



# 2023 to 2027 Departmental Sustainable Development Strategy (Updated January 2025)

Public Service Commission of Canada

Aussi disponible en français sous le titre : Stratégie ministérielle de développement durable (SMDD) 2023-2027

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Website of publisher: <https://www.canada.ca/en/public-service-commission.html>

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Cat. No. SC12-3E-PDF (Electronic PDF, English)  
ISSN 2817-5891

Photos: © Environment and Climate Change Canada

## SECTION 1

# Introduction to the Departmental Sustainable Development Strategy

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

In keeping with the purpose of the Act, to make decision-making related to sustainable development more transparent and accountable to Parliament, the Public Service Commission of Canada supports the goals laid out in the FSDS through the activities described in this Departmental Sustainable Development Strategy (DSDS).

The [Federal Sustainable Development Act](#) also sets out [7 principles](#) that must be considered in the development of the FSDS as well as DSDSs. These basic principles have been considered and incorporated in the Public Service Commission of Canada DSDS.

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 strategy also now captures SDG initiatives that fall outside the scope of the FSDS to inform the development of the Canada's Annual Report on the 2030 Agenda and the SDGs.

## SECTION 2

# The Public Service Commission of Canada's Sustainable Development Vision

The 2023 to 2027 Sustainable Development Strategy (DSDS) supports the principles for the 2022 to 2026 Federal Sustainable Development Strategy (FSDS) and Canada's vision of securing the continuous improvement of our economic, social, and environmental health. It addresses today's challenges, while focusing on activities that improve quality of life for future generations.

Our planned activities under our public service hiring and non-partisanship core responsibility support Canada's efforts to address the [United Nations' 2030 Agenda for Sustainable Development](#) and its [sustainable development goals](#). Our initiatives to reduce barriers for Canadians and help Indigenous Peoples access public service jobs will ensure that federal public service hiring reflects Canada's diversity while contributing to intergenerational equity.

We will demonstrate leadership on sustainable development by striving to:

- integrate economic, social, and environmental considerations into the department's decision-making related to
  - policies
  - services
  - operations
  - audits and evaluations
- adopt practices that reduce our environmental footprint and reflect sustainable development principles in our operations
- use technologies strategically in the transformation of services and operations to reduce the environmental impact while supporting economic development
- foster a workforce and culture that is committed to sustainable development

## SECTION 3

# Listening to Canadians

As required by the Federal Sustainable Development Act, the Public Service Commission of Canada has taken into account comments on the draft 2022-2026 FSDS made during the public consultation held from March 11 to July 9, 2022. During the public consultation, more than 700 comments were received from a broad range of stakeholders, including governments, Indigenous organizations, non-governmental organizations, academics, businesses, and individual Canadians in different age groups and of various backgrounds. The draft FSDS was also shared with the appropriate committee of each House of Parliament, the Commissioner of the Environment and Sustainable Development, and the Sustainable Development Advisory Council for their review and comment.

## What We Heard

Across the submissions received, the Public Service Commission of Canada identified sustainable development priorities and issues that affect us. Under the Federal Environmental Perspective on SDG 10 (Reduced inequalities), reconciliation and respect for Indigenous rights were strong themes, including the importance of consultation with Indigenous peoples. Under SDG 12 (Responsible consumption and production), Canadians also wanted to see procurement policies. For example, urging Canada to work with all domestic jurisdictions and stakeholders to establish national standards for minimum recycled content in products or producer reporting requirements consistent with Extended Producer Responsibility. This includes strengthening content on green procurement, including through a green procurement target.

## What We Did

The Public Service Commission of Canada took the above-mentioned key priorities and issues into consideration in this DSDS.

In our efforts to advance reconciliation with Indigenous peoples and take action to reduce inequality, we engaged with Indigenous groups and job seekers in respect of the reconciliation principles. A key aspect of this was developing and delivering outreach strategies and promotional activities for Indigenous job seekers to encourage self-declaration and partnerships with Pilimmaksaivik. We continued to support inclusive recruitment through our recruitment programs. For example, through the Indigenous Student Employment Opportunity, we provided advice, guidance and support to students and hiring managers as well as managing and promoting the Indigenous Career Pathways program. To create a public service that reflects Canada's diversity, we worked with departments and agencies to implement the most recent amendments to the *Public Service Employment Act*. These changes aim to address biases and barriers that disadvantage equity-seeking groups in the hiring process. We supported managers and human resource professionals by providing resources and instructional sessions to help them identify and mitigate or eliminate biases and barriers disadvantaging equity-seeking groups in their evaluation tools for staffing. In addition to this, we laid the foundation to exercise our expanded authorities to investigate allegations of error, omission or improper conduct that result from biases or barriers that disadvantage equity-seeking groups.

