

Montréal's Top Employers  
2014



# MONTREAL'S Top Employers 2014



**The Gazette**  
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# 2015 TOP EMPLOYERS

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## Hiring challenges grow as boomers leave the workforce

The turnover is underway — the baby-boomer generation is giving way to successors in the workplace. Hiring trends across Canada show employers looking to recruit skilled professionals and tradespeople to replace growing numbers of retiring boomers. But those same employers are also hedging their bets by developing phased-retirement programs in an effort to retain older, experienced workers as long as they can, says Richard Yerema, managing editor of Canada's Top 100 Employers and sister competitions in most provinces (operated by Mediacorp Canada Inc.)

"On the point of the boomers' exodus ... employers have been planning for this for well over a decade," Yerema says. "It's upon us now and there is definitely an ongoing challenge to recruit skilled workers in a range of professions.

"For younger Canadians preparing to enter the workforce, identifying where the skilled shortages are now and where they will be in the future should very much be incorporated into their thinking when considering what they'll do for a living," he says.

Employers who make the Top 100 have to be competitive across all areas of compensation and benefits, Yerema says, and they must show the kind of corporate growth and stability that enables upward mobility for workers while offering career stability.

"From the softer benefits (corporate culture) to health and family-friendly benefits, to training and development, to personal and vacation time, to financial and pension planning — the best employers try to address all aspects of an employee's experience," he says.

New grads look most closely at pay, professional development and work-life balance, while experienced hires tend to



To make the grade as one of Canada's Top 100 Employers, companies must offer attractive compensation and benefits, plus other popular perks.

examine pension plans, family-friendly benefits and long-term security.

"A rewarding career at an employer that provides the kind of benefits that help you perform and grow in your job and enjoy the kind of security that helps you plan and support your life outside of work is a tough combination to beat when it comes to attracting and retaining qualified personnel."

Yerema says it's no surprise that Alberta and Saskatchewan are looking for engineers, geo-scientists and service skills for the energy sector, that Saskatchewan's potash industry needs technical and business skills or that Newfoundland and Labrador needs a full array of oil and gas trades and professions.

Experienced project development people

are particularly in demand as the energy industry builds new oilsands projects and plans for liquefied natural gas (LNG) developments on the West Coast.

But that's not all — in Montréal, they're looking for high-tech skills, and Ontario is rebuilding automotive and high-tech numbers.

Western Canada continues to lead the nation where the growth of companies is concerned, Yerema says, adding that the rest of the country, including Atlantic Canada, has painted a remarkably stable picture over several years.

"There's opportunity in every region of the country and I think that has to be very encouraging for job-seekers across Canada," he says.

### Montréal's Top Employers

AIMIA INC.
AIR CANADA
BUSINESS DEVELOPMENT BANK OF CANADA
BELL CANADA
CANADIAN NATIONAL RAILWAY COMPANY
CSSS DE LA MONTAGNE
DASSAULT SYSTÈMES CANADA INC.
FEDNAV LIMITED
GENETEC INC.
IVANHOÉ CAMBRIDGE INC.
JEWISH GENERAL HOSPITAL
LAURENTIAN BANK OF CANADA
L'ORÉAL CANADA INC.
LUNDBECK CANADA INC.
MCGILL UNIVERSITY
MCGILL UNIVERSITY HEALTH CENTRE, THE
MCKESSON CANADA CORPORATION
MERCK CANADA INC.
MORGAN STANLEY SERVICES CANADA CORPORATION
NATIONAL BANK FINANCIAL GROUP
NUANCE COMMUNICATIONS CANADA INC.
PFIZER CANADA INC.
PROVIGO INC.
RICHTER LLP
SANOFI CANADA INC.
STIKEMAN ELLIOTT LLP
UNIVERSITÉ DE MONTRÉAL
VIGILANT GLOBAL
YELLOW PAGES GROUP CORPORATION
ZODIAC AEROSPACE



Montréal's Top Employers is a joint venture publication of **Postmedia Network Inc.** and **Mediacorp Canada Inc.**

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Employer	Industry	Interest Points	City	FT Employees in Canada
<b>Aimia Inc.</b>	Marketing Consulting Services	Maintains a flexible health benefits plan that allows employees to customize levels of coverage to suit their personal needs and transfer unused credits to additional salary or savings; supports employees who are new mothers with maternity and parental leave top-up payments (to 75 per cent of salary for 21 weeks) and offers an option to extend their leave into an unpaid leave of absence; also provides parental leave top-up payments to employees who are new fathers or adoptive parents; encourages employees to balance work and their personal lives through alternative work arrangements including flexible hours, telecommuting, shortened work weeks and reduced summer hours; helps employees develop their professional skills through formal mentoring, a variety of in-house and online training programs and tuition subsidies for job-related courses.	Montréal	1,797
<b>Air Canada</b>	Scheduled Passenger Air Transportation	Employees can plan for the life after work with a defined-contribution pension plan as well as though a share purchase plan; employees can be nominated by their peers for the annual Art of Excellence Award — winners receive an all-expenses paid trip to a ceremony hosted in a unique resort location; supports employees through extensive in-house training programs as well as tuition subsidies for courses at outside institutions; encourages employee volunteers through the Volunteer Involvement Program — donating airline tickets to charitable organizations where employees volunteer; new mothers receive 100 per cent top-up for the first two week of their maternity leave, followed by a 70 per cent of salary top-up for the following 15 weeks.	Dorval	23,317
<b>Business Development Bank of Canada</b>	Secondary Market Financing	Provides signing bonuses for some employees and referral bonuses as an incentive for employees to help recruit friends (to \$2,000); invests in ongoing employee education with subsidies for tuition and professional accreditation and an impressive in-house training program, which features a training facility with classrooms and computer lab, as well as a curriculum of in-house and online training programs; supports employees with older children attending college or university through an academic scholarship program (to \$2,500 per child); offers employees who are new mothers maternity leave top-up payments (to 95 per cent of salary for 17 weeks) and also offers a subsidy for in-vitro fertilization when needed; helps older workers prepare for life after work through phased-in retirement work options and retirement planning assistance services — and supports employees' long range goals with generous contributions to a defined-benefit pension plan; in addition to three weeks starting vacation, employees have the option of purchasing additional vacation days (up to five days) through the flexible health plan.	Montréal	1,982
<b>Bell Canada</b>	Telecommunications	New employees receive three weeks of paid vacation allowance to start, moving to six weeks for long serving employees, and can schedule additional time off through personal paid days off; provides maternity and parental leave top-up payments to employees who are new mothers, fathers or adoptive parents (depending on employee group) as well as a generous subsidy for in-vitro fertilization when needed; helps employees develop their professional skills through formal mentoring, a variety of in-house and online training programs, including apprenticeship opportunities and tuition subsidies for job-related courses; supports a number of local and national charitable organizations each year and encourages employees to be active members of the community by providing paid time off to volunteer; head office employees may take advantage of a variety of on-site amenities including an employee lounge, cafeteria with healthy menus and state-of-the-art fitness facility with subsidized membership.	Montréal	31,744
<b>Canadian National Railway Company</b>	Railroads	Head office employees may take advantage of a variety of on-site amenities including a quiet room for meditation or religious observance, fitness facility and cafeteria, featuring healthy and special diet menus; provides maternity leave top-up payments to new mothers (to 70 per cent of salary for 18 weeks) and the head office features an on-site daycare facility for employees when they're ready to return to work; invests in ongoing employee education with tuition subsidies for job-related courses, a variety of in-house and online training programs and subsidies for professional accreditation; manages an academic scholarship program for children of employees who are interested in pursuing post-secondary education (to \$1,000 per child); encourages an ownership culture with a share purchase plan available to all employees and supports employees for the longer term with defined-benefit and defined-contribution pension plans.	Montréal	16,163
<b>Centre de sante et de services sociaux de la Montagne</b>	Home Health-Care Services	New employees start with four weeks of paid vacation allowance, moving to seven weeks for long serving employees; provides maternity and parental leave top-up payments to employees who are new mothers (to 93 per cent of salary for 21 weeks) and an option to extend their leave into an unpaid leave of absence; also offers parental leave top-up for employees who are new fathers or adoptive parents (to 100 per cent of salary for five weeks); helps employees develop their professional skills with formal mentoring, in-house and online training programs, including apprenticeship opportunities, and tuition subsidies for courses taken at outside institutions; offers opportunities for students and new grads to gain on-the-job experience through co-op programs and paid internships.	Montréal	833
<b>Dassault Systemes Canada Inc.</b>	Custom Computer Programming Services	Provides maternity leave top-up payments to employees who are new mothers (to 90 per cent of salary for 18 weeks) and offers flexible hours for when they are ready to return to work; supports ongoing employees development through a variety of in-house and online training programs and tuition subsidies for courses taken at outside institutions (to \$2,100); offers great financial benefits including signing and year-end bonuses for some employees, referral bonuses (to \$1,500) and lets everyone share in the company's success through profit-sharing, available to all employees; helps employees to save for the future with a defined-contribution pension plan; encourages employees to be active members of the local community and provides paid time off to volunteer with charitable organizations.	Montréal	225
<b>Fednav Limited</b>	Worldwide Maritime Transportation	Provides maternity leave top-up payments to employees who are new mothers (to 90 per cent of salary for 18 weeks) and offers an option to extend their leave into an unpaid leave of absence; helps employees balance work and their personal lives with flexible hours, telecommuting, 35-hour work week (with full pay) and shortened work week option; employees can plan securely for the future with contributions to a defined-benefit pension plan and health benefits that extend to retirees (with no age limit); supports ongoing employee development with formal mentoring, in-house training programs and subsidies for tuition and professional accreditation; also offers opportunities for students and new grads to gain on-the-job experience through paid internships, co-op programs and summer student roles; encourages employees to keep physically fit with a health club subsidy to help cover the costs of gym membership (to \$600 per year).	Montréal	154
<b>Genetec Inc.</b>	Custom Computer Programming Services	Head office employees may take advantage of a variety of on-site amenities including a cafeteria with healthy menus, employee lounge (with video games, pool table and foosball table), and fitness facility, with free membership, basketball court and shower facilities; new employees start with three weeks of paid vacation allowance and receive additional time off during the winter holiday season; helps employees develop their professional skills through online training programs, in-house apprenticeship opportunities and tuition subsidies for courses taken at outside institutions (to \$2,000); offers a variety of financial benefits, including signing bonuses for some employees, year-end bonuses for all, matching RRSP contributions and generous referral bonuses (to \$5,000 for successful hires); encourages employees to balance work and their personal life with flexible work hours, telecommuting and a shortened work week option.	Montreal	332
<b>Ivanhoé Cambridge Inc.</b>	Lessors of Non-residential Buildings	Encourages employees to volunteer through the unique Give and Take Days program — employees receive two paid days off each year as long as one is dedicated for volunteer work; supports employees who are new mothers, father or adoptive parents with maternity and parental leave top-up payments (to 80 per cent of salary for 18 weeks); encourages ongoing employee development with generous tuition subsidies for job-related courses, in-house training programs and subsidies for professional accreditation; helps employees balance work and their personal life with a range of alternative work arrangements including flexible hours, shortened work week (fewer hours with less pay) and a formal earned days-off program; full-time employees receive compassionate leave top-up payments when called upon to care for a loved one (to 80 per cent of salary for eight weeks); helps employees plan for their lives after work with retirement planning assistance and contributions to a defined-benefit or defined-contribution pension plan, depending on employee group.	Montréal	1,243

