

Impacts of a knowledge mobilization campaign on the uptake of carer-inclusive workplace tools in Canada: A quantitative evaluation

Brooke Chmiel, Allison Williams, Hinal Pithia

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Impacts of a knowledge mobilization campaign on the uptake of carer-inclusive workplace tools in Canada: A quantitative evaluation

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Abstract

Background: Coupled with an aging population and lower fertility rates, there is a growing number of Carer-employees (CEs) – those balancing unpaid care with paid employment. Over 5.2 million Canadians are CEs juggling this dual role, often incurring negative impacts to their mental and physical health as a result. Given that unpaid care makes up 75% of care provided in Canada, the economic importance of supporting CEs extends to sustaining healthcare systems. Supporting and accommodating CEs in the workplace has not only been proved to be beneficial to the wellbeing of CEs, but also the organization around increased productivity and lower turnover rates. Despite the clear advantages of implementing caregiver-friendly workplace practices (CFWPs) in the workplace, many organizations across Canada remain largely unsupportive of CE accommodations.

Objective: The present study evaluated the impact of a knowledge mobilization (Kmb) campaign. The primary objective of the campaign was to raise awareness of CFWPs in Canada and increase the uptake of various tools designed to support the implementation of CFWPs. The Kmb campaign entailed two phases; Phase I published four articles in national leading industry magazines geared towards the three target audiences: Human Resources Professionals, Occupational Health and Safety Professionals, and Small-Medium sized businesses. Phase II was designed to complement Phase I through a series of three webinars, each built around the content in the published articles.

Methods: The present study uses a quantitative methodology using data collected primarily through the various magazine article publishing companies, as well as project partner McMaster Continuing Education. Engagement metrics and analytics associated with each Kmb activity were collected through social media platforms and website analytics. Tracking engagement metrics, such as views, unique views, social media impressions, social media clicks, registrations and attendees, were used to evaluate the impact of the campaign.

Results: The collected engagement metrics and analytics were analyzed to evaluate the campaign activities' impact on increasing the engagement with and uptake of specific tools. Phase I activities brought in a total of 36,308 views, 2,469 unique views, 55,445 social media impressions and 432 social media clicks across all four articles. The most successful activity was Article 3, pitched towards the small-medium sized business audience. Phase II was successful in attracting the target audiences to further promote and disseminate the tools. Noticeable increases in engagement with the CFWP tools are observed during the months when Article 3 and 4 were published.

Conclusions: Results of the campaign suggest that published magazine articles targeted to the respective audiences are the most effective method of knowledge mobilization for this work, recognizing that paid activities had greater reach and better resources for dissemination. Future research in this area should focus on engaging with employers and professional stakeholders more directly.

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Original Manuscript

Title:

Impacts of a knowledge mobilization campaign on the uptake of carer-inclusive workplace tools in Canada: A quantitative evaluation

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Abstract:

Background: Coupled with an aging population and lower fertility rates, there is a growing number of Carer-employees (CEs) – those balancing unpaid care with paid employment. Over 5.2 million Canadians are CEs juggling this dual role, often incurring negative impacts to their mental and physical health as a result. Given that unpaid care makes up 75% of care provided in Canada, the economic importance of supporting CEs extends to sustaining healthcare systems. Supporting and accommodating CEs in the workplace has not only been proved to be beneficial to the wellbeing of CEs, but also the organization around increased productivity and lower turnover rates. Despite the clear advantages of implementing caregiver-friendly workplace practices (CFWPs) in the workplace, many organizations across Canada remain largely unsupportive of CE accommodations.

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Conclusions: Results of the campaign suggest that published magazine articles targeted to the respective audiences are the most effective method of knowledge mobilization for this work, recognizing that paid activities had greater reach and better resources for dissemination. Future research in this area should focus on engaging with employers and professional stakeholders more directly.

Keywords:

Carer-inclusive; caregiving; employment; workplace; knowledge mobilization; knowledge translation; awareness campaign; quantitative; creating caregiver-friendly workplaces.

Introduction

The use of knowledge mobilization strategies for the dissemination of empirical research is becoming increasingly more prominent and crucial to many aspects of policy reform and development. While awareness of caregivers of adult dependents in Canada and their impact on society continue to emerge as a topic of concern economically, with a lens on the sustainability of healthcare systems in Canada, knowledge of how to support and accommodate these individuals for better health and wellbeing of both caregivers and care recipients remains to be seen more broadly.

CE demographic

Many caregivers in Canada are balancing their unpaid care for an adult dependent with paid employment obligations; these folks are known as carer-employees (CEs). According to the 2018 Statistics Canada General Social Survey (GSS), approximately 5.2 million Canadians are CEs (Magnaye et al., 2023). Coupled with increasing life expectancy rates and lower fertility rates, Canada's population is aging rapidly, with the older adult (65+) population in Canada expected to represent approximately 23% of the total population by 2030 (Canada, 2018, 2021; S. Canada, 2024). With an increase in the numbers of those requiring care comes an increase in those needing to provide care; currently, unpaid care makes up 75% of the care provided in Canada (Parry, 2024). In addition to the majority of CEs working full-time employment positions (Magnaye et al., 2023), many provide around 5 hours of active care per day (Excellence, 2024). With this dual role comes consequences to the overall health and wellbeing of both the CE and the care recipient. In particular, the intensity of balancing unpaid care responsibilities with paid employment can result in significant burnout, stress, fatigue, depression and anxiety (Dardas et al., 2021; Ding et al., 2020; Wang et al., 2021; A. Williams et al., 2017; A. M. Williams et al., 2017; Wu et al., 2023), which can lead to cardiovascular issues for the CE (Parry et al., 2023). Analyzing the 2020 Carer Well-being Index, a study published in 2023 found that workplaces offering supports and accommodation to their CEs during the COVID-19 pandemic resulted in better reported health and wellbeing by the CE. Specifically, from a twelve-country comparison including the G7, Canada reported the least amount of support or accommodation from employers and consequently, 71% of Canadian CEs reported worsening mental health and 52% reporting negative impacts to their physical health (Wu et al., 2023). Countries reporting higher levels of employer support for CEs also reported lower levels of negative impacts to mental and physical health (Wu et al., 2023). As a result of juggling the dual role with little employer support, many CEs report feeling tired (80%), anxious (79%), and overwhelmed (73%) (Wu et al., 2023).

The Business Case

Despite the clear connections between supporting CEs in the workplace and reported positive impacts to overall wellbeing, many workplaces in Canada remain largely unsupportive of CEs in the workplace. This in part can be attributed to a lack of awareness of the benefits to the employer, or the 'Business Case' for supporting these employees. Benefits to the employer surround return on investment (ROI) related to productivity, retention, reduced turnover, reduced leaves, and reduced absenteeism (Ding et al., 2020; Ding et al., 2022; Mofidi et al., 2019). A report by the American Association of Retired Persons (AARP) found that for every dollar invested in flextime, organizations can expect a ROI ranging from \$1.70 to \$4.34 (USD), while investments in telecommuting yield returns between \$2.46 and \$4.45 (USD) (Persons, 2016). According to the 2018 GSS, CEs are feeling the strain in balancing their paid employment and unpaid care role, with 46% reporting presenteeism at work, which refers to being physically present in the workplace but unable to concentrate or focus on the task at hand (Magnaye et al., 2023). As well, 51% missed part of full days of work due to caregiving responsibilities, with 1 in 7 CEs reducing their paid work hours to accommodate the unpaid care role; consequently, 6% (approximately 214,000 Canadians) left or

intended to leave the workforce due to caregiving responsibilities (Magnaye et al., 2023). Carer-friendly workplace practices (CFWPs) are highly variable and include the many different types of supports and accommodations that organizations can offer to better respond to the needs of CEs in the workplace, (Ireson et al., 2018; Lorenz et al., 2021; A. M. Williams et al., 2017). CFWPs are carer-inclusive policies, programs and/or practices that an organization implements to better support CEs in the workplace in the interest of improving their overall health and wellbeing, in addition to improving their productivity and engagement within the workplace (Ding et al., 2020; Ding et al., 2022; Wu et al., 2023; Yang et al., 2023). Intervention studies have shown the effectiveness of CFWPs in not only improving the wellbeing and satisfaction of CEs in the workplace, but also a tangible ROI to the organization, in terms of reduced absenteeism and turnover rates with improved retention of highly skilled and experienced employees (Fuller, 2024; Mofidi et al., 2019; Persons, 2016). Despite these tangible benefits to CFWPs to both the employer and the employee, many organizations across different sectors are resistant to such implementation due to existing workplace culture (Dardas et al., 2021; Ding et al., 2020; Ding & Williams, 2022; Lorenz et al., 2021; Maynard et al., 2019; Yang et al., 2023). Workplace culture is often cited as the most important factor in effectively realizing the positive change in a workplace environment for CEs (Allard, 2021; Chmiel & Williams, 2025; Ding & Williams, 2022; Ireson et al., 2018; Lorenz et al., 2021; Rottenberg et al., 2023; Wang et al., 2021; Yang et al., 2023).

