

Submission Guidelines

Only organizations that have been nominated to the Canada's Most Admired Corporate Cultures™ program, and that have been notified of this nomination by Waterstone Human Capital, are eligible to make a submission.

Nominated organizations asked to provide 500-word answers to the following six key criteria depending on their category:

- Growth (revenues over \$10 million under \$50 million, and over 25 employees)
- Mid-Market (revenues of \$50 million to less than \$500 million)
- Enterprise (revenues of \$500 million and above), and
- Broader Public Sector (not-for-profit, government, charitable organizations and crown corporations)

A

Growth, Mid-Market and Enterprise Organizations

1. Vision and Leadership

Describe the vision, mission and values of the organization and also how leaders drive these cultural pillars throughout the organization. How does leadership inspire people towards a new level of growth and achievement?

2. Recruitment and Hiring for Fit

How does your organization recruit for fit? Describe your best practices in recruitment and outline specific strategies, tools and services used to find top talent. What are the key behaviours of your top performers and how does your organization promote its employment brand, both internally and externally, in order to find candidates that are the right cultural fit for your organization?

3. Cultural Alignment and Measurement

How is the culture of the organization aligned to its vision, people, and processes, and how is it measured and sustained to support organizational performance? Please provide details on engagement surveys, cultural assessments, or other key metrics, if applicable.

4. Retention, Rewards and Recognition

Describe how your organization rewards and recognizes its people. What is your organization's voluntary turnover rate? How does your organization develop and keep its best people who fit the culture?

5. Organizational Performance

The Canada's Most Admired Corporate Cultures™ program recognizes organizations for having winning cultures that impact performance. As a result, it is critical that financial performance information be provided in this section. Organizations that do not provide this information may be withdrawn from the process prior to the National Vote, at the discretion of Waterstone Human Capital. Organizations must provide a minimum of four of the following six financial indicators: EBITDA; Revenue; 3-year revenue growth; 3-year EBITDA growth; industry relevant data; or, industry/sector comparative performance data versus competitive peers.

6. Corporate Social Responsibility

An outstanding organization promotes a culture that supports organizational and individual involvement in overcoming community, social and environmental issues. How has the organization done so? Please provide examples.

B

Broader Public-Sector Organizations

1. *Vision and Leadership*

Describe the vision, mission and values of the organization and also how leaders drive these cultural pillars throughout the organization. How does leadership inspire people towards a new level of growth and achievement?

Governance: How are Directors chosen? What is the length of their terms? How do they provide leadership with regards to growth and achievement?

2. *Recruitment and Hiring for Fit*

How does your organization recruit for fit? Describe your best practices in recruitment and outline specific strategies, tools and services used to find top talent. What are the key behaviours of your top performers and how does your organization promote its employment brand, both internally and externally, in order to find candidates that are the right cultural fit for your organization?

3. *Cultural Alignment and Measurement*

How is the culture of the organization aligned to its vision, people, and processes, and how is it measured and sustained to support organizational performance?

4. *Retention, Rewards and Recognition*

Describe how your organization rewards and recognizes its people, including volunteers. How does your organization develop and keep its best people who fit the culture?

5. *Organizational Performance*

How has the organization performed relative to its vision, mission, strategic goals and objectives? How does it compare to other not-for-profit organizations in its sector? What metrics are being used to measure performance?

How does the organization fund its operations? What are the sources of funding and the relevant percentages of total revenues? What is the fundraising ratio (costs of fundraising against funds raised)?

6. *Corporate Social Responsibility*

An outstanding organization promotes a culture that supports organizational and individual involvement in overcoming community, social and environmental issues. How has the organization done so? Please provide examples.