



Nova Scotia's 2013 TOP EMPLOYERS



The Nova Scotia's Top Employers list was selected from applicants to the national Canada's Top 100 Employers competition. To develop this year's list, editors at Mediacorp Canada Inc. examined the recruitment histories of over 75,000 employers across Canada that it tracks for its popular job search site, Eluta.ca. From this initial group, Mediacorp editors invited 12,500 of the fastest-growing employers to apply, plus another 5,000 companies and organizations in industries that they wanted to examine more closely. Employers completed an extensive application process that included a detailed review of their operations and HR practices. Over 3,250 employers started this year's application process nationally. The final applicant pool was up 4.6% over last year's total, which was also a record.

Mediacorp editors graded each of the applicants on eight key areas: (1) Physical Workplace; (2) Work Atmosphere & Social; (3) Health, Financial & Family Benefits; (4) Vacation & Time Off; (5) Employee Communications; (6) Performance Management; (7) Training & Skills Development; and (8) Community Involvement. These criteria have remained consistent since the inception of the national competition, now in its 14th year. Mediacorp editors also publish detailed reasons explaining why each of the winning employers was selected on their job search site, Eluta.ca, where they can be read free of charge.

Admiral Insurance Services Inc.

Admiral Insurance Services Inc. is a provider of automobile insurance products and services.

Halifax, NS

- lets everyone share in the company's success with year-end bonuses available to all employees
- also encourages employees to save for retirement with contributions to a defined benefit pension plan (to 5% of salary)
- offers maternity and parental leave top-up payments to employees who are new mothers (to 100% of salary for 20 weeks) as well as extended health benefits coverage during their leave
- and supports employees who are new fathers or adoptive parents with parental top-up to 100% of salary for 14 weeks
- manages a flexible health benefits plan that allows employees to customize levels of coverage to suit their personal needs and transfer unused credits to salary or savings plan
- the company actively participates in a number of local charitable initiatives including dragonboat races in support of a community organization that provides sports programs to children, a golf tournament fundraiser for food banks across the province of Nova Scotia, and a softball tournament in support of a children's hospital

Annapolis Valley District Health Authority

Annapolis Valley District Health Authority provides health and wellness services to the counties of Kings and Annapolis through five hospital and health centre sites throughout the district.

Kentville, NS

- employees may take advantage of a variety of onsite amenities including a fitness facility with state-of-the-art exercise equipment, employee lounge, quiet room for meditation and relaxation and cafeteria (with healthy and special diet menus)
- helps employees to balance work and their personal life through a range of alternative work arrangements including telecommuting, flexible hours, shortened and compressed work week options and reduced summer hours
- offers maternity leave top-up payments to employees who are new mothers (to 93% of salary for 15 weeks) as well as extended health benefits coverage during their leave
- and also supports new fathers and adoptive parents with parental top-up (to 93% of salary for 10 weeks)
- encourages continued employee development through career planning services, leadership training, subsidies for professional accreditation and in-house apprenticeship opportunities

Bell Aliant Inc.

Bell Aliant Inc, formerly Bell Aliant Regional Communications, LP, provides voice, data, Internet, video communications and business services to customers in six provinces as well as information technology professional services to customers across Canada and in the United States through its xwave division.

Halifax, NS

- lets everyone share in the company's success with a share purchase plan available to all employees and also offers signing and year-end bonuses to some employees
- supports employees who are new mothers with maternity and parental leave top-up payments (to 75% of salary for 27 weeks) as well as extended health benefits coverage during their leave
- also offers parental top-up for employees who are new fathers or adoptive parents (to 75% of salary for 25 weeks)

- invests in ongoing employee development through subsidies for tuition and professional accreditation, financial bonuses for some course completion, career planning services and leadership training
- along with supporting a number of local charitable initiatives, the company sponsors a pioneer volunteers network which counts over 7,000 members composed of current and former employees who volunteer in various communities across Atlantic Canada

Cape Breton District Health Authority

The Cape Breton District Health Authority provides acute care, continuing care, programs and services through hospitals, clinics and continuing care facilities located across Cape Breton County, Northern and Central Inverness County and Victoria County.

