



**Chartered
Institute of
Ecology and
Environmental
Management**

**Briefing document on the current capacity crisis and the need
to provide supports to the professional ecological sector**

28th February 2022

Introduction to CIEEM

The Chartered Institute of Ecology and Environmental Management (CIEEM), as the leading membership organisation supporting professional ecologists and environmental managers in the United Kingdom and Ireland, welcomes the opportunity to raise awareness of the current capacity issues in the sector. CIEEM has approximately 314 members in Ireland who are drawn from across the private consultancy sector, NGOs, government and semi-state agencies, local authorities, academia and industry. The Chartered Institute has led the way in defining and raising the standards of ecological and environmental management practice with regard to biodiversity protection and enhancement. It promotes knowledge sharing through events and publications, skills development through its comprehensive training and development programme and best practice through the dissemination of technical guidance for the profession and related disciplines.

This document was coordinated by our Irish Vice President, Will Woodrow and the Irish Project Officer, Elizabeth O'Reilly, with input from the 16 volunteers on the Irish Section Committee.

Introduction

In recent years a noticeable strain has been developing in the ecological sector. For a number of reasons there is a shortage in the ecologically skilled workforce for the current demand of the sector. There is also an anticipated increase in the need for professionally trained ecologists due to a growing awareness of the biodiversity crisis across sectors and implementation of new government policies across departments.

In this outline proposal, CIEEM aims to highlight the current and future issues our sector will face due to this capacity shortage and make suggestions for capacity building that is needed in the sector. It is hoped that this will inform the Government of an urgent need for the research and development of a strategy to address this issue.

The current need for ecology professionals

Over the last few years CIEEM and the sector have seen positive actions being taken to address both the Biodiversity Crisis and the Climate Emergency. These are to be welcomed by society and the sector, however, without the expertise of ecology specialists these actions may not be effective and could be detrimental. Below we have listed only some of the policies and legislation that will require ecological expertise. These are key drivers of the need to upskill and support the ecology sector, as society will be looking to a pool of professionals that are already working over capacity.

National Drivers

- [Climate Action Plan 2021-](#) will see decisive action to achieve a 51% reduction in overall greenhouse gas emissions by 2030
 - Ecologists will be required for development of onshore and offshore renewable energy projects
 - Actions such as bog rehabilitation, increased afforestation and improved management of grasslands will all require ecological expertise to ensure effective implementation and avoid unintended consequences for biodiversity.
- **Biodiversity Action Plan** - 4th National Biodiversity Action Plan is due to be released and we anticipate an ambitious plan with actions that require ecological input, such as:
 - Use of SEA, AA and other tools to consider biodiversity in plans.
 - Moving to Biodiversity Net Gain requirements in local development plans.
 - More demand for ecological expertise in public sector departments and local authorities.
 - Biodiversity research
- [National Planning Framework](#) - There are numerous actions in the NPF that need ecological expertise, including:
 - Integrating sustainable water management solutions
 - Implementing the River Basin Management Plans
 - Flood risk management and the use of Nature Based Solutions
 - Green Infrastructure planning
- **Review of the NPWS 2021** - Final Report on the Key Findings and Recommendations - highlighted the serious skills, capacity and resourcing shortages in the National Parks and Wildlife Service (the body with primary responsibility for nature conservation in

Ireland). The government is working to address the issues and it is highly likely that a key solution will be a significant increase in staff and upskilling in the organisation.

- **Bord na Móna** - In 2020 the Government announced the provision of €108 million to Bord na Móna to carry out enhanced rehabilitation on 80 former energy industrial cutaway bogs over 5 years, requiring ecological expertise. Further raised and blanket bog restoration projects to support climate action goals are likely, and these will require additional skilled peatland ecologists.
- **Forest Service** - In recent years there have been lengthy delays in the forestry licensing process due primarily to increased requirements for Appropriate Assessments (AAs) and other ecological assessments. This has led to several ecologists being recruited to the Forest Service in recent years and additional ecological consultants contracted to assist with the backlog.

