



Want to know what makes some companies better places to work? The results of this year's Great Place to Work Institute survey answer that question, and offer insight into why some companies' employees are simply happier – and busier.

Canada's BEST WORKPLACES



Creating one of Canada's best workplaces isn't just about providing a supportive and enjoyable place for people to work – it's bottom line good business.

"When we look at the U.S. stock market over the past 11 years, it is dramatic. The Best Workplaces outperformed standard stock market indices by a factor of two to three," says José Tolovi Neto, managing partner of Great Place to Work Institute Canada, referencing a Russell Investment Group study.

When it comes to the results better workplaces deliver, stock market performance only tells part of the story. At their cores, committed companies demonstrate innovation in human resources management – maximizing their opportunities to attract and retain talent, and boost productivity while minimizing turnover.

Companies earning positions on this year's Best Workplaces in Canada list offer sterling examples of HR creativity and corporate caring at work, says Mr. Tolovi Neto.

Among those topping this year's list Internet search company Google Canada

placed third while data storage services provider NetApp Canada Ltd. took the number-two position. (See Digital Age innovators, below). Leading the pack, in the number-one position: Environics Communications Inc.

While human resources have been a priority at Environics since its inception, company president and CEO Bruce MacLellan says Environics has learned through its participation in the survey over the past four years.

"Environics ended up increasing our internal communications, sharing more client results and case studies, and increasing our learning and training opportunities," he says.

The company also shows its employees a good time. At Environics an annual retreat plus milestone trips (\$5,000

after five years to take a trip anywhere in the world, and \$3,000 after eight years to take a trip in Canada), and employee-based environmental initiatives are among the perks.

Demonstrating the company's core values is another key to its success. "People want to work at a place where they feel the company's values are attuned to their own values," says Mr. MacLellan.

Among its efforts Environics became carbon neutral in 2008, through an audit with the Pembina Institute, which Mr. MacLellan notes was "popular with our team and right for the environment."

As well, noting its record number of maternity leaves in 2009, Environics now offers parents the option of a four-day work week, the

opportunity to work from home one day a week, and has taken out a corporate membership in a daycare service to guarantee its employees a spot.

Another workplace that made the 2010 list is Devon Canada Corporation.

Nadine Pettman, supervisor of corporate communications at Devon, says 1,160 of the company's 1,500 permanent employees in Western Canada responded to the survey. "These numbers show that our employees value this process, are willing to share their input and are engaged in their workplace," says Ms. Pettman. "This even includes the field personnel who often don't access computers on a daily basis."

She says Devon's survey results demonstrate that employees want as much

information as they can get from senior management.

Now in its second year on the best workplaces list, Devon recently created executive breakfasts. "Once a month we randomly select employees who have an anniversary with the company to meet with a member of our executive team for an hour to discuss a pre-selected topic," says Ms. Pettman.

"The vice president provides some background, then the breakfast becomes an open forum Q&A with about 20 people at the table."

Devon's initiatives range from large to small. "The survey affirms what it is that matters to the employees; everything from our flexible benefits program to getting a signed birthday card from the president every year," says Ms. Pettman.

The Great Place to Work Institute conducts annual best workplace surveys in 34 countries, and uses assessment tools to measure employee satisfaction and human resources practices. Participating companies are provided with scientific feedback to help them reach their goals, including ways to track progress, benchmark and effectively manage people.

"No one votes for the best workplaces," says Mr. Tolovi Neto "When we rank Canada's best workplaces, two-thirds of a company's score comes from employee opinion through the Trust Index employee survey and one third from an HR practices assessment called a Culture Audit."

Beyond companies and their employees deriving the benefits of better workplaces, Mr. Tolovi Neto sees a broader upside for society.

"We have all experienced the symptoms of unhappy work environments – such as personal stress, erosion of physical and mental health, and lower productivity," he says. "By transforming their workplaces, companies are helping build a better society."

About the Great Place to Work Institute

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

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

Canada" list. The index is also used in compiling similar lists for leading business publications around the world, including Fortune's "100 Best Companies to Work For" list in the U.S.

Co-operation key

Unionized organizations make their mark

Progressive-minded employers and their unionized employees are building new kinds of partnerships, and the result is a far cry from the "us versus them" dynamic once associated with unionized workplaces.

More unionized organizations are taking their place among the Best Workplaces in Canada. In 2010, these include a large Toronto hospital operating with five unions and 11 collective agreements, and a leading food company with both union and non-union employees.

Toronto East General Hospital (TEGH) has an 80-year history as a community teaching hospital in southeast Toronto and – with many of its 2,400 employees in unions

– a long tradition of collective bargaining. This has laid the foundation for collaboration rather than conflict, according to Nancy Casselman, TEGH director, Human Resources and Organizational Quality, Safety and Wellness.

"Our culture includes a respect for diversity of opinion and perspective, and a recognition that we need to hear each other out on all issues," says Ms. Casselman. "I believe formalized labour relations have helped build this climate of respectful, two-way communication."

