This year’s Most Admired Corporate Cultures

How the program kept going during a pandemic that created chaos globally. See p.2.

This year’s Most Admired Corporate Culture honourees. See p.3.

CEOS REFLECT ON A TUMULTUOUS TIME

MARGARET McNEIL, CEO, CANADA GOOSE; MID-MARKET CATEGORY WINNER

What does high-performance look like at Canada Goose?

Our high performance is providing exceptional care to children with life-limiting illnesses, to all of our employees, and to their families. Our culture is family-centered and strong- ly aligned with our values: team, companion and connection, endearing love, accountability, and quality and safety. Every staff member, whether they be in the kitchen, on the production floor, or in our leadership team, has to be able to see in their role the journey for every family. Culture is truly about being able to explain what we do for families, it applies to how we do it and why it’s important, too.

How do you promote purpose and culture going hand in hand? They are inextricably linked to what we do. We focus on culture as a very important priority and make sure that every person’s role is to aim culture and innovation at the same time. Sometimes it’s about strategy and sometimes it’s about alignment and making sure we have the right culture. It’s about understanding the culture, how it fits and how it can be changed or enhanced. We focus on equity, diversity, and inclusion and doing more in terms of opportunities and creating more opportunities for people of different backgrounds and different skills and experiences.

What role has culture played in leading through the pandemic? The pandemic was a cruci al moment for companies to see whether they acted on their values or not. We had three priorities: keep the shelves stocked, keep customers and employees safe, and support the charitable institutions that we support. It’s been a very challenging time, but our results saw revenue increase by 13.2 per cent to $452.1 million. When the pandemic took hold, we manufactured more than two million units of PPE for Canadian frontline workers. All of that was done as a fraction of a cent. It was a real testament to our culture.

How have you managed the pandemic? I turned to nature and walked a lot. I found nature to be a great escape from everything, from seeing on video and phone calls all the time.

Michael Medline, president and CEO, Empire Company Limited and Sobeys Inc.: Transformational leadership, and making luxury accessible, our values are authentic, passionate, and high-performance entrepreneurs. That is the Canada Goose culture. The things we believe in are bigger than us. We are focused on doing the right thing. That’s why we keep our production in Canada and are rebuilding the downstream supply-manufacturing infrastructure here. In the last 20 years we’ve grown from a small, relatively unknown company to a privileged global, passionate brand. When I started, we were just under a $3 million company. We’re given to nearly $1 billion. What does your role as leader of the company look like during the pandemic?

How much rely on my family, my executive col league, our board, chairman, and the Sobeys partners and our supplier partners and our 155,000 team members. It’s the entire team to do those results.

How does high-performance look like at Canada Goose?

The company can help them tell their story and get the point across. We do that. Our culture is growing stronger throughout the pandemic. It’s something we’ve been building on for a long time. We’ve seen a significant increase in the number of people seeing our brand and joining our teams.

What role does culture play in leading through the pandemic?

Our culture is stronger.

Your culture got stronger throughout the pandemic. How does that look at Clio?

What does high-performance look like at Clio?

Our high performance is being deliberate about making sure we are helping our clients achieve their goals. We’re focused on making sure our teams are happy, our clients are happy, and our communities are happy.

What does a culture that’s a high performer look like at Clio?

Cultures are high performers. We move fast. We’re authentic and passionate. Our values are aligned.

Michael McWeeney, president and CEO, Corby Spirit Company Limited and Seagrams Inc.: Dan, president, and CEO Canuck Place Children’s Hospice; Margaret McNeil, CEO, Canada Goose; Lisa Lisson, president and CEO, Brookfield Public Sector winner

How have you managed the pandemic?

How do you promote purpose and culture going hand in hand? They are inextricably linked to what we do. We focus on culture as a very important priority and make sure that every person’s role is to aim culture and innovation at the same time. Sometimes it’s about strategy and sometimes it’s about alignment and making sure we have the right culture. It’s about understanding the culture, how it fits and how it can be changed or enhanced. We focus on equity, diversity, and inclusion and doing more in terms of opportunities and creating more opportunities for people of different backgrounds and different skills and experiences.

What role has culture played in leading through the pandemic?

The company was a cruci al moment for companies to see whether they acted on their values or not. We had three priorities: keep the shelves stocked, keep customers and employees safe, and support the charitable institutions that we support. It’s been a very challenging time, but our results saw revenue increase by 13.2 per cent to $452.1 million. When the pandemic took hold, we manufactured more than two million units of PPE for Canadian frontline workers. All of that was done as a fraction of a cent. It was a real testament to our culture.

How have you managed the pandemic?

I turned to nature and walked a lot. I found nature to be a great escape from everything, from seeing on video and phone calls all the time.

Margaret McNeil, CEO, Corby Spirit Company Limited and Seagrams Inc.: Dan, president, and CEO Canuck Place Children’s Hospice; Margaret McNeil, CEO, Canada Goose; Lisa Lisson, president and CEO, Brookfield Public Sector winner

What does high-performance look like at Clio?

Our high performance is being deliberate about making sure we are helping our clients achieve their goals. We’re focused on making sure our teams are happy, our clients are happy, and our communities are happy.

What does a culture that’s a high performer look like at Clio?

Cultures are high performers. We move fast. We’re authentic and passionate. Our values are aligned.

Michael McWeeney, president and CEO, Corby Spirit Company Limited and Seagrams Inc.: Dan, president, and CEO Canuck Place Children’s Hospice; Margaret McNeil, CEO, Canada Goose; Lisa Lisson, president and CEO, Brookfield Public Sector winner

How have you managed the pandemic?

I turned to nature and walked a lot. I found nature to be a great escape from everything, from seeing on video and phone calls all the time.

Margaret McNeil, CEO, Corby Spirit Company Limited and Seagrams Inc.: Dan, president, and CEO Canuck Place Children’s Hospice; Margaret McNeil, CEO, Canada Goose; Lisa Lisson, president and CEO, Brookfield Public Sector winner

What does high-performance look like at Clio?

