



United Way  
Toronto & York Region

# Better Business Outcomes Through Workforce Security

**A Business Case  
Framework**

July 6, 2017

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# Foreword

We are pleased to release this workforce security business case framework—the result of a close collaboration between KPMG and United Way Toronto & York Region. United Way believes that by bringing people together, from all sectors, we can help build a stronger community for all of us. KPMG is passionate about continuing to strengthen relationships with communities and recognizes that the opportunity to have a positive impact extends beyond client work. Our mutual desire to help build better communities has led to our partnership.

The labour market has changed and many workers today are in non-standard jobs. We also know that these changes have impacted both workers and businesses. We have found through our work that KPMG and United Way are not alone in wanting to understand and address this issue of growing insecure work. All across the country there are examples of businesses thinking about how labour market changes require new approaches to their workplaces.

Businesses are being more intentional about creating security in their workforce, through a variety of leading practices. As a result of these practices, companies report lower turnover, a more loyal workforce and improved sales. And our research tells us that those three outcomes have an impact on the bottom line, as well as the wellbeing of the people working in those companies.

This is why we have developed this workforce security business case framework: as a way to give employers the tools to assess their current practices, adjust these practices, and to thereby improve the wellbeing of their non-standard workforce while improving their business results in the process.

Businesses may choose to use these tools for a variety of reasons: they may be seeking ways to improve retention or productivity or they may just want to support their workers in new and different ways. No matter the reason, the outcome is the same: better results for the business and better results for the workers. And this means better impacts on families and communities, too.

It will take all of us, taking steps together, to tackle the challenge of this new labour market. But we believe that by working together we can help build opportunity for all. We look forward to continuing this conversation with employers and thank all the business leaders and HR executives whose contributions, insights and opinions made this work possible. We have an incredible opportunity to help our communities thrive by engaging our skills, knowledge, passions and financial resources to make a real difference. We invite you to join us in this conversation.



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# Introduction

Major shifts in the Canadian and global economy—including a more competitive global market, capital mobility, a transition from manufacturing to services, and the proliferation of technology—have profoundly affected both businesses and the people that work for them. These shifts, and in particular, the economic shocks of the early and mid-1990s and 2008, contributed to low confidence among business leaders in growth prospects for their organizations, countries and the global economy.<sup>1</sup> The labour force has broadly reflected these shifts and the associated uncertainty among businesses. There has been a significant increase in insecure employment: in the past 25 years, temporary and solo self-employment with no employees have grown by almost 60%.<sup>2</sup> There is growing evidence that these changes are negatively affecting the robustness of our economy and the ability of companies to compete globally.<sup>3</sup>

## Figure 1: What is Insecure Employment?

- The term ‘insecure employment’ describes states of employment that do not have the security or benefits enjoyed in more traditional employment relationships. This is sometimes referred to as ‘precarious employment’, ‘non-standard work arrangements’, ‘contingent employment’, or ‘casual employment’. For the purposes of this report we will be using ‘non-standard employment’.
- According to *The Precarity Penalty* report, barely half of working-age adults (25 – 65 years of age) in the GTA-Hamilton labour market have permanent, full-time jobs with benefits.
- Job security has a significant influence on a person’s life and insecure employment is impacting the wellbeing of individuals, families, and communities.

However, a recent KPMG survey of nearly 1,300 CEOs from many of the world’s leading companies revealed that business leaders believe that we are entering a period of significant change and opportunity, driven by rapid technological innovation.<sup>4</sup> CEOs are more confident in their ability to transform and grow their organizations and recognize that to transform their organizations and drive growth, it will be critical to become more dynamic, redesign operating models, broaden collaboration and develop a people strategy to build the talent of existing and future workers in all roles. These changes have the potential to drive broader social changes and provide the foundation for an improved economic climate for companies to operate within.

## Looking Ahead

As CEOs contemplate business transformation, some of their top areas of focus include winning the ‘race for the customer’ and developing existing and future talent. While the business community has recognized that investing and developing talent is a fundamental step to improving performance, the emphasis to date has largely been on standard, secure workers.

Organizations may be able to unlock greater potential by developing thoughtful and intentional approaches to their non-standard workforce. This can involve changing their business operations and human capital practices to strategically shift towards a greater proportion of secure workers, reassessing the perceived costs and benefits of models using insecure workers, and increasing practices that enhance the security of those workers remaining in less secure positions. By taking these actions, businesses can drive increased labour force satisfaction and employee engagement, which can result in improved service, growth, and profitability.

Leaders still need to consider their organizations holistically. While people may be at the center of successful transformations, improving people strategies, focusing investment on human capital and developing more secure relationships with their workforce are unlikely to have the desired impact on performance unless operating models are also evolved to become more people-centric. These operational changes can include reducing complexity in operations, empowering employees to make decisions and improving flexibility by cross-training workers.<sup>5</sup> These changes can be complex and require discipline. However, taking a people-centric view is a starting point to driving transformation.

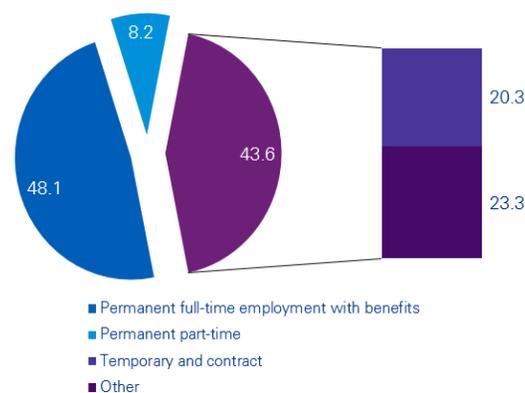
That is why this KPMG and United Way joint report seeks to serve as a business case framework to encourage transitioning workers in non-standard roles to standard employment and in cases where conditions prevent this from occurring, to increase practices that enhance the security for workers in non-standard roles.

Many businesses are already leading the way by taking actions to increase the security of their workforce. This report uncovers some of the leading practices in the area of workforce security and illustrates that these practices can be practical and mutually beneficial by mitigating the negative effects of insecure employment while also delivering improved business results. The report also includes a maturity model to support organizations in assessing how comprehensive their current practices are in providing security for workers in non-standard roles. The maturity model can also inform the identification of opportunities for incremental and realistic improvements.

# Background and context

The United Way has been researching insecure employment since 2007. This research has in part focused on identifying, defining and measuring the depth of the challenge.<sup>6</sup> It found that while almost 60% of workers (48% full-time and 8% part-time) in the Greater Toronto Area and Hamilton (GTHA) region today are in stable, secure jobs, everyone else is working in some degree of precarious employment (Figure 2). It also examined the impact of insecure work on workers, and sought to understand the negative impacts on individuals, households and communities.

