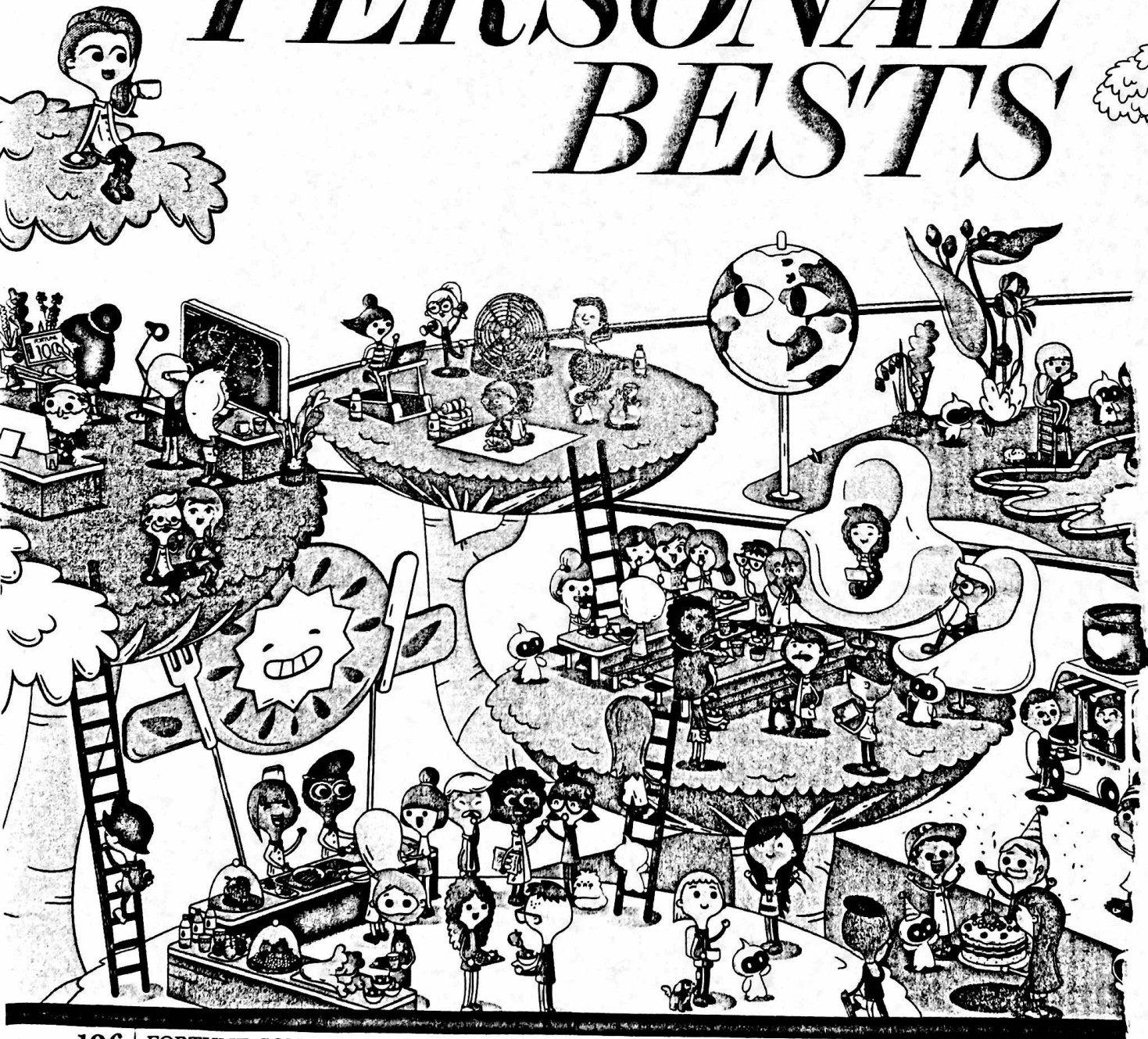


Research-- "Stimulate Thinking"

FORTUNE

400

PERSONAL BESTS



ISSUE
3.15.15

THE

**BEST
COMPANIES
TO
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THE 100
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TO WORK FOR

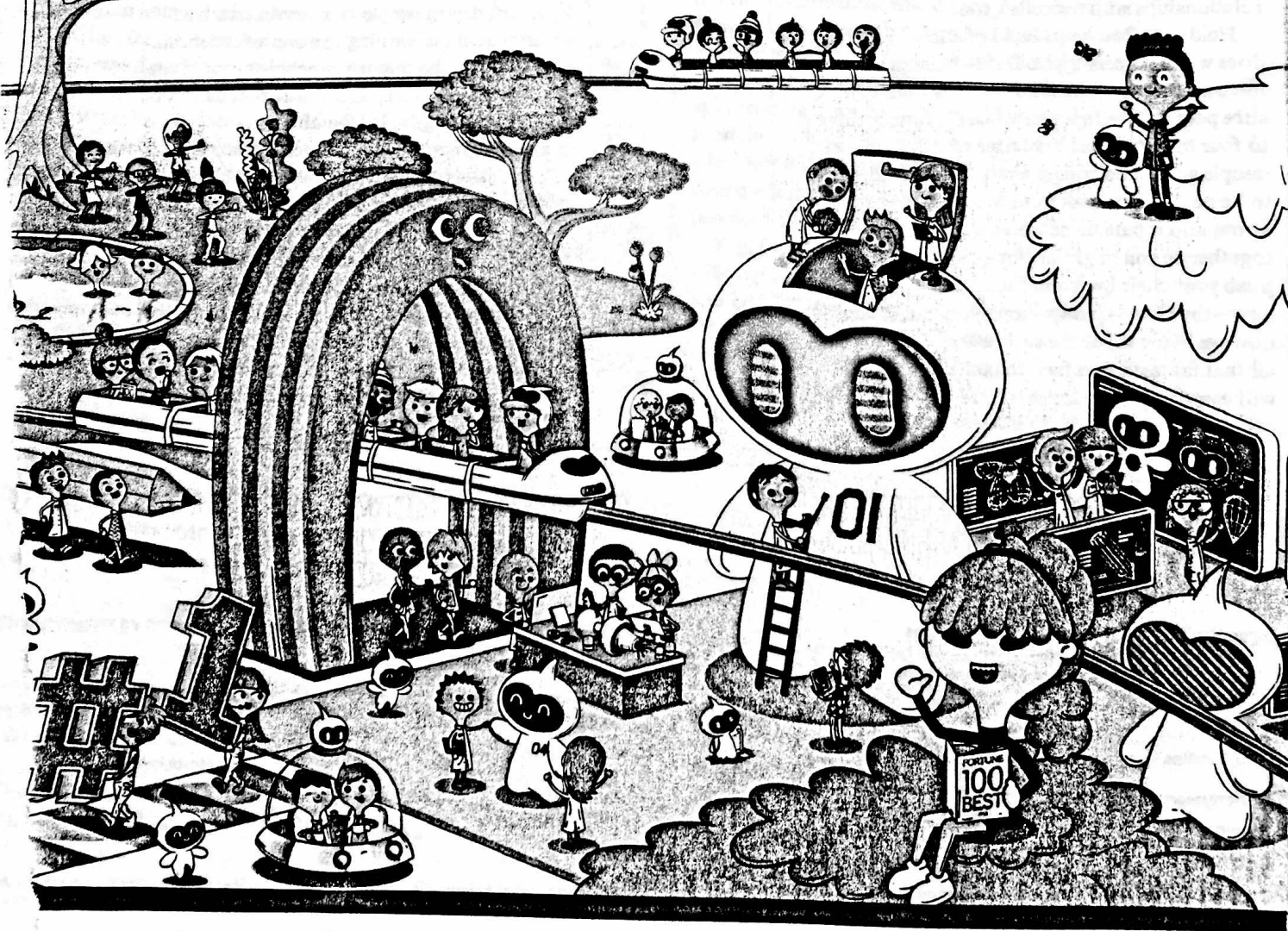
WHY DO SOME COMPANIES KEEP ATTRACTING AND HOLDING ON TO THE WORLD'S BEST TALENT? THE ANSWER IS SIMPLE. THEY KNOW HOW TO FOSTER STRONG, REWARDING RELATIONSHIPS ... AMONG THEIR EMPLOYEES.

