



Government of Canada
Privy Council Office

Gouvernement du Canada
Bureau du Conseil privé

Privy Council Office's Gender-based Analysis Plus (GBA Plus) Framework 2023

Privy Council Office's Gender-based Analysis Plus (GBA Plus) Framework.

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The purpose of Privy Council Office (PCO)'s Gender-based Analysis Plus Framework is to build capacity and sustain the practice of intersectionality in the organization. Specifically, the Framework will support PCO's ongoing work to provide policy advice on intersectionality to support the Prime Minister, Cabinet Ministers, Cabinet operations, portfolio Ministers and Clerk of the Privy Council.

Intersectional analysis is applied to many forms of policy advice that include but are not limited to:

- reviewing Memoranda to Cabinet, the policy documents brought forward by Ministers to present a policy proposal and seek decisions from Cabinet;
- organizing and supporting Cabinet Committees;
- playing a strategic convener role with federal partners;
- participating in engagement;
- advancing work to develop disaggregated data developing policy advice to cross-cutting topics in which PCO is engaged;
- developing policy advice on various issues; and,
- developing Memoranda to Cabinet, as applicable, for portfolio Ministers.

PCO operationalizes this commitment through its Gender-based Analysis Plus (GBA) Plus Action Plan (<https://women-gender-equality.canada.ca/en/transparency/external-audits/management-response-action-plan.html>) (and activities from relevant Secretariats. Work is underway to implement PCO's commitments in the Action Plan.

Policy Statement and Application

PCO continues to be dedicated to ensuring that its roles align with the Government of Canada's commitments to Gender-based Analysis Plus (GBA Plus) (Annex A). An intersectional approach helps to ensure that federal government legislation, policies, programs, services and other initiatives are **responsive, inclusive and reflective of diverse** experiences and realities in order to help address inequities and barriers (e.g., those related to experiences of gender, Indigeneity, race, disability, income, sexuality, gender expression, language, geographical locations). This intersectional approach is also referred to as GBA Plus and this document uses these terms (intersectional and GBA Plus) interchangeably. (Please see Annex B for a Glossary of Terms.)

PCO officials in all parts of the organization are to apply intersectional analysis. To enable this, GBA Plus training is mandatory for all PCO employees in the Economics and Social Science Services (EC), Executive (EX), Law Practitioner (LP) and Law Management (LC) groups and recommended for all other groups. The objective of this Framework (the Framework) is to embed the intersectional approach within Privy Council Office as an organization.

This Framework aligns with Government of Canada commitments and objectives related to intersectionality and broader human rights approaches, such as:

- United Nations Declaration on the Rights of Indigenous Peoples Act (<https://www.justice.gc.ca/eng/declaration/index.html>)
- United Nations International Decade for People of African Descent (2015 - 2024) (<https://www.unac.org/decade-for-people-of-african>)
- Canada's Anti-Racism Strategy (<https://www.canada.ca/en/canadian-heritage/campaigns/anti-racism-engagement/anti-racism-strategy.html>)
- Canada's first Federal 2SLGBTQI+ Action Plan (<https://women-gender-equality.canada.ca/en/free-to-be-me/federal-2slgbtqi-plus-action-plan.html>)
- Federal Pathway to Address Missing and Murdered Indigenous Women, Girls and 2SLGBTQIA+ People (<https://www.rcaanc-cirnac.gc.ca/eng/1622233286270/1622233321912>)
- Sustainable Development Goals (<https://www.canada.ca/en/employment-social-development/programs/agenda-2030.html>)
- Disability Inclusion Action Plan (<https://www.canada.ca/en/employment-social-development/programs/disability-inclusion-action-plan.html>)
- Clerk's Call to Action on Anti-Racism, Equity and Inclusion in the Federal Public Service (<https://www.canada.ca/en/privy-council/corporate/clerk/call-to-action-anti-racism-equity-inclusion-federal-public-service.html>)

Rationale

The Framework supports the federal government's ongoing commitments to Gender Based Analysis Plus. Conducting intersectional analysis as required by this Policy enables rigorous and comprehensive advice to support the Prime Minister, Cabinet Ministers, portfolio Ministers and the Clerk of the Privy Council to inform decision-making and develop better public policy.

