



A future-ready Canada through standardization

Corporate plan summary 2025–26 to 2029–30



We live in a time defined by rapid and continuous change. From the devastating effects of climate change to the transformational power of artificial intelligence (AI), these changes are profoundly impacting every aspect of daily life in Canada.

To respond to this “new normal,” Canada must remain agile enough to stay ahead of any changes we may face. We must be proactive, anticipating and responding to new challenges. And we must make sure we have the resources in place to take full advantage of future opportunities.

Standardization — that is, setting standards and conforming to them — will play a key role in preparing Canada for the future. As Canada’s national standards body and leading accreditation organization, the Standards Council of Canada (SCC) will help achieve that goal by delivering standardization solutions and advice that will ensure Canada is ready for both the challenges and the opportunities of tomorrow.



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Executive summary



In recent years, Canada has found itself in a period of significant change. The impacts of this change have had a profound effect on the day-to-day lives of people in Canada and around the world. In areas such as the climate and AI, the rate of change shows no signs of slowing. And while Canada has demonstrated resilience in the past when responding to change, it is essential that Canada continues to be proactive and becomes future-ready.

As Canada's national standards body and leading accreditation organization, the Standards Council of Canada (SCC) is well-positioned to support Canada with the tools it needs to proactively manage future challenges. During this planning period, we will carry out multiple initiatives in support of Government of Canada priorities, such as:

- ▶ Collaborating with key federal departments and interested parties to advance Canada's AI and data standardization objectives, including the launch of Canada's AI and Data Governance Standardization Hub to help small to medium-sized enterprises navigate complex regulatory frameworks and compete internationally.
- ▶ Delivering innovative, standards-based solutions to enhance Canada's digital ecosystem, for example, through the development of a national framework for digital credentials and digital trust services to support the federal government's digital credential ecosystem.
- ▶ Launching a scheme to accredit conformity assessment bodies to certify organizations to ISO/IEC 42001 - AI management systems. This will establish trust by providing a framework for managing AI systems within an organization, ensuring AI use is transparent, responsible and accountable.
- ▶ Supporting national and international initiatives to reduce technical barriers to trade, including through advising on the standardization-related obligations during the negotiation of Canada's free trade agreements and participating in regulatory cooperation activities including under the Canada-EU Comprehensive Economic and Trade Agreement (CETA) Regulatory Cooperation Forum.
- ▶ Supporting supply chains, including by launching a cyber-security certification program to support defence supply chains, and supporting national and international initiatives to reduce technical barriers to trade.
- ▶ Rolling out projects to help manage climate risks and build resilient infrastructure, such as updates to emergency management frameworks, guidance on resilient planning, and standards for shading systems and urban cooling.

- ▶ Advancing Canada’s interests by leading implementation of the framework for enhanced engagement in standardization under Canada’s Indo-Pacific Strategy, including through targeted agreements with key standardization bodies and enhancing market access through the use of international standards.

To advance this work, we’ve made significant changes to our internal governance model, and more work is underway to modernize our service delivery. To address expected future deficits due to the erosion of our permanent funding by inflation and increasing demands on our resources, we’ll transform our financial framework and related resourcing and business development processes to provide financial stability. This will also enable us to continue achieving our objectives and responding to new risks, issues and opportunities.

Looking ahead, we anticipate even more change, both as an organization and as part of the national and international standardization community. The entire standardization system faces challenges posed by rapidly evolving technologies and challenges to intellectual property laws. We’re committed to identifying the impacts such changes will have on us and implementing a response to mitigate these potential risks, while seeking and leveraging potential opportunities.

As an organization, we’ve shown great resilience in the past. Although we are facing uncertainty and change ahead, we are confident in our ability to deliver. With our strong governance, well-articulated strategy, and talented and resilient workforce, we are well positioned to overcome these challenges and leverage standardization to build a future-ready Canada.



Overview



As Canada's national standards body and leading accreditation organization, SCC has been promoting efficient and effective voluntary standardization across the country since our establishment in 1970.

Our mandate

The *Standards Council of Canada Act* gives us the authority to:

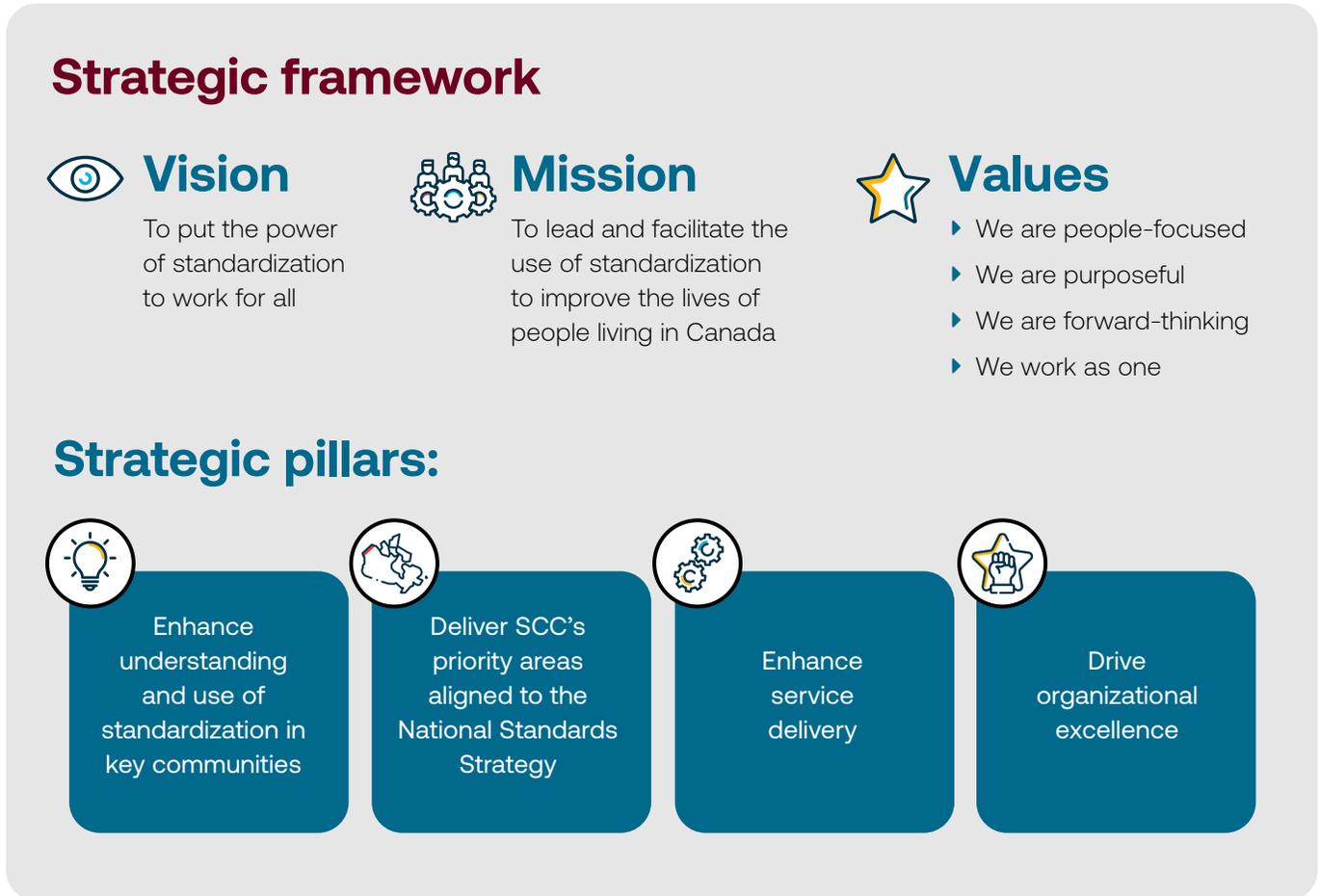
- ▶ promote the participation of people living in Canada in voluntary standards activities
- ▶ promote public-private sector cooperation in relation to voluntary standardization activities in Canada
- ▶ coordinate and oversee the efforts of people and organizations involved in Canada's standardization network
- ▶ foster quality, performance and technological innovation in Canadian goods and services through standardization-related activities and
- ▶ develop standardization-related strategies and long-term objectives in support of the federal agenda.

As a federal Crown corporation, we make recommendations to the Minister of Industry on standardization-related matters that impact the development of Canada's national policies or international relations. We also provide advice to all levels of government in Canada and help create public policy solutions that support the federal government's key priorities.

Our strategic framework

To put the full power of standardization to work for all people in Canada and operationalize the National Standards Strategy (NSS), we've created a strategic framework that sets out our vision, mission, values and goals.

Figure 1: Our strategic framework



Our key activities

In addition to promoting standardization in Canada, we carry out a wide range of other standardization- and accreditation-related activities.

Standardization services

As Canada's national standards body, we coordinate all of Canada's national and international standard-setting activities. This includes:

- ▶ **Overseeing the compliance requirements for developing Canada's national standards** through our Standardization Services Branch (SSB) and accrediting the standards development organizations (SDOs) who develop them. The SSB also works with our Provincial-Territorial Advisory Committee (PTAC) and Standards Development Organization Advisory Committee (SDOAC). These committees advise the SSB on carrying out activities to foster collaboration, harmonization and timely adoption of standards and conformity assessment tools between the provinces and territories, and to encourage voluntary standardization across Canada.
- ▶ **Representing Canada's interests at international organizations** that develop international standards, including the International Organization for Standardization (ISO) and the International Electrotechnical Commission (IEC).

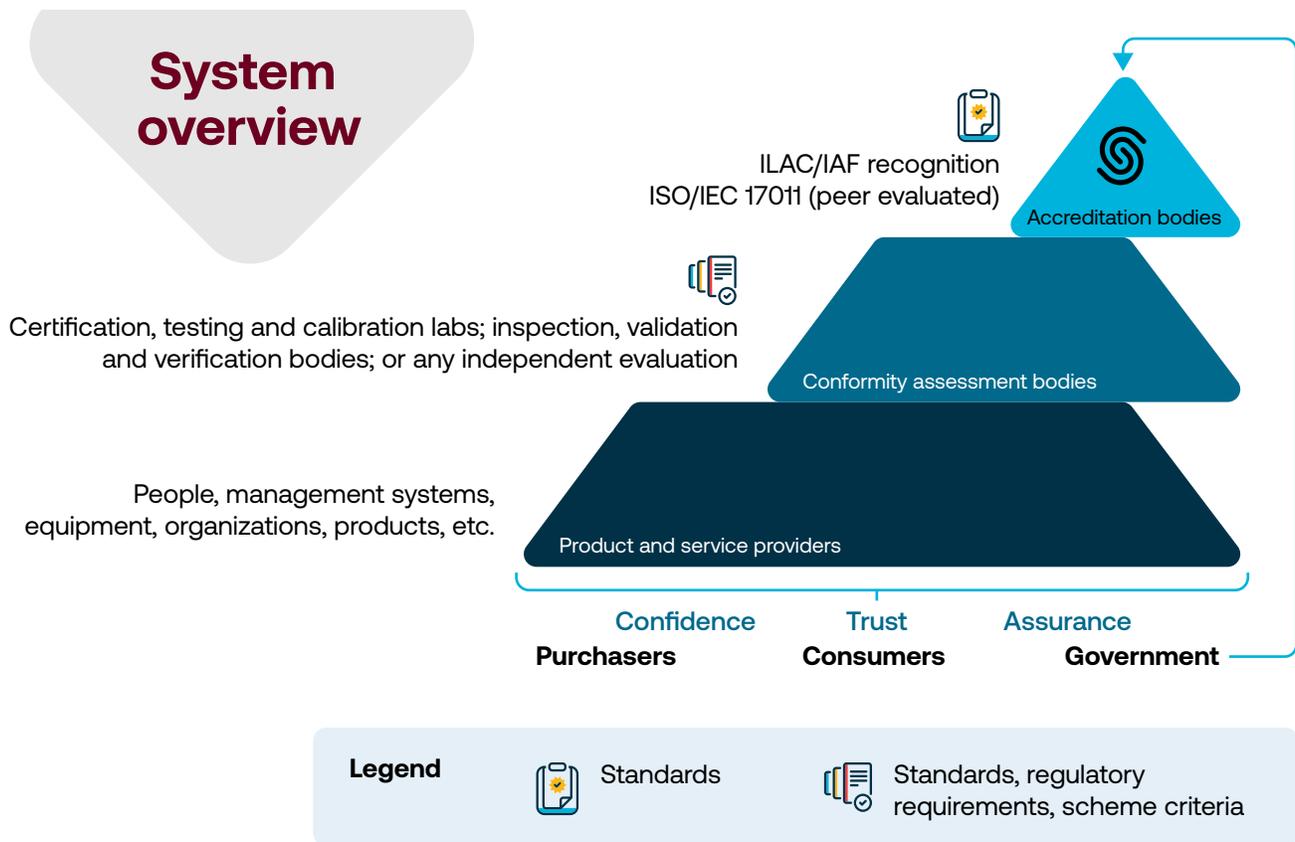
- ▶ **Engaging Canadian experts** to support the standards development activities of ISO and IEC. Canada currently has more than 2,800 members involved on its behalf, participating in more than 400 committees at the international level, and about 250 leadership roles with ISO and IEC. This includes key positions on the ISO Council and the ISO Committee for Conformity Assessment.
- ▶ **Distributing international standards** in Canada for the benefit of people living in Canada.
- ▶ **Fostering collaboration at the international level** by developing and maintaining multilateral and bilateral partnerships with our counterparts in other countries.
- ▶ **Conducting research** into the economic and social benefits realized from standardization, in support of our initiatives.

Accreditation services

As Canada's leading accreditation organization, we also help make sure organizations applying standards do so consistently and correctly.

Conformity assessment bodies conduct audits of specific products and processes to make sure they conform to standards. Our Accreditation Services Branch (ASB) "checks the checkers" to make sure the organizations that provide conformity assessment services are competent to do so. We also offer standards training to enhance the accreditation experience.

