

# Best Practices in Leadership and Culture: What Does It Take to Be a Top 100 Employer?



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International Foundation  CANADA  
OF EMPLOYEE BENEFIT PLANS  
Education | Research | Leadership

# Bimbo Canada—Background



We are the country's **leading maker and distributor** of packaged **fresh bread and bakery products** that have been feeding Canadians for more than 113 years. We were recognized by Forbes as one of Canada's best employers in 2023.

17 Bakeries 	183 Sales Centre 	\$1.73 B Sales 
~4,000 Associates 	+1,100 Routes 	40,000+ Points of Sale 

# McMillan—Background

We are a national business law firm. We serve public, private and not-for-profit clients across key industries in Canada, the U.S. and internationally.



**125**

Years advising Canadian and global businesses



**23+**

Languages fluent



**300+**

Lawyers located across Canada



**700+**

Firm Members



# Polling Question #1

What does culture mean to your organization?

ADD LIVE WORDCLOUD

"We're returning to the office because our culture is so important"

The Culture:



# Organization Values and Beliefs Are Mirrored in the Activities That Define Us

mcmillan



Respect



Teamwork



Commitment



Client Service



Professional Excellence

*Our*  
**BELIEFS**

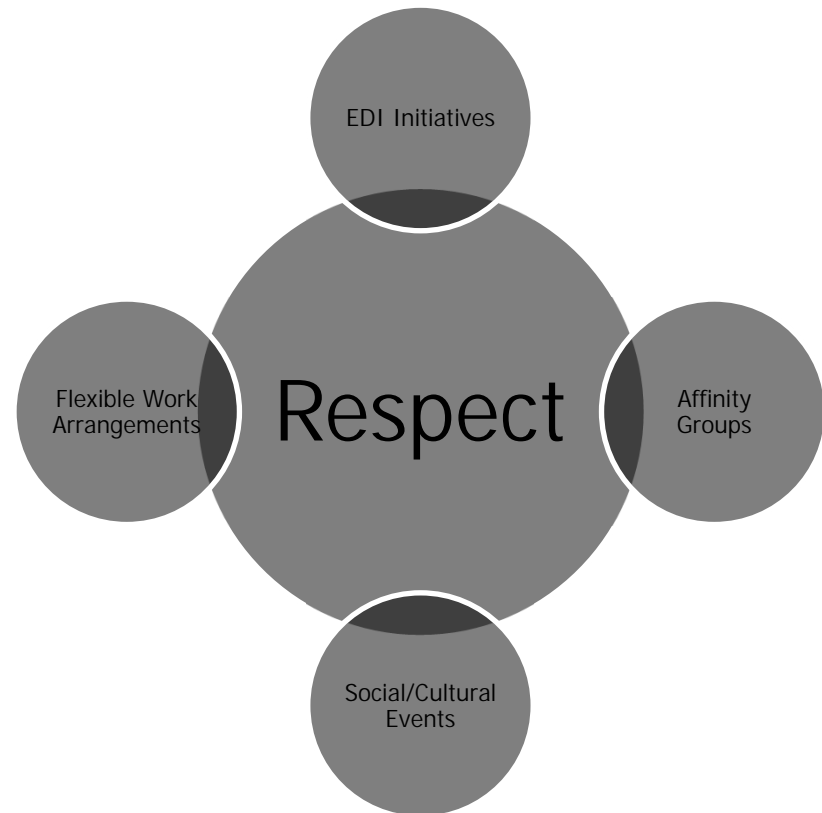
*We Value the Person*

- We are one **community**
- We get **results**
- We compete **and win**
- We are sharp **operators**
- We act with **integrity**
- We transcend and **endure**



# McMillan Core Value: Respect

A working environment where individuals can flourish and all our interactions with each other are guided by mutual **respect, recognition and appreciation**



# McMillan Core Value: Respect

## #McMillan Pride



## Bimbo Canada: The Importance of Humility

- Face the truth and ask yourself the hard questions?
  - What are you doing well?
  - What aren't you doing well?
  - What would our associates say to a friend about working here?
  - Would our associates let their children work for us?
  - Do we communicate or do we do act?



# McMillan Core Value: Teamwork

. . . Makes the dream work!

We create a collaborative work environment by providing opportunities for growth through:

- Sharing information and experience
- Relying on each other's expertise
- Keeping commitments and trusting each other



## Polling Question #2

Which of the following contributes best to creating a strong company culture?

- A. Teamwork
- B. Individual
- C. Some combination of both

Tell us, why did you choose that option?



# McMillan Core Value: Commitment



# McMillan Core Value: Commitment

We persistently strive to achieve our goals and our clients' goals while, above all, adhering to our values.



# Bimbo Canada: Know Your Why

We believe in caring for the health & wellbeing of each other so **everyone** goes home safely.



**EVERY. SINGLE. DAY.**

**OUR LIFE SAVING RULES**

PERSONAL RESPONSIBILITIES	VEHICLE OPERATIONS	TASK SPECIFICS
Do not be distracted by cell phone while driving.	Always wear your seat belt.	Do not use cell phone while working.
Do not drink alcohol before or after work.	Obey all posted speed limits.	Do not use cell phone while working.
Do not text while driving.	Do not use cell phone while working.	Do not use cell phone while working.

