Parole Board of Canada | Commission des libérations conditionnelles du Canada

Parole Board of Canada

2025-26 Departmental Results Report

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Minister of Public Safety

Canada

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Parole Board of Canada's (PBC) 2025-26 Departmental Results Report

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At a glance

This departmental results report details the Parole Board of Canada (PBC)'s 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 PBC's vision, mission, raison d'être and operating context.

Key priorities

The PBC identified the following key priorities for 2025-26:

- **Quality Decision-Making** - Align resources and procedures to foster harmonized program support and consistently high-quality independent decision-making that abides by legislative requirements, relevant jurisprudence and responds to the risk and needs of specific populations;
- **Organizational Culture** - Promote an inclusive, diverse workplace culture that values individual contributions, fosters teamwork and supports the recruitment and retention of talent while navigating the changing nature of administrative tribunals; and
- **Operational Stability** - Adopt cost-effective approaches that preserve the effective delivery of public safety programs, capitalize on technological innovations and contribute to organizational sustainability.

Highlights

In 2025-26, the PBC continued to deliver on its public safety mandate while promoting openness, accountability, and continuous improvement. The PBC strengthened Board member decision-making through targeted training, harmonization efforts, and expanded collaboration with Elders and Cultural Advisors from Indigenous and Black communities. In addition, the PBC maintained and strengthened relationships with international partners to share knowledge, learn from best practices, and support evidence-based decision-making.

The PBC also advanced accessibility, employment equity, diversity, inclusion, values and ethics, and workplace well-being through a range of organization-wide initiatives in 2025-26. This included developing the 2026-2028 Accessibility Plan, strengthening internal processes for disclosures of wrongdoing and misconduct, and developing a workplace well-being strategy with a four-year action plan. The PBC also met key regulatory reporting requirements related to workplace health, safety, harassment and violence prevention, reinforcing its commitment to a safe, respectful, inclusive, and accountable workplace.

The PBC continued to advance responsible spending by reviewing its structures, processes, and service arrangements to identify efficiencies while sustaining the delivery of legislated programs and services.

- Total actual spending (including internal services): $71,002,370
- Total full-time equivalent staff (including internal services): 507

For detailed information on the PBC'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 responsibilities" (its main areas of activity).

Core responsibility 1: Conditional Release Decisions

Actual spending: $42,269,403

Actual human resources: 315

The quality of conditional release decisions is reflected in conditional release outcomes. Over the last five fiscal years, 98% of parole supervision periods were completed without an offence, and 99% were completed without a violent offence. Similarly, 99% of offenders who completed their sentences on full parole have not been re-admitted after release because of a violent conviction (five-year post-warrant expiry). These outcomes show that parole works and contributes to the safe, timely and gradual reintegration of offenders back into the community.

For more information on the PBC's activities related to Conditional Release Decisions, read the "Results: What we achieved" section of this report.

Core responsibility 2: Conditional Release Openness and Accountability

Actual spending: $4,857,363

Actual human resources: 47

The PBC delivered a total of 308 engagement activities across Canada in 2025-26, including 191 outreach activities with external partners, communities and stakeholders, and 117 in-reach activities with incarcerated populations. These activities supported the PBC's ongoing efforts to reach diverse audiences, including victims, women offenders, Indigenous peoples, and Black, racialized and marginalized offenders. Furthermore, in 2025-26, PBC staff supported the participation of more than 4,300 individuals in observing hearings, including victims and their support persons, members of the public, students, media representatives, and officials from other government departments.

For more information on the PBC's activities related to Conditional Release Openness and Accountability, read the "Results: What we achieved" section of this report.

Core responsibility 3: Record Suspension/Pardon and Expungement Decisions/Clemency Recommendations

Actual spending: $10,169,076

Actual human resources: 72

In 2025-26, the PBC rendered 2,948 record suspension decisions, 10,440 pardon decisions and ordered 20 cannabis record suspensions. The PBC also assessed 33 requests for clemency (*Royal Prerogative of Mercy* (RPM)).

For more information on the PBC's activities related to Record Suspension/Pardon and Expungement Decisions/Clemency Recommendations, read the "Results: What we achieved" section of this report.

From the Chairperson

As Chairperson of the PBC, I am pleased to present the 2025-26 Departmental Results Report (DRR). This report provides members of Parliament and Canadians with an overview of the PBC's performance for the fiscal year against its plans, priorities and expected results.

The PBC, as an independent administrative tribunal and integral part of the Canadian criminal justice system, makes quality conditional release, record suspension/pardon and expungement decisions, as well as clemency recommendations. The PBC contributes to the Government of Canada's mandate of providing a safe and secure Canada by facilitating, as appropriate, the timely reintegration of offenders and the sustained rehabilitation of individuals into society as law-abiding citizens. The protection of society is the paramount consideration in all PBC decisions.

The PBC operates in a transparent and accountable manner, while respecting diversity and the rights of offenders, victims, and record suspension applicants, in accordance with its statutory responsibilities and authorities.

The 2025-26 DRR highlights the PBC's successful outcomes in delivering on its goals and priorities while operating in an ever-evolving and complex legal landscape under enhanced public scrutiny. Throughout the year, the PBC effectively delivered on its important public safety mandate, fostering a safer and more secure Canada through these significant achievements:

- Completed approximately 15,300 conditional release reviews for federal and provincial/territorial offenders.
- Received and processed approximately 15,800 record suspension/pardon applications, contributing to improved access to education, employment, and housing opportunities.
- Strengthened Board member decision-making through training, harmonization, and expanded collaboration with Elders and Cultural Advisors from Indigenous and Black communities.
- Supported ongoing efforts toward openness and accountability through focused and purposeful engagement with stakeholders, Indigenous peoples, and other racialized communities, ensuring that outreach and in-reach activities reflected legislative obligations and core priorities, while continuing to support public safety objectives.
- Strengthened and maintained work with international partners to share knowledge, learn from best practices, and support evidence-based decision-making.
- Advanced the Comprehensive Expenditure Review by identifying efficiencies, optimizing resources, and strengthening internal processes, while ensuring that public safety continued to be the paramount consideration in the PBC's decision-making.

I am incredibly proud of the PBC's accomplishments. I would like to formally acknowledge the diligence, determination, and dedication of our Board members and employees in delivering the PBC's mandate and contributing to public safety.