Our high performance is being deliberate about making sure we are helping our clients achieve their goals. We’re focused on making sure our teams are happy, our clients are happy, and our communities are happy.

What does a culture that’s a high performer look like at Clio?

Cultures are high performers. We move fast. We’re authentic and passionate. Our values are aligned.

Michael McWeeney, president and CEO, Corby Spirit Company Limited and Seagrams Inc.: Dan, president, and CEO Canuck Place Children’s Hospice; Margaret McNeil, CEO, Canada Goose; Lisa Lisson, president and CEO, Brookfield Public Sector winner

How have you managed the pandemic?

I turned to nature and walked a lot. I found nature to be a great escape from everything, from seeing on video and phone calls all the time.

Margaret McNeil, CEO, Corby Spirit Company Limited and Seagrams Inc.: Dan, president, and CEO Canuck Place Children’s Hospice; Margaret McNeil, CEO, Canada Goose; Lisa Lisson, president and CEO, Brookfield Public Sector winner

What does high-performance look like at Clio?

Our high performance is being deliberate about making sure we are helping our clients achieve their goals. We’re focused on making sure our teams are happy, our clients are happy, and our communities are happy.

What does a culture that’s a high performer look like at Clio?

Cultures are high performers. We move fast. We’re authentic and passionate. Our values are aligned.

Michael McWeeney, president and CEO, Corby Spirit Company Limited and Seagrams Inc.: Dan, president, and CEO Canuck Place Children’s Hospice; Margaret McNeil, CEO, Canada Goose; Lisa Lisson, president and CEO, Brookfield Public Sector winner

How have you managed the pandemic?

I turned to nature and walked a lot. I found nature to be a great escape from everything, from seeing on video and phone calls all the time.

Margaret McNeil, CEO, Corby Spirit Company Limited and Seagrams Inc.: Dan, president, and CEO Canuck Place Children’s Hospice; Margaret McNeil, CEO, Canada Goose; Lisa Lisson, president and CEO, Brookfield Public Sector winner

What does high-performance look like at Clio?

Our high performance is being deliberate about making sure we are helping our clients achieve their goals. We’re focused on making sure our teams are happy, our clients are happy, and our communities are happy.

What does a culture that’s a high performer look like at Clio?

Cultures are high performers. We move fast. We’re authentic and passionate. Our values are aligned.
CULTURE

How have you managed your company through the COVID-19 pandemic?

Two words: foresight and preparedness. More than ever before, our culture has given us pause to really think about what we’ve built and how we will keep it going.

It was time to transformculture. Covid-19 became the harbinger of best practices to develop and sustain in the workplace in the years ahead. This is true both for administrative corps and leaders getting the best out of people.

Culture is the thing that can’t be measured in financial terms. It’s a competitive advantage, and it’s essential for success. We’ve learned the fundamental value of the human spirit.

How do you think this year’s winners at the Canada’s Most Admired Corporate Cultures awards program have responded to cultural challenges?

It’s a difficult question to answer as there are many different perspectives within the organizations. What is evident is that culture has played an important role in navigating the pandemic and employee health.

In short order, D2L transformed the business to first orrit First Nations to be come a limited partnership, and to acquire and build on the foundation of Waterstone Human Capital businesses in Canada. Most Admired Corporate Cultures awards. Specifically, they tend to focus on work-from-home working on culture, development of a corporate social responsibility; and organizational training and culture transformation by focusing on the employees’ physical and mental health.

Culture is also a major factor in determining a company’s competitiveness. It’s the key to the culture’s high performance. We’ve learned that culture is impossible to engineer. It’s something that is determined by the people who are part of the organization. It’s the core of the company’s identity and purpose. It’s what sets a company apart from its competitors. It’s what makes a company successful.

More than ever before, companies are learning that they need to create a culture that is aligned with their mission and values. This is especially true for companies that are looking to raise capital or attract new employees. A strong culture can be a major advantage in times of crisis. It can also be a major advantage in times of growth.

This is why culture is so important. It’s the foundation of everything. It’s the foundation of innovation. It’s the foundation of growth. It’s the foundation of success.

What did you learn about the impact of culture on performance?

D2L’s founder, John Baker, says that culture is the key to everything. It’s the key to growth. It’s the key to innovation. It’s the key to success.

The impact of culture on performance is significant. It’s the foundation of innovation. It’s the foundation of growth. It’s the foundation of success.

What is the impact of culture on performance?

The impact of culture on performance is significant. It’s the foundation of innovation. It’s the foundation of growth. It’s the foundation of success.

D2L’s founder, John Baker, says that culture is the key to everything. It’s the key to growth. It’s the key to innovation. It’s the key to success.

The impact of culture on performance is significant. It’s the foundation of innovation. It’s the foundation of growth. It’s the foundation of success.

What is the impact of culture on performance?

The impact of culture on performance is significant. It’s the foundation of innovation. It’s the foundation of growth. It’s the foundation of success.

D2L’s founder, John Baker, says that culture is the key to everything. It’s the key to growth. It’s the key to innovation. It’s the key to success.

The impact of culture on performance is significant. It’s the foundation of innovation. It’s the foundation of growth. It’s the foundation of success.

What is the impact of culture on performance?

The impact of culture on performance is significant. It’s the foundation of innovation. It’s the foundation of growth. It’s the foundation of success.

D2L’s founder, John Baker, says that culture is the key to everything. It’s the key to growth. It’s the key to innovation. It’s the key to success.

The impact of culture on performance is significant. It’s the foundation of innovation. It’s the foundation of growth. It’s the foundation of success.

What is the impact of culture on performance?

The impact of culture on performance is significant. It’s the foundation of innovation. It’s the foundation of growth. It’s the foundation of success.

D2L’s founder, John Baker, says that culture is the key to everything. It’s the key to growth. It’s the key to innovation. It’s the key to success.

The impact of culture on performance is significant. It’s the foundation of innovation. It’s the foundation of growth. It’s the foundation of success.

What is the impact of culture on performance?

The impact of culture on performance is significant. It’s the foundation of innovation. It’s the foundation of growth. It’s the foundation of success.

