



# CENTRE FOR LABOUR MANAGEMENT RELATIONS

## 2016 ANNUAL REPORT

RELEASED MAY 4, 2017



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A decorative graphic consisting of a horizontal bar with a green segment on the left and a dark blue segment on the right, intersected by a vertical green line.

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# ABOUT US

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## MISSION STATEMENT


*To promote collaborative, entrepreneurial, ethical, proactive and sustainable best-practices for labour and management to work better together in ways that result in greater productivity and profitability for businesses, improved job and income security for workers, and decreased inequality and injustice for all of society.*

## PROGRAM THEMES

- 1. Exploring innovative models to arrange, design, distribute and manage employment arrangements and work environments;*
- 2. Developing processes and strategies for labour and management to avoid conflicts, build relationships and create trust;*
- 3. Examining the past, present and future of macro-factors affecting employment, labour and work (e.g., cultural, demographic, economic, environmental, ethical, legal, political, social, and technological);*
- 4. Understanding the experiences of economically, historically and socially disadvantaged groups so as to eliminate barriers for them to thrive in the labour market; and*
- 5. Leading dialogues around provincial and national working life issues as identified through government mandates and priorities including:*
  - Building retirement security,*
  - Building strong, inclusive, and diverse communities,*
  - Collaborating on Collective Bargaining,*
  - Developing a wage gap strategy,*
  - Developing health and wellness strategies,*
  - Reflecting the changing workplace, and*
  - Supporting a dynamic business climate.*

# ABOUT US

**All CLMR events, projects and research are made possible  
through the generous donations of our sponsors:**

- 
- ♣ AIMIA
  - ♣ Air Canada
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  - ♣ Ontario Lottery and Gaming Corporation
  - ♣ Ontario Power Generation
  - ♣ Power Workers' Union
  - ♣ Pratt & Whitney Canada
  - ♣ United Food and Commercial Workers
  - ♣ Unifor

All employers of choice and award receiving labour unions are encouraged to support the CLMR, in demonstration of their commitment to avoiding conflicts, building relationships, and creating trust in ways that results in greater productivity and profitability for businesses, improved job and income security for workers, and decreased inequality and injustice for all of society.

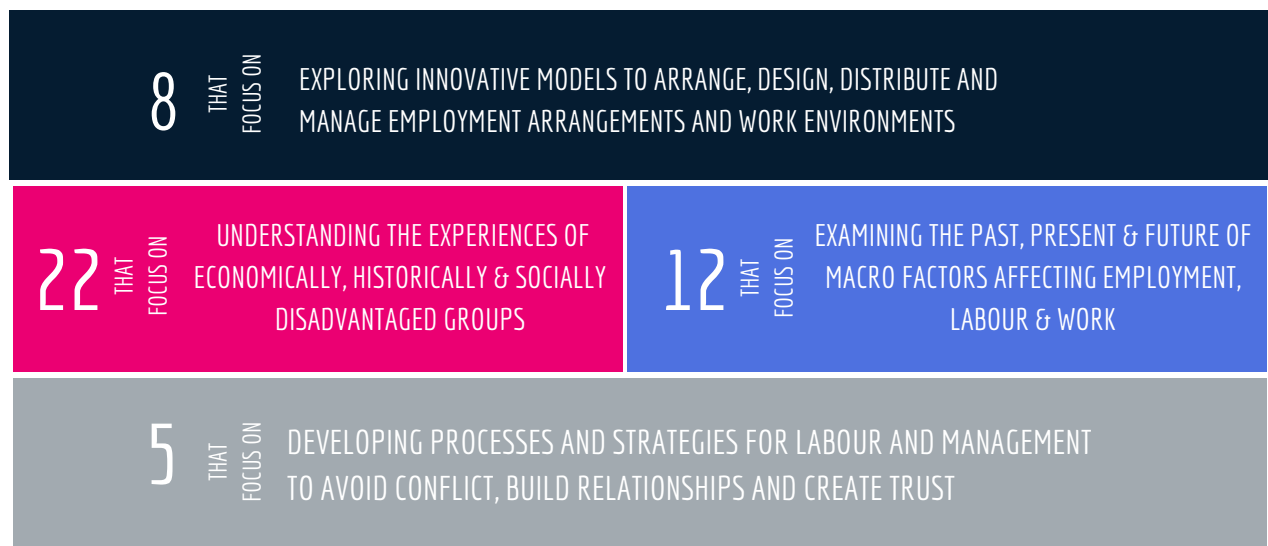
**To inquire about sponsoring the CLMR please contact Buzz Hargrove  
at [clmr@ryerson.ca](mailto:clmr@ryerson.ca) or 416.979.5000 ext. 2379 / 2495.**

