Women and Gender Equality Canada | Femmes et Égalité des genres Canada

Women and Gender Equality Canada

2026–27 Departmental Plan



The Honourable Rechie Valdez, P.C., M.P.

Minister of Women and Gender Equality and Secretary of State (Small Business and Tourism)

Canada

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Women and Gender Equality Canada's 2026-27 Departmental Plan

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At a glance

This departmental plan details Women and Gender Equality Canada's (WAGE) priorities, plans, and associated costs for the upcoming three fiscal years.

These plans align with the priorities outlined in the Mandate Letter, as well as WAGE's Vision, mission, raison d'être and operating context.

Key priorities

WAGE identified the following key priorities for 2026-27:

- Promote and advance women and gender equality, including in economic participation and security
- Prevent and address gender-based violence (GBV)
- Promote and advance 2SLGBTQI+ equality
- Sustain policy leadership on Gender-based Analysis Plus (GBA Plus)
- Align WAGE to drive impact for Canadians

Comprehensive Expenditure Review

The government is committed to restraining the growth of day-to-day operational spending to make investments that will grow the economy and benefit Canadians.

As part of meeting this commitment, WAGE is planning the following spending reductions:

- **2026-27**: $8,000,000
- **2027-28**: $8,000,000
- **2028-29:** $8,000,000

WAGE is currently finalizing its approach to achieving these savings, with input from relevant partners. Details will be made available once this work is completed.

The figures in this departmental plan do not reflect these reductions.

Highlights for WAGE in 2026-27

In a rapidly changing and shifting world, the new federal government is building a strong Canada for everyone, where challenges are met with confidence, security, and resilience. WAGE will support the federal government's focused mandate and contribute to its missions to build one Canadian economy, bring down costs for Canadians and help them to get ahead, protect Canadian sovereignty, and keep Canadians safe. In 2026-27, WAGE will continue to strengthen collaboration with federal, provincial, and territorial counterparts to coordinate action that advances all Canadians' economic security, participation and leadership, and addresses the devastating impacts of GBV. The Department will continue the ongoing work with the provinces and territories, including through the current bilateral agreements supporting the implementation of the National Action Plan to End Gender-Based Violence, and renewed Crisis Hotlines agreements. In addition, ongoing funding will strengthen federal action on GBV by supporting Indigenous organizations to prevent and address violence against Indigenous women, girls, and 2SLGBTQI+ people, and sustaining crisis hotlines that serve the urgent needs of survivors and their families across the country. Increased ongoing funding for the Women's Program will revitalize and stabilize efforts to advance women's equality in Canada, including by improving the economic security and participation in leadership roles of women and girls, which includes marginalized and Indigenous women and girls, and women and girls who are part of the 2SLGBTQI+ communities. WAGE will also continue implementing year 5 of the Federal 2SLGBTQI+ Action Plan by maintaining support for community-based projects and by working across government to support inclusion of 2SLGBTQI+ issues in the work of the Government of Canada. WAGE's sustained policy leadership and collaboration with other government departments will continue to embed GBA Plus across the policy cycle. Moreover, the Department will continue to fulfill its legislative requirements on GBA Plus and support its integration in the development of effective policies, programs, and legislation.

In 2026-27, total planned spending (including internal services) for WAGE is $414,566,238 and total planned full-time equivalent staff (including internal services) is 400.

Summary of planned results

The following provides a summary of the results the department plans to achieve in 2026-27 under its main areas of activity, called "core responsibilities."

Core responsibility 1: Advancing gender equality

Since its establishment in 2018, WAGE has empowered Canadians, particularly women and 2SLGBTQI+ people, through programs that enhance meaningful participation in Canada's economy. WAGE's work extends across the government, helping departments and agencies include more Canadians in shaping and strengthening the country's social and economic fabric. In 2026-27, WAGE will conduct critical work to advance gender equality for women, girls, and 2SLGBTQI+ people in Canada. Through its programs to eliminate discrimination, advance rights, and enhance meaningful participation in Canada's economy, the Department supports the empowerment of all Canadians, including women, girls, and 2SLGBTQI+ communities so that they can achieve their full potential. WAGE will focus on delivering results while supporting the government-wide commitment to invest in areas that matter most to Canadians.

WAGE will continue to support women's organizations in addressing deeply rooted barriers to women's economic prosperity and success and support the vision of a Canada that is free of GBV. The Department will carry out important ongoing work with the provinces and territories to end GBV, including through the current bilateral agreements that enable these jurisdictions to fund essential prevention services and direct support for survivors. WAGE will also advance equality for members of the 2SLGBTQI+ community It will do so by delivering on existing commitments under the Federal 2SLGBTQI+ Action Plan and working with 2SLGBTQI+ communities on issues related to safety and security, including Pride security.

The Department will sustain policy leadership on GBA Plus, fulfilling WAGE's legislative requirements and supporting the integration of streamlined and effective GBA Plus requirements as a key component to support the development of effective policies, programs, and legislation.

The work of WAGE helps advance the rights of women, girls, and 2SLGBTQI+ communities to strengthen long-term outcomes for all Canadians. To support the government-wide Comprehensive Expenditure Review while conducting this critical work, WAGE will identify annual savings of two per cent of its review base, which represents $8 million.

Planned spending: $390,603,762

Planned human resources: 260

More information about advancing gender equality can be found in the full plan.

For complete information on WAGE's total planned spending and human resources, read the Planned spending and human resources section of the full plan.

From the Minister

As Minister of Women and Gender Equality and Secretary of State (Small Business and Tourism), I'm pleased to share WAGE's 2026–27 Departmental Plan, detailing this year's actions to advance gender equality in Canada.

In an increasingly divided world, we must persist in standing up for and protecting equal rights, safety, and opportunity for all. Building the strongest economy in the G7 requires the full participation of all Canadians. Fair workplaces, equitable policies, and thriving communities don't happen overnight; they're built through consistent, coordinated effort over time. April 2026 marks 50 years since Status of Women Canada was created, highlighting Canada's long-standing commitment to gender equality.

