

CANADA’S BEST WORKPLACES

FRIDAY, APRIL 27, 2018

Introducing the 2018 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

Great Place To Work®

2018 LIST



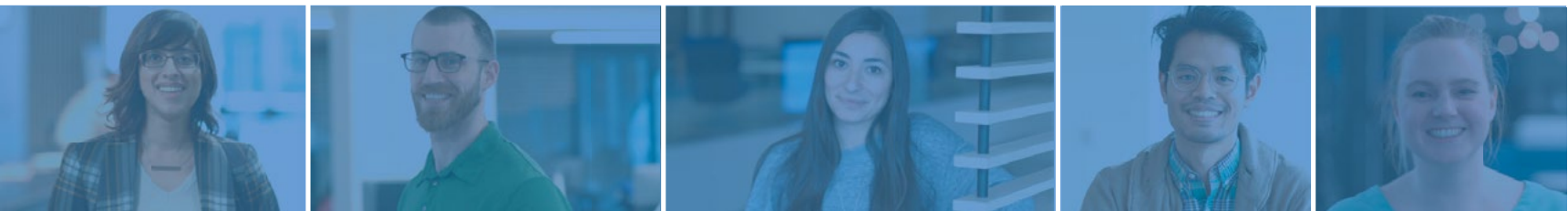
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CELEBRATE CANADA’S BEST WORKPLACES 2018

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



I'M HONOURED TO ANNOUNCE THIS YEAR'S LIST OF BEST WORKPLACES IN CANADA. Great Place to Work Institute has undertaken a rigorous process to identify, recognize and celebrate those organizations that are setting new standards of business excellence.

This year’s Best Workplaces are Canada’s leaders in building high-trust organizational cultures and advancing best-in-class management practices to fully engage their workforces, delight their customers and contribute to their communities. In tracking the success of these companies, it’s clear that “doing the

right things” and “doing things right” lead to superior financial and operational results, market share growth and strong customer relationships. Please join me in congratulating each of this year’s Best Workplaces. By innovating, inspiring and investing in their people, customers and communities, these winning compa-

nies are each helping to change the world for the better.
José Tolóvi Neto
José Tolóvi Neto
Managing Partner,
Great Place to Work Canada

WHAT DIFFERENTIATES THE BEST WORKPLACES?

BY JEN WETHEROW
Director, Great Place to Work Institute, Canada

It’s a big idea. It’s about creating a better world by creating better workplaces. More vibrant businesses, more innovative products and better human relationships – these are the ingredients of a bright future.

The organizations on this list get it; they are the Best Workplaces in Canada. But for most, it didn’t start with a grand notion of altruism. Typically, it begins with leaders who want to improve the financial performance and quality of their enterprise – although building a better world is a pretty decent byproduct.

This year’s Best Workplaces list represent 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.

Employees who trust their managers give their best work freely, and their extra effort goes right 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, they deliver far more than the sum of their individual efforts.

Building workplace trust is the best investment an organization can make. Doing so leads to better recruitment, lower turnover, greater innovation, higher productivity, more loyal customers and higher profits. Around the world, companies with high-trust cultures deliver stronger results.

CHART 1 illustrates the results of a study by Russell Investment Group that tracked, over the course two decades, the comparative annualized stock returns of companies recognized by Great Place to Work as “high-trust” cultures. These companies performed nearly three times as well as the general market.

Newly emerging research, however, is providing even sharper performance insights. By looking at the characteristics that differentiate the top quartile of companies certified by Great Place to Work, and measuring them not only against the general market but in relation to each other, it is apparent that while TRUST fuels growth, a highly inclusive culture accelerates that growth.

Chart 2 illustrates the median year-over-year revenue growth of certified workplaces, separated by a metric that combines the corporate score on both TRUST and INCLUSIVENESS. Among this already best-in-class cohort, the top quartile is seeing some impressive gains.

The lesson here is timely, in the broader context of a societal shift that is amplifying the voice of previously

CHART 1

HIGH-TRUST COMPANIES outperform the general market

This chart compares the annualized returns of publicly traded companies recognized by Great Place to Work as “HIGH TRUST” over a 20-year period. These companies consistently perform nearly 3x better than the general market.

SOURCE: FTSE RUSSELL

Index	1998	2018	Return
FORTUNE 100 Best	0%	935%	935%
Russell 3000	0%	317%	317%
Russell 1000	0%	316%	316%

CHART 2

HIGH-TRUST COMPANIES THAT ARE ALSO INCLUSIVE outperform their award-winning peers

This chart illustrates the median year-over-year revenue growth of companies that were CERTIFIED by Great Place to Work USA. While TRUST fuels growth, a highly inclusive culture is shown to further accelerate that growth.

Quartile	Year-over-Year Revenue Growth
Bottom Quartile	6.00%
3rd Quartile	7.20%
2nd Quartile	11.80%
Top Quartile	23.50%

silenced groups. We now understand that a workplace isn’t truly great if it’s only being experienced that way by pockets of the population.

The most successful leaders leverage every ounce of human potential, recognizing diversity in all its forms

as a competitive advantage, and create a consistently positive experience across groups. Diversity isn’t a new idea in the realm of Human Resources; but what is new is the understanding that diversity isn’t the goal, inclusion is.

Diversity is something that can be counted; it is a measurement of the differences among people. You can tally the percentage of employees from any given demographic group. You can set diversity targets and know precisely when those are achieved.

Through recruitment efforts and good hiring practices, you may hit those diversity targets. But without an inclusive culture, all those people you brought in through the front door will slip straight out the back. And this explains why, even among a best-in-class group of companies, those with more inclusive cultures perform better.

This understanding of superior workplaces is based on 30 years of research compiled by the Great Place to Work Institute, which, in addition to producing this list, also publishes similar lists around the world including Fortune magazine’s flagship list of 100 Best Companies (U.S.).

Each year, the Institute surveys over 7,000 organizations in 55 countries, representing roughly 12 million individual employee voices as part of this process. In Canada alone, this study included 400,000 employees. It’s what makes this study so credible; the primary determinant used in selecting winners is an employees survey. There’s only one way to get on this list – and that’s if your employees put you there.

If you would like to see your organization considered for the 2019 list of Best Workplaces in Canada, please register online at www.greatplacetowork.ca.

“ My role is to empower and remove obstacles: that’s how the meaningful work gets done. Robert Gialloreto, President & CEO, Consumer Protection BC




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www.axis.com

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Best Workplaces™ CANADA 2018

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



1

5+ YEARS

Habanero

INFORMATION TECHNOLOGY / IT CONSULTING

www.habaneroconsulting.com

Head office: Vancouver, BC • Employees: 50

Times on Cdn list: 2011, 2012, 2013, 2014, 2015, 2016, 2017

Habanero’s focus on coaching instead of traditional performance management is a big differentiator for the organization. Employees consistently identify the coaching program as a key driver of employee engagement.

“

Every organization can be exceptional if it engages and empowers its most important activators of change – its employees.

Steven Fitzgerald
President, Habanero

1

Kicking Horse Coffee

MANUFACTURING & PRODUCTION / FOOD PRODUCTS / BEVERAGES

www.kickinghorsecoffee.com

Head office: Invermere, BC • Employees: 117

Times on Cdn list: 2015, 2016, 2017

New team members at Kicking Horse Coffee, “Green Beans” as they are called, are set up with a different lunch buddy every day of their first week so that they connect with different individuals.

“

Dreams don’t come true until dreamers wake up. That’s why we wake up and kick ass!

Elana Rosenfeld
Co-founder & CEO, Kicking Horse Coffee

1

Salesforce

INFORMATION TECHNOLOGY / SOFTWARE

www.salesforce.ca

Head office: Toronto, ON • Employees: 30,000 (1,267 in Can)

Times on Cdn list: NA

At Salesforce, the Chief Equality Officer and team work to foster equality throughout the organization and in the communities they serve. After a recent assessment of pay by gender, Salesforce committed roughly \$3 million to address any gaps.

“

We’re honoured to be recognized among great companies that care about creating a culture of trust.

