

Best Company / Employer Lists Canada: At A Glance

Methodology

This document was created to provide an easy to read listing of the different “Best Company” lists currently promoted in Canada. The lists and information within the table is based on information gleaned from the company websites, news articles, presentations and information provided by the some of the study managers. This document has been prepared by Douglas Communications Inc. Any errors and omissions are unintended. All Trademarks and Registered names are the sole property of the owning companies.

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(Please note – to print, use LEGAL sized paper, landscape layout)

Comparison Categories	Profit 100	Canada's Top 100 Employers	50 Best Employers in Canada	Best Small & Medium Employers in Canada	Best Workplaces in Canada	50 Best Managed Companies in Canada	Best Companies to Work For in BC
Promo <i>(italicized text is taken directly from the website)</i>	<ul style="list-style-type: none"> Profiling Canada's Fastest-Growing Companies 	<ul style="list-style-type: none"> Profiling the companies and organizations that lead the nation in offering exceptional working conditions and benefits. 	<ul style="list-style-type: none"> First National (Canadian) Best Employer Competition, focusing on Employee Engagement 	<ul style="list-style-type: none"> <i>While the study will identify some major findings in your organization and reflects the current reality of your workplace environment and what your employees really think, QCBV can help you interpret your results and pinpoint the changes you need to make.</i> 	<ul style="list-style-type: none"> Based on the methodology developed in the US (Fortune 100 Best List) employees are surveyed about the level of trust and quality of relationships that exist between themselves and management. 	<ul style="list-style-type: none"> <i>The country's leading business awards program recognizing excellence in Canadian-owned companies with revenues over \$10 million.</i> 	<ul style="list-style-type: none"> <i>Are you a Top Employer? Be recognized as one of the Best Companies to Work for in BC.</i>
What they say makes them different from the others	<ul style="list-style-type: none"> The PROFIT 100 is the authoritative ranking of Canada's top private and public companies by five-year revenue growth. 	<ul style="list-style-type: none"> Did not find any commentary on “what makes us different / why us”. 	<ul style="list-style-type: none"> <i>The answer is that the Best Employers study offers your organization the opportunity to be more than a name on a list. While the accomplishments of Best Employers do gain public recognition, participation enables you to determine the level of engagement amongst your employees and how it compares to that of the year's 50 Best Employers.</i> 	<ul style="list-style-type: none"> <i>Using the methodology of the well-known Best Employers in Canada survey, this study will identify your ranking amongst other SMEs based on:</i> <ul style="list-style-type: none"> Employee opinions, Organization practices, and Perspectives of the organization's leadership team. 	<ul style="list-style-type: none"> <i>Independent studies have proved that companies selected as Best Workplaces according to Great Place to Work® Institute's Model© consistently outperform their competitors. This means that by creating a better workplace you will be directly impacting the bottom line results of your company.</i> 	<ul style="list-style-type: none"> <i>The Canada's 50 Best Managed Companies award recognizes your entire company. It's uniquely Canadian. And it measures more than strong financial performance.</i> 	<ul style="list-style-type: none"> Did not find any commentary on “what makes us different / why us”.
Awards	<ul style="list-style-type: none"> Top 100 list 	<ul style="list-style-type: none"> Top 100 list 	<ul style="list-style-type: none"> 50 Best Employers in Canada list Plaque Special logo 	<ul style="list-style-type: none"> Best Small & Medium Employers list Special logo 	<ul style="list-style-type: none"> Best Workplaces in Canada list 	<ul style="list-style-type: none"> 50 Best Managed Companies in Canada list Special logo 	<ul style="list-style-type: none"> Best Companies to Work for in BC list Special logo

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First List in Canada Published	<ul style="list-style-type: none"> 1988 	<ul style="list-style-type: none"> 2000 	<ul style="list-style-type: none"> 2000 	<ul style="list-style-type: none"> 2007 	<ul style="list-style-type: none"> 2006 	<ul style="list-style-type: none"> 1993 	<ul style="list-style-type: none"> 2001 to 2006 Watson Wyatt 2007 –2008 Caliber Leadership Systems 2009 Mindfield Group
Deadline for registration	<ul style="list-style-type: none"> March 31 2009 	<ul style="list-style-type: none"> June 30 2009 	<ul style="list-style-type: none"> May 2009 	<ul style="list-style-type: none"> Mid-May 2009 	<ul style="list-style-type: none"> September 30 2009 	<ul style="list-style-type: none"> June 25 to September 19, 2009 for Phase I application period 	<ul style="list-style-type: none"> Three survey time frames: <ul style="list-style-type: none"> Company Survey <ul style="list-style-type: none"> Jan 26 - Feb 13 March 30 – Apr 17 May 25 – Jun 12 Employee Survey <ul style="list-style-type: none"> Feb 9 – Mar 20 Apr 6 – May 15 Jun 1 – Jul 10
Final Date for Submissions	<ul style="list-style-type: none"> Not posted 	<ul style="list-style-type: none"> Not posted 	<ul style="list-style-type: none"> June 30 2009 	<ul style="list-style-type: none"> June 20 2009 	<ul style="list-style-type: none"> Early November 2009 	<ul style="list-style-type: none"> October 2009 for Phase II application deadline 	<ul style="list-style-type: none"> July 10 2009
Primary Researcher	<ul style="list-style-type: none"> PROFIT 	<ul style="list-style-type: none"> Mediacorp Canada Inc. 	<ul style="list-style-type: none"> Hewitt Associates 	<ul style="list-style-type: none"> Queen's Centre for Business Venturing 	<ul style="list-style-type: none"> Great Places To Work® Institute Canada 	<ul style="list-style-type: none"> Deloitte 	<ul style="list-style-type: none"> Mindfield Group
Primary Business of Researcher	<ul style="list-style-type: none"> Publisher 	<ul style="list-style-type: none"> Publishing and editorials 	<ul style="list-style-type: none"> Provider of multi-service HR business process outsourcing (BPO), fully integrating HR outsourcing and HR consulting. 	<ul style="list-style-type: none"> <i>Our vision is to become the leading and definitive source of knowledge and expertise in the creation, leadership and management of new ventures.</i> 	<ul style="list-style-type: none"> Research and management consultancy. 	<ul style="list-style-type: none"> Professional services firm providing audit, tax, consulting and financial advisory services.. 	<ul style="list-style-type: none"> Recruitment Process Outsourcing firm
Program Partners/Sponsors: Corporate	<ul style="list-style-type: none"> Partners: <ul style="list-style-type: none"> None listed Sponsors: <ul style="list-style-type: none"> None listed 	<ul style="list-style-type: none"> Partners: <ul style="list-style-type: none"> Towers Perrin Sponsors: <ul style="list-style-type: none"> None listed 	<ul style="list-style-type: none"> Partners: <ul style="list-style-type: none"> Hewitt Associates Workopolis.com Sponsors: <ul style="list-style-type: none"> None listed 	<ul style="list-style-type: none"> Partners: <ul style="list-style-type: none"> Hewitt Associates Supporters: <ul style="list-style-type: none"> Phoenix Systems RX&D (Canada's Research-Based Pharmaceutical Companies) 	<ul style="list-style-type: none"> Partners: <ul style="list-style-type: none"> Great Places To Work® Institute Canada Sponsors: <ul style="list-style-type: none"> None listed 	<ul style="list-style-type: none"> Partners: <ul style="list-style-type: none"> Deloitte CIBC Commercial Banking Sponsors: <ul style="list-style-type: none"> None listed 	<ul style="list-style-type: none"> BC Business Magazine
Program Partners/Sponsors: Professional Association(s)	<ul style="list-style-type: none"> Partners: <ul style="list-style-type: none"> None listed Sponsors: <ul style="list-style-type: none"> None listed 	<ul style="list-style-type: none"> Partners: <ul style="list-style-type: none"> HRIA - Human Resources Institute of Alberta (Alberta Competition) BC HRMA – Human Resources Management Association (BC competition) HRANS – Human Resources Association of Nova Scotia (Nova Scotia competition) 	<ul style="list-style-type: none"> Partners: <ul style="list-style-type: none"> CCHRA – Canadian Council of Human Resources Associations 	<ul style="list-style-type: none"> Supporters: <ul style="list-style-type: none"> CATA Alliance The Alliance of Sector Councils Human Resources.com About CMA (Certified Management Accountants) CAWEE (Canadian Association of Women Executives and Entrepreneurs) 	<ul style="list-style-type: none"> Partners: <ul style="list-style-type: none"> None listed Sponsors: <ul style="list-style-type: none"> None listed 	<ul style="list-style-type: none"> Partners: <ul style="list-style-type: none"> None listed Sponsors: <ul style="list-style-type: none"> None listed 	<ul style="list-style-type: none"> Caliber Leadership Systems

