

Diversity Leaders

Consumer-facing businesses score highly

The ranking
The list recognises the strongest 850 companies from around the continent, based on feedback from 100,000-plus employees



European companies are assessed on five key diversity dimensions

The Financial Times publishes its third annual Diversity Leaders ranking at a time when more atomised working patterns, brought on by the pandemic, have pushed discussions around inclusivity to the fore. Against this backdrop, chief executives are trying stem an outflow of workers in what has been dubbed the “Great Resignation”, as employees increasingly question the relevance of their jobs. That has placed greater emphasis on the importance of culture and businesses’ ability to retain talent.

Our survey of more than 100,000 employees, conducted by our research partner Statista, assesses employees’ perceptions of their employers’ inclusiveness or efforts to promote various aspects of diversity. These include gender balance, openness to all forms of sexual orientation, race and ethnicity, disability and age.



Assessed: age, gender, LGBT+, disability and ethnicity — Getty Images

The list does not claim to be complete: employee perceptions may not always be aligned with what a given company has, or has not, done to improve diversity. But, as collating data on companies’ diversity targets and outcomes across several European jurisdictions is still challenging for several legal and practical reasons,

this ranking has to be largely based on perception.

This year’s Diversity Leaders were identified between April and August 2021 through an independent survey across 16 European countries. Statista also sought the opinions of human resources and recruitment experts. Of the companies with eligible

scores from the 15,000 assessed, the 850 businesses with the highest scores made the final list.

Top of the pile is Hermès, the French luxury brand, which moves up from fifth place last year, scoring well across all dimensions including ethnicity. Hot on its heels is rival fashion brand Giorgio Armani, which scored highly on LGBT+. They are followed in third place by Infineon, the German chipmaker, which ranked second last year.

The views of typically under-represented groups — including women, workers over the age of 50, and the ethnically diverse — were given more weight in the survey. The countries covered were: Austria; Belgium; Denmark; Finland; France; Germany; Ireland; Italy; Luxembourg; the Netherlands; Norway; Poland; Spain; Sweden; Switzerland and the UK.

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Diversity leaders: top 50 by score

Rank	Company	Score	European headquarters*	Main industry sector
1	Hermès	8.29	France	Clothing and Accessories, Sports Equipment
2	Giorgio Armani	8.25	Italy	Clothing and Accessories, Sports Equipment
3	Infineon	8.22	Germany	Semiconductors, Electronics, Electrical Engineering, Hardware
4	Expedia	8.16	UK	Travel and Leisure
5	Ahorramas	8.07	Spain	Retail
6	Salling Group	8.04	Denmark	Retail
7	DNB	8.03	Norway	Banking and Financial Services
8	Microsoft	8.01	France	IT, Internet, Software and Services
9	Ikea	7.99	Netherlands	Retail
10	Disneyland Paris	7.99	France	Travel and Leisure
11	La Cassa di Ravenna	7.97	Italy	Banking and Financial Services
12	Barilla	7.94	Italy	Food, Soft Beverages, Alcohol and Tobacco
13	Citrix Systems	7.93	Switzerland	IT, Internet, Software and Services
14	Anton Paar	7.91	Austria	Health Care Equipment and Services
15	Diageo	7.91	UK	Food, Soft Beverages, Alcohol and Tobacco
16	Pinsent Masons	7.91	UK	Consulting and Accounting
17	Dow	7.91	Switzerland	Oil and Gas Operations, Mining, and Chemicals
18	AstraZeneca	7.90	UK	Drugs and Biotechnology
19	Hugo Boss	7.90	Germany	Clothing and Accessories, Sports Equipment
20	Lush	7.90	UK	Retail
21	GVB	7.90	Netherlands	Transportation and Logistics
22	American Express Company	7.90	UK	Banking and Financial Services
23	Biocoop	7.88	France	Retail
24	Whitbread	7.87	UK	Travel and Leisure
25	Essity	7.87	Sweden	Packaged Goods

Rank	Company	Score	European headquarters*	Main industry sector
26	Admiral Group	7.87	UK	Insurance
27	Google**	7.86	Ireland	IT, Internet, Software and Services
28	Rheinmetall	7.86	Germany	Automotive (Producers and Suppliers)
29	Techint Group	7.85	Luxembourg	Manufacture and Processing of Materials, Metals and Paper
30	Cdiscount	7.85	France	Retail
31	Cd Projekt	7.85	Poland	IT, Internet, Software and Services
32	Prada Group	7.84	Italy	Clothing and Accessories, Sports Equipment
33	Swietelsky	7.84	Austria	Construction
34	Booking.com	7.84	Netherlands	Travel and Leisure
35	Proximus Group	7.84	Belgium	Telecommunications Services, Cable Supplier
36	Chiesi	7.84	Italy	Drugs and Biotechnology
37	Moody's Corporation	7.83	UK	Banking and Financial Services
38	Pfizer	7.82	UK	Drugs and Biotechnology
39	Hilton Hotels & Resorts	7.82	UK	Travel and Leisure
40	Club Méditerranée	7.82	France	Travel and Leisure
41	3M	7.81	UK	Semiconductors, Electronics, Electrical Engineering, Hardware
42	Nordic Choice Hotels	7.80	Norway	Travel and Leisure
43	Cisco	7.80	Netherlands	IT, Internet, Software and Services
44	Asics	7.80	Netherlands	Clothing and Accessories, Sports Equipment
45	Renfe	7.79	Spain	Transportation and Logistics
46	Rexel	7.79	France	Wholesale
47	The Kellogg Company	7.78	UK	Food, Soft Beverages, Alcohol and Tobacco
48	Roche	7.78	Switzerland	Drugs and Biotechnology
49	DuPont	7.78	Netherlands	Oil and Gas Operations, Mining, and Chemicals
50	AMS	7.77	Austria	Semiconductors, Electronics, Electrical Engineering, Hardware

