Introducing the 2019 Best Workplaces in Canada, leaders in building high-trust, high-performance cultures that enhance business results, quality of work life and employee engagement FOR ALL.
It's all about trust.

For over 30 years, we've studied and understood the world's best workplaces. We've demonstrated that focused and sustained investment in culture development pays significant and sustained dividends for all organizational stakeholders. By sharing our ongoing insights into current and future trends in work workplaces, we strive to create workplace cultures in which employees and management alike will want to work, ensuring our mission of building a better world by helping organizations become Great Places to Work.


What differentiates the best?

By Alison Greiner

Head of Culture and Research, Great Place to Work

Business rules are changing. Societal and technological advancements are creating new opportunities and challenges for organizations. Many traditional job titles don't exist anymore and new roles are being created daily. People of diverse backgrounds are speaking up and working hard. As these changes mean companies must clarify a higher value than we've ever seen before, trust becomes even more crucial.

Foundation of Trust

This year's list of Best Workplaces in Canada represents great diversity in terms of sector, industry, size and location. Each has pioneered a unique path to success. But there is one thing they all have in common – trust.

Over two decades of research confirm that workplace trust is the foundation for quality jobs and performance excellence. Employees who trust their managers gain from the trust earned and enjoy the clear and transparent path to success. Managers who trust their employees allow innovative ideas to bubble up from all levels of the company, encouraging employees to be more proactive than ever before. Together, people working in high trust environments are more productive than those in environments where they feel they can't speak up.

Trust Fueled Growth

For the past 20 years, the Best Workplaces have consistently experienced better stock market returns, lower turnover (about half of industry average), better customer service, higher levels of innovation and increased productivity. The data above illustrates the results of a study by Boston Consulting Group, published in 2018. Over the course of these decades, the companies analyzed delivered stock returns

of companies recognized by Great Place to Work as "High-trust" cultures. These companies performed more than three times better than the general market.

Inclusion Accelerates Growth

We are entering a new frontier in business: one that is about improving business results by developing every ounce of human potential. We believe that high trust organizations grow faster than their peers, and that when high trust organizations perform better, their organization is accelerated.

We call it an inclusive workplace: a Great Place to Work for ALL. The idea is a blend of inclusivity with a focus on high human interactions, with every employee's voice included in the innovation process. These organizations achieve more than they thought was possible and enjoy healthier, more fulfilling lives.

Want to learn more?


TRUST FUELS GROWTH

For the past 20 years, the Best Workplaces have consistently experienced better stock market returns, lower turnover (about half of industry average), better customer service, higher levels of innovation and increased productivity. The data above illustrates the results of a study by Boston Consulting Group, published in 2018. Over the course of these decades, the companies analyzed delivered stock returns of companies recognized by Great Place to Work as "High-trust" cultures. These companies performed more than three times better than the general market.

INCLUSION ACCELERATES GROWTH

We are entering a new frontier in business: one that is about improving business results by developing every ounce of human potential. We believe that high trust organizations grow faster than their peers, and when high trust organizations perform better, their organization is accelerated.

We call it an inclusive workplace: a Great Place to Work for ALL. The idea is a blend of inclusivity with a focus on high human interactions, with every employee's voice included in the innovation process. These organizations achieve more than they thought was possible and enjoy healthier, more fulfilling lives.

Want to learn more?

When it comes to a great workplace culture, selflessly, the easiest thing to look at is what I wanted. I wanted to work in an environment that I am good at and do things that I want to do. I wanted more time to play. That is woven into the fibre of Traction on Demand.

Greg Haljan
Founder and CEO, Traction on Demand

At Intuit, our employees always come first. The decisions we make ensure that we enable our teams to do the best work of their lives so that they can make an impact on the lives of our customers.

Jeff Cates
President, Intuit Canada

Organizations will survive and thrive by becoming more humanistic and by creating environments where individuals can live great lives.

Steve Fitzgerald
President, Habanero Consulting Group

When it makes sense.
weeks, from home, at the coffee shop, part-time or take time off when it makes sense.

