

Supplementary Information
Tables:
2025–26 Departmental Plan

Table of contents

Details on transfer payments.....	3
Assessed Contribution to the Bureau International des Poids et Mesures (BIPM).....	3
Financial information.....	4
Biologics Manufacturing Centre (BMC).....	4
Financial information	6
Collaborative Science, Technology and Innovation Program (CSTIP)	6
Financial information	8
National Research Council of Canada Industrial Research Assistance Program (NRC IRAP).....	8
Financial information	10
Innovative Solutions Canada (ISC).....	10
Financial information	11
International Affiliations Program	12
Financial information.....	13
International Astronomical Observatories Program.....	13
Financial information	15
TRIUMF	16
Financial information	18
Gender-based analysis plus (GBA Plus)	18
Section 1: Institutional GBA Plus governance and capacity.....	18
Section 2: Gender and diversity impacts, by program	20

Details on transfer payments

Assessed Contribution to the Bureau International des Poids et Mesures (BIPM)

Start date: Canada signed the Metre Convention and became a member state of the BIPM in 1907

End date: Ongoing

Type of transfer payment: Contribution

Type of appropriation: Estimates

Fiscal year for terms and conditions: 2018–19

Link to departmental result(s):

- Scientific and technological knowledge advances
- Innovative businesses grow
- Evidence-based solutions inform decisions in government priority areas

Link to the department's Program Inventory: Metrology

Purpose and objectives of transfer payment program: The assessed contribution to the BIPM is an obligation accepted by Canada as a signatory to the international treaty known as the Metre Convention. By representing Canada on the international metrology stage through its affiliation with the BIPM and associated regional metrology organization Sistema Interamericano de Metrología (SIM), the NRC can effectively and efficiently respond to its mandated responsibility for maintenance of national measurement standards, as articulated in the *NRC Act* and the *Weights and Measures Act*.

Expected results: By maintaining international recognition in measurement science through its interactions with the BIPM and SIM, the NRC can continue to provide metrology research and services that help transform ideas into market-ready technologies that benefit Canadian society, the economy and the environment.

Fiscal year of last completed evaluation: 2021–22

Decision following the results of last evaluation: Continuation

Fiscal year of next planned evaluation: 2027–28

General targeted recipient groups: International organizations and foreign countries. BIPM is an annual assessed contribution reflecting Canada's status as a state party to the Metre Convention since 1907.

Initiatives to engage applicants and recipients: The NRC participates in the activities and meetings relative to the BIPM and associated regional metrology organization SIM. The NRC provides professional expertise and laboratory facilities required to deliver its Metrology Program to achieve socio-economic impact for Canadian citizens and businesses.

Financial information (dollars)

Type of transfer payment	2024–25 forecast spending	2025–26 planned spending	2026–27 planned spending	2027–28 planned spending
Total grants				
Total contributions	659,000	659,000	659,000	659,000
Total other types of transfer payments				
Total program	659,000	659,000	659,000	659,000

Biologics Manufacturing Centre (BMC)

Start date: April 2023

End date: March 2033

Type of transfer payment: Contribution

Type of appropriation: Estimates

Fiscal year for terms and conditions: 2022–23

Link to departmental result(s):

- Innovative businesses grow
- Evidence-based solutions inform decisions in government priority areas

Link to the department’s Program Inventory: Biologics Manufacturing Centre

Purpose and objectives of transfer payment program: The Biologics Manufacturing Centre (BMC) is an end-to-end Good Manufacturing Practices (GMP) biomanufacturing facility located on the NRC’s Royalmount campus. Unique to Canada, the BMC was built to fulfil a public-good mandate—to produce biologics that would not otherwise be available for Canadians and to pivot during a public health emergency to produce cell-based vaccines or other drugs needed to keep Canadians safe.

The facility is operated by Biologics Manufacturing Centre (BMC) Inc., a not-for-profit corporation, with its own board of directors and management team to oversee the corporation and its public-good mandate.

The NRC plays an important oversight and stewardship role on behalf of the Government of Canada. The NRC continues to own the infrastructure and acts as lessor of building and equipment to BMC Inc. The NRC also provides annual funding through a 10-year contribution agreement to ensure the facility is maintained in a GMP readiness state and prepared to respond to public health emergencies in Canada.

Recipients are not required to repay funds obtained under this transfer payment program.

