

## Most Admired for HR Globally

The following chart indicates the rank order and scores of the 50 companies determined to be most admired for HR practices globally. Hay Group used *Fortune* magazine's "Global Most Admired Companies" to perform this analysis. To arrive at this ranking, a three-step process was used. First, an average was arrived at for the four HR-oriented attributes used by *Fortune* to determine its ranking—innovation, quality of management, people management and product/service quality. Next, companies not ranked in the top half of their respective industry group for their reputation in terms of "global orientation" were removed from the list. Finally, those companies with an average HR attribute score of less than seven (on a 10-point scale) were removed from the list. (See the sidebar on page 27 for more on the methodology.)

Rank	Company	Industry	HR Attribute Average Total
1	Procter & Gamble, Cincinnati	Household and Personal Products	8.89773
2	Walgreens, Deerfield, Ill.	Food and Drug Stores	8.60015
3	Tesco, Cheshunt, U.K.	Food and Drug Stores	8.54688
4	Walt Disney, Burbank, Calif.	Entertainment	8.42045
5	United Parcel Service, Atlanta	Delivery	8.32927
6	General Electric, Fairfield, Conn.	Electronics	8.29375
7	FedEx, Memphis, Tenn.	Delivery	8.29375
8	Anheuser-Busch, St. Louis	Beverages	8.13095
9	Texas Instruments, Dallas	Semiconductors	8.07693
10	Exxon Mobil, Irving, Texas	Petroleum Refining	8.05114
11	BP, Warrenville, Ill.	Petroleum Refining	8.02907
12	Apple Computer, Cupertino, Calif.	Computers	8.02551
13	PepsiCo, Purchase, N.Y.	Consumer Food Products	8.00538
14	Nestlé, Vevey, Switzerland	Consumer Food Products	8.00352
15	Intel, Santa Clara, Calif.	Semiconductors	8.00000
16	Illinois Tool Works, Glenview, Ill.	Industrial and Farm Equipment	7.92541
17	Safeway, Pleasanton, Calif.	Food and Drug Stores	7.92096
18	Berkshire Hathaway, Omaha, Neb.	Insurance: Property and Casualty	7.88377
19	George Weston, Toronto	Food and Drug Stores	7.81250
20	Chevron, San Ramon, Calif.	Petroleum Refining	7.76786
21	IBM, Armonk, N.Y.	Computers	7.71342
22	DuPont, Wilmington, Del.	Chemicals	7.66965
23	Applied Materials, Santa Clara, Calif.	Semiconductors	7.60281
24	Continental Airlines, Houston	Airlines	7.59405
25	Deere, Moline, Ill.	Industrial and Farm Equipment	7.58942
26	Citigroup, New York	Mega Banks	7.55579
27	Alcan, Montreal	Metals	7.52738
28	Caterpillar, Peoria, Ill.	Industrial and Farm Equipment	7.51670
29	Lear, Southfield, Mich.	Motor Vehicle Parts	7.50754
30	L'Oréal, Paris	Household and Personal Products	7.48003
31	Toyota Motor, New York	Motor Vehicles	7.47147
32	International Paper, Memphis, Tenn.	Forest and Paper Products	7.47115
33	Alcoa, Pittsburgh	Metals	7.46637
34	Toyota Industries, Kariya, Aichi, Japan	Motor Vehicles, Motor Vehicle Parts	7.44137
35	BASF, Ludwigshafen, Germany	Chemicals	7.43221
36	Microsoft, Redmond, Wash.	Computers	7.39583
37	Siemens, Munich, Germany	Electronics	7.39228
38	Motorola, Schaumburg, Ill.	Network Communications	7.36031
39	Johnson & Johnson, New Brunswick, N.J.	Pharmaceuticals	7.35921
40	Xerox, Stamford, Conn.	Computers	7.34211
41	Pepsi Bottling Group, Somers, N.Y.	Beverages	7.33929
42	Kroger, Cincinnati	Food and Drug Stores	7.31871
43	Nokia, Espoo, Finland	Network Communications	7.30595
44	Dow Chemical, Midland, Mich.	Chemicals	7.29546
45	Areva, Paris	Energy	7.25000
46	Kellogg, Battle Creek, Mich.	Consumer Food Products	7.21691
47	Johnson Controls, Milwaukee	Motor Vehicle Parts	7.21153
48	Samsung Electronics, Seoul, South Korea	Electronics	7.19824
49	United Technologies, Hartford, Conn.	Aerospace and Defense	7.17058
50	Hewlett-Packard, Palo Alto, Calif.	Computers	7.07692