

SPONSOR CONTENT

CANADA’S BEST WORKPLACES

2019 Great Place To Work.®



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.



Register NOW for the 2020 list, visit bestworkplaces.ca

PRODUCED BY RANDALL ANTHONY COMMUNICATIONS. THE GLOBE’S EDITORIAL DEPARTMENT WAS NOT INVOLVED IN ITS CREATION.



we are honoured to be recognized as
ONE OF CANADA’S
**BEST
WORKPLACES™**
—
CACTUS CLUB CAFE



CELEBRATE CANADA’S BEST WORKPLACES 2019

Please join me in congratulating each of this year’s Best Workplaces



IT’S ALL ABOUT TRUST.
For over 30 years, we’ve studied and celebrated the world’s best workplaces. These organizations demonstrate that focused and systematic investment in culture development pays significant and sustained dividends for all organizational stakeholders. By

sharing our ongoing insights into current and future trends in best workplaces, we strive to create more positive experiences for employees and management alike, and in doing so, advance our mission of building a better world by helping organizations become Great Places to Work FOR

ALL. Great Place to Work partners with leading organizations from around the world to research, identify and build high-trust, high-performance workplace cultures. Our results show that building great workplaces for all is better for people, better for business and better for the world.

Congratulations,

José Tolóvi Neto
Managing Partner for Great Place to Work Institute Canada

ABOUT GREAT PLACE TO WORK
Great Place to Work is a global people analytics and consulting firm that specializes in workplace trust. We operate in over 60 countries around the world and partner with organizations of all sizes and industries to build stronger cultures and achieve better business results.

HOW TO GET RECOGNIZED
To be eligible for the list of Best Workplaces in Canada, organizations must be “Great Place to Work Certified” in the past year. We rank the best by taking 2/3 of the score from the Trust Index Employee Survey and 1/3 of the score from the Culture Questionnaire.

Employee Survey

Culture Questionnaire

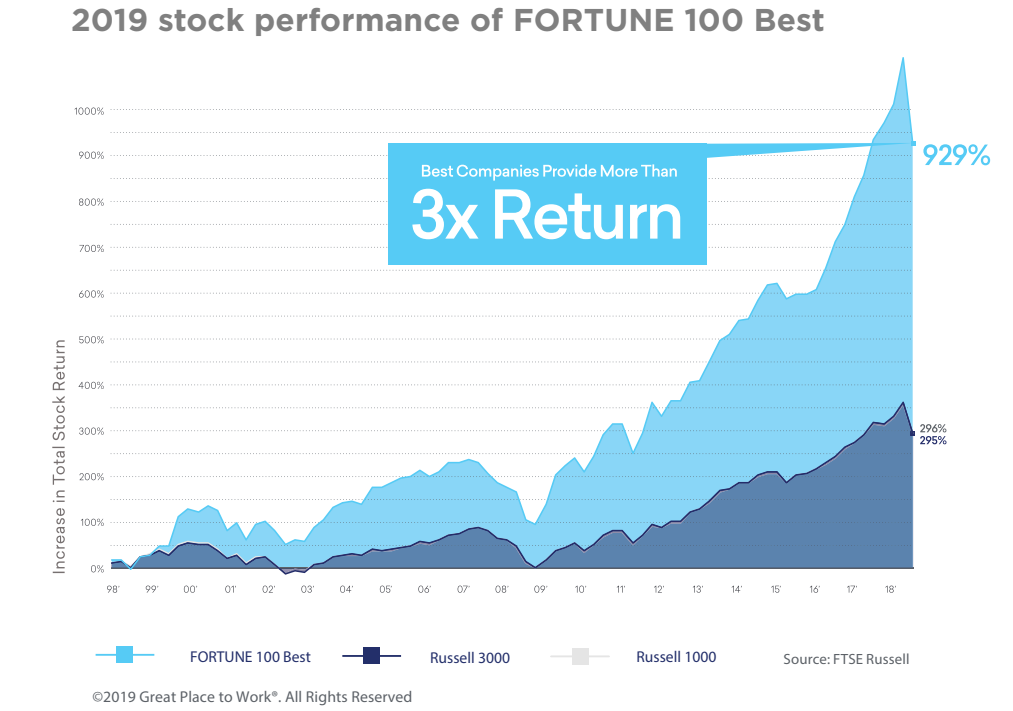
BY THE NUMBERS
This 2019 List assessed over 400 organizations, with employee feedback representing over 300,000 Canada based employees.

WHAT DIFFERENTIATES THE BEST?

BY ALISON GRENIER
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 jobs don’t exist anymore and new roles are being created daily. People of diverse backgrounds are speaking up and being heard. All of these changes mean companies must clear a higher bar to win the war for talent.

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 confirms that workplace trust is the foundation for quality jobs and performance excellence. Employees who trust their managers give their best work freely, and that extra effort goes directly to the company’s bottom line. Managers who trust their employees allow innovative ideas to bubble up from all levels of the company. Employees who trust each other report a sense of camaraderie and even the feeling of being part of a family. Together, people working in high trust environments deliver far more value than the sum of their individual efforts. Building workplace trust is the best investment any organization can make.



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 chart above illustrates the results of a study by Russell Investment Group that tracked, over the course of two decades, the comparative annualized 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. While we know that high-trust

organizations grow faster than their peers, our newest research shows that when high-trust organizations are also inclusive, their growth is accelerated.
We call a truly inclusive workplace a *Great Place to Work FOR ALL*. The idea is a kind of holistic inclusivity where daily human interactions at work recognize, welcome and expect great things from every employee, no matter who they are,

what they look like, where they come from or what they do in the organization. In doing so, these organizations cultivate the human potential of all their people and outperform their competitors.
Our newest research tracks the median, year-over-year revenue growth of organizations that have built an *Innovation By All*¹ culture by involving more employees in the innovation process. These organizations generate more high-quality ideas, realize greater speed in implementation and achieve greater agility – resulting in 5.5 times the revenue growth of peers with a less inclusive approach to innovation.
BUILDING GREAT PLACES TO WORK FOR ALL
Great Place to Work’s mission is to build a better world by helping organizations become Great Places to Work FOR ALL. Our research clearly shows that Great Places to Work FOR ALL are better for business. Their high-trust and inclusive cultures fuel growth and cultivate the human potential of all employees. Great Places to Work FOR ALL are also better for people, enabling everyone involved to achieve more than they thought was possible and enjoy healthier, more fulfilling lives.
WANT TO LEARN MORE?
Download the report, *Better Workplace, Better Performance* at www.greatplacetowork.ca/en/better-workplace-better-performance.

¹ Innovation By All: The new flight plan for elevating ingenuity, accelerating performance, and outpacing rivals. Great Place to Work, 2018. <https://www.greatplacetowork.com/resources/reports/innovation-by-all>

We think you’ll love working here too.

Canada’s Best Workplaces™ 2019

A big thanks to each and every colleague on the TD team, who love what they do and where they do it. We wouldn’t be talking about this wonderful recognition without you!

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Great Place To Work®

Best Workplaces™

CANADA

2019

BEST WORKPLACES
FEWER THAN 100 EMPLOYEES

1

5+ YEARS

Habanero Consulting Group

PROFESSIONAL SERVICES

www.habaneroconsulting.com

Head office: Vancouver, BC • Employees: 56
Previous years on list: 2011 to 2018

Habanero believes in 'being where you need to be when you need to be there.' Employees can work compressed weeks, from home, at the coffee shop, part-time or take time off when it makes sense.



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

Steven Fitzgerald
President, Habanero Consulting Group

BEST WORKPLACES
100-999 EMPLOYEES

1

5+ YEARS

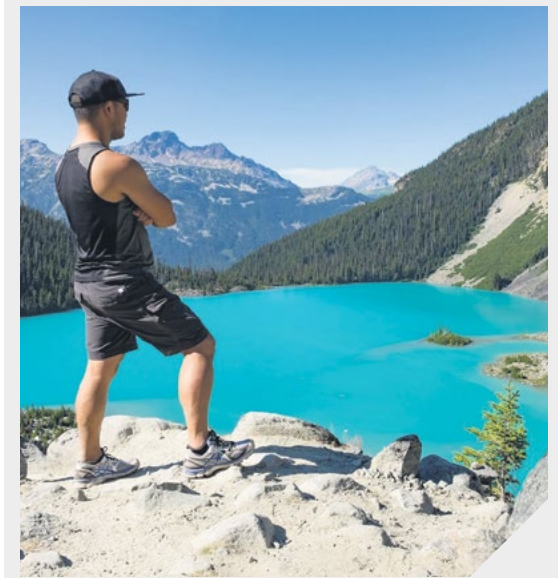
Traction on Demand

INFORMATION TECHNOLOGY / IT CONSULTING

www.tractionondemand.com

Head office: Burnaby, BC • Employees: 450
Previous years on list: 2014 to 2018

Every quarter, Tractionites volunteer at local non-profits and Traction donates money to employee-chosen causes. In addition, every new hire receives a KIVA account to micro-loan \$25 to entrepreneurs in developing countries, helping them create their own business.



When it comes to a great workplace culture, selfishly, 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 Malpass
Founder and CEO, Traction on Demand

BEST WORKPLACES
1,000+ EMPLOYEES

1

10+ YEARS

Intuit Canada

INFORMATION TECHNOLOGY / SOFTWARE

www.intuit.ca

Head office: Mississauga, ON • Employees: 9276 (424 in CA)
Previous years on list: 2006, 2007, 2009, 2011 to 2018

The \$1,000 Well-Being for Life incentive at Intuit covers physical, emotional and financial well-being services such as massages, meditation, Headspace App, sports equipment, camping gear, financial advising services, house cleaning and activity-tracking devices (e.g. Apple Watch).



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

Trust Index results

- 97%

of employees agree that management's actions match its words
- 100%

of employees feel they can count on people to cooperate
- 97%

of employees agree "I can be myself around here"

Trust Index results

- 98%

of employees feel good about the ways they contribute to the community
- 98%

of employees feel management is honest and ethical in business practices
- 100%

of employees have confidence in their executive team's judgment

Trust Index results

- 100%

of new hires were made to feel welcome when they joined the organization
- 96%

of employees are proud to tell others where they work
- 98%

of employees have had opportunities to develop better ways of doing things at work over the last year

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PROUD TO
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AS ONE OF
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2019

Legend:  Best Workplace for 5+ years;  Best Workplace for 10+ years;  World's Best Multinational

Great Place To Work®

Best Workplaces™

CANADA

2019

BEST WORKPLACES
FEWER THAN 100 EMPLOYEES

2

Plenary Group

FINANCIAL SERVICES & INSURANCE

www.plenarygroup.com

Head office: Toronto, ON • Employees: 68

Previous years on list: NA

Plenary offers every employee an annual company trip to a new destination (Maui, Cabo, Vegas) each year to reconvene with colleagues across North America. These trips are great for team-building and regrouping on organizational goals.



3

Equium Group

CONSTRUCTION, INFRASTRUCTURE & REAL ESTATE / PROPERTY MANAGEMENT

www.equium.ca

Head office: Calgary, AB • Employees: 19

Previous years on list: NA

Employees at Equium receive a 100% discount on all real estate brokerage fees pertaining to the sale of their personal residence.



4

Simply Green Home Services Inc.

