



2023 to 2024 Departmental Sustainable Development Strategy Report

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Executive summary

The *Departmental Sustainable Development Strategy* (DSDS) presented the vision and goals for sustainable development at Shared Services Canada (SSC) from 2023 to 2027. It brought together:

- the implementation strategies that SSC is using to achieve these goals
- the actions that support these implementation strategies
- the performance indicators that measure their success

SSC's vision is to support environmental, social and economic sustainable development through operating and modernizing Government of Canada (GC) Information Technology (IT) infrastructure. This vision reflects the GC's sustainable development priorities and aligns with SSC's mandate to provide modern, secure and reliable IT services to GC organizations.

This annual report presents SSC's accomplishments in the 2023 to 2024 fiscal year to achieve its sustainable development vision.

SSC provides network connectivity services and cyber security, data centres and other hosting services, and digital communications services to enable the public service to effectively deliver services to Canadians. Its mandate as an internal service provider, however, limits its direct impacts outside of the GC.

In its operations, SSC supports 3 Sustainable Development Goals (SDG):

- SDG 10: Advance reconciliation with Indigenous Peoples and take action to reduce inequality
- SDG 12: Reduce waste and transition to zero-emission vehicles
- SDG 13: Take action on climate change and its impacts

In the 2023 to 2024 fiscal year, SSC made progress towards these goals in multiple areas. For example, the Department:

- supported Indigenous employees through recruitment and mentorship programs and promoted cultural competency training to all employees
- helped public servants with disabilities, injuries and ergonomic requirements to access systems, programs, information, computers and computer resources through the Accessibility, Accommodation and Adaptive Computer Technology (AAACT) Program
- reduced waste and greenhouse gas (GHG) emissions associated with mobile devices by implementing 25,000 softphones across the GC
- diverted electronic waste (e-waste) from landfills through reuse, sale, donation and recycling
- continued to integrate environmental considerations into procurement
- implemented a Strategic Fleet Greening Plan and worked to reduce the environmental impact of its vehicles
- closed 50 legacy data centres and migrated the workloads to more efficient and sustainable hosting solutions

SSC will continue to work towards achieving the commitments made in the DSDS and will report its progress annually to show how SSC delivers digital services while contributing to a more sustainable future for Canada.

Section 1: Introduction to the 2023 to 2024 Departmental Sustainable Development Strategy Report

The 2022 to 2026 Federal Sustainable Development Strategy (FSDS) presents the Government of Canada's sustainable development goals and targets, as required by the Federal Sustainable Development Act. This is the first FSDS to be framed using the 17 Sustainable Development Goals (SDGs) of the United Nations 2030 Agenda and provides a balanced view of the environmental, social and economic dimensions of sustainable development.

In keeping with the purpose of the Act, to make decision-making related to sustainable development more transparent and accountable to Parliament, SSC supports the goals laid out in the FSDS through the activities described in SSC's 2023 to 2027 Departmental Sustainable Development Strategy (DSDS). This Report provides a report on progress related to SSC's DSDS in the 2023 to 2024 fiscal year.

The Federal Sustainable Development Act also sets out 7 principles that must be considered in the development of the FSDS as well as DSDSs. These principles have been considered and incorporated in SSC's DSDS and 2023 to 2024 DSDS Report.

To promote coordinated action on sustainable development across the Government of Canada, SSC's departmental strategy reports on Canada's progress towards implementing the 2030 Agenda and advancing the SDGs, supported by the Global Indicator Framework (GIF) and Canadian Indicator Framework (CIF) targets and indicators. The Report also now captures progress on SDG initiatives that fall outside the scope of the FSDS.

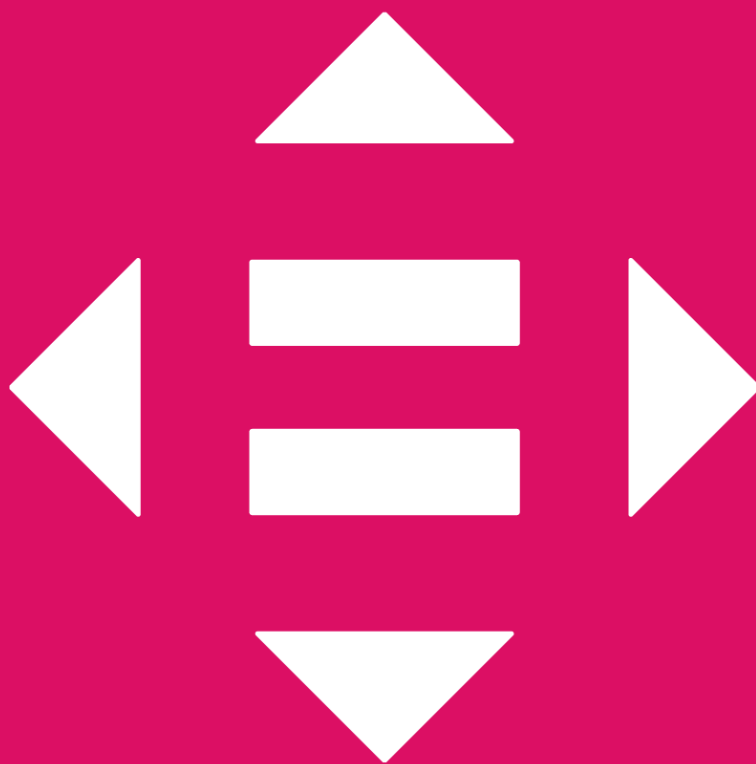
Section 2: Commitments for SSC



Goal 10

Advance reconciliation with Indigenous Peoples and take action to reduce inequality

10 REDUCED INEQUALITIES



FSDS context

SSC is committed to advancing reconciliation with Indigenous Peoples (First Nations, Inuit and Métis) and taking action to reduce inequality. SSC's scope of engagement with this goal is limited because of its specific mandate to deliver digital services to other government organizations. In the 2023 to 2024 fiscal year, SSC continued to support this goal in its roles as an employer and as a service provider.

As an employer, SSC strives to make all employees, including members from all diversity communities, feel supported, personally and professionally.