Gender Inequity

Globally, caregiving is often regarded as a women's role and responsibility (Organization, 2024). Women's labour force participation is disproportionately impacted by unpaid care roles shaped by socio-cultural norms (Addati et al., 2018; Organization, 2024). While women have increasingly become a larger part of the workforce as many women enter the workforce in recent decades, the expectations around maintaining unpaid caring roles has remained the same (Addati et al., 2018; Organization, 2024). This places significant strain on women's ability to remain active participants in the workforce, often having to resort to reducing their paid work hours, declining promotions and leaving the workforce altogether, resulting in women making up 60% of those who leave the workforce in Canada due to caregiving (Magnaye et al., 2023). While the ratio of CEs is evening out in Canada with respect to men (48%) and women (52%), women still make up the bulk of unpaid care work, providing up to three hours more per week on caregiving than men (Magnaye et al., 2023). We know that the majority of CFWPs are offered in sectors dominated by women, primarily healthcare and education (Ireson et al., 2018), while sectors dominated by men are often faced with more stigma and negative workplace culture around identifying as a caregiver and requesting support (Maynard et al., 2019). While the prevalence of CEs in Canada continues to grow, awareness of the negative impacts incurred to CEs' mental and physical health as a result of a lack of workplace supports remains largely invisible to the economy more broadly (Wu et al., 2023). Recognizing that unpaid care makes up 75% of care provided in Canada, with an estimated value of \$24-\$31 million (Parry, 2024), supporting those balancing their unpaid care with their paid employment is an economically critical not only for the sustainability of healthcare systems in Canada but for continued labour force participation for women (Smith et al., 2020).

Objective

Given the need to continue raising awareness about CEs in Canada, together with the tools and resources available to support them, the present study evaluated a knowledge mobilization campaign geared towards increasing uptake of CFWPs tools for employers. The objective of this paper was to determine the most effective knowledge mobilization strategy for increasing uptake of the *Creating Caregiver-Friendly workplaces (CCFWP)* online course, offered through McMaster Continuing Education (MCE) (MCE, 2024) and provides the opportunity to earn a microcredential, as well as the

CSA B701 Carer-inclusive and accommodating organizations Standard (Standard) across workplace sectors in Canada and the associated *B701HB-18 Helping worker-carers in your organization Handbook* (Handbook) (CSA, 2017). This study was also concerned with increasing visitors to the *Gender, Health and Work (GHW)* program website, which houses a range of evidence based tools and resources that were used to build the CSA B701 Standard and Handbook, as well as the CCFWP course (Williams, 2018). Specifically, this paper aims to evaluate and compare engagement metrics across the various phases and activities of the knowledge mobilization campaign, addressing the research question: "what is the most effective knowledge mobilization strategy towards increasing the uptake of carer-inclusive initiatives across Canada". Previous work in this area has emphasized the use of social media channels for the focus of knowledge mobilization work in this area (Neil-Sztramko et al., 2023); this study explores both social media and other media channels to determine their impact on increasing engagement with and uptake of the noted tools.

Methods

Through a Social Sciences and Humanities Research Council of Canada (SSHRC) Connection grant titled: "Disseminating tools for the creation of caregiver-friendly workplaces in Canada" (611-2024-0233) led by Dr. Allison Williams at McMaster University, a knowledge mobilization campaign was conducted from December 10, 2024 - June 30, 2025. The campaign spanned two phases - Phase I being a series of four articles through various leading national professional magazines, and Phase II being a series of three webinars hosted by the project partner, McMaster Continuing Education, virtually through Zoom. See figure 1 below for a timeline of both campaign phases. Throughout both phases of the campaign, social media metrics were collected across each article and webinar through dissemination of the articles and webinars. A series of four infographics were created to boost the content of the first three articles, as well as the campaign products more broadly (i.e., the CSA B701 Carer inclusive and accommodating organizations standard and the 'Creating Caregiver-Friendly Workplaces' course).

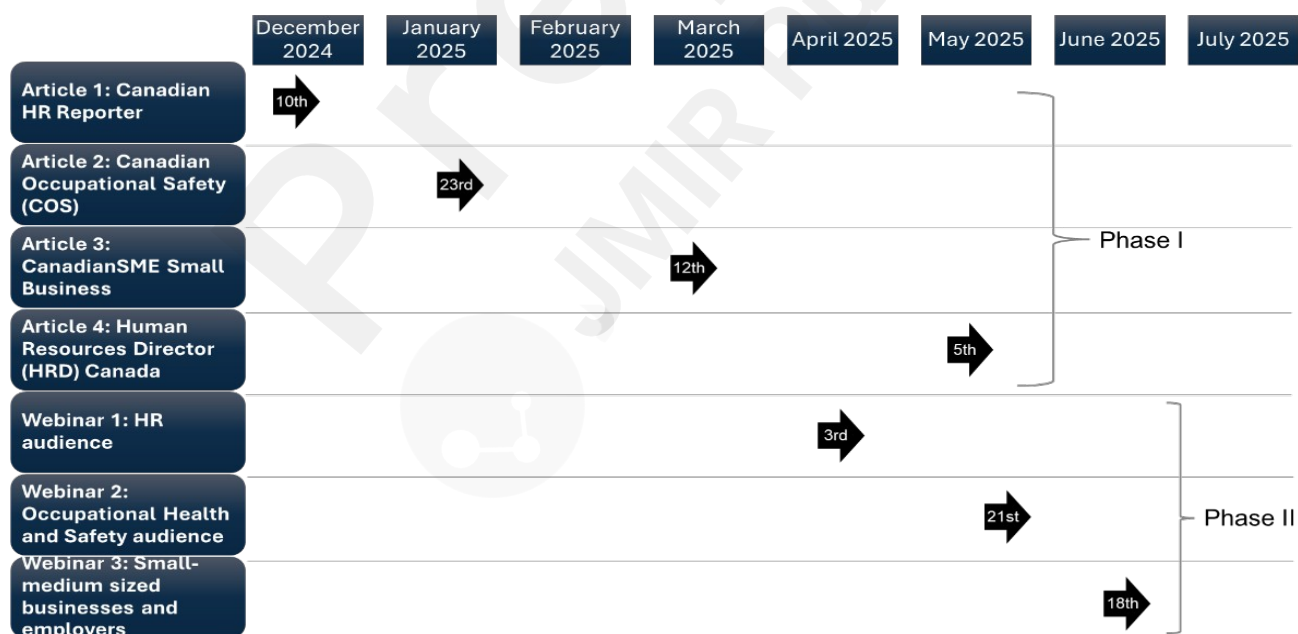


Figure 1: Timeline for Phases I and II of the campaign

Recruitment for the webinars was primarily conducted through the Customer Relationship Management (CRM) marketing software used by MCE; the three different audiences were strategically targeted through emails sent out by the MCE CRM database which targeted those who had previously engaged in content or courses related to either HR professional development,

occupational health and safety, as well as small business owners and employers. The reach to the target audiences varied, shaped by MCE's current scope of access to the audience through previous content, courses and webinar offerings. For the articles, views, unique views, social media impressions, and clicks were collected in totals and not broken down across channels. Each article received a month-long campaign to promote the article across the magazines' network and social media channels.

Through KeyMedia, the first article was published in the Canadian *HR Reporter* magazine, a leading national magazine for HR professionals and managers to keep up to date on the latest trends in HR leadership and management, as well as how HR must respond to these societal changes. The *HR Reporter* magazine reaches approximately 30,000 HR professionals daily across the country, their website receives a monthly average of 200,000 page views, 124,000 users as well as 15,000 email subscribers and 17,600 social media subscribers. Their audience is comprised primarily of female readers (79%), with 61% involved in product and/or service recommendation, and 39% being end-decision makers for purchasing. A current key focus of this magazine's audience is employment law and workplace legislation, with 28% of their readership being managers of HR. The second article was published in the *Canadian Occupational Safety* (COS) magazine, managed by the same media company, which reaches around 25,000 health and safety professionals daily. Their website receives a monthly average of 80,000 page views and 50,000 users, with 13,000 email subscribers, 30,000 social media subscribers. A large portion of their audience is comprised of health and safety managers and directors (41%), with 25% being health and safety coordinators or specialists. Most of their readership is based in Ontario, Canada (52%). The third article was published in the *CanadianSME Small Business Magazine*, a member of Magazines Canada. The *CanadianSME* reaches around 30,000 readers per month across the country with 80,000 monthly impressions, 100,000 website visitors per month and over 60,000 subscribers and followers on social media. The *CanadianSME* magazine connects 30 different business chambers across the country to provide the most up to date information to small business owners and employers. The majority of their readership is also based in Ontario, Canada (52%), with 62% of readers being small business owners/founders/CEOs/directors and 27% being presidents/VPs. With regards to business type, around 40% of their readership are in retail business or manufacturing - both typically physically demanding occupations. The fourth and final article was published in the *Human Resources Director Canada* magazine, a leading national magazine for stakeholders in HR and recruitment. According to their readership, the primary industries are Education (16%), Software (14%), Manufacturing (13%), and Healthcare (13%), with most readers (48%) representing HR directors, VPs, EVPs and SVPs, while 28% of readers are heads of talent and recruitment. The fourth article is also managed by the KeyMedia company, collecting the same metrics across articles 1 and 2. Article 3 collected slightly different metrics than the KeyMedia articles, although highlighting similar engagement metrics of total reach, post engagement, and link clicks to either the article itself through social media, or clicks within the article to the CCFWP course.

