

Glasgow Scotland[®]
with style

FOR BUSINESS



A WARM WELCOME

INTRODUCTION

As Leader of Glasgow City Council, I am delighted to welcome you to Scotland's most business friendly city.

Glasgow is in the process of a major transformation. The city has reinvented itself in recent years and is a dynamic and multi-cultural place. It is one of Europe's most exciting locations and home to some of the UK's most successful regeneration programmes over the past 20 years.

Glasgow is an ideal place to do business and its strong economic growth in recent years has created an environment that will maximise the benefits to any companies investing and locating here. Glasgow's skilled labour pool and competitively priced operating costs mean the city is well placed to withstand the rigours of current economic circumstances and can compete very effectively with other locations.

Despite the global economic downturn, Glasgow has recently attracted an impressive list of new arrivals and expansions to the city including – Barclays Wealth, Santander, Tesco Bank, esure, Morgan Stanley, HSBC, NFU Mutual and Scottish Friendly. They join an impressive who's who of blue chip companies who underline Glasgow's status as a world class business location – these include JP Morgan, BNP Paribas, First Data International, Aon, ACE Insurance, Handelsbanken, Clydesdale Bank and many, many more.

Glasgow welcomes the economic activity generated by its role as host of the 2014 Commonwealth Games. In preparing the city for the Games, Glasgow City Council is leading on 20 major infrastructure projects and these will sustain and create significant business opportunities for the city. Through these projects the physical and social landscape of the city is set to alter dramatically – raising aspirations, driving achievement and contributing to a more positive future for Glasgow and Glaswegians.

Glasgow is also investing millions of pounds in growing the city's business base, attracting creative, educated and capable people, embracing all sectors of industry. The city is continuing to develop and attract new industry, through sustained investment in commercial property, the provision of transport and communications channels, and ensuring easy access to both internal and external markets.

Glasgow's modern, mixed economy has gained a well-deserved reputation for success in economic performance and innovative urban regeneration. This is thanks to a good workforce and an excellent relationship between the public and private sectors.

Welcome to Glasgow – a great place to do business.

"GLASGOW IS A GREAT PLACE TO VISIT, LIVE, AND WORK WHERE OUR BUSINESSES AND PEOPLE FLOURISH."



