

Top employers take different routes to the finish line

Slow-and-steady has replaced flash-and-dash in this year's list of the Financial Post 10 Best Companies to Work For in Canada, says Mediacorp's Richard Yerema.

While many formerly fast-growing companies have had to pull in their horns after a couple of years of tough economic times, a number of steady performers with established names are proving they can continue to hire and offer attractive terms of employment, says Yerema, managing editor of Canada's Top 100 Employers, an annual competition organized by Mediacorp Inc.

"A decade ago, we were writing more about some of the more 'cowboy' organizations," he says.

"Now, the focus is on organizations that are proving themselves in tougher times — places that are proving the sky is not falling."

This year's winners, he says, are a diverse group that come from the resources, construction, engineering, software, financial services and manufacturing sectors.

One of the things all the winning companies have in common is substantial hiring needs, despite relatively slow growth at the moment.

"The retirement of the boomers was something we used to write about that was coming in the future," Yerema says. "Now, it's here, and organizations have to hire. Even if they're not growing, or growing slowly, they still have to bring in new



people, and that's creating opportunity."

It also means they need to be competitive in compensation. While the national unemployment rate is still 7.3 per cent, a high concentration of the unemployed are unskilled workers. In contrast, says Yerema, most professions and trades are near full employment.

Among the Top 10, half of the winners provide share-purchase programs, half offer year-end bonuses and

half have profit-sharing plans (although not the same five for each category).

Four out of 10 also provide defined-benefit pension plans, which ensure a specified retirement benefit; only two have defined-contribution plans, where retirement income is dependent on the performance of the fund.

Seven of the Top 10 offer retirement savings plans, sometimes in combination with a company pension.

"I think this goes a long way to dispelling

the notion that to be a successful company you have to be ruthless," Yerema says.

"Strong companies do things to support and attract good people, and that's one of the reasons they're successful. The two are not mutually exclusive — in fact, quite the opposite.

"People respond well to a feeling of belonging and ownership. Finding ways in which to engage your people is imperative for a successful company."

Financial Post's Top Employers

AGRIUM INC.

BMO FINANCIAL GROUP

BOMBARDIER AEROSPACE

CAMECO CORPORATION

CEMENTATION CANADA INC.

DESJARDINS GROUP

GOLDER ASSOCIATES LTD.

GREAT LITTLE BOX COMPANY LTD.

LEDCOR GROUP OF COMPANIES

OPENTEXT CORPORATION

Identifying the 'best-of-the-best' is no easy task

Naming the Financial Post's 10 Best Companies to Work For is serious business.

A staff of 17 Mediacorp employees tracks the hiring activities of 75,000 companies online, and invites 17,000 to submit applications for the annual awards.

This year, a record 2,750 organizations started the application process, which includes a detailed questionnaire with more than 400

data points. The questionnaire is reviewed prior to distribution by a panel of four university professors, each of whom has written a major human resources textbook.

The staff selects the Top 100 based on performance in eight broad areas: physical workplace; work and social atmosphere; health, financial and family benefits; vacation and time off; employee communications; performance management; training and skills

development; and community involvement.

Profiles of the winning employers are prepared by Mediacorp's editorial team members, who write more than 350,000 words each year explaining why the winners are selected.

The Financial Post's 10 Best Companies to Work For is a subset of Canada's Top 100 Employers competition, and is limited to fast-growing private-sector employers that offer opportunities for rapid career advancement.

Mediacorp creates seven other lists of exceptional companies, recognizing the nation's best employers for family-friendly workplaces, diversity employment, environmental practices, hiring recent immigrants, fastest-growing workplaces, hiring young workers and hiring older workers.

