



SMART EMPLOYERS TALK:

BUILDING A BETTER ECONOMY ONE JOB AT A TIME

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CENTRE FOR LABOUR MANAGEMENT RELATIONS

BETTER WAY TO BUILD THE ECONOMY ALLIANCE

PROCEEDINGS PREPARED BY: AMANDA TERFLOTH, AMAN RAJWANI & ANDREA PITELKA

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CENTRE FOR LABOUR MANAGEMENT RELATIONS

The Centre for Labour Management Relations (CLMR) is a multi-disciplinary research centre that seeks to promote collaborative, ethical, innovative, proactive and sustainable best-practices for labour and management to avoid conflicts, build relationships, and create trust in a way that results in greater productivity and profitability for businesses, increased job and income security for workers, and decreased inequality and injustice for all of society.

Since November of 2010 the CLMR has funded 50+ research projects, hosted 70+ events, produced 10+ publications, affected the learning experience and skills development of 2,000+ students, and has had it's distinguished faculty featured in 100+ academic publications and 700+ media articles. To learn more about the CLMR please visit <https://www.ryerson.ca/clmr/>



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All CLMR events, programs and research are made possible through the generous donations of our sponsors (<https://www.ryerson.ca/clmr/sponsors/>). All employers of choice and award-receiving labour unions are encouraged to demonstrate their commitment to avoiding conflicts, building relationships, and creating trust in a way that results in greater productivity and profitability for businesses, improved job and income security for workers, and decreased inequality and injustice for all of society by supporting the CLMR.

To inquire about sponsoring the CLMR please contact Buzz Hargrove at clmr@ryerson.ca.

BETTER WAY TO BUILD THE ECONOMY ALLIANCE

As employers, we know first-hand that thoroughly engaged employees make a big difference. They give small businesses a competitive-advantage. They make small and medium-sized organizations more productive by lowering costs associated with staff turnover.

Household spending and consumer confidence are pillars of our economy – everyone does better when people have disposable income and time to call their own. And we've seen what happens to our businesses and organizations – and to the local economy, when decent jobs disappear from our communities.

That's why investing in our employees is not only an investment in the long-term success of our companies – it's an investment in our community and the whole Canadian economy. It just makes good business sense. To learn more about the BWA please visit <https://www.betterwayalliance.ca>



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THANK YOU SPEAKERS AND MODERATORS



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KELLY WATSON
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STEVEN MURPHY
Ryerson University

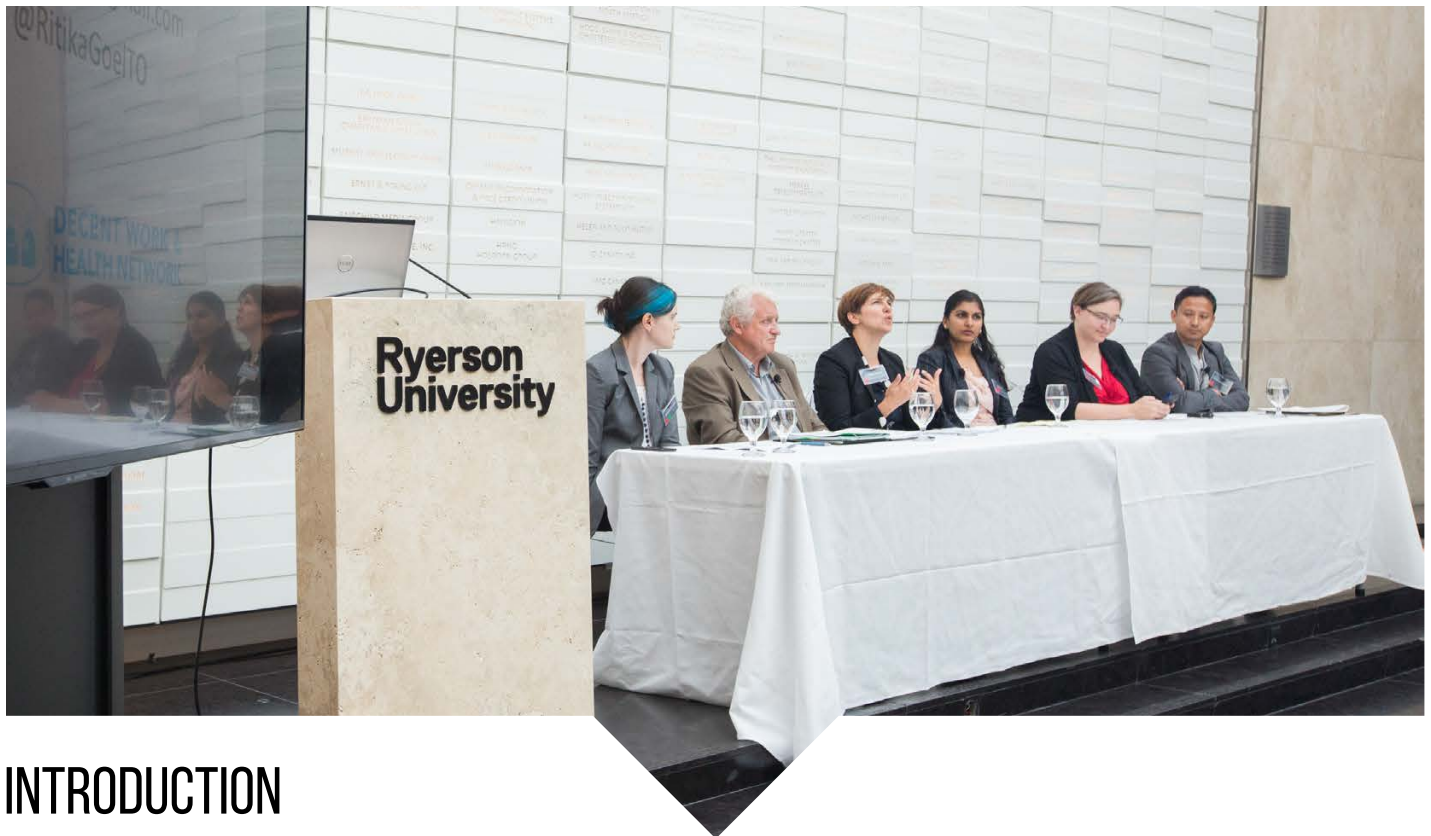


TRENT BAUMAN
Menno S. Martin
Contractor Ltd.



YOGENDRA SHAKYA
Access Alliance

CONFERENCE AND BACKGROUND



INTRODUCTION

Across Ontario, there are an increasing number of employers that choose to grow successful enterprises on a foundation of stable employment, healthy working conditions and high employee satisfaction. Casting aside the low-wage, high-turnover business model, these inspiring leaders are developing new strategies to achieve long-term success. Far too often, however, their experiences are overshadowed by business models that favour high profits at any cost.

Our conference - *Smart Employers Talk*, evolved from discussions to address the lack of public representation of employers who invest in workforce strategies that simultaneously benefit their employees, grow their businesses, and benefit the economy. The partnership between **Centre for Labour Management Relations (CLMR)** at Ryerson University and the Better Way to build the Economy Alliance grew from a mutual desire to create a wider platform for these unheard stories.

The **Better Way to Build the Economy Alliance (BWA)** consists of employers who represent a variety of sectors, including food, retail, manufacturing, consulting, service and non-profit. They range in scale from 4 to 7,000 employees, with most in the 50-or-fewer-employee range, and have been around from 3 to 75 years. They all pay at least \$15 an hour, favour full-time over part-time positions when possible, and believe that employees have the right to sick days and holidays.

Smart Employers Talk showcased business practices in a range of sectors -- food, retail, construction and more -- that were based on the benefits of improving the quality of working conditions. Experts across health, policy, academia, non-profit and the private sector provided

concrete evidence on the benefits of such workforce strategies, including: high staff retention, high quality customer service and experience, low risks of error, decreased safety risk, and a growing consumer base with increased loyalty as well as a positive reputation.

There were many lessons learned throughout the day-long conference, yet one theme that stood out was the impact of consumer spending on the ability of local economies to thrive. With over one quarter of Ontarians making under \$15, spending power has been constricted on a grand scale resulting in a declining customer base. Many of the employers who were part of the conference expressed the desire to ensure the prosperity of not just their own business, but also the economic future of their local regions, as these two are intertwined.

These views are also echoed by a recent poll conducted by Campaign Research, which found that 62% of small and medium enterprise owners in Ontario support the proposed minimum wage increase to \$15. In addition, more than half are in agreement with the 18 month phase-in period, leading up to January 1, 2019.

A clear consensus emerged from the day supporting economic growth in Ontario driven by thoughtful and well-managed businesses that invest in their workforce and build on local spending power, which contributes to healthy communities.

We are very pleased to present a new educational research platform, which merges crucial first-hand perspectives from employers that offer decent work with evidence from public health, economic and sustainable investment leaders to showcase viable models of best practices.



HIGHLIGHTS

BUSINESS

- Overall, BWA's business partners reported lower turnover, lower training costs, reduced absenteeism, increased engagement/productivity, increased reliability and more robust talent attraction as a result of implementing decent work practices including secure scheduling and starting wages of at least \$15/hr.
- One BWA partner, Pre-Line Processing reported reduced turnover from 75% to 10%, reduced instances of errors and a profit margin increase from 3% to 13% after transitioning from low wage, temp agency staffing to a living wage with permanent staffing.
- Small business owners identified the lack of commercial rent control resulting in immediate and often unsustainable rent hikes in urban locations, and lack of full healthcare coverage (dental, vision, prescription etc.) as important costs that could be addressed through broader policy development.



ECONOMIC / INVESTMENT

- During the past decade, companies prioritizing higher quality work opportunities that appeared at least three times on the Fortune 100 Best Places to Work list outperformed the S&P 500 by 99 percentage points.
- Increases in the minimum wage reduced income inequality in Canada and the trend for the bottom 10% of income earners is closely linked to changes in the minimum wage.
- Policies that mandate firms to recognize the contribution that employees make to their success are critical in overturning the low wage model which has resulted in only a 1% increase in real wages over the past 15 years.



PERSONAL / PUBLIC HEALTH



- There are considerable public health risks and costs associated with a lack of decent work and wages. Precarious workers are 2.5 times more likely to experience fatal occupational injuries, have a 40% higher risk for heart disease and double the risk of diabetes.
- There is a significant link between precarious employment and mental illness - living below poverty line leads to a 58% higher rate of depression.
- Chronic stress can influence gene function / expression and lead to a greater incidence of inflammation, depression and mood disorders.

For an in-depth look at the discussions from *Smart Employers Talk*, please review the following sections which contain detailed conference proceedings making the business, economic and public health case for decent work.





WELCOMING, INTRODUCTORY, OPENING AND CLOSING REMARKS

STEVEN MURPHY

DEAN, TED ROGERS SCHOOL OF MANAGEMENT - RYERSON UNIVERSITY



Steven is an award-winning professor, accomplished researcher and academic leader. A strong advocate for innovation and entrepreneurship as integral elements of business education, he believes experiential and co-operative learning opportunities are fundamental training for the real world. Steven encourages students to embrace a collaborative approach that champions diversity and strives to make society a better place. Under his leadership, the Ted Rogers School of Management's reputation has grown nationally and internationally, and MBA program has been ranked among the top 10 in Canada by Canadian Business from 2013 to 2017.



MAURICE MAZEROLLE

DIRECTOR, CENTRE FOR LABOUR MANAGEMENT RELATIONS – RYERSON UNIVERSITY



Maurice is the Director of the Centre for Labour Management Relations within the Ted Rogers School of Management at Ryerson University. His research interests highlight the relevance of industrial relations to business leaders, and fairness as a public policy. Maurice has 15 years of experience in labour relations with a wide range of commissions, associations and government agencies including but not limited to the Saint John Construction Association, Ontario Hospital Association and the Education Relations Commission, Ontario.



Mazerolle, M. (2017, September 12). Opening remarks. Presented at the Better Way to Build the Economy Alliance and the Centre for labour Management Relations' conference, "Smart Employers Talk: Building a Better Economy One job at a Time." Toronto, ON.

The CLMR started in September 2010. Our original mandate was to look at important workplace issues with the goal in mind of involving key stakeholders in the economy in seeking better ways to improve the working lives of all Canadians. Working smarter, not harder. In the seven years since, we have held over 80 events and have funded over 50 research projects that have touched on many, many aspects of work.

In the past year our focus has been on the changing nature of work and the increasing difficulty of our economy to produce good jobs. We have held conferences on the Gig or Sharing economy, pay equity and the guaranteed annual income. Every month when the labour force survey results come out that state the number of jobs that the economy has created, more often than not, the number of part time jobs created is more than the number of full time jobs.

Of course, we are not the only ones concerned with our ability to create good meaningful jobs for our citizens, especially our younger workers. Anybody in this room with high school and university aged kids is acutely aware of the challenges they face in finding a good job. As many of you know the Province of Ontario commissioned the Changing Workplaces Review to look at two of our most important Laws governing employment, namely the ESA and the LRA in the hopes of updating these laws that were created at a time when the economy looked and operated quite differently than today. In addition to this legislative review, the Province announced that the minimum wage would be increased to \$15.00/hr by 2019. This, I believe, is a recognition that the previous min wage and the schedule of increases were inadequate given the rise in the cost of living in this province.

Of course when talking of jobs, the focus is usually on the quantity of jobs created not the quality of jobs, which brings us to the topic of the day. The dominant popular narrative regarding job creation is that we need low taxes and a friendly business environment to encourage investment. This usually translates into jobs that are p/t minimum wage, few if any employer provided benefits, very little input into workplace decisions and unstable often unpredictable hours and no real knowledge of how long the job is for. Surely we can do better than this!!

This is why I am particularly excited to be involved in this conference since we have the opportunity to hear from employers who operate in a wide variety of industries who believe that a fair workplace is a profitable workplace. Their workplaces are ones that try to create full time jobs that pay decent wages offers benefits, and high levels of employee engagement. In other words these are employers who stand in contrast to the dominant narrative in terms of how they operate. And one more distinguishable feature of these "high road" employers is that they are more profitable as a result.

AMANDA TERFLOTH

RESEARCHER / COORDINATOR / PRODUCER – BETTER WAY TO BUILD THE ECONOMY ALLIANCE



With first-hand experience in precarious work both inside and outside the Canadian media industry, Amanda is passionate about the use of film and documentary formats to spark change and is excited about the potential to expand the conversation surrounding decent work. In September 2016, she began researching employers with fair labour practices for a video series that would evolve into the Better Way to Build the Economy Alliance. Over the last decade, Amanda has worked in the production world on 80+ episodes of factual television, 3 broadcast documentaries, several dramatic shorts and multiple projects for the National Film Board of Canada, including an interactive game website.



Terfloth, A. (2017, September 12). Introductory remarks. Presented at the Better Way to Build the Economy Alliance and the Centre for labour Management Relations' conference, "Smart Employers Talk: Building a Better Economy One job at a Time." Toronto, ON.

