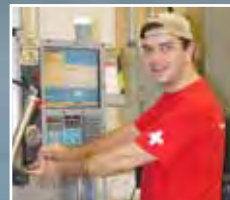
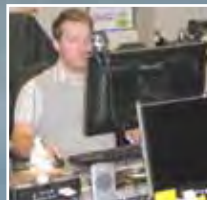


Montréal's Top Employers
2012



MONTREAL'S Top Employers 2012



The Gazette
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The new minimally invasive surgery suite at the Lachine Hospital

MAJOR MODERNIZATION OF THE MONTREAL GENERAL AND LACHINE HOSPITALS

Top employers get creative in competitive job market

Retiring boomers spur companies into action

The retirement of the baby-boom generation is no longer a prediction — it's happening, and it's changing what it takes to be a top employer in Canada, says Tony Meehan, publisher of Canada's Top 100 Employers, a competition run through Mediacorp Canada Inc.

"There's a real transformation that's taking place in demographics," Meehan says.

Companies and public-sector organizations need to hire to replace departing boomers, he says. And, facing a smaller cohort of younger workers, employers are finding they need to sweeten their offers to get the best people.

Yet it takes more to make the annual list of Canada's Top 100 Employers — and the Montréal's Top Employers regional list — he says. Areas where the competition for workers is getting noticeably more intense include maternity top-up policies, annual paid leave days and pension plans.

Overall, Meehan notes vacation and paid leave standards are higher in Western Canada, where unemployment rates are several points lower than the rest of the country.

Perhaps the most striking upgrades to hiring enticements have come in the re-emergence of the defined-benefit pension plan, in which employers top up pension funds to ensure a specified retirement income.

"In past years, a lot of companies had been getting rid of their defined-benefit plans" in favour of defined-contribution plans, says Meehan, explaining that employers would contribute a set amount



each year, and each employee would retire on whatever annual income the fund generated in his or her name.

"Employers are saying, 'We know a defined-benefit plan costs more, but we have it in order to retain people and we're sticking with it.'"

Meehan notes some estimates have it taking 10 years of negative gross-domestic-product growth to offset the demographic impact of boomer retirements on the labour force.

"For skilled positions, the unemployment rate has never been more than four per cent," he says.

And with the retirement of the boomers, unemployment rates are likely to get even tighter.

This year, Meehan says, a record 2,750 companies and public sector organizations started the application procedure to the Top Employers competition, providing data on 400 points of comparison.

A panel of academics oversees the selection criteria for the competition, and a public website (Eluta.ca) provides detailed reasons for selection of all the winners.

"It's very transparent, and it makes job-seekers and employers more informed on emerging employment standards," says Meehan.

Montréal's Top Employers

AEROPLAN CANADA

BOMBARDIER AEROSPACE

BUSINESS DEVELOPMENT BANK OF CANADA

C&D AEROSPACE CANADA CO.

CSSS DE LA MONTAGNE

FEDNAV LTD.

GENETEC INC.

L'ORÉAL CANADA INC.

LUNDBECK CANADA INC.

McGILL UNIVERSITY

McGILL UNIVERSITY HEALTH CENTRE

McKESSON CANADA INC.

MESSAGING ARCHITECTS INC.

NATIONAL BANK

NUANCE COMMUNICATIONS CANADA INC.

PFIZER CANADA INC.

RSM RICHTER CHAMBERLAND LLP

STIKEMAN ELLIOTT LLP

VIGILANT GLOBAL

YELLOW PAGES GROUP CO.



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Project Co-ordinator: Miles Durrie **Cover Design:** Mike Baumann



Employer	Industry	Interest Points	City	FT Employees in Canada
Aeroplan LP	Marketing consulting services	Invests in ongoing employee development with tuition subsidies for job-related courses, a range of in-house and online training programs and subsidies for professional accreditation. Lets everyone share in the company's success with share purchases and year-end bonuses available to all employees. Supports employees who are new parents with maternity and parental leave top-up payments (up to 75% of salary for 21 weeks) as well as extended health benefit coverage during the leave. Helps employees balance work and personal life through alternative work arrangements, including flexible hours and shortened and compressed work week options. Offers retirement planning assistance, generous contributions to a defined-benefit pension plan and matching RSP contributions (depending on the position).	Montréal	1,010
Bombardier Aerospace	Aircraft manufacturing	The head office includes a variety of onsite amenities such as a fully equipped fitness facility and a cafeteria, with healthy and special-diet menus. Provides great financial benefits including referral bonuses for some employees (up to \$2,000), a share purchase plan available to all employees, and contributions to a defined-benefit pension plan. Supports employees who are new mothers with maternity leave top-up payments (to 90% of salary for 17 weeks) as well as extended health benefit coverage during their leaves. Encourages ongoing employee development through tuition subsidies and the Bombardier Aerospace Engineering University (BEU), an in-house program that supports new graduates through a variety of classes and training programs, seminars, conferences and advanced technical courses.	Dorval	17,222
Business Development Bank of Canada	Monetary authorities; central bank	Supports employees who are new mothers with maternity leave top-up payments (up to 95% of salary for 17 weeks) and provides them with a variety of alternative work arrangements when they return. Encourages employee development through subsidies for tuition and professional accreditation, online skills inventory and an impressive in-house training system that features a facility with classrooms and a computer lab, as well as a curriculum of in-house and online programs. Manages an academic scholarship program for children of employees who pursue post-secondary education (up to \$2,500 per child). Year-end bonuses and a profit-sharing plan are available to all employees. Helps older workers with retirement planning assistance and matching RSP contributions, as well as contributions to a defined-benefit pension plan. Provides a flexible health benefits plan, as well as assistance finding child- and elder-care placements and the option of purchasing additional vacation days.	Montréal	1,834
C&D Aerospace Canada Co.	Motor vehicle seating and interior trim manufacturing	Lets everyone share in the company's success with year-end bonuses and a profit-sharing plan available to all employees. Encourages ongoing employee development, with subsidies for tuition and professional accreditation, in-house training options, apprenticeship opportunities and a formal mentoring program. Also manages a generous academic scholarship program for children of employees who pursue post-secondary education (up to \$5,000 per child). Helps employees save for retirement with contributions to a defined-benefit pension plan or matching RSP contributions (depending on their positions).	Dollard-des-Ormeaux	600
Centre de santé et de services sociaux de la Montagne.	Outpatient care centres	Supports employees who are new mothers with maternity and parental leave top-up payments (up to 93% of salary for 21 weeks) and provides parental leave top-up to new fathers and adoptive parents (up to 100% of salary for five weeks). Encourages employees to balance work and their personal lives with a variety of alternatives including flexible hours, telecommuting and shortened and compressed work-week options. New employees start at four weeks' paid vacation and receive additional paid personal days off. Offers retirement planning assistance, phased-in work options and contributions to defined-benefit and -contribution pension plans (depending on their position).	Montréal	774
Fednav Ltd.	Deep sea freight transportation	Helps employees prepare for life after work with retirement planning assistance, phased-in work options and contributions to a defined-benefit pension plan. Supports employees who are new mothers with maternity leave top-up payments (up to 90% of salary for 18 weeks) and extended health benefit coverage during their leaves. Encourages employees to balance work and their personal lives through a variety of alternative work arrangements including flexible hours, telecommuting and a shortened work-week option. Invests in ongoing skills development with tuition subsidies for job-related courses, in-house training, a formal mentoring program and subsidies for professional accreditation.	Montréal	159
Genetec Inc.	Custom computer programming services	New employees start at three weeks' paid vacation, in addition to paid time off during the holiday season. Invests in ongoing employee development with tuition subsidies for courses taken at outside institutions, in-house training programs and financial bonuses for some course completion. A smaller employer that offers big financial rewards, including generous referral bonuses (up to \$5,000), year-end bonuses and a profit-sharing plan available to all employees. Helps employees save for life after work with matching RSP contributions (up to 1.5% of salary).	Saint-Laurent	221
L'Oréal Canada Inc.	Toiletry product manufacturing	Offers year-end bonuses and a profit-sharing plan, available to all employees. Other financial benefits include signing bonuses for some employees, contributions to defined-benefit and defined-contribution pension plans and generous discounts on company products. Encourages ongoing employee development through a unique in-house program, Akademia L'Oréal Canada, along with subsidies for professional accreditation, online courses and international training in Paris and New York. Provides maternity and parental leave top-up payments for employees who are new mothers or adoptive parents (up to 100% of salary for 17 weeks) and a subsidized onsite day-care centre. Helps employees balance their work and personal lives with flexible work options including telecommuting, compressed work weeks and early Friday closings during summer and winter. Creatively recognizes exceptional performance with VIP trips to company-sponsored events (such as Luminato, the annual arts and creativity festival held in Toronto) as well as tickets to the company's box seats at the Bell Centre in Montréal.	Montréal	1,200
Lundbeck Canada Inc.	Research and development in the social sciences and humanities	Invests in ongoing employee development with subsidies for tuition and professional accreditation, financial bonuses for some course completion and a range of in-house and online training programs. Supports employees who are new mothers or adoptive parents with maternity and parental leave top-up payments (up to 100% of salary for 15 weeks) and offers extended health benefit coverage during their leaves. New employees start at three weeks' paid vacation allowance and receive additional paid time off during the holiday season. Helps employees prepare for life after work with retirement planning assistance and generous contributions to a defined-contribution pension plan (to 7% of salary).	Montréal	162
McGill University	Colleges, universities and professional schools	Offers subsidized membership to the university's fully equipped athletics centre, which includes instructor-led classes, a swimming pool, an all-season field house, a skating arena and a sports medicine clinic. Helps employees balance work and personal life with flexible hours, telecommuting, a shortened work-week option and reduced summer hours. Supports employees who are new mothers with maternity and parental leave top-up payments (up to 95% of salary for 20 weeks) as well as multiple onsite day-care options for employees (and students) with young children. Also provides parental leave top-up payments to employees who are adoptive parents (up to 100% of salary for 10 weeks). Subsidizes tuition and professional development and offers in-house training programs. An earned leave program lets employees defer a portion of their pay and then enjoy a leave of absence while collecting the deferred portion (for up to 12 months). Helps prepare older employees for life after work with retirement planning assistance, phased-in work options and contributions to a defined-contribution pension plan.	Montréal	5,779
McGill University Health Centre	General medical and surgical hospitals	Provides compassionate leave top-up payments to employees who are called upon to care for a loved one (up to 100% of salary for 1 week). Offers maternity and parental leave top-up payments (up to 100% of salary for 21 weeks) and provides parental top-up for new fathers and adoptive parents (to 100% of salary for 5 weeks). Also manages an onsite day-care facility of which they can take advantage >>>	Montréal	5,719

