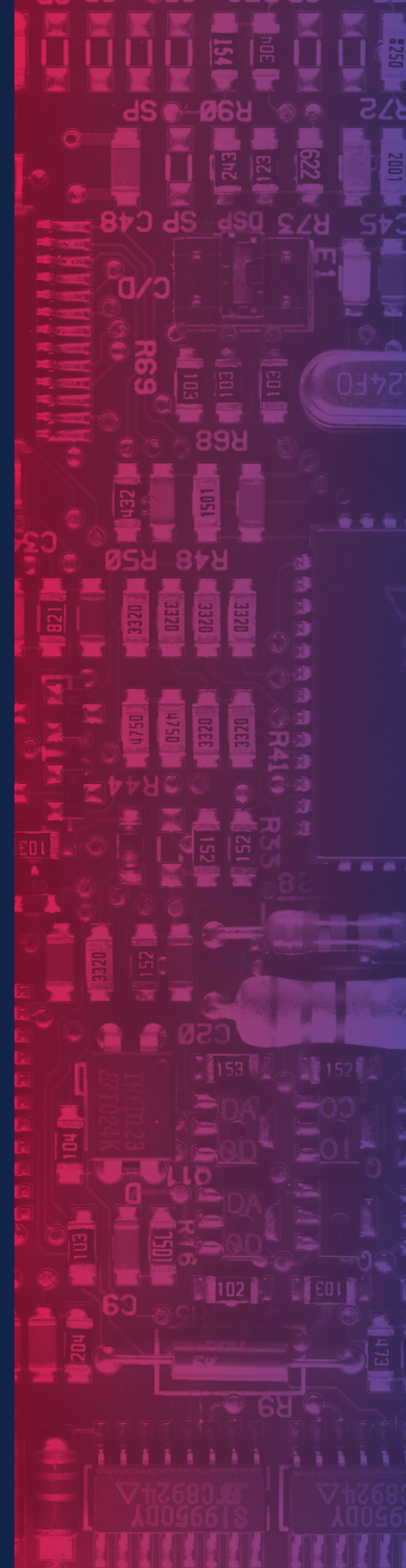




Accelerating Canada's Digital Advantage

Annual Report
2025-2026





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►► Message from the **Chair of the Board of Directors**

This has been a remarkable year for the Information and Communications Technology Council (ICTC)—one that reflects not only the scale of our impact, but the growing importance of our mission.

Canada is navigating a period of profound technological, economic, and geopolitical change. Artificial intelligence (AI) is transforming industries and the nature of work. Competition for talent and investment is intensifying, and issues such as digital sovereignty, cybersecurity, productivity, and critical technologies are increasingly important to our national prosperity.

Against this backdrop, ICTC's role as a trusted national centre of expertise has never been more relevant. For more than three decades, the organization has brought together industry, governments, educators, and other leaders to anticipate change, develop practical solutions, and strengthen Canada's digital advantage.

The results highlighted in this year's annual report demonstrate the strength of that model. From helping shape important national conversations on AI, semiconductors, and Canada's digital economy to preparing the next generation of talent and helping Canadian businesses build the skills and capabilities they need to compete, ICTC continues to translate insight into meaningful action.

One area particularly close to me is ensuring that women have the opportunity not only to participate in Canada's digital economy, but to lead within it. Canada cannot afford to leave talent or entrepreneurial potential on the sidelines. I am proud to see ICTC helping women strengthen their leadership capabilities, grow their businesses, expand their professional networks, and pursue their ambitions. When more women can lead, innovate, and build companies, we strengthen not only our workplaces, but Canada's economic potential and competitiveness. What is equally encouraging is ICTC's ability to evolve alongside the economy it serves. As





technology advances and global dynamics shift, ICTC continues to broaden its expertise, deepen its partnerships, and build its connections internationally. This ability to anticipate what comes next while remaining focused on delivering tangible value for Canada is one of the organization's greatest assets.

As Chair, I am tremendously proud of what ICTC has accomplished and even more excited about what lies ahead.

On behalf of the Board of Directors, I want to express our deep appreciation to the leadership team and staff for their vision and enduring commitment to ICTC's mission. Behind every research insight, partnership, program, and achievement in this report are talented people whose passion, expertise, and dedication make this organization what it is.

To our partners, clients, funders, and collaborators across Canada and around the world, thank you for the confidence you place in ICTC and for sharing our ambition for Canada's digital future.

The opportunities ahead of us are significant, but so too is global competition. Canada has the talent, ingenuity, and potential to be a global digital leader. Realizing that potential will require foresight, collaboration, and sustained commitment.

ICTC enters its next chapter from a position of strength, with an ambitious vision for the future and a clear purpose: helping Canada turn technological change into economic opportunity, competitiveness, and lasting prosperity.

Janet Lin

Chair, Board of Directors

ICTC enters its next chapter from a position of strength, with an ambitious vision for the future and a clear purpose: helping Canada turn technological change into economic opportunity, competitiveness, and lasting prosperity.



►► Message from the **President and CEO**

Every generation experiences moments that redefine the future.
Today, we are living through one of those moments.

AI is transforming every sector of the economy. Advances in quantum technologies, semiconductors, cybersecurity, biotechnology, and digital infrastructure are reshaping global markets. At the same time, geopolitical shifts, economic uncertainty, supply chain vulnerabilities, and the race for technological leadership are changing how nations compete and collaborate.

In this environment, Canada's competitive advantage will not come from technology alone. It will come from our ability to develop talent, accelerate innovation, and translate ideas into economic growth and global leadership.

This is where ICTC plays an increasingly important role. For more than 30 years, ICTC has served as Canada's trusted bridge between technology, talent, industry, research, and public policy. Today, that role has never been more essential. As the pace of change accelerates, governments, businesses, educators, and communities need institutions that can translate complexity into action, bringing together evidence, partnerships, and practical solutions that enable Canada to respond to change—and shape it.

Over the past year, ICTC continued to strengthen Canada's digital advantage through research that informed national conversations, policy recommendations that addressed Canada's most pressing technology priorities, and programs that helped nearly 200,000 Canadians and thousands of businesses build the capabilities needed to compete in an AI-enabled economy.

Yet our greatest achievement is not reflected in numbers alone. It is reflected in Canada's growing ability to anticipate change rather than react to it. Throughout the year, ICTC helped advance national dialogue on AI, digital sovereignty, semiconductor strategy, workforce transformation, and productivity. We brought together leaders across governments, industry, academia, and civil society to develop practical solutions to complex challenges while ensuring that Canada's decisions are informed by rigorous research and real-world evidence.





At the same time, ICTC's influence is increasingly reaching beyond Canada's borders. Technology challenges no longer stop at national boundaries. Neither should the solutions.

This year, ICTC strengthened partnerships across Europe and the Americas, contributed to international discussions at the United Nations, the Organization of American States, and leading global forums, and helped shape conversations on responsible AI, digital sovereignty, trusted infrastructure, and international cooperation.

Our expanding international engagement is about advancing Canada's interests. Canada's prosperity depends on being connected to global innovation networks, helping shape international standards, attracting investment and talent, and ensuring Canadian expertise contributes to the technologies and policies that will define the next generation of economic growth. ICTC is proud to help position Canada as both a contributor to and a beneficiary of that global transformation.

Looking ahead, the challenge before us is larger than adopting new technologies. It is about strengthening Canada's productivity, accelerating innovation, building resilient supply chains, developing world-class talent, enabling businesses to compete globally, and ensuring that technological progress translates into long-term economic prosperity.

As the digital economy becomes the foundation of every sector, Canada's success will depend on the choices we make today. ICTC is proud to help transform insight into action and opportunity into impact.

To the incredible ICTC team: thank you. Your passion, expertise, and commitment are the driving force behind everything we accomplish. I am deeply grateful to our Board of Directors for their guidance and stewardship, and to our partners, clients, and funders for their trust, collaboration, and shared belief in our mission. Together, we are growing Canada's digital advantage and shaping a more innovative, prosperous, and globally competitive future.

Namir Anani
President & CEO

*Canada's future
will be defined
not by the
technologies
we adopt, but
by our ability
to transform
innovation into
opportunity,
talent into
leadership,
and insight
into impact.*





►► Who We Are

The Information and Communications Technology Council (ICTC) is a neutral, not-for-profit national centre of expertise whose mission is to strengthen Canada's digital advantage in the global economy.

As emerging digital technologies rapidly transform industries, workforces, and societies, ICTC helps Canada stay at the forefront of digital innovation. For more than 30 years, our goal has been to ensure that technology drives economic growth and innovation and that Canada's workforce is competitive on a global scale.

To achieve our mission, we work with a global network of industry leaders, policymakers, academic institutions, innovation hubs, and community partners to develop digital skills, accelerate technology adoption, and foster innovation. Our work includes forward-looking research, practical public policy advice, and capacity-building programs for individuals and businesses, delivered in both official languages to reach and empower communities across the country and around the world.

We support government and industry leaders to identify current and future growth opportunities and to develop strategies that unlock the full economic potential of digital technologies. We also help Canadians from all backgrounds acquire the skills they need to succeed in Canada's digital economy, while helping businesses transform and enhance their competitiveness in current and future markets.





