



Nova Scotia's Top Employers 2016



CUSTOM CONTENT



This year's list of Nova Scotia's Top Employers is part of the national Canada's Top 100 Employers project, now in its 16th year. 123RF

THE POWER OF INFLUENCE

Top Employers have an effect on Canadian life that goes far beyond their own companies

BY BERTON WOODWARD

Who are the most influential people in the daily lives of Canadians?

Politicians, you may say. Or educators, bankers, marketers, counsellors, religious figures.

But how often do you consider the leaders of companies with the best employment practices in the nation?

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Yet, think about it. The companies honoured in this 2016 list of Canada's Top 100 Employers are themselves responsible for nearly three-quarters of a million full-time employees in Canada — some 743,000 people, and growing.

The nation's entire workforce is only 18 million.

Moreover, the influence of the Top 100 extends far beyond their own realm, to the legions of other companies who view these firms as the gold standard in employment and try to emulate their practices as they compete for

“**And above all, there are the volunteers, hundreds of thousands of volunteers.**”

Canada's best talent. “The Top 100 companies are influencing Canadians every day, and our goal is to document these leaders in the hope that they will inspire change for others,” says Richard Yerema, managing editor at MediCorp Canada, which compiles the Canada's Top 100 Employers list.

The scope for improving lives is vast. Take the impact of benefits, where a generous range of supports is often seen as just the price of admission to the Top 100 list. Yet they mean so much.

A new mother decides she can afford to take a full year off with her newborn thanks to her company's maternity top-up.

A middle-aged man can plan for his retirement with a clear vision, thanks to the firm's pension and RRSP contributions.

People of all ages develop longer life spans by taking advantage of their company's fitness and wellness programs.

Or there are specialized perks that set new benchmarks. Some Top 100 companies offer

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Northwood

LIVE MORE



For over 50 years, Northwood has been an important part of Nova Scotia's response to an aging population. What began as a community response to the plight of seniors living alone in Halifax, has evolved into a multi-faceted organization offering a wide range of programs and services designed to help people age with dignity and respect. Built on a foundation of innovation and leadership, Northwood is a vibrant and diverse community enriched by our partnerships, by the people served and the people who serve.

Northwood is also proud of its connection to the community it serves. As a not-for-profit, community based organization, we constantly strive to deliver programs and services that respond to community needs. Revenues generated by some of our services goes back to enhance programs, support the development of new initiatives and provide ongoing support to services not funded by government. We also give back to the community by supporting service organizations, other charitable groups and participating in community initiatives that benefit all residents.

Today, Northwood serves over 6,000 clients throughout Nova Scotia. It employs over 1,700 staff who provide support, work at one of our facilities or visit the homes of clients in the community. They are the face of Northwood and the reason it enjoys such a good reputation for care.

Northwood believes its employees are its greatest asset. It shows. Employees are encouraged to continue their professional development with formal mentoring, a variety of in-house and online training programs and leadership training for

high potential individuals. Northwood supports its staff to be active members of their community, encouraging them to participate in local, national and international charitable initiatives. They also help staff prepare for retirement with phased-in work options and contributions to a defined benefit or defined contribution pension plan, depending on the employee group.

Northwood invests in our youth as well by helping students and new grads gain on-the-job experience through co-op programs, summer student roles and paid internship opportunities. These initiatives have garnered significant recognition. For the third year running, Northwood has been recognized as one of Nova Scotia's top employers.

Northwood believes its employees are its greatest asset.

“It's an important honour,” says Janet Simm, President and CEO of Northwood. The application called for detailed information on a broad range of subjects, programs and initiatives geared to staff. “To be recognized three years in a row is quite an achievement. It speaks volumes about what we have in place to support our staff.”

With increased competition for resources, being recognized as a great place to work is an important recruitment tool. Employees also tend to stay with an organization that is committed to them as well. The average length of service is about seven years with many having worked for Northwood 25 years or more.

Do the Right Thing

WE ARE COMMITTED TO THE COMMUNITIES WE SERVE.

Strong Customer Relationships

Build Community

AFTER ALL, IT'S ONE OF OUR CORE VALUES.

Curb Appeal

Creative Solutions

Killam PROPERTIES INC.

Nova Scotia's Top Employers 2016

Strong Commitment to Communities Central to Killam Properties' Mandate

Signs indicating that apartment buildings and manufactured home communities are owned by Killam Properties Inc. are a common sight throughout the Atlantic Provinces, Ontario and Alberta.

This Nova Scotia-based company, with 13,427 apartment units and 5,165 manufactured home community (MHC) sites, has been named as one of the top employers in Canada.

