



# ALBERTA'S Top Employers 2014



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# Worker exodus highlights hiring challenges

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 Mediagroup 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."

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



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

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 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 Montreal 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.

Alberta's Top 65 Employers 2014 is a joint venture publication of **Postmedia Network Inc.** and **Mediagroup Canada Inc.**  
**Co-ordinators:** Jamie Zachary and Jennifer Worley  
**Cover Design:** Charlene Kolesnik  
**Proofing:** Michele Jarvie  
**Advertising Project Manager:** Ann Jessome, 403-235-7174, ajessome@postmedia.com

## Alberta's Top 65 Employers (in alphabetical order)

Agriculture Financial Services Corporation	Collins Barrow Calgary LLP	Graycon Group Limited	Rogers Insurance Limited
Agrium Inc.	ConocoPhillips Canada	Hallmark Tubulars Limited	Shaw Communications Inc.
Alberta Blue Cross	Covenant Health	Jayman MasterBUILT Inc.	Shell Canada Limited
Alberta Investment Management Corporation	DMI — Peace River Pulp Division	Kenway Mack Slusarchuk Stewart LLP	Southern Alberta Institute of Technology Polytechnic
Alberta School Employee Benefit Plan	DIALOG	Keyera Corporation	Stantec
Alberta Utilities Commission	DynaLIFE Dx	Matrix Solutions Inc.	Suncor Energy Inc.
Alberta-Pacific Forest Industries Inc.	Edmonton, City of	MEG Energy Corporation	Travel Alberta
AltaGas Limited	Elk Island Public Schools Regional Division No. 14	MEGlobal Canada Inc.	Trican Well Service Limited
ATB Financial	Enbridge Inc.	National Energy Board	UFA Co-operative Limited
Bennett Jones LLP	Enerflex Limited	Newalta Corporation	United Way of Calgary and Area
Bethany Care Society	ENMAX Corporation	Nexen Inc.	Western Financial Group Inc.
Big Rock Brewery Limited Partnership	ENTREC Corporation	Northern Alberta Institute of Technology, The	WestJet
Bow Valley College	EPCOR Utilities Inc.	Olympia Financial Group Inc.	Workers' Compensation Board of Alberta
Calgary Airport Authority, The	First Calgary Financial Credit Union Limited	PCL Constructors Inc.	WorleyParsons Canada Services Limited
Calgary Exhibition and Stampede Limited	Fluor Canada Limited	Pembina Pipeline Corporation	
Capital Care Group Inc.	Golder Associates Limited	Pengrowth Energy Corporation	
Carewest	Graham Management Services Limited	RedPoint Media Group Inc.	

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Employer	Industry	Interest Points	City	FT Employees in Canada
<b>Agricultural Financial Services Corporation</b>	Financial Services, Agriculture	Holds annual green week to encourage employees to reduce carbon footprint; helps new hires who are recent graduates offset the cost of post-secondary studies with annual payments of \$1,000 per year, to a maximum of \$4,000 over the course of four years; considers previous work experience when setting vacation entitlements for experienced candidates.	Lacombe	491
<b>Agrium Inc.</b>	Nitrogenous Fertilizer Manufacturing	Manages an academic scholarship program for children of employees who are interested in pursuing post-secondary education (to \$1,600 per child); lets everyone share in the company's success with profit-sharing available to all employees; offers generous referral bonuses as an incentive for employees to help recruit friends (to \$3,000); employees from all levels within the company form donation committees at each of the company's locations, managing and directing the company's charitable giving.	Calgary	2,289
<b>Alberta Blue Cross</b>	Direct Health and Medical Insurance Carrier	Encourages employees to stay physically fit through employee-led sports teams and offers an annual health club subsidy to help cover the costs of gym membership (to \$1,200); maintains a flexible health benefits plan that allows employees to customize levels of coverage to suit their personal needs; provides maternity leave top-up payments for employees who are new mothers (to 95 per cent of salary for five weeks) and offers a variety of flexible work arrangements for when they are ready to return.	Edmonton	924
<b>Alberta Investment Management Corporation</b>	Investment Services	Encourages ongoing employee education through generous tuition subsidies (to \$5,000) and a range of in-house and online training programs; helps employees save for life after work with a defined contribution pension plan; hosts a number of social events throughout the year including pub nights, employee golf tournaments, and even cinnamon bun days; supports new mothers with top-up payments and flexible hours when they return.	Edmonton	328
<b>Alberta School Employee Benefit Plan</b>	Trust, Fiduciary and Custody Activities	Helps employees develop their professional skills with in-house training programs and offers generous tuition subsidies for courses taken at outside institutions (to \$5,000); provides maternity leave top-up payments to employees who are new mothers as well as an option to extend their leave into an unpaid leave of absence; supports a number of local and national charitable initiatives each year and also provides paid time for employees to volunteer in the community.	Edmonton	106
<b>Alberta Utilities Commission</b>	Utilities Regulation	Helps employees balance work and their personal commitments through flexible work hours, telecommuting, shortened work weeks and a formal earned days off program; encourages employees to stay active with employee-led sports teams and a health subsidy to help cover the costs of gym memberships, to \$1,750 per year; reaches out to its next generation of employees through paid internship opportunities, co-op programs and summer student opportunities.	Calgary	125
<b>Alberta-Pacific Forest Industries Inc.</b>	Pulp Mills	Lets all employees share in the company's success with a profit-sharing plan (over \$4,480 paid to each employee last year) and generous referral bonuses; new employees can also take advantage of an interest free home loan (to \$25,000) when moving to the region; head office features unique on-site amenities including baseball diamonds, golf driving range, beach volleyball court, horseshoe pitch, walking trails and a 16-hectare stocked trout pond, fully-equipped fitness facility.	Boyle	440
<b>AltaGas Limited</b>	Natural Gas Distribution	Share purchase plan, available to all employees, and offers additional financial rewards including signing bonuses for some, year-end bonuses for all and generous referral bonuses (to \$5,000); supports ongoing employee education and offers a variety of in-house and online training programs as well as subsidies for tuition and professional accreditation; cultivates high potential employees through formal mentoring and leadership training programs.	Calgary	914
<b>ATB Financial</b>	Credit Union	Through its Helping Hands program, the Crown corporation supports a variety of local charitable initiatives each year by donating to the organizations where employees volunteer their time; maintains a flexible health benefits plan that allows employees to transfer unused credits to extra vacation or salary; encourages employees to balance work and their personal lives through flexible work hours, telecommuting and shortened and compressed work week options.	Edmonton	4,511
<b>Bennett Jones LLP</b>	Lawyers	Paid time off to volunteer with local charitable organizations; flexible work hours and shortened and compressed work week options; maintains a busy social calendar for employees, including a ski trip for legal personnel, a Christmas party for all employees and their children and the popular Happy-Hour Fridays every quarter; invests in ongoing employee education with subsidies for tuition and professional accreditation and a range of in-house and online training programs.	Calgary	847
<b>Bethany Care Society</b>	Nursing Care	Supports ongoing employee development through formal mentoring, in-house training programs and subsidies for tuition and professional accreditation; manages an academic scholarship program for children of employees who pursue post-secondary studies (to \$1,500 per child); provides maternity leave top-up payments to employees who are new mothers (to 95 per cent of salary for eight weeks) and offers flexible hours for when they are ready to return to work.	Calgary	337
<b>Big Rock Brewery Limited Partnership</b>	Brewery	Flexible work options including telecommuting and a compressed work week option; employer contributions to a matching RRSP plan (to six per cent of salary) and helps older workers transition to retirement with phased-in work options; supports employees who are new mothers, fathers or adoptive parents with maternity and parental leave top-up payments (to 80 per cent of salary for 6 weeks) as well as extended health benefit coverage during their leave.	Calgary	112
<b>Bow Valley College</b>	Colleges, Universities	Helps transition to retirement with phased-in work options; supports employees who are new mothers with maternity leave top-up payments (to 100 per cent of salary for 16 weeks) and manages an on-site daycare facility which they can take advantage of upon their return; alternative work arrangements including flexible hours, telecommuting and shortened and compressed work week options; new employees start at three weeks of paid vacation allowance, moving to six weeks for long serving employees.	Calgary	500
<b>Calgary Airport Authority, The</b>	Airport Operations	Supports employees who are new mothers with maternity leave top-up payments (to 93 per cent of salary for 17 weeks) and offers flexible hours for when they are ready to return to work; contributes to a defined benefit or contribution pension plan, depending on position; helps employees develop their professional skills through in-house and online training programs, including apprenticeship opportunities and offers subsidies for tuition and professional accreditation.	Calgary	188
<b>Calgary Exhibition and Stampede Limited</b>	Calgary Stampede	Professional skills development through in-house training programs, including apprenticeships, and offers subsidies for tuition and professional accreditation; maternity leave top-up payments to employees who are new mothers and offers flexible hours for when they are ready to return to work; in addition to organizing one of the city's most unique festivals, the organization supports a number of local charitable initiatives each year and encourages employees to volunteer.	Calgary	280
<b>Capital Care Group Inc.</b>	Continuing Care	New employees start at four weeks of paid vacation allowance, moving to six weeks over the course of their careers, and receive additional personal paid days off, which can be scheduled throughout the year; maternity leave top-up payments (to 95 per cent of salary for 6 weeks) as well as the option to extend their leave into an unpaid leave of absence; helps employees develop their professional skills through formal mentoring, in-house and online training programs and tuition subsidies; paid time off to volunteer.	Edmonton	640
<b>Carewest</b>	Nursing Care	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 plan; supports employees who are new mothers with maternity leave top-up payments (to 95 per cent of salary for six weeks) and offers a variety of flexible work options for when they are ready to return; encourages employees to develop their professional skills through formal mentoring and a variety of in-house and online training programs.	Calgary	928
<b>Collins Barrow Calgary LLP</b>	Chartered Accounting	Maternity and parental leave top-up to employees who are new mothers, fathers or adoptive parents (to 80 per cent of salary for eight weeks) and an option to extend their leave into an unpaid leave of absence; alternative work arrangements including flexible hours, telecommuting, and shortened and compressed work weeks; offers generous referral bonuses as an incentive for employees to help recruit friends, up to \$5,000 for candidates successfully hired by the organization.	Calgary	94
<b>ConocoPhillips Canada</b>	Crude Petroleum and Natural Gas	Great financial benefits, including signing bonuses for some, year-end bonuses for all and generous referral bonuses for employees who refer a friend; supports employees who are new mothers with maternity leave top-up payments (to 100 per cent of salary for eight weeks) as well as a subsidy for in vitro fertilization (IVF) when needed; encourages ongoing employee education with subsidies for tuition and professional accreditation and a variety of in-house and online training programs.	Calgary	2,103
<b>Covenant Health</b>	Hospitals	Maternity leave top-up payments and offers an option to extend their leave into an unpaid leave of absence; encourages all employees to save for retirement with employer contributions to a defined benefit pension or matching RRSP plan, depending on employee group; new employees start at three weeks of paid vacation allowance, moving to a maximum of six weeks over the course of their careers; helps employees develop their professional skills through in-house and online training programs.	Edmonton	907
<b>Daishowa-Marubeni International Ltd. Peace River Pulp Division</b>	Pulp Mills	Flexible health benefits plan that allows employees to customize levels of coverage and transfer unused credits to extra vacation or salary; provides maternity leave top-up payments to employees who are new mothers and a subsidy for in vitro fertilization (IVF) when needed; flexible work hours, telecommuting and shortened and compressed work week options; encourages employees to be active members of the community by providing paid time off to volunteer.	Peace River	321
<b>IALOG</b>	Architectural Services	Tuition subsidies for job-related courses, formal mentoring, in-house and online training programs and subsidies for professional accreditation; a unique multi-disciplinary design and building firm that offers great career opportunities, from bridge design to artistic sculptures to community planning; celebrates long-serving employees every five years with uniquely tailored gifts made from materials featured in their past projects.	Calgary	505

Employer	Industry	Interest Points	City	FT Employees in Canada
<b>DynaLIFE Dx</b>	Medical Laboratories	Encourages ongoing employee development through a variety of in-house training programs and subsidies for tuition and professional accreditation; provides maternity and parental leave top-up payments to employees who are new mothers or adoptive parents as well as an option to extend their leave into an unpaid leave of absence; helps employees save for the future with employer contributions to a matching RRSP plan (to five per cent of salary); paid time off to volunteer with community organizations.	Edmonton	703
<b>Edmonton, City of</b>	Municipal Government	Maternity leave top-up payments to employees who are new mothers (to 95 per cent of salary for 15 weeks) and offers flexible hours for when they are ready to return to work; supports ongoing employee development with formal mentoring, a variety of in-house and online training programs and tuition subsidies for job-related courses; also invests in the development of the future generation and manages an academic scholarship program for children of employees who pursue post-secondary studies.	Edmonton	9,122
<b>Elk Island Public School Regional Division No. 14</b>	Elementary and Secondary Schools	Maternity and parental leave top-up payments to employees who are new mothers, fathers or adoptive parents (to 100 per cent of salary for 37 weeks) and offers an option to extend their leave into an unpaid leave of absence; on-site daycare facility; encourages employees to balance work and their personal lives with flexible work hours, compressed work weeks, reduced summer hours and a formal earned days off program; helps employees develop their professional skills through formal mentoring, a variety of in-house training programs, including apprenticeship opportunities and subsidies for courses taken at outside institutions	Sherwood Park	1,004
<b>Enbridge Inc.</b>	Natural Gas Distribution	Flexible hours, telecommuting and shortened and compressed work week options and offers employees additional paid personal days off, which can be scheduled throughout the year; share purchase plan available to all employees; great financial rewards such as signing bonuses for some employees, year-end bonuses for all and generous referral bonuses for employees who refer a candidate that is successfully hired (to \$5,000).	Calgary	5,304
<b>Enerflex Limited</b>	Industrial Machinery and Equipment	Share purchase plan, available to all employees; financial rewards, including signing bonuses for some, year-end bonuses for all, and generous referral bonuses (to \$3,000); maternity and parental leave top-up payments to employees who are new mothers, fathers or adoptive parents (to 100 per cent of salary for six weeks); mentoring, a variety of in-house and online training programs and tuition subsidies for job-related courses; generous academic scholarship program for children of employees.	Calgary	1,251
<b>ENMAX Corporation</b>	Electrical and Natural Gas Distribution and Transmission	Head office employees may take advantage of a variety of on-site amenities including free access to a fitness facility, employee lounge and cafeteria, with healthy and special diet menus; supports ongoing employee development with formal mentoring and a range of in-house and online training programs, including apprenticeships; reaches out to students and new graduates with paid internships, co-op programs and summer student roles.	Calgary	1,742
<b>ENTREC Corporation</b>	Specialized Freight Trucking	Ongoing employee development with formal mentoring and a variety of in-house training programs, including apprenticeship opportunities; supports a variety of local, national and international charitable initiatives each year; maintains a busy social calendar with company organized events throughout the year, including an employee barbecue, pizza lunch, and management and office administrator retreats which include activities such as whitewater rafting and an evening dinner with the company's CEO.	Spruce Grove	534
<b>EPCOR Utilities Inc.</b>	Electrical Power Distribution	Financial rewards, including signing bonuses for some employees, year-end bonuses for all, and referral bonuses (to \$2,500); provides maternity leave top-up payments to employees who are new mothers (to 95 per cent of salary for six weeks) and also provides a subsidy for in vitro fertilization (IVF) when needed; alternative work arrangements, including flexible hours, telecommuting, shortened and compressed work weeks and a formal earned days off program.	Edmonton	2,291
<b>First Calgary Financial Credit Union Limited</b>	Financial Products and Services	Profit-sharing, and additional financial rewards including referral bonuses and signing and year-end bonuses for some employees; flexible hours, telecommuting and shortened and compressed work weeks; in addition to a formal green strategy to reduce greenhouse gas emissions, the credit union established an employee-led environmental advocacy team to assist in all environmental projects, which includes a successful waste reduction initiative recently conducted at all its branch locations.	Calgary	450
<b>Fluor Canada Limited</b>	Engineering Services	Flexible work hours, telecommuting and shortened and compressed work week options; health benefits plan that allows employees to customize levels of coverage to suit their personal needs and transfer unused credits to additional salary; is committed to ongoing employee development and offers generous tuition subsidies for courses taken at outside institutions (to \$6,000) as well as a variety of in-house and online training programs, including apprenticeship opportunities.	Calgary	2,878
<b>Golder Associates Limited</b>	Engineering Services	A professional services firm that supports ongoing employee development through its unique in-house training program (called GolderU); one per cent of net revenue to employee training; helps employees maintain a balance between their personal and work life with a range of alternative work arrangements including flexible hours and telecommuting; maternity and parental leave top-up payments as well as extended health benefit coverage during their leave; helps employees plan for life after work with retirement planning assistance, phased-in retirement work option and contributions to a defined contribution pension plan	Calgary	3,359
<b>Graham Management Services Limited</b>	Industrial Building Construction	Range of in-house and online training programs, tuition subsidies for job-related courses as well as subsidies for professional accreditation; retirement planning assistance; an active supporter of the non-profit organization, Careers the Next Generation, which encourages high school students to explore the skilled trades as a future career, and sponsors events at post-secondary institutions to promote aboriginal enrolment.	Calgary	969
<b>Graycon Group Limited</b>	Computer Systems Design Services	Flexible work hours, telecommuting, shortened work week option and a 35-hour work week (with full pay); helps employees develop their professional skills through a variety of in-house and online training programs and tuition subsidies for job-related courses as well as subsidies for professional accreditation; supports a number of local, national and international charitable initiatives each year, and encourages employees to be active members of the community by providing paid time off to volunteer.	Calgary	170
<b>Hallmark Tubulars Limited</b>	Support Activities for Oil and Gas Operations	Lets everyone share in the company's success with profit-sharing, and offers additional financial rewards including year-end bonuses for some employees and referral bonuses (to \$1,000); 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 ongoing employee development with formal mentoring, in-house and online training programs and subsidies for tuition and professional accreditation.	Calgary	140
<b>Jayman MasterBUILT Inc.</b>	New Single-Family Housing Construction	New employees start at three weeks of paid vacation allowance and receive additional paid time during the winter holiday season; profit-sharing and year-end bonuses available to all employees; encourages employees to be active members of the community and provides paid time off to volunteer with charitable organizations -- donating approximately 1,000 volunteer hours in the past year.	Calgary	299
<b>Kenway Mack Slusarchuk Stewart LLP</b>	Offices of Certified Public Accountants	Telecommuting option and reduced summer hours; helps employees stay physically fit with employee-led sports teams and a health club subsidy to help cover the costs of gym membership, to \$400 per year; new employees start at three weeks of paid vacation allowance and receive additional personal paid days off, which can be scheduled throughout the year; supports ongoing employee development with tuition subsidies for job-related courses (to \$2,000) and rewards some course completion with bonuses.	Calgary	62
<b>Keyera Corporation</b>	Crude Petroleum and Natural Gas Extraction	Maternity leave top-up payments to employees who are new mothers (to 100 per cent of salary for 6 weeks) and offers flexible hours for when they are ready to return to work; 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; helps employees stay physically fit with employee-led sports teams and a health club subsidy to help cover the costs of gym membership, to \$750 per year.	Calgary	738
<b>Matrix Solutions Inc.</b>	Environmental Consulting Services	Formal mentoring, in-house and online training programs and tuition; subsidies for courses taken at outside institutions; invests in the education of the next generation with an academic scholarship program for children of employees who pursue post-secondary studies; offers opportunities for young talent to gain on-the-job experience through paid internships, co-op programs and summer student roles; share purchase plan; year-end profit sharing for all.	Calgary	600
<b>MEG Energy Corporation</b>	Crude Petroleum and Natural Gas Extraction	Profit-sharing plan, available to all employees, and offers additional financial rewards including signing bonuses for some, year-end bonuses for all and generous referral bonuses (to \$3,000); supports employees who are new mothers with maternity leave top-up payments (to 93 per cent of salary for 15 weeks) and extended health benefits coverage during their leave; flexible hours, shortened and compressed work weeks, telecommuting and a 35-hour work week (with full pay).	Calgary	506
<b>MEGlobal Canada Limited.</b>	Chemical Manufacturing	Supports ongoing employee development with generous tuition subsidies for courses taken at outside institutions (to \$20,000) and offers formal mentoring as well as a variety of in-house and online training programs; academic scholarship program for children of employees who pursue post-secondary studies (to \$3,000 per child); contributions to a matching RRSP or defined contribution pension plan (depending on their position) and health benefits that extend to retirees, with no age limit.	Red Deer	154
<b>National Energy Board</b>	Utilities Regulation and Administration	A regional leader that supports its new mothers with generous maternity and parental leave top-up payments (to 93 per cent of salary for 52 weeks) and also provides an exceptional parental leave top-up for new fathers and adoptive parents (to 93 per cent of salary for 37 weeks); downtown head office is located on the LRT and features a fully-equipped fitness facility with subsidized memberships, an employee lounge, a library and quiet rooms for rest, reflection and religious observance.	Calgary	365
<b>Newalta Corporation</b>	Materials Recovery Facilities	Alternative work arrangements including flexible hours, telecommuting, shortened and compressed work weeks and reduced summer hours; new employees start with three weeks of paid vacation allowance, moving to a maximum of six weeks over the course of their careers; provides maternity leave top-up payments to employees who are new mothers (to 100 per cent of salary for six weeks) and manages an on-site daycare facility which they can take advantage of upon their return.	Calgary	1,820

