



Understanding the Pearson workforce:

Canada's first airport
workforce survey



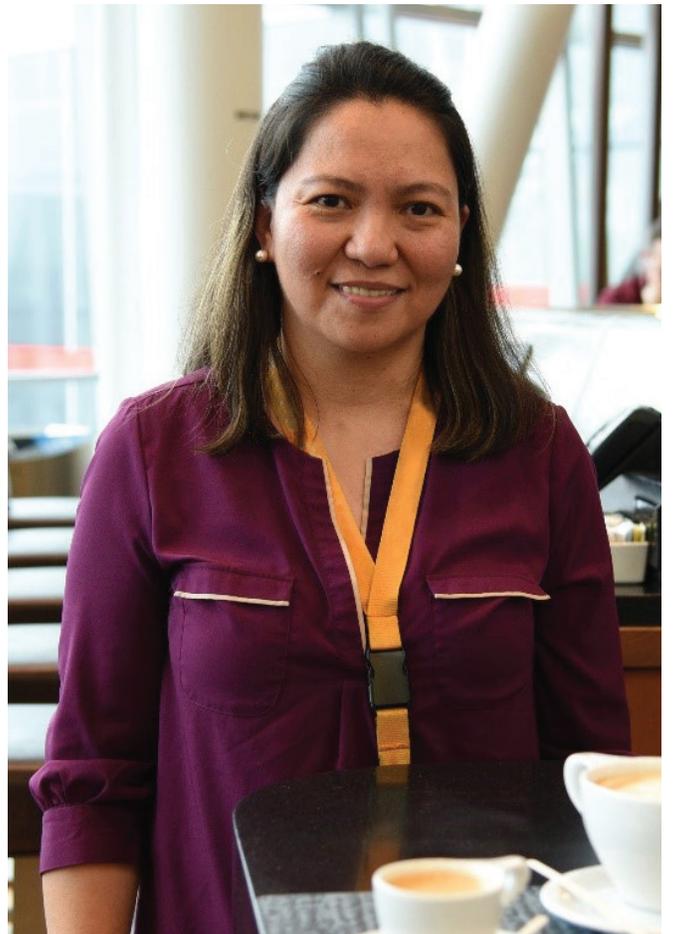
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Executive summary

Toronto Pearson International Airport (Pearson), operated by the Greater Toronto Airports Authority (GTAA), is Canada's largest airport and the most internationally connected airport in North America¹. In 2018, 49.5 million passengers flowed through Pearson and over the next 20 years, the airport is forecast to serve upwards of 85 million passengers annually.

Pearson is a complex, multi-employer, multi-union work environment. Nearly 50,000 people work at Pearson for 400-plus companies—public and private, large and small—with different employment relationships and governed by different legislative frameworks (Federal and Provincial). Employers include airport service providers, retail partners, airline and agency partners, to name a few, and all have a role in ensuring Pearson is a great place to work.

The GTAA undertook a workforce survey—the first survey of its kind at any airport in Canada—to provide a baseline to understand more about the airport's complex work environment, including who the workers are and how they get to their jobs. The information obtained from the survey will inform future work to identify gaps and support planning and programming to meet the airport's transit and workforce needs.

The survey was undertaken by Northstar Research Partners (Northstar) and developed in consultation with

the Toronto Airport Workers Council (TAWC), a collective of union representatives from across the airport that work together to address issues that impact airport workers.

The report was written with the support of the Peel-Halton Workforce Development Group and Northstar.

Survey development

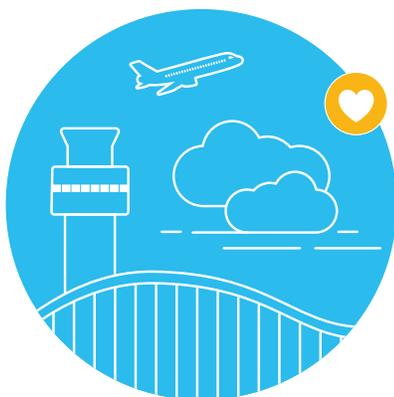
Phase one of the survey (qualitative) included the completion of 30 employer telephone interviews with Pearson employers and nine focus groups with a total of 61 Pearson employees. The results of these interviews informed the development of the survey questionnaire.

Phase two of the survey (quantitative) resulted in the collection of 3,582 survey responses from employees in a variety of positions, including above wing, below wing, security, flight crew, administration, retail, facilities, management and customs. Employer groups represented included airlines, airport service providers, the GTAA, agency partners, retail partners and others.

The survey sample size (n=3,582) is accurate to within a statistical tolerance of +/- 1.64 percentage points, 19 times out of 20. These results provide a high degree of confidence, indicating that survey findings are generally representative of the overall workforce population at Pearson.

Primary findings

The primary findings have been summarized within the report across key themes that highlight the demographics and experiences of the Pearson workforce as they relate to workforce arrangements and commuting patterns.



50,000
EMPLOYEES

400
COMPANIES

NEARLY
50 MILLION
PASSENGERS

Nearly 50,000 people work at Pearson for over 400 companies, including the GTAA, airlines, airport service providers, retail partners and agencies. Together, we serve nearly 50 million passengers a year.

STAYING POWER 9 YEARS



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

The primary findings and key themes have been summarized below.

The workforce at Pearson is diverse and dynamic.

Situated at the heart of the second-largest employment zone in Canada, Pearson provides a stimulating and stable working environment for a diverse and dynamic workforce. Pearson's employees represent the diversity of the communities surrounding the airport, showcasing the region's roots in immigration and diverse cultural communities.

Similar to the populations of neighbouring cities, the Pearson workforce is generally divided equally along gender lines. The Pearson workforce diverges from the local population in that it tends to be better-educated. Moreover, the Pearson workforce is slightly younger than the overall working-age population.

WE REFLECT CANADA'S DIVERSITY

46% of the workforce was born outside of Canada.

69% have parents born around the world.



Pearson provides a strong and stable work environment with opportunities for employee growth and development.

In general, Pearson provides a stable work environment and a place to grow for employees. This is exemplified by generally good incomes, strong personal networks among employees, high levels of union membership (72 per cent), medium- to long-term employment tenures (average of nine years) and high levels of permanent (92 per cent) and full time (78 per cent) positions.

The majority of employees believe that Pearson provides not only a good job today, but also opportunity to grow and advance. This is especially true of younger employees who are early in their careers and see a path forward within the airport employment community.



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.

Pearson provides not only a community within employer and work groups, but also between them in a common environment. Employees, across employers and across employer groups, share experiences as employees at Pearson. This provides the opportunity to build strong intra-employer relationships and networking opportunities that may not exist in other employment environments.

Overall, the workforce at Pearson is satisfied with their work arrangements and the airport work environment.

The positive views of the work environment are also reflected strongly in employee satisfaction and attitudes toward working at the airport. In general, survey respondents have positive impressions of their work at Pearson and 80 per cent view the airport as a great place to work. This has translated into an employee base that would recommend working at Pearson to others.

Employees at Pearson report having strong personal connections and networks in the workplace. Nearly two-thirds of survey respondents indicate they have family or friends who either currently work at, or have previously worked at, Pearson. And those survey respondents who have personal connections to others at Pearson are significantly more likely to consider that the airport offers opportunities for career growth (85 per cent versus 75 per cent).

Employees view Pearson as a workplace that provides opportunity for advancement and career growth.

Eighty-one percent of respondents see Pearson as a workplace that provides opportunity for career growth and advancement. This is especially true for groups who may be new to the workforce, or who are looking to build experience in lower-skill roles.

This view is reflected also in the expressed desires of respondents for change in the next five years, with 73 per cent wishing to remain working at Pearson, whether this is for the same employer or in the same role varies by type of job and by employer.

Additionally, the results show a high percentage (80 per cent) of workers with higher levels of education which, together with the desire to continue a career at Pearson, points to an opportunity for identifying and supporting career path development.

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

Despite the general finding that Pearson provides good, stable, employment opportunities for thousands of

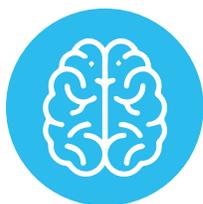
employees, this experience may not be shared equitably by all workers at Pearson. There are elements of employment precarity within the airport work environment, and these are unevenly distributed among employee groups.

Examining those who work part time or for minimum wage at Pearson, it appears as though they are generally a workforce that is new to the Canadian economy, either as young people just starting out or as immigrants looking to build a foundation in Canada. This is a positive aspect of these employee groups, as young people and new Canadians are often looking for an opportunity to grow and develop at work.

In terms of employment precarity, working part time and for minimum wage are often noted as key factors in determining if a job is precarious or not. The Pearson workforce survey included the measurement of these elements. Employees who fall into these categories are a minority at Pearson, so precarity is not a feature of the workforce overall. This being said, these groups are also not insignificant, and there is a significant overlap in those who work both part time and for minimum wage.

Although a full assessment of employment precarity was not included in the survey, the findings do point to three key considerations of importance:

- (i) Some employee groups are more likely to have elements of precarity in their employment arrangements than others. This includes women, immigrants and younger workers.
- (ii) These groups have different work experiences to others who may not experience elements of precarity in their work at the airport, including fewer weekly hours of work,



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.



being more likely to hold two jobs, having lower household incomes and being less likely to own their own homes.

iii) The overall work environment at Pearson appears to mitigate some of the impacts of these elements. In general, those who work part time and for minimum wage know their schedules in advance, that their incomes are consistent from week to week and that they have seen stable income in their current role.

As noted above, there is an opportunity to identify and support career path development, in this case to less precarious jobs. Moreover, there appears to be some mitigation of the possible impacts of these aspects of employment precarity on these employees at Pearson. In general, those who work part time and for minimum wage are highly satisfied with their work environment, with their employer and with their colleagues. They also believe strongly that the airport provides opportunity, and although they express a desire to move on from their current job, they want to stay at the airport in their next role.

