

# DECENT WORK RESOURCE BANK



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# ABOUT THE RESOURCE BANK

This document includes a curated collection of academic and grey literature that reflects the state of the nonprofit sector in relation to decent work, racial justice, and Indigenous sovereignty. Ideally, people interested in policy and governance changes better integrate the decent work framework into how they view racial justice and Indigenous sovereignty. They are not separate concepts but deeply interconnected issues rooted in the same structures of material oppression.

The purpose of this Resource Bank is to support nonprofits, researchers, and advocates interested in decent work to advance public policy advocacy, governance and organizational change within Ontario's nonprofit sector. Drawing on the rich intellectual history of movement building, this Resource Bank is a collaborative project which aims to aid local and global Decent Work movements. The Resource Bank itself is envisioned as a living document which will change and grow through time, rather than a static product. As such, we invite advocates and researchers to engage with, draw from, and contribute to this project.

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# ACKNOWLEDGEMENTS

The Resource Bank format was suggested by Fikir Haile, and refined through conversations with partners over the course of Summer/Fall 2022.

We would like to acknowledge that the Resource Bank draws on a previous project completed in the department of Political Studies at Queen's University.

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# DECENT WORK MOVEMENT BUILDING

Decent work is an international movement that focuses on the fundamental rights of workers within the workplace. The International Labour Organization began to define decent work as “opportunities for work that is productive and delivers a fair income, security in the workplace and social protection for all,

better prospects for personal development and social integration, freedom for people to express their concerns, organize and participate in the decisions that affect their lives”.



In addition to the public policy aspect of decent work, at ONN decent work is also a prism to look at some of the internal questions that organizations have in terms of creating equitable working conditions for nonprofit workers.

# KEY DEFINITIONS

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**Decent work:** Decent work means more than fair wages and benefits. It reflects a cultural shift that builds on the values that drive your work in your community. Decent workplaces are fair, stable and productive workplaces. Decent work means building a culture of equity and inclusion at work, and ensuring everyone's voices are valued and heard. Decent work means acknowledging the highly gendered nature of the nonprofit sector's workforce – and developing solutions that address women's particular interests and concerns.

Source: Ontario Nonprofit Network, 2022

**Indigenous sovereignty:** Indigenous Sovereignty arises from Indigenous Traditional Knowledge, belonging to each Indigenous nation, tribe, and community. Traditional Indigenous knowledge consists of spiritual ways, culture, language, social and legal systems, political structures, and inherent relationships with lands, waters, and all upon them. Indigenous sovereignty exists regardless of what the governing nation-state does or does not do.

Source: [Indigenous Sovereignty in Canada](#)

# KEY DEFINITIONS

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**Racial justice:** is a vision and transformation of society to eliminate racial hierarchies and advance collective liberation, where Black, Indigenous, racialized communities, and people in particular, have the dignity, resources, power, and self-determination to fully thrive.

Operationalizing racial justice means reimagining and co-creating a just and liberated world and includes:

- understanding the history of racism and the system of white supremacy and addressing past harms,
- working in right relationship and accountability in an ecosystem (an issue, sector, or community ecosystem) for collective change,
- implementing interventions that use an intersectional analysis and that impact multiple systems,
- centering Blackness and building community, cultural, economic, and political power of Black, Indigenous, and racialized people.

Source: [What is Racial Equity?](#) | [Race Forward](#)

# DATABASES RELATED TO DECENT WORK

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## [Ontario Living Wage Network - Living Wage by Region](#)

**Keywords:** Database, living wage, Ontario

Defining living wage as “the hourly wage a worker needs to earn to cover their basic expenses and participate in their community”, this database relies on community-specific data to calculate living wages across the province. In contrast to workers who are paid the legally-set minimum wage, workers earning a living wage face fewer financial stressors. An awareness of the living wage in their specific areas can help NFPs develop mechanisms to meet the needs of their employees.

## [Statistics Canada. Employment in the non-profit sector by demographic characteristic.](#)

**Keywords:** Database, demography, gender, age, Indigeneity, racialized workers

This government database provides an overview of the demographic characteristics of the Non-Profit sector in Canada, as well as in the different provinces. It displays data about the demographic composition of the sector, focusing on factors such as gender, age, immigration status, Indigeneity, racial identity, and education level, among others. This resource can be used to get a general understanding of the demographic characteristics of the sector, compare how individual NFPs fare in comparison to the national or provincial demographic trends, and as a starting point for policy and engagement work.

# DECENT WORK IN THE NONPROFIT SECTOR

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*Association of Early Childhood Educators Ontario (2016).*

[“I’m more than ‘just’ an ECE”: Decent work from the perspective of Ontario’s early childhood workforce.](#)

**Keywords:** Decent work, early childhood educators, decent pay, working conditions

Produced by the AECEO, in collaboration with the Ontario Coalition for Better Child Care and the Atkinson Centre at OISE, this report assesses the experiences of early childhood educators vis-a-vis decent work. Based on qualitative data collected through community mobilization forums, the report highlights several important points. Workers in the sector identified low wages, limited benefits, inconsistent working conditions, as a few of the major issues they face in the field. The report concludes by calling for an Early Childhood Education system that centers decent work and addresses the issues identified by research participants.