By Geoff Colvin

T

HE ONE THING absolutely everyone knows about working at Google is that you get free, gourmet-quality food all day long. Stuffed quail, lavender pecan cornbread, *aloo gobi*, fresh fruits and vegetables,

Gruyère mac and cheese—just go get it. Many know also that Google provides free gyms, free massages, and generous parental leave, plus cash bonuses when a baby is born; dogs are welcome. Beautiful offices are about to be upgraded in a spectacular planned new headquarters in Mountain View, Calif., the *New York Times* reported in late February (though details on the campus were sketchy at presstime). So when people see that Google is No. 1 on *Fortune's* new ranking of America's Best Companies to Work For—for the sixth time—they understandably figure the reason must be those incredible employee perks. ¶ But that isn't why. Knockout perks aren't the reason any company makes this list. The essence of a great workplace is just that: an essence, an indispensable quality that determines its character.



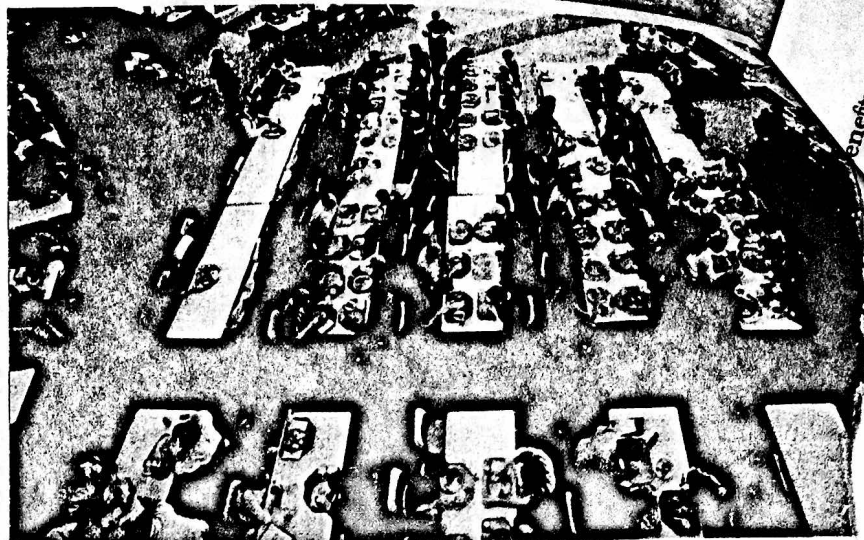


**THE 100
BEST COMPANIES
TO WORK FOR**
Personal Bests

Understanding that quality—understanding it well enough to build a corporate organization around it—has long been a goal of great companies. And it's getting rapidly more valuable too. That's because as the economy changes, employers who don't know the secret will be at a deepening disadvantage to those who do.

Which brings us back to those famous Google perks. The truth is, while the most sought-after talent doesn't generally flock to a company because of certain benefits and giveaways (nice as they may be), the perks themselves can teach us about the company's essence—why, that is, some employers are such super-powerful magnets for the world's best employees year after year. Listen to what an ex-Googler told Quora.com about Google's nonstop free buffet: It "helps me build relationships with my colleagues."

Hold on—food helps build relationships? It does when it's used right. Data-obsessed Google measures the length of the cafeteria lines to make sure people have to wait a while (optimally three to four minutes) and have time to talk. It makes people sit at long tables, where they're likelier to be next to or across from someone they don't know, and it puts those tables a little too close together so you might hit someone when you push your chair back and thus meet someone new—the Google bump, employees call it. And now we begin to see the real reason Google offers all that fantastic free fare: to make sure workers will come to the cafeterias, where they'll start and



GOOGLE BUMP

The search giant's cafeteria is designed to encourage employees to rub elbows—to say nothing of backs and food trays—with one another.

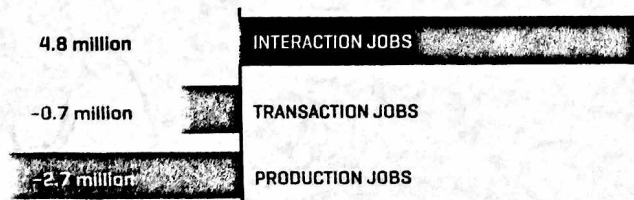
strengthen personal relationships.

That is, the food is just a tool for reaching a goal, and the goal is strong, numerous, rewarding personal relationships. Success obviously requires more than free food, but we're glimpsing the explanation of workplace greatness. That same Googler said, "The best perk of working at Google is working at Google," and the No. 1 reason he gave was the people: "We are surrounded by smart, driven people who provide the best environment for learning I've ever experienced." (For more on the company's people strategy, see "Google's 10 Things to Transform Your Team and Your Workplace" in this issue.)

Here's the simple secret of every great place to work: It's personal—not perk-onal. It's relationship-based, not transaction-based. Astoundingly, many employers still don't get that, though it was the central insight of Robert Levering and Milton Moskowitz when they assembled the first 100 Best list in the early 1980s. (For their insights into this year's ranking, see their introduction to the list.) "The key to creating a great workplace," they said, "was not a prescriptive set of employee

KNOWLEDGE IS BECOMING COMMODITIZED. THE MOST VALUABLE PEOPLE TODAY ARE INCREASINGLY "RELATIONSHIP WORKERS."

NEW JOBS CREATED IN THE U.S. (2001–09)

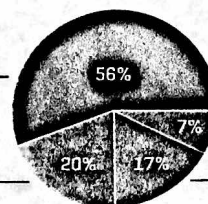


BY FAR THE MOST IMPORTANT FACTOR WHEN PROFESSIONALS CONSIDER A NEW EMPLOYER IS WHETHER IT'S A GREAT PLACE TO WORK.

MOST IMPORTANT FACTOR WHEN EVALUATING A NEW COMPANY

Has a reputation as a great place to work

Is known for great products and services



benefits, programs, and practices, but the building of high-quality relationships in the workplace." Reaching far deeper into people than corporate benefits and cool offices ever can, those relationships are why some workers love their employers and hate to leave and why job applicants will crawl over broken glass to work at those places.

In the past, of course, plenty of non-great places to work have managed to succeed without mastering this understanding. And many, no doubt, will continue to thrive. But all evidence suggests that this track is about to get much harder. Big, deep structural changes in the economy are likely to boost the advantages that great employers already enjoy in the marketplace and penalize even more the companies that fall behind.

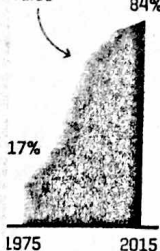
It isn't just because human capital is growing more valuable in every business. That trend has been going on for decades as ever fewer workers function as low-maintenance machines—turning a wrench in a factory, for example—and more become thinkers and creators. The remarkable thing is that while most trends eventually peter out, this one just keeps going. Intangible assets, mostly derived from human capital, have rocketed from 17% of the S&P 500's market value in 1975 to 84% in 2015, says the advisory firm Ocean Tomo. Even a manufacturer like Stryker gets 70% of its value from intangibles; it makes replacement knees, hips, and other joints loaded with intellectual capital.

Companies will continue to gain a competitive advantage by attracting and keeping the most valuable workers, which is reason enough to become a great workplace. But interestingly, there's a shift here as well—namely, in who is considered valuable. For decades—since Peter Drucker coined the term in the late 1950s—the MVPs were the so-called knowledge workers. But that term is no longer an apt description of the most prized person-

HUMAN CAPITAL RULES

Intangible assets—copyrights, brands, goodwill, patents—are largely reflections of human skill and creativity. They are by far the biggest source of business value and still increasing.

Intangible assets as a percentage of S&P 500 market value



SOURCE: OCEAN TOMO

nel. The straightforward reason is that knowledge is becoming commoditized. Information, simple or complex, is instantly available online. Knowledge skills that must be learned—corporate finance, trigonometry, electrical engineering, coding—can be learned by anyone worldwide through online courses, many of them free. They can even be performed by a clever algorithm. Knowledge remains hugely important, but it's gradually becoming less of a competitive advantage.

As technology takes over more of the fact-based, rules-based, left-brain skills—knowledge-worker skills—employees who excel at human relationships are emerging as the new "it" men and women. More and more major employers are recognizing that they need workers who are good at team building, collaboration, and cultural sensitivity, according to global forecasting firm Oxford Economics. Other research shows that the most effective teams are not those whose members boast the highest IQs, but rather those whose members are most sensitive to the thoughts and feelings of others. MIT professor Alex "Sandy" Pentland, a renowned data scientist who directs that institution's Human Dynamics Laboratory, has aptly summed up the new reality: "It is not simply the brightest who have the best ideas; it is those who are best at harvesting them from others. It is not only the most determined who drive change; it is those who most fully engage with like-minded people. And it is not wealth or prestige that best motivates people; it is respect and help from peers."

Yup, these are the new corporate MVPs.