**Figure 2: Employment categories in the GTHA, 2014**



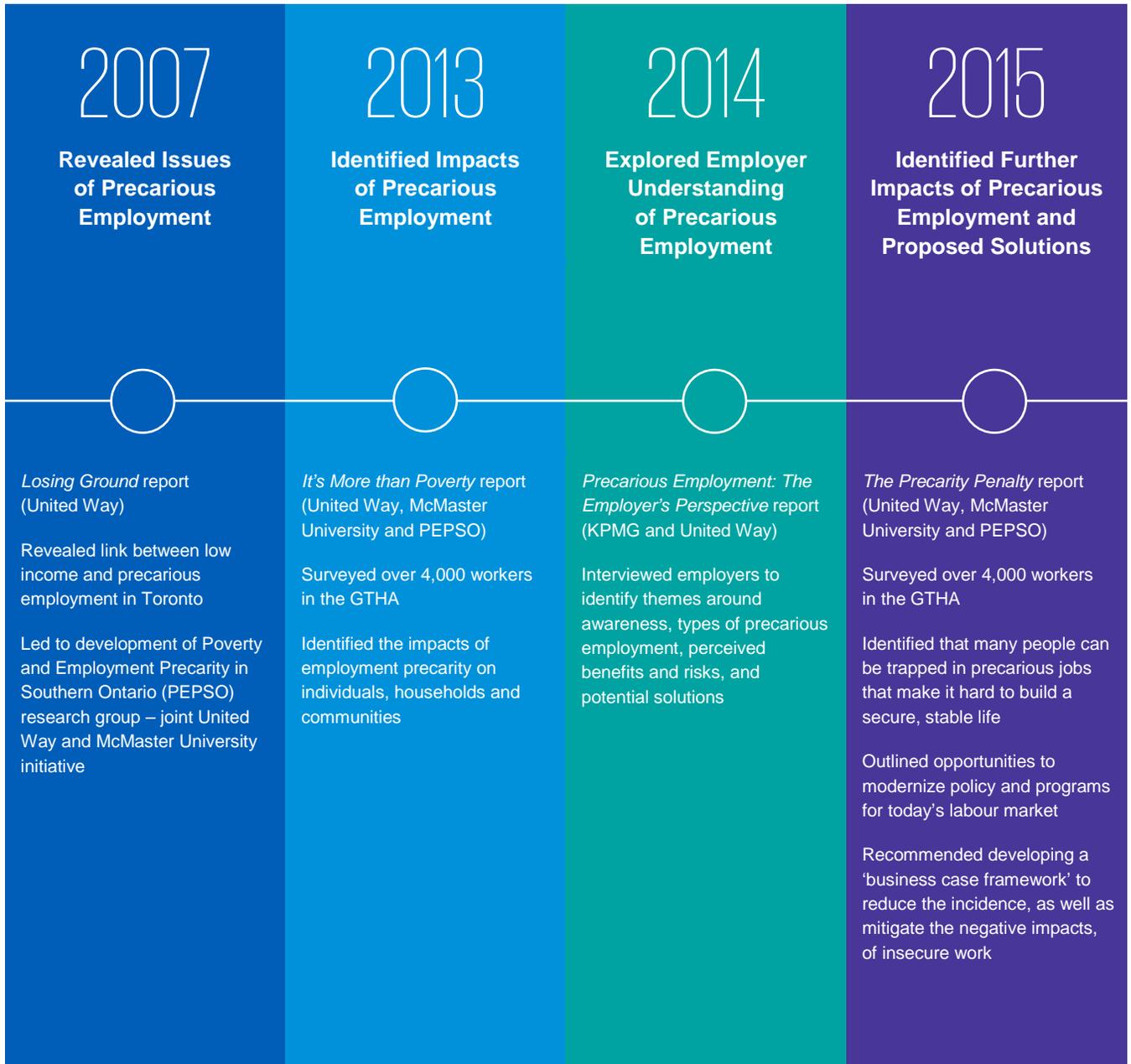
This research also highlighted that workers in less secure employment arrangements are more likely to be socially isolated, unable to 'make ends meet', and lack opportunities for career progression. The 2015 research found that those in precarious employment earned 51% less than those in secure roles, for an average of just over \$40,000 a year. It

also found that only 8% of those in precarious roles received employer funding for drug, vision, and/or dental benefits versus 100% of those in secure roles. Additionally, 56% of those in secure roles received access to employer funded training, versus only 18% of those in precarious roles.

These negative effects can influence workers' household wellbeing and community participation, their mental health, and unsurprisingly, their ability to perform well at work. The 2015 research found that those in less secure roles with middle income experienced more anxiety about their employment situation interfering with personal or family life than those in more secure roles at low income levels, at 36% versus 30% respectively.<sup>7</sup> These impacts can also affect the economy more broadly. This is generally true for all types of insecure workers regardless of income level, from low-wage workers employed through temporary agencies to higher-wage knowledge workers on short-term repetitive projects.<sup>8\*</sup>

\*While the impacts of insecure employment were found across the income spectrum, those with low income were often impacted the most, with many of those in middle income impacted to a comparable extent as well.

**Figure 3: Past Research on Precarious Employment**



To further the research, in 2014, the United Way identified an opportunity to better understand employers' perspectives on insecure employment and engaged KPMG to develop a joint report titled *Precarious Employment: The Employer's Perspective*.<sup>9</sup>

The findings from this research on employers' perspectives supported other business literature that noted that employers are using non-permanent, generally insecure workers for short-term cost savings, reduced long-term liabilities,<sup>10</sup> and greater flexibility.<sup>11</sup> Employers who were interviewed also reinforced the business literature, which noted that using insecure workers allows businesses to fill skills gaps and/or support project-based work,<sup>12</sup> adjust staffing levels based on seasonal demand, and accommodate worker preferences for greater flexibility.<sup>13</sup> However, employers also identified business risks associated with insecure employment such as higher turnover, reduced employee engagement, lower quality customer service, and a general decline in organizational performance, which was consistent with broader literature on the topic.<sup>14</sup>

Our 2014 research included a business engagement roundtable in the GTA, which was organized to capture feedback on the findings from business leaders. Those in attendance were both interested in the issue and recognized the importance of supporting the employment security of their workers. They urged the project team to develop a business case for increasing workforce security for the purposes of building awareness and developing solutions to the challenge of increasing insecurity in the labour market.

## Limitations

In producing this report, KPMG and United Way have conducted interviews with business leaders, as well as reviewed and analyzed open source research. We have not independently verified the accuracy or completeness of this information. Additionally, a qualitative research approach was used, and, as in any qualitative exercise, caution should be taken in generalizing findings from a small sample and further research is warranted.

# Business case framework overview

This KPMG and United Way report builds on our past research to outline a business case framework for organizations to increase workforce security. It explores leading practices to reduce the incidence of insecure employment and increase the security of workers in non-standard roles while improving business outcomes for employers. This report aims to provide employers with a first step into assessing their organizations from a people-centric perspective by providing insight on the steps they can take towards increasing the security of their workers.