As an older millennial – I believe that's early 80s terminology used now for any stats nerds in the house – I first became interested in the subject of precarious work by holding 34 temp, freelance or contract jobs by the age of 34. The two perm jobs I worked in that time period involved daily commutes exceeding 3 hours and in one case a workweek exceeding 70 hours. That workplace would go on to experience massive turnover and multiple breakdowns. In 2006, I started to get suspicious and by 2008, I was seeing this pattern play out in the form of multiple contracts or long term work with low wages and no benefits for the majority of my peers. One peer who recently got a raise to \$15, splashed out and bought his first pair of eyeglasses so he could actually read signs. He didn't avoid the purchase for so long because of some generational mistrust of eyesight, they were simply out of reach until that wage rate. If someone is forced to avoid purchasing a necessity- what other purchases are they avoiding? The very kind that grow local economies and create more jobs- let me assure you that "Netflix and Chill" is not everyone's first choice.

Missing out on a celebration in a restaurant or not replacing something that is broken is often not a choice. With too many stories like this as a backdrop, a little over a year ago, I began researching companies that offered entry level wages of at least \$15 an hour along with healthier scheduling practices, paid sick days and favoured a higher ratio of long-term stable positions – I was producing a series of videos and wanted to show how better wages and working conditions benefited companies in a climate where we're told these once commonplace standards are no longer possible – given much of the current rhetoric, we could even be convinced that companies can't operate this way and might not even exist – so let me thank any of our partner employers here today for existing (and visibly so) and the vast referral network that evolved through resources like the living wage network and many of the partners themselves – it turns out fair employers are more likely to surround themselves with other fair employers.

I think it's also fair to say that a year ago none of us foresaw being in this room today – from a video series that evolved into an alliance of both for-profit and non profit employers from 4 – 7000 employees in different sectors (yes – even retail and food) – actively contributing to the conversation around decent work by discussing the benefits they've experienced and the benefits to the broader economy of creating work that enables people to work one job – not three. With a humble start and tight resources, it has had to be a loud discussion at times and I'd also like to thank our partners here for bearing with me on an eight thousand email chain since February.

I'm particularly excited by the fact that we have business owners who champion good working conditions across sectors, public health, non profit and economic leaders speaking today – often the conversations around the impacts of Decent Work or lack thereof happen in silos and bringing all perspectives together to share knowledge happens far too rarely when the health of one – relies on the health of the others.

Thank you to everyone for coming today, I hope you find the content amplifies the discussions we need to continue having and solutions that are within our grasp on an individual, company and legislative level. And when it comes to fair and vocal employers who offer at least \$15 an hour and the two week advance scheduling experienced in days of yore, I always take referrals. Thank you.

BUZZ HARGROVE

DIRECTOR, CENTRE FOR LABOUR MANAGEMENT RELATIONS – RYERSON UNIVERSITY



Buzz served as national president of the Canadian Auto Workers Union from 1992 until his retirement in September 2008. One of the most recognized labour leaders in Canada, Hargrove has been a figurehead in the fight for workplace and social justice. Since January 2009, Hargrove has been bringing his experience into the classroom as a professor of distinction at the Ted Rogers School of Management.



KEYNOTE ADDRESS - SMART EMPLOYERS
TALK: BUILDING A BETTER ECONOMY ONE
JOB AT A TIME

MOHAMED LACHEMI

PRESIDENT AND VICE-CHANCELLOR — RYERSON UNIVERSITY



Mohamed is the President and Vice-Chancellor of Ryerson University, appointed by the Board of Governors effective April 4, 2016. An internationally recognized researcher and accomplished academic administrator, he has been a key contributor to the growth and development of Ryerson over a transformational time in the university's history. A Ryerson professor of civil engineering since 1998, he has served in progressively senior roles, including dean of the faculty of engineering and architectural science, and provost and vice-president academic. He has welcomed extraordinary new scholars and students to Ryerson, overseen the creation of a new Faculty of Science, and represented Ryerson in Poland, Germany, South Africa, the UK, and India, meeting Ryerson alumni worldwide. In consultation with the Ryerson community, he brought in the university's academic plan, Our Time to Lead 2014-19, and as president he is championing its shared values and strategic goals.



KEVIN FLYNN

MINISTER, MINISTRY OF LABOUR – GOVERNMENT OF ONTARIO



Kevin Flynn was first elected to the Ontario legislature in 2003 as MPP for Oakville. He was reelected in 2007, 2011 and 2014, making him the longest serving MPP in the Oakville riding. Kevin is the Minister of Labour and a member of Treasury Board. He has served as Parliamentary Assistant to the Ministers of Infrastructure; Transportation; Training, Colleges and Universities; Education; Environment; Energy; Democratic Renewal; and Labour. Since becoming Minister of Labour, Flynn has extended workplace protection for firefighters by adding six cancers to the list of those presumed to be related to their work, and he has introduced legislation to increase fairness for vulnerable workers and tie the minimum wage to the rate of inflation. With an MBA from Athabasca University, Flynn also understands bottom lines, the impact of high taxes on small business and the difficulties of operating a business in a changing economic climate.



KATHLEEN WYNNE

PREMIER – GOVERNMENT OF ONTARIO



Kathleen is Ontario's 25th Premier. Since taking office in 2013, Kathleen's accomplishments include balancing the provincial budget for the first time in a decade, making record-breaking infrastructure investments in Ontario's roads, schools, hospitals and transit systems, and securing a historic national deal to improve retirement security by enhancing the Canada Pension Plan. Kathleen's plan for building Ontario up focuses on creating new opportunities for people and businesses, and ensuring a fairer, more secure future for everyone in the province. As Ontario has regained its place as the economic engine of Canada, Kathleen has worked to ensure the benefits of growth are shared evenly.



Wynne, K. (2017, September 12). Keynote Address – Smart Employers Talk: Building a Better Economy One Job at a Time. Presented at the Better Way to Build the Economy Alliance and the Centre for labour Management Relations' conference, "Smart Employers Talk: Building a Better Economy One job at a Time." Toronto, ON.

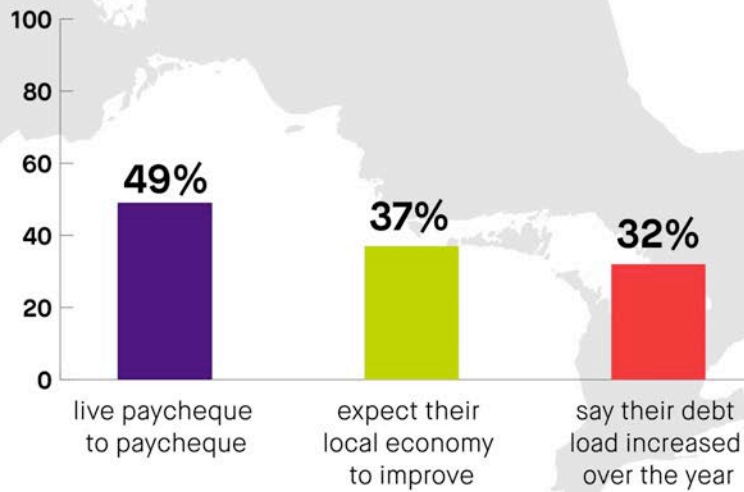
Smart Employers Talk: Building a Better Economy One Job at a Time

PREMIER KATHLEEN WYNNE

September 12, 2017



People are worried about falling behind



Source: Canadian Payroll Association

Our Growing Economy



CBCnews

Ontario regaining status as economic engine for Canada



For Ontario, everything's coming up trillions

FINANCIAL POST

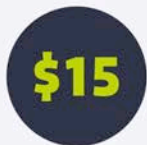
Canada's economy blows away forecasts with 4.5% growth — its strongest start to year since 2002

tvo

Led by Ontario, the Great Lakes region economy just keeps on growing



Fair Workplaces and Better Jobs



Raising the minimum wage to \$15 an hour



Mandating equal pay for part-time workers



Introducing paid sick days for every worker



“What type of mass spending power is healthier? That of potential customers staying-in yet again and trimming their own hair, or that of a customer that goes out and gets that hair cut?

– Amanda Terfloth, Better Way Alliance

“We as entrepreneurs need to be forward-thinking and not build and model our businesses on poverty-level wages.”

– Jessica Carpinone, Bread By Us

Our Plan



100,000
new licensed
childcare
spaces



Free tuition
for **210,000**
students



OHIP+: **free**
prescription
medication for
everyone under 25



Basic Income
Pilot in 3
communities



Smart Employers Talk: Building a Better Economy One Job at a Time

QUESTIONS & ANSWERS

September 12, 2017

SESSION 01 - MACRO-ENVIRONMENTAL IMPACTS OF DECENT WORK AND GOOD JOBS

ANGELLA MACEWEN

SENIOR ECONOMIST – CANADIAN LABOUR CONGRESS



Angella is a Senior Economist with the Canadian Labour Congress. She has an undergraduate degree in International Development Studies from Saint Mary's University, and a Masters in Economics from Dalhousie University.



MacEwen, A. (2017, September 12). Session 01 – Macro-Environmental Impacts of Decent Work and Good Jobs. Presented at the Better Way to Build the Economy Alliance and the Centre for labour Management Relations' conference, "Smart Employers Talk: Building a Better Economy One job at a Time." Toronto, ON.

Macroeconomics and the Minimum Wage

Angella MacEwen
Canadian Labour Congress

Minimum wage and Macroeconomics

- Economists have generally assumed that rising minimum wages would result in lower employment levels for low-skilled workers.
- Some workers would have higher wages, but other workers would be out of a job altogether.
- Some workers would have more money to spend, but others would have none, so the overall result might actually be slightly lower GDP.

Assumptions

- The models used to make these predictions have several assumptions baked into them. It turns out that they aren't all realistic:
- A) Labour markets are not usually “perfectly competitive”, especially for low wage workers –
 - What does that mean? If a firm tries to underpay a worker, that worker would always be able to find a job that paid them a ‘fair’ wage for what they produced.
- B) Demand for labour is ‘price inelastic’ -
 - Firms often still need the same number of workers even when wages go up, that does not change when the price for labour changes.

Monopsony Power

- Monopsony can lead to lower wages for workers. This increases inequality in society.
- Workers are paid less than the value of what they produce.
- Firms with monopsony power often have a degree of monopoly selling power. This enables them to make high profits at the expense of consumers and workers.
- Firms with monopsony power may also care less about working conditions because workers don't have many alternatives to the main firm.

Access to (Perfect) Information

- Even without a true monopsony, in practise, it can be difficult for workers to switch jobs to take advantage of higher wages or better working conditions.
- There are barriers to moving jobs, and it's hard for a worker to know who will be a good employer beyond wage signals.
- Unions and living wage campaigns can be useful signals for workers that a job is 'good'.

How does this change our predictions?

- If we assume a combination of monopsony power (i.e. firms set wages lower than the value of what workers produce), and
- imperfect information (reducing workers' bargaining power),
- then increasing the minimum wage does not necessarily cause unemployment.

How does that match experience?

- What we've seen is that if increases are announced ahead of time, so that businesses can plan for them, and the minimum wage in question is close to 50% of the average industrial wage, then unemployment effects are small.
- (For Ontario that means the minimum wage should already be at least \$13/hr, the average hourly wage for permanent employees was \$27/hr in 2016).
- Observed unemployment effects are largest for teenagers.

What does the research say?

- The Federal Reserve Bank of Chicago studied the potential impact of minimum wage increases in the United States.
- They found that increases in the minimum wage lead to significant increases in household spending, which has a temporary stimulative effect on the economy.
- Aaronson and French (2013) estimate that the 'boost' of a minimum wage increase would last for about a year after implementation.

What does the research say?

- This makes sense, if we consider the fact that many low-wage workers currently can't make ends meet. Low-wage workers are more likely to have un-met basic needs, and so spend extra income right away.
- Economists call this "a higher marginal propensity to consume."
- The good news is that with more income, workers can better meet their basic needs, and local businesses benefit from having customers with more money to spend.

Inequality and Poverty

- Minimum wages in Canada had been left to stagnate through the 1980s and 90s, leading to significant pressure to increase the minimum wage in several provinces in recent years.
- As a result, most provinces increased their minimum wages between the mid-2000s and 2015.
- Fortin and Lemieux (2015) show that these increases in the minimum wage actually reduced income inequality in Canada, and that the trend for the bottom 10 per cent of income earners is closely linked to changes in the minimum wage.

More Stable and Productive Jobs

- Too often minimum wage jobs are not good jobs.
- But Canadian research shows that increasing the minimum wage reduces turnover, creating more stable jobs for workers.
- The theory is that higher wages force employers to abandon low-wage, high turnover strategies, and instead encourages them to invest in their current workforce

More Stable and Productive Jobs

- Low-wage, high turnover strategies are actually costly, as it takes time and resources to find and train new employees.
- Lower turnover means more stable jobs for workers, and a more productive workforce for employers.
- Professor David Green at UBC suggests that increasing the minimum wage is one of the few mechanisms that encourages employers to abandon an inefficient low-wage, high turnover strategy.

Short-termism counterproductive

- Research also shows a link between short term corporate strategies such as share buybacks to decreased investment in wages & training,
- This kind of business strategy has a negative effect on workers' share of income, as well as long term economic growth.
- The grocery industry is a good example here
- Last year alone, Loblaw's paid shareholders over \$1.1 billion dollars with \$708 million delivered through share buybacks. Apparently they could find no productive use for these resources within the firm, and instead handed this money over to those holding company stock – a significant portion of which belongs to Weston and his family.

Higher minimum wages can spur long term thinking, and wage-led growth

- Egged on by tax loopholes, there are powerful financial incentives to neglect important investment in workers and technology. By directing cash flow towards shareholder payouts, they can pump up share values and trigger large bonus payouts. This leaves little to invest in employees' capacity.
- Breaking this cycle requires more than tinkering with corporate governance requirements or the tax code. Policies that mandate firms recognize the contribution that employees make to their success are necessary to overturn a status quo that has produced less than 1% increase in real wages over the past 15 years.

DARYL BARNETT

CANADIAN DIRECTOR, LABOUR RELATIONS – AMERICAN INCOME LIFE



Daryl, a social activist since 1972, enjoys working with labour and community organizations. Daryl currently represents American Income Life Insurance Company as a Director of Labor Relations. Prior to his current position, Daryl was a chief negotiator for a major Union. He has been and continues to be an activist on a national and provincial level in Canada. He speaks on behalf of his organization in Canada, regarding the rights of workers throughout Canada. A favourite topic for Daryl is the issue of raising the minimum wage and workers rights and the positive impact this will create within communities.



Barnett, D. (2017, September 12). Session 01 – Macro-Environmental Impacts of Decent Work and Good Jobs. Presented at the Better Way to Build the Economy Alliance and the Centre for labour Management Relations' conference, "Smart Employers Talk: Building a Better Economy One job at a Time." Toronto, ON.

