

## COMPANY SPOTLIGHT

# AT EMPLOYEE-OWNED PCL CONSTRUCTION, EVERYONE SHARES THE SUCCESS

PCL has one of the country's  
best employee-ownership  
plans, extended to

# 4,400

employees without  
favoring executives.

PCL's safety record is

# five

times better than the  
national average.

“What we really sell is  
service by our people;  
the fun is that we get  
to build monuments.”

— Shaun Yancey  
President and COO

“Employ the highest-grade people attainable,”  
“Give encouragement and show appreciation,”  
and “Be fair in all dealings.”

#### THESE ARE A FEW OF PCL FOUNDER

Ernie Poole's Rules—company guidelines that have been in place since he turned over the reins to his sons in 1948. These principles have made PCL what it is today, a great place to work.

Celebrating its 109th year in 2015, PCL has operations in the U.S, Canada, and Australia and is the sixth-largest contractor in North America. The company has built iconic structures across the U.S. including Denver International Airport, the Mall of America, the Wizarding World of Harry Potter, and STAPLES Center.

“Sometimes, we get caught up in the idea that we build buildings and bridges and theme-park rides, but what we really sell is a service by our people,” says construction president and COO of U.S. operations Shaun Yancey, a 33-year PCL veteran who started his career as a project engineer.

This trajectory isn't rare at PCL, unique for its employee-ownership model: Poole's sons ultimately sold the company to 25 top-ranking executives, and now more than 4,000 of its salaried employees are shareholders. The ownership model fosters collaboration and camaraderie.

“Ownership is not limited to executives. Everyone from top managers to reception-

ists can own a part of the company,” says Yancey. This, along with PCL's family-oriented culture, makes the 4,400-employee organization not only successful, but a fun place to work. Barbecues and golf tournaments are the norm; fireside chats occur twice a year. “And we listen closely to our employees,” Yancey adds, “because we realize it truly is all about our people.”

Among employees' top financial reasons for appreciating PCL are market-rate salaries, year-end bonuses, and stock dividends that, as Yancey puts it, “can significantly increase people's overall compensation.”

PCL's community stewardship initiatives also earn kudos. The company encourages workers to

spend at least 18 hours per year volunteering in the community, and also matches employee donations to the United Way dollar for dollar. As a result, the firm collectively donated over \$7 million in 2014.

Ernie Poole would be proud of the company that PCL is today. ●

**FORTUNE**  
**100**  
**BEST**  
**COMPANIES**  
**TO WORK FOR**  
**2015**



**CONSTRUCTION**