Future Skills Centre | Centre des Compétences futures

State of Skills Report

Meeting the Demand for Talent

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KEY INSIGHTS

1. Despite its bold ambitions, Canada's massive infrastructure investments face a looming challenge: worsening skills mismatches between the skills that employers need and those that the population possesses. Without system-wide efforts to ensure workers have the necessary skills, Canada will face immense challenges in the implementation of national projects.

2. Building a resilient national talent pool requires a shift from traditional credential-based hiring and training approaches towards skills-first practices and demand-driven training. These efforts must be paired with increased employer investments in training, and the active removal of systemic barriers for equity-deserving groups.

3. As a first step, SMEs can drive efficiency and revenue growth by taking incremental steps to integrate AI into routine tasks, leveraging cost-effective external partnerships, and upskilling existing staff rather than hiring specialized talent.

The Issue

Canada is entering a period of major infrastructure projects and rapid technological change, all of which call for a highly skilled workforce.

The federal government has committed approximately $192 billion to projects spanning clean energy, decarbonization, rail and public transit, trade, freight and logistics, and housing infrastructure. Targeted strategies, such as the Critical Mineral Strategy and the National Shipbuilding Strategy, are also driving increased investment and attention in specialized sectors such as mining and marine engineering.

Governments are currently focused on the first part of these efforts: attracting the necessary investment capital, building partnerships, and streamlining regulatory review. These are critical steps – but a looming challenge is just around the corner.

Do we have the skilled workforce to deliver on these investments? Canada already faces persistent shortages in several critical areas, and the investments will increase demand in some of these same sectors. Employers in construction, health care, manufacturing, and accommodation/food services currently have the greatest difficulty finding workers to fill job vacancies. High-growth industries such as mining, clean energy and defence also report challenges in finding skilled workers, and these are all areas of high investment and expected growth in the coming years.

Even before the current federal priorities, the federal government projected 8.1 million job vacancies across Canada from 2024-2033, due to new jobs and retirements, and a projected 8.2 million job seekers during this period. While numbers suggest there will be roughly enough workers to fill jobs, the gross numbers mask the deeper mismatches between the actual skills needed and the skills that the workforce is likely to possess. Without immediate and targeted action, many sectors and regions will continue to face shortages. Other sectors and regions may face unexpected skill surpluses, or experience disruption by technologies. The skill mismatches must be an urgent priority for Canada.

This landscape is further complicated by artificial intelligence (AI). While workplace AI adoption is accelerating among workers, many employers are unsure how to use it. By mid-2026, 19.2% of businesses reported using AI in the past 12 months. However, adoption is uneven across sectors and particularly among small and medium-sized enterprises (SMEs), which have fewer resources and internal expertise, and tend to adopt technology more slowly than larger, more resourced firms. Despite growing familiarity with and use of AI across Canada, participation in AI-specific training has remained largely unchanged. With the view that responsible AI use is crucial for Canada's growth, the government has launched Canada's National Artificial Intelligence Strategy, AI for All, aiming to boost business adoption to 60% by 2034.

How can we turn challenges into opportunities, catalyzing these nation-building initiatives for domestic prosperity?

Employers are critical. Small and medium-sized enterprises tend to invest less in training and development, yet they form the majority of Canadian businesses. As a whole, Canadian employers generally invest less in workforce training than their international counterparts. Only about two in five Canadians who took skills training had their costs covered by an employer. This means that the cost of skills training is usually borne by Canadians themselves or public funding sources. By not investing in training, employers also lose the opportunity to shape what training occurs, and how it is integrated and applied in the workforce. Our training investments – as a nation – will be more timely, directed, and strategic if employers are more actively involved in both shaping content and direction, and underwriting costs. Finding incentives and reducing constraints to employer investment in training is a priority.

