



Immigration, Refugees  
and Citizenship Canada

Immigration, Réfugiés  
et Citoyenneté Canada

Canada



# 2023 to 2027 Departmental Sustainable Development Strategy

IMMIGRATION, REFUGEES AND CITIZENSHIP CANADA (IRCC)

2023 to 2027 Departmental Sustainable Development Strategy

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# Executive Summary

A key priority of the Canadian government is sustainable development, which is defined as development that meets current needs without compromising the ability of future generations to meet their own needs. At all stages of policy and practice, and at all levels of government, including the federal, provincial, territorial, and municipal levels, robust engagement is necessary to achieve sustainable development in Canada. Sustainable development is facilitated at the federal level by a four-year Federal Sustainable Development Strategy (FSDS) under the Federal Sustainable Development Act (FSDA). The four-year Strategy is the Government's primary vehicle for planning and reporting on sustainable development that allows environmental decisions to be more transparent to Parliament.

As part of its commitment to sustainable development and a greener Canada, Immigration, Refugees and Citizenship Canada (IRCC) supports the new FSDS in its fifth iteration and responds to all relevant green mandates that contribute to Canada's green vision for sustainable development as well as achieving Net Zero in Government Operations by 2050.

IRCC develops its Departmental Sustainable Development Strategy (DSDS), in which it defines the Department's mandates, commitment and contributions to the FSDS, including departmental activities and sustainable development practices to achieve its mandates as prescribed by the FSDS.

Modernization agendas at IRCC, along with several other departmental initiatives, address the sustainable development principles based on economy, society and environmental factors. By strategically positioning the Department, it will be able to play a key role in advancing sustainable development, responding to public concerns, and striving to reduce its environmental footprint.

SECTION 1

# Introduction to the Departmental Sustainable Development Strategy

As required by the Federal Sustainable Development Act, the [Federal Sustainable Development Strategy \(FSDS\) for 2022-2026](#) presents the Government of Canada's sustainable development goals and targets. As the first FSDS to be framed using the 17 Sustainable Development Goals of the [UN 2030 Agenda](#), this edition provides a balance between the environmental, social, and economic dimensions of sustainable development. Additionally, the [Federal Sustainable Development Act](#) outlines [seven principles](#) that must be considered when developing the FSDS and DSDS. IRCC's DSDS has taken these principles into consideration.

The departmental strategy integrates efforts to advance the implementation of the 2030 Agenda National Strategy within the Government of Canada, supported by targets and indicators from the Global Indicator Framework (GIF) and Canadian Indicator Framework (CIF).



## SECTION 2

## Immigration, Refugees and Citizenship Canada (IRCC)'s Sustainable Development Vision

The DSDS is a key component of the Government of Canada's coordinated approach to sustainable development. The DSDS explains how the Department will align its sustainable development activities with the 2022-2026 FSDS and how it will integrate sustainable development into its plans, policies, program proposals and daily operations. Since its last strategy, IRCC continues to adopt an evergreen approach that allows the Department to foster engagement and share expertise and ideas about how its contribution to environmental sustainability can contribute to Canada's vision of sustainable development. In 2022-2026, IRCC will contribute to FSDS goals 10, 12 and 13.

In light of the FSDS' enlarged scope, IRCC is committed to exploring how the Net-Zero Carbon goal by 2050 relates to other FSDS areas, as well as planning to achieve it. A number of innovative sustainable development activities will be implemented by the Department over the next four years, including improving Green Procurement and ensuring safe and secure waste disposal. The Department will actively promote and communicate best practices to employees, adopt virtual meeting approaches and technologies and reduce the unnecessary use of single-use plastics in government operations and meetings.

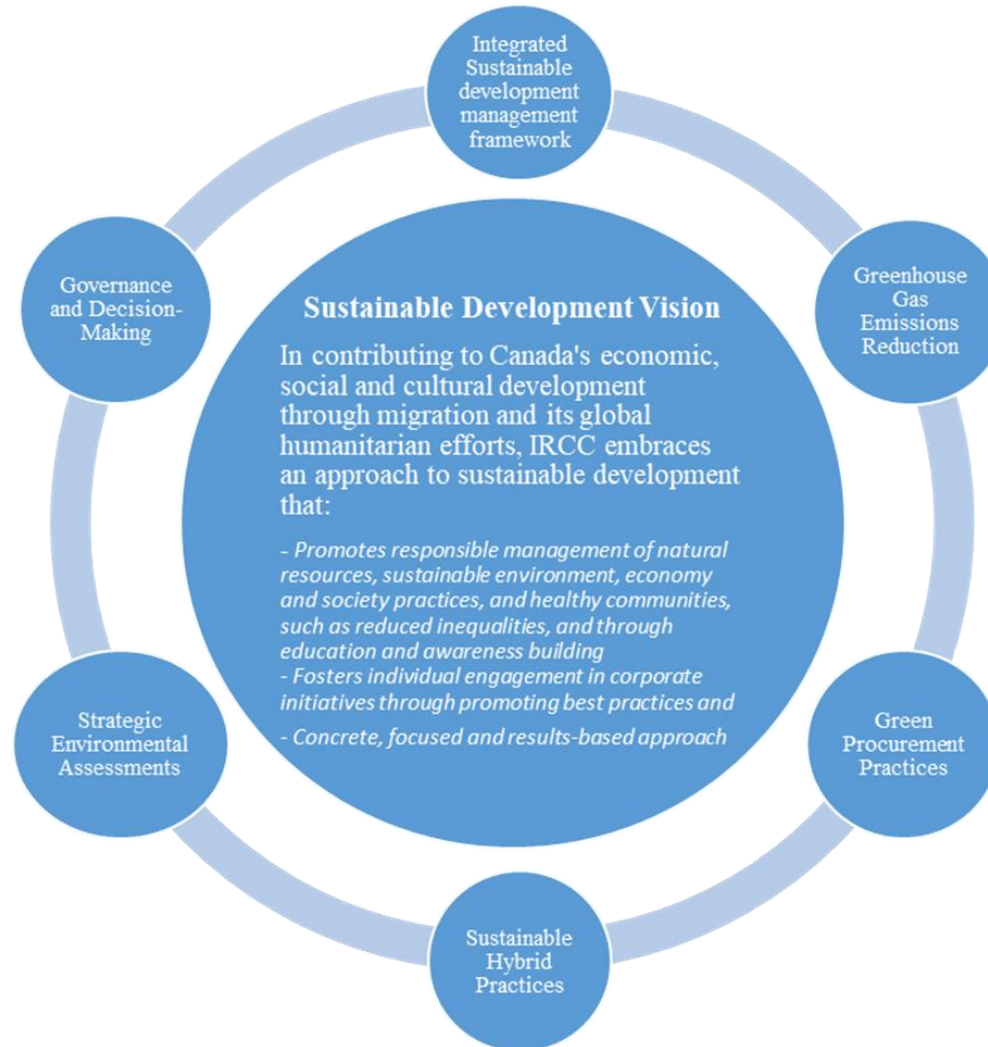
As a result of these activities, the Department, the Government, and the United Nations 2030 Agenda will be able to better align their visions of sustainable development.