Mandatory Gender-based Analysis Plus (GBA) Plus training will continue to help develop officials' analytical competencies, increasing their awareness and knowledge about the impacts that policies and programs can have on different

segments of Canada's communities, helping to ensure that analyses are grounded in theory, methodology and knowledge and fostering culture change. While the Introduction to GBA Plus online training developed by the Women and Gender Equality Canada satisfies a basic requirement, work is underway to identify potential additional mandatory training within The Privy Council Office (PCO).

Since 2016, GBA Plus has been a mandatory component of Memoranda to Cabinet, the policy documents brought forward by Ministers to present a policy proposal and seek decisions from Cabinet. The Policy can be an effective way to help identify and mitigate risks and it reinforces the requirements for all Memoranda to Cabinet. As such, PCO is committed to continuing to provide robust advice that is informed by **intersectionality, evidence, human rights-based approaches** and **Nothing Without Us**.

Guiding Principles

The following guiding principles are intended to support the integration of GBA Plus in Privy Council Office's work:

Intersectional, Integrated and Systematic Approach

An intersectional GBA Plus assessment should be conducted routinely by PCO analysts and executives and should inform the advice that is provided. PCO's Due-Diligence and Evidence-Based Analysis Tool enables systematic examination of gender and other important cross-cutting factors necessary for developing risk-informed and sound public policy.

Evidence-based

GBA Plus should be evidence-based, relying on reputable statistics, disaggregated data and qualitative and quantitative research. It is important to seek out multiple sources, viewpoints and diverse perspectives, including those with lived experience, to better understand the potential impacts of federal initiatives. Identifying the experiences and needs of different groups is an iterative and interactive process, best done in consultation with people from various groups and positions in those groups to maximize the diversity and depth of perspectives and understanding. Recognizing that disaggregated data is not always available, it is a best practice to note these data gaps and develop plans to address them through collaboration with internal and external partners such as Privy Council Office's Results and Delivery Unit, Corporate Analytics team and Chief Data Office, Statistics Canada and Women and Gender Equality Canada.

When presenting multiple options for a Cabinet document or other purposes, GBA Plus considerations should be factored into each of the options going forward. Officials should document their GBA Plus assessment and how it has been integrated into their work. A report of the GBA Plus assessment may

be required by PCO and should be kept on file, in addition to the Due Diligence and Evidence-Based Analysis Tool, when used.

Societal norms are constantly evolving and requires a consistent re-evaluation of assumptions, including individual or organizational assumptions or biases. Incorrect assumptions can lead to unintended impacts for diverse groups of people, including potential exclusion and harm.

Human Rights-based Approaches

Human rights-based approaches are essential to ensuring that the lived experiences of diverse communities are put at the forefront of PCO's work. For example, section 2 of the *Canadian Human Rights Act* states that: "...all individuals should have an opportunity equal with other individuals... and to have their needs accommodated... without being hindered in or prevented from doing so by discriminatory practices based on race, national or ethnic origin, colour, religion, age, sex, sexual orientation, gender identity or expression, marital status, family status, genetic characteristics, disability or conviction for an offence for which a pardon has been granted or in respect of which a record suspension has been ordered." Examples of recent Government's human rights-based approaches include:

- Implementing the United Nations Declaration on the Rights of Indigenous Peoples Act (<https://www.justice.gc.ca/eng/declaration/index.html>)
- *Accessible Canada Act* (<https://laws-lois.justice.gc.ca/eng/acts/a-0.6/>)

Nothing Without Us

The principle of "**Nothing Without Us**" is integrated into the *Accessible Canada Act*. This principle ensures that people with disabilities are involved in the development and implementation of all government systems, policies, programs and services.

