



Canada Revenue
Agency

Agence du revenu
du Canada



2024 to 2025 Departmental Sustainable Development Strategy Report

Canada Revenue Agency

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2024 to 2025 Departmental Sustainable Development Strategy Report



Introduction to the Departmental Sustainable Development Strategy (DSDS) Report

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

In keeping with the spirit of the Act, to make decision-making related to sustainable development more transparent and accountable to Parliament, the CRA supports the goals established in the FSDS through the activities described in this DSDS.

The [Federal Sustainable Development Act](#) also sets out [seven principles](#) that must be considered in the development of the FSDS as well as DSDSs. These basic principles have been considered and incorporated in the CRA's DSDS.

In order to promote coordinated action on sustainable development across the Government of Canada, this departmental strategy integrates efforts to advance Canada's implementation of the 2030 Agenda National Strategy, supported by the Global Indicator Framework (GIF) and Canadian Indicator Framework (CIF) targets and indicators. The DSDS also captures SDG initiatives that fall outside the scope of the FSDS to inform the development of Canada's Annual Report on the 2030 Agenda and the SDGs.

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Commitments for the Canada Revenue Agency

Summary of Performance as of March 31, 2024

	GOAL 1: REDUCE POVERTY IN CANADA IN ALL ITS FORMS	GOAL 10: ADVANCE RECONCILIATION WITH INDIGENOUS PEOPLES AND TAKE ACTION ON INEQUALITY	GOAL 12: REDUCE WASTE AND TRANSITION TO ZERO-EMISSION VEHICLES	GOAL 13: TAKE ACTION ON CLIMATE CHANGE AND ITS IMPACTS
Number of Targets exceeded	2	1	N/A	2
Number of Targets met	2	N/A	7	2
Number of Targets on track	N/A	2	3	N/A
Number of Targets not met	3	3	N/A	1
Number of indicator results not available	N/A	N/A	N/A	N/A

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Goal 1: Reduce poverty in Canada in all its forms

Target theme: Poverty Reduction

OPI (OCI) This is for internal tracking only	Implementation strategy	Departmental action	Performance indicator starting point target	How the departmental action contributes to the FSDS goal and target and, where applicable, to Canada's 2030 agenda national strategy and SDGs	Results achieved
ABSB	Make investments to reduce poverty.	<p>Ensure timely processing of digital and paper Canada child benefit (CCB) applications.</p> <p>The CCB is a tax-free monthly payment made to eligible families to help with the cost of raising children under 18 years of age. The CCB is an income support program for Canadian families implemented to eradicate child poverty in Canada</p> <p>Program: Canada child benefit</p>	<p>Performance Indicator: Percentage of notices and payments issued to CCB recipients:</p> <p>Digital – within eight weeks of receiving the recipient's CCB application.</p> <p>Starting point: 2023 to 2024 will be the base year.</p> <p>Target: Meet standard 95% of time.</p> <p>Paper – within eleven weeks of receiving the recipient's CCB application.</p> <p>Starting point: 2023-24 will be the base year.</p> <p>Target: Meet standard 95% of the time.</p>	<p>The CCB supports poverty reduction by providing timely, tax-free monthly payments to families, with efficient processing ensuring recipients receive the support they need on time to help cover essential living costs.</p> <p>Relevant targets or ambitions:</p> <p>Canadian Indicator Framework (CIF) Ambition/Target:</p> <p>1.1 Ambition - Reduce poverty in Canada in all its forms. Target - By 2030, a 50% reduction in the rate of poverty, compared to the 2015 level.</p> <p>CIF Indicator: Poverty rate, as measured by Canada's official poverty line.</p>	<p>Indicator 1 Results: Digital - Target not met, with a result of 89.1%.</p> <p>Notes: The Canada Child Benefit program experienced a 5% increase in digital applications compared to 2023–2024, impacting the Canada Revenue Agency's ability to meet its service standard. The Agency continues to review its procedures and allocate resources strategically to ensure timely support for eligible families.</p> <p>Indicator 2 Results: Paper - Target not met, with a result of 79.6%.</p> <p>Notes: The CCB program experienced a 13% increase in paper applications</p>

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OPI (OCI) This is for internal tracking only	Implementation strategy	Departmental action	Performance indicator starting point target	How the departmental action contributes to the FSDS goal and target and, where applicable, to Canada's 2030 agenda national strategy and SDGs	Results achieved
				<p>Global Indicator Framework (GIF) Target:</p> <p>1.2 - By 2030, reduce at least by half the proportion of men, women and children of all ages living in poverty in all its dimensions according to national definitions.</p>	<p>compared to 2023–2024. These increases in CCB applications resulted in pressures on processing times and fewer applications being completed within the expected service levels. The CRA is actively working to improve process efficiency and adopt enhanced technological solutions to increase automation and better serve Canadians.</p>
ABSB (PAB)	Make investments to reduce poverty.	<p>Ensure recipients obtain the support and information they need to receive the CCB in a timely manner, and to know the avenues of redress when they disagree with a decision on their benefit eligibility.</p> <p>Program: Canada child benefit</p>	<p>Performance indicator: Percentage of respondents satisfied with CCB benefits experience.</p> <p>Starting point: 2023-24 will be the benefit year.</p> <p>Target: 75% respondent satisfaction on annual survey.</p>	<p>The CCB satisfaction survey supports poverty reduction by helping gauge the effectiveness of the CRA's program delivery, ensuring families receive timely, well-delivered support that meets their needs.</p> <p>Relevant targets or ambitions:</p> <p>CIF Ambition/Target:</p>	<p>Indicator Results: Target not met, with a result of 72%.</p> <p>Notes: The CCB satisfaction survey was conducted through a 10-minute online survey again this year, as opposed to a telephone or hybrid survey. The change in methodology in 2023-24 created a new reporting baseline for measuring results. Long-time recipients of the CCB now comprise the majority of</p>

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				<p>By 2030, a 50% reduction in the rate of poverty, compared to the 2015 level.</p> <p>CIF Indicator: Percentage of Canadians below Canada's Official Poverty Line</p> <p>GIF Target: 1.2 By 2030, reduce at least by half the proportion of men, women and children of all ages living in poverty in all its dimensions according to national definitions.</p>	<p>survey respondents, significantly weighting the results more than new recipients, who tend to express higher satisfaction levels. Generally, respondents are more likely to give positive responses when speaking directly with an interviewer and more negative opinions when the survey is self-administered. It may take a few years to draw conclusions from any meaningful trends or directions based on this new reporting baseline. The CRA will continue to monitor future results to identify trends and opportunities for improvement.</p>
ABSB	Make investments to reduce poverty.	Continue to collaborate with community organizations to support free volunteer-based tax preparation clinics for individuals with a modest income and simple tax situation.	<p>Performance indicator:</p> <ul style="list-style-type: none"> Number of tax filer individuals helped <p>Starting point: 2023 calendar year will be the baseline year.</p>	<p>These clinics help eligible individuals file their tax returns to access benefits and other eligible credits. The CVITP works to reduce and prevent barriers for individuals to file a return, including the cost of engaging tax preparation</p>	<p>Indicator Results: The target was exceeded with a result of 857,540.</p> <p>Notes: The period has been changed from 2022 to 2023 because the CVITP uses the calendar</p>