RETAIL

www.mysimplygreen.com

Head office: Toronto, ON • Employees: 69

Previous years on list: 2016 to 2018

The Simply Spotlight is a weekly award with a \$100 bonus to the SGHS team member who best exemplifies the company's values. Their photo is taken and displayed across all offices with an additional mention in the monthly newsletter.

BEST WORKPLACES
100-999 EMPLOYEES

2

5+ YEARS

Ian Martin Group


PROFESSIONAL SERVICES / STAFFING & RECRUITMENT

www.ianmartin.com

Head office: Oakville, ON • Employees: 117

Previous years on list: 2013 to 2018

After five years of service, Ian Martin staff receive a one-night anniversary getaway with a guest. The 10, 15, 20, 25 (etc.) year milestones are also recognized, with the getaway length extending at each increment.



3

5+ YEARS

The PEER Group Inc.

INFORMATION TECHNOLOGY / SOFTWARE

www.peergroup.com

Head office: Kitchener, ON • Employees: 125

Previous years on list: 2008, 2013 to 2018

Keeping the men and women of The PEER Group looking sharp and well groomed is easy – employees simply walk down the hall for a stylish haircut at a fraction of salon prices.



4

5+ YEARS

Explorance

INFORMATION TECHNOLOGY / SOFTWARE

www.explorance.com

Head office: Montreal, QC • Employees: 117

Previous years on list: 2014 to 2018

Explorance employees have unlimited time off. They also get an exclusive membership to the MAA gym for themselves and their spouse. The office has a lounge room area complete with vintage arcade games, juke box, etc.

BEST WORKPLACES
1,000+ EMPLOYEES

2

5+ YEARS

ATB Financial

FINANCIAL SERVICES & INSURANCE / BANKING / CREDIT SERVICES

www.atb.com

Head office: Edmonton, AB • Employees: 5,416 in Canada

Previous years on list: 2009, 2010, 2015 to 2017

ATB's Flexible Pension Plan combines retirement savings and a wealth accumulation component to help employees achieve their financial goals. Each component is funded at 4% of pensionable earnings, with employee contribution matching as well.



3

Ultimate Software


INFORMATION TECHNOLOGY / SOFTWARE

www.ultimatesoftware.ca

Head office: Toronto, ON • Employees: 5,327 (244 in CA)

Previous years on list: 2018

Ultimate promotes a culture of inclusivity, equality and diversity through companywide Communities of Interest such as PrideUS and Women in Leadership. Ultimate's workforce is comprised of almost half women and minority representation is more than 45%.



4

Salesforce


INFORMATION TECHNOLOGY / SOFTWARE

www.salesforce.com/ca

Head office: Toronto, ON • Employees: 32,717 (1,389 in CA)

Previous years on list: 2018

Volunteer Time Off gives Salesforce employees seven paid days every year and a generous \$5,000 matching policy to spend on causes that are meaningful to them. The top 100 volunteers receive an additional \$10,000 to donate.





What does it take to be on the Best Workplaces list?

- ✗ Huge budgets
- ✗ A known brand and a big team
- ✗ Top salaries and perks
- ✓ Working toward building a great work culture



Learn more:
1-866-712-0630
bestworkplaces.ca

Deloitte.

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

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www.deloitte.ca/careers

Great Place To Work®

Best Workplaces™

1000+ Employees

CANADA 2019



We wouldn't be a
great place to work
without great people.

Our Visa Canada team is
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of Canada's Best Workplaces™.



Legend: Best Workplace for 5+ years; Best Workplace for 10+ years; World's Best Multinational

BEST WORKPLACES
FEWER THAN 100 EMPLOYEES

5

A Thinking Ape Entertainment Ltd.

INFORMATION TECHNOLOGY / SOFTWARE

www.athinkingape.com

Head office: Vancouver, BC • Employees: 70
Previous years on list: NA

Golden Banana, ATA's quarterly peer-to-peer recognition program, celebrates people for living and demonstrating what ATA is all about. The goal is to recognize the incredible things that go down at ATA that contribute to culture.

6

Isaac Operations

PROFESSIONAL SERVICES / CONSULTING / MANAGEMENT

www.isaacteam.com

Head office: Toronto, ON • Employees: 33
Previous years on list: 2018

Feedback at Isaac is designed to continually monitor the pulse of the work environment. It includes biannual appraisals that take three to four hours, mini-appraisals every two weeks for 15-30 minutes, and weekly motivation/happiness meetings.

7

Sklar Wilton & Associates

PROFESSIONAL SERVICES

www.sklarwilton.com

Head office: Toronto, ON • Employees: 32
Previous years on list: 2017, 2018

The Whole Person Development Program at Sklar Wilton helps all employees succeed in their personal and professional lives. Curriculum spans mind, body and spiritual topics including mindfulness and meditation, brain health and immune system support.

8

Dun & Bradstreet Canada

FINANCIAL SERVICES & INSURANCE / BANKING/CREDIT SERVICES

www.dnb.com/ca-en

Head office: Mississauga, ON • Employees: 77
Previous years on list: 2018

Dun & Bradstreet gives the primary caregiver's base salary a top-up up to 100% for 16 weeks while on parental leave. The secondary caregiver gets two weeks of paid time off.

9

MobSquad

INFORMATION TECHNOLOGY

www.mobsquad.io

Head office: Calgary, AB • Employees: 16
Previous years on list: NA

MobSquad's Analyst Rotational Program ensures analysts gain exposure to different parts of the business. Through the program, employees explore multiple growth opportunities and benefit by learning from a variety of mentors.

10

Wynford/EventSimple

PROFESSIONAL SERVICES

www.wynfordtwg.com

Head office: Toronto, ON • Employees: 68
Previous years on list: 2013 to 2018

Wynford/EventSimple provides an annual fitness stipend, wellness education, a wellness communications campaign and an onsite flu clinic. The company provides healthy snacks and fresh fruit, and exercise balls are scattered through the office.

BEST WORKPLACES
100-999 EMPLOYEES

5

Online Business Systems

INFORMATION TECHNOLOGY / IT CONSULTING

www.obsglobal.com

Head office: Winnipeg, MB • Employees: 244
Previous years on list: 2007 to 2018

Online's Career Mentor Program emphasizes developing professional skills and experience to enhance Onliners' careers. Senior consultants and business team members work with teams of six Onliners providing mentorship, coaching and well-directed goal setting and development.

6

Wave

INFORMATION TECHNOLOGY / SOFTWARE

www.waveapps.com

Head office: Toronto, ON • Employees: 222
Previous years on list: 2018

Wave is a team of ambitious, creative and focused learners who love to push boundaries, embrace different perspectives and find unexpected solutions. They celebrate their successes with fun activities and are no strangers to competition.

7

Klick Inc.

PROFESSIONAL SERVICES / ADVERTISING AND MARKETING

www.klick.com

Head office: Toronto, ON • Employees: 644
Previous years on list: 2012 to 2018

Klick nurtures and grows a culture of engagement through events, celebrations, contests, competition, recognition, "surprise and delight" initiatives and much more. These events build connections and shared experiences in progressive and innovative ways.

8

Resolver Inc.

INFORMATION TECHNOLOGY / SOFTWARE

www.resolver.com

Head office: Toronto, ON • Employees: 153
Previous years on list: 2017, 2018

Senior managers at Resolver engage in the Coaching & Leadership Program. This interactive program starts with an emotional intelligence assessment, continues with tactical coaching training, and even involves using empathy toys to improve communication.

9

Points International Ltd.

INFORMATION TECHNOLOGY / SOFTWARE

www.points.com

Head office: Toronto, ON • Employees: 212
Previous years on list: 2015 to 2018

Each month, Pointsters pay \$20 for four lunches with Points subsidizing the rest. They pick four new restaurants around the office and lunches are delivered Wednesdays. Most of the 50+ people participating eat together in the kitchen.

10

Doctors of BC

PROFESSIONAL SERVICES

www.doctorsofbc.ca

Head office: Vancouver, BC • Employees: 240
Previous years on list: 2018

Employees at Doctors of BC can purchase one to two weeks of additional vacation. This spreads the cost of additional vacation time across the year, rather than entirely during the time off.

BEST WORKPLACES
1,000+ EMPLOYEES

5

SAP Canada

INFORMATION TECHNOLOGY / SOFTWARE

www.sap.com/canada

Head office: Toronto, ON • Employees: 84,100 (3,761 in CA)
Previous years on list: 2018

SAP Canada's goal is to have 1% of employees on the autism spectrum by 2020. Through the Autism at Work program, the company reviews its business needs and open positions for synergies with individuals on the spectrum.

6

Whirlpool Canada

MANUFACTURING & PRODUCTION / PERSONAL AND HOUSEHOLD GOODS

www.whirlpoolcorp.com

Head office: Mississauga, ON • Employees: 93,000 (234 in CA)
Previous years on list: 2018

Career Plans at Whirlpool include an aspirational role and subsequent roles to achieve it. Every month, one function completes succession planning, and employees are added to succession lists based on the roles identified in their Career Plan.

7

Ryan ULC

PROFESSIONAL SERVICES

www.ryan.com/canada

Head office: Mississauga, ON • Employees: 2,495 (201 in CA)
Previous years on list: 2013 to 2018

In the myRyan work environment, employees have the flexibility to work where and when they want, consistent with the needs of clients and the firm, as long as work is completed and results are achieved.

8

Kronos Incorporated

INFORMATION TECHNOLOGY / SOFTWARE

www.kronos.com

Head office: Montreal, QC • Employees: 5,455 (348 in CA)
Previous years on list: 2015 to 2018

myTime at Kronos gives all Kronites paid time off whenever they need for whatever reason. Sick time, vacation, bereavement, volunteer time ... anything in order to achieve maximum balance between work responsibilities and personal lives.

9

Mastercard Canada

INFORMATION TECHNOLOGY

www.mastercard.ca

Head office: Toronto, ON • Employees: 14,395 (130 in CA)
Previous years on list: 2018

Mastercard offers each employee up to five work days per calendar year to engage in eligible volunteer and community outreach activities. In Canada, this totals 650 volunteer days per year donated by Mastercard Canada team members!

10

SAS Institute (Canada) Inc.

INFORMATION TECHNOLOGY / SOFTWARE

www.sas.com/en_ca

Head office: Toronto, ON • Employees: 14,368 (329 in CA)
Previous years on list: 2010 to 2014, 2017

The Wellness Allowance at SAS Institute covers ongoing health activities and gym memberships of an employee's choice to a maximum of \$1,100 per year. Alternatively, employees can purchase gym equipment for home use for the same amount.

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FIRST NATIONAL

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Great Place To Work®

Best Workplaces™

100-999 Employees

CANADA

2019

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BEST WORKPLACES
FEWER THAN 100 EMPLOYEES

11

SnapTravel
INFORMATION TECHNOLOGY / SOFTWARE
www.snaptravel.com

Head office: Toronto, ON • **Employees:** 50
Previous years on list: NA

Work when you want, where you want and how you want. SnapTravel supports employees to find their optimal balance between work and life. Solutions include flexible scheduling, remote work arrangements, work-from-home days, etc.