Sydney, NS

- employees may take advantage of a variety of onsite amenities including a fitness facility, with free membership and state-of-the-art exercise equipment, employee lounge, nap room for those that need a quick rest during the busy day and cafeteria, with healthy and special diet menus
- prepares older employees for life after work through retirement planning assistance, phased-in work options and generous contributions to a defined benefit pension plan
- offers maternity leave top-up payments to employees who are new mothers (to 93% of salary for 15 weeks) as well as parental top-up for new fathers and adoptive parents (to 93% of salary for 10 weeks)
- helps employees balance work and their personal life with flexible work hours, telecommuting, shortened and compressed work week options and reduced summer hours
- encourages the continued development of employees through generous tuition subsidies for job-related courses (to \$5,000), formal mentoring, financial bonuses for some course completion and a range of in-house and online training programs

CBCL Limited

CBCL Limited is an employee-owned consulting engineering firm that operates in Atlantic Canada.

Halifax, NS

- offers compassionate leave top-up payments to employees who are called upon to care for a loved one (to 100% of salary for 1 week)
- lets everyone share in the company's success with year-end bonuses and a profit-sharing plan available to all employees
- encourages employees to remain physically active through with subsidies for health club memberships as well as a variety of employee-organized sports teams
- prepares older employees for life after work with phased-in retirement work options and contributions to a defined benefit pension plan
- supports ongoing employee development with career planning services, in-house and online training programs and subsidies for professional accreditation
- the company-subsidized social committee organizes a number of events throughout the year including client and employee appreciation events, lunchtime pizza and prize draws and golf tournaments

Dalhousie University

Dalhousie University is a leading post-secondary academic institution serving over 16,500 full- and part-time students.

Halifax, NS

- offers a great financial benefit, along with encouraging ongoing development, for free tuition for employees (up to two credits each year) and generous tuition subsidies for employees' immediate family members
- encourages employees and retirees (along with their spouses) to stay healthy with subsidized memberships to the Dalplex fitness centre, which includes a fully-equipped gymnasium, swimming, racquetball and squash and instructor-led fitness classes

- for employees nearing retirement, the University offers phased-in retirement work options along with the stability of a defined benefit pension plan
- also supports retiring employees through a health benefits plan that extends into their retirement years
- helps new mothers and fathers (including adoptive parents) with maternity and parental leave top-up payments, with the amount dependent upon employee grade and length of service
- offers a great work location in one of the country's leading university campuses, situated on 79 acres of landscaped grounds located within walking distance to the Northwest Arm, historic downtown Halifax and a wide selection of restaurants and shops
- an important member of the Halifax community, employees receive time off to volunteer and manage the university's annual United Way campaign as well as other fundraising initiatives during the year -- the university is also a strong supporter of the Halifax Pride Parade

High Liner Foods Incorporated

High Liner Foods Incorporated processes and markets value-added frozen seafood products, including the popular High Liner, Fisher Boy, Mirabel, Sea Cuisine, Royal Sea, FPI, Viking, Icelandic Seafood, Samband of Iceland, Seastar and Seaside brands.

Lunenburg, NS

- supports employees who are new mothers, fathers or adoptive parents with maternity and parental leave top-up payments (to 95% of salary for 12 weeks) as well as extended health benefits coverage during their leave
- encourages ongoing employee education with tuition subsidies for courses taken at outside institutions, online training programs and in-house apprenticeship opportunities
- employees enjoy a busy social calendar throughout the year with a number of events and celebrations including an annual holiday party, summer barbecue, Halloween costume contest and annual golf tournament
- helps prepare older employees for life after work with retirement planning assistance, phased-in work options and contributions to a defined contribution pension plan (to 6% of salary)
- is an active member of the community and supports a variety of local, national and international charitable organizations each year

IMP Group Limited

IMP Group Limited is a privately owned group of companies operating in a range of industries, including: aerospace, aviation, airline, healthcare, industrial marine, information technology, hospitality and property development.

Halifax, NS

- encourages ongoing employee development with subsidies for tuition and professional accreditation, formal mentoring and in-house training and apprenticeship opportunities
- also encourages children of employees to pursue post-secondary education through an academic scholarship program (to \$1,500 per child)
- the company-subsidized social committee organizes a number of events throughout the year such as an annual beach party, barbecue lunches, dinner cruises, as well as various sport events including golf, baseball, and hockey tournaments
- hosts an annual gala to recognize outstanding employee contributions, including an award that recognizes outstanding performance (to \$1,000)
- supports a variety of local, national and international charitable organizations each year and provides employees with paid time off to volunteer at their favorite community organization
- helps older employees prepare for life after work with phased-in retirement work options and contributions to a matching RSP plan (to 5% of salary)



Nova Scotia's 2013 TOP EMPLOYERS



Jazz Aviation LP

Jazz Aviation LP is a regional airline serving over 80 destination across Canada and in the United States.

