

Cologne Economic History Paper

Universität zu Köln

Seminar für **Wirtschafts- und Unternehmensgeschichte**

No. 3 (2010)

Martin Fiedler / Howard Gospel

The Top 100 Largest Employers in UK and Germany in the Twentieth Century. Data (ca. 1907, 1935/38, 1955/57, 1972/73, 1992/95)

Die 100 größten Arbeitgeber in Großbritannien und Deutschland im 20. Jahrhundert. Daten (ca. 1907, 1935/38, 1955/57, 1972/73, 1992/95)

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Summary

The working paper contains data on the Top 100 British and German firms measured by employment in five different years. Our analysis and interpretation of the tables has been published in the journal *Jahrbuch für Wirtschaftsgeschichte* 2/2010, pp. 27-43: “Big Business im 20. Jahrhundert: Die 100 größten Arbeitgeber in Großbritannien und Deutschland in vergleichender Perspektive”

Das working paper enthält Listen der 100 größten Unternehmen nach Beschäftigung in Deutschland und Großbritannien zu jeweils fünf Stichjahren. Unsere Analyse und Bewertung der Tabellen ist im *Jahrbuch für Wirtschaftsgeschichte* 2/2010, S. 27-43 unter dem Titel “Big Business im 20. Jahrhundert: Die 100 größten Arbeitgeber in Großbritannien und Deutschland in vergleichender Perspektive” veröffentlicht.

1. Explanation of Data

We measure firm size by employment. Earlier studies have examined large firms by share capital, market capitalisation, assets, or annual turnover (Kocka/Siegrist 1979; Chandler 1990; Schmitz 1993; Hannah 1999). Such measures have certain disadvantages from a comparative perspective: different accounting arrangements, differences in the relative importance of stock markets between countries, the problem of non-quoted companies. The use of employment also has disadvantages: non-core and part-time workers and those employed in subsidiaries may either be included or excluded from company figures. However, the choice of employment avoids some of the problems related to financial measures and it offers us an important alternative measure of how firms have changed over time. For a discussion of employment as a good measure to define big business see Cassis (1997, 3-5) and Wardley (1999). On the limitations which early lists of employments may have see the debate between Jeremy and Farnie (2001) and Wardley (2001).

We include in our tables manufacturing, mining, and services. Included also are firms such as railways, coal, and utility companies which have also moved into and out of the public sector. We include one set of organisations which have always predominantly been state concerns viz. the national post offices. However, again, parts of these, such as telephones, have moved into and out of the public sector. We exclude from our analysis government departments, municipalities, or bodies which do not operate for gain and for which the output has been charged at a nominal price, such as the UK National Health Service or German broadcasting and television.

The top 100 firms are considered at five points in time, in part in line with earlier research but also taking representative periods. Thus, the years around 1907 provides our initial date before the First World War and by when many large firms had already come into existence. The next period takes the years around 1935/38 which lie between the interwar depression and the Second World War. A shorter time period is then taken up to the mid-1950s which is deemed to provide a good benchmark date after initial post-war reconstruction. The years around 1972 /73 provide a period at the end of the post-war boom and before the major effects of oil shocks. Finally, we present data for 1992/95 as our terminal date.

We base our data on the most recently published lists of the largest manufacturing and non-manufacturing firms in the UK and Germany, for the British mainly Wardley (1999) for 1907, and Jeremy (1991, 1998) for 1935, 1955 and partly 1992. Earlier rankings of the largest UK employers have been published by Shaw (1983) and Johnman (1986). We collected additional data of the largest British employers in 1972 and 1992, using *Times 1000* as a basic source. To the German data already published by Fiedler (1999) we have added some alterations and a ranking of firms in 1955.

However, depending on the availability of data, the exact dates can vary within a few years, both within and between countries. The data for our starting point is mainly from 1907, with a few firms from earlier or later years. The interwar years data for the UK is mainly from 1935, but for Germany is mainly from 1938. This is significant since Germany was further into rearmament by then, with a related increase in employment in many big firms. The 1955 data is the same for both countries. For the next period, the data for the UK tends

to be for 1972 and for Germany 1973. For the terminal year, the UK data is mainly from 1992 and the German data mainly from 1995.

The data is for domestic employment and excludes overseas employment. This is for several reasons: first, earlier studies covered only domestic employment; second, it is extremely difficult to obtain overseas employment, especially for the years before the Second World War; third, it is only after the Second World War that overseas employment becomes significant for a growing number of firms.

In terms of ownership, we consider firms which are 50 per cent or more owned by another firm to be part of the latter company. In the case of mergers, we try to identify the core or prime merging firm and take it as a survivor, whereas the acquired or amalgamated firm is treated as a death. Finally, firms have been coded by standard industrial category, using the British 1968 SIC category. This provides a roughly mid-century baseline classification. Where firms operate in a number of industries, we have tried to assign them according to their main area of activity.

2. Literature

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3. British Standard Industrial Categories (SIC - 1968)

SIC-Code	Industry
1	Agriculture, forestry and fishing
2	Mining and quarrying
3	Food, drink and tobacco
4	Coal and petroleum products
5	Chemicals and allied trades
6	Metal manufacture
7	Mechanical engineering
8	Instrument engineering
9	Electrical engineering
10	Shipbuilding and marine engineering
11	Vehicles
12	Other metal (metal goods not elsewhere specified)
13	Textiles
14	Leather goods
15	Clothing and footwear
16	Brick, pottery, glass and cement
17	Timber, furnishing
18	Paper, printing and publishing
19	Other manufacturing
20	Construction
21	Gas, electricity and water
22	Transport and communication
23	Distributive trades
24	Insurance, banking, finance and business services
25	Professional and scientific services
26	Miscellaneous Services
27	Public administration and defence

4. Data

4.1. Germany Top 100: 1907, 1938, 1957, 1973, 1995

4.2. UK Top 100: 1907, 1935, 1955, 1972, 1992

4.3. Germany 1907-1995: Survival-List

4.4. UK 1907-1992: Survival-List

Germany Top 100 (1907)

Rank	Company	Employees (n)	Employees (g)	SIC	Comments, additional sources and changes
1	Preußisch-Hessische Staatseisenbahn	486,318		22	Martin Fiedler, Die 100 größten Unternehmen in Deutschland – nach der Zahl ihrer Beschäftigten – 1907, 1938, 1973 und 1995, in: Zeitschrift für Unternehmensgeschichte 44, 1/1999, S. 32-66, 2/1999, S. 235-242. Additional sources and changes made since 1999 are indicated in this column as Fiedler add.
2	Deutsche Reichspost	314,300		22	Fiedler add. (Source : Statistique Generale du Service Postal Berne, 1907. Fiedler 1999 had 277,116)
3	Preußische Bergwerksverwaltung	94,210		2	Fiedler add. 1913 figure estimated same as 1907. Source: Max Schulze-Briesen, Der preußische Staatsbergbau im Wandel der Zeiten, Bd.2: Von der Jahrhundertwende bis zur Gegenwart, Berlin 1934, p. 214. Figure includes mining in Upper Silesia (21,270), Saar (51,030) and Ruhr-Westphalia (20,280). Company replaces Saarberg (formerly ranked 5) and Preussische Bergwerksdirektion (ranked 68)
4	Friedrich Krupp	64,354		6	
5	Bayerische Staatseisenbahn	55,295		22	
6	Sächsische Staatsbahnen	40,000		22	
7	Siemens	34,324	42,866	9	Global: Feldenkirchen, Siemens.
8	Reichseisenbahn Elsaß-Lothringen	32,545		22	
9	Phönix A.G. für Bergbau u. Hüttenbetrieb	32,000		6	
10	Gelsenkirchener Bergwerks-A.G., Rhein-Elbe	31,261		6	
11	Allgemeine Elektrizitäts-Gesellschaft (AEG)	30,667	37,200	9	Global: Estimate based on 1938 figure (20 per cent of domestic employment).
12	Harpener Bergbau	26,317		2	
13	Badische Staatsbahn	25,709		22	
14	Norddeutscher Lloyd	25,000		22	
15	Vereinigte Königs- und Laurahütte	24,885		6	
16	Gutehoffnungshütte	21,657		6	
17	Mansfeld'sche Kupferschiefer bauende Gew.	21,283		2	
18	Württembergische Staatsbahn	20,324		22	
19	Bergwerksgesellschaft Hibernia	19,109		2	
20	Gewerkschaft Deutscher Kaiser (August Thyssen)	18,931		6	
21	Hamburg-Amerika Linie (Hapag)	17,000		22	
22	Gebrüder Stumm GmbH	17,000		6	
23	Bergwerksgesellschaft von Giesches Erben	13,291		6	
24	de Wendel'sche Berg- u. Hüttenwerke	12,500		2	
25	Hohenlohen-Werke , Hohenlohenhütte	12,367		6	
26	Kattowitzer A.G. für Bergbau u. Hüttenbetrieb	12,218		6	
27	Bochumer Verein	12,173		6	

28	Felten & Guillaume-Lahmeyer	11,848		9	
29	Union für Bergbau, Eisen- u. Stahlindustrie	11,605		6	
30	Oberschlesische Eisenbahnbedarfs-A.G	11,500		6	
31	Deutsch-Luxemburgische Bergwerks- u. Hütten	11,038		6	
32	Ludwig Loewe & Co.	11,000		7	
33	Vereinigte Maschinenfabrik Augsburg-Nürnberg	10,908		7	
34	Große Berliner Straßenbahn	10,391		22	
35	Borsig	10,000		11	
=	Elsässische Maschinenbau-Gesellschaft	10,000		7	
=	Schlesische A.G. für Bergbau- u. Zinkhütten	10,000		6	
=	Ferdinand Schichau GmbH	10,000		10	
39	Eschweiler Bergwerks Verein	9,648		2	
40	Oberschlesische Eisen-Industrie	9,500		6	
41	Rheinische Stahlwerke	9,435		6	
42	Gewerkschaft Rheinpreußen	9,277		2	
43	Eisen- u. Stahlwerk Hoesch	9,183		6	
44	Gräflich Henckel v. Donnersmarck'sche Verw.	9,122		6	
45	Badische Anilin & Soda-Fabriken (BASF)	8,877		5	
46	Fürstlich Pless'sche Kohlenbergwerke	8,560		2	
47	Dyckerhoff & Widmann	8,400		20	Fiedler add. (Source: Kurt Hennig, Die Entwicklung der Betriebssysteme und Interessenvertretungen im deutschen Baugewerbe, Halle a.S. 1925, 63)
48	Donnersmarckhütte	8,000		6	
=	Henschel	8,000		11	
=	Norddeutsche Wollkämmerei	8,000		13	
=	Röchling'sche Eisen- u. Stahlwerke GmbH	8,000		6	
=	Villeroy & Boch KG	8,000		16	
53	Farbenfabriken Bayer, Elberfeld	7,811		5	
54	Mathias Stinnes, Essen	7,700		2	
55	Hamburger Vulkan AG	7,600		10	Fiedler add. 1913 figure. Source: Jürgen Brockstedt (1984), p. 247 (Table 2), who adds Hamburger and Stettiner Vulcan AG as joint company (workforce 1913: 15,040 total). Merger after 1907 ?
56	Bismarckhütte	7,505		6	
57	Georgs-Marien-Bergwerks- und Hüttenverein	7,296		6	
58	Rombacher Hüttenwerke	7,120		6	
59	Schalker Gruben- u. Hütten-Verein	7,091		6	
60	Stettiner Maschinenbau «Vulcan»	6,748		10	
61	Gewerkschaft Ewald	6,500		2	
62	Kaiserliche Werft, Kiel	6,500		10	1913 figure of 27,000 employees at Kaiserliche Werft (Cf. Peter Wardley, 1999, Table 4) rejected for assuming it too high.
63	Thyssen & Co., Mülheim (Ruhr)	6,489		7	

64	Arenberg'sche A.G. f. Bergbau u. Hüttenbetrieb	6,297		6	
65	Consolidation, Bergwerks-A.G.	6,000		2	
66	Farbwerke Hoechst	6,000		5	
67	Gewerkschaft Zollverein	5,985		2	
68	Gerresheimer Glashüttenwerk vorm. Ferd.Heye	5,800		16	
69	Concordia Bergbau	5,741		2	
70	Gewerkschaft ver. Constantin der Große	5,583		2	
71	Leopold Engelhardt & Biermann Cigarrenfabrik	5,523		3	
72	Ilseeder Hütte (nebst Peiner Walzwerk)	5,400		6	
73	Deutsch-Österr. Mannesmannröhrenwerke	5,200	7,880	6	Global : Mannesmann Archiv (Horst A. Wessel).
74	Continental-Caoutchouc-Compagnie	5,185		19	
75	Gewerkschaft König Ludwig	5,157		2	
76	Graf von Ballestrem'sche Güterverwaltung	5,000		2	
77	Gräflich Schaffgotsch'sche Werke GmbH	5,000		2	
78	Mülheimer Bergwerks-Verein	4,933		2	
79	Ilse Bergbau AG	4,920		2	Fiedler add. (Source: 50 J. Ilse-Bergbau AG, 1888-1938, p. 147).
80	Julius Pintsch	4,918		7	
81	Essener Steinkohlenbergwerke	4,840		2	
82	Eisenhüttenwerk Thale	4,795		6	
83	Lothringer Hütten-Verein Aumetz-Friede	4,700		6	
84	Blohm & Voss	4,630		10	
85	Breslauer A.G. für Eisenbahn-Wagenbau	4,600		11	
86	Gew. Des Steinkohlenbergwerks Neumühl	4,600		2	
87	Strassen-Eisenbahn-Gesellschaft in Hamburg	4,500		22	
88	Württembergische Metallwaren-Fabrik	4,500		12	
89	Deutsche Bank	4,439		24	
90	Buderus'sche Eisenwerke	4,400		6	
91	Vereinigte Gummiwaren-Fabrik, Harburg	4,320		19	
92	Oberschles. Kokswerke & Chemische Fabriken	4,259		2, 5	
93	Gewerkschaft Graf Bismarck	4,234		2	
94	Grün & Bilfinger	4,200		20	Fiedler add. (Source: Kurt Hennig, Die Entwicklung der Betriebssysteme u. Interessenvertretungen im deutschen Baugewerbe, Halle a.S. 1925, S. 63)
95	Riebeck'sche Montan-Werke, Halle	4,104		5	
96	Gewerkschaft Friedrich der Große	4,076		2	
97	A.G. «Weser» in Bremen	4,059		10	
98	A.G. für Bergbau-, Blei- u. Zinkfabrikation	4,025		6	
99	Rheinische Metallwaren- u. Maschinenfabrik	4,000		12	Randomly selected among 6 companies with 4,000 employees each.
=	Chemische Fabrik Griesheim-Elektron	4,000		5	=
Total		2,013,613			

1907	Lower ranked companies				
=	Bergmann-Elektricitäts-Werke	4,000		9	Randomly excluded among 6 companies employing 4,000 each.
=	Deutsche Gasglühlicht (Auer-Gesellschaft)	4,000		9	=
=	Sächsische Maschinenfabrik Hartmann	4,000		7	=
=	Luxemburger Bergwerk u. Saarbrückener Eisenhütte	4,000		6	Ranked 100 in Fiedler (1999).
105	Königsborn A.G. für Bergbau, Unna	3,927		2	
106	Lauchhammer A.G., Riesa	3,774		6	
107	Saar & Mosel Bergwerks A.G.	3,758		2	
108	Hannoversche Maschinenbau A.G.	3,744		7	
109	Steinkohlenbergwerk Louise Tiefbau	3,724		2	
110	A.G. für Feld und Kleinbedarf (Orenstein & Koppel)	3,700		7	
111	Bergwerksgesellschaft Dahlbusch	3,600		2	

Germany Top 100 (1938)

Rank	Company	Employees (n)	Employees (g)	SIC	Comments, additional sources and changes
1	Deutsche Reichsbahn	703,546		22	
2	Deutsche Reichspost	397,890		22	
3	I.G. Farbenindustrie	218,090		5	
4	Vereinigte Stahlwerke	197,000		6	
5	Siemens	165,975	186,952	9	Global 1938: W. Feldenkirchen, Siemens 1918-1945, Munich 1995, p. 680.
6	Friedrich Krupp	123,408		6	
7	Gutehoffnungshütte	75,781		6	
8	VEBA	72,345		2,21	
9	Friedrich Flick KG	71,408		6	
10	Allgemeine Elektrizitäts-Gesellschaft (AEG)	65,000	85,000	9	Global 1938: W. Feldenkirchen, Concentration in German Industry, p. 494.
11	Reichswerke «Hermann Göring»	63,000		6	
12	Saargruben A.G	48,448		2	
13	Daimler-Benz	47,095		11	
14	Junkers Flugzeug- u. Motorenwerke	44,015		11	
15	Klöckner-Werke	43,409		6, 7	
16	Mannesmannröhren-Werke	43,000	48,000	6	Global: Mannesmann-Archiv (Horst A. Wessel)
17	Metallgesellschaft	41,000		12	
18	Otto Wolff-Konzern (Otto Wolff KG)	33,000		6	
19	ARBED	32,000		6, 2	
20	Salzdetfurth	31,131		2	
21	Hoesch	30,993		6	
22	Adam Opel	27,000		11	
23	Schering	26,665		5	
24	Vereinigte Industrie-Unternehmungen (VIAG)	25,000		12,2,21, 24	
25	Robert Bosch GmbH	23,233		9	
26	Auto Union	22,673		11	
27	I.T.& T. Gruppe Deutschland	21,000		9	
28	Dt. Schiffs- und Maschinenbau (Deschimag)	20,905		10	
29	Philipp Holzmann	20,800		20	
30	Hochtief	20,425		20	
31	Rudolph Karstadt	20,000		23	
=	Deutsche Erdöl A.G. (DEA)	20,000		2, 4	

=	Deutsche Werke Kiel	20,000		10	
34	Hugo Schneider AG	19,200		12	
35	Deutsche Reichsbank	18,931		24	
36	Christian Dierig	18,834		13	
37	Zellstoffabrik Waldhof	18,402		18	
38	Ernst Heinkel Flugzeugwerke	18,297		11	
39	Rheinisch-Westfälisches Elektrizitätswerk	17,754		21	
40	Deutsche Bank	17,462		24	
41	Deutsche Continental-Gas-Gesellschaft	17,400		21	
42	Bayerische Motoren-Werke (BMW)	16,968		11	
43	Continental Gummi-Werke	16,606		19	
44	Hugo Stinnes GmbH	16,603		2, 7	
45	Orenstein & Koppel	16,302		7	
46	Osram GmbH KG	16,132		9	
47	Rheinische Stahlwerke	16,084		2	
48	Beton- und Monierbau	15,828		20	
49	Gewerkschaft Castellengo-Abwehr (Ballestrem)	15,760		2	
50	Carl Zeiss Stiftung	15,500		8	
51	Dornier	15,344		11	
52	Brown, Boveri & Cie.	15,300		9	Fiedler add. (Source: BA Berlin, R 8119, AR-Sitzung v. 17.11.1938. Thanks to Christian Ruch, Zürich)
53	Deutsche Waffen- und Munitionsfabriken	15,000		7	
54	Wintershall	14,683		2, 4	
55	Bergbau-A.G. Ewald-König Ludwig	14,285		2	
56	Arado Flugzeugwerke	14,090		11	
57	Dyckerhoff & Widmann KG	14,000		20	
58	Allianz Versicherung (Konzern)	13,653		24	Fiedler add. (Source: Gerald D. Feldman, Die Allianz und die deutsche Versicherungswirtschaft, München 2001, p. 140: Sum of Allianz Versicherungs AG + Allianz Lebensversicherungs-AG)
59	Hamburg-Amerika Linie (Hapag)	13,022		22	
60	Gesellschaft für elektrische Unternehmungen	12,607		21	
61	Norddeutscher Lloyd	12,555		22	
62	Henschel & Sohn GmbH	12,500		11	
63	Grün & Bilfinger	12,300		20	
64	Vereinigte Glanzstoff-Fabriken	12,200		13	
65	Blohm & Voss	12,000		10	
=	Julius Pintsch KG	12,000		7	
=	Berliner Verkehrsbetriebe (BVG)	12,000		22	Fiedler add. (Estimate based on 1907 and 1955 figures)
68	Dresdner Bank	11,902		24	
69	Elektrische Licht- u. Kraftanlagen	11,500		21	
70	Mühlenbau und Industrie A.G. (MIAG)	11,306		7	

71	H.F. & Philipp Reemtsma (Konzern)	11,084		3	Fiedler add. (Source: Der Reemtsma-Konzern. Deutsches Wirtschafts- institut; Bericht 3, 11. Jg. Februar 1960, S. 10, 1937 figure)
72	Ilseeder Hütte, Peine	11,028		6	
73	Buderus'sche Eisenwerke	10,505		6	
74	Heinrich Lanz	10,478		11	
75	Demag	10,475		7	
76	Westdeutscher Kaufhof	10,294		23	
77	Feldmühle, Papier- und Zellstoffwerke	10,273		18	
78	Hamburger Hochbahn	9,936		22	
79	Telefunken GmbH	9,596		9	
80	Strabag	9,320		20	
81	Bayerische Flugzeugwerke (Messerschmidt)	9,257		11	
82	Focke-Wulf Flugzeugwerke	9,243		11	
83	Salamander	9,200		15	
=	Singer Nähmaschinen	9,200		7	
85	Röchling'sche Eisen- u. Stahlwerke GmbH	9,000		6	
=	Deutscher Verlag KG (bis 1937: Ullstein AG)	9,000		18	
87	A.G. Sächsische Werke (ASW)	8,817		21	
88	Wanderer Werke	8,685		11	
89	Neunkircher Eisenwerk vorm. Gebrüder Stumm	8,083		6	
90	Les Petits Fils de François de Wendel & Cie.	8,081		2	
91	Knorr-Bremse	8,000		7	
=	Rhenania-Ossag Mineralölwerke	8,000		4	
=	Henkel & Cie.	8,000		5	
94	Thüringer Gasgesellschaft	7,976		21	
95	Berliner Kraft- und Licht (Bewag)	7,784		21	
96	Adlerwerke vorm. Heinrich Kleyer	7,570		11	
97	Wertheim A.G. für Handelsbeteiligungen	7,484		23	
98	Porzellanfabrik Kahla	7,188		16	
99	Deutsche Solvay-Werke	7,167		5, 2	
100	Fichtel & Sachs	7,100		7	
Total		3,637,369			

1938	Lower ranked companies				
101	Vereinigte Seidenwebereien	7,000		13	
=	Basalt-A.G.	7,000		16	
=	Rosenthal-Porzellan	7,000		16	Ranked 100 in Fiedler (1999).
104	Commerz- und Privatbank	6,663		24	
105	Nordsee Deutsche Hochseefischerei AG	6,559		3	
106	Vereinigte Kuggellagerfabriken (VKF)	6,500		11	1936 figure.

