



FINANCIAL POST'S

Top Employers

2013



FINANCIAL POST

A joint venture with Mediacorp Canada Inc.

Industry leaders are defying economic austerity

Many of today's best Canadian companies are defying the "national narrative of austerity" brought on by the current global economic malaise, says Richard Yerema, founder and managing editor of Canada's Top 100 Employers, as well as a string of sister competitions in various provinces (operated by Mediacorp Canada Inc.).

Those companies are growing and competing actively for skilled employees across a wide range of business and technical disciplines — often doing so by pushing the envelope on benefits and building "ownership cultures" to motivate employee commitment.

The cream of that crop are represented within the Financial Post's 10 Best Companies to Work For, as selected from among the Top 100.

This year's 10 Best gives readers a broad selection of excellent companies from across the nation and industries, says Yerema.

"The kind of person who wants to work for Suncor (Energy) in Calgary might not be the same kind of person who wants to work for Digital Extremes (an electronic game builder) in London (Ont.)," he says.

Part of Yerema's objective is to appeal to the broadest swath of skilled workers. That means giving them a diverse selection of top companies to consider.

Although the Top 100 list includes outstanding public-sector entities, the 10 Best is deliberately confined to the private sector, where growth is an explicit objective, says Yerema. That's because growing operations provide the best career opportunities for employees, "although, obviously, growth is more of an issue in Eastern Canada than in the West."

All of the companies in this year's 10 Best show strong growth and a number of other common traits. "All but two have share-purchase programs, and those two have profit sharing," says Yerema. "They all have long-term savings plans of some kind, and they all offer tuition subsidies for employees," with the richest programs topping out at \$6,000 per year.



Many of Canada's best companies have not waited for the turnover of the boomer generation, instead training younger workers for a decade or more.

Yerema says that performance bonus and share-purchase programs, in particular, help to align the interests of the employee with that of the company.

"They create an environment where employees are a little more motivated to get up in the morning and do good work," he says.

Every year, Yerema and the Mediacorp editorial team review the recruitment histories of thousands of Canadian employers and assess all applicants to the Canada's Top 100 Employers competition with a focus on eight criteria:

- Physical workplace
- Work atmosphere and social
- Health, financial and family benefits
- Vacation and time off
- Employee communications
- Performance management
- Training and skills development
- Community involvement.

In addition to Canada's Top 100 Employers, Mediacorp Canada also publishes a number of regional and special-interest competitions across Canada. In addition to the Financial Post's Ten Best Companies

to Work For, the editors at Mediacorp also highlight the the nation's best employers for family-friendly workplaces, diversity, environmental values, recent immigrants, younger people and older Canadians.

Results are reported in 23 newspapers and magazines from coast to coast, as well as being published online through Mediacorp's popular online job-search engine, eluta.ca.

A relatively recent development is the growing phenomenon of "phased retirement," which appears to be helping ease corporate concerns about the retirement of the huge boomer generation and how to replace them from smaller succeeding demographic cohorts, says Yerema.

Many companies have smoothed out the transition by enabling older workers to continue on a part-time basis, even sharing jobs. Sometimes, that's because people want to work beyond age 60.

Other times, it's because their retirement plans were damaged by the economic downturn in 2008.

"The best companies have been planning for the turnover of the boomer generation for 10 years or more," says Yerema.

Financial Post's Top Employers

BOMBARDIER INC.

CAMECO CORPORATION

DIGITAL EXTREMES LTD.

GOLDER ASSOCIATES LTD.

LEDCOR GROUP OF COMPANIES

NUANCE COMMUNICATIONS CANADA INC.

OPENTEXT CORPORATION

SHAW COMMUNICATIONS INC.

SUNCOR ENERGY INC.

TD BANK GROUP

Forward-thinking companies from across all sectors have been planning for skilled-labour shortages for more than a decade, investing in apprenticeship and paid internship programs to ensure that specialized skills are transferred to the next generation of employees. Employers have also ensured that their recruitment initiatives do not overlook older Canadians with many actively recruiting "older" workers, offering the kind of benefits that are attractive to older employers, from recognizing previous work experience when setting vacation entitlements to flexible health plans that are adaptable to a persons changing needs.

Yerema also notes some oil and gas industry recruitment advertising features grey-haired new hires instead of the usual group of fresh-faced graduates.

But while slow economic growth and advance planning have mitigated the impact of the retirement crunch, companies will still have to carefully manage human resources for several years to avoid shortages of skilled workers, he says.

