Government of Canada Gouvernement du Canada

Shared Services Canada's 2024-25 Departmental results report

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At a glance

This departmental results report details SSC’s actual accomplishments against the plans, priorities and expected results outlined in its 2024-25 Departmental Plan.

- Raison d’être, mandate and role
- Operating Context

Key priorities

SSC’s identified the following key priorities for 2024-25:

- Support Canada’s Digital Ambition by working together with partners to innovate, modernizing the GC's IT landscape and improve SSC’s services.
- Continue to evolve and optimize hosting solutions for its partners and to ensure that the GC uses its IT assets efficiently while enhancing scalability, optimizing performance and adapting to new technologies.
- Continuing to improve infrastructure monitoring and security to reduce outages and improve cybersecurity.

Highlights for SSC in 2024-25

- Total actual spending (including internal services): $2,617,013,300
- Total full-time equivalent staff (including internal services): 9,346

For complete information on SSC’s total spending and human resources, read the Spending and human resources section of its full departmental results report.

Summary of results

The following provides a summary of the results the department achieved in 2024-25 under its main areas of activity, called “core responsibilities.”

▶ Core responsibility: Common Government of Canada IT Operations

From the Minister

I am pleased to present the 2024-25 Departmental Results Report for Shared Services Canada (SSC). As Minister responsible for SSC, I am proud to outline how the Department is helping build a more secure, high-performing, and digitally enabled government that delivers real results for Canadians.

In a time of global uncertainty and rapid technological change, SSC has remained focused on solidifying the digital backbone of the Government of Canada. Our work this year has improved service delivery, reinforced the protection of critical systems, and supported the government’s priority of achieving greater value for Canadians through more efficient and responsible use of public funds.

In 2024-25, SSC advanced its One SSC vision to Deliver the Digital Together enterprise approach by working collaboratively with federal organizations to innovate and expand IT services, optimize hosting solutions, and elevate infrastructure monitoring and cyber security. These efforts reflect our commitment to delivering secure, scalable, and client-centric digital services across the Government of Canada.

We made progress in modernizing infrastructure by deploying over 500 Low Earth Orbit (LEO) satellite terminals and expanding enterprise Wi-Fi to more than 250 government buildings. These investments are bringing internet services to every day Canadians in remote and isolated northern communities.

We also strengthened the Government of Canada’s cyber defences through the rollout of the Secure Cloud to Ground service, the launch of a Cyber Security Program Management Office, and the implementation of integrated enterprise monitoring tools. These initiatives are essential to protecting Canadians’ data and ensuring the resilience of our digital systems.

SSC continued to lead on digital modernization by supporting over 220 contact centres. We also expanded the use of artificial intelligence and automation to improve service delivery and internal operations, which helped the government work faster and more efficiently. In parallel, the modernization of contact centres and the adoption of cloud-based collaboration tools enhanced service quality and delivered long-term savings for departments.

In line with the Government’s commitment to reduce operational costs and improve efficiency, SSC delivered savings in 2024-25. Through initiatives such as bulk procurement of mobile devices, the rationalization of fixed phone lines, and the deployment of softphones, SSC helped reduce operational costs while maintaining high service standards. These efforts resulted in over $20 million in annual savings and laid the foundation for further efficiencies across the Government of Canada.

These achievements reflect the dedication of SSC employees and their commitment to public service. Their work is helping Canada meet today’s challenges and prepare for tomorrow’s opportunities.

As we look ahead, SSC remains committed to delivering secure, modern, and cost-effective digital services that empower departments, reduce operational overhead, and help build the strongest economy in the G7.

I invite you to explore this report to learn more about how SSC is delivering on its mandate and supporting the transformation of a stronger, more connected Canada.

The Honourable Joël Lightbound, P.C., M.P.
Minister of Government Transformation, Public Works and Procurement, and Minister responsible for Shared Services Canada

Results – what we achieved

Core responsibilities and internal services

Core responsibility: Common Government of Canada IT Operations

▼ In this section

Description

Using a government-wide approach, SSC delivers reliable and secure IT Operations, IT infrastructure, and communication and workplace technology services that support and enable government-wide programs and digital services for the Public Service.

Quality of life impacts

SSC’s core responsibility, Common Government of Canada IT Operations, contributes to the “Good Governance” domain of the Quality of Life Framework for Canada. More specifically, SSC supports “Confidence in institutions” through the delivery of its programs and services to partner departments and clients:

- Canadians expect a 24/7 government that is digitally enabled and accessible. By providing common IT infrastructure and services, SSC enables digital services that allows the GC to meet the expectations of Canadians. Reliable and available services, by extension, increases the confidence in federal institutions.
- SSC, along with its strategic partners, provide the cyber security infrastructure that safeguards the personal information of Canadians as they interact with government institutions.

Progress on results

This section details the department’s performance against its targets for each departmental result under Core responsibility : Common Government of Canada IT Operations.

Table 1: Government of Canada benefits from reliable and responsive networks and SSC-managed security services that protect the information of departments, agencies and Canadians

Table 1 shows the target, the date to achieve the target and the actual result for each indicator under **Government of Canada benefits from reliable and responsive networks and SSC-managed security services that protect the information of departments, agencies and Canadians** in the last three fiscal years.

Departmental Result Indicators	Target	Date to achieve target	Actual results
% of time the Government of Canada External Network Connectivity is available	99.5%	March 31, 2025	2022-23: 99.66% 2023-24: 99.93% 2024-25: 99.81%
% of time IT infrastructure security services are available	99.5%	March 31, 2025	2022-23: 100% 2023-24: 99.99% 2024-25: 100%

Departmental Result Indicators	Target	Date to achieve target	Actual results
Partner satisfaction with network services (five-point scale)	3.6	March 31, 2025	2022-23: 3.77 2023-24: 3.71 2024-25: 3.63
Partner satisfaction with SSC's Access and Authentication services (five-point scale)	3.6	March 31, 2025	2022-23: 3.95 2023-24: 3.91 2024-25: 4.02

Table 2: Public servants have access to the collaboration tools and workplace technology needed to work effectively to deliver services to Canadians

Table 2 shows the target, the date to achieve the target and actual result for each indicator under **Public servants have access to the collaboration tools and workplace technology needed to work effectively to deliver services to Canadians** in the last three fiscal years.

Departmental Result Indicators	Target	Date to achieve target	Actual results
# of partner departments that have migrated their email in the cloud	39	March 31, 2025	2022-23: 34 2023-24: 36 2024-25: 37 [1]
% of hardware requests fulfilled within established service level standards (Call ups)	90%	March 31, 2025	2022-23: 98% 2023-24: 98% 2024-25: 95.92%
% of time the enterprise cloud email service is available	99.9%	March 31, 2025	2022-23: N/A 2023-24: 99.99% 2024-25: 99.97%
Note: Actual Results with N/A (not available) were not previously measured or reported by SSC			

Departmental Result Indicators	Target	Date to achieve target	Actual results
% of software requests fulfilled within established service level standards	90%	March 31, 2025	2022-23: 99% 2023-24: 99.22% 2024-25: 96.33%
Partner satisfaction with telecommunication services (five-point scale) [2]	3.6	March 31, 2025	2022-23: 3.62 2023-24: 3.80 2024-25: 3.87
Partner satisfaction with hardware, software, and printing products provisioning (five-point scale) [3]	3.6	March 31, 2025	2022-23: 3.84 2023-24: 3.88 2024-25: 3.92
Note: Actual Results with N/A (not available) were not previously measured or reported by SSC			

Departmental Result Indicators	Target	Date to achieve target	Actual results
% of time the Enterprise Mobile Device Management service is available	99.9%	March 31, 2025	2022-23: N/A 2023-24: 98.73% 2024-25: 99.19% [4]
# of business days to fulfill mobile requests	5	March 31, 2025	2022-23: N/A 2023-24: 2.61 2024-25: 3.46
Partner satisfaction with contact centre (five-point scale)	3.6	March 31, 2025	2022-23: N/A 2023-24: 4.02 2024-25: 3.99

Note: Actual Results with N/A (not available) were not previously measured or reported by SSC

Departmental Result Indicators	Target	Date to achieve target	Actual results
Partner satisfaction with conferencing services (five-point scale)	3.6	March 31, 2025	2022-23: N/A 2023-24: 3.93 2024-25: 3.80
Partner satisfaction with email services (five-point scale)	3.6	March 31, 2025	2022-23: 4.17 2023-24: 4.07 2024-25: 4.09
Note: Actual Results with N/A (not available) were not previously measured or reported by SSC			

Table 3: Government of Canada benefits from responsive and reliable hosting solutions that support its applications and data used to deliver services to Canadians

Table 3 shows the target, the date to achieve the target and actual result for each indicator under **Government of Canada benefits from responsive and reliable hosting solutions that support its applications and data used to deliver services to Canadians** in the last three fiscal years.

Departmental Result Indicators	Target	Date to achieve target	Actual results
% of cloud brokering requests fulfilled within established service level standards	90%	March 31, 2025	2022-23: 99.17% 2023-24: 99.77% 2024-25: 100%
% of time Enterprise Data Centre Facilities are available	99.98%	March 31, 2025	2022-23: 100% 2023-24: 100% 2024-25: 99.99%
% of time Legacy Data Centre Facilities are available	99.67%	March 31, 2025	2022-23: 99.99% 2023-24: 99.99% 2024-25: 99.96%

Departmental Result Indicators	Target	Date to achieve target	Actual results
Partner Satisfaction with cloud brokering and cloud advisory services (five-point scale) [5]	3.6	March 31, 2025	2022-23: 3.83 2023-24: 3.66 2024-25: 3.5 [6]

Table 4: Government of Canada benefits from enterprise IT and client-specific solutions that support the delivery of programs and services to Canadians

Table 4 shows the target, the date to achieve the target and actual result for each indicator under **Government of Canada benefits from enterprise IT and client-specific solutions that support the delivery of programs and services to Canadians** in the last three fiscal years.

