

Getting Left Behind



Who gained and who didn't in an improving labour market

Academic Conference
19 June 2018



POVERTY AND
EMPLOYMENT PRECARITY
IN SOUTHERN ONTARIO



United Way
Greater Toronto

Welcome

Daniele Zanotti

President & CEO, United Way Greater Toronto

Dr. Wayne Lewchuk

Professor, School of Labour Studies and Department of
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#PEPSO

Rising Tides Only Lift Some Boats: the differential impacts of precarious employment

Moderated by:

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Presenters:

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Stephanie Procyk, United Way Greater Toronto

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Getting Left Behind – Findings & Recommendations from the Third PEPSO survey report

Dr. Wayne Lewchuk

McMaster University

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labour market



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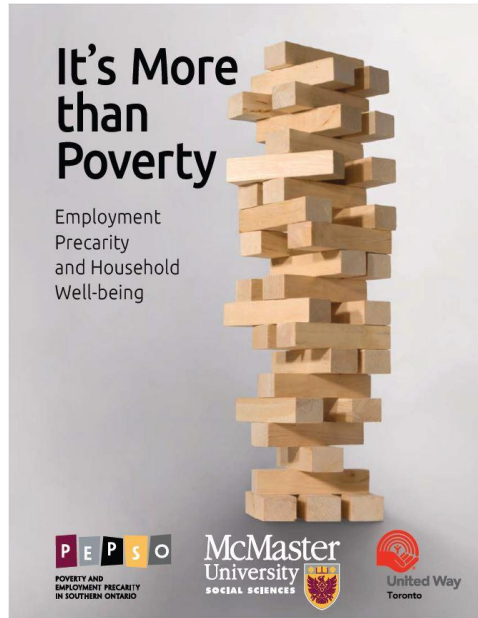
POVERTY AND
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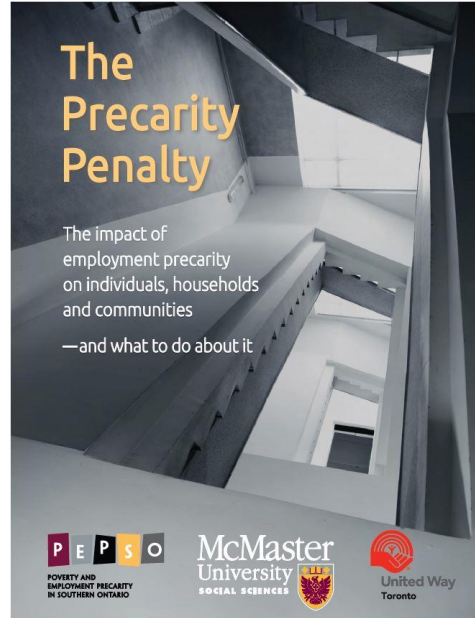
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PEPSO Reports

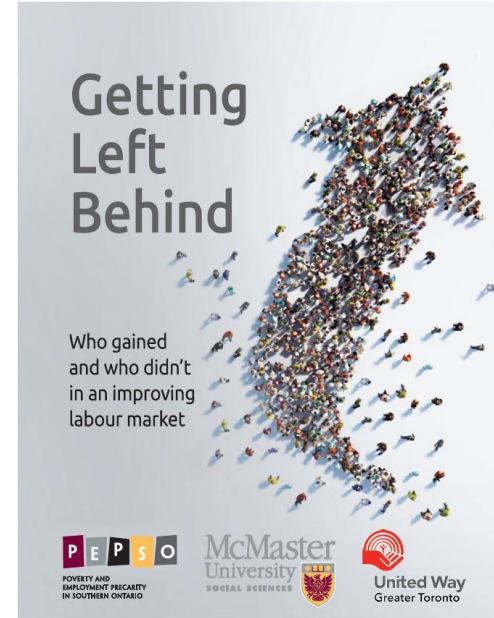
2013



2015



2018



What is different this time?

Understand trends in precarious employment during a period of substantial job growth?

Does everyone benefit equally from economic growth.

What did we do this time?

- Compared the 2011 and 2017 PEPSO surveys of individuals aged 25-65 in the Greater Toronto Hamilton Area
- Use two measures of employment security:
 - Standard Employment Relationship
 - Employment Precarity Index

The Employment Precarity Index

What is included?

- Not paid if miss work
- Not in standard employment relationship
- Weekly income not stable
- Hours worked not stable
- Work on-call
- Don't know work schedule in advance
- Paid in cash
- Temporary employment
- No benefits
- Weak voice at work

What is not included?

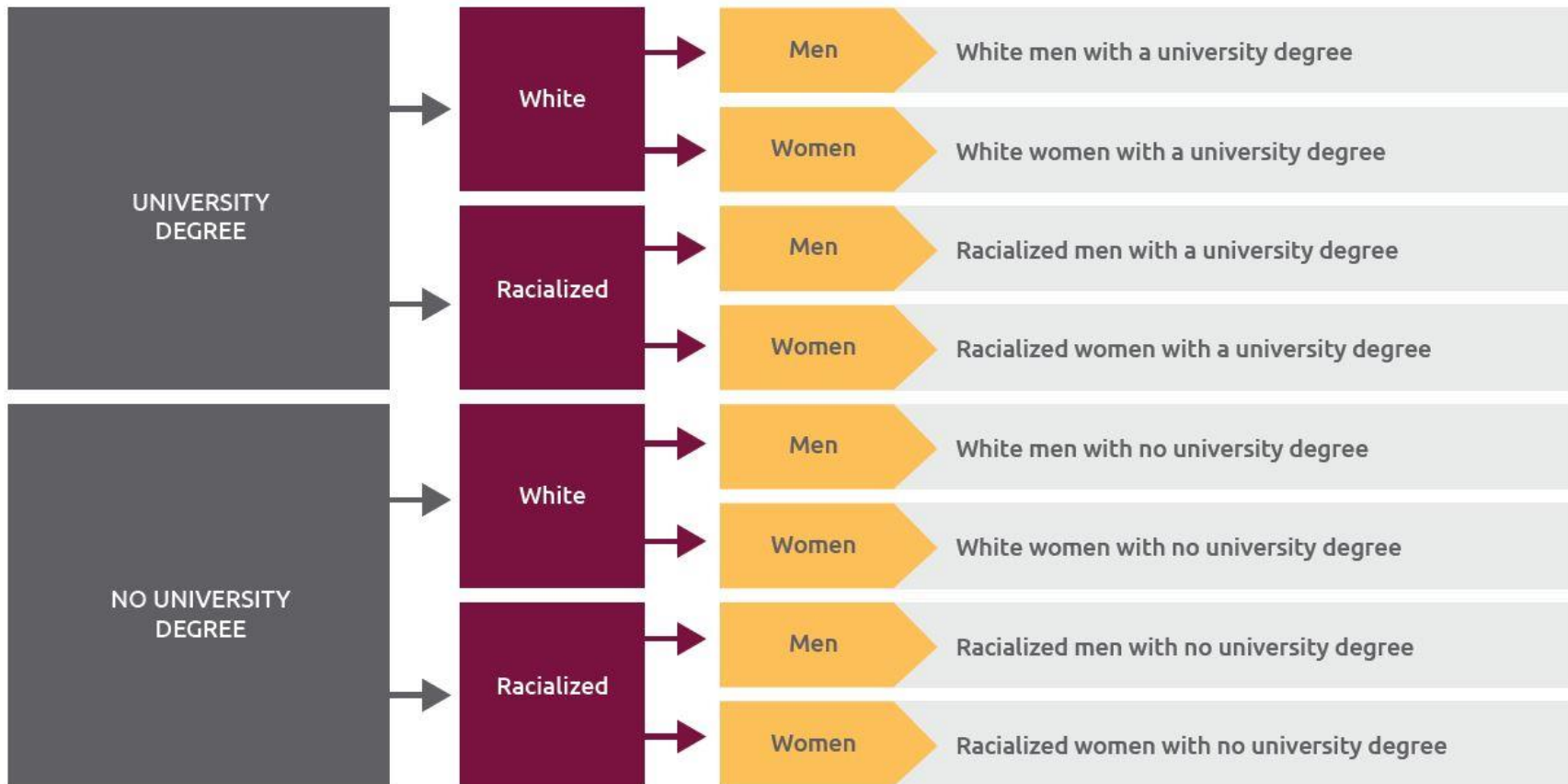
- ⦿ Income

Online Employment Precarity Index

- ⦿ [Pepso.ca/jobprecarityscore](https://pepso.ca/jobprecarityscore)

Eight categories of workers

Figure 1: Worker categories



Between 2011 and 2017 the labour market improved

- Employment grew 12.4%, twice as fast as the Ontario average
- GTHA unemployment fell from 8.2% to 6.3%
- Temporary employment grew almost double the rate of permanent employment (18.8% vs. 10.4%)

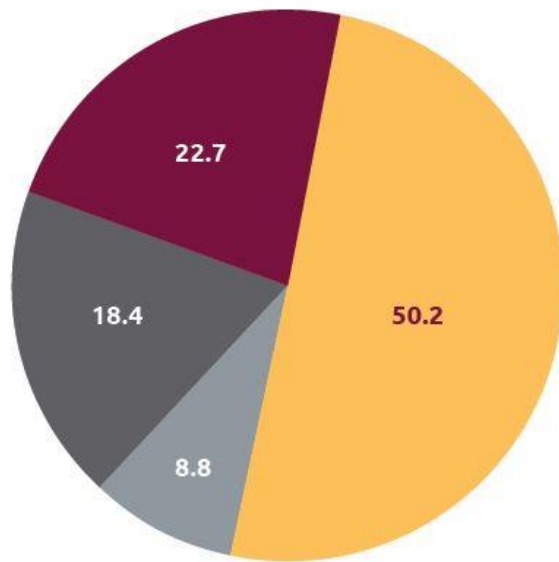
We aren't seeing the changes we'd expect to see in an improving labour market

- Real average weekly wage in the GTHA was only about 1% higher between 2011 and 2017
- Canadian real GDP per hour worked increased by 7.2%.

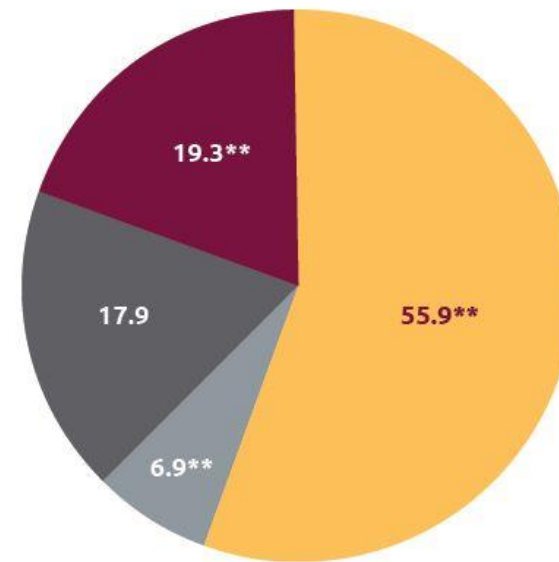
Precarious employment has imprinted itself on the GTHA labour market

Figure 4: Forms of the employment relationship: 2011 and 2017 GTHA

2011 GTHA



2017 GTHA



■ SER
 ■ Permanent part-time
 ■ Temporary and contract
 ■ Other¹

¹ The Other category includes workers in full-time employment who either receive no benefits beyond a wage or are unable to confirm they would be with their current employers for at least 12 months, workers who are self-employed with employees, and those in full-time employment but their hours varied from week to week and in some cases could be less than 30 hours.

Source: PEPSO surveys 2011 and 2017.

Significance levels: *** $p < .001$, ** $p < .05$, * $p < .10$. Measures significance of change in category between 2011 and 2017.

When it comes to landing a secure job in a growing economy, gender, race and university degree determine whether or not you'll get left behind

Figure 3: Prevalence of Standard Employment Relationship by worker category (%)

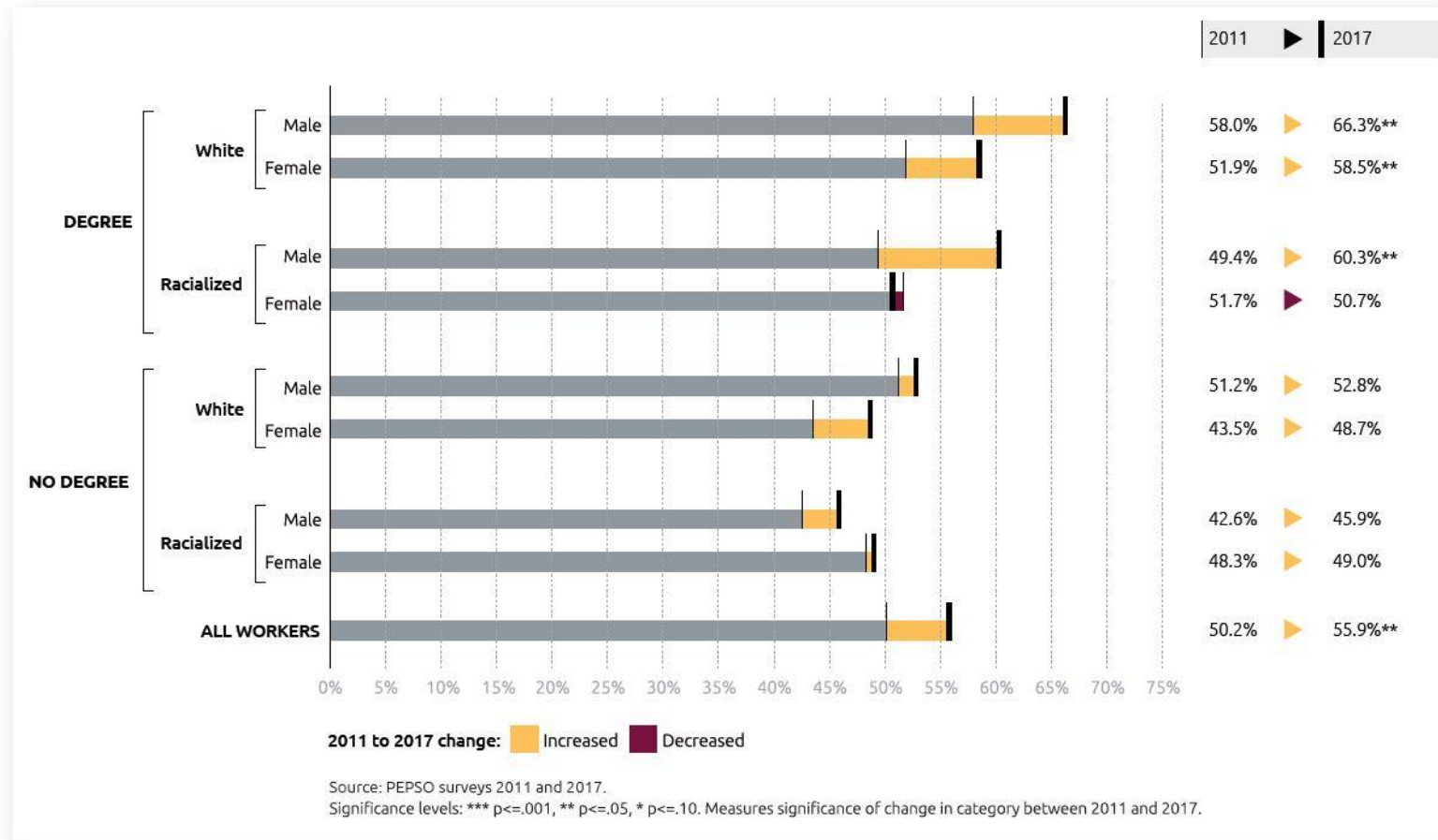
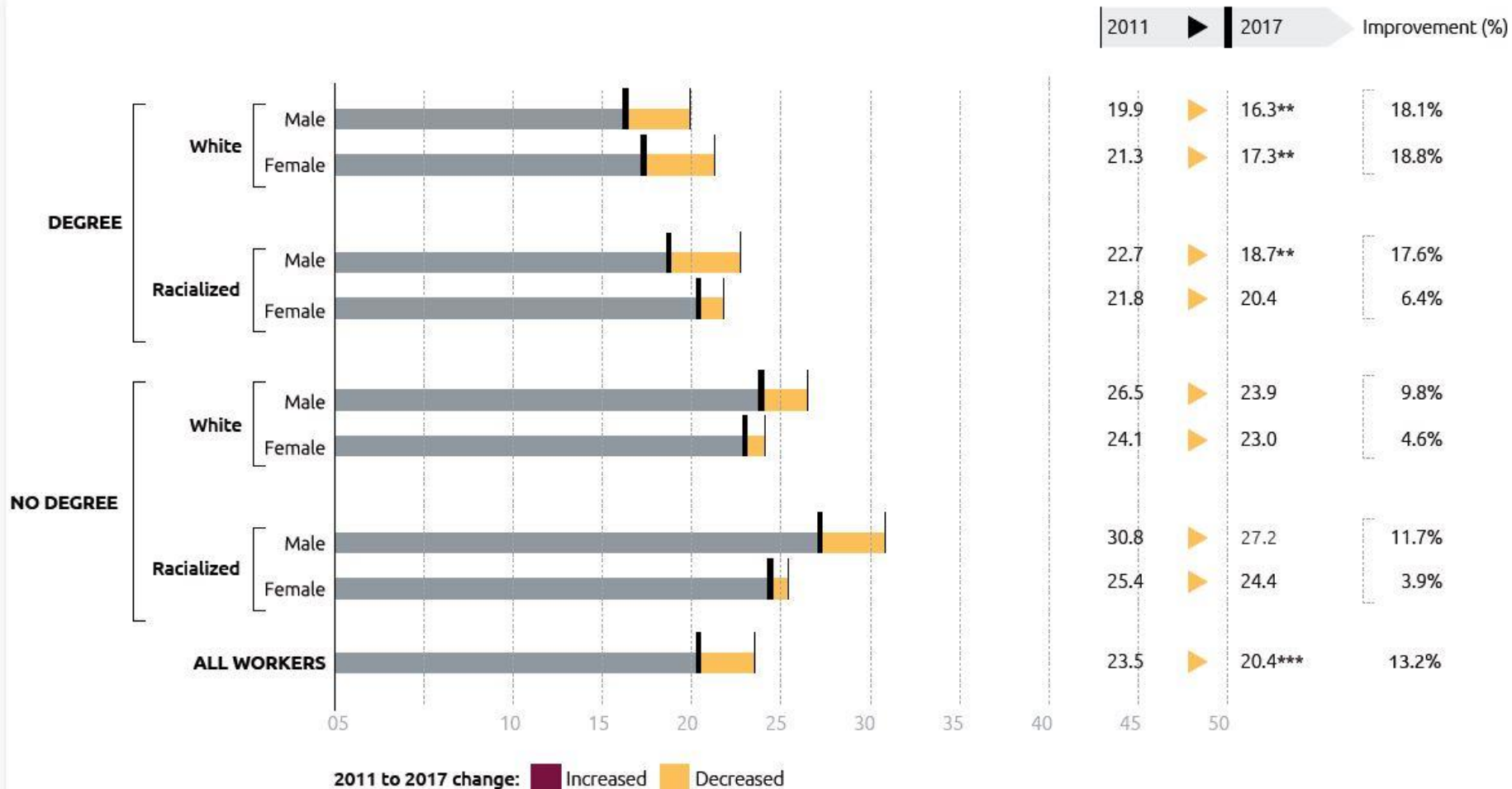


Figure 6: Average Employment Precarity Index scores by worker category (#)



Source: PEPSO surveys 2011 and 2017.