In addition to training for the skills needed, we can also look for talent in overlooked places. There are many people who are systematically overlooked in the labour market, and attracting, retaining and advancing a diverse workforce can fill skills gaps and increase productivity. Yet equity-deserving groups –including women, newcomers, racialized workers, Indigenous peoples and people with disabilities – continue to be overlooked in many sectors, including for leadership roles. Raising awareness and incentivizing action to adopt approaches that retain and advance underrepresented groups is critical to addressing skills gaps across Canada.

Fortunately, there is growing evidence about different approaches to address skills gaps, both in Canada and from international policy and practice. For instance, creating training based on employer-defined needs produces learners with in-demand skills. Canadian training institutions are increasingly cognizant of the need to continually update content and link training programs with employer demand. It's also increasingly clear that employers who are able to signal the specific skills required for a role – not just the preferred credential(s) – increase the pool of talent they can draw from, including more candidates from underrepresented communities.

At the heart of these approaches is the imperative for coordinated, system-wide efforts to ensure a talent pool with the right skills and competencies. Employers, policymakers, post-secondary institutions, training providers, industry associations and other stakeholders all have a role to play. It will involve rebuilding the rails upon which the Canadian workforce is trained, recruited, promoted and supported – into a system that makes explicit the skills that underlie the current credential-based labour market.

Some system-level coordination efforts are already in place. For instance, the Sectoral Workforce Solutions Program (SWSP) funds industry-led partnerships to generate accurate labour market data and build tailored training programs across key economic sectors. The program is intended to address urgent skill shortages, empower small businesses, and create inclusive career pathways for equity-deserving groups. More recently, Employment and Social Development Canada established six sector-based Workforce Alliances (WA) that convene employers, worker representation, educational institutions, Indigenous partners and under-represented groups to create talent pipelines based on workplace pressures and skills gaps. Complementing the work of the Alliances, the Sectoral Workforce Innovation Fund (SWIF) supports initiatives that seek to address major skilled labour shortages in Canada in a manner that responds to industry needs and is aligned with federal missions and industrial strategies, while serving as a catalyst for employer investments in skills development. The Fund is also intended to advance projects that support the strategies of the WA, as well as cross-cutting initiatives that address regional needs or mobilize workforces to support major projects. All of these initiatives are designed to address current coordination challenges, focused on the most pressing issues and opportunities across the Canadian workforce. In addition, a resilient workforce will need to intentionally support transitions to skills-first practices, which is thus far showing limited progress in Canada. To create a future built on skills, intentional system coordination in support of skills-first practices will be critical to ensuring Canada has the workforce it needs to deliver on its national ambitions.

🔧 What We Investigated

The Future Skills Centre and partners have been exploring approaches that provide employers with the skilled talent they need, including integrating AI.

Evidence from the Future Skills Centre and others indicates that employers benefit more when they are engaged and invest in workforce development and actively co-design skills programs with training providers. Conventional training and recruitment norms dictate that workers obtain training (i.e. college/university/other training provider) and then are recruited into a role where they have the skills necessary for the job. Approaches such as demand-driven talent development and skills-first hiring challenge these practices by maintaining active training processes even after employment, and ensuring that employers are actively involved in (and financing) relevant training. Evidence from the Future Skills Centre and other jurisdictions shows that these approaches can expand the talent pool, opening new talent pipelines for employers with properly-skilled applicants and lower onboarding costs. Once someone is hired, these approaches also reduce ongoing training costs in the long run, leading to both greater employee satisfaction and improved retention rates. Ultimately, as workforce shortages ease, businesses can pivot away from managing recruitment challenges and shift their focus to long-term retention, firm growth and innovation.

Fostering an AI-enabled workforce among Canadian SMEs
AI is transforming our economy, society and workforce at a rapid pace. There is growing consensus that AI yields the greatest benefits when it is integrated into workflows to complement human expertise. While AI can be used to improve efficiency on routine tasks, human expertise is essential in areas such as leadership, critical thinking, quality control and ethical oversight.