MONTREAL'S TOP EMPLOYERS 2012



Employer	Industry	Interest Points	City	FT Employees in Canada
		> > > when they are ready to return to work. Invests in ongoing skills development with subsidies for tuition and professional accreditation, financial bonuses for some course completion, in-house and online training initiatives and a formal mentoring program. Helps older workers prepare for life after work with retirement planning assistance, a transitional work program that allows employees to gradually reduce their hours, and contributions to a defined-contribution pension plan.		
McKesson Canada Inc.	Drugs and druggists' sundries merchant wholesaler	Invests in ongoing skills development with tuition subsidies for job-related courses (up to \$3,000), subsidies for professional accreditation and a variety of in-house training programs. Also manages an academic scholarship program for children of employees who pursue post-secondary education (up to \$1,000). Lets everyone share in the company's success with a share purchase plan available to all employees. and offers additional financial rewards including signing bonuses for some and referral bonuses (up to \$2,000). Helps employees save for retirement with contributions to a defined-contribution pension plan.	Saint-Laurent	2,401
Messaging Architects Inc.	Custom computer programming services	An enlightened smaller employer that lets everyone share in the company's success with a share purchase plan and profit-sharing available to all employees. Invests in ongoing employee development with tuition subsidies for job-related courses, subsidies for professional accreditation, financial bonuses for some course completion and a variety of in-house training programs. Helps employees balance work and their personal lives with alternatives including flexible hours, telecommuting, a shortened work-week option and personal paid days off that can be used throughout the year. Encourages employees to save for retirement with contributions to defined-benefit and defined-contribution pension plans.	Montréal	50
National Bank	Commercial banking	Lets everyone share in the company's success with a share purchase plan available to all employees and offers additional financial rewards such as signing bonuses for some employees and referral bonuses (to \$1,500). Supports employees who are new mothers with maternity leave top-up payments (up to 100% of salary for 6 weeks) and manages an onsite day-care facility at the head office which employees can take advantage of when they return to work. Helps employees balance work and their personal life through a variety of alternative work arrangements including flexible hours, telecommuting and shortened and compressed work-week options. Encourages employees to save for the future with contributions to a defined-benefit pension plan and offers health benefits that extend to retirees (to 70 years of age).	Montréal	13,258
Nuance Communications Canada Inc.	Software Publishers	An enlightened employer that starts new employees at four weeks' paid vacation. Encourages ongoing employee development through tuition subsidies (up to \$3,000) for courses taken at outside institutions, as well as a variety of online training programs through its in-house Nuance University. Offers great financial rewards including signing bonuses for some positions, referral bonuses (up to \$3,000), year-end bonuses and a share purchase plan available to all employees. Supports employees who are new mothers with maternity leave top-up payments (up to 100% of salary for 8 weeks) as well as extended health benefit coverage during their leaves. Helps employees save for retirement with contributions to a defined-contribution pension plan.	Montréal	452
Pfizer Canada Inc.	Pharmaceutical preparation manufacturing	Unique physical workplace which includes a variety of onsite amenities such as a fitness facility with free membership, a cafeteria with healthy and special-diet menus and subsidized meals, and a nap room for employees who need a quick break during the day. Supports employees who are new mothers with maternity leave top-up payments (up to 100% of salary for 17 weeks) as well as an onsite day-care. Provides great financial benefits including signing bonuses for some employees, referral bonuses (to \$1,500), and a share purchase plan available to all employees, allowing them to share in the company's success. Encourages ongoing employee development with subsidies for tuition and professional accreditation, in-house apprenticeship programs, career planning services and a formal mentoring program. Offers employees compassionate leave top-up payments (up to 100% of salary for 8 weeks) if called upon to provide care for a loved one.	Kirkland	2,890
RSM Richter Chamberland	Offices of Certified Public Accountants	Supports employees who are new mothers and adoptive parents with maternity and parental leave top-up payments (up to 100% of salary for 4 weeks) as well as extended health benefit coverage during their leaves. Helps employees balance work and personal life through alternatives including flexible hours, telecommuting, reduced summer hours and a formal earned days-off program. Offers excellent financial rewards including signing bonuses for some positions, generous referral bonuses (up to \$8,000) and year-end bonuses available to all employees. New employees start at three weeks' paid vacation and receive additional personal paid days off which can be used throughout the year.	Montréal	573
Stikeman Elliott LLP	Offices of lawyers	An excellent corporate citizen, providing pro bono legal services to charitable organizations as well as generous matching employer donations where employees volunteer their time. Offers a variety of financial benefits, including referral bonuses (from \$1,000 to \$5,000, depending on the position being filled) as well as year-end bonuses and matching RSP contributions. Rewards exceptional performance through a variety of awards, from cash bonuses to restaurant dinners, travel vouchers and spa passes. Depending on the position, the firm provides maternity leave top-up payments for new mothers (up to 100% of salary for 17 weeks), including adoptive moms. Offers a variety of flexible work options, including telecommuting, a formal earned days-off program and a 35-hour work week with full pay. Supports ongoing employee development through tuition subsidies for job-related courses, mentoring, in-house training and an extensive online training initiative called SE University.	Montréal	576
Vigilant Global	Custom computer programming services	New employees start at three weeks' paid vacation and receive additional personal paid days off which can be used throughout the year. Invests in ongoing employee development with tuition subsidies for job-related courses, in-house training programs and subsidies for professional accreditation. Helps employees save for life after work with contributions to a matching RSP plan. Encourages employees to be active in their communities with paid time off to volunteer with local charitable organizations.	Montréal	63
Yellow Pages Group Co.	Directory and Mailing List Publishers	Encourages employees to keep active with employee sports teams and free membership to an onsite fitness facility that includes instructor-led classes, organized walking groups and shower facilities. Offers great financial rewards including signing bonuses for some, referral bonuses (up to \$1,000), year-end bonuses and a share purchase plan that is available to all employees. Supports employees who are new mothers, fathers or adoptive parents with maternity and parental leave top-up payments as well as the convenience of a day-care facility next door to the head office. Also helps employees balance their work and personal lives with alternative work arrangements, from reduced summer hours to telecommuting and flexible scheduling. Invests in ongoing employee development through tuition subsidies as well as subsidies for professional accreditation, in-house and online training programs, formal mentoring and career-planning services.	Verdun	2,475

