We Build High Performance Cultures

Corporate culture drives performance – it’s your company’s greatest asset. At Waterstone Human Capital, our team of high performance culture and human capital search leadership offers services designed to help your leadership company with recruitment, and culture and engagement measurement and assessment needs. On behalf of Waterstone, congratulations to this year’s Canada’s Most Admired Corporate Cultures honourees for 2022, See FP11. CEO honourees: Leading with purpose, See FP10. Building an organization’s high-performance culture, See FP11.
What role do people play at FP10?

We searched the company in 2007 to be Green for Life. Our vision at that time was to make the transition from a forest of waste from landfills, to a forest of a circular economy and a circular culture. It's important to go back to our original framework of sustainability, embracing biodiversity and sustainability in future and to our hearts and minds. It's not all about sustainability and the team came up with that. We are committed to green practices and sustainability, and we're committed to empowering our people to make decisions in the factory, in terms of total unit volume. Our people are highly engaged and it's very important to us.

What's inspiring you?

In the long-term, people want to be in their colleagues, and spend their devices, and spend their time with their colleagues. As a leader, what's your role in crafting, building and promoting corporate culture?

Humility is more important than you think. We're all here to learn, and it's very important to us. The idea here is to empower people inside of organizations.

What is your best advice for leadership?

What's inspired you?

We're diversifying into an integrated health services organization – the first corner in Canada to be a premier offering in insurance, advertising, the world of health and beauty, and premium services. We're advancing our social mission to improve the lives of vulnerable Canadians.

What do you do with your time outside of work?

Where are you focused on your career?

If you work in the business of health and beauty, have your time outside of work?

The way we work toge-

Over the last decade, we've been trying to do the same thing over and over again, and to our detriment. We've been trying to do the same thing over and over again, and to our detriment. We've been trying to do the same thing over and over again, and to our detriment.

What is your best advice for leadership?

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Growing a high-performing culture

MARTY RUTTI
Financial Post

More than ever, people want an emotional connection to their work. They want to know they are doing something that matters. Leaders need to know this and embrace it. They need to have an impact on their employees’ sense of purpose, drive, and joy at work.

‘Organizations have to ask: who can we be? What is our purpose? What is our impact on people and making sure we are attracting the right people? How can we compete against streaming services? How can we do that?’ says Marty Rutti, president and CEO of Waterstone Human Capital.

Sponsoring this article is WSHC.

‘Organizations have to ask: who can we be? What is our purpose? What is our impact on people and making sure we are attracting the right people? How can we compete against streaming services? How can we do that?’ says Marty Rutti, president and CEO of Waterstone Human Capital.

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Inspiring Organizations to Build High Performance Cultures

Waterstone Human Capital is a leading cultural talent management professional services firm for organizations across North America that see culture as their single greatest asset.

- Our best-in-class executive search practice focuses on transformational recruiting – recruiting for fit with a focus on sustainable organizational and cultural growth, ensuring you have the right leaders in place to help take your organization and your culture to the next level.
- The Waterstone Culture Institute enables CEOs to drive performance through culture transformation, using programs and tools (including the Waterstone Culture Institute, Waterstone’s Culturepreneur Operating System, a leadership and development program, the Waterstone ENGAGE culture measurement and engagement advisory program, and Waterstone’s Culturepreneur Operating System, a simple, proven and measurable approach to driving performance through culture transformation) that focus on the behaviors and practices proven to make the biggest difference to leadership, team and organizational success.

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.
Employees in UNI’s new Moncton, N.B. location that promotes environment-friendly consumption.

SOLIDARITY, RESPONSIBILITY, COUPLAGE

UNI Financial Cooperation

KATHERINE BOUDREAU
Journalist/Writer

UNI Financial Cooperation is an active contributor to a thriving and growing economy across New Brunswick and beyond. With values of solidarity, responsibility and courage, UNI helps deliver financial security and sustainable prosperity for the organization and its members and clients.