Our Focus Areas

Economic Growth

ICTC is driving national economic growth by equipping Canadians with in-demand digital skills, connecting businesses to top talent, and helping industries harness advanced technologies. ICTC supports thousands of employers and workers to innovate, scale operations, and respond to shifting market demands—ensuring Canada remains competitive in the global digital economy.

Sustainable Businesses

ICTC empowers businesses to advance Canada's sustainability goals by pairing digital adoption with strategies for the green transition. From research on green-digital skills in supply chains to capacity-building programs that help businesses adopt efficient, climate-conscious technologies, ICTC enables organizations to grow while contributing to a net-zero, resource-resilient future.

Talented and Entrepreneurial Workforces

ICTC is building a dynamic talent pipeline that spans K-12, post-secondary, global talent, and entrepreneurs. Targeted capacity-building programs and labour market intelligence develop digital fluency, foster innovation, and support career transitions—ensuring a steady supply of skilled workers and visionary business leaders who can shape Canada's digital future.

Safe, Private, and Secure Environments

Through hands-on training, national competitions, and professional upskilling, ICTC strengthens Canada's cybersecurity capabilities and its digital resilience to a growing array of threats. Programs prepare youth and professionals to meet growing cyber-talent shortages while equipping organizations to safeguard data, infrastructure, and trust in the digital economy.

Equitable and Inclusive Economies

ICTC advances diversity, equity, and inclusion in the digital economy by breaking down systemic barriers and opening opportunities to underrepresented groups. With 73% of participants from ICTC's programs being from equity-deserving communities, our targeted initiatives foster inclusive innovation, ensuring that the benefits of digital transformation are shared broadly across Canada.





► Our 2025–2026 Impact

38 research and policy reports providing insights and data to shape policy decisions, provide business intelligence, and support educational and training programs

191,403 total participants engaged in ICTC digital skills and employment programs | 📈 143% over last year

56,445

business leaders equipped with foundational AI knowledge

📈 41% over last year

118,817

K–12 students across Canada provided with foundational digital skills

📈 303% over last year

4,859

post-secondary students placed in work-integrated learning employment

📈 16% over last year

6,973

educators trained in new and emerging technologies

📈 235% over last year

1,009

internationally educated ICT professionals supported to access jobs in Canada

📈 23% over last year

1,429

employers supported to fill open digital roles with skilled talent

📈 14% over last year

1,217

women+ entrepreneurs supported to accelerate their leadership

📈 184% over last year

654

businesses supported to strengthen and diversify their leadership pipelines

📈 188% over last year

73% of program participants were from underrepresented groups

102 speaking engagements for ICTC staff at national and international conferences, summits, and roundtables

511 events were hosted by ICTC, including:

393

program workshops

71

roundtables

29

networking events

7

national webinars

4

career fairs

3

pitch events

2

summits & conferences

2

national competitions





Highlights

ICTC Announcements

Releasing the roadmap for Canada's \$250B digital economy by 2030

ICTC set out nine recommendations to strengthen Canada's digital advantage, accelerate economic growth, and improve long-term competitiveness.



Welcoming Budget 2025 as a foundation for Canada's digital future

ICTC highlighted Budget 2025 as a foundation for continued investment in Canada's digital economy, talent, and innovation.



Releasing seven recommendations for Canada's renewed AI strategy

ICTC released seven recommendations to advance responsible AI adoption, strengthen sovereign compute capacity, and improve Canada's global competitiveness.



Highlighting Canada-EU AI collaboration as a driver of economic transformation

ICTC demonstrated how stronger Canada-EU collaboration on AI can accelerate responsible adoption, enhance shared competitiveness, and drive economic transformation.



Introducing 30 new partnerships to support industry and address youth unemployment

ICTC launched 30 new partnerships to connect young people with employers, reinforce workforce pathways, and address youth unemployment across Canada.



Launching the Work Ready program to integrate internationally educated ICT professionals into Canada's digital economy

ICTC kicked off its Work Ready program, which helps internationally educated ICT professionals build professional connections, navigate the Canadian labour market, and transition into Canada's digital workforce.



Partnering with Mila to advance responsible AI and strengthen Canada's competitiveness

ICTC and Mila supported responsible AI adoption and expanded inclusive learning opportunities for students, workers, and businesses across Canada.



Partnering with an industry consortium to advance a national semiconductor strategy for Canada

ICTC joined partners to make the case for a national semiconductor strategy to bolster supply chain resilience, expand domestic capacity, and support Canada's technological sovereignty.



Partnering with the Vector Institute to accelerate Canada's AI talent pipeline

ICTC and the Vector Institute connected emerging AI talent with employers, practical experience, and career opportunities across Canada's digital economy.





Thought Leadership and Media Coverage

ICTC's research, policy insights, and subject matter expertise helped shape national conversations on Canada's digital economy, generating **2,458** news media mentions in 2025–2026. Through thought leadership, media engagement, and expert commentary, ICTC informed public discourse and highlighted solutions to Canada's most pressing digital economy challenges.

Canada needs a digital industrial strategy with a national digital competitiveness initiative for businesses

RESEARCH MONEY

Namir Anani, President & CEO

 Thought Leadership

Unlocking Canada's \$250 billion digital opportunity

ICTC PUBLICATION

ICTC's Board of Directors

 Thought Leadership

ICTC at the UN General Assembly: Key insights on working towards a global AI compact

ICTC PUBLICATION

 Thought Leadership

Rethinking youth employment in the AI era

THE FUTURE ECONOMY

Namir Anani, President & CEO

 Thought Leadership

Canada needs a national semiconductor strategy, industry groups argue

BETAKIT

 Media Coverage

Establishing a dual-use, military-civilian AI compute capability for Canada

CANADIAN SCIENCE POLICY CENTRE

Erik Henningsmoen, Senior Research and Policy Analyst

 Thought Leadership



Why a global memory chip shortage is a problem for Canada

CBC RADIO: THE CURRENT

Namir Anani, President & CEO

Expert Commentary

Could a memory chip 'bottleneck' cause laptop and phone prices to go through the roof?

FINANCIAL POST

Namir Anani, President & CEO

Expert Commentary

Industry groups call on Ottawa to create Canadian Chips Act to boost semiconductor industry

FINANCIAL POST

Namir Anani, President & CEO

Expert Commentary

Carney's immigration strategy comes during a shift in the economy—and public opinion on newcomers

CBC NEWS

Anne Patterson, Chief Research and Communications Officer

Expert Commentary

Canadian digital sovereignty depends on semiconductors

NATIONAL NEWSWATCH

Erik Henningsmoen, Senior Research and Policy Analyst

Thought Leadership

Are farmers ready for the digital ag revolution?

COUNTRYGUIDE

Maryna Ivus, Senior Manager of Economic Research

Expert Commentary

Building student cybersecurity readiness

CBC RADIO: ON THE GO

Sheena Bolton, K-12 Program Manager

Expert Commentary

Québec's digital economy could employ a quarter of Canada's tech workers by 2030

FINANCIAL POST

Media Coverage

How Alberta's tech boom could become more inclusive for Indigenous communities

CBC RADIO: RADIO ACTIVE

Media Coverage

Comox Valley students dive into AI, cybersecurity

TIMES COLONIST

Media Coverage

Harnessing the power of generative AI for Canadian small and medium businesses

PODCAST BY CANADIAN SME SMALL BUSINESS MAGAZINE

Lissa Matyas, Vice President of Capacity Building and Innovation

Expert Commentary

CyberTitan camp aims to teach P.E.I. students digital literacy and cybersecurity

CBC NEWS

Media Coverage



Event Highlights

ICTC hosted **511** virtual and in-person events in 2025–2026. Here are six highlights from the year:



Canada's Semiconductor Talent, Innovation, and National Priorities

KANATA, ONTARIO

ICTC and CMC Microsystems convened leaders from Kanata and Ottawa to discuss Canada's semiconductor future through the lenses of talent, innovation, and national competitiveness, highlighting the sector's importance to economic growth, industrial strategy, technological sovereignty, and the need for a strong domestic talent pipeline and sustained long-term investment. The event featured Jenna Suds, Member of Parliament for Kanata—Carleton and Parliamentary Secretary to the Minister of Government Transformation, Public Works and Procurement and to the Secretary of State (Defence Procurement).



Leading the Way: A National Conversation on Women's Entrepreneurship, Economic Growth, and Canada's Economic Future

VIRTUAL

Frances McRae, Deputy Minister of Women and Gender Equality Canada, and Mark Schaan, Assistant Deputy Minister at Innovation, Science and Economic Development Canada, joined nearly 250 participants for ICTC's virtual "Leading the Way" event, a national conversation on women's entrepreneurship, leadership, workplace inclusion, and Canada's economic future. The discussion explored how inclusive leadership, stronger professional networks, and equitable opportunities can help women grow businesses, advance professionally, and contribute to more innovative, resilient, and high-performing organizations across Canada's digital economy.



ICTC's Alberta Digital Economy Summit

EDMONTON

ICTC's Alberta Digital Economy Summit brought together employers, policymakers, and industry leaders in Edmonton to discuss growth opportunities in the province's digital economy. Hosted in partnership with the Alberta Chambers of Commerce, the event focused on the intersection of talent, innovation, and business expansion, with conversations around workforce needs and the strategies required to support future growth. It also provided a forum for regional collaboration and practical discussion about how Alberta can strengthen its digital ecosystem.



