

IWP Workforce Partnerships Grant

Final Project Report

Grant Agreement # 095264040-0

Project Start Date: April 1, 2020

Project End Date: November 30, 2021

Final Report Date: January 28, 2022

A. PROJECT PURPOSE

The objective of the project was to develop a labour market outlook for the emerging cleantech sector supporting Alberta’s hydrocarbon industry and to build a demand-driven, industry-led strategy to close the workforce gaps and proactively ensure a supply of relevant, skilled talent. Additional rationale supporting the need for this project (as defined in the original proposal) included:

- Enabling cleantech across Alberta often involves collaboration among key stakeholders including large industrial companies partnering with small and medium-sized businesses to focus development on priority needs, provide field test and other facilities, and develop the customer base.
 - Many of the jobs generated within the growing cleantech ecosystem will be within these small and medium sized companies that tend to have less sophisticated human resources functions
 - CRIN recognized the value in supporting small and medium-sized cleantech businesses regarding the workforce aspects of business to ensure a lack of skilled and knowledgeable talent is not an impediment to growth.
- There was little data and analysis regarding the quantity and characteristics of the workforce needed to enable clean technologies in support of Alberta’s oil and gas industry.
 - This presented a limitation to workforce planning to enable an effective Alberta labour market.

B. PROJECT SUMMARY: Project Components, Deliverables and Outputs

The project plan encompassed 4 phases of activities described below along with the deliverables of each:

PHASE 1: PROJECT INITIATION AND KICK-OFF	
KEY ACTIVITIES	DELIVERABLES / OUTCOMES
Develop project plan Determine project oversight roles and contacts Project kick-off meeting	Project oversight: <ul style="list-style-type: none"> • Project Champion: Jason Switzer, member of CRIN Executive Committee & Executive Director of ACTia (Foresight Canada as of January 2021) • Project (Steering) Committee Members include representatives from: <ul style="list-style-type: none"> ○ Suncor Energy Inc. ○ Student Energy ○ Natural Resources Canada (NRCan) ○ Imperial Oil Ltd. ○ Petroleum Technology Alliance Canada (PTAC) and Clean Resource Innovation Network (CRIN) ○ Government of Alberta • Contract and Financial secretariat support initially provided by PTAC (2020) and then taken on by CRIN (2020-2021).

	<p>Project plan:</p> <ul style="list-style-type: none"> Detailed project plan developed and reviewed with Project Champion; PTAC and others High level project plan developed and reviewed with CRIN Steering Committee <p>Project kick-off with CRIN Steering Committee conducted May 14, 2020.</p> <p>Project overview document completed.</p> <p>Stakeholder engagement plan for demand and supply research (Phase 2)</p> <ul style="list-style-type: none"> Initial interviews held with leads from CRIN's seven technology theme areas
PHASE 2: LABOUR DEMAND RESEARCH AND OCCUPATION AND SKILLS PRODUCTS	
KEY ACTIVITIES	DELIVERABLES
<p>Secondary and primary research of activities and occupations for cleantech themes</p>	<p>Technology map of 7 technology themes</p> <ul style="list-style-type: none"> Drivers of demand, key activities, and occupation and skill needs 41 consultations were conducted including direct interviews and dialogue with attendees at webinars; reviews of websites, articles and reports <p>8 Career promotion products for cleantech technology themes and innovation ecosystem that provide:</p> <ul style="list-style-type: none"> Technology value proposition and role it plays in improving the environmental performance of the oil and gas industry; lifecycle/value chain; universal attributes; key activities; skills and occupations; career pathways; employers <p>7 research workshops conducted with cleantech and oil and gas employers, and labour supply representatives (33 attendees) to gather labour demand and supply information</p> <p>Canadian Cleantech Talent Readiness Survey to gather input from job seekers, new graduates and career transitioners on their interests in cleantech and oil and gas</p> <ul style="list-style-type: none"> 282 responses were received
PHASE 3: LABOUR DEMAND RESEARCH AND OCCUPATION AND SKILLS PRODUCTS	
KEY ACTIVITIES	DELIVERABLES
<p>Synthesize understanding of demand and supply capacity</p> <p>Research potential solutions to supply/demand gaps</p> <p>Develop outreach and dissemination plan</p>	<p>CRIN Labour Market Outlook Report and Strategy:</p> <ul style="list-style-type: none"> <i>Labour Market Outlook: Defining Cleantech in Oil and Gas and its Workforce Requirements</i> <ul style="list-style-type: none"> Report developed from key findings of Labour Market Assessment <i>Cleantech in Oil and Gas Workforce Strategy: Strategy Framework; Key Talent Risks & Recommended Actions</i> <ul style="list-style-type: none"> Virtual sessions developed and conducted 30 participants in 2 strategy development sessions <p>Updated foot-in-the-door requirements for applicable occupations at careertransitions.ca</p> <ul style="list-style-type: none"> Learnings were also integrated into job seeker workshops conducted under a separate project

