

In fact, Canada remains an important location for global outsourcing despite a recent rise in the value of the Canadian dollar. Canada ranks fourth in terms of business environment and sixth in terms of people and skills availability out of 50 countries evaluated in the 2007 A.T. Kearney Global Service Location Index™.<sup>17</sup> The study indicated that Canada's cost disadvantages as compared with developing countries are more than adequately compensated for by its superior communications infrastructure and skilled workforce. It is for these reasons that all of the major IT services firms have established operations in Canada, including Accenture, Capgemini, EDS, Infosys, Keane, Tata Consulting Services, and Wipro.

## Financial Services

The financial services sector is a key foundation of any modern knowledge-based economy. Canada's financial sector is among the largest contributors to the Canadian economy, directly employing more than 750,000 Canadians—over 4 percent of Canada's workforce—at wages and salaries well above the national average. It also accounts for more than 6 percent of national GDP, up from about 4 percent 20 years ago. More importantly, the sector has evolved substantially over these past two decades and today comprises institutions that are dynamic, innovative and globally focused. On this latter point, Canadian financial institutions have made over \$60 billion in acquisitions outside Canada since 2000.<sup>18</sup>

The Canadian financial services sector is made up of banks, trust and loan companies, credit unions, life and health insurance companies, property and casualty (P&C) insurance companies, securities dealers and exchanges, mutual fund companies and distributors, finance and leasing companies, as well as independent financial advisors, pension fund managers and independent insurance agents and brokers.<sup>19</sup>

### UPS: ENHANCING THE SUPPLY CHAIN

Enhanced supply-chain efficiencies were high on the list of criteria UPS needed to satisfy before investing, which was why the world's largest package delivery company and a global leader in supply chain services opted to build its new \$80-million, 74,320-square-metre logistics campus in Burlington, Ontario.

UPS has 936 "logistics facilities" worldwide, but the Burlington facility is the second-largest in North America and one of only a half-dozen international hubs. Strategically located near Canada's busiest highways, 45 minutes from the U.S. and within 50 kilometres of three international airports, it has a staff of 500 that receives 249,000 shipment units daily on behalf of 25 major clients—primarily major retail chains.



<sup>17</sup> A.T. Kearney. 2007 Global Services Location Index. 2006  
<sup>18</sup> Canadian Bankers Association. <http://www.cba.ca>  
<sup>19</sup> Finance Canada. <http://www.fin.gc.ca/toce/2005/fact-cfsse.html>