| Employer | Industry | Interest Points | City | FT Employees in Canada |
|---------------------------|--|--|--------------|------------------------|
| Bombardier Inc. | Aircraft Engine and Engine Parts Manufacturing | <ul style="list-style-type: none"> • Employs nearly 70,000 full-time employees worldwide, adding more than 1,790 full-time employees in Canada last year. • Contributions to defined benefit or contribution plans (depending on employee group) and share purchase plan. • Maternity leave top-up payments (to 100 per cent of salary for 18 weeks) as well as alternative working arrangements for when they return to work. New mothers also have the option to extend their maternity leave beyond one year into an extended unpaid leave of absence. • Tuition subsidies for job-related courses, as well as subsidies for professional accreditation, in-house and online training programs and paid internship opportunities. • New employees start with three weeks of paid vacation, working to a maximum of six weeks. The company considers previous work experience when setting vacation entitlement for individual employees. | Montreal | 24,147 |
| Cameco Corporation | Uranium-Radium-Vanadium Ore Mining | <ul style="list-style-type: none"> • More than 3,000 full-time employees in Canada, adding approximately 170 new full-time positions over the past two years. • Signing bonuses for some employees, referral bonuses (to \$5,000), year-end bonuses, and a share purchase plan available to all employees. • Compassionate leave top-up payments (to 100 per cent of salary for eight weeks). • Subsidies for tuition and professional accreditation, a formal mentoring program, in-house skilled trades training programs and on-site learning at each of Cameco's northern Canada work sites. Manages an academic scholarship program, offering 40 annual scholarships (to \$2,500 each) for children of employees who are pursuing post-secondary studies in Canada. • Unique head office with a range of on-site amenities including a fully equipped fitness facility, employee lounge with fireplace and television, cafeteria with healthy menus and subsidized meals. • New employees start at three weeks of paid vacation allowance, in addition to paid time off during the holidays. • Retirement planning assistance, phased-in retirement work options, matching RRSP contributions and a health benefits plan that extends into retirement (with no age limit). | Saskatoon | 3,033 |
| Digital Extremes Ltd. | Software Publishers | <ul style="list-style-type: none"> • Added more than 38 new positions last year, and now employs more than 180 people. • A smaller employer that offers big financial benefits, including year-end bonuses, matching RRSP contributions, referral bonuses, signing bonuses and a profit-sharing plan available to all employees. • New head office is located inside a renovated historic building in London's downtown core, featuring an in-house theatre and a full-sized commercial kitchen and dining room, with two full-time chefs who prepare healthy (and free) meals daily for employees. • Has an active employee social committee (called the Fun Brigade) that organizes a variety of social events throughout the year, from product launch parties to pub nights and dinners. • Subsidies for tuition and professional accreditation, in-house and online training programs and financial bonuses for some course completion. • Maternity and parental leave top-up payments (to 80 per cent of salary for 24 weeks), as well as a short parental leave top-up for new fathers and adoptive parents. • A \$300 fitness club subsidy, as well as personal paid days-off and paid time off during the holidays, in addition to regular vacation entitlement. | London, Ont. | 182 |
| Golder Associates Ltd. | Engineering Services | <ul style="list-style-type: none"> • Manages an international employee exchange program that allows employees to work at company locations around the world — and continues to add new positions with more than 400 new jobs added in Canada last year. • Profit-sharing and share purchase plan options. • New employees start with three weeks of paid vacation, moving to a maximum of five weeks. Considers previous work experience when setting individual vacation entitlement for new employees. • Supports ongoing employee development through an in-house training program ("GolderU"). • Alternative work arrangements, including flexible hours and telecommuting. • Maternity and parental leave top-up payments (to 70 per cent of salary for 15 weeks) for new mothers, fathers and adoptive parents, as well as extended health benefit coverage during their leave. • Retirement planning assistance, phased-in retirement work option and contributions to a defined contribution pension plan. | Calgary | 2,995 |
| Ledcor Group of Companies | Industrial Building Construction | <ul style="list-style-type: none"> • Employs more than 6,980 full-time employees, adding 1,880 positions last year. • Matches employees' RRSP contributions, as well as offers signing bonuses for some positions and a profit-sharing plan that is available to all employees. • Supports the Canada Green Building Council, and was involved in the construction of the first LEED-certified buildings in Canada. Also maintains a Corporate Sustainability group, as well as multiple employee-led green teams at offices across Canada. • Subsidies for tuition and professional accreditation, in-house and online training programs, leadership training and a formal mentoring program. • Offers a variety of alternative work arrangements, including flexible hours, telecommuting and shortened and compressed work week options. • Maternity leave top-up payments as well as extended health benefit coverage during leaves. New mothers can also take advantage of the independently operated day-care centre within the building when they are ready to return to work. | Vancouver | 6,988 |

| Employer | Industry | Interest Points | City | FT Employees in Canada |
|-----------------------------------|--|--|----------------|------------------------|
| Nuance Communications Canada Inc. | Software Publishers | <ul style="list-style-type: none"> Part of Boston-based Nuance Communications Inc., the publicly traded company's Montreal location is the company's second largest office. Offers a share purchase plan and profit-sharing available to all employees, as well as signing bonuses for some positions, referral bonuses (to \$5,000) and year-end bonuses for all employees. New employees start with four weeks of paid vacation allowance. Tuition subsidies (up to \$3,000) for courses taken at outside institutions, as well as a variety of online training programs through its in-house "Nuance University" Maternity leave top-up payments (to 100 per cent of salary for eight weeks) as well as extended health benefit coverage during leaves. Contributes to a defined contribution pension plan. | Montreal | 522 |
| OpenText Corporation | Custom Computer Programming Services | <ul style="list-style-type: none"> Employs more than 1,330 employees in Canada (and more than 4,500 worldwide), adding 55 new full-time positions in Canada last year. New head office that features outdoor barbecues, a walking path and lounge with games. Signing bonuses for some positions, referral bonuses and a share purchase plan available to all employees. 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. Offers a variety of alternative work arrangements, including flexible hours, shortened and compressed work week options and telecommuting. In addition to paid time off during the holiday season, new employees start at three weeks of paid vacation allowance. | Waterloo, Ont. | 1,331 |
| Shaw Communications Inc. | Cable and Other Program Distributor | <ul style="list-style-type: none"> Expanded into television broadcasting through the recent acquisition of Global Television, as well as continuing to expand eastward across the country with locations in Toronto and Montreal. Profit-sharing and a share purchase plan that is available to all employees. Contributes to a defined benefit or contribution pension plan, depending on the employee group. Maternity and parental leave top-up payments (to 70 per cent of salary for 15 weeks). Offers alternative work arrangements, including flexible hours, telecommuting, reduced summer hours and a shortened work week option. Subsidies for job-related courses and professional accreditation. Also offers in-house and online training programs. | Calgary | 12,666 |
| Suncor Energy Inc. | Crude Petroleum and Natural Gas Extraction | <ul style="list-style-type: none"> Added more than 1,000 new full-time positions in Canada last year. Offers maternity leave top-up payments, extended health benefits coverage during leaves and manages an on-site day-care facility. Tuition subsidies (to \$5,500), formal mentoring, in-house apprenticeship programs and in-house and online training options. Manages an academic scholarship program for children of employees who are pursuing post-secondary education in Canada (to \$1,800 per child). Offers alternative work arrangements, including flexible hours, telecommuting and shortened work week options. Also offers more than 10 personal paid days off that can be taken at the employees' discretion. Offers profit-sharing as well as a share purchase plan option available to all employees. | Calgary | 12,897 |
| TD Bank Group | Commercial Banking | <ul style="list-style-type: none"> Added more than 2,400 new positions last year. As one of "Canada's Greenest Employers," the bank was the first Canadian bank (and one of the first major Canadian companies) to hire a chief environment officer who reports directly to senior management. Introduced the FlexWorkPlace pilot program to accommodate changing and flexible work patterns, complete with redesigned floors that include more meeting rooms, no traditional offices, and a "collaborative" cafe where employees can meet and work in a comfortable and informal setting. Along with a variety of flexible work options, the bank maintains a formal policy that lets parents of young children adjust their working hours for a few days to volunteer at their child's school. Worked with the University of Toronto's Rotman School of Management to develop the Rotman Back to Work program for women who have been out of the workforce for more than eight years — and operates the in-house "Back to Business" rotational work program for women returning to work. Offers maternity and parental leave top-up payments (to 100 per cent of salary for six weeks) for new mothers and fathers, including adoptive parents, as well as extended health-benefit coverage during their leave. Provides low-interest home loans, year-end bonuses, discounts on banking services and a share purchase plan. Offers retirement planning assistance, a defined benefit pension plan, matching contributions to a share purchase plan and a health benefits plan that extends into retirement with no age limit. | Toronto | 43,850 |

Building a community, one employee at a time

Forward. Together: It might sound like a catchy political slogan, but they are words to live by for one of North America's largest construction firms.