Germany Top 100 (1957) *

Rank	Company	Employees (n)	Employees (g)	SIC	Comments and sources
1	Deutsche Bundesbahn (German Railways)	532,796		22	Statistisches Jahrbuch 1959, 289
2	Deutsche Bundespost (German Post)	363,888		22	Statistisches Jahrbuch 1959, 319. Without Saarland.
3	Siemens	174,000		9	FAZ; Hb.: 160,000 (30.9.12957) = national employment?
4	Fried. Krupp	111,700		6	FAZ; ? Bochumer Verein für Gußstahlfabrikation (1958 Krupp) 18,004 (H Hannover-Hannibal AG: 9,371 (1956)
5	AEG	57,6	105,6	9	FAZ; Hb. 59: 57,600 (1957/58) = Employees (n). Fortune: 55,400.
6	Gelsenkirchener Bergwerks-AG	88,300		2	FAZ
7	Rheinstahl	85,853		6, 2 5, 7	Hb.; Figure at 31.12.1957. Major affiliates probably included: 11,325 Dyr 1.1.1957); 8,534 Rheinstahl-Hanomag (Hb., 1.1.1958); 20,266 Arenberg (31.12.1956)
8	VEBA	80,177		2, 21	FAZ; Hibernia 59,100, Preußag 15,685 (1.1.1957, Hb., without affiliates) Preußenelektra 4,392 (31.12.1957, Hb.)
9	Mannesmann	79,900		6, 7, 2	FAZ; Hb. 72,517 (1.1.1957) = Employees (n)?
10	AG für Berg- und Hüttenbetriebe (Salzgitter)	74,000		6, 2, 7,	Hb. 59 (1958/59): 1.8.1957. Kieler Howaldts-Werke (13,300 employees) probably included (Source: FAZ).
11	Gutehoffnungshütte (Haniel)	72,500		6, 7, 2	FAZ (Fortune: 71,697)
12	Saarberg	64,624		2	Hb. 1.10.1957
13	Hoesch	52,500		6, 2	FAZ (Fortune: 52,970)
14	Robert Bosch GmbH	50,000		9	FAZ; 36,774 (31.12.1957, Hb.)
15	Daimler Benz	49,188		11	Hb. 1.1.1957. (Fortune: 53,583)
16	Klöckner-Werke	49,494		6, 2	Hb.; employees 1956/57
17	BASF	49,176		5, 2	Hb. 38,381 (BASF) + 10,795 Gewerkschaft Auguste Victoria Marl (Hb.,
18	Farbenfabriken Bayer	46,826		5	Hb. Figure at 1.1.1957
19	Farbwerke Hoechst	43,300		5	FAZ (Fortune: 42,738)
20	Volkswagenwerk	41,290		11	Hb. Figure at 31.12.1957
21	ARBED	40,422		6, 2, 9	Hb., FAZ: 21,300 Felten & Guilleaume (Hb.: 5,930), + 19,122 Eschweiler Bergwerksverein (Hb.)
22	Deutsche Unilever	33,617		3	Cassier (Figure at 1959)
23	Adam Opel AG	31,576		11	Hb.; Figure at 1.1.1958
24	August Thyssen-Hütte	30,006		6, 2	Hb. Sum of: ATH (9,311), Niederrheinische Hütte (4,502), Dt. Edelstahlwerke (12,538), and Erin Bergbau AG (4,655). Fortune: 32,000.
25	Phönix-Rheinrohr	30,549		6	Hb.; Figure at 30.9.1957
26	Karstadt	29,253		23	Hb.; Figure at 31.12.1957
27	Harpener Bergbau	28,410		2, 5	Hb.; Figure at 31.12.1956; Majority SIDECHAR (F) since 1954

28	Friedrich Flick KG	26,788		5, 6	FAZ, Hb.: Buderus 11,700 (FAZ) + Feldmühle 6,688 (Hb., 1.1.1958) + Maxhütte 8,400 (FAZ)
29	Metallgesellschaft	25,000		12, 5	Estimate. Total employees 1961: 29,100 (Hb.)
=	Quandt-Gruppe	25,000		2,7,9,12	FAZ, Hb.; Estimated sum of: AFA (4,390, 1.1.1956); IWKA (4,134, 1.1.1957); Busch-Jaeger (4,153, 31.12.57); Wintershall (10,800, 1957).
31	Vereinigte Glanzstoff	23,400		13, 5	FAZ
32	Klöckner Humboldt Deutz (KHD)	23,307		7, 11	Hb.; Figure at 30.6.1957
33	Steinkohlenbergwerke Mathias Stinnes	23,187		2	Hb.; Figure at 1.1.1957
34	Allgemeine Deutsche Philips Industrie GmbH (Alldephi)	23,089		9	Cassier (Figure at 1959)
35	Demag	23,000		7	FAZ
36	Dortmund-Hörder Hüttenunion	22,950		6, 2, 7	Hb.; Fortune. Figure at 1.1.1958 (40% Ijmuiden); ? 50 % of shares: Hansa Bergbau AG, Dortmund (11,340 empl.)
37	Brown, Boveri & Cie.	20,141		9	Hb.; Figure at 1.1.1957
38	Carl-Zeiss Stiftung	20,000		16	Based on estimate
39	Kaufhof	19,300		23	Hb.; Figure at 1.7.1957
40	Standard Elektrik Lorenz (IT & T)	19,100		9	FAZ; I.T.& T.-Group (Maj.); Hb. 10,357 (1.5.1957) ###
41	Rheinpreußen AG für Bergbau und Chemie	18,977		2, 5	Hb.; Haniel & Cie. (Maj.)
42	Deutsche Conti-Gas	18,900		21, 2, 9	FAZ; Gewerkschaft Westfalen 4,539 (Hb., 1.1.1958)
43	Borgward-Gruppe	18,483		11	Branduber, Klaus: Die Insolvenz eines Familienkonzerns, Köln 1988, p. 477.
44	Continental AG	18,325		19	Hb.; 1.1.1957
45	Helmut Horten GmbH	18,100		23	Cassier (Figure at 1959)
46	Bochumer Verein	17,435		6	Hb.; Figure at 1.7.1957
47	Deutsche Erdöl-AG (DEA)	17,304		2, 4	Hb.; Figure at 31.12.1957
48	Deutsche Bank	17,000		24	Lothar Gall (ed.), Die Deutsche Bank 1870-1995, München 1995, p. 613
49	Ilseeder Hütte und Peiner Walzwerk	16,900		6, 2	FAZ
50	VIAG	15,974		12, 2, 5, 21, 24	Hb. Estimate based on FAZ and Hb.: Innwerk Töging (950) + Elektrowerke (50) + BKB Helmstedt (5,375) + VAW (6,029, FAZ said 10,600) + SKW Trostberg (3,573)
51	Salamander	15,002		14	Hb.; 1.1.1957
52	Roehling' sche Eisen- und Stahlwerke	15,000		6	Cassier (Figure at 1959)
53	De Wendel-Gruppe	14,381		2	Gebhardt: Friedrich Heinrich 8,429; Heinrich Robert 5,952 (31.12.1956)
54	RWE	13,500		21, 2	FAZ, Hb.: Rheinbraun 10,231 (Hb., 1.1.1958) probably not included?
55	Allianz Versicherung	13,440		24	Cassier (Figure at 1959)
56	Berliner Verkehrsbetriebe (BVG)	13,000		22	Cassier (Figure at 1959)
57	Salzdetfurth	12,500		2	FAZ; Salzdetfurth AG: 6,859 (Hb., 31.12.1957)
58	Hansa Bergbau	11,571		2	Hb.; 50% GBAG, 50% DHHU
59	Osram GmbH	11,500		9	Hb. Figure at 1.1.58
60	GEG Großeinkaufsgesellschaft deutscher Konsum	11,200		23	FAZ

	ten				
61	Auto Union	11,000		11	Schwerin v. Krosigk, Vol. 3, p. 35. Taken over by Daimler-Benz in 1958.
=	Triumph, Spieshofer & Braun OHG	11,000		13	Cassier (Figure at 1959)
63	Dresdner Bank	10,800		24	Hans G. Meyen, 120 Jahre Dresdner Bank, 1872-1992, p. 393.
64	Ford-Werke	10,742		11	Hb.; Figure at 1.1.57
65	Philipp Holzmann	10,500		20	Hb.; Annual average 1957
=	Carl Freudenberg KG	10,500		14	Cassier (Figure at 1959)
67	Dierig AG	10,198		13	Hb.; 1.1.1957, incl. affiliates
68	Friedrich Thyssen Bergbau	10,083		2	Hb.; 1.1.1957. 50% Phönix-Rheinrohr, 50% Hamborner Bergbau AG
69	SKF (Svenska Kugellagerfabriken GmbH)	10,000		7	Schwerin v. Krosigk, Vol. 3, p. 49/50.
70	Chemische Werke Hüls	9,939		5	Hb.; 31.12.1956
71	Linde's Eismaschinen	9,923		7	Hb.; 1.1.1958
72	Hüttenwerk Siegerland	9,800		6	FAZ; Hb.: 7,457 (30.9.1957)
73	Stahlwerke Südwestfalen	9,800		6	Hb.; 31.3.1958, incl. all affiliates
74	Otto Wolff KG	9,786		6	Hb.; Sum of Rasselstein (5,886, 1.8.1957) and Stolberger Zink (3,900, 1.1.1957)
75	Zellstoff-Fabrik Waldhof	9,631		18	Hb.; 31.12.1957
76	Neunkirchener Eisenwerk vormals Stumm	9,367		6	Hb.; 1.1.1958
77	Deutsche Babcock & Wilcox	9,337		7	Hb.; 1956/57
78	Schering	9,333		5, 2	Hb.; Sum of: Schering (5,468) and Concordia Bergbau (5,865)
79	Howaldtswerke Hamburg	9,317		10	Hb.; 1.1.1958
80	Hamborner Bergbau	9,309		2	Hb.; 1.7.1957
81	Hochtief	9,206		20	Hb.; 1.6.1957
82	Max Grundig	9,000		9	Schwerin v. Krosigk, Vol. 3, p. 106.
83	Orenstein & Koppel	8,690		7	Hb.; 31.12.1957
84	Degussa	8,369		5	Hb.; 30.9.1957
85	Phrix-Werke	8,100		13	FAZ; Hb.: 6,242
86	Henschel GmbH	8,000		7	FAZ
87	BayWa Bayerische Waren-Genossenschaft	7,883		23	Hb.; 31.12.1957
88	Commerzbank	7,690		24	Hb.; 31.12.1958 (remerged 1958)
89	Deutsche Lufthansa	7,441		22	Cassier (Figure at 1959)
90	Henkel & Cie. GmbH	7,424		5	100 Jahre Henkel, p. 197.
91	Fichtel & Sachs	7,419		7	Hb.; 1.1.1958
92	Phönix Gummiwerke	7,315		19	Hb.; 31.12.1957
93	Südzucker	7,300		3	FAZ; Hb.: 5,198 (1956/57)
94	Didier-Werke	7,298		16	Hb.; 1.9.1958; 6,757 (1.1.1957); FAZ: 8,000 (1957)
95	Beton & Monierbau	7,170		20	Hb.; Figure at 1.1.1958
96	Bergwerksgesellschaft Walsum mbH	7,078		2	Gebhardt (Figure at 1956)
97	Leonhard Monheim – Trumpf-Werke	7,000		3	Trumpf 1857-1957, p. 33.

=	H.F. & Philipp Reemtsma	7,000		3	1959 Figure. Source: Der Reemtsma-Konzern. Deutsches Wirtschaftsins 11. Jg. Februar 1960, p.19.
99	Heinrich Lanz	6,899		11	Hb.; Figure at 31.12.1957
100	Deutsche Shell	6,894		4	Hb.; Figure at 1.1.1958
Total		3,395,240			

* Data has not been published by Fiedler (1999)

Note:

FAZ = Frankfurter Allgemeine Zeitung, 7.11.1959, Nr. 259, p. 5 (Max Kruk, „Die hundert grössten Unternehmen,“).

Hb. = Handbuch der deutschen Aktiengesellschaften, 59 (1958/59), Darmstadt.

Lutz Schwerin v. Krosigk, Die große Zeit des Feuers: der Weg der deutschen Industrie, Vol. III, Tübingen 1959.

Gerhard Gebhardt, Ruhrbergbau: Geschichte, Aufbau und Verflechtung seiner Gesellschaften und Organisationen, Essen 1957.

Siegfried C. Cassier, Wer bestimmt die Geschäftspolitik der Großunternehmen?, Frankfurt am Main 1962.

1957	Lower ranked companies				
101	Gebr. Stumm GmbH	6,637		2	Gebhardt: Only Ruhr coal mines (1956)
102	Neckermann Versand KG	6,600		23	FAZ
=	Dillinger Hüttenwerk	6,600		6	FAZ
104	Heinrich Bergbau	6,589		2	Hb.; Figure at 31.12.1956
105	Bremer Vulkan	6,034		10	Hb.; 1.6.1957
106	Quelle Schickedanz GmbH	6,000		23	Cassier (Figure at 1959)
107	Gußstahlwerk Witten	5,999		6	Hb.; Figure at 30.9.1957
108	ZF Friedrichshafen	5,843		7	Hb.; Figure at 1.1.1958
109	Hamburgische Elektrizitäts-Werke	5,812		21	Cassier (Figure at 1959)
110	Berliner Kraft und Licht (Bewag)	5,740		21	Cassier (Figure at 1959)
111	NSU Werke	5,712		11	Hb.; Figure at 1.10.1957
112	BMW	5,700		11	FAZ

Germany Top 100 (1973)

Rank	Company	Employees (n)	Employees (g)	SIC	Comments, additional sources and changes
1	Deutsche Bundespost	522,003		22	
2	Deutsche Bundesbahn	429,891		22	
3	Siemens	222,000	301,000	9	
4	Volkswagenwerk	161,000	215,058	11	
5	August Thyssen-Hütte (ATH-Gruppe)	154,325		6	
6	AEG-Telefunken	150,000	174,900	9	
7	Ruhrkohle	148,425		2	
8	Daimler-Benz	134,375	155,973	11	
9	GHH-Gruppe	90,455		6	
10	Hoechst	89,288	155,450	5	
11	BASF	86,600	107,539	5	
12	Mannesmann	85,800	110.106	6	
13	Robert Bosch GmbH	81,975	113,023	9	
14	Friedrich Krupp GmbH	76,100		6	
15	Flick-Gruppe (Friedrich Flick GmbH)	67,689		6	
16	Karstadt	65,316		23	
17	Bayer	63,692	143,400	5	
18	Hertie Waren- u. Kaufhaus GmbH	60,600		23	
19	Salzgitter	59,171		6	
20	VEBA	58,776		21	
21	Kaufhof	58,488		23	
22	RWE	57,183		21	
23	Adam Opel	57,171	60,400	11	
24	IT & T Deutschland	55,286		9	Fiedler add. Sum of SEL (38,663 empl.) and IT&T Gesellschaft für Beteiligungen GmbH (16,623)
25	Hoesch (Hoesch-Hoogovens)	50,800	75,800	6	
26	Quandt-Gruppe	50,374		11	
27	Ford-Werke	43,505	54,800	11	
28	Brown Boveri & Cie.	40,500		9	
29	Deutsche Unilever GmbH	38,880		3	
30	Deutsche Bank	35,287	39,951	24	Global employment: Fortune

31	Deutsche Philips GmbH	35,000		9	
32	Vereinigte Industrie-Unternehmungen (VIAG)	31,607		21	
33	Quelle Schickedanz KG	31,416		23	
34	Klöckner-Humboldt-Deutz	31,122	38,712	7	
35	C. & A. Brenninkmeyer	30,000	34,000	23	
36	Horten	29,269		23	
37	Metallgesellschaft	29,004		5, 12	
38	Deutsche Babcock & Wilcox	28,917		7	
39	Saarberg	28,562		2	
40	Kugelfischer Georg Schäfer & Co.	25,800	34,500	7	
41	Klöckner-Werke AG	25,507		6	
42	Carl Zeiss Stiftung	25,334		8, 16	
43	Freudenberg & Co.	25,200		14, 13	
44	Dresdner Bank	25,188	29,520	24	Global employment: Fortune
45	Enka Glanzstoff	24,436		5, 13	
46	Stumm	24,300		6	
47	Deutsche Lufthansa	23,761		22	
48	ARBED	23,348		6	
49	IBM Deutschland GmbH	23,328		9	
50	Grundig	23,100		9	
51	Continental Gummi-Werke	22,946		19	
52	Stahlwerke Röchling-Burbach GmbH	22,365		6	
53	Henkel GmbH	22,000	33,800	5	
54	Telefonbau & Normalzeit Lehner & Co. KG	21,663		9	
55	Emil Tengemann	20,500		23	
56	Preussag AG	20,236		5, 6, 21	
57	AG für Industrie und Verkehrswesen (AGIV)	20,000		7, 20	
58	Metzeler AG Holding	20,000		19	
59	Demag	19,500	23,500	7	
60	Neckermann Versand KgaA	19,254		23	
61	Philipp Holzmann	18,700	22,500	20	
62	Messerschmidt-Bölkow-Blohm GmbH	18,697		11	
63	Hochtief	18,220	22,750	20	
64	Commerzbank	17,807		24	
65	Allianz-Versicherungs-AG	17,191	18,187	24	Global employment: Fortune
66	VFW-Fokker GmbH	17,120		11	
67	Dr. August Oetker	16,953		3	
68	ZF Friedrichshafen	16,690		7	
69	H.F. & Ph.F. Reemtsma GmbH	16,208	20,843	3	
70	Bosch-Siemens Hausgeräte GmbH	16,200		9	
71	Linde	15,605		7	
72	SKF Kugellagerfabriken GmbH	15,581		7	
73	Stahlwerke Südwestfalen	15,095		6	