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		<ul style="list-style-type: none"> Sponsors: <ul style="list-style-type: none"> None listed 		<ul style="list-style-type: none"> Petroleum Human Resources Council of Canada BDC Canadian Association of Management Consultants Retail Council of Canada Software Human Resources Council CABI (Canadian Association of Business Incubators) Canadian Federation of Business and Professional Women's Clubs EDC (Export Development Canada) CCSB (Canadian Council for Small Business and Entrepreneurship) SCCC (BC HRMA HRPAO Canadian Technology Human Resources Board 			
Program Partner/Sponsors: Academic	<ul style="list-style-type: none"> Partners: <ul style="list-style-type: none"> None listed Sponsors: <ul style="list-style-type: none"> None listed 	<ul style="list-style-type: none"> Partners: <ul style="list-style-type: none"> Rotman, University of Toronto (chairs the competition advisory board) Sponsors: <ul style="list-style-type: none"> None listed 	<ul style="list-style-type: none"> Partners: <ul style="list-style-type: none"> Carleton University's Sprott School of Business Queen's Centre for Business Venturing (Queen's University) Sponsors: <ul style="list-style-type: none"> None listed 	<ul style="list-style-type: none"> Partners: <ul style="list-style-type: none"> Queen's Centre for Business Venturing (Queen's University) Queen's School of Business Sponsors: <ul style="list-style-type: none"> None listed 	<ul style="list-style-type: none"> Partners: <ul style="list-style-type: none"> None listed Sponsors: <ul style="list-style-type: none"> None listed 	<ul style="list-style-type: none"> Partners: <ul style="list-style-type: none"> Queen's School of Business Sponsors: <ul style="list-style-type: none"> None listed 	<ul style="list-style-type: none"> Partners: <ul style="list-style-type: none"> None listed Sponsors: <ul style="list-style-type: none"> None listed
Program Partners: Publishing	<ul style="list-style-type: none"> Canadian Business magazine - PROFIT 	<ul style="list-style-type: none"> McLean's Magazine Canadian HR Reporter Mediacorp Canada Inc. 	<ul style="list-style-type: none"> The Globe & Mail <i>Report on Business</i> Magazine La Presse (Quebec) 	<ul style="list-style-type: none"> The Globe & Mail <i>Report on [Small] Business</i> Magazine Canada One (online business magazine) 	<ul style="list-style-type: none"> Globe & Mail – Special National Report 	<ul style="list-style-type: none"> National Post 	<ul style="list-style-type: none"> BC Business Magazine
Eligibility Criteria	<ul style="list-style-type: none"> The PROFIT 100 ranks companies based on five-year sales growth. If your company has grown 	<ul style="list-style-type: none"> An employer with its head office or principal place of business in Canada may apply for the national 	<ul style="list-style-type: none"> All organizations that have operated in Canada for at least three years and have 400 or more 	<ul style="list-style-type: none"> All organizations that have operated in Canada for at least three years and have between 50 and 	<ul style="list-style-type: none"> To qualify for the list, any organization (private, public, and not-for-profit sectors) must have a 	Eligible entities <ul style="list-style-type: none"> revenues greater than \$10M superior results for the 	<ul style="list-style-type: none"> All companies with over 35 regular full-time and part-time BC-based employees. <ul style="list-style-type: none"> This includes all