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<b>Nexen Inc.</b>	Crude Petroleum and Natural Gas Extraction	Exceptional financial benefits, 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 organization (to \$10,000); profit-sharing plan, available to all employees; maternity leave top-up payments (to 100 per cent of salary for 6 weeks) and offers an option to extend their leave into an unpaid leave of absence; provides paid time off to volunteer for charities.	Calgary	2016
<b>Northern Alberta Institute of Technology, The</b>	Post-secondary Schools	Employees working on campus can take advantage of the on-site fitness facility at no cost, complete with state-of-the-art exercise equipment, basketball, squash and racquet ball courts, climbing wall, swimming pool and indoor running track; an educator that is committed to the development of its employees, offers a variety of in-house and online training programs as well as subsidies for tuition and professional accreditation.; new employees start at three weeks of paid vacation allowance and can receive additional time off during the winter holiday season; encourages employees to achieve work-life balance through a variety of alternative work arrangements including flexible hours, shortened and compressed work weeks, telecommuting and a formal earned days off program	Edmonton	2,700
<b>Olympia Financial Group Inc.</b>	Trust, Fiduciary and Custody Activities	Head office employees can take advantage of an on-site fitness facility, with free membership and state-of-the-art exercise equipment; maintains a flexible health benefits plan that allows employees to customize levels of coverage to suit their personal needs; maternity leave top-up payments for employees who are new mothers and offers flexible hours for when they are ready to return to work; formal mentoring, in-house training programs and subsidies for tuition and professional accreditation.	Calgary	250
<b>PCL Constructors Inc.</b>	Commercial and Institutional Building Construction	Head office employees can take advantage of a variety of on-site amenities including a quiet room for meditation and religious observance, employee lounge with fireplace, and free access to an on-site fitness facility; encourages its employees to keep their skill set up-to-date through the well-developed in-house PCL College of Construction; helps older workers prepare for life after work with retirement planning assistance, phased-in work options and a defined contribution pension plan.	Edmonton	2,574
<b>Pembina Pipeline Corporation</b>	Natural Gas Distribution	Committed to the development of its employees and offers formal mentoring, a range of in-house and online training programs, including apprenticeship opportunities, and subsidies for tuition and professional accreditation; academic scholarship program for children of employees who pursue post-secondary studies (to \$2,000); helps employees save for the future with contributions to a matching RRSP, defined benefit or defined contribution pension plan (depending on employee group).	Calgary	773
<b>Pengrowth Energy Corporation</b>	Natural Gas Liquid Extraction	Share purchase plan, available to all employees, and additional financial benefits including signing bonuses for some, year-end bonuses for all, and referral bonuses for some (to \$6,000); new employees start at three weeks of paid vacation allowance and can schedule additional time off throughout the year with personal paid days off; provides maternity leave top-up payments and offers flexible hours for when they are ready to return; scholarship program for children of employees.	Calgary	616
<b>RedPoint Media Group Inc.</b>	Periodical Publishers	Provides maternity and parental leave top-up payments to employees who are new mothers, fathers or adoptive parents, and offers extended health benefits coverage during their leave; flexible hours, shortened and compressed work weeks, telecommuting and personal paid days off; profit-sharing and year-end bonuses; invests in continued skills development through online training programs, tuition subsidies for courses taken at outside institutions and subsidies for professional accreditation.	Calgary	63
<b>Rogers Insurance Limited</b>	Insurance Agencies and Brokerages	New employees start at three weeks of paid vacation, moving to six weeks for long serving employees, and receive additional personal paid days off; supports employees who are new mothers, fathers or adoptive parents with maternity and parental leave top-up payments (to 90 per cent of salary for six weeks); flexible work hours, telecommuting option, 35-hour work week (with full pay) and an earned days off program; supports variety of charities, contributing 3,500 volunteer hours in past year; share purchase plan, available to all employees, and offers additional financial rewards including signing and year-end bonuses for some as well as referral bonuses for employees (to \$2,500).	Calgary	197
<b>Shaw Communications</b>	Telecommunications	Supports ongoing employee development with tuition subsidies for job-related courses, in-house and online training programs, including leadership development, and subsidies for professional accreditation; helps young talent gain entry-level experience with paid internship opportunities and co-op programs; share purchase plan, available to all employees, and lets everyone share in the company's success with profit-sharing; signing, year-end and referral bonuses.	Calgary	12,133
<b>Shell Canada Limited</b>	Crude Petroleum and Natural Gas Extraction	A leading player in the country's energy sector, Shell Canada is creating jobs (more than 1,600 last year) and producing and distributing product across the country and south of the border; offers exceptional financial rewards, including a share purchase plan, generous year-end bonuses, discounted financial services through the Shell Credit Union, and even discounts on gasoline purchases at the pump; health benefits that extends into retirement, with no age limit; meditation and reflection centre; ranks among Canada's leading corporate donors, supporting approximately 800 charitable initiatives last year and providing employees with up to three paid days off each year to volunteer with their favourite charities.	Calgary	9,449
<b>Southern Alberta Institute of Technology Polytechnic</b>	Post-Secondary Schools	Employees working on campus can take advantage of a variety of on-site amenities including a cafeteria with healthy and special diet menus, employee lounge and state-of-the-art fitness facility, at no extra cost; provides maternity leave top-up payments and offers flexible hours for when mothers ready to return to work; tuition subsidies for courses taken at outside institutions (to \$10,000) and offers a variety of in-house and online training programs.	Calgary	2,366
<b>Stantec</b>	Engineering Services	Supports ongoing employee development with formal mentoring, a variety of in-house and online training programs, and tuition subsidies for job-related courses; invests in the education of the next generation through a generous academic scholarship program for children of employees who pursue post-secondary studies (to \$5,000 per child); major recruiter of young Canadians and offers opportunities to gain on-the-job experience through paid internships, co-op programs and summer student roles.	Edmonton	6,417
<b>Suncor Energy Inc.</b>	Crude Petroleum and Natural Gas Extraction	A leading oilsands developer in Alberta, opening the first processing facility in 1967, the publicly traded company's main businesses today include the oilsands, exploration and production, supply and trading, process and refinery; share purchase plan available to all employees; year-end bonuses, generous referral bonuses; profit-sharing for everyone; tuition subsidies (to \$5,500) and a variety of in-house training initiatives, including in-house apprenticeships and skilled trades programs.	Calgary	12,006
<b>Travel Alberta</b>	Travel Marketing: Government of Alberta	Provides maternity and parental leave top-up payments to employees who are new mothers, fathers or adoptive parents (to 100 per cent of salary for 17 weeks); flexible health benefits plan that lets employees customize levels of coverage to suit their personal needs and transfer unused credits to additional salary or savings; flexible hours, telecommuting and shortened and compressed work week options; retirement planning assistance.	Calgary	86
<b>Trican Well Services Limited</b>	Support Activities for Oil and Gas Operations	Head office employees can stay in shape by taking advantage of the on-site fitness facility, which features free membership, state-of-the-art equipment and instructor-led classes such as yoga; industry-leading maternity and parental leave top-up payments for new mothers and adoptive parents (to 100 per cent of salary for 52 weeks) and new fathers (to 100 per cent of salary for 37 weeks) and extended health benefits coverage for the duration of their leave and flexible work hours for when they return.	Calgary	2,449
<b>UFA Co-operative Limited</b>	Farm Supplies Merchant Wholesaler	Flexible hours, telecommuting, compressed work weeks and personal paid days off, which can be scheduled throughout the year; in-house and online training programs, including apprenticeship opportunities, and offers subsidies for tuition and professional accreditation; signing bonuses for some employees, year-end bonuses for all, and referral bonuses for employees who help recruit friends (to \$1,000 for successful hires); on-site fitness facility with free memberships.	Calgary	753
<b>United Way of Calgary and Area</b>	Charitable Organizations	Helps employees to save for the future with contributions to a matching RRSP plan (to five per cent of salary); new employees receive three weeks of paid vacation allowance to start as well as personal paid days-off; maternity leave top-up payments (to 100 per cent of salary for six weeks); invests in ongoing employee development with tuition subsidies for job-related courses; hosts a number of social events throughout the year including an offsite all staff retreat, a Diwali Festival, and an annual employee recognition celebration.	Calgary	109
<b>Western Financial Group Inc.</b>	Insurance Agencies and Brokerages	Tuition subsidies for job-related courses, financial bonuses for some course completion and a variety of in-house and online training programs; full suite of alternative work arrangements including telecommuting, flexible hours, shortened and compressed work weeks, reduced summer hours and an earned days off program; financial benefits including signing bonuses for some employees, referral bonuses (to \$2,500) and a share purchase plan, available to all employees; paid time off to volunteer.	High River	1,376
<b>WestJet</b>	Scheduled Passenger Air Transportation	Long-standing program to create an ownership culture with generous matching share purchase contributions as part of the employee share purchase plan; 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; maternity leave top-up payments; subsidy for in vitro fertilization (IVF) when needed; helps employees develop their professional skills through formal mentoring and in-house and online training programs, including apprenticeship opportunities; company and its employees manage a highly focused charitable program through an in-house Community Investment Team; supports numerous initiatives every year; donated more than 12,000 flights to a variety of charities, community-based groups and organizations last year.	Calgary	6,132
<b>Worker's Compensation Board of Alberta</b>	Administration of Human Resource Programs	Provides maternity and parental leave top-up payments to employees who are new mothers, fathers or adoptive parents and offers an option to extend their leave into an unpaid leave of absence; flexible hours, telecommuting, shortened and compressed work weeks and an earned days off program; helps employees prepare for life after work with retirement planning assistance and generous contributions to a defined benefit pension plan.	Edmonton	1,660
<b>WorleyParsons Canada Services Limited</b>	Engineering Services	Share purchase plan that is available to all employees; range of additional financial rewards including signing and year-end bonuses for some and generous referral bonuses for employees who refer a candidate that is successfully hired by the company (to \$4,000); retirement planning assistance, phased-in work options and matching RRSP contributions, to nine per cent of salary; in-house apprenticeships and skilled trades programs, formal mentoring, and a variety of in-house and online training programs.	Calgary	6,969

# Healthy workplace translates into business success

Wellness is more than a business model at Alberta Blue Cross — it's a way of life that extends to its 1,000-plus workforce across the province.

"It's all connected," says Mark Razzolini, vice-president of human resources for Alberta Blue Cross

"If you have strong wellness programs and a healthy workplace, you're going to have an engaged workplace — and that translates into business success.

"In many ways, we are a leader in the province in the area of wellness. This has translated into great success for our organization, both internally and externally."

The not-for-profit company's mission is to provide supplementary health care and related benefit programs and services for the financial protection and well-being of its customers.

Yet it's Alberta Blue Cross' focus on wellness — physical, psychological, environmental and social wellness — that differentiates the employer from others.

"That combination makes us a strong organization — one that is going to be solid now, and into the future," says Razzolini, noting the company enjoys high approval ratings from both customers and employees.

"We have a real focus on employee engagement. We understand that an engaged employee is an effective, productive and satisfied employee, which ultimately leads to the success of our organization."

Alberta Blue Cross, for example, operates various on-site fitness programs.



More than 80 per cent of Alberta Blue Cross staff members took part in the company's Wellness Challenge, which encouraged physical wellness through daily fitness challenges.

The company's Wellness Challenge also encouraged staff to take part in daily fitness challenges. More than 80 per cent of staff took part.

These types of initiatives are all part of the company's long-term commitment to wellness, which Alberta Blue Cross began long before the idea of workplace wellness became trendy, notes Razzolini.

For example, in 1976 the company introduced flexible work hours. And in 1987, it established a variety of ergonomic initiatives and on-site fitness classes.

It's no surprise then that Alberta Blue Cross enjoys a low turnover rate, notes Razzolini. In fact, more than 100 employees have been recognized for 25 years of service throughout the company's 65-year history.

Alberta Blue Cross also works hard to



From left, Alberta Blue Cross employees Riaan Tischendorf, Lisa Bowes and Robert Kisteleki.

ensure employees are involved in innovation and in solutions to create a stronger organization.

