



Calgary Economic
Development

Deloitte.

Talent Perceptions Study of Six Economic Growth Sectors in the Calgary Region

Job Seeker Survey - Analysis Report

May 2025

This report was produced as part of a project funded by the Future Skills Centre (FSC), with financial support from the Government of Canada's Future Skills Program.

FSC is a forward-thinking centre for research and collaboration dedicated to preparing Canadians for employment success. We believe Canadians should feel confident about the skills they have to succeed in a changing workforce. As a pan-Canadian community, we are collaborating to rigorously identify, test, measure, and share innovative approaches to assessing and developing the skills Canadians need to thrive in the days and years ahead. The Future Skills Centre was founded by a consortium whose members are Toronto Metropolitan University, Blueprint ADE, and The Conference Board of Canada

The opinions and interpretations in this publication are those of the author(s) and do not necessarily reflect those of the Future Skills Centre or the Government of Canada.





The economic prosperity of a community comes from its people. Calgary is a people first city. We support a learning ecosystem that develops exceptional homegrown talent who think creatively, adapt and thrive in a fast-changing world. We are a magnet for young talent with an ambitious mindset for making a global impact. Bright minds come together here to dream big, start an adventure and build something great.

- Excerpt from “Uplook: An Action Plan for Our Economy”

A STUDY DRIVEN BY CALGARY'S ECONOMIC STRATEGY



**An action plan
for our economy**

Vision:

Calgary is the place where **bright minds** and **big ideas** come together with an **unmatched spirit** to help solve global challenges.

INNOVATION

TALENT

LIVABILITY

BRAND

BUSINESS
ENVIRONMENT

Key Drivers

Home to bright minds

- Calgary is the place where bright minds **live**.
- Calgary is the place where bright minds are **built**.
- Calgary is the place where bright minds can **fully engage** in the workforce.

To achieve our mission we must address skills gaps, skills transferability, and job seeker misperceptions.

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Background and Methodology

PROJECT OVERVIEW

PURPOSE:

- Understand the current perceptions, preferences, and priorities of job seekers across six growth industries in the Calgary Economic Region:
 - Creative Industries
 - Agribusiness and Food
 - Construction
 - Energy and Environment
 - Aerospace and Defence
 - Life Sciences and Health
- Assess job seeker needs across each industry sector.
- Gain insights to inform initiatives aimed at attracting, retaining and developing a skilled workforce.
- Understand areas for improvement for each industry sector.

METHODOLOGY:

- Primary data collection was conducted through a virtual survey distributed to an online research panel and to several local community organizations that serve job seekers.
- The survey was open between May 5th and May 23rd, 2025 and resulted in a total of 1009 completed responses.
- Career move considerations were analyzed using a priority matrix based on derived importance methodology.

NOTE TO THE READER

When reading the report, please make note of the survey questions included under their respective graphs. These blurbs include the exact question wording and sample size.

Determining the Focus Industries

Calgary Economic Development (CED) recognizes that these six industries are not a full representation of our region's economy. They were chosen based on key findings from CED's recent "Talent Supply, Demand and Gap Study" which focused mainly on employer demand dynamics. The study revealed that these sectors have a combination of the highest job growth and biggest skills gaps.

Executive Summary

EXECUTIVE SUMMARY



Calgary is the Region's Employment Hub:

A significant majority, 84%, of respondents are located within the Calgary Economic Region (CER), with 89% of these being specifically situated within the City of Calgary, indicating a strong concentration of respondents in the urban center. The remaining 16% are located outside the CER, but within southern Alberta.



High Relocation Readiness Could Reflect Global Urbanization Trends:

Respondents currently residing outside the Calgary Economic Region show a high potential for relocation, with 84% indicating a likelihood to move to the region if suitable job opportunities arise – this presents an opportunity for proportionately distributing talent and investment in the region as Calgary and surrounding municipalities in southern Alberta implement a regional growth strategy.



High Employment Landscape Still Has Large Pool of Underutilized Talent:

A substantial portion of respondents, 74%, are currently employed, highlighting a stable employment landscape. However, 18% are either unemployed or underemployed, indicating areas where workforce support and development could be enhanced to improve labour participation, especially in growing sectors.



The Region's Workforce is Experienced:

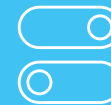
A diverse range of work experience is evident among respondents, with 42% having between 3 to 9 years of experience and 38% possessing over 10 years of experience in their respective fields. This mature workforce with substantial professional expertise can be engaged in strategic initiatives to develop critical in-demand skills.

Job Seeker Intentions



Career Development Intentions Are Top of Mind:

More than half of the respondents, 54%, are actively seeking new employment opportunities, and 46% are planning a career change within the next 12 months. This indicates a dynamic job market with a significant portion of the workforce open to transitions, suggesting opportunities for employers to attract new talent and for career development initiatives to support these changes.



Industry Change Intentions Are Balanced with Loyalty:

A notable 35% of respondents are looking to find new roles within their current industry, while 30% are interested in exploring opportunities in a different industry. This highlights a balanced trend between industry loyalty and the pursuit of new career paths, offering insights into workforce mobility and the potential for cross-industry skills transfer.



EXECUTIVE SUMMARY

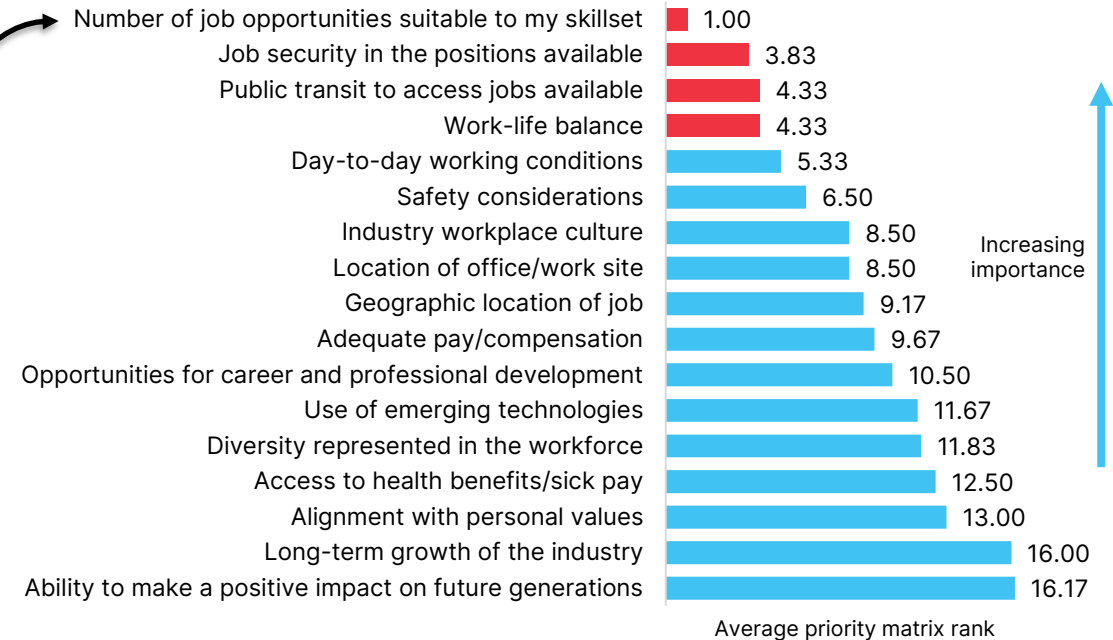
We asked job seekers how they would rate 17 unique factors for each industry. Notably, the industries under study are positively perceived for...

- future focused factors like long-term growth, impact on future generations and use of emerging tech and,
- alignment with personal values and diversity representation.

Industry Factor	Top 2 Box
Long-term growth of the industry	76%
Ability to make a positive impact on future generations	76%
Diversity represented in the workforce	75%
Use of emerging technologies	73%
Alignment with personal values	73%
Safety considerations	72%
Industry workplace culture	71%
Opportunities for career and professional development	71%
Location of office/work site	68%
Day-to-day working conditions	67%
Geographic location of job	67%
Adequate pay/compensation	66%
Access to health benefits/sick pay	66%
Public transit to access jobs available	63%
Work-life balance	61%
Number of job opportunities suitable to my skillset	51%
Job security in the positions available	49%

Q20: To the best of your ability, please rate each of the following as they relate to each industry based on your current awareness of that industry. (n=1009)
Data is an aggregation of all demographics.

To shift perceptions in the focus industries, the talent ecosystem must address the following factors*

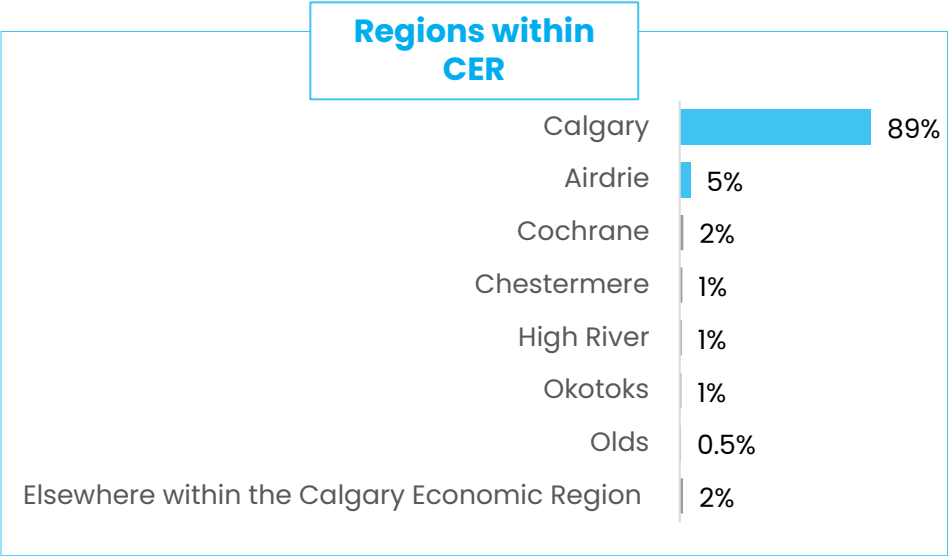
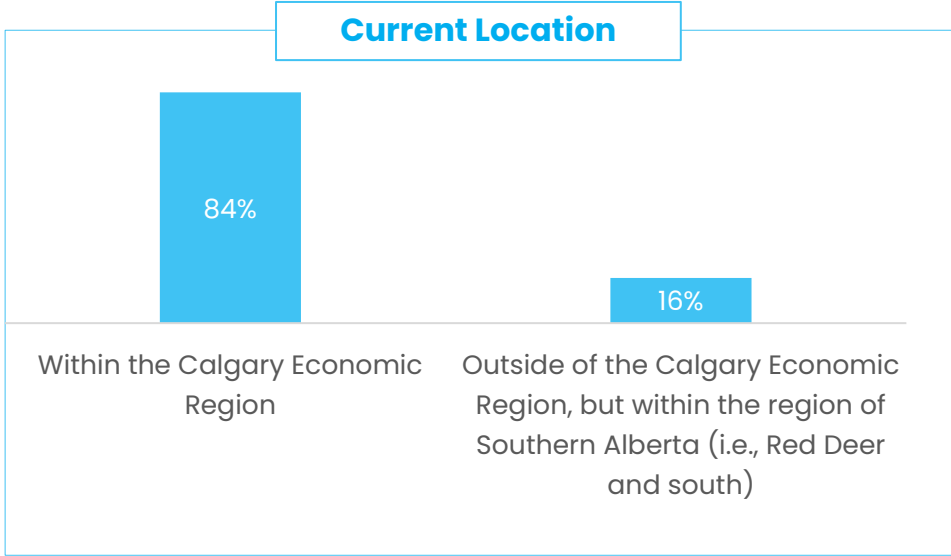


*See priority matrices in sector specific insights section for details on methodology.

The most significant barrier to job seekers seeking employment in any of the six target industries was unanimously the “the number of job opportunities suitable to [their] skillset”. When considering the top five factors in the table to the left, the data suggest that, on average, specific employers and/or entire industries are not sufficiently contextualizing job opportunities with respect to the job seekers’ skill set. This challenge is even more prevalent considering that most information sources from which job seekers learn about these industries are also positive. **Job seeker perceptions are positive on average, but often not well-informed enough to make a career shift outside their field of expertise.**

Survey Sample Demographics

Regional Assessment



Majority of respondents are located within the **Calgary Economic Region**, specifically within the **City of Calgary**.

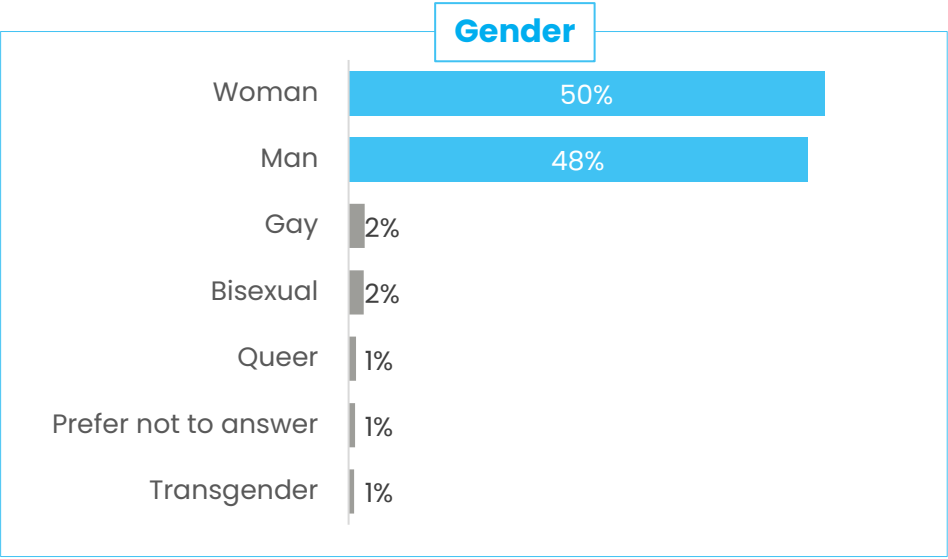
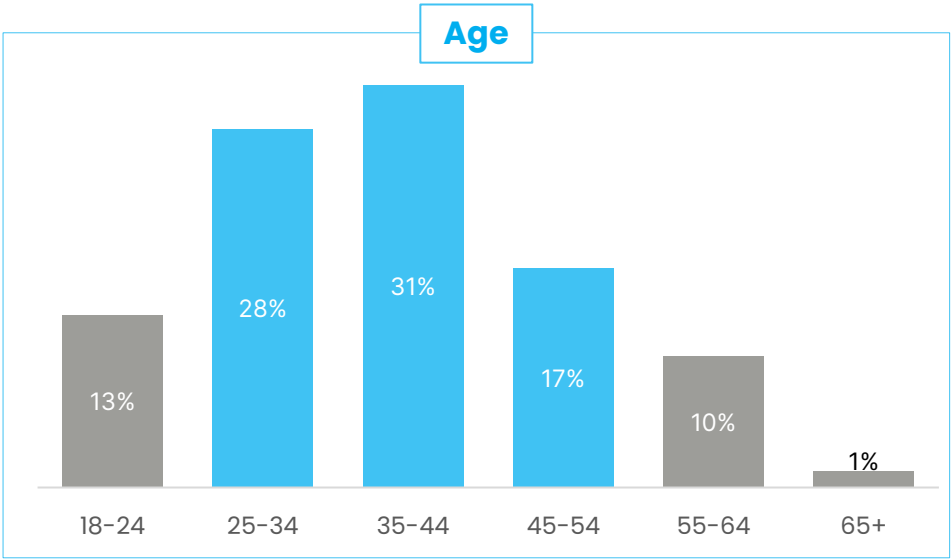
Screening Criteria

The regional disposition represents those individuals within Calgary Economic Region and Southern Alberta who **are actively searching for employment or plan to search for employment in the next 12 months**.



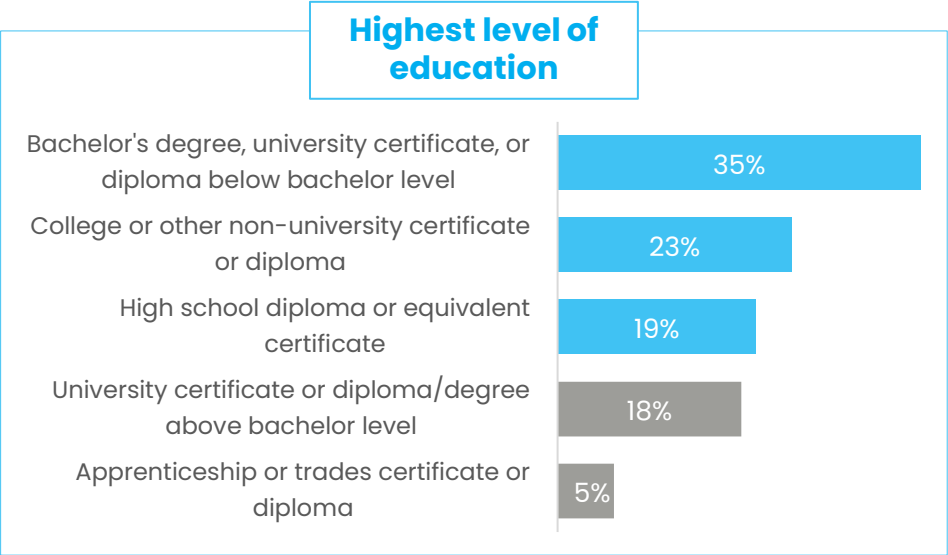
Q2: Where do you currently reside? (n=1009)
Q3: Where do you reside in the Calgary Economic Region? (n=844)
Q3: Where do you reside in the Calgary Economic Region? – open response coded (n=10)

Demographics



➤ **59%** of the survey respondents were between the **ages of 25-44, with 50% being females.**

➤ **35%** of respondents recorded having a **bachelor's degree, university certificate or diploma below a bachelor level.**



Sector-specific Insights

15% of respondents within the **ages of 25-54** were seen to be **employed in the Construction industry sector.**

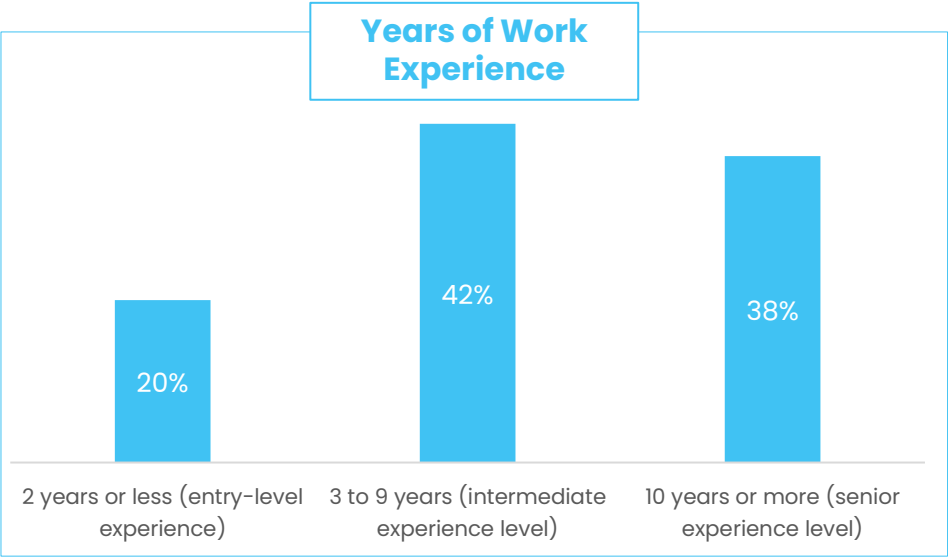
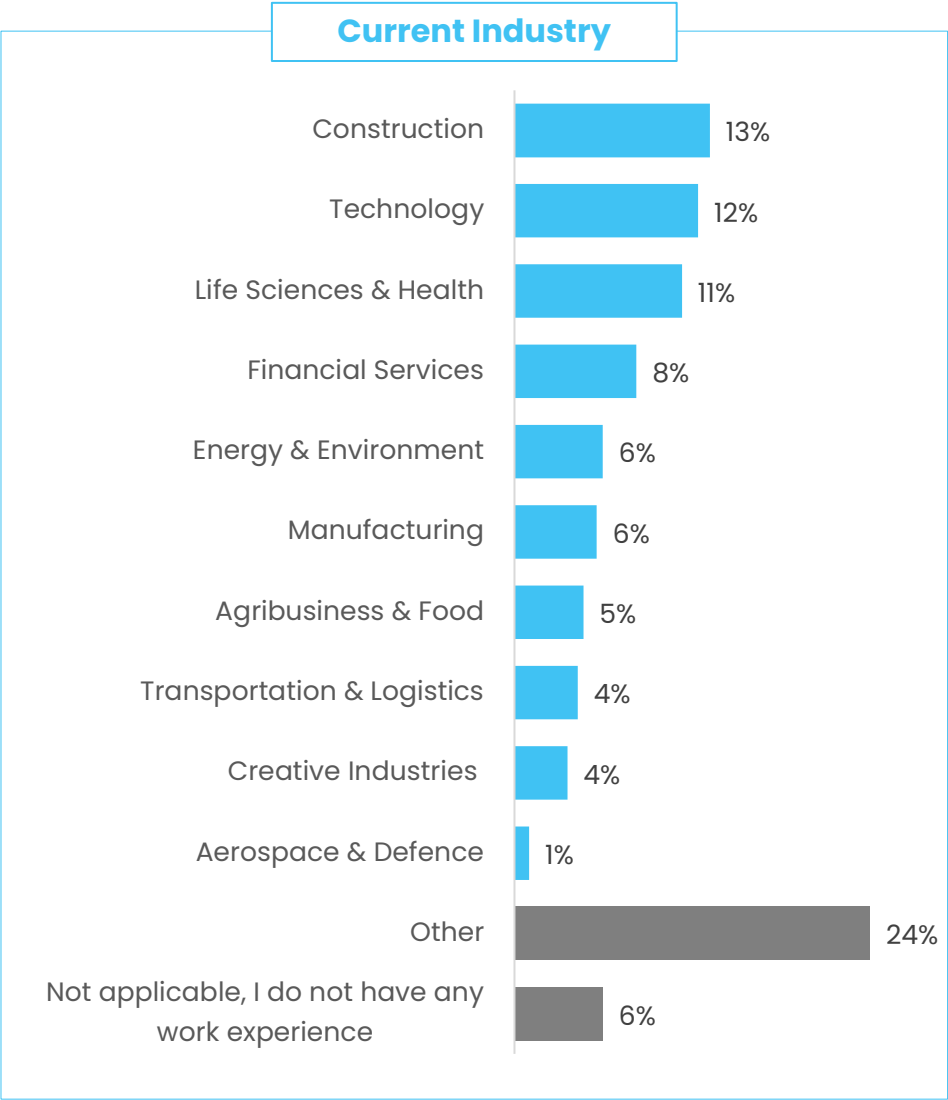
Out of the **50%** of women, **16%** were seen to be **employed in the Life Sciences and Health industry sector.**

Q11: Please select your age group: (n=1009)

Q23: Please select the option(s) that best describe(s) your identity/orientation (n=1009)

Q21: What is the highest level of education you have? (n=1009)

Industry Experience



Construction and Technology were the top industries respondents primarily worked in.



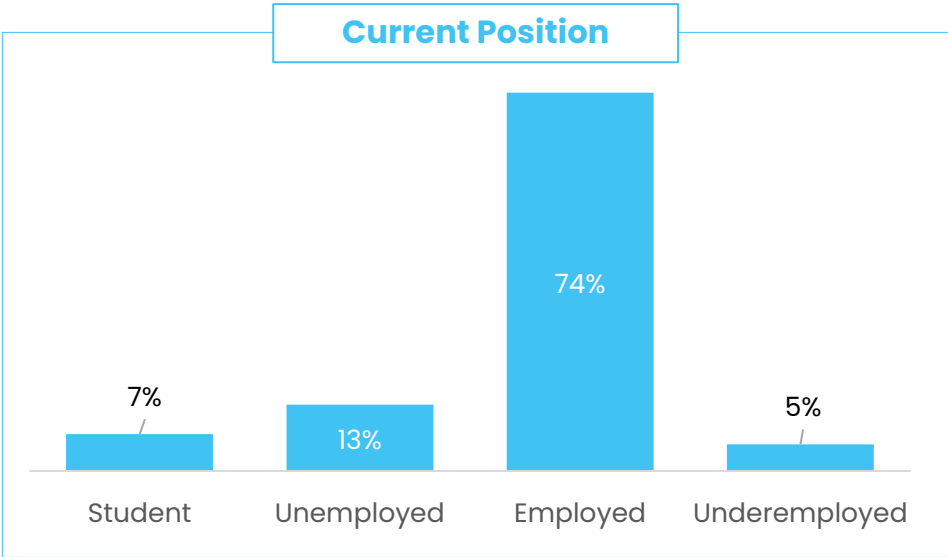
42% of respondents had **3 to 9 years of work** experience, recognized as an **intermediate experience level**.

Sector-specific Insights

Respondents in the **Creative Industries** and **Energy and Environment** industry sectors had respondents with more years of experience, compared to those in other sectors.

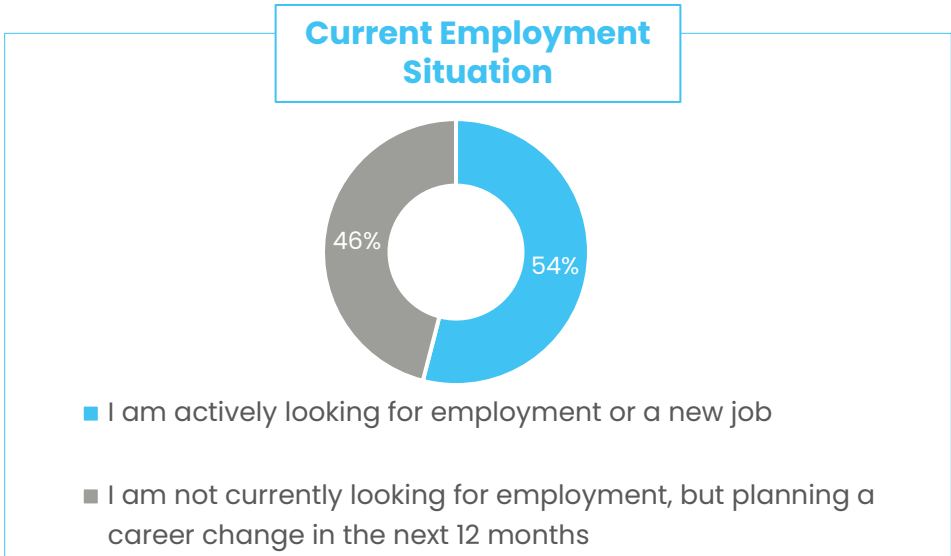
Q7: Which of the following best describes the industry in which you currently work, or previously worked? (n=1009)
Q8: How many years of work experience do you have related to the industry selected in the previous question? (n=949)

Current Employment Situation



Respondents located outside of the Calgary Economic Region expressed an **84% likelihood to relocate to the region** if a **suitable job opportunity** became available.

18% of respondents stated they were **unemployed or underemployed**. **46%** of all respondents are **planning a career change in the next 12 months**.