	<p>Outreach and Dissemination Plan</p> <ul style="list-style-type: none"> • Leveraged CRIN events to share information and career promotion products with network leaders • Broadcasted information using various mediums to regularly promote career promotion products, project findings and increase adoption of recommendations • Ecosystem development and sharing of project products (reports, documents) through CRIN networks: <ul style="list-style-type: none"> ○ Encouraged career professionals to join the CRIN network (CRIN has experienced significant membership growth over 2020-21; direct impact due to this initiative is not possible to determine, however, it undoubtedly contributed to the growth) • Engaged media to highlight research findings and products <p>Summary of skills development solutions</p> <ul style="list-style-type: none"> • Information collected from two labour supply workshops and a scan of available cleantech training and education • Learnings incorporated into <i>Cleantech in Oil and Gas Workforce Strategy</i>
PHASE 4: STRATEGY DEVELOPMENT AND DISSEMINATION	
KEY ACTIVITIES	DELIVERABLES
<p>Develop Workforce Strategy</p> <p>Implement outreach and dissemination activities</p> <p>Project Evaluation</p>	<p>CRIN Labour Market Outlook Report and Strategy:</p> <ul style="list-style-type: none"> • <i>CRIN Labour Market Outlook Report and Strategy</i> document prepared; includes recommended actions to address risks. <p>Dissemination of products:</p> <ul style="list-style-type: none"> • Webinars, social media, etc.; initiated by CRIN during project and to be continued beyond the project end date <p>Project Evaluation:</p> <ul style="list-style-type: none"> • Approved by Project Committee on November 26, 2021.

Summary of Project Outputs:

- *Labour Market Outlook Report and Strategy* for Alberta’s Emerging Cleantech Sector in the form of a PowerPoint
- 8 career promotion products (technology, skill and occupational profiles)
- Expanded and updated *Alberta’s Evolving Energy Industry: Career Transition and Employment Information Resource* including “foot-in-the-door” requirements; found at careertransitions.ca
- Outreach and dissemination plan including digital and in-person platforms, two presentations to core CRIN volunteer member leaders to share workforce strategy, and expanded stakeholder outreach
- Project evaluation of project design, resources and outcomes
- Update report for each phase and final report for project

C. OUTCOMES AND MEASURES

Achievement of Project Results

The long-term aspirational goals of the project were to enable cleantech and oil and gas to attract technical, business, leadership and entrepreneurial talent so that an activated workforce of skilled and diverse talent is ready to deploy cleantech technology. The project contributed to these aspirational goals by identifying actions that contribute to four strategic goals:

Strategic Goals \ Actions	Build a narrative that positions cleantech innovation as a solution to decarbonize the oil and gas industry	Develop a business case to activate talent transition and development	Align the definitions and terminology of cleantech in oil and gas and its workforce requirements to support talent engagement	Build an understanding of the relationship between research and innovation investment and job types and magnitude	Identify an approach to accelerate the implementation of learning solutions	Create a collaborative forum to engage and unite key talent development stakeholders to accelerate workforce capacity
Enhanced visibility of sector; amplifying opportunities, talent and business competitiveness	X	X	X	X		X
Accessible information on cleantech careers and education	X	X	X		X	X
Expertise of oil and gas talent leveraged to guide energy transition	X	X	X			X
Education and training ecosystem that supports talent transition and development	X	X	X	X	X	X

Impact of Project Results to Ultimate Goal

Most of the project outcomes are focused on addressing the lack of information available about the labour market for cleantech in oil and gas. The evidence-based strategy from this project can be used to engage industry, labour supply sources and service providers to mitigate hiring and workforce risks that could have a negative impact on the sector’s ability to grow clean technology solutions. Each of the project deliverables and their impact are as follows:

- **Labour market assessment** contributed to the development of innovative project deliverables not available elsewhere. This sector research was a critical first step to understand what is meant by “cleantech in oil and

gas” and key drivers of employment for cleantech innovation and technologies. This included a definition of cleantech in oil and gas which led to uncovering the skill and occupational requirements for the innovation pathway – discover, develop and deploy. A technology inventory of CRIN’s 7 technology themes was developed as well as 8 career promotion products describing the activities and skills, knowledge and occupations required for cleantech. These will be widely distributed by CRIN and promoted to encourage their use in the education and awareness of cleantech in oil and gas and its career opportunities.