12

AppCentrica Inc.
INFORMATION TECHNOLOGY
www.appcentrica.com

Head office: Toronto, ON • **Employees:** 62
Previous years on list: 2017, 2018

AppCentrica offers a mini-retirement program for staff every three years, allowing people to travel, relax, gain perspective and recharge. This extended vacation (six weeks) comes with a bonus to help fund their adventure.

13

SaskCentral
(Credit Union Central of Saskatchewan)
FINANCIAL SERVICES & INSURANCE / INVESTMENTS
www.saskcentral.com

Head office: Regina, SK • **Employees:** 72
Previous years on list: 2007, 2008, 2010 to 2018

The Heart of Coaching workshop at SaskCentral shows employees how to give and receive feedback that is constructive, non-defensive and non-threatening. They learn how to coach up, down and laterally with support from a partner.

14

Viva Naturals
MANUFACTURING & PRODUCTION / PERSONAL AND HOUSEHOLD GOODS
www.vivanaturals.com

Head office: Toronto, ON • **Employees:** 36
Previous years on list: NA

Viva Naturals offers a private onsite gym and workout facility including weekly sessions with a private yoga instructor. The company also has monthly wellness challenges and free healthy snacks to keep staff at their healthiest.

BEST WORKPLACES
100-999 EMPLOYEES

11

FreshBooks
INFORMATION TECHNOLOGY / SOFTWARE
www.freshbooks.com

Head office: Toronto, ON • **Employees:** 252
Previous years on list: 2015 to 2018

Food, Food, Food! FreshBooks is always stocked with free breakfast items and snacks: cereal, fresh fruit, tea/coffee, a waffle maker, oatmeal, regular/soy/almond milk, eggs, granola bars, mixed nuts, etc.

12

Axonify Inc.
INFORMATION TECHNOLOGY / SOFTWARE
www.axonify.com

Head office: Waterloo, ON • **Employees:** 157
Previous years on list: 2017, 2018

Axonify delivers a series of leadership programs for its seasoned directors, new leaders and up-and-coming aspiring leaders. There are also specific programs and resources for influential leaders who don't have direct reports.

13

Intelex Technologies Inc.
INFORMATION TECHNOLOGY / SOFTWARE
www.intelex.com

Head office: Toronto, ON • **Employees:** 328
Previous years on list: 2012 to 2018

Sponsored clubs help Intelixians pursue their personal passions and share them with colleagues! They have a club for many different interests and hobbies, and this provides a perfect way to get to know other Intelixians and stay healthy.

14

Security Compass
INFORMATION TECHNOLOGY / SOFTWARE
www.securitycompass.com

Head office: Toronto, ON • **Employees:** 156
Previous years on list: NA

Security Compass fully understands the importance of personal time off for employees. It offers employees Open Paid Time Off, allowing them to take vacation, personal days or sick days at their own discretion.

BEST WORKPLACES
1,000+ EMPLOYEES

11

Cisco Systems Canada
INFORMATION TECHNOLOGY
www.cisco.com/c/en_ca

Head office: Toronto, ON • **Employees:** 74,000 (1,900 in CA)
Previous years on list: NA

Cisco employees have five days of paid time off (PTO) to volunteer at a non-profit organization or school of their choice. This is in addition to their regular PTO days.

12

Key Assets Newfoundland and Labrador
SOCIAL SERVICES AND GOVERNMENT AGENCIES / HUMAN HEALTH AND SOCIAL WORK ACTIVITIES
www.keyassetsnl.ca

Head office: St. John's, NL • **Employees:** 1,084 (384 in CA)
Previous years on list: 2016 to 2018

To reward attendance, employees with no sick/family leave during the prior six months receive a day off with pay. Alternatively, they can choose a \$100 gift card.

13

Admiral Insurance
FINANCIAL SERVICES & INSURANCE / AUTO INSURANCE
www.joinadmiral.ca

Head office: Halifax, NS • **Employees:** 10,974 (444 in CA)
Previous years on list: 2010 to 2014, 2016 to 2018

Everyone who works at Admiral is an owner. Twice a year Admiral purchases shares for all employees. These shares vest for three years before they can be cashed out, but in the interim dividends are paid twice a year.

14

AbbVie
BIOTECHNOLOGY & PHARMACEUTICALS
www.abbvie.ca/en

Head office: Montreal, QC • **Employees:** 29,000 (500 in CA)
Previous years on list: 2014 to 2018

The Patients at Heart program allows AbbVie's employees to meet their most important stakeholder – patients. Partnering with Patient Associations, employees meet patients, listen to them, gain understanding of their challenges and offer concrete support.

“ Every business is undergoing digital transformation. As leaders, we must remember that people – not technology – are at the centre of change. Andrew Au, President & Co-Founder, Intercept



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.



Legend: Best Workplace for 5+ years; Best Workplace for 10+ years; World's Best Multinational

BEST WORKPLACES
FEWER THAN 100 EMPLOYEES

15

Cresa Alberta
PROFESSIONAL SERVICES
www.cresa.com/en/calgary-ab

Head office: Calgary, AB • **Employees:** 25
Previous years on list: 2017, 2018

If Cresa’s annual revenue targets are achieved, the entire staff goes on an all-expenses-paid, two- to three-day trip. There is no work! The sole intention is to celebrate their success and their hard work.

16

Inertia Engineering + Design Inc.
PROFESSIONAL SERVICES
www.inertiaengineering.com

Head office: Toronto, ON • **Employees:** 19
Previous years on list: NA

The Inertia team works hard, and they take time to unwind together and celebrate their achievements. From their regular “beer o’clock” to go-karting and tree-top trekking, there is no shortage of fun events to join.

17

Smile.io
INFORMATION TECHNOLOGY / SOFTWARE
www.smile.io

Head office: Kitchener, ON • **Employees:** 45
Previous years on list: NA

Employees at Smile.io get a monthly shopping credit. They receive \$75 per month to spend at any of Smile.io’s more than 20,000 merchants!

18

CrowdRiff
INFORMATION TECHNOLOGY / SOFTWARE
www.crowdriff.com

Head office: Toronto, ON • **Employees:** 75
Previous years on list: NA

CrowdRiff offers a very generous parental leave benefit, providing six months of leave top-up for any new parent on the team.

19

Fiix Inc.
INFORMATION TECHNOLOGY / SOFTWARE
www.fiixsoftware.com

Head office: Toronto, ON • **Employees:** 91
Previous years on list: NA

Every Fiix employee has two volunteer days to spend some time helping in the community. Employees can join a company-initiated volunteer event or use the time to volunteer with an organization of their choice.

20

Lumency Inc.
PROFESSIONAL SERVICES / ADVERTISING AND MARKETING
www.lumency.co

Head office: Toronto, ON • **Employees:** 42
Previous years on list: NA

Lumency offers all full- and part-time team members (including interns) access to confidential, monthly career coaching from a third party Executive Career Coaching Team.

BEST WORKPLACES
100-999 EMPLOYEES

15

Gardiner Roberts LLP
PROFESSIONAL SERVICES / LEGAL
www.grllp.com

Head office: Toronto, ON • **Employees:** 137
Previous years on list: 2009 to 2012, 2017, 2018

Gardiner Roberts provides employees with fitness classes and special discounts for outside programs, classes and memberships. Registered Massage Therapists visit the office quarterly, and employees participate in group fitness activities that double as fundraising initiatives.

16

Beyond Technologies
INFORMATION TECHNOLOGY / IT CONSULTING
www.beyondtechnologies.com

Head office: Montreal, QC • **Employees:** 220
Previous years on list: 2015, 2017

Beyond Technologies bridges the gap between the stat holidays of Boxing Day and New Year’s Day, providing three paid days off ... so basically it’s like getting an extra week of vacation!

17

Bath Fitter Distributing Inc.
MANUFACTURING & PRODUCTION
www.bathfitter.com

Head office: Saint-Eustache, QC • **Employees:** 136
Previous years on list: 2018

Bath Fitter promotes healthy habits for all. Employees have access to services from a nutritionist, an ergo-therapist and a personal trainer during work hours as needed.

18

Flipp Corporation
INFORMATION TECHNOLOGY / SOFTWARE
www.corp.flipp.com

Head office: Toronto, ON • **Employees:** 450
Previous years on list: 2014 to 2018

Every full-time team member at Flipp gets stock options, and everyone has a stake in the success of the company. Flipp also awards additional options as people grow within the organization.

19

Royal LePage Performance Realty
CONSTRUCTION, INFRASTRUCTURE & REAL ESTATE
www.performancerealty.ca

Head office: Ottawa, ON • **Employees:** 396
Previous years on list: 2008 to 2018

To celebrate Administrative Professionals’ Day, admin staff are invited to the CEO’s. The management team waits on them with food and drink, and everyone receives a thank you gift.

20

Geotab
INFORMATION TECHNOLOGY / SOFTWARE
www.geotab.com

Head office: Oakville, ON • **Employees:** 419
Previous years on list: 2018

Geotab pays 100% tuition for employees who have identified a course or seminar (even books) related to their position or that will assist their advancement.

BEST WORKPLACES
1,000+ EMPLOYEES

15

G Adventures
RETAIL / SPECIALTY
www.gadventures.com

Head office: Toronto, ON • **Employees:** 1,723 (266 in CA)
Previous years on list: 2010 to 2018

Employees are entitled to one FAM (familiarization trip) every 10 months. There are no destination restrictions, and G covers the cost of the trip up to \$3,000. Employees are also entitled to \$750 off their flight(s).

16

Stryker
HEALTH CARE / MEDICAL SALES/DISTRIBUTION
www.stryker.com

Head office: Hamilton, ON • **Employees:** 32,100 (372 in CA)
Previous years on list: 2010 to 2018

Stryker’s Alternative Work Arrangements provides workplace flexibility to help employees address their needs. There are multiple options including flexible start/end times, the ability to work from home, and a reduction in work hours.

17

Grant Thornton LLP
PROFESSIONAL SERVICES / ACCOUNTING, BOOKKEEPING AND AUDITING
www.grantthornton.ca

Head office: Toronto, ON • **Employees:** 2,054 in Canada
Previous years on list: 2008 to 2018

Grant Thornton has almost 100 accredited coaches; most are senior partners. Every six months, people sign up for coaching, and there are now hundreds of junior people being coached by members of the senior leadership team.

18

ARI
PROFESSIONAL SERVICES
www.arifleet.ca

Head office: Mississauga, ON • **Employees:** 2,189 (300 in CA)
Previous years on list: 2017, 2018

Partners In Excellence (PIE) is ARI’s recognition program and its cultural glue. Events like PIE Week (full of fun, surprises and special events) and PIE Bonuses (up to 17 days’ salary) engage and celebrate employees.

19

Randstad Canada
PROFESSIONAL SERVICES / STAFFING & RECRUITMENT
www.randstad.ca

Head office: Toronto, ON • **Employees:** 37,930 (950 in CA)
Previous years on list: 2007 to 2018

Randstad looks for ways to promote balance and provide information to enhance employees’ lives outside of work. The company has webinars, meetings, newsletters and other resources to support financial, physical and mental health.

20

Ceridian
INFORMATION TECHNOLOGY / SOFTWARE
www.ceridian.com

Head office: Toronto, ON • **Employees:** 4,444 (1,723 in CA)
Previous years on list: 2006 to 2009, 2018

Ceridian encourages employees to take the time they need to refresh and recharge. Employees choose the amount of paid days off they will take in a year, and there is no limit.

