



CMP

Canadian Mortgage Professional

MORTGAGEBROKERNEWS.CA

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A fresh perspective on the industry's battle for gender equality

BROKERING IN ISOLATION

Tips for keeping your business alive during the COVID-19 pandemic

IN IT FOR THE LONG HAUL

Newfoundland's most successful brokerage shares its winning formula

MEET THE MORTGAGE INDUSTRY'S BEST EMPLOYERS

Discover the companies that "raise the bar" to become the top mortgage workplaces of 2020

TOP MORTGAGE WORKPLACES



TOP MORTGAGE WORKPLACES

Thousands of mortgage professionals from across the nation weighed in on their companies. Now, *CMP* presents the 32 brokerages, lenders and service providers that earned the right to be called a Top Mortgage Workplace

EVERYONE LOOKS for something different in their workplace. Some want the most up-to-date technology or an abundance of engagement activities; others want one-on-one mentoring or flexible work arrangements. But while one-off perks are great, it's the overall package a company offers that really sets it apart.

CMP asked companies from every corner of the mortgage industry to participate in our second annual Top Mortgage Workplaces survey. Employers nominated their organization to partake in the survey process, in which employees shared what they like – and dislike – about their respective workplaces. Their responses reveal the variety of opportunities leading mortgage companies are offering.

Exceptional benefits and resources. Educational opportunities. Diversity and inclusion efforts. A sense of camaraderie, accessible leaders, competitive salaries and rewards for achieving goals. These are the qualities of truly excellent organizations, and this year's Top Mortgage Workplaces serve as 32 prime examples.

METHODOLOGY



The process to become a Top Mortgage Workplace encompassed two phases. In the first phase, *CMP* invited organizations to participate by filling out an employer form, which asked companies to explain their various offerings and practices.

In the second phase, employees from nominated companies were asked to fill out an anonymous survey evaluating their workplace on a number of metrics, including benefits, compensation, culture, employee development and more.

In order to be considered, each organization had to reach a minimum number of employee responses based on overall size. Organizations that achieved an 80% or greater average satisfaction rating from employees were named a Top Mortgage Workplace.

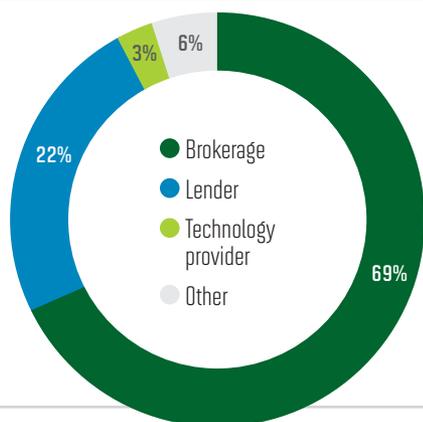


WHAT MAKES A TOP MORTGAGE WORKPLACE?

These are some of the standout qualities shared by the 32 organizations selected as a Top Mortgage Workplace:

- Training, mentorship and professional development**
- Support and recognition**
- Approachable owners and management team**
- Flexible work hours**
- Good communication**
- Employee engagement**
- Focus on work-life balance**
- Diversity, inclusion and work culture**
- Motivating bonus structure and incentives**

THE NOMINATED WORKPLACES BY SECTOR



COMPENSATION, BENEFITS AND INCENTIVES

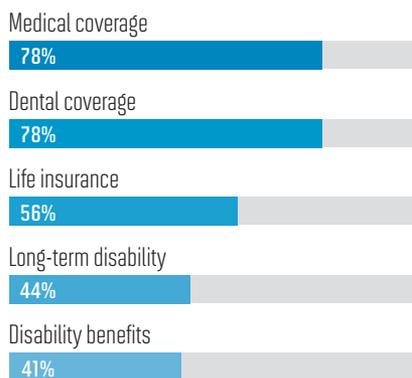
While most Top Mortgage Workplaces offer standard health and life benefits, such as medical and dental coverage and life insurance, very few companies offer retirement plans – a consistent sticking point among employees – and less than half offer disability benefits.

