

# UNDERSTANDING THE PEARSON WORKFORCE

## UNCOVERING UNDEREMPLOYMENT

Consultative Committee Presentation

December 3, 2019

# UNDERSTANDING THE PEARSON WORKFORCE



**Toronto Pearson**  
International Airport | Aéroport International

Canada's first workforce survey

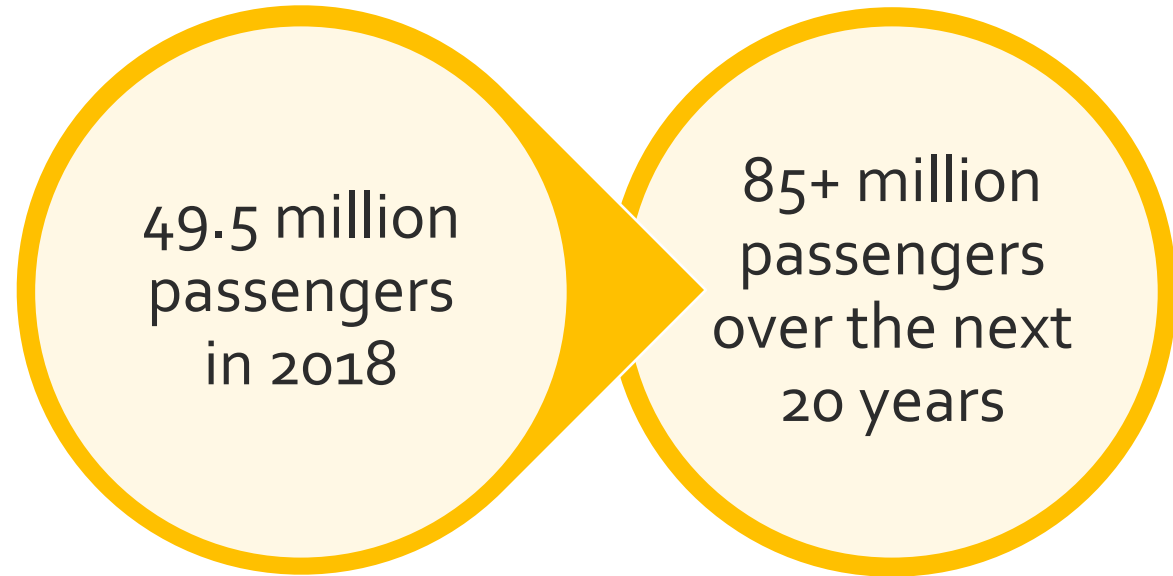
**BACKGROUND**

Pearson is a complex work environment.



50,000 EMPLOYEES    400 COMPANIES  
NEARLY  
50 MILLION PASSENGERS

Growth continues.