Significance levels: *** p<=.001, ** p<=.05, * p<=.10. Measures significance of change in category between 2011 and 2017. EPI scores range from 0 to 100 with 100 being high insecurity.

Those without a university degree and racialized women with a degree got left behind

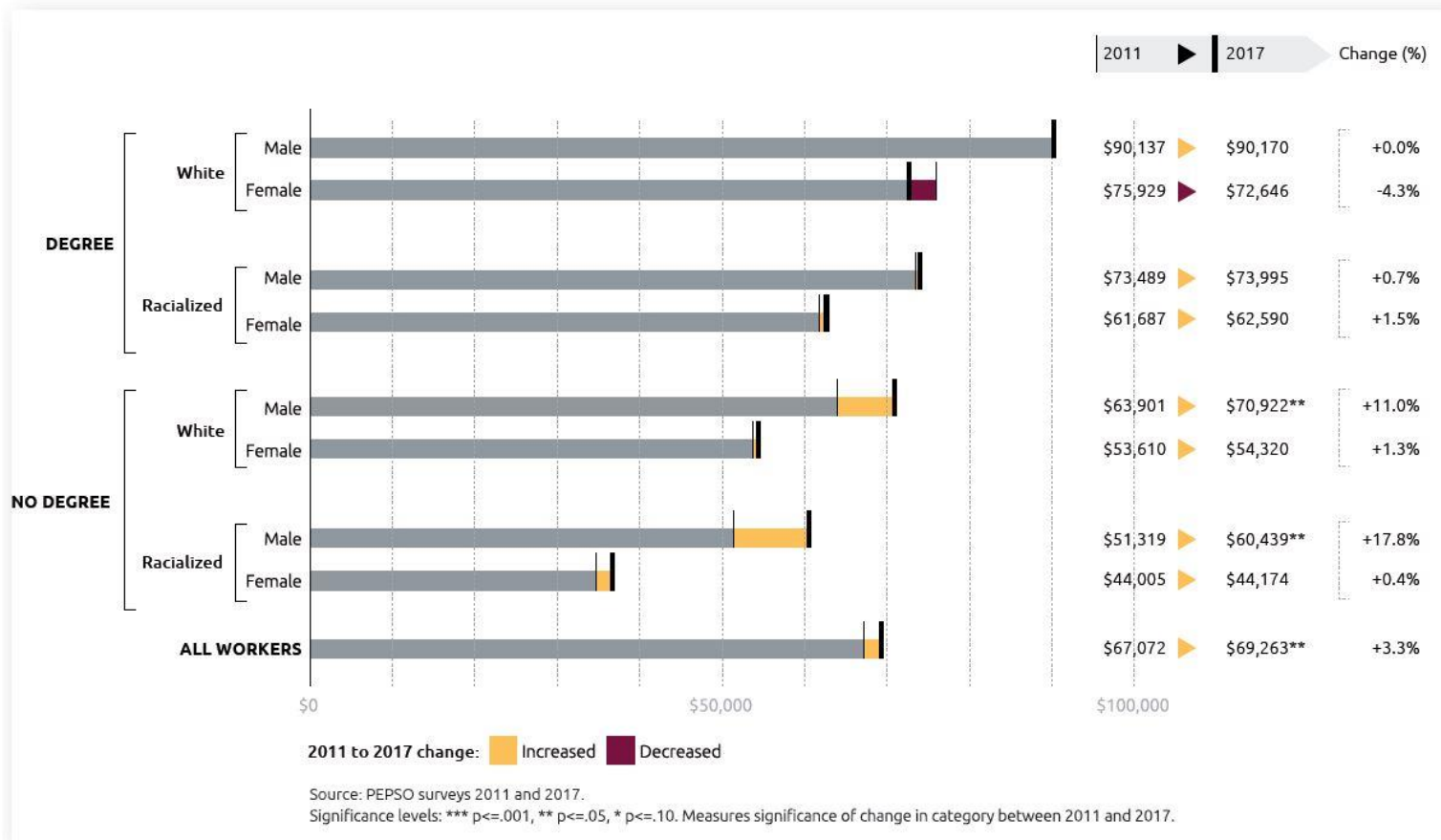
Figure 7: Distribution of changes in Employment Precarity Index components by their impact on employment security between 2011 and 2017 by worker category (out of 10)



Source: PEP SO surveys 2011 and 2017.

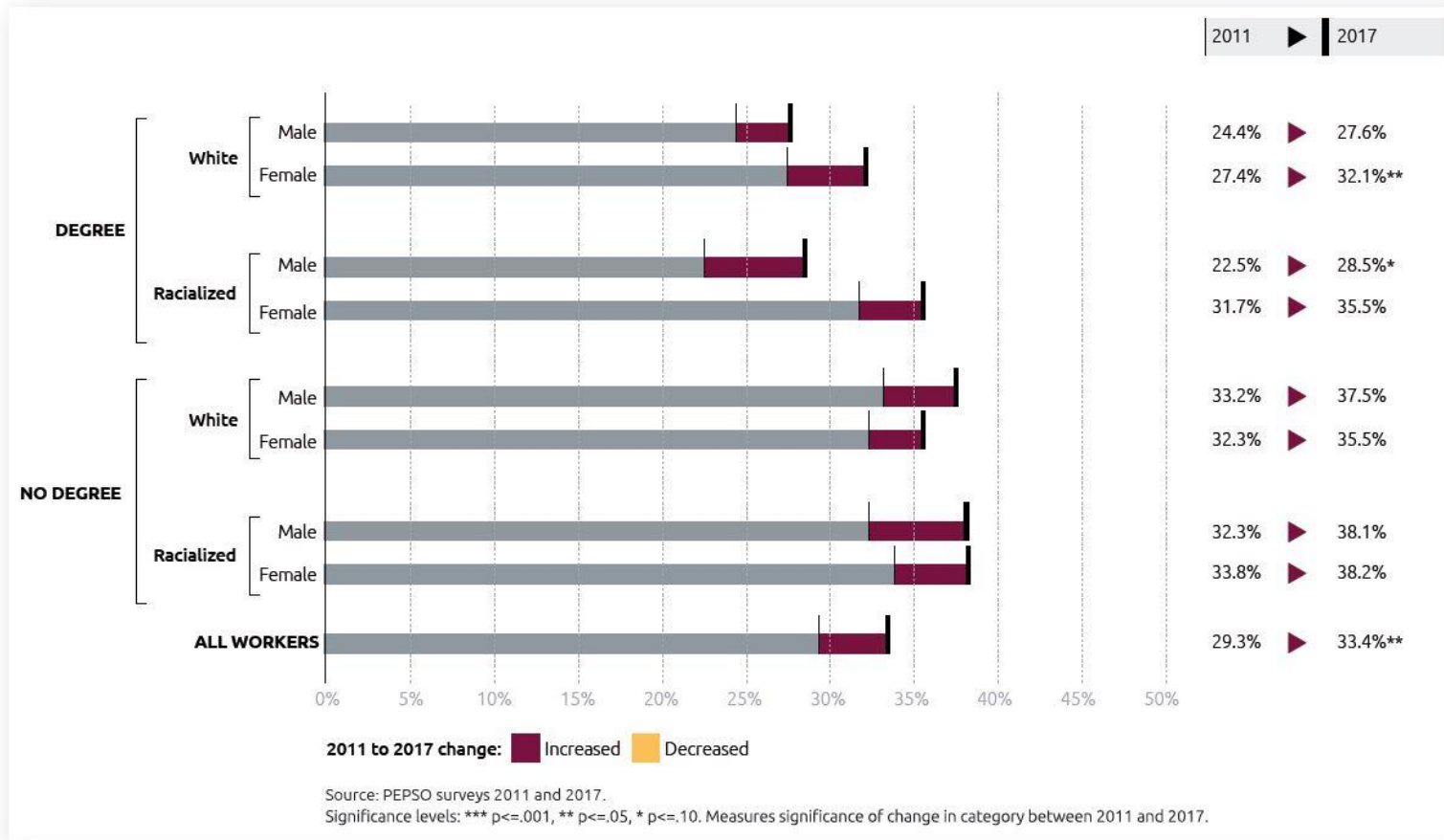
Improved economic conditions can lead to improved economic outcomes, but only for some

Figure 16: Average individual income (2017 dollars)



Workers' wellbeing hasn't improved with the growing economy

Figure 21: Mental health less than very good (%)



What can be done?

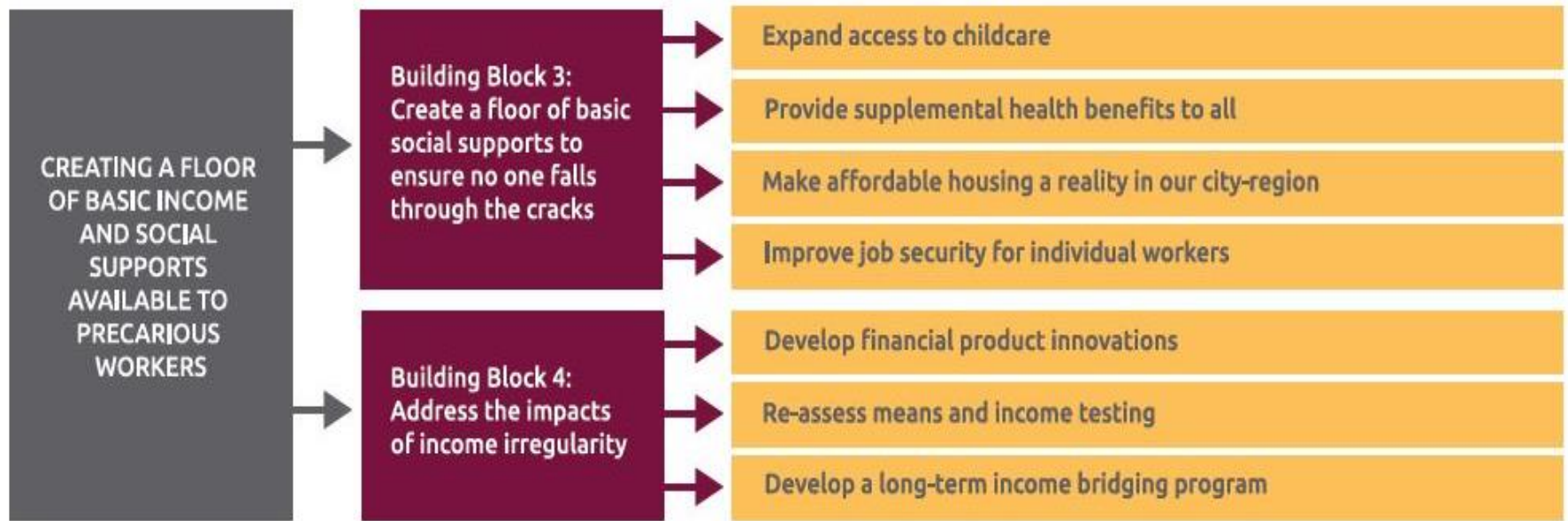
- Expand decent work through employment standards and ladders to opportunity
- Create a floor of basic income and social supports available to precarious workers
- Ensure background and circumstances are not a barrier to the labour market

Expand decent work through employment standards and ladders to opportunity

Figure 31: Summary of recommendations



Create a floor of basic income and social supports available to precarious workers



Ensure background and circumstances are not a barrier to the labour market



Promoting decent work for racialized women

Simran Dhunna

Access Alliance Multicultural Health and Community Services



#PEPSO



Access Alliance
Multicultural Health and Community Services

LIKE WONDER WOMEN, GODDESSES, AND ROBOTS

**How Racialized Immigrant Women in Toronto
are impacted by and respond to Employment
Precarity**

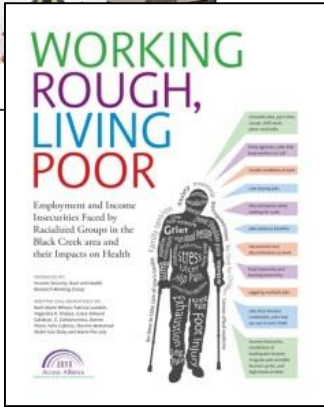
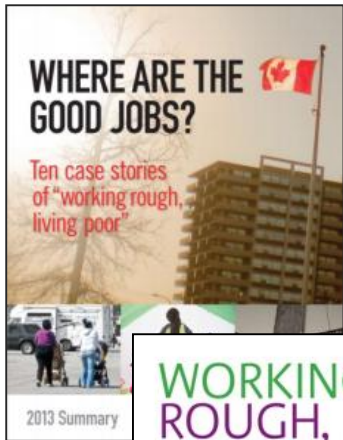
Simran Dhunna, Young Insight Scholar

PEPSO Conference

Working Precarious: Causes and Consequences

June 19, 2018





BAD JOBS ARE MAKING US SICK

The rise of insecure and precarious jobs—such as temporary and part-time work—is having damaging impacts on the health of all Canadians. Let us join forces to stop the rise of these bad jobs, starting from our workplaces—**Good Jobs = Good Health!**

RISE OF PRECARIOUS, INSECURE WORK

Temporary jobs increasing 3x faster than permanent jobs

1 in 5 Canadian wage workers (2 million) are in temp jobs

Part-time work on the rise

1 in 5 Canadian wage workers (1.1 million) are in part-time jobs

1 in 3 part-time workers prefer working full-time

INSECURE JOBS = LOW WAGES AND LACK HEALTH BENEFITS

Temporary workers earn about 64% less than permanent workers in terms of average weekly wages within Canada

1 in 6 (about 17%) of precariously employed workers in Canada have no health or dental insurance, compared to 1 in 3 (about 33%) for those who have full-time or permanent jobs

HARMFUL HEALTH EFFECTS OF PRECARIOUS JOBS

- 40% increased risk of coronary heart disease
- 2.5x more likely to have total occupational injuries
- 3x risk of heart attack and 4x risk of diabetes from working more than an 11 hour shift
- 2x more likely to suffer from diabetes
- 3x more likely to take their health as less than good
- 4x more likely to visit a doctor only in emergency

FIVE STEPS TOWARDS GOOD JOBS

- STOP THE RISE OF INSECURE JOBS** by limiting temporary and part-time jobs to less than 5% of your workforce as recommended by International Labour Organization.
- PROMOTE WELLBEING** of temporary, part-time employees by offering them fair wages and health and extended health benefits.
- PROTECT** temporary, part-time employees by achieving higher and consistent compliance of employment standards and occupational health and safety.
- PROMOTE PATHWAYS TO STABLE EMPLOYMENT** for temporary, part-time employees by offering them training and networking opportunities.
- SCREEN FOR, ADJUST RISK AND ADDRESS** mental health impacts from insecure jobs with primary care, by working cross-sectorally with occupational therapists and workers' action centres.

Access Alliance

25th Anniversary

FOR MORE INFO AND RESOURCES VISIT www.AccessAlliance.ca/GoodJobs

LIKE WONDER WOMEN, GODDESSES & ROBOTS

How racialized immigrant women in Toronto are impacted by and respond to employment precarity

Access Alliance
25th Anniversary
25 Years of Shared Journey

2014 Full Report

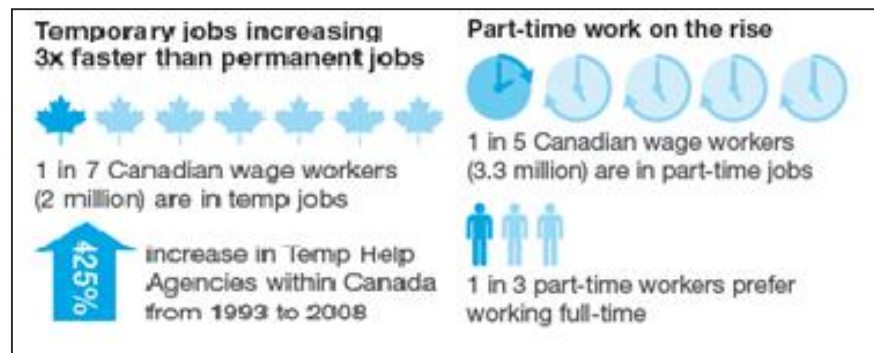
Research + Advocacy at Access Alliance



What do we know about Precarious employment?

Precarious Employment is Rising

- Precarious forms of employment are increasing **3 times faster** than permanent, full-time jobs.
- From 1993-2006, Canada has seen a **425% increase** in Temp Work Agencies

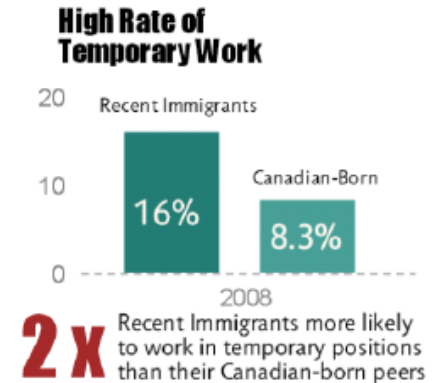


- According to Ontario Ministry of Labour (2016), **26.6%** of Ontario's workforce in 2015 constituted non-standard employment
- The PEPSO Research group found that **less than half of workers (48.1%)** in the Greater Toronto-Hamilton Area had "permanent, full-time jobs with some benefits beyond a wage."