Detailed reasons for the selection of all winners, as well as other competitions, can be found at www.CanadasTop100.com/fp10.

| Employer | Industry | Interest Points | City | FT Employees in Canada |
|--------------------------------------|----------------------------------|---|-----------------|------------------------|
| Agrium Inc. | Fertilizer | Signing bonuses, referral bonuses (to \$3,000), year-end bonuses and a profit-sharing plan; employee lounge with fireplace, television, Wii system, foosball and board games, quiet and nap rooms; subsidies for tuition and professional accreditation, a formal mentoring program, career planning services and in-house and online training programs; manages a popular engineer-in-training program; pension and RRSP plans, retirement planning assistance, phased-in work options, and fully paid health coverage that extends into retirement (with no age limit). | Calgary | 2,419 |
| BMO Financial Group | Financial | Signing bonuses, year-end bonuses, low-interest home loans and a share purchase plan; subsidies for tuition and professional accreditation; course offerings through BMO's Institute for Learning; paid internships, formal mentoring program and career planning workshops; maternity and parental leave top-up payments (to 95 per cent of salary for six weeks) along with health benefit coverage; retirement planning assistance, defined-benefit pension plan and extended health coverage; sick-day policy through which employees can apply for personal days off. | Toronto | 29,605 |
| Bombardier Aerospace | Aircraft Manufacturing | Head office features fitness facility and cafeteria; referral bonuses (to \$2,000), share purchase plan and defined-benefit pension plan; maternity leave top-up payments (to 90 per cent of salary for 17 weeks) as well as extended health benefit coverage; tuition subsidies and the Bombardier Aerospace Engineering University (BEU), an in-house program that supports new graduates through a variety of in-house courses and training programs, seminars, conferences and advanced technical courses. | Dorval, Que | 17,222 |
| Cameco Corporation | Mining | Offers 40 annual scholarships (to \$2,500 each) for children of employees who are pursuing post-secondary studies; RRSP contribution-matching and a health benefits plan that extends into retirement; head office features a fitness facility, lounge, cafeteria and nap room; new employees receive three weeks of paid vacation, in addition to paid time off during the holidays; signing bonuses, referral bonuses (to \$5,000), year-end bonuses and a share purchase plan; subsidies for tuition and professional accreditation, a formal mentoring program, in-house skilled trades training. | Saskatoon | 2,859 |
| Cementation Canada Inc. | Mining | Signing bonuses, year-end bonuses and profit-sharing plan, subsidies for tuition and professional accreditation as well as financial bonuses for some course completions, encourages employees to stay fit with organized sports teams and access to an on-site fitness facility (with free and subsidized membership); supports employees who are new mothers with maternity leave top-up payments (to 95 per cent of salary for 17 weeks) as well as extended health benefit coverage during their leaves. | North Bay, Ont. | 980 |
| Desjardins Group | Credit Unions | Supports new parents with maternity (to 95 per cent of salary for 18 weeks) and parental leave top-up payments (to 95 per cent for 12 weeks); on-site daycare centre; tuition subsidies for courses at outside institutions, online and in-house training initiatives; financial bonuses (to \$1,000) for the completion of certain professional accreditation; car-pool sign-up system, showers and change rooms for its bicycle commuters; discounts on self-serve bike transit programs in Montréal and Toronto; defined-benefit pension plan and health benefits that extends through retirement; recognized as one of the most generous private organizations in Canada by "Imagine Canada." | Levis, Que. | 34,713 |
| Golder Associates Ltd. | Engineering Services | Employee exchange program that allows employees to work at company locations across the world; in-house training program GolderU; financial bonuses to employees who complete professional accreditation or development courses; profit-sharing and share-purchase-plan options; flexible hours, telecommuting and shortened and compressed work-week options; maternity and parental leave top-up payments (to 70% of salary for 15 weeks) for new mothers, fathers and adoptive parents, as well as extended health benefit coverage during their leave. | Calgary | 2,586 |
| Great Little Box Company Ltd. | Box Manufacturing | Profit-sharing option and employer-matched RRSP contributions; head office features an on-site fitness facility (with subsidized membership and personal training services), outdoor sand volleyball court, book exchange library, outdoor gazebo and rooftop deck, and dock for employees who wishing to commute by kayak to Mitchell Island; maternity and parental leave top-up payments, as well as flexible work options for when they return; subsidies for tuition and professional accreditation; scholarship program for children of employees who pursue post-secondary education; compassionate leave top-up payments (to 100 per cent of salary for one week). | Richmond, B.C. | 200 |
| Ledcor Group of Companies | Industrial Building Construction | Employer-matched RRSP contributions, signing bonuses and a profit-sharing plan; subsidies for tuition and professional accreditation, in-house and online training programs, leadership training and a formal mentoring program, flexible hours, telecommuting and shortened and compressed work-week options; maternity leave top-up payments, as well as extended health benefit coverage during leaves; independently operated day-care centre within the building; paid time off during the holiday season, and three weeks of paid vacation allowance to start. | Vancouver | 5,100 |
| OpenText Corporation | Computer Programming Services | Serves more than 46,000 clients (and millions of users) in 114 countries and in 12 languages; signing bonuses, referral bonuses and a share-purchase plan, tuition subsidies for job-related courses, online skills inventory, career planning services and in-house and online training programs; maternity leave top-up payments (to 100 per cent of salary for 19 weeks) as well as extended health benefit coverage during leaves; flexible hours, shortened and compressed work-week options and telecommuting; paid time off during the holiday season; new employees start at three weeks of paid vacation allowance. | Waterloo, Ont. | 1,276 |