Expected results: The Biologics Manufacturing Centre will contribute to the following ultimate outcomes:

- Strengthen biomanufacturing talent and knowledge in Canada
- Increase GMP capacity for production and scale-up of biologic-based vaccine and therapeutic products in Canada
- Improve domestic supply of biologic-based vaccines and therapeutics in Canada
- Enhance Canada's readiness to respond to health emergencies

Fiscal year of last completed evaluation: 2023–24

Decision following the results of last evaluation: Continuation

Fiscal year of next planned evaluation: 2028–29

General targeted recipient groups: The sole recipient of this contribution is a not-for-profit corporation, Biologics Manufacturing Centre Inc., co-founded by the NRC and the Centre for Commercialization of Regenerative Medicine (CCRM) in December 2022.

Initiatives to engage applicants and recipients: Quarterly financial forecasting and reporting, as well as key business documents required by the contribution and lease agreements facilitate engagement between the NRC and BMC Inc. The NRC supports overall program delivery and coordination with the Biologics Manufacturing Centre.

Joint NRC–BMC committees, which meet quarterly, facilitate the effective functioning of the agreements. An operational level NRC–BMC site coordination board supports coordination and alignment on the terms and conditions of the lease agreement, while an executive-level NRC–BMC facilitation committee provides a forum to address any significant issues that may arise under the agreements and negotiate resolution of disputes.

The NRC also has ongoing Observer status on the BMC board of directors.

Financial information (dollars)

Type of transfer payment	2024–25 forecast spending	2025–26 planned spending	2026–27 planned spending	2027–28 planned spending
Total grants				
Total contributions	17,000,000	27,000,000	17,000,000	17,000,000
Total other types of transfer payments				
Total program	17,000,000	27,000,000	17,000,000	17,000,000

Collaborative Science, Technology and Innovation Program (CSTIP)**Start date:** April 2018**End date:** Ongoing**Type of transfer payment:** Grants and contributions**Type of appropriation:** Estimates**Fiscal year for terms and conditions:** 2018–19**Link to departmental result(s):**

- Scientific and technological knowledge advances
- Innovative businesses grow
- Evidence-based solutions inform decisions in government priority areas

Link to the department's Program Inventory: Collaborative Science, Technology and Innovation Program

Purpose and objectives of transfer payment program: Provides grant and contribution funding for external collaborators with complementary capabilities, e.g. small and medium-sized enterprises (SMEs), postsecondary institutions and non-profit research organizations. The program comprises the following elements:

1. NRC collaborative R&D initiatives: Funding of external collaborators working with NRC researchers on projects that make up a series of large-scale collaborative R&D programs in priority areas
2. Ideation Fund: Funding of external collaborators working with NRC personnel to encourage, test and validate transformative self-directed, exploratory research ideas

3. Outreach initiative: Funding to support conferences, workshops, symposia or other outreach initiatives, in order to promote engagement of Canadians, particularly those in under-represented groups, interested in STEM

Expected results:

- Enable new and potentially disruptive technologies to be developed with targeted collaborative groups and partners
- Strengthen collaborations across industry, academia and governmental levels to address issues of national importance related to the Canadian economy and quality of life, find solutions to some of Canada’s serious public policy challenges, and stimulate business innovation
- Create stronger innovation ecosystems in specific sectors currently experiencing gaps

Fiscal year of last completed evaluation: 2023–24

Decision following the results of last evaluation: Continuation

Fiscal year of next planned evaluation: 2028–29

General targeted recipient groups: Academic organizations, small and medium-sized enterprises (SMEs), not-for-profits, Canadian government departments, agencies, Crown corporations, research technology organizations as well as international organizations, social enterprises, Indigenous governments, individuals and non-Canadian recipients

Initiatives to engage applicants and recipients: For collaborative R&D initiatives, potential collaborators, stakeholders and eligible recipients are invited by the NRC to participate in designing the R&D focus as well as proposed projects intended to achieve outcomes for each specific initiative. External researchers are invited to work with the NRC’s researchers through a mix of directed and open calls where applicants will develop team proposals to compete for project funding. Projects are selected against criteria such as research excellence, impact, collaborations and feasibility and probability of success.

For the Ideation Fund, annual open calls within the NRC are launched for individuals or small teams to submit proposals to conduct exploratory research with external collaborators. Projects are selected against criteria such as research excellence, innovation and creativity, deliverables, collaboration and feasibility. The streamlining process will allow for a higher success rate for projects that make it to the full application phase of the selection process.

The NRC outreach initiative provides non-recurring grant funding to support a variety of outreach science or innovation-based events, conferences or symposia. Applications are accepted on a semi-annual basis and details of the program can be found online. Projects are selected against criteria, including research excellence and advancing science policy, NRC strategic alignment and reach of the initiative, STEM talent development and inclusion of under-represented groups, value and impact.