Registrations, attendees, and polling results were collected for the webinars. Webinars 1-3 were framed around the content from articles 1-3 and directed at these three audiences (HR professionals, occupational health and safety professionals, and small business owners/employers), respectively. Social media engagement across the articles and webinars was collected for both GHW and MCE social media accounts. To measure the success of these campaign strategies in increasing uptake of carer-inclusive initiatives across Canada, the downloads data for the Standard and Handbook were collected from the CSA, as well as the student enrolments and microcredential earnings from the MCE course. The total number of students, microcredentials, and Standard/Handbook downloads were evaluated across the various campaign activities, in terms of determining which method was most successful for boosting engagement with carer-inclusive initiatives.

Results

Results of the knowledge mobilization campaign evaluation are outlined below, across the two phases.

Phase I

Table 1 below outlines the Phase I article metrics across the various magazines (managed and collected by KeyMedia and CanadianSME). Article 1 was published on December 10, 2024 and collected campaign metrics through to April 3, 2025. As part of the native article publishing package, KeyMedia runs a month-long paid campaign to boost the efforts of article dissemination to the key audience, although metrics collection continues following this date. Throughout this time, the article collected 524 views, 431 unique views, 3,863 social media impressions and 62 social media clicks. With regards to views, of the 431 unique users who viewed the article, 93 individuals revisited the article a second or more times. Of the 3,863 social media users who viewed the post about the article in the HR Reporter magazine, 62 individuals clicked on the links associated with the article from the social media post, bringing the user to the article. Through project partner MCE, the article was also posted to MCE news on the MCE website. The article mirrored that of what is published on HR Reporter, with a link to the article on HR Reporter at the end of the MCE post. The results were measured from December 13, 2024 - July 11, 2025 for a total of 204 views (includes those who may have revisited the article more than once).

Article 2, directed to the occupational health and safety audience, was published on January 24, 2025 and measured metrics up until March 10, 2025. The KeyMedia campaign for the article collected 271 total views (including those who chose to revisit the article), 236 unique views, 5,819 social media impressions (including unique users and those who chose to revisit the social media post) and 43 social media clicks. Of the 236 unique views of the article, 35 users chose to revisit the article, potentially sharing with their networks.

As noted in the methodology section, Article 3 collected slightly different metrics than articles 1, 2 and 4. However, it paints a similar picture across Facebook, Instagram, Twitter/X and LinkedIn, where the article had a reach of 42,937, with a total of 258 social media clicks to the article webpage. With regards to the article itself, across the e-magazine editorial published in March 2025 and the article webpage on the Canadian SME Small Business magazine website, a reach of 35,080 was achieved, with a total of 1,430 unique users viewing the article, 170 of which clicked links within the article driving readers to the CCFWP course webpage for more information and registration of the course.

Finally, Article 4 circled back to the HR audience and was published on May 5, 2025 and collected engagement metrics from the date of publishing through to July 4, 2025. The article's campaign resulted in a total of 433 views, 372 unique views, 2,826 social media impressions and 69 social media clicks. Of the 372 unique views, 61 users chose to revisit the article.

Table 1: Article details and engagement metrics from Phase I of the knowledge mobilization campaign

#	Phase	Type	Source	Title	Link	Dates	Views	Unique Views	Social Media Impressions	Social Media Clicks
1	I	Article	HR Reporter	Caring for carer-employees: An	https://www.hrreporter.com/focus-	Dec 10, 2025 - Apr 03, 2025	524	431	3863	62

			Magazine	ethical imperative	areas/diversity/caring-for-carer-employees-an-ethical-imperative/390251					
2	I	Article	Canadian Occupational Safety Magazine	Championing caregiver-friendly workplaces as an occupational health & safety issue	https://www.thesafety-mag.com/ca/topics/psychological-safety/championing-carer-friendly-workplaces-as-an-occupational-health-safety-issue/521784	Jan 24, 2025 - March 10, 2025	271	236	5819	43
3	I	Article	SME Magazine	How small businesses can use carer-inclusive initiatives to help their business thrive	https://canadiansme.ca/how-small-business-owners-can-utilize-carer-inclusive-employment-policies-to-thrive-their-business/	12-Mar-25	35080	1430	42937	258
4	I	Article	HRD Canada Magazine	People will punch out one way or another':	https://www.hcamag.com/ca/specialization/employee-engagement/people-will-punch-out-one-way-or-another-the-risk-of-ignoring-carer-employees/534440	May 5, 2025 - July 4, 2025	433	372	2826	69

Figure 2 below provides a striking visualization of the overwhelming success of Article 3 for total

views and social media impressions in comparison to the other articles.

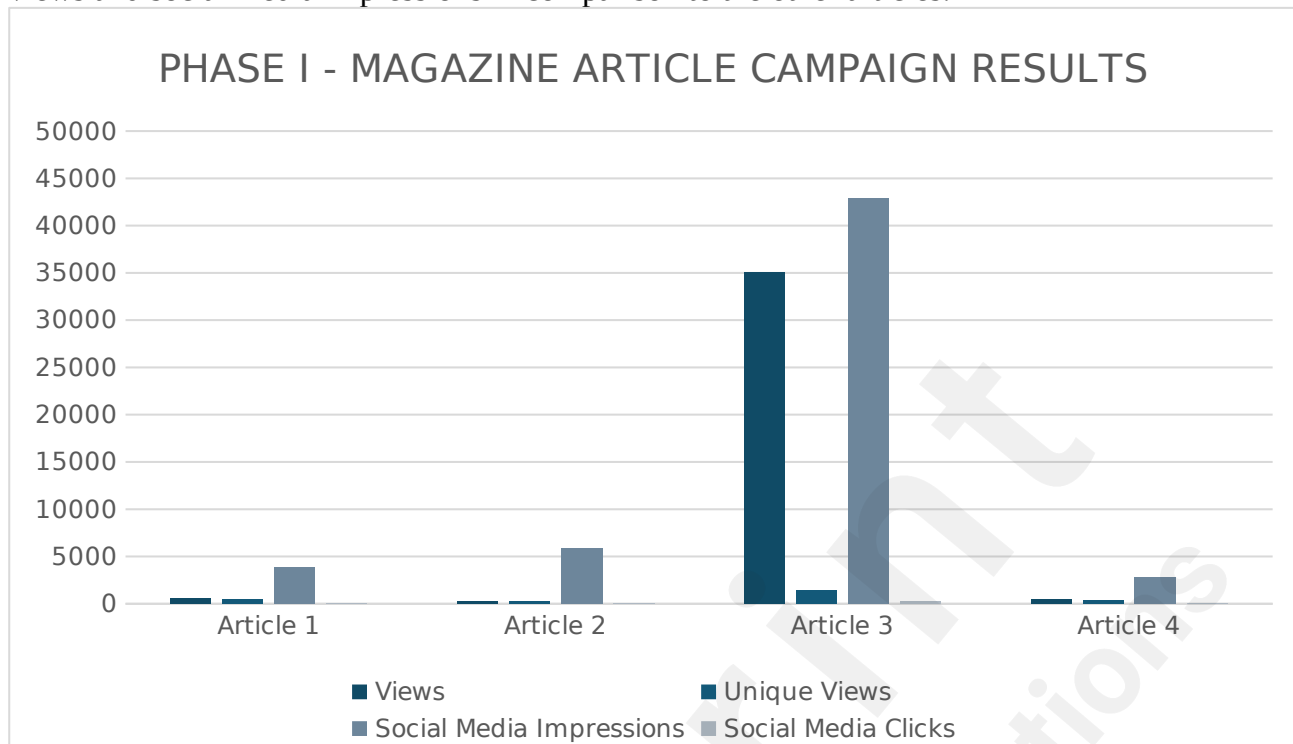


Figure 2: Engagement metrics across Articles 1-4

In addition to collecting engagement metrics via the magazines directly, campaign partner MCE also collected engagement metrics for the articles through the posts to their website. The first article was published to the MCE website on December 10, 2025 collecting engagement metrics from December 13, 2024 to July 11, 2025 for a total view count of 204 (including unique views and overall views). Article 2 was published to the MCE website January 31, 2025 collecting engagement metrics from January 31 - July 11, 2025 for a total of 114 views, while article 3 measured results from May 7 - July 11, 2025 for a total of 136 views and article 4 a total of 81 views, recognizing article 4 only measured views for the period of May 15 - July 11, 2025 having been published to the website on May 15, 2025. Organic social metrics were collected for Articles 2-4 (timing and capacity for MCE resulted in no organic social metrics collected for Article 1), as outlined in Table 2, which reports the total impressions/views, reach, and engagements across articles 2-4. Overall, the most impressions/views collected across each platform for all articles was 495 Instagram impressions for Article 4. Article 3 had the greatest reach recorded across each of the articles and all social platforms, with 2,935 being the total reach for X (formerly Twitter). Article 4 resulted in the greatest number of engagements recorded, recording a total of 13 engagements on Instagram. Across all social media platforms, X and Threads had the highest percentage of engagement at 7% and 9%, respectively. Across all articles that recorded organic socials through the MCE website (Articles 2-4), Instagram resulted in the highest number of impressions (1,134) and engagements (35), while X resulted in the highest reach (7,563). It should be noted that the platforms LinkedIn and Threads do not record the total reach and therefore this number is excluded from Table 2 below.