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*Baccaro, L. (2001).*

[Civil Society, NGOs, and Decent Work Policies: Sorting out the Issues.](#)  
[International Labour Organization \(ILO\), Decent Work Research Programme Discussion Paper.](#)

**Keywords:** Decent work, NGOs, policy, ILO, workers rights

Building on the ILO’s work around decent work mobilization, this discussion paper assesses the ways in which civil societies and Non-Governmental Organizations can contribute to decent work building. Using examples of specific NGOs, the paper demonstrates how some have innovated effective policies designed to promote decent work in the communities they serve. Examples of these approaches include campaigns against child labour and workers’ rights violations. Given its broader, high-level scope, this paper can help NFPs develop a more holistic approach to decent work movement building both within their organizations and among the communities they serve.

# DECENT WORK IN THE NONPROFIT SECTOR



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*Fish, S. (2017).*

**Moving toward decent work: How changing employment standards are impacting the nonprofit sector. Charity Village.**

**Keywords:** Decent work, NFPs, governance, policy, legislation

Using updated employment standards legislation as an entry point, this article examines how the sector stacks up to broader trends in the general labour force. In addition to the legal requirements established by law, the author argues that there is a normative or ethical argument to be made about the need to incorporate the principles of decent work in the NFP sector. In particular, the author cites those in the sector who argue that incorporating decent work principles is one way NFPs can meet their mission of creating a better world. While calling on the NFP sector to become a leader in the decent work movement in Ontario and across Canada, the article also acknowledges the major challenges it faces, including funding constraints. The article concludes by identifying some paths forward.

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*International Labour Organization (2007).*

**Toolkit for Mainstreaming Employment and Decent Work**

**Keywords:** ILO, toolkit, decent work, vulnerable populations, governance

This toolkit, developed by the International Labour Organization, aims to promote the implementation of decent work practices. The toolkit illustrates how a myriad of actors, ranging from local community organizations to national governments have important roles to play in the decent work movement. It further notes how special attention must be given to marginalized populations, including women, young people, and vulnerable populations. The toolkit is designed to function as a lens through which organizations can see how well their policies and strategies align with the values of decent work. The annex contains a self-assessment that can serve as a good starting point to facilitate organizational conversation around decent work.

# DECENT WORK IN THE NONPROFIT SECTOR



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## ***Ontario Nonprofit Network (2022).*** **Creating Wage Parity in Community Care.**

**Keywords:** *Decent work, ONN, care work, wage parity, equal pay for equal work*

Focusing on the widespread human resource (HR) crisis brought about by the COVID-19 pandemic, this publication highlights the increased challenges NFPs are facing in employee recruitment and retention. After identifying this problem in the sector, the publication goes on to discuss how wage equity can help remedy the labour crisis in the sector and improve care and service delivery. After discussing the causes and manifestations of wage disparity, the paper articulates actions that NFPs and the provincial government can take to foster wage parity.

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## ***Ontario Nonprofit Network (2021).*** **Decent Work Movement Building.** **Digging In With ONN**

**Keywords:** *Decent work, movement building, systems change, precarity, gender*

In this episode of Diggin In With ONN, hosts Yami and Kavita host a conversation with Pamela Uppal, Policy advisor at the ONN. The episode breaks down how nonprofits can lean into creating equitable conditions for workers in the NFP sector using decent work practices. Pamela's (she/her) work has focused on creating gender-equitable systems by bridging frontline work, research initiatives, and policy advocacy. Currently, she is a policy advisor at the ONN, leading their decent work, care economy, and future of work portfolios.



# DECENT WORK IN THE NONPROFIT SECTOR

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## **Ontario Nonprofit Network (2022). [Radical Accountability and Decent Work. Digging In With ONN](#)**

**Keywords:** *Decent work, NFP, radical accountability.*

This episode features a discussion with Mojdeh Cox of the Pillar Nonprofit Network, who argues that accountability in the context of racial justice and equity practices draws attention to power and privilege. It presents a breakdown of the ways in which organizations and individuals can adopt practices of radical accountability to help advance decent work in the nonprofit sector. Mojdeh Cox has 10+ years of experience working in co-visioning, co-designing, and executing political and issue-based advocacy campaigns. For over a decade, Mojdeh has coached organizational and community leaders, businesses, and NFPs on re-imagining their work through heightened equity lens rooted in social justice.