It is our view at American Income Life also known as AIL in Canada, that we need to protect workers as well as the long-term economic interest of Canadian business. In our view this is accomplished by businesses supporting policies, which creates a robust middle class, spurs economic growth, and creates shared prosperity.

This covers a wide range of issues, a living wage is one component, but the issue arches over a wide range of public policy issues. From the continuation of Robotics and Technology, taking away specific sector employment, to issues such as fair Taxation, adequate Pension Plans and other Public Policy issues, which incorporates universal health care, pharmacare, and ability to access education.

As an example of the continuation of robotics and impact on the workplace: In a number of occupational groupings, technology is substituting for labour, and this has dramatic consequences for middle class jobs and incomes. Cornell University engineer Hod Lipson argues that "for a long time the common understanding was that technology was destroying jobs but also creating new and better ones. Now the evidence is that technology is destroying jobs and indeed creating new and better ones but also fewer."

We are witnessing a fundamental interruption of the current cycle where people are paid for their work and spend their money on goods and services. If there is no longer a requirement for human labour, we have to rethink income generation, employment, and public policy related issues.

An example of robotics is within Walmart that is offering a Scan & Go capability in several stores. The scan and go app allows shoppers to use a mobile app which scans barcodes of items to be purchased, pay for them with one touch and show the in-app receipt to a greeter as they leave the store — entirely avoiding checkout lines and physical payment terminals. Of course we all understand that this app will eliminate 1000's of already low paying jobs. Other big retailers are simply closing their doors, as they can no longer compete with online shopping such as Amazon. Uber and cars that drive themselves are another example of how robots are replacing humans. Robotics used in senior homes not only replaces workers but also removes human interaction, which may not be an appropriate care model. We need a shift in thinking from maximizing profits to a more compassionate society where profits are used for shorter workweeks and ensures good paying jobs and high rates of employment.

There are many public policy issues related to ensuring a robust middle class. We need to ensure that our social programs not only remain in tact but also are enhanced, such as including pharmaceutical drugs in our national health care program making dental care part of our health care. We need to continue thinking about providing affordable childcare on a national level. We need to think about rights of Canadians, the right to affordable housing, and education opportunities the right to live with dignity and respect which of course includes

pensions that ensures every Canadian has the right to live above the poverty line.

It may also be time for a broad National discussion on basic income guarantee as we witness the quickly changing work environment and the ongoing possibility of persistent unemployment or underemployment, some have suggested it is time for a basic income guarantee.

Each one of these issues along with a living wage are part of the over all need for policy engagement by all levels of government and other key stake holders.

When a considerable portion of human labor no longer is necessary to run the economy, we have to rethink income generation, employment, and public policy.

Raising the Minimum Wage to a Living wage is one of the important components to achieving a fair equitable society.

The American Income Life Insurance Company submission to the Ontario Government comments on the changing work place, in our review we submit that raising the minimum wage is a family friendly policy. We also submit, an increase to minimum wage to a living wage would enable families the ability to make choices.

Our position is supported by an economic round table report titled "Effects of a Fifteen Dollar an Hour Minimum Wage in the City of Los Angeles."

It is reported that "when households receive additional income, their increased spending stimulates growth in the local economy. The increased purchases of groceries, clothes, meals out, health care, car repair services, and rental housing stimulates added purchases in the local supply chain. Jobs would be created in the same industries where workers would receive wage increases, including restaurants and retail stores. The increased buying power of workers would make these industries direct beneficiaries of the higher wages they would be paying.

The increased spending translates into added sales for local businesses and their suppliers, as well as added jobs at those businesses and their suppliers, and increased tax revenue for local, state and federal government. Looking just at the stimulus effects, the added income that workers would receive from a \$15 minimum wage would generate an estimated \$9.2 billion in annual sales in Los Angeles County, and these increased sales would in turn create an estimated 64,700 new jobs in the county to meet the increased demand for goods and services.

Government and social service benefits and increased sales and employment would generate an estimated \$1.3 billion in increased annual public revenue. Social safety net programs would receive \$331 million of this revenue. One billion dollars would be general public revenue subject to legislative budget allocations by different levels of government. An estimated 15 percent of this general public revenue would return to the City of Los Angeles, some through the city's formula share of sales tax revenue, but the preponderance through state and federal budget allocations that return funds to the city. This share of public revenue would bring an estimated \$152 million a year to the city."

The economic round table discussion supports what as an organisation we have been advocating. In Our submission to the Ontario Government we stated, raising the minimum wage is good for Canadian families; in particular raising the minimum wage would benefit women and youth as they are amongst the lowest paid. More than one million Canadians work for minimum wages across Canada. In Canada and in Ontario we have witnessed an increase in low wage earners, with a doubling in the last four years. The Globe and Mail reported that minimum wages was 25% higher in the mid seventies than it is today in real terms. This was quoted in the Globe and Mail by Rafael Gomez, who is a labour economist and professor at the University of Toronto. We submit that raising the minimum wage is a family friendly policy. We also submit, an increase to minimum wage to a living wage would enable families the ability to make choices.

Raising minimum wage is good for the Provincial and Canadian economy and increases employee's disposable income, which will be used to purchase goods and invest in local products.

Working families would be able to participate more readily in community activities, they no longer would have to work three and four jobs in order to have sufficient income for a family. As a result of payroll increases income tax revenues would rise and this in turn would have an effect of driving down government deficits.

Some employers may argue that raising the minimum wage is bad for business; we disagree. At ALL, our perspective and experience lead us to a different reaction. When workers make a decent wage, they become a better consumer. When we have a larger base of consumers who can afford our insurance, we prosper and grow. When we prosper and grow, we contract more agents to sell more products, and increase our staff to service our policyholders. When we have more agents, more employees, and more customers sharing in a piece of the economic pie, we have stronger communities

A fairer process of income distribution is in our view created with adequate minimum wages. Low wages is a major cause of poverty and social inequity. It is simple: employers should be

capable of providing their employees with a fair day's wages, in our view it would require \$15.00 an hour for a family of four to tiptoe beyond poverty. The current reality is depressed wages, depress the overall community; putting more money into more people's pockets benefits both business and workers.

The answer to this question: "What is a fair wage? " will most likely always differ, based on whether you are paying or receiving the wage. We submit a common sense approach to the increase minimum wage is a first step in resolving what is best for the whole community. This increase to fifteen dollars an hour moves us in the right direction to creating a sustainable economy. These types of legislative amendment would be good for workers, and ultimately, that would be good for our economy.

RITIKA GOEL

PHYSICIAN – QUEEN WEST COMMUNITY HEALTH CENTRE



Ritika is a Physician at the Queen West Community Health Centre, the Inner City Health Associates, Sistering Women's Drop In, and the FCJ Refugee Centre. She completed medical school at McMaster University, family medicine residency at St. Michael's Hospital, a Master of Public Health at Johns Hopkins School of Public Health and is now a lecturer at the University of Toronto. She works with people experiencing or at-risk of homelessness as well as migrants with precarious immigration status.



Goel, R. (2017, September 12). Session 01 – Macro-Environmental Impacts of Decent Work and Good Jobs. Presented at the Better Way to Build the Economy Alliance and the Centre for labour Management Relations' conference, "Smart Employers Talk: Building a Better Economy One job at a Time." Toronto, ON.



Why Good Jobs Are Good For Our Health

Ritika Goel, MD, MPH, CCFP

September 12, 2017

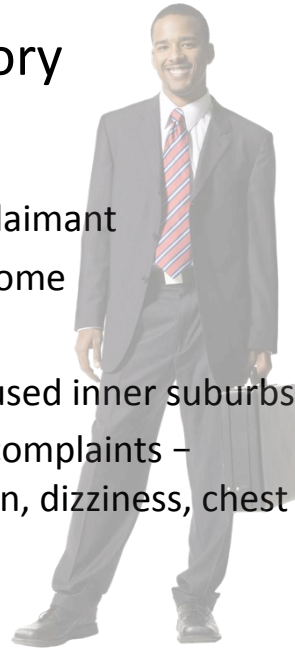
Decent Work and Health Network

- Providers, students, health orgs, policy experts
- Working alongside \$15 and Fairness
- Advocating especially around access to 7 paid sick days and no more sick notes
- Advocating for decent work in the health sector

- Special acknowledgements: Kate Atkinson, Andrew Pinto, Michael (name and some details of story altered)

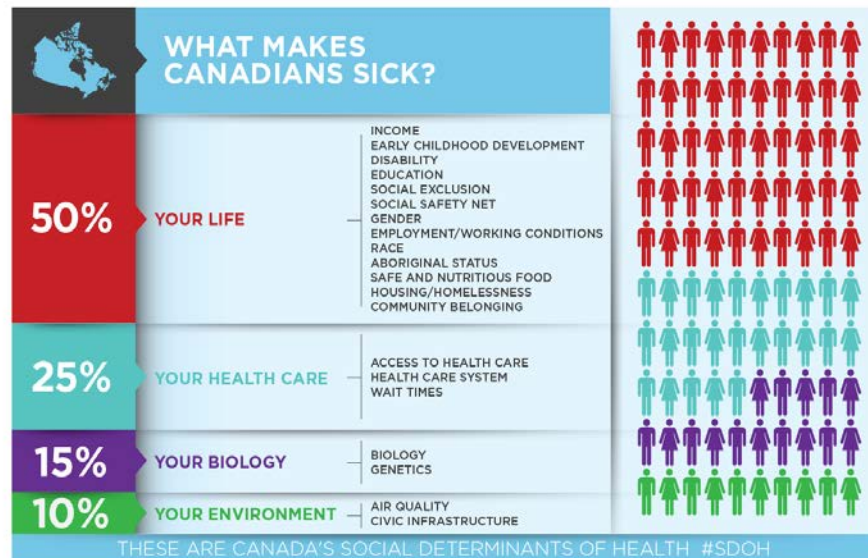
Michael's story

- 32yoM from Caribbean
- Came to Canada as a refugee claimant
- Had to leave wife and kids at home
- Used to be an accountant
- In a shelter on arrival, then housed inner suburbs
- Presented with various vague complaints – headaches, knee pain, back pain, dizziness, chest pain



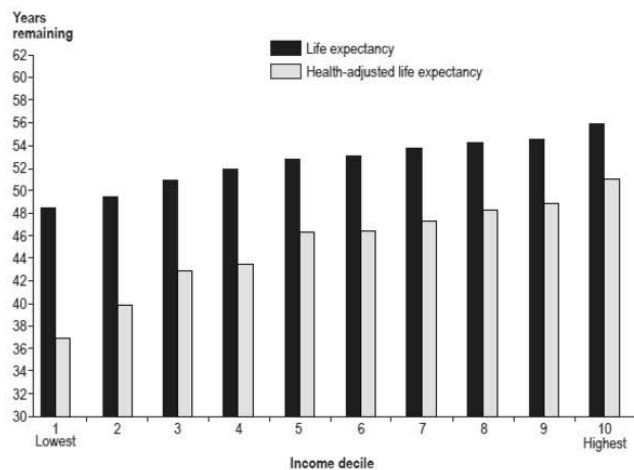
Michael's story

- Working at a fast food establishment
- Spends all day commuting back and forth
- No time for social interaction
- Can't sponsor family till refugee claim accepted - misses them a lot
- Not able to save much money – felt trapped on a treadmill of working to pay rent
- Poor work environment – didn't think he could take time off without losing his job
- Does not want to quit due to need for good references and lack of Canadian experience



CMA 2013 REPORT: "WHAT MAKES US SICK?"

Income and Health



Source: 1991-2001 Canadian census mortality follow-up study; 2000/2001 Canadian Community Health Survey (cycle 1.1).

<http://www.statcan.gc.ca/pub/82-003-x/2009004/article/11019/figures/fig1-eng.htm>

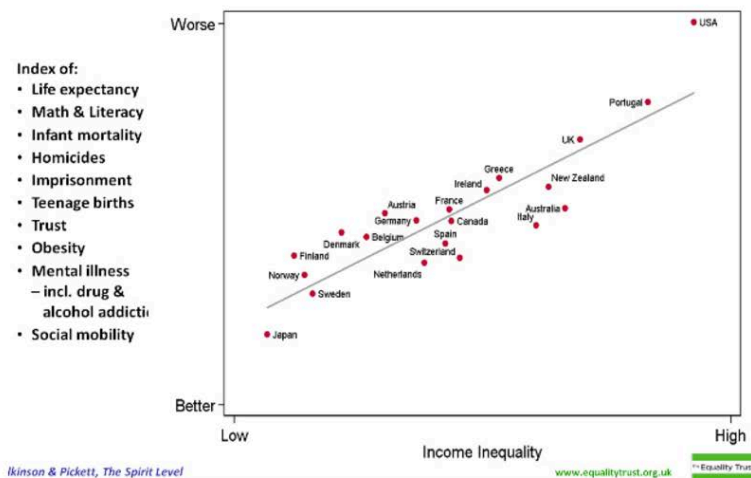
Poverty and Health

- Diabetes: Lower-income men have 10% incidence vs 5% (8% vs 3% in women)
- Cancer: Low-income groups have higher rates of lung/oral cancer (OR 2.41), cervical cancer (RR 2.08)
- Mental illness: Living below poverty line – 58% higher rate of depression
- Children: higher rates asthma, obesity, injuries, poor mental health, worse health as adults
- Chronic stress – epigenetic effects



Poverty: A Clinical Tool for Primary Care Providers. <https://thewellhealth.ca/poverty/>

Income Inequality and Health



(Source: *The Spirit Level*, Richard Wilkinson and Kate Pickett, 2009)

<http://en.healthnexus.ca/topics-tools/health-equity-topics/health-equity>

How do good jobs create health?

Decent wages

- (FWBJ Act = \$15 min wage)
- Safe housing and neighbourhoods
- Healthy food
 - 2016 – nutritious food basket* in Toronto \$858.81/mo for family of four
- Transportation to medical appointments
- Access to communication



Cost of the Nutritious Food Basket – Toronto 2016. City of Toronto.
<http://www.toronto.ca/legdocs/mmis/2016/hl/bgrd/backgroundfile-96417.pdf>

How do good jobs create health?

Access to paid sick days, vacation time, emergency leave, parental leave

- (FWBJ Act = 10 days personal emergency leave, only 2 days paid)
- Appropriate medical care and recovery time
- Public health benefits in case of infectious diseases
- Sustainability, prevent burnout, good mental health
- Ability to care for the health of your family members



How do good jobs create health?

Access to extended health benefits ie less temporary, casual, part-time work

- Drug coverage
- Dental care
- Vision care
- Outpatient physiotherapy
- Counselling



How do good jobs create health?