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OPI (OCI) This is for internal tracking only	Implementation strategy	Departmental action	Performance indicator starting point target	How the departmental action contributes to the FSDS goal and target and, where applicable, to Canada's 2030 agenda national strategy and SDGs	Results achieved
		<p>Program: Community Volunteer Income Tax Program (CVITP)</p>	<p>Target: Help 690,800 individuals for the 2023 calendar year.</p>	<p>assistance, limited financial and technological literacy, the perception that filing is complicated, and not wanting to make an error on a tax return.</p> <p>Relevant targets or ambitions:</p> <p>CIF Ambition/Target:</p> <p>By 2030, a 50% reduction in the rate of poverty, compared to the 2015 level. CIF Indicator: Percentage of Canadians below Canada's Official Poverty Line</p> <p>GIF Target: 1.2 By 2030, reduce at least by half the proportion of men, women and children of all ages living in poverty in all its dimensions according to national definitions.</p>	<p>year to align with volunteer and organization registration and accommodate the filing of both current and previous year's tax returns as one individual can file multiple years' returns at one time.</p> <p>Additionally, the target was exceeded because in 2024, a total of 857,540 individuals were helped through the CVITP, surpassing the 2023 total of 758,540 by 13%. This increase resulted in more vulnerable people accessing benefits and credits. The increase was supported by the CRA's CVITP grant payments, program promotion through the Benefits Outreach Program, a robust 2023-2024 CVITP Communications Plan (which included strategies to increase filing rates among young adults, newcomers, and Indigenous Peoples), the uncashed cheques initiatives, the inclusion of ReFILE in</p>

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					CVITP UFILE software, new and improved learning tools, and new promotional material. All these factors contributed to an increase in registrations among organizations and volunteers compared to previous tax seasons.
ABSB	Make investments to reduce poverty.	<p>The Benefits Outreach Program (BOP) aims to ensure the vulnerable segments of Canada's population (adults 65 and over, housing insecure individuals, Indigenous Peoples, modest-income individuals, newcomers, persons with disabilities, and students) are provided with information about the benefits and credits to which they are entitled, and are aware of the support available to help them file their tax returns.</p> <p>Program: Benefits Outreach Program</p>	<p>Performance indicator:</p> <ul style="list-style-type: none"> • Page analytics • Level of participant awareness • National outreach feedback form results <p>Starting point: 2023-24 will be the base year for the outreach feedback form.</p> <p>Targets:</p> <p>Maintain page analytics.</p> <p>Maintain 77% average on the level of participant awareness.</p> <p>Analyse and monitor the level of awareness of outreach participants</p>	<p>The BOP helps to reduce poverty by ensuring vulnerable Canadians have the information and support they need to access the benefits and credits to which they are entitled.</p> <p>Relevant targets or ambitions:</p> <p>CIF Ambition/Target:</p> <p>By 2030, a 50% reduction in the rate of poverty, compared to the 2015 level.</p> <p>CIF Indicator:</p>	<p>Indicator 1 Results: Target met.</p> <p>Notes: Page analytics were maintained throughout the year, allowing the program to monitor the level of web traffic to the following webpages promoted by the Benefits Outreach Programs presentations:</p> <p>EN: Newcomers to Canada and the CRA - Canada.ca</p> <p>FR: Les nouveaux arrivants au Canada et l'ARC - Canada.ca</p>

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			through the national outreach feedback form	Percentage of Canadians below Canada's Official Poverty Line GIF Target: 1.2 By 2030, reduce at least by half the proportion of men, women and children of all ages living in poverty in all its dimensions according to national definitions.	<p>EN: Tax-related benefits, credits, deductions and support - Canada.ca</p> <p>FR: Prestations, crédits, déductions et soutien fiscaux - Canada.ca</p> <p>EN: Learn about your taxes - Canada.ca</p> <p>FR: Comprendre vos impôts - Canada.ca</p> <p>EN: Outreach materials to print and share - Canada.ca</p> <p>FR: Documents de visibilité à imprimer et à distribuer - Canada.ca</p> <p>EN: Taxes and benefits for Indigenous Peoples - Canada.ca</p> <p>FR: Impôts et prestations : peuples autochtones - Canada.ca</p> <p>Indicator 2 Results: The 77% targeted average was</p>

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					<p>exceeded, achieving 80.8% awareness.</p> <p>Notes: The level of participant awareness is tracked by the number of correct responses to questions regarding the "Learn About Your Taxes" material.</p> <p>Indicator 3 Results: Target met.</p> <p>A feedback form was launched in April 2024. This feedback form is available to attendees following an outreach presentation on benefits and credits. The form gathers the attendees' tax literacy and awareness levels as well as overall feedback on the delivery of the presentation. The results are qualitative, and the target is to "Analyze and monitor the level of awareness of outreach participants through the national outreach feedback</p>

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					form.” The analysis of the feedback forms for 2024-25 showed the positive impact of benefit outreach presentations through increased levels of awareness of participants based on their self-assessment.

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Goal 10: Advance reconciliation with Indigenous Peoples and take action to reduce inequality

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

OPI (OCI)	Implementation strategy	Departmental action	Performance indicator starting point target	How the departmental action contributes to the FSDS goal and target, and, where applicable, to Canada's 2030 agenda national strategy and SDGs	Results achieved
SIB- IAS	Implement the <i>United Nations Declaration on the Rights of Indigenous Peoples Act</i>	<p>Develop the CRA's Indigenous Strategy (IS) 2024 to 2027 to include initiatives that directly contribute to the implementation of the <i>United Nations Declaration on the Rights of Indigenous Peoples Act</i> (UNDA).</p> <p>Include initiatives that support economic development and entrepreneurship in Indigenous communities. Provide clear information and services adapted to the needs of Indigenous entrepreneurs and businesses to facilitate registration, filing and to meet other reporting requirements.</p> <p>Program: Internal services</p>	<p>Performance indicator: Publish annual progress reports and track progress on the delivery of the CRA's IS 2024 to 2027.</p> <p>Starting point: Final results of the CRA's Indigenous Portfolio Action Plan 2021–2024 (as of 31 March 2024).</p> <p>Target: Develop the CRA's IS 2024 to 2027 and publish the annual progress reports by each summer from 2025 to 2027.</p> <p>Please note, the CRA's Indigenous Portfolio Action Plan 2021 to 2024 will transition to the CRA's Indigenous Strategy 2024 to 2027.</p>	<p>The development and implementation of the CRA's IS 2024 to 2027 will contribute to the implementation of the UNDA and advance reconciliation.</p> <p>The annual progress reports for the Strategy will provide updates on the CRA's contribution to implementing the UNDA to the Department of Justice for inclusion in the Government of Canada's annual progress report.</p> <p>The six strategic initiatives outlined in the Strategy set the foundation for the CRA to continue to improve trust with Indigenous Peoples and to tailor services for Indigenous clients, thereby contributing to reducing inequality.</p> <p>Relevant targets or ambitions: CIF Ambition/Target:</p>	<p>Indicator Result: Target is on track.</p> <p>The Indigenous Portfolio Action Plan 2021-2022 to 2023-2024 was finalized in April 2025. The CRA's Indigenous Strategy 2024-2027 was published on Canada.ca in November 2024. The Year 1 results report is expected to be completed by fall 2025. Through the development and implementation of the Indigenous Strategy 2024-2027, the CRA has contributed to seven initiatives identified in the United Nations Declaration on the Rights of Indigenous Peoples Act (UNDA) Action Plan as an Office of Collateral Interest.</p> <p>Notes:</p>