Financial information (dollars)

Type of transfer payment	2024–25 forecast spending	2025–26 planned spending	2026–27 planned spending	2027–28 planned spending
Total grants	37,397,053	42,221,079	40,443,336	34,293,336
Total contributions	3,000,000	3,000,000	3,000,000	3,000,000
Total other types of transfer payments				
Total program	40,397,053	45,221,079	43,443,336	37,293,336

National Research Council of Canada Industrial Research Assistance Program (NRC IRAP)

Start date: April 1965 (original program start date)

End date: Ongoing

Type of transfer payment: Contributions

Type of appropriation: Estimates

Fiscal year for terms and conditions: 2023–24

Link to departmental result(s):

- Innovative businesses grow

Link to the department's program inventory: Industrial Research Assistance Program

Purpose and objectives of transfer payment program: The program contributes to the growth and prosperity of Canadian SMEs by stimulating innovation, adoption or commercialization of technology-based products, services, or processes in Canada. This is done through:

1. technical and related business advice and connections facilitated by a cross-Canada network of field professional staff
2. cost-shared merit-based contributions to R&D and technology innovation project activities
3. contributions supporting employment of post-secondary graduates

Funding is available through different types including Contributions to Firms and Contributions to Organizations.

NRC IRAP also supports the placement of graduates in SMEs through its participation in the delivery of the Youth Employment Program sponsored by Employment and Social Development Canada's Youth Employment and Skills Strategy.

The program contains broad flexibilities to reflect the different needs and realities of a variety of recipients from various industry sectors. This includes non-repayable contributions under appropriate circumstances where the benefits to Canada would be significant, and in keeping with international obligations. In 2025–26, NRC IRAP will also encompass sustainable development technology programming following the transition of Sustainable Development Technology Canada.

Expected results:

- Stimulation of innovation in SMEs in Canada.
- Increased growth of innovative SMEs and creation of wealth for Canada.

Fiscal year of last completed evaluation: 2022–23

Decision following the results of last evaluation: Continuation

Fiscal year of next planned evaluation: Date of next evaluation is expected to be 2027–28, but will be confirmed pending the transition of NRC IRAP from the NRC to the Canada Innovation Corporation (CIC).

General targeted recipient groups: Industry-related — For-profit businesses (SMEs) and Non-profit Organizations

Initiatives to engage applicants and recipients: NRC IRAP is a national program managed on a regional basis delivered by a network of more than 270 Industrial Technology Advisors (ITAs). Located in more than 115 points of service across the country, ITAs provide customized advice to growth-oriented technologically innovative SMEs. These ITAs engage with firms over a period of time, creating a plan to work with the firm to support their plans for innovation and growth. Support may be in the form of advisory services, including advice tailored to help firms navigate Canada's policies such as research security and sanctions, and/or in the form of financial contributions for innovative projects. NRC IRAP also offers specialized support to firms under its Cyber Security, IP Assist and AI Assist programs, and other specialty programming.

At the end of their funded project, recipients are required to complete an online post-project report. This assessment captures information on the recipient's experience with NRC IRAP and, along with published service standards, is used by the program to develop continuous program improvements.

NRC IRAP has an Advisory Board composed of between 8 and 15 members, with executive-level representation from across NRC IRAP's stakeholder community. This Board provides advice to NRC IRAP management and brings an external perspective on the strategic directions and management of the program.

Financial information (dollars)

Type of transfer payment	2024–25 forecast spending	2025–26 planned spending	2026–27 planned spending	2027–28 planned spending
Total grants				
Total contributions	414,275,600	512,634,184	508,806,684	476,001,015
Total other types of transfer payments				
Total program	414,275,600	512,634,184	508,806,684	476,001,015

Innovative Solutions Canada (ISC)

Start date: December 2017

End date: Ongoing

Type of transfer payment: Grant

Type of appropriation: Estimates

Fiscal year for terms and conditions: The NRC received authority for the ISED-led terms and conditions for Innovative Solutions Canada (ISC) grants in 2017–18 (January 2018).

Link to departmental result(s): ISC is an ISED-led program, with the NRC as 1 of 21 federal departments mandated to participate. Program results will be reported by ISED.

Link to the department's Program Inventory: Within the NRC, this ISED-led program is administered by NRC IRAP.

Purpose and objectives of transfer payment program: ISC is a grant and procurement program that enables participating departments and agencies to support the scale-up of Canadian small and medium-sized enterprises through early-stage, pre-commercial R&D. The program allocates a portion of departmental funding to:

- Fuel the development and adoption of technological innovation in Canada.
- Grow Canadian companies through direct funding to support early stage, pre-commercial R&D, late-stage prototypes, and to accelerate commercialization.
- Encourage procurement from companies led by equity deserving groups, such as women, Indigenous peoples, youth, racialized persons, persons with disabilities, 2SLGBTQ+ and others.
- Foster greater industry-research collaboration by issuing challenges for solutions that

address key Government of Canada priorities.