It's appropriate then that Ledcor Group of Companies is celebrating its 65th anniversary this year the only way it knows how: forward as one of Canada's most diverse companies; and together with a dedicated and loyal workforce.

"Despite Ledcor being such a huge company, what we hear from our employees is that they are family," says Jeannette McAffer, senior vice-president of human resources with Ledcor. "I don't think that's always possible in very large organizations."

Ledcor Group of Companies is a diversified construction company operating in the building, communication, environmental, forestry, infrastructure, mining, oil and gas, power, properties and transportation sectors.

"Most people today think of Ledcor as a construction company, but we do so much more than that now," says McAffer.

The company, founded by William Lede, started in Leduc, Alta., building the access road to the Leduc Number One Oil Well — considered by many to be ground zero of Canada's energy boom. Since then, Ledcor has been growing alongside its clients.

"We're trying to provide a very broad range of services to our clients," says McAffer.

"Over time, we have moved into other industries that are complimentary to our existing services."

One of the biggest drivers behind Ledcor's growth is its ability to provide stable employment for its thousands of skilled workers.



Curtis Comeau Photography

Team Lledcor (from left, Elsa Oberg, Jonathan Sawchuk, Larry Chai, Leslie Stankey, Zhanna Prymolenna, Wes Krahm) in the 2012 Inside Ride to benefit Kids With Cancer Society.

"The strategy around our growth is that many of our core services — like construction — are very cyclical," McAffer says. "Diversification helps the company remain profitable in any economic situation."

Today, Lledcor employs about 8,000 people. That number varies depending on the company's current projects.

"We do a lot of hiring or re-hiring because we have so much project work," says McAffer, noting the company hired more than 9,000 workers last year.

"Often, tradespeople finish a project and then they come back to work for us again in a few months for another project."

Because Lledcor employs thousands across North America and in several different sectors, two of its core values are collaboration and communication

— hence the "Together" part of its slogan.

Much of that sense of togetherness stems from Lledcor's comprehensive programs, which aim to keep workers engaged, learning, satisfied and safe.

"In our employees' line of work, they all want to think safety and work safely so that they will be able to return healthy and happy to their families each night," says McAffer.

Lledcor's employees are also involved in the community, whether raising money for the annual United Way drive — more than \$1 million raised two years running — or at the annual Lledcor Korol Cup — a hockey tournament named after employee Trevor Korol who died tragically.

"Forty of our employees rode stationary bikes in a bike race to raise money for Kids With Cancer this past fall," says McAffer,

Ledcor Group of Companies

YEARS IN BUSINESS: 65
NUMBER OF EMPLOYEES: 8,000
HEADQUARTERS: Vancouver
LOCATIONS: Calgary, Chilliwack, Edmonton, Fort McMurray, Kelowna, Regina, Saskatoon, Toronto, Vancouver, Victoria and Yellowknife
POSITIONS EMPLOYED: Welders, scaffolders, instrumentation technicians, corrosion surveyors, labourers, ironworkers, electricians, pipefitters, heavy-equipment operators, construction managers, estimators, project managers, superintendents, health, safety and environmental protection managers, project coordinators, finance, IT, human resources, administration

HIRING INCENTIVES: Competitive salaries and wages, comprehensive benefits packages, site-based incentives, pension plan, employee stock purchase plan, travel allowances, apprentice support, career education and training programs

APPLICATION PROCESS:
ledcor.com/careers

adding they raised \$109,000, which the company matched.

WE BRING MORE THAN JOBS TO THE COMMUNITY.

CELEBRATING 65 YEARS OF GIVING BACK TO THE COMMUNITIES WHERE WE LIVE AND WORK.



Join our award-winning workplace. Explore career opportunities at: www.ledcor.com

FORWARD.
TOGETHER.



Nuance employees provide a voice for innovation

Not many people get the opportunity to improve the lives of millions of people while also enjoying a positive work environment.

At Nuance Communications Inc., however, that's a way of life.

Nuance is the leading provider of voice-and-language-understanding solutions for businesses and consumers around the world.

It is creating a world where mobile devices, electronics and machines understand and respond to people's spoken words, providing outcomes from their requests, commands and communications.

Nuance's business includes imaging and three divisions that serve distinct voice-related markets, including mobile, health care and enterprise.

The Nuance Mobile-Consumer division is creating a world where mobile devices and electronics understand and respond to users' spoken words or gestures, and allow them to interact through Dragon voice recognition, natural language understanding, text-to-speech and Swype touch input technologies.

"The mobile industry is moving at breakneck speed, so the mobile team is truly an innovation hub for new voice platforms. These cutting-edge platforms are used to build deeply integrated voice experiences for our customers," says Dave Ardman, vice-president of engineering, mobile speech, for Nuance.

"More excitingly, these are the interactions that were in the realm of science fiction not long ago."

Nuance employees are supplied with state-of-the-art research centres and facilities to create technologies that help people worldwide.



Martin Dudemaine

David Ardman and Simona Gandrabur are developing speech recognition and natural language understanding solutions used in millions of digital devices.

"For instance, the Montreal lab is an innovation centre of excellence for Mobile-Consumer application engineering and Natural Language Understanding (NLU) research," says Simona Gandrabur, manager of applied conversational research, mobile speech.

"NLU is one of the fastest growing research and development groups at Nuance."

Nuance's state-of-the-art facilities not only attract employees, but also keeps them there.

"Employees are here for innovation opportunities they simply can't find anywhere else," says Ardman.

"These are exciting times and for an engineer to be part of these projects and building on new skill sets in this space is truly rewarding."

Also rewarding for employees is the incentives and benefits offered by Nuance. Employees start with four weeks' vacation, as well as a comprehensive health, dental and vision plan.