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OPI (OCI)	Implementation strategy	Departmental action	Performance indicator starting point target	How the departmental action contributes to the FSDS goal and target, and, where applicable, to Canada's 2030 agenda national strategy and SDGs	Results achieved
				<p>10.1 Canadians live free of discrimination and inequalities are reduced.</p> <p>CIF Indicator:</p> <p>10.1.1 Gini Coefficient</p> <p>GIF Targets:</p> <p>10.2 By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status.</p> <p>10.3 Ensure equal opportunity and reduce inequalities of outcome, including by eliminating discriminatory laws, policies and practices and promoting appropriate legislation, policies, and action in this regard.</p>	<p>Taking action to reduce inequality with First Nations, Inuit, and Métis individuals helps to advance reconciliation. The Strategy's ultimate outcome is to improve participation in the benefits and tax system for Indigenous Peoples, which is part of the Agency's mandate.</p>

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OPI (OCI)	Implementation strategy	Departmental action	Performance indicator starting point target	How the departmental action contributes to the FSDS goal and target, and, where applicable, to Canada's 2030 agenda national strategy and SDGs	Results achieved
ABSB	Implement the <i>United Nations Declaration on the Rights of Indigenous Peoples Act</i>	<p>Reach out to Indigenous communities via the CVITP and Benefits Outreach Program.</p> <p>The CRA's CVITP and Benefits Outreach Program ensure vulnerable and hard-to-reach populations are able to access the benefits and credits they are entitled to, with ease and in a timely manner.</p> <p>CRA continues to facilitate participation in the tax system and increase uptake of benefits and credits amongst Indigenous Peoples by promoting available free tax filing assistance through CVITP to Indigenous People.</p> <p>Program: CVITP and Benefits Outreach Program</p>	<p>Performance indicator: Number of Indigenous communities with CVITP clinics</p> <p>Starting point: 2022 to 2023 will be the baseline year.</p> <p>Target: Reach out to 407 CVITP organizations serving Indigenous communities.</p> <p>Please note, some of the organizations may serve Indigenous communities, but may not be registered in Indigenous communities.</p>	<p>To help ensure vulnerable Canadians have the information and support they need to access the benefits and credits to which they are entitled. The Benefits Outreach Program aims to ensure the vulnerable segments of Canada's population are provided with information about the benefits and credits to which they are entitled, and are aware of the support available to help them file their tax returns.</p> <p>Relevant targets or ambitions:</p> <p>CIF Ambition/Target: 10.1 Canadians live free of discrimination and inequalities are reduced.</p> <p>CIF Indicator: 10.1.1 Gini Coefficient</p> <p>GIF Target: 10.2 By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity,</p>	<p>Indicator Result: Target exceeded</p> <p>Target exceeded with nearly 420 communities (both urban and reserve) hosting CVITP clinics serving Indigenous populations during 2024-25.</p> <p>Notes: The Benefits Outreach and CVITP programs focused on providing services to Indigenous organizations and people by holding information sessions and making direct contact to increase uptake in tax filing. This effort aimed to ensure that Indigenous Peoples receive the benefits and credits they are entitled to.</p>

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				<p>origin, religion or economic or other status.</p> <p>10.3 Ensure equal opportunity and reduce inequalities of outcome, including by eliminating discriminatory laws, policies and practices and promoting appropriate legislation, policies, and action in this regard.</p>	

Target theme: Taking action on inequality

OPI (OCI)	Implementation strategy	Departmental action	Performance indicator starting point target	How the departmental action contributes to the FSDS goal and target, and, where applicable, to Canada's 2030 agenda national strategy and SDGs	Results achieved
SIIB-SSDD	Foster diversity, inclusion and accessibility in the federal public service	Every 3 years, create a three-year accessibility plan (in consultation with persons with disabilities) that establishes how the CRA will identify, remove and prevent barriers to accessibility in the workplace, and in the delivery of programs and services to Canadians, with	<p>Performance indicator: Develop accessibility plans to address accessibility barriers, followed by progress reports that track progress on the CRA's commitments.</p> <p>Starting point: December 20, 2022 – Published first</p>	CRA Accessibility Plans identify and set out actions to remove and prevent barriers that create inequalities for persons with disabilities, which prevent their full participation in life's day-to-day activities.	<p>Indicator result: Target is on track.</p> <p>In December 2024, the CRA published its 2024 Accessibility Progress Report which outlines the Agency's progress over the past year in delivering upon its first</p>

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		<p>the goal of becoming barrier-free by 2040.</p> <p>Identify, eliminate and prevent barriers, and assist:</p> <p>Potential candidates and current employees of the CRA to have equal access to employment opportunities.</p> <p>Taxpayers and benefit recipients to have barrier-free access to ensure they are able to receive their tax deductions and benefit entitlements.</p> <p>Publish an annual Progress Report that describes how the CRA is increasing transparency on and accountability to its accessibility and inclusion commitments.</p> <p>Overall goal – Build expertise, understanding, and respect, reduce the stigma related to accessibility and persons with disabilities, and confirm the CRA's adherence to the Accessible Canada Act</p>	<p>accessibility plan (2023 to 2025), identified 23 barriers and 42 action items to remove and prevent barriers over the next three years.*</p> <p>*Establish a three-year planning and reporting cycle:</p> <p>Year one – publish the plan</p> <p>Year two – publish a progress report on the implementation of the accessibility plan, including information on feedback received and on how that feedback has been addressed and taken into consideration.</p> <p>Year three – publish a progress report</p> <p>Year four – publish an updated plan</p> <p>Repeat (publish progress reports in the fifth and sixth years, and update plan in the seventh and subsequent years).</p> <p>Target: Develop and publish two Accessibility Plans and four</p>	<p>The Plans address accessibility issues, which, help the CRA better interact with persons with disabilities and overall, help improve the social and economic situation for persons with disabilities.</p> <p>Relevant targets or ambitions:</p> <p>CIF Ambition/Target:</p> <p>10.1 Canadians live free of discrimination and inequalities are reduced.</p> <p>CIF Indicator:</p> <p>10.1.1 Gini Coefficient</p> <p>GIF Targets:</p> <p>10.2 By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status.</p> <p>10.3 Ensure equal opportunity and reduce inequalities of outcome, including by eliminating discriminatory laws, policies and practices and promoting appropriate</p>	<p>Accessibility Plan, insights learned from ongoing consultations with persons with disabilities, and other key accomplishments to strengthen accessibility across its programs and services.</p> <p>CRA is preparing and will publish an updated accessibility plan for the next three-year cycle (2026-2028), and reference achievements from the previous period, to be published in December 2025.</p>