BMO Financial Group heads back to the classroom



Richard Rudderham, executive vice-president and head of human resources for BMO.

How many companies can say they have their own college-like campus where employees can go to learn the skills they need for advancement?

BMO Financial Group's Institute for Learning is putting the Canadian financial services company in a league of its own, with as much as \$80 million being spent annually on training and development for staff.

"It's the equivalent of a corporate university," Richard Rudderham, executive vice-president and head of human resources for BMO, says of the corporation's own self-contained learning and conference centre located in northeast Toronto.

Yet the institute acts as more than just an orientation centre for new hires, which Rudderham estimates at 7,000 annually.

"We provide tremendous opportunities for our approximately 48,000 employees, both in education and career development," he says, noting, on average, employees receive six days off for training and professional development each year.

Known as the IFL among employees, the learning centre offers programs for everyone at BMO — from customer service representatives whose day-to-day transactions would benefit from learning about banking across cultures, to senior-level executives taking part in advanced leadership programs offered in conjunction with the University of Toronto's Rotman School of Management. All its programming, in one way or another, is designed to support employees in delivering a great customer experience.

The IFL has satellite locations in Milwaukee, Chicago and throughout Canada, as well as a robust online curriculum.

"I think it shows our commitment to learning and development differentiates us from other top employers across Canada."

For David Rinneard, national manager for the bank's agriculture division, that commitment to career development was apparent when he first asked his superiors about studying toward a master's in Business Administration.

"When I approached the bank to discuss the matter, I was met with overwhelming support — and they assisted both financially and from a time perspective," says Rinneard, who has worked with BMO for seven years.

Many of BMO's employees began working at the bank straight out of university, notes Rudderham, who himself got his start 22 years ago in financial services.

For those who see an entry-level position as more than just a job, there's always opportunity for advancement — in any direction, he adds.

The company, which got its start in 1817 as Bank of Montreal, employs a staff of thousands across numerous fields — from as many as 10,000 employees in the company's technology and operations department, to marketing and communications, in addition to positions in personal and commercial banking, private clients and the growing U.S. capital markets division.

Of course, competitive salaries and an incentive-based bonus system that's open to all employees are attractive to potential applicants.

BMO Financial Group

- **YEARS IN BUSINESS:** 194
- **NUMBER OF EMPLOYEES:** 47,700
- **LOCATIONS:** Canada, United States, Europe and Asia.
- **HEAD OFFICE:** Toronto
- **POSITIONS EMPLOYED:** Hundreds of different types of positions, from customer facing sales and service roles, the trading desk in BMO's investment bank, supplier procurement, financial planning, technology and operations, and corporate roles in areas such as human resources, finance, risk management and legal.
- **APPLICATION PROCESS:** Visit www.bmo.com and click on 'Careers.'