Community work strengthens Aeroplan's team

Last October, Sara Riftin and 130 of her colleagues slept on the streets of downtown Montreal so that one day, other people won't have to.

Along with panhandling in the subway, making sandwiches for street kids and listening to the experiences of a once-homeless CEO, their night on the streets was part of a two-day team-building exercise for Aeroplan employees.

In addition to raising \$79,000 for a youth shelter, the exercise also gave employees a sense of responsibility and awareness they might not otherwise have experienced.

"It's remarkable what happens when you get a group of people together to do something meaningful," says Riftin, a manager at the loyalty program.

"The experiences Aeroplan has provided me with in terms of giving back to the community have been incredible. I never would have done half this stuff on my own, and it's made me realize that I probably could do a lot more in my personal life."

Every year, Aeroplan employees get paid time off for volunteer work, up to 25,000 reward miles to donate to a cause they believe in, and the opportunity to go abroad on humanitarian missions organized by the company's charitable partners.

Aeroplan helps nine key charities do work abroad through its Beyond Miles program. Last fall, Riftin was one of four employees selected to work with a group in Kenya called Safe Spaces, established by Aeroplan partner Schools Without Borders.

Also on the trip was Aeroplan's vice-president of People and Culture, genevieve bich (her all-lowercase name stems from a



Above, Aeroplan's Sara Riftin, far left, genevieve bich, far right, and two co-workers with girls from the Safe Spaces program in Nairobi, Kenya. **Right,** Aeroplan employees Nathalie Belanger and Jimmy Dimitrakopoulos raise funds to support homeless youth.

decision she made at age 12, a quirk she says also defines her leadership style).

Together, Riftin, bich and their colleagues witnessed first-hand the work Safe Spaces has been able to accomplish in helping young women in the slums of Nairobi learn life skills ranging from mechanics and sports to sexual health.

Upon their return, they started building a plan that would help the organization raise more funds.

"Out of this trip we created a mini-community of our own, a locally based helping

organization called the Friends of Safe Spaces," says bich.

"We took what we learned in Kenya and made it live in Canada.

"I came back from this experience richer than when I left."

Closer to home, Aeroplan supports the education of its employees through full tuition subsidies for post-secondary courses, in-house leadership training and funding toward memberships in professional



Aeroplan

- **YEARS IN BUSINESS:** 27
- **NUMBER OF EMPLOYEES:** 1,200
- **HEAD OFFICE:** Montreal
- **POSITIONS EMPLOYED**
Marketing, communications, IT, contact centre agents, analysts, lawyers.
- **HIRING INCENTIVES:** Subsidized tuition, share-purchase plan, RRSP matching, transit subsidies, rewards program using miles, paid time off for volunteering.
- **APPLICATION PROCESS:** Visit careers.aeroplan.com.

associations. Its benefits package includes company-matching RRSP contributions and share purchases, the option of buying additional vacation days, and mile rewards for commuters who don't take their cars to work.

Aeroplan miles are also awarded for service milestones, to celebrate project success and to thank colleagues for a job well done.

Thanks to reward miles, "I'm on a plane every two to three months," says Riftin.

"In the five years I have been here, Aeroplan has continued to add new and innovative ways to keep employees engaged — they're always keeping us on our toes and giving great incentives to do the right thing."

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aeroplan

An Aimia Company

C&D Zodiac offers a caring, flexible workplace

When Graeme Elliott's youngest son was born six weeks premature, he required intensive care not available at the local hospital.

While his wife and newborn baby were relocated to a larger hospital, Elliott had to stay home to take care of their other two children for a period of time that far exceeded his parental leave, personal days and remaining vacation time.

But that wasn't an issue to his supervisors at C&D Zodiac, a company that builds the high-end interiors for executive jets.

"The company was very understanding," says Elliott, a project manager who has been with the company for more than a decade.

"I was told to take all the time I needed, and to come back to work when everybody was home, healthy and happy."

Far from being a one-off situation, this is only one example of how the caring and flexible work environment at C&D Zodiac is reflected in everyday management decisions, interactions with employees and a generous benefits package.

"We offer opportunities in an industry that in the past may have been untouchable," says director of human resources Scott Henderson. "Our biggest perks are our flexibility and performance-driven environment. We encourage staff to perform, and give many incentives to advance within the company — but we also want people to have fun working here and enjoy what they do at the end of the day."

While employees are serious about the work they do, they take fun seriously too; staff members play on hockey and soccer teams and attend company-funded events



Employees at C&D Zodiac, a division of Zodiac Aerospace, take pride in their work and are supported by the company in a wide range of ways.

such as annual family days, health awareness fairs, and Christmas parties for them and their children.

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

In addition to competitive salaries and a generous company-matched pension program, employee loans are offered to staff members undergoing sudden financial hardship. A computer purchase program allows

employees to pay back up to \$2,500 worth of purchased electronics through payroll deductions over six months — "It's extremely popular at Christmas," says Henderson.