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Joanne Blanchard
Chairperson, Parole Board of Canada

Results: What we achieved

Core responsibilities and internal services

- Core responsibility 1: Conditional Release Decisions
- Core responsibility 2: Conditional Release Openness and Accountability
- Core responsibility 3: Record Suspension/Pardon and Expungement Decisions/Clemency Recommendation
- Internal services

Core responsibility 1: Conditional Release Decisions

In this section

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

Description

Conditional release is based on the principle and supported by research that community safety is enhanced by the timely and gradual release of offenders to the community under supervision. Quality conditional release decisions, based on the risk of re-offending in conjunction with effective programs and treatment, and effective community supervision all contribute to the release process. Through this core responsibility, the Parole Board of Canada provides timely, accurate information for Board member decision-making, and develops training and policies that are essential tools for risk assessment and decision-making that are in accordance with the law.

Quality of life impacts

This core responsibility contributes to the "Good Governance" domain of the Quality of Life Framework for Canada, and more specifically, the "confidence in institutions" and "confidence in access to fair and equal justice (criminal)".

Progress on results

This section details the department's performance against its targets for each departmental result under Core responsibility 1: Conditional Release Decisions.

Table 1 shows the target, the date to achieve the target and the actual result for each indicator under "Conditional release decisions adhere to the law, the PBC's policies, and the principles of fundamental justice" in the last three fiscal years.

Table 1: Conditional release decisions adhere to the law, the PBC's policies, and the principles of fundamental justice

Departmental result indicators	Target	Date to achieve target	Actual result
The percentage of decisions that are affirmed by the Appeal Division[1].	≥85%	March 31, 2026	2023-24: 79% 2024-25: 83% 2025-26: 87%
The percentage of Appeal applications that are processed in 120 calendar days or less.	≥95%	March 31, 2026	2023-24: 63% 2024-25: 53% 2025-26: 28%[2]

Table 2 shows the target, the date to achieve the target and actual result for each indicator under "Conditional release decisions contribute to keeping Canadians safe" in the last three fiscal years.

Table 2: Conditional release decisions contribute to keeping Canadians safe

Departmental result indicators	Target	Date to achieve target	Actual result
The percentage of offenders[3] on parole who are not convicted of a violent offence during their supervision period.	≥98%	March 31, 2026	2023-24: 99% 2024-25: 99% 2025-26: 99%
The percentage of offenders[4] on parole who are not convicted of an offence prior to the end of their supervision period.	≥96%	March 31, 2026	2023-24: 99%[5] 2024-25: 99% 2025-26: 99%

[1] An offender may appeal more than one type of decision (i.e., Day Parole and Full Parole); the Appeal Division records these as one decision.

[2] The Appeal Division faced Board member capacity challenges while managing competing priorities and providing increased voting support to PBC regional offices for conditional release decisions.

[3] Excluding offenders on full parole serving an indeterminate or life sentence.

[4] Excluding offenders on full parole serving an indeterminate or life sentence.

[5] This metric is not always static for previous fiscal years, as offenders can be charged with an offence that occurred during a supervision period and then subsequently convicted of the offence after the fiscal year end.

Departmental result indicators	Target	Date to achieve target	Actual result
The percentage of offenders who completed their sentences on full parole and who are not re-admitted after release because of a violent conviction (five-year post-warrant expiry).	≥98%	March 31, 2026	2023-24: 99% 2024-25: 99% 2025-26: 99%
The percentage of post-suspension and detention decisions that are processed within the legislated timeframes without loss of jurisdiction.	≥98%	March 31, 2026	2023-24: 100%[6] 2024-25: 100%[7] 2025-26: 100%

The Results section of the Infographic for PBC 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 Conditional Release Decisions in 2025-26 compared with the planned results set out in the PBC's departmental plan for the year.

Conditional release decisions adhere to the law, the PBC's policies, and the principles of fundamental justice

Results achieved

The PBC's Conditional Release core responsibility is grounded in the *Corrections and Conditional Release Act* (CCRA). Board members are the decision-makers in conditional release matters and are independent in their decision-making. They are required to make the least restrictive determinations consistent with the protection of society. The Appeal Division contributes to the quality of the PBC's decision-making process by ensuring that conditional release decisions adhere to the law, the PBC's policies, and the principles of fundamental justice. The PBC works closely with its criminal justice partners (i.e., Public Safety, Correctional Service Canada (CSC), the Royal Canadian Mounted Police (RCMP), the Department of Justice Canada, and other community partners) to support quality conditional release decisions.

- The PBC's Appeal Division completed 446[8] reviews, affirming 496 out of 568 decisions (87%). In 2025-26, the Appeal Division faced Board member capacity challenges while simultaneously managing incoming workload and reducing an inventory of appeal files that had been outstanding for more than 120 days. Because conditional release decisions are subject to legislated timelines, while appeal reviews are not, Appeal Division Board members were called upon more frequently to provide voting support to the conditional release program to ensure statutory obligations were met. As a result, the PBC's

[6] There was one (1) loss of jurisdiction decision resulting in a percentage of 99.99%, which was rounded to 100%.

[7] There was one (1) loss of jurisdiction decision resulting in a percentage of 99.99%, which was rounded to 100%.

[8] Reviews conducted may include more than one decision.

performance in meeting its target of processing 95% of appeal applications within 120 calendar days was significantly impacted.
- Continued to advance equitable and inclusive parole processes by strengthening culturally responsive approaches to better meet diverse needs, including targeted efforts to address the overrepresentation of Indigenous and Black individuals in the justice system. In 2025-26, the PBC delivered 763 hearings supported by Indigenous Elders/Cultural Advisors and 261 hearings supported by Cultural Advisors from Black communities.

Conditional release decisions contribute to keeping Canadians safe

Results achieved

The PBC continued to achieve strong public safety outcomes in 2025-26, exceeding all targets associated with conditional release performance. Overall, 99% of offenders on parole were not convicted of a violent offence during their supervision period, and 99% were not convicted of any offence prior to the completion of their sentence, surpassing targets of 98% and 96%, respectively. In addition, 99% of offenders who completed their sentences on full parole were not re-admitted to custody within five years of warrant expiry because of a violent conviction, exceeding the target of 98%. These consistently positive results demonstrate the effectiveness of the conditional release system in supporting safe and gradual reintegration into the community while maintaining public safety.