At a broader level, many equity-seeking communities have similar principles to Nothing Without Us that value lived experience as a form of knowledge that should be integrated into all stages of the policy development process (including but not limited to, engagement, design, outcomes and more).

For guidelines to apply Gender-based Analysis Plus (GBA) Plus, please see Annex C.

Responsibilities and Accountability

Social Development Policy is the entity responsible for intersectionality under the identified stream of work, including the housing of PCO's GBA Plus Focal Point. It provides subject-matter advice and senior leadership on the implementation of intersectionality in the Cabinet process. As established by this Policy, PCO officials of all levels are responsible for applying GBA Plus in their work.

- **Deputy Secretary of Operations** is the **Champion for GBA Plus**.
- The **Champion** is responsible for taking a leadership role in raising awareness about GBA Plus, promoting its application and supporting innovative ways to strengthen intersectional analysis throughout the organization under this stream of work. The Champion is supported by the Intersectionality Focal Point. Together, they promote intersectionality and engagement with federal partners.
- **Deputy Secretaries** are responsible for providing overall leadership to support GBA Plus in the organization and ensuring due diligence related to GBA Plus across all business lines.
- **The Assistant Secretary to the Cabinet, Social Development Policy**, is responsible for the GBA Plus Focal Point, provides leadership in the promotion, implementation and monitoring of GBA Plus in the organization, advises senior management of their roles and responsibilities, and is responsible for implementation of PCO's GBA Plus Action Plan.
- **The Assistant Secretary GBA Plus Committee**, will serve as the primary senior management governance and decision-making body for this stream of work (consisting of all Privy Council Office Assistant Secretaries).
- **The Assistant Secretaries to the Cabinet** are responsible for ensuring their officials take GBA Plus training and integrate GBA Plus in their work.
- **The GBA Plus Focal Point** is the first point of contact for GBA Plus at Privy Council Office. The Focal Point is responsible for: raising awareness and offering tools, information sessions and resources to help Privy Council Office officials better understand intersectionality and how to integrate it into their work; providing advice and guidance on incorporating GBA Plus into specific initiatives undertaken by Privy Council Office colleagues; and coordinating horizontal departmental reports.
- **All employees of the Privy Council Office** in the Economics and Social Science Services (EC), Executive (EX), Law Practitioner (LP) and Law Management (LC) groups are responsible for taking GBA Plus training and integrating GBA Plus as needed in their work.

Tools and Training

PCO's **Due-Diligence and Evidence-Based Analysis Tool** enables systematic examination of gender and other important cross-cutting factors to inform risk-informed, evidence-based and sound public policy making. This Tool is a mandatory component of all Memoranda to Cabinet and departments should be sharing an early draft of the Tool with their PCO analyst in the early stages of writing a Memoranda to Cabinet.

The Privy Council Office (PCO) continues to develop additional tools and training for internal use as well as to guide federal partners, in collaboration with key partners.

GBA PLUS “Pilot” Initiative

Privy Council Office developed a small-scale pilot “Deep Dive” review to enhance intersectional considerations in Memoranda to Cabinet, in collaboration with the Department of Women and Gender Equality. One of the key lessons learned from the pilot was that enhanced intersectional support early in the drafting of policy proposals allows for deeper integration of these considerations.

Based on this pilot, PCO formalized a small-scale annual “Deep Dive” that aims to provide proactive, targeted, enhanced intersectional support early in the development of Memoranda to Cabinet.

Organizational Needs-Assessment

In collaboration with relevant PCO Secretariats, Social Development Policy will conduct an organizational needs assessment to determine what capacity and resources exist in the organization to support GBA Plus, and will engage with the following two groups that are internal to PCO on a workplan: (1) a working-level GBA Plus Network chaired by the GBA Plus Focal Point; and, (2) an Assistant Secretary GBA Plus Committee, co-chaired by Social Development Policy and Results and Delivery Unit.