EU and International Drivers

- **Agriculture** - The next CAP is seen in the EU as central to achieving the European Green Deal and our biodiversity strategies. This will result in increased requirements for the sector to conserve and enhance biodiversity, which will require ecological input. Ecological expertise will also be required in the design and operation of agri-environmental schemes and other elements of the Rural Development Plan.
- **Water Framework Directive** - River basin management plans currently being reviewed will require ecological expertise to implement.
- **The EU's Biodiversity Strategy** for 2030 is an ambitious and long-term plan to protect nature and reverse the degradation of ecosystems. The strategy aims to put Europe's biodiversity on a path to recovery by 2030.
- **The Post-2020 Global Biodiversity Framework** sets out an ambitious plan to implement broad-based action to bring about a transformation in society's relationship with biodiversity, ensuring that by 2050 the shared vision of 'living in harmony with nature' is fulfilled.

The current status of the profession in Ireland

It is difficult to provide conclusive statistics on the sector in Ireland. Due to the evolution of the sector, ecologists come from a range of backgrounds and training, and although there are many associations covering a range of disciplines, information on the sector is very dispersed. (CIEEM believes that regulation or recognition of the sector is needed. We have undertaken some preliminary research on how to achieve this, but it will take dedicated research, time and resources to pursue.) For now, we can provide information on CIEEM membership. We currently have 314 members in the Republic of Ireland, 31 of which are Chartered (the register of Chartered Ecologists recognises the effective application of knowledge and understanding of the science of ecology by professionals committed to the highest standards of practice) and 40 of which are student members. We have seen a 50% increase in our member numbers between 2019 to 2022.

Ongoing recruitment issues

One of the noticeable effects of a lack of capacity is difficulty in filling positions in the sector. In preparation of this proposal, CIEEM undertook a survey to gather feedback from private consultancies on the hiring issues they are experiencing. Due to the very short time frame the number of respondents was low and we suggest that a more extensive study be undertaken. But in order to give a general idea of the situation, we would like to share with you what was communicated to us.

All of our respondents had advertised job vacancies in the last 2 years. Over 80% of these could not fill all of the vacancies they advertised, with 50% having 7+ positions still vacant in their company. All but one respondent said they have had to turn down work opportunities due to an inability to fill ecological vacancies.

We also reached out to environmental recruitment sites, EcoCareers and GreenCareers Ireland to see if they could provide some statistics on current job advertisement trends. We were told that *“In 2021 there was a 30% increase in jobs posted on www.ecocareers.ie versus 2019”*. They also shared anecdotal evidence on the difficulties employers are experiencing:

“A number of employers have taken the option to extend their advert and reported that this was due to difficulty in filling the position.”

“[employers]... are returning to re-advertise as their original candidate accepted a different offer. So certainly it sounds like employers are trying harder to secure candidates.”

Skill gaps

Although it seems there is higher difficulty in filling senior positions in the sector, it is not the only issue we are facing. The lack of necessary knowledge and skill of new entrants was also highlighted. There are a number of university courses in ecology, but most focus on academic knowledge rather than practical field skills. Multiple respondents highlighted a “*considerable gap in the graduates coming from the various universities in relation to practical field survey techniques and ID skills in particular*”. This could mean that due to an already strained sector, it is difficult to provide the training and opportunities needed for graduates to develop the skills to progress in the sector. There is a need to work with universities to ensure there are courses that meet the needs of the sector, but it is also essential that the sector receives support to build capacity and fast track the upskilling of our current early career ecologists.

Fulfilling Tenders

Another reflection of the current strain on the sector would be the response to tenders for work advertised. We reached out to staff of the Department of Housing, Local Government and Heritage and the National Parks and Wildlife Service (NPWS). From those that responded (again a low number due to time scale, we would suggest a more in-depth study), most had received no response to 0-5 tenders they advertised in the last 2 years. However, what was highlighted was the lack of relevant skills needed for these ecological tenders:

“there is generally a significant lack of knowledge and experience relevant to the advertised post”

“Tenders requiring experienced botanists are the hardest to fill, as there are so few of these available.”

What most agreed on was that the quality of work being done currently is suffering:

“Things are certainly more challenging, and ecological survey work is definitely suffering, in a variety of ways, due to a shortage of skilled and available practitioners”

“... the quality of the deliverables may suffer because we will be working on developing capacity through the monitoring projects. Developing capacity is also proving challenging because experienced ecologists are unavailable to lead training events.”

Likely growth of the profession and challenges

We have discussed the need for ecological expertise and the current status of the sector, but it is important to highlight the anticipated growth of the sector.

