

BUILDING A RESILIENT WORKFORCE

Six years of impact on the future of work





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Why Focus on Skills?



“To support Canada’s ambitions – more housing, a modernized electric grid, a self-reliant inclusive economy– we need the right people, with the right skills, in the right places, at the right time. We also need training systems that can adapt to the next challenge. That’s where the unique value of the Future Skills Centre lies.”

– Noel Baldwin

Executive Director at Future Skills Centre

Our economy is evolving at a dramatic pace, and we need a skilled workforce that can adapt.

We’re supporting innovation in skills development, so that Canada will have the right people, with the right skills, in the right places, at the right time.

Canada is facing labour market disruptions today, with more expected in the future:

- Unpredictable shifts in global trade
- Our aging workforce and immigration policies are affecting labour supply
- Technology is changing the labour market, and our workforce needs new skills to keep up
- Low carbon economy goals shake up skills needed across sectors and regions
- Skills training can boost productivity, but employers and workers are not taking advantage

Impact and Approach

We're driving impact across every province, territory and sector

3100+

project partners working with us on solutions, research, knowledge mobilization

400

skills innovation pilot and research projects





Economic Impact

\$309M invested

in research and pilot projects

78%

of completed projects report community adoption, expansion or further investment

32%

of projects are led by employers or industry associations.

9

regional partnerships with provinces and territories to address local challenges



Social Impact

1.14M

workers and employers have accessed resources that support their labour market pathways

105, 500+

people received hands-on training or new job opportunities

71%

of projects support underserved groups including Black youth, Indigenous Peoples, and newcomers to Canada

23%

of initiatives are led by community organizations from underrepresented groups



Ecosystem Impact

870+

research and insights reports produced, with half of users indicating they have applied the resources in their own work.

370+

projects events and presentations to policymakers, employers and skills practitioners

6,000+

skills leaders and decision-makers in our network

1,100+

federal, provincial and territorial policymakers engaged in and informed by FSC's work.

Our Unique Approach

As the economy transforms, Canada and its communities need answers in real time about how to close skills gaps.

People must also plan for an uncertain future, where skills and jobs are shifting rapidly. Our work ensures employers can access the skilled workforce they need and that workers can adapt their skills to new jobs.



We're testing the next big ideas

Through our 400+ research and pilot projects, we're testing new approaches to skills training to shape skills training policies, programs and systems that will best prepare our workforce for the future.

We're scaling up the best solutions

When we uncover a skills training approach that's working in one region or sector, we're investing to help it grow and adapt, and we're sharing those ideas so they can be applied more broadly by others.

We're driven by evidence

We're building a culture of evidence-informed decision-making by applying rigorous evaluation to our pilots, ensuring smarter policies and practices for the future of work.



We're partnering for maximum impact

We're collaborating with 3,100+ partners across Canada – diverse sectors, regions, employer and labour groups, educational institutions and governments, community organizations and practitioners – to knit together people, ideas and resources for positive change.

We're sharing what works

We're generating insights and mobilizing knowledge in real time so that policymakers and those who deliver skills training in Canada can make the best decisions and adopt the most effective practices and policies for an adaptable labour market.

Vision for the Future

We've made a real impact—and we're just getting started.

In this time of volatility and uncertainty, building a skilled, adaptable workforce is essential to having a strong and resilient economy. There is more to do as tariffs, technology, and demographic shifts keep the economy churning and workers and employers racing to keep up.

Canada's future prosperity hinges on our ability to innovate, adapt and work together. The next few years will require sustained investments in skills innovation, strategic partnerships and scalable solutions that reach more communities and sectors.

We'll continue to lead in skills innovation by:

- Generating forward-looking, actionable research to understand where the labour market is headed and how it's working for all Canadians
- Scaling innovations that help people and businesses adapt to the new realities they are facing and to grow
- Convening partners to align efforts and collectively chart a way forward
- Sharing learnings to inform responsive policy, practice and pathways



Starting in 2025, we'll co-design new solutions with partners who have promising ideas, but need support to bring them to life. We'll be putting forward recommendations to directly support government decision-making on workforce development through working groups of our partners and advisors.

Canada's challenges are complex, but the path forward is clear: a strong and future-ready workforce is key to a thriving economy.

Canada's success depends on having the right people, with the right skills, in the right places at the right times and FSC will continue to help get us there.

Canada's Prosperity Depends On...

Improving Pathways to Jobs

*The accelerated pace of economic uncertainty means that, more than ever, **Canada's workers need to upskill or reskill** as they navigate to new jobs or sectors throughout their careers.*

We're focused on supporting workers through these transitions, creating smoother pathways to jobs. This means engaging with workers, education systems, employers and provinces to test training solutions and reimagine employment and career services so they are responsive, coordinated and available to those who need them most.