But another unique way BMO rewards members of its staff is by encouraging them to invest in the company through its Employee Share Ownership Program, says Rudderham. The bank contributes 50 cents on every dollar an employee invests in BMO shares.

"It offers BMO employees an opportunity to participate in the bank's success by continually having a greater and greater stake in our company, we as employees become increasingly prominent owners, and as a result have a genuine vested interest in our customers' and the company's continued success," says Rudderham.

Success has no limits.

Join us and turn your potential into performance.

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BMO  Financial Group

Making money make sense®

Deep roots pay off for Canadian mining company

If you think you haven't heard of Cementation Canada before, think again. The North Bay, Ont., mining construction and engineering firm was integral in rescuing the 33 miners trapped in a Chilean mine for two months last year.

With operations in Chile, Cementation was able to lend a drill to the rescue effort. Also, the superintendent who oversaw the drilling project as part of the rescue effort came from the company's headquarters in North Bay.

Though Cementation president Roy Slack is modest about that success, it underlines the company's position as a leader in the mine construction and engineering field within North and South America.

Cementation is likewise a leader when it comes to managing a team of talented employees, providing not only the compensation and benefits that draw top talent to the company, but also a work environment valued by its staff.

Cementation employs 1,065 people in Canada, in fields that include engineering, business development, a number of trades, safety, administration and finance. The company also has 390 employees in the U.S., as well as employees stationed at operations throughout the world.

"We're looking for people who are aligned with our philosophy," says Slack.

"We're looking for people who care about safety, people who care about people, people who want to make a difference and make an impact in our industry."

Some of the more important qualities Cementation looks for in its employees are their commitment to safety, innovation and respect for each other.



Cementation is a leader in the mine construction and engineering field.

Chantel Pacey began her human resources career at Cementation. Now, as a human resources generalist, she has a hand in many aspects of the department, from recruitment to benefits administration, which means she had a lot to learn since she started four and a half years ago.

But the path was smooth, thanks to the mentoring she received from a manager who never balked at sharing knowledge with a rookie employee.

"I hadn't experienced that before — she mentored me and fully supported my professional development," recalls Pacey.

Cementation's collegial atmosphere is further apparent in company-sponsored events such as staff ice fishing outings, curling bonspiels and community efforts that bring employees together even on their off-days, says Pacey, who spent a recent Saturday drywalling with nine colleagues on a Habitat for Humanity project.

Cementation also takes its compensation seriously when it comes to salaries, says Slack; the company reviews salaries twice a year, and closely tracks the benefits and incentives offered at competing firms.

"When we sit down and look at our benefits, it's always 'How can we add to it this year?'" says Slack.

Cementation employees also benefit from a profit-sharing system that gives everyone bonuses twice each year.

With offices throughout the world, there are also plenty of opportunities at Cementation for people who relish the opportunity to travel and gain work experience outside Canada.

"You could start out in North Bay, and end up working in Chile, China or Indonesia," says Slack.

He adds one of the company's proudest achievements is its work with aboriginal groups, such as the partnership with

Cementation Canada

- **YEARS IN BUSINESS:** 14
- **NUMBER OF EMPLOYEES:** 1,065
- **HEADQUARTERS:** North Bay, Ont.
- **LOCATIONS:** Hope Bay, Nunavut; Lac De Gras, N.W.T.; Kamloops, B.C.; Saskatoon; Thompson, Man.; Flin Flon, Man.; Bissette, Man.; Sudbury, Ont.; Timmins, Ont.; Matchewan, Ont.; Sussex, N.B.
- **POSITIONS EMPLOYED:** Engineering (mining, civil, structural, mechanical, electrical and geotechnical, design and draft personnel); business development (estimating and project management, research and development); trades (electrical, mechanical, welding, millwright, heavy-equipment, shaft or development mining, raise bore mining); safety (supervisor and training personnel); finance and administration (CGAs, purchasing and logistics, HR, IT, administration, marketing).
- **HIRING INCENTIVES:** Competitive compensation and benefits package, training and professional/trade certification opportunities.
- **APPLICATION PROCESS:** Visit www.cementation.ca and click on 'Employment.'