WEBINAR

YOUTH UNEMPLOYMENT IN CANADA:

Long-Term Risks and How to Support the Next Generation of Canadian Leaders

ICTC CTIC Published as part of the Government of Canada's Youth Skills Survey (YSS) Project Canada



Youth Unemployment in Canada: Supporting the Next Generation of Leaders

VIRTUAL

ICTC hosted a timely conversation on youth unemployment and the challenges facing the next generation of Canadian workers. The event focused on practical solutions to improve employment outcomes, including better pathways into the labour market, stronger employer connections, and more targeted support for young people entering their careers. It also underscored the importance of aligning education, training, and workforce needs so youth can transition more successfully into high-growth sectors.



ICTC's CyberTitan 9th National Summit: Canada's Largest Cybersecurity Competition for K-12 Students

VIRTUAL

ICTC's CyberTitan 9th National Summit celebrated Canada's largest cybersecurity competition for K-12 students and showcased the strength of the next generation of cyber talent. The competition brought together student teams from across the country for a national final that highlighted problem solving, teamwork, and technical skills. The event also helped build awareness of cybersecurity as a career path and created a meaningful bridge between classroom learning and real-world digital skills.

ICTC CTIC
Information and Communications
Technology Council

Adra
The AI Data Robotics
Association

Towards a Global AI Compact: Sovereignty, Sustainability, and Economic Growth

UN General Assembly Science Summit (#UNGA80)

VIRTUAL

ICTC hosted a session at the UN General Assembly Science Summit, held alongside UNGA80, in partnership with Europe's AI, Data and Robotics Association. The session, titled "Towards a Global AI Compact: Sovereignty, Sustainability, and Economic Growth," brought leaders from Canada and Europe together to advance dialogue on AI sovereignty, responsible governance, and the foundations of a trustworthy digital future.





Speaking Engagement Highlights

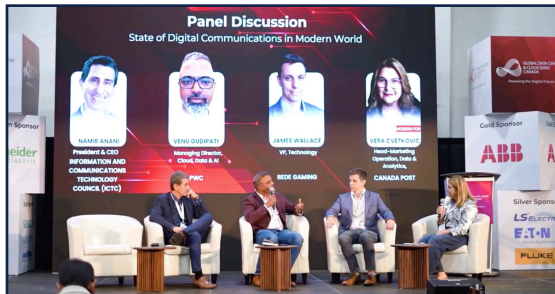
ICTC staff spoke at **102** high-profile events throughout the year, providing thought leadership, expertise, and insights as keynote speakers, moderators, panellists, and roundtable participants. Below are selected highlights from the year:



Organization of American States (OAS)

WASHINGTON, DC, UNITED STATES

Namir Anani participated in a high-level policy roundtable at the Organization of American States (OAS) on AI governance. The discussion brought together government officials, international organizations, industry leaders, and policy experts from across the Americas to explore regional collaboration, responsible AI adoption, and practical deployment of AI.



Global Data and Cloud Expo Summit

TORONTO, CANADA

Namir Anani moderated a panel at the Global Data and Cloud Expo Summit on the digital communications frontier, with a focus on balancing technology, policy, and talent. The session brought together leaders to discuss how data, cloud infrastructure, and communications systems are shaping the next phase of digital transformation.



Second UN World Summit for Social Development (WSSD2)

DOHA, QATAR

Lissa Matyas joined the Canadian delegation at the Second UN World Summit for Social Development in Doha, led by the Honourable Sandra Hassan, Deputy Minister of Labour and Associate Deputy Minister of Employment and Social Development. The summit brought together government leaders and international partners to advance dialogue on inclusive growth, workforce development, and social progress.



CHIPS NORTH Executive Summit

OTTAWA, CANADA

At the CHIPS NORTH Executive Summit, Namir Anani joined executives, policymakers, and innovators from Canada, the U.S., and other global markets to discuss the future of Canada's semiconductor sector. The panel focused on Canada's position in the semiconductor value chain and the talent, infrastructure, and investment needed to strengthen long-term competitiveness.

CSPC CANADIAN SCIENCE POLICY CENTRE
CENTRE SUR LES POLITIQUES SCIENTIFIQUES CANADIENNES

ICTC CTIC Friday, April 25, 2025
12:00 - 1:30PM ET

**Innovating for a Digital Future:
Navigating Economic Shifts and Global Challenges**

Moderated by:
Namir Anani
President and CEO,
ICTC

Ivette Vera Perez
CEO,
Organization of Canadian
Nuclear Industries

Soumen Roy
Executive Director and
Country Head - Canada,
Tata Consultancy Services

Anne-Marie
Thompson
Vice-President of Research
Grants & Sponsorships,
NSERC

John Weigelt
National Technology
Officer,
Microsoft Canada

Canadian Science Policy Centre: Innovating for a Digital Future

VIRTUAL

Namir Anani moderated a panel at the Canadian Science Policy Centre's "Innovating for a Digital Future" event with policymakers from Europe and Canada, along with industry leaders. The conversation examined how economic shifts and global challenges are reshaping the digital future and how collaborative policy approaches can support shared prosperity.

Financed by
the European Union

**European Convergence
Summit 2025**

Wednesday
09 April 2025

Brussels, Belgium
the Concert Noble, Rue
d'Arlon 84

Adra **Adra-e**
The AI, Data and Robotics
Association

European Convergence Summit

BRUSSELS, BELGIUM

Namir Anani participated in a panel discussion on predictive diagnostics and personalized medicine at the European Convergence Summit hosted by the AI, Data and Robotics Association in Brussels. The summit convened global leaders to discuss how converging technologies can help address socio-economic challenges while supporting competitiveness and responsible development.

**National Day for Truth
and Reconciliation 2025:**
Advancing Economic
Reconciliation Through
Indigenous Innovation

Canada School
of Public Service

École de la fonction
publique du Canada

Canada

National Day for Truth and Reconciliation

VIRTUAL

As part of the National Day for Truth and Reconciliation, the Government of Canada invited Namir Anani to speak about the power and potential of digital technology apprenticeships for Indigenous Peoples. The discussion highlighted how Indigenous innovation and skills development can contribute to economic reconciliation and stronger workforce pathways.





Canadian Nuclear Society's 2025 Disruptive Innovative Emerging Technologies Conference

TORONTO, CANADA

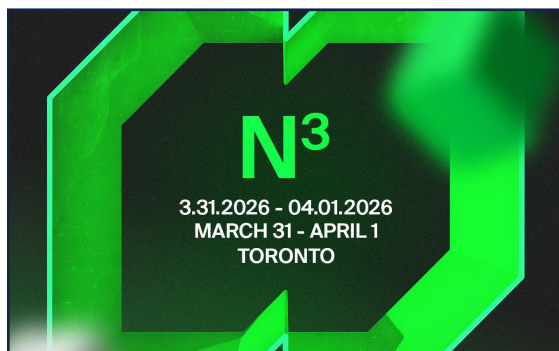
Iman Yahyaie, ICTC's Senior Director of Industry and Ecosystem Engagement, delivered a keynote address on workforce transformation and new skills in the age of digital disruption. The presentation explored how AI is reshaping roles across the energy ecosystem, particularly in nuclear energy, and highlighted the need for stronger talent pipelines, lifelong learning, and greater inclusion.



Micro-credential Summit 2026: Tomorrow's Skills

TORONTO, CANADA

ICTC's leadership contributed to the Micro-credential Summit 2026 through a keynote speech and panel discussion on the future of skills and work. The keynote by Anne Patterson, Chief Research and Communications Officer, titled "AI Skills, Real Work: What Canada's Labour Data Says About the Next Wave," highlighted how labour market data can inform more responsive skills planning. Iman Yahyaie contributed to a panel on work-integrated learning and how it can help build a more connected skills ecosystem.



N3 Summit 2026

TORONTO, CANADA

Lissa Matyas, ICTC's Vice President, Capacity Building & Innovation, participated in a youth panel at the N3 Summit 2026 hosted by NGen Canada focused on supporting youth entering the advanced manufacturing industry. The discussion explored the skills, career pathways, and opportunities that can help Canada's next generation of innovators succeed while strengthening the talent pipeline for emerging industries.





Ontario Ministry of Economic Development, Job Creation and Trade (MEDJCT) Staff Day

TORONTO, CANADA

Anne Patterson moderated a panel on AI and Ontario's economic transformation. The panel brought together more than 450 leaders from Ontario's Ministry of Economic Development, Job Creation and Trade. The discussion focused on the practical realities of retaining and growing AI talent and businesses in Ontario as well as strengthening AI leadership. Participants emphasized the need to scale AI responsibly, deepen trust, bolster data readiness, build the talent pipeline, and ensure that companies of all sizes and in all regions of the province benefit from AI adoption.



Global Forum: Shaping the Future

MADRID, SPAIN

Namir Anani chaired and moderated a session at the 2025 Global Forum in Madrid on human development, co-creation, and civil society engagement in the era of AI and global citizenship. He also joined a panel on digital infrastructure and the foundations of a future-ready world.