Building on that legacy, WAGE was established in 2018 and has made important investments to reduce discrimination, promote women in the workplace, and advance equality for 2SLGBTQI+ people. Throughout the year, WAGE will collaborate with federal, provincial, and territorial governments, Indigenous organizations, international partners, and civil society to open doors for all Canadians, including women and 2SLGBTQI+ people.

As we support the federal government's missions to build one Canadian economy, bring down costs for Canadians to help them get ahead, and keep Canadians safe, WAGE will concentrate on our core mandate through the following commitments:

- promote and advance women and gender equality, including in economic participation and security
- prevent and address gender-based violence
- promote and advance 2SLGBTQI+ equality
- sustain policy leadership on Gender-based Analysis Plus (GBA Plus)
- align WAGE to drive impact for Canadians

We will carry out this work with a plan that delivers real, measurable progress, while supporting the government-wide commitment to invest in what matters most to Canadians. Through the Comprehensive Expenditure Review, we will eliminate duplication and inefficiencies while identifying 2% savings ($8 million per year starting in 2026-27) to protect and focus WAGE's core mandate.

In 2026-27, WAGE will develop and streamline tools to facilitate the efficient and robust application of GBA Plus across all federal departments to support policies, programs and nation-building projects that are responsive and inclusive.

Empowering women in the economy is crucial to building a strong Canada. A new investment of $382.5 million over five years, with $76.5 million ongoing, will enable hundreds of organizations on the ground to plan for the long term, helping women improve their economic security, rise to leadership roles, and succeed in every sector of Canada's economy.

Gender-based violence undermines the social fabric and economic stability of our communities. A new investment of $223.4 million over five years, with $44.7 million ongoing, will help prevent violence and support survivors, because no one can learn, work, or lead if they don't feel safe at

home, online, at school, or at work. Concurrently, work continues on the implementation of the National Action Plan to End Gender-Based Violence in collaboration with Federal, Provincial, and Territorial partners (FPTs).

WAGE remains committed to addressing hate and discrimination against 2SLGBTQI+ people. The federal government is investing $54.6 million over five years, with $10.9 million ongoing, to support 2SLGBTQI+ communities, including funding for Pride Security. WAGE will deliver on commitments under the Federal 2SLGBTQI+ Action Plan.

On the international stage, WAGE will remain engaged in key forums such as the United Nations Commission on the Status of Women to uphold human rights, promote equitable global policies, and advance gender equality and the empowerment of all women and girls worldwide.

To meet today's complex challenges, Canada must chart a bold and ambitious new course, one rooted in our Canadian values. Delivering real results and lasting change requires close collaboration with FPTs and true partnership within government, across departments, with Indigenous communities, and throughout society. This is how we will build our economy, empower Canadians with lower costs and new opportunities to get ahead, and protect our communities and our country.



The Honourable Rechie Valdez
Minister of Women and Gender Equality and Secretary of State (Small Business and Tourism)

Plans to deliver on core responsibilities and internal services

Core responsibilities and internal services

- Core responsibility 1: Advancing gender equality
- Internal services

Core responsibility 1: Advancing gender equality

In this section

- Description
- Quality of life impacts
- Indicators, results and targets
- Plans to achieve results

- Gender-based Analysis Plus
- Planned resources to achieve results
- Program inventory
- Summary of changes to reporting framework since last year

Description

The Department for Women and Gender Equality advances gender equality for women, including social, economic, and political equality with respect to sex, sexual orientation, and gender identity or expression. The Department promotes a greater understanding of the intersection of sex and gender with other identity factors that include race, national and ethnic origin, Indigenous origin or identity, age, sexual orientation, socio-economic condition, place of residence and disability. The Department develops and coordinates policies and programs; and undertakes research and data collection and analyses related to these policies and programs; and raises public awareness through outreach. The Department provides advice to government to achieve Canada's gender equality outcomes and goals, including advocacy for gender-based budgeting, and facilitates the advancement of gender equality among other partners and stakeholders, through its expertise, contribution to research and funding to community initiatives. The Department serves as a central point for sharing expertise across Canada and with international partners and uses this knowledge to inform and support Canada's gender equality priorities.

Quality of life impacts

There are three domains and five subdomains under the Quality of Life Framework for Canada that align with WAGE's core responsibility. The five indicators for these domains and subdomains that WAGE's activities will serve are outlined below, by subdomain.

Safety and security and Justice and human rights

WAGE's activities to prevent and address GBV have the ultimate aim of ending the violence that women, girls, and 2SLGBTQI+ people experience. Therefore, WAGE expects that these activities will directly impact the indicator "Victimization" under the "Safety and security" subdomain of "Good governance." These activities will also contribute to the headline indicator "Discrimination and unfair treatment" under the subdomain "Justice and human rights," also within "Good governance."

In 2026-27, the National Action Plan to End Gender-Based Violence (a 10-year plan launched by Canadian federal, provincial, and territorial ministers in November 2022) is expected to build on the progress achieved in years 1 and 2 to prevent and address GBV (annual progress reports on the National Action Plan to End GBV can be found on the WAGE website). Results will be measured against expected outcomes, including baselines and targets, so that the Action Plan is meeting its objectives in the following areas:

1) changing social norms, attitudes and behaviours
2) addressing causes that allow GBV to persist
3) ensuring access to timely and culturally appropriate supports and services
4) improving overall well-being for those affected by GBV

Historically, incidences of GBV were vastly underreported. Therefore, if the activities of the Action Plan are successful as victim/survivor confidence in the policing and judicial systems increases, as well as in the availability of supports for those at risk of or experiencing GBV, there may be an increase in the numbers of reported incidences of GBV.

WAGE's activities to make Canadian society more inclusive are also expected to contribute to improvements in the "Shared values" indicator. It is under the "Culture and identity" subdomain of "Society."