### IRCC's Vision for Sustainable Development

Through IRCC's sustainable development vision, relevant considerations will be systematically incorporated into decision-making processes across all three dimensions of sustainable development (Social, Environmental, and Economic). In order to mitigate adverse effects and support positive ones, all Memoranda to Cabinet, Treasury Board Submissions, and Budget Proposals are assessed for any impact on the Environment, Economy or Society.

Through the DSDS 2023-2027 framework, IRCC promotes healthy communities, responsible resource management, and economic practices. IRCC's sustainable development vision aligns with the Department's overarching vision of building a stronger Canada, where citizenship and values are shared; a country that maintains its humanistic traditions and draws on the best of the world to build a nation that is economically, socially and culturally prosperous.

The figure below outlines IRCC's sustainable development vision and key areas where we implement our sustainable development initiatives.



**Text Version: Sustainable Development Vision**

## 2023 to 2027 Departmental Sustainable Development Strategy

In contributing to Canada's economic, social and cultural development through migration and its global humanitarian efforts, IRCC embraces an approach to sustainable development that:

- Promotes responsible management of natural resources, sustainable environment, economy and society practices, and healthy communities, such as reduced inequalities, and through education and awareness building
- Fosters individual engagement in corporate initiatives through promoting best practices and
- Concrete, focused and results-based approach
  - Integrated Sustainable development management framework
  - Greenhouse Gas Emissions Reduction
  - Green Procurement Practices
  - Sustainable Hybrid Practices
  - Strategic Environmental Assessments
  - Governance and Decision-Making



## SECTION 3

## Listening to Canadians

Public consultation held from March 11 to July 9, 2022, allowed Immigration, Refugees and Citizenship Canada (IRCC) to take into account comments made on the draft FSDS 2022-2026.

More than 700 comments were received from a wide range of stakeholders, including governments, Indigenous organizations, non-governmental organizations, academics, businesses, and individuals of various ages and backgrounds. The FSDS draft was shared with the appropriate committees in the House of Parliament, the Environment and Sustainable Development Commissioner, and the Sustainable Development Advisory Council for their review and comment.

### What We Heard

From the submissions received, Immigration, Refugees and Citizenship Canada (IRCC) identified issues and priorities surrounding sustainable development.

In consultations with the public, place-based perspectives were identified as being important to incorporate, highlighting Indigenous knowledge systems that are inherently connected to the land. IRCC was encouraged to consider history, culture, and Indigenous rights as dimensions of sustainable development. To support Indigenous rights, well-being, and economic development. Additionally, submissions urged IRCC to include additional perspectives from equity-seeking groups such as racialized and LGBTQ+ communities. IRCC has developed inclusive practices and has taken accountability to meet their targets as defined in section 4, goal 10.

## IRCC will:

- Implement social and economic targets, and consolidate federal sustainable development frameworks
- Provide more context and specificity to targets and indicators,
- Implement departmental actions and strategies to respond to the United Nations Goal #10: Advance reconciliation with Indigenous Peoples and take action on inequality.

## What We Did

A number of key issues and priorities have been taken into account by Immigration, Refugees and Citizenship Canada (IRCC) in this DSDS, such as:

- Commitment to fostering a more inclusive workplace culture for everyone, and to helping create an environment that is respectful, welcoming and rewarding for all.
- Establishing clear targets to increase the representation of people to reduce inequalities within all levels of the organization through recruitment, with particular attention to key organizational communities such as human resources and communications

SECTION 4

# Immigration, Refugees and Citizenship Canada's Commitments





## GOAL 10: ADVANCE RECONCILIATION WITH INDIGENOUS PEOPLES AND TAKE ACTION ON INEQUALITY

### FSDS Context:

In recognition of the current scope of the FSDS, IRCC will implement additional accountability to advance reconciliation with Indigenous Peoples and take action on inequality.

IRCC will embrace the mandate by including Indigenous cultural competencies training and increase Indigenous, racialized and 2SLGBTQI+ representation at IRCC.

The reporting of such activities will strengthen alignment between the Department and the Government, as well as the UN Sustainable Development Goals.

**Target theme:** *Advancing reconciliation with First Nations, Inuit, and the Métis communities*

**Target:** *Between 2023 and 2026, and every year on an ongoing basis, develop and table annual progress reports on implementing the United Nations Declaration on the Rights of Indigenous Peoples Act (Minister of Justice and Attorney General of Canada)*

IMPLEMENTATION STRATEGY	DEPARTMENTAL ACTION	PERFORMANCE INDICATOR STARTING POINT TARGET	HOW THE DEPARTMENTAL ACTION CONTRIBUTES TO THE FSDS GOAL AND TARGET AND, WHERE APPLICABLE, TO CANADA'S 2030 AGENDA NATIONAL STRATEGY AND SDGS
<p>Implement the United Nations Declaration on the <i>Rights of Indigenous Peoples Act</i></p>	<p>Encourage all Sectors to participate in the KAIROS Blanket Exercise (KBE) experience in order to further Truth and Reconciliation learning opportunities.</p> <p><b>Program:</b> Internal Services</p>	<p><b>Performance indicator:</b></p> <ul style="list-style-type: none"> <li>Percentage of IRCC employees who have experienced the KAIROS Blanket Exercise.</li> </ul> <p><b>Starting point:</b></p> <ul style="list-style-type: none"> <li>New initiative started in April 2022. 91 employees have participated in the KBE in 2022.</li> </ul> <p><b>Target:</b> 5% annual increase of IRCC employees who have experienced the KAIROS Blanket Exercise.</p>	<p>This goal focuses on the importance of bringing awareness, supporting and engaging staff to build reconciliation into their work as a response to the Calls To Action and IRCC's work to implement the United Nations Declaration on the <i>Rights of Indigenous Peoples Act</i>.</p> <p><b>Relevant targets or ambitions:</b> <b>CIF Ambition/Target 10.2:</b> <i>Ambition</i> - Canadians live free of discrimination and inequalities are reduced</p> <p><b>CIF Indicator 10.2.1:</b> Proportion of the population reporting discrimination or unfair treatment</p> <p><b>GIF Indicator 10.2:</b> By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status</p>

**Target theme:** *Taking action on inequality*

**Target:** *Each year, the federal public service meets or surpasses the workforce availability for women, Indigenous persons, persons with a disability, and members of a visible minority (President of the Treasury Board)*