Outside of the standard benefits, a few companies also offer wellness perks such as gym membership reimbursement, group fitness discounts, and weekly yoga and massages. A few organizations take mental health into account, too, by covering counselling in their wellness programs. Mindfulness coaching, open-door policies and an emphasis on

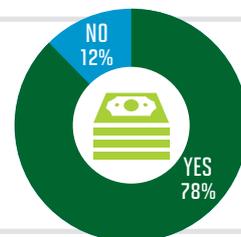
transparency are other ways companies seek to care for their employees.

When it comes to compensation, 90% of employees at Top Mortgage Workplaces said they're satisfied with their overall compensation, while 86% are satisfied with their company's bonus structure. This year's Top Mortgage Workplaces offer a wide variety of bonus structures, from a nine-tier training program that includes bonuses at each level to air miles rewards, performance-based bonuses and restricted stock awards. Other popular benefits include education reimbursement, paid time for volunteering, unlimited time off and group RRSP matching.

What benefits are offered to employees?



Does your organization offer a bonus or incentive program?



Does your organization offer any wellness programs or incentives?



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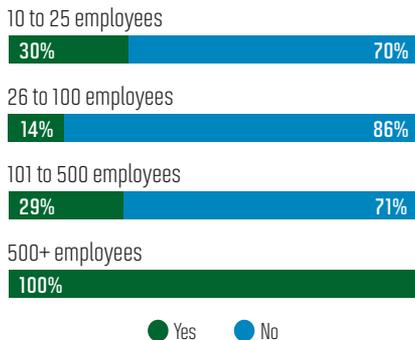


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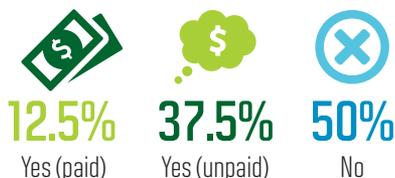
TOP MORTGAGE WORKPLACES



Does your organization offer a retirement plan?



Does your organization offer sabbaticals?



Does your organization offer loyalty leave?



WHAT EMPLOYEES HAD TO SAY

"Work-life balance is great, and there's lots of room for advancement and growth, reimbursement for education, great health benefits, fair compensation, autonomy, respect and trust."

"We have fair compensation, which increases depending on volume. It's not just about the compensation; the resources and tools are also a huge benefit."

EMPLOYEE DEVELOPMENT

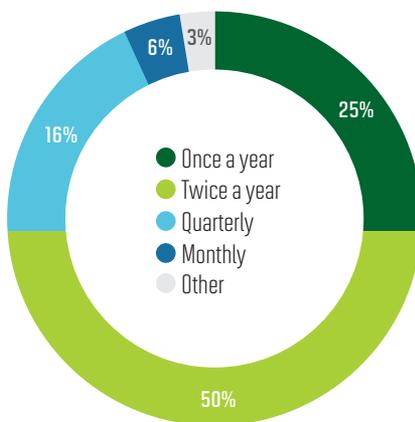
Coaching and mentoring, training programs designed to maximize growth potential, and virtual and in-person education are a few examples of the employee development strategies this year's Top Mortgage Workplaces are using to engage and grow their workforces. All but one Top Mortgage Workplace provides training for new hires at the outset; the programs range from 30-day one-on-one training to two months of paid theoretical training and shadowing. One organization even operates a six-month onboarding program, followed by one-on-one mentoring and accountability groups.

Many organizations have created their own in-house training programs to supply employees with access to the tools and

resources needed to advance their careers. One company described its training as "a series of comprehensive sessions [that] serve to familiarize employees with the roles and responsibilities of the many functions in the company, but also to introduce the leadership team that will support them during their time here." During their first week, new hires attend everything from team lunches and product demos to business and industry overviews and coffee with the CEO.

Companies without in-house training options often reimburse employees for educational expenses. "Each employee has a monthly training budget to purchase learning resources, and each department has an educational budget to cover costs for courses employees want to take," one Top Mortgage Workplace reported. "One hundred per cent of costs are covered if the training is directly related to their job, and 50% is covered if it's indirectly related."

