## ONIARIO'S CROSS-SECTORAL AND MULTIDISCIP INARY ENVIRONMENTAL WORKFORCE A SNAPSHOT <br> OF EMPLOYMENTAND <br> HIRING NEEDS TO 2033

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## TABLE OF CONTENTS

Acknowledgements ..... 2
Disclaimer ..... 3
Ontario's Environmental Job Outlook Snapshot ..... 5
Total environmental workforce ..... 5
Core environmental workforce ..... 6
Introduction ..... 7
SPOTLIGHT: The Environmental Workforce Defined ..... 8
Composition of the Environmental Workforce in Ontario ..... 10
Top Occupations ..... 10
Top Industries ..... 12
Top Specializations ..... 14
SPOTLIGHT: The Rise of Green Marketing ..... 15
Looking Forward: Environmental Hiring Needs in the Next Decade ..... 16
Top Industries ..... 18
Top Occupations ..... 21
Top Specializations ..... 22
Core Environmental Workforce Net Hiring Requirements ..... 23
SPOTLIGHT: Save on Energy ..... 26
Appendix A: Methodology ..... 28
Job Share Analysis ..... 28
Estimating and Forecasting Environmental Labour Force Dynamics ..... 29
Challenges and Limitations ..... 31
Appendix B: $\mathbf{1 0 0}$ Top Occupations - EnviroShare, Environmental Employment in 2024 and Net Hiring Requirements to 203332

## ONTARIO'S ENVIRONMENTAL JOB OUTLOOK SNAPSHOT

Ontario's transition to a resource-efficient, low-carbon economy requires a thriving environmental workforce across all industries, regions and occupations.

## TOTAL ENVIRONMENTAL WORKFORCE

The total environmental workforce includes core environmental workers (those who require environmental-specific knowledge, skills and competencies) and workers employed by environmental goods and services organizations.

We estimate that

in Ontario are part of the total environmental workforce.


## TOP INDUSTRIES

Public administration (31,030 net job openings)

Professional, scientific and technical services $(29,960)$

Health care and social assistance
$(24,480)$

## TOP SPECIALIZATIONS

Sustainability (84,400 net job openings)

Environmental
Health and Safety $(75,940)$

Natural Resource Management $(74,910)$

500,250
Environmental workers in 2024 (6\% of Ontario's workforce)

## $+55,970$

Net new jobs by 2033
(11\% growth from 2024) + 125,780

Job openings due to retirements (69\% of net job openings)

181,750
Net job openings to 2033
( $36 \%$ of 2024 environmental employment)

## CORE ENVIRONMENTAL WORKFORCE

Core environmental workers require environmental-specific knowledge, skills and competencies.

## TOP CORE OCCUPATIONS

Administrative officers (5,580 net job openings)

Civil engineers
$(5,050)$
Professional occupations in business management consulting
$(4,850)$

154,090
Core environmental workers in 2024 (31\% of Ontario's environmental workforce)

## $+12,280$ <br> New jobs by 2033 <br> (8\% growth from 2024) <br> + 39,640 <br> Job openings due to retirements by 2033 (76\% of net job openings)

51,920
Net job openings to 2033
(34\% of 2024 core environmental employment)


## INTRODUCTION

Ontario has witnessed a strong recovery post-pandemic, with substantial real GDP growth of $3.7 \%$ and strong economic expansion leading to a record level of employment in 2022. At the same time, the unemployment rate retreated to the record low of $5.6 \%$ that was observed pre-pandemic. ${ }^{1}$

Ontario's real GDP growth is anticipated to slow to just under $1 \%$ in 2023, weighed down by a reduction in consumer spending, inflationary pressure, and higher interest rates. ${ }^{2}$ Ongoing economic challenges for the province include geopolitical instability, labour shortages and inflation. ${ }^{3}$

Ontario is the leading province in generating new low-carbon transition companies, signaling the potential for economic growth and job creation and demonstrating investor confidence in the province. ${ }^{4}$ In addition, Ontario contains the largest inventory of building stock for low-carbon retrofitting in Canada. The province also has some of the strongest existing policy frameworks and financing tools for retrofitting existing infrastructure. Investment in low-carbon retrofits will require a skilled and growing workforce, as well as an accessible supply chain to source low-carbon products and materials. ${ }^{5}$

Canada, along with many nations across the globe, is calling for a more responsible and sustainable way toward economic growth. This report intends to shed light on where environmental jobs and talent exist today and where new opportunities lie ahead for the remainder of this decade.

Our Ontario environmental labour demand outlook to 2033 provides employment and hiring projections for the province overall and by industry, occupation, and environmental areas of specialization.

The data and insights from this report can help inform business, policy, program, and career decisions. It can help bust myths and reveal opportunities for industries, employers, government, communities, academia, and individuals. After all, environmental talent in every industry and discipline will be essential for Ontario to reach a sustainable, prosperous, inclusive and equitable future.

[^0]
## SPOTLIGHT: THE ENVIRONMENTAL WORKFORCE DEFINED

Canada's environmental workforce drives or supports the goals of natural resource management, environmental protection, and sustainability. Our definition includes:

- Core environmental workers (i.e., those in roles requiring specialized environmental competencies) regardless of industry, and
- Those directly employed within the environmental goods and services firms, regardless of occupation.


A Chief Sustainability Officer and Remediation Specialist working in oil and gas; a Conservation Officer in government; a Water and Wastewater Treatment Operator in utilities; an Energy Auditor and Environmental Engineer in construction; and an Environmental Advisor, Accountant, and Human Resource Advisor working in an environmental consulting firm are all included in our definition (see our Career Profiles to explore over 100 roles that are part of Canada's growing environmental workforce).

We also classify environmental workers according to 13 key environmental specializations or sub-sectors, from Air Quality to Fisheries \& Wildlife, Natural Resource Management, and Environmental Education \& Training (see our sector model for the complete list of specializations/sub-sectors).

This study presents estimates for environmental employment and net hiring requirements in Ontario from 2024 to 2033. Our labour demand outlook integrates multiple sources of data:

- Online job postings from TalentNeuron,
- Statistics Canada's Census and Labour Force Survey,
- Employment and Social Development Canada's Canadian Occupational Projection System,
- GDP growth in accordance with an average of long-term growth forecasts published by the Parliamentary Budget Office, the Department of Finance Canada, and the Organization for Economic Co-operation and Development (OECD), and
- Sectoral trends for industries within this framework are provided by Stokes Economics.