IMPLEMENTATION STRATEGY	DEPARTMENTAL ACTION	PERFORMANCE INDICATOR STARTING POINT TARGET	HOW THE DEPARTMENTAL ACTION CONTRIBUTES TO THE FSDS GOAL AND TARGET AND, WHERE APPLICABLE, TO CANADA'S 2030 AGENDA NATIONAL STRATEGY AND SDGS
<p>Implement the Disaggregated Data Action Plan to fill data and knowledge gaps on inequalities</p>	<p>Socialize employment equity representation baselines to recruit and retain employment equity groups within IRCC based on disaggregated data which include intersectionality by gender for all Indigenous persons, racialized, Black and persons with disabilities at all career levels (entry, middle-managers and executives)</p> <p><b>Program:</b> Internal Services</p>	<p><b>Performance indicator:</b></p> <ul style="list-style-type: none"> <li>• % of IRCC employment equity representation at all career levels</li> </ul> <p><b>Starting point:</b></p> <ul style="list-style-type: none"> <li>• IRCC employment equity representation as of October 6, 2021 for all career levels:</li> </ul> <p><b>Entry Level:</b></p> <ul style="list-style-type: none"> <li>• Racialized Men: 8.8%</li> <li>• Racialized Women: 16%</li> <li>• Black Men: 4.1%</li> <li>• Black Women: 7.0%</li> <li>• Indigenous Men: 0.9%</li> <li>• Indigenous Women: 2.1%</li> <li>• Men with a disability: 1.7%</li> <li>• Women with a disability: 3.4%</li> </ul>	<p>This goal focuses on data collection, analysis and communication of hiring goals to build and maintain a representative workforce to address gender gaps, racism and other systemic barriers. IRCC recognizes that implementing disaggregated data will help us in our commitment to building a representative workforce at all career levels that not only reflect the reality of Canada today but will work toward better reflecting Canada's future population. Used effectively, this data will help to identify and correct barriers which will have a direct impact on policies, programs and immigration decision-making.</p>

IMPLEMENTATION STRATEGY	DEPARTMENTAL ACTION	PERFORMANCE INDICATOR STARTING POINT TARGET	HOW THE DEPARTMENTAL ACTION CONTRIBUTES TO THE FSDS GOAL AND TARGET AND, WHERE APPLICABLE, TO CANADA'S 2030 AGENDA NATIONAL STRATEGY AND SDGS
		<p><b>Middle Managers Level:</b></p> <ul style="list-style-type: none"> <li>• Racialized Men: 8.9%</li> <li>• Racialized Women: 12.9%</li> <li>• Black Men: 2.5%</li> <li>• Black Women: 2.7%</li> <li>• Indigenous Men: 1.2%</li> <li>• Indigenous Women: 1.70%</li> <li>• Men with a disability: 1.9%</li> <li>• Women with a disability: 2.2%</li> </ul> <p><b>Executive Level:</b></p> <ul style="list-style-type: none"> <li>• Racialized Men: 3.2%</li> <li>• Racialized Women: 8.6%</li> <li>• Black Men: n/a*</li> <li>• Black Women: n/a*</li> <li>• Indigenous Men: n/a*</li> <li>• Indigenous Women: n/a*</li> <li>• Men with a disability: 3.7%</li> <li>• Women with a disability: 3.2%</li> </ul> <p><b>Target:</b> 3-year commitment to meet or exceed employment equity representation baselines objectives by December 2026 at all career levels:</p> <p><b>Entry Level:</b></p> <ul style="list-style-type: none"> <li>• Racialized Men: 6.8%</li> <li>• Racialized Women: 14.6%</li> </ul>	<p><b>Relevant targets or ambitions:</b></p> <p><b>CIF Ambition/Target 10.2:</b> <i>Ambition</i> - Canadians live free of discrimination and inequalities are reduced</p> <p><b>CIF Indicator 10.2.1:</b> Proportion of the population reporting discrimination or unfair treatment</p> <p><b>GIF Indicator 10.2:</b> By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status</p> <p><b>GIF Indicator 10.3:</b> Ensure equal opportunity and reduce inequalities of outcome, including by eliminating discriminatory laws, policies and practices and promoting appropriate legislation, policies and action in this regard</p>

IMPLEMENTATION STRATEGY	DEPARTMENTAL ACTION	PERFORMANCE INDICATOR STARTING POINT TARGET	HOW THE DEPARTMENTAL ACTION CONTRIBUTES TO THE FSDS GOAL AND TARGET AND, WHERE APPLICABLE, TO CANADA'S 2030 AGENDA NATIONAL STRATEGY AND SDGS
		<ul style="list-style-type: none"> <li>• Black Men: 1.5%</li> <li>• Black Women: 3.1%</li> <li>• Indigenous Men: 1.3%</li> <li>• Indigenous Women: 2.9%</li> <li>• Men with a disability: 3.1%</li> <li>• Women with a disability: 6.4%</li> </ul> <p><b>Middle Managers Level:</b></p> <ul style="list-style-type: none"> <li>• Racialized Men: 11.1%</li> <li>• Racialized Women: 16.1%</li> <li>• Black Men: 2.0%</li> <li>• Black Women: 3.0%</li> <li>• Indigenous Men: 1.4%</li> <li>• Indigenous Women: 2.1%</li> <li>• Men with a disability: 3.9%</li> <li>• Women with a disability: 5.6%</li> </ul> <p><b>Executive Level:</b></p> <ul style="list-style-type: none"> <li>• Racialized Men: 12.0%</li> <li>• Racialized Women: 16.1%</li> <li>• Black Men: 0%</li> <li>• Black Women: 0%</li> <li>• Indigenous Men: 0%</li> <li>• Indigenous Women: 0%</li> <li>• Men with a disability: 4.1%</li> <li>• Women with a disability: 5.5%</li> </ul>	



IMPLEMENTATION STRATEGY	DEPARTMENTAL ACTION	PERFORMANCE INDICATOR STARTING POINT TARGET	HOW THE DEPARTMENTAL ACTION CONTRIBUTES TO THE FSDS GOAL AND TARGET AND, WHERE APPLICABLE, TO CANADA'S 2030 AGENDA NATIONAL STRATEGY AND SDGS
Foster diversity, inclusion and accessibility in the federal public service	<p>Train all IRCC employees to foster a more inclusive workplace culture by offering the following courses: “<i>Moving from Bias to Inclusion</i>” and “<i>Adopting an Inclusive Mindset at Work</i>”</p> <p><b>Program:</b> Internal Services</p>	<p><b>Performance indicator:</b></p> <ul style="list-style-type: none"> <li>• % of IRCC employees who have completed the mandatory training</li> </ul> <p><b>Starting point:</b></p> <ul style="list-style-type: none"> <li>• New initiative started in February 2023</li> </ul> <p><b>Target:</b> 100% completion rate by March 2024 and every fiscal going forward</p>	<p>This goal focuses on the importance of creating a workplace culture that is respectful, safe and inclusive, where employees feel a sense of belonging. Recognizing and understanding our thoughts and behaviours and becoming more aware of our unconscious biases can help us in creating and maintaining an inclusive work environment, and contributing to the fight against discrimination of all types, including racism in the federal public service.</p> <p><b>Relevant targets or ambitions:</b> <i>CIF Ambition/Target 10.2:</i> <b>Ambition</b> - Canadians live free of discrimination and inequalities are reduced</p> <p><i>CIF Indicator 10.2.1:</i> Proportion of the population reporting discrimination or unfair treatment</p> <p><i>GIF Indicator 10.2:</i> By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status</p>
	<p>Implement the following mandatory training for all selection board members: “<i>Inclusive Hiring Practices for a Diverse Workforce</i>”</p> <p><b>Program:</b> Internal Services</p>	<p><b>Performance indicator:</b></p> <ul style="list-style-type: none"> <li>• % of selection board members who have completed the mandatory training course</li> </ul> <p><b>Starting point:</b></p> <ul style="list-style-type: none"> <li>• 100% completion rate has been obtained since the implementation of this initiative on April 1, 2022</li> </ul> <p><b>Target:</b></p>	