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OPI (OCI)	Implementation strategy	Departmental action	Performance indicator starting point target	How the departmental action contributes to the FSDS goal and target, and, where applicable, to Canada's 2030 agenda national strategy and SDGs	Results achieved
		<p>Program: Internal services</p>	<p>Progress Reports by December 31, 2027.</p>	<p>legislation, policies, and action in this regard.</p>	
HRB	<p>Foster diversity, inclusion and accessibility in the federal public service</p>	<p>Implement initiatives supporting the strategy outlined in the Many Voices One Mind: a Pathway to Reconciliation Report to increase the representation and inclusion of Indigenous Peoples in the CRA. Combined with initiatives aiming to address unconscious bias and foster an accessible, inclusive culture, these actions</p>	<p>1. Performance indicator: Percentage of CRA Executives who identify as visible minorities by March 31, 2024</p> <p>Starting point: Executives who identify themselves as equity groups for visible minorities comprise 15.6% of the CRA Executive population on</p>	<p>As part of the CRA's Employment Equity, Diversity and Inclusion Action Plan, the CRA will start implementing recommendations from its Employment Systems Review and the Canadian Human Rights Commission's Horizontal Audit on the Employment of Racialized People in Executive and</p>	<p>Indicator 1 Result for 2024: Target met for 2024.</p> <ul style="list-style-type: none"> 96 CRA executives identified as a visible minority, which represents 19.8% of the executive group as of March 31, 2024 exceeding labour market availability (LMA) used in the performance

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		<p>will contribute to closing the representational gaps for Indigenous Peoples and visible minorities in the Executive Group.</p> <p>Increase representation of persons with disabilities in the CRA by implementing initiatives that support accessibility and employment opportunities for persons with disabilities, such as those outlined in the Strategy for the Recruitment, Onboarding and Retention of Persons with Disabilities.</p> <p>The CRA will aim to hire 750 net new persons with disabilities over the five-year period, between April 1, 2020, and March 31, 2025, to support the overall federal Public Service goal of hiring 5,000 net new persons with disabilities by 2025. Error! Bookmark not defined.</p> <p>Program: Internal services</p>	<p>March 31, 2022 (baseline information).</p> <p>Target: Increase the representation of those who identify themselves as visible minorities among CRA Executives to meet Canada's Labour Market Availability of 16.4% by March 31, 2024.</p> <p>2. Performance indicator: Increase representation of Indigenous Peoples among Percentage of CRA Executives who identify as Indigenous Peoples* by March 31, 2024.</p> <p>*Not a subset of visible minorities</p> <p>Starting point: Indigenous Peoples comprise 2.0% of the CRA Executive population March 31, 2022 (baseline information)</p> <p>Target: Increase representation of Indigenous Peoples among CRA Executives to meet Canada's Labour Market</p>	<p>Management Positions in the Public Sector.</p> <p>The CRA Employment Equity, Diversity and Inclusion Action Plan supports the federal Workplace Equity Program by establishing working conditions that are free from barriers, and promotes special measures to accommodate differences in designated groups under the Employment Equity Act.</p> <p>Relevant targets or ambitions: CIF Ambition/Target: CIF Ambition:</p> <p>10.1 Canadians live free of discrimination and inequalities are reduced. 10.1.1 Gini Coefficient GIF Targets: 10.2 By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status. 10.3 Ensure equal opportunity and reduce inequalities of outcome,</p>	<p>indicator baseline, which was 16.4%.</p> <p>Indicator 1 Result for 2025: Target not met for 2025.</p> <ul style="list-style-type: none"> The internal representation of visible minority executives as of March 31, 2025 is 19.5%. This figure however should not be compared to previous representation rates due to the implementation of updated LMA's based on 2021 census results as of March 31, 2025. The change in LMA renders the data from the 2025 workforce analysis incomparable to previous representation rates, as the population subset (and therefore the calculation) has changed. It is common practice when analyzing labour market data to only compare

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			<p>Availability of 2.8% by March 31, 2024</p> <p>3. Performance indicator: Number of net new persons with disabilities in the CRA workforce between April 1, 2020, and March 31, 2025,</p> <p>Starting point: 2020 to 2021 is the base year starting point.</p> <p>Target: The CRA has committed to hiring 750 net new people with disabilities by March 31, 2025.</p>	<p>including by eliminating discriminatory laws, policies and practices and promoting appropriate legislation, policies, and action in this regard.</p>	<p>results within the same census period.</p> <ul style="list-style-type: none"> Following this methodology, the target of 19.8% (the new LMA using 2021 census results) was not met in 2025, with representation recorded at 19.5%. <p>Notes:</p> <ul style="list-style-type: none"> Since 2021, in EX staffing practices, priority of appointment is given to qualified candidates who have self-identified to either of these two under-represented groups (VM and IP). Effective March 6, 2024, a program under the authority of the Canadian Human Rights Act was implemented allowing to appoint qualified candidates who belong to the VM group in priority after addressing any

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OPI (OCI)	Implementation strategy	Departmental action	Performance indicator starting point target	How the departmental action contributes to the FSDS goal and target, and, where applicable, to Canada’s 2030 agenda national strategy and SDGs	Results achieved
					<p>existing EE gaps (when there is no longer a gap for VM).</p> <p>Indicator 2 result for 2024: Target not met for 2024.</p> <ul style="list-style-type: none"> • CRA executives who identified as Indigenous represent 2.7 % of executive group as of March 31, 2024, below the LMA used in the performance indicator baseline, which was 2.8%. <p>Indicator 2 Result for 2025: Target not met for 2025.</p> <ul style="list-style-type: none"> • The internal representation of Indigenous executives as of March 31, 2025 is 2.7%. This figure however should not be compared to previous representation rates due to the implementation of updated LMA's based on 2021 census results, as detailed in indicator 1.

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					<ul style="list-style-type: none"> If we were to apply the updated LMA for Indigenous executives as the baseline, the target of 3% (the new LMA using 2021 census results) was not met in 2025, with representation recorded at 2.7% as of March 31, 2025. <p>Notes:</p> <p>To increase the representation of Indigenous Peoples in the executive group, the Agency has:</p> <ul style="list-style-type: none"> Continued promoting indigenous candidates in Pre-Qualification Processes. Prioritized second language training for Indigenous Peoples who have been identified via talent management initiatives. As part of the SponsorMe Plus program, saw to the

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					<p>graduation of the third cohort and matched a new cohort of protégés with senior executives. This program matches senior leaders (sponsors) with high potential employees (protégés) from underrepresented employment equity groups, who exhibit the talents and aptitudes for leadership. Sponsors, using their networks and experience advocate on their behalf to ensure that they are considered for developmental opportunities.</p> <ul style="list-style-type: none"> Continued to collectively discuss during the senior management reviews of executives' performance and talent management potential executive opportunities for assignments, promotions or development for executives who self-

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					<p>identify in the CRA's Workforce profile questionnaire and who provide their consent to share their information for executive talent management and staffing consideration.</p> <ul style="list-style-type: none">• Onboarded and provided continued support to national leadership development program participants (from the Agency Leadership Development Program and National Leadership Learning Program), many of which have self-ID'd as one of three EE groups (Indigenous Peoples, visible minorities and persons with disabilities).• Delivered a new Character leadership workshop, which integrated the 7 Grand Father teachings.