# ACCOMPLISHMENTS

Sep. 2010 – Dec. 2016

## RESEARCH PROJECTS

The CLMR has funded 47 research projects, including:



## KNOWLEDGE MOBILIZATION

The CLMR has moved research findings into communities by:



# ACCOMPLISHMENTS

Sep. 2010 – Dec. 2016

## COMMUNITY ENGAGEMENT

The CLMR has collaborated with over 150 organizations, including:



25 community groups



30 educational institutions



17 government bodies



14 labour unions



12 legal firms



44 private parties



9 research centres

## HIGHLY QUALIFIED

## PERSONNEL

The CLMR has developed the next generation of leaders by:

ENGAGING

50 STUDENTS,

IN RESEARCH &  
PRACTICAL INTERNSHIPS

AFFECTING THE LEARNING EXPERIENCE  
& SKILLS DEVELOPMENT OF

2072 STUDENTS,

WHO GRADUATED WITH A MAJOR OR  
MINOR IN HUMAN RESOURCES  
MANAGEMENT/ORGANIZATIONAL  
BEHAVIOUR, ORGANIZATIONAL  
LEADERSHIP OR LABOUR &  
EMPLOYMENT RELATIONS

For all research projects that have received funding, please visit: [www.ryerson.ca/clmr/research](http://www.ryerson.ca/clmr/research)  
For conference proceedings and other publications, please visit: [www.ryerson.ca/clmr/publications](http://www.ryerson.ca/clmr/publications)  
For all events hosted please visit: <http://www.ryerson.ca/clmr/events/>

# HIGHLIGHTING

SEPTEMBER 2010

## LETTER FROM THE CENTRE FOR LABOUR MANAGEMENT RELATIONS

Since 2010, the progress made by the CLMR has been nothing less than extraordinary. Having hosted nearly 80 events and funded almost 50 projects, our impact on shaping the landscape of labour management relations cannot be denied. The Centre continues to serve as the model of excellence at Ryerson University demonstrating ways in which stakeholders can have lasting and meaningful impacts on the provincial and national world of work. In fact, Ryerson has used our Centre as a model to launch over 125 multi-disciplinary research centres, institutes and labs that reflect the high priority issues of communities, societies and workplaces. It is amazing to reflect upon some highlights of our Centre's impact over the past 7 years. Our work continues to lead dialogue around vital working life issues and is especially apparent in the following crucial theme areas:

**Building retirement security** - **Building strong, inclusive, and diverse communities** - **Collaborating on collective bargaining** - **Developing a wage gap strategy** - **Developing health and wellness strategies** - **Reflecting the changing workplace** and - **Supporting a dynamic business climate.**