Kitikmeot Corp. of Nunavut, the Inuit-owned business development group that provides services and support at the Diavik diamond mine in the N.W.T. and a gold mining project in Hope Bay, Nunavut.

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Desjardins Group banks on employee satisfaction

At the heart of Desjardins Group is the mission to serve and protect the interests of its nearly six million members and clients.

And as Canada's largest financial co-operative, Desjardins strives to do so by offering its members profit and security — two benefits it also always endeavours to extend to its employees, says Gilbert Nolasco, vice-president of human resources for the Lévis, Que.-based Desjardins.

"One of the central concerns for us is the financial security of our employees," says Nolasco.

Competitive compensation and incentive programs are just the tip of the iceberg. Health benefits, an insurance plan, retirement security and promotion of work-life balance not only serve to recruit top talent, but also keep current staff members secure in the knowledge they'll never have to struggle should they — or a family member — get sick.

Yet compensation is just one reason why Desjardins enjoys an admirably low 4.6 per cent turnover rate. It's the company's dedication to career development and promoting from within its ranks that keeps top talent from eyeing opportunities elsewhere.

That couldn't be more true for Sandeep Munshi, who has been with Desjardins' growing insurance division in Mississauga, Ont., since 2004, just two years after immigrating from India.

Thanks to career counsellors within Desjardins, as well as training and educational support, Munshi has worked his way up from sales agent to field claims adviser. His ultimate goal is to become a com-



Sandeep Munshi has quickly worked his way from sales agent to field claims adviser.

mercial property appraiser — an occupation that combines his background as an engineer in India with his experience in the Canadian insurance industry.

"When I told them I wanted to pursue this goal, they were very supportive," says Munshi. "It's not very difficult to move up if you are focused."

Desjardins offers employees resume-writing help and interview assistance to facilitate potential advancements within the company. In Munshi's case, the co-operative even paid for his classes to become a chartered insurance professional.

But, most of all, says Munshi: "They treat me like a person, not like a number."

Another of Desjardins' key priorities is the health of its employees, says Nolasco. Employee wellness programs include a \$250 annual reimbursement for physical activity fees, as well as online programs for setting fitness and nutrition goals.

Among Desjardins' "green" initiatives are incentives for employees to use alternate forms of transportation, including carpooling and cycling, and an eco-friendly shuttle between Desjardins' headquarters in Lévis, Que., and Montreal.

Around 40,000 of Desjardins' employees work in Quebec, with 3,600 in the rest of Canada. Current areas of job development include Desjardins' growing life, auto and home insurance sectors, as well as personal investment products with Desjardins Financial Security.

Desjardins' international development division, meanwhile, works in as many as 30 developing countries. In fact, Desjardins offers opportunities in 20 employment fields throughout Quebec, in several Canadian provinces and even abroad.

"We are one of the few employers where you can have such a varied career within one company," says Nolasco. "You can start

Desjardins Group

- **YEARS IN BUSINESS:** 112
- **NUMBER OF EMPLOYEES:** 43,600
- **HEADQUARTERS:** Lévis, Que.
- **LOCATIONS:** Throughout Quebec, as well as in Toronto, Mississauga, Ont., Ottawa, Calgary and High River, Alta.
- **POSITIONS EMPLOYED:** Actuarial services; administration; legal affairs; public affairs and communications; life and health insurance; property and causality insurance; client contact centre; finance and accounting; management; project management; risk management; property, equipment and document management; marketing; human resources; administrative support; information technology; business and institutional services and sales; personal services and sales.
- **HIRING INCENTIVES:** Employee benefits and competitive compensation; workplace that promotes a life-work balance and respects the environment; access to professional development.
- **APPLICATION PROCESS:** Visit www.desjardins.com and click on 'Career.'

out in finance, and then go work in risk management, for example."

