

TEN BEST COMPANIES TO WORK FOR

Diverse businesses grab the spotlight

By Brian Burton

Innovatia Inc., of Saint John, N.B., has come from nowhere on last year's list of Canada's Top 100 Employers to grab a spot in this year's Top 10.

The knowledge-management-solutions provider, with 300 employees in Canada, the United States and India, was elevated to the Financial Post Ten Best Companies to Work For (2015).

Mediacorp Canada editor Richard Yerema, who has created the Top 10 list for more than a decade, says Innovatia is not the first company to jump from unlisted to a Top-10 placement, but it's definitely a rare accomplishment.

"Making the Top 10 requires growth in employee numbers, combined with business stability and showing strength across our Top 100 review," Yerema says.

The Top 10 companies are chosen from the Top-100 list, which rates companies based on: (1) Physical Workplace; (2) Work Atmosphere and Social; (3) Health, Financial and Family Benefits; (4) Vacation and Time Off; (5) Employee Communications; (6) Performance Management; (7) Training and Skills Development; and (8) Community Involvement.

The Top 10 are then chosen with an emphasis on "business success, enlightened workplace practices and job creation" and also in comparison with other companies in their industry to



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2015

identify those with "the most progressive and forward-thinking programs," Yerema says.

"We start from a jobseeker's perspective, so we look for growing organizations, meaning companies that are creating jobs and adding to their head counts over the year," he says.

"Employment growth, combined with new business developments, such as new investments or acquisitions, help to elevate certain employers to the top business stories of the year in our view."

Yerema says both lists seek to show balance across regions of the country and business sectors, in order to provide the most appealing array of prospects to Canadians seeking career growth at all stages in their lives.

This year, he says, eight of the Top 10 are new to the list, "which is always seen as a good thing" because it may alert jobseekers



MAX HALANSKI / FOTOLIA

Employers from a variety of sectors made the list of the Ten Best Companies to Work For.

to new possibilities. Turnover was partly a function of events in the economy, he says.

"We have seen some pullback in recruitment in the oil and gas sector, as well as other resource sectors, so their representation is less," Yerema says.

In fact, no oil and gas producers have made this year's Top 10 list, but he says customer-service companies and product suppliers have taken their places, including Rogers Communications and organic food provider Nature's Path.

Other members of the Financial Post Ten Best Companies to Work For (2015) are: Canadian National Railway; the Canadian Imperial Bank of Commerce; EllisDon Corp.; Enbridge Inc.; Kiewit Energy Canada (a service company); Nuance

Communications and Toyota Manufacturing Canada. The two repeat listees from last year are Nuance, logging its third consecutive appearance; and Toyota, marking its fourth Top 10 placing in six years.

Increasing competition for talent and demographic change have definitely influenced employers over the years and had an impact on how companies compete for talent, Yerema says.

"The Top 10 certainly are demonstrating that to be a successful business operation requires a good deal more than a bare cupboard when it comes to benefits offerings," he says.

"The minimalist approach may save in the short term, but the employers with a focus on the longer term are working to attract and retain the kind of skilled and dedicated personnel who will help bolster company fortunes in the years ahead."

As one example, he says, nearly every company in the Top 100 offers some kind of flexible work options, mostly including telecommuting alternatives that are standard among the Top 10.

"Obviously, work-from-home options are dependent on the type of work," Yerema says.

"But employers recognize that they need to incorporate such options, where possible. The younger Generation Xers (born from 1960 to 1980) and the entire Generation Y cohort (1980 to 2000) are largely working on the assumption that this option exists."