- Appropriate scheduling notice
- Equal pay for equal work
- Access to safe environment and equipment
- Free from harassment or bullying



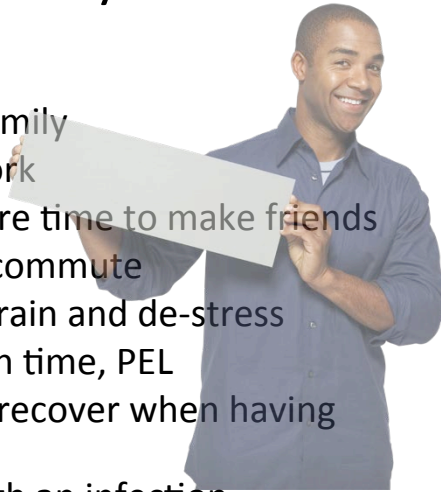
What Michael's story could be

Decent wages

- Save money to visit his family
- Find housing closer to work
- Less commute time – more time to make friends
- Not worry about cost of commute
- Be able to join a gym to train and de-stress

Access to sick days, vacation time, PEL

- Could take some time to recover when having various symptoms
- Would not go to work with an infection



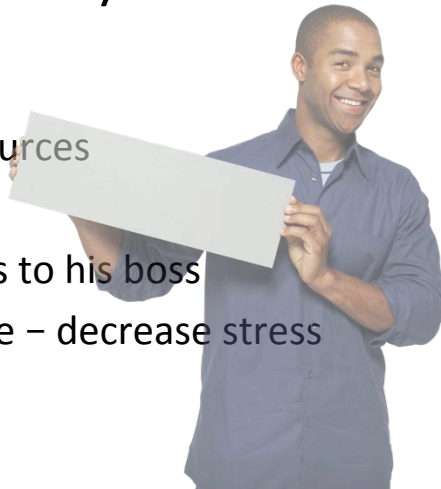
What Michael's story could be

Extended health benefits

- Proper counselling resources

Good work environment

- Could take his concerns to his boss
- Would feel more at ease – decrease stress



Thank you!

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[@RitikaGoelTO](#)



STEPHANIE PROCYK

MANAGER, RESEARCH, PUBLIC POLICY AND EVALUATION – UNITED WAY TORONTO & YORK REGION



Stephanie Procyk is a Manager of Research, Public Policy and Evaluation at United Way Toronto & York Region. In this role, she has led United Way's work on precarious employment through the PEPESO project, and has worked on key reports such as Building Better Business Outcomes Through Workforce Security, The Opportunity Equation and The Precarity Penalty. She previously worked in consulting with Open Policy Ontario and in the fields of mental health and labour organizing in Chicago. She completed her BA at McGill University and her Master of Public Policy at the University of Michigan Ford School of Public Policy.



Procyk, S. (2017, September 12). Session 01 – Macro-Environmental Impacts of Decent Work and Good Jobs. Presented at the Better Way to Build the Economy Alliance and the Centre for labour Management Relations' conference, "Smart Employers Talk: Building a Better Economy One job at a Time." Toronto, ON.



United Way
Toronto & York Region

Better Business Outcomes Through Workforce Security

July 26, 2017



Insecure (Non-Standard) Employment

Insecure employment describes states of employment that do not have the security or benefits enjoyed in more standard employment relationships



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United Way
Toronto & York Region

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

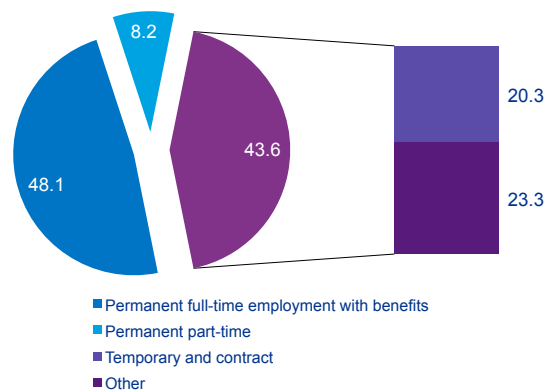


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Proportion of Workforce in Full-Time Secure Jobs

Less than half of working-age adults in the GTHA have permanent full-time secure jobs



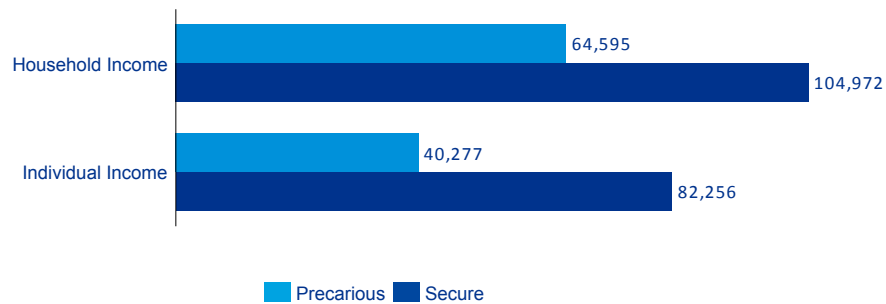
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Income by Employment Security

Average household and individual income for those in insecure employment

Average individual and household income by employment security
2014; GTHA (\$)



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Access to Benefits

Those with less job security have limited access to benefits

Employer funds drug, vision, and/or dental benefits by employment security
2014; %



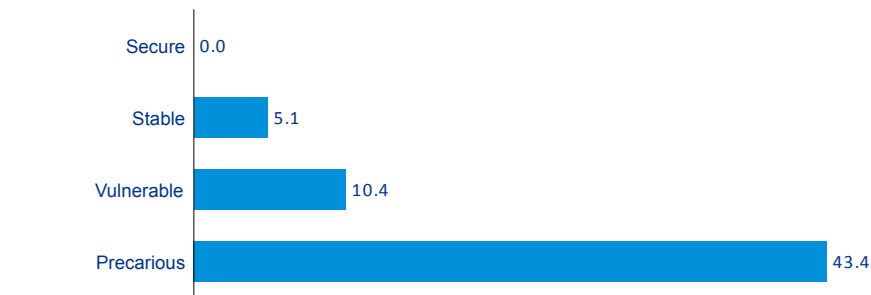
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Advanced Scheduling

Less secure workers often don't know their schedules in advance

Knows work schedule at least one week in advance half the time or less by employment security; 2014; %



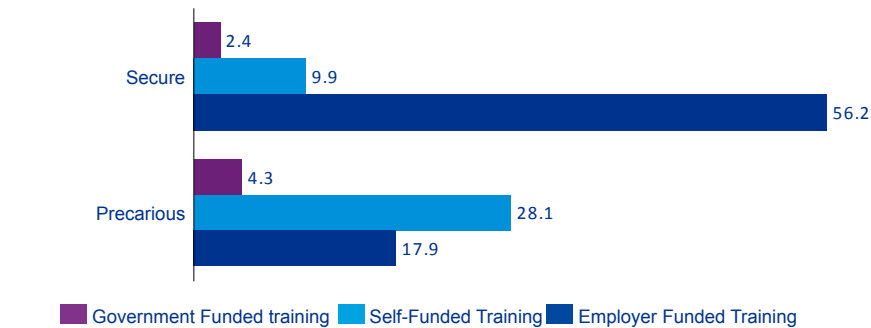
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Access to Training

Insecure workers have less access to training

Access to training by employment security 2014; %



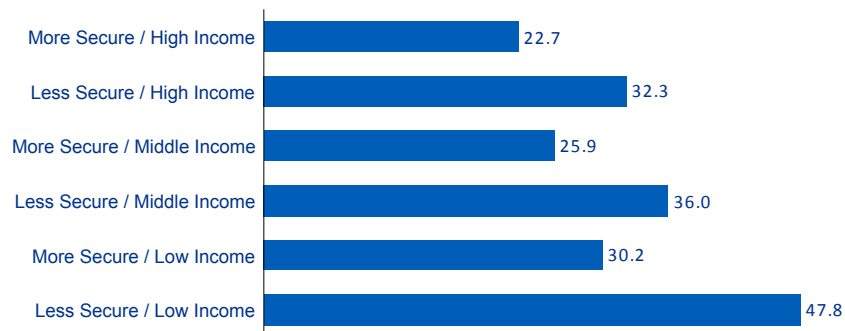
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Increased Anxiety

Precarious employment is associated with increased anxiety at home

Anxiety about employment situation interferes with personal or family life by employment security and household income; 2014; %



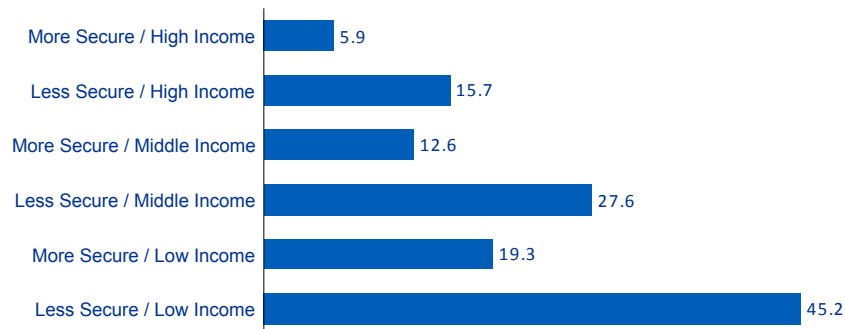
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Increased Income Stress

Precarious employment is associated with increased income stress

Concerned about maintaining standard of living in the next 12 months by employment security and household income; 2014; %



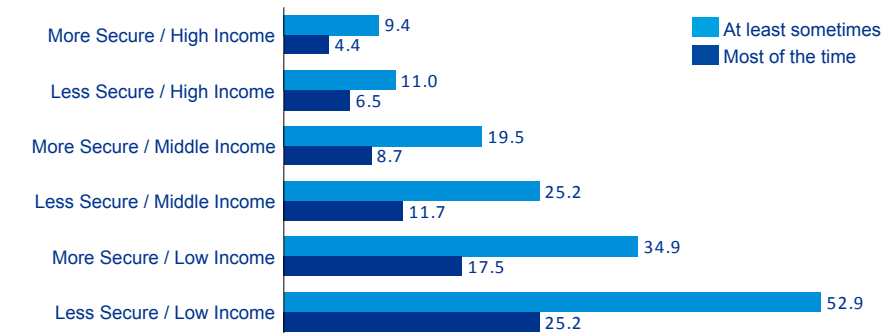
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Impact on Children

Precarious employment can affect children

Unable to pay for activities outside of school by employment security and household income; 2014; GTHA (\$)



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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



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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**



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Business Case Framework Overview

Our current report 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



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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



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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.



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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.



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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



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1. Income Benefits

Employers can increase security of workers through a range of benefits options including coverage equivalent to full-time standard workers, partial coverage, or coverage based on a pre-determined threshold

Worker Benefits

- Reduced income related stress
- Improved health and well-being
- Increased support for children
- Increased community engagement and volunteering

Business Benefits

- Increased productivity, employee engagement, and satisfaction
- Increased supply of qualified temporary workers
- Improved talent attraction and retention efforts



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1. Income Benefits – Practice Areas

Comprehensiveness of Income Benefits

One	Two	Three	Four
<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*

Additional options

- Benefit bank – some benefits provided for workers or employers to purchase independently through the benefit bank³⁷

*There may be CRA implications for some types of non-standard workers that organizations should be careful to evaluate and address.



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2. Other Benefits

Other benefits are supports without direct financial components such as paid leave, flexible hours, and alternative work options

Worker Benefits	Business Benefits
<ul style="list-style-type: none"> • Improved work-life balance • Increased ability to cope with unanticipated personal events (reduced levels of stress/anxiety) • Increased community engagement 	<ul style="list-style-type: none"> • Improved employee morale, motivation, productivity, and loyalty • Decreased absenteeism and turnover



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2. Other Benefits – Practice Areas

Comprehensiveness of Other Benefits

One	Two	Three	Four
<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.)

** The proposed Bill 148 in Ontario would legislate two paid sick days per year for employees.



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3. Predictability

Predictability refers to supports to make working schedules more predictable, consistent, and stable for workers

Worker Benefits

- Decreased anxiety
- Improved household wellbeing and happiness
- Decreased delays in starting relationships and/or families

Business Benefits

- Improved employee morale, engagement, and productivity
- Decreased turnover



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3. Predictability – Practice Areas

Comprehensiveness of Predictability Practices

One	Two	Three	Four
<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.)



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4. Training and Professional Development

Increased security can be provided through partial or full inclusion in training and skills development opportunities, mentorship programs, and promotion from within the organization

Worker Benefits

- Increased internal and external career pathways
- Greater likelihood of transition to full-time/permanent roles

Business Benefits

- Access to talent pool familiar with organization and work processes
- Increased retention
- Increased referrals of qualified candidates



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4. Training and Professional Development – Practice Areas

Comprehensiveness of Training and Professional Development Practices

One	Two	Three	Four
<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



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5. Inclusion

Inclusion means to involve non-standard workers in the social and cultural aspects of the business as both participants and leaders

Worker Benefits

- Increased satisfaction
- Increased engagement

Business Benefits

- Culture valuing contributions of all staff
- Improved retention and employee satisfaction
- Increased likelihood of non-standard workers taking permanent roles if offered



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5. Inclusion – Practice Areas

Comprehensiveness of Inclusion Practices

One	Two	Three	Four
<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



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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>



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Conclusion & Next Steps

Workforce Security Maturity

	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 incentivesIncreased 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 coverage³¹Flexible 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 requirements³²
Other Benefits	<ul style="list-style-type: none">No paid sick or personal days³³Flexible work arrangements only provided based on legislation or regulationNo time or monetary allocation for volunteering activities	<ul style="list-style-type: none">Reduced paid sick days compared to standard amountReduced paid personal days compared to standard amountIncreased wages in lieu of leave benefits	<ul style="list-style-type: none">Equivalent paid sick days to standard amountEquivalent paid personal days or premiums to standard amountBenefit fund – offer a fund for sick pay from which workers could draw³⁴Limited 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 amountFlexible arrangements if desired (e.g. telecommuting, incremental leave, flextime, compressed workweeks)Time or monetary allocation for volunteering activitiesSignificant 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 schedulingNo guaranteed scheduled minimum hours	<ul style="list-style-type: none">Advanced notice of schedulingLimited scheduling stability and predictabilityGuaranteed minimum hours	<ul style="list-style-type: none">Scheduling and minimum hours established in contractConsistent 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 schedulingConsistent 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 programsNo clarity around current role expectationsNo involvement in performance management processNo advanced notice of upcoming permanent opportunities	<ul style="list-style-type: none">Access to limited role-specific internal trainingAccess to limited mentorship programsClearly communicated current role expectationsNo involvement in performance management processSome advanced notice of upcoming permanent opportunities	<ul style="list-style-type: none">Full access to internal training and mentorship programsAccess to cross-training to broaden skillsets and prepare workers for a range of internal or external opportunitiesInvolvement in performance management processAdvanced notice of upcoming permanent opportunities	<ul style="list-style-type: none">Clear and preferential access to permanent, full-time roles and promotionsAccess to external training programs and fundingPolicies that facilitate the transition from non-permanent to permanent roles

YOGENDRA SHAKYA

SENIOR RESEARCH SCIENTIST – ACCESS ALLIANCE



Yogendra is a Senior Research Scientist at Access Alliance. Yogendra's research focuses on examining how critical determinants like job insecurity, poverty, discrimination, social isolation / exclusion, and language barriers affect health and healthcare access for vulnerable communities such as racialized groups, immigrants and refugees. He is actively engaged in using research evidence to build knowledge and healthy public policies, including supporting advocacy campaigns / networks such as 15 and Fairness, the Decent Work and Health Network, and the Right to Healthcare Coalition.