As a service provider, SSC integrates diversity, equity and inclusion, and Gender-based Analysis Plus (GBA Plus) considerations into the planning, design, and reporting of its programs and the services delivered. This enables SSC to both promote equality and to better deliver on its mandate.

Reconciliation

In the 2023 to 2024 fiscal year, SSC supported Indigenous employees through various initiatives. The Department:

- increased its representation of Indigenous employees above the workforce availability
- supported and participated in the Government of Canada IT Apprenticeship Program for Indigenous Peoples
- offered Indigenous Career Navigators and Mentorship Plus programs to mentor and help Indigenous public servants navigate through the public service system to have rich and fulfilling careers

These continued initiatives seek to provide meaningful employment and equitable opportunities for Indigenous employees within SSC.

SSC also supported reconciliation with Indigenous Peoples through employee learning. The Department:

- promoted cultural competency training to employees, including courses such as Kairos Blanket Exercises, Indigenous Considerations in Procurement, and the Indigenous Learning Series
- shared monthly teachings from the Indigenous Circle and highlighted important commemorative dates to Indigenous Peoples in a weekly newsletter
- provided coaching on Land Acknowledgements and other actions toward real reconciliation

SSC is continuing to work to address a gap among executives and managers on the importance of Reconciliation via concrete actions to fulfil the Government's commitment to the Truth and Reconciliation Commission's

Call to Action #57 on educating public servants and the United Nations Declaration on the Rights of Indigenous Peoples.

In the 2023 to 2024 fiscal year, SSC continued to use its purchasing power to support Indigenous businesses by:

- increasing the diversity of bidders on IT contracts through initiatives such as ScaleUp, including but not limited to businesses owned or led by Indigenous persons
- setting aside a percentage of its contracts, by value, for Indigenous-led businesses, supporting the Procurement Strategy for Indigenous Business, and engaging with commodity managers to ensure that qualified Indigenous suppliers were available to support SSC and other government departments in meeting this target
- creating new opportunities for Indigenous businesses to participate in federal contracting and encouraging positive behavioural and process changes in procurement by piloting Indigenous Benefit Plans in sectors with limited Indigenous business capacity

Accessibility

The GC aims to be the most inclusive public service in the world by creating barrier-free workplaces where everyone can fully participate. In the 2023 to 2024 fiscal year, SSC's Accessibility, Accommodation and Adaptive Computer Technology (AAACT) Program continued to provide a wide range of adaptations, alternate approaches, tools, training, services, resources, and adaptive computer technologies for public service employees with disabilities or injuries. As SSC continues to hire and promote equitably, demand for AAACT's services continues to increase. SSC tests and tracks accessible workplace technologies throughout the GC and engages with vendors to provide advice and support to resolve accessibility issues identified in digital tools. AAACT also provides expert guidance and training on procuring accessible Information Communication Technology solutions for GC departments and agencies.

SSC is collaborating with Public Services and Procurement Canada to make accessibility modifications to SSC workplaces. In the 2023 to 2024 fiscal year, building accessibility audits were completed and work began to implement

the recommendations. As an employer and a service provider, SSC continues to support its *Accessibility Plan 2022-2025*, aligned with the *Accessible Canada Act*.

Addressing inequality and supporting employees

SSC is working towards adequate representation from all equity deserving groups. These efforts include a particular focus on gender diversity in science, technology, engineering and mathematics (STEM). SSC's *Employment Equity, Diversity and Inclusion Action Plan 2022-2025* seeks to obtain targeted results for employment equity, diversity, inclusion and accessibility. By actively applying the plan, SSC can proactively address barriers and promote equal employment opportunities to Indigenous Peoples, persons with disabilities, women, and members of visible minority groups.

SSC continues to promote and implement initiatives and activities to support the mental health, well-being, and career development of employees with diverse backgrounds and experiences.

In the 2023 to 2024 fiscal year, SSC's Mental Health Program:

- delivered mental health training to employees
- consulted with diversity networks to explore ways to support diverse employees with resources that meet their needs
- worked on the development of a plan to implement effective solutions to promote psychological health and safety in the workplace

SSC's career development programs are open to all SSC employees, depending on group and level, reducing possible inequalities. These include both entry level programs and leadership development programs like the Aspiring Leaders program, which aims to train and prepare employees to assume positions of leadership. Program participants included members of the diversity networks with specific equity cohorts. In the 2023 to 2024 fiscal year, SSC began incorporating and implementing tools to mitigate biases and barriers in its new development programs.

SSC also supports equality by promoting cultural competency training. The GBA Plus Training Strategy highlights both internal and external guides and tools and is promoted through the GBA Plus Awareness Week and the

department's intranet. Although the Canada School of Public Service "Introduction to GBA Plus" course was not mandatory in the 2023 to 2024 fiscal year, it was completed by many SSC employees.

In the 2023 to 2024 fiscal year, SSC completed phase 1 of a comprehensive Gender-based Analysis Plus (GBA Plus) review of its Programs to consider the human impacts of its services and gather recommendations to reduce inequalities.

In the 2023 to 2024 fiscal year, SSC supported 6 employee diversity networks:

- the Indigenous Circle
- the Black Employees Network
- the Pride Network
- the Visible Minorities Network
- the Persons with Disabilities Network
- the Women's Network

SSC has a Deputy-led Diversity Council, which provides advice on SSC initiatives that require an equity, diversity and inclusion lens.

