

These may be challenging times, but that's not stopping Canada's best employers from continuing to foster dynamic workplace environments. **Who are these companies? What do they do that sets them apart?** The results of the 2009 Great Place to Work Institute surveys offer insight.

# Canada's BEST WORKPLACES

According to the Great Place to Work Institute Canada, our country's list of top employers should be chosen by the people who matter most – their employees.

In determining the recently released annual Best Workplaces in Canada list, "the judging panel is the employees, and the rest of the results are based on a company's human resource practices," says Jose Tolovi Neto, director of the Great Place to Work Institute Canada.

He says the competition uses trust as a key indicator of whether a company belongs on the Best Workplaces list or not. "This includes the workplace's credibility, fairness, camaraderie, sense of pride and level of respect," he says. "A great workplace is one where you trust the people you work for, have pride in what you do, and enjoy the people you work with."

Results for the Best Workplace list are based on two surveys. "One is the Trust Index, an employee survey that results in quantitative results and accounts for two-thirds of the final score. The other is the Culture Audit, which is filled out by the company's human resource managers," says Mr. Tolovi Neto.

Calgary-based oil and gas exploration and production company Devon Canada was among more than 230 companies that competed for the list's 75 spots and earned a

camaraderie



coveted spot.

Nadine Barber, the manager of Corporate Communications and Public Affairs at Devon, says the application process took a team of 10 people two weeks to complete, but was worth every minute. "There is so much anxiety in the oil and gas world right now and in the workforce in general. Making it onto this list will add to the pride and morale that the people in this company already feel," she says.

Given the positive economic climate of most of 2008, Devon's HR focus was mostly related to innovative recruitment and retention practices. "At this time last year, we were in competition

credibility



for great people," she says.

Now, Ms. Barber adds, no matter the economic conditions, "the Devon Way" remains a part of the company's long-term view, allowing it to cut through economic peaks and valleys, remain consistent with its employees, and develop them throughout their career at Devon.

"The Devon Way consists of five values: hire the best people, always do the right thing (even when no one is looking), deliver results, be a good team player and be a good neighbour," says Ms. Barber.

Devon's neighbourly spirit is the motivation behind its Investing in People initiative, where the organization sup-

fairness



ports the professional development of non-profit leaders in the communities where it works.

The company has also adapted its core operating procedures in an effort to better work within communities.

"Our management team provides the opportunity for employees to try new things, look for better ways to do our work safer, cost effectively and more friendly to our environment and communities," says Ms. Barber. "Whether in our field offices or Calgary, our employees bring tremendous ideas forward to improve industry practices and are encouraged to make them happen."

Accounting and business

pride



advisory giant Grant Thornton LLP is another company whose HR practices and strong employee feedback landed it on the Best Workplaces list.

Deborah Orzel, the accounting firm's senior manager of Organizational Development, says out of all the top employer surveys available, Grant Thornton chose Best Workplaces so its people would be the ones determining whether they made the grade.

"Our firm's leaders wanted to be sure that we genuinely earned the recognition, and that our people said we earned it, based on our culture," she says.

The firm credits its success

respect



to a focus on living its values and creating quality workplace relationships.

"If people trust that the leadership of their organization has their best interests at heart, everyone engages to do the right thing," Ms. Orzel explains. "It creates a sustainable culture. You can't buy pride, trust or credibility. You earn it every day, with every interaction. It's hard work, but that's Grant Thornton's commitment."

Recent communications on the current economic environment are a perfect example of how the firm's values impact its decisions. The firm took action early, with the CEO clearly communicating Grant Thornton's commitment to its employees' interests, not only at work, but personally. "Employees were encouraged to remain healthy and stay connected with family and friends, both in and outside the office," says Ms. Orzel.

"People choose Grant Thornton in order to have an intellectually, emotionally and financially rewarding career. And our people will tell you that what keeps them here is the people they work with every day."

Mr. Tolovi Neto says each of the companies that made this year's list is a source of such inspiring stories, laudable for the admirable workplace environments and the positive results they generate. ■

## About the Great Place to Work Institute

The Great Place to Work Institute Inc. is a U.S.-based research and management consultancy with affiliate offices worldwide, including Canada. Since 1980, the institute has been listening to employ-

ees and evaluating employers. Today, the Great Place to Work Trust Index survey instrument is the primary selection criterion used annually to compile the "Best Workplaces in Canada" list. The

index is also used in compiling similar lists for leading business publications in over 30 other countries, including Fortune's "100 Best Companies to Work For" list in the U.S.

## Google Canada

# World's top search engine also ranked Canada's best place to work

Google Canada isn't just Canada's favourite Internet search engine. According to the results of the 2009 Great Place to Work Institute survey, it is also the number-one best place to work.

Despite having 20,000 employees worldwide, Google has managed to maintain its small-company feel through innovative HR practices that include a culture with very little hierarchy, kitchens stocked with healthy food that serve as a social hub, and unexpected perks that such as in-house massages.

California-based Shannon Deegan, director of People Operations, Global Sales and Business Development at Google, says, "That we are seen by our employees as a great place to work is a real honour."

Eric Morris, a Toronto-based senior account executive with Google, joined the company seven years ago and says, "Google has kept the great aspects of a small, nimble and innovative company from when it was 500 people to today."

He describes Google's work environment as more than an office where people work from 9 a.m. to 5 p.m. "It's not just a bunch of cubicles, work spaces, desks and meeting rooms, but also a social environment where co-workers can collaborate in a less formal but more impactful environment." He particularly likes that the kitchen or games room draw people together from various areas of the company.

Mr. Deegan says Google relishes that opportunity for



Google's office in Toronto is decidedly informal, a workplace environment Google has created to help facilitate socializing and collaboration. PHOTO: SUPPLIED

interaction between its employees.

Outside of the physical environment of collaboration, the company's "20 per cent time" program enables employees to work together or separately on something other than their typical job for one day out of five. "We want to foster a culture of innovation, and that may mean working on a kernel of an idea and collaborating on it with others," says Mr. Deegan. Both Gmail and Google Earth Outreach came out of some well-used 20 per cent time.

His advice to other companies who say they can't afford to feed their employees three meals a day is to first focus on transparency. "Google does this better than anywhere else

See GOOGLE, page GPTW 3

## Inside

### GPTW 2

An op-ed by institute director Jose Tovo Neto describes how the survey is conducted

### GPTW 3

Great Place to Work Institute Co-Founder Amy Lyman offers encouragement

### GPTW 5

A snapshot of this year's top 25 best workplaces offers insight

### GPTW 6

Learn how companies large and small deal with issues related to organizational size

### GPTW 8

Survey results identify Canada's best workplaces for women

### GPTW 9

The University of Toronto's Jeff Muzzerall proposes a new way to think about education

153 EXCEPTIONAL PEOPLE PUT US ON THE LIST.  
Thank you to our staff!



Canada's **BEST WORKPLACES**

# About this survey

By Jose Tolovi Neto  
Partner, Great Place to Work  
Institute Canada

**Research by the Great Place to Work Institute indicates that trust is the foundation for quality jobs and performance excellence.**

Most Canadian employees like to think that they are decent, even pretty good places to work. But with today's competitive market and the need to make the best use of all talent in a company, the bar for workplace quality has been rising. Being "good" is no longer enough.

