



MONTREAL'S Top Employers 2013



The Gazette
montrealgazette.com

A joint venture with Mediacorp Canada Inc.

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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Companies challenged to hire and retain good employees

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 Tony Meehan, publisher of Canada's Top 100 Employers and sister competitions in most provinces (operated by Mediagroup Canada Inc.)

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



The challenge for companies today is balancing the needs of older workers with the expectations of new graduates.

life expectancies are longer. People don't 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 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 unemployment 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."

Montréal's Top Employers

- AIMIA INC.
- BAM STRATEGY
- BELL CANADA
- BOMBARDIER INC.
- BUSINESS DEVELOPMENT BANK OF CANADA
- CSSS DLM DE LA MONTAGNE
- FEDNAV LIMITED
- GENETEC INC.
- IVANHOÉ CAMBRIDGE INC.
- JEWISH GENERAL HOSPITAL
- L'ORÉAL CANADA INC.
- LUNDBECK CANADA INC.
- MCGILL UNIVERSITY
- MCGILL UNIVERSITY HEALTH CENTRE
- MCKESSON CANADA CORPORATION
- MEI COMPUTER TECHNOLOGY GROUP INC.
- MESSAGING ARCHITECTS
- MOLSON COORS CANADA
- NATIONAL BANK FINANCIAL GROUP
- NUANCE COMMUNICATIONS CANADA INC.
- PFIZER CANADA INC.
- STIKEMAN ELLIOTT LLP
- VIGILANT GLOBAL
- YELLOW PAGES GROUP CO.
- ZODIAC AEROSPACE



is a joint venture publication of **Postmedia Network Inc.** and **Mediagroup Canada Inc.**
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| Employer | Industry | Interest Points | City | FT Employees in Canada |
|--|--|--|---------------|------------------------|
| Aimia Inc | Marketing Consulting Services | Offers financial benefits, a variety of bonuses; share purchase plan available; supports ongoing employee development with training programs; formal mentoring; subsidies for professional accreditation and tuition subsidies for job-related courses; provides maternity leave top-up payments to employees who are new mothers (to 75% of salary for 21 weeks); extended health benefits coverage throughout leave; encourages employees to save for the future with contributions to a matching RSP plan; helps older workers with retirement planning assistance. | Montréal | 1,855 |
| BAM Strategy | Advertising Agencies | Invests in employee development training programs; financial bonuses for some course completion and subsidies for job-related courses and professional accreditation; compassionate leave top-up payments to employees who are called upon to care for a loved one (to 100% of salary for 1 week); financial rewards and a variety of bonuses; encourages employees to save for life after work through a matching RSP plan. | Montréal | 74 |
| Bell Canada | Wired Telecommunications Carriers | Invests in ongoing employee development with financial bonuses for some courses; subsidies for professional accreditation; job-related courses and a range of training programs; provides maternity and parental leave top-up payments to employees who are new mothers, fathers or adoptive parents (depending on employee group) and flexible work hours upon return; head office employees may take advantage of employee lounge, cafeteria, state-of-the-art fitness facility; also offers a range of career possibilities; offers a share purchase plan available to all employees. | Montréal | 37,384 |
| Bombardier Inc. | Aircraft Engine and Engine Parts Manufacturing | Operates in 24 countries, manufacturing a complete line of business and commercial aircraft through its aerospace division; has more than 100,000 installed rail and mass transit vehicles; offers a range of career development opportunities; contributions to defined benefit or contribution plan; employees also share in the company's success through a share purchase plan; supports new mothers with maternity leave top-up payments (to 100% of salary for 18 weeks); supports employee development; offers paid internship opportunities; new employees get three weeks of paid vacation, maximum of six weeks for long serving employees and the company considers previous work experience when setting vacation entitlement. | Montréal | 24,147 |
| Business Development Bank of Canada | Monetary Authorities Central Bank | Encourages employee development; online skills inventory and in-house training program featuring a facility with classrooms, computer lab and online training programs; provides maternity leave top-up payments (to 95% of salary for 17 weeks); offers variety of alternative work arrangements for when they return to work; helps older workers with retirement work options and planning; offers contributions to a defined benefit pension plan; provides health benefits plan; offers employees the option of purchasing additional vacation days; supports employees with children in college or university through an academic scholarship program (to \$2,500 per child). | Montréal | 1,958 |
| Centre de sante et de services sociaux de la Montagne | All Other Outpatient Care Centers | Invests in ongoing employee development with tuition subsidies for courses taken at outside institutions, in-house and online training, career planning services and apprenticeship opportunities; provides maternity and parental leave top-up payments to employees who are new mothers, fathers or adoptive parents, extended health benefits coverage throughout the duration of their leave and the option to extend their leave into unpaid leave; helps employees achieve work-life balance through flexible hours, telecommuting, shortened and compressed work week options and a 35-hour work week (with full pay); head office has onsite amenities including employee lounge, nap room, and fitness facility; company-subsidized social committee organizes a number of events throughout the year such as summer picnics and Christmas parties, to recognize employee contribution. | Montréal | 772 |
| Fednav Limited | Deep Sea Freight Transportation | Offers financial rewards; signing bonuses for some employees, year-end bonuses for all and referral bonuses for employees who refer a candidate that is successfully hired by the company (to \$1,500); helps employees save for the future with contributions to a benefit pension plan; offers retirement planning assistance and phased-in work options to workers near retirement; supports a number of local, national and international charitable initiatives each year and encourages employee volunteerism with paid time off to volunteer with their favourite community organization; provides maternity leave top-up payments to new mothers (to 90% of salary for 18 weeks) and extended health benefit coverage during their leave; new employees start at three weeks of paid vacation allowance and receive additional paid time off during the holiday season. | Montréal | 152 |
| Genetec Inc. | Custom Computer Programming Services | Head office employees may take advantage of a cafeteria, employee lounge with video games, pool table and foosball table and state-of-the-art fitness facility (featuring free membership, basketball court and shower facilities); lets everyone share in the company's success with year-end bonuses and a share purchase plan available to all employees — also offers generous referral bonuses to employees who refer a candidate that is successfully hired by the company (\$5,000); encourages continued skills development with in-house apprenticeship opportunities, online training programs, subsidies for professional accreditation, financial bonuses for some course completion and tuition subsidies for courses taken at outside institution; helps employees balance work and their personal life with flexible work hours, telecommuting, a shortened work week option and paid time off during the holiday season. | Saint-Laurent | 246 |
| Ivanhoé Cambridge Inc. | Lessors of Nonresidential Buildings | Supports employees who are new mothers, fathers or adoptive parents with maternity and parental leave top-up payments (to 80% of salary for 18 weeks); encourages ongoing employee development with generous tuition subsidies for job-related courses, in-house training programs and subsidies for professional accreditation; helps employees balance work and their personal life with flexible hours, shortened work week (fewer hours with less pay) and a formal earned days-off program; full-time employees receive compassionate leave top-up payments when called upon to care for a loved one (to 80% of salary for 8 weeks); helps employees plan for life after work with retirement planning and contributions to a defined benefit or defined contribution pension plan, depending on employee group. | Montréal | 1,160 |
| Jewish General Hospital | General Medical and Surgical Hospitals | Offers leave top-up payments to employees who are called upon to care for a loved one (to 100% of salary for 1 week); helps employees save for the future with contributions to a defined benefit pension plan and assists in retirement planning; provides maternity and parental leave top-up payments to employees who are new mothers or fathers (including adoptive parents), offers extended health benefits coverage throughout their leave; offers onsite day care, helps employees achieve work-life balance through flexible work options and a formal earned days-off program; supports ongoing employee development with in-house and online training programs, career planning services, formal mentoring and tuition subsidies for job-related courses. | Montréal | 3,154 |
| L'Oréal Canada Inc. | Toiletry Product Manufacturing | Lets everyone share in the company's success with year-end bonuses and a profit-sharing plan; signing bonuses for some; contributions to defined benefit and pension plans; discounts on company products; encourages ongoing employee development through a unique in-house program, "Akademia L'Oréal Canada"; subsidies for professional accreditation, online courses and international training in Paris and New York; provides maternity and parental leave top-up payments for employees who are new mothers or adoptive parents (to 100% of salary for 17 weeks), onsite day care; offers flexible work options, creatively recognizes exceptional performance. | Montréal | 1,200 |
| Lundbeck Canada Inc. | Research and Development in the Social Sciences and Humanities | Offers great financial rewards; variety of bonuses for employees; referral bonus for a candidate that is successfully hired (\$2,000), supporting charitable initiatives; hosts National Sales Meeting in different locations every year with a team building component for its employees related to the local community; encourages ongoing development with in-house apprenticeship opportunities; mentoring, in-house and online training; subsidies for tuition and professional accreditation; provides maternity and parental leave top-up payments to employees who are new parents (including adoptive) to 100% of salary for 15 weeks; extended health benefit coverage during leave; offers flexible work options. | Montréal | 182 |