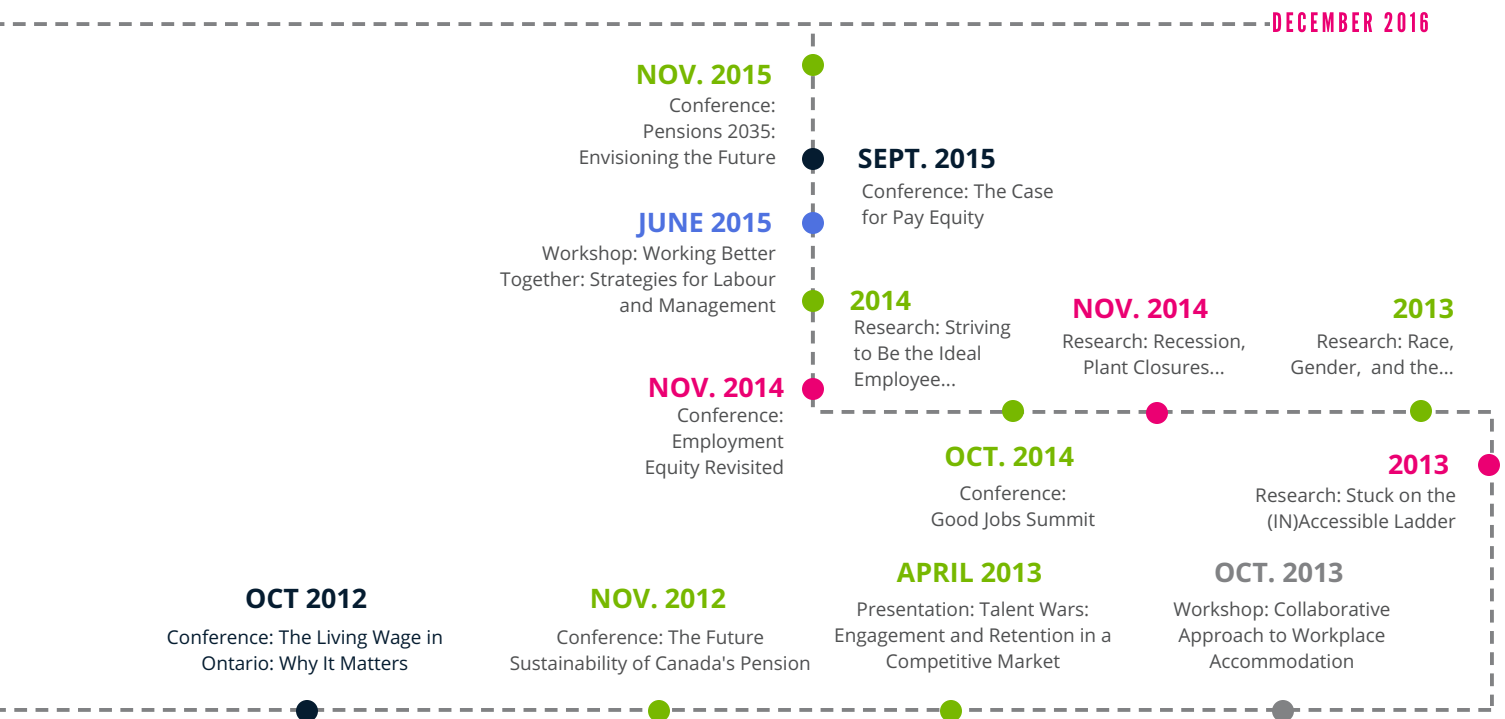
Our work on **building retirement security** began in **Nov. 2012** when we collaborated with the Centre for Industrial Relations and Human Resources (CIRHR) to host a conference titled "The Future Sustainability of Canada's Pensions". At that time we were at the forefront of this important dialogue. Recognizing the need for continuing this critical conversation, in **Nov. 2015**, Ryerson University asked our centre to support the launch of the Pension Innovation Research Centre, and host a conference titled "Pensions 2035: Envisioning the Future of Pensions". In **Nov. 2016**, we furthered our commitment to this initiative when we partnered with the National Institute on Ageing to host a conference titled "The Evolving Nature of Retirement."

Our work on **building strong, inclusive, and diverse communities** began in **Oct. 2010** when we collaborated with the Diversity Institute to host a conference titled "Testing Commitment to Diversity in Times of Austerity." Since then, we have hosted 7 other events on this subject, including a conference in **Nov. 2014** titled "Employment Equity Revisited". In addition to these events, our research associates have taken a strong interest in this subject. We have funded a number of projects in this area, including 3 that demonstrate how our researchers are shaping national dialogues. In **2013**, Esther Ignagni received a grant to begin exploring "Stuck on the (In)Accessible Ladder." In **2013**, Winnie Ng released a report on "Recessions, Plant Closures and Racialized Immigrant Workers." In **2016**, Gerald Hunt published a book chapter on "Transgender Rights in Canada: An Emerging Issue for Unions?"





# THE CLMR IMPACT



Our work on **collaborating on collective bargaining** began in **Sept. 2010** with our launch event – a workshop titled “Best Practices in Collective Bargaining.” Since then, we have hosted 9 other events on this subject, including in **Feb. 2016** when we partnered with Bass and Associates to host a workshop titled “Costing Collective Agreements: The Science Behind Successful Collective Bargaining”.