An important first step for business leaders is to understand how every aspect of their organization creates value and contributes to outcomes, financial or otherwise. These outcomes are often the result of an efficient operating model and an effective strategy. While human capital practices are the focus of this report, and not operational practices per se, these two areas both contribute to improving business outcomes. One school of thought views these two areas as inextricable. For example, Zeynep Ton, the author of the *Good Jobs Strategy* and an operations professor at MIT, has focused on the creative restructuring of operational practices to enable retail organizations to apply better human capital practices. A central component of her thesis is that businesses should view employees as an investment (rather than a cost) that, along with operational excellence, can drive achievement of organizational objectives.<sup>15</sup>

It is likely that some degree of operational change will be required to enable employers to implement human capital practices to increase security for workers in non-standard roles. This could involve changes to how non-standard workers are included in written policies or procedures. It could also involve the adoption of systems to enable inclusion, or adoption of scheduling software to enable more scheduling predictability and consistency for workers. The specific operational changes required will vary based on the organization and the human capital practices they plan to implement.

The employers interviewed for this report illustrate a range of examples of human capital practices, but nearly all of them implemented operational changes as well.

To help employers understand their options towards implementing some of these changes, a maturity model has been created, based on case studies and a literature review, which employers can use as a tool to identify and understand how their current practices are impacting the security of their workers. Where possible, this report's case studies have profiled operational changes which have enabled organizations to increase the security of their workers. However, individual organizations should consider which operational changes will need to be addressed; we encourage them to use the maturity model as a starting point.

# Research approach

Three lines of inquiry were used to build this business case framework:

## A literature review



The literature review involved a review of over 250 articles from academia, the media, and the private, labour, and community sectors.

## Case study development



Employers of varying sizes and from diverse sectors were engaged to develop a deeper understanding of their perspectives around insecure employment, and the practices that they currently use. These organizations were selected based on research, including company profiles of employment practices.

## Employer roundtables



Two employer roundtables were held with business and HR leaders in the GTA to test the validity and applicability of the framework.

# The business rationale for greater workforce security

Our research indicates that there are many potential business benefits for employers that can result from increasing the security of their workforces, be it by transitioning workers to standard secure roles or by providing greater security to those in non-standard work arrangements.

More engaged and satisfied workers tend to be more aligned with an organization's mission and purpose, resulting in improved productivity, higher profit, and increased stakeholder returns.<sup>16</sup> Towers Perrin research found **businesses with high employee engagement experienced a 19% increase in operating income, and a 28% growth in earnings per share**, while companies with lower employee engagement experienced a 32% drop in operating income and an 11% drop in earnings per share.<sup>17</sup> Kenexa also found that higher employee engagement is connected to higher annual net income and total shareholder return.<sup>18</sup> All organizations interviewed by KPMG or UW indicated that workers with greater security were more engaged and satisfied than those in insecure positions.

Organizations also indicated that when workers are more satisfied and engaged, which can be a result of more secure employment, retention improves. This allows organizations to **avoid significant costs associated with turnover**. Research also indicates that high turnover can significantly decrease profit and impact the morale and wellbeing of remaining workers, and so it is beneficial for organizations to take steps to reduce turnover where possible.<sup>19</sup>

Past United Way research found that workers in insecure roles may have higher absenteeism as they are less able to

predictably plan for home and child care support, or respond in situations requiring flexibility, such as short-term sickness.<sup>20</sup> Increased security in the form of greater predictability and/or increased flexibility may help workers more effectively attend to their household's wellbeing and thus **reduce absenteeism**. While not the focus of this research, past work also found that increasing income in addition to employment security can result in improved worker outcomes and higher levels of engagement.

Research has also indicated that while many organizations leverage insecure workers in an effort to reduce costs, **costs can actually be higher for non-standard workers**.<sup>21</sup> Direct costs can involve higher wages for temporary specialized labour, and payments to staffing agencies.<sup>22</sup> Indirect costs can include increased oversight to compensate for reduced worker training and experience, and costs associated with addressing quality challenges (e.g. fixing errors or poor customer care).<sup>23</sup>

Finally, organizations that make conscious efforts to treat all workers fairly often receive **reputational benefits and awards**, such as 'Great Place to Work' and 'Canada's Top Employer' status. Organizations with positive reputations tend to be more successful at attracting and retaining top talent and winning with customers and the market.<sup>24</sup>

While there are certain costs and challenges that can be associated with increasing the security of an organization's workforce – such as appropriately managing staffing levels, costs associated with compensation, benefits, and training, and the need to obtain management and stakeholder buy-in – employers we engaged with all believed that the benefits they experienced outweighed these costs. Organizations wishing to provide greater security to their workers will have to consider their unique context and determine for themselves which objectives are most important to achieve and whether the human capital and business operations practices and policies like those outlined in this report will enable achievement of these objectives.

# Introduction to a workforce security maturity model

The development of a maturity model is a key component in this business case framework for mitigating the impact of insecure work arrangements and reducing the number of workers who would be considered insecure. The maturity model provides guidance for organizations to potentially address some of the negative outcomes associated with insecure employment through practices that have been correlated to improved business outcomes. The model is intended to serve as a tool for deciding how 'comprehensive' an organization's employment practices are along a continuum. It provides examples of possible practices and policies to improve the security of workers complementarily to other initiatives such as exploring the ability of an organization to increase wages for those in non-standard roles.

**Figure 4: Maturity Model Introduction**

## Maturity Model

**Purpose:** The model is designed to enable employers to assess the comprehensive of their practices and policies related to insecure employment.

Not all organizations will find their employment practices at the fully comprehensive end of the spectrum, and the goal of the model is not to imply that such is the right answer for every organization. Each employer should consider their own business objectives and situation, while also referencing industry peers, in order to make decisions on how to improve the security of their workers.

In addition to outlining specific practices within each category, this section also includes case studies illustrating practical examples of how organizations of different sizes and from different industries and geographies have applied these practices to improve the security of workers, and in turn, drive key business outcomes. The insights identified through the literature review and case studies have enabled the development of a scale within a specific practice area to illustrate the comprehensiveness of potential practices a business could take to mitigate the impacts of insecure employment, while improving performance. These scale components were then used to develop the maturity model. Although the maturity model focuses on improving the security of non-standard workers, some of these practices may also be used to improve the security and stability of the standard workforce as well.

It is important to note that while most organizations did not specifically track the impacts of their employment practices, they anecdotally reported improved business outcomes. Similarly, most of the literature does not quantify or state causality between the impact of a practice and an outcome, but does identify a relationship. Key pieces of literature do identify strong correlations based on quantitative measures. In addition to research cited earlier, a review of labour flexibility practices in Canada found that "hiring higher proportions of part-time or temporary workers, is associated with decreased profitability and productivity, and has no significant effect on the change in the operating revenue of organizations".<sup>25</sup>

The Workforce Security Maturity Model, found in Figure 11, includes indicators of maturity across four levels for each of the five practice areas discussed in the following section of the report.

# Increasing workforce security



## Increasing the proportion of secure workers

Where possible, organizations should consider exploring how to strategically reduce the proportion of their workforce in non-standard, insecure roles. Our research suggests that this could improve a company's bottom line and improve the wellbeing of workers and their families. While transitioning these workers, where possible, to full-time, secure roles would perhaps have greater impact, it may be more feasible to first begin by increasing hours for workers in non-standard roles. Regardless, an important first step is to perform an assessment to understand how much of an organization's workforce is comprised of insecure workers, in what roles insecure workers are more likely to be found, and what the rationale is for using insecure workers. Next, it is important to identify where more secure workers can drive value and contribute to achieving desired organizational outcomes. Based on this understanding, the organization can then develop a clear people strategy that supports organizational goals. This people strategy should be mutually reinforced by improving operational practices to increase efficiency, by empowering workers in their roles, and by managing the trade-offs between investing in people and delivering on an appropriate pricing strategy for customers.<sup>26</sup> Operational changes, such as the implementation of improved resource management systems to smooth fluctuations in demand, could increase confidence in resource need projections and reduce the need for reliance on a flexible workforce. Leading organizations in this dimension extend this principle to their interactions with other organizations, including partners and suppliers, considering the security of these organizations' workers as an important determinant when developing relationships.