For example, many employees act as community ambassadors so that others know what Alberta Blue Cross is all about.

"What a great way to expand people's

## Alberta Blue Cross

- **YEARS IN BUSINESS:** 65
- **NUMBER OF EMPLOYEES:** 1,094
- **LOCATIONS:** Edmonton, Calgary, Red Deer, Lethbridge, Medicine Hat, Grande Prairie
- **HEAD OFFICE:** Edmonton
- **HIRING INCENTIVES:** Employee referral program, health and wellness spending account credits, maternity leave top-ups, defined-benefit pension plan.
- **APPLICATION PROCESS:** Online at [www.ab.bluecross.ca](http://www.ab.bluecross.ca).

knowledge of the company, both from a product perspective and as an employer," says Razzolini, noting that many Alberta Blue Cross employees participate in the company's referral program, bringing in new people to work for the organization.

Over the years, Alberta Blue Cross has won many awards, including the Top Employer Award in Alberta for seven consecutive years. Alberta Blue Cross has also been recognized as a Top Employer for Young People, three times in a row from MediCorp; and the Premier's Award for Healthy Workplaces (with distinction), six years in a row.

In 2012, Alberta Blue Cross also won the Alberta Business Award of Distinction and Employer of Youth Award of Distinction from the Alberta Chambers of Commerce.

Be part of an award-winning, community-minded organization where you can grow and develop.

Imagine a positive environment with work-life balance.

Imagine your future with Alberta Blue Cross!



[www.ab.bluecross.ca](http://www.ab.bluecross.ca)



# AIMCo invests in the future

Alberta Investment Management Corporation (AIMCo) reflects the traits that Albertans value: foresight, independence and openness to opportunity.

As one of Canada's largest and most diversified institutional investment managers, with more than \$70 billion of assets under management, AIMCo's goal is to inspire the confidence of Albertans by achieving superior risk-adjusted investment returns.

Among AIMCo's 28 clients are the province's largest public pensions, the Alberta Heritage Savings Trust Fund and numerous government funds.

"I am proud to be the CEO of the AIMCo team," says Leo de Bever. "We promote an atmosphere where teamwork is valued, and where people can grow and prosper, both personally and professionally."

"The organization views every team member as a key contributor, which can be quite empowering, particularly for those who are just beginning their career."

Adds Denes Nemeth, manager of corporate communications: "Every dollar AIMCo manages and earns has a purpose, be it aiding to ensure adequate income upon retirement or the financing of infrastructure so critical to Alberta's continued growth. An awareness of that responsibility underpins every decision we make."

To help meet its clients' goals, AIMCo has focused its efforts equally on attracting the top investment and operations professionals to the organization. The office is also thoughtfully designed to maximize efficiencies and the flow of information between



AIMCo launched its Community Investment Program in 2013, and employees have long supported a variety of causes.

investment management and investment operations.

"Innovation through all aspects of our business is critical to AIMCo's ability to add value for our clients. We are a place where fresh thinking is welcome, where discussion is always open and the exchange of ideas never stops," says Nemeth.

"We also know that giving back to our communities is important. Watch for AIMCo's employees, also known as the Community Crew, at a number of charitable and support initiatives throughout the year."

Lifelong learning is encouraged, and employees are offered tuition reim-

bursement and study days in advance of exams. To develop the next generation of leaders at AIMCo, a bespoke leadership development program is in progress and will be rolled out to all leaders in 2014.

AIMCo offers competitive salaries and aligns compensation practices to the success of the organization in meeting its goals. Good benefits, support for those pursuing professional designations and an active living policy that promotes work-life balance are also offered.

Further supporting its ability to retain top talent is the opportunity employees have to work at a company with a global perspective and entrepreneurial corpo-

## Alberta Investment Management Corp.

- **YEARS IN BUSINESS:** 6
- **NUMBER OF EMPLOYEES:** 300 plus
- **LOCATIONS:** Edmonton, Toronto and London, U.K.
- **HEAD OFFICE:** Edmonton
- **POSITIONS EMPLOYED:** Full spectrum of professionals from those in investment management and investment operations to business technology and corporate.
- **HIRING INCENTIVES:** Professional development, educational support, prospects for advancements and unique work challenges.
- **APPLICATION PROCESS:** Online at [aimco.alberta.ca/work\\_with\\_us.aspx](http://aimco.alberta.ca/work_with_us.aspx).

rate culture, adds Nemeth.

"Our size forces us to be very selective in those we hire at AIMCo, which coupled with the important role our investments play in the province, makes us very attractive to prospective professionals looking to take their career to the next level," he says.

AIMCo is one of those unique organizations that combines some of the world's most forward-thinking expertise in investment management, with a sense of community and quality of life in Edmonton that you wouldn't get anywhere else.



AIMCo is a high performing investment manager that finds the best opportunities from around the world, and delivers the results back to Albertans.

Start your career with a best-in-class employer.  
Learn more at [www.aimco.alberta.ca](http://www.aimco.alberta.ca)



Alberta Investment Management Corporation



# Employee health and wellness come first at ASEBP

Creating a healthy workplace for both members and staff continues to set apart the Alberta School Employee Benefit Plan.

ASEBP, which provides health and benefit services to Alberta's K-12 education sector, serves more than 53,000 covered members throughout the province.

As covered members themselves, ASEBP employees are able to enjoy many of the same programs and services offered to external members, while also taking advantage of perks unique to staff members.

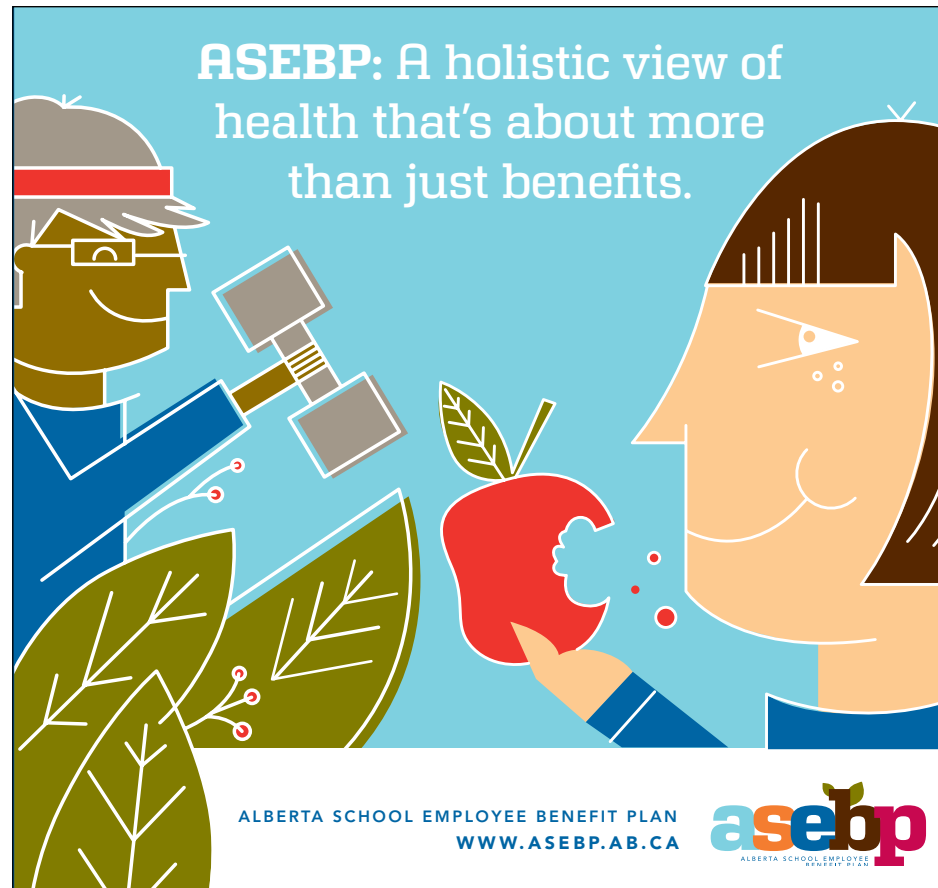
One such perk is employee involvement in developing the programs and services that drive corporate health and wellness at ASEBP. For example, a few years ago, during a Days of Learning staff event, employees developed a workplace health model based on staff discussions of what health truly means.

Today, ASEBP continues to focus on employee health and wellness by offering of a wide range of health and wellness initiatives that encompass emotional, physical and nutritional health.

ASEBP has received provincewide recognition for its efforts through the Premier's Award of Merit for Healthy Workplaces in 2013.

Social activities form a significant part of ASEBP's employee programs. Employees are actively involved in planning events such as a fall golf tournament and an annual family barbecue.

Employees also vote on charities that ASEBP will support through the organization's annual Casual for a Cause



program. Special relief efforts to help raise money and supplies for those in need, such as the victims of the southern Alberta floods in 2013, are also organized by employee volunteers as needed.

To enhance employees' physical health, ASEBP provides a variety of fitness programs each week through its dedicated in-house fitness room. Employee

contributions fund certified instructors who come to the office throughout the week to teach dance classes and lead cardio, strength training and other fitness classes.

ASEBP has also just announced its participation in the City of Edmonton's Corporate Wellness program, which allows employees to purchase discounted passes to access city-run recreation facilities.

## Alberta School Employee Benefit Plan

- **YEARS IN BUSINESS:** 46
- **NUMBER OF EMPLOYEES:** 100+
- **HEAD OFFICE LOCATION:** Edmonton
- **HIRING INCENTIVES:** Great benefits, maternity leave top-up, health and wellness spending accounts, education allowance, on-site fitness programs.
- **APPLICATION PROCESS:** Online at [www.asebp.ab.ca](http://www.asebp.ab.ca)

When it comes to nutritional health, ASEBP hosts a number of employee potlucks throughout the year. The company has also made a conscious effort to provide healthier options for catering lunch meetings, where salads and fruit trays are making a comeback.

If that wasn't enough, ASEBP also recently launched an employee volunteerism program that provides each staff member with seven hours — the equivalent to a full work day — to volunteer with any worthy organization of their choice. Hours can be used all at once, or split up throughout the year.

Since the employee volunteer program began in 2013, employees have donated more than 90 hours of their time.



# ATB Financial banks on its workforce

With more than 75 years in the business, ATB Financial has learned the best place to invest its money is in its people.

The full service financial company and largest Alberta-based financial institution is committed to the personal growth of every staff member, says ATB chief people officer Lorne Rubis.

"Our belief is that people who are highly engaged in the company will commit to the success and happiness of our customers," he says.

"At ATB, we believe that if we commit to our team members first, then it will translate into what our customers need and what our shareholder expects."

"The more they learn and grow, the more valuable they become, to themselves, to their teammates and to our customers. We are committed to doing that, from the top through every level of the company. We give them the tools and resources they need to be great in their roles."

A provincial Crown corporation, ATB Financial has assets of more than \$35 billion and more than 5,000 employees provincially.

In addition to developing its employees, ATB is also active within the community.

For example, ATB's annual Teddy for Toonie campaign has raised more than \$5.7 million for the Calgary Children's Hospital and the Stollery Children's hospitals over the last decade.

ATB team members also raise funds for United Way agencies provincially, raising more than \$6 million to date.



ATB Financial, which employs more than 5,000 people, celebrated 75 years in 2013. The company is active in the community, raising millions for charities such as the Calgary Children's Hospital and the United Way.



ATB chief people officer Lorne Rubis says the company believes engaged employees ultimately benefit customers.

"I have never been around an organization that is so committed to corporate

social responsibility in such a deep way at the community level," Rubis says.

"It's a natural part of who we are, and it's done with immense pride and care."

ATB employees are also not afraid to get their hands dirty to help the community they serve.

When the floods hit southern Alberta this past June, ATB employees "did an immense amount of work with their neighbours in the community, and they never missed any results," Rubis notes.

"We are having our best year ever in the history of the company. Our team members figured out how to help each other and help their neighbours, and still look after our customers. I'm so proud of our team members and how they worked together to manage all that."

ATB, which regularly seeks employee

## ATB Financial

- **YEARS IN BUSINESS:** 76
- **NUMBER OF EMPLOYEES:** 5,408
- **LOCATIONS:** Alberta-wide branches. Two corporate offices in Edmonton and Calgary
- **HEAD OFFICE:** Edmonton
- **POSITIONS EMPLOYED:** Ranges from corporate and retail to customer service and sales.
- **WAGE RANGE:** Average starting salary for new graduate \$35,001 to \$40,000.
- **HIRING INCENTIVES:** Health benefits, flexible work options, training and development, orientation program, leadership development.
- **APPLICATION PROCESS:** Online at [atb.com](http://atb.com).

feedback, is constantly looking to hire people who are self accountable, and want to continue growing and developing in their career.

"They are great problem-solvers — they connect problems with solutions," Rubis says of the ideal ATB employee.

"They translate 'bank speak' into what people need . . . to help people with what they are trying to do to live their lives.

"(At ATB), there is just a tremendous collective swell of people who want to contribute and make meaningful results, and really deliver to our customers and to our community, and by extension, to our shareholder."



# Thanks for making us a great place to work.

## ATB Financial™

# AUC offers opportunity to make a difference

The Alberta Utilities Commission is an independent, quasi-judicial body that regulates investor-owned natural gas, electric and water utilities and certain municipally owned electric utilities.

As a provincial regulator, every regulatory decision of the AUC has to carefully consider social, economic and environmental interests of Alberta.

The AUC encourages staff members to bring their talents and passion for creative innovation and excellence to Alberta utility regulation.

"Our success comes from the people who work at the AUC," says Phung Nguyen, human resources business partner. "They care about public service and are dedicated Albertans who want to make a difference."

As a performance-driven organization, the AUC is a great place to work and further develop and refine your skills, adds Nguyen.

Employees have access to numerous opportunities for cross-functional projects, working with colleagues with a variety of backgrounds and expertise.

AUC's collaborative environment supports the organization's goal of creating streamlined, cost-effective regulatory solutions.

Consultation with stakeholders is an important dimension of AUC's duties, requiring teamwork among staff members and communication with external stakeholders.

Over the past year, consultations have been underway for a variety of topics, including wind-power application requirements, noise control and micro-generation.

"Consultation and collaboration with co-workers and external stakeholders



AUC employees at the 2013 United Way superheroes kick-off campaign.

results in higher quality outcomes, better implementation, and greater acceptance of AUC rules," says Raymond Lee, a regulatory specialist.

"I really feel that working with my co-workers and getting their input this way adds to the effectiveness of our organization."

Another example of an ongoing project requiring collaboration and teamwork is the AUC's electronic filing system project, a sweeping information technology initiative designed to make it easier for the public to participate in AUC proceedings.

The team leading the project consists of a non-management representative from every department, empowered to represent their respective group's objectives and concerns.

"Working with a this team really makes me feel involved in the organization," says electrical engineer Danielle Glover.

"It recognizes my skills and makes me feel

like the organization trusts its employees and truly values their input."

Along with their everyday tasks, AUC staff members are enthusiastic and dedicated to working together to organize United Way events, raise awareness of social issues and raise money for their communities year after year.

Last year, AUC employees raised more than \$50,000 to support local communities.

The AUC actively supports learning and development opportunities through internal and external courses, lunch-and-learn sessions, formal and informal development activities and a high level of leadership support for continuous learning.

"The learning environment is great and the AUC provides me with many learning opportunities to improve my skills," says administrative co-ordinator Liying Ou.

"Through these learning opportunities I

## Alberta Utilities Commission

- **YEARS IN BUSINESS:** 6
- **NUMBER OF EMPLOYEES:** 130
- **LOCATIONS:** Calgary and Edmonton
- **HEAD OFFICE:** Calgary
- **POSITIONS EMPLOYED:** Lawyers, accountants, engineers, economists, financial analysts, commodity market analysts, IT professionals, human resources professionals, business professionals and other general support staff.
- **HIRING INCENTIVES:** Comprehensive flexible benefits program, health spending account, life and learning account, flex days, defined-benefit pension plan.
- **APPLICATION PROCESS:** Email [opportunities@auc.ab.ca](mailto:opportunities@auc.ab.ca).

have been able to advance my career within the organization."

AUC offers employees a competitive compensation package that includes a defined-benefit pension plan, flexible medical and dental benefits and a health spending account.

AUC staff also have flexible hours that allow them to earn monthly flex days.

"Investing in people is a priority at the AUC," says Stephen Iley, director of human resources. "The opportunities for growth and the diverse backgrounds of our employees come together and help the AUC make a real difference."



# Dynamic business creates many opportunities at AltaGas

The last five years have represented a rapid \$4-billion growth period for AltaGas Ltd. including the major acquisition of U.S. power company Blythe Energy in early 2013.

And AltaGas is poised for significant growth opportunities in the future with \$2.5 billion in base business and an estimated \$2 to \$5 billion in energy exports.