Environmental employment is estimated by identifying the 2023 EnviroShare-the proportion of environmental workers compared to all workers at the occupational level-and applying these to forecasted employment data. Net hiring requirements are derived by combining jobs created from employment growth (expansion demand) and jobs that become available as workers retire (replacement demand).

Numbers have been rounded in many cases for readability.
Refer to Appendix A for more information about our labour demand forecast and Appendix B for a list of 100 top occupations for environmental workers.


## COMPOSITION OF THE ENVIRONMENTAL WORKFORCE IN ONTARIO

Roughly 1 in 16 workers in Ontario $(500,250)$ are in an environmental role in 2024. About 154,100 (or 31\%) are core environmental workers.

## TOP OCCUPATIONS

The job families ${ }^{6}$ with the most environmental workers are:

- Natural and applied sciences and related occupations $(\mathbf{1 2 0}, \mathbf{3 0 0})$
- Business, finance and administration occupations $(101,700)$
- Trades, transport and equipment operators and related occupations $(\mathbf{9 0}, \mathbf{5 0 0})$

Nearly a quarter of environmental workers are in Natural and applied sciences and related occupations, a job family that includes scientists, engineers, engineering technologists and technicians, and information technology specialists, while comprising only $11 \%$ of Ontario's total workforce. Business, finance and administrative occupations comprise another 20\% of Ontario's environmental workforce.

In contrast, Sales and service occupations make up 24\% of Ontario's total workforce but only $\mathbf{9 \%}$ of the environmental workforce.

Environmental Employment by NOC Category


Total Employment
by NOC Category
Legislative and senior management occupationsBusiness, finance and administration occupationsNatural and applied sciences and related occupationsHealth occupationsOccupations in education, law and social, community and government servicesOccupations in art, culture, recreation and sportSales and service occupations
Trades, transport and equipment operators and related occupations
Natural resources, agriculture and related production occupations
Occupations in
manufacturing and utilities

[^1]The top occupations ${ }^{7}$ for environmental employment are completely different than the top occupations by environmental employment share:

- Professional occupations in advertising, marketing and public relations (26,340), Home building and renovation managers $(\mathbf{1 5}, \mathbf{4 4 0})$ and Civil engineers $(\mathbf{1 2 , 9 2 0})$ round out the top three occupations for environmental employment.
- The highest environmental employment shares are observed for Forestry professionals (90\%), Water and waste treatment plant operators (83\%) and Forestry technologists and technicians (72\%).

Except for Professional occupations in advertising, marketing and public relations and Home building and renovation managers, all of the occupations listed above involve core environmental workers (i.e., those in roles requiring environmental-specific competencies).


7 5-digit National Occupational Code (NOC). For more information, visit https://noc.esdc.gc.ca/.

## TOP INDUSTRIES

In 2024, the largest industry employer of environmental workers is the Professional, scientific and technical services sector, representing $14 \%$ of the total number of environmental workers in Ontario ( $\mathbf{7 0 , 8 7 0}$ workers). The Public administration sector employs another 13\% of Ontario's environmental workers.

## Industries and Occupations Crosscut

Industries interact with environmental objectives in different ways, thereby requiring different environmental workers to achieve the desired results. As such, the top occupations employed in Ontario's key industries are very different. For instance, industrial millwrights and managerial roles are more frequently observed under the umbrella of Manufacturing. In contrast, Professional, scientific and technical services has a larger proportion of engineers. The Utilities sector has notable needs for Water and waste treatment plant operators and Power engineers and power system operators.

Table 1
Top Occupations by Industry

| Industry (NAICS) | Environmental <br> Employment in <br> 2024 | Industry Share <br> of Environmental <br> Employment <br> in 2024 | Top occupations (based on <br> environmental employment) |
| :--- | :--- | :--- | :--- |


| Industry (NAICS) | Environmental <br> Employment in <br> $\mathbf{2 0 2 4}$ | Industry Share <br> of Environmental <br> Employment <br> in 2024 | Top occupations (based on <br> environmental employment) |
| :--- | :--- | :--- | :--- |

## TOP SPECIALIZATIONS

The top specializations for environmental employment in Ontario are:

- Sustainability $(\mathbf{2 4 6}, \mathbf{5 1 0})$
- Natural Resource Management $(215,370)$
- Fisheries and Wildlife $(\mathbf{2 0 3}, \mathbf{7 9 0})$

Note: A worker or job could be mapped to one or more specializations or sub-sectors.

Figure 1
Environmental Employment by Specialization, 2024


## SPOTLIGHT: THE RISE OF GREEN MARKETING

Green marketing involves genuine efforts by businesses to promote products and services as environmentally friendly. Companies adopting green marketing practices incorporate sustainability into their operations, production, and supply chains. This can include the use of eco-friendly materials, energy-efficient processes, and a commitment to reducing their overall environmental impact. Green marketing aims to attract and appeal to consumers who prioritize sustainability, fostering a positive image and building brand loyalty through authentic environmental stewardship.

ECO Canada monitors trends in job postings for environmental workers across Canada. Our most recent job posting analysis ${ }^{8}$ reveals that from 2021 to 2023 there were more than 1,000 environmental job ads each year for Professional occupations in advertising, marketing and public relations and $40 \%$ of all job ads in this occupation reflected a demand for environmental workers in 2023.

Our outlook for this occupation suggests that this trend will continue.

## 1 IN 5 WORKERS

in this occupation are in environmental roles and project 20,400 net job openings for environmental workers in this occupation through 2033 across Canada.

ROUGHLY 63\% OF THOSE JOB OPENINGS WILL BE IN ONTARIO $(12,910)$

15\% WILL BE IN BRITISH COLUMBIA $(3,150)$

AND 13\% IN ALBERTA $(2,750)$

[^2]
## LOOKING FORWARD: ENVIRONMENTAL HIRING NEEDS IN THE NEXT DECADE

Investment in the innovation and adoption of new low-carbon technologies, emission reduction strategies (e.g., retooling automotive manufacturing plants, public transit investment, phase-out of coal at steel plants), development of a hydrogen strategy, improving waste management practices and moving towards a circular economy, and low-carbon retrofits to existing infrastructure, will contribute to the rise of Ontario's green economy.

Our employment forecast indicates growth for the province's environmental workforce until at least 2033, with an estimated average annual growth rate of $1.2 \%$, in line with the estimated average annual growth rate of $1.4 \%$ for total employment. Approximately 55,970 net new environmental jobs will be added in the next decade. Roughly $60 \%$ of expansion demand is expected to be concentrated in the next five years. The rate of growth is anticipated to be slightly tempered in the latter half of the decade.