Precarity is racialized and gendered

Racialized Immigrant Women experience disproportionately **higher levels of precarious employment**

- **Rate of Precarious Employment:** Compared to 27% of non-racialized men who experience precarious employment in Ontario, **43%** of racialized women and **48%** of recent immigrant women in Ontario are precariously employed.
- **Minimum Wage Workers:** In 2011, the share of racialized employees working at minimum wage was **47% higher** than that of the total population (13.2% compared to 9%). Recent immigrants are more than twice likely to be working minimum wage compared to all employees.
- **Part-time Temporary Workers:** Racialized women workers in Ontario (which account for **11.8%** of all workers) are most likely to be over-represented in part-time temporary forms of employment (**18.4%**). Meanwhile, **15.9%** of recent immigrants in Ontario hold part-time temporary employment although this group comprises of only **9.8%** of the total population
- **Wage Disparity:** Racialized women earn **55.3 cents** for every dollar earned by non-racialized men, and **79.1 cents** for every dollar that non-racialized women earn (2016 Census). Precarious work is one of the reasons why.



Precarity is deadly

- **The story of Amina Diaby**

- Amina was 23 years old. She was a refugee trying to save for nursing school.
- She got a job at Fierra Foods through a temp agency.
- On September 2, 2016 , Amina's hijab was caught in a machine, strangling her to death. She had been on the job two weeks.

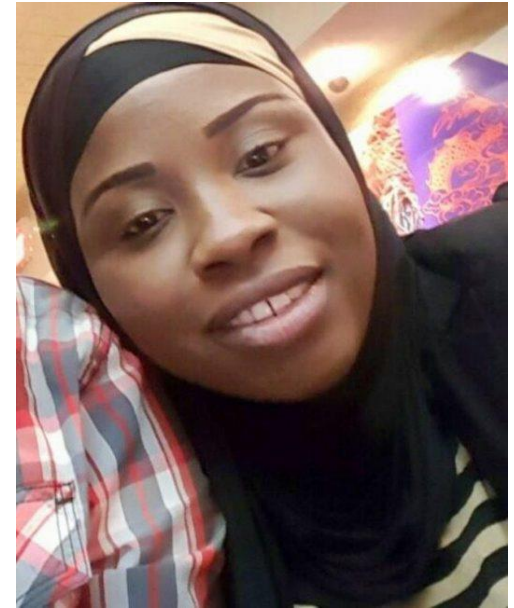
- Fierra Foods is one of GTA's largest industrial bakeries. It supplies Dunkin' Donuts, Costco, Tim Hortons, Metro, Walmart, and Loblaw. Fiera Foods mostly hires temp agency workers: it employs 400 workers, **70% of which are temporary workers.**

- Diaby was the **third temp agency worker to die** while working at Fiera Foods or one of its affiliated companies since 1999. Fiera has been slapped with **191 orders for health and safety violations** over the past two decades, for everything from lack of proper guarding on machines to unsafely stored gas cylinders. Amina's co-worker had not been trained about how to safely shut off the machine using the emergency stop button.

- In 2017, **Sara Mojtehdzadeh** (Toronto Star Work and Wealth reporter) went undercover for a month as a worker in Fierra Foods. She got the job through a temp agency (Magnus Services). She was given a **5 minute workplace safety orientation** and sent off to work.

<http://projects.thestar.com/temp-employment-agencies/>

- A recent legislative change now makes employers, in addition to temp agencies, responsible for temp worker injuries.



Research Questions and Methodology

Research Questions

Why and how are racialized immigrant women being pushed into precarious employment?

What are the economic, social, and health impacts of being stuck in precarious jobs for immigrant women and their families?

How do racialized immigrant women view and respond (manage, subvert, and resist) conditions and impacts of employment precarity?

Methodology

- Community-based Research (CBR):
 - 7 racialized immigrant women trained as peer researchers
- In-depth, semi-structured interviews with **30** immigrant women aged 25-54, **actively** participating in the labour market (currently working or looking for work) and have been in Canada for at least 2 years

Participants Variable	Percent (N=30)
AGE	
30-39 years	33
40-49 years	47
50-59	20
% Married or in a relationship	80
% with university degree	71
REGION/COUNTRY OF ORIGIN	
West Central Asia/Middle East (Afghanistan, Iran)	13
China and South East Asia (Burma, Philippines)	24
South Asia (Bangladesh, Nepal, Pakistan)	37
Africa (Somalia, Sudan, Sierra Leone)	10
Central and South America	6
LENGTH OF STAY IN CANADA (2011 as reference)	
2-5 years	37
6-10 years	30
10+ years	33
ARRIVAL IMMIGRATION STATUS	
Skilled Worker/Economic class (Dependent)	26
Skilled Worker/Economic class (Primary Applicant)	17
Government Assisted Refugees	17
Refugee Claimant	13
Family Sponsored	13
Live-in Caregiver	7
Other	7



Key Findings

Key Finding 1

- Racialized immigrant women face many of the same **economic structural barriers** as their male counterparts, such as:
 - Non-recognition of international credentials
 - Lack of employment equity
 - Job-skills mismatch
 - Race-based systemic discrimination
 - Language barriers
 - Information and access barriers to services
 - Limited professional network

What happens to RIW after arrival?

- **Srijana** and her husband, Kamal, are both **forestry experts from Nepal**. They migrated to Canada in 2002. A mother of three children, Srijana juggled a series of survival jobs at Canadian Tire, housekeeping jobs in hotels, and as interpreter before finally getting a full-time job with the Ministry of Natural Resources because she was able to convince her family to move to a remote town in northern Ontario for a job. She got **laid off** after two and a half years and is back in Toronto working on a commission basis with an insurance company, while her husband toils long hours as a taxi driver.
- **Naznin**, a highly accomplished **female doctor and anaesthesiologist from Iran** immigrated to Canada in 2008 fearing for her and her three children's lives after her husband was killed in Iran. She has been barely etching a living here, going from one unrelated and precarious job to another (Subway franchise, on-call cooking, and cleaning). At the same time, she is hopelessly trying to get her medical license in Canada while putting in hundreds of volunteer hours in hospitals as a 'patient escort'.
- **Fruzan** is an **OB/GYN from Afghanistan** with years of experience working in the UN sponsored clinics for immigrants in Russia. She got tricked into an abusive spousal sponsorship scam by a Canadian. She came to Canada only to find that her sponsor was already married and just wanted to use her strong professional background to extort thousands of dollars from her during the sponsorship process and after arriving. Traumatized and unable to get her recertification license here, she has been spending the last 2 years doing hundreds of hours of volunteer work in hospitals.

Key Finding 2

- **Migration pathways** and policies are **highly gendered** in ways that can negatively affect immigrant women's employment outcomes, thus structurally streaming them into highly gendered forms of **low-paying and undervalued** precarious jobs.
 - [Live-in] Caregiver Program
 - Spousal Sponsorship programs
 - Conditional Permanent Residency – in place at the time of this study
 - Proportion of female primary applicants is growing but our gender-insensitive immigration policies undervalue immigrant women

Key Finding 3

- **Gendered social barriers** further impede Racialized Immigrant Womens' access to decent work
 - Lack of affordable childcare
 - High load of unpaid gendered labour such as caregiving and household work
 - Social Isolation and limited social support system
 - Lack of supportive male partners
 - Limited social mobility (eg. not being able to travel far for work, or do work that involves traveling when it is dark)

Like Wonder Women, Goddesses, and Robots

- “After my first daughter was born, [my husband] opened the company so I was home taking care of the family, taking care of the business. **Doing like Wonder Woman, everything, everything, everything.** No help and not getting a single help in cleaning and nothing in the house.” (P25)
- “I’m used to that from back home because I did non-profit organization there. It’s tough, hard but somehow I manage. Like I go to bed later and I wake up first, and I feel that I have ten hands. **Like maybe you heard that one Hindu goddess, she has ten hands. Imagine because she did so many work. So I do, like in advance I just do lots of work....**it’s extremely pressured for me but I manage it, I can do that.” (P22)
- “**I was doing everything.** I was cleaning, I was cooking everything. Because as I said my husband he went to work at 5:00 in the morning until 5:00 or 6:00 in the evening. And as soon as I got home I starting to do the things for cooking, cleaning doing everything....from 8:00 a.m. until sometimes 7:00 or 8:00 in the evening. As soon as I got home, thank God my apartment was close to work, I didn’t lose time to come and go, but...until 1:00 a.m. I was taking care of the other things. **Like a robot.**” (P28)

Key Finding 4

- Precarious employment is having **damaging impacts** on the **health** of immigrant women workers and their families.
 - *Health impact:* depression, digestive problems, cardio-vascular illnesses, chronic muscular-skeletal pain, and life threatening illnesses like diabetes.
 - *Social and family impact:* household relationship tension, decreased quality time with family, decreased work-life balance, intergenerational impact on children

Health and Family Breakdown

- "...I began to find **work stress**, problems at work, problems in the house already with family problems. I got sick, I really got sick, I had a **panic attack** at the [job] and I guess it's due to the stress that I was going through. And then the doctor suggest to me that it was too much for me, all this work and the hours and the shift and nights and that stress because of my family, the problems. I could not get the hours that I wanted to. At work I find myself with lots of work, lots of issues, lots of issues that I have to deal with. I deal successfully but **[at the] expense of my health.**" (Lucia)
- "No he's [son] better now but my only problem with him is, especially when I went back to school is he's constantly asking for attention... one time I was yelling at him last weekend and I asked him, I'm so tired and I'm also sick and I told him 'what do you want from me? Tell me, I know you can speak now, **tell me what do you want to say to mommy?**' And he was saying that '**I just want you to hug me.**' Because he was saying that it seems that, since I was always busy I don't really look as often as we did before, I don't play with him anymore, and he said; '**you don't hug me as much as you did before.**' So at 3 years old 'oh my goodness', it's like '**wow**'... I feel **so guilty.**" (Gemma)

Additional Key Findings

- Many immigrant women do **extensive volunteer work** and **informal income generating work** in response to employment precarity (including **lengthy periods of unemployment** in between jobs) and as an active labour market strategy
- Precarious employment conditions result in a **heavily gendered social burden** on immigrant women in ways that worsen their post-migration household gender relations and social status
- Immigrant Women play an **active role** in maintaining and **promoting the health** of their family even when facing severe economic difficulties.

Case Studies:

Hasina, Diwa, and Natasha

Hasina:

- Hasina has an **MA degree and used to work as a manager in a reputed international development** organization in Bangladesh. She came to Canada in 2000 with her husband and son as “economic immigrants” through the **Federal Skilled Worker program**. Her husband was comfortable working as a banker in Bangladesh and did not really want to move to Canada. But Hasina wanted a better future and security for herself and her son (who was 13 years old at that time) and so she decided to apply to immigrate to Canada. She was the “**primary applicant**” for her family in the **Federal Skilled Worker** application to Canada.

Hasina:

- She sent out hundreds of job applications in the non-profit, community development sector, but did not get anything for a whole year. She was particularly disheartened when she was rejected for a job opportunity at a community agency focused on at-risk children (her exact area of work in Bangladesh) because of her lack of local experience. She finally managed to get a **series of part-time contract jobs (e.g., as a school settlement counsellor)** only to be laid off each time. Most of her job contracts lasted 2-3 years, after which she was back to lengthy periods of unemployment.
- In between juggling these insecure jobs, Hasina went back to school to get a **Personal Support Worker diploma** from York University as well as a post-graduate diploma in advanced counselling.
- **Her husband got a job in a factory only to be injured**; later, he was also diagnosed with a mental health condition. He decided to return to Bangladesh and only comes to Canada occasionally. Since then, Hasina has been responsible for raising their son with “minimal” help from her husband.

Diwa:

- Diwa has an undergraduate degree in physical therapy from the Philippines. However, she could not find a job there in this field and so she worked as an HR assistant in an e-commerce company. Through her aunt who was in Canada, Diwa learned about the **Live-In Caregiver Program**. She took a leap of faith when she left her husband in the Philippines and came to Canada in 2004.
- However, Diwa's troubles started as soon as she arrived. The family who sponsored her changed their mind about hiring her, and made Diwa pay them back \$3,000 in sponsorship-related expenses. The six months where she had to find another family to sponsor her and re-apply for a work permit ended up being one of the worst periods of her life. She had to work under the table in a **series of very precarious jobs such as dishwashing and cleaning, and was very vulnerable to exploitation (extremely low wage, excessive workload, unpaid overtime hours, etc.)**.

Diwa:

- In some jobs, she was told not to talk to any other staff and was often required to work double shifts and overtime. She was paid as little as **\$5 per hour** (60 percent below the minimum wage at that time). Once she received her work permit, Diwa started to work as a live-in caregiver. However, things did not get better for her. Her employers treated her as a servant, calling her “nanny” and never by her name, and making her work overtime without pay, including asking her to give massages at 2:00 in the morning. They **reduced her pay to \$10 per hour from \$13 per hour** when they heard that other nannies were getting paid \$5 per hour.
- Eventually, Diwa fell in love with a man and got pregnant. When the employer found out she was pregnant, they laid her off. With the help of a local Filipina agency, Diwa filed an employment standards violation claim against her employer and has been waiting for a decision on her claim for more than two years.

Natasha:

- Natasha, a Karen mother of two, came with her family to Canada in 2007 through the Government Assisted Refugee program. She was a **farmer and history teacher** in the refugee camps in northern Thailand. Following the job pathway of many of her Karen female friends in Canada, she worked in a used clothing factory for two and half years until it closed and moved to Mississauga. In absence of empowering employment programs, her main concern at the time of interview was that she could not work a night shift job in a golf ball production factory because her husband was also working a night shift factory job in a car parts company; she is hoping to get a dishwashing job.

Natasha:

- In Toronto, she settled in the Jane and Finch area so she could be close to other Karen families living in that neighbourhood. Natasha and her family became permanent residents from the first day of arrival. Thus, she did not face work restrictions or other vulnerabilities associated with having a temporary and conditional immigration status. Natasha and her family received income support as part of the Resettlement Assistance Program (RAP) to help cover housing, food and other basic expenses.
- However, due to her low education level and her limited English language fluency, she got **streamed into low-skill manual labour factory jobs with little opportunities for skill diversification or upward economic mobility**. She found **a job in a used clothing processing factory** through other Karen friends that used to work at that factory. The work involved standing up all day to sort clothing in an assembly line and lifting heavy loads for long hours each day. Natasha worked in that factory for two and a half years until it closed and moved to Mississauga.

Policy Recommendations

Labour Market and Employment

Solutions that address labour market barriers to stable and secure employment can include:

- Decent Work policies: **Increase minimum wage to \$15**, and ensure strong enforcement of and no exemptions under **Bill 148**
- Re-introduce **employment equity** in Ontario and strengthen it federally
- Make employment programs more **gender-sensitive** and **newcomer/racialized women-friendly**
 - Eg. Introduce accessible and affordable training programs that support the professional development and training of low-skilled women
- Expedite and make fair the **recognition of international credentials**
- **Expand demand-side employment strategies:**
 - **Strengthen bridging programs** (eg. Ryerson Internationally Educated Engineers Qualification Bridging) so they are easily accessible to racialized immigrant women
 - Introduce **paid internships**, and **professional networking/mentorship programs**
 - **Link job-seekers to employers** more actively

Gendered Social Barriers

Overcome gendered social barriers such as high caregiving and household responsibilities, through the following policy changes:

- Fund and implement a **national universal childcare program** that is affordable and accessible to racialized women, while recognizing the connection between childcare and the Caregivers' Program
- Offer **stronger community and social supports** to racialized women, especially recent immigrant women who may experience isolation (eg. social peer support groups)
- Reform **Employment Insurance** to make it flexible for parents to qualify for parental benefits, extend benefits period, raise EI benefit level for parental leave, and improve access to a Second Career grant for laid-off workers in Ontario

Immigration Reform

Immigration reform is needed to eliminate gender-insensitive migration policies and work towards a just immigration system:

- **Grant permanent residence status to caregivers upon arrival**, as advocated for by Caregiver-led groups and other organizations like OCASI. Regularize immigration status for those currently here.
 - *“Good enough to work, good enough to stay!”*
- **Ensure open work permits** or at least sector- or province-specific permits
- Expedite the **family sponsorship process** and make it accessible to low-income immigrant families
- Address challenges around **Conditional Permanent Residency**, which has been eliminated but there are still concerns around women’s safety

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Thank you!

Questions?