By law, Board members appointed to the PBC shall be sufficiently diverse in their backgrounds to be able to collectively represent community values and views in the work of the PBC. Upon appointment, all new Board members are required to complete the core training program, Board Member Orientation. This program provides essential knowledge for their roles and offers opportunities to develop critical skills in risk assessment, interviewing techniques, and decision writing. Board Member Orientation is one of several core and continuous learning activities designed to support and inform PBC decision-makers.

- Fourteen Governor in Council appointments/reappointments were made to the PBC through open, transparent and merit-based selection processes (six appointments and eight reappointments) in the reporting period. Based on self-reported data, among the six newly appointed Board members, 16.7% of individuals identified as Indigenous, 50% as women, 16.7% as non-binary, 33% as part of the 2SLGBTQIA+ group, 16.7% as members of visible minority groups, and 16.7% are bilingual.
- The PBC supported Board member development by delivering several training sessions, both in person and virtually, including Indigenous Cultural Responsiveness Training, Pardon and Record Suspension Continuous Training on decision writing, and Vice-Chairperson continuous training on building confidence and competence in difficult conversations.
- The inaugural Annual Board Members' Forum (ABMF), which replaced the previous Annual Risk Assessment Training (ATRA), provided a platform to advance the PBC's priorities and promote national alignment. Through interactive training sessions addressing complex topics such as vicarious trauma, the PBC's responsibilities under the *Canadian Charter of Rights and Freedoms*, and considerations related to sex offenders, Board members

participated in peer-to-peer exchanges and targeted learning activities that supported collaboration, consistency, and high-quality decision-making.
- The PBC continued to operationalize its Directive on Quality Assurance (QA), which supports Board members in achieving the highest quality of decision-making. QA is one of several tools used by the PBC to enhance accountability and transparency. It provides relevant information about potential gaps and best practices and informs Board member training.

Key risks

While the PBC has significant mitigation strategies in place, quality decision-making remains one of the PBC's key risks. Sub-risks include:

- Maintaining national consistency in the implementation of harmonized policy and procedures across the PBC.
- Ensuring the timely completion of Board member qualification processes and the appointment of highly qualified candidates to support effective decision-making (recognizing that appointments are made through the Governor in Council process, based on ministerial recommendations).
- Ensuring the timely modernization, development, and delivery of training and tools to support high-quality, consistent decision-making.
- Responding to the complex and diverse profiles of the incarcerated population (recognizing that the PBC does not influence the rates of incarceration of various groups).

Consistent with the provisions of the legislative framework that governs the PBC, the uniform application of decision-making across such a large geographical area is paramount. Comprehensive and state-of-the-art training is the foundation for quality decision-making, therefore the PBC will ensure core training and tools are up-to-date and made available in a timely manner for Board members and employees.

In addition, standardized support and processes are equally important, especially with the use of electronic files, as Board members can complete reviews more efficiently.

Resources required to achieve results

Table 3 provides a summary of the planned and actual spending and full-time equivalents (FTE) required to achieve results.

Table 3: Snapshot of resources required for Conditional Release Decisions

Resource	Planned	Actual
Spending	42,454,148	42,269,403
Full-time equivalents	317	315

The Finances section of the Infographic for PBC on GC Infobase page and the People section of the Infographic for PBC 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 (GBA Plus)

The PBC has implemented a GBA Plus Framework to strengthen policy, program, and decision-making by systematically considering intersecting identity factors, supported by disaggregated data and inclusive practices that promote equity and respect for gender identity.

Program inventory

Conditional Release Decisions are supported by the following program:

- Conditional Release Decisions

Additional information related to the program inventory for Conditional Release Decisions is available on the Results page on GC InfoBase.

Core responsibility 2: Conditional Release Openness and Accountability

In this section

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

Description

This core responsibility ensures that the PBC operates in an open and accountable manner, consistent with the provisions of the *Corrections and Conditional Release Act*. It includes working with victims of crime, offenders, and the public by providing information about our policies and programs, including access to the PBC's registry of decisions, as well as providing assistance for observers at hearings. The core responsibility also includes working to encourage citizen engagement, enhancing public education and awareness, investigating incidents in the community

(i.e., when a new offence occurs), monitoring the PBC's performance and reporting on conditional release results.

Quality of life impacts

This core responsibility contributes to the "Good Governance" domain of the Quality of Life Framework for Canada, and more specifically, to "confidence and access to fair and equal justice (criminal)".

Progress on results

This section details the department's performance against its targets for each departmental result under Core responsibility 2: Conditional Release Openness and Accountability.

Table 4 shows the target, the date to achieve the target and the actual result for each indicator under "The timely exchange of relevant information with victims, offenders, observers, other components of the criminal justice system, and the general public" in the last three fiscal years.

Table 4: The timely exchange of relevant information with victims, offenders, observers, other components of the criminal justice system, and the general public

Departmental result indicators	Target	Date to achieve target	Actual results
The percentage of individuals (i.e., observers and victims) that are satisfied with the quality of the service and timeliness of the information provided.[9]	≥80%	March 31, 2026	2023-24: 81% 2024-25: 81% 2025-26: 81%
The percentage of requests for information through the Decision Registry that are responded to in a timely manner.	≥80%	March 31, 2026	2023-24: 97% 2024-25: 98% 2025-26: 98%

The Results section of the Infographic for PBC 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 Conditional Release Openness and Accountability in 2025-26 compared with the planned results set out in the PBC's departmental plan for the year.

[9] Data for this indicator are collected through a periodic survey. The current result (81%) is based on the 2022-23 survey and will be maintained until new data become available from the next survey planned for 2027-28.

The timely exchange of relevant information with victims, offenders, observers, other components of the criminal justice system, and the general public.

Results achieved

The PBC recognizes the important role that victims play in the conditional release process and remains committed to respecting and protecting their rights under the *Canadian Victims Bill of Rights (CVBR)*. The PBC continues to facilitate the attendance of victims and observers at hearings.