In 2026-27, as part of its efforts to reduce discrimination and unfair treatment and to promote Canada's shared values of equality, equity and inclusion, WAGE will implement year 3 of the Unity anti-stigma awareness campaign and support 2SLGBTQI+ community organizations in combatting anti-2SLGBTQI+ hate. By raising awareness on how best to recognize stigma and debunk misinformation, more individuals will have the tools to create a Canada where all people can feel free and safe to be who they are. Supporting initiatives like Unity and those being led by organizations across the country will help 2SLGBTQI+ communities to become safe, valued, and empowered to reach their full potential to participate in Canada's social and economic life.

Economic security and deprivation

WAGE works to remove barriers to economic participation and empowerment for Canadians, particularly women, girls, and 2SLGBTQI+ people. WAGE's activities contribute to the headline indicator "Poverty" under the "Economic security and deprivation" subdomain of "Prosperity."

In 2026-27, the Woman's Program plans to support projects that are expected to contribute to improving the economic security and prosperity of women in Canada. By expanding women's footprint in the economy—whether as entrepreneurs, executives, innovators, or community leaders—these investments will unlock new sources of growth, drive competitiveness, and help ensure that Canada's prosperity reflects the full diversity of its people.

Democracy and institutions

Finally, WAGE works to have more women and 2SLGBTQI+ people in leadership positions. Therefore, WAGE expects its activities will contribute to the "Representation in senior leadership positions" indicator, under the "Democracy and institutions" subdomain of "Good governance."

In 2026-27, the Woman's Program plans to support projects that are expected to encourage women and girls in leadership and decision-making roles and to increase the representation of 2SLGBTQI+ people in these positions. By strengthening women's presence in the leadership sphere, Canada not only builds more inclusive institutions but also supports better governance and more resilient communities.

Indicators, results and targets

This section presents details on the department's indicators, the actual results from the three most recently reported fiscal years, the targets and target dates for advancing gender equality. Details are presented by departmental result.

Tables 1 to 4 provide a summary of the target and actual results for each indicator associated with the results under advancing gender equality.

Table 1: The Department's activities contribute towards the advancement of women's equality (WE) in Canada

Departmental Result Indicators	Actual Results	2026–27 Target	Date to achieve target
Percentage of funded projects implemented that resulted in a change in policies and/or practices	2022-23: N/A[1] 2023-24: N/A 2024-25: 67%	Greater than 50%	March 2030
Percentage of WAGE-supported Women's Equality knowledge products that have been directly referenced in decision-making documents	2022-23: N/A 2023-24: N/A 2024-25: 69%	Greater than 65%	March 2030
Percentage of projects that reported contributing to improving the quality of life of Canadians in at	2022-23: N/A 2023-24: N/A 2024-25: 93%	Greater than 80%	March 2030

[1] WAGE has a renewed Departmental Results Framework (DRF). All departmental results indicators are new, and data was not collected for fiscal years prior to 2024-25.

Departmental Result Indicators	Actual Results	2026–27 Target	Date to achieve target
least one of the three Program-relevant areas identified[2]			

Table 2: The Department's activities contribute towards a reduction of the impact of Gender-Based Violence in Canada

Departmental Result Indicators	Actual Results	2026–27 Target	Date to achieve target
Percentage of respondents reporting that they applied or will apply new knowledge gained through WAGE funded activities	2022-23: N/A 2023-24: N/A 2024-25: 96%	Greater than 80%	March 2030
Percentage of WAGE-supported GBV knowledge products that have been directly referenced in decision-making documents	2022-23: N/A 2023-24: N/A 2024-25: 76%	Greater than 75%	March 2030
Percentage of projects that reported contributing to improving the quality of life of Canadians in at least one of the three Program-relevant areas identified[3]	2022-23: N/A 2023-24: N/A 2024-25: 99%	Greater than 80%	March 2030

Table 3: The Department's activities contribute towards the increase of equality for people of differing sexual orientations, gender identities and expressions, or sex characteristics (SOGIESC) in Canada

Departmental Result Indicators	Actual Results	2026–27 Target	Date to achieve target
Percentage of intended audiences who apply knowledge to address barriers to equality for people of differing sexual orientation, gender identity and expression, and sex characteristics	2022-23: N/A 2023-24: N/A 2024-25: 100%	Greater than 75%	March 2030
Percentage of WAGE-supported 2SLGBTQI+-related knowledge products that have been directly referenced in decision-making documents	2022-23: N/A 2023-24: N/A 2024-25: 91%	Greater than 75%	March 2030

[2] The three relevant areas for the Advancing Equality for Women Program are the following: a) WE gender norms and attitudes; b) Economic participation and prosperity of women; c) Representation of women in leadership positions.

[3] The three areas identified for Preventing and Addressing Gender-Based Violence Program are the following: a) Support for people impacted by or at risk of GBV, and their families; b) The social and economic determinants that contribute to GBV; c) The personal safety of women, gender minorities and individuals from at risk identity groups.

Departmental Result Indicators	Actual Results	2026–27 Target	Date to achieve target
Percentage of projects that reported contributing to improving the quality of life of Canadians in at least one of the four Program-relevant areas identified[4]	2022-23: N/A 2023-24: N/A 2024-25: 85%	Greater than 80%	March 2030

Table 4: Federal departments and agencies integrate GBA Plus as part of evidence-based decision-making

Departmental Result Indicators	Actual Results	2026–27 Target	Date to achieve target
Percentage of organizations using at least three of WAGE tools or resources to support GBA Plus	2022-23: N/A 2023-24: N/A 2024-25: 90%	Greater than 89%	March 2030
Percentage of organizations participating in one or more whole-of-government infrastructure networks for GBA Plus	2022-23: N/A 2023-24: N/A 2024-25: 88%	Greater than 87%	March 2030
Percentage of organizations that integrate GBA Plus "almost always/always" in the "Problem Definition" stage of the policy/program development activities/process	2022-23: N/A 2023-24: N/A 2024-25: 30%	Greater than 29%	March 2030
Percentage of departments and agencies that track and monitor the implementation of GBA Plus and/or its impact on their activities and initiatives	2022-23: N/A 2023-24: N/A 2024-25: 90%	Greater than 89%	March 2030

Additional information on the detailed results and performance information for WAGE's program inventory is available on GC InfoBase.