“One of the things that sets us apart is our five core values that are key in all of our employee programs,” says Colleen McCarville, Vice President, Human Resources. “They really explain how our culture works and are a part of the company's high ethical standards.”

These values are building community, curb appeal, do the right thing, strong customer relationships, and customer solutions.

Corporately, Killam is active in charity work, including donating suites for the use of families with loved ones in hospital, supporting the Red Cross, and other community organizations.

Employees are involved in various community events and charities. In recent years, this has included Habitat for Humanity, Junior Achievement, the Halifax Pride Parade and Doors Open Halifax, to name just a few.

Killam's board of directors join together personally to annually support a charity or community organization. Since beginning the initiative in 2010, board members have donated \$100,000 annually to various charities including the Janeway Children's Hospital in St. John's, Saint Mary's University, Mount Allison University, The Halifax YMCA, and the Charlottetown and Summerside Boys and Girls Clubs.

“We encourage our staff to become involved as volunteers in the community,” she says. “We offer paid volunteer days. Also, if one of our tenants has a charitable endeavour that they would like us to become involved in that involves themselves personally or something they know about that requires assistance, they can contact us.”



Nova Scotia's Top Employers 2016



The Nova Scotia's Top Employer's list was selected from applicants to the national Canada's Top 100 Employers competition. To develop this year's list, editors at Mediaworld Canada Inc. examined the recruitment histories of over 85,000 employers across Canada that it tracks for its popular job search site, Eluta.ca. From this initial group, Mediaworld editors invited 8,000 active employers that created new jobs in the past year. Employers completed an extensive application process that included a detailed review of their operations and HR practices. The editors received a record number of applications this year, which marked the 16th consecutive year for the competition.

Mediaworld 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. Mediaworld 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

- Admiral Insurance encourages ongoing learning with generous tuition subsidies for courses related to their position (to \$5,000) as well as through a variety of in-house and online training programs and subsidies for professional accreditation
- Admiral Insurance supports its new moms with maternity leave top-up payments (to 100% of salary for 15 weeks) and offers parental top-up to new fathers and adoptive parents (to 100% of salary for 7 weeks) -- and helps employees balance their work and personal lives with flexible hours, telecommuting and an earned days off program

CBCL Limited

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

Halifax NS

- An industry and regional leader, CBCL Limited provides maternity leave top-up payments for its new moms (to 80% of salary for 17 weeks) and offers the option to extend their leave into an unpaid leave of absence -- and when back at work the firm helps employees balance their work and personal lives with flexible hours, a telecommuting option, and shortened work weeks
- CBCL Limited supports ongoing employee development through a variety of in-house and online training programs, tuition subsidies for job-related courses, and subsidies for professional accreditation -- and also reaches out to the next generation providing opportunities for students and new grads to gain on-the-job experience with paid internships, co-op placements, and summer student roles

CROMBIE Real Estate Investment Trust

CROMBIE Real Estate Investment Trust is a commercial real estate owner and developer in Atlantic Canada.

New Glasgow NS

- CROMBIE Real Estate Investment Trust lets everyone share in the company's success with year-end bonuses and a profit-

sharing plan and helps employees prepare for retirement with contributions to a defined contribution pension plan

- CROMBIE Real Estate Investment Trust supports its new moms and dads, including adoptive parents, with maternity and parental leave top-up payments (to 70% of salary for 26 weeks), offers the option to extend their leave into an unpaid leave of absence, and helps employees balance their work and personal lives with telecommuting and flexible work hour options

Dalhousie University

Dalhousie University is one of Canada's leading post-secondary institutions serving over 18,500 full- and part-time students.

Halifax NS

- One of Canada's leading academic institutions, Dalhousie University also encourages ongoing employee development with free tuition for employees (up to two credits each year) and generous tuition subsidies for employees' immediate family members
- Dalhousie University also encourages employees and retirees (along with their spouses) to stay healthy with subsidized memberships to the 100,000 square-foot Dalplex fitness centre, which includes a fully-equipped gymnasium, swimming, racquetball and squash and instructor-led fitness classes

Health Association Nova Scotia

Health Association Nova Scotia is an association of health and community services organizations.

Bedford NS

- Health Association Nova Scotia helps employees plan for the life after work with contributions to a defined benefit pension plan and health benefits that extend to retirees
- Health Association Nova Scotia provides maternity and parental leave top-up payments for its new moms and dads (including adoptive parents) to 93% of salary for 15 weeks and offers an option to extend their leave into an unpaid leave of absence -- also supports parents with college bound kids through a generous academic scholarship program, to \$2,500 each

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, FPI, Viking, Icelandic Seafood, Samband of Iceland, Seastar and Seaside brands.

