Privy Council Office

2025-26 Departmental Results Report

The Right Honourable Mark Carney
Prime Minister of Canada

Michael Sabia
Clerk of the Privy Council and
Secretary to the Cabinet

2025-26 Departmental Results Report

Information contained in this publication or product may be reproduced, in part or in whole, and by any means, for personal or public non-commercial purposes without charge or further permission, unless otherwise specified. Commercial reproduction and distribution are prohibited except with written permission from the Privy Council Office.

For more information, contact:

Privy Council Office
85 Sparks Street, Room 1000
Ottawa, ON Canada K1A 0A3
info@pco-bcp.gc.ca

© His Majesty the King in Right of Canada, 2026.

Cette publication est également disponible en français :
Rapport sur les résultats ministériels 2025-26

ISSN: 2560-9599
Catalogue Number: CP1-18E-PDF

Privy Council Office's 2025-26 Departmental Results Report

Contents

- At a glance
- From the Prime Minister
- Results: What we achieved
  - Core responsibility: Serve the Prime Minister and Cabinet
  - Internal services
- Spending and human resources
  - Spending
  - Funding
  - Financial statement highlights
  - Human resources
- Supplementary information tables
- Federal tax expenditures
- Corporate information
- Definitions

At a glance

This departmental results report details the Privy Council Office's (PCO) actual accomplishments against the plans, priorities and expected results outlined in its 2025–26 Departmental Plan.

These results align with the priorities outlined in the May 21, 2025, mandate letter from the Prime Minister, as well as with the PCO's raison d'être, mandate and role.

Key priorities

PCO identified the following key priorities for 2025–26:

- Provide non-partisan advice to the Prime Minister, Privy Council Office's portfolio ministers, Cabinet, and Cabinet committees on matters of national and international importance
- Support the smooth functioning of the Cabinet decision-making process to help implement the Government's agenda
- Ensure Canada is safe and secure, and promoting a fair, transparent, and democratic government
- Support public service leadership and renewal.

Highlights

In 2025–26, Canada faced profound economic and geopolitical change. Following the April 2025 general election, PCO supported the transition to a new Ministry and helped the government move at speed and scale – providing rigorous, non-partisan advice, supporting disciplined Cabinet decision-making, and coordinating action on priorities to strengthen Canada's economy and sovereignty and deliver for Canadians. In support of the expenditure reduction commitments made in Budget 2025, PCO began the implementation of the Comprehensive Expenditure Review in the final quarter of the fiscal year. Consistent with the Review's objectives, PCO supported the realignment of resources toward core federal priorities, the reduction of duplication and inefficiencies, and efforts to improve government productivity and service delivery. Key highlights from the department's initiatives in 2025–26 include:

Building One Canadian Economy and Accelerating Major Projects

PCO helped advance efforts to build one Canadian economy, removing barriers to interprovincial trade and labour mobility and accelerating major projects. Key milestones included supporting the passage of the *Free Trade and Labour Mobility in Canada Act* in June 2025 and securing pan-Canadian approval of the Canadian Mutual Recognition Agreement to make it easier for businesses to sell goods across the country.

PCO also supported the establishment of the Major Projects Office, creating a single point of contact to accelerate federal review and decision-making on major projects, as well as the launch of Build Canada Homes to accelerate the construction of affordable housing.

Protecting Canada's Sovereignty, Security, and Democratic Institutions

PCO supported whole-of-government efforts to protect Canada's sovereignty, strengthen national security and border integrity, and safeguard democratic institutions.

To protect Canada's democratic processes and implement key recommendations from the Public Inquiry into Foreign Interference, PCO permanently assumed the Chair and Secretariat of the Security and Intelligence Threats to Elections (SITE) Task Force on January 1, 2026, strengthening the whole-of-government response to threats to elections. PCO also updated the Cabinet Directive on the Coordinated Response to Threats to Elections, delivered the first-ever Candidate Security Program during the 45th general election, supported the introduction of Bill C-25, the *Strong and Free Elections Act*, and secured a $31.5 million investment over five years to bolster Global Affairs Canada's Rapid Response Mechanism.

PCO also advised Cabinet on Canada's Border Plan and supported key legislation – Bill C-2, the *Strong Borders Act*, and Bill C-12, the *Strengthening Canada's Immigration System and Borders Act* – to combat illegal trafficking, enhance intelligence sharing, and secure ports of entry. The department provided strategic advice on NORAD modernization, Canada's NATO defence spending commitments, and the country's first Defence Industrial Strategy.

Strengthening and Diversifying Partnerships

PCO and the Chief Trade Negotiator led Canada's trade and economic negotiations with the United States, including on sectoral tariffs and other bilateral trade issues, while preparing Canada's approach to the review of the Canada-United States-Mexico Agreement.

The department supported a landmark initiative to deepen Canada's partnership with the European Union (EU), supporting the Prime Minister's Personal Representative to the EU to advance an ambitious agenda focused on shared economic, security and strategic priorities.

In diversifying other partnerships abroad, PCO supported the Prime Minister's international engagement and efforts to deepen economic and security ties with reliable partners. This included providing strategic assessments on crises in Ukraine, Haiti, and the Middle East and supporting Canada's G7 Presidency, including the Leaders' Summit at Kananaskis.

Improving Affordability and Building Stronger Communities

PCO provided policy advice and coordination to improve affordability, expand access to essential services, and support housing and community infrastructure.

The department supported the rollout of the Canadian Dental Care Plan to all eligible Canadians ages 18 to 64, with 6.5 million members enrolled by March 31, 2026. PCO also advised on measures to make housing more affordable and accelerate housing construction, and supported the design of the Build Communities Strong Fund – a $51 billion investment over 10 years in housing-enabling, health, and community infrastructure across Canada.

These results were achieved with the following financial and human resources:

- Total actual spending (including internal services): $245,562,857
- Total full-time equivalent staff (including internal services): 1,231

For detailed information on the Privy Council Office's total spending and human resources, read the Spending and human resources section of this report.

Summary of results

The following provides a summary of the results the department achieved in 2025–26 under its "core responsibility" (its main area of activity).

Core responsibility : Serve the Prime Minister and Cabinet

Actual spending: $127,431,131

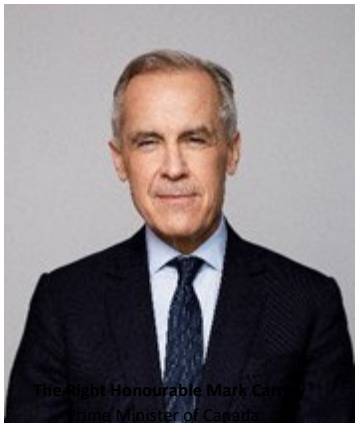
Actual human resources: 705

In 2025-26, PCO effectively delivered on its core responsibility by providing strategic, non-partisan advice, supporting Cabinet decision-making, and leading public service renewal. PCO provided high-level policy advice to advance key priorities, including Canada-U.S. relations, trade diversification, national security, major project delivery, and affordability measures. As Secretariat

to the Cabinet, PCO facilitated the seamless transition of government following the April 2025 election, modernised Cabinet operations through a new digital platform, supported Cabinet meetings, processed Cabinet documents, and managed Orders in Council and statutory instruments. Additionally, PCO led whole-of-government public service renewal by promoting values and ethics, advancing equity and inclusion, hosting the inaugural Learning Week on Artificial Intelligence (AI) for over 28,000 public servants, and driving innovative policy solutions.

For more information on PCO's activities related to Serve the Prime Minister and Cabinet, read the "Results: What we achieved" section of this report.

From the Prime Minister



The Right Honourable Mark Carney
Prime Minister of Canada

I welcome the Privy Council Office's 2025-26 Departmental Results Report.

This was a year of profound change. The trading system that helped power our prosperity for decades was being remade. Our sovereignty and our security were being tested, and many of our former strengths had become vulnerabilities. As a country, we chose to take the world as it is, not as we might wish it to be. We chose to build – with purpose, discipline, and at pace. And at every step, Canada's public service helped the government deliver for Canadians.

Following the April 2025 general election, public servants in the Privy Council Office and across government supported the transition to a new Ministry and the priorities I set out in my mandate letter to Cabinet. They supported the opening of Parliament at which His Majesty King Charles III delivered the Speech from the Throne – a historic honour that matched the weight of our times. In the months that followed, Canada moved at a speed and scale not seen in generations. Working with provinces and territories, we removed barriers to interprovincial trade and labour mobility. We stood up Build Canada Homes and the Major Projects Office to build affordable housing and nation-building projects faster, with meaningful Indigenous partnership and major economic benefits. We brought international partners together at Kananaskis under Canada's G7 Presidency and forged more than 20 new economic and security partnerships across four continents. We also began the largest buildup of our military and security capabilities, reaching NATO's 2% defence spending target for the first time since the fall of the Berlin Wall.

The Privy Council Office stood at the centre of these efforts – offering rigorous, non-partisan advice, supporting disciplined Cabinet decision-making, keeping watch over our national security and our democratic institutions, and focusing public resources where they have the greatest impact. This report reflects the work of a public service moving at the speed the moment demands, adapting to the world around it, and acting in Canadians' best interest.

None of us builds on empty ground. We build on platforms raised by those who came before, and our duty is to raise them higher still for those who follow. That is the work ahead. We have started as we mean to go on, and we are just getting started.