# THE SURVEY

northstar

Peel Halton Workforce Development Group

TAWC  
TORONTO AIRPORT WORKERS COUNCIL

## Primary Topics



Demographic profile of Pearson's workforce

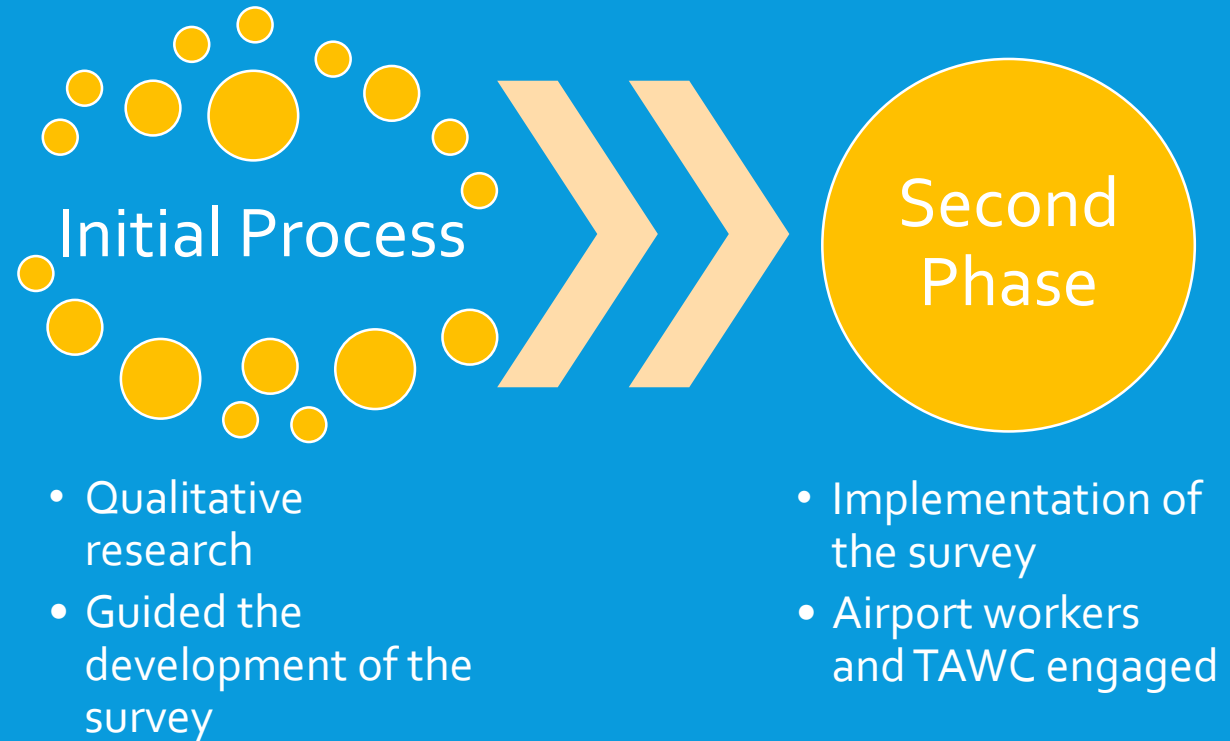


Working at Pearson



Commuting to work

## Collaborative Approach



# KEY FINDINGS

## WE REFLECT CANADA'S DIVERSITY

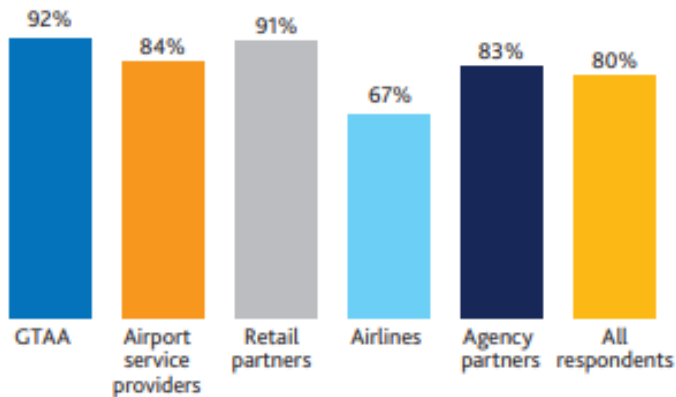
46% of the  
workforce was born  
outside of Canada.

69% have parents born  
around the world.



Pearson employees are diverse in terms of age, immigration status, gender, education levels and family make-up.

- Average age: 41
- 52% male, 47% female, 1% other
- 58% married or in a domestic partnership
- Average household income: \$90k



Survey respondents who agree Pearson is a great place to work, by employer group.

# STAYING 9 YEARS



The workforce is committed. On average, employees stay for 9 years.

Pearson workers are incredibly proud and highly engaged, with a strong desire to stay and strong personal networks.

- 80% of employees feel Pearson is a great place to work.
- ¾'s have friends or family working (or having worked) at Pearson





## WHERE CAREERS ARE BUILT

92% of the workforce has permanent positions.

85% receive employee benefits.

78% are employed on a full-time basis.

72% are unionized.



# WE HAVE POTENTIAL

80% of the workforce has a technical/trade school, college, university or post-graduate education.

The workforce is highly educated, with most respondents indicating that they completed vocation/technical/trade school, college, university or a post-graduate program.

GTAA

83%

Airport service providers

69%

Retail partners

74%

Airlines

83%

Agency partners

87%

Employees view Pearson as a workplace that provides opportunity for advancement and career growth. In the next five years:

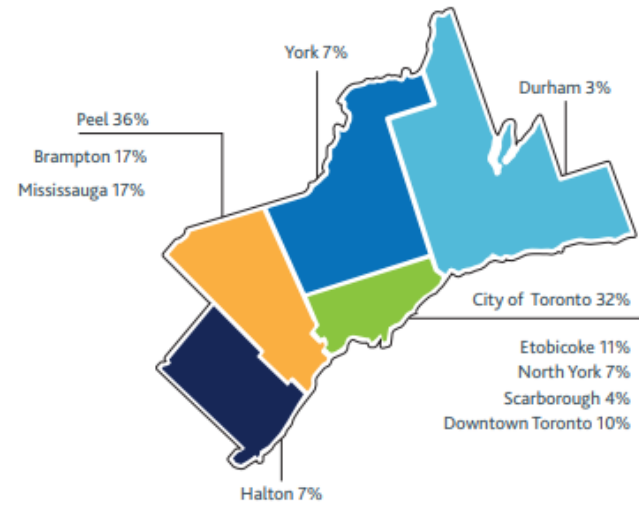
- 51% of employees wish to remain in the same role
- 67% of employees wish to remain working for the same employer
- 73% wish to remain working at Pearson

Some employee groups at Pearson are more likely than others to experience elements of employment precarity.