The company also offers competitive salaries, an incentive bonus plan, patent bonuses, generous referral bonuses (\$1,500 to \$5,000), among other perks.

"Nuance is a big company with a start-up culture," says Ardman. "We combine the best of both worlds — the deep talent pool and resources of a big company, with the fast pace and passion of a silicon valley start-up."

Adds Gandrabur: "We are continuously hiring and our teams are growing rapidly with immense opportunities for personal growth."

Nuance Communications

YEARS IN BUSINESS: 19

NUMBER OF EMPLOYEES:

455 in Montreal (more than 10,000 worldwide)

HEAD OFFICE LOCATIONS:

Montreal in Canada; Burlington, Mass., in U.S.

POSITIONS EMPLOYED:

Software engineers/developers, application developers, QA engineers, software test engineers, solutions architects, database administrators, infrastructure deployment engineers, network/systems engineers, projects managers, user interface/user experience designers, linguists, speech scientists and research engineers

HIRING INCENTIVES: Competitive salary and benefits, four weeks' vacation, 10 days' paid sick leave, incentive bonus plan, patent bonus, referral bonus, downtown location, transit/parking allowance, Nuance University, maternity top-up benefits, stock purchase plan, group RRSP, deferred profit-sharing plan, French/English classes, on-site shower facility, internal transfer policy, wellness programs and annual health spending account

APPLICATION PROCESS:

nuance.com/company/careers

Employees Have a Voice at Nuance

Nuance is the worldwide leader in the speech & language and imaging markets. Join our dynamic team delivering products and solutions that touch every part of people's lives.



Canadian Nuance Headquarters

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Software firm opens up new opportunities

OpenText is an open book when it comes to the opportunities it offers its employees.

"Each individual we bring into the company knows they will make an impact and stand out in terms of their accomplishments — it's part of the OpenText proposition," says Manny Sousa, senior vice-president of global human resources.

Established in 1991, OpenText grew out of a project at the University of Waterloo. It is now the largest software firm in Canada, with more than 40 locations and more than 5,000 employees around the world.

Its focus is on enterprise information management, providing enterprise customers — businesses, governments and other organizations — with the software solutions they need to better manage their growing volumes of information.

"We try to simplify the way in which people do business," says Sousa.

"OpenText provides an opportunity to work in a collaborative setting where there is absolute diligence in terms of everything we do toward satisfying the customer, and providing them with solutions that will add value to their business or organization."

The opportunity to build a leading global software company is a unique opportunity that, in turn, creates a fast-paced and entrepreneurial environment, adds Kim Dubblestein, OpenText senior director of global events.

"To sum up my experience at OpenText in one word, I would choose 'opportunity,' because I've had so much opportunity to



Employees gather in the games room at OpenText's Waterloo, Ont., global headquarters, with Manny Sousa and Kim Dubblestein facing off over foosball.

expand my role and gain experience," she says.

"I started in the marketing team in an entry-level management position, and have increased my level of responsibility and been part of a fun team staging events throughout the world. It has been awesome."

Headquartered in Waterloo, Ont., OpenText also offers a great benefits program, competitive compensation, and beautiful office facilities worldwide.

OpenText is family-friendly, and offers a tremendous amount of flexibility in terms of work schedules, says Sousa.

"A collaborative spirit is part of the fabric of this culture," he says, noting the accessibility of senior management fosters a strong spirit of teamwork.

Another strength is the company's diversity and multiculturalism, adds Sousa.

OpenText is growing aggressively and organically, and will also continue to acquire companies, he says. It's focused on expanding its business in Latin America and Asia Pacific, and will continue to expand in the North American marketplace and in Europe.

"We will continue to look for exceptional people to come join our business," says Sousa, noting sales, customer support and product development are the three areas that will see most of the job growth.

OpenText will also continue to add positions in its functional areas as it

OpenText

- **YEARS IN BUSINESS:** 21
- **NUMBER OF EMPLOYEES:** 5,000+
- **HEADQUARTERS:** Waterloo, Ont.
- **POSITIONS EMPLOYED:**
Customer support, IT, development, marketing, finance, sales, services, legal, global communications and facilities
- **HIRING INCENTIVES:** Employee assistance plan, fitness membership and wellness reimbursement, educational assistance, employee referral program, rewards and recognition program, employee stock purchase program, service award program, business travel medical and accident insurance
- **APPLICATION PROCESS:**
opentext.com/careers

grows. Visit opentext.com for more information.

OpenText, which recruits from local universities and colleges, is a company that appeals to workers of all ages.

"We will continue to attract people with a lot of experience," Sousa notes.

"What we're looking for, are people who enjoy adventure, who enjoy change and enjoy making an impact; people who work hard but like to have fun as well."

"It's a pretty down-to-earth organization — it's casual dress and very informal in terms of interactions with people."

Explore boundless opportunity at one of Canada's Top Employers.

OpenText is thrilled to be named a Financial Post Top Canadian Employer and we want to thank our more than 5,000 employees for their commitment to excellence that earned it.

OPENTEXT

Be part of it - visit www.opentext.com/careers today!

Shaw connects with its employees

Forty-two years ago, Shaw Communications made its first cable connection in Sherwood Park, Alta. Today, under the leadership of CEO Brad Shaw, the Canadian-owned and operated company proudly serves 3.4 million customers, including 1.8 million subscribers to Shaw Internet and more than one million home phone customers.

In addition to cable, Internet and telephone services, Shaw has expanded its business to include digital direct-to-home satellite TV (Shaw Direct); satellite-based services to broadcast-distribution undertakings (Shaw Broadcast Services); a national fibre-optic backbone network (Shaw Business); integrated on-board computing technology and wireless data solutions for the Canadian transportation, mobile workforce and logistics industries (Shaw Tracking); Global Television network and 18 specialty channels that are home to some of today's favourite shows (Shaw Media).

"To say (Shaw founder) J.R. Shaw was successful in building an empire is an understatement," says Shaw Communications president Peter Bissonnette. "In reality, he did so much more. He didn't just develop a company, he grew a family."

Known for its respectful working culture and high employee engagement, Shaw Communications boasts benefits and incentives that attract — and retain — employees across the country.

It does all of this by incorporating a customer-centric and entrepreneurial corporate culture, says Mark Porter, senior vice-president of human resources.