In section 1 we listed some of the current policies that require ecological expertise in order to be implemented effectively; however, considering the legislation and legal requirements that are developing, we foresee this demand will grow considerably.

Natura 2000

Ireland has a legal requirement to protect 13% of our terrestrial land that is included in the Natura 2000 network. In 2013, the majority of our habitats were considered to be “inadequate” or “bad” conservation status, with the European Commission starting infringement procedures against Ireland for failure to fulfill its obligations in 2020. The [Prioritised Action Framework for NATURA 2000 in Ireland](#) details extensive actions and funding needed between 2021 - 2027 to ensure protection of our sites.

The Planning System

The current programme for government includes a commitment to a review and reform of the judicial review process and the creation of an Environmental and Planning Law Court to improve compliance with EU law obligations and the Aarhus Convention; this will probably need to draw on ecological expertise.

In 2019 the Office of the Planning Regulator was established with the role of ensuring that local authorities and An Bord Pleanála support and implement government planning policy. This is one of the steps taken to create a more robust planning system in Ireland. This oversight and drive for an efficient and effective system has increased demand for qualified and professional ecologists and this trend is likely to continue.

Upcoming legislation

The inevitable implementation of improved wildlife crime legislation is likely to require advice and support from ecologists to organisations like An Garda Síochána, Revenue’s Customs Service, Inland Fisheries, DAFM and the judiciary.

Biodiversity Net Gain

In recent years, a number of European countries are adopting policies of 'Biodiversity Net Gain' for all developments, which aim to leave biodiversity in a better condition than before. This is an action of the National Biodiversity Action Plan and is being included in many County Development Plans. Over the coming years we expect it to become standard practice in Ireland, at least for major developments. Ecologists will be required to develop proposals on behalf of applicants, and to review the proposals within planning authorities.

Ecological roles in the public service

Already there has been an increase in ecological positions in the public service, with 50% of our consultancy survey respondents saying they lost staff to public sector positions. We are aware of a number of government commitments to increase in-house expertise, like the planned extension of the Biodiversity Officer programme across the country. CIEEM welcomes the increase of ecological staff in the public sector and having this expertise in house will benefit Ireland's biodiversity. However, there needs to be the capacity to meet these commitments.

We undertook a survey of Heritage Officers to assess the current strain and pressure to meet legal and policy targets. We received unanimous agreement that there is a current need for more ecological knowledge in their local authority and that this need will grow in future. Some responses indicated that the ecology staff numbers would have to double if not triple in size to fulfil increasing legal requirements and the increasing actions being taken to address the biodiversity and climate crisis.

Heritage officers that responded listed multiple areas that will require ecological input in future:

- Climate Action
- Nature Based Solutions
- Increasing need for ecological assessments to access funding
- Implementation of River Basin Management Plans
- Green infrastructure plans
- Development of greenways
- Increased support to community led projects.

Private sector drivers

- The creation of the **Irish Business and Biodiversity Platform** is likely to drive high demand from the corporate sector to prepare Biodiversity Action Plans for businesses.

- The **Taskforce for Nature Related Financial Disclosures** will be reporting in 2023. Its remit is to provide a framework for organisations to report and act on evolving nature-related risks, in order to support a shift in global financial flows away from nature-negative outcomes and toward nature-positive outcomes. This is likely to drive high demand from the corporate sector to analyse their impacts on biodiversity.
- The **EU Corporate Sustainability Reporting Directive** will mandate by Jan 2023 disclosure of Environmental Social and Governance information by all large companies in the EU (i.e. EUR40m in net turnover, 20m on balance sheet, 250 employees or more) as of 2022. The companies in scope will have to disclose information both on how environmental factors affect their company, and on how their company affects the environment. The environmental factors they must report on will include the 6 environmental objectives listed in the EU taxonomy, which specifically includes biodiversity and ecosystems.
- **Sustainable Finance Disclosure Regulation** requires all EU asset managers, financial advisers and insurance providers who claim to have an ESG focus, to disclose how they assess risks related to the environment, including biodiversity and ecosystems, that could negatively impact their returns, and how their investments impact the environment. This is will increase the demand for ecology professional in private business organisations.

Current work being done to support the profession

We are aware that this crisis is being noticed across this and other sectors. An extensive assessment of the situation should be undertaken to capture a comprehensive view; however, here are some of the activities CIEEM is undertaking.