## **Ontario Nonprofit Network (2019) . [Decent Work Overview.](#)**

**Keywords:** *Decent work, ONN, advocacy, movement building, precarious employment*

This publication by the ONN provides a brief overview of decent work within the sector. It briefly lists out the different elements that comprise decent work, including work conditions, income, and benefits. It further highlights the role that the NFP sector can play as a leader in the broader decent work movements and the specific steps NFPs can take to advocate for decent work

# DECENT WORK IN THE NONPROFIT SECTOR

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## ***Ontario Nonprofit Network (2021). Reimagining Governance. Digging In With ONN***

***Keywords:*** *Decent work, NFP governance, boards*

This podcast episode calls for a re-examination of how governance is done and raises bold questions that NFPs ought to be asking. Erin Kang, the project lead for the ONN's Reimagining Governance project shares how taking an expansive view of governance can open up space for asking different questions and deeper dialogue around issues of racial justice and equity. She also discusses how NFPs could design their governance to align with their unique circumstances.

## ***The Mowat Centre's Not-For-Profit Research Hub, Ontario Nonprofit Network, and Toronto Neighbourhood Centres (2015). Change Work: Valuing decent work in the not-for-profit sector.***

***Keywords:*** *Measuring decent work, sectoral data, funding*

A result of an eighteen-month long collaboration between the Ontario Nonprofit Network, Toronto Neighbourhood Centres, and Mowat NFP, this comprehensive report lays out the state of decent work within the NFP sector. After defining the concept of decent work, the report provides a look into the current state of the NFP sector as an employer and identifies the changes that need to be undertaken to remove barriers to decent work. Beyond providing an informative snapshot of the sector vis-a-vis the concept of decent work, this report identifies some paths for the way forward and presents ideas for further discussion in its concluding pages.

# DECENT WORK IN THE NONPROFIT SECTOR

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*Social Planning Network of Ontario (2015). Decent work in the Non-Profit community services sector in Ontario.*

**Keywords:** *Decent work, community services, precarity, wages, Ontario*

This report is prepared by the Social Planning Network of Ontario (SNPO), an NFP which supports the work of community development in the province. Submitted to the Changing Workplace Review Special Advisors, this 2015 report outlines the consequences of increasing precarity in the NFP workforce both for workers and the communities they serve. With a specific focus on NFPs which provide community social services, the report demonstrates the high prevalence of insecure, temporary, and part-time work and growing precarity in the sector.

*The People and Information Network (2020). Community benefit sector survey 2020 Data Insights.*

**Keywords:** *Decent work, Guelph, community care, Covid-19, volunteers*

In partnership with the Guelph Community Foundation and United Way Guelph Wellington, the People and Information Network distributed a community benefit sector survey to understand the impact of Covid-19 on the sector. The findings from the 20-minute online surveys provide a picture of the different challenges organizations, employees, and volunteers are facing. Respondents indicated that their workload has increased because of the pandemic while they face increasing job insecurity. Those in the community benefit sector who responded to the survey further noted challenges in staffing and volunteer retention, inequities in the sector, and the health impacts of the pandemic on staff.

# DECENT WORK IN THE NONPROFIT SECTOR

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**Taylor, Cathy (2017). The nonprofit sector as a champion for decent work. Policy Options.**

**Keywords:** Decent work, precarity, funding, movement building, systems change.

Taylor begins by noting that the NFP sector employs over one million people in Ontario alone and accounts for millions of volunteer hours to underscore the importance of decent work for the sector. Taylor further highlights that in a context of rapid transformation in relationships to work, the sector is facing significant recruitment and retention challenges that are on track to grow more serious in the coming years. Given these challenges, the article highlights how the NFP sector can emerge as a leader in the decent work movement through championing a holistic approach that focuses on broader systems changes.

**Bryan Evans, Ted Richmond & John Shields (2005). Structuring Neoliberal Governance: The Nonprofit Sector, Emerging New Modes of Control and the Marketisation of Service Delivery. Policy and Society, 24:1, 73-97.**

**Keywords:** Neoliberalism, marketization, workforce

This article examines the impact of increasing neoliberalization - a movement which advocates for more market solutions to socio-economic issues - on NFPs in the Canadian context. It argues that the neoliberal logic of marketization has been imposed on NFPs, which has compromised their ability to provide essential services and engage in advocacy. Furthermore, the imposition of this “business model” in the NFP sector has exacerbated and intensified labour exploitation in the sector. The authors argue that in the wake of neoliberalization, NFP workers are increasingly forced to perform unwaged labour and losing their workplace autonomy through monitoring processes ostensibly designed to measure efficiency of service delivery.

# PRECARITY AND DECENT WORK

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*Baines D, Cunningham I, Shields J. (2017). Filling the gaps: Unpaid (and precarious) work in the nonprofit social services. Critical Social Policy, 37(4). 10.1177/0261018317693128*

**Keywords:** Precarious work, NFPs, social services, Ontario, unpaid labour

This article examines the phenomenon of unpaid labour in the NFP sector, with a focus on social services. It notes that particularly in times of fiscal austerity, NFP organizations rely on unpaid work. In austerity conditions, unpaid work is often used to fill the gap created by funding shortages. Based on three case studies of NFP social services in Ontario, the article shows that the extraction of unpaid work is most often extracted from unpaid interns, volunteers, students, and precarious workers. The authors note that while unpaid work protects communities served by NFPs from the negative consequences of austerity, it is a fundamentally exploitative practice.