UNI’s purpose as a financial cooperative depends on the ability of its people to be productive. Founded over 60 years ago, it is also imperative that the cooperative and its services remain relevant in a constantly changing world. A recent transformation within the organization is allowing UNI to fulfill both of these mandates. It is a transformation that has seen UNI become stronger, more resilient and agile, organization, but one that has also driven a change in its culture. UNI has been recognized by Canada’s Most Admired Corporate Cultures Index in the Middle market category. Transparency, trustworthiness and belonging are the watchwords for a winning culture, says Robert Moreau, president and chief executive officer of UNI. “Great companies put the same importance on honest communication, you can better define how your culture will look going forward, then deliver the values and means to ensure the teams can attain their goals. When you look at transparency and clarity, that means going forward, then delivering the means to ensure the teams can attain their goals. When you look at transparency and clarity, that means going forward, then delivering the tools and means to ensure the teams can attain their goals. When you look at transparency and clarity, that means going forward, then delivering the tools and means to ensure the teams can attain their goals. When you look at transparency and clarity, that means going forward, then delivering the tools and means to ensure the teams can attain their goals. When you look at transparency and clarity, that means going forward, then delivering the tools and means to ensure the teams can attain their goals. When you look at transparency and clarity, that means going forward, then delivering the tools and means to ensure the teams can attain their goals.

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"You can't be a successful social enterprise without understanding people" And you cannot understand people if you don't engage, motivate, respond to and challenge your own team. Members, our culture is the sum of our people... working together to expand our social impact." — ZAHID SALMAN, PRESIDENT & CEO, GREEN SHIELD

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CULTURE-OF-CARING JOURNEY

For Capital Power, a winner is everyone. The company has been named Most Admired Corporate Cultures Award winner for the past seven years and will continue to be named as a Top 50 Employer for a seventh consecutive year. “Our culture of caring continues to evolve with the environment,” says Pylypiuk. “In that context, it’s something we’re proud of.”

“Everything is rooted in our values, ethics and purpose to power a sustainable future for people and planet,” says Jacquie Pylypiuk, senior vice-president, people, culture and technology. “This culture of caring teaches us so many aspects of our purpose and shapes our overall approach to crafting our employee experience.”

Capital Power is a growth-oriented, publicly-traded power producer headquartered in Edmonton, with operations in Canada, the United States and the U.K. It is focused on creating innovative solutions to stabilize the world’s supply of electricity, while protecting the planet for future generations.

Commitment to being not just green, but also to making investments in human capital, innovation and social responsibility has helped the company achieve its renewables portfolio. It has reduced emissions from natural gas generation, and it is expanding its renewables portfolio.

Capital Power’s culture of caring has been integral to the company’s continued success through good times and challenging ones, says Pylypiuk. “Our people at the heart of our success are our employees and we are critical to delivering our strategic initiatives and ultimate success through good times and are critical to delivering our strategic initiatives and ultimate success through challenging times. We work as a team and are critical to delivering the employee and the employee’s journey. The employees are critical to delivering the employee’s journey. The employees have a voice in their workplace. We work as a team and are critical to delivering our strategic initiatives and ultimate success through good times and challenging ones.”

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“Working here, I see an extension of our values, ethics and purpose to power a sustainable future for people and planet. This is a really important part of what they do,” says Neupane. “I look at sustainability in terms of quality of life where employees live and work. In 2022, the company contributed $5.4 million to community support, with a focus on equity and inclusion, climate action, and volunteer time, and unlimited access to professional development tools to support workplace learning and career paths. This is augmented by a range of coaching and mentoring programs, including the Empower Initiative, supporting and mentoring Canadian women in the workforce.”

“The company is also set up to empower and support employees to allow that flexibility and setting up every employee for success. Today the hybrid work environment works extremely well. To support this, everyone has a personalized set of laptop decks, headsets and monitors at home. The collaborative spirit is also extremely high, says Neupane. “At our Calgary offices, there is an area we have monthly meetings where employees can get to know one another.”

“Every employee’s voice is heard — no one is an island,” says Neupane. “We want our employees to feel like they belong and that they can be themselves. In helping new employees belong and that they can be themselves. In helping new employees set themselves up for success, we launched the hybrid work environment.”

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The discussions help drive our corporate Red Cross donation to employee feedback. For instance, it createdcorporate Red Cross donation to employees. It further supported community and charitable efforts through community volunteer days, and a community leadership program. Whether supporting the local community or helping others in need, HomeEquity Bank is committed to diversity, equity and inclusion to ensure all employees feel a sense of belonging, community, collaboration and inclusion. The model has been key to designing a customer-led brand strategy that puts the customer at the center of our hybrid working model. It’s dynamic and collaborative in a way that aligns with our values and purpose. It’s a place where people can come together and help reach others’ goals,” says Dondo.

As a relatively small group, it is essential to proactively motivate, as well as serve and support the community. The model has an exciting development, providing financial solutions for the future. Whether supporting the local community or helping others in need, HomeEquity Bank is committed to diversity, equity and inclusion to ensure all employees feel a sense of belonging, community, collaboration and inclusion. The model has been key to designing a customer-led brand strategy that puts the customer at the center of our hybrid working model. It’s dynamic and collaborative in a way that aligns with our values and purpose. It’s a place where people can come together and help reach others’ goals,” says Dondo.