## Case study

# Grosche

### Context

Grosche is a family owned and operated Canadian business that designs water, tea, and coffee products to wholesale and retail customers in Canada, USA, and globally.<sup>27</sup> Grosche's mission involves "having a positive contribution to local and global human quality of life challenges."<sup>28</sup> This involves being considered a great place to work by employees, which is why Grosche has focused on hiring full-time, permanent workers where possible and providing them with a 'total compensation package'. It also emphasizes an open, collaborative, and trusting work environment as a cultural benefit for staff that allows it to compete for talent against larger organizations. This approach has paid off with the company growing by 50% each year for the past 10 years.

### Actions

Grosche recognizes that a competitive advantage to successfully compete against larger competitors is a strong workforce of dedicated and motivated personnel. Grosche works to smooth demand by shifting work to off-peak periods and engaging in steady development of its customer base to allow for more permanent positions, reducing reliance on temporary or contract labour. Additionally, Grosche uses the services of other organizations or individuals for smaller tasks to avoid needing to employ part-time or temporary workers. Grosche is also a living wage champion, providing all employees a minimum wage of \$16 an hour, calculated based on the actual cost of living in a specific locale, enabling workers and their families to participate in the life of their community.<sup>29</sup>

### Lesson Learned

Grosche believes that these efforts benefit the employer, employees, and the local community. "Reduced stress and worry about making ends meet is a given, leading to better health. Less absenteeism and staff turnover are a proven result for employers. Also, spending a portion of the additional income supports the local economy."<sup>30</sup>

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## Case study

# Company A

### Context

Company A is a leading Canadian distributor of shrink packaging equipment and supplies offering "the most comprehensive customer service program available in today's packaging industry." Company A relies on competent and motivated personnel to deliver this exceptional level of customer service.

### Actions

Company A has made a deliberate and well-thought out business decision to hire full-time permanent employees to achieve their business objectives, rather than temporary employees, as had been done in the past. Company A considers how best to ensure employees are happy, healthy and engaged by offering this type of employment as well as income in lieu of benefits and paid time off dedicated to health and wellness, professional development opportunities, and scheduling predictability. Company A also introduces part-time staff to 'friendly' competitors to increase stability for workers and ensure a steady supply of experienced workers for the sector. As a result of these strong human resources practices, technological changes (such as the use of electronic invoices), and updates to advertising and outreach practices, Company A revenues have more than doubled in the past few years.

### Lesson Learned

Organizations, particularly those relying on their workers to fulfill a commitment to deliver excellent experience to customers, can help ensure their business objectives are met by transitioning to more permanent, full-time resources as these workers are more likely to be satisfied, engaged, and motivated to deliver.

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# Raymond James

## Context

Raymond James is a large financial services organization that has been selected as one of Canada's Top Employers, in part due to its 92% employee engagement score relative to an industry average of 65%. About 10% of the workforce is made up of temporary workers. Operational investment in advance planning of staffing needs based upon volume metrics have helped the firm to hire proactively to both meet demand, and provide a pathway for temporary workers to attain permanent careers.

## Actions

Raymond James is dedicated to maintaining stability for its workforce and, critically, excelling in client service. This commitment translates into the need for effective advance planning, onboarding and training. Temporary workers are key to managing fluctuating service needs, and providing prospective employees the opportunity to grow into a complex industry. Temporary workers are used to fill gaps and supplement permanent roles. Where demand continues to rise such that the firm is prepared to commit to a long-term relationship, permanent positions become available and temporary employees are the ideal candidates. Where the firm experiences short term demand, such as RRSP or tax season, then a temporary role enables the firm to meet demand without unduly raising expectations, while candidates have the opportunity to leverage the role for career learning and growth into their next step.

By leveraging advanced analytics and volume planning techniques to accurately predict staffing needs, the firm gains confidence in sustainable longer-term careers and service excellence. Temporary workers meet short-term demand fluctuations and increases the organization's ability to hire qualified, permanent workers.

## Lesson Learned

Sophisticated workforce planning enables organizations to smooth labour demand and increase predictability for current staff, including non-standard temporary or contract workers, as an integral part of the talent management strategy. Additionally, greater assurance in long-term resource demand forecasts can allow organizations to hire permanent workers when organizations have increased confidence in consistent future needs. Temporary or contract workers are good candidates to transition into effective permanent employees given their existing familiarity with an organization, its practices and policies, and its desired business outcomes.

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## Practices and policies to increase workforce security

There are a variety of reasons why employers choose to use non-standard workers, as illustrated in previous sections. Often employers use non-standard workers to supplement their standard workforces. However, there are still leading practices that employers can use to enhance the workforce security of their non-standard workers, if transitioning them to a permanent, full-time job is not possible. These leading practices are discussed in the following sections and reflected in the 'Workforce Security Maturity Model'. This report categorizes these practices as the following:

- Income benefits;
- Other benefits;
- Predictability;
- Professional development; and,
- Inclusion.

### Income benefits

Income benefits include health and disability benefits, child care support, and non-wage financial supports (e.g. RRSPs, pensions).<sup>31</sup> Workers in non-standard roles tend to have significantly less access to benefits.<sup>32</sup> Employers can increase the security of workers in non-standard roles through a range of options such as providing coverage equivalent to that of full-time, standard workers, partial coverage, or coverage based on a pre-determined threshold (e.g. hours or months worked). The Conference Board of Canada's survey of medium and large employers found that full-time employees had almost universal benefits coverage and that part-time employees who worked a minimum of 20 hours per week were commonly covered. In contrast, only 6% of employers reported that they provided full benefits to their contingent (contract, term, casual or seasonal) workers, though 52% reported that they provided some benefits to their contingent workers.<sup>33</sup> Offering more income benefits to insecure workers could result in decreased income related stress, improved health and wellbeing, increased support for children, and increased community engagement and volunteering. From a business perspective, it could help increase productivity, employee engagement and satisfaction, increase the supply of qualified temporary workers, as well as improve talent attraction and retention efforts.<sup>34</sup> In one Canadian healthcare survey, 77% of those who had benefits stated that they would not move to another job without benefits.<sup>35</sup>

Only **8%** of those in precarious employment relationships had an employer-sponsored benefit plan, compared with **100%** of those in secure employment.<sup>36</sup>