Table 2: MCE social media engagement metrics for Articles 2-4

	Article 2			Article 3			Article 4		
Social Platform	Impressions/Views	Reach	Engagements	Impressions/Views	Reach	Engagements	Impressions/Views	Reach	Engagements

Facebook	334	328	9	369	359	5	193	189	3
Instagram	228	188	12	411	296	10	495	343	13
LinkedIn	127	N/A	9	164	N/A	3	198	N/A	12
X	25	2314	1	64	2935	6	71	2314	4
Threads	9	N/A	1	5	N/A	1	8	N/A	0

Phase II

Phase II of the campaign collected data related to the webinar series' impact on increasing engagement with the CSA Standard, Handbook and CCFWP course in a variety of ways. Data collection for this phase of the study was led by SSHRC Connection partner MCE. Each webinar was hosted through MCE's Zoom platform, recorded, and uploaded to MCE's YouTube channel, as well as the GHW website. Through paid promotions and targeted webinar recruitment, MCE used various methods to bring in webinar registrants, corresponding with the target audience for each webinar. Table 3 below outlines the webinar series, including title, link to the webinar recording, date of the event, total registrations and total attendees.

Table 3: Phase II details of the webinar series, including registrations and attendees of each webinar

#	Phase	Type	Source	Title	Recording Link	Dates	Registrations	Attendees
5	II	Webinar 1	McMaster Continuing Education	Caring for carer-employees: An ethical imperative	https://www.youtube.com/watch?v=MZ3dHWY-cR4&t=10s	2025-04-03	272	60
6	II	Webinar 2	McMaster Continuing Education	Championing caregiver-friendly workplaces as an occupational health & safety issue	https://www.youtube.com/watch?v=VABX5akT0lE&t=6s	2025-05-21	170	52
7	II	Webinar 3	McMaster Continuing Education	Carer inclusive employment policies: A strategy for small and medium sized business success	https://www.youtube.com/watch?v=USKkUVCbZIA	2025-06-18	120	32

Webinar 1 was held on April 3, 2025 and was built around Article 1 from Phase I, directed towards the HR audience both at the managerial and C-suite level. There was a total of 272 registrants on the day of the webinar, of which 60 attended the webinar. Primarily, email targets were used to connect

with those who had previously engaged in one of the other HR related programs offered through MCE, whether that be a course, program or webinar. A total of 6,427 individuals were targeted through the email CRM system, 59 of which were MCE staff for a testing segment. MCE students actively enrolled and/or graduates of the *Human Resources Management* and *Business Administration* programs were targeted. Of the 6,427 emails sent out, 4,851 were delivered for Invite 1, with 1,820 unique opens of the email (meaning 3,031 people did not open the email), and 33 unique clicks (meaning 1,787 people did not click any links within the opened email). For Invite 2, 4,834 were delivered, with 1,738 unique opens and 18 clicks to register for the webinar. The third invite was sent out the morning of the webinar as a last call and reminder, with 4,783 emails delivered, 991 unique opens and 11 clicks. Figure 3 below provides a visual of the significant difference between the total amounts of those invitations delivered, and resulting clicks to register for the webinar. With regards to those who registered for the webinar, Figure 4 below visually outlines the total of emails delivered regarding the registration confirmation, a webinar reminder and the webinar recording following the live webinar. About half of those who received each email opened the message, and a smaller portion of unique clicks within the opened email (the highest of which being those who clicked on the link to the webinar for the reminder email).

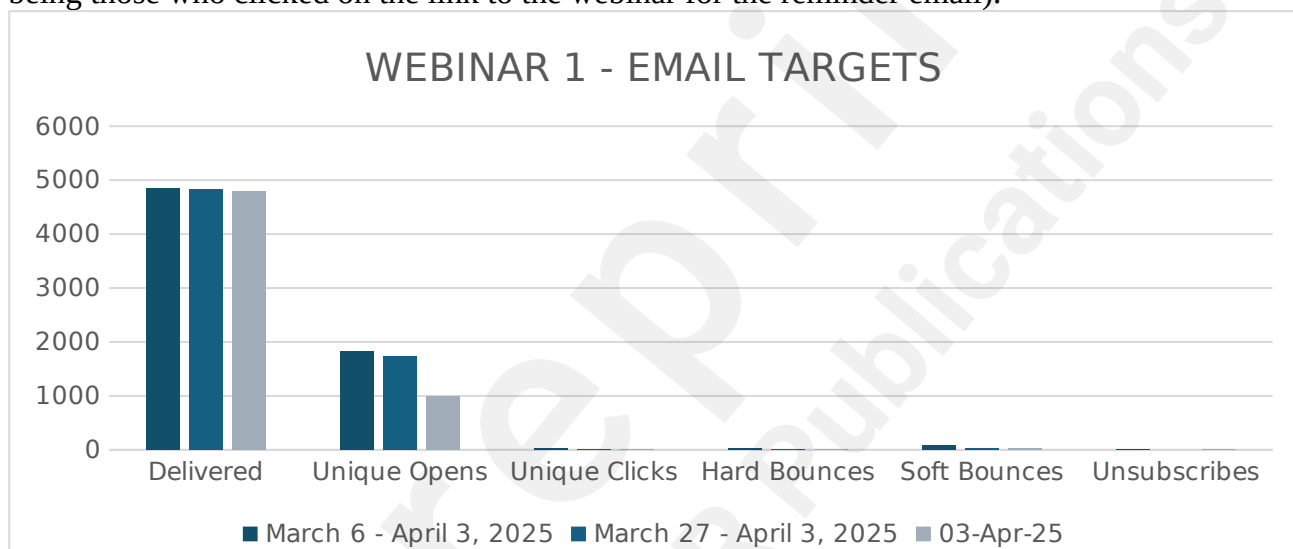


Figure 3: Email targeting metrics from Webinar 1, collected through MCE

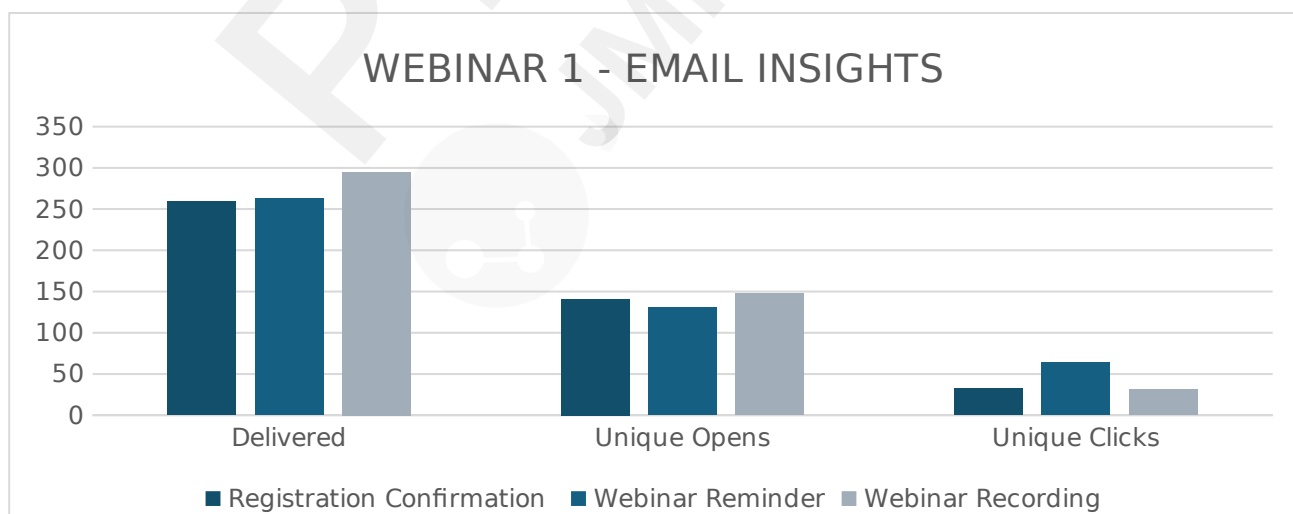


Figure 4: Metric insights from the email targets sent out by MCE to recruit for Webinar 1

Paid social media advertisements were also deployed as part of the MCE marketing campaign for the webinar series through Meta platforms, including Facebook and Instagram. The campaign featured a Facebook boosted event and a lead generation ad targeting users on both platforms. The paid social

media advertisements for Webinar 1 measured impact from March 6 - April 3, 2025 (i.e., 'in market' timeline), with a budget of \$150 CAD for the Facebook boosted event and \$900 CAD for the lead generation ad. The Facebook boosted event resulted in 97 event responses, with a reach (unique users) of 9,576 and 27,720 impressions (total times the ad was viewed, i.e., unique users revisiting the ad more than once). The lead generation promotion resulted in 162 leads (i.e., driving users to register for the webinar), with a reach of 27,008 and 74,488 impressions (see Table 4 below).