Results: What we achieved

Core responsibility and internal services

- Core responsibility: Serve the Prime Minister and Cabinet
- Internal services

Core responsibility: Serve the Prime Minister and Cabinet

In this section

- Description
- Quality of life
- Progress on results
- Details on results
- Resources required to achieve results
- Related government priorities
- Program inventory

Description

To deliver analysis, advice and support to the Prime Minister and ministers of the portfolio including non-partisan advice and information from across the public service resulting from consultations and collaboration with international and domestic sources inside and outside government.

To act as Secretariat to the Cabinet and its committees including managing the Cabinet's decision-making system, coordinating departmental policy proposals to Cabinet, scheduling and providing support services for meetings of Cabinet and Cabinet committees, advancing the Government's agenda across federal departments and agencies, and providing administrative services to the Prime Minister's Office, portfolio ministers, and Commissions of Inquiry.

To lead and renew the public service in order to advise the Government in implementing its agenda, foster healthy workplaces that promote diversity and inclusion, and deliver services and results to Canadians.

Quality of life impacts

Good governance – Confidence in institutions and Representation in senior leadership

Through its core responsibility of serving the Prime Minister and Cabinet, PCO provides non-partisan advice and strategic guidance to the Prime Minister and Cabinet and supports the Government’s policy development and decision-making process. PCO also fosters an effective,

diverse, inclusive and innovative public service by embracing transparency and ensuring decision-making processes across the whole-of-government promote accountability and stand up to the highest level of public scrutiny.

It does this by promoting the Quality of Life domain of 'Good governance,' more specifically, the indicators of 'Confidence in institutions' and 'Representation in senior leadership,' to ensure the department promotes fairness and safety and fosters a culture of equity, diversity, and inclusion in senior leadership positions.

Prosperity – Economic prosperity

PCO also contributes to the Quality of Life domain of 'Prosperity,' specifically the indicator of 'Economic prosperity'. For example, PCO provides analysis and advice to the Prime Minister and Cabinet on economic issues such as affordability, housing, and foreign direct investments that present a risk to national security.

Environment – Ecological integrity and environmental stewardship

In supporting the Government's climate change mitigation and adaptation agenda, PCO also contributes to the advancement of the Quality of Life domain of 'Environment,' specifically the indicators of 'Ecological integrity and environmental stewardship,' as they relate to the Government's commitment to reducing greenhouse gas emissions, as well as improving air quality.

Society – Positive perceptions of diversity

PCO contributes to advancing the Quality of Life domain of 'Society,' and specifically the 'Positive perceptions of diversity' indicators. Recognizing the strength derived from a workforce that represents Canada's diversity, PCO demonstrates leadership by actively promoting inclusive policies and practices by advising the Prime Minister and Cabinet on issues related to equity, intersectionality, and reconciliation, as well as by ensuring that decision-making processes are enriched by a range of perspectives that represent Canada's diverse regions and peoples.

Progress on results

This section details the department's performance against its targets for each departmental result under the Core responsibility: Serve the Prime Minister and Cabinet.

Table 1 shows the target, the date to achieve the target and the actual result for each indicator under Government's priorities are achieved in the last three fiscal years.

Table 1: Government's priorities are achieved

Departmental result indicator	Target	Date to achieve target	Actual result
Survey Cabinet committee chairs whether they feel well-supported for meetings and whether they believe that their Committee's time was effectively allocated to	2025- 26 results will contribute to establishing a target for this indicator.	March 2027	2023-24: 88% 2024–25: Due to the April 2025 federal election, a spring survey was not conducted.

Departmental result indicator	Target	Date to achieve target	Actual result
Government priorities and time sensitive business			2025–26: 86% satisfaction rate

Table 2 shows the target, the date to achieve the target and actual result for each indicator under Cabinet receives high quality advice in the last three fiscal years.

Table 2: Cabinet receives high quality advice

Departmental result indicator	Target	Date to achieve target	Actual result
Percentage of Cabinet Ministers that indicate that MCs include satisfactory GBA Plus analysis	Feedback is received from over 50% of Ministers and 80% overall satisfaction with services from respondents.	March 2026	2023–24: 67% 2024–25: Due to the April 2025 federal election, a spring survey was not conducted. 2025–26: 66% satisfaction rate
Percentage of Cabinet Ministers satisfied with service and advice from the Privy Council Office	Feedback is received from over 50% of Ministers and 80% overall satisfaction with services from respondents.	March 2026	2023–24: 78% 2024–25: Due to the April 2025 federal election, a spring survey was not conducted. 2025–26: 76% satisfaction rate

Table 3 shows the target, the date to achieve the target and actual result for each indicator under Cabinet decision-making process runs smoothly to help implement the Government's agenda in the last three fiscal years.

Table 3: Cabinet decision-making process runs smoothly to help implement the Government's agenda

Departmental result indicator	Target	Date to achieve target	Actual result
Orders in Council are made available to the public without delay in accordance with the *Statutory Instruments Act*	A. 95% of OICs are posted on the PCO-OIC Website within 3 business days B. 95% of public inquiries are answered within 3 business days	March 2026	2023–24: ○ Target A. 99% of public inquiries were answered within three business days. ○ Target B. The data collection system and resources required to measure the results for target B were put in place part way through the 2023-24 fiscal year. 2024–25: ○ Target A. 99% of OICs were posted on the PCO-OIC website within three business days ○ Target B. 99% of public inquiries were answered within three business days 2025–26: ○ Target A. 100% of OICs were posted on the PCO-OIC Website within three business days. ○ Target B. 95% of public inquiries were answered within three business days

Percentage of official Cabinet material submitted by departments to the Privy Council Office, respecting the *Guidance for the Drafting of the Memoranda to Cabinet*	80%	March 2026	2023–24: 25% 2024–25: 26% 2025–26: 13% The adherence to Cabinet submission deadlines can be impacted by the fluidity of government business, emerging priorities, and intricacies in executing broad consultations. Additionally, PCO must ensure sound meeting management, balancing accepting late submissions against the Cabinet Committee schedule to avoid cancelling meetings and oversubscribing agendas.

Table 4 shows the target, the date to achieve the target and actual result for each indicator under Public Service renewal priorities are achieved in the last three fiscal years.

Table 4: Public Service renewal priorities are achieved

Departmental result indicator	Target	Date to achieve target	Actual result
Percentage of public service employees who describe their workplace as being psychologically healthy	Increase	March 2026	2023–24: Not available as survey is conducted bi-annually. 2024–25: 59% 2025–26: Not available as survey is conducted bi-annually.
Percentage of public service employees who feel that their department or agency implements activities or practices that support diversity, inclusion, and anti-racism	Increase	March 2026	2023–24: Not available as survey is conducted bi-annually. 2024–25: 76% 2025–26: Not available as survey is conducted bi-annually.

The Results section of the Infographic for PCO on GC Infobase provides additional information on results and performance related to its program inventory.

Details on results

The following section describes the results for Serve the Prime Minister and Cabinet in 2025–26 compared with the planned results set out in PCO's departmental plan for the year.

Provide non-partisan advice to the Prime Minister, portfolio ministers, Cabinet and Cabinet committees on matters of national and international importance

Establishing a new economic and security relationship with the United States and strengthening collaboration with reliable trading partners and allies around the world

- PCO provided advice to the Prime Minister and the President of the King's Privy Council and Minister responsible for Canada-U.S. Trade, Intergovernmental Affairs, Internal Trade and One Canadian Economy on bilateral and multilateral engagement with provinces, territories, and municipalities. This strengthened open and collaborative relationships to advance shared priorities such as sovereignty, Canada-U.S. Relations, trade diversification, internal trade, major projects, infrastructure, affordability, public safety, defence, and immigration.
- To advance Canada's interests with the U.S., PCO supported the Prime Minister's engagement through senior official interactions, as well as bilateral, multilateral, and trilateral forums, including the G7 Leaders' Summit in Kananaskis, G20, Asian-Pacific Economic Cooperation, NATO, and Canada-United-States-Mexico Agreement, and engagements in Washington, D.C.

PCO also supported the Prime Minister in nine First Ministers' Meetings where Canada-U.S. relations and trade diversification were significant topics of discussion.

- The department supported continuity and stability in Canada-U.S. relations during the 2025 government transition, helping to maintain momentum on shared economic, security, and defence priorities.
- PCO provided strategic policy advice and whole-of-government coordination on key shared Canadian and American priorities, including economic security, resilient supply chains, strategic sectors, trade and sectoral cooperation, border and transboundary issues, and integrated security and defence initiatives, including NORAD modernization and strengthening North American resilience and competitiveness.
- The department also supported Canadian priorities related to economic security, global stability, allied coordination, energy security, critical minerals cooperation, collective defence, and preparations for FIFA World Cup 2026 cross-border coordination and associated economic opportunities.
- PCO supported the Prime Minister's international engagement to strengthen relationships with allies and partners and promote cooperation on shared global challenges. In 2025-26, the department supported more than 86 Prime Ministerial calls, 34 international visits, 247 engagements with international allies and partners, including bilateral meetings, and 15 incoming visits.
- By coordinating with partners across government, PCO provided strategic analysis, assessments, and advice to the Prime Minister on key international developments, including in Ukraine, Haiti, and the Middle East, with a focus on their implications for North American security and supply chains, allied cohesion, and Canada-U.S. cooperation.
- PCO supported the Prime Minister, Cabinet, and senior officials in advancing Canada's international engagement on issues related to peace and security, international trade and investment, and the promotion of democracy, human rights, and the rule of law. The department provided strategic policy advice, analysis, and whole-of-government coordination to support the negotiation and implementation of key international agreements, including free trade agreements with the Philippines, Thailand, Mercosur, India, Indonesia, and the United Arab Emirates (UAE), as well as the Canada-UAE Foreign Investment Promotion and Protection Agreement, the Canada-China Preliminary Joint Arrangement on Addressing Bilateral Economic and Trade Issues, and Air Transport Agreements with Albania and Mongolia.