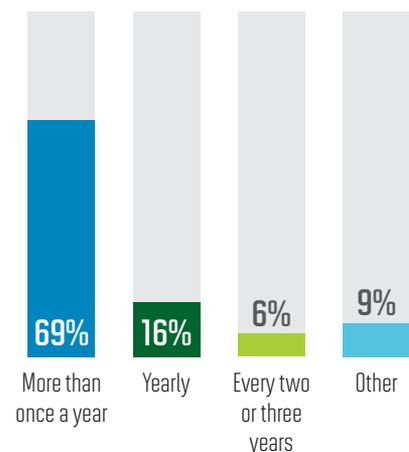
How often does your organization conduct performance reviews?



Does your organization offer any continuing education programs or reimbursement?



How often does your organization update technology?



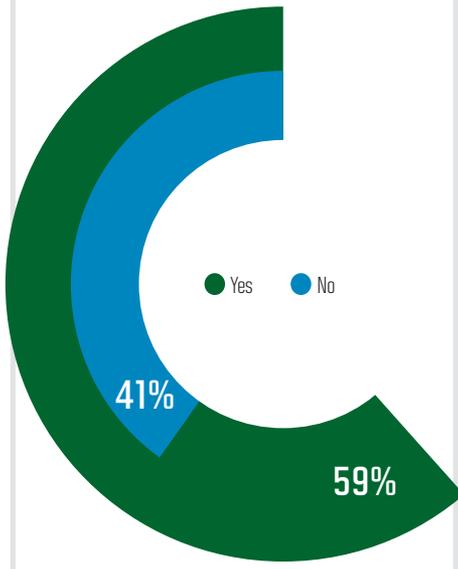
Does your organization offer training at onboarding?



TOP MORTGAGE WORKPLACES



Does your organization offer career path planning or programs?



Does your company offer marketing support?



WHAT EMPLOYEES HAD TO SAY

“[My company has] thorough coaching, development roles, cross-training and access to over 6,000 LinkedIn Learning courses.”

“They encourage us to get certificates in our field and even pay for the fees.”

“We have many discussions on career development in our monthly one-on-ones.”

“Bar none, the best training for new brokers in this industry.”

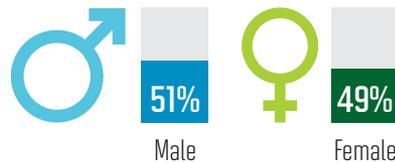
“I’ve had amazing help with developing my skills in the mortgage industry.”

DIVERSITY

An impressive 94% of employees surveyed said they were satisfied by their companies’ efforts to foster diversity. The programs offered by Top Mortgage Workplaces focus on recruiting the next generation, women, individuals looking for work-life balance, minorities and disabled individuals. Several companies rely on partnerships with universities and employee referral programs to aid in their efforts to recruit a diverse workforce. Others mentioned technology, social media, mentorship and equal opportunity hiring practices as ways they broaden their work base.

“We offer education programs that are not limited to job-specific competencies and mentorship programs for people in all roles to advance their careers and knowledge

What’s the average gender balance at Top Mortgage Workplaces?



WHAT EMPLOYEES HAD TO SAY

“Due to our unique work-from-home environment, our company can be very inclusive and indeed is open to all individuals, including those with disabilities. I think this is a great strength of the company.”

“No race or gender outweighs another.”

“We even have private spaces for prayer or reflection.”

“We are a diverse team, and everyone adds value to our team.”

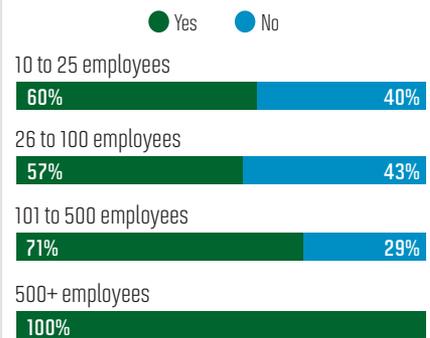
“[My company is] 75% to 80% women, super strong female principals of all backgrounds, yet they make us feel like a family.”

through shadowing senior leadership,” one Top Mortgage Workplace reported. “We are also actively engaged in the Newcomers Program and Toronto Schools Program, through which we offer internships to people of varied backgrounds and identities. Thus far, 100% of our interns have been offered positions with the organization.”