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Academic Conference
19 June 2018



POVERTY AND
EMPLOYMENT PRECARITY
IN SOUTHERN ONTARIO



United Way
Greater Toronto

International Ripples: precarious employment's impact on immigrants and their families

Moderated by:

Stephanie Premji, McMaster University

Presenters:

Jennilee Austria, Filipino Talks

Don Wells, McMaster University

Janet McLaughlin, Wilfrid Laurier University



#PEPSO

Precarious Migration, Filipino Family Integration and Student Success in Canada: Impacts and Policy Reforms

Jennilee Austria

Filipino Talks



#PEPSO

Precarious Migration, Filipino Family Integration and Student Success in Canada: Impacts and Policy Reforms

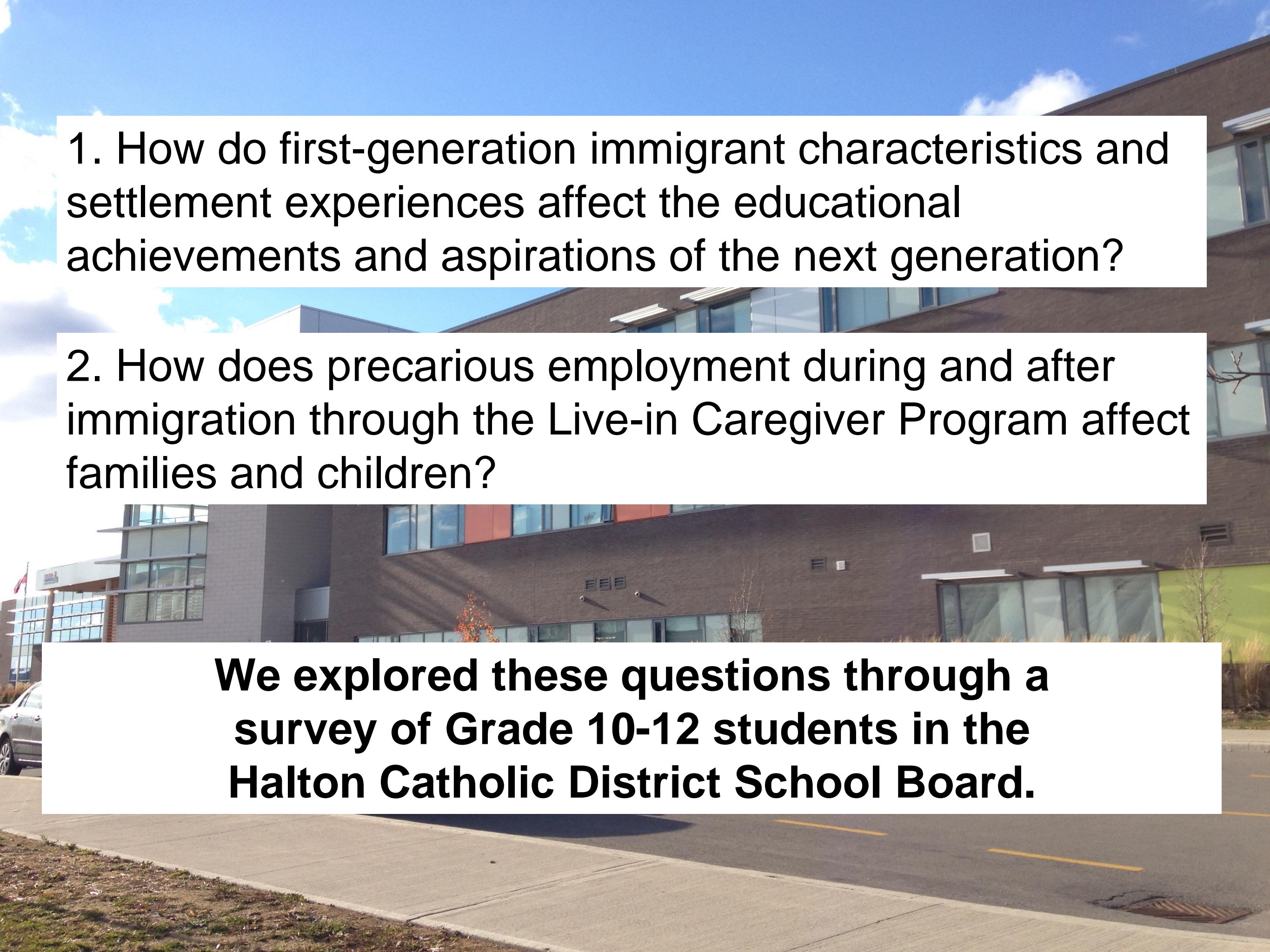
Jennilee Austria, Philip Kelly, Don Wells



Social Sciences and Humanities
Research Council of Canada

Conseil de recherches en
sciences humaines du Canada



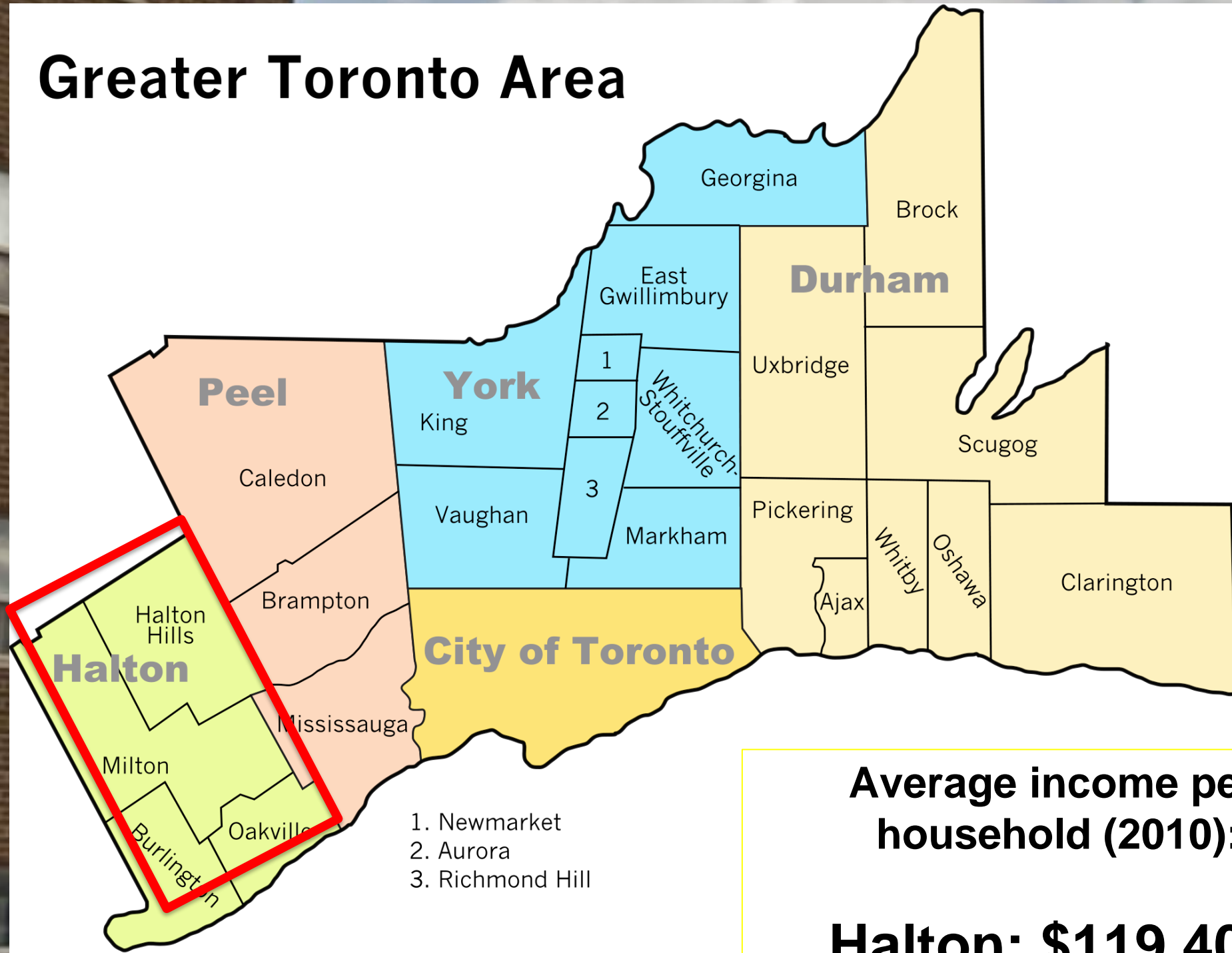


1. How do first-generation immigrant characteristics and settlement experiences affect the educational achievements and aspirations of the next generation?

2. How does precarious employment during and after immigration through the Live-in Caregiver Program affect families and children?

We explored these questions through a survey of Grade 10-12 students in the Halton Catholic District School Board.

Greater Toronto Area



Average income per household (2010):

Halton: \$119,403

Ontario: \$85,772

Canada: \$79,102

The Halton Pinoy Project

Surveyed:

128 Grade 10-12 students from
5 high schools

215 parents & guardians

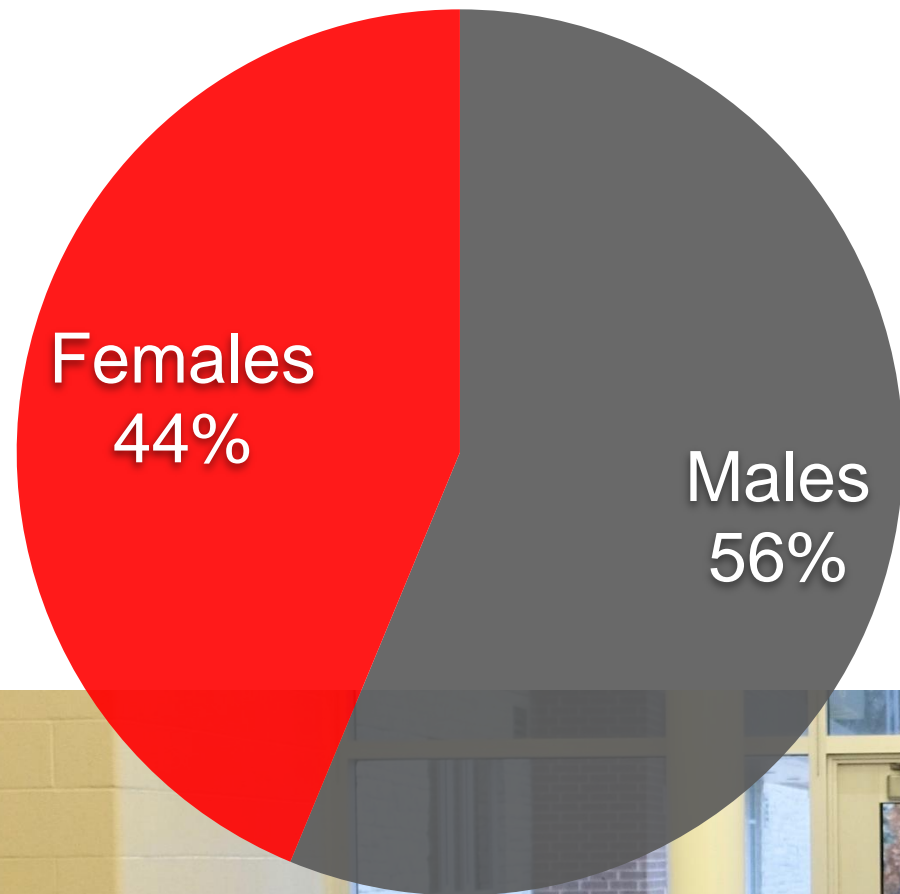


Income Disparities

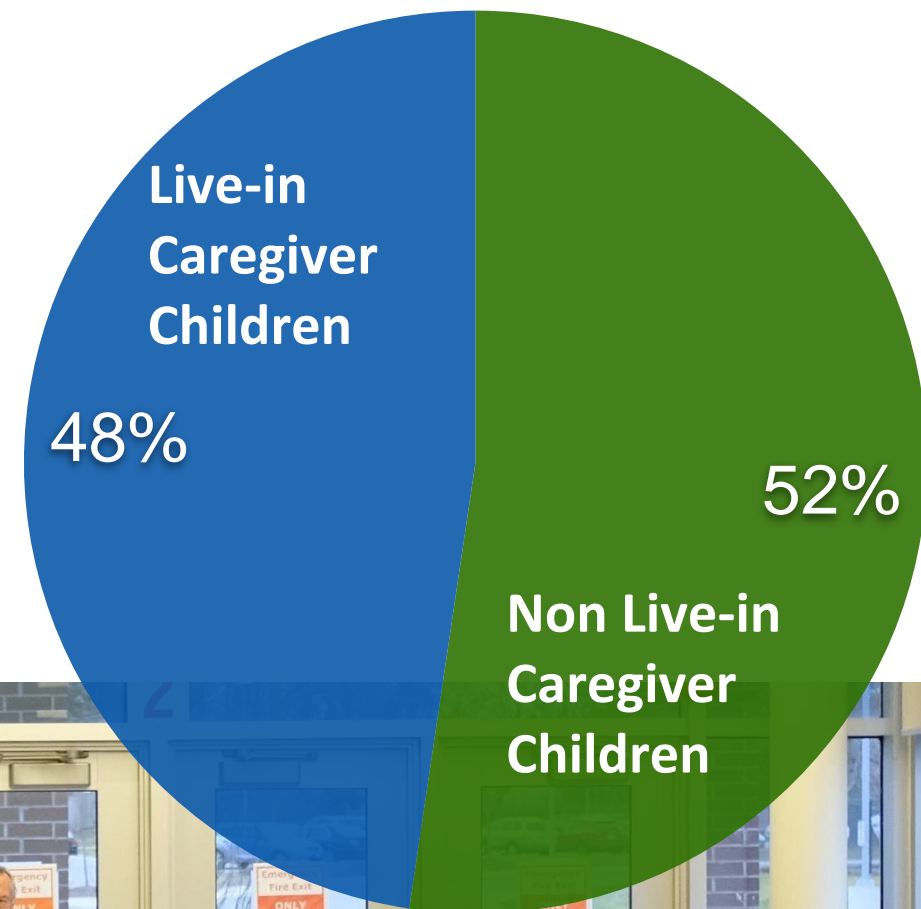
	LCP Households	Non-LCP Households
Double Income Households	36.5%	78.6%
Estimated Mean Household Income	\$41,000	\$98,000