Many companies will struggle with finding and luring these top workers—as well as employing them in ways that get the most out of their interpersonal skills. But the best companies to work for are, mostly, already there. Creating and building relationships is the essence of what they

PERKS DON'T MAKE A GREAT WORKPLACE. THE REAL KEY IS INTERPERSONAL RELATIONSHIPS. EMPLOYEES ARE MORE ENGAGED WHERE RELATIONSHIPS THRIVE, IN THE SMALLEST COMPANIES.

ENGAGEMENT BY COMPANY SIZE

■ ENGAGED
■ ACTIVELY DISENGAGED

FEWER THAN 10 EMPLOYEES

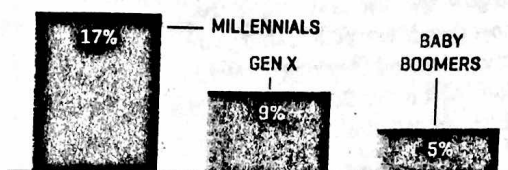


5,000+ EMPLOYEES



MILLENNIALS, WHO NOW DOMINATE THE WORKFORCE, ARE THE HARDEST GENERATION FOR EMPLOYERS TO HOLD.

ENGAGED EMPLOYEES WHO WILL SEEK WORK IN OTHER ORGANIZATIONS IF JOB MARKET IMPROVES





THE 100
BEST COMPANIES
TO WORK FOR
Personal Bests

do. Consider SAS, the giant software firm that's one of the few companies to appear on our 100 Best ranking every year since we started publishing it in 1998. The firm surveys employees annually on the state of their relationships: Are they getting open communication and respect from fellow employees? Are they being treated like human beings? Or look at another regular on the 100 Best, the Wegmans supermarket chain. Here's a typical employee comment: "Co-workers really care about each other on both a professional and personal level." The perks at these companies are pretty darn good. But it's the employees themselves that make them great places to work.

You've realized by now that we're talking about culture, the way people behave from moment to moment without being told. More employers are seeing the connection from culture and relationships to workplace greatness to business success. Deloitte's latest annual survey of 3,300 executives in 106 countries found that, for the first time, top managers say culture is the most important issue they face, more important than leadership, work-force capability, performance management, or anything else. "Culture" was Merriam-Webster's 2014 word of the year. It's everywhere. Yet as employers increasingly grasp its importance, they also realize they have no clue where to begin in creating the culture they need.

Let the 100 Best offer a few hints. They focus on four elements of culture that make the most difference:

■ **MISSION.** These companies are pursuing a larger purpose, and company leaders make sure no one forgets it. Whole Foods is improving customers' health and well-being; USAA is supporting members of the U.S. military and their families; REI is helping people enjoy the outdoors sustainably. When employees are all pursuing a mission they believe in, relationships get stronger.

■ **COLLEAGUES.** Several of the 100 Best also appear on lists of companies where it's hardest to get hired; 14 of them, including Twitter, St. Jude Children's Research Hospital, and the Container Store, attract more than 100 applicants for every job opening. Those companies can hire the cream of the crop, creating a self-reinforcing cycle; the best people want to go where the best people are.

■ **TRUST.** We all know this: Show people that you consider them trustworthy, and they'll generally prove you right. Many of the 100 Best let employees work whenever they want, and they work far more than if they were punching a clock. Riot

Games, maker of *League of Legends*, even offers unlimited paid vacation; strong relationships prevent employees from abusing the policy. ■ **CARING.** Every company says it values employees. The 100 Best don't say it; they show it. This is where some of those celebrated perks do count. Google, for example, offers an employee benefit it has never publicized: If an employee dies, his or her spouse receives half the employee's salary for a decade. No words could send as clear a message.



A COMPANY'S CULTURE IS
EVEN MORE IMPORTANT
THAN ITS LEADERSHIP,
ACCORDING TO A DELOITTE
SURVEY OF 3,300 EXECUTIVES.

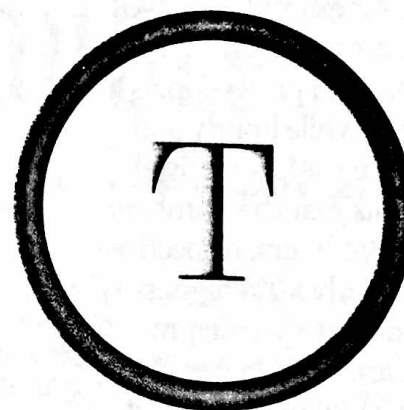
A true culture of caring goes beyond perks and includes daily behavior—see Leigh Gallagher's story on Marriott in this issue.

A NO YES, in case you harbored doubts, the 100 Best really do outperform other companies as investments. Analysis of the publicly traded firms in the rankings from 1984 through 2009 by Wharton's Alex Edmans found that a portfolio of 100 Best Companies exceeded its expected risk-adjusted return by 3.5% a year. That's what Wall Street calls alpha, and 3.5% annually over 25 years is a stupendous performance. The puzzle is how it's possible. Why don't investors realize that great places to work are also great investments, and bid up the stock price as soon as *Fortune's* annual list is published, eliminating the subsequent outperformance? Edmans exhaustively investigated several hypotheses and concluded that investors just don't get it—they simply don't understand that great workplaces work better.

A corollary is that most employers don't get it either. Why do they let the 100 Best clean their clocks year after year, when the secret is no secret at all? The answer is a mystery. We know 100 companies that hope the others never figure it out. ■



THE 100
BEST COMPANIES
TO WORK FOR



THIS YEAR'S RANKING of the 100 Best Companies to Work For marks *Fortune's* 18th year of partnering with workplace consultant Great Place to Work. It also happens to include a large class of inductees—16 very worthy newcomers, including Twitter, Acuity, Workday, Nationwide, and Hilti, and one returnee following a 16-year absence: outdoor retailer L.L. Bean. ¶ As we read through thousands of employee comments and survey results, we noticed three trends. ¶ First, the best workplaces are getting better. Because Great Place to Work has used the same rigorous methodology to identify the nation's best employers for nearly



**THE 100
BEST COMPANIES
TO WORK FOR
List**

two decades, we can make comparisons. Take education and development, for example. In 1998 the average amount of training for managers and professionals was 41 hours, while hourly and administrative staffers received 33 hours. This year the numbers were 78 and 94 hours, respectively, which is nearly 80% higher.

But it's not just specific programs that are more generous. The primary tool used to select and rank candidates is Great Place to Work's Trust Index survey, which is distributed to a sample of employees at each company. In effect, the workers vote their companies onto the list using criteria related to the quality of their workplace cultures. Looking at this year's data, we discovered that 2015's 100 Best Companies scored an average of 13% higher than their worthy counterparts nearly two decades ago. That means the happiest employees have gotten even happier.

Why? That leads us to our second trend: The best employers are better because more

NOTES: ALL DATA
ARE FROM JULY
2014.

*CORPORATE
HEADQUARTERS

*GLOBAL
HEADCOUNT FOR
GOOGLE. ALL
OTHER COMPANY
HEADCOUNTS ARE
FOR FULL-TIME
AND PART-TIME
EMPLOYEES IN
THE U.S.

*JOB OPENINGS AS
OF FEBRUARY 2015
AND ARE SUBJECT
TO CHANGE



**COMPANY
PROFILES**

For the
complete list,
including data
about hiring,
perks, paid
time off, and
compensation
tables, go to
[fortune.com/
bestcompanies](http://fortune.com/bestcompanies)

business leaders are focused on workplace culture as a competitive tool. You will see that most of these firms are winners in the marketplace as well as in the workplace. Prime example: Google, which occupies the top spot for the sixth time in eight years. Google's leaders explicitly attribute the company's financial performance to its benevolent people practices.

Also consider the 12 companies that have made this list every year since we published the first list in 1998. Over the past 17 years they have collectively created a net total of 341,567 jobs, for a whopping average increase of 172%. The top job creator: Whole Foods, with a 784% jump, from 8,681 team members to 68,045.

Or you can look at stock performance. Since 1998 the 100 Best Companies have outperformed the S&P 500 index by a ratio of nearly 2 to 1, according to a study by the Russell Investment Group. Companies on this list are shining examples of a different way of doing business that puts to rest the old notion

that treating employees well might hurt the bottom line. Indeed, most would agree with the Marriott philosophy: "Take care of associates, and they will take care of the customers."

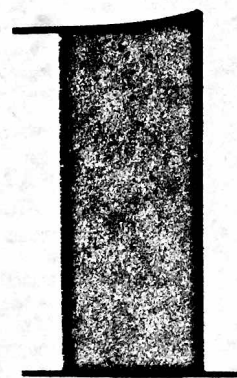
Third trend: Each of the 100 Best Companies has leaders who genuinely listen to their employees and craft distinctive policies and programs that suit today's workforce. The perks listed in our brief descriptions of these firms are only the tip of the iceberg in workplace cultures where every employee is considered important. We like the observation of Scott Scherr, founder and CEO of Ultimate Software: "The true measure of a company is how they treat their lowest-paid employees."

