Public Services and Procurement Canada | Services publics et Approvisionnement Canada

Public Services and Procurement Canada
2025 to 2026 Departmental Results Report



The Honourable Joël Lightbound, P.C., M.P.

Minister of Government Transformation, Public Works and Procurement and Québec Lieutenant

Canada

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Public Services and Procurement Canada's 2025 to 2026 Departmental Results Report

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Note: PSPC used its generative artificial intelligence (AI) (Microsoft Copilot) to support the development of content in this report. A human has reviewed and validated all AI-generated content.

At a glance

This departmental results report details Public Services and Procurement Canada's (PSPC) actual accomplishments against the plans, priorities and expected results outlined in its 2025 to 2026 Departmental Plan.

These results align with the priorities outlined in the May 21, 2025, mandate letter from the Prime Minister, as well as with PSPC's vision, mission, raison d'être and operating context.

Key priorities

PSPC identified the following key priorities for 2025 to 2026:

- **Modernizing procurement** through streamlined processes, centralized policy access, and expanded opportunities for underrepresented suppliers
- Implementing the **Buy Canadian Procurement Policy Framework** to prioritize domestic suppliers, strengthen supply chains, and support economic resilience
- Enhancing **service delivery** through Human Resources (HR) and Pay transformation, pension program integrity, and adoption of modern technologies
- Advancing the implementation of the **Defence Investment Agency** (DIA)
- Launching **GCtranslate**, an AI-powered translation tool to support a more agile, modern and bilingual public service

Highlights

Buy Canadian Procurement Policy Framework

PSPC developed and implemented the Buy Canadian Procurement Policy Framework, including its supporting policy instruments and program to respond to the Government of Canada's goal to protect, build and transform Canada's strategic industries. This overarching framework establishes a whole-of-government approach to guide and support domestic businesses and workers by prioritizing Canadian suppliers and materials and incentivizing Canadian content in strategic federal procurements. The policy instruments supporting it require PSPC and client departments, for example, to give precedence to Canadian materials, including steel, aluminum and wood products in key sectors such as construction and defence. This framework establishes a cohesive foundation in support of strengthened economic resilience and industrial capacity across Canada, while leveraging domestic supply chains.

Defence Investment Agency

The government established the DIA to better align federal procurement with innovation and Canada's long-term defence industrial objectives. The DIA represents a more strategic, outcomes-driven approach and serves as a central coordinator for major, complex defence acquisitions. The agency is initially supporting defence procurements valued at over $100 million, while improving procurement and approval processes through a risk-based approach designed to increase efficiency, reduce administrative burden, and support more agile project delivery.

By streamlining processes and strengthening collaboration across government and with industry, the DIA is advancing priority projects while helping implement Canada's Defence Industrial Strategy. More broadly, it aims to strengthen Canada's defence industrial base by supporting partnerships with Canadian suppliers, improving responsiveness to market needs, and ensuring procurement investments deliver operational readiness for the Canadian Armed Forces and the Canadian Coast Guard, as well as economic benefits for Canadians.

In 2025 to 2026, PSPC's total spending and human resources are as follows:

- Total actual spending (including internal services): $6,152,293,431
- Total full-time equivalent staff (including internal services): 18,432

For detailed information on PSPC'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 to 2026 under its "core responsibilities" (main areas of activity).

Core responsibility 1: Purchase of goods and services

Actual spending: $184,304,444

Actual human resources: 2,160 Full-time equivalents (FTEs)

- PSPC developed and implemented the Buy Canadian Procurement Policy Framework to strengthen domestic supply chains through prioritization of Canadian suppliers and incentivization of Canadian goods and services, and to help Canadian industries become more self-sufficient and resilient;
- The department advanced the modernization of professional services procurement by enhancing oversight, transparency and value for money, strengthening guidance for buyers and client departments, and encouraging outcomes-based procurement practices that better align supplier work with measurable results;
- PSPC advanced its digital transformation by modernizing its cloud-based electronic procurement platform, expanding the Electronic Procurement Solution (EPS) capabilities, and progressing the decommissioning of legacy procurement systems;
- The department continued to support Canada's updated defence policy and the National Shipbuilding Strategy (NSS), and worked with other departments and industry to enhance the security of Canada's supply chains; and
- PSPC implemented the *Interim Policy on Reciprocal Procurement*, in collaboration with government partners, to promote balanced procurement opportunities with Canada's trading partners and better support Canadian businesses.

For more information on PSPC's activities related to Purchase of goods and services, read the "Results: What we achieved" section of this report.

Core responsibility 2: Payments and accounting

Actual spending: $976,191,026

Actual human resources: 5,883 FTEs

- PSPC reduced the number of employees facing potential pay inaccuracies at the Public Service Pay Centre to below the established target, reaching an important milestone through continued backlog reduction efforts, sustained processing activities, and supported by stable intake levels;
- In collaboration with government departments, PSPC continued to advance the new HR and Pay solution by publishing a feasibility report confirming the viability of the enterprise build, testing and readiness activities to support future implementation; and
- The department supported the successful launch of the Early Retirement Incentive (ERI) program introduced in Budget 2025, in collaboration with the Treasury Board of Canada Secretariat, enabling eligible pension plan members to receive ERI-specific information through the My GC Pension Portal.

For more information on PSPC's Payments and accounting, please read the "Results: What we achieved" section of this report.

Core responsibility 3: Property and infrastructure

Actual spending: $4,416,955,691

Actual human resources: 4,589 FTEs

- PSPC advanced the optimization of the federal office portfolio by achieving planned savings of $42.9 million and disposing of surplus properties;
- The department continued to rehabilitate key heritage and national buildings, and invested in the maintenance of engineering assets and interprovincial crossings to ensure they remain safe, accessible, sustainable, and valuable for Canadians;
- The department continued to advance the rehabilitation of the Parliamentary Precinct through the Long Term Vision and Plan;
- PSPC progressed on federal sustainability goals by significantly reducing greenhouse gas (GHG) emissions from its building portfolio, increasing clean electricity use, expanding waste and plastic reduction efforts, and continuing remediation activities at contaminated sites; and
- The department continued implementing the Laboratories Canada Strategy by modernizing federal science infrastructure and advancing key projects across Canada that support research, regulatory programs, and innovation.

For more information on PSPC's activities related to Property and infrastructure, read the "Results: What we achieved" section of this report.

Core responsibility 4: Government-wide support

Actual spending: $191,672,453

Actual human resources: 2,456 FTEs

- PSPC launched GCtranslate across seven departments, providing access to a secure AI-powered translation tool, with the onboarding of additional organizations beginning in 2026 to 2027;
- The department provided cybersafe and digitally enabled environments, increased information processing capacity and integrated modern tools in support of the government's Digital Strategy and Canada's Digital Ambition;
- PSPC continued to advance the implementation of departmental tools, including Service PSPC, while improving overall client satisfaction;
- PSPC strengthened the Office of Supplier Integrity and Compliance to enhance oversight and ensure that the Government of Canada does not engage with suppliers of concern;
- PSPC advanced the launch of the Canadian Program for Cyber Security Certification by establishing mandatory, risk-based cybersecurity requirements to protect sensitive information and support a secure, resilient and trusted defence supply chain.

For more information on PSPC's activities related to Government-wide support read the "Results: What we achieved" section of this report.

Core responsibility 5: Procurement Ombud

Actual spending: $5,451,275

Actual human resources: 34 FTEs

- The Office of the Procurement Ombud (OPO) raised awareness of federal procurement issues and enhanced engagement with suppliers, federal organizations, and stakeholders through outreach and information-sharing activities; and
- OPO supported the fair and timely resolution of procurement issues by providing alternative dispute resolution (ADR) services and conducting reviews of supplier complaints and federal procurement practices.

For more information on PSPC's activities related to Procurement Ombud, read the "Results: What we achieved" section of this report.

From the Minister



The Honourable Joël Lightbound, PC, MP
Minister of Government Transformation, Public Works and Procurement and Québec Lieutenant

As Minister of Government Transformation, Public Works and Procurement and Québec Lieutenant, I am pleased to present Public Services and Procurement Canada's (PSPC) Departmental Results Report for 2025 to 2026.

This was a pivotal year in advancing the Government of Canada's efforts to transform its operations and deliver tangible results for Canadians. As the government's central purchasing agent, real property manager, linguistic authority, pay and pension administrator, treasurer, and accountant, PSPC plays a critical role in this transformation.

In an evolving global environment, PSPC helped strengthen economic resilience, modernize digital government, and support sound financial management. The department delivered results that improve efficiency, enhance service delivery, and contribute to a strong and united Canada.

To support Canadian businesses and domestic capacity, PSPC developed and implemented the Buy Canadian Procurement Policy Framework. This framework prioritizes Canadian-made goods, services and suppliers, and helps Canadian industries become more resilient and self-sufficient. At the same time, the department introduced the *Interim Policy on Reciprocal Procurement* to promote balanced access to international markets while better supporting Canadian businesses, including small and medium-sized businesses.

This year also marked the establishment of the Defence Investment Agency (DIA), initially as a special operating agency within PSPC. Since September 2025, the DIA has delivered several billion dollars worth of defence procurements and advanced the Government's most critical defence procurement projects. This work supports Canada's Defence Industrial Strategy and the National Shipbuilding Strategy, strengthens Canada's defence capacity, and contributes to progress toward the North Atlantic Treaty Organization's (NATO) defence spending target.

Modern digital solutions remain at the heart of government transformation. PSPC enhanced its cloud-based Electronic Procurement Solution, by expanding its capabilities, and continued the decommissioning of legacy procurement systems. These changes made procurement more accessible, efficient, and user-friendly. The department also launched GCtranslate, an AI-powered tool that improves productivity in departments and supports Canada's official languages.

PSPC also advanced work on the next-generation HR and Pay solution, including publishing a feasibility report and progressing build, testing and readiness activities. This work brings the government closer to delivering a modern, reliable pay system for public servants.

PSPC continued to invest in the rehabilitation of key heritage and national buildings, and maintained critical infrastructure, including engineering assets and interprovincial crossings. These investments help keep assets safe, accessible, sustainable, and valuable for Canadians. At the same time, PSPC accelerated efforts to reduce greenhouse gas emissions across its real property portfolio, contributing to the Government of Canada's climate objectives.

Integrity and accountability remained central to PSPC's work. The department strengthened the Office of Supplier Integrity and Compliance to improve oversight mechanisms and ensure that the Government of Canada does not engage with suppliers of concern.

Together, these accomplishments are helping to build a more modern, efficient and resilient government that is better positioned to serve Canadians.

I invite you to learn more about this important work and the results achieved in PSPC's 2025 to 2026 Departmental Results Report.

The Honourable Joël Lightbound, PC, MP

Minister of Government Transformation, Public Works and Procurement and Québec Lieutenant

Results: What we achieved

Core responsibilities and internal services

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Core responsibility 1: Purchase of goods and services

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Description

PSPC purchases goods and services on behalf of the Government of Canada.

Quality of life impacts

This core responsibility contributes to the following domains of the Quality of Life Framework for Canada:

- Prosperity domain, specifically the 'Productivity' and 'Firm Dynamism' indicators, and the Society domain, specifically the 'Sense of pride in Canada', 'Sense of belonging to Canada', and 'Shared values' indicators through activities related to the Buy Canadian Procurement Policy Framework, and increased participation of underrepresented groups in procurement, including Indigenous businesses;

- Environment domain, specifically the ‘Greenhouse Gas Emissions’ and ‘Waste Management’ indicators through policy work promoting the reporting and lifecycle tracking of greenhouse gas emissions from procurement activities, reduction of waste via improved identification of high environmental impact materials, and support for the active remediation of various mining facilities under the stewardship of the Government of Canada (GC); and
- Good governance domain and the “Confidence in institutions” indicator through activities related to increasing procurement efficiency, competitiveness and client satisfaction.

Progress on results

This section details the department’s performance against its targets for each departmental result under Core responsibility 1: Purchase of goods and services.

Table 1 shows the target, the date to achieve the target and the actual results for each indicator under Federal organizations have the products and services they need, when they need them, at the best value in the last 3 fiscal years.

Table 1: Federal organizations have the products and services they need, when they need them, at the best value

Departmental Result Indicators	Target	Date to achieve target	Actual Results
Percentage of overall client satisfaction with PSPC procurement services	At least 80%	March 2026	2023 to 2024: 80% 2024 to 2025: 82% 2025 to 2026: 81%
Percentage of original contracts of level 1 (Basic) complexity awarded within established timeframes	At least 85%	March 2026	2023 to 2024: 58% 2024 to 2025: 62% 2025 to 2026: 59%[1]
Percentage of original contracts of level 2 (Standard) complexity awarded within established timeframes	At least 80%	March 2026	2023 to 2024: 66% 2024 to 2025: 64%

[1] The department continued to advance transformation initiatives to improve PSPC’s procurement and data collection processes, including the integration and correction of legacy systems and data. Given the speed, scale and scope of these ongoing changes, procurement timeframes were impacted.

Departmental Result Indicators	Target	Date to achieve target	Actual Results
			2025 to 2026: 59%[2]
Cost of procurement services per $100 of contract value	At most $1.75	March 2026	2023 to 2024: $1.19 2024 to 2025: $0.93 2025 to 2026: $0.82
Percentage of competitive procurement processes versus sole source	At least 80%	March 2026	2023 to 2024: 79% 2024 to 2025: 78% 2025 to 2026: 75%[3]
Percentage of complex competitive procurement processes for which at least two qualified bids were received (Level 3 to 5)	At least 62%	March 2026	2023 to 2024: 56% 2024 to 2025: 63% 2025 to 2026: 60%[4]

Table 2 shows the target, the date to achieve the target and the actual results for each indicator under Government purchasing is easy to access, fair and transparent for suppliers in the last 3 fiscal years.