**\$141M
invested**



**165 reports /
publications**



**105
projects**



**1,212
partners**

Highlights of Our Impact:

Workforce planning needs employers at the table

Employers are essential partners in workforce development, but they are either not buying in or they are overlooked as skills programs are designed. Our research is shaping national conversations on employer engagement. Employment and Social Development Canada cited two of our reports – [State of Skills: Effective Employer Engagement in Skills Development](#) and [Employer-sponsored Skills Training](#) – as part of their [evidence base](#) for policymaking.

We brought together stakeholders at a [national event](#) to explore how to reduce barriers to employer investments in skills training, especially SMEs. We emphasized the importance of high-quality, labour market data to get us ready for the future. [Our programming at Cannexus](#) led career development professionals, employers and policymakers from across the country to rethink how employers can support workers and innovations to enhance accessibility to and delivery of career development services. In our [Skills Central blog](#), we highlighted that employers must act more strategically in investing in skills training.

Making labour market information work for people

Accurate, practical and timely labour market information can lead to more informed skills-related decisions, from helping students identify potential career paths to supporting policymakers in program decisions. Our [State of Skills report on labour market information](#) outlines our work with partners from across the country to close gaps and improve the availability and usefulness of skills-related data in Canada.

With Blueprint, we launched the [Practitioner Data Initiative](#) to help community service organizations better use labour market information to improve service delivery. We spoke with experts on the [Future Skills Podcast](#) to unpack how skills data can help us navigate economic disruptions. We supported a series of trials with British Columbia, Alberta and Saskatchewan that tested how best to empower young people to make decisions about their education and career. The research supported real-world application through [three action briefs](#) for employment service providers, policymakers and labour market information and education practitioners.

On the job training works: microcredentials and work-integrated learning

To prepare workers for the fast-moving job market, learning must be flexible, practical and closely connected to work. Our [State of Skills: Microcredentials](#) and [State of Skills: Work-Integrated Learning \(WIL\)](#) reports show that microcredentials and WIL can be useful tools for bridging the gap between education, training and employment, especially for youth, newcomers and mid-career workers. In [our webinar event](#), we looked at strategies for leveraging WIL and shared insights on how microcredentials can better meet the training need of industry today.

[Our project with the Northern Alberta Institute of Technology](#) revealed that employers see potential in microcredentials but don't know how to assess their quality and applicability. The findings led to recommendations to boost confidence in microcredentials in workforce development and are shaping design and scaling of microcredential programs across Canada. We invested \$2.9 million to pilot a [WIL program in Calgary](#), launching an online portal to support improved coordination amongst postsecondary institutions – and ultimately to make it easier for employers to better connect with students. The project tested a dot-connecting approach to expanded employer usage of students, particularly for small and mid-sized enterprises.



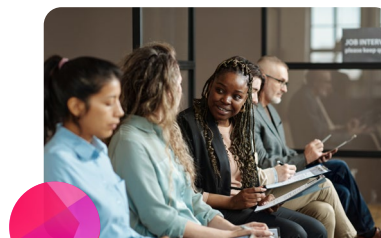
Helping mid-career workers transition to new opportunities

We're focused on building accessible, flexible learning pathways that can help mid-career workers transition to growing sectors and opportunities. Our [report on mid-career workers](#) underscores that Canada risks leaving talent on the table if we do not invest in targeted reskilling and upskilling that helps experienced workers navigate career transitions and keep pace with a changing labour market. Our [pilot project led by the Work-Based Learning Consortium](#) addressed disruption caused by automation in Canada's advanced manufacturing sector. The pilot addressed a growing shortage of skilled tradespeople by connecting mid-career workers to paid, on-the-job training in mold maintenance. Our [report on supporting mid-career workers with disabilities](#) highlights how user-centric design can ensure training opportunities are inclusive and accessible.

Elevating the quality of work for everyone

Through our pan-Canadian network of partners, we explore how shifting labour market dynamics are reshaping the way we understand and define quality of work in Canada. The projects and research in our [Quality of Work series](#) explore the effect on job satisfaction from the rise of hybrid and remote work, evolving employee benefits and digital technologies.

[Our national panel](#) brought together leaders from labour, industry and policy to examine how job quality can drive productivity and equity. FSC's Director of Research, Evaluation and Knowledge Mobilization, Dr. Tricia Williams, discussed on [Global News Morning Calgary](#) the changing values of workers in Canada and what they're looking for in today's workplace. [Our research has informed national conversations](#) on emerging workplace issues such as employee privacy in the digital era. It's helping [shape policy responses](#) in a rapidly evolving world of work.



What's next?

Next, we'll focus on scaling effective solutions and convening those with a stake in workforce development to answer the most pressing questions about what helps Canadians transition into good jobs.