As you read the company profiles that follow, we invite you to think about taking an idea back to your workplace. If enough employees insist that their companies emulate the 100 Best Companies, the winners will be the companies and the people who work there. Our list is proof that it can be done.



"What is the one-sentence summary of how you change the world? Always work hard on something uncomfortably exciting."

LARRY PAGE,
CEO, GOOGLE
(NO. 1)



GOOGLE

> MOUNTAIN VIEW, CALIF. • > EMPLOYEES: 44,882* 2,500 JOB OPENINGS*



The media and tech giant celebrates its sixth appearance as No. 1 and recently bolstered its parental-leave benefits. New parents, regardless of gender (including dads, domestic partners, adoptive parents, and surrogate parents), can now get up to 12 weeks of fully paid baby-bonding time. Google also provides \$500 in "bonding bucks" to all new parents to use during the first three months of their child's life.

2

BOSTON CONSULTING GROUP



> BOSTON
> EMPLOYEES: 2,701
> 1,000 JOB OPENINGS

One of the allures of working for BCG is the ability to take a social-impact leave of absence for three to 12 months. In 2014, BCG had staffers working for Techno Serve, the World Food Programme, the Clinton Health Access Initiative, Education Pioneers, Green Dot, the Gates Foundation, the Ethiopian Agricultural Transformation Agency, and Yunus Social Business.

[NEW]

ACUITY

3



> SHEBOYGAN, WIS.
> EMPLOYEES: 1,039
> 150 JOB OPENINGS

The Midwestern property and casualty insurer makes its debut on our list with astounding benefits: no limit on tuition reimbursement, no cap on paid sick days for full-time employees, and a healthy 401(k) plan in which the company plunks 8% of pay into accounts every quarter. No wonder full-time turnover is only 1%. (See story in this issue.)

PERK KEY TUITION REIMBURSEMENT ONSITE MEDICAL CENTER PAID TIME OFF TO VOLUNTEER

March 15, 2015

4

SAS
INSTITUTE

- > CARY, N.C.
- > EMPLOYEES: 6,847
- > 350 JOB OPENINGS

Founded by Jim Goodnight, this analytics software maker sits on a lush campus that is maintained by a team of 37 landscapers, who plant more than 3,800 flowers every year. They are direct employees of SAS, not contractors. As such, they enjoy generous benefits including onsite child care, health and fitness centers, a pharmacy, and subsidized meals.

6

EDWARD
JONES

- > ST. LOUIS
- > EMPLOYEES: 37,164
- > 4,874 JOB OPENINGS

The Edward Jones shingle, signifying investment advice, has gone up at more than 12,000 locations. This expansion will create new opportunities for employees. By 2020 the firm expects to have 20,000 financial advisers, up from nearly 14,000 today.



THE 100
BEST COMPANIES
TO WORK FOR
List

8

SALESFORCE
.COM

- > SAN FRANCISCO
- > EMPLOYEES: 10,146
- > 948 JOB OPENINGS

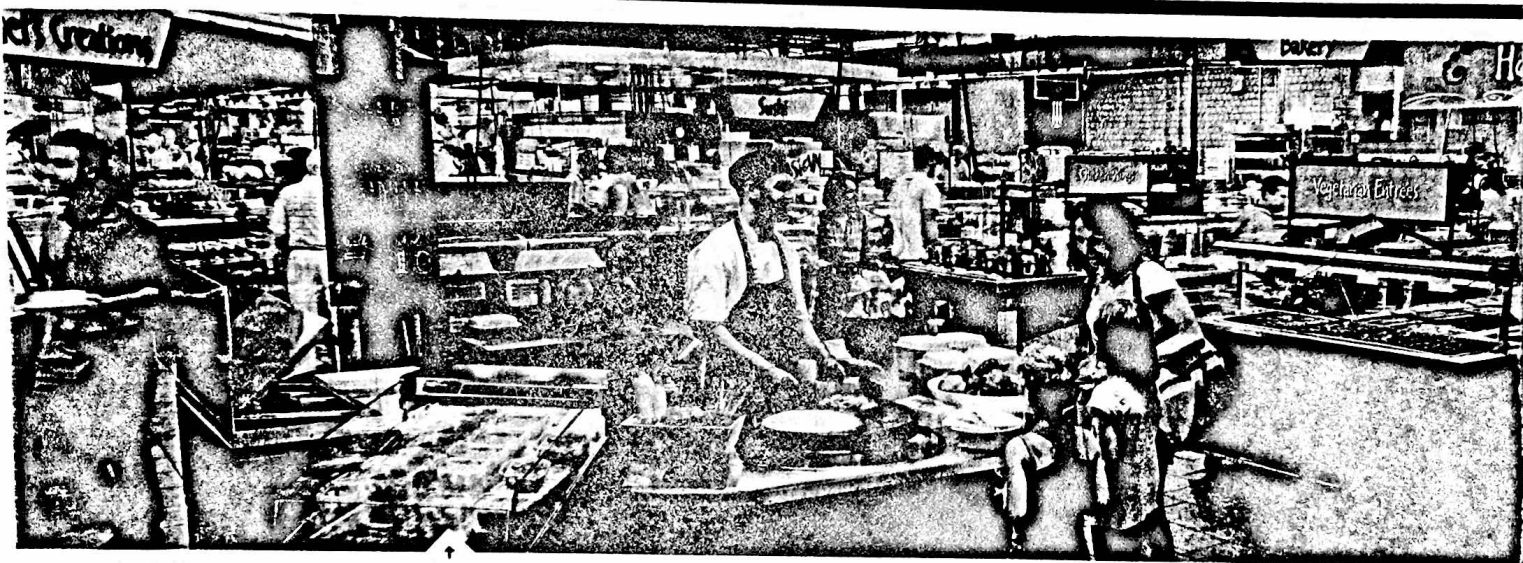
The cloud-computing pioneer more than doubled its workforce in the past three years via events like an Oktoberfest-themed "bring a referral" happy hour and such referral rewards as two first-class roundtrip airline tickets to a destination of choice, along with \$5,000 in spending money. The company gets 58% of new hires from employee referrals.

10

CAMDEN
PROPERTY TRUST

- > HOUSTON
- > EMPLOYEES: 1,748
- > 72 JOB OPENINGS

Employees say work is "fun filled" at this firm—which owns and operates 167 apartment complexes—thanks to happy hours, baby showers, and an annual conference that brings managers to headquarters in Houston. The company also takes care of employees' families with fully furnished vacation suites, a 20% discount on rent, and college scholarships.



5

ROBERT W.
BAIRD

- > MILWAUKEE
- > EMPLOYEES: 2,822
- > 98 JOB OPENINGS

The investment adviser has \$120 billion in client assets and attributes success to "the Rule": There are "no a--holes here." Over the years roughly two dozen people have been terminated for breaking the rule.

7

WEGMANS FOOD
MARKETS

- > ROCHESTER, N.Y. > EMPLOYEES: 43,211
- 1,900 JOB OPENINGS

Employees of the family-owned supermarket chain wear name tags that bear the number of years of "incredible service" they have accumulated. Hundreds of them visit the company's own 50-acre organic farm each year in upstate New York.

9

GENENTECH



- > SOUTH SAN FRANCISCO
- > EMPLOYEES: 12,895
- > 893 JOB OPENINGS

On April Fools' Day, the biotech drugmaker posted a phony story on its intranet saying that goats would be used for campus landscaping and asked employees to adopt them. Real goats were brought onsite, and more than 300 employees signed up. One employee: "Nice job, Genentech. I love this place!"

11

KIMPTON HOTELS
& RESTAURANTS

- > SAN FRANCISCO
- > EMPLOYEES: 8,118
- > 445 JOB OPENINGS

Last year the chain of 65 boutique hotels agreed to be acquired by Intercontinental Hotels Group (owner of the Holiday Inn brands) and will be operated as a subsidiary. Upon the announcement, Kimpton employees were promised that its exemplary culture would remain intact. New properties are 50% staffed with relocated employees.