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	Results achieved
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<p>Implement the <i>United Nations Declaration on the Rights of Indigenous Peoples Act</i></p>	<p>Support equitable recruitment and promotion of Indigenous employees at SSC.</p> <p>Program: Internal Services</p>	<p>Performance indicator (1): Percentage of SSC employees who are Indigenous.</p> <p>Starting point: Representation of Indigenous employees within SSC as of April 1, 2023, is 2.77%.</p> <p>Target: 3.37% by end of FY 2026-2027</p> <p>Performance indicator (2): Percentage of promotion of Indigenous employees within SSC.</p> <p>Starting point: Percentage of promotion rates for all SSC employees in 2021-22 was 10.8 %.</p> <p>Percentage of promotion rates for Indigenous employees for 2021-22 was 10.2%.</p>	<p>Aligned with SSC's 3-year Employment Equity, Diversity and Inclusion (EEDI) Action Plan:</p> <ul style="list-style-type: none"> establish Targeted Recruitment strategy identify employees for the Mentorship Plus programs to support the career progression and development of Indigenous employees within SSC lead the implementation of <i>Public Service Employment Act</i> amendments at SSC. These changes are aimed at identifying and removing barriers in the staffing process <p>Equity in Promotions and Advancement:</p> <ul style="list-style-type: none"> review and update promotion and advancement policies and practices to 	<p>Indicator result (1): 3.0%</p> <p>Notes (1): The 3.0% result is as of April 1, 2024. In comparison, the workforce availability was 2.4%.</p> <p>Indicator result (2): 11.9%</p> <p>Notes (2): This rate exceeds the SSC promotion rate of 10.0%, meeting the target.</p>
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Target: The percentage of Indigenous employees promoted each year is equal or above the percentage of SSC's population promoted in that year.

ensure equitable opportunities for Indigenous employees

By implementing this strategy, SSC can take significant steps towards advancing reconciliation with Indigenous Peoples by respecting and upholding their rights as outlined in the *United Nations Declaration on the Rights of Indigenous Peoples*.

<p>Implement the <i>United Nations Declaration on the Rights of Indigenous Peoples Act</i></p>	<p>Conduct voluntary set-asides for Indigenous businesses under the <i>Procurement Strategy for Indigenous Businesses</i> for various procurement related to professional services, and for workplace technology devices and maintenance and support services.</p> <p>Program: Internal Services</p>	<p>Performance indicator: Percentage of the total value of SSC-funded contracts awarded to Indigenous businesses.</p> <p>Starting point: 6% (2021-2022) ¹</p> <p>Target: 5% annually</p>	<p>By supporting Indigenous businesses, through the awarding of federal contracts, SSC can contribute to the economic, health and social rights of Indigenous Peoples (First Nation, Inuit and Métis) as outlined in articles 20, 21, 22, 23 and 24 of the <i>United Nations Declaration on the Rights of Indigenous Peoples</i>. This indicator is aligned with SSC's support for the <i>United Nations Declaration on the Rights of Indigenous Peoples Act Action Plan</i>.</p>	<p>Indicator result: 10.34%</p>
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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.

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	Results achieved
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<p>Foster diversity, inclusion and accessibility in the federal public service</p>	<p>Perform improvements to SSC workspaces to meet accessibility standards so that employees have barrier-free access to office spaces.</p> <p>Program: Internal Services</p>	<p>Performance indicator: Percentage of SSC workspaces needing accessibility modifications, which have been modified.</p> <p>Starting point: 0% (2022-2023)</p> <p>Target: 100% by 2025-2026</p>	<p>As per its engagement through the Departmental Accessibility Plan, SSC workspaces which have been recently modernized are already meeting the Canadian Standards Association's (CSA) standards on accessibility, focusing on the pathway from the main entrance of the building to its suites.</p> <p>Accessibility audits are being conducted by Public Services and Procurement Canada (PSPC), pointing out necessary improvements to meet relevant accessibility standards. The Accommodation team will work with landlords to complete the required work in SSC's long-term assets. Each</p>	<p>Indicator result: 11%</p> <p>Notes: As of May 2024, 18 out of 18 buildings have been assessed. Modifications have been implemented in 2 of the 18 sites.</p>
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long-term asset will be an independent project. The goal will be to modify, when feasible, the accessibility audit's findings with the collaboration of the landlord. A total of 18 buildings are currently being audited.

By identifying and removing barriers in its main long-term buildings, SSC will increase the accessibility of its built environment to create a more inclusive and barrier-free physical work environment. This will enable a more accessible public service and contribute to reducing inequality.

<p>Support Accessibility and employment opportunities for persons with disabilities</p>	<p>Support the integration of public servants with disabilities, injuries, and ergonomic requirements who require access to systems, programs, information, computers and computer resources into GC workplaces.</p> <p>Program: Internal Services</p>	<p>Performance indicator (1): Number of client needs assessments and training sessions provided.</p> <p>Starting point: 389 per year</p> <p>Target: 428 per year</p> <p>Performance indicator (2): Overall score of partner organization feedback on SSC's Accessibility Services (measured through SSC's Client Satisfaction Feedback Initiative [CSFI]).</p> <p>Starting point: 3.77 out of 5</p> <p>Target: 4 out of 5</p> <p>Performance indicator (3): Percentage of tested</p>	<p>Accessibility, Accommodations and Adaptive Computer Technology Program (AACT) services and solutions help the public service to serve all Canadians, including those with disabilities. AACT's expertise in accessible digital content ensures GC products and services are available to everyone.</p> <p>For public servants with disabilities or injuries, AACT offers a wide range of adaptive computer technologies, tools, training, services and resources. Our programs and support help users explore, experiment, and learn about adaptive solutions and</p>	<p>Indicator result (1): 476</p> <p>Notes (1): There have been over 600 new clients, 17,500 requests received, 81 departments supported, over 1200 meetings with clients, and 15,000 participants to training sessions.</p> <p>Indicator result (2): 3.89 out of 5</p> <p>Notes (2): To determine SSC's Client Satisfaction Feedback Initiative score, SSC's partners fill out a questionnaire on trends in service delivery performance and engagement practices. Each</p>
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internal solutions that meet accessibility standards.

Starting point: TBD

Target: 25%

Performance indicator (4):

Number of devices or software provided to public servants through the lending library.

Starting point: 554 per year

Target: 609 per year

collaborative workplaces. We create individual work plans that allow public servants to work collaboratively in a safe, accessible and productive environment.

Accommodation is vital for the full integration and participation of people with disabilities into the workplace. By enabling the accommodations and increasing accessibility for persons with disabilities, it creates opportunities for meaningful employment.

question is rated on a scale of 1 to 5. Accessibility is one of the services rated by SSC partners.