The majority of respondents commute by car to Pearson, even if they live close to the airport, and despite a daily average commute time of two hours, employees report being generally satisfied with their current commute.

Commuting represents a key challenge for the workforce at Pearson. However, the airport and its employers seem to be managing. Commute times average about 60 minutes to and from work for survey respondents (two hours per day), but employees are generally satisfied with their commute to work, with transit users more likely to be satisfied than drivers. Understandably, though, distance

travelled has a negative impact on this level of satisfaction (i.e., the further the distance the lower the level of satisfaction).

The majority of survey respondents indicate that they travel to work by car, including those coming from communities that are generally close to the airport. The Pearson workforce appears to be more geographically dispersed when compared to the overall working population of Mississauga, indicating that Pearson is able to draw employees from multiple communities in the Greater Toronto Area.

A lack of regular and convenient access to public transit is the primary reason provided for using cars instead of public transit. Whether driving or taking transit to work, a common challenge that employees raise is one of choice; they do not feel that they have options when it comes to their commute. There are clear opportunities for improvement, especially in how access to, and use of, public transit may be supported.

Moving forward together

This survey and this report could not have been completed without the contributions and support of the airport employees and employers, TAWC, Northstar and the Peel-Halton Workforce Development Group.

In the spirit of continued collaboration, we look forward to partnering with airport employers, employees and TAWC on initiatives to leverage opportunities for increased prosperity at Pearson.



TOP 5 REASONS FOR NOT TAKING PUBLIC TRANSIT

- 68% Not easy to get to/from home
- 66% Schedule/hours of operation do not meet needs
- 65% Does not run frequently enough
- 61% Too many connections/transfers
- 56% Enjoy driving

PA

RT

01

Introduction

Background

Toronto Pearson International Airport (Pearson), operated by the Greater Toronto Airports Authority (GTAA), is Canada's largest airport and the most internationally connected airport in North America. In 2018, 49.5 million passengers flowed through Pearson and over the next 20 years, the airport is forecast to serve upwards of 85 million passengers annually.

The airport is a complex, multi-employer, multi-union work environment. Nearly 50,000 people work at Pearson for 400-plus companies—public and private, large and small—that each have different employment relationships and are governed by different legislative frameworks (Federal and Provincial). Employers include airport service providers, retail partners, airline and agency partners, to name a few, and all have a role in ensuring Pearson is a great place to work.

In order to better understand the Pearson workforce, the GTAA commissioned Northstar Research Partners (Northstar) to undertake a survey of the workforce at the airport. The purpose of this research was to provide a baseline to understand more about the airport's complex work environment, including who the workers are and how they get to their jobs. The information obtained from the survey will inform future research to identify gaps and support planning and programming to meet the airport's transit and workforce needs.

The survey was undertaken in consultation with the Toronto Airport Workers Council (TAWC), a collective of union representatives from across the airport that work together to address issues that impact a large number of airport workers.

The study methodology consisted of two distinct phases.

- The initial phase involved qualitative research to provide in-depth analysis of the primary topics of interest, and to help guide the development of the survey questionnaire. Employers, employees and TAWC were engaged in this phase.
- The second phase consisted of the implementation of the survey and quantitative analysis of the results. Airport employers and TAWC were engaged in this phase to support the provision of the survey to employees.

Participation in the survey was voluntary and anonymous and the survey took approximately 20 minutes to complete.

The primary topics covered in this survey were:

- a demographic profile of Pearson's workforce;
- working at Pearson; and
- commuting to work.

This summary report, which was prepared with the assistance of the Peel-Halton Workforce Development Group and Northstar, provides an overview of the findings of the workforce survey.

Results

Phase one resulted in the completion of 30 telephone interviews with Pearson employers and nine focus groups with a total of 61 Pearson employees.² The results of these interviews informed the development of the survey questionnaire.

Phase two resulted in the collection of 3,582 survey responses from employees across Pearson's employer groups (Figure 1.1) who hold a variety of positions (Figure 1.2). This survey sample size is accurate to within a statistical tolerance of +/- 1.64 percentage points, 19 times out of 20.

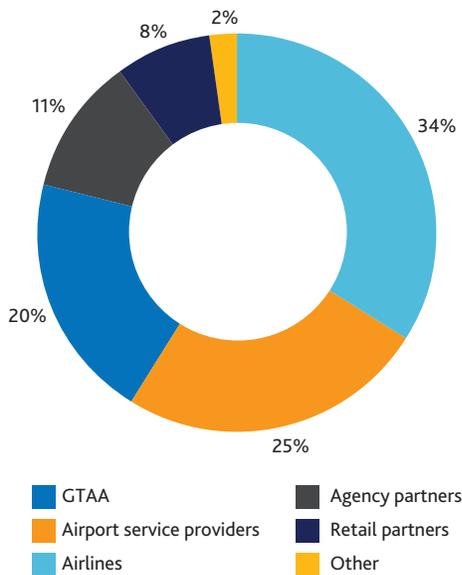


Figure 1.1: Survey respondents by employer group³ (n = 3,582)

This high degree of confidence in the findings is encouraging, as it indicates that survey results will generally align to the overall workforce at Pearson. This being said, although there was a good distribution of employee respondents across employer groups and employee positions, this distribution does not necessarily align with the actual distribution of the workforce across the Pearson community. Therefore, overall results from the survey may be understood as being generally representative of the overall employee population at Pearson, but they may not always be generalizable to specific employment areas (defined by employer groups) across the Pearson community. Nevertheless, there is much we can learn from the data collected, including informing additional areas of inquiry.

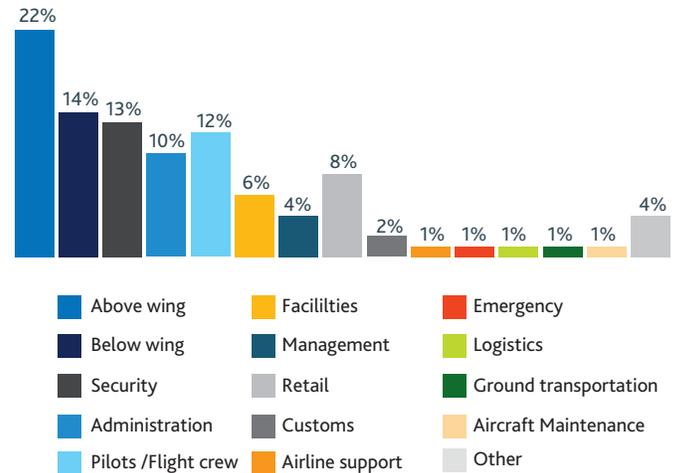


Figure 1.2: Survey respondents by position⁴ (n = 3,582)

Community context

Pearson is situated within the second-largest employment zone in Canada⁵ after downtown Toronto. The Airport Employment Zone provides 8 per cent of all employment in the Greater Golden Horseshoe. Core employment in this area is dominated by the warehousing/transportation, manufacturing and construction industries⁶ and the majority of employees in this area drive to their jobs (Figure 1.3).

AIRPORT EMPLOYMENT ZONE

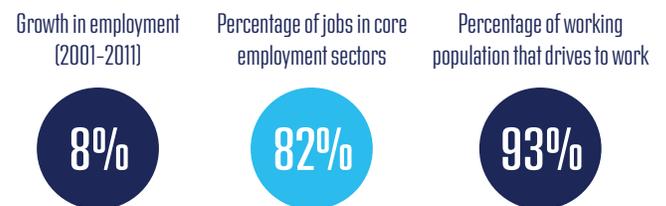


Figure 1.3: Employment by selected industry in the Airport Employment Zone⁷



MISSISSAUGA 49%
BRAMPTON 49%
TORONTO 48%



MISSISSAUGA 51%
BRAMPTON 51%
TORONTO 52%

EDUCATION LEVELS

MISSISSAUGA

No diploma: 15%
 Secondary: 26%
 Trade: 5%
 College: 18%
 University: 36%



BRAMPTON

No diploma: 20%
 Secondary: 30%
 Trade: 5%
 College: 18%
 University: 27%



TORONTO

No diploma: 16%
 Secondary: 25%
 Trade: 4%
 College: 16%
 University: 39%

WORKING AGE POPULATION

MISSISSAUGA

20-34 Y: 32%
 35-49 Y: 33%
 50+ Y: 35%



BRAMPTON

20-34 Y: 35%
 35-49 Y: 36%
 50+ Y: 29%



TORONTO

20-34 Y: 34%
 35-49 Y: 30%
 50+ Y: 36%

BORN OUTSIDE CANADA

MISSISSAUGA 53%

BRAMPTON 52%

TORONTO 47%

Figure 1.4: Demographic data on the populations in Mississauga, Brampton and Toronto⁸

Pearson is also based in an incredibly diverse and dynamic community, within Mississauga and Toronto and adjacent to Brampton (Figure 1.4).

primary topics of the survey: a demographic profile of the workforce, working at Pearson and commuting to the airport.

The balance of this report outlines the findings of the survey. These findings are organized across key themes that have emerged from the data as they pertain to the

PART 02

Workforce demographics, experiences and perceptions

Part 2 of this summary report outlines the key themes related to the demographics of the Pearson workforce and assesses workplace experiences and perceptions.

Key theme 1: The workforce at Pearson is diverse and dynamic.

The workforce at Pearson is diverse in terms of age, immigration status, ethnicity, education levels and family make-up. In some respects, the workforce appears to align with the local working-age population in Mississauga.



	Average age	Female	Male	Immigrated to Canada	Achieved post-secondary education
Survey respondents	41 years	47%	52%	46%	80%
Toronto	41 years	48%	52%	47%	59%
Brampton	37 years	51%	49%	52%	50%
Mississauga	40 years	52%	48%	54%	59%

Figure 2.1: Comparison of survey respondents to the populations of Mississauga, Brampton and Toronto⁹

In other regards, the Pearson workforce diverges from the local population¹⁰. For example, Pearson employees tend to be better-educated (Figure 2.1). This provides the workforce with a strong foundation for success and creates a dynamic and exciting workplace.