Shakya, Y. (2017, September 12). Session 01 – Macro-Environmental Impacts of Decent Work and Good Jobs. Presented at the Better Way to Build the Economy Alliance and the Centre for labour Management Relations' conference, "Smart Employers Talk: Building a Better Economy One job at a Time." Toronto, ON.

Why Promoting Decent Work and Fair Wages is a Public Health Priority?

Smart Employers Talk

Building a Better Economy One Job at a Time

Toronto, Sep. 12 2017



Yogendra B. Shakya, PhD

Senior Research Scientist

Assistant Professor (status only), DLSPH

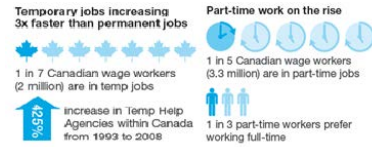
yshakya@accessalliance.ca



Rise in Precarious Employment

Based on Statistics Canada data, precarious forms of employment is

increasing 3 X faster
than permanent, full-time jobs.



According to Ontario Ministry of Labour (2016), **26.6%**
of Ontario's workforce in 2015 constituted non-standard employment

(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."

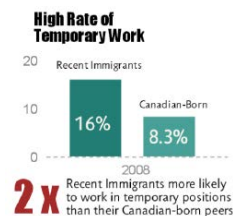
Cranford, C., Vosko, L. and Zukewich, N (2003). Precarious Employment in the Canadian Labour Market: A Statistical Portrait. *Just Labour*. Vol 3 Fall 2003: 6-22.; Galameau, D. (2010) Temporary Employment in the Downturn. *Perspectives*. Statistics Canada. November, 2010. Catalogue no. 75-001-X; Statistics Canada, CANSIM, Table 282-0014. Accessed September 2014. Ontario Ministry of Labour (2016). *Interim Report: Changing Workplaces Review*. https://www.labour.gov.on.ca/english/about/pdf/cwr_interim.pdf; Poverty and Employment Precarity in Southern Ontario Group (PEPSO) (2016). *The Precarity Penalty: The impact of employment precarity on individuals, households and communities – and what to do about it*. Toronto. <https://pepsocan.ca/2016/06/21/new-report-launched/>

Women, racialized groups and Immigrants over-represented in precarious work

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%)

15.9% of recent immigrants in Ontario hold
part-time temporary employment although this group
comprises of only **9.8%** of the total population



Noack, A.M and L.F. Vosko (2009). Precarious Jobs in Ontario. Mapping Dimensions of Labour Market Insecurity by Workers' Social Location and Context. Toronto, Commissioned report by Law Commission of Ontario.

Race to the Bottom

In spite of being the most prosperous province in Canada, Ontario has seen a 'race to the bottom' during the last couple of decades; this province, particularly its metropolitan cities like Toronto, has become

- **working poverty capital**
- **child poverty capital**
- **precarious job capital**

in Canada.

Growing Evidence on Impacts of Precarious Work



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 7 Canadian wage workers (2 million) are in temp jobs

Increase in Temp Help Agencies within Canada from 1985 to 2008

Part-time work on the rise

1 in 5 Canadian wage workers (3.3 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 4 (about 17%) of precariously employed workers in Canada have extended health/benefit insurance, compared to 1 in 2 (about 50%) 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 fatal occupational injuries

2x more likely to rate their health as less than good

2x risk of heart attack and 4x risk of diabetes from working more than an 11 hour shift

2x more likely to suffer from diabetes

4x more likely to visit dentist only in emergency

FIVE STEPS TOWARDS GOOD JOBS

1 STOP THE RISE OF INSECURE JOBS by limiting temporary, part-time jobs to less than 5% of your workforce (as recommended by International Labour Organization)

2 PROMOTE WELLBEING of temporary, part-time employees by offering them fair wages and healthy extended benefits

3 PROTECT temporary, part-time employees by adopting higher employment standards and occupational health policies

4 PROMOTE PATHWAYS TO STABLE EMPLOYMENT for temporary, part-time employees by offering them training and retraining opportunities

5 SCREEN FOR, ADJUST RISK AND ADDRESS harmful health impacts from insecure jobs within primary care, by working cross-sectorally with occupational therapists and workers action centres

Access Alliance
National network of community-based organizations

2010-2011
National Survey of the Workforce

FOR MORE INFO AND REFERENCES, VISIT
www.AccessAlliance.ca/Good-Jobs

Health Impacts from Precarious Work

Occupational Health Impacts

precarious workers **2.5 x** more likely to experience
fatal occupational injuries



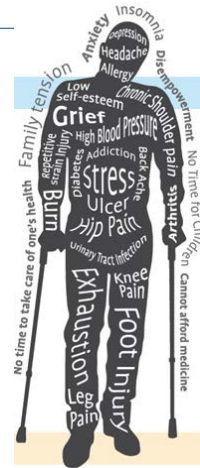
Health Impacts from Precarious Work

Mental Health Impacts

Dozens of Canadian and international evidence show that precarious work results in many mental health impacts including

acute stress, depression, anxiety, sleep-disorders, lower self-rated mental health, addictions

Analysis of seven waves of data from 7,155 respondents of working age (44,019 observations) from a national household panel survey in Australia found that **people in precarious jobs had worse mental health than those who were unemployed ***

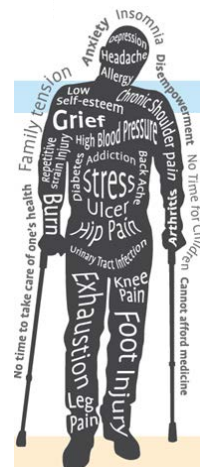


Health Impacts from Precarious Work

Chronic Health Impacts

Evidence from many longitudinal epidemiological studies from UK (e.g from the Whitehall Studies), Scandinavian countries, Japan show that, precarious workers face

- **40% higher risk for heart disease**
- **2x higher risk for diabetes**
- **And are at higher risk many different kinds of cancers**

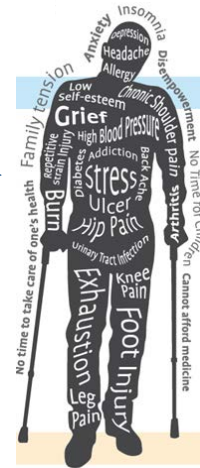


Health Impacts from Precarious Work

Other Health Impacts

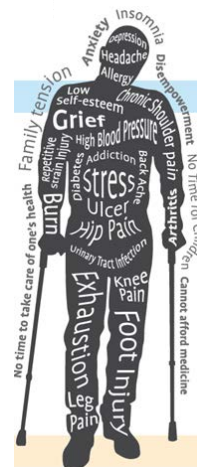
Growing evidence that precarious work results in many other health impacts including:

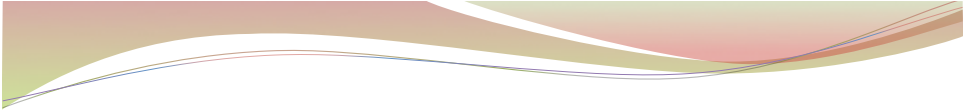
- **Gastro-intestinal problems** (e.g ulcers, chronic stomach ache)
- **Musculoskeletal problems** (e.g chronic leg, back, hand pain, spinal pain)
- **Physiological problems** (e.g. allergies, asthma, acute exhaustion/fatigue, migraines)
- **Deterioration of family health** (domestic tension, no time to spend with family and children;)



Precarious Work = Limited Access to Healthcare

- Lack of Paid Sick Days or Personal Emergency Leave
- Lack of Extended Health Benefits* (no coverage for prescription drugs, dental, eye, physiotherapy etc)
 - Compared to those in standard employment, precarious workers over **3X less likely** to have medical insurance benefits (23% compared to 74.3%) and dental benefits (22.8% vs 75.7%).
- Lack of knowledge and access to Occupational Health and Safety provisions, WSIB, ODSP etc.
- Lack of time to seek healthcare services





Case Examples

Carmen Perez

(stuck in protracted precarious work as food service worker in a hospital; has been diagnosed with pre-diabetes and high blood pressure; has chronic headache)

*“Everyone fights to become full time, but that is really difficult. How long have I been here? **Fifteen years, and you can never become ‘full-time’**. It’s the same thing in the hospital. They don’t want to give it to you because of the benefits. Which is why I ask ‘after living in Canada for so many years’ one starts to feel bad because you can never become full-time. . . how if no one in my family has ever had pre-diabetes did I get it? When I was facing the problem with two shifts, three shifts, and that’s when it started. . . one lives with this **horrible stressful state**, the same with tumors or cancer, it comes from stress, unfortunately... A person can’t be so disposable.”*

Source: Access Alliance Multicultural Health and Community Services (2012). *Where are the Good Jobs?: Ten case stories of ‘working rough, living poor’*. Toronto: Access Alliance Multicultural Health and Community Services.



Case Examples

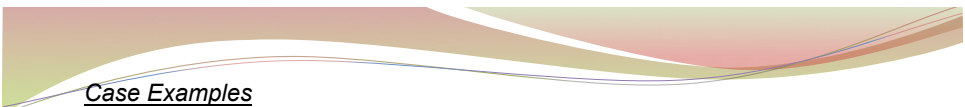
Sharma Family

(both Nutan and Daruun Sharma have been going from one low paying precarious job to another without benefits like paid sick days)

*“I used to feel **heart pain** sometimes and if I stress too much, I do have heart pains . . . **Even though I’m sick now, I have to go to work, because if we don’t go to work we have no sick leaves and we don’t get paid. I had a cough and I was vomiting and yeah I had vomiting at the job and I still continued to work.**” – Nutan Sharma*

*“Because of the job pressure, I faint so much it is affecting my **blood pressure**. Last week for example, **I did not have strength to stand but I still had to go to work**. So, if we have to go work even if we are sick so the **recovery period is extended**. So for example, others may recover 2-3 days after, but it actually takes us 8 to 9 days to recover.” – Daruun Sharma*

Source: Access Alliance Multicultural Health and Community Services (2012). *Where are the Good Jobs?: Ten case stories of ‘working rough, living poor’*. Toronto: Access Alliance Multicultural Health and Community Services.

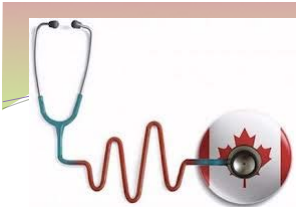


Case Examples

Mohammad Sarker (Community Action Leader, Access Alliance; Excerpts of speaking notes from deputation to Bill 148)

“Currently I am stuck working three part-time jobs and still can just barely make ends meet for my family of four. The income insecurity and the stress of juggling three low wage part-time jobs is having damaging health impacts on me and my family. We always run for our work here and there, always in stress to manage our basic expenditures. We have no family time or even time to take care of each other. This effects on our body and mind-- my wife was recently diagnosed as a type -2 diabetic patient and I have been diagnosed for pre-diabetic stage.

I commend the Ontario government for taking steps to introduce Bill 148 in order to promote decent work, fair wages and fair workplaces. **I believe having a decent job, getting paid a livable wage is a human right – not too much to ask.”**



There is growing evidence that rise in precarious jobs (particularly those that are low wage) is making **hard working families really, really sick**. Worse, these are the very families that tend to have limited health benefits (such as paid sick days, prescription drug coverage etc) and face barriers to healthcare. Studies even show that people in precarious jobs have **worse health than those who are unemployed**.

Thus promoting Fair Wages and Decent Work constitutes one of the most important priorities for **public health and health equity**.



Catalysts for Change

We need to catalyze a transformative, 'race to the top' movement to ensure that Ontario becomes a world leader in instituting and championing decent work, fair wages, and healthy work places. **Good jobs are good for business and good for health.**

Join/Support/Endorse:

Bill 148

15 and Fairness Campaign

Better Way Alliance

Decent Work and Health Network

Good Jobs Coalition

Decent Work Charter

Contact Info

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www.researchforchange.ca

SESSION 02 - EMPLOYERS PAY IT FORWARD: HOW PUTTING PEOPLE FIRST PAYS OFF

ART JANZEN & TRENT BAUMAN

CO-OWNERS – MENNO S. MARTIN CONTRACTOR LTD.



A true problem solver, connector of people and co-owner of Menno S. Martin Contractor Ltd. Art's career has seen him through 26 years of people management, project management and marketing, ranging from small family business to large corporate environments in construction, tool and die, graphic design and the tech sector; a true jack of all trades. His passion for leadership has led him, along with his business partner, to build on their company's 75 year old history of integrity with a genuine philosophy of "Putting People First", setting them apart, not only in their industry but in their community.

Trent studied Architectural Technology and has spent his working life at Menno S. Martin Contractor Ltd. since 1987. He believed in the company's business model and went on to become Co-Owner of Menno S. Martin Contractor Ltd. in 2010. Not wanting to totally define his life by his work: he also spends time traveling to quirky and wonderful places, volunteering in many community projects, collecting art and capturing his view of the world through urban sketching.



Janzen, A. and Bauman, T. (2017, September 12). Session 02 – Employers Pay it Forward: How Putting People First Pays Off. Presented at the Better Way to Build the Economy Alliance and the Centre for labour Management Relations' conference, "Smart Employers Talk: Building a Better Economy One job at a Time." Toronto, ON.





Menno S. Martin Contractor Limited is a 75 year old renovation company in its third (non-family) generation of ownership.

Our company philosophy is simply "Putting People First". It is lettered on our trucks, job signs and all of our marketing, but more importantly, it is top of mind in all of our business decisions. It isn't just a catchy slogan.

We are also Living Wage Employers and feel that doing so not only embodies our philosophy but is a good business decision.



Some Hidden Cost Savings for a Living Wage Employer

- Very Low Staff Turnover
- Minimized Absenteeism
- More Focused Training Costs
- Improved Engagement



- We focus primarily on our internal measures but we are also trying to better our external practices.
- It has been an education process with our sub-trade contractors as the formal concept of Living Wage is still fairly unknown to many of them; even if they are in fact following the Living Wage practice in their normal course of business.