Habanero believes in ‘being where you need to be when you need to be there.’ Employees can work compressed hours when it makes sense.
Deloitte.

We are honoured to be recognized as one of Canada’s Best Workplaces™ by the Great Place To Work® Institute.

A special shout-out to all of our talented people at Deloitte Canada. We couldn’t have done it without you!

The One Firm. For You.

www.deloitte.ca/careers
We wouldn’t be a great place to work without great people.

Our Visa Canada team is proud to be recognized as one of Canada’s Best Workplaces™.
Working together to be our best.

It is the enthusiasm, effort and passion of our people to truly be their best each and every day that has made First National a great place to work. We are proud to be one of the Best Workplaces™ in Canada, two years in a row.

Find opportunities with us at www.firstnational.ca/about/careers
Every business is undergoing digital transformation. As leaders, we must remember that people – not technology – are at the centre of change. Andrew Ng, President & Co-founder, Alphabet

Turning innovative science into value for patients is what we do. Our people and culture are what make us Astellas.

We are proud to be recognized for the fourth consecutive year as one of Canada’s Best Workplaces™ by the Great Place to Work® Institute.
At RBC, we are creating new and exciting opportunities for our clients, our communities and you.
null
Borrowell
Nymi Inc.
Openmind Technologies
Fiasco Gelato
Visa Canada
Hilton
EY Canada
LoyaltyOne Co.
Optimus SBR

BEST WORKPLACES FOR UNDER 49 YEARS OLD

27
Borrowell
www.borrowell.com
Head office: Vancouver, BC
Employees: 10+ previous years on list: NA
Borrowell has a wellness room for naps, meditation and prayer, and an outdoor walking trail. Staff enjoy ping pong, video games and Foosball. They have half-day Fridays during the summer.

28
Openmind Technologies
www.openmindtech.com
Head office: Vancouver, BC - Employees: 30 + Previous years on list: NA
"Openmind's Dress For Success program rewards proactive and innovative players at Openmind. Novel ideas are rewarded, and fair outcomes are given to market the organization. Overall, Openmind turns new benefits and parties into profit-sharing.

29
Nymi Inc.
www.nymi.com
Head office: Toronto, ON - Employees: 15+ Previous years on list: NA
Nymi has two family benefits. The company encourages employees to go on a flow, fuku - sushi, tanbo, or any other activity that should share the value they're building together as a team.

30
Fiasco Gelato
www.fiascogelato.ca
Head office: Vaughan, ON - Employees: 12 Previous years on list: NA
The Fiasco Gelato team enjoys a daily half-hardened family-style lunch, fully stocked kitchen, and endless specialty coffee, kombucha, and of course gelato!

31
Neat Wealth
www.neatwealth.com
Head office: Toronto, ON - Employees: 10 Previous years on list: NA
All employees at Neat Wealth are offered stock options. Central to an inclusive culture, flexibility and meaningful work is what Neat Wealth has to offer.

32
KFC
www.kfc.ca
Head office: Vancouver, BC - Employees: 200 Previous years on list: NA
KFC is passionate about giving back to the community. Building in-school partnerships and donating meals to those in need.

33
JMP Solutions
www.jmpsolutions.com
Head office: London, ON - Employees: 142 Previous years on list: NA
An annual "Employee of the Quarter" award is given to employees who demonstrate excellence in their day-to-day accomplishments.

34
Cactus Restaurants Ltd.
www.cactusclubcafe.com
Head office: Vancouver, BC - Employees: 196 Previous years on list: NA
Cactus Restaurants has built a culture that promotes inclusivity and equality in the workplace.

35
EY Canada
www.ey.com/ca
Head office: Toronto, ON - Employees: 100,000 (5,022 in CA) Previous years on list: NA
EY Canada is one of the largest professional services firms in the world. EY Canada supports its employees in their work-life balance.

36
Vista Canada
www.visa.ca/en_ca
Head office: Mississauga, ON - Employees: 10,270 (3,107 in CA) Previous years on list: NA
Vista Canada is one of the largest professional services firms in the world. EY Canada supports its employees in their work-life balance.