Employer	Industry	Interest Points	City	FT Employees in Canada
<b>Jewish General Hospital</b>	General Medical and Surgical Hospitals	Provides maternity and parental leave top-up payments to employees who are new mothers (to 93 per cent of salary for 21 weeks) as well as an option to extend their leave into an unpaid leave of absence; also offers parental top-up to fathers and adoptive parents and manages an on-site daycare facility they can take advantage of upon their return; encourages employees to balance work and their personal lives with flexible hours, telecommuting, shortened and compressed work week options and a 35-hour work week (with full pay); new employees receive four weeks of paid vacation allowance to start and can schedule additional time off with a formal earned days off program; helps employees save for the future with contributions to a defined-benefit pension plan.	Montréal	3,264
<b>Laurentian Bank of Canada</b>	Industry Banking	Supports employees who are new mothers with maternity leave top-up payments (to 95 per cent of salary for 15 weeks) and offers an option to extend their leave into an unpaid leave of absence; new employees receive three weeks of paid vacation allowance to start, moving to eight weeks for long-serving employees; helps employees develop their professional skills through in-house and online training programs, including apprenticeship opportunities and tuition subsidies for courses taken at outside institutions; encourages employees to become owners with a share purchase plan available to all employees; helps employees save for the future with contributions to a defined-benefit or defined-contribution pension plan, depending on employee group.	Montréal	3,745
<b>L'Oréal Canada Inc.</b>	Cosmetic and Personal Care Products	Encourages employees to achieve work-life balance through a variety of alternative work arrangements including flexible hours, telecommuting, compressed work weeks and early Friday closings in the winter and summer; maintains a flexible health benefits plan that allows employees to customize levels of coverage to suit their personal needs; provides maternity and parental leave top-up payments for employees who are new mothers or adoptive parents (to 100 per cent of salary for 17 weeks) and offers the additional benefit of a subsidized on-site daycare centre for employees to take advantage of when ready to return to work; is committed to ongoing employee development and provides a variety of in-house and online training programs, subsidies for tuition and professional accreditation and opportunities for international training in Paris and New York; helps older workers prepare for life after work with retirement planning assistance, phased-in work options and a defined-benefit and contribution pension plans; 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
<b>Lundbeck Canada Inc.</b>	Research and Development in the Social Services and Humanities	New employees start at three weeks of paid vacation allowance and receive additional paid time off during the holiday season; supports employees who are new mothers with maternity leave top-up payments (to 100 per cent of salary for 15 weeks) as well as extended health benefits during their leave; also provides parental top-up to employees who are adoptive parents (to 100 per cent of salary for 15 weeks); encourages employees to prepare for life after work with retirement planning assistance and contributions to a defined-contribution pension plan; helps employees develop their professional skills with in-house training, formal mentoring and subsidies for tuition and professional accreditation; offers great financial rewards including signing bonuses for some employees, year-end bonuses for all and generous referral bonuses for employees who refer a candidate that is successfully hired by the company (to \$2,000).	Montréal	205
<b>McGill University</b>	Post-secondary Schools	Employees working on campus can take advantage of a variety of on-site amenities including an employee lounge, nap room, cafeteria (with healthy and special diet menus) and subsidized membership to the university's fully equipped athletics centre, which includes instructor-led classes, swimming pool, an all-season field house, skating arena and sports medicine clinic; new employees start at three weeks of paid vacation allowance and receive paid time off during the summer months; helps employees prepare for the future with retirement planning assistance and a defined-contribution pension plan; supports employees who are new mothers with maternity and parental leave top-up payments (to 95 per cent of salary for 20 weeks) and offers an option to extend their leave into an unpaid leave of absence; provides parental top-up for adoption parents (to 100 per cent of salary for 10 weeks) and manages an on-site daycare centre, which they can take advantage of upon their return; created the position of environmental officer to oversee environmental and sustainability initiatives on campus and launched the Rethink McGill strategy to encourage employees, faculty and students to explore ways to reduce the university's energy consumption.	Montréal	5,863
<b>McGill University Health Centre, The</b>	General Medical and Surgical Hospitals	Helps employees plan for the long term with retirement planning assistance and contributions to a defined-benefit pension plan; maintains a flexible health benefits plan that allows employees to customize levels of coverage to suit their personal needs; supports employees who are new mothers with maternity and parental leave top-up payments (to 100 per cent of salary for 21 weeks) and offers an option to extend their leave into an unpaid leave of absence; also provides parental leave for employees who are adoptive parents and manages an on-site daycare facility that they can take advantage of when they are ready to return to work; encourages employees to develop their professional skills through formal mentoring, a variety of in-house and online training programs, including apprenticeship opportunities, and tuition subsidies for courses taken at outside institutions; helps students and new grads gain on-the-job experience through paid internships, co-op programs and summer student roles.	Montréal	5,884
<b>McKesson Canada Corporation</b>	Drugs and Druggists' Sundries Wholesalers	Maintains a flexible health benefits plan that allows employees to customize levels of coverage to suit their personal needs; helps employees to balance work and their personal lives with alternative work arrangements including flexible hours, 35-hour work week (with full pay), telecommuting option and reduced hours during the summer months; encourages employees to become owners through a share purchase plan available to all, and offers additional financial benefits including signing and year-end bonuses for some and referral bonuses (to \$2,000 for successful hires); supports ongoing employee development with generous tuition subsidies for job-related courses (to \$3,000), formal mentoring and a variety of in-house and online training programs; invests in the education of the future generation through an academic scholarship program for children of employees to pursue post-secondary studies (to \$1,000 per child).	Saint-Laurent	2,688
<b>Merck Canada Inc.</b>	Pharmaceutical Preparation Manufacturing	Offers great financial benefits including signing bonuses for some employees, year-end bonuses for all employees, and a share purchase plan that is also available to all employees; new employees receive three weeks of paid vacation to start as well as additional paid time off during the holiday season; encourages ongoing employee education with subsidies for tuition and professional accreditation as well as a variety of in-house and online training programs; also manages an academic scholarship program for children of employees who are interested in pursuing post-secondary education (to \$2,000); helps employees save for the future with contributions to a defined-benefit or contribution pension plan, depending on employee group; supports employees who are new mothers, fathers, or adoptive parents with maternity and parental top-up payments (to 100 per cent of salary for 14 weeks).	Kirkland	1,137
<b>Morgan Stanley Services Canada Corporation</b>	Secondary Market Financing	Offers great financial rewards, including signing bonuses for some employees, year-end bonuses for all and generous referral bonuses for employees who refer a candidate that is successfully hired by the company (to \$5,000); new employees start at four weeks of paid vacation allowance, moving to six weeks for long serving employees; supports employees who are new mothers with maternity leave top-up payments (to 100 per cent of salary for 15 weeks) and also offer parental top-up for new fathers and adoptive parents; encourages employees to balance work and their personal lives through a variety of alternative work arrangements including flexible hours, shortened and compressed work weeks and a telecommuting option; helps employees develop their professional skills through generous tuition subsidies for job-related courses (to \$10,000), formal mentoring and variety of in-house and online training programs.	Montréal	394
<b>National Bank Financial Group</b>	Banking	Encourages employees to become owners through a share purchase plan, available to all employees, and offers great financial rewards including signing bonuses for some, year-end bonuses for all and referral bonuses (up to \$1,500); employees can develop their professional skills through in-house and online training programs, including apprenticeship opportunities, formal mentoring, and tuition subsidies for courses taken at outside institutions; supports employees who are new mothers with maternity leave top-up payments and offers an option to extend their leave into an unpaid leave of absence; also manages an on-site daycare facility, which they can take advantage of upon their return to work; helps employees plan for the long term with a defined-benefit pension plan and retirement planning assistance — and also offers peace of mind with health benefits that extend to retirees, with no age limit.	Montréal	14,981

