

Facts and Statistics

The Changing Workplace

Dramatic increases in women's labour force participation, population aging, increases in single-parent families, globalization, and the ongoing restructuring of the labour force are just some of the factors fuelling employee stress and contributing to the **growing conflicts between the demands of the job and the demands of home and family.**"

- "Work-Life Compendium 2001", Karen Johnson, Donna Lero and Jennifer Rooney

Work-life conflict has increased markedly (particularly role overload), suggesting that a **greater proportion of workers (men and women) are experiencing greater challenges in balancing their role of employee, parent, spouse, and eldercare giver.**

- "Work-Life Conflict in Canada in the New Millennium: A Status Report, October 2003", Linda Duxbury and Chris Higgins, Health Canada

"A significant trend over the '90s has been a **rising level of work-life conflict among men.**"

- "Work-Life Compendium 2001", Karen Johnson, Donna Lero and Jennifer Rooney

The desire for a 'better balance' is not limited to baby boomers or to parents of young children. Work-life integration is **also a major concern** in their choice of employers **for students and young graduates.**

- "Work-Life Compendium 2001", Karen Johnson, Donna Lero and Jennifer Rooney

Over the last decade, on the whole, **jobs have become more stressful and less satisfying, and employees are less committed** to their employer.

- "Work-Life Conflict in Canada in the New Millennium: A Status Report, October 2003", Linda Duxbury and Chris Higgins, Health Canada

"**Many Canadians working for Canada's largest employers are in poorer mental health** (i.e. report high levels of perceived stress, depressed mood and burnout and lower levels of life satisfaction)."

- "Where To Work in Canada? An Examination of Regional Differences in Work Life Practices", Linda Duxbury and Chris Higgins, commissioned for the BC Work-Life Summit 2003, 2003.

"The **cost of not instituting more human-friendly culture and policies** is increased **absenteeism** and "mental health" days, **higher benefit costs, lower levels of commitment** and job satisfaction, and **severe recruitment and retention issues.**"

- Alan Morantz Manager, Communications and Development Industrial Relations Centre, Queen's University Policy Studies Building, Canadian HR Reporter, November 2004

The Benefits of Taking Action

“High work-life conflict negatively affects an organization’s bottom line.”

- *“Work-Life Conflict in Canada in the New Millennium: A Status Report, October 2003”, Linda Duxbury and Chris Higgins, Health Canada*

[A]n abundance of **data and the results of research studies point to work-life policies as being good for business**. The data support that work-life balance is linked to **reduced absenteeism and enhanced productivity** and indicate that the challenges of **recruiting and retaining top talent** are driving workplace change. These factors are now **motivating employers to integrate work-life balance measures** in their business strategies.

- *“The Business Case for Work-Life Balance (Benefits & Costs)”, Government of Canada, HRSDC*

“Today’s **professionals value personal and family commitments** more highly than work commitments. Thus, the ability of companies and firms to offer **programs that support such values will provide a competitive advantage** in recruiting new generations of professionals.”

- *“The Next Generation: Today’s Professionals, Tomorrow’s Leaders”, Catalyst, 2001*

Employees who report that they have achieved work-life balance are **more satisfied and more willing to go the extra mile for their employers**.

- *“The Business Case for Work-Life Balance (Benefits and Costs)”, Government of Canada, HRSDC*

“Companies such as the Big 5 accounting firm Deloitte & Touche became **interested in the work-life balance issue because of financial realities**. The company realized that staff turnover, up to 50% some years, was a significant problem and calculated that it **cost the firm \$150,000 each time an employee left after even only a year or two.**”

- *“Law Firms as Model Employers”, Kathleen L. Bogas and Laura C. Fentonmiller, American Bar Association, 2003*

“Johnson & Johnson, a company whose corporate credo states, “we must be mindful of ways to help our employees fulfill their family responsibilities,” **estimated savings of more than \$4 for each \$1 invested in its work-family programs.**”

- *“Law Firms as Model Employers”, Kathleen L. Bogas and Laura C. Fentonmiller, American Bar Association, 2003*

“It is estimated that **work-life conflict costs Canadian organizations roughly \$2.7 billion in lost time due to work absences** – not including indirect costs such as replacement of the employee during the absence, overtime costs, or reduced service or productivity.

- *“Work-Life Compendium 2001”, Karen Johnson, Donna Lero and Jennifer Rooney*