

# Marc Mathieu



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EUROPEAN FEDERATION OF EMPLOYEE SHAREOWNERSHIP

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*The European  
Employee Ownership  
TOP 100*

**2008**



# *Euro CAP 100*

**CAPITALISATION  
HELD BY EMPLOYEES**



# *Euro EMP 100*

**EMPLOYEES  
IN MAJORITY EMPLOYEE-OWNED  
COMPANIES**



# *Euro CAP 10*

**CAPITALISATION  
HELD BY EMPLOYEES**



# Euro CAP 10 in 2008

## Capitalisation held by employees (million EUR)

**5.523**

57.000 €/employee



**4.641**

45.000 €/employee



**2.908**

18.000 €/employee



**2.834**

27.000 €/employee



**2.694**

40.000 €/employee



**5.038**

51.000 €/employee



**4.299**

26.000 €/employee



**2.879**

21.000 €/employee



**2.725**

20.000 €/employee



**2.569**

33.000 €/employee



*Euro CAP 10* in 2008 Capitalisation held by employees  
(million EUR)



**36 billion Euro  
held by employees (7,88%)**



**1.142.000 employees**

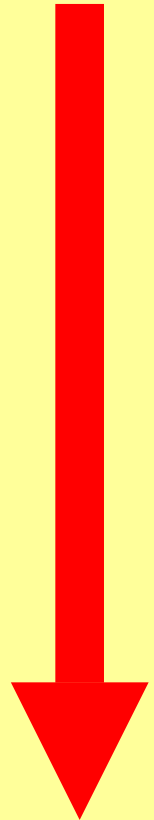
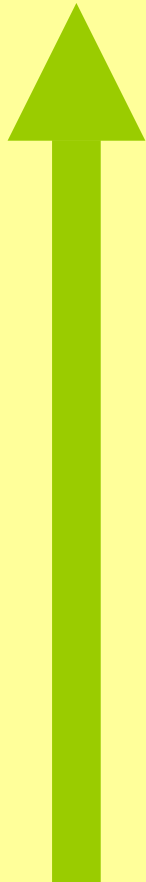


**32.000 Euro by employee**



# Euro CAP 10 in 2008

Capitalisation held by employees  
(million EUR)





# Euro CAP 10

Capitalisation held by employees  
(million EUR)