Indicator result (3): Not available

Notes (3): In 2023-24, SSC began work on a project to gather data on which SSC "solutions" have been tested for accessibility, which standard(s) these "solutions" have been tested against, and the final test results. We do not have this data yet.

Indicator result (4): 2173

Notes (4): 476 software licenses were

				loaned to GC employees, and 1697 adaptive tools were provided.
Support accessibility and employment opportunities for persons with disabilities	<p>Removing barriers on mobile devices for persons with disabilities through Accessibility Assessments.</p> <p>Program: Telecommunications</p>	<p>Performance indicator: Number of Accessibility Assessments for mobile devices per fiscal year</p> <p>Starting point: TBD</p> <p>Target: TBD</p>	<p>The assessment supports GC employees by identifying a solution to remove barriers for persons with disabilities. Solutions range from enabling accessibility features to supplying a tablet for the larger display.</p>	<p>Indicator result: Not available</p> <p>Notes: Data is not available. This indicator has been reviewed and SSC plans to remove it in the next DSDS update process.</p>

Goal 12

Reduce waste and transition to zero-emission vehicles

12 RESPONSIBLE CONSUMPTION AND PRODUCTION



FSDS context

SSC's operations are complex and many stakeholders, including vendors and other government organizations, affect its ability to reduce waste and transition to zero-emission vehicles. Other government organizations make decisions that affect what technology they adopt, consume, and dispose of. SSC shares responsibility and collaborates with strategic partners to reduce waste through sustainable procurement, use and disposal.

Green procurement

SSC is responsible for purchasing IT for the rest of the GC. SSC:

- follows the requirements of the *Policy on Green Procurement* and *Standard on the Disclosure of Greenhouse Gas Emissions and the Setting of Reduction Targets*
- works with its cloud providers to proactively disclose GHG emissions for cloud contracts over \$4.5 million and leverages agile procurement in its creation of new cloud services procurement vehicles to further stimulate sustainable measures, such as disclosure of GHG emissions, amongst the industry
- prioritizes the procurement of sustainable goods and services, considering ecolabels such as the *Global Electronics Council's* (GEC) Electronic Product Environmental Assessment Tool (EPEAT)
- continues to work with strategic partners to strengthen procurement guidelines, aligned with the *Greening Government Strategy*.

SSC is including or enhancing environmental criteria in the renewal or creation of shared procurement instruments, such as standing offers and supply arrangements, for commodities with the highest environmental impact. As a common service provider, SSC supports other government departments in meeting their sustainability goals by greening shared procurement instruments open to other departments.

In 2023 and 2024, SSC received GEC's *EPEAT Purchaser Award*, which recognizes excellence in the procurement of sustainable technology.

Procurement activities are vital to how SSC delivers services and it will continue to leverage these relationships to incentivize sustainability in the IT sector. By integrating environmental considerations into the procurement process, SSC can ensure its vendors are meeting the GC's standards on environmental sustainability. SSC will continue to build on its work in green procurement in order to procure effective and cost-efficient technology that also reduces the negative impact to the environment.

Waste diversion

SSC is working to reduce waste across the lifecycle of its digital infrastructure, from procurement to responsible consumption, reuse, repair and recycling.

In the 2023 to 2024 fiscal year, SSC introduced the softphone service, a software solution that allows users to make phone calls using the internet. This reduces waste associated with new desk phones and mobile devices. SSC also reduces telecommunications-related waste through a robust break-fix program that focuses on speaking directly with end users to repair devices rather than issuing new devices.

SSC is working with partners to incorporate sustainability across the lifecycle of GC IT infrastructure. When possible, SSC reduces consumption by repairing, restoring and reusing devices like laptops, monitors, and mobile devices. When devices have reached the end of their useful life in the GC, SSC diverts the e-waste from landfills through initiatives like the Computers for Schools Plus Program. This program provides computers and other digital devices to assist schools, libraries, not-for-profit organizations, Indigenous communities and eligible low-income Canadians.

End-of-life IT equipment which cannot be donated or reused by other government departments is resold, recycled or, as a last resort, processed at a reputable e-waste facility. SSC is also currently working to update and streamline its materiel management processes to improve efficiency and reduce waste.

SSC also continues to reduce office waste by developing paperless solutions to numerous business processes and is exploring ways to extend the lifecycle of its assets by procuring devices with longer lifecycles when possible and by optimizing the time that devices are in use rather than in storage.

Fleet

In the 2023 to 2024 fiscal year, SSC developed a Strategic Fleet Greening Plan to support sustainable fleet management and its transition to a 100% zero-emission vehicle fleet by 2030.

SSC also used several strategies to reduce waste and GHG emissions from its fleet. In the 2023 to 2024 fiscal year, the Department:

- purchased 7 new hybrid vehicles
- deployed telematics to all vehicles to support sustainable and efficient usage

- worked with stakeholders to plan and install charging infrastructure

Target theme

Federal Leadership on Responsible Consumption

Target

By 2030, the Government of Canada will divert from landfill at least 75% by weight of non-hazardous operational waste (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	Results achieved

<p>Maximize diversion of waste from landfills</p>	<p>Deploy the MS Softphone Initiative across the GC.</p> <p>This initiative is in its pilot phase.</p> <p>Program: Telecommunications</p>	<p>Performance indicator: Percentage of legacy telephony lines replaced by Microsoft Teams Softphone</p> <p>Starting point: TBD as this is a new initiative.</p> <p>Target: TBD as this is a new initiative.</p>	<p>Softphone is a software that will allow users to make internal and external calls through their device (i.e., laptop, tablet, and desktop). The telephony software will be enabled through MS Teams.</p> <p>FY 2023-24 – 1) Enable Softphone service to permit SSC partners to integrate with their M365 tenants. 2) Collaborate with SSC partners to complete their telephony consumption forecasts aiming at eliminating or modernizing their legacy telephony over a 3-year period. Targets will be established after deployment.</p> <p>The MS Softphone initiative will decrease materiel and electricity consumption by reducing standalone telecommunication</p>	<p>Indicator result: N/A</p> <p>Notes: In the 2023 to 2024 fiscal year, SSC has implemented 25,000 softphones across the GC. At this time there is not sufficient data to provide a meaningful response on the percentage of lines being replaced. As the deployment of softphone proceeds and larger data sets become available, SSC will be in a better position to provide more detailed reporting.</p>
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systems across the enterprise. This will reduce product and delivery waste. The MS Softphone initiative will also support other sustainability goals and targets. It will decrease the need for mobile devices, reducing demand for rare natural materials. It will contribute to reduced infrastructure and electricity requirements in buildings and cut down on GHG emissions from travel previously needed to support the legacy telephony lines.