Jody Kohner
SVP of Employee Marketing & Engagement, Salesforce

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Great Place To Work

Best Workplaces™

CANADA2018

BEST WORKPLACES
FEWER THAN 100 EMPLOYEES

2

5+ YEARS

Wynford/EventSimple
PROFESSIONAL SERVICES
www.wynfordtwg.com

Head office: Toronto, ON • **Employees:** 75
Times on Cdn list: 2013, 2014, 2015, 2016, 2017

This year, all team members worked collaboratively on the creation of their annual corporate goals by describing what the company’s three key pillars meant to them individually, making it a two-way conversation instead of a top-down mandate.

3

5+ YEARS

Resolver Inc.
INFORMATION TECHNOLOGY / SOFTWARE
www.resolver.com

Head office: Toronto, ON • **Employees:** 120
Times on Cdn list: 2017

Resolver’s career development programs turn “jobs” into “careers.” Employees receive \$2,000 in learning and development to build competencies for leadership with the goal that 75% of roles are filled internally through lateral or vertical progressions.

4

5+ YEARS

eXplorance Inc.
INFORMATION TECHNOLOGY / SOFTWARE
www.explorance.com

Head office: Montreal, QC • **Employees:** 106
Times on Cdn list: 2014, 2015, 2016, 2017

eXplorance has developed a series of personalized rewards, each one tailored for the recipient and their family. Hero awards allows employees to recognize colleagues, and CEO Awards recognize those who have gone above and beyond.

5

5+ YEARS

Axis Communications
INFORMATION TECHNOLOGY
www.axis.com

Head office: Mississauga, ON • **Employees:** 26
Times on Cdn list: NA

At every five-year anniversary, Axis Communications offers its full-time regular employees a three-week paid sabbatical and \$2,000 to spend during the time away from work.

6

10+ YEARS

AppCentrica Inc.
INFORMATION TECHNOLOGY
www.appcentrica.com

Head office: Toronto, ON • **Employees:** 53
Times on Cdn list: 2017

The corporate strategy map at AppCentrica contains assignments for leadership, managers and staff alike. This emphasizes that staff have a direct role in steering the strategic direction of the company and helping achieve organizational goals.

7

10+ YEARS

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

Head office: Regina, SK • **Employees:** 73
Times on Cdn list: 2007, 2008, 2010 to 2017

SaskCentral’s Truth and Reconciliation Working Group actively promotes the Rights of Indigenous Peoples within the organization. This group provides different learning events and opportunities that are focused on reconciliation with Indigenous Peoples.

BEST WORKPLACES
100-999 EMPLOYEES

2

5+ YEARS

Ian Martin Group
PROFESSIONAL SERVICES / STAFFING & RECRUITMENT
www.ianmartin.com

Head office: Oakville, ON • **Employees:** 110
Times on Cdn list: 2013, 2014, 2015, 2016, 2017

Feedback at Ian Martin Group was stagnating, so the company developed a system where the receiver of the feedback publicly thanks the giver. Every month, the person who gives the most feedback wins a fun prize.

3

5+ YEARS

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

Head office: Toronto, ON • **Employees:** 400
Times on Cdn list: 2014, 2015, 2016, 2017

Flipp supports a six-month sabbatical leave that allows full-time team members the opportunity to achieve lifelong goals and cross items off their bucket list, all while knowing their job is secure when they return.

4

5+ YEARS

The PEER Group Inc.
INFORMATION TECHNOLOGY / SOFTWARE
www.peergroup.com

Head office: Kitchener, ON • **Employees:** 104
Times on Cdn list: 2008, 2013, 2014, 2015, 2016, 2017

To promote gender equality and balance the numbers of men and women in the organization, The PEER Group interviews every qualified woman who applies for advertised engineering roles.

5

5+ YEARS

Nulogy
INFORMATION TECHNOLOGY / SOFTWARE
www.nulogy.com

Head office: Toronto, ON • **Employees:** 155
Times on Cdn list: NA

At Nulogy, they know work is a marathon, not a sprint. This philosophy has influenced the creation of an unlimited, paid vacation policy that encourages work-life balance and strong long-term performance.

6

5+ YEARS

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

Head office: Waterloo, ON • **Employees:** 138
Times on Cdn list: 2017

Axonify encourages its people to get to know one another. In addition to regular mix-and-mingle events, staff are encouraged to book lunch with a colleague they don’t know once per quarter and expense the meal.

7

5+ YEARS

FreshBooks
INFORMATION TECHNOLOGY / SOFTWARE
www.freshbooks.com

Head office: Toronto, ON • **Employees:** 279
Times on Cdn list: 2015, 2016, 2017

After four weeks of intensive training, new employees at FreshBooks graduate from FreshStart. Upon completion, they receive a certificate covered in comments from the customers they helped and personalized messages from the support team.

BEST WORKPLACES
1,000+ EMPLOYEES

2

5+ YEARS

Ultimate Software
INFORMATION TECHNOLOGY / SOFTWARE
www.ultimatesoftware.ca

Head office: Toronto, ON • **Employees:** 4,134 (147 in Can)
Times on Cdn list: NA

Ultimate Software’s year-long role-rotation program provides job enrichment, skill development and career exploration within the marketing department. Participants shadow current employees, build relationships and return to their roles prepared for new job opportunities as they arise.

3

5+ YEARS

Whirlpool Canada
MANUFACTURING & PRODUCTION / PERSONAL AND HOUSEHOLD GOODS
www.whirlpoolcorp.com

Head office: Mississauga, ON • **Employees:** 93,000 (250 in Can)
Times on Cdn list: NA

Whirlpool believes “there is no right way to do a wrong thing.” They hold compliance weeks; hosting workshops, sharing insights and ensuring operations are held to the highest standards of business ethics and integrity.

4

5+ YEARS

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

Head office: Hamilton, ON • **Employees:** 30,500 (306 in Can)
Times on Cdn list: 2010, 2011, 2012, 2013, 2014, 2015, 2016, 2017

Growing talent is a core value at Stryker. Its Council of Young Professionals gives young talent a voice. The Council creates an inclusive community across Stryker, driving initiatives that attract, engage and retain young talent.

5

10+ YEARS

Intuit Canada
INFORMATION TECHNOLOGY / SOFTWARE
www.intuit.ca

Head office: Mississauga, ON • **Employees:** 8,200 (380 in Can)
Times on Cdn list: 2006, 2007, 2009, 2011 to 2017

New employees are personally welcomed to the Intuit family, by the president, at a special breakfast. This is an opportunity to set the cultural tone, but also learn about the employee and their onboarding experience.

6

10+ YEARS

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

Head office: Toronto, ON • **Employees:** 1,691 in Canada
Times on Cdn list: 2008 to 2017

Grant Thornton encourages Selfies. These self-assessments involve completing three statements about what employees are doing well, what they could do to improve their contribution, and a positive belief statement. 92% completed a Selfie this year.

7

5+ YEARS

The Capital Markets Company Limited (CAPCO)
PROFESSIONAL SERVICES / CONSULTING – MGMT
www.capco.com

Head office: Toronto, ON • **Employees:** 4,000 (235 in Can)
Times on Cdn list: 2014, 2015, 2016, 2017

To support their people’s aspirations, Capco provides up to \$10,000 per year to pay for tuition reimbursement, and \$5,000 per year towards training, professional certifications and conferences.

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grantthornton.ca



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

BEST WORKPLACES
FEWER THAN 100 EMPLOYEES

8

Isaac Operations
PROFESSIONAL SERVICES / CONSULTING – MGMT
www.isaacteam.com

Head office: Toronto, ON • **Employees:** 28
Times on Cdn list: NA

Employees at Isaac Operations are more than co-workers; they are friends. Isaac pays 50% toward weekend activities where five or more employees go to an event together. Examples include camping, music festivals and road trips.

9

True North Automation
INDUSTRIAL SERVICES / ENGINEERING
www.truenorthautomation.com

Head office: Calgary, AB • **Employees:** 66
Times on Cdn list: 2014, 2016, 2017

Every quarter a True North Automation ‘All Star’ is chosen. Their story is broadcast on the TV screens in the kitchens highlighting why the True North All Star was selected.

10

Statflo
INFORMATION TECHNOLOGY / SOFTWARE
www.statflo.com

Head office: Toronto, ON • **Employees:** 54
Times on Cdn list: NA

Transparency is a key part of how Statflo operates. Management communicates openly and regularly about milestones, key developments and sales. Every employee has insight into how the business is doing. It means no surprises or uncertainty.