Employer	Industry	Interest Points	City	FT Employees in Canada
<b>Nuance Communications Canada Inc.</b>	Software Publishers	Encourages employees to keep their skills sharp with tuition subsidies (up to \$3,000) as well as a variety of online training programs through its in-house Nuance University; part of Boston-based Nuance Communications Inc, the publicly-traded company's Montréal location is the company's second largest office and home to a highly skilled and growing (more than 165 new positions last year) workforce responsible for creating familiar speech recognition applications used in handheld mobile devices and automobile navigation systems; lets everyone share in the company's success with a share purchase plan and profit-sharing available to all employees offers great financial benefits, including signing bonuses for some positions, referral bonuses (to \$5,000) and year-end bonuses for all; an industry leader with flexible work options; also starts new employees with four weeks of paid vacation allowance; encourages employees to save for retirement with contributions to a defined-contribution pension plan.	Montréal	690
<b>Pfizer Canada Inc.</b>	Pharmaceutical Preparation Manufacturing	New employees start at three weeks of paid vacation allowance, moving to six weeks for long serving employees, and can schedule additional time off with personal paid days off; helps employees develop their professional skills through formal mentoring, a variety of in-house and online training programs, including apprenticeship opportunities, and subsidies for professional accreditation; invests in the education of the future generation with an academic scholarship program for children of employees who pursue post-secondary studies (to \$1,000 per child); offers opportunities for students and new grads to gain on-the-job experience through paid internships, co-op programs and summer student roles; provides maternity leave top-up payments to employees who are new mothers (to 100 per cent of salary for 17 weeks) and manages an on-site daycare that is available when they are ready to return to work; helps employees to save for retirement with contributions to a defined-contribution pension plan and matching RRSP contributions — and offers peace of mind with health benefits that extend to retirees, with no age limit.	Kirkland	2,272
<b>Provigo Inc.</b>	Supermarkets and Other Grocery Stores	Head office employees can stay in shape by taking advantage of the on-site fitness facility, complete with shower facilities, state-of-the-art exercise equipment and instructor-led classes; encourages ongoing employee development through formal mentoring, a variety of in-house and online training programs, and subsidies for tuition and professional accreditation; also invests in the education of the future generation with an academic scholarship program for children of employees who pursue post-secondary studies (to \$1,500 per child); provides maternity and parental leave top-up payments to employees who are new mothers and fathers (depending on employee group) and offers an option to extend their leave into an unpaid leave of absence; supports a number of local and national charitable initiatives each year and encourages employees to be active in the community by providing paid time off to volunteer.	Saint-Laurent	6,534
<b>Richter LLP</b>	Offices of Certified Public Accountants	Offers great financial rewards, including signing bonuses for some employees, year-end bonuses for all, and generous referral bonuses for employees who refer a candidate that is successfully hired by the company (to \$4,000); encourages employees to develop their professional skills through formal mentoring, in-house training programs, including apprenticeship opportunities and subsidies for tuition and professional accreditation; provides maternity leave top-up payments for employees who are new mothers and offers a variety of flexible work options when they are ready to return; helps employees prepare for the long term with retirement planning assistance and contributions to a matching RRSP plan; supports a number of local and national charitable initiatives each year and encourages employees to be active members of the community by providing paid time off to volunteer with charitable organizations.	Montréal	384
<b>Sanofi Canada Inc.</b>	Medicinal and Botanical Manufacturing	Provides maternity and parental leave top-up payments for employees who are new mothers and fathers (to 100 per cent of salary for 18 weeks) and offers an option to extend their leave into an unpaid leave of absence; helps employees balance work and their personal lives with flexible hours, compressed work weeks, telecommuting option and reduced hours during the summer months; new employees start at three weeks of paid vacation allowance and receive paid time off during the winter holiday season; encourages employees to become owners through a share purchase plan, and offers a variety of additional financial benefits including signing bonuses for some, year-end bonuses for all, and referral bonuses (to \$2,000).	Laval	456
<b>Stikeman Elliott LLP</b>	Offices of Lawyers	New employees start at three weeks of paid vacation allowance and can schedule additional time off throughout the year with personal paid days off; encourages employees to develop their professional skills through formal mentoring, a variety of in-house and online training programs and subsidies for tuition and professional accreditation; also offers opportunities for new grads and students to gain on-the-job experience through paid internships, co-op programs and summer student roles; provides a variety of financial benefits, including referral bonuses (from \$1,000 to \$5,000, depending on the position being filled), year-end bonuses for all and contributions to a matching RRSP plan; depending on their position, the firm offers maternity leave top-up payments for new mothers (to 100 per cent of salary for six weeks) as well as individual transition coaching when they return from their leave; is an excellent corporate citizen, providing pro bono legal services to charitable organizations as well as generous matching employee donations where employees volunteer their time.	Montréal	1,135
<b>Université de Montréal</b>	Post-secondary Schools	Supports employees who are new mothers with maternity and parental leave top-up payments (to 90 per cent of salary for 35 weeks) and offers an option to extend their leave into an unpaid leave of absence; provides parental top-up for new fathers and adoptive parents and manages an onsite daycare facility which they can take advantage of upon their return; encourages employees to balance work and their personal lives through flexible hours, compressed work weeks, 35-hour work week (with full pay) and a telecommuting option; helps employees prepare for the future with retirement planning assistance and generous contributions to a defined-benefit pension plan.	Montréal	5,336
<b>Vigilant Global</b>	Custom Computer Programming Services	Supports employees who are new mothers with generous maternity and parental leave top-up payments (to 100 per cent of salary for 50 weeks) as well as parental top-up for new fathers and adoptive parents; provides extended health benefits coverage throughout the duration of their leave as well as flexible hours when they are ready to return to work; encourages employees to keep fit with a health club subsidy to help cover the cost of gym memberships (to \$1,200 per year); new employees receive three weeks of paid vacation allowance to start and can schedule additional time off with personal paid days off; offers a variety of financial benefits including signing and year-end bonuses for some employees and referral bonuses for employees who refer a candidate that is successfully hired by the company (to \$2,500).	Montréal	100
<b>Yellow Pages Group Corporation</b>	Specialty Publishers	Offers great financial rewards, including signing bonuses for some employees, referral bonuses (to \$1,000) and year-end bonuses available to all; new employees start at three weeks of paid vacation allowance, moving to a maximum of seven weeks for long serving employees; helps employees prepare for the long term with retirement planning assistance and a defined-contribution pension plan; maintains a flexible health benefits plan that allows employees to customize levels of coverage to suit their personal needs.	Verdun	2,438
<b>Zodiac Aerospace</b>	Airplane Seating and Interior Trim Manufacturing.	Head office employees can take advantage of a variety of on-site amenities including a cafeteria (with healthy and special diet menus and subsidized meals), quiet room for meditation and religious observance and fitness facility with instructor-led classes; encourages ongoing employee development with a variety of in-house and online training programs, including apprenticeship opportunities, and offers subsidies for tuition and professional accreditation; helps cultivate high potential employees through formal mentoring and leadership training; invests in the education of the next generation with an academic scholarship program for children of employees interested in pursuing post-secondary studies; lets everyone share in the company's success with year-end bonuses and profit sharing available to all employees; supports a number of local, national and international charitable initiatives each year and encourages employee volunteerism with paid time off to volunteer with their favorite community organization.	Kirkland	710

# 'Intangibles' build loyalty among Aimia employees

At Aimia, work is more than just a 9-to-5 job — it includes cultivating a deeper, more meaningful sense of community and sharing experiences with colleagues.

Whether it's sending employees on overseas trips, bringing in guest speakers or creating volunteer opportunities, Aimia allows staff to interact with the charitable causes and volunteer organizations it supports.