CABINETEFFECTS
CUSTOM CABINETS & WOODWORKING



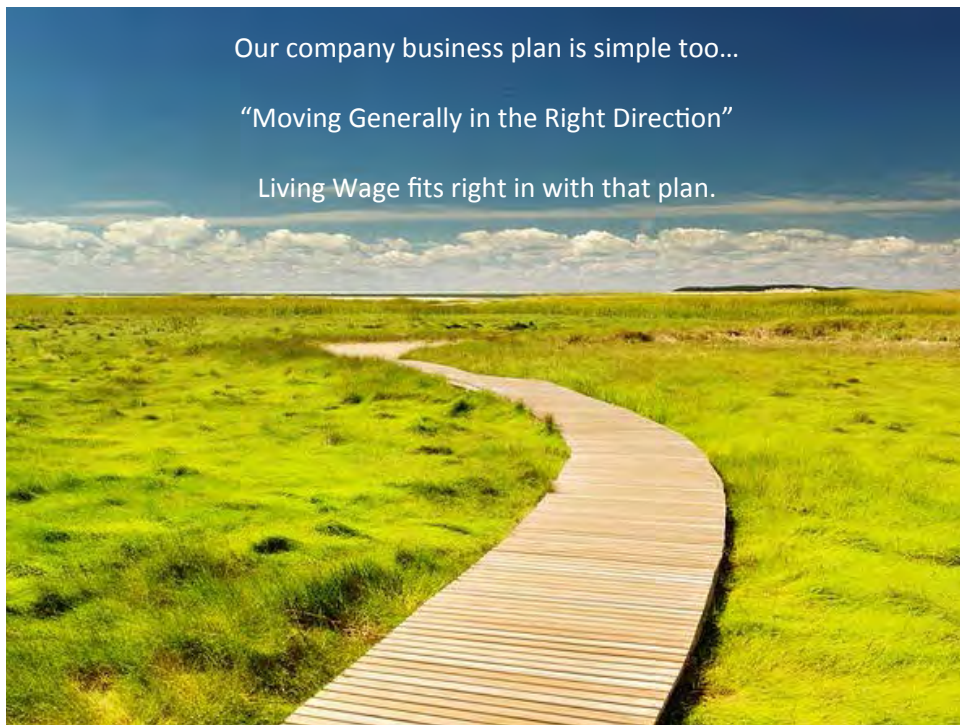


- As Owners of the Company, we firmly believe that that if we are to benefit with the help of others, then those people also need to make a fair living.

Our company business plan is simple too...

“Moving Generally in the Right Direction”

Living Wage fits right in with that plan.



AXELLE JANCZUR

EXECUTIVE DIRECTOR – ACCESS ALLIANCE



Axelle has been working in the non-profit sector for over 30 years, with organizations that prioritize addressing systemic barriers faced by vulnerable populations. With an MA in Political Science and an MBA from the Schulich School of Business, she has been the Executive Director of Access Alliance Multicultural Health and Community Services for 19 years. She has been instrumental in the development of Research for Change, a community based research centre of excellence which has a focus on: racialization of poverty; precarious employment's impact on health; and pathways to decent jobs. Most recently Access Alliance has been active in the Decent Work and Health Network, and with the Worker's Action Centre in the Fight for 15 and Fairness.



Janczur, A. (2017, September 12). Session 02 – Employers Pay it Forward: How Putting People First Pays Off. Presented at the Better Way to Build the Economy Alliance and the Centre for labour Management Relations' conference, "Smart Employers Talk: Building a Better Economy One job at a Time." Toronto, ON.

Thanks very much for inviting me.

First, a little bit about Access Alliance – we have been in operation for over 25 years in the city of Toronto. We are a multi-service community health organization with a historical focus on serving immigrants and refugees.

Structurally we are a typical non-profit organization. With a budget of over 12 million dollars, we annually have to apply for, and negotiate, for the majority of our funding with numerous government and other funders – ensuring priorities are aligned, reporting against rules and targets, demonstrating compliance with a vast array of legislative and other requirements, all the while working with our boards to meet our own priorities and objectives.

As so many other NPOs, the majority of our operating costs are not discretely funded; we manage by charging percentages of these against all funding received. Some of our funders are on the record as saying they don't care about ESA when we try to get funding to cover off costs related to parental leaves or sick days; others have flat lined us for years with no acknowledgement that funding is eroded by COL increases while still expecting more and more in terms of service delivery levels and other outcomes every year.

Our commitment to decent work began many years ago when we committed to being evidence informed and using data – all data, but in particular data and knowledge that was co-created with community through our community based research program – to inform our planning and evaluation processes. At that time it became crystal clear to us that bad jobs are making people sick, that pathways to precarious employment are insidious and everywhere among us, and that there are things that can be done to address – even minimally – the impacts of these practices and factors.

Our ongoing approach is grounded in our research, the Knowledge Translation/advocacy work we do and our own internal commitments and practices.

In 2011 we released a report entitled Working Rough, Living Poor which was carried out by the Income Security, Race and Health Working group that we developed in conjunction with community members to act as an advisory to lead the project. This study investigated the relationship between employment, income and health insecurities faced by precariously employed racialized groups. We subsequently released, in 2013 a report entitled “Where are the Good Jobs?” which were ten case stories of “working rough, living poor” where we really drilled down to better understand peoples lives and challenges.

In 2014 we released “Like Wonder Women, Goddesses and Robots”, a report from another research project looking at how racialized immigrant women in Toronto are impacted by and respond to employment precarity. Finally in 2015 we released a resource called Making Jobs

Work, Resources for Achieving Employment Security. While targeted to precariously employed people, it is a resource for service providers as well, to understand what constitutes a good job.

Access Alliance works closely with the Workers Action Centre and other stakeholders, supporting any number of initiatives related to precarious employment, poverty, etc. Our board of directors signed a commitment to paying a minimum of \$14/hour to all employees at Access Alliance three years ago. And shortly thereafter, prior to our involvement with the Toronto Neighbourhood Centres Decent Work initiative, we launched our own call to action – Bad Jobs Are Making Us Sick – which we circulated broadly in the health sector, publicizing the harmful effects of precarious jobs, calling on public sector leaders to champion an internally driven change movement to reverse this unhealthy trend and identifying 5 steps towards good jobs. These were:

1. Stop the rise of insecure jobs by limiting temporary, part-time jobs to less than 5% of your workforce;
2. Promote wellbeing of temporary, part-time employees by offering them fair wages and health/extended benefits;
3. Protect temporary, part-time employees by adopting higher than minimum compliance of employment standards and occupational health standards;
4. Promote pathways to stable employment for temporary, part-time employees by offering them training and networking opportunities; and
5. Screen for, adjust risk and address harmful health impacts from insecure jobs with primary care, by working cross-sectorally with OTs and workers action centres.

Access Alliance participated actively in the community consultations that informed the TNC Decent Work Charter. Our board invited the project team to present to them and ultimately they decided to sign the charter in the winter of 2016. We have agreed to review the Decent Work checklist at our labour management committee (management and union) to review in order to ensure compliance with better/best standards.

Some preliminary areas for discussion include:

- Increase our minimum to \$15/hour as we do support the 15 and Fairness Campaign;
- Take a look at holiday entitlement in first year of employment;
- Ongoing monitoring of trends of ratio of full/part-time employees as well as permanent/contract over time;
- Explore possibilities of providing additional benefits to limited-term staff;
- One final area for discussion at some point is our expectations vis a vis vendors, contractors, etc...

I want to highlight other initiatives at Access Alliance which are in the spirit of the objectives of the Decent Work charter and which reflect decisions that we can make within our organizations.

- Access Alliance strives to bundle part-time contracts to provide full-time employment as much as possible. Only 15% of our staff is part-time and only 15% of our positions are non-permanent.
- Regardless of annual renewal of key funding, we have committed to permanent employment contracts. Many NPO organizations do not commit to this, rather keeping staff on annually renewable contracts. In the event that we lose funding, we would have to lay off staff but in the meantime they are permanent with all related rights and benefits.
- We have a professional development organizational plan, dedicating time and money for staff to individually pursue PD goals, as well as having a program of internal training to support PD as well.
- We have agreed that 10 instances of staff accrued sick days per year can be utilized for family related emergencies and responsibilities, thus acknowledging that people need support in order to achieve better work life fit.
- Staff – all staff – must be given 30 working days' notice of schedule changes
- We are vigilant about breaks, lunches and overtime – which is assiduously tracked and taken within the next pay period.
- All staff (permanent, temporary, casual – everybody) make \$14/hour – even our child minders, our temps, our security guards, our summer students, our evening relief coverage, etc...
- Other small but meaningful things that we do as well include: Taking extra steps to make sure part-time, contract employees get the same level of Occupational Health and Safety training, and are involved in creating safe and healthy workplace; That we make sure part-time, contract employees get invited to staff picnics and social gatherings so they feel included and connected to the agency, and ; We actively provide networking, reference support, career advice, job search help (eg. forward relevant job postings) after the contract is over.
- We are wrapping up a project called “Building Health Centre’s Capacity to Promote Good Jobs”. The objectives of this project were to deepen knowledge of CHCs about damaging health and social impacts of precarious jobs; strengthen institutional capacity to promote good jobs for client communities and overcome negative health impacts of precarious work; and help mobilize innovative sector specific solution on promoting good jobs.

In closing I would just like to flag one last initiative/accomplishment that we are very proud of at Access Alliance. Given our focus on immigrant, refugee and racialized communities, we are very committed to Employment Equity, notwithstanding the lack of legislation provincially.

We have an active and engaged anti-oppression committee that surveyed our workplace recently and reported on our findings to all staff. We are committed to doing this regularly. It was through this survey that we identified percentage of permanent and full-time positions.

We identified that over 60% of our staff were born outside of Canada and only 25% of our workforce is white. This ratio is present in all levels of the organization – from reception, secretarial and security roles all the way to upper management. Access Alliance is a leader in the field of health care, community services, planning and evaluation as well as community based research and we think we demonstrate the value and impact of non-biased hiring practices in this sector.

Thanks very much for your attention.

KELLY WATSON

DIRECTOR, PEOPLE AND DEVELOPMENT – MUSKOKA BREWERY



Kelly is the Director of People and Development at Muskoka Brewery. After obtaining her University degree from Brock University, she specialized her education to further pursue Human Resources and Adult education. She has dedicated her career to change leadership, culture development and to support workers' growth on a personal and professional level. Over the past few years, and in representing Muskoka Brewery, she has been an instrumental advocate and committee partner for a Living Wage. Kelly is a proud wife with two young boys. In June of last year, Muskoka Brewery was announced as Canada's First Living Wage Brewery and was one of the original employers to support the Better Way Alliance.



Watson, K. (2017, September 12). Session 02 – Employers Pay it Forward: How Putting People First Pays Off. Presented at the Better Way to Build the Economy Alliance and the Centre for labour Management Relations' conference, "Smart Employers Talk: Building a Better Economy One job at a Time." Toronto, ON.



Proudly
Canada's 1st
Living Wage
Brewery



OUR LIVING WAGE JOURN



Living Wage is a direct social movement with the opportunity to make meaningful change...but what do our employees need?

Muskoka Brewery and PROMPT teamed up to champion Muskoka District's Living Wage

*We passionately believe that no
working families should be living in poverty.*

Muskoka's Living Wage Committee



Our reach: local community partners, local businesses,
Speaker with Simcoe County's task force, Tamarack and Ontario's Living Wage Network,
political event

Why Did We Join The Movement (Pay it Forward): #1 Our Care and Commitment to our Team



Why Did We Join The Movement: #1 Our Care and Commitment to our team

Our Simple Formula:

A healthy employee = a productive employee

A happy employee = an engaged employee

Productive + Engaged = a winning combo

The Impact: quality, efficiency, attendance, attraction and retention, benefit costs, team supporting each other....

Why Did We Join The Movement: #2 Giving Back to our Community



The Goal: engage our community and transform seasonal small business model to a year-round economic model

Why Did We Join The Movement: #3 Supporting our Vision & Brand Health

Muskoka Brewery &
Evergreen Fresh Water
Grant Program



Brand Health – The Business Case

Our Living Wage PR Results (5 months):

105 stories with a reach of 16,000,000 and social media reach of over 300,000. Here's the breakdown: Print – 11, Online – 86, Radio – 3, TV – 4, Podcast – 1

Here is a glimpse of what our consumers had to say:

- *Awesome accomplishment. Cheers.*
- *Well done gang. Great beer, great culture...all powered by great people*
- *Beer continues to build community....*
- *Congrats to Muskoka Brewery for being an employer who cares and does the right thing. Hopefully others will follow suit and become living wage employers too*
- *Muskoka Brewery first to introduce the "living wage" - love it*
- *Really awesome. Another reason to buy Muskoka Beer. Not that I need more!*
- *We'll drink to that!*
- *"So this summer if you want to enjoy top-notch craft beer with a side of social justice, check out this terrific brewery and what they have to offer."*

Keep the Conversation Strong

Engaging and educating:

- Living wage: what does the working poor mean – the level of importance
- Implications on a culture and productivity
- Power of community and an Employer's role

We will continue:

- Support the Better Way Alliance and Living Wage Canada (OLWN)
- Engage in local businesses – using CEO and HR networks to continue to educate
- Share our Story

Thank you!



KEVIN THOMAS

DIRECTOR, SHAREHOLDER ENGAGEMENT – SHAREHOLDER ASSOCIATION FOR RESEARCH & EDUCATION



Kevin is the Director of Shareholder Engagement at the Shareholder Association for Research & Education (SHARE). SHARE is a Canadian leader in responsible investment services, providing shareholder engagement, proxy voting, research and education, and policy advocacy to a growing network of Canadian institutional investors with more than \$14 billion in assets under management. SHARE is also the Canadian lead for an investor coalition with \$8 trillion in assets engaging publicly-traded companies on disclosing information on decent work practices at home and abroad.



Thomas, K. (2017, September 12). Session 02 – Employers Pay it Forward: How Putting People First Pays Off. Presented at the Better Way to Build the Economy Alliance and the Centre for labour Management Relations' conference, "Smart Employers Talk: Building a Better Economy One job at a Time." Toronto, ON.



The Investor Case for Decent Work

KEVIN THOMAS, DIRECTOR OF SHAREHOLDER ENGAGEMENT

SEPTEMBER / 2017



Photo © Lastdays1 ID 1317830 | Dreamstime Stock Photos

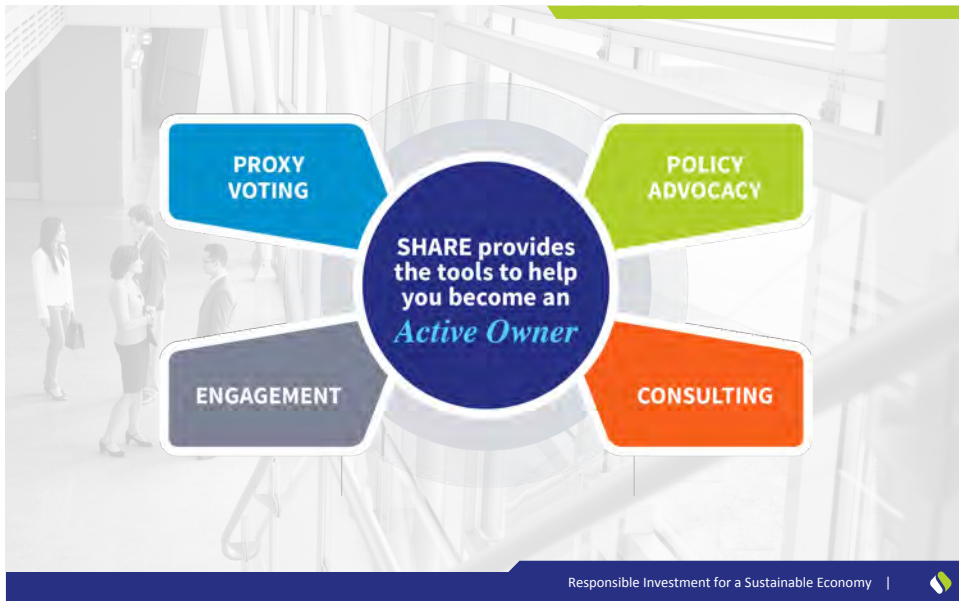
Responsible Investment for a Sustainable Economy |





Photo: © Mircea Nicolescu ID 14088759 | Dreamstime Stock Photos

Responsible Investment for a Sustainable Economy |



Responsible Investment for a Sustainable Economy |





THE SHARE DIFFERENCE

Non-Profit

SHARE's non-profit model means our staff are dedicated to serving your needs, not our profit.

