



Bentall
CAPITAL



Bentall Among the 50 Best Employers in Canada!

December 2007

A journey of a thousand miles begins with a single step, and when you're travelling with over 1,100 dynamic, dedicated team players, you know you're going to cover exciting new ground.

It's been a phenomenal year for Bentall Capital – in Canada, the US and China – and I am proud of the many milestones we have collectively achieved.

I'm even prouder that our employees have again rated Bentall among the 50 Best Employers in Canada. The fact that great people consider Bentall a great place to work means more than I can say. I would like to thank all of our employees for their contribution to make Bentall an industry leading organization and a recognized employer of choice.

This is truly a team effort.

Gary Whitelaw



The news release below shows why we are proud to be considered among the leading employers in the country.

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News and Information

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Contacts:

Marcia McDougall, Hewitt Associates, (416) 225-5001, marcia.mcdougall@hewitt.com

50 Best Employers in Canada Offer Flexibility, Demonstrate Integrity, According to Hewitt Associates

Rich Data from Annual Best Employers Study Provides Insight into how Canadian Organizations Can Deal with Changing Labour Market

TORONTO — While the labour market in Canada—particularly in the west—may be tighter than it was a year ago, some organizations are managing to achieve high engagement levels and hang on to their employees. The results of the annual Best Employers in Canada study, conducted by Hewitt Associates, a global human resources services company, shows that average employee engagement for those organizations identified as the year's 50 Best Employers in Canada remains unchanged from last year at 77 per cent. It is at 58 per cent for other participants in the 2008 study.

“Employee engagement—which measures an employee’s degree of emotional and intellectual commitment to the organization—might have been expected to decrease as the demand for labour begins to exceed supply,” said Neil Crawford, Hewitt’s leader of the Best Employers in Canada study. “However, that hasn’t happened. What we are seeing is that many employers are increasingly focused on how to sustain and increase the engagement of their employees. They are committing significant resources and time to listen carefully to all segments of their workforce - and adjust the work environment, their expectations of managers and leaders, and their human resources programs in response to what employees are saying.”

The list of the 50 Best Employers in Canada for 2008 (attached) appears in the January issue of *The Globe and Mail's Report on Business* magazine and in *La Presse*. Survey responses from more than 100,000 Canadian employees at 115 organizations determined this year’s ranking, with additional input from over 1,400 leaders and human resources professionals.

Flexibility and Balance

Employee engagement is again the lowest in Alberta, which is currently hardest hit by the labour shortage. Average engagement for all organizations that participated in the 2008 studies was 64 per cent, while it was 63 per cent for those who said they work in Alberta. This is an increase of two percentage points over last year, when average employee engagement in Alberta was 61 per cent. Six organizations from Alberta appear amongst the 50 Best Employers in Canada this year, the same as in 2007.

“To retain employees, the immediate reaction of some employers, particularly in Alberta, was to offer higher salaries,” said Ted Emond, a senior consultant with Hewitt Associates. “However, in a tight labour market, provided pay is competitive, other aspects of the job become more important in an employee’s decision to join or stay with an organization.”

For many employees, the key is flexibility: they want flexible work arrangements to accommodate other aspects of their lives, as well as a level of work/life balance that best meets their needs.

The Study results reveal that offering more flexibility does lead to higher engagement. Depending on the specific program the engagement improvement can range from 2 percentage points to 7 percentage points.

The 50 Best Employers are generally more successful at offering the appropriate flexibility and balance than other organizations, especially those at the top of the list. Eighty-seven per cent of employees at the top ten Best Employer organizations indicated that they agreed or strongly agreed with the statement, “The flexibility I have in my work schedule is appropriate for the work that I do,” while only 64 per cent at the bottom ten participants did so. Similarly, 54 per cent of employees at the bottom ten companies agreed or strongly agreed that they had the right balance between work and personal commitments; that figure was 77 per cent at the top ten Best Employers.

“Providing as much flexibility as possible can certainly help to increase engagement,” stated Emond. “With an increasingly diverse workforce, employers need to constantly look for ways to meet diverse needs for flexibility. Best Employers have been leaders in this area for any years.”

Values and Integrity

Another area that distinguishes Best Employers from the rest of the pack is their focus on values and integrity. In today’s corporate world, boards and regulators are increasingly focused on what is driving day-to-day employee behaviour. Employees were asked several questions about values and integrity in their organizations.

- **Values**—the degree to which employees’ personal values are aligned with organizational values and accountability for upholding values. The contrast between the top ten Best Employers and the bottom ten organizations was striking: 83 per cent of employees at the top ten organizations agreed or strongly agreed that their personal values were the same as those of the organization, while only 36 per cent did so at the bottom ten. When asked about accountability, 84 per cent of employees at the top ten agreed/strongly agreed that employees held each other accountable for living by the organization’s values. That figure was 38 per cent at the bottom ten.