| Employer | Industry | Interest Points | City | FT Employees in Canada |
|---|--|---|---------------|------------------------|
| McGill University | Colleges, Universities, and Professional Schools | Supports ongoing employee development with in-house training programs; career planning services and tuition subsidies for courses taken at outside institution; provides maternity and parental leave top-up payments to employees who are new parents; offers extended health benefits throughout their leave; helps employees achieve work-life balance through flexible work options; offers subsidized membership to the University's athletics centre; created an Environmental Officer position to oversee environmental and sustainability initiatives on campus; offers homegrown organic food and hosts monthly "Local Food Days" that feature local products; offers phased-in work options and retirement planning assistance. | Montréal | 5,764 |
| McGill University Health Centre | General Medical and Surgical Hospitals | Offers flexible work options; supports employee development with in-house apprenticeships; financial bonuses for some course completion; career planning services; subsidies for tuition and professional accreditation; mentoring; provides maternity and parental leave top-up payments; offers extended health benefits during leave and manages an onsite daycare; new employees start at four weeks of paid vacation with additional personal paid days-off; head office employees may use an employee lounge, quiet room for meditation and religious observance and cafeteria. | Montréal | 5,824 |
| McKesson Canada Corporation | Drugs and Druggists' Sundries Merchant Wholesalers | Offers financial benefits, signing and a variety of bonuses, including a share purchase plan; encourages employees to save for the future with a defined-contribution pension plan; supports ongoing employee development with training programs; career planning services; mentoring; professional accreditation and job-related tuition subsidies; offers academic scholarship program encouraging children of employees to pursue post-secondary education (to \$1,000 per child); company also hosts a number of events throughout the year. | Saint-Laurent | 2,584 |
| MEI Computer Technology Group Inc. | Custom Computer Programming Services | Encourages ongoing employee development with tuition subsidies for courses taken at outside institutions; in-house apprenticeship and internships and subsidies for professional accreditation; supports employees who are new parents with maternity and parental leave top-up payments and offers flexible work options when they return; offers financial benefits including various bonuses; generous referral bonuses as well as contributions to a matching RSP plan; held its Christmas party and company meeting for all employees in Florida last year and covered all expenses. | Montréal | 38 |
| Messaging Architects | Custom Computer Programming Services | Helps employees achieve work-life balance with flexible work options; supports national charitable initiatives each year and encourages employee volunteerism with paid time off to volunteer with a community organization; offers referral bonuses to employees who refer a candidate that is successfully hired (up to \$5,000); lets everyone share in the company's success with a share purchase plan and profit-sharing; the company hosts a number of events for its employees throughout the year and serves breakfast every Monday so employees can get brought up to speed on news and projects. | Montréal | 54 |
| Molson Coors Canada | Breweries | Head office features a fitness facility, lounge with games and cafeteria; offers flexible work options; offers a variety of financial rewards including employee referral bonuses (to \$2,000), signing bonuses (for some positions); encourages ongoing development with tuition subsidies (to \$5,000 each year), subsidies for professional accreditation, mentoring and career planning services; support for new parents with maternity and parental leave top-up payments; manages the Molson Beer Academy (MBA), an in-house training program; has long history of creating jobs at home. | Montréal | 2,898 |
| National Bank Financial Group | Commercial Banking | Encourages ongoing employee development with training programs, mentoring, apprenticeship opportunities; tuition subsidies tuition and professional accreditation; offers flexible work options; offers financial rewards including various bonuses and a share purchase plan; provides maternity leave top-up payments to new mothers (to 100% of salary for 6 weeks) and manages an onsite day-care facility at head office; supports a number of national charitable organizations. | Montréal | 15,009 |
| Nuance Communications Canada Inc. | Software Publishers | Let's everyone share in the company's success with a share purchase plan and profit-sharing; offers financial benefits including a variety of bonus incentives; starts new employees with four weeks of paid vacation; encourages ongoing development through tuition subsidies for courses taken at outside institutions as well as a variety training programs through "Nuance University;" supports employees who are new mothers with maternity leave top-up payments (to 100% of salary for 8 weeks) as well as extended health coverage during their leave; assists in retirement planning. | Montréal | 522 |
| Pfizer Canada Inc. | Pharmaceutical Preparation Manufacturing | Supports employees who are new mothers with maternity leave top-up payments (to 100% of salary for 17 weeks) and onsite day care; head office also features a fitness facility, a cafeteria and a nap room; provides great financial benefits including signing bonuses, referral bonuses (to \$1,500), and a share purchase plan; assists in retirement planning; encourages employee development with subsidies for tuition and professional accreditation, in-house apprenticeship programs, career planning services and mentoring program; offers employees compassionate leave top-up payments (to 100% of salary for 8 weeks) if called upon to provide care for a loved one. | Kirkland | 2,726 |
| Stikeman Elliott LLP | Offices of Lawyers | Invests in continued skills development with tuition subsidies for job-related courses, mentoring, subsidies for professional accreditation and a range of training programs, depending on their position; the firm offers maternity leave top-up payments for new mothers (to 100% of salary for 17 weeks) as well as individual transition coaching when they return to work; offers flexible work options; offers a variety of financial benefits, including various bonuses, contributions to a matching RSP plan; provides pro bono legal services to charitable organizations as well as generous matching employer donations where employees volunteer their time; each office sponsors a number of events throughout the year. | Montréal | 1,148 |
| Vigilant Global | Custom Computer Programming Services | Offers numerous financial rewards including signing and year-end bonuses for some employees and referral bonuses for employees who refer a candidate who is successfully hired by the company (to \$2,500); encourages employees to save for the future with contributions to a matching RSP plan; supports employees who are new mothers with maternity and parental leave top-up payments (to 90% of salary for 50 weeks) as well as parental top-up for new fathers (to 100% of salary for 5 weeks); provides extended health benefits coverage throughout the duration of their leave and flexible work hours when they to return; the company-subsidized social committee organizes a number of employee events throughout the year. | Montréal | 82 |
| Yellow Pages Group Co. | Directory and Mailing List Publishers | Traditional print business that is in transition to the digital world and creating hundreds of new jobs along the way; encourages employees to keep active with employee sports teams and an onsite fitness facility; encourages employees to leave their cars at home with secure indoor bike parking; partners with "Smart Commute" to make it easy for employees to find carpool matches online; the head office is located just 150 metres from the nearest BIXI public bike sharing station; offers financial rewards including signing bonuses for some, referral bonuses (to \$1,000), year-end bonuses and a share purchase plan that is available to all employees; offers flexible work options; offers peace-of-mind for new parents with onsite day care. | Verdun | 2,761 |
| Zodiac Aerospace | Business Jet Interiors | Helps employees achieve work-life balance with flexible hours, telecommuting, shortened and compressed work week, reduced summer hours and an earned days off program; offers financial benefits, year-end bonuses and perks for all employees; contributions to a matching RSP plan, and profit-sharing plan available to all employees; supports a number of charitable initiatives and encourages employee volunteerism with paid time off to volunteer; Zodiac Aerospace employees enjoy onsite amenities including an employee lounge, cafeteria, quiet room and fitness facility; invests in continued skills development with in-house training programs and apprenticeship opportunities, subsidies for tuition and professional accreditation and manages an academic scholarship program for children of employees who pursue post-secondary education. | Kirkland | 700 |