Lunenburg NS

- High Liner Foods supports its new moms and dads, including adoptive parents, with maternity and parental leave top-up payments (to 95% of salary for 12 weeks) and also supports parents to be with an in vitro fertilization subsidy (to \$2,500) if needed as well as parents with college-aged kids through an academic scholarship program, to \$3,000 per scholarship
- High Liner Foods helps employees prepare for the longer term with retirement planning assistance, phased-in work options and contributions to a defined contribution pension plan, with the company's unionized employees participating in a defined benefit pension plan

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

- IMP Group supports ongoing employee development with in-house and online training programs, apprenticeship opportunities, formal mentoring, subsidies for professional accreditation and tuition subsidies -- and also invests in the next generation through an academic scholarship program for children of employees who pursue post-secondary studies, to \$1,500 per child
- IMP Group employees help direct the company's community and charitable giving initiatives and are directly encouraged to volunteer in the community with paid time off, matching charitable donations, and, through the "IMP Community Grant Program", donations to charitable organizations where employees volunteer, to \$250 for 20 volunteer hours

High Liner Foods is proud to be recognized as a Top Employer in Nova Scotia for 2016.

Customer Focused
Innovative
Responsible



High Liner Foods continually investing in its employees

From its beginnings as a salt fish company on a Lunenburg wharf in 1899, High Liner Foods has grown to become the leading North American processor and marketer of value-added frozen seafood to both consumers and the foodservice industry.

Its revenues in 2014 exceeded \$1 billion for the first time in the company's history. Once again, it has been named as one of Nova Scotia's top employers.

Last year, High Liner Foods moved closer to its vision to become the leading supplier of frozen seafood in North America, doubling its market share in value-added frozen salmon products, setting the stage for improved supply chain efficiency and embarking on a mission to radically simplify selecting, preparing and enjoying seafood at its best.

The company employs approximately 1,500 people in Canada, the United States, China, Iceland, and Thailand. Lunenburg, Nova Scotia remains the home of their Canadian plant operations. It procures 30 species from 20 different countries globally and is committed to sourcing all of its seafood from certified sustainable or responsible

fisheries and aquaculture.

It is a company that offers many benefits to its employees, from a competitive compensation package, scholarships for their children (\$2,000 for community college and \$3,000 for university), and contributions to a defined contribution pension plan for salaried employment, with the company's unionized employees participating in a defined benefit pension plan.

High Liner Foods has just introduced a new philanthropy policy which includes a volunteerism program providing salaried employees with one paid day per year to spend on recognized volunteer work.

"The focus of our philanthropic efforts for the company is on Fighting Hunger. We have partnered with a number of food banks in Canada and the US to support these activities. The three pillars of our program are our Hunger Mission, Volunteerism, and Corporate Giving", said Joanne Brown, Executive Vice President of Human Resources. "Over the next 10 years the company is committed to provide 10 million meals through both financial contributions and food donations."

High Liner Foods is built on core values and guiding principles that serve as a compass to guide our decision making, and affect how we do business as an organization," she says. "We are customer-focused, innovative and responsible, and we believe our greatest asset is our team of talented and passionate people. We invest in our employees and provide learning and development opportunities to enhance careers at High Liner Foods."



HIGH LINER FOODS
HIGHLINERFOODS.COM

CUSTOM CONTENT



Nova Scotia's Top Employers 2016



Jazz Aviation LP

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

Dartmouth NS

- Jazz Aviation encourages employees to keep their skills sharp and develop throughout their careers with formal mentoring, a number of in-house and online training options, apprenticeship and paid internship opportunities as well as tuition subsidies for programs related to their position (up to \$3,000 annually)
- Jazz Aviation supports the "Jazz After Hours Club" which organizes a variety of social activities throughout the year, including golf tournaments, movie nights, comedy club evenings and Christmas parties for both employees and the children of employees -- the company also hosts fundraising events such as barbeques and contests in support of the United Way

Killam Properties Inc.

Killam Properties Inc. is a real estate company that owns and operates multi-family residential properties and manufactured home communities in Atlantic Canada.

Halifax NS

- Killam Properties Inc. employees are encouraged to stay in-shape with free memberships to an onsite fitness facility that features treadmills, stationary bikes, stairmasters, rowing machines, weights and instructor-led classes, including interval training and spinning classes
- Killam Properties Inc. supports families with generous maternity leave for its new moms (to 80% of salary for 17 weeks) and offers a variety of alternative work options for when they're ready to return to work -- and also supports parents with college-aged kids through an academic scholarship program, to \$3,000 per scholarship

Northwood Group of Companies

Northwood Group of Companies is a long term care, independent living and community outreach organization.