The Future Skills Centre and its partners have been exploring the skills needed to create an AI-enabled workforce as well as identifying drivers and barriers to AI adoption in SMEs, including successful SME case studies of AI usage. We have also explored AI adoption in the financial, electric, healthcare, creative and public sectors.

AI holds unrealized potential across the value chain, in business operations, production, compliance and human resource management. Yet in a 2025 Diversity Institute survey of 1700 SMEs, fewer than one in three firms (28%) reported using AI, and use was focused in specific areas for productivity tools, marketing/ advertising, sales/forecasting or product design. Only 4% of firms reported using digital tools in human resource management.

Demand-driven talent development

Most training has historically been driven by a general focus on increasing the overall supply of education. This approach is undergirded by an assumption that increasing levels of human capital will sort itself into the varied needs required by the labour market. However, rather than starting with labour supply, demand-driven talent development begins by asking employers, "What skills do you need now, and what do you expect to need in the future?" Workforce agencies and educational institutions then co-design training with employers to produce graduates who possess these skills. These approaches may be used in tandem with more general educational supply approaches.

Building on promising external evidence, the Future Skills Centre has invested in several partnerships to test employer-driven approaches in Canada. The Eeyou Istchee College of Science and Technology (EICST), which is led by the Cree Nation of Chisasibi, Quebec, used a demand-driven approach to co-develop its Professional Practice Certificate with local leaders. Regional employers identified critical skills gaps, which led to a college-based training program on essential workplace skills such as digital literacy, business communication, and client relations, enabling increased local employment.

While the College took this approach independently, there is an established demand-driven framework called Talent Pipeline Management (TPM) developed by the US Chamber of Commerce Foundation. TPM applies six steps to create supply chains of skilled workers based on employer demand, to connect students and job seekers to these local opportunities. These six steps are:

1. Organize employer collaboration – Bringing businesses together to define shared workforce challenges.
2. Engage in demand planning – Projecting job openings and skills needs across companies.
3. Align and communicate job requirements – Creating a common language to communicate competencies and job performance standards with education providers.
4. Analyze talent supply – Mapping current and future talent sources, and identifying bottlenecks or gaps.
5. Build talent supply chains – Developing networks that provide talent across schools, community groups and agencies.
6. Engage in continuous improvement – Tracking performance and adapting the pipeline for future resiliency.

Several Future Skills Centre-supported projects are applying elements of the TPM framework. A pilot program by Invest Vancouver tested a skills training approach in the medical technology and cybersecurity sectors. Invest Vancouver acted as a regional convener to coordinate a hub of employers in these sectors to co-design a targeted training workshop for jobseekers who were interested in transitioning into these growth sectors. Elements of the TPM model are also being implemented in the mining sector by the Newfoundland and Labrador Workforce Innovation Centre (NLWIC). Three employers are defining their skills needs and working with education providers to create training solutions.

In each of these cases, local intermediaries (such as Invest Vancouver and NLWIC) are aggregating across different employers – including both large and small enterprises – to forecast demand in particular sector(s) and region(s). They are then brokering relationships with local training providers, including post-secondary institutions, to identify and/or develop viable pathways for workers into those opportunities. The result is flexible approaches to talent development, not tied to any one educational institution, that can adapt and scale as needed in response to local needs. These are the types of resilient workforce systems needed to rapidly skill up workforces for the new opportunities on the horizon.

Catalyzing skills-first approaches

Skills-first approaches are gaining momentum as a way to broaden, diversify, and develop the talent pool. For hiring, skills-based approaches rely on the competencies that job-seekers need to perform in a role, rather than on credentials such as university degrees or past job titles. Skills-first approaches create opportunities for workers who lack formal credentials or who want to transition between sectors.

Skills-first approaches rely on strong skills signalling. Employers must clearly define the skills required for a role, while job-seekers have to identify their own skills and provide verifiable evidence of their abilities. In Canada, skills signalling among job-seekers has been growing but as with other OECD countries, tends to cluster around two types of skills: industry-specific expertise and business skills, such as project management and strategic planning. Less commonly signalled are social-emotional skills, digital skills and disruptive skills related to developing or applying new technologies.