11

Sklar Wilton & Associates
PROFESSIONAL SERVICES / CONSULTING – MGMT
www.sklarwilton.com

Head office: Toronto, ON • **Employees:** 38
Times on Cdn list: 2017

Sklar Wilton & Associates pioneered a whole person development program. Topics from this popular program have included: mindfulness, goal setting, energy management, healthy movement, sleep strategies, meditation and resilience.

12

Eyereturn Marketing
INFORMATION TECHNOLOGY / SOFTWARE
www.eyereturnmarketing.com

Head office: Toronto, ON • **Employees:** 75
Times on Cdn list: NA

Eyereturn offers extended weekends during the summer. On a rotation schedule, each team selects employees who can leave at 1 pm on Friday, staying connected by phone while they drive to cabins, sit on patios and enjoy the sunshine.

13

Simply Green Home Services Inc.
RETAIL
www.mysimplygreen.com

Head office: Toronto, ON • **Employees:** 69
Times on Cdn list: 2016, 2017

The Simply Spotlight award at Simply Green is given weekly, along with a \$100 bonus, to a team member who best exemplifies the organization’s values. The recipient’s bio is also featured in the weekly e-newsletter.

14

Uken Games
INFORMATION TECHNOLOGY / SOFTWARE
www.uken.com

Head office: Toronto, ON • **Employees:** 90
Times on Cdn list: NA

To reduce bias, hiring is done by a committee that includes peers, managers and cross-functional team members. They use a combination of behavioural, technical and experiential questions. Final hiring decisions must be unanimous.

15

Diff
INFORMATION TECHNOLOGY
www.diffagency.com

Head office: Montreal, QC • **Employees:** 55
Times on Cdn list: NA

Diff employees spend a lot of time at their computers, and comfort is key. Diff budgets \$3,000 per employee for the best laptops, chairs and desks. Each team receives a bonus budget for their tech-desires.

BEST WORKPLACES
100-999 EMPLOYEES

8

Points International Ltd.
INFORMATION TECHNOLOGY / SOFTWARE
www.points.com

Head office: Toronto, ON • **Employees:** 186
Times on Cdn list: 2015, 2016, 2017

Each team at Points has a quirky, hanging sign that delineates their space in the open-plan office. The signs are playful with taglines like “Marketing: I’m with the brand” or “Human Resources: Here, everything’s personnel.”

9

Wealthsimple
FINANCIAL SERVICES & INSURANCE / INVESTMENTS
www.wealthsimple.com

Head office: Toronto, ON • **Employees:** 133
Times on Cdn list: NA

Weekly at Wealthsimple they host an “Ask Us Anything” session with the CEO/COO. Employees can ask any burning questions they may have, and questions can be submitted anonymously or asked in person.

10

5+ YEARS

Traction on Demand
INFORMATION TECHNOLOGY / IT CONSULTING
www.tractionondemand.com

Head office: Burnaby, BC • **Employees:** 308
Times on Cdn list: 2014, 2015, 2016, 2017

To improve the experience of remote workers, they have a “Double Robot” in the office; these are remote-controlled iPads on standing wheels that can join in huddles and even participate in Beer O’Clock Friday.

11

5+ YEARS

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

Head office: Whitby, ON • **Employees:** 221
Times on Cdn list: 2013, 2014, 2015, 2016, 2017

360insights looks for ways to disarm even the best-prepared candidates. Intentional interruptions by people wearing unicorn masks and scheduling interviews during fun, theme days are common strategies in interviews.

12

10+ YEARS

Fuller Landau LLP
PROFESSIONAL SERVICES / ACCOUNTING, BOOKKEEPING AND AUDITING
www.fullerllp.com

Head office: Toronto, ON • **Employees:** 120
Times on Cdn list: 2006-2011, 2013-2017

When employees at Fuller Landau pass their CFE, partners invite them to a celebration dinner to mark the momentous occasion. It’s a great opportunity for the employee to be honoured and to form lasting connections.

13

Credit Counselling Society
NON-PROFIT AND CHARITY ORGANIZATIONS
www.nomoredebts.org

Head office: New Westminster, BC • **Employees:** 103
Times on Cdn list: 2012, 2013, 2014

Birthdays and anniversaries are special at the Credit Counselling Society. They also know the importance of saving for retirement. As such, they use these special milestones as great excuses to fund employees’ RRSP accounts.

14

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

Head office: St. John’s, NF • **Employees:** 407
Times on Cdn list: 2016, 2017

Key Assets is always looking for creative ways to add to the budget. When senior leaders provide training and consultation to other agencies, the income is directed to supporting the development of their own staff.

15

5+ YEARS

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

Head office: Toronto, ON • **Employees:** 136
Times on Cdn list: 2009, 2010, 2011, 2012, 2017

To help new employees at Gardiner Roberts navigate the office, the company developed an electronic map for the intranet. When the cursor hovers over an employee on the map, his/her picture and phone extension are displayed.

BEST WORKPLACES
1,000+ EMPLOYEES

8

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

Head office: London, ON • **Employees:** 89,298 (1,945 in Can)
Times on Cdn list: 2016, 2017

3M uses Random Acts of Kindness to say ‘thank you’ in unexpected ways. Some acts align with holidays and others are completely random – regardless, those who deliver the random acts are sworn to secrecy.

9

5+ YEARS

Ryan ULC
PROFESSIONAL SERVICES
www.ryan.com/canada

Head office: Mississauga, ON • **Employees:** 2,277 (192 in Can)
Times on Cdn list: 2013, 2014, 2015, 2016, 2017

Client reference letters form part of the incentive compensation plan at Ryan. Employees can earn a bonus of \$250 to \$1,000 for receiving a letter of reference. These letters are then used for business promotion and development.

10

5+ YEARS

Mercedes-Benz Financial Services Canada
FINANCIAL SERVICES & INSURANCE / BANKING/CREDIT SERVICES
www.mbfs.ca

Head office: Mississauga, ON • **Employees:** 13,000 (159 in Can)
Times on Cdn list: 2009, 2010, 2011, 2012, 2013, 2014, 2016

Departmental Open Houses at Mercedes-Benz Financial Services provide a popular forum for employees to share information about current projects, find new ways to collaborate and discover potential future career paths in a fun setting.

11

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

Head office: Vaughan, ON • **Employees:** - (67 in Canada)
Times on Cdn list: NA

KFC grants employees four-day long weekends when a statutory holiday falls on a Monday or Friday – that’s eight extra days off per year! This benefit promotes work-life balance.

12

5+ YEARS

Edelman Public Relations Worldwide Canada Inc.
PROFESSIONAL SERVICES
www.edelman.ca

Head office: Toronto, ON • **Employees:** 5,864 (257 in Can)
Times on Cdn list: 2012, 2013, 2014, 2015, 2016, 2017

‘Deskside Encounters’ at Edelman allow employees to sit beside senior leaders for a week. During this incredibly transparent experience, employees learn from the leader and have access to all senior leadership meetings and client discussions.

13

5+ YEARS

Admiral Insurance
FINANCIAL SERVICES & INSURANCE / AUTO INSURANCE
<https://joinadmiral.ca>

Head office: Halifax, NS • **Employees:** 8,635 (413 in Can)
Times on Cdn list: 2010, 2011, 2012, 2013, 2014, 2016, 2017

Admiral Insurance uses Sensitivity Training to ensure their workplace is inclusive and supportive for all. The training educates staff about the challenges faced by many minority groups including cultural differences and gender identification and expression.

14

5+ YEARS

Ceridian
INFORMATION TECHNOLOGY / SOFTWARE
www.ceridian.com

Head office: Toronto, ON • **Employees:** 4,270 (1,662 in Can)
Times on Cdn list: 2006, 2007, 2008, 2009

New grads at Ceridian begin ‘Boot Camp’ following an intense agenda that includes product knowledge, day-in-the-life experiences, job shadowing, fun team-building and networking events, a departmental ‘buddy’ from their respective department and a dedicated mentor.