Organizations participating in the Best Workplaces in Canada list have a unique opportunity to find out where they are on their quest to become – or maintain – great workplaces. The rigorous list assessment process provides metrics for tracking progress, benchmarking with the best, and sharing lessons about effective people practices.

Research from the Great Place to Work Institute's best workplaces lists over the past decade in many countries confirms that trust is the foundation for quality jobs and performance excellence. And the good news is that high-trust relationships require behaviours that can be learned and embedded into an organization's culture.

**According to the Great Place to Work Institute, to create a great workplace, managers must build trust by practising credibility, respect and fairness, and by encouraging pride and camaraderie among staff members.**

Organizations on the 2009 list of Best Workplaces were all assessed using an employee survey, the Trust Index, developed by the global research firm Great Place to Work Institute Inc. There are 57 multiple choice and two open-ended questions that provide an accurate, employee perspective on what it is like to work in the organization.

Each question measures one of the five dimensions of the Great Place to Work Institute's trust-based model: credibility, respect, fairness, pride and camaraderie. Completed surveys are sent directly to the institute, and results are only ever reported in aggregate form so employees can be confident that opinions are confidential.

Two-thirds of each organization's final score is taken directly from its Trust Index survey. The remaining one-third of each organization's score is taken from the institute's assessment of the company's "Culture

Audit" submission. This is a significantly more detailed questionnaire that is completed by senior HR representatives. It helps to provide a more complete picture by capturing the core values and philosophies that underpin people practices.

The organizations on the 2009 Best Workplaces in Canada list come from a variety of industries,

range in size from 54 to almost 52,000 employees and are located from coast to coast. Each has taken a different path to creating and sustaining a great workplace, but in the end, each has forged a strong link between culture and performance.

During the 2009 list assessment process, a total of 29,812 Canadian employees were surveyed using

the Trust Index tool. Internationally, the Great Place to Work Institute surveyed over 1.5 million employees from more than 4,000 companies last year for 41 similar lists around the world, including Fortune's 100 Best Companies to work for and The Financial Times' list of the Best Workplaces in the UK.

On the quantitative side, the best workplaces list data help us to differentiate between good and great organizations. On the qualitative side, the Culture Audit offers us insights into the people practices of very successful organizations that understand the strategic importance of culture.

It goes far beyond offering the best perks; you can't compete on perks and benefits alone. It comes down to the quality of the relationships throughout the workplace, the support people are given to succeed in their jobs, and their overall enjoyment of the total work experience.



## Not on the list?

If you don't see your workplace on the list this year, but think it should be, then why not sign up to participate in the 2010 list

of Best Workplaces in Canada? The nomination can be submitted online at [www.greatplacetowork.ca](http://www.greatplacetowork.ca).

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# We did it – again!



Grant Thornton LLP has been recognized as one of the best places to work in Canada for the second year in a row. Although we're deeply honoured, we're not surprised.

Being a member of our team requires some rare qualities: an uncommon commitment to going the extra mile, a generosity of spirit, and client service that goes well beyond the expected.

So, it's not surprising Grant Thornton is one of the best places to work in Canada. The people we work with every day make all the difference.



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# Strength during difficult times

By Amy Lyman  
Co-Founder, Great Place to Work Institute, Inc.

Good news is always worthy of a celebration, and in these difficult times the release of the annual list of Best Workplaces in Canada is great news. Membership on this list confirms the long-term commitment that leaders have made at these companies to creating trust in their organizations, and to letting their employees know how valuable they are to the success of the business. It affirms the value of trustworthy behaviour, which serves as the glue that holds people together, keeps them contributing for the betterment of all, allows creative ideas to flow, and keeps people's spirits up when facing challenges.

So celebration is definitely in order! The #1 company on this year's list is Google, which is very well known for its high trust culture, employee involvement in decision-making and creative approaches to workspace design. Googlers regularly hear from senior leaders about issues affecting the company, are encouraged to ask lots of questions – and do – and participate in collaborative problem solving activities to keep the company strong, new ideas flowing and projects on track.

Another company on this year's list is Diageo, with just over one thousand employees



in Canada. Diageo supports employees' involvement in the community to such a strong degree that the company actually provides people with five paid days off per year to volunteer with a non-profit charitable organization. Last year, many of Diageo's employees participated in the Evergreen Program, which involved planting trees across the country.

These types of programs, of which there are many examples among the companies on the Best Workplaces list, are an excellent example of the ways in which great workplaces provide benefits to their employees and to the community at the same time. And it shows in employees' survey responses, with 87 per cent of the employees on this year's Best Workplaces list indicating that they feel good about the ways their companies contribute to the community.

Another quality often found in great workplaces is true camaraderie among work colleagues that spans any dif-

ferences that might be seen as barriers to developing friendships. At Grant Thornton, in a message to employees about how the company is weathering the challenging economy, the CEO took the time to remind employees of the importance of caring for each other and spending time with family and friends, many of whom are workplace colleagues.

At Karo Group, a brand collaborative and number 13 on this year's list, employees are invited in to a family-like atmosphere right from the start. All members of Karo Group are considered to be members of the tribe, a term consciously chosen to indicate people's inclusion in the organization and the responsibilities that come with membership. As a fun way to enjoy the different interests of colleagues, the Vancouver location of Karo has developed a tradition of providing personalized gifts to tribe members. When it was a pirate aficionado's turn to receive a gift, he arrived at work to discover an old, weathered, treasure map that he had to decipher to find his gifts. Everyone enjoyed watching him go from spot to spot in the studio, searching for his treasure.

Both of these examples of the importance of camaraderie in the workplace are echoed in the strong positive response from 92 per cent of the employees at Best Workplaces who indicated that their work-

**When people trust their leaders, work together to find solutions, and enjoy spending time with each other, the co-operation and commitment that follow help to fuel a collective effort to succeed.**

place is a friendly place.

Difficult financial times are a challenge for everyone. When people trust their leaders, work together to find solutions, and enjoy spending time with each other, the co-opera-

tion and commitment that follow help to fuel a collective effort to succeed. This is certainly the case for the companies on the 2009 list of Best Workplaces in Canada. Congratulations to all. ■



Communications design firm Karo Group invites its employees to join a family-like atmosphere, which it calls its tribe. While playful, the term was chosen to indicate people's inclusion in the organization and the responsibilities that come with it.

PHOTO: SUPPLIED

from GPTW 1

## Google

I've been. On Fridays we have TGIF, where company executives join founders Sergey Brin and Larry Page, and CEO Eric Schmidt, to address employees and answer any questions they have about Google," says Mr. Deegan. "It is inspiring to see, and when the CEO tells everyone what his presentation to the board is this quarter, it underscores that we are all in this together."

Google's hiring practices also favour open communications.

"It's very democratic. Rather than just a senior manager imposing a new hire on everyone else, multiple rounds of interviews take place, with



Google office games rooms, like this one in Montreal, help bring people together from various parts of the company.

PHOTO: SUPPLIED

peers as well as managers," says Mr. Morris. "I love that my employer gives me some say in the direction of the company and who I'll be working with. It is a vote of confidence."