- Provide federal departments and agencies with opportunities to develop new capabilities to meet their R&D needs and thereby advance government priorities.

Expected results: The expected results of the ISC program are aligned with the priorities of the Innovation and Skills Plan (ISP) to grow domestic small businesses in the innovation economy and deliver on 3 key areas for action:

- **People and skills:** The ISC program will help increase the number of science and technology-related jobs in the Canadian economy by allowing small Canadian businesses greater access to government procurement
- **Research, technology, commercialization:** The ISC will support the Innovation and Skills Plan by increasing the value spent on business-led R&D and increasing the number of research collaborations between industry and research institutes
- **Companies, investment, scale up and clean growth:** The ISC program will offer opportunities for Canadian companies to grow domestically, provide wins and gain experience to compete internationally

Fiscal year of last completed evaluation: Not applicable

Decision following the results of last evaluation: Not applicable

Fiscal year of next planned evaluation: Not applicable (this is an ISED-led program)

General targeted recipient groups: SMEs

Initiatives to engage applicants and recipients: As one of 21 participating federal departments, the NRC–ISC team collaborates with NRC research centres and NRC IRAP to create and submit ISC challenges to ISED for posting. Once a challenge is closed, the NRC’s responsibilities include the following:

- Assessing and selecting proposals for funding
- Conducting due diligence
- Engaging clients by developing and managing grants or contracts, from proof of feasibility to prototype development

Financial information (dollars)

Type of transfer payment	2024–25 forecast spending	2025–26 planned spending	2026–27 planned spending	2027–28 planned spending
Total grants	5,500,000	2,750,000	—	—

Type of transfer payment	2024–25 forecast spending	2025–26 planned spending	2026–27 planned spending	2027–28 planned spending
Total contributions				
Total other types of transfer payments				
Total program	5,500,000	2,750,000	—	—

International Affiliations Program

Start date: 1958

End date: Ongoing

Type of transfer payment: Grant

Type of appropriation: Estimates

Fiscal year for terms and conditions: 2011–12

Link to departmental result(s):

- Scientific and technological knowledge advances

Link to the department’s Program Inventory: International Affiliations

Purpose and objectives of transfer payment program: Canada’s membership in international science and technology organizations promotes international research and innovation, networking, advocacy, leadership opportunities as well as access to benchmarking possibilities, enabling Canadian science, technology, and industry to remain competitive.

Expected results:

- Strengthen the NRC’s international profile and Canada’s role as a global leader in science, technology and innovation
- Reinforce Canada’s position as a global leader in integrative science-based policymaking
- Nourish Canadian innovation and competitiveness by expanding market-oriented innovation possibilities for Canadian SMEs via international value chains
- Contribute to Canadian STI leaders’ development via various opportunity channels and collaborations under the International Science Council’s umbrella. Reinforce inclusive approaches following the principles of the Equity, Diversity and Inclusion (EDI) Strategy

Fiscal year of last completed evaluation: 2020–21

Decision following the results of last evaluation: Continuation

Fiscal year of next planned evaluation: Not applicable

General targeted recipient groups:

International organizations and foreign countries (foreign recipients that are international science and technology organizations having 2 or more states as members. As well, non-foreign recipients are non-governmental Canadian delegates who attend related meetings hosted by these foreign recipients).

Initiatives to engage applicants and recipients: Maintain continuing dialogue with representatives of each Canadian national committee in order to access ongoing priorities, benefits of the program and objectives for each international affiliation’s committee.

The standardized annual program evaluation will keep track of Canadian participation in international affiliation events and membership on international affiliation committees, using developed program indicators.

Regular semi-annual advisory committee meetings guarantee continuous engagement and coordination from other government science departments and agencies. Ad hoc membership committee developed evaluation criteria for the membership and management of the International Affiliations funding program. The EDI subcommittee ensures approach and decisions taken by the advisory committee respect the principles of equity, diversity and inclusion.

Continue elevating Canada’s profile through engagement with international affiliations management and other countries' international programs.