Leveraging its position in natural gas processing and transmission, AltaGas also recently announced a \$440-million acquisition of 33.3 per cent interest of energy supply broker and petrochemical maker, Petrogas Energy of Calgary.

"It's interesting working here," says Michelle Dulmadge, manager of talent development and employee relations. "It's never dull."

A company with 1,600-plus employees, it hired 193 new people into full-time, part-time and temporary positions in 2013.

Rapid growth and exciting career opportunities are two of the reasons Dulmadge says AltaGas has ranked among Alberta's Top Employers for the past several years. Another is the competitive nature of Calgary's energy industry; it demands leading companies stay near the top of Canadian trend lines in salaries, bonuses and benefits, she says. Dulmadge adds that participating in the Top Employers process every year "really does make us examine ourselves and how we're doing as an employer."

As a large project developer, AltaGas makes safety a first priority of its corporate culture, Dulmadge says. The culture also emphasizes work-life balance, with flex days and personal days off, as well as



At the 2013 AltaGas Family Ski Day employees brought members of their family for a fun day at Canada Olympic Park.

career development through on-boarding programs for new employees, business-rotation programs for new grads, career growth planning and gap analysis and financial assistance for academic courses.

The company also provides strong support for the communities where employees work and live, including time off for charitable work and community activities. As well, AltaGas supports the STARS air ambulance, United Way and Cross Country Canada's National Ski Team and Para-Nordic program.

AltaGas has grown to an enterprise value of about \$8 billion in just 19 years, based on mid-stream energy services and assets with long-term, contracted and regulated cash flows. Its business is built on natural gas processing, transmission and distribution and electric power generation

in Canada and the United States.

Its gas infrastructure touches more than 2 Bcf/d of natural gas in Canada. Assets include six extraction plants, five natural gas transmission systems, three NGL pipelines, more than 70 gathering and processing facilities, and a 6,500-kilometre network of gathering and sales lines.

Its related energy services business provides industrial clients with energy management and energy buying and selling services, while its utility business distributes natural gas to nearly 550,000 customers in Alberta, B.C., Nova Scotia, Michigan and Alaska.

AltaGas also owns 900-plus megawatts of coal- and gas-fired power generating capacity in Alberta and California and an additional 163 MW of wind, biomass and run-of-river power generation in

## AltaGas

- **YEARS IN BUSINESS:** 19
- **NUMBER OF EMPLOYEES:** 1,600
- **LOCATIONS:** Various including 80-plus gas gathering, processing, NGL extraction and transmission facilities, 15 electric power generating plants and five regional natural gas distribution systems.
- **HEAD OFFICE:** Calgary
- **POSITIONS EMPLOYED:** Engineers (including technical and specialist), technical field operators, all business professions, accountants and subject matter experts.
- **HIRING INCENTIVES:** Competitive pay and benefits, flexible work arrangements, vacation and personal days off and a culture that is merit-based, family focused and actively supports continuous learning and giving back to communities.
- **APPLICATION PROCESS:** Online [altagas.ca/careers](http://altagas.ca/careers).

Canada and the U.S.

In addition, it's nearing completion of three run-of-river projects in northwest B.C. — Forrest Kerr, Volcano Creek and McLymont Creek, valued at approximately \$1 billion — that will deliver about 277 MW of new capacity in 2014 and 2015.

"It's an exciting, dynamic business," Dulmadge says. "Because of our diversity of businesses, employees get plenty of opportunity to grow with the company."


 Alberta's  
TOP  
**65**  
EMPLOYERS  
2014


 AltaGas

[www.altagas.ca](http://www.altagas.ca)



## trail • blaz • er

noun

1. A person who blazes a trail for others to follow through unsettled country or wilderness; pathfinder.
2. A pioneer in any field of endeavor: a trailblazer in industry.
3. An AltaGas employee.

# Bethany takes collaborative approach to seniors care

As Bethany opens the doors to new communities and welcomes more residents, leadership is committed to ensuring staff is equipped and empowered to provide the best possible care and support to residents.

Bethany Didsbury is a 100-suite care community scheduled to open in spring 2014.

Mikkelsen House, a 139-suite affordable seniors rental apartment building, opened last fall in Calgary.

“Bethany is meeting the demands created by this growth with strong interdisciplinary teams and a commitment to continuing education”, says Darrell Lang, vice-president of human resources at Bethany.

“Most of our employees work in care-giving roles. We support them in these roles by making sure they have the knowledge, skills and equipment to provide quality care to our residents. All members of the health-care teams co-ordinate and work together to deliver care.”

Adds Jennifer McCue, vice-president and chief operating officer at Bethany: “The recently established multi-faceted CARE — Count Me In! initiative educates staff on Bethany’s philosophy of care and highlights the fact that what we do has such a big impact on the quality of life for our residents.

“We educate our staff through various activities to ensure they understand and use effective practices and approaches to care.

“The CARE-Count Me In! initiative defines the principles of Bethany’s philosophy of care being person-centred



Keeping bodies and minds as active and healthy as possible is part of Bethany’s care philosophy.



Programs focus on the changing needs of seniors.

and relationship focused, in an environment that is safe, comfortable and that engages residents to participate in the community.”

The initiative includes the development of active rehabilitation programs for appropriate residents, and clinical resources such as a palliative care tool kit, a staff-focused electronic documentation system and the creation of personal action cards, which are a few short, simple statements that explain how each employee role impacts and supports the quality of care. These cards are laminated and carried along with the employee’s name tag.

“The personal action cards serve to remind Bethany employees of their commitment to care and how their work impacts quality of life for our residents in a significant way,” says Aruna Mitra, senior director of clinical operations at Bethany.

“At Bethany, we strive to keep bodies and minds as active and healthy as possible

## Bethany

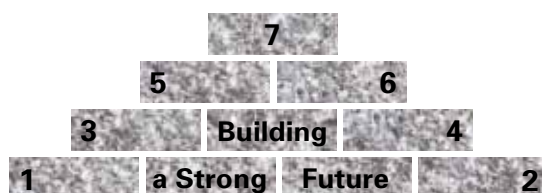
- **YEARS IN BUSINESS:** 69
- **NUMBER OF EMPLOYEES:** 1,350
- **LOCATIONS:** Calgary, Red Deer, Airdrie, Cochrane, Sylvan Lake, High River and Didsbury.
- **HEAD OFFICE:** Calgary
- **POSITIONS EMPLOYED:** Health-care aides, licensed practical nurses, registered nurses, recreation therapists, occupational therapists, social workers, chaplains, housing managers various administrative and managerial roles.
- **APPLICATION PROCESS:** Online at [bethanyseniors.com](http://bethanyseniors.com) or email [humanresources@bethanyseniors.com](mailto:humanresources@bethanyseniors.com).

for as long as possible by providing opportunities and support for residents to participate in activities that are important to them.

“We are working to ensure our philosophy comes to life and is visible in the day-to-day experiences of our residents. We believe care and programs built on this foundation, will allow our staff to meet the changing needs of seniors and people with disabilities who come to live at Bethany.”

Adds Lang: “The opportunity to make a profound difference in the lives of our residents on a daily basis is one of the most satisfying parts of working at Bethany.”

**Celebrating seven years in a row of being named one of Alberta’s Top Employers**



*“The opportunity to make a profound difference in the lives of our residents on a daily basis is one of the most satisfying parts of working at Bethany.”*



**bethany**  
CREATING CARING COMMUNITIES

[www.bethanyseniors.com](http://www.bethanyseniors.com)

# Rewarding work keeps employees at Bow Valley College

The passion, creativity and drive of its employees make Bow Valley College a fulfilling place to work.

"It's a place where you're going to come for the work you do — but you're going to stay for the people you work with," says Dave McLean, BVC's acting director of marketing and communications.

"One of the things that's the most amazing about this place, is how passionate people are for the type of post-secondary education we offer. It's really only once you start working in this environment that you see the type of societal change you can have with the students. It really hits home. That's what helps people find long careers at Bow Valley College."

Traditionally known as an upgrading school, over the years BVC's mandate has changed.

"We offer a lot of programming designed to help people get into the workforce quickly, with one-year certificates and two-year diploma programs," says McLean.

Bow Valley College — Calgary and region's only comprehensive community college — also serves communities that have traditionally been underserved, including aboriginal and new Canadians.

McLean, who has worked at BVC for eight years, notes many employees are into their 10th, 12th or 15th year at BVC, where the longest-serving employee has worked for 39 years.

"We are a very collaborative group of people," he notes. "There is a joint responsibility across the college to ensure that all students are successful."



**Bow Valley College staff are rooted in their communities, giving personal time to more than 80 community organizations throughout southern Alberta.**

The college's location in downtown Calgary is "a really good place to be. We are at the heart of the downtown experience. It's really beneficial for both our students and our staff," adds McLean.

For people who want to feel like they're giving something back, Bow Valley is a place where they can do it.

"It's about contributing to the community. There is a lot of pride in this organization," says BVC director of human resources Donna Schendel.

BVC provides employees with generous time off for a good work-life balance. Plus,

it has "an amazing location, workspace and amenities," including an on-site daycare facility, partnered through the YWCA; a cafeteria that focuses on serving healthy food; a multi-faith room; and a rooftop patio.

"It's a world-class facility. It's a very collaborative environment that really involves the employees," Schendel says.

Professional development days twice a year allow employees to attend courses to enhance knowledge. Bow Valley College faculty and staff are truly rooted in communities — giving of their personal time,

## Bow Valley College

- **YEARS IN BUSINESS:** 49
- **NUMBER OF EMPLOYEES:** 505 full-time equivalents (salary)
- **LOCATIONS:** 20 locations throughout southern Alberta.
- **HEAD OFFICE:** Calgary
- **POSITIONS EMPLOYED:** Instruction, program development and co-ordination, student services, advising, IT and administrative support.
- **HIRING INCENTIVES:** Bow Valley College offers a comprehensive total pay and benefits compensation package.
- **APPLICATION PROCESS:** Online at [bowvalleycollege.ca/hr](http://bowvalleycollege.ca/hr).

energy and creativity to more than 80 community organizations throughout southern Alberta, which is recognized each year in the College's annual report.

BVC employees enjoy numerous benefits in addition to the traditional benefits plan. These include an employee-funded leave program, which allows staff members to take up to 12 months off. Once the leave is approved, employees have deductions taken off their paycheque which are put into a fund. This allows them to continue drawing a payment when they are on leave. Employees can use their time to pursue further education or go travelling with their family.

"There is a lot of flexibility in that structure. It's a really beneficial program."

**WHAT SERVES 14,000 LEARNERS EVERY YEAR, SPEAKS 97 LANGUAGES, AND IS A GREAT PLACE TO WORK?**

**BOW VALLEY**  
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# Employees make the difference at Carewest

**W**hen a spinal cord injury robbed Gerry Sedler of the ability to walk or even move his legs, he vowed it would not stop him from standing on his own — the first step to living independently in the community.

The 71-year-old quadriplegic is presently a resident at Carewest Sarcee after a bout of dizziness caused him to fall backwards down a flight of stairs in 2012.

Sedler works with a physiotherapist toward the monumental goal of being able to stand on his own.

“If I can stand, I can look at moving back in the community,” he says.

“Without my physiotherapist, I wouldn’t be able to do that. I’ve seen huge improvement, thanks to his hard work.”

That physiotherapist is Sunil John, a new employee who moved across the country with his wife to work at Carewest.

“We had a few job offers at the time and had to do a bit of research. We looked at benefits packages, compensation, commitment to education and training and organizational culture,” he says.

“We had a few friends who worked at Carewest who said it’s the best place to work in Calgary and when you get to help residents like Gerry achieve their goals, it’s very rewarding.”

Carewest is a public, not-for-profit health-care provider that directly employs 2,600 staff, and another approximately 150 contracted support services staff — housekeeping and laundry — to provide care and support for residents and clients at 12 locations in Calgary.



Carewest Sarcee physiotherapist Sunil John works to help resident Gerry Sedler regain some mobility after a spinal cord injury rendered him unable to walk.

It’s the dedication and compassion of staff, such as John, that made it possible for Carewest to earn the distinction as one of Alberta’s Top Employers four years in a row.

John regularly takes advantage of Carewest’s education, health, safety and wellness programs, including free influenza immunizations for staff, flexible health spending accounts and regular education and training.

A dedicated Employee Health and Safety Department offers services so employees can consult confidentially about their needs, wants and goals.

These services include health counseling, ergonomic assessments, referrals to the Employee & Family Assistance Program,

and flexible health spending accounts.

To further Carewest’s commitment to employee wellness, the organization has developed Wellness Resource Centres at each of its care centres that include blood pressure monitoring units, weigh scales and a variety of health- and wellness-related resource materials.

“Our corporate values and commitment for the health and wellbeing of our residents extends to all employees. We’re very proud of our ongoing commitment to developing a healthy workforce,” says Blair Phillips, director of human resources and facilities.

New employees at Carewest take part in a comprehensive orientation program,

## Carewest

- **YEARS IN BUSINESS:** 53
- **NUMBER OF EMPLOYEES:** 2,600
- **LOCATIONS:** 12
- **HEAD OFFICE:** Calgary
- **POSITIONS EMPLOYED:**  
Traditional health-care roles: nursing staff, therapists, social workers, pharmacists as well as food services, dieticians, and maintenance, administration and management employees.
- **APPLICATION PROCESS:**  
Online at [carewest.ca](http://carewest.ca).

during which they are supported by a mentor to help guide their growth and development during their early months with Carewest.

Professional growth continues throughout an employee’s career at Carewest through in-house training programs, leadership development and paid tuition subsidies of up to 100 per cent for courses related to their work.

Carewest has also invested in a new education initiative called Care Essentials — assisting frontline staff in brushing up on their reading, numeracy, document use, critical thinking and oral communication skills.

“We are investing in essential skills education to enrich and better the lives of Carewest staff, both personally and professionally,” says Phillips.

“Investing in our staff is an investment in our community.”



Enjoying The Fruits  
Of Our Labours

# Way to go!



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OUR TEAM**

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[www.carewest.ca](http://www.carewest.ca)



## Carewest

INNOVATIVE HEALTH CARE



*Thank you once again to our staff and volunteers.*

# Engaged employees pay off for Covenant Health

There may be thousands of people working for Covenant Health in a dozen communities in the province, but all the employees use their unique skills and abilities to work toward one purpose: providing excellent care.

"We expect our team members to bring their own sense of purpose — what we refer to as a calling — and their own unique gifts to their work," says Covenant Health president and CEO Patrick Dumelie, noting the company celebrated 150 years of Catholic health care in Alberta in 2013.

"We work every day to foster a culture that carries on the spirit of our founding congregations of sisters who pioneered health care in the province with a spirit of courage, faith, compassion, perseverance, innovation and resourcefulness."

The organization's mission and values permeate the work environment and promote unity, adds Dumelie.

"We often hear that working for Covenant Health feels like family," he says.

"This is something we are very proud of considering we are Canada's largest Catholic health-care organization, operating 18 acute care, continuing care and assisted living facilities in 12 communities across Alberta.

"We are a major provider in Alberta's integrated system, and our employees appreciate that we have a mission-based culture that brings value to the whole health system."

A 2012 engagement survey completed

by more than 5,400 employees showed that staff members were very satisfied with Covenant Health's commitments to foster teamwork, promote quality, provide caring leadership and give employees the opportunity to do their best.

Staff members also appreciated the organization's clear job expectations and strong connection to mission.

"I see that every day. Inspired workers, physicians and volunteers of all faiths, traditions and cultures live our mission by believing in the value of compassionate, holistic care," says Dumelie.

"The result is great quality care and a good work environment that attracts people who are committed to service of others. People want to be part of a team that strives to do their best each day."

Covenant Health offers a comprehensive compensation and benefits package, including competitive salaries and attractive health benefits and wellness fund as well as staff libraries, on-site gyms, a staff education fund and frontline leadership opportunities.

"We have helped 100 people complete their education goals through our staff education fund so far," says Dumelie.

"We believe that engagement is the secret to long-term employee satisfaction and retention. We've been measuring employee engagement from the beginning and build engagement into every team plan across the province."

Covenant, for example, is launching a new self-driven learning environment in 2014 that will interconnect the entire



Covenant Health staff members often comment that they feel like they're part of a larger family.

organization to "pursue learning and activate the mission."

More than one-quarter of Covenant's team has served with the organization for 10 years, and the turnover rate for registered nurses is often as low as two per cent, notes Dumelie.

"For people who want to make a difference, this is a truly exciting time to be part of Covenant Health," says Dumelie. "For us, the glass is 100 per cent full."