Sector-specific Insights

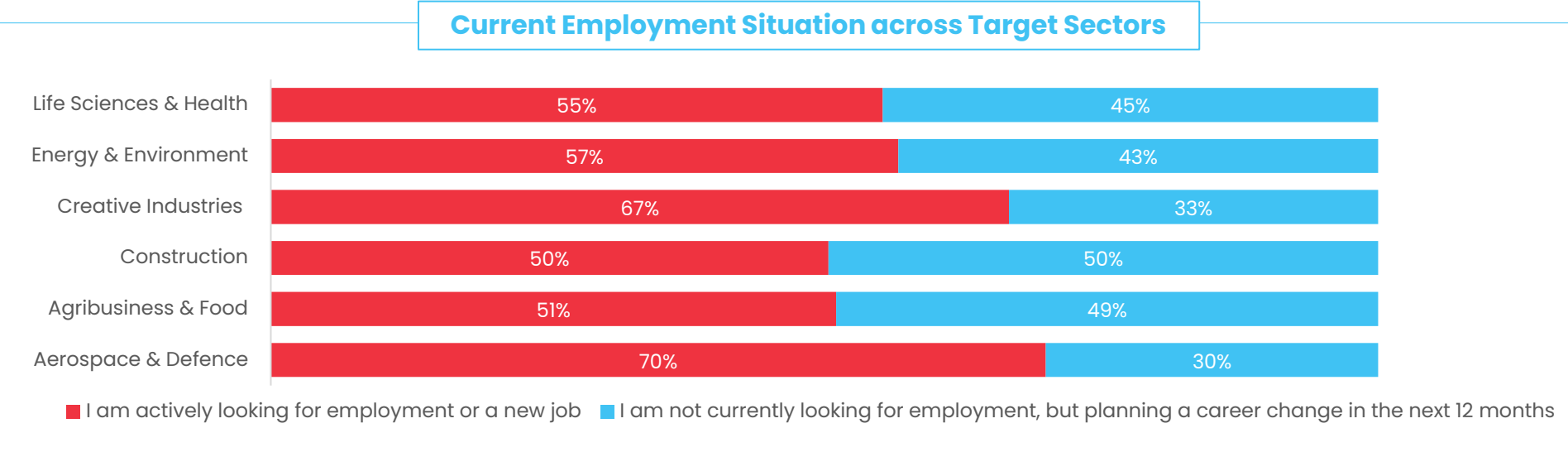
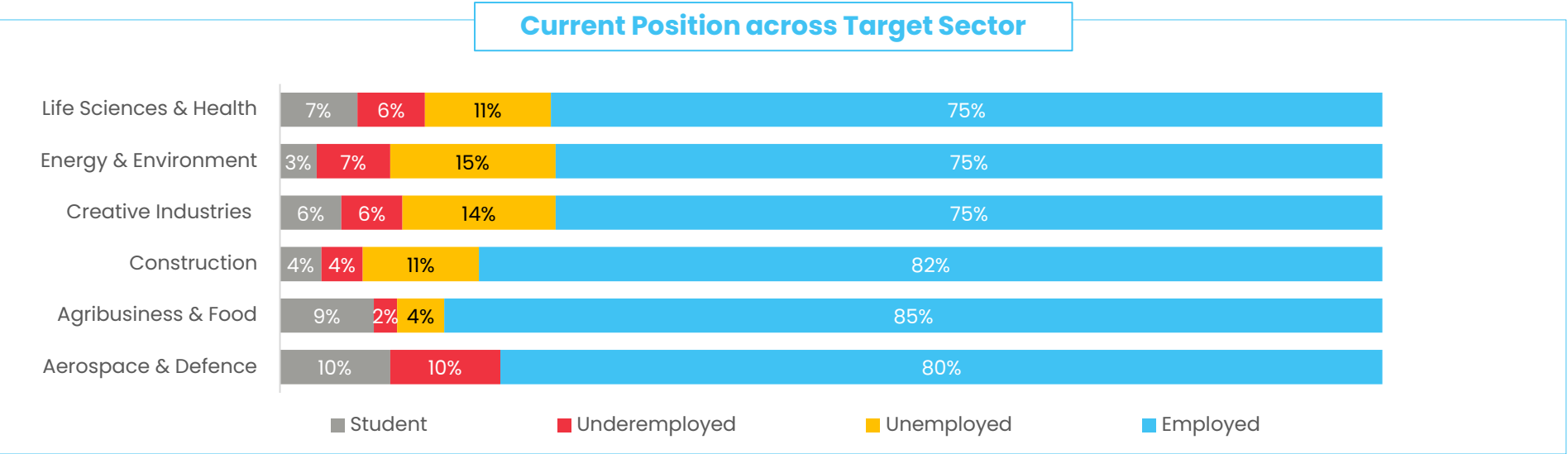
Respondents in the **Agribusiness and Food and Construction industries** had the highest levels of employed individuals (85% and 82%, respectively) seeking employment.

Individuals who indicated they work in the **Aerospace and Defence and Creative Industries sectors** had the highest percentage of respondents who were actively looking for employment or a new job (**70% and 67%, respectively**).

Respondents in **Agribusiness and Food industry** were the least likely to relocate to the Calgary Economic Region if a suitable job opportunity were to become available (78%).

Q4: Which of the following best fits your current position? (n=1009)
Q5: Which of the following best describes your current situation? (n=1009)
Q6: How likely would you be to consider relocating to the Calgary Economic Region if a suitable job opportunity became available to you? (n=165)

Current Employment Situation by Industry of Expertise



Q4: Which of the following best fits your current position? (n=1009)
Q5: Which of the following best describes your current situation? (n=1009)

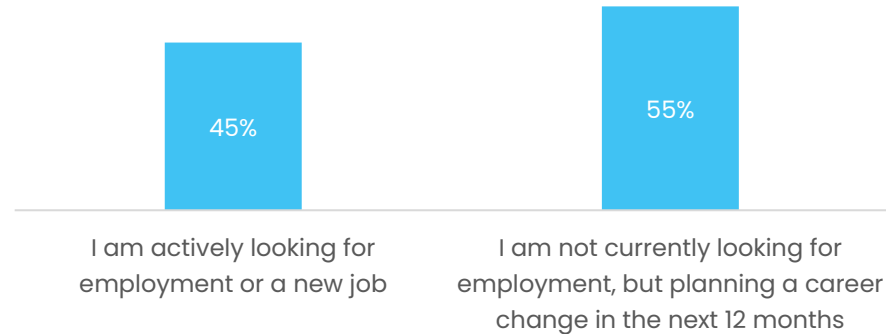
Key Insights

Across the target sectors, the **Agribusiness and Food** industry sector displayed the **largest percentage of respondents employed**, with **Energy and Environment** displaying the **largest percentage of respondents unemployed** and **Aerospace and Defence** recording the **largest percentage of respondents underemployed**.

Aerospace and Defence indicated having the **largest percentage of respondents actively looking for employment**, with the **Construction** industry displaying the **largest percentage of respondents planning a career change in the next 12 months**.

Current Employment Situation Across Employment Status

Current Employment Situation – Employed Respondents

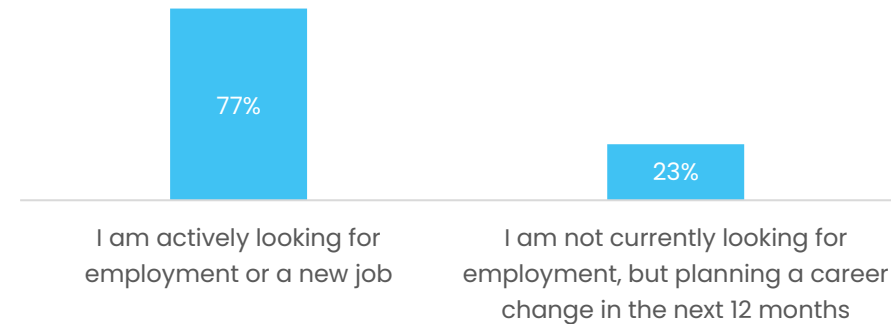


➤ **55%** of **Employed** respondents are not looking but **planning a career change in the next 12 months**.

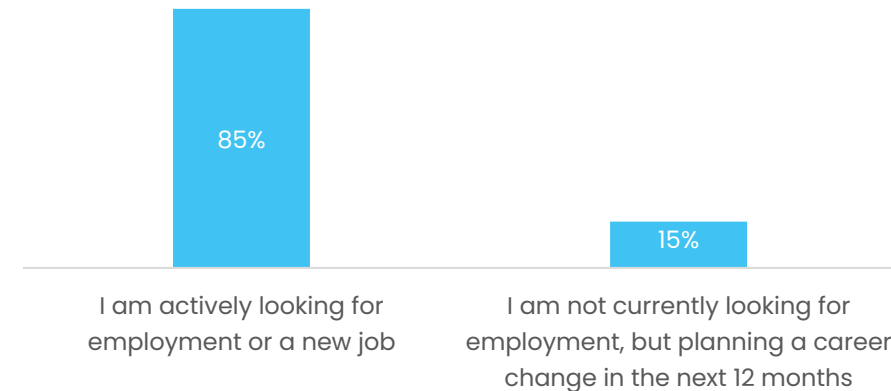
➤ **77%** of **Underemployed** respondents are **actively looking for a new job**.

➤ **85%** of **Unemployed** respondents are **actively looking for a new job**.

Current Employment Situation – Underemployed Respondents



Current Employment Situation – Unemployed Respondents



Sector-specific Insights

55% of Employed respondents are not looking but **planning a career change in the next 12 months**, with 45% actively looking for employment.

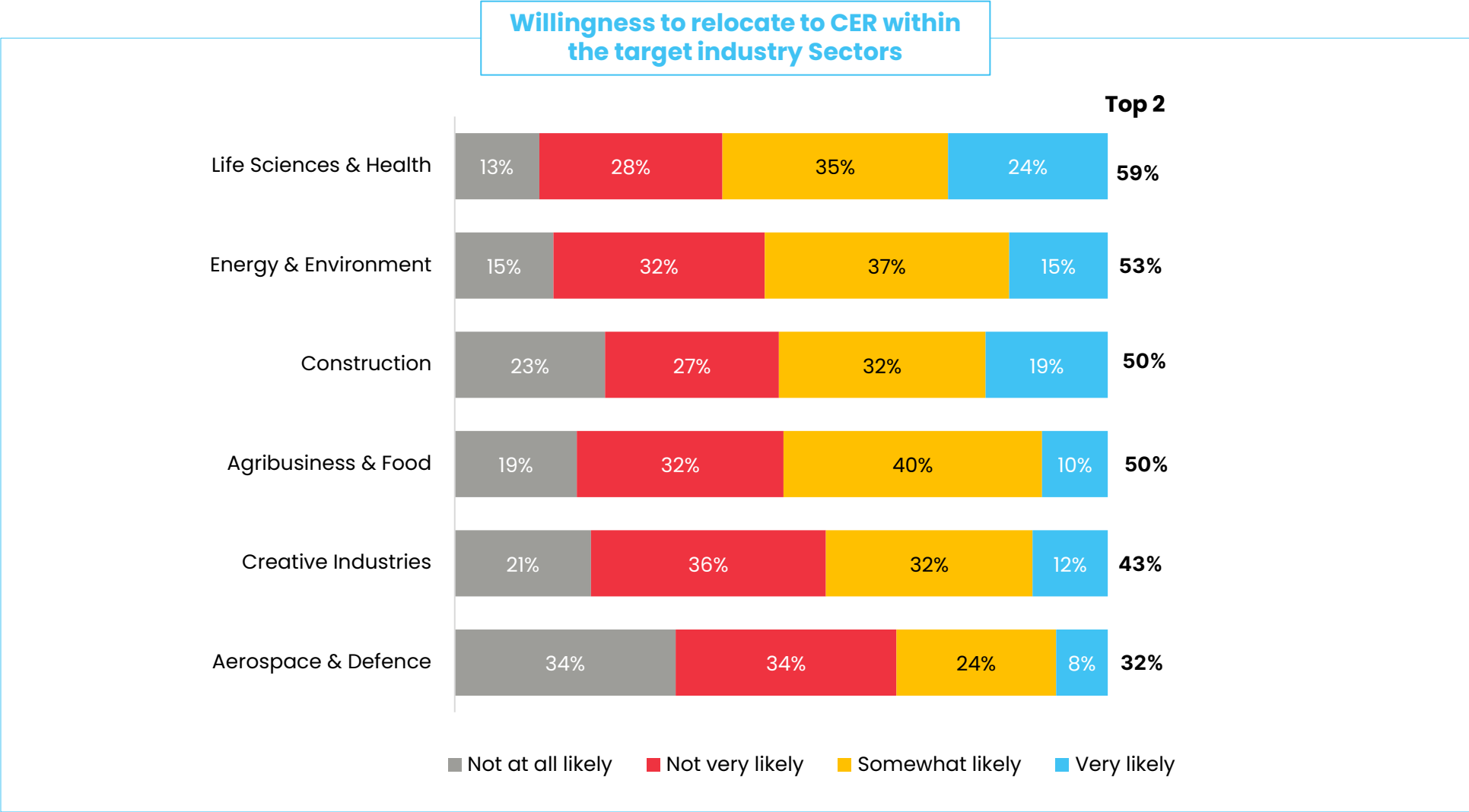
77% of Underemployed respondents are **actively looking for a new job**, with **23% planning a career change in the next 12 months**.

85% of Unemployed respondents are **actively looking for a new job**, with **15% planning a career change in the next 12 months**.

Q4: Which of the following best fits your current position? (n=1009)

Q5: Which of the following best describes your current situation? (n=1009)

Willingness to Relocate within the Target Sector



Q2: Where do you currently reside? (n=140)
Q6: How likely would you be to consider relocating to the Calgary Economic Region if a suitable job opportunity became available to you? (n=140)
Q12: For each of the following industries, please indicate how likely you are to seek employment. (n=140)

Key Insights

Respondents who indicated they were likely to consider relocating to the Calgary Economic Region for a suitable job opportunity were asked their likelihood of seeking employment in the following industry sectors.

59% of these respondents were most willing to relocate to the **Life Sciences and Health sector**, and they were least likely to relocate to the **Aerospace and Defence industry Sector (32%)**.

Employment Considerations

Top Professional Skills

What Job Seekers Offer vs. What Employers Need

Technical (Hard) Skills		Interpersonal (Soft) Skills	
Job Seekers	Employers	Job Seekers	Employers
<ul style="list-style-type: none">• Data Analysis & Analytics• Project Management• Marketing & Business Development• Software Development• Programming• Computer and IT Skills	<ul style="list-style-type: none">• Data Analysis & Storytelling• Project Management• Marketing & Communication• Agile Software Development• Analytical Skills• Business Development• ERP, CRM, and Programmable Logic Computer	<ul style="list-style-type: none">• Communications• Teamwork and Collaboration• Leadership and Management• Time Management• Attention to Detail• Adaptability and Resilience• Customer Service• Emotional Intelligence & Empathy	<ul style="list-style-type: none">• Communication• Teamwork• Leadership• Time Management• Attention to Detail• Self-Starter• Presentation and Writing Skills• Creativity• Organizational Skills• Problem Solving

Key Insights

Job seekers and Employers align well on core skills like Project Management, Communication, and teamwork.

Employers cite specific digital tools like ERP, CRM systems, and Programmable Logic Computers such as python, Power BI, while job seekers report broader tech proficiency, which offers an opportunity for more targeted upskilling.

Soft skills show strong alignment, reflecting a promising degree of convergence between job seekers and employer expectations.

Q9:What are your top three professional skills? (n=1009)

Employer data sourced from: CED Employer Talent Supply, Demand, and Gap Study, 2024

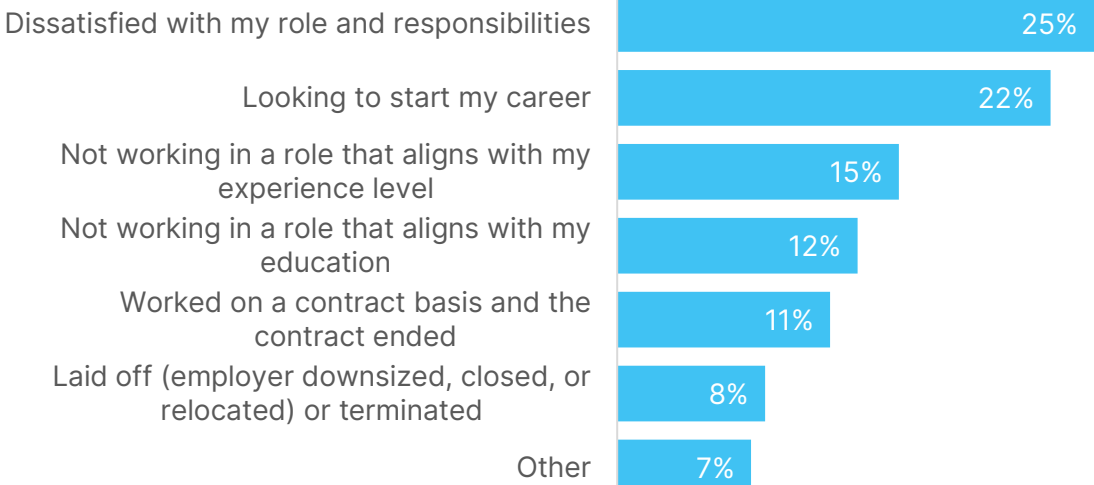
Job Seeker Status and Reasons for Job Search

Status in Talent Pool



Job seekers are almost **evenly split** between staying in the same industry (38%), switching to a new one (32%), or taking any available role (31%).

Common Reasons for Seeking Employment



25% of respondents are not satisfied with their current role, and **27%** are **working in roles that either don't align with their current experience levels or education**. Early-career job seekers, **22%** also make up a remarkable share.

Sector-specific Insights

Respondents in the **Energy and Environment industry sector** were more likely to be looking for a new job because they were laid off.

Other Key Insights

The balance in the Talent Pool Status highlights the need for a mix of strategies: retention for those committed to the sector, reskilling pathways for career changers, and accessible opportunities for job seekers who might be facing urgency to take on any available role.

The top reasons for seeking employment suggests that better job-role alignment and stronger career entry pathways could help reduce attrition and improve retention.

Q10: Which of the following describes your reason(s) for considering a new job? Select all that apply (n=1009)

Top Occupations Associated with Focus Industries

Perspective of job seekers compared to employers

Creative Industries	
Job Seekers	Employers
1. Actor, Artist, Influencer 2. Director, Producer, Writer 3. Camera Operator, Camera Crew	1. Administrative assistants & officers 2. Sales representatives, Account managers 3. Production-Logistics (Event Production Director, Site Logistics Manager)

Q1: What occupations come to mind when thinking about the following industries? (open text) - (n=1009)

Construction	
Job Seekers	Employers
1. Labourer 2. Carpenter 3. Electrician	1. Administrative assistants & officers 2. Construction managers 3. Construction trades helpers and labourers

Aerospace & Defence	
Job Seekers	Employers
1. Pilot 2. Aerospace engineer 3. Military personnel	1. Software developers, engineers, programmers 2. Data analysts and scientists 3. Manufacturing engineers and technicians

Top Occupations Associated with Focus Industries

Perspective of job seekers compared to employers

Agribusiness and Food	
Job Seekers	Employers
1. Farmer 2. Agricultural Engineer 3. Chef, Cook	1. Software developers, engineers, programmers 2. Administrative assistants & officers 3. Data analysts & scientists

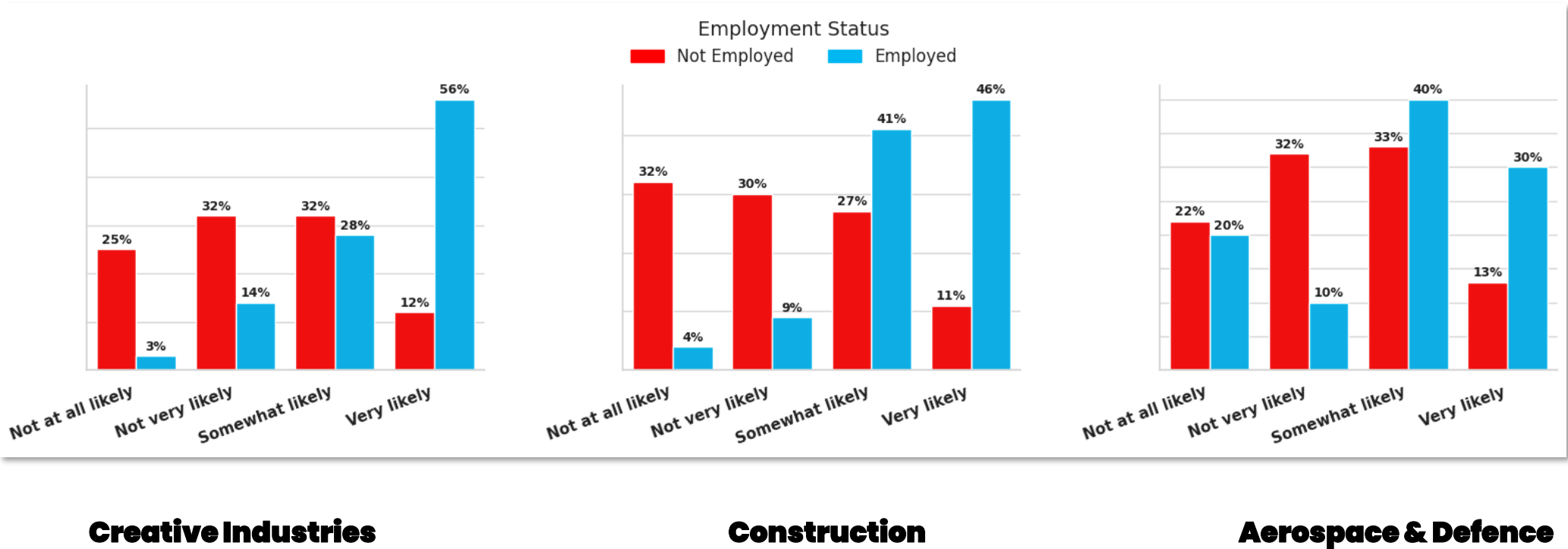
Energy and Environment	
Job Seekers	Employers
1. Geologist 2. Engineer, technician 3. Environmental scientist	1. Software developers, engineers, programmers 2. Administrative assistants & officers 3. Sales representatives, account managers

Life Sciences and Health	
Job Seekers	Employers
1. Doctor, nurse 2. Pharmacist 3. Biologist	1. Software developers, engineers, programmers 2. Administrative assistants & officers 3. Digital marketers

Q1: What occupations come to mind when thinking about the following industries? (open text) - (n=1009)

Seeking Employment in Each Sector

Likelihood of Seeking Employment in each Industry



Key Insights

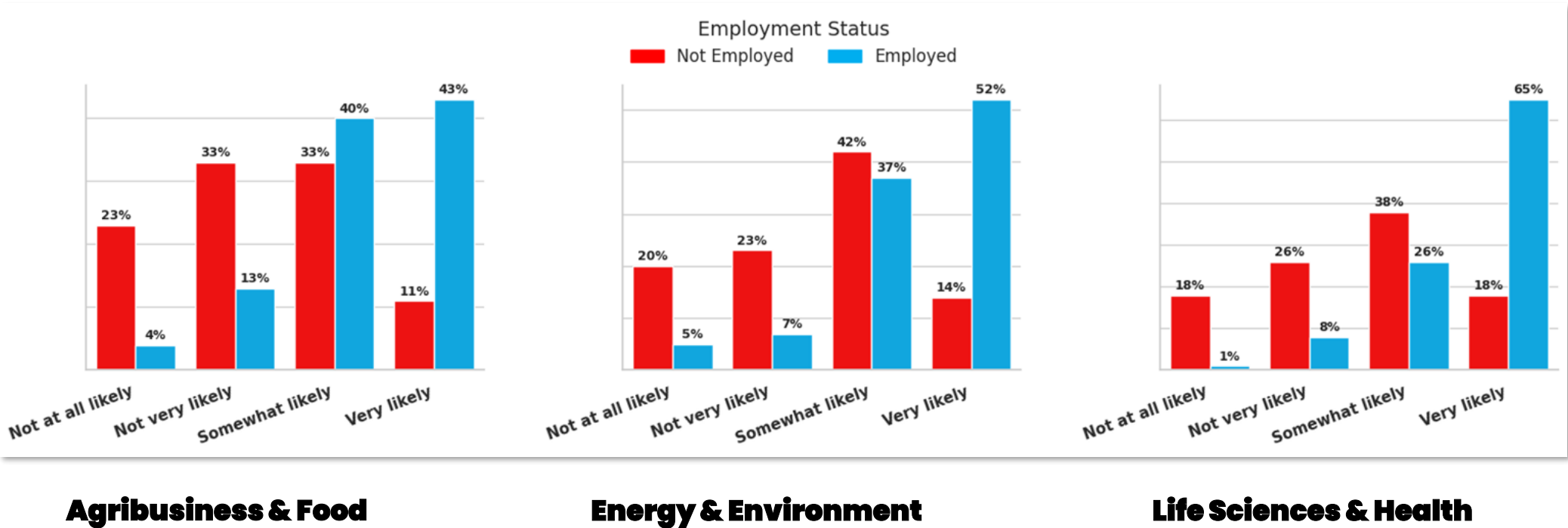
Creative Industries, Construction, and Aerospace & Defence show large optimism gaps between employed and unemployed in each sector, suggesting potential barriers in knowledge, skills, or access.

Sectors such as Creative Industries and Construction show lower interest from those outside the sector. This could reflect uncertainty around skill transferability

Seeking Employment in Each Sector

Key Insights

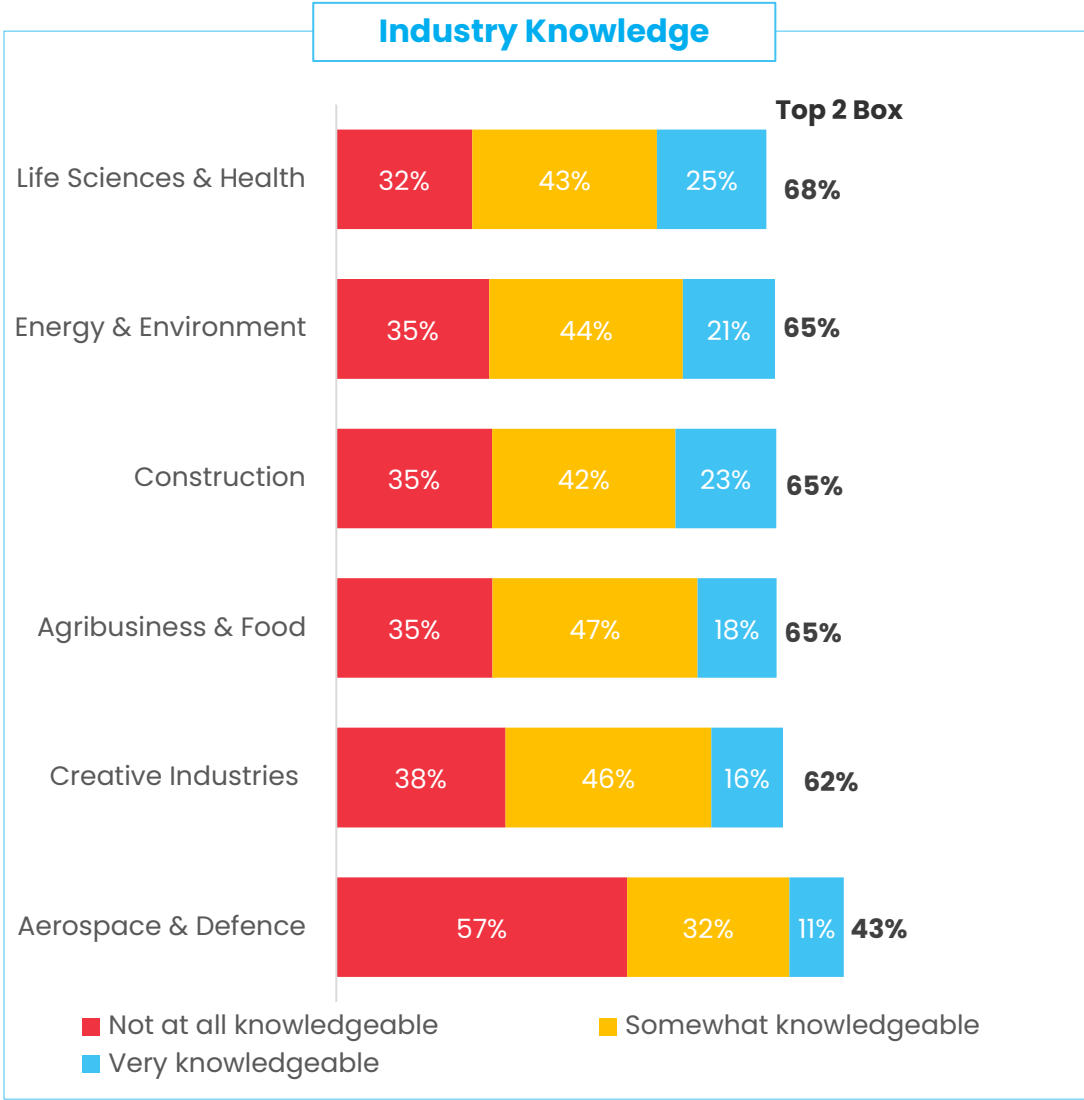
Likelihood of Seeking Employment in each Industry



In these three sectors employed talent report high likelihood to stay. These are also sectors where technical skills (e.g., scientific knowledge, engineering, data analysis) and soft skills (like problem solving and leadership) are highly aligned with what employers need.

Q12: For each of the following industries, please indicate how likely you are to seek employment. (n=1009)

Understanding each Sector



Q13: How would you rate your level of industry knowledge that would lead you to decide to seek employment in each of the following? (n=1009)

Top Sectors with highest level of knowledge

- Life Sciences and Health
- Energy and Environment
- Construction

Sectors with Minimal level of knowledge

- Aerospace and Defence
- Creative Industries
- Agribusiness and Food

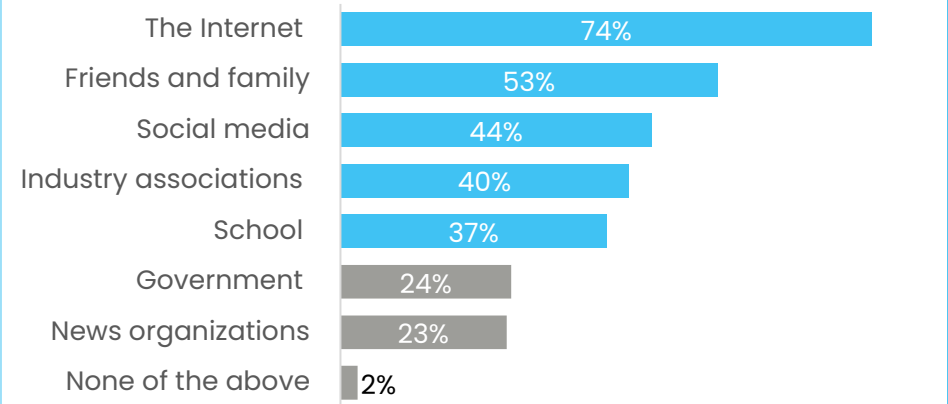
Interpretation


Individuals who indicated they are willing to relocate to the Calgary Economic Region displayed the most knowledge in the Construction industry sector, with 73% being somewhat or very knowledgeable about that industry.