“ Treat people with dignity and respect, and they will give it right back to you. Bill McDermott, CEO, SAP

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BEST WORKPLACES
FEWER THAN 100 EMPLOYEES

21

Smart Dolphins IT Solutions Inc.

INFORMATION TECHNOLOGY

www.smartdolphins.com

Head office: Victoria, BC • Employees: 19
Previous years on list: NA

Smart Dolphins has a strong sense of purpose and an inspiring plan to make a major difference to the world. The company hosts an annual “Dolphin Summit” to celebrate, align and cement its Mission into the culture.

22

Uken Games

INFORMATION TECHNOLOGY / SOFTWARE

www.uken.com

Head office: Toronto, ON • Employees: 75
Previous years on list: 2018

At Uken Games, to promote wellness and work-life balance, employees are given flexible vacation with four weeks of paid time off per year.

23

Kootenay Career Development Society

NON-PROFIT AND CHARITY ORGANIZATIONS

www.kcde.ca

Head office: Nelson, BC • Employees: 47
Previous years on list: NA

KCDS has a training budget with professional development supported by regular needs assessment. Individual training and development plans are launched during the probationary period and reviewed as part of performance evaluations.

24

Managing Matters

PROFESSIONAL SERVICES / BUSINESS PROCESS OUT-SOURCING

www.managingmatters.com

Head office: Toronto, ON • Employees: 29
Previous years on list: 2018

Passion Days at Managing Matters are paid days where employees spend time exploring or connecting with something they are enthusiastic about. From yoga to candle-making, the goal is to return refreshed and rejuvenated.

25

Pace Technical Services Inc.

INFORMATION TECHNOLOGY / IT CONSULTING

www.pacetechnical.com

Head office: Markham, ON • Employees: 27
Previous years on list: 2017, 2018

Pace Technical Services sponsors many staff gatherings: go-cart racing, BBQs, theatre performances, Blue Jays box ... whatever staff are interested in. The company also invites staff and a guest to attend a show at the Performing Arts Centre yearly.

26

Microdea, Inc.

INFORMATION TECHNOLOGY / SOFTWARE

www.microdea.com

Head office: Markham, ON • Employees: 64
Previous years on list: NA

Every year, Microdea employees receive \$1,000 to \$3,000 to put toward a learning, development or educational opportunity of their choice. Inclusion criteria is broad, with activities ranging from in-class opportunities to conferences and online subscriptions.

BEST WORKPLACES
100-999 EMPLOYEES

21

Urban Systems Ltd.

PROFESSIONAL SERVICES / CONSULTING
ENGINEERING

www.urbansystems.ca

Head office: Kamloops, BC • Employees: 435
Previous years on list: 2006 to 2018

Urban Systems offers The Working Mind: Workplace Mental Health and Wellness workshops. This education-based program promotes mental health and reduces the stigma of mental illness in the workplace.

22

Dejero

INFORMATION TECHNOLOGY

www.dejero.com

Head office: Waterloo, ON • Employees: 116
Previous years on list: NA

Dejero employees have a spending account for purchasing health and wellness goods and services. There is an additional amount for medical, hospital and dental expenses that are not paid through group, spouse or government benefits.

23

Fuller Landau LLP

PROFESSIONAL SERVICES / ACCOUNTING,
BOOKKEEPING AND AUDITING

www.fullerllp.com

Head office: Toronto, ON • Employees: 125
Previous years on list: 2006 to 2011, 2013 to 2018

At Fuller Landau, the entire firm takes a day off in the summer to participate in a team-building social activity. Past years include: Blue Jays game, scavenger hunt, rafting, ziplining, biking in Niagara, and Centre Island.

24

BlueCat

INFORMATION TECHNOLOGY / SOFTWARE

www.bluecatnetworks.com

Head office: North York, ON • Employees: 244
Previous years on list: 2017, 2018

One of the greatest perks at BlueCat is learning and development. The company invests heavily in not only leadership development, but also building out career paths for all employees.

25

Credit Counselling Society

NON-PROFIT AND CHARITY ORGANIZATIONS

www.nomoredebts.org

Head office: New Westminster, BC • Employees: 112
Previous years on list: 2012 to 2014, 2018

If a statutory holiday falls on a Monday, CCS employees get a half-day off the Friday before. Instead of breaking for lunch, employees leave work, making it an extra-long weekend.

26

Lakeside Process Controls Ltd.

INDUSTRIAL SERVICES / ENGINEERING

www.lakesidecontrols.ca

Head office: Mississauga, ON • Employees: 279
Previous years on list: 2011 to 2018

The Annual Wellness Program at Lakeside provides many benefits including organized sports, free weekly yoga and boot camp classes, meditation training, knitting classes, paint nights, health checkups, free flu shot clinic and art therapy.

BEST WORKPLACES
1,000+ EMPLOYEES

21

Edelman Public Relations Worldwide Canada Inc.

PROFESSIONAL SERVICES

www.edelman.ca

Head office: Toronto, ON • Employees: 6,100 (253 in CA)
Previous years on list: 2012 to 2018

Employees at Edelman get one day off each year to be curious about the world around them – to immerse themselves in the arts, culture, politics, literature, charitable organizations; wherever their curiosity takes them.

22

Astellas Pharma Canada, Inc.

BIOTECHNOLOGY & PHARMACEUTICALS / PHARMACEUTICALS

www.astellas.ca

Head office: Markham, ON • Employees: 17,202 (129 in CA)
Previous years on list: 2016 to 2018

To promote giving back to the community, employees at Astellas Pharma Canada are able to take five paid days off per year to volunteer at a charitable organization.

23

Hyundai Auto Canada Corp.

MANUFACTURING & PRODUCTION / AUTOMOTIVE

www.hyundaicanada.com

Head office: Markham, ON • Employees: 118,500 (207 in CA)
Previous years on list: 2018

Hyundai tops up annual salary to 75% for 16 weeks during maternity leave. Team members welcoming a new child also receive an extra five paid days off (“Baby Bonding” days) immediately following the birth/adoption of their child.

24

BMW Canada Inc.

MANUFACTURING & PRODUCTION

www.bmw.ca

Head office: Richmond Hill, ON • Employees: 133,475 (197 in CA)
Previous years on list: 2013 to 2017

Within the first 30 days at BMW, new associates can test-drive a new vehicle overnight. After attending a product information session, they drive home and share the experience with their family and friends.

25

The Capital Markets Company Limited (Capco)

PROFESSIONAL SERVICES / CONSULTING MANAGEMENT

www.capco.com

Head office: Toronto, ON • Employees: 4,000 (294 in CA)
Previous years on list: 2014 to 2018

Work hard, play hard! Capco knows how much effort its employees put into the business, so with unlimited vacation they can take as much time as they need to unwind and refresh.

26

Capital One Canada

FINANCIAL SERVICES & INSURANCE / BANKING / CREDIT SERVICES

www.capitalone.ca

Head office: Toronto, ON • Employees: 49,300 (1,244 in CA)
Previous years on list: 2011, 2014 to 2018

At the Annual People Leader Summit, people leaders of all levels connect as one leadership team to discuss challenges, share best practices, and showcase tools and resources to help take each associate’s leadership journey to the next level.

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BEST WORKPLACES
FEWER THAN 100 EMPLOYEES

27

Borrowell
FINANCIAL SERVICES & INSURANCE
www.borrowell.com

Head office: Toronto, ON • **Employees:** 60
Previous years on list: NA

Borrowell has a wellness room for naps, meditation and prayer, and encourages ‘walking meetings.’ Staff enjoy ping pong, video games and foosball; have many grassroots clubs; and they have half-day Fridays during the summer.

28

Openmind Technologies
INFORMATION TECHNOLOGY
www.openmindt.com

Head office: Blainville, QC • **Employees:** 39
Previous years on list: NA

“OpenLab” empowers and rewards proactive and innovative players at Openmind. Novel ideas are rewarded, and ultimately, if products go to market, the creator and the entire Openmind team reap the benefits and partake in profit-sharing.

29

Nymi Inc.
INFORMATION TECHNOLOGY
www.nymi.com

Head office: Toronto, ON • **Employees:** 65
Previous years on list: NA

Nymi has great family benefits. The company encourages leave for employees with newborns. When daycare cancels, employees bring kids to the office or work from home. Nymi provides lots of flexibility and tries to keep hours reasonable.

30

Fiasco Gelato
MANUFACTURING & PRODUCTION / FOOD PRODUCTS / DAIRY AND POULTRY
www.fiascogelato.ca

Head office: Calgary, AB • **Employees:** 61
Previous years on list: NA

The Fiasco Gelato team enjoys a daily hot lunch served family style, fully stocked snack pantries and access to endless specialty coffee, kombucha, and of course gelato!

31

Nest Wealth
FINANCIAL SERVICES & INSURANCE / INVESTMENTS
www.nestwealth.com

Head office: Toronto, ON • **Employees:** 50
Previous years on list: NA

All employees at Nest Wealth are offered stock options. Central to who they are, is that they are all “owners” and that everyone should share in the value they are building together as a team.

32

KFC
HOSPITALITY / FOOD AND BEVERAGE SERVICE
www.kfc.ca

Head office: Vaughan, ON • **Employees:** 57
Previous years on list: 2018

Be Your Best Self Day at KFC combines personal development and community giving. In 2018 barriers were broken to dispel stigma associated with Mental Health. The event was followed by a fun afternoon of tree planting!

BEST WORKPLACES
100-999 EMPLOYEES

27

Optimus SBR
PROFESSIONAL SERVICES / CONSULTING / MANAGEMENT
www.optimussbr.com

Head office: Toronto, ON • **Employees:** 196
Previous years on list: NA

Working with their respective Career Managers, Optimus SBR employees can be promoted anytime they achieve their individual career development plan. These plans are customized based on an employee’s skill and career goals.

28

Saskatchewan Research Council
SOCIAL SERVICES AND GOVERNMENT AGENCIES
www.src.sk.ca

Head office: Saskatoon, SK • **Employees:** 310
Previous years on list: 2017, 2018

The SRC Registered Pension Plan has built-in flexibility to maximize the benefit to employees. The pension plan offers a number of investment mix choices to suit risk tolerances, investor knowledge levels and stages in life.

29

WFCU Credit Union
FINANCIAL SERVICES & INSURANCE
www.wfcu.ca

Head office: Windsor, ON • **Employees:** 223
Previous years on list: 2014

Employees at WFCU Credit Union have 10 paid personal days each calendar year to use for illness, appointments, caregiving, etc., or to play hooky, no questions asked! The balance of unused personal days is paid out in December.

30

Open Door Group
SOCIAL SERVICES AND GOVERNMENT AGENCIES / HUMAN HEALTH AND SOCIAL WORK ACTIVITIES
www.opendoorgroup.org

Head office: Vancouver, BC • **Employees:** 126
Previous years on list: 2018

Each year, Open Door Group hosts its Annual Staff Day, bringing teams from across British Columbia together for a two-day event where they enjoy an all-expenses-paid, fun-filled, staff appreciation celebration.

31

5+ YEARS

CapriCMW
FINANCIAL SERVICES & INSURANCE / GENERAL INSURANCE
www.capricmw.ca

Head office: Kelowna, BC • **Employees:** 427
Previous years on list: 2009 to 2013, 2016 to 2018

After two years at Capri, employees can become owners. The company offers an interest-free loan to help purchase the shares, and participants benefit from an annual cash payout as well as share price increases.