Canadian Telecom Summit

TORONTO, CANADA

ICTC's President and CEO, Namir Anani, moderated a session with the former ambassador of Canada to the European Union, Dr. Ailish Campbell, at the 2025 Canadian Telecom Summit in Toronto that brought together Canadian and European perspectives. The discussion explored the strategic alignment between Canada and Europe as digital technologies, trade dynamics, and connectivity priorities continue to evolve.



Canadian EdTech Leadership Summit

TORONTO, CANADA

Lissa Matyas participated in a fireside chat at the Canadian EdTech Leadership Summit on building trust, equity, and sustainability in education in the age of AI. The discussion explored how education leaders can prepare learners for an AI-enabled future while balancing innovation with human-centred approaches.





►► Our Work

In 2025–2026, ICTC advanced Canada’s digital economy through evidence-based research, forward-looking public policy insights, and innovative capacity-building programs that helped workers access critical digital skills and Canadian businesses access globally competitive talent and capacity.

ICTC’s research-driven approach identifies the emerging opportunities, risks, and structural barriers that affect Canada’s workforce and industry. Our programs then translate those insights into practical supports for students, professionals, newcomers, employers, and entrepreneurs. Together, this approach ensures that capacity-building interventions are targeted, relevant, and capable of delivering measurable impact for Canadian industry.

► Our Research and Policy Insights

► Our Programs



► Our Research and Policy Insights

In 2025–2026, ICTC’s research and policy portfolio focused on the conditions Canada needs to compete and prosper in an increasingly AI-driven global economy. ICTC examined how Canada can accelerate digital adoption, strengthen strategic technology sectors, build a resilient talent pipeline, and ensure that the benefits of technological change are shared broadly—combining long-term economic roadmaps with timely labour market intelligence and practical policy recommendations for governments, industry, educators, and workforce development partners.

A central theme of this year’s work was reinforcing Canada’s economic and technological foundations. ICTC’s research:

- › set out a path to grow Canada’s digital economy to \$250 billion by 2030;
- › mapped the country’s semiconductor capabilities and workforce needs;
- › called for coordinated national action on semiconductors; and
- › advanced recommendations on responsible AI adoption and sovereign compute infrastructure.

This work reinforced the importance of domestic capacity, secure infrastructure, commercialization, talent, and international collaboration to Canada’s productivity, resilience, and global competitiveness.

ICTC’s annual portfolio also examined how Canadians can participate in—and benefit from—this transformation. Research on youth

unemployment and work-integrated learning identified stronger pathways from education to employment, while studies developed with Indigenous and academic partners highlighted the need for culturally safe skills development, inclusive career mobility, and greater Indigenous participation in the digital economy. Through the new Digital Economy Pulse series, ICTC also expanded its capacity to provide timely intelligence on employment, productivity, and technology adoption.

Collectively, this work reflects a portfolio increasingly oriented toward turning evidence into action: accelerating responsible digital adoption, strengthening Canada’s digital sovereignty, building a future-ready workforce, and supporting a more competitive and inclusive digital economy.



Economic Growth



A Roadmap for Canada's Digital Economy to 2030

ICTC released a forward-looking roadmap that sets out nine policy recommendations to help grow Canada's digital economy to \$250 billion by 2030. The report highlights the scale of opportunity in gross domestic product (GDP) growth, job creation, and competitiveness. It also calls for coordinated action across sectors to support long-term digital leadership.



Seven Key Recommendations for Canada's Renewed National AI Strategy

In response to the Government of Canada's 30-day consultation period for the renewed national AI strategy, ICTC submitted seven recommendations focusing on the policy, talent, and infrastructure conditions needed for accelerated, responsible AI adoption across the Canadian economy. The report adds to ICTC's broader thought leadership on how Canada can strengthen its AI ecosystem while maintaining trust and competitiveness.



Advancing Canada's National Sovereign AI Compute Capacity

ICTC made the case for sovereign AI compute capacity as a foundation for Canada's AI competitiveness and digital sovereignty. The policy brief called for secure domestic infrastructure that could support researchers, businesses, and public-interest innovation at scale.





Our Research and Policy Insights



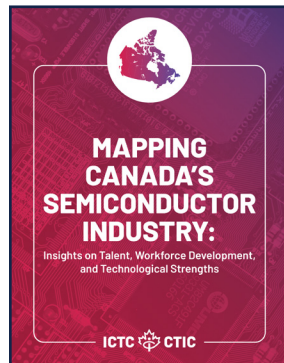
AI Sovereignty and Economic Growth: Strengthening Transatlantic Leadership Between the EU and Canada

ICTC examined opportunities for Canada and the European Union to build a more resilient and sovereign AI ecosystem together. The report highlights how strategic partnerships, trusted infrastructure, stronger innovation capacity, and responsible AI development can advance economic growth, competitiveness, and digital sovereignty on both sides of the Atlantic.



A National Semiconductor Strategy for Canada: Policy Options and Recommendations

ICTC and its partners called for a national semiconductor strategy to strengthen domestic capacity, innovation, and long-term competitiveness. The report positions semiconductors as a strategic priority for Canada's economic resilience, supply chain security, and industrial strength.



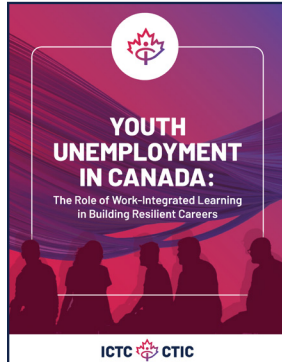
Mapping Canada's Semiconductor Industry: Insights on Talent, Workforce Development, and Technological Strengths

ICTC mapped Canada's semiconductor ecosystem to assess industry capabilities, workforce needs, and talent-development opportunities. The report provides a foundation for strengthening the sector through targeted skills development, coordinated workforce planning, and strategic industry support.





Talented and Entrepreneurial Workforces



Youth Unemployment in Canada: The Role of Work-Integrated Learning in Building Resilient Careers

ICTC examined how work-integrated learning could help address youth unemployment and improve young people's transition into the labour market. The report highlights the value of employer connections, applied learning, and more responsive education-to-work pathways in building resilient careers for young Canadians.



Digital Economy Pulse: Productivity and Employment Trends in Canada, August 2025

ICTC launched its Digital Economy Pulse series by examining productivity, employment, and current labour market conditions across Canada. The inaugural report provides a concise view of how hiring patterns, productivity trends, and sectoral change are shaping Canada's digital workforce.



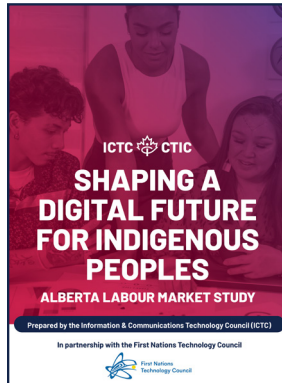
Digital Economy Pulse: Digital Adoption in Canada, March 2026

ICTC tracked digital adoption trends across Canada to assess how businesses are adapting to new technologies. The report identifies where adoption is advancing, where gaps remain, and which conditions can support broader digital transformation.





Equitable and Inclusive Digital Economies



Shaping a Digital Future for Indigenous Peoples: Alberta Labour Market Study

In partnership with the First Nations Technology Council, ICTC explored the opportunities and barriers facing Indigenous Peoples in Alberta's digital economy. The report highlights pathways to participation, skills development, and more inclusive growth in a rapidly changing labour market. As the most comprehensive study of Indigenous representation in Alberta's technology sector to date, it provides a foundation for the province's ecosystem to address barriers and create more meaningful opportunities for Indigenous Peoples.



Digital Skills, Cultural Safety, and Career Mobility: An Upskilling Model for Black and Indigenous Retail Workers in Canada

In partnership with Queen's University, ICTC developed an upskilling model to support Black and Indigenous retail workers through culturally safe learning and clearer pathways to career mobility. The report connects digital skills development with equity, retention, and advancement in a changing retail environment.



Advocating for Canada's Digital Sovereignty: Calling for a National Semiconductor Strategy



Canada's semiconductor sector sits at the centre of a major economic opportunity and a significant supply chain risk. As global demand for chips accelerates—catalyzed by the push for AI compute power and infrastructure—Canada's position as the only G7 country without a national semiconductor strategy could leave the country vulnerable to supply chain disruption, export controls, and global instability—putting its competitiveness, talent, and technological sovereignty at risk.

To address that challenge, ICTC joined ventureLAB, CMC Microsystems, and Canada's Semiconductor Council in releasing a landmark research study in November 2025 on Canada's semiconductor industry and a series of five policy recommendations for a future national semiconductor industrial strategy. The analysis pointed to Canada's strengths in R&D, design, photonics, and advanced packaging, but also to its need for coordinated public investment, stronger talent pathways, and clearer industrial policy to translate those advantages into long-term growth and technological sovereignty. Ultimately, the study makes the case that Canada must move quickly to keep pace with global competitors and secure its access to the semiconductor market.