IMPLEMENTATION STRATEGY	DEPARTMENTAL ACTION	PERFORMANCE INDICATOR STARTING POINT TARGET	HOW THE DEPARTMENTAL ACTION CONTRIBUTES TO THE FSDS GOAL AND TARGET AND, WHERE APPLICABLE, TO CANADA'S 2030 AGENDA NATIONAL STRATEGY AND SDGS
		100% completion rate by end of fiscal year 2025-2026	<p><i>GIF Indicator 10.3:</i> Ensure equal opportunity and reduce inequalities of outcome, including by eliminating discriminatory laws, policies and practices and promoting appropriate legislation, policies and action in this regard</p>

### Implementation strategies supporting the goal

This section is for implementation strategies that support the goal “**Advance reconciliation with Indigenous Peoples and take action on inequality**” but not a specific FSDS target

IMPLEMENTATION STRATEGY	DEPARTMENTAL ACTION	PERFORMANCE INDICATOR STARTING POINT TARGET	HOW THE DEPARTMENTAL ACTION CONTRIBUTES TO THE FSDS GOAL AND TARGET AND, WHERE APPLICABLE, TO CANADA'S 2030 AGENDA NATIONAL STRATEGY AND SDGS
Increased Indigenous employment in the federal public service	Actively supporting the recruitment and retention of Indigenous Peoples by: <ul style="list-style-type: none"> <li>Partnering with Indigenous organizations to attract and</li> </ul>	<p><b>Performance indicator:</b></p> <ul style="list-style-type: none"> <li>% of representation of Indigenous peoples in IRCC's</li> </ul>	This goal focuses on taking action on inequality and advancing reconciliation with First Nations, Inuit, and Métis communities and draws inspiration from

IMPLEMENTATION STRATEGY	DEPARTMENTAL ACTION	PERFORMANCE INDICATOR STARTING POINT TARGET	HOW THE DEPARTMENTAL ACTION CONTRIBUTES TO THE FSDS GOAL AND TARGET AND, WHERE APPLICABLE, TO CANADA'S 2030 AGENDA NATIONAL STRATEGY AND SDGS
	<p>retain new talent that reflects Canada's diversity</p> <ul style="list-style-type: none"> <li>Reviewing and ensuring hiring processes are culturally sensitive and driven to remove barriers during the appointment of Indigenous peoples</li> </ul> <p><b>Program:</b> Internal Services</p>	<p>workforce within all career levels of the organization</p> <p><b>Starting point:</b></p> <ul style="list-style-type: none"> <li>IRCC's workforce representation of Indigenous peoples within all career levels of the organization as of October 6, 2021: <ul style="list-style-type: none"> <li>- 3.0% at the entry level</li> <li>- 2.9% at middle manager level</li> <li>- 1.6% at executive level</li> </ul> </li> </ul> <p><b>Target:</b></p> <p>By end of 2026 meet or exceed the representation of Indigenous Peoples in IRCC workforce:</p> <ul style="list-style-type: none"> <li>- 4.2% at the entry level</li> <li>- 3.6% at middle manager level</li> <li>- 3.5% at executive level</li> </ul>	<p>SDG Global Indicator Framework targets. IRCC is committed to making our department more inclusive for everyone by fostering an equitable workplace culture that values diversity and creating an environment that is welcoming and rewarding for all.</p> <p><b>Relevant targets or ambitions:</b> <b>CIF Indicator 10.2:</b> <b>Ambition</b> - Canadians live free of discrimination and inequalities are reduced</p> <p><b>CIF 10.2.1:</b> Proportion of the population reporting discrimination or unfair treatment</p> <p><b>GIF Indicator 10.2:</b> By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status</p> <p><b>GIF Indicator 10.3:</b> Ensure equal opportunity and reduce inequalities</p>

IMPLEMENTATION STRATEGY	DEPARTMENTAL ACTION	PERFORMANCE INDICATOR STARTING POINT TARGET	HOW THE DEPARTMENTAL ACTION CONTRIBUTES TO THE FSDS GOAL AND TARGET AND, WHERE APPLICABLE, TO CANADA'S 2030 AGENDA NATIONAL STRATEGY AND SDGS
			of outcome, including by eliminating discriminatory laws, policies and practices and promoting appropriate legislation, policies and action in this regard
Support accessibility and employment opportunities for persons with disabilities	Ensuring the implementation of the Department's Accessibility Strategy  <b>Program:</b> Internal Services	<p><b>Performance indicator:</b></p> <ul style="list-style-type: none"> <li>% of representation of persons with disabilities in IRCC's workforce within all career levels of the organization</li> </ul> <p><b>Starting point:</b></p> <ul style="list-style-type: none"> <li>IRCC's workforce representation of persons with disabilities within all career levels of the organization as of October 6, 2021: <ul style="list-style-type: none"> <li>- 7.0% at the entry level</li> <li>- 4.1% at middle manager level</li> <li>- 5.1% at executive level</li> </ul> </li> </ul> <p><b>Target:</b> By end of 2026 meet or exceed the representation of persons with disabilities in IRCC workforce:</p>	<p>This goal focuses on taking action on inequality and advancing inclusion for people with disabilities. IRCC is committed to making our department an inclusive environment for persons with disabilities and recognizes the importance of accessibility in the workplace by creating communities, services and programs that allow everyone to participate fully without barriers.</p> <p><b>Relevant targets or ambitions:</b> <b>CIF Ambition/Target 10.2:</b> <b>Ambition</b> - Canadians live free of discrimination and inequalities are reduced</p> <p><b>CIF Indicator 10.2.1:</b> Proportion of the population reporting discrimination or unfair treatment</p>

IMPLEMENTATION STRATEGY	DEPARTMENTAL ACTION	PERFORMANCE INDICATOR STARTING POINT TARGET	HOW THE DEPARTMENTAL ACTION CONTRIBUTES TO THE FSDS GOAL AND TARGET AND, WHERE APPLICABLE, TO CANADA'S 2030 AGENDA NATIONAL STRATEGY AND SDGS
		<ul style="list-style-type: none"> <li>• 9.5% at the entry level</li> <li>• 9.5% at middle managers level</li> <li>• 9.5% at executives level</li> </ul>	<p><b><i>GIF Indicator 10.2:</i></b> By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status</p> <p><b><i>GIF Indicator10.3:</i></b> Ensure equal opportunity and reduce inequalities of outcome, including by eliminating discriminatory laws, policies and practices and promoting appropriate legislation, policies and action in this regard</p>

### Initiatives advancing Canada's implementation of SDG 10 – Reduced Inequalities

The following initiatives demonstrate how Immigration, Refugees and Citizenship Canada Immigration Refugees and Citizenship Canada (IRCC) programming supports the 2030 Agenda and the SDGs, supplementing the information outlined above.