D2L’s founder, John Baker, says that culture is the key to everything. It’s the key to growth. It’s the key to innovation. It’s the key to success.

The impact of culture on performance is significant. It’s the foundation of innovation. It’s the foundation of growth. It’s the foundation of success.

What is the impact of culture on performance?

The impact of culture on performance is significant. It’s the foundation of innovation. It’s the foundation of growth. It’s the foundation of success.

D2L’s founder, John Baker, says that culture is the key to everything. It’s the key to growth. It’s the key to innovation. It’s the key to success.

The impact of culture on performance is significant. It’s the foundation of innovation. It’s the foundation of growth. It’s the foundation of success.

What is the impact of culture on performance?

The impact of culture on performance is significant. It’s the foundation of innovation. It’s the foundation of growth. It’s the foundation of success.

D2L’s founder, John Baker, says that culture is the key to everything. It’s the key to growth. It’s the key to innovation. It’s the key to success.

The impact of culture on performance is significant. It’s the foundation of innovation. It’s the foundation of growth. It’s the foundation of success.

What is the impact of culture on performance?

The impact of culture on performance is significant. It’s the foundation of innovation. It’s the foundation of growth. It’s the foundation of success.

D2L’s founder, John Baker, says that culture is the key to everything. It’s the key to growth. It’s the key to innovation. It’s the key to success.

The impact of culture on performance is significant. It’s the foundation of innovation. It’s the foundation of growth. It’s the foundation of success.

What is the impact of culture on performance?

The impact of culture on performance is significant. It’s the foundation of innovation. It’s the foundation of growth. It’s the foundation of success.

D2L’s founder, John Baker, says that culture is the key to everything. It’s the key to growth. It’s the key to innovation. It’s the key to success.

The impact of culture on performance is significant. It’s the foundation of innovation. It’s the foundation of growth. It’s the foundation of success.

What is the impact of culture on performance?

The impact of culture on performance is significant. It’s the foundation of innovation. It’s the foundation of growth. It’s the foundation of success.

D2L’s founder, John Baker, says that culture is the key to everything. It’s the key to growth. It’s the key to innovation. It’s the key to success.

The impact of culture on performance is significant. It’s the foundation of innovation. It’s the foundation of growth. It’s the foundation of success.

What is the impact of culture on performance?

The impact of culture on performance is significant. It’s the foundation of innovation. It’s the foundation of growth. It’s the foundation of success.

D2L’s founder, John Baker, says that culture is the key to everything. It’s the key to growth. It’s the key to innovation. It’s the key to success.

The impact of culture on performance is significant. It’s the foundation of innovation. It’s the foundation of growth. It’s the foundation of success.

What is the impact of culture on performance?

The impact of culture on performance is significant. It’s the foundation of innovation. It’s the foundation of growth. It’s the foundation of success.

D2L’s founder, John Baker, says that culture is the key to everything. It’s the key to growth. It’s the key to innovation. It’s the key to success.

The impact of culture on performance is significant. It’s the foundation of innovation. It’s the foundation of growth. It’s the foundation of success.

What is the impact of culture on performance?

The impact of culture on performance is significant. It’s the foundation of innovation. It’s the foundation of growth. It’s the foundation of success.

D2L’s founder, John Baker, says that culture is the key to everything. It’s the key to growth. It’s the key to innovation. It’s the key to success.

The impact of culture on performance is significant. It’s the foundation of innovation. It’s the foundation of growth. It’s the foundation of success.

What is the impact of culture on performance?

The impact of culture on performance is significant. It’s the foundation of innovation. It’s the foundation of growth. It’s the foundation of success.

D2L’s founder, John Baker, says that culture is the key to everything. It’s the key to growth. It’s the key to innovation. It’s the key to success.

The impact of culture on performance is significant. It’s the foundation of innovation. It’s the foundation of growth. It’s the foundation of success.

What is the impact of culture on performance?

The impact of culture on performance is significant. It’s the foundation of innovation. It’s the foundation of growth. It’s the foundation of success.

D2L’s founder, John Baker, says that culture is the key to everything. It’s the key to growth. It’s the key to innovation. It’s the key to success.

The impact of culture on performance is significant. It’s the foundation of innovation. It’s the foundation of growth. It’s the foundation of success.

What is the impact of culture on performance?

The impact of culture on performance is significant. It’s the foundation of innovation. It’s the foundation of growth. It’s the foundation of success.

D2L’s founder, John Baker, says that culture is the key to everything. It’s the key to growth. It’s the key to innovation. It’s the key to success.

The impact of culture on performance is significant. It’s the foundation of innovation. It’s the foundation of growth. It’s the foundation of success.

What is the impact of culture on performance?

The impact of culture on performance is significant. It’s the foundation of innovation. It’s the foundation of growth. It’s the foundation of success.

D2L’s founder, John Baker, says that culture is the key to everything. It’s the key to growth. It’s the key to innovation. It’s the key to success.

The impact of culture on performance is significant. It’s the foundation of innovation. It’s the foundation of growth. It’s the foundation of success.

What is the impact of culture on performance?

The impact of culture on performance is significant. It’s the foundation of innovation. It’s the foundation of growth. It’s the foundation of success.

D2L’s founder, John Baker, says that culture is the key to everything. It’s the key to growth. It’s the key to innovation. It’s the key to success.

The impact of culture on performance is significant. It’s the foundation of innovation. It’s the foundation of growth. It’s the foundation of success.

What is the impact of culture on performance?
Looking back on a night of celebrations

Canada’s Most Admired Corporate Cultures 2020

RANKING METHODOLOGY

The Poirier Group is the Pou rierBooth Consulting Group, established in 2005.

The Pou rier Group is a boutique consulting firm focused on process improvement, strategy, sales and marketing, and sustainable business success in North America.

The Poirier Group is known for its business-consulting experts covering retail, supply chain, finance, change management, leadership, and project, process improvement, and engineering, that span engineer- ing, project, and engineering, and consulting expertise to work for organizations, not-for-profits and government during times of need.