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*Baines, D., Cunningham, I., Campey, J., & Shields, J. (2014). Not Profiting from Precarity: The Work of Nonprofit Service Delivery and the Creation of Precariousness. Just Labour, 22.*

**Keywords:** Precarity, NFPs, insecurity, employment, Ontario

Based on in-depth qualitative interviews with workers in the sector, previous surveys, and a literature review, this article identifies how precarity operates at various levels in the NFP sector in Ontario. The authors demonstrate that increasing precarity is affecting the sector's labor force, NFP organizations, and the communities they serve. Linking increasing precarity to funding structures taking shape under neoliberal capitalism, the authors demonstrate how reliance on short-term and unstable contracts became widespread in the sector. Highlighting the consequences of precariousness identified by survey respondents, the article outlines the multi-layered and self-enforcing nature of precarity.

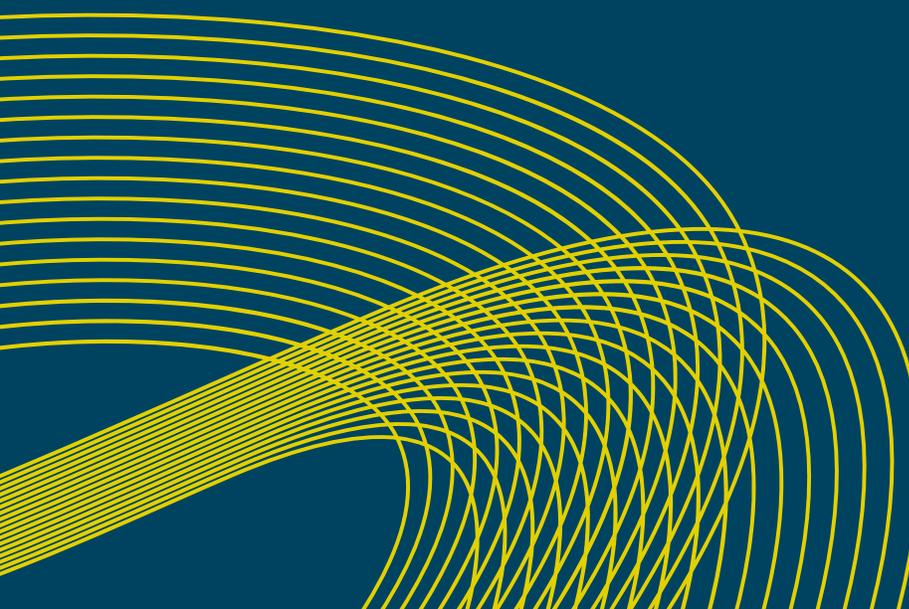
# PRECARITY AND DECENT WORK

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*Fanelli, C., Rudman, D. L., Aldrich, R. M. (2017). Precarity in the nonprofit employment services sector. The Canadian Sociological Association, 54 (3).*

**Keywords:** *Precarity, wages, insecurity, Ontario, neoliberalism*

Informed by interviews and focus group data collected from those in the NFP sector in London, Ontario, this article demonstrates the prevalence of precarity in the sector. It argues that precarity is growing in the NFP sector because of existing funding mechanisms and increasing neoliberalization. A policymaking environment that is divorced from frontline staff experiences also contributes to increasing precarity. After highlighting the economic and social impact of growing precarity in the sector, the article shows some of the ways in which NFPs have worked together to push back against the trend of neoliberalization. It concludes by emphasizing the need to strengthen organizational and workplace conditions to limit precarity.



# PRECARITY AND DECENT WORK

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*Poverty and Employment Precarity in Southern Ontario (PEPSO) Research Group (2015). The precarity penalty: The impact of employment precarity on individuals, households and communities and what to do about it.*

**Keywords:** *Precarity, racialized workers, income and poverty, wellbeing*

This detailed report, prepared through the support and collaboration of the Poverty and Employment Precarity in Southern Ontario (PEPSO) Research Group, United Way Toronto, McMaster University and the Social Sciences and Humanities Research Council, examines the multifaceted impacts of increasing precarity. Based on survey and interview data which included NFP workers, this study found that a large number of respondents were precariously employed in less-secure, low-income jobs. The report identifies how precarity affects the economic and social wellbeing of workers, their children, and their families. Moreover, it notes how precarity affects employment relationships, physical and mental wellbeing, and community participation. It further notes that racialized and foreign-born workers face significant barriers in finding secure, high-paying employment and face discrimination before and after getting employment. Finally, it identifies the policy recommendations that can mitigate the negative consequences outlined in the report.

