

CHAPTER 5

ATTRACT AND RETAIN TOP TALENT



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We believe real estate is driven by people, not transactions, which is why we put a premium on helping ensure our team members enjoy a long, rich, and rewarding career at our company. To attract and retain top talent, we offer competitive pay and an industry-leading benefits package with an emphasis on employee wellness. When it comes to recruitment, we seek out people with a talent for making things happen and who thrive in a fun, dynamic, open and diverse environment.

In 2022, we welcomed over 200 new team members, including creating new senior positions to better support our business growth objectives. We also welcomed staff back to our regional offices in the belief that the office is integral to building our culture through team collaboration, celebrating success and socializing with colleagues.

Key to building and maintaining a dynamic work culture is gauging employee feedback. Our Human Resources team conducts regular employee surveys to help us understand how staff feel about key

issues including work flexibility and career development. In 2022, this led to new initiatives designed to address these key issues and enhance employee engagement.

We also help take care of our employees by investing in their well-being. For example, we provide staff with funding for mental health services and access to resources to increase how they cope with the stresses of life and work. In addition, we believe in continuous learning and development through a mix of on-the-job experience and formal and informal learning, which is why we offer each employee up to \$2,000 a year to spend on external educational development.

Finally, as one of Canada's top real estate firms, we recognize the role we play in developing the next generation of real estate professionals. Our 2022 summer student program, for example, provided 18 university and college students the opportunity to develop and hone new skills in the real estate investment industry. The program also allowed our leaders to mentor the next generation of talent while receiving extra



support for their teams during the summer months. We adopted a similar approach in Calgary, where our property management team participated in an innovative program that matched newcomers with trained professionals, so that immigrants can learn the skills necessary to operate and maintain buildings.

We look for people with a talent for making things happen and who thrive in a fun, dynamic, open and diverse environment.



AN INNOVATIVE APPROACH TO FILLING THE SKILLS GAP

In the real estate industry, the demand for skilled labour in areas such as building operations has become a growing challenge. Thanks to an innovative program that matches newcomers with trained professionals, skilled immigrants are getting a chance to build a rewarding career at GWLRA.

The 18-week program is run by the Calgary Catholic Immigration Society (CCIS) and local government to teach newcomers the skills necessary to operate and maintain boilers,

and other mechanical equipment such as air conditioning units, turbines, air compressors, refrigeration equipment and generators.

To date, our Calgary team has hosted 36 students and hired eight building operators through our partnership with CCIS. We believe that this program is the type of creative approach we can take to identify and develop talent across our organization.



Helping newcomers get a fresh start while filling a vitally important role on our team has been tremendously rewarding.”

ROBIN NEEDHAM, REGIONAL OPERATIONS MANAGER, CALGARY



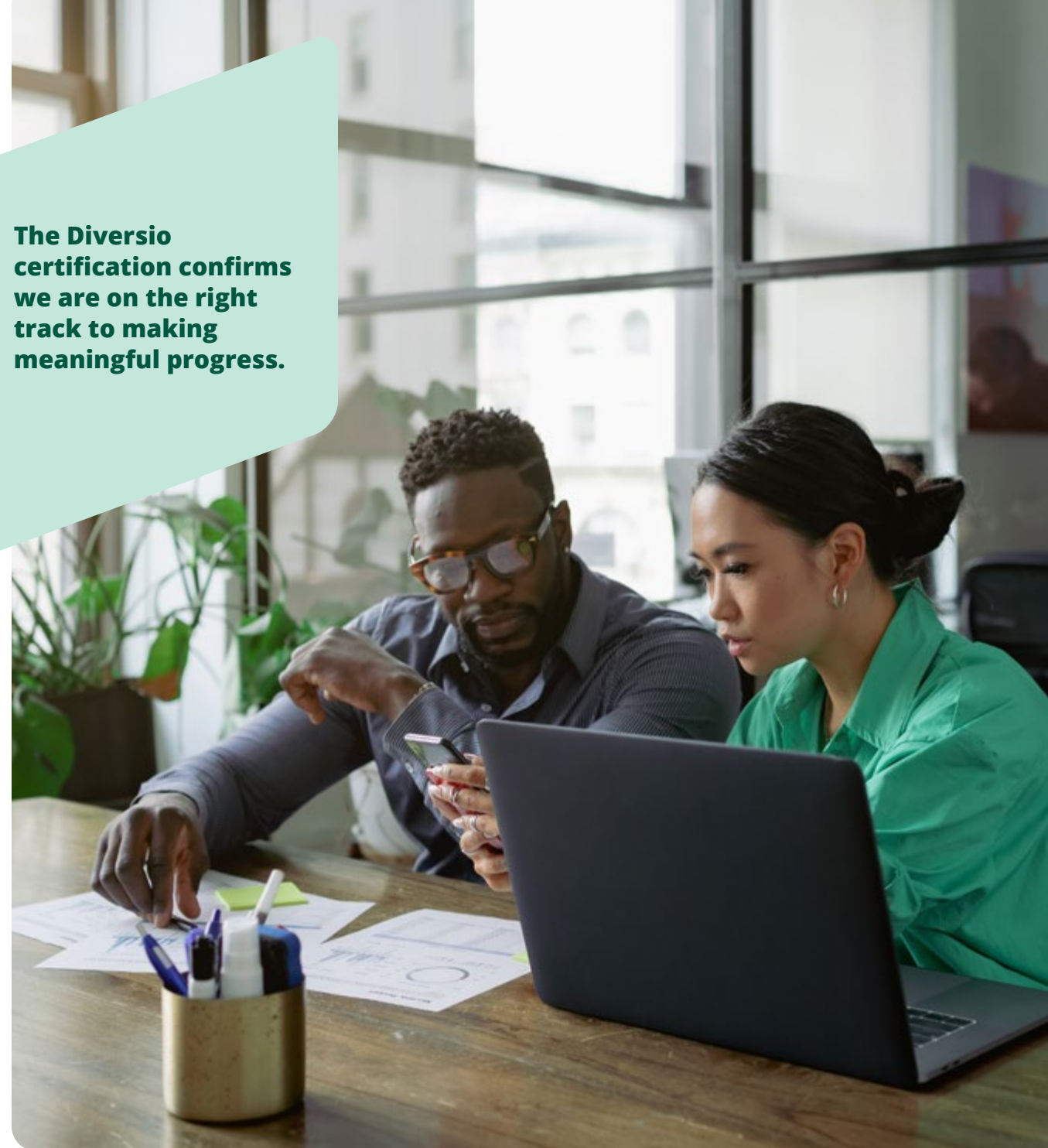
GWL REALTY ADVISORS EARNS DIVERSIO CERTIFICATION

In 2022, we took another step toward improving diversity, equity, and inclusion by earning Diversio's Level 1 Certification.

Diversio is a global diversity and inclusion data and consulting company that helps organizations and investors collect data, gain insights and implement solutions to make meaningful progress. Achieving Diversio's Level 1 Certification is a recognition of important steps taken by GWLRA, including making a public commitment to equity, diversity, and inclusion (EDI), collecting diversity and inclusion data, setting goals for improvement, and implementing programs and policies that align with governance, talent acquisition, employee engagement and data transparency.

[LEARN MORE](#) 

The Diversio certification confirms we are on the right track to making meaningful progress.



We're an inclusion certified employer

CERTIFIED