Enfield, NS

- encourages employees to save for retirement with contributions to a matching RSP, defined benefit or defined contribution pension plan, depending on employee group
- supports employees who are trying to start a family with a generous subsidy (to \$15,000) for in vitro fertilization (IVF) when needed
- helps employees balance work and their personal life through alternative work arrangements including shortened and compressed work week options, flexible hours and a formal earned days-off program
- invests in the continued education of employees with a variety of in-house and online training programs, tuition subsidies for job-related courses (to \$3,000), leadership training and in-house apprenticeship opportunities
- supports a number of local and national charitable organizations each year and also provides employees with paid time off to volunteer with their favorite community organization

Medavie EMS Inc.

Medavie EMS Inc. operates emergency service systems in five Canadian provinces on behalf of provincial and local municipal governments.

Dartmouth, NS

- encourages ongoing employee development with tuition subsidies for job-related courses, formal mentoring, as well as in-house and online training programs
- supports employees who are new mothers with maternity leave top-up payments (to 75% of salary for 15 weeks) as well as parental top-up for new fathers (to 75% of salary for 10 weeks)
- helps older workers save for retirement with contributions to a defined contribution pension plan and also offers extended health benefits coverage to retirees
- employees are involved in the selection of charitable and community events every year, including support for the Salvation Army's "Pack an Ambulance" food drive to the unique "Camp Courage" initiative, which introduces young females to the emergency services field

Miller Tire Services Ltd.

Miller Tire Services Ltd. is a wholesaler and retailer of tire products and automotive services.

Dartmouth, NS

- lets everyone share in the company's success with a profit-sharing plan available to all employees and offers additional financial rewards including signing and year-end bonuses for some and referral bonuses for employees who refer a candidate that is successfully hired by the company
- encourages ongoing employee development with subsidies for job-related courses and professional accreditation, financial bonuses for some course completion and in-house apprenticeship opportunities
- also supports employees with older children through an academic scholarship program that is available to the children of employees pursuing post-secondary studies
- helps older employees prepare for life after work with retirement planning assistance and contributions to a matching RSP plan

NTT Data Canada, Inc.

NTT Data Canada, Inc., formerly Keane, Inc., is a leading information technology firm that provides application, infrastructure and business process outsourcing services.

Halifax, NS

- offers great financial benefits including signing and year-end bonuses for some employees and generous referral bonuses for employees who refer a candidate that is successfully hired by the company (to \$5,000)
- also helps employees save for life after work with contributions to a matching RSP plan and helps them prepare for retirement with phased-in work options and retirement planning assistance
- supports employees who are adoptive parents with a subsidy to help cover the costs of adoption -- and also helps employees balance work and their personal life with alternative work arrangements including flexible hours, telecommuting and a shortened work week option

- invests in ongoing employee development with a range of in-house and online training programs, formal mentoring, tuition subsidies for courses taken at outside institutions (to \$5,250) and career planning services

Trihedral Engineering Limited

Trihedral Engineering Limited develops proprietary monitoring and control software applications used in a variety of industrial applications, including water and wastewater treatment, oil and gas, manufacturing, power generation, broadcasting, food and beverage, marine, flood control, and airport baggage handling applications.

Bedford, NS

- helps employees balance work and their personal life through flexible work hours and telecommuting as well as paid personal days-off which can be scheduled throughout the year
- supports ongoing employee development with in-house training programs, tuition subsidies for job-related courses and subsidies for professional accreditation
- an enlightened smaller employer that lets everyone share in the company's success with a share purchase plan that is available to all employees
- employees enjoy a number of social events throughout the year, including Grey Cup and Super Bowl parties, barbecue lunches, and a summer family party with games and prizes

Ultra Electronics Maritime Systems

Ultra Electronics Maritime Systems, a division of Ultra Electronics Canada Defence Inc., is a manufacturer of defense electronics for the aerospace and industrial markets.