# PRECARITY AND DECENT WORK

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*Workers' Action Centre (2016). Still Working on the Edge: Building decent jobs from the ground up.*

**Keywords:** *Decent work, precarity, Ontario, policy, Employment Standards Act*

Designed to bring workers' experiences into the public discussion following the launch of the Ontario government's Changing Workplace Review (2015), this report provides an important examination of increased precarity in the province. Noting trends such as the increase in part time work, the permanent loss of full-time, better paid positions, and rising inequalities, the report highlights the growing power imbalance between employers and employees. It goes on to identify changes and additions to the provincial labour laws and employment practices that can support decent work. This report is valuable in understanding the labour policy environment in which NFPs operate.

*Workers Action Centre (2011). Unpaid Wages, Unprotected Workers.*

**Keywords:** *Decent work, workers rights, precarity, survey, wages*

Based on a survey of 520 low-waged and precariously employed people conducted in 2011, this report demonstrates the employment standards' violations they face. The report especially focuses on the experiences of women, recent immigrants, racialized workers, and non-status workers to document the extent of the violations. It highlights some of the issues that precariously employed workers face. These include: getting paid below the minimum wage, unpaid wages, lack of overtime pay, withheld vacation and public holiday pay, and termination without payment and/or notice. Emphasizing the severe economic and psychological impacts of precarious work and workers' sense of powerlessness in stopping employer violations, the report calls for significant and immediate action to protect workers.

# VOLUNTEERING AND DECENT WORK

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*International Labour Organization (2011).*  
**Manual on the measurement of volunteer work.**

**Keywords:** *Volunteer work, ILO, measurement, variables*

Despite its evident benefit for the social and environmental wellbeing of communities across the world, volunteer work has not been adequately and systematically measured. Citing this lack of measurement, the International Labour Organization (ILO) developed this manual to recommend a methodology that enables countries to reliably measure data around volunteer work. This methodology, the ILO argues, will not only enable countries to generate systematic data but will additionally enable cross-country comparison. As a sector that depends on volunteers, this resource is valuable for those in the NFP sector to gain a deeper understanding of the different variables that comprise volunteer work.

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*Ontario Nonprofit Network (2022).*  
**Volunteers and decent work: what's the connection?**

**Keywords:** *Volunteer work, ONN, precariousness, displacement, austerity*

This publication notes that half of all NFPs in Ontario are fully volunteer-operated, with no paid staff. Despite its importance, the concept of volunteerism is not clearly defined as distinct from other forms of engagement and volunteers receive little protection under existing legislations in Ontario. Given this oversight, this report by ONN sets out to clarify different types of engagement (paid, unpaid, community volunteers, corporate volunteers), and discuss the impact of volunteer engagement on decent work. More specifically, the report notes how volunteer labor has displaced non profit jobs during times of austerity, with work that was being done by paid staff increasingly being performed by volunteers. After discussing the dangerous implications of misclassifying workers as volunteers, the report recommends practices and policies that can protect both volunteers and workers.



# DECENT WORK AND RACIAL JUSTICE

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*Building Movement Project. (2022). Trading Glass Ceilings for Glass Cliffs: A race to lead report on nonprofit executives of color.*

**Keywords:** NFP leadership, race, USA, leaders of color

This report focuses on the various challenges that executives of color face in the NFP sector. It highlights the challenges that executives of color face both in attaining their positions and after attaining them. This specific report focuses more extensively on the challenges executives face after attaining their positions within their organizations. While executives of color have to overcome significant obstacles to become executives, these structural obstacles do not disappear after they secure these roles. Instead, often, other obstacles emerge. The report shows that executives of color receive limited support within their organizations, take on more work without compensation, and can have a harder time obtaining funding. It additionally calls on White leaders to carefully consider race equity in their succession plans.

*Building Movement Project. (2020). Race to Lead Revisited: Obstacles and Opportunities in Addressing the Nonprofit Racial Leadership Gap.*

**Keywords:** NFP leadership, race, USA, White advantage, DEI efforts

This report begins by noting that the social inequalities that NFPs often work to mitigate also exist within their own organizations. Based on previous research and conversations, the report asks why there are so few leaders of color in the NFP sector. The report demonstrates that it is not the individual qualifications or ambition of people of color but rather systemic inequalities that have created an environment where there are very few leaders of color in the sector. It further discusses the notion of White advantage, whereby the power structures within NFPs serve to reinforce the benefits of Whiteness. After outlining the mixed reactions to ongoing efforts towards Diversity, Equity, and Inclusion within the sector, the report recommends goals that address systemic challenges.