Plans to achieve results

The following section describes the planned results for advancing gender equality in 2026-27.

The Department's activities contribute towards the advancement of women's equality in Canada

In support of the federal government's missions to build one Canadian economy and bring down costs for Canadians and help them to get ahead, WAGE will promote and advance women and gender equality, including economic participation and security.

Results we plan to achieve

[4] The four areas identified for the SOGIESC Program are the following: a) Positive perceptions of diversity; b) The health of 2SLGBTQI+ individuals (both physical and mental health); c) The safety of 2SLGBTQI+ individuals; d) The access to, or realization of, economic opportunities for 2SLGBTQI+ individuals, gender minorities, or individuals from at risk identity groups.

- Revitalize and stabilize efforts to advance women's equality in Canada and provide long-term benefits to Canadians.
    - Invest in initiatives aimed at strengthening partner not-for-profit organizations and addressing barriers to women's equality.
    - Leverage data and analysis on the importance of gender equality for building a strong and competitive economy. This will inform a focused and strategic approach to investing in women's economic empowerment and leadership opportunities. It will also help to facilitate long-term sustainability of the women's sector.
- Collaborate with federal, provincial, and territorial counterparts on action that advances women's economic security, participation and leadership, and addresses the devastating impacts of gender-based violence.
    - Lead the planning and delivery of the 44th Annual Federal-Provincial-Territorial (FPT) Forum of Ministers Responsible for the Status of Women.
    - This includes consulting with National Indigenous Leaders and Representatives.
- Leverage the United Nations Commission on the Status of Women (UNCSW) to promote inclusive policies, uphold human rights, and advance gender equality and the empowerment of all women and girls globally.
    - Lead Canada's delegation to the 71st session of the UNCSW.
- Address affordability barriers faced by low-income individuals, including broadened access for those living with disabilities and Indigenous populations, and reduce the stigma of menstruation. This will be done through continued implementation of the extension of the Menstrual Equity Fund (MEF) national pilot, in partnership with Food Banks Canada.
    - Launch an evaluation of the MEF national pilot, including the planning phase and data collection.

The Department's activities contribute towards a reduction of the impact of Gender-Based Violence in Canada

WAGE will contribute to the federal government's mission to protect Canadian sovereignty and keep Canadians safe by taking action to prevent and address GBV.

Results we plan to achieve

- Strengthen federal action on gender-based violence in support for specific populations who have experienced such violence.
    - Invest in initiatives that support the sector in addressing intimate partner violence and GBV to help create safe communities.
    - Identify strategic priorities to allocate funding to support organizations and initiatives working on preventing and addressing GBV, including in Indigenous communities.
    - Support Justice Canada in its work to strengthen the criminal justice system and develop legislative solutions.
- Continue the ongoing work with the provinces and territories to end GBV, including through the current bilateral agreements that enable these jurisdictions to fund essential prevention services and direct support for survivors. Annual progress reports will continue to be published, highlighting actions taken and advancements made.

- Continue work to evaluate It's Time: Canada's Strategy to Prevent and Address Gender-Based Violence and the National Action Plan to End Gender-Based Violence.
- Strengthen the evidence base on GBV by funding and conducting research, analyzing trends, and sharing findings broadly to guide prevention and response efforts.

The Department's activities contribute towards the increase of equality for people of differing sexual orientations, gender identities and expressions, or sex characteristics (SOGIESC) in Canada

WAGE will promote and advance 2SLGBTQI+ equality to contribute to the federal government mission to keep Canadians safe.

Results we plan to achieve

- WAGE will take a focused approach to deliver on commitments under the Federal 2SLGBTQI+ Action Plan including:
    - Convene and co-lead 2SLGBTQI+ Community and Government of Canada Partnership Committee meetings.
    - Continue to implement the Unity awareness campaign to enhance inclusion and break down stigma and discrimination against 2SLGBTQI+ communities.
- Engage with 2SLGBTQI+ communities on issues related to safety and security including Pride Security.
    - Implement Canada's Action Plan on Combatting Hate by funding projects that build and sustain 2SLGBTQI+ community resilience against hate and discrimination.
- Continue to address barriers facing the 2SLGBTQI+ community sector by engaging on future priorities and needs.
    - Invest in initiatives that advance equality (including economic participation) and safety for 2SLGBTQI+ communities.
- Continue work to evaluate the Equality with respect to Sex, Sexual Orientation, Gender Identity and Expression (SSOGIE) Program and the 2SLGBTQI+ Secretariat.

Federal departments and agencies integrate GBA Plus as part of evidence-based decision-making

Through sustained policy leadership on GBA Plus, WAGE will contribute to the federal government mission to build one Canadian economy.

Results we plan to achieve

- Fulfil WAGE's legislative requirements on GBA Plus.
    - Provide guidance and tools to enable the application of streamlined and robust GBA Plus, including through the Impact Assessment Agency of Canada's project review process.
- Support the integration of streamlined and effective GBA Plus requirements in the development of effective policies, programs, and legislation to help identify and mitigate gendered risks.
    - Capture lessons learned, best practices and mitigation strategies to address GBV risks, and diversity and inclusion considerations.

- Simplify tools to strengthen the capacity of GBA Plus and support efficient policy making.

Gender-based Analysis Plus

In 2026-27, WAGE's activities will support the pillars and goals of the Gender Results Framework, and its funded projects will contribute to improving the quality of lives of Canadians. Disaggregated data and population-specific research inform priorities for Calls for Proposals for funding. Mandatory annual data collection and reporting templates have been established for all funding recipients and include the collection of some data disaggregated by identity factors where relevant and possible. This allows the Department to monitor the reach of its funding for specific groups and to make course corrections to mitigate barriers.