Diverse range of career opportunities at Bell Canada

There are few industries as advanced as the communications and media industries, and that is one of many reasons careers at Bell are so exciting.

Bell Canada is the nation's largest telecommunications company offering communications and media services to residential and business customers all across the country.

"We are truly a national company which allows us to provide great diversity in job opportunities from one end of the country to the other," says Bernard le Duc, executive vice-president of corporate services at Bell. "From frontline positions in call centres and retail outlets, and news reporters to head office jobs in human resources and law, and technical jobs for engineers and IT professionals, we offer a wide range of positions."

He says the industry itself is very appealing to people who are interested in new technologies, media and innovation.

"The technology is exciting, the products are always evolving," says le Duc.

All employees appreciate the employee discount plan on Bell services.

Bell Canada's operations are extensive as are opportunities to advance.

"Within Quebec and Montreal, we are a very large employer with 17,000 staff in Quebec, and there are also many leadership opportunities with 45 executive positions in Quebec," says le Duc. "We really focus on supporting our leaders. We have a program called Women at Bell to support our female leaders, and we make sure all our leaders have access to training and educational opportunities."

The company conducts performance reviews twice a year that are tied to bonuses, and le Duc says within those reviews, the quality of leadership is equal in priority to actual results.



Bell Canada team members stay connected through video conferencing, a technology the company offers to business customers across the country.

He says the company has also made significant investments in ensuring the organization can be nimble in a rapidly evolving industry and that has meant restructuring its management teams.

"In making it a priority to become more agile, we recently revised our entire management structure with far fewer layers of management between the front line and the CEO," says le Duc. "This makes it much more satisfying for all our employees."

He says recruitment and retention at Bell Canada has also been bolstered by the company's interest in its own leadership.

"Once people know you have the basics covered of good compensation and benefits, then they look for an exciting place to work, opportunities for development, and strong, capable and caring leadership," he says.

"People not only work for a company, but they also work for a person — for a boss. That's why we offer leadership development at all levels as people move up through the management ranks."

The company also works to set a strong example as a responsible corporate citizen and contributed \$16 million in community investment in 2011 including the Bell Let's Talk mental health initiative which is committing \$50 million over five years. This makes it the largest program ever undertaken by a Canadian corporation in support of mental health.

"We want people to be proud to be associated with the Bell brand, and employee surveys tell us they are," says le Duc. "That's what really tells us we're on the right path as an employer."

Bell Canada

- **YEARS IN BUSINESS:** 133 years (company founded in 1880)
- **NUMBER OF EMPLOYEES:** 55,000
- **LOCATIONS:** National
- **HEAD OFFICE LOCATION:** Montreal
- **HIRING INCENTIVES:** Performance incentive pay, performance and leadership development; referral bonus, on-site gym and day care (some locations), comprehensive, flexible benefits plan offering company-paid benefits, disability coverage, defined contribution pension plan up to 6%, employee recognition awards, 35% employee discount plan, stock purchase program, launched an unprecedented, multi-year charitable program to support mental health; founding sponsor of Kids Help Phone; committed to environmental protection
- **APP:** Visit jobs.bce.ca



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CSSS de la Montagne as diverse as its community

At CSSS de la Montagne, the staff is as diverse as the community it serves. It's a necessity, in fact, as the organization provides primary health and social care to 220,000 residents of the most multiethnic region of Montreal.

More than 100 languages are spoken in the district covering the territories of the three CLSC (Côte-des-Neiges, Parc-Extension and Métro) merged in 2004 to form the Centre de santé et de services sociaux de la Montagne.

"We have to adapt our ways to manage that diversity and that means people have to be open minded, flexible and willing to change their ways of dealing with people who may not speak French or English, are recent immigrants or asylum-seeking refugees," says executive director Marc Sougavinski.

"As a multiethnic organization, we have managed to put together a great group of staff who have developed ways of doing things that are different from what you would find in the mainstream."

CSSS de la Montagne's research centre specializes in adapting health and social services in a multicultural context. Research findings are the result of collaboration between clinicians and researchers and are shared with staff and taught in the context of its university mission.

From doctors and nurses to social workers, psychologists, and physiotherapists, staff performs a variety of roles in the community — from in-home care for the elderly and disabled, to helping troubled teens adjust to life at home and school. CSSS de la Montagne is also affiliated with McGill University as a training facility for medical school students and residents.

"We have staff who are physiotherapists trained in other countries but requiring



CSSS de la Montagne specializes in adapting health and social services in an intercultural context.