"I have always felt privileged to work with this organization because it has vision and so many opportunities for innovation," says Alden Hadwen, head of community engagement at the company.

"Aimia is a company that's constantly growing. And when you're part of something that's growing — both globally and within Canada — you feel like you're part of the future."

During her 18 years with the company, Hadwen has witnessed its evolution. As a global leader in loyalty management, Aimia employs more than 4,000 people in more than 20 countries worldwide.

In Canada, it owns and operates Aeroplan, but it also manages coalition loyalty programs across Europe, Brazil, China and the Middle East, and offers data analytics services to retailers and suppliers in many countries, including Canada, the United States and the United Kingdom.

Last year, Aimia organized its first data philanthropy event in Canada, with employees from Canada, the U.S. and the U.K. helping out. The company analyzed thousands of data records for four prominent, not-for-profit organizations, looking for patterns and making recommendations on how they can better understand their donor base and manage their data.

"We took our skills and expertise to



Aimia employees give back their skills and expertise at Aimia's first data philanthropy event in Canada.

them, to look at data that they don't have the means to interpret or the funds to hire a consultant. It was very meaningful and powerful," says Hadwen.

"Our employees are proud of what they do and the knowledge they've gained, but until now they didn't have a way to give back in ways other than, for example, volunteering at a food bank or wrapping holiday gifts. Here, we think we've found innovative ways to give back using our expertise.

"Our senior team is really open to new ideas — if you bring an idea forward, they will listen to you."

For Curtis Arthur, who participated in the data philanthropy event, perks like getting paid time off to volunteer and use his skills and expertise keep him coming back

to work each day.

"I can go to most of our competitors and get the same amount of money and similar experience," says Arthur, an employee in Canada who specializes in analyzing loyalty card data for retailers. Last year, he volunteered in Macedonia with the Ivey Leader Project.

"There are certain intangibles at Aimia, like the opportunity and sense of community that draws me here over anywhere else. Doing something in a socially positive way is encouraged highly all the way to the top," he says.

"I really love it here. There's so much more to a career and being part of an organization than clocking in and out. You also get the opportunity to do all these really cool things."

## Aima

- **YEARS IN BUSINESS:** 30
- **NUMBER OF EMPLOYEES:** 1,950 in Canada; 4,000 around the world
- **LOCATIONS:** Montréal, Greater Toronto Area and Vancouver.
- **HEAD OFFICE:** Montréal
- **POSITIONS EMPLOYED:** Marketing, IT, communications, analysts, sales and account management, contact centre agents, lawyers, human resources and other professionals.
- **HIRING INCENTIVES:** Employee paid health plan, tuition subsidies, maternity, paternity and parental leave top-ups, fitness program, employee assistance program, employee referral program, green commute, summer hours, compassionate care, personal days off, telecommuting, matching RRSP, recognition program, ESPP, paid time off for volunteering, target and maximum bonus, employee discounts, life and disability insurance, regular celebration activities during holidays.
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## Employees help Air Canada take flight

There is little debate that Air Canada has industry-leading products and services, and what has helped it soar for 77 years is undoubtedly its employees.

More than 5,000 people work for Air Canada in the greater Montréal area alone, plus more than 22,000 professionals worldwide.

"We're proud to be based in Montréal," says Arielle Meloul-Wechsler, vice-president of human resources. "And we believe everyone contributes to the success of the company."

"Our most valuable assets are our employees and, of course, the aircraft we fly. We invest heavily in both."

From competitive salaries, benefits and pension-plan packages to health and flexible wellness coverage, Air Canada is more than just a place to work — it's a community.

"We're huge on communication," says Meloul-Wechsler. "We have a daily newsletter, weekly messages from our chief operating officer and we publish a monthly magazine entitled Horizons with stories about our employees and the great things they're doing."

"We're also big on employee recognition. Our flagship program is the Award of Excellence, which recognizes our top 60 employees, culminating in a trip to the Caribbean with our CEO and a black-tie event."

A popular initiative is the Creative Juices suggestion box. Any employee can provide ideas, and Meloul-Wechsler says many of these suggestions have come to life.

"A few months ago, we launched an Air Canada gift card. That idea came straight from a suggestion we got from the Creative Juices box," she says.

"We also host town halls where our senior executives exchange with front-line employees, and we have an internal (online) portal."

Air Canada also invests in training.



Air Canada employees support a variety of charities such as the Ride to Conquer Cancer.

"We're a company where safety training is imperative, but we also focus on talent development," says Meloul-Wechsler, adding that they try to fill job openings with internal employees to encourage movement within the company.

Offering a comfortable work environment is also key. Montréal's head office recently underwent major renovations to improve ergonomics and lighting. A new state-of-the-art operational control centre was also opened in Brampton, Ont.

A number of Air Canada buildings even have on-site health clubs or offer discounts to nearby gyms, to encourage employees to live a healthy lifestyle.

"Our employees are definitely a microcosm of society — aside from pilots, flight attendants and customer service agents, we also employ lawyers, IT programmers, finance folks, audit folks, even medical staff," says Meloul-Wechsler.

"At Air Canada, our employees are very altruistic and we encourage a culture of giving. We accordingly support employees that are involved in helping others — everything

from helping in their local community to large-scale humanitarian relief efforts such as in Haiti, Indonesia and Japan after the tsunami and following hurricane Katrina in New Orleans, to helping children orphaned in the Lac Megantic disaster and, most recently, the Philippines.

"One of the Air Canada Foundation's main initiatives is the Volunteer Involvement Program which was designed exclusively to help employees involved in charitable organizations in their own communities raise funds. The Air Canada Foundation is also the main sponsor of the employee-led charity Dreams Take Flight which sends children with special needs for a day of fun at Walt Disney World and Disneyland.

"Where there is an opportunity to help, our employees roll up their sleeves and our attitude is, just do it," says Meloul-Wechsler.

Air Canada's employees are particularly excited about the new Boeing 787 Dreamliners that will join the fleet in the spring.

"We're all airline junkies," she laughs.

### Air Canada

**YEARS IN BUSINESS:** 77

**NUMBER OF EMPLOYEES:** 27,298 worldwide.

**LOCATIONS:** Major hiring locations include Montréal, Toronto, Winnipeg, Calgary, Edmonton, Vancouver.

**HEAD OFFICE LOCATION:** Montréal

**POSITIONS EMPLOYED:** Administrative and professional positions, pilots, flight attendants, customer services (airport and call centre), building and facility maintenance, airport and cargo ground services and aircraft maintenance.

**HIRING INCENTIVES:** Health benefits plan, pension plan, travel privileges, share purchase plan.

**APPLICATION PROCESS:** [aircanada.com/careers](http://aircanada.com/careers)

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## Bell offers broad career choice and employee support

For an example of why Bell has been identified as a great place to work, one need only look at Bernard le Duc's career trajectory.

The executive vice-president of corporate services joined Bell in 2001, and has held diverse roles within the company since, ranging from strategic planning to finance and human resources.

"I've witnessed the company go through a rebirth and revitalization in the marketplace in recent years and been very much a part of it all," le Duc says.

"Few companies have the breadth of jobs that Bell can offer. We're a national communications company that is investing billions in new infrastructure and product development. It's a Canadian institution that's transformed rapidly in a competitive marketplace," adds le Duc. "That's why I'm still with Bell."

From leadership courses and personal development training to a formal mentorship program, Bell focuses on growing talent within the company and guiding employees through every level. It is constantly recruiting young graduates to fill co-op and specialized placement programs.

Anne-Claude Gendron is one of these new grads, taking advantage of an 18- to 24-month program that allows her to rotate between three very different jobs and guarantees a full-time position upon completion.

In addition to spending time with senior executives in a call centre and a Bell store, Gendron has worked in internal marketing and talent acquisition. She is currently in her final rotation in the communications department at RDS Réseau des sports, the French-language partner network of TSN.

"I love this program because I wasn't sure



Bell is committed to helping its young employees advance within the company.

exactly what I wanted to do, but now it's getting clearer for me that I love project management and marketing," says Gendron.

"It's also been a great opportunity to do so many things, both within the business and in the community, through volunteering, fundraising and lots of fun social events."

In 2010, Bell announced the Bell Let's Talk mental health initiative, the largest ever corporate commitment of its kind in Canada. Bell has committed more than \$62 million in funding to support new research, workplace best practices, care and access, and anti-stigma programs, including the high-profile Bell Let's Talk Day and the upcoming Clara's Big Ride for Bell Let's Talk.

Mental health training is mandatory for all

team leaders and managers; they are also provided with a set of tools to recognize signs of depression, to deal with specific issues and to help employees on short-term disability reintegrate back into the workforce.

Lucie Dutil is one of many Bell leaders who take tremendous pride in this initiative to ensure psychological health and safety.

"I strongly believe Bell is doing very good things for society, in all the mental health services we are supporting both inside and outside our company," says Dutil, vice-president of human resources, who has spent 20 years with the company.

"The positive team feedback shows we are making a difference."

