Caregiver-Friendly Workplaces and Policies

Lecture 1

Goals

* Recognize the varied roles and responsibilities of caregiver-employees
* Understand ways to increase availability and accessibility of CFWPs
* Identify and overcome the obstacles in workplaces

Introduction

* Many demographic changes in recent years have influenced the global paid labour market
  + Increase of women in the workforce
  + Smaller family sizes
  + Restructured health care system with a focus on community care
  + Increased longevity
  + Aging workforce (Government of Canada, 2016) (Ireson et al, 2016)
* In regards to the last demographic change, there has been a substantial increase in the global aging population
* The following slides present some statistics that relate to this
* Specifically, by 2050 the number of seniors aged 60 years and older is expected to double (United Nations, 2013)
* In that same year, for the first time in history, the number of seniors will surpass the number of children (United Nations, 2013)
* Due to these demographic changes, there is great demand for caregiver-employees, who help provide care for the aging population. The following slides present what caregiver-employees are

1. Caregiver-Employees

* **Caregiver-employees**, or CEs, are family members and other significant people who provide care and assistance to individuals living with debilitating physical, mental and/or cognitive conditions while also working in paid employment (Ireson et al, 2016)
* CEs can be parents, spouses, life partners, adult children, siblings or friends
* CEs can be found in all industries and occupations, in various workplace sizes and sectors (Yeandle et al, 2006)
* CEs can have wide ranging tasks. Main tasks can include:
  + Transportation
  + Household chores
  + Personal care
  + Financial management
  + Help with treatments/medical care (Government of Canada, 2016)
* There are number of reasons as to why people become CEs:
  + Cultural obligations
    - Some cultures see caring for elders in the family as an expectation
  + Time to give back
  + Allow family members to age in the comforts of home as opposed to in hospitals or care facilities
  + No other alternatives
    - ie. Due to lack of money, sudden debilitating disease, etc.
  + Personal choice

2. What is the Significance?

2.a)

* Caregiving has a huge impact on the home life and work life of the CE
* Caregiver-Employee Quick Facts:
* In 2012, 6.1 million employed Canadians were providing care to aging family members and friends (Government of Canada, 2016)
* Majority of the CEs are juggling full time employment with caregiving tasks (Fast et al, 2014)
* CEs provide an estimated 2.4 billion hours of care in Canada (Fast et al, 2014)
* About 50% of CEs care for their parents or parents-in-law (Sinha, 2012)
* Productivity losses to employers on Canada
  + 9.7 million days of absenteeism
  + 256 million fewer hours of paid work
  + Loss of 557,698 CEs who left the paid workforce (Fast et al, 2014)
* Loss of $2.7 – 7.7 billion CAD annually due to work counter productivity and absenteeism (Duxbury & Higgins, 2012)
* Evidence suggests that once CEs reduce their labour force commitments, they are not as likely to return their previous levels even if their caregiver responsibilities have ended which causes huge economic and productivity losses (Lilly, 2008)

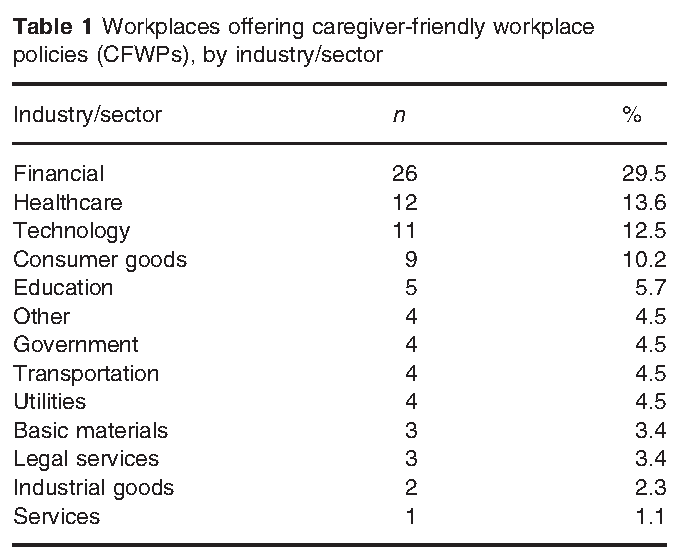
2.b)