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	<p>100% or more in the past five years, request a nomination package.</p> <ul style="list-style-type: none"> To qualify a company must: <ul style="list-style-type: none"> Be headquartered in Canada with significant operations in Canada Be independent (i.e., not a division or subsidiary, except of a holding company) Have more than 50% Canadian ownership if a privately owned company, public companies with 50% or less Canadian ownership will be judged by PROFIT on a case-by-case basis. Operate at arm's length from related companies that have also declared their candidacy for the ranking. Report a minimum of \$100,000 gross revenue in the base year and at least \$1 million in the most recent year used in the calculation. For example – Average 5-year revenue growth in 2008 was 1,800%. 	<p>competition. Any size, private or public sector.</p> <ul style="list-style-type: none"> Participants are invited via a review of recruitment histories tracked by Eluta.ca (Mediacorp's job tracking engine) plus open to others via the website Selection process (for competition) attempts to choose one employer from each industry (NAICS code) and is overseen by an Academic Advisory Board (Rotman School of Management, University of Toronto, University of Saskatchewan, Ryerson University, and University of Windsor Odette School of Business). 	<p>permanent employees are eligible to take part in the Best Employers in Canada study.</p>	<p>399 permanent employees are eligible to take part in the Best Small & Medium Employers in Canada study.</p>	<p>minimum of 50 full- and part-time Canadian employees. Applications must be submitted on behalf of the whole organization (i.e., corporate office cannot apply separately from the manufacturing branch).</p>	<p>past three years (e.g. profitability, growth) and</p> <ul style="list-style-type: none"> Canadian-owned closely held private companies including those controlled by Canadian venture capital and private equity firms or Canadian-owned public companies or income trusts with fewer than 50% of their shares or units traded <p>Ineligible entities</p> <ul style="list-style-type: none"> Canadian-owned public companies or income trusts with more than 50% of their shares or units traded co-ops, credit unions, insurance companies, charities, not-for-profit subsidiaries of a foreign owned parent government, public sector 	<p>individuals, partners, and associates that contribute to the operation of the company through the work they do and the services they provide.</p>
Participation Fees	<ul style="list-style-type: none"> None 	<ul style="list-style-type: none"> None 	<ul style="list-style-type: none"> None 	<ul style="list-style-type: none"> None 	<ul style="list-style-type: none"> None 	<ul style="list-style-type: none"> None 	<ul style="list-style-type: none"> None
Submission Materials (Mandatory)	<ul style="list-style-type: none"> Surveys: No For the 2009 ranking, participating firms must reveal their gross revenues for 2003 and 2008 (or 2004 and 2009, where 2009 results are available). 	<ul style="list-style-type: none"> Surveys: No Documentation: Yes <ul style="list-style-type: none"> Policy and program information 	<ul style="list-style-type: none"> Surveys: Yes <ul style="list-style-type: none"> Employee Opinion Survey Leadership Team Survey HR Survey Documentation: No 	<ul style="list-style-type: none"> Surveys: Yes <ul style="list-style-type: none"> Employee Opinion Survey Leadership Team Survey HR Survey Documentation: No 	<ul style="list-style-type: none"> Surveys: Yes <ul style="list-style-type: none"> Great Places To Work® Trust Index® Great Places To Work® Culture Audit® Documentation: Yes <ul style="list-style-type: none"> Policy and program information such as employee handbooks, orientation and recruiting materials, 	<ul style="list-style-type: none"> Surveys: No Documentation: Yes <ul style="list-style-type: none"> Companies selected to move to Phase II are asked to present - in their own words - how they develop strategy, demonstrate corporate strengths, excel in their marketplace, retain top talent and manage 	<ul style="list-style-type: none"> Survey: Yes <ul style="list-style-type: none"> Employee Survey Company Survey Documentation: No

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					employee newsletters and videos, etc.	<ul style="list-style-type: none"> ○ business risks. ○ During Phase II, Deloitte and CIBC Commercial Banking professionals will work with you every step of the way, providing professional advice and counsel on your presentation. ○ Send in supporting documentation, HR materials, vision statements, corporate strategic plan, financials, etc. 	
Submission Materials (Optional)	<ul style="list-style-type: none"> • None 	<ul style="list-style-type: none"> • Employee Survey Results: Participants can conduct and submit the results from Towers Perrin employee survey or any other employee survey (either in-house or from a third-party) that will not violate confidentiality agreements, copyright etc. 	<ul style="list-style-type: none"> • None 	<ul style="list-style-type: none"> • None 	<ul style="list-style-type: none"> • HR Documentation considered useful in the process 	<ul style="list-style-type: none"> • None 	<ul style="list-style-type: none"> • None
Scoring Methodology (what is scored)	<ul style="list-style-type: none"> • Firms are ranked by their percentage sales growth over the past five years. • PROFIT defines gross annual revenue per generally accepted accounting principles, 	<ul style="list-style-type: none"> • Advisory Board are judges • From website FAQ: <i>“Our written Reasons for Selection is a catalogue of best practices in recruitment and retention. We compare your organization’s policies to others in your industry and region to see if you’re a leader. We also talk to people who know your industry well to confirm our research.”</i> • Employers are evaluated by the editors of Canada's Top 100 Employers using eight criteria: <ul style="list-style-type: none"> ○ (1) Physical Workplace; ○ (2) Work Atmosphere 	<ul style="list-style-type: none"> • Proprietary scoring methodology using the results of the employee engagement and leadership team surveys. 	<ul style="list-style-type: none"> • Proprietary scoring methodology using the results of the employee engagement and leadership team surveys. 	<ul style="list-style-type: none"> • Proprietary scoring methodology using the results of the employee survey scores, the culture audits and to some degree supporting documentation 	<ul style="list-style-type: none"> • Phase I – the judges determine which registrants move to Phase II • Phase II - An independent panel of judges selects the final 50 annual award winners based on presentation, materials submitted and interview 	<ul style="list-style-type: none"> • Proprietary scoring methodology based on Employee satisfaction in four key areas: <ul style="list-style-type: none"> ○ Talent Systems ○ Employee Engagement ○ Leadership Dynamics ○ Organizational Culture • Overall ranking process is weighed by: <ul style="list-style-type: none"> ○ Employee participation rate (10%) ○ Company survey (20%) ○ Employee survey (70%)

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		<ul style="list-style-type: none"> ○ & Communications; ○ (3) Financial Benefits & Compensation; ○ (4) Health & Family-Friendly Benefits; ○ (5) Vacation & Personal Time-Off ; ○ (6) Employee Engagement program; ○ (7) Training & Skills Development program; and ○ (8) Community Involvement program. ○ Employers are compared to other organizations in their field to determine which offers the most progressive and forward-thinking programs. 					
Additional Features: At no extra cost	<ul style="list-style-type: none"> • None listed 	<ul style="list-style-type: none"> • None listed 	<ul style="list-style-type: none"> • On-line report site providing overall organization results against top 50 averaged results • Can survey all employees (i.e., instead of a sample) at no extra cost for online surveys (extra costs for paper surveys). 	<ul style="list-style-type: none"> • A report containing the organization's overall engagement score, the leadership team engagement score, and employee levels of positive perception in fifteen key engagement driver categories. Scores will be reported for your organization and will be shown benchmarked against The Best SME Employers as well as against all employers in the study as a whole. You will also receive a breakdown of the percentage of responses received from each demographic grouping in your organization. 	<ul style="list-style-type: none"> • Executive summary of results which includes percentage of respondents answering positively to Trust Index items for organization and by select demographics 	<ul style="list-style-type: none"> • Assistance in preparing the formal presentation 	<ul style="list-style-type: none"> • Summary Rating Report summarizing the organization's: <ul style="list-style-type: none"> ○ 10 highest and 10 lowest rated items of the employee survey results ○ overall rating in each of the four categories: <ul style="list-style-type: none"> ▪ talent systems ▪ employee engagement ▪ leadership dynamics ▪ organizational culture • Summary Ranking Report showing how your results compared to all organizations participating in the same category • Electronic – free, • Paper copies include a printing charge
Additional Features: Reports	<ul style="list-style-type: none"> • None listed 	<ul style="list-style-type: none"> • None listed 	<ul style="list-style-type: none"> • Yes – for a fee; dependent on level of detail and access required (online report) 	<ul style="list-style-type: none"> • Yes – for a fee; dependent on level of detail and access required 	<ul style="list-style-type: none"> • Yes – for a fee, <ul style="list-style-type: none"> ○ \$6,000 for customized report with 3 benchmarks 	<ul style="list-style-type: none"> • None listed 	<ul style="list-style-type: none"> • Detailed Report Packages: <ul style="list-style-type: none"> ○ Option 1: \$1,500 ○ Option 2: \$2,150 ○ Option 3: \$5,150