Table 4: Paid social media advertisements through MCE platforms (Facebook and Instagram)

Type	In-Market Timeline	Budget	Results	Reach	Impressions	Cost Result	Per
Boosted Facebook Event	March 6 - April 3, 2025	\$150 CAD	97 Event Responses	9576	27720	\$1.55 Per Event Response	
Lead Generation Ad	March 6 - April 3, 2025	\$900 CAD	162 Leads	27008	74488	\$5.55 Per Lead	

Webinar 2, held on May 21, 2025, brought in a total of 170 registrations and 52 attendees. MCE contacted a total of 6,159 individuals through the CRM email marketing, 59 of those being MCE staff members for a testing segment. Geared towards the Occupational Health and Safety (OHS) audience, those active in or graduates of the *Human Resources Management* and *Business Administration* were again targeted as there are no existing OHS programs through MCE. Three invites were sent as part of the targeted recruitment, the first capturing data from April 30 - May 21, 2025 for a total of 4,549 emails delivered, 1,640 unique opens of the email and 29 unique clicks of the registration link to the webinar. Invite 2 collected data from May 15 - 21, 2025, with a total of 4,576 emails delivered, 1,573 unique opens and 18 clicks of the registration link within the email. The third invite, sent out the day of the webinar, resulted in 4,555 emails delivered, 988 unique opens and 20 unique clicks (see Figure 5 below). The registration confirmation email measured delivery, unique opens and unique clicks from April 23 - May 21, 2025, resulting in 170 delivered, 105 unique opens and 19 unique clicks. The webinar reminder collected data on May 21, 2025 alone and resulted in 167 delivered, 141 unique opens and 39 unique clicks. The email following the webinar regarding access to the webinar recording measured reach from May 23 - June 16, 2025 and resulted in 168 emails delivered, 106 unique opens and 10 unique clicks. Figure 6 provides a visual of the decline in terms of ratio across delivered, opens and clicks, with less than half of those who opened the email clicking on an embedded registration link.

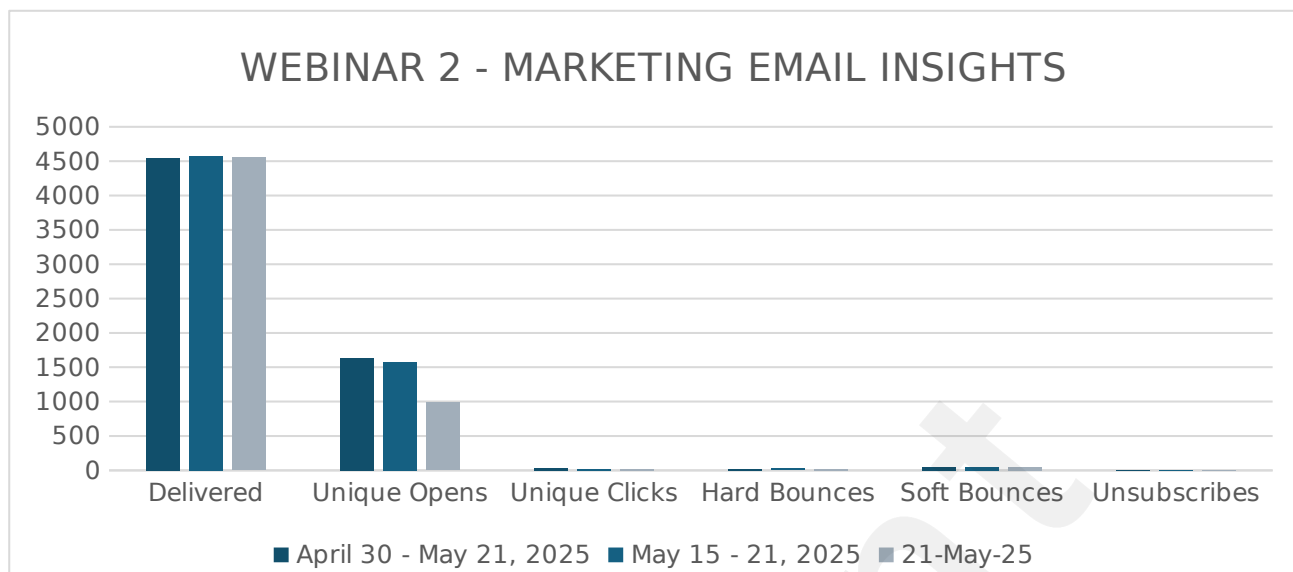


Figure 5: Marketing email insights of those contacted by MCE for Webinar 2 recruitment

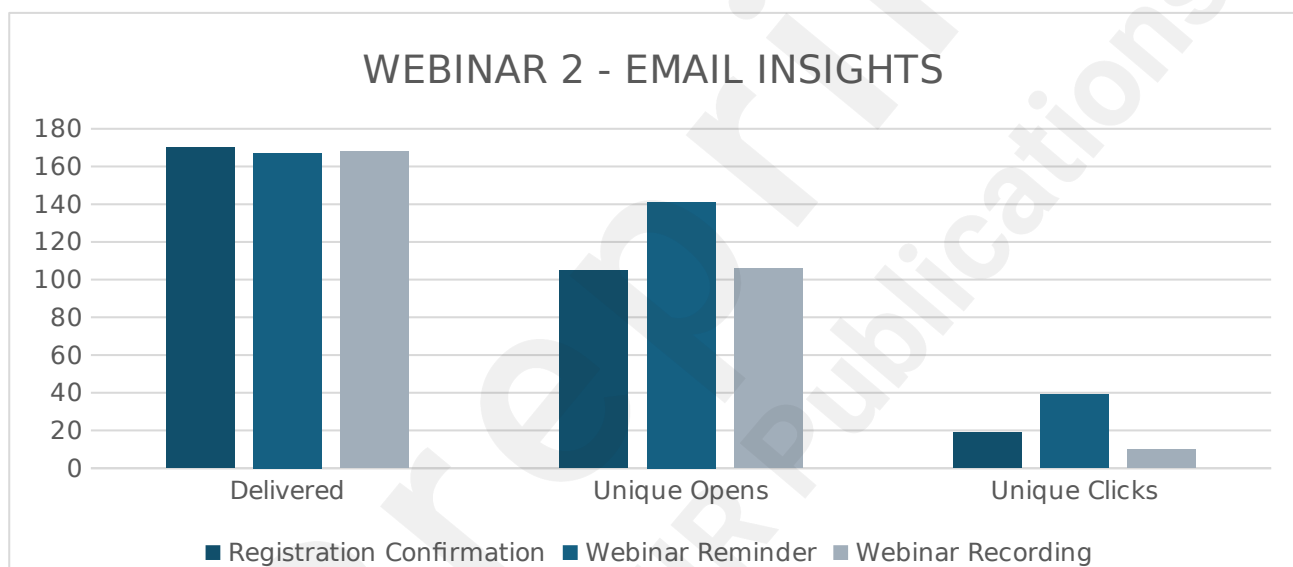


Figure 6: Metric insights from the email targets sent out by MCE to recruit for Webinar 2

A boosted Facebook event and a lead generation ad were deployed as a recruitment strategy, collecting data from April 24 - May 20, 2025. The Facebook boosted event was budgeted at \$100 CAD, resulting in 65 event responses, reaching 6,846 and 16,852 impressions. The lead generation ad was budgeted at \$900 CAD and resulted in 110 leads (people who gave their contact information to register), with a reach of 32,969 and 93,172 impressions. The Cost Per Result (CPR), which refers to the average cost per specific action throughout the paid advertisement campaign, for the Facebook Boosted Event was valued at \$1.54 and the Meta Lead Generation Ad had a CPR at \$8.18 (see Table 5 below).

Table 5: Paid social media advertisements through MCE platforms (Facebook and Instagram)

Column1	In-Market Timeline	Budget	Results	Reach	Impressions	Cost Result	Per
Boosted Facebook Event	April 24 - May 20, 2025	\$100 CAD	65 Event Responses	6846	16852	\$1.54 Per Event Response	

Lead Generation Ad	April 24 - May 20, 2025	\$900 CAD	110 Leads	32969	93172	\$8.18 Per Lead
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Webinar 3 was pitched towards the small-medium sized business audience, and was correlated to Article 3 Phase I). Planning logistics impacting the timeline of the webinar led to a shorter period between recruitment for the webinar and the actual date of the webinar, specifically around speaker confirmation and session organization. As such, the third webinar, hosted on June 18, 2025, only collected data on one email invite to those within MCE's CRM for the period of May 23, 2025 - June 18, 2025. The webinar had a total of 120 registrations and 32 attendees. The invite was sent out to 22,174 individuals, targeted at those currently active or a previous graduate in any of MCE's business programs, with 16,047 delivered, 5,562 unique opens and 75 unique clicks (see Figure 7 below). For those who had registered, a registration confirmation email was sent and measured responses during the period of May 9 - June 18, 2025, for a total of 118 emails delivered, 78 unique opens, and 12 unique clicks to the webinar link. The webinar reminder email was sent out the day of the webinar for a total of 118 delivered, 59 unique opens and 19 unique clicks to the webinar link (see Figure 8 below). The paid social media advertisements for webinar 3 mirrored that of webinars 1 and 2, measuring impact on Meta's social media platforms from May 22 - June 17, 2025. With a budget of \$100 CAD, the boosted Facebook boosted event resulted in 70 event responses, with a reach of 6,045 and 14,524 impressions at a rate of \$1.43 cost per event response (or CPR). The lead generation ad, with a budget of \$900 CAD, generated 64 leads, reaching 13,886 individuals with a total of 49,445 impressions. For the lead generation ad, the CPR is significantly higher at \$14.06 per lead (or CPR) (see Table 6 below).