Planned resources to achieve results

Table 5: Planned resources to achieve results for advancing gender equality

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

Resource	Planned
Spending	390,603,762
Full-time equivalents	260

Complete financial and human resources information for WAGE's program inventory is available on GC InfoBase.

Program inventory

Advancing gender equality is supported by the following programs:

- Advancing Equality for Women
- Preventing and Addressing Gender-Based Violence
- Advancing Equality for Sexual Orientation, Gender Identity or Expression and Sex Characteristics
- Gender-based Analysis Plus

Additional information related to the program inventory for advancing gender equality is available on the Results page on GC InfoBase.

Summary of changes to reporting framework since last year

WAGE renewed its Departmental Results Framework (DRF) in 2025–26 to reflect the Department's evolution, to align its programs with its core responsibility and priorities, and to emphasize the importance and role of its GBA Plus function, both within the Department and as the GBA Plus champion across the federal government. WAGE's DRF was previously updated in 2019. The updated DRF better reflects WAGE's current structure and mandate, and it strengthens performance measurement, aligning Departmental Results with Programs and using indicators included in Performance Information Profiles.

The renewal introduced four new Programs:

- Advancing Equality for Women
- Preventing and Addressing Gender-Based Violence
- Sexual Orientation, Gender Identity and Expression and Sex Characteristics
- Gender-Based Analysis Plus

In addition, WAGE moved from two Departmental Results to four new Departmental Results, each aligned with one of its Programs. New Departmental Results Indicators better reflect WAGE activities and focus performance measurement over areas where the Department has some influence. These DRF changes strengthen alignment with the Department's areas of work and are intended to enhance reporting clarity.

Internal services

In this section

- Description
- Plans to achieve results
- Planned resources to achieve results
- Planning for contracts awarded to Indigenous businesses

Description

Internal services are the services that are provided within a department so that it can meet its corporate obligations and deliver its programs. There are 10 categories of internal services:

- 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

Plans to achieve results

This section presents details the department's plans to achieve results and meet targets for internal services.

Simplify and focus operations

WAGE will support the federal government in its efforts to modernize government operations, streamline program delivery, and recalibrate government programs. As such, WAGE will:

- Take steps to optimize WAGE's productivity and improve operations to provide high-quality services for Canadians, including development of a consistent and simplified approach for the delivery of funding to stakeholders.

- Bring greater focus to its priorities, clarify accountabilities, and simplify processes and reduce duplication and administrative burden through its well-established integrated business planning (IBP) approach and organization-wide engagement.
- Leverage technology, including making use of automation and artificial intelligence to deliver results where appropriate.

This will make for a more focused departmental workforce and position WAGE for success in driving impact for Canadians.

Optimize people management and culture to support focused, efficient, and effective leadership and processes

- Promote tools, training, resources, and accountability in support of employee engagement.
- Continue strengthening the Department's digital and data skills and capabilities to improve service delivery and decision-making.

Demonstrate the impact of WAGE's work

- Leverage WAGE's renewed performance framework to strengthen the Department's approach to reporting results and provide evidence of its contribution to improving the lives of Canadians.

Take an enterprise-wide approach to stakeholder outreach

- Improve WAGE's strategic approach to engage and consult stakeholders to advance priorities.

These actions will contribute to achieving departmental results by positioning WAGE to strengthen organizational agility and increase efficiency and effectiveness. Empowering leadership and employees through a people-management approach will help carry the organization forward during a time of change and renewal. Streamlining operations while maintaining a people-focused culture will enable WAGE to strengthen its performance, accountability, and results.

Planned resources to achieve results

Table 6: Planned resources to achieve results for internal services this year

Table 6 provides a summary of the planned spending and full-time equivalents required to achieve results.

Resource	Planned
Spending	23,962,476
Full-time equivalents	140

Complete financial and human resources information for WAGE's program inventory is available on GC InfoBase.

Planning for contracts awarded to Indigenous businesses

WAGE will achieve and sustain the minimum 5% Indigenous procurement target by integrating Indigenous business considerations early in procurement planning, conducting mandatory market

research, and increasing the use of Procurement Strategy for Indigenous Business set-asides and Indigenous-specific procurement tools. The Department will continue internal awareness and training for managers, strengthen tracking and reporting, and proactively identify requirements suitable for Indigenous suppliers, including recurring or lower-complexity contracts. WAGE will also collaborate with Indigenous Services Canada, Public Services and Procurement Canada, and other departments to improve access to Indigenous supplier capacity information and adjust strategies annually based on performance and lessons learned. Together, these actions establish a proactive, accountable, and evidence-based approach that supports consistently meeting or exceeding the target set out in Appendix E to the Directive on the Management of Procurement.

Table 7: Percentage of contracts planned and awarded to Indigenous businesses

Table 7 presents the current, actual results with forecasted and planned results for the total percentage of contracts the department awarded to Indigenous businesses.

5% Reporting Field	2024-25 Actual Result	2025-26 Forecasted Result	2026-27 Planned Result
Total percentage of contracts with Indigenous businesses	8.09%	5%	5%

Department-wide considerations

- Related government priorities
- Key risks

Related government priorities

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

In 2026-27, WAGE will sustain its support for Canada to make progress on the United Nations' 2030 Agenda for Sustainable Development and the UN Sustainable Development Goals (SDGs), in alignment with WAGE's Departmental Sustainable Development Strategy. WAGE is the federal lead on *SDG 5: Achieve gender equality and empower all women and girls*, and will advance this goal through several activities, including:

- Continuing to prevent and address GBV and support victims, survivors and their families by advancing the National Action Plan to End Gender-Based Violence, as well as the Federal GBV Strategy.
- Sharing and mobilizing knowledge, raising awareness, and promoting action to advance gender equality, including supporting prevention and addressing of GBV, through public awareness and commemoration activities.
- Strengthening the use of streamlined GBA Plus across the federal government.
- Funding research to build the evidence base for responsive and inclusive policies including looking at the economic cost of GBV.
- Continuing to partner with women's and civil society organizations to strengthen the sector and reduce barriers impeding some Canadian's, particularly women's, girls', and

2SLGBTQI+ persons', full participation in the country's economic, social, and political spheres.
- Supporting gender equality domestically and abroad through engagement at international events and through the Federal-Provincial-Territorial Forum of Ministers Responsible for the Status of Women.