### Bell

- **YEARS IN BUSINESS:** 134
- **EMPLOYEES:** 55,000
- **LOCATIONS:** Operations in all provinces and territories.
- **HEAD OFFICE LOCATION:** Montréal
- **POSITIONS EMPLOYED:** Technical specialists, business analysts, project managers, application architects, marketing and communications and other positions.
- **HIRING INCENTIVES:** Performance incentive pay; performance and leadership development; referral bonus; on-site gym and daycare at some locations; comprehensive benefits plan including company-paid benefits, disability coverage and pension plan contributions matched by the company up to six per cent; employee recognition awards; 35 per cent employee discount plan; stock purchase plan; company-wide emphasis on employee mental health; strong commitment to charitable giving and the environment.
- **APPLICATION PROCESS:** [jobs.bce.ca](http://jobs.bce.ca)



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## CSSS de la Montagne staff care for community

A diverse city such as Montréal commands a huge array of vital social and health services.

For the past 10 years, the Centre de santé et de services sociaux de la Montagne (CSSS) and its staff of professionals have stepped up to the plate, meeting the evolving needs of thousands of Montréalers every day.

“We were formed from the merger of three local centres for health and social services,” explains Jean Paiement, director of partnerships and communications. “Today, we offer services to everyone from zero to 100 years old. We’re not a ‘hospital’ — we’re about community social services and primary health care.”

The diversity of services offered includes everything from midwife services and pre- and post-natal care, to support services for teens, blood testing, flu vaccinations and psycho-social and mental health services and sexual health information.

“Services offered to seniors constitutes our largest program, with more than 300 employees in that field,” says Paiement. “We visit seniors at home and we also have an active day centre offering workshops for seniors.”

The CSSS has also established a research centre affiliated with three universities (McGill University, Université de Montréal and Université du Québec à Montréal) to examine how best to deliver health care and social services in the context of an increasingly multicultural community.

This affiliation allows for continuing education and training for the employees of the CSSS, says Paiement.

“Our professionals have the opportunity to practice knowledge transfer by accepting students for their placements,” he says. “We have more than 300 students every year. It is very motivating for our staff to train and supervise



A social worker with the Centre de santé et de services sociaux de la Montagne conducts a home visit.

future professionals. Our structured and continuous in-service education program complements the regular training program. Our students have access to extra training that reflects CSSS’s clinical and research expertise.”

Maintaining lines of communication between administration and staff is vital for a top employer, and the CSSS de la Montagne is no different.

“What we try to do is to have a constant dialogue with our staff on ways to improve the (working) environment,” says Paiement. “For instance, almost all of our locations have small gyms — we were asked by our staff to have them. We have resting places so people working a long shift can take a break or even have a short power nap. And we listen to the suggestions our staff propose and, if possible, we try to actualize their demand.

“As we’re a provincial health care and social services organization, we follow strict and standardized rules. Nevertheless, we are creative and adapt to the needs of the staff.”

This includes flexible hours to allow staff to maintain a healthy work-personal life balance.

All this adds up to a workforce that is able to meet the needs of a community of more than 220,000 people.

“And we don’t just see people in our clinics or our offices — we visit them in their milieu,” notes Paiement. “For example, our nurses will visit every newborn at home. And we have services for people with specific needs like autism. And we have a crisis service for families with teenagers.

“We’re in the everyday life of our clients. And we can see the impact we have on their lives.”

### CSSS de la Montagne

- **YEARS IN BUSINESS:** 10
- **NUMBER OF EMPLOYEES:** More than 1,150.
- **LOCATIONS:** 10 sites in Montréal’s central neighbourhoods of Côte-des-Neiges, Parc-Extension, Outremont and downtown.
- **HEAD OFFICE LOCATION:** Downtown Montréal
- **POSITIONS EMPLOYED:** Health-care professions such as nurses, doctors, social workers, psychologists, physiotherapists, nutritionists, nurse practitioners, occupational therapists, midwives, home-care assistants, kinesiologists, etc.
- **HIRING INCENTIVES:** Complete benefit packages, flexible working schedule, permanent position on hiring for nursing staff, orientation programs, on-the-job training programs, mentorship programs, on-site wellness programs.
- **APPLICATION PROCESS:** Apply online at [www.csssdelamontagne.qc.ca](http://www.csssdelamontagne.qc.ca) or call 514-731-1386 ext. 2348

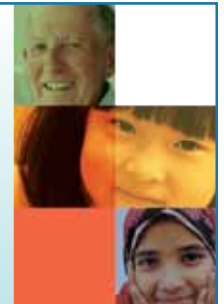
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# Active, engaged employees propel Dassault Systèmes

For one month out of the year, Dassault Systèmes (DS) employees choose from a menu of daily activities that might include afternoon zip-lining, lunch time Zumba lessons or whitewater rafting over the weekend.

On some days during the annual health-oriented month, which is organized by the software company's corporate citizenship committee, a masseuse makes the rounds to ease sore necks and stiff shoulders.

On others, a seminar on healthy eating, complete with lunch kits, might be in order. Most activities are free or heavily subsidized. The efforts at encouraging a healthier, more active workplace have paid off.

For knowledge consultant Anthony Zacharewych, it's led to a regular exercise program, taking full advantage of the company's gym subsidy.

"Now I run six kilometres twice a week, because I've met all these incredible people who exercise after work and during lunch," says Zacharewych. He joined DS as an intern four years ago and has never looked back, actively running the company's many social events.

"It's pushed me to get up earlier and work harder at my job."

As a world leader in the production of 3D design software, DS has a presence in industries ranging from aerospace and engineering to consumer goods such as cosmetics and pharmaceuticals. Its diverse clientele and a hundred sites across the globe allow opportunities to travel across Europe and Asia to collaborate on wide-ranging projects.

Professional development is emphasized at every level of the organization, says senior IT manager Anne-Laure Verdet.

"We have training on the technical side,



Employees at Dassault Systèmes, a producer of 3D design software, transform the way people innovate.

coaching for management and training we can do online any time — we even have access to foreign language training," says Verdet.

"The key to all of it is not just to be on top of things for our day-to-day job, but also growing — what do we want to be doing in a year or three years from now? The company consistently puts effort into making sure our personal needs are met."

During her 11-year career at DS, Verdet has held roles in marketing and database management, business operations and IT.

"Every step of the way, when I wanted to progress, I had open conversations with management and HR, saying, 'This is what I want to do. Is there a fit for me in the organization? And they were always able to make it happen.'"

Verdet is also part of a women's initiative

program at DS that involves access to life coaching and the discussion of leadership methods from the perspective of women in a highly masculine environment — one fun exercise, she recalls, involved reading comedian Tina Fey's autobiography, *Bossypants*.

In a work environment where the average age of employees hovers around 32, managing work/life balance is key.

"We have flex time, more vacation days compared to other companies in the industry, and everyone has a laptop and iPhone, which allows us to work from home when we have to," says Verdet.

"We have lots of young parents so it's important for them to be able to take a day off when their kids need it. We want to see people healthy and happy."

## Dassault Systèmes

- **YEARS IN BUSINESS:** 33
- **NUMBER OF EMPLOYEES:** 225 in Montréal; 11,000 world-wide.
- **LOCATIONS:** Montréal and 104 offices around the world.
- **HEAD OFFICE LOCATION:** Vélizy, France.
- **POSITIONS EMPLOYED:** Consultants in engineering (mostly mechanical), sales personnel, project managers, administrative roles and others.
- **HIRING INCENTIVES:** Gym subsidies; bus pass subsidies; budget for social and corporate citizenship activities; formal recognition program; young, dynamic and socially involved workforce; intensive training programs; professional development; project opportunities across America, Europe and Asia; emphasis on work-life balance.
- **APPLICATION PROCESS:** Visit [www.3ds.com](http://www.3ds.com)



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## Fednav's dedication builds loyalty among staff

There's an excellent reason why more than one-third of Fednav employees have been with the company for more than 20 years.

"People are happy to work here," says Alexis Dorais, a remote-sensing analyst at the company.

"When I talk to friends who work at other companies, they tell me their jobs are just stepping stones for something else. However, I see myself staying at Fednav a long time. It's a growing company, with many new hires and prospects for expansion within a structure that allows us to exchange ideas and innovations on an informal basis."

Dorais' one-of-a-kind position involves ice analysis for Arctic-related projects and working with colleagues on complex shipping operations in the North. He recently flew to Japan to install IceNav, the company's navigation system for the third icebreaker in the company's fleet. This system incorporates enhanced marine radar for the detection of sea ice, allowing access to satellite imagery and up-to-date ice and weather information.

"Not only is our remarkable IceNav system a flagship for our navigation technology and expertise, but it also gave me the opportunity to work with a diversified and highly skilled group of people," says Dorais.

"For this project alone, I had the opportunity to work alongside captains of icebreakers, naval architects and ship and electrical designers. This diversity is testament to what I experience on a daily basis; I never know what each day is going to be like or who I'll be working with."