- **Labour market outlook** informs a “call to action” and provides an understanding of the current labour market and clean technologies expected to drive future labour demand; attraction and retention risks and opportunities; and an assessment of the ability of the current labour supply ecosystem to deliver relevant cleantech talent based on a scan of available cleantech training and education.
- **Workforce strategy** includes a framework to describe the desired outcomes, goals and foundational requirements to deliver the strategy. The strategy maps out the workforce risks, opportunities and actions to address the goals. The actions are near-term opportunities to address industry’s workforce risks.
- **Outreach and dissemination plan** provides a marketing plan by audience segment including an expanded ecosystem of stakeholders from participants in project research.

Measures of Success and Achievements

An amendment to extend the project end date was required to address changes to the workplan, deliverables and measurement results.

Project Measure(s) from Original Proposal	Actual Measurement Results
Use of project plan throughout project	Project plan and management oversight provided by the Project Sponsor with the support of PTAC and CRIN: <ul style="list-style-type: none"> • Updated and modified throughout the project to respond to research findings and feedback from the Project Advisory Committee • COVID-19 pandemic led to the need to revise the project methodology from in-person research to virtual sessions, and a greater reliance on digital outreach which together required additional time to revise the project plan and execute new and adjusted activities • Additional research activities needed to understand the complex technology innovation landscape • Based on input from Project Advisory Committee, original plan to develop occupational profiles/job descriptions was replaced by more comprehensive career promotion products Update reports were prepared and provided to GoA for each phase.
Number of cleantech employers engaged in demand planning and assessment of talent supply capacity <ul style="list-style-type: none"> • 30 cleantech representatives participated in development of Labour Market Information (LMI) 	Secondary and primary research was conducted and analyzed by project consultants and validated by cleantech employers and labour supply stakeholders through

Project Measure(s) from Original Proposal	Actual Measurement Results
<ul style="list-style-type: none"> • Validation of employment demand drivers • Projected short, medium and long-term job opportunities (including key occupations and critical skills) • Development of 10 cleantech occupational profiles for key occupations • Validation of fit of existing labour supply pool to meet hiring needs using labour supply survey results • Accuracy of transferability assessment from oil and gas to clean tech (sector and occupational) <p>Development of <i>Cleantech Labour Market Outlook Report</i> and supporting PowerPoint PPT</p> <p>Updated <i>Alberta’s Evolving Energy Industry: Career Transition and Employment Information Resource</i> including “foot-in-the-door” requirements</p>	<p>interviews, attendees at webinars, workshop consultations, and a survey including:</p> <ul style="list-style-type: none"> • 41 consultations • 7 research workshops with 33 attendees • 282 responses to the <i>Canadian Cleantech Talent Readiness Survey</i> <p>Occupational profiles that were originally planned were replaced by eight (8) comprehensive career information products that offer a detailed understanding of the cleantech innovation ecosystem and oil and gas technologies, as well as work-related activities, occupations and skill requirements.</p> <p>An unclear definition of cleantech, lack of certainty as to the technologies most likely to have widespread deployment and absence of standard reporting of key employment drivers (e.g., capital spending) limit the ability to assess magnitude and quantity of workforce demand. Key drivers of cleantech innovation, development and deployment identified through this research provided insights into employment requirements.</p> <p><i>Labour Market Outlook Report and Strategy for Alberta’s Emerging Cleantech Sector</i> was developed in the form of a PowerPoint for efficient communication to stakeholders.</p> <p>Findings from the outlook report and research into occupational and “foot-in-the door” requirements informed upgrades to <i>Alberta’s Evolving Energy Industry: Career Transition and Employment Information Resource</i> found at careertransitions.ca.</p>
<p>15 cleantech employers participate in strategy development session and creation of session records resulting in:</p> <ul style="list-style-type: none"> • Prioritized solutions to address hiring challenges • Identification of gaps that can be addressed by training and education providers and other programs • Identification of barriers affecting hiring of existing labour supply pool and mitigation approaches • Tool that cleantech employers can use to demonstrate community and social benefits through employment demand <p>Summary of skills development solutions related to training, education and career transition readiness</p>	<p><i>Cleantech in Oil and gas Workforce Strategy: Strategy Framework; Key Talent Risks & Recommended Solutions and Actions</i> document developed with input from 30 participants in 2 strategy development sessions.</p> <p><i>“What We Heard”</i> document from strategy sessions was prepared and used to inform strategy.</p> <p>Community and social benefits tool not delivered as it was not identified as a need (a decision supported by Project Steering Committee) and effort was shifted to other deliverables.</p>
<p>2 Webinars</p> <p>5 Industry/professional association and labour supply organization presentations</p> <p>2 Conference presentations</p>	<p>COVID-19 pandemic led to the need to revise the project methodology from in-person research to virtual sessions, a greater reliance on digital outreach and additional research activities was needed to understand the complex</p>