Figure 2: Canada's accreditation system



Standardization and accreditation programs

We work with interested parties in other sectors of the government to deliver standardization strategies and provide advice in areas of policy related to standardization. This includes supporting government priorities like:

- ▶ **Data governance and AI initiatives**, by delivering standards-based solutions, including an accredited certification program to ISO/IEC 42001 – AI management systems.
- ▶ The **Canadian Program for Cyber Security Certification** by establishing an accredited certification program to enhance the resilience of Canada's defence supply chains.
- ▶ **Canada's National Adaptation Strategy** by providing standards-based solutions to adapt to climate change through our Standards to Support Resilience in Infrastructure Program.

- ▶ **Canada's Indo-Pacific Strategy**, through targeted agreements with key standardization bodies in the region and an increasingly active presence in the Asia-Pacific Economic Cooperation (APEC) subcommittee on standards and conformance. We also support this strategy by participating in free trade agreement negotiations and participating in regulatory cooperation activities.

Canada's standardization network

As part of our mandate, we oversee Canada's standardization network — a broad cross-section of partners and interested parties who contribute to the development of standards, accreditation and conformity assessment in Canada. Working closely with all parts of the system, we enable and coordinate activities that support the standardization network and foster quality, improved performance, innovation and cooperation.

Figure 3: Canada’s standardization network



Financial sustainability

As a Crown corporation, we have a responsibility to make sure our operations are as financially sustainable as possible. Each year, our operations are funded through a combination of revenue-generating activities as well as both permanent and temporary government funding.

However, we’re currently forecasting significant budget constraints in the outer years of our planning period. This comes as a result of the ongoing impacts on our permanent funding of a decade of inflation, the introduction of new compliance and security requirements that necessitate additional resources to address, and increasing demands for our services due to our success in promoting our standardization programs.

To address these challenges, Budget 2024 provided us a one-time funding boost of \$7.2 million. We’ll receive the second and final instalment of those funds in 2025–26. This assistance has given us some interim relief. But as we move forward through the planning period, there will continue to be deficits and depletion of reserves.

In response, we’ve developed a Financial Sustainability Transformation Program, which we’ll be implementing over the next 3 years. The expected outcome of this program is the transformation of our financial framework and related resourcing, as well as our business development strategies processes. This will provide us with financial stability while enabling us to achieve corporate objectives and respond to new risks, issues and opportunities.

Our organization



Governing Council: Reviews, approves and advises on our strategic direction, and reports to Parliament through the Minister of Industry. The Council is composed of up to 13 members, 10 of whom are appointed by the federal government and 3 others who hold chair or vice-chair positions on statutory committees established pursuant to the *Standards Council of Canada Act*.



Office of the CEO: Fosters alignment, integration and coordination of all SCC activities and business development. Supports corporate governance, legal matters and communications to make sure we're focused on the same strategic goals, and to drive decisions that lead to better results.



Standardization Services:

Oversees the development of Canadian standards, facilitates Canada's involvement in international standards development and multilateral and bilateral partnerships, provides policy guidance to all levels of government, and leads initiatives for impactful public policy solutions that support government priorities.



Accreditation Services:

Accredits testing laboratories, product certifiers and other conformity assessment bodies to internationally recognized standards and provides training on standards to enhance the accreditation experience.



Human Resources:

Handles talent management, recruitment, compensation, employee benefits and organizational development, and fosters and promotes a strong workplace culture.



Corporate Services:

Provides support in the areas of corporate planning, enterprise risk management, financial management and reporting, information technology, information management, facilities and procurement.

In addition, we also benefit from the advice and input of our 2 statutory committees:



Provincial-Territorial Advisory Committee (PTAC):

A statutory committee made up of representatives from each province and territory who promote cooperation and communication between the provinces, territories and SCC, and supports provincial and territorial participation in Canadian standardization activities.



Standards Development Organizations Advisory Committee (SDOAC):

A statutory committee that promotes collaboration and cooperation between SCC and the SDOs we accredit. The SDOAC includes a representative from each SDO (currently 16 from Canada and the United States).

More information about SCC and our operations can be found in our [2023-2024 annual report: Reaching forward to a better future](#).

Operating environment



As we face new opportunities and challenges at home and around the world, our operating environment is subject to continuous, dynamic and often sudden change. To take advantage of the opportunities and navigate those challenges, we will continue to implement the National Standards Strategy (NSS) and advance our strategic framework throughout the planning period. We'll also monitor shifts in government priorities as well as national and global standardization trends to ensure we're ready to adapt when and as they arise.

A standardization system in transition

Above and beyond the geopolitical and market forces we're subject to as part of the international standards community, we share a number of other common pressures with our partners in the broader standardization system. This includes changes and challenges such as:

- ▶ **The rapid rate of increase in technological advancement**, which has prompted calls for our standardization system to become more agile and transparent.
- ▶ **A significant increase in international standard-setting organizations and consortia** that offers new opportunities for innovation and cooperation while also posing an increased risk of competition and fragmentation. To the extent that new entrants in the market lack quality processes and products, their activities have the potential to undermine trust in the system.
- ▶ **Ongoing digital transformation and an increased uptake of new technologies**, which are driving new opportunities to create value. These include the launch of an international online standards development platform and a joint ISO/IEC initiative to develop value-added standards-based products and services.

- ▶ **Legal challenges around the intellectual property rights of SDOs**, which, coupled with growing pressure from regulators to make standards more accessible, are disrupting the traditional business model of the sale of standards that underpins the standardization system here and around the world. Threats to the SDOs' ability to maintain copyright over their standards poses a great risk to the sustainability of the standardization system, potentially compromising the ability of regulators to use standards to achieve policy goals and meet Canada's international trade obligations.

External opportunities and challenges

In our external environment, several trends are driving changes in standardization both in Canada and internationally.

A need for increased collaboration

A key principle of voluntary standards development is that standards be developed using a consensus-based approach. This requires the participation of a broad and diverse group of contributors.

To maximize the benefits of standardization, we lead, enable and coordinate activities that support collaboration between the provinces and territories, municipalities, other federal entities, and other interested parties in Canada's standardization network. A good example of this is our work to align and harmonize efforts between the National Model Codes and Standardization systems, so they can evolve in a synchronized manner, save time and resources, and more quickly respond to policy objectives.

In addition, we recognize the importance of collaboration and coordination with our international counterparts. Cooperation on international standards and conformity assessment with both long-standing and new trading partners is an important avenue for facilitating trade, enhancing market access, and reducing technical barriers to trade. We have several cooperation agreements with key partners that provide a framework for us to increase collaboration to this effect.

Protectionism and standardization

There are growing signs of regulatory protectionism in the field of standardization, particularly in sectors where technological leadership is critical such as digital technologies and clean energy. This trend is largely driven by geopolitical competition. Countries around the world are concerned with each other's increasing influence, which could lead to the publication of standards that favour domestic technologies and make it harder for others to compete. This has prompted regulators to focus on defending their own technological and industrial base through a more protectionist stance on standardization. As an example, the European Union (EU) is on a quest for "technological sovereignty," particularly in fields like AI, 5G and battery technologies. European Union regulators recognize the importance of setting standards that serve to protect European companies by ensuring they're not overly reliant on foreign technologies, especially from the US or China.

In response to this trend, we work with our partners to encourage other regions and countries to use international standards to support harmonization and international trade. We also aim to shape and provide

input to regionally specific standards like those being developed in the EU for sectors like AI, to support market access for Canadian companies.

On the accreditation side, we are seeing a shift in Europe away from mutual recognition. In the global accreditation system, mutual recognition is shared between accreditation bodies operating under the International Accreditation Forum/International Laboratory Accreditation Cooperation across different jurisdictions. This mutual recognition paves the way for accreditation bodies to accept each other's results, thereby eliminating the need for multiple accreditations. This system is now at risk as Germany has written into law that only accreditations issued from their national accreditation body are recognized. The concern is other European countries will follow Germany's lead and create a fragmented global accreditation system, increasing costs for manufacturers and producers that will impact consumers.

We work with Global Affairs Canada (GAC) to implement the conformity assessment protocol under the Canada-EU CETA, which allows for mutual recognition of accreditation between Canada and the EU, saving time and money for Canadian exporters. We also work closely with our international and regional partners to support trade facilitation internationally and within North America through common approaches to accreditation.

Global rise in public distrust and AI

An ongoing concern is the continued distrust of the public in governments and public institutions. The most recent data from the Organisation for Economic Co-operation and Development (OECD) reported that 49% of respondents living in Canada had high or moderately high trust in the federal government, above the OECD average of 39%.¹ However, those living in Canada tended to be more skeptical than the global average when it comes to AI.² In a survey of 27 countries, 52% of the respondents agreed that there are more benefits than drawbacks to products that use AI. This number was 32% among respondents living in Canada.³ As governments continue to grapple with how to regulate emerging technologies

1 [OECD Survey on Drivers of Trust in Public Institutions 2024 Results - Country Notes: Canada | OECD](#)

2 [Opinions about AI vary depending on countries' level of economic development | Ipsos](#)

3 [Canadians Among Least Likely to Believe Artificial Intelligence Will Make Their Lives Better | Ipsos](#)

like AI, consideration needs to be given to how this will impact public trust, particularly with the serious questions raised about privacy and the ethical use of these new technologies, which are still subject to debate.

Standardization will play a vital role in ensuring that AI and other digital technologies will be developed and used responsibly.

While this lack of trust has the potential to threaten the value proposition of the international standardization system, it also presents an opportunity for us and our partners. By raising awareness of the beneficial role standardization can play in establishing a set of rules for the responsible and ethical use of new technology, we can demonstrate how standardization can be used as a powerful tool to reinforce public trust.

Ongoing effects of climate change

In spite of ongoing efforts to curb global warming, average temperatures continue to break records around the world. The impacts of climate change are also getting worse, leading to more frequent and more intense heatwaves, floods and other extreme weather events. As these impacts increase, so do the threats to the built environment and personal safety of people living in Canada and around the world.

There is an urgent need to mitigate these and other impacts of climate change. Standardization offers several possible solutions that can help address this crisis, including setting standards that can help us develop more resilient infrastructure, decarbonize our building materials and support the circular economy. As a result, the NSS has identified climate change and sustainability as a key priority area.

Post-pandemic economic trends

Economic trends post-pandemic have had an impact on the standardization system and have prompted both opportunities and challenges for us.

- ▶ SCC continues to explore opportunities for new international partnerships, in support of the government's priority to stimulate economic growth post-pandemic. We're actively participating

as a trusted advisor in the negotiation of several new free trade agreements that include important obligations on standardization to enhance trade.

- ▶ Our partners in the public sector have been affected by the ongoing refocusing of government spending post-pandemic. This has resulted in fewer revenue-generating opportunities for SCC. Coupled with the budget constraints we are forecasting, SCC faces difficult decisions, such as how best to strategically choose the priority areas for Canada's participation in international technical committees to maximize the system's capacity and ensure Canada's voice is represented where it matters most.

Mounting expectations of our interested parties

The versatility of standards and standard-based tools to provide solutions to a broad spectrum of issues means that the expectations our interested parties have of us continue to expand. For example, this includes expectations to:

- ▶ actively participate in advancing industry-wide data governance standards and support the development and adoption of standardization related to AI
- ▶ support the development of standardization tools in emerging areas of safety and protection, including cyber security, intellectual property (IP)/copyright and privacy
- ▶ resolve global supply chain issues with standardization strategies
- ▶ ensure our deliverables meet modern societal requirements in terms of diversity, equity, inclusion, accessibility and official languages
- ▶ be agile and provide standardization input and strategies at the request of our responsible Minister..

Given the limited resources we have available, balancing these expectations is an ongoing and steadily growing challenge.

Our internal environment

Internally, we are also facing changes and developments that will have an enduring impact on our organization.

Increasing our impact, engagement and collaboration

We've identified a need to increase the visibility and impact of the value of standardization and further promote existing consensus-based methods and assessment vehicles.

Through Pillar 1 of our strategic framework, we see a significant opportunity to shine a brighter light on the benefits and impacts of standardization by increasing our engagement with key communities. To take full advantage of this opportunity, we'll develop and carry out a comprehensive engagement and outreach strategy that's tailored to the needs and goals of industry groups, academia, civil society and other key communities identified in the NSS.

To strengthen the role of standards in policy, we'll also continue to reach out to regulators, take part in policy discussions and cultivate our relationships with key policy communities.

Balancing multiple priorities

In addition to reviewing our business model and implementing our Service Delivery Modernization roadmap over the planning period, we're also adapting our organizational structure and internal governance framework to more effectively implement the NSS. This amounts to an ambitious workplan for a small organization, and the logistics required to deliver all these initiatives at the same time will require us to undertake careful planning and resource prioritization.

Achieving financial sustainability

As a result of the ongoing impacts on our permanent funding of a decade of inflation and resource pressures related to increasing demands for our services and new compliance and security requirements, significant budget constraints are forecast in the outer years of our planning period.

In response, we have developed a Financial Sustainability Transformation Program, which we'll be implementing over the next 3 years. The expected outcome of this program is that our financial framework and related resourcing and business development strategies and processes are transformed, providing us with financial stability while enabling us to achieve corporate objectives and respond to new risks, issues and opportunities.

Nurturing a high-performing workforce

Attracting, developing and maintaining a diverse and highly skilled workforce is pivotal to enabling us to deliver. Pillar 4 of our strategic framework articulates the workforce strategies needed to grow and develop our people. Our workforce plan will provide a valuable tool for meeting these challenges.

While the targeted actions we're taking are important, they only mitigate challenges in recruitment and retention. A persistent challenge is matching the necessary skills of positions with the required language profiles in both official languages. Additionally, a shift to greater reliance on short-term funding has led to a higher proportion of temporary employment agreements, which may further limit our capacity to attract and retain talent.

Keeping pace with rapidly changing technologies

We've made great strides in recent years to modernize our information technology and information management systems. But in this age of continuous digital transformation, it will remain challenging for us to keep pace with our partners as they continue to evolve their business models and adopt new technologies.

Additional effort and investment are required to make sure we can continue to monitor and respond to growing cyber security threats while ensuring we have the agile, modern systems we need to carry out our operations well into the future.