15

5+ YEARS

SAP Canada
INFORMATION TECHNOLOGY / SOFTWARE
www.sap.com/canada

Head office: Toronto, ON • **Employees:** 84,100 (3,253 in Can)
Times on Cdn list: NA

SAP implemented reverse mentoring to help bridge the distance between the generations. A gen-xer or millennial mentors an experienced employee or leader. They talk about expectations, motivations and facilitate mutual learning and support.

“When we’re all learning together, we see fun, sustainable growth. That’s our flywheel.” Sarah Liverance, Partner, Sklar Wilton & Associates

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with People



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customer at the heart
of everything we do.

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Great Place
To Work.

Best
Workplaces™
CANADA 2018



BEST WORKPLACES
FEWER THAN 100 EMPLOYEES

16

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

Head office: Ottawa, ON • **Employees:** 92
Times on Cdn list: 2015, 2016, 2017

Eagle Professional Resources provides three paid days for employees to celebrate themselves. The first on their birthday. The second for any day related to their ethnicity, culture or religion. The third to volunteer in their community.

17

Norima Consulting Inc.
INFORMATION TECHNOLOGY / IT CONSULTING
www.norimaconsulting.com

Head office: Winnipeg, MB • **Employees:** 70
Times on Cdn list: NA

Employees at Norima Consulting choose their annual review format. Face-to-face meeting with no formal documentation; pre-meeting questions to answer and consider in advance; 360-degree feedback. This personalized approach helps meet people where they're at.

18

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

Head office: Toronto, ON • **Employees:** 47
Times on Cdn list: NA

GroupeX provides full support and communication with their remote employees, ensuring they participate in online company contests and promotions such as their \$50 coffee card giveaways and quarterly Town Hall meetings.

19

Cresa Alberta
PROFESSIONAL SERVICES
www.cresa.com/alberta

Head office: Calgary, AB • **Employees:** 23
Times on Cdn list: 2017

If revenue targets at Cresa Alberta are achieved for the year, the entire staff enjoys an all-expenses-paid three- to four-day trip. No work is done – they simply celebrate their success.

BEST WORKPLACES
100-999 EMPLOYEES

16

Intelix Technologies Inc.
INFORMATION TECHNOLOGY / SOFTWARE
www.intelix.com

Head office: Toronto, ON • **Employees:** 409
Times on Cdn list: 2012, 2013, 2014, 2015, 2016, 2017

The organic garden at Intelix has been a huge success for their Green Team. The garden is now harvested regularly and shared with employees during the weekly complimentary Intelix breakfast.

17

Klick Inc.
PROFESSIONAL SERVICES / ADVERTISING AND MARKETING
www.klick.com

Head office: Toronto, ON • **Employees:** 644
Times on Cdn list: 2012, 2013, 2014, 2015, 2016, 2017

Every Friday at Klick from 4:30 pm on, the Klick Café turns into a charity tavern where all beer, wine and snacks are provided by partners and Klicksters “give what they can” to charity.

18

Wave
INFORMATION TECHNOLOGY / SOFTWARE
www.waveapps.com

Head office: Toronto, ON • **Employees:** 175
Times on Cdn list: NA

When hiring, Wave looks for candidates who align with the core values, and not necessarily those who “fit in” to the existing culture. This builds a culture of people with similar values, but unique perspectives.

19

Urban Systems Ltd.
PROFESSIONAL SERVICES / CONSULTING ENGINEERING
www.urbansystems.ca

Head office: Kamloops, BC • **Employees:** 400
Times on Cdn list: 2006 to 2017

After their most recent AGM, Urban Systems shared a video to demystify the meeting. “What Happens at the AGM, Doesn’t Stay at the AGM,” helped non-partners understand the objectives and process of this annual meeting.

BEST WORKPLACES
1,000+ EMPLOYEES

16

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

Head office: Toronto, ON • **Employees:** 32,280 (894 in Can)
Times on Cdn list: 2007 to 2017

Randstad has moved away from annual performance appraisals and replaced them with Great Conversations. This helps employees achieve individual and career goals through meaningful, continuous coaching and feedback, with a focused commitment to personal development.

17

Indeed Canada Corp.
INFORMATION TECHNOLOGY
<https://ca.indeed.com>

Head office: Toronto, ON • **Employees:** 5,361 (142 in Can)
Times on Cdn list: NA

Indeed’s holistic career plan includes the use of a career pathing tool that gives visibility into current role development and suggested future roles. To promote internal mobility, different functions host “open house” events for interested employees.

18

AbbVie Corporation
BIOTECHNOLOGY & PHARMACEUTICALS
www.abbvie.ca/en

Head office: Montreal, QC • **Employees:** 33,000 (500 in Can)
Times on Cdn list: 2014, 2015, 2016, 2017

During Leadership Team Meetings at Abbvie, they rotate the decision maker. The assigned decision maker for the meeting gathers all the info required and makes a decision that the medical director supports, no matter what.

19

Cadence
INFORMATION TECHNOLOGY / SOFTWARE
www.cadence.com

Head office: Ottawa, ON • **Employees:** 7,243 (63 in Can)
Times on Cdn list: 2015, 2016, 2017

Cadence implemented a program called Flex 365. Designed to help high-potential talent pay off their student loan, this benefit serves as an excellent recruiting and retention tool for high-potential employees burdened with student loan debt.

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BEST WORKPLACES
FEWER THAN 100 EMPLOYEES

20

Sparkrock

INFORMATION TECHNOLOGY / SOFTWARE

www.sparkrock.com

Head office:

Toronto, ON • Employees: 63

Times on Cdn list: 2016, 2017

Sparkrock encourages its employees to commute via bicycle through a program called SPARKROCK BIKES and rewards employees who do so with \$5 per day. They also provide ample bike parking and host seasonal tune-up clinics.

21

Bloom

PROFESSIONAL SERVICES / ADVERTISING AND MARKETING

www.makeitbloom.com

Head office:

Montreal, QC • Employees: 40

Times on Cdn list: 2017

Employees at Bloom get 10 flexible days to work from home as they wish.

22

Pace Technical Services Inc.

INFORMATION TECHNOLOGY / IT CONSULTING

www.pacetechnical.com

Head office:

Markham, ON • Employees: 26

Times on Cdn list: 2017

Beyond the extended health benefit program, employees are given a \$200 yearly wellness benefit that can be used for a gym membership, smoking cessation, prenatal classes or any health-care program not already covered.

23

Capital Engineering

PROFESSIONAL SERVICES / CONSULTING ENGINEERING

www.capitaleng.ca

Head office:

Edmonton, AB • Employees: 88

Times on Cdn list: 2012, 2013, 2015, 2016, 2017

With a nod to their mathematical roots, on March 14 (3.14) Capital Engineering hosts a pie tasting with many delicious options as well as a pie eating contest.

24

BlueDot Inc.

HEALTH CARE

www.bluedot.global

Head office:

Toronto, ON • Employees: 43

Times on Cdn list: NA

BlueDot regularly has people graduating from different programs. To commemorate these milestone events, the company holds mini graduation ceremonies where employees are presented with diplomas from BlueDot Inc. for having completed a “Masters of Awesome.”

25

Teach Away

PROFESSIONAL SERVICES / EDUCATION AND TRAINING

www.teachaway.com

Head office:

Toronto, ON • Employees: 43

Times on Cdn list: NA

Whether it's Toronto, Vancouver or Edinburgh, Scotland, Teach Away encourages employees to visit their global offices. Employees can work from another Teach Away location while enjoying the opportunity to travel at the same time.

BEST WORKPLACES
100-999 EMPLOYEES

20

10+ YEARS

Royal LePage Performance Realty

CONSTRUCTION, INFRASTRUCTURE & REAL ESTATE

www.performancerealty.ca

Head office:

Ottawa, ON • Employees: 405

Times on Cdn list: 2008 to 2017

For Administrative Professionals Day, Royal LePage Performance Realty invites admin staff to the president's home for a home-cooked meal, with the management team acting as waiters. Employees go home with an appreciation gift as well.

21

Doctors of BC

PROFESSIONAL SERVICES

www.doctorsofbc.ca

Head office:

Vancouver, BC • Employees: 225

Times on Cdn list: NA

Doctors of BC is seriously fun. To encourage active living and team bonding, they provide free Fitbit trackers to eligible employees wishing to participate in a Walk to Wellness program that includes both individual and group challenges.