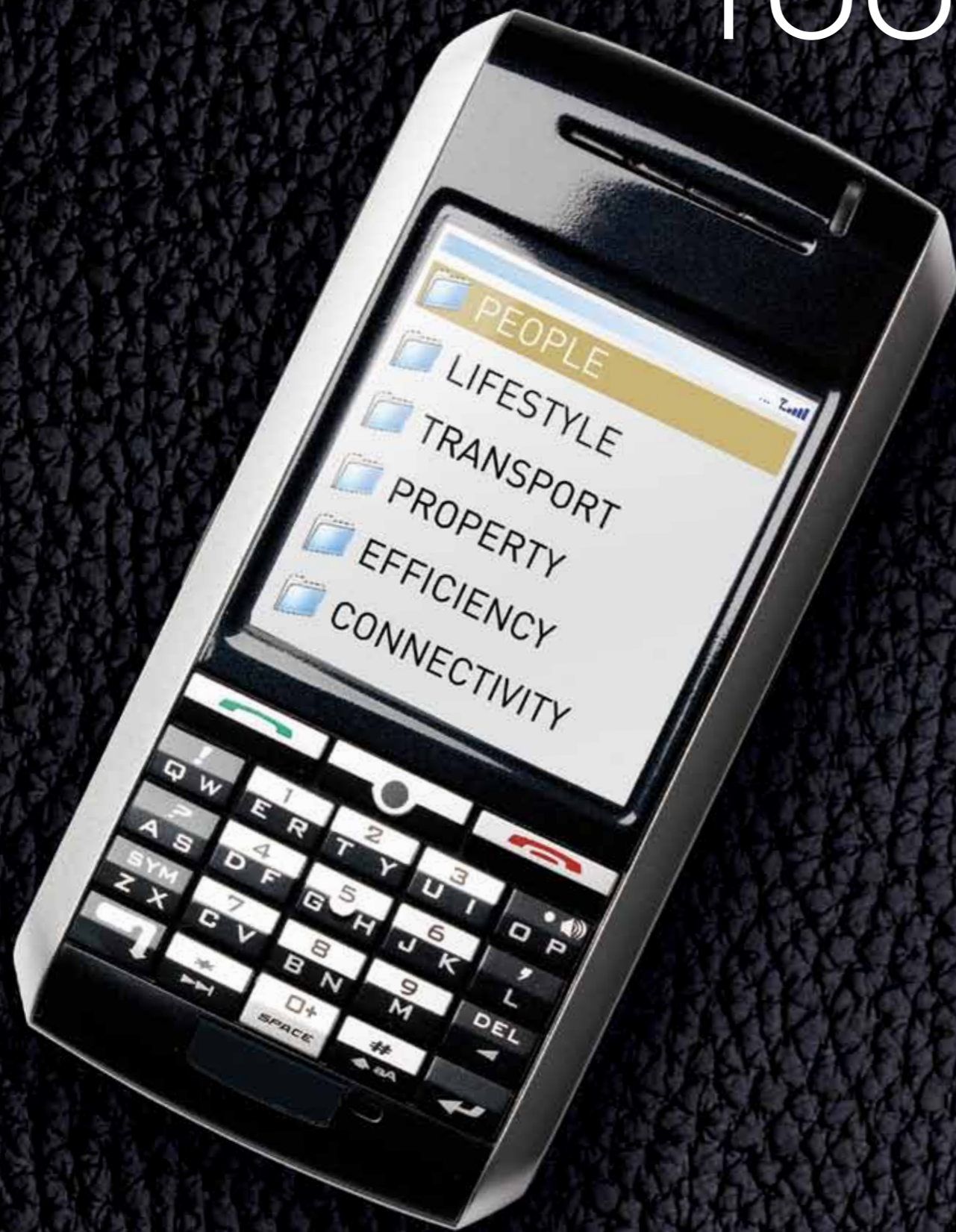
GORDON MATHESON
LEADER, GLASGOW CITY COUNCIL



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Glasgow
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YOU TALK WE LISTEN



Welcome to a can-do city. When you talk, we listen.

- Quality people are at the heart of any successful business, and in Glasgow we have one of the most highly qualified and flexible workforces in Europe.
- Glasgow is one of Europe's most vibrant and cosmopolitan destinations, a great international city where business, sport and cultural excellence flourish.
- Glasgow's air, rail and road infrastructure means easy accessibility - and once you arrive you can move quickly and efficiently throughout the metropolitan area.
- Glasgow delivers efficient and innovative office developments and world class retail spaces suited to every size and type of business.
- Scotland's biggest city is an economic powerhouse that generates nearly £17 billion gross value added to the nation every year.
- Glasgow has one of the most sophisticated and competitive telecommunications operating environments in Europe.

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THINK PEOPLE

PEOPLE

Top quality people are at the heart of any successful business, and in Glasgow we have one of the most highly qualified and flexible workforces in Europe.

Glasgow has witnessed a boom in the number of workers in the key age group of 20-39 and our labour market is one of the best performing in the UK. Businesses find it easy to recruit and retain high quality people, and our local labour costs compare favourably with the rest of the UK.

- A large pool of 400,000 skilled and adaptable workers and over 1.7 million people within a 45 minute commute.
- Five Higher Education institutions and nine further education colleges with internationally rated schools of science, law, management, medicine and business attracting nearly 160,000 students every year.
- 51% of Glaswegians in employment have a National Vocational Qualification of Level 3 or above.
- A strong Scottish work ethic combining a can-do attitude with traditional Glaswegian friendliness.
- Competitive salaries with high levels of employee retention.
- A city with a comprehensive strategy and investment plans to deliver a skilled labour supply across priority sectors.

"Glasgow continues to provide JP Morgan with access to a highly talented and skilled workforce and it is a key strategic location for JP Morgan globally. Visiting colleagues are pleasantly surprised at the variety of work done in the Glasgow office and the capability of staff. What comes across most is the enthusiasm, commitment and quality of staff – at the end of the day, that's what makes the difference."

Paul Murphy CEO
JP Morgan Scotland



LIFESTYLE

Glasgow is one of Europe's most vibrant and cosmopolitan destinations, a city where business, sport and international culture flourish.

The city that inspired the Art Nouveau architectural masterpieces of Charles Rennie Mackintosh is now a dynamic 21st century metropolis and home to some of the world's best known companies.

The traditional friendliness and openness of Glaswegians means you are guaranteed a warm welcome and a working environment with people like you.