Objectives and activities



Over the planning period, SCC will continue to advance the objectives of its Strategic Framework.

We designed the 4 pillars of our strategic framework to help put in place the decision-making structures, systems and processes that will be required to coordinate and oversee the National Standards Strategy while continuing to support the standardization needs of our interested parties.

The NSS is a comprehensive roadmap for making Canada's standards system future-ready. Published in 2022, the strategy identifies the key priorities and areas of focus for Canada's standards system over the next 10 years.

Figure 4: Our strategic pillars, objectives and outcomes

STRATEGIC PILLAR	STRATEGIC OBJECTIVE	TARGET OUTCOMES
 1 Enhance understanding and use of standardization in key communities	Promote standardization and its benefits in the development of policies, initiatives and programs.	<p>Standardization is incorporated into the development of policies, programs and other initiatives.</p> <p>Key communities understand the value and use of standardization strategies in the development of policies, programs and other initiatives.</p>
 2 Deliver SCC's priority areas aligned to the 2022 National Standards Strategy (NSS)	Implement strategic frameworks for each SCC priority area to enhance competitiveness and the well-being of people living in Canada.	<p>SCC has a detailed and robust process in place to review standardization priorities regularly and effectively for the organization.</p> <p>Action plans in the sector and system priority areas identified in the NSS are developed and systematically monitored to meet identified outcomes.</p>
 3 Enhance service delivery	Coordinate and align functions, build partnerships, and secure resources to proactively respond to interested parties' priorities and maximize the impact of SCC's services.	<p>An integrated, scalable, and responsive service delivery model is designed and implemented to increase the impact of SCC services and secure resources to deliver standardization activities in priority areas.</p> <p>Organizational design, business and financial processes are updated and aligned with the integrated service delivery model.</p>
 4 Drive organizational excellence	Build lean, integrated IT, HR and internal governance systems that support a high-performing culture at SCC.	SCC has a diverse workforce and talent pool that is equipped with effective tools and practices to successfully deliver its programs and services.



PILLAR 1:

Enhance understanding and use of standardization in key communities

Strategic objective

- ▶ Promote standardization and its benefits in the development of policies, initiatives and programs.

Target outcomes

- ▶ Standardization is incorporated into the development of policies, programs and other initiatives.
- ▶ Key communities understand the value and use of standardization strategies in the development of policies, programs and other initiatives.

Key initiatives

- 1.1 Provide standardization advice and support to safeguard Canada's economic and social interests, enhance market access and trade, and promote the development of responsible regulations.
- 1.2 Implement a communications and outreach strategy aligned with the priority sectors in the NSS.

Throughout the planning period, we'll work with interested parties to strengthen cooperation with our partners and maximize the value and benefits of standardization in Canada. This includes:

- ▶ **Promoting the use of standards in regulations:** We will engage with regulators to get deeper insight into how standardization is used to help them achieve their objectives, what the barriers are to incorporating standards into regulation, and how we can help them better understand the value and benefits of standardization in carrying out their roles. This will include developing a pilot project in 2025–26 to collect the data we need to identify meaningful indicators of impact, capture a baseline, set targets and assess our progress.
- ▶ **Fostering greater alignment:** We will continue our work to improve alignment between the NMC and the standardization system by working with the National Research Council (NRC) to jointly implement a workplan.
- ▶ **Enhancing trade and safeguarding Canada's economic and social interests:** We'll work with our provincial and territorial partners to improve cooperation, increase harmonization and reduce interprovincial barriers to trade. This includes helping the provinces and territories implement elements of the NSS, aligning their efforts to national or international standards where appropriate, and supporting the work of the provincial–territorial Canadian Standards Working Group to adopt consistent standards across the country.
- ▶ **Carrying out communications and outreach:** We'll also develop a strategy for communication and outreach that shares the vision and objectives of the NSS with other members of Canada's standards system as it's rolled out. At the same time, we'll carry out research into those same areas of focus to make sure our communications and outreach are evidence-based including the updating of our economic study on the value of standardization.

PILLAR 2:

Deliver SCC's priority areas aligned to the National Standards Strategy



Strategic objective

- ▶ Implement strategic frameworks for each SCC priority area to enhance competitiveness and the well-being of people living in Canada.

Target outcomes

- ▶ SCC has a detailed and robust process in place to review standardization priorities regularly and effectively for the organization.
- ▶ Action plans in the sector and system priority areas identified in the NSS are developed and systematically monitored to meet identified outcomes.

Key initiatives

- 2.1 In consultation with key interested parties, design and establish an evergreen process to identify Canada's standardization priorities.
- 2.2 Deliver sector and system priorities as identified in the NSS to advance Canadian priorities at the national and international levels.

In 2022, we published the NSS, which identified the main areas of focus for the Canadian standardization system for the next 10 years based on consultation and input from key communities in Canada. During the planning period, we'll continue implementation of the NSS.

To create a streamlined approach for NSS implementation, we consolidated the original 9 priorities set out in the NSS to 5 priority areas for SCC. We are developing a strategic framework for each priority area that includes national and international standardizations activities, and conformity assessment:

- ▶ **climate change and sustainability**, including environmental, social and corporate governance (ESG) matters
- ▶ **digital economy**
- ▶ **trade and supply chain resilience**
- ▶ **system-wide considerations for the Canadian standardization system**, including issues related to diversity, equity and inclusion; Indigenous engagement; and system sustainability
- ▶ **health, well-being and safety**

These frameworks are being launched in a staggered sequence, with the first 2, climate change and sustainability and digital economy, initiated in 2024–25 and the remaining 3 planned to come during the planning period. Each strategic framework will have its own implementation plan and set of objectives for its first 5 years of operations. They will be overseen by cross-functional steering committees.

The following are activities planned in support of SCC's priority areas identified from the NSS during the planning period.

Climate change and sustainability

The main objectives of our work under the climate change and sustainability strategic framework are to support the adaptation of Canadian communities, organizations and ecosystems to the impacts of climate change; to mitigate climate change by enabling decarbonization and Canada's net-zero transition; and to contribute to sustainable development by advancing relevant standardization strategies with domestic and international partners.

Our work includes:

- ▶ Delivering standardization solutions in support of Canada's National Adaptation Strategy under the **Standards to Support Resilience in Infrastructure Program**. This includes updates to emergency management frameworks, guidance on resilient planning, and standards for shading systems and urban cooling.
- ▶ Supporting the implementation of the Roadmap to Net-Zero Carbon Concrete by 2050 and advancing standardization of the ISO Net Zero Guidelines in partnership with the British Standards Institute's My2050World initiative.
- ▶ Providing leadership on NMC system transformation and coordination.
- ▶ Offering conformity assessment services for energy efficiency processes and services, sustainable forestry, verification of carbon emissions, environmental management systems, energy management systems, and environmental information.

To contribute to sustainable development, we're developing ESG implementation tools that go beyond disclosure to support the implementation of ESG within organizations. We are also exploring how standards and conformity assessment can reduce plastic waste and enable the transition toward a circular economy. Examples include:

- ▶ Implementing our ESG Action Plan.
- ▶ Participating in Circular Economy Leadership Canada's Government-to-Government Initiative to establish shared methods for measuring progress toward a circular economy.

Digital economy

The main objectives of our work under the digital economy strategic framework are to support Canada's transition to a digitally driven economy, enhance competitiveness through secure and efficient technology standards, and position Canada as a global leader in the digital landscape. This work focuses on aligning standardization efforts across sectors, ensuring digital innovation benefits both businesses and consumers, and securing Canada's place in the evolving digital economy.

Efforts include activities aimed at:

- ▶ **Advancing Canada's AI and data governance goals through our Artificial Intelligence and Data Governance Program.** This includes developing 44 standards-based solutions aligned with initiatives such as the Pan-Canadian AI Strategy to ensure responsible AI use and robust data governance across sectors. Key activities involve collaboration with federal departments and launching Canada's AI and Data Governance Standardization Hub in 2025 to support small and medium-sized enterprises in understanding and meeting regulatory requirements.
- ▶ **Supporting responsible data handling and privacy through the Canadian Data Governance Standardization Roadmap.** We will address privacy, consent frameworks and transparency to build public trust and ensure data governance that upholds Canadian values in a data-driven economy.
- ▶ **Establishing a national framework for digital credentials and trust services, promoting secure, interoperable digital infrastructure across sectors.** This framework, developed with government and industry input, will enhance trusted data exchanges, protect consumers and reinforce Canada's global leadership in digital trust services.
- ▶ **Improving supply chain security with certification standards for federal contractors through the Canadian Program for Cyber Security Certification.** Mirroring US Cybersecurity Maturity Model Certification, this program addresses cyber security needs within Canada's digital ecosystem to bolster security across federal and industry networks.

Through these initiatives, we aim to drive Canada's digital transformation, enhance innovation, and support secure and efficient technology use across the economy. This will help foster strategic leadership in emerging digital standards, ensuring Canada is well-equipped to meet both domestic and global challenges in the digital age.

Trade and supply chain resilience

In 2025–26, we intend to launch our strategic framework for trade and supply chain resilience. Work in support of this priority area will be coordinated under 3 key objectives:

- ▶ Supporting increased market access for Canadian industry by using standardization to reduce technical barriers to trade. We will continue to facilitate international and internal trade by participating in free trade agreement negotiations and regulatory cooperation activities, such as under the Canada–European Union Comprehensive Economic and Trade Agreement Regulatory Cooperation Forum, and the Canadian Free Trade Agreement.
- ▶ Leveraging standardization to support robust supply chains in critical sectors. We will support enhanced supply-chain resilience through the strategic use of standardization to further Canadian interests in critical and emerging technology sectors. We will also launch an accreditation program for conformity assessment bodies wishing to offer certification under the Canadian Program for Cyber Security Certification.
- ▶ Advancing Canada's interests by leading the implementation of the framework for enhanced engagement in standardization under Canada's Indo-Pacific Strategy. We will continue to help implement Canada's Indo-Pacific Strategy through targeted agreements with key standardization bodies in the region and an increasingly active presence in the APEC subcommittee on standards and conformance.

System-wide considerations and Health, well-being and safety

Although the launches of the strategic frameworks for the system-wide considerations and the health, wellbeing and safety priority areas are still in the early planning phases, there are activities currently underway and anticipated for the planning period that we'll carry out in support of these two priority areas, such as:

- ▶ continuing our work to address the gender gap in standardization, including reviewing and updating our Gender and Standardization Strategy
- ▶ working with key interested parties to find policy solutions to increase the accessibility of standards, while protecting SDOs' copyright over their standards, as well as cooperating with other standardization bodies around the world facing similar challenges
- ▶ Advancing work being coordinated under the Climate Change and Sustainability Framework to mitigate threats to the safety of people and property caused by climate change.

PILLAR 3:

Enhance service delivery



Strategic objective

- ▶ Coordinate and align functions, build partnerships and secure resources to proactively respond to interested parties' priorities and maximize the impact of SCC's services.

Target outcomes

- ▶ An integrated, scalable and responsive service delivery model is designed and implemented to increase the impact of SCC services and secure resources to deliver standardization activities in priority areas.
- ▶ Organizational design, business and financial processes are updated and aligned with the integrated service delivery model.

Key initiatives

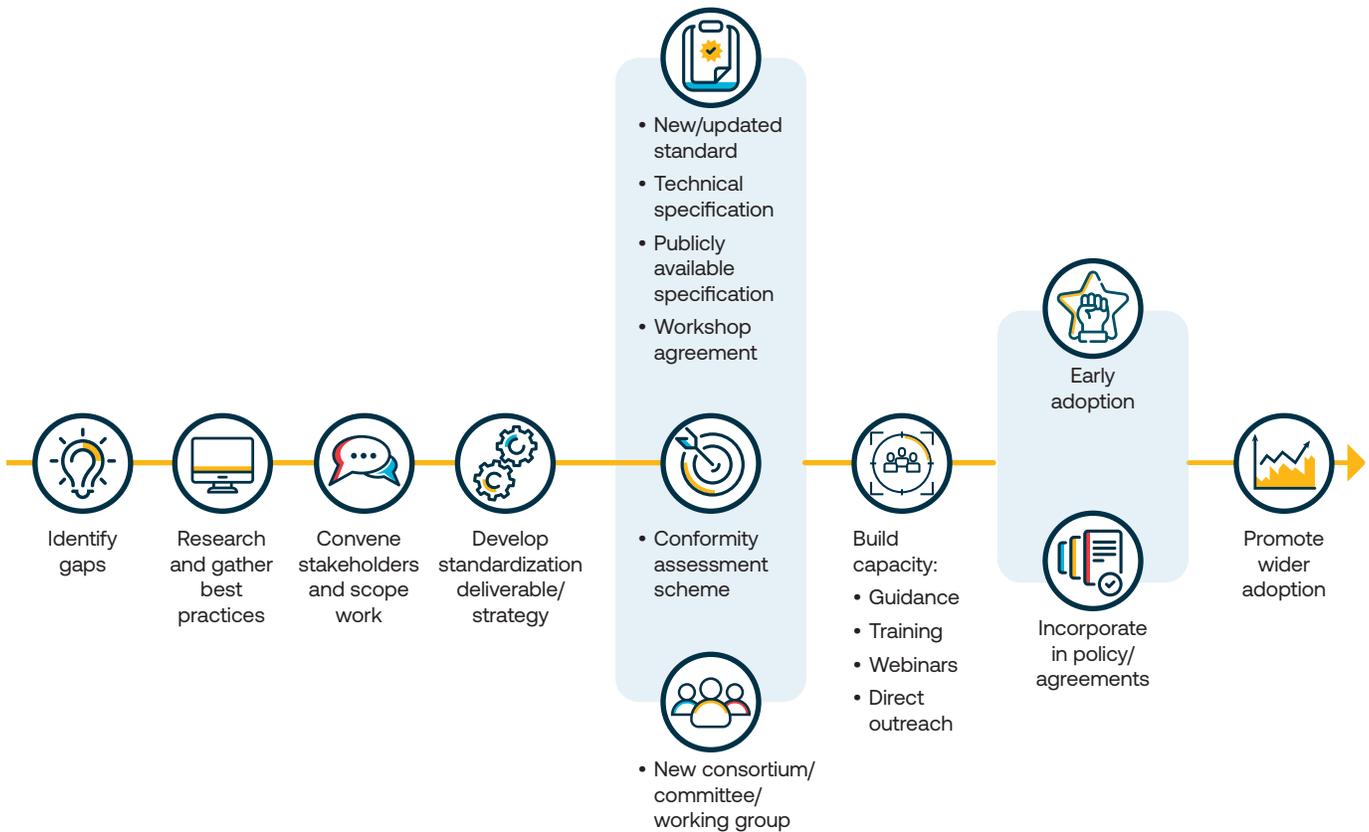
- 3.1 Design and implement an integrated, scalable and responsive service delivery model to increase impact in national priority areas.
- 3.2 Evaluate the impacts of IEC and ISO business model reviews and respond in a timely manner to identified risks and opportunities.