Project Measure(s) from Original Proposal	Actual Measurement Results
<p>1 Presentation to labour supply organization representing a diverse population</p> <p>5 of the in-person outreach activities will be in communities outside of Calgary</p> <p>Distribution of article summarizing project findings and results through www.careertransitions.ca and to 8 industry and professional associations</p>	<p>technology innovation landscape. As a result, the following outreach activities were delivered:</p> <ul style="list-style-type: none"> • 41 consultations • 7 research workshops with 33 attendees • 282 responses to the <i>Canadian Cleantech Talent Readiness Survey</i> • 2 strategy development sessions with 30 participants • 2 presentations with CRIN Steering Committee and members to share the results of the project including key findings and talent risks, actions to address talent risks, recommendations from research and strategy sessions and discussion of ways to implement the strategy to benefit CRIN and cleantech in oil and gas • Contact list of attendees at all events <p>Distribution of article on project findings and results "<i>Shaping Alberta's Workforce Transition: Labour Market Research for Cleantech in Oil & Gas</i>" and other project information, posted on the CRIN website.</p>
Evaluation of project design, resources and outcomes with project partners or steering group	Evaluation of project design, resources and outcomes conducted with Project Committee on November 26, 2020.

D. FINANCIAL REPORTING

- Include a final breakdown of the contributions from each partner (financial and in-kind) if different from original budget.
- If grant funds not fully spent, include details on amount to be returned and explanation.
- Schedule C requirements* as per grant agreement.

	Budget	Actual	Variance
Cash Expenses			
Consulting fees - Labour Market Expertise	\$ 74,500.00	\$ 86,100.00	\$ 11,600.00
Consulting fees - Comms & Marketing	\$ 5,000.00	\$ 8,245.26	\$ 3,245.26
Travel	\$ 7,500.00	\$ -	-\$ 7,500.00
Administration	\$ 3,000.00	\$ -	-\$ 3,000.00
Total Monetary Contribution	\$ 90,000.00	\$ 94,345.26	\$ 4,345.26
In Kind Expenses			
Project/Lead Coordination	\$ 13,000.00	\$ 7,471.15	-\$ 5,528.85
Project advisory and champion	\$ 15,250.00	\$ 30,087.00	\$ 14,837.00
Outreach, comms and marketing	\$ 15,250.00	\$ 7,867.79	-\$ 7,382.21
Meeting space	\$ 1,500.00	\$ -	-\$ 1,500.00
Administration	\$ 2,000.00	\$ 3,764.42	\$ 1,764.42
Industry company costs to travel to out of town meetings or events	\$ 1,500.00	\$ -	-\$ 1,500.00
Total In Kind Contribution	\$ 48,500.00	\$ 49,190.37	\$ 690.37

E. ANALYSIS

Key Learnings

Key learnings from this project offer insights for cleantech, oil and gas, labour and education/training stakeholders to enable the effective implementation of project recommendations and subsequent project phases. Learnings can also be of value to labour market assessment projects for other emerging sectors or regions.