Some important highlights of Pearson’s workforce demographics include:

The workforce is slightly younger than the overall local working age population.

- Although the average age of the workforce is in line with the working age population in Mississauga, Brampton and Toronto (Figure 2.1), the distribution of survey respondents by age indicates that overall, employees at Pearson are slightly younger than the overall working age population in these communities (Figure 2.2).

The workforce has strong ties to local immigrant communities.

- Of the 46 per cent of survey respondents who immigrated to Canada, 22 per cent did so over the past 10 years. Of all survey respondents, 69 per cent have parents who immigrated to Canada. Of those survey respondents who were born in Canada, 47 per cent have parents who immigrated to Canada.

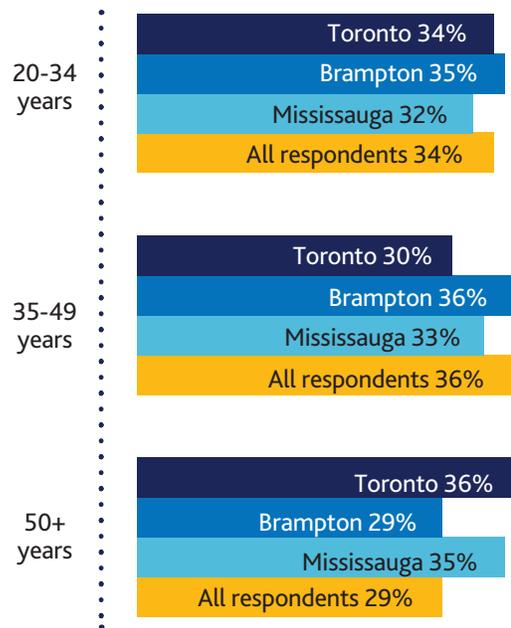


Figure 2.2: Survey respondents by age group versus the working age populations (20–69 years) of Mississauga, Brampton and Toronto¹¹

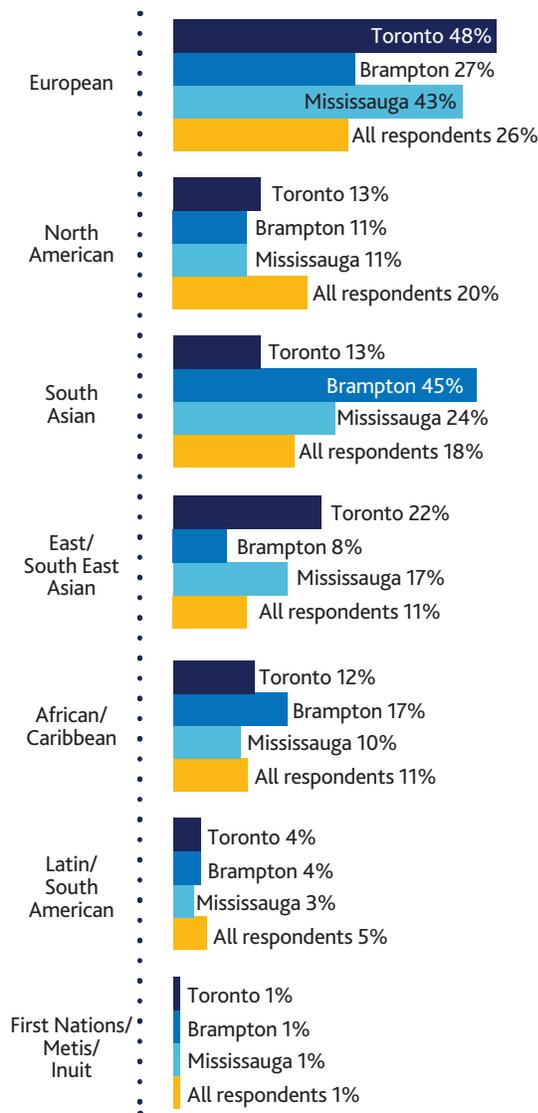


Figure 2.3: Ethnic origins of survey respondents* compared with the populations of Mississauga, Brampton and Toronto¹²

(* Does not total 100% as multiple responses permitted)

- These connections to local immigrant communities are reflected in the ethnic diversity of the survey respondents (Figure 2.3).

The workforce is generally divided equally along gender lines. However, there are important variations in this divide depending upon where an employee works at Pearson.

Overall, 52 per cent of survey respondents were male and 47 per cent were female (Figure 2.1). An additional 1 per cent (35 respondents) chose “other” to indicate their gender identity.

- There are some significant variations in the gender divide across employer groups at Pearson. For example,

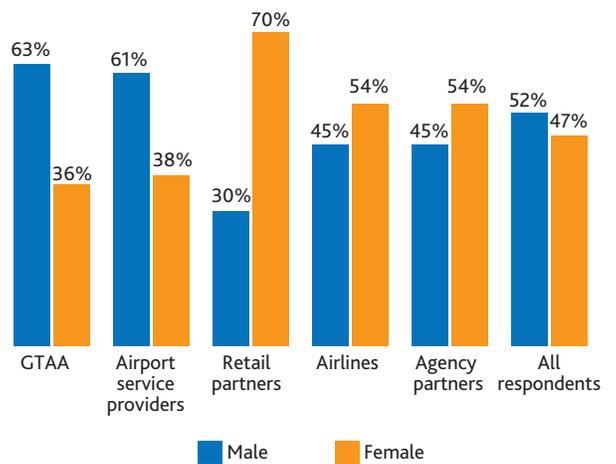


Figure 2.4: Survey respondents by gender and employer group

63 per cent of respondents who work for the GTAA and 61 per cent of respondents who work for airport service providers are male. In contrast, 70 per cent of respondents who work for a retail partner are female (Figure 2.4).

The workforce is generally highly educated.

- Survey respondents reflect a highly educated workforce, with 80 per cent having completed at least one post-secondary program, including vocational/technical/trade school, at a college or university. However, 20 per cent of survey respondents indicate that they had completed high school or less (Figure 2.5).

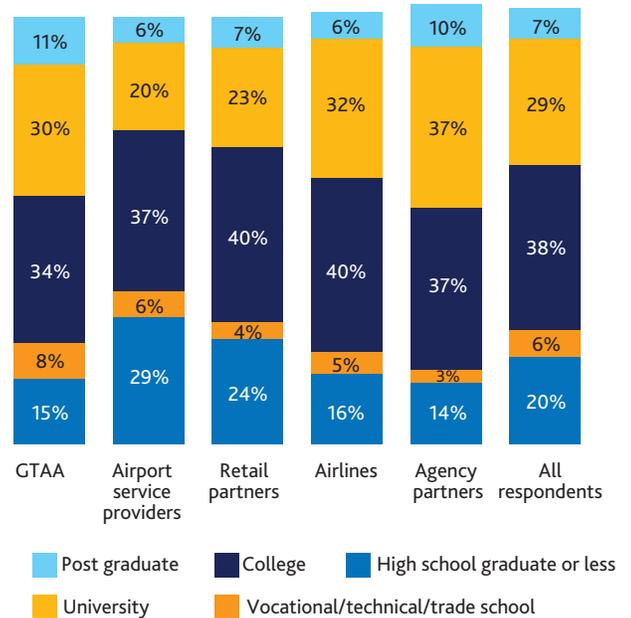


Figure 2.5: Survey respondents by education level and employer group

The majority of the workforce is either married or in a domestic partnership.

- Of survey respondents, 49 per cent are married and a further 9 per cent are in a domestic partnership. This is aligned with the overall population of Mississauga.
- Of all respondents, 38 per cent have children, which is significantly lower than the overall population of Mississauga, where 72 per cent of families have children¹³. This may be related to the younger working population at Pearson, where 33 per cent of survey respondents were under the age of 35 (Figure 2.2).

Key theme 2: Pearson provides a strong and stable work environment with opportunities for employee growth and development.

In general, Pearson provides a stable work environment and a place to grow for employees. This is exemplified by generally good incomes, strong personal networks among employees, high levels of union membership, medium- to long-term employment tenures and high levels of permanent and full time positions. In addition, survey respondents report that they have seen wage growth in their current role.

Some important highlights relating to Pearson’s workforce arrangements include:

The majority of survey respondents work in full time (78 per cent), permanent jobs (92 per cent), which is reflected in the average number of hours worked across employer groups (Figure 2.6).

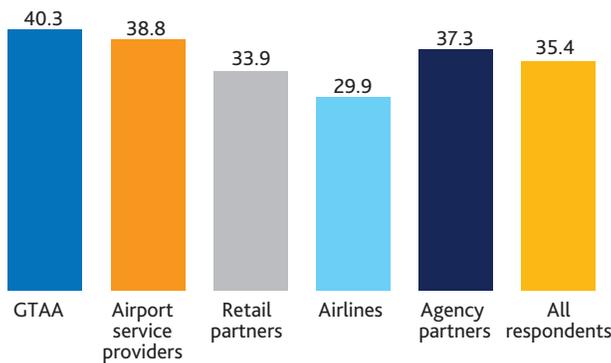


Figure 2.6: Average number of hours worked per week by employer group

An average household income of \$89,600 annually was reported by survey respondents (Figure 2.7).

- There is variation in income levels based on employer group, with employees working for airport service providers and retail partners earning significantly less per year than employees in other groups (Figure 2.7).