22

Quadra Chemicals Ltd.

MANUFACTURING & PRODUCTION / CHEMICALS

www.quadra.ca

Head office:

Vaudreuil-Dorion, QC • Employees: 340

Times on Cdn list: NA

At Quadra Chemicals, employees with 15+ years of service are affectionately called ‘dinosaurs.’ They celebrate their status with a yearly breakfast attended by the leadership team and receive a fun, plastic dinosaur of their choice.

23

10+ YEARS

Online Business Systems

INFORMATION TECHNOLOGY / IT CONSULTING

www.obsglobal.com

Head office:

Winnipeg, MB • Employees: 241

Times on Cdn list: 2007 to 2017

When former Onliners return to Online, the company welcomes them back with an actual wood boomerang. They typically welcome at least one “boomerang” every year. This past year they had five!

24

5+ YEARS

O2E Brands Inc.

PROFESSIONAL SERVICES

www.o2ebrands.com

Head office:

Vancouver, BC • Employees: 405

Times on Cdn list: 2007, 2009, 2011, 2012, 2014 to 2017

O2E Brands budgets \$101,000 to support their teams’ life goals. Three 101 Life Goals Ambassadors provide support and resources for activities like Tough Mudder, soup kitchen nights, and the BMO half and full marathons.

25

Geotab

INFORMATION TECHNOLOGY / SOFTWARE

www.geotab.com

Head office:

Oakville, ON • Employees: 230

Times on Cdn list: NA

Geotab is privately held and ALL the shareholders work there. Respect is key and they never lie or cheat. Money is less important than holding firm on their values and always doing the right thing.

BEST WORKPLACES
1,000+ EMPLOYEES

20

Mastercard Canada

INFORMATION TECHNOLOGY

www.mastercard.ca

Head office:

Toronto, ON • Employees: 12,078 (130 in Can)

Times on Cdn list: NA

Bring ‘The Whole You’ to work. With a focus on achieving results, Mastercard offers a flexible work environment that gives people the flexibility to get the job done when and where they work best.

21

Astellas Pharma Canada, Inc.

BIOTECHNOLOGY & PHARMACEUTICALS / PHARMACEUTICALS

www.astellas.ca

Head office:

Markham, ON • Employees: 17,202 (137 in Can)

Times on Cdn list: 2016, 2017

Astellas launched the ‘What’s Your Story?’ culture contest. Employees recorded a 60- to 90-second video to share their story about what makes Astellas special. The grand prize included Ted Talk training and video filming.

22

5+ YEARS

Phoenix Contact Ltd.

MANUFACTURING & PRODUCTION / ELECTRONICS

www.phoenixcontact.ca

Head office:

Milton, ON • Employees: 15,000 (61 in Can)

Times on Cdn list: 2009, 2013, 2015, 2017

Good or bad, Phoenix Contact communicates corporate performance figures every day via their intranet. All employees have access to a visual demonstration of where organizational performance is that day verses their year end target.

23

Kronos Incorporated

INFORMATION TECHNOLOGY

www.kronos.com

Head office:

Montreal, QC • Employees: 5,414 (365 in Can)

Times on Cdn list: 2015, 2016, 2017

To alleviate the financial burden of childcare, Kronos employees can request reimbursement for childcare expenses such as daycare costs or summer camp fees, up to a maximum of \$500 per year, per employee.

24

5+ YEARS

Corby Spirit and Wine Limited

MANUFACTURING & PRODUCTION / FOOD PRODUCTS / BEVERAGES

www.corby.ca

Head office:

Toronto, ON • Employees: - (151 in Canada)

Times on Cdn list: 2012, 2013, 2014, 2015, 2016, 2017

Once a candidate joins Corby, they are given feedback on their assessment. This includes a detailed outline of strengths and opportunities, allowing the new hire to see where they place against the Corby standard.

25

Dun & Bradstreet Canada

FINANCIAL SERVICES & INSURANCE / BANKING/CREDIT SERVICES

www.dnb.com/ca-en

Head office:

Mississauga, ON • Employees: 4,951 (76 in Can)

Times on Cdn list: NA

Each office at Dun & Bradstreet names a ‘Diversity & Inclusion Champion.’ This team member works closely with the site leadership committees in order to organize events around diversity and inclusion.

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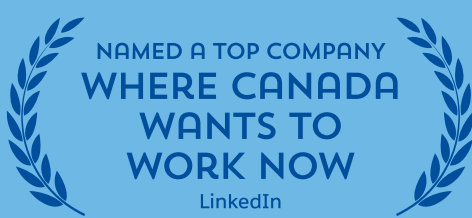
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BEST WORKPLACES
FEWER THAN 100 EMPLOYEES

26

Electromate Inc.
INDUSTRIAL SERVICES / INDUSTRIAL DESIGN
www.electromate.com

Head office: Vaughan, ON • **Employees:** 28
Times on Cdn list: NA

To maintain a well-rounded approach to personnel, management and productivity, the senior leadership team at Electromate is coached by three coaches: an HR Coach, a Leadership Coach, and a Sales Process & Methodology Coach.

27

Climax Media Inc.
INFORMATION TECHNOLOGY
www.climaxmedia.com

Head office: Toronto, ON • **Employees:** 43
Times on Cdn list: 2016, 2017

Once a month, Climax Media holds “Campfire.” At this informal exchange, they discuss upcoming events, projects and general updates. Ideas and questions are encouraged. While they don’t actually light fire, there is a warm glow!

28

TechBlocks
INFORMATION TECHNOLOGY / IT CONSULTING
www.tblocks.com

Head office: Vaughan, ON • **Employees:** 34
Times on Cdn list: 2017

On the last Friday of every month, TechBlocks caters lunch for the whole team including contractors, part-time and remote employees. It’s a great opportunity to learn what is going on throughout the organization.

29

HRdownloads
PROFESSIONAL SERVICES
www.hrdownloads.com

Head office: London, ON • **Employees:** 74
Times on Cdn list: 2011, 2012, 2014, 2015, 2016, 2017

HRdownloads recognizes employees with Superhero Status Cards. Superhero Cards come with a personalized message and a time-off amount ranging from 15 minutes to an hour. Employees can save up cards for a full day off.

30

EventMobi
INFORMATION TECHNOLOGY
www.eventmobi.com

Head office: Toronto, ON • **Employees:** 78
Times on Cdn list: NA

EventMobi hired an Employee Success Coach for employees to talk to confidentially about issues they are having. This coach is now part of the fabric at EventMobi, confidentially coaching employees through challenging work situations.

31

Managing Matters
PROFESSIONAL SERVICES / BUSINESS PROCESS OUTSOURCING
www.managingmatters.com

Head office: Toronto, ON • **Employees:** 29
Times on Cdn list: NA

Managing Matters recently introduced Passion Days. This paid time off allows employees to spend the day doing something they are personally passionate about. Pursuing individual passions brings positive results for the employee and the business.

BEST WORKPLACES
100-999 EMPLOYEES

26

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

Head office: Kelowna, BC • **Employees:** 428
Times on Cdn list: 2009, 2010, 2011, 2012, 2013, 2016, 2017

After two years of service, employees can enroll in the Employee Ownership Program and receive partnership units, think like an owner, contribute to a co-operative team culture and share in the results of the company.

27

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

Head office: Toronto, ON • **Employees:** 201
Times on Cdn list: 2008 to 2017

At T4G, work-life integration takes many forms: from home, nocturnally, on a laptop in an airport... Work is what they do, not where they go. Work is what they produce, not when they produce it.

28

BlueCat
INFORMATION TECHNOLOGY / SOFTWARE
www.bluecatnetworks.com

Head office: Toronto, ON • **Employees:** 260
Times on Cdn list: 2017

New employees at BlueCat receive a Departmental Onboarding Checklist (DOC). These are detailed action lists, personalized to help navigate through their first 30-90 days including reading materials, training milestones, key partner meetings and system setups.

29

JMP Engineering Inc.
PROFESSIONAL SERVICES / CONSULTING ENGINEERING
www.jmpeng.com

Head office: London, ON • **Employees:** 127
Times on Cdn list: 2013, 2014, 2015, 2016, 2017

Employees at JMP Engineering receive a Personal Achievement Plaque after one year of service. In subsequent years, the CEO presents him/her with a new engraved plate to add to their plaque, recognizing significant achievements that year.