- Which interventions, such as wraparound supports, technology-enabled learning or reskilling programs, best support those who are unemployed, precariously employed, or re-entering the workforce?
- How can we better equip new labour market entrants with in-demand technical and soft skills through more effective and inclusive work-integrated learning?
- What innovations in labour market information are needed to ensure decisions are data-driven, timely and equitable?
- How can Canada's career development ecosystem evolve to offer higher-quality services and embrace new technologies like AI?

Impact Spotlight

A New Model for Workplace-Integrated Learning in Biomanufacturing

📍 PEI, NS, NB, QC, BC

👥 Canadian Alliance for Skills and Training in Life Sciences (CASTL)

Industry-led training for skills in biomanufacturing



“Our partnership with CASTL has been instrumental in addressing talent challenges. Since 2020, we’ve collaborated on re-skilling programs designed to meet industry needs. These programs provide participants with hands-on training on the same equipment used in our facilities, ensuring they arrive job-ready.”

– Lee McKinley
Director of Organizational Development at
pharma and biotech firm, BIOVECTRA

Learn more
Advancing Canada’s bioeconomy

Thriving Workplaces: A Dual-Client Approach to Career Services

📍 Nova Scotia

👥 MixtMode Consulting, Canadian Career Development Foundation, Blueprint

Dual-client employment services model for Nova Scotia



“This has been a win from our perspective because we know employers need to retain the people they’re recruiting. They need to get the right people and then they need to keep them and stop some of this churn while the labour market is shifting.”

– Amie Haughn
Director of Employment Nova Scotia in
the Department of Labour, Skills and
Immigration

Learn more
Defining and Scaling Thriving Workplaces

Evidence-based Insights for Public Service Professionals Navigating the Workforce of the Future



Across Canada



Professional Institute for the Public Service of Canada
(PIPSC)

Centralizing digital skills development for government staff



“It’s not just a learning management system. You enter your current job and the job you want to go to, and Navigar generates a skills-based learning plan to help you get that next job. Then it takes you to various learning providers we’ve signed up with and provides the courses you need. That’s the power of Navigar, it’s all in one place.”

– Sean O'Reilly

President of the Professional Institute for the Public Service of Canada

Learn more
Supporting Upskilling for Canada's Public Service

Canada's Prosperity Depends On...

Keeping Up with Tech and Automation

Technological changes, including artificial intelligence (AI), are creating uncertainty around jobs, the skills they require and the implications for different sectors and regions.

Workers with the right skills are needed to facilitate the integration of technology and building those skills quickly and with flexibility is critical to keeping pace with change.

We're testing training solutions to help workers develop AI skills and keep up with technology. We're also exploring AI tools that could improve training and employment services.



**\$45M
invested**



**93 reports /
publications**



**66
projects**



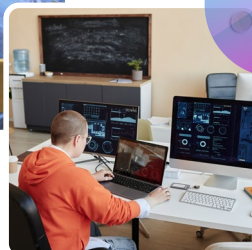
**839
partners**

Highlights of Our Impact:

Work in the age of AI

Artificial intelligence is rapidly transforming work by automating repetitive tasks and creating demand for new skills. We're [investing in research](#) and program development to navigate the transformation, learning who will be most affected, the distribution of digital skills across workers and in-demand jobs, and how workers are adapting. Dr. Tricia Williams, FSC's Director of Research, Evaluation and Knowledge Mobilization, [discussed in Toronto Met University Magazine](#) which skills are future-proofed for the AI revolution.

Our investments in training are supporting workers and career development professionals in using the technology. Our work was featured in a series of BetaKit articles on [equipping workers with the right skills](#) to handle AI, how workers are [embracing AI faster than employers can keep up](#) and exploring [new tools to support those seeking employment](#). The insights in [our report on AI](#) are guiding policymakers to make informed decisions and were explored in policy roundtables held by Employment and Social Development Canada. We commissioned [The Skills Algorithm research](#) that maps digital demand across Canada's economy using real-time labour market data. Our investments in sectors experiencing acute labour and [skills shortages such as health care](#) are providing a practical way forward for people affected by AI.



Building trust through inclusive AI training

AI has immense potential to boost productivity, but the pace of adoption can be slowed by concerns about job security, data privacy and power imbalances. Our work demonstrates that these barriers can be addressed with thoughtful, inclusive design. [Our collaboration with the Michener Institute](#) on accelerating adoption of AI in health care co-developed training with health care professionals and equity-seeking groups. The approach improved trust in AI and enhanced patient outcomes by equipping clinicians with tools to improve diagnostic accuracy and streamline workflows.

Our investment in the [University of Montreal's From Data to Decision project](#) offered tailored AI training to more than 3,000 professionals through nine modular online courses. The urgency of this work is reinforced by [research with the Institut du Quebec](#) that shows more than 800,000 jobs in Quebec may be at risk due to automation, an insight reported by [La Presse](#) and [CBC](#). AI adoption works best when communities are empowered with the tools to meaningfully participate.