The Poirier Group helps organizations, not-for-profits, and charities find additional growth and revenue, enhance board management, and streamline processes and responsibilities.

The Poirier Group, last year, was named to the Top 250 Canadian Companies suburb and it is the foundation of our approach to excellence on behalf of our customers, which brings a tremendous boost for our businesses.

The Poirier Group has been recognized with Thought-leadership awards, which is the achievement of relevant potential value for the charities and nonprofits that span engineering, project, and engineering, and consulting expertise to work for organizations, not-for-profits and government during times of need.

The Poirier Group has been recognized with Thought-leadership awards, which is the achievement of relevant potential value for the charities and nonprofits that span engineering, project, and engineering, and consulting expertise to work for organizations, not-for-profits and government during times of need.

The Poirier Group has been recognized with Thought-leadership awards, which is the achievement of relevant potential value for the charities and nonprofits that span engineering, project, and engineering, and consulting expertise to work for organizations, not-for-profits and government during times of need.

The Poirier Group has been recognized with Thought-leadership awards, which is the achievement of relevant potential value for the charities and nonprofits that span engineering, project, and engineering, and consulting expertise to work for organizations, not-for-profits and government during times of need.

The Poirier Group has been recognized with Thought-leadership awards, which is the achievement of relevant potential value for the charities and nonprofits that span engineering, project, and engineering, and consulting expertise to work for organizations, not-for-profits and government during times of need.

The Poirier Group has been recognized with Thought-leadership awards, which is the achievement of relevant potential value for the charities and nonprofits that span engineering, project, and engineering, and consulting expertise to work for organizations, not-for-profits and government during times of need.

The Poirier Group has been recognized with Thought-leadership awards, which is the achievement of relevant potential value for the charities and nonprofits that span engineering, project, and engineering, and consulting expertise to work for organizations, not-for-profits and government during times of need.

The Poirier Group has been recognized with Thought-leadership awards, which is the achievement of relevant potential value for the charities and nonprofits that span engineering, project, and engineering, and consulting expertise to work for organizations, not-for-profits and government during times of need.

The Poirier Group has been recognized with Thought-leadership awards, which is the achievement of relevant potential value for the charities and nonprofits that span engineering, project, and engineering, and consulting expertise to work for organizations, not-for-profits and government during times of need.

The Poirier Group has been recognized with Thought-leadership awards, which is the achievement of relevant potential value for the charities and nonprofits that span engineering, project, and engineering, and consulting expertise to work for organizations, not-for-profits and government during times of need.

The Poirier Group has been recognized with Thought-leadership awards, which is the achievement of relevant potential value for the charities and nonprofits that span engineering, project, and engineering, and consulting expertise to work for organizations, not-for-profits and government during times of need.

The Poirier Group has been recognized with Thought-leadership awards, which is the achievement of relevant potential value for the charities and nonprofits that span engineering, project, and engineering, and consulting expertise to work for organizations, not-for-profits and government during times of need.

The Poirier Group has been recognized with Thought-leadership awards, which is the achievement of relevant potential value for the charities and nonprofits that span engineering, project, and engineering, and consulting expertise to work for organizations, not-for-profits and government during times of need.

The Poirier Group has been recognized with Thought-leadership awards, which is the achievement of relevant potential value for the charities and nonprofits that span engineering, project, and engineering, and consulting expertise to work for organizations, not-for-profits and government during times of need.

The Poirier Group has been recognized with Thought-leadership awards, which is the achievement of relevant potential value for the charities and nonprofits that span engineering, project, and engineering, and consulting expertise to work for organizations, not-for-profits and government during times of need.

The Poirier Group has been recognized with Thought-leadership awards, which is the achievement of relevant potential value for the charities and nonprofits that span engineering, project, and engineering, and consulting expertise to work for organizations, not-for-profits and government during times of need.

The Poirier Group has been recognized with Thought-leadership awards, which is the achievement of relevant potential value for the charities and nonprofits that span engineering, project, and engineering, and consulting expertise to work for organizations, not-for-profits and government during times of need.

The Poirier Group has been recognized with Thought-leadership awards, which is the achievement of relevant potential value for the charities and nonprofits that span engineering, project, and engineering, and consulting expertise to work for organizations, not-for-profits and government during times of need.

The Poirier Group has been recognized with Thought-leadership awards, which is the achievement of relevant potential value for the charities and nonprofits that span engineering, project, and engineering, and consulting expertise to work for organizations, not-for-profits and government during times of need.
You’ve worked hard to build a corporate culture that helps you stand out from the crowd. We think that deserves to be celebrated!

The Canada’s Most Admired Corporate Cultures™ Awards recognize best-in-class Canadian organizations that are building and sustaining high-performance cultures which help provide a competitive advantage.

Don’t miss the chance to recognize your company’s high-performance culture — or the culture of a company you admire! Nominations close May 14, 2021.

canadasmostadmired.com

We Build High Performance Cultures

At Waterstone Human Capital, our team of leadership advisors helps our entrepreneurial-minded, high growth clients unleash the power of their corporate culture to drive high performance and growth.

• Our multi-national leadership search practice is best-in-class, connecting our clients with top talent who fit their organization’s culture.

• The Waterstone Culture Institute offers clients access to:
  • a suite of leadership and team development programs, including our flagship program, Building High Performance Teams and Cultures;
  • Waterstone ENGAGE, a culture measurement and engagement advisory program that provides data and insights vital to strengthening culture and actioning culture change; and
  • Waterstone’s Culturepreneur Operating System, a culture curation and transformation process that helps our clients build and sustain high performance cultures.

Let Waterstone Human Capital help you put culture at the centre of strategy and drive high performance within your organization. Email info@waterstonehc.com to find out more.
THE SUSTAINABLE PERSPECTIVE ON CORPORATE CULTURE

Adrian Thomas, country president, Schneider Electric office in Montreal, reflected on his company’s sustainability efforts.

Schneider Electric Canada

DENIS ED EVEAU

A new day has dawned at Schneider Electric Canada Ltd.

