity.

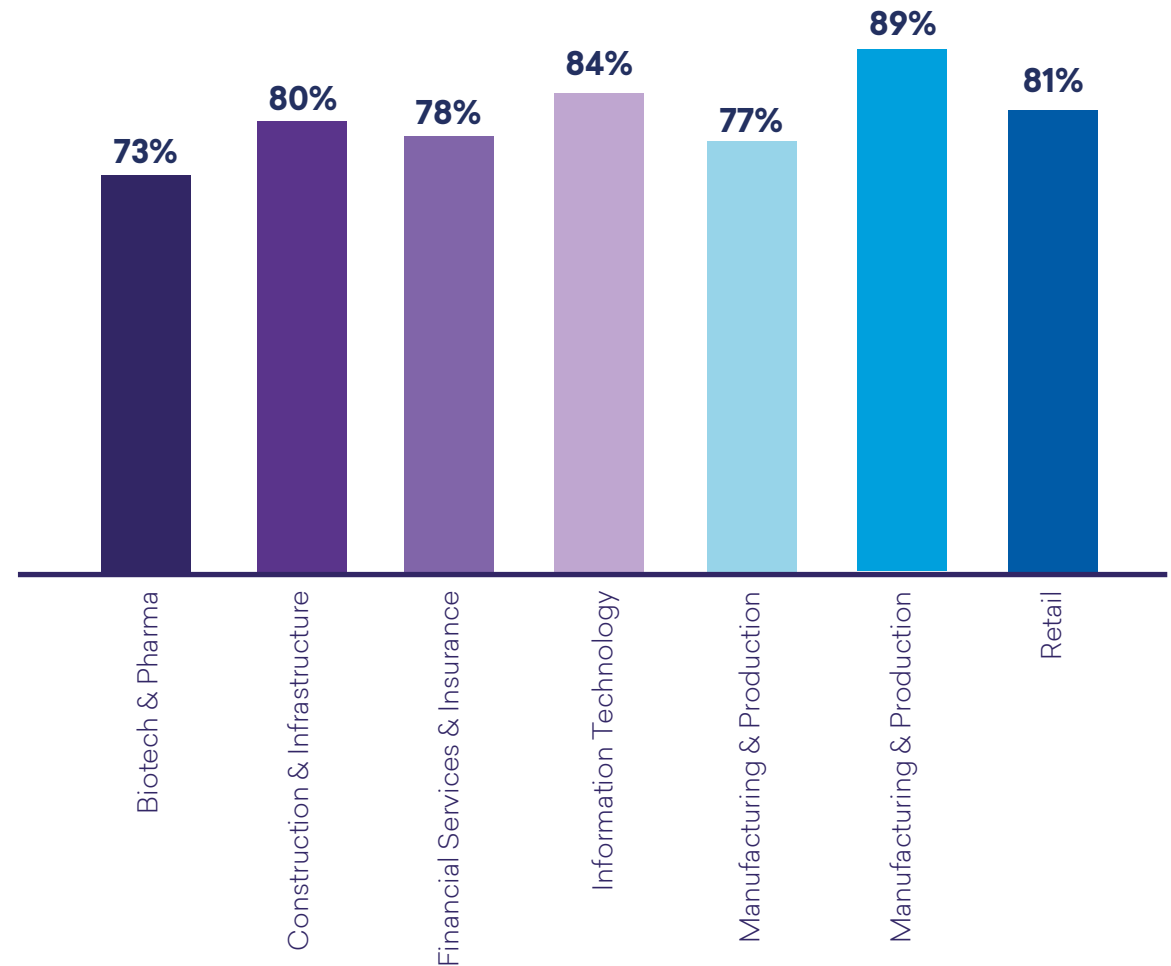
Even in the Best Workplaces™ there are areas to focus on

Although the performance in many areas has been outstanding, building a trusting workplace is a holistic process, and Europe's leaders have some areas to focus on.

Even in the Best Workplaces™, employees are rating workload assignment lower than most areas, meaning that in many workplaces, the manager should look to improve the work the distribution to minimize stress levels. The same doesn't apply to professional services, where 89% of employees consider the work distribution fair.