37
Hilton
www.hilton.com
Head office: Toronto, ON - Employees: 5,400 (344 in CA) Previous years on list: NA
Hilton has a strong commitment to diversity and inclusion. Hilton offers a number of employee programs to support employees.

38
LoyaltyOne Co.
www.loyalty.com
Head office: Toronto, ON - Employees: 19,600 (2,709 in CA) Previous years on list: NA
LoyaltyOne Co. is a leading provider of loyalty marketing solutions.

39
Kiewit
www.kiewit.com
Head office: Omaha, NE - Employees: 10,270 (3,107 in CA) Previous years on list: NA
Kiewit employees are proud to say, "We built it! For Kiewit!" This phrase is the story of how Kiewit has grown from a few employees to a global company.

40
Optimus SBR
www.optimussbr.com
Head office: Toronto, ON - Employees: 223 Previous years on list: 2020
Employees of Optimus SBR receive an hourly paid personal day each calendar year as one of the USP, offerings, celebrations, etc. It is called "pay to play," and no question asked.

GPTW 10 • SPONSOR CONTENT

• SPONSOR CONTENT

GPTW's research highlights key insights for organizational leaders. Employees who feel supported and empowered by their employers have a strong culture of Innovation by All. Organizations that promote equality and inclusion for all employees are 11x more likely to have a strong culture of Innovation by All. Organizations that promote equality and inclusion for all employees are 11x more likely to have a strong culture of Innovation by All.

Magichappenswhenyouallowpeopletobringtheirown,authenticselvesandtheirown,wildideas towork. Christine Vigna, VPPeopleand Culture, Dejero

Principle 1: Establish high-level corporate leadership for gender equality

- Leadership is a key driver of culture change and must be supported across all levels of an organization.
- Leadership must be inclusive and act as role models for gender equality.
- Leadership must be committed to creating a culture that values diversity and inclusion.

Principle 2: Treat all women and men fairly and equally

- Women who feel their leaders are fair and equal are more likely to have a strong culture of Innovation by All.
- Women who feel their leaders are fair and equal are more likely to have a strong culture of Innovation by All.

Principle 3: Create a healthy, safety and well-being workplace for all female and male employees

- Organizations that are proactive in promoting safety and security are 11x more likely to have a strong culture of Innovation by All.
- Organizations that are proactive in promoting safety and security are 11x more likely to have a strong culture of Innovation by All.

Principle 4: Promote education, training and professional development for women

- Organizations that offer education, training and professional development opportunities are 11x more likely to have a strong culture of Innovation by All.
- Organizations that offer education, training and professional development opportunities are 11x more likely to have a strong culture of Innovation by All.

Principle 5: Promote equality through community involvements and partnerships

- Organizations that promote equality through community involvements and partnerships are 11x more likely to have a strong culture of Innovation by All.
- Organizations that promote equality through community involvements and partnerships are 11x more likely to have a strong culture of Innovation by All.

BY BOB GRY, PhD, D. Senior Vice President, Great Place To Work

Organizations that foster inclusive and diverse cultures through open communication, transparency and support their competitors by exchanging best practices about equality and inclusion. Great Place To Work® is a business analytics and advisory firm that helps organizations achieve their best workplace culture, which c...
Electromate Inc.
Head office: Cambridge, ON • Employees: 103
Preceding years on list: 2015, 2017

Beedie
Head office: Surrey, BC • Employees: 300
Preceding years on list: 2015, 2017

Vermilion Energy
Head office: Calgary, AB • Employees: 311
Preceding years on list: 2014

Knowledge First Financial Inc.
Head office: Whistler, BC • Employees: 220
Preceding years on list: 2014

C&G Comments
™

360 Insights
Head office: Toronto, ON • Employees: 360
Preceding years on list: 2015

360 Culture Bootcamp is a two-day offsite where elected Chamber ambassadors and company executives host a two-floor winning companies, it’s a deep dive in corporate culture theory, and create the culture strategy for the year.