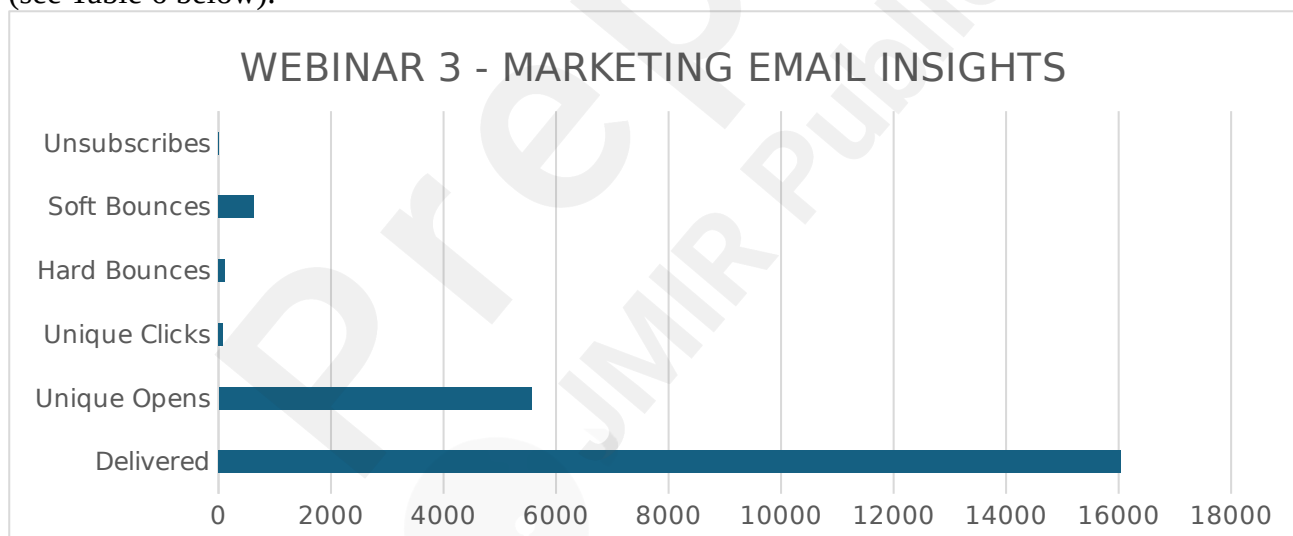


Figure 7: Marketing email insights from MCE recruitment for Webinar 3

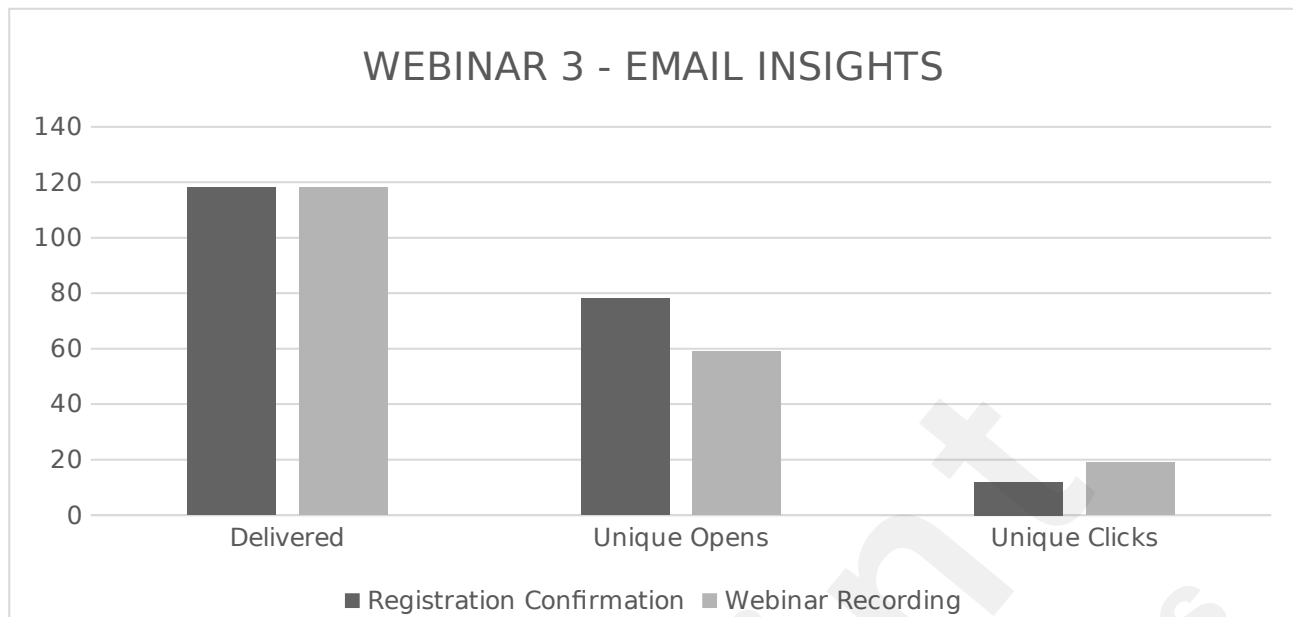


Figure 8: Metric insights from the recruitment emails sent out by MCE for Webinar 3

Table 6: Paid social media advertisements through MCE platforms (Facebook and Instagram)

	In-Market Timeline	Budget	Results	Reac h	Impression s	Cost Per Result
Boosted Facebook Event	May 23 - June 17, 2025	\$100 CAD	70 Event Responses	6045	14524	\$1.43 Per Event Response
Lead Generation Ad	May 22 - June 17, 2025	\$900 CAD	64 Leads	13886	49445	\$14.06 Per Lead

Webinars 2 and 3 collected polling data during the live session from the audience members in order to gauge impact of the webinar towards increasing uptake of the various CCFW tools and resources (primarily the CCFW course and CSA B701 Standard and Handbook). Webinar 1 missed the opportunity to collect polling data as the polls were launched too late into the session, following the question and answer period, where audience members had already logged off. This informed the structure of the remaining two webinars, where the polls were launched prior to the start of the question and answer period to ensure responses for the polls were collected before attendees began signing off from the session. Table 7 below provides an overview of the questions launched throughout Webinar 2 and 3, with polling question 2 from webinar 2 belonging to the guest speaker for that session and not related to data collection of the knowledge mobilization campaign.

Table 7: Polling report summary for Webinars 2 and 3

#	Poll Name	Questions	Responses
Webinar 2 (Registrations: 170; Attendees: 52)			
1	Poll 1 - What is your position/role	1	18
2	Poll 2 - If you have been awake for 21 hours	1	29
3	Poll 3 - How likely are you to enrol in CCFW	1	28
4	Poll 4 - How likely are you to pursue policies	1	27
Webinar 3 (Registrations: 120; Attendees: 32)			
1	CCFW Web 3 - Poll 1 - workplace sector	1	11
2	CCFW Web 3 - Poll 2 - workplace size	1	11

3	CCFW Web 3 - Poll 3 - Likely to enrol	1	9
4	CCFW Web 3 - Poll 4 - Pursue policies at work	1	11

From the table we can see that Webinar 2 generated the most responses to the polling questions, likely related to the number of registrations and attendees as Webinar 2 had 20 more attendees than Webinar 3. For Webinar 2, each attendee was asked what their position/role/title at their organization is currently, with responses ranging from Health and Safety Manager/Officer/Specialist to Consultant. A total of 28 responses were recorded for polling question 3 'How likely are you to enrol in the Creating Caregiver-Friendly Workplaces course?' as part of Webinar 2, with a Likert scale ranging from 1 - 10 (1 being the least likely and 10 being most likely), with 71% of respondents reporting 7 or higher and an average of 7 across the 28 responses. When asked 'How likely are you to pursue carer-inclusive initiatives or policy at your place of work?', a total of 27 attendees completed the poll, with 88% reporting 7 or higher and an average of 8, indicating Webinar 2 was successful in increasing potential engagement not only with the CCFWP course but with CFWPs more broadly. Webinar 3 asked a similar set of polling questions, starting with workplace sector of the attendee. Given that Webinar 3 was geared towards the small (1-99 employees) to medium (100-499 employees) business audience, the polling question was more concerned with workplace sector as opposed to role, collecting a total of 11 responses ranging from Finance and Insurance to Health and Social Services. The second question asked attendees workplace size, with 100% of respondents (11 total) reporting from a small business. When asked how likely they were to enrol in the CCFWP course, 67% of the nine respondents reported 7 or higher, with an average of 6. When asked how likely they were to implement CFWPs into their workplace, 91% of the 11 respondents reported 7 or higher, with an average of 8, indicating strong likelihood. This suggests Webinar 3 was also successful in increasing engagement with the tools and resources being disseminated as part of the KMb campaign.