An annual Googlegeist survey polls employees on how the company is doing, and Mr. Deegan says the vast majority of Googlers participate. "We use this to measure happiness. Are they simply enduring work, or are they feeling innovative and inspired?"

"Fix-it" days follow the survey, during which the company will work, globally, on areas where the results showed they could improve. "We might be doing particularly well in one part of the world in a certain area, so we'll look at that more closely and share best practices," says Mr. Deegan. ■

AFTER YEARS OF EXCEPTIONAL  
BEERS, WINES AND SPIRITS,  
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Canada's **BEST WORKPLACES**

# Key metrics

The data and comments generated by this year's Best Place to Work surveys not only provided feedback valuable for participating companies, but also cumulative results that offer snapshots of how Canadian employers and their employees are feeling about work and their workplaces in 2009 compared to last year.

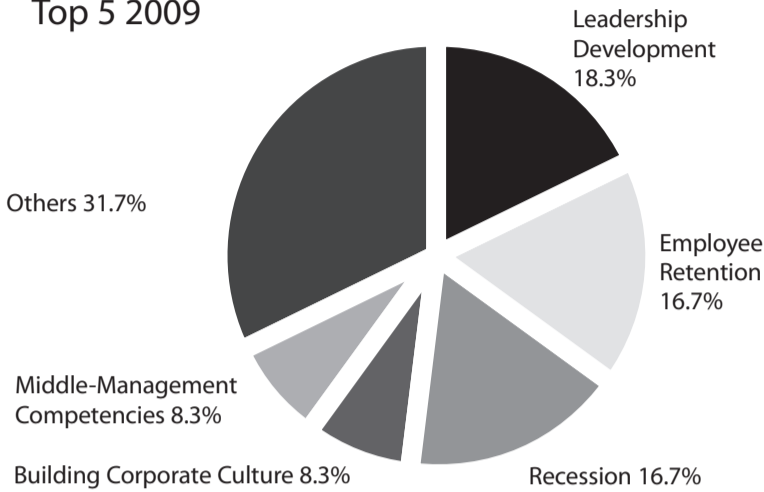
Three statements with higher increase and lower increase in 2009 compared to 2008

In 2009, all top increases were found in the Pride dimension, reflecting that people are proud of their role and the way companies contribute to the community and feel safe to continue on board. Decreases show that in times when money is shorter, people seem to be not as united as before, acting more independently.

Statements	2009 vs 2008
<b>Top Increases</b>	
I feel I make a difference here	+1
I want to work here for a long time	+2
I feel good about the ways we contribute to the community	+3
<b>Top Decreases</b>	
I feel I receive a fair share of the profits made by this organization	-3
Promotions go to those who best deserve them	-4
We're all in this together	-3

Most important issue facing your organization in the coming year?

Top 5 2009



What do employees say?

When asked "Is there anything unique or unusual about this company that makes it a great place to work?", here's what employees at some of the Best Workplaces had to say:



**Credibility:**  
"Our boss is not above doing any job. She will work any job level, thereby gaining respect and loyalty of other team players."



**Respect**  
"Management truly encourages and expects individuals to care for themselves before work. They understand personal lives are more important than jobs."



**Fairness**  
"I know that when I have a concern or difference of opinion with my supervisor, I can count on him to give me unbiased feedback and a different perspective. Whether he supports me or not, I know that he will give honest opinions and offer as many solutions as possible."



**Pride**  
"I feel as though I make a difference. My job allows me latitude to make decisions and implement them in order to get the job done. At the end of the day, I can look back and see what I have been able to accomplish with a great feeling of satisfaction."



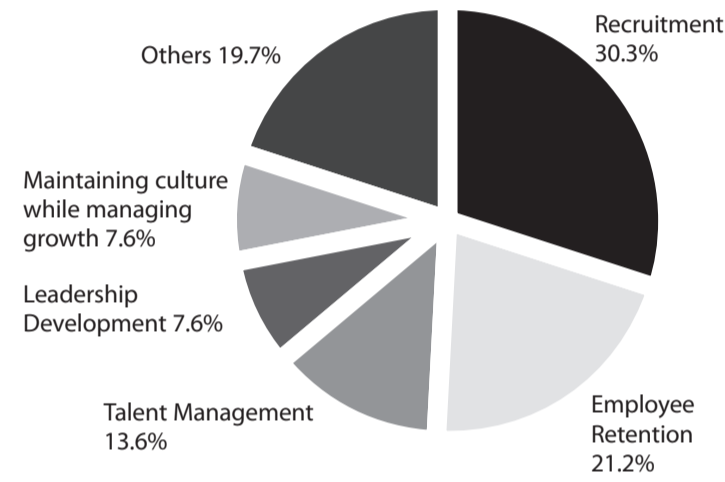
**Camaraderie**  
"This is a great place to work because people care about each other. It doesn't seem so much like work when you are surrounded by people who care for you as an individual!"

Overall Goliath ranking

The following chart illustrates the Best Workplace survey performance of companies that employ more than 1,000 people in Canada.

Rank	Company	Canadian Employees
01	Four Seasons Hotels and Resorts	1,602
02	Devon Canada Corporation	1,400
03	TD Bank Financial Group	49,539
04	Microsoft Canada Co.	1,026
05	Edward Jones	1,902
06	ATB Financial	4,197
07	Ernst & Young LLP	4,092
08	Grant Thornton LLP	1,593
09	RBC	55,000
10	Canada Safeway Limited	33,351
11	Diageo	1,067

Top 5 2008



Thank you to all our employees who help to make Campbell one of the Best Workplaces in Canada in 2009.

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# The best places to work in Canada

The following list offers glimpses into Canada's top 25 best workplaces for 2009, including key employee metrics and perks that help make each company's workplace special.