WAGE activities also contribute to *SDG 10: Reduce inequality within and among countries*. This is particularly true for the Department's efforts to implement the Federal 2SLGBTQI+ Action Plan and Canada's Action Plan to Combat Hate, its engagement to consider Indigenous perspectives in its initiatives, and its continued support for the implementation of the MMIWG2S+ National Action Plan.

Further, WAGE helps and engages with other departments so that their efforts to advance the SDGs reflect this objective and support equality targets across all 17 SDGs.

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

Artificial Intelligence

In alignment with the government's digital agenda, WAGE will implement a digital modernization approach focused on the core themes of Maximizing Value and Efficiency, Reducing Complexity and Risk, and Operating Smartly.

Starting in 2026–27, WAGE will modernize certain tools by migrating to SharePoint Online. The Department will maximize value by leveraging cloud services platforms and deploy centrally negotiated artificial intelligence (AI) contracts. WAGE will support AI adoption by upskilling the workforce to use AI safely and effectively and provide employees with access to approved AI tools. By harnessing the potential of AI and cloud services platforms, the organization will continue to improve its delivery of its programs, operations, and services.

Key risks

In an increasingly dynamic and uncertain environment, WAGE may face risks in fulfilling its core responsibility. To succeed in this complex and multi-faceted environment, the Department must effectively manage and mitigate its risks.

Capacity management may be a risk for the organization, as there is potential for misalignment between the Department's evolving workforce profile and its ability to sustain critical capabilities, meet program commitments, and achieve strategic objectives. Mitigation measures identified include continuing its robust approach to resource planning and management to facilitate focus, clear accountability and agility.

WAGE may face an organizational change risk arising from the Department's need to evolve and respond to the broader government context. This could impact WAGE's ability to effectively and sustainably deliver on its mandate. WAGE plans to mitigate this risk by redoubling efforts to focus and simplify our work, continued implementation of sound strategic governance and oversight, and employee and stakeholder engagement.

WAGE may face challenges in meeting evolving digital and policy requirements if it is unable to maintain or acquire adequate digital skills to keep up with the adoption of new technologies and evolving regulatory landscape. To mitigate this risk, the Department is prioritizing operational simplification and technology consolidation. Resource gaps will be bridged by balancing strategic hiring with specialized short-term supports and collaboration with other government departments. Key initiatives include technology modernization and joint planning with the Chief Data Officer and Chief Information Officer.

Planned spending and human resources

This section provides an overview of WAGE's planned spending and human resources for the next three fiscal years and of planned spending for 2026-27 with actual spending from previous years.

In this section

- Spending
- Funding
- Future-oriented condensed statement of operations
- Human resources

Spending

This section presents an overview of the department's planned expenditures from 2023-24 to 2028-29.

Budgetary performance summary

Table 8: Three-year spending summary for core responsibilities and internal services (dollars)

Table 8 presents WAGE's spending over the past three years to carry out its core responsibilities and for internal services. Amounts for the 2025–26 fiscal year are forecasted based on spending to date.

Core responsibilities and Internal services	2023-24 Actual Expenditures	2024-25 Actual Expenditures	2025-26 Forecast Spending
Advancing gender equality	295,787,831	346,440,898	377,091,630
Subtotal (s)	**295,787,831**	**346,440,898**	**377,091,630**

Core responsibilities and Internal services	2023-24 Actual Expenditures	2024-25 Actual Expenditures	2025-26 Forecast Spending
Internal services	25,111,050	22,521,261	21,050,516
Total (s)	**320,898,881**	**368,962,159**	**398,142,146**

Analysis of the past three years of spending

The increase in 2024-25 actual expenditures is mainly due to funding from Budget 2022 to work with provinces and territories to implement the National Action Plan to End Gender-Based Violence ($539.3 million over five years). The increase in 2025-26 forecast spending is mainly due to funding from the 2024 Fall Economic Statement to support national women's organizations ($15 million over three years). Additional funding for the MEF national pilot received in both 2023-24 ($25 million over two years) and 2025-26 ($60 million over two years) also contributes to differences in spending across these years.

More financial information from previous years is available on the Finances section of GC Infobase.

Table 9: Planned three-year spending on core responsibilities and internal services (dollars)

Table 9 presents WAGE's planned spending over the next three years by core responsibilities and for internal services.

Core responsibilities and Internal services	2026-27 Planned Spending	2027-28 Planned Spending	2028-29 Planned Spending
Advancing gender equality	390,603,762	185,347,963	185,047,546
Subtotal	**390,603,762**	**185,347,963**	**185,047,546**

Core responsibilities and Internal services	2026-27 Planned Spending	2027-28 Planned Spending	2028-29 Planned Spending
Internal services	23,962,476	20,826,639	20,695,238
Total	**414,566,238**	**206,174,602**	**205,742,784**

Analysis of the next three years of spending

The 2027-28 planned spending reflects the conclusion of current time-limited funding from Budget 2022 to work with provinces and territories to implement the National Action Plan to End Gender-Based Violence ($539.3 million over five years), Budget 2022 to support the implementation of the Federal 2SLGBTQI+ Action Plan ($100 million over five years), and the 2024 Fall Economic Statement for the MEF national pilot ($60 million over two years).