Figure 2
Environmental Employment in Ontario, 2024 to 2033


When expansion demand is combined with replacement demand, we estimate that 181,750 net environmental job openings will need to be filled by 2033. This hiring number equates to $36 \%$ of 2024 environmental employment and provides a career stream for new and existing talent. A cause for concern in the medium to longer term is Ontario's aging population. This trend is also prevalent in the environmental workforce, where our forecast shows an estimated $25 \%$ of the current environmental workforce will be retiring over the next 10 years. Employers must engage and develop both new and experienced workers to meet labour demand through 2033.

Figure 3
Environmental Net Hiring Requirements to 2033


Where will hiring come from?

## TOP INDUSTRIES

The largest hiring demand for environmental workers will come from the Public administration sector ( $\mathbf{3 1 , 0 3 0}$ net job openings) followed by the Professional, scientific and technical services sector $(\mathbf{2 9}, \mathbf{9 6 0})$, Health care and social assistance $(\mathbf{2 4 , 4 8 0})$, Construction $(\mathbf{2 0}, \mathbf{9 7 0})$, and Manufacturing $(\mathbf{2 0}, \mathbf{9 7 0})$.

Table 3
Net Hiring Requirements for Environmental Workers to 2033, by Industry

| Industry (NAICS) | Environmental Employment in 2024 | Expansion Demand 2024-2033 | Replacement Demand 2024-2033 | Net Hiring Requirements 2024-2033 | Net Hiring Requirements as a \% of Environmental Employment in 2024 |
| :---: | :---: | :---: | :---: | :---: | :---: |
| All Industries | 500,250 | 55,970 | 125,780 | 181,750 | 36\% |
| Public administration (91) | 66,630 | 12,660 | 18,370 | 31,030 | 47\% |
| Professional, scientific and technical services (54) | 70,870 | 13,550 | 16,410 | 29,960 | 42\% |
| Health care and social assistance (62) | 47,790 | 12,550 | 11,930 | 24,480 | 51\% |
| Construction (23) | 53,280 | 6,430 | 14,540 | 20,970 | 39\% |
| Manufacturing (31) | 61,290 | -4,290 | 15,770 | 11,480 | 19\% |
| Real estate and rental and leasing (53) | 13,660 | 4,090 | 4,860 | 8,950 | 66\% |
| Finance and insurance (52) | 23,220 | 3,270 | 5,160 | 8,430 | 36\% |
| Educational services (61) | 27,090 | 1,350 | 6,140 | 7,490 | 28\% |
| Administrative and support, waste management and remediation services (56) | 15,460 | 1,820 | 3,830 | 5,660 | 37\% |
| Wholesale trade (41) | 16,880 | 1,050 | 4,180 | 5,230 | 31\% |
| Other services (except public administration) (81) | 15,230 | 1,600 | 3,540 | 5,140 | 34\% |
| Retail trade (44) | 20,420 | -20 | 5,040 | 5,020 | 25\% |


| Industry (NAICS) | Environmental Employment in 2024 | Expansion Demand 2024-2033 | Replacement Demand 2024-2033 | Net Hiring Requirements 2024-2033 | Net Hiring Requirements as a \% of Environmental Employment in 2024 |
| :---: | :---: | :---: | :---: | :---: | :---: |
| Transportation and warehousing (48) | 15,950 | 780 | 4,140 | 4,920 | 31\% |
| Arts, entertainment and recreation (71) | 10,040 | 2,180 | 2,190 | 4,370 | 44\% |
| Utilities (22) | 16,770 | 230 | 3,960 | 4,180 | 25\% |
| Accommodation and food services (72) | 6,050 | 750 | 1,420 | 2,170 | 36\% |
| Information and cultural industries (51) | 7,560 | -170 | 1,400 | 1,230 | 16\% |
| Agriculture, forestry, fishing and hunting (11) | 7,440 | -1,010 | 1,980 | 970 | 13\% |
| Management of companies and enterprises (55) | 70 | 30 | 0 | 30 | 43\% |
| Mining, quarrying, and oil and gas extraction (21) | 4,570 | -880 | 930 | 50 | 1\% |

Five industries are projected to see negative expansion demand between 2024 and 2033. For these industries, net hiring requirements are projected to be driven entirely by replacement demand. These industries include:

- Manufacturing environmental employment is expected to contract by 4,290 jobs and incur replacement demand of 15,770 jobs
- Agriculture, forestry, fishing and hunting environmental employment is expected to contract by 1,010 jobs and incur replacement demand of 1,980 jobs
- Mining, quarrying, and oil and gas extraction environmental employment is expected to contract by $\mathbf{8 8 0}$ jobs and incur replacement demand of $\mathbf{9 3 0}$ jobs
- Information and cultural industries environmental employment is expected to contract by 170 jobs and incur replacement demand of $\mathbf{1 , 4 0 0}$ jobs
- Retail trade environmental employment is expected to contract by $\mathbf{2 0}$ jobs and incur replacement demand of $\mathbf{5 , 0 4 0}$ jobs

Figure 4
Environmental Net Hiring Requirements to 2033, by Industry

Accommodation and food services (72)
Administrative and support, waste management and remediation services (56)
Agriculture, forestry, fishing and hunting (11)
Arts, entertainment and recreation (71)
Construction (23)
Educational services (61)
Finance and insurance (52)
Health care and social assistance (62)
Information and cultural industries (51)
Management of companies and enterprises (55)
Manufacturing (31)
Mining, quarrying, and oil and gas extraction (21) Other services (except public administration) (81) Professional, scientific and technical services (54)

Public administration (91)
Real estate and rental and leasing (53) Retail trade (44)

Transportation and warehousing (48)
Utilities (22)
Wholesale trade (41)


## TOP OCCUPATIONS

Net hiring requirements are highest for:

- Professional occupations in advertising, marketing and public relations (12,910 job openings)
- Home building and renovation managers $(\mathbf{8 , 6 0 0})$
- Other managers in public administration $(\mathbf{6 , 2 3 0})$

Table 4
Environmental Net Hiring Requirements, by Occupation

| Occupation (NOC) | $\begin{aligned} & \text { EnviroShare } \\ & \text { in } 2023 \end{aligned}$ | Environmental Employment in 2024 | Expansion Demand <br> 2024-2033 | Replacement Demand 2024-2033 | Net Hiring Requirements 2024-2033 | Net Hiring Requirements as a \% of Environmental Employment in 2024 |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| All Occupations | 6\% | 500,250 | 55,970 | 125,790 | 181,760 | 36\% |
| Professional occupations in advertising, marketing and public relations (11202) | 23\% | 26,340 | 8,930 | 3,980 | 12,910 | 49\% |
| Home building and renovation managers (70011) | 23\% | 15,440 | 3,370 | 5,240 | 8,600 | 56\% |
| Other managers in public administration (40019) | 50\% | 7,000 | 3,040 | 3,190 | 6,230 | 89\% |
| Administrative officers (13100) | 10\% | 8,290 | 2,670 | 2,910 | 5,580 | 67\% |
| Civil engineers (21300) | 57\% | 12,920 | 2,230 | 2,820 | 5,050 | 39\% |

Refer to Appendix B for 100 occupations with the greatest environmental net hiring requirements to 2033.