## 2008



36 billion Euro held

7,88%

1.142.000 employees

32.000 Euro by employee

## 2007

47 billion Euro held

6,38%

961.000 employees

50.000 Euro by employee



# *Euro EMP 10*

**EMPLOYEES  
IN MAJORITY EMPLOYEE-OWNED  
COMPANIES**



# Euro EMP 10 in 2008

Employees in majority  
employee-owned companies

104.000



*John Lewis Partnership*

68.000

20.000



17.000

12.000



10.000

9.000



9.000

6.000



6.000

CONSORZIO EMILIANO ROMAGNOLO



# Euro EMP 10 in 2008

Employees in majority  
employee-owned companies



*John Lewis Partnership*



CONSORZIO COOPERATIVE COSTRUZIONI



**m** Mott  
MacDonald



ARUP

UNIPART  
GROUP



CONSORZIO EMILIANO ROMAGNOLO



# Euro EMP 10 in 2008

Employees in majority  
employee-owned companies



*John Lewis Partnership*



**246.000**  
2007



CONSORZIO EMILIANO ROMAGNOLO

**260.000**  
2008



# *Euro CAP 100*

**CAPITALISATION  
HELD BY EMPLOYEES**



# Euro CAP 100 in 2008

## Capitalisation held by employees

CAP 100 Ranking 2008	CAP 100 Ranking 2007	CAP 100 Ranking 2006	Company	EO held capitalisation millions €	Capitalisation million € May 2008	% employee owned	Country	Employees	L/NL (listed/ non listed)	First Plan Year	Branche
1	4	2	<a href="#">Total</a>	5.523,2 €	132.142,2 €	4,18	FR	96.442	L	1.998	Integrated oil & gas
2	5	3	<a href="#">Novartis</a>	5.037,7 €	89.679,8 €	5,62	CH	98.200	L	1.990	Pharmaceuticals manufactures
3	6	4	<a href="#">Mondragon Corporación Cooperativ</a>	4.641,3 €	5.078,0 €	91,40	ES	103.731	NL	1.956	Miscellaneous
4	3	7	<a href="#">BNP Paribas</a>	4.299,5 €	63.914,9 €	6,73	FR	162.687	L	1.997	Banks
5	9	24	<a href="#">Vinci</a>	2.907,9 €	24.510,4 €	11,86	FR	158.628	L	1.993	Heavy construction
6	2	6	<a href="#">Société Générale</a>	2.879,1 €	33.136,7 €	8,69	FR	134.798	L	1.987	Banks
7	8	9	<a href="#">Axa</a>	2.833,9 €	49.098,6 €	5,77	FR	103.534	L	1.989	Life insurance
8	11	10	<a href="#">Bouygues</a>	2.725,0 €	17.503,9 €	15,57	FR	137.500	L	1.968	Heavy construction
9	12	12	<a href="#">John Lewis Partnership</a>	2.694,2 €	2.694,2 €	100,00	UK	68.200	NL	1.929	Department stores
10	14	5	<a href="#">Deutsche Bank</a>	2.569,2 €	40.452,2 €	6,35	DE	78.291	L	1.974	Banks
11	1	1	<a href="#">UBS</a>	2.560,6 €	41.494,2 €	6,17	CH	83.560	L	1.997	Banks
12	19	16	<a href="#">Suez</a>	2.539,2 €	58.043,4 €	4,37	FR	86.513	L	1.994	Diversified utilities
13	7	64	<a href="#">Crédit Suisse Group</a>	2.402,7 €	40.655,0 €	5,91	CH	48.100	L	1.996	Banks
14	15	18	<a href="#">EDF</a>	2.337,4 €	123.069,4 €	1,90	FR	158.640	L	1.992	Electric utilities
15	10	8	<a href="#">Crédit Agricole</a>	2.034,4 €	32.126,1 €	6,33	FR	86.866	L	2.001	Banks
16	20	23	<a href="#">TomTom</a>	1.703,9 €	3.136,5 €	54,33	NL	1.337	L	2.003	Wireless communications services
17	18	26	<a href="#">France Telecom</a>	1.698,7 €	53.544,2 €	3,17	FR	187.331	L	1.992	Diversified telecom operators