**Figure 5: Comprehensiveness of Income Benefits**

One	Two	Three	Four
<ul style="list-style-type: none"> <li>– No benefits (medical, dental or pension)</li> <li>– No financial incentives (e.g. RRSP, RPP, stock options, etc.)</li> </ul>	<ul style="list-style-type: none"> <li>– Partial or modified benefits and financial incentives (e.g. fixed or variable bonuses based on certain targets)</li> <li>– Possible eligibility requirements (e.g. minimum hours worked; minimum contract duration) to qualify for partial or modified benefits and financial incentives</li> <li>– Increased wages in lieu of benefits</li> </ul>	<ul style="list-style-type: none"> <li>– Identical benefits and financial incentives to standard workers provided eligibility requirements are met (e.g. minimum hours or duration of work)</li> <li>– Benefit fund – fund provided for workers to withdraw payment for benefits coverage<sup>38</sup></li> <li>– Flexible options which could be selected by workers based on individual preferences</li> </ul>	<ul style="list-style-type: none"> <li>– Identical benefits and financial incentives to standard workers with no eligibility requirements*</li> </ul>

## Additional options

- Benefit bank – some benefits provided for workers or employers to purchase independently through the benefit bank<sup>37</sup>

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

## Case study

# Vancouver City Savings Credit Union (Vancity)

## Context

Vancity is a member-based and owned Cooperative, values-based financial services organization that is a member of the Global Alliance for Banking on Values and operates using a triple bottom line approach, making decisions based on economic, social, and environmental guiding principles. The organization has achieved an overall engagement score of 80% compared to an industry average of 65%.

## Actions

Compared to many other credit unions, the organization is in a position as a privately-owned enterprise to make decisions that are not only fiscally, but also socially and environmentally, responsible. Vancity believes strongly that it is important to make permanent connections with employees that are aligned with the organization's triple bottom line philosophy. As the largest living wage employer in Canada, Vancity ensures that all workers' wages comply with these compensatory guidelines, including external contractors such as office and cleaning staff in all locations. All standard and non-standard workers receive health benefits immediately, while a probationary period of six months applies for dental benefits. The organization also offers salary premiums to compensate for reduced benefits. By measuring and tracking against not just economic results, but also social and environmental results, Vancity has created an organization highly supportive of investment in people and has seen corresponding financial and reputational benefits due to this investment.

## Lesson Learned

Making long-term, responsible decisions for meaningful and sustainable employment can be profitable and increase employee engagement. A short-sighted approach to managing the workforce can inhibit the organization from unlocking the potential of all workers.

## Context

Vemba is a next generation video distribution and content discovery platform for premium publishers. Vemba believes that the organization has a moral obligation to provide greater security to all workers, regardless of role. Vemba also believes that this has generated business benefits through greater worker loyalty and productivity.

## Actions

Vemba frequently offers contract positions for a set period to test organizational fit. After three months these individuals are transitioned to full-time, permanent roles and are provided with comprehensive drug, dental, and restorative health benefits, three weeks of paid vacation (which can increase to up to five weeks with tenure), access to financial bonuses, and stock options. These workers are also provided with other non-income benefits including access to financial advice and paid transportation in the evenings. Workers that remain in contract positions are given the option to select a base level of income plus benefits, or a higher level of income in lieu of benefits. These actions were done strategically, based on a long-term view that employees and the organization would benefit from providing workers with greater security.

## Lesson Learned

Organizations that are committed to providing a positive experience for their workers not only advance their social contribution, but also can achieve business benefits through increased loyalty and productivity. It is also important to set clear objectives related to human capital practice changes, and track outcomes against these objectives to understand what benefits have been achieved. Finally, having a clear and transparent process towards becoming a secure employee can be advantageous to both businesses and employees, creating greater confidence and satisfaction for employees and cultivating strong, long-term talent for organizations.

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## Other Benefits

Other benefits are defined as supports without direct financial components provided to workers such as paid leave, flexible hours, and alternative work options. These other benefits play an important role in helping workers in insecure roles to establish a work-life balance. Lack of access to paid time off can compromise a worker's ability to cope with unanticipated personal events, contributing to higher levels of stress and anxiety. Offering more of these benefits to insecure workers could result in improved health and wellbeing, increased community engagement and volunteering, and increased ability to participate in family activities. From a business perspective, it could result in improved employee morale,<sup>39</sup> motivation, productivity and loyalty, as well as decreased absenteeism<sup>40</sup> and turnover.<sup>41</sup>

Only **12%** of those in insecure employment relationships were paid if they missed a day's work, compared with **100%** of those in secure employment.<sup>42</sup>

**Figure 6: Comprehensiveness of Other Benefits**

One	Two	Three	Four
<ul style="list-style-type: none"> <li>– No paid sick or personal days*</li> <li>– Flexible work arrangements only provided based on legislation or regulation</li> <li>– No time or monetary allocation for volunteering activities</li> </ul>	<ul style="list-style-type: none"> <li>– Reduced paid sick days compared to standard amount</li> <li>– Reduced paid personal days compared to standard amount</li> <li>– Increased wages in lieu of leave benefits</li> </ul>	<ul style="list-style-type: none"> <li>– Equivalent paid sick days to standard amount</li> <li>– Equivalent paid personal days or premiums to standard amount</li> <li>– Benefit fund – offer a fund for sick pay from which workers could draw<sup>43</sup></li> <li>– Limited worker-led flexibility (e.g. input on work hours, start and end times, breaks, etc.)</li> </ul>	<ul style="list-style-type: none"> <li>– Equivalent paid sick and personal days or premiums to standard amount</li> <li>– Flexible arrangements if desired (e.g. telecommuting, incremental leave, flextime, compressed workweeks)</li> <li>– Time or monetary allocation for volunteering activities</li> <li>– Significant worker-led flexibility (e.g. input on work hours, start and end times, breaks, etc.)</li> </ul>

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

## Case study

# First West Credit Union

## Context

First West Credit Union – one of Canada’s largest cooperative financial institutions, based in British Columbia with 1,700 employees – has achieved low absenteeism as a result of policies that balance individual employee preferences with business needs, thereby providing additional security to non-standard employees.

## Actions

First West Credit Union moved from a policy in which all employees, including standard and non-standard roles, received a set number of assigned personal days (which include sick days), to a policy in which employees received unassigned days that could be used for either sick days or personal needs. People managers would work closely with employees to manage days off and provide flexibility, while still ensuring that business needs were met. To enable people managers to do so, coaching and training was provided to identify ‘win-win’ solutions that benefited both the business and employees. While initially concerned that employees might take more total days off per year, management instead found that employees, regardless of role or status, on average took fewer days off overall, resulting in reduced organizational costs. Establishing a baseline prior to the policy change, and tracking results following the change allowed the organization to clearly understand the costs and associated benefits of the change, which increased organizational buy-in and support for future human capital improvement related initiatives.

## Lesson Learned

Think outside the box to come up with creative solutions to solve problems affecting the workforce, such as flexibility and work-life balance. If it doesn’t work, measure, evaluate and try something new. Taking well managed risks is also important, and can result in significant rewards.

Case study

## Company B

### Context

Company B is a small provincial Crown corporation that provides farmers, agribusinesses and other small businesses with financial services related to agricultural activities such as crop insurance, farm income disaster assistance, and livestock price insurance. With about 20% of the workforce in non-standard roles due to high seasonality in the business, the organization has still managed to achieve high employee engagement and greater security for the on-farm inspection team.