Talent in Life Sciences & Health and Energy & Environment sectors report the highest levels of industry knowledge along with a strong openness to pursue opportunities beyond their current locations, supporting potential for balanced regional talent development. Conversely, talent in Aerospace & Defence demonstrates lower industry familiarity and less inclination to consider opportunities outside their existing area, suggesting a more concentrated local presence.

Information Sources

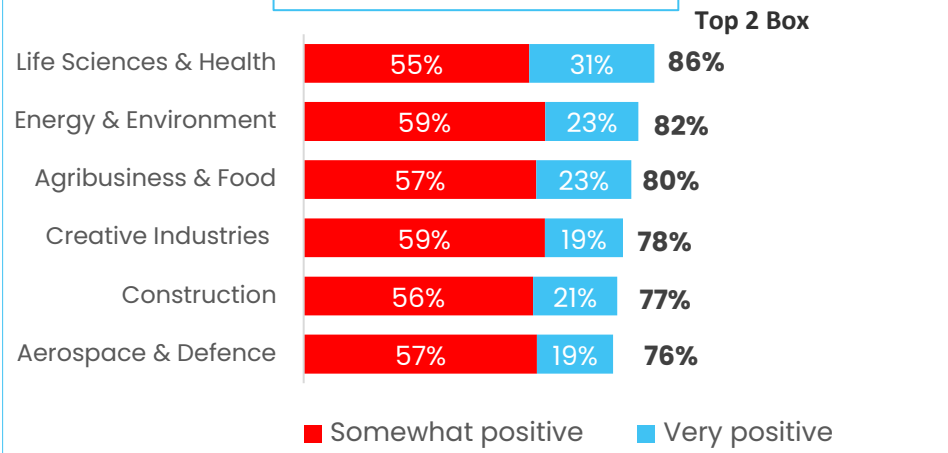
Where to find information about specific industries



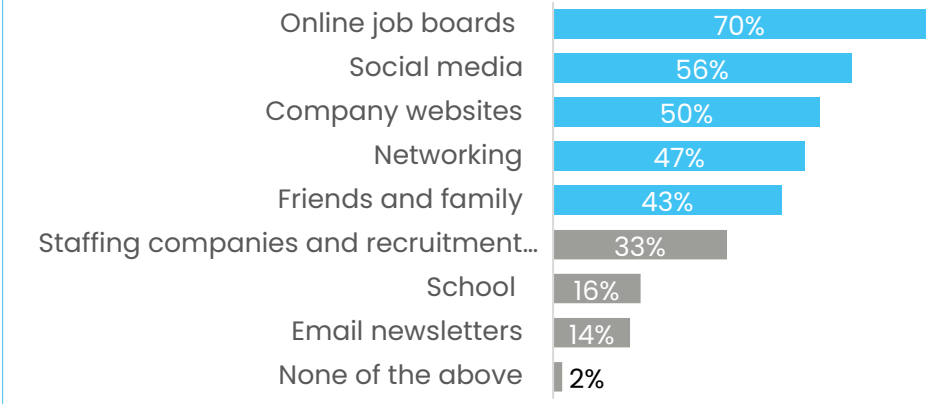
 The internet, friends and family, and social media were deemed the top methods of finding information about specific industries.

 The Life Sciences and Health industry, followed by Energy and Environment were seen as the top sectors with highest level of positivity.

Level of positivity towards each sector



Where to find information about available job opportunities



Sector-specific Insights

Respondents employed in the **Agribusiness and Food industry** were seen to **score the highest level of positivity** across all respondents with a **total of 89% scoring somewhat or very positive.**

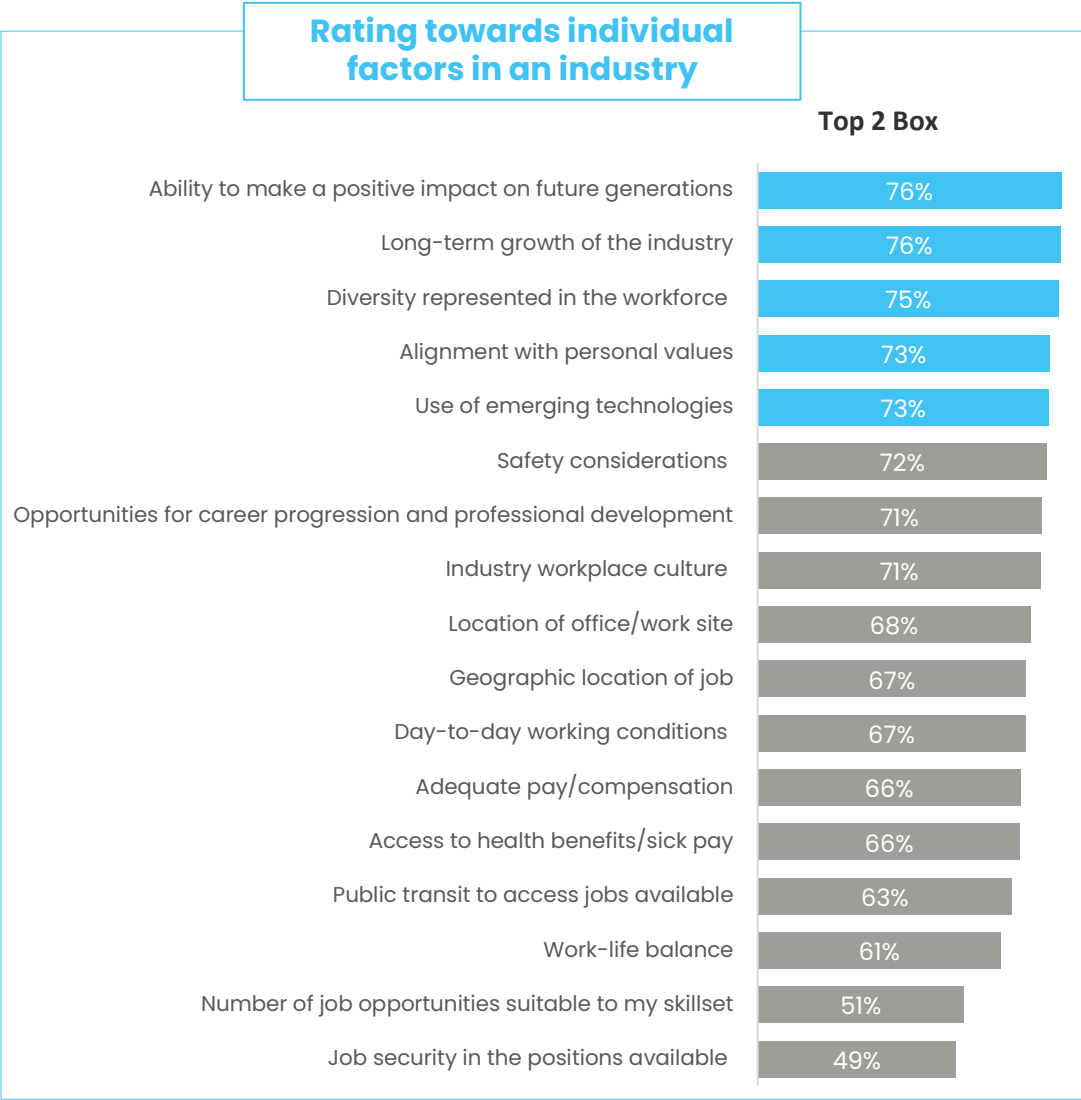
The data suggest that on average, the types of sources from which job seekers are getting information on the target sectors are on the positive side of neutral. The potential problem that remains is these information sources, whether deliberately searched for or shown through an algorithm, are not sufficiently contextualizing the sector with regards to the individuals' skill set – a key barrier highlighted on following pages.

Q17: Where do you get information that would help you learn more about specific industries? (n=1009)

Q18: Considering the information sources you selected in the previous question, how would you describe their overall level of positivity towards each industry? (n=985)

Q19: Where do you go to find information about available job opportunities? (n=1009)

Rating of Sector-Specific Attributes



Q20: To the best of your ability, please rate each of the following as they relate to the [insert sector] industry based on your current awareness of that industry. (n=1009)

Top 5 factors positively perceived

- Ability to make a positive impact on future generations
- Long-term growth of the industry
- Diversity represented in the workforce
- Alignment with personal values
- Use of emerging technologies

Sector-specific Insights

Diversity represented in the workforce was deemed as one of the top 5 factors for the **Creative industries, Aerospace and Defence, along with the Agribusiness and Food** industry sectors.

Work-life balance was deemed as a lower rating across all sectors.

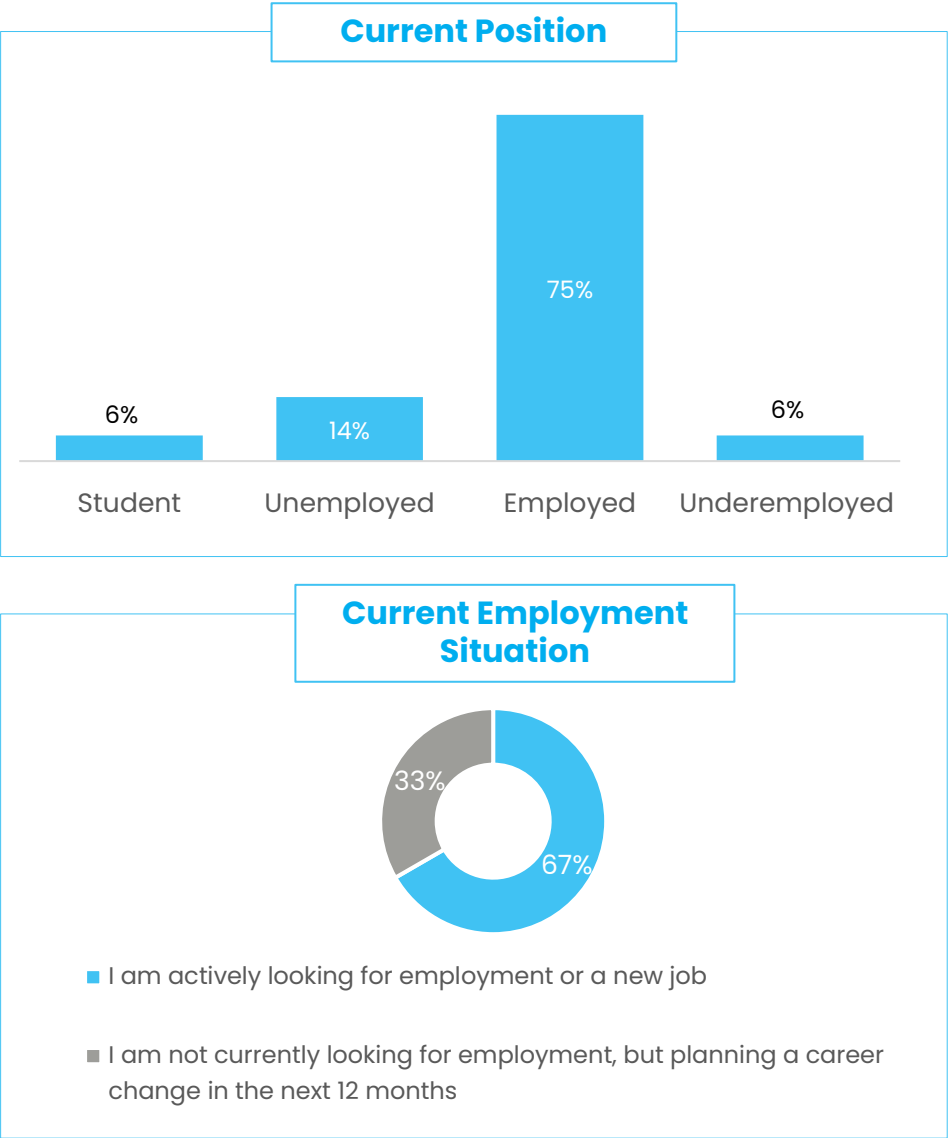
SECTOR SPECIFIC INSIGHTS

Sector 1: Creative Industries

Current Employment Conditions

Creative Industries

33% of respondents in the Creative Industries expressed **they are not looking for employment but are looking for a career change.**



Key Insights

75% of respondents indicated that they were **employed**, with 14% who were **unemployed** and 6% who were **underemployed**.

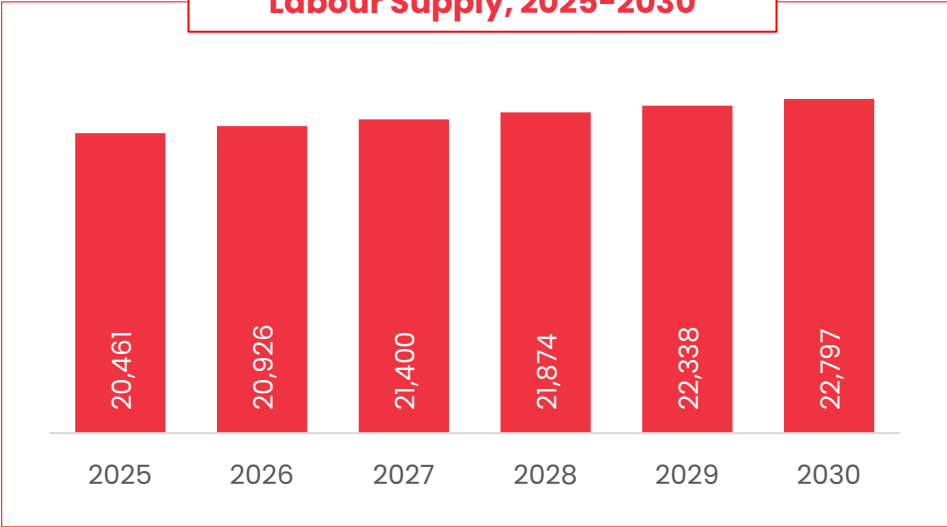
67% of respondents reported that they were **actively looking for employment or a new job**.

Q4: Which of the following best fits your current position? (n=36)
Q5: Which of the following best describes your current situation? (n=36)

Talent Supply, Demand, and Gap Study Comparisons

Creative Industries

Labour Supply, 2025-2030

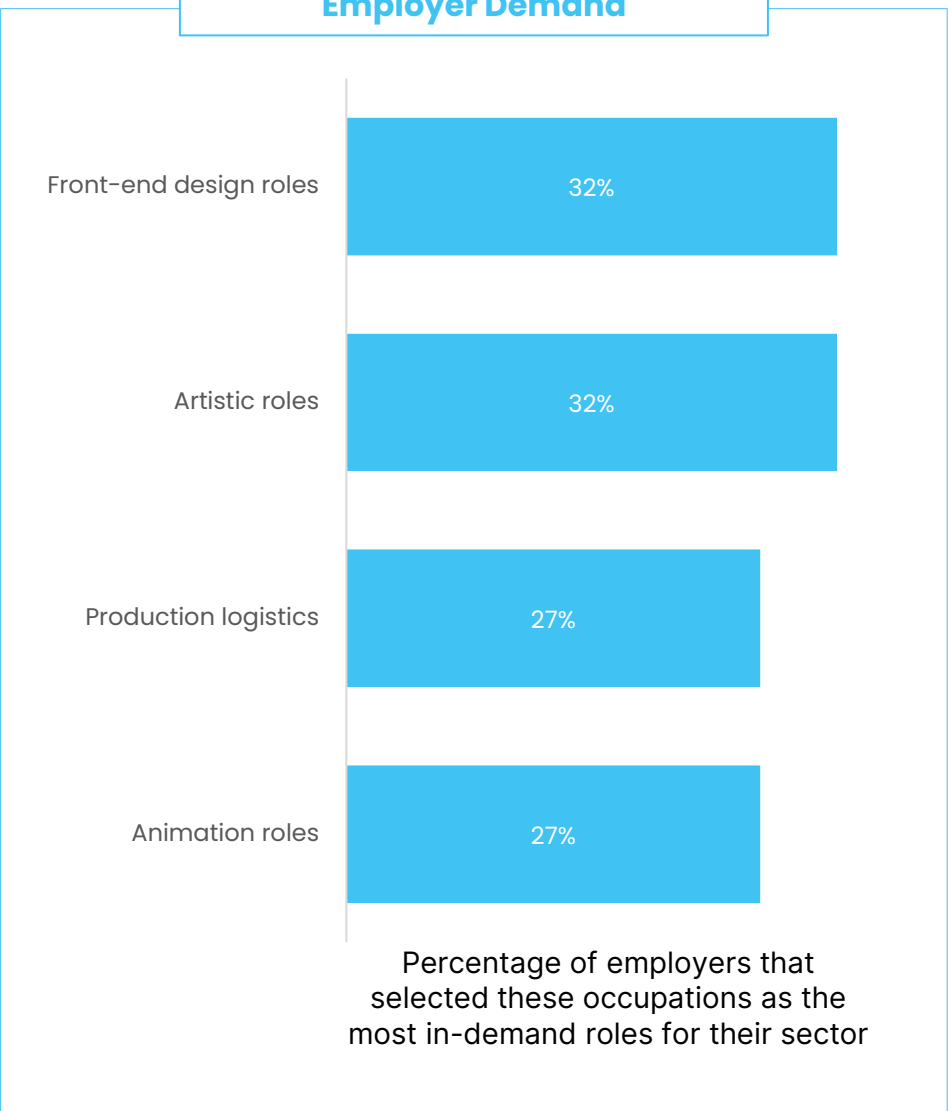


Top 10 affiliated occupations

Top Affiliated Occupations by Employment

- Retail salespersons and visual merchandisers
- Cooks
- Retail and wholesale trade managers
- Other customer and information services representatives
- Administrative officers
- Business systems specialists
- Sales and account representatives - wholesale trade (non-technical)
- Journalists
- Other business services managers
- Corporate sales managers

Employer Demand



Key Insights

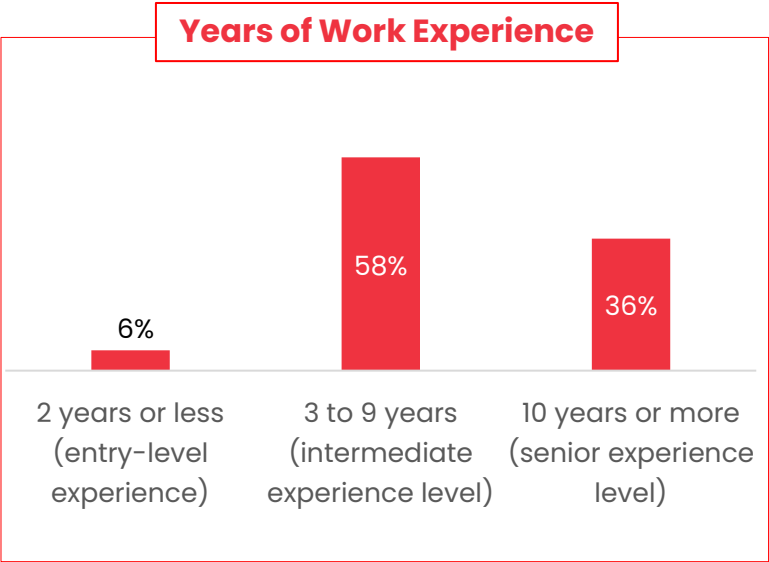
Employment in creative industries is **projected to grow steadily through to 2030.**

The top ten occupations most affiliated with the sector are projected to reach **almost 23,000 workers by 2030.**

According to employer survey results, the most **in-demand roles include artists, front-end designers, animation, and logistics coordinators.**

Professional Skills

Creative Industries



58% of respondents in the Creative Industries have 3-9 years of work experience, recognized as an intermediate experience level.

Technical (Hard) Skills

Design skills
Software knowledge

Interpersonal (Soft) Skills

Communication
Creativity
Time management
Collaboration

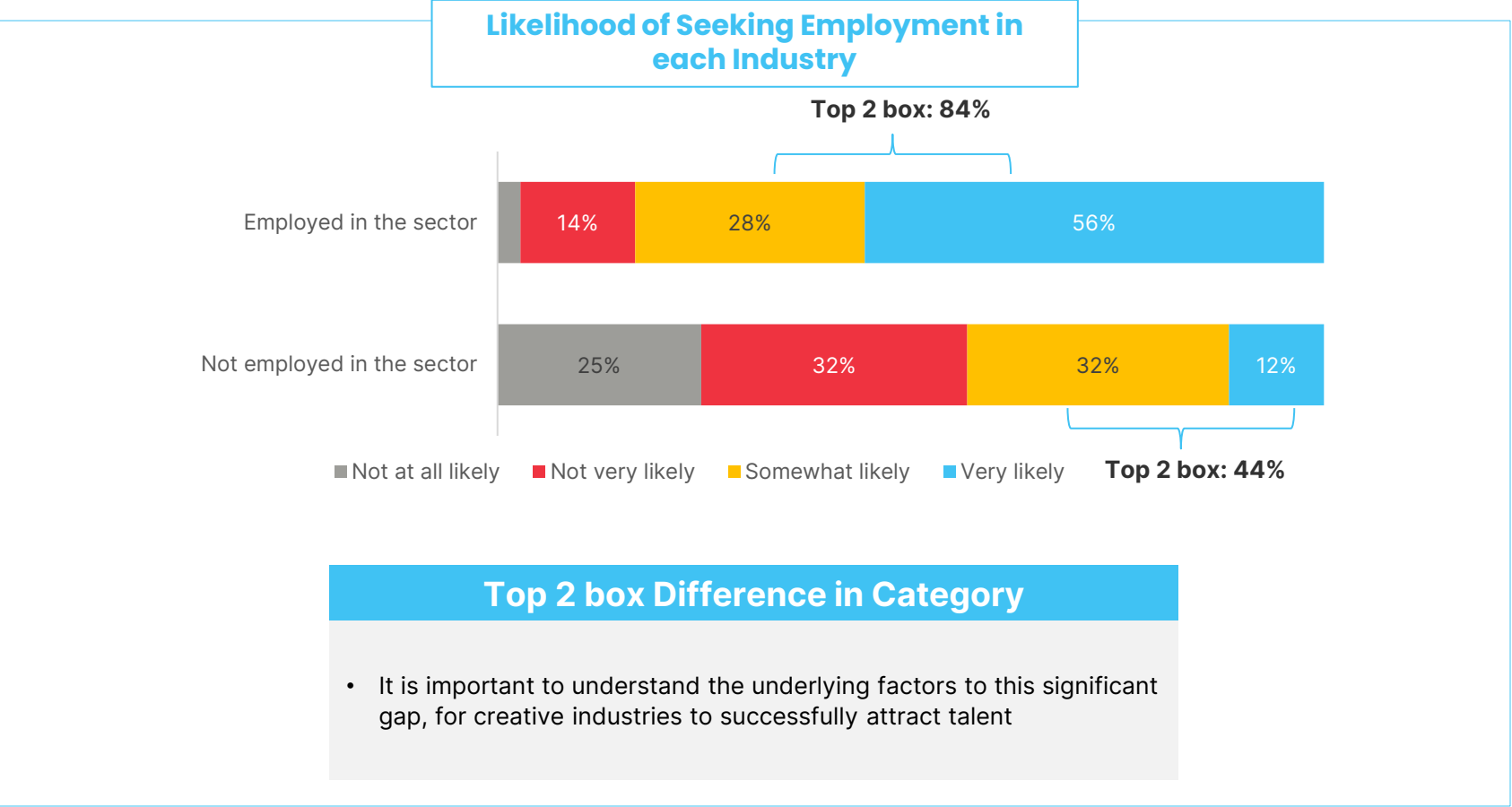
Key Insights

Only 6% of respondents indicated that **they had less than two years** of experience in the industry.

Respondents commonly mentioned that **their top technical skills were design skills and software knowledge.**

Respondents most commonly mentioned **communication, creativity, time management, and collaboration** as interpersonal skills.

Seeking Employment in the Creative Industries



Sector-specific Insights

Respondents were asked to rate their level of likelihood in seeking employment in the Creative Industries sector.

Individuals who reported to have been employed or previously employed in the Creative industries sector expressed an overall **84% of likelihood with seeking employment in this industry sector.**

Individuals not employed in this sector indicated an overall **44% of likelihood of seeking employment in this industry sector.**

Q12: For each of the following industries, please indicate how likely you are to seek employment. (n=36)
Q7: Which of the following best describes the industry in which you currently work, or previously worked? (n=36)

Seeking Employment in the Creative Industries

Reasons to be unlikely to seek employment in this sector

-  Lack of Interest
-  Insufficient skills or experience
-  Misalignment with goal
-  Perceived industry challenges

Reasons to be likely to seek employment in this sector

-  Personal interest / passion
-  Creative expression
-  Relevant skills & experience
-  Career opportunities

Industry-specific reasons to unlikely seek employment

-  Insufficient skills or experience
-  Compensation

Industry-specific reasons to likely seek employment

-  Personal interest / passion
-  Creative expression
-  Relevant skills & experience

Information most important to seek opportunities for this sector

-  Salary and compensation
-  Job opportunities available
-  Required qualifications
-  Career growth opportunities

Key Insights

The **lack of interest** was the top reason why respondents might be unlikely to seek employment in this sector.

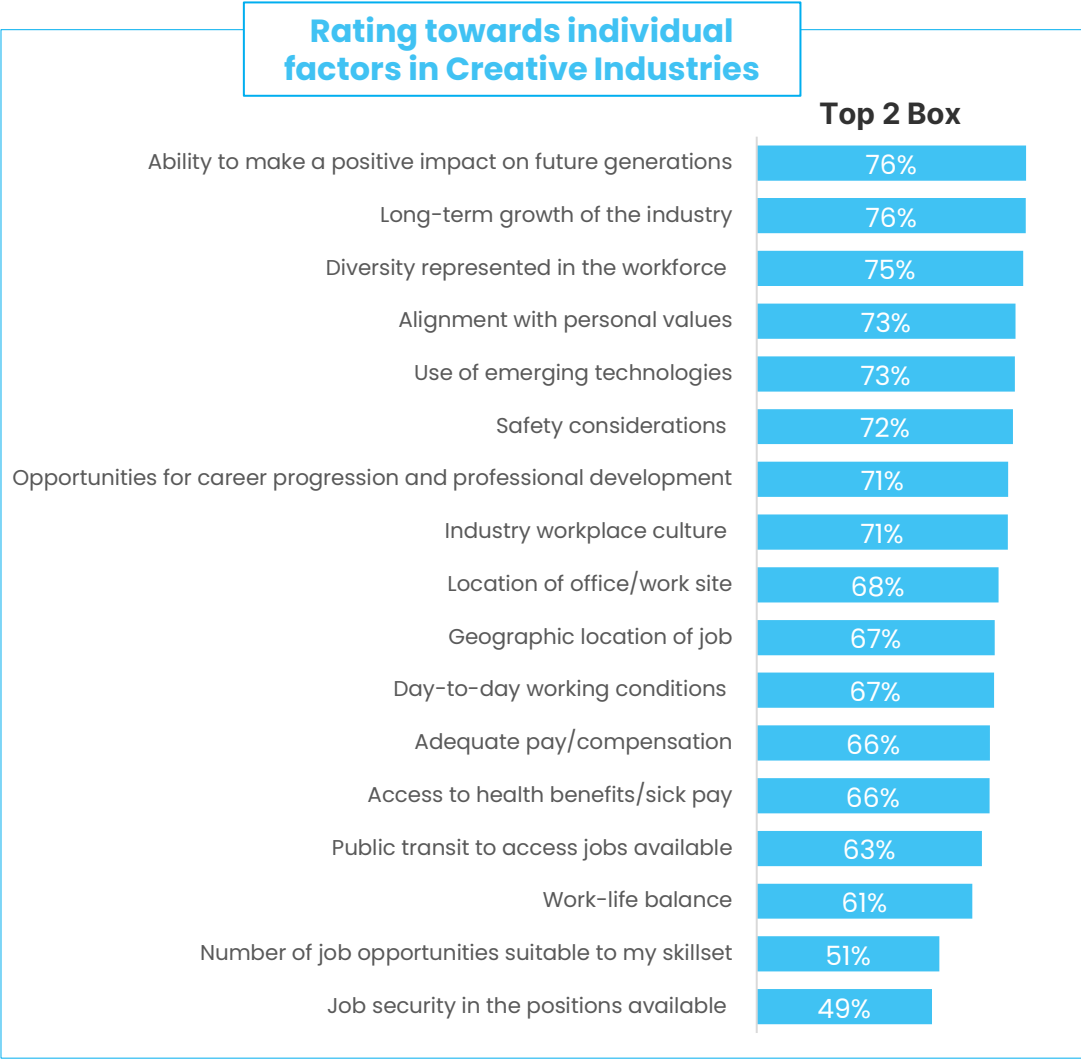
When asked what information would be the most important to seek opportunities for the creative industries, **compensation and benefits, followed by job opportunities available** were deemed as the top factors.

Q14: What is the main reason you are unlikely to seek work in Creative Industries(n=557)
Q15: What is the main reason you are likely to seek work in (n=449)
Q16: What information would be most important to your decision to seek work opportunities in these industries? (n=841)

The smaller boxes titled 'industry-specific reasons' involve responses specifically from individuals who have been employed in that industry . The two big boxes at the top depict the overall respondent's perception of why they would be likely/unlikely to seek employment in that industry.