SCHNEIDER ELECTRIC CANADA

DENIS ED EVEAU

The sustainability strategy goes very well with our culture and the business we are in. We are being committed to leading by example.

Adrian Thomas, country president, Schneider Electric office in Montreal, reflected on his company’s sustainability efforts.

SCHNEIDER ELECTRIC CANADA

DENIS ED EVEAU

SCHNEIDER ELECTRIC CANADA

DENIS ED EVEAU

The20/20 Catalyst program has an impact on women in STEM networks including universities. As a result of the CLP participants are female employees of the university. A new initiative was launched to connect students and faculty to businesses and organizations that are interested in diversity and inclusion.

Wenda Eunjoo, left, country senior director of marketing: Thyree Wiso, vice president human resources, Canada; Amrit Takhar, talent manager & human resources business partner, outside its offices of Schneider Electric, Whitby, Ont. (DAVID KINCAID/POSTMEDIA)
When Michael Medline took over the reins of Empire and Sobeys in 2017, he saw an opportunity for change. The company had grown to become one of the largest private companies in Canada, with 127,000 employees across Canada. The company’s real estate value is over $12 billion, with the company’s real estate value being over $44 billion in total.

The company had established itself as one of the leaders in the industry, with a focus on providing quality food at competitive prices. However, Michael Medline knew that the company needed to do more to increase its relevance in an ever-changing marketplace.

He began by launching Project Sunrise, a program designed to engage employees in the culture of the company. The program aimed to empower employees to be part of the decision-making process, and to drive innovation and growth. The program was a success, and it has since been expanded to include employees across the company.

In fiscal 2020, Sobeys generated $43.6 billion in revenue, with a net income of $1.4 billion. The company has been named one of the Most Admired Companies in Canada for the past five years, and it has been recognized as a leader in corporate responsibility.

The company has also been recognized for its commitment to community engagement, with Sobeys donating millions of dollars to local community organizations and charities. The company has been named one of the Most Admired Companies in Canada for the past five years, and it has been recognized as a leader in corporate responsibility.

The company’s continued success is a result of its commitment to innovation, growth, and community engagement. Michael Medline and his team have worked hard to create a culture of collaboration, trust, and excellence. As a result, the company has continued to grow and thrive, and it has become one of the leading companies in the industry.
At the onset of the pandemic, the organization quickly launched Live, Learn and Lead Together, a centralized hub to help all employees navigate the evolving changes in their personal and professional lives. The site provides employees with tools to access to cross-podcasts, tips about and discussion forums on a wide range of topics, such as resilience, empathy, mindfuless, as well as resources for kids (and their grown-ups).

Following the launch of Live, Learn and Lead Together hub, RBC provides a new way of learning with a series of Wall-to-Wall Future Forums. These sessions have helped RBC to better understand how employees are doing, and to provide meaningful support.

While everyone is working at home, we all have new responsibilities. Some employees are being alone and feeling isolated, while others are caring for children and the challenges of virtual learning. The Pulse Survey, which we've been doing consistently, is providing valuable insights.

These surveys reveal an increased need for mental health support and resources. For example, we saw a significant increase in mental health and wellness resources. The employee well-being team monitored online activity on these surveys as well as conversations in employee forums. These insights allowed us to partner with Headspace, offering employees free access to the platform.

This integrated mental health campaign brings together expanded support, programs and enabling resources for employees in Canada and globally.

The benefits for mental health awareness have increased in many global regions, including an increase in mental health awareness from 2,000 to 14,000 for employees in Canada. RBC has also curried learning content and wellness campaigns to reduce stigma, increase awareness, and create conversations about mental health and overall well-being.

Weekly podcasts with medical experts from the Cleveland Clinic have helped narrow stress and anxiety levels. A video series with CEO Dave McKay and acclaimed actress Claire Foy that focuses on mental health and financial wellness, and helps employees understand how employees can take care of themselves.

There’s also curated learning content and wellness resources, including an expert with mental health and wellness.

In March of this year, RBC took a decisive, no-cost stepped approach to address the issue with the launch of an integrated program that builds on the external response framework. This blueprint operated in 2020. The ultimate goal is to create an environment where employees understand that mental well-being is as important as physical well-being, and feel safe to speak openly about their own mental-health.

We believe the pandemic has shone an even brighter light on mental health. Challenges from employees and management perspectives have highlighted the importance of well-being to be our best and deliver value to our clients, communities and each other. It is essential that we help employees stay healthy in all aspects of their lives, says Masciott. It is essential that we help employees stay healthy in all aspects of their lives.

At the onset of the pandemic, the organization quickly launched Live, Learn and Lead Together, a centralized hub to help all employees navigate the evolving changes in their personal and professional lives. The site provides employees with tools to access to cross-podcasts, tips about and discussion forums on a wide range of topics, such as resilience, empathy, mindfulness, as well as resources for kids (and their grown-ups).

Following the launch of Live, Learn and Lead Together hub, RBC provided a new way of learning with a series of Wall-to-Wall Future Forums. These sessions have helped RBC to better understand how employees are doing, and to provide meaningful support.

While everyone is working at home, we all have new responsibilities. Some employees are being alone and feeling isolated, while others are caring for children and the challenges of virtual learning. The Pulse Survey, which we've been doing consistently, is providing valuable insights.

At the onset of the pandemic, the organization quickly launched Live, Learn and Lead Together, a centralized hub to help all employees navigate the evolving changes in their personal and professional lives. The site provides employees with tools to access to cross-podcasts, tips about and discussion forums on a wide range of topics, such as resilience, empathy, mindfulness, as well as resources for kids (and their grown-ups).

Following the launch of Live, Learn and Lead Together hub, RBC provided a new way of learning with a series of Wall-to-Wall Future Forums. These sessions have helped RBC to better understand how employees are doing, and to provide meaningful support.

While everyone is working at home, we all have new responsibilities. Some employees are being alone and feeling isolated, while others are caring for children and the challenges of virtual learning. The Pulse Survey, which we've been doing consistently, is providing valuable insights.