Table 2: Government purchasing is easy to access, fair and transparent for suppliers

Departmental Result Indicators	Target	Date to achieve target	Actual Results
Percentage of suppliers that rate the procurement process as easy to access	At least 80%	March 2026	2023 to 2024: 81% 2024 to 2025: 81%

[2] PSPC continued to advance transformation initiatives to improve PSPC's procurement and data collection processes, including the integration and correction of legacy systems and data. Given the speed, scale and scope of these ongoing changes, procurement timeframes were impacted.

[3] The overall percentage of competitive procurement processes is influenced by defence contracts awarded through non-competitive procurement processes. Excluding defence procurements, the proportion of competitive procurement processes was significantly higher in 2025 to 2026.

[4] In 2025 to 2026, 30 complex requisitions resulted in contracts being awarded where 18 received two or more qualified bids. Of the remainder, some received multiple bids but were eliminated for not meeting qualification requirements, which impacted the result for this indicator.

Departmental Result Indicators	Target	Date to achieve target	Actual Results
			2025 to 2026: 78[5]%
Percentage of suppliers that rate the procurement process as fair and transparent	At least 80%	March 2026	2023 to 2024: 85% 2024 to 2025: 85% 2025 to 2026: 82%

Table 3 shows the target, the date to achieve the target and the actual results for each indicator under Government purchasing supports Canada's economic, environmental, and social policy goals in the last 3 fiscal years.

Table 3: Government purchasing supports Canada's economic, environmental, and social policy goals

Departmental Result Indicators	Target	Date to achieve target	Actual Results
Percentage of contract value awarded to small and medium businesses	At least 25%	March 2026	2023 to 2024: 20% 2024 to 2025: 5% 2025 to 2026: 23%[6]
Percentage of contracts, standing offers and supply arrangements that include "green" goods and services	At least 45%	March 2026	2023 to 2024: 51% 2024 to 2025: 29% 2025 to 2026: 11%[7]

[5] Supplier-reported challenges related to the accessibility of federal procurement processes, including the time and administrative effort required to participate in opportunities, affected results in 2025 to 2026. PSPC continues to implement measures to reduce barriers and support supplier participation, including through the Small Business Procurement Program.

[6] PSPC continues to work on increasing the participation of small and medium businesses in federal procurement. Through the Small Business Procurement Program, PSPC is simplifying federal procurement and making it easier for small businesses to navigate and understand federal procurements. To further enhance supplier support, PSPC is piloting the Procura Chatbot (Beta), an AI-powered tool that helps suppliers and stakeholders quickly access general federal procurement information.

[7] Ongoing data and technical limitations resulting from the transition of the Standing Offers and Supply Arrangements application from a legacy procurement system to the Electronic Procurement Solution have continued to affect the results of this indicator.

Departmental Result Indicators	Target	Date to achieve target	Actual Results
Percentage of participation in procurement processes by Indigenous suppliers	At least 11%	March 2026	2023 to 2024: 10% 2024 to 2025: 16% 2025 to 2026: 12%
Percentage of participation in procurement processes by suppliers who are women	At least 15%	March 2026	2023 to 2024: 15% 2024 to 2025: 14% 2025 to 2026: 18%

The Results section of the infographic for PSPC 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 Purchase of goods and services in 2025 to 2026 compared with the planned results set out in PSPC's Departmental Plan for the year.

Federal organizations have the products and services they need, when they need them, at the best value

As the central purchaser for the Government of Canada, PSPC is committed to ensuring procurement is well managed and achieves best value for Canadians. Through its procurement activities, PSPC continued to support federal departments and agencies in delivering programs for Canadians.

Results achieved

- Supported client departments in continuing to receive best value by promoting competitive processes and incorporating clauses that incent suppliers to deliver on time and on budget;
- Advanced the modernization of professional services procurement by strengthening oversight, transparency and due diligence, supporting the adoption of outcomes-based procurement approaches across departments and agencies, and engaging industry and stakeholders to inform the evolution of procurement tools, practices and related policies;
- Collaborated with partners in support of the Canadian Dental Care Plan, a long-term, nationwide program with the scope and scale needed to serve all eligible Canadians; and
- Under the guidance of the Chief, Contract Quality Assurance and Records Compliance Office, strengthened documentation of key decisions and compliance monitoring throughout the procurement process.

Defence and marine procurement

PSPC continued to deliver key equipment, supplies, and services in support of *Our North, Strong and Free*, Canada's renewed defence policy, and the NSS. Marking a significant milestone in Canada's approach to national defence and collective security, PSPC worked with other defence and marine organizations in government to achieve the NATO 2% of gross domestic product (GDP) defence spending target in 2025 to 2026.

The department also continued to leverage a risk-based approach to defence procurement. PSPC accelerated securing contracting authorities on behalf of the Department of National Defence (DND) including the Canadian Armed Forces and the Canadian Coast Guard, by enabling faster, more streamlined internal approvals. In addition, the department progressed broader procurement reforms by identifying improvement areas and working in partnership with key federal organizations. This included establishing the DIA as a special operating agency within PSPC.

Results achieved

- Collaborated with other government departments to advance the Icebreaker Collaboration Effort (ICE Pact), a trilateral partnership with Finland and the United States, to strengthen collective capacity for Arctic and polar icebreaker design, production, and maintenance through enhanced workforce development, information-sharing, industrial collaboration and operational expertise;
- Implemented the Canadian Program for Cyber Security Certification, in collaboration with DND and the Standards Council of Canada, to strengthen the resilience of the Canadian defence supply chain and safeguard the Government of Canada's unclassified contractual information;
- Initiated production of the first River-class destroyer at Irving Shipbuilding in Halifax and a polar icebreaker at Seaspan Vancouver Shipyards;
- Launched construction of a polar icebreaker at Chantier Davie in Québec and completed construction of the twentieth search and rescue lifeboat;
- Delivered vessels to the Canadian Coast Guard and the Royal Canadian Navy, including the sixteenth search and rescue lifeboat, the sixth and final Arctic and Offshore Patrol Ship, and the offshore oceanographic science vessel;
- Advanced the Canadian Patrol Submarine Project through the selection of TKMS as the preferred supplier, a major milestone in renewing Canada's submarine fleet and strengthening its maritime defence capabilities;
- Supported the establishment of the DIA, announced in October 2025, which is responsible for delivering several billion dollars in defence procurements; and
- Advanced implementation of Canada's Defence Industrial Strategy, through the DIA, to help grow the domestic industrial base and strengthen sovereign defence capabilities.

Government purchasing is easy to access, fair and transparent for suppliers

Procurement modernization

PSPC continued to advance initiatives to modernize procurement, simplify procurement practices, and deliver value for money.

Results achieved

- Continued to advance digital delivery by expanding EPS capabilities, and launched a new buyer portal and buyer's guide to increase efficiencies;
- Developed the Procura Chatbot, a new 24/7 digital support tool designed to enhance services to suppliers and stakeholders;
- Implemented an updated and expanded Vendor Performance Management framework, now applicable to new goods services contracts awarded by PSPC on behalf of 22 other government departments;
- Continued the phased implementation of the Contract Modernization Initiative by onboarding 51 government departments and agencies, improving consistency, and making procurement less burdensome for suppliers while improving the buyer experience; and
- Strengthened oversight, governance, and accountability for professional services procurement by introducing greater contracting controls and improving transparency and value-for-money through quarterly reporting and analytics, market guidance for IT professional services, and targeted training and outreach.

Government purchasing supports Canada's economic, environmental, and social policy goals

Buy Canadian Procurement Policy Framework implementation and leadership

PSPC developed and implemented the Buy Canadian Procurement Policy Framework to provide an overarching foundation to strengthen Canada's economic resilience and industrial capacity.

Results achieved

- Implemented the *Policy on Prioritizing Canadian Suppliers and Canadian Content in Strategic Federal Procurements*, which prioritizes Canadian suppliers, incentivizes Canadian content for strategic procurements worth $25 million or more in key economic sectors, with the threshold having decreased to $5 million or more in June 2026; and
- Implemented the *Policy on Prioritizing Canadian Materials in Federal Procurements*, requiring the use of Canadian steel, aluminum and wood products, where applicable, in construction and defence goods procurements worth $25 million or more.

Small and medium-sized business and supplier engagement

Through supplier engagement initiatives through Procurement Assistance Canada (PAC), the department continued to explore ways to enhance the involvement of small and medium-sized

businesses in PSPC-led procurements by improving understanding of how the government buys goods and services, raising awareness of opportunities, and providing information services.

Results achieved

- Worked with small and medium-sized businesses to address key challenges and constraints, by reducing the barriers to participation in federal procurement, advising government buyers and policy-makers on concerns, and recommending improvements to the federal procurement process;
- Strengthened engagement with partners by delivering events adapted to the specific needs of businesses, federal government clients and procurement stakeholders;
- Delivered targeted outreach and support to businesses owned or led by underrepresented business communities, including women, Indigenous persons, Black persons, other visible minorities or racialized persons, persons with disabilities and 2SLGBTQIA+ persons; and
- Held 3,168 events across Canada, reaching 39,903 participants through PAC, including 12 Small Business Information Expos and Buyers' Expos focused on underrepresented communities and smaller and diverse suppliers.

Procuring from Indigenous businesses

PSPC continued to support and work closely with Indigenous Services Canada (ISC), Treasury Board of Canada Secretariat (TBS) and Indigenous partners in the co-development of a new longer-term Transformative Indigenous Procurement Strategy to increase Indigenous inclusion and participation in federal procurement.

Results achieved

- Continued to implement the mandatory minimum 5% Indigenous procurement target by building capacity among Indigenous suppliers through various measures, such as subcontracting, structured and unbundled opportunities, and providing employment, skills and training development;
- Increased internal education and awareness to support the implementation of Modern Treaty procurement obligations and advance economic Reconciliation with Indigenous Peoples; and
- Hosted 370 events through PAC, including Buyers' Expos and Indigenous Business Information Sessions, targeting Indigenous-led businesses and attracting 4,707 attendees, raising awareness of Indigenous procurement opportunities and available supports in federal procurement.

Green and clean technology procurement

PSPC continued to integrate environmental considerations into federal procurement and leverage federal spend to accelerate the transition to a net-zero carbon and circular economy.

Results achieved

- Worked with TBS, industry and other stakeholders to develop general and category-specific green procurement criteria in all phases of the procurement of goods and services that have a high environmental impact;
- Advanced a multi-year project to customize and launch the Green Public Procurement Tool (GPPT) for federal assets, a publicly available, bilingual, web-based database of environmentally preferable and clean technology products to support informed procurement decisions;
- Supported TBS in implementing and monitoring the *Standard on the Disclosure of Greenhouse Gas Emissions and the Setting of Reduction Targets,* and introduced the new requirement to include life-cycle analysis reports in contracts over $25M;
- Promoted the use of standard environmentally preferable packaging language in all PSPC-administered procurements;
- Worked with key partners, such as the Clean Growth Hub and Global Affairs Canada, and external stakeholders, such as MaRS Discovery District and Foresight Canada, to advance the adoption of clean technologies within the federal government and onboard Canadian products into the GPPT; and
- Engaged with manufacturers of zero-emission and hybrid vehicles to expand the availability of vehicles to federal departments and agencies via standing offers.

Ethical procurement

As the Government of Canada's central purchaser, PSPC is committed to maintaining the highest ethical standards for public procurement, both as a common service provider and in support of other government departments when they conduct their own procurement activities.

Results achieved

- Published a policy statement on ethical procurement and a description of the Human Rights Due Diligence framework, outlining departmental commitments and the scope of existing and upcoming initiatives; and
- Delivered learning and engagement activities for buyers and suppliers, including internal training courses, a public procurement forum to discuss ethical practices for buyers from Canadian public institutions, and a supplier webinar on the risks of forced labour in Canadian supply chains.

Reciprocal procurement

Reciprocal procurement is intended to promote procurement access for Canadian suppliers while preserving market access for eligible trading partners, consistent with Canada's trade obligations.

Results achieved

- Led the successful implementation of the Government of Canada's *Interim Policy on Reciprocal Procurement* to promote reciprocal market access by procuring goods and services from countries that grant Canadian businesses a similar level of market access.

Key risks

Global supply

In 2025 to 2026, the department identified a risk that PSPC's service delivery could be impacted by disruptions to trading relationships, increasing the price of commodities, increasing uncertainties in supply chains and the security of those supply chains caused by geopolitical tensions. To mitigate this risk, in 2025 to 2026, PSPC took the following measures, among others:

- Continued to leverage the governance structures of the Defence Procurement Strategy and NSS to tackle challenges, including early engagement with industry and shipyards;
- Continued consistent and strong communication with allied partners, and strategic oversight between programs, to ensure effective supply chain management;
- Continued to coordinate the purchasing of long-lead items ahead of major construction projects to ensure continuity of work and prevent supply chain delays;
- Continued to implement the Sustainment Initiative principles for defence procurement by providing procurement professionals with support in the development of sustainment solutions, including engagement, training, best practices and tools, and where possible, explore options to have sustainment provided in Canada by Canadian industry;
- Continued to implement the NSS Human Resources Strategy, supporting the Government of Canada and marine industry in their efforts to acquire a sufficient and skilled workforce; and
- Supported the implementation of the new Defence Industrial Strategy by working with key departments involved in defence procurement to strengthen Canada's sovereignty and security through domestic production, secure supply chains, and intellectual property control.