- Cleantech in oil and gas is an emerging industry that required scoping and definition before defining its workforce requirements. This took a significant amount of time and effort.
- The relationship between the availability of relevant talent and the ability to attract investment is not well understood by cleantech developers. Attracting investment will hinge on not only the technology, but also a skilled labour force to deploy it. Additional research and communication resources are needed to engage and inform cleantech developers of the business case for talent development. This is especially important to increase youth engagement and industry participation such as technical managers being involved in hiring and HR/Organizational Effectiveness leaders.
- The development of a workforce strategy may have been premature given the effort required to establish a clear definition and scope of cleantech in oil and gas, the labour imperative and an understanding of the talent needs and development opportunities.
- The role of cleantech in contributing to a sustainable oil and gas industry is not well understood by job seekers and labour supply stakeholders. Critics suggest uncertainty about the oil and gas industry's future which is creating risks for retention of the current workforce and attraction of current and future job seekers to participate in decarbonization of the oil and gas industry:
 - While the world needs oil and gas competencies and engagement to enable decarbonization, cleantech and oil and gas have been framed as antagonists rather than allies.
 - Focus of communications should be placed on the desired outcomes of decarbonization and sustainable energy rather than the technologies, with the former more likely to appeal to job seekers, especially younger talent. This entails a shift to future-focused messaging with an emphasis on industry's activities and spending that demonstrate a commitment to reaching environmental targets. The current approach tends to emphasize what industry has done which can be seen as a defensive posture and less effective way to communicate.
 - It is difficult for the oil and gas industry to counter the current antagonistic messaging on its own.
 - Other credible partners can be engaged to help deliver consistent messages about the importance of a sustainable oil and gas industry in the future energy mix. Further, the role of cleantech in oil and gas as a pathway to net zero should be emphasized. These include post-secondary, economic development organizations, young professional associations, business leaders, etc.
 - Industry's ESG focus is an opportunity to demonstrate change and commitment that may be more attractive to talent.
- Knowledge and support provided by the Project Champion and Committee, and Technology Theme Leads, were critical to understanding the oil and gas sector, its workforce requirements and value of the project.

Project Plan Factors

The project came in on budget. An amendment to extend the project end date and revise the project plan was required for the following reasons:

- The COVID-19 pandemic led to the need to revise the project methodology from in-person research to virtual sessions, and a greater reliance on digital outreach which together required additional time to revise the project plan and execute new and adjusted activities.
- Additional research activities were needed to understand the complex environmental technology innovation (cleantech) landscape. This included 7 research workshops to gather labour demand and supply information and a survey to gather input from job seekers, new grads and career transitioners on their interest in cleantech and oil and gas.
- The original plan to develop occupational profiles was replaced by more comprehensive career promotion products. This was a request of the Project Steering Committee and required additional research and effort.
- Changes to CRIN, including the formation of a CRIN Operations team, resulted in revised (enhanced) project oversight, and stakeholder engagement activities but also additional onboarding time to familiarize the new resources with the project.

The changes to the project plan and the extension mitigated any adverse affects on the overall project objectives. The workforce strategy is expected to be incorporated into CRIN's ecosystem engagement activities as it aligns with the priorities and aims of the organization to enable and accelerate technology development to address priority environmental and economic challenges of the oil and gas industry. The CRIN network can be leveraged to activate collaboration and information sharing about talent needs and development opportunities. For example, educators and trainers who participated in the project indicated a willingness to partner with industry to address cleantech education and training gaps.

Workforce Risks and Opportunities

The project illuminated the workforce risks and opportunities for Alberta's cleantech and oil and gas industry:

- Demand for workers to achieve energy transition, decarbonization and emissions reduction is here today
 - 55,000 additional high tech / digital workers required by 2025 (across Canada) to support cleantech and transition to cleaner energy sources
 - A more sustainable oil and gas industry, supported by cleantech innovation, is driving the need to transition the skills of the current workforce and to hire new staff
 - Hiring is challenging for research and development, digital, business development and commercialization, ESG / sustainability, drilling and field services due to gaps in available talent and their skills
- Young people want to be agents of change in the transition and decarbonization of heavy industries, but significant barriers exist
 - Not aware of career opportunities in the sector that focus on transition and decarbonization