Irish Section of CIEEM

The Irish Section Committee of CIEEM consists of 16 members from a range of sectors and organisations, who lead on the delivery of CIEEM's actions in Ireland, with the support of a part-time project officer. This committee has organised career events in universities across the country. In the last two years we have run ten events across five universities.

The Irish Section committee has also been working on a number of projects in order to support building capacity in the sector. The committee is drafting a document in which we aim to highlight the skills and knowledge that entrants into the Ecology sector should have. We have also compiled a list of citizen science programmes, that students and entrants into the sector, can participate in to help them gain survey skills and experience. This work is ongoing and needs to move faster than the capacity of our organisation allows (as outlined in section 7).

Wider CIEEM Actions

CIEEM continually undertakes initiatives and takes opportunities to promote the profession, but is limited in capacity. Much of our work in the last number of years has concentrated on establishing and promoting working standards to our members and supporting them in achieving them, resulting in a professional membership that can be trusted in terms of both integrity and quality. More recently, we have also been concentrating on aspects such as diversity in the profession, health and well-being of professionals, and support for early career professionals. This latter area of work is closely linked to the current capacity concerns in the sector, with CIEEM having noted a need for better support for those wanting to work as ecologists and environmental managers. Examples of initiatives that CIEEM has recently put in place or events held include:

- CIEEM recently held a meeting of interested parties in the UK and Ireland on the Capacity Crisis in the Ecology and Environmental Management sector. The aim of this meeting was to gather information on the issues facing different areas of the sector, find potential solutions, and ideas for what CIEEM can do to assist. This was one

initiative in the work that we are undertaking to address the [Capacity Crisis in the Ecology and Environmental Management Sector](#) .

- Development of an [Early Careers Training Programme](#) which is aimed at supporting those entering the profession by providing opportunities to gain a solid foundation in key areas and also instil good practice and a sense of professional responsibility at an early stage in their career. The programme comprises 12 days of training for early career Ecologists and Environmental Managers to be taken over an 18-24 month period. The programme is currently more specific to the UK. It is currently not viable for us to run an Irish equivalent presently, but it is something we hope to be able to support in the future.
- A significant suite of [Professional Development Courses](#) to assist professional ecologists access high quality and relevant CPD training. However most of these are run in the UK.
- Development of a [Mentoring Platform](#) which contributes to career and professional development by matching the mentee with suitable CIEEM volunteer mentors based on personal and professional development goals.

Professional recognition of Ecologists

One of the issues facing the ecology sector is a lack of full recognition of it as a distinct and fully valued profession. Following the economic downturn from 2008, a number of professions affected by the downturn, such as architects and engineers, began carrying out assessments that should have been undertaken by ecological professionals. This could only have been the result of a lack of value placed on ecology as a profession in its own right. Sadly, this was facilitated by a lack of due diligence capacity in the statutory planning sector, which resulted in many such assessments being accepted as sufficient, and this situation has resulted in a further devaluation of the profession. This has improved with greater scrutiny being placed in some sectors on ecological assessments and advice, but progress has been uneven.

With this in mind, CIEEM is currently investigating the recognition of Ecologist and Environmental Managers as a Regulated Profession in Ireland (and the UK). Such a move would, by adding weight and gravitas to the profession, attract graduates and hopefully drive HEIs to better tailor their environmental courses to the needs of the profession.

Other activities of benefit to be supported

In the short term, while we are developing and supporting the sector better in Ireland, we still have a chronic shortage of skilled ecologists. That skill shortage does not occur in all

countries. Adding ecologists to the [Critical Skills Occupations List](#) to more easily facilitate visas for these professionals wanting to work in Ireland is likely to help in the short term.

The need for further support to develop the profession

Above we have established the current need for ecological professionals as well as the issues around capacity that exist and evidence that the demand on the sector is likely to grow. We acknowledge there is a role for our organisation and others to support the required growth; however, it is essential that the sector receives government support to address the scale and urgency of the issue. To highlight the need for support, below are some of the reasons for a lack of progress:

- Ecology is generally not considered to be a profession with career prospects. This probably relates to a historic consideration of it being a 'niche' vocation and has led to a lack of appreciation of ecology as a viable profession and a low draw of people entering the sector. We believe there is little or no awareness or promotion of ecology as a profession at secondary school level and even in the third level courses we visit, awareness of the available opportunities in the sector are very low.
- Third level graduates often do not have the right skills for the sector (whether ecological field skills or skills in Ecological Impact Assessment for example). This is most likely due to universities tending to have an academic or research focus rather than a focus on training field ecologists.
- There are few opportunities for early career ecologists to gain necessary experience
 - No internship opportunities in the public sector
 - Lack of capacity in NGOs to provide upskilling opportunities
 - Lack of capacity in consultancy sector to provide training
 - Many training courses take place in Britain, which requires long distance travel. British training courses are often suboptimal, as there can be significant differences in the ecology and the policy framework between Ireland and Britain.
- There is little capacity in the sector to strategically address the issue.