* Issues Surrounding Caregiver-Employees
  + As seen by the term caregiver-employee, CEs balance multiple responsibilities and roles juggling paid employment with care tasks
  + Higher physical, emotional, mental and economic pressures and strain because of work-life balance
  + “Sandwich generation” – individuals between 45-65 years of age caught between child-rearing and eldercare responsibilities. Most of these people are in the prime of their careers (Fast et al, 2014)
  + Gender and Caregiving
    - Women are about as likely as men (51% female vs. 49% men) to become CEs (Fast et al, 2014)
    - However, women have the traditional role as caregivers 🡪 women are more involved in housekeeping, personal care (Fast, 2015); men are traditionally the breadwinners, and perform tasks such as transportation, yard work, etc.
    - On average, women cut back their working hours by 10 hours/week vs. men cut their hours by 9 hours/week (Fast et al, 2014)
    - Women spend more time performing care tasks 🡪 women spend 9.5 hours per week on average vs. men spending 6.9 hours (Fast et al, 2014)
* What can be done to support CEs? 🡪 Caregiver-Friendly Workplace Policies

3. Caregiver-Friendly Workplace Policies

* **Caregiver-friendly workplace policies** (CFWPs) are “deliberate organizational changes, in regards to policies, practices, or target culture, that reduce work-family conflict and/or support the lives of employees outside of the workplace” (Fast et al, 2014)
* CFWPs can be found in all workplace sizes and in all sectors but CFWPs are most commonly found in the financial, health care and technology sectors (Ireson et al, 2016)
* The larger the employer, the more likely that CFWPs were in place for employees (Wagner et al, 2014)

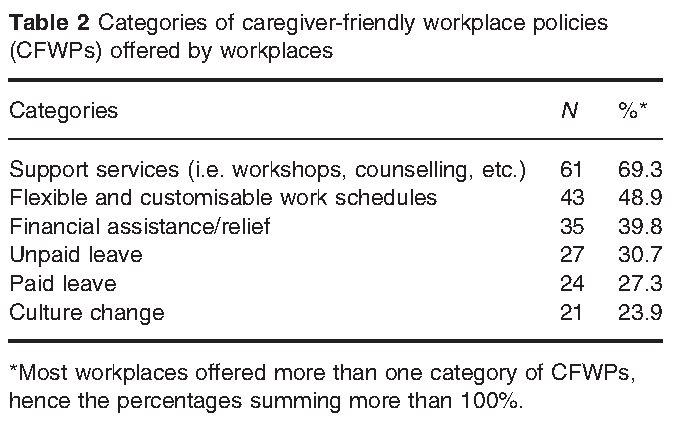
The chart below represents findings from a study by Ireson et al in 2016 regarding workplaces that offer CFWPs by industry/sector

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* The most common CFWPs are easiest to implement and least expensive

4. Types of Caregiver-Friendly Workplace Policies

The chart below represents findings from the study by Ireson et al in 2016 that found the most common CFWP type



These are the CFWP types as defined by Ireson et al in 2016. They are types of CFWPs that can be offered and may include:

* + Support services – give CEs the knowledge, training and support about eldercare
    - Counseling
    - Resource and referral services
    - Support groups, workshops, skills training
  + Flexible work arrangements – allow CEs to rearrange work schedule to better suit care needs
    - Flexible scheduling
    - Vary working hours
    - Job sharing amongst employees (two employees part-time employees perform the tasks that one full-time employee would perform)
    - Compressed weeks (work extra hours during the week in order to get a day off)
    - Telework (working in locations other than work office)
  + Financial Assistance/Relief
    - Employee Assistance Programs (EAPs)
    - Insurance Coverage
  + Paid or Unpaid Leave Options
  + Paid/unpaid leave of absence (longer than government mandated)
  + Family and emergency days off
  + Culture Change
    - Managers and supervisors responsive to work-family issues which allows employees to become more receptive
    - Promote family friendliness
    - Ie. Management and supervisor training and resources via seminars
* *Did You Know?* – In Ontario, family caregiver leave is provided. This is unpaid, job-protected time off work in order to care for family members dependent on support for medical conditions. Leave can be for up to 8 weeks per year.
  + May be taken to provide care or support o certain family members for whom a qualified health practitioner (physician, registered nurse, psychiatrists, nurse practitioner) has issued a certificate stating that he or she has a serious medical condition
  + All employees, whether full-time, part-time, permanent or term contract, who are covered by ESA, may be entitled to family caregiver leave
  + Care or support includes, but is not limited to: providing emotional or psychological support, arranging for care by third-party provider, or directly providing or participating in the care of the family member
  + The specified family members for whom a family member caregiver leave may be taken are:
    - Spouse (including same-sex)
    - Parent, step-parent, foster parent of employee or employee’s spouse
    - Child, step-child, foster child of employee or employee’s spouse
    - Grandparent or step-grandparent of employee or employee’s spouse
    - Grandchild or step-grandchild of employee or employee’s spouse
    - Spouse of a child of the employee
    - Brother or sister of employee
    - Relative of the employee who is dependent on the employee for care or assistance

Note – specified family member does not have to live in Ontario

* There are benefits to implementing CFWPs in workplaces for both the employer and employee. These include
  + Increased job satisfaction and commitment
  + Increased employee retention
  + Less employee turnover
  + Positive company reputation
    - Many companies are eager to be included in Top Employer lists for innovative policies and initiatives
* Increased productivity
  + - Will allow employees to increase output, quality of work and/or performance level as they are less distracted and less error-prone
    - Increased health and wellbeing because of better work-life balance (Fast et al, 2014) (Kelly et al, 2009) (Ireson et al, 2016)
* *For more information about CFWPs in the study by Ireson et al, please refer to Required Reading List Article 2.*
* *For more information about types and analysis of different CFWPs, please refer to Required Reading List Articles 3, 7, 8, and 9*

5. Gold Standard Workplaces

* + - Gold standard workplaces are workplaces that have outstanding CFWPs, eldercare and family-friendly policies
    - GlaxoSmithKline – multinational pharmaceutical company headquartered in Britain
    - Has been named one of the 50 Best Employers in Canada by Maclean’s
    - Compassionate Leave Program – first of its kind in Canada. Offers up to 13 weeks leave over 2 years. Employees who have at least 3 years of service receive up to 13 weeks pay full salary
    - Self-managed time – employees can work flexible hours and compressed weeks
    - Employee Assistance Program – offers services for eldercare services, counseling (Hewitt, n.d.)
    - Deloitte – multinational professional service firm headquartered in the United States
* Named one of Canada’s Top 100 Employers in 2016
* Long term care – coverage that protects the employee or family members from high costs associated with nursing home stays and home health care services
* Employee assistance program – provides support, guidance, education/training and solutions for employees
* Emergency back-up dependent care – used when employee needs to be at work but regular eldercare is unavailable; care service for a maximum of 30 days per year
* British Telecomunications group plc – multinational holding company that owns British multinational telecommunications services headquartered in Britain
* Awarded one of Top Employers for Working Families in 2014
* Offers flexible working times for short and long-term
* Family and You Portal – provide advice for employees and guides them through options available ie. Information about flexible work
* Flexible work arrangements such as job sharing, stepping down (move to lower pay grade), erase down (gradual reduction of hours or responsibilities)
* Use of technology for teleconferencing and videoconferencing – reduces need for physical office space
* *For more information about workplaces offering CFWPs, please refer to Required Reading List Article 6*

6. How to Implement Caregiver-Friendly Workplace Policies

6.a)

* CFWPs can be incorporated into workplace policies and practices through cooperation between employers, employees and the government and law-making bodies
* Employers can contribute through the following:
  + **Emphasize** the importance of work-life balance
  + **Promote** a family-friendly workplace
  + **Educate** managers and supervisors on programs, policies and information
  + Increase **awareness** of programs and support available
  + **Accept** diversity in the workplace
  + Allow **open discussion** with employers to find out how they can be best supported

Having CFWPs is not enough; employers must also recognize the importance of the following:

* Communication is key
* Much of the time, employees do not know about available policies
* Important to have open relationships with managers/supervisors and employees
* Awareness and Understanding
* Supportive Managers
* *For more information about what employers can do, please refer to Required Reading List Articles 1, 5, 13*

Barriers to implementing CFWPs can include:

* Lack of awareness
  + Workplaces do not know the magnitude of the problem
  + Employees do not know how to access needed information
  + Nature of the job
  + Some jobs can be easily replaced but other highly skilled jobs take long to train and replace
* Leadership support
  + Role of managers is crucial
  + Importance of supportive environment (Government of Canada, 2015)

Conclusions/Revisiting Goals

* Recognize the roles and responsibilities of CEs
* Employers have the duty to be responsible for all employees by ensuring a work-life balance
* Broaden the availability and accessibility of CFWPs
* Overcome the obstacles

Caregiver-Friendly Workplaces and Policies

Lecture 2

Recap

**Question:** What are the types of CFWPs that can be offered to employees?

**Answer:** Support services, flexible work arrangements, unpaid/paid leave, financial assistance/relief, culture change

Case Studies

1. American Psychological Association
   * American scientific and professional organization of psychologists
   * Headquartered in Washington D.C. with 600 employees
   * CFWPs offered:
     1. Through a vendor called bright Horizons, APA offers the Bright Horizons back-Up Care Advantage Program that can be used when regular elder care services (or child care) are unavailable
     2. Employee Assistance Program providing counseling, support, and referral services
     3. Flexible work schedules for some positions
     4. Telework

**Question:** What type of CFWPs do they offer?

**Answer:** support services, flexible work arrangements

For more information about company benefits:

http://www.apa.org/careers/apa-jobs/benefits/

http://www.caregiving.org/wpcontent/uploads/2010/01/BestPracticesEldercareFinal1.pdf

1. Johnson & Johnson

* American medical equipment and pharmaceutical company
* 127 000 employees worldwide
* CFWPs offered:
  1. Free services program provided by third-party vendor
  2. Assist employees in planning and coordinating schedules
  3. Respite care
  4. Intranet site with information, podcasts
  5. Flexible paid time off

**Question:** What types of CFWPs do they offer?

**Answer:** Support services, flexible work arrangements, paid time off   
  
**Question:** In terms of size of workplace, APA has a smaller workplace size than Johnson & Johnson. Are there differences in CFWPs offered?

**Suggested Answers:** Larger companies (generally) offer more CFWPs and family-friendly policies compared to smaller companies. J&J has more types of CFWPs compared to APA

**Question:** Do you think companies as large as Johnson & Johnson can offer CFWPs similar to those offered at APA or vice versa? At what costs?

**Suggested Answers:** Generally, larger companies offer more CFWPs and family-friendly policies compared to smaller companies. They have more resources (namely money) and more employees who would benefit from such policies. Because of lack of money, larger corporations can afford to have more CFWPs. Costs include lack of resources such as money, employees, etc.

For more information about company benefits:

http://www.jnj.com/caring/citizenship-sustainability/strategic-framework/benefits

1. Centrica

* British utilities company
* 34 000 employees worldwide
* Awarded as one of Top Employers for Working Families
* CFWPs offered:

1. Planned carer’s leave – paid for by Centrica; Centrica will match the number of hours an employee uses
2. Paid emergency leave
3. Network, helpline and portal
4. Counseling referral
5. Career breaks, sabbaticals, flexible shifts

**Question:** What types of CFWPs are offered?

**Answer:** support services, paid leave, flexible work arrangements

**Question:** Why is it important to offer a variety of CFWPs?

**Answer:** Having a variety of CFWPs is important because CEs all have different situations; what works best for one employee might not necessarily work for another

1. IBM
   * American technology company
   * 129 000 emplpoyees worldwide
   * CFWPs offered:
     1. “Powerful Tools for Caregivers” – online, 6 week educational resource course to help CEs manage stress and emotions, learn how to communicate effectively, make decisions and use community and local resources
     2. Flexweek – vary standard workday by compressing or stretching weeks
     3. Flexiplace – perform work at other locations
     4. Flexible work schedules – adjust start and end times by up to 2.5 hours