Diversity Leaders

Aerospace, Defence, Manufacture of Transport Equipment				
Rank sector	Company	Score	European headquarters*	Rank overall
1	MTU Aero Engines	7.51	Germany	212
2	Airbus	7.50	Netherlands	219
3	Rolls-Royce	7.49	UK	230
4	Saab Group	7.46	Sweden	251
5	John Deere	7.46	Germany	258
6	Raytheon Technologies	7.43	Germany	280
7	Boeing	7.43	UK	288
8	BAE Systems	7.37	UK	345
9	MBDA	7.25	Germany	486
10	Safran Group	7.21	France	542
11	Liebherr	7.16	Switzerland	585
12	Bombardier	7.14	UK	608
13	Caterpillar	7.14	UK	610
14	Naval Group	7.07	France	678
15	Alstom	7.05	France	704
16	Thales Group	6.99	France	766
17	Leonardo	6.99	Italy	767
18	AGCO	6.98	Switzerland	773
19	ArianeGroup	6.92	France	823

Automotive (Producers and Suppliers)				
Rank sector	Company	Score	European headquarters*	Rank overall
1	Rheinmetall	7.86	Germany	28
2	Rolls-Royce Motor Cars	7.75	UK	63
3	Ferrari	7.75	Italy	64
4	Knorr-Bremse	7.70	Germany	80
5	Volvo Car Group	7.67	Sweden	97
6	Scania	7.62	Sweden	130
7	Nissan Motor Corporation	7.59	Switzerland	151
8	Tesla	7.56	Netherlands	169
9	AVL	7.55	Austria	177
10	Brembo	7.52	Italy	197
11	Goodyear Dunlop	7.44	UK	271
12	SEAT	7.43	Spain	286
13	ZF Friedrichshafen	7.42	Germany	292
14	Volkswagen	7.37	Germany	340
15	BMW	7.37	Germany	344
16	Ford Motor Company	7.37	Germany	351
17	Plastic Omnium	7.37	France	352
18	Michelin	7.36	France	367
19	Škoda Auto	7.36	Czech Republic	368
20	McLaren Automotive	7.35	UK	378
21	Audi	7.35	Germany	379
22	Daimler	7.34	Germany	386
23	Hyundai Motor Company	7.34	Germany	390
24	Jaguar Land Rover	7.33	UK	394
25	Bosch	7.31	Germany	421
26	Renault	7.29	France	438
27	Magna	7.23	Germany	508
28	Volvo Group	7.23	Sweden	509
29	CNH Industrial	7.20	UK	547
30	Valeo	7.19	France	559
31	Brose	7.14	Germany	611
32	Toyota Motor Corporation	7.12	Belgium	629
33	MAHLE	7.11	Germany	638
34	Gestamp	7.07	Spain	673
35	Adient	7.02	Germany	735
36	Hella	7.01	Germany	741
37	Bridgestone	7.01	Belgium	742
38	Aptiv	7.00	Ireland	748
39	KTM	6.96	Austria	789
40	Schaeffler-Gruppe	6.95	Germany	797

Banking and Financial Services				
Rank sector	Company	Score	European headquarters*	Rank overall
1	DNB	8.03	Norway	7
2	La Cassa di Ravenna	7.97	Italy	11
3	American Express Company (AMEX)	7.90	UK	22
4	Moody's Corporation	7.83	UK	37
5	Erste Bank	7.76	Austria	54
6	PayPal	7.75	Luxembourg	62
7	Aareal Bank	7.73	Germany	69
8	Banca Mediolanum	7.68	Italy	86
9	Nationwide Building Society	7.68	UK	87
10	Lloyds Banking Group	7.68	UK	88
11	KBC	7.68	Belgium	91
12	Aktia Bank	7.63	Finland	120
13	Achmea	7.63	Netherlands	123

Banking and Financial Services Cont'd				
Rank sector	Company	Score	European headquarters*	Rank overall
14	Deutsche Bundesbank	7.62	Germany	132
15	Swedbank	7.61	Sweden	139
16	NatWest	7.61	UK	140
17	Standard Chartered	7.53	UK	193
18	Alior Bank	7.50	Poland	220
19	ING	7.50	Netherlands	225
20	Leeds Building Society	7.49	UK	226
21	Zürcher Kantonalbank	7.47	Switzerland	247
22	Banca Monte dei Paschi di Siena	7.46	Italy	255
23	Fidelity Worldwide Investment	7.42	UK	297
24	Citigroup	7.41	UK	309
25	Intesa Sanpaolo	7.39	Italy	321
26	Oberbank	7.34	Austria	382
27	Caisse des Dépôts	7.34	France	387
28	FinecoBank	7.34	Italy	388
29	Berliner Sparkasse	7.34	Germany	389
30	HSBC Bank	7.31	UK	412
31	Bank of Scotland	7.30	UK	428
32	Abanca	7.29	Spain	439
33	Deutsche Bank	7.29	Germany	441
34	OP Financial Group	7.27	Finland	465
35	Société Générale	7.26	France	471
36	LeasePlan	7.25	Netherlands	485
37	Nationale-Nederlanden (NN)	7.25	Netherlands	488
38	Nordea Bank	7.24	Finland	494
39	Mastercard	7.23	Belgium	510
40	Coventry Building Society	7.23	UK	511
41	Raiffeisen Schweiz	7.23	Switzerland	512
42	Arrow Global Group Plc	7.22	UK	526
43	BNY Mellon	7.21	Belgium	534
44	Neuberger Berman	7.19	UK	552
45	BBVA	7.18	Spain	561
46	Rabobank	7.18	Netherlands	571
47	J.P. Morgan	7.17	UK	576
48	Banque CIC	7.17	France	577
49	Bank Millennium	7.16	Poland	589
50	Crédit Mutuel	7.15	France	599
51	DZ Bank Group	7.15	Germany	604
52	UniCredit	7.13	Italy	614
53	Monzo Bank	7.13	UK	616
54	Banco Sabadell	7.13	Spain	620
55	Santander	7.12	Spain	628
56	BlackRock	7.11	UK	641
57	Raiffeisen Bank	7.10	Austria	649
58	Handelsbanken	7.09	Sweden	652
59	Metro Bank	7.09	UK	655
60	SEB (Skandinaviska Enskilda Banken) Group	7.08	Sweden	661
61	Danske Bank	7.08	Denmark	664
62	Aberdeen Standard Investments	7.08	UK	669
63	Banque Populaire	7.06	France	691
64	Berliner Volksbank	7.02	Germany	733
65	Royal Bank of Scotland	7.01	UK	740
66	Comdirect	7.01	Germany	743
67	Western Union	7.00	Lithuania	751
68	Crédit Agricole	7.00	France	753
69	Halifax	6.99	UK	769
70	ABN AMRO	6.97	Netherlands	779
71	Pko Bank Polski	6.97	Poland	781
72	Phoenix Group	6.97	Germany	784
73	Barclays Bank	6.97	UK	788
74	Caisse d'Epargne	6.92	France	815
75	BNP Paribas	6.92	France	817
76	Natixis	6.92	France	822
77	Banco BPM	6.89	Italy	844