Service delivery modernization

To continue to support Canada's standardization network now and in the future, we must become more proactive and more agile in meeting the growing needs of interested parties. This means putting the building blocks in place to make our service delivery model integrated and scalable to changing demands.

During the planning period, we'll continue to advance our Service Delivery Modernization Roadmap with the objective of adopting an integrated value chain approach to service delivery (figure 6). We'll implement the roadmap in 3 phases, starting in 2025–26.

Figure 6: The standardization value chain



Our future-ready business model

As Canada’s representative at ISO and IEC, our business model and theirs are closely related. We recognize that changes emanating from these organizations may have implications for our own operations, and we aim to be proactive in identifying and addressing the potential impacts of such changes.

ISO and IEC are currently undertaking reviews of their business models. In anticipation of future changes, we’ve launched a project to understand the potential impacts these reviews will have on our organization and develop a plan to adapt. Regardless of the outcome of ISO and IEC reviews, this project will help us ensure our business model is future-ready and well-positioned to evolve as required and in a timely manner.



PILLAR 4:

Drive organizational excellence

STRATEGIC OBJECTIVE

- ▶ Build lean, integrated IT, HR and internal governance systems that support a high-performing culture at SCC.

TARGET OUTCOMES

- ▶ SCC has a diverse workforce and talent pool that is equipped with effective tools and practices to successfully deliver its programs and services.

KEY INITIATIVES

- 4.1 Develop a workforce plan to ensure SCC has the capacity and skillset needed to meet the changing and increasing scope of our responsibilities.
- 4.2 Provide employees with modern, digital tools to foster collaborative and virtual work and enhance the engagement of interested parties while maintaining robust IT security.
- 4.3 Promote a people-focused culture where:
 - ▶ strong employee engagement and well-being (including mental health) are fostered
 - ▶ SCC's diversity strategy, including ongoing alignment with government reporting requirements, is implemented

To make sure we have a diverse and highly skilled workforce to meet the growing demand for our services, we'll also create and implement a series of initiatives to attract and retain the best candidates while ensuring our organization is as modern, adaptive and competitive as possible. This includes:

Supporting our high-performing culture: In an industry where talent is in high demand, we'll make every effort to cultivate a positive and inclusive workplace, where every employee is empowered to reach their full potential. We're also committed to the health and well-being of our employees, which has earned us recognition as one of Canada's most admired corporate cultures.

Moving forward, we'll continue to support and develop our workforce by implementing the workplan we developed in 2024–25, launching the next phase of our succession plan for directors and senior management, and continuing to implement our diversity strategy. In early 2026, we'll launch our next employee survey, focusing on employee engagement and well-being, diversity and inclusion, and workplace culture.

Keeping pace with modern technology: Like most modern industries, standardization has been profoundly affected by the rapid advances in digital technologies. These changes affect not only the standards and conformity schemes we develop, but also the underlying processes with which this work is done.

To keep pace with these changes, we'll follow the examples of other standardization organizations around the world by examining how we can use technology to make the standard setting process more agile and responsive while also ensuring standards are developed through a collaborative, consensus-based approach.

Modernizing our information management and information technology (IM/IT) systems:

The modernization of our IM/IT systems is supported by our IT strategy and our enterprise architecture (EA) roadmap. These plans help us align future IM/IT projects to our strategic priorities and systematically plan how best to adopt new technologies and upgrade our existing ones. To advance our modernization efforts, we will update our IT strategy in 2025–26.

As we move ahead in the planning process, we'll also introduce or build on several other initiatives to drive our organizational excellence, such as:

- ▶ maintaining an aggressive posture against emerging cyber security threats
- ▶ migrating our critical solutions and standards-based data to cloud-based platforms
- ▶ implementing a remote assessment tool and audit management system as well as a members identity management solution
- ▶ opening our Standards Data Fabric to all government partners through the use of application programming interfaces and web applications



Risk overview



As part of our corporate planning process, we regularly review, assess and update our risks using ISO 31000:2018 - Risk management as the basis for our assessment. We also align our risk management practices with Treasury Board of Canada Secretariat guidelines to make sure we have mitigation strategies in place to anticipate and respond to emerging risks.

During the planning period, we have identified the following key risks for monitoring and managing.

Financial sustainability

We have strong financial controls in place, a lean discretionary spending base and limited exposure attributed to a relatively straightforward funding and disbursement operating environment. Our main challenge is to maintain financial sustainability while delivering against an increasing portfolio of standardization objectives in priority and emerging sectors.

While we benefit from program funding in some of these areas and have been shifting toward a higher proportion of self-generated funding, there are limitations. Our base funding has been significantly eroded by inflation over the past decade. At the same time, demand for our services, as well as our compliance and IT security requirements, continue to grow. Increasingly, our ability to deliver on our strategic objectives is at risk.

We continue to manage existing resources by:

- ▶ rebalancing our 5-year plan annually, including aligning expenditures with the most impactful strategic priorities
- ▶ aligning expenditures to our corporate plan and operating budget, seeking out cost recovery opportunities where possible and appropriate
- ▶ monitoring financial results against plan in a timely manner and reporting regularly to the Governing Council
- ▶ scrutinizing and reprioritizing expenditures at the executive management level before making significant commitments

These efforts have helped us become a lean and focused operation. However, it is not possible to address the pressures arising from emerging areas requiring our involvement in the national and international standardization networks while at the same time addressing the negative effects of fixed funding erosion and new compliance requirements.

To address these challenges, Budget 2024 provided us a one-time funding boost of \$7.2 million. We'll receive the second and final instalment of \$3.6 million in 2025–26, but we're still forecasting deficits and depletion of reserves through the planning period. In response, we've developed a Financial Sustainability Transformation Program, which we'll implement over the next 3 years.

The objective of the program is to implement cost containment strategies and optimize strategies and processes in areas including business development, budget forecasting, resource utilization, cost recovery and service delivery. The transformation will include exploring new sources of revenue, increasing base funding permanently, and ensuring targeted growth rates for existing revenue and contribution are achieved.

Sustainability of the standardization system

In recent years, there have been increasing demands for standards that are referenced in regulations to be made accessible to the public. In addition, legal challenges around the IP rights of SDOs are disrupting the traditional business model of the sale of standards that underpins the standardization system here and around the world. Threats to SDOs' ability to maintain copyright over their standards poses a great risk to the sustainability of the standardization system, potentially compromising the ability of regulators to use standards to achieve policy goals and meet Canada's international trade obligations.

As such, we'll continue to work with key interested parties to find policy solutions to increase the accessibility of standards, while protecting SDOs' copyright of their standards. We'll also cooperate with other standardization bodies around the world who are facing similar challenges.

Mitigation measures currently in place to reduce the impacts of this risk include:

- ▶ engagement with Innovation, Science and Economic Development (ISED) Canada, the Treasury Board of Canada Secretariat (TBS), the Department of Justice, and other interested parties on possible policy solutions to support the accessibility of standards incorporated by reference in regulations while protecting the SDOs' copyright of their published standards
- ▶ collaboration with Transport Canada, SDOAC members (Canadian Standards Association, Canadian General Standards Board) and others to develop and implement a regulatory platform, an all-of-government tool that identifies and helps manage all types of incorporation by reference, including consensus standards
- ▶ ongoing engagement with SDOAC and PTAC on issues of accessibility and copyright of standards
- ▶ at the international level, ongoing engagement with ISO and IEC to support their actions regarding the protection of IP in various courts around the world

Financial overview



SCC is listed under Schedule III of the *Financial Administration Act*. We conform to the obligations under Part X of the Act with policies and procedures in place to ensure we meet or exceed our legislated obligations.

Overview

SCC is funded by government appropriations and recovery from sale of accreditation services and international standards. Over the planning period, we'll receive a permanent increase to our base funding of \$0.5 million to support Canada's Indo-Pacific Strategy as well as \$2.3 million for data governance standards and \$34 million in temporary program funding to support adaptation of infrastructure to climate change, AI and data governance, trade in the Indo-Pacific region, and cyber security.

This speaks to the relevance of standardization in areas of key interest to the government and people living in Canada. However, increasing demands for our services, increasing compliance and security requirements, erosion of base funding due to more than 10 years of stagnation in value, and reliance on temporary program funding present significant financial challenges to our organization that may impede our ability to achieve strategic objectives.

A one-time funding allocation of \$7.2 million, received as part of Budget 2024, has served to provide relief and address short-term funding shortfalls. However, we anticipate operating deficits over the last 4 years of this plan, which will fully deplete the surplus by year 5 (excluding the target reserve).

In response, we are committed to a financial sustainability transformation program that builds on existing finance processes and our efforts over the past few years to enhance revenue generation activities in alignment with our mandate. The objective of our financial sustainability transformation program is to implement cost containment strategies as well as to optimize strategies and processes in areas including business development, budget forecasting, resource utilization, cost recovery and service delivery. The expected outcome of the program is to maintain our net surplus at a level allowing for planned target reserves, while continuing to meet our corporate objectives; create value for interested parties, customers and people living in Canada; and respond to new risks, issues and opportunities in the environment.

We use a comprehensive planning and prioritization process to allocate resources to projects and activities that align with our strategic objectives. During the planning period, we'll continue to revisit our prioritization decisions to ensure we continue to focus on doing the right things at the right time.

Funding and revenue

We derive revenues from several sources, categorized in our financial statements as follows:

- ▶ **Accreditation revenues** consist of application fees, annual accreditation fees and assessment fees.
- ▶ **SCC eStore revenues** represent royalties earned from sales of international standards. These royalties are generated from ISO and IEC because SCC is a member body. Additionally, we earn royalties on the sale of standards from independent distributors

through National Copyright Exploitation Agreements and other service areas to recover costs that support areas of strategic importance.

- ▶ **Delegate support contributions** are received from third parties to support delegate participation on technical committees.
- ▶ **Innovative services revenues** are fees we collect in exchange for providing standards-related solutions and expertise to customers.
- ▶ **Other income** includes various items, most notably interest income.

In addition to the above revenue sources, the following table provides an overview of our anticipated appropriation funding over the next 5 years.

FOR THE YEAR ENDED MARCH 31 (in thousands of \$)	ACTUAL 2023-24	FORECAST 2024-25	PLAN				
			2025-26	2026-27	2027-28	2028-29	2029-30
Baseline appropriations	11,799	15,095	15,129	11,529	13,806	14,279	14,279
Temporary appropriations	8,621	9,903	10,960	7,413	5,893	–	–
Total	20,420	24,997	26,089	18,942	19,699	14,279	14,279

Over the planning period, we'll conclude all sunseting programs currently in progress and will enhance funding by prioritizing revenue generation in accreditation services, developing standardization strategies

to support areas of importance for regulators and policy makers, and exploring monetization of existing services and other service areas tied to new government programs and priorities.

The proportional increase in self-generated revenue to support corporate objectives is illustrated in the following table.

FUNDING SOURCE (represented as a % of total funding)	ACTUAL 2023-24	FORECAST 2024-25	PLAN				
			2025-26	2026-27	2027-28	2028-29	2029-30
Revenue	41%	33%	32%	39%	39%	47%	47%
Sales of international standards	6%	5%	5%	6%	6%	7%	7%
Appropriations	54%	62%	63%	55%	55%	46%	46%

Significant items

- ▶ As a non-profit organization, at the direction of our Governing Council, we set a target reserve in accordance with our policy to safeguard against unforeseen events and risk from new business growth. Our reserve target is set to increase from \$1.5 million in 2024–25 to \$2.5 million in 2027–28 and beyond.
- ▶ We received a one-time funding allocation of \$7.2 million as part of Budget 2024, distributed as \$3.6 million in 2024–25 and \$3.6 million in 2025–26. This funding has partially alleviated financial pressures in the short term; however, over the planning period, we'll need to execute against our financial sustainability transformation program to achieve our expected outcome of maintaining a net surplus at a level allowing for planned target reserves. This is also required to enable us to continue to meet

our corporate objectives; create value for interested parties, customers and people living in Canada; and respond to new risks, issues; and opportunities in the environment.

- ▶ The one-time funding allocation of \$7.2 million, combined with temporary program funding, results in a temporary increase to our accumulated surplus in the early years of the plan. The majority of our surplus is committed to support the execution of programs, as expenditures typically lag behind funds received each year. The remainder of the surplus is in large part allocated to support ongoing operations and infrastructure, followed by a modest amount required for the target reserve. We anticipate operating deficits over the last 4 years of this plan, which will fully deplete the surplus (excluding the target reserve).

FOR THE YEAR ENDED MARCH 31 (in thousands of dollars)	ACTUAL 2023–24	FORECAST 2024–25	PLAN				
			2025–26	2026–27	2027–28	2028–29	2029–30
Net Surplus / (Deficit) for the year	1,435	2,784	2,109	(3,572)	(1,004)	(5,900)	(2,404)
Accumulated surplus, open	9,016	10,451	13,236	15,345	11,773	10,769	4,869
Accumulated surplus, end	10,451	13,236	15,345	11,773	10,769	4,869	2,466
Target reserve for risk	–	1,500	2,000	2,000	2,500	2,500	2,500
Accumulated surplus for program com- mitments and other strategic opportunities	10,451	11,736	13,345	9,773	8,269	2,369	(34)

- ▶ We'll continue to invest in a more modern and secure EA by completing needed digitalization and cyber security projects for our IT infrastructure, along with emerging but paced use of AI tools. This represents continued investments of \$9 million in operating and capital expenditures over the next 5 years to provide modern digital tools for more efficient and effective

work, including updates to platforms for increased collaboration, engagement of interested parties and security upgrades.