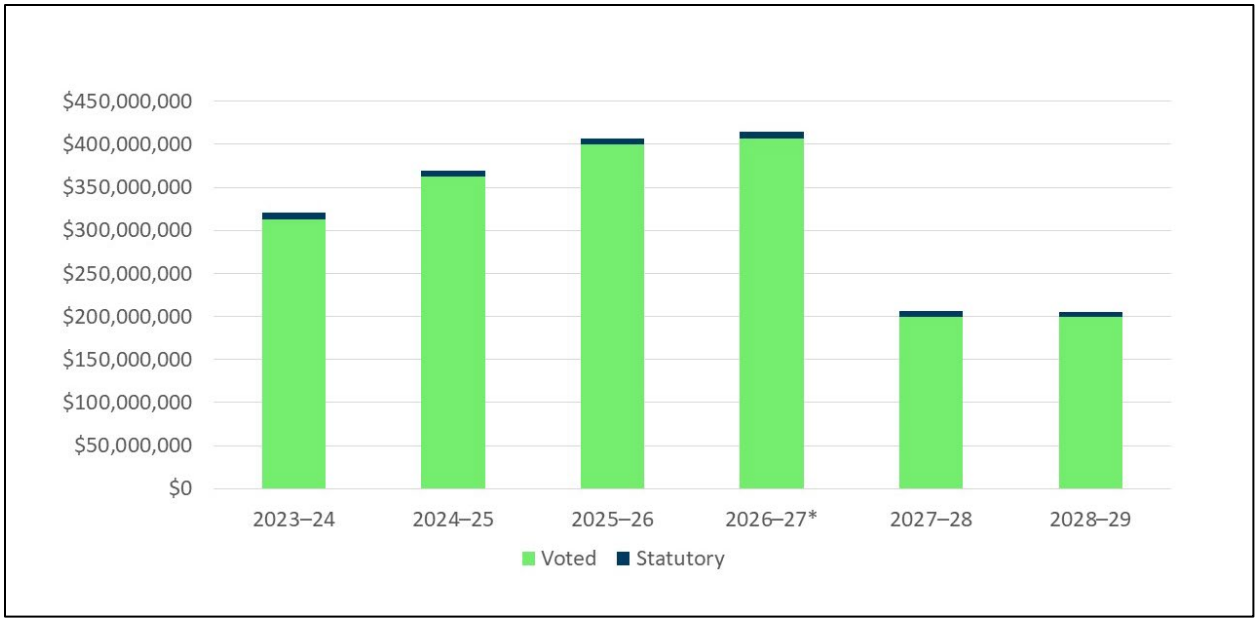
More detailed financial information on planned spending is available on the Finances section of GC Infobase.

Funding

This section provides an overview of the department's voted and statutory funding for its core responsibilities and for internal services. For further information on funding authorities, consult the Government of Canada budgets and expenditures.

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

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



*Planned spending is based on current approved funding and may change based on future funding decisions. See analysis below.

Text description of graph 1

Fiscal year	Total	Voted	Statutory
2023-24	320,898,881	313,031,267	7,867,614
2024-25	368,962,159	362,175,408	6,786,751
2025-26	407,142,146	400,020,004	7,122,142
2026-27* *See analysis below	414,566,238	407,150,041	7,416,197
2027-28	206,174,602	199,751,063	6,423,539
2028-29	205,742,784	199,374,223	6,368,561

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

The change in planned spending over time is largely due to changes in grants and contributions funding as approved by Parliament.

*WAGE has received the following time-limited funding that will end in 2026-27:

- Funding to work with provinces and territories to implement the National Action Plan to End Gender-Based Violence ($539.3 million over five years).
- Funding to support the implementation of the Federal 2SLGBTQI+ Action Plan ($100 million over five years) which includes the following initiatives:
    - 2SLGBTQI+ Projects Fund
    - 2SLGBTQI+ Secretariat

    - 2SLGBTQI+ National Awareness Campaign
    - 2SLGBTQI+ Data Collection and Research
- Funding for the MEF national pilot ($60 million over two years).

WAGE also received the following ongoing funding in Budget 2025 starting in 2026-27:

- Funding to revitalise and stabilise efforts to advance women's equality in Canada ($76.5 million ongoing).
- Funding to support the 2SLGBTQI+ community sector, including Pride security ($10.9 million ongoing).
- Funding to strengthen federal action on gender-based violence ($44.7 million ongoing).

For further information on WAGE's departmental appropriations, consult the 2026-27 Main Estimates.

Future-oriented condensed statement of operations

The future-oriented condensed statement of operations provides an overview of WAGE's operations for 2025-26 to 2026-27.

Table 10: Future-oriented condensed statement of operations for the year ended March 31, 2027 (dollars)

Table 10 summarizes the expenses and revenues which net to the cost of operations before government funding and transfers for 2025-26 to 2026-27. The forecast and planned amounts in this statement of operations were prepared on an accrual basis. The forecast and planned amounts presented in other sections of the Departmental Plan were prepared on an expenditure basis. Amounts may therefore differ.

Financial information	2025-26 Forecast results	2026-27 Planned results	Difference (Planned results minus forecasted)
Total expenses	403,837,900	421,163,265	17,325,366
Total revenues	0	0	0
Net cost of operations before government funding and transfers	403,837,900	421,163,265	17,325,366

Analysis of forecasted and planned results

The $17.3 million difference between the 2025-26 forecast results and the 2026-27 planned spending results is mainly due to new funding received in the 2024 Fall Economic Statement for the MEF national pilot. In addition, the Department has strategically managed salary expenditures through attrition and organizational prioritization, ensuring operational continuity within approved reference levels.

A more detailed Future-Oriented Statement of Operations and associated Notes for 2026-27, including a reconciliation of the net cost of operations with the requested authorities, is available on WAGE's website.

Human resources

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

Table 11: Actual human resources for core responsibilities and internal services

Table 11 shows a summary of human resources, in full-time equivalents, for WAGE's core responsibilities and for its internal services for the previous three fiscal years. Human resources for the 2025–26 fiscal year are forecasted based on year to date.