30

Lakeside Process Controls Ltd.
INDUSTRIAL SERVICES / ENGINEERING
www.lakesidecontrols.ca

Head office: Mississauga, ON • **Employees:** 269
Times on Cdn list: 2011, 2012, 2013, 2014, 2015, 2016, 2017

Knowing that employees are busy and taxes are one more “thing to do,” Lakeside hires a Chartered Accountant to file employee tax returns. Employees meet the accountant during business hours and have their returns completed.

31

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

Head office: New Westminster, BC • **Employees:** 134
Times on Cdn list: 2008 to 2017

Circle Teams at Ames Tile & Stone highlight their commitment to collaboration and inclusion. These ad hoc, cross-discipline teams, facilitated by someone who has line responsibility, address specific business issues and challenges.

BEST WORKPLACES
1,000+ EMPLOYEES

26

ARI
PROFESSIONAL SERVICES
www.arifleet.ca

Head office: Mississauga, ON • **Employees:** 2,139 (300 in Can)
Times on Cdn list: 2017

ARI’s Executive Challenge, modelled after “Shark Tank,” connects employee ideas with business needs. Employees form teams, collaborate, develop ideas and present to the “sharks;” the best ideas are rewarded and selected for implementation.

27

EY
PROFESSIONAL SERVICES
www.ey.com/ca

Head office: Toronto, ON • **Employees:** 230,000 (4,991 in Can)
Times on Cdn list: 2006 to 2013, 2015, 2016, 2017

EY Badges allows employees at EY Canada to showcase their valuable future-focused skills to colleagues and the wider market. Each badge represents a new level of learning, experiences and contributions, helping to unlock career growth.

28

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

Head office: Oakville, ON • **Employees:** 17,300 (843 in Can)
Times on Cdn list: 2015, 2016, 2017

When a new employee joins FCT, the whole team writes personalized welcome messages on a Welcome Poster that is displayed on the new employee’s desk prior to his/her arrival.

29

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

Head office: Vancouver, BC • **Employees:** 4,527 in Canada
Times on Cdn list: 2015, 2016, 2017

To identify management potential and spark interest among employees about the possibility of a career with the company, Cactus holds regular Career Days that include educational seminars, focus groups and interactive team building.

30

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

Head office: Toronto, ON • **Employees:** 4,488 (116 in Can)
Times on Cdn list: 2013, 2014, 2015, 2016, 2017

The MorningStarter initiative offers work shadowing opportunities. Staff can also have one-on-one conversations with a Morningstar employee from another department, talk with a senior management member or participate in a randomly selected roundtable group.

31

Devon Canada
MANUFACTURING & PRODUCTION / ENERGY DISTRIBUTION
www.devonenergy.com

Head office: Calgary, AB • **Employees:** 3,470 (869 in Can)
Times on Cdn list: 2009, 2010, 2011, 2012, 2013, 2015

Devon works with an external vendor to find the day’s most relevant and timely stories impacting Devon’s operations. These stories, positive or negative, are distributed to those who subscribe to the daily Media Monitoring alert.

“The people that work here are the soul of our success. Feed the soul with a meaningful purpose and magic happens.” Terry Arden, CEO, LMI Technologies

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BEST WORKPLACES
FEWER THAN 100 EMPLOYEES

32

Opencare
INFORMATION TECHNOLOGY
www.opencare.com/careers

Head office: Toronto, ON • **Employees:** 21
Times on Cdn list: NA

Opencare provides each employee with access to a performance psychologist who is available for sessions to discuss any personal/professional roadblocks. All sessions are kept confidential.

33

Mercatus Technologies Inc.
INFORMATION TECHNOLOGY / SOFTWARE
www.mercatus.com

Head office: Toronto, ON • **Employees:** 69
Times on Cdn list: NA

Mercatus has “collision zones” within its office environment. What this means is that the physical design of the company’s office space is set up in a way that encourages spontaneous conversations and the sharing of ideas.

34

UPGC Inc.
HOSPITALITY / FOOD AND BEVERAGE SERVICE
www.upgc.com

Head office: Vaughan, ON • **Employees:** 25
Times on Cdn list: NA

Yearly, UPGC hosts an engaging offsite team-building event. This year at a Paint Lounge, associates collaborated to bring a piece of artwork to life. The paintings are now proudly displayed around the office.

35

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

Head office: Victoria, BC • **Employees:** 45
Times on Cdn list: 2017

Consumer Protection BC encourages continuous learning through education and training, based on individual needs and organizational requirements. This includes time to attend courses, full or partial payment of tuition, professional membership dues and conference/workshop attendance.

36

Bryson Insurance
FINANCIAL SERVICES & INSURANCE / GENERAL INSURANCE
www.brysoninsurance.ca

Head office: Ajax, ON • **Employees:** 37
Times on Cdn list: 2016, 2017

Bryson Insurance has an entire team-building program dedicated to health and wellness. This past year, a team embarked on a journey to the bottom of the Grand Canyon. An epic adventure has a way of transforming relationships!

37

VFS Canada Inc.
FINANCIAL SERVICES & INSURANCE / BANKING/CREDIT SERVICES
www.vfscoco.com

Head office: Aurora, ON • **Employees:** 47
Times on Cdn list: NA

To support employee career development, VFS Canada offers short-term assignments in different locations to learn and share best practices.

BEST WORKPLACES
100-999 EMPLOYEES

32

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

Head office: Saskatoon, SK • **Employees:** 336
Times on Cdn list: 2017

The Diversity Committee at Saskatchewan Research Council established a lunchtime club – inviting members for whom English is their second language to come together to practise their English language skills with each other.

33

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

Head office: Saint-Eustache, QC • **Employees:** 124
Times on Cdn list: NA

Bath Fitter knows that having fun and celebrating together are important to culture. From Board Game Fridays to Hockey Pools, they believe time spent together, as a team, is foundational for success.

34

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

Head office: Calgary, AB • **Employees:** 122
Times on Cdn list: 2006, 2007, 2008, 2010 to 2016

Trico’s Innovation Lab allows up to five employees to work on a problem for three months during work time. Staff step out of their comfort zones, participate in product development and experience fast-paced learning.

35

Binnie
PROFESSIONAL SERVICES / CONSULTING ENGINEERING
www.binnie.com

Head office: Burnaby, BC • **Employees:** 190
Times on Cdn list: NA

Staff at Binnie who spend time on charitable/volunteer efforts in the community are recognized through Binnie’s Profit Sharing. Staff earn points for volunteering and these points accumulate, providing them with a larger profit sharing amount.

36

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

Head office: Mississauga, ON • **Employees:** 364
Times on Cdn list: 2017

At Toyotoshi, they celebrate tenured employees. At five years, employees receive a diamond pin. At 15 years, they receive an RRSP contribution. At 20 years, they receive a spot on the walk/wall of fame.

37

Thrive Group
NON-PROFIT AND CHARITY ORGANIZATIONS
www.thrivegroup.ca

Head office: Hamilton, ON • **Employees:** 635
Times on Cdn list: NA

On Christmas Eve, the leadership team of Thrive Group visits each of the 14 work sites to deliver chocolates to the staff and to personally wish them happy holidays.

BEST WORKPLACES
1,000+ EMPLOYEES

32

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

Head office: Toronto, ON • **Employees:** 52,000 (1,247 in Can)
Times on Cdn list: 2006 to 2015, 2017

Thomson Reuters has a ‘meeting free time zone’ between noon and 1:30 pm Monday to Thursday. This ensures employees take time for lunch every day and have dedicated time to focus on work/projects instead of meetings.

33

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

Head office: Vancouver, BC • **Employees:** 4,500 (4,000 in Can)
Times on Cdn list: 2010 to 2017

JOEY is strongly committed to developing and growing leaders from within. The company’s president, who started as a dishwasher, is an excellent example of the opportunity available to ALL employees.

34

Hyundai Auto Canada Corp.
AUTOMOTIVE
www.hyundaicanada.com

Head office: Markham, ON • **Employees:** 118,320 (205 in Can)
Times on Cdn list: NA

Employees can lease up to two vehicles at a reduced lease rate. This includes the cost of insurance and maintenance. Employees choose the make, model and trim, and can choose a new vehicle every 12,000 km.

