known within their field for the research they’ve done or for being thought leaders.”

Bayer’s U.S. division seeks scientists with the “ingenuity, curiosity, and enthusiasm for working at an organization striving for innovations that make a difference in the world,” summarizes Bryan Iams, director of external communications. “In a global company operating in every country, can they be respectful and understand that in different cultures, different beliefs drive people?” he asks. With 108,000 employees worldwide, the Germany-based company (#19; reappearing on the list since being #19 in 2006) looks for versatility and the kind of entrepreneurial thinking encouraged at Bayer’s “innovation centers” in China, Europe, and California. “These then hook into and get translated into our larger global organization,” explains Iams.

“It’s sometimes easy to hire someone just because they are an exceptional scientist, but we spend ample time to find a person with the technical skills who also fits with our core values,” says Lisa Kelly-Croswell, Vertex senior vice president for human resources. “We choose people who aren’t afraid to take risks—by trying something new or bringing a nontraditional idea forward—and who are not satisfied with the status quo.”

Their research and development group hires “for what we want to be, not what we are today,” says Vertex’s Mueller, who looks for people with “the scientific and technologic expertise to take Vertex to the next frontier, and the courage to constantly move the frontier forward. In science, experiments often have unexpected outcomes. Some scientists have the willingness and joy to deal with this uncertainty. That’s the phenotype we’re looking for.”

Mueller wants his scientists “maximally integrated across all functions—research, development, commercial, legal, human resources, accounting—so they can communicate and collaborate. That’s fundamental to our ultimate goal: Discovering and developing transformational medicines.”

Genzyme prefers highly-trained scientists, several years beyond their Ph.D.s. “Our best hires, in a creative sense, have about five years of postdoc experience. They’re really where the excitement is in research—and they’re exciting to be around,” says Smith.

In 2008, needing several hundred additional employees for a new collaboration with Sanofi-Aventis, Regeneron worked with a recruitment and branding firm to attract the right people. They launched an online ad campaign, highlighting what Grossman calls their “quirkiness and selectivity,” by presenting their recently