Rank	Company name/sector	Headquarters	Number of Employees	Largest Age group	in (%)	Male	Female	voluntary turnover last year
1	<b>Google Canada</b> Media // Online Internet Services <i>www.google.com</i> Perks: On-site snacks and drinks; On-site de-stressers including video games, pool and foosball tables, board games, massage chairs and exercise balls.	Toronto, ON	100 (approx.)	N/A	N/A	80%	20%	N/A
2	<b>Environics Communications Inc.</b> Advertising & Marketing // Advertising <i>www.environicspr.com</i> Perks: \$5,000.00 to pay for a trip anywhere on a person's 5th anniversary; \$3,000.00 to pay for a trip in Canada on a person's 8th anniversary; Free healthy breakfast food every day.	Toronto, ON	74	26 to 34 years	62%	10%	90%	16%
3	<b>Protegra</b> Professional Services // Consulting – Management <i>www.protegra.com</i> Perks: Free beverages; Casual dress; Buffet lunch every month; Company social events (golf, curling etc); Incentive programs.	Winnipeg, MB	70	26 to 34 years	36%	70%	30%	4%
4	<b>D.L.G.L. Ltd.</b> Information Technology // Software <i>www.dlgl.com</i> Perks: Professional trainer and fitness centre; Home theatre room; Twice daily fruit distribution to employee workstations.	Blainville, QC	91	35 to 44 years	53%	70%	30%	0%
5	<b>Urban Systems Ltd.</b> Professional Services // Consulting Engineering <i>www.urban-systems.com</i> Perks: Paid parking; Corporate discounts for fitness centre; Interest-free home computer purchase loan; Free donuts every Thursday; Birthday cake on the first Tuesday of every month.	Kamloops, BC	293	26 to 34 years	38%	64%	36%	8%
6	<b>Geosoft Inc.</b> Information Technology // Software <i>www.geosoft.com</i> Perks: Employee ownership: every employee is given \$1,000 in company shares on his or her one-year anniversary, and has the right to purchase additional shares at a 20% discount each year.	Toronto, ON	79	26 to 34 years	37%	59%	41%	5%
7	<b>Omni Companies</b> Financial Services & Insurance // General Insurance <i>www.omnicorp.ca</i> Perks: Free coffee/tea/hot chocolate; Office lunches during "lunch and learn" events and special occasions; Paid day off for birthday; Fitness centre in adjacent building; Corporate gifts.	Vancouver, BC	73	35 to 44 years	34%	56%	44%	18%
8	<b>Keller Williams Ottawa Realty</b> Construction & Real Estate // Real Estate <i>www.kwottawa.ca</i> Perks: On-site cafeteria; On-site spa, massage, esthetics; On-site fitness centre; On-site training and conference facility; Downtown parking.	Ottawa, ON	243	35 to 44 years	30%	48%	52%	8%
9	<b>PEOPLEsource Staffing Solutions</b> Professional Services // Staffing & Recruitment <i>www.peoplesource.ca</i> Perks: Free cold beverages, snacks, coffee and tea.	Toronto, ON	57	26 to 34 years	53%	43%	57%	4%
10	<b>Becton Dickinson Canada Inc.</b> Health Care // Medical sales/distribution <i>www.bd.com</i> Perks: On-site massage therapy with 1/2-hour per month fully paid by company; Subsidized cafeteria on-site, free gourmet coffee and tea; Subsidized on-site fitness centre, free fitness classes.	Oakville, ON	234	35 to 44 years	38%	44%	56%	5%
11	<b>Halsall Associates</b> Professional Services // Consulting Engineering <i>www.halsall.com</i> Perks: Free beverages (coffee, tea, juice); Paid office closure for the week of Dec 26-Jan 2; Paid annual dinner/dance; Public transit subsidy; Fitness centre group rates; Paid parking.	Toronto, ON	288	26 to 34 years	33%	67%	33%	7%
12	<b>Royal LePage Performance Realty Brokerage</b> Construction & Real Estate // Real Estate <i>www.PerformanceRealty.ca</i> Perks: 24/7 live phone answering; Office computer networked with up-to-date software programs; Technical and secretarial assistance; Free training for technical and business development.	Ottawa, ON	330	55 or older	38%	43%	57%	1%
13	<b>Karo Group</b> Advertising & Marketing // Advertising <i>www.karo.com</i> Perks: Company car usage for work or personal; 5 flex days to use as needed (on top of vacation); Closed over Christmas (doesn't apply to holidays); Match donations to charities; Staff appreciation days.	Calgary, AB	69	26 to 34 years	36%	54%	37%	12%
14	<b>Randstad Canada</b> Professional Services // Staffing & Recruitment <i>www.randstad.ca</i> Perks: Free parking passes; Free coffee, tea, tisane, hot chocolate, bottled water; Employee Assistance Program; Birthday and Christmas presents for all employees; Charity Jeans Day.	Ville Saint-Laurent, QC	341	26 to 34 years	62%	28%	72%	21%
15	<b>Ames Tile &amp; Stone Ltd.</b> Construction & Real Estate // Housing <i>www.amestile.com</i> Perks: \$100 annual hobby allowance per employee; Outdoor dining area; Free personal use of company computers & internet; 100% company subsidized social events; Staff appreciation events.	Burnaby, BC	107	25 or younger	26%	67%	33%	20%
16	<b>Nycomed Canada Inc.</b> Biotechnology & Pharmaceuticals // Pharmaceuticals <i>www.nycomed.ca</i> Perks: In-house fitness centre; Free coffee, tea, soft drinks, juice; Fitness subsidy; Employee Assistance Program; Fleet vehicles - employees can purchase at significantly reduced discounts when lease is up.	Oakville, ON	215	35 to 44 years	41%	37%	63%	5%
17	<b>Four Seasons Hotels and Resorts</b> Hospitality // Hotel/Resort <i>www.fourseasons.com</i> Perks: Complimentary room nights at any Four Seasons property, and 50% off food and beverages; Free cafeteria food; Educational Assistance Program.	Toronto, ON	1719	26 to 34 years	28%	50%	50%	12%
18	<b>L.V. Lomas Ltd.</b> Manufacturing & Production // Chemicals <i>www.lvlomas.com</i> Perks: Fully catered retirement planning sessions help employees and their spouses plan for their financial futures. Retirees are also invited to join company parties and events.	Brampton, ON	201	35 to 44 years	30%	65%	35%	10%
19	<b>iTRANS Consulting</b> Professional Services // Consulting Engineering <i>www.itransconsulting.com</i> Perks: Education is a fundamental belief of iTRANS and it encourages its staff to participate in external and internal learning opportunities.	Richmond Hill, ON	115	26 to 34 years	35%	62%	38%	6%
20	<b>Devon Canada Corporation</b> Oil & Gas Exploration & Production <i>www.dvn.com</i> Perks: Free coffee, tea, iced tea and filtered water in each kitchen; On-site Health Services Group can provide referrals to practitioners and assist with workplace injuries; Quiet room for employees.	Calgary, AB	1518	45 to 54 years	32%	71%	29%	7%
21	<b>TD Bank Financial Group</b> Financial Services & Insurance // Banking/Credit Services <i>www.td.com</i> Perks: Regularly conducted focus groups generate input from employees, managers and HR practitioners resulting in greater communications and resolution of issues.	Toronto, ON	46092	26 to 34 years	26%	37%	63%	5%
22	<b>Online Business Systems</b> Information Technology // IT Consulting <i>www.obsglobal.com</i> Perks: Subsidized snacks and quick meals; Free coffee, tea, lattes and filtered water; Fitness area and showers (Calgary office); Pool tables (Winnipeg and Calgary offices); Off-site staff meetings.	Winnipeg, MB	215	35 to 44 years	46%	75%	25%	20%
23	<b>Microsoft Canada Co.</b> Information Technology // Software <i>www.microsoft.com/en-ca/default.aspx</i> Perks: Subsidized cafeteria food; Travelling snack cart; Free beverages (juice, pop, milk, water, regular coffee, tea, etc.); Upgraded coffee: Free Starbucks coffee on-site.	Mississauga, ON	1029	35 to 44 years	50%	75%	25%	5%
24	<b>Edward Jones</b> Financial Services & Insurance // Investments <i>www.edwardjones.com</i> Perks: Adoption Assistance Program; Emergency Fund; Free beverages (coffee, tea, hot chocolate); Food when associates are training; Founders Day celebration.	Mississauga, ON	1907	35 to 44 years	30%	48%	52%	11%
25	<b>Quintiles Canada</b> Biotechnology & Pharmaceuticals // Pharmaceuticals <i>www.quintiles.com</i> Perks: For regular full-time employees, when unusual situations result in absence from work, employees are provided 2 personal days/year.	Ville-St-Laurent, QC	216	26 to 34 years	40%	23%	77%	2%