Rating of Sector-Specific Attributes

Creative Industries



Q20: To the best of your ability, please rate each of the following as they relate to the creative industries based on your current awareness of that industry. (n=1009)

Top factors positively perceived in the Creative Industries

- Ability to make a positive impact on future generations
- Long-term growth of the industry
- Diversity represented in the workforce
- Alignment with personal values
- Use of emerging technologies

Key Insights

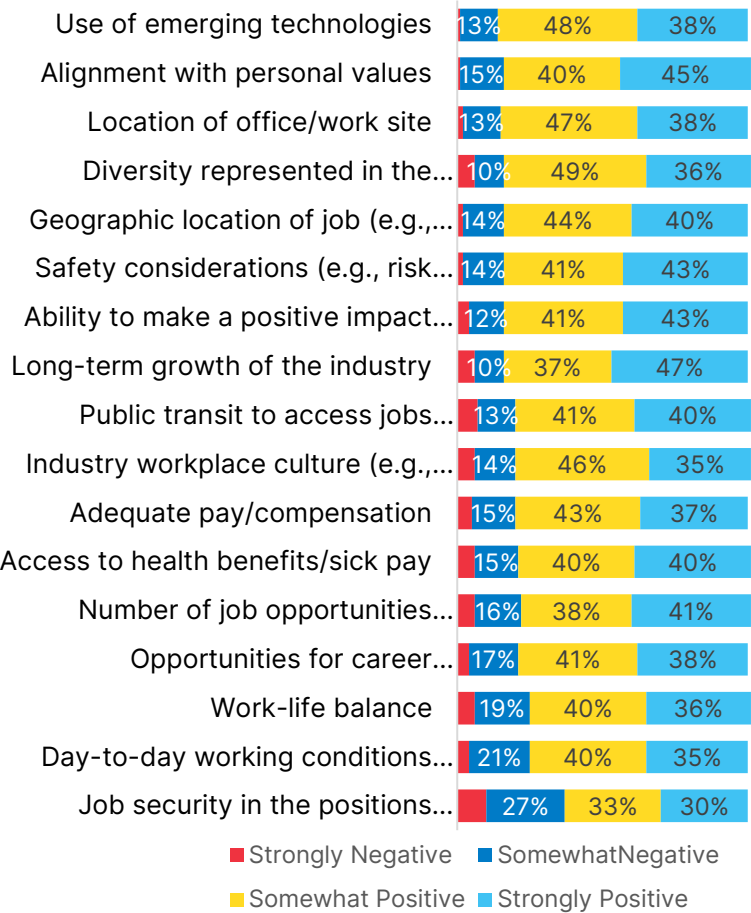
Factors that were **most positively perceived** in the Creative Industries were **Ability to make a positive impact on future generations and long-term growth of the industry.**

Factors that were **less positively perceived** included **job security in the positions available.**

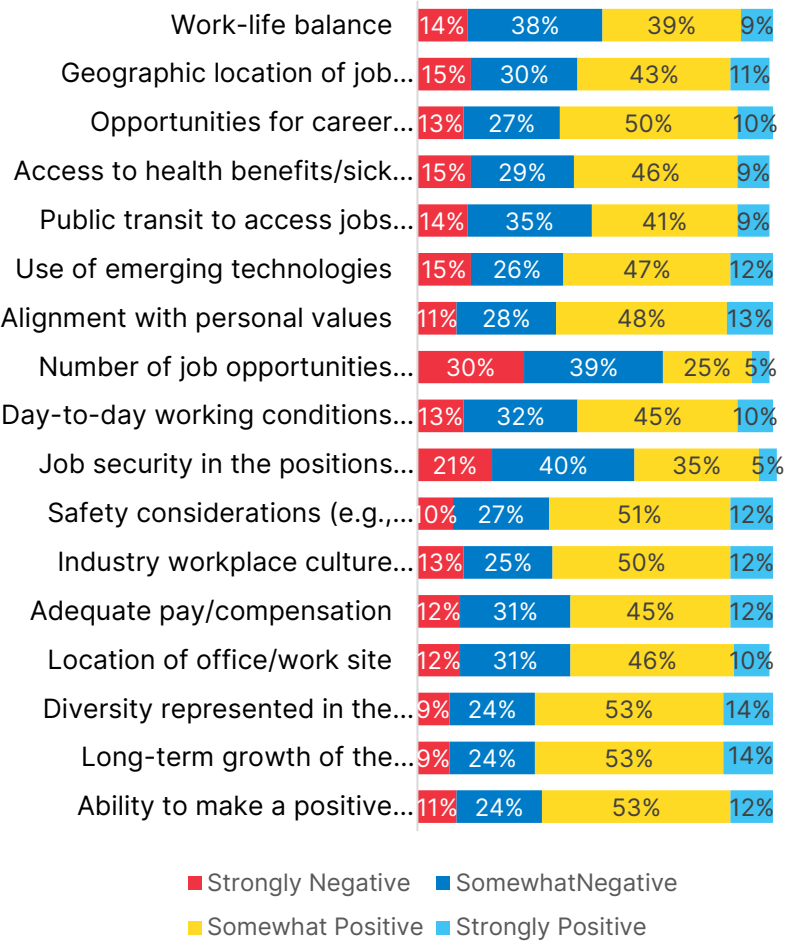
Rating Attributes with the Level of Knowledge

Creative Industries

Rating factors with level of knowledge Very Knowledgeable



Rating factors with level of knowledge Not at all Knowledgeable



Key Insights

Respondents who were very knowledgeable with the Creative industry had the **most positive perspectives on the long-term growth of the industry.**

Those who indicated they were not at all knowledgeable had the **least positives views on the number of jobs suitable to their skill sets.**

Q20: To the best of your ability, please rate each of the following as they relate to the creative industries based on your current awareness of that industry. (n=1009)

Priority Matrix – Areas for Improvement

Creative Industries

Priority Matrix:
Using respondents' satisfaction levels with various factors related to their current awareness of the sector, a priority matrix was created using Deloitte's proprietary derived importance methodology. The Priority Matrix consists of three metrics

Performance:
The percentage of respondents who rated positively with a given attribute.

Level of Importance:
A statistical measure using a machine learning algorithm to determine the strength of the relationship between the statements and respondents' overall likelihood to seek employment in the following sectors. Attributes with a high importance tend to matter greatly to job seekers/workers.

Factor	Performance	Importance	Priority Rank
Number of job opportunities suitable to my skillset	51%	9.4	1
Job security in the positions available	49%	6.8	2
Work-life balance	61%	6.8	3
Public transit to access jobs available	63%	6.8	4
Access to health benefits/sick pay	66%	6.5	5
Adequate pay/compensation	66%	6.5	6
Geographic location of job	67%	6.7	7
Day-to-day working conditions	67%	6.3	8
Location of office/work site	68%	6.3	9
Use of emerging technologies	73%	7.3	10
Industry workplace culture	71%	6.7	11
Opportunities for career progression and professional development	71%	6.5	12
Alignment with personal values	73%	6.8	13
Safety considerations	72%	6.3	14
Diversity represented in the workforce	75%	6.5	15
Long-term growth of the industry	76%	6.3	16
Ability to make a positive impact on future generations	76%	6.3	17

Priority rank:
This was determined for each attribute based on high levels of importance and low levels of performance. Top priorities are factors where there are communication opportunities, and any improvements made would be likely to have a big impact on their overall likelihood to seek employment in the following sectors.

Interpretation
Using Deloitte's proprietary derived importance methodology, it was found that the top priorities were **the number of job opportunities suitable to my skillset, job security in the positions available and work-life balance.**

Addressing these priorities will lead to a more engaged, skilled, and satisfied workforce, ultimately driving better business outcomes.

Q20: To the best of your ability, please rate each of the following as they relate to Creative Industries based on your current awareness of that industry: (n=1009)

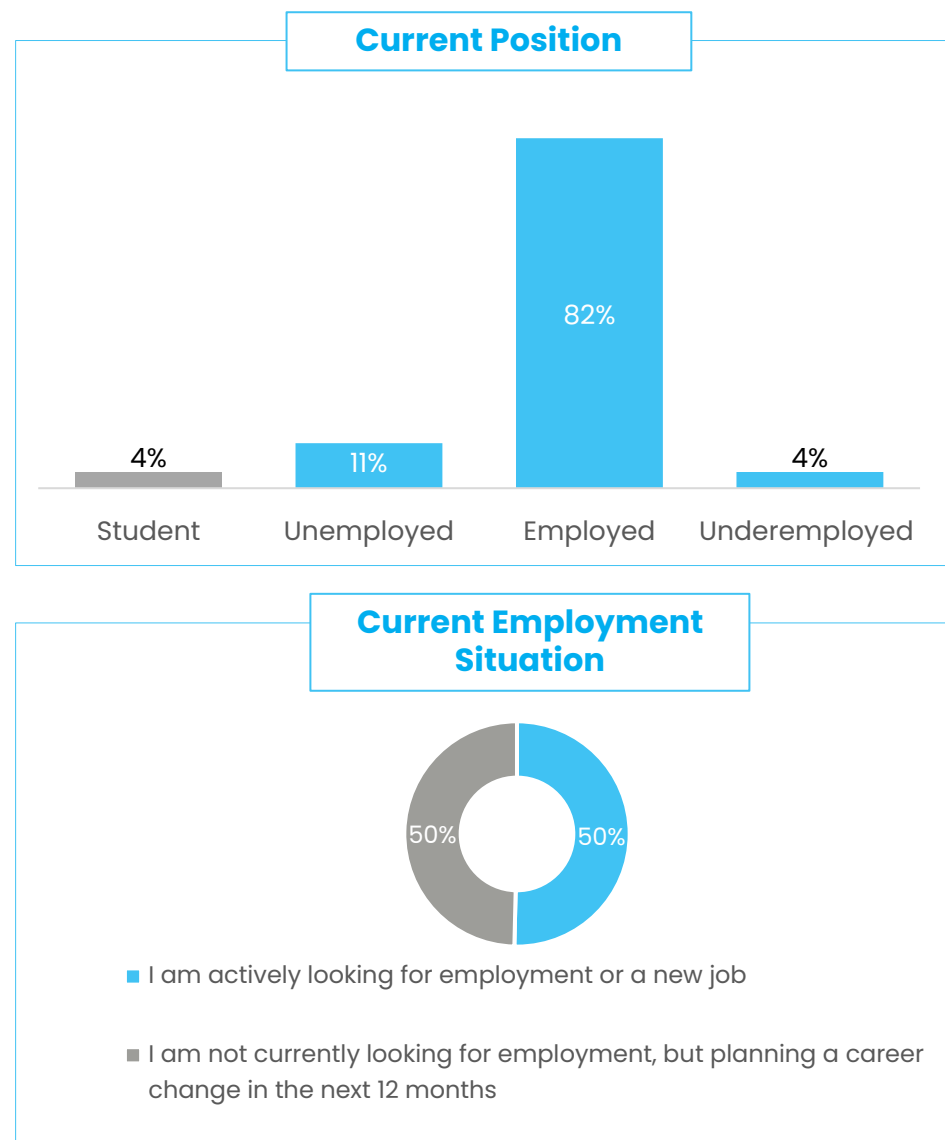
Sector 2: Construction

Current Employment Conditions

Construction

50% of respondents in the Construction industry sector expressed **they are not looking for employment but are looking for a career change.**

Q4: Which of the following best fits your current position? (n=133)
Q5: Which of the following best describes your current situation? (n=133)



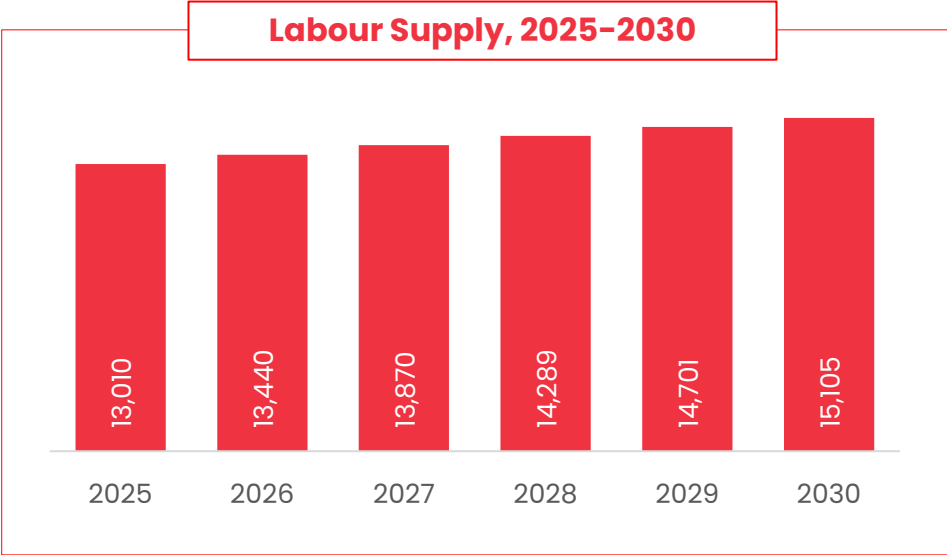
Key Insights

82% of respondents indicated that they **were employed**, with **11%** who **were unemployed** and **4%** who **were underemployed**.

50% of respondents reported that they were **actively looking for employment or a new job**.

SDG Study Comparisons

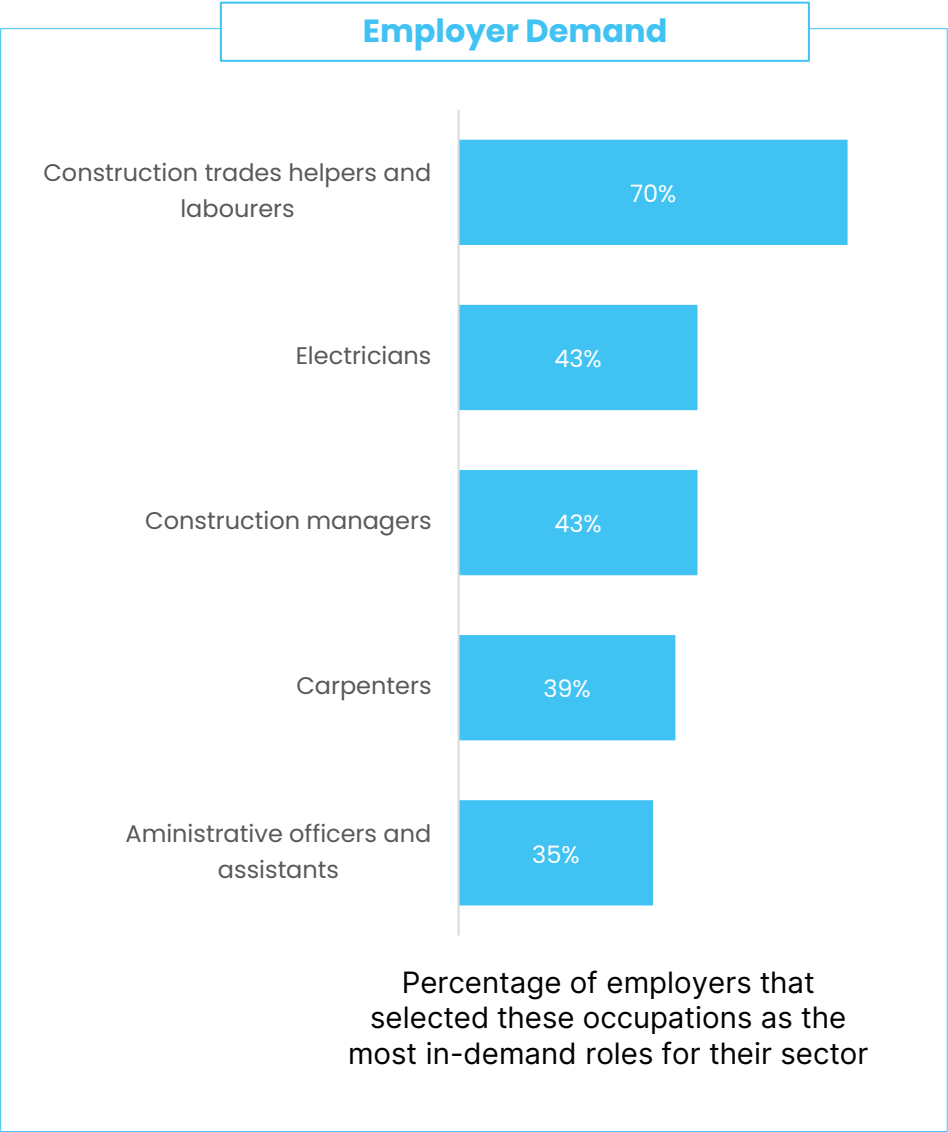
Construction



Top 10 affiliated occupations

Top Affiliated Occupations by Employment

- Administrative officers
- Administrative assistants
- Social and community service workers
- Corporate sales managers
- Construction managers
- Plumbers
- Carpenters
- Heavy equipment operators
- Material handlers
- Construction trades helpers and labourers



Key Insights

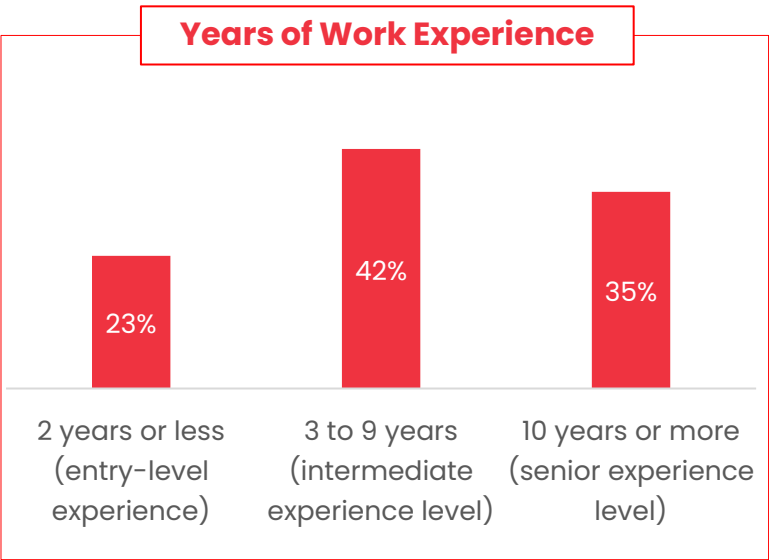
Employment in construction is **projected to grow steadily through to 2030.**

The top ten occupations most affiliated with the sector are **projected to reach roughly 15,000 workers by 2030.**

According to employer survey results, the **most in-demand roles related to construction trades helpers and labourers.** Electricians, construction managers, carpenters, and administrative officers and assistants are also frequently needed.

Professional Skills

Construction



42% of respondents in the Construction industry sector have **3-9 years of work experience, recognized as an intermediate experience level.**

Technical (Hard) Skills

Industry experience
Trade skills
Welding
Construction
Engineering
IT Skills
Design Skills
Driving experience
Mathematics

Interpersonal (Soft) Skills

Work ethic
Communication
Time management
Client relations
Adaptability

Key Insights

23% of respondents indicated that they had **less than two years of experience in the industry.**

Respondents commonly mentioned that their **top technical skills were industry experience, trade skills, welding, and construction.** Respondents most commonly mentioned **time management, work ethic, and communication** when asked about their top soft skills.

Q8: How many years of work experience do you have related to the industry selected in the previous question? (n=133)
Q9:What are your top three professional skills? (n=133)

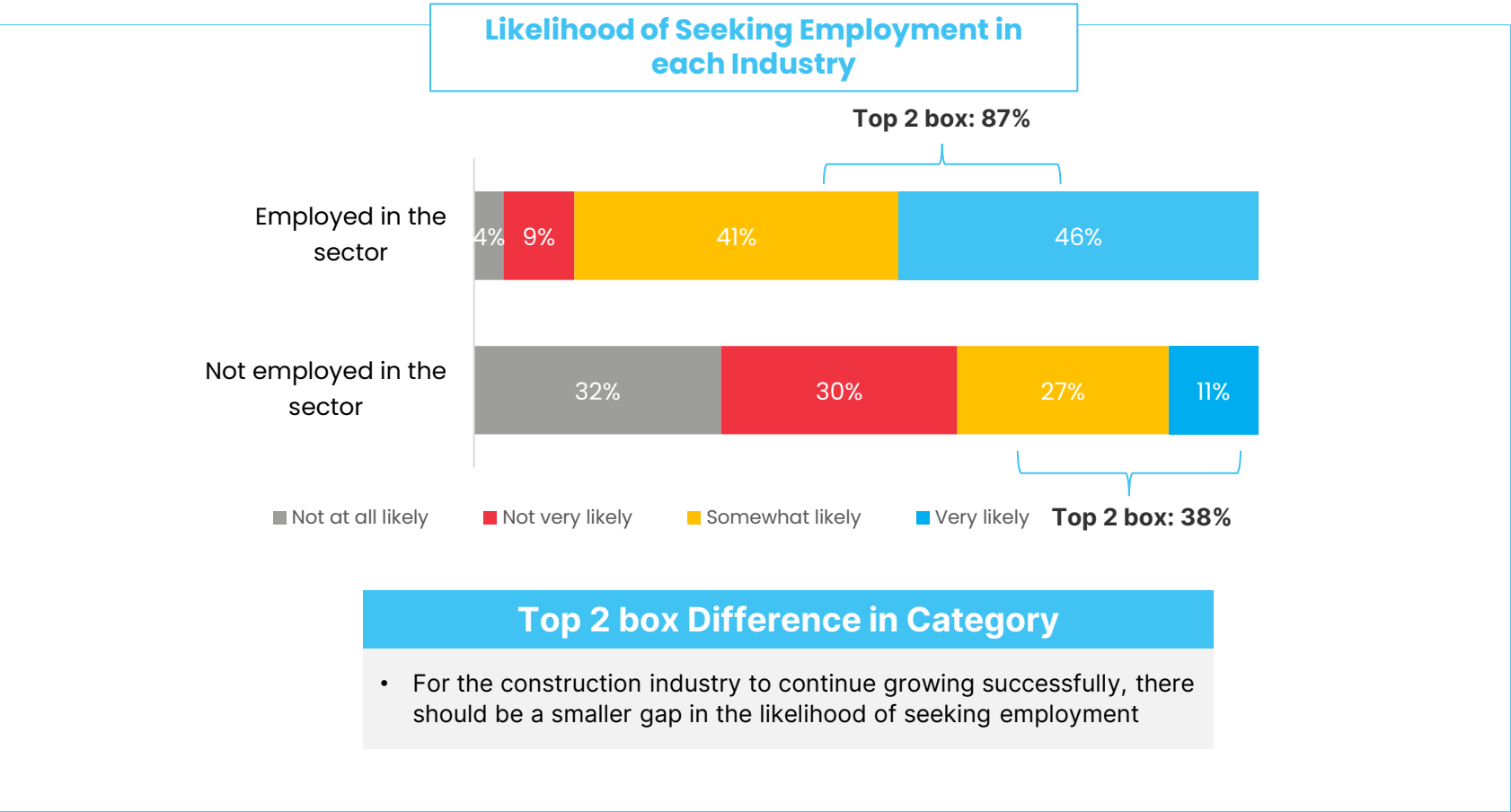
Seeking Employment in Construction

Sector-specific Insights

Respondents were asked to rate their level of likelihood in seeking employment in the Construction industry sector.

Individuals who reported to have been employed or previously employed in the construction industry sector expressed an overall **87% of likelihood with seeking employment in this industry sector.**

Individuals not employed in this sector indicated an overall **38% of likelihood of seeking employment in this industry sector.**



Q12: For each of the following industries, please indicate how likely you are to seek employment. (n=133)
Q7: Which of the following best describes the industry in which you currently work, or previously worked? (n=133)

Seeking Employment in this Sector

Construction

Reasons to be unlikely to seek employment in this sector

-  Physical demands
-  Lack of interest / skills
-  Age and health concerns
-  Perceived work environment & culture

Reasons to be likely to seek employment in this sector

-  Relevant skills & experience
-  Compensation
-  Personal interest
-  Variety of work

Industry-specific reasons to unlikely seek employment

-  Physical demands
-  Compensation

Industry-specific reasons to likely seek employment

-  Personal interest
-  Compensation
-  Relevant skills & experience

Information most important to seek opportunities for this sector

-  Salary and benefits
-  Job opportunities and roles
-  Training & qualifications
-  Work environment & conditions

Key Insights

Relevant skills and experience, and compensation in the Construction industry were the top reason why respondents might be likely to seek employment in this sector.

When asked what information would be the most important to seek opportunities for the Construction industry, **compensation and benefits, followed by job opportunities** were deemed as the top factors.

*Q14: What is the main reason you are unlikely to seek work in (n=558)
Q15: What is the main reason you are likely to seek work in (n=447)
Q16: What information would be most important to your decision to seek work opportunities in these industries? (n=841)*

The smaller boxes titled 'industry-specific reasons' involve responses specifically from individuals who have been employed in that industry. The two big boxes at the top depict the overall respondent's perception of why they would be likely/unlikely to seek employment in that industry.

Rating of Sector-Specific Attributes

Construction

Rating towards individual factors in Construction



Top factors positively perceived in the Construction

- Long-term growth of the industry
- Ability to make a positive impact on future generations
- Adequate pay/compensation
- Access to health benefits/sick pay
- Use of emerging technologies
- Geographic location of the job

Key Insights

Respondents had the **most positive perceptions** with the sector's **long-term growth of the industry, Ability to make a positive impact on future generations Adequate pay/compensation .**

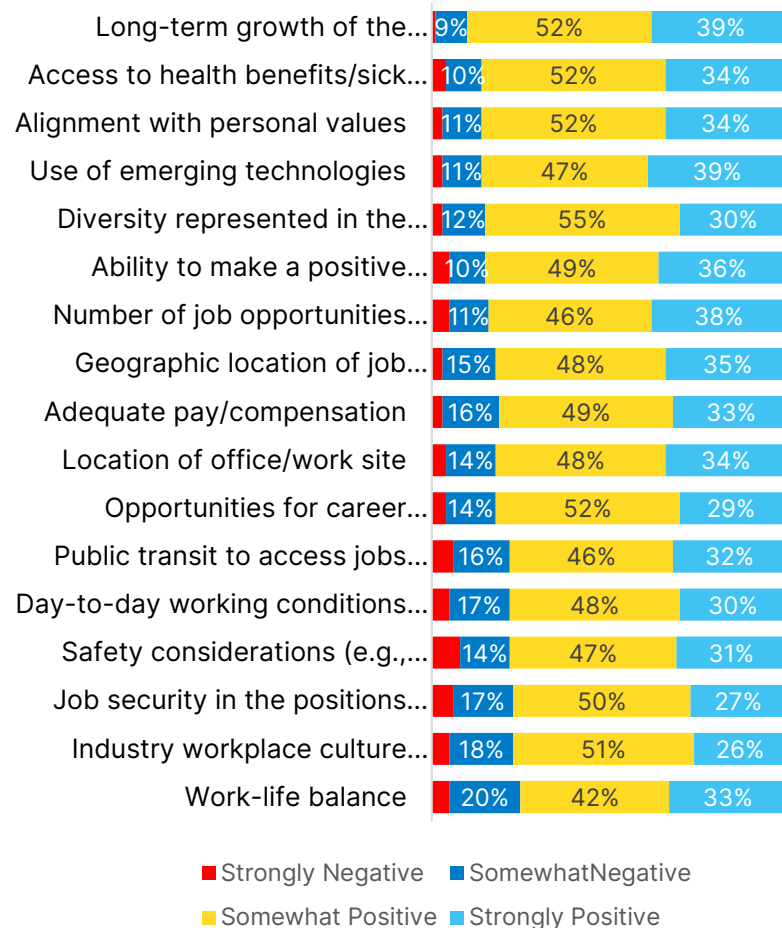
Respondents had **less positive perceptions** on **safety considerations, day-to-day working conditions, and work-life balance.**

Q20: To the best of your ability, please rate each of the following as they relate to the Construction industry based on your current awareness of that industry. (n=1009)

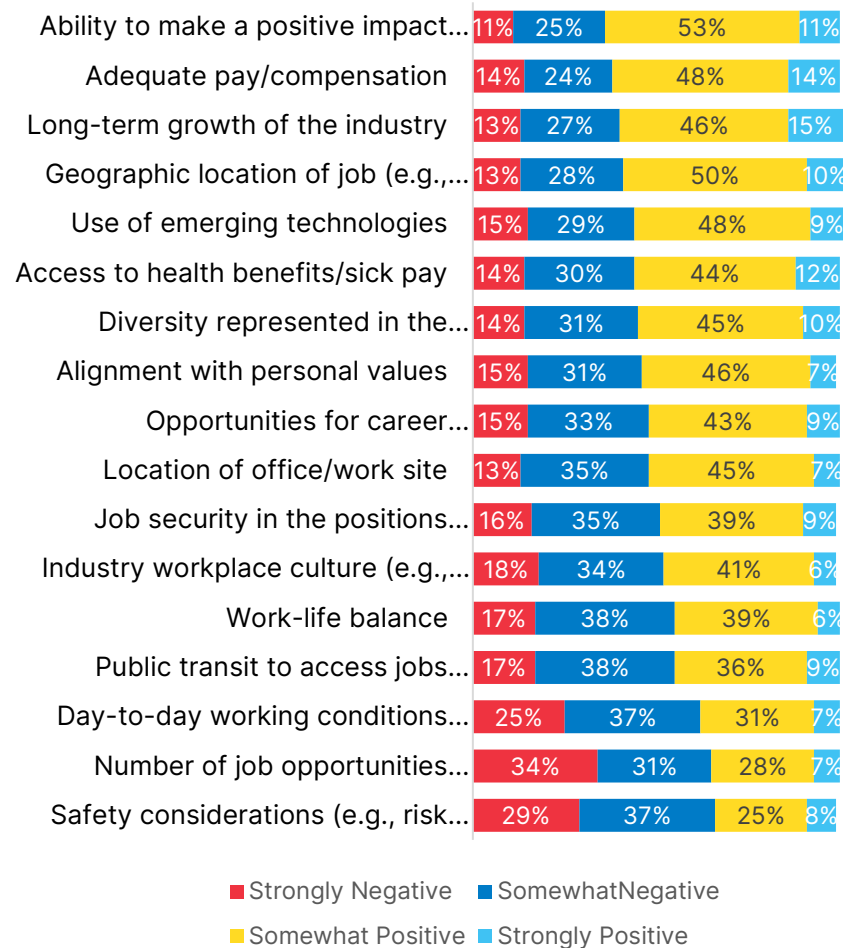
Rating Attributes with the Level of Knowledge

Construction

Rating factors with level of knowledge Very Knowledgeable



Rating factors with level of knowledge Not at all Knowledgeable



Key Insights

Respondents who were very knowledgeable with the Construction industry had the **most positive perspectives on the long-term growth of the industry.**

Those who indicated they were not at all knowledgeable had the **least positives views on the number of jobs suitable to their skill sets.**

Q20: To the best of your ability, please rate each of the following as they relate to the creative industries based on your current awareness of that industry. (n=1009)

Priority Matrix – Areas for Improvement

Construction

Priority Matrix:
Using respondents' satisfaction levels with various factors related to their current awareness of the sector, a priority matrix was created using Deloitte's proprietary derived importance methodology. The Priority Matrix consists of three metrics

Performance:
The percentage of respondents who rated positively with a given attribute.