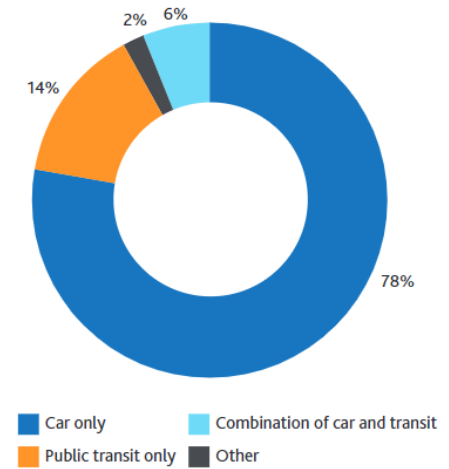
Those who work part-time (22%) and who earn minimum wage (21%):

- Are more likely to be women, immigrants and be under the age of 35
- Are more likely to say they work multiple jobs to make ends meet
- Less likely to have benefits
- Less likely to own their own home
- Have lower average household incomes

The majority of respondents commute by car to Pearson, even if they live close to the airport.



Percentage of survey respondents by location of residence



Percentage of respondents by mode of transportation

# UNCOVERING UNDEREMPLOYMENT



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Research partnership with Deloitte

# UNCOVERING UNDEREMPLOYMENT

WHEN SKILLED LABOURERS  
OCCUPY JOBS THAT DO NOT  
ADEQUATELY DEPLOY THE  
FULL BREADTH OF THEIR  
ABILITIES, THE ECONOMY IS  
AT RISK OF MISSING OUT  
ON VALUABLE IDEAS AND  
INNOVATION

- Create a more concrete definition of underemployment (visible vs invisible)
- Identify the populations most affected
- Understand the contributing factors that lead to underemployment
- Advocate policy and program interventions
- Identify potential measurement approach to quantify the challenge and any potential improvements due to interventions

01

Research paper on the causes and consequences of underemployment to **proactively generate ideas for policy and program interventions that can best assist the spectrum of underemployment**

02

Whitepaper entitled “Uncovering Underemployment: Tapping into the potential of our workforce”

03

Deloitte donated 500 hours of pro-bono work

RESEARCH PARTNERSHIP WITH DELOITTE



Unemployment



Demographics



Educational attainment



Structural changes within the economy



Industry characteristics



Individual circumstances

POTENTIAL CAUSES OF  
UNDEREMPLOYMENT:  
ECONOMIC, SOCIAL, AND  
STRUCTURAL  
CIRCUMSTANCES

# GROUPS MOST AFFECTED BY UNDEREMPLOYMENT



- Women
- Young Adults
- New Canadians
- Low Income Earners
- Persons Living with Disabilities
- Racial and Ethnic Minorities
- Indigenous People
- LGBTQ+



# FINDING SOLUTIONS WITHIN THE COMMUNITY

1

Engage **employers** when designing interventions for underemployment

2

Build sustainable wraparound and demand-driven solutions to address underemployment

3

Investigate alternative funding models for programs related to underemployment

4

Measure, track and report on underemployment

# MOVING FORWARD TOGETHER



**Toronto Pearson**  
International Airport | Aéroport International

# WHAT WE KNOW

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Workers want to build careers at Pearson

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Pearson is an important source of employment for neighbours

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Need to understand and prepare for future workforce

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Underemployment exists among airport and non-airport workers

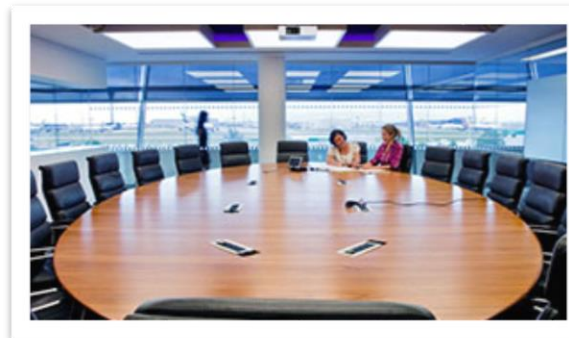
# INSPIRATION FROM OTHER AIRPORTS



Hong Kong International Airport



Changi Airport



London Heathrow

## Employee Services

- Wellness programs
- Recognition & awards
- Daycare services
- Transportation discounts

## Career Development

- Training programs
- Airport university
- Internships
- Scholarships

## Social License

- Community Benefits Agreements
- Strategic partnerships
- Engage politicians

# CONTINUED COLLABORATION



Airport table for collaboration & partnership among employers, unions, and other community members to promote and support employees to build careers at Pearson.