74	Bergmann Elektrizitäts-Werke	14,886		9	
75	Gelsenberg	14,579		21,22,5	
76	Deutsche Nestlé GmbH	14,174		3	
77	Deutsche Bundesbank	14,154		24	
78	Chemische Werke Hüls	14,121		5	
79	Strabag Bau-AG	13,900		20	
80	BayWa AG München	13,815		23, 3	
81	Osram GmbH	13,813	24,491	9	
82	G. Bauknecht GmbH	13,500		9	
83	Glöggler-Gruppe	13,413		13	
84	Degussa	13,345		5	
85	Dyckerhoff & Widmann	13,123	16,122	20	
86	Bertelsmann	12,764		18	Fiedler add. (Source: Business Report 1975/76)
87	Schmalbach-Lubeca GmbH	12,711		12	
88	PWA Papierwerke Waldhof-Aschaffenburg	12,466		18	
89	Axel Springer Verlag	12,359		18	
90	Felten & Guillaume	12,303	18,733	9	
91	Fichtel & Sachs	12,193		7	
92	Rütgerswerke	11,852		5	
93	C.H.Boehringer Sohn, Ingelheim	11,758		5	
94	Diehl-Gruppe	11,771		7	
95	Victoria Leben-Versicherungs-AG	11,470		24	
96	Coop Zentrale	11,396		23	Became later part of BGAG (Beteiligungsgesellschaft fuer Gemeinwirtschaft AG = Holding Company controlling interests in Coop, Neue Heimat, Bank fuer Gemeinwirtschaft, and Volksfuersorge Versicherungs AG). In 1985 BGAG employed ca. 60,000 people. Source: FAZ, 2.6.1999.
97	Flachglas AG Delog-Detag	11,320		16	
98	Villeroy & Boch Keramische Werke KG	11,200		16	
99	Dortmunder Union-Schultheiss Brauerei	11,097		3	
100	Bayerische Hypotheken- u. Wechsel-Bank	11,088		24	
Total		4,612,256			

1973	Lower ranked companies				
101	Vorwerk & Co.	10,824		9	
102	Grünzweig & Hartmann Glasfaser	10,808		9	
103	Mielewerke GmbH	10,800		9	
104	Hapag-Lloyd	10,468		22	

Germany Top 100 (1995)

Rank	Company	Employees (n)	Employees (g)	SIC	Comments, additional sources and changes
1	Deutsche Bahn	312,579		22	
2	Deutsche Post	307,388		22	
3	Daimler-Benz	242,086	310,993	11	
4	Deutsche Telekom	220,000		22	
5	Siemens	211,000	373,000	9	
6	Metro	160,000	178,594	23	Fortune 1995: 178,594 (global)
7	Volkswagen	138,000	242,285	11	
8	RWE	125,344	134,497	21	
9	Rewe-Gruppe	117,617		23	
10	Karstadt	105,129		23	
11	Ruhrkohle	102,090		2	
12	Veba	100,228	125,158	21, 22, 5, 26	
13	Thyssen	96,907	126,444	6, 7, 22	
14	Tengelmann	92,800	200,900	23	
15	Robert Bosch	92,000	158,000	9	
16	Viag-Bayernwerk	83,770		21, 12 22, 5	
17	Mannesmann	81,004	122,684	7, 6, 22	
18	Bayer	68,550	142,900	5	
19	BMW Automobile	62,911	115,763	11	
20	BASF	62,511	106,565	5	
21	Hoechst	58,412	161,618	5	
22	Preussag	55,517	65,227	7, 6, 21, 22, 2	
23	Deutsche Bank	51,957	74,119	24	
24	Edeka-Gruppe	51,720		23	
25	Friedrich Krupp Hoesch-Krupp	49,112	66,352	6, 7	
26	Deutsche Lufthansa	47,800	57,600	22	
27	Adam Opel	45,562		11	
28	M.A.N.	45,089	56,503	11, 7	
29	Walter Holding GmbH	42,570	51,200	20	
30	Dresdner Bank	40,505	46,890	24	
31	C. & A. Mode & Co.	40,000		23	
32	McDonald's Deutschland Inc.	37,500		3	
33	Allianz AG Holding	34,938	69,236	24	

34	Lidl & Schwarz Stiftung & Co. KG	34,000		23	
35	AGIV (AG für Industrie- und Verkehrswesen)	33,200	38,230	7, 9, 20, 22	
36	Asea Brown Boveri (ABB Deutschland)	32,770	33,591	9	
37	Ford-Werke	31,518	43,970	11	
38	Commerzbank	27,441	29,615	24	
39	AVA (Allg. Handelsgesellschaft der Verbraucher)	26,198		23	
40	Otto-Handelsgruppe	26,000	56,476	23	
41	Gebrüder Röchling-Gruppe	25,680		7, 9	
42	Philipp Holzmann	25,570	47,355	20	
43	Anton Schlecker, Ehingen	25,328		23	
44	ZF Friedrichshafen	24,483	33,892	7	
45	Deutsche Babcock	24,464	34,769	7	
46	Unternehmensgruppe Bertelsmann	24,281	57,397	18, 26	
47	Bremer Vulkan Verbund	24,100		10	
48	Quelle Schickedanz Unternehmensgruppe	23,800	28,700	23	
49	Deutsche Unilever GmbH	23,223		3	
50	Spar Handels-AG Konzern	23,001		23	
51	Bayerische Vereinsbank	22,188		24	
52	Carl Zeiss Stiftung	21,777	30,172	8, 16	
53	IBM Deutschland	21,347		26	
54	Philips GmbH	21,300		9	
55	ITT Gesellschaft für Beteiligungen mbH	20,251		9, 26	
56	Continental	20,163	47,918	19	
57	Aldi GmbH & Co. KG	20,000		23	
58	P. Dussmann GmbH & Co.KG	19,800	35,500	26	
59	Saarbergwerke	19,375		2	
60	Bayerische Hypotheken- und Wechsel-Bank	18,982		24	
61	Metallgesellschaft	18,571	23,378	5, 7, 12	
62	AMB Aachener & Münchener Beteiligungs-AG	17,753	19,330	24	
63	Bosch-Siemens Hausgeräte	17,600	27,625	9	
64	Linde	17,422	30,068	7	
65	Bankgesellschaft Berlin	16,860		24	
66	Deutsche Bundesbank	16,373		24	
67	Deutsche Postbank	16,200		24	
68	Degussa	15,854	27,129	5	
69	Accor Gruppe Deutschland	15,800		26	
70	Deutsche SGE-Gruppe	15,500		20	
71	Alcatel SEL	15,000	17,065	9	
72	Henkel	14,954	41,664	5	
73	Bilfinger & Berger Bau	14,886	49,747	20	

74	Strabag	14,649	23,987	20	
75	F.W.Woolworth Co. GmbH	14,323		23	
76	Miele & Cie. GmbH & Co.	14,170		9	
77	Douglas Holding	14,009	16,773	23	
78	Coca-Cola GmbH	14,000		3	
79	Tchibo Holding	13,609		3	
80	Globus-Handelshof-Gruppe	13,600		23	
81	Nestlé Deutschland	13,342		3	
82	VEW (Vereinigte Elektrizitätswerke Westfalen)	12,737		21, 26	
83	Axel Springer Verlag	12,646		18	
84	Diehl-Gruppe (Diehl GmbH & Co.)	12,611	13,201	7	
85	Flughafen Frankfurt/Main AG	12,500		22	
86	Benteler	12,274		7	
87	Oetker-Gruppe	12,159		3	
88	Unternehmensgruppe Freudenberg	12,097	25,672	14, 13	
89	BayWa AG München	12,050		23	
90	Franz Haniel & Cie. GmbH	11,830	28,485	22, 26	
91	VEAG Vereinigte Energiewerke	11,788		21	
92	Südzucker	11,500	19,539	3	
93	Colonia-Nordstern Konzern	11,372		24	
94	Allkauf SB-Warenhaus GmbH & Co.KG	11,360		23	
95	Victoria Holding	11,224		24	
96	Deutsche Saint-Gobain	10,985		16	
97	Ruhrgas	10,956		21	
98	DG Bank	10,646	11,352	24	
99	Buderus	10,486		7, 6	
100	Berliner Kraft & Licht (Bewag)	10,215		21	
Total		4,588,747			

1995	Lower ranked companies				
101	CKAG Colonia Konzern	10,092		24	
102	Procter & Gamble (Germany) GmbH	9,996		3,5	
	Westdeutsche Landesbank (West LB)	9,670		24	
	Klöckner-Werke	9,598	19,196	7, 5	
	Merck KgaA	9,254	27,762	5	

UK Top 100 (1907)

Rank	Company	Employees (n)	Employees (g)	SIC	Year	Comments, sources and changes
1	General Post Office	203,600		22	1907	Statistique Generale de Service Postal Berne, 1907.
2	London & North Western Railway Co.	84,377		22	1911	Peter Wardley, The Emergence of Big Business: The largest Corporate Employers of Labor in the United Kingdom, Germany and the United States, in: Business History, Vol. 41 (1999), 88-116.
3	Great Western Railway Co.	70,014		22	1911	Wardley
4	Midland Railway Co.	66,839		22	1911	Wardley
5	North Eastern Railway Co.	47,980		22	1911	Wardley
6	Lancashire & Yorkshire Railway Co.	34,900		22	1911	Wardley
7	Great Northern Railway	32,422		22	1911	Wardley
8	Fine Cotton Spinners & Doublers	30,000		13	1908	Wardley
9	Great Eastern Railway Co.	29,289		22	1911	Wardley
10	Royal Dockyards	25,580		10	1907	Wardley
11	Great Central Railway Co.	25,469		22	1911	Wardley
12	Armstrong (Sir W.G.), Whitworth & Co.	25,000		7	1906	Wardley
13	London & South Western Railway Co.	24,898		22	1911	Wardley
14	North British Railway	24,063		22	1911	Wardley
15	Vickers, Sons & Maxim Ltd.	22,500		7	1911	Wardley
16	Prudential Assurance Company Ltd.	22,125		24	1912	Wardley
17	Guest, Keen & Nettlefold Ltd.	21,710		6 & 2	1903	Wardley
18	Caledonian Railway Co.	21,545		22	1911	Wardley
19	Calico Printers' Association Ltd.	20,500		13	1903	Wardley
20	Brown (John) & Co. Ltd.	20,000		6 & 2	1907	Wardley
21	Bolckow, Vaughan & Co. Ltd.	20,000		6 & 2	1907	Wardley
22	National Telephone Company Ltd.	18,996		22	1911	Wardley
23	South Eastern & Chatham Railway Co.	18,837		22	1911	Wardley
24	Singer Manufacturing Co. Ltd.	18,000		7	1907	Wardley
25	Royal Ordnance Factories	15,651		7	1907	Wardley
26	Co-Operative Society Ltd.	15,570		3, 23, 15	1907	Wardley
27	London, Brighton & South Coast Railway Co.	15,095		22	1911	Wardley
28	Gas Light & Coke Company	15,000		21	1912	Wardley
29	Metropolitan Amalgamated Railway	14,000		11	1907	Wardley
30	Baird (William) & Co. Ltd.	13,000		2 & 6	1907	Wardley
31	Coats (J. & P.) Ltd.	12,700	30,000	13	1907	Wardley
32	Lyons (J.) & Co.	12,000		23	1912	Wardley

33	Platt Brothers	12,000		7	1907	Wardley
34	United Alkali Co. Ltd.	12,000		5	1907	Wardley
35	Pease & Partners Ltd.	11,600		2 & 6	1907	Wardley
36	Bleachers? Association Ltd.	11,280		13	1903	Wardley
37	Cammell Laird & Co. Ltd.	10,820		2 & 6	1908	Wardley
38	Powell Duffryn Steam Coal Co.	10,770		2	1907	Wardley
39	Stewarts & Lloyds Ltd	10,602		6	1910	Wardley
40	Dorman, Long & Co. Ltd.	10,500		6	1907	Wardley
41	Wigan Coal & Iron Co. Ltd.	10,000		2 & 6	1907	Wardley
42	Lipton, Ltd.	10,000		23	1912	Wardley
43	Lambton Collieries Ltd.	9,924		2	1907	Wardley
44	Consett Iron Co. Ltd.	9,800		2 & 6	1907	Wardley
45	Ebbw Vale Steel, Iron & Coal Co.	9,500		2 & 6	1907	Wardley
46	United Collieries, Ltd.	9,140		2	1907	Wardley
47	Nixon's Navigation Co. Ltd.	9,009		2	1907	Wardley
48	Pilkington Brothers	9,000		16	1913	Wardley
49	Staveley Coal & Iron Co. Ltd.	8,800		2 & 6	1907	Wardley
50	Glasgow & South Western Railway	8,775		22	1911	Wardley
51	London General Omnibus Co.	8,758		22	1913	Select Cmt on Motor Traffic 1913. Total employed by Underground Group of Companies Sept 1914 = 27,618 (TOT Sept 1914 – Group staff magazine).
52	Harland & Wolff	8,500		10	1907	Wardley
53	Pickfords Ltd.	8,500		22	1907	Wardley
54	Smith (W.H.) & Son	8,285		23	1911	Wardley
55	Great Southern & Western Railway (Ireland)	8,111		22	1911	Wardley
56	Ocean Coal Co.	8,025		2	1907	Wardley
57	Imperial Tobacco	8,000	16,500	3	1907	National employment estimated since figure by Wardley supposed to be global.
58	Morley (I & R)	8,000		13	1907	Wardley
59	Kynoch Ltd.	8,000		5	1907	Wardley
60	Workman, Clark & Co	8,000		10	1907	Wardley
61	North British Locomotive Co. Ltd.	8,000		11	1907	Wardley
62	Rylands & Sons Ltd.	8,000		13	1907	Wardley
63	Cunard Steamship Co. Ltd.	7,852		22	1907	Wardley
64	Burmah Oil	7,630		4	1904	T.A.B. Corley, History of Burmah Oil Company 1886-1924, London 1983.
65	Palmer's Shipbuilding & Iron Co	7,500		10	1907	Wardley
66	Bradford Dyers' Association Ltd.	7,500		13	1906	Wardley
67	McAlpine (Robert) & Sons	7,500		20	1907	Wardley
68	Fife Coal Co. Ltd.	7,496		2	1907	Wardley
69	Scottish Co-operative Wholesale Society Ltd.	7,453		3,23,15	1907	Wardley
70	Thomas (Richard)	7,000		6	1909	Wardley
71	South Metropolitan Gas Co.	7,000		21	1907	Wardley

72	Associated Portland Cement Mfrs. (1900) Ltd.	6,622		16	1903	Wardley
73	Pearl Life Assurance Comp. Ltd.	6,500		24	1907	Wardley
74	Huntley & Palmers	6,500		3	1907	Wardley
75	Davis & Sons, Ltd.	6,318		2	1907	Wardley
76	Army & Navy Co-operative Society	6,275		23	1903	Wardley
77	Baldwins, Ltd.	6,100		6 & 2	1907	Wardley
78	Horrockses, Crewdson & Co.	6,000		13	1907	Wardley
79	Stanton Ironworks Co. Ltd.	6,000		6 & 2	1908	Wardley
80	Steel Co. of Scotland Ltd.	6,000		6 & 2	1907	Wardley
81	General Electric Co. Ltd.	6,000		9	1907	Wardley
82	Whitely (William) Ltd.	6,000		23	1907	Wardley
83	Harrod's Stores, Ltd	6,000		23	1912	Wardley
84	Fairfield Shipbuilding & Engineering Co. Ltd.	6,000		10	1903	Wardley
85	Lewis Merthyr Consolidated Collieries Ltd.	5,876		2	1907	Wardley
86	Joicey (James) & Co. Ltd.	5,806		2	1907	Wardley
87	Ashington Coal Co. Ltd	5,796		2	1907	Wardley
88	Cory Brothers & Co. Ltd.	5,683		2	1907	Wardley
89	Tredegar Iron & Coal Co.	5,619		2	1907	Wardley
90	Butterley Iron & Coal Co. Ltd.	5,598		2 & 6	1907	Wardley
91	Bowes (John) & Partners, Ltd.	5,562		2	1907	Wardley
92	Great Northern Railway (Ireland)	5,555		22	1911	Wardley
93	British American Tobacco	5,500	25,000	3	1906	Howard Cox, The Global Cigarette: Origins and Evolution of British American Tobacco, 1880-1945, Oxford 2000.
94	Weardale Steel, Coal & Coke Co.	5,460		2	1907	Wardley
95	Harton Coal Co. Ltd.	5,212		2	1907	Wardley
96	Russell (Archibald) Ltd.	5,061		2	1907	Wardley
97	Fairbairn Lawson Combe Barbour	5,050		7	1910	Wardley
98	Londonderry Collieries Ltd.	5,025		2	1907	Wardley
99	British Westinghouse Electric & Manufacturing Co.	5,000		9	1908	Wardley. Randomly selected among 12 companies employing 5,000 each.
100	Callenders Cable & Construction Co. Ltd.	5,000		9	1908	Wardley. Randomly selected.
Total		1,557,408				

1907	Lower ranked companies					
101	Bayer (Charles) and Co.	5,000		15	1908	Wardley. Randomly excluded among 12 companies employing 5,000 each.
102	Birtwhistle & Fielding	5,000		13	1912	Wardley. Randomly excluded.
103	Glasgow Corporation Tramways	5,000		22	1908	Wardley. Randomly excluded.

104	Hibernian Lace Co.	5,000		13	1908	Wardley. Randomly excluded.
105	Howard & Bullough Ltd.	5,000		7	1907	Wardley. Randomly excluded.
106	Irish Lace Depot	5,000		13	1907	Wardley. Randomly excluded.
107	Lister & Co. Ltd.	5,000		13	1908	Wardley. Randomly excluded.
108	Scott's Shipbuilding & Engineering Co.	5,000		10	1907	Wardley. Randomly excluded.
109	United Turkey Red Co. Ltd.	5,000		13	1907	Wardley. Randomly excluded.
110	Waterloo & Sons Ltd.	5,000		18	1907	Wardley. Randomly excluded.