- ▶ To ensure our workforce is well supported, we'll make measured investments to operationalize some components of our renewed talent management strategy.

- ▶ We've received temporary appropriations funding in support of the adaptation of infrastructure and climate change, AI and data governance, trade in the Indo-Pacific region and cyber security, which will conclude throughout the planning period. We've received:
 - » \$8.6M over 2022–26 to advance the development and adoption of standards related to AI as part of the renewal of the Pan-Canadian Artificial Intelligence Strategy
 - » \$11.7M over 2022–26 to support resilience in infrastructure program related to developing new standards to strengthen communities against climate risks
 - » \$17.4M over 2024–28, for the supporting climate resilient infrastructure initiative to execute the National Adaptation Strategy
 - » \$2.2M over 2024–28, with \$0.5 million ongoing to further Canada's Indo Pacific Strategy
 - » \$9.4 million over 2023–27, with \$2.3 million ongoing to accelerate the development of industry-wide data governance standardization strategies
 - » \$1.8 million over 2024–26 for the establishment of a cyber security certification program for defence procurement
- ▶ Expenditures are projected to peak in the fiscal year 2025–26, primarily due to the execution of temporarily funded programs that are expected to decline annually until their conclusion in fiscal year 2028–29. Following this period, we'll need to effectively manage the variability of our operations within a largely fixed cost structure.
- ▶ Staffing levels decrease throughout the plan to maintain financial balance and, to a lesser extent, to reflect the end of term positions funded by sunseting programs.
- ▶ Employee vacancy rate is 7% across the entire period.
- ▶ Projections indicate that inflation will drive a 3% increase in expenditures during the first year of the planning period, followed by a 2% increase in subsequent years. These projections align with the Bank of Canada's target inflation rate.
- ▶ Eligible SCC employees contribute to the Public Service Pension Plan; our responsibility regarding the plan is limited to our contributions. Actuarial surpluses or deficiencies are recognized in the financial statements of the Government of Canada.
- ▶ Investment in IM/IT initiatives start at \$2.1 million in 2025–26 and trend down to \$1.6 million in the final year, with approximately \$1.8 million each year being operating expense and the difference being capital.
- ▶ Support to Canadian volunteers representing Canada in ISO/IEC technical committees is reduced to \$0.7 million, which is 70% of historical levels. This reflects a shift to a virtual/remote context but also a necessary reduction in spending levels to maintain financial balance.
- ▶ Travel, hospitality, conferences and events expenditures decrease by 30% of historical expenditures to account for the post-pandemic landscape and financial balance.
- ▶ Accreditation services revenue increases from \$9.6M forecasted for 2024–25 to \$11.9 million in the final year of the plan, an increase of 24% over the term.
- ▶ The current building lease is set to expire within the duration of the plan. It's anticipated that the lease will be renewed for an additional term of 5 years.

Any changes to the business strategy or to the key assumptions may materially affect the financial projections over the planning period.

Key assumptions

Our operating budget is developed based on planned operating activity and the following key assumptions:

- ▶ Salaries and expenditures increase at a rate of 2% each year of the plan. To help compensate employees for inflationary increases, we plan to offer employees an additional one-time compensatory payment of 2% in the first year of the plan.

Appendix A:

Direction from the Responsible Minister



SCC will align its activities with Government of Canada priorities, including workplace wellbeing and diversity, the Greening Government Strategy, as well as commitments laid out in the May 2025 Minister's mandate letter.

Office of the
Prime Minister



Cabinet du
Premier ministre

May 21, 2025

Dear Colleagues:

Last month, Canadians elected a new Government to stand up for our country and to build a strong economy that works for everyone. As members of the 30th Ministry, we must fulfill this mandate with purpose and force. We must meet a series of unprecedented challenges with both a disciplined focus on core priorities and new approaches to governing.

The Context: A Generational Challenge

Canada faces a series of crises. In a more dangerous and divided world, geopolitical risks are rising, threatening our sovereignty. The global trading system—which has helped power Canada's prosperity for decades—is undergoing the biggest transformation since the fall of the Berlin Wall. At home, our longstanding weak productivity is straining government finances, making life less affordable for Canadian families, and threatening to undermine the sustainability of vital social programs on which Canadians rely.

The new federal Government has an immense responsibility to address these challenges head on with focus, determination, and fundamentally different approaches to governing.

We must redefine Canada's international, commercial, and security relationships. In the process, we need to develop a defence industrial policy that secures Canada, fulfills our responsibilities to our allies, and helps build our economy.

Canada must build an enormous amount of new infrastructure at speeds not seen in generations. This includes the infrastructure to diversify our trading relationships; to become an energy superpower in both clean and conventional energies; to restore affordability to housing; and to secure our borders and our communities.

The combination of the scale of this infrastructure build and the transformative nature of artificial intelligence (AI) will create opportunities for millions of Canadians to find new rewarding careers—provided they have timely access to the education and training they need to develop the necessary skills.

Government itself must become much more productive by deploying AI at scale, by focusing on results over spending, and by using scarce tax dollars to catalyse multiples of private investment.

Our Priorities

We will focus on seven priorities:

1. Establishing a new economic and security relationship with the United States and strengthening our collaboration with reliable trading partners and allies around the world.
2. Building one Canadian economy by removing barriers to interprovincial trade and identifying and expediting nation-building projects that will connect and transform our country.
3. Bringing down costs for Canadians and helping them to get ahead.
4. Making housing more affordable by unleashing the power of public-private cooperation, catalysing a modern housing industry, and creating new careers in the skilled trades.
5. Protecting Canadian sovereignty and keeping Canadians safe by strengthening the Canadian Armed Forces, securing our borders, and reinforcing law enforcement.
6. Attracting the best talent in the world to help build our economy, while returning our overall immigration rates to sustainable levels.
7. Spending less on government operations so that Canadians can invest more in the people and businesses that will build the strongest economy in the G7.

Working Together

We must deliver for Canadians as a team committed to real Cabinet government. The attainment of these objectives will require collaboration and coordination within Cabinet. I expect each Cabinet committee, led by their Chair, to drive and monitor our progress, with oversight from the Priorities, Planning and Strategy Committee, and direction from the full Cabinet.

While fulfilling your core responsibilities as a member of the Ministry, you should identify how specifically you can contribute to these missions. You will be expected and empowered to lead, and to bring new ideas, clear focus, and decisive action to your work. Over the coming weeks, I will look to each of you to identify the key goals and measures of success on which to evaluate the results you will achieve for Canadians as a member of the Ministry.

We will work together with Parliamentarians and the public service. We will work in true partnership with provinces, territories, and Indigenous Peoples. And we will bring together labour, business, and civil society to build a Canada worthy of our children and grandchildren.

In addressing the tasks before us, we must remain true to Canadian values. Canada is a dynamic country that celebrates our diversity, cares for the most vulnerable among us, and strives for a better future for all. The new federal Government will continue the vital work of advancing reconciliation with Indigenous Peoples. We will fight climate change. We will uphold the rule of law, protect our democratic institutions, and reinforce the unity of our country.

Canada's challenges are not small, but we can more than meet them with vigour and a constructive approach. That is how Canadians have built the best country in the world. That is how we will build it to be even better.

In partnership,

A handwritten signature in black ink, appearing to read 'M. Carney', written in a cursive style.

The Rt. Hon. Mark Carney,
Prime Minister of Canada

Appendix B:

Our corporate governance structure

Governing Council

SCC is governed by a Governing Council that reports to Parliament through the Minister of Industry. The Governing Council is responsible for overseeing SCC, holding our management accountable for achieving our mandate and corporate objectives, and making sure all significant risks to SCC are identified and managed. The Governing Council also plays an important role in setting our overall strategic direction and ensuring it's aligned with the priorities of the Government of Canada.



Our Governing Council is composed of up to 13 members, 10 of whom are appointed by the federal government and 3 others who hold chair or vice-chair positions on statutory advisory committees established pursuant to the *Standards Council of Canada Act* (SCC Act). All members are volunteers except the chair, who receives \$575 per diem.

The members of the Governing Council are chosen to represent a broad spectrum of interested parties in the private and public sectors. They also bring a wide range of knowledge, skills and experience to bear to help us fulfill our mandate.

NAME	START OF CURRENT TERM	END OF TERM	ORDER-IN-COUNCIL APPOINTEE	COMMITTEE
1. Coallier, François, Chair of the Governing Council	2023-12-15	2027-12-14	√	CGC/AC
2. Burns, Michael, Vice-Chair of the Governing Council	2022-10-14	2026-10-13	√	AC
3. Clark, Colin	2022-12-02	2024-12-01	√	CGC Chair
4. Winnitoy, Tayt	2022-07-07	2026-07-06	√	AC Chair
5. Murphy, Steve	2024-11-01	2027-10-31		PTAC Chair
6. Hawkins, William	2025-01-05	2028-01-04		PTAC Vice-Chair
7. Ramlochan, Mark	2023-10-15	2026-10-14		SDOAC Chair
8. Hogan, Dennis	2024-01-26	2028-01-25	√	AC
9. Paroli, Ralph	2024-01-26	2028-01-25	√	CGC
10. Salt, Dianne	2023-12-15	2027-12-14	√	CGC
11. Schacter, Brent	2022-07-07	2026-07-06	√	CGC
12. Shalabi, Ahmed	2023-12-15	2027-12-14	√	CGC
13. Tassé, Marc	2024-01-26	2028-01-25	√	AC

Please note that Colin Clark's term as Vice-Chair ended on December 1, 2024. Pursuant to the Order in Council appointing him and the relevant provisions of the *Financial Administration Act*, he will remain on the Council as a member and is serving as Chair of the Corporate Governance Committee.

Standing and statutory committees

The Governing Council has 2 standing committees to support it in its work. It also receives advice through its 2 statutory committees:

- ▶ **Audit Committee (AC):** A standing committee that helps oversee the financial management of SCC. This includes our financial reporting and controls, internal accounting, budgets, internal and external audit processes, risk management, continuous disclosure, compliance with ethics-related and statutory requirements, and other oversight responsibilities.
- ▶ **Corporate Governance Committee (CGC):** A standing committee that makes sure the Governing Council fulfills its responsibilities regarding governance policy development, recruitment strategies, training programs, activity monitoring, member performance evaluation, and oversight of the CEO's objectives and performance.
- ▶ **Provincial–Territorial Advisory Committee (PTAC):** A statutory committee made up of representatives from each province and territory who promote cooperation and communication between the provinces, territories and SCC, and supports provincial and territorial participation in Canadian standardization activities.
- ▶ **Standards Development Organizations Advisory Committee (SDOAC):** A statutory committee that promotes collaboration and cooperation between SCC and the SDOs we accredit. The SDOAC includes a representative from each SDO (currently 16 from Canada and the United States).

CEO, executive team and advisory bodies

Our Chief Executive Officer (CEO) oversees our Executive Team. Each Executive Team member is responsible for the management and operations of their respective area.

The CEO's compensation is determined by the Privy Council Office. The members of the executive team are classified at an SCM4 level with a salary range of \$177,700 to \$221,800. In addition to their salaries, Executive Team members also receive an annual performance bonus, health and dental coverage, and coverage of monthly parking expenses.

We're also supported by an advisory panel and a committee:

- ▶ **Accreditation Advisory Panel (AAP):** A panel of customers, regulators, industry experts, scheme owners, assessors and other interested parties of our accreditation services who help ensure our policies and programs are fair and impartial. The AAP falls under our Accreditation Services branch.
- ▶ **Canadian National Committee of the International Electrotechnical Commission (CANC/IEC):** A body that provides strategic and policy advice on Canada's priorities for companies in the energy, electrotechnical and electrical sectors, and other related matters. The committee falls under the purview of our Standardization Services branch.

Appendix C:

Planned results

PILLAR 1

Enhance understanding and use of standardization in key communities

Strategic objective

- Promote standardization and its benefits in the development of policies, initiatives and programs.

INITIATIVE 1.1 Provide standardization advice and support to safeguard Canada's economic and social interests, enhance market access and trade, and promote the development of responsible regulations.

