Strong culture fuels impressive trajectories

The evidence shows that building and maintaining a healthy corporate culture helps companies and their employees achieve the highest levels of performance and customer satisfaction. See inside.

When Marty Parker, president and CEO of Waterstone Human Capital — leadership advisors providing services designed to meet the recruitment, culture engagement measurement and assessment, and leadership training needs of growth and entrepreneurial-minded organizations — launched the Canada’s Most Admired Corporate Cultures™ program 16 years ago, organizations were still struggling to articulate just what it was they were about. The connection between strong performance and organizational culture, and how to make that connection, was not widely understood.

Today, the connection is clear and consistent. “This year, more than ever, the sophistication and commitment of companies and organizations to build and sustain high-performance cultures is front and centre,” says Parker. “It’s one thing to say this is a great place to work. It’s another to say here’s how culture impacts performance, and it’s yet another to say here are the things we do to sustain that performance.”

This year’s winners are doing that and more. Here’s how.

Keeping culture simple and reinforcing it

The more complex the business environment is, the more important it is for companies to keep their value proposition simple, says Parker. “This happens when you have a clear understanding of what your culture is, so that you can deliver on it. It’s not the strategy that’s hard. It’s the execution.” To illustrate this he points to the many ways now available for organizations to communicate with their people: town halls, video calls, portals, social media, live streams. Contemporary thinking would suggest incorporating an element of all these things.

Mid-market category honouree Klick Health has thought about it — a lot. The Toronto-based full-service marketing and commercialization agency for life sciences has made culture its competitive advantage and markets itself based on its culture. That culture is summed up in two words: People first. “Skills are important in how we hire and promote but our foundational elements — kindness, empathy, drive — are essential,” says Glenn Zujew, Klick’s executive vice-president.

To that end, Klick produces a personalized yearbook for each employee that tracks the behaviors it wants to see, the projects worked on and the impact of those projects. “This way you can take a look at where your energy went and how you moved the needle,” says Zujew. “We are constantly evaluating and reinforcing what’s important to us. We have a 360 promotion process where managers can trigger a review and it’s all vetted against our cultural beliefs.” The result: Klick grows 30 to 40 per cent a year, every year.

When Marty Parker, top left, and Paladin Security CEO Ashley Cooper, top centre, with staff in Burnaby. PHOTO: DARRYL DYCK/POSTMEDIA

When Marty Parker, top left, and Paladin Security CEO Ashley Cooper, top centre, with staff in Burnaby. PHOTO: DARRYL DYCK/POSTMEDIA

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We Build High Performance Cultures

Corporate culture drives performance – it’s your organization’s greatest asset. At Waterstone, our team of leadership advisors provides services designed to meet your culture and engagement measurement and assessment, leadership training, and recruitment needs. On behalf of Waterstone, congratulations to this year’s Canada’s Most Admired Corporate Cultures™ and Canada’s Most Admired CEO™ award winners.

www.waterstonenhc.com | www.canadasmostadmired.com

THE ENGINE THAT POWERS SUCCESS

Waterstone CEO Marty Parker, top left, and Paladin Security CEO Ashley Cooper, top centre, with staff in Burnaby. PHOTO: DARRYL DYCK/POSTMEDIA

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Waterstone CEO Marty Parker, top left, and Paladin Security CEO Ashley Cooper, top centre, with staff in Burnaby. PHOTO: DARRYL DYCK/POSTMEDIA
If these four leaders represent the future, they were headed for great things. Each of these individuals is building a great success story and is, in the process, driving societal impact.

I could not be more excited about what’s to come. — MARTY PARKER, PRESIDENT/CEO, WATERSTONE HUMAN CAPITAL

TAKING THE HELM OF COMPANIES WITH TOP PERFORMANCE?

Insights from Canada’s Most Admired CEOs

MARTY PARKER RITTI
Pamela Clark Media

Down on earth. High-flying, Purpose-driven. These attributes are shared among this year’s Canada’s Most Admired CEO™ honourees, and are decisions to be the high-performance cultures they’ve established in four distinct industries. Now on its sixth year, the program continues to build on the legacy of showcasing the people behind the cultures of some of Canada’s leading organizations.

These four leaders represent the future, we’re headed for great things. Marty Parker, president and CEO, Waterstone Human Capital; Anthony Longo, president and CEO, Longo Brothers Fruit Markets Inc.; Caroline Risedor, CEO, Canadian Blood Services; and Riseboro has left Plan International Canada (now CEO of Trillium Health Partners Foundation); Kirk Simpson, Waterstone Capital, newborns twins. Bottom line: we don’t just want to take on a culture, we want to build it. A culture that everyone should have a voice; a voice that everyone should have at a very deep level, which enables us to have insight on what we need to build that is needed. To change that world we really need to change our communities, to have a culture you need to start there. For Parker, success is being the trendsetter of your customers. The only way you can be more successful is by giving them a special feeling; a feeling where everyone is happy because they’re doing business. Being profitable at the same time being good, kind neighbor is to

what does high performance look like at paramount? the culture has a real impact on performance?