Departmental Result Indicators	Target	Date to achieve target	Actual results
Note: Actual Results with N/A (not available) were not previously measured or reported by SSC			

Departmental Result Indicators	Target	Date to achieve target	Actual results
% of SSC-led and customer-led projects rated as on time, on scope and on budget	70%	March 31, 2025	2022-23: 61% 2023-24: 65% 2024-25: 65% [7]
% of critical incidents under SSC control resolved within established service level standards	60%	March 31, 2025	2022-23: 63.16% 2023-24: 56.04% 2024-25: 55.04% [8]
Average rating provided in response to the General Satisfaction Questionnaire (five-point scale)	3.6	March 31, 2025	2022-23: 3.88 2023-24: 3.83 2024-25: 3.72
Note: Actual Results with N/A (not available) were not previously measured or reported by SSC			

Departmental Result Indicators	Target	Date to achieve target	Actual results
Average rating provided in response to the Services Satisfaction Questionnaire (five-point scale)	3.6	March 31, 2025	2022-23: 3.89 2023-24: 3.82 2024-25: 3.79
Cost of procurement per each $100 of contracts awarded	$1.75	March 31, 2025	2022-23: $1.04 2023-24: $1.02 2024-25: $0.93
% of procurement requests fulfilled within the established service level standards	80%	March 31, 2025	2022-23: N/A 2023-24: 87.40% 2024-25: 94%
Note: Actual Results with N/A (not available) were not previously measured or reported by SSC			

The Results section of the Infographic for SSC 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 Common Government of Canada IT Operations in 2024-25 compared with the planned results set out in SSC's departmental plan for the year.

As the common digital service provider for the GC, SSC provides consolidated, modern and secure IT infrastructure that supports departments and agencies – enabling service delivery to Canadians at home and abroad. Moving from an outdated and decentralized IT approach to a government-wide approach has created economies of scale and resulted in more secure, reliable and cost effective service delivery for Canadians.

In 2024-25, SSC helped departments meet their business needs, including building and improving digital services for Canadians. As technology advances and Canadians' expectations for digital government services grow, SSC has remained at the forefront, driving progress and direction for SSC's enterprise solutions, working with departments and agencies. This collaborative effort has been instrumental in efficiently delivering services and supporting IT projects across the GC.

SSC's strategic roadmaps guided its activities across key service areas; digital services, hosting, cyber security and connectivity.

Working closely with pathfinder departments and agencies, SSC tested innovative solutions, gathered valuable lessons learned, and ensured the deployment of responsive and effective technologies at scale. These roadmaps facilitated proactive engagement with client departments, enabling aligned activities and achieving shared objectives.

Results achieved

▼ Digital Services

Departmental result: Public servants have access to the collaboration tools and workplace technology needed to work effectively to deliver services to Canadians.

SSC provides a common digital experience to public servants with a standardized bundle of tools that can be used anywhere, anytime, from any GC device, with seamless transitions between roles within the public service. Taking an enterprise approach helps reduce costs and security risks, and provides tools that underpin transformational changes to GC operations.

Digital Communications and Collaboration

SSC is transforming email and office applications, like word processing and spreadsheet software, by transitioning to a consolidated cloud-based solution. The M365 platform provides employees with modern collaboration tools that function efficiently in a hybrid environment and improve communications with stakeholders across the country.

In 2024-25, SSC completed the migration to M365 Exchange Online for IRCC, bringing the total number of migrated departments and agencies to 37. Additionally, 23 small departments and agencies had been fully onboarded to Internet and remote access connectivity service solutions and 15 had migrated to the enterprise email solution.

Contact centre modernization

SSC delivers IT solutions for over 220 contact centres, enabling Canadians to interact with government services online or by phone. These centres range from large programs like Employment Insurance and the Canada Pension Plan to more specialized ones like the Community Volunteer Income Tax Program. SSC procures and manages technical solutions that enable partners to leverage contact centre capabilities such as voice, chat, email or videoconference, call-back and self-serve options, as well as support for Artificial Intelligence (AI) chatbots.

What is a **Contact Centre**?

Contact Centres are a service that provides the capabilities and technology that allow internal/external stakeholders the ability to communicate with a government service agent or automated self-service system. It includes network and management operational activities for the contact centre infrastructure.

In 2024-25, as part of a multi-year initiative to transform contact centre services, SSC negotiated a two-year extension with a vendor to allow sufficient time for migrating partners to new solutions. This ensures continuity of service. Collaboration with Employment and Social Development Canada (ESDC), Canada Revenue Agency (CRA), and IRCC led to a unified set of contact centre requirements, streamlining the procurement process and improving timelines. In addition, SSC launched a procurement process and identified a top-ranked vendor for the ESDC Contact Centre as a Service solution, resulting in a contract for up to 20 years.

Conferencing and collaboration space modernization

As the GC embraced hybrid work models, videoconferencing has become essential for meetings involving both in-office and remote participants. SSC is transforming and modernizing conferencing services to deliver more accessible and fully integrated solutions and complementary systems.

In 2024-25, SSC advanced its transition to the conferencing service platform, which offers enhanced functionality with the M365 suite. SSC completed a total of 228 new deployments—more than double the 99 deployments from the previous fiscal year.

Telecommunications modernization

Telecommunication technology has significantly evolved beyond traditional wired telephones, and SSC has taken steps to transition users to the most effective and cost-efficient telecom solutions based on GC work profiles. This includes, eliminating non-required fixed lines, rationalizing the number of mobile devices deployed and adopting modern telephone solutions, such as softphones.

- **Enterprise Mobile Device Management:** SSC manages around 220,000 smartphone devices (iOS and Android) across partner and client departments, enabling modern work capabilities anytime and anywhere. In 2024-25, SSC began deploying a modern application, to all managed devices. This improved the service's stability for all end users, with approximately 50% of users migrated by the end of the year. The remaining users are scheduled to be migrated in 2025-26.
- **Softphones:** SSC is replacing outdated legacy systems with modern solutions, including implementing a softphone service that allowed users to make and receive phone calls over the Internet using M365 from any GC-issued device, anywhere, anytime, and at a reduced cost. In 2024-25, SSC successfully deployed approximately 97,000 softphone accounts across key partner departments. Building on this success, SSC has shifted its strategy to "softphone everywhere," encouraging broader adoption and reducing reliance on mobile devices and legacy fixed line technologies.

- **Fixed Phone Line Rationalization:** As SSC modernizes its services, it is important that we transition away from older solutions. Traditional wired office desk phones are no longer useful for many employees and are costly to maintain. SSC has been working with partners to retire all non-essential lines, with a target to retain only 22% of fixed lines that cannot be modernized within the next 3 years. In 2024-25, SSC successfully decommissioned a total of 44,500 fixed lines. SSC prioritized sites where mobile devices and softphones were available, accelerating the decommissioning process.

▼ Hosting Services

Departmental result: Government of Canada benefits from responsive and reliable hosting solutions that support its applications and data used to deliver services to Canadians.

SSC provides secure, scalable, and cost-effective hosting to meet departments' evolving digital needs. SSC is evolving from traditional data centre hosting to hybrid hosting services, combining the reliability of on-premises solutions with the flexibility of cloud environments to provide secure, scalable, and balanced hosting options. This mix of cloud solutions (public, private, and hybrid) and Enterprise Data Centres (EDCs) supports the 2024 GC Application Hosting Strategy and enables departments to quickly launch and manage digital services while minimizing costs. These hosting options strengthen digital sovereignty and protect Canada's interests by securing government data and ensuring control over digital assets.

What is **Private Cloud**?

> **Private Cloud** refers to computing services offered over a private internal network or the Internet, exclusively for select users rather than the general public. This setup provides the GC with many benefits of a public cloud, such as self-service, scalability, and elasticity, while also offering enhanced control and customization through dedicated resources hosted on-premises.

Hybrid hosting

SSC is advancing the hybrid model through several key areas:

- **Cloud services –** Providing secure, flexible cloud options to optimize service delivery and manage costs effectively.
- **Enterprise Data Centre (EDC) services –** Consolidating and modernizing IT infrastructure, ensuring reliable GC-owned hosting.
- **Core platform, application, data and software services –** Managing IT environments, including operating systems and storage, for efficient service delivery.
- **Enterprise applications –** Streamlining operations with shared digital tools supporting government-wide transformation.

In 2024-25, SSC advanced hybrid hosting through the launch and expansion of GC Cloud One (GCCO), a multi-cloud platform simplifying cloud service adoption. Departments can now quickly and securely procure public cloud services via SSC-managed contracts with approved Cloud Service Providers, reducing the complexity of managing infrastructure. In parallel, SSC met or exceeded availability targets across enterprise and legacy data centres, and 100% of cloud brokering requests met established service standards.

As part of GCCO, the Enterprise Private Cloud Hosting Service provides the GC with added control, security, and flexibility. Developed with industry expertise, it offers services like computing power, storage, and networking, with scalability for future needs.

In 2024-25, SSC deployed the first version of the GC Private Cloud, bringing in initial clients and laying the groundwork for approvals and procurement. This service bridges the gap between public cloud and traditional data centres, offering a secure, resilient hosting solution tailored to GC needs. GCCO's basic platform was also launched with all Cloud Service Providers, and SSC integrated the StatsCan Cloud Operations team while onboarding 345 applications. These efforts demonstrate SSC's commitment to strengthening cloud infrastructure.

These initiatives highlight SSC's dedication to modernizing IT infrastructure and offering robust, flexible, and secure hosting services. By enabling GC developers to deliver efficient, high-value applications, SSC helps the government meet its digital goals and better serve Canadians.

Automation and self-serve

SSC is committed to improving efficiency, innovation, and flexibility by introducing automation and self-service tools. These tools streamline processes, make operations more effective, and give departments more control over their digital systems. This work also includes creating a plan for on-demand storage access to better manage resources.

In 2024-25, SSC improved storage management by focusing on self-service, allowing departments to access and manage their data faster and more independently. By replacing a manual tracking process with an automated system that updates daily, SSC reduced repetitive data entry and eliminated the need for extra reports. This new system provides clear, customizable views for planning and helps teams stay ahead on upgrades and purchases. Standardized processes also made it easier to share and analyze data, improving planning and reporting in hosting and file services.

SSC also worked on an automation platform to improve partner network access. A pilot program with the CRA included training and support to advance automation. This involved documenting data, planning for future integration, and creating a prototype for reporting tools. Partner feedback has been used to make further improvements to these tools and approaches.