PLANNED INITIATIVES	ASSOCIATED DOMESTICS TARGETS OR AMBITIONS AND/OR GLOBAL TARGETS
<p>Purchase Offset Credits from Indigenous National Communities in support of local communities and to help reduce IRCC's GHG emissions</p> <p>In support of local indigenous communities, IRCC engages with relevant vendors at the national level to purchase Offset credits that will help reduce its "hard-to-reduce" GHG emissions</p>	<p><i>CIF Ambition 12.2</i> Canadians consume in a sustainable manner</p> <p><i>CIF Indicator 12.2.1</i> Proportion of businesses that adopted selected environmental protection activities and management practices</p>



## GOAL 12: REDUCE WASTE AND TRANSITION TO ZERO-EMISSION VEHICLES

### **FSDS Context:**

This Goal focuses on reducing waste and transitioning to zero-emission vehicles which directly supports two of the SDG Global Indicator Framework targets:

- 12.5: By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse
- 12.7: Promote public procurement practices that are sustainable, in accordance with national policies and priorities

In support to the above, IRCC is embracing new departmental actions namely in green procurement planning and waste reduction management. These actions will help Canada transition to a cleaner and more circular economy that prioritizes green alternatives to products and services, and reduces consumption and waste generation. These actions will contribute to a healthier environment through reducing negative impacts of climate change and improve resilience to resource shortages, rising prices and supply chain interruptions.

IRCC's departmental actions will increase the alignment with the Government's, as well as the UN 2030 Agenda on SDGs', vision for sustainable development.

**Target:** *The Government of Canada's procurement of goods and services will be net-zero emissions by 2050, to aid the transition to a net-zero, circular economy (All Ministers)*

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Incentivize supplier disclosure	Integrate a green disclosure incentive in all IRCC requirements over 25M.  <b>Program:</b> Internal Services	<b>Performance indicator:</b> <ul style="list-style-type: none"> <li>Percentage of IRCC contracts over \$25M where a supplier disclosure incentive is included via the evaluation criteria or the Statement of Work as part of the deliverables.</li> </ul> <b>Starting point:</b> <ul style="list-style-type: none"> <li>New Initiative for the FY 2023-24</li> </ul> <b>Target:</b> 100% of requirements over 25M to include a green disclosure consideration.	In support of the Greening Government Strategy and the Net-Zero Carbon target by 2050, IRCC will request its vendors to disclose their Green Initiatives data and info to help Canada achieve the set target  <b>Relevant targets or ambitions:</b> <b>CIF Ambition/Target 12.2:</b> <i>Ambition:</i> Canadians consume in a sustainable manner  <b>CIF Indicator 12.2.1:</b> Proportion of businesses that adopted selected environmental protection activities and management practices  <b>GIF Target 12.7:</b> <i>Promote public procurement practices that are sustainable, in accordance with national policies and priorities</i>



IMPLEMENTATION STRATEGY	DEPARTMENTAL ACTION	PERFORMANCE INDICATOR STARTING POINT TARGET	HOW THE DEPARTMENTAL ACTION CONTRIBUTES TO THE FSDS GOAL AND TARGET AND, WHERE APPLICABLE, TO CANADA'S 2030 AGENDA NATIONAL STRATEGY AND SDGS
Strengthen green procurement criteria	<p>Develop a Green Procurement Action Plan that will include:</p> <ul style="list-style-type: none"> <li>identifying categories of procurement with highest environmental impact (HICATs) and establishing criteria to reduce their impact; and</li> <li>implementing criteria to reduce environmental impact of its HICATs.</li> </ul> <p><b>Program:</b> Internal Services</p>	<p><b>Performance indicator:</b></p> <ul style="list-style-type: none"> <li>Number of categories of procurement with HICATs for which criteria to reduce their environmental impact have been identified</li> <li>Percentage of HICATs for which criteria to reduce their environmental impact have been implemented.</li> </ul> <p><b>Starting point:</b></p> <ul style="list-style-type: none"> <li>New initiative started in 2023-2024</li> </ul> <p><b>Target:</b> By 2026-2027: 100% of HICATs have criteria developed and implemented to reduce their environmental impact</p>	<p>IRCC will embrace sustainable consumption and production patterns through developing a Green Procurement plans and Policies in support to FSDS goals and targets and to contribute to improving IRCC's footprint</p> <p><b>Relevant targets or ambitions:</b> <b>CIF Ambition/Target 12.2:</b> <b>Ambition</b> - Canadians consume in a sustainable manner</p> <p><b>CIF Indicator 12.2.1:</b> Proportion of businesses that adopted selected environmental protection activities and management practices</p> <p><b>GIF Target 12.7:</b> Promote public procurement practices that are sustainable, in accordance with national policies and priorities</p>