Canadian experience to work in Montreal. We have a hub for them so they can get that while developing a certain sense of belonging," says Sougavinski.

"We have many special programs that other organizations don't have. We're a university organization which means that we do research, teach, and provide services to the population, all under the same umbrella.

"I think our staff knows they're working with an organization that is at the top in its practice, while also very grassroots in reaching out to various diverse and vulnerable populations."

Every new employee at CSSS de la Montagne is invited to an informal breakfast meeting with Sougavinski and the director of Human Resources, where they can give feed-

back and share concerns.

Staff also benefits from mentorship programs, tuition subsidies, flexible schedules, on site gym facilities and free use of bicycles in the summer months. But it's the teamwork and support they value the most in their jobs.

"I have never been fed up or bored here because I've always had something else to work on," says psychoeducator Thomas Goodman, who will be retiring this year after 30 years of service working with the mentally, physically and intellectually challenged. "I always learn something new. I am still learning from the kids who come in here.

"The people are very competent and I am trusted as a professional," he continues. "It's really important when you leave in the morning that you enjoy where you're going."

CSSS de la Montagne

- **NUMBER OF EMPLOYEES:** 1,100-plus
- **LOCATIONS:** 10 sites in Montreal
- **HEAD OFFICE LOCATION:** Montreal, Quebec
- **POSITIONS EMPLOYED:** Social workers, nurses, nurse practitioners, licensed practical nurse assistants, doctors, psychologists, physiotherapists, occupational therapists, dietitians, educators, administrative staff, archivists, midwives, home care assistants, psychoeducators and kinesiologist
- **WAGE RANGE:** Competitive salaries as determined by the Ministry of Health and applied to the health sector in Québec
- **HIRING INCENTIVES:** All nursing staff are guaranteed a permanent position on hiring; working time permitting a work-life balance; orientation programs; on-the-job training programs; mentorship programs, on-site wellness programs
- **APPLICATION PROCESS:** www.csssdelamontagne.qc.ca

Centre de santé et de services sociaux de la Montagne

Centre affilié universitaire

csssdelamontagne.qc.ca/emplois

Une référence en intervention dans un contexte interculturel

Setting the Standard for Intercultural Health and Social Services



CLSC Métro - CLSC de Parc-Extension - CLSC de Côte-des-Neiges

Mutual collaboration contributes to Fednav success

When a newly hired employee lost her home and possessions in a fire, Fednav employees rallied together to get her back on her feet within a month.

The devastated single mother of two was in between insurance policies at the time, but ended up being able to quickly return to a normal life, thanks to colleagues' overwhelming generosity.

"I've inherited a brand new family here — a family that I will treasure, just like my own," writes administrative assistant Marissa Hernando in a staff newsletter.

"I consider myself very fortunate to have landed this wonderful opportunity to work for a company that doesn't only treat me as an employee but that has also welcomed me as part of their family."

It's only one example of the culture of caring Fednav exhibits toward its employees and the community. It's also one of the dominant themes Fednav attributes to its own success. Other important themes that draw in new employees and help retain present staff at Fednav include its financial stability, expertise, and the international aspect of its operations.

Despite the global recession, Fednav has continued to expand its operations in the shipping industry, acquiring 22 new bulk carriers and one of the world's most powerful icebreakers. It was recently named the bulk ship operator of the year in an international competition for the maritime dry bulk industry.

Fednav's employees are encouraged to excel in their fields, whether through attending bi-monthly lunch and learn sessions, or being sent on international assignments to gain a better understanding of local cultures.

Since she started at the company five years



Fednav continues to expand its operations in the shipping industry while excelling as an employer of choice.

ago, claims analyst Lisa-Marie Perrella has been sent on trips to London, Antwerp, Hamburg and across North America, where she was able to form a big picture understanding of the many aspects of the shipping industry.

"I spent time on a ship and witnessed the loading and discharging of operations. I also transited part of the St. Lawrence Seaway on the Federal Asahi and this was very helpful in understanding how things actually work, as opposed to the theory of it all," says Perrella.

"When working in claims, you're often reading about how things were done, what went wrong, and how it could have been improved in a theoretical way, but seeing it first hand changes your whole perspective. Without the

opportunity to travel, that piece of the puzzle would be missing."

As a testament to Fednav's success as a top employer, more than a third of its employees have been with the company for over 20 years, while the overall turnover rate is less than three per cent.

"Although global market conditions in maritime transportation continue to be challenging, Fednav remains a pillar of stability and we are looking eagerly forward," says Paul Pathy, president and co-CEO. "We are reinvesting in projects and business development, fleet renewal, and most importantly, in our employees — they are the anchor that creates the culture of stability Fednav is known for and who allow this company to move confidently ahead."

FEDNAV

- **YEARS IN BUSINESS:**
68 years
- **NUMBER OF EMPLOYEES:** 256
- **LOCATIONS:**
Montreal; worldwide, Antwerp, Brisbane, Hamburg, London, Rio de Janeiro, Singapore, Tokyo, Charlotte, NC and St. John's, Nfld.
- **HEAD OFFICE LOCATION:** Downtown Montreal
- **POSITIONS EMPLOYED:**
Chartering brokers, fleet operators, fleet managers, ice specialists, accounting and other support staff
- **HIRING INCENTIVES:**
Comprehensive group insurance plan, defined benefit pension plan, yearly bonus plan, maternity leave top up, extensive trainee program for recent grads, professional development opportunities, staff driven social events, lunch and learn sessions, athletic subsidy, new employee referral bonus program, community involvement program
- **APPLICATION PROCESS:** www.fednav.com



FEDNAV

www.fednav.com

OPENING HORIZONS

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Diversity of workforce leads to innovation at L'Oréal Canada

With more than 1,200 employees representing 55 nationalities and many languages spoken between them, diversity is a dominant theme at L'Oréal Canada.

It's also key to the company's success, both at present and in the future. "Current projections (Statistics Canada) show that by 2061, only 10 per cent of the population growth in Canada will be attributed to people born in the country," says category management analyst Derek Pickford.

Pickford analyzes trends in cosmetics and skin care products and communicates them to retailers who carry L'Oréal products. "Certain types of products are geared towards different consumers, and affect the trends accordingly," he explains. "For instance, we have an aging population looking for new products adapted to their reality, anti-aging serums are becoming extremely popular. Differences in cultural diversity are increasingly more important in our business and influence our marketing and commercial operations."

Representing 32 brands of cosmetic and personal care products for men and women, the L'Oréal Canada workplace is an endless wellspring of creative ideas. It is in no small part thanks to the diversity of its workforce for which its President and CEO, M. Javier San Juan, was recently recognized with the prize, Prix interculturel de Montréal Abel-Limonchik by the Mayor of Montreal,



L'Oréal Canada employees Derek Pickford and Ramatou Barry.

Michael Applebaum.