Halifax NS

- Northwoodcare Group employees working at the organization's main location can take advantage of a variety of onsite amenities, including an employee lounge, a quiet room for meditation and relaxation, and a fitness facility, with exercise equipment and shower facilities
- Northwoodcare Group encourages employees to keep up-to-date with tuition subsidies for courses at outside institutions as well as a variety of in-house and online training programs -- and also reaches out to the next generation of employees through paid internships, co-op placements, and summer student roles

Nova Scotia Health Research Foundation

Founded in 2000, the Nova Scotia Health Research Foundation generates funding and public support for the health research enterprise in Nova Scotia.

Halifax NS

- Nova Scotia Health Research Foundation helps employees balance their work and personal lives with flexible work hour options and a 35 hour work week -- and starts new employees with three weeks of paid vacation as well as offering up to five paid personal days off
- Nova Scotia Health Research Foundation supports its new mothers with generous maternity and parental leave top-up payments (to 90% of salary for 52 weeks) as well as offering new fathers and adoptive parents a parental leave top-up payment (to 90% of salary for 35 weeks)

NTT Data Canada, Inc.

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

Halifax NS

- NTT Data Canada offers an in vitro fertilization subsidy (to \$2,400) if needed and supports its new moms with maternity leave top-up payments (to 75% of salary for 6 weeks) -- and offers an option to extend their leave into an unpaid leave of absence as well as a variety of alternative work options for when they are ready to return to work
- NTT Data Canada encourages employees to maintain healthy, active lifestyles with employee-led sports teams, a health club subsidy to help cover the costs of gym membership, and even yoga classes offered during lunch

ResMed Corporation

ResMed Corporation is a developer of health monitoring software with a focus on sleep-disordered breathing.

Halifax NS

- ResMed Corporation starts new employees with up to four weeks of paid vacation and helps employees balance their day-to-day lives with telecommuting and flexible work hour options
- ResMed Corporation lets employees share in the company's success with a share purchase plan and encourages employees to save for the longer term with matching RSP contributions
- Employees at ResMed Corporation can unwind in an employee lounge with comfortable seating, television, popcorn machine as well as fresh fruit, granola and snacks available on a daily basis

SportsDirect Inc.

SportsDirect Inc., a Gracenote, Inc. company, provides up-to-date sports content and cross-platform solutions to major publishers, websites, newspapers, television, radio and other media organizations worldwide, including Thomson Reuters, USA Today, Chicago Tribune and the Covers Media Group.

Halifax NS

- SportsDirect Inc. encourages employees to balance work and their personal commitments with alternative work arrangements, including flexible hours, telecommuting, and a shortened work week option -- and supports new families with maternity leave top-up payments, to 75% of salary for 17 weeks
- SportsDirect Inc. offers a range of financial benefits, including new employees referral bonuses (to \$1,000), generous year-end bonuses (up to \$8,000) and a defined contribution pension plan to encourage employees to save for the future

Workers' Compensation Board of Nova Scotia

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

Halifax NS

- Workers' Compensation Board of Nova Scotia supports its new moms with maternity leave top-up payments (to 93% of salary for 17 weeks) and offers parental leave top-up to new fathers and adoptive parents (to 93% of salary for 10 weeks) -- and also encourages employees to balance their work and personal commitments with flexible work hours
- Workers' Compensation Board of Nova Scotia employees can plan for the future with retirement planning assistance and a defined benefit pension plan -- the employee health benefits plan also extends into retirement

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Nova Scotia's Top Employers 2016



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tuition support not only to their employees, but to their employees' children.

A young person's whole path in life may be changed as a result.

Other companies have programs that encourage national and international mobility, meaning an employee hired in one part of Canada could end up working in another, or in the U.S., Europe or Asia.

Inevitably, the whole family learns from the experience.

But perhaps the greatest influence that the Top 100 companies have on individual Canadians is in how their corporate cultures affect the way their people think and act.

Start with the words you hear a lot when you talk to CEOs and HR officers at the Top 100. 'Collaboration' is one. 'Innovation' is another.

It's hard to spend your day collaborating with your work colleagues, busy thinking outside the box, and not bring that style home with you.

Or to your parent-school meeting, or to a neighbourhood organization. Such values as cooperation and fresh thinking travel easily out of the workplace.

It goes deeper. Top 100 companies have a strong commitment to diversity and inclusion programs. Sometimes these are influential in unexpected ways.