## Covenant Health

- **YEARS IN BUSINESS:** 150
- **NUMBER OF EMPLOYEES:** 10,000
- **LOCATIONS:** Banff, Bonnyville, Camrose, Castor, Edmonton, Killam, Lethbridge, Medicine Hat, Mundare, St. Albert, Trochu, Vegreville.
- **HEAD OFFICE:** Edmonton
- **POSITIONS EMPLOYED:** Registered nurse and psychiatric nurse, licensed practical nurse, health-care aide, physical therapist, respiratory therapist, occupational therapist, speech pathologist, medical radiation technologist, MRI technologist, diagnostic sonographer, laboratory technologist, unit clerk, service attendant, secretary, administrative assistant, accountant, chaplain, human resources adviser, nurse practitioner, dietician, food service attendant, housekeeping attendant, porter, manager and director.
- **HIRING INCENTIVES:** Relocation assistance, staff education fund, online training, tuition subsidies, paid internships, maternity leave top-ups, defined benefit pension plan, matching RRSP plan.
- **APPLICATION PROCESS:** Online at [covenantHealth.ca/careers](http://covenantHealth.ca/careers).



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# Evolving environment offers opportunities at mill

At Daishowa-Marubeni International's Peace River Pulp Division, the work environment is as important as the one that the company operates in on a daily basis.

"Our work environment is one that continually evolves," says Amber Armstrong, communications and public relations superintendent.

"It is important that we have an environment that brings out the best in our team members to allow us to achieve excellence in our manufacturing environment."

The company does this by offering autonomy, self-direction, support and consistent and timely feedback, she adds.

"Our working environment is built on trust and commitment to each other as team members," says Armstrong.

The pulp mill, which is in the boreal forest region of Alberta, is widely admired for its advanced state-of-the-art technology and ecosystem management forestry practices.

"Our reputation as a leader in forestry and pulp production is critical to the attraction and retention of new team members," says Armstrong. "And as the recipient of the Enviroviva environmental Emerald Award, as well as the Community Involvement Award by the Chamber of Commerce in 2013, new recruits appreciate the fact that the environment and community matter to our company."

The pulp mill is one of the largest employers in northwest Alberta. It provides a defined benefit pension plan, flexible benefit health plan and competitive wages with a strong incentive plan.



Daishowa-Marubeni International's Peace River Pulp Division offers employees such as fibreliner operator Robin Walter-Gregory a combination of cutting-edge work and industry-leading benefits.

"We understand that job satisfaction stems from three critical drivers — recognition, involvement and confidence," says Armstrong.

"We recognize the effort it takes to be one of the best, and our pay structure is set up to ensure our team members are compensated accordingly.

"We recognize that performance needs to be understood and measured based upon merit and that team members deserve to receive recognition not just with a paycheque, but by understanding what a critical role they play in our combined success."

Armstrong adds leadership grows from within at Peace River Pulp. The company regularly invests in employee development through ongoing educational opportunities as well as mentorship programs.

"We are a team of individual perform-

ers who together have and continue to produce extraordinary results," says Armstrong.

"Our team members set us apart from other organizations. We recruit the best talent, we nurture and provide an environment that promotes success and we provide opportunities to those individuals who are strong personal producers, but who value team work."

She notes the people who fit best at Peace River Pulp are those who are self-directed and appreciate the opportunity to use their education, experience and input for the betterment of both themselves and the organization.

"We trust our people," says Armstrong. "We ensure our expectations are clear and that we have provided a foundation to enhance their abilities.

## Daishowa-Marubeni Peace River Pulp Division

- **YEARS IN BUSINESS:** 23
- **NUMBER OF EMPLOYEES:** 300
- **LOCATIONS:** Peace River
- **HEAD OFFICE:** Vancouver
- **POSITIONS EMPLOYED:** Engineers, operators, technologists, human resources, electrical and instrumentation, accountants, purchasers, stores technicians, foresters, millwrights, welders, planners, vibration and analysis technicians, administrative assistants, environmental technicians, water/wastewater technicians, safety and protection technicians.
- **HIRING INCENTIVES:** Full relocation; career transitioning with 100 per cent educational funding; second mortgage program for those relocating to our area; defined benefit pension plan; flexible benefits; strong social society; four-day work weeks for administration and maintenance; internal scholarship program.
- **APPLICATION PROCESS:** Email [career@dmi.ca](mailto:career@dmi.ca), call 780-624-7309 or visit online at [dmi.ca](http://dmi.ca).

"We look for positive people who are personally driven and who are mature and responsible for their own career success. We recognize talent and problem solvers and work with these individuals to help them achieve satisfaction within our workplace."



DAISHOWA-MARUBENI  
INTERNATIONAL LTD.

Peace River Pulp Division

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# City of Edmonton sparks innovation, collaboration

A career with the City of Edmonton offers opportunities as diverse as the city itself.

"The City of Edmonton attracts employees who are passionate about their community, proud of the work they do and committed to making a difference through public service," says Simon Farbrother, city manager with the City of Edmonton.

"Many of our staff choose to work here because they want to directly serve their community and make Edmonton a great place to live. Their commitment to public service is evident in the retention of our employees, many reaching 20- and 30-year terms with the City."

The City of Edmonton employees range from swim instructors and civil engineers to transit drivers and social workers.

"New employees are also enticed by Edmonton's economic stability, job growth, affordable housing and vibrant arts scene," says Jeff Macpherson, manager of human resources.

"Many of our employees are newcomers to Edmonton."

New recruits are attracted by rewarding work in industry-leading fields such as waste management, fleet services — which was ranked the 11th best municipal fleet in North America — or the City's 311 call centre, which has also received international recognition.

In addition to competitive compensation packages, new recruits can also



Alec Stratford works for the City of Edmonton as part of the Neighbourhood Empowerment Team, mobilizing the 118th Avenue community to prevent and reduce crime. In 2013, he received an Award of Excellence at the 10th Annual IPAC Edmonton Recognition Dinner for New Public Servants.

expect to join an organization that's committed to lifelong learning, safety and wellness. The City achieved an impressive 92 per cent on the most recent safety audit, and has several programs to support the wellness of its employees.

To meet the needs of a rapidly growing and changing city, the City of Edmonton is working to build a culture of innovation and collaboration. The City has developed leadership expectations and principles to help all employees move forward in the same direction.

"One of the primary responsibilities

of our team leaders is to help their staff understand how their work helps to build a great city," says Farbrother.

"When employees understand the big picture, they can make good decisions in their individual roles."

The City has several corporate recognition programs such as the gala city manager's awards of excellence event and skill-specific programs such as the transportation services "roadeo."

The peer-nominated City Manager's Awards recognizes the exceptional contributions in the areas of corporate culture, customer service, innovation, leadership and stewardship. It saw 197

## City of Edmonton

- **YEARS IN BUSINESS:** 142
- **NUMBER OF EMPLOYEES:** 11,900
- **HEAD OFFICE:** Edmonton
- **POSITIONS EMPLOYED:**

Various programs and facilities including community recreation centres and swimming pools, fire rescue services, bus and light-rail transit, road construction and repairs, garbage pick-up and recycling, neighbourhood planning, bylaw enforcement, parks maintenance, cemeteries, the zoo and Muttart Conservatory. Employees include environmental planners and employees working in information technology, human resources, vehicle maintenance, law, purchasing and finance.

- **APPLICATION PROCESS:**

Online at [edmonton.ca](http://edmonton.ca). Applicants can track the progress of their applications online. Hard copies are accepted at City Hall. The City's Facebook page provides updates on recruitment activities.

nominees from across the organization in 2012.

The City's programs and services ensure that employees feel valued and recognized, resulting in a more productive, engaged and innovative workforce.

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THE CITY OF  
**Edmonton**

# Energy is in the air at ENTREC Corporation

**E**NTREC Corporation has built its business on rising to challenges and orchestrating solutions for heavy hitters in a variety of industries.

The company — which provides heavy-lift and heavy-haul services, engineering, logistics and support — has seen tremendous growth in recent years.

“We have grown a lot over the past two-and-a-half years — from 75 employees to just under 800,” says Lisa Locher, human resources manager for ENTREC (ENergy, Transportation, Rigging, Engineering and Cranes).

“Our executive team walks the talk in terms of creating an environment of truly engaged employees by being involved, recognizing effort, assisting with challenges and ensuring that we still have time for a bit of fun.

“We work hard but we truly enjoy it.”

ENTREC serves the oil and natural gas, construction, petrochemical, mining and power generation industries. This diversity provides employees with opportunities to participate in some of the most innovative and successful industries in the province.

In one word, the work environment is engaging, says Locher, noting a number of people have told her they feel an amazing energy when they meet or spend time with the people from ENTREC.

ENTREC has grown both organically and through acquisition, creating some unprecedented opportunities for advancement and development within the organization.

“The cool thing about it is the companies that we have acquired were incredibly suc-



ENTREC Corporation works with the oil and natural gas, construction, petrochemical, mining and power generation industries. As such, the company offers its employees a diverse field of work.

cessful as well, and we treat them that way by learning about their ‘best practices’ and incorporating them into ours,” says Locher.

“We respect that great ideas can come from anyone, and so we even have an email address setup just for great ideas and it goes directly to our president and chief operating officer.”

ENTREC provides opportunities for employees to participate in training and advancement. Staff members also receive support for apprenticeship programs.

“We have a top-up program as well as a living allowance if they have to attend school away from home,” says Locher.

“In addition, we offer an annual reimbursement for books, tuition and job-related workshops or conferences.”

ENTREC also takes the time to ensure the company is offering competitive compensation and benefits packages.

“We review salaries on an annual basis and gather up-to-date data through industry surveys,” says Locher.

“We review collective agreements and ensure all of our employees — even our employees who are not unionized — are receiving compensation that makes us competitive within the market.

“And we are very proud to offer many different opportunities for our employees to become owners of ENTREC. Employees who are owners have a vested interest in the overall success of the company.”

Locher adds ENTREC employees love what they do, are excited about growth,

## ENTREC Corporation

- **YEARS IN BUSINESS:** 19
- **NUMBER OF EMPLOYEES:** 785
- **LOCATIONS:** 15 locations throughout Alberta, B.C. and North Dakota.
- **HEAD OFFICE:** Spruce Grove
- **POSITIONS EMPLOYED:** Crane operators, heavy-haul drivers, heavy-duty mechanics, picker operators, riggers, trailer operators, winch truck operators, administration, engineering, finance, human resources, sales and business development, projects and systems and safety.
- **HIRING INCENTIVES:** Competitive wages, comprehensive benefits package, matching pension plan, maternity leave top up program, referral bonus program, fitness reimbursement, tuition reimbursement, apprenticeship and training programs, opportunity for employees to become owners through the purchase of company stock through RRSP or TFSA.
- **APPLICATION PROCESS:** Online at [entrec.com/careers](http://entrec.com/careers).

work hard, work together and never stop learning.

And the company is always on the hunt for more people to share in that experience.

“Like others in the industry, we are always looking for experienced crane operators, crane mechanics, heavy-duty mechanics, platform trailer operators, and generally speaking, rock stars,” says Locher.



Lifting and Moving Safety to New Heights



[www.entrec.com](http://www.entrec.com)

# Staff shape own careers at global EPFC firm

**D**iverse experiences and career opportunities play big roles in what continues to attract employees to Fluor Canada.

"It's the nature of our company, our business and our culture," says senior human resources director Bud Conroy. "People don't have to leave to do something different."

He describes Fluor as "pre-eminent" in global engineering, procurement, fabrication and construction (EPFC).

Appropriate to an engineering firm, the culture is built around safety, integrity, teamwork and excellence — or SITE.

"Those are conditions of employment and Fluor does not move off them. That's who we are," says Scott McArthur, general manager of business development.

Conroy adds Fluor's culture encourages employees to shape their own careers and their lives outside the office. Fluor University, for example, offers professional development. Tuition reimbursement, multiple global mentoring, professional development and networking groups, including one specifically for women, also keep employees engaged. In addition, the company offers post-secondary scholarships for children of employees.

Meanwhile, Fluor encourages work-life balance with a Time Off with Pay program that employees can utilize to best suit their lifestyles.

Fluor also offers flexible starting times and every second Friday off, as well as a flexible health spending account and company-match RRSP plan.

Salaries are competitive and there are



Fluor offers employees the ability to build diversified careers without ever leaving the company.

project incentive plans for certain contracts that provide individual bonuses for meeting client key success metrics, notes Conroy.

Over the past 101 years, Fluor has provided EPFC services to major project developers on six continents.

In Canada since 1949, Fluor has delivered specification, design, fabrication and construction management for many of the biggest projects in the energy and petrochemical sectors, including refineries, heavy-oil upgraders, oilsands mines, SAGD (steam-assisted gravity drainage), various petrochemical plants, gas-processing facilities, pipelines, cogeneration power plants, power transmission infrastructure and mining and metals.

Among its current projects, Fluor is providing EPC services and using patent-pending, modular-construction technology to support Shell Canada in the construction of its Quest carbon capture and storage project, east of Ed-

monton. McArthur says "3rd Gen Modular Execution is a Canadian invention that Fluor is now implementing globally."

The company has also provided EPCM services for Shell's Muskeg River oilsands mine near Fort McMurray, as well as EPC services to Suncor, North West Redwater Partnership and other key clients.

On an ongoing basis, Fluor provides capital project support to the Irving Oil Refinery in Saint John, N.B., executing sustaining capital projects for Irving since 1997, as well as other major capital projects.

At Long Harbour in northern Labrador, Fluor is providing EPC services for development of Vale's new Nickel Processing Plant.

McArthur says employees are empowered to build diversified careers across several lines of business or to specialize in a specific field, such as process engineering.

While Fluor Canada is "in growth mode"

## Fluor

- **YEARS IN BUSINESS:**  
64 in Canada; 101 globally
- **NUMBER OF EMPLOYEES:** 3,000-plus in Canada and 41,000 globally
- **LOCATIONS:** Calgary, Vancouver, Edmonton, Saint John, N.B., field offices and 60 offices worldwide.
- **HEAD OFFICE:** Calgary
- **POSITIONS EMPLOYED:**  
Engineering, procurement, fabrication, construction management, construction labour, operations and maintenance, project management, HSE and project support.
- **HIRING INCENTIVES:**  
Comprehensive benefits, RRSP plan with matching contribution, flexible work hours, community involvement, training and professional development programs, mentorship program, tuition assistance program, scholarship program, mobility and global opportunities.
- **APPLICATION PROCESS:**  
Online at [fluor.com/careers](http://fluor.com/careers).

with the Canadian energy industry, the company also provides career stability and moderates the impact of energy-sector cyclicity through a system that shares assignments with other Fluor offices around the world. Fluor Canada continues to hire 100 new grads per year, and will do so for several years going forward as part of its commitment to local growth.

## A GREAT REPUTATION IS BUILT ONE EMPLOYEE AT A TIME.

Fluor is proud to be one of Alberta's Top Employers. Whether it's a challenging EPFC project, a rewarding career, or stronger communities, Fluor employees have the drive to build and make it a reality.



**FLUOR**®

[www.fluor.com](http://www.fluor.com)

# Small-company spirit thrives at Hallmark Tubulars

Leadership at Hallmark Tubulars has not let the company's international reach hinder its ability to foster strong interpersonal relationships with clients and staff.

"We Hallmarkians treat each other as family," says Rob Ryan, director of human resources.

"Our culture is based upon a solid foundation of integrity, honesty and respect — in our dealings with each other, our clients, vendors and all our stakeholders.

"Hallmark possesses a sustained small company spirit, values and approach to business, but this is overlaid with the standards, expectations and opportunities of a global organization, thanks to our ownership by Marubeni-Itochu Steel Inc. based in Japan."

Hallmark Tubulars has supplied tubular goods, line pipe products and related services to the energy industry for more than 30 years.

The company provides product sourcing and procurement, inventory ownership and supply chain management to the oil and natural gas industry across Canada.

Ryan says Hallmark's longevity and reputation within the oil and gas industry has certainly been a benefit to recruitment efforts.

"Not only do we hire the most competent people within the industry, but we also give them an opportunity to work in an environment that will contribute to their success," says Ryan.

"Hallmark has an ability to hire 'the right fit' for our organization."



Hallmark Tubulars employees celebrate during the company's 2013 Christmas party at Fairmont Banff Springs.

He adds Hallmark makes great efforts to recruit people who are innovative, creative, solution-oriented team players, and who put a lot of emphasis on professional integrity.

"We look for people who are not afraid to become empowered, engaged and able to think outside the box — people who continuously develop their skills and are not afraid of challenges," says Ryan.

Fun is also encouraged and incorporated into the workday, he adds, noting there is an organization-wide commitment to community involvement.

Motivated employees who love to learn will find plenty of opportunities for professional development at Hallmark Tubulars.

"Employees are encouraged to be engaged and empowered at all levels," says Ryan.