- An exciting mix of world class culture. From Scottish Ballet to avant-garde dance, Scottish Opera to rock concerts, the Royal Conservatoire of Scotland to some of the finest collections of civic art in Europe at the Burrell Collection and Kelvingrove Art Gallery and Museum.
- Glasgow has a superb selection of first class housing, including apartments on the River Clyde and generously proportioned Victorian flats in the West End. With large family homes in the leafy suburbs close to high quality school provision and the combination of a business location within minutes, this city offers a perfect solution to today's demanding lifestyle.
- Over 67,000 of Scotland's students study in Glasgow's five Higher Education institutions with another 90,000 in the city's Further Education colleges. The University of Strathclyde has the only business school in Scotland recognised by the world's three top accreditation bodies. The University of Glasgow has an international reputation as a research powerhouse. Educating students from home and abroad for over 500 years, Glasgow is in the top 1% of Universities world-wide.
- Glasgow's major schools modernisation programme ensures the city continues to produce a stream of highly-qualified and adaptable employees.
- With more than half a million square metres of retail floor space, Glasgow is the UK's largest and most successful shopping location outside of the West End of London. Expansion and redevelopment work at the city's St Enoch Centre, Buchanan Galleries and Glasgow Fort shopping complexes will provide over 400,000m² of additional retail/leisure space.
- The Clyde Coast with its stunning scenery and water sports is on the city's doorstep, while Loch Lomond, gateway to the Highlands, is just 45 minutes away. Some of the world's greatest golf courses, such as Turnberry, Troon and Gleneagles are within an hour's drive of Glasgow.
- Glasgow is a city that has a track record of hosting major international events. It is host city for the 2014 Commonwealth Games. When it comes to culture, nightlife and food, the city is hard to beat, which is why Lonely Planet has tipped Glasgow as one of the top cities in the world to visit in its book "Lonely Planet's Best in Travel 2009".

LIFESTYLE

"The time has come for Lonely Planet to let one of its worst kept secrets out: Glasgow's got everything. When we put together "Best in Travel 2009" we were looking for the best places to go and things to do in the world right now. We're delighted to highlight such a fun, stylish city".

Tom Hall
Lonely Planet Travel Editor

WELL CONNECTED

TRANSPORT

Glasgow's air, rail and road infrastructure ensures excellent access - and once you arrive you can move quickly and efficiently throughout the metropolitan area. There are three international airports within 45 minutes of the city centre, linking Glasgow to all major UK, European and international destinations.

Glasgow is well-connected. The transport network links national and local bus routes with underground trains and the largest suburban rail network in the UK outside of London. The M8 lies at the heart of an integrated motorway network giving Glasgow high-speed road links to cities to the north, south, east and west. Glasgow is rated the top city in the UK when it comes to public transport to and from work.

- Three major airports, serving over 130 different UK and international destinations.
- Four main motorways give Glasgow high-speed road access to cities across the UK.
- New £110m Fastlink project. The scheme will use a 15 mile exclusive roadway running alongside the River Clyde and operate 25 flexi-trams.
- A 10 year £200m investment in Glasgow Airport, during which time passenger numbers will triple. Recent developments include a £10m international pier extension, the first phase of a £31m 'skyhub' terminal extension and revamped pick up and drop off zones.
- A £445m extension to the M74 motorway to reduce journey times by road across Glasgow and improve access across the entire Clyde corridor.

"City locations in both England and Wales were considered alongside Glasgow. But the combination of high quality workforce, excellent transport and communications infrastructure and assistance from Scottish Government made Glasgow a clear winner".

Dell Scotland

MERCVRIVS

WORKINGS SPACE

PROPERTY

Glasgow can deliver efficient and innovative office developments and world class retail spaces suited to every size and type of business.

Highly competitive rental rates are lower than many major cities across the UK, making Glasgow the smart choice to locate your company business. As a vibrant and cosmopolitan place to do business, Glasgow is a magnet for a vast array of support services from leading edge software companies and accountancy firms to stylish restaurants and chic cafes.

Glasgow is ambitious. The city is constantly innovating and there is already a programme of blue chip office developments in the pipeline to meet future business demand.