35

G Adventures
RETAIL / SPECIALTY
www.gadventures.com

Head office: Toronto, ON • **Employees:** 1,723 (244 in Can)
Times on Cdn list: 2010, 2011, 2012, 2013, 2014, 2015, 2016, 2017

“Peeling Back the Layers” is a video series at G Adventures featuring fun and informative interviews with its leadership team. The interviews allow employees to learn more about their leaders both professionally and personally.

36

Wavemaker Canada ULC
MEDIA
www.wavemakerglobal.com

Head office: Toronto, ON • **Employees:** 3,000 (140 in Can)
Times on Cdn list: 2016, 2017

Wavemaker Canada is part of a global initiative to ensure gender equality across the agency. This is achieved through various means – creating a network of female mentors, career development sessions and customized career plans.

37

Meltwater
MEDIA / ONLINE INTERNET SERVICES
www.meltwater.com

Head office: Toronto, ON • **Employees:** 1,700 (79 in Can)
Times on Cdn list: 2016, 2017

When executives and senior managers at Meltwater visit a particular office, they invite all employees for a meal or drinks so they can get to know each other in a more informal setting.

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CANADA2018

BEST WORKPLACES
FEWER THAN 100 EMPLOYEES

38

5+

YEARS

Search Engine People

PROFESSIONAL SERVICES /
ADVERTISING AND MARKETING
www.searchenginepeople.com

Head office:

Pickering, ON

• Employees:

60

Times on Cdn list:

NA

By providing employees with a variety of work options, the company creates a win-win scenario. This includes flexible hours and the opportunity to work remotely from anywhere one to two days per week.

39

10+

YEARS

Tourism Toronto

HOSPITALITY
www.seetorontonow.com

Head office:

Toronto, ON

• Employees:

81

Times on Cdn list:

NA

Tourism Toronto is a proud supporter of the 'Relax, Recharge, Renew' program, providing parents of children with special needs a much-deserved break. The program is run by employee volunteers and over 500 families have benefited.

40

5+

YEARS

Adoxio Business Solutions Ltd.

INFORMATION TECHNOLOGY / IT CONSULTING
www.adoxio.com

Head office:

Calgary, AB

• Employees:

74

Times on Cdn list:

NA

Adoxio has a tradition called Scotch Friday. A team member brings in a bottle of scotch and the entire office gathers in the kitchen for a toast and to talk about highlights of the week.

41

5+

YEARS

Rittal Systems Ltd.

MANUFACTURING & PRODUCTION /
BASIC METALS AND FABRICATED METAL PRODUCTS
www.rittal.ca

Head office:

Mississauga, ON

• Employees:

49

Times on Cdn list:

2014, 2015, 2016, 2017

Rittal provides training to meet a wide range of employee needs and style preferences. This includes online training, microlearning, the Rittal Academy and opportunities to attend relevant industry and peer networking events.

42

5+

YEARS

Proof Experiences Inc.

PROFESSIONAL SERVICES /
ADVERTISING AND MARKETING
www.proofexperiences.com

Head office:

Toronto, ON

• Employees:

36

Times on Cdn list:

NA

Proof Experience recognizes five-year anniversaries with a Milestone Trip Reward: \$4,000 plus an extra week of vacation for travel. Ten years earns a Milestone Experience Reward: \$5,000 for an international industry-based experience.

43

5+

YEARS

Clintar Commercial Outdoor Services

INDUSTRIAL SERVICES
www.clintar.com

Head office:

Markham, ON

• Employees:

17

Times on Cdn list:

NA

As part of its work appreciation efforts, Clintar ensures ALL staff are involved in social events. These events are used to highlight the success employees bring to Clintar and to recognize the entire team effort.

BEST WORKPLACES
100-999 EMPLOYEES

38

5+

YEARS

Vermilion Energy

MANUFACTURING & PRODUCTION / ENERGY
www.vermilionenergy.com

Head office:

Calgary, AB

• Employees:

226

Times on Cdn list:

2010 to 2017

The Vermilion Days of Caring program provides up to two days per year of "hands-on" opportunities for staff and their families to engage in a company-sponsored volunteer activity during business hours for local charities.

39

5+

YEARS

Firma Foreign Exchange Corp.

FINANCIAL SERVICES & INSURANCE
www.firmafx.com

Head office:

Edmonton, AB

• Employees:

172

Times on Cdn list:

2007, 2009, 2011, 2013

Full-time employees receive one half day off one Friday of every month. This is a great way to reward hardworking employees and allows them to rest, relax and recharge with family and friends..

40

5+

YEARS

IndustryBuilt Software

INFORMATION TECHNOLOGY / SOFTWARE
www.industrybuilt.com

Head office:

Mississauga, ON

• Employees:

115

Times on Cdn list:

2014, 2015, 2016, 2017

Every two weeks at IndustryBuilt Software, employees meet with their manager one on one to discuss relevant issues. These meetings may be formal or informal, and they always include personal development goals and career plans.

41

10+

YEARS

Symbility Solutions

INFORMATION TECHNOLOGY / SOFTWARE
www.symbilitysolutions.com

Head office:

Toronto, ON

• Employees:

198

Times on Cdn list:

NA

Employees at Symbility Solutions are continuously encouraged to challenge themselves professionally, manage their careers and/or enhance their personal growth. Many write blogs, host lunch-and-learns, or speak at conferences and events.

42

5+

YEARS

Gore Mutual Insurance

FINANCIAL SERVICES & INSURANCE / AUTO INSURANCE
www.goremutual.ca

Head office:

Cambridge, ON

• Employees:

325

Times on Cdn list:

NA

Gore Mutual's online platform, called Ideas Go Forward, gives staff the opportunity to share innovative ideas with their peers and the leadership team. Ideas with 15 likes are promoted, and the leadership team determines viability.

43

5+

YEARS

LMI Technologies Inc.

MANUFACTURING & PRODUCTION / ELECTRONICS
www.lmi3d.com

Head office:

Burnaby, BC

• Employees:

185

Times on Cdn list:

2016

LMI Technologies gave employees May the 4th off in honour of the greatest sci-fi series ever: Star Wars. Word of the holiday spread quickly; going national. This is a holiday traditional that will carry forth!

BEST WORKPLACES
1,000+ EMPLOYEES

38

10+

YEARS

RBC

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

Head office:

Toronto, ON

• Employees:

76,100 (57,687 in Can)

Times on Cdn list:

2009 to 2017

The My Community platform at RBC enables employees to identify volunteer opportunities, organize or sign up for volunteer activities, apply for RBC volunteer grants for a charity, and donate to the charity of their choice.

39

5+

YEARS

Kiewit

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

Head office:

Oakville, ON

• Employees:

9,543 (1,312 in Can)

Times on Cdn list:

2011, 2012, 2013, 2014, 2015, 2016, 2017

At Kiewit, safety is everyone's responsibility and employees are not only authorized, but expected, to speak up when they see something concerning. Kiewit has implemented several gold-standard programs including training and Craft Voice in Safety (CVIS).

40

5+

YEARS

TJX Canada

RETAIL / SPECIALTY
www.tjxcanada.ca

Head office:

Mississauga, ON

• Employees:

235,000 (25,790 in Can)

Times on Cdn list:

2012, 2014, 2015, 2016, 2017

TJX encourages its associates to carpool to work by offering the Smart Commute program. Not only do participants save money, they are also able to take advantage of preferred parking at the buildings.

41

10+

YEARS

TD Bank Group

FINANCIAL SERVICES & INSURANCE /
BANKING/CREDIT SERVICES
www.td.com

Head office:

Toronto, ON

• Employees:

87,916 (59,368 in Can)

Times on Cdn list:

2006 to 2017

The Diversity Sourcing Team at TD Bank takes on a strategic sourcing role focused solely on attracting top talent from the LGBT community and executing an LGBT talent strategy enterprise-wide within Canada.

42

5+

YEARS

Capital One Canada

FINANCIAL SERVICES & INSURANCE /
BANKING / CREDIT SERVICES
www.capitalone.ca

Head office:

Toronto, ON

• Employees:

49,300 (1,262 in Can)

Times on Cdn list:

2011, 2014, 2015, 2016, 2017

The Surprise and Delight program at Capital One empowers employees to follow up on customer conversations, provide personalized care, and create connections with the customers they serve.