Moreover, transparency and fairness remain an issue in many companies, including those who excel in almost every other category. Leadership across the continent is failing to implement reward structures that feel fair, with employees across the continent telling us that promotions don't always go to those who most deserve them.

“Management does a good job of assigning and coordination people.”



Special Award: “For the world”



Cisco uses the power of its resources – its people, its technology and its extensive global reach – to make a meaningful impact on communities around the world through volunteer work, donations and partnerships.

The company’s goal is to positively impact 1 billion people by 2025, as well as reaching and supporting 2 million students by 2021 through their Networking Academy. In conjunction with the Cisco Foundation, the company invests in nonprofits that leverage scalable technology to help underserved communities around the world. They focus on three areas: critical human needs and disaster relief, educational opportunities, and economic development.

What sets Cisco apart is the involvement of their employees. The company offers five days paid volunteer time off, along with a \$10,000 match for employees’ donations to approved charities, furthermore, through programs such as Investing In The Future, which inspires young people working in STEM and Helping Our Heroes, which aids exservice personnel transition back to civilian life, along with partnerships with charities such as Crisis and The Trussell Trust in the United Kingdom, a charity that assists people from all walks of life.

Cisco also emphasises environmental causes, with a promise to make sure 100% of new company products incorporate circular design principles by 2025. Cisco further brings awareness to eco-friendly causes through their month-long Earth Aware campaign, which offers events aimed at promoting sustainability alongside other volunteer opportunities. “Cisco has a great culture which is constantly nurtured and encouraged,” one of the company’s employees told us, “We give back to the community, which makes you feel proud.”