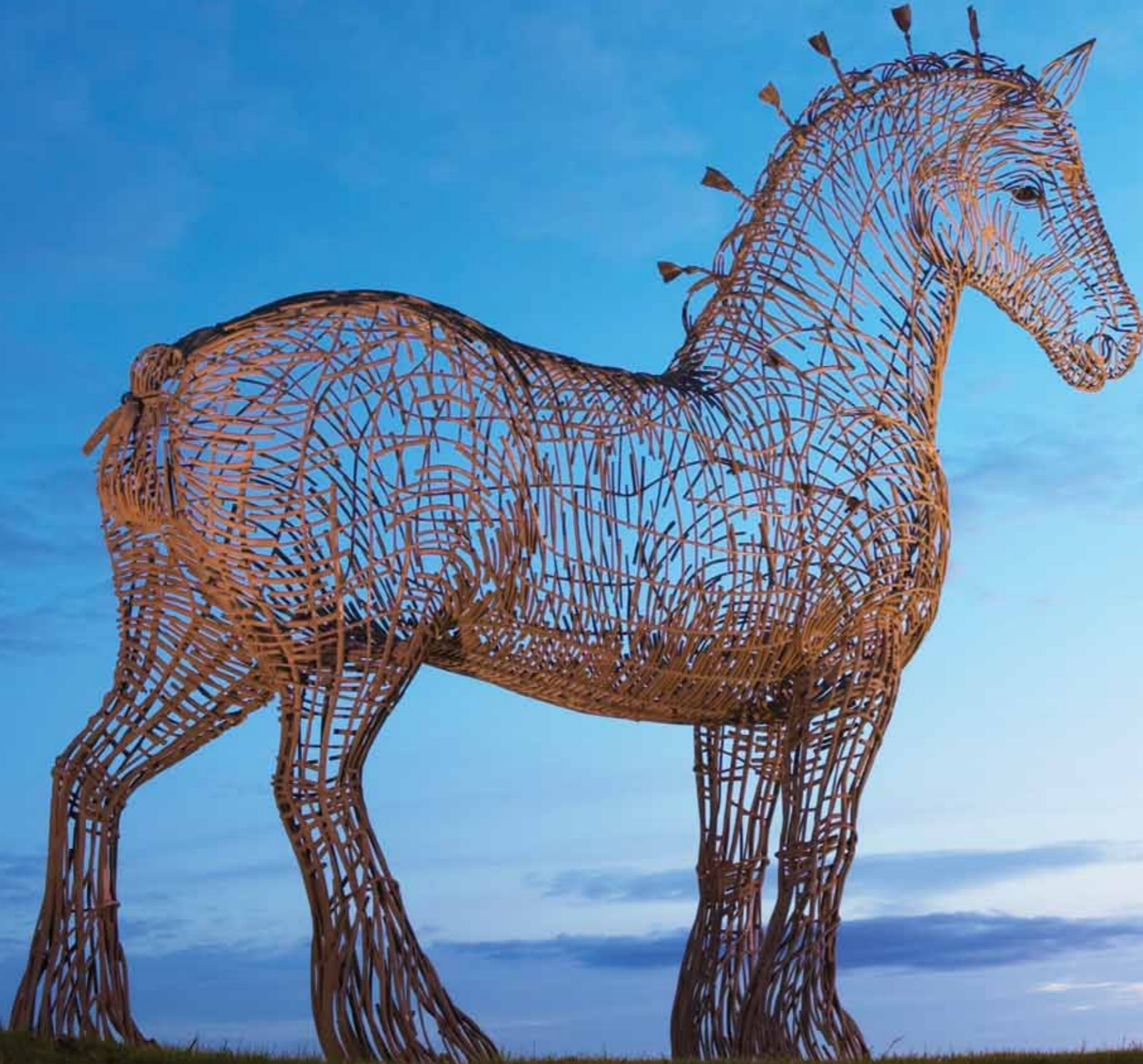
- More world class office accommodation than any other UK city outside of London.
- Massive programme of exciting new developments, including: the International Financial Services District; Creative Clyde (Pacific Quay); the International Technology and Renewable Energy Zone (ITREZ); Clyde Gateway; Collegelands; and 2014 Commonwealth Games.
- Beautifully preserved Victorian and Georgian architecture complemented by the best in 21st century office design.
- Occupancy costs per workstation for Grade A prime location sites in Glasgow are often up to 30% lower than other major UK locations.
- Voted the best place in the UK to do business by Growing Business magazine. Criteria included office space, transport, workforce, connectivity and grant availability.
- Sustained pipeline of Grade A developments means there is a sizeable choice of world class office accommodation, and Glasgow has a clear investment strategy for growing Grade B developments to meet market demand.