Student Survey Respondents

Male/Female Ratio

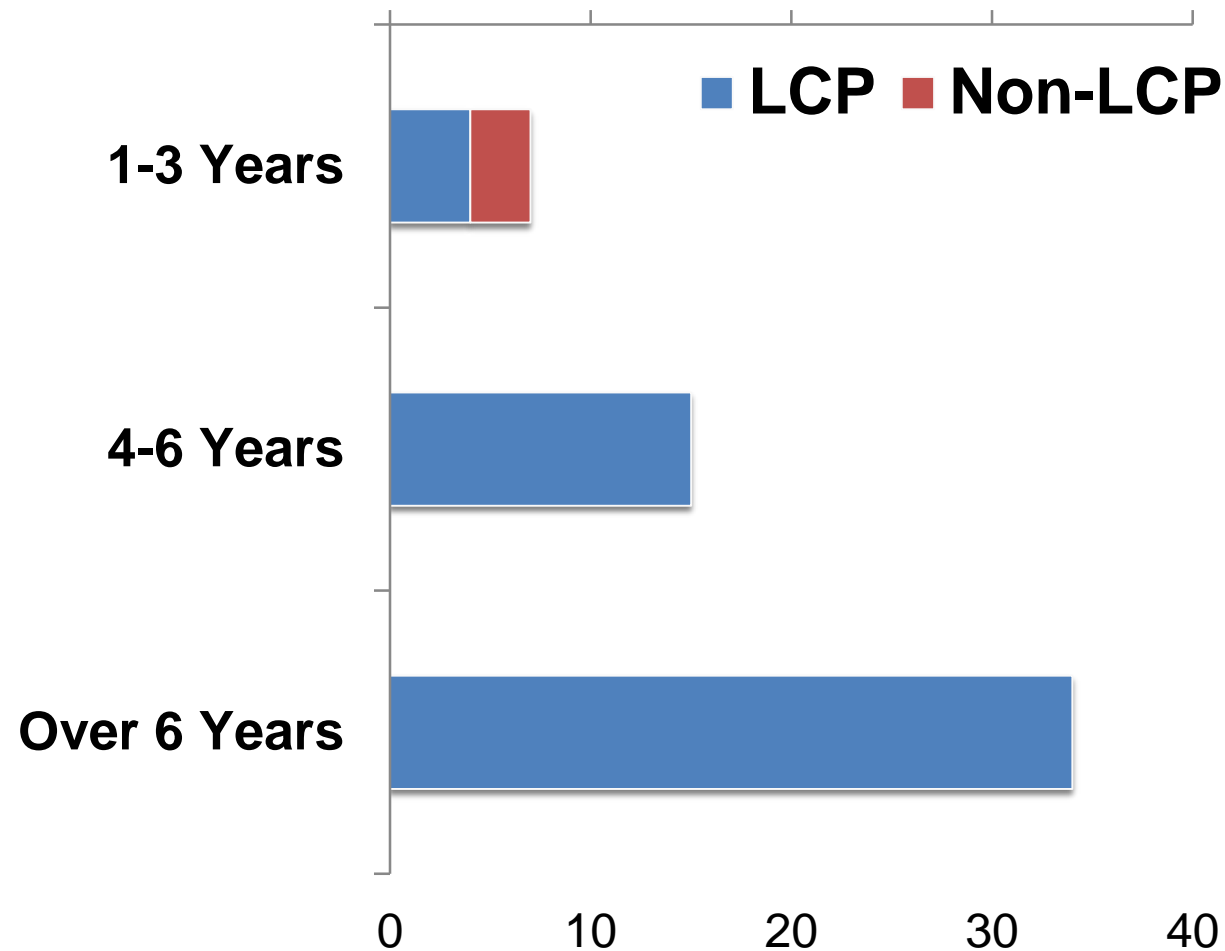


Live-in Caregiver Children

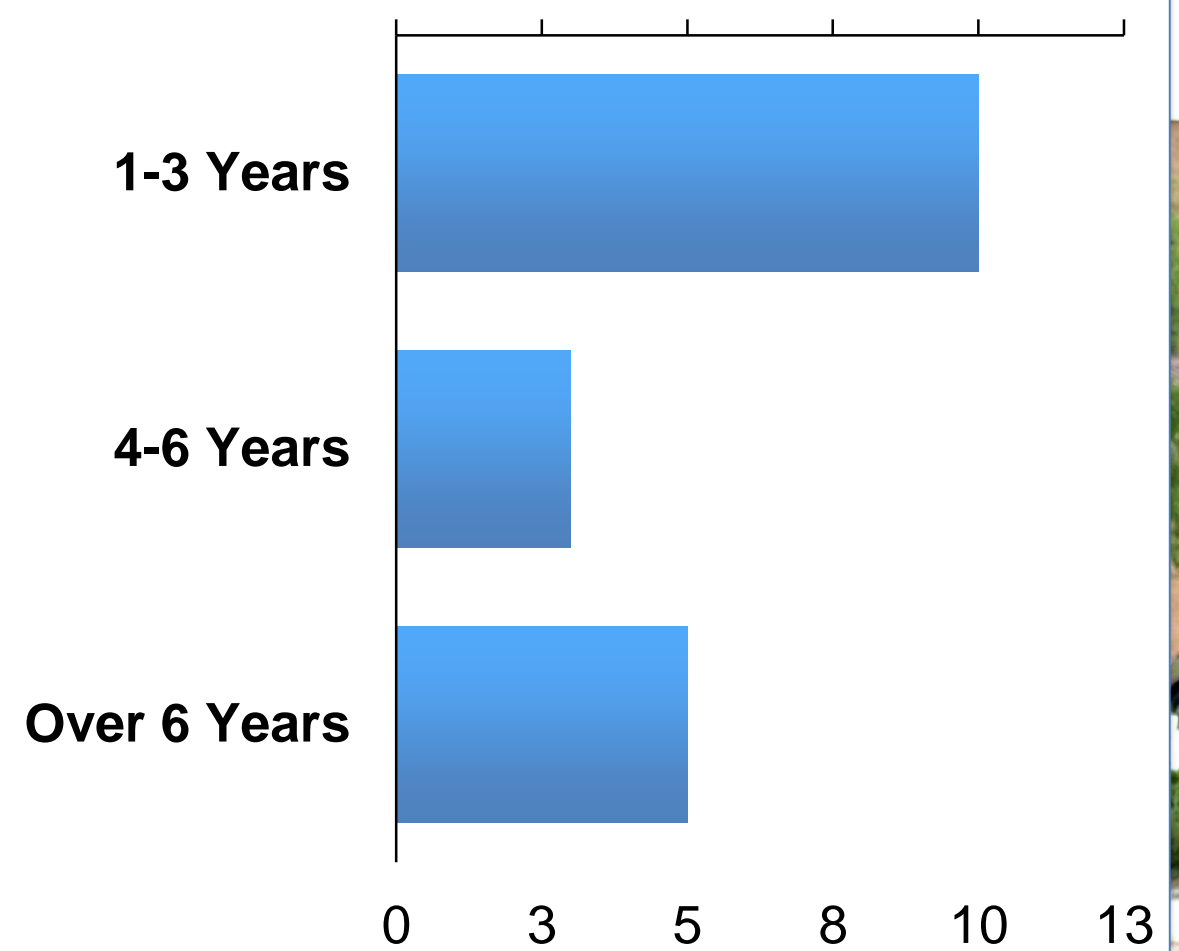


LCP and Impacts on Family Cohesion

Years of Separation from Mom



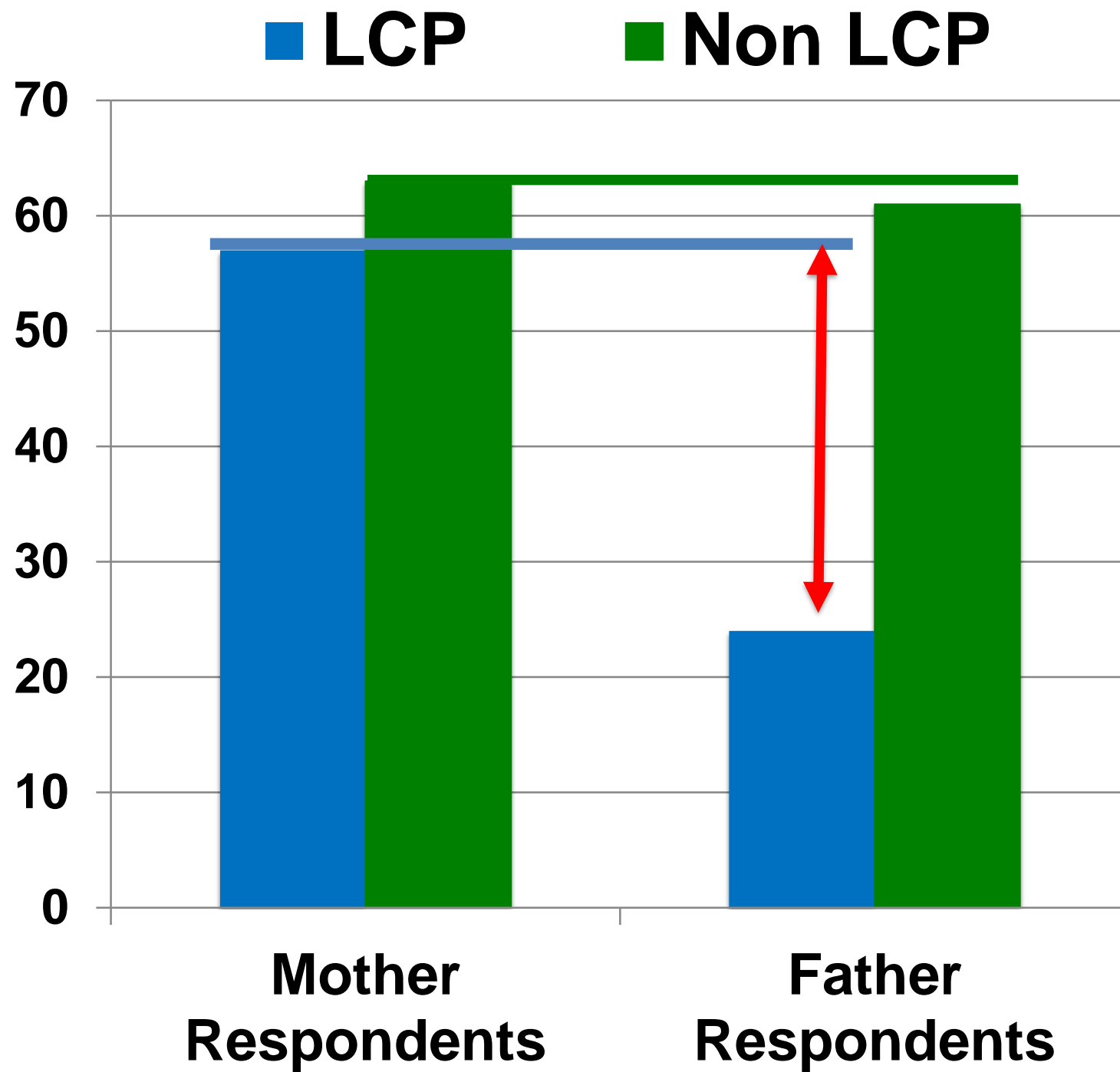
Years of Separation from Dad



58 students were left behind in the Philippines by their mothers. 4 did not come under the LCP.

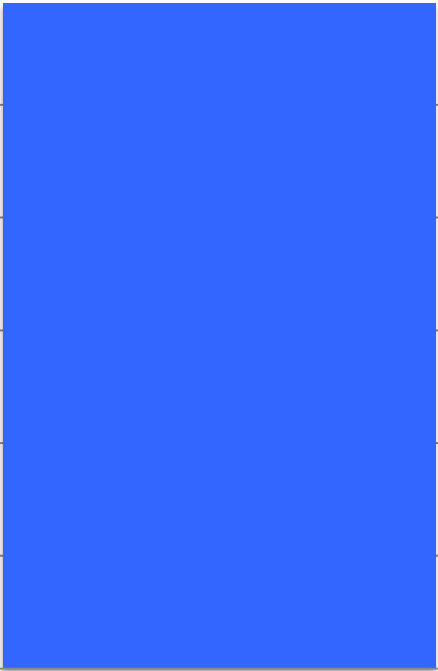
25 students were left behind in the Philippines by their fathers. Only 1 was LCP.

LCP and Impacts on Family Cohesion



Percentage of Parents with Bachelor's Degree or Higher, by Immigration Channel

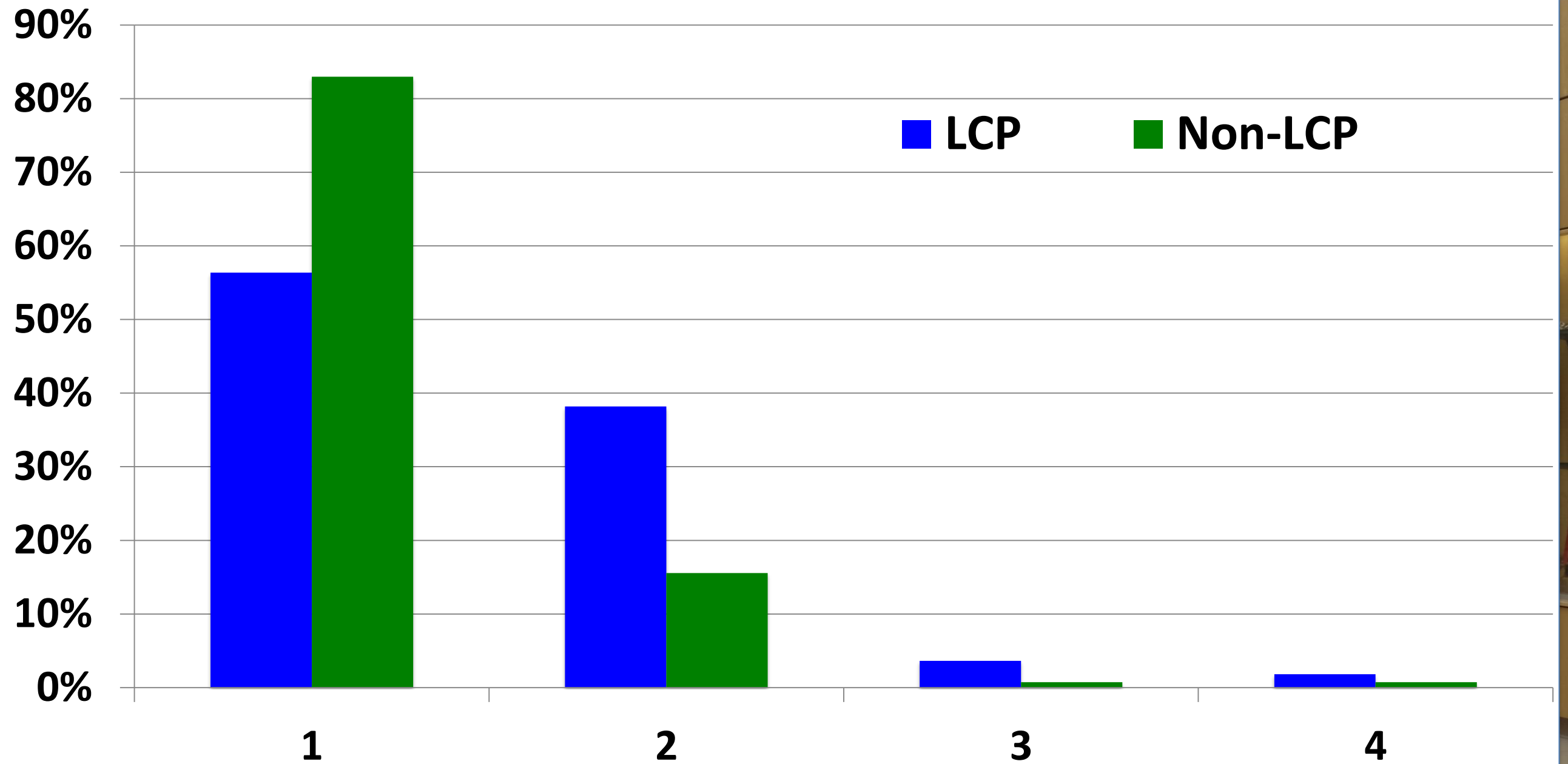
100%
90%
80%
70%
60%
50%
40%
30%
20%
10%
0%



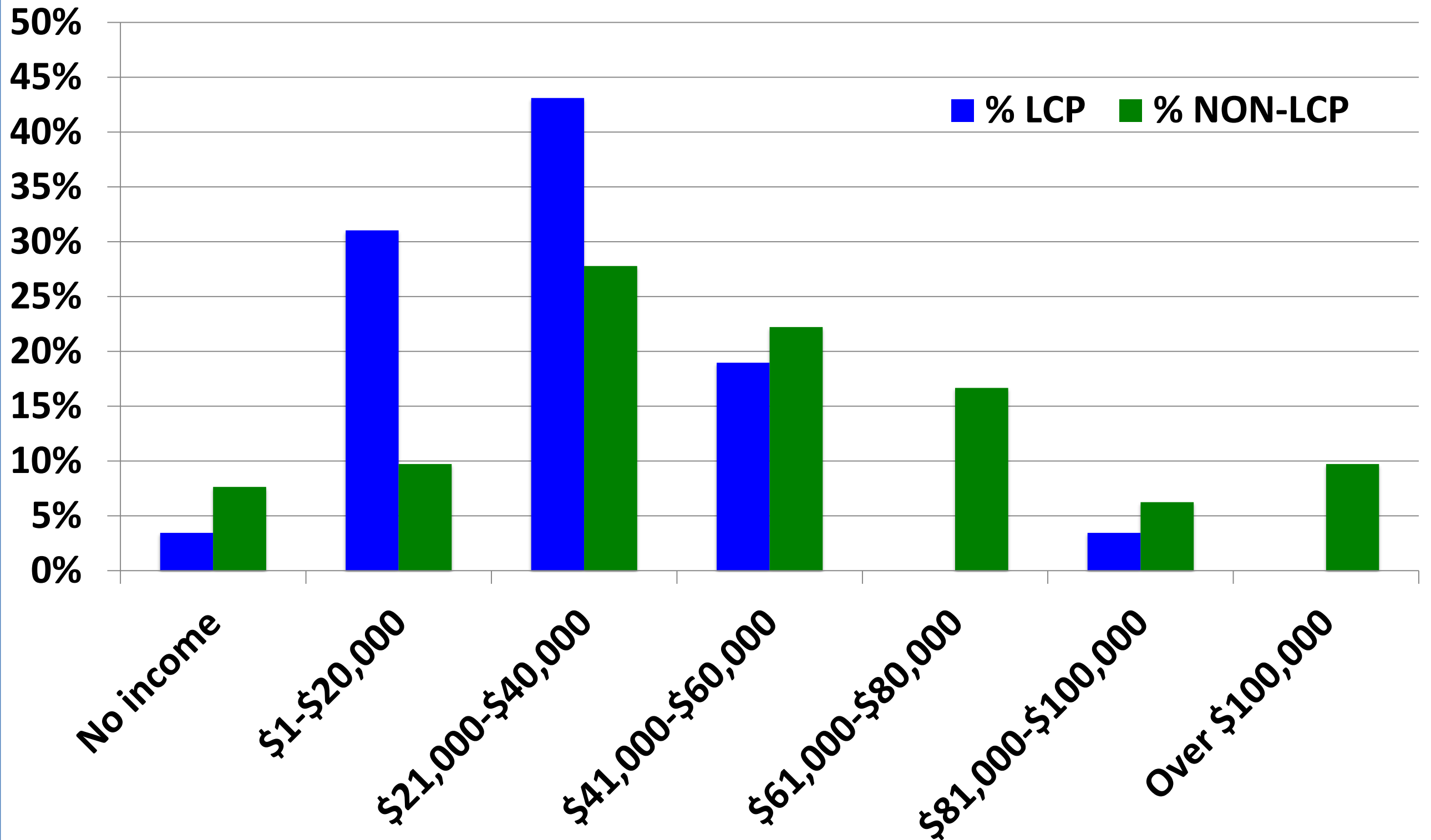
LCP

Non-LCP

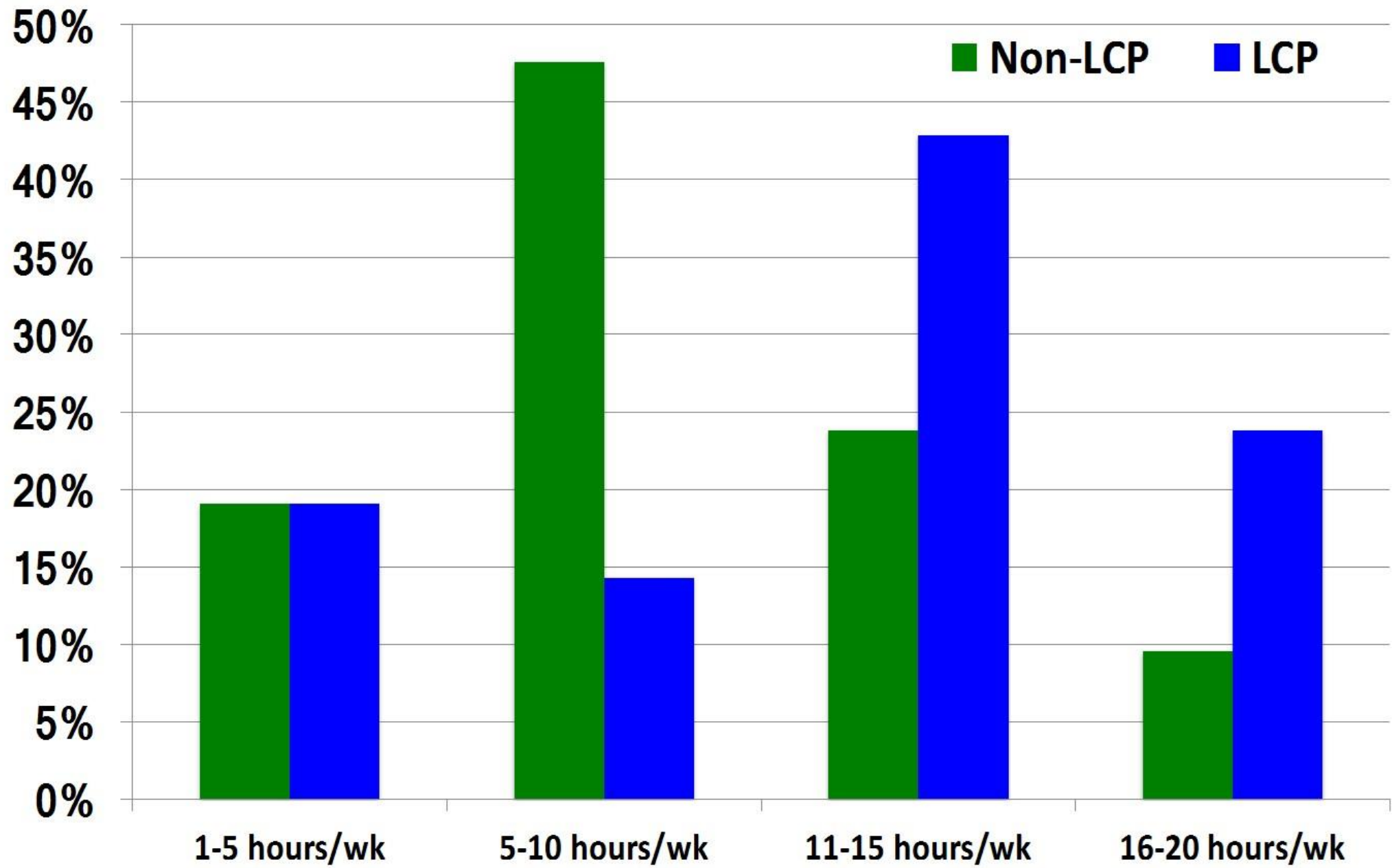
Number of Jobs Currently Held by Parents, by Immigration Category