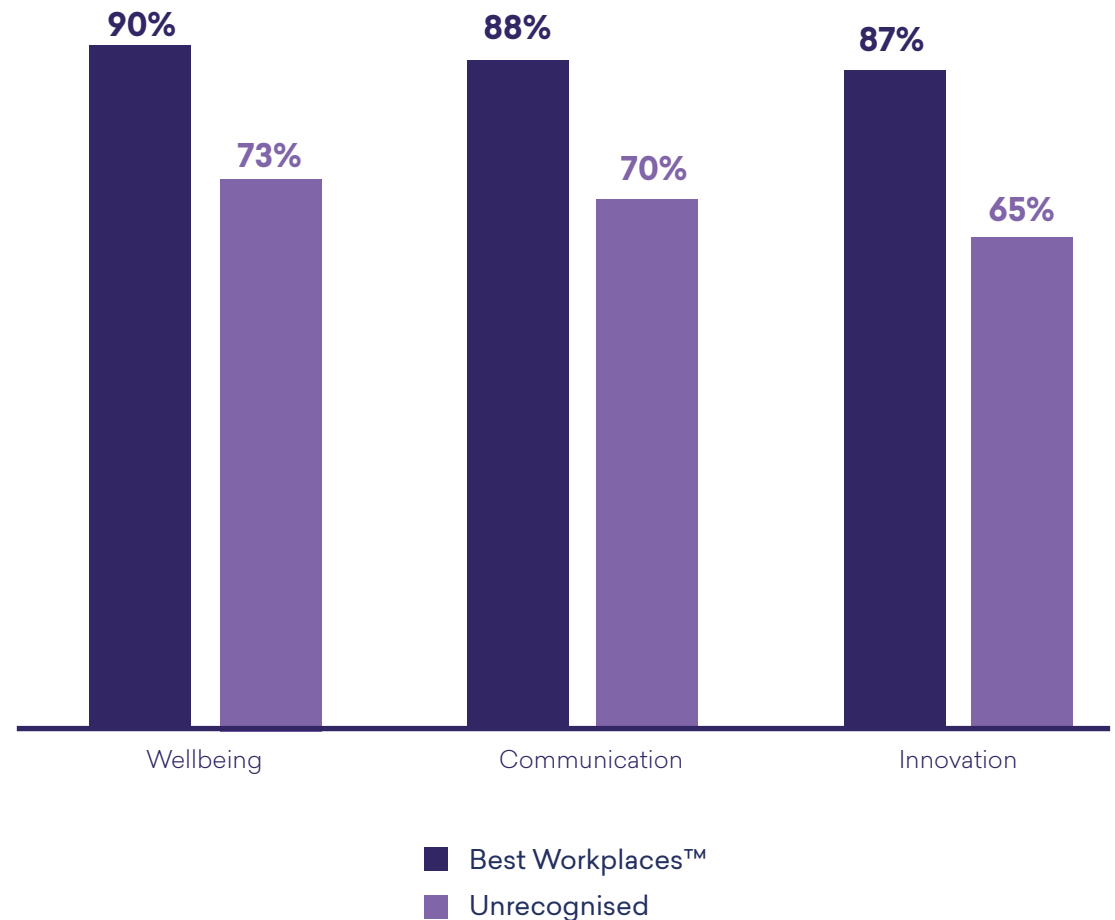
Most importantly, Best Workplaces™ care

One of the most striking insights to emerge from the 2020 pandemic is that workplace trust needs to be a two-way street. It's not enough for employees to trust their management; leaders also need to trust in their people and show that they care.

In the thirty years that we've been evaluating company culture and employee experience, we've never witnessed a year of systemic upheaval as profound as 2020. It's now, more so than ever, when the work managers have undertaken to ensure that the people they manage are in a stable, psychologically safe environment has become a vital component of success.

“Caring is more important than ever. The COVID-19 pandemic hit us in many ways. Emotionally and economically – and this is stressful. As a manager it is important to remember that as individuals, we do not deal with situations like this in the same way. More than ever it is important to show a personal interest in people - not just as employees.”

- Liselotte Jensen – CEO Great Place to Work® Denmark.



Leaders for all are striving for psychological safety

It's easy to underestimate the profound impact COVID-19 has had on European workplaces.

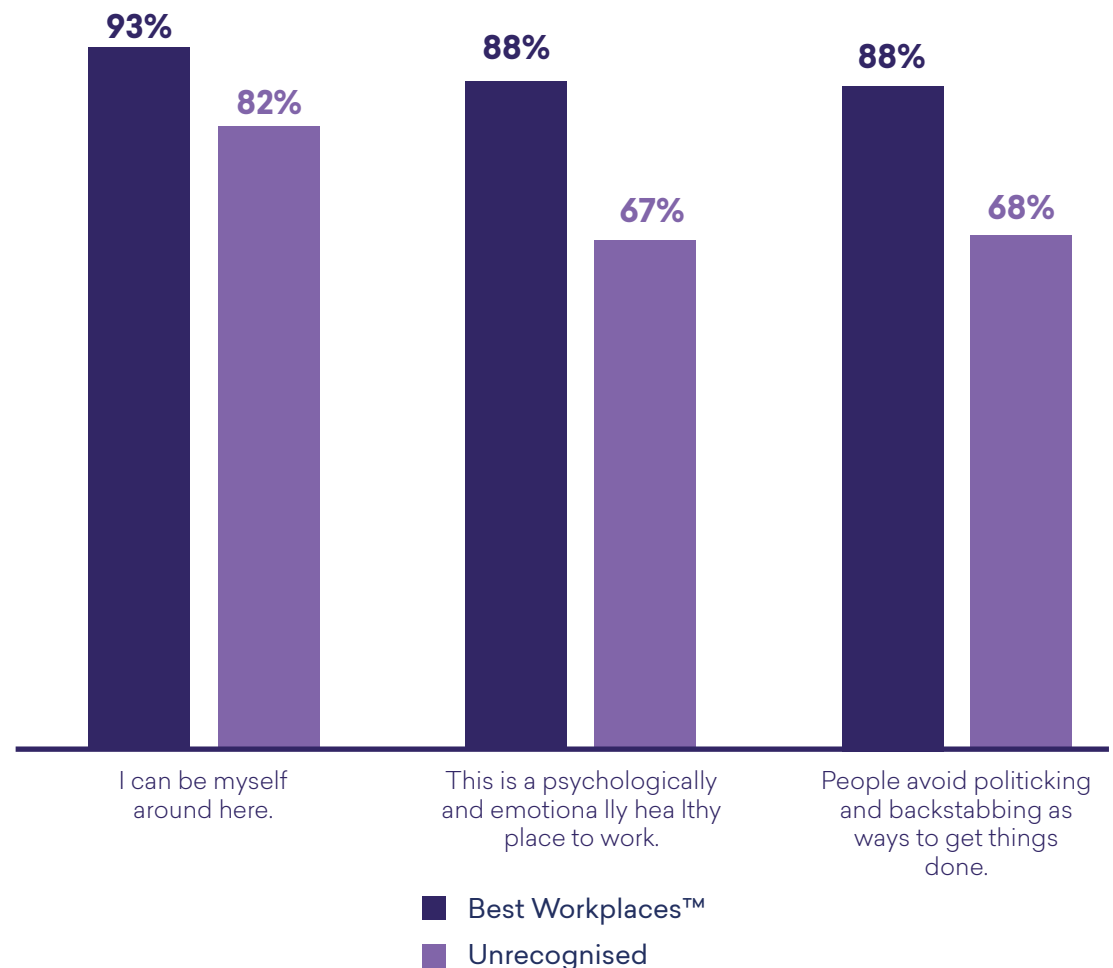
As the continent grapples with new ways of working, many have found themselves re-evaluating their working practices, both for good and bad.