Responsible AI for workforce development

FSC is shaping how AI can support ethical, bias-aware employment systems. [OpportuNext, developed with the Conference Board of Canada](#), leverages AI to match individuals' skills with pathways to in-demand careers. By using predictive analytics, the platform lets users explore promising roles that build on their existing skills and experience, reducing barriers for mid-career transitions. We've also partnered with [CivicAction on HireNext](#), a free tool that helps employers assess and improve the inclusivity of entry-level job postings through tailored recommendations for equitable hiring. Our [bilingual webinars and peer learning groups](#) shared research on navigating AI and how it can support human skills, not replace them. We're translating these insights into practical actions for people on the ground. Our [collaboration with the Social Sciences and Humanities Research Council](#) emphasizes the importance of prioritizing employee perspectives and well-being when deploying AI, not just the technology.



What's next?

Next, we'll explore how digital tools and AI can be used to expand opportunity, strengthen employment services and ensure workers—especially those at greatest risk of disruption—are not left behind. Our future research and initiatives will examine:

- How can skills policies and initiatives help workers thrive in a technology-driven economy?
- What conditions are needed to scale technology-enhanced tools?
- How can digital and AI tools be designed to enhance, not erode, equity?
- What supports do small and medium-sized enterprises need to adopt digital solutions and upskill their workforce?



Impact Spotlight

OpportuNext

 Across Canada

 Conference Board of Canada

Leveraging labour market data to match Canadians to jobs



“In Canada’s fast-changing labour market, reliable, up-to-date data is essential. Without it, individuals, career professionals, and policymakers risk making decisions without a clear view of the prospects ahead. Accessible LMI tools help build informed, equitable career paths.”

– Tony Bonen
Executive Director, Economic Research,
The Conference Board of Canada

[Learn more](#)
Empowering Career Development Practitioners

AI and the Shifting Landscape of Future Skills and the Future of Work

 Across Canada

 Diversity Institute, Environics Institute

Taking the pulse on AI at work



“Canada’s AI paradox is that we are a global leader in the development of AI solutions but laggards in its adoption. Our research shows employees are getting ahead of their employers in the use of AI. While this signals commitments to continuous learning, it also creates risk. As we face a global economic and productivity crisis, employers need to embrace AI’s potential while protecting privacy and security and putting in place guardrails. Our AI competency framework recognizes the importance of deep AI skills but also skills for responsible AI adoption and AI literacy for all.”

– Wendy Cukier
Founder and Academic Director, Diversity
Institute

Learn more
[Understanding the AI Gap](#)

Canada's Prosperity Depends On...

Supporting Adaptability for SMEs

Small and medium-sized enterprises (SMEs) employ the vast majority of Canada's workforce, yet they face outsized challenges in adapting to rapid change, especially when it comes to building the skilled workforce needed to integrate technology and boost productivity.

We're working with partners to support solutions that meet SMEs' short-term skills needs and that lower time and cost barriers and have the best chance of driving greater investment in reskilling, upskilling and employee development.

We're collaborating with more than 130 partners to test new models and leverage economies of scale to expand training, improve HR capacity and ensure SMEs can build resilience.



**\$14M
invested**



**21 reports /
publications**



**16
projects**



**188
partners**

Highlights of Our Impact:

Flexible and tailored training solutions work best for SMEs

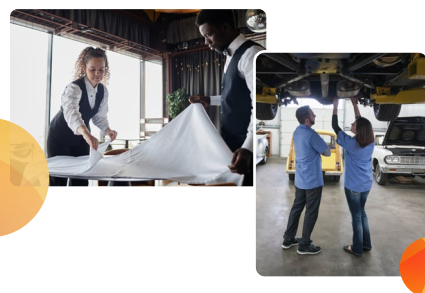
Insights from [our work on SME adaptability](#) show that smaller businesses are less likely to provide employees with formal training opportunities due to limited time and capacity and cost constraints. Data from [our report, Artificial Intelligence at Work](#), draws from surveys of more than 5,000 Canadians and shows that nearly three in 10 employees report using AI tools at work, yet 44% of employees say they have not received any formal training. Our findings from [our project with pointA](#) suggest that SMEs are not opposed to training, but require more flexible, shorter training options that align with their realities.

Supporting entrepreneurial talent is critical to SME resilience

Entrepreneurship is a key pathway to economic inclusion and business innovation. [Our report on starting a new business](#) provides insights into Canada's entrepreneurial landscape highlighting the regional differences and motivations for self-employment. [Through the BACEL project](#), Black entrepreneurs gained hands-on training to successfully launch and grow business ventures in sectors ranging from construction to child care, addressing needs in local communities. Our [Women in Entrepreneurship podcast episode](#) emphasizes the importance of inclusive and community-driven support. These insights highlight that targeted support can help build thriving businesses that strengthen the SME ecosystem in Canada.