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			<ul style="list-style-type: none"> ○ A variety of “packages” available. ○ “Early bird” results. 	<ul style="list-style-type: none"> ● Early bird” results. <ul style="list-style-type: none"> ○ Single reports and package deals offered: <ul style="list-style-type: none"> ▪ Package A: \$2,750 (plus \$400 for each 1st four units) ▪ Package B: \$4,900 (plus \$400 for each 1st four units) ▪ Package C: \$8,800 (plus \$400 for each 1st four units) ▪ Complete Employee Results with Engagement Impacts: \$6,650 (plus \$400 for each 1st four units) ▪ Verbatim Comments: \$1,500 or \$1,250 if purchasing more than one report ▪ Leadership Team Report: \$2,750 ● After Jan 2010: <ul style="list-style-type: none"> ○ Single reports and package deals offered: <ul style="list-style-type: none"> ▪ Package A: \$900 (plus \$400 for each 1st four units) ▪ Package B: \$3,500 (plus \$400 for each 1st four units) ▪ Package C: \$6,950 (plus \$400 for each 1st four units) ▪ Complete Employee Results with Engagement Impacts: \$3,990 (plus \$400 for each 1st four units) ▪ Verbatim Comments: \$1,500 or \$1,250 if purchasing more than one report ▪ Leadership Team 	<ul style="list-style-type: none"> ○ \$500 per additional benchmark ○ \$100 for each additional copy of the report 		<ul style="list-style-type: none"> ● Detailed Reports: <ul style="list-style-type: none"> ○ Rating by Question: \$999 ○ Percentage Distribution: \$1,500 ○ Percentage Distribution by Demographic: from \$3,500 ○ Ranking by Question: \$999 ○ Combined Rating and Ranking by Question: \$1,250 ○ Verbatim Comments: from \$500, dependent on number of responses ○ Better Company Report Package: employee survey results by three of possible five demographics plus all verbatim comments: \$2,500

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				Report: \$2,150 <ul style="list-style-type: none"> • Online report - \$11,500 • Custom Benchmark Comparison: add \$1,500 to base report • Year-over-year mapping: add \$1,500 to base report • 			
Additional Features: Advice	<ul style="list-style-type: none"> • No 	<ul style="list-style-type: none"> • No 	<ul style="list-style-type: none"> • Yes – for a fee 	<ul style="list-style-type: none"> • Yes – for a fee 	<ul style="list-style-type: none"> • Yes – for a fee 	<ul style="list-style-type: none"> • Yes – for a fee 	<ul style="list-style-type: none"> • Yes – for a fee
Additional Features: Conduct Survey but do not participate in competition	<ul style="list-style-type: none"> • No 	<ul style="list-style-type: none"> • No 	<ul style="list-style-type: none"> • Yes – for a fee 	<ul style="list-style-type: none"> • Yes – for a fee 	<ul style="list-style-type: none"> • Yes – for a fee 	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> •
Events / Presentations / Celebrations	<ul style="list-style-type: none"> • Unknown 	<ul style="list-style-type: none"> • Top Employer Summit (Attendees at the conference, held in Toronto, receive 20 recertification CHRP points) 	<ul style="list-style-type: none"> • Breakfast Seminars in key cities across Canada • Presentation of Award plaque to Top 50 winners at a celebration event or on-site 	<ul style="list-style-type: none"> • Unknown 	<ul style="list-style-type: none"> • Unknown 	<ul style="list-style-type: none"> • Best Managed Gala and Symposium 	<ul style="list-style-type: none"> • Best Company to Work for in BC Awards Gala (November)
Other publicity	<ul style="list-style-type: none"> • Canadian Business website (see below for URL) 	<ul style="list-style-type: none"> • Special editorial features with 22 media partners <ul style="list-style-type: none"> ○ MacLean's (top 100) ○ Toronto Star (Greater Toronto's Top Employers) ○ Le Devoir (Montreal's Top Employers) ○ Financial Post (FP's Ten Best Companies to Work For) ○ Canadian HR Reporter (Top 100) ○ The Vancouver Sun (BC's Top Employers) ○ The Province (BC's Top Employers) ○ Times Colonist (BC's Top Employers) ○ Calgary Herald (Alberta's Top Employers) ○ Edmonton Journal (Alberta's Top Employers) ○ The Star Phoenix 	<ul style="list-style-type: none"> • 50 Best Employers in Canada special feature in January edition of the Globe & Mail's <i>Report on Business Magazine</i>. • Radio and newspaper interviews. • Hewitt website (see below for URL). 	<ul style="list-style-type: none"> • The list is reported in the Winter Issue of the Globe & Mail's <i>Small Business Magazine</i>. • Queen's University website (see below for URL). 	<ul style="list-style-type: none"> • Globe & Mail – Special National Report • Provincial HR Association conferences and/or workshops. • Great Place to Work website (see below for URL). 	<ul style="list-style-type: none"> • Financial Post special feature. • Canada's best website (see below for URL). 	<ul style="list-style-type: none"> • BC Business magazine special issue: Ranking of the Best Companies to Work for in BC. • BC Business website (see below for URL).