<p>Maximize diversion of waste from landfills</p>	<p>Take part in the Mobile Device Disposal Strategy. The strategy considers both sustainability and secure data storage in the two-phase approach. The phase one process includes cleaning, repairing, restoring, testing, and reusing or reselling devices, when possible, to provide SSC with a credit for future operations. Phase two provides all SSC's partner organization three options for mobile devices repurposing:</p> <ul style="list-style-type: none"> • reuse recent and usable devices that have been returned to SSC • provide unused devices to <u>Computers for Schools Plus (CFS+)</u> • wipe devices and send them to Electronic Products Recycling 	<p>Performance indicator (1): Percentage of mobile devices reused within the GC because of the mobile device disposal strategy</p> <p>Starting point: TBD in 2023-24</p> <p>Target: N/A – changes based on operational needs</p> <p>Performance indicator (2): Percentage of total mobile devices recycled through the mobile device disposal strategy</p> <p>Starting point: TBD in 2023-24</p> <p>Target: N/A – changes based on operational needs</p>	<p>The initiative reduces waste by refurbishing, donating, or recycling returned phones. Shipping waste, and other negative environmental impacts due to transport are lowered by purchasing mobile devices in bulk twice-a-year. SSC is also exploring changing the replacement timelines of mobile devices by extending the timelines by one year.</p>	<p>Indicator result (1): 5%</p> <p>Indicator result (2): 83%</p> <p>Indicator result (3): 12%</p> <p>Notes: This result is based on the number of devices evergreened in the 2023 to 2024 fiscal year and does not include devices that are out of scope due to operational security requirements.</p>
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Association for recycling

Program:
Telecommunications

Performance indicator (3):

Percentage of mobile devices donated to Computers for Schools Plus through the mobile device disposal strategy

Starting point: TBD in 2023-24

Target: N/A – changes based on operational needs

<p>Maximize diversion of waste from landfills</p>	<p>Maximize the use of every workplace technology device provided by Workplace Technology Services* (WTS) by prioritizing in-stock equipment rather than deploying new supplies.</p> <p>* As of FY 2023-2024 WTS provides shared services exclusively to SSC, Public Services and Procurement Canada, Canada School of the Public Service, and Infrastructure Canada</p> <p>Program: Workplace Technologies</p>	<p>Performance indicator: Percentage of lifecycle a workplace technology device is in use, on average</p> <p>Starting point: TBD</p> <p>Target: TBD</p>	<p>The initiative reduces waste by maximizing the lifecycle of workplace technology devices and, therefore, minimizing the demand for new devices.</p>	<p>Indicator result: 63%</p> <p>Notes: This is based on a 4-year evergreen cycle. It shows that procurement cycles and funding impacts the usage of an asset over its useful life. Bulk purchases that do not align to the rate of asset deployment are keeping the result lower than expected.</p> <p>The departments in the scope of this indicator for the 2023 to 2024 fiscal year are SSC and PSPC only.</p>
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<p>Maximize diversion of waste from landfills</p>	<p>Continue to seek ways to refurbish, repurpose, and effectively reuse the material in an environmentally sustainable manner, prior to divestiture. Reduce the environmental impact of waste from SSC's operations through waste diversion.</p> <p>Program: Enterprise Services Design and Delivery</p>	<p>Performance indicator: Percentage of SSC owned end user IT equipment (including laptops, tablets and desktops) diverted from becoming waste through established mechanisms: selling, reusing or ethical recycling (EPRA) as well through possible future e-waste initiatives.</p> <p>Starting point: 75%</p> <p>Target: 100%</p>	<p>By favouring greener ways of divestiture, such as recycling or e-waste initiatives, SSC is minimizing the amount of waste going to landfills.</p>	<p>Indicator result: 98.2%</p> <p>Notes: As per standard process, laptops, tablets and desktops are sent to Computers for Schools for re-use or disposal. This result is not 100% due to exceptions required for an older model of table with a non-removable hard drive. Newer tablet models and updated SSC procurement rules have improved this outcome.</p>
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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)