<p><b>Strengthen green procurement criteria</b></p>	<ol style="list-style-type: none"> <li>1. Ensure all procurement officers and decision-makers have the necessary training and awareness to support green procurement</li> <li>2. Ensure key officials include contribution to and support for the Government of Canada Policy on Green Procurement objectives in their Performance Management Agreements (PMA)</li> </ol> <p><b>Program:</b> Internal Services</p>	<p><b>Performance indicator:</b></p> <ul style="list-style-type: none"> <li>• Percentage of procurement specialists who have completed training on Green Procurement</li> <li>• Number and percentage of managers and functional heads of procurement whose performance evaluation includes support and contribution toward green procurement in the current fiscal year.</li> </ul> <p><b>Starting point:</b></p> <ul style="list-style-type: none"> <li>• In base line year 2022-2023, 100% of procurement specialists received training on Green Procurement</li> <li>• In base line year 2022-2023, 8 out of 8 (100%) managers and functional heads of procurement whose performance evaluation includes support and contribution toward green procurement included contribution to and support for the Government of Canada Policy on Green Procurement objectives in their PMA. This includes: <ul style="list-style-type: none"> <li>• 1 Director General</li> <li>• 1 Director</li> <li>• 3 Assistant Directors</li> <li>• 3 Managers</li> </ul> </li> </ul> <p><b>Target:</b></p>	<p>Departments will use environmental criteria to reduce environmental impacts and ensure best value in government procurement decisions by providing the necessary training and skills to procurement officers</p> <p><b>Relevant targets or ambitions:</b>  <b>CIF Ambition/Target 12.2:</b>  <b>Ambition</b> - Canadians consume in a sustainable manner</p> <p><b>CIF Indicator 12.2.1:</b>  Proportion of businesses that adopted selected environmental protection activities and management practices</p> <p><b>GIF Target: 12.7</b>  Promote public procurement practices that are sustainable, in accordance with national policies and priorities</p>
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IMPLEMENTATION STRATEGY	DEPARTMENTAL ACTION	PERFORMANCE INDICATOR STARTING POINT TARGET	HOW THE DEPARTMENTAL ACTION CONTRIBUTES TO THE FSDS GOAL AND TARGET AND, WHERE APPLICABLE, TO CANADA'S 2030 AGENDA NATIONAL STRATEGY AND SDGS
		By end of each fiscal year, 100% of procurement specialists received training on Green Procurement, and 100% have included contribution to and support for the Government of Canada Policy on Green Procurement to the objectives in their PMA.	
Transform the federal light-duty fleet	<p>Transition Fleet to 100% ZEV through:</p> <ul style="list-style-type: none"> <li>100% of new executive vehicle purchases and 100% of new light-duty unmodified administrative fleet vehicle purchases, will be ZEVs</li> </ul> <p><b>Program:</b> Internal Services</p>	<p><b>Performance indicator:</b> :</p> <ul style="list-style-type: none"> <li># of New ZEV purchased</li> <li># and % of Electric vehicles;</li> <li># and % of Conventional vehicles;</li> <li># and % of Hybrid vehicles</li> </ul> <p><b>Starting point:</b> In baseline year 2018–2019 the number of vehicles in IRCC inventory was:</p> <ul style="list-style-type: none"> <li>0 Electric vehicles;</li> <li>12 Conventional internal combustion vehicles (57%);</li> <li>9 Hybrid vehicles (43%)</li> </ul> <p><b>Target:</b> 100% ZEV by 2030</p>	<p>Purchasing of hybrid vehicles will contribute to reducing GHG emissions. In addition, all electric vehicles (ZEV) will be considered where appropriate or available to help reach Net-Zero target by 2050</p> <p><b>Relevant targets or ambitions:</b> <b>CIF Ambition/Target 12.1:</b> <b>Ambition</b> - Canadians consume in a sustainable manner <b>Target</b> - Zero-emission vehicles represent 10% of new light duty vehicle sales by 2025, 30% by 2030 and 100% by 2040</p> <p><b>CIF Indicator 12.1.1:</b> Proportion of new light duty vehicle registrations that are zero-emission vehicles</p>

## 2023 to 2027 Departmental Sustainable Development Strategy

IMPLEMENTATION STRATEGY	DEPARTMENTAL ACTION	PERFORMANCE INDICATOR STARTING POINT TARGET	HOW THE DEPARTMENTAL ACTION CONTRIBUTES TO THE FSDS GOAL AND TARGET AND, WHERE APPLICABLE, TO CANADA'S 2030 AGENDA NATIONAL STRATEGY AND SDGS
			<p><i>GIF Target 12.7:</i> Promote public procurement practices that are sustainable, in accordance with national policies and priorities</p>

IMPLEMENTATION STRATEGY	DEPARTMENTAL ACTION	PERFORMANCE INDICATOR STARTING POINT TARGET	HOW THE DEPARTMENTAL ACTION CONTRIBUTES TO THE FSDS GOAL AND TARGET AND, WHERE APPLICABLE, TO CANADA'S 2030 AGENDA NATIONAL STRATEGY AND SDGS
	<p>Reduce Paper Consumption</p> <p><b>Program:</b> Internal Services</p>	<p><b>Performance indicator:</b></p> <ul style="list-style-type: none"> <li>Reduction in paper consumption: change in percentage (%) and number</li> </ul> <p><b>Starting point:</b></p> <ul style="list-style-type: none"> <li>Number of sheets of paper per employee in FY 2010–2011 (base year) = 5,996 sheets/employee.</li> <li>Number of sheets of paper per employee in fiscal year 2022–2023 = 257 sheets/employee, a 95.71% drop compared to base year 2010–2011</li> </ul> <p><b>Target:</b> 60% reduction by 2025 compared to baseline year 2010–2011</p>	<p>IRCC will aim to continue reducing its paper consumption which will lead to the reduction of GHG emissions produced during manufacturing and transportation of paper</p> <p><b>Relevant targets or ambitions:</b> <b>CIF Ambition/Target 12.2:</b> <b>Ambition:</b> Canadians consume in a sustainable manner</p> <p><b>CIF indicator 12.2.1:</b> Proportion of businesses that adopted selected environmental protection activities and management practices</p> <p><b>GIF indicator 12.7:</b> Promote public procurement practices that are sustainable, in accordance with national policies and priorities</p>

IMPLEMENTATION STRATEGY	DEPARTMENTAL ACTION	PERFORMANCE INDICATOR STARTING POINT TARGET	HOW THE DEPARTMENTAL ACTION CONTRIBUTES TO THE FSDS GOAL AND TARGET AND, WHERE APPLICABLE, TO CANADA'S 2030 AGENDA NATIONAL STRATEGY AND SDGS
	<p>Purchase of copy paper that contains a minimum of 30% recycled content</p> <p><b>Program:</b> Internal Services</p>	<p><b>Performance indicator:</b></p> <ul style="list-style-type: none"> <li>Percentage of copy paper purchases that contain a minimum of 30% recycled content and are certified to a recognized environmental standard.</li> </ul> <p><b>Starting point:</b></p> <ul style="list-style-type: none"> <li>In FY2021-2022, 100% of IRCC's paper purchases has a minimum of 30% recycled content</li> </ul> <p><b>Target:</b> 100% of the annual paper purchases contain at least 30% recycled content</p>	<p>IRCC will meet its greening goal by ensuring greening practices are in place to procure green items which will be achieved by integrating environmental considerations in procurement practices, development of policies and training of procurement specialists. These actions will support the reduction of IRCC's footprint.</p> <p><b>Relevant targets or ambitions:</b> <b>CIF Ambition/Target 12.2:</b> <b>Ambition:</b> Canadians consume in a sustainable manner</p> <p><b>CIF indicator 12.2.1:</b> Proportion of businesses that adopted selected environmental protection activities and management practices</p> <p><b>GIF indicator 12.7:</b> Promote public procurement practices that are sustainable, in accordance with national policies and priorities</p>

### Initiatives advancing Canada's implementation of SDG 12 – Responsible Consumption and Production

The following initiatives demonstrate how Immigration, Refugees and Citizenship Canada's (IRCC) programming supports the 2030 Agenda and the SDGs, supplementing the information outlined above.