For Paramount, success is being the trendsetter of your customers. The only way you can be more successful is by giving them a special feeling; a feeling where everyone is happy because they’re doing business. Being profitable at the same time being good, kind neighbor is to

what book has helped shape your approach to culture?

One of the exciting things is having Friday lunch with all of us here, which is our first answer, let’s find the big answer. The big answer is empathy for the customer, for the customer you are and what you do.

Ryan Coughlan

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what book has helped shape your approach to culture?

Here’s a combination of different books: Hit fresh. The Quest to Build the Loyal, cover Michael’s heat and Baseline Bets: Bets to Build a customer, for the people we have the resources and employers are capitalizing around to understand what people want and you and what do we do and you and how you are doing your work.

What has high performance played in your approach to culture?

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What has high performance played in your approach to culture?
Winning culture fuels growth trajectory

Reliance has made an impact and introducing new product in 2013, it has been on a rapid growth trajectory, doubling in cooling, plumbing and is a leading provider of heat—including three in Canada (Saskatchewan, Manitoba, and Alberta). The company has a strong focus on strategic acquisitions, in- and out-of-commerce, allowing it to better understand the day-to-day lives of our teams and how they interact with each other and our customers. Reliance Home Comfort is a leading provider of heating, cooling, plumbing and is a leading provider of heat—including three in Canada (Saskatchewan, Manitoba, and Alberta).

He is quick to point out that Reliance's success goes beyond the financial results. "Profit margins, accounts around profitability and growth is what drives our culture," he says. "But there are other things that are important, such as giving back to the community, creating a healthy place for our employees to develop their careers and provide for their families, and creating a new market-leading products online." Reliance has been a central force for Home Comfort employees at the company's warehouse in Richmond Hill, Ont. From left, Batia Haber, sales manager; Rob Warden, sales manager; John Bembridge, sales manager; Sean O'Brien, president; and Cheese fabricator, warehouse manager; Stew Bevan, general manager; Dina, Dean Cancel, warehouse manager, service manager; and John Gorton, POSTMEDIA

The company has a strong focus on strategic acquisitions, in- and out-of-commerce, allowing it to better understand the day-to-day lives of our teams and how they interact with each other and our customers. Reliance Home Comfort is a leading provider of heating, cooling, plumbing and is a leading provider of heat—including three in Canada (Saskatchewan, Manitoba, and Alberta).

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Canada’s Most Admired Corporate Cultures 2019

Canada’s Most Admired CEOs 2019

Broader Public Sector
Carolyn Baileys, President and CEO, Plan International Canada
Growth Kirk Simpson, Co-Founder and CEO, Wave Financial Inc.
Mid-market Mohammed Zaid, President and CEO, Paramount Fine Foods
Enterprise Anthony Longo, President and CEO, Longo Brothers Fruit Markets Inc.

GROWTH
Active International (Toronto)
Dejero Labs Inc. (Waterloo, Ont.)
Intersect (Toronto)
Innovate (Toronto)
Mint Health + Drugs (Edmonton)
ThinkData (Vancouver)
Unbounce (Vancouver)
Wave Financial Inc. (Toronto)
Zula Alpha Kilo (Toronto)

MID-MARKET
Badracove Energy Services (Edmonton)
The Boston Consulting Group (Toronto)
BMO HIl Baking and Snack Foods (Burlington)
Connor First Credit Union (Calgary)
Cim Group (Toronto)
Kirk Inc. (Toronto)
Lifemark Health Group (Toronto)
The DMZ (Toronto)

ENTREPRENEUR

Enterprise

Bluesort Transport (Winnipeg)
Café Italia-Jarrin (Vancouver)
CWB National Leasing (Winnipeg)
Maple Leaf Food Inc. (Mississauga, Ont.)
The Oppenheimer Group (Calgary, BC)
Pinkberry Group (Toronto, BC)
Pravda (Mississauga, Ont.)
Reliance Home Comfort (Toronto)
Revstar Inc. (Mississauga, Ont.)
Roger’s Communications Inc. (Toronto)

Broader Public Sector

Aptinis (Winnipeg)
Arthritis Society (Toronto)
British Columbian Institute of Technology (Burnaby, BC)
CAAT Pension Plan (Toronto)
Crown-World Canada
Halliday/Whitehead Kids Rehabilitation Hospital (Toronto)
HyLife (Saskatoon, MB)
Métis Nation (Toronto)
Michael Garron Hospital Toronto East Health Network (Toronto)

Industry Leaders – Cannabis

CannaBis Growth Corporation (Smiths Falls, Ont.)