UK Top 100 (1935)

Rank	Company	Employees (n)	Employees (g)	SIC	Year	Comments, sources and changes
1	General Post Office	231,877		22	1935	David J. Jeremy, The Hundred Largest Employers in the United Kingdom, in Manufacturing and Non-Manufacturing Industries, in 1907, 1935 and 1955, in: Business History, Vol. 33, 93-111.
2	London, Midland & Scottish Railway Co.	222,322		22	1935	Jeremy
3	London & North Eastern Railway Co.	171,339		22	1935	Jeremy
4	Great Western Railway Co.	95,729		22	1935	Jeremy
5	London Passenger Transport Board	77,500		22	1935	Jeremy
6	Southern Railway Co.	65,005		22	1935	Jeremy
7	Unilever Ltd	60,000		5	1935	Jeremy
8	Imperial Chemical Industries Ltd	56,119		5	1935	Jeremy
9	Co-operative Wholesale Society Ltd	49,182		23	1935	Jeremy
10	Vickers Ltd	44,162		7 & 10	1935	Jeremy
11	Naval Dockyards	31,680		10	1935	Jeremy
12	J. Lyons & Co. Ltd	30,000		3	1935	Moody's Industrial Manual, 1936.
13	Associated Electrical Industries Ltd	30,000		9	1935	Jeremy
14	Fine Cotton Spinners' & Doublers' Association Ltd	30,000		13	1935	Jeremy
15	Guest, Keen & Nettlefolds Ltd	30,000		6	1935	Jeremy
16	Dunlop Rubber Co.	28,000		19	1935	Jeremy. Over 50,000 employees in GB in 1937, Moody's Industrial Manual 1938.
17	Dorman, Long & Co. Ltd.	27,452		6	1935	Jeremy
18	United Steel Companies Ltd	25,000		6	1935	Jeremy
19	F. W. Woolworth & Co.	25,000		23	1935	Jeremy
20	Textile Machinery Makers Ltd	24,600		7	1935	Jeremy
21	General Electric Co.	24,000		9	1935	Jeremy
22	Courtaulds Ltd	22,889		13	1935	Jeremy
23	Harland & Wolff Ltd	22,570		10	1935	Jeremy
24	Gas Light & Coke Co.	22,000		21	1935	Jeremy
25	Joseph Lucas Ltd	20,000		9	1935	Jeremy
26	Lancashire Steel Corporation	19,450		6	1935	Jeremy
27	Austin Motor Co.	19,000		11	1935	Jeremy
28	Boots Pure Drug Co.	18,697		5	1935	Jeremy

29	Prudential Assurance Co.	17,318		24	1935	Jeremy
30	Barclays Bank	16,338	22,033	24	1935	Global employment: Les Hannah
31	Tube Investments Ltd	15,000		7	1935	Jeremy
32	Lancashire Cotton Corporation	15,000		13	1935	Jeremy
33	Home & Colonial Stores Ltd	15,000		23	1935	Jeremy
34	W. H. Smith & Son	14,273		23	1935	Jeremy
35	Royal Ordnance Factories	14,231		7	1935	Jeremy
36	Manchester Collieries Ltd	14,193		2	1935	Jeremy
37	Imperial Tobacco Co.	14,000	30,000	3	1935	Jeremy. Global employment: Estimate
38	Stewarts & Lloyds Ltd	14,000		6	1935	Jeremy
39	Callender's Cable & Construction Co.	14,000		9	1935	Jeremy
40	Electric & Musical Industries Ltd	14,000		9	1935	Jeremy
41	Hawker Siddeley Aircraft Co.	13,800		11	1935	Jeremy
42	Lambton, Hetton & Joicey Collieries Ltd	13,636		2	1935	Jeremy
43	Powell Duffryn Steam Coal Co.	13,512		2	1935	Jeremy
44	Midland Bank Ltd.	13,076		24	1935	Jeremy
45	Cunard Steamship Co.	13,000		22	1935	Jeremy
46	Lloyds Bank Ltd.	12,993		24	1935	Jeremy
47	Metal Box Co.	12,813		12	1935	Jeremy
48	Wigan Coal Corporation Ltd	12,697		2	1935	Jeremy
49	Amalgamated Anthracite Collieries Ltd	12,558		2	1935	Jeremy
50	Scottish Co-operative Wholesale Society	12,314		23	1935	Jeremy
51	Lewis's Investment Trust Ltd.	12,030		23	1935	Jeremy
52	Platt Brothers & Co Ltd	12,000		7	1935	Red Book of Commerce 1936
53	British American Tobacco	12,000	75,000	3	1935	Estimates (Howard Cox)
54	Cadbury Brothers Ltd.	11,685		3	1935	Jeremy
55	Marks & Spencer Ltd.	11,555		23	1935	Jeremy
56	Brown (John) & Co. Ltd.	11,513		6	1935	Jeremy
57	Burton (Montague) Ltd.	11,000		23	1935	Jeremy
58	Ashington Coal Co. Ltd.	10,550		2	1935	Wardley
59	Combined Egyptian Mills Ltd.	10,500		13	1935	Jeremy
60	Morris Motors Ltd.	10,200		11	1935	Jeremy
61	Coats (J. & P.) Ltd.	10,000	40,000	13	1935	Jeremy. Global employment: Estimate
62	Pilkingon Brothers Ltd.	10,000		16	1935	Jeremy
63	Thomas (Richard) & Co. Ltd.	10,000		6	1935	Jeremy

64	Yorkshire Amalgamated Collieries Ltd.	10,000		2	1935	Wardley
65	Port of London Authority	9,785		22	1935	Jeremy
66	Shell Transport & Trading Co.	9,396	37,500	4	1935	Jeremy. Global employment: Estimate
67	British Iron & Steel Co. Ltd.	9,100		6	1935	Jeremy
68	Westminster Bank Ltd.	9,000		24	1935	Jeremy
69	Horden Collieries Ltd.	8,762		2	1935	Wardley
70	Babcock & Wilcox Ltd.	8,700		7	1935	Jeremy
71	Ford Motor Co. Ltd of London	8,605		11	1935	Jeremy
72	Bleachers' Association Ltd.	8,500		13	1935	Jeremy
73	Bolsover Colliery Co Ltd.	8,292		2	1935	Wardley
74	British Insulated Cables Ltd.	8,200		9	1935	Jeremy
75	Pease & Partners Ltd.	8,152		2	1935	Wardley
76	Bradford Dyers' Association Ltd.	8,150		13	1935	Jeremy
77	Singer Manufacturing Co.	8,103		7	1935	Jeremy
78	Reckitt & Sons Ltd.	8,100		5	1935	Jeremy
79	Welsh Associated Collieries Ltd.	8,090		2	1935	Jeremy
80	Glasgow Corporation Transport	8,033		22	1935	Jeremy
81	Amalgamated Cotton Mills Trust Ltd.	8,000		13	1935	Jeremy
82	Beardmore (William) & Co. Ltd.	8,000		10	1935	Jeremy
83	British Ropes Ltd.	8,000		13	1935	Jeremy
84	Burmah Oil	8,000	33,080	4	1931	Jeremy. Global employment: T.A.B. Corley, History of Burmah Oil Company 1886-1924, London 1973, p.150 (Total number of refinery staff).
85	National Cash Register Co.	8,000		7	1935	Jeremy
86	National Provincial Bank Ltd.	8,000		24	1935	Jeremy
87	Rylands & Sons Ltd.	8,000		13	1935	Jeremy
88	Singer & Co.	8,000		11	1935	Jeremy
89	Pearl Life	8,000		24	1935	Estimate Howard Gospel
90	Standard Telephones & Cables	7,911		9	1935	Jeremy
91	Hoyle (Joshua) & Sons Ltd.	7,500		13	1935	Jeremy
92	Ocean Coal Co.	7,490		2	1935	Jeremy
93	Bairds & Dalmellington Ltd.	7,368		2	1935	Wardley
94	Butterley Co. Ltd.	7,322		2	1935	Jeremy
95	Anglo Persian Oil Co.	7,274	29,000	4	1935	Jeremy. Global employment: Estimate
96	Barber Walker & Co. Ltd.	7,272		2	1935	Wardley

97	Assoc. Biscuit Manufacturers Ltd.	7,245		3	1935	Jeremy
98	Ferranti Ltd.	7,000		9	1935	Jeremy. Randomly selected among 4 companies employing 7,000 each.
99	London Brick Co. & Forders Ltd.	7,000		16	1935	Jeremy. Randomly selected.
100	Patons & Baldwins Ltd.	7,000		13	1935	Jeremy. Randomly selected.
Total		2,273,708				

1935	Lower ranked companies					
101	Tate & Lyle Ltd.	7,000		3	1935	Jeremy. Randomly excluded.
	Debenhams Ltd.	6,930		23	1935	Jeremy
	Consett Iron Co. Ltd.	6,921		2	1935	Jeremy
	Associated Portland Cement	6,720		16	1935	Jeremy

UK Top 100 (1955)

Rank	Company	Employees (n)	Employees (g)	SIC	Year	Comments, sources and changes
1	British Transport Commission	801,199		22	1955	Jeremy
2	National Coal Board	704,000		2	1955	Jeremy
3	General Post Office	337,465		22	1955	Jeremy
4	British Electricity Authority	190,022		21	1955	Jeremy
5	Gas Council	143,378		21	1955	Jeremy
6	Imperial Chemical Industries Ltd.	115,306		5	1955	ICI Annual Report
7	Dunlop Rubber Co. Ltd.	91,900	100,000	19	1955	Jeremy. Figure of global employment (1957): Fortune
8	Associated Electrical Industries Ltd.	87,000		9	1955	Jeremy
9	Hawker Siddeley Group Ltd.	75,000	80,000	11	1955	Jeremy. Global employment (1957): Fortune
10	Vickers Ltd.	70,000	89,850	7, 10	1955	Jeremy. Global employment (1957): Fortune
11	British Electric Traction Co.	70,000		26	1955	Jeremy
12	Guest, Keen & Nettlefolds Ltd.	62,000		6	1955	Jeremy
13	General Electric Co.	60,000	75,000	9	1955	Jeremy. Global employment (1957): Fortune
14	Great Universal Stores Ltd.	60,000		23	1955	Jeremy
15	F. W. Woolworth & Co.	60,000		23	1955	Jeremy
16	Royal Dockyards	58,657		10	1956	Navy Estimates 1956-7
17	Co-operative Wholesale Society	52,087		23	1955	Jeremy
18	Unilever Ltd	50,287	276,000	5 & 3	1955	Jeremy. Global employment (1957): Fortune
19	Ford Motor Co.	47,704		11	1955	Moody's Industrial Manual, 1956
20	Royal Ordnance	45,770		7	1951	Select Cmt on Estimates, Session 1951/2, Cmnd 327, "Royal Ordnance Factories", p.196.
21	Joseph Lucas Industries Ltd	45,000	51,750	9	1955	Jeremy. Global employment (1957): Fortune
22	Stewarts & Lloyds Ltd	42,000		6	1955	Jeremy
23	English Electric Co.	39,000	75,000	9	1955	Jeremy. Global employment (1957): Fortune
24	Rolls-Royce Ltd	37,500	53,000	11	1955	Jeremy. Global employment: Estimate
25	Boots Pure Drug Co.	35,938		5	1955	Jeremy
26	J. Lyons & Co.	35,000		3	1955	Jeremy
27	United Steel Companies Ltd	34,785		6	1955	Jeremy
28	Tube Investments Ltd	32,000	40,000	7	1955	Jeremy. Global employment (1957): Fortune
29	Harland & Wolff Ltd	32,000		10	1955	Jeremy
30	Home & Colonial Stores	32,000		23	1955	Jeremy

31	Dorman, Long & Co.	31,000		6	1955	Jeremy
32	Marks & Spencer Ltd	28,403		23	1955	Jeremy
33	Rank Organization/Odeon Theatres Ltd	26,000		26	1955	Jeremy
34	De Havilland Aircraft Co. Ltd.	25,990		11	1955	Jeremy
35	Shell Transport & Trading Co.	25,712	250,000	4	1955	Jeremy. Global employment (1957): Fortune
36	Richard Thomas & Baldwin Ltd	25,500		6	1955	Jeremy
37	Courtaulds Ltd	25,381	38,000	13	1955	Jeremy. Global employment (1957): Fortune
38	Imperial Tobacco Co.	25,000	46,000	3	1955	Jeremy. Global employment (1957): Fortune
39	British Insulated Callender's Cables Ltd	25,000	39,000	9	1955	Jeremy. Global employment: Estimate
40	Metal Box Co.	24,818	34,000	12	1955	Jeremy. Global employment (1957): Fortune
41	British Motor Corporation Ltd.	23,000	51,000	11	1955	Jeremy. Global employment (1957): Fortune
42	Standard Telephones & Cables Ltd	22,900		9	1955	Jeremy
43	British Petroleum Co.	22,212	100,000	4	1955	Jeremy. Global employment (1957): Fortune
44	George Wimpey & Co.	22,000		20	1955	Jeremy
45	J P Coats	21,000	50,000	13	1955	Estimate by Howard Gospel. Global employment (1957): Fortune
46	Bristol Aeroplane Co.	21,000		11	1955	Jeremy
47	Steel Co. of Wales	20,750		6	1955	Jeremy
48	Pilkington Brothers Ltd.	20,302		16	1955	Jeremy
49	Barclays Bank Ltd.	20,205	28,000	24	1955	Jeremy. Global employment: Estimate
50	Bowater	20,000		18	1957	Fortune
51	Allied Bakeries	20,000		3	1955	Jeremy
52	Burton (Montague) Ltd.	20,000		23,13	1955	Jeremy
53	Distillers Co. Ltd.	20,000		5	1955	Jeremy
54	Cadbury Brothers Ltd	20,000		3	1955	Jeremy
55	Ranks Ltd.	20,000		3	1955	Jeremy
56	Sears Holdings Ltd.	20,000		15	1955	Jeremy
57	Turner & Newall Ltd.	20,000	36,000	16	1955	Jeremy. Global employment (1957): Fortune
58	Prudential Assurance Co. Ltd.	19,922		24	1955	Jeremy
59	Rowntree & Co. Ltd.	19,000		3	1955	Jeremy
60	Lloyds Bank Ltd.	18,315		24	1955	Jeremy
61	Smith (W.H.) & Son	18,104		23	1955	Jeremy
62	Birmingham Small Arms Co. Ltd.	18,000		11	1955	Jeremy
63	Littlewoods Organisation	18,000		23	1955	Jeremy
64	British Overseas Airways Corp.	17,989		22	1955	Jeremy

65	Rootes Motors Ltd.	17,300		11	1955	Jeremy
66	Colvilles Ltd.	17,000		6	1955	Jeremy
67	Midland Bank Ltd.	17,000		24	1955	Jeremy
68	United Drapery Stores Ltd.	17,000		23	1955	Jeremy
69	Smith (S.) & Sons	16,800		9	1955	Jeremy
70	Reckitt & Colman	16,580		3	1955	Estimate by Howard Gospel.
71	English Steel Corporation	16,500		6	1955	Jeremy
72	Vauxhall Motors Ltd.	16,151		11	1955	Jeremy
73	British Broadcasting Corporation	16,000		22	1955	Jeremy
74	Mullard Co.	16,000		9	1955	Jeremy
75	British American Tobacco	16,000	60,000	3	1955	Estimates (Howard Gospel / Howard Cox)
76	Plessey Co. Ltd.	15,894		9	1955	Jeremy
77	Babcock & Wilcox Ltd.	15,845		7	1955	Jeremy
78	Cunard Steamship Co. Ltd.	15,000		22	1955	Jeremy
79	Esso Petroleum Co. Ltd.	15,000		4	1955	Jeremy
80	International Tea Co.'s Stores	15,000		23	1955	Jeremy
81	Laing (John) & Son (Holdings) Ltd.	15,000		20	1955	Jeremy
82	Electric & Musical Industries	14,000		9	1955	Jeremy
83	Fraser (House of) Ltd.	14,000		23	1955	Jeremy
84	Lewis's Investment Trust Ltd.	14,000		23	1955	Jeremy
85	Leyland Motors Ltd.	14,000		11	1955	Jeremy
86	Spillers	14,000		3	1957	Fortune
87	Scottish Co-operative Wholesale Society	13,828		23	1955	Jeremy
88	British Celanese Ltd.	13,212		13	1955	Jeremy
89	British Oxygen Co. Ltd.	13,000		5	1955	Jeremy
90	Standard Motor Co.	13,000		11	1955	Jeremy
91	Singer Manufacturing Co. Ltd.	12,950		7	1955	Jeremy
92	Associated British Picture Corp'n Ltd.	12,500		26	1955	Jeremy
93	Summers (John) & Sons Ltd.	12,500		6	1955	Jeremy
94	Lewis (John) Partnership	12,254		23	1955	Jeremy
95	Port of London Authority	12,000		22	1955	Jeremy
96	Rubery, Owen & Co.	12,000		12	1955	Jeremy
97	Westminster Bank Ltd.	12,000		24	1955	Jeremy
98	Burmah Oil	12,000		4	1955	Estimate (Howard Gospel).

99	Glasgow Corporation Transport	11,580		22	1955	Jeremy
100	Reed (Albert E.) & Co. Ltd.	11,400		18	1955	Jeremy
Total		4,810,795				

1955	Lower ranked companies					
101	Ferranti Ltd.	11,378		9	1955	Jeremy
102	Associated Portland Cement Manufacturers	11,000		16	1955	Jeremy
103	Debenhams Ltd.	11,000		23	1955	Jeremy
104	National Provincial Bank Ltd.	11,000		24	1955	Jeremy
105	United Dairies	11,000		3	1955	Jeremy
106	Cammell Laird & Co. Ltd.	10,643		10	1955	Jeremy
107	Amalgamated Press	10,500		18	1955	Jeremy
108	Sainsbury (J.) Ltd.	10,250		23	1955	Jeremy

UK Top 100 (1972)

Rank	Company	Employees (n)	Employees (g)	SIC	Year	Comments and sources
1	Post Office	416,363		22	1972	The Times 1000: the indispensable annual review of leading world industrial and financial companies, 9. 1973 /74 (= Times 1000).
2	National Coal Board	353,967		2	1972	Times 1000
3	British Railways Board	256,007		22	1972	Times 1000
4	British Steel	238,000		6	1973/ 74	Times 1000
5	Electricity Board	177,537		21	1972	Times 1000
6	British Leyland	171,296	204,149	11	1972	Europe's 5000 Largest Companies, Oslo-London-New York 1975 (=Europe's 5000). Figure at 30/9/72. Larger assumed to be global.
7	General Electric Co	170,000	211,000	9	1972	Europe's 5000. Global: Times 1000. UK Weekly average 1971 = 195,000 (Jane's Major Companies, 1972).
8	Imperial Chemical Industries	135,000	199,000	5	1972	ICI Annual Report, 1972. Times 1973/4 figure for ICI = 199,000.
9	Courtaulds	124,038	155,000	5, 13	1973	Times 1000. UK only figure at 31/3/73. Larger figure: Fortune (1972)
10	British Gas Corporation	110,695		21	1972	Times 1000. UK figure only.
11	Grand Metropolitan	88,969		3	1972	Times 1000. UK figure only.
12	Unilever	84,933	353,000	3, 5	1972	Times 1000. UK figure only. Global employment: Europe's 5000.
13	F.W. Woolworth & Co.	80,876		23	1972	Times 1000. UK figure only.
14	Hawker Siddeley Group	76,000	93,000	11	1970	Jane's Major Companies (1972) shows UK weekly average 1970 as 76,000; Hawker Siddeley Canada 7,000 & other overseas subsidiaries 10,000.
15	Barclays Bank	50,000	80,000	24	1973	UK employment: Estimate. Global employment: Fortune
16	Guest, Keen & Nettlefolds	79,800	109,110	7	1972	Europe's 5000; Fortune
17	Reed International	79,700		18	1972	Times 1000
18	Thorn Electrical Industries	76,192	82,000	9	1972	Times 1000: UK figure only. Global employment: Fortune
19	Associated British Foods	75,975	109,388	3	1972	Times 1000: UK figure only. Global employment: Fortune
20	Joseph Lucas	71,000	82,500	9	1972	Europe's 5000; Times 1000
21	National Bus Co.	70,973		22	1972	Times 1000
22	Ford Motor Co.	70,000		11	1972	Times 1000
23	Philips Electronic & Assoc. Ind.	64,065		9	1972	Times 1000: UK figure only.
24	Sears Holdings	62,000		23	1973	Times 1000: UK figure only.
25	Boots	60,334		23	1973	Times 1000: UK figure only.