While Fednav's overall turnover rate is less than three per cent, a growing number of retirements has led to an active renewal of its workforce. In addition, the company continues to modernize its fleet of ships with the addi-



Fednav has been renewing its fleet of ships while also adding new employees.

tion of six new environmentally advanced vessels built in Japan. While adding substantial capacity to its Great Lakes-capable fleet, each ship consumes 28 per cent less fuel and produces 28 per cent fewer emissions than vessels built for Fednav 10 years ago.

With the largest fleet of ice-class vessels in the world, Fednav currently owns nearly half of the approximately 100 vessels it operates.

"Most graduates don't necessarily think about shipping, but there are so many opportunities for growth here," says recently hired Nicole Wilson, a market research analyst.

"Fednav believes in continuous learning by subsidizing in-house training or offering courses like those through the Institute of Chartered Shipbrokers. Management is keen on developing its employees' talent. Because of this investment in its staff, I feel valued and inspired."

Frequent employee activities such as sports, volunteering opportunities and after-work get-togethers are instrumental in creating an

upbeat atmosphere in the office while fostering team building. In particular, fundraising initiatives raised more than \$180,000 toward charitable causes in 2013 alone.

With a philosophy of solidarity and coherence, Fednav believes that good things happen when everyone pulls together.

During a recent internal presentation of Fednav's new branding, president and co-CEO Mark Pathy had this to say: "Fednav has always had a strong identity which is built on a long legacy of success. In addition to renewing our fleet this year, we are revitalizing our brand image. We are moving forward into a new era of opportunity and the Fednav brand is all about providing a high level of service and expertise. It's the promise we make to our customers, partners and employees," says Pathy.

"Delivering a higher standard is the cornerstone of our company's philosophy and a reflection of our core values."

### Fednav

■ **YEARS IN BUSINESS:** 69

■ **EMPLOYEES:** 256

■ **LOCATIONS:** Montréal; worldwide, Antwerp, Hamburg, London, Rio de Janeiro, Singapore, Tokyo.

■ **HEAD OFFICE LOCATION:** Downtown Montréal

■ **POSITIONS EMPLOYED:** Chartering brokers, fleet operators, fleet managers, ice specialists, accounting and other support staff.

■ **HIRING INCENTIVES:** Comprehensive group insurance plan, defined-benefit pension plan, yearly bonus plan, maternity leave top-up, extensive trainee program for recent grads, professional development opportunities, staff-driven social events, lunch-and-learn sessions, athletic subsidy, new employee referral bonus program, community involvement program.

■ **APPLICATION PROCESS:** Visit [www.fednav.com](http://www.fednav.com) for current career opportunities.



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## L'Oréal Canada committed to employees, environment

Stephanie Gougoux was only three months into her new job at L'Oréal Canada when she had to present the results of a product launch in front of the company's president.

"I was terrified out of my mind," recalls Gougoux, who must have done well, since, 12 years later, she now works as the director of sales and marketing for the company's Kérastase brand.

"To go up there and have actual face time with him, while he was being very open and attentive — it was a moment I'll never forget. It made me realize, he really cares about what I think! Now I see the president all the time, but when you're that young, it's a big deal.

"Everyone in this company is given a chance."

Representing more than 30 brands of cosmetic and personal care products for men and women around the world, L'Oréal is the No. 1 beauty company in Canada and the world. One of the things that makes Gougoux proud to work there is its commitment to the environment and emphasis on sustainability in all aspects of its operations.

By 2020, the company has committed to reduce its environmental footprint by 60 per cent, including CO<sub>2</sub> emissions and water consumption — and will ensure 100 per cent of its products carry an environmental or social benefit.

They have also pledged access to health care, social protection and training for all employees worldwide, and 100 per cent of their strategic suppliers will be a part of their supplier sustainability program.

More than 100,000 people from underprivileged communities, such as the disabled and under-represented socio-ethnic groups, will be hired as part of their global workforce.



Stephanie Gougoux and Quoc Chay have enjoyed exciting, fulfilling careers with L'Oréal.

"Sustainability is integrated into our business model and everything we do," says Gougoux, whose role involves working with salons to recycle materials ranging from foils to leftover hair and ensure they don't end up in waste and water streams.

"It's something that really speaks to me as a person with a family who wants to make sure we keep our planet as clean as possible. It's also a high priority for the younger generation who are looking to work with a company that fits their values."

L'Oréal Canada offers numerous staff perks, including shorter working hours on Fridays, ongoing training and development and, depending on the location, on-site conveniences ranging from a daycare centre to a

hair-dressing technical centre.

Quoc Chay, president of the professional products division, has worked with L'Oréal for 20 years in a variety of roles across Europe and Asia.

"As an employee, I'm absolutely incredibly thankful to L'Oréal — everything I know today comes from the opportunity to change countries and jobs every two to three years, working on various brands," he says.

"L'Oréal has the ability to believe in young people with potential and consistently present new challenges. They have given each of us an amazing stage for us to perform. I am amazed by this company's strong performance and commitment to make a difference."

### L'Oréal Canada

- **YEARS IN BUSINESS:** 56
- **EMPLOYEES:** 1,200
- **LOCATIONS:** Hiring in Montréal, Toronto, Vancouver, Calgary.
- **HEAD OFFICE LOCATION:** Montréal
- **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 daycare, intensive training programs including opportunities to travel to New York and Paris.
- **APPLICATION PROCESS:** Apply at [www.loreal.ca](http://www.loreal.ca)

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# Health of clients, employees a priority at Lundbeck

Lundbeck Canada has come a long way since its parent firm got its start nearly a century ago by renting out vacuum cleaners and selling photographic paper.

Today, Lundbeck is a global pharmaceutical company with offices in 57 countries that specializes in treatments for brain diseases such as depression, Alzheimer's disease and schizophrenia. In Canada, Lundbeck takes this experience one step further.

"We're the only Lundbeck affiliate to also have an oncology division. Through our focus on brain diseases we have become experts in the area of specialized disease and we are proud to now be applying this expertise to the field of oncology," says Daniel McCarthy, senior director of external relations.

"The world has come a long way in terms of understanding brain diseases and cancer, but there is still a long way to go. Our employees are driven by trying to make a difference in these fields every day."

Lundbeck has 205 employees in Canada, with roughly half being field based around the country, McCarthy says.

Lundbeck is a fully integrated company with employment positions ranging from those who discover and develop new medications to the front-line people who engage with health-care professionals on a day-to-day basis.

"Globally, Lundbeck invests heavily in the area of research and development," McCarthy says. "We put roughly 20 per cent of our (earnings) into R&D (research and development) year after year, and we're proud of the partnerships we have with organizations such as Partners for Mental Health; we've provided \$2.25 million to support their important mission."

It's a high-pressure industry, one that impacts lives on many levels. Lundbeck is also



Lundbeck Canada employees prepare flower arrangements to be given to people stricken by cancer.

a leader in implementing a new Canadian standard for psychological health and safety in the workplace. Developed by the Mental Health Commission of Canada, it aims to raise awareness of and eliminate stigmas related to mental-health issues.

"We're putting measures in place so our managers are trained to recognize signs of mental illness, and our employees have a role to play in communicating when they have something they're concerned about," says McCarthy.

Employee satisfaction is also important.

"Each year, we do an employee satisfaction survey to take the temperature of the organization and see where we are in terms of workload, stress and work-life balance," says McCarthy.

Initiatives undertaken as a result of the survey include flexible work hours, the ability to

work from home and compensation for work-related weekend travel.

"We also give each employee \$500 to put toward a health-related activity like a gym membership or even painting or photography classes," McCarthy says.

Employees also take part in a "star" recognition system, and team members are encouraged to refer each other for going that extra mile.

Professional development is also important; the Council for Continuing Pharmaceutical Education has recognized Lundbeck for putting the most number of employees through its programs.

"We want to ensure every employee has career-path access," says McCarthy, adding they enjoy competitive benefits and compensation, as well as days off to engage in volunteer work in the community.

## Lundbeck Canada

■ **YEARS IN BUSINESS:**

Since 1995

■ **NUMBER OF EMPLOYEES:** 205

■ **LOCATIONS:**

Employees are located across Canada

■ **HEAD OFFICE:** Montréal

■ **POSITIONS EMPLOYED:**

About 90 different positions including medical science liaison, scientific adviser, product manager, sales representatives, market access manager, business intelligence analyst, administrative assistant, human resources adviser, project manager regulatory affairs.

■ **HIRING INCENTIVES:**

Pension plan, group insurance program, referral policy allowing \$2,000 if an employee refers a candidate who is eventually hired, flexible work hours, compensation for work-related weekend travel, pay for health-related activities like gym memberships, professional development programs.

■ **APPLICATION PROCESS:** Visit [lundbeck.ca](http://lundbeck.ca)

Hope, Strength, Humanity



At Lundbeck, our approach to innovation is shaped by our Danish origins, a centuries-old tradition of respecting every individual and taking care of one another in times of need. It's part of our culture, and it's something we know Canadians take to heart.