Digital tools must be designed with SME engagement to be effective

Accessible, bite-sized and employer-specific training supports are more likely to produce improvements in workforce productivity. [Projects like Skills Bridge](#) are offering targeted courses that support learning in areas like management, equity, and digital skills, breaking away from static and lecture-style formats.



[In the Future Skills Podcast](#), we were joined by Janathan Bar, Senior Director at Innovation, Science and Economic Development Canada and other experts to discuss why strong productivity matters. In Northern Indigenous communities, [the EntrepreNorth project](#) demonstrated the power of digital innovation grounded in cultural context. Its app, co-developed with guidance from community Elders, blended business skills with traditional knowledge and a wellness framework, offering a more holistic and accessible pathway for entrepreneurship. These initiatives show that digital training is most impactful when it's adaptable, culturally-relevant, and designed in collaboration with the communities and businesses it aims to support.

SMEs benefit from intermediaries alongside digital platforms

Our work highlights that employers need support to implement and use digital platforms. Organizations that serve as intermediaries, offering support with onboarding, HR and skills recognition can help bridge the gap. Our [partnership with BioTalent Canada produced an SME toolkit](#) that helped biotech firms build HR capacity in times of disruption. [Lessons from the Skills Bridge project](#) showed that training works best when paired with wraparound supports that connect learning with business goals.

Collaborative models can unlock scale and sustainability

Our partnerships with skilled intermediaries like EMC Canada and the Ontario Chamber of Commerce have created practical, scalable models that address long-standing barriers faced by small firms. [EMC's pay-for-performance initiative](#) aligned training with measurable outcomes, while the Chamber's convening role helped multiple employers pool training needs and unlock economies of scale.

Collaborations with [research partner Diversity Institute on greening SMEs](#) with a focus on the women leaders pioneering the path to net-zero and [regional analysis](#), have informed this work, generating evidence that guides program design and broader investments in SME capacity-building. At our Insights in Action events in Ontario and Quebec, we held sessions exploring the emerging training needs of SMEs and spotlighted the [recruitment and retention platform, Bienvenue Onboard](#), funded by FSC and run by Concordia University. Insights suggest that supporting workplace and community integration can improve immigration retention, particularly in regions outside major metropolitan areas.



What's next?

Next, we will invest in scaling of high-impact models and more promising ways to support Canadian SMEs in skills development and growth. Our future research and initiatives will examine:

- How can promising practices that address SME barriers to training and HR innovation be scaled in sustainable ways?
- What tools help SME employers assess and recognize skills, and when do these tools help close persistent skills mismatches?
- What drives SME decision-making around skills investment, and what organizational behaviours are associated with high engagement in training and HR development?
- Under what conditions do digital platforms lower cost and time barriers for SMEs seeking to train, recruit and recognize skills?
- What types of employer-led intermediaries are most effective at coordinating collective demand for upskilling and reskilling?



Impact Spotlight

Skills Bridge

 AB, NS, ON, QC

 Ontario Chamber of Commerce, Magnet, Diversity Institute

Skills training led by an intermediary for SMEs



“Our productivity is lagging behind in Canada and one way we can fix that is to help small and medium sized businesses train and upskill their employees. We built this platform with direct input from employers so the programs are focused on the skills they told us they need most and so it has a very high satisfaction rate.”

– Louie Di Palma
Vice-President, SME Programs, Ontario
Chamber of Commerce

Learn more
Pan-Canadian Learning Management System

Analysis of Programs for Welcoming Talented Immigrants

 Québec

 Concordia University

Attracting and retaining Québec newcomers to SMEs



“Research that produces effective change is place-based and involves multiple stakeholders to find solutions to meet their reality and needs. Our FSC study did that by investigating the strategies used by SMEs in less popular immigrant destinations to attract, integrate and retain immigrant employees and the perceptions of those strategies from the point of view of immigrant and non-immigrant employees from across ranks.”

– Alicia Piechowiak
Postdoctoral Research Fellow, UQAM |
Université du Québec à Montréal Ph.D.

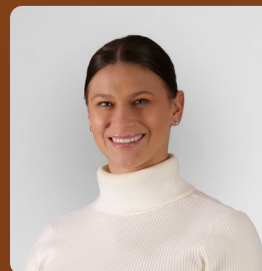
 Learn more
Boosting newcomer success

A pay-for-performance model for skills training

 Manitoba


 Social Research and Demonstration Corporation,
Excellence in Manufacturing Consortium

Encouraging employer-led training through a pay-for-performance model



“Being able to access training that was relevant for our employees and leadership team is a huge benefit to us as we grow our company. Our teamwork improved and so did our ability to solve problems. We also developed leadership skills for people. We put that training to use every day.”