## TOP SPECIALIZATIONS

The top three specializations for expansion demand differ slightly from the top three for 2024 employment:

- Environmental Health \& Safety (26,350 job openings)
- Sustainability $(\mathbf{2 2}, \mathbf{2 5 0})$
- Natural Resource Management $(\mathbf{2 1}, \mathbf{1 0 0})$

The top three specializations for replacement demand are:

- Sustainability (62,150 job openings)
- Natural Resource Management $(53,820)$
- Fisheries \& Wildlife $(\mathbf{5 1 , 1 2 0})$

Net hiring requirements are highest for:

- Sustainability $(84,400)$
- Environmental Health \& Safety $(75,940)$
- Natural Resource Management $(\mathbf{7 4}, \mathbf{9 1 0})$


## Table 5

Environmental Net Hiring Requirements, by Environmental Specialization

| Specialization | Environmental <br> Employment <br> in 2024 | Expansion <br> Demand <br> $\mathbf{2 0 2 4 - 2 0 3 3}$ | Replacement <br> Demand <br> $\mathbf{2 0 2 4 - 2 0 3 3}$ | Net Hiring <br> Requirements <br> 2024-2033 |
| :--- | :---: | :---: | :---: | :---: |
| Sustainability | 246,510 | 22,250 | 62,150 | 84,400 |
| Environmental Health \& Safety | 188,320 | 26,350 | 49,590 | 75,940 |
| Natural Resource Management | 215,370 | 21,100 | 53,820 | 74,910 |
| Fisheries \& Wildlife | 203,790 | 20,780 | 51,120 | 71,900 |
| Energy | 197,650 | 20,820 | 49,640 | 70,470 |
| Water Quality | 164,700 | 16,950 | 41,870 | 58,820 |
| Site Assessment \& Reclamation | 157,840 | 16,930 | 39,770 | 56,700 |
| Waste Management | 157,950 | 16,370 | 40,000 | 56,370 |
| Air Quality | 132,300 | 14,590 | 33,630 | 48,220 |
| Policy \& Legislation | 68,450 | 9,330 | 17,700 | 27,020 |
| Education \& Training | 34,000 | 2,590 | 7,890 | 10,480 |
| Communications \& Public Awareness | 25,050 | 3,050 | 5,550 | 8,600 |
| Research \& Development | 19,130 | 1,590 | 4,100 | 5,680 |

## CORE ENVIRONMENTAL WORKFORCE NET HIRING REQUIREMENTS

The EnviroShare for core environmental workforce occupations (i.e., those roles requiring specialized environmental competencies) is $\mathbf{1 7 \%}$, as opposed to $\mathbf{6 \%}$ for all occupations. The three occupations with the highest EnviroShares (Forestry professionals, Water and waste treatment plant operators and Forestry technologists and technicians) are also employers of core environmental workers.

The three occupations with the highest number of core environmental workers vary from the overall environmental workforce, including:

- Civil engineers (12,920 workers)
- Construction managers $(9,220)$
- Other professional engineers $(\mathbf{8 , 8 0 0})$

Looking ahead to 2033, the highest net hiring requirements for core environmental workers are expected to be for Administrative officers ( $\mathbf{5 , 5 8 0}$ job openings), Civil engineers $(\mathbf{5}, \mathbf{0 5 0}$ ), and Professional occupations in business management consulting $(4,850)$.

The core environmental occupations in Ontario with the largest increases in new jobs include Administrative officers ( 2,670 jobs), Professional occupations in business management consulting $(\mathbf{2}, \mathbf{6 7 0})$, and Civil engineers $(\mathbf{2}, \mathbf{2 3 0})$. Job decreases are projected for Manufacturing managers ( $-1,100$ jobs), Computer and information systems managers ( -510 ), Construction managers (-340), Engineering managers (-300) and Other professional engineers (-130).

As a result of retirements, deaths, and provincial outmigration Administrative officers $(\mathbf{2}, \mathbf{9 1 0})$, Civil engineers $(\mathbf{2}, \mathbf{8 2 0})$, and Manufacturing managers $(\mathbf{2}, \mathbf{3 0 0})$ are predicted to see the greatest replacement demand among core environmental workers.


Table 6
Environmental Net Hiring Requirements, by Top Core Environmental Occupation

| Occupation (NOC) | Environmental Employment in 2024 | Expansion Demand 2024-2033 | Replacement Demand 2024-2033 | Net Hiring Requirements 2024-2033 | $\begin{aligned} & \text { EnviroShare } \\ & \text { in } 2023 \end{aligned}$ |
| :---: | :---: | :---: | :---: | :---: | :---: |
| Administrative officers (13100) | 8,290 | 2,670 | 2,910 | 5,580 | 10\% |
| Civil engineers (21300) | 12,920 | 2,230 | 2,820 | 5,050 | 57\% |
| Professional occupations in business management consulting (11201) | 5,970 | 2,660 | 2,190 | 4,850 | 9\% |
| Contractors and supervisors, mechanic trades (72020) | 4,970 | 1,020 | 1,830 | 2,850 | 19\% |
| Mechanical engineers (21301) | 4,970 | 1,820 | 940 | 2,760 | 23\% |
| Construction millwrights and industrial mechanics (72400) | 3,390 | 1,120 | 1,150 | 2,270 | 10\% |
| Facility operation and maintenance managers (70012) | 3,820 | 770 | 1,450 | 2,220 | 26\% |
| Police officers (except commissioned) (42100) | 2,980 | 1,110 | 1,080 | 2,190 | 11\% |
| University professors and lecturers (41200) | 3,530 | 750 | 1,270 | 2,010 | 12\% |
| Construction managers (70010) | 9,220 | -340 | 2,210 | 1,870 | 25\% |
| Human resources professionals (11200) | 2,820 | 1,130 | 620 | 1,750 | 6\% |
| Firefighters (42101) | 3,260 | 580 | 1,150 | 1,730 | 20\% |
| Other professional engineers (21399) | 8,800 | -130 | 1,860 | 1,730 | 51\% |
| Electrical and electronics engineers (21310) | 2,800 | 830 | 670 | 1,500 | 20\% |
| Civil engineering technologists and technicians (22300) | 2,160 | 940 | 550 | 1,490 | 35\% |