TEN BEST COMPANIES TO WORK FOR (2015) *in alphabetical order*

Employer	Industry	Interest Points	City	FT Employees in Canada
Canadian National Railway Company / CN	Railroads	Encourages an ownership culture with a share purchase plan available to all employees and supports employees over the longer term with defined-benefit and defined-contribution pension plans; occupies a special place in the Canadian landscape, linking the country together from coast to coast for nearly a century — and today moving goods and resources across North America and creating jobs along the way with more than 400 new positions added in Canada last year; the publicly-traded company encourages employees to share (beyond their paycheques) in the fruits of their labours through a share purchase plan; has operated the impressive CN Employees and Pensioners Community Fund for the past 45 years — the fundraising program supports numerous charities that in-turn are focused on helping disadvantaged Canadians; invests in ongoing employee education with tuition subsidies for job-related courses, a variety of in-house and online training programs and subsidies for professional accreditation; the convenience of an on-site daycare facility, which they can take advantage of upon their return.	Montréal	16,582
CIBC	Banking	Reflecting its remarkable stability and growth as a leading financial institution and employer, the bank continues to create new jobs at home, adding more than 880 full-time positions last year; helps employees prepare for the future with retirement planning assistance, phased-in work options and contributions to a defined-benefit pension plan — and keeps retired employees in the loop through an annual newsletter and dedicated intranet; encourages employees to become owners of the bank through a share-purchase plan — and also provides a variety of excellent financial benefits, from waived banking fees to preferred interest rates on loans; a number of areas within the bank have introduced the "What If?" program to reward employee suggestions for continuous improvement with paid time off; supports ongoing employee education and provides subsidies for tuition and professional accreditation as well as a range of in-house and online training programs, including apprenticeships and skilled trades programs.	Toronto	35,122
EllisDon Corporation	Building Construction	A familiar name in construction across Canada for more than 60 years, the company has an incredible resume of completed and ongoing projects, from the Rogers Centre (formerly Skydome) in Toronto to Edmonton International Airport's LEED-certified control tower — and continues to build and expand, adding more than 170 positions last year; helps to create an ownership culture among employees with profit-sharing and a share-purchase plan available to all employees; helps employees with retirement-planning assistance, phased-in work options when nearing retirement and contributions to a defined-contribution pension plan; also offers subsidies for tuition and professional accreditation as well as formal mentoring and career planning services to support ongoing employee development; the company owns and operates the Windjammer Landing Resort in St. Lucia and offers discounted accommodation packages to employees, family and friends; provides maternity and parental leave top-up payments to employees who are new mothers, fathers or adoptive parents, and recently increased the benefit to 100 per cent of salary for eight weeks.	Mississauga, Ont.	1,505
Enbridge Inc.	Natural Gas Distribution	With significant operations across North America, the company continues to grow, adding more than 460 full-time employees in Canada last year; encourages employees to take home a little more than their paycheque through a share-purchase plan and year-end bonuses for some positions; supports all employees with retirement planning assistance, phased-in work options when nearing retirement, and contributions to defined-benefit and defined-contribution pension plans, depending on employee group; also offers extended health benefits coverage to retirees and maintains a Pensioner's Committee, a group of approximately 10 retired employees who maintain contact with Enbridge alumni on a regular basis and distribute a monthly newsletter to help keep retirees connected; is an avid supporter of ongoing employee education and provides subsidies for tuition and professional accreditation as well as a variety of in-house and online training programs.	Calgary	5,770
Innovatia Inc.	Computer Programming Services	Creating great high-tech jobs in one of the country's most beautiful and historic cities — more than 80 jobs added in Canada last year; encourages employees to save with matching RSP contributions and wants employees to share in the the fruits of their labours through a profit-sharing plan; offers employees referral bonuses when they help to successfully recruit a new employee (to \$500); offers an industry-leading maternity and parental leave top-up benefit for new mothers (to 75 per cent of salary for 25 weeks) as well as parental leave top-up for new fathers and adoptive parents (to 75 per cent of salary for 25 weeks); maintains an in-house "Give" committee to oversee its charitable program — the committee is made up of employees (including the two CEOs) from across all departments and locations.	Saint John	421