**Question:** What types of CFWPs does IBM offer?

**Answer:** support services, flexible work arrangements

**Question:** In what ways do you think workplace sector has to do with CFWPs offered? (ie. Technology sector vs. service industry)

**Suggested Answers:** In the technology sector, employees are highly skilled and it is crucial to retain staff because it takes a lot of resources to hire and train new staff

For more information about IBM’s benefits, visit https://www03.ibm.com/employment/ca/en/newhire/regular\_benefits.html

Required Reading List – Best Employer Practices from a Business Case Perspective

1. **Employers for Caregivers Panel Report – When Work and Caregiving Collide**

Government of Canada. (2015). *When work and caregiving collide: how employers can support their employees who are caregivers*. Print.

* + What employers know (page 7-8)
  + Solutions for Employees and Employers (page 15-17)
  + Suggestions for Employers (page 20-24)
  + Benefits to employers (page 22)

1. **Availability of Caregiver-Friendly Workplace Policies (CFWPs): An International Scoping Review**

Ireson, R., Sethi, B. & Williams A. (2016). *Availability of caregiver-friendly workplace policies (CFWPs): an international scoping review*. Retrieved from: http://onlinelibrary.wiley.com/doi/10.1111/hsc.12347/epdf

1. **Flexible Work Arrangements: A Discussion Paper**

**Government of Canada**

Government of Canada. (2016). *Flexible Work Arrangements: A Discussions Paper*. Retrieved from: http://www.esdc.gc.ca/en/consultations/labour/flexible\_work\_arrangements/discussion\_paper.page?ct=t%28May+2016+news\_2016-05-02%29&mc\_cid=1bf88a396b&mc\_eid=%5BUNIQID%5D

* II. Flexible Work Arrangements
* IV. Implementing Flexible Work Arrangements

1. **Employer Offered Family Support Programs, Gender and Voluntary and Involuntary Part-Time Work**

**Zeytinoglu, Cooke & Mann**

Zeytinoglu, IU, Cooke, GB, Mann & Mall, SL. (2010). *Employer Offered Family Support Programs, Gender and Voluntary and Involuntary Part-Time Work.* Retrieved from: https://www.erudit.org/revue/ri/2010/v65/n2/044298ar.pdf

* Finding work-life balance (page 179-182)
  + - Strategic choice model – system rewards that are provided to all such as family support programs (ie. Attract high quality workers)
    - Industrial relations theory – focus on employer as one of the actors interacting with employees and government to develop rules in the workplace
* Analysis of findings – workers who are more likely to need CFWPs (ie. Women, full-time workers) (page 189-190)

1. **Work-Life Balance in the New Millennium: Where Are We? Where Do We Need to Go?” Canadian Policy Research Networks Discussion Paper**

Duxbury, L. & Higgins, C. (2001). *Work-life balance in the new millennium: where are we? Where do we need to go?.* Retrieved from: http://cprn.org/documents/7314\_en.PDF

* What can the employer do? (page 54-61)
  + - Increase flexibility
    - Increase number of supportive managers
    - Option to refuse overtime
    - Supportive work environment, etc.

1. **Best Practices in Workplace Eldercare**

Wagner, DL., Lindemer, A., Yokum, N. & DeFreest, M. (2012). *Best practices in workplace eldercare.* Retrieved from: http://www.caregiving.org/wp-content/uploads/2010/01/BestPracticesEldercareFinal1.pdf

* Different approaches of the 18 employers in the study (page 7-12)
* Future ideas based on participants (page 15)
* Case studies (page 18-40)

1. **The Use of Family-Friendly Workplace Practices in Canada**

Ferrer, A & Gagné, L. (2007). *The use of family-friendly workplace practices in Canada*. Retrieved from: http://kooperationen.zew.de/fileadmin/user\_upload/Redaktion/DFGFLEX/ws07Ferrer\_Gagne.pdf

* Analysis of CFWPs (page 20 last paragraph – 22 first paragraph)
* Flexible hours (page 18)
* Telework (page 18-19)
* Family support (page 19)

1. **Who Cares Wins: the Social and Business Benefits of Supporting Working Carers**