43

5+

YEARS

Hilti Canada Corporation

PROFESSIONAL SERVICES
www.careers.hilti.ca

Head office:

Mississauga, ON

• Employees:

27,000 (1,048 in Can)

Times on Cdn list:

2006, 2010, 2011, 2012, 2013, 2014, 2015, 2017

Hilti hired two individuals who focus solely on the immigration and integration of international hires. This initiative helps the company diversify its workforce by facilitating easy internal movement across borders.

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BEST WORKPLACES
FEWER THAN 100 EMPLOYEES

44

Zomaron
INFORMATION TECHNOLOGY / SOFTWARE
www.zomaron.com

Head office: London, ON • **Employees:** 78
Times on Cdn list: NA

A company that eats together, stays together. As such, Zomaron regularly offers catered employee lunches that bring everyone together and help grow trusting relationships interdepartmentally.

45

Pong Game Studios Corp.
INFORMATION TECHNOLOGY / SOFTWARE
www.pongstudios.com

Head office: Woodbridge, ON • **Employees:** 75
Times on Cdn list: NA

Employees at Pong Game Studios visit client sites to see their finished product at work. The trips are inspirational, and upon their return, the employees are motivated to remain leaders in the industry.

46

Tile Shoppe
RETAIL
www.tileshoppes.com

Head office: Concord, ON • **Employees:** 50
Times on Cdn list: NA

Whenever a Tile Shoppe store reaches its monthly sales target, every team member at the store receives a prepaid credit card. The perk ranges from \$25 to \$1,000 with the two-year average being \$100.

47

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

Head office: London, ON • **Employees:** 96
Times on Cdn list: NA

Before joining Voices.com, new employees meet the company's co-founders (CEO and CBO). Learning the history of the company, and getting to know those who built it, allows the employee to confirm their decision to join.

48

Kincardine Family Health Team
HEALTH CARE
www.kincardinefht.ca

Head office: Kincardine, ON • **Employees:** 15
Times on Cdn list: NA

Performance-Based Recognition is a priority at Kincardine Family Health Team. Annually, team members receive between \$2,000 and \$6,000 as recognition for their personal contributions to the organization.

49

DAS Canada
FINANCIAL SERVICES & INSURANCE
www.das.ca

Head office: Toronto, ON • **Employees:** 45
Times on Cdn list: 2016

Every employee at DAS is automatically added to the group Legal Expense Insurance (LEI) policy, so they have access to justice and legal resources if the need should ever arise.

50

Canada Dry Mott's
MANUFACTURING & PRODUCTION / FOOD PRODUCTS / BEVERAGES
www.canadadrymotts.ca

Head office: Mississauga, ON • **Employees:** 81
Times on Cdn list: NA

The Rapid Continuous Improvement (RCI) program at Canada Dry Mott's is a fundamental part of the company's strategy. The company believes in employee-led change to improve safety, quality, delivery, productivity and growth.

BEST WORKPLACES
100-999 EMPLOYEES

44

CMLS Financial
FINANCIAL SERVICES & INSURANCE / BANKING/CREDIT SERVICES
www.cmls.ca

Head office: Vancouver, BC • **Employees:** 229
Times on Cdn list: NA

At CMLS Financial, employees can drop into a variety of meetings to get a deeper understanding of the business.

45

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

Head office: Toronto, ON • **Employees:** 967
Times on Cdn list: NA

First National Financial LP encourages employees to recognize each other and rewards both nominees and nominators. Annually, the most frequently nominated employees receive a framed certificate from the CEO at a special luncheon.

46

Dalton Pharma Services
BIOTECHNOLOGY & PHARMACEUTICALS / PHARMACEUTICALS
www.dalton.com

Head office: Toronto, ON • **Employees:** 112
Times on Cdn list: NA

Employees who show initiative or have a great idea can be nominated for a Special Recognition Bonus that pays a portion of the difference between any profit margin increase or cost savings realized by the company.

47

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

Head office: Richmond, BC • **Employees:** 195
Times on Cdn list: NA

During the budgeting season at Boston Pizza, department heads encourage their team members to bring forward new ideas so resources can be properly allocated for these projects. The team uses these funds to drive innovation.

48

Industry Training Authority
EDUCATION & TRAINING
www.itabc.ca

Head office: Richmond, BC • **Employees:** 112
Times on Cdn list: NA

Employees get \$200 per year to cover expenditures related to health and wellness. From golf lessons, to bicycles, to running shoes, staff can use this fund to support their healthy lifestyles.

49

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

Head office: Vancouver, BC • **Employees:** 115
Times on Cdn list: NA

Open Door Group is committed to leadership development and internal promotions. To that end, more than 70% of the current leadership team began in front-line, client-facing services within the organization.

50

Northern Credit Union Limited
FINANCIAL SERVICES & INSURANCE / BANKING/CREDIT SERVICES
www.northerncu.com

Head office: Sault Ste. Marie, ON • **Employees:** 288
Times on Cdn list: NA

Employees being recognized at Northern Credit Union receive a \$150 gift certificate that they can donate to charity if they choose. Yearly, all recognized employees are entered into a draw for a paid day off.

BEST WORKPLACES
1,000+ EMPLOYEES

44

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

Head office: Toronto, ON • **Employees:** 46,021 (29,886 in Can)
Times on Cdn list: 2016, 2017

Inspired by Humans of New York, BMO's #Empathy is a series of small nudges that encourage colleagues to share a little about themselves. Examples include happiest memories and life-changing moments.

45

10+ YEARS

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

Head office: Brantford, ON • **Employees:** 13,000 (333 in Can)
Times on Cdn list: 2006 to 2014, 2017

Remote employees at SC Johnson have a "Remote Sales Employee Liaison" who keeps them connected by sharing information, updates and best practices to ensure remote employees continue to feel connected and engaged.

46

LoyaltyOne Co.
FINANCIAL SERVICES AND INSURANCE
www.loyalty.com

Head office: Toronto, ON • **Employees:** 1,356 (1,167 in Can)
Times on Cdn list: 2016, 2017

Loyalty One established a Millennial Advisory Committee, comprised of Generation Y associates, who provide feedback and insights on programs, and act as champions in driving culture and values through a grassroots approach.

47

5+ YEARS

VW Credit Canada, Inc.
PROFESSIONAL SERVICES / CONSULTING – MGMT
www.vwfinance.ca

Head office: Saint-Laurent, QC • **Employees:** 15,531 (132 in Can)
Times on Cdn list: 2012, 2013, 2014, 2015, 2016

At VW Credit, they have a "rotating roundtable" where four different employees every quarter are given real face time with the president and other senior executives to discuss concerns they may have.

48

10+ YEARS

Hill+Knowlton Strategies Canada
PROFESSIONAL SERVICES
www.hkstrategies.ca

Head office: Toronto, ON • **Employees:** 2,000 (173 in Can)
Times on Cdn list: 2007 to 2017

Hill+Knowlton uses its Alumni Page on LinkedIn as a recruitment tool. This enables the firm to attract "boomerang" employees, some of whom may even be living abroad, and welcome them back to the H+K family.

49

10+ YEARS

Softchoice
INFORMATION TECHNOLOGY / IT CONSULTING
www.softchoice.com

Head office: Toronto, ON • **Employees:** 1,726 (1,207 in Can)
Times on Cdn list: 2006 to 2017

Softchoice knows that 70% of individual development occurs on the job, largely through coaching from managers. The company delivers 'The Coaching Habit,' a collaborative program designed to help managers use coaching as a habit.

50

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

Head office: Toronto, ON • **Employees:** 33,000 (316 in Can)
Times on Cdn list: 2014, 2016, 2017

At The Adecco Group, when internal candidates are unsuccessful, the 'What is Your Dream?' exercise helps them determine what they really want to achieve. This allows them to re-focus and strengthen skills for future opportunities.

“A strong culture is carefully crafted and nurtured. It cares for and invests in its people, fosters diversity, inspires happiness and continually embraces change.” **Wayne Chiu**, CEO, Trico Homes

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