As our study shows, companies that have adapted well to this situation are those who treat their workforce with respect.

Leaders who care about their people's wellbeing are understanding to their employees needs and foster a sense of respect, openness, and togetherness are the ones who've seen the least disruption in this period.

“Many people are noticing the joys available to them from this crisis - enabling improved sleep, wellbeing, health, exercise, eating habits, connection with nature and time with family. Precious parts of our lives that we may have neglected in the fast-moving digital world have unexpectedly become a welcome priority”.

- Benedict Gautrey - CEO Great Place to Work® UK.

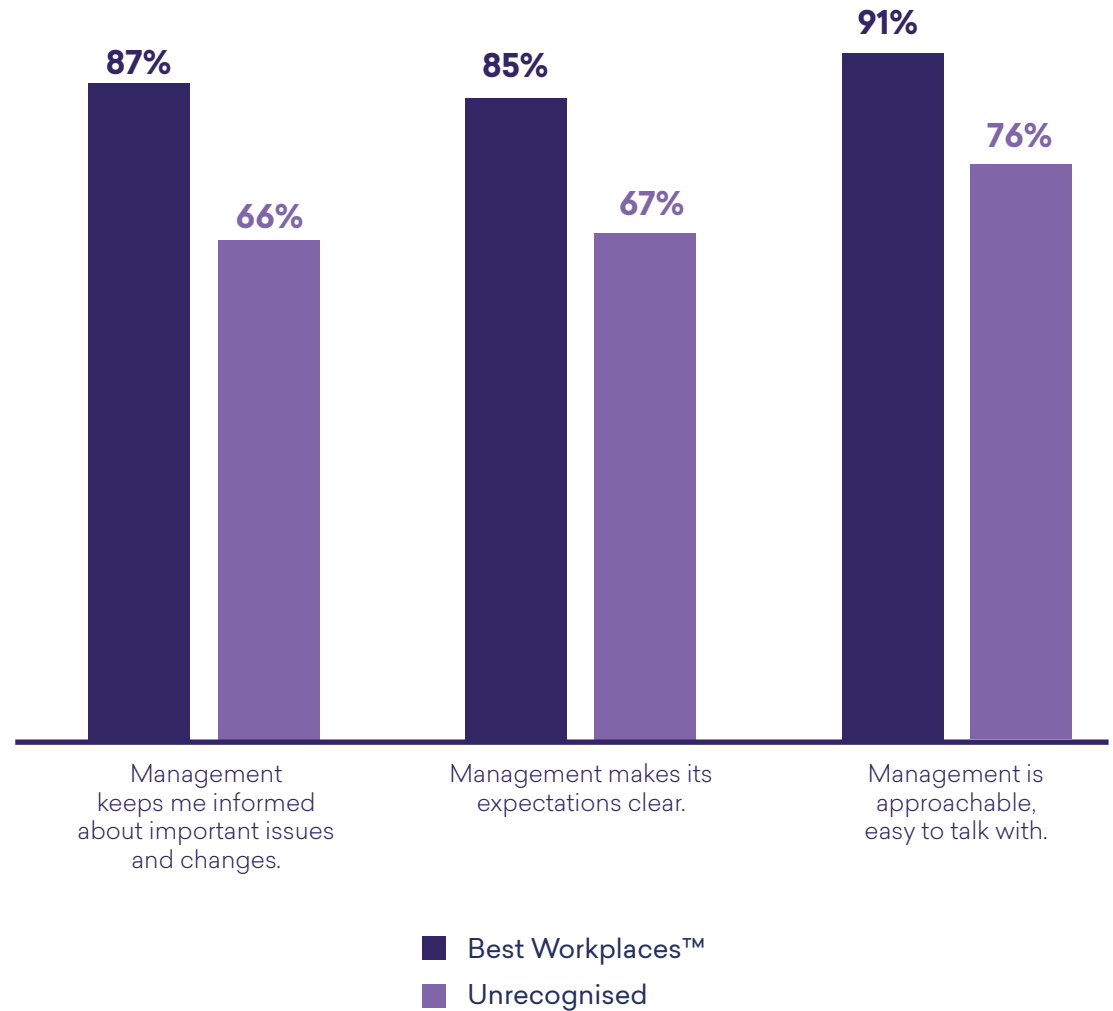