Yeandle S., Bennett, C., Buckner, L., Shipton, L. & Suokas, A. (2006). *Who cares wins: the social and business benefits of supporting working carers*. Retrieved from: http://circle.leeds.ac.uk/files/2012/09/who-cares-wins-full-report.pdf

* What managers have to say about CFWPs (page 17)
* Social and business benefits of flexible working, organizational culture change (page 18-23)

1. **Flexibility in Workplaces: Effects on Workers, Work Environment and the Unions**

Zeytinoglu, IU. (2005). *Flexibility in Workplaces: Effects on Workers, Work Environment and the Unions.* Retrieved from: http://www.ilo.org/public/english/iira/documents/publications/flexibility.pdf

* The flexibility gap: employee access to flexibility in work schedules (page 38-52)

1. **Balancing Paid Work and Caregiving Responsibilities: A Closer Look at Family Caregivers in Canada**

Duxbury, L. & Higgins, C & Schroeder, B. (2009). *Balancing Paid Work and Caregiving Responsibilities: A Closer Look at Family Caregivers in Canada*. Retrieved from: http://www.cprn.org/documents/51061\_EN.pdf

* The Employer, The Community and Public Policy (pages 44-46)

1. **The Hard work of Balancing Employment and Caregiving: What Can Canadian Employers do to Help?**

Lilly, M. (2011). *The Hard work of Balancing Employment and Caregiving: What Can Canadian Employers do to Help*. Retrieved from: http://www.ncbi.nlm.nih.gov/pmc/articles/PMC3287945/

* Challenges Faced by Employers
* International Trends: Flexible Work Accommodations for Caregivers
* So How Can Canada Keep Caregivers Employed and Their Workplaces Productive?

1. **The Availability, Accessibility and Effectiveness of Workplace Supports for Canadian Caregivers**

Lero, DS, Spinks, N, Fast, J, Hillbretch, M & Tremblay, DG. (2012**).** *The Availability, Accessibility and Effectiveness of Workplace Supports for Canadian Caregivers*. Retrieved from: http://worklifecanada.ca/cms/resources/files/703/The\_Availability%2C\_Accessibility\_and\_Effectiveness\_of\_Workplace\_Supports\_for\_Canadian\_Caregivers.pdf

* What do Employers Offer? (page27-31)

1. **Line Managers and Family-Friendly Employment**

Yeandle, S., Phillips, J., Scheibl, F., Wigfiled, A. & Wise, S. (2003). *Line Managers and Family-Friendly Employment*. Retrieved from: https://www.jrf.org.uk/file/36965/download?token=99IJE-27

* Approaches to Implementing Family-Friendly and Work-Life Balance Policies (page 25-33)
* Managing Flexibility (page 34-40)

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Deloitte. (2016). *Benefits and rewards*. Retrieved from: http://www2.deloitte.com/us/en/pages/careers/articles/life-at-deloitte-benefits-and-rewards.html#

Duxbury, L. & Higgins, C & Schroeder, B. (2009). *Balancing Paid Work and Caregiving Responsibilities: A Closer Look at Family Caregivers in Canada*. Retrieved from: http://www.cprn.org/documents/51061\_EN.pdf

Fast, J. (2015). *Caregiving for Older Adults with Disabilities : Present Costs, Future Challenges*. Retrieved from: http://irpp.org/research-studies/study-no58/

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Fast, J., Lero, D., DeMarco, R., Ferreira, H. & Eales, J. (2014) *Combining care work and paid work: Is it sustainable?.* Retrieved from: http://www.rapp.ualberta.ca/en/~/media/rapp/Publications/Documents/Combining\_care\_work\_and\_paid\_work\_2014-09-16.pdf

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Sinha, M. (2012) *Portrait of Caregivers.* Retrieved from: http://www.statcan.gc.ca/pub/89-652-x/89-652-x2013001-eng.pdf

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Zeytinoglu, IU. (2005). *Flexibility in Workplaces: Effects on Workers, Work Environment and the Unions.* Retrieved from: http://www.ilo.org/public/english/iira/documents/publications/flexibility.pdf

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