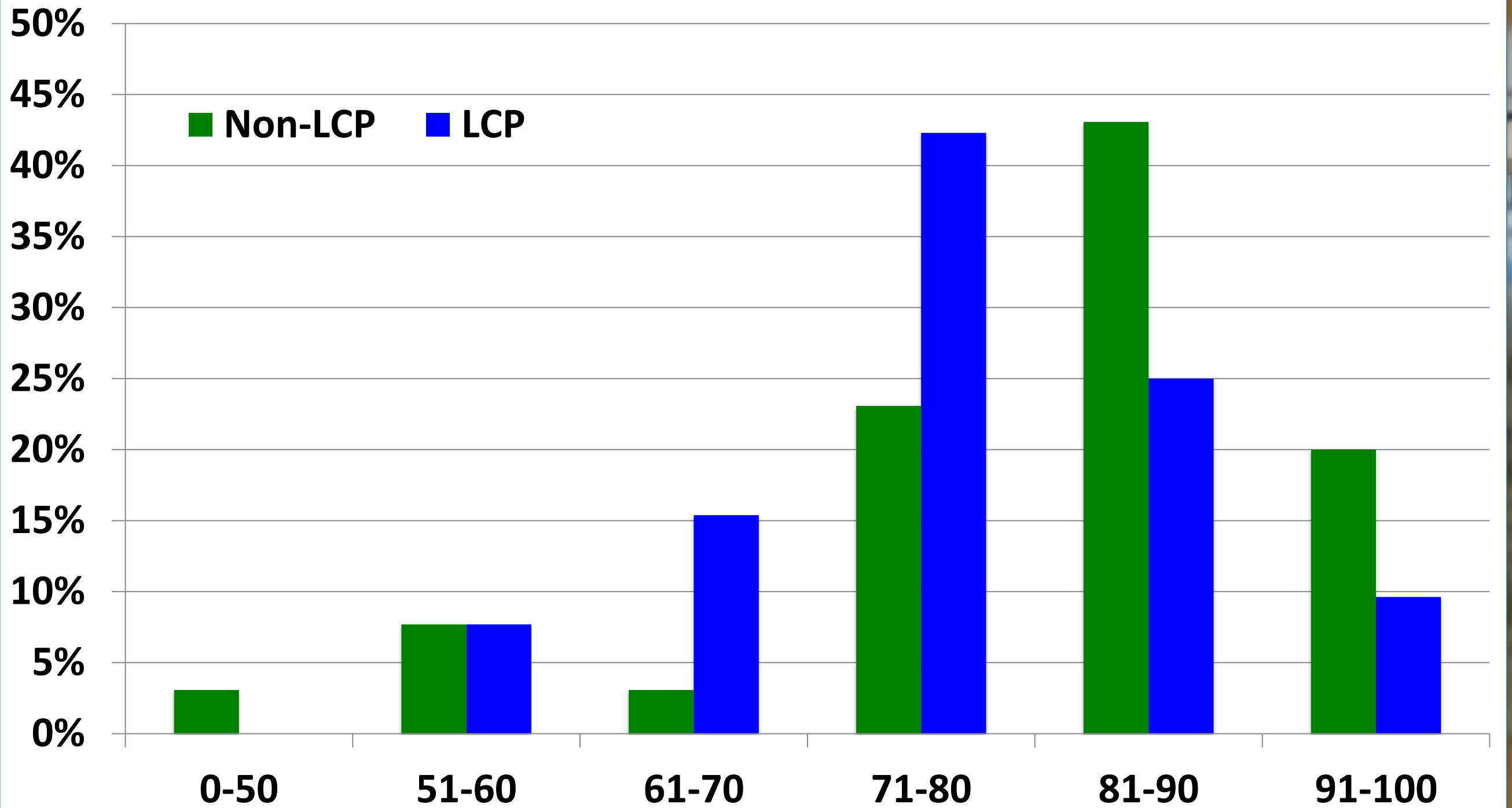
Individual Income Distribution of Parents, by Immigration Category



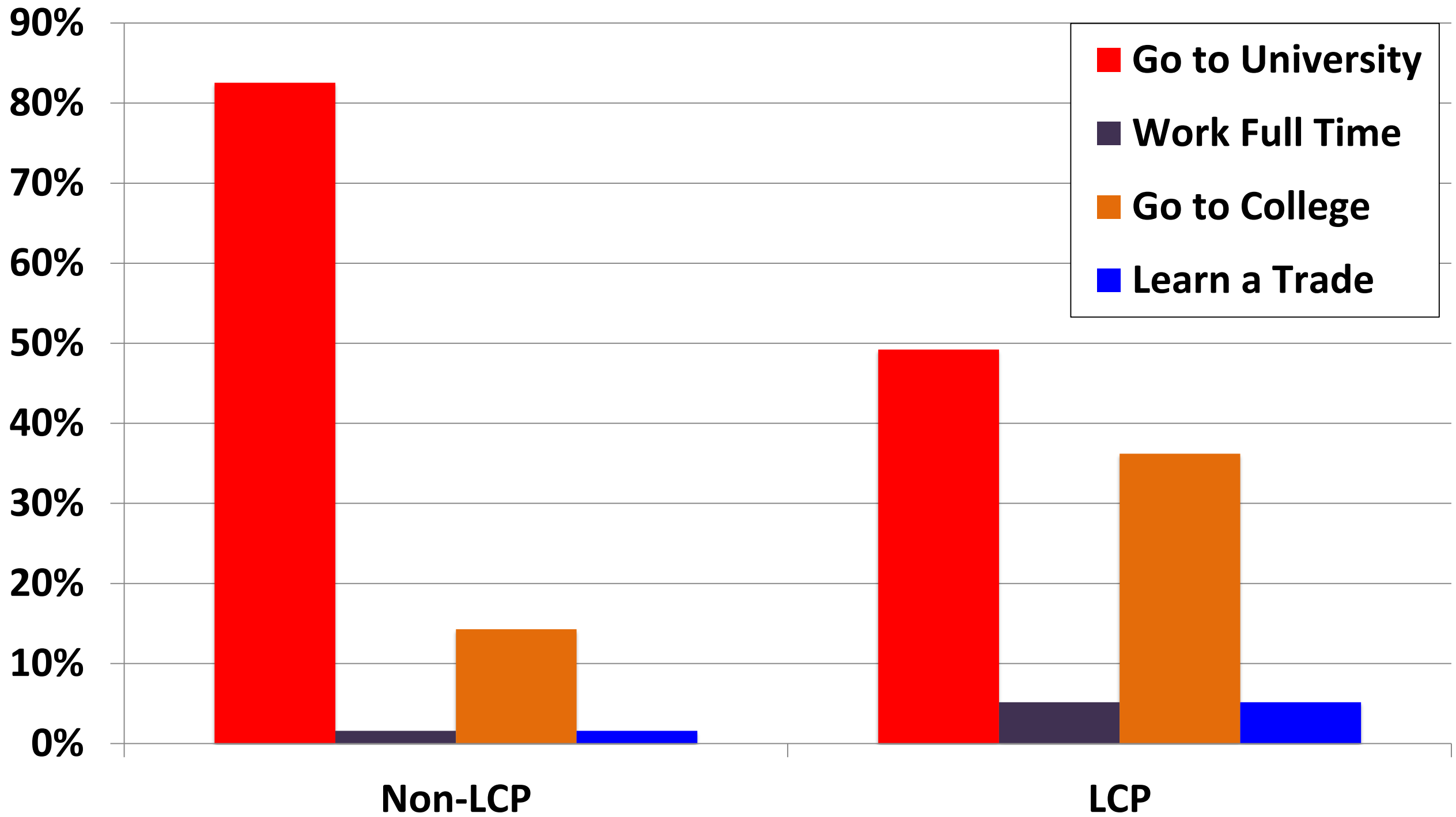
Working Students, by Hours Worked, LCP vs Non-LCP



Self-Estimate of Current Math Grades



Students' #1 Planned Post-Secondary Pathway



Conclusions

- Precarious employment during and after the LCP affects a family's cohesion, financial resources, and the age of children on arrival.
- We believe this has a direct effect on the educational outcomes and future aspirations of children who are growing up in LCP families.
- These outcomes are a direct effect of the family separation and employment circumstances that are created by the LCP.



Policy Recommendations

We recommend that Permanent Resident status for caregivers should be granted upon arrival.

- No systemic family separation
- With PR status, parents could advantage of a greater spectrum of programs and resources for settlement and education
- In the post-2014 Caregiver program, the pathway to Permanent Resident status has become constricted, leaving many caregivers with little to no chance of family reunification



Policy Recommendations

In Schools

- Schools should strive to bring in more culturally relevant content when seeking curriculum resources and guest speakers, and when planning events
- Schools should have a school settlement worker whose ethnic background reflects the newcomer population; he or she could run a newcomer club, newcomer family events, and provide culturally responsive one-on-one support
- School staff should be trained on the intricate issues of their Filipino-Canadian students, with special regard to the impacts of family separation and reunification



Whole Worker Industrial Relations: Work and Family Precarity among Mexican Migrant Agricultural Workers

Don Wells

McMaster University



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POVERTY AND
EMPLOYMENT PRECARITY
IN SOUTHERN ONTARIO

'Whole Worker' Industrial Relations: Work & Family Precarity Among Mexican Migrant Agricultural Workers

Working Precariously: Causes & Consequences

Art Gallery of Hamilton, 19 June 2018

Don Wells

Thanks to all the workers & their families who helped our 'team', Janet McLaughlin, André Lyn, Aaraon Diaz & Biljana Vasilevska, to understand; and to Josephine Eric, for her research help. We are grateful to the late Stan Raper for his wise advice, encouragement and assistance. Thanks to SSHRC for funding this research through the PEPSO CURA grant. Photos by Janet McLaughlin.

'Whole Worker' Approach

- **social control through separation:**
 - Invisible labour: supply chains separate farm workers & their families from consumers (e.g., when we buy fruits & vegetables)
 - “industrial relations” narrow workplace focus (pay, work safety, etc.), not family care, education, health, leisure, environment, transportation, etc.
- **`whole worker' approach** links work, family, community, participatory citizenship, etc.

Permanently 'Temporary' Foreign Workers & 'Whole Worker' Politics

- Seasonal Agricultural Worker Program (SAWP):
~ 42,000 low paid, 'flexible' workers
- SAWP requires family separation:
"transnational families"
- 'forced rotation', $\frac{3}{4}$ more than 6 mo. annually;
for 10 + yrs (average)

Repetitive Emotional Injuries

- Repetitive emotional injuries – all families damaged
- Research Methods: 74 semi-structured interviews (1-2 hrs) in Mexico (54) & Ont (20)
 - Workers, spouses, adult children, teachers



Extreme State & Employer Power System

- competition by states & workers for jobs & remittances (a reason Canada invited Mexico)
- families 'hostages,' so workers return home
- contracts negotiated betw. states; managed by employer associations; no worker participation
- work permits `tied' to only 1 employer
- employers' 'naming' & repatriation powers
 - “medical repatriation “ of injured & sick workers
- no union rights in Ont = labour violation (ILO)

Workers Isolated from the Community

- lack of Eng. & Fr.; communication limited
- long work hours = little time & energy for socializing with others, community
- lack of transportation from isolated farms
- some employers: surveillance cameras + curfews; require report location when off farm; deny/restrict visitors (esp. opposite sex)
- social isolation contributes to depression, etc.

“Unfree Labour”

- review for Ontario Ministry of Labour: SAWP conditions of work = “unfree labour”
- former (PC) Immigration Minister of Canada (Jason Kenney):

Employers prefer temporary migrant workers because they “know they’re going to show up every day for work.” They have “a kind of quasi-indentured status.”

Well, it's their choice to come to Canada, right?

Politically constructing Mexicans' 'choices':

- NAFTA, dumping subsidized US agr. exports:
big fall in agr. wages & jobs pushes small farmers into deep poverty
 - ½ Mexico's rural pop'n earns less than needed to feed themselves;
 - biggest rural exodus in Mex. history;
 - SAWP recruits cheap, desperate rural workers;
 - remittances for family survival

Impacts: Sacrificing the Family to Save the Family

Worker: “My motivation is my kids. (..) How is it possible that (..) I haven’t seen them grow up? (..) It affected me emotionally.”

Worker: “I’m so desperate. (..) I didn’t enjoy my children (..) They were little when I started going to Canada (..) [for them] to have a better life.”

Worker: “You feel so much pain in your heart when you leave (..) they stay crying , so you cry too.

Fathers Become Strangers

Worker: “I felt really bad when she (daughter) rejected me and told me I was not her father.”

Daughter: “How can I love a stranger?”

Spouse: “‘I have no dad’, (daughter) said.’ ‘My husband felt bad. ‘My daughter doesn’t love me,’ he said.” [Spouse:] “How can she love a stranger?”



SAWP Creates “Single” Moms

Burdens: patriarchal div. of labour, loneliness

Spouse: “I have to solve everything alone. (..) The kids rebel. They don’t listen to me.”

Spouse: “I miscarried (when husband in Canada) because I was lifting buckets. My husband said ‘why did you carry the buckets?’ If I didn’t do it, who would?”

Impacts on Kids: School, Health, Violence, Drugs, Early Pregnancy

Worker [telephoning son being treated for depression]: “‘I’m almost there, son.’ How can I tell him this is the price for a better life?”

Daughter: [after father leaves] “my brother only wants to be in bed. (..) He goes to school sad and when he comes back he goes to bed.”

Mother: “a lot of young guys choose a wrong path, and all of them have absent fathers.”

Conclusion

- While contributing to short-term economic gains, SAWP harms family cohesion and family members (fathers, spouses and children)
- A whole worker approach should guide policy reforms to strengthen family cohesion and reduce harm to family members
- see publications based on research:
[https:// pepso.ca/publications](https://pepso.ca/publications)

Migrant workers and barriers to occupational health and safety protections

Janet McLaughlin

Wilfrid Laurier University



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Occupational Health and Safety of Migrant Agricultural Workers in Ontario

Janet McLaughlin, PhD, Associate Professor, Health Studies
Wilfrid Laurier University

June 19, 2018
Working Precariously: Causes & Consequences
Art Gallery of Hamilton, 19 June 2018

Working Context

- Wide variability in hours – often 8-12 hours a day; can be substantially more during the high season
- Usually work from 6-7 days a week
- Often lack sufficient breaks / rest
- Often lack health and safety training, PPE
- Limited rights under OHSA, ESA; excluded from LRA

Common Health Hazards

Occupational hazards

- Ergonomic
- Chemical exposures
- Work sanitation/hygiene
- Climatic exposures

Unsafe transportation

- Bicycles (lacking reflectors, helmets, etc.).
- Unsafe vehicles (lacking seatbelts, etc.).

Poor/variable living conditions

- Housing conditions
- Lack of control
- Stress and challenges of being separated from families

Ontario Survey on Working Conditions:

- 59% said they had not received any OHS information / training
- 55% stated that they will work while sick to not lose paid hours
- 45% stated that they will work while sick because they are afraid of their employer (Hennebry, Preibisch & McLaughlin 2010)
- *“You have to be there to do what the boss tells you...if you start to disobey him, you will no longer return. For that reason one has to accept everything. Although you know that it is not the correct thing or that they are committing injustices against you, you have to allow it.” (Mexican migrant worker, McLaughlin 2009)*

“...There are some bosses that are good, but there are also bosses that are totally horrible, the well-being of their workers doesn’t interest them. I don’t why... I guess we are like disposable machines to them...they work us hard until we wear out. Then they replace us with others.”

- “Pepe”, Mexican worker

Barriers to Rights' Attainment: The Impact of Fear

“Migrant workers have...almost non-existent possibilities of complaining or refusing any work that they consider unhealthy or dangerous. There is no way...that they are going to stand up or challenge. Even the ones that ... have the courage enough to do it, they don't want to lose the job. They don't want to be shipped back to their countries” - Legal worker, interview, 2011.

Barriers to Accessing Health Care & WSIB

Logistical:

- Long work hours
- Limited clinic hours
- Lack of transportation
- Delays in receiving health cards
- Language and literacy

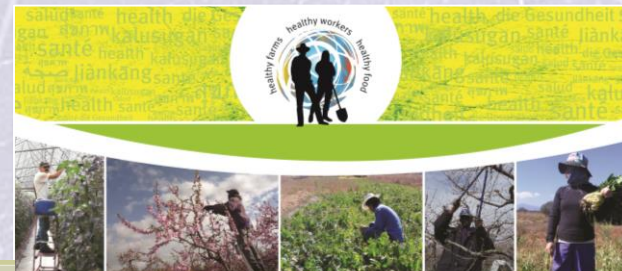


Structural

- Lack of information about and integration into the local health care system
- Dependence upon employers, and resulting confidentiality concerns
- Fear of reporting concerns
- Lack of long-term, transnational care

Positive Developments

- OHCOW and CHC clinics and prevention-based workshops
- Health fairs and broader community involvement
- Support of legal clinics
- 2018 WSIB changes
- MOL recognition and dialogue



We depend on *migrant workers* for good food.
They depend on us for good health.

CONNECT. CONSIDER. CHANGE.
migrantworkerhealth.ca

Funded by WSIB Research Advisory Council



Occupational Health
Clinics for Ontario
Workers Inc.

IAVGO
Industrial Accident Victims' Group of Ontario

Conclusion

- Agricultural workers endure multiple levels of vulnerability to health issues:
 - The risks inherent within agriculture
 - Agricultural workers' exclusions from key legal protections
 - Precariousness of migrant workers' temporary employment *and* migration status
- Fundamental / structural changes are needed to address inherent and compounded vulnerabilities.

Policy Recommendations

- 1) Worker-family communication & visiting rights
- 2) EI benefits (incl. parental benefits)
- 3) Health screening before return home
- 4) Mandatory health & safety training
- 5) Effective, proactive MOL enforcement
- 6) Seniority recall rights, not 'naming'
- 7) 'Open' permits & flexible contract length
- 8) Union & collective bargaining rights
- 9) Permanent status & family unification

Acknowledgements:

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- Some material was developed in partnership with Jenna Hennebry, Michelle Tew and Don Wells
- Opinions presented within are those of the author and do not necessarily reflect those of the funders

More information: www.migrantworkerhealth.ca

Lunch & Keynote

Moderated by:

Andrew Parkin, The Mowat Centre

Presenter:

Sara Mojtehdzadeh, The Toronto Star



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Responding to Precarity: perspectives of those in precarious employment

Moderated by:

Colette Murphy, Atkinson Foundation

Presenters:

Jeffrey C. Martin, Quorum Communications Inc.

Sean Kamin-Patterson, Queen's University

Deena Ladd, Workers' Action Centre



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The PEPSO Millennial Survey

Jeffrey C. Martin

Quorum Communications Inc.



#PEPSO



Jeffrey C. Martin + Wayne Lewchuk

THE GENERATION EFFECT

Millennials, employment precarity and the 21st century workplace

June 2018

Hamilton Millennial Survey

- ▶ **1,189** non-student millennials living in Hamilton/Burlington
- ▶ Online survey | **89 questions** | 60 PEPSO questions | future generational analysis
- ▶ **5 themes:** health | community belonging | quality of life + household wellbeing | work + workplace | financial security
- ▶ Survey live **April 1–May 7** 2017
- ▶ Focus: **employment security** | individual income | type of employment
- ▶ Employed **communications + social media strategy** for survey launch



Hamilton Millennial Survey

Published by Michael Parente [?] · April 9, 2017 ·



Did you read about our survey in The Hamilton Spectator?