Our work on **developing a wage gap strategy** began in **Oct. 2012** when we partnered with the Canadian Centre for Policy Alternatives – Ontario Office (CCPA – OO) to host an event titled “The Living Wage in Ontario and Why it Matters.” A living wage encompasses the idea that individuals should earn an income that affords for basic necessities, enabling them to live with dignity and participate as active citizens in society. In **May. 2016**, we furthered our commitment to this initiative when we again partnered with the CCPA – OO to host a workshop titled “Strategies, Policies and Politics of a Living Wage.” As of **Dec. 2016**, several communities across Ontario have accepted the value of this proposition and adopted regionally adjusted living wages, including Hamilton (\$15.85/hour), Niagara (\$17.46/hour), and Toronto (\$18.52/hour). Our work on developing a wage gap strategy also applies to discussions of pay equity and economic empowerment. In **Sep. 2015**, we collaborated with the Ontario Pay Equity Office (OPEC) to host a conference titled “The Case for Pay Equity”. This event examined models and tools from other jurisdictions that have succeeded in partially closing their respective gender wage gaps. In **Mar. 2017**, we furthered our commitment to this initiative when we again partnered with the OPEO to host a conference titled “Ontario’s Next Steps Towards Women’s Economic Empowerment.”

Our work on **developing health and wellness strategies** began in **Sep. 2011** when we collaborated with the Centre for Addiction and Mental Health to host a conference titled “Symposium on Mental Health in the Workplace”. This event endeavoured to end the stigma around mental health in the workplace by drawing on the experience

# HIGHLIGHTING



and successes of stakeholders that have introduced strong workplace mental health programs in their organizations. In Oct. 2013, we furthered our commitment to this initiative when we partnered with Scott & Associates Inc. to host a conference titled "Collaborative Approach to Workplace Accommodation and Mental Health." In addition to these events, our research associates have taken a strong interest in this subject. We've funded a number of projects in this area, including 2 that stand out for how our researchers are ahead of shaping these national dialogues. In **2015**, Alison Matthews David released a book (which is currently being translated into Mandarin and Russian) and held a major four-year exhibit at the Bata Shoe Museum on "Fashion Victims: The Dangers of Dress Past and Present." Alison also received a Social Sciences and Humanities Research Council (SSHRC) grant to continue her ground breaking work. In **2016**, Winnie Ng released a report on "A Public Health Crisis in the Making: The Health Impacts of Precarious Work on Racialized Immigrant and Refugee Women."

Our work on **reflecting the changing workplace** began in **Dec. 2010** when we funded Andie Noack's work on "Measuring Employment Standards Violations, Evasion and Erosion", and Tim Bartkiw's work on "Labour Law and Triangular Employment Growth". At this time, the CLMR was leading this important conversation. Andie and Tim would go on to join 5 of our other research associates who were commissioned by the Ontario Ministry of Labour to prepare reports for the Ministry's changing workplaces review. The review considered actions to support employment and labour law reforms that protect workers while also supporting businesses. Since then, we have hosted 15 other events on this subject, including when we hosted a conference in **Jun. 2016** titled "The Sharing Economy and the Future of Work", as well as a conference in **Aug. 2016** titled "The Gig Economy and Your Protections and Rights". In **May. 2017**, we will further our commitment to this initiative when we again partner with the CIRHR to host a conference titled "The New Economy and a Basic Income Guarantee."

Our work on **supporting a dynamic business climate** began in **Mar. 2011** when we hosted a conference titled "Maintaining Employee Engagement in Times of Economic Difficulty." Since then, we have hosted 19 other events on this subject, including hosting a week-long program with Unifor for an event in **Oct. 2014** titled the "Good Jobs Summit". We also partnered with the Unifor - Sam Gindin Chair in Social Justice to host a discussion in **Nov. 2016** titled "Greening the Economy and a Just Transition". In addition to these events, our research associates have taken a strong interest in this subject. We have a number of projects in this area, including 3 that stand at the forefront of shaping national dialogues. In **2013**, Melanie Knight released a journal article on "Race, Gender, and the Embodiment of Entrepreneurship within Texts." Melanie also received a SSHRC grant to continue her ground breaking work. In **2014**, Fei Song received a grant to begin exploring "Striving to be the Ideal Employee Through Working Long Hours". Fei also received a SSHRC grant to continue her ground

# THE CLMR IMPACT

**NOV. 2016**

Presentation:  
Greening the  
Economy & a Just  
Transition

**2016**

Research:  
A Public  
Health Crisis  
in the Making...