"Customers and employees are put on



Shaw Communications prides itself on being able to offer a respectful working culture and, in turn, high employee engagement.

the same level," he says. "Shaw ensures it has a good working relationship with its employees so that when an employee is in front of a customer, the quality of exchange and quality of offering is second to none."

Shaw offers a variety of programs to show appreciation and respect for its workers while helping them achieve their professional goals.

It also offers employees opportunities to provide feedback through employee engagement surveys, discussion forums and blogs.

Company executives also host quarterly employee update sessions.

"We believe in strong two-way communication at Shaw," says Bissonnette, also noting the company's weekly newsletter, quarterly magazine and company Intranet site.

In addition, Shaw holds Employee Dialogue sessions across the country that are hosted by members of the senior leadership

team. These sessions are an open discussion where employees are encouraged to share any feedback or thoughts on the business.

And with approximately 70 per cent of employees participating in Shaw's purchase plan, you can believe talk isn't cheap at Shaw.

"Our employees have a sense of ownership," says Porter. "They, too, have stake in the game. What a great message to send to customers that they believe in the company enough to invest in it."

And to show its employees that Shaw believes in them, the company also boasts an impressive benefits program that's as unique as each person it employs.

Shaw CHOICES allows staff to select the benefits most important to them, as well as the desired level of coverage in numerous areas including health, dental, and vision.

Employees can also put leftover credits

Shaw Communications

YEARS IN BUSINESS: 42

NUMBER OF EMPLOYEES: 14,500

HEADQUARTERS: Calgary

LOCATIONS: 115 offices, including 11 Global News stations

POSITIONS EMPLOYED:

Customer service representatives, technical service representatives, Shaw store and retail employees, service technicians, installers, human resources, marketing, engineering, sales, finance, product, IT, reporters, producers, camera operators, writers, editors, anchors and station managers

HIRING INCENTIVES: Shaw product and services discount, comprehensive and flexible benefits package, pension and stock options, career development training and opportunities and competitive pay

APPLICATION PROCESS:
shaw.ca/careers

into areas of their choice, including transit passes, energy audits, sports team registration fees and personal training sessions.

"We're committed to ensuring we have a high-quality relationship with our employees," says Bissonnette. "We're one big family working together."

Adds Porter: "We treat people as individuals. People respect that."

**Behind every success story,
there are 14,500 hardworking people.
(And millions of itty-bitty robots.)**

We're proud to be named one of Financial Post's Ten Best Companies to Work For. And we'd like to thank all of our employees across our cable TV, Internet, home phone, satellite and Shaw Media businesses. To join our team, visit shaw.ca/careers



Futures are bright at Suncor Energy

Suncor Energy employees have the best of both worlds.

The Canadian-owned-and-operated oil and gas company is large enough to provide ample career growth and operational expertise while still small enough to provide opportunities to its employees to influence business decisions.

"We're a company with high integrity, willing to have open conversations about the environmental, social and economic impacts of our business operations," says Paul Gardner, senior vice-president of human resources.

A key differentiator between Suncor and the other oil and gas majors operating in Canada is employees are working for a Canadian company, so they're close to where decisions are made. Suncor is a great place to grow, develop and make your mark."

Suncor, a pioneer in Canada's oilsands, is the largest fully integrated oil and gas company in the country.

"We're a well-respected, well-run company with strong focus on sustainability," says Gardner. "We have a strong commitment to responsibly develop this great Canadian resource."

The company also shows its commitment to employees by providing a working environment that supports learning and growth.

"Respect is fundamental to our culture, and safety above all else is a key value," says Gardner.

"Teamwork and collaboration are also key at Suncor. That's evident at all levels of the organization. We're focused on developing a very positive company culture because we know this can help drive per-



Suncor heavy-equipment operator Amber Abram operates a shovel that moves more than 100 tons of material at a time.

formance and make Suncor a place where our employees are proud to work. As a company, we've got that 'can do' attitude."

Suncor also offers its workers a competitive compensation package and benefits program, which includes an annual performance-based bonus, flexible health and dental-care benefits, health-care spending account, company-matched pension as well as vacation and flex days.

Because Suncor realizes every employee has different needs, it also offers different benefits at its variety of locations across Alberta.

"For example, in Calgary we have a fitness facility with lots of classes, and an accredited in-house day care," says Gardner. "We also have a daily air shuttle that brings

people back and forth from our oilsands operations in Fort McMurray."

In addition, Suncor provides assistance to help employees maintain a healthy work-life balance.

"We offer access to a number of programs such as BusyFamily," says Gardner.

"This program provides a full range of child, teen and elder care services for the family. It's available anywhere in Canada. Essentially it is a resource centre that helps you make decisions around what is the best option for your family."

The company also has high regard for the communities it operates in.

For more than 25 years, Suncor has supported the Canadian Olympic movement. Over the past 10 years, Suncor and the

Suncor

YEARS IN BUSINESS: 46

NUMBER OF EMPLOYEES:

More than 13,000

HEADQUARTERS: Calgary

LOCATIONS: Fort McMurray, Mississauga, St. John's, Edmonton, Montreal, Sarnia and Commerce City, Colo.

POSITIONS EMPLOYED: Heavy-equipment operations, business professionals, mining engineers, petroleum engineers, project engineers, project managers, supply chain professionals, power engineers, trades and operators

HIRING INCENTIVES: Annual performance-based bonuses, flexible health and dental-care benefits, health-care spending account, company-matched pension, vacation and flex days

APPLICATION PROCESS:

suncor.com/careers

Suncor Energy Foundation have also invested more than \$128 million in its communities.

"Beyond the competitive total rewards package and the career opportunities, it really is about the culture," says Gardner.

"When you walk through the halls of Suncor, you get a sense that employees are passionate about the company and the work they are doing. There's a high degree of pride."

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Companies challenged to hire, retain good employees

The nationwide competition to hire and retain good employees will be toughest in Alberta and British Columbia in 2013, says Tony Meehan, publisher of Canada's Top 100 Employers, as well as sister competitions in most provinces (operated by Mediaborg Inc.).

"The hiring conditions in those two provinces are the toughest in the country," he says.

To get needed workers, companies across Canada are increasingly having to divide their efforts between two different groups of workers with different employment expectations, says Meehan.

Experienced workers over 35 are looking for what Meehan calls "family-friendly" policies, with increased emphasis on holidays, flex days and maternity top-up payments.