### Actions

Company B extends many of its non-income benefits to part-time and contract workers by offering more flexibility in hours through compressed or shortened work weeks, reduced summer hours, and an earned days off program. The organization also considers previous work experience rather than just seniority when setting annual vacation for new workers. Company B has also been able to transition to an increased proportion of full-time, permanent roles as demand becomes more predictable due to customers' increasing desire for consistent, value-added advice and support around insurance products.

### Lesson Learned

Organizations with flexible demand can use creative methods to increase worker security. Creating flexible work arrangements for workers can be valuable, but the organization needs to manage it well. To do this, it's important to listen to employee needs and co-create win-win situations that benefit both the people and the business.

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Case study

## Alberta-Pacific Forest Industries Inc. (Al-Pac)

### Context

Al-Pac is the largest single line pulp mill in North America. It employs a variety of contract and temporary workers due to project work and community programs such as trade apprenticeships. The organization has been selected as one of Canada's Top Employers for the past nine years.

### Actions

AL-PAC has increased flexibility for all workers by extending certain policies to non-standard workers, which has contributed to improved morale and engagement. For example, all workers (except for operations staff) are eligible to work compressed work weeks if they decide this fits their lifestyles better. In addition, the organization may offer team-approved paid absences for employees to participate in community volunteering initiatives. For workers that must be on site during the work day, AL-PAC may pay entry fees for certain charity events or donate on behalf of the worker for volunteering on their own time.

### Lesson Learned

Company culture is an important success factor for satisfying business objectives. Treat all workers fairly and don't over segment the workforce in terms of eligibility for benefits, as no worker is less meaningful or valuable to the organization.

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## Predictability

This report defines predictability as the range of supports that employers can use to increase predictability, consistency, and stability for workers. This includes two dimensions – a focus on scheduling and amount of work hours. Workers in insecure roles are significantly more likely to experience irregular work schedules than those in secure employment.<sup>44</sup> There are a variety of practices that can help increase predictability which may involve having guaranteed hours every week or having sufficient advance notice of hours in order to be able to plan the week. Providing increased predictability could result in decreased anxiety, improved household wellbeing and happiness, and decreased delays in starting relationships and/or families.<sup>45</sup> From a business perspective, it could improve employee morale, engagement and productivity, as well as decrease turnover.<sup>46</sup> Additionally, leveraging pools of pre-qualified talent, independent of type of work, can reduce recruitment and onboarding costs.

Almost **25%** of those in insecure employment relationships have a work schedule that often changes unexpectedly, compared with only **3%** of those in secure employment.<sup>47</sup>

**Figure 7: Comprehensiveness of Predictability Practices**

One	Two	Three	Four
<ul style="list-style-type: none"> <li>– No guaranteed advanced notice of scheduling</li> <li>– No guaranteed scheduled minimum hours</li> </ul>	<ul style="list-style-type: none"> <li>– Advanced notice of scheduling</li> <li>– Limited scheduling stability and predictability</li> <li>– Guaranteed minimum hours</li> </ul>	<ul style="list-style-type: none"> <li>– Scheduling and minimum hours established in contract</li> <li>– Consistent work scheduling (e.g. same frequency and duration of shifts week over week)</li> </ul>	<ul style="list-style-type: none"> <li>– Ongoing worker input and control over scheduling</li> <li>– 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.)</li> </ul>

Case study

## University of Toronto

### Context

As Canada's largest educational institution, the University of Toronto has high engagement among its workforce of over 30,000 employees. The institution has competitive advantage to attracting and retaining top talent due to its positive employment practices, and has been recognized ten times as one of Canada's Top 100 Employers. The University of Toronto employs about two-thirds of the workforce in non-appointed, temporary roles in order to provide job opportunities for students, address additional service needs during the academic year, and fill positions funded by time-limited grants.

### Actions

Despite the complexity of the workforce due to several different worker classes, a decentralized HR service model, and 33 bargaining units, the University of Toronto has worked to create a consistent employment experience. Oversight of HR support is provided through a centralized HR group to help ensure consistent delivery of HR services across the University, while decentralized offices allow for increased customization and personalization of support for different client groups. The University of Toronto uses an internal staffing pool called UTemp to help fill non-appointed, casual roles across the entire institution. Casual workers hired through UTemp are provided with an orientation to the University and skills training in any areas they need to successfully complete a temporary work assignment. Often, these casual workers are able to successfully apply and be hired into appointed roles at the University when their temporary role concludes.

### Lesson Learned

Internal workforce pools can be helpful for managing fluctuating staffing needs, but it is important to still foster a consistent employment experience and make sure that workers, comparator organizations, and other sharing communities are consulted on decisions related to benefits and other employment practices.

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Case study

## Toronto Don Valley Hotel & Suites

### Context

Toronto Don Valley Hotel & Suites offers affordable accommodations in Toronto's east end with a strong guest experience. Particularly given its location outside of the downtown core, the hotel experiences greater seasonality fluctuating from ~90% occupancy in high season to ~50% occupancy during low season.

### Actions

Toronto Don Valley Hotel & Suites, working in collaboration with its union, leverages a pool of qualified human resources to accommodate seasonal demand fluctuations and cover illnesses. Individuals post resumes and list relevant skills that can be reviewed by various hotels. This provides Toronto Don Valley Hotel & Suites with the opportunity to meet demand while providing greater consistency in work to individuals given they are able to access a broader range of positions. This hotel also cross-trains individuals to fill in for each other, in order to smooth demand and reduce the need to hire more workers on short-term contracts.

### Lesson Learned

Pooling across an industry can provide organizations with access to skilled labour as required. It can also provide workers with greater consistency in work despite fluctuations in demand at a given organization, because workers are given access to a broader set of opportunities to work.

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## Professional Development

Professional development is defined in this report as opportunities for advancement and skill development, including onboarding training, specialized paid training, performance management, and mentorship. Workers in non-standard jobs tend to have significantly less access to training.<sup>48</sup> Employers may choose to increase the security of workers in non-standard roles through partial or full inclusion in training and skill development opportunities, mentorship programs, and promotion from within the organization. Providing insecure workers with more training and professional development opportunities could increase their internal and external career pathways. From a business perspective, trained workers may be with the organization for a short tenure, but they may also be eligible candidates for permanent positions within the company, may return in the future, and/or may refer friends to the company.<sup>49</sup>

Those in secure employment are almost **40%** more likely to receive employment-related training than those in insecure employment.<sup>50</sup>

**Figure 8: Comprehensiveness of Professional Development Practices**

One	Two	Three	Four
<ul style="list-style-type: none"> <li>– No access to informal or formal training (other than mandatory / legislated training)</li> <li>– No access to mentorship programs</li> <li>– No clarity around current role expectations</li> <li>– No involvement in performance management process</li> <li>– No advanced notice of upcoming permanent opportunities</li> </ul>	<ul style="list-style-type: none"> <li>– Access to limited role-specific internal training</li> <li>– Access to limited mentorship programs</li> <li>– Clearly communicated current role expectations</li> <li>– No involvement in performance management process</li> <li>– Some advanced notice of upcoming permanent opportunities</li> </ul>	<ul style="list-style-type: none"> <li>– Full access to internal training and mentorship programs</li> <li>– Access to cross-training to broaden skillsets and prepare workers for a range of internal or external opportunities</li> <li>– Involvement in performance management process</li> <li>– Advanced notice of upcoming permanent opportunities</li> </ul>	<ul style="list-style-type: none"> <li>– Clear and preferential access to permanent, full-time roles and promotions</li> <li>– Access to external training programs and funding</li> <li>– Policies that facilitate the transition from non-permanent to permanent roles</li> </ul>

Case study

## CBCL Limited

### Context

CBCL is an engineering services company based out of Atlantic Canada that has achieved high employee retention as a result of comprehensive policies to increase security for non-standard workers despite seasonality in the business.