The best places to work in Canada cont. (26-75 in alphabetical order)

Company name/sector	Headquarters	Company name/sector	Headquarters
<b>1800GOTJUNK</b> Industrial Services // Waste/Refuse/Recycling Management	Vancouver, BC	<b>Harvest Energy</b> Manufacturing & Production // Coke, refined petroleum products	Calgary, AB
<b>Adfarm</b> Advertising & Marketing // Advertising	Calgary, AB	<b>Hill &amp; Knowlton Canada</b> Professional Services // Consulting – Management	Toronto, ON
<b>Ariad Custom Communications</b> Advertising & Marketing // Direct Marketing	Toronto, ON	<b>Hy-Tech Drilling Ltd</b> Mining & Quarrying	Smithers, BC
<b>ATB Financial</b> Financial Services & Insurance // Banking/Credit Services	Edmonton, AB	<b>Immigrant Services Society of BC</b> Social Services & Government Agencies	Vancouver, BC
<b>Banff Lodging Company</b> Hospitality // Hotel/Resort	Banff, AB	<b>Info-Tech Research Group</b> Professional Services // Consulting – Management	London, ON
<b>Benefits By Design Inc. (BBD)</b> Financial Services & Insurance // Health Insurance	Port Coquitlam, BC	<b>Intuit Canada</b> Information Technology // Software	Mississauga, ON
<b>Boone Plumbing &amp; Heating Supply Inc.</b> Construction & Real Estate	Ottawa, ON	<b>IT/NET Ottawa Inc.</b> Information Technology // IT Consulting	Ottawa, ON
<b>Broadridge Financial Solutions, (Canada) Inc.</b> Financial Services & Insurance	Mississauga, ON	<b>Kingston Ross Pasnak LLP</b> Financial Services & Insurance // Accounting	Edmonton, AB
<b>Campbell Company of Canada</b> Manufacturing & Production	Toronto, ON	<b>Lannick Group of Companies</b> Professional Services // Staffing & Recruitment	Toronto, ON
<b>Canada Safeway Limited</b> Retail // Food/Grocery	Calgary, AB	<b>Nintendo of Canada Ltd.</b> Electronics	Vancouver, BC
<b>Capri Insurance Services Ltd.</b> Financial Services & Insurance // General Insurance	Kelowna, BC	<b>Parklane Homes Ltd.</b> Construction & Real Estate // Housing	Vancouver, BC
<b>Carswell, a division of Thomson Reuters Canada Ltd.</b> Media	Toronto, ON	<b>Phoenix Contact Ltd.</b> Manufacturing & Production // Electronics	Mississauga, ON
<b>Ceridian Canada Ltd.</b> Professional Services // Consulting – Management	Markham, ON	<b>Pinchin Environmental Led.</b> Professional Services // Consulting – Environmental	Mississauga, ON
<b>CIM</b> Advertising & Marketing // Direct Marketing	Toronto, ON	<b>Potruff &amp; Smith Group of Companies</b> Financial Services & Insurance	Woodbridge, ON
<b>Cobalt Engineering LLP</b> Professional Services // Consulting Engineering	Vancouver, BC	<b>RBC</b> Financial Services & Insurance // Banking/Credit Services	Toronto, ON
<b>Daimler Financial Services Canada</b> Financial Services & Insurance	Mississauga, ON	<b>Replicon, Inc.</b> Information Technology // Software	Calgary, AB
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Merci à tous les membres de l'équipe Quintiles Canada pour avoir fait de nous l'un des 75 Meilleurs lieux de travail au Canada. Être reconnu comme l'un des meilleurs lieux de travail, classé parmi les 25 premiers, est un vote de confiance de la part de nos employés que nous avons soin d'être le meilleur endroit pour eux où il fait bon travailler. À Quintiles, nos employés partagent une mission commune : maximiser les bienfaits des médicaments afin de sauver des vies. Il s'agit d'un « Travail important à accomplir ».

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## Canada's BEST WORKPLACES

Small companies could argue that when it comes to human resources management, large corporate entities have it easy, with their deep pockets and even deeper pools of expertise. Flip the coin, though, and big companies could point out that their smaller counterparts, with their more intimate, face-to-face settings, have the advantage in creating a successful corporate culture. The truth is, there are lessons and opportunities on both sides of the fence.

## Large, medium or small, companies of every size have both their human

A few small to mid-sized companies on the 2009 Best Workplaces in Canada list sat down and identified some of the advantages and disadvantages of working in a more intimate company setting.

The consensus? Working in a small to medium-sized company allows for a variety of unique innovations that foster workplace contentment and satisfaction.

"We have fewer challenges than a large organization because of their scale and lack of interpersonal connection," says Bruce MacLellan, president and CEO of Environics Communications Inc. "I can still interact and talk with every single employee, which becomes harder as companies grow."

Toronto-based Environics is able to offer its 76 employees a less-rigid and less-structured work environment. "My number one rule is to have few rules," says Mr. MacLellan. "We hire great people and then get out of their way."

As a result, he says Environics has one of the lowest turnover rates of any marketing company in Canada. "Our retention is superb, and our company revenue has grown in every one of our 14 years in business. That speaks to what it is like to work here, and that our employees come to work motivated and happy."

That doesn't mean Environics is without its HR challenges. Topping the list is its

high percentage of women staff members who are starting families; "Nine of our 76 employees are on maternity leave right now." But even that disadvantage has its advantages. "The good news is that we're seen as a family-friendly place to work. There is also a high level of continuity here, so the retention pays off and our experienced people know what needs to be done and can step in."

Environics acknowledges employees through profit

## David

sharing and by sending staff on a trip to anywhere in the world on their five-year anniversary.

Giving back to employees also works for Sunny Daljit, CEO of Keller Williams Ottawa Realty. "When almost half of your owner profit goes back to employees through a

profit share program, that's a big deal. That makes for happy people."

With a staff of over 20, not including over 240 realtors, Keller Williams has the largest brokerage office in the Ottawa area. One advantage Mr. Daljit appreciates is his ability to give people a voice. "We

have an Agent Leadership Council made up of 14 representatives from our top 20 per cent in earnings. They have no ownership in the company, but all major decisions and initiatives are made in tandem with that group," he says. "With that platform, all of our decisions are win-win for everyone."

Keller Williams' biggest challenge is staying connected to people in an industry where they aren't in the office from 9 a.m. to 5 p.m. every day. "It is

our monthly meetings of 150 people or more, our phenomenal training, leveraging technology to the max and getting on the phone with people every so often to ask them how it's going that helps us know them at a deep level as we continue to grow."

Nycomed Canada Inc., with its 220 employees spread across the country, has the same challenge. Linda Shales and Adele Zita, both in Human Resources for Nycomed Canada Inc., say an important part of Nycomed's culture is to ensure business decisions are based on the company's values; empathy, trust, courage and motivation. This commitment helps drive Nycomed's unique culture through the entire fabric of the company.