18	48	97	<a href="#">Daimler</a>	1.620,1 €	54.460,9 €	2,97	DE	272.382	L	1.996	Cars manufacturers
19	21	31	<a href="#">Saint Gobain</a>	1.462,2 €	19.751,1 €	7,40	FR	205.730	L	1.987	Building materials & equipment
20	13	29	<a href="#">Eiffage</a>	1.423,2 €	5.452,2 €	26,10	FR	71.963	L	1.986	Heavy construction
21	16	15	<a href="#">Lloyds TSB</a>	1.372,9 €	28.988,1 €	4,74	UK	69.553	L	1.984	Banks
22	22	32	<a href="#">Tesco</a>	1.366,6 €	42.359,0 €	3,23	UK	444.127	L	1.981	Department stores
23	25	22	<a href="#">Svenska Handelsbanken</a>	1.289,7 €	11.253,8 €	11,46	SV	10.768	L	1.973	Banks
24	24	21	<a href="#">Safran</a>	1.268,7 €	6.076,1 €	20,88	FR	63.262	L	1.969	Telecom equipment
25	57	51	<a href="#">Nokia</a>	1.262,3 €	86.544,1 €	1,46	FI	112.262	L	1.994	Telecom equipment
26	26	13	<a href="#">HSBC</a>	1.255,1 €	132.771,3 €	0,95	UK	315.520	L	1.984	Banks
27	30	33	<a href="#">PKO Bank Polski</a>	1.211,0 €	14.416,6 €	8,40	PL	32.000	L	2.004	Banks
28	23	27	<a href="#">Sanofi-Aventis</a>	1.208,0 €	63.762,8 €	1,89	FR	99.495	L	1.990	Pharmaceuticals manufactures
29	27	19	<a href="#">Banco Bilbao Vizcaya</a>	1.188,0 €	56.331,8 €	2,11	ES	111.913	L	1.999	Banks
30	42	61	<a href="#">Volkswagen</a>	1.181,5 €	58.942,8 €	2,00	DE	329.305	L	1.986	Cars manufacturers
31	29	34	<a href="#">Siemens</a>	1.153,9 €	57.428,0 €	2,01	DE	398.200	L	1.998	Electronics manufacturing & equipt
32	28	30	<a href="#">Dexia</a>	1.150,5 €	19.788,3 €	5,81	BE	35.202	L	1.995	Banks
33	52	1195	<a href="#">Arcelor Mittal</a>	1.093,0 €	93.594,2 €	1,17	NL	311.466	L	1.998	Steel production
34	44	65	<a href="#">Voestalpine</a>	997,9 €	8.939,0 €	11,16	AT	41.490	L	2.001	Steel production
35	56	1506	<a href="#">OMV</a>	985,1 €	16.593,0 €	5,94	AT	33.665	L	2.000	Oil & gas exploration & production
36	33	39	<a href="#">Colruyt</a>	945,5 €	5.478,8 €	17,26	BE	20.338	L	1.987	Grocery retailing
37	73	55	<a href="#">Royal Dutch Shell</a>	925,8 €	165.490,1 €	0,56	UK	104.000	L	1.967	Integrated oil & gas
38	47	57	<a href="#">Anglo American</a>	903,9 €	58.672,5 €	1,54	UK	116.000	L	1.990	Mineral extractors- other
39	45	37	<a href="#">Auchan</a>	900,9 €	6.898,0 €	13,06	FR	186.443	NL	1.977	Department stores
40	34	43	<a href="#">Schneider Electric</a>	872,7 €	18.803,8 €	4,64	FR	119.340	L	1.994	Electrical products
41	46	49	<a href="#">Gaz de France</a>	848,8 €	42.011,3 €	2,02	FR	47.560	L	2.002	Gas utilities
42	37	20	<a href="#">GlaxoSmithKline</a>	845,1 €	82.353,1 €	1,03	UK	103.401	L	1.991	Pharmaceuticals manufactures
43	111	115	<a href="#">Admiral</a>	835,2 €	2.927,8 €	28,53	UK	2.364	L	2.000	Insurance brokers
44	54	14	<a href="#">Vodafone</a>	828,8 €	119.263,7 €	0,69	UK	72.375	L	1.988	Diversified telecom operators
45	41	42	<a href="#">RWE</a>	809,8 €	40.490,6 €	2,00	DE	63.439	L	2.001	Diversified utilities