# DECENT WORK AND RACIAL JUSTICE



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*Caregivers' Action Centre (CAC), Vancouver Committee for Domestic Workers and Caregivers Rights, Caregiver Connections, Education and Support Organization, Migrant Workers Alliance for Change, PINAY, Migrante Alberta, and Association for the Rights of Household Workers. (2018). Care Worker Voices for Landed Status and Fairness.*

**Keywords:** *Migrant workers, care workers, landed immigrants, wages*

This report was prepared by a number of NFPs and community organization groups to highlight how the existing immigration and labour laws in Canada create insecurity and precarity among migrant workers. The report provides an in-depth examination of the Caregiver Program, the program through which many migrant workers come to Canada. It highlights the negative impacts of this Program on workers and their families, which includes family separation, unfavourable working conditions, low wages, and sexual violence and harassment. It further notes how the existing immigration laws exacerbate the difficult working conditions of migrant workers. It concludes by identifying the legislative changes that need to be instituted to improve the conditions of present and future migrant workers.

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*CommunityWise Resource Centre (2017). Anti-Racist organizational change: Resources & tools for nonprofits.*

**Keywords:** *Equity, working conditions, racial justice*

This resource, put together by CommunityWise Resource Centre and funded by Alberta Human Rights Education and Multiculturalism Fund and the Calgary Foundation outlines the steps and processes of Anti-Racist Organizational Change (AROC). CommunityWise, a nonprofit center that supports 80 small and grassroots organizations, undertook AROC in 2016 to strengthen its commitment to diversity, inclusion, and equity. This report outlines how the organization was able to mobilize AROC, the steps it undertook, and how other NFPs can begin similar efforts. Noting that this type of change is long-term, internal, and difficult to measure, the report further identifies some of the funding and organizational challenges CommunityWise faced.

# DECENT WORK AND RACIAL JUSTICE

Derias, L., & Smith, Kad. (2022). *What It Looks Like to Build a Pro-Black Organization*. NonProfit Quarterly.

**Keywords:** Pro-Black, USA, leadership, anti-racist work, power-building

This article by Derias and Smith draws on the experience of CompassPoint, an organization which works on NFP leadership development practice. The authors outline the path that CompassPoint's antiracism work has taken over the last six years. The article highlights how CompassPoint moved past the Diversity, Equity, and Inclusion (DEI) framework and developed a more nuanced Pro-Black power approach. After highlighting some of the shortcomings of DEI approaches, the article demonstrates how the organization drew on the work of Black scholars like Anglea Davis, Aida Mariam Davis, and bell hooks to develop its Pro-Black framework. Finally, the authors demonstrate the concrete steps that can be taken to build Pro-Black structures within organizations.

*Dismantling Racism Works [Adapted by the Center for Community Organizations (2019)].* White supremacy culture in organizations.

**Keywords:** White Supremacy, organizational culture, anti-racism

Based on the workbook developed by Tema Okun at Dismantling Racism Work, this publication adapted by the Center for Community Organizations (COCO) discusses the ways in which White supremacy culture manifests in organizations. White supremacy culture includes but is not limited to the norms, standards, and practices explicitly or implicitly rooted in the supposed superiority of the ideas, thoughts, beliefs, and actions of White folks. The authors contend that White Supremacy culture in organizations can show up as perfection, binary thinking, worship of the written word, power hoarding, paternalism, individualism, and many other features. COCo recommends focusing on different sections of the overall document to facilitate conversations that can aid organizations understand and address White supremacy culture

# DECENT WORK AND RACIAL JUSTICE

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*Fight For \$15 and Fairness & Migrant Workers Alliance for Change (2017).*

**Migrant workers deserve \$15 and fairness.**

**Keywords:** *Migrant workers, wages, precarity, working conditions, decent work*

This brief publication, prepared by the Fight for \$15 and Fairness and Migrant Workers Alliance for Change helpfully links the movement for Decent wages to the movement for migrant workers rights. After outlining why considering the condition of migrant workers is essential for the broader decent work movement in Ontario, the publication recommends some policy changes. It calls for the extension and strengthening of existing labour laws, the establishment of special anti-reprisal protections for migrant workers, and the abolishment of fees for working in Canada.

*Justice for Workers (2022).* **Justice For Workers Means Racial Justice.**

**Keywords:** *Decent work, racial justice, justice for workers.*

This report calls for a consideration of racial justice within the decent work framework. It highlights the ways that factors such as race, gender, disability and immigration status intersect with and shape people's access to decent work. Highlighting the Covid-19 context which brought existing inequalities in the labour force to the forefront, the report demonstrates that the movement for decent work is inextricably tied to the struggle for racial and gender justice. Highlighting pertinent issues such as decent wages, equal pay for equal work, sick days, and labour protection for gig workers, temporary agency workers, and migrant workers, the report illustrates how economic justice cannot be attained without racial, gender, and disability justice.