Stewardship and predictability

SSC supports departments and agencies in modernizing their systems by focusing on transparency, saving money, and improving decision-making. As part of the 2024 GC Cloud Strategy, SSC emphasized transparency to help departments update their applications. SSC also expanded its responsibilities to include monitoring, reporting, analysis, financial management, procurement, and governance, offering a complete approach to cloud management.

By improving the visibility of IT services, SSC made it easier for departments to make better decisions and save money. Standardizing cloud services sped up application modernization by providing detailed insights and forecasts for better planning.

In 2024-25, SSC implemented Cloud FinOps, saving $4 million by switching to a pay-as-you-go model. SSC also secured a 15% discount on cloud services by consolidating enrollments. These measures strengthened the cost-effectiveness of hosting services in 2024-25.

To ensure systems follow necessary rules, SSC created an automated compliance monitoring service for GC Cloud Guardrails. It developed a "Compliance as Code" solution, which simplifies the process of meeting regulations for cloud services. SSC held workshops on this solution with over 250 government participants and started reviewing providers annually. These steps make compliance easier and help ensure systems meet required standards.

Standardization and modernization

SSC is improving efficiency by standardizing hosting platforms and reducing older data centres, which helps create a modern digital environment and lowers the costs and technical challenges of outdated systems.

In 2024-25, SSC surpassed its target by closing 25 legacy data centres, bringing the total closures to 515 out of 720. With the program now 72% complete, the focus remains on moving to better hosting solutions that offer more reliability and security while addressing the issues caused by older systems. Availability remained above target across both enterprise and legacy facilities.

The Next Generation Mainframe was developed to help departments update their mainframe applications and simplify upkeep. By automating and standardizing processes, the mainframe reduces the need for staff resources and minimizes risks tied to workforce changes. After successful testing in 2024-25, this system has streamlined repetitive tasks, shortened service delivery times, and marked a significant step forward for SSC.

Hosting evolution

As part of the GC 2024 Application Hosting Strategy, SSC has updated its approach to hosting applications under the TBS Cloud Smart directive. This shift focuses on providing affordable, high-quality hosting to support digital services for Canadians. SSC’s efforts aim to optimize hosting, give developers more flexibility, and ensure secure, scalable, and reliable environments.

In 2024-25, SSC introduced key initiatives to support this transition. GC Cloud One (GCCO) simplifies cloud use with a multi-cloud hosting platform, while LaunchPad provides a secure space for cloud testing and innovation. SSC also launched the GCaPaaS for modern government apps and Aurora, a platform for hosting modern applications.

To further streamline cloud operations, SSC implemented the Consolidation and Integration Program to centralize older departmental clouds. Additionally, the NextGen Procurement Ecosystem was introduced to standardize IT procurement and improve system compatibility.

These efforts help the government deliver digital services more efficiently, encourage innovation, and better serve Canadians. SSC remains committed to improving IT infrastructure with secure, innovative, and reliable hosting solutions to support its digital goals.

▼ Connectivity Services

Departmental result: Government of Canada benefits from reliable and responsive networks and SSC-managed security services that protect the information of departments, agencies, and Canadians.

SSC delivers modern connectivity services and network infrastructure for a wide range of government facilities located from coast to coast to coast. As the government becomes increasingly digital, this has resulted in significant growth in the need for network speed and capacity. SSC supports about 4,000 locations, including offices, science labs, Royal Canadian Mounted Police (RCMP) detachments, border outposts and nursing stations. SSC also works closely with Global Affairs Canada (GAC) and the Department of National Defence to support their facilities within Canada and around the world. At any given moment, a user's access to

GC networks must be secure. Simultaneously, these networks must be capable of managing rapid and substantial fluctuations in bandwidth demand.

Enterprise Software Defined Wide Area Network Implementation

Software-defined networks provide access to the GC Wide Area Network and Internet services through software rather than traditional hardware like routers. These networks connect branch, regional, or remote users to data centres, National Capital Region headquarters, or cloud services. They offer improved performance, faster deployments, enhanced security through consistent policies and encryption, and cost efficiencies.

> What is a **WAN**?
>
> **WAN** stands for **Wide Area Network**. It is a computer network that covers a large geographical area and connects multiple smaller Local Area Networks (LANs). WANs are designed to facilitate communication, information sharing, and data transfer between systems or devices across vast distances, often spanning regions, countries, or even the entire world.

In 2024-25, SSC made significant headway on the Enterprise Software-Defined Wide Area Network project by successfully procuring, testing, and installing essential equipment at GC networks hubs. Key achievements include the establishment of a clear onboarding sequence for partner departments. Although the rollout experienced some delays due to upgrading and modernization of the service portal’s security, this change underscored SSC’s commitment to security improvements. The project scope expanded to include enhanced monitoring capabilities, necessitating additional equipment installation at each network hub and Enterprise Data Centre, ensuring the service is well-positioned for future growth and partner needs.

Low Earth Orbit Satellites

Demand for connectivity services continues to grow, particularly in remote and rural areas. SSC is using LEO satellites to help meet this demand. Positioned closer to Earth than traditional satellites, LEO satellites offer faster speeds and greater bandwidth, significantly enhancing connectivity. These attributes are particularly beneficial for providing reliable network coverage in areas where traditional infrastructure is limited or unavailable.

In 2024-25, SSC expanded the coverage for departments, installing and activating an additional 515 LEO terminals for departments. Additionally, new lower-cost service options were introduced and are now available for departments to order. A new contract was established for installation and help desk support services. These advancements are helping departments maintain reliable connectivity, especially in northern and remote sites.

Wi-Fi in Government Buildings

Wi-Fi has transformed from a “nice to have” to a key technology for the modern workplace, supporting flexibility for public servants using devices like tablets and phones. It allows employees to work at different workstations, conference rooms, and other collaborative spaces, keeping them connected to emails and files while offering mobility in the office.

SSC is modernizing Wi-Fi services in GC locations using either SSC enterprise solutions, commercial Wi-Fi service, or a combination of both, which enables employees and visitors to seamlessly use modern digital tools.

In 2024-25, SSC continued to deploy Wi-Fi to approximately 300 GC buildings, bringing the total number of buildings with upgraded Wi-Fi to over 1,535. This includes 69 out of 96 priority buildings for increased workplace presence.

▶ Cyber Security Services

▼ Innovation and Service Evolution

Departmental Result: Government of Canada benefits from enterprise IT and client-specific solutions that support the delivery of programs and services to Canadians

SSC continues to support the GC's Digital Ambition to build a better digital government through innovation and improved service delivery. SSC identifies and experiments with emerging technology to develop enterprise solutions that can be leveraged to improve, transform and modernize services to more effectively meet the needs of the GC. SSC is providing departments greater clarity and transparency on planned enterprise activities and timeframes. This supports more meaningful consultations that allows clients to anticipate the impacts of key initiatives, identify what work or assistance they will need, and align their activities to take advantage of upcoming technology.

In addition, SSC continued its efforts to enhance and modernize its service management practices to improve how SSC delivers its services to partner departments across the GC. SSC also continued to play a supporting role for departments to complete projects and maintain public-facing services.

Artificial Intelligence and Automation for Service Evolution

Artificial intelligence (AI) is a transformational technology, which will impact how the GC conducts its operations and provides service delivery to Canadians. AI can revolutionize how public servants work by automating routine and repetitive tasks, allowing employees to concentrate on tasks that require more human insight, innovation and analytical reasoning. To support the GC AI Strategy and the AI Strategy for the Federal Public Service, SSC leveraged emerging technologies like machine learning, robotic process automation (RPA), and intelligent automation to enhance processes and service delivery while providing business value. SSC collaborated with TBS- Office of the Chief Information Officer to develop and update key policy instruments, such as the Directive on Automated Decision Making and guidelines on Generative AI use.

In 2024-25, SSC continued to provide leadership on AI services to partner departments and explore how to make the best use of AI to transform the way government operates and provides services to Canadians. This included:

- Leading and chairing GC-wide AI and intelligent automation working groups, professional communities and governance forums, focusing on AI innovation, AI literacy, knowledge sharing, governance and collaboration. The SSC-led GC AI Hub is a community-driven, trusted first stop for AI automation. It provides a forum that thrives on knowledge and experiences shared by the GC AI community, and it promotes AI and automation use cases throughout the public service.
- Providing expert peer-review support to departments: Ensuring adherence to the TBS Directive on Automated Decision-Making and reinforcing the integrity of decision-making systems.
- Launching CANChat 2.0 – a conversational chatbot tool developed by SSC to enhance employee productivity and unlock creative

potential using AI. Recognizing the importance of data security and privacy in government operations, CANChat provides an in-house alternative to commercial generative AI tools such as ChatGPT, which included a sovereign GC large language model.

GC application Platform as a Service

SSC has developed the GCaPaaS, a standardized and secure managed application platform, to deliver cloud-based government applications more efficiently, ensuring faster delivery and deployment.

In 2024-25, SSC advanced the vision and service model, and launched two new applications to the service, including the delivery of the ATIPXpress request processing software (to assist with the processing of access to information (ATI) requests) to production in April 2024. Throughout the year, five departments completed their deployments of this software. The development of AMANDA, the second solution for ATI, was completed by March 31, 2025, achieving this milestone 6 months ahead of the projected timeline.

Integrated IT monitoring and event management

SSC collaborates directly with departments and agencies to manage their IT services and to ensure the delivery of client-centric and metrics-based services. These operations are crucial to the delivery of services to Canadians. By effectively monitoring and managing events and incidents, SSC aims to ensure that any issues are promptly addressed, thereby maintaining the reliability, security and performance of the GC's IT infrastructure.

In 2024-25, SSC enhanced its monitoring capabilities to better manage IT infrastructure and anticipate potential issues. To achieve enterprise-wide monitoring, SSC integrated various strategic tools into a unified management infrastructure. This development improved both SSC's reactive and proactive monitoring abilities through the Enterprise

Command Centre, expanding visibility of outage alerts and corresponding responses. Key achievements in monitoring include completing an inventory of monitoring tools, developing a comprehensive monitoring tool roadmap, expanding infrastructure discovery across data centers, and implementing Application Performance Management Solutions with departments like ESDC and CRA.