26	Rank-Hovis-McDougall	59,362		3	1972	Times 1000: UK figure only.
27	London Transport Executive	59,308		22	1972	Times 1000
28	British Airways	58,511		22	1974	Times 1000
29	Bass Charrington	58,341		3	1972	Times 1000
30	Plessey Co.	57,756	78,778	9	1972	Europe's 5000; Times 1000.
31	National Westminster Bank	57,130		24	1972	Fortune (1973): UK figure only.
32	Rubery, Owen	56,606		12	1972	Times 1000
33	Dunlop Holdings	56,000	106,000	19	1971	Moody's Industrial Manual (1973) lists UK figure at 31/12/71 as 56,000. Global employment (1972): Times 1000
34	Tube Investments	52,997	78,000	7	1972	Times 1000 lists UK figure only. Global employment: Fortune
35	National Freight Corporation	51,700		22	1972	Times 1000
36	British Electric Traction	51,400		26	1972	Industrial holding company. Times 1000.
37	Allied Breweries	50,305		3	1972	Times 1000: UK figure only. 1961 merger of 3 major breweries.
38	Midland Bank	50,200		24	1972	Fortune (1973): UK figure only.
39	Cavenham	49,000		23	1972	Times 1000: UK figure only.
40	Great Universal Stores	48,998		23	1972	Times 1000: UK figure only
41	Imperial Group	45,000	93,000	3	1972	National employment: Estimate, excluding Courage. Global: Times 1000.
42	Trust House Forte	45,000		26	1972	Times 1000: UK figure only.
43	Standard Life	42,998		24	1972	Fortune
44	Rolls Royce Aero Engines	41,750	59,760	11	1972	National employment: Estimate. Global (1977) Times 1000.
45	British Oxygen Co.	40,600		5	1972	Times 1000
46	Metal Box Co.	40,000	54,900	12	1972	National employment: Estimate. Global: Times 1000.
47	Thomas Tilling	40,000		23,9	1972	Times 1000
48	Unigate	39,000		3	1972	Times 1000: UK figure only.
49	Vickers	38,727		7, 11	1972	Times 1000
50	Co-Operative Society	38,000		23	1972	Estimated by Howard Gospel.
51	Vauxhall Motors	37,256		11	1972	Times 1000
52	Marks & Spencer	37,094		23	1972	Times 1000
53	British Insulated Callender's Cables	36,200	54,000	9	1972	Times 1000; Europe's 5000
54	Spillers	36,072		3	1972	Times 1000
55	Turner & Newall	35,550		16	1972	Times 1000: UK figure only.
56	Rank Organisation	35,115		26	1972	Times 1000
57	UDS Group	34,591		23	1972	Times 1000
58	British Aircraft Corporation	33,955		11, 9	1972	Times 1000: UK figure only.
59	Standard Telephones & Cables	33,608		9	1972	Times 1000

60	Booker McConnell	33,000		23,3	1972	Times 1000
61	Coats Patons	32,970	76,000	13	1972	Times 1000; Europe's 5000. Company was acquired 1986 by Vantona Viyella which then changed its name to Coats Viyella.
62	Tesco Stores (Holdings)	32,057		23	1972	Times 1000.
63	Debenhams	31,457		23	1972	Times 1000.
64	J. Lyons & Co.	31,260	44,000	23	1972	Times 1000: UK figure only. Global: Fortune
65	Pilkington Bros.	30,600		16	1972	Times 1000
66	Lloyds Bank	30,000	46,240	24	1972	National employment: Estimate. Global: Fortune
67	Rowntree Mackintosh	29,700		3	1972	Times 1000
68	Cadbury Schweppes	29,689		3	1972	Times 1000: UK figure only.
69	Tootal	29,619		13	1972	Times 1000
70	Chrysler United Kingdom	28,825		11	1972	Times 1000
71	Delta Metal Co.	28,500		6	1972	Times 1000
72	Associated Engineering Ltd.	28,213		9	1972	Times 1000
73	J. Sainsbury	28,000		23	1972	Times 1000: Figure includes part-time workers.
74	International Computers Holdings	27,701		9	1972	Times 1000
75	House of Fraser	27,602		23	1972	Times 1000: UK figure only.
76	Whitbread & Co.	27,477		3	1972	Times 1000
77	Glaxo Holdings	27,325		5	1972	Times 1000
78	Scottish & Newcastle Breweries	26,859		3	1972	Times 1000: UK figure only.
79	Dickinson Robinson Group	26,543		18	1972	Times 1000
80	S. Pearson & Son	26,531		18	1972	Times 1000: UK figure only.
81	British Petroleum	26,480	105,000	4	1972	Times 1000: UK figure only (1973). Global: Fortune. Fortune figure for national employment 68,700 adjudged too low.
82	George Wimpey	25,000		20	1972	Times 1000
83	Arthur Guinness	25,000		3	1972	Times 1000: UK figure only.
84	United Biscuits (Holding)	25,000		3	1972	Times 1000: UK figure only.
85	Reckitt & Colman	25,000		3	1972	Times 1000
86	Swan Hunter Group	24,800		10	1972	Times 1000: UK figure only
87	Littlewoods Organisation	24,500		23	1972	Figure estimated by HG
88	Securicor Group	24,433		26	1973	Times 1000: Figure at 28/9/73.
89	British Broadcasting Corp	23,863		22	1972	Times 1000
90	Burton Group	24,363		23, 15	1972	Times 1000: UK figure only.
91	Beecham Group	23,317		5	1972	Times 1000
92	Rank Xerox	23,269		9	1972	Times 1000

93	John Lewis Partnership	23,123		23	1972	Times 1000
94	Tarmac	22,852		20	1972	Times 1000: UK figure only.
95	Prudential	22,346		24	1974	Prudential Annual Report (1974): Shows average number employed 1974 in UK & subsidiaries each week was 22,346. Jane's Major Companies, 1972 shows weekly average for 1970 as 27,000.
96	Smiths Industries	21,900		9	1972	Times 1000
97	Reyrolle Parsons	21,420		7	1972	Times 1000
98	Inchcape & Co.	20,867		10	1972	Times 1000
99	Mitchell Cotts Group	20,700		7	1972	Times 1000
100	Thomson Organisation	20,438		18	1972	Times 1000: UK figure only.
Total		5,874,441				

Note:

We assume that the smaller figures in Europe's 5000 are domestic and that the larger figures in the Times 1000 (1973/74) are global.

The Times usually specifies if employment figures are for the UK only.

The Fortune figures are from 1974 and are for 1973, unless otherwise stated.

Jane's Major Companies of Europe (1972) also used.

1972	Lower Ranked Companies					
	Babcock & Wilcox		20,566	7	1972	Times 1000: Global employment
	EMI	20,000	40,300	26	1972	Estimate. Global: Times 1000
	Burmah Oil Co.	19,330	37,800	4	1972	Times 1000; Europe's 5000
	Scottish Transport Group	19,072		22	1972	Times 1000
	Pritchard Services Group	19,064		27	1972	Times 1000
	Trafalgar House Investments	19,010		20,24	1972	Times 1000: UK figure only.
	Royal Dutch/Shell Group	15,000	150,000	4	1972	Estimate. Global: Fortune, figure at 31/12/72.
	Consolidated Gold Fields	12,570	87,700	2	1972	Times 1000

UK Top 100 (1992)

Rank	Company	Employees (n)	Employees (g)	SIC	Year	Comments and sources
1	British Telecommunications	219,000		22	1992	The Times 1000: the indispensable annual review of leading world industrial and financial companies 1994 (1995). Figure at 31/3/92.
2	Post Office	201,937		22	1992	David J. Jeremy, A Business History of Britain, 1900-1990s, Oxford 1998 (= Jeremy) Times 1000 also had 201,937.
3	British Railways Board	137,770		22	1992	Jeremy, Times 1000.
4	Sainsbury J. Plc	104,072		23	1992	Jeremy
5	National Westminster Bank	95,200		24	1992	Jeremy
6	British Aerospace	90,000	108,500	11	1992	Jeremy; Global employment: Times 1000. Times figure at 31/12/92. Fortune counts 102,500 (Fortune, July 1993).
7	Tesco	86,786		23	1992	Jeremy
8	Barclays	84,700	116,800	24	1990	Les Hannah
9	British Gas	83,983		21	1992	Times 1000: Figure at 31/12/92.
10	BET	75,879	104,020	26	1992	Jeremy, Times 1000
11	General Electric Co.	75,430	105,000	9	1992	Jeremy, Times 1000. Times figure at 31/3/92.
12	Hanson	75,000		3, 16, 7, 5, 19, 23, 9	1992	Times 1000: Figure at 30/9/92. Conglomerate
13	Boots Co.	72,536		23	1992	Jeremy
14	Asda Group	70,527		23	1992	Jeremy. Figure listed in Times 1000 for 2/5/92: 42,721 employees.
15	Bass	69,394	84,100	3	1992	Jeremy, Times 1000. Times figure at 30/9/92.
16	British Coal Corporation	67,900		2	1992	Times 1000. Figure at 28/3/92.
17	Argyll Group	65,635		23	1992	Jeremy, Times 1000.
18	Unilever	60,000	283,000	3	1992	National: Estimate; Global: Fortune
19	Allied-Lyons	56,721	78,740	3	1992	Jeremy; Times 1000 (1992/93). Times global figure at 7/3/92.
20	Marks & Spencer	55,750		23	1992	Jeremy
21	Weston (George) Holdings	54,678		3	1992	Times 1000
22	Whitbread	54,000		3	1992	Jeremy

23	Pilkington Plc	53,800		16	1992	Times 1000 (1992/3)
24	Smithkline Beecham Plc	53,700		5	1992	Times 1000: Figure at 31/12/92.
25	BTR	48,871	135,13	19	1992	Jeremy, Times 1000 (Fortune, July 1993, also had 135,133).
26	British Steel	47,600	51,500	6	1992	Jeremy, Times 1000. Times figure at 28/3/92.
27	Rolls-Royce Plc	46,000	55,000	7	1992	Jeremy, Times 1000
28	Lloyds Bank	45,427		24	1992	Jeremy
29	Imperial Chemical Industries	45,000	117,500	5	1992	ICI's Annual Report (1992)
30	London Regional Transport	43,944		22	1992	Jeremy
31	Midland Bank	43,564		24	1992	Jeremy
32	Isosceles	42,863		23	1992	Jeremy
33	British Airways	42,233		22	1992	Jeremy
34	Securicor Group	41,766		26	1992	Times 1000
35	John Lewis	40,200		23	1992	Jeremy
36	BICC Plc	40,118		9	1992	Times 1000
37	Trafalgar House	39,697		20, 24, 22	1992	Times 1000
38	Cable & Wireless	38,835		22	1992	Times 1000 (1992-3)
39	Forte Plc	38,800	81,000	26	1992	Jeremy, Times 1000. Times figure at 31/1/93.
40	BOC Group	38,708		5	1992	Times 1000
41	T&N Plc	38,705		16	1992	Times 1000
42	United Biscuits (Holdings)	38,698		3	1993	Times 1000. Figure at 2/1/93.
43	Inchcape Plc	38,573		26	1992	Times 1000
44	P. & O.	38,341	71,133	22	1992	P & O Annual Report (1992). UK full-time 30,819; UK part-time 7,522; overseas full-time 16,087; overseas part-time 3,822; sea staff 12,883.
45	Cadbury Schweppes Plc	36,579		3	1993	Times 1000. Figure at 2/1/93.
46	Kingfisher	36,398	62,800	23	1992	Jeremy, Times 1000. Times figure at 30/1/93.
47	Racal Electronics	35,385	35,385	22	1992	Times 1000
48	Rank Organisation	34,139	41,990	26	1992	Jeremy, Times 1000. Times figure at 31/10/92.
49	NFC Plc	33,850		22	1992	Times 1000
50	Swire (John) & Sons Ltd	32,617		26	1991	Times 1000. Transport services.
51	Harrisons & Crosfield Plc	32,177		5	1992	Times 1000
52	Sears	31,973	45,795	23	1992	Times 1000, Jeremy. Times figure at 31/1/92.
53	Siebe Plc	31,939		9	1992	Times 1000
54	Hillsdown Holdings	31,500		3	1992	Jeremy

55	Ford Motor Co. Ltd	31,400	51,800	11	1992	Jeremy, Times 1000. Times figure at 31/12/91.
56	Grand Metropolitan	30,912	122,18	3	1992	Jeremy. Global employment: P. Mattera, World Class Business, New York 1992.
57	Standard Chartered	30,834		24	1993	SEYBK 1996. Figure at 31/12/93. Successor to Standard Life.
58	Rentokil	30,830		26	1992	Jeremy
59	Northern Foods	30,219		3	1992	Jeremy
60	Granada Group	30,000		26	1992	Jeremy
61	GKN Plc	29,495		7	1992	Times 1000
62	OCS Group	29,211		26	1991	Times 1000. Company has two HQs (Croydon and Sanderstead).
63	Coats Viyella	29,081	62,248	13	1992	Jeremy, Times 1000. Times figure at 31/12/92.
64	Tarmac Plc	28,590		20	1992	Times 1000
65	Ranks Hovis McDougall Plc	28,551		3	1992	Times 1000. Figure at 5/9/92. Times footnote: "Now a subsidiary of Tomkins Plc".
66	British Petroleum	28,300	115,25	4	1992	Jeremy, Mattera. Other figures published: 97,650 (Fortune, July 1993). Times 1000 figure at 31/12/92 = 105,750 (g).
67	Pearson Plc	27,966		18	1992	Times 1000
68	Unigate Plc	27,698		3	1992	Times 1000
69	AMEC Plc	27,171		20	1992	Times 1000
70	Ladbroke Group	27,000	52,890	26	1992	Jeremy, Times 1000. Times figure at 31/12/92.
71	Thorn EMI	26,944	53,760	26, 9	1992	Jeremy, Times 1000. Figure at 31/3/92.
72	Great Universal Stores	26,783		23	1992	Times 1000
73	Burton Group	26,778	34,760	23	1992	Times 1000: Figure at 29/8/92.
74	RMC Group Plc	26,307		16	1992	Times 1000
75	W. H. Smith Group	26,000	29,320	23	1992	Jeremy, Times 1000. Times figure at 30/5/92.
76	Lucas Industries	25,929		9	1992	Jeremy
77	Rank Xerox	25,182		9	1992	Times 1000. Figure at 31/10/92.
78	ICL Plc	25,157		9	1992	Jeremy
79	Glaxo Holdings	25,115	38,032	5	1992	Times 1000, Fortune (1994). Figure at 30/6/92. Glaxo Wellcome 30/6/93 employed 40,024 (SEYBK 1996).
80	Scottish & Newcastle	25,000		3	1992	Jeremy
81	Co-operative Wholesale Society Ltd	24,750	37,000	23	1992	Jeremy, Times 1000. Times figure at 11/1/92.
82	Halifax Building Society	24,598		24	1993	SEYBK 1996
83	Guinness	24,538		3	1992	Times 1000. Fortune (1993): 24,032
84	Courtaulds Textiles Plc	24,000		13	1992	Times 1000
85	Gallaher	23,732		3	1992	Times 1000

86	Western United Investment Co	23,646		3	1991	Times 1000. Figure at 31/12/91.
87	W. M. Morrison Supermarkets	23,200		23	1992	Times 1000
88	Courtaulds	23,100		5	1992	Times 1000. Figure at 31/3/92.
89	Commercial Union	22,894		24	1993	SEYBK 1996
90	Tube Investment Group	22,600		7	1992	Times 1000
91	Kwik Save Group	22,502		23, 3	1992	Times 1000
92	Royal Bank of Scotland Group	22,496		24	1992	Times 1000
93	Burmah Castrol	22,450		4,	1992	Times 1000
94	Bowater Plc	22,100		18	1992	Times 1000. Figure at 31/12/92.
95	Redland	22,069		16	1992	Times 1000
96	Littlewoods Organization	21,353	31,155	23	1991	Times 1000, Jeremy. Times figure at 31/12/91.
97	Booker	21,049		23, 3	1992	Times 1000
98	Reckitt & Colman	20,800		3,5	1992	Times 1000
99	Prudential	20,786		24	1992	Times 1000. Prudential Annual Report (1996): 16,500 employed including 6,300 sales force.
100	Ratners Group Stores	20,352		23	1992	Times 1000
Total		4,418,366				

Note:

We assume most figures published by Jeremy are for the UK only.

Times 1000 (1994, published 1995) used for 1992 unless otherwise stated. The 1994 volume does not identify whether employment figures are global or for UK only.

1992	Lower ranked companies					
	Rothmans International Plc		20,972	3	1992	Times 1000 (1994): Figure at 31/3/92.
	Lonrho Plc	20,000	106,161		1992	Times 1000. Lonrho was a typical conglomerate. National employment estimated. Most Lonrho assets are based overseas. 1972 employed only 2,700 in UK.
	Blue Circle Industries	19,690		16	1992	Times 1000
	Arjo Wiggins Appleton	19,436		18	1992	Times 1000
	Tomkins Plc		19,407	7	1992	Times 1000
	WPP Group	19,198		18	1992	Times 1000
	Storehouse	19,086		23	1992	Times 1000
	RTZ	19,080	68,298	2	1992	Global employment: Fortune, July 1993. Times figure at 31/12/92.
	Wolseley	19,073		7	1992	Times 1000

Germany 1907–1995: Survival- List

1907 entries	Ranked 1907	Ranked 1938	Ranked 1957	Ranked 1973	Ranked 1995	Comment Reasons for Exit
Preußisch-Hessische Staatseisenbahn	1	1	1	2	1	Successor company: Deutsche Reichsbahn / Deutsche Bundesbahn
Deutsche Reichspost	2	2	2	1	2	Successor company: Deutsche Bundespost
Preussische Bergwerksverwaltung	3	8	8	20	12	Successor company: VEBA
Friedrich Krupp	4	6	4	14	25	
Bayerische Staatseisenbahn	5					Merged: Deutsche Reichsbahn
Sächsische Staatsbahnen	6					Merged: Deutsche Reichsbahn
Siemens (S. & Halske, S.- Schuckertwerke)	7	5	3	3	5	
Reichseisenbahn Elsaß-Lothringen	8					1918: French
Phönix A.G. für Bergbau u. Hüttenbetrieb	9		25			1964 ac. (Thyssen); 1938: Vereinigte Stahlwerke; 1945: decartelized
Gelsenkirchener Bergwerks-A.G., Rhein-Elbe	10	4	6	75		1938: Core of Vereinigte Stahlwerke; Ac. (VEBA) and restructured.
Allgemeine Elektrizitäts-Gesellschaft (AEG)	11	10	5	6		Ac. (Daimler-Benz)
Harpener Bergbau	12		27			Ac. (Flick); after 1945: decartelized; in the 1970s acquired and restructured as real/estate holding-company of RAG
Badische Staatsbahn	13					Merged: Deutsche Reichsbahn
Norddeutscher Lloyd	14	61	-			Merged in the 1970s with Hapag to form Hapag-Lloyd
Vereinigte Königs- und Laurahütte	15					1918: Polish
Gutehoffnungshütte (GHH)	16	7	11	9	90	1995 successor firm: Franz Haniel & Cie.
Mansfeld'sche Kupferschiefer bauende Gewerksch.	17					Ac. (Salzdetfurth), after 1945: Expropriated (GDR)
Württembergische Staatsbahn	18					Merged: Deutsche Reichsbahn
Bergwerksgesellschaft Hibernia	19					1917 ac. by Prussian State; VEBA-affiliate since 1929
Gewerkschaft Deutscher Kaiser (August Thyssen)	20		24	5	13	1938: part of Vereinigte Stahlwerke (1945 decartelized)
Hamburg-Amerika Linie (Hapag)	21	59	-	-		Lost independence in the 1980s or early 1990s (TUI affiliate ?)
Gebrüder Stumm GmbH	22	- ?	-	46		Complicated company history, 1938 probably too small
Bergwerksgesellschaft von Giesches Erben	23	-	-			1918: some Silesian mines became Polish. HQ moved to Hmaburg after 1945 with smaller activities in the field of metals, stones and distribution. Cf. W. Treue, Georg von Giesche's Erben 1704-1964, Hamburg 1964.
De Wendel-Gruppe	24	90	53			German coal mines of French de Wendel-group. Probably sold after founding of Ruhrkohle
Hohenlohen-Werke , Hohenlohenhütte	25					1918: Polish
Kattowitzer A.G. für Bergbau u. Hüttenbetrieb	26					1918: Polish
Bochumer Verein	27		46			Acquired by Deutsch-Lux, became part of Vereinigte Stahlwerke; after 1958 taken over by Krupp.
Felten & Guillaume-Lahmeyer	28			90		1938 and 1957 affiliate of Luxemburg headquartered ARBED
Union für Bergbau, Eisen- u. Stahlindustrie	29					Merged: Deutsch-Lux (1910)
Oberschlesische Eisenbahnbedarfs-A.G	30					Merged: V. Oberhüttenwerke (Ballestrem)

Deutsch-Luxemburgische Bergwerks- u. Hütten	31					Merged: Vereinigte Stahlwerke (1926)
Ludwig Loewe & Co.	32					Merged: Gesfürel (1929) which merged with AEG in 1942
Vereinigte Maschinenfabrik Augsburg-Nürnberg	33				28	Affiliate of GHH-Group since 1923, regaining independence somewhere in the 1980s
Große Berliner Straßenbahn	34	67	56	- ?	- ?	Nationalized 1937 to form BVG, divided 1961 into West and East
Borsig	35					Acquired by Rheinmetall in 1935.
Elsässische Maschinenbau-Gesellschaft	36					1918: French
Schlesische A.G. für Bergbau- u. Zinkhütten	37					Mid 1920s affiliate of Metallgesellschaft.
Ferdinand Schichau GmbH	38					1945: Polish
Eschweiler Bergwerks Verein	39					Acquired by ARBED.
Oberschlesische Eisen-Industrie	40					1918: Polish
Rheinische Stahlwerke	41	47	7			1.10.1974 merger with Thyssen-Stahl.
Gewerkschaft Rheinpreußen	42		41			1938 part of GHH-Konzern, 1945 dec. In 1958/59 acquired by DEA.
Eisen- u. Stahlwerk Hoesch	43	21	13	25		Merged with Krupp to form Krupp-Hoesch.
Gräfllich Henckel v. Donnersmarck'sche Verwaltung	44					
Badische Anilin & Soda-Fabriken (BASF)	45	3	17	11	20	1925 merged with Bayer, Hoechst etc. to form IG Farbenindustrie which was splitted off after 1945. Taken as core 1938.
Fürstlich Pless'sche Kohlenbergwerke	46					
Dyckerhoff & Widmann	47	57	? -	85		May be ranked 1938 (No figures available).
Donnersmarckhütte	48					Merged with Vereinigte Oberschlesische Hüttenwerke (1926)
Henschel	49	62	86			
Norddeutsche Wollkämmerei	50					Collapsed 1931. Successor firm small
Röchling'sche Eisen- u. Stahlwerke GmbH	51	85	52	52	41	In 1957 missing because of separated status of Saarland.
Villeroy & Boch KG	52	- ?	- ?	98	- ?	Probably too small in 1938, 1957, and 1995. Successful surviving as producer of brand-articles (cf. WMF)
Farbenfabriken Bayer, Elberfeld	53		18	17	18	1938 IG Farbenindustrie
Mathias Stinnes, Essen	54	44	33			Merged with Ruhrkohle
Hamburger Vulkan AG	55					Merged with -> Stettiner Vulkan AG
Bismarckhütte	56					1918: Polish
Georgs-Marien-Bergwerks- und Hüttenverein	57				-	1923 ac. by Kloeckner. Some kind of reindpendence after restructuring of Klöckner & Co. as Georgsmarienhütte Holding GmbH (Shareholder: Dr. Jürgen Großmann, Hamburg. Source: Commerzbank 2000).
Rombacher Hüttenwerke	58					Acquired by Vereinigte Stahlwerke (1926)
Schalken Gruben- u. Hütten-Verein	59					Acquired by Gelsenkirchener Bergwerks-AG (1906)
Stettiner Maschinenbau «Vulcan»	60					1927 ac. by Deschimag
Gewerkschaft Ewald	61	55				Acquired by Salzgitter after 1945.
Kaiserliche Werft, Kiel	62	33				After 1945: Kieler Howaldtswerke Deutsche Werft AG, acquired by Salzgitter
Thyssen & Co., Mülheim (Ruhr)	63					Merged with Demag (1926)
Arenberg'sche A.G. f. Bergbau u. Hüttenbetrieb	64					Merged with Rheinstahl (1922)
Consolidation, Bergwerks-A.G.	65					Acquired by Mannesmann (1922)
Farbwerke Hoechst	66		19	10	21	1938: IG Farbenindustrie