Level of Importance:
A statistical measure using a machine learning algorithm to determine the strength of the relationship between the statements and respondents' overall likelihood to seek employment in the following sectors. Attributes with a high importance tend to matter greatly to job seekers/workers.

Factor	Performance	Importance	Priority Rank
Number of job opportunities suitable to my skillset	61%	9.4	1
Safety considerations	54%	6.9	2
Day-to-day working conditions	56%	6.8	3
Work-life balance	58%	6.2	4
Job security in the positions available	61%	6.4	5
Public transit to access jobs available	62%	6.2	6
Industry workplace culture	62%	6.2	7
Opportunities for career progression and professional development	67%	6.2	8
Location of office/work site	67%	6.0	9
Use of emerging technologies	70%	6.2	10
Diversity represented in the workforce	69%	6.0	11
Alignment with personal values	70%	6.0	12
Geographic location of job	70%	6.0	13
Access to health benefits/sick pay	71%	6.0	14
Adequate pay/compensation	72%	6.0	15
Ability to make a positive impact on future generations	74%	6.0	16
Long-term growth of the industry	76%	6.0	17

Priority rank:
This was determined for each attribute based on high levels of importance and low levels of performance. Top priorities are factors where there are communication opportunities, and any improvements made would be likely to have a big impact on their overall likelihood to seek employment in the following sectors.

Interpretation

Using Deloitte's proprietary derived importance methodology, it was found that the top priorities were **Number of job opportunities suitable to their skillset and safety considerations**

Addressing these priorities will lead to a more engaged, skilled, and satisfied workforce, ultimately driving better business outcomes.

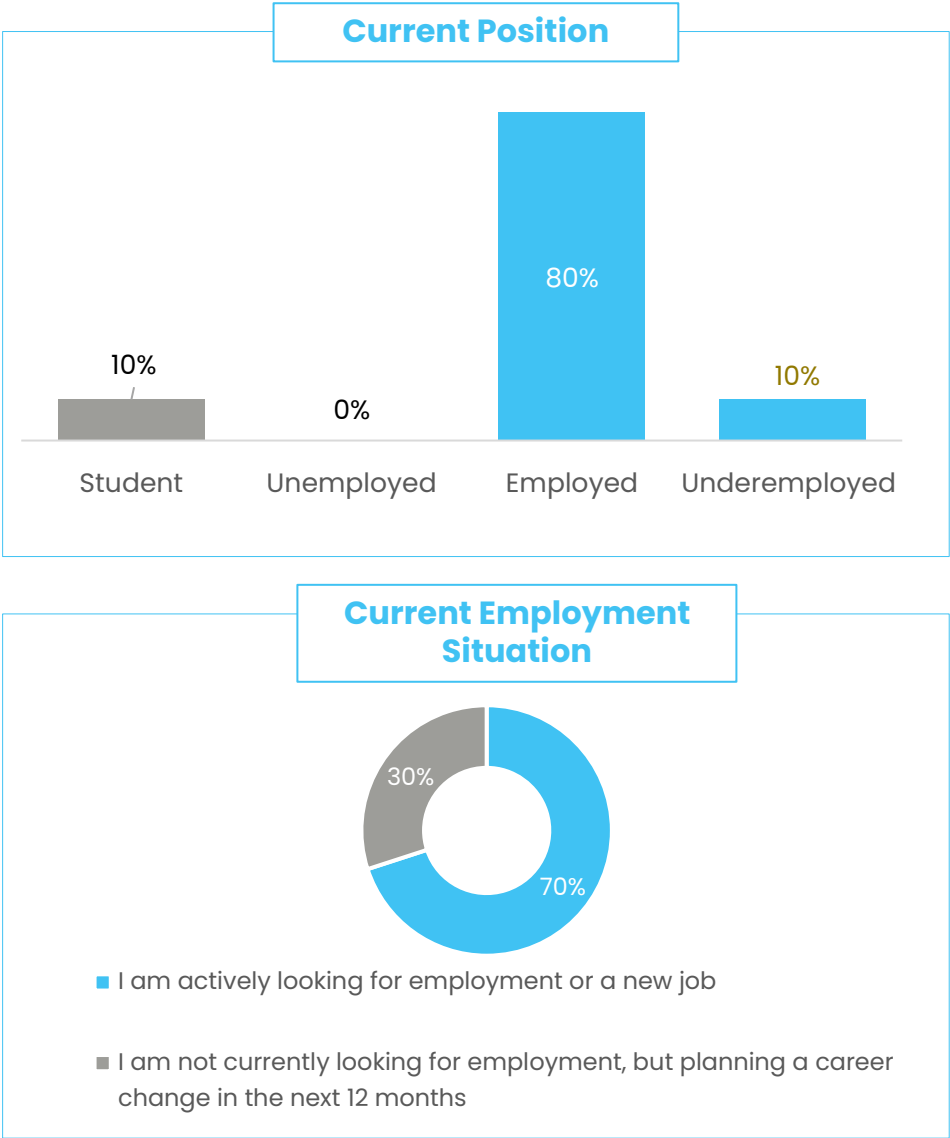
Q20: To the best of your ability, please rate each of the following as they relate to the Construction industry based on your current awareness of that industry. (n=1009)

Sector 3: Aerospace and Defence

Current Employment Conditions

Aerospace & Defence

30% of respondents in the Aerospace and Defence industry expressed **they are not looking for employment but are looking for a career change.**



Key Insights

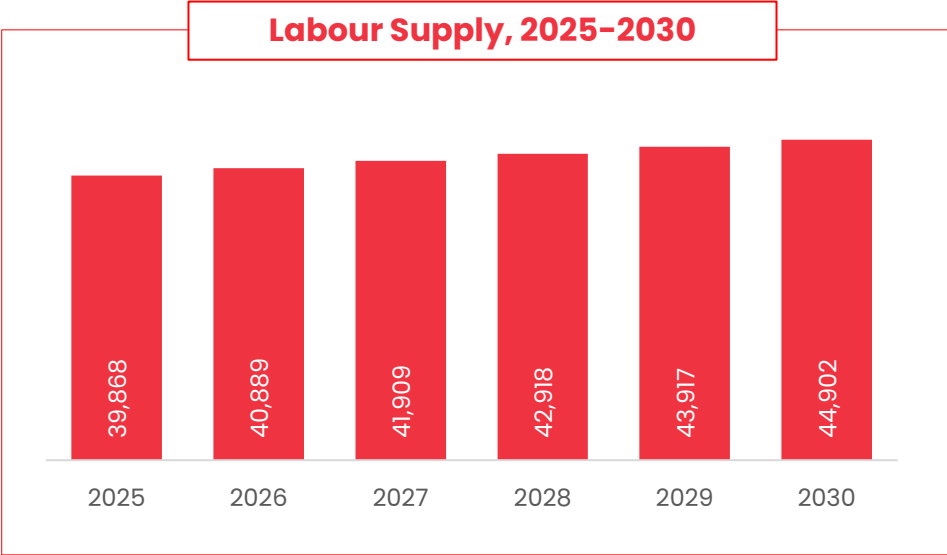
80% of respondents indicated that **they were employed**, with 10% who were underemployed.

70% of respondents reported that they were **actively looking for employment or a new job.**

Q4: Which of the following best fits your current position? (n=10)
Q5: Which of the following best describes your current situation? (n=10)

SDG Study Comparisons

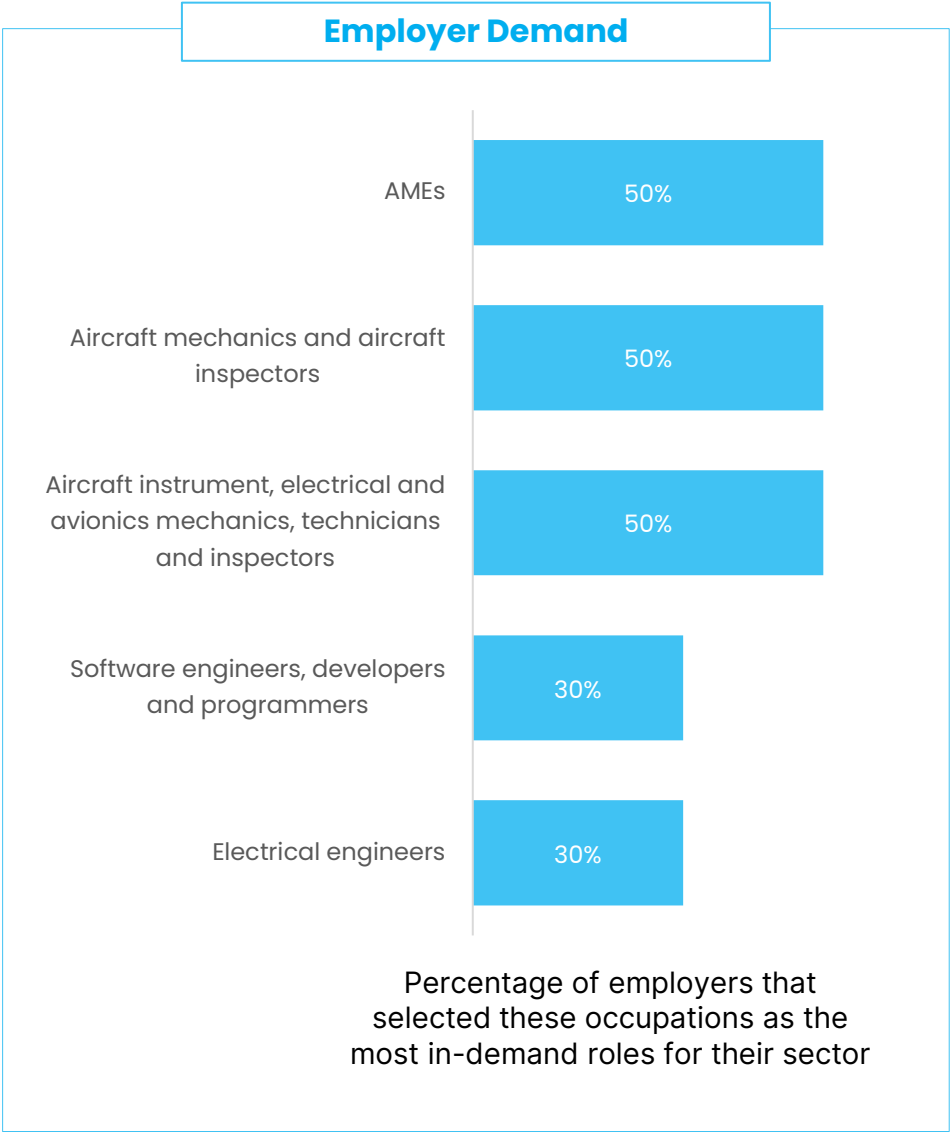
Aerospace & Defence



Top 10 affiliated occupations

Top Affiliated Occupations by Employment

- Other business services managers
- Supervisors, finance and insurance office workers
- Administrative officers
- Shippers and receivers
- Aircraft instrument, electrical and avionics mechanics, technicians and inspectors
- Business development officers and market researchers and analysts
- Store shelf stockers, clerks and order fillers
- Machinists and machining and tooling inspectors
- Aircraft mechanics and aircraft inspectors
- Material handlers



Key Insights

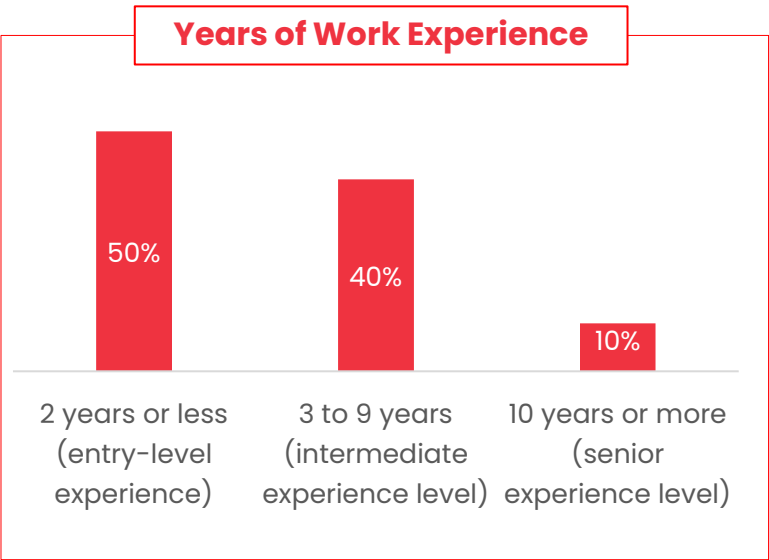
Employment in aerospace and defence is **projected to grow steadily through to 2030.**

The top ten occupations most affiliated with the sector are **projected to reach nearly 45,000 workers by 2030.**

According to employer survey results, **50% of aerospace and defence businesses indicated a need for aircraft-related maintenance, mechanics, inspectors, and technicians over the next five years.**

Professional Skills

Aerospace & Defence



40% of respondents in the Aerospace and Defence have 3-9 years of work experience, recognized as an intermediate experience level.

Technical (Hard) Skills

Hard skills

Interpersonal (Soft) Skills

Communication
Motivation
Problem solving
Attention to detail

Key Insights

50% of respondents indicated that they had less than two years of experience in the industry.

Respondents commonly mentioned that their top technical skills were hard skills.

Respondents most commonly mentioned communication, motivation, problem solving, and attention to detail when asked about their top soft skills.

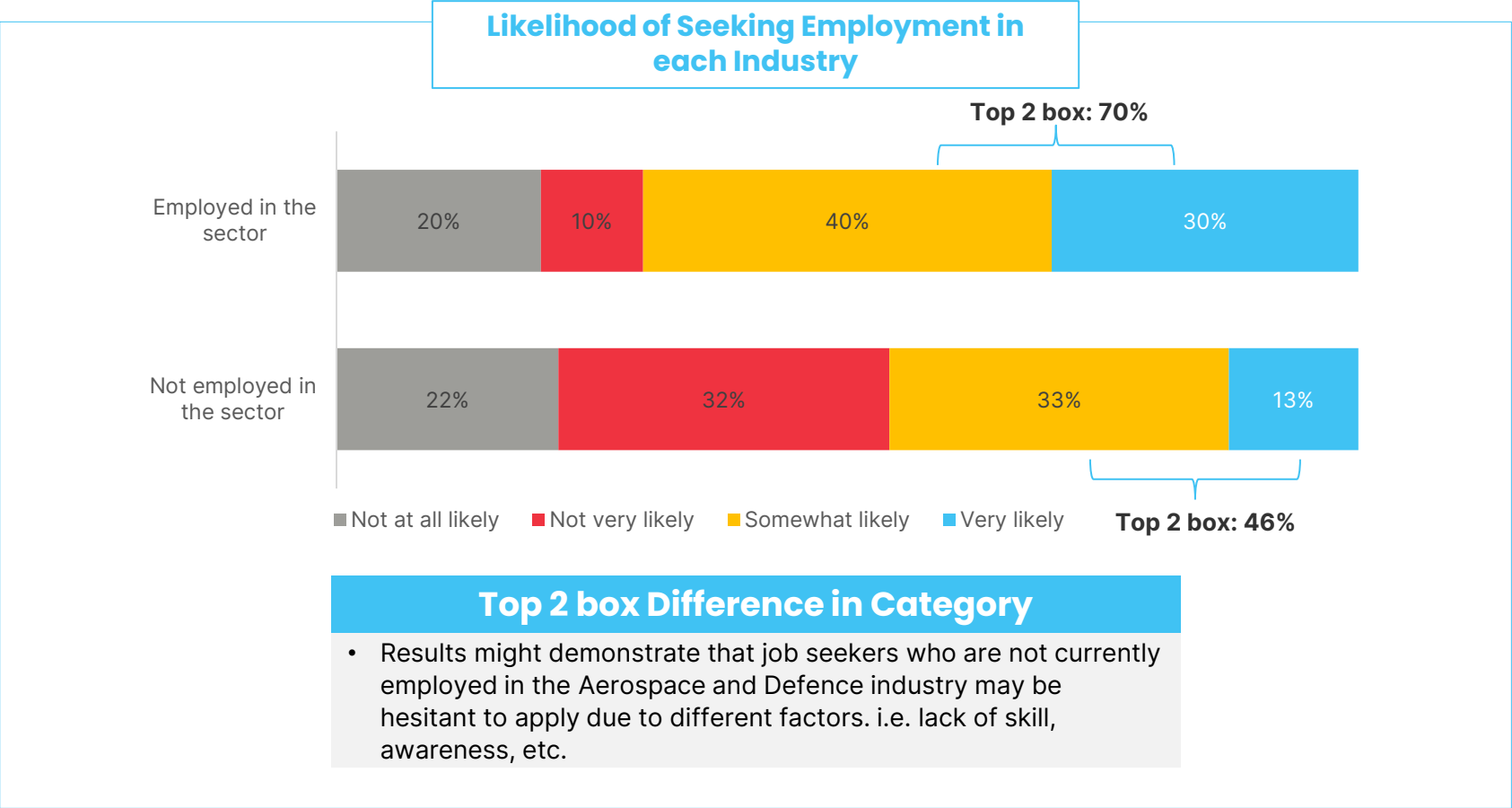
Seeking Employment in Aerospace and Defence

Sector-specific Insights

Respondents were asked to rate their level of likelihood in seeking employment in the Aerospace and Defence industry sector.

Individuals who reported to have been employed or previously employed in the Aerospace and Defence industry sector expressed an overall **70% of likelihood with seeking employment in this industry sector.**

Individuals not employed in this sector indicated an overall **46% of likelihood of seeking employment in this industry sector.**



Q12: For each of the following industries, please indicate how likely you are to seek employment. (n=10)
Q7: Which of the following best describes the industry in which you currently work, or previously worked? (n=10)

Seeking Employment in this Sector

Aerospace & Defence

Reasons to be unlikely to seek employment in this sector - Overall

-  Lack of Interest
-  Lack of qualifications
-  Perceived complexity
-  Perceived barriers to entry

Reasons to be likely to seek employment in this sector

-  Personal interest / passion
-  Challenging & exciting work
-  Financial incentives
-  Career opportunities

Industry-specific reasons to unlikely seek employment

-  Technical skills requirements

Industry-specific reasons to likely seek employment

-  Personal interest / passion
-  Education / area of study
-  Relevant skills & experience

Information most important to seek opportunities for this sector

-  Salary and compensation
-  Job opportunities available
-  Education requirements
-  Work environment & culture

Key Insights

Lack of interest in the Aerospace and Defence was the top reason why respondents might be **unlikely** to seek employment in this sector.

When asked what information would be the **most important to seek opportunities** for the Aerospace and Defence, **compensation and benefits, followed by job opportunities** were deemed as the top factors.

Q14: What is the main reason you are unlikely to seek work in (n=676)
Q15: What is the main reason you are likely to seek work in (n=448)
Q16: What information would be most important to your decision to seek work opportunities in these industries? (n=777)

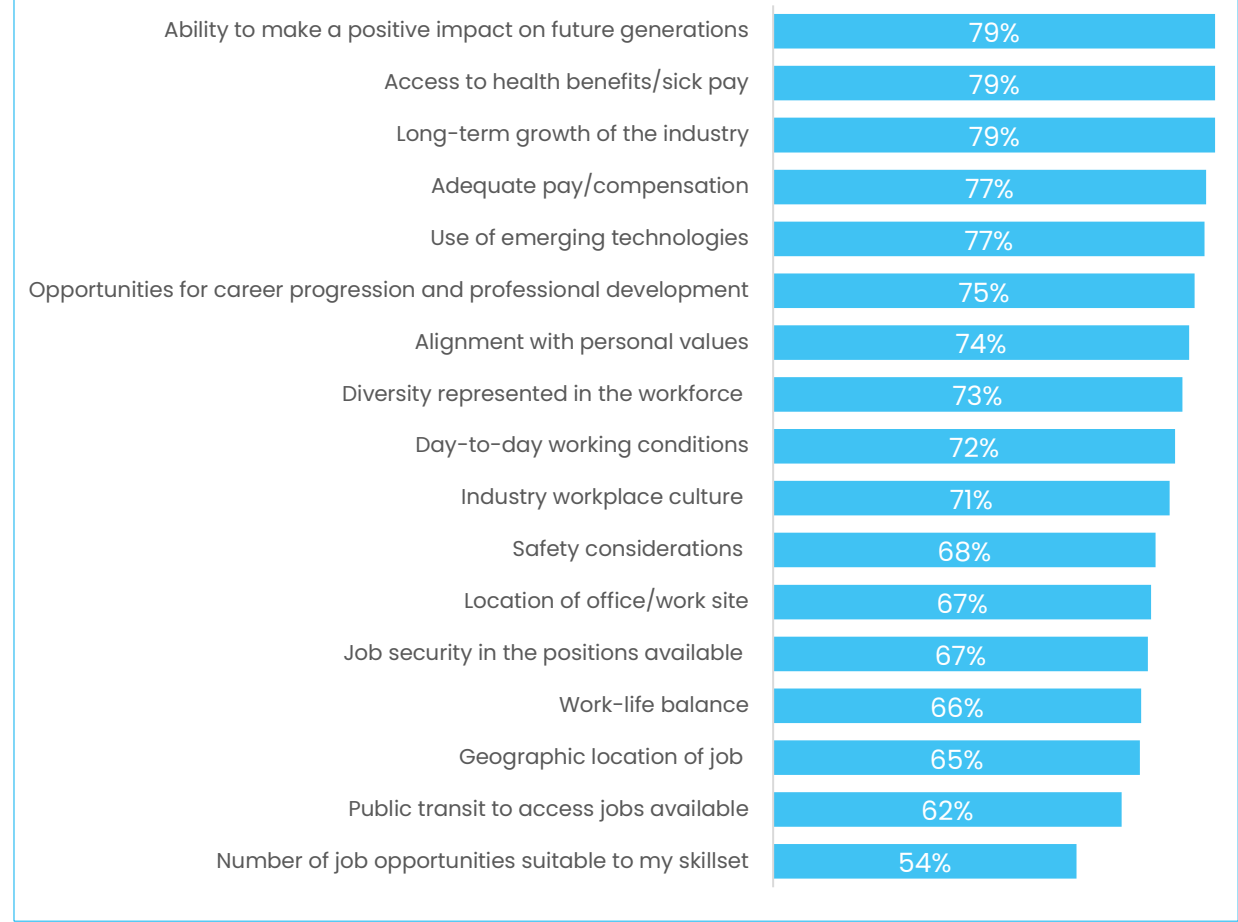
The smaller boxes titled 'industry-specific reasons' involve responses specifically from individuals who have been employed in that industry. The two big boxes at the top depict the overall respondent's perception of why they would be likely/unlikely to seek employment in that industry.

Rating of Sector-Specific Attributes

Aerospace & Defence

Rating towards individual factors in Aerospace and Defence

Top 2 Box



Q20: To the best of your ability, please rate each of the following as they relate to the Aerospace and Defence industry based on your current awareness of that industry: (n=1009)

Top factors positively perceived in the Aerospace and Defence

- Ability to make a positive impact on future generations
- Access to health benefits/sick pay
- Long-term growth of the industry
- Adequate pay/compensation
- Use of emerging technologies

Key Insights

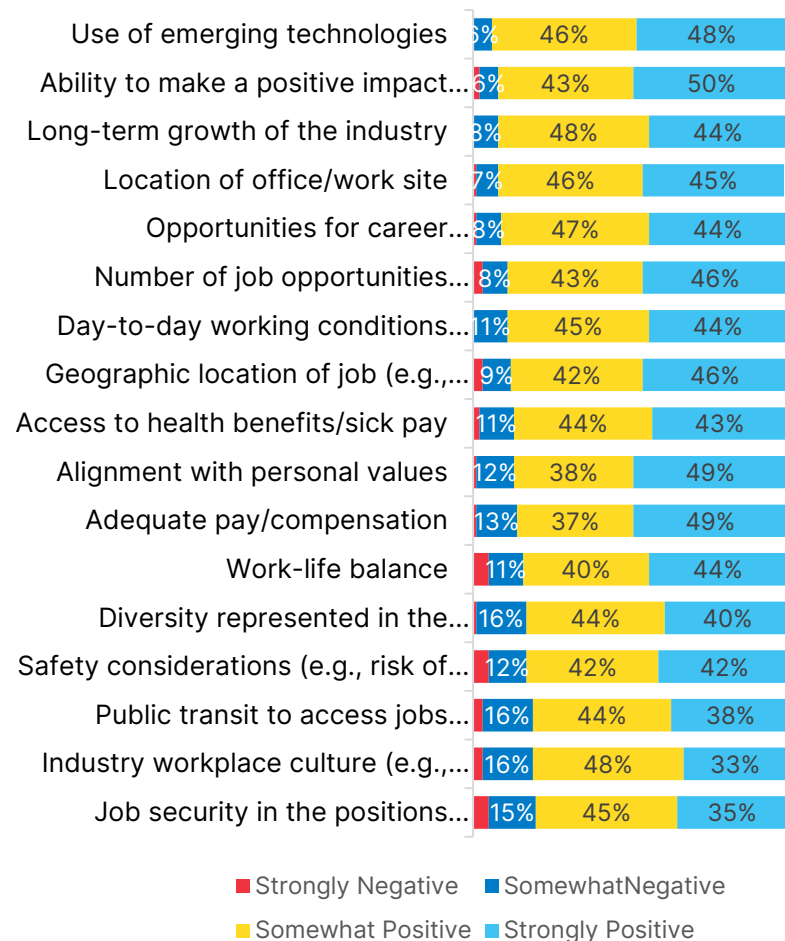
Respondents had the **most positive perceptions** with the **ability to make a positive impact on future generations and access to health benefits / sick pay.**

Respondents had **less positive perceptions** on the **number of suitable job opportunities to my skillset and public transit to access jobs available.**

Rating Attributes with the Level of Knowledge

Aerospace & Defence

Rating factors with level of knowledge Very Knowledgeable



Rating factors with level of knowledge Not at all Knowledgeable



Key Insights

Respondents who were very knowledgeable with the Aerospace and Defense industry had the **most positive perspectives on the long-term growth of the industry.**

Those who indicated they were not at all knowledgeable had the **least positives views on the number of jobs suitable to their skill sets.**

Q20: To the best of your ability, please rate each of the following as they relate to the creative industries based on your current awareness of that industry. (n=1009)

Priority Matrix – Areas for Improvement

Aerospace & Defence

Priority Matrix:

Using respondents' satisfaction levels with various factors related to their current awareness of the sector, a priority matrix was created using Deloitte's proprietary derived importance methodology. The Priority Matrix consists of three metrics

Performance:

The percentage of respondents who rated positively with a given attribute.

Level of Importance:

A statistical measure using a machine learning algorithm to determine the strength of the relationship between the statements and respondents' overall likelihood to seek employment in the following sectors. Attributes with a high importance tend to matter greatly to job seekers/workers.