Financial information (dollars)

Type of transfer payment	2024–25 forecast spending	2025–26 planned spending	2026–27 planned spending	2027–28 planned spending
Total grants	773,400	760,600	560,000	560,000
Total contributions				
Total other types of transfer payments				
Total program	773,400	760,600	560,000	560,000

International Astronomical Observatories Program

Start date: 1978

End date: Ongoing

Type of transfer payment: Contribution

Type of appropriation: Estimates

Fiscal year for terms and conditions: 2023–24

Link to departmental result(s):

- Scientific and technological knowledge advances
- Innovative businesses grow
- Evidence-based solutions inform decisions in government priority areas

Link to the department’s Program Inventory: Herzberg Astronomy and Astrophysics

Purpose and objectives of transfer payment program: Astronomy is a global science. The increasing cost of leading-edge observatories and the scarcity of ideal observation sites have led to a greater focus on international collaboration for large-scale astronomy projects that lead to advances in knowledge and understanding of the universe.

The NRC, in collaboration with other international bodies, provides financial contributions to support the management and operations of offshore ground-based observatories and their related facilities, including the Canada–France–Hawaii Telescope (CFHT), the twin telescopes of the Gemini Observatory, the Atacama Large Millimetre-submillimetre Array (ALMA), the Thirty Meter Telescope (TMT), and the Square Kilometre Array Observatory (SKAO). The NRC participates in the oversight and direction of these facilities and their research capabilities. The NRC represented Canada in the Square Kilometre Array (SKA) consortium for the pre-construction phase of the telescope and signed a cooperation agreement in November 2021 to continue Canada’s participation in the SKAO until April 2024, when Canada became a member of the SKAO intergovernmental organisation.

International agreements governing these observatories are long-term commitments that specify contributions to support preconstruction design and development, construction, operation and maintenance, capital improvements (e.g., development of new astronomical instruments and other facility upgrades) and decommissioning of the international ground-based observatories and their related facilities. These agreements also include commitments to support the university-based user communities to ensure a fair and progressive use of these observatories. The NRC participates in the governance of these international facilities on behalf of the Canadian astronomy research community and provides support, including management of observing-time allocation, advanced data management services, and instrumentation. Through the NRC’s financial and in-kind contributions, the Canadian astronomy community is assured merit-based access to these facilities.

Recipients are not required to repay funds obtained under this transfer payment program.

Expected results:

- Canadian astronomers have access to leading-edge facilities and technology
- Qualified students and post-doctoral researchers have access to facilities to advance their training
- Canada plays a prominent role in international scientific endeavours

Fiscal year of last completed evaluation: 2021–22

Decision following the results of last evaluation: Continuation

Fiscal year of next planned evaluation: 2026–27

General targeted recipient groups: Foreign states, intergovernmental organizations or corporations that operate international observatories and have entered into agreements with Canada (NRC) to support costs related to ground-based astronomical observatories. In the case of intergovernmental organizations, Canada and one or more foreign states are members. An eligible recipient can be a Canadian Crown corporation or other delivery partner.

Initiatives to engage applicants and recipients: Manage calls for proposals from Canadian astronomers for merit-based access to observing time.

Collaborate with universities and industry on advanced instrumentation for Canadian Observatories, for example, Advanced Technology ALMA Correlator, the Canadian Hydrogen Observatory and Radio-transient Detector and the Gemini InfraRed Multi-Object Spectrograph.

Continue development of the Canadian Advanced Network for Astronomical Research science platform to enable efficient exploitation of data from Canadian observatories by Canadian scientists and their collaborators.

Launch of the Canadian SKA Scientist Program to provide funding for early-career scientists to advance their skills within universities across Canada while exploiting Canada's membership in the Square Kilometre Array Observatory.

Contribute to an education and public outreach position at a Canadian university. The person in the position will engage with the astronomical community, Indigenous peoples and the public to promote interest and knowledge of STEM in general and SKA science in particular.

Financial information (dollars)

Type of transfer payment	2024–25 forecast spending	2025–26 planned spending	2026–27 planned spending	2027–28 planned spending
Total grants				
Total contributions	32,495,550	80,826,930	34,504,707	40,407,240

Type of transfer payment	2024–25 forecast spending	2025–26 planned spending	2026–27 planned spending	2027–28 planned spending
Total other types of transfer payments				
Total program	32,495,550	80,826,930	34,504,707	40,407,240

TRIUMF**Start date:** April 1977**End date:** Ongoing**Type of transfer payment:** Contribution**Type of appropriation:** Estimates**Fiscal year for terms and conditions:** 2024–25**Link to departmental result(s):**

- Scientific and technological knowledge advances
- Innovative businesses grow
- Evidence-based solutions inform decisions in government priority areas

Link to the department’s Program Inventory: TRIUMF

Purpose and objectives of transfer payment program: TRIUMF is Canada’s particle accelerator centre. The laboratory is one of Canada’s key investments in large-scale research infrastructure. It provides world-class facilities for research in particle and nuclear physics, accelerator science, life sciences and materials science. An incorporated non-profit with charitable status, TRIUMF Inc. is a consortium of 21 Canadian universities, with its core operations funded via 5-year contribution agreements through the NRC. TRIUMF Inc. has its own governance structure through the member universities and a management team that operate and manage TRIUMF Inc. The NRC plays an important oversight and stewardship role on behalf of the Government of Canada. The NRC, however, is not directly involved in designing and running the organization’s operations.