The workplan will develop a multi-year implementation strategy with the purpose of embedding intersectionality in Privy Council Office. The workplan will identify:

- deliverables over the implementation strategy;
- capacity gaps, including whether additional resources within PCO Secretariats;
- additional training/guidance that be needed; and,
- ways to measure the impact of this strategy.

Ongoing Monitoring of Progress

A key component for this stream of work will be monitoring the workplan deliverables. Internal accountability mechanisms will be used to brief senior management through the Assistant Secretary GBA Plus Committee and regular briefings to Intersectionality Deputy Secretary Champion on organizational progress to ensure effective application of GBA Plus in the policy process. The Assistant Secretary GBA Plus Committee will serve as a vehicle for Secretariats to report on progress in ensuring better application of GBA Plus in the policy process/in their work, as well as to brief on areas such as the completion of mandatory GBA Plus training for their staff.

PCO reports on implementation through the GBA Plus Implementation Survey conducted by Women and Gender Equality (WAGE), as well as through testimonies to, and responses to reports of, parliamentary committees. The Departmental Plan, Departmental Results Report and the GBA Plus Implementation Survey are also used for PCO to report publicly on GBA Plus implementation.

PCO will continue to support Women and Gender Equality (WAGE) in the assessing and monitoring of GBA Plus implementation across departments and participate in WAGE-led inter-departmental GBA Plus governance structures. As well, PCO will facilitate Deputy-level discussions to strengthen collaboration with line departments in the preparation of Cabinet documents, to improve the quality of GBA Plus application therein.

This Framework will be updated and reposted on the PCO website as needed.

Annex A: Milestone Government of Canada and Privy Council Office Commitments related to Diversity, Inclusion, Equity and Accessibility

1970: Report of the Royal Commission on the Status of Women

1971: Creation of a Minister Responsible for the Status of Women

1995: Government commitment to the Beijing Declaration and Platform for Action outlined in the Federal Plan for Gender Equality

2008: Mandatory Gender-based Analysis considerations in Memoranda to Cabinet

2016: Due Diligence Evidence-based Tool required for Memoranda to Cabinet

2017

- Equal Opportunity: Federal Budget 2017's Gender Statement

2018

- Introduction of the Gender Results Framework
- Status of Women Canada became a federal department named Women and Gender Equality Canada
- Royal Assent of the *Canadian Gender Budgeting Act*

2019

- Ministerial mandate letters include reference to the mandatory application of GBA Plus in decision-making

2020

- Publication of a GBA Plus Summary for the COVID-19 Economic Response Plan in the July 2020 Economic and Fiscal Snapshot and November 2020 Fall Economic Statement

2021

- Supplementary mandate letters include the requirement that Ministers apply Gender-based Analysis Plus in decision-making and consider public policies through an intersectional lens in order to address systemic inequities

Annex B: Glossary of Terms

As terminology evolves, the information contained in this Annex will be updated as required.

Ableism is a belief system, analogous to racism, sexism or ageism, that sees persons with disabilities as being less worthy of respect and consideration, less able to contribute and participate, or of less inherent value than others. Ableist attitudes are often based on the view that disability is an “anomaly to normalcy,” rather than an inherent and expected variation in the human condition. Incorporating accessibility by design in all initiatives will help to ensure all persons have barrier-free access to full and equal participation in society.

Bias (Explicit): Prejudice in favor of or against one thing, person, or group compared with another, usually in a way considered to be unfair.

Bias (Unconscious/Implicit): Refers to the unconscious assumptions, beliefs, attitudes and stereotypes about different groups. These learned mental shortcuts affect how we perceive and respond to people. Unconscious biases prevent us from seeing fairly and accurately the information or the people in front of us. Research shows that unconscious biases systematically disadvantage already disadvantaged people and provide unearned advantages to those already advantaged.