Factor	Performance	Importance	Priority Rank
Number of job opportunities suitable to my skillset	54%	9.4	1
Public transit to access jobs available	62%	6.9	2
Geographic location of job	65%	6.9	3
Location of office/work site	67%	6.9	4
Work-life balance	66%	6.6	5
Job security in the positions available	67%	6.6	6
Safety considerations	68%	6.6	7
Industry workplace culture	71%	6.2	8
Day-to-day working conditions	72%	6.0	9
Diversity represented in the workforce	73%	6.2	10
Alignment with personal values	74%	6.2	11
Use of emerging technologies	77%	6.8	12
Opportunities for career progression and professional development	75%	6.2	13
Adequate pay/compensation	77%	6.4	14
Access to health benefits/sick pay	79%	6.2	15
Long-term growth of the industry	79%	6.2	16
Ability to make a positive impact on future generations	79%	6.0	17

Priority rank:

This was determined for each attribute based on high levels of importance and low levels of performance. Top priorities are factors where there are communication opportunities, and any improvements made would be likely to have a big impact on their overall likelihood to seek employment in the following sectors.

Interpretation

Using Deloitte's proprietary derived importance methodology, it was found that the top priorities for the Aerospace and Defence industry sector were **the number of job opportunities suitable to their skillset and public transit to access job available.**

Addressing these priorities will lead to a more engaged, skilled, and satisfied workforce, ultimately driving better business outcomes.

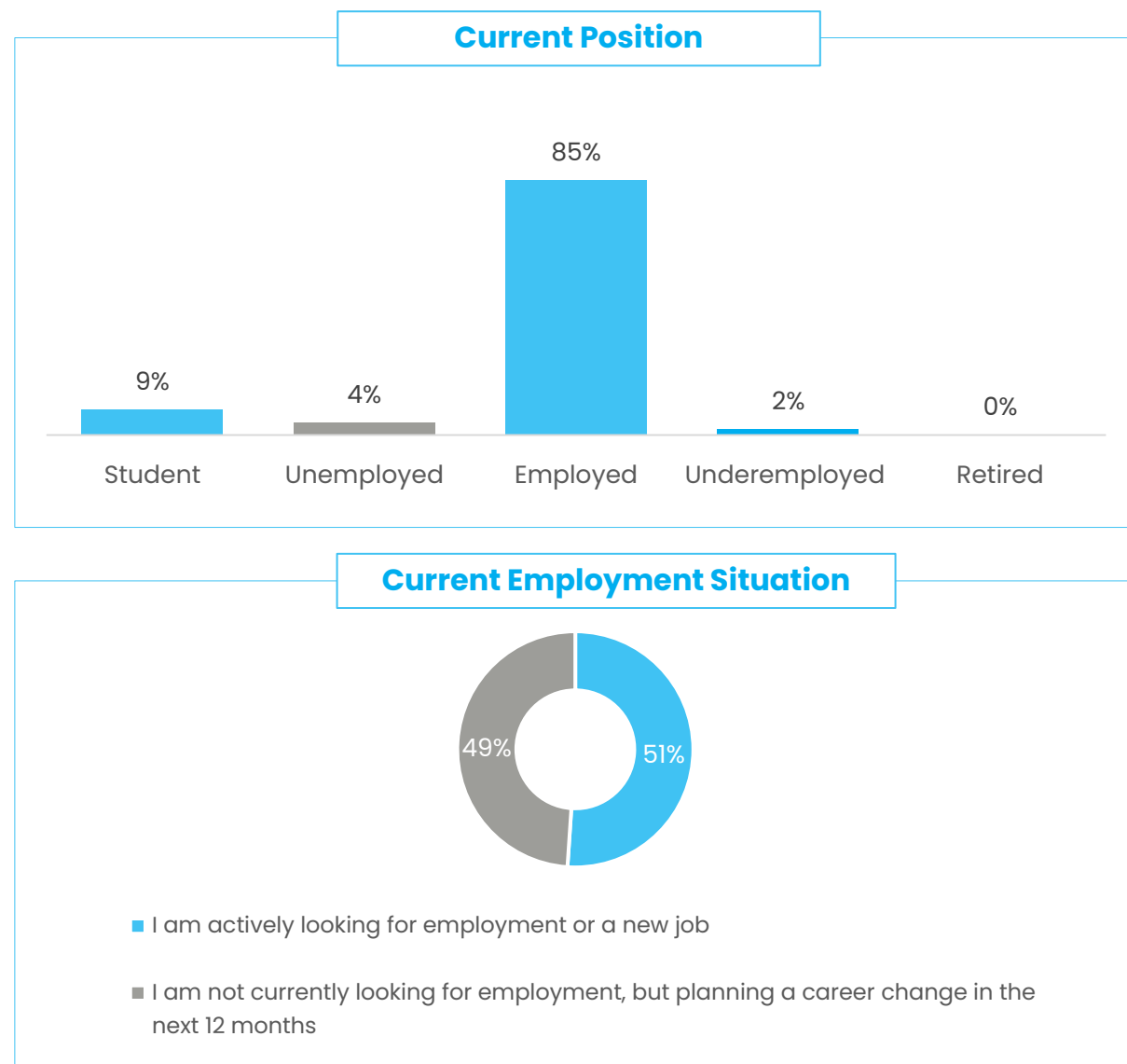
Q20: To the best of your ability, please rate each of the following as they relate to the Aerospace and Defence industry based on your current awareness of that industry: (n=1009)

Sector 4: Agribusiness and Food

Current Employment Conditions

Agribusiness & Food

51% of respondents in the Agribusiness and Food industry expressed **they are actively looking for employment or a new job.**



Key Insights

85% of respondents in the Agribusiness and Food sector were seen to be **employed in this sector**, followed by **9%** being **students**, and **2%** **underemployed**.

51% of respondents indicated **they are actively looking for employment or a new job** in the Agribusiness and Food industry sector, followed by **49%** indicating they **are not currently looking but are planning a career change in the next 12 months**.

Q4: Which of the following best fits your current position? (n=47)

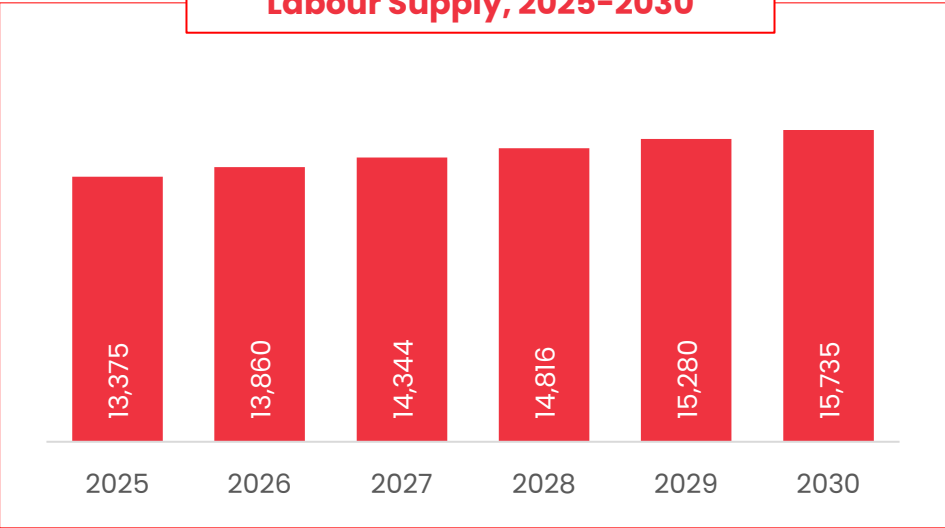
Q5: Which of the following best describes your current situation? (n=47)

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SDG Study Comparisons

Agribusiness & Food

Labour Supply, 2025-2030

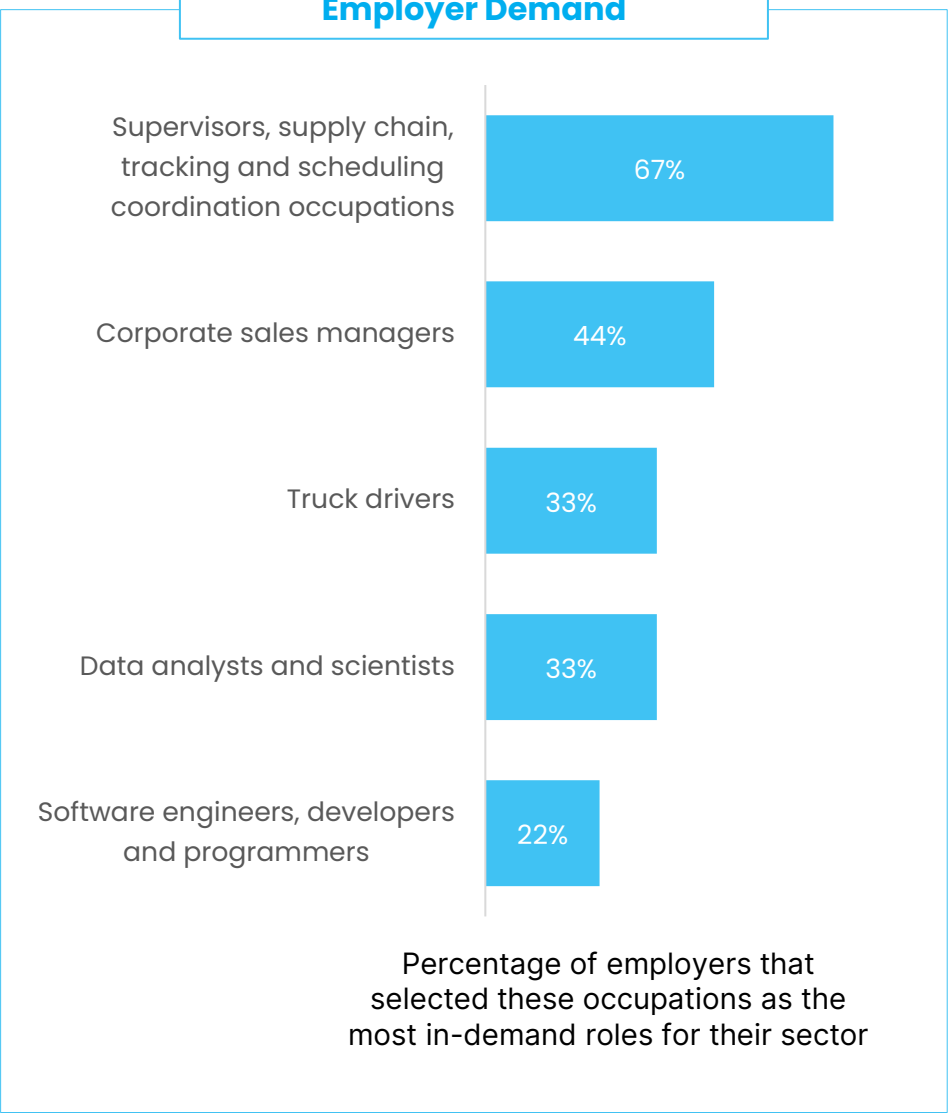


Top 10 affiliated occupations

Top Affiliated Occupations by Employment

- Supervisors, supply chain, tracking and scheduling coordination occupations
- Administrative assistants
- Shippers and receivers
- Corporate sales managers
- Retail salespersons and visual merchandisers
- Sales and account representatives - wholesale trade (non-technical)
- Construction millwrights and industrial mechanics
- Material handlers
- Retail and wholesale buyers
- Delivery service drivers and door-to-door distributors

Employer Demand



Key Insights

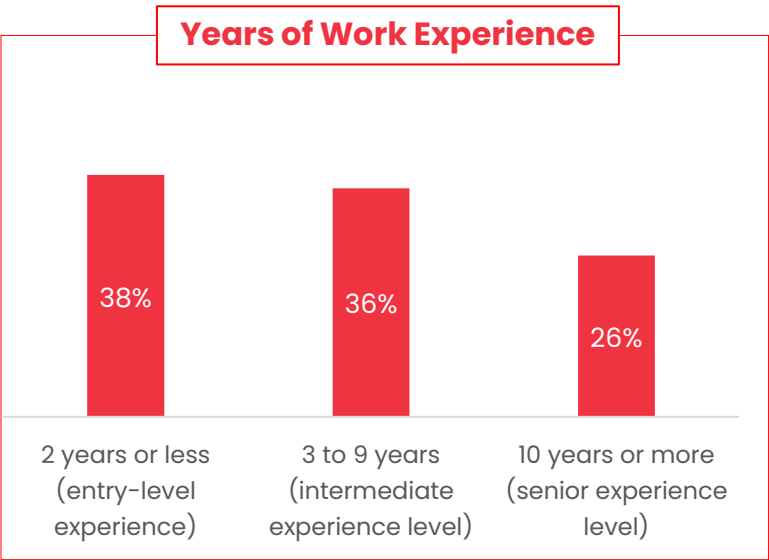
Employment in agribusiness and food is **projected to grow steadily through to 2030.**

The top ten occupations most **affiliated with the sector** are projected to reach nearly 18,000 workers by 2030.

According to employer survey results, the most in-demand roles **include supervisors, supply chain, tracking and scheduling coordination occupations, corporate sales managers, truck drivers, data analysts and scientists, and software engineers, developers and programmers.**

Professional Skills

Agribusiness & Food



38% of respondents in the Agribusiness and Food industry sector have **less than 2 years of work experience**, recognized as an entry-level of experience.

Technical (Hard) Skills

- “MS Excel”
- “Project Management”
- “Consulting”
- “Cybersecurity”
- “Data Analysis”

Interpersonal (Soft) Skills

- “Communication”
- “Teamwork”
- “Attention to detail”
- “Critical Thinking”

Key Insights

38% of respondents in Agribusiness and Food have **less than 2 years of experience**, followed by **36%** having **3-9 years** and **26%** with **10 years or more**.

When asked what the top 3 professional skills, the **top technical skills** include Microsoft Excel, project management, consulting, cybersecurity, and data analysis.

Top interpersonal skills include **communication, teamwork, attention to detail, and critical thinking**.

Q8: How many years of work experience do you have related to the industry selected in the previous question? (n=47)

Q9: What are your top three professional skills? (n=47)

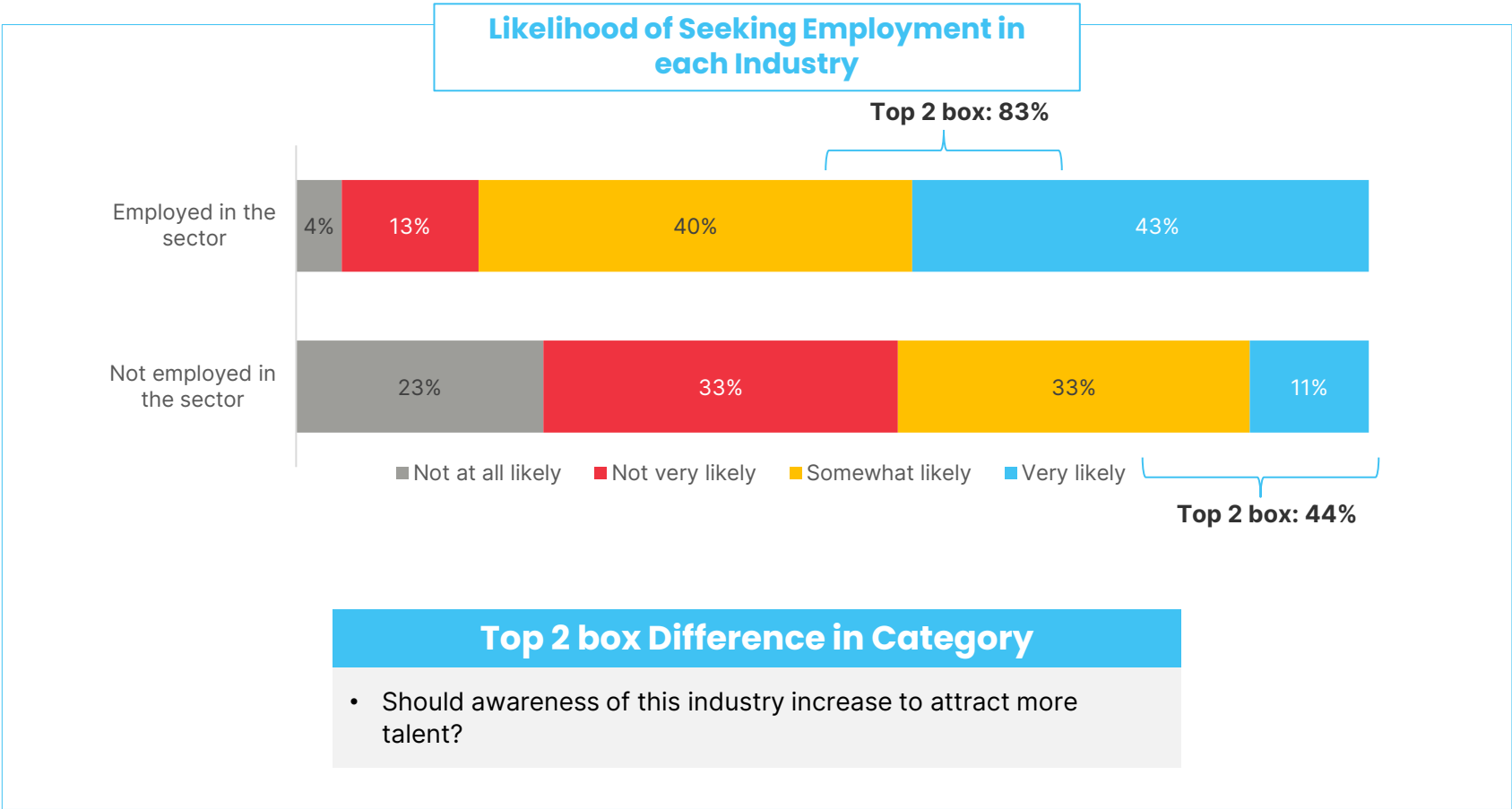
Seeking Employment in **Agribusiness and Food**

Sector-specific Insights

Respondents were asked to rate their level of likelihood in seeking employment in the Agribusiness and Food industry sector.

Individuals who reported to have been employed or previously employed in the Agribusiness and Food industry sector expressed an overall **83% of likelihood with seeking employment in this industry sector.**

Individuals not employed in this sector indicated an overall **44% of likelihood of seeking employment in this industry sector.**





Q12: For each of the following industries, please indicate how likely you are to seek employment. (n=47,962)
Q7: Which of the following best describes the industry in which you currently work, or previously worked? (n=47,962)

Seeking Employment in this Sector

Agribusiness & Food

Reasons to be unlikely to seek employment in this sector

-  Low interest/motivation
-  Lack of qualifications and experience
-  Misalignment with career goals
-  Perceived job conditions


Reasons to be likely to seek employment in this sector

-  Alignment with values and lifestyle
-  Personal interest and passion
-  Experience and skills
-  Perceived opportunity and stability

Industry-specific reasons to unlikely seek employment

-  Lack of experience
-  Perceived job conditions

Industry-specific reasons to likely seek employment

-  Personal interest
-  Alignment with values and lifestyle

Information most important to seek opportunities for this sector

-  Salary and compensation
-  Job opportunities and availability
-  Qualifications and training
-  Work environment & conditions

Key Insights

The **low interest and lack of qualifications** was the top reason why respondents might be unlikely to seek employment in this sector.

When asked what information would be the most important to seek opportunities, **alignment with values and lifestyle and personal interests and passions** were deemed as the top factors.

Q14: What is the main reason you are unlikely to seek work in (n=1009)

Q15: What is the main reason you are likely to seek work in (n=1009)

Q16: What information would be most important to your decision to seek work opportunities in these industries? (n=1009)

The smaller boxes titled 'industry-specific reasons' involve responses specifically from individuals who have been employed in that industry. The two big boxes at the top depict the overall respondent's perception of why they would be likely/unlikely to seek employment in that industry.

Rating of Sector-Specific Attributes

Agribusiness & Food

Rating towards individual factors in Agribusiness and Food



Q20: To the best of your ability, please rate each of the following as they relate to the agribusiness and food industry based on your current awareness of that industry. (n=1009)

Top factors positively perceived in the Agribusiness and Food industry

- Alignment with personal values
- Ability to make a positive impact on future generations
- Long-term growth of the industry
- Use of emerging technologies
- Diversity represented in the workforce

Key Insights

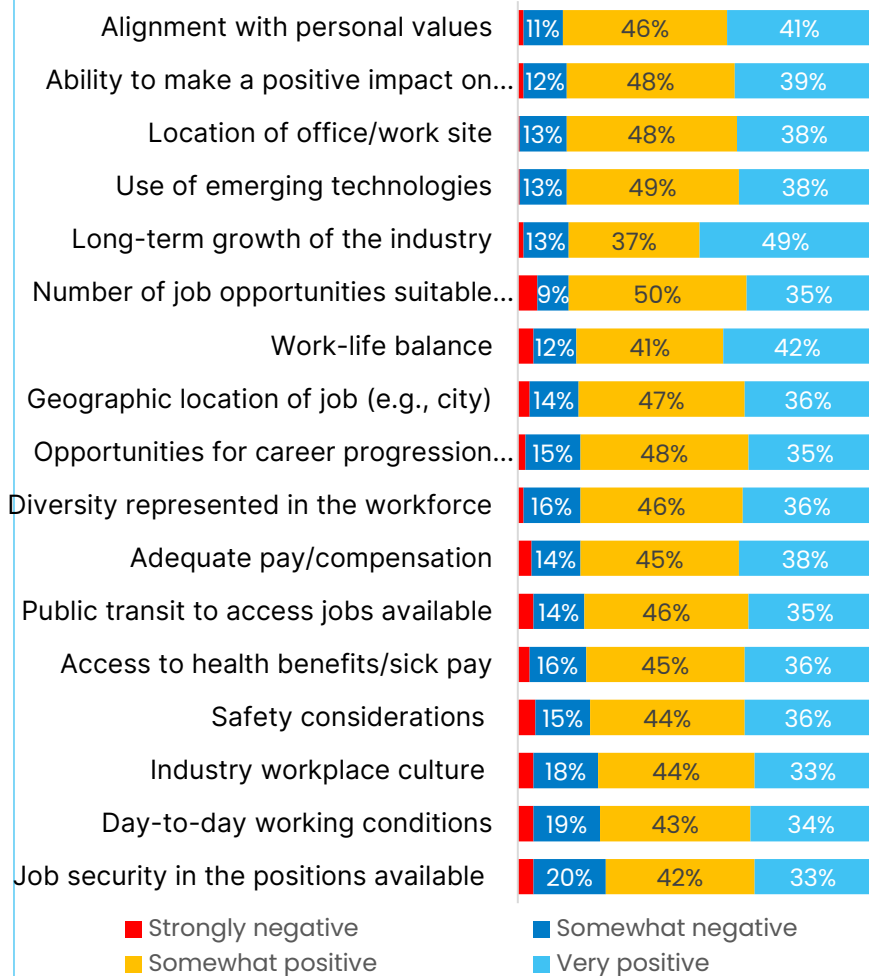
Respondents had the **most positive perceptions** with **alignment with personal values and the ability to make a positive impact on future generations.**

Respondents had **less positive perceptions** on the **job security in the positions available and the number of job opportunities suitable to their skillset.**

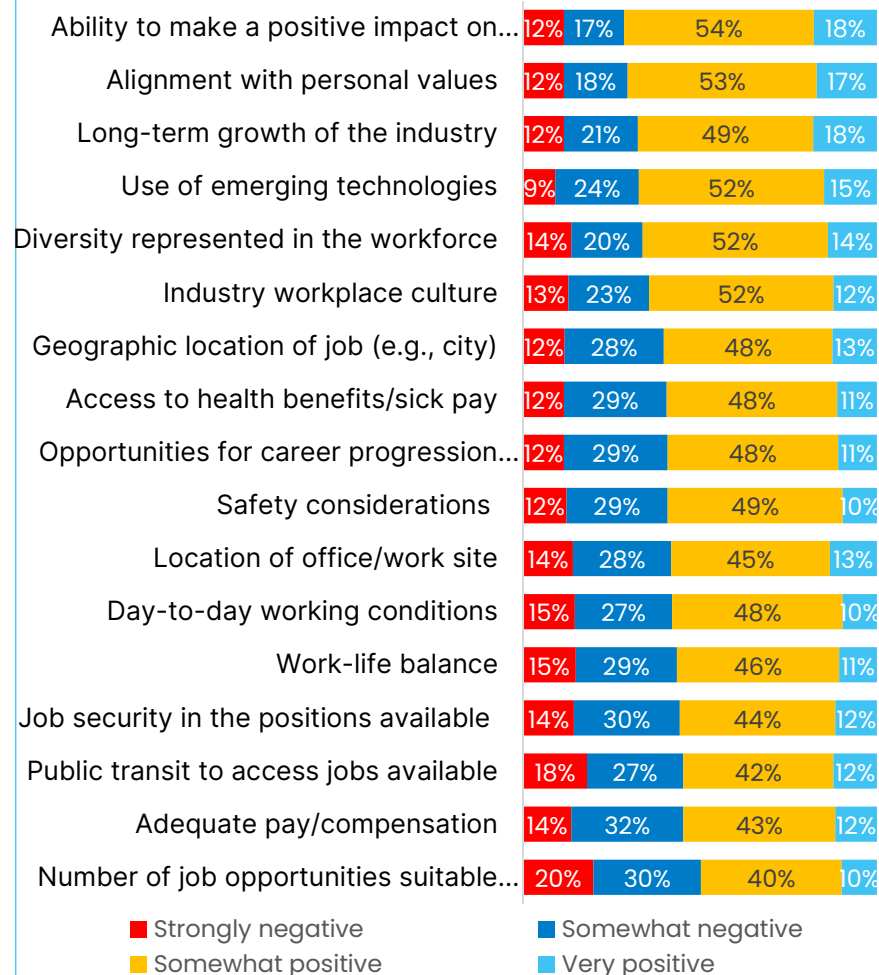
Rating Attributes with the Level of Knowledge

Agribusiness and Food

Rating factors with level of knowledge Very Knowledgeable



Rating factors with level of knowledge Not at all Knowledgeable



Key Insights

Respondents who were very knowledgeable with the Agribusiness and Food industry had the **most positive perspectives on the alignment with personal values and the ability to make a positive impact on future generations.**

Those who indicated they were not at all knowledgeable had the **least positives views on job security n the positions available and the day-to-day working conditions.**

Q20: To the best of your ability, please rate each of the following as they relate to the creative industries based on your current awareness of that industry. (n=1009)

Priority Matrix – Areas for Improvement

Agribusiness & Food

Priority Matrix:

Using respondents' satisfaction levels with various factors related to their current awareness of the sector, a priority matrix was created using Deloitte's proprietary derived importance methodology. The Priority Matrix consists of three metrics

Performance:

The percentage of respondents who rated positively with a given attribute.

Level of Importance:

A statistical measure using a machine learning algorithm to determine the strength of the relationship between the statements and respondents' overall likelihood to seek employment in the following sectors. Attributes with a high importance tend to matter greatly to job seekers/workers.

Factor	Performance	Importance	Priority Rank
Number of job opportunities suitable to my skillset	64%	9.4	1
Job security in the positions available	61%	8.0	2
Public transit to access jobs available	65%	7.9	3
Adequate pay/compensation	64%	7.6	4
Day-to-day working conditions	65%	7.6	5
Work-life balance	65%	7.5	6
Safety considerations	65%	7.1	7
Location of office/work site	68%	7.7	8
Access to health benefits/sick pay	67%	7.1	9
Opportunities for career progression and professional development	68%	7.1	10
Industry workplace culture	68%	7.1	11
Geographic location of job	69%	7.2	12
Diversity represented in the workforce	72%	7.3	13
Use of emerging technologies	74%	7.6	14
Long-term growth of the industry	75%	7.5	15
Ability to make a positive impact on future generations	76%	7.5	16
Alignment with personal values	77%	6.9	17

Priority rank:

This was determined for each attribute based on high levels of importance and low levels of performance. Top priorities are factors where there are communication opportunities, and any improvements made would be likely to have a big impact on their overall likelihood to seek employment in the following sectors.

Interpretation

Using Deloitte's proprietary derived importance methodology, it was found that the top priorities for the Agribusiness and Food industry were the **number of job opportunities suitable to my skillset, job security in the positions available, and public transit to access jobs available.**

Addressing these priorities will lead to a more engaged, skilled, and satisfied workforce, ultimately driving better business outcomes.

