



From Legacy to Leadership: **Carrier's Blueprint for Developing Tomorrow's Skilled Workforce**

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At a Glance

With over 400,000 heating, ventilation and air conditioning (HVAC) technician job openings in the United States projected over the next decade, the HVAC industry faces a critical workforce shortage. As retirements accelerate and demand for skilled professionals grows — especially in commercial HVAC sectors fueled by data centers, industrial facilities and infrastructure expansion — Carrier is taking action.

As a global leader in intelligent climate and energy solutions specializing in HVAC and refrigeration technologies, Carrier is investing in workforce development through strategic partnerships, targeted training and initiatives to build a long-term talent pipeline. Since the company's founder Willis Carrier invented modern air conditioning in 1902, Carrier has led the industry in innovation and talent cultivation. Through [Carrier University](#), the company has advanced technical education since 1929 to ensure the HVAC workforce is equipped to meet today's challenges and tomorrow's opportunities.

Carrier expanded its commitment to workforce development in January 2025 with the launch of its [TechVantage Initiative](#), a scalable, industry-leading effort to close the HVAC technician skills gap. By integrating modern learning platforms and hands-on training, Carrier is preparing the next generation of trades professionals to meet accelerating demand and thrive in a fast-changing, tech-driven industry.

Key Highlights:

- + **Expanding Industry Training:** In January 2025, Carrier set a new goal of training 100,000 technicians and sales professionals by 2030 to elevate technical readiness and service excellence. In 2025, Carrier delivered over 200,000 training hours, benefiting over 30,000 industry service technicians and sales professionals through in-person, virtual and online platforms.
- + **Hiring to Address Shortages:** To meet demand in commercial HVAC and climate solutions sectors, Carrier hired more than 300 technicians in 2025 and is on track to meet its target of [1,000](#) hires by 2030.
- + **Investing in the Next Generation:** Carrier is making significant [investments](#) in workforce development across manufacturing, R&D and field service, strengthening its ability to address the skilled labor shortage and sustain its industry leadership.

Skills Focused, Leader Built: Setting the Standard for HVAC Excellence

Rooted in Willis Carrier's legacy of innovation, [Carrier University](#) has set the standard for developing skilled talent that has powered the HVAC industry for nearly a century. Through the university, the HVAC industry's top professionals have gained the skills to deliver comfort, efficiency and reliability to homes and commercial facilities across the country.

Carrier delivers training at scale across both commercial and residential HVAC domains. Through Carrier University, which opened a new \$4 million training facility in Charlotte, North Carolina, the company delivered in-person, state-of-the-art education and hands-on training to commercial HVAC technicians and sales professionals. Similarly, Carrier's Indianapolis, Indiana, training facility has provided residential HVAC instruction, bolstering technical capability for the industry. These investments, along with apprenticeships

and partnerships with technical institutions, are helping Carrier and the industry build a durable pipeline of technician talent to meet future workforce needs.

With cutting-edge labs, live product training and an advanced online platform, Carrier University helps professionals upskill and stay ahead in a fast-changing industry. Courses span HVAC design, controls, service and sustainable building solutions. Carrier also offers students access to a fully equipped production studio that supports on-demand content creation. By anchoring training at the center of its growth strategy, Carrier demonstrates how smart investment in skilled trades creates economic opportunity for workers, bolsters technological innovation and generates long-term growth.

As the industry shifts toward lower-carbon technologies, Carrier continues to lead by offering [heat pump training programs](#) recognized by the U.S. Department of Energy, helping ensure technicians are prepared to install and service next-generation, energy-efficient systems at scale.

The TechVantage Initiative: Driving Business Growth Through Skilled Trades

Launched in January 2025, the TechVantage Initiative is Carrier's latest workforce development program to close the nation's critical HVAC technician skills gap. As demand for technical expertise surges — driven in part by rapid growth in data centers, industrial facilities and large-scale infrastructure projects — Carrier is redefining what workforce innovation looks like in the United States.

The company's mission is clear: hire 1,000 U.S. service technicians and train more than 100,000 Carrier and partner HVAC professionals by 2030. Through hands-on training, apprenticeships and strategic investment in learning resources, Carrier is equipping the next generation of technicians with the skills to thrive in a rapidly evolving industry.