**NOV. 2016**

Conference:  
The Evolving  
Nature of  
Retirement

**DECEMBER 2016**

**FEB. 2017**

Workshop: Costing  
Collective Agreements  
- The Science  
Behind Successful  
Collective Bargaining

**MAR. 2017**

Conference:  
Ontario's Next Steps  
Towards Women's  
Economic  
Empowerment

**MAY 2017**

Conference:  
The New  
Economy  
and a Basic  
Income  
Guarantee

**MORE TO  
COME....**

breaking work. In **2016**, Cory Searcy and Patrick Neumann released a journal article on "The Use of Work Environment Performance Indicators in CSR Reporting."

The need for the CLMR is more crucial now than when we first began. Emerging cultural, demographic, economic, environmental, ethical, legal, political, social and technological factors are beginning to affect all aspects of local and global marketplaces. This is an exciting time for labour and management to learn how to work better together to proactively address changes to the nature of employment, labour and work. Some of the issues include employment precarity, free trade, job automation, and outdated laws. Our research and knowledge mobilization capacity, strategic partnerships, and network of highly qualified personnel continues to grow, and we're better positioned than ever to be leading the charge on these conversations.

We look forward to continuing to work with our advisory board, community partners and research associates to promote collaborative, ethical, innovative, proactive and sustainable best-practice for labour and management to work better together.

All the best,



*Buzz Hargrove*

**BUZZ HARGROVE**

EXECUTIVE IN RESIDENCE



*Maurice Mazerolle*

**MAURICE MAZEROLLE**

DIRECTOR



*Tamar Becker*

**TAMAR BECKER**

POLICY ADVISOR



*Aman Rajwani*

**AMAN RAJWANI**

POLICY ADVISOR



## LETTER FROM STEVEN MURPHY

DEAN OF TED ROGERS SCHOOL OF MANAGEMENT  
AT RYERSON UNIVERSITY

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THE RELATIONSHIP BETWEEN LABOUR AND MANAGEMENT IS AT THE CENTRE OF MANY OF SOCIETY'S MOST PRESSING CHALLENGES. IN RECENT YEARS, NEW TECHNOLOGIES HAVE DISRUPTED TRADITIONAL WAYS OF DOING BUSINESS, LEADING TO THE NEED TO RE-EXAMINE THE LABOUR FORCE AND THE RESPONSIBILITIES OF MANAGEMENT AND EMPLOYEES.

THE TED ROGERS SCHOOL OF MANAGEMENT'S (TRSM) CENTRE FOR LABOUR MANAGEMENT RELATIONS (CLMR) IS AT THE FOREFRONT OF THOUGHT LEADERSHIP THAT EXAMINES AND ADDRESSES THESE CHALLENGES. THROUGH EVENTS, PROJECTS, AND RESEARCH, THE CLMR OFFERS NEW AND CREATIVE INSIGHTS THAT IMPROVE CONDITIONS FOR BUSINESSES, UNIONS, WORKERS, AND SOCIETY AS A WHOLE.

HIGHLIGHTS OF THE CLMR'S WORK IN 2016 INCLUDE EXAMINING THE EVOLVING NATURE OF RETIREMENT, THE RIGHTS AND PROTECTIONS AVAILABLE TO WORKERS IN THE GIG ECONOMY, THE POTENTIAL HEALTH IMPACTS OF PRECARIOUS WORK, AND HOW THE SHARING ECONOMY WILL AFFECT THE EMPLOYMENT LANDSCAPE IN CANADA AND AROUND THE WORLD.

THE TRSM ENCOURAGES STUDENTS TO APPROACH BUSINESS EDUCATION THROUGH A LENS OF SOCIAL CHANGE, AND TO DEVELOP A MINDSET THAT IS PREPARED TO RESPOND TO THE INEVITABLE DISRUPTION CAUSED BY EVOLVING TECHNOLOGIES AND EMERGING SECTORS OF THE ECONOMY. THIS INNOVATIVE AND

SOCIALLY CONSCIOUS FOCUS IS REFLECTED IN OUR SCHOLARLY RESEARCH CULTURE, INCLUDING THE CLMR, WHICH CREATES AND SUPPORTS RESEARCH THAT IS SOCIETALLY RELEVANT AND READY FOR REAL-WORLD APPLICATION.