Suggested Actions

There is a need for urgent action on a range of activities that we would recommend take place across governmental departments. A cross-departmental review of this issue would facilitate this approach, but below we outline a range of activities that the Department of Further and Higher Education, Research, Innovation and Science should put into action to both improve capacity in the sector now and to build a sustainable platform for increasing the capacity in the sector in the future.

Biodiversity Capacity Review

We recommend that a cross-departmental and sectoral Biodiversity Capacity Review is conducted with the creation and implementation of an Action Plan arising out of the findings. This should ensure that both people and systems have the capacity to deliver on the country's biodiversity needs and obligations, including examining the public institutional capacity to address the biodiversity crisis and the ability of the private sector to deliver its required services.

Work with Higher Education Institutes (HEIs)

We recognise the need for industry and HEIs to work together on a range of measures to address the skill gaps in the sector. In order for this to happen effectively and efficiently we recommend that both sectors receive government support to do so. Below are some of the suggested actions that should be considered:

- Undertake skills needs assessment with third level providers to build capacity in taxonomic skills in their offerings, notably botany, bats, birds, invertebrates. There are too few courses focusing on practical taxonomy, and graduates are having to learn these skills on the job once they enter the workforce. Certain taxonomic groups have chronic shortages (e.g. bryophytes, fungi, invertebrates) where the numbers of skilled people are as low as in the single digits. There were a number of suitable courses of this nature but most were closed during the last recession, we suggest an investigation into getting these reinstated and providing the supports needed to do so.
- Government support for paid internships in public/private sector (with agreements on minimum payment levels and making training essential component of the internship to avoid exploitation)

- Creating the option of university 'sandwich' years, where students work in practice for a year between 3rd and final year to prepare for the workplace. This will require providing support to companies to offer this opportunity.
- Develop in-service training courses to support upskilling of ecologists.
- We would like to see funding to develop a part-time masters that will allow those with transferable skills and an interest in ecology, to change careers and move into the sector.

Apprenticeships

We recommend funding and support for the development of NFQ Level 5 and 6 certified apprenticeships in biodiversity / ecology. A detailed proposal of this suggestion was not possible for this document, as more time and dedicated staff would be needed to form a development group and consult more fully with the sectors. We suggest funding to undertake this research be made available. This research would determine the technical aspects of the apprenticeship as well as the financial cost of its development. An analysis of the financial and other supports that would be needed for practitioners to take on and develop apprentices would be required, as many ecologists and biodiversity professionals in Ireland are sole traders that may not be able to participate without it.

We would recommend engaging with the HEA, who has experience in running apprenticeship in Ireland, or the hiring of an consultant experienced in the area, to investigate and set up these apprenticeships.

Intensive training courses

We would recommend support being made available to develop intensive training courses for graduates, including practical field skills and assessment techniques. We believe there is a current demand for these courses that will provide the necessary training in a relatively short time frame to current graduates and early career professions. This will help minimise some of the immediate strain on the sector and better-equipped early career professionals for working in the sector.

- As mentioned earlier CIEEM is developing an [Early Careers Training Programme](#) which is specific to the UK. If we are provided with the necessary financial support it would be an option to create a bespoke version for Ireland and include essential field skill training in this offering.

Areas for Innovation

We recommend funding research and innovation in new technologies which improve working conditions for ecologists (which is a significant factor in deterring ecologists entering the career) e.g. infrared and thermal cameras/imaging for bat surveys and other species, use of acoustic monitoring technology for birds and other species, to reduce unsocial nocturnal work.