The call for a national semiconductor strategy quickly gained broader public visibility through national mainstream media coverage and industry discussion, including about how a global memory chip shortage was contributing to rising costs for Canadian consumers. At the 2026 Canadian Telecom Summit, ICTC President & CEO, Namir Anani, moderated a panel on the future of Canada's semiconductor industry with leaders from Canada's Semiconductor Council, CMC Microsystems, and ventureLAB. The focus was on competitiveness, talent, infrastructure, and Canada's place in the global supply chain.

The consortium's joint efforts led to greater recognition of the importance of securing and enhancing Canada's semiconductor design and fabrication capabilities. The Government of Canada's release of the AI for All strategy in June 2026 acknowledged Canada's vulnerability to offshore chip fabrication and the potential impact on its sovereign AI compute ambitions.

Recent developments are strengthening Canadian supply chain access to photonics and providing more timely services to Canadian SMEs at the forefront of AI innovation. These include the planned spinoff of the National Research Council of Canada's Photonics Fabrication Centre—the only end-to-end, pure-play compound semiconductor facility in North America—into a commercial facility.

Semiconductors are the invisible and necessary infrastructure behind Canada's AI ambitions, communications networks, advanced manufacturing, healthcare technologies, and overall national economic security. Through this work, ICTC and its partners helped elevate semiconductors from a niche technology issue to a national strategic priority, laying the groundwork for the policies, investments, and talent pathways that Canada will need to compete and thrive in an increasingly chip-powered world.

Read more:

- › [Canada needs a national semiconductor strategy, industry groups argue](#)
- › [Why a global memory chip shortage is a problem for Canada](#)
- › [Could a memory chip 'bottleneck' cause laptop and phone prices to go through the roof?](#)



► Our Programs

ICTC's work is anchored in three core program pillars: **Building the next generation of digital talent, equipping Canada's workforce to adapt, advance, and lead, and helping businesses access talent, innovate, and grow.** Together, these areas of focus expand and diversify Canada's talent base, strengthen workforce capabilities, and empower businesses to innovate and thrive—directly advancing Canada's digital economy and ensuring that technology drives economic growth and innovation while keeping Canada's workforce competitive on the global stage.

Underpinning all program areas is ICTC's evidence-based approach to program design and delivery. Guided by in-depth labour market research, sector analysis, industry advice, and real-time economic intelligence, ICTC ensures its programs respond to emerging trends, address critical skills shortages, and meet the evolving needs of Canadian companies in an increasingly competitive global market. This research foundation not only informs program priorities, but also ensures that every initiative is targeted, relevant, and capable of delivering a meaningful and measurable impact.





Our Programs

1

ENTERING THE DIGITAL ECONOMY:

Building the next generation of digital talent

- › **Inspiring future talent:** Introducing K-12 students and educators to new and emerging technologies and digital careers
- › **Preparing emerging talent:** Helping post-secondary students build job-ready skills through work-integrated learning and industry-informed training
- › **Connecting global talent:** Supporting internationally educated professionals to enter and succeed in Canada's digital economy

▶▶ 276,312

people supported by ICTC's tech talent pipeline initiatives*

- › 222,782 elementary, middle and high school students
- › 15,574 teachers
- › 29,604 post-secondary students
- › 8,352 experienced, internationally educated ICT professionals

2

GROWING THE DIGITAL ECONOMY:

Equipping Canada's workforce to adapt, advance, and lead

- › **Adapting to change:** Reskilling workers for high-demand digital occupations
- › **Advancing digital capacity:** Upskilling professionals in AI and other emerging technologies
- › **Strengthening leadership:** Helping leaders and teams build inclusive, resilient, high-performing organizations

▶▶ 100,746

people supported by ICTC's digital skills training initiatives*

- › 1,335 professionals supported to transition to high-demand digital economy roles
- › 97,581 professionals equipped with new skills in advanced and emerging technologies
- › 1,830 women+ leaders and entrepreneurs supported with leadership development and mentorship

3

COMPETING IN THE DIGITAL ECONOMY:

Helping businesses access talent, innovate, and grow

- › **Accessing talent:** Connecting employers to the professionals they need for growth, transformation, and productivity
- › **Expanding workforce and organizational capacity:** Supporting employers and entrepreneurs to recruit, retain, lead, and innovate
- › **Impact through insight:** Providing labour market intelligence and practical tools for strategic decision-making

▶▶ 16,413

businesses and entrepreneurs supported by ICTC's business growth and productivity initiatives*

- › 15,602 small- and medium-sized businesses
- › 184 large employers

*Since 2017





Our Programs

1 Entering the Digital Economy: How ICTC is Building the Next Generation of Digital Talent

Canada's ability to compete in an AI-driven economy depends on people having the skills, experience, and opportunities needed to participate. ICTC supports that journey from early digital learning through to workforce entry.

In 2025–2026, ICTC introduced students to emerging technologies and digital careers, helped post-secondary learners gain meaningful work experience, and supported internationally educated professionals as they prepared to contribute their skills in Canada. Together, these initiatives strengthened Canada's talent pipeline while expanding access to opportunity for people from different regions, backgrounds, and stages of their careers.

►► 2025–2026 AT A GLANCE

- **118,817** K–12 students were provided with foundational experiences in emerging technologies like AI and quantum computing
- **6,973** educators were trained to deliver innovative learning experiences in emerging technologies
- **4,859** post-secondary students were supported to find work placements in the digital economy
- **1,091** post-secondary students expanded their experience with ICTC's digital learning
- **1,009** internationally educated ICT professionals received employment support

ICTC's work to build the next generation of digital talent was supported by Employment and Social Development Canada; Immigration, Refugees and Citizenship Canada; Innovation, Science and Economic Development Canada; and a national network of industry and ecosystem partners.



Our Programs

▶▶ Since 2017: ICTC's K-12 initiatives have reached 222,782 students and 15,574 educators across Canada.

I. INSPIRING FUTURE TALENT

Helping Students and Educators Build Confidence with Emerging Technologies

Early exposure to technology helps young people understand how digital skills connect to future education and careers. ICTC's K-12 initiatives provide educators with practical teaching resources while giving students opportunities to explore AI, cybersecurity, coding, robotics, quantum computing, space technology, and other emerging fields.

In 2025-2026, ICTC provided foundational digital skills learning to 118,817 students across Canada and trained 6,973 educators in new and emerging technologies.

Equipping Educators to Bring Technology Into the Classroom

Through CyberBytes, classroom workshops, and the Knowledge Exchange Hub, ICTC helped educators introduce complex technologies in accessible and engaging ways. Educators received curriculum-aligned materials, practical learning activities, and resources developed with trusted industry and education partners.

"[ICTC] did an outstanding job helping my 100 gifted students understand complex concepts and tasks in a clear, accessible way... ICTC delivered a fantastic presentation on careers in technology that sparked curiosity and meaningful discussion. I would highly recommend this workshop to any educator looking to inspire students and build real digital skills."

— Tara, teacher, Grade 4-6 gifted program,
St. Andrew School, Ottawa Catholic School Board

Connecting Digital Learning to Future Careers

ICTC also gave students opportunities to apply their skills and explore technology careers. ICTC's CyberTitan competition, Canada's largest and longest-running cybersecurity competition for middle and high school students, placed teams in simulated cyberthreat environments that developed technical ability, problem solving, teamwork, and perseverance.

Through ICTC's Focus on Information Technology and Middle Years Focus on Information Technology (MyFIT) programs, middle and secondary school students earned nationally recognized certificates that demonstrated their digital learning and helped connect classroom achievement with post-secondary education and future career pathways.

"We've learned so much—not just about cybersecurity, but also about teamwork, perseverance, and the power of dedication."

— CyberTitan team, Nashwaaksis Middle School

"When students start our high school program in Grade 9, very few express interest in pursuing STEM [science, technology, engineering, and math]. By the time they graduate, nearly all of them pursue STEM in post-secondary. ICTC certificates help recognize their efforts and skills, which students greatly appreciate."

— Connie, teacher at Brebeuf College School

From Digital Learning to Economic Growth: The Economic Case for Investing in Students and Educators



Innovation, Science and
Economic Development Canada

Introducing young people to coding, AI, cybersecurity, and other emerging technologies is more than an investment in education. It helps build the future workforce that Canada will need to address digital talent shortages, improve productivity, and compete in an AI-driven economy.

In 2025–2026, ICTC reached **118,817 K–12 students** and trained **6,973 educators**. ICTC completed preliminary economic analysis* of this student cohort, examining how early digital learning could influence future education, employment, and economic outcomes.

A Pathway to Long-Term Impact

Early exposure builds interest

Hands-on learning helps students see themselves in technology and understand how digital skills connect to post-secondary education and future careers.

Interest strengthens the talent pipeline

Based on student survey findings and national STEM enrolment benchmarks, ICTC estimates that its K–12 programming could motivate as many as **38,558 additional students** to pursue post-secondary STEM education.

The talent pipeline feeds the digital economy workforce

As participating students progress through post-secondary education and into the labour market, ICTC's preliminary modelling suggests that the 2025–2026 cohort could eventually contribute approximately **10,758 additional STEM professionals to Canada's workforce**.

More digital economy talent supports economic growth

ICTC's preliminary modelling estimates that this additional talent could:

- › generate approximately **\$106.5 million in additional employment income annually**;
- › contribute approximately **\$554 million in additional employment income over five years**; and
- › support approximately **12,910 additional jobs in other parts of the economy** through the broader employment effects of STEM and ICT activity.