Business Services and Supplies				
Rank sector	Company	Score	European headquarters*	Rank overall
1	ADP	7.51	France	211
2	S Group (S-ryhmä)	7.51	Finland	214
3	Lassila & Tikanoja	7.45	Finland	260
4	PageGroup	7.44	UK	272
5	Start People	7.41	Netherlands	304
6	Martin&Servera	7.33	Sweden	397
7	Adecco Group	7.31	Switzerland	416
8	Alexander Mann Solutions	7.30	UK	427
9	Trenkwalder	7.27	Austria	455
10	Concentrix	7.25	UK	480
11	3B Dienstleistungen	7.25	Germany	490

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Business Services and Supplies Cont'd				
Rank sector	Company	Score	European headquarters*	Rank overall
12	All Service	7.23	Germany	519
13	Sodexo	7.20	France	546
14	Armatix	7.09	France	658
15	Teleperformance	7.08	France	665
16	Webhelp	7.08	France	668
17	Covisian	7.06	Italy	698
18	Sitel	7.02	UK	737
19	Nexity	7.02	France	739
20	Rentokil Initial	6.99	UK	768
21	TÜV Rheinland	6.95	Germany	800
22	Blue Arrow	6.92	UK	821
23	Worldpay	6.90	UK	831

Clothing and Accessories, Sports Equipment (Manufacturing and Retail)				
Rank sector	Company	Score	European headquarters*	Rank overall
1	Hermès	8.29	France	1
2	Giorgio Armani	8.25	Italy	2
3	Hugo Boss	7.90	Germany	19
4	Prada Group	7.84	Italy	32
5	Asics	7.80	Netherlands	44
6	PUMA	7.72	Germany	70
7	Louis Vuitton	7.70	France	77
8	Adidas	7.63	Germany	124
9	TK Maxx	7.57	UK	162
10	Ralph Lauren	7.57	Switzerland	164
11	Nike	7.54	Netherlands	180
12	Rolux	7.52	Switzerland	206
13	Lacoste	7.49	France	227
14	Zalando	7.43	Germany	282
15	Calzedonia	7.42	Italy	301
16	Benetton Group	7.39	Italy	322
17	H&M Hennes & Mauritz	7.39	Sweden	323
18	Next	7.37	UK	347
19	Kering	7.36	France	361
20	Desigual	7.36	Spain	362
21	Pandora	7.36	Denmark	364
22	About You	7.35	Germany	373
23	Primark	7.31	UK	415
24	OVS	7.31	Italy	419
25	Burberry Group	7.26	UK	472
26	Decathlon	7.25	France	489
27	Jack Wolfskin	7.11	Germany	635
28	Foot Locker	7.11	Netherlands	639
29	Esprit	7.06	Germany	697
30	JD Sports Fashion	7.04	UK	718
31	GAP	7.03	UK	728
32	Abercrombie & Fitch	7.02	UK	730
33	River Island	7.02	UK	734
34	KappAhl	6.99	Sweden	759
35	Tod's	6.98	Italy	776
36	Levi Strauss & Co	6.95	Belgium	796
37	The Swatch Group	6.93	Switzerland	810
38	New Look	6.93	UK	812

Construction				
Rank sector	Company	Score	European headquarters*	Rank overall
1	Swietelsky	7.84	Austria	33
2	SRV	7.65	Finland	107
3	Af Gruppen	7.59	Norway	154
4	Midroc	7.48	Sweden	238
5	Budimex	7.45	Poland	263
6	Taylor Wimpey	7.43	UK	290
7	BONAVA	7.42	Sweden	299
8	PEAB	7.37	Sweden	342
9	Caverion	7.30	Finland	429
10	Interserve	7.29	UK	440
11	NCC	7.21	Sweden	531
12	Redrow	7.20	UK	543
13	Yit	7.19	Finland	554
14	Grupo Acciona	7.18	Spain	562
15	Royal BAM Group	7.18	Netherlands	564
16	KAEFER	7.14	Germany	606
17	John Paul Construction	7.12	Ireland	624
18	Lindner Group	7.11	Germany	632
19	Destia Fin	7.10	Finland	645
20	PORR	7.06	Austria	692
21	Skanska	7.04	Sweden	711
22	Mace	7.04	UK	714

Construction Cont'd				
Rank sector	Company	Score	European headquarters*	Rank overall
23	Hochtief	7.01	Germany	745
24	Morgan Sindall	7.01	UK	747
25	Velux	6.98	Denmark	770
26	Lehto	6.97	Finland	785
27	heijmans	6.95	Netherlands	802
28	Dragados	6.90	Spain	834
29	BERGER	6.88	Germany	845

Consulting and Accounting				
Rank sector	Company	Score	European headquarters*	Rank overall
1	Pinsent Masons	7.91	UK	16
2	Clifford Chance	7.57	UK	160
3	Kearney	7.52	Germany	207
4	EY	7.42	UK	295
5	Allen & Overy	7.41	UK	311
6	TCS (Tata Consultancy Services)	7.37	Netherlands	348
7	Bureau Veritas	7.36	France	355
8	Fraunhofer	7.27	Germany	463
9	Willis Towers Watson	7.24	UK	495
10	Linklaters	7.24	UK	505
11	CGI	7.23	France	517
12	COWI	7.14	Denmark	612
13	Deloitte	7.13	UK	617
14	BTC	7.04	Germany	717
15	McKinsey & Company	6.99	Germany	761
16	PwC (PricewaterhouseCoopers)	6.90	UK	836