Supporting the Canadian economy and removing barriers to interprovincial trade

- PCO supported the Prime Minister in building strong relationships with all Premiers through nine First Ministers meetings and 61 bilateral meetings with Premiers, many of which touched on issues such as major projects, internal trade and other topics key to strengthening Canada's economic resilience.
- The department also supported the Minister responsible for Canada-U.S. Trade, Intergovernmental Affairs, Internal Trade and One Canadian Economy with 20 bilateral meetings with Premiers and six meetings of the Committee on Internal Trade.
- To support the development of the *Free Trade and Labour Mobility in Canada Act* and associated regulations, PCO conducted extensive stakeholder engagement in the National Capital Region, Calgary, Toronto, Montreal, and Halifax. Over 100 businesses and labour

organizations participated in in-person and virtual roundtables. PCO also received over 90 written stakeholder submissions through the Internal Trade Portal and a Notice of Intent in Canada Gazette Part I.

- PCO advised the Prime Minister, the Minister responsible for Canada-U.S. Trade, Intergovernmental Affairs, Internal Trade and One Canadian Economy and Cabinet committees on advancing internal trade objectives. Key achievements in 2025-26 include:
    - Removal of all federal party-specific exceptions to the Canadian Free Trade Agreement (CFTA);
    - Passing the *Free Trade and Labour Mobility in Canada Act* ("the Act") in June 2025, as part of Bill C-5: *One Canadian Economy Act*. The Act, which came into force on January 1, 2026, removes federal barriers to trade by eliminating duplication with comparable provincial requirements;
    - Approval by all federal, provincial and territorial governments of the Canadian Mutual Recognition Agreement (CMRA) on the sale of goods (excluding food) in November 2025 to make it easier for Canadian businesses to sell their goods across the country;
    - Finalizing a Memorandum of Understanding on Interprovincial Trucking that will make it easier for trucking companies to navigate trucking regulations and plan interprovincial routes;
    - Concluding negotiations for the financial services section of the CFTA, which entered into force on March 30, 2026;
    - Advancing negotiations towards amendments to the Labour Mobility Chapter of the CFTA to implement a 30-day service standard and remove red tape for labour mobility applicants;
    - Launching the Domestic Trade Commissioners Network with all Federal, Provincial and Territorial governments participating, co-chaired by Canada and Quebec, to strengthen coordination and collaborate on trade missions to help small and medium-sized businesses identify and access new domestic market opportunities; and
    - Advancing implementation of First Ministers' commitments made in January 2026 including:
        - Expansion of mutual recognition to the services sector by the end of 2026;
        - Alignment of practices for the approval of prefabricated homes and new building materials by the end of 2026;
        - Adoption of digital registers to facilitate credential recognition for tradespersons by Spring 2027;
        - Accelerated work to recognise priority health and safety requirements in the construction sector by Fall 2026; and
        - Collaboration with businesses to help them get a federal food licence to trade interprovincially, reducing interprovincial trade barriers in food and agriculture.
- MPO was established to drive transformative change in Canada's regulatory and decision-making processes. The MPO streamlines federal review and decision-making to enable major project decisions. It provides a single point of contact and leadership for major projects referred to the Office. The Office works with federal departments, provinces and territories, Indigenous Peoples, and private-sector partners to help move projects forward faster, with

greater clarity, and in alignment with Canada's economic, environmental, and reconciliation goals.
- In collaboration with the department of Crown-Indigenous Relations and Northern Affairs, PCO coordinated the First Nations (July 2025) and Métis (August 2025) Major Projects Summits. The department also supported the Prime Minister's role as co-chair of the Inuit-Crown Partnership Committee, which met in July 2025 in Inuvik, Northwest Territories to discuss the *Building Canada Act* and other shared priorities.

Strengthening and advancing social and economic policy to help Canadians get ahead

- PCO supported continued delivery and growth of the Canada-wide Early Learning and Child Care system, advancing the Government of Canada's commitment to make childcare more affordable and accessible for families.
- The department supported the Prime Minister in Budget 2025 commitments that led to maintaining the temporary increases to student financial assistance, enhancing employment and skills development opportunities for youth, and making the National School Food Program permanent and enacted in legislation.
- PCO supported the design and development of the Strategy to Transform Canada's Automotive Industry that includes strategic measures for workers and businesses most impacted by trade disruptions. The Strategy helps workers acquire new skills and businesses retool their production to diversify their products. This includes:
    - $3 billion through the Strategic Response Fund and up to $100 million through the Regional Tariff Response Initiative to help the automotive industry adapt and diversify;
    - stronger greenhouse gas emission standards to achieve a goal of 75% electric vehicle sales by 2035 and 90% electric vehicle sales by 2040 while providing manufacturers with more flexibility to meet the requirements by using a range of technologies; and
    - an Electric Vehicle Affordability Program to lower costs and create a stronger domestic consumer market and build charging infrastructure.
- PCO initiated the launch of Buy Canadian, an initiative rethinking how the Government buys the goods and services it needs. It aims to make Canada its own best customer - using more Canadian steel, aluminum, lumber, and technologies. Buy Canada's principles were extended to all departments and Crown Corporations and applied to Grants and Contributions programming across the Government.
- PCO advised on and supported the launch of the Build Communities Strong Fund, a $51 billion dollar investment over ten years to build a wide range of infrastructure projects that support economic prosperity, housing, sport, education, health, transit, and climate adaptation. The fund will support the construction of hospitals, recreation centres, universities, and colleges, as well as water and transit systems that keep Canadian towns and cities running. Funding will be provided through a Provincial and Territorial stream, a direct delivery stream, and a community stream.
- PCO played a design, coordination and challenge function in the design and implementation of a whole-of-government response to trade disruptions. This included convening and aligning departments and agencies, supporting the development of policy options for the Prime Minister, identifying gaps and overlaps across proposed measures, and helping ensure that sectoral support packages were coherent, targeted, and responsive to evolving tariff-related

pressures. PCO supported the rollout of assistance measures for key Canadian industries affected by trade uncertainty, including steel, aluminum, forestry, agri-food, manufacturing, and other export-oriented sectors, with a focus on business resilience, access to financing, export diversification, competitiveness, productivity, and protecting Canadian workers.

- The department supported work under Canada's G7 Presidency to foster the development of secure, resilient critical minerals supply chains and to counter market concentration and manipulation. The Critical Minerals Production Alliance, launched at Kananaskis, broke new ground in a collective commitment to partnerships to unlock production and guarantee supply.
- PCO provided advice in support of the September 2025 launch of Build Canada Homes, a major federal initiative aimed at accelerating the delivery of affordable and non-market housing. Supported by $13 billion over five years, the program leverages partnerships with the private sector, provinces, municipalities and Indigenous communities to increase housing supply, improve affordability, and reduce homelessness. Initial investments include a $1.5 billion Rental Protection Fund and $1 billion for transitional and supportive housing.
- Since October 2025, PCO has provided advice and analysis in support of 56 new investments, partnerships and measures to help accelerate and unlock $18.5 billion of critical minerals projects in Canada (capital expenditures).
- On September 18, 2025, the Tłegǫ̀hłı̨ Got'ine Government Inc., the Government of Canada (with support from PCO), and the Government of Northwest Territories signed the Final Self-Government Agreement for the Tłegǫ̀hłı̨ Got'ı̨nę.
- PCO provided advice to support the expanded rollout of the Canadian Dental Care Plan (CDCP). Throughout May 2025, applications for CDCP opened to all eligible Canadians ages 18 to 64 and started to access care as of June 1, 2025. The CDCP saves the average member $1000 annually and as of March 31, 2026, 6.5 million members were enrolled in the program.
- In supporting the Budget 2025 process, PCO advised the Prime Minister on economic and fiscal priorities to inform decision-making and budget priorities, including on the government's seven missions.
- As part of the government's Comprehensive Expenditure Review, PCO advised the Prime Minister on decisions about reductions of day-to-day operational spending while mitigating risks to health and safety and impacts on the delivery of services to Canadians.
- Through supporting the tabling of the 2026-2028 Immigration Levels Plan, PCO advanced the government's commitment to return overall immigration rates to sustainable levels.
- PCO supported the tabling of legislative reform to protect Canadians from hate-motivated crimes and intimidation, toughen bail and sentencing laws for repeat and violent offenders, and support victims and survivors of violent crimes.

Enhancing Canada's national security and defence readiness

- PCO brought together senior officials from across the intelligence, defence, law enforcement, and foreign policy communities to advance Canada's national security, foreign, and defence policy objectives. In addition to supporting the National Security Council, PCO presented more than 100 intelligence briefings to senior clients, including the Prime Minister, Ministers, and other senior officials.