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

"I've had the opportunity to travel to Savannah, Georgia; Texas and Austria to name a few," says Elliott. "Regarding advancement, my experience is that you get out what you put in — it's really the type of

company that will grow people and reward them for their hard work and initiative."

At the beginning of his career, Elliott realized he had a passion for high-end woodworking.

"A classmate told me about C&D," he says. "At the interview I was really impressed with the beauty and quality of the work, the cleanliness of the facility — most cabinet shops have an inch of dust on the floor — and the benefits package. I thought: 'A cabinet shop offering benefits? Unheard of!'"

C&D Zodiac

- **YEARS IN BUSINESS:** 40
- **NUMBER OF EMPLOYEES:** 600 in Canada, 5,000-plus worldwide.
- **HEAD OFFICE:** Huntington Beach, Calif.
- **POSITIONS EMPLOYED**
Material control, production/manufacturing, engineering, quality assurance/control, administration, maintenance.
- **HIRING INCENTIVES:** Subsidized cafeteria; on-site gym; employee loans; computer purchase programs; subsidized training; employee recognition awards; medical and dental plan premiums paid 100 per cent by employer.
- **APPLICATION PROCESS:** Visit www.cdzodiac.com, www.zodiacaerospace.com; e-mail: mthr.cdu@zodiacaerospace.com



**ZODIAC
AEROSPACE**



THE PASSION TO DO THINGS RIGHT.

Getting better is in the DNA at CSSS de la Montagne

At CSSS de la Montagne, the top priority is continuing to get better at providing health and social services to a diverse population.

Working in health care takes willingness to help others and a desire to always improve as a professional working in a varied and multi-cultural context.

"This mission attracts dedicated professionals such as doctors, nurses, social workers, psychologists, occupational therapists, physiotherapists and administrative staff who choose to have a career and develop themselves professionally and become better," says Danielle Schepper, director of human resources for Centre de Santé et de Services Sociaux (CSSS) de la Montagne.

It's a vision shared by all employees at the organization, which serves the communities that surround Mont-Royal, which Montréalers call "La Montagne," such as Côte-des-Neiges, Parc-Extension and the west part of downtown.

But more importantly, CSSS de la Montagne's many health care and social services professionals care about the work they do, Schepper says. And from the day they start on the job, they know that CSSS de la Montagne cares for them too — literally.

When starting with the organization, new employees have breakfast with the executive director and Schepper. It's an informal meeting to get to know them and address any questions or concerns.

"It is important to create a sense of belonging at the beginning of a career at CSSS de la Montagne and to let the staff members know they are supported by management at all times," Schepper says.



It's all about service and people at CSSS de la Montagne.

That's important, because CSSS de la Montagne staff members have a challenging role to play in the Quebec health-care system.

"We provide most of the primary health care services, including prevention."

That might involve visiting newborns within 48 hours after they return home, or providing in-home care services for the elderly and disabled. It also could be social workers helping troubled teens adjust to life at home and at school, or helping refugees who have left their countries in hope of a better life.

"We have 1,100 or more employees,

including 80 family doctors and 20 midwives, for a community of about 230,000 residents," Schepper says.

The workforce is diverse, especially in terms of career opportunities. It employs doctors, nurses, social workers, psychologists, occupational therapists, physiotherapists and administrative staff. And its community is one of the most diverse in Canada.

"More than 200 languages are spoken in our community," she says. "Wealthy or low-income, newborn or elderly, we accompany them through the passages of life, in happi-

CSSS de la Montagne

- **NUMBER OF EMPLOYEES:** 1,100
- **LOCATION:** Communities of downtown Montréal that surround Mont Royal Parc, including Côte-des-Neiges and Parc-Extension..
- **POSITIONS EMPLOYED:** Doctors, nurses, social workers, psychologists, occupational therapists, physiotherapists, administrative staff, maintenance and other support staff.
- **HIRING INCENTIVES:** Competitive wages, defined-benefit pension, easily accessible by public transit, flexible schedules, financial support for education, on-site wellness programs.
- **APPLICATION PROCESS:** Visit www.csssdelamontagne.qc.ca and click on Emplois.

ness and in distress. Our research centre specializes in adapting health and social services in an intercultural context."

And they are encouraged, through conferences and participation in research, to continuously improve their knowledge so they can provide the best care possible.

"Professional development is one of our hallmark human resources practices," Schepper says. "We want to feed that sense of pride our staff members have and try to reward them by being a great place to work."

Centre de santé et de services sociaux
de la Montagne

Centre affilié universitaire

csssdelamontagne.qc.ca/emplois

**Une référence
en intervention dans
un contexte interculturel**

**Setting the Standard
for Intercultural Health
and Social Services**



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

Fednav rides a wave of employee pride and loyalty

When Lucie-Marie Gauthier crosses Montreal's Victoria Bridge on her way to work each morning, she looks out for Fednav's signature red ships as they make their way through the locks.

It's been eight years since Gauthier began her daily commute to the dry goods shipping company, but the game of spot-the-ship never gets old.

"I always feel a wave of pride," says Fednav's vice-president of human resources and communications. "I like seeing people manoeuvring the ship, and I always have a special thought for all my colleagues in the office who have made this voyage another successful one. I also try to guess where the ship is coming from — Europe? Asia? South America? The world is our playground."

After more than six decades in operation, the company has pioneered many activities and practices. For instance, Fednav is a worldwide leader in the Arctic and in conquering ice-covered waters. Another important focus is the environment.

"It's one of our top priorities when we consider the design of a new vessel," says Christine Mack, manager of employee development. Additionally, as a privately owned company with its head office in Montreal, its employees need to maintain an innovative mindset to find creative solutions for their customers. To help this come about, professional development is provided.

For example, summer students work with professional mentors on case studies related to existing business challenges, then present at a company-wide meeting. A comprehen-



From Fednav's shipping fleet, the bulk carrier Federal Maas navigates a lock.

sive training program for new graduates enables them to learn all aspects of shipping, and may include experiencing a transatlantic voyage or observing the building of a Fednav ship in a shipyard anywhere in the world. In addition, all new employees — from accountants to fleet operators — attend orientation sessions over a two-week period and have the opportunity to visit a ship.

"Employees walk away from this experience feeling more connected to our company, with a better understanding of the business processes and the values that make up our culture: honesty and integrity, commitment to professional excellence, regard for employees, and corporate and social responsibility are the essence of who we are," says Mack.

An integral part of the workplace culture at Fednav is getting involved in the community. Whether cleaning up the shoreline of the St. Lawrence River or raising more than \$160,000 for charitable organizations, employees are always looking for ways to give back. And Fednav makes it easier — an employee committee that meets on a regular basis is able to award a generous budget and paid time off to selected projects proposed by employees who are involved in a cause.

When employees go through personal difficulties, Fednav assists them with paid time off when required, and support systems ranging from professional coaching to guiding them through necessary medical care. It's no wonder there's no shortage of staffers

Fednav

■ **YEARS IN BUSINESS:** 67

■ **NUMBER OF EMPLOYEES:** 250

■ **HEAD OFFICE:** Montreal

■ **POSITIONS EMPLOYED**

Chartering brokers, fleet operators, fleet managers, ice specialists, accounting, other support staff.

■ **HIRING INCENTIVES:**

Comprehensive group insurance plan, defined-benefit pension plan, yearly bonus plan, maternity leave top-up, athletic subsidy, professional development plans, referral bonus program, community involvement program.