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Comparison Categories	Profit 100	Canada's Top 100 Employers	50 Best Employers in Canada	Best Small & Medium Employers in Canada	Best Workplaces in Canada	50 Best Managed Companies in Canada	Best Companies to Work For in BC
		<ul style="list-style-type: none"> ○ (Saskatchewan's Top Employers) Leader-Post (Saskatchewan's Top Employers) ○ Winnipeg Free Press (Manitoba's Top Employers) ○ The Record (Waterloo Region's Top Employers) ○ Ottawa Citizen (National Capital Region's Top Employers) ○ The Gazette (Montreal's Top Employers) ○ The Chronicle Herald (Nova Scotia's Top Employers) ○ Today's Parent (Canada's Top 10 Family-Friendly Employers) ○ Canadian Immigrant (Best Employers for New Canadians) ● Top 100 Employers website (see below for URL) 					
Contribution to Organizational Knowledge	<ul style="list-style-type: none"> ● 	<ul style="list-style-type: none"> ● Provides some information on policies and programs offered across Canada 	<ul style="list-style-type: none"> ● Research articles and white papers ● Also conduct Best Employer studies in more than 30 countries which provide a rich database for a variety of analyses. 	<ul style="list-style-type: none"> ● Research articles ● Academic research conducted. 	<ul style="list-style-type: none"> ● Research articles, US and worldwide studies and Best Lists ● Website contains feature articles ● Also conduct Great Places to Work studies in more than 30 countries which provides a rich database for a variety of analyses. 	<ul style="list-style-type: none"> ● None listed 	<ul style="list-style-type: none"> ● None listed
Key Differentiator	<ul style="list-style-type: none"> ● 	<ul style="list-style-type: none"> ● One submission may allow eligibility for a variety of competitions: <ul style="list-style-type: none"> ○ National, ○ Provincial, ○ Financial Post Top 10, 	<ul style="list-style-type: none"> ● Offers participants the option (for a fee) to survey employees in other countries and/or in other languages (Spanish, Hebrew, 	<ul style="list-style-type: none"> ● 	<ul style="list-style-type: none"> ● Based on the work done in the US with the Great Places To Work® Institute and Fortune Magazine (Top 100) started in 1984 ● Affiliated with the 	<ul style="list-style-type: none"> ● 	<ul style="list-style-type: none"> ● BC-based competition. ● No other comparable single province competition was found.

Best Company / Employer Lists Canada: At A Glance

Comparison Categories	Profit 100	Canada's Top 100 Employers	50 Best Employers in Canada	Best Small & Medium Employers in Canada	Best Workplaces in Canada	50 Best Managed Companies in Canada	Best Companies to Work For in BC
		<ul style="list-style-type: none"> ○ Canada's Best Diversity Employers, ○ Canada's Top Family-Friendly Employers, ○ Best Employers for New Canadians, ○ Top Employers for Canadians Over 50, ○ Canada's Most Earth-Friendly Employers, ○ Canada's Top Employer for Young People 	Chinese, etc.).		Great Places To Work® US group.		
<p>Comments: Positive</p>	<ul style="list-style-type: none"> • Clearly states it is about growth and does not make any references or indicate relationships to the workplace environment. 	<ul style="list-style-type: none"> • Widespread publicity opportunity. • Provides a benchmark of benefits, policies and programs across Canada (at the overall level, not within industries) 	<ul style="list-style-type: none"> • Solid reputation. • Sound random sampling approach (and minimum number of required surveys). • Heavily invested in technology (online) to accommodate languages (survey) and provide the client/participant with a reporting system that allows various data slices yet maintains the minimum number of responses for viewing (i.e. > 9 respondents). • Engagement grounded in research (academic and applied) with reliability testing and predictive modeling approaches. • Additional analyses of the data using all or parts of the three surveys (EOS, LTS and HRS) provide opportunity to uncover trends, relationships and interesting connections (for further research). • A new research topic is explored each year) • Online and paper survey options for EOS. • Online only for LTS and 	<ul style="list-style-type: none"> • Leverages off the Hewitt Best Employer study – methodology, technology, and reputation. • Sound random sampling approach (and minimum number of required surveys). • Very strong academic support – Queen's School of Business has an excellent reputation. • Offers small to medium size employers a more level playing field (50 to 399 employees range). • Consulting advice (for a fee) provided to these employers is offered by Queen's Centre for Business Venturing which has many sponsors, partners and reach within areas of the government that are very beneficial to employers. • Costs for follow-up work are scaled down to be more affordable for the small to medium employers. • Online and paper survey options for EOS. • Online only for LTS and 	<ul style="list-style-type: none"> • Evaluators involved in the selection of organizations for the list must sign non-disclosure agreements and are screened for potential conflicts-of-interest before participating in the evaluation process • Rigorous methodology • Clearly stated arm's-length between consultants and researchers. • Trust measures grounded in research (academic and applied) with reliability testing. • Entire organization must be represented (for example, corporate office may not participate separately from manufacturing). 	<ul style="list-style-type: none"> • National media coverage • Assistance in preparing presentation – based on the promotional materials, CIBC and Deloitte provide a substantial amount of assistance to participants in the development of their presentation / submission (at no cost). 	<ul style="list-style-type: none"> • Great public exposure in BC for organizations with employees in BC. • Online and paper survey options. • Study segments (provided sufficient organizations participate in each category): <ul style="list-style-type: none"> ○ Medium – Large Company Category - representing companies with 100+ employees ○ Small Company Category - representing companies with 35 – 100 employees ○ Public Sector Category* - representing public sector employers ○ Industry Specific Category* - top representing companies in a specific industry.