# Euro CAP 100 in 2008 Capitalisation held by employees





# Euro CAP 100 in 2008

Capitalisation held by employees

ADMIRAL  
GROUP plc

Lindt

SAMPO  GROUP

WPP

syngenta InBev

  
Unilever

ALSTOM

MERKUR

  
eircom

PA RioTinto e-on

PH LVMH



# *Euro EMP 100*

**EMPLOYEES  
IN MAJORITY EMPLOYEE-OWNED  
COMPANIES**



# Euro EMP 100 in 2008

## Employees in majority employee-owned companies

EMP 100 Ranking 2008	EMP 100 Ranking 2007	EMP 100 Ranking 2006	Company	Employees (number)	Country	Share Plan type	First Plan Year	Place	Branche
1	1	1	Mondragon Corporación Cooperativa	103.731	ES	Coop	1.956	Mondragon	Miscellaneous
2	2	2	John Lewis Partnership	68.200	UK	Trust	1.929	London	Department stores
3	3	3	Consorzio Cooperative Construzioni	20.000	IT	Coop	1.912	Bologna	Residential construction
4	4	4	Consorzio Veneto Cooperativo COVECO	17.000	IT	Coop	1.954	Venezia	Building, civil engineering
5	7	9	Mott MacDonald	11.572	UK	Trust	1.989	Croydon	Engineering and construction
6	9	10	Team Service	10.000	IT	Coop	1.986	Roma	Cleaning services
7	11	11	Arup Group	8.929	UK	Trust	1.968	London	Engineering and construction
8	8	7	Unipart	8.800	UK	MBO, Trust	1.987	Oxford	Cars parts manufacturers
9	12	16	La Cascina	6.330	IT	Coop	1.978	Roma	Restaurants & catering service
10	14	14	Cercostruzioni	5.500	IT	Coop	1.949	Bologna	Building, civil engineering
11	13	15	Cooperativa Muratori e Cementisti CMC	5.087	IT	Coop	1.901	Ravenna	Building, civil engineering
12	16	108	Socotec	4.642	FR	Plans	1.953	Paris	Business support services
13	-	-	Merkur	4.524	SL	MBO/EBO	1.990	Ljubljana	Other industrial products
14	18	17	Palmer & Harvey, Mc Lane	3.821	UK	MBO/EBO	2.002	Hove	Miscellaneous wholesale
15	22	24	Colser Servizi	3.700	IT	Coop	1.975	Parma	Security & alarm services
16	17	20	Sacmi	3.474	IT	Coop	1.919	Imola	Glass & clay
17	21	116	PA Consulting Group	3.000	UK	Plans	nc	London	Business support
18	19	18	Greenwich Leisure	3.000	UK	Coop	1.993	London	Leisure & entertainment retailing
19	23	27	CONAST	2.500	IT	Coop	1.993	Brescia	Security & alarm services
20	28	28	Cooperativa Ceramica d'Imola	2.000	IT	Coop	1.874	Imola	Glass & clay
21	24	126	Le Monde	1.600	FR	Plans	1.944	Paris	Publishing
22	26	132	Masped	1.500	HU	ESOP	1.994	Budapest	Air, freight & parcel services
23	25	26	L'Operosa	1.500	IT	Coop	1.951	Bologna	Cleaning services
24	29	34	Acome	1.450	FR	Coop	1.932	Paris	Building materials & equipment
25	31	137	Der Spiegel	1.296	DE	Trust	1.974	Hamburg	Publishing
26	33	29	CCPL	1.262	IT	Coop	1.904	Reggio Emilia	Building materials & equipment
27	32	82	Le Chèque Déjeuner	1.250	FR	Coop	1.964	Paris	Other banking & financial services
28	34	33	Unieco	1.237	IT	Coop	1.904	Reggio Emilia	Building, civil engineering
29	35	42	Gescop (Barco+GAT+Taxistop)	1.129	FR	Coop	1.970	Paris	Other transportation services
30	36	23	Le Relais	1.100	FR	Coop	1.984	Bruay	Waste management & recycling
31	37	32	Kovinoplastika	1.080	SL	Privatisation	1.994	Loz	Plastics & fibres
32	38	139	BOCM Pauls	1.010	UK	MBO/EBO	1.998	London	Agricultural
33	41	38	Coopsette	1.004	IT	Coop	1.977	Castelnovo	Building, civil engineering
34	40	35	Herend Manufactory	1.000	HU	ESOP	1.992	Herend	Glass and clay
35	47	36	L'Audacieuse	968	FR	Coop	1.957	Paris	Cleaning services
36	45	37	CPL Concordia	913	IT	Coop	1.899	Modena	Diversified utilities
37	42	41	Tullis Russell Group	900	UK	Trust	1.987	Markinch	Paper & paper products
38	43	40	Domel	900	SL	Privatisation	1.996	Zelesniki	Electrical products
39	44	25	Cefla	883	IT	Coop	1.932	Imola	Furnishings, floorings
40	-	-	Colegio Gredos San Diego	832	ES	Coop	1.985	Madrid	Education
41	-	-	Transports Urbans i Serveis Generals	820	ES	SAL	1.985	Barcelona	Transportation services
42	-	-	Global Salcai Utinsa	775	ES	SAL	2.000	Canaria	Transportation services

# Euro EMP 100 in 2008

Employees in majority  
employee-owned companies



# Euro EMP 100 in 2008

Employees in majority  
employee-owned companies

MERKUR

TUS<sup>sal</sup>



GLOBAL *V202*

Abacus  
Cooperativa

CONSORZIO ETRURIA

TARNOWSKA  
ODZIEŻ



OBZOR



AYUDA A DOMICILIO DE MURCIA

HOPPMANN  
autowelt

PK