- In 2025-26 victims made 329 presentations at 227 hearings.
- PBC staff supported more than 4,300 individuals to observe PBC hearings in 2025-26 (including victims and their support persons, members of the public, students, the media, PBC staff, and other government officials).
- Of the total of victims and victim supports who attended PBC hearings, 83% attended virtually.
- The CCRA permits, upon request, access to specific decisions and to decisions for research purposes through the PBC's registry of decisions. In 2025-26, the PBC released over 9,100 decisions from its registry of decisions, an increase of 7% from the previous fiscal year.
- Ninety-one percent (91%) of requests were responded to in 15 days or less and another six percent (6%) were responded to between 16 and 30 days. Victims and victim representatives were the most frequent requesters of PBC decisions (38%), followed by other types of requesters (33%), and the media (29%).
- The PBC received a total of 15 victim complaints in 2025-26 under the CVBR, of which two were deemed inadmissible, nine were deemed unfounded, two were deemed founded, and two were deemed founded in part.
- Outreach and in-reach targeted to women comprised a total of 26 activities. Of these, 19 activities were held with the incarcerated women population.
- The PBC participated in approximately 54 Indigenous-related outreach activities with community and government partners.
- The PBC participated in 20 outreach activities with racialized and marginalized offenders, communities and organizations. Of these, 19 were in-reach activities with the incarcerated population, including four with women offenders.

Key risks

There is a risk that the exchange of relevant information with victims, offenders, observers, other components of the criminal justice system, and the general public does not occur in a timely fashion.

The PBC ensures that victims' rights under the CVBR and the CCRA are respected and takes a collaborative approach to continually improve trauma-informed services provided to victims, and to ensure that victims' rights continue to be considered in the delivery of the PBC's mandate.

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 Conditional Release Openness and Accountability

Resource	Planned	Actual
Spending	5,204,173	4,857,363
Full-time equivalents	51	47

The Finances section of the Infographic for PBC on GC Infobase page and the People section of the Infographic for PBC 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 (GBA Plus)

The PBC has implemented a GBA Plus Framework to ensure that intersecting factors are considered in policy, programs, and initiatives under this core responsibility. The PBC considers the unique needs and overrepresentation of certain populations to identify training and target outreach activities.

Disaggregated victim data is voluntarily submitted by victims through the secure web-based Victims Portal. The PBC is working with the Justice Canada-led National Victim Services Data Collection Subcommittee of the Federal-Provincial-Territorial Victims of Crime Committee to improve the quality of victim data collection across Canada.

Program inventory

Conditional Release Openness and Accountability is supported by the following program:

- Conditional Release Openness and Accountability

Additional information related to the program inventory for Conditional Release Openness and Accountability is available on the Results page on GC InfoBase.

Core responsibility 3: Record Suspension/Pardon and Expungement Decisions/Clemency Recommendations

In this section

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

Description

A record suspension/pardon is designed to support the sustained reintegration of an individual into society. It is an administrative act to remove the stigma of a criminal record for persons convicted of an offence under an Act of Parliament, who have completed their sentence, having met the criteria in the *Criminal Records Act* (CRA) and demonstrated law-abiding behaviour for a prescribed number of years. Record suspensions/pardons can be revoked or cease to have effect if a new offence is committed or a person is no longer found to be of good conduct. In meeting this core responsibility, the PBC screens applications for completeness and eligibility, collects information for Board member decision-making and develops policy to guide decision-making processes.

In addition, under the *Expungement Act*, the PBC will order the expungement of records of convictions for eligible offences that would be lawful today. Persons convicted of an offence listed in the schedule to the *Expungement Act* may apply, as well as authorized representatives in cases where the person is deceased. The difference between a record suspension/pardon and an expungement is that with a record suspension/pardon, the criminal record is held 'separate and apart' from other criminal records, while an expungement will completely destroy the record. The PBC is also accountable for assessing requests and providing recommendations under the *Royal Prerogative of Mercy* (i.e., clemency) and providing advice to the Minister of Public Safety and Emergency Preparedness on the merits of each case.

Quality of life impacts

This core responsibility contributes to the "Good Governance" domain of the Quality of Life Framework for Canada, and more specifically to "confidence in institutions and access to fair and

equal justice". This core responsibility also contributes to the "Prosperity" domain, more specifically "economic security and deprivation".

Progress on results

This section details the department's performance against its targets for each departmental result under Core responsibility 3: Record Suspension/Pardon and Expungement Decisions/Clemency Recommendations.

Table 6 shows the target, the date to achieve the target and the actual result for the indicator under "Clemency recommendations are made in a fair and transparent manner" in the last three fiscal years.

Table 6: Clemency recommendations are made in a fair and transparent manner

Departmental result indicator	Target	Date to achieve target	Actual result
The percentage of clemency files submitted for the Minister's consideration that are considered complete.	≥95%	March 31, 2026	2023-24: 100% 2024-25: 100% 2025-26: 100%

Table 7 shows the target, the date to achieve the target and the actual result for the indicator under "Record suspension/pardon applications are processed in a timely manner" in the last three fiscal years.

Table 7: Record suspension/pardon applications are processed in a timely manner

Departmental result indicator	Target	Date to achieve target	Actual result
The percentage of record suspension/pardon applications that are processed within the established timeframes.	≥95%	March 31, 2026	2023-24: 96% 2024-25: 82% 2025-26: 67%[10]

[10] Legislative timeframes for conditional release and the PBC's Board member capacity in 2025-26 affected the ability to process record suspension/pardon applications within the established processing timelines.

Table 8 shows the target, the date to achieve the target and the actual result for the indicator under "Record suspension/pardon decisions adhere to the law, the PBC's policies, and the principles of fundamental justice" in the last three fiscal years.

Table 8: Record suspension/pardon decisions adhere to the law, the PBC's policies, and the principles of fundamental justice

Departmental result indicator	Target	Date to achieve target	Actual result
The percentage of cases that do not require a new review by a panel following a Federal Court order.	≥95%	March 31, 2026	2023-24: 99% 2024-25: 99% 2025-26: 99%

Table 9 shows the target, the date to achieve the target and the actual result for the indicator under "Record suspension/pardon decisions contribute to keeping Canadians safe" in the last three fiscal years.

Table 9: Record suspension/pardon decisions contribute to keeping Canadians safe

Departmental result indicator	Target	Date to achieve target	Actual result
The percentage of record suspension/pardon decisions that are not revoked or cease to have effect.	≥95%	March 31, 2026	2023-24: 95% 2024-25: 95% 2025-26: 95%

The Results section of the Infographic for PBC 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 Record Suspension/Pardon and Expungement Decisions/Clemency Recommendations in 2025-26 compared with the planned results set out in the PBC's departmental plan for the year.