Drugs and Biotechnology				
Rank sector	Company	Score	European headquarters*	Rank overall
1	AstraZeneca	7.90	UK	18
2	Chiesi	7.84	Italy	36
3	Pfizer	7.82	UK	38
4	Roche	7.78	Switzerland	48
5	AbbVie	7.75	Germany	59
6	Bristol Myers Squibb	7.72	France	73
7	Lilly	7.71	UK	75
8	Merck	7.65	Germany	105
9	Johnson & Johnson	7.64	UK	112
10	Novartis	7.64	Switzerland	115
11	Boehringer Ingelheim	7.55	Germany	179
12	GSK (GlaxoSmithKline)	7.52	UK	208
13	Sanofi	7.48	France	241
14	Takeda	7.41	Switzerland	302
15	BioNTech	7.36	Germany	363
16	Recipharm	7.33	Sweden	398
17	Bayer	7.31	Germany	414
18	DSM	7.25	Netherlands	484
19	Novo Nordisk	7.24	Denmark	499
20	Thermo Fisher Scientific	7.19	UK	558
21	Lonza	7.13	Switzerland	618
22	STADA Arzneimittel	7.08	Germany	662
23	Alcon	7.06	Switzerland	686
24	Orion	6.94	Finland	803

Engineering, Manufacturing				
Rank sector	Company	Score	European headquarters*	Rank overall
1	Alfa Laval	7.67	Sweden	94
2	ABUS	7.60	Germany	142
3	KUKA	7.60	Germany	145
4	Cummins	7.53	UK	195
5	Outotec	7.39	Finland	325
6	Jacobs Engineering	7.37	UK	349
7	General Electric	7.34	France	383
8	Sandvik	7.33	Sweden	392
9	Schindler	7.31	Switzerland	417
10	France Air	7.29	France	433
11	ANDRITZ	7.25	Austria	487
12	Expleo	7.24	France	502
13	Honeywell	7.23	Belgium	507
14	AECOM	7.15	UK	592
15	KONE	7.11	Finland	633
16	Ansaldo Energia	7.10	Italy	647
17	Danfoss	7.09	Denmark	650
18	KNAPP	7.09	Austria	659
19	Babcock International	7.07	UK	671
20	Alltech	7.07	Ireland	682
21	Parker Hannifin	7.06	Switzerland	688
22	Vestas	7.06	Denmark	694

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Engineering, Manufacturing Cont'd				
Rank sector	Company	Score	European headquarters*	Rank overall
23	AKKA Technologies	7.05	Belgium	703
24	Aerzener Maschinenfabrik	7.03	Germany	720
25	AXALTA	7.03	Switzerland	724
26	Bam Contractors	6.97	Belgium	782
27	Voith	6.95	Germany	798

Food, Soft Beverages, Alcohol and Tobacco				
Rank sector	Company	Score	European headquarters*	Rank overall
1	Barilla	7.94	Italy	12
2	Diageo	7.91	UK	15
3	The Kellogg Company	7.78	UK	47
4	Savencia Fromage & Dairy	7.62	France	127
5	Swedish Match	7.58	Sweden	156
6	Orkla	7.56	Norway	172
7	Unilever	7.54	UK / Netherlands	184
8	Carlsberg	7.52	Denmark	204
9	Philip Morris International	7.46	Switzerland	253
10	Mars	7.44	UK	274
11	Ferrero	7.44	Italy	277
12	Lindt & Sprüngli	7.43	Switzerland	281
13	Valio	7.42	Finland	294
14	Nestlé	7.41	Switzerland	305
15	The Coca-Cola Company	7.40	UK	313
16	Heinz	7.35	UK	377
17	Arla Foods	7.32	Denmark	408
18	Coca-Cola European Partners	7.31	UK	411
19	Abbelen	7.30	Germany	424
20	Warburtons	7.28	UK	445
21	Heineken	7.26	Netherlands	468
22	Atria	7.24	Finland	500
23	Danone	7.23	France	516
24	ICA Gruppen	7.22	Sweden	523
25	Cargill International	7.22	Belgium	525
26	Lantmännen	7.22	Sweden	527
27	Mondelēz International	7.16	Switzerland	587
28	Cloetta	7.15	Sweden	600
29	PepsiCo	7.15	Switzerland	602
30	Amadori	7.09	Italy	660
31	Vaasan	7.08	Finland	670
32	Dr. Oetker	7.05	Germany	705
33	Greene King	7.04	UK	713
34	AGRAVIS Raiffeisen	6.93	Germany	811
35	Agrarfrost	6.93	Germany	813
36	Greencore Group	6.88	Ireland	846

Health Care Equipment and Services				
Rank sector	Company	Score	European headquarters*	Rank overall
1	Anton Paar	7.91	Austria	14
2	Agilent Technologies	7.73	Germany	67
3	EssilorLuxottica	7.67	France / Italy	98
4	Boston Scientific	7.54	France	186
5	B. Braun Melsungen	7.46	Germany	250
6	Radiometer Medical	7.32	Denmark	409
7	B+D Gesundheitsvorsorge und Sicherheitstechnik	7.31	Germany	420
8	Medtronic	7.31	Switzerland	422
9	Abbott	7.25	Ireland	492
10	BD (Becton, Dickinson and Co.)	7.20	Switzerland	544
11	AptarGroup	7.06	France	696
12	Smith & Nephew	7.05	UK	702
13	Amplifon	7.00	Italy	750
14	Anticimex	6.95	Sweden	794
15	Coloplast	6.91	Denmark	829

Healthcare (Social)				
Rank sector	Company	Score	European headquarters*	Rank overall
1	Practice Plus Group	7.77	UK	51
2	Radboudumc	7.67	Netherlands	99
3	ÖGK - Österreichische Gesundheitskasse	7.51	Austria	210
4	Tirol Kliniken	7.49	Austria	232
5	Insel Gruppe	7.48	Switzerland	243
6	Home Instead	7.46	UK	252
7	ACURA Kliniken	7.42	Germany	296
8	Bupa	7.40	Spain	316
9	Humana Group	7.35	Sweden	376
10	AKH Viersen	7.31	Germany	413
11	Aspen Healthcare	7.26	UK	479
12	Voyage Care	7.24	UK	497
13	BMI Healthcare	7.21	UK	535

Healthcare (Social) Cont'd				
Rank sector	Company	Score	European headquarters*	Rank overall
14	Albert Schweitzer Ziekenhuis	7.21	Netherlands	536
15	Norlandia Care Group	7.11	Norway	630
16	Helping Hands Homecare	7.07	UK	680
17	HCA International	7.07	UK	681
18	De Zorggroep	7.06	Netherlands	685
19	Ramsay Health Care	7.03	France	727
20	Familiehulp	6.97	Belgium	777
21	Aleris Healthcare	6.95	Sweden	801
22	Spire Healthcare Group	6.90	UK	835
23	Ospedale San Raffaele	6.90	Italy	839