Both governments and sector associations are well positioned to create (where they don't already exist) and/or drive adoption of standardized skills and competency frameworks. These frameworks not only allow for better skills signalling, but also provide the basis for skills assessments and further training. The Future Skills Centre supported ECO Canada to develop competency frameworks for the blue economy, a sector with high growth potential that represents a range of ocean-focused careers. The competency frameworks have allowed ECO Canada to offer aligned training, with the aim of broadening the pool of workers in the blue economy. Since FSC's initial investment, ECO Canada has seen enthusiastic take-up of the framework, particularly by several jurisdictions outside of Canada looking to diversify their ocean resources beyond tourism and into other marine-related sectors. Similarly, Food Processing Skills Canada (FPSC) established a Learning and Recognition Framework that provides a clear learning path through the sector's competencies across Canada. FPSC used the framework to develop aligned training for new hires, seasonal workers, frontline workers and supervisors, piloting it in Nova Scotia, Prince Edward Island, New Brunswick, Newfoundland & Labrador, before expanding it more broadly.

Other approaches emphasize recognition of prior learning, including Quebec's Recognition of Acquired Competencies (RAC) framework. It lays out a process to identify, document, and validate an individual's competencies acquired through work or life experience, enabling those without credentials to participate in the workforce. Prior learning and recognition (PLAR) approaches will be essential to mainstreaming skills-based approaches across the Canadian workforce.

Incentivizing employer investment in training

Employers who invest in workforce training can expect higher labour productivity, lower turnover, and more capacity for business innovation. Yet the decision to invest is not straightforward, as the return on investment is often unclear, particularly for SMEs. Valid concerns exist about the opportunity cost of workers' time spent in training, availability of relevant training, uncertainty about the training value, and fears of losing upskilled employees to competitors.

The Future Skills Centre has examined ways to address these barriers and better incentivize employers to invest in training. One approach is to have intermediary organizations coordinate efforts among stakeholders – much like Talent Pipeline Management does – to aggregate demand across several employers, allowing for the creation and/or improvement of training programs, taking the burden off individual firms. Unfortunately, most skills-development funding goes directly to organizations that deliver training rather than to intermediaries coordinating demand. There is little support for demand-aggregation, with a disproportionate focus on training-providers, resulting in many training providers, but little structural support to coordinate, streamline, and aggregate across many firms.

There are a range of other approaches available that could also support and incentivize employer workforce investments. In pay-for-performance models, organizations are reimbursed for training costs after specific learning targets are met. A multi-phase Future Skills Centre- funded project tested this approach, beginning with a pilot with SMEs in the manufacturing sector and later expanding to several other sectors. The project reimbursed employers for up to 70% of training costs (to a maximum of $3,000 per worker) and up to $1,200 for the time spent in training. 91% of participating employers agreed that they were more likely to invest in training in the future, and 93% said they were more likely to offer training programs to their employees. And lastly, an employer training levy, which is a government-imposed fee on qualifying businesses, pools funds that are then used for workforce training. Such levies have been used in Quebec, Ireland, and Germany, with varying reports of effectiveness to date.

Retaining and advancing a diverse workforce

Organizations with diverse leadership and strong equity, diversity, and inclusion (EDI) policies tend to outperform their peers in terms of profitability, talent attraction, and employee satisfaction. Through investments in numerous projects and research, the Future Skills Centre has amassed a body of knowledge on what works to support equity-deserving groups including newcomers, Indigenous people and racialized workers into the workplace.

Across multiple projects, the Future Skills Centre and partners have tested different approaches. Many initiatives have included wraparound supports that are adapted to workers' needs, mentorship programs and other networking and social capital development, workplace culture training and direct engagement with employers in sectors such as construction and cybersecurity.