- The department continued to support the development of a national security strategy, enhance Canada's sovereign intelligence enterprise, and coordinate national security reviews of foreign investments under the *Investment Canada Act*.
- PCO coordinated security and intelligence advice for senior officials, and led intelligence-informed responses to emerging threats. Environmental monitoring included elections and major national events, such as the FIFA World Cup.
- To support expanded access to classified briefings and strengthen personnel security assurance for key stakeholders, the department processed 444 security statuses and clearances for non-PCO and Prime Minister's Office personnel.
- The department provided secretarial support and coordination for key Deputy Minister-level governance bodies, including the DM Committee on Operational Coordination (DMOC), DM Intelligence Action Committee (DMIA), DM National Security Committee (DMNS), and DM Protection Committee (DMPC).
- Through the Intelligence Analyst Community of Practice (IACOP), PCO offered 13 learning events on issues such as artificial intelligence, hybrid threat trends, open-source intelligence, disinformation, and illicit financial flows. IACOP also hosted the Intelligence Analyst Forum, held in partnership with the Canada School of Public Service, which had almost 700 attendees. Over 53 departments and agencies participated in IACOP learning events in 2025-26. The Canadian Academy of Intelligence Analysis taught 100 courses to over 1100 participants.
- PCO supported the development and release of Canada's first Defence Industrial Strategy, which sets a path to support Canadian industrial capabilities in defence and dual-use technologies, build sovereign capabilities and procure strategically so that Canadian industry can effectively support Canada's defence readiness, economic resilience and sovereignty.
- PCO provided strategic policy advice and whole-of-government coordination on key defence priorities, including achieving and sustaining Canada's NATO defence spending commitments, supporting key NATO and Government of Canada operations (such as UNIFIER and REASSURANCE), and advancing initiatives under the Defence Industrial Strategy.
- To reinforce defence and intelligence partnerships, PCO undertook multiple bilateral initiatives, including with Nordic countries, the Republic of Korea, and Australia, as well as negotiations towards a General Security of Information Agreement with France.
- PCO supported the Prime Minister, Cabinet, and senior officials in advancing the Government's commitment to protect Canadian sovereignty and keep Canadians safe by strengthening the Canadian Armed Forces.
- PCO supported the announcement of a comprehensive plan backed by over $40 billion, including more than $35 billion in federal investments to defend, build, and transform Canada's Northern and Arctic region, and major projects that represent around $10 billion in investment.
- The department served as the secretariat to and managed the business of the Secure and Sovereign Canada Cabinet Committee, the National Security Council and other Cabinet committees, coordinated the development of Cabinet advice and decision-making processes, and supported Memoranda to Cabinet on priority national security, foreign policy, and defence initiatives and international defence cooperation.
- PCO advised Cabinet committees on the implementation of the Border Plan and supported related planning sessions with provinces and territories.

- To advance the Border Plan, the department supported the introductions of Bill C-2 (*the Strong Borders Act*) and Bill C-12 (*Strengthening Canada's Immigration System and Borders Act*).

Support the smooth functioning of the Cabinet decision-making process to help implement the Government's agenda

- Following the April 2025 federal election, PCO advised the Prime Minister on Government transition, Cabinet formation and roles, mandate letters and the structure of the Cabinet Committee System.
- The department led the implementation of the Prime Minister's decisions on Cabinet formation, composition and shuffles, including the preparation of legal instruments for the assignment of powers, duties and functions to implement the government's agenda efficiently and effectively. The department also supported the King's visit to Canada and delivery of the 2025 Speech from the Throne.
- PCO supported development of indicators and performance measurement approaches to inform program design, service delivery and address impacts on gender, diversity, inclusion, quality of life, and sustainable development.
- A digital platform was launched by PCO to modernize the Government's distribution of Cabinet material by streamlining processes, leveraging technology, and facilitating self-serve access to meeting materials in support of accelerated decision making.

PCO's Support to Cabinet and Cabinet Committees in 2025–26	
273 departmental Cabinet documents processed	• PCO provided 44 additional products to support Cabinet
103 Cabinet and Cabinet Committee meetings	• 26 Cabinet meetings • 77 Cabinet Committee meetings • 3 Cabinet Planning Forums
960 Governor in Council (GIC) and non-GIC instruments	• 839 GIC Orders in Council • 121 non-GIC instruments

- Between April 1, 2025, and March 31, 2026, 326 Governor in Council appointments were made, excluding judicial and auditor appointments. Approximately 48% of these individuals identified as women, 19% as visible minorities, 5% as Indigenous Peoples, and 7% as persons with disabilities. Of those eligible appointments, 95% were made through an open, competency-based process.
- The department managed the Cabinet Forward Agenda and supported the Prime Minister, Cabinet, and departments in ensuring Cabinet time was used effectively and strategically. Administrative services were also provided to the Prime Minister's Office, portfolio ministers, and commissions of inquiry, as required.
- In 2025-26, 31 government bills were introduced in the House of Commons and the Senate, including 11 that received Royal Assent. To achieve this result, PCO collaborated with departments to advance policy work, support internal and Cabinet decision-making processes, draft legislation, and provide support to the government and Parliamentarians during the legislative review process.

- PCO provided analysis, advice and support to the Prime Minister and Cabinet on the advancement of government priorities, including assessing progress, identifying implementation challenges and opportunities, and supporting evidence-based decision-making.
- PCO realigned resources to support organisational priorities while maintaining strong service delivery and operational effectiveness. Additionally, PCO supported the Cabinet Committee on Government Transformation, which examined expenditure review proposals.
- The department coordinated policy implementation, strategic planning and the advancement of government priorities, engagement across departments and central agencies on complex horizontal priorities.
- PCO advised on the machinery required to create:
    - Build Canada Homes to accelerate housing construction;
    - The Major Projects Office to fast-track nation-building projects;
    - The Defence Investment Agency to rebuild, rearm, and reinvest in the Canadian Armed Forces faster; and
    - The Financial Crimes Agency to improve investigation of serious and complex financial crimes.

Ensure Canada is safe and secure, promoting a fair, transparent and democratic Government

- PCO continued to ensure the effective coordination of the Government of Canada's national security and intelligence governance architecture and provided timely strategic assessments and advice to the Prime Minister, Cabinet, Deputy Ministers and the National Security Council to anticipate, assess, and respond cohesively to complex and evolving security challenges.
- PCO strengthened whole of government coordination on national security issues and enabled a unified federal response to threats, crises, and emergency management challenges, at home and abroad.
- The department permanently assumed the Chair and Secretariat functions for the Security and Intelligence Threats to Elections (SITE) Task Force on January 1, 2026, replacing the previous rotating agency-led Chair role. This change ensures whole-of-government coordination and enables the rapid integration of intelligence, policy and operational responses. It also fulfils recommendations from the Public Inquiry into Foreign Interference in Federal Electoral Processes and Democratic Institutions.
- PCO contributed to strengthening and securing Canada's federal elections with amendments to the *Canada Elections Act* through Bill C-25, the *Strong and Free Elections Act*, which address recommendations from the Public Inquiry into Foreign Interference in Federal Electoral Processes and Democratic Institutions, the Chief Electoral Officer, and the Commissioner of Canada Elections.
- By introducing an updated Cabinet Directive on the Coordinated Response to Threats to Elections, PCO improved the Plan to Protect Canada's Democracy to ensure Canadians are informed of incidents that threaten the integrity of a federal election.
- To address increasing threats of harassment, intimidation, and physical violence against candidates running in the 45th General Election, PCO designed the first-ever Candidate Security

Program, offering personal protection, including close protection and residential security, to candidates from all parties.
- The department secured an investment of $31.5 M over five years to enhance Global Affairs Canada's Rapid Response Mechanism capacity and strengthen its ability to detect and respond to foreign information threats that aim to harm Canadian interests.
- PCO advised the Prime Minister and the Government of Canada on Cabinet confidentiality and governance of the Cabinet paper system.

Support public service leadership and renewal

- PCO amplified the Clerk of the Privy Council's messaging to focus on priorities, simplify internal processes, ensure formal organizational and personal accountabilities, and advance an inclusive and values-based culture, and integrated them into the 2025-26 Corporate Priorities component of the Performance Management Program for Deputy Ministers, Associate Deputy Ministers and Individuals Paid in the GX Range.
- The department continued to support the Clerk's duty to report on the state of the public service.
- PCO leveraged existing governance structures to advance public service management and renewal priorities across the enterprise.
- PCO actively engaged with executives, employee networks, functional and horizontal communities, regional Federal Councils, and other stakeholders with 78 outreach and engagement activities in support of renewal priorities. Over 75,000 people were reached, helping inform and reinforce approaches to how PCO can deliver on current and future renewal priorities.
- The department worked with other government departments and employee communities to develop and advance action plans in support of the Clerk's Call to Action on Anti-Racism, Equity and Inclusion and the Clerk's renewed conversation on values and ethics.
- In collaboration with the Canada School of Public Service, PCO hosted the first public service-wide Learning Week on Artificial Intelligence in June 2025. This inaugural event saw 28,000 federal public servants participate in learning related to responsible use of AI in government. Additionally, almost 60,000 public servants registered for online self-paced and online live courses.
- In 2025–26, Impact Canada continued to foster innovation and build capacity across the federal public service through its Challenge Prizes and Fellowship Program. Work advanced on seven Impact Canada Challenges in partnership with five departments, including the launch of two new initiatives focused on advancing equity, fostering inclusive workplaces, and preventing harassment and violence in federally regulated sectors. During the fiscal year, three challenges were successfully completed, delivering innovative solutions in lunar water purification, Type 2 diabetes prevention, and the adoption and scaling of artificial intelligence within government. Additionally, 15 partner departments and agencies leveraged the Impact Canada Fellowship Program, drawing on the specialized expertise of 31 fellows in data and behavioural science, rigorous evaluation, and organizational capacity building.
- Impact Canada's applied behavioural and data science research programs also informed outcomes-based policymaking, program design, and communications across key federal

priorities. Research collaborations were concluded with Natural Resources Canada and Agriculture and Agri-Food Canada on climate perceptions, heat pump adoption, and home energy labelling, alongside a partnership with Health Canada evaluating public communications on tobacco and cannabis risks. Through the Trust, Information, and Digital Ecosystems Study (TIDES), research progressed on national unity, social cohesion, democratic engagement, and the impacts of geopolitical stressors.