Not unlike the company she works for, Ramatou Barry is herself a product of diversity. Born in Burkina Faso and raised in Saudi Arabia, Barry now works as a training co-ordinator at L'Oréal Canada's Montreal headquarters. "Diversity is something that is part of my life. In terms of my career, I have seen how it opens your mind to other ideas and ways of doing things — that's how you innovate and go further. Our diversity also help give marketers

insights that they wouldn't have access to otherwise," says Barry.

"Last week I went for lunch with my colleagues and someone said, 'Wow, everyone here is so different! Sitting around the table were people from India, Burkina Faso, a Chinese colleague who grew up in Argentina, and a Lebanese engineer now working in marketing. I thought to myself, this is really something you don't see often, and I love it.'"

What is also not seen as often is the goody bag of benefits L'Oréal Canada offers to its employees: shorter working hours on Fridays, healthy bistro meals and, depending on the location, on-site conveniences ranging from a day-care centre to a hair-dressing technical centre. One of the most well-appreciated perks of the job is the training that's offered on topics ranging from personality assessments, leadership, how to be an influential communicator to mastering the new digital world.

New hires have the opportunity to spend several months working on the road or a few days shadowing sales representatives in each division to observe how they interact with clients and better understand the business.

"People here are very generous in taking time to explain what they do and give you feedback. Everyone is equally accessible," says Barry.

"This is a company that matches my values, not just in its policies but also in how we live and see things every day."

L'Oréal Canada

- **YEARS IN BUSINESS:** 55
- **NUMBER OF EMPLOYEES:** 1,200
- **LOCATIONS:** Hiring in Montreal, Toronto, Vancouver, Calgary
- **HEAD OFFICE LOCATION:** Montreal
- **POSITIONS EMPLOYED:** Marketing, commercial/sales, communications, financial, quality control engineer, industrial engineer, mechanical engineer, chemical engineer and distribution/logistics
- **HIRING INCENTIVES:** Product discounts, shorter office hours on Fridays, mentorship and training programs, on-site day care, intensive training programs including opportunities to travel to New York and Paris
- **APPLICATION PROCESS:** Apply at www.l'oreal.ca

L'ORÉAL
CANADA

ECONOMIC SUCCESS ALSO STEMS FROM AN ETHICAL APPROACH SHARED BY EVERYONE



Canada's Best Diversity Employers 2010
PRESENTED BY BMO Financial Group



Lundbeck making a difference in people's health

It was a presentation made by a CEO with schizophrenia that really cemented the reasons Marcel Chénard goes to work in the morning.

"It's seeing the difference we make with patients who come in to tell us the role we've played in saving their lives," says Chénard, Senior Director Business Development at Lundbeck Canada.

"We had someone who was diagnosed with schizophrenia at the age of 24, come in and talk to a group of people internally. Today, he is the president of his own company, has a normal life, kids, and a wife. When you see the difference you can make with people suffering from mental illness, that's the most rewarding thing you can receive. That's why you go to work every day and that's the meaning of work."

As the Canadian subsidiary of an international research-based pharmaceutical company, Lundbeck Canada markets products for the treatment of psychiatric and neurological disorders such as depression, anxiety and Alzheimer's disease. As a professional organization, it does more than just sell medications, says Chénard — "We are here to help physicians and pharmacists to better treat their patients."

Being able to make a tangible difference in people's health is a major reason why people like Chénard are drawn to work at Lundbeck. Other reasons include the relatively small size of the company and respectful, open-door working environment.

Employee excellence and quality outputs are recognized through a well-developed



Lundbeck employees help restore schools in Mexico.

rewards and recognition program called Lundbeck Stars Awards.

All employees are encouraged to participate in their own development plan. This supportive environment allows them to grow in their current roles or within the company, and expand their skills and abilities.

Rebecca Hoare, Manager of Sales Administration at Lundbeck, started at the company as a receptionist nine and a half years ago just to get her foot in the door.

"One of my good friends was here already and there was an opening. She

said to me, 'You just have to get in this company, it's amazing,'" says Hoare.

"I am still here because I haven't had a day where I wake up in the morning and feel unhappy to come to this place. The environment and the people here are very positive, very respectful, and encouraged to speak their minds."

Outside of the office, Lundbeck employees have numerous opportunities to contribute to the community, whether wrapping Christmas gifts for children, making sandwiches for homeless teenagers, or painting a

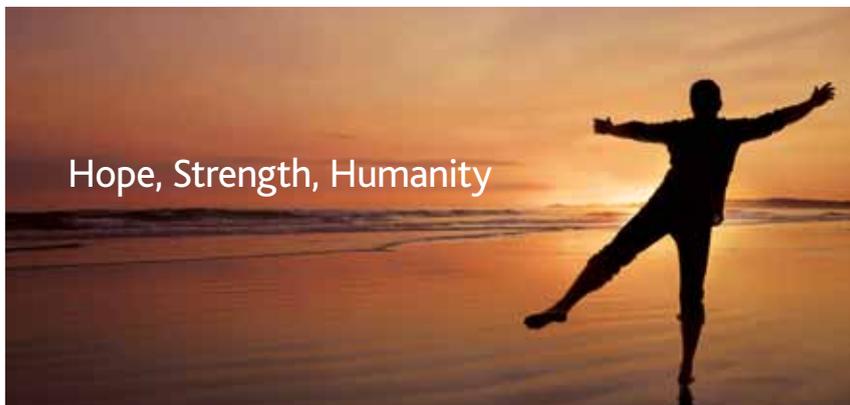
nursery in Mexico where they had a sales meeting at the same time.

"We have a certain amount of time and money allocated to each person for team building activities," says Hoare. Often, employees choose to use these funds to do something for other people.

"I feel like the culture of caring comes from above. Directors and upper management listen to their employees and take their concerns very seriously. We have an annual employee satisfaction survey and every year, we score very highly."

LUNDBECK CANADA

- **YEARS IN BUSINESS:** Since 1995 in Canada; since 1917 in Denmark
- **NUMBER OF EMPLOYEES:** 194 in Canada
- **LOCATIONS:** Montreal, Quebec and Copenhagen, Denmark
- **POSITIONS EMPLOYED:** Pharmaceutical positions, sales representatives, product managers, scientific affairs, etc.
- **HIRING INCENTIVES:** Group insurance program, pension plan, bonus plan, year-round summer hours schedule for head office employees, subsidy for parking or public transit, fitness and well-being incentive.
- **APPLICATION PROCESS:** Apply at www.lundbeck.ca



Hope, Strength, Humanity

At Lundbeck, our approach to innovation is shaped by our Danish origins, a centuries-old tradition of respecting every individual and taking care of one another in times of need. It's part of our culture, and it's something we know Canadians take to heart.

This focus on the individual has already helped us become specialists in CNS disorders, changing the lives of people all over Canada. And now we're applying that same passion and drive to oncology. Creating partnerships, working with healthcare professionals and putting patients first will always be important parts of everything that we do, and we will continue to lead the way as we branch out into oncology.

At Lundbeck, caring is our culture.