In addition to our advancements in reconciliation with Indigenous peoples, we have also made progress on environmental issues. We continued to promote reduced paper usage by encouraging green printing practices in the workplace as it relates to responsible consumption and production, while transitioning to a low-carbon economy by taking environmental considerations into account in purchasing decisions. As such, in 2022–23 we eliminated 50% of our printers within the organisation and were one of the early adopters of replacing our desk telephones by Voice over Internet Protocol (VoIP) softphones via the Microsoft TEAMS application. We also supported green procurement criteria by following the guidance, tools and training for public service employees and will continue to do so.

Please find more information on the FSDS public consultation and its results in the [FSDS Consultation Report](#)

SECTION 4

# The Public Service Commission of Canada's Commitments





## GOAL 10: ADVANCE RECONCILIATION WITH INDIGENOUS PEOPLES AND TAKE ACTION ON INEQUALITY

**FSDS Context:** Through policy direction and guidance, the PSC supports departments and agencies in the hiring of qualified individuals into and within the public service. By doing so, we help shape a workforce that reflects Canada's diversity. The PSC delivers recruitment programs and assessment services supporting the strategic recruitment priorities of the Government of Canada and the renewal of the public service. This is accomplished by leveraging modern tools to reduce barriers for Canadians accessing public service jobs. We also oversee public service hiring, ensuring the integrity of the hiring process.

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

**Target:** Between 2023 and 2026, and every year on an ongoing basis, develop and table annual progress reports on implementing *the United Nations Declaration on the Rights of Indigenous Peoples Act*

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
<p>Implement the <i>United Nations Declaration on the Rights of Indigenous Peoples Act</i></p>	<p>Increase Indigenous employment in the federal public service by implementing recruitment initiatives stemming from the strategy: <a href="#">Many Voices One Mind: a Pathway to Reconciliation</a> which support the <i>Public Service Employment Act</i> changes as well as the <i>United Nations Declaration on the Rights of Indigenous Peoples Act</i>.</p> <p><b>Program:</b> Recruitment and Assessment Services</p>	<p><b>Performance indicator:</b> Percentage of employees who self-identified as Indigenous people</p> <p><b>Starting point:</b> 4.0%</p> <p><b>Target:</b> At least 3.8%<sup>1</sup></p> <p>=====</p> <p><b>Performance indicator:</b> Percentage of executive appointees who self-identified as Indigenous people</p> <p><b>Starting point:</b> 3.7%</p> <p><b>Target:</b> At least 5.4%<sup>2</sup></p> <p>=====</p> <p><b>Performance indicator:</b> Percentage of applicants who self-declared as Indigenous people</p> <p><b>Starting point:</b> 3.2%</p> <p><b>Target:</b> At least 3.8%<sup>3</sup></p>	<p>The Many Voices One Mind: A Pathway to Reconciliation, guided by the spirit of the UN Declaration is a whole-of-government strategy for reducing and removing barriers to public service employment encountered by Indigenous Peoples. The Government of Canada will continue its efforts under the Call to Action on Anti-Racism, Equity, and Inclusion to appoint, sponsor, support, and recruit Indigenous employees and candidates to leadership roles in the federal public service.</p> <p><b>Relevant targets or ambitions:</b> Canadian Indicator Framework (CIF) Ambition/Target: Canadians live free of discrimination and inequalities are reduced.</p>
<p>Implement the requirements of the Procurement Strategy for Indigenous Businesses</p>	<p>Implement the mandatory procedures for contracts awarded to Indigenous businesses, as per Appendix E of the Directive on the Management of Procurement</p>	<p><b>Performance indicator:</b> Percentage of total value of contracts awarded to Indigenous businesses.</p> <p><b>Starting point:</b> 1.31%</p>	<p>We will use available resources to meet this target by 2025 by following the mandatory and voluntary procedures for contracts awarded to Indigenous businesses, as per Appendix E of the Directive on the Management of Procurement. We will do this by:</p>