■ **APPLICATION PROCESS:** Visit www.fednav.com

celebrating 25- and 40-year milestones at the company's annual year-end parties. Indeed, more than a third of Fednav employees have been with the company for more than 20 years, while the overall turnover rate is less than three per cent.

"Our pride is our people and everything we do at Fednav reflects this very essence," says Mack. "This is a tried-and-true recipe that was created by the founder over 65 years ago, and the baton has been successfully handed down to the third generation. This is what makes the Fednav family one of a kind."



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L'Oréal Canada: Leadership starts with its employees

After participating in a business case competition hosted by L'Oréal Canada every year, Andrew Edwardson realized the cosmetics giant was much more than just a makeup brand sold at the drugstore.

The competition, which is a worldwide recruiting tool for L'Oréal, invites university students to develop a product line from concept to launch; winners at the national level go on to compete in Paris.

"Although I didn't win, once I got a taste for L'Oréal, I wanted to continue pursuing it," says Edwardson. "The more I started to dive into it, the more I began to realize that it is number one in the beauty industry, and that's primarily fuelled by its people."

"L'Oréal is never satisfied with where it's at, and always strives for excellence — that was something I related to very easily."

Fast-forward a few years, and Edwardson, now product manager for L'Oréal's professional hair colour portfolio, is launching nationwide promotional campaigns.

"The photo shoot we came up with started out sitting around with a colleague over coffee, chatting about what we could do for the holiday season. Next thing I know, we were running the show, getting the OK for a complete pilot program," says Edwardson.

"Suddenly, I'm standing in a beautiful mansion, surrounded by gorgeous models with outstanding hair, looking around going, 'Wow, I can't believe, if I think back to where I was three years ago, that I am now in this great position where I can exercise my creativity and excel!'"

"That's the great thing about L'Oréal Canada. It's such an adventure; it always



L'Oréal Canada employees, from left, Andrew Edwardson, Keon Zhang and Jasmine Zeineddin.

keeps you on your toes."

Representing more than 25 brands of cosmetic and personal-care products for men and women, the L'Oréal Canada workplace is an endless wellspring of creative ideas. It also offers an attractive goody bag of benefits: shorter working hours on Fridays, healthy bistro meals and, depending on the location, on-site conveniences ranging from a day-care centre to a hair-dressing technical centre.

One of the most well-appreciated perks of

the job is the training that's offered, says hair colour category analyst Jasmine Zeineddin.

"When someone comes in to present on one of the brands, you see their true passion and that it's more than just coming in to work every day," says Zeineddin. "You get to test not just the products but also all the different aspects of L'Oréal. You also have the opportunity to get training in New York and Paris, which I am really looking forward to."

"It's not a cookie-cutter formula."

L'Oréal Canada

- **YEARS IN BUSINESS:** 54
- **NUMBER OF EMPLOYEES:** 1,200
- **LOCATIONS:** Head office in Montreal; hiring in Montreal, Toronto, Vancouver and Calgary.
- **POSITIONS EMPLOYED:** Marketing, commercial/sales, communications, financial, quality control engineer, industrial engineer, mechanical engineer, chemical engineer and distribution/logistics.
- **HIRING INCENTIVES:** Product discounts, shorter office hours on Fridays, mentorship and training programs, on-site day care, opportunities to travel to New York and Paris for training.
- **APPLICATION PROCESS:** Apply at www.loreal.ca

The company lets its employees steer their own career paths and see their projects come to life, says product manager Keon Zhang.

"When I go back home and see a TV commercial, I can say, 'I worked on that.' I see a product on a shelf, and realize it's something my colleagues worked on."

"You get to do something you're proud of and watch it come to life. As long as you believe in it and can support the reasoning behind it, there truly are no boundaries here."

L'ORÉAL
CANADA

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Everyone is a 'somebody' at Lundbeck Canada

At Lundbeck Canada's Montreal offices, no one is anonymous. It's easier to form personal relationships at work when the staff consists of only 180 employees, says human resources director Catherine Baril.

"We know every employee by name. Some people would say it's like a family, just to describe the culture a little bit — they feel like they're at home when they're working at Lundbeck," says Baril. "There's a feeling that they belong to an organization that cares about them."

As the Canadian subsidiary of an international research-based pharmaceutical company, Lundbeck Canada markets products for the treatment of psychiatric and neurological disorders such as depression, anxiety and Alzheimer's disease.

A high-performance culture in the workplace emphasizes employee excellence and quality output through a well-developed recognition program. Bronze stars are awarded for helping colleagues in a one-time situation that is beyond the range of everyday responsibilities; silver stars are handed out for similar projects that extend into weeks or months.

A gold star and a \$350 gift card are awarded in front of the entire company in exceptional situations where employees work well above the expectations of their positions to create a significant impact.

There are numerous other incentives — all employees company-wide are regularly thanked for their contributions with generous gifts, such as North Face coats. Physical and psychological well-being is



Lundbeck Canada's employees thrive in a world-class high-performance working environment.

encouraged with an annual \$500 subsidy for activities ranging from tennis and yoga to piano or painting lessons.

Salaries and bonuses are extremely competitive for the market; benefits include a corporate pension plan, a deferred profit-sharing plan and an extensive group insurance plan paid for by the company.

Other perks include flexible working hours and getting Fridays off at noon in the summer. Employees also enjoy private offices, a choice of free parking or subsidized bus passes and an on-site cafeteria, skating rink and gym located within their

downtown headquarters.

Training is a big part of the job — an ambassador program launched in 2011 gives employees the tools they need to better understand best practices and research in the industry. Whether it's a public speaking class or a master's degree, Lundbeck will pay for any training that will contribute to staff development on the job.

Giving back to the community is also part of the job; team building activities have varied from volunteering at a shelter for homeless youth to the maintenance of a children's school in Mexico.

Lundbeck Canada

- **YEARS IN BUSINESS:** 17 in Canada; 95 in Denmark
- **NUMBER OF EMPLOYEES:** 180 in Canada
- **HEAD OFFICE:** Copenhagen
- **LOCATION:** Montreal.
- **POSITIONS EMPLOYED:** Pharmaceuticals positions, sales representatives, product managers, scientific affairs.
- **HIRING INCENTIVES:** Group insurance program, pension plan, parking lot, bonus plan, fitness and well-being incentive, etc.
- **APPLICATION PROCESS:** Visit www.lundbeck.ca

"This is a company that is both socially and environmentally conscious," says François St-Laurent, a medical affairs co-ordinator who handles inquiries from consumers, patients and pharmacists.

"They make sure even somebody working three days a week doing paperwork understands where we are going and what we are doing. It's a great place to work and their hiring policies are outstanding — they have never hired someone who doesn't suit the work or doesn't hang around.

"I just love my team and we get along great. We work hard — nobody twiddles their thumbs — but it's such a fantastic work atmosphere, sometimes I feel a little spoiled."



Making a daily difference for millions worldwide
Through imagination comes progress

Through research, education and support, Lundbeck Canada is committed to improving the quality of life for those suffering from psychiatric and neurological disorders. Based in Montreal, Lundbeck Canada has been part of the Canadian pharmaceutical industry for more than 15 years.

Our company's vision and values help to sustain happiness at work among our employees and significantly contribute to the success of the entire company. At Lundbeck Canada, we strive to make the company 'our company,' where talent and skills are at the heart of our daily lives and our future.