# DECENT WORK AND RACIAL JUSTICE

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*P.R. Lockhart (2). LGBT People of Color Cannot Escape Workplace Discrimination - No Matter Where They Work. Mother Jones.*

**Keywords:** Decent work, discrimination, LGBTQ+

This article provides commentary around the biases and barriers that LGBT employees of color face in the NFP sector, even in organizations that serve the LGBT community. Based on a survey conducted among NFPs in the United States, the report and article identify discrimination against LGBT people as a major issue in the sector. The report calls on NFP organizations to do more to address both structures of racism and anti-LGBT bias internally. Moreover, noting that LGBT organizations that specifically focus on issues that affect LGBT people of color often receive less attention and less funding, the report calls on mainstream LGBT NFPs to consider how they can support and advance the causes of the former.

*Ontario Nonprofit Network (2021). Anti-Black Racism and Solutions for Change. Digging In With ONN*

**Keywords:** Decent work, anti-Blackness, racism, NFPs

This podcast episode features a conversation with Rudayna Bahbeshi, an advocate for advancing equity and justice. The episode unpacks systemic and interpersonal realities of anti-Black racism and racism within the NFP sector, while exploring formal and informal solutions for change within the sector. Rudayna Bahubeshi has nearly ten years of experience in NFPs, charities, and government. She has led programming, communications, and engagement strategies at various NFPs and charities, and has worked on a number of political campaigns.

# DECENT WORK AND RACIAL JUSTICE

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*Ontario Nonprofit Network (2022).* **Centering Black and Indigenous Youth. Digging In With ONN**

**Keywords:** *Decent work, Black youth, Indigenous Youth, systemic barriers*

This episode focuses on Indigenous, Black, and racialized youths' calls for accountability as part of decent work practice. It features a conversation with Shanese Indoowaaboo Steele, an Afro-Indigenous, Fat Femme living between Edopikaang (North York) and Decatur il, traditional territories of the Anishinaabe (Mississauguek and Potawatomi) people. With roots in the Caribbean and Metis and Nbisiing Nations, Shanese works to bridge the gap between Black and Indigenous Peoples within Turtle island through writing, education work, and facilitation. In the episode, Shanese breaks down the systemic barriers faced by youth in the NFP sector, while also calling for accountability around efforts of decolonization.

*Ontario Nonprofit Network (2022).* **Pay Transparency, Decent Work and Centering Black, Indigenous and racialized workers. Digging In With ONN**

**Keywords:** *Decent work, wages, pay transparency, racialized workers.*

Given that pay transparency is a vital aspect of Decent work practices within the NFP sector, this episode features a discussion with Paul Taylor of FoodShare about the different ways NFPs can ensure pay equity, transparency, and accountability. The episode further links the issues around pay equity and transparency to racial justice and the conditions of Black, Indigneous, and racialized workers. Paul Taylor is the Executive Director of FoodShare Toronto, and a lifelong anti-poverty activity. Paul has used his lived experiences to fuel a career focused not just on helping others but dismantling the beliefs and systems that lead to poverty and food insecurity, including colonialism, capitalism, white supremacy, and patriarchal structures.

# DECENT WORK AND RACIAL JUSTICE

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*Ontario Nonprofit Network (2022). Reimagining Indigenous, Black and Racialized Leadership Within the Nonprofit Sector. Digging In With ONN*

**Keywords:** *Decent work, leadership, racialized leaders, Anti-racist leadership*

This episode covers reimagining leadership within the NFP sector and its connections to decent work. In conversation with Dr. Vidya Shah, the episode raises questions such as: what are leadership competencies? What are some of the realities faced by Black, Indigenous, and racialized leaders stewarding this work within their respective organizations? What role does white leadership play in navigating organizational efforts around racial justice? Dr. Vidya Shah is a scholar, activist, and Assistant Professor in the faculty of education at York University committed to anti-racist and decolonizing approaches to leadership in schools, communities and school districts. Her work additionally explores educational barriers to the success and well-being of Black, Indigenous, and racialized students.

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*Pereira, R., Abokor, L., Ahmad, F. & Abdikkarim, F. J. (2020). Unfunded: Black communities overlooked by Canadian philanthropy.*

**Keywords:** *Racial justice, funding, Black-led, Black-Serving, structural inequality*

This report produced by the Network for the Advancement of Black Communities Philanthropy and Nonprofit Leadership Program at Carleton University provides a systematic, empirical examination of the funding landscape in the Canadian NFP sector. Based on a review of the funding portfolios of 40 Canadian foundations and interviews with leaders in the sector, the report finds that the sector lacks the knowledge and tools to effectively support Black communities. The report underscores that Black-led and Black-serving organizations are routinely underfunded and receive a miniscule percentage of the funding given to the sector. Based on these findings, the report recommends a dedicated Foundation for Black Communities to address the often-neglected needs of Black communities and NFPs that serve them.