GC Enterprise Service Management – Onyx

SSC uses Onyx, an IT Service Management tool, to manage IT services from initial request to final delivery. This tool supports more efficient service management by enhancing automation and improving the quality of the data to manage service standards.

In 2024-25, SSC achieved significant milestones with Onyx. Progress was made in migrating SSC services and employees from partner-owned tools to Onyx. Departments such as GAC, Justice Canada, Infrastructure Canada, Library and Archives Canada, Privy Council Office, Treasury Board of Canada Secretariat, and Public Services and Procurement Canada were successfully transitioned, along with services like Network Device Authentication, Web-Secure Sockets Layer, Multi-factor Authentication, Mainframe, and Managed Secure File Transfer.

Additionally, SSC increased IT service management integration by completing the redesign and early adoption of its interface. SSC also upgraded its IT service management tool, providing a more robust and efficient service management system.

Modernizing SSC's Serving Government website

Serving Government (SG) is a GC extranet site that serves as SSC's primary digital channel for communicating with IT decision-makers from departments and agencies. It provides important information about SSC services, plans, and how to order services. SSC modernized the SG portal to make it more user-friendly and included self-service features for clients.

In 2024-25, SSC achieved significant milestones with the SG portal when it was fully rolled out to all SSC partner organizations, reflecting a successful modernization effort informed by early adopter insights.

IT Services to Support Scientists

SSC, in collaboration with science departments, created the Science Program to support GC priorities to modernize and secure research in Canada and to better enable scientists with digital infrastructure and services to support their respective mandates. Key projects that SSC continued to advance in 2024-25 include:

- **Science Cloud Experimentation**

  In 2024-25, SSC supported advanced scientific research by providing secure cloud environments and solutions. SSC hosted 98 experiments on the cloud for 11 Science-Based Departments, using these services to push forward various scientific research and digital modernization projects. Moreover, SSC received approval (Authority to Operate) to use Amazon Web Services at a high-security level, allowing the hosting of experiments with sensitive data and modernizing scientific research activities. SSC also made progress, completing 95% of the security evaluation for the Azure Cloud environment, and is on track to get the high-security level certification in 2025-26, further increasing the ability to conduct secure scientific experiments.

  What began as an experimentation service for science-based departments has proven successful and will now be scaled by SSC across the GC. This scaling will reduce duplication and drive efficiencies in the years to come, ensuring better support for scientific research and innovative digital transformation across departments.

- **Federal Science Data Hub**

  The Federal Science Data Hub (FSDH) was created to improve teamwork, data visualization, and communication between departments. Important achievements included finishing the development, testing, and project management activities, as well as receiving the approval to fully operationalize the platform. In December 2024, there was a soft launch to allow early users to help refine the solution. The FSDH was also integrated into the GC Hosting Services Portal to make operations smoother, manage requests and cost recovery, and improve efficiency through automation.

  While the project experienced a brief delay due to setting up a cost recovery mechanism based on usage and transitioning the portal to a higher security level (Protected B), this delay enhanced security and allowed the portal to effectively track consumption costs.

  The success of the FSDH as a centralized enterprise solution has demonstrated its value in supporting federal science and business needs. Building on its achievements, the FSDH will now be scaled across the GC, further reducing redundancies and ensuring consistent delivery of shared resources. By eliminating duplication and maximizing economies of scale, it is estimated that the FSDH will save a total of between $334 million to $442 million in duplication costs, driving long-term efficiencies for government-wide operations.

- **Laboratories Canada**

SSC is committed to implementing new and improved IT solutions to support Laboratories Canada's project, an initiative aimed at modernizing federal science and research infrastructure to better support scientific advancements that benefit Canadians, commitments and future needs. In 2024-25, SSC created an initial reusable "blueprint" for science connectivity that integrates new technologies, supports cross-disciplinary and international collaboration, and ensures strong cyber security to protect sensitive data and intellectual property. Additionally, SSC developed a detailed LAN/WAN (Local Area Network/Wide Area Network) architecture to support scientific research environments and upgraded the networks within buildings and WAN connectivity at Laboratories Canada's first facility in Mississauga, Ontario, following the holistic science network design. They also continued activities with science-based departments and agencies to prepare for future implementation of connectivity solutions. Furthermore, SSC released version 2 of the Science IT Baseline to guide Laboratories Canada real property projects, incorporating updated requirements to align IT infrastructure with the changing needs of scientific research.

- **Smart Labs**

  SSC has advanced the incorporation of Internet of Things (IoT) technology to support the development of smart laboratories, which monitored conditions accurately and maximized lab efficiencies. In 2024-25, SSC completed 2 crucial proofs of concept and initiated Environmental Monitoring and Distribution Mapping.

  At the Department of Fisheries and Oceans Canada, SSC successfully completed a proof of concept to explore IoT usage for monitoring scientific equipment usage and location in labs and field settings.

This demonstrated the ability to track and report equipment usage over time, providing actionable insights for improved resource management and operational efficiency.

For Agriculture and Agri-Food Canada, SSC conducted a proof of concept focused on using LoRa, a low-power, long-range IoT communication protocol, for agricultural applications. An IoT platform was developed to manage the LoRa network, process data, and enable reporting and sharing of insights. This validated the feasibility and scalability of LoRa technology for efficient IoT data transmission over extended distances.

- **Mercury Program**

  SSC, in partnership with the National Research Council of Canada (NRC), has made progress in modernizing federal digital infrastructure through the Mercury Program. This initiative aims to enhance the security of NRC's IT infrastructure by migrating workloads from legacy networks to more secure corporate and research networks.

  As of 2024-25, 31 science workloads have been successfully migrated, marking a significant milestone in the transformation journey. Building on this momentum, SSC forecasts completing a total of 70 workload migrations by the end of the 2025-26 fiscal year. This progress underscores SSC's strong commitment to innovation and the continued advancement of Canada’s research capabilities.

Using Technology to Improve Accessibility

SSC continues to reduce or eliminate barriers for persons with disabilities by providing adaptive, accessible solutions, accommodations, and tools for employees throughout the GC.

SSC's Accessibility, Accommodation and Adaptive Computer Technology (AAACT) program led the development of an accessible procurement requirements generator. This reflects the Accessibility Standards Canada for requirements for information and communications technology (ICT) products and services. This accessible ICT procurement tool is available online for anyone in the GC to use.

In 2024-25, SSC opened a new showcase and client service space in Ottawa that includes a classroom for accessibility training, accessible workspaces for employees, and space for in-person client testing of adaptive technology solutions. SSC has used this space to continue delivering training and to provide the options of in-person or virtual services for public servants with disabilities. SSC will continue to provide accessibility testing services for GC organizations in future fiscal years by testing software, applications and websites and providing reports on how to make them more accessible for all users.

Customer-led projects

SSC works with partner departments and agencies to advance GC priorities for the digital delivery of programs and services to Canadians. SSC collaborates with partners on IT solution design, project planning, architecture and data migrations, and provides project management services as needed. Some examples of progress made for these projects in 2024-25 include:

- **CBSA Assessment and Revenue Management Project (CARM):** The CARM digital initiative is changing how CBSA assesses and collects duties and taxes on commercial goods imported into Canada. The initiative provides digital services to partners (customs bonded warehouse licensees, importers, customs brokers, trade consultants, financial security providers and other trade chain partners) using a modern, secure, consolidated and user-centric solution. CARM was successfully launched in October 2024. While primarily a cloud-based managed solution, SSC provided and supported the on-premises elements of the system and ensured that the system functioned as designed. Continued monitoring will ensure that the required fixes and improvements are addressed in a timely fashion, providing a stable environment and an enhanced user experience.

- **ESDC Network Modernization Project (NMP):** The NMP has enhanced ESDC's network capabilities. The project modernized the network infrastructure across 96 buildings, including numerous Service Canada offices, and introduced a LEO satellite in Iqaluit to improve service speeds in northern communities. With the Wi-Fi connectivity in these locations, ESDC employees can work more efficiently and flexibly, while free Internet access for citizens in Service Canada offices improves the customer experience with faster, reliable service.
- **Natural Resources Canada (NRCan):** The Earthquake Early Warning (EEW) project implemented infrastructure for the ShakeAlert® application, networking for remote sensor data, and satellite hubs for alert distribution, with interim solutions due to infrastructure delays.
- **Statistics Canada (StatCan):** The 2026 Census of Population successfully completed its Behaviour Test in June 2024. This involved implementing a new virtual contact centre, Chatbot, voice broadcasting solution, and a cloud-based high-volume scanning solution, confirming readiness for the full Census in 2026.

Services for Small Departments and Agencies

Until recently, many small departments and agencies (SDA) provisioned IT services that they managed themselves or were managed by a third-party to meet their organizational requirements. In response to a

National Security and Intelligence Committee of Parliamentarians (NSICOP) recommendation, SSC has worked with SDAs to extend a mandatory sub-set of services to extend advanced cyber defence services and provide more autonomous arm’s-length organizations with the option of implementing a package of SSC-managed network and security services now in use by core departments. The package includes Enterprise Internet Service, remote access (allowing employees to work from a location outside of government buildings while ensuring data security is protected), and Digital Communications and Collaboration Enterprise Email enabled by M365.

In 2024-25, SSC continued engaging and planning with SDAs to onboard them to the enterprise IT infrastructure. This initiative has continued to grow, with the number of active clients nearly doubled from 17 to 33. By the end of 2024-25, 23 SDAs had been fully onboarded to Internet and remote access connectivity service solutions and 15 had migrated to the enterprise email solution. Additionally, the number of services deployed in areas like email modernization, network upgrades, and security monitoring increased from 173 to 312 to support the larger client base. In 2025-26, SSC will continue to deploy planned services, with the rest of the completion scheduled for the 2026-27 year. SSC will continue to work with new and complex departments that have multiple email systems, international offices, and strict privacy rules, which will require careful planning before they can start using services.

SSC’s focus on an enterprise approach to network, security and digital services ensures stronger cyber security and cost efficiency across the whole of government.

Key risks

The table below identifies SSC's 2024-25 Key Risks and initiatives that provided mitigation for each risk during the year.

Table 5: Key risks and risk statements for Common Government of Canada IT Operations.