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Comments: Concerns	<ul style="list-style-type: none"> Very limited study – primarily of interest to entrepreneurs and start-up companies. 	<ul style="list-style-type: none"> Very subjective scoring methodology. Lacks documentation about the comparisons to others in the industry. Limited to one employer per industry (in most cases), therefore winners cannot claim to be best in industry. Cannot reliably compare organization to industry benchmarks without other industries involved in the same process. The focus on what the organization has in place does not address how well the programs, policies, benefits are administered or are understood and valued by employees. Care must be taken that “those with the most toys wins” is not the outcome. 	<p>HRS</p> <ul style="list-style-type: none"> Consultants are not at arm’s length from the research team. The robustness of the new research topic areas is an unknown at the time of the survey (which is not bad in itself, but means that reliability and validity testing must be conducted after the survey and before making assumptions about the findings). The exception would be when including pre-tested (e.g., academic research) items (e.g., Wellness Measure by P. Warr) Release of verbatim comments by various data cuts may put confidentiality at risk. Server hosting surveys is located outside of Canada and data may reside or be sent for analysis to other countries, including the US – not an issue if the surveys contain the appropriate notification and will allow participants to decline to participate. 	<p>HRS</p> <ul style="list-style-type: none"> Release of verbatim comments by various data cuts may put confidentiality at risk. Server hosting surveys is located outside of Canada and data may reside or be sent for analysis to other countries, including the US – not an issue if the surveys contain the appropriate notification and will allow participants to decline to participate. As in the Hewitt study, since this one mirrors it, the robustness of the new research topic areas is an unknown at the time of the survey. It should be noted that the special research topic, wording and analysis is not under Queen’s control. 	<ul style="list-style-type: none"> Random sampling targeted response rate for number of surveys issued is low. Only paper surveys are offered at this time. It is unknown if the data and data analysis is solely within Canada. This can be checked when applying for participation. This is not an issue if the surveys contain the appropriate notification and will allow participants to decline to participate. 	<ul style="list-style-type: none"> Must agree to be on mailing / contact list for CIBC, Deloitte and others as sponsor views appropriate – concerns about use of sensitive, confidential information. Judges are employees of CIBC, Deloitte plus one university professor Uncertain about scoring methodology – the characteristics of the Best Managed appear to be the criteria used to select the winners – nothing about theory or research evidence as support. They have published a book: “Building the Best: Lessons from Inside Canada’s Best Managed Companies”. 	<ul style="list-style-type: none"> Sampling strategy is sound, but minimum final number of surveys is low for the smallest employers. Rationale for including the response rate as a scoring component is not articulated. Research not found that indicates a positive correlation between best company or employee engagement. Server hosting surveys is located in the US– not an issue if the surveys contain the appropriate notification and will allow participants to decline to participate.
Winners List	<p>2008 List</p> <ol style="list-style-type: none"> Kids & Company Ltd. Komunik Corporation Inc. Kaboose Inc. RuggedCom Inc. ICI Artificial Lift Inc. Imaging Dynamics Co. Ltd. Herjavec Group Inc. Sequel Naturals Ltd. CV Technologies Inc. Canada Web Hosting Brainhunter Inc. New Image Painters 	<p>2009 List (alphabetical)</p> <ul style="list-style-type: none"> Adobe Systems Canada Inc. Aecon Group Inc. Alberta-Pacific Forest Industries Inc. AMAPCEO Bayer Inc. BD Canada Inc. Blake, Cassels & Graydon LLP Boeing Canada Technology Ltd., Winnipeg Division Business Development 	<p>2009 List</p> <ol style="list-style-type: none"> EllisDon Corporation PCL Constructors Inc. Bennett Jones LLP Edward Jones CIMA + Wellington West Holdings Inc. G&K Services Canada Inc. Farm Credit Canada B.C. Biomedical Laboratories Ltd. Aecon Group Inc. Flight Centre North 	<p>2009 list</p> <ol style="list-style-type: none"> Protegra, Inc. Miele Canada Limited Gibraltar Solutions Inc. ISL Engineering and Land Services Ltd. Hood Group Solutions 2 GO Inc. DRN Commerce Inc. PDL Contact Centres Ltd. Benefits by Design Inc. Healthtech Consultants The Personnel Department 	<p>2008 List</p> <ol style="list-style-type: none"> D.L.G.L. Ltd. Environics Communications Inc. Nycomed Canada Inc. iTRANS Consulting Inc. Softchoice Corporation SaskCentral IT/NET Ottawa Inc. Trico Homes Karo Group Royal LePage Performance Realty Ames Tile & Stone Ltd. 	<p>2008 List</p> <ol style="list-style-type: none"> All Weather Windows Alliance Energy Group of Companies Apex Distribution Inc. ASL Distribution Services Limited Associated Engineering Group Ltd. ATRAHAN Transformation Barrie Metals Group of Companies BBA inc. Canatal Industries Inc. 	<p>2008 List Top Companies With Less Than 100 employees</p> <ol style="list-style-type: none"> Strangeloop Networks Chemistry Consulting Group Inc. (GT Hiring Solutions) The Personnel Department Summerland & District Credit Union Nexon Publishing North America Habañero Consulting