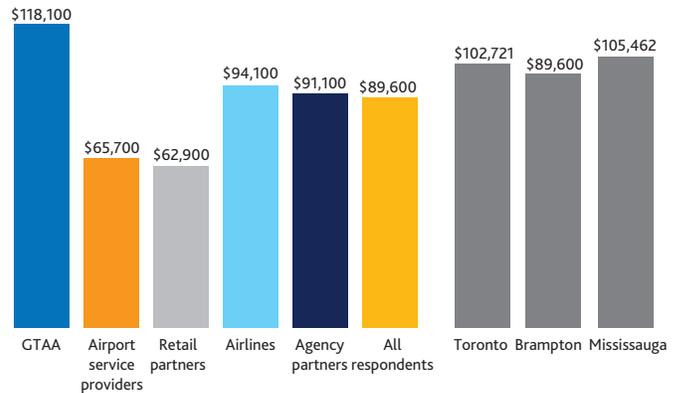


Figure 2.7: Comparison of average annual household income by employer group with average annual household income in Mississauga, Brampton and Toronto

- Only 15 per cent of survey respondents report a household income of below \$40,000 annually. As a point of comparison, in Mississauga overall, 21 per cent of households report an income of less than \$40,000 annually (Figure 2.8).

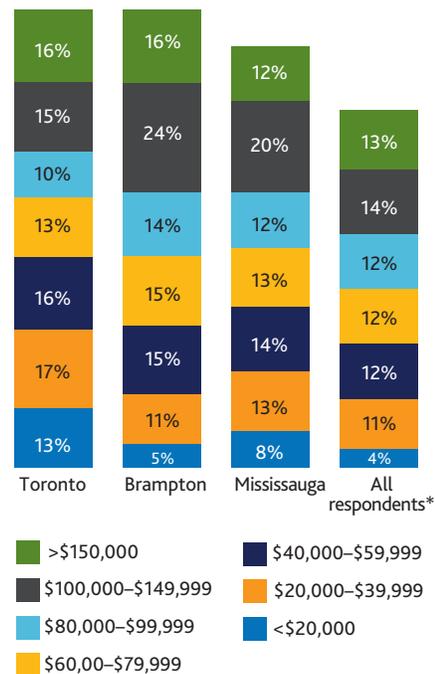


Figure 2.8 : Comparison of survey respondents’ household income distribution and that of the working populations of Mississauga, Brampton and Toronto

(*24% did not respond)

- Many respondents reported an income increase in their current role (Figure 2.9).

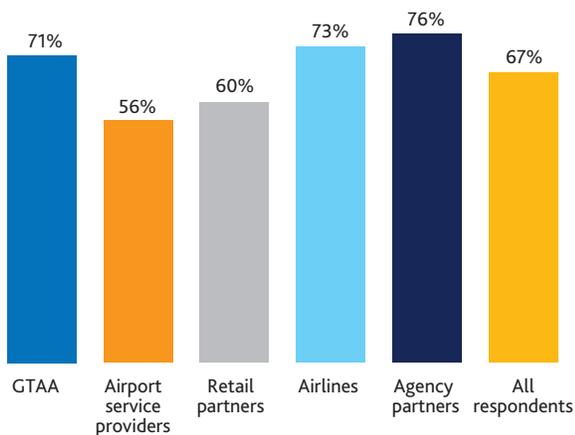


Figure 2.9: Survey respondents who report an income increase in current role by employer group

The workforce at Pearson is stable.

- Survey respondents report being in the workforce for an average of 16.4 years, with over 26 per cent reporting that they have been in the workforce for more than 25 years.
- On average, survey respondents have been working at Pearson for nine years, with an average of 6.4 years in their current role.

Shift work is a reality of work life at Pearson.

- Pearson is a 24 hours a day, seven days a week operation, so shift work is a reality for 74 per cent of survey respondents.
- Almost four in 10 (37 per cent; Figure 2.10) respondents indicate they work an average of 6.9 overtime hours per week (Figure 2.11).

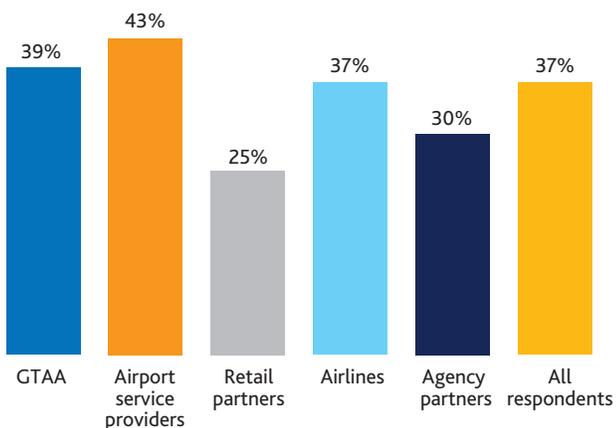


Figure 2.10: Survey respondents who often work overtime by employer group

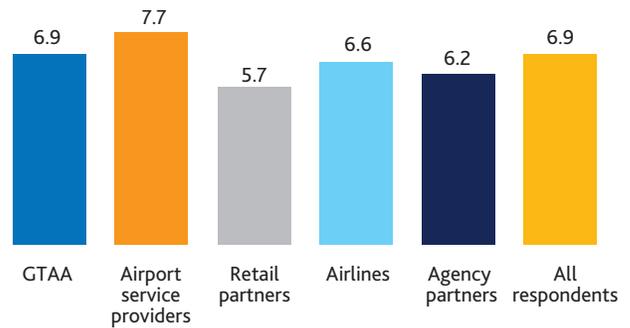


Figure 2.11: Average overtime hours worked by employer group

Employees at Pearson have strong personal connections and networks in the workplace.

- Nearly three-quarters of survey respondents indicate that they have family or friends who either currently work at, or who have previously worked at, Pearson (Figure 2.12).
- These networks provide a strong feeling of connectedness across the Pearson workforce.
- Survey respondents who have personal connections to others at Pearson are significantly more likely to consider that the airport offers opportunities for career growth (85 per cent versus 75 per cent).

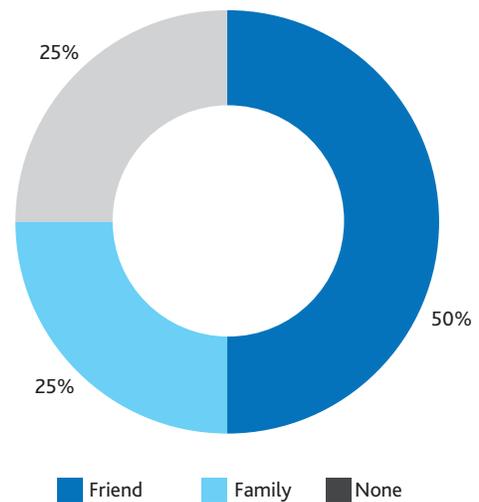


Figure 2.12: Survey respondents who have family or friends who are, or have been, employed at Pearson

Key theme 3: Overall, the workforce at Pearson is satisfied with their work arrangements and the airport work environment.

In general, survey respondents have positive impressions of their work at Pearson and view the airport as a great place to work. This has translated into an employee base that would recommend working at Pearson to others.

Some key points that support this theme are:

In general, employees appear to believe Pearson is a great place to work.

- Of all survey respondents, 80 per cent indicate that they believe Pearson is a great place to work (Figure 2.13).
- Survey respondents who work in retail, administration and facilities have the most favourable impression of working at Pearson (Figure 2.14).

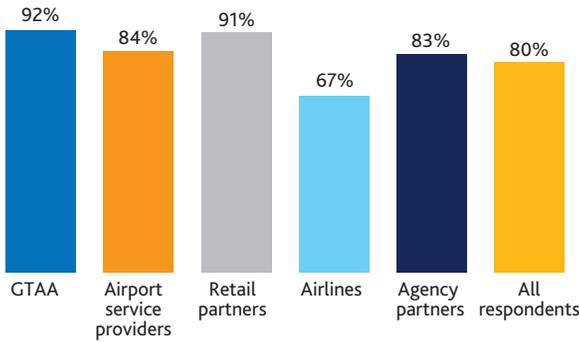


Figure 2.13: Respondents who agree Pearson is a great place to work, by employer group

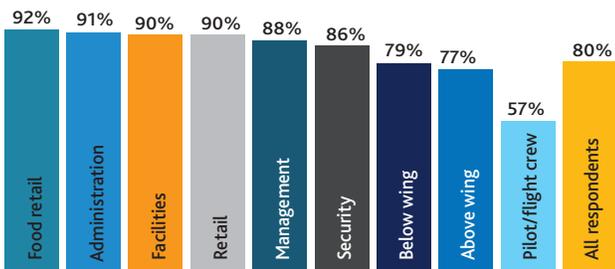


Figure 2.14: Respondents who agree Pearson is a great place to work, by position

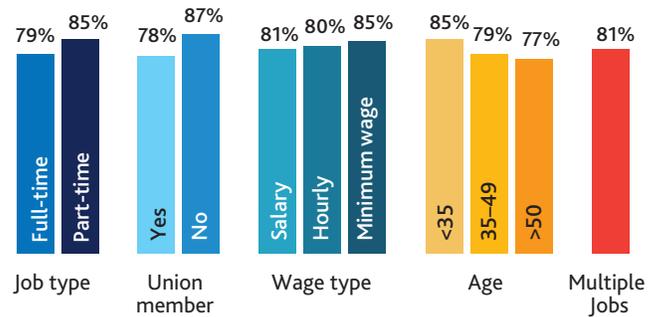


Figure 2.15: Respondents who agree Pearson is a great place to work by selected employee groups

- Survey respondents indicate that interacting with/helping people and a great work environment are the primary reasons why Pearson is a great place to work, while broken facilities and parking difficulties are the primary reasons given for why the airport is not a great place to work (Figure 2.16).