PLANNED INITIATIVES	ASSOCIATED DOMESTICS TARGETS OR AMBITIONS AND/OR GLOBAL TARGETS
<p>IRCC will promote virtual meeting approaches and technologies, and will actively promote and communicate best practices to employees. In addition, it will reduce the unnecessary use of single-use plastics in government operations and meetings.</p>	<p><i>SDG 12:</i> <i>Responsible Consumption and Production</i> <b>Ambition 12.3:</b> Canadians consume in a sustainable manner</p>



## GOAL 13: TAKE ACTION ON CLIMATE CHANGE AND ITS IMPACTS

### **FSDS Context:**

Taking action on climate change by reducing emissions of greenhouse gases from operations directly supports Global Indicator Framework targets:

- 13.1: Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries
- 13.2: Integrate climate change measures into national policies, strategies and planning
- 13.3: Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning

IRCC is implementing the Greening Government Strategy through the implementation of multiple actions and measures to help reduce greenhouse gas emissions, improve climate resilience, and green its operations.

As part of its policy, program, and operations, IRCC will address the impact of climate change on its assets and resources by implementing a Climate Risk and Vulnerability Assessment (CRiVA) to help factor climate change adaptation into decision-making processes. Adapting to a changing climate and strengthening planning and decision-making is critical to the government's overall risk management approach.



**Target theme:** *Federal Leadership on Greenhouse Gas Emissions Reductions and Climate Resilience***Target:** *The Government of Canada will transition to net-zero carbon operations for facilities and conventional fleets by 2050 (All Ministers)*

IMPLEMENTATION STRATEGY	DEPARTMENTAL ACTION	PERFORMANCE INDICATOR STARTING POINT TARGET	HOW THE DEPARTMENTAL ACTION CONTRIBUTES TO THE FSDS GOAL AND TARGET AND, WHERE APPLICABLE, TO CANADA'S 2030 AGENDA NATIONAL STRATEGY AND SDGS
<p>Implement the Greening Government Strategy through measures that reduce greenhouse gas emissions, improve climate resilience, and green the government's overall operations</p>	<p>Reduce GHG fleet emissions by:</p> <ol style="list-style-type: none"> <li>1. Collecting and analyzing vehicle usage data through the telematics installed on all vehicles;</li> <li>2. Reducing the number of vehicles through recycling within or eliminating old or underutilized (needless) vehicles;</li> <li>3. Replacing current inefficient fuel consuming vehicles with more fuel efficient ones including use of Hybrid and/or ZEV models</li> </ol> <p><b>Program:</b> Internal Services</p>	<p><b>Performance indicator:</b></p> <ul style="list-style-type: none"> <li>• Number and percentage change of GHG emission from fleet in FY 2005-2006</li> </ul> <p><b>Starting point:</b></p> <ul style="list-style-type: none"> <li>• GHG emissions from fleet in FY2005-2006 (Base year): 0.094 ktCO<sub>2e</sub></li> <li>• GHG emissions from fleet in FY2021-2022 = 0.021 ktCO<sub>2e</sub></li> </ul> <p><b>Target:</b> Reduce GHG from fleet by 85% in 2030 relative to 2005-2006 and to net-zero emissions by 2050</p>	<p>IRCC's annual fleet plan identified how to manage inventory including the installation of telematics devices in vehicles. This is providing analysis for guidance on fleet optimization. This analysis and findings are directing actions for fleet right-sizing, decommissioning of under-utilized vehicles and flagging needs to green vehicles where operationally suitable</p> <p><b>Relevant targets or ambitions:</b> <b>CIF Ambition/Target 13.1:</b> <b>Ambition-</b> Canadians reduce their greenhouse gas emissions <b>Target -</b> By 2030, reduce Canada's total greenhouse gas emissions by 40 to 45%, relative to 2005 emission levels. By 2050, achieve economy-wide net-zero greenhouse gas emissions.</p>

## 2023 to 2027 Departmental Sustainable Development Strategy

IMPLEMENTATION STRATEGY	DEPARTMENTAL ACTION	PERFORMANCE INDICATOR STARTING POINT TARGET	HOW THE DEPARTMENTAL ACTION CONTRIBUTES TO THE FSDS GOAL AND TARGET AND, WHERE APPLICABLE, TO CANADA'S 2030 AGENDA NATIONAL STRATEGY AND SDGS
			<p><i>CIF Indicator 13.1.1:</i> Greenhouse gas emissions</p> <p><i>GIF Target 13.2:</i> Integrate climate change measures into national policies, strategies and planning</p>
	<p>Train fleet managers on vehicle fleet best practices to reduce GHG emissions.</p> <p><b>Program:</b> Internal Services</p>	<p><b>Performance indicator:</b></p> <ul style="list-style-type: none"> <li>Number and percentage of fleet managers who receive training on vehicle fleet best practices</li> </ul> <p><b>Starting point:</b></p> <ul style="list-style-type: none"> <li>In the baseline year 2020-2021, 2 out of 6 (33%) fleet managers received training on vehicle fleet best practices</li> </ul> <p><b>Target:</b> 100% of fleet managers will receive fleet training by end of each fiscal year</p>	<p>Additional to fleet training courses on fleet best practices, communication plan will include anti-idling messages to fleet managers and drivers of light duty and executive vehicles to encourage reduction in GHG emissions.</p> <p><b>Relevant targets or ambitions:</b> <i>CIF Ambition/Target 13.3:</i> <i>Ambition</i> - Canadians are well-equipped and resilient to face the effects of Climate change</p> <p><i>CIF Indicator 13.3.1:</i> Proportion of municipal organization who factored climate change adaptation into their decision-making process</p> <p><i>GIF Target 13.3:</i> Improve education, awareness-raising and human and institutional capacity on</p>