| Occupation (NoC) |  |  | Replacement Demand 2024-2033 |  | Enir share |
| :---: | :---: | :---: | :---: | :---: | :---: |
| Lawyers and Quebec notaries (41101) | 4,680 | 340 | 930 | 1,260 | 8\% |
| Manufacturing <br> managers (90010) | 7,980 | -1,100 | 2,300 | 1,210 | 14\% |
| Natural and applied science policy researchers consultants and program $(41400)$ | 1.810 | 790 | 400 | 1,190 | 12\% |
| Engineering <br> managers (20010) | 5,570 | -300 | 1,370 | 1,070 | 34\% |
| computer and <br> managers (20012) | 5,920 | -510 | 1,440 | 940 | ${ }^{8 \%}$ |
| Managers in social community and (40030) | 2,90 | 110 | 720 | 820 | 13\% |



## SPOTLIGHT: SAVE ON ENERGY

## FIRST NATIONS COMMUNITY BUILDING RETROFIT PROGRAM (FNCBRP) ${ }^{9}$

- Open to all on-reserve First Nations communities connected to Ontario's electricity grid
- Provides up to $\$ 100,000$ in funding, as well as technical support, to communities to improve the energy efficiency of commercial and institutional buildings to increase cost savings and reduce greenhouse gas emissions
- Onsite energy assessments and an audit report identifying energy efficiency projects in up to four facilities chosen by the participant
- A community benchmark report will be prepared to compare the energy use of these buildings with other similar buildings, to prioritize buildings for further assessment.
- Project support from Save on Energy's program delivery partner for identifying, engaging, and coordinating installation contractors.
- Applications will be accepted until December 31st 2024


## KEY CHALLENGES RELATED TO (FNCBRP)

- Demonstrating a 'business case' of the long-term financial and community benefits of energy efficiency upgrades
- Identifying specific retrofit opportunities in buildings
- Identifying and securing contractors to purchase materials and/or install retrofit projects


## LONG-TERM CONSIDERATIONS

- First Nations communities can reduce their carbon footprint while also creating local jobs and promoting economic growth
- Long-term savings for communities, while extending the life of community assets and increasing the overall safety and comfort of buildings
- Adopts a community-based solution to address climate change, requiring engagement, collaboration and leadership at a local level
- Opportunity to engage the local Indigenous environmental workforce
- Engage with youth leaders and elders to share knowledge related to climate change mitigation, including Traditional Ecological Knowledge

[^3]
## PRIMARY OCCUPATIONS INVOLVED IN RETROFITTING EXISTING BUILDINGS

- Heating, refrigeration and air conditioning mechanics (NOC 72402)
- Electricians (except industrial and power system) (NOC 72200)
- Contractors and supervisors, electrical trades and telecommunications occupations (NOC 72011)

Ontario's construction industry is positioned to see substantial growth between 2024 and 2028. To better understand employment needs and trends for green retrofit activities over this period, a crosscut between the highlighted occupations and the construction industry was prepared.

## IN THE CONSTRUCTION INDUSTRY:

- Heating, refrigeration, and air conditioning mechanics (NOC 72402) rises 5\% (from 1,400 in 2024 to $\mathbf{1 , 4 7 0}$ in 2028)
- Electricians (except industrial and power system) (NOC 72200) rises $\mathbf{1 6 \%}$ (from $\mathbf{3 , 1 2 0}$ in 2024 to $\mathbf{3 , 6 1 0}$ in 2028)
- Contractors and supervisors, electrical trades and telecommunications occupations (NOC 72011) rises 19\% (from 280 in 2024 to 340 in 2028)



## APPENDIX A: METHODOLOGY

The purpose of this research is to estimate employment of, and project labour market requirements for environmental workers. This analysis estimates the demand for skilled trade workers in the environmental workforce using an analysis of quarterly job postings from a broad range of job posting boards provided by TalentNeuron. ${ }^{10}$ The process for doing so is two-fold: first, it identifies which job postings relating to each occupation (5-digit NOC) are for environmental positions using a keyword search. Second, it applies environmental shares to an industry and occupation model of the Canadian economy to develop an estimate of current and future labour dynamics for each occupation.

## JOB SHARE ANALYSIS

The core dataset for the analysis is the job posting database, an aggregation of job postings collected from a broad array of job posting websites in French and English from across Canada, maintained by TalentNeuron. The data points collected from job listings include (but are not limited to):

- Job location (Province)
- 8-digit level 2010 O*NET-SOC occupation
- Posting company
- Job title
- Full text of the job listing

ECO Canada identifies postings for environmental positions by applying a filter of sentence fragments related to environmental activity to the TalentNeuron dataset. The text in each job posting is searched to see if each fragment can be found in the job posting and the results are tracked by post and fragment. Postings with enough matched fragments to meet a fragment-specific minimum match threshold are counted as matches for each linked area of focus.

[^4]Some further filtering is required on the job posting data before being used to compare to occupational employment data, however, since job posts in the TalentNeuron dataset are mapped to the 2010 O*NET-SOC occupation hierarchy, rather than the 5-digit 2021 NOC hierarchy. This does allow the potential for higher detail since the 8-digit O*NET-SOC has 1110 classifications compared to the 5165 -digit NOC codes. However, this hierarchy does not have unique mappings to the NOC hierarchy. We have developed a concordance which allows us to align O*NET-SOC many occupations to NOC occupations. Where no direct unique match is available we used additional text analysis to attribute occupations within environmental positions. In attributing totals to occupations, however, this approach is too computationally intensive and non-unique matches were distributed according to their distribution in the Canadian economy.

The research team also assigns individual job posts to industries using an algorithm based on the following rules in the following order:

- where a job post contains industry-specific language, it was assigned to that industry; and
- where the job post was posted by a company with a known industry categorization, the post is assigned to that company's industry.

In cases where the company posting the job ad is a federally registered corporation, it is categorized into an industry based on its name and NAICS classification in the national corporation register. Some small businesses are classified based on identifiers within the business name (for example, a posting company called "AAA plumbing" would be classified within the Plumbing, heating and air-conditioning contractors NAICS).