Employees and union stewards participate in all joint committees with managers, she adds, including the staff

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High technology

Digital Age innovators demonstrate a deft personnel touch

It's hardly surprising that companies renowned globally for innovation and entrepreneurial spirit should apply the same approach to their partnerships with employees.

For data storage and management firm NetApp Canada, and Internet search company Google Canada this approach has been recognized by the 2010 Great Place to Work Institute survey, confirming their status as two of the country's best workplaces.

Steve Woods, engineering site director, Google Canada, says empowering employees to be innovators and idea generators is a key aspect of Google's corporate philosophy. "We really believe in collaboration," says Dr. Woods.

"We try to avoid top-down decision-making and encourage employees to come up with ideas. We empower them to work on meaningful programs and to take time to discover and work on projects they feel passionate about."

Gwen McDonald, senior vice president responsible for NetApp human resources worldwide, says mutual respect among team members is a key aspect of the company's culture.

"We succeed if we have a high integrity leadership that is respected and credible to our employees, and employees believe they are contributing to the business success, they have meaningful, challenging work and are given

the resources and accountability to do their jobs," says Ms. McDonald.

Jeff Goldstein, NetApp's general manager for Canada,

adds that employees have a strong attachment to the company's culture and their

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Bankers profit on progressive HR practices



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Canada's **BEST WORKPLACES**

Data offers insight

Key metrics

The data and comments generated by this year's Best Workplaces surveys not only provided feedback valuable for participating companies, but also cumulative results that offer snapshots of how Canadian employers and their employees are feeling about work and their workplaces in 2010 compared to last year.

Twenty first-time nominees made the Best Workplaces list in Canada list this year, the following six earning places among the Top 25.

- NetApp Canada Ltd.
- SAS Institute (Canada) Inc.
- Stryker
- General Mills Canada Corporation
- Vermilion Energy
- Scotiabank Group

Comparison 2009 vs. 2010 - Statements

Most Increases

People avoid politicking and backstabbing as ways to get things done.	7%
Management makes its expectations clear.	6%
Management does a good job of assigning and co-ordinating people.	5%
Management has a clear view of where the organization is going and how to get there.	5%
Overall Trust Index average	+3%

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Companies with more than 1,000 employees

The following chart illustrates the companies that employ more than 1,000 people in Canada in order of their performance on the 2010 Best Workplaces survey.

Company	Employees
1 Devon Canada Corporation	1,558
2 Microsoft Canada Inc.	1,028
3 TD Bank Financial Group	50,663
4 Four Seasons Hotels and Resorts	1,357
5 Scotiabank Group	32,328
6 ATB Financial	4,986
7 Delta Hotels and Resorts	4,550
8 Edward Jones	2,044
9 State Farm Insurance	1,505
10 RBC	50,000
11 Ernst & Young LLP	3,725
12 Toronto East General Hospital	2,220
13 Mosaic Sales Solutions	1,129
14 Grant Thornton LLP	1,600
15 Cadbury	1,462
16 Joey Restaurant Group	1,965
17 Diageo Canada Inc.	1,000

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Thank you to our coworkers who bring their passion and enthusiasm to work every day.

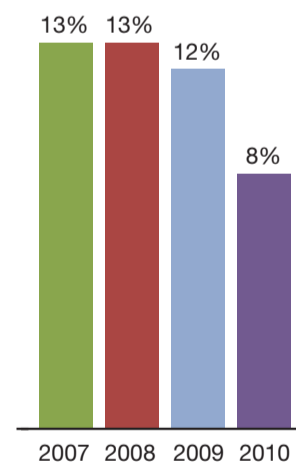


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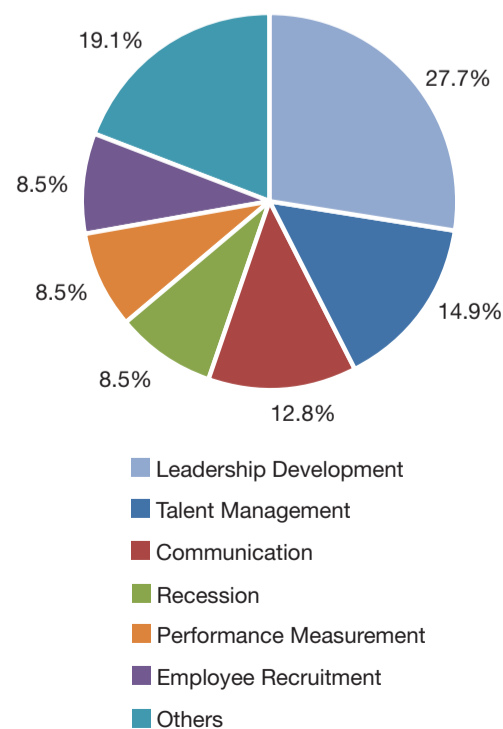


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We noticed a decrease of the number of voluntary departures in 2010



Top Issues 2010



Source: Best People Practices Report 2010, www.greatplacetowork.ca