✓ What We're Learning

For SMEs, AI adoption is most successful when it is incremental, practical, and supported by partnerships.

SMEs can take meaningful steps to integrate AI – even through incremental steps rather than one major transformation – and leverage external expertise to do so. Through organizations such as technology providers, sector associations or educational institutions, SMEs can access expertise and infrastructure that would be too costly to build in-house. These partnerships can help demystify AI adoption and provide AI literacy and capacity. There are also free or low-cost training pathways to build a foundation of AI innovation skills without a large training budget.

SMEs can start where AI relieves the most pressure on routine tasks, such as marketing personalization, automated scheduling, or AI-driven quality control. To build capacity and minimize costs, upskilling existing staff to become AI users to manage and audit automated tools can be more efficient than hiring specialized developers because existing workers know the institutional and operational contexts.

SME case studies are already showing measurable results in AI adoption across multiple sectors among SMEs in areas including operations, quality control, training, compliance and marketing. For instance, by automating repetitive tasks, Pièces d'autos Fernand Bégin, an auto store in Quebec, improved process efficiency by 20% and cut labour costs by 15%. Using AI-powered quality control, potato producer Patates Dolbec increased sorting accuracy from 70% to 95%. In marketing and sales, AI enables smaller firms to compete with larger players by personalizing outreach. JENNY BIRD, an online jewelry retailer, saw an 8.5% growth in upsell revenue by using AI marketing approaches.

Demand-driven training yields multiple benefits to employers and workers

A demand-driven approach produces graduates with skills that match employer needs. In the Future Skills Centre's partnership with Eeyou Istchee College, employers' input directly led to an essential workplace skills training program. Employers reported immediate improvements in workers' job performance, professionalism, and collaboration. Workers themselves reported gains in digital skills, writing, accounting literacy, presentations, teamwork, and overall confidence.

FSC has also seen promise when working with intermediary organizations to orchestrate connections between employers (demand) and trainers (supply). The pilot with Invest Vancouver as an intermediary showed that demand-driven models can also help transition workers from other sectors into medtech. Within one month of a brief training to 114 participants, 26% were fast-tracked into final recruitment stages with a leading employer. The model was also inclusive, with 87% of participants identifying as members of equity-deserving groups.

In the US, companies that have adopted the Talent Pipeline Management (TPM) framework have seen a high return on investment (ROI). TPM improves retention rates, reduces onboarding costs, and fast-tracks qualified candidates into high-demand roles. Consumers Energy in Michigan is one of the best-known TPM success stories. In 2015, facing retirements and a dearth of skilled candidates, the company worked with providers to align training with technical skills that electric and gas line workers needed in the field. Among trainees who were hired, there was a 98% post-hire retention rate. The company estimated onboarding cost savings of $30,000 per hire.

Skills-first recruitment creates broader, more inclusive talent pools

Skills-based hiring has made some inroads in Canada among larger employers in banking, technology and retail, for example, RBC and Shopify. Some also combine elements of demand-driven training. Skills-based recruitment holds huge potential to address critical labour shortages beyond these sectors.

Evidence from other jurisdictions supports this approach. In 2022, the US state of Maryland eliminated degree requirements for many state government positions. In the six months afterwards, there was a 34% increase in job applications from workers in the Skilled Through Alternative Routes program. Lacking degrees, these workers did not previously qualify for these jobs despite having the necessary skills. The change ultimately led to thousands of candidates hired – many of whom would have otherwise never been considered.

Another example comes from Siemens Energy & Automation, which replaced resumes with AI-driven skills assessments for recruitment. This shift cut hiring time from 150 to 60 days and resulted in hiring shortlists with a 50-50 gender-balance for roles that historically had been male-dominated. Every individual hired through this approach was retained past the 14-month mark.

Competency frameworks are a tool to support skills-first approaches

While larger companies are better positioned to identify specific skills for different roles, this task is more difficult for SMEs, as many lack HR support and often rely upon informal networks for talent identification. Standardized skills and competency frameworks can fill this gap.