TRIUMF is the single program funding recipient and is not required to repay funds obtained under this transfer payment program.

Expected results:

TRIUMF Inc. will continue to support the Canadian and international particle and nuclear physics communities in alignment with the 2022–26 Canadian Subatomic Physics Long-Range Plan and the laboratory’s own 20-year vision and the 5-year implementation plan (2026–30).

In the first year of the 2026–30 5-year plan, TRIUMF will deliver impact across the 3 dimensions of science and technology, people and skills and innovation and collaboration. TRIUMF Inc, in close cooperation with its member universities, expects to achieve the following:

- Conduct world-class science across TRIUMF’s core programs
- Continue to make advancements towards the completion of major research infrastructure projects, specifically the Advanced Rare Isotope Laboratory and the Institute of Advanced Medical Isotopes
- Drive Canadian contributions in leading international research areas and major collaborations
- Enable training of students and early career researchers and support the flow and exchange of global talent and knowledge
- Support the development of new industry and community partnerships in pursuit of economic and societal benefits for Canada
- Continue the pursuit of operational excellence across the laboratory.

Fiscal year of last completed evaluation: 2023–24

Decision following the results of last evaluation: Continuation

Fiscal year of next planned evaluation: 2027–28

General targeted recipient groups: Non-profit organizations (TRIUMF).

Initiatives to engage applicants and recipients: Quarterly financial forecasting and reporting and the establishment of key business documents as required by the contribution agreement, including an annual expenditure plan, a business plan, an annual report, annual audited financial statements and a security plan and risk assessment.

The NRC convenes the Advisory Committee on TRIUMF (ACOT), comprised of 13 international and Canadian experts in the disciplines that span the research and technology activities of TRIUMF Inc. ACOT meets bi-annually and reports to the NRC on the scientific, technological and commercialization achievements of TRIUMF’s programs and facilities. ACOT also makes recommendations to the NRC and TRIUMF Inc. on programs and management.

The NRC also chairs the Agency Committee on TRIUMF (ACT), which facilitates alignment among federal agencies that fund and oversee activities of TRIUMF Inc. ACT is another forum for

TRIUMF management to present progress and discuss further directions for the facility around each of the 5-year planning and funding cycles.

The NRC maintains an ongoing observer status within the members universities governance bodies, such as the board of governors, the members council, the science council and the finance and audit Committee.

Financial information (dollars)

Type of transfer payment	2024–25 forecast spending	2025–26 planned spending	2026–27 planned spending	2027–28 planned spending
Total grants				
Total contributions	61,196,196	70,777,000	80,667,000	78,977,000
Total other types of transfer payments				
Total program	61,196,196	70,777,000	80,667,000	78,977,000

Gender-based analysis plus (GBA Plus)

Section 1: Institutional GBA Plus governance and capacity

Governance

Building a diverse and representative workforce, removing barriers and fostering an inclusive culture are key priorities for the NRC. In support of these priorities, the NRC engages its employees, clients and collaborators on GBA Plus practices. This includes offering GBA Plus guidance, sharing information and tools and integrating a GBA Plus lens in program design, delivery and evaluation.

The NRC’s Secretary General fulfills the role of GBA Plus champion for the organization. Within the Secretary General division is a GBA Plus focal point responsible for coordinating organizational efforts. In 2025–26, the GBA Plus focal point and centre of expertise will continue to support NRC employees with advice, guidance and responses to other GBA Plus-related questions. To better guide staff and further build organizational knowledge and best practices, the GBA Plus focal point will continue to participate in inter-governmental meetings and working groups related to GBA Plus. This includes WAGE’s GBA Plus interdepartmental committee and Environment and Climate Change Canada’s science-based department and agency GBA Plus working group.

Capacity

In 2025–26, the NRC will continue to build capacity and expand awareness of the importance of GBA Plus across the organization. The NRC’s new 2024–29 Strategic Plan identifies inclusive innovation as a key priority. Inclusive innovation incorporates GBA Plus and reflects the NRC’s

commitment to adopting an intersectional lens and making its research, innovation and program activities inclusive and equitable for all Canadians. The NRC has engaged experts and resources to work towards the vision outlined in the plan.