"When people join Desjardins, they don't leave. People are proud of the organization. They're proud of the mission."



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desjardins.com/career



Good deeds, great employees at Golder Associates

When Golder started out in 1960, it focused on providing niche expertise in ground engineering. Today, Golder has become one of the world's leaders in helping large mining, energy, forestry, manufacturing and public organizations develop environmentally responsible solutions that reduce their impact on the planet.

"We've always been a company that is exploring and widening the boundaries of what we do," says Mark Brightman, Golder's president of Canadian operations.

Based in Canada, Golder Associates employs more than 7,000 people worldwide, operating on almost every continent.

At its core, Golder's role is to help, whether that's helping clients develop environmental management plans or aiding orphans in Africa.

"We do projects to support the development of infrastructure, whether that's geo-technical studies for roads, bridges or tunnels, or studies to develop ways to manage waste for facilities," says Brightman.

The spirit of volunteerism and philanthropy is very strong at Golder Associates. Employees are encouraged to participate in projects locally and internationally.

Alice Fung didn't go on vacation this past November to lie on the beach. Instead, she went to South Africa to volunteer at an orphanage.

And the Golder Associates employee wasn't alone. She was joined by 13 of her colleagues, including a principal, associate and several senior engineers from the international environmental engineering, construction and design services firm.



Golder Associates employees from around the world volunteer their time and skills at an orphanage in South Africa supported by the Golder Trust for Orphans.

Using their own vacation time, they spent a week helping children who had lost their parents to HIV.

This wasn't a one-off event, either. Giving back is what working at Golder is all about, Fung says.

"It's echoed throughout the company," says the Vancouver-based communications coordinator. "I've always wanted to do volunteer work overseas, but it was always challenging where to turn to be able to do that."

That's where Golder Associates' own charity, the Golder Trust for Orphans, stepped in to help.

The charity collects donations — often through payroll deductions from Golder employees — and provides funding to orphanages in Africa, including the Lily of the Valley Orphanage, where Fung volunteered.

For Brightman, the charity is an extension of the company's broader corporate philosophy: caring for its clients, its employees and, most importantly, the world in which we live. "This is a company where we look out for each other," he says. "It creates a great work environment."

Golder Associates has become a leader in its field due to the strength of its team, says Brightman — everyone from civil and chemical engineers to marine biologists and archaeologists.

And every one of them cares deeply about his or her job, because every Golder employee has the opportunity to become an owner, Brightman says.

"We care about our company, we care about our people and we care about our clients," he says.

Golder Associates

- **YEARS IN BUSINESS:** 52
- **NUMBER OF EMPLOYEES:** 7,000 globally; more than 3,000 in Canada
- **LOCATIONS:** More than 40 offices across Canada, including Vancouver, Calgary, Winnipeg, Ottawa; 160 offices globally.
- **HIRING INCENTIVES:** Option to purchase shares in Golder Associates; career and personal development opportunities; employee mentoring program; competitive benefits and remuneration packages.
- **APPLICATION PROCESS:** Visit www.golder.ca and click on 'Careers.'

Partly for those reasons, the firm prefers to develop talent from within. Experienced staff members mentor new employees, and Golder provides financial and other support so workers can continually upgrade their skills.

Yet Golder is also actively searching for talented professionals who fit with its workplace culture of caring and commitment.

The company operates a referral program that encourages employees to recommend friends and family members for job openings. This program not only provides compensation to employees who recommend successful new hires, but also helps ensure the company finds the right people, says Fung, who herself recommended a friend who soon became a colleague.