Clemency recommendations are made in a fair and transparent manner

Results achieved

The RPM is a monarch's prerogative exercised in Canada by the Governor General or the Governor in Council. Clemency is granted in exceptional circumstances in deserving cases involving federal offences, where no other remedy exists in law to reduce severe negative effects of criminal sanctions. Clemency can be requested for numerous reasons, including employment, perceived inequity, medical conditions, immigration to Canada, compassion and financial hardship. The Governor General or the Governor in Council grants clemency upon the recommendation of a Minister of the Crown. In most cases, it is the Minister of Public Safety who makes the recommendation.

- One hundred percent (100%) of clemency files submitted for the Minister's consideration were considered complete.
- In 2025-26, 60 requests for the RPM were received and 24 cases resulted in an outcome. There were 227 RPM cases at year end.[11]

Record suspension/pardon applications are processed in a timely manner

Results achieved

The PBC endeavoured to process record suspension/pardon applications according to the following processing times:

- Within six months of application acceptance for applicants seeking a record suspension/pardon for (an) offence(s) tried summarily.
- Within 12 months of application acceptance for applicants seeking a record suspension/pardon for (an) offence(s) tried by indictment.
- Applications in which the PBC is proposing to refuse to order a record suspension/deny a pardon may require up to 24 months after application acceptance to complete. The reason for this is that under the CRA, the PBC must notify the applicant in writing of its proposal to refuse, and advise them that they are entitled to make, or have made on their behalf, any representations to the PBC that they believe relevant.

Although there are no legislated service standards attached to the $50.00 application fee, the PBC is committed to processing applications promptly and strives to meet the established processing times mentioned above. Overall, the PBC processed 67% of record suspension/pardon applications within the established timeframes:

- Seventy-eight percent (78%) of applications with summary offences were processed within the 6-month standard.
- Forty-six percent (46%) of applications with indictable offences were processed within the 12-month standard.
- Ninety-one percent (91%) of applications subject to a proposal to refuse or deny were processed within the 24-month standard.

Of note, the record suspension program was substantially impacted by challenges with Board member capacity in 2025-26, which had a direct impact on decision-making timelines. This resulted in the PBC falling below its target for processing applications for summary and indictable offences within established timeframes.

[11] An individual can make multiple requests that will be opened under the same application. However, the PBC reports on the individual requests (or cases) as each request must be considered by the PBC and decided on by the Minister. The active cases do not include CCRA requests.

Record suspension/pardon decisions adhere to the law, the PBC's policies, and the principles of fundamental justice

Results achieved

On March 19, 2020, the Federal Court declared the transitional provisions of amendments made in 2010 and 2012 to section 4 of the CRA, namely, section 10 of the *Limiting Pardons for Serious Crimes Act* and section 161 of the *Safe Streets and Communities Act*, unconstitutional. The Court concluded that these provisions infringed on subsections 11(h) and 11(i) of the *Canadian Charter of Rights and Freedoms*. In light of this decision, the PBC no longer applies retrospectively legislative amendments made to the CRA in 2010 and 2012 (as it relates to eligibility periods and criteria) for all record suspension applicants who committed their first offence prior to the coming into force of these changes. Pursuant to this decision, many of these applicants have their requests processed as pardon applications (rather than record suspensions) under the applicable version of the CRA.

Under the *Expungement Act*, which came into force in June 2018, the PBC is the sole federal agency responsible for ordering or refusing to order expungement of a conviction.

The *Expungement Act* put into place a process to expunge or destroy records of historically unjust convictions that would be lawful today. Convictions eligible for expungement include convictions for offences involving consensual sexual activity between same-sex partners, namely gross indecency, buggery and anal intercourse, as well as for specific offences related to bawdy houses and abortion.

- Ninety-nine percent (99%) of record suspension/pardon decisions did not require a new review by a panel following a Federal Court order. Of the 341 record suspensions/pardons that were refused/denied, only two cases required a new review following a Federal Court order.
- The PBC received 16 applications for expungement, rejected 15 because they were ineligible or outside its jurisdiction (i.e., outside the scope and eligibility criteria included in the *Expungement Act*), and ordered one (1) expungement.

Record suspension/pardon decisions contribute to keeping Canadians safe

Results achieved

Under the CRA, the PBC may order, refuse to order, or revoke record suspensions (formerly pardons) for convictions under federal acts or regulations of Canada. A record suspension allows people who were convicted of a criminal offence but have completed their sentence and demonstrated that they are law-abiding citizens for a prescribed number of years, to have their criminal record kept separate and apart from other criminal records.

A record suspension has the effect of removing a person's criminal record from the Canadian Police Information Centre (CPIC) database. This means that a search of CPIC will not show that the individual has a criminal record or a record suspension. This helps them access employment and educational opportunities and to reintegrate into society.

The CRA applies only to records kept by federal organizations, but most provincial and municipal criminal justice agencies also restrict access to their records once they are told that a record suspension has been ordered.

- The PBC received 15,809 record suspension/pardon applications in 2025-26, which represents a 7% decrease from the 17,072 applications received in 2024-25. The PBC accepted 11,693 applications (74%) for processing during the same fiscal year. There were 74 applications received but not yet processed (0.5%) at the end of the fiscal year. The program rendered 2,948 record suspension and 10,440 pardon decisions, not including record suspensions ordered for only simple possession of cannabis convictions.
- The PBC received 35 applications for simple possession of cannabis, returned 14 because they were ineligible, outside its jurisdiction, or incomplete, and ordered 20 record suspensions. At the end of the fiscal year, one application had not yet been processed. The PBC also ordered two record suspensions for simple possession of cannabis based on applications received in 2024-25.

Key risks

Processing applications within the established processing timeframes remains one of the PBC's key risks under this core responsibility. Moreover, the PBC continues to operate four legislative schemes, including cannabis record suspensions, which significantly increases program complexity as each legislative scheme varies in eligibility and decision-making criteria. Administering multiple schemes puts the integrity of the program at risk. Furthermore, the current case management system, implemented in 2000-01, has been modified several times to incorporate legislative and process changes. The system is not able to interface with any online application portal, and applicants are not able to apply for a record suspension online at this time. The PBC continued its work on a multi-year project to enhance the functionality of its internal records management system, the Pardon and Record Suspension System (PARSS), and to modernize the program's application process. This includes improving interoperability with the RCMP and implementing a new public-facing online portal that will allow applicants to submit record suspension/pardon, expungement and clemency applications electronically, as well as other correspondence in alternate formats. These improvements will increase accessibility for applicants and support the sustainability of program administration.