Gewerkschaft Zollverein	67					Acquired by Phoenix (1920)
Gerresheimer Glashüttenwerk vorm. Ferd.Heye	68	-	-			Ac. by Owens Illinois Inc., Toledo (80% of shares in 1974/5). Majority of shares 1995: VIAG (51 %).
Concordia Bergbau	69					Acquired by Vereinigte Stahlwerke and Schering (1926)
Gewerkschaft ver. Constantin der Große	70					Acquired by Krupp (1927)
Leopold Engelhardt & Biermann Cigarrenfabrik	71	-				1957 liquidated.
Ilse der Hütte (nebst Peiner Walzwerk)	72	72	49			1970 ac. by Stahlwerke Peine-Salzgitter AG (Salzgitter-Group).
Deutsch-Österreichische Mannesmannröhrenwerke	73	16	9	12	17	
Continental-Caoutchouc-Compagnie	74	43	44	51	56	
Gewerkschaft König Ludwig	75					Merged with Bergbau AG Ewald (1935)
Graf von Ballestrem'sche Güterverwaltung	76	49				1945: Polish
Gräflich Schaffgotsch'sche Werke GmbH	77	- ?				May be ranked among 1938 top 100 (no figure a.), 1945: Polish
Mülheimer Bergwerks-Verein	78					Acquired by (Hugo) Stinnes GmbH
Ilse Bergbau AG	79					Acquired by VIAG, after 1945 nationalized (GDR)
Julius Pintsch	80	66				1945 nationalized (GDR)
Essener Steinkohlenbergwerke	81					Merged with Gelsenberg (1930) changing its name to Gelsenkirchener Bergwerks-AG (Neue Gesellschaft). In the process of restructuring of Vereinigte Stahlwerke (1933/4) renamed Essener Steinkohle and becoming part of the Flick-Konzern
Eisenhüttenwerk Thale	82					Acquired by Otto Wolff KG.
Lothringer Hütten-Verein Aumetz-Friede	83	15	16	41		1923: Klöckner-Werke AG. Taken over by Deutsche Bank (1988) and sold to VIAG a year later.
Blohm & Voss	84	65	-			1955 major shareholder Phönix-Rheinrohr (less than 50 %). In 1970 majority (ca. 65 %) was taken over by Thyssen.
Breslauer A.G. für Eisenbahn-Wagenbau	85					Merged to form Linke-Hofmann Lauchhammer AG (1912) which was taken over by Mitteldeutsche Stahlwerke (1926)
Gewerkschaft des Steinkohlenbergwerks Neumühl	86					
Strassen-Eisenbahn-Gesellschaft in Hamburg	87	78	- ?	- ?	- ?	Successor company Hamburger Hochbahn AG. Supposed to be too small in 1957, 1972, and 1995.
Württembergische Metallwaren-Fabrik (WMF)	88	-	-	-	-	Too small in 1938-1995, but successful survivor as brand-producer.
Deutsche Bank	89	40	48	30	23	
Buderus'sche Eisenwerke	90	73	-	-	99	Acquired by Flick and run as affiliate of Friedrich Flick KG. Re-independent 1995 (major shareholder Robert Bosch GmbH).
Vereinigte Gummiwaaren-Fabrik, Harburg	91	-	92	-	-	1952 named Phönix Gummiwerke AG.
Oberschlesische Kokswerke & Chemische Fabriken (1937: Schering)	92	23	78	-	-	1937: Schering. 1972 and 1995 only too small in terms of domestic employment (considerable foreign investment after 1945 !)
Gewerkschaft Graf Bismarck	93					Acquired by DEA (1927)
Grün & Bilfinger	94	63	-	-	73	No figure for 1957. Probably too small. Took over Julius Berger Tiefbau AG 1971 to merge companies in 1975 (Bilfinger & Berger).
Riebeck'sche Montan-Werke, Halle	95					Acquired by I.G. Farben (1925)
Gewerkschaft Friedrich der Große	96					Acquired by Bochumer Verein (1918)
A.G. «Weser» in Bremen	97	28				1926 merger to form Deschimag. Lost independence after 1950 when

						taken over by Fried. Krupp GmbH (1953 maj., 1975: 86,3 % of shares).
A.G. für Bergbau-, Blei- u. Zinkfabrikation (Stolberger Zink)	98		-			After 1918 acquired by Otto Wolff to become affiliate of his combine. Re-independent after 1945. 1970 taken over by Metallgesellschaft.
Rheinische Metallwaren- u. Maschinenfabrik (Rheinmetall)	99					Acquired by Reichswerke Hermann Göring (1938) which was the core of Salzgitter-Konzern after 1945. Majority of shares held by Röchling-Industrieverwaltung GmbH since early 1950s.
Chemische Fabrik Griesheim-Elektron	100					Merged: I.G. Farben (1925). After decartelization of IG Farben affiliate of Hoechst AG (1951).

1938 Entries		1938	1957	1973	1995	
Friedrich Flick KG		9	28	15		1995 too small when most participations dissolved (f.e. selling 29 % of Daimler-Benz 1975 to Deutsche Bank) and rest of Friedrich Flick Industrieverwaltung KgaA sold to Deutsche Bank 1985/6 for fiscal reasons (Friedrich Karl Flick moving to Switzerland).
Reichswerke «Hermann Göring»		11	10	19		After 1945: AG für Bergbau und Hüttenbetriebe (Salzgitter). 1973 and 1995 part of Preussag AG (VEBA). Ownership when sold to go public (2000): Land Niedersachsen (25%) and NORD LB (43 %).
Steinkohlenbergwerke Saar		12	12	39	59	1907 part of Preussische Bergwerksverwaltung (Rank 3), split off after French occupation of the Saar (1918-1935), 1936 new established with close links to Prussian coal mining interests, after 1945 split off again
Daimler-Benz		13	15	8	3	
Junkers Flugzeug- u. Motorenwerke		14				1945: expropriated (GDR)
Metallgesellschaft		17	29	37	61	Severe financial crisis in the 1990s.
Otto Wolff-Konzern (Otto Wolff KG)		18	74	-		Named Otto Wolff AG 1965/66. Taken over by Thyssen between 1973 and 1995.
ARBED		19	21	48	-	Merged with Saarstahl AG (Völklingen) to form Arbed-Saarstahl in the 1990s (ARBED maj.).
Salzdetfurth		20	57			1945: Large parts expropriated (GDR). Western German activities continuing up to 1970 when taken over by Wintershall (BASF) to form Kali & Salz AG affiliate.
Adam Opel		22	23	23	27	
Vereinigte Industrie-Unternehmungen (VIAG)		24	50	32	16	
Robert Bosch GmbH		25	14	13	15	
Auto Union		26	61			Acquired by Daimler-Benz, later Volkswagen to form Audi.
I.T. & T. Gruppe Deutschland		27	40	24	55	Core: Standard Elektrik-Lorenz (SEL)
Philipp Holzmann		29	65	61	42	
Hochtief		30	81	63	-	Only too small 1995 in terms of domestic employment.
Rudolph Karstadt		31	26	16	10	
Deutsche Erdöl A.G. (DEA)		32	47			Acquired by RWE to form RWE-DEA.
Hugo Schneider AG		34				1945: expropriated (GDR).
Deutsche Reichsbank		35	-	77	66	Successor: Deutsche Bundesbank
Christian Dierig		36	67	-	-	

Zellstofffabrik Waldhof		37	75	88		Lost independence after merger with Papierwerke Aschaffenburg to form new company PWA AG. HQ moved to Bavaria with Bayernwerk (VIAG) as largest shareholder (40% in 1993).
Ernst Heinkel Flugzeugwerke		38				Liquidated or taken over.
Rheinisch-Westfälisches Elektrizitätswerk (RWE)		39	54	22	8	
Deutsche Continental-Gas-Gesellschaft		41	42	-	? -	Activities partly transferred to West Germany after 1945. No major shareholder in 1975 (Allianz and Voith Beteiligungsgesellschaft 25% each), but became affiliate before 1995 with Bayernwerk/VIAG controlling 80 % of shares (1993).
Bayerische Motoren-Werke (BMW)		42	-		19	In 1972 part of Quandt-Group (major shareholder)
Orenstein & Koppel		45	83	-		No >50 % shareholder 1975 (Hoesch-Hoogovens and AGIV with 25 % each), but 1993 affiliate of Fried. Krupp Hoesch-Krupp (> 75 %).
Osram GmbH KG		46	59	81		
Beton- und Monierbau		48	95			Collapsed 1979.
Carl Zeiss Stiftung		50	38	42	52	1945: divided (HQs in GDR and FRG)
Dornier		51	-	-		Acquired by Daimler Benz.
Brown, Boveri & Cie.		52	37	28	36	
Deutsche Waffen- und Munitionsfabriken		53			-	Became Quandt-affiliate in the 1920s. 1950 named Industrierwerke Karlsruhe-Augsburg (IWKA). Quandt-family held majority in 1973, but not in 1995 (shares largely dispersed).
Wintershall		54				Acquired by BASF.
Arado Flugzeugwerke		56				1945: expropriated (GDR).
Allianz Versicherung		58	55	65	33	
Gesellschaft für elektrische Unternehmungen		60				Taken over 1936 and merged with AEG (1942).
Vereinigte Glanzstoff-Fabriken		64	31	45		Became part of AKZO-Nobel Group.
Dresdner Bank		68	63	44	30	
Elektrische Licht- u. Kraftanlagen		69				Became part of Siemens-Konzern.
Mühlenbau und Industrie A.G. (MIAG)		70	-	-	-	Continued as small firm.
H.F.& Ph.F.Reemtsma GmbH		71	98	69		Taken over by Tschibo-Holding
Heinrich Lanz		74	99			Taken over by Deere & Company 1956 to form Deere Lanz AG.
Demag		75	35	59		Acquired by Mannesmann to form Mannesmann-Demag.
Westdeutscher Kaufhof		76	39	21		Acquired by Karstadt.
Feldmühle, Papier- und Zellstoffwerke		77				Acquired by Flick-Gruppe.
Telefunken GmbH		79				Merged with AEG to form AEG-Telefunken.
Strabag		80	-	79	74	
Bayerische Flugzeugwerke (Messerschmidt)		81	-	62		1989 acquired by Daimler-Benz.
Focke-Wulf Flugzeugwerke		82				Probably taken over by Dutch Fokker.
Salamander		83	51	-	-	
Singer Nähmaschinen		84	-	-	-	
Deutscher Verlag KG (bis 1937: Ullstein AG)		86	-	-		Ullstein GmbH acquired by Axel Springer AG after 1973.
A.G. Sächsische Werke (ASW)		87				1945: expropriated (GDR)

Wanderer Werke	88				Acquired by Auto-Union.
Neunkircher Eisenwerk vorm. Gebrüder Stumm	89	76	-		1972 too small (8,993 empl.)
Knorr-Bremse	91	-	-	-	
Rhenania-Ossag Mineralölwerke	92	100	-	-	1945: Deutsche Shell
Henkel & Cie.	93	90	53	72	
Thüringer Gasgesellschaft	94	-			1963 ac. by Preußenelektra.
Berliner Kraft- und Licht (Bewag)	95	-	-	100	
Adlerwerke vorm. Heinrich Kleyer	96	-			1958 ac. by Triumph-Werke, Nürnberg. Maj. Owner since 1969 Litton Industries Inc., Burlington (Calif.)
Wertheim A.G. für Handelsbeteiligungen	97				1938 "aryanized"
Porzellanfabrik Kahla	98				1945 nationalized (GDR). West German properties transferred to new headquarter in Schönwald (Bayern). After 1958 probably taken over or too small. Not listed in Handbooks.
Deutsche Solvay-Werke	99	-	-	-	
Fichtel & Sachs	100	91	91		Taken over in the 1990s (SKF-Norma).
66 entries					

1957 Entries			1957	1973	1995	
Volkswagenwerk			20	4	7	
Deutsche Unilever GmbH			22	29	49	
Quandt-Gruppe			30	26		Divided among the heirs in the 1980s into two different holdings.
Klöckner Humboldt Deutz (KHD)			32	34	-	
Deutsche Philips			34	31	54	
Dortmund-Hörder Hüttenunion			36			1.10.1966 acquired by Hoesch.
Borgward-Gruppe			43			Collapsed in late 1950s.
Helmut Horten			45	36		Acquired by Kaufhof.
Hansa Bergbau			58			1969 part of Ruhrkohle AG.
GEG Großeinverkaufsgesellschaft deutscher Konsumge			60	96		1972: Co-op Zentrale AG (BGAG owned 25 %). Economic problems in the 1980s and taken over.
Triumph Spieshofer & Braun			62			1960: Triumph International, since 1970 a holding company.
Ford-Werke			64	27	37	
Carl Freudenberg KG			66	43	88	
Friedrich Thyssen Bergbau			68			Merged: Ruhrkohle
SKF			69	72	-	SKF-Norma in the 1990s.
Chemische Werke Hüls			70	78		Acquired by VEBA.
Linde's Eismaschinen			71	71	64	
Hüttenwerk Siegerland			72			1969 ac. by Hoesch AG (> Hoesch Siegerlandwerke AG)
Stahlwerke Südwestfalen			73	73		1974 ac. by Fried. Krupp Hüttenwerke AG (formerly Hütten- und Bergwerke Rheinhausen AG)
Deutsche Babcock & Wilcox			77	38	45	
Howaldtswerke Hamburg			79			1.1.1968 ac. by Salzgitter and merged to build up Howaldtswerke Deutsche Werft AG (HDW) which was then a nationalized affiliate of

					Salzgitter (74,9 %) and Schleswig-Holstein (25,1% of shares).
Hamborner Bergbau		80			1969 part of Ruhrkohle AG.
Max Grundig		82	50		Acquired by Phillips in the early 1990s.
Degussa		84	84	-	
Phrix-Werke		85			Collapsed
BayWa Bayrische Waren-Genossenschaft		87	80	89	
Commerzbank		88	64	38	
Deutsche Lufthansa		89	47	26	
Südzucker		93	-	92	
Didier-Werke		94	-	-	
Bergwerksgesellschaft Walsum mbH		96			1969 part of Ruhrkohle AG.
Leonhard Monheim – Trumpf-Werke		97	-	-	
32 entries					

1973 Entries				1973	1995	
Ruhrkohle				7	11	
Hertie Waren- u. Kaufhaus GmbH				18		Ranking 1957 possible. Before 1995 acquired by Karstadt.
Quelle Schickedanz KG				33	48	1957 probably too small for ranking in top 100.
C. & A. Brenninkmeyer				35	31	
Kugelfischer Georg Schäfer & Co.				40	-	
IBM Deutschland GmbH				49	53	
Telefonbau & Normalzeit Lehner & Co. KG				54		Acquired not before 1973/4 (AEG 34,8 % of shares). Later ac. by Bosch (1983 > 80 % of shares).
Emil Tengelmann				55	14	
Preussag AG				56	22	Affiliate of VEBA before 1973. Moving main activities from mining and chemicals towards tourism and traveling in the 1990s.
AG für Industrie und Verkehrswesen (AGIV)				57	35	Holding company, mainly mechanical engineering.
Metzeler AG Holding				58		Acquired by Bayer mid 1970s.
Neckermann Versand KG				60		Acquired by Quelle-Schickedanz
VFW-Fokker GmbH				66		Acquired by Daimler-Benz and liquidated.
Dr. August Oetker				67	87	
ZF Friedrichshafen				68	64	
Bosch-Siemens Hausgeräte GmbH				70	63	Siemens and Bosch 50 % owners.
Bergmann Elektrizitäts-Werke				74		Acquired by Siemens
Deutsche Nestlé GmbH				76	81	1957 probably too small. Not listed in Handbook 1953/4.
G. Bauknecht GmbH				82		Ac. by Whirlpool International before 1993.
Glöggler-Gruppe				83		Collapsed
Bertelsmann				86	46	
Schmalbach-Lubeca GmbH				87		Acquired by VIAG.
Axel Springer Verlag				89	83	

Rütgerswerke				92		Acquired by Ruhrkohle.
C.H.Boehringer Sohn, Ingelheim				93	-	
Diehl-Gruppe				94	84	
Victoria Leben-Versicherungs-AG				95	95	
Flachglas AG Delog-Detag				97		Maj. Owner since 1968: Dahlbusch Verwaltungs AG (60,38 %) which was owned by Belgian shareholders (Glaversel-Mécaniver SA, Brüssel with 57 %, Flachglas Delog-Detag 25 % !). Dahlbusch before 1995 ac. by Pilkington Germany (60 % of shares).
Dortmunder Union-Schultheiss Brauerei				99		1988 taken over by Bayerische Hypotheken- und Wechselbank and restructured as part of Brau und Brunnen AG.
Bayerische Hypotheken- und Wechselbank				100	60	
30 entries						

1995 Entries					1995	
Deutsche Telekom					4	Deutsche Bundespost split off into Telekom and Post in the 1990s
Metro					6	Swiss HQ, but main activities in Germany (German founder)
Rewe-Gruppe					9	
Edeka-Gruppe					24	
Walter Holding GmbH					29	
McDonald's Deutschland Inc.					32	
Lidl & Schwarz Stiftung & Co. KG					34	
AVA (Allg. Handelsgesellschaft der Verbraucher)					39	
Otto-Handelsgruppe					40	
Anton Schlecker, Ehingen					43	
Bremer Vulkan Verbund					47	
Spar Handels-AG Konzern					50	
Bayerische Vereinsbank					51	
Aldi GmbH & Co. KG					57	
P. Dussmann GmbH & Co.KG					58	
AMB Aachener & Münchener Beteiligungs-AG					62	
Bankgesellschaft Berlin					65	
Deutsche Postbank					67	
Accor Gruppe Deutschland					69	
Deutsche SGE-Gruppe					70	
Alcatel SEL					71	
F.W.Woolworth Co. GmbH					75	
Miele & Cie. GmbH & Co.					76	
Douglas Holding					77	
Coca-Cola GmbH					78	
Tchibo Holding					79	
Globus-Handelshof-Gruppe					80	
VEW (Vereinigte Elektrizitätswerke Westfalen)					82	

Flughafen Frankfurt/Main AG					85	
Benteler					86	
VEAG Vereinigte Energiewerke					91	
Colonia-Nordstern Konzern					93	
Allkauf SB-Warenhaus GmbH & Co.KG					94	
Deutsche Saint-Gobain					96	
Ruhrgas					97	
DG Bank					98	
36 entries						

KEY: **Blank space** = **departure of company through merger, bankruptcy, nationalisation etc.,**
 - = **company continues but too small to rank in top 100,**
 ? = **we lack any information,**
 - ? = **continues, but probably too small to rank in top 100,**
 ? - = **we don't know size, but company probably continues.**