Communicating well...

All leaders connect companies but building a trusting environment can take many forms. Some do this through responsibility, allowing leeway to do their jobs, some do this through transparency, and others create relationships with regular communications.

What is valid in all cases, though, is that great leaders listen and engage with their teams and foster an attitude that success and failure is something to be experienced together.

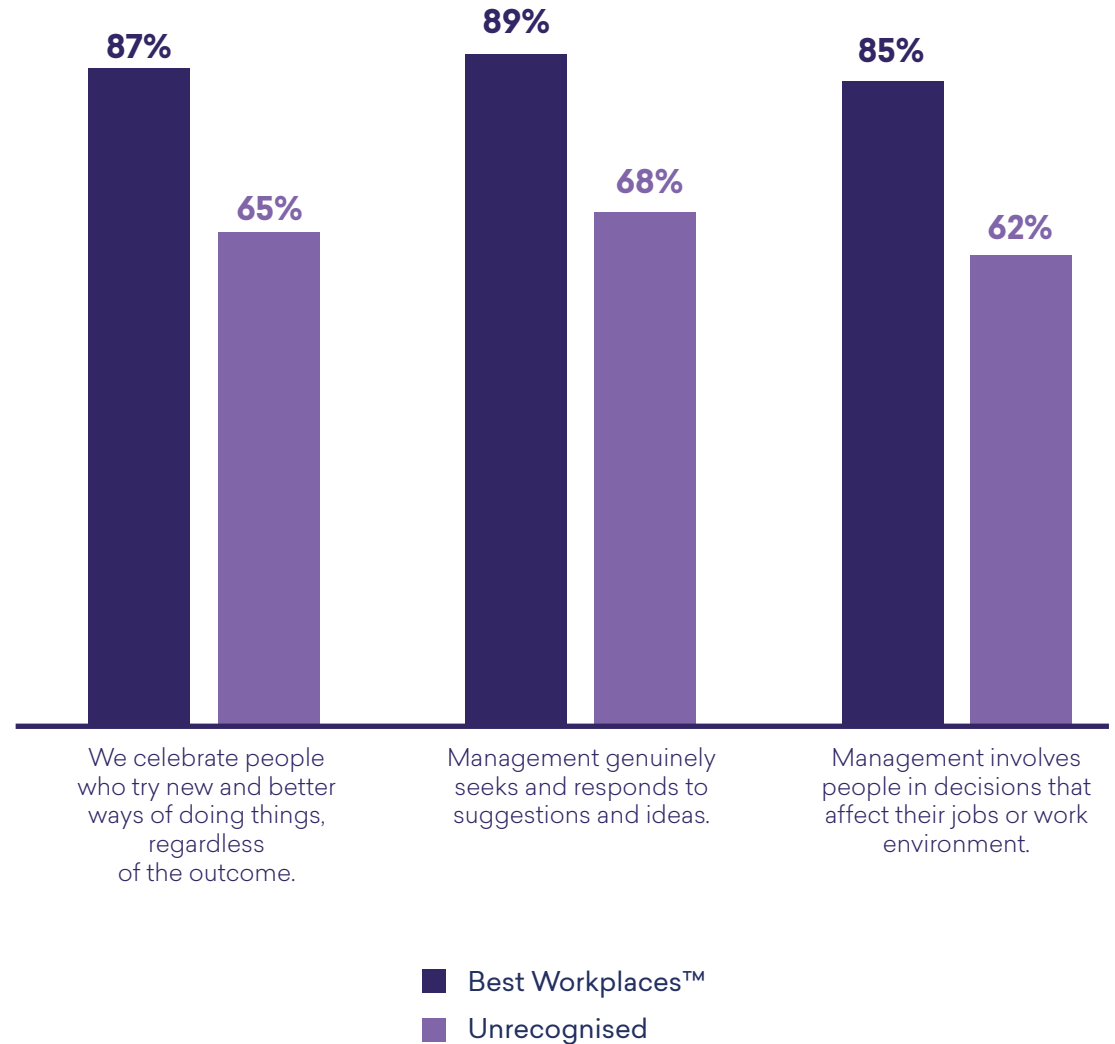
There's no right or wrong way to construct a caring workplace; a lot depends a lot on the culture and industry of the company, although Some principles are universal, such as fostering trust and encouraging strong bonds between colleagues.