Leadership

SHARE is a Canadian pioneer in active ownership with 17 years of experience and a team of specialized and dedicated staff.

Collaboration

SHARE provides its active ownership services to over 40 Canadian institutional investors with more than \$14 billion in AUM.

Unionized

SHARE is Canada's only unionized engagement and proxy voting service provider.

Responsible Investment for a Sustainable Economy |



SHARE is the Canadian partner in a global initiative to improve corporate disclosure of workforce practices, involving 79 institutional investors with nearly \$8 trillion in assets under management

"We believe integrating workforce issues into our investment process will improve long-term value and returns for our pension fund members. In order to fulfill our role as an active owner in relation to these issues, we need to be able to measure how companies manage their workforces."

Katharine Preston,
Director, Responsible Investing
OPTrust

Photo: © Glen Jones ID 836368 | Dreamstime Stock Photos

Responsible Investment for a Sustainable Economy |





www.share.ca

KIM PATEL

DIRECTOR, EMPLOYMENT & TRAINING CENTRE – ST. STEPHEN'S COMMUNITY HOUSE



Kim is the Director of the Employment & Training Centre at St. Stephen's Community House, a multi-service community-based agency in Toronto. Kim strives to empower her team to provide exceptional support to the Employment & Training Centre's participants. This support includes finding employment opportunities that fall within the decent work realm. Kim has been in the employment field for close to two decades, supporting job seekers in a variety of programs and in many roles including Resource Counsellor and Job Developer.



Patel, K. (2017, September 12). Session 02 – Employers Pay it Forward: How Putting People First Pays Off. Presented at the Better Way to Build the Economy Alliance and the Centre for labour Management Relations' conference, "Smart Employers Talk: Building a Better Economy One job at a Time." Toronto, ON.



St. Stephen's Community House

A Non-Profit Organization and an Employment Service
Provider Commitment to Decent Work



Who is St. Stephen's Community House?

- St. Stephen's Community House is a unique, community-based social service agency that has been serving the needs of Kensington Market and other neighbourhoods in Toronto since 1962. We are dedicated to making our communities stronger, happier and healthier.
- Our Employment & Training Centre offers a variety of programs funded by all levels of government. We support over 1,000 job seekers every year.





Our Internal Commitment

- We have signed onto the Toronto Neighbourhood Centre's Decent Work Charter including completing their Decent Work checklist which we did in partnership with our union
- In 2017-18, we will work with our union to decide on key action items from the checklist to work on
- Decent work is part of our agency's strategic plan



Our Internal Commitment

- Set a target of 1% of our agency's budget for Professional Development
- All of our employees are paid more than minimum wage (our lowest paid employee makes \$14.62 per hour – increasing to \$15 April 1st, 2018)





Our External Efforts

- Our Board of Directors' Advocacy Committee has made Decent Work their priority advocacy issue
- We have developed a "Fair Workplaces, Better Jobs" Statement that we have signed and are asking our partners in the employment service sector to sign with the goal of sending it to the Government in the fall



As an Employment Service provider....

- In 2016-17, our Employment Centre team decided that our strategic priorities would be
 - Commitment to a living wage
 - Support the career advancement efforts of our participants
 - Having conversations with our employer partners about the importance of decent work





As an Employment Service provider....

- We have operationalized our commitment by:
 - Challenging our job development team to sign 25% of their placement agreements with a living wage (\$15 per hour minimum)
 - We are tracking this work and reporting regularly to the team
 - Hosting job fairs for positions that pay more than minimum wage



As an Employment Service provider....

- We have operationalized our commitment by:
 - Supporting our participants in career advancement by asking for staff support when writing proposals and grants, and using our exceptions for participants to return for support
 - Talking about it a lot – at meetings (agency wide and team meetings), through emails and sharing successes
 - Including it in our pre-employment training to educate our participants



SESSION 03 - BUSINESSES THAT ARE BUILD TO LAST: THE RETURN ON INVESTMENT OF FAIR WORKPLACES

BRUCE TAYLOR

FOUNDER AND PRESIDENT – ENVIRO-STEWARDS



Bruce is the Founder and President of Enviro-Stewards Inc., which is a social venture that has been selected by B lab as one of the best companies for the world on three occasions. Bruce graduated from the University of Waterloo in chemical engineering, and has 28 years of experience in the fields of water and energy conservation, pollution prevention, sustainable development and treatment process design.



Taylor, B. (2017, September 12). Session 03 – Businesses that are Build to Last: The Return on Investment of Fair Workplaces. Presented at the Better Way to Build the Economy Alliance and the Centre for labour Management Relations' conference, "Smart Employers Talk: Building a Better Economy One job at a Time." Toronto, ON.

Building Community to Improve Margins



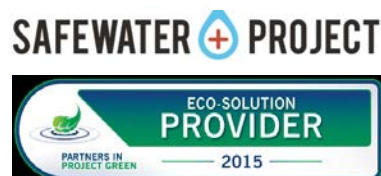
Building a Better Economy One Job at a Time
September 12, 2017



Enviro-Stewards Inc.

Enviro-Stewards Inc. is an engineering firm and Certified B Corporation established to:

- cultivate resilient businesses and
- improve lives in extraordinary ways



Cultivating Resilient Businesses

Maple Leaf Foods (MLF) has bold targets to reduce its' **water, energy and waste footprints by 50% by 2025** (per unit of production)

- During 2015 & 2016, Enviro-Stewards completed water, energy & pollution prevention assessments at 33 MLF facilities across Canada
- Identified practical opportunities averaging \$350,000/year/facility with a payback of under 1 year



Improving Lives



4 in South Sudan
2 in Uganda

“Average turnover in our sector is 15% and ours is under 1%. A fair workplace is a stable workplace.”

- Bruce Taylor, President, Enviro-Stewards



Keys to Employee Attraction & Retention:

- Mission alignment & Healthy Relationships
- Equitable & flexible employment



Benefits of a Living Wage:

- Lower turnover = higher quality service
- Lower turnover = less time recruiting & training
- Sufficient income = balanced employees focus on your business
- Lower stress of an equitably operated business



8

Contact Us:



Enviro-Stewards
Engineers & Scientists

For a free walkthrough & opinion on the magnitude of your potential savings contact:

ENVIRO-STEWARDS INC.
1 Union Street
Elmira, Ontario
N3B 3J9

Phone: (519) 578-5001
Fax: (519) 669-5002

Or visit us at our website:

www.enviro-stewards.com



DAMIN STARR

CO-OWNER / OPERATOR – PRE-LINE PROCESSING NIAGARA



Damin is a husband, father and life-long entrepreneur. He is recognized for his social advocacy and civic contributions in Hamilton Ontario where he resides. He co-owns and operates Pre-Line Processing Niagara with his spouse Debra. There, they specialize in active industrial solutions and parts manufacturing for the locomotive and environmental quality industries. As a business partner of Living Wage Ontario and the Betterway Alliance Canada, Damin is dedicated to strengthening the economy through good job strategies.



Starr, D. (2017, September 12). Session 03 – Businesses that are Build to Last: The Return on Investment of Fair Workplaces. Presented at the Better Way to Build the Economy Alliance and the Centre for labour Management Relations' conference, "Smart Employers Talk: Building a Better Economy One job at a Time." Toronto, ON.

Change Is Tough. Right?

AN EMPLOYER'S PERSPECTIVE ON THE SCARY THOUGHT OF
RAISING EXPECTATIONS AND A PROACTIVE APPROACH
TOWARD #DECENTWORK

Who Am I?

Damin Starr

Project consultant for Infrastructure
and Environmental Controls

Co-Owner/Operator Pre-Line
Processing Niagara – Steel Parts
Processing Services

Father, Husband, Social Advocate,
philanthropist and recognized for
his civic engagement in Hamilton
where he resides.

Business partner with The Better
Way Alliance and The Ontario Living
Wage Network.



Who has expectations?

- Me, Family, Friends
- Government / Institutions / Agencies
- Customers
- Employees
- Business Associates / Partners / Suppliers
- Neighbours (Business / Personal)

Making a genuine evaluation of the existing business and operational sustainability.

- Know the business reasonably well
- Can my business operate day-to-day successfully without me?
- If my role is owner operator / operator then what positions in my business exist and why?
- What positions can I perform with efficiency?
- What positions can't I perform with efficiency?
- Can the business sustain my expectations?

Do my clients / customers value my business?

- Measure supply and demand
- Do the homework necessary to know your clients / customers
- What is the ideal client / customer?
- Do I have the ideal clients / customers?

What is #DecentWork?

- If I were my employee...
- Would I want to work for me?
- Could I work for me?
- Does everyone have the opportunity to share equitably in the business' success

Is change or improvement necessary?

- Identify what's going right, and what's going wrong. Giving equal attention to both.
- Get the perspective of your employees by working with them, be their assistant for a day.


Making decisions with confidence. Knowing the priorities.

- Collect what you know and what you've learned
- Know what you must achieve, and decide what you want achieve
- Who might be able to assist me in reaching my goals?



Discover or uncover yourself.

- Be authentic
- Welcome opinion, but be cautious of conjecture
- What are my values? (Personally / Professionally)



Let's get down to business!

What did the prior model look like?

- Meeting or exceeding all ESA responsibilities
- Heavy reliability on outsourcing and temporary staffing
- Incoherent internal compensations, majority earning slightly above minimum and most had secondary jobs
- General feeling of under-appreciation, lack of motivation, fatigue
- High Turnover average of 75%
- Errors, Low profitability of 3% and losses during the recession
- Reasonable owner/operator draw except low during recession

What did we need to do?

- Continue to meet or exceed all ESA responsibilities
- Evaluate client/customer base and review product/services
- Consult with staff on business goals and objectives
- Reduce reliability on outsourcing and temporary staffing
- Evaluate internal compensations and expectations for employment
- Reduce turnover
- Reduce errors and improve profitability
- Minimize Capital Cost Investment

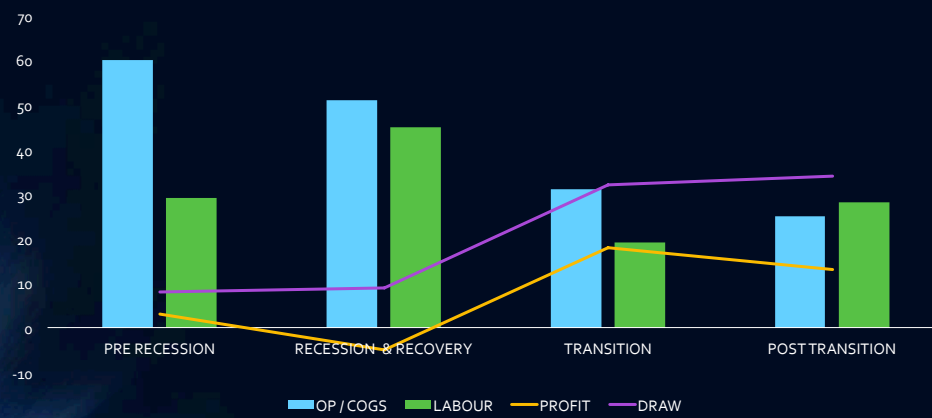
How did we do?

- Continued to meet or exceed all ESA responsibilities
- Stabilized client/customer base and sales, diversified product/services
- Constant consultation with staff on business goals, objectives, improvements
- Reduced outsourcing and eliminated temporary staffing
- We've become a Certified Living Wage Employer
- Reduced turnover from 75% to 10%
- Reduced errors and improved profitability from 3% to 13%

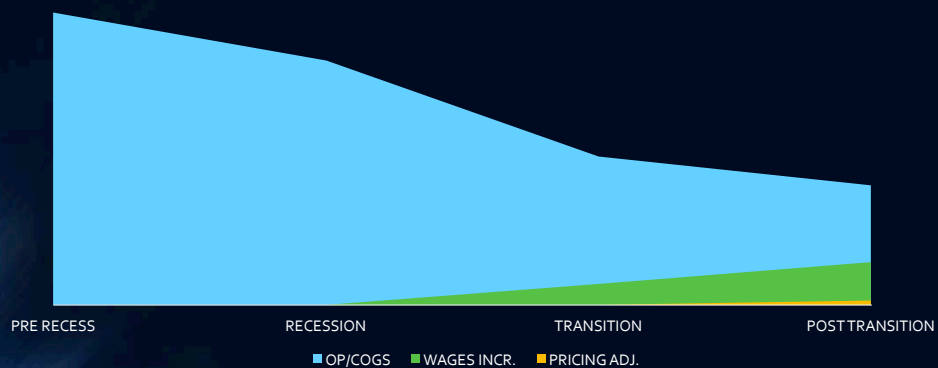
How did we do?

- Created stability in working hours and introduced flexibility
- Operator assumed management/supervisory role, Improved with improved compensation
- Review employment compensations annually
- No direct increase passed on to clients/customers to support any wage adjustments
- Minimal Capital Cost Investments required

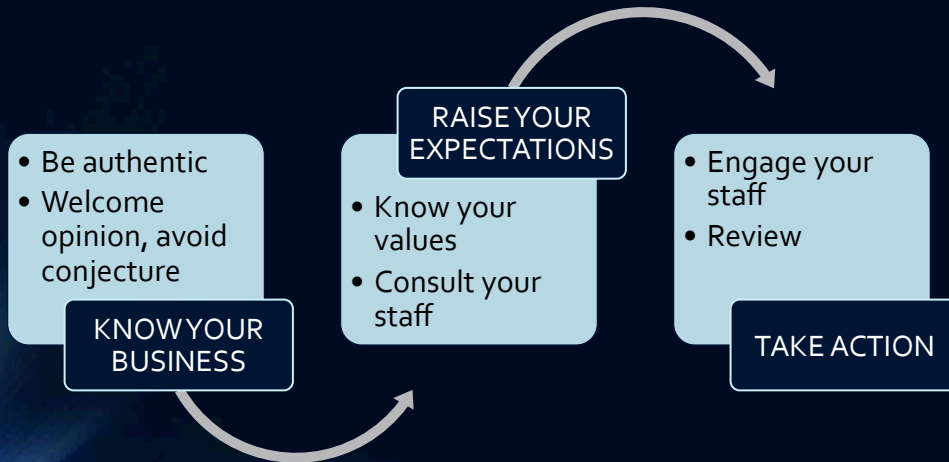
\$ DISTRIBUTION PER \$100 SALES



Efficiency, Wages Increases & Pricing Adj.