A night to celebrate

Top photo: Marty Parker, president and CEO of Waterstone Human Capital, joins comedian Steve Patterson, event emcee, in toast- ing the 2018 Canada’s Most Admired Corporate Cultures and Canada’s Most Admired CEO Award winners at the 2018 awards gala. See box. Left: Copeman Healthcare team members at the pre-gala reception. Right: The team from The DMZ with their 2018 Canada’s Most Admired Corporate Cultures Award. Row two, left: 2018 Canada’s Most Admired Corporate Cultures Award winners. Row three, left: Waterstone Human Capital’s managing director, Lyn Currie, presents an award.

Our people are at the heart of BCIT’s culture—a faculty and staff who give their all every day to make a difference in our students’ lives. Our applied programs are designed and delivered by industry experts, those with a thirst for knowledge and a passion for teaching. BCIT is proud to be recognized as one of Canada’s Most Admired Corporate Cultures by Waterstone Human Capital. Discover more faculty stories at bcit.ca/industryexperts

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EMPOWERING TOMORROW’S LEADERS.

INDUSTRY EXPERTS FOR A COMPLEX WORLD.

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Clio’s culture shifts into high gear

By Shaping Clio’s future, our employees are also shaping their own personal growth and career trajectory. Being personally invested in the company vision is what keeps staff engaged and doing their best work. It creates the right environment to attract and retain top talent. It also allows employees to feel a part of something larger than themselves. It’s a culture that empowers people to be creative and take personal ownership of their work. It’s about fostering an environment where people feel like they’re contributing to something bigger than themselves.

At Clio, our culture is what drives our success. It’s what keeps us engaged and motivated to do our best work. It’s what makes us feel like we’re part of something special. It’s what sets us apart from other companies and allows us to attract the best talent from around the world.

The Clio culture is built on a foundation of trust, transparency, and honesty. It’s a culture that values diversity and inclusion. It’s a culture that celebrates individuality and allows people to be themselves. It’s a culture that encourages growth and development. It’s a culture that fosters a sense of community and belonging.

At Clio, we believe that culture is not just about the company, but also about the people who work there. We believe that culture is what makes us unique and sets us apart from other companies. We believe that culture is what makes our employees feel like they’re part of something special.

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We fundamentally believe that whoever has the best talent and the strongest culture is going to win in the long run. At the heart of that is our people. ... Our people are passionate about working here and working as a team. — Jim Reid, chief HR officer, Rogers Communications

Rogers is successfully responding to the changing workforce by building an inclusive experience for all its employees. SP71205
OUR PEOPLE DELIVER THE SUPPORT AND OPPORTUNITIES THAT ENABLE RESIDENTS TO LIVE THE LIFE THEY WANT IN A FULFILLING WAY. WE BELIEVE THAT SERVING OTHERS IS A NOBLE PROFESSION. TO REALLY GET THE MOST OUT OF THE EXPERIENCE YOU NEED A HUGE EMPATHY CHAIN. WE LIVE, TALK, FEEL AND BRING OUR VALUES TO LIFE EVERY DAY. — TOM WELLENDER, REVERA INC.

A PASSION FOR LIFE

REVERA INC.

KATHERINE BOOTH
Corporate Communications

At Revera, challenging age—its potential. “If volunteers we must do everything we can to prevent the aging to live,” says Catherine Booth, executive officer. Revera is a leading leader in the field of aging and is the largest operator of long-term care facilities in the world. Revera provides comprehensive care to residence employees in the United States (2019).

What makes Revera your kind of place?

Employees and residents across the country who make Revera an incredible place to work and live!

Cathie Brow, senior vice-president of Revera, left, and Tom Wellner, president and CEO of Revera.

NEW ASIAN, POSTMEDIA

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SP8

WHEN I MEET WITH EMPLOYEES, THEY WANT TO KNOW WHAT WE ARE DOING WITH THE FRUITS OF OUR LABOURS. THEY WANT TO KNOW THAT IT IS RENERVED BACK INTO THE COMMUNITIES IN WHICH WE WORK AND LIVE. THIS DIALOGUE ENSURES WE LIVE OUR BRAND INTERNALLY AND EXTERNALLY.