Eagle's Breakfast Program offers juice, coffee, tea, bagels, and free breakfast for employees who sit their employees experience a variety of events like a Fitbit challenge, workshops and physical and mental activities.

Every four years of service, regular, full-time employees are eligible for a sabbatical leave of up to six weeks. Employees receive full salary and benefits while on sabbatical.

TJX Canada
Head office: Toronto, ON • Employees: 3,423
Preceding years on list: 2014, 2016 to 2018

Morningstar Canada
Head office: Toronto, ON • Employees: 2,702
Preceding years on list: 2014, 2016 to 2018

RBC
Head office: Toronto, ON • Employees: 71,000
Preceding years on list: 2016 to 2018

The RBC Retirement Program and Savings Program provide both challenge and support across the organization.

Regus
Head office: North York, ON • Employees: 3,000
Preceding years on list: 2015 to 2018

Regus is a major player in the commercial real estate sector.

Trico Homes
Head office: Calgary, AB • Employees: 103
Preceding years on list: 2015 to 2018, 2015 to 2019, 2015 Staff at Trico Homes receive a discount of up to 5% on new home purchases. They also have priority access to lots and other pre-construction items. When the discount is taxable income, it’s a great perk.

360 Insights
Head office: Toronto, ON • Employees: 360
Preceding years on list: 2015

360 Culture Bootcamp is a two-day offsite where elected Chamber ambassadors and company executives host a two-floor winning companies, it’s a deep dive in corporate culture theory, and create the culture strategy for the year.

Eagle's Breakfast Program offers juice, coffee, tea, bagels, and free breakfast for employees who sit their employees experience a variety of events like a Fitbit challenge, workshops and physical and mental activities.

Every four years of service, regular, full-time employees are eligible for a sabbatical leave of up to six weeks. Employees receive full salary and benefits while on sabbatical.

TJX Canada
Head office: Toronto, ON • Employees: 3,423
Preceding years on list: 2014, 2016 to 2018

Morningstar Canada
Head office: Toronto, ON • Employees: 2,702
Preceding years on list: 2014, 2016 to 2018

RBC
Head office: Toronto, ON • Employees: 71,000
Preceding years on list: 2016 to 2018

The RBC Retirement Program and Savings Program provide both challenge and support across the organization.

Regus
Head office: North York, ON • Employees: 3,000
Preceding years on list: 2015 to 2018

Regus is a major player in the commercial real estate sector.

Trico Homes
Head office: Calgary, AB • Employees: 103
Preceding years on list: 2015 to 2018, 2015 to 2019, 2015 Staff at Trico Homes receive a discount of up to 5% on new home purchases. They also have priority access to lots and other pre-construction items. When the discount is taxable income, it’s a great perk.

360 Insights
Head office: Toronto, ON • Employees: 360
Preceding years on list: 2015

360 Culture Bootcamp is a two-day offsite where elected Chamber ambassadors and company executives host a two-floor winning companies, it’s a deep dive in corporate culture theory, and create the culture strategy for the year.

Eagle's Breakfast Program offers juice, coffee, tea, bagels, and free breakfast for employees who sit their employees experience a variety of events like a Fitbit challenge, workshops and physical and mental activities.

Every four years of service, regular, full-time employees are eligible for a sabbatical leave of up to six weeks. Employees receive full salary and benefits while on sabbatical.

TJX Canada
Head office: Toronto, ON • Employees: 3,423
Preceding years on list: 2014, 2016 to 2018

Morningstar Canada
Head office: Toronto, ON • Employees: 2,702
Preceding years on list: 2014, 2016 to 2018

RBC
Head office: Toronto, ON • Employees: 71,000
Preceding years on list: 2016 to 2018

The RBC Retirement Program and Savings Program provide both challenge and support across the organization.

Regus
Head office: North York, ON • Employees: 3,000
Preceding years on list: 2015 to 2018

Regus is a major player in the commercial real estate sector.

