



Sybase (UK) Ltd

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Facts and Figures:

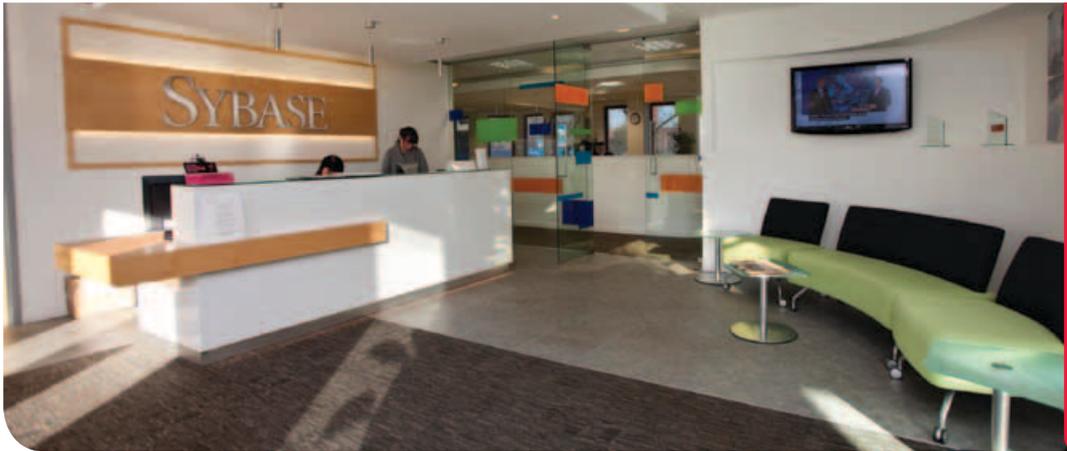
Total staff	4,500+ worldwide, 210 in the UK
Locations	Bristol, London, Maidenhead and 57 other countries
Sector	Software and services
Annual turnover	Not disclosed

Scoring from the Research:

Primary Benefits	★★★★★
Monetary benefits including pay, pension, and share options	
Secondary Benefits and Working Conditions	★★★★★
Non-monetary benefits like leave allowance, and flexible working conditions	
Training and Development	★★★★★
The availability of function-related development initiatives and programmes	
Career Development	★★★★★
Includes long-term career path development, talent management, succession planning, and performance management	
Company Culture	★★★★★
Culture management – the policies and procedures that a company has in place to establish and nurture a healthy culture, e.g. diversity, CSR and social/networking activities	

Outstanding for:

- Being certified "Top Employer" in the majority of countries where Sybase operates
- Making whole applications available across mobile platforms
- Succession planning – 92% of senior posts are filled internally



Sybase, an SAP company, is a leader in delivering enterprise and mobile software to manage, analyse and mobilise information. The company's aim is to enable the 'unwired enterprise' – that is allowing enterprises to be able to be accessed anywhere, using any device, but securely. The company delivers a range of solutions to ensure that customer information is securely managed, including managing enterprise and mobile databases as well as developing encryption and device management software, and mobile messaging services.

About the Organisation

With headquarters in California, Sybase was originally founded in 1984 as a client/server database developer, and was notable for providing the Human Genome Project with the first generation of client/server relational databases.

For the past ten years however, a fresh strategy and a series of well-planned acquisitions of small, specialist software companies has followed, which have seen the company conquer the leading position in the field of mobile data. Such was its significance, that in August 2010, Sybase was acquired by SAP (the world's leading provider of business software) for \$5.8 billion.

With Sybase technology organisations can manage high volumes and variety of data, analyse it and mobilise it so people can conduct business, regardless of where they are located or what devices they are using. And since all Sybase solutions are built using open standards, organisations can make use of the IT investments they depend on today, along with the ones they'll need tomorrow.

Such credentials sees Sybase be the vendor of choice for a loyal, global clients base and it has a leading presence in key vertical markets including financial services, telecoms, manufacturing and government. The top 100 global banks and securities all firms rely on Sybase technology. More than 100 companies currently use Sybase real-time analytics >>

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solutions to process hundreds of thousands of financial trades.

The telecommunications industry is now using its mobile services to reach more than 4 billion subscribers across 850 mobile operators, sending over 1.4 billion messages per day; and using its data management solutions to process billions of call data records' transactions. By September 2010 Sybase 365 (one of the largest independent, non-telco, exchanges for SMS and MMS messages) surpassed the one trillion messages delivered mark. One trillion messages equates to processing approximately 32,000 messages per second for every second of one year.

In the government sector, agencies use Sybase solutions to mobilise supply management systems, and deliver complex analysis accessing millions of records in seconds. Meanwhile, 91 of the Fortune 100 rely on Sybase.

Company Culture

Sybase is pragmatic in its approach. To be a part of Sybase is to be part of the Sybase family. The people who do well here are those who enjoy autonomy and can work within a structured framework. Achieving against set targets is the goal.

But there is a lot of freedom in the way people do their jobs. The term "work-life" balance actually starts to mean something. This is a friendly company where employee opinion surveys show that the main reason employees work at Sybase is the people they work with.

The senior management at Sybase is open and approachable. Indeed, Brendan Coyne, human resources director for Sybase (UK), says that anyone who needs to ask a question can pick up the phone or e-mail a senior manager, even if that person is the global head of a division.