Change management

In 2025 to 2026, PSPC's procurement community faced the challenge of adapting to new processes, considerations and tools due to the speed, scale and scope of ongoing changes being implemented. To mitigate the impacts in 2025 to 2026, PSPC took the following measures, among others:

- Issued guidance and tools, and engaged stakeholders to help procurement professionals and client departments understand and apply the strengthened measures, including new requirements for approvals, documentation, value-for-money assessments, vendor oversight and reporting;

- Increased training for procurement professionals, including updating existing courses to offer complete and integrated curriculums;
- Oversaw updates to key guidance materials and other tools available to procurement professionals, such as the supply manual, to support the program transformation underway; and
- Continued to update EPS supporting tools and documents, including training, an MS Teams channel, self-serve scenarios and resource guides, to align with new policies, guidelines and standards.

Resources required to achieve results

Table 4 provides a summary of the planned and actual spending and full-time equivalents required to achieve results.

Table 4: Resources required for Purchase of goods and services

Resource	Planned	Actual
Spending	$187,050,746	$184,304,444
Full-time equivalents	2,371	2,160

Amounts may differ from other public documents due to rounding.

The Finances section of the infographic for PSPC on GC InfoBase page and the People section of the infographic for PSPC on GC InfoBase page provide complete financial and human resources information related to its program inventory.

Related government-wide priorities

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

Gender-based Analysis Plus

PSPC continued integrating GBA Plus considerations to support its key procurement initiatives and programs to advance inclusive procurement opportunities and reflect the diversity of Canadian society. The department applied the GBA Plus tool in procurements to ensure that the government purchased goods and services from a diverse range of suppliers.

The department continued to provide targeted support and conduct outreach activities with underrepresented groups, including women-owned businesses, to help them do business with the Government of Canada. In 2025 to 2026, PSPC hosted 622 events targeting women-owned businesses, which attracted 4,034 attendees.

For detailed information on how PSPC is applying GBA Plus to its various programs and activities, please consult PSPC's supplementary information table on Gender-based Analysis Plus.

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

PSPC's activities under its Core responsibility 1: Purchase of goods and services supported Canada's efforts to address the United Nations 2030 Agenda and the Sustainable Development Goals (SDGs). In 2025 to 2026, among various initiatives and programs supporting the SDGs, the department:

- Continued to support green procurement as a means of minimizing environmental impacts; and
- Leveraged PSPC's spending to accelerate the global transition to a net-zero, circular economy by requesting that construction tenders include greenhouse gas emission reduction plans.

These initiatives contributed towards the following SDG:

- Goal 12: reduce waste and transition to zero-emission vehicles.

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

Program inventory

Purchase of goods and services is supported by the following program:

- Procurement Program

Additional information related to the program inventory for Purchase of goods and services is available on the Results page on GC InfoBase.

Core responsibility 2: Payments and accounting

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Description

PSPC collects revenues and issues payments, maintains the financial accounts of Canada, issues government-wide financial reports, and administers payroll and pension services for the Government of Canada.

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 the "Confidence in institutions" indicator through its financial and administrative activities.

Progress on results

This section details the department's performance against its targets for each departmental result under Core responsibility 2: Payments and accounting.

Table 5 shows the target, the date to achieve the target and the actual results for each indicator under Canadians, businesses and organizations receive payments on time and revenues are collected for government services in an efficient manner in the last 3 fiscal years.

Table 5: Canadians, businesses and organizations receive payments on time and revenues are collected for government services in an efficient manner

Departmental Result Indicators	Target	Date to achieve target	Actual Results
Percentage of payments issued within established timeframes[8]	At least 99%	March 2026	2023 to 2024: 99.99% 2024 to 2025: 99.99%

[8] Established timelines can vary based on contract terms and conditions and applicable legislation.

Departmental Result Indicators	Target	Date to achieve target	Actual Results
			2025 to 2026: 99.99%
Percentage of money paid to the Government of Canada that is reconciled within 2 business days	At least 95%	March 2026	2023 to 2024: 100% 2024 to 2025: 100% 2025 to 2026: 100%
Percentage of payments made instead of property taxes to taxing authorities within established timeframes	At least 95%	March 2026	2023 to 2024: 98% 2024 to 2025: 98% 2025 to 2026: 98%

Table 6 shows the target, the date to achieve the target and the actual results for each indicator under Members of federal pension plans receive timely and accurate pension payments, benefits and support services to which they are entitled in the last 3 fiscal years.

Table 6: Members of federal pension plans receive timely and accurate pension payments, benefits and support services to which they are entitled

Departmental Result Indicators	Target	Date to achieve target	Actual Results
Percentage of pension payments processed that are accurate and on time	At least 95%	March 2026	2023 to 2024: 98% 2024 to 2025: 98% 2025 to 2026: 98%

Table 7 shows the target, the date to achieve the target and the actual results for each indicator under In collaboration with government departments, employees receive timely and accurate pay and benefits in the last 3 fiscal years.

Table 7: In collaboration with government departments, employees receive timely and accurate pay and benefits

Departmental Result Indicators	Target	Date to achieve target	Actual Results
Number of employees facing potential pay inaccuracies at the Pay Centre	At most 88,000 employees	March 2026	2023 to 2024: 112,273 2024 to 2025: 94,122 2025 to 2026: 66,089
Percentage of cases submitted to the Pay Centre on time	At least 65%	March 2026	2023 to 2024: 75% 2024 to 2025: 79% 2025 to 2026: 81%
Percentage of cases, submitted on time to the Pay Centre, that have been processed within service standards	At least 80%	March 2026	2023 to 2024: 84% 2024 to 2025: 82% 2025 to 2026: 83%

Table 8 shows the target, the date to achieve the target and the actual results for each indicator under Canadians have timely access to reliable information on Canada's finances in the last 3 fiscal years.

Table 8: Canadians have timely access to reliable information on Canada's finances

Departmental Result Indicators	Target	Date to achieve target	Actual Results
Public Accounts of Canada are available online to Canadians in PDF and HTML formats as well as via the Open Government Portal within 24 hours of tabling in the House of Commons	At least 100%	March 2026	2023 to 2024: 100% 2024 to 2025: 100% 2025 to 2026: 100%
Information presented in the Consolidated Financial Statements of the Government of Canada is accurate	At least 99%	March 2026	2023 to 2024: 100% 2024 to 2025: 100% 2025 to 2026: 100%

The Results section of the infographic for PSPC 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 Payments and accounting in 2025 to 2026 compared with the planned results set out in PSPC's Departmental Plan for the year.

Canadians, businesses and organizations receive payments on time and revenues are collected for government services in an efficient manner

PSPC's responsibilities for payments directly impact individuals and businesses on a daily basis, and provide the backbone of financial security to millions of Canadians in receipt of pay, pension, and government social benefits payments.

Results achieved

- Managed federal treasury operations, maintained the government's central treasury systems, and reported on Canada's financial position, including audited financial statements;
- Issued 404 million payments, totalling $1.020 trillion on behalf of federal departments and agencies;
- Managed overall cash flows of $4.292 trillion;
- Improved payments and revenue collection efficiency by investing in modernizing initiatives, including implementing ISO payment standards for foreign and domestic wire transfers; and
- Collaborated with the Canadian payments industry to assess the future state of retail payments in Canada and advanced efforts to assist departments in the detection, prevention, and recovery of fraudulent payments.

Members of federal pension plans receive timely and accurate pension payments, benefits and support services to which they are entitled

As one of Canada's largest pension administrators, serving more than 1 million active and retired pension plan members, PSPC is committed to delivering reliable, high-quality pension services to plan members and their families as they plan for and navigate retirement.

Results achieved

- Issued over 5.3 million pension payments valued at $17.3 billion;
- Supported the launch of the ERI program announced in Budget 2025, including a new appointment booking tool and enhancements to the My GC Pension portal to modernize pension services and reduce wait times for eligible participants;

- Received an unmodified audit opinion from the Office of the Auditor General on the Public Service Pension Plan financial statements for the twenty-fifth consecutive year, demonstrating strong quality assurance practices and responsible stewardship;
- Advanced efforts to improve the quality, integrity, and alignment of pay and pension data; and
- Produced over 3.1 million communication products and distributed them to active and retired pension plan members.

In collaboration with government departments, employees receive timely and accurate pay and benefits

PSPC administers pay and benefits for the Government of Canada, including services delivered by the Public Service Pay Centre to approximately 250,000 public servants. Ongoing activities included delivering on complex legislative requirements (e.g., collective agreement implementation), maintaining the pay information technology (IT) ecosystem, safeguarding the integrity of personal and financial data, and providing compensation-related training and information across the Government of Canada. The stabilization of pay processing and ensuring that public servants are paid accurately and on time, in collaboration with government departments, remain a top priority.

In 2025 to 2026, PSPC published a Feasibility report confirming the viability of implementing the Dayforce solution across the enterprise and launched the HR and Pay Transformation project, a multi-year initiative to replace the Phoenix pay system and over 30 HR systems with a modern, integrated HR and pay solution.

Results achieved

- Processed more cases than it received (1.36 million cases received versus 1.46 million cases processed), as a result of productivity improvements, automation, artificial intelligence and bulk processing;
- Reduced the number of cases older than a year by 43%, reflecting steady progress throughout the fiscal year;
- Advanced the HR and Pay Transformation project through system configuration, testing and organizational readiness activities while strengthening data governance and privacy practices by establishing formal frameworks and implementing information-sharing arrangements with pilot organizations.

Canadians have timely access to reliable information on Canada's finances

The Receiver General is a world leader for best practices in government accounting.

Results achieved

- Maintained the government's central accounting systems and the integrity of the Accounts of Canada and produced the Public Accounts of Canada within prescribed timelines;

- Collaborated with the Office of the Comptroller General and the Department of Finance to improve and modernize the Public Accounts of Canada; and
- Obtained an unmodified audit opinion on the Government of Canada's consolidated Financial Statements, for the twenty-seventh consecutive year.

Key risks

Effective Delivery

In 2025 to 2026, the department identified a risk that PSPC could encounter delays to achieving full stabilization of pay administration for the Government of Canada (including pay processing and transfer of information to the pension administrator) as a result of the sustained increase in HR and pay events for public servants while facing capacity constraints. To mitigate this risk in 2025 to 2026, PSPC took the following measures, among others:

- Made significant progress on inventory management and backlog reduction efforts, with total inventory reduced by 40% and 91% of the 2025 to 2026 Backlog Reduction Strategy completed by June 2026; and
- Delivered key system updates, including automated benefits enrolment and union dues, and improved pension recovery, to make pay more accurate and reduce delays.

Resources required to achieve results

Table 9 provides a summary of the planned and actual spending and full-time equivalents required to achieve results.

Table 9: Resources required for Payments and accounting

Resource	Planned	Actual
Spending	$1,109,124,404	$976,191,026
Full-time equivalents	6,315	5,883

Amounts may differ from other public documents due to rounding.

The Finances section of the infographic for PSPC on GC InfoBase page and the People section of the infographic for PSPC on GC InfoBase page provide complete financial and human resources information related to its program inventory.

Related government-wide priorities

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

Gender-based Analysis Plus

PSPC continued analyzing pay-related data, looking at the gender, age, and language composition of employees with a pay case to guide future planning and decision-making to improve pay processing outcomes for all federal public servants. In addition, PSPC implemented its GBA Plus strategy to ensure a cohesive and coordinated approach to GBA Plus across its pay-related activities. This included analyzing the use of new tools like an AI virtual assistant and finalizing Dayforce configuration to enhance future reporting on gender and diversity impacts.

For detailed information on how PSPC is applying GBA Plus to its various Programs and activities, please consult PSPC's supplementary information table on GBA Plus.

Program inventory

Payments and accounting is supported by the following programs:

- Federal Pay Administration
- Federal Pension Administration
- Payments Instead of Property Taxes to Local Governments
- Payments and Revenue Collection
- Government-Wide Accounting and Reporting
- Cape Breton Operations: Human Resources Legacy Benefits

Additional information related to the program inventory for Payments and accounting is available on the Results page of GC InfoBase.

Core responsibility 3: Property and infrastructure

In this section

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

Description

PSPC provides federal employees and Parliamentarians with workspace; builds, maintains and manages federal properties and other public works such as bridges and dams; and provides associated services to federal organizations.

Quality of life impacts

This core responsibility contributes to the following domains of the Quality of Life Framework for Canada:

- Good governance domain and the “Confidence in institutions” indicator through its stewardship of real property facilities;
- Society domain and the “Sense of pride in Canada” and “Sense of belonging to Canada” indicators through activities that contribute to modernization and heritage preservation, and improve accessibility and inclusion, including in the Parliamentary Precinct;
- Prosperity domain and the “Core housing need” indicator through the disposal of federal surplus properties to create affordable housing; and
- Environment domain and the “Greenhouse gas emission” and “Waste management” indicators by advancing sustainability, climate resiliency, and the green agenda for federal real property and infrastructure assets.

Progress on results

This section details the department’s performance against its targets for each departmental result under Core responsibility 3: Property and infrastructure.

Table 10 shows the target, the date to achieve the target and the actual results for each indicator under Federal real property and associated services meet the needs of federal government clients, partners and/or Parliamentarians, and ensure best value for Canadians in the last 3 fiscal years.