Dartmouth, NS

- supports employees who are new mothers, fathers and adoptive parents with maternity and parental leave top-up payments and even provides a generous subsidy (to \$7,500) for in vitro fertilization (IVF) when needed
- helps employees balance work and their personal life with a variety of alternative work arrangements including flexible hours, telecommuting and shortened and compressed work week options
- encourages employees to prepare for life after work with retirement planning assistance and provides contributions to a matching RSP plan
- also offers a variety of additional financial benefits, including signing and year-end bonuses for some employees, referral bonuses, as well as profit-sharing and share purchase plans that are available to all employees

Workers' Compensation Board of Nova Scotia

Workers' Compensation Board of Nova Scotia (WCB) promotes safe work practices and the provision of fair benefits to workers.

Halifax, NS

- located in the heart of one of Canada's most liveable cities, employees can walk to shops, restaurants, trails and parkland as well as take advantage of a nearby farmer's market and free outdoor concerts in the summer months
- encourages ongoing employee development through tuition subsidies for courses related to their position, in-house and online training programs, mentoring, and career planning services
- starts new employees with three weeks of paid vacation, moving to a maximum of six weeks for long serving employees
- helps employees balance their work and personal life with a variety of alternative work arrangements, including flexible hours, telecommuting, and a formal earned days-off program
- supports employees who are new mothers, fathers, and adoptive parents, with parental leave top-up payments (to 93% of salary for 17 weeks) and lets them extend their parental leave into an unpaid leave of absence
- helps older workers plan for retirement through retirement planning workshops along with contributions to a defined benefit pension plan and a health benefits that extends into retirement, with no age limit





Nova Scotia's 2013 TOP EMPLOYERS



Employees and innovation leading the way at Bell Aliant

By Heather Clarke

Most people would agree on what qualities make a “dream job:” challenging work, broad responsibility, opportunities for advancement and recognition. Add competitive compensation, great benefits and leading-edge technology and it’s a winning combination.

FibreOPT™ is Bell Aliant’s innovative fibre-to-the-home-technology. Launched in 2009, it transformed the company from a traditional telephone company to a competitive TV and Internet provider. “FibreOP is turning our numbers around and giving our people pride and confidence,” says Karen Sheriff, president and CEO, Bell Aliant. “That change required a focused plan with a clear vision and a lot of talented, dedicated

people. Our employees are vital to our success – it’s that simple.”

Employee engagement is a real priority for the company – and the CEO sets the pace. Sheriff personally replies to all employee emails that come to her inbox, sends regular internal messages and meets annually with employees face-to-face. An employee shareholder plan means employees are valued owners. Bell Aliant also boasts a performance-driven culture where employees share in company success, through compensation incentives and awards recognizing outstanding performance.

“It’s a lot of fun, and a great feeling, when the targets are set and you achieve them – and then stretch targets are set, and you achieve those, too,” says Anthony Murphy, product manager on Bell Aliant’s residential marketing team.

“Part of my portfolio is apps for TV,” says Murphy. “Five years ago, my job didn’t exist – because TV apps didn’t exist. It’s pretty cool when you think about it – you really are creating stuff for a technology of the future.”

Chris Dempsey, a technician with 11 years’ tenure, keeps the company’s

evolution in focus: “Not only do we have that dependable history,” he says. “But we’re also leading the way with FibreOP. It’s given us a chance to really grow again.”

The changing nature of the telecom industry, coupled with workforce demographic trends has required significant strategic planning. The company’s Common Interest Forum brought together senior leaders and union executive to develop a voluntary union retirement offer. That enabled hundreds of hiring and advancement opportunities, particularly in specialized consumer technician roles.

Another focus area has been increased hiring of local post-secondary students: “The experience co-op students gain at Bell Aliant is instrumental to their growth and development as young professionals,” says Sonya Horsburgh, Manager, Cooperative Education, Mount St. Vincent University. “Students consistently comment on their exposure to real, hands-on projects, and the support they receive.”

A significant point of pride for employees is their engagement with the communities they live and work in. Since 2010, employees have embraced Bell Aliant’s focus on mental health – reducing the stigma, promoting awareness and raising money through events like Bell Let’s Talk Day, which is coming around again on February 12. The company also organizes a Backpacks for Kids program across the company, which filled 8,000 backpacks for kids in need this past year.