### Actions

Part-time and hourly workers always receive onboarding training and are sometimes also provided with specialized paid training depending on the nature of the work. There is an extra emphasis on transitioning temporary workers into full-time roles; they are often encouraged to apply for permanent positions and accommodations are provided for education and professional development where possible. For example, hourly positions have been created for workers who decided to go back to school.

### Lesson Learned

Happier workers are more brand-aware, engaged and productive, all of which can translate into positive business outcomes. Higher retention also allows CBCL to retain experienced and qualified personnel, improving overall efficiency and effectiveness and therefore business performance.

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Case study

## LoyaltyOne

### Context

LoyaltyOne is a large customer analytics and loyalty services organization that has been recognized for excellent customer service and high engagement among all employee segments including their hourly workforce.

### Actions

LoyaltyOne recognizes that hourly associates are critical to the business model, providing extra relief and specialized skills in their Customer Care centres. Hourly associates receive the same amount of intensive onboarding training as all other associates – fostering a strong connection across the business, customers, and top-tier HR programs. LoyaltyOne believes this model helps associates feel more connected to the company purpose, that they can help shape culture, and that they feel empowered to deliver a better customer experience.

### Lesson Learned

Treating your workforce exceptionally will give them a sense of purpose and make them feel part of your culture – translating into a better customer experience and customer loyalty, driving improved long-term business results.

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Case study

## Company C

### Context

Company C is a small hotel and residence in Toronto that employs part-time workers to fill various roles that require shift work such as concierge, maintenance, and cleaning services. Company C has one of the highest occupancy rates in the city, so the organization is in a unique situation where it is able to provide more predictability to workers due to less fluctuating business needs.

### Actions

Company C has a variety of training and development practices that increase the security of workers in insecure arrangements. For example, in an effort to encourage succession planning and promotion from within, job postings are open for seven days internally before they are open to external applicants, as per their collective agreement. There is also a specific emphasis on cross-training workers so that they have the skills necessary to fill multiple roles. This allows Company C to more consistently meet varied demand and provides greater stability to workers who can fill multiple roles. Additionally, Company C firmly believes in communicating and providing flexibility around scheduling for workers so that they can balance multiple other priorities including personal responsibilities and possibly other jobs.

### Lesson Learned

You have to invest in your people; a more skilled and engaged workforce will lead to better business outcomes such as customer satisfaction and top-line revenue growth.

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Case study

## Little Kickers

### Context

Little Kickers provides children with a positive introduction to sport in a fun and educational environment through a global franchise model. Little Kickers' founders understand the importance of flexibility and work-life balance, and believe that building this into the business model has been a strong contributor to its success.

### Actions

Little Kickers strongly believes that providing its workers, regardless of role, with professional development opportunities not only improves productivity and performance, but is also their moral obligation to their workers. Little Kickers provides training, accreditation support, internal promotions, and global opportunities within and across functional roles. For example, the organization trains existing staff for new opportunities within the organization before recruiting from outside of the organization. To ensure consistency in how staff are treated in various global franchise locations, initial and ongoing training is provided for franchisees, operations managers, and coaches.

### Lesson Learned

Investing in training and development for your organization's people is one of the most valuable investments an organization can make, leading to greater engagement and high performance.

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# Inclusion

In the context of this report, inclusion refers to involving non-standard workers in the social and cultural aspects of the business as both a participant and a leader. Specific examples of this include communications, planning efforts, social activities, and other business activities. It is important to set clear guidelines regarding which meetings and work-related activities insecure workers are permitted to attend in order to eliminate ambiguity and increase participation.<sup>51</sup> Inclusion also refers to involvement of non-standard workers in recognition and awards programs to recognize their contribution to the organization. Including insecure workers in these activities can help to make them feel like they are an integral part of the organization, which could result in increased satisfaction and engagement. From a business perspective, this may create a business culture that values the contributions of non-standard staff and results in improved retention and employee satisfaction, which could increase the likelihood of these workers taking on permanent roles when they become available.<sup>52</sup>

In some cases, operational and technology changes may be required to enable organizations to effectively include non-standard workers. Examples could include providing non-standard workers with company email addresses or access to the organization’s intranet.

**Figure 9: Comprehensiveness of Inclusion Policies**

One	Two	Three	Four
<ul style="list-style-type: none"> <li>– No inclusion of non-standard workers in work-related activities and communications</li> </ul>	<ul style="list-style-type: none"> <li>– Limited inclusion in work-related activities and communications (e.g. select or longer term workers only; limited events)</li> </ul>	<ul style="list-style-type: none"> <li>– Full inclusion in all work-related activities and communications</li> <li>– No involvement in planning committees / activities</li> </ul>	<ul style="list-style-type: none"> <li>– Business culture that values input of non-standard workers</li> <li>– Full inclusion in all work-related activities, social events, and communications</li> <li>– Participation in planning committees / activities</li> </ul>

## Case study Prime Data

### Context

Prime Data is a small marketing technology organization that consciously makes an effort to be inclusive to all types of workers. As a result, Prime Data has achieved high worker engagement and tangible positive business outcomes such as faster delivery speeds.

### Actions

As a strong component of organizational culture, there is no delineation from a social perspective between standard and non-standard workers. All workers are welcome and encouraged to participate in office social activities. Additionally, all workers are involved in the daily ‘huddle’ to discuss ongoing work, identify any issues and problem solve, and share personal news. Prime Data has noticed an increased sense of ownership among its workers to come up with solutions for documented problems, demonstrating an understanding that their actions tangibly affect company performance. Prime Data has also implemented other changes that provide greater flexibility to staff so that they are able to engage effectively at work and also at home, including cloud based VOIP systems so that staff can work offsite.

### Lesson Learned

Avoid emphasizing differences between classes of workers to increase perceived fairness and overall engagement.

Case study

# Spark Growth

## Context

Spark Growth is an integrated digital marketing firm with offices in Toronto and Brooklyn. As a small start-up that is only five years old, they have made human capital practice decisions with the intention of increasingly including non-standard workers as much as possible in the organization.

## Actions

Spark growth views the inclusion and integration of part-time and contract staff as key to retaining quality staff that are better able to work with clients. The idea of inclusion is manifested in several human capital practices in which part-time and contract staff are both covered by the same employment practices, and included in all work-related activities and events. For example, part-time workers are included in the organization's vacation policy, paid statutory holidays, performance bonuses, and an all-expenses paid off-site retreat. Some non-standard workers plan their own schedules and were included in learning plans.

