

INTRODUCTION



- / Talent marketplace in Montreal
- / Recruitment at ADM as travel relaunches
- / Talent attraction strategies implemented
- / ADM's Employer Brand and Employer Value Proposition (EVP)
- / Questions?

TALENT MARKETPLACE IN MONTREAL – A FEW NUMBERS



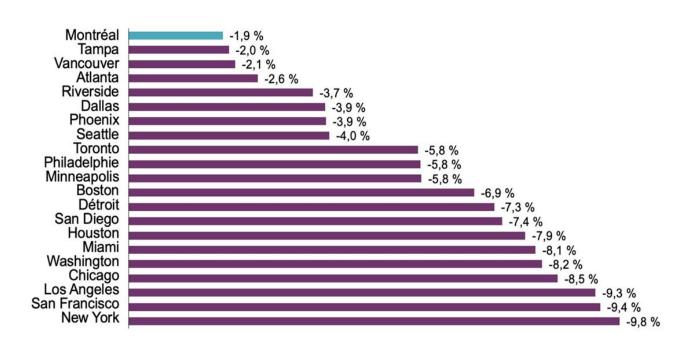
- / 150 000 180 000 vacant positions
- 25 000 vacant positions in Health and Construction
- / GAP between # of talents retiring and # of new talents coming onto the labour market won't resorb until 2030
- / From now to 2024 we anticipate:
 - > 600 000 retirements
 - > 150 000 new job creations
- / RATIO unemployment / vacant position:
 - > 2016 = 6.8 / vacant position
 - > 2019/2021 = 2.3 / vacant position

TALENT MARKETPLACE IN MONTREAL - MOST RESILIENT IN NORTH AMERICA



Montréal est la métropole la plus résiliente en matière d'emploi

Évolution de l'emploi (%) de février 2020 à février 2021*



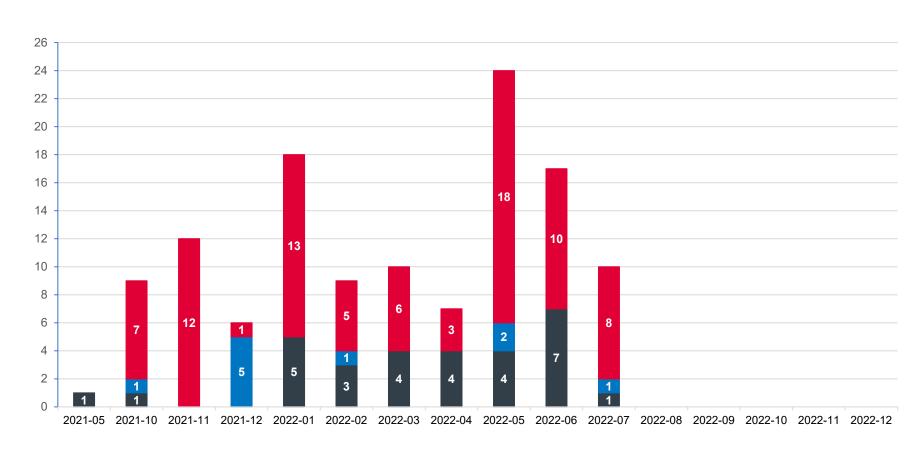
Source : Statistique Canada et U.S. Bureau of Labor Statistics

RECRUITMENT AT ADM AS TRAVEL RELAUNCHES - MONTHLY RECRUITMENT ACTIVITIES IN 2022



MONTHLY VIEW BY SITE

Data from July 31, 2022 ■SS ■YMX ■YUL







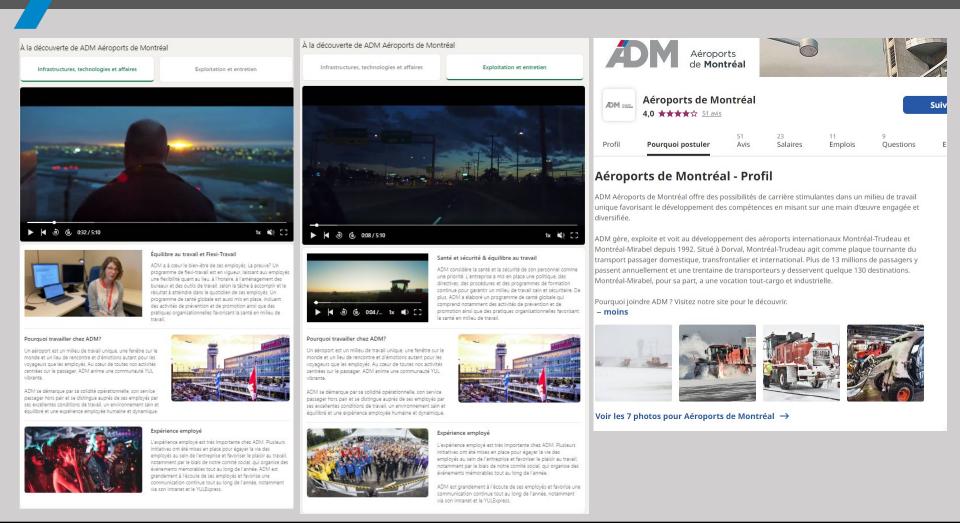
STRATEGIES

THE KEY ...