IMPLEMENTATION STRATEGY	DEPARTMENTAL ACTION	PERFORMANCE INDICATOR STARTING POINT TARGET	HOW THE DEPARTMENTAL ACTION CONTRIBUTES TO THE FSDS GOAL AND TARGET AND, WHERE APPLICABLE, TO CANADA'S 2030 AGENDA NATIONAL STRATEGY AND SDGS
	<p>Reduce printing devices using the <i>Print Services Modernization</i> Program</p> <p><b>Program:</b> Print Service Modernization</p>	<p><b>Performance indicator:</b></p> <ul style="list-style-type: none"> <li>Ratio of employees per printing device</li> </ul> <p><b>Starting point:</b></p> <ul style="list-style-type: none"> <li>Ratio of employees to printing devices in fiscal year 2015-2016 (base year) = 3.86 employees to 1 printing device (3.86:1)</li> <li>Ratio of employees per printing device in fiscal year 2021–22 = 16.56</li> </ul> <p><b>Target:</b> 25 employees per printing device by March 31st, 2027</p>	<p>climate change mitigation, adaptation, impact reduction and early warning.</p> <p>Continuing to reduce printing devices via projects such as Print Services Modernization will help reduce IRCC's GHG emissions generated from unnecessary printing devices</p> <p><b>Relevant targets or ambitions:</b> <b>CIF Ambition/Target 13.1:</b> <b>Ambition :</b> Canadians reduce their greenhouse gas emissions <b>Target -</b> By 2030, reduce Canada's total greenhouse gas emissions by 40 to 45%, relative to 2005 emission levels. By 2050, achieve economy-wide net-zero greenhouse gas emissions.</p> <p><b>CIF Indicator 13.1.1:</b> Greenhouse gas emissions</p> <p><b>GIF Indicator 13.2 :</b> Integrate climate change measures into national policies, strategies and planning</p>

**Target:** *The Government of Canada will transition to climate resilient operations by 2050 (All Ministers)*

IMPLEMENTATION STRATEGY	DEPARTMENTAL ACTION	PERFORMANCE INDICATOR STARTING POINT TARGET	HOW THE DEPARTMENTAL ACTION CONTRIBUTES TO THE FSDS GOAL AND TARGET AND, WHERE APPLICABLE, TO CANADA'S 2030 AGENDA NATIONAL STRATEGY AND SDGS
Reduce risks posed by climate change to federal assets, services and operations	<ol style="list-style-type: none"> <li>1. Finalize the Climate Risk and Vulnerability Assessment (CRiVA) IRCC is currently working on with a team of Adaptation Consultants contracted via PSPC, and with the support of multiple internal stakeholders</li> <li>2. Include an action plan in the CRiVA with mitigation strategies and measures to help reduce the anticipated impacts on local operations and critical programs.</li> </ol> <p><b>Program:</b> Internal Services</p>	<p><b>Performance indicator:</b></p> <ul style="list-style-type: none"> <li>• Completion of climate risk assessment and action plan with measures to reduce climate change risks mainly to critical services, programs and local operations,</li> </ul> <p><b>Starting point:</b></p> <ul style="list-style-type: none"> <li>• New mandate started in 2022</li> </ul> <p><b>Target:</b> By 2025-2026, start implementing CRiVA mitigation strategies and measures to help reduce impact of severe weather events on critical programs and local operations</p>	<p>Introducing climate variability and change into policy, programs, and operations is important to adjust to a changing climate and is consistent with the government's risk management approach of enhancing the protection of assets and resources and strengthening planning and decision-making.</p> <p><b>Relevant targets or ambitions:</b> <b>CIF Ambition/Target 13.2:</b> <i>Ambition</i> Canadians are well-equipped and resilient to face the effects of Climate change</p> <p><b>GIF Target 13.2:</b> Climate Action. Integrate climate change measures into national policies, strategies and planning</p>

## SECTION 5

# Integrating Sustainable Development Sustainable Development Management Framework

IRCC's framework for managing sustainable development facilitates the integration of sustainable development into its daily activities based on three main pillars:

- The Strategic Environmental Assessment (SEA) is a process that promotes sustainability of the environment, economy and society in decision making by ensuring that the environment is considered when developing policy, plans and program proposals. SEAs are a requirement of the Cabinet Directive on the Environmental Assessment of Policy, Plan and Program Proposals. SEAs optimize positive effects and minimize or mitigate negative effects on the environment, economy and society and consider relative potential cumulative effects by identifying potential liabilities such as environmental clean-ups and other unforeseen concerns. They also promote accountability among the general public and stakeholders and contribute to broader governmental policy commitments.
- The DSDS identifies and communicates departmental commitments expressed in terms of goals, medium-term targets, short-term milestones and implementation strategies which determine the sustainable development direction for a three-year cycle. However, for this iteration only, it will be a four-year strategy in alignment with the four-year FSOS



- The Policy, Guide and Directive on Greener Operations is comprised of the following documents:
  - IRCC Vehicle Fleet Management Policy
  - Green Meeting Guide
  - Directive on printing devices
  - Paper Reduction
  - Printer Reduction
  - Greenhouse Gas Emissions

## Roles and Responsibilities and Governance/Accountability

To complement its sustainable development management framework, IRCC's sustainable development Policy Framework and SEAs serve as mechanisms to support an integrated governance structure that oversees the implementation of the Department's sustainable development commitments toward environment, economy and society. This structure engages all levels within the Department and identifies the accountabilities, roles and responsibilities for sustainable development.

- IRCC's Minister requires the Department to prepare a sustainable development strategy encompassing objectives and plans that contribute to the FSDS and are appropriate to IRCC's mandate. The strategy must be tabled in Parliament every iteration and within one year of the newly tabled FSDS - (the latest FSDS was tabled in Parliament in November 2022 – FSDS 2022 to 2026).
- The Executive Committee (ExCom) approves the DSDS and the Director General (DG) of Administration, Security and Accommodations reviews and approves SEAs and other internal policy instruments as required".
- IRCC's Corporate and Finance Committee is responsible for providing oversight of integrated sustainable development approaches and its implementation. The Committee's approval is required for changes to internal sustainable development policy instruments including the DSDS.

- The Chief Financial Officer/Comptrollership, is the functional lead at IRCC for sustainable development who validates that IRCC respects the basic principles of sustainable development and reports annually on plans and progress of the DSDS via Progress Reports, Departmental Plans and Departmental Results Reports.
- The Director General (DG) of Administration, Security and Accommodation oversees compliance with central agency policy direction for green operations and ensures that SEA requirements are communicated and a compliance regime is in effect to provide support and recommendations. Additionally, the DG plays an important leadership role by providing support and guidance, whenever required, on sustainable development, increasing employee awareness of IRCC's sustainable development commitments, developing and implementing the modernization of internal policies and promoting green operations.
- IRCC's Sustainable Development team is responsible for reviewing Memoranda to Cabinet (MC), Treasury Board (TB) submissions and Budget Proposals and for ensuring that SEAs and/or preliminary scan of documents are completed accurately. The team also coordinates all communication activities with Communications, Policy, Cabinet Affairs and Parliamentary Affairs related to SEAs and other greening operations.
- IRCC Assistant Deputy Ministers are responsible for the application of the sustainable development approach within their respective sectors.
- IRCC DGs are responsible for including the results of SEAs in their MCs, TB submissions and Budget proposals.
- All IRCC employees are responsible for maintaining awareness of the principles of sustainable development and for taking steps to implement green initiatives as appropriate. Employees may be asked to contribute to the commitments and actions towards sustainable development in their work areas.

To monitor and keep its sustainable development commitments on track, IRCC reports to senior management on its progress every review period and reports publicly on its sustainable development targets through annual planning and reporting documents tabled in Parliament.