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Culture of mutual support powers Messaging Architects

During a routine meeting with the CEO of Messaging Architects, Debbie Howlett mentioned in passing that her older son was being bullied at school. The next day, a book about the challenges of raising a teenager appeared on her desk.

On another occasion, she received a bouquet of flowers from a colleague thanking her for her help with a project.

Such gestures are not out of the ordinary at this 100 per cent employee-owned company, located in a former steel mill turned trendy loft in the heart of Griffintown. In fact, it's part of the workplace culture for staff members to go out of the way for each other — and they do, on a regular basis.

"I love working with the people here," says Howlett, director of product marketing at the e-mail risk-management firm. "Even though we're a technology company, we are an eclectic bunch — among us you'll find musicians, artists, two Ironmen and a volunteer curling coach."

"What makes this a great place to work is the CEO of our company — which here actually stands for 'chief energizing officer.' I find him inspiring to work for, and he challenges us to be the best we can be."

Because Messaging Architects is employee-owned and doesn't rely on outside investment, the staff has a direct stake in its outcomes. A non-hierarchical, horizontal business structure recognizes employees as business equals, while an open-book management policy helps them make the right financial decisions.

Chief operations officer Frédéric Bourget likens it to being part of a large family.



Employees at Messaging Architects have common goals, because they own the company.

"Because we're all shareholders, we share the same goal. Everybody knows everything. If anyone has questions about the finances, or why we're making these decisions, it's all discussed in the open," Bourget says.

"That's what makes success — instead of two or three people managing a bunch of others who do the work, we have a group doing what's in everyone's best interest."

"This is built around a culture of trust, and gives people a lot of leeway and flexibility in terms of what they can achieve."

The organization has a strong learning culture, providing subsidies toward

tuition and professional development, and encourages staffers to attend conferences in their area of interest.

For Howlett, who has travelled to Orlando for training and to trade shows in Boston and San Francisco, the opportunity to attend a conference on the arts and sciences in Florence, Italy, was a major career highlight.

She's also finishing a class with the Canadian Marketing Association in the evenings and takes advantage of flexible working hours to make time for her children.

"How well we take care of our people translates into how we work together,"

Messaging Architects

- **YEARS IN BUSINESS:** 10
- **NUMBER OF EMPLOYEES:** 81
- **HEAD OFFICE:** Montreal
- **LOCATIONS:** Provo, Utah; France (EMEA)
- **POSITIONS EMPLOYED:** Account executives and managers, lead generation, software developers, quality assurance and technical support engineers, technical consultants.
- **HIRING INCENTIVES:** Shares issued on first anniversary of employment; "open book" management style; subsidized bus passes, parking and gym memberships; onsite shower facilities; on-site flu vaccinations and smoking cessation programs; subsidized tuition; pension program; in-house French classes; flexible work hours; profit sharing.
- **APPLICATION PROCESS:** Visit www.messagingarchitects.com/about-us/careers.html

Bourget says. "We just finished a year of tremendous growth, considering the state of the economy, and we are slated for another good year. It's an exciting time to be able to do profit sharing for the employees, and we're well-positioned in the market for continued success."

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Caring is the McGill University Health Centre's specialty

Esther Lando loves the McGill University Health Centre (MUHC). In fact, she couldn't think of a better place to have spent the past four decades than the MUHC, one of Canada's most storied hospitals.

Lando is a speech pathologist, and enjoying where she works is definitely a good thing. She has worked at the health centre for 37 years and seen it go through many transformations — and she's happy to have been along for the ride.

"My career here has been wonderful," she says. "I can't imagine something different. I've been able to help clients with whom I really love to work, and they truly give a lot back to me in return."

Lando, a recent recipient of an MUHC Director General's Award (the institution's highest peer-nominated honour), works with patients who have undergone surgery for head and neck cancers. She says the best part of her job is helping people regain a bit of normalcy after a battle with cancer.

"They have difficulty with their voices and swallowing," she says. "I work with these people to help them strive for the best possible outcome."

Like most employees at the MUHC, Lando is focused on caring for patients, a job she has been able to perform to the highest standards even while the centre is undergoing an unprecedented transformation as part of its \$2.35-billion redevelopment project on three sites, which will create iconic, state-of-the-art patient care and research facilities.

"We may have ambitious plans, but our health-care services haven't missed a beat. I credit our people," says Normand Rinfret,



The McGill University Health Centre is focused on high standards of patient care and research.

MUHC interim director general and CEO.

After all, carrying out the demanding job of caring for those suffering from the most complex diseases and trauma injuries, not to mention teaching and conducting research, in the middle of the largest hospital construction site in North America is certainly not without its challenges.

"We need to make the transition from how we do things today to our vision for tomorrow. It's our people who are shaping the innovative new MUHC. They're the spirit behind our aspirations," Rinfret adds.

That spirit is striving to build upon a reputation of being a second-to-none academic health centre that attracts some of the world's best minds in medicine — 23 of the centre's medical heroes are Canadian Medical Hall of Fame laureates, for example — and some of the most dedicated support staff.

"Talent attracts talent, and people stay because they enjoy what they do — the workplace environment speaks to their values and inspires them," Rinfret says.

It's why so many specialists, like Lando, have had long careers at the centre. They know they are working with a management team that has the best interests of both patients and employees in mind.

"If you take care of your people, they're going to take care of their patients," Rinfret says, and Lando couldn't agree more.

She says working at the centre has always been a collaborative experience. Professionals from different health backgrounds help each other provide excellent patient care.

"The team that I work with is wonderful. I call them the best team in the universe," she says.

McGill University Health Centre

- **YEARS IN OPERATION:** 191
- **NUMBER OF EMPLOYEES:** 11,500
- **LOCATIONS:** Montreal General Hospital, Royal Victoria Hospital, The Montreal Children's Hospital, Montreal Chest Institute, Montreal Neurological Hospital, Lachine Hospital and the Research Institute of the MUHC.
- **POSITIONS EMPLOYED:** Pharmacists, nurses, medical technologists, radiodiagnostic technologists, radio-oncology technologists, respiratory therapists, administrative technicians, medical secretaries, executive secretaries, occupational therapists, assistant pharmacy technicians, patient attendants, perfusionists, physiotherapists, etc.
- **HIRING INCENTIVES:** Competitive salaries with other Canadian health-care centres; government pension plan; health and dental benefits; long-term disability coverage; four weeks' vacation after one year of service for non management, five weeks for management; 21-week maternity leave providing 93 per cent of salary; adoption leave, paternity leave; day-care programs, career and training development opportunities.



“Who among us can claim to be so lucky to have never had the need for medical services? I feel we all have a responsibility to support this endeavour and I hope all Montrealers will join us for this important campaign.”

— MUTSUMI TAKAHASHI Co-chair, *The Best Care for Life* Campaign, public phase

“This project isn't a luxury, it's the future. It's a community project that needs the support from the entire community to be successful. I am confident that Montrealers will join us in this cause and together we'll help build better hospitals that will serve our community for decades.”

— JEAN BÉLIVEAU Co-chair, *The Best Care for Life* Campaign, public phase

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National Bank fosters a culture of respect

National Bank may be an internationally respected financial institution, but being a great employer is the distinction that matters to it most.

National Bank was recently named the world's third most financially stable bank by Bloomberg Markets Weekly.

But for Canada's sixth-largest banking institution, there's an honour that's even more important — its reputation as one of Canada's top places to work.