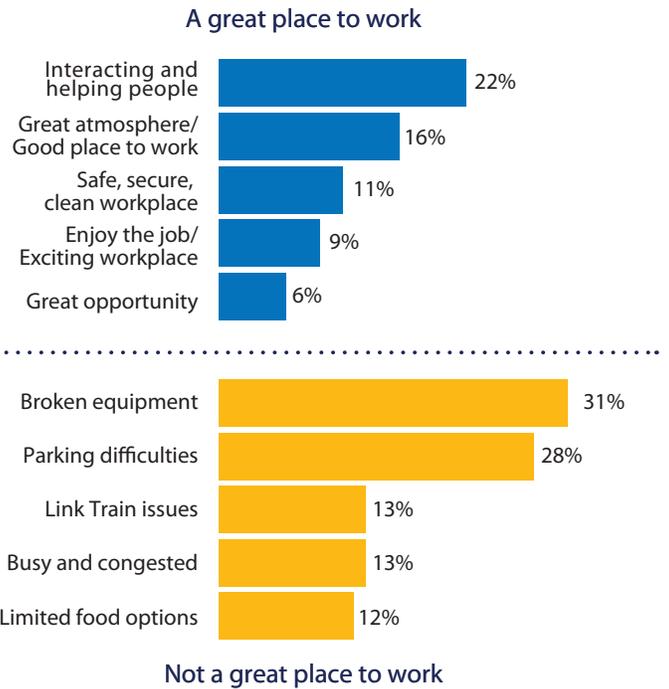


Figure 2.16: Primary reasons given why Pearson is or is not a great place to work*

(*Multiple responses permitted.)

- Interestingly, the employee groups most likely to agree that Pearson is a great place to work are those in less stable employment positions—those who are employed part time, those in non-union jobs and those who earn minimum wage (Figure 2.15). In addition, younger workers are more likely to have a favourable impression of their work at Pearson (Figure 2.15).

- Survey respondents indicate that the best thing about working at Pearson is the fast-paced environment and the opportunity to meet and interact with diverse people from around the world. This is followed by the opportunity to assist passengers and a strong feeling of being part of a team and a community, as well as the view of Pearson as a safe, secure and clean workplace (Figure 2.17).

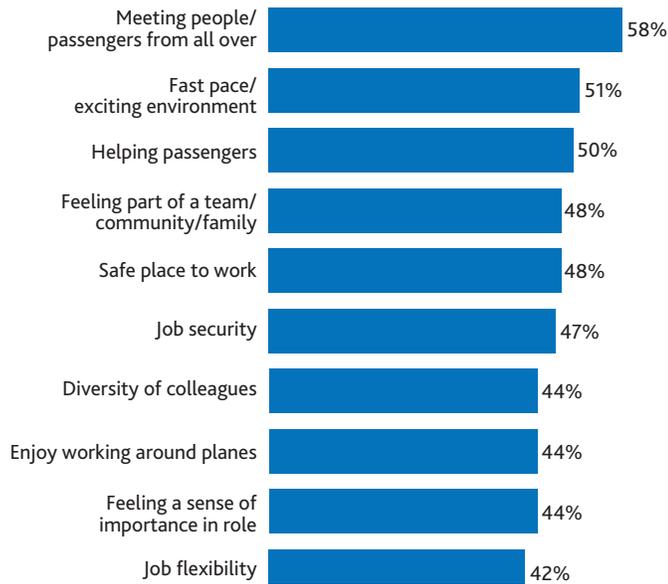


Figure 2.17: The best things about working at Pearson

In general, respondents are likely to recommend Pearson to family and friends as a place to work.

- Survey respondents who work for the GTAA are most likely to recommend Pearson to others, followed by retail partners and airport service providers. Survey respondents who work for airline employers are least likely to recommend the airport as a place of work to others (Figure 2.18).

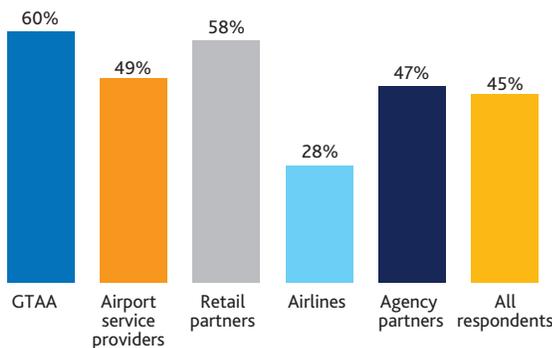


Figure 2.18: Survey respondents who would recommend Pearson as a place to work, by employer group

- Interestingly, part-time and minimum wage employees are most likely among survey respondents to recommend the airport as a place of work to others (Figure 2.19)

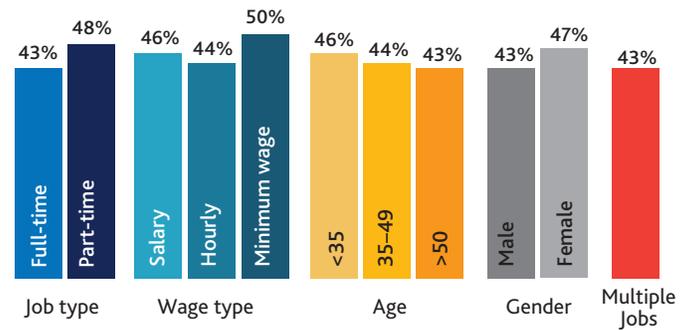


Figure 2.19: Survey respondents who would recommend Pearson as a place to work, by select employee groups

Key theme 4: Employees view Pearson as a workplace that provides opportunity for advancement and career growth.

Respondents see Pearson as a workplace that provides opportunity for career growth and advancement. This is especially true for groups who may be new to the workforce, or who are looking to build experience in lower-skill roles.

- Of all survey respondents, 81 per cent believe that Pearson provides advancement opportunities (Figure 2.20).

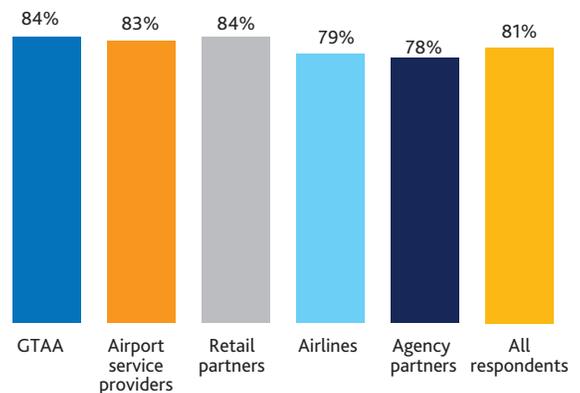


Figure 2.20: Survey respondents who believe that Pearson provides opportunities for career advancement, by employer group



- This impression is highest among survey respondents who work part time, are under the age of 35, are in non-union jobs and earn minimum wage (Figure 2.21).

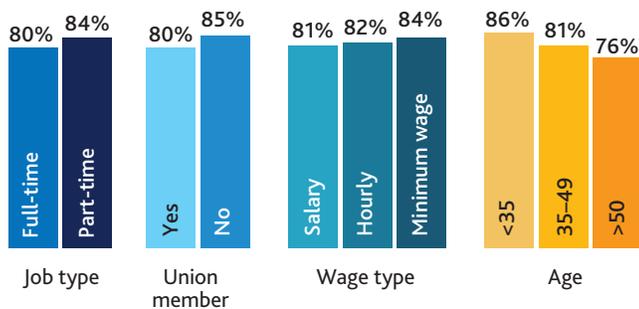


Figure 2.21: Survey respondents who believe that Pearson provides opportunities for career advancement, by select employee groups

- Although survey respondents who are working part time in minimum wage jobs—or those who are younger—still strongly want to be working at Pearson in five years' time, these groups are most likely to indicate that they would like to be working in a new role by the end of this period (Figures 2.23 and 2.24).

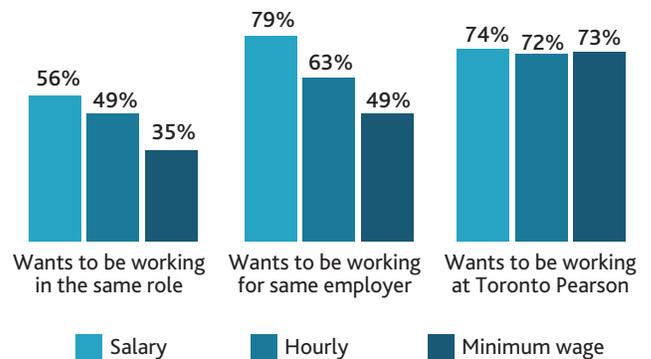


Figure 2.23: Survey respondents' desire for workplace change over the next five years, by wage type

- Of all survey respondents, 73 per cent indicate they would like to be working at Pearson in five years' time. In addition, 67 per cent indicate that they would like to be working for the same employer in five years' time, with 51 per cent indicating that they would like to be in the same role (Figure 2.22).

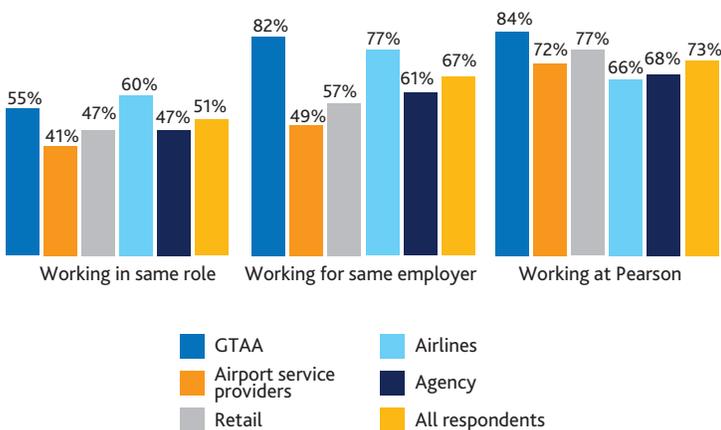


Figure 2.22: Survey respondents' desire for workplace change over the next five years, by employer group

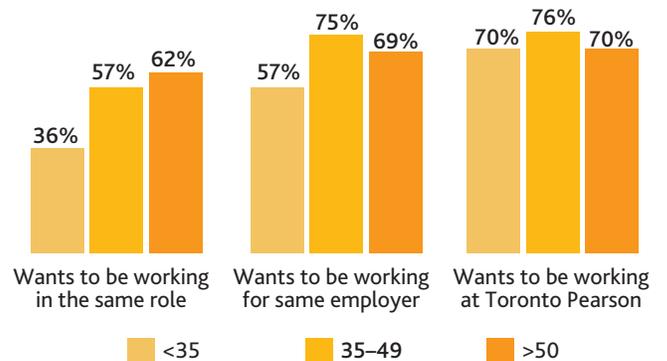


Figure 2.24: Survey respondents' desire for workplace change over the next five years, by age

Key theme 5: Some employee groups at Pearson are more likely than others to experience elements of employment precarity.