Best Company / Employer Lists Canada: At A Glance

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	13. Atrium Innovations Inc. 14. Revision Eyewear Inc. 15. The Cash Store 16. Financial Services Inc. 17. Armament Technology Inc. 18. Talent Technology Corp. 19. Classic Communities 20. Joycor Inc. 21. Serenic Software Inc. 22. InterRent Real Estate Investment Trust 23. Disc Go Technologies Inc. 24. Elastic Path Software Inc. 25. FilterBoxx Water & Environmental Inc. 26. iVedha Inc. 27. Wellington Financial LP 28. PEER 1 Network Enterprises Inc. 29. Redline Communications Group Inc. 30. Doxim Inc. 31. Research In Motion Ltd. 32. Solium Capital Inc. 33. WebTech Wireless Inc. 34. MGA Computer Consulting Ltd. 35. Sunwing Travel Group 36. PQA (Professional Quality Assurance) 37. Live Current Media Inc. 38. Nutrasource Diagnostics Inc. 39. Hotspex Inc. 40. Arthur's Fresh Company Ltd. 41. Radialpoint Inc. 42. PointClickCare (Wescom Solutions Inc.) 43. Commercial Solutions Inc. 44. Vizible Corp. 45. Point Alliance Inc. 46. Operitel Corp. 47. Fusepoint Managed Services Inc. 48. Knor Plast Inc.	Bank of Canada o CAE Inc. o Canada Post Corporation o Canadian Pacific Railway Ltd. o Canadian Security Intelligence Service / CSIS o Canadian Tire Financial Services Limited o Carswell, a division of Thomson Reuters o Cementation Canada Inc. o Centre for Addiction and Mental Health o Ceridian Canada Ltd. o Certified General Accountants Association of Canada o CH2M HILL Canada Ltd. o Chatham-Kent Health Alliance o College of Physicians and Surgeons of Ontario o Compass Group Canada o DeltaWare Systems Inc. o Durham Regional Police Service o Enbridge Inc. o EPCOR Utilities Inc. o Export Development Canada o Fairmont Hotels & Resorts o Farm Credit Canada o FSC Architects & Engineers o Gamma-Dynacare Medical Laboratories Inc. o George Brown College of Applied Arts and Technology o Golder Associates Ltd. o Great Little Box Company Ltd.	<u>America</u> 12. <u>The Co-operators</u> 13. <u>Starwood Hotels & Resorts Worldwide (Canada)</u> 14. <u>GlaxoSmithKline Inc.</u> 15. <u>Earl's Restaurants Ltd.</u> 16. <u>Ivanhoe Cambridge Inc.</u> 17. <u>Amex Canada Inc.</u> 18. <u>Bentall LP</u> 19. <u>AstraZeneca Canada Inc.</u> 20. <u>Scotiabank</u> 21. <u>OMERS</u> 22. <u>Delta Hotels</u> 23. <u>L'Union Canadienne</u> 24. <u>Marriott Hotels and Resorts Canada</u> 25. <u>McDonald's Restaurants of Canada Ltd.</u> 26. <u>Envision Financial</u> 27. <u>Chubb Insurance Company of Canada</u> 28. <u>TD Bank Financial Group</u> 29. <u>OpenRoad Auto Group</u> 30. <u>CONEXUS</u> 31. <u>Dessau Inc.</u> 32. <u>Federal Express Canada Limited</u> 33. <u>Ceridian Canada</u> 34. <u>Keg Restaurants Ltd.</u> 35. <u>Canadian Western Bank</u> 36. <u>Gowling Lafleur Henderson LLP</u> 37. <u>Novartis Pharma Canada Inc.</u> 38. <u>Deloitte & Touche LLP</u> 39. <u>SAP Canada Inc.</u> 40. <u>ATB Financial</u> 41. <u>Co-operators Life Insurance Company</u> 42. <u>Golder Associates Ltd.</u> 43. <u>British Columbia Automobile Association</u> 44. <u>Ultramart Ltd.</u> 45. <u>Meyers Norris Penny</u> 46. <u>Mouvement Desjardins</u> 47. <u>R.C. Purdy Chocolates Ltd.</u> 48. <u>Procter & Gamble</u> 49. <u>Pepsi-QTG Canada</u>	12. National Leasing Group Inc. 13. Bioniche Life Sciences Inc. 14. Birchwood Automotive Group 15. Canada Foundation for Innovation 16. Mercedes Benz Financial / Daimler Truck Financial Corporation 17. Payworks Inc. 18. Globalive Communications Corp. 19. Adfast Corp Ville 20. Adera Development Corporation 21. Stewart, Weir & Co Ltd. 22. Wakefield Canada Inc. 23. I Love Rewards Inc. 24. Ozery's Pita Break 25. Rare Method Interactive Corp. 26. Radiology Consultants Associated 27. Unitron Hearing 28. Spectra Credit Union 29. Greater Edmonton Foundation: Housing for Seniors 30. CBCI Telecom 31. Sapphire Technologies Canada Limited 32. Halogen Software Inc. 33. Nintendo of Canada Ltd. 34. Cole Engineering Group Ltd. 35. FUSE Marketing Group Inc. 36. Northern Savings Credit Union 37. Uvalux Tanning & Support 38. Sparling's Propane Co. Limited 39. Kingston Ross Pasnak LLP 40. Globex Foreign Exchange Corporation 41. Coyle Corrugated Containers Inc.	12. eBay Customer Support Vancouver Inc. 13. Ceridian Canada Ltd. 14. Online Business Systems 15. Edward Jones 16. AdFarm 17. Grant Thornton LLP 18. Windsor Family Credit Union 19. Urban Systems Ltd. 20. Fuller Landau LLP 21. Becton Dickinson Canada Inc. 22. Keller Williams Ottawa Realty 23. Thomson Carswell 24. CIM (Consumer Impact Marketing Ltd.) 25. Halsall Associates Limited 26. Coastal Pacific Xpress Inc. 27. Protegra 28. Sapphire Technologies 29. T4G Limited 30. Ernst & Young LLP 31. Precision BioLogic Inc. 32. Leo Burnett Company Ltd. 33. Hill & Knowlton Canada 34. Randstad Canada 35. Back in Motion Rehab 36. Globalive Communications 37. Omni Companies 38. Banff Lodging Company 39. Pottruff & Smith Insurance Brokers Inc. 40. Sapien Canada 41. TD Bank Financial Group 42. The PEER Group Inc. 43. WCG International Consultants Ltd. 44. Skura Corporation	10. <u>CCI Thermal Technologies Inc.</u> 11. <u>Clark Builders</u> 12. <u>Conestoga Cold Storage</u> 13. <u>Conestoga-Rovers & Associates Limited</u> 14. <u>Cooke Aquaculture Inc.</u> 15. <u>Day & Ross Inc.</u> 16. <u>Deca Cables</u> 17. <u>Desjardins Healthcare Group</u> 18. <u>Diamond and Schmitt Architects</u> 19. <u>Engineered Air</u> 20. <u>G.A.P Adventures</u> 21. <u>Genesis Hospitality Inc.</u> 22. <u>George KELK Corporation</u> 23. <u>GHY International</u> 24. <u>Govan Brown Construction Managers</u> 25. <u>Grand River Foods Ltd.</u> 26. <u>Great Western Containers Inc.</u> 27. <u>Groupe Distinction Inc.</u> 28. <u>Klick Communications Inc.</u> 29. <u>Klohn Crippen Berger Ltd.</u> 30. <u>Mailhot Industries Inc.</u> 31. <u>Marsan Foods Limited</u> 32. <u>Miralis inc.</u> 33. <u>N. Harris Computer Corporation</u> 34. <u>NORPAC Controls Ltd.</u> 35. <u>Nuheat Industries Ltd.</u> 36. <u>OnX Enterprise Solutions Ltd.</u> 37. <u>O'Regan's</u> 38. <u>Partner Technologies Incorporated</u> 39. <u>PolyCello</u> 40. <u>Quantum Murray LP</u> 41. <u>R.V. Anderson Associates Limited</u> 42. <u>Radialpoint</u> 43. <u>Rescan Environmental Services Ltd.</u> 44. <u>Rowan Williams Davies & Irwin</u>	Group 7. AG Hair Cosmetics 8. Threewave Software Inc. 9. Kryton International Inc 10. Benefits by Design BBD Top Companies With More Than 100 Employees 1. Next Level Games Inc. 2. Cactus Restaurants Ltd. 3. Microsoft Canada Development Centre 4. Odium Brown Limited 5. Flight Centre North America 6. Integris Credit Union 7. Coastal Pacific Xpress Inc. 8. Nurse Next Door Professional Home Healthcare Services Inc. 9. 1-800-GOT-JUNK? 10. Salmon Arm Savings and Credit Union