- Building on these achievements, Impact Canada laid the groundwork for forward-looking partnerships in 2026–27 and beyond. Key initiatives include collaborating with the Canadian Centre for Cyber Security to examine cyber and digital vulnerabilities and partnering with the Department of National Defence to conduct "sludge audits" aimed at reducing administrative friction in essential procurement processes.
- Additionally, Impact Canada established a partnership with the Canadian Armed Forces to examine public trust, barriers to recruitment, and stressors on trust as part of a broader research program supporting recruitment, retention, and values alignment objectives.

Resources required to achieve results

Table 5 provides a summary of the planned and actual spending and full-time equivalents required to achieve results.

Table 5: Snapshot of resources required for the core responsibility, Serve the Prime Minister and Cabinet

Resource	Planned	Actual
Spending	176,170,981	127,431,131
Full-time equivalents	760	705

The Finances section of the Infographic for PCO on GC Infobase page and the People section of the Infographic for PCO on GC Infobase page provide complete financial and human resources information related to its program inventory.

Related government priorities

This section highlights government priorities that are being addressed through this core responsibility.

Gender-based Analysis Plus

As part of continued efforts to strengthen GBA Plus in PCO's challenge function role, in May 2025, PCO undertook a 'deep dive' exercise on select Memoranda to Cabinet to determine the quality of their respective GBA Plus and identify gaps. The findings from this exercise highlighted key issues that may impact the quality of GBA Plus in policy proposals, such as insufficient disaggregated data. Over this period, PCO has also continued to engage Women and Gender Equality Canada, Finance Canada and the Treasury Board Secretariat on strengthening the implementation of GBA Plus.

Following the May 2026 announcement of a new PCO GBA Plus Champion, PCO intends to undertake a fulsome review of GBA Plus training materials to ensure they remain up to date, and to maintain robust GBA Plus training for PCO analysts and staffers.

United Nations 2030 Agenda for Sustainable Development and the UN Sustainable Development Goals

In 2025-26, PCO advanced the United Nations 2030 Agenda through its 2023-27 Departmental Sustainable Development Strategy by ensuring that environmental, social and economic considerations were embedded into its advisory and coordination roles.

Sustainable Development Goal (SDG) 10: Advance reconciliation with Indigenous Peoples and take action on inequality

As of April 2026, 357 of PCO employees (approximately 29%) have completed Indigenous reconciliation training. The following courses were most utilized by PCO employees: Reconcili-Action; Reflecting on Cultural Bias: Indigenous Perspectives; A Brief History of the Relationship Between Indigenous Peoples and the Government of Canada; Inuit in Canada; and Taking Steps Towards Indigenous Reconciliation.

PCO remains committed to advancing reconciliation with First Nations, Inuit, and Métis communities. Senior management will be engaged to promote and encourage their staff to take Indigenous reconciliation training. PCO continues to offer internal courses on reconciliation and promote Canada School of Public Service courses on the topic.

SDG 12: Reduce waste and transition to zero-emission vehicles

To support the Government of Canada's transition of procurement practices to a net-zero, circular economy, PCO trained all procurement specialists in green procurement and integrated a sustainability clause in all directed service contracts. Additionally, sustainability considerations were integrated into bid submission instructions in 2025-26.

To reduce greenhouse gas emissions, PCO also aimed to ensure that any new light-duty fleet vehicles purchased were hybrid, or zero-emission vehicles (ZEVs). In 2025-26, PCO maintained a 100% completion rate, as no new vehicles were purchased.

SDG 13: Take action on climate change and its impacts

On March 31, 2025, the Program of Applied Research on Climate Action (PARCA) concluded after three and a half years of collaboration between PCO, Environment and Climate Change Canada and Natural Resources Canada (NRCan).

Throughout its duration, PARCA successfully advanced evidence-based decision-making across government, strengthened the application of behavioural science to climate policy, and fostered horizontal collaboration among federal partners. Research, tools, and behavioural science

approaches developed through PARCA continue to inform climate-related policy and program development, contributing to the Government of Canada's ongoing climate action objectives.

Building on PARCA's legacy, Impact Canada continued to apply behavioural science to climate and environmental priorities in 2025-26 through collaborations with the Canada Water Agency, NRCan, and Agriculture and Agri-Food Canada.

Moreover, 100% of PCO employees responsible for business continuity management duties have received comprehensive training on the impacts of climate change on emergency management and business continuity planning.

More information on PCO's contributions to Canada's Federal Implementation Plan on the 2030 Agenda and the Federal Sustainable Development Strategy can be found in the Departmental Sustainable Development Strategy and reports on progress.

Artificial intelligence

AI adoption activities during 2025–26 focused on infrastructure readiness, training and competency building, and exploratory pilots. PCO leveraged Government of Canada-approved AI tools, including CanChat, and machine-assisted translation (e.g., GC Translate), to expedite document drafting, research, summarization, coordination, and media scanning. This improved efficiency and enabled employees to focus on higher-value policy work, consultation, and strategic analysis.

PCO worked with partners on a pilot rollout of a sovereign AI solution built and hosted for government use. This pilot provides controlled access to select client groups to explore productivity opportunities and advance the underpinning data and information management practices that are critical to AI success.

PCO encouraged the safe and effective use of AI through training and the sharing of best practices, helping to transition the organization to a broader scale of AI readiness. PCO also strengthened data governance, ensuring processes are in place for assessing and addressing the various privacy, security, information management, and operational risks associated with AI adoption.

Program inventory

The core responsibility, Serve the Prime Minister and Cabinet, is supported by the following programs:

- International Affairs and National Security
- Intergovernmental Affairs
- Social and Economic Policy
- Results, Delivery, Impact and Innovation
- Legislative and Parliamentary Governance
- Planning and Operations of Cabinet
- Senior Personnel and Public Service Renewal

- Commissions of Inquiry

Additional information related to the program inventory for the core responsibility, Serve the Prime Minister and Cabinet, is available on the Results page on GC InfoBase.

Internal services

In this section

- Description
- Progress on results
- Resources required to achieve results
- Risk and compliance process
- Contracts awarded to Indigenous businesses

Description

Internal services are the activities and resources that support a department in meeting its corporate obligations and delivering its programs. The 10 categories of internal services are:

- acquisition management services
- communications services
- financial management services
- human resources management services
- information management services
- information technology services
- legal services
- material management services
- management and oversight services
- real property management services

Progress on results

This section presents details on how the department performed to achieve results and meet targets for internal services. To support PCO's priorities, the department's internal services continued modernization efforts to better provide efficient and timely services.

Throughout 2025-26, PCO ensured responsible and strategic management of financial, human, and information resources, aligning with organizational priorities and delivering value through efficient use and oversight. Key internal services initiatives included:

- Promoting and advancing workforce diversity by sharing disaggregated employment equity data quarterly with all staff and providing customized data to senior management to inform hiring decisions and increase representation.
- Continued expansion of secure communications domestically and abroad.
- Advanced implementation of a new Access to Information and Privacy (ATIP) tracking and redaction software. Expected to be fully deployed in 2026-27, this software will assist in

modernizing and streamlining administrative processes. In addition, data accuracy of ATIP dashboards, which support secretariats in monitoring and meeting their deadlines, was improved. The ATIP Office was also reorganized to create new process efficiencies, including dedicated teams for tasking and proactive publication.

- Published online, PCO's Accessibility Plan 2026-28 builds on progress made over the department's first accessibility plan (2023-2025) to improve accessibility and disability inclusion in the workplace. Key actions include implementing the Government of Canada Workplace Accessibility Digital Passport and adopting best practices from the Government's Better Accommodation Project. Where possible, in collaboration with Public Services and Procurement Canada, improvements were made to PCO offices to enhance accessibility to the built environment.
- As part of the 2024-25 performance management cycle, PCO evaluated the performance management agreements of all executives in Spring 2025, with a strong emphasis on progress made on broad departmental representation and inclusion objectives.
- PCO's internal services supported the transition following the 2025 general election through the provision of operational, information management, security, and administrative support to the transition team, the incoming ministry, and the offices of the outgoing and incoming Prime Ministers.