THE IMPORTANT WORK OF THE CLMR WOULD NOT BE POSSIBLE WITHOUT THE GENEROUS SUPPORT OF OUR MANY SPONSORS, WHO HELP THE CLMR CREATE AND MOBILIZE THOUGHT LEADERSHIP THAT SUPPORTS ITS MISSION OF DECREASING INEQUALITY AND INJUSTICE FOR ALL OF SOCIETY. I WOULD LIKE TO THANK THE CENTRE FOR LABOUR MANAGEMENT RELATIONS, ITS SPONSORS AND COLLABORATING ORGANIZATIONS, FOR CONTINUING TO PUSH FORWARD ON THIS IMPORTANT MISSION.

SINCERELY,

A handwritten signature in black ink, appearing to read 'Steven Murphy', written in a cursive style.

STEVEN MURPHY

# LETTER FROM MOHAMMED LACHEMI

PRESIDENT & VICE-CHANCELLOR OF RYERSON  
UNIVERSITY



AT RYERSON UNIVERSITY OUR STUDENTS AND RESEARCHERS CHALLENGE THE STATUS QUO TO ADVANCE THE ECONOMIC, SOCIAL AND CULTURAL WELL BEING OF OUR COMMUNITIES.

WE KNOW THAT THE NATURE OF WORK IS EVOLVING AT AN UNPRECEDENTED PACE, AND WE ARE STEPPING UP TO DEVELOP THE SKILLED AND CREATIVE WORKFORCE OF THE NEXT GENERATION.

THE TRSM'S CENTRE FOR LABOUR MANAGEMENT RELATIONS HAS THE PERSPECTIVE AND EXPERTISE WE NEED TO CONSIDER AND RESOLVE THE COMPLEX ISSUES POSED BY THE CURRENT ENVIRONMENT. WE TAKE SERIOUSLY THE RYERSON MISSION OF RESPONDING TO THE NEEDS OF SOCIETY, AND RELY ON THE CENTRE TO HELP US SERVE THIS HISTORIC AND ALWAYS RELEVANT ROLE.

CULTURALLY DIVERSE AND INCLUSIVE, RYERSON IS HOME TO MORE THAN 41,500 STUDENTS, INCLUDING 2,400 MASTER'S AND PHD STUDENTS, 3,200 FACULTY AND STAFF, AND NEARLY 170,000 ALUMNI WORLDWIDE. THE UNIVERSITY OFFERS MORE THAN 100 UNDERGRADUATE AND GRADUATE PROGRAMS, AND THE G. RAYMOND CHANG SCHOOL OF CONTINUING EDUCATION IS CANADA'S LEADING PROVIDER OF UNIVERSITY-BASED ADULT EDUCATION.

RESEARCH CONTINUES TO GROW, WITH A 65% INCREASE IN FUNDING OVER THE LAST FIVE YEARS AND MORE THAN 125

RESEARCH CENTRES, INSTITUTES AND LABS. WE ARE KNOWN GLOBALLY AS A PIONEER IN ENTREPRENEURIAL EDUCATION AND ZONE LEARNING, AND RECOGNIZED AS AN URBAN CATALYST AND CITY-BUILDER. OUR DOWNTOWN TORONTO FOOTPRINT IS RENOWNED FOR THE MATTAMY ATHLETIC CENTRE AT THE GARDENS, THE RYERSON IMAGE CENTRE, AND THE STUDENT LEARNING CENTRE ON YONGE STREET AS THE NEW GATEWAY TO THE UNIVERSITY – WITH THE DAPHNE COCKWELL CENTRE FOR HEALTH SCIENCES NOW UNDER CONSTRUCTION.

MOST OF ALL, WE ARE NURTURING TALENT AND DEVELOPING UNDERSTANDING, AND RELATIONSHIPS ARE AT THE HEART OF PROGRESS. WITH ITS RESEARCH PROJECTS, EVENTS, PUBLICATIONS AND NETWORKS THE CLMR IS AT THE FOREFRONT OF PROVIDING EXCEPTIONAL OPPORTUNITIES FOR STUDENTS IN THE STUDY OF HUMAN RESOURCES AND LABOUR RELATIONS, AN ESSENTIAL PART OF OUR SHARED FUTURE AND A BENEFIT TO US ALL.