Several Future Skills Centre and partner projects show how this is possible. ECO Canada undertook broad engagement across the blue economy to create national competency profiles for six sectors, ranging from marine transport and coastal tourism to offshore minerals and resources. The Diversity Institute has created a three-tiered AI competency framework that describes the spectrum of AI skills and competencies, from foundational literacy to advanced expertise. This AI skills framework has now been broadly adopted by the federal government in the AI for All strategy.

The Blue Economy competency profiles offer a window into what is possible when a growing sector has clear workforce parameters: the profiles set clear, standardized benchmarks for a diverse range of jobs in each of the six sectors within the blue economy. They are intended to be the basis for training programs, skills recognition programs and certifications that are aligned with industry requirements. They also enable employers to evaluate candidates based on role-specific skills, and job seekers to pursue training that aligns with demand. Thus far, ECO Canada has seen strong adoption of the skills standards by employers, training institutions, and even in sectoral investment strategies internationally.

Incentivizing employer investment in training

The Future Skills Centre is keenly interested in how to better incentivize employers to invest in training and workforce development. A pilot project with Excellence in Manufacturing Consortium -tested a pay-for-performance model that achieved high participation, measurable results and lasting benefits for both businesses and workers, based on findings across three phases. Notably, 92% of participating employers reported that the incentives made it easier to invest time in training by providing reimbursement of up to 70% of costs. In addition, 91% of employers said that they were more likely to invest in training in the future.

In a follow-up survey of participating employees, 30% received a pay raise and 23% were promoted following completion of the training. Employers reported enhanced business processes, including better workflow standardization, reduced errors, and lower material-handling costs. By requiring employer co-investment, this approach fostered higher levels of accountability and commitment, ensuring employers were invested in the training's success.

While equity-deserving groups benefit from similar retention and advancement strategies, these approaches must be customized to meet each group's unique needs.
The term "equity-deserving groups" reflects a diverse set of workers with distinct workplace challenges. There are common, practical approaches to support retention and advancement across these different groups that should be tailored to their specific needs. Much of the focus to date on equity-deserving groups has been on recruiting and retaining workers, with fewer interventions addressing career advancement. What we have learned includes:

- **Skill development with wraparound supports**: All employees value employer support for skill development, and some individuals benefit from additional wraparound supports. For Indigenous persons, holistic resources that address the impacts of discrimination and intergenerational trauma help to foster belonging and organizational inclusion. For mid-career workers, training programs that combine technical skills with confidence-building and career coaching are important. Dedicated 1:1 coaching is a primary driver of workplace retention for this group.
- **Mentorships and sponsorship**: Culturally-sensitive mentorships are important for advice, guidance, and to expand professional networks. For newcomers, mentors can help to build the social capital to overcome the barrier of not having Canadian experience. For Indigenous persons, mentors can help navigate corporate structures and wage progression. Sponsorship – which involves senior leaders actively advocating for and promoting diverse candidates in key decision-making spaces— is also effective to advance workers into leadership roles.
- **Clear career pathways to advancement**: Transparency about career advancement opportunities remains a major issue. Workers from equity-deserving groups described their exclusion from sponsorship opportunities, unclear career pathways, and managers favouring colleagues more like themselves. Transparency occurs through open mentorship and leadership programs for all qualified staff and creating defined criteria for promotion, rather than selecting candidates behind closed doors.
- **Training direct managers:** Managers play a pivotal role in enabling or obstructing career growth. Yet most are unequipped to lead inclusively. Targeted training would help equip them to lead inclusively and actively support their team members' growth.

Why It Matters

Aligning skills development with labour demand is essential to meet Canada's national ambitions. Building our major projects, the resolution of the housing crisis, and maintaining global competitiveness in AI adoption all hinge on a workforce that does not currently exist at the required scale.