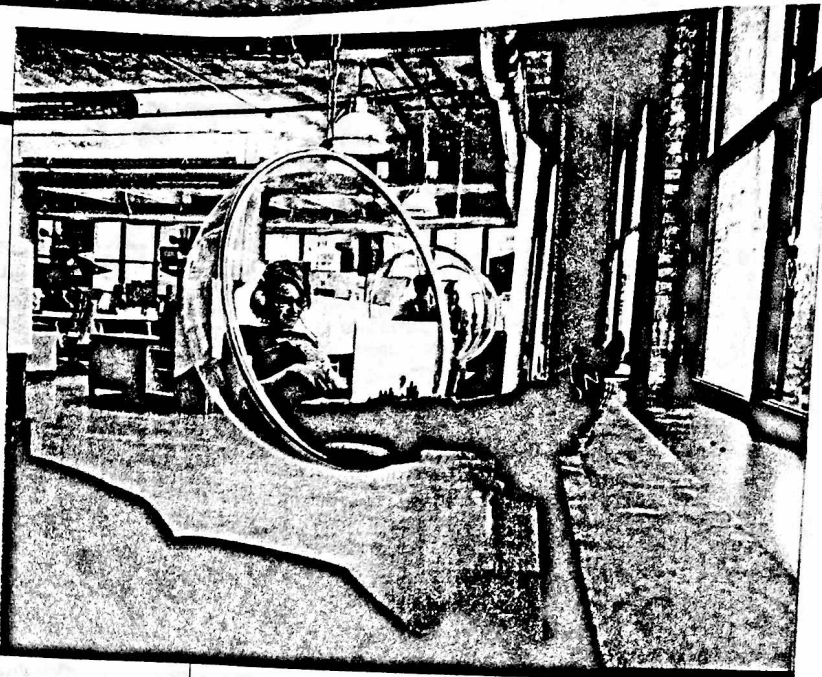
PERK KEY TUITION REIMBURSEMENT ONSITE MEDICAL CENTER PAID TIME OFF TO VOLUNTEER

12 QUICKEN LOANS

> DETROIT > EMPLOYEES: 9,010

600 JOB OPENINGS

Football fans at this mortgage lender are thrilled that Quicken has become an official sponsor of the Detroit Lions, opening an entire section [63 seats] for the company's use. If that weren't enough, the company also provides free shuttles to Cleveland to catch Cavaliers games—Dan Gilbert, owner of Quicken, is a majority owner of the Ohio team. Gilbert is also helping lead an effort for renewal by transforming the downtown area.



[NEW] 13 RIOT GAMES

> SANTA MONICA
> EMPLOYEES: 1,052
> 490 JOB OPENINGS

The developer of the best-selling videogame *League of Legends* holds an annual We Riot event. In 2014 the company flew employees from offices around the globe to Seoul, where they joined 145 Korean employees for a week of gaming competitions at the World Cup Stadium. "Best time I've had in my entire 17-year gaming career," says one participant.

14 DAVID WEEKLEY HOMES

> HOUSTON
> EMPLOYEES: 1,133
> 89 JOB OPENINGS

The builder of upscale homes offers full-time employees the opportunity to pursue their own "vision quest" after 10 years of service with a four-week, fully paid sabbatical. The company allows them to extend it with another two weeks of unpaid time off, and will even kick in a grant of \$2,000 to cover travel and education expenses.

15 BURNS & MCDONNELL

> KANSAS CITY
> EMPLOYEES: 4,498
> 746 JOB OPENINGS

The employee-owned engineering firm works hard to cultivate the next generation of science and engineering talent. An "Engineering U." summer camp each June brings 40 high school students (25% female) to its Kansas City world headquarters to work alongside experienced engineers, architects, and construction professionals.



"Our culture of innovation sets us apart from other companies and is at the heart of our ability to attract, inspire, and retain incredible employees."

—MARC BENIOFF, CEO AND FOUNDER, SALESFORCE.COM (NO. 8)

16 CHG HEALTHCARE SERVICES

> SALT LAKE CITY
> EMPLOYEES: 1,783
> 49 JOB OPENINGS

The medical-staffing firm offers a healthy dose of training. Full-time hourly employees can expect 96 hours a year, while salaried staffers receive 125 hours. And the training isn't all about doing the current job better; 31% of the hours are devoted to professional growth. In addition, CHG reimburses tuition costs by as much as \$5,250 a year.

17 W.L. GORE

> NEWARK, DEL.
> EMPLOYEES: 8,453
> 77 JOB OPENINGS

A company slogan states, "We don't manage people; we expect people to manage themselves." Sounds utopian or New Age, but it plays out here at this maker of Gore-Tex, cables, filters, guitar strings, and dental floss, where leaders are named by their peers. The lack of formal hierarchy allows team members to name their own job titles.

18 NUSTAR ENERGY

> SAN ANTONIO
> EMPLOYEES: 1,210
> 50 JOB OPENINGS

The operator of oil pipelines and liquid storage terminals lands on this list because of its chairman, Bill Greehey, whose passion for safety, job security, philanthropy, and top-of-the-line pay and benefits has endeared him to employees. When new people join the company, they are encouraged to sign a pledge to volunteer in their communities.

19 STRYKER

> KALAMAZOO
> EMPLOYEES: 12,277
> 561 JOB OPENINGS

The medical-device maker has been a job-creating machine by growing its sales from \$17 million in 1976 to \$9.7 billion in 2014. It offers employees tuition reimbursement up to \$15,000, an average of three weeks of training every year, a 401(k) match of 50% up to 8% of pay, and stock options for some employees with a window of up to 10 years for exercising.

20 HILCORP

> HOUSTON
> EMPLOYEES: 1,170
> 5 JOB OPENINGS

A "we are all in this together" culture at this oil and gas company was installed by founder Jeff Hildebrand and includes open-book management, rich bonuses averaging 33% of pay, and outrageous rewards for meeting targets. If goals are met in 2015, every employee will receive \$100,000 (prorated based on hire date).

21

ULTIMATE
SOFTWARE

- > WESTON, FLA.
- > EMPLOYEES: 2,040
- > 200 JOB OPENINGS

Revenue was up 23%, to \$506 million, in 2014, which enabled the developer to add 423 people. All new employees receive restricted stock, which is up 1,000% since 2008 and recently traded at \$168.

[NEW]

WORKDAY

22



- > PLEASANTON, CALIF.
- > EMPLOYEES: 3,100
- > 700 JOB OPENINGS

This maker of cloud-based applications for HR and finance is a hit with employees. One Workmate told us, "We do fun outings and team-building activities, and we can bring our dogs to work!"

23

BAPTIST HEALTH
SOUTH FLORIDA

- > CORAL GABLES, FLA.
- > EMPLOYEES: 14,158
- > 819 JOB OPENINGS

The Miami area's biggest hospital system excels in helping workers with career goals. An "onboarding and employee development" team has resulted in 11,000 promotions over the past five years.

[NEW]

TWITTER

24

- > SAN FRANCISCO
- > EMPLOYEES: 2,530
- > 623 JOB OPENINGS

New Tweepers spend their first week in "flight school" at headquarters, where they learn about the company intranet Birdhouse, which lets employees send a shout-out tweet to new colleagues.

25

KIMLEY-HORN
& ASSOCIATES

- > CARY, N.C.
- > EMPLOYEES: 2,001
- > 191 JOB OPENINGS

See someone going above and beyond? Nominate him for an immediate \$50 reward. This design consulting firm approved 4,468 of these peer awards last year, which totaled \$245,000 in bonuses.

26

NUGGET
MARKET

- > WOODLAND, CALIF.
- > EMPLOYEES: 1,213
- > 22 JOB OPENINGS

To refresh its high-energy culture, the grocery chain rented a school last year and converted it to "Nugget High," taking its managers back to school for a day of training courses.

27

THE CONTAINER
STORE

- > COPPELL, TEXAS
- > EMPLOYEES: 4,240
- > 294 JOB OPENINGS

A quarter of employees own stock thanks to an employee share program. It has never had any layoffs, and retail workers are paid nearly \$50,000 a year, double the U.S. average.

28

WORLD WIDE
TECHNOLOGY

- > ST. LOUIS
- > EMPLOYEES: 2,414
- > 185 JOB OPENINGS

With 29 sites in the U.S., this supplier of high-tech products matches 401(k) contributions up to 6% of pay and employee charitable contributions up to a total of \$500,000 a year.

THE 100
BEST COMPANIES
TO WORK FOR
List

"We focus on creating a great work environment. Happy team members are our best recruiters, referring more than one-third of new hires. Our greatest retention strategy is making sure all of our team members share in the company's success."

—KEITH ODEN,
PRESIDENT,
CAMDEN
PROPERTY
TRUST (NO. 10)

29

PLANTE MORAN



- > SOUTHFIELD, MICH.
- > EMPLOYEES: 1,935
- > 110 JOB OPENINGS

Auditors at this 90-year-old accounting firm earn an average base pay of \$78,000, but according to one staffer, "Other firms are all about the money. Plante Moran is all about the people."