Adapt each strategy and tactic to each talent profile required

OUR CAREER SITES REFLECT OUR EMPLOYER BRAND

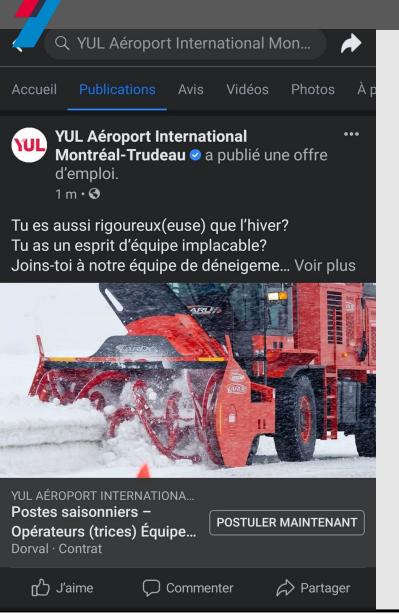




Creating interest in our organization for potential candidates by sharing our culture, our work environment and testimonials from our colleagues.

2021-2022 WINTER SEASON





RECRUITING OUR SEASONAL WORKERS IN A COMPETITIVE TALENT MARKETPLACE...

30 positions filled 10 referrals

Recruitment start date: August 2021

Positions:

- Heavy Equipment Operators
- Light Equipment Operators
- Winter Day Laborers

At the heart of our strategy : Our employees

- Promotion of our Referral Program
- Social media campaign : Facebook



40 positions to fill

Recruitment start date: May 2022

Positions:

- Heavy Equipment Operators
- Light Equipment Operators
- Winter Day Laborers

Competitors in the Greater Montreal Talent Marketplace:

- Municipalities
- Transport Ministries (Federal and Provincial)
- Construction industry etc.

At the heart of our strategy : Our employees

- Job Fair and Career Day at the airport
- Promotion of our Referral Program
- Social media campaign : Facebook with the support of a marketing firm







SOCIAL MEDIA CAMPAIGN ON FACEBOOK

GOAL: Create attraction to our Job Fair and facilitate hiring and visibility of our airport in the talent marketplace in Montreal.

533 K Promotional Prints

3732 Clicks

2541 Engagements * Commentaries + Reactions + Saved Publications + Sharing + Likes

ATTRACTION OF INTERESTING PROFILES

100 visitors

6 hires from the Job Fair



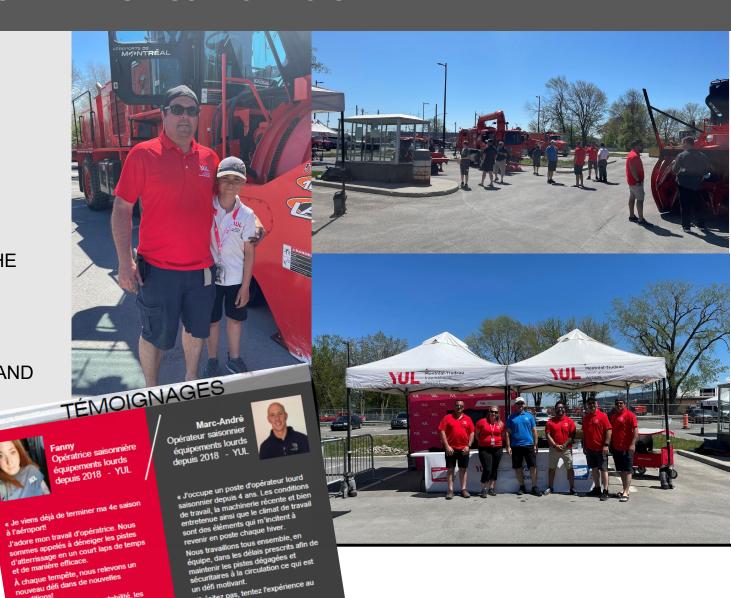
Spark the interest of potential candidates by sharing our culture, our work environment and our colleagues

J'aime cet emploi pour la stabilité, les gens avec qui je travaille et nous avons

de bonnes conditions. »

OUR STRENGTH

COMMUNICATING THE VOICE OF OUR EMPLOYEES, THEIR PASSION, THEIR DEDICATION, **OUR EMPLOYER BRAND**



N'hésitez pas, tentez l'expérience au

sein de l'équipe! »

WHY DEPLOY OUR EMPLOYER BRAND?



- Our brand exists and is present our employees live it through their employee experience, our candidates feel and perceive it through their interactions with our organization, but less known in the Montreal talent marketplace....
- / It is linked to our YUL and YMX brands
- / It allows us to attract the type of talent we need at the airport more easily
- / It facilitates talent onboarding and integration

HOW TO KEEP OUR EMPLOYER BRAND ALIVE?



- by communicating our values and competency framework (Manager Super-Powers)
- / by helping our employees **express** their work experience inside and outside the organization
- / by helping our employees become creators and ambassadors of our brand

EMPLOYEE EXPERIENCE SEEKED IN QUEBEC





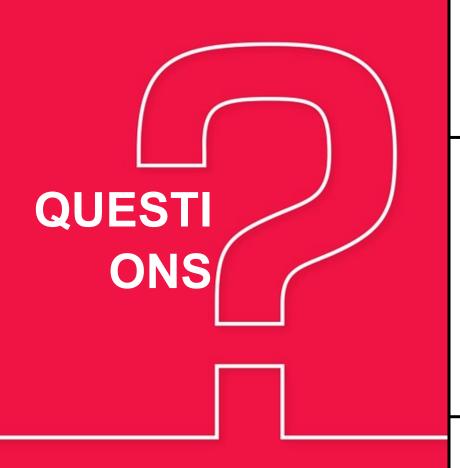
39%

- Global Compensation and Benefits
- Motivating Challenges
- A Friendly Culture That Encourages Surpassment

 37%
- Workplace Flexibility
- Efficient and Open-Minded Manager

Employment Security







TALENT TEAM

- / Natasha Bouchard-Audette
- / Josée Thibeault
- / Marie-Félicité Gignac