



Toronto Pearson Aviation Workforce Strategy and Playbook + Pearson
Works Update – Consultative Committee Meeting
March 22, 2022

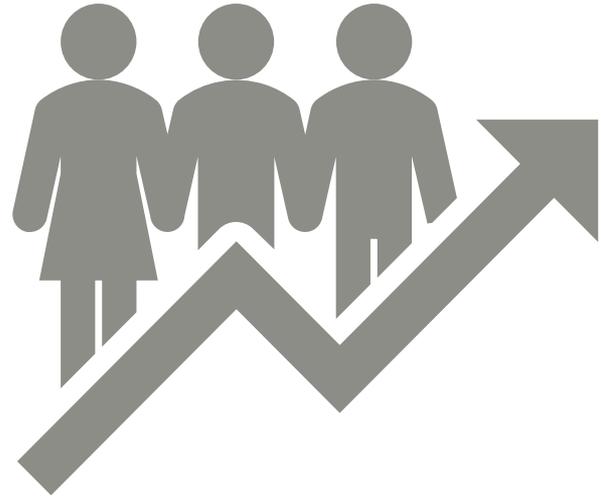
Pearson Works!

A cross-stakeholder collaborative platform that

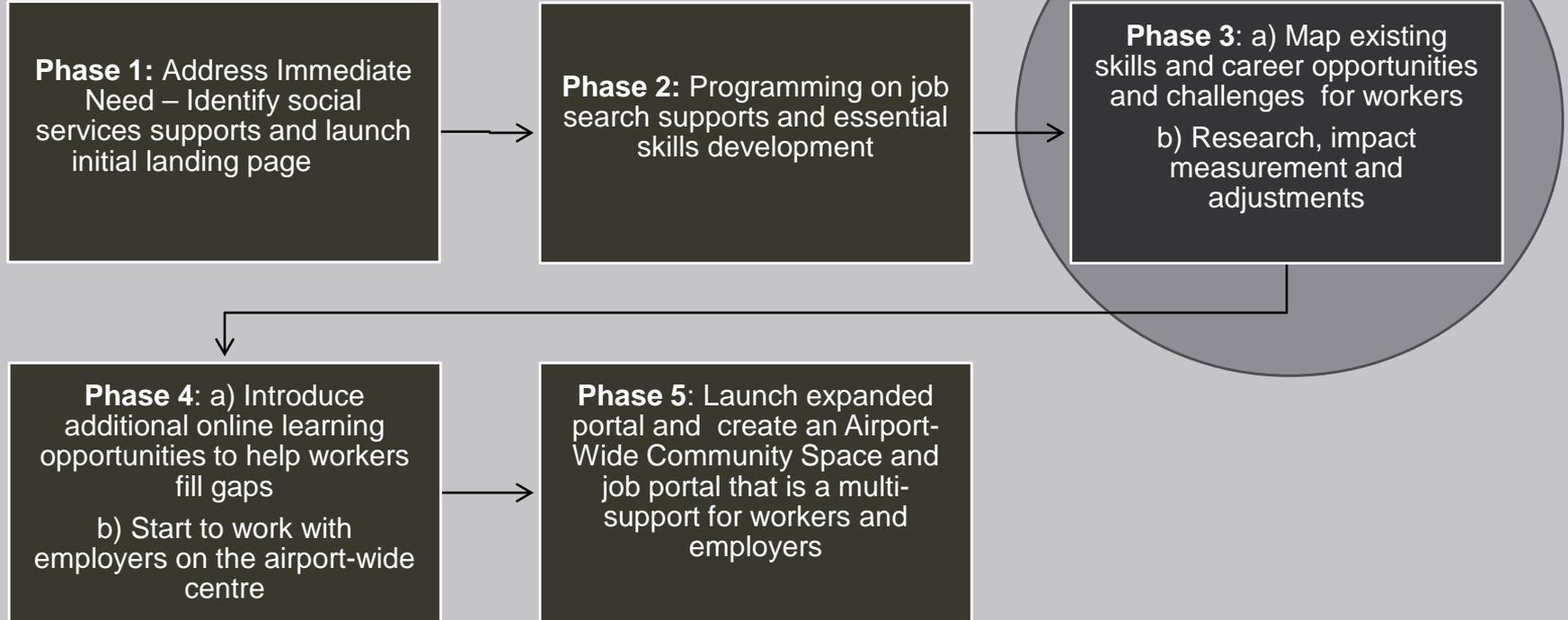
- Leverages Pearson as an economic pillar
- Promotes the benefits of airport careers and encourages the acquisition and retention of talent
- Guides the airport to prepare for future workforce needs

Pearson Works! will:

- Demonstrate commitment to the community through supporting the region through careers and training opportunities
- Drive economic benefit for the region through enabling growth, increasing productivity, and reducing underemployment
- Enhance experience for airport employers through programming and collaboration that can reduce the cost of business (ie, hiring cost, employee turnover, and lost productivity)



Pearson Works! Online Phased Approach



- The Propeller Project invests in programming, research and advocacy initiatives that address the social issue of underemployment in the region.
- In 2019, the GTAA collaborated with Deloitte on a research whitepaper to more deeply explore the causes and consequences of underemployment in Canada.
- Following the research findings and recommendations from the paper, the GTAA issued a \$1 Million call for proposals tied to the report findings.
- TRBOT's Economic Blueprint Institute was awarded a three-year sponsorship to develop a data-driven roadmap that overlays opportunities related to land-use planning, infrastructure, innovation, and talent for the region.
- The project aligned with the call for proposals and the need for more in-depth research on the topic of underemployment and the effects it has on the economy and workforce planning and development.
- Due to COVID-19 and the changing needs of the sector, the research project pivoted to address workforce recovery

Background Propeller Project + EBI

Toronto Pearson Airport Workforce Strategy and Playbook

SCOPE

- A workforce strategy and playbook that includes not just trend-based research and workforce profile but also identifies opportunities to create pathways to the future
- The Playbook discusses the workforce, operational and business changes currently underway and forecasted at Toronto Pearson Airport following the COVID-19 pandemic in order to inform an Aviation Workforce Strategy and Playbook for Toronto Pearson, including specific workforce solutions and actionable recommendations that will:
 - Inform the design and implementation of specific workforce solutions that will support upskilling and economic mobility of workers at the airport
 - Prepare people (including current airport workers) for jobs that will be created as a result of the pandemic, and jobs that will change as a result of the pandemic

OUTCOME

- Clear recommendations around workforce recovery strategies and interventions needed to
 - Close talent gaps
 - Provide practical and effective training and job opportunities; and
 - Regain and increase the Pearson Employment Megazone's attractiveness as a place of work and maintain its important role in the Innovation Corridor's regional economy.
 - Identify how much of this might be done by upskilling current employees versus new hires or other alternatives.

The paper uses a mixed-methods approach, employing a range of qualitative and quantitative methods to collect data.

- Literature review – explore trends affecting the aviation industry and how they are impacting workforce and operations + best practice research, including the Airport Workforce Demographic Survey of 2018
- Interviews:
 - GTAA subject matter experts from Ops, ADTS, HR, SRC, IT, GCSS, Finance – 10 interviews
 - Unions + TAWC: Unifor, CUPE, IAMAW, Teamsters
 - GTAA Employers (names not disclosed in report): Dexterra, HMS Host, Paradies Lagardiere, Indigo, GTADnata, ASP, AAI, Prime Flight, Paladin, Wipro, Black and McDonald, Menzies, Menzies Fueling, CLS Catering/LSG Group, ICE Currency (additional interviews with HR representatives from above employers were held separately to expand on topics/needs)
 - Employee focus groups arranged through the employers themselves + email from IATP.

Note: The playbook is not a comprehensive overview of all occupations and employers at the airport. A select number of entry-level occupations representing many workers at the airport and facing notable hiring and retention challenges were prioritized and where there was more likely to be cases of underemployment

Approach & Methodology

High-level outcomes/recommendations + Strategic Opportunities

Invest in Partnerships, Shared Leadership and Backbone Support

- Establish a leadership table made up of employers, unions, workers and the GTAA to lead the implementation of the strategy.
- Establish a partnership pledge for employers and unions across the airport to work collaboratively to fulfill the goals of this strategy.
- Dedicate staff resources at the GTAA to lead the implementation and monitoring of the strategy, and seek input to improve continuously.
- Establish strategic key performance indicators (KPIs) with the leadership table to monitor implementation, outcomes and impacts of the strategy

Build Connections and Opportunities Through Airport-wide Programs

- Develop an airport-wide communication infrastructure, creating the ability for workers to opt-in to GTAA communications to learn about airport programs, benefits, and job opportunities.
- Develop airport-wide programs based on operational excellence goals on topics such as health and safety, customer service, public safety, and sustainability, and engage workers through training, continuous improvement, and incentives

Promote and Enable Airport Pathways to Employment and Career Advancement

- Promote specific advancement pathways and job opportunities to airport workers and job seekers through an airport careers portal (linked to job postings).
- Promote and facilitate access to training that supports advancement opportunities.
- Provide opportunities for career exploration and leadership development to all airport workers.
- Partner with local organizations and employers to create local recruitment and training programs to build talent pipelines for in-demand jobs

Invest in Skills Development for All

- Offer and promote airport-wide skills development opportunities to support personal and professional workforce development.
- Offer airport-wide programs that provide skills training and align with business operations and airport priorities. Explore the potential for skills badges aligned with airport initiatives.

