

20 BEST BIG COMPANIES TO WORK FOR | **2008**

Leisure is the Bourne identity

15	Bourne Leisure Hospitality and leisure
Annual sales	Not disclosed
Staff numbers	5,823
Male/Female ratio	48:52
Average age	36
Staff Turnover	22%
Earning £35,000+	5%
Typical job	Sales and Service



For a company that runs Butlins holiday resorts, it's hardly surprising that staff at Bourne Leisure are happy campers. It's the job of the firm's 5,800 employees to make sure there is never a dull moment for holidaymakers at its centres across the country. "You've got to create a whole service of magic moments for people," says Chris Baron, resort director of Butlins Skegness.

The good news for a company dedicated to entertaining the public is that its own workforce returns an 81% positive score for finding colleagues fun to work with, ranking the firm sixth among the best big companies.

"The call centres at head office are fun places," says John Dunford, director of Bourne Leisure, which runs three Butlins resorts, 36 Haven Holidays caravan parks and 13 Warner Breaks hotels. "We dress the whole thing up and have theme days. We want people to recognise that this is a fun environment. Holidays are fun, and we need to reflect that." It seems to work and people say they get a buzz from working with their colleagues (67%).

The company is aware that a family holiday or short break at one of its resorts, parks or hotels may be the culmination of a year's scrimping and saving, and takes that responsibility seriously. Accommodation and facilities are constantly improving, with 40% of profits being reinvested every year.

Butlins has been transformed from a business that made a loss in 2000 to one that now boasts 65% repeat business and profits of more than £11m. Staff feel proud to work for Bourne Leisure, giving a 72% score.

"We're pushing the whole business to be much more contemporary," says Dunford. Jackie Peech-Corsen, PA to Baron, adds: "Some people come here on holiday and then come and work here. I think there has always been a passion for Butlins. Who would have thought there would ever be a spa in a Butlins resort?"

Employees are excited about the firm's future, giving a 68% score that ranks it 12th. They feel fully involved at work (73%) and love working for the organisation, giving a top 10 score of 71%. An overall score of 67% for wellbeing ranks the firm third. Team members are welcome to work from home

where possible. Staff say their health isn't suffering because of work (78%).

An initiative to monitor work-life balance at Bourne Leisure is being launched this year to combat stress. A top score of 75% shows that staff do not feel under too much pressure to concentrate and they don't report stress as a problem (79%, ranking the firm second). An annual team survey gives employees a chance to comment on the firm's wellbeing policy and they are invited to give feedback to their manager in their appraisal.

A score of 74%, ranking the company fifth, shows people have confidence in the leadership skills of their manager. They also believe he or she is an excellent role model and people feel that their manager motivates them to give their best every day, both returning 66% scores and a top 10 ranking.

Inspired by the boss

	% score for being inspired by the leader of the organisation	Page
1 Ernst & Young	74.8	17
2 Goldman Sachs	74.2	15
3 Britannia Building Society	73.8	15
4 American Express	70.8	18
5 Sytner Group	70.2	17
6 Morgan Stanley UK	67.0	19
7 O2	66.8	18
8 Bourne Leisure	63.8	22
9 Marriott Hotels Internationals	63.4	21
10 Deloitte	62.8	20