Entry-level employees, meanwhile, are getting more difficult to find because the cohort graduating from college and university is much smaller than the boomer generation that's approaching retirement, he says.

The nationwide competition to hire and retain good employees will be toughest in Alberta and B.C. in 2013, Meehan says.

In Alberta, there's an increasing focus on benefits such as maternity leave top-up and compassionate leave for people looking after their aging parents.

The trend is even spreading into the notoriously youth-oriented video gaming industry, where Meehan says Edmonton-based Bioware is the first gamemaker they've seen offering maternity top-ups.

"Even in the video gaming industry, it's no longer just foosball tables and basketball courts," he says. "This generational change is affecting everything, but not necessarily in the way we expected. A lot of companies are experiencing inter-generational issues because the boomers are delaying retirement and the transition between generations is being spread over several years instead of happening over two or three years."

"On top of recruitment issues, employers are having to manage the complexities that arise from an inter-generational workforce.

"Retirements are being delayed because life expectancies are longer. People don't



Today's employers are being challenged with balancing family-friendly needs of older workers with expectations of younger ones.

want to be retired for 30 years or they can't afford it."

He adds the economic downturn from 2008 also affected many people's retirement plans.

The challenge for companies today is to balance the family-friendly needs of older workers with the expectations of new graduates for corporate performance on larger social issues.

"Diversity, environmental values — young people expect the organization they work for just does those things," says Meehan.

"They don't see those things as revolutionary or even particularly progressive."

With a national jobless rate declining to 7.2 per cent in November from 7.4 per cent in October, the availability of skilled workers is also contracting.

After all, Meehan notes, studies have

Featured regional Top Employers

AIMIA

INTERIOR HEALTH AUTHORITY

SHELL CANADA

CITY OF VANCOUVER

WORLEYPARSONS

ployment among the unskilled and high school dropouts, and a rate of five per cent or less among post-secondary grads and skilled tradespeople.

With Alberta's overall unemployment rate dropping to 4.2 per cent in November from 4.5 per cent in October, the number of skilled and educated workers looking for jobs can be assumed to be very low, indeed.

Meehan says there's a need for more focus on making education more accessible.

"If there's a time not to be backing away from publicly funded education, it's now," he says. "Anyone under 30 who is unemployed for more than a year — that's done lasting damage to their employability for the rest of their lives. Governments and private industry need to be more pro-active in preventing younger workers from hitting that one-year mark."

shown the unemployment rate for university grads and skilled trades never rises much above five per cent.

A 2006 Statistics Canada survey showed that a national unemployment rate of 6.3 per cent was made up of 12.3 per cent unem-

Aimia employees united in fundraising efforts

From painstakingly crafting Italian biscotti at home to walking around the office with popcorn carts, each one of Aimia's six Canadian locations came up with unique ideas to meet this year's United Way fundraising goal.

As Mandy Gibson, director of brand communications at the Mississauga branch tells it, the "troops really rallied together," beating a goal 25 per cent higher over the previous year's to raise \$225,000.

At Aimia, this kind of result is the norm, rather than the exception.

"One of the things I really enjoy about working here is the level of employee engagement in getting involved and giving back to the community," says Gibson.

The recently rebranded company, a global leader in loyalty management formerly known as Groupe Aeroplan, gives employees paid time off to volunteer and sends a small delegation on a humanitarian mission to a developing country each year.

Last year, Gibson was selected to attend a trip to Malawi along with nine other Aimia employees from around the world. She calls her visit a life-changing experience, mostly spent visiting sites where money had been donated to build infrastructure such as wells and school washrooms.

"Part of the money that is raised is also used to feed the schoolchildren using an oatmeal product. We teach the women volunteers in the community to be self-sufficient and make the oatmeal themselves," she says.

"One day we watched them make it and scoop it out of the big bins into the colourful cups each child would be given as they lined up. Often that's their only meal that day. It was extremely touching."

After 16 years of service, Gibson is fiercely



Aimia employee Mandy Gibson participating in feeding the children in Malawi with Mary's Meals

proud of working for a Canadian company that also provides numerous opportunities for internal talent to develop and grow.

A newly launched mentorship program allows employees to work together across departments and bring fresh perspectives to the table; often, the mentor learns just as much as the mentee.

A leadership development program designed to accommodate varying levels of management expertise is also new this year, as is a performance assessment process that involves ongoing dialogue at least four times annually. And all employees are encouraged to put forward their best ideas on improving the business; the best ideas are funded and brought to life.

"We give all our employees a voice," says vice

president of human resources and community engagement genevieve bich (her decapitalized name stems from a decision she made at age 12, a quirk she says also describes her leadership style).

"I wake up every morning looking forward to go to work, both for what I know already and what will take me by surprise. When I take the elevator or stairs up each day, I see other people who start their day engaged, who genuinely love working here."

"What's great about Aimia is its growth story. It's a Canadian success that is now a global company. I love working here for the quality of its people, for the values they convey, and the quality of the work. This is an organization where I continue to learn every day."

AIMIA

YEARS IN BUSINESS: 29

NUMBER OF EMPLOYEES: 1,700 in Canada; 3,800 around the world

LOCATIONS: Two in Montreal, two in the Greater Toronto Area, and two in Vancouver

HEAD OFFICE: Montreal

POSITIONS EMPLOYED: Marketing, IT, communications, analysts, contact centre agents, sales, lawyers, human resources

HIRING INCENTIVES: Employee-paid health plan; tuition subsidies; maternity, paternity, and parental leave top-up; parental leave top-up for adoptive parents, fitness program; employee assistance program, employee referral program, green commute, summer hours, compassionate care, personal days off, telecommuting, matching RRSP, recognition program, ESPP, paid time off for volunteering, target and maximum bonus, employee discounts, life and disability insurance, regular celebration activities during holidays such as Christmas and Halloween

APPLICATION PROCESS: Visit www.aimia.com

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INSPIRING LOYALTY

Interior Health offers room to grow

As one of six health authorities responsible for publicly funded health services in B.C., Interior Health promotes healthy lifestyles and provides needed health services in a timely, caring and efficient manner.

Serving a large geographic area covering almost 215,000 square kilometres — which includes larger cities such as Kelowna, Kamloops, Cranbrook, Penticton and Vernon, as well as a multitude of rural and remote communities — Interior Health has more than 18,000 employees and about 1,500 physicians.