Culture: Broadly described, culture can include economic systems; political ideologies and processes; ways of life and social mores; educational institutions; social programs; the environment, technological systems, recreational practices, customs and traditions; artistic and heritage activities; transportation and communication industries; and religious and spiritual activities.

Disability: The *Accessible Canada Act* defines disability as “any impairment, including a physical, mental, intellectual, cognitive, learning, communication or sensory impairment — or a functional limitation — whether permanent, temporary or episodic in nature, or evident or not, that, in interaction with a barrier, hinders a person’s full and equal participation in society”. Please note the importance of a strength-based approach that recognizes the diversity of disabilities within the disability community and the need to deconstruct ableism.

Disaggregated Data: Aggregated data refers to large-scale data summaries and reports. Disaggregated data is data that has been divided into categories, such as region, gender and ethnicity. Providing this type of data can reveal inequalities between different population groups that aggregated data cannot.

Discrimination: The denial of equal treatment and opportunity to individuals or groups because of personal characteristics and membership in specific groups, with respect to education, accommodation, health care, employment and access

to services, goods and facilities. Behaviour that results from distinguishing people on that basis without regard to individual merit, resulting in unequal outcomes for persons who are perceived as different.

Diversity: A term used to encompass all the various national, racial, ethnic, religious and other backgrounds of people within a group, organization, or society. The dimensions of diversity include, but are not limited to, ability, ancestry, culture, ethnicity, gender, language, race, religion, and socioeconomic status.

Education: Organized and sustained communication designed to bring about learning.

Equality: While equality can mean treating individuals in the same way, it is important to note that in Canada, both the *Charter of Rights and Freedoms* (the Charter) and human rights legislation aim to achieve “substantive” rather than “formal” equality. Whereas “formal equality” involves treating individuals the same way regardless of their differences, “substantive equality” means attending to differences in individual needs and circumstances, examining how those differences might result in different impacts from apparently neutral laws or practices, and, if appropriate, taking those differences into account with a view to avoiding unequal benefits or burdens. Equality rights in the Charter and human rights codes protect against discrimination based on certain personal characteristics, such as race, sex, and disability; in addition, GBA Plus assessments may also consider other personal characteristics, such as geographic location and socioeconomic status, that are relevant to public policy.

Equity: Fairness, impartiality, even-handedness. A distinct process of recognizing differences within groups of individuals, and using this understanding to achieve substantive equality in all aspects of a person’s life.

Ethnicity: Ethnicity is a broader term than race. The term is used to categorize groups of people according to their cultural expression and identification. Commonalities such as racial, national, religious, linguistic, or cultural origin may be used to describe someone’s ethnicity.

GBA Plus: is an analytical process that provides a rigorous method for the assessment of systemic inequalities, as well as a means to assess how diverse groups of women, men, and gender diverse people may experience policies, programs and initiatives. The “plus” in GBA Plus acknowledges that GBA Plus is not limited to consideration and analysis of differences between biological (sexes) and socio-cultural (genders). We all have multiple characteristics that intersect and contribute to who we are. GBA Plus considers many other identity factors (such as race, disability, sexuality, income, religion, age, gender identity, gender expression, language and geographical location) and how the interaction between these factors influences the way we might experience government policies and initiatives. This list is not exhaustive and the factors cannot be

considered in isolation. The intersectional approach requires consideration of how multiple overlapping factors shape opportunities and outcomes, as well as barriers to accessing systems, programs or services.

In addition, GBA Plus involves the analysis of the context within which people live, including structural or systemic conditions that might create barriers for some, as well as opportunities for others. GBA Plus involves critical consideration of the historical, social, and political contexts and the systems of power, privilege, discrimination and oppression that create inequities as well as applying a meaningful approach to address them.