32

5+ YEARS

JMP Solutions
PROFESSIONAL SERVICES / CONSULTING ENGINEERING
www.jmpsolutions.com

Head office: London, ON • **Employees:** 142
Previous years on list: 2013 to 2018

When financially feasible, JMP endeavours to share 10% of before-tax profits with employees by means of Christmas and summer profit-sharing payments for the preceding six-month period.

BEST WORKPLACES
1,000+ EMPLOYEES

27

Visa Canada
INFORMATION TECHNOLOGY
www.visa.ca/en_ca

Head office: Toronto, ON • **Employees:** 15,500 (109 in CA)
Previous years on list: NA

The Visa Go Share Program provides opportunity to work outside current roles or in different countries. These exciting short-term projects range anywhere from two weeks to three months and are on a full-time basis.

28

10+ YEARS

EY Canada
PROFESSIONAL SERVICES
www.ey.com/ca

Head office: Toronto, ON • **Employees:** 260,000 (5,922 in CA)
Previous years on list: 2006 to 2013, 2015 to 2018

Eligible employees at EY Canada receive a fitness reimbursement up to \$1,000. This can be used to purchase fitness equipment and other fitness activities such as yoga classes, tennis lessons and fitness club dues.

29

Hilton
HOSPITALITY / HOTEL/RESORT
www.hiltonworldwide.com

Head office: Toronto, ON • **Employees:** 165,000 (1,436 in CA)
Previous years on list: NA

Team Members receive deep discounts on room rates and perks through GoHilton and can share them with family and friends. When Team Members reach 10 years of service, they receive the discounted rate for life.

30

LoyaltyOne Co.
PROFESSIONAL SERVICES / ADVERTISING AND MARKETING
www.loyalty.com

Head office: Toronto, ON • **Employees:** 1,257 in Canada
Previous years on list: 2016 to 2018

“Pass it On” at LoyaltyOne allows peer-to-peer recognition with a note of thanks or AIR MILES® Reward Miles. Every associate is provided with a monthly budget of recognition miles to give out through the program.

31

5+ YEARS

Cactus Restaurants Ltd.
HOSPITALITY / FOOD AND BEVERAGE SERVICE
www.cactusclubcafe.com

Head office: Vancouver, BC • **Employees:** 4,471 in Canada
Previous years on list: 2015 to 2018

Cactus University (Cactus U) allows its young professionals to build the skills and competencies necessary for progressive leadership. The program is strategically designed to create long-term success while also perpetuating Cactus Restaurants’ culture of strong leadership.

32

5+ YEARS

Kiewit
CONSTRUCTION, INFRASTRUCTURE & REAL ESTATE / INFRASTRUCTURE
www.kiewit.com

Head office: Oakville, ON • **Employees:** 10,270 (1,307 in CA)
Previous years on list: 2011 to 2018

Kiewit employees are proud to say, “We built that.” For over 75 years, Kiewit’s people have built iconic structures in Canada, including the Sea to Sky Highway, Welland Canal and, most recently, the Turcot Interchange.

“ Magic happens when you allow people to bring their true, authentic selves and their wild ideas to work. Christine Vigna, VP People and Culture, Dejero

EMPOWERING WOMEN FOR INNOVATION AND BUSINESS SUCCESS

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

Organizations that foster inclusive cultures tend to be more innovative and outperform their competition by exceeding revenue growth targets, enhancing customer service, retaining more talent and much more. We call this winning formula Innovation by All. Increasingly, we see gender equality and women’s empowerment as vital ingredients to inclusive innovation.

Recent research by Great Place to Work in support of the WE EMPOWER programme of UN Women, European Union and the International Labour Organization has identified significant empirical links between inclusive cultures, women’s empowerment, innovation and business success. Based on 63,000 employee responses to GPTW’s Trust Index survey at over 300 organizations in Canada, employers with the strongest cultures for Innovation by All experienced by women achieve:

- 4x faster year-over-year revenue growth
- 3.8x less voluntary staff turnover
- 1.3x greater perceived customer service
- 2x more meaningful opportunities for women to innovate at work

IMPLEMENTING WOMEN’S EMPOWERMENT PRINCIPLES

GPTW’s research highlights key impacts of implementing the Women’s Empowerment Principles developed



by UN Women and UN Global Compact for advancing women’s empowerment in the workplace, marketplace and community.

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

Senior level corporate leadership is instrumental to creating inclusive cultures for Innovation by All. Senior leadership sets and reinforces the tone for empowering and engaging women in innovation and leveraging their contributions to business success and meeting key stakeholders’ expectations.

- Women who feel their leaders fully embody their organizations’ best characteristics are 16x more likely to see a strong culture for Innovation by All.
- Innovation by All is experienced by an even greater multiple of 41x by women who see their leaders as being highly competent in running the business.
- Women who perceive clear and direct communication from management are over 10x more likely to experience a strong culture for

Innovation by All.

- Upward communication is particularly key to promoting a strong culture of Innovation by All. Women who feel their leaders are approachable and easy to talk with are 16x more likely to experience a strong culture for Innovation by All.

Principle 2: Treat all women and men fairly at work – Respect and support human rights and non-discrimination

Women in organizational cultures who experience fair treatment, are respected as individuals and feel more supported in their work also feel more empowered, engaged and equipped to innovate and contribute to corporate success than their counterparts elsewhere.

- Women who feel all employees are treated fairly, regardless of their gender, are 20x more likely to see a strong culture for Innovation by All than those who perceive unfair treatment.
- In organizations that demonstrate genuine respect for employees as individuals and not just employees, women are 8.3x more likely

to experience a strong culture for Innovation by All.

- Organizations that encourage strong work-life balance further promote cultures for innovation that are 9.5x greater than elsewhere.
- Women who feel well supported with the necessary resources and equipment are 13x more likely to experience a strong culture for Innovation by All.
- Women who perceive non-judgmental management styles are 16x more likely to innovate, while those who feel appreciated feel 11x more likely.

Principle 3: Ensure the health, safety and well-being of all female and male employees

Organizations where women experience psychologically, emotionally and physically safe workplaces are much more conducive to promoting inclusive and Innovative Workplaces by All.

- Women who experience psychologically and emotionally healthy workplaces are 11x more likely to see a strong culture for Innovation by All than those who don’t.
- Even more significantly, women who experience a physically safe workplace are 83x more likely to see a strong innovation culture.

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

Providing women with enriched opportunities for education, training and professional development is

instrumental to promoting inclusive cultures for Innovation by All. Both formal and informal opportunities and on-the-job experience are important.

- Women who perceive strong training and development opportunities to advance themselves are 11x more likely to see a strong culture for Innovation by All.
- Further contributing to women’s motivation to innovate are strong delegation and assuring promotions go to those most deserving.

Principle 5: Promote equality through community initiatives and advocacy

Showcasing strong organizational commitment to gender equality, inclusiveness and women’s empowerment in the community and with key stakeholders fosters outstanding employee engagement and cultures of Innovation by All.

- Women who are strong advocates or ambassadors for their organizations are 16x more likely to be highly engaged in corporate innovation.
- Women who feel good about how their employers contribute to the community are 20x more engaged!

WANT TO LEARN MORE?

Download the report, *Empowering Women for Innovation and Business Success* at www.greatplacetowork.ca/resources/reports/636-empowering-women-for-innovation-and-business-success.



BEST WORKPLACES
FEWER THAN 100 EMPLOYEES

33

5+ YEARS

Group IN-RGY Consulting
INFORMATION TECHNOLOGY / IT CONSULTING
www.in-rgy.com

Head office: Montreal, QC • **Employees:** 87
Previous years on list: NA

All employees at Group IN-RGY are invited to a four-day trip to a southern destination like Cuba, Mexico, Dominican Republic or Jamaica. The trip focuses on team-building and is 100% funded by the company.

34

5+ YEARS

Eagle Professional Resources Inc.
PROFESSIONAL SERVICES / STAFFING & RECRUITMENT
www.eaglestaffing.com

Head office: Ottawa, ON • **Employees:** 87
Previous years on list: 2015 to 2018

Eagle’s Breakfast Program offers juice, coffee, tea, bagels, bread, peanut butter, cereal, fruits, yogurt and granola bars daily. For sleepyheads, this means extra morning flexibility, plus no one starts their day on an empty stomach.

35

5+ YEARS

Electromate Inc.
INDUSTRIAL SERVICES
www.electromate.com

Head office: Vaughan, ON • **Employees:** 28
Previous years on list: 2018

Electromate hosts monthly team-building lunches where employees celebrate anniversaries, milestones, etc. with champagne and a spin of a prize wheel where the prizes range from \$75 to \$750.

36

5+ YEARS

Luxy Hair
RETAIL / SPECIALTY
www.luxyhair.com

Head office: Toronto, ON • **Employees:** 15
Previous years on list: NA

Luxy Hair offers many wellness perks including a kitchen stocked with organic fruit and healthy snacks, fresh flowers throughout the office, Spotify/Audible account coverage, remote Fridays and unlimited work-from-home days as requested.

37

5+ YEARS

Phoenix Contact Ltd.
MANUFACTURING & PRODUCTION / ELECTRONICS
www.phoenixcontact.ca

Head office: Milton, ON • **Employees:** 68
Previous years on list: 2009, 2013, 2015, 2017, 2018

At Phoenix Contact, employees have access to a wellness room. This is a quiet place to go when things get too much - or when privacy is needed.

38

5+ YEARS

Proof Experiences Inc.
PROFESSIONAL SERVICES / ADVERTISING AND MARKETING
www.proofexperiences.com

Head office: Toronto, ON • **Employees:** 38
Previous years on list: 2018

Every year, Proof employees get a day off and \$50 to experience something unique: to stir curiosity, simulate creativity and reinvigorate themselves. Experiences have included learning to bake or attending an exclusive sporting event.

39

10+ YEARS

Present
INFORMATION TECHNOLOGY
www.present.ca

Head office: Saint-Laurent, QC • **Employees:** 32
Previous years on list: NA

Every February, Present holds a celebration of the past year for employees and their spouses. The event includes a one-night stay at a luxurious hotel and an evening with gourmet dinner, drinks and dancing.

40

10+ YEARS

Opencare
INFORMATION TECHNOLOGY
www.opencare.com

Head office: Toronto, ON • **Employees:** 40
Previous years on list: 2018

All employees have access to Opencare’s performance psychologist, who is available for sessions to discuss any personal or professional issue. All sessions are kept completely confidential.

BEST WORKPLACES
100-999 EMPLOYEES

33

10+ YEARS

Trico Homes
CONSTRUCTION, INFRASTRUCTURE & REAL ESTATE
www.tricohomes.com

Head office: Calgary, AB • **Employees:** 155
Previous years on list: 2006 to 2008, 2010 to 2016, 2018

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. While the discount is taxable income, it’s a great perk.

34

5+ YEARS

360insights
INFORMATION TECHNOLOGY / SOFTWARE
www.360insights.com

Head office: Whitby, ON • **Employees:** 285
Previous years on list: 2013 to 2018

360 Culture Bootcamp is a two-day offsite where elected Culture Ambassadors and company executives tour other award-winning companies, do a deep dive in corporate culture theory, and create the culture strategy for the year.

