



LinkedIn Submission Pre-Budget Consultations

EXECUTIVE SUMMARY:

Due to COVID-19's impact on the economy, Canada is facing unprecedented unemployment, shifts in sectoral demand, and a corresponding need for skill upgrading to help Canadians find new employment and accelerate economic recovery. LinkedIn's existing footprint with Canada's employers and workers, our skill development content, and our technological capacity and scale, position us to uniquely support these efforts.

RECOMMENDATION: Provide Canadians most in need of skill development (those receiving employment services or social assistance; in higher-ed; or in an at-risk job) access to best-in-class online skill development content and job-matching through the LinkedIn Learning platform to support economic recovery inclusively and sustainably.

LinkedIn Context : LinkedIn is the world's largest professional network with 17M+ Canadians on the platform (pre-COVID, there were ~19M+ employed in the Canadian workforce). With 450K+ companies represented and millions of jobs posted annually, LinkedIn is also the largest job board in the country, arguably the best source of real-time labour market information, and built around this digital ecosystem is the world's largest skill-focused online learning platform (16,000+ courses), LinkedIn Learning. No other platform is as deeply integrated with Canada's labour market, nor is there any other platform that offers synchronized skill development and job matching at LinkedIn's scale and effectiveness.

What this provides :

An easily executed national-scale online learning and job matching infrastructure that will:

- Help Canadians develop skills and find jobs faster; restarting Canada's economic activity more quickly
- Provide an agile response for the broad spectrum of Canadians in need of skill upgrading to align with the post-COVID-19 workforce
- Support more equitable labour market outcomes by providing the same high-quality services that enterprises provide to their employees (LinkedIn Learning is the most used skilling platform worldwide) to those who are most in-need due to employment circumstances and those in rural, remote, and other barriered populations
- Support the education and workforce development ecosystems by plugging-in to support a broad range of organizations and projects (e.g. WIL projects, employment service providers, government and non-profit workforce innovation projects, Future Skills Centre, Youth Employment and Skills Strategy etc.)
- Provide government access to extensive data and insights (job outcomes, career paths, real-time labour market information)
- Serve as a platform upon which customized training content for priority populations could be easily delivered nationally (youth, indigenous, newcomers, persons with disabilities etc.)
 - Indirect: this could represent a new national-scale channel through which Canadian content businesses could deliver training content
- Provide a powerful resource that Canadians will be able to use while at home and immediately

Impact:

- Increased labour market participation, efficiency, and productivity
- Lower unemployment and lower job vacancy rates

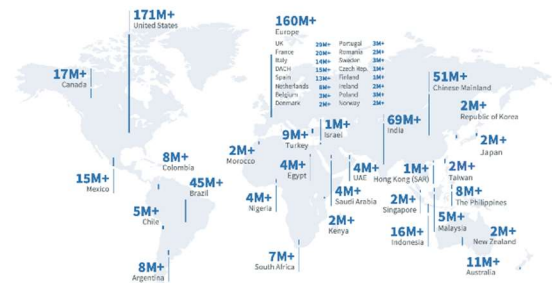
COVID-19 ECONOMIC RECOVERY

We are in an unprecedented situation where millions of Canadians are unemployed and in need of skill upgrading/transfer to find new employment. A more effective workforce development system was already urgently needed before COVID-19, and that is only more evident now. This new reality will require individuals to develop new and transferable skills to gain and retain quality employment. Skill development resources are not equally available across the population and the gap in digital literacy and in-demand skills continues to grow. Those in the greatest need of support – individuals receiving social assistance and employment services, or in at-risk jobs – typically have diminished access to these resources. Further, Canada's higher education and employment services ecosystem is extremely complex and fragmented with few actors capable of bridging its divides or delivering impact at a national scale.

