

# HUMAN RESOURCES: IT'S ALL ABOUT PASSION AND GROWTH!

**WE ARE FORTUNATE TO WORK IN AN INDUSTRY THAT OFFERS TREMENDOUS OPPORTUNITIES FOR PEOPLE WHO EMBRACE EXCELLENCE AND FEEL PASSIONATELY ABOUT THEIR PROFESSION. GENIVAR STRIVES TO HIRE INDIVIDUALS WHO ARE COMMITTED TO WORKING IN AN ENVIRONMENT THAT PROMOTES RESPECT, EMPOWERMENT, TEAMWORK AND QUALITY. THESE CORE VALUES HAVE GOVERNED OUR RELATIONS WITH OUR CLIENTS FOR FIVE DECADES. —**

## **Talent Management**

Our human resources team endeavours to meet the daunting challenge of attracting and retaining talent amid actual demographic and economic changes. GENIVAR operates in the knowledge-based economy and we are proud to have talented people in our team. Indeed, our achievements are the result of our employees' talent. Their know-how, personal dedication and engagement are making our company a leader in its field. To that end, in 2008, we have launched a recruitment campaign using Web-based technologies geared towards the new generation. In addition, HR participated in a number of career fairs at colleges and universities in Canada and at the international level. Some of our employees attended these events in order to meet the next generation of talents and discuss GENIVAR's career development path and work opportunity environment.

## **Employee Mobility**

In order to support our growth, GENIVAR has strengthened its corporate services, including Human Resources management that is now represented on the senior management committee. To this end, the HR are better positioned to partner with the different regional management teams seeking to set new priorities and improve responsiveness. In addition, since we want our employees to grow with us, we facilitate mobility by offering

our people opportunities and challenges at the national and international levels. We are currently prioritizing leadership development to enhance performance and set objectives for all of our teams.

## **Knowledge Sharing**

Since knowledge provides a competitive advantage, sharing it can be a challenge, particularly for a fast-growing company like GENIVAR. A Web technology-based program aimed at improving our knowledge sharing system is currently being developed and will help GENIVAR's teams in Canada and overseas exchange expertise and other strategic information more quickly and effectively. All of our employees, wherever they may be, will have ready access to GENIVAR's collective expertise and will be able to share expertise and ideas with their colleagues.

## **Occupational Health and Safety**

Occupational health and safety (OHS) remains a top priority and an integral part of GENIVAR's operations. Because our employees are our greatest asset, we have continued our efforts to provide them with a safe workplace. OHS guidelines have been strengthened within each of GENIVAR's regional divisions not only to improve effectiveness, but also to take into account the wide range of requirements and regulations in each province.

In 2008, we focused our OHS efforts on training activities in line with regional needs and GENIVAR’s operating market segments. Our training and prevention activities have been a resounding success: with more than 5 million hours worked, GENIVAR’s OHS has very good results and places our firm in an advantageous position with respect to OHS within its industry.

**Sustainable Development**

In 2009, GENIVAR pledged to develop a sustainable development approach with two main components: at the corporate level, various measures — will apply to all GENIVAR offices, while our clients already benefit from related consulting services. Working towards that goal, our specialists ensure that our efforts are sustainable in economic, social and environmental terms. We also offer our clients realistic solutions yielding measurable results. In particular, our sustainable development approach is designed to reduce greenhouse gas emissions, boost energy efficiency and improve water and resource management. It also aims to ensure that infrastructure is harmoniously integrated into the natural environment and to protect wetlands and other ecosystems. Although several GENIVAR offices have undertaken environmental, economic and social initiatives of their own, an internal team is currently undertaking a business diagnostic for all of the company’s offices. A corporate strategy and action plan will also be developed. GENIVAR’s sustainable development approach will be consistent with the company’s overall management philosophy. It will be flexible, so it can be adapted to the unique realities of GENIVAR’s various operating regions.

These initiatives have one common goal: Provide a stimulating working environment for our employees. Their interventions and know-how are about quality-of-life improvements and make the world a better place to live!



**OUR HUMAN RESOURCES AT A GLANCE**

As of December 31, 2008

Total number of employees	<b>3,400</b>
% increase over 2007	<b>42</b>
% increase from acquisitions	<b>75</b>
% increase from organic growth	<b>25</b>
% women	<b>32</b>
Average employee age	<b>38</b>
Average age – Managers	<b>47</b>
Average age – Professionals	<b>36</b>
Average years of experience – Managers	<b>23</b>
Average years of experience – Professionals	<b>12</b>
% employees who received training	<b>40</b>
Number of employees-owners in GENIVAR Inc., the non-controlling unitholders	<b>379</b>

**EMPLOYEES BY GEOGRAPHIC REGIONS**

As of December 31, 2008

- Quebec
  Western Canada
- Ontario
  Caribbean and International