"We've been ranked as a top employer for seven years now," says Julie Lavoie, vice-president, employee relations at National Bank.

National Bank may be overshadowed somewhat by Canada's other, slightly larger financial institutions, but to its customers and employees it is by far the nation's leading provider of innovative banking services.

Employing more than 19,000 people at 400-plus branches across Canada, and with more than \$150 billion in assets, it is the only major Canadian bank that is not headquartered on Bay Street in Toronto — the Canadian equivalent of Wall Street.

Founded more than 150 years ago in Quebec, the National Bank has remained true to its roots.

"We have our headquarters in Montréal," Lavoie says. "All the important decisions are made here."

While that is true in many respects, National Bank's corporate culture does not embrace a top-down style of governance. The ideas and concerns of its employees are important.

"We may not be the biggest bank, but that provides us with a certain level of organizational agility that larger organizations



Julie Lavoie, National Bank's vice-president, employee relations.

don't have," Lavoie says. "We have a more entrepreneurial culture."

Employees are encouraged to succeed in their jobs and contribute to the success of the bank, and it's a recipe that has paid dividends — from accolades in the business community to awards as one of the nation's best employers.

"Our employees tell us that they really

appreciate the style of management," she says. "They feel respected."

Mutual respect, collaboration and teamwork — these are the foundations of the workplace culture that encourages employees to help develop new ideas and products that help the bank's customers build their financial futures.

"It's a great job, and a great environment in which to do it," Lavoie says.

Its employees also enjoy an excellent compensation and benefits package that includes one of the few remaining defined-benefit pension plans offered among Canada's private-sector employers.

Along with industry-competitive wages, employees also receive preferred rates on loans through the bank.

"Our benefits and other job compensation are generally better than the industry standard," Lavoie says.

But National Bank also offers less-tangible benefits to its staff, by creating a work environment that ensures employees are proud of their employer.

"We are an organization that emphasizes social responsibility as well as environmental responsibility," she says.

The company provides funding and other forms of support to hundreds of non-profit organizations across Canada and the world.

"We encourage our employees to volunteer and we also like to recognize them for their work in the community."

The bank also promotes work-life balance in the workplace, and every employee meets regularly with his or her manager to discuss how wellness at work — and at

National Bank

- **YEARS IN BUSINESS:** 153
- **NUMBER OF EMPLOYEES:** 19,431
- **HEAD OFFICE:** Montreal
- **POSITIONS EMPLOYED:** Account executives and managers, lead generation, software developers, quality assurance and technical support engineers, technical consultants.
- **HIRING INCENTIVES:** Better-than-industry-average compensation packages, including defined-benefit pension; financial support for educational upgrading; policy of promoting from within; wellness programs, flex-time, preferential-rate loans for employees.
- **APPLICATION PROCESS:** Visit www.nbc.ca, click on About Us and then click Careers.

home — can be improved.

"For someone nearing retirement, the discussion might be about what we can do to encourage them to stay on so we benefit from their experience," she says. "That may mean working a reduced work week or working from home."

But workplace wellness also means ensuring employees are engaged in their jobs and believe they can grow with the company.

"Our employees feel that they're part of a major corporate transformation, and are playing a role that they wouldn't be able to have elsewhere," Lavoie says.

"They have a sense of accomplishment when they leave at the end of the day."

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Every day, millions of users experience technology created by Nuance Communications by calling directory assistance, requesting account information or speaking to a navigation system.

Nearly all the world's leading automakers are Nuance customers. So are more than two-thirds of the companies on the Fortune 100 list. Within the next three years, billions of mobile devices will ship with Nuance's voice and touch technologies.

"Nuance is a global leader in its field, and for its employees, working for a world leader means a lot," says Richard Martel, general manager of Nuance Canada.

"It means they work to create solutions used not only locally but mostly everywhere in the world and in everyone's life. That gives them the opportunity to collaborate with colleagues all over the world — we have a presence in 35 countries covering more than 50 different languages in voice, and over 80 for predictive input.

"It makes for an interesting career."

Application developer Rathi Gnanasekaran, who has been with Nuance for just over a year, would certainly concur.

"I was surprised by how much trust they put in you right away," says Gnanasekaran.

"In the last year, I worked with three large clients, all in separate time zones. For someone who is a new graduate to have this kind of experience is pretty amazing. You learn something new every day and are challenged by it.

"The people here recognize what I've been doing, know who I am and encourage me to go forward."



Photo: Stoffel De Roover

Nuance Communications employees are proud to be world leaders in their field.

Such encouragement is expressed in myriad ways — employees at all levels get full health and dental coverage from the day they start, as well as four weeks of vacation per year. They also benefit from a flexible work schedule that enables work-life balance.

Along with a group RRSP, deferred profit sharing plan, stock-purchase program and subsidized tuition up to \$3,000 annually, staff members have access to in-house courses called Nuance University and a generous employee referral pro-

gram — bonuses start at \$1,500, and can include gifts such as iPads when a successful match is made.

Additional bonuses are available for research team members who contribute to Nuance's portfolio of intellectual property by coming up with patentable innovations.

Outside the office, employees are deeply involved in the community — this year, the Montreal office alone will raise close to \$75,000 for the Centraide-United Way annual fundraising campaign.

All those perks have translated into suc-

Nuance Communications Canada Inc.

- **YEARS IN OPERATION:** 18
- **NUMBER OF EMPLOYEES:** 6,000
- **HEAD OFFICE:** Burlington, Mass.
- **LOCATIONS:** Montreal, Toronto, Waterloo; international locations in the U.S., U.K., Australia, Germany and Hungary.
- **POSITIONS EMPLOYED:** Developers, software engineers, professional services, speech scientists.
- **HIRING INCENTIVES:** Four weeks' vacation, 10 days' paid sick leave, employee referral bonus, patent bonus, etc.
- **APPLICATION PROCESS:** Visit www.nuance.com/company/careers

cesses for both employee morale as well as the company's bottom line.

"What I have found remarkable is the growth of the company from \$200 million a year to \$1.4 billion in only seven years," says Martel. "It can be very difficult for a company to evolve while remaining attentive to both employees and the customers.

"While growing the company and constantly adjusting to the needs of a global population, we're also focused on the importance of investing in our people, as they are our biggest assets."

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RSM Richter Chamberland's people are its success

Before she started her first day on the job, Caroline Cyr knew she had come to the right place. It was during the interview process at RSM Richter Chamberland that she realized what sets the company apart in its business is also true for the way it manages its staff.

"I had a huge 'aha' moment during my third interview with the two co-managing partners. It's so rare that you hear senior executives talk about talent in such a passionate way," says Cyr, vice-president of human resources at the accounting and business advisory firm.

"They hired me to ensure there was a full talent management strategy put into place, and they showed they really walk the talk by providing the time, resources and opportunities to do it."

As a professional services firm, RSM knows the importance of investing in its people, and does so on a regular basis.

Extensive training plans help staff succeed in career goals such as achieving professional accounting designations. The support for this ranges from providing a paid month off to study and supplying coaches to help pass exams, to awarding cash bonuses upon successful completion.

Recruits are told from the onset about RSM's entrepreneurial culture.

"We're small enough to be nimble but big enough to be sturdy, while adapting to clients' and employees' needs. It's not a one-size-fits-all approach," says Cyr. "If you're looking for a place where you can present new ideas and take on big opportunities, this is the environment for you."