## ESTIMATING AND FORECASTING ENVIRONMENTAL LABOUR FORCE DYNAMICS

The environmental workforce is defined in this analysis as the environmental share of jobs ${ }^{11}$ times the number of jobs for each occupation (5-digit NOC) and province/territory. To estimate this share, the research team compares characteristics of identified environmental positions with their prevalence in TalentNeuron's full database. This allows the researchers to estimate an occupation and province/territory-specific share of total positions linked to each environmental area of focus. The result is the EnviroShare, a province/territory and occupation-specific proportion of employment considered to be environmental. ${ }^{12}$

[^5]Mathematically, the job posting counts and the totals are both arranged in $p \times n$ matrices ( $J$ and $\mathbf{T}$ ), where $p$ is the number of provinces and $n$ the number of 5 -digit NOC occupations. The workforce share matrix $(\mathbf{W})$ is a similar $p \times n$ matrix for each year and quarter calculated by:

$$
W=\boldsymbol{J} \odot T
$$

To estimate the number of jobs, the research team uses quarterly occupational employment data from the Labour Force Survey (LFS). Each share is calculated with respect to the labour force composition within that quarter and then annualized based on a weighted average reflecting each quarter's contribution to the annual labour force. This data is augmented by projections from Census data where detailed occupation data was outside the survey. Employment estimates were organized into the same $p \times n$ matrix (L) for each year and quarter to create the Environmental Workforce (E):

$$
\boldsymbol{E}=\boldsymbol{W} \odot \boldsymbol{L}
$$

For industry matches, the approach is somewhat more complicated. Industry-level job posting totals are not available within the TalentNeuron database. As such, the industry categorizations from the job posting analysis is counted within occupations, such that industry data is organized into an in x $p$ matrix, where $i$ is the number of two-digit NAICS industries and $n$ the number of 5 -digit NOC occupations. This matrix (I) is the share of each industry within the job posts for each 5-digit NOC and province/territory. The in xp Environmental Workforce by Industry matrix (Ė) is:

$$
\dot{E}=\boldsymbol{E} \odot \boldsymbol{I}
$$

The total size of the environmental workforce is be calculated as the grand sum of $\dot{E}$.
The research team projects future environmental employment by extending occupation and industry-level share trends over a labour market forecast provided by Prism Economics. That forecast is built on the macroeconomic model provided by Stokes Economics and deaths and retirement distributions based on the Canada Occupation Projection System ("COPS") forecast maintained by Employment and Social Development Canada, as well as Prism's computable general equilibrium model of occupational and industry labour dynamics.

Prism's model provides a forecast of employment change and job replacement, representing the labour demand for environmental jobs. The baseline jobs forecast will further be adjusted to reflect observed changes in environmental job shares over time. All variables are forecasted at the five-digit NOC and two-digit NAICS levels, in keeping with the underlying share estimates of environmental employment.

## CHALLENGES AND LIMITATIONS

Job posting analysis provides us with an opportunity to collect large amounts of data about the demand for different types of workers. However, the methodology also has limitations:

- Not all jobs are posted online. The job posting database does not gather information about jobs that are hired through other means (e.g., signs in the window, temporary employment agencies, headhunters, union halls, etc.). This may be especially common for Red Seal Trades, as many opportunities are hired through word of mouth, personal connections, or union halls. As this is our first foray into environmental Red Seal Trades modelling, we have very little information about the impact that this may have on employment estimates and projections. To address this concern, we are incorporating information about the number of apprenticeships from the RAIS and certification skills requirements from Prism's CANTRAQ model.
- There is no standardized multiplier to adjust job posting data to actual labour market (employment) data. For example, job postings appear more frequently for certain occupations that have higher turnover rates. In this instance, a higher number of job postings does not translate directly into higher employment.
- The vendor job posting data collection processes and algorithms vary and are not systematically linked to Government of Canada hierarchies for occupations and industries. The quality of the job posting data mapping to NOC and NAICS varies with the processes and algorithms used. This impacts the quality of the employment estimates based on the job posting analysis.
- The number of job postings within a particular region of Canada can be very small. When the sample of job postings for an occupation is small, environmental shares are estimated with lower confidence levels and can vary widely from period to period.
- Hiring demand for environmental workers does not directly measure environmental work within the current labour force. Rather, it is a proxy for the environmental employment share. At the present time, given the growing interest in environmental activity throughout the economy, we assume that the share of job postings that are considered environmental is greater than the share of employment that is considered environmental. It is also reasonable to assume, however, that workers currently employed may be increasingly required to gain additional skills and knowledge related to environmental activity and would thereby be considered environmental workers.

A key assumption of ECO Canada's analysis is that job postings reflect the occupations at large. As such, we are planning on conducting further work to refine this methodology to take these issues into account.

## APPENDIX B: 100 TOP OCCUPATIONS ENVIROSHARE, ENVIRONMENTAL EMPLOYMENT IN 2024 AND NET HIRING REQUIREMENTS TO 2033

Occupations marked with an asterisk (*) have been mapped to core environmental workers.

| Occupation (NOC) | $\begin{aligned} & \text { EnviroShare } \\ & \text { in } 2023 \end{aligned}$ | Environmental Employment in 2024 | Expansion Demand 2024-2033 | Replacement Demand 2024-2033 | Net Hiring Requirements 2024-2035 |
| :---: | :---: | :---: | :---: | :---: | :---: |
| All Occupations | 6\% | 500,250 | 55,970 | 125,790 | 181,760 |
| Senior managers financial, communications and other business services (00012) | 9\% | 2,470 | -380 | 1,060 | 680 |
| Financial managers (10010) | 7\% | 2,760 | -70 | 780 | 710 |
| Human resources managers (10011) | 7\% | 1,660 | -80 | 540 | 460 |
| Other business services managers (10029)* | 11\% | 930 | 210 | 280 | 490 |
| Financial auditors and accountants (11100) | 6\% | 6,070 | -420 | 1,320 | 900 |
| Financial and investment analysts (11101) | 6\% | 2,680 | 930 | 490 | 1,420 |
| Financial advisors (11102) | 2\% | 820 | 340 | 200 | 540 |
| Human resources professionals (11200)* | 6\% | 2,820 | 1,130 | 620 | 1,750 |
| Professional occupations in business management consulting (11201)* | 9\% | 5,970 | 2,660 | 2,190 | 4,850 |
| Professional occupations in advertising, marketing and public relations (11202) | 23\% | 26,340 | 8,930 | 3,980 | 12,910 |
| Supervisors, finance and insurance office workers (12011) | 6\% | 1,190 | 460 | 390 | 840 |


