

Fact Sheet: **Safety**

One Industry. One Workforce. One Future.

Building Canada's maintenance industry advantage on a foundation of safety

Why Safety Matters

- Safety is the non-negotiable foundation of Canada's maintenance industry.
- Without safe worksites, workers will not stay, projects cannot succeed, and no amount of collaboration or innovation can deliver results.
- The industry's ultimate measure of success is every worker returning home safely after each shift.

The Challenge

- Recordable injury rates are at historic lows, but serious incidents still occur.
- Safety culture varies across sites, with inconsistent practices between provinces.
- Fatigue, supervision gaps, and variable leadership continue to put workers at risk.

The Advisory Panel's Findings

- Safety is not just one pillar – it is the condition that makes collaboration, productivity, an optimized workforce and competitiveness possible.
- Success requires embedding safety into contracts, training, supervision, and reporting systems.
- Safety performance must be measured by leading indicators, not just lagging statistics.

The Path Forward

- Create industry-wide safety scorecards and shared benchmarks.
- Embed safety commitments into contracts and procurement standards.
- Strengthen safety leadership through mentorship and supervisor training.
- Share anonymized safety data across the industry to accelerate learning.
- Build fail-safe work systems that anticipate and prevent human error.

“Success is not measured by statistics,
but by **every worker returning
home safe** after each shift.”

Fact Sheet: Workforce

One Industry. One Workforce. One Future.

Building Canada's maintenance sector advantage through a well-trained, properly utilized workforce and a collaborative workforce sharing model.

Why Workforce Matters

- The maintenance sector employs tens of thousands of skilled tradespeople, sustaining local communities and supporting billions of dollars in industrial activity.
- A resilient, mobile, and well-trained workforce is critical to delivering safe, predictable, and cost-effective projects.

The Challenge

- An aging workforce and retirements are reducing experience levels.
- Apprentices struggle to find consistent placements, reducing retention.
- Workforce mobility is limited due to interprovincial barriers, standardized certification and industry-wide planning.
- Labour market disconnects and deployment inefficiencies create gaps between demand and available talent.

The Advisory Panel's Findings

- Workforce mobilization must improve to ensure the right skills are on the right projects at the right time.
- Mentorship and leadership development are critical to retaining apprentices and building future supervisors.
- Standardized certification is needed to allow workers to move across provinces and projects without barriers.

The Path Forward

- Use shared workforce forecasting tools to match skills with project demand.
- Establish apprenticeship pathways with structured mentoring and retention programs.
- Standardize competency-based certifications and training across Canada.
- Build digital platforms to track workforce deployment and share data.
- Strengthen supervisory training and front-line leadership in safety and performance.

“A more capable, mobile, and resilient workforce is the foundation of Canada's maintenance advantage.”

Fact Sheet: Collaboration

One Industry. One Workforce. One Future.

Building Canada's maintenance sector advantage through collaboration and shared accountability.

Why Collaboration Matters

- Canada's maintenance industry has long operated in silos: owners focused on cost, contractors on delivery, unions on representation, regulators on compliance, and training providers on course content.
- Fragmentation produces duplication, inefficiency, and missed opportunities.

The Challenge

- Isolated decision-making drives up costs and delays projects.
- Fragmented contracting practices limit trust and predictability.
- Uneven adoption of technology reduces efficiency and innovation.
- Without collaboration, productivity, competitiveness, and workforce outcomes all suffer.

The Advisory Panel's Findings

- Collaboration must replace fragmentation. It is the only way to unlock lasting improvements in productivity, workforce mobilization, and competitiveness.
- Evidence from leading organizations shows that collaboration leads to faster execution, fewer incidents, cost savings, and stronger community trust.
- Collaboration holds when safety is the foundation of the overall system.

The Path Forward

- Build industry-wide systems for shared benchmarking and data exchange.
- Standardize contracts and delivery models to align incentives and reduce duplication.
- Create integrated project planning models that involve all stakeholders from the outset.
- Promote radical transparency and early contractor involvement to improve performance.
- Foster a culture of trust, alignment, and shared accountability across owners, contractors, unions, regulators, and training providers.

“Collaboration is not simply an aspiration;
it becomes **the system that enables
every other outcome.**”