INITIATIVE 1.2 Implement a communications and outreach strategy aligned with the priority sectors in the NSS

OUTCOME	INDICATOR	25/26 TARGET	26/27 TARGET	27/28 TARGET	28/29 TARGET	29/30 TARGET	DATA SOURCE
1.1.1 Standardization helps regulators to achieve their objectives.	TBD based on consultations with federal regulators.	A plan is developed to pilot data collection with federal regulators to understand how standardization helps them achieve their objectives.	Data collection for pilot program is expanded, as appropriate, to engage a wider group of regulators.	TBD. Will be set in FY26–27.	TBD. Will be set in FY26–27.	TBD. Will be set in FY26–27.	Internal sources: Data, research collected to support and measure baseline.
1.1.2 Alignment between the National Model Codes (NMC) and the standardization system supports improved collaboration and efficiency.	A workplan is established and implemented jointly with the NRC.	FY25–26 priority items on the SCC-NRC NMC Workplan are implemented.	FY26–27 priority items on the SCC-NRC NMC Workplan are implemented.	FY27–28 priority items on the SCC-NRC NMC Workplan are implemented.	FY28–29 priority items on the SCC-NRC NMC Workplan are implemented.	N/A	Internal sources: Progress against workplan.
1.1.3 Provinces and territories are engaged in demonstrating and harnessing the benefits of standardization locally, nationally and internationally, and barriers to internal trade are reduced.	Number of initiatives being managed by PTAC.	2 standardization initiatives are being managed by PTAC.	2 standardization initiatives are being managed by PTAC.	2 standardization initiatives are being managed by PTAC.	2 standardization initiatives are being managed by PTAC.	2 standardization initiatives are being managed by PTAC.	Internal sources: Records of PTAC initiatives.
1.1.4 Continued reduction of technical barriers to trade to support market access for Canadian business.	Number of SCC initiatives underway in support of negotiation and implementation of Canada's trade agreements, regulatory cooperation, and multilateral and bilateral priorities.	5 initiatives are underway at any given time.	5 initiatives are underway at any given time.	5 initiatives are underway at any given time.	5 initiatives are underway at any given time.	5 initiatives are underway at any given time.	Internal sources: Count of initiatives underway.
1.2.1 Key communities understand the value and use of standardization strategies in the development of policies, initiatives, and programs.	Progress against the communications and outreach strategy.	A communications and outreach strategy is developed in 2 NSS priority areas (Climate change and sustainability, Digital economy). [Year 2 of a 2-year commitment]	The communications and outreach strategy is revised and 2 additional NSS priority areas are added to incorporate the 2 additional NSS priority areas (Trade and supply chain resilience, System sustainability) brought online.	The communications and outreach strategy is revised to include the last NSS priority area brought online (Health, well-being and safety) and adjusted based on results framework.	N/A	N/A	Internal sources: Status updates per project plan.
	Research reports support evidence-based communications, allowing key communities to understand the value and use of standardization strategies in the development of policies, programs and other initiatives.	Research reports to support 2 NSS priority areas (Climate change and sustainability, Digital economy) are developed. [Year 2 of a 2-year commitment]	Research reports to support two additional NSS priority areas (Trade and supply chain resilience, System sustainability) brought online are developed.	Research reports to support the last NSS priority area (Health, well-being and safety) brought online are developed.	N/A	N/A	Internal sources: Research reports for NSS priority areas.
	The impacts of standardization strategies are measured and communicated through SCC's results framework, providing key communities an understanding of the value and use of standardization.	A results framework to measure the impact of standardization strategies is developed, and targets are identified. [Year 2 of a 2-year commitment]	Results framework to measure success is implemented.	N/A	N/A	N/A	Internal sources: Status updates per project plan.



PILLAR 2

Deliver SCC's priority areas aligned to the 2022 National Standards Strategy

Strategic objective

- ▶ Implement strategic frameworks for each SCC priority area to enhance competitiveness and the well-being of people living in Canada.

INITIATIVE 2.1 In consultation with key interested parties, design and establish an evergreen process to identify Canada's standardization priorities.

INITIATIVE 2.2 Deliver sector and system priorities as identified in the NSS to advance Canadian priorities at the national and international levels.

OUTCOME	INDICATOR	25/26 TARGET	26/27 TARGET	27/28 TARGET	28/29 TARGET	29/30 TARGET	DATA SOURCE
2.1.1 SCC has a detailed and robust process in place to review standardization priorities regularly and effectively for the organization.	TBD	TBD	TBD	TBD	TBD	TBD	TBD
2.2.1 Develop action plans in the sector and system priority areas identified in the NSS and systematically monitor and follow through on the implementation of identified outcomes.	Number of NSS priorities converted into action plans under implementation.	An additional NSS priority action plan (Trade and supply chain resilience) is under implementation (cumulative count: 3 of 5).	An additional NSS priority action plan (System sustainability) is under implementation (cumulative count: 4 of 5).	The final NSS priority action plan (Health, well-being and safety) is under implementation (cumulative count: 5 of 5).	N/A	N/A	Internal sources: Action plan monitoring and reporting.
2.2.2 New relationships are forged with standardization bodies in the Indo-Pacific region, providing Canadian business with market access opportunities.	Number of new formalized relationships and new workplans jointly developed with National Standards Bodies and Accreditation Bodies in the region.	1 new Cooperation Agreement is signed, and 1 new workplan is initiated.	3 APEC projects proposed by other countries are supported by SCC.	3 APEC projects proposed by other countries are supported by SCC.	An action plan for ongoing funding, including indicators and targets, is developed.	TBD	Internal sources: Agreements, proposals and workplans.
			1 APEC project proposed by SCC to be led by Canada.	1 APEC project proposed by SCC to be led by Canada.			
2.2.3 An accreditation program for cyber security certification is established to enhance the resilience of Canada's defence supply chain.	Accreditation for cyber security certification bodies is offered in Canada.	Revision of standards and requirements is completed and the official standard is applied.	New standards and requirements are integrated into the accreditation program.	N/A	N/A	N/A	Internal sources: Accreditation records
2.2.4 Standards-based solutions and a conformity assessment scheme are developed and delivered through the AI and data governance program in support of initiatives such as the Pan-Canadian Artificial Intelligence Strategy.	Number of standardization strategies initiated per year to address the development and trustworthiness of AI and data governance.	14 standardization strategies are initiated (cumulative target 35/65).	15 standardization strategies are initiated (cumulative target 50/65).	15 standardization strategies are initiated (cumulative target 65/65). Evaluation is completed.	N/A	N/A	Internal sources: Count of standardization strategies.
	Launch of an AI accreditation program based on ISO/IEC 42001 - AI management systems.	The most recent version of the standard is applied to the program, and the program is transitioned to updated standard (as required).	1 conformity assessment body is accredited under the new AI program.	A second conformity assessment body is accredited under the program.	N/A	N/A	Internal sources: Count of conformity assessment bodies accredited under the new program.

OUTCOME	INDICATOR	25/26 TARGET	26/27 TARGET	27/28 TARGET	28/29 TARGET	29/30 TARGET	DATA SOURCE
2.2.5 Standards-based solutions are delivered through the Standards to Support Resilience in Infrastructure Program to safeguard Canadian infrastructure, buildings and communities against the impacts of climate change, in support of the National Adaptation Strategy.	Number of standardization strategies initiated per year to address climate change adaptations for infrastructure and buildings through the Standards to Support Resilience in Infrastructure Program.	16 standardization strategies are initiated (cumulative target 66/86).	10 standardization strategies are initiated (cumulative target 76/86).	10 standardization strategies are initiated (cumulative target 86/86).	Final standardization strategies are completed.	Program sunsets and evaluation is completed.	Internal sources: Count of standardization strategies initiated in year.
2.2.6 Standardization initiatives of strategic importance to Canada are promoted internationally.	Number of new Canadian proposals accepted internationally in areas of strategic importance to Canada per year.	3 proposals are accepted.	3 proposals are accepted.	3 proposals are accepted.	3 proposals are accepted.	3 proposals are accepted.	Internal sources: Count of new work item proposals accepted.
2.2.7 Gender equity in standardization is promoted through the implementation of SCC's Gender Workplan.	Progress against milestones identified in SCC's Gender Workplan.	Gender workplan reviewed and updated.	TBD	TBD	TBD	TBD	Internal sources: Research findings.
2.2.8 Policy solutions are developed, with support from SCC, to increase the accessibility of standards referenced in regulation and to further enhance SDOs' copyright of standards.	Progress achieved in finding policy solutions to increase the accessibility of standards and strengthen SDOs' copyright of standards.	Develop a roadmap of activities to support policy solutions, based on the recommendations provided to the Senate.	TBD. Will be set in FY25–26.	TBD. Will be set in FY25–26.	TBD. Will be set in FY25–26.	TBD. Will be set in FY25–26.	Internal sources: Roadmap of activities developed.



PILLAR 3

Enhance service delivery

Strategic objective

- ▶ Coordinate and align functions, build partnerships and secure resources to proactively respond to interested parties' priorities and maximize the impact of SCC's services.

INITIATIVE 3.1 Design and implement an integrated, scalable, and responsive service delivery model to increase impact in national priority areas.

INITIATIVE 3.2 Evaluate the impacts of IEC and ISO business model reviews and respond in a timely manner to identified risks and opportunities.

OUTCOME	INDICATOR	25/26 TARGET	26/27 TARGET	27/28 TARGET	28/29 TARGET	29/30 TARGET	DATA SOURCE
3.1.1 A service delivery model that integrates the full value chain of standardization activities (from needs identification to application) has been implemented to enhance coordination and maximize the impact of SCC's services.	Progress against service delivery modernization roadmap milestones.	Phase 1 of the service delivery modernization roadmap initiatives are implemented.	Phase 2 of the service delivery modernization roadmap initiatives are implemented.	Phase 3 of the service delivery modernization roadmap initiatives are implemented.	N/A	N/A	Internal sources: Progress updates on service delivery modernization roadmap.
	A methodology, baseline and targets are established to support the allocation of Canadian governance roles and positions in regional and international standardization organizations.	The international standardization roadmap is advanced including the development of a structure and process to optimize the management of mirror committees and members participation.	N/A	N/A	N/A	N/A	Internal sources: Progress reporting on project implementation.
3.2.1 SCC is well positioned to adapt its business and operating model in a proactive and timely manner, as needed, in response to the impacts of IEC and ISO business model reviews.	Progress against project plan.	Identify impacts to SCC and develop a response plan (including a related IT strategy and plans). Begin implementing response plan, as appropriate.	Response plan is implemented.		TBD	TBD	Internal sources: Updates per project plan.



PILLAR 4

Drive organizational excellence

Strategic objective

- ▶ Build lean, integrated IT, HR and internal governance systems that support a high-performing culture at SCC.

INITIATIVE 4.1 Develop a workforce plan to ensure SCC has the capacity and skillset needed to meet the changing and increasing scope of our responsibilities.

INITIATIVE 4.2 Provide employees with modern, digital tools to foster collaborative and virtual work and enhance the engagement of interested parties while maintaining robust IT security.

INITIATIVE 4.3 Promote a people-focused culture:

- ▶ strong employee engagement and well-being (including mental health) are fostered
- ▶ SCC's diversity strategy, including ongoing alignment with government reporting requirements, is implemented

OUTCOME	INDICATOR	25/26 TARGET	26/27 TARGET	27/28 TARGET	28/29 TARGET	29/30 TARGET	DATA SOURCE
4.1.1 A steady and stable workforce is supported and able to respond to varying program funding cycles.	A workforce plan is developed, implemented and maintained year over year.	Talent gaps identified and plan to close the gaps developed.	N/A	N/A	N/A	N/A	Internal sources: HR workforce plan.
	A succession plan is in place for key positions and is regularly updated.	Succession planning completed for vice-presidents, senior directors, directors and critical positions.	N/A	N/A	N/A	N/A	Internal sources: HR succession plan.
4.2.1 SCC employees and partners can leverage scalable, reliable and accessible solutions that are secure and adapted to new business requirements.	90% of SCC's critical solutions are running in the cloud.	A remote assessment tool and audit management system is in production.	A members identity management solution is in production.	Standards Hub is replaced with a new solution.	New solutions are introduced to control costs of cloud solutions.	TBD	Internal sources: EA roadmap and IT strategy.
	80% of SCC's standards-related data is moved to the cloud and is readily available through application programming interfaces. Data is stored in a data fabric as opposed to information silos.	Standards Data Fabric (SDF) is open to all government partners (through application programming interfaces and web applications).	Decommissioning of SiteScape is completed. No SCC business processes related to standards management rely on SiteScape.	Standards Data Fabric transitioned to an open-source model.	Introduction of new monetization features in the Standards Data Fabric.	TBD	Internal sources: EA roadmap and IT strategy.
	AI is readily used throughout the organization in a safe and reliable manner.	AI tools are added to improve the cyber awareness program.	AI tools are introduced in existing solutions and a zero-trust approach to cyber security is implemented.	N/A	N/A	N/A	Internal sources: EA roadmap and IT strategy.
4.3.1 Strong employee engagement and well-being (including mental health) are fostered.	Percentage of employees reporting having positive well-being in the workplace per year.	Survey results regarding well-being and mental health are maintained. Baseline: 70%.	N/A. Survey is run every second year.	Engagement is reassessed and survey results are analyzed.	N/A. Survey is run every second year.	Engagement is reassessed and survey results are analyzed.	Internal sources: Engagement survey.
	Employee engagement score.	SCC's ranking in the top 25% of employers is maintained.	N/A. Survey is run every second year.	Engagement is reassessed and survey results are analyzed.	N/A. Survey is run every second year.	Engagement is reassessed and survey results are analyzed.	Internal sources: Engagement survey.
		2024 survey results regarding employee engagement are followed up and areas of concern are addressed before the launch of the 2026 survey.	N/A. Survey is run every second year.	N/A	N/A	N/A	Internal sources: Engagement survey.
4.3.2 SCC's diversity strategy, including ongoing alignment with government reporting requirements, is implemented.	Implementation of the inclusion, diversity, equity and accessibility (IDEAs) roadmap is progressed according to milestones.	Implementation of IDEAs roadmap progressed.	TBD	TBD	TBD	TBD	Internal sources: Progress reports on IDEAs roadmap.
	Staff engagement survey inclusion score.	Diversity and inclusion score from the 2024 employee engagement survey is maintained. Baseline: 87%.	N/A. Survey is run every second year.	TBD	N/A. Survey is run every second year.	TBD	Internal sources: Engagement survey.

Appendix D:

Financial statements and budgets



Financial statements and notes

SCC's financial statements are prepared in accordance with Canadian Public Sector Accounting Standards as established by the Canadian Public Sector Accounting Board.