**OUR SAFETY PRINCIPLES**  
EVERYONE GOES HOME SAFELY. EVERY. SINGLE. DAY.

**ALL INJURIES ARE 100% PREVENTABLE**

**Safety is a CULTURE NOT A PROGRAM**

**RETURNING HOME SAFELY EACH AND EVERY DAY IS OUR CHOICE**

**Safety is Good Business**

**accountability starts with me**

Safety is not protecting you from something, it's protecting you **FOR** something.



Our safety journey is a reflection of our culture in action.

# Bimbo Canada: Relentlessly Pursue Purpose-Driven Work



100% of our facilities with associates will implement at least one Good Neighbour program in the local community.

37	Projects completed
\$215K	Donated
100%	Of facilities with associates participated
384	Associate volunteers
2,014	Hours
15K	People impacted

Increase volunteering participation in local communities by 30% over our 2019 baseline.

## STRENGTHENING COMMUNITIES



Invest 2% of net profits to enrich the communities we live and work in through product donations and financial support.

Contributed more than \$11.7M to communities where we live and work through product and financial donations exceeding our global target of investing 2% of profit.



Bimbo Canada is committed to Food Security, Mental Wellbeing and Reconciliation.

**Food Security**

- Donated more than 4.25M units of product.
- Donated to 171 food bank and non-profit organizations across the country.
- Donated \$95,000 to Food Banks Canada through various programs, including our annual One-Four-All Associate matching campaign.
- 50 associates joined others in the industry to help pack 185,000 healthy, kid-friendly food packages through Food Banks Canada's After the Bell program.
- Launched our new Feed Good Rewards consumer engagement platform that benefits Food Banks Canada.

**Mental Wellbeing**

- Donated \$20,000 to Canadian Mental Health Association.
- Held more than 121 Associate Wellness programs in our facilities across Canada.
- 470 associates completed Healthy Minds training in 2023, bringing the total to 791.
- Facilitated multiple mental health awareness programs.
- Platinum sponsor of the Grocery Foundation's annual fund raiser in support of Kids Help Phone.
- Donated more than \$30,000 in support of humanitarian efforts to assist the people around the world in current times of crisis.
- Progress in destigmatizing mental health by making Healthy Minds training available to every associate.

**Reconciliation**

- Held a community launch event to share our Winnipeg Legacy Space with the local community.
- Together with our associates, contributed more than \$60K to Gord Downie & Chanie Wenjack Fund and other Indigenous Organizations and completed 20 reconciliATIONS.
- 59 associates volunteered 343 hours with Indigenous organizations.

Total volunteer hours in 2023:



831 Associates volunteered	5,056 hours	242% increase in hours from 2022	251% increase in number of people volunteering from 2022
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## CARING FOR OUR PEOPLE

Increase the average number of training hours per associate by 20% compared to 2019.

Our associates completed 215,186 hours of training in 2023, equivalent to 53 hours of training per associate. This exceeds our target by 15%.

We launched a new scholarship program to help with tuition costs and other program fees for eligible children of Bimbo Canada associates and were pleased to award ten \$2,500 USD scholarships for the 2023-2024 school year.

100% of our workplaces will demonstrably prioritize safety and well-being.

Had our best safety results ever ... reducing injuries by 21%.

# McMillan Core Value: Prioritizing Our Associates' Well-Being

JANUARY 29, 2024

McMillan LLP implements new nationwide mental health initiative for Associates

Psychological distress is highest among legal professionals in the early years of their career. First law firm in Canada to offer TELUS Health's Wellbeing Assessment program to young lawyers in support of improved mental wellbeing

NEWS · APR 23, 2024

**McMillan Shortlisted for Improvement of Mental Wellbeing in the Justice Sector**



# McMillan Core Value: Professional Excellence





# Bimbo Canada: Strong Leaders Build Trust



# Bimbo Canada: Know Your People

## Total Health - Helping you take care of your physical and mental health

Total Health is a *confidential* health care solution, that includes access to doctors, Employee and Family Assistance Program (EFAP), virtual mental health care and an online pharmacy, making it easy for you and your dependent family members to get needed treatment from the comfort and safety of your own home.

To learn more about Total Health services, please view these videos.

[Total Health HumanaCare EFAP](#)



**Flexit360**

YOUR PROVIDERS:



People Connect



Annual SayIt survey to hear our associates' perspectives.

Benefits and programs that respond to our associates' needs.

**WE HEARD YOU LOUD AND CLEAR!**  
Thank you for sharing your thoughts and feelings with us.

**Say It 2023 Results:**

- 86% participation across Grupo Bimbo = **+110,000** associates shared their opinion
- 3% more participation compared to last year | **+10,000** associates

**Regarding GB Leadership,** these were the highest and lowest favorability questions.

- 90%** My manager treats me with respect and dignity. Remember, we should always treat each other according to the Golden Rule.
- 77%** My manager values different ideas and perspectives, even if they differ from his or her own. Valuing, listening to, and supporting new ideas are key to achieving great success.

We'll work on action plans to help improve areas of opportunity and continue to build a great place to work.

Thank you for making your voice heard!

# Key Takeaways



# Key Takeaways

- Don't talk about the culture; **be the culture**
- Be the **primary source of transparency, trust and truth** for your people
- Your culture needs to **inspire** your people to be ambassadors of the company
- Culture transformation requires exceptional leadership—Leaders must be immersed in the **growth and change** effort
- Be **accountable**, hold others accountable
- Design every program, project and policy with culture in mind

**When you live the culture, there will be momentum in your journey!**

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Session Evaluation



Program Evaluation





**Thank You!**