Another Top Mortgage Workplace emphasized its dedication to technology as a way to attract employees: “Our recruitment is geared towards the tech-savvy, and we are an equal opportunity employer and comprised of over 70% non-white agents.”

Finally, some companies explained that while they don’t have formal diversity programs in place, they hire and promote based on merit only, allowing the same opportunities for people of all backgrounds.

Does your organization offer programs aimed at recruiting and/or retaining younger workers?



Does your organization offer any programs aimed at recruiting and/or retaining women, individuals from minority groups, persons with disabilities and/or LGBTQ+ individuals?



TOP MORTGAGE WORKPLACES

CULTURE

Supportive, people-focused, respectful, family-like: These are a few of the adjectives employees used to describe the culture at this year's Top Mortgage Workplaces. Culture plays a large role in recruiting and retaining talent, and the companies on this year's list go out of their way to provide an attractive atmosphere.

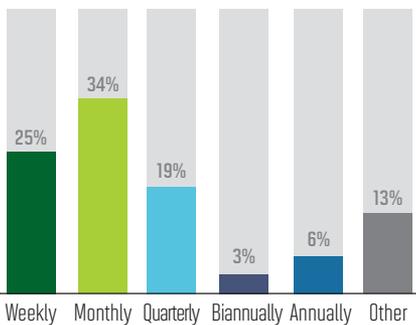
One of the ways they do this is by including recognition programs and awards. "We have a monthly 'Shining Star,' and they get a certificate and prize," one company reported. "We also have a Broker of the Year Award, Associate of the Year Award and Leadership Award given out at our annual holiday party." Others noted more informal recognition, including celebrating staff birthdays with gift cards, cake and flowers; monthly 'shout outs' for staff members who excel at their jobs or showcase a winning

attitude; and celebratory lunches for reaching milestones.

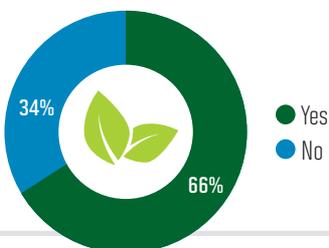
Several organizations focus their recognition efforts on quarterly and annual bonuses based on meeting or exceeding goals, end-of-the-year awards galas, referral bonuses, and recognition for reaching the next internal level of the company. More casually, every Top Mortgage Workplace had some sort of out-of-the-office community-building event for their team, from pub nights and barbecues to regular happy hours, game nights and sports outings.

In addition to recognition and team-building, all of this year's Top Mortgage Workplaces offer flexible work options such as flexible schedules and the ability to work remotely. For employees with families, several companies provide parental leave and allow employees to bring their children to work if needed.

How often does your organization conduct company-wide employee meetings?



Is your organization actively involved in any 'green' or sustainable business programs or practices?



Does your organization allow employees to take additional time off for community service activities or volunteering?



Does your organization actively support any community and/or charitable organizations?



Does your organization offer flexible work options?



Does your organization offer employee recognition programs or awards?



Does your organization offer family-friendly benefits or programs?



Does your organization partake in any team-building and/or leisure activities?



WHAT EMPLOYEES HAD TO SAY

“There is a very collaborative feel to the organization. You are listened to and allowed to suggest improvements.”

“We have team-building events and are encouraged to participate in projects that broaden our horizons and well-being.”

“Best culture I have ever experienced throughout my working career. One of the top reasons I look forward to coming to work.”

“The culture is great: respectful, inclusive, collaborative and focused on continuous improvement. This is a culture that wants to satisfy customers' needs.”

“A very collaborative culture – open communication and cooperation are encouraged at every level.”



TOP MORTGAGE WORKPLACES 2020

The following companies achieved an average satisfaction rating of 80% or greater from their employees.