Educators Multiply the Impact

Teacher training extends the value of ICTC's programming well beyond a single workshop or student cohort. By equipping educators with practical resources and greater confidence to teach digital skills, ICTC helps embed AI, coding, cybersecurity, and digital literacy in classrooms and reach successive generations of students.

Early digital learning creates a chain of impact: greater confidence and career awareness today can lead to more STEM participation, a stronger technology workforce, higher earnings, and increased economic activity in the years ahead.

* Based on median STEM employment incomes (2020), participant surveys, and forecast modelling



Our Programs

▶▶ Since 2017: ICTC has connected 29,604 post-secondary students with meaningful work placements in digital roles.

II. BRIDGING LEARNING AND WORK

Helping Post-Secondary Students Gain Experience, Skills, and Career Direction

For young people entering a competitive and rapidly changing labour market, education alone is not always enough. Meaningful work experience helps students apply what they have learned, understand employer expectations, build professional networks, and make more informed career decisions.

ICTC's Work-Integrated Learning (WIL) Digital program connects students with paid work opportunities while helping employers build the talent they need to succeed in a swiftly evolving digital economy. The program goes beyond administering wage subsidies to combine meaningful paid work experience, industry-informed digital learning, and practical employer support to help students move from education into the workforce while helping businesses advance digital transformation, innovation, and growth. Combined with ICTC's national network of post-secondary and ecosystem partners, the program supports national workforce development that benefits both Canadian students and businesses.

In 2025–2026, the WIL Digital program supported 4,859 paid work placements with 1,429 Canadian employers and distributed approximately \$26 million in wage subsidies. The program processed more than 10,000 student applications and worked with more than 50 ecosystem partners to expand access across Canada.

Supporting Employers and Strengthening Canada's Workforce

ICTC works directly with employers to understand workforce needs, identify opportunities for emerging talent, and support participation in the program. Drawing on ICTC's relationships with 167 post-secondary institutions, industry associations, and regional partners across

the country, WIL Digital helps employers of all sizes connect with skilled students while supporting sectors that are critical to Canada's productivity, innovation, and long-term economic growth. Results show that 70% of students supported by the WIL Digital program secure full-time employment after graduation, with nearly one-third hired by their original employer.

Expanding Access to Meaningful Work Experience

ICTC continues to prioritize students who face barriers in entering the labour market. In 2025–2026, 67% of supported placements were filled by students from underrepresented groups. ICTC also expanded its partnerships and outreach in Québec and Francophone communities and worked with Mila, Québec's AI institute, to advance responsible AI learning opportunities for Indigenous students. This approach helped broaden participation in Canada's digital talent pipeline while giving employers access to emerging talent with diverse perspectives and experiences.

Building Digital Skills Alongside Workplace Experience

ICTC complemented work placements with e-learning opportunities for students in AI, cybersecurity, cloud computing, sustainability, data science, and digital transformation. During the year, ICTC also supported 1,091 students with online course materials to strengthen the technical, foundational, and workplace skills employers need. These courses enabled students to build practical knowledge, improve their résumés, and earn credentials while gaining workplace experience.

"Work-integrated learning gives you space to learn, make mistakes, and figure out what you want before the stakes feel higher."

— Sarah, ICTC WIL Digital program participant



Our Programs



Since 2017: ICTC has helped 8,352 internationally educated ICT professionals prepare for and pursue careers in Canada's digital economy.

III. CONNECTING GLOBAL TALENT TO OPPORTUNITY

Helping Internationally Educated Professionals Enter Canada's Digital Economy

Internationally educated professionals are an important source of experience and specialized skills for Canada's digital economy. They also frequently face challenges when it comes to translating their credentials, experience, and professional networks into employment after choosing Canada.

ICTC's GO Talent and Work Ready programs provide a connected pathway of support before and after arrival. In 2025–2026, the two programs helped 1,009 internationally educated ICT professionals understand the Canadian labour market, advance their job-search strategies, and connect with employers and professional networks.

Preparing Professionals Before They Arrive

GO Talent supports internationally educated ICT professionals who are preparing to move to Canada as permanent residents. Participants receive sector-specific labour market information, résumé support, employment workshops, mentoring, networking opportunities, and connections to Canadian employers.

In 2025–2026, GO Talent served 715 pre-arrival participants, helping them understand employer expectations and enter Canada with greater confidence and preparation.

"The program introduced me to important aspects of the Canadian job market that I had not previously been aware of. It equipped me with the knowledge, tools, and confidence I needed to feel prepared."

— ICTC GO Talent participant

Supporting Career Success After Arrival

Work Ready supports internationally educated ICT professionals who have been in Canada for five years or less. The program provides individualized coaching, interview preparation, résumé review, labour market information, professional development, networking, and employer connections.

In 2025–2026, Work Ready supported 294 participants as they strengthened their job searches, developed professional confidence, and pursued employment and entrepreneurship opportunities.

"Work Ready helped me strengthen my résumé, improve my communication, and build the skills I needed to succeed. My understanding of the job market improved, my confidence grew, and I had opportunities to upskill."

— ICTC Work Ready participant





Our Programs

2

Growing the Digital Economy: How ICTC is Equipping Canada's Workforce to Adapt, Advance, and Lead

As AI and other emerging technologies reshape work, Canadian professionals need practical skills to adapt, organizations need effective leaders to navigate change, and entrepreneurs need the capacity and connections to grow.

In 2025–2026, ICTC helped professionals build foundational AI capabilities, supported organizations in developing more inclusive leadership pathways, and equipped women+ entrepreneurs with mentorship, knowledge, and networks. Together, these initiatives strengthened the people and leadership capacity needed for a more productive, resilient, and inclusive digital economy.

►► 2025–2026 AT A GLANCE

- › **56,445** business leaders equipped with foundational AI knowledge
- › **654** businesses supported to build the skills, confidence, and connections within their organizations for women to advance into greater leadership roles within Canada's digital economy
- › **79%** of participating organizations implemented or strengthened a gender-equity initiative
- › **563** women-owned businesses supported to build entrepreneurial skills, access mentorship, increase visibility, and advance their growth plans
- › **217** mentors and subject matter experts mobilized to expand participants' access to practical advice, professional networks, and opportunities for advancement and growth

ICTC's work to build workforce skills and leadership was supported by Microsoft and Women and Gender Equality Canada.





Our Programs

I. ADAPTING TO AI-ENABLED WORK

Helping Professionals Use AI for Productivity and Growth

AI is changing how work is organized, how decisions are made, and how businesses compete. To benefit from this transformation, professionals need more than access to AI tools: they need the confidence and practical knowledge to use them effectively and responsibly.

In 2025–2026, ICTC equipped 56,445 Canadian professionals with foundational knowledge about generative AI and its applications in the workplace through its Generative AI for Business Leaders initiative. The learning experience helped participants understand how AI can support productivity, innovation, decision-making, and business growth across different sectors.

This work responds to an important adoption gap. While generative AI could create significant economic and productivity gains for Canada, many workers still report receiving little or no workplace training in how to use it. By expanding access to practical AI learning, ICTC is helping Canadian organizations move from awareness and experimentation toward informed use and adoption.

"My new student hire and I both attended the AI for Marketing: Automating Campaigns and Personalization at Scale webinar. What a webinar—wow! We both found it to be excellent and highly relevant to what we are applying in our business. Many thanks to the team at ICTC for coordinating the wonderfully informative session."

— Gautam Shah, Research and Development Consultant at Time Consulting

►► Since 2017: ICTC has equipped 97,581 professionals with skills in AI and other emerging technologies.

II. ADVANCING INTO INCLUSIVE LEADERSHIP

Helping Organizations Build Stronger Leadership Pathways

Organizations are better positioned to adapt and grow when their leaders reflect a range of experiences and perspectives. Yet women remain underrepresented in leadership roles across Canada's digital economy.

In 2025–2026, ICTC's Advancing Women's Leadership in Canada's Digital Economy program helped organizations identify barriers, strengthen workplace practices, and create more inclusive pathways into leadership. The program:

- › engaged 654 businesses;
- › mobilized a national network of 110 mentors;
- › established 15 strategic partnerships; and
- › provided organizations with practical guidance, connections, and support.

The program moved participating organizations from awareness toward measurable action. By the end of the year, 79% of participating organizations had implemented or strengthened at least one gender-equity initiative.

"It confirmed for me that I am not alone. There are people right there with you and behind you, trying to bring you forward."

— Participant, ICTC Advancing Women's Leadership

►► Since 2017: ICTC has provided leadership development and mentorship to 1,830 women+ leaders and entrepreneurs across Canada.

▶▶ IMPACT IN ACTION

From Awareness to Action: Building More Inclusive Leadership Systems in Canada's Digital Economy



Women's underrepresentation in leadership is shaped by workplace systems: how organizations recruit, promote, and mentor employees as well as how they measure progress and hold leaders accountable.

ICTC designed the Advancing Women's Leadership program in response to its research on these systemic barriers. Through mentorship, peer learning, practical workshops, and the Equitable Leadership Assessment Tool, the program helps participants understand where barriers exist and gives organizations a framework for strengthening their leadership pathways.