Pro forma statement of operations

FOR THE YEAR ENDED MARCH 31 (in thousands of dollars)	ACTUAL 2023-24	FORECAST 2024-25	PLAN				
			2025-26	2026-27	2027-28	2028-29	2029-30
Full-time equivalents (FTE)	155	149	149	139	131	124	119
Revenue from operations							
Accreditation revenue	10,125	10,466	10,982	11,503	12,049	12,402	12,765
SCC eStore	2,116	2,089	2,124	2,167	2,210	2,254	2,299
Delegate support contributions	59	50	200	200	200	200	200
Innovative services	5,362	2,825	2,029	2,029	2,030	2,030	2,031
Other income	646	534	518	512	507	499	492
Total revenue from operations	18,309	15,963	15,853	16,410	16,995	17,385	17,787
Expenses							
Salaries & benefits	22,799	22,512	22,931	21,701	20,917	20,492	20,186
Training & development	268	272	324	317	310	307	305
Travel — recoverable	1,192	1,004	1,019	1,040	1,061	1,083	1,105
Travel — non-recoverable	938	1,436	1,007	967	931	918	936
Canadian delegate financial support	648	550	900	900	900	900	900
Postage & telecommunication	89	106	163	167	170	174	177
Printing & publications	3	81	119	59	19	14	14
Conferences & events	465	475	405	400	402	396	405
Assessment services & professional fees	6,873	7,217	8,526	8,801	8,332	8,790	6,045
Accommodation, equipment rentals & repairs	870	931	968	987	1,007	1,028	1,049
Corporate memberships	1,363	1,463	1,451	1,480	1,510	1,541	1,572
Office supplies & other corporate subscriptions	1,017	1,078	1,000	1,021	1,042	1,064	1,086
Amortization, insurance, bad debt & other	770	1,051	1,019	1,085	1,097	859	691
Total expenses	37,294	38,176	39,833	38,924	37,698	37,563	34,470

FOR THE YEAR ENDED MARCH 31 (in thousands of dollars)	ACTUAL 2023–24	FORECAST 2024–25	PLAN				
			2025–26	2026–27	2027–28	2028–29	2029–30
Deficit from operations	(18,986)	(22,213)	(23,980)	(22,514)	(20,703)	(20,179)	(16,683)
Parliamentary appropriation	20,420	24,997	26,089	18,942	19,699	14,279	14,279
Net surplus / (Deficit) for the year	1,435	2,784	2,109	(3,572)	(1,004)	(5,900)	(2,404)
Accumulated surplus, open	9,016	10,451	13,236	15,345	11,773	10,769	4,869
Accumulated surplus, end	10,451	13,236	15,345	11,773	10,769	4,869	2,466
Risk reserve	–	1,500	2,000	2,000	2,500	2,500	2,500
Accumulated surplus for program commitments and other strategic opportunities	–	11,736	13,345	9,773	8,269	2,369	(34)

Pro forma statement of financial position

AS AT MARCH 31 (in thousands of dollars)	ACTUAL 2023–24	FORECAST 2024–25	PLAN				
			2025–26	2026–27	2027–28	2028–29	2029–30
Financial assets:							
Cash	6,752	9,584	11,738	8,535	7,797	2,152	141
Accounts receivable:							
Federal departments & agencies	2,527	492	507	522	532	543	554
Other	3,239	3,193	3,171	3,282	3,399	3,477	3,057
Total financial assets	12,517	13,269	15,416	12,339	11,728	6,172	3,752
Liabilities:							
Accounts payable & accrued liabilities	4,313	2,923	3,176	3,228	3,137	3,243	3,218
Contributions received	89	91	94	97	99	101	103
Deferred revenue	131	135	139	142	145	148	151
Deferred revenue — tenant improvement allowance	531	449	367	285	203	121	39
Total liabilities	5,064	3,598	3,776	3,752	3,584	3,613	3,511
Net financial assets / (debt)	7,453	9,670	11,639	8,587	8,144	2,559	241
Non-financial assets:							
Prepaid expenses	1,413	1,455	1,499	1,544	1,575	1,607	1,639
Tangible capital assets (net)	1,585	2,110	2,206	1,643	1,050	703	586
Total non-financial assets	2,998	3,565	3,705	3,187	2,625	2,310	2,225
Accumulated surplus	10,451	13,236	15,345	11,773	10,769	4,869	2,466

Pro forma statement of changes in net assets

FOR THE YEAR ENDED MARCH 31 (in thousands of dollars)	ACTUAL 2023-24	FORECAST 2024-25	PLAN				
			2025-26	2026-27	2027-28	2028-29	2029-30
Total annual surplus / (deficit)	1,435	2,784	2,109	(3,572)	(1,004)	(5,900)	(2,404)
Acquisition of tangible capital assets	(619)	(1,149)	(845)	(245)	(223)	(225)	(280)
Amortization & loss on tangible capital assets	449	624	749	809	816	571	398
(Increase) / decrease in prepaid expenses	(27)	(42)	(44)	(45)	(31)	(32)	(32)
Increase / (decrease) in net financial assets / (debt)	1,238	2,217	1,969	(3,053)	(443)	(5,585)	(2,318)
Net financial assets / (debt) beginning of year	6,215	7,453	9,670	11,639	8,586	8,144	2,558
Net financial assets / (debt) end of year	7,453	9,670	11,639	8,586	8,144	2,558	241

Pro forma statement of cash flows

FOR THE YEAR ENDED MARCH 31 (in thousands of dollars)	ACTUAL 2023-24	FORECAST 2024-25	PLAN				
			2025-26	2026-27	2027-28	2028-29	2029-30
Net cash from operations							
Annual surplus / (deficit)	1,435	2,784	2,109	(3,572)	(1,004)	(5,900)	(2,404)
Adjustments for non-cash items:							
Amortization of tangible capital assets	449	624	749	809	816	571	398
Changes in:							
Prepaid expense	(27)	(42)	(44)	(45)	(31)	(32)	(32)
Deferred revenue	(320)	(78)	(78)	(79)	(79)	(79)	(79)
Accounts receivable	(483)	2,081	7	(126)	(127)	(89)	409
Payables and accrued liabilities	978	(1,390)	253	52	(91)	106	(25)
Contributions received	(47)	2	3	3	2	2	2
Net change in cash from operations	1,984	3,981	2,999	(2,958)	(515)	(5,420)	(1,731)
Cash applied to capital transactions							
Additions to tangible capital assets	(619)	(1,149)	(845)	(245)	(223)	(225)	(280)
Increase / (decrease) in cash and cash equivalents	1,365	2,832	2,154	(3,203)	(738)	(5,645)	(2,011)
Cash and cash equivalents, beginning of year	5,387	6,752	9,584	11,738	8,535	7,798	2,152
Cash and cash equivalents, end of year	6,752	9,584	11,738	8,535	7,798	2,152	141

Operating budget and notes

Operating budget (cash basis)

FOR THE YEAR ENDED MARCH 31 (in thousands of dollars)	ACTUAL 2023-24	FORECAST 2024-25	PLAN				
			2025-26	2026-27	2027-28	2028-29	2029-30
Revenue from operations							
Accreditation revenue	10,125	10,466	10,982	11,503	12,049	12,402	12,765
SCC eStore	2,116	2,089	2,124	2,167	2,210	2,254	2,299
Delegate support contributions	59	50	200	200	200	200	200
Innovative services	5,362	2,825	2,029	2,029	2,030	2,030	2,031
Other income	646	534	518	512	507	499	492
Total revenue from operations	18,309	15,963	15,853	16,410	16,995	17,385	17,787
Expenses							
Salaries & benefits	22,799	22,512	22,931	21,701	20,917	20,492	20,186
Training & development	268	272	324	317	310	307	305
Travel — recoverable	1,192	1,004	1,019	1,040	1,061	1,083	1,105
Travel — non-recoverable	938	1,436	1,007	967	931	918	936
Canadian delegate financial support	648	550	900	900	900	900	900
Postage & telecommunication	89	106	163	167	170	174	177
Printing & publications	3	81	119	59	19	14	14
Conferences & events	465	475	405	400	402	396	405
Assessment services & professional fees	6,873	7,217	8,526	8,801	8,332	8,790	6,045
Accommodation, equipment rentals & repairs	870	931	968	987	1,007	1,028	1,049
Corporate memberships	1,363	1,463	1,451	1,480	1,510	1,541	1,572
Office supplies & other corporate subscriptions	1,017	1,078	1,000	1,021	1,042	1,064	1,086
Amortization, insurance, bad debt & other	840	1,003	975	716	831	605	299
Expenses	37,364	38,128	39,788	38,555	37,431	37,309	34,077
Deficit from operations	(19,055)	(22,165)	(23,935)	(22,145)	(20,437)	(19,924)	(16,290)
Parliamentary appropriation	20,420	24,997	26,089	18,942	19,699	14,279	14,279
Surplus (deficit) for the year — cash	1,365	2,832	2,154	(3,203)	(738)	(5,645)	(2,011)
Adjustments for accrual basis	70	(48)	(45)	(369)	(267)	(254)	(393)
Surplus (deficit) for the year — accrual	1,435	2,784	2,109	(3,572)	(1,004)	(5,900)	(2,404)

2023–24 actuals vs. 2024–25 forecast

For the year ending March 31, 2025, we forecast an annual surplus of \$2.8 million, which is a \$1.4 million variance from the year ended March 31, 2024. This variance is primarily driven by increased parliamentary appropriations (\$4.6 million) resulting from the Budget 2024 temporary funding top-up (\$3.6 million) and an annual increase in temporary funding from prior year (\$1 million). This favourable variance is offset by a decrease in revenue from the conclusion of the mental health program initiative (\$2.3 million) and increased expenditures for temporary program delivery and accreditation volume (\$0.9 million).

Revenues from operations are forecasted at \$16 million, which is \$2.3 million less than prior year primarily due to the conclusion of the mental health and substance use health program (\$2.5 million), offset by favourable increases in accreditation revenue (\$0.3 million).

Operating expenditures are forecasted to be \$38 million, a \$0.9 million increase from prior year. This increase is primarily attributable to accreditation volume and ramp up of temporary programs (\$0.3 million), amortization for capital expenditures (\$0.3 million) and travel (\$0.5 million). The increase is offset by decreases in salary expenditures (\$0.3 million) resulting from the conclusion of the mental health and substance use health program.

We are forecasting appropriations of \$25 million, which is a \$4.6 million increase from prior year resulting from the one-time funding injection of \$3.6 million announced as part of Budget 2024 and increased annual funding for temporary programs compared to prior year.

The forecasted accumulated surplus of \$13.2 million is comprised predominantly of temporary program funding delineated in the plan. It's important to note that future planned deficits are expected to deplete this surplus over time, underscoring the temporary nature of the current financial position.

2025–26 to 2029–30 plan

Accreditation revenues are forecasted to increase 5% year over year in the first 3 years of the plan, decreasing to 3% in the last 2 years of the plan. Royalties from sale of standards (SCC eStore) are forecasted to increase 2% annually throughout the plan, partially offsetting decreases in interest income (other income) as interest rates are projected to decline.

Expenditures are projected to increase in 2025–26 from 2024–25 and decrease year over year as temporary programs conclude. There is a projected reduction in expenses in the final year of the plan to normalize operations with the conclusion of temporarily funded programs. Canadian delegate support contributions are projected to increase by \$0.2 million from current throughout the plan while other expenditures items are projected to increase with inflation.

Parliamentary appropriations decrease in fiscal year 2026–27 due to the one-time top-up funding from Budget 2024 (\$3.6 million) and the uneven annual distribution of temporary funding. Funding decreases to \$14.3 million in the last 2 years of the plan, representing the end of temporary programs and the continued steady state of ongoing operations.

The most notable adjustments from the current year's plan compared to the previous year involve reallocating temporary program expenditures to align with projected deliverables and spending. Additionally, expenses have been reduced as a consequence of our prioritization efforts aimed at curtailing spending to align with eroding parliamentary appropriations.

Capital budget and notes

Capital budget (cash basis)

FOR THE YEAR ENDED MARCH 31 (in thousands of dollars)	ACTUAL 2023–24	FORECAST 2024–25	PLAN				
			2025–26	2026–27	2027–28	2028–29	2029–30
IM/IT infrastructure equipment	254	198	70	70	73	75	75
Software & other	336	926	675	125	100	100	150
Furniture & small office equipment	–	–	75	25	25	25	25
Leasehold improvements	29	25	25	25	25	25	30
Total capital investment plan	619	1,149	845	245	223	225	280

Our capital policy with respect to IM/IT projects states that any and all costs incurred during the application development and initiation phase of a project will be capitalized, effectively deemed to be assets, not expenses, of SCC. The application development phase starts once the following activities have occurred:

- ▶ identification of the need for new technology
- ▶ conceptual formulation of alternatives
- ▶ evaluation and selection of the solution

We forecast total capital expenditures of \$1.2 million in 2024–25, which includes software purchases and development at \$0.9 million. The balance of \$0.3 million relates to the refreshment and refurbishment of office facilities, lifecycle replacement projects such as hardware and software scheduled refresh, and additional licence purchases for existing software solutions. We remain focused on carefully monitoring the delivery of our IM/IT integrated business management solutions to upgrade essential tools needed to effectively deliver on key areas of our objectives.

SCC’s 2025–26 capital investment budget is planned at \$0.9 million. Over the 5-year period, a total of \$1.8 million is planned to be invested.

Capital related to IM/IT projects is planned to be \$0.7 million in 2025–26. Over the 5-year period, a total of \$1.5 million is planned for capital investment related to IM/IT projects. These investments are centred on improving our cyber security posture; ensuring

scalability of the organization, accuracy of our information and resiliency of our business systems; and modernizing business toolsets to improve virtual work and the engagement of interested parties. The impact of emerging tools and uses for AI will be considered on a return-on-investment basis for now.

With a cloud-first approach, IM/IT areas of focus for capital-related spending will include the following projects:

- ▶ customer relationship management (CRM) solution
- ▶ modernization and innovation of SCC business systems such as IT service management system
- ▶ SCC public website improvement
- ▶ upgrade of Standards Data Fabric
- ▶ document and records management
- ▶ enterprise resource planning
- ▶ business innovation through data warehousing and business intelligence solutions

Additionally, throughout the 5-year plan, we will invest \$0.3 million in renovating office space and retrofitting workspaces and boardrooms to further enable remote capabilities.