Table 10: Federal real property and associated services meet the needs of federal government clients, partners and/or Parliamentarians, and ensure best value for Canadians

Departmental Result Indicators	Target	Date to achieve target	Actual Results
Percentage of Crown-owned buildings that are in fair or better condition	At least 50%[9]	March 2026	2023 to 2024: 55.9% 2024 to 2025: 53.1% 2025 to 2026: 54.7%
Percentage of Crown-owned heritage buildings that are in fair or better condition	At least 35%[10]	March 2026	2023 to 2024: 42.3% 2024 to 2025: 41.9% 2025 to 2026: 45.1%
Percentage of PSPC-managed office space that is fit-up (modernized) each year to meet the current Government of Canada Workplace Fit-up Standards known as the GCworkplace approach	At least 2%[11]	March 2026	2023 to 2024: 2.53% 2024 to 2025: 3.53% 2025 to 2026: 2.05%
Percentage of real property projects that are delivered within scope, on time and on budget	At least 95%	March 2026	2023 to 2024: 95% 2024 to 2025: 96% 2025 to 2026: 96%
Percentage of time that PSPC's real property facilities are fully operational	At least 99%	March 2026	2023 to 2024: 99.42% 2024 to 2025: 99.45% 2025 to 2026: 99.55%

[9] The target for the indicator has been updated to align with funding reallocation and evolving priorities.

[10] The target for the indicator has been updated to align with funding reallocation and evolving priorities. PSPC will continue to rehabilitate and reinvigorate heritage assets in the Parliamentary Precinct as places and buildings of national significance.

[11] The target for the indicator has been updated to align with funding reallocation and evolving priorities.

Departmental Result Indicators	Target	Date to achieve target	Actual Results
Operating expenses per square metre of Crown-owned office space	At most $233.81 per square metre[12]	March 2026	2023 to 2024: $204.21 per square metre 2024 to 2025: $191.60 per square metre 2025 to 2026: $199.76 per square metre

Table 11 shows the target, the date to achieve the target and the actual results for each indicator under Federal infrastructure spending supports Canada's social, economic and environmental priorities in the last 3 fiscal years.

Table 11: Federal infrastructure spending supports Canada's social, economic and environmental priorities

Departmental Result Indicators	Target	Date to achieve target	Actual Results
Total accessibility score of PSPC Crown-owned and lease purchase buildings assessed against the 2018 Canadian Standards Association standard for Accessibility (CSA B651-2018)	Not available[13]	March 2026	2023 to 2024: 68% 2024 to 2025: N/A 2025 to 2026: N/A[14]
Percentage of reduction in greenhouse gas emissions in PSPC Crown-owned building portfolio, excluding housing	At least 63%[15]	March 2026	2023 to 2024: 61.3% 2024 to 2025: 59.6%

[12] The target for the indicator has been updated to align with the most recent baseline and in light of economic variables such as inflation rates impacting construction costs and resource availability.

[13] A target has not been set for the indicator as the technical assessment cycle under the 2018 Standard for Accessibility of the Canadian Standards Association (CSA) Group ended in 2023 to 2024.

[14] A result is not available as the technical assessment cycle under the 2018 Standard for Accessibility of the Canadian Standards Association (CSA) Group ended in 2023 to 2024. PSPC is committed to ensuring that federal real property assets meet accessibility standards and to strengthening accessibility in the built environment. In addition, the department reports on accessibility through alternative reporting processes, including PSPC's 2026–2028 Accessibility Plan and Annual Accessibility Progress Reports.

[15] PSPC has already achieved the Federal Sustainable Development Strategy target of 40% by 2030.

Departmental Result Indicators	Target	Date to achieve target	Actual Results
			2025 to 2026: 60%[16]

The Results section of the infographic for PSPC 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 Property and infrastructure in 2025 to 2026 compared with the planned results set out in PSPC's Departmental Plan for the year.

Federal real property and associated services meet the needs of federal government clients, partners and/or Parliamentarians, and ensure best value for Canadians

Optimize federal real property portfolio

PSPC continued to advance initiatives to optimize the federal real property portfolio by supporting the implementation of the Government of Canada's evolving workplace presence requirements, including the Directive on Prescribed Presence in the Workplace. Efforts focused on maximizing the use of existing assets, accelerating the disposal of surplus properties, and promoting co-location across federal organizations. Recent changes in direction regarding in-office presence may impact prior reduction targets and future tracking.

Results achieved

- Realized $42.9 million in operating savings within the federal real property portfolio; and
- Disposed of 12 PSPC properties, reducing the department's total floor area by 13,321 square metres, and generating $4.33 million in annual savings.

These results reflect PSPC's ongoing efforts to optimize real property resources and support more flexible and collaborative work environments across the federal government.

Advance work to rehabilitate and reinvigorate places and buildings of national significance

Buildings of national significance include heritage assets and structures that serve the Canadian population. PSPC is rehabilitating these facilities to meet current standards while preserving essential historical features and integrating accessibility and environmental sustainability. These efforts extend the life of federal real property assets, support long-term efficiency and fiscal

[16] In 2025 to 2026, PSPC consumed less electricity than the previous fiscal year, but reported higher emissions for electricity when compared to the previous fiscal year because of increases in emissions from provincial and territorial utility grids.

responsibility, and generate economic benefits for Canadians through job creation across the construction, manufacturing, and service sectors.

Results achieved

- Advanced the phased rehabilitation of the Lester B. Pearson Building, with Tower B reaching 95% completion and achieving all heritage conservation goals, and Tower C reaching 40% completion;
- Progressed the rehabilitation of the West Memorial building to accommodate summer 2026 occupancy;
- Advanced construction of the Montreal Federal Justice Complex, completing the structural work in December 2025; and
- Reassessed the Connaught Building and the Supreme Court of Canada Building rehabilitation projects to align with PSPC objectives, with a renewed focus on a 10-year program to address critical base building components and maintain asset conditions.

Protect the integrity, value and usefulness of engineering assets and improve interprovincial crossings in the National Capital Region

PSPC continued to protect and modernize its engineering assets and advance improvements to key interprovincial crossings in the National Capital Region (NCR). In 2025 to 2026, the department made progress upgrading district energy infrastructure, maintaining bridges, and advancing planning and procurement for major bridge replacement projects. These efforts support the long-term integrity, safety, reliability and sustainability of federal engineering assets and interprovincial crossings, while supporting transportation connections in the NCR and across Canada.

Results achieved

- Completed 92% of the Energy Services Modernization project under the Energy Services Acquisition Program (ESAP), achieving substantial completion of the Tunney's Pasture Energy Centres and the Confederation Heights retrofit;
- Advanced construction of the Gatineau Energy Centre to support the modernization and emission reduction of the federal district energy system serving connected buildings in the NCR, including Parliament;
- Maintained marine navigation and vehicular traffic at the LaSalle Causeway through modular bridge lifts while advancing early planning for the replacement of the former bascule bridge and related infrastructure;
- Progressed through the initial phases of procurement and launched a Request for Qualifications for the design and construction of a replacement Timiskaming Dam;
- Advanced procurement, planning and permitting activities for the replacement of the Alexandra Bridge, and planned improvements to the Chaudière Crossing and Macdonald-Cartier Bridge; and
- Advanced early-stage planning for a new eastern interprovincial bridge in the NCR, including the development of initial concept designs to advance the impact assessment

process, supported by ongoing engagement with Indigenous communities, partners and stakeholders.

Long-term vision and plan for the Parliamentary Precinct

PSPC continued to advance the Long-Term Vision and Plan (LTVP) for the Parliamentary Precinct. In 2025 to 2026, the department completed an update to the plan, which received endorsement from Parliament. The updated plan establishes a flexible, multi-decade framework to transform the Precinct into a modern, integrated and secure parliamentary campus.

PSPC also continued to advance the restoration and modernization of Centre Block and the Parliament Welcome Centre. In parallel, the department advanced the rehabilitation and modernization of Block 2 to transform functionally obsolete heritage buildings into modern, sustainable and accessible facilities for Parliament.

Results achieved

- Completed the designs of the Centre Block, Parliament Welcome Centre and surrounding landscape;
- Made substantial progress on construction activities in structural work, preparations for upper-level reconstruction, and basement excavation, while significantly advancing structural rebuild of the Parliament Welcome Centre;
- Completed the Block 2 schematic design and launched detailed design, while advancing Block 2 construction, including site mobilization, completion of east-side interior demolition and abatement, and initiation of work for façade retention; and
- Prioritized Canadian sourced materials and expertise for the Centre Block Rehabilitation project, with over 95% of the participating companies being Canadian and representing eight provinces.

Laboratories Canada Strategy

PSPC continued to modernize federal science infrastructure to better support research and regulatory programs under the Laboratories Canada Strategy. Through the planning and delivery of safe, sustainable, accessible, and digitally equipped facilities, Laboratories Canada is creating collaborative spaces that improve how federal scientists' work. These investments strengthen federal science, support innovation, and replace aging laboratories with modern, state-of-the-art infrastructure.

Results achieved

- Advanced preparatory construction of the main Regulatory and Security Science (RSS) facility in the NCR, enabling work to strengthen borders, protect our food supply, and enhance emergency preparedness;
- Opened the RSS Centre for Plant Health in North Saanich, British Columbia, a modernized facility that provides rapid response testing for regulated plant diseases;

- Launched preparatory construction of the Transportation Safety and Technology Science facility in the NCR to support research and testing across aviation, marine, rail, pipeline, and road safety;
- Advanced the TerraCanada NCR facility into the final stage of detailed design, supporting the sustainable development of Canada's land and natural resources, including critical minerals;
- Completed construction up to the fourth floor of the Atlantic Science Enterprise Centre project in Moncton, New Brunswick, supporting programs to protect and sustain Atlantic freshwater and coastal ecosystems;
- Advanced procurement of the design and construction services for the Cultural Heritage Science hub, which will enable innovation in the conservation of Canada's historic and cultural objects and spaces; and
- Progressed planning and design activities for the TerraCanada Quebec project to strengthen federal-academic collaboration on environmental geosciences, supporting sustainable groundwater, land and resource development.

Federal infrastructure spending supports Canada's social, economic and environmental priorities

Advance sustainability and the green agenda

PSPC advanced its sustainability priorities and supported federal environmental targets. The department also continued advancing sustainability and climate resilience initiatives within the Parliamentary Precinct.

Results achieved

- Updated the construction, renovation and demolition waste management toolkit to improve planning and reporting, support the Greening Government Strategy and Federal Plastics Registry requirements, and identify cost-effective approaches to reduce and divert office decommissioning waste, particularly plastics;
- Expanded the Occupant Engagement Program to 86 buildings and introduced composting programs at seven additional sites, improving waste sorting, reducing contamination, and increasing diversion of organic waste;
- Completed 28 waste audits to support federal reporting, inform portfolio-wide estimates, and improve understanding of plastic composition;
- Achieved Leadership in Energy and Environmental Design (LEED) Operations and Maintenance certification for the Wellington Building (Gold), West Block (Silver), and Valour Building (Silver);
- Advanced plans to expand electric vehicle charging infrastructure and supported testing of electric fleet vehicles with the House of Commons and Parliamentary Protective Service;

- Recommissioned 181 Queen Street, generating annual energy savings of $69,000 and reducing greenhouse gas emissions by 167 tonnes of carbon dioxide equivalent (CO2e); and
- Transitioned eight additional buildings to low-temperature hot water systems under the ESAP, reducing reliance on higher-emission heating systems.

Improve accessibility of federal buildings

PSPC continued to advance the Accessible Government Built Environment Initiative, ensuring that real property assets meet accessibility standards, and that new projects incorporate the latest best practices and emerging standards.

Results achieved

- Continued to modernize policies and guidance to support a barrier-free built environment, aligning with TBS standards and enabling project teams to meet accessibility requirements;
- Advanced PSPC's strategy to add universal washrooms (i.e., accessible to all users, including people with disabilities) in new buildings, as well as recapitalizations and major renovations of its Crown-owned buildings. reaching 83% of PSPC national Crown-owned inventory now with at least one universal washroom;
- Continued integrating key accessibility requirements and best practices into the planning, design, and delivery of real property projects, such as Place du Portage III Asset Workplace Renewal, the Lester B. Pearson Building and the Atlantic Science Enterprise Centre (e.g., tactile wayfinding, braille signage, high-contrast design, accessible washrooms, power door operators, barrier-free routes and accessible emergency communication systems);
- Advanced accessible and inclusive laboratory design through Laboratories Canada by collaborating with Accessibility Standards Canada, embedding accessibility reviews throughout project development, and incorporating features that support neurodiversity, including adjustable lighting, acoustic treatments, accessible workstations, and flexible laboratory spaces; and
- Advanced the Parliamentary Precinct Universal Accessibility Strategy and Action Plan through completion of accessibility audits, updated interior signage guidelines, and integration of accessibility improvements into major rehabilitation projects.

Support Reconciliation efforts

PSPC continued advancing Reconciliation by strengthening respectful relationships and meaningful engagement with Indigenous Peoples, and expanding opportunities for them to participate in federal procurement.