"We have been very impressed with the quality of applicants we have seen for our Broadway One office in Glasgow and firmly believe that the city is also the right location for customer sales and service staff for our mortgage business."

Benny Higgins
Chief Executive, Tesco Bank



ENDURING & EFFICIENT



EFFICIENCY

Scotland's biggest city is an economic powerhouse that generates nearly £17 billion gross value added to the nation every year. World class companies are investing and growing in Glasgow. Through a structured and comprehensive city wide business assist and training service, Glasgow actively supports and encourages business growth and development for companies of all sizes.

Glasgow's success in attracting blue chip companies has helped create more than 48,000 new jobs in recent years as the city has experienced significant economic growth. Glasgow will provide a complete business solution tailored to your company and your business needs.

- Home to major financial companies including JP Morgan, Barclays Wealth, Morgan Stanley, National Australia Group, AXA, Tesco Bank, esure, ACE Insurance, BNP Paribas and First Data.
- Vibrant entrepreneurial centre that has attracted leading brands including Dell, Scottish and Southern Energy, 02, Scottish Power and British Energy.
- Comprehensive business support and guidance on recruitment, training, premises, technology and grant assistance, including European Regional Selective Assistance.
- Glasgow has one of the UK's largest knowledge bases with many of the city's talented graduates choosing to work here – a trend that is crucial to the future growth and success of the economy.
- Premier international conference destination that is home to the SECC, the UK's largest integrated conference and convention centre.
- Internationally renowned for its achievements, recent awards include:
 - Glasgow awarded Host City for the 2014 Commonwealth Games
 - Glasgow - European City of the Year 2011 - Academy of Urbanism
 - Glasgow has entered the top ten of Europe's best performing financial centres for the first time and has climbed from 46th to the 33rd ranking worldwide - Global Financial Centres Index 2011.
 - Glasgow 2nd in "Top 5 Large Cities in Europe for Foreign Direct Investment Strategy" and 7th in "Top 10 Large European Cities" fDi Magazine's European Cities and Regions of the Future 2010/11
 - IFSD Glasgow - 2009 Regeneration & Renewal Awards - Highly Commended in two categories - "Regeneration Partnership of the Year" and "Boosting the Local Economy"
 - IFSD Glasgow - Best Public/Private Partnership Working - APSE Awards 2008

"Our twin locations in Dundee and Glasgow allow us to retain close proximity to our main clients in Scotland. At the same time, property costs are attractive here, but the key attraction for us and the crucial factor behind our success continues to be our highly qualified staff."

Margaret Lees
Head of Operations, BNP Paribas



TECHNOLOGY MATTERS

CONNECTIVITY

Glasgow has one of the most sophisticated and competitive telecommunications environments in the world. Glasgow's telecoms are 100% digital and a number of providers operate in the city, resulting in highly competitive prices. Broadband provision includes cable, ADSL, SDSL, leased line, satellite and wireless, and the city has modern, high-capacity, fibre optic links.

Companies at the forefront of ICT are already located in Glasgow, including: JP Morgan's European software development centre; Dell's technology support centre; Morgan Stanley Institutional Securities; and Barclays Wealth Management.

Whether it is security of service, value for money, future proofing, or fast, reliable connections, Glasgow can meet and exceed the most demanding technology requirements of today's progressive companies.

- BT has invested £50 million in broadband infrastructure.
- Full security back up through dual routing.
- Glasgow provides excellent wi-fi connectivity throughout the city. It is the first UK city to provide a combined cellular and wi-fi network in all of its 15 subway stations.
- The city strives continually to maintain its position at the forefront of technology infrastructure. Chosen from 90 European cities, Glasgow was first as 'European City with Best IT and Telecommunications 2006/07'.

"The combination of excellent people, superb infrastructure and a can-do ethic makes this a perfect place to do business, and I cannot understand why anyone with telephone and internet-centred businesses would choose anywhere else".

Peter Wood
Chairman, esure

FOR SOLUTIONS ON INWARD INVESTMENT & RELOCATION SUPPORT TALK TO:

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Visit www.glasgowforbusiness.com for the latest information on doing business across the city.

A multitude of facts and statistics are available on Glasgow's workforce, transport systems, technology infrastructure and working spaces.

The city's key economic strategy documents can be downloaded and an interactive map shows current development opportunities, from major regeneration projects and hotel developments to retail, mixed use and residential schemes.

Information on the support available to businesses in Glasgow is also available, along with the latest international networking opportunities.





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