– Gabrielle Vanstraelen
Vice-President of Manitoba-based
accessible bicycle firm, Freedom Concepts

 Learn more
Mapping employer-led training

Canada's Prosperity Depends On...

Driving an Inclusive Economy

As labour and skills disruptions persist across the country, diversifying workforces is not just an equity goal, it has become an essential strategy for driving resilience, innovation and sustainable growth across industries.

We are advancing a clearer understanding of approaches to target systemic barriers and supporting better labour market outcomes for all Canadians, with a particular focus on Black youth, newcomers, and Indigenous Peoples and those in Northern communities.



**\$58M
invested**



**119 reports /
publications**



**94
projects**



**830
partners**

Highlights of Our Impact:

Advancing equity in practice

Creating an inclusive economy means embedding equity into design and delivery of skills development initiatives. Across sectors and communities, FSC is supporting approaches that mitigate systemic barriers and drive impact. Our research on advancing women in IT [identifies leading practices](#) for improving workplace inclusion, from recruitment and retention to advancement pathways. [Our guide on what a neurodivergent student might expect](#) in the transition to postsecondary education equips students with tools and helps institutions become more supportive. [In our Future Skills Podcast](#) we spoke with experts in neurodiversity in the workplace. In Atlantic Canada, [an FSC-supported pilot project](#) is reimagining how colleges engage with learners, with a focus on modular, adaptable pathways that reflect students' diverse needs. For leaders across sectors, the ACCELERATE Leadership program [is helping build inclusion into leadership pipelines](#). Together, these initiatives show that equity is a critical driver of innovation, economic participation and long-term resilience.

Creating stronger pathways for young people to succeed

Canada's youth are navigating a labour market marked by shifting expectations. Although they are believed to be digitally fluent, [many young people struggle to access quality work](#) and career development. Our projects explored ways to improve long-term career prospects for youth in Canada and their well-being. In British Columbia, our partners at Reboot Plus are collaborating with school boards and [community organizations to reconnect disengaged youth with supports](#) to finish high school and to explore post-secondary.

We're sharing this learning - including at [a webinar on empowering youth](#) that attracted 250 people from across Canada, with a third of attendees reporting the content would be directly useful to their work. Sometimes it's just a small tweak to a program or process that can make a pivotal difference – we examined how small but strategic changes, such as better-framed messaging or simplified application forms, [can increase participation by youth](#) in post-secondary and career services. Our support for the Better Work Project at Toronto Metropolitan University generated insights into [how youth define work quality and how that affects engagement and retention](#).

Investing in Black talent, innovation and leadership

Supporting Black communities to thrive in the economy means investing in talent, dismantling structural barriers and co-developing solutions that address those barriers. We supported the [ELITE Program for Black Youth](#), providing 300+ Black post-secondary students with experiential learning in innovation, research and entrepreneurship to help bridge education with in-demand careers in STEM. [Our research has mapped out](#) how racialized youth experience the labour market differently, identifying persistent employment gaps and identified priority levers for action. Community dialogue is also shaping policy thinking. By bringing together community voices and sector leaders, [we facilitated a dialogue on racialized experiences in real estate](#), highlighting barriers to equity, trust and access, and shaping the conversation around more inclusive policy solutions. [Our podcast featured leaders](#) driving equity and supporting Black talent in the labour market through practical insights from their work and lived experience.



Supporting Indigenous-led solutions for sustainable futures

Our partnerships are helping shape inclusive approaches that reflect local priorities, cultural strengths and community-led visions for the future. From co-developing training [opportunities in tourism, fishing and the trades](#) to [building systems infrastructure rooted in Indigenous knowledge](#), these initiatives are driving sustainable, long-term change. The work is rooted in long-term partnerships that respect and amplify Indigenous leadership, knowledge systems and visions for the future. Elizabeth Stone, Indigenous Knowledge Leader at Fleming College, wrote a [blog about how Reconciliation demands learning](#) and closing the gaps for Indigenous labour opportunities. [Our research with the Conference Board of Canada](#) offers comprehensive labour market analysis and economic forecasts for the Yukon, Nunavut and northern Ontario, highlighting the in-demand skills and training initiatives in these regions. This work was [recognized by the Government of Yukon in a press release](#) as a valuable contribution to understanding and strengthening Yukon's economy.