A Pathway to Organizational Change

Evidence makes barriers visible

ICTC's research and assessment tools helped organizations examine how hiring, promotion, workplace culture, career mobility, and leadership accountability affect women's advancement.

Practical support builds readiness

Workshops, webinars, mentorship, and peer networks helped participants develop the confidence, shared language, and practical knowledge they needed to begin addressing those barriers.

Readiness translates into action

By the end of the program, **79%** of participating organizations had implemented or strengthened at least one gender-equity initiative:

- › **55%** improved gender-diversity tracking; and
- › **39%** anticipated at least one leadership promotion influenced by the program.

Action strengthens outcomes

Advancing Women's Leadership helped organizations move from informal commitments toward more measurable systems: **70%** reported increased organizational commitment to gender equality in leadership.

▶▶ IMPACT IN ACTION

Strengthening Pathways into Leadership

The program's influence extended beyond policies and processes: 39% of participating organizations reported that the program contributed to at least one anticipated promotion of a woman into leadership within the following year. Participants also described becoming more confident, more willing to pursue opportunities, and better equipped to influence workplace decisions.

Inclusion as an Economic Advantage

More inclusive leadership systems help organizations make fuller use of their talent. Clearer advancement pathways can improve retention, reduce the loss of high-potential employees, and bring a wider range of perspectives into strategic decision-making.

Advancing Women's Leadership established important enabling conditions for those longer-term benefits. Participants most frequently identified the program's business value as:

- › improved organizational culture;
- › stronger access to networks and resources;
- › greater employee engagement and retention; and
- › better organizational decision-making.

By helping organizations embed inclusion into leadership practices, ICTC contributed to stronger workforce utilization, organizational resilience, and long-term competitiveness across Canada's digital economy.

III. LEADING AND GROWING NEW VENTURES

Helping Women Entrepreneurs Build Skills, Networks, and Visibility

Women entrepreneurs bring new ideas, products, and businesses to Canada's digital economy. Yet they continue to face barriers in accessing mentorship, professional networks, financing, and growth opportunities.

Through ICTC's Changing the Narrative program, ICTC helped women+ entrepreneurs advance their business capabilities and connect with the expertise and relationships needed to pursue growth. In 2025–2026, the program:

- › engaged 563 women-owned businesses;
- › mobilized 107 mentors and subject matter experts;
- › established more than 20 strategic partnerships; and
- › delivered mentorship, learning, networking, and pitch opportunities.

These activities helped participating entrepreneurs build business knowledge, expand their professional networks, increase their visibility, and approach new growth opportunities with greater confidence. By strengthening the ecosystem around women-owned enterprises, the program supported broader and more equitable participation in Canada's innovation economy.

"I met and connected with inspiring women entrepreneurs. The experience was educational and motivating, and I learned so much throughout the event."

— Rebecca, an ICTC Changing the Narrative participant





Our Programs

3

Competing in the Digital Economy: How ICTC is Helping Businesses Access Talent, Innovate, and Grow

To compete in a rapidly changing digital economy, Canadian businesses need skilled people, strong internal capabilities, and timely intelligence. Yet many small- and medium-sized enterprises face persistent hiring challenges, limited resources for workforce development, and uncertainty about how to respond to technologies such as AI.

In 2025–2026, ICTC helped businesses access emerging and internationally educated talent, use student placements to advance innovation, strengthen recruitment and retention practices, and make better workforce and technology decisions. Together, these supports helped Canadian employers reduce hiring risk, build organizational resilience, and pursue new opportunities for growth and productivity.

▶▶ 2025–2026 AT A GLANCE

- ▶ **1,429** employers supported to hire post-secondary student talent and build stronger pipelines for future growth
- ▶ **627** small- and medium-sized businesses and entrepreneurs in Alberta supported to strengthen workforce planning, retain skilled talent, and adapt to changing labour market and technology needs
- ▶ **85** employers and ecosystem partners convened at the Alberta Digital Economy Summit to exchange practical workforce strategies, explore the role of AI in hiring, and deepen regional collaboration

ICTC's work to support business growth and productivity was supported by Employment and Social Development Canada; Immigration, Refugees and Citizenship Canada; the Government of Alberta; Microsoft; and a national network of industry and ecosystem partners.





Our Programs

I. ACCESSING TALENT FOR GROWTH

Connecting Businesses with Emerging and Global Talent

Access to skilled workers is one of the most important conditions for business growth, innovation, and productivity. However, for smaller companies, limited resources and competition for experienced workers can make hiring difficult and delay projects.

ICTC helps employers address these challenges by connecting them with post-secondary students and internationally educated professionals. These programs provide businesses with access to people who bring current technical knowledge, specialized experience, and new perspectives.

In 2025–2026, ICTC supported 1,429 employers across Canada to hire post-secondary students through the WIL Digital program. Wage subsidies reduced hiring risk and enabled employers to advance projects that might otherwise have been delayed or deprioritized.

ICTC's global talent programs also helped employers connect with internationally educated ICT professionals before and after their arrival in Canada. These connections supported businesses seeking experienced talent in areas such as software development, data, cybersecurity, and other high-demand digital occupations.

►► Since 2017: ICTC has helped 16,413 businesses and entrepreneurs access talent to support growth, innovation, and productivity.

II. TURNING STUDENT TALENT INTO INNOVATION

Helping Businesses Advance Products, Processes, and Ideas

Student placements do more than fill short-term staffing needs. When students are given meaningful work, they can introduce new technical skills, contribute current research knowledge, challenge established approaches, and help companies move ideas into development more quickly.

In 2025–2026, employers supported through the WIL Digital program harnessed student talent to advance product development, improve engineering and operational processes, explore new markets, and build future workforce pipelines.

Student Talent at Work



Employment and
Social Development Canada



SimplyCast: Expanding capacity and reaching new markets

SimplyCast has made student employment a core part of its growth strategy. Students contribute to product development and customer-facing initiatives, including use cases for international and health-care markets.

Several former students have transitioned into permanent positions, including senior leadership roles. Today, six former WIL students are in full-time roles at SimplyCast.

“Every company should ingrain student recruitment into their DNA and look at it as a strategic pillar, not an afterthought.”

— Saeed El-Darahali,
President and CEO, SimplyCast

Read more: [Why SimplyCast bet early on student talent](#)



NovaResp: Moving health technology toward market

For NovaResp Technologies, student talent helped a one-person startup grow into a focused medical technology team. Since 2021, 34 student placements have contributed to algorithm development data analysis, and clinical-trial preparation.

At least five students later joined the company in full-time roles, providing continuity and helping it retain valuable product knowledge.

Read more: [What's powering the algorithm that gets you a good night's sleep?](#)



Avestec: Improving engineering and prototyping

Avestec regularly brings on three to four students each semester to support its industrial robotics work. One student introduced 3D printing into the company's prototyping process, reducing development time and costs and changing how the team approached engineering workflows.

At least half of Avestec's full-time engineers began as interns, including the company's robotics lead.

Read more: [For this flying robot company, student internships trump senior engineers](#)



Solace: Developing future leaders and new products

More than 150 students have joined Solace with ICTC's support, with many moving into permanent positions. Students work on the same software and product features as full-time employees and are encouraged to experiment and contribute new ideas.

A student-developed prototype from an internal hackathon eventually became the externally available Solace Docs AI Assistant. One former student, Ghaith Dalla-Ali, progressed from a quality assurance placement to become Solace's Vice President of Engineering for Agentic AI.

Read more: [From student to VP, Solace's Ghaith Dalla-Ali shows how startups can grow talent](#)



Our Programs

III. STRENGTHENING WORKFORCE AND ORGANIZATIONAL CAPACITY

Helping Alberta Businesses Recruit and Retain Talent and Continue to Adapt

Access to talent is only one part of the workforce challenge. Businesses also need appropriate internal practices and leadership capacity to recruit effectively, retain employees, respond to technological change, and build resilient teams.

Through ICTC's Digital Workforce Catalyst Alberta program, ICTC supported 627 small- and medium-sized businesses and entrepreneurs in Alberta with practical tools, expert guidance, and learning opportunities focused on recruitment, retention, leadership, workplace culture, and workforce resilience. In 2025–2026, the program responded to emerging employer priorities, including recruitment technology, the growing use of AI in workforce planning, and increased competition for skilled workers.

ICTC also hosted the Alberta Digital Economy Summit in Edmonton in partnership with the Alberta Chambers of Commerce. The event brought together 85 employers and ecosystem partners to exchange practical strategies, explore the role of AI in hiring, and deepen regional collaboration.

By helping businesses improve their workforce practices and internal capabilities, ICTC supported a stronger and more resilient small and medium-sized enterprise sector and contributed to the competitiveness of Alberta's digital economy.

IV. MAKING INFORMED WORKFORCE AND GROWTH DECISIONS

Turning Labour Market Intelligence into Practical Action

Businesses and policymakers need timely information to understand how technology is changing occupations, skills, recruitment, and productivity. ICTC translates labour market data and research into practical tools that support workforce planning and organizational decision-making.