"You can always expect a straight and honest answer," says Brendan. All of the global divisions give quarterly update webcasts to all staff. Here questions are encouraged, and division heads host face-to-face staff meetings whenever they visit offices in the 58 countries in which it has a presence.

Many teams are international and one-third of UK employees have a line manager outside the UK. With a US West Coast HQ and thriving subsidiaries in Southeast Asia, there could be pressure on hours, but there is not: "It is a question of establishing a balance and not doing long hours just because Sybase is global," says Brendan. Smart working around time zones is a byword, with a lot of calculated use of tele-presence suites and video conferencing. Most people are equipped with a mobile phone and laptop by the company.

Innovation and Creativity

Innovation is Sybase. Research and development is split globally with 10% of the workforce in the UK working on R&D. To date, R&D has resulted in 148 patents being awarded in data management and mobility alone, while some 185 patents are pending. Bonuses are awarded when patents produce saleable results.



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Brendan Coyne, human resources director

Innovation is encouraged by rewards: "There are our Star Performer awards where people can nominate another employee, and it can be at departmental level, divisional or country level," says Brendan. "The nomination can be for anything – a business process or working with a customer. We have them quarterly with awards of up to \$1,000 (£700) for the successful nomination."

He adds: "Without innovation, our information management, analytics and mobility solutions could not have powered some of the most mission-critical systems anywhere. Through us, firms can manage high volumes and variety of data regardless of where they are located or what devices they are using."

Open standards are utilised so all customers can make full use of their applications in the knowledge that their investments are not going to become obsolete.

Pay and Benefits

Sybase aims to pay competitive salaries and it benchmarks itself against similar companies. There is a grading structure but that does not restrict people's salaries.

Salaries for support engineers can start at the market average but experienced salespeople

can earn six figure salaries through base salary and commission. Non-sales staff can earn up to 25% through bonuses based on overall group performance and seniority. The company's strong performance over the last six years has meant that all target bonuses have been achieved.

A major attraction, says Brendan, is that "all of our benefits apply in full, from day one of employment."

This includes its generous stakeholder pension scheme, with the company contributing 6.75% of gross remuneration – including bonus. The minimum individual contribution is 3%. In the event of death in service, disability or serious accident, payments of up to four times salary are made. Private health insurance cover ensures anyone with a long-term illness receives full pay for six months and up to 75% of salary thereafter until retirement age. Compassionate leave is also offered.

Other benefits include 25 days' holiday a year (everyone is encouraged to take it), plus public holidays. There is travel and medical insurance for all staff and their families, while the rest of the benefits suite includes: discounted gym membership, "vitality days" (health assessments, nutrition advice and so on), a car »



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allowance and fuel cards for eligible staff, childcare vouchers, a cycle-to-work scheme, and an employee assistance programme. The company also offers various discount schemes such as on hotels and clothing.

Executive coaching is available for senior managers and the company also encourages studying for professional qualifications, providing study leave and assistance with fees.

Career Development

"Historically, Sybase is not usually an employee's first job," says Brendan, "but this has changed in recent years."

In 2011, graduate intake increased significantly, with graduates having a positive influence in the departments they were working in. Furthermore, paid internships have proved a success, drawing interns on sandwich courses. "We have had notable success with French and German business schools for our internships," says Brendan, and some 60% of interns return to Sybase for full-time employment.

Sybase expends much effort in succession planning and prefers to promote internally, which accounts for 90% of senior posts filled on average. These promotions are merit-based. However, although the average age of workers is 40 years

old, some managers do appear in their mid-20s because the focus has been on a management development programme for current line managers and the next generation of managers.

At annual performance reviews clear individual goals are set, as is an individual training plan. Most staff can expect above industry-standard amounts of training a year, delivered through internal and external courses, and online. "With online learning, we have over 1,000 courses on offer to our people," says Brendan. There is a good uptake too of Sybase's own technical qualifications.

"All new recruits are mentored for their first six months by someone from a different division, utilising sounding board principles," says Brendan. "This provides a wider network of people for them to contact and provides many opportunities to build relationships within the company."

Corporate Social Responsibility

Sybase has a declared statement of business ethics and values that every employee signs up to. This covers how Sybase conducts business ethically, treating people fairly, and who it does business with to avoid any conflicts of interest. The company applies a highly-structured approach, with rigorous checklists, and approvals

needed at local and global levels right up to the chief executive.

Because Sybase is a meritocracy and is an equal opportunity employer, diversity is not an issue. "Everyone is employed, developed and promoted, based on the skills required for the role," says Brendan. "Race, gender, age, and disability do not come into it. Our multi-cultural workforce ensures we treat everyone equally".

The company also aims to play a part in its local communities, whether that means providing work experience places for schools, supporting local charities or providing gifts for local children's homes. "We sponsor individuals raising money for charities of their choice and we have undertaken company-wide events such as the 'Three Peaks Challenge', which raised money for nominated charities," says Brendan.



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"While Sybase is a large corporation, we have the values and principles of an SME, which allows the business divisions to operate with the necessary flexibility, react to market opportunities and grow revenues. I am fortunate to be part of a successful, supportive and hardworking team, where there are constantly new challenges and opportunities to make a positive business impact."

Mitul Ruparelia,
Technical pre-sales manager,
First joined in 2007