Departmental Risk and Risk Statement	Examples of Key Mitigation Strategies
IT procurement SSC may not be able to acquire products and services it needs due to evolving global socio-economic, political conditions and/or current procurement approaches.	• Science cloud experimentation • Agile Procurement for IT solutions • Increased focus on vendor and product diversity
Incentives for modernization and enterprise SSC and its partners have different incentives, interests and alignments related to IT priorities and services. This could slow the pace of modernization across the GC and the adoption of enterprise IT solutions.	• GC Enterprise Service Management – Onyx • Digitization, modernization and process automation • Enterprise Mobile Device Management

Departmental Risk and Risk Statement	Examples of Key Mitigation Strategies

Cyber security incidents
Cyber security incidents may significantly disrupt the public service's ability to access key information and data, which could negatively affect the delivery of services to Canadians.
	• Strengthening Cyber Security Management
	• SSC Security Projects
	  ◦ Enterprise Security Service Edge (ESSE)
	  ◦ Enterprise Perimeter Security (EPS)
	  ◦ Secure Access Service Edge (SASE)
	• Mercury Program
	• Services for Small Departments and Agencies

Reputation for service delivery SSC's reputation may suffer if it is unable to meet service standards related to departments' and agencies' IT needs.	• Enterprise Mobile Device Management • Wi-Fi in government buildings • Modernize SSC's Serving Government Portal • Using Technology to Improve Accessibility • GC application Platform as a Service

<table>
<tr><th>Departmental Risk and Risk Statement</th><th>Examples of Key Mitigation Strategies</th></tr>
<tr><td>Adoption of emerging technologies
SSC may not have the capacity and/or skills it needs to keep up with the broad-based adoption of different emerging technologies and their long-term implications. Examples of emerging technology could include quantum computing and cryptography.</td><td>Enterprise Software Defined Wide Area Network Implementation
Low Earth Orbit Satellites (LEO)
Customer-led Projects
Hosting Services
GC Cloud one (GCCO)
Enterprise Private Cloud Hosting Service
Federal Science Data Hub (FSDH)
Automation and artificial intelligence for service evolution
AI Center of Excellence (AICoE)</td></tr>
</table>

<table>
<tr><th>Departmental Risk and Risk Statement</th><th>Examples of Key Mitigation Strategies</th></tr>
<tr><td>Aging infrastructure
Critical and aging GC IT infrastructure may fail, which could significantly disrupt the public service’s ability to deliver services to Canadians.</td><td>Digital Communications and Collaboration
Contact Center Modernization
Conferencing and Collaboration Space Modernization
Telecommunications Modernization
Softphones
Fixed Phone Line Rationalization
Hosting Strategy
GC Cloud one (GCCO)
Enterprise Private Cloud Hosting Service
GC on-permises Data Centre Strategy</td></tr>
<tr><td>Human resource capacity, skills and retention
Limited labour market availability may increase competition for personnel with specialized IT skillsets. This may limit SSC’s ability to recruit and retain IT specialized staff to meet ongoing needs.</td><td>SSC Digital Enterprise Skilling
Leadership capabilities and management skills</td></tr>
</table>

Resources required to achieve results

Table 6: Snapshot of resources required for Common Government of Canada IT Operations

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

Resource	Planned	Actual
Spending	$2,168,310,154	$2,275,814,878
Full-time equivalents	7,459	7,516

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

Related government priorities

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

▼ Gender-based Analysis Plus

In 2024-25, SSC had one core responsibility, which was common GC IT operations. SSC has worked to incorporate Gender-based Analysis Plus (GBA Plus) considerations into its programs and initiatives in program and service delivery to GC public servants. SSC concluded a thorough review of its programs and initiatives to ensure that the quality of programs and services provided accounted for diversity in sociodemographic or identity factors. As a result of this review, all service lines at SSC (e.g., infrastructure for data storage, email, and data security) are considering the impacts of their work on pertinent demographic groups of GC public servants. Among other considerations, these pertinent demographic groups include persons with disabilities, employees in different geographic locations (e.g., outside the NCR, rural and urban areas), and employees working in both official languages.

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

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

Program inventory

Common Government of Canada IT Operations is supported by the following programs:

- Networks
- Security
- Workplace Technologies
- Telecommunications
- Data Centre Information Technology Operations
- Cloud
- Enterprise Services Design and Delivery

Additional information related to the program inventory for Common Government of Canada IT Operations is available on the Results page on GC InfoBase.

Internal services

▼ In this section

Description

Internal services refer to the activities and resources that support a department in its work to meet its corporate obligations and deliver its programs. The 10 categories of internal services are:

- management and oversight services
- communications services
- legal services
- human resources management
- financial management
- information management
- information technology
- real property
- materiel
- acquisitions

Progress on results

This section presents details on how the department performed to achieve results and meet targets for internal services.

SSC strives to create a culture that promotes psychological health, safety and well-being in all aspects of the workplace and contributes to an SSC workforce that is engaged, enabled and empowered. Improvements to internal systems, ongoing learning, and enhancement of skills will also provide benefits to partner and client departments as SSC's internal functions are vital for the efficient and timely delivery of services in a transparent way to support departmental priorities.

Improving services behind the scenes

Digitization, modernization and process automation

SSC continued its commitment to ongoing efforts to digitize and modernize its internal services to support the evolving landscape and the Future of Work. This included activities that contributed to an improved user experience for employees across the organization.

A key initiative was the rollout of Docuverse, a SharePoint solution modernizing business processes. After a successful pilot, one-third of the department onboarded through engagement sessions, workshops, FAQs, and job aids. Cross-department collaboration with 25+ partners aligned enterprise-wide efforts. Docuverse streamlined collaboration, improved team coordination, strengthened governance by ensuring compliance with IM policies, and reduced data risks.

In January 2025, SSC launched the Employee Service Portal (ESP) to automate corporate requests, improve onboarding and offboarding of employees. Positive feedback underscored its efficiency and user-friendly design. Future upgrades include automating account operations, and expanding HR-related services, reflecting SSC's dedication to continuous improvement.

Furthermore, on April 2, 2024, the department launched SSC Campus, our new learning management system, with the goal to modernize and improve access to training opportunities. The system centralizes departmental learning, enables self-registration and tracking of self-paced training, as well as, automating program management and learning data collection.

Skills and workforce

Leadership capabilities and management skills

SSC is committed to developing future leaders who prioritize diversity, equity, inclusion, anti-racism, and psychological health and safety. To cultivate leadership equipped for navigating complexity, SSC continued to embed character-based leadership into its culture including exploring integration in HR and organizational hiring practices. In 2024-25, progress included information sessions, the Aspiring Leaders', Elite Leadership and Mentorship Programs, and resources for supervisors, managers, and executives. SSC also expanded its Character-Based Leadership Centre of Expertise with dedicated ambassadors driving cultural change.

Succession planning and talent management

SSC is dedicated to fostering employee growth through comprehensive performance and talent management strategies, promoting excellence and continuous development. In 2024-25, SSC advanced its strategy with the Performance and Talent Management Program, supporting an inclusive, future-ready workforce. Initiatives included Talent Connect to boost mobility and career development, a leadership development framework, and digital tools like the Employee Talent Profile for career development. Additional ongoing efforts include new succession planning guidelines, a knowledge transfer strategy, and a Talent Mobility Initiative to align skills with organizational needs.

Enhance SSC asset management to support governance

Strong asset management is critical to the successful operation of any department. SSC has made progress with its annual capital asset validation exercise, launched in 2022-23 and remains ongoing. As a result of these efforts, SSC was able to conduct a write-off exercise in 2024-25, focusing primarily on legacy capital assets. These initiatives have improved the accuracy and completeness of capital asset data, further strengthening SSC's overall asset management process. SSC also improved processes by including deployment dates in Procure-to-Pay (a portal that provides an electronic and collaborative format for purchasing with SSC), started the transition to a new warehouse service provider while standardizing shipping addresses for better controls, and conducted a review of divestment activities to improve efficiency. These developments have strengthened SSC’s ability to collect data and report. This culminated in SSC producing its first Materiel Management Annual Report.

SSC Digital Enterprise Skilling

As technology rapidly evolves, SSC is expanding the support that it provides to employees to increase their digital literacy, technical skills and capacity by strengthening their understanding and adoption of emerging technologies to deliver better programs and services in the digital era. Beginning with an initial focus on cloud computing, SSC’s digital skilling offerings have since evolved to include areas such as cyber security, AI, RPA and data analytics. Through this program, SSC employees are able to gain the necessary knowledge, skills, and practical hands-on experience from industry experts, enabling service delivery improvements to partner departments and promoting innovation with modern digital solutions. This ensures that SSC’s workforce will be well equipped to meet the emerging technical needs of the GC.

In 2024-25, SSC continued to build technical skills and capacity to execute on SSC's Digital Together mandate. With a commitment to innovation and adaptability, the Digital Enterprise Skilling (DES) program continued to keep pace with the market and ensure that all employees build their digital literacy and prepare for future digital evolution. This included having over 1,600 employees enrolled in the program, a 34% increase from last year. Employees enrolled in 365 self-paced learning journeys and successfully earned 58 professional Cloud certifications. The DES program continues to offer high-quality curriculum aligned with industry standards, promoting digital literacy across the government. Ongoing success of DES will reduce a critical skill gap that is currently across the GC.

Architect Professional Certification Program

The GC continues to embrace digital technologies for program and service delivery, and its workforce must be equipped to visualize and design this digital evolution. The Architect Professional Certification Program (APCP) provides a competency-based development curriculum to enhance expertise, standardize roles, and foster a shared architectural vision across various departments and architecture domains. Architects play a crucial role in creating roadmaps for digital priorities, reducing organizational complexity and duplication, and ensuring technology investments align with GC standards and goals.

In 2024-25, awareness and enrollment in the APCP grew, with 24 new participants (17 from SSC and 7 from other government departments) joining from a pool of 46 applicants. The program successfully prepared 13 graduates (9 from SSC and 4 from other departments) to bring higher levels of expertise to their roles.

IT Professionals Development Program

In January 2025, SSC launched the IT Professionals Development Program designed to develop the skills and competencies of IT professionals at SSC. This program targets all IT Community Generic Workstreams from IT-01 through IT-03 with a focus on personalized training, leadership development, and career advancement, contributing to skills modernization and retention of digital talent.