Insurance				
Rank sector	Company	Score	European headquarters*	Rank overall
1	Admiral Group	7.87	UK	26
2	Unipol Gruppo	7.76	Italy	55
3	Helvetia	7.75	Switzerland	56
4	Helsana	7.67	Switzerland	100
5	Barmenia Versicherungen	7.65	Germany	108
6	Schweizerische Mobiliar	7.65	Switzerland	109
7	MAIF	7.61	France	138
8	Grupa PZU	7.56	Poland	173
9	Covéa Group	7.56	France	175
10	Direct Line Group	7.53	UK	189
11	CSS Versicherung	7.52	Switzerland	201
12	Allianz	7.52	Germany	203
13	Techniker Krankenkasse	7.50	Germany	218
14	LVM Versicherung	7.50	Germany	221
15	Vienna Insurance Group (VIG)	7.49	Austria	228
16	Folksam	7.49	Sweden	229
17	MGEN	7.49	France	233
18	LV= (Liverpool Victoria)	7.42	UK	293
19	HUK-Coburg	7.42	Germany	298
20	Swiss Life	7.40	Switzerland	319
21	AXA	7.39	France	327
22	Pro BTP	7.38	France	332
23	SOS International	7.35	Denmark	375
24	Prudential PLC	7.32	UK	405
25	Ageas	7.29	Belgium	434
26	Visana	7.27	Switzerland	456
27	Debeka	7.26	Germany	474
28	Aviva	7.25	UK	483
29	Zurich	7.24	Switzerland	504
30	AG2R La Mondiale	7.18	France	566
31	Groupama	7.17	France	580
32	UNIQA	7.15	Austria	598
33	Baloise Group	7.11	Switzerland	640
34	Generali	7.09	Italy	656
35	AOK	7.09	Germany	657
36	Merkur Versicherung	7.03	Austria	722
37	VKB Versicherungskammer Bayern	6.99	Germany	758
38	Malakoff Médéric Humanis	6.99	France	765
39	Pensionsversicherungsanstalt (PVA)	6.98	Austria	772
40	Mapfre	6.97	Spain	783
41	Alleanza Assicurazioni	6.95	Italy	799
42	Aon	6.94	UK	805
43	Europ Assistance	6.91	France	830
44	DEVK	6.90	Germany	837
45	Signal Iduna	6.90	Germany	838
46	RSA Insurance	6.89	UK	843
47	Aegon	6.88	Netherlands	847

IT, Internet, Software and Services				
Rank sector	Company	Score	European headquarters*	Rank overall
1	Microsoft	8.01	France	8
2	Citrix Systems	7.93	Switzerland	13
3	Google**	7.86	Ireland	27
4	Cd Projekt	7.85	Poland	31
5	Cisco	7.80	Netherlands	43
6	IBM	7.75	UK	57
7	LinkedIn	7.72	Ireland	71
8	Dell Technologies	7.69	Ireland	85
9	Asseco	7.68	Poland	89
10	Adform	7.68	Denmark	92
11	Adobe	7.68	UK	93
12	SAP	7.67	Germany	95
13	Sage	7.65	UK	111
14	NTT Data	7.64	UK	116
15	Fujitsu	7.64	UK	117

Diversity Leaders

IT, Internet, Software and Services Cont'd				
Rank sector	Company	Score	European headquarters*	Rank overall
16	Accenture	7.63	Ireland	121
17	Merit Medical	7.62	Ireland	129
18	Fiducia & GAD IT	7.61	Germany	136
19	Facebook	7.61	Ireland	137
20	Riot Games	7.60	Ireland	148
21	Visma	7.56	Norway	167
22	Cognizant	7.56	UK	168
23	Avanade	7.53	UK / Italy	192
24	DATEV	7.52	Germany	205
25	Ubisoft	7.51	France	216
26	Digia	7.50	Finland	222
27	eBay	7.49	Germany	235
28	11880 Internet Services	7.48	Germany	240
29	Yahoo!	7.45	Switzerland	266
30	ACP	7.45	Austria	267
31	Broadcom	7.38	UK	330
32	AXIS Communications	7.38	Sweden	331
33	Civica	7.38	UK	337
34	TietoEVRY	7.37	Finland	338
35	Spotify	7.37	Sweden	341
36	Datagroup	7.36	Germany	360
37	Twitter	7.36	Ireland	369
38	Hewlett Packard Enterprise	7.35	Switzerland	370
39	Fastweb	7.35	Italy	371
40	Telenet	7.35	Belgium	380
41	Akamai Technologies	7.35	Poland	381
42	AVEVA Group	7.34	UK	385
43	Microchip	7.32	UK / France	407
44	Capgemini	7.29	France	432
45	Aareon	7.29	Germany	436
46	Salesforce	7.29	Switzerland	442
47	Infosys	7.28	UK	444
48	Adesso	7.27	Germany	461
49	Red Hat	7.23	UK	513
50	Tim Telecom	7.22	Italy	524
51	United Internet	7.22	Germany	530
52	Wind Tre	7.21	Italy	540
53	Amadeus	7.19	Spain	556
54	Solita	7.19	Finland	557
55	Elisa	7.16	Finland	586
56	Computacenter	7.15	UK	595
57	Micro Focus	7.15	UK	601
58	McAfee	7.15	Germany	605
59	Cybercom	7.09	Sweden	651
60	DXC Technology	7.07	Belgium / France / Germany	672
61	Tech Data	7.06	Germany	687
62	ATOS Group	7.04	France	712
63	Bankernes Edb Central	7.03	Denmark	723
64	Aubay	6.97	France	778
65	SAS	6.96	Germany	792
66	Oracle	6.91	UK	824
67	Agfa-Gevaert	6.90	Belgium	833