35

5+ YEARS

Beedie
CONSTRUCTION, INFRASTRUCTURE & REAL ESTATE
www.beedie.ca

Head office: Burnaby, BC • **Employees:** 303
Previous years on list: 2016, 2017

Beedie Cares is a company-wide, employee-driven volunteer program that supports children, seniors and families in their communities. Using its ‘Small Dollar, Big Impact’ mandate, Beedie supports chosen organizations through fundraising, donating time and targeted giving.

36

10+ YEARS

Q4 Inc.
INFORMATION TECHNOLOGY / SOFTWARE
www.q4inc.com

Head office: Toronto, ON • **Employees:** 130
Previous years on list: NA

Socials at Q4 create great energy and encourage employee bonding. Beer Fri-YAY’s are very popular and the #Q4orce Social Team organizes various other socials; think Halloween, Q4 Olympics, Pride Party, Foosball Tourney, cruises, and more!

37

10+ YEARS

Vermilion Energy
MANUFACTURING & PRODUCTION / ENERGY
www.vermilionenergy.com

Head office: Calgary, AB • **Employees:** 311
Previous years on list: 2010 to 2018

To celebrate the New Year, all permanent employees, spouses and family members at Vermilion Energy receive an annual, free weekend trip to Lake Louise.

38

5+ YEARS

Knowledge First Financial Inc.
FINANCIAL SERVICES & INSURANCE
www.knowledgefirstfinancial.ca

Head office: Mississauga, ON • **Employees:** 220
Previous years on list: NA

Knowledge First offers a flexible work environment, promotes work-life balance and encourages holistic development. The company incentivizes healthy living through fitness reimbursements and organizes a variety of events like Fitbit challenge, workshops and physical and mental activities.

39

10+ YEARS

O2E Brands Inc.
PROFESSIONAL SERVICES
www.o2ebrands.com

Head office: Vancouver, BC • **Employees:** 449
Previous years on list: 2007, 2009, 2011, 2012, 2014 to 2018

O2E has an interactive website where team members share their life goals. Colleagues and Goal Ambassadors cheerlead to help each other succeed. Workshops, personal stories and Ted Talk-style presentations keep everyone motivated.

40

10+ YEARS

Reid’s Heritage Group
CONSTRUCTION, INFRASTRUCTURE & REAL ESTATE
www.reidsheritagehomes.com

Head office: Cambridge, ON • **Employees:** 242
Previous years on list: NA

Through the Talent Ambassador Program, Reid’s employees can recommend people for open positions. Each referral is interviewed, and when a referred candidate is hired and successfully passes their probation period, the Talent Ambassador receives \$1,500.

BEST WORKPLACES
1,000+ EMPLOYEES

33

10+ YEARS

Wavemaker Canada ULC
MEDIA
www.wavemakerglobal.com

Head office: Toronto, ON • **Employees:** 3,000 (151 in CA)
Previous years on list: 2016 to 2018

Wavemaker employees can work from home one to two days per week or move work hours around to support work-life balance. This agile way of working is supported by technology for seamless flow regardless of work location.

34

10+ YEARS

JOEY Restaurant Group
HOSPITALITY / FOOD AND BEVERAGE SERVICE
www.joeyrestaurants.com

Head office: Vancouver, BC • **Employees:** 4,700 (4,000 in CA)
Previous years on list: 2010 to 2018

JOEY promotes from within. All positions are posted internally, and 95% of the company’s management team has come from a front-line position.

35

5+ YEARS

Deloitte
PROFESSIONAL SERVICES
www.deloitte.com/ca

Head office: Toronto, ON • **Employees:** 286,000 (10,747 in CA)
Previous years on list: 2006, 2007, 2011 to 2015

Orbis is Deloitte’s workplace strategy allowing people to work in ways best for them. Options include open work areas, treadmill desks or living-room-style collaboration space. Technology tools support connectedness in this optimal work environment.

36

10+ YEARS

TD Bank Group
FINANCIAL SERVICES & INSURANCE / BANKING / CREDIT SERVICES
www.td.com

Head office: Toronto, ON • **Employees:** 90,098 (58,290 in CA) **Previous years on list:** 2006 to 2018

Global Employee Appreciation Week at TD Bank is a highly anticipated event. TD invests approximately \$2.5 million in celebrating employees for their work and commitment to the company by hosting exciting and memorable experiences.

37

5+ YEARS

TJX Canada
RETAIL / SPECIALTY
www.tjxcanada.ca

Head office: Mississauga, ON • **Employees:** 258,429 (26,855 in CA) **Previous years on list:** 2012, 2014 to 2018

TJX Canada offers a competitive rewards package that includes competitive salaries, benefits and retirement plans to salaried and hourly associates across the organization. Improvements are continually made based on feedback from associates and market data.

38

5+ YEARS

Morningstar Canada
FINANCIAL SERVICES & INSURANCE / INVESTMENTS
www.morningstar.ca

Head office: Toronto, ON • **Employees:** 4,724 (112 in CA)
Previous years on list: 2013 to 2018

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

39

10+ YEARS

RBC
FINANCIAL SERVICES & INSURANCE / BANKING / CREDIT SERVICES
www.rbc.com

Head office: Toronto, ON • **Employees:** 76,100 (52,000 in CA) **Previous years on list:** 2009 to 2018

The RBC Retirement Program and Savings Program provide best-in-class features for building retirement savings that support employees through different life phases. The ‘Invest in Yourself’ site provides tips and tools for financial planning.

40

10+ YEARS

New Castle Hotels & Resorts
HOSPITALITY / HOTEL/RESORT
www.newcastlehotels.com

Head office: Halifax, NS • **Employees:** 1,464 (705 in CA)
Previous years on list: NA

Employees at New Castle Hotels & Resorts receive a discount of 70% off room rates in cities around the world. With the discount applied, rates start at less than \$50 a night.

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Best Workplaces™
100-999 Employees
CANADA 2019

Legend: Best Workplace for 5+ years; Best Workplace for 10+ years; World's Best Multinational

BEST WORKPLACES
FEWER THAN 100 EMPLOYEES

41

5+ YEARS

True North Solutions
INDUSTRIAL SERVICES / ENGINEERING
www.truenorthsolutions.com

Head office: Calgary, AB • Employees: 67
Previous years on list: 2014, 2016 to 2018

Each quarter, 20% of the net profit at True North Solutions is distributed to employees. This program gives employees a sense of ownership and provides a win-win environment for trimming expenses and increasing profits.

42

Pedalheads
EDUCATION & TRAINING
www.pedalheads.com

Head office: Vancouver, BC • Employees: 32
Previous years on list: NA

Pedalheads takes employees on a paid team trip to a new destination every year. Destinations have included Mexico, Tucson, Las Vegas and Palm Springs.

43

GroupeX Solutions
INFORMATION TECHNOLOGY / IT CONSULTING
www.grouper-solutions.com

Head office: Toronto, ON • Employees: 56
Previous years on list: 2018

GroupeX offers flexible work hours, work from home and flexible vacation planning. The company's Health Spending Account covers medical and dental expenses not paid by group benefits. GroupeX's performance bonus is consistently higher than industry standards.

44

Diff
INFORMATION TECHNOLOGY
www.diffagency.com

Head office: Montreal, QC • Employees: 85
Previous years on list: 2018

Diff employees spend a lot of time at their computers, coding new applications, etc. Their comfort is key, so Diff budgets \$3,000 per employee to provide the best laptop, ergonomic chairs and desk arrangements.

BEST WORKPLACES
100-999 EMPLOYEES

41

Binnie
PROFESSIONAL SERVICES / CONSULTING
ENGINEERING
www.binnie.com

Head office: Burnaby, BC • Employees: 259
Previous years on list: 2018

Binnie's "Young Professional Committee" (less than 10 years into their career) meets regularly to discuss industry events and professional development opportunities, and they organize "fireside chats" to share knowledge and learn from all staff levels.

42

Boston Pizza International Inc.
HOSPITALITY / FOOD AND BEVERAGE SERVICE
www.bostonpizza.com

Head office: Richmond, BC • Employees: 200
Previous years on list: 2018

To reduce the carbon footprint and encourage green driving behaviours through the adoption of electric vehicles, Boston Pizza provides a Green Allowance to employees who drive an ecofriendly (electric) vehicle.

43

Lamour
MANUFACTURING & PRODUCTION / TEXTILES AND
TEXTILE PRODUCTS
www.lamour.com

Head office: Montreal, QC • Employees: 204
Previous years on list: NA

Through the "Be Healthy" initiative at Lamour, employees have access to a gym open five days a week from 7:00 a.m. to 7:30 p.m., with lunchtime and evening classes that include yoga, boot camp and Zumba.

44

10+ YEARS

T4G Ltd.
INFORMATION TECHNOLOGY / IT CONSULTING
www.t4g.com

Head office: Toronto, ON • Employees: 212
Previous years on list: 2008 to 2018

T4G's Blue Zone initiative is intended to optimize employees' life radius. It incorporates shifts in workplace behaviours to include movement (walking meetings), eating healthy, wine drinking and gathering after 5 p.m., finding purpose and building community.

BEST WORKPLACES
1,000+ EMPLOYEES

41

3M Canada
MANUFACTURING & PRODUCTION
www.3m.ca

Head office: London, ON • Employees: 89,650 (1,899 in CA)
Previous years on list: 2016 to 2018

Employees with 10+ years of service are invited to 3M's annual Service Awards Gala in years they are celebrating a milestone anniversary. Hosted by the GM and senior leadership team, the gala brings together employees from across Canada.

42

5+ YEARS

Connect Hearing
RETAIL / SPECIALTY
www.connecthearing.ca

Head office: Victoria, BC • Employees: NA (453 in CA)
Previous years on list: 2010 to 2012, 2014, 2016, 2017

Employees receive a free hearing aid every two years as needed. Immediate family enjoy 50% off, and at their 5th, 10th, 15th, etc. year, employees can designate free hearing aids to an immediate family member.

43

BASF Canada
MANUFACTURING & PRODUCTION /
CHEMICALS
www.basf.ca

Head office: Mississauga, ON • Employees: 113,830 (1,190 in CA)
Previous years on list: NA

Subject to work requirements, employees at BASF may work from home for up to two days every week. Employees may also observe flexible work hours with their supervisor's approval.

44

10+ YEARS

Hilti Canada Corporation
PROFESSIONAL SERVICES
www.careers.hilti.ca

Head office: Mississauga, ON • Employees: 28,000 (558 in CA)
Previous years on list: 2006, 2010 to 2015, 2017, 2018

Basic Training Seminar (BTS) at Hilti is more than onboarding; it also cements Hilti's caring culture as the new team members strengthen their product and tool knowledge by helping build a Habitat for Humanity house.

“ 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. **Martin Bell**, CEO, Urban Systems

THE BUSINESS CASE FOR GIVING BACK

BY ALISON GRENIER,
Head of Culture and Research,
Great Place to Work

In partnership with Volunteer Canada and the Corporate Council on Volunteering, Great Place to Work recently released groundbreaking research on the business case for building strong community investment programs. Based on 66,000 Trust Index survey responses from 300 organizations, this research highlights the connection between corporate commitments to community and key business metrics including long-term career commitment, positive brand promotion, discretionary effort and employee impact. As reflected in the chart at right, the findings provide proof of increased benefits to business and tangible ways to create a corporate community investment program that improves employee engagement.