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					<p>Indicator 3 result for 2025: Target not met for 2025.</p> <ul style="list-style-type: none"> The CRA did not meet the target of 750 net hires from 2020 to 2025, achieving a total of 619 net hires. Although the CRA was well-positioned to meet the target of 750 net hires (with the cumulative net hires as of March 31, 2024 recorded at 1,167), impacts of Refocusing Government Spending (RGS) hindered the CRA’s ability to meet the target. <p>Notes:</p> <ul style="list-style-type: none"> The CRA continues to participate in outreach activities geared toward persons with disabilities, such as the Canadian Congress on Disability Inclusion and the Spectrum Works Virtual Career Fair and organize

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					<p>information sessions for members of organizations that support persons with disabilities, including the Canadian National Institute for the Blind.</p> <ul style="list-style-type: none">• Revised the candidate assessment page on Canada.ca to include information about the accommodation process and help candidates prepare for staffing processes. This includes clarity about the evaluation process and how to request specific accommodations.• In collaboration with the Ontario Region Persons with Disabilities Network (ORPWDN), the Ontario Region participated in Western University's Accessible Employment Forum in November 2024. The ORPWDN provided a panelist to participate in a discussion related to

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					<p>breaking down barriers students face when looking for co-ops and opportunities post-graduation.</p> <ul style="list-style-type: none"> • The Ontario Region, in partnership with the ORPWDN, organized a student information session at Western University in January 2025. This virtual session focused on accessible recruitment at the CRA and included a high-level overview of employment opportunities at the CRA, adaptive technology, and stories of lived experiences shared by employees. • The CRA collaborated with other government departments, including the Atlantic Federal Council, to participate in federal government workshops and career fairs, focusing

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					<p>on recruitment efforts for students with disabilities.</p> <ul style="list-style-type: none"> • CRA representatives actively contributed to the Employment and Social Development Canada (ESDC) Canadian Congress on Disability Inclusion, including participation in the accessibility panel discussion through a designated speaker. • The CRA revised its letters of offer to inform employees that they can request accommodations by informing their hiring manager. • The Strategic Recruitment Section has shared targeted learning resources with the CRA's Strategic Recruitment Advisors and Brand Ambassadors. These resources focus on

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OPI (OCI)	Implementation strategy	Departmental action	Performance indicator starting point target	How the departmental action contributes to the FSDS goal and target, and, where applicable, to Canada's 2030 agenda national strategy and SDGs	Results achieved
					accessibility in the recruitment process and are intended to guide and enhance inclusive practices during recruitment events.

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Goal 12: Reduce waste and transition to zero-emission vehicles**Target theme:** Federal Leadership on Responsible Consumption**Target:** The Government of Canada's procurement of goods and services will be net-zero emissions by 2050, to aid the transition to a net-zero, circular economy (All Ministers)

OPI (OCI)	Implementation strategy	Departmental action	Performance indicator starting point target	How the departmental action contributes to the FSDS goal and target, and where applicable, to Canada's 2030 agenda national strategy and SDGs	Results achieved
FAB	Strengthen green procurement criteria.	<p>Ensure all acquisition card holders, as well as procurement and materiel management specialists, are trained in green procurement (such as the Canada School of Public Service course on green procurement or equivalent) within one year of being identified.</p> <p>Program: Internal services</p>	<p>Performance indicator: Percentage of acquisition card holders trained in green procurement</p> <p>Percentage of procurement and materiel management specialists trained in green procurement within one year of being identified</p> <p>Starting point: Number (and percentage) of acquisition card holders, procurement officers and materiel management specialists that have been trained in green procurement in 2018–2019 (base year): 100%.</p> <p>Target: 100% of acquisition card holders, procurement officers and materiel management specialists receive training within one year of being identified.</p>	<p>Supports the Greening Government goal to achieve net-zero green operations.</p> <p>Green procurement integrates environmental considerations into purchasing decisions and is expected to motivate suppliers to reduce the environmental impact of the goods and services they deliver, and their supply chains.</p> <p>Relevant targets or ambitions:</p> <p>CIF Target: 12.1.1 Zero-emission vehicles represent 10% of new light-duty vehicle sales by 2025, 30% by 2030 and 100% by 2040.</p> <p>CIF Indicator:</p>	<p>Indicator Result: Target met.</p> <ul style="list-style-type: none"> 100% (1016 of 1016) acquisition card holders have been trained in green procurement. 100% (44 of 44) procurement and materiel management functional specialists were trained in green procurement within one year of being identified as a specialist.

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OPI (OCI)	Implementation strategy	Departmental action	Performance indicator starting point target	How the departmental action contributes to the FSDS goal and target, and where applicable, to Canada's 2030 agenda national strategy and SDGs	Results achieved
				<p>12.1.1 Proportion of new light-duty vehicle registrations that are zero-emission vehicles.</p> <p>GIF Target:</p> <p>12.7 Promote public procurement practices that are sustainable, in accordance with national policies and priorities</p>	
FAB	Strengthen green procurement criteria.	<p>Ensure heads of procurement and material management and their designated managers have green procurement included in their performance agreements.</p> <p>Program: Internal services</p>	<p>Performance indicator: Number (and percentage) of heads of procurement and material management and their designated managers who have green procurement included in their performance agreements.</p> <p>Starting point: Percentage of designated officials with green procurement in their performance evaluations in 2018 to 2019 (base year): 6 or 100%.</p> <p>Target: 100% of designated officials have performance</p>	<p>Supports the Greening Government goal to achieve net-zero green operations.</p> <p>Green procurement integrates environmental considerations into purchasing decisions and is expected to motivate suppliers and their supply chains to reduce the environmental impact of the goods and services they deliver.</p> <p>Relevant targets or ambitions:</p> <p>GIF Target:</p> <p>12.7 Promote public procurement practices that are sustainable, in accordance with national policies and priorities</p>	<p>Indicator Result: Target met.</p> <ul style="list-style-type: none"> 100% (6 of 6) of the CRA's managers and heads of procurement and material management have performance agreements that include green procurement.

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OPI (OCI)	Implementation strategy	Departmental action	Performance indicator starting point target	How the departmental action contributes to the FSDS goal and target, and where applicable, to Canada's 2030 agenda national strategy and SDGs	Results achieved
			agreements that include green procurement.		
SIIB-SDCoE (FAB)	Strengthen green procurement criteria.	Review environmental considerations for all non-confidential contracts valued over \$250K. Program: Internal services	Performance indicator: Number (and percentage) of non-confidential contracts valued over \$250K that are reviewed for potential sustainable development considerations. Starting point: Percentage of non-confidential contracts over \$500K reviewed for SD considerations in 2018 to 2019 (base year): 100%.	Supports the Greening Government goal to achieve net-zero green operations. Green procurement incorporates environmental considerations into purchasing decisions and is expected to motivate suppliers to reduce the environmental impact of the goods and services they deliver, and their supply chains. Relevant targets or ambitions: GIF Target: 12.7 Promote public procurement practices that are sustainable, in	Indicator Result: Target met. <ul style="list-style-type: none"> Seven new non-confidential contracts over \$250,000 were awarded. The Sustainable Development Centre of Excellence reviewed 100% (7 of 7) of these contracts for sustainable development considerations.