Kiewit Energy Canada Corporation	Engineering Services	Lets everyone share in the company's success with year-end bonuses and profit-sharing and helps employees with retirement planning assistance and contributions to a matching RSP plan; and, depending on their position, some employees can participate in a share-purchase plan; a uniquely specialized construction and engineering firm that is helping to develop Alberta's oilsands and creating career opportunities along the way — adding more than 25 full-time positions last year; encourages employees to develop their skills with in-house apprenticeships, online training programs and subsidies for professional accreditation.	Calgary	385
Nature's Path Foods Inc.	Food Manufacturing	An incredible British-Columbia-based business success story that proves that being green does not run counter to being commercially successful — the company continues to create new jobs, 29 new positions last year, and supplies retailers across Canada and the United States; maintains a highly focused charitable program that is very much integrated into its core line of business, including the Gardens for Good and the longstanding EnviroKidz 1% for the Planet program; along with profit sharing and generous year-end bonus programs, employees are encouraged to save for the long term with matching RSP contributions; offers a unique green lifestyle perk — \$1,000 toward the purchase of a an eco-friendly vehicle; is an environmental leader that has established a zero-waste target and even has a unique employee-maintained on-site organic garden where employees can stroll outside and practice a little therapeutic gardening; along with growing their own organic produce, employees also receive generous discounts on Nature's Path products.	Richmond, B.C.	163
Nuance Communications Canada Inc.	Software Publishers	Lets everyone share in the company's success through a share-purchase plan as well as a profit-sharing plan that's available to all employees and signing bonuses for some positions; part of Boston-based Nuance Communications Inc., the publicly traded company's Montréal location is the company's second-largest office and home to a highly skilled and growing workforce — more than 60 new positions were added last year; encourages employees to keep their skills sharp with tuition subsidies (up to \$3,000) and a variety of online training programs through its in-house Nuance University — and encourages employees to keep their home technology up-to-date with interest-free loans for the purchase of home computer equipment; helps employees save for retirement with contributions to a defined-contribution pension plan; employees might receive generous referral bonuses when they help to successfully recruit a new candidate (to \$5,000).	Montréal	752
Rogers Communications Inc.	Communications and Media	Helps employees share more than a paycheque through a share-purchase plan that is available to all employees — also offers signing and year-end bonuses for some positions as well as referral bonuses for employees who help recruit a new colleague (to \$1,500); helps employees prepare for the future with retirement-planning workshops and contributions to a defined-benefit pension plan; an incredible Canadian business success story from a single radio station in 1960 to one of the country's largest most diverse communications and media companies, from wireless to cable to print to ownership of the venerable Hockey Night in Canada broadcast — the company added more than 1,400 positions last year; supports ongoing employee education through subsidies for tuition and professional accreditation, formal mentoring and a variety of in-house and online training programs.	Toronto	24,721
Toyota Motor Manufacturing Canada Inc. / TMMC	Automobile Manufacturing	The company can produce up to 470,000 vehicles each year (making it Toyota's fourth-largest production facility in the world) and maintains a focus on the future as the only facility in Canada that can produces gas, hybrid and electric vehicles — and continues to create jobs, adding more than 840 employees last year; offers great financial benefits, including signing bonuses for some employees, year-end bonuses and generous discounts for the lease or purchase of new vehicles (to \$1,000) and their family members (to \$800); as part of their flexible health plan, employees can reinvest unused health credits into a health-spending account for additional coverages, take as a cash bonus or invest into an RRSP plan — plan also extends into retirement years, with no age limit; an industry leader that offers maternity and parental leave top-up payments for new mothers (to 65 per cent of salary for 52 weeks) and new fathers (to 65 per cent of salary for 37 weeks), including adoptive parents.	Cambridge, Ont.	8,513