UK 1907–1992: Survival- List

Company	Ranked 1907	Ranked 1935	Ranked 1955	Ranked 1972	Ranked 1992	Comment Reasons for Exit
General Post Office	1	1	3	1	2	
London & North Western Railway Co.	2	2	1	3	3	From 1923 formed part of London Midland & Scottish Ry; under 1947 Transport Act all railway undertakings transferred to newly created British Transport Commission from 1/1/48. As the largest railway company, the LM & S has been carried forward as the BTC, & following 1962 & 1968 Transport Acts, as the British Railways Board.
Great Western Railway Co.	3	4				Under provisions of 1921 Railways Act was reconstituted from 1923. Nationalised from 1/1/48 under British Transport Commission.
Midland Railway Co.	4					Under provisions of 1921 Railways Act, from 1923 part of London Midland & Scottish.
North Eastern Railway Co.	5	3				Under provisions of 1921 Railways Act, from 1923 part of London & North Eastern Ry; carried forward as the largest company forming the L&NER; part of BTC from 1/4/48.
Lancashire & Yorkshire Railway Co.	6					Under provisions of 1921 Railways Act, from 1923 part of London Midland & Scottish.
Great Northern Railway	7					Under provisions of 1921 Railways Act, from 1923 part of London & North Eastern Ry.
Fine Cotton Spinners & Doublers	8	14	-			Acquired by Courtaulds 1964.
Great Eastern Railway Co.	9					Under provisions of 1921 Railways Act, from 1923 part of London & North Eastern Ry.
Royal Dockyards	10	11	16	-	-	By 1972 Pembroke & Sheerness had closed; Chatham closed 1984. 1987 Government handed largest remaining yards, Devonport & Rosyth, to commercial management. 1987 Devonport employed 11,250, by 1995 only 4,700 remained. 1995 3,300 employed at Rosyth.
Great Central Railway Co.	11					Under provisions of 1921 Railways Act, from 1923 part of London & North Eastern Railway.
Armstrong (Sir W.G.), Whitworth & Co.	12					1926 financial difficulties led to dispersment of business: 1928 armament & naval shipbuilding interests became part of Vickers-Arms tongs, (shares all owned by Vickers).
London & South Western Railway Co.	13	6				Under provisions of 1921 Railways Act, from 1923 part of Southern Railway. Carried forward as the Southern Railway; part of British Transport Commission from 1948.
North British Railway	14					Under provisions of 1921 Railways Act, from 1923 part of London & North Eastern Ry.
Vickers, Sons & Maxim Ltd.	15	10	10	49	-	Name changed to Vickers Ltd 1911. Too small 1992, employed 12,000.
Prudential Assurance Company Ltd.	16	29	58	95	99	
Guest, Keen & Nettlefold Ltd.	17	15	12	16	61	In the 1990s: GKN Plc

Caledonian Railway Co.	18					Under provisions of 1921 Railways Act, from 1923 part of London Midland & Scottish Ry.
Calico Printers' Association Ltd.	19	-?	-	69		1968 merged with English Sewing Cotton which then adopted the name English Calico Ltd. 1973 adopted name Tootal Ltd. Probably too small 1955. Subsidiary of Coats Viyella by 1992. Tootal 1973 was a subsidiary of English Calico.
Brown (John) & Co. Ltd.	20	56	-			Colliery properties vested in National Coal Board 1/1/47. Engineering & machine tool business too small to enter top 100 1972, when it employed 15,576. By 1995 owned by Trafalgar House. Probably too small 1955.
Bolckow, Vaughan & Co. Ltd.	21					1929 acquired by Dorman Long.
National Telephone Company Ltd.	22					1905 Parliament ratified agreement entered into with the Post-Master General, whereby from 31/12/11 he would take over all the business of the company. (Liquidated 25/1/12). Becomes GPO. British Telecom appears 1992.
South Eastern & Chatham Railway Co.	23					Under provisions of 1921 Railways Act, from 1923 part of Southern Railway.
Singer Co.	24	88		-		US affiliate till 1919. Inc as private company in Scotland 1905, incorporated under laws of GB 1917. Has its own SEYBK entry 1969 but 1970 listed as a subsidiary of Singer Co of USA.. Singer UK too small for top 100 1972 (employed 10,500 in 1973).
Royal Ordnance Factories	25	35	20	-	-	Probably too small 1972. March 1987 Royal Ordnance employed 16,300 (FT 5/3/87). Royal Ordnance factories sold 1987 to BAE Systems, except Woolwich Arsenal, which closed 1967 & the Leeds tank factory, which the MOD sold to Vickers in 1986. Royal Ordnance, the non-quoted subsidiary of BAE systems, employed 1,942 in 2001 (Dun & Bradstreet One Source Information, 2003).
Co-operative Society Ltd.	26	9	17	50	81	1972 figure has been estimated by HG at 38,000.
London, Brighton & South Coast Railway Co.	27					Under provisions of 1921 Railways Act, from 1923 part of Southern Railway.
Gas Light & Coke Company	28	24				Under 1948 Gas Act, assets vested in North Thames Area Gas Board.
Metropolitan Amalgamated Railway C. & W. Co. Ltd.	29					1929 adopted name Metropolitan-Cammell Carriage Wagon & Finance. Vol. liquidated 31/10/34. Reconstructed as Metropolitan-Cammell, owned jointly by Vickers & Cammell Laird.
Baird (William) & Co. Ltd.	30	93	-	-	-	Collieries vested in National Coal Board 1/1/47. 1956 SEYBK entry shows it had interests in asbestos, rayon, spinning & cement. Too small to enter top 100 from 1972. 1972 employed 13,226 (Times 1000, 1973-4); and in 1992 16,997 (Times 1000, 1994). Probably too small 1955; estimated figure 10,297 (HG).
Coats (J. & P.) Ltd.	31	61	21	61		Adopted name Coats Patons 1967. By 1992 was a wholly owned subsidiary of Coats Viyella.

Lyons (J.) & Co.	32	12	26	64		Acquired by Allied Breweries.
Platt Brothers	33	52	-	-		1958 adopted name Stone-Platt Industries. Too small to enter top 100 1972 (when it employed 12,106). Went into receivership 1982. Probably too small 1955. 1936 employed 12,000 (Red Book of Commerce).
United Alkali Co. Ltd.	34	8	6	8	29	1926 became part of newly formed Imperial Chemical Industries. Carried forward as ICI, as the largest employer in 1907 of ICI constituent companies.
Pease & Partners Ltd.	35	75	-			Coal interests vested in National Coal Board from 1/1/47; securities in Pease & Partners Normanby Ironworks vested in Iron & Steel Corp of GB 1949. Remainder of company operated until liquidated 20/8/59.
Bleachers' Association Ltd.	36	72	-	-	-	Adopted name Whitecroft 1963. Too small to enter top 100. 1972 employing 4,428 in the UK (Times 1000, 1973-4) and 2,910 in 1992 (Times 1000, 1994). Probably too small 1955.
Cammell Laird & Co. Ltd.	37	-?	-	-	-	By 1936 owned jointly with Vickers Metropolitan-Cammell Carriage & Wagon & large shareholding in English Steel Corp. WoW 1973, Cammell Laird Shipbuilders owned by Govt. Cammell Laird & Co adopted name Laird Group 1970, but too small to enter top 100. 1972 Laird Group employed 9,870 & in 1991 10,575. Too small 1955, employing 5,000.
Powell Duffryn Steam Coal Co. Ltd	38	43	-	-	-	Adopted name Powell Duffryn Associated Collieries 1935 after amalgamating Welsh Associated Collieries & to Powell Duffryn 1944. Coal properties vested in National Coal Board 1947. Powell Duffryn interests thereafter: engineering, building services, fuel distribution, shipping & industrial services. Too small to enter top 100; 1972 employing 11,620 & 9,668 in 1992. Probably too small 1955.
Stewarts & Lloyds Ltd (British Steel Corp.)	39	38	22	4	27	1939 acquired Stanton Ironworks. 1947 colliery interests vested in National Coal Board. 1948 railway wagon business became part of British Transport Commission. Under 1949 Iron & Steel Act securities of iron & steel companies transferred to Iron & Steel Corp from 1951. Denationalised by 1953 Iron & Steel Act; renationalized under 1967 Iron & Steel Act, which established the British Steel Corp, privatized as British Steel Plc 1988. But, WoW 1995 shows Stewarts & Lloyds still 100% owned by British Steel. For purposes of this table, from 1972 continued as British Steel.
Dorman, Long & Co. Ltd.	40	17	31			Acquired Bolckow, Vaughan 1929. Colliery interests vested in National Coal Board. Steel interests nationalized 1951, denationalized 1953, renationalized 1967 under British Steel Corp. Under Margaret Thatcher's privatization plans, April 1982 Trafalgar House acquired Redpath Dorman Long, BSC's structural fabricating group.
Wigan Coal & Iron Co. Ltd.	41	48				Colliery interests vested in National Coal Board. Liquidated 30/12/52.
Lipton, Ltd.	42					1935-1960 part of Home & Colonial Stores; by 1972 a Unilever subsidiary.
Lambton Collieries Ltd.	43	42				1935 figure is for Lambton, Helton & Joicey Collieries Ltd. 1907 Joicey ranked 86 th . Lambton Helton & Joicey Collieries in voluntary liquidation.

						tion Oct. 1952 (Register of Defunct Companies, 1966); 1947 interests vested in NCB.
Consett Iron Co. Ltd.	44	-				Too small by 1935 (employing 6,921). 1947 coal interests vested in NCB. Under 1953 Iron & Steel Act became a subsidiary of Iron & Steel Holding Realisation Agency. 1967 interests vested in British Steel Corp.
Ebbw Vale Steel, Iron & Coal Co., Ltd.	45					1935 iron & steel assets sold to Richard Thomas & Co; colliery properties sold 1936 to Partridge, Jones & John Paton Ltd. Struck off register 1/5/42 (Register of Defunct Companies, 1966).
United Collieries Ltd.	46	-?				Collieries vested in NCB 1947. Liquidated 22/3/57 (Register of Defunct Companies, 1966). No employment figures listed in its annual report of 8/4/36.
Nixon's Navigation Co. Ltd.	47					Voluntary Liquidation 1928; struck off register 16/3/35 (Register of Defunct Companies, 1966).
Pilkington Brothers	48	62	48	65	23	
Staveley Coal & Iron Co. Ltd.	49	?-	-	-	-	Colliery interests vested in National Coal Board from 1/1/47. Securities held in Staveley Iron & Chemical Co vested in Iron & Steel Corp 1951 & later British Steel Corp. 1956 SEYBK entry for Staveley listed its remaining interests as: lime works, chemicals, concrete, machine tools & some Canadian interests. 1961 name changed to Staveley Industries, but too small to enter top 100. 1972 Staveley Industries had 7,498 UK employees & 5,566 in 1992 (Times 1000 1972-3 & 1992-3).
Glasgow & South Western Railway	50					Under provisions of 1921 Railways Act, from 1923 part of London, Midland & Scottish Ry.
London General Omnibus Co.	51	5	-	27	30	Largest company forming the Underground Group of Companies. By 1928 Underground Group controlled c90% of all London's passenger transport. Following 1933 London Passenger Transport Act, privately held interests of this Group transferred to publicly owned London Passenger Transport Board. Therefore 1935 continues as London Passenger Transport Board in this table. Undertakings vested in British Transport Commission 1/1/48. Under Transport (London) Act 1969, control of London's red buses & Underground transferred to London Transport Executive, controlled by the GLC.
Harland & Wolff	52	23	29	-		Too small by 1972, employing 10,836.
Pickfords Ltd.	53					SEYBK 1936 entry for Hay's Wharf Cartage Co; private co, controlled by Great Western Ry Co, London & NE Ry Co, LM & S & Southern Ry; owns direct controlling interest in Pickfords. By 1955 part of British Transport Commission. As a result of 1968 Transport Act BTC's interests in road haulage & shipping companies vested in National Freight Corp. WoW 1976 shows Pickfords to be a subsidiary of National Freight Corp. Denationalised 1981, adopting title of NFC Plc 1989 (NFC ranked 49th in 1992).

Smith (W.H.) & Son	54	34	61	-	75	1972 was just too small to enter top 100, employing 18,090 (Times 1000, 1973-4).
Great Southern & Western Railway (Ireland)	55					Under provisions of Irish Free State Railways Act 1924, became part of Great Southern Rys Co. Gt Southern Ry dissolved 1/1/45 under 1944 Transport Act, became part of Irish Transport Commission.
Ocean Coal Co.	56	92				Colliery interests vested in National Coal Board.
Imperial Tobacco	57	37	38	41		Acquired by Hanson 1986.
Morley (I & R)	58	-	-			I & R Morley established prior to 1790. Manufacturers of hosiery & gloves in SEYBKs of 1935 & 1955. By 1972 it had become a subsidiary of Courtaulds. Probably too small 1935 & 1955.
Kynoch Ltd.	59					Became part of ICI Metals.
Workman, Clark & Co	60	-				N. Ireland shipbuilding. Shipyard & undertaking acquired by National Shipbuilders' Security Ltd 1936. Probably too small 1935.
North British Locomotive Co. Ltd.	61	-?				Still listed in 1936 SEYBK. Vol. Liquidation 1962.
Rylands & Sons Ltd.	62	87				
Cunard Steamship Co. Ltd.	63	45	78			Part of Trafalgar House by 1972.
Burmah Oil	64	84	98	-	93	Too small to enter top 100, employing 19,329 in UK 1972.
Palmers Shipbuilding & Iron Co Ltd.	65					Receiver appointed 30/6/33 (Register of Defunct Companies, 1979).
Bradford Dyers' Association Ltd.	66	76	- ?	- ?		Probably too small 1955 & 1972.
McAlpine (Robert) & Sons	67	- ?	- ?	-	-	Not in SEYBK 1955 or 1972. By 1972 was a subsidiary of Marchwiell Holdings Ltd, reg. 1935 in London as Freehold Properties of South Africa; name changed 1958; building, engineering & public works in UK & South Africa. 1982 Marchwiell employed 6,737 in UK. McAlpine (Alfred) Plc has entry in 1996 SEYBK: re. 1978; 1991 employed 5,269. Probably too small 1935 & 1955.
Fife Coal Co. Ltd.	68	-?				Properties vested in National Coal Board, 1947.
Scottish Co-operative Wholesale Society Ltd.	69	50	87	-		1972 still existed, but not listed in Times 1000. Probably too small 1972. Probably taken over by CWS.
Thomas (Richard)	70	63	36			Became Richard Thomas & Baldwins. Under 1949 Iron & Steel Act their assets were transferred to Iron & Steel Corp 1951; following further legislation, from 1967 formed part of British Steel Corp.
South Metropolitan Gas Co.	71	-?				Vested in South Eastern Area Gas Board 1948.
Associated Portland Cement Mfrs. (1900) Ltd.	72	-	-	-	-	Too small to enter top 100 1935, employing 6,720; it was also too small in 1972, having 18,325 UK employees. Name changed to Associated Portland Cement Manufacturers Ltd in 1919 and to Blue Circle 1978. Blue Circle was too small to enter top 100 1992, employing 19,690. 1955 it was 101 st , employing 11,000.
Pearl Life Assurance Comp. Ltd.	73	89	-	-		Too small to enter top100 1972, employing 9,778. 100% subsidiary of Australian Mutual Provident Society by 1995, (WoW 1995). HG estimated 1935 figure to be 8,000.
Huntley & Palmers	74					Estimated about 8,000 before 1935. Became Associated Biscuit Manufacturers. Associated Biscuit Manufacturers formed 1921 to acquire ordinary shares of Huntley & Palmers. 1935 & 1972 SEYBKs list H&P as Associated Biscuit Manufacturers subsidiary. ABM too small to

						enter top 100 1972, employing 9,856 in UK 31/12/72. WoW 1995, Huntley & Palmers owned by Danone Holdings UK Ltd.
Davis & Sons, Ltd.	75	-?				Coal, especially distribution; properties vested in NCB, 1947.
Army & Navy Co-operative Society	76	-	-	-		Name changed to Army & Navy Stores 1934. 1973 acquired by House of Fraser. Army & Navy Stores employed 2,471 27/1/73. Estimated by HG to be too small 1935 & 1955.
Baldwins, Ltd.	77	-				Became Richard Thomas & Baldwins. See above.
Horrockses, Crewdson & Co.	78	-	-			Listed in SEYBK 1955, but by 1972 was a subsidiary of Steinberg Group: by 1992 Steinberg was a subsidiary of Alexon. Estimated to be too small 1935 & 1955 by HG.
Stanton Ironworks Co. Ltd.	79	-?				No employee figures in Annual Report of 31/3/36. 1939 Stanton became a subsidiary of Stewart & Lloyds. [However, the name Stanton was retained & in 1960 the S&L subsidiary operation merged with another company near Chesterfield to become Stanton & Staveley, which from 1967 was a subsidiary of British Steel. 1985 BSC sold its Stanton & Staveley pipes division to Pont-A-Mousson, a subsidiary of Saint-Gobain. NB despite losing its coal & iron assets, the remainder of Staveley survived as a separate company throughout. Estimated to be too small 1935.
Steel Co. of Scotland Ltd.	80					No employee figures in Annual Report for year ending 31/3/36. Acquired by Colvilles 1935 who acquired it from Lithgows.
General Electric Co. Ltd.	81	21	13	7	12	
Whitely (William) Ltd.	82					Owned by Selfridges by 1935. Probably too small 1935.
Harrod's Stores, Ltd	83	-				Acquired by House of Fraser 1959. Owned by Harrods Investments 1995. Probably too small 1935.
Fairfield Shipbuilding & Engineering Co. Ltd.	84	-				
Lewis Merthyr Consolidated Collieries Ltd.	85					Struck off register 1932 (Register of Defunct Companies, 1966).
Joicey (James) & Co. Ltd.	86					By 1935 part of Lambton, Hetton & Joicey Collieries. Lambton, ranking 44 th in 1907, has been carried forward.
Ashington Coal Co. Ltd	87	58				Coal interests vested in National Coal Board 1947.
Cory Brothers & Co. Ltd.	88	-				Listed in 1955 SEYBK as a subsidiary of Powell Duffryn. Probably too small 1935.
Tredegar Iron & Coal Co.	89	-				Coal interests vested in National Coal Board 1947. 1955 in voluntary liquidation. Probably too small 1935.
Butterley Iron & Coal Co. Ltd.	90	94				Coal interests vested in National Coal Board 1947 & iron in Iron Realisation Agency. Listed in SEYBK 1972 under Crittal-Hope Engineering Ltd, a company inc 1949 as Kent Castings, which adopted name Butterley Engineering Industries Ltd 12/8/72 & then Crittal-Hope Engineering Ltd 6/12/71. Crittal-Hope employed 7,577 in the UK during 1972.
Bowes (John) & Partners, Ltd.	91	-				Collieries vested in National Coal Board 1947. Liquidated 27/5/53. Probably too small 1935.

Great Northern Railway (Ireland)	92					1925 became part of Great Southern Railways Co (Ireland). Great Southern acquired by Irish Transport Commission (Coras Iompair Eireann) in September 1953. Dissolved 1958.
British American Tobacco	93	53	75	-	-	1972 and 1992 UK employment too small to rank company in Top 100
Weardale Steel, Coal & Coke Co. Ltd.	94	-				Collieries vested in National Coal Board 1947. Gas holdings vested 1949 in Northern Area Gas Board. Liquidated 1953. Probably too small 1935.
Harton Coal Co. Ltd.	95	-				Collieries vested in National Coal Board 1947. Liquidated 19/7/52. Probably too small 1935.
Russell (Archibald) Ltd.	96	-				Listed in 1956 SEYBK as a subsidiary of Colvilles. Colvilles had become a subsidiary of Iron & Steel Holding & Realisation Agency in 1951. Probably too small 1935.
Fairbairn Lawson Combe Barbour Ltd.	97	-	-			1963 name changed to Fairbairn Lawson. Not listed Times 1000 1972/3 or 1994, or in the 1996 SEYBK. Probably too small 1935 & 1955.
Londonderry Collieries Ltd.	98	-				Collieries vested in National Coal Board 1947. Liquidated 2/10/53. Probably too small 1935.
British Westinghouse Electric & Manufacturing Co.	99	13	8			Name changed to Metropolitan-Vickers Electrical Co. Sept 1919 & to Associated Electrical Industries January 1929. Control of company transferred May 1917 to GB by sale of controlling interest held by Westinghouse Electric. AEI 100% owned by General Electric (WoW 1973 & 1995).
Callenders Cable & Construction Co. Ltd	100	39	39	53	36	1945 became part of British Insulated Callender's Cables, which was formed 1945 to acquire Callenders Cable & Construction and British Insulated Cables. Name changed to BICC 1975.