Thorough training is the foundation for decision-making. As such, the PBC will ensure core training and tools are up-to-date and made available in a timely manner for Board members and staff.

Resources required to achieve results

Table 10 provides a summary of the planned and actual spending and full-time equivalents required to achieve results.

Table 10: Snapshot of resources required for Record Suspension/Pardon and Expungement Decisions/Clemency Recommendations

Resource	Planned	Actual
Spending	10,444,610	10,169,076
Full-time equivalents	83	72

The Finances section of the Infographic for PBC on GC Infobase page and the People section of the Infographic for PBC 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 (GBA Plus)

The PBC has implemented a GBA Plus Framework to ensure that intersecting factors are considered in policy, programs, and initiatives under this core responsibility.

The PBC ensures the record suspension, cannabis record suspension and clemency application forms, along with internal case management systems, maintain the inclusion of a third gender selection option “Another Gender” as a non-binary option to enable comprehensive gender data collection for possible future reporting.

The Record Suspension Application Guide and forms allow for the optional collection of information from applicants regarding how their background may have impacted their involvement in the criminal justice system. This assists Board members in the consideration of systemic background factors in their record suspension/pardon decision-making and contributes to the PBC’s mission to make transparent and accountable decisions, respecting the diversity of applicants.

The Expungement Application Guide and form are intended to be as gender inclusive as possible. Gender data is not collected on the application form and gender-neutral language replaced gendered language in the Guide where possible (e.g., removing references to “brother/sister”). Additionally, the expungement application form asks for the applicant to provide their preferred name for correspondence in addition to their legal name.

Program inventory

Record Suspension/Pardon and Expungement Decisions/Clemency Recommendations is supported by the following program:

- Record Suspension/Pardon and Expungement Decisions/Clemency Recommendations

Additional information related to the program inventory for Record Suspension/Pardon and Expungement Decisions/Clemency Recommendations 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.

In 2025-26, the PBC advanced initiatives that supported sound stewardship, organizational efficiency, accessibility, inclusion, values and ethics, and workplace well-being.

The PBC continued to respond to the Government of Canada's emphasis on responsible spending by reviewing organizational structures and processes, as well as service arrangements to identify efficiencies while maintaining continuity in the delivery of legislated programs and services.

These efforts included work with CSC to review information technology service arrangements and identify a more cost-effective approach while maintaining critical service continuity. The organization also advanced digital modernization and information stewardship. An initial information technology plan was developed to support senior-level prioritization of practical initiatives, including improved connectivity and better information management practices. Work to clean up legacy email accounts and reduce reliance on email attachments helped lower information management risks and supported the transition to more modern digital platforms. The PBC also explored the use of generative artificial intelligence in a controlled and risk-informed manner, consistent with the need to protect information and maintain public trust.

The PBC improved internal service delivery by advancing automation of human resources requests through digital tools. This supported timelier processing, improved data reliability, and stronger compliance in staffing files. In addition, the completion of the cyclical staffing assessment provided evidence that the staffing framework and sub-delegation system remain well established. The assessment found an overall compliance rate of 94%, with most issues identified as administrative or procedural and not affecting appointment decisions or the principles of merit, fairness and access.

Progress was also made in strengthening people management and succession planning. A talent management approach for middle managers supported more objective and equitable assessment of leadership interests and development needs. This contributed to a clearer understanding of succession planning opportunities and supported organizational capacity over the medium term.

The PBC continued to advance accessibility, employment equity, diversity and inclusion through several enterprise-wide initiatives. The development of the 2026-2028 Accessibility Plan was informed by analysis and consultation with Board members, employees and external stakeholders. The Plan identified 26 targeted actions, including actions carried forward from the previous plan, and added organizational culture as an area of focus.

Values, ethics and workplace well-being were also strengthened. The PBC formalized and published an internal procedure for disclosures of wrongdoing under the *Public Servants Disclosure Protection Act*, clarifying how disclosures are received, assessed and addressed. The organization also produced its first departmental report on disclosures of wrongdoing and misconduct, supporting transparency while preserving confidentiality. In parallel, a workplace well-being strategy and four-year action plan were developed following an external management review, with objectives, measures and performance indicators to guide future implementation.

The PBC met key regulatory reporting obligations related to workplace health, safety, harassment and violence prevention by submitting required annual reports within prescribed timelines. These activities supported compliance with legislative requirements and reinforced the PBC's responsibility to maintain a safe and respectful workplace.

Overall, the PBC made measurable progress in strengthening the management practices, processes and workplace conditions that support the delivery of its mandate. The results described above contributed to supporting the responsible use of public resources, fair and compliant people management, improved information stewardship, and a workplace better positioned to deliver services in a changing environment.

Resources required to achieve results

Table 11 provides a summary of the planned and actual spending and full-time equivalents required to achieve results.

Table 11: Resources required for internal services for 2025-26

Resource	Planned	Actual
Spending	13,549,527	13,706,528
Full-time equivalents	77	73

The Finances section of the Infographic for PBC on GC Infobase page and the People section of the Infographic for PBC on GC Infobase page 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, the PBC completed the RCP self-assessment. This exercise helped the PBC build on what is working well in terms of practices and compliance, including steady delivery of technology initiatives, coupled with effective procurement performance across the majority of core functions. Progress in values and ethics and workplace health is also on track and evolving.

Building on these strengths, the following actions will address key areas that were identified through this exercise that will strengthen accountability and continuous improvement and achieve a baseline level of compliance:

- Develop and maintain an inventory of PBC's key data assets.
- Initiate a risk assessment of financial management and reporting controls to inform the internal control strategy.
- Strengthen the performance management compliance process by enforcing consequential accountability, timelines, communicating expectations, and ensuring required training is completed.
- Initiate a risk-based assessment of procurement controls to inform the PBC's existing procurement framework.

- Develop a new Departmental Security Plan and establish a streamlined non-compliance process compliant with the Policy on Government Security.
- Implement a structured service review process supported by consistent client feedback collection.

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 12, the PBC awarded 28.25% of the total value of all contracts to Indigenous businesses for the fiscal year.