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			<p>Target: 100% of non-confidential contracts over \$250K reviewed for SD considerations.</p>	<p>accordance with national policies and priorities</p>	
FAB (SIIB-SDCoE)	Strengthen green procurement criteria.	Update and expand the CRA Procurement and Corporate Social Responsibility Directive into the Directive on Corporate and Social Responsibility in Procurement and Asset Management to reflect the economic, social and environmental dimensions of sustainable development and shift the focus to a more holistic	<p>Performance Indicators:</p> <ul style="list-style-type: none"> Review and update the Procurement and Corporate Social Responsibility Directive. Review and update the CRA procurement policy direction. <p>Starting Point: 2023-24 will be the base year.</p>	<p>Supports the FSDS goal of responsible production and consumption.</p> <p>Strengthens policy direction related to corporate social responsibility in procurement and asset management at the CRA.</p> <p>Relevant targets or ambitions: GIF Target:</p>	<p>Indicator Result: Target met*.</p> <p>* This target was not completed by the original target month of June 2024, rather by October 2024.</p> <p>The update to the Directive on Corporate Social Responsibility in Procurement and Materiel Management was completed. The directive</p>

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		<p>approach to responsible consumption.</p> <p>Ensure the CRA procurement policy direction supports the flexibility to use alternative procurement methods to benefit from the opportunities to further achieve sustainable development objectives.</p> <p>Program: Internal services</p>	<p>Target: Update Directive on Corporate Social Responsibility in the Procurement and Materiel Management Directive by June 30, 2024.</p>	<p>12.7 Promote public procurement practices that are sustainable, in accordance with national policies and priorities</p>	<p>was expanded to include asset management, supporting a more holistic approach to total cost of ownership and life-cycle management. It also reinforces social responsibility by strengthening roles and accountabilities across the CRA and placing greater emphasis on socio-economic priorities such as Indigenous procurement, accessibility, and environmental sustainability. The updates promote more inclusive, ethical, and sustainable procurement practices, supporting the CRA's and Government of Canada's broader sustainable development objectives.</p> <p>Notes:</p> <p>Due to the degree and complexity of the updates to this Corporate Policy Instrument (CPI), as well as the need for multiple consultations with key</p>

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					<p>stakeholders (including SIIB), followed by broad consultations with all branches, regions, and networks across the CRA, the target date for the update was extended to September 2024. The update was approved in October 2024 and published in November 2024.</p>
FAB	<p>Transform the federal light-duty fleet.</p>	<p>As a step toward the FSDS 2030 target, ensure 75% of new light-duty unmodified administrative fleet vehicle purchases will be Zero-Emissions Vehicles (ZEVs), hybrids, or hydrogen fuel cell vehicles.</p> <p>Program: Internal services</p>	<p>Performance indicator:</p> <ul style="list-style-type: none"> Total number of vehicles in the administrative fleet Percentage of annual administrative fleet purchases that are ZEV or hybrid (ZEVs include battery electric, plug-in hybrid, or hydrogen fuel cell vehicles) Percentage of ZEV in the administrative fleet Executive vehicle ZEV or hybrid purchases <p>Starting point: The Number of vehicles in the administrative fleet</p>	<p>Supports the Greening Government goal to achieve net-zero green operations.</p> <p>Renewing and optimizing fleet management to ensure the conventional light-duty on-road fleet comprises 100% zero-emission vehicles by 2030, including battery electric, plug-in hybrid, and hydrogen fuel cell vehicles.</p> <p>Relevant targets or ambitions:</p> <p>CIF Target:</p> <p>12.1.1 Zero-emission vehicles represent 10% of new light-duty vehicle sales by 2025, 30% by 2030 and 100% by 2040.</p>	<p>Indicator Result: Target on Track.</p> <ul style="list-style-type: none"> Total number of vehicles in the administrative fleet: 45 (26 light-duty and 19 medium and heavy-duty vehicles) Percentage of annual light-duty administrative fleet purchases that are ZEV or hybrids: 100% (4 out of 4 vehicles purchased) Percentage of ZEV in light-duty unmodified administrative fleet: 58% (15 of 26 vehicles)

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			<p>in 2018 to 2019 was 54, of which 7 (13%) were hybrid vehicles.</p> <p>Target: Fleet comprised of 100% ZEVs by 2030.</p> <p>Please note, the 2018 to 2019 base year was the first fiscal year the CRA started to measure this performance indicator to support the 2016 to 2019 FSDS.</p>	<p>CIF Indicator:</p> <p>12.1.1 Proportion of new light-duty vehicle registrations that are zero-emission vehicles.</p> <p>GIF Target:</p> <p>12.7 Promote public procurement practices that are sustainable, in accordance with national policies and priorities</p>	<p>Notes:</p> <p>To ensure results align with the Greening Government reporting templates for conventional land vehicles, references to “administrative fleet” for this DSDS performance indicator excludes executive vehicles. CRA operates two (2) executive vehicles (both hybrid electric vehicles).</p> <p>New in 2024-25, several spec codes in the pickup, van and multi-purpose vehicle category were re-classified from light-duty to medium and heavy-duty. For the Agency’s administrative fleet, this change impacts 11 vehicles such as cargo vans, which are no longer considered light-duty. Medium and heavy-duty vehicles are currently not subject to the GGS target for 100% ZEVs by 2030, and only 40% of new purchases will be</p>

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					required to be ZEV starting in 2030.
CVB (ITB)	Maximize diversion of waste from landfills	<p>Reduce paper through the use of the CRA's secure data channels</p> <ol style="list-style-type: none"> 1. Digital Communication Services (digital transmission of documents that were traditionally received through fax machines). 2. Business-to-CRA/CRA-to-Business (B2CRA/CRA2B): a secure two-way digital communication service for ongoing exchanges of documents with large business entities. 3. Secure Drop Zone: a secure, two-way service allowing the CRA and external clients to digitally exchange information on an ad hoc basis. <p>Program: Internal services</p>	<p>1. Performance indicator 1: Digital Communication Services' total amount of paper sheets saved.</p> <p>Starting point: 8.2M paper sheets saved in 2023-2024.</p> <p>Target: Maintain the number and percentage of sheets of paper saved compared to the base year.</p> <p>2. Performance indicator 1: Total number of files exchanged through the B2CRA service.</p> <p>Starting point: 33,223 files exchanged digitally in 2023-2024.</p> <p>Target: Increase the number of files exchanged compared to base year.</p> <p>3. Performance indicator 3: Total number of files exchanged through the Secure Drop Zone service.</p>	<p>CRA's available digital services to Canadians support the Greening Government goal to green its operations and reduce environmental impacts safely and securely.</p> <p>Relevant targets or ambitions:</p> <p>CIF Indicator: 12.3.1 Total waste diversion per capita</p>	<p>Indicator 1 Result: Target met.</p> <ul style="list-style-type: none"> • Digital Communications Services: Over 8.8 million additional paper sheets were saved in 2024-25. This is a 6.8% increase. <p>Indicator 2 Result: Target met.</p> <ul style="list-style-type: none"> • Business-to-CRA/CRA-to-Business (B2CRA/CRA2B): Over 43,000 files exchanged digitally through B2CRA in 2024-25. This is a 22.7% increase. <p>Indicator 3 Result: Target met.</p> <ul style="list-style-type: none"> • Secure Drop Zone (SDZ): Over 156,000 responses received digitally through the SDZ