Results achieved

- Continued to advance Indigenous inclusion in the federal workplace, including the opening of a new federal building in Shawinigan, Quebec, that integrates Atikamekw culture through design elements and artwork;

- Advanced the Lester B. Pearson project's Indigenous Participation Plan for Tower C, incorporating incentives in construction contracts;
- Awarded close to $140 million in contracts to Indigenous businesses, including construction, goods and services;
- Engaged with local First Nation communities to develop framework agreements for the Timiskaming, Quebec, dam replacement, the Alexandra Bridge Repair and Eastern Bridge projects;
- Advanced innovative procurement approaches by opening bidding directly to Indigenous-owned businesses for the Alaska Highway's Liard River Erosion Mitigation project;
- Confirmed a permanent land acknowledgement in the Centre Block landscape design; and
- Received support from the Anishinàbe Algonquin Nation to include the Mòkomàn artefact in the Parliament Welcome Centre.

Key risks

Compromised assets

In 2025 to 2026, the department identified a risk that the integrity, safety and accessibility of PSPC real property and infrastructure assets could be compromised by climate change, natural disasters, infrastructure deterioration and original design insufficiencies, as well as human-related actions. To mitigate this risk in 2025 to 2026, PSPC took the following measures, among others:

- Continued to implement measures that are recommended in the Parliamentary Precinct Climate Change Adaptation Plan, such as designing cooling and ventilation systems for hotter summers and enhancing drainage systems to manage more frequent intense rainfall events;
- Continued delivering projects to preserve buildings, prevent or reduce ongoing deterioration, address urgent repair needs, resolve health and safety issues, and minimize the cost and complexity of future work;
- Implemented the Accessible Government Built Environment Initiative by updating the Technical Accessibility Assessment program to deliver consistent technical accessibility assessments for Crown-owned assets;
- Designed rehabilitation and new construction projects to be net-zero carbon-ready and to integrate climate resilience in alignment with the Greening Government Strategy;
- Developed a buy clean strategy aligned with the Government of Canada's direction to prioritize the use of made-in-Canada low-carbon products for Canadian infrastructure projects; and
- Advanced work toward reducing non-hazardous operational and plastic waste.

Supply and Delivery Risk

In 2025 to 2026, the department identified a risk that effective and efficient delivery of major PSPC initiatives could be impeded due to the nature of large-scale and complex work (project scale,

complexities, partner dependencies and evolving security requirements) along with global events (inflation, supply delays and industry capacity limitations). To mitigate this risk in 2025 to 2026, PSPC took the following measures, among others:

- Leveraged established governance models to enable key decisions by senior stakeholders and to put in place communication protocols across all stakeholders;
- Continued early industry engagement throughout the procurement process to enable the industry to gain advanced awareness of projects, allowing it to effectively plan and build sufficient capacity to bid on contracts;
- Continued to implement the Science Portfolio Planning and Operating framework by improving planning and cost analysis, while exploring ways to fund and sustain scientific programs and services over the long term;
- Implemented mandatory Indigenous participation plans as part of the contractual requirements for all major projects to support awarding a minimum of 5% of contract value to Indigenous owned or led businesses;
- Structured, financed and accelerated the modernization of fit-up program to deliver on the GCworkplace vision and optimize real property portfolio;
- Worked with the PSPC project management community to review, enhance and standardize project management curriculum and competency levels across branches and assign resources based on experience and expertise;
- Strengthened national capacity by implementing innovative workforce strategies to recruit and retain skilled expertise and ensure consistent, integrated resource management;
- Improved procurement readiness and supply predictability by assessing Canadian production capacity, communicating anticipated requirements early through design and identifying potential supply constraints in advance;
- Took proactive steps to source Canadian steel on infrastructure projects;
- Applied policy compliance exceptions (capacity, availability, best value and quality) when Canadian materials could not meet required volume, performance, or safety standards, ensuring decisions were well documented and transparent; and
- Specified reporting obligations, evidence standards, and compliance expectations directly in solicitation documents to ensure transparency and reduce ambiguity for both suppliers and project teams.

Resources required to achieve results

Table 12 provides a summary of the planned and actual spending and full-time equivalents required to achieve results.

Table 12: Resources required for Property and infrastructure

Resource	Planned	Actual
Spending	$5,384,718,661	$4,416,955,691
Full-time equivalents	4,672	4,589

Amounts may differ from other public documents due to rounding.

The Finances section of the infographic for PSPC on GC InfoBase page and the People section of the infographic for PSPC on GC InfoBase page provide complete financial and human resources information related to its program inventory.

Related government-wide priorities

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

Gender-based Analysis Plus

In 2025 to 2026, PSPC continued to apply GBA Plus considerations across its property and infrastructure initiatives to ensure that federal real property investments support inclusive, accessible, and equitable workplaces, promote Indigenous participation, and respond to the diverse needs of Canadians.

Key results achieved include the advancement of accessibility in federal buildings and projects through inclusive design standards, technical assessments, and engagement with users. Accessibility strategies and action plans were developed for key federal facilities.

PSPC also supported Reconciliation by incorporating Indigenous cultural considerations into projects and increasing Indigenous participation in procurement and infrastructure initiatives.

The department engaged with diverse stakeholders, including employees and communities, to ensure federal infrastructure is safe, inclusive, and meets the needs of all users.

PSPC continued integrating social procurement objectives into new real property service contracts for buildings. PSPC also continued to integrate GBA Plus considerations into the LTVP for the Parliamentary Precinct. This work was informed by recommendations from GBA Plus assessments completed for the Centre Block Rehabilitation and the LTVP Update, which continue to inform project planning, design and decision-making to support a modern, integrated, secure parliamentary campus that is accessible to all.

These efforts demonstrate PSPC's commitment to applying GBA Plus in the planning, design, and delivery of federal property and infrastructure, helping ensure government investments respond to diverse Canadians, support Reconciliation, and foster inclusive, accessible, and culturally aware workplaces and public spaces.

For detailed information on how PSPC is applying GBA Plus to its various Programs and activities, please consult PSPC's supplementary information table on GBA Plus.

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

PSPC activities under its Core responsibility 3: Property and infrastructure supported Canada's efforts to address the UN 2030 Agenda and the Sustainable Development Goals (SDGs). In 2025 to 2026, among various initiatives and programs supporting the SDGs, the department:

- Advanced efforts to reduce greenhouse gas emissions from federal buildings and increase the use of clean electricity in its operations;
- Improved the energy performance and sustainability of federal buildings through efficiency upgrades and low-carbon infrastructure projects;
- Promoted responsible consumption by strengthening waste reduction and plastic diversion practices in federal workplaces; and
- Continued remediation work at contaminated sites to reduce environmental risks and help protect ecosystems and human health.

These initiatives contributed towards the following SDGs:

- Goal 7: increase Canadians' access to clean energy;
- Goal 12: reduce waste and transition to zero-emission vehicles; and
- Goal 13: take action on climate change and its impacts.

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

Program inventory

Property and infrastructure is supported by the following programs:

- Federal Accommodation and Infrastructure
- Real Property and Infrastructure Services
- Parliament Hill and Surroundings
- Cape Breton Operations: Portfolio Management

Additional information related to the program inventory for Property and infrastructure is available on the Results page on GC InfoBase.

Core responsibility 4: Government-wide support

In this section

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

Description

PSPC provides administrative services and tools to federal organizations that help them deliver programs and services to Canadians.

Quality of life impacts

This core responsibility contributes to the following domains of the Quality of Life Framework for Canada:

- Good governance domain and the “Confidence in institutions” indicator through the common services and support PSPC provides to federal organizations; and
- Society domain and the “Indigenous languages” and “Knowledge of official languages” indicators through activities carried out by the Translation Bureau.

Progress on results

This section details the department’s performance against its targets for each departmental result under Core Responsibility 4: Government-wide support.

Table 13 shows the target, the date to achieve the target and the actual results for each indicator under Federal organizations have access to high quality linguistic services and tools in the last 3 fiscal years.

Table 13: Federal organizations have access to high quality linguistic services and tools

Departmental Result Indicators	Target	Date to achieve target	Actual Results
Percentage of linguistic services that comply with established quality standards	At least 85%	March 2026	2023 to 2024: 91% 2024 to 2025: 96.4%

Departmental Result Indicators	Target	Date to achieve target	Actual Results
			2025 to 2026: 97%
Percentage of overall client satisfaction with the Translation Bureau's language tools and services	At least 90%	March 2026	2023 to 2024: 87.4% 2024 to 2025: 87% 2025 to 2026: 90%

Table 14 shows the target, the date to achieve the target and the actual results for each indicator under Government does business with ethical suppliers and ensures that sensitive information is handled appropriately in the last 3 fiscal years.

Table 14: The Government does business with ethical suppliers and ensures that sensitive information is handled appropriately

Departmental Result Indicators	Target	Date to achieve target	Actual Results
Percentage of integrity verification requests processed within the four-hour client service standard (2 hours if urgent)	At least 90%	March 2026	2023 to 2024: 99% 2024 to 2025: 99% 2025 to 2026 : 99.5%
Percentage of security screenings processed within 7 business days for contractors and sub-contractors requiring access to protected information	At least 85%	March 2026	2023 to 2024: 94% 2024 to 2025: 96% 2025 to 2026: 95%

Table 15 shows the target, the date to achieve the target and the actual results for each indicator under Federal organizations have the support services and tools they need to deliver their programs to Canadians in the last 3 fiscal years.

Table 15: Federal organizations have the support services and tools they need to deliver their programs to Canadians

Departmental Result Indicators	Target	Date to achieve target	Actual Results
Percentage of clients who are satisfied or very satisfied with	At least 75%	March 2026	2023 to 2024: 68%

Departmental Result Indicators	Target	Date to achieve target	Actual Results
PSPC tools and/or support services			2024 to 2025: 78% 2025 to 2026: 83%
Percentage of PSPC service standards met	At least 80%	March 2026	2023 to 2024: 77% 2024 to 2025: 73% 2025 to 2026: 85%

The Results section of the infographic for PSPC 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 Government-wide support in 2025 to 2026 compared with the planned results set out in PSPC's Departmental Plan for the year.

Federal organizations have access to high quality linguistic services and tools

Through the Translation Bureau, PSPC continued to modernize its tools and services to provide high-quality and efficient linguistic services, supporting the Government and Parliament in serving Canadians in their official language of choice.

Results achieved

- Processed over 1,000 ad hoc terminological requests from clients and partners;
- Created more than 2,700 records and updated 9,700 records in TERMIUM Plus®, the Government of Canada's terminology data bank;
- Launched GCtranslate across seven departments, providing access to a secure, AI-powered translation tool, with additional organizations to be onboarded in 2026 to 2027; and
- Collaborated with key partners to increase interpretation capacity in both official languages and maintain capacity in Indigenous languages, while ensuring the health and safety of interpreters.

The Government does business with ethical suppliers and ensures that sensitive information is handled appropriately

The department continued to strengthen its approach to better know who the Government of Canada conducts business with and by taking appropriate steps to mitigate the potential risks that they may pose. PSPC strengthened supply chain integrity by identifying and implementing measures to mitigate risks associated with suppliers of concern while enhancing awareness and transparency through its annual report on Addressing Misconduct and Wrongdoing.

Results achieved

- Through the Registrar of Ineligibility and Suspension, pursued 17 administrative actions under the government-wide *Ineligibility and Suspension Policy,* which included five suspension-related activities and 12 determinations of ineligibility;
- Refined implementation of the *Ineligibility and Suspension Policy* and strengthened referral processes for federal partners to submit founded cases of supplier misconduct to the Office of Supplier Integrity and Compliance for assessment;
- Continued to advance ways to mitigate the risk posed by instances of fraud and misconduct, including through the recovery of funds associated with illegitimate payments;
- Introduced mandatory, risk-based cybersecurity requirements for defence suppliers to address emerging threats to defence supply chains;
- Strengthened oversight of the Controlled Goods Program through targeted process improvements supporting timely registration decisions, enhanced engagement with industry applicants and security partners, and continued alignment with evolving risk and threat considerations, improving program responsiveness while maintaining strong safeguards over sensitive and strategic defence-related assets;
- Enhanced personal and organizational security screening processes under the Contract Security Program by improving efficiencies and supporting increased requirements related to defence recapitalization efforts; and
- Concluded four General Security of Information Agreements with foreign partners and continued to advance negotiations on 11 additional agreements to strengthen international information-sharing and protection measures.

Federal organizations have the support services and tools they need to deliver their programs to Canadians

PSPC continued to focus on strategic initiatives to support federal organizations in obtaining the essential services and tools they need.

Results achieved

- Enhanced government-wide services and solutions by expanding cloud-based environments, increasing information processing capacity, and integrating modern tools to support program delivery across the department and the Government of Canada, in alignment with Canada's Digital Ambition;
- Accelerated the modernization of the legacy information technology infrastructure to ensure the reliability and security of the department's business operations;
- Advanced the implementation of enterprise solutions to better align workflows and processes, enabling more efficient and effective service delivery;

- Supported Canada's Assault-Style Firearms Compensation Program by developing the digital case management system to receive declarations, process claims and issue compensation;
- Continued to implement ServicePSPC, the enterprise integrated service management solution, supporting Government of Canada-wide HR tools, like the mandatory Employee Conflict of Interest Declaration; and
- Improved overall client satisfaction with PSPC services for the third consecutive year, with 83% of randomly selected Government of Canada clients indicating they were satisfied.

Key risks

Risk to the effective delivery of services and tools to federal organizations

In 2025 to 2026, the department identified a risk that PSPC's delivery of its government-wide support programs could be impeded due to a lack of skilled resources and capacity, aging systems and applications, interdependencies with internal and external stakeholders, limited funding, and threats external to government. To mitigate this risk in 2025 to 2026, PSPC took the following measures, among others:

- Continued to explore recruitment options, leverage current departmental resources, and promote leadership and succession planning to maintain adequate capacity for the continuity and effective delivery of services to PSPC clients;
- Invested in staff training and development as well as in IT tools to improve timeliness and quality work for clients; and
- Continued to develop sources of information to enable accurate, consistent and timely decision-making, disseminating the appropriate information and identify potential information shortcomings and opportunities.