ICTC's labour market intelligence helps employers and other decision-makers:

- › identify emerging occupations and skills;
- › anticipate changing workforce needs;
- › plan recruitment and employee development;
- › assess organizational readiness for digital adoption;
- › strengthen leadership, sustainability, and inclusion; and
- › respond to economic and technological change.

Practical tools for businesses

ICTC's interactive tools help organizations assess current practices and identify opportunities for improvement:

- › [Gender Equity in the Digital Economy: Generate a Business Strategy](#)
- › [Sustainable ICT: Create a Plan to Design, Develop and Manage ICTs Sustainably in Your Business](#)
- › [Equitable Leadership: Evaluate Your Organization's Leadership Structure](#)
- › [Skills Mapping: Explore Skills in Demand](#)

Data and insights about Canada's digital economy

ICTC also provides accessible labour market information through its:

- › [Digital Economy Employment Dashboard](#)
- › [Labour Market Research and Insights](#)

By turning complex evidence into practical guidance, ICTC helps businesses make more confident decisions about people, technology, and growth.



►► Our Partners



Employment and
Social Development Canada



Immigration, Refugees
and Citizenship Canada



Innovation, Science and
Economic Development Canada



Women and Gender
Equality Canada



- › Accelerate Okanagan
- › Aisha Group
- › Alberta Chambers of Commerce
- › Alberta Machine Intelligence Institute (AMII)
- › Alethea Health
- › Amazon Web Services
- › Ampere
- › Arista Cyber
- › Association Edteq
- › Association for Computer Studies Educators (ACSE)
- › Authentic Education Consulting
- › B4brand
- › Black Community Resource Centre
- › Black Founders Network
- › Blue Marble Academy
- › Brebeuf College School
- › Burnaby South Secondary School
- › Cadets Canada
- › Calgary Economic Development
- › Canada Startup Association
- › Canada's Semiconductor Council
- › Canada Water Agency
- › Canadian Women's Chamber of Commerce
- › Carleton University
- › C-CORE
- › Cégep Garneau
- › Centre for Ocean Ventures & Entrepreneurship
- › Centre Wellington District High School
- › CEWIL Canada
- › CGI
- › Chambre d'affaires des femmes entrepreneures et industries
- › ChatterHigh
- › Cisco
- › City of Mississauga
- › City of Toronto
- › Civiconnect
- › CMC Microsystems
- › Cognizant
- › Collège Boréal
- › Collège catholique Samuel-Genest
- › Communications Security Establishment Canada (CSEC)
- › Concordia University
- › Conseil de l'innovation du Québec
- › Coursera
- › Cyber Legends
- › Dalhousie University
- › Développement économique de l'agglomération de Longueuil
- › DigiBC
- › Digital Alberta
- › DIGITAL, Canada's Global Innovation Cluster for digital technologies
- › École secondaire catholique Marie-Rivier
- › Educational Computing Organization of Ontario (ECOO)
- › ELIXR Simulations
- › Elk Valley Resources
- › EMILI Canada
- › Entreprendre ici
- › Esplanade
- › Evergreen Canada
- › Excellence in Manufacturing Consortium (EMC)
- › Exploits Valley Intermediate School
- › Factors Education
- › Field Effect
- › First Nations Technology Council (FNTC)
- › Flat Bay Band
- › Francis Libermann Catholic High School
- › Fredericton High School
- › Future New Brunswick
- › Genoa Design





- › Groupe 3737
- › Haltech Regional Innovation Centre
- › Halton Catholic District School Board
- › HCL Technologies
- › IGNITE Atlantic
- › Indigenous Friends Association
- › InspireTech
- › Interactive Ontario
- › Investissement Québec
- › Joint Economic Development Initiative (JEDI)
- › Kelowna Chamber of Commerce
- › Keyin College
- › Killarney Secondary School
- › KnowledgeFlow Cybersafety Foundation
- › La French Tech Toronto
- › Lambton College
- › Life Sciences Nova Scotia
- › Logics Academy
- › McGill University
- › McKenna Institute
- › Microserve
- › Microsoft Canada
- › Mila – Québec AI Institute
- › Nashwaaksis Middle School
- › National Research Council of Canada (NRC)
- › NCR Canada Corp.
- › New Brunswick Centres of Excellence for Digital Innovation
- › New Brunswick Centres of Partners in Education
- › New Brunswick Community College
- › New Brunswick Department of Education and Early Childhood Development
- › New Ventures BC Society
- › Next Generation Manufacturing Canada (NGen)
- › Niagara Falls Downtown Business Improvement Area
- › Nova Scotia Community College
- › Numana
- › Oceans Advance
- › Old Scona Academic High School
- › One North End
- › Ontario Bioscience Innovation Organization
- › Ontario Vehicle Innovation Network (OVIN)
- › Optima Living
- › PCL Industrial Management
- › Peel District School Board
- › PEI IT Alliance
- › Pembina Trails Early College
- › Pinnguaq Iqaluit Makerspace
- › Planet Hatch
- › Platform Calgary
- › PLATO
- › Prince George Chamber of Commerce
- › Propulsion Québec
- › Protexxa
- › Quantum Algorithms Institute
- › Queen's University
- › Riverview High School
- › Rockridge Secondary School
- › Rogers Cybersecure Catalyst
- › Saurus Consulting
- › Science North
- › Sentinel Secondary School
- › Sikumiut Environmental Management (SEM)
- › SimplyCast
- › Sisler High School
- › Skills Canada
- › Skills Canada New Brunswick
- › Skills Canada Newfoundland and Labrador
- › Skills Canada Ontario
- › Skills Canada Saskatchewan
- › Solace Technologies
- › Sophos
- › Startup Canada
- › St. Basil-the-Great College School
- › St. Joseph Catholic High School
- › St. Stephen Catholic Secondary School
- › Students on Ice Foundation
- › Technovation Montréal
- › Technum Québec
- › Teck Resources
- › Toronto District School Board
- › Toronto Metropolitan University
- › Tribe Network
- › Université de l'Ontario français
- › University of British Columbia Geering Up Engineering Outreach
- › University of New Brunswick
- › University of Ottawa
- › University of Waterloo
- › Upper Grand District School Board
- › Upskill Canada, Powered by Palette Skills
- › Vector Institute
- › ventureLAB
- › Walmart Foundation
- › Westisle Composite High School
- › West Vancouver Schools
- › William Lyon Mackenzie Collegiate Institute
- › Women in Communications & Technology
- › Women in Cybersecurity (WiCyS)
- › Women in Resource Development Corporation
- › World Skills Employment Centre
- › YMCA of Greater Toronto

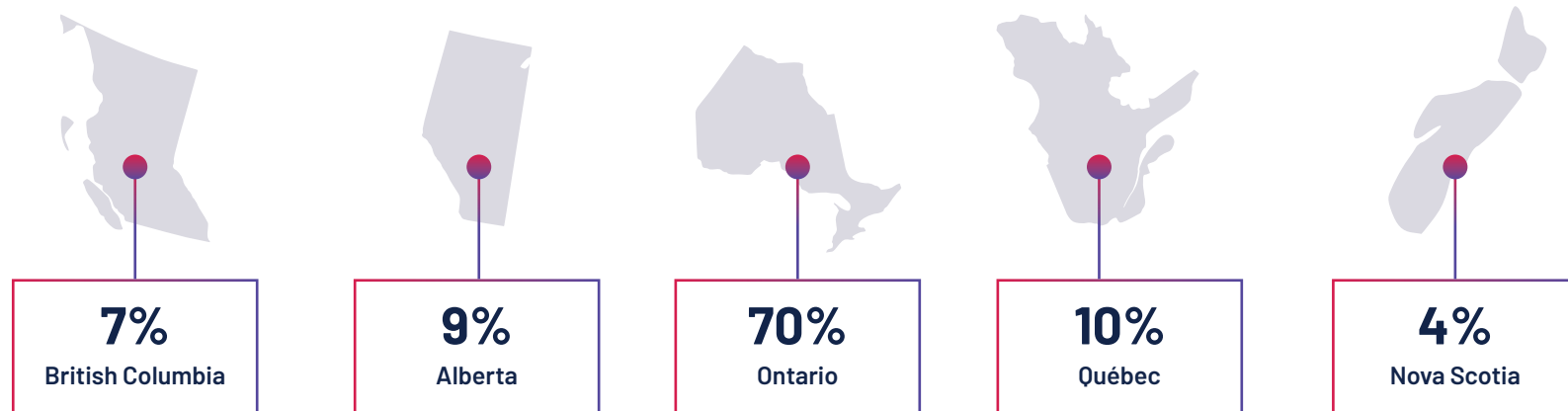


►► Our Team at a Glance

A Multidisciplinary Team Strengthening Canada's Digital Advantage

ICTC brings together national and international expertise in economics, labour market intelligence, policy, data science, program delivery, communications, evaluation, and technology. Our staff combine deep sector knowledge with experience across government, industry, academia, and the not-for-profit sector to translate evidence into practical solutions for Canada's digital economy.

Distribution Across Canada





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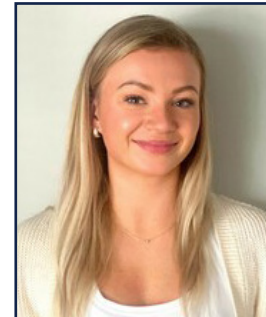
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