30

BAKER
DONELSON

- > MEMPHIS
- > EMPLOYEES: 1,289
- > 10 JOB OPENINGS

The law firm has a 10-minute meeting, called the Daily Docket, every morning and offers a flexible schedule that lets employees structure work around their personal needs and goals.

31

INTUIT



- > MOUNTAIN VIEW, CALIF.
- > EMPLOYEES: 7,368
- > 1,212 JOB OPENINGS

The developer of personal-finance software sponsors a Girl Geek Dinner, which brings together 100 Bay Area women to exchange ideas about inspiring females in the high-tech world.

32

ST. JUDE CHILDREN'S
RESEARCH HOSPITAL

- > MEMPHIS
- > EMPLOYEES: 3,951
- > 142 JOB OPENINGS

Full-time turnover at this pediatric hospital is an industry-low 5%, and last year the company received more than 48,000 applications for approximately 600 open positions.

33

USAA



- > SAN ANTONIO
- > EMPLOYEES: 28,287
- > 1,100 JOB OPENINGS

The provider of financial services to nearly 11 million military families has child-care centers at its four major posts (San Antonio, Phoenix, Tampa, and Colorado Springs), and all are accredited.

34

JM FAMILY
ENTERPRISES

- > DEERFIELD BEACH, FLA.
- > EMPLOYEES: 3,771
- > 100 JOB OPENINGS

The auto retailer and distributor has amenities such as nine health clinics, 11 fitness centers, free haircuts and manicures, onsite child care, and cruises on the company's *Gallant Lady* yacht.

35

NETAPP



- > SUNNYVALE, CALIF.
- > EMPLOYEES: 7,459
- > 700 JOB OPENINGS

Staff at this data-storage firm create individualized work plans, so they can get to kids' baseball practices and extend breaks by borrowing up to 40 hours against future accruals of time off.

36

AUTOMOTIVE
RESOURCES INTL.

- > MOUNT LAUREL, N.J.
- > EMPLOYEES: 1,455
- > 50 JOB OPENINGS

Eleven percent of employees take advantage of the 100% tuition reimbursement offered by the family-owned fleet manager. ARI takes care of more than 1 million vehicles on two continents.

PERK KEY



TUITION REIMBURSEMENT



ONSITE MEDICAL CENTER



PAID TIME OFF TO VOLUNTEER

37

CREDIT
ACCEPTANCE

- > SOUTHFIELD, MICH.
- > EMPLOYEES: 1,334
- > 69 JOB OPENINGS

Employees at this credit and financial services company are greeted each day by an "officer of security and first impressions," who says his job is "putting smiles on team members' faces."

38

DEVON
ENERGY

- > OKLAHOMA CITY
- > EMPLOYEES: 3,818
- > 258 JOB OPENINGS

The oil and gas driller has a partnership with an inner-city school to provide one-on-one tutoring of students. Last year 240 Devon employees spent 3,000 hours at the school.

39

ATLANTIC
HEALTH
SYSTEM

- > MORRISTOWN, N.J.
- > EMPLOYEES: 10,312
- > 593 JOB OPENINGS

The New Jersey hospital system proclaimed 2014 its "year of gratitude," launching a random-acts-of-kindness initiative, as well as a "What Color Are My Eyes?" campaign to encourage staffers to make eye contact with hospital guests.



"It's not about 'employees.' It's about you, you personally. I want to engage you. I want to have you set new aspirations and surpass them. I want you to be delighted in what you do."

BEN SALZMANN,
CEO AND PRESIDENT, ACUITY
(NO. 3)

[NEW]

40

O.C. TANNER



- > SALT LAKE CITY
- > EMPLOYEES: 1,354
- > 256 JOB OPENINGS

Managers at this provider of HR services host an annual all-employee dinner at a five-star restaurant—and serve the meals themselves.

41

ALSTON & BIRD



- > ATLANTA
- > EMPLOYEES: 1,597
- > 33 JOB OPENINGS

"Big law without big egos" is how one employee describes this global law firm. Presentations by attorneys often end with a slide crediting not only lawyers but researchers and tech support staff as well.

COOLEY

42



- > PALO ALTO
- > EMPLOYEES: 1,654
- > 68 JOB OPENINGS

The support staff are treated very well at this international law firm. A contribution of 7.5% of pay is made to eligible employees' 401(k) accounts and is fully vested after only two years.

43

TEKSYSTEMS



- > HANOVER, MD.
- > EMPLOYEES: 3,607
- > 1,100 JOB OPENINGS

The IT staffing and services agency relies on workers to recruit talent and boasts a referral rate of 57% for new hires. Additionally, top performers get a company-paid trip to Cancún.



44

SOUTHERN OHIO
MEDICAL CENTER

- > PORTSMOUTH, OHIO
- > EMPLOYEES: 2,357
- > 71 JOB OPENINGS

Based in Ohio's Scioto County, SOMC no longer hires applicants who smoke, citing its mission, "We will make a difference." Scioto County has the highest rate of smokers per capita in the nation.

48

FACTSET RESEARCH
SYSTEMS

- > NORWALK, CONN.
- > EMPLOYEES: 1,997
- > 50 JOB OPENINGS

The financial data provider to Wall Street professionals provides free lunches, 100% coverage of health insurance premiums, and standing workstations to help employees avoid backaches.

THE 100
BEST COMPANIES
TO WORK FOR
List

49

AFLAC



- > COLUMBUS, GA.
- > EMPLOYEES: 4,728
- > 139 JOB OPENINGS

At this supplemental insurance company, African-Americans hold 35% of jobs, many in high-ranking positions, and it's been recognized by the M.L.K. Jr. Center for Nonviolent Social Change.

50

GOLDMAN
SACHS

- > NEW YORK CITY
- > EMPLOYEES: 13,802
- > 2,000 JOB OPENINGS

The Wall Street firm has 467 partners, each one earning well over \$1 million a year, and its popular Talks@GS speaker series invites prominent thinkers to share ideas with employees.

COURTESY OF AUTODESK

45

OHIOHEALTH



- > COLUMBUS, OHIO
- > EMPLOYEES: 18,385
- > 1,095 JOB OPENINGS

This health care system of 11 hospitals hands out \$5.5 million a year in wellness rewards and incentives to employees. More than 2,500 employees have been there 20 years or more.

46

PERKINS
COIE

- > SEATTLE
- > EMPLOYEES: 1,626
- > 84 JOB OPENINGS

This law firm's anonymous happiness committees leave gifts at workstations. New attorneys in some offices are asked to put on a funny skit and always create silly roles for the managing partner.

47

FOUR SEASONS
HOTELS AND RESORTS

- > TORONTO
- > EMPLOYEES: 13,071
- > 821 JOB OPENINGS

To foster innovation, the luxury hotel chain brings together teams from all areas. One team came up with a 15-minute room-service menu, which was rolled out globally within months.



PERK KEY TUITION REIMBURSEMENT ONSITE MEDICAL CENTER PAID TIME OFF TO VOLUNTEER

51

AMERICAN EXPRESS



- > NEW YORK CITY
- > EMPLOYEES: 28,000
- > 1,185 JOB OPENINGS

Sixteen employee affinity networks cover ethnicity, gender, sexual orientation, disabilities, and more. The largest network is the Women's Interest Network, with 24 global chapters.

55

WHOLE FOODS MARKET

- > AUSTIN
- > EMPLOYEES: 78,728
- > 1,804 JOB OPENINGS

Team members at this upscale grocery chain get 20% off store purchases and up to 30% if they are enrolled in a healthy lifestyles program, which includes a voluntary biometric screening.



"Employees at every level are empowered to do whatever it takes to care for the guest. We ask them to be themselves at work and trust their instincts. This freedom fosters an environment of creativity, happy employees, and loyal guests."

—MIKE DEFRINO, CEO, KIMPTON HOTELS & RESTAURANTS (NO. 11)

58

RECREATIONAL EQUIPMENT (REI)



- > KENT, WASH.
- > EMPLOYEES: 10,440
- > 1,379 JOB OPENINGS

New CEO Jerry Stritzke, former president of luxury goods purveyor Coach, spent his first month unloading trucks, stocking shelves, assembling a bike, and kayaking in the Pacific Ocean.

60

SCRIPPS HEALTH



- > SAN DIEGO
- > EMPLOYEES: 12,798
- > 690 JOB OPENINGS

Leaders of this hospital system spent Groundhog Day shadowing staffers in different departments. Other staff can job-shadow peers to aid career development and overall collaboration.

52 AUTODESK



- > SAN RAFAEL, CALIF.
- > EMPLOYEES: 3,209
- > 527 JOB OPENINGS

The designer of engineering and entertainment software closes offices between Christmas Eve and New Year's Day, calling it an annual week of rest that is fully paid. And a new employee-referral system awards \$3,000 for each successful hire.