"We've started a company-wide training initiative to create awareness and commitment to living our values, using a "Values Mat" concept, which involves interactive training, almost like a board game, to discuss what the values mean to each individual," says Ms. Zita. "Employees really internalize them and like the fact that we discuss the overlap between work and home."

Ms. Shales says the company's HR group went through the process and created a team commitment that they all signed. "It allowed us to identify how well we live the values as well as opportunities for improvement." ■

## Lessons learned from Canadian SMEs

## Karo Group

Karo Group feels so strongly about its culture that it has a member of the senior management team dedicated to it. To foster a sense of camaraderie, Karo refers to its employees as "tribe members." This is not just a clever name to slap on the company intranet, but rather a way of thinking about how everyone works together. Karo sees a tribe as a group of interlinked communities sharing a common culture, in which individuals are supported and respected like family.

## Pottruff &amp; Smith

Learning contracts that support short- and long-term career planning are part of this company's Performance Management system. Working with a supervisor, employees develop a plan outlining specific development needs, methodology for acquiring skills and how these skills will be demonstrated on the job. The contract ensures that the employee is developing skills and experience necessary for promotion or postings in line with his or her career goals.

## Sapient

In 2008, the company introduced a new internal employee referral program aimed at supporting the individual interests and concerns among its diverse global workforce. For every referral that was hired, Sapient made a \$1,000 donation to the referrer's charity of choice. To date, this program has generated over \$39,000 in donations to over 30 charities around the world.

## Quintiles

The "Silver Thread Program" was developed by interviewing Quintiles managers responsible for workgroups with the highest level of employee engagement. The thoughts on project leadership, motivational tips and management techniques provided by these managers formed the basis of the program, which includes printed booklets featuring best practices and audio vignettes that reside on the company's intranet. All managers have the materials distributed to them.

## Omni Companies

Omni Companies encourages its employees to save for the future by offering a generous RRSP program. The company contributes 2% of the employee's salary in the first year, increasing by 1% for year of service to a maximum of 8%. The employee is not required to make any contributions to receive this benefit.



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# resource challenges and their successes in creating a great place to work.

Is it true? Are larger corporations more hard-done-by than their smaller counterparts in trying to create a positive, healthy, unified corporate culture?

Ask any large organization, and they'll acknowledge that while large size poses some issues, it is also an advantage.

According to Peter Darowski, a Winnipeg-based director of Human Resources for Canada Safeway, a consistent experience – both for employees and customers – can be created by any company, large or small. "It's just harder to organize if you're larger, but it's doable anywhere."

He says the major challenges Safeway faces are communication and turnover.

The company's Interactive Distance Learning (IDL) satellite system has been a successful solution. "Not only do we have a broadcast to managers and assistant managers every Tuesday morning, we also use IDL to do mass training on a consistent level," says Mr. Darowski.

Turnover was also addressed through the company's "On-Boarding" program. "Our findings told us that employees who left hadn't felt engaged with the business, so, our On-Boarding program is designed to welcome employees, educate them about what the company stands for, and explain the career possibilities within the company."

As a result, employee turnover is slowing down.

TD Bank Financial Group

is also committed to promoting its employees from within, as evidenced by its TD First web-based, internal job posting system. "We believe what differentiates us is that we are a place people can come to for opportunity," says Peter McAdam, vice president of Employee Experience with TD, whose job title alone says something about the company's HR innovation.

"My mandate is to make sure we have the right policies and practices in place to create that Great Place to

## Goliath

Work environment."

With 74,000 employees worldwide, 45,000 in Canada, TD's challenge is to tell its story well. "The first strategy is to start with our own people, so they feel good about what we are doing. Then you can tell the story outside."

Twice a year, the organiza-

tion takes a "TD Pulse," an internal survey asking employees how they feel about working at TD and one each year that asks what two changes they'd recommend to make TD a better place to work. "We have a strong focus on listening and responding," says Mr. McAdam.

One of TD's largest areas of focus, despite the tough economic climate, is growth. "We've become a large organization, and our executive still has plans to grow. Our biggest challenge is making sure we have enough great people to make that happen," he says. "Regardless of the economy, we want to maintain our focus on employee experience, so we have great retention rates and can attract great employees from other companies."

Per Scott, vice president of

Human Resources for RBC, says warranted or not, economic uncertainty is a problem faced by all companies, large or small.

He says his company's response is to continue to strive for an employee environment that delivers service the way RBC intends. "That has a lot to do with communication; focusing on why we are here and how we want to be with one another. That is the foundation for success both for individuals and the entire company," says Mr. Scott.

He says RBC's vision and values – service, teamwork, responsibility, diversity and integrity – drive the company's culture and strategic direction.

RBC's Community Celebration Week serves as an example of getting employees nationwide aligned with one another. "It is done company-wide, on a local basis, as a way to recognize and celebrate the clients, employees and community organizations that inspire us," says Mr. Scott. "Since this initiative began, our third party, client loyalty survey results tell us not only are we getting better, we're getting better faster."

Communicating this, and more, back to employees is key. "Now, more than ever, our leaders are active in reaching out to employees; talking about the current situation, telling people what features make our Canadian banking system strong, where we stand as a company and what they can do," he says.

### Lessons learned from Canada's biggest employers

#### ATB Financial

Employees can focus their development and careers based on their areas of interest, even if that is a complete change from the area in which they are currently employed. For example, employees can move from the retail line of business to the finance or human resources department. Last year, 53% of vacancies were filled with internal candidates. This commitment to flexible staff development ensures that employees don't have to leave the company to change careers.

#### Four Seasons

When employees move to a new city to work, they are greeted at the airport by an HR representative, given support in finding and moving into new housing, finding schools, assigned a "buddy" and provided information with useful local guidelines.

#### Devon

The company's inventive "Devonopoly" game divides students into multi-disciplinary teams to play a strategy game that emulates the oil and gas industry. Players must negotiate for land rights, finance ventures and drill test wells. The group with

more assets at the end of the game wins.

Devon's annual Real Devon Heroes calendar is based on pictures of employees and the company's history. Each month features one Real Devon Hero telling his or her story.

#### Edward Jones Investments

The Goodknight Program is a business development program that partners new financial advisors with successful EJ veterans for at least a year. This program is designed to improve the service that EJ clients receive, and at the same time offer a jumpstart to the new financial advisor's career. In 2008, the firm completed the 2,000th Goodknight Program. In the past two years, 17 Goodknight Programs have started in Canada.



Last year, 20 Devon employees shaved their heads in exchange for donations, raising an impressive \$76,800 for the Alberta Cancer Foundation in recognition of a colleague's ongoing battle with the disease. PHOTO: SUPPLIED



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## Canada's BEST WORKPLACES

Women's work

# Best opportunities for women

Among the ranks of Canada's best workplaces, women represent a majority of employees (more than 60 per cent) and almost a third of senior executives. But with the exception of a few notable companies, responses to this year's Great Place to Work survey indicate women often feel they are still not as valued as men.

Companies that undervalue women might consider

rethinking their attitudes. As Catharine Heddle, vice president of Environics Communications, notes, "There are many choices available to the talented women of today. Most will choose to do work that they view as valued and valuable."