Each webinar was recorded and posted to MCE's YouTube channel as part of the "Program Webinars" series. Within the week following the live sessions, each webinar recording was uploaded to the YouTube channel, collecting views from the period of posting to the date of checking the total views, July 24, 2025. The first webinar, geared towards the HR audience, was posted to the channel on April 7, 2025 and has a total 67 views. The second webinar, geared towards the OHS audience, was posted May 23, 2025 and has a total of 39 views. The third webinar has a total of 33 views and was posted on June 25, 2025. Despite having been posted to the channel for the shortest period of time, Webinar 3 has fared similarly well to Webinar 2, suggesting the small-medium sized business audience is more receptive to the issues of CFWPs than the OHS audience. It should be noted that the first webinar has been uploaded to the channel for a longer period of time than the most recent webinars, likely contributing to a difference in total views.

Impact on Uptake

In relation to driving traffic to the CCFWP course webpage for increasing registrations to the course with the end goal of increasing uptake of CFWPs, the articles published in Phase 1 had the most success in increasing course engagement. The number of monthly "Sessions" to the CCFWP course webpage refers to visitors to the site, where we specifically see spikes and increases in visits to the website around the time of article publishing. As shown in Figure 9 below, the highest spike in visitors (1,165) to the website throughout the month of March 2025 coincides with the publishing of Article 3 to the CanadianSME Small Business magazine on March 12, 2025. The second highest spike in visitors to the website throughout the month of May 2025 (1,007) coincides with the publishing of Article 4 to the HRD Canada magazine, geared towards senior and executive HR representatives in C-Suite with stakeholder influence. Interestingly, there is an observed spike in visitors to the website in the month of November 2024 (706), the month predating the first article

being published in HR Reporter Canada magazine. There are no campaign activities that occurred around this time to explain the spike in visitors to the CCFWP webpage. Notably, there is limited increase of traffic to the webpage around the time of the second article being published in the Canadian Occupation Safety magazine.

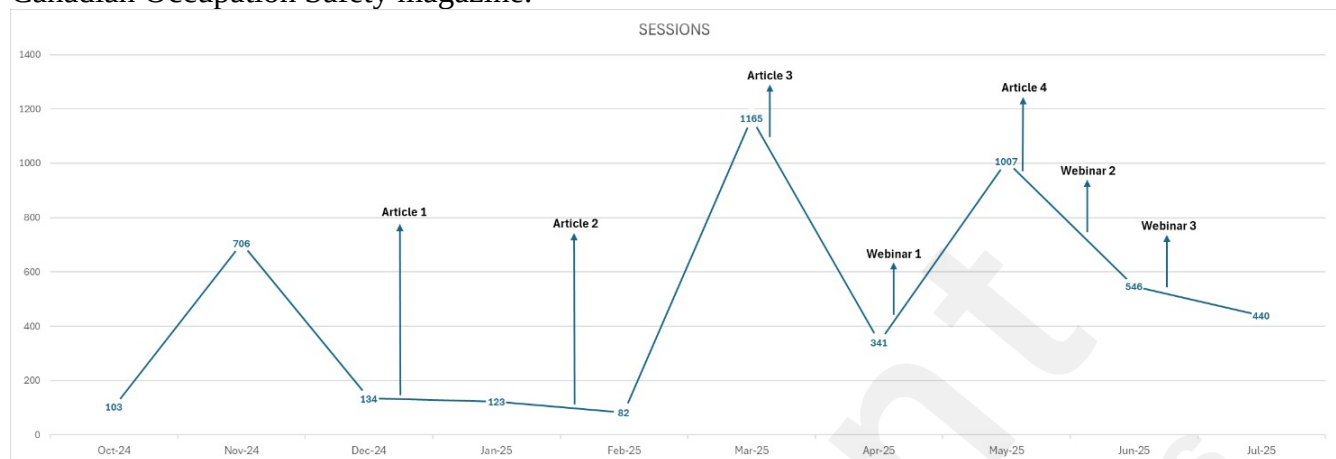


Figure 9: Sessions (visits) to the CCFWP webpage throughout the months of the KMb campaign with Phase I & II activity indicators

With regards to the CCFWP course and impacts of the campaign on course enrolment and engagement, there are subtle yet noticeable spikes in activity following the publishing of Article 3 and live session of Webinar 1. From that point onward, the KMb campaign appears to keep sessions above the norm prior to February, excluding the spike in visitors in November 2024. Article 3 published in the CanadianSME magazine appears to be the most successful KMb activity in driving traffic to the CCFWP course webpage, as well as increasing registrations and enrolment to the course, evidenced by the notable spikes in sessions to the website and students in the course around the month of March 2025. Second to Article 3, Article 4 appears to have influenced the second highest spike in sessions to the webpage as well as gradual increase in registrations and enrolments to the CCFWP course throughout the month of May 2025. As shown in Figure 10 below, there is a significant spike in enrolment and intake forms completed throughout the month of November 2024, coinciding with the spike in visitors to the CCFWP webpage as noted in Figure 9 above, with a lack of explanation or association to the activities as part of the KMb campaign.

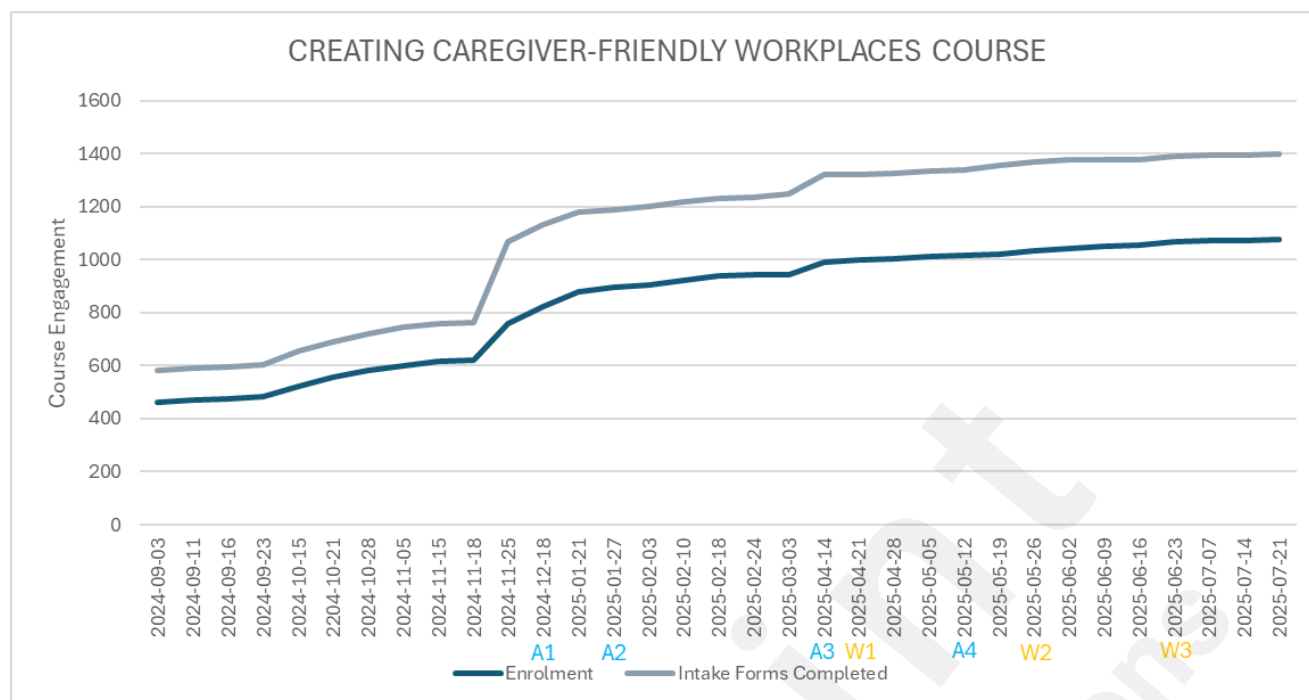


Figure 10: Registrations (Intake forms completed) and student enrolments for the CCFWP course throughout the timeline of the KMb campaign with indicators of Phase I & II activities below the x-axis

Following the publishing of Articles 1 and 2, there is an observed spike in downloads to the Handbook specifically, while the Standard did not appear to increase in downloads following the start of the Phase I, although one download of the Standard occurred in December 2024, the same month Article 1 was published, in comparison to zero downloads the months predating Article 1. Following the publishing of Article 1, the Handbook received a total of 11 downloads throughout the month of December 2024, in comparison to just one download for both the months of October 2024 and November 2024. Article 2 was published January 23, 2025, coinciding with a total of 9 downloads of the Handbook throughout the month of January 2025. No articles were published in February 2025, where a drop in downloads is observed with just 2 downloads for the month of February 2025. With Article 3 being published in March 2025, there was an increase in downloads of the Handbook throughout the month of March 2025, for a total of 5 downloads.