Manufacture and Processing of Materials, Metals and Paper				
Rank sector	Company	Score	European headquarters*	Rank overall
1	Techint Group	7.85	Luxembourg	29
2	Atlas Copco	7.57	Sweden	157
3	Tetra Pak International	7.57	Sweden / Switzerland	159
4	Lenzing	7.53	Austria	194
5	Aluprof	7.43	Poland	283
6	Avery Dennison	7.39	Netherlands	324
7	Mondi	7.34	Austria	384
8	Oerlikon	7.30	Switzerland	423
9	H+H	7.29	Denmark	443
10	Tesa	7.26	Germany	470
11	SKF Group	7.26	Sweden	476
12	SSAB	7.24	Sweden	503
13	SIG Biz	7.22	Switzerland	520
14	KSB	7.18	Germany	572
15	Alcoa	7.15	Spain	596
16	Voestalpine	7.13	Austria	615
17	Rudus	7.10	Finland	643
18	Saint-Gobain	7.09	France	653
19	Breedon Group	7.08	UK	663
20	DS Smith	7.07	UK	676
21	Billerudkorsnäs	7.07	Sweden	679
22	Jungheinrich	7.05	Germany	701
23	Prysmian Group	7.04	Italy	708

Manufacture and Processing of Materials, Metals and Paper Cont'd				
Rank sector	Company	Score	European headquarters*	Rank overall
24	Smurfit Kappa	7.04	Ireland	709
25	UPM	7.01	Finland	744
26	Trumpf	7.00	Germany	755
27	Lujabetoni	6.94	Finland	806

Media and Advertising				
Rank sector	Company	Score	European headquarters*	Rank overall
1	Polsat Box	7.69	Poland	83
2	Sky	7.60	UK	147
3	RELX Group	7.58	UK	155
4	Mediaset	7.56	Italy	165
5	Kantar Media	7.49	Germany	234
6	Wolters Kluwer	7.44	Netherlands	278
7	The Walt Disney Company	7.44	UK	279
8	Axel Springer	7.41	Germany	306
9	Guardian Media Group	7.40	UK	315
10	France Télévisions	7.40	France	318
11	TF1 Group	7.36	France	354
12	Mondadori	7.30	Italy	426
13	Publicis	7.29	France	435
14	BBC (British Broadcasting Corporation)	7.26	UK	473
15	Schibsted	7.22	Norway	522
16	Ipsos	7.20	France	549
17	Netflix	7.10	Netherlands	642
18	ITV	7.10	UK	646
19	Sveriges Television (SVT)	6.99	Sweden	757

Oil and Gas Operations, Mining, and Chemicals				
Rank sector	Company	Score	European headquarters*	Rank overall
1	Dow	7.91	Switzerland	17
2	DuPont	7.78	Netherlands	49
3	RAG	7.67	Germany	101
4	Air Products	7.62	UK	125
5	Epiroc	7.61	Sweden	135
6	BP	7.60	UK	146
7	Cepsa	7.59	Spain	152
8	OMV	7.54	Austria	185
9	Solvay	7.48	Belgium	239
10	Beckers	7.44	Germany	273
11	Air Liquide	7.37	France	343
12	PKN Orlen	7.36	Poland	353
13	Wacker Chemie	7.33	Germany	400
14	Perstorp	7.29	Sweden	437
15	ExxonMobil	7.27	Belgium	457
16	PPG	7.27	Switzerland	460
17	Repsol	7.25	Spain	482
18	BASF	7.21	Germany	532
19	Saipem	7.18	Italy	563
20	Eni	7.17	Italy	584
21	Akzo Nobel	7.15	Netherlands	593
22	Evonik Industries	7.15	Germany	594
23	Shell	7.15	Netherlands	603
24	Aker Solutions	7.14	Norway	607
25	SABIC	7.12	Netherlands	625
26	Sika	7.11	Switzerland	634
27	TechnipFMC	7.09	UK	654
28	Metso	7.08	Finland	666
29	Total	7.05	France	706
30	Borealis	7.03	Austria	726
31	Chevron	6.98	UK	774
32	Aalberts Surface Treatment	6.91	Germany	827

Packaged Goods				
Rank sector	Company	Score	European headquarters*	Rank overall
1	Essity	7.87	Sweden	25
2	L'Oréal	7.59	France	149
3	Henkel	7.51	Germany	215
4	Beiersdorf	7.43	Germany	285
5	Procter & Gamble	7.41	Switzerland	308
6	Colgate-Palmolive	7.37	Switzerland	346
7	Givaudan	7.36	Switzerland	356
8	Christian Dior	7.36	France	366
9	Estée Lauder	7.27	France	459
10	Avon	7.07	UK	675
11	Chanel	7.06	UK / France	695
12	Groupe Rocher (Yves Rocher, Petit Bateau)	7.00	France	749
13	Xerox	6.92	Germany	816

Diversity Leaders

Restaurants				
Rank sector	Company	Score	European headquarters*	Rank overall
1	Wagamama	7.67	UK	96
2	MAX Burgers	7.56	Sweden	170
3	Pret A Manger	7.48	UK	242
4	Starbucks	7.47	UK	244
5	Greggs	7.45	UK	270
6	KFC	7.38	UK	334
7	PizzaExpress	7.32	UK	403
8	McDonald's	7.27	UK	464
9	Domino's Pizza	7.16	Netherlands	588
10	Nando's	7.16	UK	591
11	Pizza Hut	7.12	Spain	623
12	Buffalo Grill	7.01	France	746
13	Mitchells & Butlers	7.00	UK	754
14	SV Group	6.91	Switzerland	825
15	Flunch	6.89	France	840