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			<p>Starting point: 34,596 responses received digitally in 2023-2024.</p> <p>Target: Increase the number of files exchanged compared to the base year.</p>		in 2024-25. This is a 77.8% increase.
ABSB	Maximize diversion of waste from landfills	<p>Reduce paper through CRA's Document Verification Service (DVS)</p> <p>1. Increase the take-up of CRA's DVS over the traditional sheet of paper sent by mail.</p> <p>Document verification service (DVS): allows users to get real-time and full access to their tax information online. Users who choose the new service can quickly validate their identity instead of waiting</p>	<p>1. Performance indicator: DVS take-up rate (percent) over use of paper sheets sent by mail.</p> <p>Starting point: 2024-25, current take-up is 50%.</p> <p>Target: Increase take-up of DVS to 60% vs. sheet of paper mailout by the end of 2026-27.</p>	<p>CRA's available digital services to Canadians support the Greening Government goal to green its operations and reduce environmental impacts safely and securely.</p> <p>The DVS implementation provides users with an alternative option to get immediate access to the CRA's sign-in services without relying on the CRA's mailed security code. DVS use contributes to the Agency's sustainable development goals by reducing paper consumption.</p>	<p>Indicator Result: Target on track for fiscal year 2026-27.</p> <ul style="list-style-type: none"> For the 2024-25 period, 56% of users successfully validated their identity using the new DVS solution. Between 2023-24 and 2024-25, there was a 55% decrease in CRA security codes issued (sheet of paper mailout), from 2.97 million to 1.33 million.

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		up to 10 business days for a mailed CRA security code. Program: Digital services		Relevant targets or ambitions: CIF Target: 12.3.1 Total waste diversion per capita	
SIIB-SDCoE	Reduce methane emissions from municipal solid waste landfills	Divert organic waste from landfills through the use of an organic waste-diversion composting pilot project. The CRA installed a clean-tech mechanical composter at the CRA headquarters building that will convert organic waste to biofuels. Program: Internal services	Performance Indicator: <ul style="list-style-type: none"> Weight in kilograms of biofuel (biomass) output produced. Reduction in greenhouse gas emissions (GHGs). Starting point: 2023-24 will be the base year. Target: Weight in kilograms of biofuel output produced and reduction in GHG emissions to be	Supports the GGS to reduce waste and environmental impacts. Diverting waste from landfills reduces GHG emissions associated with transporting waste and its decomposition in landfills, and supports SDG 13 to take action to combat climate change and its impacts. Relevant targets or ambitions: CIF Target: 12.3.1 Total waste diversion per capita	Indicator result: Target on track. For fiscal year 2024-25: <ul style="list-style-type: none"> 144 kg biofuel output (719 kilograms of food waste input, less 144 kg output equals 575 kg) 1,438 kg CO2 (2.5 kg CO2 x 575 kg) GHG emissions reduction Over two times of biofuel output produced compared to 2023-24 results of 64 kg Over two times the reduction compared to the 2023-24 results of 640 kg CO2 *1 kg of food waste produces approximately 2.5 kg of CO2

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			established following the base year.		Notes: The CRA launched its mechanical composter operations June 19, 2023.

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Goal 13: Take action on climate change and its impacts**Target theme:** Federal Leadership on Greenhouse Gas Emissions Reductions and Climate Resilience**Target:** The Government of Canada will transition to net-zero carbon operations for facilities and conventional fleets by 2050 (All Ministers)

OPI (OCI)	Implementation strategy	Departmental action	Performance indicator starting point target	How the departmental action contributes to the FSDS goal and target, and, where applicable, to Canada's 2030 agenda national strategy and SDGs	Results achieved
FAB	Implement the Greening Government Strategy through measures that reduce greenhouse gas emissions, improve climate resilience, and green the government's overall operations.	<p>Reduce, measure, and report on GHG emissions from the CRA fleet using the Federal Greenhouse Gas Tracking Protocol.</p> <p>Program: Internal services</p> <p>Please note that, as a tenant organization, the CRA is only responsible for fleet GHG emissions reductions.</p>	<p>Performance indicator:</p> <ul style="list-style-type: none"> GHG emissions from fleet in fiscal year 2005 to 2006 (base year) = [X] kilotonnes of carbon dioxide equivalent (ktCO₂e) GHG emissions from fleet in current reporting fiscal year = [Y] ktCO₂e Percentage (%) change in GHG emissions from fleet from fiscal year 2005–2006 to current reporting fiscal year = [1-Y/X] % <p>Starting point: GHG emissions from base year 2005–2006: 397 tonnes of carbon dioxide equivalent (tCO₂e). Fiscal Year 2018–2019 GHG emissions were: 215 tCO₂e.</p> <p>Target: Fleet emissions are 40% below 2005 to 2006 levels by 2025</p>	<p>Supports the GGS through measures that reduce greenhouse gas emissions, improve climate resilience, and green the government's overall operations.</p> <p>Reduce GHG emissions by 40% by 2025 and by at least 90% below 2005 levels by 2050. On this emissions reduction pathway, the government will aspire to reduce emissions by an additional 10% every 5 years starting in 2025.</p> <p>Relevant targets or ambitions:</p> <p>CIF Ambitions/Targets:</p> <p>13.1 Canadians reduce their greenhouse gas emissions.</p> <p>13.2 Canadians are well equipped and resilient to face the effects of climate change.</p>	<p>Indicator Result: Target exceeded.</p> <p>GHG emissions from the CRA fleet were 121 tonnes of CO₂e, which represents a 70% decrease from 2005-2006 levels.</p> <p>Notes:</p> <ul style="list-style-type: none"> CRA again exceeded the 40% emissions reduction target set for 2025. Calculations: Y = 121 tonnes CO₂e (tCO₂e) X = 397 tonnes CO₂e Percentage (%) change = [1-Y/X] = [1-121/397] = 0.6952 or 70%

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			<p>*Please note, the CRA selected the 2005 to 2006 baseline fiscal year to align with the 2009 UN Climate Change Conference, in which Canada signed the Copenhagen Accord, using 2005 as the year against which to measure GHG emissions reduction. This also aligns with Canada’s Nationally Determined Contribution under the 2015 Paris Agreement.</p>	<p>GIF Target: 13.3 Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning.</p>	