Resources required to achieve results

Table 16 provides a summary of the planned and actual spending and full-time equivalents required to achieve results.

Table 16: Resources required for Government-wide support

Resource	Planned	Actual
Spending	$192,421,726	$191,672,453
Full-time equivalents	2,567	2,456

Amounts may differ from other public documents due to rounding.

The Finances section of the infographic for PSPC on GC InfoBase page and the People section of the infographic for PSPC on GC InfoBase page provide complete financial and human resources information related to its program inventory.

Related government-wide priorities

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

Gender-based Analysis Plus

PSPC is continuously improving data collection methods and will continue to identify new opportunities to inform and assess the impacts of program changes. Through the Translation Bureau, the department continued to support accessibility and inclusion within government communications by offering services in official languages, sign languages, Indigenous languages, and foreign languages. The Bureau further advanced Reconciliation by maintaining relations with Indigenous suppliers and building partnerships with Indigenous organizations, with progress tracked through its Reconciliation Action Plan. These initiatives helped promote equitable access to information for all Canadians, including improved accessibility for persons who are deaf, deafblind and deafened, fostering fairness and participation across government.

For detailed information on how PSPC is applying GBA Plus to its various Programs and activities, please consult PSPC's supplementary information table on GBA Plus.

Program inventory

Government-wide support is supported by the following programs:

- Linguistic Services
- Information Services
- Government-Wide Corporate Services
- Document Imaging Services
- Asset Disposal
- Service Management
- Canadian General Standards Board
- Security and Oversight Services

Additional information related to the program inventory for Government-wide support is available on the Results page on GC InfoBase.

Core responsibility 5: Procurement Ombud

In this section

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

Description

The Office of the Procurement Ombud (OPO) operates at arm's-length from federal organizations. It is legislated to review the procurement practices of federal organizations, review complaints from Canadian suppliers, and provide dispute resolution services.

Quality of life impacts

This core responsibility directly supports the "Good governance" domain of the Quality of Life Framework for Canada and, more specifically, to the "Confidence in institutions" and the "Confidence in access to fair and equal justice (civil)" indicators through its activities.

Progress on results

This section details the department's performance against its targets for each departmental result under Core responsibility 5: Procurement Ombud.

Table 17 shows the target, the date to achieve the target and the actual results for each indicator under Raise awareness of procurement issues and exchange information in the last 3 fiscal years.

Table 17: Raise awareness of procurement issues and exchange information

Departmental Result Indicators	Target	Date to achieve target	Actual Results
Number of awareness-building activities per year with Canadian suppliers, primarily small and medium-sized businesses, federal officials and other stakeholders	At least 48	March 2026	2023 to 2024: 107 2024 to 2025: 92 2025 to 2026: 121

Departmental Result Indicators	Target	Date to achieve target	Actual Results
Number of provinces/territories where outreach activities are held	At least 6	March 2026	2023 to 2024: 13 2024 to 2025: 13 2025 to 2026: 13
Year-over-year percentage of new visits to OPO's website	At least 5%	March 2026	2023 to 2024: 199.8% 2024 to 2025: -8.86% 2025 to 2026: 3.19%[17]
Year-over-year percentage of new followers and impressions to OPO's digital media accounts	At least 10%	March 2026	2023 to 2024: -97.5% 2024 to 2025: 16.67% 2025 to 2026: 980%[18]

Table 18 shows the target, the date to achieve the target and the actual results for each indicator under Procurement related issues are addressed through alternative dispute resolution in the last 3 fiscal years.

Table 18: Procurement related issues are addressed through alternative dispute resolution

Departmental Result Indicators	Target	Date to achieve target	Actual Results
Percentage of alternative dispute resolution processes that result in settlement agreements agreed to by both parties	At least 75%	March 2026	2023 to 2024: 0% 2024 to 2025: 25%

[17] Website traffic increased by 3.19% in 2025 to 2026, demonstrating continued stabilization following significant fluctuations in previous years. The indicator measures homepage visits only and does not capture traffic to reports, publications, and other content accessed directly through links to specific content, which may result in overall engagement being understated.

[18] The significant increase in total new followers and impressions on OPO's digital media accounts is attributable to targeted outreach efforts. From 2024-2025 to 2025-2026, the number of impressions increased from 72,204 to 783,759, while the number of new followers increased from 451 to 634.

Departmental Result Indicators	Target	Date to achieve target	Actual Results
			2025 to 2026: 50%[19]

Table 19 shows the target, the date to achieve the target and the actual results for each indicator under Procurement related issues are addressed through the review of complaints and the review of federal organization's procurement practices in the last 3 fiscal years.

Table 19: Procurement related issues are addressed through the review of supplier complaints and the review of federal organizations' procurement practices

Departmental Result Indicators	Target	Date to achieve target	Actual Results
Percentage of supplier complaint reviews completed within 120 working days as per legislative requirements	At least 100%	March 2026	2023 to 2024: 100% 2024 to 2025: 100% 2025 to 2026: 100%
Percentage of recommendations made by the Ombud acted upon by federal organizations	At least 100%	March 2026	2023 to 2024: 100% 2024 to 2025: 100% 2025 to 2026: 100%

The Results section of the infographic for PSPC 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 Procurement Ombud in 2025 to 2026 compared with the planned results set out in PSPC's Departmental Plan for the year.

Raise awareness of procurement issues and exchange information

OPO conducted research and produced reports on procurement topics of interest to Canadian suppliers and federal departments to strengthen understanding of systemic procurement issues and support improvements across the federal procurement system. Together, these studies provided practical analysis and insights to support more fair, open, and transparent procurement practices.

[19] In 2025 to 2026, OPO received 15 alternative ADR requests. 2 of the 15 requests resulted in ADR processes, of which: 1 was resolved formally and resulted in a settlement agreement and the other did not result in a settlement agreement; 7 were resolved informally with OPO's support and subsequently withdrawn; 3 invitations to participate were declined by the Departments; and 3 remain ongoing and will be reported in the next fiscal year.

Results achieved

- Completed and published five research studies: *Negotiated Requests for Proposals*; *Best Value in Procurement*; *Contract Administration in Construction Contracts*; *Exploring Root Causes of a Lack of Competition in Federal Procurement*; and *Time for Action: Top Five Foundational Changes Needed in Federal Procurement*;
- Launched a comprehensive research study examining Canada's defence procurement system for major projects, examining key processes, challenges, and emerging considerations related to the evolving procurement landscape, with publication planned for early 2026 to 2027;
- Delivered workshops and learning activities to address practical training gaps for federal procurement practitioners by sharing lessons learned from procurement reviews and complaint case studies, helping to improve knowledge sharing; and
- Delivered 121 outreach events across Canada, both virtually and in person, engaging suppliers, federal departments, and other stakeholders, increasing awareness of OPO's services and encouraging open dialogue on procurement issues.

Procurement-related issues are addressed through alternative dispute resolution

OPO helped suppliers and federal departments resolve procurement-related issues informally whenever possible and offered formal ADR services when requested and agreed to by both parties to a federal contract. In 2025 to 2026, OPO received a total of 15 requests for ADR services.

Results achieved

- Facilitated the informal resolution of procurement-related issues by re-establishing communication between suppliers and departments, supported by OPO's certified mediators;
- Provided formal mediation services to help parties reach mutually acceptable settlement agreements and avoid potential litigation when issues could not be resolved informally; and
- Supported timely and cost-effective dispute resolution while promoting fairness and accountability in federal procurement.

Procurement-related issues are addressed through the review of complaints and the review of federal organizations' procurement practices.

When a complaint is filed with the Procurement Ombud and meets the criteria set out in the *Procurement Ombudsman Regulations*, the Procurement Ombud is required to launch an investigation and issue findings, along with any recommendations, including those for the payment of compensation, within 120 working days. OPO also follows up on all compensation related recommendations 60 days later to assess whether the complainant has been paid by the implicated federal organization. This review function forms part of OPO's broader mandate to support fairness, openness and transparency in federal procurement.

Results achieved

- Managed 851 procurement-related cases, addressing a total of 1,272 issues while ensuring that requestors received timely and meaningful assistance;
- Received 101 formal complaints and completed six reviews within legislated timelines; and
- Completed a major procurement practice review of contracts awarded to Indigenous businesses.

Key risks

To deliver on its mandate, OPO will continue to monitor and manage key corporate risks, including:

Resource Capacity

OPO's ability to effectively deliver its mandate may be affected by limited financial and human resources relative to increasing demand for its services. As a result, OPO faces ongoing challenges in maintaining service levels, managing growing workloads, and advancing strategic priorities. To mitigate this risk, OPO will continue its efforts to secure additional funding while maximizing the effective use of available resources.

Resources required to achieve results

Table 20 provides a summary of the planned and actual spending and full-time equivalents required to achieve results.

Table 20: Resources required for Procurement Ombud

Resource	Planned	Actual
Spending	$4,534,537	$5,451,275
Full-time equivalents	34	34

Amounts may differ from other public documents due to rounding.

The Finances section of the infographic for PSPC on GC InfoBase page and the People section of the infographic for PSPC on GC InfoBase page provide complete financial and human resources information related to its program inventory.

Related government-wide priorities

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

Gender-based Analysis Plus

OPO continued to advance diversity, inclusion, and accessibility considerations across its operations, stakeholder engagement activities, and service delivery. In support of this commitment, OPO incorporated accessibility and inclusion considerations into its outreach

activities, procurement practices, communication products, and engagement with suppliers, federal departments, and the public.

During 2025 to 2026, OPO continued participating in interdepartmental forums and working groups focused on accessibility, employment equity, and inclusive procurement practices to share information, best practices, and lessons learned across the federal community. OPO also continued outreach and educational activities aimed at supporting suppliers historically underrepresented in the federal supply chain and promoting broader awareness of federal procurement processes.

In addition, OPO published its 2026 to 2028 Accessibility Plan under the *Accessible Canada Act*, reaffirming its commitment to identifying, preventing, and removing barriers to accessibility for employees and external stakeholders. The plan outlines actions to strengthen accessibility in areas such as communications, outreach, procurement, workplace practices, and the design and delivery of programs and services.

For detailed information on how OPO is applying GBA Plus to its various Programs and activities, please consult PSPC's supplementary information table on GBA Plus.

Program inventory

Procurement Ombud is supported by the following program:

- Procurement Ombud

Additional information related to the program inventory for Procurement Ombud 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 business

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.

Communications services

The department enhanced the way it engages with Canadians and its employees through the use of new technologies and approaches. This included audience-tailored communication ensuring inclusive, culturally appropriate language and terminology and respectful content.

In 2025 to 2026, PSPC's internet and intranet platforms continued to be modernized to meet government web requirements and support a user-centric, accessible and task-based approach to the provision of information and services. The department also continued to seek additional opportunities to enhance openness and transparency, proactively publishing information wherever possible.

Human resources management services

PSPC advanced its diversity and inclusion agenda by finalizing and implementing its 2025 to 2029 Diversity and Inclusion Action Plan, following consultations with stakeholders. The plan focuses on talent management, values and ethics, and strengthened performance measurement through a dedicated Diversity and Inclusion Performance Measurement Framework to better track progress.

The department continued efforts to address employment equity gaps by establishing targets and advancing tailored recruitment and retention strategies, supported by targeted initiatives and awareness activities.

PSPC also strengthened its Mental Health, Well-being and Inclusion Strategy through the implementation of branch and regional plans, expanding access to in-person support services and enhancing access to practical tools, resources and learning opportunities to respond to evolving employee needs. Furthermore, in November 2025, PSPC launched and promoted the new digital solution for the Government of Canada's Workplace Accessibility Passport, a TBS initiative, supporting a more inclusive and accessible workplace. Federal employees can use the Passport to facilitate discussions and record agreed-upon solutions needed to succeed in the workplace.

PSPC advanced the OneHR initiative by transitioning toward a more agile and integrated HR service delivery model across operational and corporate functions. This work is improving the employee and manager experience, strengthening HR data integrity, and enhancing the tracking of HR service needs and performance to inform decision-making.

Information technology services

In 2025 to 2026, PSPC continued the implementation of various enterprise solutions to support the Government of Canada's vision for service and digital modernization and the department's Digital Strategy. These efforts improved alignment, streamlined workflows and processes, and enhanced efficiency across key service areas, including HR, IT and real property services. PSPC also supported the migration of select business applications to the cloud in alignment with the Government of Canada's cloud hosting strategy, and leveraged the latest AI capabilities to enhance service delivery in the areas of translation, procurement and IT support.

PSPC undertook several initiatives to enhance overall accessibility of its solutions and ensure conformance with the National Standard of Canada. This included conducting Web Content Accessibility Guideline assessments, implementing customized accessibility software and providing accessibility guidance to priority projects.

PSPC also launched a Technical Debt reduction initiative to modernize its application portfolio and improve overall system sustainability. This included decommissioning 11 legacy applications in 2025 to 2026 and remediating 40 others to address performance, security and maintainability issues. Through this work, PSPC improved the reliability of its digital solutions and better aligned its systems with evolving operational and technical standards.