Table 12: Total value of contracts awarded to Indigenous businesses

Contracting performance indicator	2025-26 result
Total value of contracts awarded to Indigenous businesses (A)	$216,225.51
Total value of contracts awarded to Indigenous and non-Indigenous businesses (B)	$765,504.05
Value of exceptions approved by deputy head (C)	$0
Proportion of contracts awarded to Indigenous businesses [A / (B−C) × 100]	28.25%
Over the past 30 years, the PBC has been collaborating with Elders and Cultural Advisors to provide responsive hearings for Indigenous offenders. The contracts for services with Elders and Cultural Advisors represent the main part of the PBC's plan to meet the mandatory minimum target of 5% of the total value of contracts awarded to Indigenous businesses annually. The PBC continues to develop strategies to enhance and maintain its list of suppliers that provide Culturally Responsive Hearings. In 2025-26, the PBC exceeded the 5% target with contracts awarded to Indigenous businesses compared to the overall spending on Professional and Special Services. **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 2026-27 Departmental Plan, the PBC estimated that it would award 15% of the total value of its contracts to Indigenous businesses by the end of 2025-26.

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 13 shows the money that the PBC spent in each of the past three years on its core responsibilities and on internal services.

Table 13: Actual three-year spending on core responsibilities and internal services (dollars)

Core responsibilities and internal services	2025-26 Main Estimates	2025-26 total authorities available for use	Actual spending over three years (authorities used)
Conditional Release Decisions	42,935,766	44,094,234	2023-24: 47,411,727 2024-25: 45,270,212 2025-26: 42,269,403
Conditional Release Openness and Accountability	5,262,623	5,364,648	2023-24: 5,663,027 2024-25: 5,459,411 2025-26: 4,857,363
Record Suspension/Pardon and Expungement Decisions/Clemency Recommendations	10,597,874	11,629,952	2023-24: 9,814,399 2024-25: 11,396,735 2025-26: 10,169,076
Subtotal	**58,796,263**	**61,088,834**	**2023-24: 62,889,153** **2024-25: 62,126,358** **2025-26: 57,295,842**
Internal services	13,651,400	14,015,509	2023-24: 14,559,088 2024-25: 14,803,472 2025-26: 13,706,528
Total	**72,447,663**	**75,104,343**	**2023-24: 77,448,241** **2024-25: 76,929,830** **2025-26: 71,002,370**

Analysis of the past three years of spending

The actual spending decreased over the last three fiscal years due to the implementation of the Budget 2023 Refocusing Government Spending. The PBC also proactively reviewed its spending following the announcement of the Budget 2025 Comprehensive Expenditure Review.

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

Planned spending for next three years

Table 14 shows the PBC's planned spending for each of the next three years on its core responsibilities and on internal services.

Table 14: Planned three-year spending on core responsibilities and internal services (dollars)

Core responsibilities and internal services	2026-27 planned spending	2027-28 planned spending	2028-29 planned spending
Conditional Release Decisions	42,456,740	40,411,810	40,321,949
Conditional Release Openness and Accountability	5,294,011	5,294,011	5,294,011
Record Suspension/Pardon and Expungement Decisions/Clemency Recommendations	10,652,807	10,618,167	10,548,886
Subtotal	**58,403,558**	**56,323,988**	**56,164,846**
Internal services	16,108,720	14,702,748	13,772,805
Total	**74,512,278**	**71,026,736**	**69,937,651**

Analysis of the next three years of planned spending

The reduction in planned spending for future years is in relation to the implementation of the Budget 2025 Comprehensive Expenditure Review.

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

Budgetary actual gross spending

Table 15 reconciles gross planned spending with net spending for 2025-26.

Table 15: Budgetary actual gross planned spending summary (dollars)

Core responsibilities and internal services	2025-26 actual gross spending	2025-26 actual revenues netted against expenditures	2025-26 actual net spending (authorities used)
Conditional Release Decisions	42,269,403	0	42,269,403

Core responsibilities and internal services	2025-26 actual gross spending	2025-26 actual revenues netted against expenditures	2025-26 actual net spending (authorities used)
Conditional Release Openness and Accountability	4,857,363	0	4,857,363
Record Suspension/Pardon and Expungement Decisions/Clemency Recommendations	10,169,076	0	10,169,076
Subtotal	**57,295,842**	**0**	**57,295,842**
Internal services	13,920,528	(214,000)	13,706,528
Total	**71,216,370**	**(214,000)**	**71,002,370**

Analysis of budgetary actual gross spending summary

In 2022-23, PBC sought a Vote Netting Revenue authority to provide procurement services to other small departments and agencies. The PBC has the authority to provide these services on a cost-recovery basis up to $500,000.

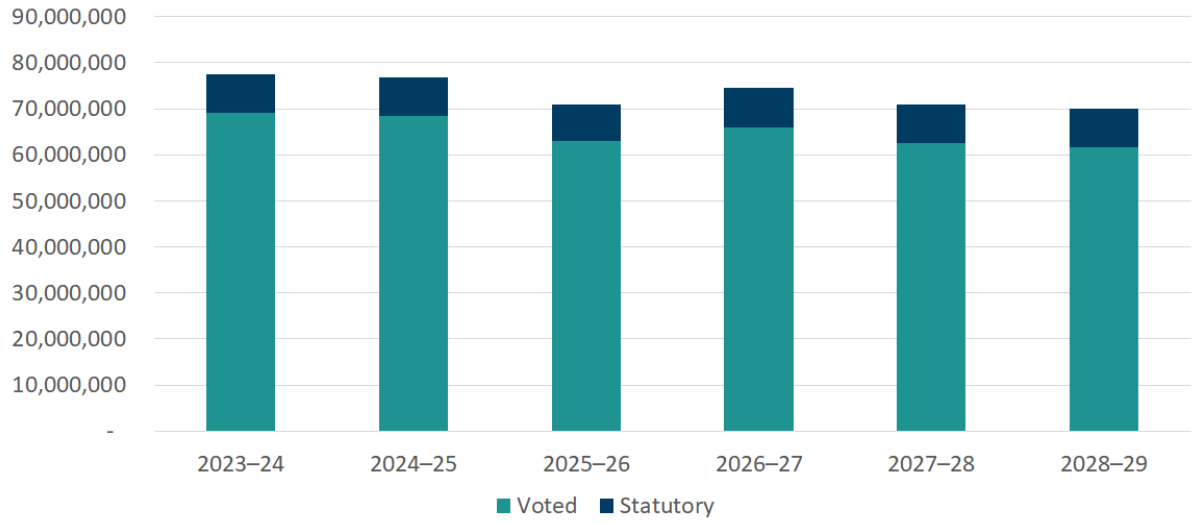
The Finances section of the Infographic for PBC on GC Infobase provides information on the alignment of the PBC's spending with Government of Canada's spending and activities.