Procurement

SSC is responsible for procuring IT solutions for its partner departments and clients. Providing effective and cost-efficient procurement of IT allows the department to support the GC's digital agenda.

Agile procurement for IT solutions

SSC's agile procurement approach is designed to be more collaborative and effective in procuring IT solutions, supporting partner and client departments in delivering their mandates. This approach modernizes and simplifies procurement processes while ensuring the government obtains the best IT solutions.

The agile procurement approach is outcome-focused, considering the end-user from the start. It brings government and industry together to design procurements iteratively, allowing for testing, course corrections, and quick identification of challenges and successes to achieve the best value for Canadians.

In 2024-25, SSC continued creating material, tools and templates to support knowledge of agile procurement within the department and applying agile to IT procurement solutions:

- **Enhance Agile Procurement Capacity:** Deployed the Agile Procurement Portal to provide procurement officers and clients with risk mitigation measures, tools, templates, and resources to support and increase the application of agile procurement.
- **Application of the Agile Procurement Process for IT Solutions:** SSC is incorporated agile procurement principles into its broader contracting, with specific elements included in various procurement projects. SSC used the agile procurement process and applied it to support the new GC Cloud Strategy (such as services like Infrastructure as a Service (IaaS) and Native Platform as a Service (PaaS)). It is also being applied to the Enterprise Resource Planning Agile Procurement Project. Both procurement processes leveraged iterative solicitation design and

development, and collaboratively engaged with industry in the review of the draft solicitation documents to achieve the best possible outcome for Canadians.

Finance and internal review

Departmental financial management system optimization and evolution

SSC continued working on improving its financial management system by optimizing its enterprise resource planning (ERP) capabilities and transitioning to cloud-based solutions. The focus is on better data management, stakeholder engagement, and smooth transition through effective change management. These enhancements improve financial stewardship and planning while standardizing and streamlining processes.

In 2024-25, SSC advanced its commitment to modernizing financial management by initiating the procurement process for a cloud-based ERP solution at the start of the fiscal year. By the year's end, a list of qualified respondents—SAP and Workday—was published, marking progress in optimizing SSC’s financial systems and transitioning to cloud-based solutions.

Throughout the year, SSC maintained alignment with central agencies to support the development of a GC-centric accelerator for ERP cloud migration. These efforts enhanced data management, streamlined financial processes, and strengthened financial stewardship across the Department.

Additionally, initial steps have been taken by SSC to improve asset management lifecycle processes in 2024-25. This will lead to improved surplus inventory management, enhanced warehousing and divestment activities, and facilitate proactive procurement planning, all with the objective of improving data integrity.

Resources required to achieve results

Table 7: Resources required to achieve results for internal services this year

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

Resource	Planned	Actual
Spending	$311,729,604	$341,198,422
Full-time equivalents	1,666	1,830

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

Contracts awarded to Indigenous business

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

SSC's result for 2024-25:

Table 8: Total value of contracts awarded to Indigenous businesses [1]

As shown in Table 8, SSC awarded 9.8 % of the total value of all contracts to Indigenous businesses for the fiscal year.

Contracting performance indicators	2024-25 Results

Contracting performance indicators	2024-25 Results
Total value of contracts awarded to Indigenous businesses [2](A)	$228,383,210.77
Total value of contracts awarded to Indigenous and non-Indigenous businesses (B)	$2,336,287,989.82
Value of exceptions approved by deputy head (C)	NIL
Proportion of contracts awarded to Indigenous businesses [A / (B−C) × 100]	9.8%

Contracting performance indicators	2024-25 Results

Table notes

1 "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 $10,000.00.

2 For the purposes of the minimum 5% target, the data in this table reflects how Indigenous Services Canada (ISC) defines "Indigenous business" as either:

- owned and operated by Elders, band and tribal councils
- registered in the Indigenous Business Directory
- registered on a modern treaty beneficiary business list

Shared Services Canada: Driving Results with 9.8% Indigenous Procurement in 2024-25

SSC performances continue to surpass the GC's 5% Indigenous procurement target, achieving a result of 9.8% in the 2024-2025 fiscal year. This achievement reflects the successful optimization of procurement strategies designed to maximize opportunities for Indigenous business participation. This percentage reflects only direct contracts, with potential sub-contracting opportunities yet to be accounted for. In its 2025-26 Departmental Plan, SSC estimated that it would award 5% of the total value of its contracts to Indigenous businesses by the end of 2024-25. The final achievement of 9.8%, as demonstrated in the table, exceeded this estimation.

Key Strategies Supporting Indigenous Business Participation

In 2024-25, SSC leveraged its purchasing power to create meaningful opportunities for Indigenous businesses through the following strategies:

- Optimizing procurement strategies to identify and create greater opportunities for Indigenous business participation;
- Leveraging the Procurement Strategy for Indigenous Business (PSIB) by setting aside contracts exclusively for Indigenous businesses;
- Developing and utilizing procurement vehicles with exclusive Indigenous streams to foster Indigenous participation in procurement activities;
- Including Indigenous Participation Plans (IPPs) in solicitations to encourage bidders to create employment, training, and capacity-building opportunities;
- Unbundling requirements by commodity or region, making procurement opportunities more accessible to Indigenous businesses; and
- Engaging with vendors to Support Indigenous Procurement by utilizing tools such as Requests for Information (RFIs) and market research, further strengthened through SSC's Agile procurement approach.

These efforts were primarily supported by SSC's procurement strategy documentation, the Procurement Summary and Risk Assessment (PSRA), which requires Contracting Authorities to document Indigenous considerations for all procurements. Additionally, SSC procurements valued at over $5 million were subject to oversight by the Procurement Governance Committees, which specifically reviewed opportunities to advance Indigenous participation.

Another important contributor to this success, though not directly reflected in the 9.8% result, is the use of IPPs in procurement solicitations. These plans are particularly impactful in industries where awarding direct contracts is not feasible due to capacity limitations. By encouraging suppliers to support Indigenous Peoples through employment, training, and capacity-building initiatives, IPPs enhance Indigenous representation and help build the long-term capacity of Indigenous businesses to participate in federal procurement. SSC has initiated and continues to promote the implementation of IPPs in selected procurement.

SSC also plays an essential role in helping other government departments achieve the 5% Indigenous procurement target. By continuously developing and refining its procurement tools, SSC enhances access to federal procurement opportunities and facilitates the inclusion of Indigenous businesses across government contracts. These efforts demonstrate SSC’s broader commitment to fostering economic reconciliation and advancing Indigenous business development.

Spending and human resources

▼ In this section

Spending

This section presents an overview of the department's actual and planned expenditures from 2022-23 to 2027-28.

Refocusing Government Spending

In Budget 2023, the government committed to reducing spending by $14.1 billion over five years, starting in 2023-24, and by $4.1 billion annually after that.

As part of meeting this commitment, SSC identified the following spending reductions.

- 2024-25: $86,864,705
- 2025-26: $99,654,000
- 2026-27: $120,947,000
- 2027-28 and after: $116,947,000

During 2024-25, SSC worked to realize these reductions through the following measures:

- Professional services and travel
- Eliminating non-standard and legacy services
- Operational Efficiencies
- Innovative Solutions Canada program

Professional services and travel

Given that SSC relies on external professionals for the highly technical skillsets that are required to support the ever-changing IT environment, the reductions in professional services focused primarily on Information Technology Consultants and Management Consultants. Reductions for travel were focussed on less critical operational requirements and discretionary spending related to training as travel related to IT operations is non-discretionary for equipment deployment, installations and incident responses.

Eliminating non-standard and legacy services

SSC continues to accelerate work on initiatives that address legacy services. The older legacy environment is inefficient and costly to maintain. As such, key accomplishments include:

- Communicating to departments the intention to disconnect fixed telephone lines and commencing the deployment of softphones to better meet the telecommunications needs of a modern workplace.

- SSC continues to migrate vendor-managed and in-house email services to a cloud-based email solution that supports the move towards digital communication and collaboration for the GC, and reduces the burden of maintaining on-premise hardware to deliver critical services.
- SSC closed 25 legacy data centres and successfully moved applications and data to modern hosting solutions including the enterprise data centres or the cloud.

Operational efficiencies

SSC continued their ongoing efforts to make operational improvements and gain efficiencies that generated cost savings during the fiscal year.

Innovative Solutions Canada (ISC) program

Resources from the ISC program were refocused as part of the Budget 2023 Refocusing Government Spending exercise, resulting in reductions to the departmental reference levels in 2024-25 and ongoing.

The figures in this departmental results report reflect these reductions.

Budgetary performance summary

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

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

Core responsibilities and internal services	2024–25 Main Estimates	2024–25 total authorities available for use	Actual spending over three years (authorities used)

Core responsibilities and internal services	2024–25 Main Estimates	2024–25 total authorities available for use	Actual spending over three years (authorities used)
Common Government of Canada IT Operations	2,168,310,154	2,387,811,146	2022-23: 2,188,263,542 2023-24: 2,444,005,446 2024-25: 2,275,814,878
Subtotal	**2,168,310,154**	**2,387,811,146**	**2022-23: 2,188,263,542** **2023-24: 2,444,005,446** **2024-25: 2,275,814,878**
Internal services	311,729,604	342,212,324	2022-23: 349,837,351 2023-24: 346,783,150 2024-25: 341,198,422

Core responsibilities and internal services	2024–25 Main Estimates	2024–25 total authorities available for use	Actual spending over three years (authorities used)
Total	**2,480,039,758**	**2,730,023,470**	**2022-23: 2,538,100,893** **2023-24: 2,790,788,596** **2024-25: 2,617,013,300**

▼ Analysis of past three years of spending

Analysis – 2024-25, Total authorities available for use versus 2024-25 Main Estimates and 2024-25 actual spending

SSC’s total authorities available for use in 2024-25 were $2,730.0 million. This is an increase of $250.0 million (or 10%) from the Main Estimates amount of $2,480.0 million. The increase is a result of:

- additional resources received through the Supplementary Estimates, as well as central vote funding and approved carry forward amounts, mainly attributable to:
    - the carry forward from 2023-24
    - funding for SSC’s deliverables related to Canada's 2025 G7 Presidency; and
    - funding for the cost of providing core IT services.