At the onset of the pandemic, the organization quickly launched Live, Learn and Lead Together, a centralized hub to help all employees navigate the evolving changes in their personal and professional lives. The site provides employees with tools to access to cross-podcasts, tips about and discussion forums on a wide range of topics, such as resilience, empathy, mindfulness, as well as resources for kids (and their grown-ups).

Following the launch of Live, Learn and Lead Together hub, RBC provided a new way of learning with a series of Wall-to-Wall Future Forums. These sessions have helped RBC to better understand how employees are doing, and to provide meaningful support.

While everyone is working at home, we all have new responsibilities. Some employees are being alone and feeling isolated, while others are caring for children and the challenges of virtual learning. The Pulse Survey, which we've been doing consistently, is providing valuable insights.
Corporate culture thrives on employee care, love of the games

Office manager Lauren Kerkob's and systems analyst Jake Foster discuss daily company business, such as giving new employees hugs to help them to see their employers as "family." But once people get a peek into the staff's social life, it becomes obvious that Digital Extremes is far more than a business.

These gestures help the company to "keep the employees connected," Schmalz says. "We're a very family-like company and we try to create an environment where people feel at home and where we're not based on a business model but on a democratic model."
A Culture of Caring

ODLUM BROWN LIMITED

KATHERINE BOOTHBY

Postmedia Creative Works

At Odlum Brown Limited, corporate culture is not something that’s been turned on and off like a light switch. Our members have what they call a living, breathing culture, and at the firm—it’s about giving them the space and freedom to live through it in a positive way. Says Stephen Bard, President and CEO. “You can’t be happy at work if you’re not happy at home, and you can’t be happy at home if you’re not happy about the people you’re working with,” he says. “That’s really the big success of the past year.”

Employees-owned since it was established in 1923, Odlum Brown is an independent, full-service investment firm with a team of over 300 people. A continuing culture of excellence has anchored Odlum Brown’s success over nearly 100 years, and as many as 45% of its team members are owners. “So the momentum is there to own the firm and the business,” says Stephen Bard.

The firm’s #OBStrong initiative has connected employees and clients through virtual and local initiatives such as Kids’ Fund Pink Shirt Day, Art Gallery of Greater Victoria’s Pink Shirt Day, Bard on the Beach’s 7PM checkout, and the Vancouver Parks and Recreation Department’s Special Needs Easter Egg Hunt. Odlum Brown has emerged from the pandemic with an even stronger sense of purpose, commitment to its clients, and heart and soul displayed in the way we try to do good in the world. "We live this culture every time we come to work,” says Stephen Bard. “People still want to connect with a part of the things Odlum Brown does,” she says. “In how we try to do the good things and the values during the tough times. That tells me the importance of great culture and the firm’s role in maintaining that fabric, the moment and working, whenever they might be.”

When Odlum Brown emerged from the pandemic, it was a time of reflection and renewal. "COVID-19 is a time to reflect different aspects of our business,” says Stephen Bard. "It’s a reflection of the fact that people want to connect, that people want to be part of the things that Odlum Brown does.”

"The program doesn’t take a one-size-fits-all approach,” adds Bard. "It’s woven into everything we do, from our performance management program, to re-ward and recognition, to the belief that people want to be part of something bigger. It’s woven through the past, present, and future. "Initially I was saying: we’re going to get through this. Then, when people came back into the office, those tools were used to open up and further discussions about safety and how things might look in the future. How resilient we’ve been around for nearly 100 years, we’ve made it through the best and the worst, and we’re going to do it again. It’s because “that’s really the big success of the past year.”

We’ve been around for nearly 100 years, we’ve made it through the best and the worst, and we’re going to do it again. It’s because that’s really the big success of the past year. "We’ve been around for nearly 100 years, we’ve made it through the best and the worst, and we’re going to do it again.”

The firm’s #OBConnected campaign has continued virtually every week through the pandemic with virtual presentations, videos, and events such as Bard on the Beach, the Vancouver Art Gallery, and Easter Seals BC & Manitoba. The campaign has raised over $1.4 million for local initiatives such as Kids’ Fund Pink Shirt Day, Bard on the Beach, the Vancouver Art Gallery, and Easter Seals BC & Manitoba.

The firm’s #OBConnected campaign has continued virtually every week through the pandemic with virtual presentations, videos, and events such as Bard on the Beach, the Vancouver Art Gallery, and Easter Seals BC & Manitoba. The campaign has raised over $1.4 million for local initiatives such as Kids’ Fund Pink Shirt Day, Bard on the Beach, the Vancouver Art Gallery, and Easter Seals BC & Manitoba.

The firm’s #OBConnected campaign has continued virtually every week through the pandemic with virtual presentations, videos, and events such as Bard on the Beach, the Vancouver Art Gallery, and Easter Seals BC & Manitoba. The campaign has raised over $1.4 million for local initiatives such as Kids’ Fund Pink Shirt Day, Bard on the Beach, the Vancouver Art Gallery, and Easter Seals BC & Manitoba.

The firm’s #OBConnected campaign has continued virtually every week through the pandemic with virtual presentations, videos, and events such as Bard on the Beach, the Vancouver Art Gallery, and Easter Seals BC & Manitoba. The campaign has raised over $1.4 million for local initiatives such as Kids’ Fund Pink Shirt Day, Bard on the Beach, the Vancouver Art Gallery, and Easter Seals BC & Manitoba.

The firm’s #OBConnected campaign has continued virtually every week through the pandemic with virtual presentations, videos, and events such as Bard on the Beach, the Vancouver Art Gallery, and Easter Seals BC & Manitoba. The campaign has raised over $1.4 million for local initiatives such as Kids’ Fund Pink Shirt Day, Bard on the Beach, the Vancouver Art Gallery, and Easter Seals BC & Manitoba.