| Occupation (NOC) | $\begin{aligned} & \text { EnviroShare } \\ & \text { in } 2023 \end{aligned}$ | Environmental Employment in 2024 | Expansion Demand 2024-2033 | $\begin{aligned} & \text { Replacement } \\ & \text { Demand } \\ & 2024-2033 \end{aligned}$ | Net Hiring Requirements 2024-2033 |
| :---: | :---: | :---: | :---: | :---: | :---: |
| Supervisors, supply chain, tracking and scheduling coordination occupations (12013) | 5\% | 1,510 | 630 | 550 | 1,180 |
| Executive assistants (12100) | 7\% | 1,220 | 270 | 460 | 730 |
| Procurement and purchasing agents and officers (12102) | 10\% | 3,210 | 250 | 890 | 1,140 |
| Conference and event planners (12103) | 6\% | 850 | 340 | 200 | 540 |
| Accounting technicians and bookkeepers (12200) | 4\% | 2,860 | 40 | 940 | 980 |
| Administrative officers (13100)* | 10\% | 8,290 | 2,670 | 2,910 | 5,580 |
| Property administrators (13101) | 10\% | 2,260 | -150 | 810 | 660 |
| Payroll administrators (13102) | 4\% | 820 | 270 | 300 | 570 |
| General office support workers (14100) | 4\% | 2,270 | -40 | 610 | 580 |
| Accounting and related clerks (14200) | 3\% | 1,880 | 460 | 620 | 1,090 |
| Shippers and receivers (14400) | 3\% | 1,210 | 330 | 370 | 700 |
| Dispatchers (14404) | 7\% | 770 | 280 | 170 | 440 |
| Engineering managers (20010)* | 34\% | 5,570 | -300 | 1,370 | 1,070 |
| Computer and information systems managers (20012)* | 8\% | 5,920 | -510 | 1,440 | 940 |
| Biologists and related scientists (21110)* | 37\% | 4,530 | -500 | 910 | 410 |
| Forestry professionals (21111)* | 90\% | 1,310 | 400 | 290 | 700 |
| Information systems specialists (21222) | 5\% | 6,030 | 2,010 | 1,550 | 3,550 |
| Database analysts and data administrators (21223) | 7\% | 2,320 | 430 | 400 | 830 |


| Occupation (NOC) | EnviroShare in 2023 | Environmental Employment in 2024 | Expansion Demand 2024-2033 | Replacement Demand 2024-2033 | Net Hiring Requirements 2024-2033 |
| :---: | :---: | :---: | :---: | :---: | :---: |
| Computer systems developers and programmers (21230) | 6\% | 860 | 370 | 140 | 510 |
| Software engineers and designers (21231) | 4\% | 2,480 | 450 | 310 | 760 |
| Software developers and programmers (21232) | 3\% | 2,160 | 810 | 360 | 1,170 |
| Web developers and programmers (21234) | 6\% | 760 | 370 | 80 | 450 |
| Civil engineers (21300)* | 57\% | 12,920 | 2,230 | 2,820 | 5,050 |
| Mechanical engineers (21301)* | 23\% | 4,970 | 1,820 | 940 | 2,760 |
| Electrical and electronics engineers (21310)* | 20\% | 2,800 | 830 | 670 | 1,500 |
| Chemical engineers (21320)* | 29\% | 1,610 | 250 | 410 | 660 |
| Industrial and manufacturing engineers (21321)* | 21\% | 2,070 | 160 | 330 | 490 |
| Geological engineers (21331)* | 43\% | 630 | 300 | 130 | 420 |
| Other professional engineers (21399)* | 51\% | 8,800 | -130 | 1,860 | 1,730 |
| Computer network and web technicians (22220) | 11\% | 1,820 | 680 | 410 | 1,090 |
| User support technicians (22221) | 9\% | 4,390 | 1,840 | 1,010 | 2,840 |
| Occupational health and safety specialists (22232) | 42\% | 5,160 | 2,510 | 1,840 | 4,350 |
| Construction inspectors (22233) | 25\% | 1,860 | -50 | 490 | 440 |
| Civil engineering technologists and technicians (22300)* | 35\% | 2,160 | 940 | 550 | 1,490 |
| Mechanical engineering technologists and technicians (22301)* | 11\% | 950 | 390 | 240 | 620 |


| Occupation (NOC) | EnviroShare in 2023 | Environmental Employment in 2024 | Expansion Demand 2024-2033 | Replacement Demand 2024-2033 | Net Hiring Requirements 2024-2033 |
| :---: | :---: | :---: | :---: | :---: | :---: |
| Electrical and electronics engineering technologists and technicians (22310) | 14\% | 1,290 | 500 | 430 | 930 |
| Registered nurses and registered psychiatric nurses (31301) | 7\% | 9,580 | 1,850 | 1,960 | 3,810 |
| Nurse aides, orderlies and patient service associates (33102) | 2\% | 2,390 | 870 | 580 | 1,450 |
| Other managers in public administration (40019) | 50\% | 7,000 | 3,040 | 3,190 | 6,230 |
| Managers in social, community and correctional services (40030)* | 13\% | 2,190 | 110 | 720 | 820 |
| Fire chiefs and senior firefighting officers (40041)* | 35\% | 580 | 310 | 310 | 620 |
| Lawyers and Quebec notaries (41101)* | 8\% | 4,680 | 340 | 930 | 1,260 |
| University professors and lecturers (41200)* | 12\% | 3,530 | 750 | 1,270 | 2,010 |
| Post-secondary teaching and research assistants (41201) | 6\% | 2,120 | 780 | 180 | 960 |
| College and other vocational instructors (41210) | 5\% | 2,120 | -30 | 510 | 490 |
| Natural and applied science policy researchers, consultants and program officers (41400)* | 12\% | 1,810 | 790 | 400 | 1,190 |
| Social policy researchers, consultants and program officers (41403) | 5\% | 1,940 | 520 | 420 | 940 |
| Health policy researchers, consultants and program officers (41404) | 18\% | 4,300 | 1,670 | 960 | 2,630 |