This focus on the individual has already helped us become specialists in CNS disorders, changing the lives of people all over Canada. And now we're applying that same passion and drive to oncology. Creating partnerships, working with healthcare professionals and putting patients first will always be important parts of everything that we do, and we will continue to lead the way as we branch out into oncology.

At Lundbeck, caring is our culture.





# Morgan Stanley draws international staff together

**B**efore Andy Mak ends each work day, he makes sure his team members across Asia and India have what they need at the start of theirs.

In his often virtual environment managing products for one of the world's largest financial services companies, it's not unusual for a Morgan Stanley employee in Montréal to have a direct manager in New York and a team based out of the Philippines.

While managing clients and stakeholders over the phone rather than face-to-face brings its own set of challenges, it's also accompanied by opportunities to travel abroad and the chance to build new skill sets.

Mathieu Gamache, who has been with the firm for five years, leads a team of technologists engaged in building next generation real-time systems used by the trading floor a few hundred kilometres away.

"My favourite thing about working for Morgan Stanley is that we have access to all the latest technologies which enable us to create the most advanced electronic trading systems" Gamache says.

When technology analyst Carla Morawicz accepted a job at Morgan Stanley straight out of university, she, along with 20 other newly graduated hires, was sent to New York City for a four-month training program in the heart of Times Square.

"You're taught all about the technology and business side of Morgan Stanley, training alongside people from Budapest, Tokyo and Montréal," Morawicz says.

"When you go back to the office, you're up to speed with all the technologies inside the firm. It's incredible to feel like that when you're the newest on the team."

Back in the office, Morawicz says, the interaction with people from all over the world,



Morgan Stanley employees in Montréal participate in a group bicycling fundraising effort.

as well as with colleagues within the physical workplace, continues on a daily basis.

"Every day you meet someone new and everyone is so friendly. Our workspace is open concept and well furnished, with nice amenities, there are no cubicles here. You don't feel at all confined."

A social committee co-ordinates regular activities like lunch-and-learn sessions, samosa days and summer barbecues. Every few weeks, company staff get together to serve breakfast to underprivileged children at a local elementary school. They also get involved in annual fundraising activities in the community.

In every office around the world, including Montréal, an in-house technology exposition

allows teams, who might not otherwise meet, to discuss technologies, their applications and how they can collaborate in a fun, fair-like format.

For Morawicz, Morgan Stanley's strong initiative of recruiting women is what she appreciates the most.

"They really encourage women to apply and become a part of this industry. Women in managerial positions will come to the Montréal office and give presentations to all the new grad hires, and executives make the time for Morgan Stanley's female employees to gather, connect and network."

"It's a real culture of mentorship, where we all really care for each other and take care of each other."

## Morgan Stanley

- **YEARS IN BUSINESS:** 79 years in the United States; five years in Montréal.
- **NUMBER OF EMPLOYEES:** 394 in Montréal; more than 55,000 worldwide.
- **LOCATIONS:** Canadian offices in Montréal, Toronto, Calgary and Vancouver
- **HEAD OFFICE:** New York
- **POSITIONS EMPLOYED:** Software developers, computer engineers, computer architects, computer analysts, data system administrators, project managers, team leaders, business analysts, system analysts.
- **HIRING INCENTIVES:** Employee-paid health plan; four weeks vacation the first year; referral bonus program; maternity top-up; employee assistance program; fitness program credit; RRSP matching; 15-week training program in New York for new grads.
- **APPLICATION PROCESS:** [www.morganstanley.com/about/careers](http://www.morganstanley.com/about/careers)



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► [morganstanley.com/about/careers/montreal.html](http://morganstanley.com/about/careers/montreal.html)

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## Innovation draws employees to Nuance

Through world leading speech and natural language technologies, Nuance Communications has transformed the way the world communicates — and they're doing it one spoken word at a time.

Nuance voice technology powers more than one billion electronic devices and vehicles today, including smartphones, smart TVs, watches and other cutting-edge gadgets.

If you've ever paid a bill, checked in for a flight or accessed directory assistance using voice recognition technology, you've most likely experienced technology created by Nuance. Along with two-thirds of companies on the Fortune 100 list, Nuance customers include the world's top carmakers and smartphone manufacturers.

It's no wonder that Nuance attracts employees who look for innovation, diverse thinking and the opportunity to work on the latest leading-edge technologies.

One of them is Tania Al-Ahmad, a senior quality assurance engineering manager who graduated from McGill University, a few blocks up the street from the Nuance R&D lab. Al-Ahmad went from managing five people to building a team of 50 since joining Nuance six years ago.

"I wanted to be part of a team that was working on technologies that were truly innovative. Nuance definitely fit the bill," she says. "Our virtual assistant and natural language understanding technologies are transforming how we interact with smartphones, our TVs and even our cars."

"I felt that I could fully leverage my talents here. Every day I'm confronted with new technical challenges that keep the job interesting. The demand to be creative and learn new things is constantly there. There's always new things to learn, whether it's a new technical skill set, a new process to work with or a new leader/management skill set."



Courtesy, Martin Dudemaine

**Nuance is committed to building lasting partnerships and strives to create a compelling environment that fosters career growth and promotes creativity, entrepreneurship and mutual success.**

Employees don't just work hard — they play hard, too, enjoying company-organized social activities around Nuance's headquarters, conveniently located in downtown Montréal.

Full health and dental coverage is in effect on their first day of work, as well as four weeks of vacation per year. They also benefit from a flex-time policy, retirement plan, stock-purchase program and a generous employee-referral program.

Nuance emphasizes professional development and learning, providing access to in-house courses through a program called Nuance University as well as subsidized tuition up to \$3,000 annually.

"What I appreciate the most is the investment that Nuance makes in its people," says senior recruitment manager Treena Diebolt.

"People are core to everything they do and I wanted to be part of that, to contribute to something that I personally and professionally could stand behind. I want to work with the

best and the smartest people in the world.

"We have a robust, best-in-class learning and development program and the talent management team is incredibly progressive with their collaborative approach to building programs that set the company and their people up for future success," explains Diebolt.

For senior director of engineering Vince Ianotti, Nuance is a place he looks forward to going to work each day. Always eager for a challenge, Ianotti started his career early as an intern through the competitive Shad Valley internship program. Nuance has a robust internship program and the company works with world class academic partners to engage a diverse group of students that spans as early as secondary school all the way to the PhD level.

"At Nuance, I have been given many opportunities consisting of stretched and challenging goals, and in order to succeed, I have been empowered to execute them to the best of my abilities."

### Nuance Communications

- **YEARS IN BUSINESS:** 20
- **EMPLOYEES:** 550 in Montréal; 750 in Canada; 12,000 worldwide
- **HEAD OFFICES:** Montréal in Canada; Burlington, Mass., in U.S.
- **POSITIONS EMPLOYED:** Software engineers, quality assurance engineers, research and speech scientists, natural language processing engineers, natural/clinical language understanding engineers, project managers, solutions architects, infrastructure deployment engineers, UI and UX designers.
- **HIRING INCENTIVES:** Four weeks vacation, 10 sick days, incentive/patent/referral bonuses, downtown location with transit and parking allowance, Nuance University, tuition reimbursement program, French classes, various social and wellness activities, maternity top-up, employee stock purchase plan, computer loan program, group RRSP and deferred profit sharing plan, health spending account and wellness account, soft gym (yoga and meditation).
- **APPLICATION PROCESS:** Online at [jobs.nuance.com](http://jobs.nuance.com)

## Employees Have a Voice at Nuance

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## Sanofi staff deliver health-care solutions

In nearly a century of service, Sanofi Canada has seen many changes in the health-care field.

As such, Sanofi and its workforce of professionals — more than 300 people are based out of its Laval, Que., headquarters alone — are seen as vital partners in health care.

“We have been in Laval since 1968, so we have a significant long-term footprint here,” says president and CEO Jon Fairest.

“If you were to look at how we’ve evolved . . . I would say we’re not seen as a pharmaceutical company anymore, but as a health-care solutions company. We like to be seen as a serious partner in health, one that looks at providing not only medical solutions, but also pretty sophisticated disease-management programs. We’re pioneering programs in terms of how one manages a chronic disease from A to Z.”

For example, Sanofi developed the STARsystem for personalized diabetes management; patient-assistance programs that improve cancer patients’ access to medicines; and local pharmacy support so patients can minimize their stay in hospital. Sanofi also markets Allergent, an epinephrine auto-injector for dealing with life-threatening allergic reactions.

All this requires a dedicated team that understands the mission and values of the company, says Fairest.

“We have everything here from people doing clinic research programs on early-stage development, right through to the sales representatives who will sell products directly to the doctor or pharmacy,” he says.

“And there are all the support functions that go with an organization this size — HR, finance, a major distribution centre, a legal team.

“We try to make sure everyone realizes their piece of the jigsaw in terms of us being a partner in providing health care.”



Sanofi Canada employees like to do their part to support families in need.