Management and oversight services

The department continued to strengthen its security program by advancing priorities outlined in the 2025 to 2028 Departmental Security Plan. Activities to mitigate identified security risks were being implemented with a focus on improving program delivery and agility to adapt to a changing environment.

Resources required to achieve results

Table 21 provides a summary of the planned and actual spending and full-time equivalents required to achieve results.

Table 21: Resources required to achieve results for internal services for 2025 to 2026

Resource	Planned	Actual
Spending	$385,051,530	$377,718,542
Full-time equivalents	3,458	3,310

Amounts may differ from other public documents due to rounding.

The Finances section of the infographic for PSPC on GC InfoBase page and the People section of the infographic for PSPC 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 to 2026, PSPC completed the RCP self-assessment. The results show the department demonstrated strong management practices and controls in procurement, financial and expenditure management and workplace health. PSPC also identified some opportunities to improve and will:

- enhance oversight and strengthen the rigorous and standardized approach to performance management to ensure greater consistency across the department;
- establish additional procedures and standards for security controls to strengthen compliance and effectiveness of departmental security practices; and
- invest strategically in renewing or revitalizing the real property portfolio, improving asset conditions and ensuring safe, reliable infrastructure.

Contracts awarded to Indigenous businesses

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

As shown in Table 22, PSPC awarded 7.08% of the total value of all its contracts to Indigenous businesses for the fiscal year.

Table 22: Total value of contracts awarded to Indigenous businesses

Contracting performance indicators	2025 to 2026 Results
Total value of contracts awarded to Indigenous businesses (A)	$300.15 million
Total value of contracts awarded to Indigenous and non-Indigenous businesses (B)	$4.25 billion
Value of exceptions approved by deputy head (C)	$0
Proportion of contracts awarded to Indigenous businesses [A / (B–C) × 100]	7.08%

Notes

For the purposes of the minimum 5% target, ISC 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
- businesses 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.

The figure for the total value of contracts awarded to Indigenous businesses includes subcontracts issued to Indigenous businesses by non-Indigenous prime contractors. Given the large scope and value of contracts that support PSPC projects, partnering with successful non-Indigenous bidders to create business opportunities for Indigenous businesses has been a strategic success. Indigenous subcontracting accounted for more than 37% of the reported results in 2025 to 2026.

PSPC did not seek any deputy head-approved exceptions to the target in fiscal year 2025 to 2026.

PSPC’s overall procurement budget was more predictable in this reporting period than last year, which had a significant, positive impact towards achieving the minimum 5% target. Balanced and predictable departmental procurement activity at PSPC contributes to this outcome in a more sustainable way.

For lower dollar value contracts issued using the basic contracting authority that most other government departments have (i.e. up to a maximum of $4.5 million), PSPC issued contracts to

Indigenous businesses totalling approximately $18.5 million, representing more than 6.4% of the value of these sort of contracts. PSPC's achievement is, therefore, strong and stable for contracts of reduced scope, which use more nimble contracting methods and tend to leverage existing Indigenous business capacity most efficiently.

Large-value contracts undertaken by PSPC are currently beyond the capacity of most existing Indigenous businesses and limit their ability to participate in the bidding process. For PSPC's larger-value contracts, the department is integrating other forms of Indigenous participation in partnership with non-Indigenous contract holders. Indigenous Participation Plans include commitments to subcontract with Indigenous businesses and provide training or other employment opportunities to Indigenous people, which support the broader Government of Canada's objective of reconciliation with Indigenous Peoples.

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 fiscal year 2023 to 2024 to fiscal year 2028 to 2029.

Budgetary performance summary

Table 23 shows the money that PSPC spent in each of the past three years on its core responsibilities and on internal services.

Table 23: Actual three-year spending on core responsibilities and internal services (dollars)

Core responsibilities and internal services	2025 to 2026 Main Estimates	2025 to 2026 total authorities available for use	Actual spending over three years (authorities used)
Purchase of goods and services	187,050,746	378,126,501	• 2023 to 2024: 196,842,940 • 2024 to 2025: 227,211,193 • 2025 to 2026: 184,304,444
Payments and accounting	1,109,124,404	1,135,860,921	• 2023 to 2024: 836,496,904 • 2024 to 2025: 883,208,784 • 2025 to 2026: 976,191,026
Property and infrastructure	5,384,718,661	5,624,987,054	• 2023 to 2024: 3,757,979,775 • 2024 to 2025: 3,775,611,745 • 2025 to 2026: 4,416,955,691
Government-wide support	192,421,726	252,165,831	• 2023 to 2024: 174,902,636 • 2024 to 2025: 167,777,405 • 2025 to 2026: 191,672,453
Procurement Ombud	4,534,537	5,197,169	• 2023 to 2024: 4,697,286 • 2024 to 2025: 5,356,263 • 2025 to 2026: 5,451,275
Subtotal	**6,877,850,074**	**7,396,337,476**	• **2023 to 2024: 4,970,919,541** • **2024 to 2025: 5,059,165,390** • **2025 to 2026: 5,774,574,889**
Internal services	385,051,530	428,117,469	• 2023 to 2024: 404,361,844 • 2024 to 2025: 392,425,072

Core responsibilities and internal services	2025 to 2026 Main Estimates	2025 to 2026 total authorities available for use	Actual spending over three years (authorities used)
			• 2025 to 2026: 377,718,542
Total	**7,262,901,604**	**7,824,454,945**	• **2023 to 2024: 5,375,281,385** • **2024 to 2025: 5,451,590,462** • **2025 to 2026: 6,152,293,431**

Amounts may differ from other public documents due to rounding.

Analysis of the past three years of spending

Total authorities available for use versus Main Estimates versus actual spending for current year

PSPC's 2025 to 2026 total authorities available for use are **$562 million greater** than the Main Estimates, mainly due to incremental funding approved during the fiscal year through the Supplementary Estimates process, the allocations from Treasury Board Central Votes, as well as the authorities available from the previous fiscal years and other adjustments, as reported in the Public Accounts of Canada 2026.

PSPC's 2025 to 2026 actual spending is **$1,672 million lower** than the total authorities available for use. This variance is explained by **$425 million** in authorities available for use in subsequent years, mostly from the revolving funds' unused authorities, and a lapse of **$1,247 million**. The lapse is mainly due to adjustments to project timelines, unused authorities for projects and programs driven by lower than anticipated costs, increased recoveries or revenues, unused contingency funding, and cancelled projects, as well as staffing controls resulting in reduced or deferred staffing actions. PSPC requested a portion of the lapsed funds to be carried forward to support ongoing initiatives.

Actual spending over three years

The overall **$777 million** increase in actual spending from fiscal year 2023 to 2024 to fiscal year 2025 to 2026 is explained by the following:

The department spent approximately **$76 million** more in fiscal year 2024 to 2025 than in 2023 to 2024. The increase is primarily due to:

- Purchase of goods and services:
    - Increased salaries as a result of the ratification of the Commerce and Purchasing collective agreement.
- Payments and accounting:
    - Additional funding received for the Human Capital Management Feasibility Analysis Project as a continuation of the Next Generation HR and Pay initiative; and
    - The increase is partially offset by a decrease due to the timing difference between when a Payment in Lieu of Taxes is issued to municipalities and when the cost is recovered from other government departments.

- Property and infrastructure:
    - Expenditures to deliver on the department's property and infrastructure projects, including major capital projects in the NCR, such as the rehabilitation of Les Terrasses de la Chaudière and the West Memorial building, as well as the initial phase of Canada's 2025 G7 Presidency;
    - Continued implementing the LTVP, a multi-decade strategy to restore and modernize Canada's Parliamentary Precinct, such as the Centre Block Rehabilitation Program, as well as to continue implementing the Laboratories Canada Strategy; and
    - The increase is partially offset by a decrease due to the timing of interim payments to the contractor for ESAP, as well as the purchase of a building in Ottawa, Ontario (181 Queen Street), both of which occurred in the previous fiscal year.

The department spent approximately **$701 million** more in fiscal year 2025 to 2026 than in 2024 to 2025. The increase is primarily due to:

- Payments and accounting:
    - The HR and Pay Transformation project moving forward to the build and testing phase of the Dayforce HR and pay solution; and
    - The timing difference between when a Payment in Lieu of Taxes is issued to municipalities and when the cost is recovered from other government departments.
- Property and infrastructure:
    - The substantial completion payment made in the current year for the ESAP in accordance with the payment schedule;
    - Continued implementing the Parliamentary Precinct's LTVP, including the Centre Block Rehabilitation Program and the Block 2 Redevelopment, as well as advancing the Laboratories Canada Strategy; and
    - The increase is partially offset by decreased net expenditures in the Real Property Services Revolving Fund, mainly due to the absence of prior-year one-time collective agreement costs, lower cash expenditures, improved efficiencies, stronger revenues, and effective cost containment.
- Government-wide support:
    - Additional funding received for the Emerging Needs Fund to support high priority urgent and/or unforeseen advertising initiatives. All funding decisions and allocations are based on the Government of Canada's priorities.

The increase is partially offset by a decrease in:

- Purchase of goods and services:
    - Retroactive payment adjustments made in the previous year following the ratification of the Commerce and Purchasing collective agreement.
- Expenditures in response to government spending reductions.

The Finances section of the infographic for PSPC on GC InfoBase provides more financial information from previous years.

Planned spending for the next three years

Table 24 shows PSPC's planned spending for each of the next three years on its core responsibilities and on internal services.

Table 24: Planned three-year spending on core responsibilities and internal services (dollars)

Core responsibilities and internal services	2026 to 2027 planned spending	2027 to 2028 planned spending	2028 to 2029 planned spending
Purchase of goods and services	168,998,282	164,501,736	156,431,774
Payments and accounting	1,037,985,984	309,192,005	319,689,256
Property and infrastructure	4,207,333,741	3,769,571,817	3,658,775,067
Government-wide support	176,893,188	153,265,781	146,091,416
Procurement Ombud	4,389,120	4,271,132	4,045,923
Subtotal	**5,595,600,315**	**4,400,802,471**	**4,285,033,436**
Internal services	333,571,206	245,289,014	235,864,502
Total	**5,929,171,521**	**4,646,091,485**	**4,520,897,938**

Amounts may differ from other public documents due to rounding.

Analysis of the next three years of planned spending

For 2028 to 2029, the department plans to spend approximately **$1,408 million less** than in fiscal year 2026 to 2027. The decrease is mainly due to:

- Payments and accounting:
  - The end of incremental funding received to stabilize pay operations and decrease the backlog of pay issues, as well as the HR and Pay Transformation project.
- Property and infrastructure:
  - Reductions in predictable capital funding for major infrastructure projects and the end of Office Portfolio Reduction Plan invest-to-divest funding in 2026 to 2027.

  The decrease is partially offset by:

  - An increase in planned spending in 2027 to 2028 for Laboratories Canada Strategy, which reflects that projects will be in full delivery mode. Planned spending is expected to decrease in 2028 to 2029 as some projects under the Laboratories

Canada Strategy will be close to completion, resulting in lower construction costs; and
    - An increase in planned spending to continue implementing the Parliamentary Precinct's LTVP.
- Internal services:
    - The end of incremental funding for internal services for employees in pay administration; and
    - The department's current funding approval to support information technology projects such as the Government of Canada Trusted Platform and Digital Convergence projects in preplanning.
- The decrease in planned spending is also attributable to the budget reduction from the Comprehensive Expenditure Review, which resulted in overall reductions across the department.

Funding will be adjusted should future approvals be received.

The Finances section of the infographic for PSPC on GC InfoBase provides more detailed financial information related to future years.

Budgetary actual gross spending

Table 25 reconciles actual gross spending with net spending for 2025 to 2026.

Table 25: Budgetary actual gross spending summary (dollars)

Core responsibilities and internal services	2025 to 2026 actual gross spending	2025 to 2026 actual revenues netted against expenditures	2025 to 2026 actual net spending (authorities used)
Purchase of goods and services	403,673,480	219,369,036	184,304,444
Payments and accounting	1,165,600,470	189,409,444	976,191,026
Property and infrastructure	7,850,169,865	3,433,214,174	4,416,955,691
Government-wide support	500,548,577	308,876,124	191,672,453
Procurement Ombud	5,451,275	0	5,451,275
Subtotal	**9,925,443,667**	**4,150,868,778**	**5,774,574,889**
Internal services	453,855,457	76,136,915	377,718,542
Total	**10,379,299,124**	**4,227,005,693**	**6,152,293,431**

Amounts may differ from other public documents due to rounding.

Analysis of budgetary actual gross spending summary

The department's major sources of revenues netted against expenditures are collected through the Real Property Federal Accommodation and Infrastructure Program as well as through its three active revolving funds.

The Real Property Federal Accommodation and Infrastructure Program generates revenues mainly through:

- provision of spaces, conference rooms and parking;
- preparation of spaces for occupancy; and
- production and distribution of utilities.

The Real Property Services Revolving Fund collects most revenues by providing real property services such as project delivery, facility management and advisory services. Revenues are also collected through the Translation Bureau Revolving Fund for translation, interpretation and other linguistic services, as well as through the Optional Services Revolving Fund, mainly for travel and transportation management services.