"Although we are internationally owned, there is still an ability to react and make decisions independently. There are opportunities for employees to learn about many aspects of the industry and work their way up while developing a diverse set of skills.

"There are also international opportunities to provide growth and development for our staff on a global scale."

The company makes significant investments into the well-being and safety of its people. In fact, it was named one of Canada's Safest Employers in 2012 and 2013 by Canadian Occupational Safety magazine.

This commitment to health and safety reflects the high value the company places on its people, says Ryan adding the company's culture enables employees to

## Hallmark Tubulars

- **YEARS IN BUSINESS:** 33
- **NUMBER OF EMPLOYEES:** 150
- **LOCATIONS:** Calgary, Nisku and Bonnyville.
- **HEAD OFFICE:** Calgary
- **POSITIONS EMPLOYED:** Sales, engineering, finance, human resources, support, operations, warehouse, inventory, field technicians, yard swampers, loader/operators.
- **HIRING INCENTIVES:** Referral bonus (\$1,000); work bonuses; maternity leave top-up; charitable initiatives providing employees with paid time off to volunteer; skills development programs; mentoring; tuition subsidies for job-related courses and subsidies for professional accreditation; contributions to a matching savings plan; provides a safe working environment; and potential for international work assignments.
- **APPLICATION PROCESS:** Online at [hallmarksolutions.ca/careers](http://hallmarksolutions.ca/careers).

work, learn and develop in an environment where relationships are treated with respect and care.

"This empowers our employees to operate with personal integrity, and gives them the opportunity to be creative, provide leadership and be proud of what they do," says Ryan.



**Hallmark Tubulars Limited** is a recognized leader in the supply of tubular products and services to the Canadian oil and gas industry, its frontiers and the international marketplace. Owned by Marubeni-Itochu Steel Inc., one of the largest steel trading companies in the world. Hallmark is the global model for quality, safety, and value and provides innovative solutions to our customers as we continue to change, grow, and enjoy our business.

A career at Hallmark is demanding, but also rewarding. Our compensation program is designed to recognize performance and to be a recognized leader within the industry we work. To explore current career opportunities please go to our website: <http://www.hallmarksolutions.ca/careers.php>

## PROUD TO BE A TOP EMPLOYER



## Hallmark

# Personal pride essential to Jayman Group's success

At Jayman, people want to succeed, and they know they work at a company where they can make a contribution.

A production homebuilder with interests in land development and hotel construction, the Jayman Group of Companies seeks to develop leaders throughout the organization.

According to Jayman human resources director, Sunny Ghali: "It's a matter of engagement, which cascades into everything we do — whether it's our products, our customer service, our innovation or our creativity. The more engaged everyone is, the better our results.

"At the end of the day, we all care about one another and we want people to bring personal pride to their work," Ghali says. "We want it to shine."

Jayman is one of the largest and most respected home builders in Alberta. Jayman employees are essential to the company's success.

Jayman fosters career development by providing employees with a variety of opportunities to grow. It recently rolled out its new 20-20-60 model, in which 20 per cent of the onus is on the organization to ensure that Jayman is staying ahead of the curve; 20 per cent is on the company's managers, to ensure they are true leaders for their team; and 60 per cent, is on individual team members.

"We want individuals to take ownership for their contribution," Ghali explains.

For example, Brent Craiggs, one of Jayman's construction managers, is motivated



Team members excited and proud to announce Jayman's commitment to Camp Kindle.

by his wish that one day he'll be able to bring his grandkids to Jayman's homes and communities and tell them, "Grandpa helped build that." "Things like that really motivate folks and get them going," Ghali says.

Under company target guidelines, Jayman seeks to have no more than 10 per cent staff turnover each year. Long-term employees have celebrated anywhere from five years up to 30 years working at Jayman.

The company dedicates considerable time to new employee orientation: first, there is a two-hour orientation, then a two-week orientation, followed up by a 90-day on-boarding program.

Jayman wants to make sure it has the right people with the right skills in place to deliver its business plan year after year, and to this end, has upped its game-planning platform, tying succession planning, leadership development and job skills training all under one platform.

In all that it does, Jayman draws on the

diversity of its team members.

"We even try to get that reflected in some of our product line, to make sure we're creating products that reflect the needs of our diverse community," says Stephen Barnecut, director of product development. For example, Jayman offers homes with flexible designs (suites, gyms, in-law suites) and cross-cultural designs including prayer rooms and spice kitchens, in recognition of some homebuyers' cultural needs.

The company provides numerous social committee events for staff as well as engaging town halls, and it's always fine tuning its benefits and recognition program.

"We take pride in our volunteerism and our community efforts," Ghali says.

Many Jayman employees are highly engaged in the community and make use of Jayman resources, financial and otherwise, to contribute to their communities.

In addition to being a Top Employer in Alberta, Jayman is a platinum member of

## Jayman Group of Companies

- **YEARS IN BUSINESS:** 33
- **EMPLOYEES:** Approximately 300
- **LOCATIONS:** Calgary, Edmonton and hotel projects in British Columbia and Saskatchewan.
- **HEAD OFFICE:** Calgary
- **POSITIONS EMPLOYED:** Executives, directors, managers, administrators, co-ordinators, land development, construction, sales, marketing, production, finance, designers, architects, purchasing, estimators, accounting, human resources, information technology, project managers, merchandisers, service and warranty and general support.
- **HIRING INCENTIVES:** Competitive base pay and vacation, flex benefits, industry best systems and processes, corporate and team member specific social responsibility, flex hours, rewards program, discount program, bonus program and investment program.
- **APPLICATION PROCESS:** Careers website, email and in-person application.

the Best Managed Companies in Canada and is on two lists for Top 50 Best Small and Medium Employers in Canada. Jayman won two national J.D. Power Awards in 2013, both of them Builder of Excellence Awards for two divisions.

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Jayman.com

# Energy service provider celebrates excellence

**K**eyera, a mid-stream service provider in the energy industry, has built a workplace culture based on excellence.

"This will be our third consecutive year on the Alberta Top Employers list," says Dion Kostiuk, vice-president of human resources and corporate services at Keyera.

"We are a growing company with a wide range of opportunities. We support career development and work-life balance, and have a strong commitment to working safely each and every day."

Keyera operates one of the largest natural gas mid-stream businesses in Canada. Its business consists of natural gas gathering and processing, as well as the processing, transportation, storage and marketing of NGLs, the production of iso-octane and crude oil mid-stream activities.

The company is a leader in providing staff with excellent benefits, paid time off and professional development programs.

Its retirement planning programs, defined contribution pension plan, vacation and paid time-off allowances and employee leadership training programs are all instrumental in recruiting and retaining its talent, says Kostiuk.

"Our employees are part of a successful and growing team where they can build a challenging and rewarding career," he says.

"Keyera offers an engaging, respectful and collaborative work environment that is buzzing with opportunities. Our management team is approachable and accessible to our employees, and we have tools in place to stay connected."



Keyera, a Calgary-based mid-stream service provider, focuses on natural gas gathering and processing, as well as the processing, transportation, storage and marketing of NGLs.

For example, Keyera hosts a quarterly town hall — or Pizza Day — that is webcast company-wide. It also has a company Intranet called The Pipeline that keeps employees connected through blogs, online communities and individual employee profile pages.

Kostiuk says Keyera is a "field-centric" company.

"The heart of our business lies in each of our facilities and in our people's ability to communicate with our customers and ensure we operate safely and efficiently," he says.

"We stay disciplined and committed to reaching our goals and delivering value to our shareholders. At the same time, we like to have fun through a variety of social activities with an underlying sense of team spirit. We participate in the Calgary Corporate Challenge, host a United Way campaign week and offer employees two paid days of time off to volunteer in their

communities."

Keyera's annual development review process provides an opportunity for employees to participate in a collaborative discussion with their leaders regarding training and development opportunities, as well as career aspirations.

"We are also in the process of developing a broader approach to mentoring," says Kostiuk.

In addition, Keyera has a formal leadership development program and a field-based competency development program for operators and maintenance staff.

"Overall, we offer opportunities to learn through continuing education, training courses and on-the-job training in a variety of areas," says Kostiuk.

He adds Keyera employees work hard together to live up to the company's vision and values every day.

## Keyera

- **YEARS IN BUSINESS:** 16
- **NUMBER OF EMPLOYEES:** 800
- **LOCATIONS:** Various locations throughout Alberta and northeastern B.C., as well as the U.S.
- **HEAD OFFICE:** Calgary
- **POSITIONS EMPLOYED:** Engineers, accountants, gas plant operators, trades, business development, administration, safety and environmental professionals.
- **HIRING INCENTIVES:** Competitive total compensation package that includes an annual bonus program, health spending account, comprehensive health and dental plan, personal fitness account and pension plan.
- **APPLICATION PROCESS:** Online at [keyera.com](http://keyera.com).

"Our vision is to be the North American leader in delivering midstream energy solutions, and we look for people who share our values and passion to pursue this vision," says Kostiuk.

"We value making health, safety and environment, integrity and trust, responsibility and accountability, teamwork and business spirit integral aspects of how we conduct ourselves and how we do business."

He adds Keyera looks to recruit people who are safety-conscious, team-oriented, self-effacing and have a passion for excellence.

Keyera is proud to be named one of Alberta's Top Employers in 2014.

We have a vision of being the North American leader in delivering midstream energy solutions. Keyera is a growing and successful company, where we work together to accomplish our goals and provide opportunities to build rewarding careers.

Visit [www.keyera.com](http://www.keyera.com) to join the Keyera team.

KEYERA



# Passion for the work pays off for Matrix employees

Sometimes the work in itself is a reward.

Matrix Solutions Inc., an employee-owned environmental and engineering consulting company, provides employees with interesting work and the opportunity to contribute to something bigger than themselves.

This helps the company attract top-notch talent, says Sharon Richardson, senior vice-president of culture and communications at Matrix.

“Our employees have passion for the natural environment and science and technology, and appreciate the opportunity to work alongside some of the best minds and most innovative practices in the industry,” she says.

“Employee ownership, flexible hours, professional development, the ability to grow with the company and the chance to experience a variety of work situations is also a major attraction. Many of our new hires are referred by current employees, and that makes a strong statement about our culture and career experience. To sum it up in one word, people ‘thrive’ in this work environment.”

The company invests heavily in technology, as well as training and professional development, to help staff members develop their potential.

“Access to data, system tools and applications make it easy for people to work anywhere – in the office, from home or a field location,” says Kathryn Cubbin, director of talent management.

“In addition to internal training programs, each employee has an annual profes-



Matrix Solutions' volunteer programs are employee driven. Thanks to flexible work hours, employees are able to volunteer in the communities they serve.

sional development fund that they can use for seminars, conferences or tuition.”

Matrix also encourages employee feedback, and provides a mentorship program for employees and students.

The company's benefits packages include flex days and flex dollars that employees can tailor to meet their individual needs.

“What sets us apart is our unique culture, our people, and how we work,” says Cubbin.

“Matrix operates on true teamwork built on trust, accountability and mutual respect and supported by amazing technology and excellent support services.

“People have the opportunity to be leaders here — of a team, a project, or an innovation — regardless of where they are in their careers.”

Staff members work hard, but fun is also a priority.

“We provide many opportunities for

people to get together socially at golf and ski days, informal sports events, barbecues, camping activities and community outreaches,” says Cubbin.

“Twice a year, all our employees come together for corporate day and training days. The energy, dynamics and friendships are really something to experience.”

She says employees describe the work environment as professional but informal, often referring to their colleagues as their Matrix family.

“Employee ownership and flexibility really promote teamwork and commitment, and that's reflected in the pride people have in the company and the work they do for clients,” says Cubbin.

“We are a company in growth mode and continue to hire positions right across the board – engineers, scientists, technologists and support staff at all levels.

## Matrix Solutions Inc.

- **YEARS IN BUSINESS:** 30
- **NUMBER OF EMPLOYEES:** 600
- **LOCATIONS:** Calgary, Drayton Valley, Edmonton, Grande Prairie, and Medicine Hat, Alta.; Fort St. John, B.C.; Kindersley, Lloydminster, Oxbow, Regina, Swift Current and Weyburn, Sask.; Virden, Man.; Waterloo, Ont.
- **HEAD OFFICE:** Calgary
- **POSITIONS EMPLOYED:** Environmental scientists, hydrogeologists, hydrologists, hydrotechnical engineers, remediation engineers, soil scientists, aquatic scientists, ecologists, data and systems specialists and support services.
- **HIRING INCENTIVES:** Share purchase plan, share dividends, year-end bonuses, profit-sharing, maternity leave top-ups, flexible work hours, telecommuting, in-house and online training programs, tuition subsidies, scholarship program for children of employees.
- **APPLICATION PROCESS:** Online at [matrix-solutions.com](http://matrix-solutions.com).

“We have significantly ramped up our recruiting in the past two years, and I don't see that slowing down anytime soon.”

At Matrix, we create a career experience you will thrive on!

Experience our Flexibility, Ownership, Growth, Diversity and Culture



[www.matrix-solutions.com](http://www.matrix-solutions.com)

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ENVIRONMENT & ENGINEERING


 Alberta's  
TOP  
65  
EMPLOYERS  
2014



# Culture is king at MEG Energy

Creating and maintaining a “people-centric culture” has been job-one for president/CEO Bill McCaffrey and the board of MEG Energy.

“MEG is not a conventional energy company and we don’t want to be,” says vice-president of human resources Steve Diotte.

“Notwithstanding the fact we now have almost 1,000 employees, we’re still a people-centric culture.”

He notes MEG created a permanent culture committee that supports the “can-do” ethos of the company through a variety of initiatives, including company-sponsored two-hour breakfasts every second week to bring together all major work teams and share new ideas.

MEG also celebrates successes with scheduled events, impromptu floor parties, curling bonspiels, lawn bowling tournaments and team-building trips. The company even gives employees every second Friday off.

Employees’ health and well-being is also important at MEG, with current and future offices located near public pathways. The company offers employees flexible health-spending accounts, too.

Comfortable and collaborative work spaces in Calgary, meanwhile, include informal meeting areas and cafes, as well as a Christina Lake campus that offers yoga classes, baseball, hockey, driving-range facilities, a golf simulator, a state-of-the-art fitness centre and healthy menu options.

“We have the best camps in the industry,” says Diotte, noting MEG offers daily fly-in/fly-out schedules that enable employees to commute from Calgary, Edmonton,



MEG’s culture is one that has been built on having fun, working hard and celebrating successes. Throughout the year, MEG hosts a number of social functions ranging from hockey tournaments to family parties.

Vancouver, Kelowna, B.C., Saskatoon and Bonnyville. Employees land at MEG’s Christina Lake air strip, eliminating long bus rides to the site from the Fort McMurray airport. As a result, MEG estimates 10 per cent of its Christina Lake workforce are residents of B.C. and Saskatchewan.

MEG Energy is a “pure-play” oilsands producer, using steam injection wells (in situ technology) to extract bitumen from deeper oilsands reservoirs with relatively little surface disturbance. Production from its Christina Lake property in northern Alberta reached 34,000-plus barrels per day (bpd) in the third quarter of 2013. The company expects its Phase 2B expansion project will add an additional 35,000 bpd by 2014.

By early 2015, MEG is targeting 80,000 bpd and approximately 120,000 bpd two

years later in early 2017 — all from the Christina Lake area, which the company will continue to develop while it sets the foundation for further growth at its nearby Surmont property.

Much of that growth will come from MEG’s RISER initiative, which uses a variety of technologies including injecting non-condensable gas into bitumen formations to drive increased production, cash flow and reserve recovery rates.

RISER, it says, has increased production from its initial phases at Christina Lake by approximately 60 per cent over original design and, with further development, could more than double the production capacity of future phases while lowering related operating costs.

As an additional benefit, by reducing steam

## MEG Energy

- **YEARS IN BUSINESS:** 15
- **NUMBER OF EMPLOYEES:** 785
- **LOCATIONS:** Headquarters and three project engineering offices in Calgary, plus operating locations at Christina Lake and Fort Saskatchewan.
- **HEAD OFFICE:** Calgary
- **POSITIONS EMPLOYED:** Construction trades; operations/production; engineering and science degrees and various supply chain, procurement and contract administration positions.
- **HIRING INCENTIVES:** Broad-based, long-term incentive plan; annual bonuses; employee savings plan featuring a 12 per cent employer match; MEG Perks — an annual monetary allowance that Calgary employees receive semi-monthly to help pay for a variety of expenses; and flexible health-care spending account.
- **APPLICATION PROCESS:** Online at [megenergy.com](http://megenergy.com).

requirements, MEG is also cutting natural gas consumption and reducing greenhouse gas emissions per barrel of production to levels close to or lower than typical import barrels.

Diotte says RISER and other technological advances arise out of the can-do culture that encourages learning and collaborative problem solving.