Evidence-based analysis of workforce that identifies areas of future need.



Programs to help community members to find airport jobs and airport workers to advance careers.



The sky's the limit!

# PROPELLER PROJECT

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Provides funding to local non-profit organizations that focus on helping residents gain the skills, connections and opportunities needed to be meaningfully employed

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By supporting research, advocacy and programming in the employment sector, we are helping to address the complex issue of underemployment in our region

**WE ARE  
COMMITTING \$1  
MILLION IN  
FUNDING TO THE  
OPPORTUNITIES  
IDENTIFIED IN  
THE  
WHITEPAPER**

### **The Propeller Project will:**

- Build partnerships to find solutions both around and at the airport
- Partner and invest in initiatives designed to better define and track local underemployment
- Collaborate on the design of new programs to attack underemployment
- Highlight the pathways to career-planning and bridging



## INTERVENTIONS

with employers



## WRAPAROUND

employment support services  
and in-demand skills training



## RESEARCH

on local underemployment



## TALENT

matching and career  
laddering supports



## EDUCATION

and/or advocacy to tackle  
underemployment



# ELIGIBILITY GUIDELINES



ONE-YEAR PILOTS OR  
UP TO THREE YEARS  
IN DURATION



BENEFICIAL TO  
PEOPLE EXPERIENCING  
UNDEREMPLOYMENT



FUNDING REQUEST  
RANGE OF **\$25,000 TO**  
**\$150,000** ANNUALLY



ABLE TO GATHER AND  
CAPTURE KPIS  
THROUGHOUT THE  
PROJECT

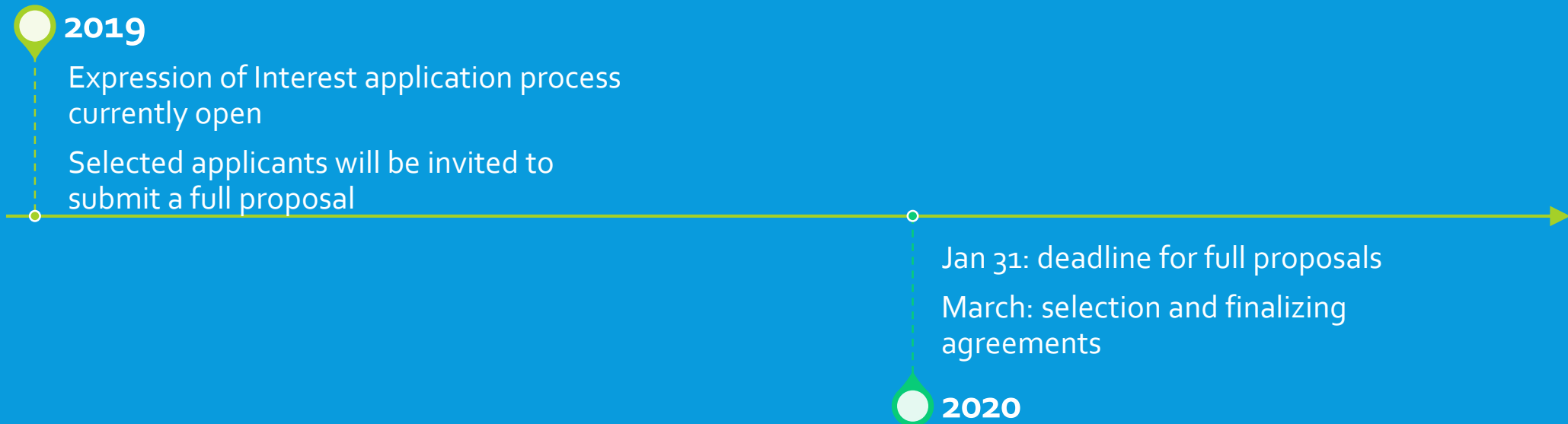


NON-PROFIT  
ORGANIZATIONS,  
PRIVATE SECTOR  
ENTITIES,  
EDUCATIONAL  
INSTITUTIONS  
AND/OR  
ASSOCIATIONS

# ELIGIBILITY GUIDELINES

- Projects have to be delivered in the areas surrounding the airport: Brampton, Etobicoke, Mississauga.
- Special consideration will be given to projects that will directly engage workers at Toronto Pearson to support them in ongoing career development, training, and other employment related services.

# TIMELINE



THANK YOU