Employees inspired by teamwork at MUHC

Ever since Sara Belanger got a taste of what it was like to work at the McGill University Health Centre (MUHC) as an intern, she dreamed of one day returning after finishing her doctoral studies.

Last November, the neuropsychologist got her wish when the hospital hired her to work with patients of traumatic brain injuries, a job she finds incredibly rewarding as she works side-by-side with health care practitioners, teachers and researchers.

"I am very, very inspired by the leadership of the people here and the quality of the work the teams do," says Belanger. "You can benefit from a level of expertise that is quite amazing. Being connected with McGill University, which has an international reputation, gives you the opportunity to be in touch with researchers and take advantage of the interdisciplinary aspects of the health care profession."

Belanger treats patients suffering from mild brain injuries sustained in car accidents or falls, helping prevent chronic symptoms from developing. Patients with brain injuries often battle deficits in functions related to judgment, memory and attention.

"These are abstract injuries that you can't visualize as easily as someone with a broken leg, for example," says Belanger. "Sometimes patients have a hard time understanding why they have these symptoms."

"I give them simple tools and recommendations they can employ in their everyday life. Those patients get less medical attention than others, but they still have symptoms that can get in the way of returning to work or school. They're often very worried about what they're experiencing."

"When they leave, they really have the feeling they have concrete tools to better understand their situation and are more positive about their recovery."



Teamwork is paramount at McGill University Health Centre, where everyone is encouraged to collaborate.

Guillaume Durand, a nurse clinician in the emergency department at the Montreal General Hospital, says he's only seen the tip of the iceberg in terms of patient care in his six months working at the MUHC and is excited to learn more on the job.

"In the emergency department, you see a real diversity of ailments. You are pretty much in the centre of care for the patient which means you get to see and learn a lot," he says.

"The teamwork here is great. When you start, you get a lot of support. Nurse specialists take the new hires under their wing and they are really there for us to discuss clinical, administrative or professional issues."

"This is an institution who likes their workers to get involved in the hospital. They

are always open to suggestions and comments on how to improve the way you work."

Other perks for Durand and his colleagues include flexible scheduling, no mandatory overtime, tuition subsidies and paid on-the-job training.

Regardless of where they work, all MUHC employees benefit from company pride and emphasis on patient care, research and technology assessment.

"There is a real feeling of respect and efficiency here, and a preoccupation for increasing quality of services for the patient," says Belanger.

"This organization is open to the world, and the support you have from supervisors for new projects or things you want to learn is the best part of the job."

McGill University Health Centre

- **YEARS IN BUSINESS:** 192
- **EMPLOYEES:** Just over 11,000
- **LOCATIONS:** Montreal Children's Hospital, Montreal General Hospital, Royal Victoria Hospital, Lachine Hospital, Montreal Neurological Hospital, Montreal Chest Institute
- **HEAD OFFICE LOCATION:** Montreal, Quebec
- **POSITIONS EMPLOYED:** Pharmacists, nurses, physicians, radiodiagnostic, and radio-oncology technologists, respiratory therapists, administrative technicians, secretaries, occupational therapists, assistant pharmacy technicians, patient attendants, perfusionists, social workers, physiotherapists, clinical nutritionists, medical physicists, clinical biochemists, genetic counselors
- **HIRING INCENTIVES:** Competitive benefit packages, flexible schedules, relocation reimbursements, training and development
- **APPLICATION PROCESS:** Apply online at: www.muhc.ca/careers

research + care = lives saved

Centre universitaire de santé McGill



McGill University Health Centre



We are

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- 1,300 physicians, dentists and pharmacists
- 2,100 research staff
- 615 researchers
- 1,000 graduate and post-doctoral students

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Messaging Architects puts trust in its employees

Sometimes we don't appreciate what we have until it is taken away. Luckily for Holly Smith, it wasn't taken away for too long.

The payroll and benefits administrator at Messaging Architects first started making the hour and a half-long commute from home to work and back in 2006, but decided to pursue an opportunity closer to home several months ago. After discovering the opportunity wasn't all it was cracked up to be, she came back to MA, under the leadership of CEO Pierre Chamberland, and was welcomed with open arms.

"I found something only 20 minutes away, but when I started my new job, I discovered very quickly how lucky we are here," says Smith, who works in Montreal and lives near the Ontario-U.S. border.

"We are a company that trusts our employees to do the right thing and to pull their weight on projects.

"You're at work more often than you are at home with your family, so you want to make sure to do something you love with people you respect. I've never dragged my feet coming here, never said 'Ugh, it's Monday.' I feel totally supported and nurtured to grow here."

With two young children, Smith particularly appreciates perks such as flexible hours, six personal days off per year and the ability to work from home.

Located minutes away from the heart of Old Montreal, the company's head office is located in a trendy, open-concept loft converted from a former steel factory.

A relaxed environment where people feel stimulated to generate new ideas related to the company's business of email risk management — one of the hottest IT trends worldwide — is key to the longevity of employees' careers.



At Messaging Architects, a relaxed work environment inspires creativity.

It's been almost 10 years since Anita Bhuptani applied to the company, fresh out of university, for a cold calling job in the sales department.

"I was looking for a job in IT and came across the website. What made me want to apply was that they had little bios of the staff, and the CEO's title was Chief Energizing Officer — I thought, 'That's different and kind of cool,'" says Bhuptani, now an executive director with the health care division.

"A big part of what keeps me here is the constant opportunity to grow and improve my skills. I find the role I have marries a lot of the things I'm interested in and con-

stantly gives me new challenges, so I don't get bored."

The company is employee-owned and does not rely on outside investment; employee contributions are ultimately part of the bottom line, so they make their own decisions and control their own future while being kept up to date on a weekly basis through an open-book management policy.

"Everyone keeps you on your toes around here, constantly challenging ideas to ensure we bring the best solutions to the table," says Smith. "It's a rare thing to find such bright people all in the same office. This is a company that trusts its employees and will back you on your ideas, no matter what."

Messaging Architects

- **YEARS IN BUSINESS:** 11
- **NUMBER OF EMPLOYEES:** 65
- **LOCATIONS:** Provo, Utah; Emea, France
- **HEAD OFFICE LOCATION:** Montreal, Quebec
- **POSITIONS EMPLOYED:** Account executives, account managers, lead generation, software developers, quality assurance engineers, technical consultants, and technical support engineers
- **HIRING INCENTIVES:** Shares issued on first anniversary of employment; open book management style; subsidized bus passes, parking and gym memberships; onsite shower facilities; onsite flu vaccinations and smoking cessation programs; subsidized tuition; pension matching program; in-house French classes.
- **APPLICATION PROCESS:** If you have an entrepreneurial spirit, drive, charisma and the skills we are looking for, email careers@netmail.com

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Messaging Architects™

At Molson Coors staff work hard, play hard

Lauren Scharf's top three job perks include a flexible working environment, the ability to engage in diverse training, and the feeling she gets when she tells people she works for Molson and sees the big smile that spreads across their faces.