Other essential activities

As mentioned, we focused on the above suggestions as this document was prepared for the Department of Further and Higher Education, Research, Innovation and Science, however we feel it is important to highlight other actions that we would recommend across departments

Business and Finance

- Enterprise Ireland and other relevant government departments/agencies should develop a pipeline of high potential start-ups with biodiversity/nature based solutions, by including biodiversity considerations in venture capital funds delivered under the EI Seed & Venture Capital Programme

Upskilling employers

- Support employers in developing attracting talent and talent management plans for ecologists e.g. grants to avail of HR expertise.
- Provide grants to employers to upskill ecologists with management skills (e.g. IMI training programmes) - frequently as ecologists become more senior they spend less time in their technical specialism and more time managing projects, clients and more junior staff.

Mentoring opportunities

- Provide support for a properly funded peer to peer mentoring/fast track career development programme for early and mid-level ecologists, e.g. using similar model to the Enterprise Ireland and KPMG funded *Going for Growth programme* or other EI programmes which support the development of entrepreneurs.

Addressing immediate need for senior level ecologists

Returnships

- Engage with the diaspora to attract ecological talent back to Ireland with target areas being the UK, North America, EU, Nordic countries, Eastern Europe, Australia and New Zealand; where candidates are most likely to have the necessary qualifications and experience in countries with similar standards, practice and legislation for biodiversity

Internship opportunities

- Introduce schemes like the previous *JobBridge scheme* to support employers (public and private sector) taking on entry level candidates with little or no experience.
- Provide funding to build capacity in NGOs and allow them to offer training opportunities for the sector.
- Consider the opportunities within small Sole Trader companies (common in Ireland) to provide training and internships and what support will be needed by these.

Raising awareness

Early education and awareness raising

- Working with schools to improve teaching on nature and biodiversity in the curriculum to show the coming generations that ecology is a respected and desirable career option. We would advocate for a new Natural History subject being added to the current curriculum.
- Provide support to the sector to get involved in the STEM programmes such as the SFI funded [SmartFuture website](#).

Run awareness campaign for the general public

- Run a campaign nationwide to highlight the opportunities and value of a career in Ecology.

What help CIEEM can offer

CIEEM is a voluntary organisation, apart from a part-time project officer, all activities of the Irish section are voluntary, and in the current environment, the capacity of our members to provide this voluntary time is limited. However, through our membership we are well-connected with ecology and biodiversity professionals and in a good position to assess the needs of the profession. We can offer:

- Detailed information on the difficulties facing the profession, including capacity and technical shortcomings, gained from direct consultation with our members.
- Advice and guidance on technical benchmarking within the profession.
- Advice on emerging work areas and areas with potential capacity and technical deficits.
- Advice and guidance on technical training content.
- Promotion of Government initiatives to our members.
- Promotion of the profession to HEIs through talks and contact with course directors.

We hope this briefing document has been informative and ask for the opportunity to meet and discuss the capacity crisis facing our sector and the potential solutions in more detail.

Recommendations for immediate action

In this document we have provided a wide-ranging overview of the issues and some of the potential solutions we would like to see. We felt it was important to highlight that this is a crisis that will continue to affect not only the ecology sector but increasingly all sectors of society as we address the biodiversity and climate emergencies. Just as the problem is wide ranging the solutions need to be also. However, we would like to take this opportunity to highlight specific actions that we would ask the department to take now.

- Provide CIEEM with funding to Develop an [Early Careers Training Programme](#) that is specific to Ireland. This will be aimed at supporting those entering the profession by providing opportunities to gain a solid foundation in key knowledge areas and fast track these early career professionals into the sector. The programme, as developed for the UK, comprises 12 days of training for early career Ecologists and Environmental Managers to be taken over an 18-24 month period, however with funding we would conduct research and develop a programme that is tailored to the Irish system.
- Provide funding for a cross-departmental and sectoral Biodiversity Capacity Review to be conducted with the creation and implementation of an Action Plan arising out of the findings. CIEEM would be happy to participate in developing and implementing the necessary action plan, or if required we would consider leading on this work, however we would only be able to do so with financial support. We do not have the current financial capacity to add the additional staff time that would be needed to facilitate this. We strongly recommend that funds be made available either internally or to an external organisation to conduct this review and we will be happy to support where we can.
- Engagement of the HEA with the ecology sector and consideration of how the range of activities covered by this organisation can be applied to the sector such as:
 - [Human Capital Initiative](#)
 - [Apprenticeships](#)
 - [Springboard](#)

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