Nova Scotia's 2013 TOP EMPLOYERS



Strong foundation is key to success at Trihedral Engineering

Trihedral Engineering is a global provider of monitoring and control software, but the company has humble beginnings; it began in the spare bedroom of a Bedford home.

Glenn Wadden started Trihedral Engineering in 1986 and has since opened offices in Aberdeen, Scotland and Orlando, Florida.

The software sales and engineering firm has made a name for itself by developing highly-customized software for monitoring and control in industrial plants around the globe.

“Our main focus is to solve

people’s problems — that’s the core of what we do,” says Lynne Erickson, who has been the company’s controller for more than 23 years.

“We see a problem, and we want to solve it — not because we’ll necessarily sell a million dollars’ worth of software, but because we want to find the best way to navigate a highly-technical environment.”

Trihedral occupies the top three floors of a green glass tower that offers incredible views of the Bedford Basin, and every office has its own window or glass door — a key part of their ‘open-door’ policy.

“We want people to move around and talk to each other, and feed off everyone’s collective intellectual ability,” says

Erickson. “If they’re stuck on a problem, we want them to pop into each other’s offices and collaborate on it — whether it’s a developer or the president.”

On Fridays, everyone winds down their work around 4 p.m. and gathers on the fourth floor to relax, chat, and have a bite to eat. One of Trihedral’s graphic designers always volunteers to prepare the snacks.

“We work hard, but we play hard, too,” says Erickson. “We have a pool table, on-site movies, books, two full-sized kitchens, a shower, and a lounge where you can lie on the couch and take a nap.”

“We try to make it as much like home as possible.”

Erickson says many recent graduates are pleasantly surprised to find out there are these kinds of opportunities right here in Bedford.

During a recruiting session at Dalhousie a few years back, she says one candidate in particular was “shocked.”

“He was prepared to move out west because he had the impression there weren’t a lot of technical jobs here in Nova Scotia,” remembers Erickson. “He came to our session and couldn’t believe there was a company in Bedford that does world-wide apps locally.”

“It’s incredible for a lot of



Working the sails on company sail night.

Contributed



Queuing up at the monthly, sometimes weekly, office summer lunch-time BBQ

Contributed

people when they find out there really is highly-technical, globally-renowned work available in their own backyard.”

Erickson credits Trihedral’s success to its strong foundation.

“You have to really believe in what you do, and believe in the people around you,” says Erickson. “Once you believe in that, there’s nothing you can’t overcome.”

—By Heather Clarke



Typical ‘birthday’ Nerfing.

Contributed

With 26 years of proven installations, Trihedral is a Bedford-based developer of HMI and SCADA software for mission-critical monitoring & control applications installed globally.

Our software is based on open-connectivity, ease-of-use, and unlimited customizability.



Industries of Focus: water & wastewater, oil & gas, airport systems, power, food & beverage, broadcasting and manufacturing

VTScada 10.2 HMI Software

- Telemetry Leader
- Windows 7 Support (32 and 64 bit)
- Central Configuration
- Unparalleled Redundancy
- Fully Scalable – From One To Millions of Tags



Nova Scotia's 2013 TOP EMPLOYERS



Everyone contributing to overall mission at Annapolis Valley Health

As president and CEO of Annapolis Valley Health, Janet Knox is committed to 'being present' with her employees.

That includes personally attending every single orientation for new employees, and hosting several coffee breaks throughout the year.

"We invite 10-12 employees at a time, and there might be somebody from laundry, a nurse, an educator, a volunteer

and someone who registers patients," says Knox. "Our model puts people at the centre of everything that we do, and this is a nice, informal way to connect with everyone."

Annapolis Valley Health has more than 1,500 employees, as well as 150 physicians and more than 1,000 volunteers. But Knox says there isn't a hierarchy of importance, and that everyone has a responsibility to "be the best they can be."

"Everybody's job is important here; everyone is contributing

to our overall mission," says Knox. "We have wonderful people, and an organization is really its people. If you lose sight of that, you can't go anywhere."

Knox says they encourage all to be innovative and to speak up if they see a better way to do something.

"People really want to work in a place where they're expected to use their best knowledge about their job," says Knox.

"Our team members understand when we're having a difficult time, because we're open about it. If we're having budget challenges, they help us come up with ideas."