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	$8,431,512	$69,016,729	$77,448,241
2024-25	$8,432,461	$68,497,369	$76,929,830
2025-26	$7,937,908	$63,064,462	$71,002,370
2026-27	$8,493,331	$66,018,947	$74,512,278
2027-28	$8,416,609	$62,610,127	$71,026,736
2028-29	$8,263,164	$61,674,487	$69,937,651

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

The actual spending decreased over the last fiscal year due to the implementation of the Budget 2023 Refocusing Government Spending. The trend is expected to continue following the announcement of the Budget 2025 Comprehensive Expenditure Review.

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

Financial statement highlights

This section presents the PBC's Financial statements unaudited for the year ended March 31, 2026.

Table 16 summarizes the expenses and revenues for 2025-26, which net to the cost of operations before government funding and transfers.

Table 16: 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	$80,737,717	$81,968,050	$(1,230,333)
Total revenues	$213,800	$200,000	$13,800
Net cost of operations before government funding and transfers	$80,523,917	$81,768,050	$(1,244,133)

Analysis of expenses and revenues for 2025-26

The reductions in actual spending versus planned spending are related to a reduction of spending in the final quarter of 2025-26, to help the organization prepare for the upcoming Comprehensive Expenditure Review.

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

Table 17 summarizes actual expenses and revenues and shows the net cost of operations before government funding and transfers.

Table 17: 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	$80,737,717	$85,059,961	$(4,322,244)
Total revenues	$213,800	$118,015	$95,785
Net cost of operations before government funding and transfers	$80,523,917	$84,941,946	$(4,418,029)

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

The reductions in actual spending in 2025-26 versus 2024-25 are related to the completion of the Pardon and Record Suspension System (PARSS) investment as well as a reduction of spending in the final quarter of 2025-26, to help the organization prepare for the upcoming Comprehensive Expenditure Review.

Table 18 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 18: 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	$7,410,929	$8,314,074	$(903,145)
Total net financial assets	$4,553,803	$4,992,326	$(438,523)
Departmental net debt	$2,857,126	$3,321,748	$(464,622)
Total non-financial assets	$5,335,047	$4,626,857	$708,190
Departmental net financial position	$2,477,921	$1,305,109	$1,172,812

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

The reduction in net liabilities is due to a reduction of account payables at year end. The increase in non-financial assets is related to the capitalization of costs associated with the software under development to replace PARSS.

Human resources

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

Table 19 shows a summary in full-time equivalents of human resources for the PBC's core responsibilities and for its internal services for the previous three fiscal years.

Table 19: Actual human resources for core responsibilities and internal services for the last three years

Core responsibilities and internal services	2023-24 actual full-time equivalents (FTEs)	2024-25 actual full-time equivalents (FTEs)	2025-26 actual full-time equivalents (FTEs)
Conditional Release Decisions	345	344	315
Conditional Release Openness and Accountability	52	53	47

Core responsibilities and internal services	2023-24 actual full-time equivalents (FTEs)	2024-25 actual full-time equivalents (FTEs)	2025-26 actual full-time equivalents (FTEs)
Record Suspension/Pardon and Expungement Decisions/Clemency Recommendations	70	83	72
Subtotal	**467**	**479**	**434**
Internal services	82	83	73
Total	**549**	**563**	**507**

Analysis of human resources for the last three years

The FTEs have decreased because of serious staffing control implemented to help the organization prepare for the upcoming Comprehensive Expenditure Review.

Table 20 shows the planned full-time equivalents for each of the PBC'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 20: Human resources planning summary for core responsibilities and internal services for the next three years

Core responsibilities and internal services	2026-27 planned full-time equivalents (FTEs)	2027-28 planned full-time equivalents (FTEs)	2028-29 planned full-time equivalents (FTEs)
Conditional Release Decisions	288	287	286
Conditional Release Openness and Accountability	50	50	50
Record Suspension/Pardon and Expungement Decisions/Clemency Recommendations	81	81	80
Subtotal	**419**	**418**	**416**
Internal services	91	87	77
Total	**510**	**505**	**493**

Analysis of human resources for the next three years

The FTEs are planned to follow the implementation of the Comprehensive Expenditure Review.

Supplementary information tables

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

- Gender-based Analysis Plus
- Response to Parliamentary committees and external audits

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 minister: The Honourable Gary Anandasangaree, P.C., K.C., M.P.

Institutional head: Joanne Blanchard, Chairperson.

Ministerial portfolio: Minister of Public Safety Canada.

Enabling instrument(s): The legal authorities under which the PBC operates include the *Corrections and Conditional Release Act* and its Regulations, the *Criminal Records Act* and its Regulations, the Letters Patent, the *Criminal Code*, the *Canadian Charter of Rights and Freedoms*, and other legislation.

Year of incorporation or commencement: 1959.

Other: The PBC contributes to the Government of Canada's outcome of a safe and secure Canada. The PBC contributes to this outcome by making timely conditional release, record suspension/pardon, and expungement decisions and clemency recommendations.

The PBC is headed by a Chairperson who reports to Parliament through the Minister of Public Safety. The Minister, however, does not have statutory authority to give direction to the Chairperson or other Board members of the PBC in the exercise of their decision-making powers and other legislative authorities. This structure helps to ensure the impartiality and integrity of the PBC's decision-making process.

In making conditional release, record suspension/pardon and expungement decisions, as well as clemency recommendations, the PBC's primary objective is the protection of society. In rendering

its decisions, the PBC is autonomous and independent. However, its decisions are open and transparent to the public upon request, consistent with its legislation and policies.

The PBC carries out its responsibilities through a national office in Ottawa, as well as six offices in five regions across the country (Atlantic, Quebec, Ontario, Prairie, and Pacific).

Departmental contact information

Mailing address:
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410 Laurier Avenue West
Ottawa, Ontario
K1A 0R1

Email: info@PBC-CLCC.gc.ca

Website: Canada.ca/Parole-Board-of-Canada

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.