SINCERELY,

A handwritten signature in dark ink, appearing to read 'Mohammed Lachemi', written over a light blue horizontal line.

MOHAMMED LACHEMI

# RESEARCH PROJECTS

The CLMR believes in funding multi-disciplinary research projects that contribute to the development of innovative research and academic programs. In 2016, the CLMR funded four new research projects, including:

## **“It was up to all of us to fight:” Women, Work and Resistance in the Laundry Industry**



**Jenny Carson - Associate Professor, Dept. of History, Faculty of Arts**

This research project examines the role of the industrial union movement, the impact of progressive labour legislation, and the support of underrepresented communities in the laundry workers' success in forming a union after nearly 30 years of failed organizing attempts.

## **Mapping Toronto's Sharing Economy**



**Maurice Mazerolle - Associate Professor, Dept. of HRMOB, TRSM**

This research project proposes a strategy to develop a broader understanding of the parameters of the sharing economy by identifying who participates in it – both as consumers and providers – based on industry, location and occupation.

## **Gig or Rig? The Nature of Work in the Sharing Economy**



**Myer Siemiatycki - Professor, Dept. of Politics and Public Administration, Faculty of Arts**

This research project asks whether the sharing economy is liberating or degrading for workers who participate in it, by questioning whether the work strengthens workers' autonomy, creativity and fulfillment, or whether it undermines their earning potential, employment stability and protections and rights.

## **Diversity in the Legal Profession: The LGBTQIA Experience**



**Pnina Alon-Shenker & Asher Alkoby**

**Associate Professors, Dept. of Law & Business, TRSM**

This research project examines what makes LGBTQIA individuals reluctant to join large law firms, and what discourages them from pursuing promotions or leadership positions, in order to assess the effectiveness of existing diversity efforts and to propose improvements to the diversity policies and programs at law firms.

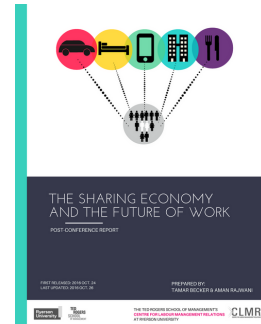


# KNOWLEDGE MOBILIZATION

The CLMR believes in moving research into communities to increase the cultural, economic, intellectual and social impacts of these findings. In 2016, the CLMR hosted 11 conferences, presentations, and workshops, including:

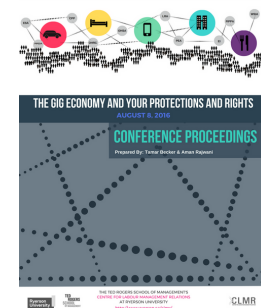
## The Sharing Economy and the Future of Work

The future of work is being shaped by a variety of demographic, legal, regulatory and social forces, which has led to changes in how organizations are structured, arranged, managed, and regulated. This, in turn, has changed the way that work is distributed, organized, designed, and performed. This event brought together speakers and representatives to provide perspectives on what employment, labour, and work policies could be required to realize the maximum benefits, while mitigating the adverse risks, of the sharing economy on stakeholders in employment relationships and work arrangements.



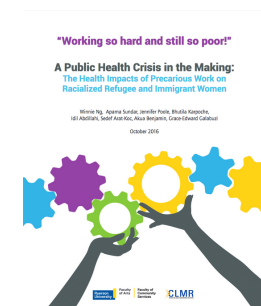
## The Gig Economy and Your Protections and Rights

The recent flood of digital applications has opened up unconventional possibilities for work arrangements to expand into new spaces. While these apps generate major excitement and garner much publicity, it's important to note that they're also dramatically changing perceptions of workplaces and the nature of employment. This event brought together speakers and representatives to provide perspectives on: "which legislative protections and rights are available to workers in the gig economy?"; "how stakeholders can advance strategies to provide protections and rights to all workers?"; and "what workers in the gig economy need to know to succeed?"



