

Understanding the Toronto Pearson Workforce



Toronto Pearson
International Airport | Aéroport International

CONTEXT

As an airport,
Toronto Pearson drives
economic impacts
well beyond our doors.



Job generator



49,000 airport jobs

332,000 jobs generated or facilitated



Toronto
Pearson

The airport area is Canada's 2nd largest employment zone after downtown Toronto



Significant job growth



700,000 jobs

8.5% of Ontario's
GDP



Toronto
Pearson

Growth + the Workforce

Understanding the employee base is essential to maintaining the Airport as a great place to work, and on expanding the foundation of the Airport's work as a good neighbour

Growth

- Airport growth is leading to increasing employment opportunities – need to ensure the talent pipeline is being developed
- Need balance growth with needs from multiple stakeholders

Great Place to Work

- I Am Toronto Pearson
- \$15 living wage campaign/Workers Successor Rights

Good Neighbour

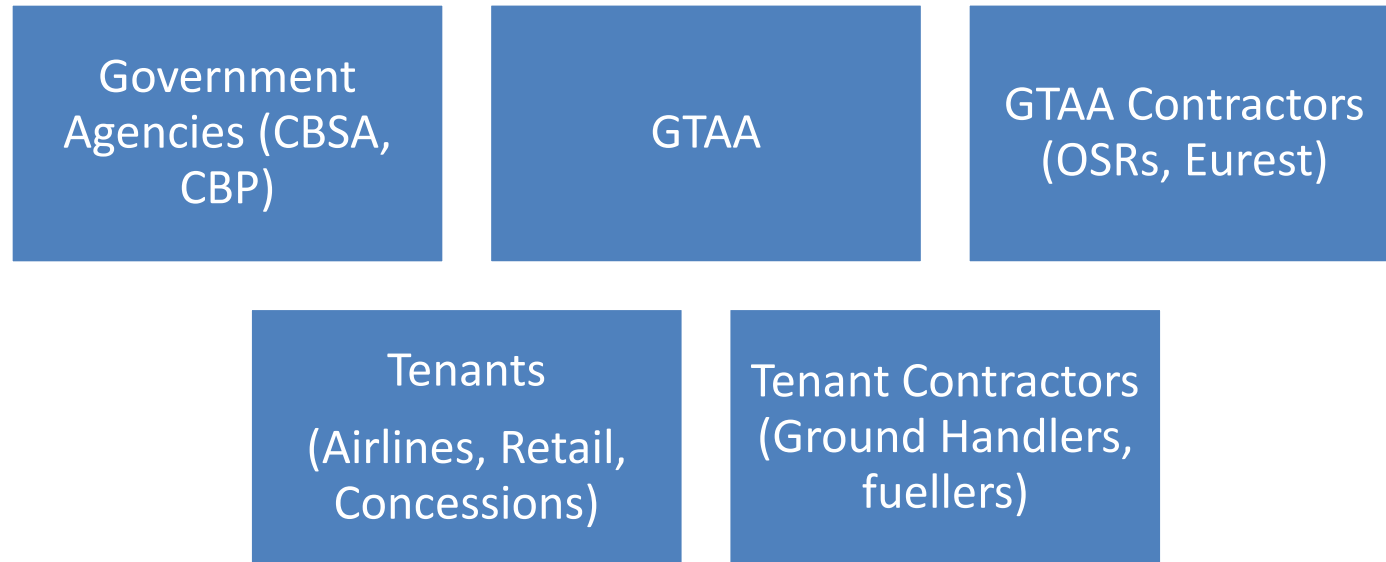
- Community Investment Program, committed to building pathways to employment
- Reputation as a good employer = good neighbour

Complexities

- The complexity of the Airport makes it challenging to address how to harness this employment growth:
- Complexities:
 - **Workforce Composition** - the layers and the diversity of terms and conditions across - and between – the different employment relationships
 - **Legislative Framework** - those that operate at the Airport fall under provincial *and/or* federal labour and employment statutes (and their Regulations)
 - **Data** - lack of data about the composition of the Airport workforce
- The GTAA, in agreement with the Airport Council of Unions, has developed an approach for a three-phase study to better grasp of these complexities

**PHASE 1:
AIRPORT BENCHMARKING STUDY/
ENVIRONMENTAL SCAN**

Workforce Composition



Are the terms of the contracts and/or the license to operate consistent across all employment and employers at the Toronto Pearson? If not, why not?

Phase 1

Airport Benchmark Study/Environmental Scan

Airport Benchmark Study

Understand how both workforce composition, contracting and labour issues are managed by other comparable airports

Scope:

- Review airports comparable to Toronto Pearson in governance structure, complexity of operations, and projected growth to understand:
 1. Workforce composition
 2. Workforce contract management (issuance of license to operate, terms of contracts, wage management, successor and seniority rights)
 3. Management/mitigation of workforce issues and what are the forums to address these issues
 4. Workforce planning
 5. Benchmark GTAA's own practices, to understand how they compare and whether there are practices that could be adopted at Toronto Pearson

Approach:

- Engage consultant, with oversight from a GTAA Working Group, reporting into the Executive Team

PHASE 2: AIRPORT WORKFORCE DEMOGRAPHIC STUDY

Phase 2

Airport Workforce Demographic Study

Demographic Study

Produce a demographic profile of the current workforce at Toronto Pearson to understand the current wage and skills profile of Airport employees.

Scope:

- Undertake an Airport Workforce Demographic Study to better understand the airport employee profile
- Census data on Toronto Pearson employees would include information such as: age, gender, industry, wage as well as more rich data such as educational and commuting profiles for the airport workforce
- Survey Work – Dependent on the information extrapolated from the census data, further qualitative investigation will be required to paint a more fulsome picture of the employees of Toronto Pearson

Why do this?

- Help understand the current wage and skills profile of airport employees, to then help identify emerging skills gaps and future labour market supply
- Help address questions that have been difficult to quantify to date, including how many employees are already earning above what has been suggested is a living wage of \$15.00 and the percentage of employees performing more than one job at the airport

PHASE 3: FUTURE LABOUR MARKET

Phase 3 Future Labour Market Need

Demographic Study 25+ years

To use the data from the demographic study to inform identify and support the future needs of Toronto Pearson's growth.

Scope:

- Identify emerging skills gaps and future labour market supply
- Recommend policies and programming to address gaps
- Work with strategic partners to bridge the gap between the airport's growth and potential skills shortage

Why do this?

- To bridge the skills gaps that will arise out of the airport's growth
- Stop gap skills future shortage (an opportunity to avoid a skills shortage)
- Take the lead in the region to build the resiliency of the communities around the airport
- Build pathways to employment
- Develop talent pipelines
- Maintain and bolster our social license to grow

GOVERNANCE + TIMING

Governance

Governance

Collaboration is essential to ensure the studies are scoped and conducted effectively

- Phase 1 (Airport Benchmarking Study) will be led by a professional services firm, and subject to oversight by a cross-departmental GTAA steering committee
 - Airport Council of Unions will have the opportunity to input into scope and research
- Phase 2 (Airport Workforce Demographic Study) and Phase 3 (Future Labour Market Needs) will be undertaken by third party consultant that is subject to the oversight of a joint industry, labour, government and academic steering committee

Timing

	Q1 2017	Q2 2017	Q3 2017	Q4 2017	Q1 2018	Q2 2018
Phase 1: Environmental Scan						
Phase 2: Workforce Demo Study						
Phase 3: Future Labour Market Needs						

QUESTIONS?