SSC’s actual spending in 2024-25 of $2,617.0 million was less than the total authorities available for use. This resulted in a $113.0 million (or 4%) surplus. This surplus includes an approved reprofile of $7.7 million for Safeguarding Access to High performance Computing for Canada’s Hydro-Meteorological Services that SSC identified early in the fiscal year. The reprofile was needed to align funding requirements to a contract extension resulting from delays in obtaining highly specialized electrical equipment. The surplus also includes SSC’s Budget 2023 Refocusing Government Spending (RGS) reduction of $3.3 million for the Innovative Solutions Canada program.

In addition to the surplus of $113.0 million, $86.4 million in additional operating funding was risk managed throughout the year and absorbed with existing resources, mainly for Canada’s 2025 G7 Presidency which was not allocated in an Appropriation Act due to the prorogation of Parliament. This amount was added to the calculation of the Department’s year-end carry forward.

SSC requested a carry forward of $150.5 million to 2025-26. Issues that impacted planned deliverables and explain the surplus include:

- Reductions in requirements and lower contract consumption;
- Scope adjustments and scheduling changes on projects;
- Delays in work planned, including implementation and deployment;
- Other delays and deferrals which impacted planned deliverables.

Trend analysis – Actual spending from 2022-23 to 2024-25

The spending increase of $252.7 million or (10%) from 2022-23 to 2023-24, was mainly due to new funding for items such as Safeguarding Access to High Performance Computing for Canada’s Hydro-Meteorological Services, Reinforcing the Government of Canada’s Cyber

Security, and increased spending for the Secure Cloud Enablement and Defence (SCED) Evolution and Departmental Connectivity and Monitoring initiative, the Network Modernization and Implementation Fund, the IT Repair and Replacement Program, and the Cyber and Information Technology initiatives.

The spending decrease of $173.8 million or (6%) from 2023-24 to 2024-25 is primarily due to a decrease in sunset funding for Cyber initiatives, IT Repair and Replacement Program, the Network Modernization and Implementation Fund, Service Integrity- Mission Critical Projects, Workload Modernization and Migration Program, decreased spending for SCED Evolution and Departmental Connectivity and Monitoring initiative and decreases due to RGS initiatives.

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

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

Table 10 shows SSC’s planned spending for each of the next three years on its core responsibilities and on internal services.

Core responsibilities and internal services	2025–26 planned spending	2026–27 planned spending	2027–28 planned spending
Common Government of Canada IT Operations	2,166,271,615	2,113,643,335	2,082,378,852

Core responsibilities and internal services	2025–26 planned spending	2026–27 planned spending	2027–28 planned spending
Subtotal	**2,166,271,615**	**2,113,643,335**	**2,082,378,852**
Internal services	323,862,342	290,169,168	290,018,800
Total	**2,490,133,957**	**2,403,812,503**	**2,372,397,652**

▼ Analysis of the next three years of spending

SSC’s planned spending reflects the amounts approved by Parliament to support the Department’s core responsibility and internal services. The approved amount is net of vote-netted revenue of $853.0 million in 2025-26, and $793.0 million in 2026-27 and 2027-28. The reduction of $60.0 million is due to SSC’s Capital VNR authority for which the Department will seek a renewal for future years. SSC’s funding allocations varies annually, reflecting the evolving landscape of technological advancement, emerging risks, and shifting government priorities. In many cases, new funding is introduced on a time-limited basis to support targeted initiatives that address specific operational needs or technology risk such as cyber threats. These allocations are often designed to accelerate innovation, mitigate identified risks, or pilot transformative solutions before broader implementation.

The planned spending for 2025-26 includes new funding for the Presidency of the 2025 G7 Summit in Canada and funding from various organizations to support the transition to the M365 E5 licence enterprise standard for the Government of Canada, offset by a reprofile for Safeguarding Access to High performance Computing for Canada's Hydro-Meteorological Services and reductions related to the RGS initiative announced in Budget 2023.

The decrease in planned spending from 2025-26 to 2026-27 is mainly due to decreases in funding for the SCED Evolution and Departmental Connectivity and Monitoring initiative, Cyber Security initiatives, reductions to implement the RGS initiative announced in Budget 2023 and decreases in time-limited funding for the Presidency of the 2025 G7 Summit in Canada. This is offset by increases in funding for Reinforcing the Government of Canada's Cyber Security and Safeguarding access to High Performance Computing for Canada's Hydro-Meteorological Services.

The decrease in planned spending from 2026-27 to 2027-28 is mainly due to a decrease in funding for the Standardization of Mandatory Network, Security and Digital Services for Small Departments and Agencies from Budget 2022.

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

Table 11: Budgetary actual gross spending summary (dollars)

Table 11 reconciles gross planned spending with net spending for 2024-25.

Core responsibilities and internal services	2024-25 actual gross spending	2024-25 actual revenues netted against expenditures	2024-25 actual net spending (authorities used)
Common Government of Canada IT Operations	3,113,617,457	(837,802,579)	2,275,814,878
Subtotal	**3,113,617,457**	**(837,802,579)**	**2,275,814,878**
Internal services	341,198,422	0	341,198,422
Total	**3,454,815,879**	**(837,802,579)**	**2,617,013,300**

▼ Analysis of budgetary actual gross and net planned spending summary

SSC is required to provide specialized IT services to its customers. SSC's Vote-Netted Revenue (VNR) authority enables the Department to charge for services provided and re-spend the revenue received. This practice offsets the incremental costs incurred in providing services to partner organizations.

In 2024-25, SSC collected a total of $837.8 million in revenues (24% of its gross spending). This amount reflects the continued rise in customers' demand for IT services, including investments and transformation aligned with the GC digital strategy.

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

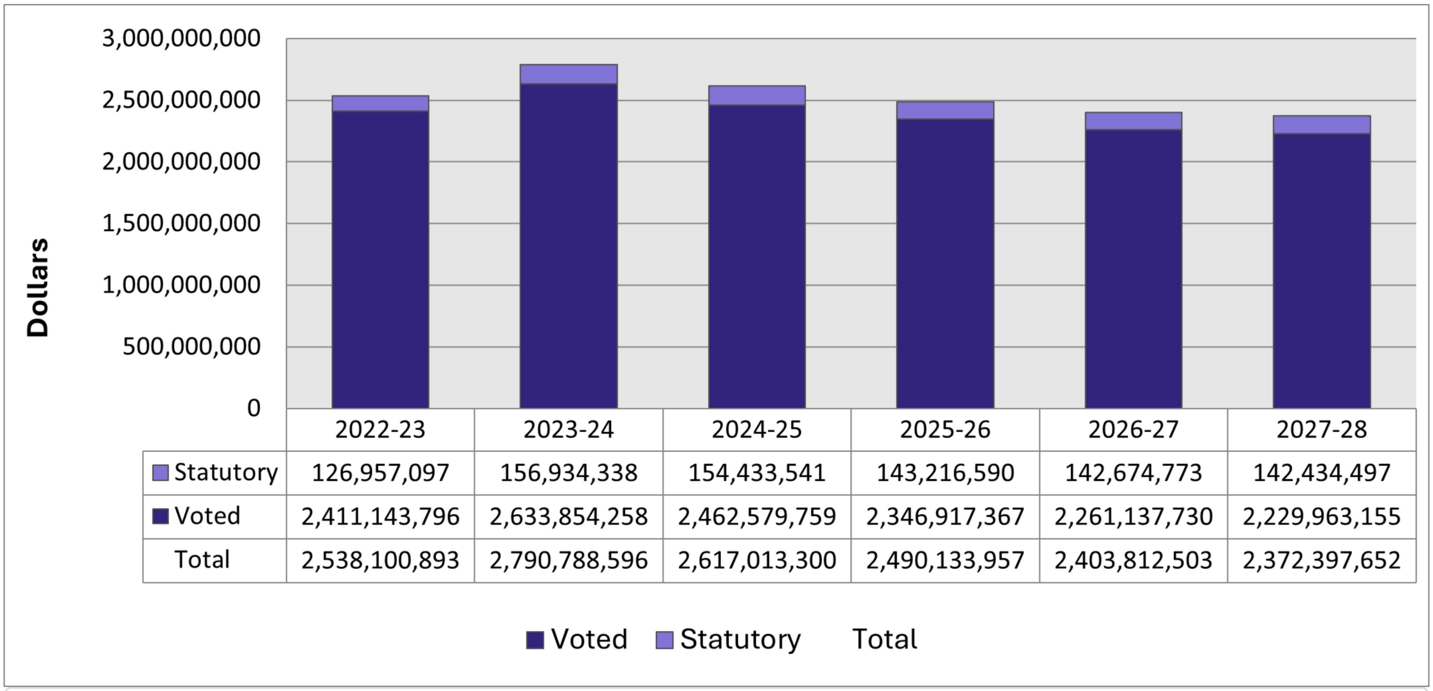
Funding

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

The Departmental spending trend graph presents trends in the Department's planned and actual spending over time and is broken down between statutory and voted expenditures. The graph presents actual spending (from fiscal year 2022-23 to fiscal year 2024-25) and planned spending (for fiscal year 2025-26 to fiscal year 2027-28).

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

Graph 1 summarizes the department's approved voted and statutory funding from 2022-23 to 2027-28.



▼ Graph 1 summarizes the department's approved voted and statutory funding from 2022-23 to 2027-28

Fiscal year	Statutory	Voted	Total
2022-23	126,957,097	2,411,143,796	2,538,100,893
2023-24	156,934,338	2,633,854,258	2,790,788,596
2024-25	154,433,541	2,462,579,759	2,617,013,300
2025-26	143,216,590	2,346,917,367	2,490,133,957
2026-27	142,674,773	2,261,137,730	2,403,812,503

Fiscal year	Statutory	Voted	Total
2027-28	142,434,497	2,229,963,155	2,372,397,652

▼ Analysis of statutory and voted spending over a 6-year period

Analysis of the variances in actual spending, from fiscal year 2022-23 to fiscal year 2024-25, and planned spending, from fiscal year 2025-26 to fiscal year 2027-28, are provided in the Budgetary Performance Summary section above.