**BETTER FOR BUSINESS.
BETTER FOR PEOPLE.
BETTER FOR THE WORLD.**

When employees are given the opportunity to engage in social and environmental impact programs as part of their work life, they are exposed to new perspectives and determinants affecting the world around them. This provides employees with opportunities to increase their empathy, skills and their ability to be changemakers through their work and other

personal actions. All of this adds up to an enormous opportunity for employers to change the world, with the help of their employees, all while creating business value through improved employee engagement in their workplaces.

START THE CONVERSATION

For managers considering ways to improve their organization's community commitments and programs, a wise next step is to encourage activities that will foster employee engagement. The most

productive conversations on this topic come from cross-departmental discussions, including participation by HR, CSR, communications, senior leadership and other external stakeholders. Consider the following questions to get a community invest-

- ment conversation started in your organization:
- What do we consider success for our community investment program?
 - What would employees consider success?
 - How do employees want to be involved?
 - What indicators will tell us that programs are resonating with employees?
 - What is our program missing?
 - What outcomes would justify increased budget for this?
 - How can we demonstrate to employees that we value the time they take away from work to support the community?

Like most people, most organizations recognize they have a responsibility to give back to the communities in which they operate, and have built this into their business plan. But it's not just what you do, it's how you do it. The Best Workplaces for Giving Back findings illustrate how your organization can live out your community commitment in unique and creative ways that engage employees and improve business results at the same time.

WANT TO LEARN MORE?
Download the report, *The Business Case for Giving Back* at www.greatplacetowork.ca/en/resources/reports/639-giving-back.

?

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1

Employees complete a 15 min survey

2

Respond to a short culture questionnaire



THE GREAT PLACE TO WORK TRUST MODEL

A timeless prescription for accelerating and sustaining engagement and business success

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

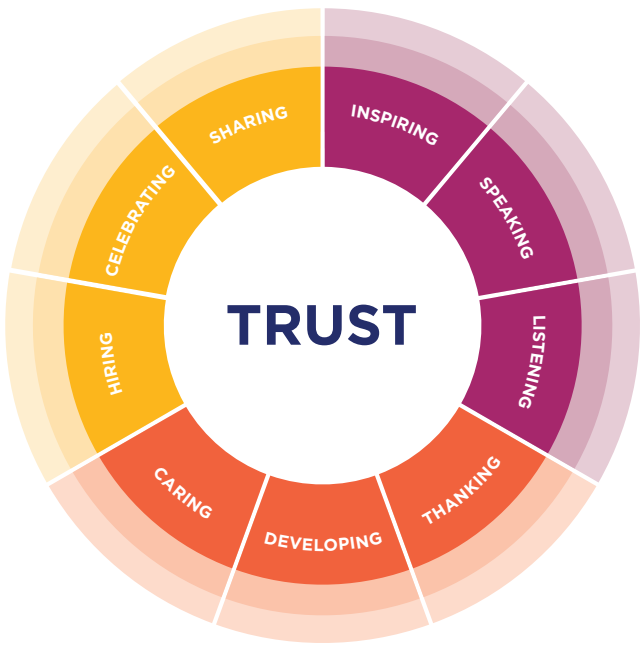
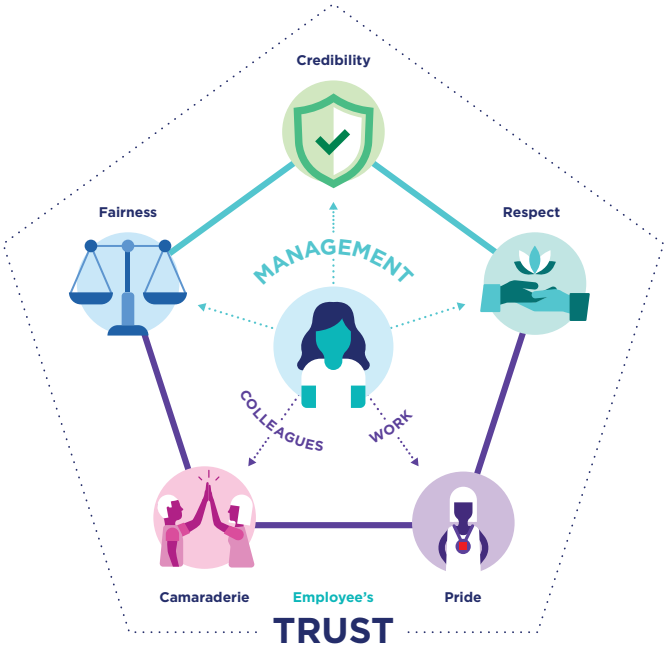
The development of our core conceptual framework for assessing and transforming organizations into high-trust, high-performance workplaces FOR ALL is rooted in the seminal work of Myron Moskowitz and Robert Levering in 1984. Their best-selling book triggered the Best Workplaces lists now published in over 60 countries and, accidentally, 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 drawing on data representing over 100 million employees' workplace experiences 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 sets of relationships must not only be strong on their own but aligned with each other and the strategic vision and values of the enterprise.

Our empirical research spanning a broad cross section of industries, geographies, organizational and work force demographics are 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 excellence, loyalty, repeat business; employee and operational metrics like talent retention, productivity, absenteeism, engagement; and many others.



Workplace trust revolves around a set of critical relationships – between management and employees, employees and their colleagues, and employees and their work. Key management levers used to foster trust involve nine practice areas illustrated above.

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.

The overriding messages are clear: 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.

LEVERS FOR ACTION AND POSITIVE CHANGE

Evolving from a good to a great to a best workplace is an ongoing journey marked by numerous hurdles and key milestones unique to each organization. We partner with clients to accelerate and sustain their journeys, navigating pitfalls, leveraging insights and applying practical management tools.

Key to this journey toward a Great

Place to Work is maximizing the key levers for trust – nine practice areas or management "levers" in three major groupings covering:

1. **inspiring leadership, upward and downward communication;**
2. **caring, developing and thanking employees; and**
3. **hiring the right talent, celebrating and sharing in the rewards of success.**

By examining an organization's underlying people management, policies, programs and practices within the context of these nine levers, Great Place to Work's Trust Model helps organizations understand their culture and identify areas of opportunity to improve the employee experience.

Among the Trust Model's unique features is an ability to integrate employee perception data with data on actual underlying management practices to 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?
Download Great Place to Work's Trust Model at www.greatplacetowork.ca/en/about-us/trust-model.

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 our people that we've been named as one of Canada's 50 Best Workplaces™

Join us. *Start Something Priceless*®



Legend: Best Workplace for 5+ years; Best Workplace for 10+ years; World's Best Multinational

BEST WORKPLACES
FEWER THAN 100 EMPLOYEES

45

Intercept
PROFESSIONAL SERVICES / ADVERTISING AND MARKETING
www.interceptgroup.com

Head office: Toronto, ON • **Employees:** 16
Previous years on list: NA

All employees get to use the “Intercept Cottage” for a three-day weekend yearly. Employees and their family have access to beach volleyball, watercraft rentals, hiking, etc. Additional time can be booked based on tenure.

46

Bateman MacKay LLP
PROFESSIONAL SERVICES / ACCOUNTING, BOOKKEEPING AND AUDITING
www.batemanmackay.com

Head office: Burlington, ON • **Employees:** 35
Previous years on list: NA

Team members enjoy ergonomic workstations with optional standing desks and ball chairs. Kitchens are stocked with coffee, tea and healthy snacks. Optional medical assessments and remote working opportunities are also available.

47

Capital Engineering
PROFESSIONAL SERVICES / CONSULTING ENGINEERING
www.capitaleng.ca

Head office: Edmonton, AB • **Employees:** 73
Previous years on list: 2012, 2013, 2015 to 2018

Capital Engineering employees enjoy fun events like go-cart racing, archery, indoor axe throwing and ski trips. Inter-office events include holiday celebrations, BBQs and pie day (March 14), with pie samples and a pie-eating contest.

48

Inclusive Advisory
PROFESSIONAL SERVICES
www.inclusiveadvisory.ca

Head office: Peterborough, ON • **Employees:** 21
Previous years on list: NA

Taco day, Ice Cream day, Costume day, casual days ... almost every day is an event at Inclusive Advisory! Theme days get people away from their desks and encourage bonding and a shift from the norm.

49

Consumer Protection BC
SOCIAL SERVICES AND GOVERNMENT AGENCIES / GENERAL PUBLIC ADMINISTRATION ACTIVITIES
www.consumerprotectionbc.ca

Head office: Victoria, BC • **Employees:** 43
Previous years on list: 2017, 2018

The GIVE program involves employees in many initiatives. Their Bike-Building Event, which gave bikes to at-need children, recently won Best in Biz International Awards’ Corporate Social Responsibility Program of the Year.

50

Sparkrock
INFORMATION TECHNOLOGY / SOFTWARE
www.sparkrock.com

Head office: Toronto, ON • **Employees:** 58
Previous years on list: 2016 to 2018

Six times yearly, Sparkrock purchases a relevant and important business book that employees are invited to read. They review at a ‘Pizza Lunch and Learn,’ and everyone can attend whether they read the book or not.

BEST WORKPLACES
100-999 EMPLOYEES

45

First National Financial LP
FINANCIAL SERVICES & INSURANCE / BANKING/CREDIT SERVICES
www.firstnational.ca

Head office: Toronto, ON • **Employees:** 944
Previous years on list: 2018

New employees at First National Financial are welcomed to the family. They receive intensive training and participate in orientation sessions where they meet other new employees and learn about the structure and the programs available.

46

Voices.com
INFORMATION TECHNOLOGY / INTERNET SERVICE PROVIDER
www.voices.com

Head office: London, ON • **Employees:** 113
Previous years on list: 2018

To promote a sense of community, Voices.com regularly comes together for themed, catered breakfasts and lunches. New hires also get a special lunch to enjoy with the employees that they will most often work with.

47

Richardson GMP
FINANCIAL SERVICES & INSURANCE / INVESTMENTS
www.richardsongmp.com

Head office: Toronto, ON • **Employees:** 836
Previous years on list: NA

Richardson GMP organizes many social events for employees. Formal functions mark the holiday season, and typically a summer event happens as well. Kitchen parties and other casual get togethers give everyone a chance to engage.

48

MOSAIC (Multi-Lingual Orientation Service Association for Immigrant Communities)
NON-PROFIT AND CHARITY ORGANIZATIONS
www.mosaicbc.org

Head office: Vancouver, BC • **Employees:** 291
Previous years on list: NA

MOSAIC’s Wellness Committee inspires and empowers employees to take responsibility for their own health. MOSAIC provides wellness programs throughout the year and one paid Wellness Day.

49

Toyotoshi Group Canada - Quebec Operations
RETAIL
www.toyotoshigroupcanada.com

Head office: Quebec City, QC • **Employees:** 204
Previous years on list: 2017, 2018

20+ years or 2,000+ vehicles sold (1,000+ at Lexus) equal a star on the Walk of Fame and a picture on the Wall of Fame. This recognition also comes with a desk plaque, a special pin and an RRSP contribution.