Improving employment outcomes for newcomers

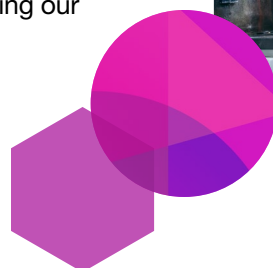
Many newcomers continue to face barriers to employment that matches their skills despite high levels of education and international experience. FSC [is investing in solutions](#) that supports newcomer talent, builds employer capacity and creates sector-specific pathways to work. Through the [Facilitating Access to Skilled Talent \(FAST\) program](#), newcomers are able to assess their skills against Canadian standards, gain recognition for their competencies, and connect with employers in high-growth sectors such as biotechnology, skilled trades and IT. [Our regional partnership with CPMT](#) in Quebec tested ways to support immigrants and underrepresented groups to fully participate in the province's labour market. In Newfoundland and Labrador, [our partnership with the Association for New Canadians](#), engaged 300 people through mentorship, skills development and sector-specific networking, leading to increased knowledge about Canadian job searching techniques, career services and workplace culture. [Our research on second-generation immigrants, with the Diversity Institute](#), is expanding our understanding of long-term inclusion strategies.



What's next?

Next, we'll sharpen our focus on deepening the impact for Indigenous and Northern communities, Black youth and newcomers to Canada. Our future research and initiatives will examine the following questions:

- How can skill-based programs involve communities in co-designing programs and participating in their implementation and evaluation?
- What approaches are effective in educating and engaging employers in adopting more equitable hiring practices and integrating diversity, inclusion and reconciliation in the workplace?
- What works, for whom and in what context to address anti-Black racism in workplaces and skills and training organizations?
- What are effective ways to support newcomers to learn the transferable soft skills or employability skills that are in high-demand in Canadian workplaces?
- How can Indigenous-led skills development approaches meet the needs of Northern and Indigenous SMEs and entrepreneurs?



Impact Spotlight

Experiential Learning in Innovation, Technology, and Entrepreneurship (ELITE) Program for Black Youth



Alberta



University of Alberta

Tailoring work-integrated learning for Black youth



“Overall, it’s a fantastic opportunity to develop new skills, connect with like-minded people, gain industry experience, and explore exciting career opportunities.”

– Onami Ademola
Third-year computer engineering student,
University of Alberta

Learn more
Preparing Black Youth for STEM

Inuvialuit Skills Matrix



Northwest Territories, Yukon



Inuvialuit Regional Corporation

Matching skills to jobs for Indigenous workers in the North



“The skills matrix is helping us uncover a huge variety of skills in our community. We’re seeing traditional skills but people here also have life skills that are transferable to almost any job performed here every day. And it’s not just that, the database is going to inform our training needs, our language needs and cultural needs. There is just so much this matrix is going to help us with.”

– Katherine Gurugaq Ciboci
Capacity Manager, Education, Training
& Capacity at the Inuvialuit Regional
Corporation (IRC)

Learn more
Systems Solution for Indigenous Employment

Facilitating Access to Skilled Talent (FAST)

 Nova Scotia, British Columbia, Manitoba, Ontario

 Immigration Employment Council of British Columbia

Assessing newcomer skills to accelerate employment



“We needed a tool to help newcomers assess their skills, because that helps reveal job opportunities and whether there is a need for them to upskill or reskill. FAST became that platform. It’s an online skills assessment and development platform that helped our clients become more prepared for the Canadian workforce.”

– Olive Ozoemena
Director of Programs: Language and
Labour Market for Immigrant Services
Association of Nova Scotia (ISANS)

Learn more
Unlocking newcomer potential

Canada's Prosperity Depends On...

Building Sustainable Jobs

Transitioning to a net-zero economy by 2050 will bring significant economic transformation, disrupting industries, labour markets and communities in both positive and negative ways.

The impact on regionalized labour markets and skills demand is often unclear and adds to existing challenges like shortages, lagging productivity and unpredictable technological change. Minimizing hardship for affected workers will require new approaches to planning and coordination in the skills ecosystem. Proactive planning is also needed to ensure that no group or community is left behind in the transition.

Along with our partners, we are identifying a range of approaches that can proactively support workers, employers and communities facing the net-zero transition.



**\$22M
invested**



**38 reports /
publications**



**25
projects**



**268
partners**

Highlights of Our Impact:

Mapping the green transition

Insights from [our report on sustainable jobs](#) show that the green transition isn't just about climate – it's also a workforce transition. Technology alone will not solve the climate challenges ahead, and we will need to intentionally plan for supporting workers through disruption, especially those in carbon-intensive sectors. We also need to plan for the skills and jobs needed in low-carbon growth sectors, and in clean energy production and distribution. [Researchers from our collaboration with the Smart Prosperity Institute](#) dissect the different pathways for new job opportunities and identify future skills requirements across sectors with high growth potential.

Some populations, especially in resource-dependent regions or equity-deserving communities, face more disruption and fewer opportunities without targeted support and inclusive training. Lessons from our projects show that an equitable transition will require support systems for displaced workers, [including upskilling interventions](#), and an integrated approach to reskilling. Our research shows that Canada's transition to net-zero will require a rethinking of how we prepare and support workers to seize emerging opportunities—particularly for those most at risk of displacement. These themes were central to [FSC's sustainable future webinar](#), where we convened workforce leaders and policymakers to discuss what it will take to prepare Canada's economy for a net-zero future.