In addition to the increase in uptake of CCFWP course, through visits to the webpage, registrations and enrolments in the course, there is a significant spike in visitors to the Gender, Work and Health program website throughout the month of March, as shown in Figure 11 below. It should be noted that due to restrictions in access to website analytics for the GHW website, only the previous six months were available for metrics (February – July 2025). The total number of visitors to the website (1,903) and collective views across the various sections of the website (31,099) are substantially higher than is normal for traffic to this website. As noted earlier, the primary campaign activity that occurred during this time was the publishing of Article 3, which brought in thousands of more total views and social media impressions than the three other articles.

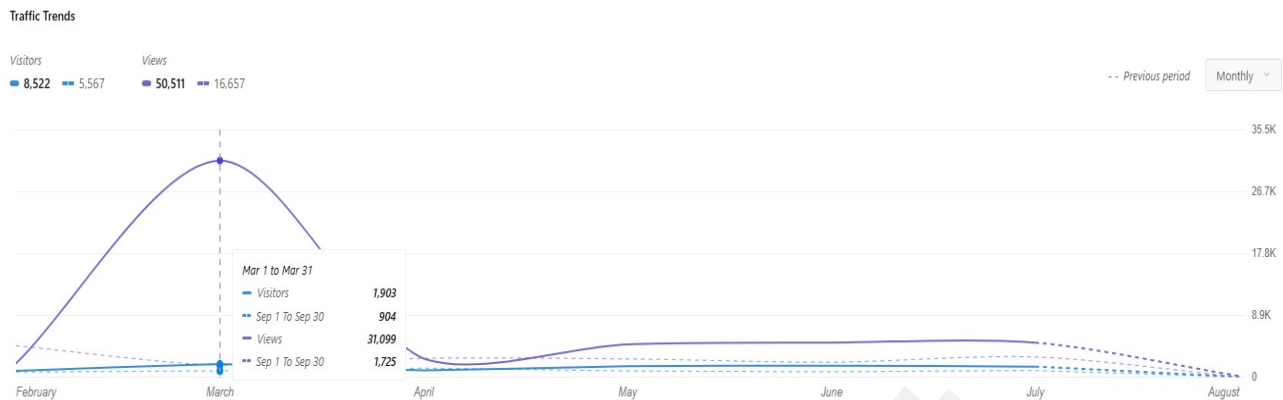


Figure 11: Website traffic for the GHW website throughout the campaign period (February – July, 2025)

Discussion

In this study, we evaluated the impact of a two phased knowledge mobilization campaign geared towards disseminating tools and resources to increase the uptake of carer-inclusive workplaces across Canada. Phase I, consisting of the published four magazine articles in leading Canadian industry magazines pitched towards the target audiences (HR professionals, OHS professionals and small-medium sized businesses), appear to have resulted in the most impactful uptake of the CCFWP course, given the noticeable increase in both visitors to the course webpage and increase in registrations and course enrolments, as well as increased visitors and traffic to the GHW website. This phase (I) resulted in a total of 36,308 views, 2,469 unique views, 55,445 social media impressions and 432 social media clicks across all four articles between the period of December 10, 2024 - May 5, 2025. Of the four articles, Article 3 (small-medium sized business audience) had the highest ratio of views to unique views (35,080:1,430), while Article 2 (OHS audience) had the lowest ratio of views and unique views (271:236). Article 3 was also superior to social media engagement across the four articles, again with the highest ratio of social media impressions to social media clicks (42,937:258). Surprisingly, the success of Article 3 surpassed that of Article 1, given the HR Reporter has 100,000 more monthly visitors to their website than the CanadianSME magazine. This success likely reflects that 98.1% of businesses in Canada are classified as small businesses, equating to over 1.07 million small businesses in Canada (G. o. Canada, 2024).

Given the results of the overall Kmb campaign analysis, the HR and small-medium sized business audiences are observed to be the most engaged and receptive to the uptake and implementation of CFWPs within the workplace. Activities directed towards these audiences resulted in the highest levels of engagement through the magazine articles 3 (March 2025) and 4 (May 2025), resulting in the most significant spikes in visitors to the CCFWP course webpage, sitting at 1,165 and 1,007 sessions, respectively, as well as registrations and enrolments to the course. Despite Phase II's lower performance when compared to the impact of Phase I, both in terms of views/engagement and driving traffic to the CCFWP website and GHW website, the small wins of the webinar series' mirrors that of Phase I with regards to the audiences most engaged. Although Webinar 2 had greater registration and attendance than Webinar 3, the recording has garnered more engagement through the YouTube channel. In this respect, Phase I of the Kmb campaign proved to be more effective in increasing engagement with the tools and resources concerned. With regards to the various social media channels, while X had the highest reach (7,563,[82% of all reach across each article]) across all articles that collected organic socials (Articles 2-4), Instagram was the most effective platform for collecting the most impressions (42%) and engagements (39%) across all social media channels and metrics for Articles 2-4.

Article 2, published in COS was the lowest performing article of Phase I. With regards to the lack of increase in visitors to the CCFWP course webpage following the publishing of Article 2 in COS

(date), it is possible that this lack of engagement was associated with the western new year, when many working Canadian's are slowly returning to work after the Holiday's. Future knowledge mobilization research in this area may benefit from an increased focus on the occupational health and safety audience as it appears to be harder to engage OHS professionals in this issue. Tools and resources may benefit from being better framed around psychological health and safety and the implications of ignoring the challenges experienced by CEs in the workplace.

Results of the campaign analysis show that the *Handbook* received more engagement rather than the Standard, corroborating results of a previous study that evaluated the uptake of the *CSA B701 Standard* and *Handbook*, which found that the *Handbook* is often perceived as the preferred tool over the Standard given its greater usability and ability to engage with instructionally (Chmiel & Williams, 2025).

Part of the intention of the two-phased Kmb campaign was to ensure the activities of Phase II complimented those of Phase I, further disseminating and promoting the tools and resources to the target audiences. While Phase I was evidently more impactful than the webinar series that made up Phase II, the webinars have contributed to an increase in traffic to the CCFWP course webpage, with 341 sessions throughout the month of April 2025 (the month of Webinar 1) and 546 sessions through the month of June 2025 (the month of Webinar 3) and slight increase of traffic to the GHW website which houses many free downloadable tools.

Limitations

A major limitation of this paper is missing data around the engagement metrics for Article 1, as this article was excluded from the organic social media posts through MCE campaigning for Phase I, as well as the missing polling report data from Webinar 1 that is based on Article 1. The webinar polls for Webinar 1 were launched at the very end of the webinar when many attendees begin to leave the webinar, resulting in zero responses to the polls as part of Webinar 1. This informed the polls for Webinars 2 and 3, where polls were launched prior to the question-and-answer period towards the end of the webinars. Regarding the absence of organic socials for Article 1, project partner MCE was unable to collect this data for Article 1, although was able to be collected for Articles 2-4. This presents implications for the results of this study, as inclusion of the missing data may have provided more accurate insight into the most successful method of knowledge dissemination, as part of Phases I and II. Another limitation of this study surrounds the campaign timelines, given the first two articles of Phase I were between the months of December 2024 - January 2025, they were both likely impacted by holiday periods and the start of the new year. Recognizing many working professionals are less engaged and on holiday throughout these calendar year periods, future knowledge mobilization campaigns may look towards more active periods of professional engagement. Webinar 2 had less success in recruitment than Webinar 1, which was geared towards the HR audience, as the recruitment strategy for Webinar 2 was limited to those active in or graduates of the HR programs offered through MCE, with the absence of a channel for accessing the OHS audience. Given the students from the HR programs offered through MCE likely have limited focus on or expertise in the areas of psychological OHS, this may have hindered effective recruitment for Webinar 2. As well, Webinar 3 recruitment for the small-medium sized business audience was focused on all business administration programs offered through MCE, which may not effectively speak to the small-medium sized business audience. Finally, given the limitations of access to analytics through the GHW program website (powered by MacSites), only the previous six months of website traffic were able to be analyzed as part of this study (February – July), rather than the entire campaign time period (December – July).

Conclusion

The two-phased Kmb campaign funded by the SSHRC Connection grant “Disseminating tools for

the creation of caregiver-friendly workplaces in Canada” in partnership with MCE ran from December 10, 2024 - June 30, 2025. Phase I of the campaign, surrounding the four published magazine articles, resulted in greater impact than Phase II of the campaign, which entailed a webinar series built around the articles published in Phase I. Access to the audiences and networks of the leading national magazines for HR, OHS and small-medium sized businesses in Canada resulted in increased traffic to the CCFWP course webpage, increased registrations to the course and student enrolments, as well as increased traffic to the GHW website, specifically around Article 3. Across all four articles, Article 3 had the greatest reach to the target audience, resulting in the more significant uptake of the CCFWP course throughout the entire campaign. While Phase I performed well for the small-medium sized business audience, Phase II was comparatively less successful. Formally publishing articles in nationally leading magazines that target audiences directly proved to be the most effective method for this type of knowledge mobilization. Overall, the campaign contributed to an increase of uptake of tools designed to create more carer-inclusive workplaces across Canada. Future research in this area is needed to continue exploring the knowledge mobilization science that is most effective for raising awareness of culture change around CFWPs specific to target audiences. Specifically, more work is needed to engage more directly with workplaces and employers in order to realize a larger national shift towards more equitable and sustainable work for the growing number of CEs in Canada.

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