For its part, Environics – the top performer in the 2009 Great Place to Work survey's Best Workplace for Women category – takes a multi-

pronged approach to create a workplace aligned with women's interests.

Among other things, Ms. Heddle says, "There is a real commitment to work-life balance. That means valuing the whole person, understanding that nurturing a person's interests outside of work leads to success in business."

Happy, fulfilled people, she says, create a positive work environment. "It also

leads to people who have good ideas and are able to devote themselves to work when they're at work. A 40-hour work week is 40 hours here; people are not expected to check e-mails after hours. There is flexibility: After I had my children, I worked a four-day week; now I have an arrangement where I have a certain number of unpaid days, so I still get to set foot in my children's schools."

Volunteerism is also strongly encouraged. "In my decade at Environics, I've been chair of the board of Frontier College, a national literacy organization, and on two other boards. Our president supports this by being flexible with our time, and Environics often makes financial contributions to the organizations that employees support."

At Randstad Canada, which placed second in the Best Workplace for Women category, creating a woman-friendly workplace starts with an employee-centric culture.

"What makes our culture terrific is building process and policies that revolve around the needs of the employee population. They're not set in stone," says Hanna Vineberg, senior market manager. "We're a non-hierarchical, high-credibility and high-on-trust organization."

"You often hear, within other organizations, that there is a lack of equity in terms of salary, bonus scales and development opportunities. We've created a culture where there is transparency and total equity. We have many managers and senior consultants who are

in the midst of completing master's programs that we finance – this opportunity is available to everyone."

Flexibility and support are other critical components of the Randstad culture. "We flag people who have issues in their personal lives and see what we can do to help. Sick days can be taken when a family member is ill. Jobs are protected for mothers on leave and support is offered upon their return, without penalizing their status, their job."

"I have three children myself, and there has been many a day I've had to run out when the school calls. It hasn't interfered with my progress or role here," says Ms. Vineberg.

At Nintendo, third place runner-up, recognition that a pursuit of work-life balance is highly personal translates into flexibility of work schedules, location (including working from home where possible) and the scheduling of work priorities to permit periodic absences for person-

al commitments.

"We believe in open communication, accountability and transparency; our people must feel valued as well as understand their role and impact within our organization," says Nintendo vice president and general manager Carla Mauro. "By supporting them, we improve our chances of retaining loyal, engaged employees as they grow both personally and professionally."

Ms. Mauro, who has become one of Nintendo Canada's top three executives, started with the company almost 20 years ago in an entry level accounting position. "I was a newlywed back then; I now have two older teenagers."

That kind of whole-life achievement is possible in a Best Workplace, in part because, as she says, "Nintendo values our contributions. Its policies support all of us, regardless of gender – and encourage us to support each other."

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### Best workplaces for women

- #1 Environics
- #2 Keller Williams
- #3 Royal LePage Performance
- #4 AdFarm
- #5 Randstad Intérim Inc.
- #6 Nintendo of Canada Ltd
- #7 Quintiles Canada
- #8 Pottruff & Smith

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An educated perspective

# It's time for a new way to think

By Jeff Muzzerall

Director, Corporate Connections Centre, Joseph L. Rotman School of Management, University of Toronto

Reflecting on the recent global economic freefall, I was reminded of a line from Peter Senge's classic management book, *The Fifth Discipline*, "Learning disabilities are tragic in children, but they are fatal in organizations. Because of them, few corporations live even half as long as a person – most die before they reach the age of forty."

The current worldwide economic crisis has devastated a large swath in global manufacturing, insurance and banking with only a few sectors spared. The World Bank expects global economic growth to decline this year for the first time since World War II.

Traditional manufacturing jobs requiring physical labour, repetitive processes and regional proximity struggle to survive in a flat world characterized by global outsourcing, automation and now declining consumer demand. Meanwhile, our knowledge-worker-driven financial system has been humbled by the collapse of the U.S. sub-prime mortgage market and the paralyzing ripple effect of unwinding complex financial instruments and obligations around the world.

Job seekers will now have to adapt to the new employment reality of continuous and never-ending career change



and professional development as organizations innovate faster than ever to return to profitability.

The recent report "Ontario in the Creative Age" by the Martin Prosperity Institute at the Rotman School discusses this shift while recognizing the considerable inequality borne by workers in displaced and declining industries. "Greater returns have gone to innovative industries, to more highly educated people, to those in creative occupations, and to urban areas," says the report.

How will the surviving old and new economy organizations counter adversity and capitalize on opportunity? What options are available for the unemployed or underemployed; our rural or urban populations? Will we capitulate or learn to think in new ways to move forward?

Post-secondary education has become the key to entry

Graduate education in general and business programs in particular offer great promise for bridging the prosperity gap, creating new employment opportunities and contributing to sustainable economic growth.

into innovative and creative industries and the ladder of progression within these professions.

A recent study published by the Canadian Association for University Continuing Education reports 68 per cent of first-degree holders aged 25 or younger pursue further education, compared to 56 per cent of first-degree holders over 25. The majority will continue on to second degrees or enter non-degree programs.

Graduate education in general and business programs in particular offer great promise for bridging the prosperity gap, creating new employment opportunities and contributing to sustainable economic growth.

Rotman Dean Roger Martin has found that in Canada "our managers generally have significantly lower educational attainment than their U.S. counterparts, and CEOs of our largest corporations are less likely to have formal business education at the graduate level. Only 35 per cent of our managers possess a university degree, versus 53 per cent of U.S. managers."

I believe a vast store of human potential can be actualized by utilizing post-secondary, graduate and business education to lever individual competitive advantage.

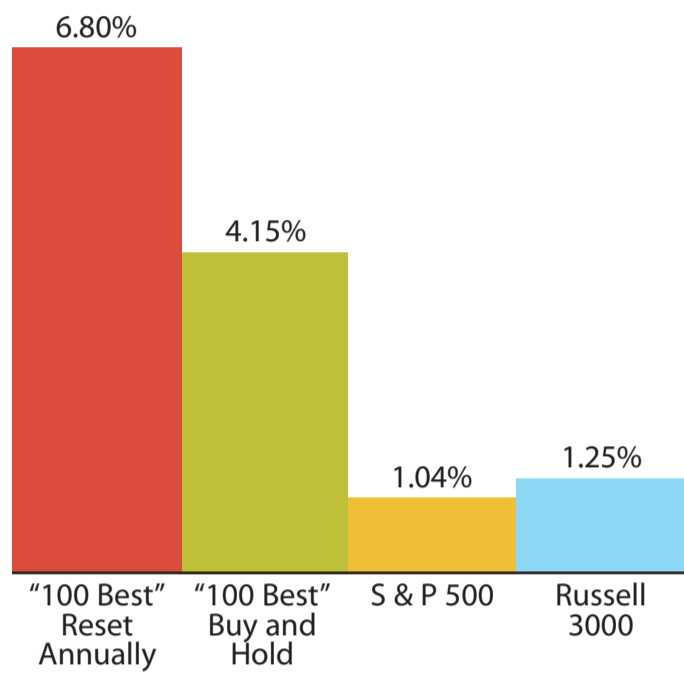
Strategic human resource professionals will help their firms win in the new global economy by hiring the best educated and prepared minds, and offering continuous opportunities for learning within the firm. It's time for "a new way to think."