53

MARRIOTT INTERNATIONAL



- > BETHESDA, MD.
- > EMPLOYEES: 102,868
- > 5,412 JOB OPENINGS

Workers who accrue 25 years on the job get free hotel stays for life, even if they leave the company. All employees get discounts on vacation packages, hotel restaurants, and golfing.

56

L.L. BEAN



- > FREEPORT, MAINE
- > EMPLOYEES: 4,988
- > 50 JOB OPENINGS

Returning to the list for the first time since 1999, Maine's legendary outdoor-apparel retailer has an unbelievably loyal staff. Turnover among full-time employees is a retail-industry low at 3%.

54

QUICKTRIP



- > TULSA
- > EMPLOYEES: 18,884
- > 429 JOB OPENINGS

The convenience store pays above-average wages (night assistant managers average \$36K), and the benefits are rare in retail: a 50% 401(k) match up to 3% of pay and 79% of health premiums.

57

HOUSTON METHODIST



- > HOUSTON
- > EMPLOYEES: 15,592
- > 1,807 JOB OPENINGS

After an acquisition brought more than 1,100 new employees, CEO Dr. Marc Boom asked them to email questions. His response time? Less than 30 minutes each for hundreds of queries.

59

BUILD-A-BEAR WORKSHOP



- > ST. LOUIS
- > EMPLOYEES: 3,273
- > 29 JOB OPENINGS

The teddy-bear retailer recently added "DiBEARsity" as a core value, backing it up with a push to hire Spanish-speaking employees in stores and the "Bearquarters" call center. Nearly a third of its workers are minorities.

61

CHILDREN'S HEALTH-CARE OF ATLANTA



- > ATLANTA
- > EMPLOYEES: 7,559
- > 500 JOB OPENINGS

The hospital has therapy dogs and regularly hosts visits from celebrities, including the Atlanta Falcons. Child Life Carnivals feature karaoke, face painting, pie-throwing contests, and dunking booths.

[NEW]

CUSTOMINK



- > FAIRFAX, VA.
- > EMPLOYEES: 1,113
- > 88 JOB OPENINGS

The dress code at this online T-shirt retailer: Anything goes. Inkers enjoy a catered meal each week from a local restaurant, free massages, and the annual "Inkademmy Awards."

63

KPMG



- > NEW YORK CITY
- > EMPLOYEES: 24,422
- > 7,200 JOB OPENINGS

Employees at the accounting firm receive up to \$5,000 for referrals. And former employees (referred to as "alumni") are also eligible — they can receive up to \$500 for each successful new hire.



64

CARMAX



- > RICHMOND
- > EMPLOYEES: 18,914
- > 2,500 JOB OPENINGS

America's largest used-car retailer offers a rich relocation package, which includes house-hunting trips, temporary housing costs, and moving expenses, and it covers new-home closing costs.

 (NEW)
65

VMWARE



- > PALO ALTO
- > EMPLOYEES: 7,218
- > 1,200 JOB OPENINGS

This provider of cloud infrastructure combines recognition and philanthropy: Staff who exemplify the firm's values get a bonus and \$3,141.59 (the number pi) for a charity of their choice.

66

NOVO NORDISK



- > PLAINSBORO, N.J.
- > EMPLOYEES: 5,472
- > 79 JOB OPENINGS

The Danish company, a leader in diabetes treatment, has enthusiastic U.S. workers. "I think the company combines the best of the Danish parent and the American way of working," says one employee.

67

PCL CONSTRUCTION



- > DENVER
- > EMPLOYEES: 1,533
- > 84 JOB OPENINGS

The contractor is employee-owned via a stock-option program, but no one holds more than 5% of the shares. For many long-term employees, dividends and stock appreciation exceed salaries.

68

ALLIANZ LIFE INSURANCE



- > MINNEAPOLIS
- > EMPLOYEES: 1,889
- > 75 JOB OPENINGS

The German-owned annuity and life insurer comes up with great benefits: two weeks of paid maternity leave on top of standard disability leave and a 401(k) with a dollar-for-dollar match up to 8% of pay.

 (NEW)
69

TEXAS HEALTH RESOURCES



- > ARLINGTON, TEXAS
- > EMPLOYEES: 17,823
- > 1,305 JOB OPENINGS

The faith-based health organization promotes an atmosphere of mutual support and optimism in which employees can voice concerns in town hall meetings.

70

CISCO SYSTEMS



- > SAN JOSE
- > EMPLOYEES: 36,463
- > 2,640 JOB OPENINGS

Employees of the Silicon Valley stalwart can now get discounts of up to 35% on installation of solar panels in their homes; 95% of employees work at home an average of two days a week.

 (NEW)
71

CADENCE DESIGN SYSTEMS



- > SAN JOSE
- > EMPLOYEES: 2,554
- > 424 JOB OPENINGS

The software maker competes for talent in Silicon Valley by offering over-the-top benefits, including a "college coach" to assist employees' kids in the college selection and application process.



THE 100 BEST COMPANIES TO WORK FOR List



"Probably the single biggest initiative has been a program called PTO, which stands for predictability, teaming, and open communication. It not only has improved work-life balance but also has made the work more fulfilling and impactful, which is what we're all about."

—RICH LESSER, PRESIDENT AND CEO, BOSTON CONSULTING GROUP (NO. 2)

72

NAVY FEDERAL CREDIT UNION



- > VIENNA, VA.
- > EMPLOYEES: 11,188
- > 843 JOB OPENINGS

The world's largest credit union has rich award recognition programs. Last year's career award winner received \$10,000, and 73 employees received \$3,000 for service excellence.

73

MAYO CLINIC



- > ROCHESTER, MINN.
- > EMPLOYEES: 43,809
- > 1,985 JOB OPENINGS

A fund created by the hospital offers short-term financial assistance of up to \$3,000 to help in difficult situations—and staffers aren't expected to repay. Over 450 employees have used nearly \$840,000.

74

PRICEWATERHOUSECOOPERS



- > NEW YORK CITY
- > EMPLOYEES: 37,503
- > 5,571 JOB OPENINGS

The giant audit and consulting firm promotes camaraderie through a variety of sports events. Nearly 400 players (from interns to partners) participated in the softball tournament in Denver.

75

ARNOLD & PORTER

- > WASHINGTON, D.C.
- > EMPLOYEES: 1,284
- > 23 JOB OPENINGS

The law firm offers great benefits: 18 weeks of paid maternity leave, \$10,000 in adoption aid, coverage for gender reassignment surgery, and longevity bonuses of up to \$5,000 for 10 years of service.

76

HYLAND, MAKER OF ONBASE



- > WESTLAKE, OHIO
- > EMPLOYEES: 1,585
- > 102 JOB OPENINGS

This software developer has 150 children enrolled in its on-site care center. Colleen Alber, a product evangelist, says, "I know my kids are being more than just watched but loved, educated, and enriched."

77

ROCHE DIAGNOSTICS



- > INDIANAPOLIS
- > EMPLOYEES: 4,380
- > 142 JOB OPENINGS

Forty-two percent of workers have been here for more than 10 years, and they are vocal about why they like it: "It feels great to work for a company that is trying to solve the next unmet medical need."

78

HYATT HOTELS



- > CHICAGO
- > EMPLOYEES: 43,187
- > 3,925 JOB OPENINGS

Many employees say a family feeling permeates this big hotel chain, which was founded by the Pritzker family. New employees are welcomed by spending a night as a guest.

79

EY



- > NEW YORK CITY
- > EMPLOYEES: 31,288
- > 1,800 JOB OPENINGS

The rebranded Ernst & Young also unveiled a new purpose: "Building a better working world." To recognize staff during the busy season, the firm issued \$5 million in bonuses to auditors.

PERK KEY



TUITION REIMBURSEMENT



ONSITE MEDICAL CENTER



PAID TIME OFF TO VOLUNTEER

80

GENERAL
MILLS

- > MINNEAPOLIS
- > EMPLOYEES: 16,200
- > 150 JOB OPENINGS

This food giant knows about talent retention. Turnover of full-time employees is just 3% annually, and more than half of its workers have been on the job for 10 years, with nearly 3,500 for more than 20.

84

MERIDIAN
HEALTH

- > WALL, N.J.
- > EMPLOYEES: 10,154
- > 700 JOB OPENINGS

This New Jersey health care system provides onsite child care at three of its six hospitals, where employees pay an average of \$663 per month, well under the national average of \$972.