Labour market pressures are most acute in the sectors that are building Canada's future: construction, healthcare, manufacturing, and high-growth industries like mining and clean energy. Without a focus on better aligning the skill sets of workers with growing demand in these areas, the gap between labour demands and available talent will continue to widen.

Governments play a vital role in standardizing skills frameworks to improve trust and comparability across the labour market. Policymakers can incentivize the definition of standardized benchmarks for roles, and drive the use of them as the foundation for training and certification. Policymakers can also prioritize investment in robust skills assessment and recognition systems to validate learning acquired through work or life experience, that will allow for more mobility across sectors.

Public institutions can lead by example and utilize skills-first practices in their own hiring. For instance, this could include removing unnecessary degree requirements for public service positions—as seen in jurisdictions like Maryland—to reinforce trust in the skills-first approach and encourage private-sector uptake.

To incentivize employers to invest in training, policymakers must find new levers to encourage businesses, especially SMEs, to treat skills as a strategic asset worthy of investment. Continuing to explore pay-for-performance approaches, where organizations are reimbursed after meeting specific skill targets, can lower the financial risk for smaller firms. Investing in skilled intermediaries who can help coordinate training across groups of SMEs, would relieve some of the administrative burden and risk associated with training for SMEs.

Finally, enabling these changes requires addressing the systemic issues that prevent full workforce participation. Legislation and mandatory diversity reporting can help reduce systemic barriers to advancement for equity-deserving groups. Continued support for comprehensive wrap around supports to meet the needs of individuals is essential to making real progress.

As the federal government rolls out the Sectoral Workforce Innovation Fund (SWIF) to help key sectors grow, it is critical that this program doesn't start from scratch. There are numerous models, approaches, and resources to draw upon, and re-piloting proven approaches will waste precious time and effort. To get the best value – and given the urgency of our national ambitions – SWIF must focus on projects where employers are directly involved and are designed to implement proven solutions to real-world problems. Approaches such as Talent Pipeline Management, pay-for-performance, and aggregation of demand – along with leveraging existing evidence, materials and established practice around wrap-around supports – will help to drive action more quickly.

Through coordinated action to bridge the skills gap today, we build a resilient, adaptable workforce ready to power Canada's long-term growth and global competitiveness for years to come.

Projects in this Report

A pay-for-performance model for skills training Social Research and Demonstration Corporation, Excellence in Manufacturing Consortium.

Better Labour Market Transitions for Mid-Career Workers. Future Skills Centre

Blue Occupation Pathways: Career Transitions to the Sustainable Blue Economy, Signal49 Research (formerly Conference Board of Canada)

Bridging the AI Skills Gap in Small and Medium-Sized Organizations in Canada. Diversity Institute, Future Skills Centre, Magnet.

Career Advancement for Immigrant Professionals, Toronto Region Immigrant Employment Council.

Development of Canada's National Occupational Standards for a Sustainable Blue Economy Environmental Careers Organization Canada (ECO Canada), Future Skills Centre.

DiversityLeads: Barriers and Enablers to Advancement for Equity-Deserving Groups. Diversity Institute, Future Skills Centre, Canadian Council for Indigenous Business, University of Manitoba, Women in Communications and Technology.

Effective Employer Engagement in Skills Development: From Rhetoric to Solutions. Future Skills Centre.

Future-Proofing the Food and Beverage Processing Workforce, Food Processing Skills Canada.

Indigenous peoples in the workplace: Examining training, employment, AI, and discrimination. Diversity Institute, Environics Institute, Future Skills Centre.

Invest Talent: Building Metro Vancouver's Workforce Hub Invest Vancouver, Future Skills Centre.

Professional Practice Certificate: Propelling Careers through Essential Workplace Skills Eeyou Istchee College of Science and Technology, Future Skills Centre.

Survey on Employment and Skills. Environics Institute for Survey Research, Future Skills Centre, Diversity Institute.

What Works for Newcomer Integration. Future Skills Centre

Have questions about this report? Contact us communications@fsc-ccf.ca.

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