- **Integrity/Ethics**—the degree to which co-workers, managers and senior leaders display integrity and ethical conduct. Eighty-eight per cent of employees at the top ten Best Employers agreed or strongly agreed that co-workers displayed integrity and ethical conduct at all times, while only 60 per cent felt that way at the bottom ten organizations. With respect to managers, the numbers were 90 per cent at the top ten and 63 per cent at the bottom ten. There was a bigger difference with respect to leaders: 89 per cent of employees at the top ten Best Employers agreed or strongly agreed that senior leadership displayed integrity and ethical conduct at all times, while less than half— 48 per cent—felt that way at the bottom ten employers.

“It’s not surprising that engagement is higher at organizations where employees feel they share the same values as their employer. That sense of ‘common purpose’ can increase employee commitment, especially amongst older workers,” explained Crawford. “On the other hand, a perceived lack of integrity on the part of co-workers, managers and leaders has, as expected, a detrimental effect on engagement. What was perhaps unanticipated in the study findings, however, was the really negative opinion of the ethics of senior leadership at low-engagement organizations.”

The New Work Environment

“Changing demographics are having a tremendous impact on the value organizations place on their people and the strategies developed to attract and retain employees,” stated Emond. “Achieving high engagement is challenging in these circumstances, but it can be done. This year’s Best Employers clearly demonstrate that this is possible.”

By participating in the Best Employers in Canada study, organizations have online access to a tremendous database of information about their own employees, the 50 Best Employers and their competitors. “Our comparative data is very extensive – we can help organizations understand how they compare to other organizations across a range of industries, different levels of engagement and demographic factors including job roles, generations, years of service, gender, etc,” said Crawford. “That kind of information can provide a real edge when competing for scarce talent.”

To find out more about Hewitt’s Best Employers in Canada study, please visit the Best Employers Web site at www.hewitt.com/bestemployerscanada. For additional data from the Best Employers in Canada 2008 study, or to speak with one of the year’s Best Employers or a consultant from Hewitt Associates, please contact Marcia McDougall, (416) 225-5001, marcia.mcdougall@hewitt.com

About Hewitt Associates. With more than 65 years of experience, Hewitt Associates (NYSE: HEW) is the world’s foremost provider of human resources outsourcing and consulting services. The firm consults with more than 2,300 companies and administers human resources, health care, payroll, and retirement programs on behalf of more than 340 companies to millions of employees and retirees worldwide. Located in 35 countries, including Canadian offices in Toronto, Montreal, Vancouver, Calgary and Regina, Hewitt employs approximately 24,000 associates. For more information, please visit www.hewitt.com.

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The 50 Best Employers in Canada 2008

1	EllisDon Corporation	London ON
2	Wellington West Holdings Inc.	Winnipeg MB
3	PCL Constructors Inc.	Edmonton AB
4	Bennett Jones LLP	Calgary AB
5	Edward Jones Canada	Mississauga ON
6	JTI-Macdonald Corp.	Mississauga ON
7	Farm Credit Canada	Regina SK
8	Envision Financial	Langley BC
9	Intuit Canada	Edmonton AB
10	GlaxoSmithKline Inc.	Mississauga ON
11	G & K Services Canada Inc.	Mississauga ON
12	Starwood Hotels & Resorts (Canada)	Toronto ON
13	The Co-operators	Guelph ON
14	Ceridian Canada Limited	Markham ON
15	Flight Centre North America	Vancouver BC
16	CIMA+	Montréal QC
17	Earls Restaurants Ltd.	North Vancouver BC
18	Ivanhoe Cambridge Inc.	Montréal QC
19	Scotiabank Group	Toronto ON
20	Marriott Lodging Canada	Mississauga ON
21	BC Biomedical Laboratories Ltd.	Surrey BC
22	AstraZeneca Canada Inc.	Mississauga ON
23	Sleep Country Canada	Toronto ON
24	Business Objects	Vancouver BC
25	Rocky Mountaineer Vacations	Vancouver BC
26	British Columbia Automobile Association	Burnaby BC
27	Delta Hotels	Toronto ON
28	Groupe Robert Inc.	Boucherville QC
29	Hoffmann-La Roche Limited	Mississauga ON
30	Cintas Canada Ltd.	Toronto ON
31	Deloitte & Touche LLP	Toronto ON
32	Keg Restaurants Ltd.	Toronto ON
33	Ultramar Ltée	Montréal QC
34	Abbott Canada	St.-Laurent QC
35	Novartis Pharma Canada Inc.	Dorval QC

36	McDonald's Restaurants of Canada Limited	Toronto ON
37	Midwest Surveys Inc.	Calgary AB
38	Bell Nordiq	Montréal QC
39	L'Union Canadienne	Québec QC
40	Bentall Capital LP	Toronto ON
41	National Bank of Canada	Montréal QC
42	Corporate Express Canada	Mississauga ON
43	R. C. Purdy Chocolates Ltd.	Vancouver BC
44	Canadian Western Bank	Edmonton AB
45	Aecon Group Inc.	Toronto ON
46	CONEXUS	Regina SK
47	Golder Associates Ltd.	Burnaby BC
48	Chubb Insurance Company of Canada	Toronto ON
49	Marcil centre de rénovation	Saint-Sauveur QC
50	Nexen Inc.	Calgary AB