"I always tell my friends that there are a lot of people like me working here," says the Toronto-based assistant marketing manager for the Miller brand. "It's a very open culture, and sociability is a big part of that, as is work life balance."

"We sell beer and that really shapes our lens of work hard, play hard."

Founded in 1786, Molson Coors Canada is one of North America's oldest brewing companies and considered one of the top 100 employers in Canada, particularly for young people.

Scharf had applied to Molson while still in school and says the interview only heightened her interest. "Any marketer will have a lot of praise for the work Molson has done. It stands for a lot of things I was personally interested in at the time, like supporting pop culture, community events and sports leagues. I really felt the energy and the passion of the team and it was somewhere I could instantly see myself for the short term and the long term."

Employees enjoy afternoons off on Fridays during the summer, the ability to telecommute, and flexible working hours. In addition to an on site café and bar at the Toronto location, all full-time employees get vouchers redeemable for free beer.

Access to a variety of career planning services and training seminars is also a highly popular perk — especially when it involves something called beer education.

"The employees become Certified Beer Enthusiasts," explains Moncton-based sales



Molson Coors employees in the community.

rep Zack Dallaire. "They are offered an in-house training program that includes everything from brewing techniques to beer tasting and food pairings. I'm then able to share my knowledge with our partners and the community."

Dallaire likens working at Molson to playing on a sports team. "We all work very hard, we work together towards goals and objectives with the support of our coaches, and we have a lot of fun doing it."

"I strongly believe that Molson has the most enthusiastic, friendly and loyal group of employees from coast-to-coast. There aren't many companies where work colleagues are immediately considered as friends as soon as they join the team."

Teamwork is strongly emphasized at

Molson as is the ability to move across functions and departments throughout an employee's career. Growth and talent opportunities are supported through subsidies for tuition and professional association memberships as well as mentorship and training on the job.

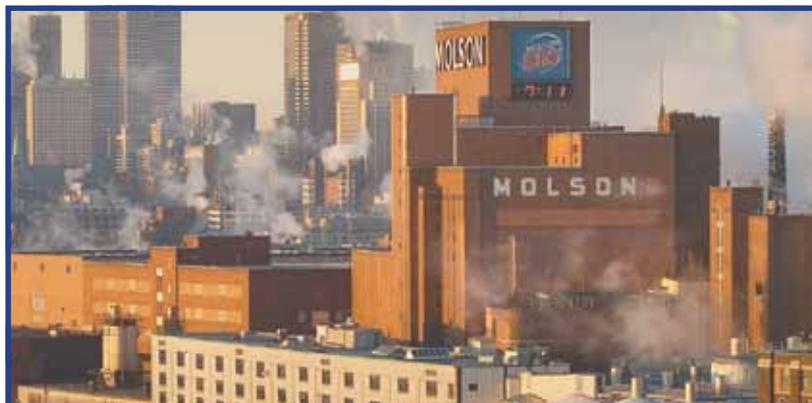
"When I look at friends in similar positions at other companies they don't get the same experience of having the wide-reaching team that I interact with on a daily basis," says Scharf.

"Here we have a really great opportunity to learn from colleagues in diverse roles. I have a colleague who started off in marketing and has since come to finance and then moved into revenue management."

"You don't see this happening as much anywhere else."

Molson Coors

- **YEARS IN BUSINESS:**
226
- **NUMBER OF EMPLOYEES:** 3,500 across Canada
- **LOCATIONS:**
Montreal, Toronto, Vancouver, Calgary, Moncton, Halifax, and St. John's
- **HEAD OFFICE LOCATION:** Montreal, Que. and Denver, Colo.
- **POSITIONS EMPLOYED:**
Brewing operators, IT, HR, communications, marketing, engineering, maintenance, production, marketing, health and safety
- **HIRING INCENTIVES:**
Tuition reimbursement subsidies; professional association subsidies; on site café meals offered as taxable benefit; career planning services and on-line training programs; company sponsored events and initiatives; beer allotment; on site beer education; employee assistance program; open concept head office; competitive base salary, incentive plans, annual merit review, health, dental and pension benefits
- **APPLICATION PROCESS:**
www.molsoncoors.com



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MOLSON Coors
www.molsoncoors.com

Employees are Nuance's most important asset

Nuance Communications, Inc. (NASDAQ: NUAN) is the leading provider of voice and language understanding solutions for businesses and consumers around the world. Nuance employees create a world where mobile devices, electronics and machines understand and respond to our spoken words, providing outcomes from our requests, commands and communications.

So whether you pay a bill or check-in for a flight via voice recognition technology on your cell phone or access directory assistance, request bank account information, or tell a navigation system your destination, you're most likely using technology created by Nuance. For many, this is the preferred way to getting things done.

The world's top car makers and smart phone manufacturers are Nuance customers; so are more than two-thirds of the companies on the Fortune 100 list. Within the next three years, one billion mobile devices will include Nuance speech technology.

"Nuance is a world class technology company that is changing the way people interact with the machines around them," says Andy Mauro, director of mobile innovation.

"Today we know that by delegating certain tasks to a machine or virtual assistant, we can actually improve the quality of human interactions by reducing the need for repetitive conversations between people. At Nuance you can actually make the world a better place and have fun doing it."

Employees don't just work hard — they play hard too, enjoying company-organized social activities ranging from sipping cocktails on a terrace to taking part in a sumo wrestling competition or bringing in their kids for a cupcake workshop.

Full health and dental coverage is in effect on their first day of work, as well as four weeks



Stoffel De Roover/Lumendipity

Nuance employees create a world where mobile devices, electronics and machines understand and respond to people's spoken words.

of vacation per year. They also benefit from a flextime policy, a group RRSP, a Deferred Profit Sharing Plan, stock purchase program and subsidized tuition up to \$3,000 annually.

Staff have access to in-house courses called Nuance University and a generous employee referral program of up to \$5,000 for certain positions.

"At the risk of sounding cliché, it is true that our employees are our most important asset, and this idea permeates everything we do and in how we manage our staff," says Anthony Mancini, vice president of professional services.

"Coupled with the richness and variety of our technologies and roles, employees are able to constantly explore new avenues and new challenges. Over the years we have seen our employees develop fulfilling and rewarding careers at Nuance; and with technological advancements happening continuously, the future is bright indeed."

The average tenure on Mauro's team is around eight years, which he attributes in part to employees wanting to witness first-hand how their work makes an impact in the world.

"Nuance does tend to retain employees for a long time. The obvious benefit is that you really get a chance to know your colleagues and teammates, which makes work more fun, and improves the quality of the products we build," says Mauro.

"Talking to the technology around us is one of those things that everyone expected to happen, not in small part because of science fiction like Star Trek in which this type of human-to-machine interaction is commonplace," he adds.

"Our talented employees want to be able to change the world in some noticeable and meaningful way. Nuance is a company where helping create the future is not only possible, it's encouraged."