ABOUT LINKEDIN

LinkedIn is the world's largest professional network. There are 17+ million people on LinkedIn in Canada in comparison to ~19M+ in the workforce (pre-COVID). Contrary to some popular belief, LinkedIn has a diverse user base of individuals, employers, and jobs, with construction and healthcare representing our largest industries on the platform. While we cannot say every person is on LinkedIn, it is by far the most used employment platform across Canada and spans the spectrum of workers across age, geography, occupation, and education. There are more job postings on LinkedIn than anywhere else online, representing labour demand from the largest organizations to small employers. LinkedIn Learning is the world's largest and most frequently updated skills-focused online learning platform with 16,000+ courses comprised of hundreds-of-thousands of high-quality videos. LinkedIn Learning operates the largest film production studios in the world outside of Hollywood, and they are used exclusively for creating the most in-demand skill development content (based on the labour market insights coming from the millions of employers, jobs, and skills data on our platform), with courses taught by global industry experts, including many Canadians. Among many others, LinkedIn's [labour market insights](#) are leveraged by the Labour Market Information Council in Canada and the World Bank and World Economic Forum globally.

706 million members in 200 countries and regions worldwide



Deeply Integrated with Canada's Labour Market

With over 450K companies represented on LinkedIn in Canada, and millions of members exploring and applying to jobs every month, no platform is used by more Canadians and Canadian companies to recruit, network, and seek employment. Millions of Canadians access LinkedIn Learning through their employers and schools, and hundreds-of-thousands of Canadians access the platform individually. In the past year, individual usage of LinkedIn Learning has increased an astounding 4X, much of which has occurred since COVID-19. The broad usage across Canadian industry, and the significant increase in individual consumption of LinkedIn Learning content shows the demand for these resources.

Employment Service and Higher Ed Collaboration

Beyond employers and individual Canadians, LinkedIn has collaborated with employment service, work integrated learning, and skills development-related organizations such as: [CivicAction](#), [Contact North](#), [Council for Youth Prosperity](#), [RBC Future Launch](#), [ACCES Employment](#), [COSTI](#), [ODEN](#), [First Nations Technology Council](#), [Riipen](#), [Colleges and Institutes Canada](#), [Polytechnics Canada](#), [eCampusOntario](#), [ICTC](#) and dozens of others – to provide, youth, indigenous, persons with disabilities, newcomers and others the skills, networks, and jobs to succeed. The Canadian workforce development and employment services ecosystem has long requested a national-scale infrastructure of LinkedIn Learning to empower their work. Additional examples of collaborations can be found in [this document](#).

In the US, LinkedIn works with hundreds of workforce development agencies including a study done with the Utah Department of Workforce Services which [showed](#) that participants with access to LinkedIn's learning and jobs platform were less likely to exhaust their unemployment benefits.

LinkedIn has taken the first significant steps toward the vision of this proposal in Canada with a province-wide higher education rollout of LinkedIn Learning in Ontario (associated [proposal](#) and [announcement](#)) resulting in over 350,000+ students developing skills.

HOW LINKEDIN CAN HELP

LinkedIn Learning is the world's largest skill-focused online learning platform and it is built around the LinkedIn.com platform. What this represents in simple terms is a massive online learning platform that is informed-by and built directly-into the country's largest professional network and job board. You, arguably, couldn't create a better starting point for driving the connection between skill development and finding employment at national scale. This structure means LinkedIn Learning's skill development content is based on the most in-demand skills from the workforce, and that when learners complete courses, they can add their skills and badges to a profile that already exists within Canada's largest recruiting and networking platform. This continuous microcredentialing is consistent with shifts taken by companies' learning & development departments, allowing for productivity gains and agility.

How It Works

LinkedIn combines skill development and job seeking into a feedback loop.

LinkedIn Learning consists of a library of 16,000+ high-quality skills-focused online learning courses (hard and soft skills, basic-to-advanced jobs, tech, and creative skills) with unique insights from LinkedIn's database of 700M+ members. The result is a highly personalized, data-driven, and engaging learning solution that helps Canadians develop their skills and career. Because this platform can be directly integrated with a learner's LinkedIn profile (representing their work experience, skills, and industry connections), it allows LinkedIn's advanced algorithms to recommend learning content and job matches in a feedback loop based on an individual's experience as well as learning and job seeking activity (e.g. as a user adds skills, LinkedIn will adjust the jobs it recommends, or as a user searches for new types of jobs, LinkedIn will recommend courses associated with the relevant skills for that job). This structure allows for both a self-directed exploratory learning and job seeking experience where individuals can access learning paths aligned to top in-demand jobs and skills, or it can be structured in a curated manner (aligned to individuals' experience or existing level of connection to the workforce) and facilitated through employment service providers. For example, an employment service provider could assist an urban

newcomer youth by assigning a learning path tailored to customer service management, which may differ from a project management learning path recommended to an older indigenous student at a rural college, or a job-basics and career planning course for someone who has never been employed or is recurrently unemployed. The subsequent job and learning exploration of these individuals on the platform will then iteratively influence ongoing learning content and job recommendations through a seamless feedback loop. *Note, while there are many benefits to doing so, an individual is not required to create/associate a LinkedIn profile to access LinkedIn Learning's 16,000+ courses.*