To achieve these goals, NRC programs will continue to employ strategies to achieve a representative workforce and monitor data on workforce employment equity group representation (women, racialized persons, Indigenous peoples and persons with disabilities). To improve the accuracy of representation data, programs will continue to promote and encourage self-identification for existing staff and newly hired employees. The NRC will implement targeted recruitment strategies to achieve established employment equity hiring targets and regularly monitor progress.

Operationally, the NRC will continue to run its quarterly Inclusive Innovation Community of Practice meetings. The community of practice brings together employees across the country to create dialogue on the organization's external impacts on diverse groups. It also fosters discussions on how the NRC can continue to promote an equitable, diverse and inclusive workforce and workplace, looking specifically at how to incorporate best practices in delivering the organization's new strategic plans. The NRC Committee on Recruitment and Retention of Women in STEM will also continue to meet quarterly to explore the experiences, challenges and opportunities facing women in STEM. In addition, the NRC will continue its efforts in bolstering Indigenous engagement and accessibility within the organization through the guidance of its Indigenous strategy and engagement team and Human Resources EDI advisors.

To support employees in applying GBA Plus, the NRC maintains an internal portal for EDI information, tools and resources and Indigenous engagement and anti-racism library guides and also offers training as part of its workforce and workplace EDI strategy. Training includes mandatory courses for all staff in EDI fundamentals and unconscious bias, a mandatory course for all supervisors on bias in hiring, antiracism training and other targeted GBA Plus training available on demand.

The NRC is committed to building relationships with Indigenous researchers, innovators and communities to bridge Western and Indigenous knowledge systems and to create new knowledge that can be brought to bear on the critical issues of our time. In alignment with the Truth and Reconciliation Commission's Calls to Action, the NRC will continue to build intercultural competency as a first step towards positive long-term relationships with First Nation, Inuit and Métis peoples. The key mobilizing body for this work is the NRC's Indigenous Engagement Network, which continues to grow in membership and prominence. The network will support the Indigenous engagement strategy and reconciliation with First Nations, Inuit and Métis rights holders. In 2025–26, the NRC's Indigenous engagement advisor will help raise awareness and improve coordination of Indigenous engagement across the NRC.

Human resources (full-time equivalents) dedicated to GBA Plus

3.0 full-time equivalents (representing a portion of many positions across the NRC).

Section 2: Gender and diversity impacts, by program

Core responsibility: Science and Innovation

Research and innovation programs that include the NRC's 12 research centres and the Canadian Photonics Fabrication Centre

GBA Plus data collection plan

The NRC will continue to work with the Treasury Board of Canada Secretariat in 2025–26 to leverage their collaborative program with Statistics Canada on Business Innovation and Growth Support (BIGS). The BIGS database covers government support to enterprises linked to Statistics Canada's Linkable File Environment to better understand performance and conduct impact assessments for growth and innovation-related programs. The NRC is part of Treasury Board's ongoing research project to better understand BIGS beneficiaries. This project allows the NRC to improve its understanding of the business ownership and workforce composition of enterprises supported by the NRC's research and innovation programs, including, for example, majority women-owned businesses and the percentage of employees in client organizations who identify as women. This information will enable programs to understand how certain equity-deserving groups may be disproportionately impacted and to determine strategies to mitigate any negative impacts.

The NRC's research centres have advisory boards made up of the stakeholder community that provide independent advice on the overall strategic direction and priorities of the program, while ensuring alignment with the NRC's priorities. The NRC will continue work so that program advisory boards are balanced and representative of the Canadian population.

Evaluations of NRC programs scheduled to start in 2025–26 will continue to incorporate new GBA Plus components to examine aggregate information on workforce representation across various levels (research staff, management, administration) and perspectives of diverse populations for informant interviews, peer review committees, surveys and, potentially, GBA Plus case studies.

Highlights of GBA Plus data collection plans by NRC's research and innovation program:

- The Herzberg Astronomy and Astrophysics (HAA) program supports the continued collection of demographic data of the Canadian astronomical community by the Canadian Astronomical Society. To mitigate implicit bias, anonymous processes for assessment of observing proposals have been adopted for all the international observatories supported by the NRC through its HAA program. In 2025–26, the HAA program will continue its annual

tracking of the proportion of women-led proposals that are approved to better understand the gender bias in the process and adopt strategies to mitigate this situation.