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OPI (OCI)	Implementation strategy	Departmental action	Performance indicator starting point target	How the departmental action contributes to the FSDS goal and target, and, where applicable, to Canada's 2030 agenda national strategy and SDGs	Results achieved
FAB	Implement the Greening Government Strategy through measures that reduce greenhouse gas emissions, improve climate resilience, and green the government's overall operations	Continue to reduce Greenhouse Gas (GHG) emissions from business-related air travel. Program: Internal services	<p>Performance indicator:</p> <ul style="list-style-type: none"> Annual GHG emissions from business-related air travel compared to fiscal year 2008-09 Percentage reduction in GHG emissions compared to 2008-09 <p>Starting point: GHG emissions from business air travel in 2008-09 were 9,447 tonnes.</p> <p>Target: 40% reduction in emissions by 2025, compared to 2008-09.</p> <p>*The baseline year is different from the other GHG emissions targets in order to be consistent with previous CRA DSDSs and facilitate comparison across time. The 2008-2009 base year was the first fiscal year the CRA started to measure this performance indicator to support the 2007 to 2010 FSDS.</p>	<p>Supports the GGS through measures that reduce greenhouse gas emissions, improve climate resilience, and green the government's overall operations.</p> <p>The CRA will continue to review and refine its business travel programs to ensure low-carbon travel options are prioritized to reduce GHG emissions.</p> <p>Relevant targets or ambitions:</p> <p>CIF Ambitions/Targets:</p> <p>13.1 Canadians reduce their greenhouse gas emissions.</p> <p>13.2 Canadians are well equipped and resilient to face the effects of climate change.</p> <p>GIF Target:</p> <p>13.3 Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning.</p>	<p>Indicator Result: Target exceeded.</p> <p>GHG emissions from business-related air travel for 2024-25 totaled 1,954 tonnes. The CRA reduced its GHG emissions by 79.3% relative to 2008-2009 levels (9,447 tonnes), thereby exceeding its target of a 40% reduction.</p>

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OPI (OCI)	Implementation strategy	Departmental action	Performance indicator starting point target	How the departmental action contributes to the FSDS goal and target, and, where applicable, to Canada's 2030 agenda national strategy and SDGs	Results achieved
SIB	Implement the Greening Government Strategy through measures that reduce greenhouse gas emissions, improve climate resilience, and green the government's overall operations.	Renew the CRA's Sustainable Development (SD) policy. Program: Internal services	Performance indicator: Renew the CRA SD policy to include more sustainable practices in the CRA plans and processes. Starting point: The previous CRA SD Policy was updated in March 2020. Target: Renew by March 31, 2025.	The renewed CRA SD policy will ensure more sustainable practices to reduce waste and greenhouse gas emissions to support the GGS. Relevant targets or ambitions: CIF Ambitions/Targets: 13.1 Canadians reduce their greenhouse gas emissions. 13.2 Canadians are well equipped and resilient to face the effects of climate change. GIF Target: 13.3 Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning.	Indicator Result: Target met. The renewal of the CRA Sustainable Development (SD) Policy was completed and approved by the Board of Management on March 26, 2025.
FAB	Modernize through net-zero carbon buildings.	Continue to minimize the environmental impacts of the CRA's real property portfolio by effectively managing the floor space	Performance indicator: <ul style="list-style-type: none"> Number of square metres (m²) of general-purpose office space 	Supports the GGS through measures that reduce greenhouse gas emissions, improve climate	Indicator result: Target met. 14 fit-up and major refit projects were completed during the reporting period,

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OPI (OCI)	Implementation strategy	Departmental action	Performance indicator starting point target	How the departmental action contributes to the FSDS goal and target, and, where applicable, to Canada's 2030 agenda national strategy and SDGs	Results achieved
		<p>per FTE through workplace modernization using new and innovative methods, to align with GC Workplace concepts.</p> <p>Program: Internal services</p>	<p>divided by the number of FTEs as at April 1 of the reporting year.</p> <ul style="list-style-type: none"> Number and percentage of completed new fit-up and major refit projects measured at project closeout that implemented GC Workplace concepts as of April 1 of the reporting year. <p>Starting point: The CRA office space utilization rate was 15.5 m²/FTE in the 2022 to 2023 base year.</p> <p>Target: Utilization rate of 15.5 m²/FTE or less</p>	<p>resilience, and green the government's overall operations</p> <p>Right-sizing office space within the CRA's real property portfolio will help minimize energy use and reduce GHG emissions from heating and electricity.</p> <p>Relevant targets or ambitions:</p> <p>CIF Ambitions/Targets:</p> <p>13.1 Canadians reduce their greenhouse gas emissions.</p> <p>13.2 Canadians are well equipped and resilient to face the effects of climate change.</p> <p>GIF Target:</p> <p>13.3 Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning</p>	<p>converting 26,445.6 m² or 4% of space to GCWorkplace or similar concepts.</p> <p>These projects supported the CRA's efforts to reduce the space utilization rate, which reached 12.5 m²/FTE as of April 1, 2025.</p> <p>Notes:</p> <p>While CRA contributes to the reduction of GHG emissions by ensuring efficient use of space, achieving a net-zero carbon Real Property portfolio is part of Public Services and Procurement Canada's wider leasing and fit-up strategy.</p>

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

OPI (OCI)	Implementation strategy	Departmental action	Performance indicator starting point target	How the departmental action contributes to the FSDS goal and target, and where applicable, to Canada's 2030 agenda national strategy and SDGs	Results achieved
SIIB-SDCoE	Reduce risks posed by climate change to federal assets, services and operations.	Develop a Climate Change Adaptation Plan (CCAP) to identify measures to reduce climate change risks to the CRA's critical services and enabling functions. Program: Internal services	Performance indicator: Complete a CRA CCAP. Starting point: 2022-2023 will be the base year. The CCAP will be a follow-up to the CRA Climate Risk Vulnerability Assessment (CRiVA) that was completed in August 2022. Target: Complete the CRA CCAP by the end of 2024-25.	Supports the Government of Canada's commitment to minimize disruptions and damage to its assets, services and operations related to the impacts of climate change. Consistent with the Federal Adaptation Policy Framework, under the GGS. Relevant target: GIF Target: 13.3 Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning	Indicator result: Target not met. Note: The original target date for this was fiscal year 2024-25; however, due to competing priorities, it is now expected to be completed in fiscal year 2025-2026.

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Integrating Sustainable Development: Strategic Environmental and Economic Assessments

The CRA will continue to ensure that its decision-making process includes consideration of FSDS goals and targets through its Strategic Environmental and Economic Assessment (SEEA) process. A SEEA for a policy, program or regulatory proposal includes an analysis of the climate, nature, environmental and economic effects of the given proposal.

Public statements on the results of the CRA's assessments are issued when an initiative that was the subject of a detailed Strategic Environmental and Economic Assessment is implemented or announced ([see here](#)). The purpose of the public statement is to demonstrate that the environmental and economic effects, including contributions to the FSDS goals and targets, of an initiative have been considered during proposal development and decision-making.

The CRA did not have any proposals subject to a detailed SEEA that were announced or implemented in 2024.