As the health authority for such a large and diverse set of communities, Interior Health has accomplished many things, including establishing sustainable, high-quality, appropriate core medical services in each region; strengthening integrated health care across acute and community settings; offering more independent options for seniors; and becoming more efficient and cost-effective in administrative, support and clinical services.

"None of this would be possible without our hard-working and dedicated employees," says John Johnston, vice-president of People and Clinical Services.

Interior Health is committed to teamwork, empowerment, innovation and quality, with a focus on giving people room to grow, in order to make an impact in the lives of others.

At Interior Health, employees have the opportunity to flourish under the mentorship of accomplished leaders, managers, educators and internationally recognized health experts.

From the financial adviser managing



Interior Health employs numerous professions, from health-care professionals to office and support staff.

health-care resources and the information management professional enabling life-saving data, to the support staff that provides service or assistance, to patients, to health-care professionals such as the nurses, physicians and health science professionals on the front line of patient care, everyone plays a role in the care continuum to support continued learning. And all employees have access to online resources, from e-learning modules to e-library research.

In addition, most of Interior Health's

locations are supported by professional practice leaders or clinical resource personnel.

Interior Health also provides employees with a comprehensive compensation and benefits plan that includes vacation time, extended health coverage and medical, dental and insurance plans. In addition, a wellness program helps employees improve their own health and wellness through its unique website iHealth, which helps workers track their wellness activities or get involved with a team.

Interior Health

- **YEARS IN BUSINESS:** 12
- **NUMBER OF EMPLOYEES:** (full-time, part-time and casual): 18,000+
- **LOCATIONS:** IH serves a large geographic area, including Kelowna, Kamloops, Cranbrook, Penticton and Vernon, as well as a multitude of rural and remote communities.
- **HEADQUARTERS:** 108 1815 Kirshner Rd., Kelowna, B.C.
- **HIRING INCENTIVES:** Career advancement, educational opportunities, competitive compensation and benefit package, including: comprehensive health benefits coverage, vacation entitlements, a generous pension plan, relocation assistance for eligible new employees
- **POSITIONS EMPLOYED:** Prevention and health promotion, home and community care, residential care, mental health and substance use programs, environmental safety and public health protection lab and diagnostic imaging services and much more.
- **APPLICATION PROCESS:** www.roomtogrowbc.ca

"At Interior Health, we are proud of our people," says Dr. Robert Halpenny, president and CEO. "We strive to engage and support our employees — this is our priority because it helps build a more positive work environment over the long-term."



It's more than a career... It's a lifestyle

People power multi-national energy giant

Shell isn't merely fuelling the world's growing energy needs. It's also a company ripe with opportunity for its thousands of employees around the world.

When it comes to careers, you might say Shell is in the opportunity business.

"We believe employees are attracted to join us because we provide them opportunities to work on, and contribute to, exciting and challenging projects, great career development and a collaborative, supportive organizational culture," says Shell Canada spokesman Stephen Doolan.

Additionally, being a global, fully integrated energy company that is involved at every stage of exploration, production, manufacturing and marketing of energy and petrochemicals provides a wealth of opportunities for employees to pursue new challenges and continue to be stretched and grow throughout their career."

Shell is a multi-national energy company with its roots in the Netherlands. Royal Dutch Shell, its full name, employs more than 90,000 workers worldwide, and is an industry leader globally and here in Canada. In fact, the company has a long history of producing, refining and selling petrochemical products in Canada.

"After recently celebrating a century of operations in Canada, Shell continues its rich heritage of innovation in energy exploration, production, manufacturing and marketing, and is recognized as a leader in sustainable development," Doolan says.

The company's global nature certainly has its advantages for employees.

"As a global, fully integrated energy company involved at every stage — from explora-



Career opportunities at Shell are diverse, with the company seeking technical professionals in geology, mining geology, petro-physics and geophysical data interpretation.

tion to the gas pump — career opportunities are as diverse as our people, and opportunities span across most technical, commercial and skilled trades areas," says Doolan.

Because of the energy business' ever-changing nature, technological advances take place every day to help meet the world's energy needs. Alberta and other energy-producing provinces in Canada are at the forefront of that innovation.

As a result, Shell is always growing and looking for talented, highly skilled professionals and trades people.

"We are seeking a variety of talented technical professionals in areas such as geosciences, which includes geology, mining geology, petro-physics and geophysical data interpretation," says Doolan.

As well, Shell's growing business requires individuals with engineering backgrounds and numerous other skills — from health and safety and land surveying to human

resources and financial analysis.

"We are also looking for operators and skilled trades to support efficient operation of our plants — such as the various upgraders, refineries, and chemical and gas plants — and field operations, too," says Doolan.

Job diversity abounds at Shell, but so too do opportunities to grow.

"Shell's supportive, collaborative work teams and mentoring opportunities, along with industry-leading training programs, will help employees discover their full potential," says Doolan.

"We also have an open-resourcing system that allows employees to apply for positions of interest within or even outside their immediate areas of expertise, allowing them to chart their own career path."

Professional development, however, is only one of several benefits Shell employees enjoy.

From flexible and generous retirement pensions to optional employee share pur-

Shell Canada

YEARS IN BUSINESS: 101

NUMBER OF EMPLOYEES: 8,000+

HEADQUARTERS: Calgary

LOCATIONS: Major hiring operation in Calgary, Fort Saskatchewan, Fort McMurray, Sarnia, Ont. and Fort Saint John, B.C.

POSITIONS EMPLOYED:

Engineering positions work on wells, reservoirs, process/chemical, project, discipline, mining; geology/geophysics, HSSE, commercial/sales, trading, finance, land management, administration, finance, contracting and procurement, IT, human resources

HIRING INCENTIVES: Highly competitive total cash package with individual performance multipliers; performance share units; special recognition awards; discount on Shell purchases on Shell BMO MasterCard for employees, flexible work options

APPLICATION PROCESS:
shell.com/careers

chase plans, Shell Canada offers compensation and benefits that are industry leading.

"The energy business is among the most competitive in the world," Doolan says. "At Shell Canada, we recognize that to maintain our position as an industry leader in technology and innovation, it's our people who give us our edge."



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City of Vancouver takes pride in helping others

At the City of Vancouver, employees are proud to be making a difference.

"It's a great city to live in. There is a real sense of pride in working for the city and going home every night thinking that you have served the citizens of Vancouver," says city manager Penny Ballem.