... and fostering innovation

A great workplace is also one that encourages people to have ideas. Across the board, we've found that workers are happiest when they're in a culture that listens to them and values their contributions.

Across Europe, the great leaders don't just talk, they listen. In all companies that excel at innovation, employees feel respected, involved and most importantly valued by upper management.



Special Award: “Caring for people”



salesforce



Salesforce calls their workforce ‘Ohana’ – the Hawaiian word for ‘family.’ Embedded in their company culture is a philosophy that puts wellbeing first, where caring for yourself allows you to succeed in your professional life. The company has a variety of practices, programs and benefits that demonstrate care in different ways, and for employees with diverse needs.

It starts by promoting a positive experience within the office. As well as providing staff members with an Executive Chef, yoga instructor, guided meditations, and a continuing speaker series, the company supports physical wellness with financial incentives through their Bike to Work program. Remote employees are made to feel at home with stipends to outfit and improve their home offices and are given a voice to discuss their most pressing issues at the biannual Ohana@ Home town hall.

Recently Salesforce homed in on mental health as a priority in supporting employees’ wellbeing by introducing programs related to psychological safety and balanced healthy living. Over the past year, the company partnered with Mental Health First Aid England to train up to 16 of their UK employees with an in-depth understanding of mental health.

Another priority is family care. Employees can designate themselves as either the primary or secondary caregiver of a child to determine how much time they can take off. Salesforce alleviates the challenges of returning to work after parental leave through the Parentforce Trailblazer program, where returning parents are teamed up with coworkers who can help them through the process of transitioning back to the workplace.

With programs like these, Salesforce’s culture is one where the company feels like home to many of its employees. “Salesforce is unlike any other company I have worked for before,” a member of their staff told us. “They really do care about their employees, from the CEO down.”

The more you give, the more you get



Investing in caring relationships among managers and employees isn't only a good idea from a job satisfaction perspective - it can also make workers much more productive.

The more members of staff can trust each other, the less time they waste doubting if their jobs are protected. Instead, they spend their time giving back to the company that gives so much to them, working out new ways to meet client expectations and help their workmates to succeed.

Just look at the facts - in our 125 Best Workplaces™, 92% of people say they are willing to give extra to get the job done, while 92% also told us that you can count on people to cooperate.

The secrets behind creating a caring culture aren't rocket science.

Business, by its very nature, is uncertain, and it's only the leaders who genuinely care that stand out from the rest. In almost every top-performing company we looked at treated people by the work they produced and not on how they did it.

These workplaces genuinely care about their staff, communicate transparently and treat people humanely - and that's how they've built both exceptional levels of staff loyalty and client satisfaction.