GBA Plus Framework: Developed by the Department of Women and Gender Equality to make GBA Plus sustainable, the Framework is composed of six elements:

- A **responsibility centre**, to oversee the implementation of GBA Plus and provide internal advice
- An **organizational needs-assessment**, to determine what capacity and resources already exist in the organization, and to inform the creation of a work plan
- A **policy statement**, or **statement of intent**, to articulate the commitment to GBA Plus and provide a mandate for implementation
- **GBA Plus training and tools**, to facilitate buy-in, build capacity and inform different parts of the organization about GBA Plus
- A GBA Plus **“pilot” initiative**, to provide a concrete example of GBA Plus application
- **Ongoing monitoring of progress**, to highlight successes, best practices, and to identify gaps and new priorities

Gender: Socially-constructed roles, behaviours, expressions and identities of girls, women, boys, men and gender-diverse people. It influences how people perceive themselves and each other, how they act and interact, the distribution of power and resources in society, and people’s social, health and economic outcomes.

Gender expression: Gender expression refers to the various ways in which people express their gender identity. For example: clothes, voice, hair, or mannerisms. A person’s gender expression may not align with societal expectations of their gender. Accordingly, gender expression is not a reliable indicator of a person’s gender identity.

Gender identity: Gender identity is how people perceive themselves with respect to their gender. Gender identity is not confined to a binary (girl/woman, boy/man) nor is it static; it exists along a continuum and can change over time. There is considerable diversity in how individuals and groups understand, experience and express gender through the roles they take on, the expectations

placed on them, relations with others and the complex ways that gender is institutionalized in society.

Human rights-based approach: Human rights principles need to guide the development and implementation of our systems, programs and processes, including the principles of equality, anti-discrimination, participation, and inclusion.

Income: Revenue an individual receives from employment, social assistance, pension, investments or other sources.

Intersectionality: A theoretical approach that acknowledges that our lives are shaped by multiple, overlapping or intersecting identity factors (e.g., race, class, gender), which results in unique and complex lived experiences that impact how we experience federal policy, programs and legislation. Compounding discrimination based on identity factors can create barriers for some or opportunities for others.

Prejudice: A state of mind; a set of attitudes held, consciously or unconsciously, often in the absence of legitimate or sufficient evidence.

Race: The concept of race is a "social construct." This means that society forms ideas of race based on perceived physical traits, as well as geographic, historical, political, economic, social and cultural factors, even though none of these can legitimately be used to classify groups of people.

Religion: Religion is a system of beliefs, practices and institutions, experienced both individually and/or as a community. Religion may be highly individualized beliefs and practices or ones experienced and housed in an institution. Religion helps to align individuals and communities in the experience of a reality created for the purpose of a transformative lived experience or inherited doctrine or ritual. Still for others, religion is about freely and deeply held personal convictions or beliefs connected to an individual's spiritual faith and integrally linked to one's self-definition and spiritual fulfilment.

Sex: Refers to a set of biological attributes. It is primarily associated with physical and physiological features including chromosomes, gene expression, hormone levels and function, and reproductive/sexual anatomy. Sex is usually categorized as female or male, but there is variation in the biological attributes that comprise sex and how those attributes are expressed.

Sexual orientation: A term used to describe a person's emotional, romantic, or sexual attraction.

Sources: Building a Foundation for Change: Canada's Anti-Racism Strategy 2019-2022 (<https://www.canada.ca/en/canadian-heritage/campaigns/anti-racism-engagement/anti-racism-strategy.html>)

Glossary: Accessibility Strategy for the Public Service of Canada (<https://www.canada.ca/en/government/publicservice/wellness-inclusion-diversity-public-service/diversity-inclusion-public-service/accessibility-public-service/accessibility-strategy-public-service-toc/accessibility-strategy-public-service-glossary.html>); Statistics Canada (<https://www.statcan.gc.ca/eng/start>); the Canadian Race Relations Foundation (<https://www.crrf-fcr.ca/en/resources/glossary-a-terms-en-gb-1/item/22867-prejudice>); Disability Inclusion Action Plan (<https://www.canada.ca/en/employment-social-development/programs/disability-inclusion-action-plan.html>) and the Women and Gender Equality Canada Tools Compendium.