Trico Homes
Head office: Calgary, AB • Employees: 103
Preceding years on list: 2015 to 2018, 2015 to 2019, 2015 Staff at Trico Homes receive a discount of up to 5% on new home purchases. They also have priority access to lots and other pre-construction items. When the discount is taxable income, it’s a great perk.

360 Insights
Head office: Toronto, ON • Employees: 360
Preceding years on list: 2015
The Business Case for Giving Back

By Alison Groder, MD of Culture and Research, Great Place to Work

In partnership with Volunteer Canada (Volcan Canada), Great Place to Work is currently conducting research on the business case for employees’ community involvement programs. Based on 67,000 Trust Index survey responses from 362 organizations, the research highlights the connection between engaged employees and positive business outcomes. This article shares insights from that research.

1. How does your program support the community?
2. What outcomes would justify increased budget for this?
3. What is your program missing?
4. How will you measure success?
5. What does it mean for community education?
6. How do these changes impact promote success for you and your organization?
7. How do you measure the impact of your community involvement?
8. How do you report it to stakeholders?
9. How do you promote it externally?
10. How do you evaluate its impact?

The Business Case for Giving Back

It is powerful when each and every person working with us feels compelled to make a difference in shaping our culture and how we travel together...
THE GREAT PLACE TO WORK TRUST MODEL

A timeless prescription for accelerating and sustaining engagement and business success

BY RON LEE, Ph.D.
Senior Vice President
Great Place to Work

The development of our core conceptual framework for assessing the quality of employee experience spans three decades and is rooted in high-trust, high-performance workplaces. The seminal work of Myron Moskowitz and Robert Levering in 1984 led to a bestselling book triggering the Best Workplaces list published in over 60 countries and, subsequently, created a business called Great Place to Work.

The basic underlying principles and philosophies are simple, timeless, and intuitive while backed and validated by extensive empirical research and business experience. Practice areas, led by extensive research spanning over 100 million employees’ workplace experience worldwide.

WORKPLACE TRUST:

The FOUNDATION

Workplace trust revolves around a set of critical relationships—between management and employees, employees and their colleagues, and employees and their work. To build and sustain a great place to work, all three of these relationships must be strong and aligned with each other and the strategy, mission, and values of the enterprise.

Our empirical research spanning broad cross sections of industries, geographies, organizations and work force demographics is convincing in linking high-trust cultures to superior employee engagement and business success as measured by numerous Key Performance Indicators. These KPIs include financial metrics like revenue growth, profits, stock market returns, customer metrics like service satisfaction, employee and operational metrics like client satisfaction, productivity, absenteeism, engagement, and many others.

To create and sustain a high-performance, great place to work, leaders must build trust by demonstrating credibility, respect and fairness… and continuously encourage pride and camaraderie.

LEVELS FOR ACTION AND POSITIVE CHANGE

Evolving from a good to a great to a level workplace is an ongoing journey marked by numerous hurdles and key milestones unique to each organization. We partner with our clients to map out the journey, measuring pitfalls, leveraging insights and applying practical management tools. Days to this journey toward a Great Place to Work is maximizing the key levers for trust—nine practice areas or “levers” in three major groupings: covering 1. inspiring leadership, upward and downward communication; 2. caring, developing and thanking employees; and 3. having the right talent, cultivating and sharing in the rewards of success.

By examining an organization’s underlying people management practices, we identify areas of alignment and misalignment. In addition to identifying priority strengths and opportunities, this model also highlights potential “disconnects,” where well-designed and intended programs are missing the mark with employees due to weak communication and/or execution.

WANT TO LEARN MORE?

Start Something Priceless®

Words to live by.

At Mastercard, our people Start Something Priceless every day with their passion for innovation, and drive to make the world an easier, safer, and more inclusive place.

It’s because of the people that we’ve been named one of Canada’s 50 Best Workplaces™.

Join us. Start Something Priceless®
While not all leaders are necessarily easy to identify as ‘For All Leaders’, it is clear that the ones who have succeeded in building the kind of inclusive workplaces we discuss here are the ones who have characterized their businesses by these traits. So let’s go through the For All Leadership traits. So let’s go through the For All Leadership traits.