25 Best Multinational Workplaces



1. Salesforce
2. Cisco Systems Inc.
3. Hilton
4. Mars, Inc.
5. AbbVie Inc.
6. The Adecco Group
7. Daimler Mobility AG
8. Admiral Group plc
9. Cadence Design Systems Inc.
10. DHL Express
11. SAS Institute Inc.
12. Mundipharma
13. Amgen Inc.
14. Hilti
15. Johnson & Johnson
16. Stryker
17. W. L. Gore & Associates
18. Specsavers
19. EY
20. Novartis
21. Bristol-Myers Squibb
22. Groupe SEB
23. SC Johnson
24. Chiesi
25. Indeed

30 Best Large Workplaces



1. Sparekassen Kronjylland
2. St. Gereon Seniorendienste gGmbH
3. The Sovini Group
4. coöperatie DELA
5. adesso SE
6. EXTIA
7. I.K. Hofmann GmbH
8. Baringa Partners
9. Beierholm
10. Mandatum Life
11. MERITIS
12. B3 Consulting Group
13. PPI AG
14. SBAB
15. Sii Polska
16. mc2i
17. SBK Siemens-Betriebskrankenkasse
18. leboncoin Groupe
19. sahibinden.com
20. 3
21. TALAN
22. Reitangruppen
23. If Skadeforsikring Danmark
24. REL Field Marketing
25. Norgeshus
26. Sparbanken Skåne
27. Version 1
28. Softcat plc
29. Visma
30. Kuveyt Türk Katılım Bankası

50 Best Medium Workplaces



1. PASCOE Naturmedizin
2. Cygni
3. EASI
4. Key Solutions
5. UMB AG
6. NOVENCIA GROUP
7. LCG
8. AE
9. Bending Spoons S.p.A.
10. Tenant & Partner
11. Middelfart Sparekasse
12. Multisoft AB
13. Dropbox
14. Abakion
15. Pentia
16. Delegate
17. Zeta Service
18. Job, Aktivitets- og
Kompetencecenteret
19. QAware GmbH
20. Bostads AB Mimer
21. Transcendent Group
22. Esri Ireland
23. Foundation SP
24. MaibornWolff GmbH
25. Cofinpro AG
26. Viadee
Unternehmensberatung
27. AB Stångåstaden
28. Bitzer Electronics
29. Spirit Link GmbH
30. UPTOO
31. mnemonic
32. Centiro
33. Coop Trading
34. Carl Ras
35. Protime
36. Alfame
37. Werkmandejong
38. Greater GmbH
39. ICM opleidingen & trainingen
40. Art-Invest Real Estate
41. Vitari
42. Accuracy
43. Axxes
44. Natilik
45. Willhaben internet service
GmbH
46. Tasmane
47. Impact
48. ORMIT
49. InTech
50. Workhuman

20 Best Small Workplaces



1. Regent
2. status C AG
3. Aava & Bang
4. Viisi
5. IIH Nordic
6. McCarthy Recruitment
7. FotoWare
8. Rewe Markt Andreas Fleischer oHG
9. protek
10. Aventim
11. elaboratum GmbH
12. Studieförbundet Vuxenskolan Hal-land
13. CSP AG Competence Solutions Pro-jects
14. Aktivhotel Alpendorf
15. amuse
16. PanzerGlass
17. Republic
18. Hoivatilat
19. Q-Construction
20. Ryan

The logo for Great Place To Work, featuring the text "Great Place To Work" in white on a red square background.

**Great
Place
To
Work[®]**

Great Place to Work[®] is the global authority on workplace culture. Since 1992, they have surveyed more than 100 million employees around the world and used those deep insights to define what makes a great workplace experience. It boils down to trust. Great Place to Work[®] helps organizations quantify their culture and produce better business results by creating a hightrust work experience for all employees. Emprising[™], their culture management platform, empowers leaders with the surveys, real-time reporting and insights they need to make data-driven people decisions. Their unparalleled benchmark data is used to recognize Great Place to Work-Certified[™] companies and the Best Workplaces[™] in the U.S. and more than 60 countries, including those on the 100 Best Companies to Work For[®] and World's Best lists published annually by Fortune. Everything they do is driven by the mission to build a better world by helping every organization become a Great Place to Work For All[™].

A collection of various abstract shapes in different colors (yellow, blue, red, teal) scattered across the lower left and center of the page, including circles, triangles, a diamond, and organic blobs.

www.greatplacetowork.be

+32 16 24 88 23