The firm’s #OBConnected campaign has continued virtually every week through the pandemic with virtual presentations, videos, and events such as Bard on the Beach, the Vancouver Art Gallery, and Easter Seals BC & Manitoba. The campaign has raised over $1.4 million for local initiatives such as Kids’ Fund Pink Shirt Day, Bard on the Beach, the Vancouver Art Gallery, and Easter Seals BC & Manitoba.

The firm’s #OBConnected campaign has continued virtually every week through the pandemic with virtual presentations, videos, and events such as Bard on the Beach, the Vancouver Art Gallery, and Easter Seals BC & Manitoba. The campaign has raised over $1.4 million for local initiatives such as Kids’ Fund Pink Shirt Day, Bard on the Beach, the Vancouver Art Gallery, and Easter Seals BC & Manitoba.

The firm’s #OBConnected campaign has continued virtually every week through the pandemic with virtual presentations, videos, and events such as Bard on the Beach, the Vancouver Art Gallery, and Easter Seals BC & Manitoba. The campaign has raised over $1.4 million for local initiatives such as Kids’ Fund Pink Shirt Day, Bard on the Beach, the Vancouver Art Gallery, and Easter Seals BC & Manitoba.

The firm’s #OBConnected campaign has continued virtually every week through the pandemic with virtual presentations, videos, and events such as Bard on the Beach, the Vancouver Art Gallery, and Easter Seals BC & Manitoba. The campaign has raised over $1.4 million for local initiatives such as Kids’ Fund Pink Shirt Day, Bard on the Beach, the Vancouver Art Gallery, and Easter Seals BC & Manitoba.

The firm’s #OBConnected campaign has continued virtually every week through the pandemic with virtual presentations, videos, and events such as Bard on the Beach, the Vancouver Art Gallery, and Easter Seals BC & Manitoba. The campaign has raised over $1.4 million for local initiatives such as Kids’ Fund Pink Shirt Day, Bard on the Beach, the Vancouver Art Gallery, and Easter Seals BC & Manitoba.
GENTLE TEACHING IS ROOTED IN THE FOUNDATION OF WHO WE ARE AND HOW WE SUPPORT THOSE IN OUR COMMUNITY AND EACH OTHER. IT HELPS US TO SEE THE VALUE IN EVERY INDIVIDUAL AND PLACE AT THE CENTRE OF OUR Caring AND OUR CULTURE. WHEN PEOPLE ARE NURTURED, THEY FLOURISH. — MORIANNA FINK, MEMBER OF COR MENTORSHIP AND OUTREACH TEAM

A culture built on gentle teaching

KATHRYN BOUTHBY Photojournalist

Three words that exemplify the corporate culture at Creative Options Regina are family, values, and respect. “We have a culture where we value individuality and acknowledge that individual who embodies our culture of gentleness to the fullest. We nurture a culture of belonging, built with purpose and we approach people with compassion,” says CEO Michael Labat.

Creative Options Regina (COR) is an nonprofit charitable organization that provides comprehensive support to people with developmental disabilities, children and youth with autism spectrum disorder, and those with mental health and/or brain injuries. COR’s mission is to create a community of respect, care and compassion, where everyone feels safe and valued. COR’s founder was determined to demonstrate that care could be considered a profession. She established COR 10 years ago, the first 100 Acts of Kindness, which initially began as a movement to bring awareness to the importance of kindness, respect and compassion in everyday life.

When people are nurtured, they flourish. — Moriana Fink, member of COR mentorship and outreach team

COR is an organization with a history of 100 Acts of Kindness, an event that has continued to inspire others to do good. COR’s founder was determined to ignite a movement to bring awareness to the importance of kindness, respect and compassion in everyday life. Their mission is to create a community of respect, care and compassion, where everyone feels safe and valued.

Gentle Teaching philosophy is built on safety, trust and love, a relationship that builds on hope. When people receive that love, it builds trust. The power of words and non-demanding in every moment. Gentle Teaching is the most important aspect of the program. The focus of Gentle Teaching is to train individuals in the community, who can then support those who need it. Gentle Teaching was first used to provide support to people with developmental disabilities, children and youth with autism spectrum disorder, and those with mental health and/or brain injuries. COR’s mission is to create a community of respect, care and compassion, where everyone feels safe and valued. COR’s founder was determined to demonstrate that care could be considered a profession. She established COR 10 years ago, the first 100 Acts of Kindness, which initially began as a movement to bring awareness to the importance of kindness, respect and compassion in everyday life. When people are nurtured, they flourish. — Moriana Fink, member of COR mentorship and outreach team

Three words that exemplify the corporate culture at Creative Options Regina are family, values, and respect. “We have a culture where we value individuality and acknowledge that individual who embodies our culture of gentleness to the fullest. We nurture a culture of belonging, built with purpose and we approach people with compassion,” says CEO Michael Labat.

Creative Options Regina (COR) is an nonprofit charitable organization that provides comprehensive support to people with developmental disabilities, children and youth with autism spectrum disorder, and those with mental health and/or brain injuries. COR’s mission is to create a community of respect, care and compassion, where everyone feels safe and valued. COR’s founder was determined to ignite a movement to bring awareness to the importance of kindness, respect and compassion in everyday life. Their mission is to create a community of respect, care and compassion, where everyone feels safe and valued.
WE HAD TWO PRIORITIES DURING THE PANDEMIC. THE FIRST ONE WAS TO PROTECT THE FINANCIAL HEALTH OF THE BUSINESS AND THE SECOND WAS TO PROTECT EVERYONE’S JOB. WE ACHIEVED BOTH. THE MOST IMPORTANT THING WE ACHIEVED WAS CONTINUING TO BUILD ON OUR GREAT CULTURE. — DAN TURNER, PRESIDENT AND CHIEF EXECUTIVE OFFICER, XPERIGO

People-first culture goes the extra mile

The Xperigo way: advancement from within

Xperigo has long had a policy of supporting all employees to develop a ‘People-first’ culture, says Shelly Cohen-Bhamani, vice-president, talent and culture.

“Out of our way to help those who want to advance in their careers, we see our employees’ interest in growth and development plan to get them to the level they want to be,” she says.