Responding to the Call to Action on Anti-Racism, Equity and Inclusion at PCO

- The employment equity data as of March 2026 showed increased representation among all four employment equity groups since March 2020: Indigenous Peoples increased from 2.7% to 3.2%, Racialized People from 16.5% to 24.4%, Women from 53.9% to 57.2%, and Persons with Disabilities from 3.2% to 9.1%. Disaggregated data also showed Black employee representation increased from 3.4% (29 employees) in March 2020 to 6.5% (67 employees) in March 2026.
- Compared with the latest TBS workforce availability (WFA) benchmarks released on May 27, 2025, Women and Indigenous Peoples are above their respective WFA benchmarks. Racialized People are slightly below WFA, at 24.4% representation compared with a 25.3% WFA benchmark. Persons with Disabilities are below WFA, at 9.1% representation compared with an 11.5% WFA benchmark. These gaps should be interpreted in the context of higher WFA benchmarks, which increased from 19.2% to 25.3% for Racialized People and from 8.8% to 11.5% for Persons with Disabilities.
- At the same time, representation in the EX-classification improved for all four employment equity groups from March 2020 to March 2026, with the most significant improvement for Racialized People, rising from 9.3% to 29.4% (30 executives).
- The Central Agencies Inclusion, Diversity, Equity and Anti-racism (IDEA) Secretariat launched the Central Agencies Sponsorship Program in Spring 2026 to support the professional development of employees from employment equity and equity-seeking groups.
- PCO supports employment equity networks, led by employees, to ensure meaningful engagement to advance the Call to Action. Currently, PCO's employment equity networks include the Indigenous Employees Network, Persons with Disabilities Network, Black Voices and Resources Network and Racialized Employees Network.

Table 6 shows the target, the date to achieve the target and actual result related to diversity and inclusion at PCO.

Table 6: PCO's workforce is representative of the Canadian population

Indicator	Target	Date to achieve target	Actual result
Percentage of employment equity groups representation (Visible Minorities, Indigenous Peoples, Women and Persons with Disabilities) in the Executive (EX) category at PCO	At or above the most recent workforce availability, or improved from previous year (if not at workforce availability)	March 2026	2025-26: Women: • Representation: 57.2% • Workforce Availability: 52.3% Visible Minorities: • Representation: 24.4% • Workforce Availability: 25.3% Indigenous Peoples: • Representation: 3.2% • Workforce Availability: 3.0% Persons with Disabilities: • Representation: 9.1% • Workforce Availability: 11.5%

Resources required to achieve results

Table 7 provides a summary of the planned and actual spending and full-time equivalents required to achieve results.

Table 7: Resources required for internal services for 2025–26

Resource	Planned	Actual
Spending	102,030,532	118,131,726
Full-time equivalents	576	526

The Finances section of the Infographic for PCO on GC Infobase and the People section of the Infographic for PCO on GC Infobase provide complete financial and human resources information related to its program inventory.

Risk and compliance process

The Risk and Compliance Process (RCP) is a self-assessment designed to help deputy heads verify that they have controls and practices in place to meet their accountabilities under legislation and Treasury Board policy, and to effectively manage risks in their organizations.

In 2025–26, PCO completed the RCP self-assessment. Through this process, PCO identified opportunities to build on its strong foundation by further advancing management practices, such as enhancing the Performance Management program to strengthen oversight, improve consistency, and complement renewed learning and development programs that clarify mandatory training requirements for all staff.

Additionally, to meet obligations under the Policy on Government Security and related TBS instruments, PCO established a dedicated tracking process to monitor compliance. Security awareness was further reinforced in 2025-26, and the Security Operations Directorate was moved to the Corporate Services Branch to enhance coordination and alignment with Information and Technology Security and Facilities functions.

Lastly, to defend against evolving physical and sophisticated cyber threats — including foreign interference and insider risks — PCO is implementing a layered security approach supported by regular risk assessments and strategic federal partnerships. Continued investments in information management technology, standardized training and the 2025-28 Departmental Security Plan will ensure proactive organizational resilience across physical, digital, and personnel security infrastructure.

Contracts awarded to Indigenous businesses

Government of Canada departments are required to award at least 5% of the total value of contracts to Indigenous businesses every year.

As shown in Table 8, PCO awarded 24.10% of the total value of all contracts to Indigenous businesses for the fiscal year.

Table 8: Total value of contracts awarded to Indigenous businesses

Contracting performance indicator	2025–26 result
Total value of contracts awarded to Indigenous businesses (A)	$8,134,797.50
Total value of contracts awarded to Indigenous and non-Indigenous businesses (B)	$33,758,688.52
Value of exceptions approved by deputy head (C)	$0.00
Proportion of contracts awarded to Indigenous businesses [A / (B–C) × 100]	24.10%

Contracting performance indicator	2025–26 result
Notes For the purposes of the minimum 5% target, Indigenous Services Canada defines “Indigenous businesses” as: • businesses owned and operated by Elders, band and tribal councils • businesses registered in the Government of Canada’s Indigenous Business Directory • registered on a modern treaty beneficiary business list A “contract” is a binding agreement for the procurement of a good, service or construction and does not include real property leases. It includes contract amendments and contracts entered into by means of acquisition cards of more than $10,000.	

In its 2025–26 Departmental Plan, PCO estimated that it would award 7% of the total value of its contracts to Indigenous businesses by the end of 2025–26. This estimate was based on results from previous fiscal years and on a strong commitment to not only meet the commitment of 5% but exceed it. PCO’s results for fiscal year 2025-26 exceeded its target, primarily as a result of the renewal of multiple multi-year information technology services contracts, information technology equipment contracts, and contracts with all members of the MPO’s Indigenous Advisory Council.

PCO will continue to leverage voluntary set-asides, inviting Indigenous business to participate in its solicitations and departmental communications to increase its success in supporting this government priority going forward.

Spending and human resources

In this section

- Spending
- Funding
- Financial statement highlights
- Human resources

Spending

This section presents an overview of the department’s actual and planned expenditures from 2023–24 to 2028–29.

Budgetary performance summary

Table 9 shows the money that PCO spent in each of the past three years on its core responsibility and on internal services.

Table 9: Actual three-year spending on core responsibility and internal services (dollars)

Core responsibility and internal services	2025–26 Main Estimates	2025–26 total authorities available for use	Actual spending over three years (authorities used)
Serve the Prime Minister and Cabinet	176,170,981	182,277,667	• 2023–24: 121,482,862 • 2024–25: 138,737,441 • 2025-26: 127,431,131
Internal services	102,030,532	112,450,997	• 2023–24: 122,489,267 • 2024–25: 113,006,748 • 2025–26: 118,131,726
Total	**278,201,513**	**294,728,664**	• 2023–24: 243,972,129 • 2024–25: 251,744,189 • 2025–26: 245,562,857

Analysis of the past three years of spending

Core Responsibility

PCO's spending under its core responsibility increased by $17.3 million (14%) from 2023-24 to 2024-25, which was associated with increased spending on the Public Inquiry into Foreign Interference in Federal Electoral Processes and Democratic Institutions. This increase was slightly offset by spending reductions announced in Budget 2023 and employee retroactive payments made in 2023–24 related to pay rate increases.

Spending decreased by $11.3 million (8%) from 2024-25 to 2025-26, primarily due to the conclusion of the Public Inquiry into Foreign Interference in Federal Electoral Processes and Democratic Institutions in 2024-25. This decrease was partially offset by increased spending related to the establishment of the Major Projects Office and government advertising programs in 2025-26.

PCO's actual spending under its core responsibility in 2025-26 was $48.7 million (28%) lower than the 2025-26 Main Estimates, which was mainly attributable to lower than anticipated demand for security services under the Candidate Security Program of the 45th General Election. This decrease was partially offset by increased spending related to the establishment of the Major Projects Office and government advertising programs in 2025-26.

Internal Services

PCO's actual spending under internal services decreased by $9.5 million (8%) from 2023-24 to 2024-25. This decrease was associated with the completion of the work of the Independent Special Rapporteur in 2023-24 and employee retroactive payments made in 2023–24 related to pay rate increases. The decrease was partially offset by increased spending on construction activities in 2024-25 to enhance PCO's physical and information technology (IT) security posture.

Spending increased by $5.1 million (5%) from 2024-25 to 2025-26. This increase was primarily attributable to transition-related costs associated with the 45th General Election and the Comprehensive Expenditure Review announced in Budget 2025.

PCO's actual spending under internal services in 2025-26 was $16.1 million (16%) higher than the 2025-26 Main Estimates, which was also primarily attributable to transition-related costs associated with the 45th General Election and the Comprehensive Expenditure Review announced in Budget 2025.

The Finances section of the Infographic for PCO on GC Infobase provides more financial information from previous years.

Planned spending for next three years

Table 10 shows PCO's planned spending for each of the next three years on its core responsibility and on internal services.

Table 10: Planned three-year spending on core responsibility and internal services (dollars)

Core responsibility and internal services	2026–27 planned spending	2027–28 planned spending	2028–29 planned spending
Serve the Prime Minister and Cabinet	151,752,321	148,452,105	143,575,994
Subtotal	**151,752,321**	**148,452,105**	**143,575,994**
Internal services	100,512,972	98,735,797	96,171,376
Total	**252,265,293**	**247,187,902**	**239,747,370**

Analysis of the next three years of planned spending

Core Responsibility

Expenditures for the core responsibility are expected to decrease by $3.3 million (2%) from 2026-27 to 2027-28. This is mainly due to the phasing out of construction activities to enhance PCO's security posture, with the majority of expenditures occurring in 2026-27, as well as spending reductions announced in Budget 2025 (Comprehensive Expenditure Review). The decrease is expected to be partially offset by increased spending for the Major Projects Office.