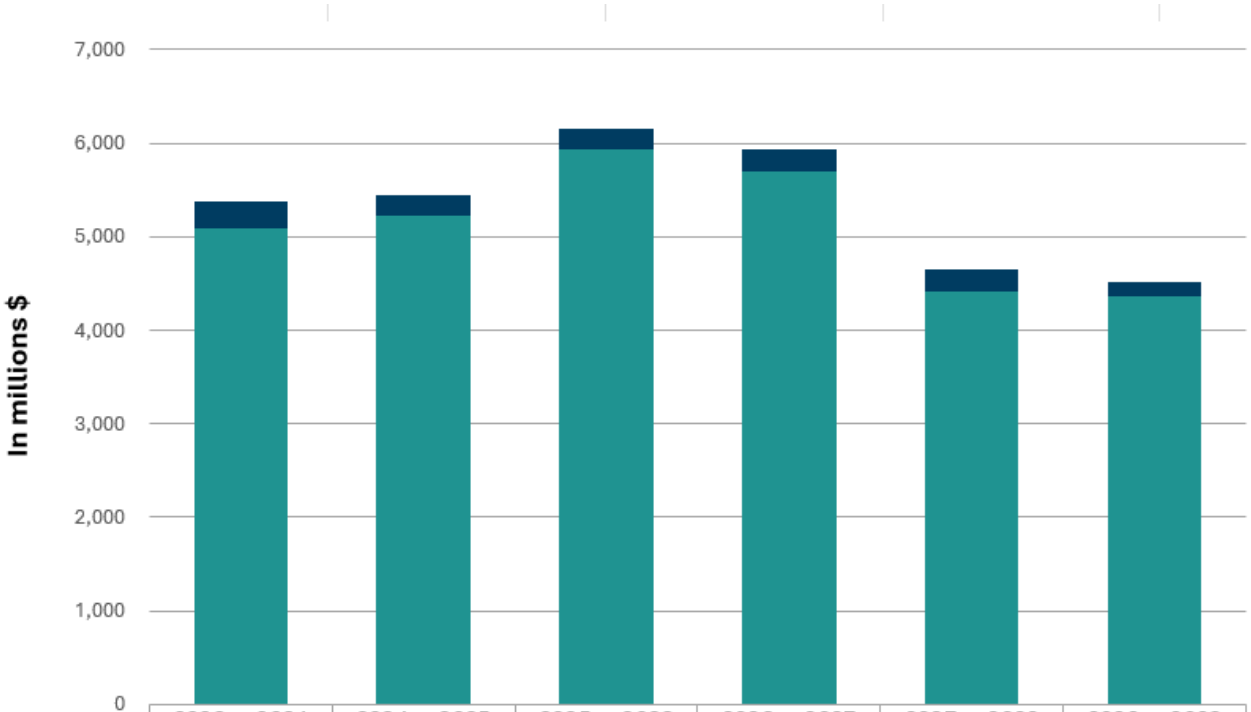
The Finances section of the infographic for PSPC on GC InfoBase provides information on the alignment of PSPC's spending with the Government of Canada's spending and activities.

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 fiscal year 2023 to 2024 to fiscal year 2028 to 2029.

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



	2023 to 2024	2024 to 2025	2025 to 2026	2026 to 2027	2027 to 2028	2028 to 2029
Statutory	279	228	221	230	232	154
Voted	5,096	5,224	5,931	5,699	4,414	4,367
Total	5,375	5,452	6,152	5,929	4,646	4,521

Amounts may differ from other public documents due to rounding.

Text version of Graph 1

Fiscal year	Statutory	Voted	Total
2023 to 2024	$279,000,000	$5,096,000,000	$5,375,000,000
2024 to 2025	$228,000,000	$5,224,000,000	$5,452,000,000
2025 to 2026	$221,000,000	$5,931,000,000	$6,152,000,000
2026 to 2027	$230,000,000	$5,699,000,000	$5,929,000,000
2027 to 2028	$232,000,000	$4,414,000,000	$4,646,000,000
2028 to 2029	$154,000,000	$4,367,000,000	$4,521,000,000

Amounts may differ from other public documents due to rounding.

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

This bar chart represents the actual spending from fiscal year 2023 to 2024 to fiscal year 2025 to 2026 and the planned spending for fiscal year 2026 to 2027 to fiscal year 2028 to 2029, broken down between statutory and voted expenditures.

PSPC's actual spending for fiscal year 2025 to 2026 is **$6,152 million**, an increase of **$777 million** from the 2023 to 2024 actual spending. Additional details of the variances in actual spending is provided under Analysis of the past three years of spending in the Budgetary performance summary section.

For fiscal year 2026 to 2027 to fiscal year 2028 to 2029, the figures represent total planned spending, which reflects approved funding by the Treasury Board of Canada, at the time of the 2026 to 2027 Departmental Plan, to support the departmental core responsibilities. Overall, there is a decrease in planned spending over the fiscal year 2026 to 2027 to fiscal year 2028 to 2029 planning horizon. Additional details of the variances in planned spending are provided under Analysis of the next three years of planned spending in the Planned spending for next three years section.

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

Financial statement highlights

This section presents PSPC's Consolidated Financial Statements (unaudited) for the year ended March 31, 2026.

Table 26 summarizes the expenses and revenues for 2025 to 2026 which net to the cost of operations before government funding and transfers.

Table 26: Condensed Statement of Operations (unaudited) for the year ended March 31, 2026 (dollars)

Financial information	2025 to 2026 actual results	2025 to 2026 planned results	Difference (actual results minus planned)
Total expenses	$7,760,705,318	$8,172,053,616	$(411,348,298)
Total revenues	$3,473,108,855	$3,491,063,800	$(17,954,945)
Net cost of operations before government funding and transfers	$4,287,596,463	$4,680,989,816	$(393,393,353)

Analysis of expenses and revenues for 2025 to 2026

The 2025 to 2026 net cost of operations was $393 million lower than planned, mainly due to adjustments to project timelines, unused authorities for projects and programs driven by lower than anticipated costs, increased recoveries or revenues, unused contingency funding, and cancelled projects, as well as staffing controls resulting in reduced or deferred staffing actions. PSPC requested a portion of the lapsed funds to be carried forward to support ongoing initiatives.

The 2025 to 2026 planned results information is provided in PSPC's Consolidated Future-Oriented Statement of Operations for the year ending March 31, 2026 (unaudited).

Table 27 summarizes actual expenses and revenues and shows the net cost of operations before government funding and transfers.

Table 27: Condensed Statement of Operations (unaudited) for 2024 to 2025 and 2025 to 2026 (dollars)

Financial information	2025 to 2026 actual results	2024 to 2025 actual results	Difference (2025 to 2026 minus 2024 to 2025)
Total expenses	$7,760,705,318	$7,751,420,323	$9,284,995
Total revenues	$3,473,108,855	$3,506,824,242	$(33,715,387)
Net cost of operations before government funding and transfers	$4,287,596,463	$4,244,596,081	$43,000,382

Analysis of differences in expenses and revenues between 2024 to 2025 and 2025 to 2026

The increase in expenses of $9 million is mainly due to:

- The HR and Pay Transformation project moving forward to the build and testing phase of the Dayforce HR and pay solution; and
- Additional funding received for the Emerging Needs Fund to support high priority urgent and/or unforeseen advertising initiatives. All funding decisions and allocations are based on the Government of Canada's priorities.

The increase is partially offset by a decrease in:

- Retroactive payment adjustments made in the previous year following the ratification of the Commerce and Purchasing collective agreement; and
- Expenditures in response to government spending reductions.

The decrease in revenue of $34 million is mainly due to lower rental revenues with other government departments.

Table 28 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 28: Condensed Statement of Financial Position (unaudited) as of March 31, 2026 (dollars)

Financial information	Actual fiscal year (2025 to 2026)	Previous fiscal year (2024 to 2025)	Difference (2025 to 2026 minus 2024 to 2025)
Total net liabilities	$3,995,630,087	$4,312,431,329	$(316,801,242)
Total net financial assets	$1,506,068,947	$1,386,332,429	$119,736,518
Departmental net debt	$2,489,561,140	$2,926,098,900	$(436,537,760)
Total non-financial assets	$14,625,447,996	$13,182,888,639	$1,442,559,357
Departmental net financial position	$12,135,886,856	$10,256,789,739	$1,879,097,117

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

The decrease in total net liabilities of $317 million is mainly attributable to the substantial completion payment made in the current year for the ESAP in accordance with the payment schedule. This reduced the amount the department owed at year-end compared to the previous year.

The increase in total net financial assets of $120 million is mainly attributable to an increase in accounts receivable and advances as a result of timing difference between when a Payment in Lieu of Taxes (PILT) is issued to municipalities and when the cost is recovered from other government departments. The amount that the department is entitled to draw from the Consolidated Revenue Fund as a result of the increase in account receivable also contributes to the increase in net financial assets.

The increase in total non-financial assets of $1,443 million (assets with a physical substance that are used to deliver services and have a useful life extending beyond one accounting period, such as real property, equipment or machinery that have been purchased, built or leased) is mainly attributable to an increase in tangible capital assets to continue implementing the Parliamentary Precinct's LTVP, including the Centre Block Rehabilitation Program and the Block 2 Redevelopment. The increase is also attributable to the department's continued efforts to deliver on other major property and infrastructure projects, such as the Place du Portage III renewal, the West Memorial Building Rehabilitation, the ESAP and Les Terrasses de la Chaudière Building Envelope Rehabilitation.

Human resources

This section presents an overview of the department's actual and planned human resources from fiscal year 2023 to 2024 to fiscal year 2028 to 2029.

Table 29 shows a summary in full-time equivalents of human resources for PSPC's core responsibilities and for its internal services for the previous three fiscal years.

Table 29: Actual human resources for core responsibilities and internal services for the last three years

Core responsibilities and internal services	2023 to 2024 actual full-time equivalents	2024 to 2025 actual full-time equivalents	2025 to 2026 actual full-time equivalents
Purchase of goods and services	2,352	2,263	2,160
Payments and accounting	5,435	5,989	5,883
Property and infrastructure	4,571	4,736	4,589
Government-wide support	2,545	2,560	2,456
Procurement Ombud	28	33	34
Subtotal	**14,931**	**15,581**	**15,122**
Internal services	3,176	3,335	3,310
Total	**18,107**	**18,916**	**18,432**

Analysis of human resources for the last three years

The overall **325 Full-time equivalents (FTEs)** increase between the fiscal year 2023 to 2024 and fiscal year 2025 to 2026 is explained by the following:

The increase of **809 FTEs** between fiscal years 2023 to 2024 and 2024 to 2025 is mainly due to:

- Payments and accounting:
    - Additional funding received to stabilize the pay operations and to decrease the backlog of pay issues, as well as to support the Human Capital Management Feasibility Analysis Project as a continuation of the Next Generation HR and Pay initiative.
- Property and infrastructure:
    - Workforce required to meet business needs mainly in Real Property Services Revolving Fund activities to deliver on PSPC and other Government departments' priority projects as well as initiatives such as the modernization of service delivery tools.

The increase is partially offset by a decrease in:

- Purchase of goods and services:
    - FTEs realigned with funding levels within the Procurement Program following Refocusing Government Spending reductions.

The decrease of **484 FTEs** between fiscal year 2024 to 2025 and fiscal year 2025 to 2026 is mainly due to:

- Decrease in FTEs across core responsibilities due to proactive resource management measures, including the implementation of staffing restrictions following government spending reductions, partially offset by an increase in Payments and accounting core responsibility to support the HR and Pay Transformation project.

Table 30 shows the planned full-time equivalents for each of PSPC's core responsibilities and for its internal services for the next three years.

Table 30: Human resources planning summary for core responsibilities and internal services for the next three years

Core responsibilities and internal services	2026 to 2027 planned full-time equivalents	2027 to 2028 planned full-time equivalents	2028 to 2029 planned full-time equivalents
Purchase of goods and services	2,205	2,217	2,177
Payments and accounting	5,610	2,422	2,293
Property and infrastructure	4,305	3,602	3,476
Government-wide support	2,387	2,311	2,247
Procurement Ombud	34	32	32
Subtotal	**14,541**	**10,584**	**10,225**
Internal services	2,908	2,806	2,704
Total	**17,449**	**13,390**	**12,929**

Analysis of human resources for the next three years

The overall **4,520 FTEs decrease** between fiscal year 2026 to 2027 and fiscal year 2028 to 2029 is mainly due to:

- The end of incremental funding received to stabilize pay operations and decrease the backlog of pay issues, as well as the HR and Pay Transformation project. Planned FTEs will be adjusted should future approvals be received.
- Realignment with funding levels following government spending reductions.

Supplementary information tables

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

- Details on transfer payment programs
- 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 Gender-based Analysis Plus of tax expenditures.

Corporate information

Departmental profile

Appropriate minister: Joël Lightbound, P.C., MP

Institutional head: Arianne Reza

Ministerial portfolio: Government Transformation, Public Works and Procurement and Québec Lieutenant

Enabling instrument: The Department of Public Works and Government Services Act establishes the Department of Public Services and Procurement Canada.

Year of incorporation / commencement: 1841

Other: The Minister of Government Transformation, Public Works and Procurement and Québec Lieutenant has responsibilities under 26 other acts. The most important ones are:

- Shared Services Canada Act
- National Capital Act
- Canada Post Corporation Act
- Defence Production Act
- Expropriation Act
- Seized Property Management Act
- Surplus Crown Assets Act
- Translation Bureau Act

Departmental contact information

Mailing address:

Public Services and Procurement Canada
11 Laurier St, Portage III, Place du Portage
Gatineau, QC K1A 0S5

Website: For more information on PSPC's programs and services, please communicate with us through our general enquiries webpage.

You can follow PSPC on Facebook, LinkedIn, X (Twitter) , Instagram, and YouTube.

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.