TEN BEST COMPANIES TO WORK FOR

SPONSORED BY CN

Dynamic railway on a roll

To say CN is a growing Canadian company is an understatement.

Having hired more than 2,500 new employees last year, it's one of Canada's fastest-growing and most successful companies.

Add to that its storied history stretching back decades, and there are few employers in Canada with such a rich tradition of providing solid careers where employees can share in its success. It's those employees who are key.

"What differentiates us from our competition isn't the colour of our locomotives or our tracks, but rather our people," says president and CEO Claude Mongeau. "It's that unique sense of pride at CN, our 23,000 proud railroaders coming together to contribute to and share in our success story."

The future is bright for one of Canada's top employers.

"We are proud to be a key-player in the Canadian economy and provide stable, long-term and varied career opportunities," says Kim Madigan, vice-president of human resources.

"We are always looking for new railroaders who foster a positive attitude with a safety mindset, an attribute that is essential to CN's success."

CN continuously searches for candidates with diverse backgrounds and plans to hire about 3,000 new employees in the coming year.

While most of its new employees are younger, the company is also looking for seasoned outsiders who can bring skills and insights from other industries and occupations.

As part of an ongoing renewal of its workforce, CN recently opened two state-of-the-art training facilities, one in Winnipeg for Canadian employees and a second in suburban



State-of-the-art training facilities in Winnipeg, above, and suburban Chicago train new and current railroaders.

Chicago for employees based in the United States. The two CN campuses are training a new generation of railroaders, as well as current employees who are upgrading their skills.

In addition to new training curriculum for the vast majority of new hires, CN's Future Leaders program LEAD provides first-line supervisors with enhanced leadership and managerial skills.

Mongeau says: "Working at CN is about staying connected, sharing a common vision to drive forward because this is what leads to innovation. After all, we can't continue to be leaders by following the beaten path."

BY THE NUMBERS

Headquarters: Montreal
Incorporated: 1913
Number of employees: 24,000 across North America
Benefits and perks: Investment plan allows employees to purchase shares with the company adding 35 cents for every \$1 of shares purchased; scholarships and professional development programs available; comprehensive health and life plan as well as industry-leading defined-benefit pension plan.
Visit jobs.cn.ca for information on career opportunities.

SPONSORED BY ROGERS

Innovation propels Rogers

Rogers is renowned in Canada as a leading innovator, offering the latest and greatest in communications technology. It is a true Canadian success story.

Yet at the heart of its accomplishments are its nearly 30,000 employees working across Canada.

"First to market is at the heart of what we do," says Barb Graham, employment brand manager with Rogers Communications.

Ted Rogers started the company and his legacy has been to be the first to offer customers the most innovative products and services.

Rogers has come a long way from its start in radio in 1960, growing into a multimedia powerhouse: owner of City TV, a national wireless, Internet and cable provider, owner of the Toronto Blue Jays and official Canadian broadcaster of the NHL.

Along the way it has also become one of the leading employers in Canada, providing careers across a wide spectrum of areas from customer service to IT development to broadcasting.

Recently named one of Canada's top employers for 2014, Rogers corporate culture puts the well-being and development of its workforce at the forefront of everything it does.

Not only does Rogers offer exciting and challenging work, but its employees are able to be part of a team working toward a great customer experience. Rogers also invests in career-long learning and the development of its employees.

Many of the benefits Rogers offers staff are second-to-none, including 50 per cent discounts on its own products, discounts on Blue Jays tickets and other perks. The company is also innovative when offering programs



Rogers, the official Canadian broadcaster of the NHL, offers benefits and programs to inspire its employees.

that help its workforce long-term, such as a new, optional payroll deduction tax-free savings account. Rogers also offers a defined-benefit pension, one of the few private-sector firms in Canada offering this type of retirement package.

"It's a really good plan, and something that many prospective employees find very attractive," Graham says.

Yet, going the extra mile for its employees is nothing new for an innovative leader such as Rogers. It's that spirit of ingenuity that makes Rogers a great place to work, Graham adds.

"We offer challenging and exciting work because when you're contributing to such new and ground-breaking services, it's a really exhilarating feel-

BY THE NUMBERS

Founded: 1960
Number of employees: More than 24,700 full-time and more than 5,800 part-time
Locations: Across Canada
Compensation and benefits: Wide range of salaries and comprehensive benefits, including defined-benefit pension and payroll TFSA.
Where to apply: Visit jobs.rogers.com to find openings and begin the application process.

ing knowing that you're part of something bigger than simply earning a paycheck."

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