Appendix E:

Compliance with legislative and policy requirements



We have a comprehensive suite of policies to meet legislative and policy requirements that are relevant to our operations. We also monitor bills tabled in Parliament to ensure we continue to comply with new federal requirements. The bills and policies that affect our work include:

- ▶ **Access to Information Act and the Directive on Proactive Publication:** As part of our commitment to accountability and transparency, we facilitate the public's right of access to records under our control by developing and implementing policies and procedures that are consistent with the *Access to Information Act* and providing an annual report to Parliament on all access to information requests. This includes attempting to provide complete, accurate and timely responses to all access requests. We also provide our employees with training and education to make them aware of their duties and legal responsibilities regarding access to information requests. In addition, in compliance with the *Directive on Proactive Publication*, we post our proactive publications on both our website and the open government portal.
- ▶ **Accessible Canada Act:** Our 2023–25 Accessibility Plan sets out the actions we'll take to close some of the gaps in accessibility in areas ranging from employment, the built environment, communications, and information and communication technologies, to the procurement of goods, services and facilities, and the design and delivery of our programs and services.
- ▶ **Part II of the Canada Labour Code and Canada Occupational Health and Safety Regulations:** As part of our commitment to a safe and healthy work environment, we've put a number of health and safety policies and procedures in place to comply with the *Canada Labour Code* and *Occupational Health and Safety Regulations* and to identify, assess and control workplace hazards, including those impacting psychological health and safety.
- ▶ **Canadian Human Rights Act:** We conduct ourselves and provide experiences to our employees in a manner consistent with the expectations set out in the *Canadian Human Rights Act*, which also forms the basis of our Code of Conduct and Respectful Workplace Policy.
- ▶ **Conflict of Interest Act:** Every year, our Governing Council reviews and affirms its commitment to, and compliance with, the *Conflict of Interest Act* and the Guidelines for Public Office Holders. Council members are also required to declare any conflicts at each meeting, and document in the meeting minutes conflicts that were raised and the measures put in place to address them.

- ▶ **Directive on travel, hospitality, conference and event expenditures:** Pursuant to Section 89 of the *Financial Administration Act*, we align our travel, hospitality, conference and event expenditure policies, guidelines and practices with those of the Treasury Board. Our Travel, Hospitality, Conference and Event Expenditures Policy is also fully compliant with the Treasury Board directive.
- ▶ **Employment Equity Act:** We maintain and administer policies to provide equitable employment opportunities to anyone who applies to work at SCC. Our employment policy and processes are designed to make sure our rules and tools for recruitment and employee selection are non-discriminatory, and that we review and evaluate all employment applications based on objective and established criteria. We also report annually on our employment equity representation and the practices, measures and activities we've taken to achieve equitable representation.
- ▶ **Fighting Against Forced Labour and Child Labour in Supply Chains Act:** We are committed to contributing to the fight against forced labour and child labour by establishing due diligence practices that prevent and reduce the risk of forced or child labour being used at any step in the production or distribution of goods we procure in Canada or elsewhere. In May 2024, we published our first annual report outlining the steps we've taken to prevent and reduce those risks.
- ▶ **Official Languages Act and Official Languages policy instruments:** As a Canadian federal institution, we are subject to the rules and regulations set out in the *Official Languages Act*, the Official Languages (Communications with and Service to the Public) Regulations, and the Treasury Board's Policy on Official Languages and its 3 consolidated directives (with the exception of Appendix 2 of the Directive on Official Languages for People Management). In that spirit, we strive to create a work environment

that's conducive to the effective use of both official languages. This includes making sure our employees and managers have a clear understanding of language expectations with respect to work requirements and communicating with the public and enabling the public to communicate with us and receive our services in both official languages. We also regularly attend official languages meetings with interested federal parties, operate an in-house translation unit and a 2-person official languages champion team, and hold official languages information sessions for all employees.

- ▶ **Pay Equity Act:** Our job classification and compensation structure fully comply with the *Pay Equity Act*. In compliance with legislative timelines, we finalized our first Pay Equity Plan in September 2024.
- ▶ **Privacy Act:** We are committed to protecting and managing all personal information that's under our control with the utmost responsibility and care. We have policies and procedures in place that cover all aspects of privacy, including the right of individuals to access their personal information. We also provide training to staff to raise awareness of best practices for handling personal information, and we deliver an annual report to Parliament on our compliance with the *Privacy Act*.
- ▶ **Trade agreements:** Our Procurement Policy reflects the principles of integrity, fairness and open competition with all the goods and services we procure. It also takes into account our obligations under trade agreements that apply to us as a federal Crown corporation.
- ▶ **Other legislative requirements:** In addition to the above legislation and policies, we have policies and procedures in place to meet our obligations under the *Employment Insurance Act*, *Canada Pension Act*, *Canadian Multiculturalism Act* and the *Public Servants Disclosure Protection Act*.

Appendix F:

Government priorities and direction



At SCC, we take direction from the Minister of Industry, and support the Minister in all their objectives and policies. This includes helping to implement:

- ▶ The **Pan-Canadian AI Strategy**, including through the work of the AI and Data Governance Standardization Collaborative
- ▶ The **Roadmap to Net-Zero Carbon Concrete by 2050**, including participating in the Working Group on Carbon Accounting, Codes, Standards, Skills and Procurement
- ▶ The **Accelerated Growth service**, including providing participating Canadian businesses with the standardization-related advice and services they need to grow
- ▶ The **Clean Growth Hub**, including providing participating Canadian green-tech businesses with standardization-related advice and services to help expand their market opportunities
- ▶ **Canada's Quantum Strategy**, including supporting Canadian participation in international technical committees and developing standards-based solutions
- ▶ The **Intellectual Property Strategy**, including providing services to innovative Canadian companies
- ▶ The **regulators table**, including coordinating with TBS to implement the Regulatory Review–International Standards Roadmap
- ▶ The **Canadian Board for Harmonized Construction Codes**, including holding a leadership position on the Advisory Council for Harmonized Construction Codes and helping set priorities for the future NMC.

Wider government priorities

We also align ourselves with and support a number of other ongoing government initiatives and programs, such as the:

- ▶ **National Adaptation Strategy**, including through program funding for standards development to support resilient infrastructure due to climate change
- ▶ **Digital credentials and digital trust services initiative** to establish a National Technical Specification and Prototype Accreditation program for digital credentials and digital trust services aligned with international standards
- ▶ **Greening Government Strategy**, including efforts to reduce our greenhouse gas emissions and to be climate resilient and green in our operations. In 2025, we will publish our inaugural climate-related disclosure report, which will outline our objectives to reduce the environmental impacts of our operations.
- ▶ **Hydrogen Strategy for Canada**, including by delivering standardization-related research and leadership for the Hydrogen Strategy's Codes and Standards Working Group
- ▶ **Canadian Program for Cyber Security Certification** to enhance the resilience of Canada's defence procurement supply chain

- ▶ **Canada's Indo-Pacific Strategy**, by supporting the implementation of the Framework for Enhanced Indo-Pacific Engagement in Standardization
- ▶ **Red tape reduction**, by supporting TBS in revising the *Red Tape Reduction Act* to facilitate the use of regulatory sandboxes, including through increased use of standardization solutions in sandboxes
- ▶ **Regulatory modernization**, through support for the government's regulatory modernization agenda by contributing to regulatory reviews, supporting regulatory experimentation by TBS's Centre for Regulatory Innovation (including by piloting the use of ISO/IEC 42001 - AI management systems) and through ongoing policy advice on standardization, incorporation by reference and regulatory sandboxes

Transparency and open government

As part of a transparent and open government, we:

- ▶ strive to respond to all information requests and address any concerns in a timely manner in accordance with our quality management procedures
- ▶ publish annual and quarterly summaries of our proactive disclosures and inquiries under the *Access to Information Act* within the required timeframes
- ▶ comply with the Directive on Proactive Publication by adopting procedures that align with the directive's requirements, including publishing proactive disclosures to the open government portal and maintaining this information online in accordance with the Directive's retention requirements

On April 23, 2024, we held our annual public meeting to share our achievements and priorities for the future. More information about our governance and operations can be found in our [2023–24 annual report: *Reaching forward to a better future*](#), which is available on our website.

Diversity and employment equity

We benefit greatly from having a broadly diverse workforce. For example, while we don't have any specific diversity targets, our current workforce of 154 employees:

- ▶ speaks more than 25 different languages
- ▶ includes 29% of staff who identify as visible minorities, and 3% identifying as Indigenous
- ▶ represents a strong balance in gender with 61% of employees identifying as female; among our management and executive teams, 58% of managers are female, as are 50% of executives

We also ensure our recruitment efforts continue to focus on maintaining and expanding our diversity. This includes posting all job opportunities to the career boards of diversity-focused groups like the Ottawa Community Immigrant Services Organization, the Aboriginal Finance Officers Association of Canada, the Aboriginal Job Centre and the Federal Internship for Newcomers program.

Gender-based Analysis Plus

We're committed to ensuring that all people living in Canada benefit from standardization. Through our own research, we've demonstrated that there is a significant gender gap in standards. We have a variety of activities planned through delivery of our mandate as well as internal management to address the issue of gender, diversity and inclusion, and are strongly aligned to the principles of Gender-based Analysis Plus (GBA+). These include:

- ▶ ongoing efforts to increase the representation of women on technical and governance committees
- ▶ recruiting more young professionals to support improved gender diversity and generational diversity
- ▶ supporting the development of gender-responsive standards by applying and promoting guidance from the United Nations Economic Commission for Europe (UNECE) and ISO/IEC
- ▶ updating our requirements for SDOs to ensure new standards have been assessed for gender considerations
- ▶ increasing awareness of, and offering training on, the development of gender-responsive standards nationally and internationally
- ▶ reviewing the activities and initiatives outlined in our Gender and Standardization Strategy to make sure they stay feasible and relevant

More information about our GBA+ activities can be found in our [Gender and Standardization Strategy](#), which is available on our website.

Consultations on Indigenous issues

We're committed to strengthening our relationships with First Nations, Métis and Inuit groups based on the principles of partnership, respect and a recognition of rights.

We recognize that Indigenous Peoples have specific concerns with respect to standards, including the impacts of climate change, infrastructure, water and mental health. We also recognize that government partners and other interested parties must better understand the needs of Indigenous Peoples from a standards perspective.

We're committed to making sure Canada's standards system engages with Indigenous groups and individuals in a manner that supports reconciliation and respects their status as rightsholders. We need to meaningfully engage with Indigenous Peoples to both learn from and support them, so they can benefit more fully from — and participate equally in — Canada's standards system.

To that end, strengthening engagement with Indigenous Peoples has been identified as a priority in the NSS. This includes commitments to:

- ▶ work with First Nations, Inuit and Métis Peoples to identify their standards needs and priorities
- ▶ establish consistent and respectful mechanisms to engage with First Nations, Inuit and Métis Peoples, and make sure there is support and equal opportunity for them to participate fully in the processes and development of Canada's standards system
- ▶ identify and implement initiatives to actively invite the involvement of First Nations, Inuit and Métis Peoples as rightsholders across all areas of the standards system as part of our efforts to make sure the composition of individuals within that system truly reflects Canadian society

To accomplish these objectives, we've already taken several key steps to encourage and support greater engagement with Indigenous Peoples. This includes initiatives like our:

- ▶ **Mental Health and Substance Use Health (MHSUH) program**, including developing a compensation policy to encourage participation in the program, hiring an Indigenous consultant to write a report representative of Indigenous voices, and establishing an anti-racism focus group to gather Indigenous and other perspectives on racism in healthcare.
- ▶ **Standards to Support Resilience in Infrastructure Program**, including funding the development of a guidance document to support Indigenous community-based climate monitoring in close cooperation with Indigenous organizations.
- ▶ **Canadian Data Governance Standardization Roadmap and the AI and Data Governance Standardization Collaborative**, which include significant Indigenous engagement, particularly through the perspectives offered by the First Nations Information Governance Centre (FNIGC). Our relationship with the FNIGC also has the potential to include outreach to the Assembly of First Nations, regional partners, and Indigenous communities and thought leaders as we continue to implement the NSS.

In addition, we're developing a set of principles to ensure our consultation and engagement efforts with Indigenous Peoples are both consistent and respectful. These principles will support engagement activities across SCC. They will also guide and support our managers and employees in their ongoing efforts to:

- ▶ identify when standardization activities (e.g., standardization strategies, activities undertaken to advance these deliverables) could affect Indigenous Peoples' lands, rights or interests

- ▶ make sure Indigenous Peoples' priorities are considered in cases where our activities could affect their lands, rights or interests, and they're supported to engage in creating standardization strategies across the continuum of standardization development
- ▶ develop meaningful and mutually beneficial relationships with Indigenous Peoples while advancing our own goals and priorities

Safe workplaces

SCC is committed to providing a safe work environment where all employees are free from violence and harassment and treated with dignity and respect. In accordance with our Workplace Violence and Harassment Prevention Policy, we strive to take all reasonable steps to identify and prevent any risks of violence that could affect our employees.

We're also committed to meeting or exceeding all legal requirements, duties and standards related to workplace violence and harassment set by the *Canada Labour Code*, its applicable regulations and any other legislation that may apply. This includes:

- ▶ implementing and maintaining our Workplace Violence and Harassment Prevention Policy and its supporting program
- ▶ making sure all employees and managers have the appropriate information and instruction to protect themselves and their colleagues from violence and harassment in the workplace
- ▶ taking concrete steps to reduce the risk of violence and harassment in the workplace through ongoing risk assessments, risk policies, workplace controls, communications and training.

Glossary

AC	Audit Committee	ISED	Innovation, Science and Economic Development
AI	Artificial intelligence	ISO	International Organization for Standardization
APEC	Asia-Pacific Economic Cooperation	NMC	National Model Codes
CGC	Corporate Governance Committee	NRC	National Research Council Canada
EA	Enterprise architecture	NSS	National Standards Strategy
EMC	Executive Management Committee	OECD	Organisation for Economic Co-operation and Development
ESG	Environmental, social and corporate governance	PTAC	Provincial-Territorial Advisory Committee
IAF	International Accreditation Forum	QMS	Quality management system
IDEA	Inclusion, diversity, equity and accessibility	SCC	Standards Council of Canada
IEC	International Electrotechnical Commission	SDO	Standards development organization
ILAC	International Laboratory Accreditation Cooperation	SDOAC	Standards Development Organizations Advisory Committee
IP	Intellectual property	TBS	Treasury Board of Canada Secretariat