## Lesson Learned

Employees will leave if they are unhappy. Treat practices such as flexibility and inclusion as core principles of your business to help retain staff.

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# Next steps & maturity model

Given the drivers and impacts of insecure employment mentioned above, as well as the types of practices that can be implemented to mitigate the effects, the following next steps are recommended for employers to embark on the journey to increase security of workers in insecure work arrangements:

**Figure 10: Next Steps**

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>

**Figure 11: Overview of Workforce Security Maturity Model**

The Workforce Security Maturity Model is a tool to help employers assess the comprehensiveness of their current practices and policies related to insecure employment, and to understand their options to improve the security of their workers. It is important to keep in mind that not all organizations will find their employment practices at the fully comprehensive end of the spectrum, and the goal of the model is not to imply that such is the right answer for every organization. The right answer could vary based on industry, company size, lifecycle stage, economics, and other factors. Each employer should consider their own business objectives and situation, while also referencing industry peers, in order to make decisions on how to improve the security of their workers. The flexibility of the model also means that employers can apply these practices to others within their workforce supply chain, for example sub-contractors and franchisees. Please note that the Workforce Security Model takes into consideration Ontario Employment Standards and the information may be subject to change in other provinces.

	One	Two	Three	Four
<b>Income Benefits</b>	<ul style="list-style-type: none"> <li>– No benefits (medical, dental or pension)</li> <li>– No financial incentives (e.g. RRSP, RPP, stock options, etc.)</li> </ul>	<ul style="list-style-type: none"> <li>– Partial or modified benefits and financial incentives (e.g. fixed or variable bonuses based on certain targets)</li> <li>– Possible eligibility requirements (e.g. minimum hours worked; minimum contract duration) to qualify for partial or modified benefits and financial incentives</li> <li>– Increased wages in lieu of benefits</li> </ul>	<ul style="list-style-type: none"> <li>– Identical benefits and financial incentives to standard workers provided eligibility requirements are met (e.g. minimum hours or duration of work)</li> <li>– Benefit fund – fund provided for workers to withdraw payment for benefits coverage<sup>38</sup></li> <li>– Flexible options which could be selected by workers based on individual preferences</li> </ul>	<ul style="list-style-type: none"> <li>– Identical benefits and financial incentives to standard workers with no eligibility requirements*</li> </ul>
<b>Other Benefits</b>	<ul style="list-style-type: none"> <li>– No paid sick or personal days**</li> <li>– Flexible work arrangements only provided based on legislation or regulation</li> <li>– No time or monetary allocation for volunteering activities</li> </ul>	<ul style="list-style-type: none"> <li>– Reduced paid sick days compared to standard amount</li> <li>– Reduced paid personal days compared to standard amount</li> <li>– Increased wages in lieu of leave benefits</li> </ul>	<ul style="list-style-type: none"> <li>– Equivalent paid sick days to standard amount</li> <li>– Equivalent paid personal days or premiums to standard amount</li> <li>– Benefit fund – offer a fund for sick pay from which workers could draw<sup>43</sup></li> <li>– Limited worker-led flexibility (e.g. input on work hours, start and end times, breaks, etc.)</li> </ul>	<ul style="list-style-type: none"> <li>– Equivalent paid sick and personal days or premiums to standard amount</li> <li>– Flexible arrangements if desired (e.g. telecommuting, incremental leave, flextime, compressed workweeks)</li> <li>– Time or monetary allocation for volunteering activities</li> <li>– Significant worker-led flexibility (e.g. input on work hours, start and end times, breaks, etc.)</li> </ul>
<b>Predictability Practices</b>	<ul style="list-style-type: none"> <li>– No guaranteed advanced notice of scheduling</li> <li>– No guaranteed scheduled minimum hours</li> </ul>	<ul style="list-style-type: none"> <li>– Advanced notice of scheduling</li> <li>– Limited scheduling stability and predictability</li> <li>– Guaranteed minimum hours</li> </ul>	<ul style="list-style-type: none"> <li>– Scheduling and minimum hours established in contract</li> <li>– Consistent work scheduling (e.g. same frequency and duration of shifts week over week)</li> </ul>	<ul style="list-style-type: none"> <li>– Ongoing worker input and control over scheduling</li> <li>– 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.)</li> </ul>
<b>Professional Development Practices</b>	<ul style="list-style-type: none"> <li>– No access to informal or formal training (other than mandatory/legislated training)</li> <li>– No access to mentorship programs</li> <li>– No clarity around current role expectations</li> <li>– No involvement in performance management process</li> <li>– No advanced notice of upcoming permanent opportunities</li> </ul>	<ul style="list-style-type: none"> <li>– Access to limited role-specific internal training</li> <li>– Access to limited mentorship programs</li> <li>– Clearly communicated current role expectations</li> <li>– No involvement in performance management process</li> <li>– Some advanced notice of upcoming permanent opportunities</li> </ul>	<ul style="list-style-type: none"> <li>– Full access to internal training and mentorship programs</li> <li>– Access to cross-training to broaden skillsets and prepare workers for a range of internal or external opportunities</li> <li>– Involvement in performance management process</li> <li>– Advanced notice of upcoming permanent opportunities</li> </ul>	<ul style="list-style-type: none"> <li>– Clear and preferential access to permanent, full-time roles and promotions</li> <li>– Access to external training programs and funding</li> <li>– Policies that facilitate the transition from non-permanent to permanent roles</li> </ul>
<b>Inclusion Policies</b>	<ul style="list-style-type: none"> <li>– No inclusion of non-standard workers in work-related activities and communications</li> </ul>	<ul style="list-style-type: none"> <li>– Limited inclusion in work-related activities and communications (e.g. select or longer term workers only; limited events)</li> </ul>	<ul style="list-style-type: none"> <li>– Full inclusion in all work-related activities and communications</li> <li>– No involvement in planning committees / activities</li> </ul>	<ul style="list-style-type: none"> <li>– Business culture that values input of non-standard workers</li> <li>– Full inclusion in all work-related activities, social events, and communications</li> <li>– Participation in planning committees / activities</li> </ul>

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

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

# Conclusion

Workers in non-standard roles represent a significant portion of talent across industries. The organizations profiled in this report believe that treating these workers well, providing them with access to greater supports and opportunities will drive better performance. Broader research supports this, demonstrating the benefits that can result from enhancing the security of workers in less secure roles. Many businesses with practices and policies providing greater security to workers demonstrate increased employee engagement and satisfaction, resulting in improved customer service, growth, and profitability.

Our goal is to share these insights across the business community to build further awareness and encourage more organizations to embark on similar journeys.

We invite you to join us in these efforts – whether it be by engaging in conversations, piloting new initiatives, or changing your organization’s policies and ways of working. We encourage you to share your experiences and results – either publicly or with our team at [research@uwgt.org](mailto:research@uwgt.org).

Together we can improve the lives of our families and communities, while driving prosperity for businesses and our society. We look forward to embarking on this journey with you.

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