The data from this survey supports a general finding that Pearson provides good, stable employment opportunities for thousands of employees. However, this does not preclude the fact that this experience may not be shared equitably by all employee groups within the airport’s workforce. There are elements of employment precarity within the airport work environment, and these are unevenly distributed to some employee groups.

The Pearson workforce survey included the measurement of some key elements of employment precarity, including part-time work, minimum wage and multiple jobs. These measures are a few that were considered in the Poverty Employment Precarity in Southern Ontario project based at McMaster University.¹⁴

Although a full assessment of employment precarity was not included in the survey, the findings do point to three key considerations of importance: (1) some employee groups are more likely to report elements of precarity in their employment arrangements than others; (2) these groups have different work experiences to others who may not experience elements of precarity in their work at the airport; and (3) the overall work environment at Pearson may mitigate some of the impacts of these elements.

Some key points that support this theme are:

When compared to survey respondents overall, women, immigrants and young people are more likely to work part time and be paid minimum wage.

- Of respondents who work part time, 63 per cent are women and 54 per cent were not born in Canada (Figure 2.25). In addition, 54 per cent of those working part time were under the age of 35 years.
- Of respondents who earn minimum wage, 54 per cent are women and 65 per cent were not born in Canada (Figure 2.25).
- Those working part time, for minimum wage or in multiple jobs differ on some key workforce arrangement characteristics when compared to survey respondents overall (Figure 2.26).
- Survey respondents who are working part time work an average of 27.1 hours per week, nearly 10 hours less than survey respondents overall (Figure 2.26). In addition, 88 per cent report working shifts, compared to 74 per cent of respondents overall (Figure 2.26).
- Of respondents working part time, 39 per cent also earn minimum wage and 96 per cent are paid hourly (Figure 2.26).
- Survey respondents who are working for minimum wage work an average of 34.7 hours per week (Figure 2.26), which is only marginally less than survey respondents overall.

	% Survey respondents	Gender		Age		Average household income	Housing			Not born in Canada
		Male	Female	<35 years	>35 years		Own	Rent	Live with family	
All respondents	100%	52%	47%	34%	66%	\$89,000	52%	30%	18%	46%
Full-time	78%	54%	45%	30%	70%	\$95,100	56%	30%	14%	44%
Part-time	22%	37%	63%	54%	46%	\$64,500	36%	31%	33%	54%
Minimum wage	21%	45%	54%	51%	49%	\$52,200	29%	40%	31%	65%
Working multiple jobs (average 2.1)	16%	55%	44%	37%	63%	\$78,600	48%	35%	17%	50%

Figure 2.25: Key demographics of survey respondents who work part time, earn minimum wage or work multiple jobs



- Of the minimum wage respondents, 86 per cent report working shifts, compared to 74 per cent of respondents overall (Figure 2.26).
- Of respondents working for minimum wage, 21 per cent currently work multiple jobs, and hold an average of 2.1 jobs at Pearson.
- Respondents who work for minimum wage are more likely to be 35 years or younger (51 per cent) (Figure 2.25), report a shorter number of working years overall and a shorter amount of time at Pearson, and in their current role, than the average of all respondents (Figure 2.27).
- Survey respondents who are working multiple jobs work an average of 34.7 hours per week, which is only marginally less than survey respondents overall. Of these respondents, 83 per cent report working shifts, compared to 74 per cent of respondents overall (Figure 2.26).
- Respondents who currently work multiple jobs to make ends meet hold an average of 2.1 jobs at Pearson, and 16 per cent of them work for minimum wage (Figure 2.26).

As may be expected, those who work part time and for minimum wage at Pearson have lower household incomes and are less likely to own their homes, indicating a degree of precarity in home life.

	% Survey respondents	Average weekly hours worked	Work shifts	Earn minimum wage	Paid hourly	Work multiple jobs to make ends meet	Benefits
All respondents	100%	35.4	74%	21%	73%	10%	85%
Full-time	78%	37.4	69%	17%	67%	7%	92%
Part-time	22%	27.1	88%	39%	96%	19%	62%
Minimum wage	21%	34.7	86%	100%	94%	16%	62%
Working multiple jobs (average 2.1)	16%	34.7	83%	29%	83%	61%	77%

Figure 2.26: Key job characteristics of survey respondents who work part time, earn minimum wage or work multiple jobs

- The average household income of respondents who work part time is \$30,600 less than those who work full time, and the average household income of those who are paid minimum wage is \$42,900 less than those who work full time (Figure 2.25). Although this is not surprising given that part-time employees work fewer hours, the significant differences in pay are amplified when one considers that 39 per cent of those who work part time also make minimum wage (Figure 2.26), adding a level of precarity to their employment and home life.
- Of those who work part time, 36 per cent own their home, and of those who work for minimum wage, 29 per cent own their home. This is compared to 56 per cent of those who work full time at Pearson.

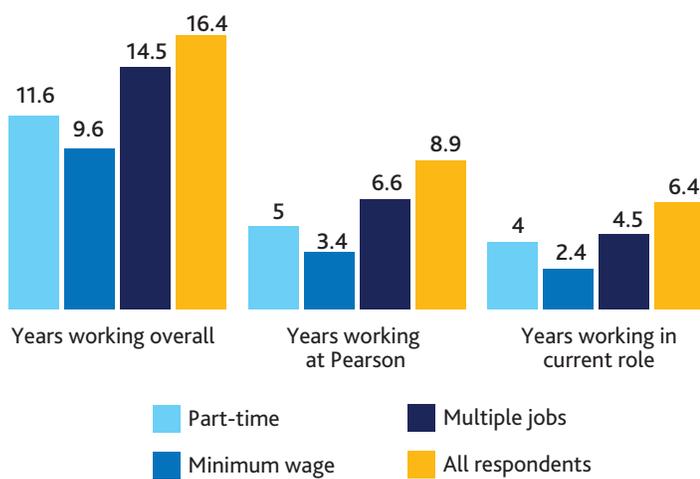


Figure 2.27: Average number of years working for survey respondents by select employee groups

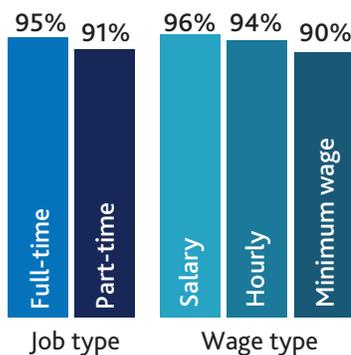


Figure 2.28: Survey respondents who indicate they know their work schedule at least one week in advance, by job type and wage type

Despite the elements of precarity in their work, those working part time, for minimum wage or in multiple jobs generally believe that Pearson is a great place to work.

- Respondents in these sub-groups are in line with respondents overall in their belief that Pearson is a great place to work. In fact, those who work part time (Figure 2.14) and those working in multiple jobs are slightly more likely to support this statement.

In addition, respondents in these sub-groups are highly likely to recommend Pearson as a place to work (Figure 2.19).

Working at Toronto Pearson appears to mitigate some elements of possible precarity in employment for those who work part time and for minimum wage.

- Of those respondents who work part time, 62 per cent indicate that their employer provides some form of employment benefits. Although lower than those who work full time, these numbers are generally high when compared to those working in these kinds of jobs in general (outside of Pearson).¹⁵
- In general, those who work part time and for minimum wage indicate they know their work schedules in advance (Figure 2.28) and for many that income in their current role is stable (Figure 2.29).

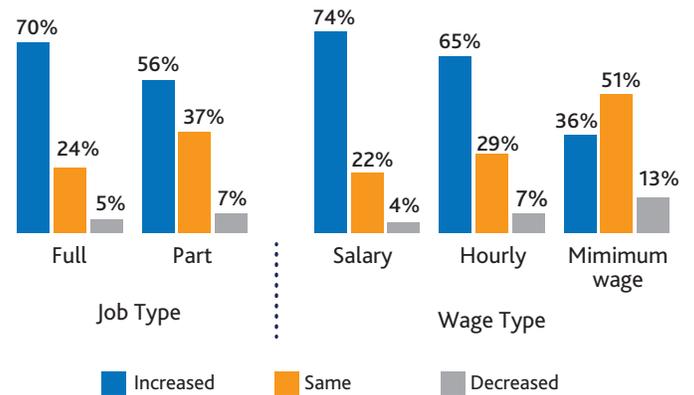


Figure 2.29: Survey respondents' change in income in current role, by job type and wage type

PART 03

Commuting to work

Commuting patterns and impressions were a key aspect of this research project. In general, survey respondents indicate a generally favourable experience of their commute to work at Pearson. However, some challenges do exist, including a lack of more widespread access to public transit and concern over parking and the intra-airport commute.

Key theme 6: The majority of respondents commute by car to Pearson, even if they live close to the airport.

The majority of survey respondents indicate that they travel to work by car, including those coming from communities that are generally adjacent to the airport. The Pearson workforce appears to be more geographically dispersed when compared to the overall working population of Mississauga, indicating that Pearson is able to draw employees from multiple communities in the Greater Toronto Area. A lack of regular and convenient access to public transit is the primary reason provided for using cars instead of public transit.