“We’re always focused on moving on.”

TOP TEN REASONS TO WORK AT MEG ENERGY:  
#3 We’re different...  
and we like that.



Check out the rest of the Top 10 and learn why our team loves working for MEG at [www.megenergy.com/top10](http://www.megenergy.com/top10).



# Changes at Nexen enhance opportunities worldwide

Since becoming a wholly owned subsidiary of China National Offshore Oil Corp. in February 2013, Nexen's business is now larger and more widespread, with a greater opportunity to develop assets and pursue growth prospects.

Nexen is better positioned than ever to realize the company's central purpose — creating value by responsibly supplying the energy that fuels people's lives.

For Nexen's 3,200 current employees and future recruits, being acquired by CNOOC Ltd. — one of the world's largest oil and natural gas exploration and production companies — means access to additional opportunities, resources and expertise.

Under CNOOC's ownership, Nexen's global assets continue to be managed from its Calgary head office. In addition, Nexen also manages CNOOC's North and Central American assets.

From oilsands and shale gas to conventional oil and gas on land and at sea, Nexen continues to offer employees a wide range of workplace options.

"We plan to leverage our position to further invest in our employees and recruit and retain talented individuals," says Bev Mulder, general manager of talent management at Nexen.

"Our high-performance culture involves collaborating on new technology and working with industry partners to help make energy development both economically and environmentally sustainable."

Many of Nexen's employees are engaged in the implementation of innovative technology, which continues at the Long Lake



Under CNOOC Ltd., Nexen employees have additional access to opportunities, resources and expertise.

SAGD (steam-assisted gravity drainage) and upgrader facility in Alberta. Here, the team is pioneering gasification technology that uses an oilsands by-product (asphaltenes) and transforms it into an energy source for its operations.

Nexen is also on the cutting-edge when it comes to shale gas development in B.C. and the U.S., where it is using advanced drilling technology for cost-effective recovery of this game-changing resource.

For others, opportunities have emerged with the company making exciting discoveries in three of the world's most significant conventional basins — the U.K. North Sea, off-shore West Africa and the deep-water Gulf of Mexico.

Business growth, technological innovations and new discoveries are all driven by the energy and expertise of Nexen's employees. They

work with managers to develop a career plan that maximizes their career prospects.

Nexen's technical staff benefit from a customized career development process aimed at increasing skills, developing leadership capabilities and advancing careers.

Employees are also supported with generous subsidies for tuition and professional accreditations. Leadership development programs are available to managers.

Nexen's New Graduate Program is tailored to new and recent graduates in various disciplines. Assigned mentors provide coaching and feedback. Graduates also receive an annual training allowance.

Career development isn't the only reason Nexen is an employer of choice. Compensation, benefits, commitment to work-life balance and work environment are also significant draws.

## Nexen

- **YEARS IN BUSINESS:** 42
- **NUMBER OF EMPLOYEES:** 3,200
- **LOCATIONS:** Calgary and various regional offices, as well as many operating locations.
- **HEAD OFFICE:** Calgary (North American headquarters); Beijing (global headquarters).
- **POSITIONS EMPLOYED:** Engineers, geologists, petrophysicists, compliance officers, safety specialists and all business disciplines.
- **HIRING INCENTIVES:** Benefits are country specific, but in Canada they include competitive salary and benefits such as savings and pension plans (defined-contribution), health coverage, long-term disability coverage, auto and auto insurance plan, auto purchase plan, compressed-work-week options, employees scholarships and on-site fitness facilities.
- **APPLICATION PROCESS:** Online at [nexencnoocld.com/Careers](http://nexencnoocld.com/Careers).

Nexen's aggressive growth strategy is underpinned by a commitment to what matters most: people, safety and the environment.

"It's not just what we do that matters, it's how we get the job done," says Mulder.

"So while we push hard to be innovators, we live by a core set of values focused on delivering high performance. Operating with integrity, creating a safe work environment and respecting our stakeholders is the best way to succeed."



## WHY WORK FOR NEXEN?

Because you value innovation and seek opportunity.

Tap into your spirit of adventure — join us as we put innovative ideas to work to get the most energy out of every barrel. Our high standards of integrity and governance have earned us a global reputation for valuing the big picture: people, safety and the environment.



# Polytechnic builds on applied education reputation

The Northern Alberta Institute of Technology is an expert at preparing its students for real-world careers.

Since it opened in 1962, NAIT has built a reputation for providing leading applied education through a number of unique programs and strong industry ties.

With two baccalaureate programs that respond to industry needs, 32 apprenticeship programs, eight of which are exclusive to NAIT in Alberta, and nationally accredited engineering and applied science programs, the institution is a leader in the province.

The vision at NAIT is to be the most relevant and responsive post-secondary institution in Canada and one of the world's leading polytechnics, says president and CEO Glenn Feltham.

One of the ways it is accomplishing this is by continuing to invest in recruiting and retaining the best possible talent.

"We developed that vision together and made promises to meet the current and emerging needs for polytechnic education and applied research in Alberta — to prepare students for outstanding technology-related careers, to prepare an exceptional skilled workforce for industry and to provide an outstanding workplace," says Feltham.

"Our commitment to that vision creates a truly collaborative work environment."

At NAIT, people matter first and foremost, he adds.

"We call it the NAIT Way," says Feltham. "Premised on our values of respect, collaboration, celebration, support and accountability, the NAIT Way defines and describes how we interact with



NAIT's Instructional Excellence awards are nominated by students. Last year's recipients, from left: Seema Sehgal, Dallas Shepherdson, Brent Bereska, Mark Schneider, Renae Kassehi and Nyron Jaleel.

each other and our expectations for each other — providing a lens through which all decisions are made and evaluated."

He says a welcoming work environment, opportunities for professional development and a genuine commitment to student success attract people to NAIT.

"In many instances, current and former staff members have recommended NAIT as a great place to work," says Feltham, noting employee engagement survey results show 91 per cent of staff like their jobs.

Professional growth is also a priority at NAIT, which provides several initiatives to promote and encourage ongoing learning.

"Our credentials enhancement program covers tuition up to \$5,000 per year to a maximum of \$15,000 toward a certificate, diploma, degree or professional designation," says Feltham.

"There are professional and leadership development options that support all employees to grow into more senior roles.

"And we love to celebrate the success of faculty and staff with recognition events, such as our instructional excellence and SHINE awards, which celebrate superb customer service, health and safety, initiatives in sustainability, new technology and innovation and going the extra mile."

Looking ahead, NAIT recruiters will be looking for workers with technical skills and academic excellence, along with a willingness to live out the school's values.

"The flexible pathways we offer students, our partnerships with industry, our hands-on teaching methods and the opportunities to engage in applied research require diverse skills," says Feltham

"The ability to work with a team is

## NAIT

- **YEARS IN BUSINESS:** 52
- **NUMBER OF EMPLOYEES:** 2,700
- **LOCATIONS:** Edmonton and Calgary
- **HEAD OFFICE:** Edmonton
- **POSITIONS EMPLOYED:** Instructional, professional, leadership/management, administrative support, institutional support, information systems/technology and food services/hospitality.
- **HIRING INCENTIVES:** Competitive benefit plan; defined benefit pension plan; credential enhancement program; staff development courses; leadership courses, instructor training, continuing education course fee waivers; performance management program; extra holidays at Christmas; vacation purchase plan (AUPE & MAE); long service and staff recognition awards; dependent scholarship plan; renewal enrichment and leave opportunities.
- **APPLICATION PROCESS:** Online at [nait.ca/careers](http://nait.ca/careers).

important since most elements of NAIT operations bridge several program and administrative areas."

Thanks to the construction of a new Centre for Applied Technologies, NAIT will have space for a 50 per cent enrolment increase in health, business, engineering technologies and sustainable building and environmental management programs.



## AT NAIT, PEOPLE MATTER

NAIT employees - 2,700 strong - make us a national leader in technical education. Respect, collaboration, support, accountability and celebration are shared values, and ensure that NAIT continues to be one of Canada's outstanding places to work.

[nait.ca](http://nait.ca)

# Promising future pays off for Pembina employees

**A**fter 60 years in business, Pembina Pipeline Corp. has never looked stronger.

The Calgary-based company is a well-managed and responsible transportation and midstream service provider to North America's energy industry.

Created in 1954 to transport conventional crude oil, Pembina has leveraged years of profitable growth to evolve into one of Canada's largest energy infrastructure companies.

Pembina owns and operates: pipelines that transport conventional and synthetic crude oil and natural gas liquids produced in Western Canada; oilsands and heavy oil pipelines; gas gathering and processing facilities; and an oil and natural gas liquids infrastructure and logistics business.

Growth has been a consistent theme the past few years. In 2012, the company acquired Provident Energy and today has more than 900 employees and an enterprise value of approximately \$14 billion — a long way from its modest beginnings in 1954 when it started with 31 employees.

And the growth keeps promising to get bigger. With new president and CEO Mick Dilger charting the course, Pembina's capital spending plan for 2014 is the largest in the company's history — totalling \$1.7 billion. It also has approximately \$6 billion in unrisks capital projects laid out through to the end of 2016.

So, growth makes it an exciting place to work. But the culture and values of the company makes Pembina a destination of choice for professionals.

Once they arrive, they stay. Pembina's



Pembina encourages its staff to be active in the communities where it operates.

attrition rate is much lower than its peers — 81 employees have currently put in a minimum of 25 years with the company.

"We have a culture of operational excellence and that means we do things the right way," says Debbie Sulkers, vice-president of corporate services.

"We are a workplace that is respectful, ethical and team-oriented, and it's that way whether you are an employee, one of our numerous stakeholders, or a shareholder."

Leadership development is emphasized at all levels in the organization; Pembina takes pride in creating a working environment where accountabilities are clear, strong performance is expected and results are recognized.

Pembina's leaders also encourage employees to give back to the communities where they live, work and play. The Pembina's Actions That Help (PATH) program features financial support for matching gifts, volunteerism and team fundraising.

Every fall, Pembina commits a week to

raising donations for the United Way in all its offices. Pembina then matches 100 per cent of the money raised. Last year, the company raised nearly \$2 million.

While employees work hard, they also enjoy many company-sponsored social events. A robust social club offers its members such things as lunches and golf tournaments.

Working and living safely is also a way of life at Pembina. Among other initiatives, the company has created five Continuous Improvement Teams (CITs) to tackle various safety initiatives. This past year, it also introduced a Positive Safety Recognition (PSR) program to acknowledge and encourage positive safety practices.

"We run our businesses safely and in an environmentally responsible manner," says Sulkers. "We also deeply care about our staff and contractors and treat them like family because we want the very best for them. That attitude is ingrained and it resonates. It's no wonder people want to work here."

## Pembina Pipeline Corp.

- **YEARS IN BUSINESS:** 60
- **NUMBER OF EMPLOYEES:** 900
- **LOCATIONS:** Fourteen across Alberta, British Columbia and Ontario.
- **HEAD OFFICE:** Calgary
- **POSITIONS EMPLOYED:** Engineers (project, mechanical, electrical, process); environmental, safety, administrative, analysts, field operations, maintenance and trades, drafting, integrity, information systems; accounting and finance; marketing; logistics/schedulers; land, regulatory and aboriginal relations; credit and risk; procurement; project management and controls; and human resources.
- **HIRING INCENTIVES:** Highly competitive suite of compensation, benefits and performance bonuses, monthly flex days, pension plan, employee profit-sharing, matching RRSP plan, stock options, personal and professional growth, comprehensive health and dental plans, health and wellness spending account, dependent scholarships and summer student opportunities, social club and employee donation matching.
- **APPLICATION PROCESS:** Online at [pembina.com](http://pembina.com).

Dynamic growth.

Dynamic people.

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# Rogers Insurance employees work hard, play hard

What do Charlie Chaplin and Audrey Hepburn have in common? They know a group of happy employees when they see it.

The two legends (OK, look-a-likes, but let's not spoil the mood) were on hand earlier this year for the Black and White Affair, which honoured the accomplishments of employees at Rogers Insurance Ltd.

It's just one way this Calgary-based company, founded in 1977, works to distinguish itself as a top employer.

"Events like this are really important to us — we want staff to know and feel they're valued," says Lindsay Mather, vice-president of human resources.

With 215 employees between three locations, Rogers is one of the largest independent brokerages in Alberta.

It's also an unusual company in that it is 100 per cent employee-owned.

"We've been like that for many years," says Mather. "It allows everyone to be a little more fiscally responsible, and we're very transparent with our numbers and operations."

"And it gives you a little more pride in what you're doing."

Founded by Peter Rogers, who still works for the company, Rogers Insurance offers peace of mind on both the residential and commercial side, as well as offering a VIP personalized service.

The June floods made for a busy year for the company, Mather says.

"Insurance isn't typically known as a 'fun' industry," says Mather.

But that doesn't mean Rogers offices



Audrey Hepburn and Charlie Chaplin look-alikes pose with Carol, Bea and Florinda at Rogers Insurance's 2013 staff celebrations.

can't create a comfortable, productive and welcoming work environment.

For example, employees are allowed to take their dogs to work.

"A lot of studies show dogs reduce stress levels. On any given day, there's six to 12 dogs here," says Mather.

"It's hard to not stop and say hello to an excited puppy wagging its tail."

And how's this for your CV: Rogers has a director of humour position; an employee designated to help plan fun events for staff. The company also plans a ski day at Sunshine.

Rogers also offers employees a chance to receive one of four annual Dream Program awards.

Valued at \$10,000 each, these allow employees to live a dream or support their families. Employees have used them to take their kids to Disneyland, to purchase headstones, and to send an employee backpacking through Europe.

"Some of the stories we hear really pull on your heart strings," says Mather, noting how one recipient used the award so she could take time off after her daughter underwent major surgery.

"Two of the dreams are by random draw at our staff awards night, another is voted on anonymously by staff, and the fourth is voted on anonymously by management," says Mather.

Each year, Rogers Insurance treats its

## Rogers Insurance

- **YEARS IN BUSINESS:** 37
- **NUMBER OF EMPLOYEES:** 225
- **LOCATIONS:** Calgary, Red Deer, Fort McMurray and satellite office in Lethbridge.
- **HEAD OFFICE:** Calgary
- **POSITIONS EMPLOYED:** Administration, accounting/finance, human resources, personal lines broker, personal lines processor, commercial lines associate, commercial lines processor, producers, marketers, IT and business development.
- **HIRING INCENTIVES:** Sees its employees as its competitive advantage; great employee programs, compensation and benefits; community involvement; positive company culture.
- **APPLICATION PROCESS:** Online at [rogersinsurance.ca/about/careers.aspx](http://rogersinsurance.ca/about/careers.aspx).

staff to a gala awards night to honour achievements in categories ranging from the Sunshine Award and Humour Award to Most Helpful Admin Staff.

"This year, we really put on a splash," says Mather. "It was an old movie premiere theme with a red carpet, and Charlie Chaplin and Audrey Hepburn. It was a true staff celebration."

"We believe in working hard and playing hard."

Rogers Insurance is proud to be Canada's most award winning brokerage and one of Alberta's Top Employers for the eighth time!



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Thank you to the following Canadian insurers for their ongoing support.



# Shell Canada helping employees reach full potential

It's corporate culture that sets Shell Canada apart as an employer of choice, says company spokesman Stephen Doolan.

In 1991, Shell was the first among senior and major Canadian oil and gas companies to adopt and implement sustainable development as official company policy, Doolan says. Safety and the integrity of its facilities are top priorities and Shell maintains a respectful and collaborative work environment that supports diversity and inclusion, he says.

"Our employees can be proud to make decisions that keep these values clearly in sight," Doolan says. "Employees of all backgrounds, race, gender and abilities are supported and encouraged to contribute to their full potential."

In Calgary's tight labour environment, Shell offers competitive compensation and performance-based bonuses and work-life balance, with family-friendly benefits, flexible work options and what Doolan describes as a "generous" vacation allowance to help employees manage personal and family demands outside of the workplace. Community involvement is encouraged through paid volunteering, Days of Caring where employees work on community projects through organizations such as the United Way, and Community Service Fund grants to non-profits for which employees volunteer.

Shell Canada has formal programs for on-boarding of new employees and mentoring to support ongoing career development. There are structured career



Sharon Nash is a mine production team lead at Shell Canada's Jackpine Mine in northern Alberta.

development and employee satisfaction programs, as well as a performance review process. The company also supports a number of employee networks to encourage informal sharing of experience. Shell offers extensive in-house training through the Shell Open University and other structured training programs and funds up to 75 per cent of eligible expenses for approved, business-related courses at recognized institutions.

Construction is also under way on Quest, the world's first fully-integrated oilsands carbon capture and storage

project, aimed at reducing carbon dioxide emissions from all Shell's current oilsands mining operations by roughly 15 per cent.