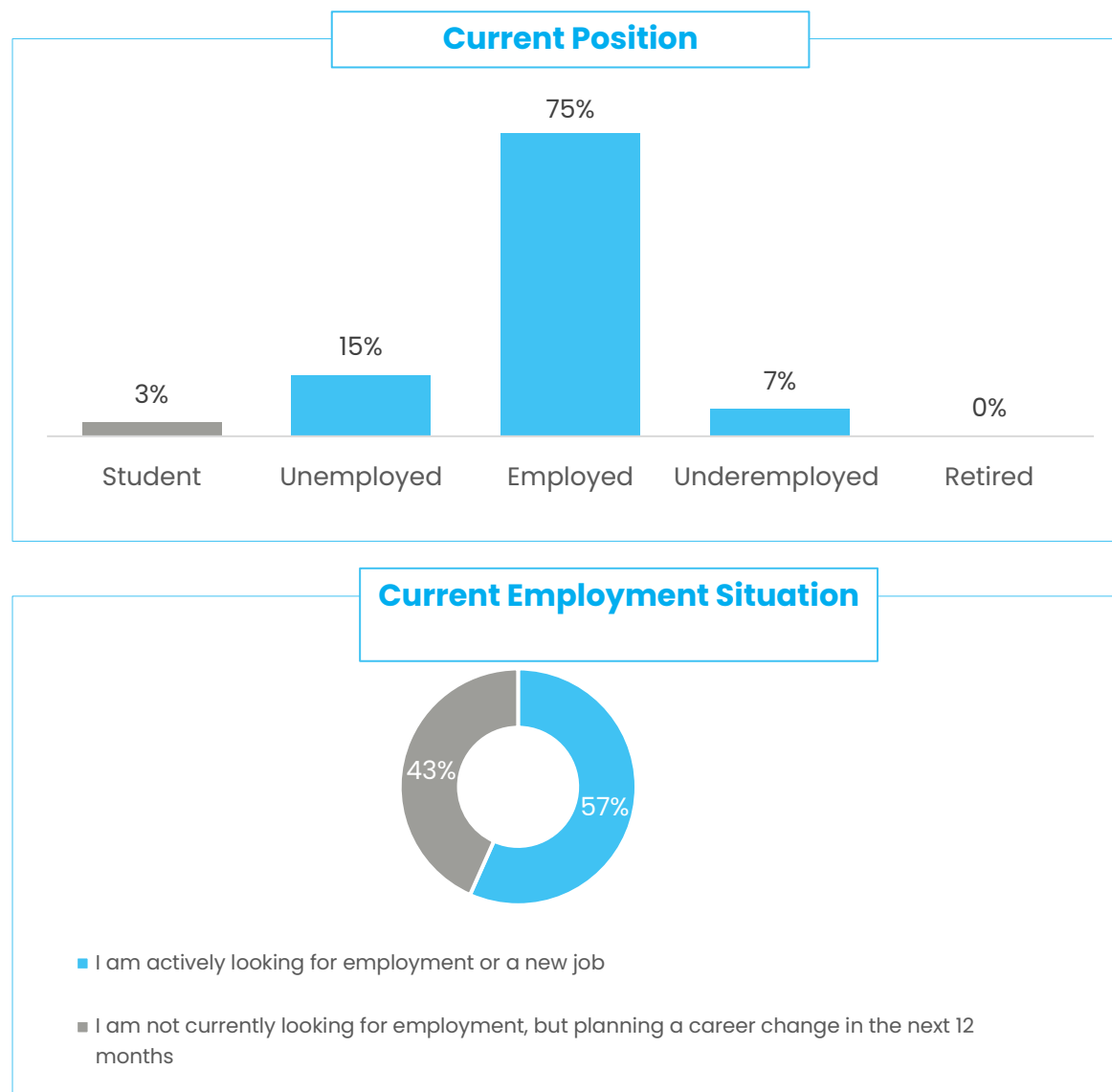
Q20: To the best of your ability, please rate each of the following as they relate to the Agribusiness & Food industry based on your current awareness of that industry. (n=1009)

Sector 5: Energy and Environment

Current Employment Conditions

Energy & Environment

57% of respondents in the Energy and Environment industry expressed **they are actively looking for employment of a new job.**



Key Insights

75% of respondents in the Energy and Environment sector were seen to be **employed in this sector**, followed by **15%** being **unemployed**, and **7%** **underemployed**.

57% of respondents indicated **they are actively looking for employment or a new job** in the Energy and Environment industry sector, followed by **43%** indicating they **are not currently looking but are planning a career change in the next 12 months**.

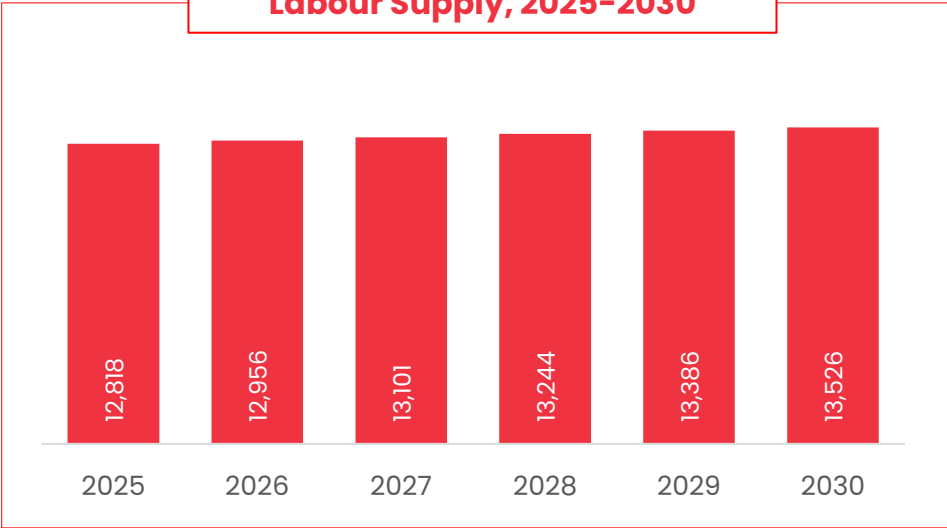
Q4: Which of the following best fits your current position? (n=60)
Q5: Which of the following best describes your current situation? (n=60)

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SDG Study Comparisons

Energy & Environment

Labour Supply, 2025-2030

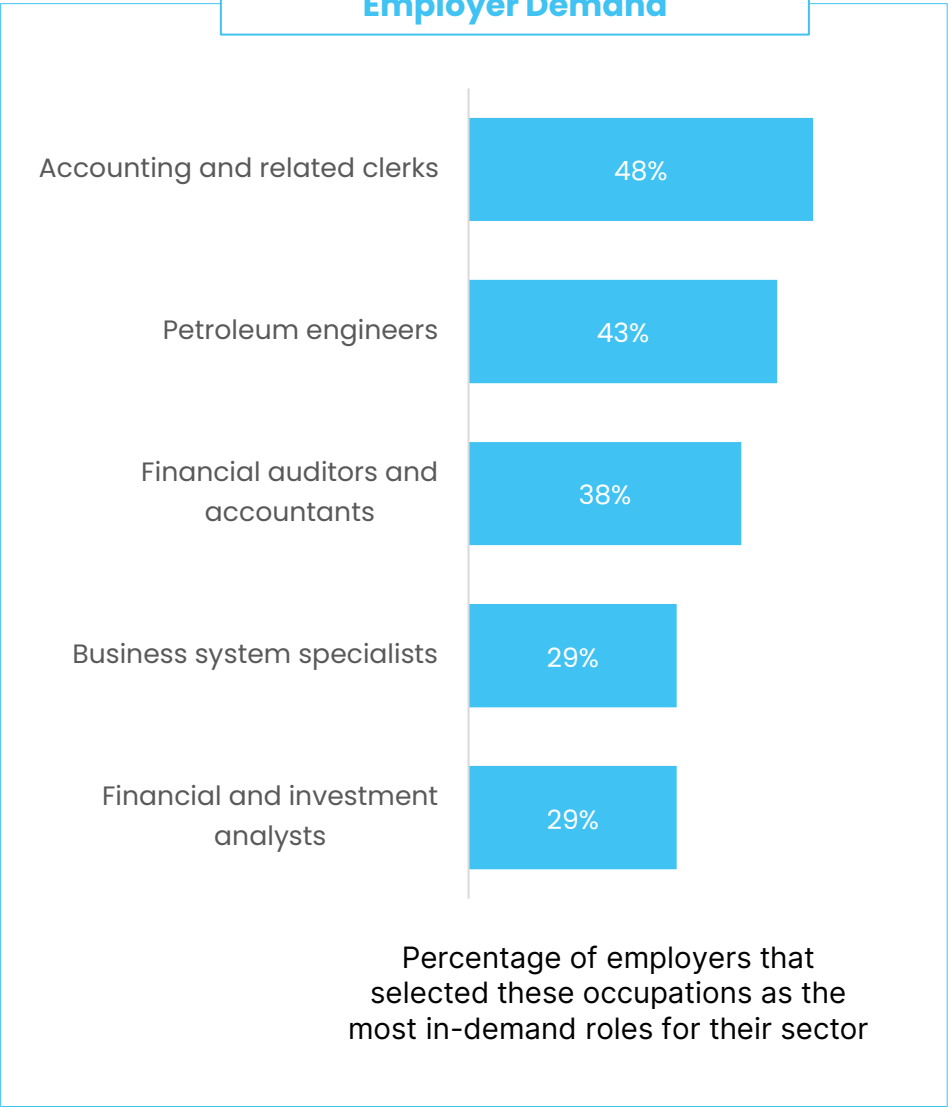


Top 10 affiliated occupations

Top Affiliated Occupations by Employment

- Administrative assistants
- Financial auditors and accountants
- Accounting and related clerks
- Heavy equipment operators
- Administrative officers
- Business systems specialists
- Material handlers
- Biologists and related scientists
- Database analysts and data administrators
- Financial and investment analysts

Employer Demand



Key Insights

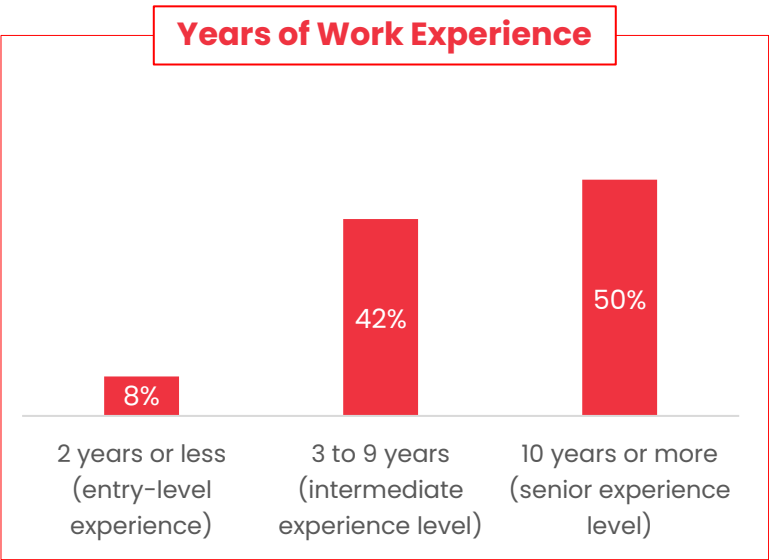
Employment in agribusiness and food is **projected to grow slowly through to 2030.**

The top ten occupations most affiliated with the sector are **projected to reach around 13,500 workers by 2030.**

According to employer survey results, **the most in-demand roles include accounting and related clerks, petroleum engineers, financial auditors and accountants, business system specialists, and financial and investment analysts.**

Professional Skills

Energy & Environment



50% of respondents in the Energy and Environment industry have 10 years of experience or more, recognized as a senior experience level.

Technical (Hard) Skills

“Software knowledge”

“Microsoft Office Suite”

“Logistics”

“Human Resource Management”

“Engineering”

Interpersonal (Soft) Skills

“Customer service”

“Technical leadership”

“Problem solving”

“Time management”

“Adaptability”

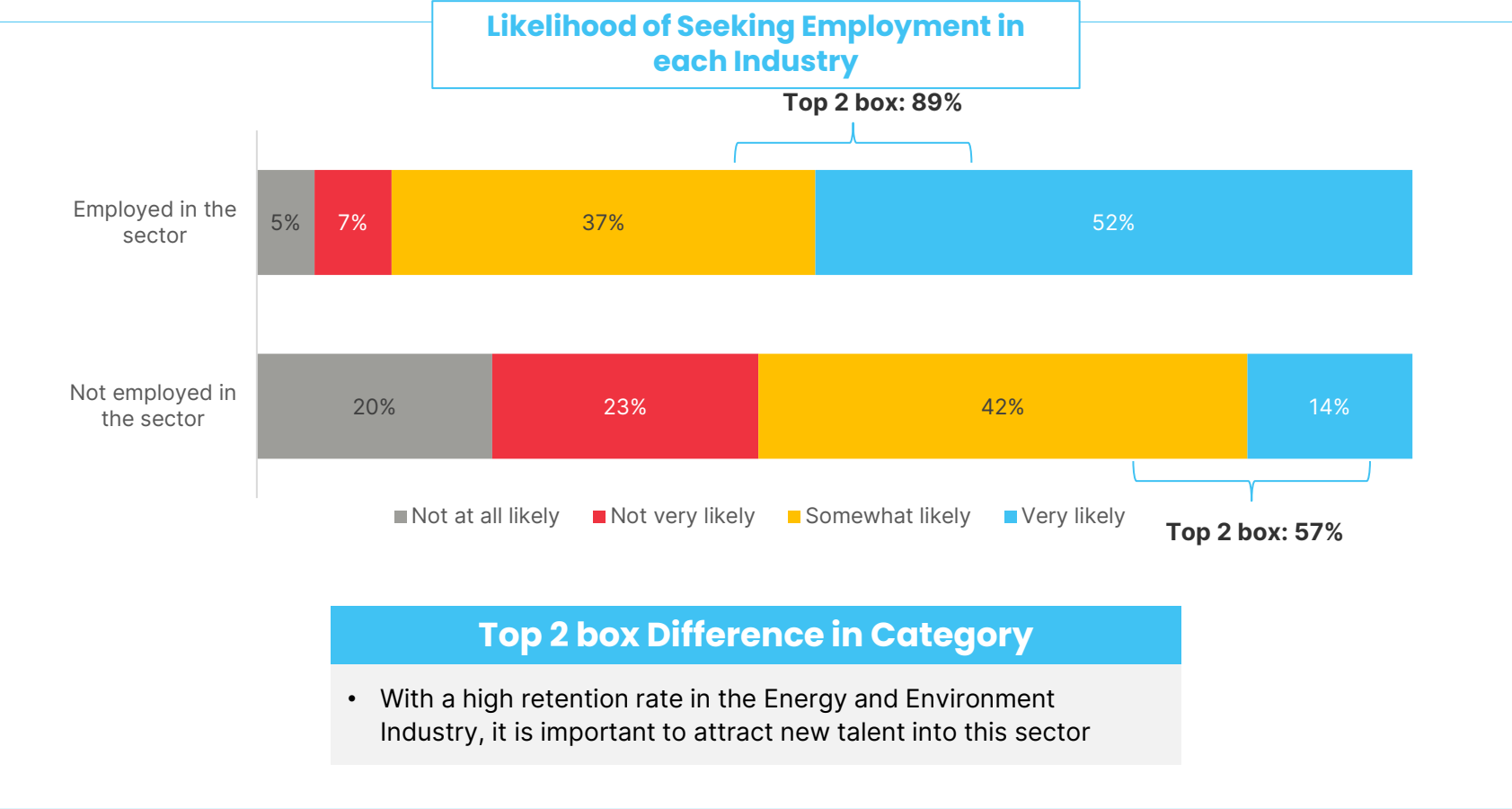
Key Insights

50% of respondents indicated that they had more than 10 years of experience in the industry.

Respondents commonly mentioned that their top technical skills were software knowledge, Microsoft office suite, logistics, human resource management, and engineering.

Respondents most commonly mentioned customer service, technical leadership, problem solving, time management, and adaptability when asked about their top soft skills.

Seeking Employment in **Energy and Environment**



Sector-specific Insights

Respondents were asked to rate their level of likelihood in seeking employment in the Energy and Environment industry sector.

Individuals who reported to have been employed or previously employed in the Energy and Environment industry sector expressed an overall **88% of likelihood with seeking employment in this industry sector.**



Individuals not employed in this sector indicated an overall **57% of likelihood of seeking employment in this industry sector.**

Q12: For each of the following industries, please indicate how likely you are to seek employment. (n= 60 ; 949)
Q7: Which of the following best describes the industry in which you currently work, or previously worked? (n= 60 ; 949)

Seeking Employment in this Sector

Energy & Environment



Reasons to be unlikely to seek employment in this sector

-  Lack of interest
-  Lack of experience and skills
-  Educational background
-  Perception of the industry

Reasons to be likely to seek employment in this sector

-  Relevant experience and skills
-  Passion and interests
-  Financial incentives
-  Alignment with personal values

Industry-specific reasons to unlikely seek employment

-  Educational background
-  Perception of the industry

Industry-specific reasons to likely seek employment

-  Passions and interests
-  Financial incentives

Information most important to seek opportunities for this sector

-  Financial incentives and job security
-  Interest and passion for the environment
-  Career growth and development
-  Relevant skills and qualifications

Key Insights

The **lack of interest, and experience and skills** were deemed the top reason why respondents might be unlikely to seek employment in this sector.

When asked what information would be the most important to seek opportunities for the industry, **relevant experience, and passions and interests** were deemed as the top factors.

Q14: What is the main reason you are unlikely to seek work in (n=1009)
Q15: What is the main reason you are likely to seek work in (n=1009)
Q16: What information would be most important to your decision to seek work opportunities in these industries? (n=1009)

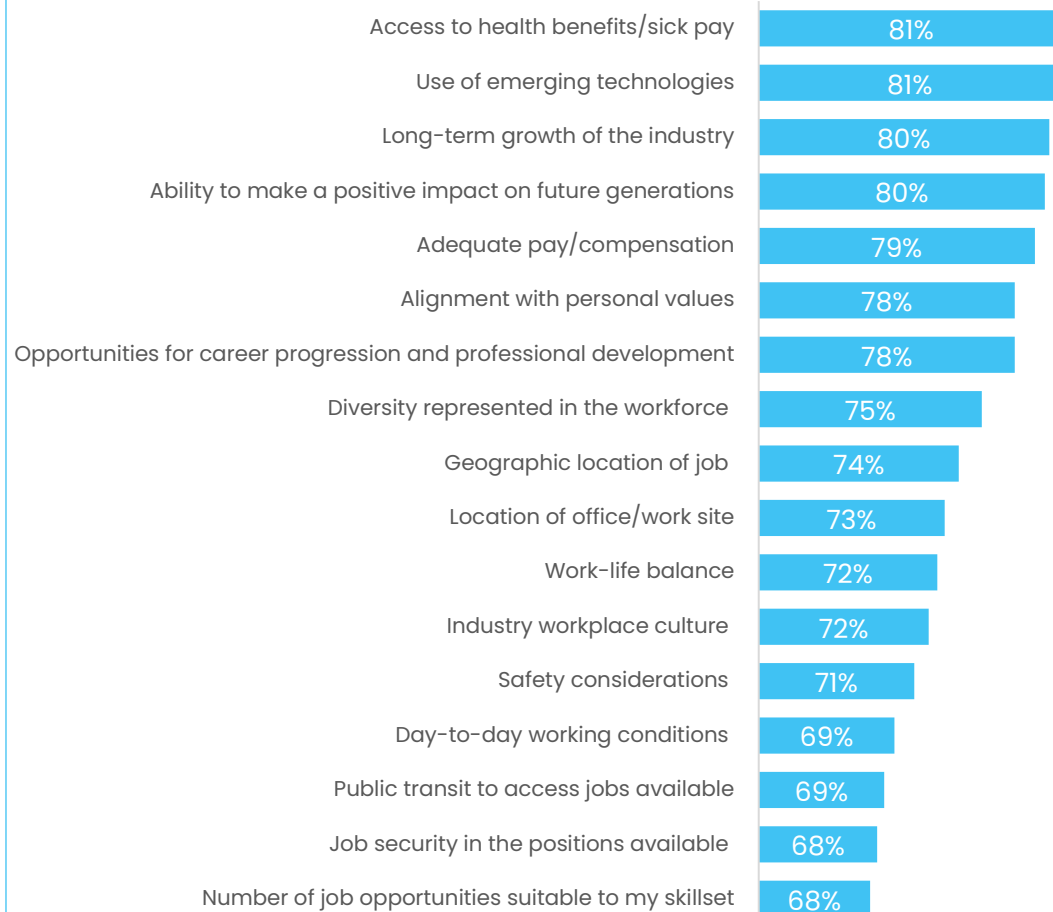
The smaller boxes titled 'industry-specific reasons' involve responses specifically from individuals who have been employed in that industry.
The two big boxes at the top depict the overall respondent's perception of why they would be likely/unlikely to seek employment in that industry.

Rating of Sector-Specific Attributes

Energy & Environment

Rating towards individual factors in Energy and Environment

Top 2 Box



Top factors positively perceived in the Energy and Environment Industry

- Access to health benefits/sick pay
- Use of emerging technologies
- Long-term growth of the industry
- Ability to make a positive impact on future generations
- Adequate pay/compensation

Key Insights

Respondents had the **most positive perceptions** with **access to health benefits/sick pay** and the **use of emerging technologies**.

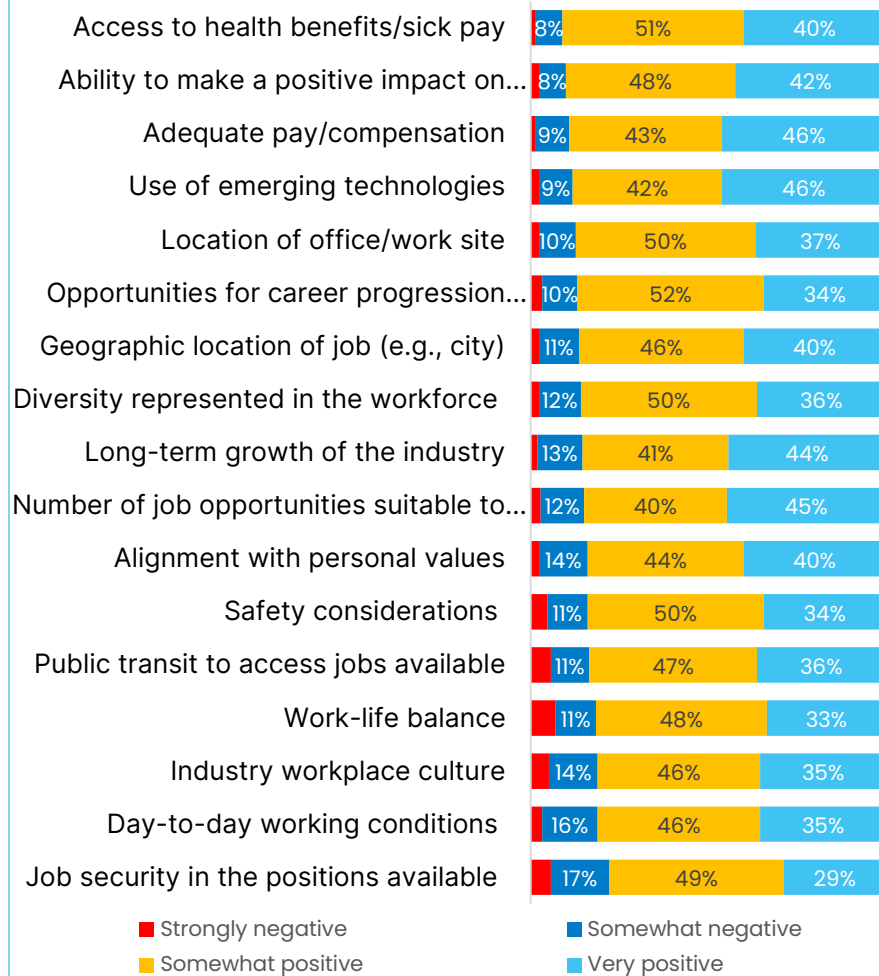
Respondents had **less positive perceptions** on the **the number of job opportunities suitable to their skillset and job security in the positions available**.

Q20: To the best of your ability, please rate each of the following as they relate to the energy and environment industry based on your current awareness of that industry: (n=1009)

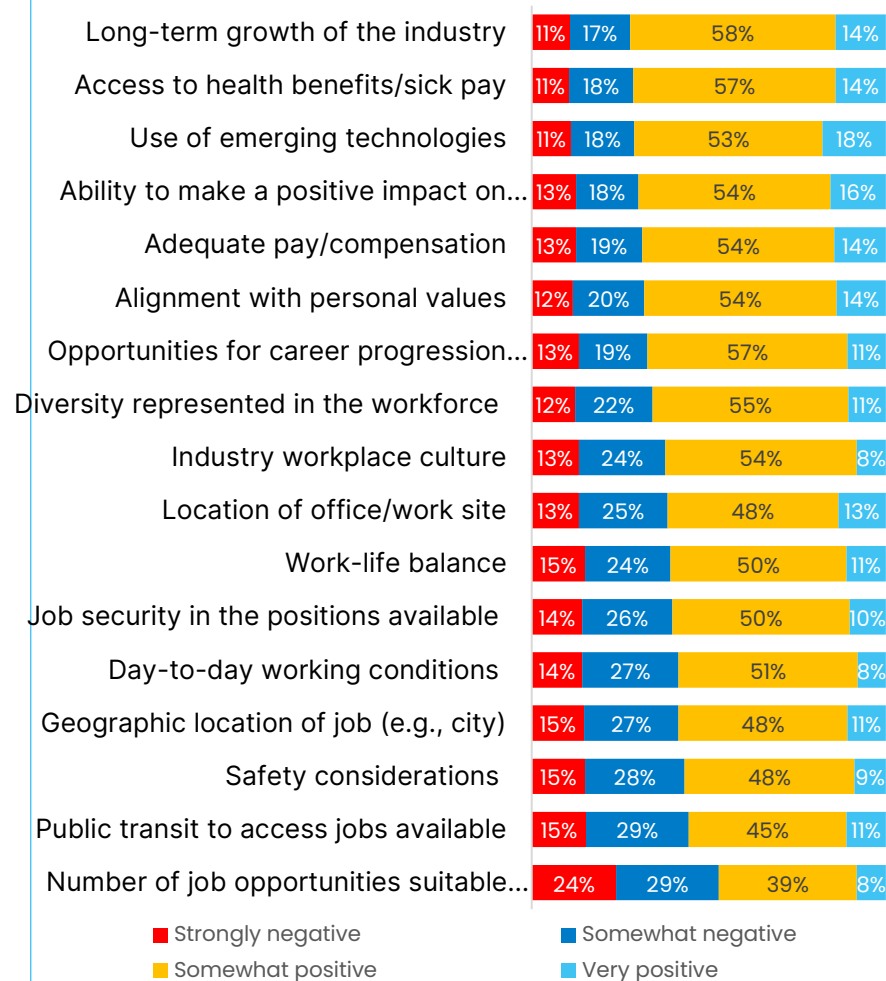
Rating Attributes with the Level of Knowledge

Energy and Environment

Rating factors with level of knowledge Very Knowledgeable



Rating factors with level of knowledge Not at all Knowledgeable



Key Insights

Respondents who were very knowledgeable with the Energy and Environment industry had the **most positive perspectives on the access to health benefits / sick pay and the ability to make a positive impact on future generations.**

Those who indicated they were not at all knowledgeable had the **least positive views on the number of jobs available and public transit to access jobs available.**

Q20: To the best of your ability, please rate each of the following as they relate to the creative industries based on your current awareness of that industry. (n=1009)

Priority Matrix – Areas for Improvement

Energy & Environment

Priority Matrix:
Using respondents' satisfaction levels with various factors related to their current awareness of the sector, a priority matrix was created using Deloitte's proprietary derived importance methodology. The Priority Matrix consists of three metrics

Performance:
The percentage of respondents who rated positively with a given attribute.

Level of Importance:
A statistical measure using a machine learning algorithm to determine the strength of the relationship between the statements and respondents' overall likelihood to seek employment in the following sectors. Attributes with a high importance tend to matter greatly to job seekers/workers.

Factor	Performance	Importance	Priority Rank
Number of job opportunities suitable to my skillset	68%	9.4	1
Public transit to access jobs available	69%	7.1	2
Job security in the positions available	68%	7.0	3
Day-to-day working conditions	69%	6.6	4
Safety considerations	71%	7.0	5
Work-life balance	72%	7.0	6
Industry workplace culture	72%	6.6	7
Location of office/work site	73%	6.6	8
Geographic location of job	74%	6.6	9
Diversity represented in the workforce	75%	6.8	10
Alignment with personal values	78%	7.0	11
Opportunities for career progression and professional development	78%	6.6	12
Adequate pay/compensation	79%	6.8	13
Use of emerging technologies	81%	7.4	14
Ability to make a positive impact on future generations	80%	6.8	15
Long-term growth of the industry	80%	6.6	16
Access to health benefits/sick pay	81%	6.6	17

Priority rank:
This was determined for each attribute based on high levels of importance and low levels of performance. Top priorities are factors where there are communication opportunities, and any improvements made would be likely to have a big impact on their overall likelihood to seek employment in the following sectors.

Interpretation

Using Deloitte's proprietary derived importance methodology, it was found that the top priorities for the Energy and Environment industry were **the number of job opportunities suitable to my skillset, public transit to access jobs available and job security in the positions available.**

Addressing these priorities will lead to a more engaged, skilled, and satisfied workforce, ultimately driving better business outcomes.