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Characteristics of a Winning Culture

ABC: Ambition, Belief, Clarity

Joy Silverstein, CEO, Pizza Pizza

A new team member succeeds, one customer learns to love Pizza Pizza, and the company continues to grow. But how does Pizza Pizza achieve these successes? The company has a well-defined set of values that guide its approach to success. The values are:

1. Integrity and Initiative
2. Communication and Empowerment
3. Respectful Relationships and Recognition
4. Empowerment of Employees
5. Profitability
6. Engagement

Engagement through PIE (Pizza's Incentive Employee) has made the single biggest impact on our team. A new chief operating officer and executive were also created. By hiring a new CEO, Pizza Pizza is determined to sustain excellence and expand upon their strong foundation. In the next five years, Pizza Pizza will become a leader in the Mid-Market category.

Aside from being visionary, empathetic, and having a high level of integrity, Pizza Pizza is also focused on employee engagement. The company has created a culture that is centered on listening and responding to employee feedback and suggestions. This has resulted in the implementation of the employee engagement employee feeding program. Engagement through PIE has made the single biggest impact on our team. A new chief operating officer and executive were also created. By hiring a new CEO, Pizza Pizza is determined to sustain excellence and expand upon their strong foundation. In the next five years, Pizza Pizza will become a leader in the Mid-Market category.

The company has a well-defined set of values that guide its approach to success. The values are:

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IN A GREAT CULTURE, THE POSSIBILITIES ARE ENDLESS.

Thanks to our employees, we’re just getting started.

DEFINITY FINANCIAL CORPORATION

KATHRYN BOOTHBY
people & culture officer, Definity

DEFINITY was a new company created in 2020 when Definity Financial (TSX: DFN), including its family of brands, was acquired by the Altico Capital Group; a financial services company

DEFINITY created the ‘Life as a Purpose’ Public Company campaign to inspire, engage and educate employees. Information sessions, town hall meetings and newsletters provided the opportunity necessary to understand the changes taking place, and the rationale for them. Everyone by the time the Definity took place, fully 100 per cent of employees understood the rationale for transformation, as well as what was required of them to be an outstanding employee.

Meanwhile, all eligible employees became owners immediately when the company went to the market at $35 per share, with 100 per cent of the proceeds invested in the company. The new employee share purchase plan (ESPP) launched, under the Definity umbrella, provides a mechanism for all new employees to purchase Definity shares immediately when the company goes public. The ESPP is one way that Definity shows employees the impact they make on the company and the future it has for them.

Culture Champions help employees feel connected to its values. Through this program, employees engage in a discussion with colleagues about culture and values, and share examples of how these can be lived every day. Culture Champions support leader development and also participate in the recognition of exceptional performance and support leadership development at all levels.

Why culture is so important?

Definity is a values-based, purpose-driven company. Definity is guided by our purpose: to act sustainably; to inspire positive change; to deliver superior outcomes for customers and communities, in the insurance and investment space. Every employee is a part of this mission, and it’s our job to make sure everyone understands their role.

Definitw’s commitment to the environment, social and governance (ESG) is equally strong, with the company’s first ESG report being released to the market. Progress is measured to the extent of at least 30 per cent women across all positional levels, business units, regions and back offices. All executive leadership team members play a sponsorship role with IDEA.

Definity aspires to be a leader in ESG and IDEA. In addition to IDEA, Definity supports IDEA and its family of brands to deliver superior outcomes for communities, in the insurance and investment space. Our Sustainability Office meets regular with IDEA and its family of brands to deliver superior outcomes for communities, in the insurance and investment space.

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Our culture has organically become the company’s success. At the Cactus culture, working in the restaurant industry is meant to be fun. We put a lot of emphasis on that. Yes, we want to scale the business, but we also want everyone to enjoy the ride.

— Andrew Latchford, President, Cactus Club Cafe

Thank You to everyone at Cactus for contributing to our values driven, people-first culture.

WHERE EXCELLENCE AND FUN GO HAND-IN-HAND

YOU HAVE TO DEDICATE A LOT OF TIME AND ENERGY TO MAINTAINING A CULTURE. AT THE SAME TIME, WORKING IN THE RESTAURANT INDUSTRY IS MEANT TO BE FUN. WE PUT A LOT OF EMPHASIS ON THAT.

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