Some key findings related to this theme are:

The majority of the Pearson workforce lives in the communities immediately adjacent to the airport.

- Survey respondents generally reside in Peel Region (Mississauga and Brampton) or the City of Toronto, primarily in Etobicoke and downtown (Figure 3.1).

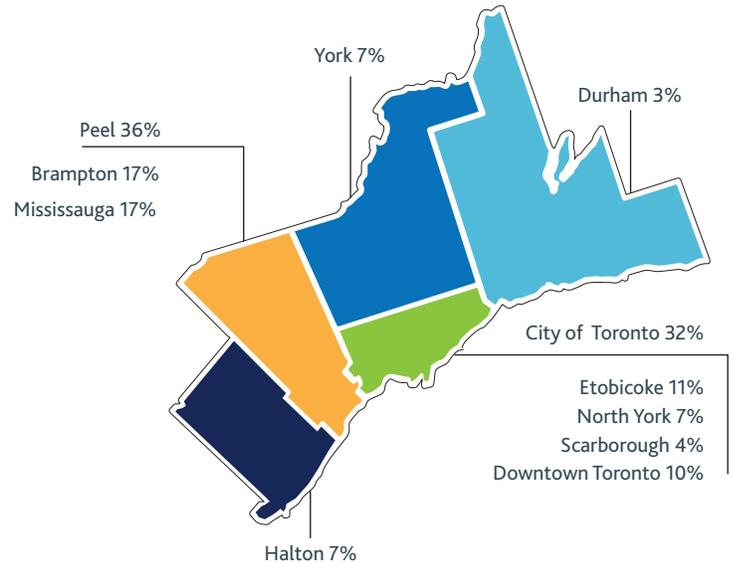


Figure 3.1: Percentage of survey respondents by location of residence

- When we compare respondents to the overall workforce commuting into Mississauga, survey results indicate that Pearson draws its workforce from a more geographically dispersed population than the overall Mississauga workforce (Figure 3.2).

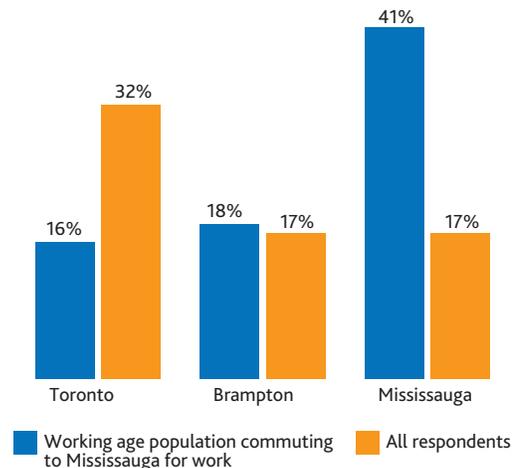


Figure 3.2: Comparison of survey respondents' places of residence and those of the overall Mississauga workforce¹⁶

Transportation to work by car vastly outweighs public transit across survey respondents, and commuting habits are generally stable.

- In general, respondents use a single mode of transit to get to work, with 78 per cent of respondents indicating that they relied solely on a car to get to work at Pearson, while 14 per cent indicate that they rely solely on public transit (Figure 3.3).

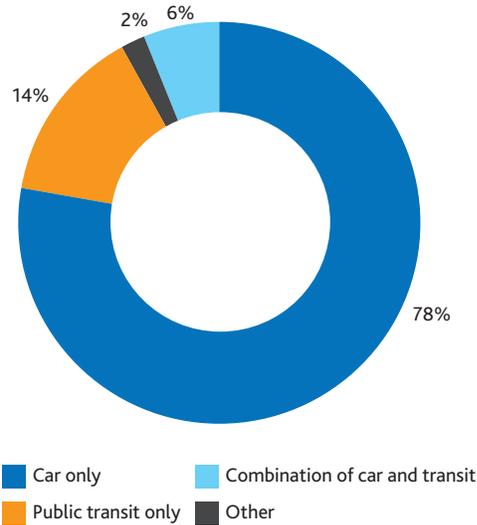


Figure 3.3: Percentage of respondents by mode of transportation

Respondents who work for retail partners are more likely to rely solely on public transit than those who work in other employer groups (Figure 3.4).

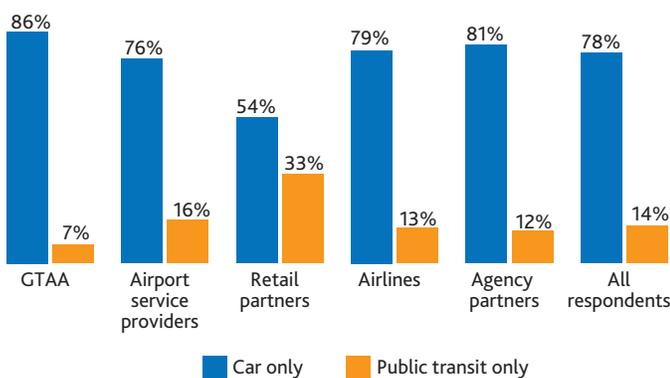


Figure 3.4: Mode of transportation, percentage of respondents by employer group

Although transit by car remains the primary mode of commuting overall, there is a notable variation in this trend when the location of residence is considered (Figure 3.5), with respondents who live in Toronto being significantly



less likely to rely solely on driving and significantly more likely to rely solely on public transit to get to work at Pearson. This may reflect the quality of transit options available to employees who live within the limits of the City of Toronto versus the surrounding suburban municipalities.

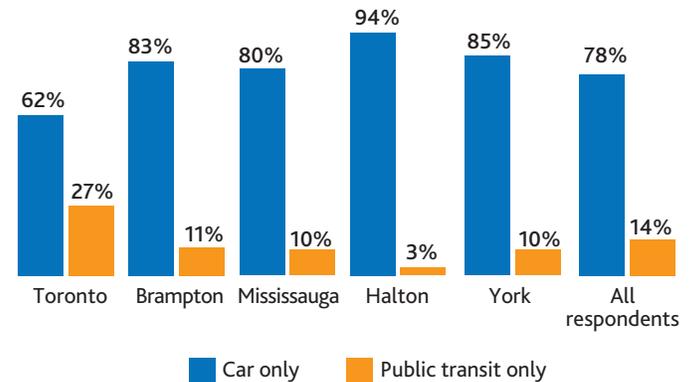


Figure 3.5: Respondents' mode of transportation by location of residence

Seven-in-ten of those taking public transit when commuting to and from Pearson have no or only one transfer.

Survey respondents who drive to work at Pearson indicate that they do not feel that they have a choice in their mode of transportation and are generally not willing to consider taking public transit to get to work.

- Of all respondents, 71 per cent believe that they have no transit option other than the one that they currently use.
- This is equally true for respondents who drive and for those who take transit.
- Only 26 per cent of respondents who drive to work at Pearson indicate that they would be willing to take public transit to get to work rather than drive.
- The primary reasons given by drivers for the lack of willingness to take public transit indicate a lack of easy access to transit options and inconvenient scheduling (Figure 3.6).

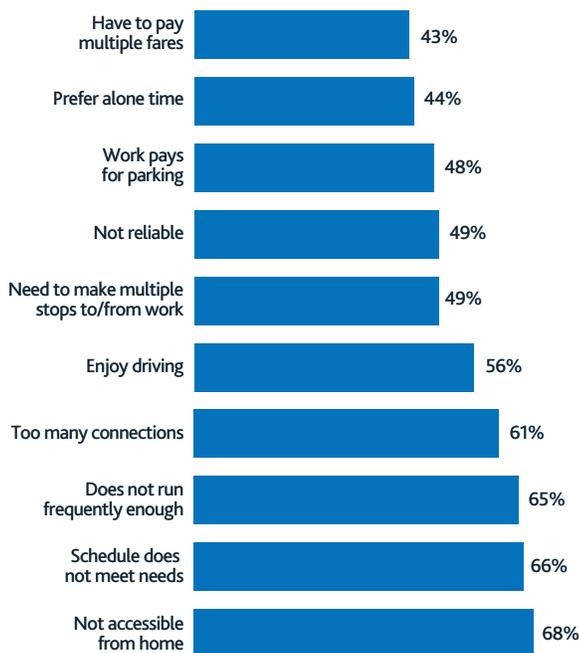


Figure 3.6: Primary reasons given by respondents who drive to work for not taking public transit

The majority of respondents—79 per cent—receive some form of transit benefit from their employer to address the costs associated with commuting to work at Pearson.

- The most common form of support by far was for parking, with 76 per cent of respondents indicating that they receive a parking benefit. Other transit benefits reported include ride service in bad weather (2 per cent of respondents), a transit pass (2 per cent of respondents) and a car allowance or gas rebate (2 per cent of respondents).

Key theme 7: Despite a daily average commute time of two hours, employees report being generally satisfied with their current commute.

Commute times average about 60 minutes to and from work for survey respondents (two hours per day). However, in general, survey respondents are satisfied with their commute experience, with more transit users being satisfied than drivers. This trend varies when distance from home to work is considered.

Some key findings related to this theme are:

On average, survey respondents spend two hours per day commuting to work at Pearson.

- On average, survey respondents spend 57.2 minutes per day commuting to work at Pearson and 60.6 minutes commuting home from work. Airline employees have the longest average commute time each day (Figure 3.7).

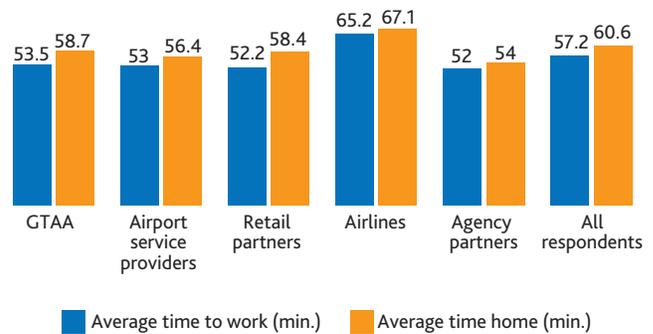


Figure 3.7: Average commute time by employer group

In general, survey respondents are satisfied with their current commute to work. However, there are some important variations to this trend.