All of this is in addition to existing operations that include two refineries, 1,200 service stations across Canada, four natural gas processing plants in Alberta and Alberta oilsands mining production of 255,000 barrels per day.

Globally, Royal Dutch Shell is No. 1 on the Fortune Global 500 list of the world's largest companies and is ranked among Fortune's top five most innovative companies. Shell has about 87,000 employees

## Shell Canada

- **YEARS IN BUSINESS:** 103
- **NUMBER OF EMPLOYEES:** Approximately 9,000 in Canada; 87,000 worldwide.
- **LOCATIONS:** Major hiring locations in Calgary, Fort Saskatchewan and Fort McMurray, Alta.; Sarnia, Ont. and Fort St. John, B.C.
- **HEAD OFFICE:** Calgary
- **POSITIONS EMPLOYED:** Technical opportunities in engineering, geology/geophysics, health, safety, security and environment, logistics as well as commercial opportunities in a variety of areas.
- **HIRING INCENTIVES:** Competitive compensation and vacation, performance-based bonuses and incentives, comprehensive, flexible benefits plans with health-care spending allowances, generous pension programs, employee share-purchase plan, fuel and product discounts at Shell retailers, fly-in and fly-out options from Calgary or Edmonton to Fort McMurray.
- **APPLICATION PROCESS:** Online at [shell.ca/careers](http://shell.ca/careers).

worldwide and Doolan says the open-resourcing system allows employees to apply for positions anywhere in the world, within or even outside their direct areas of expertise.



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# Employees a cornerstone at SAIT Polytechnic

**S**AIT Polytechnic provides a quality workplace where people can come to build not just their careers, but also their lives.

"We have a culture of trying to support our people, and finding ways for people to advance in their careers – it's a cornerstone of who we are," says SAIT president and CEO David Ross.

"The success of SAIT is a direct result of the success of our staff. That is a very important part of who we are — it's critical."

SAIT celebrates success: the success of its graduates, and the success of its employees, through a variety of recognition and reward programs.

"We are extremely proud at SAIT of our staff and faculty, and how they contribute to students' success," says Ross.

"That is very much who we are. People come here, and they build careers here."

SAIT's mandate is education, not only for students, but also for its employees, who can enhance their career and credentials with support from SAIT's Professional Credential Enhancement program.

SAIT compensates its employees well, and provides a generous benefits package.

With anywhere from 20,000 to 30,000 people on campus, including more than 2,000 faculty and staff members, SAIT forms its own community.

"You get to be next to students' youthful energy all the time — not to mention the fact that you're helping these students be successful," Ross says.

"The two in combination make for a constructive work environment."



SAIT Polytechnic's 440,000-square-foot Aldred Centre (top and below) opened in late August 2012. The building houses the Enerplus Centre for Innovation and main office for the School of Construction.



At SAIT, fairness, integrity, respect, safety and transparency are priorities, and form SAIT's FIRST ethical principles. "We want people to feel they are part

of the solution, and that they are treated fairly in how they go about their lives and careers here at SAIT," Ross says.

Over the years, SAIT's reputation for fairness and integrity has stood the educational institution in good stead.

"People feel that their needs are considered, and it's often the basis for many of our decisions, which in totality creates a positive environment," Ross notes.

"Our employees have a shared vision for SAIT. We work together to develop graduates who are ready to go out and build careers. It's compelling to those people who can find a place in that vision — it develops a joint culture that we all share in.

"It's important that people know they are part of something bigger, and I believe SAIT presents that opportunity."

## SAIT Polytechnic

- **YEARS IN BUSINESS:** 98
- **NUMBER OF EMPLOYEES:** 2,400
- **LOCATIONS:** Main campus, Art Smith AeroCentre, Mayland Heights and Culinary Campus downtown.
- **HEAD OFFICE:** Calgary
- **POSITIONS EMPLOYED:** Management, faculty/instructors, professional.
- **HIRING INCENTIVES:** Invests in professional development, tuition subsidies, wellness centre membership and subsidized transit pass.
- **APPLICATION PROCESS:** Online at [sait.ca](http://sait.ca).

In the past year, SAIT has been recognized as the Top Research College in Canada, one of Canada's 10 Most Admired Corporate Cultures and Best Alberta Workplace for Training and Development.

Going forward, SAIT will seek to engage all employees in terms of their insights on how the organization can better serve communities.

"That engagement piece is very powerful," says Ross.

"People who are part of the solution are being asked for their opinions — and those opinions are being recognized, and put into action. It creates a very strong work environment that SAIT will continue to expand on in the coming years."

**WE'RE ON A TEAM THAT MAKES A DIFFERENCE.**


 Sait  
 POLYTECHNIC

**LEAD.  
INSPIRE.  
TRANSFORM.**

At SAIT Polytechnic, every member of our team is an educational leader committed to creating a successful learning environment for our students. SAIT employees take pride in setting new standards in education, training and innovation. This may explain why SAIT has been named Canada's Top Research College, one of Canada's Top Ten Most Admired Corporate Cultures and now as one of Alberta's Top Employers. Congratulations to everyone on our team.

[sait.ca](http://sait.ca)

# Long-term growth a boon for Suncor staff

**S**uncor has a plan for steady, focused growth over the next several years, which will be music to job-seekers' ears for a decade and beyond.

The Calgary-headquartered company has publicly outlined a plan for profitable growth that includes increasing production to over 800,000 bpd by 2020.

"It's not growth for growth's sake," says company spokeswoman Kelli Stevens. "It's profitable growth based primarily on (low-risk) expansions of existing facilities."

That plan implies "huge career opportunities" for engineers, geoscientists, tradespeople, operating technicians and many other skill sets, says Stevens.

She adds that Suncor employs a full range of business professions, as well as specialized skills, including pilots and lodging co-ordinators.

"There's no shortage of opportunities for people who are trained, experienced and ready to jump in," says Stevens.

Whether an employee is an experienced professional or a new grad, Suncor offers a formalized career development program, including regular discussions with two levels of managers to identify future options, as well as the training and experience needed to pursue them.

"We don't just slot people into boxes," says Stevens. "We ask, 'What do you want to do at Suncor and how can we help you get there?'"

Employees "can expect to be busy and well compensated," with competitive, flexible benefits packages and comfortable work environments.

Suncor contributes directly to com-



Suncor's employees help the company generate 375,000 bpd from its operations in Alberta's oilsands, and another 190,000 bpd from other operations (averaged as of the first nine months of 2013).

munities where it operates, donates to community projects where employees volunteer and maintains an industry-leading environmental stewardship program.

Stevens says that in addition to encouraging Suncor's Fort McMurray-based staff to contribute to the local community, the company also offers fly-in/fly-out arrangements for some of its work sites, so families can remain in other locations if they so choose.

The company also calculates a "triple bottom line" that includes economic, social and environmental performance, "so that people can actually be proud to work here," says Stevens.

Suncor opened Canada's first oilsands mining operation in 1967, producing some 45,000 bpd. Originally an arm of Sun Company of Radnor, Pa., it became

an independent, Canadian-owned public company in 1992.

Today, Suncor is the largest integrated energy company in Canada, with a market capitalization of approximately \$50 billion, annual revenues of nearly \$40 billion and annual capital spending of \$6 billion to \$7 billion for the past three years.

Its 14,000 employees produce about 375,000 bpd from the Alberta oilsands, and nearly 190,000 bpd from other operations, including offshore Newfoundland and overseas (2013 averages as of press time).

Suncor operates two oilsands upgraders, three refineries in Canada and one in the United States, plus 1,500 Petro-Canada fuel outlets across the country.

In October, the board of directors announced Suncor and partners will proceed

## Suncor

- **YEARS IN BUSINESS:** 97
- **NUMBER OF EMPLOYEES:** 14,000
- **LOCATIONS:** Fort McMurray, as well as locations throughout Alberta, Canada and internationally.
- **HEAD OFFICE:** Calgary
- **POSITIONS EMPLOYED:** Largely looking for skilled tradespeople, engineers and business professionals, but a wide variety of other positions too (from pilots to chefs).
- **HIRING INCENTIVES:** Competitive salary and benefits packages and flexible time off.
- **APPLICATION PROCESS:** Online at [suncor.com](http://suncor.com). Follow @suncorcareers on Twitter or Suncor on LinkedIn and Facebook.

with construction of the Fort Hills oilsands mine, producing some 180,000 bpd of crude bitumen by 2017 and adding 73,000 bpd to Suncor's totals.

In total, Suncor has proved and probable reserves of 6.9 billion barrels and additional contingent resources of 23.5 billion barrels.

Stevens says Suncor has an employee attrition level among the lowest in the industry — a rolling 12-month average of five per cent — which she attributes to a combination of career opportunities and a corporate culture that recognizes the value of its people.

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EXPECT  
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**SUNCOR**



## ALBERTA'S TOP EMPLOYERS 2014

# WCB – Alberta: Safe, healthy, strong

Meaningful  
Challenging  
Rewarding



WCB is honoured to be selected as one of Alberta's Top Employers for the eighth year.

Our skilled, knowledgeable and dedicated employees are our greatest assets. Come work with people who share a passion for making a positive difference by reducing the impact of workplace illness and injury on Albertans.

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- Opportunities for growth
- Supportive work environment
- Work-life balance



Interested in working with us?  
Learn more about the exciting opportunities we have available at [www.wcb.ab.ca/public/careers.asp](http://www.wcb.ab.ca/public/careers.asp)



Working for a safe, healthy, strong Alberta

Workers' Compensation Board — Alberta is a place where employees can make a positive difference, helping people get back to their regular lives.

"What makes us stand out from other employers is the ability to work for an organization where you can make a positive difference in other people's lives," says Mary Kykosz, WCB — Alberta's human resources team leader. "I hear it time and again from the staff who work here. There is a really strong sense of personal fulfilment in being able to help others."

This is the eighth year WCB is being recognized as a Top Employer in Alberta. A non-profit organization legislated to administer no-fault insurance to employees and employers in Alberta for workplace illness and injury, WCB places health and wellness at the core of its business. And the organization supports its employees in finding a healthy work-life balance in their own lives. Not only does the WCB offer fitness facilities, fitness classes and massage therapy on site, it also provides flexible work options, an extended health-care plan with comprehensive benefits and competitive pay.

"All of those things help people really have a good work-life balance. And we know that if they have a good work-life balance, they will be able to serve our clients better," Kykosz notes.

In addition, WCB's positive, team-oriented work environment; its focus on achievement, learning and growth; and the opportunity to make a difference, all contribute to a high rate of employee satisfaction.

"We are very supportive of each other. We take care of each other, so that we're able



WCB — Alberta employees support their community by participating in the Capital City Clean Up.

to take care of our clients — and we have a great leadership group," Kykosz says.

Because employees see they can make a difference, they are committed to the organization. Each year, the WCB conducts employee satisfaction surveys, and more than 95 per cent of employees agree that WCB is a good place to work. It's no wonder WCB enjoys a high staff retention rate, with more than 60 per cent of employees who have worked at the organization for five-plus years.

Employees refer others to work at the WCB and the high referral rate brings success in the recruitment process. "It's a win-win for the employee and

the organization," Kykosz says.

The recognition that WCB enjoys as a Top Employer is another factor attracting people to join the organization, she adds.

When recruiting, WCB looks for employees with five core values. They are individuals who can work in partnership with others; provide excellent customer service; focus on achievements; foster mutual respect and build relationships; and are committed to learning and growth.

WCB typically recruits for a wide range of positions, including case managers who handle disability claims and work with individuals to help them return to work. The organization also

## WCB - Alberta

- **YEARS IN BUSINESS:** 96
- **EMPLOYEES:** 1,666
- **LOCATIONS:** Three locations in Edmonton; one location in Calgary.
- **HEAD OFFICE:** Edmonton.
- **POSITIONS EMPLOYED:** Adjudicators; case managers; customer service representatives; physicians; psychologists; physical and occupational therapists; accountants; lawyers; IT professionals; maintenance and administrative staff.
- **HIRING INCENTIVES:** 100 per cent employer-paid extended health/dental benefits, \$1,000 annual health/wellness/lifestyle spending account, defined benefit pension plan, three weeks vacation to start, five personal leave days per year, 36.25 hour work week, flexible work schedules, free on-site fitness centre/fitness classes, on-site massage/physiotherapy, subsidized transit, internal training programs, mentoring, opportunities for advancement, social activities.
- **APPLICATION PROCESS:** Online at [wcb.ab.ca/public/careers](http://wcb.ab.ca/public/careers)

looks for people with strong customer service backgrounds to fill positions in contact centres where staff deal with initial inquiries to the WCB. The organization also recruits employees in the areas of legal, finance and technology, as well as medical staff such as physical therapists, occupational therapists and physicians.

# WorleyParsons thrives in competitive energy industry

Some top employers offer lucrative benefits packages. Others offer cutting-edge work. WorleyParsons, which delivers projects for the resources and energy sectors, offers both.

"We're an international company and we do interesting work," says Brian Faulkner, managing director for WorleyParsons' operations in Canada, noting the company offers employees opportunities to move around the world.

"It's a competitive, knowledge-driven environment, so we invest in our people. We know that if we're not treating our people well, we will not be successful."

WorleyParsons offers ongoing opportunities for technical and leadership training, including courses for employees in their first leadership roles, and more advanced leadership learning opportunities for those in mid-career.

For new graduates, there's a formalized mentorship system with trained mentors and a structured, 12-month development program. New hires are assigned mentors from outside their own work group, "so people are encouraged to speak more freely than they might if their mentor was their supervisor," says Faulkner.

WorleyParsons' office in Calgary offers flexible hours and every second Friday off to enable employees to balance the demands of work and personal lives.

"We're also very multicultural," says Faulkner. "We operate all over the world and embrace people from all over the world. It's really a meritocracy at WorleyParsons. It's about what you can do, not where you came from. I think that's powerful — and



WorleyParsons staff support a number of charities year-round.

it's appropriate in a country of immigrants."

He adds WorleyParsons is a company employees can be proud to work for because of its attention to social responsibilities, as expressed through its support for the United Way and various local charities.

Founded in 1976, the Australia-based WorleyParsons expanded rapidly through the energy industries of Brunei, Malaysia, Thailand and Singapore.

As Worley, it became a public company and diversified from oil, gas and petrochemicals into mining, electric power and public infrastructure projects.

In 2004, Worley merged with U.S.-based Parsons E&C and expanded through acquisitions in Canada, Oman and China, as well as adding environmental consulting services and merging.

In Canada, WorleyParsons absorbed Colt Companies, forming the subsidiary ColtWorleyParsons in 2007 to provide engineering and contract maintenance to

companies in the energy sector.

WorleyParsons' current Canadian projects include front-end engineering and design (FEED) studies and design validation for Total's Joslyn oilsands mining project near Fort McMurray. The project includes carbon capture and storage capability, as well as an objective of becoming a carbon-neutral oilsands operations.

WorleyParsons also designed the Nexen Long Lake steam-assisted gravity drainage (SAGD) project, the first commercial oilsands facility in the world with the ability to gasify bitumen waste products (asphaltines) into synthetic gas (syngas). Syngas provides hydrogen for upgrading heavy oilsands bitumen into light oil, and also supplies a low-cost energy source for steam boilers.

"We also do a lot of sustaining capital work," says Faulkner, referring to upgrading and expanding existing industrial facilities.

"Those are smaller projects but they're challenging because you're working on an operat-

## WorleyParsons

- **YEARS IN BUSINESS:** 40 in Canada, 117 globally
- **NUMBER OF EMPLOYEES:** 7,895 in Canada, 38,393 globally.
- **HEAD OFFICE:** Calgary (Canada); Sydney, Australia (global).
- **POSITIONS EMPLOYED:** Engineering and design, project controls and procurement, construction management, trades management, information management, quality management systems, health safety and environment, finance, marketing, administrative, support systems.
- **HIRING INCENTIVES:** In-house and online training programs; academic scholarship program for children of employees who pursue post-secondary education; work and personal life balance with flexible work hours; telecommuting and shortened and compressed work week options; contributions to a matching RRSP plan; employee share purchase plan; helps older workers transition to retirement with phased-in work options.
- **APPLICATION PROCESS:** Online at [www.worleyparsons.com/careers](http://www.worleyparsons.com/careers).

ing facility, rather than a blank sheet of paper. "We're looking for all levels of experience and the ability to work in teams. Engineering is about teamwork."



*"Work-life balance, inclusiveness and diversity are more than corporate buzzwords here. We see and live these values every day. You feel part of a bigger family because the focus is on developing people, not just careers."*

**Tatiana Wagner-Ruygrok**  
Business Development Director, Hydrocarbons



**WorleyParsons**

resources & energy



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[www.worleyparsons.com/careers](http://www.worleyparsons.com/careers)

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