| Occupation (NOC) | $\begin{aligned} & \text { EnviroShare } \\ & \text { in } 2023 \end{aligned}$ | Environmental Employment in 2024 | Expansion Demand 2024-2033 | Replacement Demand 2024-2033 | Net Hiring Requirements 2024-2033 |
| :---: | :---: | :---: | :---: | :---: | :---: |
| Police officers (except commissioned) (42100)* | 11\% | 2,980 | 1,110 | 1,080 | 2,190 |
| Firefighters (42101)* | 20\% | 3,260 | 580 | 1,150 | 1,730 |
| Paralegals and related occupations (42200) | 13\% | 2,530 | 1,120 | 730 | 1,850 |
| Social and community service workers (42201) | 6\% | 2,900 | 1,260 | 700 | 1,960 |
| Early childhood educators and assistants (42202) | 2\% | 1,680 | 390 | 360 | 750 |
| Retail and wholesale trade managers (60020) | 5\% | 6,410 | -550 | 2,260 | 1,710 |
| Accommodation service managers (60031) | 5\% | 930 | 450 | 500 | 940 |
| Retail sales supervisors (62010) | 1\% | 900 | 340 | 190 | 530 |
| Cleaning supervisors (62024) | 19\% | 2,650 | 740 | 700 | 1,430 |
| Technical sales specialists - wholesale trade (62100) | 7\% | 4,170 | -370 | 960 | 580 |
| Retail salespersons and visual merchandisers (64100) | 1\% | 1,360 | 200 | 240 | 440 |
| Sales and account representatives wholesale trade (non-technical) (64101) | 4\% | 3,740 | 1,430 | 1,010 | 2,440 |
| Other customer and information services representatives (64409) | 2\% | 1,620 | 240 | 330 | 570 |
| Security guards and related security service occupations (64410) | 5\% | 1,720 | 690 | 460 | 1,150 |
| Store shelf stockers, clerks and order fillers (65102) | 2\% | 1,620 | 750 | 290 | 1,040 |
| Food counter attendants, kitchen helpers and related support occupations (65201) | 1\% | 1,270 | 360 | 160 | 520 |
| Light duty cleaners (65310) | 7\% | 5,250 | 1,960 | 1,980 | 3,940 |


| Occupation (NOC) | EnviroShare in 2023 | Environmental Employment in 2024 | Expansion Demand 2024-2033 | Replacement Demand 2024-2033 | Net Hiring Requirements 2024-2033 |
| :---: | :---: | :---: | :---: | :---: | :---: |
| Janitors, caretakers and heavy-duty cleaners (65312) | 5\% | 1,910 | 360 | 720 | 1,090 |
| Construction managers (70010)* | 25\% | 9,220 | -340 | 2,210 | 1,870 |
| Home building and renovation managers (70011) | 23\% | 15,440 | 3,370 | 5,240 | 8,600 |
| Facility operation and maintenance managers (70012)* | 26\% | 3,820 | 770 | 1,450 | 2,220 |
| Contractors and supervisors, machining, metal forming, shaping and erecting trades and related occupations (72010) | 15\% | 830 | 250 | 320 | 570 |
| Contractors and supervisors, other construction trades, installers, repairers and servicers (72014) | 5\% | 1,370 | 100 | 350 | 450 |
| Contractors and supervisors, mechanic trades (72020)* | 19\% | 4,970 | 1,020 | 1,830 | 2,850 |
| Contractors and supervisors, heavy equipment operator crews (72021) | 17\% | 3,450 | -550 | 980 | 430 |
| Supervisors, railway transport operations (72023) | 58\% | 880 | 310 | 300 | 610 |
| Supervisors, motor transport and other ground transit operators (72024) | 13\% | 1,740 | 50 | 520 | 570 |
| Electricians (except industrial and power system) (72200) | 9\% | 4,440 | 60 | 820 | 870 |
| Construction millwrights and industrial mechanics (72400)* | 10\% | 3,390 | 1,120 | 1,150 | 2,270 |
| Heavy-duty equipment mechanics (72401) | 9\% | 1,210 | 450 | 300 | 750 |


| Occupation (NOC) | EnviroShare in 2023 | Environmental Employment in 2024 | Expansion Demand 2024-2033 | $\begin{aligned} & \text { Replacement } \\ & \text { Demand } \\ & \text { 2024-2033 } \end{aligned}$ | Net Hiring Requirements 2024-2033 |
| :---: | :---: | :---: | :---: | :---: | :---: |
| Residential and commercial installers and servicers (73200) | 3\% | 820 | 240 | 200 | 440 |
| General building maintenance workers and building superintendents (73201) | 14\% | 4,150 | -390 | 1,450 | 1,060 |
| Transport truck drivers (73300) | 2\% | 2,160 | 470 | 700 | 1,170 |
| Managers in agriculture (80020) | 11\% | 4,290 | -990 | 1,490 | 500 |
| Landscaping and grounds maintenance labourers (85121) | 4\% | 1,320 | 420 | 230 | 650 |
| Manufacturing managers (90010)* | 14\% | 7,980 | -1,100 | 2,300 | 1,210 |
| Supervisors, mineral and metal processing (92010) | 41\% | 1,510 | 70 | 480 | 550 |
| Supervisors, petroleum, gas and chemical processing and utilities (92011) | 24\% | 1,560 | 360 | 570 | 940 |
| Supervisors, food and beverage processing (92012) | 10\% | 930 | 190 | 320 | 510 |
| Supervisors, other mechanical and metal products manufacturing (92023) | 13\% | 1,050 | 300 | 380 | 670 |
| Chemical plant machine operators (94110) | 18\% | 1,350 | 400 | 500 | 900 |



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[^0]:    1 Stokes Economic Consulting, 2023
    Ibid.
    https://occ.ca/wp-content/uploads/2023-Ontario-Economic-Report.pdf
    https://climateinstitute.ca/wp-content/uploads/2022/05/Provincial-summary-EN.pdf
    5 Green-Retrofit-Economy-Study-20220602.pdf (delphi.ca)

[^1]:    6 1-digit National Occupational Code (NOC). For more information, visit https://noc.esdc.gc.ca/.

[^2]:    8 https://eco.ca/research-and-resources/environmental-job-market-trends/

[^3]:    9 First Nations Community Building Retrofit Program | Save on Energy

[^4]:    10 For more information about TalentNeuron, visit https://www.talentneuron.com/.

[^5]:    11 This measure reflects the proportion of positions advertised online that indicate that either the employer engages in the production/provision of environmental goods/services or the job requires environmental-related knowledge, skills or aptitudes. This is used as a proxy for the proportion of current employment with these characteristics and may overstate the true environmental employment share if the newly advertised positions reflect an increase in the demand for environmental work.
    12 For example, suppose that the total number of job postings for NOC 21300 (Civil engineers) in Ontario in the current period is 4,000 and the number of job postings that are considered to be environmental within that NOC and region is 800 . Then the enviroshare is $20 \%$.