Attracting and retaining top talent is one of Sanofi Canada’s goals. It accomplishes this through competitive benefits and compensation packages, flexible work schedules, group insurance plans, access to daycare and wellness programs.

“We also want people to focus on developing their career at the pace they want, with the right opportunities,” says Fairest.

That includes international opportunities, thanks to Sanofi being an international firm with more than 100,000 employees in 100 countries. Employees can enrich their careers by taking on international assignments, or by mentoring students from other countries.

A positive work environment is a plus. Sanofi recently moved into a new head office that was designed, in part, through employee feedback.

An internal rewards system acknowledges staff efforts and, each month, Fairest hosts a birthday breakfast. Any employee with a birthday in the month is invited to have breakfast with the boss.

“I get to meet people I don’t normally see on a day-to-day business,” Fairest says. “I get a lot of anecdotal feedback that the executive committee can act on.”

Sanofi employees also give back to the community through initiatives such as the ACT Foundation’s work on teaching high school kids how to do CPR and operate defibrillators, or by supporting local families in need.

Fairest says a positive work experience translates into superior health-care service for the most important client of all — the patient.

### Sanofi Canada

- **NUMBER OF YEARS IN BUSINESS:** Predecessor companies have been operating in Canada since the 1920s.
- **NUMBER OF EMPLOYEES:** About 450 across Canada.
- **LOCATIONS:** Laval and Kirkland, Que.
- **HEAD OFFICE LOCATION:** Laval, Que.
- **POSITIONS EMPLOYED:** Pharmaceutical marketing, sales and access, medical and regulatory affairs, support functions.
- **HIRING INCENTIVES:** Bonus plan, personal days, wellness program, flexible group insurance plan, flexible working hours, group RRSP, competitive benefits and compensation packages, access to daycare, international work opportunities.
- **APPLICATION PROCESS:** Visit [sanofi.ca](http://sanofi.ca) and click on Careers.



### SANOFI: FOCUSED ON THE NEEDS OF PATIENTS

Sanofi is a global, integrated healthcare organization that finds and offers therapeutic solutions to many of the world’s most pressing health-related challenges. In collaboration with our partners, we strive to grasp the complexity of diseases while listening to patients, understanding their needs, and supporting them in many different ways. We have placed patients at the very heart of our approach.

[www.sanofi.com](http://www.sanofi.com) - [www.sanofi.ca](http://www.sanofi.ca) @SanofiCanada

**SANOFI**

## Vigilant Global keeps staff energized with free meals

When you're juggling a full-time job with a master's degree, regular meals can become an exception rather than the rule.

Fortunately for Danya Bouwman, she's never had to skip breakfast while dashing out the door — nor does she need to worry about packing a lunch.

"The free catered breakfasts and lunches we get every day is the most amazing perk," says Bouwman, a market research analyst at Vigilant Global. "I don't have time to prepare meals with the busy schedule I have, and it's so convenient to be able to take food with me to school."

At Vigilant, the perks are nothing short of exemplary. Salaries and bonuses are above average for the industry. There's also a constant emphasis on employee training, whether speakers are brought in-house or tuition subsidies granted toward external courses, conferences and online learning.

Employees have access to a games room with an Xbox, Wii, table tennis and foosball tables, as well as Kindle e-readers for personal use. When they need to recharge, they visit the Zen room, which is filled with massage chairs and spa-like music.

In addition to company-wide team building activities, all employees receive a \$500 allowance toward an activity of their choice — all they have to do is propose an idea, find five colleagues to do it with them, and Vigilant will foot the bill. In the past, team-building activities have ranged from water-skiing and whitewater rafting to simulated parachuting and wild mushroom picking.

Founded in 2005 by three partners, the technology firm designs software systems and high-performance solutions to make trades in the financial markets — a concept that



Vigilant Global employees let off some steam with a little foosball in the games room during lunch.

is unique in Canada. All the profit remains within the company, which has allowed it to grow exponentially over the years and makes employees feel responsible for its success.

Vitor Lima, a researcher and software developer who has been with the company for two years, says he gets a "feeling of achievement every week."

"This is a dynamic company where you see the results very quickly and can feel good about it on a regular basis," he says.

One of the things Lima feels especially good about is the ability to mentor high school students for a worldwide robotics competition that Vigilant sponsors every year in its Canadian division. During a six-week period, Lima and a team of 10 other colleagues visits the school

daily to provide guidance and expertise.

Vigilant also supports at least eight to 10 charities every year.

"I'm sitting here in an office surrounded by mountains of goods that we are donating to underprivileged families," says human resources manager Erin Sullivan. "As far as benefits go, we have designed a program to help reduce employees' everyday stresses such as the cost of public transportation and finding parking downtown, as well as what and where to eat for breakfast and lunch. But our best feature is how much we give back to the community.

"Spoiling ourselves just wasn't enough. We found it's been giving back to the community that has provided the best return for us," says Sullivan.

### Vigilant Global

- **YEARS IN BUSINESS:** 9
- **NUMBER OF EMPLOYEES:** 100
- **LOCATIONS:** Montréal
- **HEAD OFFICE LOCATION:** Montréal
- **POSITIONS EMPLOYED:** Software developers, network administrators, systems administrators, systems integrators, network architects.
- **WAGE RANGE:** \$50,000 to \$80,000 per year.
- **HIRING INCENTIVES:** Three weeks of vacation from the start; smartphone for work/private use; free daily catered breakfast and lunch; gym membership; \$500 activity subsidy; transportation allowance; daycare subsidy; subsidy for organic produce; maternity/paternity leave top-up payments.
- **APPLICATION PROCESS:** [www.vigilantglobal.com/careers](http://www.vigilantglobal.com/careers); send your resume to [yourfuture@vigilantglobal.com](mailto:yourfuture@vigilantglobal.com); or visit the Vigilant booth at career fairs.

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# Zodiac Aerospace and employees take flight together

Whether letting them dunk their manager during an employee appreciation event, calling them into HR to receive a gift card on their birthday or declaring them a valuable expert in their field, Zodiac Aerospace constantly shows its employees how much they're appreciated.

Such gestures also help motivate its staff to take on its four core values of humility, realism, entrepreneurial spirit and respect.

Integrated into the annual performance evaluation, these values embody teamwork, sharing accomplishments and bringing positive change to the table, says Scott Henderson, director of human resources, Canada.

"We're promoting growth within the company and so we want to give people at every level in the organization the confidence to bring ideas to the table and promote change," says Henderson.

"In turn, we will listen to see what we can do to make things better. People need to feel they're main contributors to the organization and that everybody is on the same team, regardless of their title."

During the past year, the company which designs and manufactures aircraft interiors has introduced several new initiatives to cultivate talent and leadership throughout the organization. An internal mobility program supports employees in their application for a position in any one of their 98 sites across the world by getting management on board.

"It's not just about a job posting — it's a process where it's been understood amongst managers that we encourage this movement within the group, to go and try other things, be successful and share their experiences," says Henderson.

"The whole idea is trying to get people to take what they learned in one division and bring it somewhere else."



Courtesy, Gerald Frechette

**Ludovic Sebestyen assembles an aircraft interior for designer and manufacturer Zodiac Aerospace, a company that champions four key values: humility, realism, entrepreneurial spirit and respect.**

Another initiative is the expert career program, allowing employees to either be nominated or declare themselves as experts in their field. Once their expertise is assessed and declared by an independent board, they are entitled to recognition incentives and can be approached for opportunities abroad.

Throughout the year the company organizes parties, luncheons, giveaways and contests for employees and their families. Staff play on hockey and soccer teams and attend company-funded events like annual family days, health awareness fairs and Christmas parties.

The company pays the premiums for their dental and medical insurance programs, provides an on-site fitness centre and subsidized cafeteria and keeps 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 \$1,500 worth of purchased electronics through payroll deductions.

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

"Zodiac Aerospace has a good work environment and a great young group of employees; it still has the feeling of a small company where everyone seems to know each other," says lead design engineer Conrad Strelzyk.

"I am proud to see that the company is becoming a global leader in the aerospace industry, and that our facility in Montréal is part of a global network working together toward a common goal of delivering world-class products."

## Zodiac Aerospace

- **YEARS IN BUSINESS:** 118
- **EMPLOYEES:** 850 in Kirkland, Que.; 30,000 worldwide
- **LOCATIONS:** 98 sites worldwide, including Canada, Brazil, France, Germany, Mexico and the United States.
- **HEAD OFFICE:** Plaisir, France
- **POSITIONS EMPLOYED:** Material control, production/manufacturing, engineering, quality assurance/control, administration, maintenance.
- **HIRING INCENTIVES:** Expert engineering program; competitive bonus structure; employee assistance program; intra-company transfers; car-pooling incentives; flexible work hours; paid personal/sick days; employee recognition incentives and activities; insurance benefits with paid premiums; RRSP employer matching contributions; summer hours; travel opportunities; computer purchase program; employee discounts on cellphones and home/auto insurance.
- **APPLICATION PROCESS:** [www.zodiacaerospace.com](http://www.zodiacaerospace.com)



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