Young staff members at RSM Richter Chamberland work toward CA accreditation.

Co-managing partner Tasso Lagios says he benefited first hand from the workplace culture when he started his career at RSM 20 years ago.

"The way you're mentored and develop at RSM is very entrepreneurial. As you develop, you become entrepreneurial yourself and can then advise entrepreneurial clients in a positive way," Lagios says.

"The partners took a personal interest in my career and worked with me as I moved through the company. As I developed relationships with success-

ful business owners, and as our clients started to give me positive feedback on how I helped them with their business, it was very enriching. I started to associate myself with the success of my clients, and saw my career moving in the same direction."

In addition to subsidizing courses and conferences (100 per cent for those related to work and 50 per cent for those undertaken for personal development), the company provides staff with \$1,000 per year to spend on health and wellness.

RSM Richter Chamberland

- **YEARS IN BUSINESS:** 86
- **NUMBER OF EMPLOYEES:** 400, including 47 partners.
- **HEAD OFFICE:** Montreal.
- **POSITIONS EMPLOYED**
Audit, tax, risk management, corporate finance, financial reporting advisory.
- **HIRING INCENTIVES:** Employee referral program, competitive benefits, hiring bonuses, \$1,000 per year toward health and wellness, time off to volunteer.
- **HIRING INCENTIVES:** Visit www.rsmrch.com/careers

Employees get between three and five weeks of vacation plus three additional personal days per year, and time off for volunteering.

Every year, the staff raises more than \$100,000 for Centraide through a host of fundraising activities, including a battle of the bands and an online auction.

"I am very focused on our people and watching them advance within our organization," says Lagios.

"Our people are our success. At the end of the day, we are very little in the business community without them."

Corporate Culture or Culture Shock

Corporate culture is not an oxymoron

We're proud to be among **Montreal's Top Employers for the 5th year in a row**. We've always believed in a corporate culture that gives employees a work environment that focuses on their well-being and their career development, that gives back by supporting the communities we live and work in, and that provides entrepreneurial clients with the accounting and business advisory services they need to grow their business.

RSM Richter Chamberland

Employees power the innovation at Vigilant Global

Whenver Hugo Lopez has an idea in the workplace, chances are it will come to fruition.

At Vigilant Global, formerly known as Vigilant Futures, where Lopez has worked as a systems administrator for the past two years, most of the ideas he has put forward — from new technologies to supporting an NGO for the education of Bolivian children — have become reality.

But for Lopez, his workplace provides more than just a sounding board — it's also a wellspring of motivation and inspiration.

"One of the main reasons I decided to come here was this is a company where what we make is for ourselves," he explains.

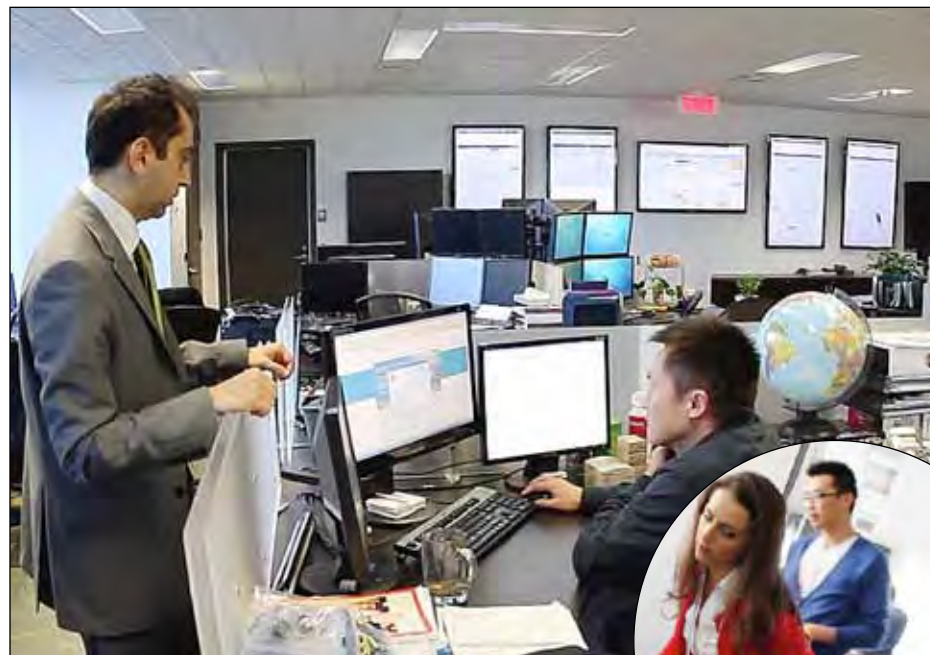
"That makes it extremely compelling."

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

"I remember, when we were only five people in 2005, I would go down and get breakfast and lunch for everybody," says Arvind Ramanathan, co-founder and managing director.

"Over time, I would be filling a bigger order, and now we have a dedicated person who caters free meals to 80 people every day. It's part of our culture.

"Because we don't have clients, employees are our stakeholders. With other companies, their clients are their number-one focus; with us, we really make sure we



Vigilant Global employees are inspired by their workplace.

thoroughly take care of our staff."

The perks are nothing short of exemplary. In addition to free breakfast and lunch on a daily basis, employees have access to a games room with Xbox and Wii game systems, ping-pong and foosball tables and Kindle e-readers for personal use. When they need to recharge, they can go into the Zen room, which has a massage chair and spa-like music playing in the background.

When it comes to team-building activities, employees have gone ice fishing, played laser tag and tried simulated sky-diving in a wind tunnel.

They're also supported by the company

in giving back to the community — Vigilant sponsors the Canadian division of a worldwide robotics competition every year, and enables its employees to mentor students at struggling schools who may not otherwise be able to compete.

Salaries and bonuses are competitive, and considered above average for the industry.

And there's a constant emphasis on employee training, including in-house presentations or tuition subsidies granted towards external courses and conferences.

Vigilant Global

- **YEARS IN BUSINESS:** 6
- **NUMBER OF EMPLOYEES:** 80
- **HEAD OFFICE:** Montreal
- **POSITIONS EMPLOYED:** Software developers, network administrators, systems administrators, systems integrators, network architects.
- **HIRING INCENTIVES:** Smartphone for work/private use; free daily catered breakfast and lunch, gym membership; transportation allowance; day-care subsidy.
- **APPLICATION PROCESS:** Visit www.vigilantglobal.com

"In all our reviews with employees, there is a focus on what you are doing to push yourself to the limit," says Ramanathan.

"Managers always ask — 'What are you doing for training?'

"That's one of the best things about this company; people are continuously engaging, learning, and enriching themselves, whether it's attending the latest conferences or working with the best software.

"We're continuing to try to grow organically, hoping to expand globally, and always looking for new and innovative ways to take care of our staff."

I PUSH THE LIMITS OF WHAT IS POSSIBLE EVERYDAY

I WORK WITH THE LATEST CUTTING-EDGE TECHNOLOGY

VIGILANT ENGAGES AND SUPPORTS MY COMMUNITY

MY INNOVATIVE SPIRIT IS VIGILANT'S BEST RESOURCE

MY IDEAS HAVE NO LIMIT HERE

MY JOURNEY TO THE TOP IS FASTER AT VIGILANT GLOBAL



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