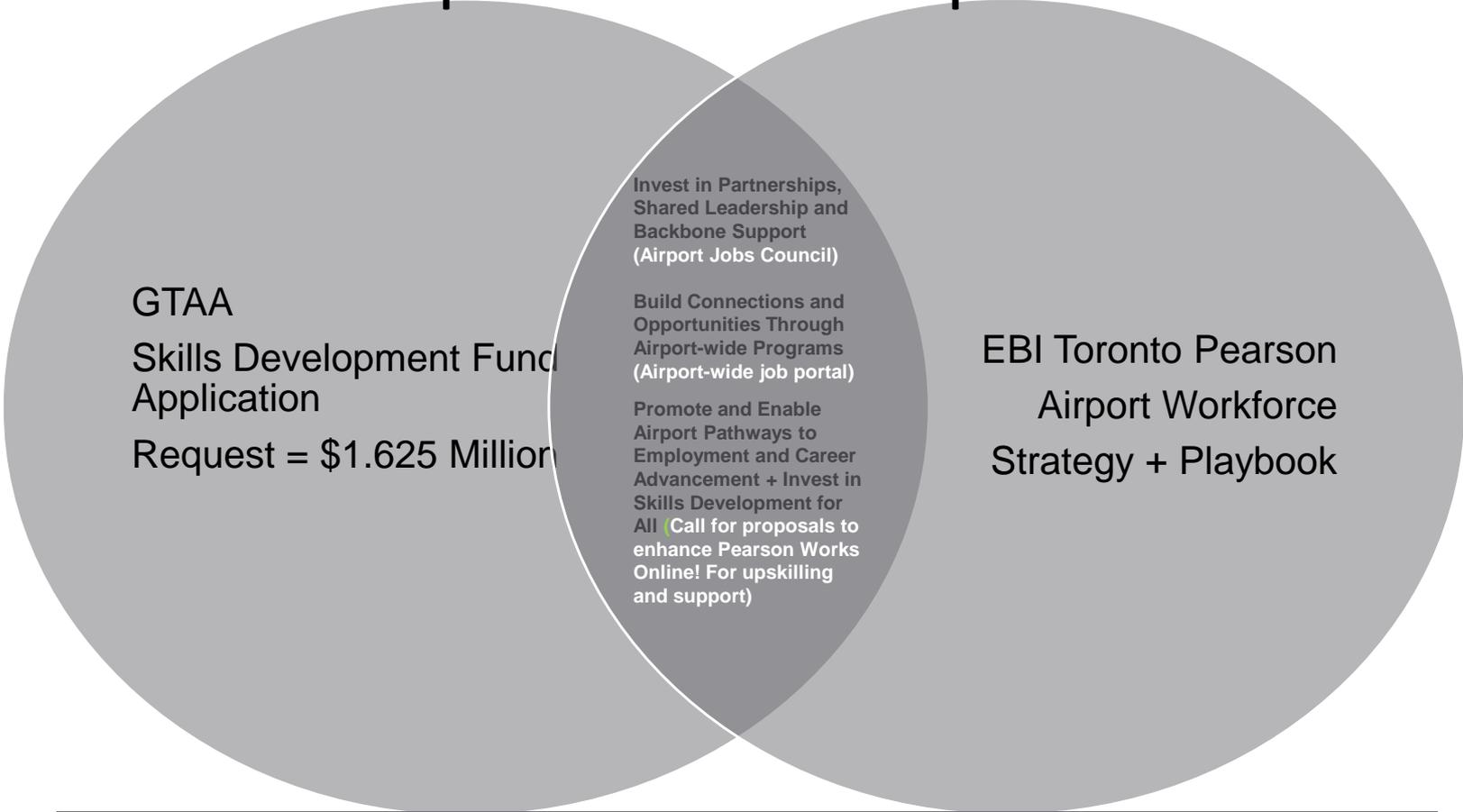
Enable a Supportive Environment for Workers

- Establish a standing leadership working group to address worker experience and worker quality of life at the airport, composed of workers, unions, employers, and the GTAA. Prioritize solutions to address the RAIC wait times, internal airport transportation, and the availability of mental health services for workers.
- Establish external partnerships to advance regional connectivity and public transit to the airport and accessible childcare services for airport workers

Advance a Good Jobs Agenda

- Adopt contract procurement standards, which include an airport minimum standard for all airport jobs.
- Ensure job continuity for current employees in contract tenders, ensuring that workers retain their jobs and seniority
- Establish a task force composed of the GTAA, other airport employers, and workers to address issues of scheduling, especially for occupations and services which are most significantly impacted, like security and below the wing positions.
- Explore options to provide benefits, offer discounts, and travel perks to workers across the airport

Skills Development Fund Proposal



Many recommendations from report can be actioned through SDF funding

Thank you!
Questions?