Retail				
Rank sector	Company	Score	European headquarters*	Rank overall
1	Ahorramas	8.07	Spain	5
2	Salling Group	8.04	Denmark	6
3	Ikea	7.99	Netherlands	9
4	Lush	7.90	UK	20
5	Biocoop	7.88	France	23
6	Cdiscount	7.85	France	30
7	Fnac Darty	7.76	France	53
8	Allegro	7.75	Poland	58
9	Wickes	7.74	UK	65
10	Mercadona	7.73	Spain	68
11	Timpson	7.69	UK	81
12	Kiko Milano	7.69	Italy	84
13	Dunelm	7.68	UK	90
14	Pets at Home Group	7.64	UK	113
15	Sainsbury's	7.60	UK	143
16	Amazon	7.59	UK	153
17	Belron	7.57	UK	158
18	Leroy Merlin	7.57	France	161
19	John Lewis Partnership	7.56	UK	166
20	Rusta	7.56	Sweden	171
21	Axfood	7.53	Sweden	190
22	Tesco	7.53	UK	196
23	Sephora	7.52	France	198
24	Auto Trader	7.50	UK	217
25	Arnold Clark Automobiles	7.49	UK	231
26	GrandVision	7.47	Netherlands	246
27	The Co-op Group	7.47	UK	248
28	Marks & Spencer	7.47	UK	249
29	Asda	7.46	UK	259
30	dm-drogerie markt	7.45	Germany	261
31	HEMA	7.45	Netherlands	264
32	Inditex	7.45	Spain	265
33	Interspar	7.44	Austria	275
34	Colruyt Group	7.44	Belgium	276
35	Ahlens	7.43	Sweden	287
36	Eroski	7.42	Spain	291
37	x-kom	7.41	Poland	307
38	JYSK	7.38	Denmark	329
39	Apotek	7.38	Sweden	336
40	Ahold Delhaize	7.37	Netherlands	350
41	Matas	7.35	Denmark	374
42	Costco	7.33	UK	393
43	Otto Group	7.33	Germany	395
44	Hok-Elanto	7.33	Finland	396
45	Groupe Carrefour	7.33	France	399
46	Action	7.32	Netherlands	406
47	Damartex Group	7.31	France	418
48	Alcampo	7.27	France	453
49	Kronans Apotek	7.26	Sweden	467
50	Ocado Group	7.26	UK	469
51	Tokmanni	7.26	Finland	475
52	Superdrug	7.26	UK	477
53	Iceland Foods	7.23	UK	514
54	Stadium	7.21	Sweden	533
55	El Corte Inglés	7.20	Spain	548
56	Migros	7.19	Switzerland	550
57	Kingfisher	7.19	UK	553
58	Hofer	7.18	Austria	560
59	Spar	7.18	Netherlands	568
60	Dixons Carphone	7.18	UK	569

Retail Cont'd				
Rank sector	Company	Score	European headquarters*	Rank overall
61	Rossmann	7.18	Germany	570
62	Argos	7.17	UK	575
63	Esselunga	7.17	Italy	582
64	Bricoman	7.15	France	597
65	Douglas	7.13	Germany	619
66	Aldi Nord	7.11	Germany	636
67	Unieuro	7.10	Italy	644
68	Morrison Supermarkets	7.07	UK	677
69	Galeries Lafayette	7.06	France	690
70	Wilko	7.06	UK	699
71	Kaufland	7.04	Germany	716
72	Globus	7.03	Germany	721
73	Rewe Group	7.02	Germany	732
74	Kesko	7.02	Finland	736
75	Kicks	6.99	Norway	764
76	Fielmann	6.93	Germany	809
77	A.S. Watson Group	6.92	Netherlands	814
78	Picard Surgelés	6.92	France	820
79	OKQ8	6.91	Sweden	828
80	Monoprix	6.89	France	841
81	Lidl	6.88	Germany	850

Semiconductors, Electronics, Electrical Engineering, Hardware				
Rank sector	Company	Score	European headquarters*	Rank overall
1	Infineon	8.22	Germany	3
2	3M	7.81	UK	41
3	AMS	7.77	Austria	50
4	Texas Instruments	7.75	Germany	60
5	Schneider Electric	7.74	France	66
6	Adva Optical Networking	7.70	Germany	79
7	Eaton	7.66	Ireland	102
8	Ericsson	7.66	Sweden	104
9	Keysight Technologies	7.64	Germany / UK	118
10	Husqvarna	7.62	Sweden	128
11	HP (Hewlett-Packard)	7.61	Switzerland	133
12	Apple	7.60	Ireland	141
13	Brother	7.53	UK	188
14	Miele	7.50	Germany	223
15	Samsung	7.42	Germany	300
16	STMicroelectronics	7.41	Switzerland	303
17	Sony	7.40	UK	317
18	Motorola Solutions	7.38	Poland	333
19	Philips	7.37	Netherlands	339
20	Siemens	7.28	Germany	449
21	Nkt	7.28	Denmark	451
22	Electrolux	7.28	Sweden	452
23	Lenovo	7.26	UK	466
24	Valmet	7.23	Finland	515
25	Intel	7.21	Germany	541
26	BEKO	7.18	Turkey	573
27	Canon	7.17	UK	574
28	ABB	7.17	Switzerland	579
29	Asus	7.17	Netherlands	581
30	Lexmark	7.11	UK	637
31	Legrand	7.06	France	684
32	Hitachi	7.06	UK	700
33	Acer	7.04	Italy	715
34	ASML	7.04	Netherlands	719
35	Stihl	7.00	Germany	756
36	Konica Minolta	6.97	Italy	786
37	Addtech	6.96	Sweden	790

Telecommunications Services, Cable Supplier				
Rank sector	Company	Score	European headquarters*	Rank overall
1	Proximus Group	7.84	Belgium	35
2	Orange	7.70	France	78
3	EE	7.61	UK	134
4	Deutsche Telekom	7.59	Germany	150
5	AT&T	7.57	UK	163
6	TalkTalk	7.55	UK	176
7	BT Group	7.53	UK	191
8	Vodafone	7.51	UK	213
9	Colt Group	7.45	UK	268
10	Telia Company	7.39	Sweden	326
11	Telefónica O2	7.36	Spain	357
12	Koninklijke KPN	7.36	Netherlands	359
13	Free	7.28	France	447
14	Swisscom	7.24	Switzerland	506

Diversity Leaders

Telecommunications Services, Cable Supplier Cont'd				
Rank sector	Company	Score	European headquarters*	Rank overall
15	Telenor	7.22	Norway	529
16	Sunrise Communications	7.04	Switzerland	710
17	Bouygues	6.98	France	771
18	Virgin Group	6.90	UK	832