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	Results achieved
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<p>Strengthen green procurement criteria</p>	<p>Further integrate environmental requirements in decision-making processes and governance structures, through a phased adoption of environmental criteria in procurement vehicles.</p> <p>SSC will further incorporate globally recognized ecolabels in its procurement, such as the Global Electronic Council's Electronic Product Environmental Assessment Tool (EPEAT).</p> <p>Program: Enterprise Services Design and Delivery</p>	<p>Performance indicator: Percentage of SSC procurement vehicles that include environmental criteria</p> <p>Starting point: 33% of SSC's procurement vehicles include environmental criteria as of 2022 to 2023.</p> <p>Target: 40%</p>	<p>The inclusion of Green language in service offerings and service authorizations allows for environmental criteria that support the SDGs on clean water, clean energy, waste reduction and climate action. The inclusion of green procurement language, be it for ecolabels such as Electronic Product Environmental Assessment Tool (EPEAT), or for GHG reduction targets for vendors, directly supports the <i>Greening Government Strategy</i> and the <i>Policy on Green Procurement's</i> requirements that procurements include criteria</p>	<p>Indicator result: 33%</p> <p>Notes: SSC has included environmental criteria in 8 of its 24 standing offers and supply arrangements, and is working to include new or enhanced criteria during procurement vehicle refreshes and implementation of new methods of supply</p>
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			that address environmental benefits.	
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<p>Strengthen green procurement criteria</p>	<p>Encourage suppliers to participate in initiatives (e.g., Science-Based Target initiatives) to reduce GHG emissions.</p> <p>Program: Enterprise Services Design and Delivery</p>	<p>Performance Indicator (1): Percentage of procurement expenditure to suppliers participating in initiatives to reduce GHG emissions.</p> <p>Starting point: 18% by volume and 28% by value of SSC-funded contracts are with suppliers that have already set a target to reduce their GHG emissions</p> <p>Target: N/A</p> <p>Performance indicator (2): Percentage of procurement expenditure to suppliers who have net-zero commitments</p> <p>Starting point: 20% by volume and 52.7% by value of SSC-Funded contracts are with suppliers</p>	<p>SSC encourages suppliers to adopt Science-Based Target Initiatives which align to the UN SDGs, the Paris Climate Accords, or other sustainability goals.</p>	<p>Indicator result (1): 45.6% (by value)</p> <p>Indicator result (2): 45.3% (by value)</p>
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		<p>who have net-zero commitments</p> <p>Target: N/A</p>		
Strengthen green procurement criteria	<p>Incentivize vendors to proactively disclose and reduce GHG emissions.</p> <p>Program: Enterprise Services Design and Delivery</p>	<p>Performance indicator: Percentage of procurements over \$25 million, including taxes, subject to the <i>Standard on the Disclosure of Greenhouse Gas Emissions and the Setting of Reduction Targets</i>, that incentivized suppliers to measure and disclose their GHG emissions or adopt a science-based target to reduce GHG emissions</p> <p>Starting point: N/A</p> <p>Target: 100%</p>	<p>SSC supports new green procurement standard – The <i>Standard on the Disclosure of Greenhouse Gas Emissions and the Setting of Reduction Targets</i> by adopting its mechanisms and by tracking the percentage of procurement that meet the thresholds outlined in the standard who have proactively disclosed.</p>	<p>Indicator result: 100%</p>

<p>Transform the federal light-duty fleet</p>	<p>Strive to lower GHG emissions from Fleet and prioritize the purchase of zero-emission and hybrid vehicles when it is operationally feasible to do so.</p> <p>SSC will continue to right size its fleet. Underutilized vehicles will be disposed of or relocated to accommodate new requirements when possible.</p> <p>Program: Enterprise Services Design and Delivery</p>	<p>Performance indicator (1): Percentage of zero-emission or hybrid vehicles in SSC's fleet.</p> <p>Starting point: 6% (2022-2023)</p> <p>Target: 15% (2025)</p> <p>Performance indicator (2): Percentage of annual hybrid or zero-emission vehicle acquisition out of all fleet acquisitions that year.</p> <p>Starting point: 27% (2022-2023)</p> <p>Target: 75% (2025)</p> <p>Performance indicator (3): Total GHG emissions in kilotons of carbon equivalent (kt CO2 eq) emitted by SSC's fleet vehicles.</p>	<p>Detailed usage data will be captured and analyzed to help drive business decisions to transition to a greener fleet.</p> <p>SSC's transition to a greener fleet will help achieve the Mobility and Fleets goals in the Greening Government Strategy and reduce the environmental impacts of its fleet-related operations nationally.</p>	<p>Indicator result (1): 10.56%</p> <p>Indicator result (2): 70%</p> <p>Indicator result (3): 0.25 kt CO2 eq</p>
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		Starting point:	
		0.4 kt CO2 eq (2021-22)	
		Target: 0.38 kt CO2 eq, a reduction of 5%, by 2025	

Goal 13

Take action on climate change and its impacts

13 CLIMATE ACTION



FSDS context

SSC operates in a complex environment, supporting GC organizations and using both GC-owned and third-party vendor infrastructure, hardware and software. Collaboration is essential to enable SSC to take action on climate change and its impacts. In the 2023 to 2024 fiscal year, SSC continued to work with its partners to green its operations, while taking action on climate change.

Data centres

SSC is closing older, less efficient legacy hosting infrastructure sites and updating and migrating the applications and data from these sites to cloud storage or to GC Enterprise Data Centres (EDC). In the 2023 to 2024 fiscal year, SSC closed 50 legacy data centres. This reduces the overall energy consumption and greenhouse gas emissions attributed to GC IT operations. The consolidation effort, while challenging to quantify precisely, contributes to more efficient and environmentally friendly hosting infrastructure.

Prior to SSC's creation, the legacy data centres were typically housed inside a PSPC-leased or owned building and each department was responsible for upkeeping their applications' health and safeguarding the associated data. As a result, the GHG emissions stemming from those data centres are undistinguishable from those of the buildings overall. SSC currently reports on 2 data centres while PSPC reports on the GHG emissions for most other buildings.

SSC's EDCs are at least LEED® Silver certified or equivalent. They are designed to be modern, efficient and resilient – including the reduction of water and power use. However, SSC does not have a way of measuring the net improvements to the environment, since we cannot isolate and measure the legacy hosting infrastructure sites' emissions. SSC predicts that migrating from legacy to EDCs may:

- increase the GHG emissions for the data centres that SSC reports on
- decrease the GHG outputs from buildings across the GC, thereby reducing the overall GHG footprint

When moving workloads from legacy data centres to Enterprise Data Centres or Cloud, there is opportunity to reduce the technical debt of the infrastructure that support these Partner applications. SSC achieves this by hosting these workloads on newer technology that is more robust and energy efficient which can lead to a reduction in the carbon footprint associated to these workloads. In the 2023 to 2024 fiscal year, two large Workload Migration projects were completed that demonstrated positive impact in this area.

Enabling hybrid and regional work

In the 2023 to 2024 fiscal year, SSC continued to provide digital programs and services that enabled greening efforts across the GC. Secure Remote Access services continue to allow public servants to connect securely to the GC network from across Canada. This provides an opportunity to reduce emissions from commuting. Another way SSC supported remote and hybrid work is by expanding remote collaboration tools. SSC has onboarded departments and agencies to M365 so that they can take advantage of Microsoft Teams and the other collaboration features of these technologies. As a result, employees will have what they need to collaborate from anywhere in Canada as operationally feasible.