- Job seekers do not see working with oil and gas businesses as an opportunity to contribute to a sustainable energy future
- Uncertainty about the future of oil and gas is limiting talent engagement which presents a risk for cleantech innovation and solutions
 - “Uncertain future” cited by survey respondents as the key factor impacting viability of oil and gas as a career option
 - Knowledge and expertise found within existing oil and gas workforce needs to be retained along with current and future cleantech workforce for achieving net zero and other environmental and economic goals
- Talent retention risks for oil and gas industry are real and significant
 - 62% of employed survey respondents indicated they are “looking for work”
- Cleantech employers are focused on technology development
 - Lack of urgency, experience and capacity for workforce planning, transition and development
 - Ability to attract investment requires an available and skilled talent pool
- Risks to talent attraction due to unclear definition of cleantech and its workforce requirements
- Interest in cleantech is high however barriers to pursuing a career in cleantech are also high
 - 57% of cleantech talent readiness survey respondents interested in the sector are unsure of training requirements
- Lack of quantification of demand for cleantech labour in oil and gas contributes to uncertainty about employment opportunities for talent and limits data-driven decision-making by supply and demand providers
- Alberta is lagging other jurisdictions in transitioning and training its labour market for cleantech careers
- Upskilling rather than reskilling is needed for new grads, oil and gas transitioners and talent from other industries
- Learning system is changing to support needs of evolving industry
 - This transition needs to be accelerated to keep pace with technology development and trends

Industry Risks to Address

The project identified the key risks the cleantech and oil and gas industries need to address to deliver current and future workforce needs:

- Absence of compelling narrative that cleantech in oil and gas is essential to a sustainable energy future and demonstrates industry's commitment to innovating and deploying cleantech to achieve ESG goals
- Lack of urgency for workforce planning, transition and development
- Limited understanding of the occupations and skills required for cleantech in oil and gas to decarbonize, reduce emissions and achieve sustainability
- Lack of quantification of labour demand for cleantech in oil and gas limits data-driven decision-making

- Talent supply system is not optimally effective to proactively address skill development needs
- Insufficient connection and collaboration amongst organizations that support talent development is an impediment to accelerating talent capacity

Replication and Expansion Opportunities

The analysis conducted for the project evaluation revealed replication and expansion opportunities:

- Leverage project deliverables to different industrial sectors and cleantech in oil and gas across Canada and utilize project methodologies to expand cleantech talent needs assessment; definitions of sector, skill and occupations; and talent development activities.
- CRIN members can explore integration of cleantech in oil and gas workforce strategy into their activities.
 - Opportunity to leverage CRIN networks and resources including other potential sources of funding to extend delivery of the workforce strategy.
- Create a collaborative forum to engage and unite key talent development stakeholders to accelerate workforce capacity of cleantech in oil and gas and awareness of occupation and skill needs to segmented audiences: youth, transitioners, job seekers from other sectors, educators and trainers, career/employment practitioners.
- Use learnings from project structure for other CRIN engagements with external partners to provide thought leadership around key issues relevant to CRIN's mission of accelerating innovation in Canada's oil and gas sector.

F. APPENDICES

The following project documents are attached or included via links to document and share project deliverables:

1. Research Documents

- 1.1. Research Framework for Technology Map
- 1.2. Cleantech Talent Readiness Survey results
- 1.3. PowerPoint Presentations Used for Research Workshops
 - 1.3.1. Labour Demand Workshop HR
 - 1.3.2. Labour Demand Workshop Ops and Tech

2. Strategy Development Documents

- 2.1. Pre-read Documents for Workshops
 - 2.1.1. Oct 2021 Pre-read Strategy Session 1 – Cleantech with Oil & Gas Labour Market Outlook
 - 2.1.2. Nov 2021 Pre-read Strategy Session 2 – November 9_2021
- 2.2. Strategy Session PowerPoint Presentations
 - 2.2.1. Strategy Development Session 1 Oct 27 2021 FINAL
 - 2.2.2. Strategy Development Session 2 November 9_2021_FINAL

3. CRIN Labour Market Outlook and Strategy (PowerPoint)

4. **Project Overview and Career Tools:** Cleantech and Transitioning Careers in Oil & Gas: [Clean Resource Innovation Network \(CRIN\) - Labour Market Research Project](#) (8 Career Tools: Cleantech and Transitioning Careers in Oil & Gas documents – available for download)

5. Labour Market: Marketing and Communications Plan (PDF)

- 5.1. Pre-Read CRINsider Event Nov 30 2021 – CRIN Labour Market Outlook
- 5.2. Workplan_Marketing_for_Deliverables_20211125

6. Project Evaluation: CRIN Labour Market Project Evaluation November-2021 Approved