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	<b>Program:</b> Procurement, Internal Services	<b>Target:</b> At least 5.0%	<ul style="list-style-type: none"> <li>• adhering to the Procurement Strategy for Indigenous Business</li> <li>• respecting the Comprehensive Land Claims Areas' modern treaty rules, procedures and regulations</li> <li>• engaging in training from Indigenous Services Canada</li> <li>• using the draft guidance on contracts awarded to Indigenous businesses for further guidance to meet this target, as a bare minimum</li> </ul> <p><b>Relevant targets or ambitions:</b> Canadian Indicator Framework (CIF) Ambition/Target: Canadians live free of discrimination and inequalities are reduced.</p>



# GOAL 12: REDUCE WASTE AND TRANSITION TO ZERO-EMISSION VEHICLES

**FSDS Context:** The PSC complies with the Greening Government Strategy which outlines specific measures to ensure responsible consumption for our operations. Environmental impacts are considered and incorporated into our procurement of goods and services.

**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

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<p><b>Strengthen green procurement criteria</b> Develop criteria that address greenhouse gas emissions reduction for goods and services that have a high environmental impact; ensure the criteria are included in procurements; and support green procurement, including guidance, tools and training for public service employees. [Ref. <a href="#">Explore our 17 goals</a>]</p>	<p>Procurement Specialists will provide advice and recommendations on procurement strategies including environmental considerations such as GHG emissions reduction, clean technology and elimination of unnecessary single-use plastics. [Ref. <a href="#">4.3.4.7</a>]</p> <p><b>Program:</b> Procurement, Internal Services</p>	<p><b>Performance indicator:</b> Percentage of purchased basic office supplies considered certified to a recognized environmental standard.</p> <p><b>Starting point:</b> 45%</p> <p><b>Target:</b> At least 50%</p>	<p>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.</p> <p><b>FSDS:</b> Goal 12: Reduce waste and transition to zero-emission vehicles.</p> <p><b>SDGS:</b> 12.7: Promote public procurement practices that are sustainable, in accordance with national policies and priorities.</p>

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	<p>Ensure all procurement 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><b>Program:</b> Procurement, Internal Services</p>	<p><b>Performance Indicator:</b> Percentage of procurement specialists trained in green procurement within one year of being identified.</p> <p><b>Starting point:</b> In 2022 to 2023, 100% of procurement specialists trained in green procurement.</p> <p><b>Target:</b> 100% of procurement specialists receive training within one year of being identified.</p>	<p>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.</p> <p><b>Relevant targets or ambitions:</b> Canadian Indicator Framework (CIF) Ambition: Canadians consume in a sustainable manner.</p> <p>CIF Indicator: 12.2.1 Proportion of businesses that adopted selected environmental protection activities and management practices.</p> <p>Global Indicator Framework (GIF) Target: 12.7 Promote public procurement practices that are sustainable, in accordance with national policies and priorities.</p>



# GOAL 13: TAKE ACTION ON CLIMATE CHANGE AND ITS IMPACTS

**FSDS Context:** The PSC is taking action to reduce climate risks to our assets, services and operations. By consuming more modern and energy efficient products, we are helping to mitigate risks due to changing climate. Increasing technology development and adoption also include actions to advance climate change adaptation and build resilience to climate impacts.

**Target theme:** Federal Leadership on Greenhouse Gas Emissions Reductions and Climate Resilience

**Target:** The Government of Canada will transition to climate resilient operations by 2050

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<p>Implement the Greening Government Strategy through measures that reduce greenhouse gas emissions, improve climate resilience, and green the government's overall operations</p>	<p>Reduce energy consuming servers and other devices.</p> <p><b>Program:</b> Information Technology, Internal Services</p>	<p><b>Performance indicator:</b> Number of energy-consuming servers decommissioned by 2027.</p> <p><b>Starting point:</b> 281</p> <p><b>Target:</b> Reduce the total number of servers by at least 84.<sup>4</sup></p> <p>=====</p> <p><b>Performance indicator:</b> Number of towers and personal examination computers replaced with low consumption devices such as Zero or Thin by 2027.</p>	<p>These indicators measure to what extent the PSC contributes to achieving the collective efforts outlined in the 2023-27 Federal Sustainable Development Strategy (FSDS). The objective is to reduce, consolidate and modernize PSC systems and servers. This will help reduce our energy footprint and contribution to greenhouse gas emissions.</p> <p><b>Relevant targets or ambitions:</b></p>