Transportation and Logistics				
Rank sector	Company	Score	European headquarters*	Rank overall
1	GVB	7.90	Netherlands	21
2	Renfe	7.79	Spain	45
3	ProRail	7.72	Netherlands	72
4	Air France-KLM Group	7.71	France	76
5	Swedavia Airports	7.65	Sweden	106
6	FM Logistic	7.64	France	114
7	SWISS	7.63	Switzerland	119
8	SJ	7.62	Sweden	131
9	BLS	7.54	Switzerland	183
10	Lufthansa	7.52	Germany	200
11	Avanza	7.50	Spain	224
12	Fraport	7.48	Germany	236
13	RATP	7.48	France	237
14	Austrian Airlines	7.46	Austria	254
15	easyJet	7.46	UK	256
16	Hapag-Lloyd	7.43	Germany	284
17	Schweizerische Bundesbahnen (SBB)	7.40	Switzerland	312
18	Österreichischen Bundesbahnen (ÖBB)	7.40	Austria	320
19	Kapsch Group	7.36	Austria	358
20	Iberia	7.36	Spain	365
21	Heathrow Airport Holdings	7.35	UK	372
22	SNCF	7.34	France	391
23	Billund Lufthavn	7.32	Denmark	401
24	FedEx	7.32	France	402
25	National Express Group	7.28	UK	448
26	Die Schweizerische Post	7.27	Switzerland	458
27	Brussels Airlines	7.24	Belgium	496
28	Keolis	7.23	France	518
29	STEF	7.22	France	521
30	La Poste	7.21	France	538
31	Inpost	7.20	Poland	545
32	Nobina	7.19	Sweden	551
33	Vueling	7.19	Spain	555
34	Finnair	7.18	Finland	565
35	Abellio	7.18	Netherlands	567
36	Network Rail	7.16	UK	590
37	Correos	7.14	Spain	613
38	SAS Scandinavian Airlines System	7.12	Sweden	622
39	Air Europa	7.10	Spain	648
40	ID Logistics	7.07	France	674
41	DPD	7.07	France	683
42	Stagecoach Group	7.06	UK	689
43	Royal Mail	7.06	UK	693
44	Albrecht Dürer Airport Nürnberg	7.02	Germany	738
45	John Menzies	7.00	UK	752
46	LNER (London North Eastern Railway)	6.99	UK	760
47	RFI	6.99	Italy	762
48	FirstGroup	6.99	UK	763
49	MAG (Manchester Airport Group)	6.98	UK	775
50	Flughafen Wien	6.95	Austria	795
51	BLG Logistics	6.94	Germany	804
52	UPS (United Parcel Service)	6.94	Belgium	807
53	Gefco	6.92	France	818
54	Wincanton	6.91	UK	826
55	MRW	6.89	Spain	842

Travel and Leisure				
Rank sector	Company	Score	European headquarters*	Rank overall
1	Expedia	8.16	UK	4
2	Disneyland Paris	7.99	France	10
3	Whitbread	7.87	UK	24
4	Booking.com	7.84	Netherlands	34
5	Hilton Hotels & Resorts	7.82	UK	39
6	Club Méditerranée	7.82	France	40
7	Nordic Choice Hotels	7.80	Norway	42
8	Hays Travel	7.76	UK	52
9	ILUNION Hotels	7.75	Spain	61
10	Merlin Entertainments	7.69	UK	82
11	Hyatt Hotels Corporation	7.63	UK	122
12	Marriott International	7.62	Switzerland	126
13	Scandic Hotels	7.55	Sweden	178

Travel and Leisure Cont'd				
Rank sector	Company	Score	European headquarters*	Rank overall
14	Melia Hotels International	7.54	Spain	181
15	Cineworld Group	7.52	UK	199
16	Carnival	7.47	UK	245
17	Lego	7.45	Denmark	262
18	Dalata Hotel Group	7.43	Ireland	289
19	Enterprise Rent-A-Car	7.39	UK	328
20	Motel One	7.38	Germany	335
21	Macdonald Hotels	7.32	UK	404
22	DER Touristik	7.31	Germany	410
23	William Hill	7.30	UK	425
24	AccorHotels	7.30	France	430
25	Odeon Cinemas Group	7.29	UK	431
26	Maritim Hotels	7.27	Germany	462
27	Best Western	7.25	Germany	481
28	Tivoli	7.24	Denmark	501
29	Liseberg	7.22	Sweden	528
30	InterContinental Hotels Group	7.21	UK	537
31	Travelodge	7.17	UK	583
32	Bourne Leisure	7.12	UK	626
33	Europa-Park	7.08	Germany	667
34	Radisson	7.03	Belgium	725
35	Uber	6.96	Netherlands	791
36	David Lloyd Clubs	6.92	UK	819
37	Just Eat Takeaway.com	6.88	UK	848

Utilities				
Rank sector	Company	Score	European headquarters*	Rank overall
1	EnBW	7.71	Germany	74
2	RWE	7.65	Germany	110
3	Severn Trent	7.60	UK	144
4	EWE	7.54	Germany	182
5	National Grid	7.54	UK	187
6	Enedis	7.52	France	202
7	United Utilities	7.51	UK	209
8	Fortum	7.46	Finland	257
9	GRDF	7.41	France	310
10	Enel Group	7.40	Italy	314
11	E.on	7.28	Germany	450
12	Iberdrola	7.27	Spain	454
13	Helen	7.26	Finland	478
14	Vattenfall	7.25	Sweden	491
15	Centrica	7.25	UK	493
16	TAURON	7.24	Poland	498
17	EVN	7.21	Austria	539
18	Scottish Power	7.17	UK	578
19	EDF	7.14	France	609
20	BayWa	7.12	Germany	627
21	A2A	7.02	Italy	731
22	SSE (Scottish and Southern Energy)	6.97	UK	780

Wholesale				
Rank sector	Company	Score	European headquarters*	Rank overall
1	Rexel	7.79	France	46
2	Logista	7.66	Spain	103
3	SAMSE	7.56	France	174
4	Ingram Micro	7.45	Belgium	269
5	Brenntag	7.28	Germany	446
6	Hilti	7.12	Liechtenstein	621
7	Coop	7.11	Switzerland	631
8	Inter Cars	7.05	Poland	707
9	Alliance Healthcare	7.02	Germany	729
10	Würth Group	6.97	Germany	787
11	Brakes	6.96	UK	793
12	Lyreco	6.93	France	808
13	Raiffeisen Waren	6.88	Germany	849

*European headquarters: managerial centre of the company, either for its global operations or for Europe. In most cases, headquarters corresponds with the registered main legal address of the company, yet this is not necessarily the case. Ikea, for example, has its legal head office in the Netherlands but many of the administrative functions remain in Sweden where the company was founded.

**While Google's European headquarters in Dublin, Ireland, is in charge of sales and marketing, the company also runs one of its global engineering hubs in Europe which is based in Zurich, Switzerland.