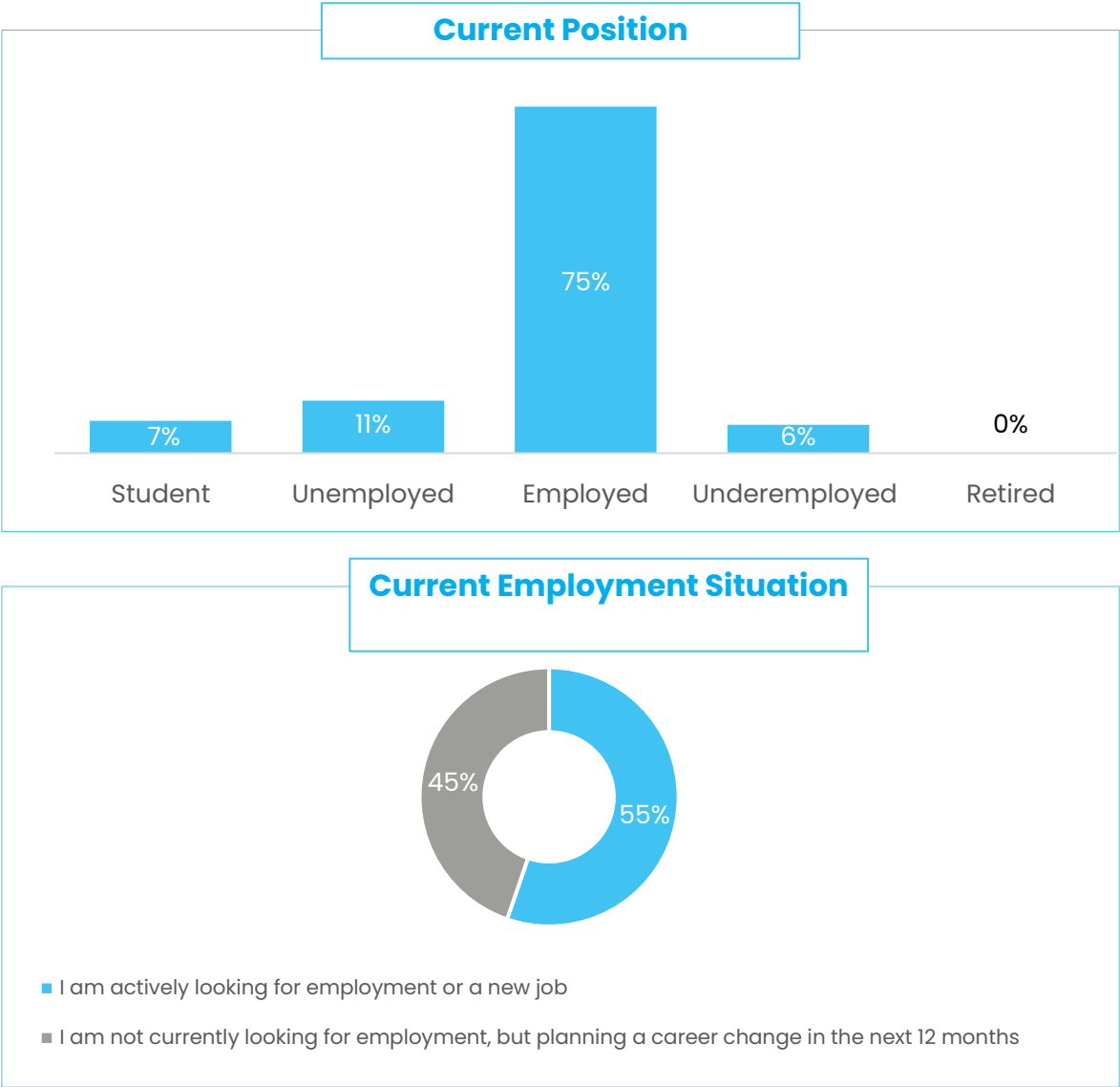
Q20: To the best of your ability, please rate each of the following as they relate to the Energy & Environment industry based on your current awareness of that industry. (n=1009)

Sector 6: Life Sciences and Health

Current Employment Conditions

Life Sciences & Health

55% of respondents in the Life Sciences and Health industry expressed they are actively looking for employment or a new job.



Key Insights

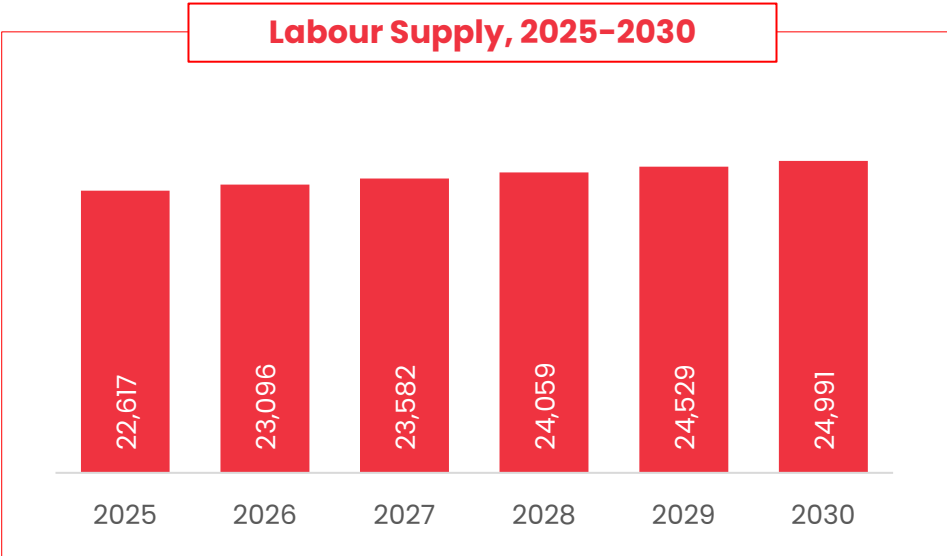
75% of respondents in the Life Sciences and Health sector were seen to be **employed in this sector**, followed by 11% being **unemployed**, and 6% **underemployed**.

55% of respondents indicated **they are actively looking for employment or a new job** in the Life Sciences and Health industry sector, followed by 45% indicating they **are not currently looking but are planning a career change in the next 12 months**.

Q4: Which of the following best fits your current position? (n=114)
Q5: Which of the following best describes your current situation? (n=114)

SDG Study Comparisons

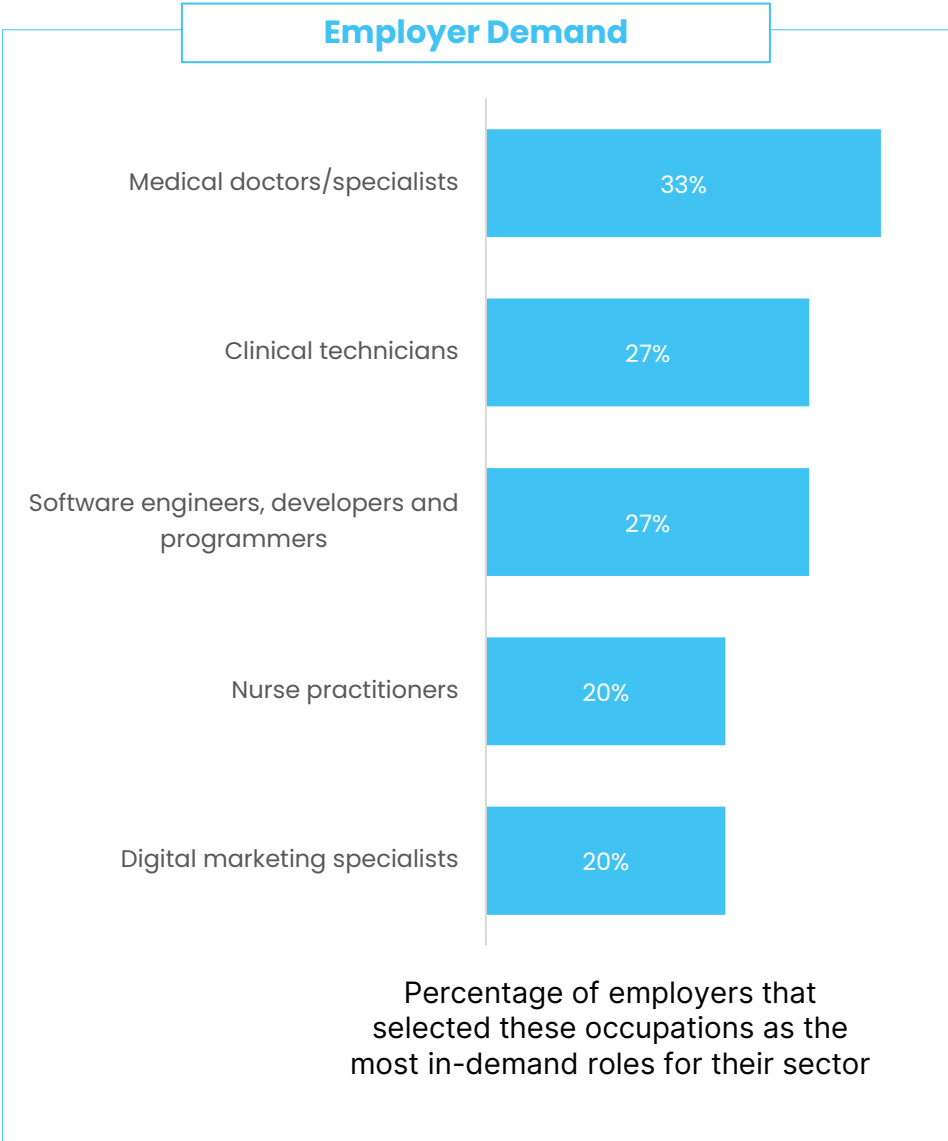
Life Sciences & Health



Top 10 affiliated occupations

Top Affiliated Occupations by Employment

- Administrative assistants
- Retail and wholesale trade managers
- Other customer and information services representatives
- Receptionists
- Retail salespersons and visual merchandisers
- Pharmacy technical assistants and pharmacy assistants
- Medical laboratory assistants and related technical occupations
- Pharmacists
- Retail and wholesale buyers



Key Insights

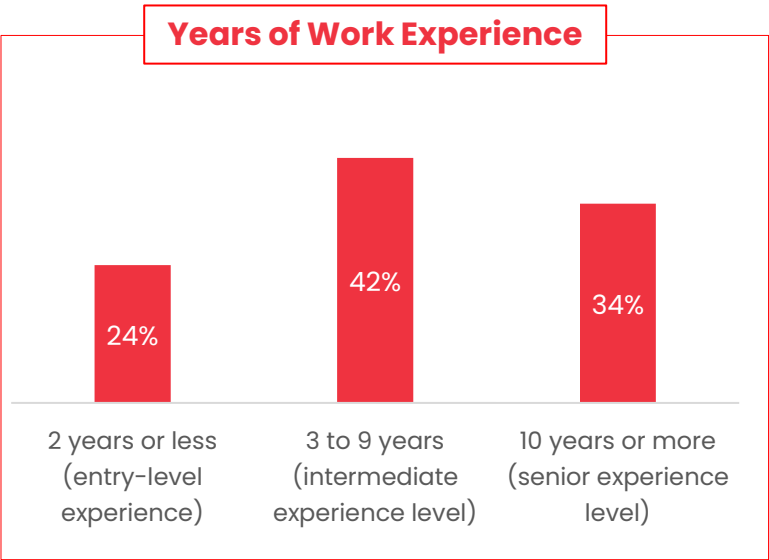
Employment in life sciences and health is **projected to grow slowly through to 2030.**

The top ten occupations most affiliated with the sector **are projected to reach almost 25,000 workers by 2030.**

According to employer survey results, the most in-demand roles **include medical doctors and specialists, clinical technicians, software engineers, developers and programmers, nurse practitioners, and digital marketing specialists.**

Professional Skills

Life Sciences & Health



42% of respondents in the Life Sciences and Health industry have **3-9 years of work experience**, recognized as an **intermediate experience level**.

Technical (Hard) Skills

“MS Word”

“Project Management”

“Data Analysis”

“Laboratory Result Interpretation”

“Medical Terminology”

Interpersonal (Soft) Skills

“Communication”

“Emotional Intelligence”

“Teamwork”

“Problem Solving”

“Quick Thinking”

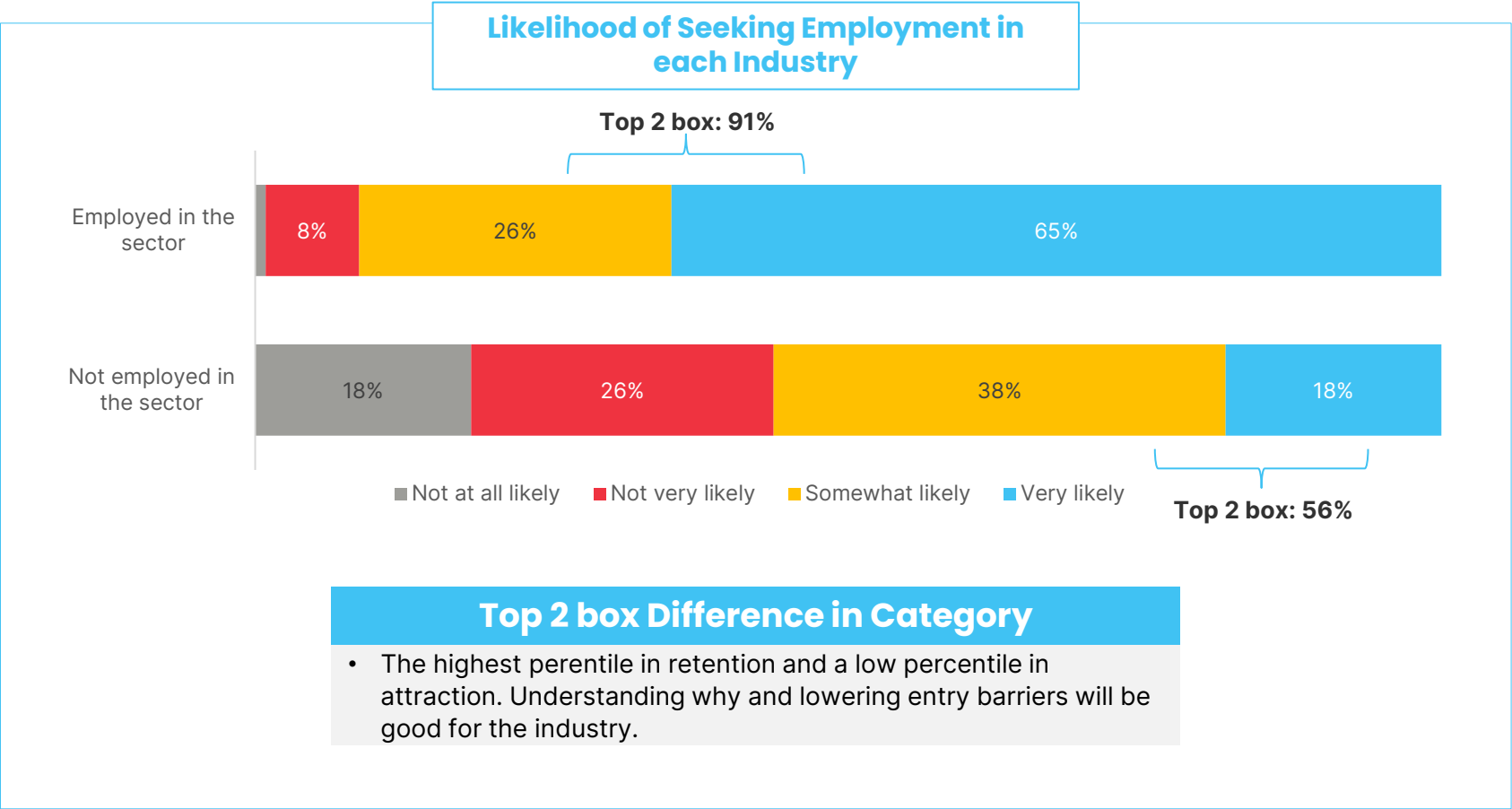
Key Insights

42% of respondents indicated that they had **3 to 9 years of experience**, followed by **34%** indicating **over 10 years of experience**.

Respondents commonly mentioned that their top technical skills were **Microsoft word, project management, data analysis, laboratory result interpretation, and medical terminology**.

Respondents **most commonly mentioned communication, emotional intelligence, teamwork, problem solving, and quick thinking** when asked about their top soft skills.

Seeking Employment in **Life Sciences and Health**



Sector-specific Insights

Respondents were asked to rate their level of likelihood in seeking employment in the Life Sciences and Health industry sector.

Individuals who reported to have been employed or previously employed in the Life Sciences and Health industry sector expressed an overall **91% of likelihood with seeking employment in this industry sector.**





Individuals not employed in this sector indicated an overall **56% of likelihood of seeking employment in this industry sector.**

Q12: For each of the following industries, please indicate how likely you are to seek employment. (n=114,895)
Q7: Which of the following best describes the industry in which you currently work, or previously worked? (n=114,895)

Seeking Employment in this Sector

Life Sciences & Health

Reasons to be unlikely to seek employment in this sector

-  Lack of qualifications and education
-  Lack of interest
-  Mismatch with current skills
-  Perceived barriers and challenges

Reasons to be likely to seek employment in this sector

-  Impact and contribution
-  Passion and interests
-  Financial incentives
-  Career opportunities and job security

Industry-specific reasons to unlikely seek employment

-  Mismatch of skills
-  Perceived barriers and challenges

Industry-specific reasons to likely seek employment

-  Financial incentives
-  Career opportunities and job security

Information most important to seek opportunities for this sector

-  Compensation and benefits
-  Education and qualifications
-  Career growth and opportunities
-  Work-life balance and flexibility

Key Insights

The **lack of qualifications and interest** were deemed the top reason why respondents might be unlikely to seek employment in this sector.

When asked what information would be the most important to seek opportunities for the industry, **impact and contribution, and passion and interests** were deemed as the top factors.

Q14: What is the main reason you are unlikely to seek work in (n=1009)

Q15: What is the main reason you are likely to seek work in (n=1009)

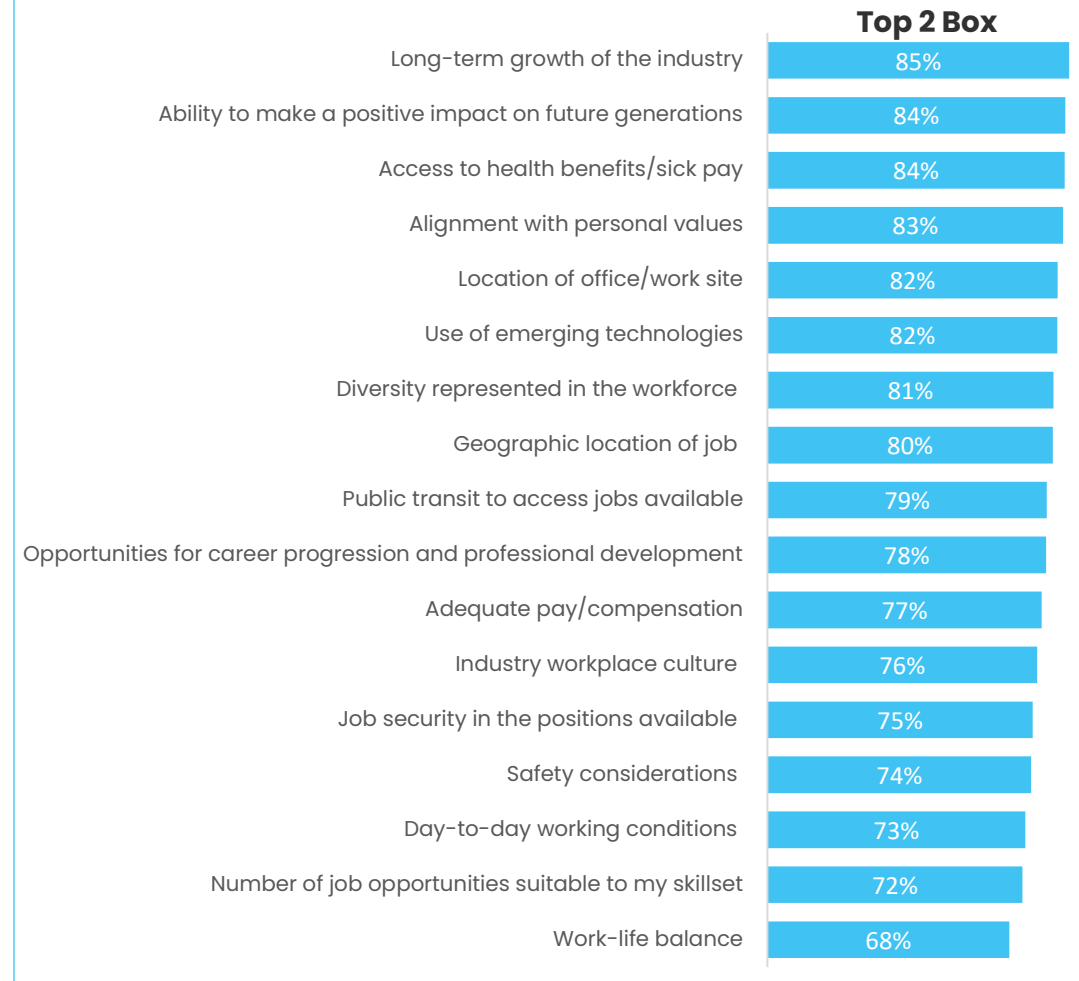
Q16: What information would be most important to your decision to seek work opportunities in these industries? (n=1009)

The smaller boxes titled 'industry-specific reasons' involve responses specifically from individuals who have been employed in that industry. The two big boxes at the top depict the overall respondent's perception of why they would be likely/unlikely to seek employment in that industry.

Rating of Sector-Specific Attributes

Life Sciences & Health

Rating towards individual factors in Life Sciences and Health



Top factors positively perceived in the Life Sciences and Health industry

- Long-term growth of the industry
- Ability to make a positive impact on future generations
- Access to health benefits/sick pay
- Alignment with personal values
- Location of office/work site

Key Insights

Respondents had the **most positive perceptions** with the **long-term growth of the industry and the ability to make a positive impact on future generations.**

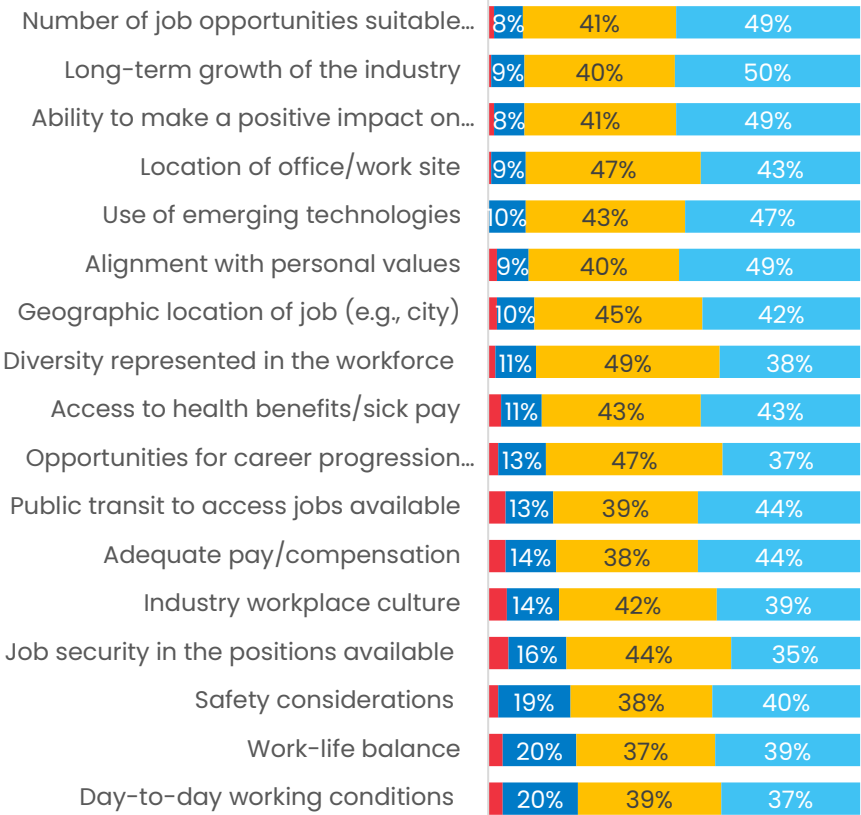
Respondents had **less positive perceptions** on the **work-life balance and the number of job opportunities suitable to their skillset.**

Q20: To the best of your ability, please rate each of the following as they relate to the Life Sciences and Health industry based on your current awareness of that industry: (n=1009)

Rating Attributes with the Level of Knowledge

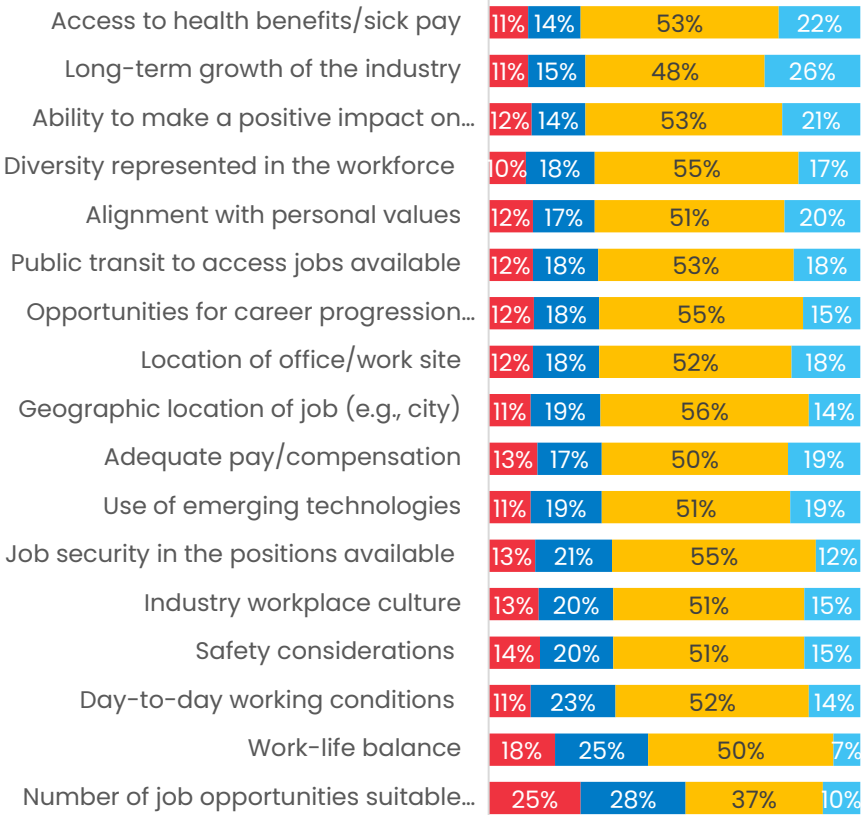
Life Sciences and Health

Rating factors with level of knowledge Very Knowledge



Strongly negative Somewhat negative
Somewhat positive Very positive

Rating factors with level of knowledge Not at all Knowledgeable



Strongly negative Somewhat negative
Somewhat positive Very positive

Key Insights

Respondents who were very knowledgeable with the Life Sciences and Health industry had the **most positive perspectives on the number of jobs available and long-term growth of the industry.**

Those who indicated they were not at all knowledgeable had the **least positives views on the number of jobs available and work-life balance.**

Q20: To the best of your ability, please rate each of the following as they relate to the creative industries based on your current awareness of that industry. (n=1009)

Priority Matrix – Areas for Improvement

Life Sciences & Health

Priority Matrix:
Using respondents' satisfaction levels with various factors related to their current awareness of the sector, a priority matrix was created using Deloitte's proprietary derived importance methodology. The Priority Matrix consists of three metrics

Performance:
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Level of Importance:
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Factor	Performance	Importance	Priority Rank
Number of job opportunities suitable to my skillset	72%	9.4	1
Work-life balance	68%	7.1	2
Day-to-day working conditions	73%	6.5	3
Safety considerations	74%	6.5	4
Job security in the positions available	75%	6.3	5
Adequate pay/compensation	77%	6.7	6
Industry workplace culture	76%	6.3	7
Opportunities for career progression and professional development	78%	6.1	8
Public transit to access jobs available	79%	6.1	9
Use of emerging technologies	82%	6.7	10
Geographic location of job	80%	6.0	11
Diversity represented in the workforce	81%	6.0	12
Location of office/work site	82%	6.1	13
Alignment with personal values	83%	6.3	14
Access to health benefits/sick pay	84%	6.1	15
Ability to make a positive impact on future generations	84%	6.1	16
Long-term growth of the industry	85%	6.0	17

Priority rank:
This was determined for each attribute based on high levels of importance and low levels of performance. Top priorities are factors where there are communication opportunities, and any improvements made would be likely to have a big impact on their overall likelihood to seek employment in the following sectors.

Interpretation
Using Deloitte's proprietary derived importance methodology, it was found that the top priorities for the Life Sciences and Health industry were **the number of job opportunities suitable to my skillset, work-life balance, and day-to-day working conditions.**

Addressing these priorities will lead to a more engaged, skilled, and satisfied workforce, ultimately driving better business outcomes.

Q20: To the best of your ability, please rate each of the following as they relate to the Life Sciences & Health industry based on your current awareness of that industry. (n=1009)

Further Exploration of Key Themes

WHAT'S NEXT?

Further Considerations for Calgary

The findings show respondents view sectors unfavorably if they perceive a lack of alignment with their skillset. This raises the question of what transferrable skills might be associated with in-demand occupations. An analysis of skills adjacencies with in-demand occupations would identify transferrable skills and provide insight into potential pathways to address needs in the labour market.

Is perception attributed to the reality? What are the strategies to mitigate some of the perceived challenges such as employer communication or marketing initiatives? Or is a strategy needed to drive real change in the industry?

How are industry associations and employers attracting talent and communicating opportunities?

How can urbanization trends be addressed for a more proportionate and equitable distribution of investment and jobs within the region of southern Alberta surrounding Calgary? How do labour market gaps influence talent mobility within the region?



**Calgary Economic
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