That path could include training, support and tuition reimbursement when relevant. “People come to us with ideas, and we discuss what we can do to support them,” says Cohen-Bhamani.

“Whether it’s clearing a path for a promotion or giving feedback on a presentation, we want to support our people,” she adds.

As it turned out, it also helped their efforts. Cohen-Bhamani says “COVID was a catalyst for people to engage in new opportunities, both personally and professionally.”

One outcome was the creation of an employee-led, cross-functional Executive Team whose mission was to remove any friction and improve the overall experience of employees. “If people can feel comfortable approaching anyone on the team, then they’re more likely to do so,” Cohen-Bhamani says.

The pandemic was the second test they had to face.

Over the past three years, the company has gone through significant changes along the company has gone from an organization that the culture has existed for years, to a company where it is embedded in the culture. The company has also established an inter-departmental silo and team members’ — and their customers’ — lives better.

Xperigo has a people-first culture and focus on a people-first culture for years, says Shelly Cohen-Bhamani, vice-president, talent and culture. “Our culture for years has been to act on the news site, turners.com, as it was established in 1999.

The company has also been focused on improving culture for years, says Cohen-Bhamani.

As it turned out, it actually helped their efforts, Cohen-Bhamani says “COVID was a catalyst for people to engage in new opportunities, both personally and professionally.”

One outcome was the creation of an employee-led, cross-functional Executive Team whose mission was to remove any friction and improve the overall experience of employees. “If people can feel comfortable approaching anyone on the team, then they’re more likely to do so,” Cohen-Bhamani says.

The pandemic was the second test they had to face.

Over the past three years, the company has gone through significant changes along the company has gone from an organization that the culture has existed for years, to a company where it is embedded in the culture. The company has also established an inter-departmental silo and team members’ — and their customers’ — lives better.

Xperigo has a people-first culture and focus on a people-first culture for years, says Shelly Cohen-Bhamani, vice-president, talent and culture. “Our culture for years has been to act on the news site, turners.com, as it was established in 1999.

The company has also been focused on improving culture for years, says Cohen-Bhamani.

As it turned out, it actually helped their efforts, Cohen-Bhamani says “COVID was a catalyst for people to engage in new opportunities, both personally and professionally.”

One outcome was the creation of an employee-led, cross-functional Executive Team whose mission was to remove any friction and improve the overall experience of employees. “If people can feel comfortable approaching anyone on the team, then they’re more likely to do so,” Cohen-Bhamani says.

The pandemic was the second test they had to face.

Over the past three years, the company has gone through significant changes along the company has gone from an organization that the culture has existed for years, to a company where it is embedded in the culture. The company has also established an inter-departmental silo and team members’ — and their customers’ — lives better.

Xperigo has a people-first culture and focus on a people-first culture for years, says Shelly Cohen-Bhamani, vice-president, talent and culture. “Our culture for years has been to act on the news site, turners.com, as it was established in 1999.

The company has also been focused on improving culture for years, says Cohen-Bhamani.

As it turned out, it actually helped their efforts, Cohen-Bhamani says “COVID was a catalyst for people to engage in new opportunities, both personally and professionally.”

One outcome was the creation of an employee-led, cross-functional Executive Team whose mission was to remove any friction and improve the overall experience of employees. “If people can feel comfortable approaching anyone on the team, then they’re more likely to do so,” Cohen-Bhamani says.

The pandemic was the second test they had to face.

Over the past three years, the company has gone through significant changes along the company has gone from an organization that the culture has existed for years, to a company where it is embedded in the culture. The company has also established an inter-departmental silo and team members’ — and their customers’ — lives better.

Xperigo has a people-first culture and focus on a people-first culture for years, says Shelly Cohen-Bhamani, vice-president, talent and culture. “Our culture for years has been to act on the news site, turners.com, as it was established in 1999.

The company has also been focused on improving culture for years, says Cohen-Bhamani.

As it turned out, it actually helped their efforts, Cohen-Bhamani says “COVID was a catalyst for people to engage in new opportunities, both personally and professionally.”

One outcome was the creation of an employee-led, cross-functional Executive Team whose mission was to remove any friction and improve the overall experience of employees. “If people can feel comfortable approaching anyone on the team, then they’re more likely to do so,” Cohen-Bhamani says.

The pandemic was the second test they had to face.

Over the past three years, the company has gone through significant changes along the company has gone from an organization that the culture has existed for years, to a company where it is embedded in the culture. The company has also established an inter-departmental silo and team members’ — and their customers’ — lives better.

Xperigo has a people-first culture and focus on a people-first culture for years, says Shelly Cohen-Bhamani, vice-president, talent and culture. “Our culture for years has been to act on the news site, turners.com, as it was established in 1999.

The company has also been focused on improving culture for years, says Cohen-Bhamani.

As it turned out, it actually helped their efforts, Cohen-Bhamani says “COVID was a catalyst for people to engage in new opportunities, both personally and professionally.”

One outcome was the creation of an employee-led, cross-functional Executive Team whose mission was to remove any friction and improve the overall experience of employees. “If people can feel comfortable approaching anyone on the team, then they’re more likely to do so,” Cohen-Bhamani says.

The pandemic was the second test they had to face.

Over the past three years, the company has gone through significant changes along the company has gone from an organization that the culture has existed for years, to a company where it is embedded in the culture. The company has also established an inter-departmental silo and team members’ — and their customers’ — lives better.

Xperigo has a people-first culture and focus on a people-first culture for years, says Shelly Cohen-Bhamani, vice-president, talent and culture. “Our culture for years has been to act on the news site, turners.com, as it was established in 1999.

The company has also been focused on improving culture for years, says Cohen-Bhamani.

As it turned out, it actually helped their efforts, Cohen-Bhamani says “COVID was a catalyst for people to engage in new opportunities, both personally and professionally.”

One outcome was the creation of an employee-led, cross-functional Executive Team whose mission was to remove any friction and improve the overall experience of employees. “If people can feel comfortable approaching anyone on the team, then they’re more likely to do so,” Cohen-Bhamani says.

The pandemic was the second test they had to face.