Vendor commitments

SSC is taking action on climate change through the GC Cloud Service Providers (CSP) that it works with as they demonstrate environmental leadership in advancing sustainability goals by:

- committing to GHG reductions in the Science-Based Targets Initiative that are aligned with the Paris Climate Agreement
- making substantial sustainability commitments related to energy conservation, climate protection, responsible consumption and production, and carbon neutral operations

In the 2023 to 2024 fiscal year, SSC also implemented and promoted new ways of collaborating with suppliers to advance and leverage green requirements through an agile procurement approach for Cloud.

Climate resilience

SSC is working to combat climate change and to be resilient against its effects. In the 2023 to 2024 fiscal year, SSC performed an exercise to examine its financial and operational risks related to climate change impacts. SSC is aware that the frequency and severity of natural disasters and extreme weather events are increasing. The Department has implicitly considered climate resilience in its day-to-day operations to address the risks that climate change impacts, such as flooding, fires and extreme heat, pose to IT infrastructure.

SSC also supports resilience in other government departments. In the 2023 to 2024 fiscal year, SSC onboarded 27 new partners to the GC network hubs, which provided increased flexibility and reliability for connectivity services and supported the resilience of SSC and its partners to extreme weather events. SSC is also supporting small departments and agencies (SDAs) by enhancing their network infrastructure, which strengthens their cybersecurity posture. As of the end of the 2023 to 2024 fiscal year, of the 43 SDAs targeted for enhancement, thirteen had been fully onboarded to Internet and remote access connectivity service solutions, while many others were partially onboarded to at least one of the solutions.

SSC’s operations also face risk related to the physical impacts of climate change on its vendors, manufacturing locations and supply chains. To manage this risk, SSC is engaging in forward planning and working with partners to modernize GC IT.

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	Results achieved

<p>Modernize through net-zero carbon buildings</p>	<p>Maintain a minimum mandatory requirement for LEED® Silver certification or equivalent² for all new and existing SSC enterprise data centres and will include a minimum mandatory requirement for LEED® silver for all new major construction projects for existing enterprise data centres.</p> <p>Program: Data Centre IT Operations</p>	<p>Performance indicator: Percentage of enterprise data centres with a minimum of LEED® silver certification or equivalent</p> <p>Starting point: 100% (2022-2023)</p> <p>Target: 100% annually</p>	<p>LEED® is a green building certification program. The achievement of a minimum of LEED® silver certification or equivalent demonstrates modernization and increased efficiency in the EDCs. These EDCs, predicted to be more environmentally sustainable than the legacy data centres, support the reduction of GHG emissions and the greening of the GC's operations.</p>	<p>Indicator result: 100%</p> <p>Notes: All the EDCs have at least LEED® silver certification or equivalent; two EDCs have LEED® Gold certification.</p>
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<p>Modernize through net-zero carbon buildings</p>	<p>Use clean energy in SSC-owned data centres, including by working with Public Services and Procurement Canada to purchase renewable energy certificates to compensate for the high-carbon portion of the electricity grid.</p> <p>Program: Data Centre IT Operations</p>	<p>Performance indicator: Percentage of primary source clean electricity used in SSC-owned data centre locations</p> <p>Starting point: In 2019 to 2020, 90.81% of electricity used in SSC owned data centres was classified as clean.</p> <p>Target: 100% clean electricity use by 2025, including through the purchase of renewable energy certificates</p>	<p>The use of clean electricity reduces GHG emissions and encourages the provision of clean electricity.</p>	<p>Indicator result: 91.72%</p> <p>Notes: Result has been updated as more precise data became available. This result is based on the energy grid as well as renewable energy certificates purchased by the department.</p>
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<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>Limit and report on GHG emissions in SSC's data centres. SSC is responsible for reporting on 2 data centres, (one legacy and one EDC). SSC will continue to report on its GHG emissions stemming from hosting services.</p> <p>Program: Data Centre IT Operations</p>	<p>Performance indicator: Total GHG emissions from SSC's 2 data centres in tons of CO2 equivalent</p> <p>Starting point: 721 tCO2e (2022-23)</p> <p>Target: TBD</p>	<p>SSC is committed to tracking the GHG emissions stemming from its operations as well as from service offerings. It is expected that the total GHG emissions SSC reports on will increase over time as new applications and data get stored in its data centres. This, however, is a result of legacy data centre closures. SSC estimates that moving applications and data to EDCs is more efficient than keeping the applications and data stored in legacy equipment. At this time, SSC has chosen not to establish a target as it would like to first establish a trend.</p>	<p>Indicator result: 880 tCO2e</p> <p>Notes: The increase in GHG emissions is primarily from the EDC facility, which will consume more electricity over time as more IT devices are added as part of SSC's mandate to close aging data centres across Canada. It is estimated that migration from legacy to EDCs will improve efficiency and reduce overall GHG emissions from GC data centres.</p> <p>Note that emissions for most GC data centres are in the reporting scope of other government</p>
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Although SSC's data centres cannot be net zero at this time, efficient operation and tracking will contribute to the reduction of greenhouse gas emissions overall.

departments and are not reported by SSC to avoid double-counting the total GC emissions.