Discover Golder's celebrated work culture

To discover why Golder is among the most respected ground engineering and environmental services teams in the world, look no further than our people. Our unique employee-owned structure, strong values and entrepreneurial culture attract the best. We recognize excellence and reward innovation. And we support our people's personal and professional growth every step of the way.

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Golder. Discover what your career can be.
www.golder.com/careers



Building a better future, one project at a time

Summing up all that Ledcor Group of Companies — one of Canada's leading construction firms — can do is no small task.

Simply put: if it can be built, chances are Ledcor can do it.

"We are one of Canada's diversified construction companies, operating in commercial and residential, industrial, civil, oil and gas, telecommunications, transportation sector — you name it, we do it," says Lee Coonfer, spokesman for the firm, headquartered in Vancouver.

The 7,200-employee Canadian-owned company operates across North America, with its American head office in San Diego.

Yet despite its size, Ledcor still holds true to the values its founder, Bill Lede, envisioned more than 60 years ago.

"We still have that very family-oriented, cordial work culture that Mr. Lede had envisioned when he started the company," Coonfer says. "Speaking from personal experience, I have to say that this is one of the more thoughtful and caring companies I've worked for, not only for its care for employees, but for the pride the company takes in the work we do for our clients."

Call it old-school business practices. When Lede started out in the mid-1940s in Leduc, Alta., building the first maintenance road for the famous Imperial Oil Leduc Number One oil well — the birthplace of Canada's oil industry — he walked the talk of hard work, honesty and respect.

"They're very simple pillars, but they are very true as well," Coonfer says.

The company considers its customers as "lifetime clients," who can expect the best service, technology and expertise possible.



Ledcor offers a family-oriented work culture, says company spokesman Lee Coonfer.

"We're not just a supplier to them. We are partners," Coonfer says. "We preach collaboration with our clients to not only do the job to the letter of the contract, but perhaps there are other things that our experts can bring to the table."

Ledcor provides virtually all services ranging from project design and engineering to materials and overall execution.

"If we don't have the expertise in-house, we have a network of experts that embrace the same values that Ledcor does," says Coonfer.

At the core of the company are the members of its staff.

Ledcor employees care about their jobs because they have a vested interest in the employee-owned company.

"You actually do care about how your company is doing, and you become a very public ambassador for it," says Coonfer.

Over the last two decades, the company has expanded rapidly, and so has its workforce. In fact, Ledcor is always hiring for a variety of careers.

"Based on what we do, there's everything from salaried corporate staff to your hourly tradespeople and apprentices on project sites," says Coonfer.

Offering competitive wages, benefits and a retirement savings plan certainly makes Ledcor an attractive choice for skilled workers and professionals.

What sets it apart further is career development; Ledcor employees grow with the firm.

And in today's world, where "career" is an endangered word, Ledcor remains committed to helping employees grow and develop successful long-term careers with the company.

Ledcor Group of Companies

- **YEARS IN BUSINESS:** 64
- **NUMBER OF EMPLOYEES:** 7,200
- **HEADQUARTERS:** Vancouver
- **LOCATIONS:** Victoria, Kelowna, Calgary, Edmonton, Fort McMurray, Regina, Saskatoon, Toronto and Ottawa.
- **POSITIONS EMPLOYED:** Project managers, superintendents, health, safety and environmental protection, project co-ordinators, construction managers, estimating, finance, administration, all trades — pipefitters, ironworkers, electricians, scaffolders, mechanics — heavy-equipment operators and labourers.
- **HIRING INCENTIVES:** Competitive salaries/wages, benefits, site-based incentives, retirement plan contributions, employee stock purchase plan, apprenticeship and training/development programs.
- **APPLICATION PROCESS:** Visit www.ledcor.com and click on 'Careers at Ledcor.'

"The one thing that sticks out to me to this day, and I report directly to Dave Lede, Bill Lede's son and now our chairman and CEO, he said to me that we don't want this just to be a job," Coonfer says.

"We want this to be a career for you."