ANNEX C: KEY STEPS FOR APPLYING GBA PLUS

1. **Explore:**

Before starting your GBA Plus assessment, familiarize yourself with the intersectional methodological approach and related concepts to enrich your understanding. Several sources of information and training tools are available on [Women and Gender Equality Canada's website](#). Keep GBA Plus in mind throughout your initiative or policy development process. Make sure to start your GBA Plus **early** to obtain the greatest benefit.

2. **Ask:**

Conducting a good GBA Plus assessment starts by asking a lot of probing questions. Good questions are those that challenge your bias or assumptions: Who may be affected by the initiative both directly and indirectly? Recognizing that there is diversity within groups, how will these groups be impacted? Will some groups be excluded from benefits and if so, why? What are some possible unintended or negative consequences? What are the anticipated socio-economic repercussions? How can existing or possible future barriers be mitigated? What are the root causes of these barriers and what options put forward could prevent or avoid perpetuating disparities? What are the existing structures/frameworks (e.g. legislation or access to services) that benefit or disadvantage certain groups? How can a strengths-based approach be used to build on the resilience and protective factors existing within diverse communities?

For a more thorough GBA Plus, be sure to ask/consult others, especially those with lived experience (if possible). This will likely yield a more complete and robust analysis. Remember to challenge any assumptions or bias throughout all stages of the GBA Plus assessment.

3. **Gather:**

Gather relevant disaggregated qualitative and quantitative data if available (e.g., reports, documentary analyses, statistics, etc.) for the purpose of: identifying the population(s) or group(s) targeted by your initiative; describing and measuring the possible impact of the project; and, answering your questions above in #2 (ASK). Consider how your research, monitoring and evaluation will ensure that disaggregated data is collected. [Statistics Canada](#) (for example, the [Gender, Diversity and Inclusion Statistics Hub](#)) and Women and Gender Equality Canada (for example, the [Women in Canada: A Gender-based Statistical Report](#)) are excellent resources.

4. **Analyze:**

Assess the GBA Plus impact of your initiative by analyzing the gathered data and answers to your questions against the options and next steps you are considering. This analysis will enable you to discern if there are differential impacts on various groups of people, to explore the potential consequences and to consider recommendations to mitigate potential negative consequences, if

any. Be sure to analyze all options put forward and to draw conclusions regarding the GBA Plus impacts of each.

5. Implement, monitor and evaluate:

It is important to consider GBA Plus throughout the implementation and evaluation phase. During this stage, GBA Plus involves analyzing if an initiative is being implemented in a way that is consistent with the intersectional nature of the issue being addressed and tracks how different groups access and experience the initiative in order to make continuous improvements. Is the initiative reaching or having impacts on those it was intended to? Are there any unintended impacts or barriers that need to be addressed? Analyzing available disaggregated data, and making efforts to collect new disaggregated data to fill data gaps, will help to better understand the initiatives' impacts. The findings can then inform efforts to continuously improve the initiative and ensure that any barriers or inequities are addressed.

6. Document:

Document your process and your findings. Save records of the work you have performed for your GBA Plus, your findings and any data used (records could include, for example, documents analyzed, repercussions identified, mitigation options/strategies). Be prepared to share a report or the key points of your GBA Plus with senior officials.

7. Comply/Attest:

Complete and submit the Due Diligence and Evidence-based Analysis Tool, which is mandatory for all MCs, including those led by Privy Council Office. This tool contains questions about factors to be considered systematically in policy and program development (e.g. gender, official languages, diversity, etc.) in order to enhance integrated decision-making and ensure good public policy. This information could be used to support Women and Gender Equality Canada-led annual reporting to Parliament.

Recognizing that there are various complementary ways to approach a GBA Plus assessment, in addition to the steps above, please also consult the Step-by-Step Guide released by Women and Gender Equality Canada.

The information contained in this Annex is subject to change as required.