Using a model adopted from 1987's 'The Leadership Challenge' — a book by James Kouzes and Barry Posner that is still proven to be highly effective today — Knox is focused on maintaining a positive culture at Annapolis Valley Health.

"We all need to 'model the way,' and choose to be present in a way that will help others, and inspire a shared vision," says Knox. "We have a health-care crisis on our hands. The health of Nova Scotians is not where it needs to be, and we're committed to working with our communities to create a better



Annapolis Valley Health has more than 1,500 employees, as well as 150 physicians and more than 1,000 volunteers.

Contributed



AVH encourages all employees to be innovative and to speak up if they see a better way to do something.

Contributed

picture of health."

Knox says Annapolis Valley Health brings on about 150 new employees a year, as older employees retire and others move. Many people spend their entire career with the organization.

"We always tell people 'If you come work with us, we will help you grow,'" says Knox. "We will help them participate in decision-making, and engage them in a workplace where

they are constantly learning."

Knox adds that the key to retaining employees is making sure they know they are valued.

"We can make sure we have all the right benefits, but if you don't pay attention to the culture — and how the people work together — it just doesn't work," says Knox. "We want people to understand that they are important, that they have an important job to do, and that we're all proud of their work."

—By Heather Clarke



Creating healthy communities together.

www.annapolisvalleyhealth.ca/careers

Mirror, mirror, on the wall, Who's the fairest of them all?



*Applications will be available shortly
for the 2014 Nova Scotia's Top Employers
competition. To apply, please visit:*

www.CanadasTop100.com/ns





Nova Scotia's 2013 TOP EMPLOYERS



High Liner Foods growing, prospering by doing 'a great job for our customers'

Since 1899, High Liner Foods has been creating job opportunities for Nova Scotians.

Its head office and Canadian plant operations in Lunenburg employ close to 300 people and offers a variety of different careers.

"If you're working for us, you may be going around the world to more than 20 countries and buying hundreds of millions of dollars in seafood," says Henry Demone, president & CEO of High Liner Foods.

"There are lots of exciting jobs and opportunities here that you don't often find at companies in Atlantic Canada."

Demone says High Liner Foods' vision is to be the leading frozen seafood supplier in North America, and every employee understands that is what they're working towards.

"We're a company that grows and prospers based on our ability to do a great job for our customers," says Demone.

"We can claim to be the North American leader today, but if we double the size of our company, we can claim to be the clear leader — like we already are in Canada."



High Liner Foods' vision is to be the leading frozen seafood supplier in North America, and every employee understands that is what they're working towards.

Photos contributed

With their blue-eyed, white-bearded sea captain smiling on every package, the High Liner brand is one of the most recognized food brands in Canada. Demone says it's a key element of their success.

"Once you put a company's brand on a product, it changes the way you look at business. Every package that goes out is really a statement about the company and the reputation," says Demone.

"Taste and convenience is important, but we also have a strong commitment to sustain-

ability and social compliance, and we go extra lengths to make sure that the people who work for us — all across the world — are treated fairly."

Demone expects High Liner Foods is on their way to doubling the size of the business — again. In 2010, they purchased the U.S.-based assets of Viking Seafoods, Inc., and in 2011 they purchased Icelandic USA, Inc., and several subsidiaries of Icelandic Group.

"The growth we've gone through in the last little while has been very attractive to

current and prospective employees," says Joanne Brown, vice president Human Resources with High Liner Foods.

"The company is very open about what its goals are, and what its strategy is — and that transparency is one of the things our employees really appreciate."

Susan Rousell, manager, Employee Programs & Retention Strategy, says High Liner Foods has "a lot of career longevity and very low turnover" — with many employees remaining loyal for 25, 30, and

even 40 years.

"The feedback I hear quite often is that there's a real family feel," says Rousell. "Given the size of our organization, leaders like Henry Demone are visible and accessible to our employees. When Henry visits any of our locations, everyone knows him and he is able to check in with employees at all levels of the organization."

"He makes himself available to all of the employees, and there's a real appreciation for that."

—By Heather Clarke

High Liner Foods is proud to be recognized as a Top Employer in both
Nova Scotia and Atlantic Canada for 2013

Nova Scotia's Top Employers 2013

HIGH LINER FOODS

ATLANTIC CANADA'S TOP EMPLOYERS 2013