From 2027-28 to 2028-29, spending is expected to further decrease by $4.9 million (3%), primarily due to reductions announced in Budget 2025, which are expected to partially offset by further increased spending for the Major Projects Office.

Internal Services

Internal services spending is projected to decrease by $1.8 million (2%) in 2027-28 and $2.6 million (3%) from 2027-28 to 2028-29, mainly due to incremental spending reductions announced in Budget 2025.

The Finances section of the Infographic for PCO on GC Infobase provides more detailed financial information related to future years.

Budgetary actual gross spending

Table 11 reconciles gross planned spending with net spending for 2025–26.

Table 11: Budgetary actual gross spending summary (dollars)

Core responsibility and internal services	2025–26 actual gross spending	2025–26 actual revenues netted against expenditures	2025–26 actual net spending (authorities used)
Serve the Prime Minister and Cabinet	128,299,481	(868,350)	127,431,131
Subtotal	**128,299,481**	**(868,350)**	**127,431,131**
Internal services	125,628,229	(7,496,503)	118,131,726
Total	**253,927,710**	**(8,364,853)**	**245,562,857**

Analysis of budgetary actual gross spending summary

Revenues reported include the provision of intelligence analysis training and those referred to in paragraph 29.1(2)(a) of the *Financial Administration Act*, including the provision of internal support services such as financial management, human resources, information technology services, and the Secure Communications for National Leadership initiative.

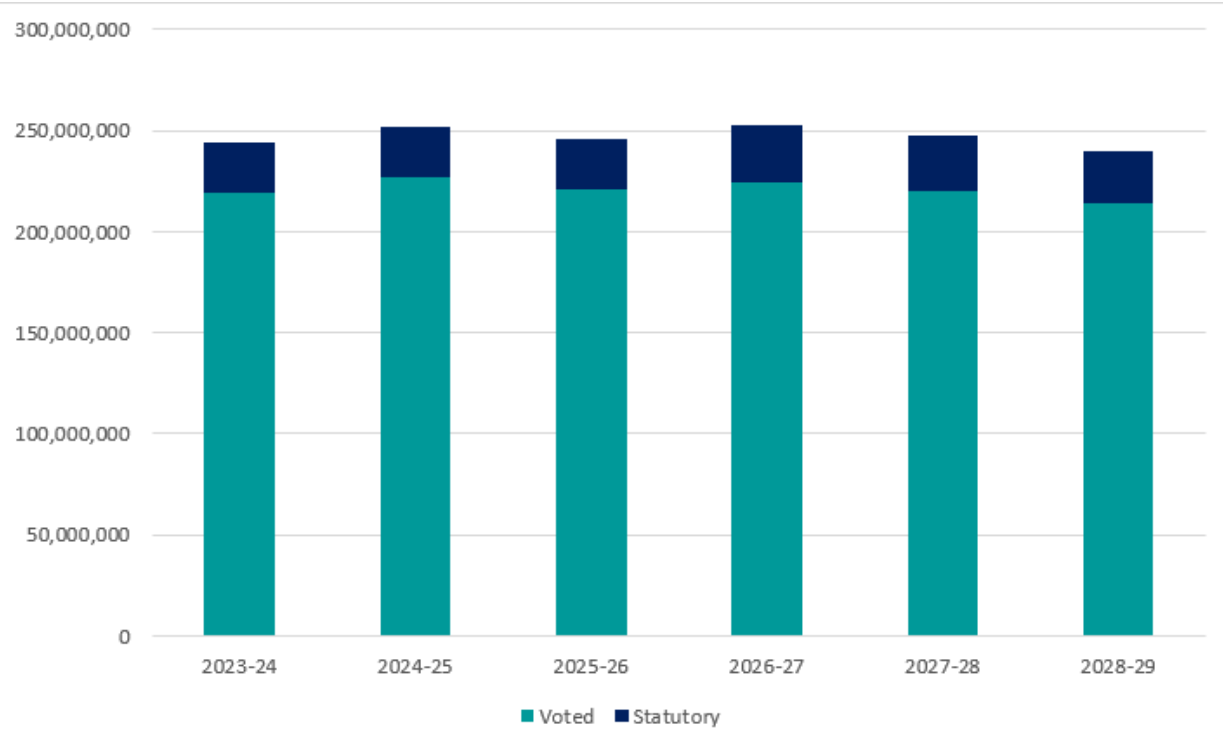
The Finances section of the Infographic for PCO on GC Infobase provides information on the alignment of PCO's spending with Government of Canada's spending and activities.

Funding

This section provides an overview of the department's voted and statutory funding for its core responsibilities and for internal services.

Graph 1 summarizes the department's approved voted and statutory funding from 2023–24 to 2028–29.

Graph 1: Approved funding (statutory and voted) over a six-year period



Text version of Graph 1

Fiscal year	Statutory	Voted	Total
2023–24	$24,602,914	$219,369,215	$243,972,129
2024–25	$24,501,784	$227,242,405	$251,744,189
2025–26	$24,723,031	$220,839,826	$245,562,857
2026–27	$27,915,487	$224,349,806	$252,265,293
2027–28	$27,425,918	$219,761,984	$247,187,902
2028–29	$26,142,198	$213,605,172	$239,747,370

Analysis of statutory and voted funding over a six-year period

The departmental funding trend graph presents planned (voted and statutory spending) over a six-year period from 2023-24 to 2028-29. Fiscal years 2023-24 to 2025-26 show actual expenditures as reported in the Public Accounts, while 2026-27 to 2028-29 present planned spending.

Spending increased by $7.8 million (3%) in 2024-25. This is mainly attributable to increased spending on the Public Inquiry into Foreign Interference in Federal Electoral Processes and Democratic Institutions and to enhance PCO's physical and IT security posture. The increase was slightly offset by reduced spending following employee retroactive payments made in 2023-24 related to pay rate increases, the completion of the work of the Independent Special Rapporteur in 2023-24, and incremental spending reductions announced in Budget 2023.

Spending decreased by $6.2 million (2%) in 2025-26. This is mainly attributable to the conclusion of the Public Inquiry into Foreign Interference in Federal Electoral Processes and Democratic

Institutions in 2024-25. This decrease was partially offset by increased spending related to the establishment of the Major Projects Office and government advertising programs in 2025-26, as well as transition-related costs associated with the 45th General Election and the Comprehensive Expenditure Review announced in Budget 2025.

Planned spending in 2026-27 is higher than 2025-26 spending by $6.7 million (3%), primarily due to increased planned spending by the Major Projects Office and construction activities to enhance PCO's security posture. This increase is partially offset by incremental spending reductions announced in Budget 2025, the conclusion of transition-related activities associated with the 45th General Election in 2025-26, and lower planned spending on government advertising programs.

Spending is expected to decrease by $5.1 million (2%) in 2027-28. This can be attributed to the phasing out of construction activities to enhance PCO's security posture, with the majority of expenditures occurring in 2026-27, and incremental spending reductions announced in Budget 2025. The decrease is expected to be partially offset by increased planned spending by the Major Projects Office in 2027-28.

Spending is expected to further decrease by $7.4 million (3%) in 2028-29, primarily due to incremental spending reductions announced in Budget 2025, which are expected to be partially offset by incremental spending by the Major Projects Office in 2028-29.

Consult the Public Accounts of Canada for further information on PCO's departmental voted and statutory expenditures.

Financial statement highlights

This section presents PCO's Financial statements (Unaudited) for the year ended March 31, 2026.

Table 12 summarizes the expenses and revenues for 2025–26, which net to the cost of operations before government funding and transfers.

Table 12: Condensed Statement of Operations (unaudited) for the year ended March 31, 2026 (dollars)

Financial information	2025–26 actual results	2025–26 planned results	Difference (actual results minus planned)
Total expenses	283,409,812	319,009,153	(35,599,341)
Total revenues	8,580,525	7,924,161	656,364
Net cost of operations before government funding and transfers	274,829,287	311,084,992	(36,255,705)

Analysis of expenses and revenues for 2025–26

The department's actual results were less than planned results for the 2025-26 fiscal year by $36,255,705 due to lower than anticipated demand for security services under the Candidate Security Program of the 45th General Election. This decrease was partially offset by increased spending related to the establishment of the Major Projects Office and government advertising programs in 2025-26.

The 2025–26 planned results information is provided in PCO's Future-Oriented Statement of Operations and Notes 2025–26.

Table 13 summarizes actual expenses and revenues and shows the net cost of operations before government funding and transfers.

Table 13: Condensed Statement of Operations (unaudited) for 2024–25 and 2025–26 (dollars)

Financial information	2025–26 actual results	2024–25 actual results	Difference (2025–26 minus 2024–25)
Total expenses	283,409,812	301,097,715	(17,687,903)
Total revenues	8,580,525	8,308,431	272,094
Net cost of operations before government funding and transfers	274,829,287	292,789,284	(17,959,997)

Analysis of differences in expenses and revenues between 2024–25 and 2025–26

The net cost of operations before government funding and transfers in 2025-2026 decreased by $17,959,997 primarily due to the conclusion of the Public Inquiry into Foreign Interference in Federal Electoral Processes and Democratic Institutions in 2024-25.

This decrease was partially offset by increased spending related to the establishment of the Major Projects Office, government advertising programs in 2025-26, as well as transition-related costs associated with the 45th General Election and the Comprehensive Expenditure Review announced in Budget 2025.