# DECENT WORK AND RACIAL JUSTICE

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*Premji, S. & Shakya, Y. (2017). Pathways between under/unemployment and health among racialized immigrant women in Toronto, Ethnicity & Health, 22 (1).*

**Keywords:** *unemployment, underemployment, racialization, women, immigrant populations*

This study, based on in-depth interviews with racialized, immigrant women examines the relationship between un/underemployment and poor health outcomes among racialized, immigrant women. Examining the intersection of gender, class, migration, and racialization as it relates to working experiences, the paper demonstrates that unemployment and underemployment negatively impact the physical and mental health of individuals and families. Some of these negative impacts include social isolation, stress, and increased household/caregiving responsibilities. The authors demonstrate that class, gender, and racialization affect not only immigrant women's employment prospects but also their wellbeing. The paper concludes by identifying strategies to overcome these impacts.

*Rendon, J. (2021). The Challenges of Being a Woman Leader of Color at a Nonprofit. The Chronicle of Philanthropy.*

**Keywords:** *Women leaders, Women of color, NFP leadership*

This article in the Chronicle of Philanthropy highlights the myriad of challenges that women of color encounter when they hold positions of leadership. Drawing on the existing literature, emerging sectoral reports, and conversations with women leaders of NFPs, this article demonstrates the multiple challenges they face. It shows that few women of color hold leadership positions at nonprofits because of the structural barriers that exist in the sector. Moreover, the women of color who do emerge as leaders often have to contend with the immense pressure they face in their leadership roles. More specifically, the article discusses how women leaders of color fear that their success or failure will not only affect them individually but might affect the prospects of other women of color.

# DECENT WORK AND RACIAL JUSTICE

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Wilson, R.M., P. Landolt, Y.B. Shakya, G. Galabuzi, Z. Zahoorunissa, D. Pham, F. Cabrera, S. Dahy, and M-P. Joly. (2011). Working Rough, Living Poor: Employment and Income Insecurities Faced by Racialized Groups in the Black Creek Area and their Impacts on Health. Toronto: Access Alliance Multicultural Health and Community Services.

**Keywords:** *Black Creek, precarity, racialized communities, health outcomes, discrimination*

This report by Access Alliance Multicultural Health and Community Services explores the rising precarity and employment insecurity among racialized communities in the Black Creek Area. The research found that racialized people face many systemic barriers and challenges accessing secure and adequate employment. Race-based discrimination is identified as a highly significant factor affecting employment conditions among racialized people, with Black, Arabic-Speaking, Muslim, and communities with low English fluency experiencing the most discrimination in the labour market. Employment precarity is related to numerous negative health outcomes, including mental health issues, digestive disorders, physiological conditions, cardiovascular problems, and workplace injuries.

# DECENT WORK AND INDIGENOUS SOVEREIGNTY

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Toronto Aboriginal Support Services Council (2018). **Accessing decent work: Perspectives from Indigenous support services in Toronto.**

**Keywords:** *Decent work, Indigenous communities, cultural supports, Indigenous ways of knowing*

The Toronto Aboriginal Support Services Council is a non-profit research, policy and advocacy organization working to support the socio-economic conditions and cultural well-being of Aboriginal peoples in Toronto. The report begins by noting how the wage economy, which was imposed during colonialism, disrupted Indigenous social relationships, governance structures, and relationships with the land. Given this forceful imposition of wage relationships on Indigenous peoples, the TASSC works to support the wellbeing of Indigenous employees by working to support long-term and measurable shifts towards decent work. With a specific focus on the NFP sector, the report shows how employees view and experience decent work, explores decent work from Indigenous perspectives, and assesses ways Indigenous ways of knowing contribute to decent work narratives. It emphasizes the need for culturally-specific support for Indigenous workers.



# DECENT WORK AND INDIGENOUS SOVEREIGNTY

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Ontario Nonprofit Network (2021). **5 ways settler-led nonprofits can support Indigenous communities.**

**Keywords:** Decent work, NFPs, Indigenous communities, settler-led organizations

*This article by the ONN begins by noting the importance of those in the NFP sector reckoning with the sector's history in relation to colonialism. More specifically, how the NFP sector is both built on and benefits from settler colonialism. Drawing on the insight of Tanya Ironstone Locke, the article identifies some of the ways in which NFPs can move beyond symbolic moves of decolonization and take meaningful steps towards relinquishing power. Some of the ways settler-led organizations can undertake the task of decolonization are: centering relationships with Indigenous partners, assessing how organizations can address the issues affecting local Indigenous communities, and creating ideal working conditions for Indigenous Peoples.*



# ADDITIONAL SOURCES ON DECENT WORK

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[The Chronicle of Philanthropy](#)

[Nonprofit Quarterly](#)

[Nonprofit and voluntary sector quarterly](#)

[Philanthropy News Digest](#)

[The Philanthropist Journal](#)

## PODCASTS

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[Atkinson Live](#)

[Charity Village Connects](#)

[The Future of Work Podcast | ILO Voices](#)

[Ontario Indigenous Youth Partnership Project](#)

[The Harassment Free Workplace Podcast](#)

[The Good Partnership | podcast | The Small Nonprofit](#)