Core responsibilities and internal services	2023-24 Actual full-time equivalents	2024-25 Actual full-time equivalents	2025-26 Forecasted full-time equivalents
Advancing gender equality	316	272	248
Subtotal	**316**	**272**	**248**
Internal services	159	146	132
Total	**475**	**418**	**380**

Analysis of human resources over the last three years

The 2024-25 actual FTEs reflect the current time-limited funding from Budget 2021 to renew the 2SLGBTQI+ Projects Fund and Budget 2022 for the MEF national pilot. It also reflects the natural attrition and the implementation of prudent workforce management practices. The 2025-26 forecasted FTEs reflect the continued application of this strategic workforce management approach.

Table 12: Human resources planning summary for core responsibilities and internal services

Table 12 shows information on human resources, in full-time equivalents, for each of WAGE's core responsibilities and for its internal services planned for the next three years.

Core responsibilities and internal services	2026-27 Planned full-time equivalents	2027-28 Planned full-time equivalents	2028-29 Planned full-time equivalents
Advancing gender equality	260	234	232
Subtotal	**260**	**234**	**232**
Internal services	140	125	124
Total	**400**	**359**	**356**

Analysis of human resources for the next three years

The 2026-27 planned FTEs reflect current time-limited funding, including the 2024 Fall Economic Statement funding for the MEF national pilot and Budget 2022 funding to work with provinces and territories to implement the National Action Plan to End Gender-Based Violence and to support the implementation of the Federal 2SLGBTQI+ Action Plan.

Supplementary information tables

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

- Details on transfer payment programs

Information on WAGE's departmental sustainable development strategy can be found on WAGE's website.

Federal tax expenditures

WAGE's Departmental Plan does not include information on 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(s): The Honourable Rechie Valdez

Institutional head: Frances McRae

Ministerial portfolio: Department for Women and Gender Equality

Enabling instrument(s): *Department for Women and Gender Equality Act*

Year of incorporation / commencement: 2018

Departmental contact information

Mailing address: Women and Gender Equality Canada

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Email: FEGC.Info.WAGE@fegc-wage.gc.ca

Website: https://www.canada.ca/en/women-gender-equality.html

Definitions

2SLGBTQI+ (2ELGBTQI+)

Two spirit people, lesbian, gay, bisexual, transgender, queer, intersex and the "+" is inclusive of people who identify as part of sexual and gender diverse communities, who use additional terminologies. Note: the evolution of language within communities may inform future evolutions of this acronym.

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 performed by a department. The intentions of the department with respect to a core responsibility are reflected in one or more related departmental results that the department seeks to contribute to or influence.

Departmental Plan (plan ministériel)

A report on the plans and expected performance of an appropriated department over a 3year period. Departmental Plans are usually tabled in Parliament each spring.

departmental result (résultat ministériel)

A consequence or outcome that a department seeks to achieve. A departmental result is often outside departments' immediate control, but it should be influenced by program-level outcomes.

departmental result indicator (indicateur de résultat ministériel)

A quantitative measure of progress on 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 on a department's actual accomplishments against the plans, priorities and expected results set out in the corresponding Departmental Plan.

full-time equivalent (équivalent temps plein)

A measure of the extent to which an employee represents a full person-year charge against a departmental budget. For a particular position, the full-time equivalent figure is the ratio of number of hours the person actually works divided by the standard number of hours set out in the person's collective agreement.

gender-based analysis plus (GBA Plus) (analyse comparative entre les sexes plus [ACS Plus])

Is an analytical tool used to support the development of responsive and inclusive policies, programs, and other initiatives. GBA Plus is a process for understanding who is impacted by the issue or opportunity being addressed by the initiative; identifying how the initiative could be tailored to meet diverse needs of the people most impacted; and anticipating and mitigating any barriers to accessing or benefitting from the initiative. GBA Plus is an intersectional analysis that 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.

Using GBA Plus involves taking a gender- and diversity-sensitive approach to our work. Considering all intersecting identity factors as part of GBA Plus, not only sex and gender, is a Government of Canada commitment.

government priorities (priorités gouvernementales)

For the purpose of the 2026-27 Departmental Plan, government priorities are the high-level themes outlining the government's agenda in the 2025 Speech from the Throne.

horizontal initiative (initiative horizontale)

An initiative where two or more federal departments are given funding to pursue a shared outcome, often linked to a government priority.

Indigenous business (entreprise autochtone)

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)

Non-budgetary authorities that comprise assets and liabilities transactions for loans, investments and advances, or specified purpose accounts, that have been established under specific statutes or under non-statutory authorities in the Estimates and elsewhere. Non-budgetary transactions are those expenditures and receipts related to the government's financial claims on, and obligations to, outside parties. These consist of transactions in loans, investments and advances; in cash and accounts receivable; in public money received or collected for specified purposes; and in all other assets and liabilities. Other assets and liabilities, not specifically defined in G to P authority codes

are to be recorded to an R authority code, which is the residual authority code for all other assets and liabilities.

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 means of measuring an output or outcome, with the intention of gauging the performance of a department, program, policy or initiative respecting expected results.

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 those amounts presented in Main Estimates.

A department is expected to be aware of the authorities that it has sought and received. The determination of planned spending is a departmental responsibility, and departments must be able to defend the expenditure and accrual numbers presented in their Departmental Plans and Departmental Results Reports.

program (programme)

Individual or groups of services, activities or combinations thereof that are managed together within the department and focus on a specific set of outputs, outcomes or service levels.

program inventory (répertoire des programmes)

Identifies all the department's programs and describes how resources are organized to contribute to the department's core responsibilities and results.

result (résultat)

A consequence attributed, in part, to a department, policy, program or initiative. Results are not within the control of a single department, policy, program or initiative; instead they are within the area of the department's influence.

statutory expenditures (dépenses législatives)

Expenditures that Parliament has approved through legislation other than appropriation acts. The legislation sets out the purpose of the expenditures and the terms and conditions under which they may be made.

target (cible)

A measurable performance or success level that a department, program or initiative plans to achieve within a specified time period. Targets can be either quantitative or qualitative.

voted expenditures (dépenses votées)

Expenditures that Parliament approves annually through an appropriation act. The vote wording becomes the governing conditions under which these expenditures may be made.