- The Human Health Therapeutics program leads the Disruptive Technology Solutions for Cell and Gene Therapy Challenge program. This Challenge program will collect data on identity factors across internal research teams within the NRC, within collaborator teams applying for funding for contributions to the program and in the governance and oversight committees of the Challenge program. The stakeholder community will be consulted to ensure that the program structure, governance model and collaborative process are accessible and conducive to equal participation from diverse participants.
- The Metrology program will build on a GBA Plus analysis of its work in quantum-related technologies to gather more data and draw conclusions about immediate and short-term benefits from its deployment. This information will enable the Metrology program to understand how certain equity-deserving groups based on gender, age and immigrant status may be disproportionately impacted and to determine strategies to mitigate these impacts.
- The Ocean, Coastal and River Engineering (OCRE) program is focusing on engagement with Indigenous peoples and rights holders, a focus formalized in the program’s communications and engagement strategy. Gender parity, inclusion of racialized groups and meaningful participation of Indigenous groups are priorities for the Ocean program (led by OCRE), and OCRE as a whole. Indigenous representation is particularly important for coastal communities, where fishing and aquaculture are important means of livelihood. GBA Plus has been integrated into the governance of the Ocean program through external committees (including the advisory board) involved in its design and implementation and is reflected within the OCRE program’s strategic priorities.

Grants and contribution programs

GBA Plus data collection plan

The NRC Industrial Research Assistance Program (NRC IRAP) incorporates GBA Plus practices by fostering programs that provide funding and advisory services to SMEs owned or led by persons identifying as being from equity-deserving groups. NRC IRAP also works with SMEs that are looking to develop or improve their firm’s EDI strategies and with clients that develop products or services for diverse markets. In 2025–26, NRC IRAP will continue to implement a voluntary data collection process for clients to self-declare employment equity information related to their business ownership, leadership and board composition. NRC IRAP will also continue to collect GBA Plus-related data and leverage BIGS data to understand the experience of equity-deserving groups in accessing support and to develop mitigation strategies to address any barriers.

The NRC's National Program Office will continue to work to improve GBA Plus data collection and encourage self-declaration of peer reviewers who evaluate projects and researchers participating in projects under the Collaborative Science, Technology and Innovation Program (CSTIP). All CSTIP Challenge programs will continue to be co-developed through significant stakeholder engagement, with GBA Plus considerations factored into program design. Furthermore, all CSTIP proposal templates will continue to request information on GBA Plus considerations and recipients will report back on their GBA Plus strategies. Small Teams Initiatives and Ideation Fund proposals will continue to be reviewed to ensure GBA Plus considerations have been properly addressed and included in the proposals' designs.

The NRC's role in the Genomics Research and Development Initiative (GRDI) includes conducting studies and analyses to serve as inputs in the determination of GRDI-wide research priorities, providing management and administration support and supporting performance management, reporting, evaluation and communications.

Other programs

GBA Plus data collection plan

The NRC's National Science Library offers a range of information-related services to the public and other libraries. Services include online access to digital content through NRC's publicly available repositories (NRC Publications Archive and the Digital Repository), a searchable catalogue and information discovery platform and reference and interlibrary loan services with other libraries. The Library is committed to open science and open government principles in making its research outputs accessible through its repositories. The Library will continue to implement its GBA Plus data collection plan in 2025–26 to assess the impacts of its efforts in enhancing access to scientific information for equity-deserving groups and to understand the benefits for diverse communities. Quantitative and qualitative data will continue to be collected on specific GBA Plus initiatives in the form of usage statistics and client feedback, serving as evidence of the Library's accomplishments and impacts on diverse groups. This includes initiatives to digitize NRC collections and make them publicly available, reducing barriers to accessing information and increasing accessibility for all Canadians. To better assess the effectiveness of the initiatives, the program will continue to gather data on the quantity of items being transformed into a digital format as well as the number of downloads and views after being published online.

The Research Information and Technology Platforms (RITP) program will continue to track the progress of action items included in the NRC's Accessibility Plan 2023–25. The NRC's Knowledge, Information and Technology Services branch, responsible for the RITP program, is committed to provide easy access to GBA Plus resources and plans to enhance the service catalogue by offering options specifically tailored for the GBA Plus client group. This will be tracked in the project's dashboard, allowing users to easily browse through available IT services, hardware, software and support options. Ongoing tasks initiated in 2023–24 will be further developed in

2025–26, including regular accessibility assessments of current websites and applications, creating an inventory of digital resources and prioritizing and tracking improvement.

The Special Purpose Real Property program will also continue to track the progress of action items included in the NRC’s Accessibility Plan 2023–25. In 2023–24, the NRC’s Office of Facilities Renewal Management developed GBA Plus project criteria to help ensure new and existing investment projects are equitable and inclusive. These criteria will provide data for existing projects approved under the first wave of NRC’s facilities revitalization efforts. Collection of data on all new proposals starting with the second wave in the fall of 2024 is expected to begin in 2025–26.