86 ZAPPOS.COM

- > LAS VEGAS
- > EMPLOYEES: 1,441
- 115 JOB OPENINGS

The online retailer created Open Market—referred to as “Om” internally—an online scheduling platform that allows call-center workers to set their hours and pays them based on an Uber-esque surge-pricing model.

88

THE CHEESECAKE
FACTORY

- > CALABASAS HILLS, CALIF.
- > EMPLOYEES: 35,140
- > 1,750 JOB OPENINGS

Full-time servers earn an average of \$42,500 a year and enjoy benefits not common in the field: health insurance and a health care advocacy service available to all employees as well as their families.

81

PUBLIX SUPER
MARKETS

- > LAKELAND, FLA.
- > EMPLOYEES: 167,367
- > 4,200 JOB OPENINGS

America's largest private employee-owned company hands out thousands of service and performance awards each year. Last year 92 associates were saluted for more than 40 years of service.

82

BRIGHT
HORIZONS

- > WATERTOWN, MASS.
- > EMPLOYEES: 16,782
- > 1,120 JOB OPENINGS

When Roger Brown and Linda Mason founded this company in 1986 to provide onsite child care, little did they imagine how large it would become: 662 centers employing 17,000 caregivers.



83

TD INDUSTRIES



- > DALLAS
- > EMPLOYEES: 1,861
- > 85 JOB OPENINGS

Employees at TDIndustries are called partners because they become shareholders through the employee stock ownership plan. The 69-year-old company is 100% employee-owned.

85

MARS



- > MCLEAN, VA.
- > EMPLOYEES: 11,545
- > 590 JOB OPENINGS

The food and candy giant opened its first new U.S. chocolate factory in 35 years, which created 200 jobs at a 500,000-square-foot plant in Topeka and will turn out 39 million M&M's every day.



THE 100
BEST COMPANIES
TO WORK FOR
List

87

WELLSTAR
HEALTH SYSTEMS

- > MARIETTA, GA.
- > EMPLOYEES: 13,612
- > 781 JOB OPENINGS

Standout benefits at this system of five hospitals include concierge service for employees, two child-care centers, and an old-fashioned defined-benefit pension that is funded 100%.

[NEW]

89

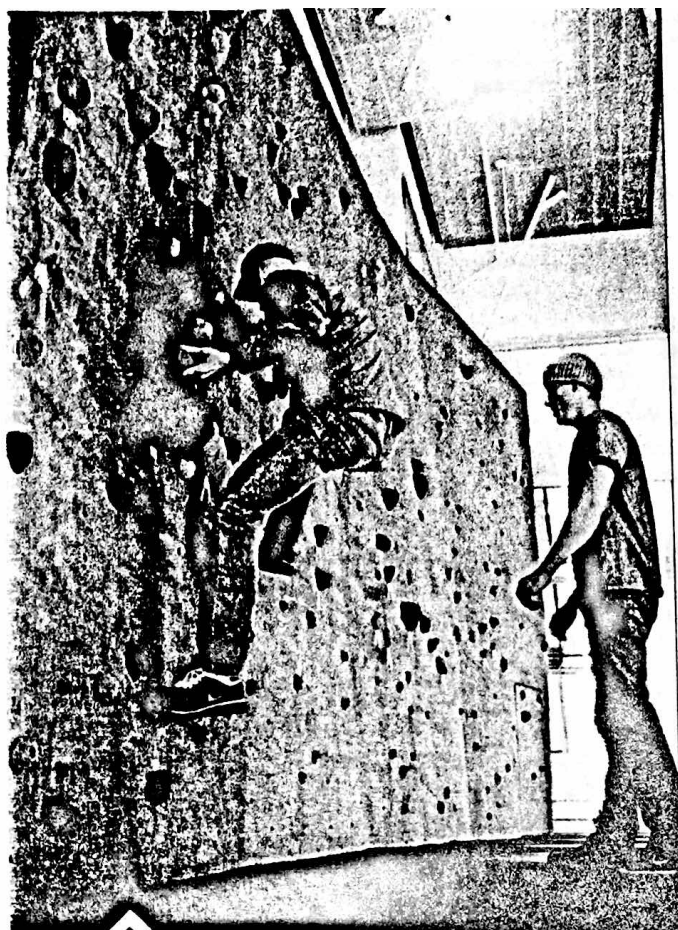
HILTI



- > TULSA
- > EMPLOYEES: 2,061
- > 189 JOB OPENINGS

The time-off policy at this specialized toolmaker reads, “You shouldn’t take time off only when you are sick; you should take time off to manage and maintain your health!”

PERK KEY TUITION REIMBURSEMENT ONSITE MEDICAL CENTER PAID TIME OFF TO VOLUNTEER



THE 100 BEST COMPANIES TO WORK FOR List

METHODOLOGY

Fortune partners annually with Great Place to Work to conduct the most extensive employee survey in corporate America to identify the 100 Best Companies to Work For. Two-thirds of a company's survey score is based on the results of the Trust Index Employee Survey, which is sent to a random sample of employees from each company. This survey asks questions related to employees' attitudes about management's credibility, overall job satisfaction, and camaraderie. The other third is based on responses to the Culture Audit, which includes detailed questions about pay and benefit programs and a series of open-ended questions about hiring practices, methods of internal communication, training, recognition programs, and diversity efforts. To nominate your company for the 2016 list, go to greatplacetowork.com/learn-what-it-takes.

90 ADOBE SYSTEMS



- > SAN JOSE
- > EMPLOYEES: 5,797
- > 1,000 JOB OPENINGS

The graphics software maker (Photoshop, Acrobat) gives staffers bonuses for patents and hosts them at an annual banquet. In the past year, more than 350 patents were issued to over 450 Adobe employees.

91 CAPITAL ONE



- > MCLEAN, VA.
- > EMPLOYEES: 40,568
- > 4,982 JOB OPENINGS

The financial services company began a new "surprise and delight" pilot program that gives call-center agents resources to follow up on customer conversations in personalized ways.

[NEW] 92 RYAN



- > DALLAS
- > EMPLOYEES: 1,407
- > 273 JOB OPENINGS

Well over half the employees at this tax-prep firm have compensation linked to the results achieved for clients, which motivates them not to leave on the table any opportunity for a refund.

93 NORDSTROM



- > SEATTLE
- > EMPLOYEES: 81,868
- > 8,868 JOB OPENINGS

The retailer empowers its sales staff. Says one employee: "I've worked in retail for more than 10 years and have never found a place that gives me as much freedom as I have at Nordstrom."

[NEW] 94 ARTHREX



- > NAPLES, FLA.
- > EMPLOYEES: 1,895
- > 213 JOB OPENINGS

Staffers get a "Trip of a Lifetime" every five years at this maker of medical and surgical devices. Arthrex kicks in 40 extra hours of PTO and pays for an excursion to a destination of choice.

[NEW] 95 NATIONWIDE MUTUAL INSURANCE



- > COLUMBUS, OHIO
- > EMPLOYEES: 33,872
- > 1,368 JOB OPENINGS

Employees of this insurer can take advantage of free credit counselors as well as talk to professional "life resource" coaches, who can help look for assisted-living arrangements for aging parents.

[NEW] 96 ACTIVISION BLIZZARD



- > SANTA MONICA
- > EMPLOYEES: 4,453
- > 1,150 JOB OPENINGS

The 35-year-old videogame manufacturer gives employees service anniversary awards, which include classic game controllers themed according to years of employment.

97 DELOITTE



- > NEW YORK CITY
- > EMPLOYEES: 48,138
- > 7,800 JOB OPENINGS

Philanthropy is a motivational driver of culture at the nation's biggest professional service firm. One day each June nearly the entire U.S. operation takes the day off to volunteer.

98 ACCENTURE



- > NEW YORK CITY
- > EMPLOYEES: 44,000
- > 2,000 JOB OPENINGS

A "smart work" program allows employees who normally travel to client sites to work from home or at their local Accenture office for one or more weeks per month, with manager approval.

[NEW] 99 REGENERON PHARMACEUTICALS



- > TARRYTOWN, N.Y.
- > EMPLOYEES: 3,000
- > 360 JOB OPENINGS

Researchers at this biotech lab and drugmaker have discovered treatments for eye diseases and cancers. The stock climbed above \$400 in 2014, and all employees are shareholders.

[NEW] 100 PROTIVITI



- > MENLO PARK, CALIF.
- > EMPLOYEES: 1,703
- > 540 JOB OPENINGS

A culture of fairness and transparency is reinforced at this global consulting firm, whose intranet allows employees to post innovation ideas for all to see and lets peers "like" or comment. **TR**

PERK KEY TUITION REIMBURSEMENT ONSITE MEDICAL CENTER PAID TIME OFF TO VOLUNTEER