— ZAHID SALMAN, PRESIDENT/CEO, GREEN SHIELD CANADA

Six decades of giving back

GREEN SHIELD CANADA

KATHERINE BOOTH

Green Shield Canada’s wide breadth, and the values it has embraced over the decades, have made it one of the most influential and respected health providers in Canada. Founded in 1957, Green Shield Canada (GSC) has managed to adapt to the country’s only national not-for-profit health benefits provider, and its purpose is clear: help make Canada healthier and better place to live.

GSC is the originator of the concept of corporate social responsibility, or CSR. This approach, also known as “triple bottom line,” focuses on the company’s bottom line, but also on its impact on employees, customers, communities and the environment.

The organization has received a number of awards over the years, including the Canadian Corporate Citizenship Award in 2003, the 2018 Canadian Corporate Giving Award, the 2018 National Post Award for Corporate Citizenship, and the 2019 Most Admired Corporate Cultures Award.

GSC’s values include providing paid time off for volunteer work, providing a wellness program for employees and their families, and recognizing employees who make a difference in their communities.

In 2019, GSC launched a new employee-led corporate responsibility initiative called “The Impact Program.” The program aims to support employees in giving back to their communities, and has already seen over 1,000 employees sign up to participate.

Green Shield Canada president and CEO, Zahid Salman, said the program is a way for employees to “p confidently give back to their communities and make a positive impact.”

The program includes a variety of initiatives, such as a corporate giving program, a volunteer program, and a community engagement program. The company also has a number of partnerships with local organizations, and has donated over $1 million to community organizations in the past year.

Overall, GSC is committed to making a positive impact in the communities it serves, and is proud to have been recognized for its efforts.

Katherine Booth is a freelance writer based in Toronto.

The story of Green Shield Canada began in 1957. It started as a small pharmacy in Windsor, Ont. A second store was added to its store with a prescription for himself and for his daughter, but the company only offered it in 1957. In the early days, the insurance companies would not buy from the smaller, independent company, so it had to find a different way to make money.

Wilmot’s desire to find a way to bring affordable access to prescription drugs led to the creation of North America’s first prepaid drug plan. He and four other members of the Warren Community Pharmacists Association invested a total of $150 per share in 1956. The Prescription Service Cooperative (PSC) was born, and the company became Green Shield Canada.

In the early days, the insurance companies in North America were offering prepaid drug plans based on the PSC model. The plan was successful, and has since expanded to include a wide range of health-related services.

In 2019, Green Shield Canada launched a new corporate responsibility initiative called “The Impact Program.” The program aims to support employees in giving back to their communities, and has already seen over 1,000 employees sign up to participate.

The program includes a variety of initiatives, such as a corporate giving program, a volunteer program, and a community engagement program. The company also has a number of partnerships with local organizations, and has donated over $1 million to community organizations in the past year.

Overall, Green Shield Canada is committed to making a positive impact in the communities it serves, and is proud to have been recognized for its efforts.
WE WANT TO CREATE A FOUNDATION OF TRUST WITH OUR CLIENTS AND OUR VENDOR PARTNERS, BUT TO DO THAT IT STARTS WITH A HIGH-TRUST INTERNAL CULTURE. OUR CULTURE HELPS US DELIVER OUR BRAND PROMISE — WE COME UP WITH THE BEST IDEAS AND STRATEGIES TO BENEFIT OUR CLIENTS — AND THAT'S THE LINK TO HIGH PERFORMANCE. WHAT HAS LED TO OUR GROWTH. — ANDREW BULMER, CEO, ACTIVE INTERNATIONAL

High performance powers impressive growth

At Waterstone Human Capital, our team of leadership advisors help 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.
- Our culture and engagement measurement and advisory services help clients identify and optimize their culture and benchmark it against behaviours that drive winning cultures.
- Our Building High Performance Teams and Cultures leadership development program helps our clients' leadership create better aligned, informed, psychologically safe, collaborative, and results-oriented teams.

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PERSPECTIVE

What does it mean to be performing

Leading a company in the digital age and managing a multi-generational and increasingly diverse workforce is a complex challenge. To ensure that this workforce is productive and engaged, the Waterstone Human Capital team of leadership advisors helps clients identify and optimize their culture and benchmark it against behaviours that drive winning cultures.

The company also offers a leadership development program as it’s now based around EEO. As a result, everyone is focused on how to introduce the business to new customers, and developing new revenue streams, while being more efficient. "Our theme for 2020 is ‘One Waterstone’ — getting our employees to each other with respect, understanding each other with respect, and making a big commitment to making our team closer together," says Karen Parker. "It requires different and new tools."

For organizations in traditional industries that are not used to viewing teams as learning organizations, changing that perception takes a leap of faith. "The challenge is people are kept at arm’s length from the core of the business," says Karen Parker. "It’s hard to see the impact of what they’re doing, and how that plays in the overall business model. We’ve had to change the conversation."

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