We want to hear from you! Please help spread the word about the Hamilton Millennial Survey: www.hamiltonmillennialsurvey.ca



Millennials and their jobs

A new study is looking at the relationship between precarious employment and household and community wellbeing.

[THESPEC.COM](http://thespec.com)



It's Your Turn ...

HAMILTON MILLENNIAL SURVEY

Survey Closing Extended Until May 7

www.hamiltonmillennialsurvey.ca

THE GAME:
Easier or Harder?

MILL ENNI ALSU RVEY

LAST WEEKEND

WWW.HAMILTONMILLENNIALSURVEY.CA

ENTER DRAW FOR:

- Red Hot Chili Peppers
- Argos vs. Tiger-Cats
- Theatre Aquarius
- Mamma Mia!
- Cirque du Soleil OVO
- HPO + Lara St. John
- The Other Bird Restaurants

HAMILTON, ONTARIO

& iTunes gift cards!

Employment security

- ▶ Using PEPSO employment precarity index (EPI)
 - ▶ Secure – 22%
 - ▶ Stable – 23%
 - ▶ Vulnerable – 24%
 - ▶ Precarious – 31%

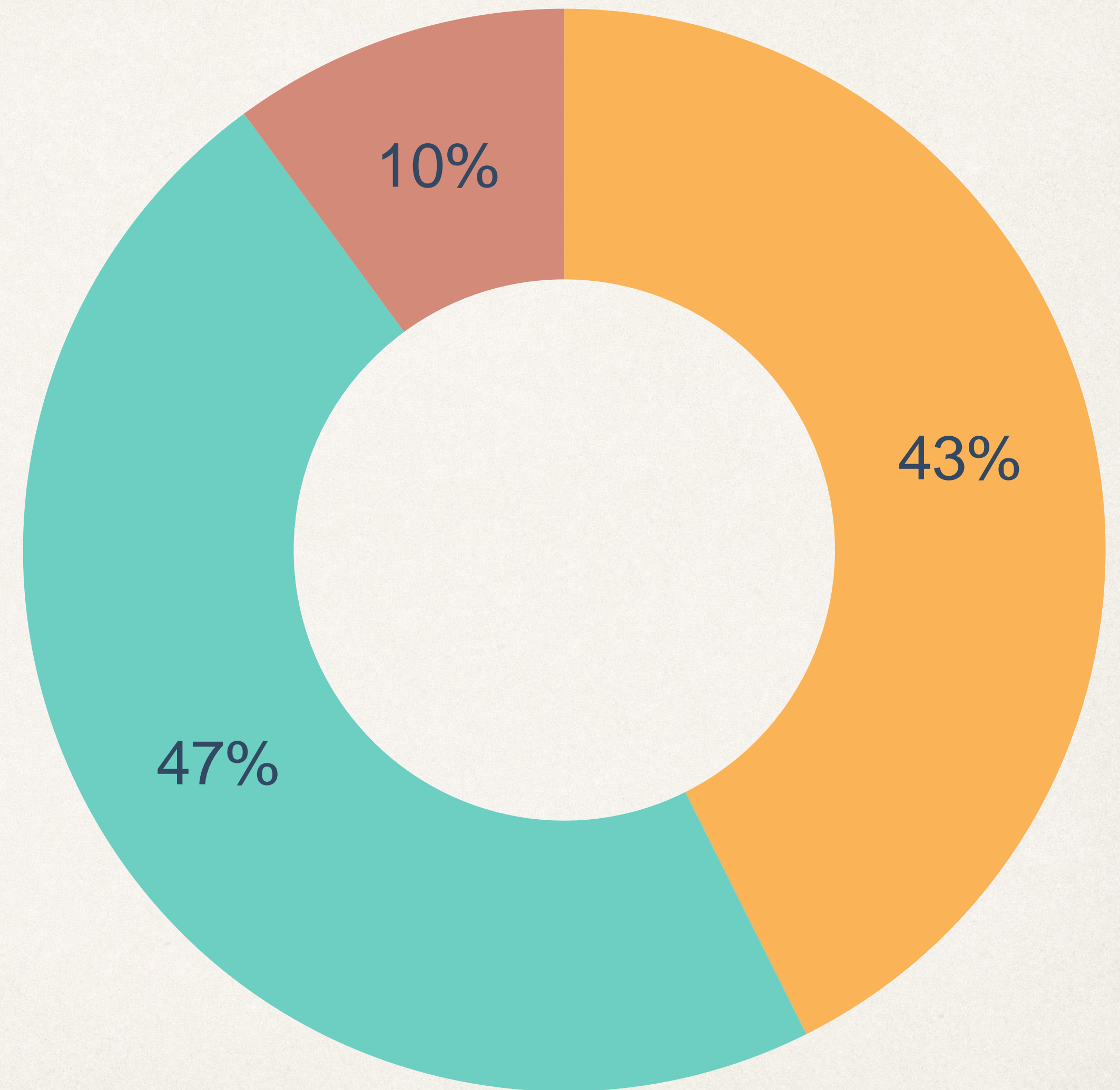


Individual income

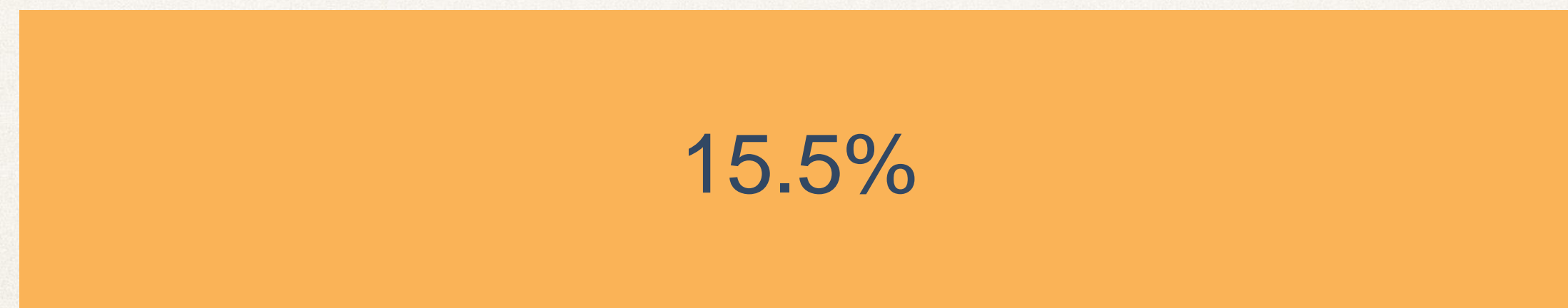
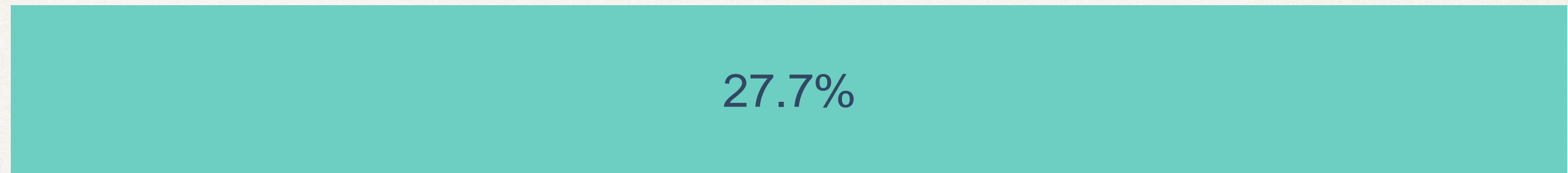
■ <\$40,000

■ \$40-\$80,000

■ >\$80,000



Low income millennials

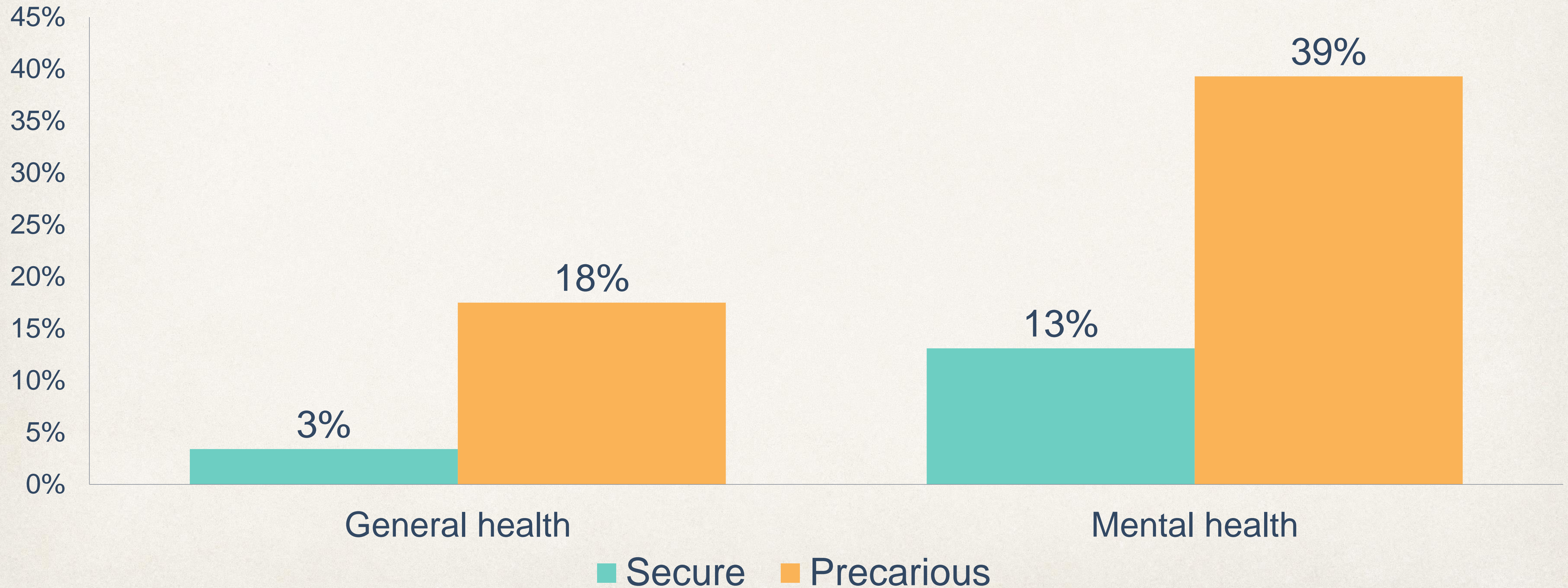


0% 5% 10% 15% 20% 25% 30%

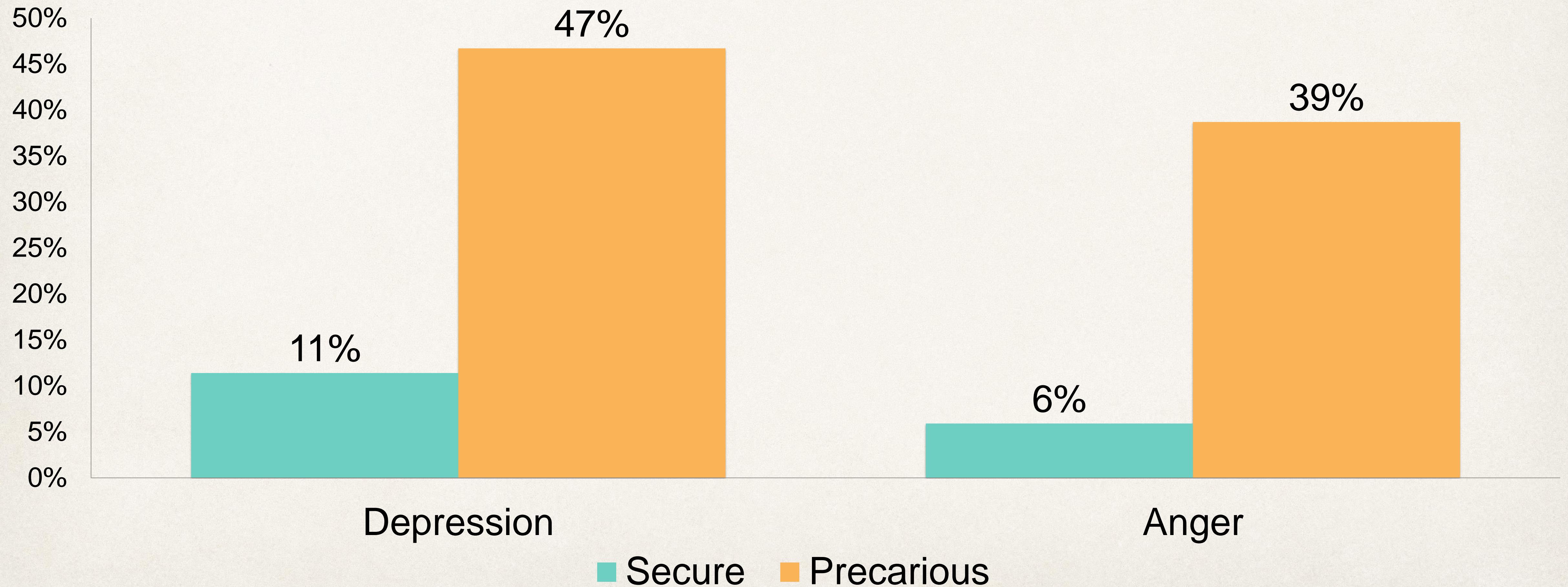
■ <\$20,000 (below poverty)

■ <29,999 (below living wage)

General + mental health | reported “poor/fair”

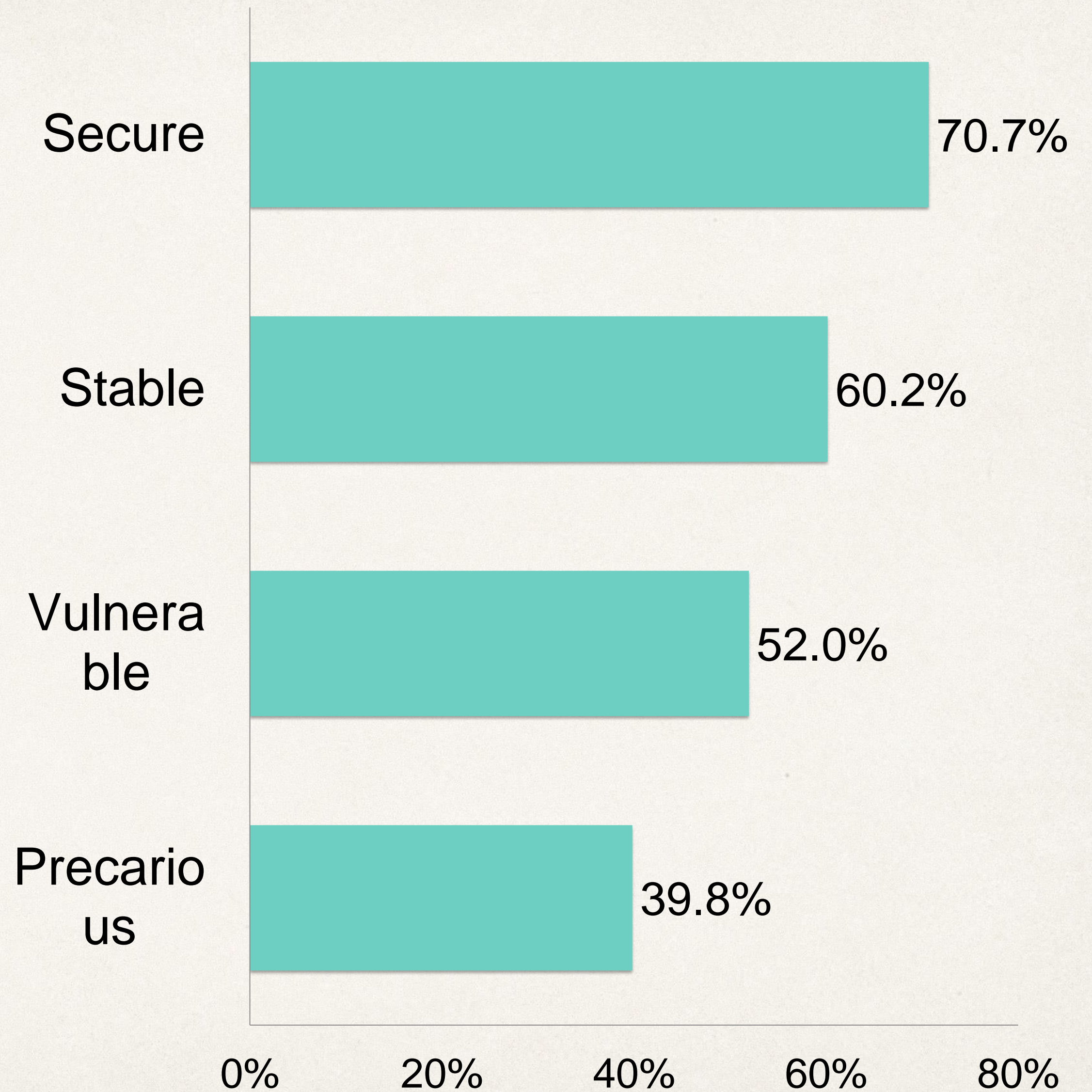


Depression + anger | reported “often”