1935 Entries		1935	1955	1972	1992	
Unilever Ltd		7	18	12	18	
Dunlop Rubber Co.		16	7	33		By WoW 1995, Dunlop was a subsidiary of BTR Plc.
United Steel Companies Ltd		18	27			Became part of British Steel.
F. W. Woolworth & Co.		19	15	13	46	Becomes part of Kingfisher, which was 47 in 1992. Kingfisher inc 16/9/82 as Paternoster Stores Plc, adopted title Woolworth Holdings 12/11/82 & Kingfisher 17/3/89.
Textile Machinery Makers Ltd		20				By SEYBK 1955 was a subsidiary of Platt Brothers.
Courtaulds Ltd		22	37	9	88	[Courtaulds Textiles Plc demerged from Courtaulds, effective 19/3/90.]
Joseph Lucas Ltd		25	21	20	76	
Lancashire Steel Corporation		26				Became part of British Steel.
Austin Motor Co.		27	41	6		1951 British Motor Corp formed from amalgamation of Austin & Morris. Austin usually deemed to be core of British Motor Corp, & as such, has been carried forward in this table. Continued as British Leyland following merger of BMC and Leyland in 1968. BAE in 1992.

Boots Pure Drug Co.		28	25	25	13	Adopted name the Boots Co. 1972.
Barclays Bank Ltd.		30	49	15	8	
Tube Investments Ltd		31	28	34	90	Adopted name TI Group 1982.
Lancashire Cotton Corporation		32				HG notes: 1950 part of Courtaulds.
Home & Colonial Stores Ltd		33	30	39	-	By 1937 SEYBK Home & Colonial Stores listed as a Unilever subsidiary. By 1973/4 SEYBK entry for Home & Colonial Stores; name changed to Allied Suppliers 1960, which was listed as a subsidiary of Cavenham. Assumed to be Cavenham in 1972.
Manchester Collieries Ltd		36				Collieries vested in National Coal Board 1947.
Electrical & Musical Instruments		40	82	-		Adopted name EMI Ltd 1/1/71. By 1980 had become Thorn EMI. Thorn EMI ranked 75 th in 1992.
Hawker Siddeley		41	9	14		Reg 1935 as Hawker Siddeley Aircraft; adopted name Hawker Siddeley Group 1948. By 1973 De Havilland was 100% owned by Hawker Siddeley. British Aerospace (Bae) established by Aircraft & Shipbuilding Industries Act of 1977, which provided for the vesting therein of securities of certain aviation companies on 29/4/77, the largest being the British Aircraft Corp and Hawker Siddeley Aviation & Hawker Siddeley Dynamics. Aerospace interests represented only small part of company sales. Hawker Siddeley Group continued as mechanical & electrical engineers; though by 1995 Hawker Siddeley Group had become a BTR subsidiary.
Midland Bank Ltd.		44	67	38	31	
Lloyds Bank Ltd.		46	60	66	28	
Metal Box Co.		47	40	46		By 1992 was owned by Carnaudmetal Box.
Amalgamated Anthracite Collieries Ltd		49				Collieries vested in National Coal Board 1947.
Lewis's Investment Trust Ltd.		51	84			1951 acquired Selfridges. 1965 Lewis's acquired by Charles Clore's Sears Holdings. Sears ranked 56 th 1955, 27 th 1972 & 55 th 1992.
Cadbury Brothers Ltd.		54	54	68	45	1969 adopted title Cadbury Schweppes.
Marks & Spencer Ltd.		55	32	52	20	
Burton (Montague) Ltd.		57	52	90	73	1973 adopted title Burton Group.
Combined Egyptian Mills Ltd.		59				Part of Courtaulds.
Morris Motors Ltd.		60				1951 British Motor Corp formed from amalgamation of Austin & Morris. See Austin above.
Yorkshire Amalgamated Collieries Ltd.		64				Colliery interests vested in National Coal Board 1947.
Port of London Authority		65	95	-	-	Too small to enter top 100 1972 & 1992; 1972 employed 7,503; by 1988 employed slightly over 2,000.
Shell Transport & Trading Co.		66	35	-	-	1972 & 1992 figures are for Royal Dutch/Shell Group & are global figures.
British Iron & Steel Co. Ltd.		67				Part of 1951 Iron & Steel Realisation Agency & BSC from 1967.
Westminster Bank Ltd.		68	97	31	5	National Westminster Bank reg. 1968; formed to acquire National Provincial Bank & Westminster Bank. Carried forward as National Westminster Bank.

Hornden Collieries Ltd.	69					Collieries vested in National Coal Board 1947. Liquidated 22/7/52.
Babcock & Wilcox Ltd.	70	77	-	-		Too small to enter top 100 in 1972 & 1992; employing 20,566 in 1972 & 13,383 in 1990. Adopted name Babcock International 1979,
Ford Motor Co.	71	19	22	55		
Bolsover Colliery Co Ltd.	73					Collieries vested in National Coal Board 1947.
British Insulated Cable	74					Acquired by British Insulated Callender Cables in 1945.
Singer Manufacturing of Scotland	77	91				
Reckitt & Sons Ltd.	78	70	85	98		Evolved with Colman (J&J) from 1938, completely merging as Reckitt & Colman in 1953.. 1955 figure estimated by Howard Gospel at 16,580.
Welsh Associated Collieries Ltd	79					1935 acquired by Powell Duffryn. Collieries vested in National Coal Board 1947.
Glasgow Corporation Transport	80	99	-	-		
Amalgamated Cotton Mills Trust Ltd.	81	-				Listed in SEYBK 1955, but not in WoW 1972. Probably too small 1955.
Beardmore (William) & Co. Ltd.	82					
British Ropes Ltd.	83	-	-	-		Adopted name Bridon 1/1/74. Too small for top 100 1972 & 1992, employing 11,162 in 1973 & 5,416 in 1990. Probably too small 1955.
National Cash Register Co.	85	-	-	-		Subsidiary of US corp. Probably too small 1955. Too small 1972, employing 8,700 in the UK; 1992 NCR Ltd employed 3,568.
National Provincial Bank Ltd.	86					Merged with Westminster Bank 1968..
Standard Telephones and Cables	90	42	59	-?		Not listed in Times 1992.
Hoyle (Joshua) & Sons Ltd.	91	-	-			Has own entry in SEYBK until 1963; thereafter shown as a subsidiary of Illingworth, Morris & Co (which was reg. 1920 as Amalgamated Textiles Ltd, name changed 1921; worsted spinners). Probably too small 1955.
Anglo Persian Oil Co.	95	43	81	66		1935 name changed to Anglo-Iranian Oil & in 1954 to British Petroleum.
Barber Walker & Co. Ltd.	96					Not listed in 1936 SEYBK. Not in WoW 1973. Not in Register of Defunct Companies 1980.
Associated Biscuit Manufacturers Ltd.	97	-	-			Own Huntley & Palmer. Too small for top 100 1972, employing 9,856.
Ferranti Ltd.	98	-	-	-		Too small to enter top 100; 1972 employed 17,488 & 21,299 in 1990.
London Brick Co. & Forders Ltd.	99	-	-			Adopted name London Brick 1936. Too small to enter top 100; 1972 employed 9,364. By 1995 was a subsidiary of Hanson. Probably too small 1955.
Patons & Baldwins Ltd.	100					SEYBK 1975/6 entry for Coats Patons: reg. as J&P Coats, Patons & Baldwins Ltd; name changed 1967.
54 entries						

1955 Entries			1955	1972	1992	
National Coal Board			2	2	16	From 1/1/47 all collieries vested in National Coal Board. 1992 figure is for British Coal Corp.
British Electricity Authority			4	5		Under Electricity Act 1947, electricity supply industry brought under public ownership as from 1/4/48. Act set up a central authority called the British Electricity Authority & 14 area electricity boards. From 1/1/58 duties transferred to an Electricity Council & central electricity generating board. Following 1989 privatisation, the largest employers amongst the former area boards were Scottish Power, which employed 8,401 in 1995, Norweb (7,617), Southern Electric (7,091) & Yorkshire Electricity (4,924)..
Gas Council			5	10	9	Incorporated under 1948 Gas Act; established 12 area boards; became British Gas Corp 1/1/73. Privatised 1986.
British Electric Traction Co.			11	36	10	It existed in 1935 and probably had 12,000 to 20,000 in that year. Name changed to BET 6/9/85. 1995 FTSE sector = support services.
Great Universal Stores Ltd			14	40	72	Reg. 1917 as Universal Stores (Manchester) Ltd; adopted current title 28/2/30.
English Electric Co.			23			By 1973 was a subsidiary of GEC. 1960 divisions of English Electric, Vickers-Armstrong Ltd & Bristol Aeroplane merged to form British Aircraft Corp. By 1955 English Electric owned Marconi's.
Rolls-Royce Ltd			24	44	27	1971 company faced bankruptcy following costs of RB 211 & was subsequently nationalized. Car making division spun off into separate company - Rolls-Royce Motors 31/12/73 employed 8,503. Rolls-Royce aero engines employed 59,758 in 1977 (Times 1000, 1977-8).
Rank Organisation			33	56	48	Rank Organisation reg. 20/2/37 as Odeon Theatre Holdings; adopted current title 7/10/55 (SEYBK 1972-3). Owns Butlins & Rank Precision Industries (which had interests in Rank Xerox).
De Havilland			34			1959-1960 acquired by Hawker Siddeley.
George Wimpey & Co.			44	82	-	Reg. as private company 1919; converted to public co 1934. Formed to acquire business of Wimpeys, founded 1880. Too small for top 100 1992, employing 11,590 at 31/12/93.
Bristol Aeroplane			46	58	6	BAE formed 1960 as combination of English Electric, Vickers-Armstrongs (air) & Bristol Aircraft; continued in 1992 as British Aerospace, which was established in 1977; following nationalization, Hawker Siddeley Aviation included in British Aerospace. Bristol assumed to be core of new company.
Steel Co. of Wales			47			Part of British Steel by 1972.
Bowater			50	-	94	Too small 1935 & 1972 for top 100, employing 20,377 in the UK 31/3/73.
Allied Bakeries			51	19	21	Started as George Weston Foods, a Canadian bakery business. By

					1935, as Food Investments Ltd, began acquiring UK bakeries; 1955 renamed Allied Bakeries. Allied Bakeries was a subsidiary of George Weston Foods in SEYBK 1955. 1960 name changes to Associated British Foods. Part of Wittinton Investments by 1992 (not listed in Times 1000, 1994 or 1996 SEYBK). WoW 1995 George Weston Holdings not listed, but Weston Foods listed as a subsidiary of Wittington Investments. Carried forward as George Weston Holdings 1992. Too small 1935	
Distillers Co. Ltd.			53	-	Too small for top 100 1972, employing 18,600 in the UK. Part of Guinness by 1992.	
Ranks Ltd.			55	26	65	Ranks Ltd reg. 1933; 2/2/62 adopted title Ranks Hovis McDougall. By 1992, although RHM listed separately in Times 1000, it was a subsidiary of Tomkins.
Sears Holdings Ltd.			56	24	52	It was the Trueform Boot Company. Controls Freeman Hardy & Willis.
Turner & Newall Ltd.			57	55	41	Reg. 12/2/20; adopted title T&N by 1992.
Rowntree & Co. Ltd.			59	67		Listed as Rowntree Mackintosh 1972. Subsidiary of Nestle by 1992.
Birmingham Small Arms Co. Ltd.			62	-		Reg. 1896. Too small 1972, employing 6,458 at 31/12/72 (Times 1973-4). WoW 1992 listed as a subsidiary of Norton Group.
Littlewoods Organisaton			63	87	96	1972 figure estimated by HG at 24,500.
British Overseas Airways Corporation			64	28	33	British Airways established as British Airways Board 1971. Board assumed responsibility 1/4/74 over BOAC & BEA. 1987 British Airways privatized. BOAC therefore continues in this table 1992 as British Airways. Times 1000 1974-5 has combined figure for BOAC & BEA (as British Airways) at 58,511.
Rootes Motors Ltd.			65			Part of Chrysler by 1972. By WoW 1992 Rootes had become a subsidiary of Peugeot Talbot Motor Co.
Colvilles Ltd.		?	66			1935 acquired Steel Co of Scotland. By 1972 part of British Steel.
United Drapery Stores Ltd			68	57	-?	Not in WoW 1995 or Times 1994. 1972 UDS Group
Smith (S.) & Sons			69	96	-	Adopted title Smiths Industries 1965. 1972 employed 21,900, putting it just outside top 100; 1993 employed 11,535.
English Steel Corporation			71			Part of British Steel by 1972.
Vauxhall Motors Ltd.			72	51	-	Too small to enter top 100 1935 employing 7,000 (101 st). Also too small 1992, employing 11,132 at 31/12/89.
British Broadcasting Corporation			73	89	-	
Mullard Co.			74			Listed as a subsidiary of Philips Electronic Association in WoW 1973.
Plessey Co. Ltd.			76	30		By 1992 a subsidiary of GEC.
Esso Petroleum Co. Ltd.			79	-	-	A subsidiary of Exxon 1972 & 1992. Esso UK employed 4,408 at 31/12/89 (Times 1000, 1991-2).

International Tea Co.'s Stores			80			Part o BAT by 1973.
Laing (John) & Son (Holdings) Ltd.			81	-	-	Too small for top 100 1972 & 1992 employing 15,500 in 1972 & 12,900 in 1990.
House of Fraser			83	75	-	Too small. May 2003 employed 7,099.
Leyland Motors Ltd.			85			1968 merged with British Motor Corp & continued as British Leyland. Part of British Aerospace by 1992. BMC formed 1951 on amalgamation of Austin & Morris. For the purposes of this table, Austin has been taken as the core company (Austin was a 1935 entry).
Spillers			86	54		By WoW 1995 listed as a subsidiary of Dalgety. Dalgety employed 16,609 31/6/94.
British Celanese Ltd.			88			Part of Courtaulds.
British Oxygen Co. Ltd.			89	45	40	Listed as BOC 1992.
Standard Motor Co.			90			Acquired by Leyland 1960.
Associated British Picture Corp'n Ltd.			92			Wow 1973 ABC Records, ABC TV Films, ABC Films Review all subsidiaries of EMI Film & Theatre Corp.
Summers (John) & Sons Ltd.			93			
Lewis (John) Partnership			94	93	35	
Rubery, Owen & Co.			96	32	-	Times 1000 1991/2 Rubbery, Owen employed 770.
Reed (Albert E.) & Co. Ltd.			100	17	-	Becomes Reed International. Reed UK too small 1992, employing 18,100.
45 entries						

1972 Entries				1972	1992	
Grand Metropolitan				11	56	
Thorn Electrical Industries				18	71	Thorn reg. 1928 as Electric Lamp Service; adopted name Thorn Electrical Industries 1936; became Thorn EMI 3/3/80.
National Bus				21		
Philips Electronic & Assoc. Ind.				23	-	Philips Electronics NV employed 253,000 31/12/94. UK figure not listed in Times; but probably should be in top 100 1992.
Bass Charrington				29	15	Figure for Bass 1992 by D. Jeremy.
National Freight Corporation				35	49	1989 NFC plc
Allied Breweries				37	19	Adopted name Allied Lyons 1981; 1994 adopted name Allied Domecq.
Trust House Forte				42	39	1992 figure is for Forte Plc.

Standard Life			43	58	Assumed to be related to Standard Chartered.
Thomas Tilling			47	?-	Subsidiary of BTR by WoW 1995.
Unigate			48	68	
British-American Tobacco Co.			53	37	By 1935 BAT was largest tobacco company in the world; large Chinese interests, but UK employment figure probably too small for top 100.
Booker McConnell			60	97	
Tesco Stores (Holdings)			62	7	
Debenhams			63	-	
Chrysler United Kingdom			70	-	Only Chrysler Corp of US listed in Times 1994.
Delta Metal Co.			71	-	13,384 in 1995. Therefore too small.
Associated Engineering			72	-	A subsidiary of T&N by 1992.
J. Sainsbury			73	4	
International Computers Holdings			74	78	
Whitbread & Co.			76	22	
Glaxo Holdings			77	79	
Scottish & Newcastle Breweries			78	80	
Dickinson Robinson Group			79		DRG Group not in Times 1000, 1994 or 1996 SEYBK. Subject to hostile takeover. Packaging became part of Rexam.
S. Pearson & Son			80	67	
Guinness			83	84	Alison suggested might be too small 1972 - Arthur Guinness employed 8,419 in UK 29/9/73.
United Biscuits			84	42	
Swan Hunter Group			86	-	Too small 1992; employed 3,543 in 1991 (Times 1000, 1994).
Securicor Group			88	34	Reg. 1923 as Associated Hotels; adopted current title 1973. Holding company, operates principally through its subsidiary, Security Services.
Beecham Group			91	24	1992 figure is for Smithkline Beecham
Rank Xerox			92	77	
Tarmac			94	64	
Reyrolle Parsons			97	-	
Inchcape			98	43	
Mitchell Cotts			99		
Thomson Organisation			100	-	

36 entries						
1992 Entries					1992	
British Telecommunications					1	BT split from GPO before 1984 privatization.
Hanson					12	Reg. 1950 as C. Wiles Ltd; converted into public co 12/3/64; name changed to Hanson Trust 14/11/69; adopted title Hanson Plc 3/12/87. Too small 1972, employing 3,900 in UK. By 1992 Hanson subsidiaries included Consolidated Goldfields, Imperial Group & London Brick.
Asda Group					14	Inc 1949 as Associated Dairies; too small for top 100 1972, employing 9,830.
Argyll Group					17	Reg. 1977 as Boydbush Ltd, name changed to James Gulliver Associates 2/6/77; adopted current title 1983. Principal subsidiaries in 1996 SEYBK = Safeway Stores, Presto Stores.
BTR					25	Too small 1972, employing 12,300 at 29/12/73. By 1992 Hawker Siddeley Group and Dunlop were subsidiaries.
Isosceles					32	Not in SEYBK 1996.
Trafalgar House Investments					37	Too small for top 100 in 1972, employing 19,005 in the UK.
Cable & Wireless					38	Too small for top 100 in 1972, employing 10,075.
P. & O. Steam Navigation Co.					44	Too small for top 100 1972, employing 12,074 in the UK.
Racal Electronics					47	Too small for top 100 in 1972, employing 2,584 in the UK (Times 1000, 1973-4).
Swire (John) & Sons					50	
Harrisons & Crosfield					51	Too small 1972; employing 1,836 in the UK at 30/6/72, (Times 1000 1973-4).
Siebe Plc					53	Not in Times 1000 1972. Reg. 1920 as Siebe Gorman & Co; adopted current title 1984; designs & manufactures control systems.
Hillsdown Holdings					54	Reg. 1970 as Saldene Farms Ltd; name changed 27/5/70.
Rentokil					58	Too small 1972, employing 3,020 in UK 31/12/73.
Northern Foods					59	Too small 1972, employing 9,283 30/9/73.
Granada Group					60	
OCS Group					62	
Coats Viyella					63	Reg. 1908 as Spirella Co of GB; 1969 adopted name Spirella Group, 11/5/76 Vantona Group. 25/2/83 adopted name Vantona Viyealla & 14/3/86 Coats Viyella. Spirella employed 4,312 in 1972.
AMEC					69	
Ladbroke					70	Too small 1972, employing 12,761 1/1/74.
RMC					74	
Halifax Building					82	
Courtaulds Textiles					84	Spun-off from Courtaulds 1990.
Gallaher					85	Too small 1972, employing 18,398 in UK 31/12/73.

Western United Investment					86	
W. M. Morrison Supermarket					87	Employed 1,040 in 1972 (Times 1000 1973-4).
Commercial Union					89	Too small for top 100 1972.
Kwik Save					91	
Royal Bank of Scotland					92	1985 Royal Bank of Scotland & William & Glyn's Bank merged. The Royal Bank of Scotland was originally established 1727 by Royal Charter.
Redland					95	Too small 1972, employing 7,470 in UK 31/3/73.
Ratners					100	
32 entries						

NB: Individual gas & coal companies not taken forward from 1955 as NCB or Gas Council. Whereas Stewart & Lloyds continued as British Steel & the largest railway company in 1907 continued as British Rail.

KEY: **Blank space** = **departure of company through merger, bankruptcy, nationalisation etc.,**
 - = **company continues but too small to rank in top 100,**
 ? = **we lack any information,**
 - ? = **continues, but probably too small to rank in top 100,**
 ? - = **we don't know size, but company probably continues.**