- Overall, 56 per cent of survey respondents are satisfied with the current commute to work at Pearson, with only 24 per cent indicating that they are unhappy with their commute. More transit users report being satisfied (59 per cent) than drivers (55 per cent).

- There is variation in this trend based on location of residence, with those living farther away from Pearson being least satisfied with their current commute (Figure 3.8).

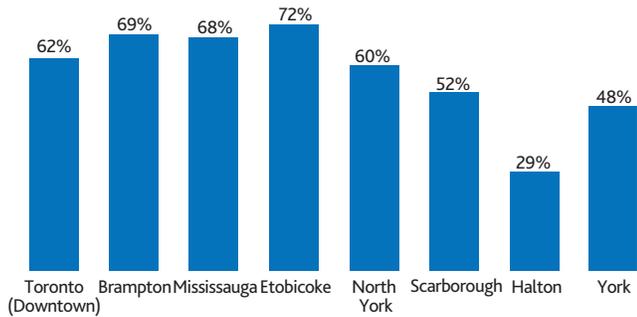


Figure 3.8: Survey respondents' satisfaction with their current commute, by location of residence

- When looking at some specific employee groups, those respondents who were not born in Canada and those who earn minimum wage are more likely to be satisfied with their current commute to work at Pearson (Figure 3.9).

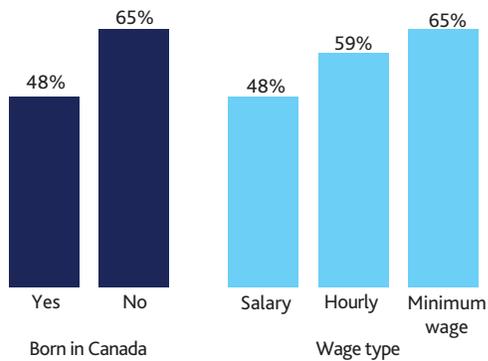


Figure 3.9: Survey respondents' satisfaction with their current commute, by selected employee group

- Not surprisingly, the level of satisfaction with one's commute is directly related to the average commute time, with those who have shorter commutes more likely to be satisfied with their travel to work at Pearson than overall respondents (Figure 3.10).

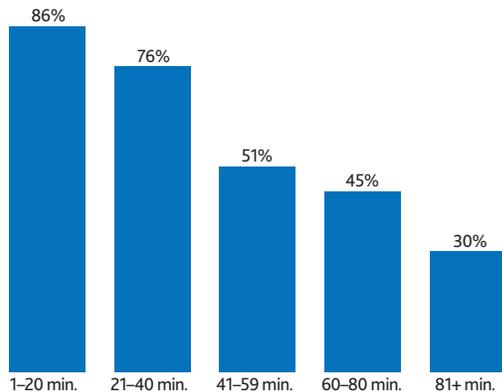
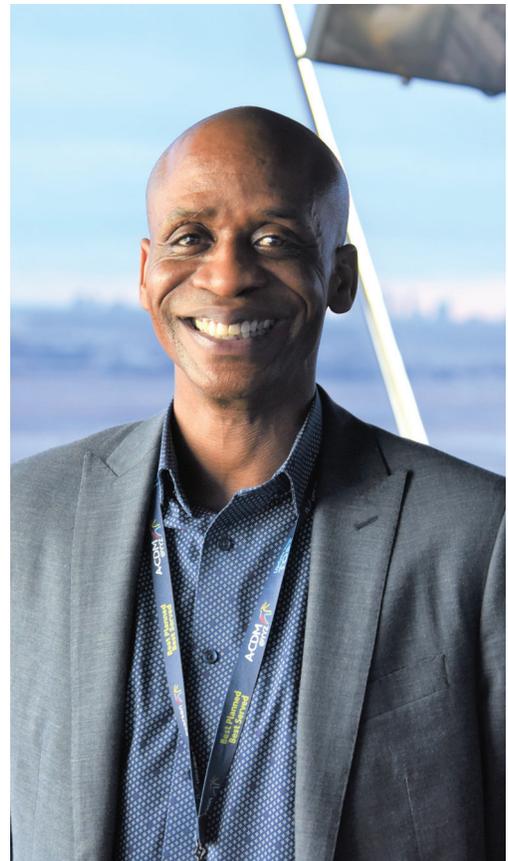


Figure 3.10: Satisfaction with current commute by average commute time



PART 04

Concluding statements

The Pearson workforce survey is the first survey of its kind at any airport in Canada. The information gathered highlights several key strengths for Pearson, but also identifies some possible challenges to be examined further.

Pearson provides a stimulating, stable and good working environment for a diverse and dynamic workforce. The airport provides opportunities for job development and growth, creating a singular environment where employees can build skills, relationships, networks and opportunities to grow in their jobs and advance their careers, and this is

generally reflected in survey feedback related to employee satisfaction.

The majority of employees believe that Pearson provides not only a good job today, but opportunity to grow and advance. This is especially true of younger employees who are early in their careers and see a path forward within the airport employment community.

Pearson provides not only a community within employers and work groups, but also among them in a common environment. Employees across employers and employer groups share experiences as employees at Pearson. This environment effect should be studied further and analyzed as it is a unique and positive aspect of the work environment at Pearson (and perhaps at other large airports as well). In the increasingly precarious external work environment, the Pearson environment may provide a stability not found elsewhere.

There are groups of employees at Pearson who have elements of precarity in their working arrangements. This may include part-time hours and minimum wages. These conditions may contribute to more precarious situations in home life, such as lower household incomes and unstable housing.

Employees with elements of precarity in their work are a minority at Pearson, so precarity is not a feature of the workforce overall, but these groups are also not insignificant, and there is a significant overlap in those who work both part time and for minimum wage. Efforts to understand these employees and their working arrangements further need to be undertaken to ensure that they are supported and provided opportunities to grow and advance.

The work environment at Pearson and the opportunities it presents for networking and developing relationships appears to mitigate some of the possible negative impacts of employment precarity. In general, those who work part time and for minimum wage are highly satisfied with their work environment, with their employer, and with their colleagues. They also believe strongly that the airport provides opportunity, and although they express a desire to move on from their current job, they want to stay at the airport in their next role.

Part of these positive attitudes can be explained by the demographics of these employee groups (young and new to Canada), as these are groups that expect to start in entry level roles and move up over time. At the same

time, their attitudes differ from those in similar roles working for employers outside of the airport. It may be that the close work environment, stability in hours and pay, and perceived opportunity to grow and advance lead to optimism for employees who see a pathway to better opportunities at Pearson.

This needs to be explored further to determine ways in which these employees can be provided with growth opportunities, and so that the mitigating factors may be better understood.

Survey responses clearly indicate that commuting represents a primary challenge for the workforce at Pearson. There are opportunities for improvement, especially in how access to, and use of, public transit may be supported.

A key challenge that employees seem to raise is one of choice; they do not feel that they have transit options when it comes to their commute. Although much of this concern lies outside of the airport's purview, there needs to be an exploration of ways that employers and Pearson could improve transit opportunities for employees.



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2. These employees were from a diverse group of employers, including: Airline ground crew and baggage handling, Retail (not food and beverage), Retail (food and beverage only), Facilities (maintenance), Ground handling (two groups) and Security (two groups).
3. Respondents were asked to select from the following employer groups: Airport service Provider (e.g., baggage handlers, security, ground handlers, construction, etc.), Retail partner (including food/beverage/restaurants), GTAA, Airline, Agency (e.g., Canadian Air Transport Security Authority, Canada Border Services Agency and Nav Canada) or Other (specified by respondent).
4. Respondents were asked to select from a list the role that best describes their position. Responses were aggregated for this report as follows: Above wing (such as check-in, passenger assistance, wheelchair service), Below wing (such as baggage handling, ground crew), Security (such as restricted area guards, baggage and passenger screening), Flight crew (including pilots), Administration, Retail (such as food and beverage, retail, hotel, passenger lounges), Facilities (such as maintenance technicians), Airline support (service providers to airlines other than above and below wing, such as aircraft maintenance, flight kitchens), Management, Customs (Canadian Border Services Agency), Ground Transport (such as parking management and other ground transportation service providers), Logistics (such as warehousing and cargo movement) and Other (specified by respondent).
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10. Where appropriate, detailed demographic data is presented in comparison to the survey respondent data throughout the report.
11. Ibid
12. Ibid
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15. In Ontario, research has found that only 25.6 per cent private sector workers are covered by a registered pension plan, and that only 46.9 per cent of these workers had a defined benefit pension plan (C. Lammam, M. Palacios, F. Ren, and J. Clemons (2015). Comparing Government and Private Sector Compensation in Ontario. Fraser Institute. <https://www.fraserinstitute.org/sites/default/files/comparing-government-and-private-sector-compensation-in-ontario.pdf>).
16. Statistics Canada. (2017). Mississauga, CY [Census subdivision], Ontario and Peel, RM [Census division], Ontario (table). Census Profile. 2016 Census. Statistics Canada Catalogue no. 98-316-X2016001. Ottawa. Released November 29, 2017; and Statistics Canada. (2017). Brampton, CY [Census subdivision], Ontario and Peel, RM [Census division], Ontario (table). Census Profile. 2016 Census. Statistics Canada Catalogue no. 98-316-X2016001. Ottawa. Released November 29, 2017; and Statistics Canada. (2017). Toronto, C [Census subdivision], Ontario and Toronto, CDR [Census division], Ontario (table). Census Profile. 2016 Census. Statistics Canada Catalogue no. 98-316-X2016001. Ottawa. Released November 29, 2017.