## Analysis shows stocks of America's Best Workplaces outperform market

### Financial results

Independent financial analysts have studied the financial performance of Fortune magazine's "100 Best" companies beginning with the publication of the book, *The 100 Best Companies to Work For in America* (by Great Place to Work Institute Founder Robert Levering and Milton Moskowitz, 1984 and 1993), and on an ongoing basis to accompany each of the "100 Best Companies" lists with Fortune since their inception in 1998. Using various profitability indicators, this data illustrates the extent to which the publicly traded 100 Best Companies consistently outperform major stock indices over various periods of time preceding or following the publication of the 100 Best lists.

Fortune "100 Best" vs Stock Market 1998-2008



Source: Russell Investment Group © Great Place to Work Institute, Inc. The Reset Annually portfolio invests equal dollar amounts (at the beginning of 1998) in the stock of each of the 1998 100 Best publicly traded companies. The portfolio is liquidated at the end of 1998 and the proceeds invested in the 1999 list by buying equal dollar amounts of each publicly traded firm on the 1999 list. This process of liquidating the portfolio at the end of the year and using the proceeds to invest in the new list of 100 Best is repeated for all years covered in the charts. The Buy and Hold portfolio invests equal dollar amounts (at the beginning of 1998) in the stock of each of the 1998 100 Best publicly traded companies and holds these stocks for all years covered in the charts.



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Commitment Runs Deep



# Canada's BEST WORKPLACES

Global perspective

## International surveys help companies to act locally

**B**everage titan Diageo Canada Inc. says it is a terrific tool for benchmarking against other workplaces. Tech giant Microsoft Canada Co. says it both validates programs initiated internally and has become a source of pride for staff.

What most international

companies that participate in Great Place to Work surveys in countries worldwide agree on, however, is the exercise helps them "think globally, and locally," says GPTWI Canada director Jose Tolovi Neto, enabling them to improve employee performance and productivity no mat-

ter where their offices are located.

Some find the benefit in simply being recognized as a great workplace while others dig deeper and make continuing use of the specific results of the survey on which rankings are based.

"We place a great deal of

importance on employee feedback on what we are doing well and what we need to improve on," says Rita Seguin, vice-president of human resources, who adds Diageo typically purchases the complete results of the questionnaire.

"It also gives us the ability to gauge our employees' satis-

faction with our workplace in Canada against both Diageo operations in 180 markets worldwide and with high-performing companies in other sectors as well."

Phil Sorgen, president of Microsoft Canada Co. of Mississauga, says, "We are very selective as to the surveys we

participate in. What we like is that it allows us to compare Canadian operations with our counterparts around the world and others both in our industry and other sectors as well.

"Our employees are our biggest single competitive advantage," Mr. Sorgen continues. "It is vital we maintain a great workplace to ensure we continue to attract and maintain the brightest and best in the industry."

This is the fourth year the Great Place to Work Institute has published its Canadian listing, says Mr. Tolovi Neto. All of the 230 companies vying for a place on the list submit to a 57-question survey, the same survey given to other companies in 41 countries around the world.

Employee response accounts for two-thirds of a company's score, he says. The institute generates its best workplaces list based on an analysis of the survey results and makes detailed findings available to participating companies for a fee.

"In North America there is no fee attached to participate, but access to the question-by-question results of the survey must be paid for," he says. "Many companies find it much more cost effective than hiring outside consultants. They can then use specific responses to address specific internal challenges."

Plus, while 57 questions are used to produce the rankings, companies can add questions or segment the survey into business units if they wish.

Diageo, for instance, uses both the specific results of the Great Place to Work questionnaire and its own annual employee survey to inform new programs and fine tune existing ones," says Ms. Seguin.

"For example, our employees were very vocal in past surveys about giving back to the community and to our environment. Our corporate social responsibility program in partnership with Evergreen, a national, non-profit environmental organization, is an example of a new initiative that was employee-driven," says Ms. Seguin.

She also says Diageo believes in investing in 'people development.' Survey results indicate employees not only value growth opportunities provided within the company, but also appreciate the investment in training programs that contribute to individual development.

"Keeping Diageo one of the world's best places to work just makes good business sense," says Ms. Seguin. "Employee satisfaction leads to higher engagement levels, which is highly correlated with bottom-line results."

### How does Canada measure up?

We are often reminded it's a globalized economy out there. So how do Canadian workplaces compare to their U.S., European and UK counterparts? The results below speak for themselves.

List Publication Media Number of Companies on the List Number of Nominations	UK	Canada	Differences		
	FIN TIMES	The Globe	to US	to EUR	to UK
	50	75			
	200	230			
Management is approachable, easy to talk with.	86%	85%	0	-3	-1
Our facilities contribute to a good working environment.	84%	85%	-6	-1	1
People are encouraged to balance their work life and their personal life.	70%	79%	-2	1	9
We have special and unique benefits here.	74%	75%	-10	-5	1
I feel I receive a fair share of the profits made by this organization.	54%	63%	-8	-6	9
I am treated as a full member here regardless of my position.	86%	84%	-2	-6	-2
Managers avoid playing favourites.	69%	70%	-1	-5	1
People avoid politicking and backstabbing as ways to get things done.	72%	75%	-1	-5	3
If I am unfairly treated, I believe I'll be given a fair shake if I appeal.	84%	79%	-2	-6	-5
My work has special meaning: this is not "just a job."	75%	78%	-6	-8	3
People look forward to coming to work here.	78%	80%	-2	-6	2
I feel good about the ways we contribute to the community.	75%	87%	-5	0	12
People celebrate special events around here.	87%	87%	-1	-2	0
You can count on people to co-operate.	84%	82%	-4	-6	-2
Taking everything into account, I would say this is a great place to work.	86%	88%	-2	-3	2
AVERAGES	82%	83%			

The chart above illustrates how the results of Great Place to Work surveys conducted in Canada, the U.S., Europe and UK compare. A negative number, highlighted in red, indicates Canadian results lower than the comparatives. A positive number, highlighted with grey background, means Canadian scores are higher than the comparatives. Red and gray shaded cells highlight extreme differences (positive and negative).



**Does putting people first make a difference?**

We think so. At Ernst & Young, we strive to create an environment where all our people are respected for the different perspectives and experiences they bring to the team. And we give them the flexibility, learning opportunities and mentorship they need to achieve their personal and professional goals. Maybe that's why we've been named one of the Best Workplaces in Canada for 2009.

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"For example, our employees were very vocal in past surveys about giving back to the community and to our environment. Our corporate social responsibility program in partnership with Evergreen, a national, non-profit environmental organization, is an example of a new initiative that was employee-driven," says Ms. Seguin.

She also says Diageo believes in investing in 'people development.' Survey results indicate employees not only value growth opportunities provided within the company, but also appreciate the investment in training programs that contribute to individual development.

"Keeping Diageo one of the world's best places to work just makes good business sense," says Ms. Seguin. "Employee satisfaction leads to higher engagement levels, which is highly correlated with bottom-line results."



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