"The demand for skilled service technicians in the U.S. has never been greater, and Carrier is uniquely positioned to lead this transformation. Through the Carrier TechVantage Initiative, we're addressing critical workforce gaps and setting a new standard for excellence in HVAC service. By investing in a world-class training program in the U.S., we are shaping the future of technician development and creating an initiative designed to attract, develop and empower the very best talent. This effort ensures faster, smarter and more reliable service, delivering a superior and differentiated customer experience while keeping our customers at the center of everything we do."

— David Gitlin, Chairman & Chief Executive Officer of Carrier

Backed by Carrier's broader investment in U.S. manufacturing, R&D and workforce expansion, the TechVantage Initiative demonstrates how putting training at the core of business strategy fuels workforce resilience, drives innovation and delivers meaningful impact across the HVAC industry.

Investing in Technician Growth and Retention

Carrier supports technician growth through structured development pathways. In partnership with labor unions, Carrier supports apprenticeship programs that help develop skilled technicians while reinforcing industry standards. Every technician participates in regular development conversations to align career paths, skills progression and long-term opportunities. These efforts are supported by a robust skills matrix that enables Carrier to target training content, build individualized development plans and help technicians grow, advance and stay engaged as the industry evolves.

In addition, as part of the TechVantage Initiative, Carrier launched [TechVantage Ignite](#) in 2025 to develop early-career HVAC technicians and controls engineers. Ignite builds skills in digital controls, automation and modern HVAC systems, supporting the industry's shift toward more complex commercial environments.

Through defined career pathways and targeted early-career development, Carrier is reinforcing technician growth as a long-term business and industry priority — strengthening workforce readiness, supporting retention and positioning the HVAC sector for sustained success.

Community Partnerships and Outreach

Carrier extends its commitment to the skilled trades beyond its own operations by investing in scalable, institution-linked training models that deliver hands-on, industry-aligned education. The company has actively supported workforce development through several long-standing initiatives with partner organizations. Carrier is a partner of the [Building Talent Foundation](#), which convenes organizations supporting skilled trades development and connects students to technical education programs.

Through the [Carrier & Bryant Distributors' Education Foundation](#), the company also supports the next generation of HVAC professionals, providing over \$500,000 in scholarships to more than 400 students pursuing technical training and higher education in the trades. Additionally, the [Carrier Foundation](#) supports education and workforce development initiatives nationwide through community programs, employee volunteerism and institutional grants.

Recommendations for Businesses

Carrier's commitment to equipping HVAC professionals with the right skills offers a compelling blueprint for other employers working to close the trades skills gap. The company's approach is driven by four key imperatives:

- + Embrace Workforce Training as a Core Growth Strategy:** Carrier positions workforce development for HVAC professionals as core to its business strategy. Carrier University and the TechVantage Initiative show how integrating training into the company's business strategy drives operational efficiency, innovation and market leadership. Investments in hands-on training, apprenticeships and digital education platforms ensure a sustainable talent pipeline that meets talent where they are. To accelerate impact, Carrier launched targeted initiatives with dedicated teams — drawing on workforce planning, talent acquisition and a project management office-style approach. Making technician workforce growth a focused project has delivered measurable results.

- + **Support Internal and External Talent Pipelines:** Carrier invests in upskilling its current workforce while helping to build a broader pipeline of skilled talent through training programs, research initiatives and scholarships. By prioritizing manufacturing, R&D and workforce development, the company demonstrates a strategic commitment to embedding training at the core of its business. This focus not only drives innovation and service reliability but also promotes economic mobility for skilled trades professionals.
- + **Collaborate with Education and Community Partners:** Carrier ensures training aligns with real-world employer needs and reaches future talent. Beyond internal programs, the company works with like-minded organizations and invests in educational institutions, scholarships and vocational outreach. These investments help Carrier build long-term workforce sustainability and demonstrate a commitment to expanding economic opportunity in the communities where the company operates.
- + **Take a Targeted, Authentic Approach:** Carrier directs workforce development initiatives toward the professionals most central to its business and the HVAC industry. By leveraging its expertise and credibility, the company creates scalable, sustainable solutions that not only address its own workforce needs but also help the broader industry close the skills gap.

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