One Top 100 CEO remembers getting a heartfelt note from an employee who said her participation in diversity awareness at work helped her and her husband respond supportively when their son told them he was gay.

The concept of "bring your whole self to work" is now widespread among Top 100 companies, chan-



Top 100 companies have a strong commitment to diversity and inclusion programs. Sometimes these are influential in unexpected ways. 123RF

ging life for such employee communities as LGBT people, those with disabilities or those who need time to care for elderly parents — they can be open about their needs.

And above all, there are the volunteers, hundreds of thousands of volunteers.

Across Canada, almost every day, some group of employees somewhere is helping to build for Habitat for Humanity, fundraise for Oxfam, run for The Cure, or hold bake sales for their company's own charitable foundation.

Often their employers have given them incentives to do good, from time off to matching funds to

awards of recognition as they work with seniors or plant trees or fix up a school.

The companies are also big donors in their own right. This is where Canada's Top 100 Employers are, unabashedly and decisively, a hugely positive influence in society.

To Carles Navarro, president of BASF Canada, there is no doubt that the select members of the Top 100 influence other employers in Canada. He recounts how his company entered the competition in 2013 — and wasn't chosen.

"That was kind of a reality check for us," he says. "We then looked at what the others were doing,

“By being one of the Top 100, you feel a special sense of responsibility, because you are now a role model for the rest of Canada's employers.”

and we were inspired to improve our workplace experience.”

In 2014, BASF Canada made the list, and it did again this year. "By being one of the Top 100, you feel a special sense of responsibility, because you are now a role model for the rest of Canada's employers," Navarro says.

"And you know there are many highly competitive companies on the list, which makes you very aware of constantly needing to improve your offerings to your employees."

It's a virtuous circle, one in which Canada's Top 100 Employers are using their influence to lead Canadians to better lives.

Tell us your story

If you are an exceptional employer in Nova Scotia with progressive HR programs and initiatives, we invite you to submit an application for next year's edition of **Nova Scotia's Top Employers.**

For more information, please visit: CanadasTop100.com/apply

Our 2017 application will be available in February.

NTT DATA

NTT DATA Canada highlights its diversity, encourages employee volunteerism

NTT DATA Canada, Inc. is Nova Scotia's largest information and communications technology (ICT) firm, with a large presence in downtown Halifax. It has a workforce of 800 full-time employees. Part of its continued growth has focused on adding 30 recent university and community college graduates annually.

One of the features of the company that it's proud to highlight is its diversity. Lianne Landry, director of Human Resources Canada, says 40 per cent of the total number of employees represent different nationalities and more than 40 languages are spoken by employees working for the company in this province.

"We have a budget for our employees to plan and host cultural events throughout the year," Landry says. "For example, last month we celebrated Diwali, the Hindu festival of light. More than 300 people attended, including our senior managers who appeared in East Indian dress."

She says the company has a strong partnership with the Immigrant Settlement Association of Nova Scotia (ISANS) and works with them to introduce new Canadians to the workforce. Internally, the company offers diversity training to senior management and English as a Second Language training on a quarterly basis.

NTT DATA Canada, Inc. offers a number of excellent benefits to its employees beginning the day they join the company (at no cost to the employee). Landry describes it as a 'Cadillac' of a benefits program for both the employee and the members of their family.

The company is also committed to life-long learning, offering up to \$5,250 per year in tuition reimbursement for external continuing technical education, certification, etc. There are also internal learning programs, including computer-based learning. People on the management track have access to their own specialized training programs.

"In N.S. this year we will roll-out our '5 Helping Ways in 5 Days' CSR program, focusing on local community support and volunteering, as well as charitable donations during the 'Global NTT DATA Volunteer Week,' Dec. 5-13. Employees are encouraged to volunteer in the planned events by volunteering time with Feed N.S., making donations to Bide-A-While Animal Shelter, and fulfilling the wish-list for Ronald MacDonald House Children's Charity. "These are just a few of the things that help us attract and retain the best employees," she says.

NTT DATA Canada, Inc. has been serving its international clients from Halifax since 1997. Landry says it has participated in Medcorp's Top 100 Canadian Employers competition since 2006 and has been one of Nova Scotia's Top employers for more than a decade.

NTT DATA Canada Inc. participates, annually, Big Brothers Big Sisters Bowl-a-thon, for Kids.

NTT DATA Canada Inc. participates, annually, in the Manulife Dragon Boat Festival for Sport Nova Scotia, on beautiful Lake Banook, in Dartmouth, Nova Scotia.

Staff at NTT DATA celebrated a year-end party recently.