THE APPROACH TOWARD #DECENTWORK



Presentation by Damin Starr

Co-Owner/Operator Pre-Line
Processing Niagara

Business Partner with The Better
Way Alliance and The Ontario Living
Wage Network

Follow on Twitter @daminstarr

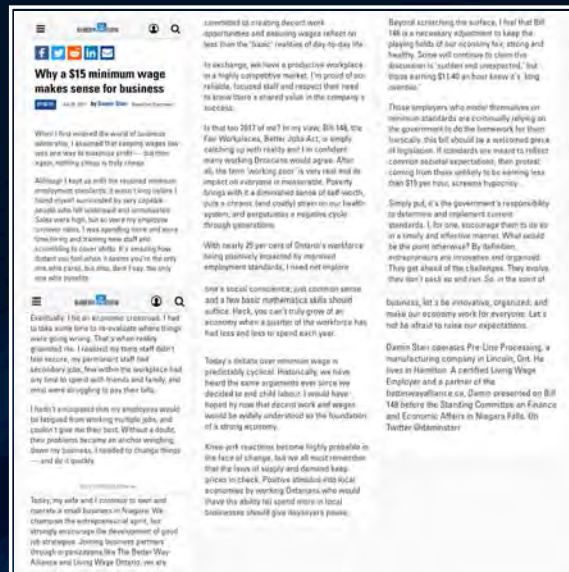


Opinion Piece by Damin Starr

Why A \$15 Minimum Wage Makes Sense For Business

Published in the Hamilton
Spectator July 29, 2017

Follow on Twitter @daminstarr

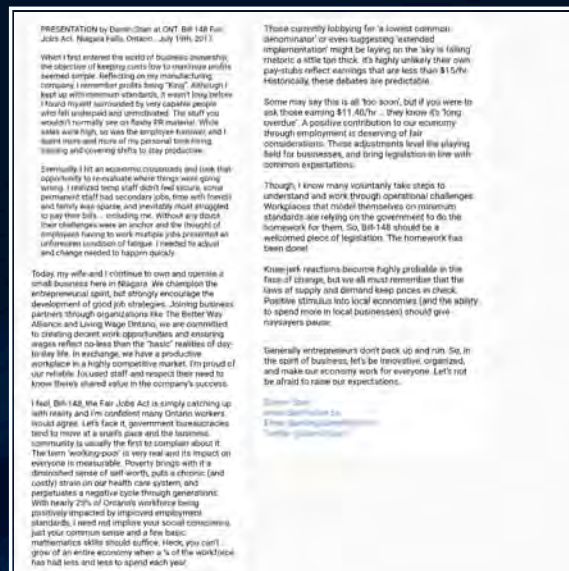


Presented on BILL 148 by Damin Starr

Presented on BILL 148 before the
Standing Committee on Finance
and Economic Affairs in Niagara
Falls

July 19, 2017

Follow on Twitter @daminstarr



HELMİ ANSARI

CO-FOUNDER – GROSCHÉ INTERNATIONAL INC.



Helmi is a Co-Founder of Grosche International Inc, where he leads their agenda on social enterprise, safe water development, business operations, and new product development.



Ansari, H. (2017, September 12). Session 03 – Businesses that are Build to Last: The Return on Investment of Fair Workplaces. Presented at the Better Way to Build the Economy Alliance and the Centre for labour Management Relations' conference, "Smart Employers Talk: Building a Better Economy One job at a Time." Toronto, ON.



GROSCHÉ®

every cup fills another

Who , what, and why

 @groscheinc



— Tea & Coffee Ware —



— Water Infusion —

 @groscheinc

Some of our customers today...



And about 1500+ independent specialty tea, coffee, & kitchenware retailers

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 @groscheinc







GROSCHÉ SAFE WATER PROJECT
#everycupfillsanother

 @groschein



 @groschein










living wage for families campaign

Work should lift you out of poverty, not keep you there

 @groscheinc



 @groscheinc



Creating Meaningful work



Invest

Pay Living wage (\$16.05/\$16.50)

Set work schedules

Paid sick days

Paid team volunteer days

Flex work location

Benefits reimbursed / H&W

Go home @5:00

Benefits

Productivity

Staff Engagement

Attendance a non issue

Pride in the workplace

Collaborative environment

Save \$\$ on retention and training

No "burnout"

(Some) customers value this



@groscheinc



USING
BUSINESS
AS A
FORCE FOR GOOD



We're proud to be a part of the
B Corp Community

Leading a global movement to redefine success in business.

@groscheinc



@groscheinc

GROSCHÉ is our dream - a humble housewares company with heart. We started it in our laundry room in 2006 with visions of a social enterprise that could change the world.

Every product we sell funds social causes. It makes our hearts sing and communities in need smile. Together with you, we are changing the world for the better. It's a beautiful thing.



43

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DAYS OF SAFE WATER

FOLLOW US & THE SAFE WATER PROJECT

Subscribe to our emails to receive 10% off your first order

JOIN US!



GROSCHÉ®

every cup fills another

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Thank you!

 @groschein

JESSICA CARPINONE

OWNER / BAKER – BREAD BY US



Jessica is a 30-something bread-obsessed human who also has an inclination to push herself to be better all the time in her craft and in her position as a business owner. In December 2013, she and her partner opened Bread by Us to bring their passion and ideas to Ottawa. Aside from the joy of the never-ending learning process, and the constant process of creating, baking has also been a labour of love for Jessica and a forum to push forward ideas. After dabbling in a few other professional kitchens, Jessica imagined a space that she would co-create which would challenge some of the norms that seem to be unchanging in the food industry. Almost 4 years later, Bread by Us is a dizzyingly busy place, beloved in its neighbourhood, and Jessica is starting to talk openly about the business' successes and some of its guiding principles that have led it to where it is now.



Carpinone, J. (2017, September 12). Session 03 – Businesses that are Build to Last: The Return on Investment of Fair Workplaces. Presented at the Better Way to Build the Economy Alliance and the Centre for labour Management Relations' conference, "Smart Employers Talk: Building a Better Economy One job at a Time." Toronto, ON.

I opened a bakery in 2013 with my partner Sarah with the dual hope of providing amazing bread to our community in Ottawa, while providing a space that is worker-centric and collaborative. We started off paying our workers \$14 per hour regardless of experience level or position, and bumped that up to \$15/hour about 1 year later. We do not have a wage structure, which a lot of people find strange, however it works well for us. We pay everyone the same wage. We consciously built our team so that we primarily (sometimes exclusively) employ people full-time and permanently. This stability has so many benefits. People feel secure in their work. Full-time workers tend to have better flexibility in their schedules, so people are able to cover each other when they get sick. They can cover each other's vacations and time off. People tend to stay with us for longer periods of time, typically at least 1 year, but most have stayed for 2 or more (for a newish retail business, this is pretty good). Two out of 3 of my bakers have been with me for 3 or more years. With such a stable and dedicated team, we were able to implement a full benefits package in January 2017, which people have been extremely grateful for. We release schedules 2-4 weeks in advance. We offer 21 hours of paid sick leave per year for staff so that they stay home when they are sick and stop the spread of infection. People tend to leave us for practical reasons, and almost never out of a sense of dissatisfaction. With low turnover, we can focus our attention on growing the business, rather than dealing with the constant and expensive cycle of hiring and training. I think the key to being able to provide a good workplace in our case has been lots and lots of foresight.

I approached opening a business not just as a craftsperson who wanted to pursue their dream of baking bread for their community, but as someone who whole-heartedly opposes the system that relies heavily on an underclass of unpaid workers. The contradiction that being an anti-capitalist business owner presents me has been my greatest source of emotional struggle related to the business, and has simultaneously been the most important driving factor that keeps me pushing hard every day, and the reason I am here today speaking to you.

I think academics, activists, politicians, and business leaders need to seriously consider how to inject some ethics and progressive values into our seemingly ruthless and uncontrollable economic system. I want to encourage people to broaden the scope of our collective goals and hopes for the future of jobs and employment, and I hope that by sharing my experience with you here, you can appreciate just how deep class issues run in our society, and that the proposed changes to Employment Standards are the first of many drops in the bucket that we need to push for. We need to push each and every person to think more equitably, not just employers, not just politicians, but also ourselves and our friends and family.

Employers that rely on low-wage staff is but one (important) piece of this picture. But there is another side to this, one that I want to focus on today. Other than employers themselves, public pressure to keep food costs low is rife.

Employers in the food business are the easiest people to blame for forcing workers into precarious positions, keeping them underpaid, and perpetuating a culture of disrespect. In so many cases, they really are the ones accountable for the harm done to workers. From rampant sexual harassment in food shops (I can elaborate on this for days if anyone wants to ask me about this), to aggressive (completely normalized) behavior, to unrealistic expectations, to unfair scheduling practices, to unpaid overtime, to blatant disregard for labour law, to imposing salaried positions onto workers as a tool for wage theft, the list is egregious and long. If you've never taken the time to talk to workers in the food business, I recommend doing so frequently. You will quickly start feeling like you do not want to support very many restaurants in your city. HOWEVER, and this is a bit HOWEVER, pressure to keep wages low in my industry so often comes from customers, i.e. is at the societal level, is extremely systemic and often cannot be reduced to "business owner greed".

Some of the best examples of bakeries breaking the tired mold of exploitation and status quo are women-led businesses with feminist ideals. The people who are inspiring me to push further and be a better employer are other feminists that recognize that collaboration is more important than competition, that communication is better and more effective than barking orders, and that business prosperity and worker prosperity are inextricably linked.

I want to reach out and say to employers that we must stop treating workers as a burden and as the reason why our margins are low. We have the capacity to build our team and select our workers. We have the ability to motivate and treat workers with respect, and with enough effort and will on our part, most people really do work harder for us and really do help us build our businesses. There are countless real reasons why being a small business owner are hard, and a lot of them are systemic and by design. I wish that employers would put more effort in trying to level the playing field in other areas, rather than focus on keeping wages low as a means to stay afloat. Here are some tangible issues that can be addressed with enough pressure and political will, which have the potential to ease a large amount of burden:

- There is no rent control on commercial properties. Decisions that landlords make about our spaces when our leases come up for renewal often make or break our businesses. This topic is too large to get into here, but essentially there is no rent control on commercial properties, so spaces get leased away to the highest bidders, and we are left in the dust.
- Employment Standards and Health and Safety standards are difficult terrain to navigate, but absolutely essential for owners to understand and appreciate. Similar to how businesses must meet certain municipal standards before opening, I wish that a similar checkpoint be in place on the provincial level in a proactive sense. As it stands now, officers randomly inspect, and function much more reactively than proactively. In my experience, this has been really disruptive to bakery operations and in a lot of ways superficial due to their lack of ability to enforce.

- Better health, dental, and prescription drug coverage needs to be put in place. In our current healthcare system, the burden of funding prescription and dental coverage is placed on employers. I spend upwards of \$1000 / month to ensure my workers have that coverage.
- Foreign worker programs need to be more lenient. There is a huge pool of talented graduates from Ontario colleges and trade schools who are international students. They bring diversity and skill to workplaces, and dedication. The stakes are high for them to stay and work in Ontario but they are faced with nearly impossible hurdles to stay.

JOHN REIMER

CHIEF EXECUTIVE OFFICER – PEACEWORKS TECHNOLOGY SOLUTIONS



John is the Chief Executive Officer of PeaceWorks Technology Solutions, an employee-owned social enterprise that provides IT Services and Support, based out of Waterloo, Ontario and Winnipeg, Manitoba. John is responsible for developing and implementing PeaceWorks' vision, mission, and overall organizational strategy, including financial, operational, and sales and marketing plans. John has successfully provided leadership in cross-industry companies including craft retail, food bank warehousing and I.T. services. Highly effective in managing staff, taking ownership of situations and resolving problems, John places a high priority on customer service and relationship development at PeaceWorks.



Reimer, J. (2017, September 12). Session 03 – Businesses that are Build to Last: The Return on Investment of Fair Workplaces. Presented at the Better Way to Build the Economy Alliance and the Centre for labour Management Relations' conference, "Smart Employers Talk: Building a Better Economy One job at a Time." Toronto, ON.



Built to Last

Presented by: John Reimer, CEO

About PeaceWorks

Providing technology solutions that meet your needs

- ▶ Building Relationships
- ▶ Driving your Mission
- ▶ NFP Expertise
- ▶ Over 20 Years of Experience
- ▶ Canadian Organization
- ▶ Employee Ownership



PeaceWorks' Values

- Social Justice
- Community
- Integrity
- Expertise
- Ownership



PeaceWorks' Employee Commitment

- Comprehensive benefit plan
 - RRSP Contribution & Medical Benefits
 - Paid vacation and sick days
- Part time and full time employees
 - 40 hour work week, with overtime
- Flexible working arrangements
- Training & Education
- Wage Standards
- Diversity



International Wage Standard



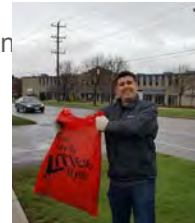
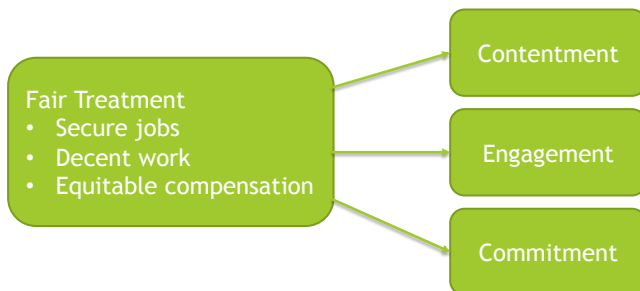
LIVING WAGE
WATERLOO REGION



Employee Profile: Engagement

Attracting and retaining talent in a values-based organization

- Longevity: employees understand the values of PeaceWorks and align themselves with them
- Growth: learn, explore, collaborate, have a say, part of a team
- Participate: ownership, board positions, volunteering







ADDITIONAL CONFERENCE PROCEEDINGS BY THE CLMR:

THE SHARING ECONOMY AND THE FUTURE OF WORK

THE GIG ECONOMY AND YOUR PROTECTIONS & RIGHTS

THE EVOLVING NATURE OF RETIREMENT

ONTARIO'S NEXT STEPS TOWARDS WOMEN'S ECONOMIC EMPOWERMENT

THE NEW ECONOMY AND A BASIC INCOME GUARANTEE

This conference was presented and sponsored by the Centre for Labour Management Relations
and the Better Way to Build the Economy Alliance

PROCEEDINGS PREPARED BY: AMANDA TERFLOTH, AMAN RAJWANI & ANDREA PITELKA