Table 14 provides a brief snapshot of the amounts the department owes or must spend (liabilities) and its available resources (assets), which helps to indicate its ability to carry out programs and services.

Table 14: Condensed Statement of Financial Position (unaudited) as of March 31, 2026 (dollars)

Financial information	Actual fiscal year (2025–26)	Previous fiscal year (2024–25)	Difference (2025–26 minus 2024–25)
Total net liabilities	51,487,259	54,620,646	(3,133,387)
Total net financial assets	35,646,190	36,320,258	(674,068)
Departmental net debt	15,841,069	18,300,388	(2,459,319)
Total non-financial assets	25,457,820	26,298,876	(841,056)
Departmental net financial position	9,616,751	7,998,488	1,618,263

Analysis of department’s liabilities and assets since last fiscal year

In 2025-26, the department's net liabilities decreased by $3,133,387. This decrease is mainly attributable to the reduction in FTEs in 2025-26 which contributed to lower vacation pay, compensatory leave and employee future benefits being recorded. Total net financial and non-financial assets in 2025-26 amounted to $61,104,010, reflecting a decrease of $1,515,124 compared to 2024-25. This variance is attributed to a decrease in tangible capital asset acquisitions, and from a timing difference in the processing of amounts due from the Consolidated Revenue Fund.

Human resources

This section presents an overview of the department’s actual and planned human resources from 2023–24 to 2028–29.

Table 15 shows a summary in full-time equivalents of human resources for PCO’s core responsibilities and for its internal services for the previous three fiscal years.

Table 15: Actual human resources for core responsibility and internal services for the last three years

Core responsibility and internal services	2023–24 actual full-time equivalents	2024–25 actual full-time equivalents	2025–26 actual full-time equivalents
Serve the Prime Minister and Cabinet	682	748	705
Subtotal	**682**	**748**	**705**
Internal services	664	585	526
Total	**1,346**	**1,333**	**1,231**

Analysis of human resources for the last three years

Core Responsibility

The increase in full-time equivalents (FTEs) under core responsibility from 2023-24 to 2025-26 is associated with the establishment of the Major Projects Office and work related to Canada's fight against fentanyl in 2025-26.

Internal Services

The decrease in FTEs under internal services from 2023-24 to 2025-26 is associated with the election and transition periods related to the 45th federal general election in April 2025, and spending reductions announced in Budget 2023.

Table 16 shows the planned full-time equivalents for each of PCO's core responsibilities and for its internal services for the next three years. Human resources for the current fiscal year are forecast based on year to date.

Table 16: Human resources planning summary for core responsibility and internal services for the next three years

Core responsibility and internal services	2026–27 planned full-time equivalents	2027–28 planned full-time equivalents	2028–29 planned full-time equivalents
Serve the Prime Minister and Cabinet	724	666	657
Subtotal	**724**	**666**	**657**
Internal services	522	492	488
Total	**1,246**	**1,158**	**1,145**

Analysis of human resources for the next three years

Core Responsibility

The decrease in planned FTEs from 2026-27 to 2028-29 for core responsibility is mainly due to spending reductions announced in Budget 2025.

Internal Services

The decrease in planned FTEs from 2026-27 to 2028-29 for internal services is mainly due to spending reductions announced in Budget 2025.

Supplementary information tables

The following supplementary information tables are available on PCO's website:

- Gender-based Analysis Plus

Federal tax expenditures

The tax system can be used to achieve public policy objectives through the application of special measures such as low tax rates, exemptions, deductions, deferrals and credits. The Department of Finance Canada publishes cost estimates and projections for these measures each year in the Report on Federal Tax Expenditures. This report also provides detailed background information on tax expenditures, including descriptions, objectives, historical information and references to related federal spending programs as well as evaluations and GBA Plus of tax expenditures.

Corporate information

Departmental profile

Appropriate ministers:

- The Right Honourable Mark Carney, Prime Minister of Canada
- The Honourable Dominic LeBlanc, President of the King's Privy Council for Canada and Minister responsible for Canada-U.S. Trade, Intergovernmental Affairs, Internal Trade and One Canadian Economy
- The Honourable Steven MacKinnon, Minister of Transport and Leader of the Government in the House of Commons

Institutional head:

Michael Sabia, Clerk of the Privy Council and Secretary to the Cabinet

Ministerial portfolio:

Privy Council Office

Enabling instrument:

Order in Council P.C. 1940-1121

Year of incorporation or commencement:

1867

Departmental contact information

Mailing address:

Privy Council Office
85 Sparks Street
Room 1000
Ottawa, Ontario K1A 0A3

Telephone:

613-957-5153 (9:00 A.M. to 5:00 P.M. EST)

Email:

info@pco-bcp.gc.ca

Websites:

- Privy Council Office
- Clerk of the Privy Council
- X (Twitter) Account: Clerk of the Privy Council

Definitions

appropriation (crédit)

Any authority of Parliament to pay money out of the Consolidated Revenue Fund.

budgetary expenditures (dépenses budgétaires)

Operating and capital expenditures; transfer payments to other levels of government, departments or individuals; and payments to Crown corporations.

core responsibility (responsabilité essentielle)

An enduring function or role of a department. The departmental results listed for a core responsibility reflect the outcomes that the department seeks to influence or achieve.

Departmental Plan (plan ministériel)

A report that outlines the anticipated activities and expected performance of an appropriated department over a three-year period. Departmental Plans are usually tabled in Parliament in spring.

departmental priority (priorité)

A plan, project or activity that a department focuses and reports on during a specific planning period. Priorities represent the most important things to be done or those to be addressed first to help achieve the desired departmental results.

departmental result (résultat ministériel)

A high-level outcome related to the core responsibilities of a department.

departmental result indicator (indicateur de résultat ministériel)

A quantitative or qualitative measure that assesses progress toward a departmental result.

departmental results framework (cadre ministériel des résultats)

A framework that connects the department's core responsibilities to its departmental results and departmental result indicators.

Departmental Results Report (rapport sur les résultats ministériels)

A report outlining a department's accomplishments against the plans, priorities and expected results set out in the corresponding Departmental Plan.

Full-time equivalent (équivalent temps plein)

Measures the person years in a departmental budget. An employee's scheduled hours per week divided by the employer's hours for a full-time workweek calculates a full-time equivalent. For example, an employee who works 20 hours in a 40-hour standard workweek represents a 0.5 full-time equivalent.

Gender-based Analysis Plus (GBA Plus) (analyse comparative entre les sexes plus [ACS Plus])

An analytical tool that helps to understand the ways diverse individuals experience policies, programs and other initiatives. Applying GBA Plus to policies, programs and other initiatives helps to identify the different needs of the people affected, the ways to be more responsive and inclusive, and the methods to anticipate and mitigate potential barriers to accessing or benefitting from the initiative. GBA Plus goes beyond biological (sex) and socio-cultural (gender) differences to consider other factors, such as age, disability, education, ethnicity, economic status, geography (including rurality), language, race, religion, and sexual orientation.

government priorities (priorités pangouvernementales)

For the purpose of the 2025–26 Departmental Results Report, government priorities are the high-level themes outlining the government's agenda as announced in the 2025 Speech from the Throne.

horizontal initiative (initiative horizontale)

A program, project or other initiative where two or more federal departments receive funding to work collaboratively on a shared outcome usually linked to a government priority, and where the ministers involved agree to designate it as horizontal. Specific reporting requirements apply, including that the lead department must report on combined expenditures and results.

Indigenous business (entreprise autochtones)

Requirements for verifying Indigenous businesses for the purposes of the departmental result report are available through the Indigenous Services Canada Mandatory minimum 5% Indigenous procurement target website.

non-budgetary expenditures (dépenses non budgétaires)

Net outlays and receipts related to loans, investments and advances, which change the composition of the financial assets of the Government of Canada.

performance (rendement)

What a department did with its resources to achieve its results, how well those results compare to what the department intended to achieve, and how well lessons learned have been identified.

performance indicator (indicateur de rendement)

A qualitative or quantitative measure that assesses progress toward a departmental-level or program-level result, or the expected outputs or outcomes of a program, policy or initiative.

plan (plan)

The articulation of strategic choices, which provides information on how a department intends to achieve its priorities and associated results. Generally, a plan will explain the logic behind the strategies chosen and tend to focus on actions that lead to the expected result.

planned spending (dépenses prévues)

For Departmental Plans and Departmental Results Reports, planned spending refers to the amounts presented in Main Estimates. Departments must determine their planned spending and be able to defend the financial numbers presented in their Departmental Plans and Departmental Results Reports.

program (programme)

An Individual, group, or combination of services and activities managed together within a department and focused on a specific set of outputs, outcomes or service levels.

program inventory (répertoire des programmes)

A listing that identifies all the department's programs and the resources that contribute to delivering on the department's core responsibilities and achieving its results.

result (résultat)

An outcome or output related to the activities of a department, policy, program or initiative.

statutory expenditures (dépenses législatives)

Spending approved through legislation passed in Parliament, other than appropriation acts. The legislation sets out the purpose and the terms and conditions of the expenditures.

target (cible)

A quantitative or qualitative, measurable goal that a department, program or initiative plans to achieve within a specified time period.

voted expenditures (dépenses votées)

Spending approved annually through an appropriation act passed in Parliament. The vote also outlines the conditions that govern the spending.