• Level 1: The Unconscious Leader  
  
- An individual who lacks a level of self-awareness or reflects on their own limitations
- The first level in the For All Leadership Model
- The For All Leader recognizes opportunities and addresses shortcomings

• Level 2: The Hit-or-Miss Leader
  
- An individual who is more comfortable with the status quo
- The second level in the For All Leadership Model
- The For All Leader embraces new possibilities and challenges the status quo

• Level 3: The Good Leader
  
- A leader who can empathize with and understand the needs of others
- The third level in the For All Leadership Model
- The For All Leader can inspire others to think differently and act differently

• Level 4: The For All Leader
  
- A leader who can create a diverse and inclusive environment
- The fourth level in the For All Leadership Model
- The For All Leader can drive change and make a positive impact on the world

The catalyst for this change is not a new title or a new structure. It is a change in mindset and a willingness to take action. The success of any leader is not just about achieving personal goals, but also about making a positive impact on the world around them.
Great Place to Work conducts one of the largest employee surveys in the world, and employees everywhere report the same qualities that make up a great workplace – trust, pride and camaraderie. Universally, Great Place to Work is one where employees trust the people they work with, have pride in the work they do and enjoy the people they work with.

Founded in 2001, the World’s Best Workplaces list represents some of the largest global companies that have focused on culture as a business advantage by putting employees first. They stay ahead of the curve by continuously innovating their culture to meet the constantly changing demands of work, technology and the marketplace.

The world’s best workplaces are organizations that provide exceptional workplaces, regardless of their size. The list is determined through an extensive employee survey, in which more than 1.2 million people in over 85 countries and regions share their perceptions of culture performance. The results are then scored based on respect, fairness, pride, camaraderie and trust. Multinational companies that have employees in 51 countries or regions are considered. Great Place to Work’s mission is to help all companies reduce the rest of the world’s workforce to half the gender gap by 2020, and to still all of the work to be done for Canada’s best workplaces. There’s only reflects the sentiments at the top 25 companies included from employees at our winning companies. That’s surely great news, but it means there’s still a lot of room left to do for the rest of the world’s workplaces.

Great Place to Work’s mission is to help all companies reduce the gender gap by 2020, and to help from create an inclusive great workplace experience for every employee by 2020, regardless of their age, position or gender.

Great Place to Work is committed to being a more inclusive organization. We welcome all people with diverse backgrounds, experiences, perspectives, and identities to apply.

Get recognized
Specialty lists are published monthly, recognizing the Best Workplaces for:

- Professional Services
- Financial Services & Insurance
- Health Care
- Manufacturing
- Technology
- Retail & Hospitality
- Women
- Managed by Women
- Millennials
- Inclusion
- Mental Wellness
- Giving Back
- Quebec
- Alberta
- British Columbia

Learn more about this global list published in Fortune Magazine and around the world. Contact Great Place To Work Canada.

Get recognized
Specialty lists are published monthly, recognizing the Best Workplaces for:

- Professional Services
- Financial Services & Insurance
- Health Care
- Manufacturing
- Technology
- Retail & Hospitality
- Women
- Managed by Women
- Millennials
- Inclusion
- Mental Wellness
- Giving Back
- Quebec
- Alberta
- British Columbia

Learn more about this global list published in Fortune Magazine and around the world. Contact Great Place To Work Canada.

Your future is also ours.
Our innovations help cities use less energy, make the air we breathe cleaner and turn electric transport into a practical reality. That’s why at BASF, we’re optimistic about the future. Find out more at www.carechemistry.com
What Happens When Passion Meets Purpose?

There’s no better feeling than working alongside passionate people working towards a singular Purpose – to help our clients, colleagues and communities thrive. Whether it’s advising our clients on how to reach their goals, inspiring our colleagues to achieve their potential, or making a meaningful difference in our communities, we know that anything is possible when we work together as a team.

You get one great place to work.