With a little more than 10,000 full- and part-time employees, "we are all working together in our different roles to serve our citizens and trying to get better value for the public."

Currently, the City of Vancouver is focusing on four major areas: housing and homelessness, a vigorous local economy, a green future and a safe and inclusive city. To this end, the city encourages its staff to be innovative in working together to always find better ways to serve the public and carry out council's directives.

In addition to a good compensation and benefits package, staff "really appreciate that we value their thoughts and that we actually put the rubber on the road and make it happen. There is a real openness to doing things in a totally different way," Ballem says.

To this end, the city has invested in resources that allow it to do this successfully and "in a way that is really positive."

"We are an organization that is committed to learning and we are working hard to role model the

expectations we set out for our public. We have a real commitment to walk the talk."

For example, as part of its green agenda, the city has a commuting program that helps employees get to work in a more sustainable way. In addition, the city also has a "significant diversity agenda," which involves staff in a mentoring program to help immigrants and refugees integrate into Canadian society, and find productive work in their areas of expertise.

"We found that by bringing them into a program where they are mentored by our staff, many of whom come from diverse backgrounds themselves, that we can really help them get work and learn how to move ahead."

The program has been a huge success, says Ballem, noting city employees felt they were able to, as part of their everyday work, have a positive impact on people's lives and on the community.

The City of Vancouver is a rewarding and engaging employer for a variety of reasons, adds Tim McMillan, a truck driver/collector with Vancouver Sanitation Services, who has worked for the city for nearly 22 years.

"With the variety of work assignments, the day is never the same and always brings new challenges and learning," he says.

"The city has been very supportive and has provided me



The City of Vancouver employs a variety of professions, including those in emergency services, such as firefighter Brad Hesse who shows a young recruit the ropes.

with guidance and mentoring to assist in my career development."

"Several years ago, I replied to 'an expression of interest' to join the leadership and career development program. This program has opened many doors for me

and I feel empowered in my career development."

He has also furthered his education through the in-house City Learn Program, as well as through after-work classes at the British Columbia Institute of Technology (BCIT).

City of Vancouver

NUMBER OF EMPLOYEES
(full and part time): A little more than 10,000

LOCATIONS: City Hall: 453 West 12th Ave.; plus several other campuses, work yards, community centres, libraries, fire halls and police stations

HEAD OFFICE LOCATION: Vancouver City Hall is located at 453 West 12th Ave., Vancouver

POSITIONS EMPLOYED: Archivists, citizen service representatives, cleaners, clerical and administration, engineers, executives, firefighters, inspectors, labourer/operations workers, librarians, planners, police officers, recreation centre staff, technicians, theatre attendants, tradespeople and corporate professionals in areas such as business planning, communications, finance, human resources, information technology, legal and purchasing

APPLICATION PROCESS: vancouver.ca/humanresources



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CITY OF VANCOUVER

BC's Top Employers 2013

WorleyParsons promotes culture of work-life balance

WorleyParsons is a people business.

"It's all about our people," says WorleyParsons Canada Managing Director Brian Faulkner.

WorleyParsons employs workers in the fields of engineering and design, project controls and procurement, project and construction management and construction trades, information management, quality management systems, health safety and environment, finance and marketing. The company also supports its customers with expertise in aboriginal engagement, in connection with the projects it's working on.

"The range of project work we provide means there is an interesting mix of work opportunities," Faulkner notes. "It is our intent and practice to help our employees achieve their goals and advance their career as they work with us."

It's a working environment that suits WorleyParsons Canada project engineer, Mark Knottig, very well.

"I love working at WorleyParsons, because the diverse customer base allows me to work on many interesting projects, and the company provides opportunities for their employees," says Knottig, who is employed at the company's Edmonton operations, Shell Improve Business Unit. "I really enjoy the teams I've worked with, and WorleyParsons promotes a culture of work-life balance."

WorleyParsons supports



WorleyParsons encourages staff to engage in charitable work for a variety of causes.

employees in their career development, in a variety of ways. There is an annual training budget that provides employees with an opportunity to receive training, as long as their manager agrees. And, as part of the performance review process, managers help identify employees' aspirations and help employees plot their progression in their career.

Mobility is another plus.

"If people are interested in working in other parts of the world, we can provide that as an opportunity for them, because

we are a large company that can take people around the world," Faulkner says.

Management has an open door policy, and promotes a strong team environment and a healthy work atmosphere.

The company is committed to employee health and well-being through its health and safety programs — "so that nobody gets hurt at work," Faulkner says.

WorleyParsons also supports employee well-being through its benefits program.

"From a health point of view,

people are well cared for. This shows up in terms of our safety programs and flexible work hours, which promote work-life balance."

The company has programs that encourage inclusiveness and acceptance of diversity in the workplace. And it's seeking to attract more women to its ranks through a company program called 'Women of Worley,' which was created to promote engineering and construction careers to women.

"Women tend to be under-represented in the engineering, procurement and construction business," Faulkner explains. "We are working to try to improve that, to promote the engagement and effective deployment of women in the business."

WorleyParsons supports the local communities in which its employees work and live, by encouraging and supporting employees as they engage in charitable work to benefit a wide range of causes.

WorleyParsons delivers projects for the resources and energy sectors in the areas of hydrocarbons; minerals, metals and chemicals; infrastructure and environment; and power.

The company, which handles engineering, procurement, project and construction management as well as construction, provides its customers with a full spectrum of services, from front-end engineering right through to the delivery of megaprojects.

Worley-Parsons

EMPLOYEES IN CANADA:

9,000

CANADIAN HEAD OFFICE LOCATION:

Calgary

EMPLOYEES GLOBALLY:

40,800

GLOBAL HEAD OFFICE:

Sydney, Australia

POSITIONS EMPLOYED:

Engineering and design, project controls and procurement, construction management, information management, quality management systems, health safety and environment, finance and marketing

HIRING INCENTIVES:

Offers in-house and online training programs and manages an academic scholarship program for children of employees who pursue post-secondary education; work and personal life balance with flexible work hours, telecommuting and shortened and compressed work week options; encourages employees to save for the future with contributions to a matching RSP plan and helps older workers transition to retirement with phased-in work options

APPLICATION PROCESS:

www.worleyparsons.com



"The work here is both inspired and inspiring."

Carol Parchewsky, P.Eng

Senior Project Manager
Calgary Operations



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