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		<p><b>Starting point:</b> 276</p> <p><b>Target:</b> Replace 276 existing devices with 66 energy-efficient models.<sup>5</sup></p> <p>=====</p> <p><b>Performance indicator:</b> Number of test room monitors replaced with modern, high efficiency models by 2027.</p> <p><b>Starting point:</b> 276</p> <p><b>Target:</b> Replace 276 existing devices with 66 energy-efficient models.<sup>6</sup></p>	<p>Canadian Indicator Framework (CIF) Ambition/Target: Canadians reduce their greenhouse gas emissions.</p> <p>CIF Indicator: 13.1.1 Greenhouse gas emissions.</p> <p>Global Indicator Framework (GIF) Target: 13.2.2 Total greenhouse gas emissions per year.</p>

The following initiatives demonstrate how the PSC’s programming supports the 2030 Agenda and the SDGs, supplementing the information outlined above.

PLANNED INITIATIVES	ASSOCIATED DOMESTICS TARGETS OR AMBITIONS AND/OR GLOBAL TARGETS
<p>In alignment with our sustainability objectives, the PSC is implementing its <b>Crown Vehicle Decommissioning Initiative. This initiative focuses on achieving a 100% reduction in fleet-related greenhouse gas emissions</b> by responsibly retiring and eliminating the use of the PSC’s sole Crown vehicle. This effort underscores our commitment to reducing environmental impact and advancing sustainability goals.<sup>7</sup></p>	<p><b>Ambition:</b> The key ambition of this initiative is to reduce <b>greenhouse gas emissions related to the Crown vehicle</b> by 2024-25. This will support our broader sustainability strategy by reducing carbon emissions and contributing to the PSC’s long-term environmental targets.</p> <p><b>Indicator:</b> Number of Crown vehicles owned by the PSC</p> <p><b>Starting point:</b> Zero-crown vehicles</p> <p><b>Target:</b> Keep crown vehicles at zero</p>

## SECTION 5

# Integrating Sustainable Development

The Public Service Commission of Canada will continue to ensure that its decision-making process includes consideration of FSDS goals and targets through its Strategic Environmental Assessment (SEA) process. A SEA for a policy, plan or program proposal includes an analysis of the impacts of the given proposal on the environment, including on relevant FSDS goals and targets.

Public statements on the results of the Public Service Commission of Canada's assessments are made public when an initiative that has undergone a detailed SEA (see [here](#)). The purpose of the public statement is to demonstrate that the environmental effects, including the impacts on achieving the FSDS goals and targets, of the approved policy, plan or program have been considered during proposal development and decision making.

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<sup>1</sup> The PSC's targets for employment equity groups are established using the workforce availability provided in the Treasury Board of Canada Secretariat's [annual reports on employment equity in the public service of Canada](#), with a one-year lag. The workforce availability for Indigenous Peoples was 3.8% in 2021-22 and 2022-23. The most up-to-date workforce availability at the time of preparing this update was for 2022-23.



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<sup>2</sup> The PSC's targets for employment equity groups are established using the workforce availability provided in the Treasury Board of Canada Secretariat's [annual reports on employment equity in the public service of Canada](#), with a one-year lag. The workforce availability for Indigenous Peoples in the executive ranks was 5.4% in 2022-23. The most up-to-date workforce availability at the time of preparing this update was for 2022-23.

<sup>3</sup> The PSC's targets for employment equity groups are established using the workforce availability provided in the Treasury Board of Canada Secretariat's [annual reports on employment equity in the public service of Canada](#), with a one-year lag. The workforce availability for Indigenous Peoples was 3.8% in fiscal years 2021-22 and 2022-23. The most up-to-date workforce availability at the time of preparing this update was for 2022-23.

<sup>4</sup> The wording of the target has been revised for more clarity.

<sup>5</sup> The wording of the target has been revised for more clarity. The entire fleet of towers and computers will be replaced with 66 highly efficient models.

<sup>6</sup> The wording of the target has been revised for more clarity. The entire fleet of monitors will be replaced with 66 highly efficient models.

<sup>7</sup> This initiative is in line with the PSC's decision to decommission its only Crown vehicle in 2013. This indicator is added as part of PSC's first DSDS update cycle.