The above process is currently occurring at many higher education and employment service providers across Canada, but it is cost-prohibitive for most. We want to partner with the Government of Canada to drive economies of scale to provide more Canadians access to these top skills training resources.

IMPLEMENTATION

One of the most powerful elements of this proposal is its ability to provide scale and flexibility to support a broad spectrum of scenarios. These resources could be made easily available to support Canadians and workforce development efforts through multiple approaches including the following examples:

1. Direct Employment Service Provider Partnership: Employment service providers could receive (from LinkedIn) and provide (to their clients) learning-paths aligned to match the needs of the most common profiles of individuals/communities that they support (e.g. more-or-less connected to the workforce, youth or mid-career transition, persons with disabilities or indigenous communities), creating a guided entry point to upgrading skills and being matched to jobs.
2. Online Portal - Standalone: As part of a centralized portal strategy to support displaced and precarious workers, LinkedIn Learning could be one available resource. Our algorithms would leverage the data from 50M+ companies, 100M+ jobs, and 700M+ users to recommend content and jobs that would be relevant to users.
3. Integrated Online Portal: Using the Job Bank as a potential example, when Canadians are using the Career Planning component, LinkedIn Learning content could be recommended in association with Skills required for each occupation. And LinkedIn Learning Paths could be associated directly to some occupations (e.g. Become a Customer Service Specialist, Retail Sales

Associate, Operations Manager, Corporate Recruiter, Sales Representative, Graphic Designer, Industrial Design CAD Technician, Android Developer, Data Scientist).

4. Workforce Development and Innovation Projects:

Any non-profit or government funded workforce project could immediately leverage these resources. For example, the Ontario Government's Skills Catalyst, the Federal Government's Future Skills Centre or Youth Employment and Skills Strategy, or any other projects or organizations in the workforce development ecosystem (e.g. newcomer prearrival) could access these best-in-class resources.

This program can be implemented through employment services partnerships and/or in combination with online delivery (microsites, government email – e.g. EI/CERB communications channels etc.). Importantly, this rollout would also be supported by extensive community building and training within the relevant communities.

CONCLUSION

The request for a national-scale LinkedIn Learning infrastructure is supported broadly amongst the employment service and workforce development ecosystem. That is because LinkedIn is the only platform structured to easily deliver networking, skill development, job matching, and outcome measurement in an integrated manner across millions of Canadians. These capabilities, and essentially unmatched technological capacity, effectively position LinkedIn to complement the Canadian companies and non-profits that make up the jobs and skills ecosystem. This proposal represents an opportunity to harness that capacity help restart the economy in a more productive, competitive, and inclusive manner.

Putting these resources in the hands of millions of Canadians will:

- support Canada's economic recovery;
- benefit those most in-need of skill development and jobs;
- provide more scalable, lower cost, and less time-consuming skill upgrading;
- support more equitable labour market outcomes due to enhanced access to high quality services for those who typically have reduced access;
- close skill gaps through more effective skill upgrading and job-matching;
- offer economic benefits for companies that will have access to a more skilled workforce;
- generate cost savings by reducing individuals' time spent on EI or out of the workforce;
- provide powerful, real-time labour market data for policy and program development; and
- help create a better connected labour market system.

In Canada, LinkedIn Learning is purchased on behalf of millions of Canadians through their employers and post-secondary institutions. These resources are also purchased online by hundreds-of-thousands of individuals who can afford the \$350+ annual price. This proposal allows the Government of Canada to leverage significant economies of scale to provide access to these powerful resources at essentially a 99% discounted rate (compared to what an individual would pay).

INVESTMENT

Investment required for this program would be \$18 to \$19M annually and it would cover up to 5+ million Canadians. If these resources were purchased by those individuals personally, it would cost up to \$2.12B.