1 TO 25 EMPLOYEES

APPROVED FINANCIAL SERVICES

Headquarters: Whitby, ON
Year founded: 2016

Score: **95.7%**

MILLENNIAL'S CHOICE

Headquarters: Concord, ON
Year founded: 2016

Score: **95.2%**

MORTGAGE SCOUT

Headquarters: Toronto, ON
Year founded: 2015

Score: **92.8%**

CITADEL MORTGAGES

Headquarters: Toronto, ON
Year founded: 2018

Score: **91.1%**

BAYFIELD MORTGAGE PROFESSIONALS

Headquarters: Langley, BC
Year founded: 1984

Score: **89.2%**

VWR CAPITAL CORP.

Headquarters: Langley, BC
Year founded: 1993

Score: **88.7%**

RIVERROCK MORTGAGE INVESTMENT CORPORATION

Headquarters: Toronto, ON
Year founded: 2014

Score: **88.1%**

MORTGAGE DISTRICT

Headquarters: Mississauga, ON
Year founded: 2017

Score: **87.8%**

CANWISE FINANCIAL

Headquarters: Calgary, AB
Year founded: 2015

Score: **85.7%**

MORTGAGEPAL

Headquarters: Victoria, BC
Year founded: 2012

Score: **84.4%**

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TOP MORTGAGE WORKPLACES

26 TO 100 EMPLOYEES

LEND AT EASE

Headquarters: Concord, ON
Year founded: 2012

Score: **96.2%**

DLC ELITE LENDING

Headquarters: Vancouver, BC
Year founded: 2016

Score: **95.1%**

SAFEBRIDGE FINANCIAL GROUP

Headquarters: Toronto, ON
Year founded: 2006

Score: **94.2%**

THE MORTGAGE COACH

Headquarters: Toronto, ON
Year founded: 2019

Score: **93.6%**

BLUE PEARL MORTGAGE GROUP

Headquarters: Surrey, BC
Year founded: 2014

Score: **91.8%**

MORTGAGELINE

Headquarters: Calgary, AB
Year founded: 2016

Score: **91.8%**

TRUE NORTH MORTGAGE

Headquarters: Calgary, AB
Year founded: 2006

Score: **91.2%**

ROCK CAPITAL INVESTMENTS

Headquarters: Orangeville, ON
Year founded: 1992

Score: **90.8%**

CAPITAL MORTGAGES

Headquarters: Ottawa, ON
Year founded: 1999

Score: **88.5%**

CANADIAN MORTGAGES INC.

Headquarters: Ottawa, ON
Year founded: 1999

Score: **88.2%**

JENCOR MORTGAGE CORPORATION

Headquarters: Calgary, AB
Year founded: 1987

Score: **87.0%**

LENDESK TECHNOLOGIES

Headquarters: Vancouver, BC
Year founded: 2013

Score: **85.6%**

THE MORTGAGE PROFESSIONALS

Headquarters: Kingston, ON
Year founded: 1989

Score: **83.4%**

8TWELVE MORTGAGE CORPORATION

Headquarters: Toronto, ON
Year founded: 2018

Score: **81.9%**

101 TO 500 EMPLOYEES

CENTURION MORTGAGE CAPITAL CORPORATION

Headquarters: Toronto, ON
Year founded: 2003

Score: **93.0%**

CAPITAL LENDING CENTRE

Headquarters: North York, ON
Year founded: 2016

Score: **91.0%**

PARADIGM QUEST

Headquarters: Toronto, ON
Year founded: 2004

Score: **89.7%**



DLC FOREST CITY FUNDING

Headquarters: London, ON
Year founded: 1990

Score: **89.2%**

CWB OPTIMUM MORTGAGE

Headquarters: Edmonton, AB
Year founded: 2004

Score: **81.6%**

HAVENTREE BANK

Headquarters: Toronto, ON
Year founded: 1990

Score: **88.4%**

500+ EMPLOYEES

MATRIX MORTGAGE GLOBAL

Headquarters: Toronto, ON
Year founded: 2008

Score: **84.1%**

MCAP

Headquarters: Toronto, ON
Year founded: 1985

Score: **88.6%**



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