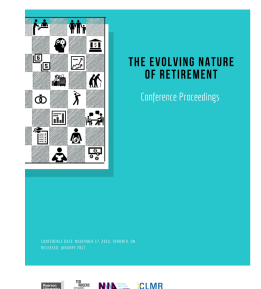
## A Public Health Crisis in the Making

There is an emerging consensus that precarious working conditions have become a determinant of poor health. This event sought to understand this relationship in the case of racialized immigrant and refugee women who make up a growing proportion of those in precarious employment. This event also presented the findings of a study undertaken by CLMR faculty affiliates to examine the health impacts of precarious work on racialized immigrant women.



## The Evolving Nature of Retirement

The retirement landscape is ever evolving - changing employment relationships and accountabilities, advancing financial technologies, a more diverse work force, and transforming regulatory and administrative practices for all stakeholders. This event brought together industry professionals, policy makers, and thought leaders to discuss critical issues impacting the retirement compensation industry.



# ADVISORY BOARD

## MEMBERS & REPRESENTATIVES-2016



### **AIR CANADA**

Emma Heslop, Michael Abbott

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### **UNIFOR**

Angelo Di Caro, Bill Murnighan, Jerry Dias





# RESEARCH ASSOCIATES

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- ♣ Esther Ignagni (Disability Studies)
- ♣ Idil Abdillahi (Social Work)
- ♣ Jennifer Poole (Social Work)
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- ♣ Kiaras Gharabahgi (Child/Youth Care)
- ♣ Melanie Panitch (Disability Studies)
- ♣ Winnie Ng (Social Justice)

## FACULTY OF ENGINEERING AND ARCHITECTURAL SCIENCE:

- ♣ Cory Searcy (Industrial Engineering)
- ♣ Patrick Neumann (Mechanical Engineering)

## FACULTY OF SCIENCE:

- ♣ Peter Danziger (Mathematics)

## TED ROGERS SCHOOL OF MANAGEMENT:

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- ♣ Avner Levin (Law)
- ♣ Chris MacDonald (Law)
- ♣ Danielle Lamb (HRM/OB)
- ♣ Fei Song (HRM/OB)
- ♣ Ian Sakinofsky (HRM/OB)
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- ♣ Kim Bates (Entrepreneurship)
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- ♣ Maurice Mazerolle (HRM/OB)
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- ♣ Pnina Alon-Shenker (Law)
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- ♣ Tim Bartkiw (HRM/OB)
- ♣ Tina West (Marketing)
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## EXTERNAL

- ♣ Amanda Shantz (York University)
- ♣ Ana Virginia Gomes (Queen's University)
- ♣ Anil Verma (University of Toronto)
- ♣ Anna-Carin Nordvall (Umea University)
- ♣ Aparna Sundar (Azim Premji University)
- ♣ Diane Dyson (Wood Green Community Services)
- ♣ Guy Davidov (The Hebrew University)
- ♣ Jeffrey Reitz (University of Toronto)
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- ♣ Leah Vosko (York University)
- ♣ Mark Thomas (York University)
- ♣ Mimi Abramovitz (Hunter College)
- ♣ Philip Kelly (York University)
- ♣ Rafael Gomez (University of Toronto)
- ♣ Rob Howarth (Toronto Neighborhood Centres)
- ♣ Sara Slinn (York University)
- ♣ Shane Dixon (Wilfrid Laurier University)
- ♣ Trish Hennessy (CCPA)

# MISSION STATEMENT

TO PROMOTE COLLABORATIVE,  
ENTREPRENEURIAL, ETHICAL, PROACTIVE  
AND SUSTAINABLE BEST-PRACTICES FOR  
LABOUR AND MANAGEMENT TO WORK  
BETTER TOGETHER IN WAYS THAT RESULT  
IN GREATER PRODUCTIVITY AND  
PROFITABILITY FOR BUSINESSES,  
IMPROVED JOB AND INCOME SECURITY  
FOR WORKERS, AND DECREASED  
INEQUALITY AND INJUSTICE FOR ALL OF  
SOCIETY.

**REPORT PREPARED BY:**

**TAMAR BECKER & AMAN RAJWANI  
POLICY ADVISORS - CENTRE FOR LABOUR MANAGEMENT RELATIONS - CLMR@RYERSON.CA**

## Centre For Labour Management Relations

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