The importance of non-technical skills

Non-technical skills such as problem-solving and communication are as crucial as technical expertise in the green transition. FSC's Executive Director, Noel Baldwin, [wrote in Policy Options](#) about the new survey data on adult skills from the OECD, which shows that Canadians rank inside or around the top 10 in critical skills sets such as literacy, numeracy, problem-solving and social-emotional skills. We convened leaders from [the OECD and University College of the North](#) to discuss the evolution of skills and cultivating skills for the future. [Our project with Foresight Cleantech Accelerator Centre](#) showed that employers in the cleantech sector prioritize soft skills alongside technical expertise and basic understanding of climate change and sustainability principles. It underscores the importance of broad-based skills needed for jobs in a decarbonized future. FSC-supported projects with the [Academy for Sustainable Innovation](#) and [Canadian Skills Training & Employment Coalition](#) investigated ways to support inclusive leadership training with an emphasis on non-technical skills that drive climate action.

Aligning green skills with industry needs

[Our Hiring Green research](#) shows that employers lack consistent definitions for green skills, leading to mismatches between education and workforce development programs and job requirements. This insight points to a key systems gap: without clear language around green competencies, training investments may miss the mark. Learnings from our [Workforce 2030 research](#) and [Standards for the Sustainable Blue Economy](#) projects demonstrate the power of sector-led standards in aligning education, training and hiring practices. The lesson for government and industry is that we must remain laser-focused on what skills are needed, and where. Traditional education systems must evolve quickly to keep up. [Research into defining green curricula](#) points to a gap between the urgency of climate action and how sustainability is embedded in current programming. We gathered key employers, postsecondary and international experts in [our podcast episode that explored the urgency in developing graduates](#) equipped to lead and grow in a green economy.



Place-based approaches and local collaboration drive success

While national policies help set the direction for Canada's net-zero transition, getting ready means engaging communities on locally led and relevant strategies. [Research by our partners at the Conference Board of Canada](#) found that workers in high-risk sectors benefit from wraparound supports like housing assistance, child care and access to career guidance in addition to upskilling or retraining. A [project developed with trade unions and regional employers](#) to look at virtual recruitment in construction used a place-based approach to explore how technology could improve recruitment in skilled trades by assessing and placing workers into roles aligned with emerging green infrastructure needs. We discussed community-led innovations that drive the clean economy forward at [a national event](#) with Transition Accelerator and Electricity Human Resources Canada.

What's next?

Next, we'll sharpen our focus on strategic questions that address the practical challenges facing communities, sectors and workers navigating the green transition. Our future research and initiatives will examine:

- What approaches and resources help communities and regions proactively transition to low-carbon activities?
- How could likely decarbonization pathways in Canada affect demand for and supply of skilled tradespeople?
- How can we ensure fair access to the benefits, protections and opportunities emerging from the shift—and what needs to change in the skills development system to support it?
- What skills-related strategies are most effective in helping workers move from declining to growing sectors or occupations?



Impact Spotlight

Expanding and Enhancing a National Recruitment System for the Unionized Construction Industry

📍 Across all provinces

👥 SkillPlan, Canadian Buildings Trade Unions, Magnet

Scaling recruitment for in-demand construction jobs




“We need women. We need people of colour. We need new Canadians and Indigenous people in our industry. We have a huge amount of infrastructure that we need to repair or replace, and that work is going to require hundreds of thousands of tradespeople.”


– Brynn Bourke

Executive director, B.C. Building Trades, representing 45,000+ unionized construction workers.

Learn more
The Future of Skills in the Trades

Skills needs for workers in Ontario's growing zero-emissions vehicles sector

 Ontario


 Smart Prosperity Institute

Skilling auto workers for electric cars



“To support our zero-emissions vehicles and battery manufacturing sectors, we need a workforce that’s prepared to fill emerging roles. In 2022, we spent a year doing quantitative analysis, surveys, interviews and in-person workshops in communities around the province to understand how governments, education, unions, employers and employment service providers can position the workforce of the future for success.”

– Geoff McCarney
Executive Director at the Smart Prosperity
Institute

 Learn more
Future-proofing Ontario's auto workforce



Funded by the
Government of Canada's
Future Skills Program



The [Future Skills Centre \(FSC\)](#) is a forward-thinking centre for research and collaboration dedicated to driving innovation in skills development so that everyone in Canada can be prepared for the future of work. We partner with policymakers, researchers, practitioners, employers and labour, and post-secondary institutions to solve pressing labour market challenges and ensure that everyone can benefit from relevant lifelong learning opportunities. We are founded by a consortium whose members are Toronto Metropolitan University, Blueprint, and The Conference Board of Canada, and are funded by the [Government of Canada's Future Skills Program](#).

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