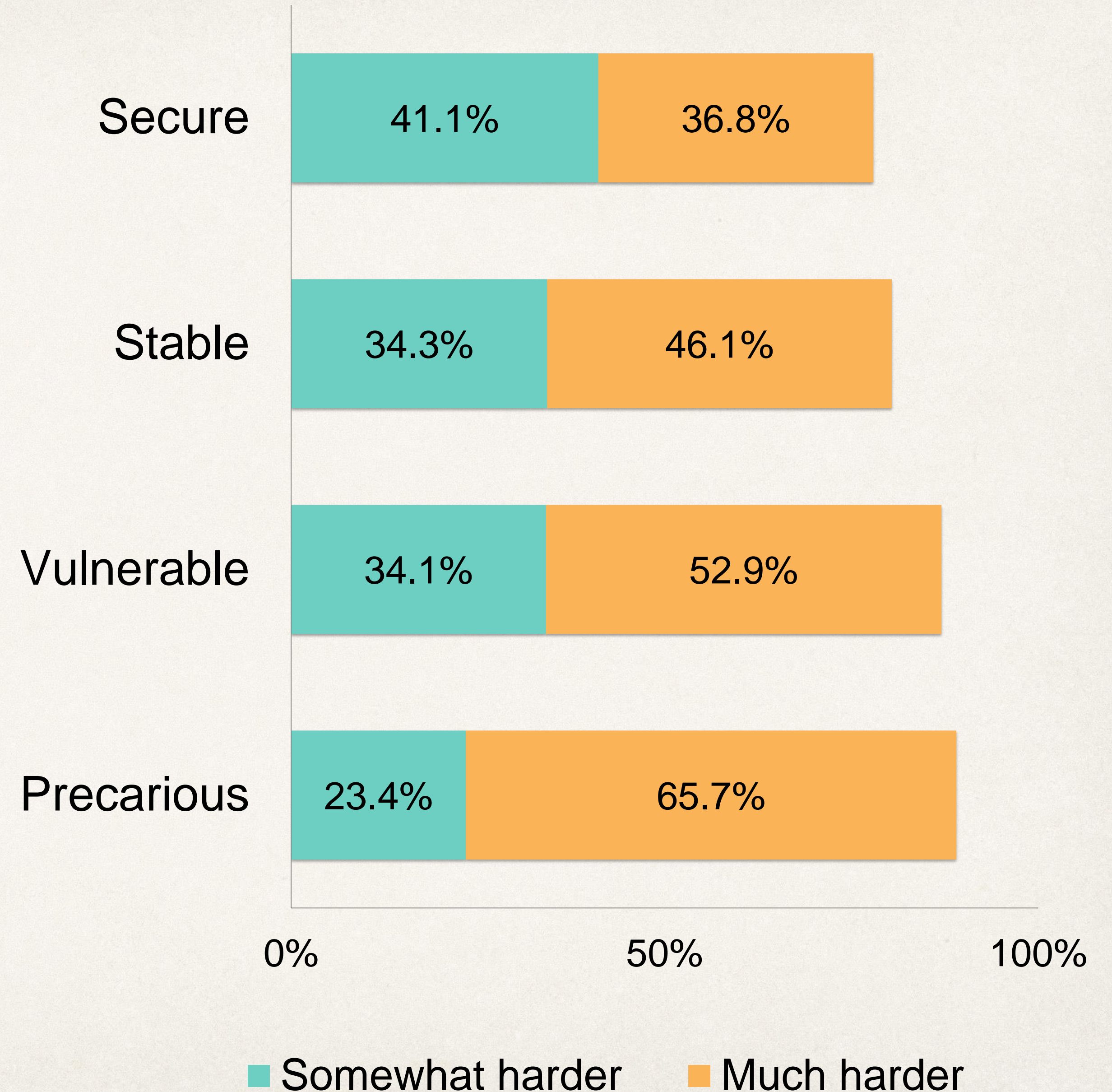
Quality of life

- ▶ Overall, 55% of millennials agreed they expect to have the same or better quality of life as their parents
- ▶ 38% disagreed and 7% were unsure
- ▶ Agreement steadily declined as participants moved from secure work to precarious work



The game is harder

- ▶ Overall, more than 75% of millennials believe “the game” is getting harder, not easier
- ▶ Millennials believe they have far more challenges and hardship in getting there than previous generations
- ▶ Lack of full-time jobs + housing are 2 biggest challenges/issues



Outcomes + next steps

- ▶ Millennials have bore the brunt of **neoliberalism**
- ▶ **Employment precarity** has permeated the millennial labour force
- ▶ Dramatic **impact** on millennials wellbeing, future generations, communities, taxes, services

- ▶ **Mental health** support
- ▶ **Basic income + living wages**
- ▶ Extended healthcare **benefits + CPP**
- ▶ **Tuition fees + student loan debt**

Thank You

The Generation Effect

Millennials, employment precarity and the
21st Century workplace



The Dirt on Precarity: What Cleaners Know & How They Resist

Sean Kamin-Patterson

Queen's University



#PEPSO

The Dirt on Precarity: What Cleaners Know and How they Resist

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June 19, 2018

Hamilton, Ontario



Introduction and outline

- ❑ Toronto and cleaners resistance to precarious employment
- ❑ “Justice and Dignity for Cleaners” campaign
- ❑ Activism of private sector cleaners
- ❑ Strategies in exposing working conditions and rallying public support for better jobs and employment

Private and public-sector employment for cleaners

Municipal cleaners largely unionized

- steady benefits, hours, and reliable equipment

Some private-sector cleaners non-unionized

- minimum wage, part time, multiple job holders

○

Since the 1970s who cleans downtown office buildings has changed...

- ❑ No longer drawn from Portuguese, Italian and Greek Communities
- ❑ South Asian and Central American immigrants increasingly employed in private-sector

Poor conditions and wages in private-cleaning sector:

Rooted in the competitive bidding structure:

Contracts for buildings bided on and awarded to lowest bidder/service provider

Central to winning bid:

↓ labour costs (i.e., wages and benefits)

In 15 years:

price per square foot dropped from \$1.25 to .78

- Profit on the backs of workers: workload increased from 3,000 to 6,000 square feet of cleaning per hour
- Quantity and chemical usage harmful to cleaners and occupants

Three core strategies to keep labour costs down:

- 1) Employ vulnerable and racialized immigrant workers
- 2) Resist unionization
- 3) Identify workers as independent contractors
 - monthly salary = less than provincial minimum wage
 - misclassify workers - to avoid minimum wage laws, payroll taxes and Workplace and Safety Insurance Board Premiums (WSIB)

As a result: cleaners not covered by Employment Standards Act

In 2011:

Mayor Rob Ford targeted 1000 living wage jobs of municipal cleaners of Local 79 to cut corporate taxes and spending on social services and government staffing (i.e. “the gravy train”)

- ❑ Ford’s intentions: contract out cleaning jobs to private-sector
- ❑ Initial push successful in outsourcing 110 jobs at Toronto police stations

•

Ford's Plans Forestalled:

“Justice and Dignity for Cleaners” to defend and stop outsourcing of city cleaners

Academic, faith/union leaders helpful but...

cleaners voices most effective in rallying public support

Attack on public-sector cleaners lowers floor and standards for all cleaners (i.e., private-sector cleaners)

Cleaner's not isolated...

- ❑ “Social Impact of Low-wage Jobs”: growth of poverty and precarious employment - Toronto unequal place
- ❑ Councilor Ana Bailão as young immigrant Portuguese women helped mother clean
- ❑ Ford defeated: motion voted ↓

Early 1990s

Bob Rae's New Democratic Party introduces union successor rights

- ❑ Protects cleaners from contract flipping or job loss: new contractor must honour previous union contract provision with previous contractor

Service Employees International Union (SEIU) and Labourers International Union of North America (LIUNA) and United Food and Commercial Workers (UFCW) organized individual buildings

Until...

Harris' Conservatives eliminated union successor rights

- ❑ Different organizing strategy needed

From 2005 to 2009:

- ❑ The Justice for Janitors movement in Toronto led to significant changes - SEIU and LIUNA and intensive public information campaigns and picketing at downtown office buildings
- ❑ Tenants in disbelief cleaners making less than minimum wage and no benefits
- ❑ Building owners scrutinized and potential reputational harm force cleaning companies to bargain with workers
- ❑ Cleaners benefited from city-wide agreements (i.e., same wages and benefits)

In 2015:

Labour dispute over cleaner's working conditions working at prime downtown Toronto office tower

- ❑ Tenants supportive but...
union unsuccessful in organizing cleaners into city-wide agreement
- ❑ Property developer prevents union and flips contract (i.e., changing service providers)
- ❑ Cleaners owed \$18,000 in unpaid wages - wage theft - from previous contractors
- ❑ New contractor's refusal to rehire all but three cleaners owed \$25,000 in termination and severance - all opposed to union - based on union activities?

In 2016, however...

- ❑ City-wide agreements expanded to 7 cleaning companies covering 2,000 cleaners
- ❑ Building owner pulls out of contract with cleaning company, cleaners no longer protected

Lessons learned and policy recommendations

- 1) More knowledge about precarious employment conditions of cleaners
- 2) Private and public-sector cleaners in solidarity can resist precarious work
- 3) Labour law reform (i.e. certification for building service workers)
- 4) Legislation to respond to subcontracted work to protect cleaners as independent contractors
- 5) "Fight for \$15 and Fairness" ongoing movement

Thank you

The Employment Precarity Index Beyond the GTHA: precarious employment in Canada

Moderated by:

Christine Yip, Organizations for Impact

Presenters:

Monique Beneteau, Peterborough Public Health

Michael Courey, London Poverty Research Centre

Jonah Butovsky, Brock University



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Getting Left Behind



Who gained and who didn't in an improving labour market

Academic Conference
19 June 2018



POVERTY AND
EMPLOYMENT PRECARITY
IN SOUTHERN ONTARIO



United Way
Greater Toronto

Looking Forward: creating a labour market that serves us all

Moderated by:

Kofi Hope, Wellesley Institute; University of Toronto School of Urban Planning

Presenters:

Michelynn Laflèche, United Way Greater Toronto

Deirdre Pike, Social Planning and Research Council of Hamilton



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Better Business Outcomes Through Workforce Security

Michelynn Laflèche

United Way Greater Toronto



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Better Business Outcomes Through Workforce Security



Previous Research on Workforce Security

The United Way, supported by KPMG, has been researching insecure employment since 2007

2007	2013	2014	2015
Revealed Issues of Precarious Employment	Identified Impacts of Precarious Employment	Explored Employer Understanding of Precarious Employment	Identified Further Impacts of Precarious Employment and Proposed Solutions

Employer Perspectives on Insecure Employment

Our research showed many employers are aware of insecure employment, but there is limited knowledge and understanding of the social effects

Types of Insecure Employment



Seasonal



Project Based



Short Term Replacement



New Role/Function



Recurring Contract



Temporary Workers



DRIVERS

- Fill skills gaps and support project-based work
- Adjust staffing based on fluctuating demand
- Accommodate worker preferences for greater flexibility
- Financial pressures to reduce total costs



BENEFITS

- Short-term cost savings and reduced long-term liabilities
- Increased flexibility and ability to meet unforeseen demand



RISKS

- Higher turnover, reduced worker engagement, reduced customer services, declining organizational performance
- Increased health and safety risks

Preliminary Potential Solutions

Employers identified a number of responses that could be implemented to reduce the negative social impacts of precarious employment

Proactive Supports

Cultivating Cultures of Inclusion

Employer Planning and Communication

Provision of Tools and Knowledge

Employers were interested in understanding the **business case** for increasing workforce security for the purposes of **building awareness** and **developing solutions**

Business Case Framework Overview

***Better Business Outcomes* builds on past research to outline a Business Case Framework for organizations to increase workforce security**

- Provides a business performance rationale for increasing workforce security
- Explores leading practices that can improve business outcomes while:
 - Reducing the incidence of insecure employment
 - Increasing the security of workers in non-standard roles
- Provides employers with a first step to assess their organizations from a people-centric perspective - with insight on steps to take towards increasing worker security
- Three lines of inquiry were used to build the Business Case Framework



Literature Review

250+ articles



Case Studies

Based on employer interviews



Employer Roundtables

York & Toronto

Benefits of Increased Workforce Security

Greater workforce security can lead to increased employee engagement and satisfaction, which is tied to improved productivity, profit, returns and customer satisfaction

- Engaged and satisfied employees tend to be more aligned with an organization's mission and purpose
- This can lead to the following benefits:
 - Increased operating income and earnings per share
 - Reduced turnover (and associated costs)
 - Reduced absenteeism
 - Increased reputational benefits and awards (e.g. 'Canada's Top Employer' status)

Employers we engaged with all believe that these **benefits outweigh the costs** they experienced associated with increased workforce security

Introduction to Workforce Security

Maturity Model

A maturity model was developed to enable employers to assess their own practices and policies around insecure employment

- Not all organizations will find their employment practices at the fully comprehensive end of the spectrum
- The goal of the model is not to imply what is the right answer for each organization
- Every employer should **consider their own business objectives** and situation, while **referencing industry peers**, to make decisions on how to improve the security of their workers

A maturity model is tool for assessing how 'comprehensive' an organization's practices are in specific topic area, along a continuum, and provides some examples of possible practices and policies.



Workforce Security Business Case Framework Overview

Increasing the Proportion of Secure Workers

The first component of the maturity model relates to an organizations' proportion of secure workers.

- Explore how to strategically reduce proportion of workforce in non-standard insecure roles to improve business performance.
- Assess how more secure employees in various roles can drive value and contribute to achieving desired organizational outcomes.
- Develop a people strategy that supports their organization's overall strategy
 - Should be mutually reinforced by improving operational practices to increase efficiency, empower employees in their roles, and to manage the trade-offs between investing in people and delivering low-cost offerings to customers.

Practices and Policies to Increase Security

Employers can use practices in the following dimensions to enhance workforce security for non-standard workers if transitioning to permanent full-time jobs isn't feasible.

1. Income Benefits

2. Other Benefits

3. Predictability

4. Training & Professional Development

5. Inclusion

Workforce Security Maturity Model

	One	Two	Three	Four
Income Benefits	<ul style="list-style-type: none"> No benefits (medical, dental or pension) No financial incentives (e.g. RRSP, RPP, stock options, etc.) 	<ul style="list-style-type: none"> Partial or modified benefits and financial incentives (e.g. fixed or variable bonuses based on certain targets) Possible eligibility requirements (e.g. minimum hours worked; minimum contract duration) to qualify for partial or modified benefits and financial incentives Increased wages in lieu of benefits 	<ul style="list-style-type: none"> Identical benefits and financial incentives to standard workers provided eligibility requirements are met (e.g. minimum hours or duration of work) Benefit fund – fund provided for workers to withdraw payment for benefits coverage³⁸ Flexible options which could be selected by workers based on individual preferences 	<ul style="list-style-type: none"> Identical benefits and financial incentives to standard workers with no eligibility requirements*
Other Benefits	<ul style="list-style-type: none"> No paid sick or personal days** Flexible work arrangements only provided based on legislation or regulation No time or monetary allocation for volunteering activities 	<ul style="list-style-type: none"> Reduced paid sick days compared to standard amount Reduced paid personal days compared to standard amount Increased wages in lieu of leave benefits 	<ul style="list-style-type: none"> Equivalent paid sick days to standard amount Equivalent paid personal days or premiums to standard amount Benefit fund – offer a fund for sick pay from which workers could draw⁴³ Limited worker-led flexibility (e.g. input on work hours, start and end times, breaks, etc.) 	<ul style="list-style-type: none"> Equivalent paid sick and personal days or premiums to standard amount Flexible arrangements if desired (e.g. telecommuting, incremental leave, flextime, compressed workweeks) Time or monetary allocation for volunteering activities Significant worker-led flexibility (e.g. input on work hours, start and end times, breaks, etc.)
Predictability Practices	<ul style="list-style-type: none"> No guaranteed advanced notice of scheduling No guaranteed scheduled minimum hours 	<ul style="list-style-type: none"> Advanced notice of scheduling Limited scheduling stability and predictability Guaranteed minimum hours 	<ul style="list-style-type: none"> Scheduling and minimum hours established in contract Consistent work scheduling (e.g. same frequency and duration of shifts week over week) 	<ul style="list-style-type: none"> Ongoing worker input and control over scheduling Consistent work scheduling with opportunities for increased work (e.g. internal or external workforce pools providing workers access to additional hours, contracts, contract extensions, etc.)
Professional Development Practices	<ul style="list-style-type: none"> No access to informal or formal training (other than mandatory/legislated training) No access to mentorship programs No clarity around current role expectations No involvement in performance management process No advanced notice of upcoming permanent opportunities 	<ul style="list-style-type: none"> Access to limited role-specific internal training Access to limited mentorship programs Clearly communicated current role expectations No involvement in performance management process Some advanced notice of upcoming permanent opportunities 	<ul style="list-style-type: none"> Full access to internal training and mentorship programs Access to cross-training to broaden skillsets and prepare workers for a range of internal or external opportunities Involvement in performance management process Advanced notice of upcoming permanent opportunities 	<ul style="list-style-type: none"> Clear and preferential access to permanent, full-time roles and promotions Access to external training programs and funding Policies that facilitate the transition from non-permanent to permanent roles
Inclusion Policies	<ul style="list-style-type: none"> No inclusion of non-standard workers in work-related activities and communications 	<ul style="list-style-type: none"> Limited inclusion in work-related activities and communications (e.g. select or longer term workers only; limited events) 	<ul style="list-style-type: none"> Full inclusion in all work-related activities and communications No involvement in planning committees / activities 	<ul style="list-style-type: none"> Business culture that values input of non-standard workers Full inclusion in all work-related activities, social events, and communications Participation in planning committees / activities

Next Steps

We recommend the following next steps for employers to embark on the journey to increase security of workers in insecure arrangements

Define business objectives	Identify current practices	Assess desired level of maturity	Prioritize areas of improvement	Build a business case	Measure impacts
<p>What are our key business objectives?</p> <p>How can our workforce help achieve these objectives?</p>	<p>What is the current proportion of secure versus insecure roles in the organization?</p> <p>What drives the current use of insecure roles?</p> <p>What are our current practices and policies related to non-standard workers, and how do they differ from those for secure workers?</p> <p>Are non-standard workers currently considered part of the workforce?</p> <p>Where do we see potential preliminary opportunities for improvement?</p>	<p>To what extent can we transition our current non-standard workers to full-time, secure roles?</p> <p>What level of maturity should we aim to achieve to meet our business objectives while providing greater security to our workers?</p> <p>Based on the desired level of maturity for each dimension, what practices or policies should we consider implementing?</p>	<p>What practices or policies do our workers consider most valuable in each maturity dimension?</p> <p>What are the high level expected benefits and costs of transitioning to our desired level of maturity in each dimension?</p> <p>Given the expected benefits and costs, which practices or policies should we prioritize implementing to provide greater security to our workers?</p>	<p>For prioritized practices or policies, what is the business case (including quantitative metrics) that will satisfy objectives for both workers and the business?</p> <p>How can we achieve management buy-in to implement the practices or policies?</p> <p>What is our roadmap and change management plan to implement these practices or policies?</p>	<p>What are the metrics and targets against which we will measure success, both from a worker and business outcomes perspectives?</p> <p>Where are there opportunities for continuous improvement?</p> <p>How can we track and quickly act on feedback?</p>



Thank You!

Thank You!

Closing Remarks

Michelynn Laflèche

United Way Greater Toronto



#PEPSO

Getting Left Behind

Who gained and who didn't in an improving labour market

Academic Conference
19 June 2018



POVERTY AND
EMPLOYMENT PRECARITY
IN SOUTHERN ONTARIO



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