50

Ames Tile & Stone Ltd.
CONSTRUCTION, INFRASTRUCTURE & REAL ESTATE / HOUSING
www.amestile.com

Head office: New Westminster, BC • **Employees:** 142
Previous years on list: 2008 to 2018

All employees participate in Ames’s annual profit-sharing program. The annual amount, paid to each employee in the first half of the fiscal year following the profit, is typically between \$800 and \$1,700.

BEST WORKPLACES
1,000+ EMPLOYEES

45

BMO Financial Group
FINANCIAL SERVICES & INSURANCE / BANKING/CREDIT SERVICES
www.bmo.com

Head office: Toronto, ON • **Employees:** 45,252 (29,754 in CA)
Previous years on list: 2016 to 2018

BMO-U is a personalized learning experience empowering employees to develop new capabilities and compete in the new world of work. Courses, videos, infographics, workshops and social collaboration are available at work or on the go.

46

Softchoice
INFORMATION TECHNOLOGY / IT CONSULTING
www.softchoice.com

Head office: Toronto, ON • **Employees:** 1,775 (1,205 in CA)
Previous years on list: 2006 to 2018

Learning and development at Softchoice is supported by many programs including Softchoice University’s best-in-class programs and tools, LinkedIn Learning content curated for individual roles, the Softchoice Sales Academy and corporate orientation for all new hires.

47

The Adecco Group, Canada
PROFESSIONAL SERVICES / STAFFING & RECRUITMENT
www.adecco.ca

Head office: Toronto, ON • **Employees:** 34,000 (322 in CA)
Previous years on list: 2014, 2016 to 2018

Through Win 4 Youth, Adecco employees compete in sporting challenges to raise money for youth foundations around the world. These events inspire employees and promote in them a passion for fitness and well-being.

48

Thomson Reuters Canada
MEDIA / PUBLISHING AND PRINTING
www.thomsonreuters.ca

Head office: Toronto, ON • **Employees:** 25,000 (1,240 in CA)
Previous years on list: 2006 to 2015, 2017, 2018

The flexible benefit plan at Thomson Reuters allows employees to choose options unique to their own/their family’s needs – plus any excess credits can be applied to their RRSP or Health Spending Account.

49

SC Johnson
MANUFACTURING & PRODUCTION / FAST MOVING CONSUMER GOODS
www.scjohnson.ca

Head office: Brantford, ON • **Employees:** 13,000 (301 in CA)
Previous years on list: 2006 to 2014, 2017, 2018

Employees have year-round access to SC Johnson’s privately owned resort on Lake Joseph. This multi-cottage property provides employees, retirees and their guests with vacation time to relax and enjoy water sports and activities.

50

FCT
FINANCIAL SERVICES & INSURANCE / HOME INSURANCE
www.fct.ca

Head office: Oakville, ON • **Employees:** 17,300 (845 in CA)
Previous years on list: 2015 to 2018

FCT has an online giving portal that empowers employees to give back to causes that are important to them. FCT matches the donation up to \$50 per employee per year.

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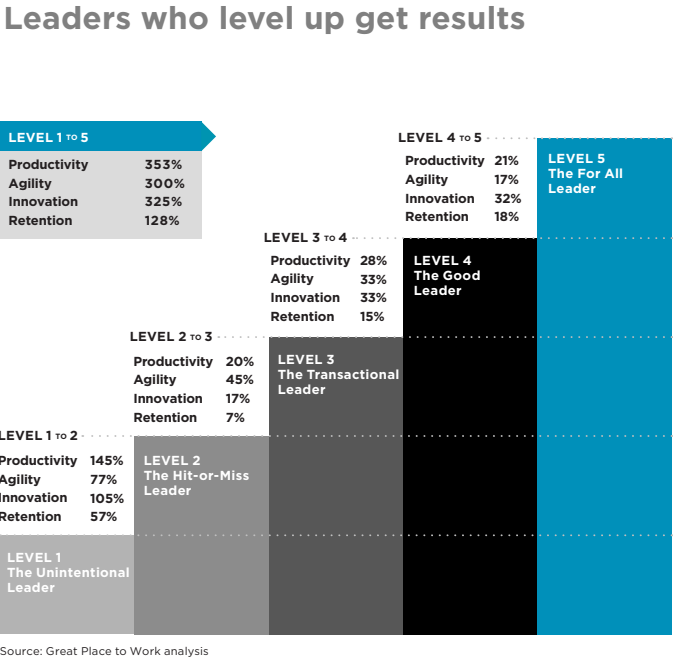
LEVEL-UP YOUR LEADERSHIP

Excerpted from A Great Place to Work For All
BY MICHAEL C. BUSH, CEO, and the Great Place to Work Research Team

Our mission at Great Place to Work is to build a better world by helping organizations become Great Places to Work FOR ALL. To do so, we need leaders to join us – leaders willing and able to create a great experience for everyone, no matter who they are or what they do for the company. We call this kind of a leader a For All Leader, and our new research lays out how to become one.

WHO IS THE FOR ALL LEADER?
Day to day, a For All Leader is someone who looks to the employees across the company for the next great idea; who leads with values first, especially in the face of adversity. One who builds connectivity within and across teams; who can help inspire a sense of purpose and pride in employees; who elevates employees to achieve all they ever thought they were capable of, and then some.

We admit, it’s a tall order. The good news is, everyone can play



When leaders are more inclusive, more inspiring, and more caring, they win on outcomes like talent retention, innovation, and revenue growth.

regardless of their company’s size or industry. Being a leader of a great workplace is not a function of your company’s size or resources. It’s a function of how you treat the people working there. When leaders are more inclusive, more inspiring, and more caring, they win on outcomes like talent retention, innovation, and revenue growth.

THE FOR ALL LEADERSHIP MODEL
To understand how managers are leading their teams to a Great Place

to Work FOR ALL, we dug into our data from hundreds of companies over many years. Our analysis covered a robust sample of 75,000 employees and more than 10,000 managers, and we identified five distinct leadership levels, which we’ve characterized into personas based on prominent themes.

- **Level 1: The Unintentional Leader**
Unaware of impact on others
- **Level 2: The Hit-or-Miss Leader**
Connects with some but not all staff
- **Level 3: The Transactional Leader**
Values outcomes over people
- **Level 4: The Good Leader**
Inclusive and sincere, but holds back
- **Level 5: The For All Leader**
Values individuals and fosters a team mindset

Together, these personas represent the For All Leadership Model. With each leadership level, a higher percentage of employees report they consistently experience a better workplace. Level to level, we also found a corresponding improvement in the areas of innovation, productivity, employee retention, and organizational agility. The chart above shows the incremental improvements across all five levels and, when comparing Level 1 to Level 5, employees with a For All Leader demonstrated:

- **353% higher productivity**
- **300% greater agility**
- **325% greater readiness to innovate**
- **128% greater desire to stay**

THE LEADERSHIP JOURNEY
While not all leaders are necessarily able to evolve from Unintentional to For All, a jump from one level to the next is worth the effort. Even incremental improvements have a broad positive impact on the company and the people who work there.

Being a For All Leader isn’t easy. The For All Leader mindset means constantly re-evaluating what needs to be done, on the part of the leader, to help the team accomplish their goals. And regardless of where leaders fall on the spectrum, it’s critical to have an accurate understanding of how their teams perceive them. If companies are committed to building Great Places to Work FOR ALL, all leaders must be guided by accurate data and analytics that give them this understanding. Informed by data, leaders can take targeted action toward continuous improvement.

The fact is, being a great leader in the ways we’ve described is better for business, better for people, and better for the world. You’d be hard-pressed to find a leader who wouldn’t want to be named as having the For All Leadership traits. So you may be asking yourself, why aren’t more people For All Leaders?

This is the question we have been asking as well.

WANT TO LEARN MORE?
A Great Place to Work for All, by Michael Bush; available on Amazon.

Great Place To Work.

World's Best Workplaces 2018

Great Place To Work.

Best Workplaces™

CANADA

2019

WORLD'S BEST WORKPLACES

Great Place to Work conducts one of the largest employee surveys in the world, and employees everywhere report the same qualities make up a great workplace – trust, pride and camaraderie. Universally, a Great Place to Work is one where employees trust the people they work for, have pride in what they do and enjoy the people they work with.

Published October 15, 2018, 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 continually innovating their culture to meet the constantly changing demands of work, technology and the marketplace.

This year, 57 multinational organizations qualified for consideration. Great Place to Work evaluated anonymously submitted statements from 2.7 million employees in 51 countries or regions. Company culture performance was then scored based on respect, fairness, pride, camaraderie and trust. Multinational companies that have appeared on Best Workplaces lists in multiple countries received the deepest scrutiny.

From the millions of employee comments collected, some of the most popular statements among the top 25 companies included "People care about each other here" and "People are willing to give extra to get the job done."


But most surprisingly, the highest scoring statements from employees at our winning companies all relate to diversity and inclusion. More than 92 per cent of respondents at the top 25 companies say they feel they are treated fairly, regardless of their sexual orientation, race and sex. That's surely great news, but it only reflects the sentiments at the world's best employers. There's still a lot of work to be done for the rest of the world's workforce.

Great Place to Work's mission is to help all companies reduce the gender gap by 2020, and to help them create an inclusive great workplace experience for every employee by 2030, regardless of their age, position or gender.

| | | | | | |
|----|---|--|----|---|--|
| 1 |  | INFORMATION TECHNOLOGY www.salesforce.com Employees: 32,000 | 13 |  | INFORMATION TECHNOLOGY www.sap.com Employees: 93,000 |
| 2 |  | HOSPITALITY www.hilton.com Employees: 161,000 | 14 |  | HOSPITALITY www.hyatt.com Employees: NA |
| 3 |  | MANUFACTURING & PRODUCTION www.mars.com Employees: 100,000 | 15 |  | INFORMATION TECHNOLOGY www.cadence.com Employees: 7,250 |
| 4 |  | INFORMATION TECHNOLOGY www.intuit.com Employees: 8,781 | 16 |  | BIOTECHNOLOGY & PHARMACEUTICALS www.abbvie.com Employees: 30,000 |
| 5 |  | PROFESSIONAL SERVICES www.adecco.com Employees: 34,000 | 17 |  | FINANCIAL SERVICES & INSURANCE www.americanexpress.com Employees: 55,809 |
| 6 |  | TRANSPORTATION www.dhl.com Employees: 98,000 | 18 |  | MANUFACTURING & PRODUCTION www.scjohnson.com Employees: 13,000 |
| 7 |  | INFORMATION TECHNOLOGY www.mercadolibre.com Employees: 6,922 | 19 |  | PROFESSIONAL SERVICES www.ey.com Employees: 261,559 |
| 8 |  | INFORMATION TECHNOLOGY www.cisco.com Employees: 72,904 | 20 |  | FINANCIAL SERVICES & INSURANCE www.admiralgroup.co.uk Employees: 9,406 |
| 9 |  | FINANCIAL SERVICES & INSURANCE www.daimler.com Employees: 12,297 | 21 |  | MANUFACTURING & PRODUCTION www.3m.com Employees: 91,584 |
| 10 |  | INFORMATION TECHNOLOGY www.sas.com Employees: 14,328 | 22 |  | HEALTH CARE www.belcorp.biz Employees: 7,500 |
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