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	48. FDC Brands Inc. 49. Jolera Inc. 50. Garda World Security Corp. 51. Nstein Technologies Inc. 52. CityXpress Corp. 53. Dynamic Source Manufacturing Inc. 54. Oreck Canada (Axe Houghton Group) 55. The Matias Corp. 56. Entripy Custom Clothing 57. Inter Pipeline Fund 58. Savanna Energy Services Corp. 59. Magnetsigns Advertising Inc. 60. CoastalContacts.com 61. Grey Island Systems International Inc. 62. Eveready Income Fund 63. RadonicRodgers Design & Marketing 64. Olympia Trust Co. 65. Ideal Products of Canada Ltd. 66. Fruit d'Or Inc. 67. CorporationCentre.ca 68. Optrics Engineering 69. Primal Tribe Inc. 70. Summit Brooke Construction Corp. 71. Lift Depot Ltd. 72. N-able Technologies Inc. 73. Aecomeric Corp. 74. 1-800-GOT-JUNK? (RBDS Inc.) 75. Annex Consulting Group Inc. 76. Sycorp Environmental Inc. 77. Dyrand Systems Inc. 78. Fusion Learning Inc. 79. ExelTech Aerospace Inc. 80. Wellington West Holdings Inc. 81. Kerr Construction 82. Le Groupe Kaydara Inc. 83. LIJA (Hyp Golf Ltd.) 84. Mezzanine Business	<ul style="list-style-type: none"> o Halifax Herald Limited, The o Hamilton Health Sciences Corporation o Hewlett-Packard (Canada) Co. o Hill & Knowlton Canada o HOK Canada Inc. o Honeywell Ltd. o HSBC Bank Canada o IKEA Canada LP o Jacques Whitford Limited o Kodak Graphic Communications Canada Co. o KPMG LLP o L'Oréal Canada Inc. o Laurentide Controls Ltd. o Manitoba Liquor Control Commission o Mars Canada Inc. o Marsh Canada Limited o McGill University o Meridian Credit Union o Monsanto Canada Inc. o National Energy Board o NB Power Holding Corporation o New Flyer Industries Canada ULC o Next Level Games Inc. o Nycomed Canada Inc. o Office of the Auditor General of Canada o Ontario Power Generation Inc. o Ontario Public Service o OPSEU Pension Trust o Patient News Publishing Inc. o PCL Construction Group Inc. o PricewaterhouseCoopers LLP o Procter & Gamble Inc. o RBC / Royal Bank of Canada o Research In Motion Limited o Royal Canadian Mint 	50. National Bank of Canada	42. MKS Inc. 43. Fuller Landau LLP, Toronto 44. Maple Reinders Constructors Ltd. 45. StarTech.com Ltd. 46. Young & Rubicam 47. Homes by Avi 48. Procom Consultants Group Ltd. 49. Hospira Canada, Inc. 50. Entero Corporation	45. S.C. Johnson and Son, Limited 46. Sandvine Incorporated 47. Parklane Homes Ltd. 48. Campbell Company of Canada 49. High Road Communications 50. Pinchin Environmental Ltd.	45. S.A. Armstrong Limited 46. Spitz International Inc. 47. Steam Whistle Brewing Inc. 48. Summer Fresh Salads Inc. 49. Veritaag 50. Walker Seeds Ltd.	

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	<ul style="list-style-type: none"> 85. Consulting Inc. 86. MaxSys Staffing & Consulting 87. QuestAir Technologies Inc. 88. Fuel Industries Inc. 89. RedPoint Media Group Inc. 90. Merit Consultants International Inc. 91. Evertz Technologies Ltd. 92. Combat Networks Inc. 93. Morgan Construction and Environmental 94. Rare Method Interactive Corp. 95. Phoenix Technology Income Fund 96. Capital Promotions 97. Procom Québec Inc. 98. Dundas Data Visualization Inc. 99. ARTE Roofing & Construction Inc. 100. Ideaca Knowledge Services Ltd. 100. iWeb Technologies Inc. (iWeb Group Inc.) 	<ul style="list-style-type: none"> ○ Russell Investments Canada Ltd. ○ Sapient Canada, Inc. ○ SAS Institute Canada ○ Saskatchewan Gaming Corporation ○ Saskatchewan Government Insurance ○ SaskEnergy Incorporated ○ SaskTel ○ Shell Canada Limited ○ Simon Fraser University ○ Sophos Inc. ○ Spruceland Millworks Inc. ○ Stikeman Elliott LLP ○ Suncor Energy Inc. ○ Tamm Communications Inc. ○ TD Bank Financial Group ○ Toronto Community Housing Corporation ○ Toronto Hydro Corporation ○ Toronto International Film Festival Group ○ Toyota Motor Mfg. Canada Inc. ○ Trican Well Service Ltd. ○ University Health Network ○ University of Alberta ○ Upside Software Inc. ○ Vancouver, City of ○ Wardrop Engineering Inc. ○ Wellington, County of (Ontario) ○ WorkSafeBC ○ Yellow Pages Group 					
Definition of Employee Engagement (as described)	<ul style="list-style-type: none"> • Not measured 	<ul style="list-style-type: none"> • Not measured • However, are an optional submission which means that the definition of employee engagement (if measured) and the methodology used to calculate engagement will 	<ul style="list-style-type: none"> • Hewitt defines employee engagement in very specific, behavioural terms. Engagement is not about creating “happy” or “loyal” employees, but about measuring the state of emotional and intellectual involvement or 	<ul style="list-style-type: none"> • Hewitt defines employee engagement in very specific, behavioural terms. Engagement is not about creating “happy” or “loyal” employees, but about measuring the state of emotional and intellectual involvement or 	<ul style="list-style-type: none"> • Measure of Trust is composed of: <ul style="list-style-type: none"> ○ Credibility ○ Respect ○ Fairness • And, two other dimensions: <ul style="list-style-type: none"> ○ Pride 	<ul style="list-style-type: none"> • Not measured 	<ul style="list-style-type: none"> • The degree to which employees commit to the organization at both a rational and emotional level. Engagement levels are directly related to business performance as committed employees are more likely to stay with the

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		vary according to who is conducting the survey.	<p>commitment of the workforce. It goes beyond satisfaction ("how much I like things here") and commitment ("how much I want to be here") to engagement ("how much I want to, and actually do, improve our business results"). Hewitt found that a single item such as intention to stay or leave is an imperfect measure of employee engagement. Engagement is a multi-faceted construct represented by several behaviours.</p> <ul style="list-style-type: none"> In engagement, Hewitt measures three elements: say, stay and strive. Employees are engaged when they: <ul style="list-style-type: none"> Speak positively about the organization to co-workers, potential employees and customers, Have an intense desire to be a member of the organization, and Exert extra effort and are dedicated to doing the very best job possible to contribute to the organization's business success. 	<p>commitment of the workforce. It goes beyond satisfaction ("how much I like things here") and commitment ("how much I want to be here") to engagement ("how much I want to, and actually do, improve our business results"). Hewitt found that a single item such as intention to stay or leave is an imperfect measure of employee engagement. Engagement is a multi-faceted construct represented by several behaviours.</p> <ul style="list-style-type: none"> In engagement, Hewitt measures three elements: say, stay and strive. Employees are engaged when they: <ul style="list-style-type: none"> Speak positively about the organization to co-workers, potential employees and customers, Have an intense desire to be a member of the organization, and Exert extra effort and are dedicated to doing the very best job possible to contribute to the organization's business success. 	<ul style="list-style-type: none"> Camaraderie 		organization and put in extra effort over and above what is expected. (This may be the Watson Wyatt definition).
Website	http://list.canadianbusiness.com/rankings/profit100/2008/faq/en/Default.aspx?sp2=1&d1=d&sc1=5	http://www.canadastop100.com/national/	http://was7.hewitt.com/bestemployers/canada/best.htm	http://business.queensu.ca/centres/qcbv/bsme_study/en/index.htm	http://www.greatplacetowork.ca/best/list-ca.htm	https://www.canadas50best.com	http://www.bestcompanies.ca/home.html