Nuance

- **YEARS IN BUSINESS:** 19
- **NUMBER OF EMPLOYEES:** 455 in Montreal (more than 10,000 worldwide)
- **HEAD OFFICE LOCATIONS:** Montreal, in Canada; Burlington, Mass. in the U.S.
- **POSITIONS EMPLOYED:** Software engineers, software developers, application developers, quality assurance engineers, software test engineers, solutions architects, database administrators, infrastructure deployment engineers, network/systems engineers, project managers, user interface/user experience designers, linguists, speech scientists, 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:** www.nuance.com/company/careers

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Vigilant staff appreciates tight-knit, family environment

For a single guy with no kitchen skills, a free daily breakfast and lunch can go a long way.

“The meals they give us here are the only thing keeping me alive,” jokes Vigilant project manager Franz Edelmann. “And these are healthy, well balanced meals with a huge variety of fruits and vegetables. Otherwise, it would be Kraft dinner and frozen pizza for me.”

In addition to catered free meals on a daily basis, employees get subsidies for gym memberships or other health and wellness-related activities. When they need to recharge on the job, they have access to a games room with an Xbox, Wii, ping-pong and foosball tables, and Kindles for personal use. They can also pay a visit to the Zen room, which has two massage chairs and spa-like music playing in the background.

As team building activities, employees have gone ice fishing, played laser tag and tried simulated skydiving in a wind tunnel.

Salaries and bonuses are competitive and considered above average for the industry. And there is a constant emphasis on employee training, whether speakers are brought in-house or tuition subsidies are granted towards external courses and conferences.

Founded in 2005 by three partners, the technology firm designs software systems and high performance solutions to make trades in the financial markets — a concept that is unique in Canada. All the profit remains within the company, which has allowed it to grow exponentially over the years.

For Edelmann the most important factor that sets Vigilant apart from the rest has to do with the people with whom he works.



Vigilant Global presents its employees with plenty of team-building volunteering opportunities, like the FIRST Robotics competition, where employees work side-by-side with high school students to build a championship-worthy robot.

“Vigilant is not at all competitive. It feels like you’re part of a tight-knit, very close family, and most corporate environments are not like that at all,” he says.

“We have really good relationships with everybody that extend beyond the nine-to-five office hours. We go out and socialize during happy hours, go as a group to see movies or do an activity. Just the other day, the IT guys went to go see a basketball game with the Raptors.”

IT manager Mohammed Baakoe loves

the fact that there are several neighbourhoods where “Vigilant families” can be found living on the same block. “We work as a team and always make sure we take care of each other, but it doesn’t have to be work-related. If I need to get something done at my house, I know a couple of people who I can call to help.”

In addition to subsidized day care and bus passes, Baakoe also appreciates the numerous opportunities Vigilant offers to complete leadership and project manage-

ment courses and achieve certification — all paid for by the company.

Like Baakoe, system integrator Mario Born applied to Vigilant in search of new horizons in a fresh and challenging environment.

“Vigilant has a young, dynamic team that tackles large scale projects very professionally on subjects that really matter,” he says.

“On a regular basis, I am given bigger tasks that allow me to grow, do things independently and move further in my career.”

Vigilant

- **YEARS IN BUSINESS:** 7
- **NUMBER OF EMPLOYEES:** 96
- **LOCATIONS:** Montreal
- **HEAD OFFICE LOCATION:** Montreal
- **POSITIONS EMPLOYED:** Software developers, network administrators, systems administrators, systems integrators, network architects
- **HIRING INCENTIVES:** Smartphone for work/private use; free daily catered breakfast and lunch, gym membership; transportation allowance; day-care subsidy
- **APPLICATION PROCESS:** Visit <http://www.vigilant-global.com/careers>

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Zodiac Aerospace offers flexible, performance-driven workplace

In the span of only six years, William Cusano has come a long way in his career at Zodiac Aerospace.

From the day he was hired as a manufacturing engineer supporting only one line, to his current role as a program director of the Learjet 85 program, Cusano has always been provided with enough challenges to keep him interested in his job building high-end interiors for executive jets.

“That’s one of the main reasons I’m still here,” he says. “I always got more and more responsibility as I moved along. If you want to work on something here and you express an interest in getting involved, they will allow you to do so. I’m very curious and I like to work on different things. Throughout the years I was continuously given opportunities to learn more and the space I needed to advance further.”

The flexibility and performance-driven work environment at Zodiac Aerospace is reflected in everyday management decisions, interactions with employees and a generous benefits package. Staff are encouraged to perform well and are given numerous incentives to advance within the company, while also provided with opportunities to have fun and enjoy what they do at the end of the day.

Staff members play on hockey and soccer teams and attend company-funded events such as annual family days, health aware-



© Gérald Fréchette

Zodiac staff members are encouraged to perform well and are given opportunities to advance.

ness fairs, and Christmas parties for them and their children.

The company pays the premiums for staff dental and medical insurance programs, provides an on-site fitness centre and subsidized cafeteria, and supplies top-of-the-line safety equipment on the premises.

In addition to a good overall compensation package and a generous company-matched pension program, employee loans are offered to staff members undergoing financial hardship. A computer purchase program allows employees to pay back up to \$1,500 worth of purchased elec-

tronics through payroll deductions over six months

Travel, whether to attend the latest professional training programs or to work at the company’s many international offices, is definitely an appreciated perk of the job.

“The company has flown me out to California to participate in workshops where employees from different divisions get together and learn best practices with the intention of bringing back knowledge to our own division,” says Cusano.

“I’ve travelled to Seattle for work as well and to Wichita, Kansas every two months so I can meet face to face with customers, attend to their needs and see how multiple divisions out there do their work.”

Zodiac Aerospace is noted for its supportive workplace atmosphere. Quality engineer Ioan Sipos who first came on board in 2006, says it’s like being part of a family.

“I really like the people here,” he says. “From the managers at the top to every single inspector, everyone here is very friendly.”

The environment at the Montreal office still has what Cusano calls a small-company feel.

“You can still walk the hallways and know everyone who passes by you.

“It’s nice to come to work at a place like this. I never feel alone; we all have each other’s backs, celebrating victories and handling the issues that come up together.”

Zodiac Aerospace

- **YEARS IN BUSINESS:** 41
- **EMPLOYEES IN CANADA:** 700
- **WORLDWIDE:** 26,000
- **LOCATIONS:** 98 sites in total including Canada, U.S., France, Germany, Mexico and Brazil
- **HEAD OFFICE LOCATION:** Huntington Beach, Calif.
- **POSITIONS EMPLOYED:** Material control, production/manufacturing, engineering, quality assurance/control, administration, maintenance.
- **HIRING INCENTIVES:** Subsidized cafeteria; on-site gym; employee loans; computer purchase programs; subsidized training; employee recognition awards; medical and dental plan premiums paid 100 per cent by employer.
- **APPLICATION PROCESS:** www.zodiacaerospace.com



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