<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>Decommission and replace aging, less efficient data centre infrastructure managed by SSC with more efficient enterprise data centres (Data Centre Consolidation).</p> <p>Program: Data Centre IT Operations</p>	<p>Performance indicator: Number of legacy data centres closed.</p> <p>Starting point: 440 out of 720 legacy data centres have been closed to date - (61%).</p> <p>In FY 2022-23, SSC closed a total of 52 small and medium legacy data centres.</p> <p>Target: For FY 2023-24, SSC plans to close 46 legacy data centres, which represents 67% (486) of all data centres closed.</p>	<p>SSC will shrink the aggregate government-wide requirement on computer resources by leveraging modern facilities either in GC enterprise data centres or provided by public cloud service providers, enabling efficiencies.</p> <p>Closing and migrating data centres to more efficient storage options is estimated to improve data centre energy efficiency and reduce the GC's GHG emissions for hosting services overall.</p>	<p>Indicator result: 50</p> <p>Notes: In 2023-2024, SSC was able to close an additional 50 legacy data centres bringing the number closed to 490 of the 720 that SSC has responsibility for.</p>
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<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>Provide secure and reliable remote access services to enable government employees to work from outside the workplace.</p> <p>Program: Security</p>	<p>Performance indicator: Percentage of time the Secure Remote Access services are available</p> <p>Starting point: 100% (2022-2023 result)</p> <p>Target: 99.9%</p>	<p>Through the provision of available secure remote access services, SSC enables GC employees to participate in the hybrid work model by working from home as directed and as operationally feasible. Hybrid work reduces greenhouse gas emissions from employee commuting and presence in the workplace and contributes to greening the government's operations.</p>	<p>Indicator result: 100%</p>
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<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>Mobilize and engage SSC employees to support environmental sustainability.</p> <p>Program: Internal Services (Communications)</p>	<p>Performance indicator: Number of times SSC annually engages SSC employees via communiques, contests, lock screen, etc. on separate environmental issues, announcements or initiatives</p> <p>Starting point: 0 (2022-2023)</p> <p>Target: 4</p>	<p>Employee engagement will help to create a sustainable workplace, which is part of greening SSC's overall operations.</p>	<p>Indicator result: 6</p> <p>Notes: SSC engaged employees on environmental issues through blog posts, newsletter articles and good news stories.</p>
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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	Results achieved
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<p>Reduce risks posed by climate change to federal assets, services and operations</p>	<p>Maintain a minimum mandatory requirement for LEED® Silver certification or equivalent³ for all new and existing SSC enterprise data centres and will include a minimum mandatory requirement for LEED® silver for all new major construction projects for existing enterprise data centres.</p> <p>Program: Data Centre IT Operations</p>	<p>Performance indicator: Percentage of enterprise data centres with a minimum of LEED® silver certification or equivalent</p> <p>Starting point: 100%</p> <p>Target: 100%</p>	<p>LEED® is a green building certification program. The achievement of a minimum of LEED® silver certification or equivalent demonstrates modernization and increased efficiency in the EDCs. These EDCs, predicted to be more environmentally sustainable than the legacy data centres, support the reduction of GHG emissions and the greening of the GC's operations.</p>	<p>Indicator result: 100%</p> <p>Notes: All the EDCs have at least LEED® silver certification or equivalent; two EDCs have LEED® Gold certification.</p>
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<p>Reduce risks posed by climate change to federal assets, services and operations</p>	<p>Assess and mitigate risks posed by climate change to SSC's assets, services and operations</p> <p>Program: Enterprise Services Design and Delivery</p>	<p>Performance indicator: Percentage of critical service business continuity plans that include climate change risk assessments</p> <p>Starting point: 100% ±</p> <p>Target: 100%</p>	<p>The assessment and mitigation of risks posed by climate change to SSC's assets, services and operations will enable SSC to effectively take action on climate change and its impacts</p>	<p>Indicator result: 0%</p> <p>Notes: The impact of climate change is currently reflected only in Business Continuity Plans (BCP) drills and exercises. The issue of climate change has been added to the assessment tool and language will be included in the new BCPs. SSC will continue to follow the industry practice of using an all-hazard approach that includes natural disasters.</p>
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Section 3: Integrating sustainable development

SSC will continue to ensure that its decision-making processes include consideration of FSDS goals and targets. One way to do this is through a Strategic Environmental and Economic Assessment (SEEA) process. An SEEA for a policy, plan or program proposal includes an analysis of the impacts of the given proposal on the environment, including on relevant FSDS goals and targets.

Statements on the results of SSC's assessments are made public when an initiative has undergone a detailed SEEA and when the results of the SEEA can be shared. In the 2023 to 2024 fiscal year, SSC published zero statements because its mandate as an internal service provider limits its impacts outside the GC. The purpose of the public statement, when possible and appropriate, is to demonstrate that the environmental effects, including the impacts on achieving the FSDS goals and targets, of the approved policy, plan or program have been considered during proposal development and decision-making. SSC is working to further develop its SEEA process in order to identify and mitigate the environmental impacts of its operations.

In the 2023 to 2024 fiscal year, SSC continued to work towards integrating considerations for environmental sustainable development throughout its planning and decision-making by:

- adding greening government as a standard assessment criterion for service reviews
- considering environmental impacts in the assessment of proposed projects wherever possible
- including greening and Gender-Based Analysis Plus plans and considerations in all branch business plans
- working with partners and vendors to promote sustainable development goals in areas of shared responsibility

SSC is committed to implementing 3 SDGs: advancing reconciliation with Indigenous Peoples and taking action to reduce inequality, reducing waste and transitioning to zero-emission vehicles, and taking action on climate

change and its impacts. SSC will continue to support sustainable development throughout its operations to have a positive impact on Canada and the world.

Footnotes

- 1 When the mandatory minimum 5% Indigenous procurement target was initiated, Shared Services Canada (SSC) was identified as a phase 1 department/agency responsible to meet or exceed the 5% target by fiscal year 2022/2023. In response to mandated target, SSC provided guidance and awareness of tools such as voluntary set-asides, mandatory set-asides, Indigenous benefit plans, etc. to ensure that SSC as an organization met and exceeded the 5% goal for the mandatory phase1 slated for FY 22-23 . After receiving our fiscal year 21-22 results for our Indigenous procurement target, SSC obtained over 6%. That is why 6% has been identified as SSC's official starting point for the percentage of the total value of SSC-funded contracts awarded to Indigenous businesses.
- 2 "or equivalent" refers to a LEED® Silver equal or superior criteria to allow for equal or superior criteria to be met through different certifications.
- 3 "or equivalent" refers to a LEED® Silver equal or superior criteria to allow for equal or superior criteria to be met through different certifications.
- 4 Note that the starting point of 100% was determined considering the business continuity process, rather than the plans. SSC aims to correct the discrepancy in the future DSDS update process.

Date modified:

2024-11-08