Consult the Public Accounts of Canada 2024 for further information on SSC's departmental voted and statutory expenditures.

Financial statement highlights

SSC's Financial Statements (Unaudited) for the Year Ended March 31, 2025

The highlights presented in this section are drawn from SSC's financial statements. The financial statements were prepared using Government of Canada accounting policies, which are based on Canadian public sector accounting standards.

The figures provided in this section were prepared on an accrual basis; the figures in the other sections were prepared on an expenditure basis. The difference between the figures in the different sections is the result of accrual entries, such as the recognition of services provided without charge by other government departments, the acquisition of tangible capital assets and related amortization expenses, and accrued liability adjustments.

Table 12: Condensed Statement of Operations (unaudited) for the year ended March 31, 2025 (dollars)

Table 12 summarizes the expenses and revenues for 2024-25 which net to the cost of operations before government funding and transfers.

Financial information	2024-25 actual results	2024-25 planned results	Difference (actual results minus planned)
Total expenses	3,705,462,755	3,494,406,190	211,056,565
Total revenues	836,145,482	853,471,309	(17,325,827)
Net cost of operations before government funding and transfers	2,869,317,273	2,640,934,881	228,382,392

The 2024-25 planned results information is provided in SSC's Future-Oriented Statement of Operations and Notes 2024–25.

Table 13: Condensed Statement of Operations (unaudited) for 2023-24 and 2024-25 (dollars)

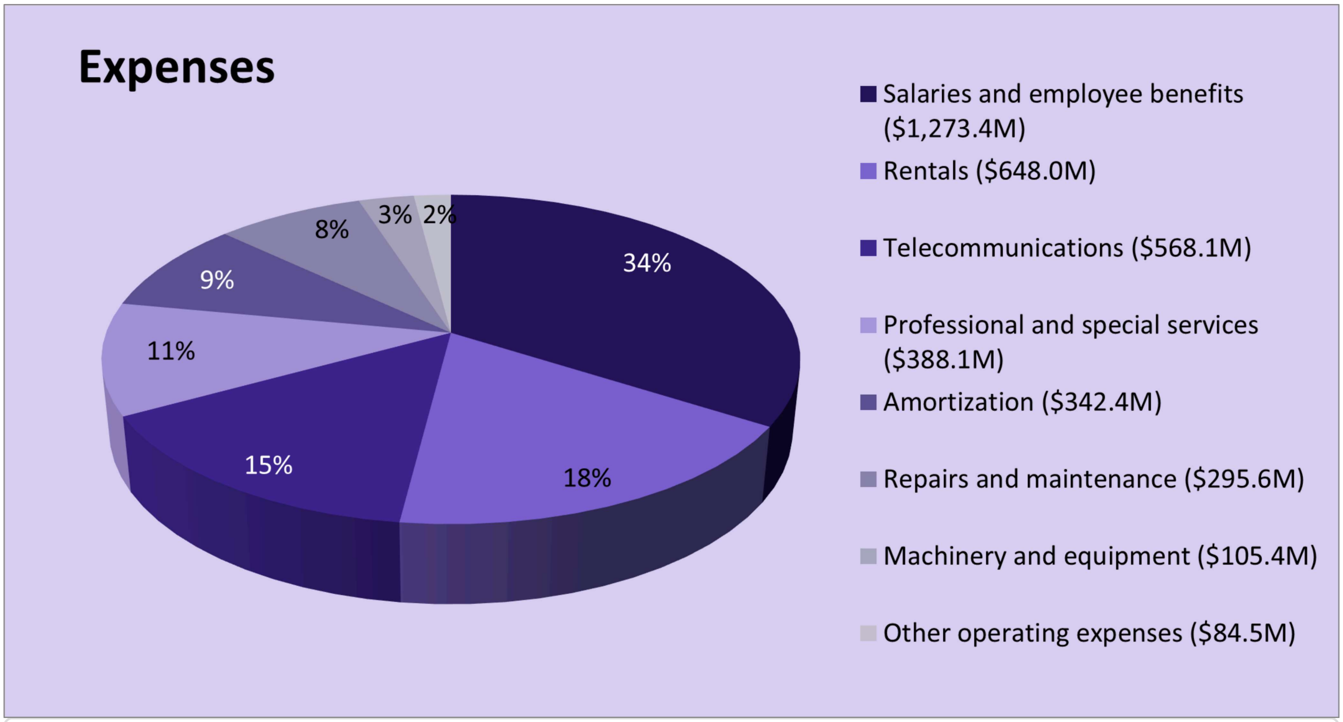
Table 13 summarizes actual expenses and revenues and shows the net cost of operations before government funding and transfers.

Financial information	2024–25 actual results	2023–24 planned results	Difference (2024-25 minus 2023-24)
Total expenses	3,705,462,755	3,818,983,130	(113,520,375)
Total revenues	836,145,482	905,321,071	(69,175,589)
Net cost of operations before government funding and transfers	2,869,317,273	2,913,662,059	(44,344,786)

▼ Analysis of differences in expenses and revenues between 2023-24 and 2024-25

SSC’s total expenses for 2024-25 were $3,705.5 million, a decrease of $113.5 million over the previous year’s total expenses of $3,819.0 million. In 2024-25, the salaries and employee benefits represented the largest portion of expenses (34%) at $1,273.4 million (1,287.5 million and 34% in 2023-24), followed by the rentals expenses (18%) at $648.0 million ($620.6 million and 16% in 2023-24), the telecommunications expenses (15%) at $568.1 million ($619.7 million and 16% in 2023-24), the professional and special services expenses (11%) at $388.1 million ($434.0 million and 11% in 2023-24), and the amortization of tangible capital assets (9%) at $342.4 million ($358.3 million and 10% in 2023-24).

The Financial Statement's Note 15 segmented information provides detailed information by major object of expenses and by core responsibility.



▶ Expenses - Text version

SSC's total revenues for 2024-25 were $836.1 million, a decrease of $69.2 million over the previous year's total revenues of $905.3 million. Of these revenues, the majority are respendable revenues related to Information Technology infrastructure services provided to partner organizations and other Government of Canada departments and agencies on a cost recoverable basis. SSC's revenues, net of $43.9 million in non respendable revenues earned on behalf of government, consist mainly of the sale of goods and services.

Table 14: Condensed Statement of Financial Position (unaudited) as at March 31, 2025 (dollars)

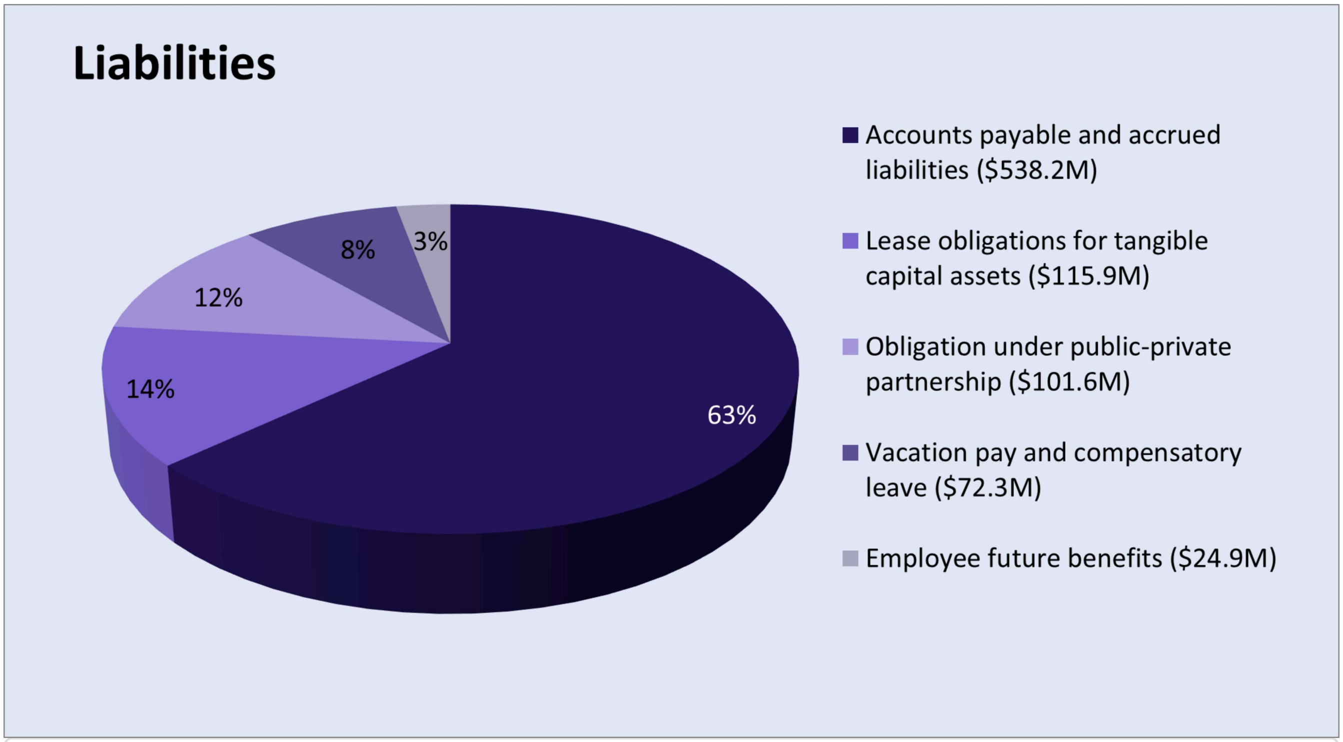
Table 14 provides a brief snapshot of the amounts the department owes or must spend (liabilities) and its available resources (assets), which helps to indicate its ability to carry out programs and services.

Financial information	Actual fiscal year 2024-25	Previous fiscal year 2023-24	Difference (2024-25 minus 2023-24)
Total net liabilities	852,859,066	895,319,809	(42,460,743)
Total net financial assets	601,867,930	714,445,831	(112,577,901)
Departmental net debt	250,991,136	180,873,978	70,117,158
Total non-financial assets	1,000,306,362	1,076,239,370	(75,933,008)
Departmental net financial position	749,315,226	895,365,392	(146,050,166)

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

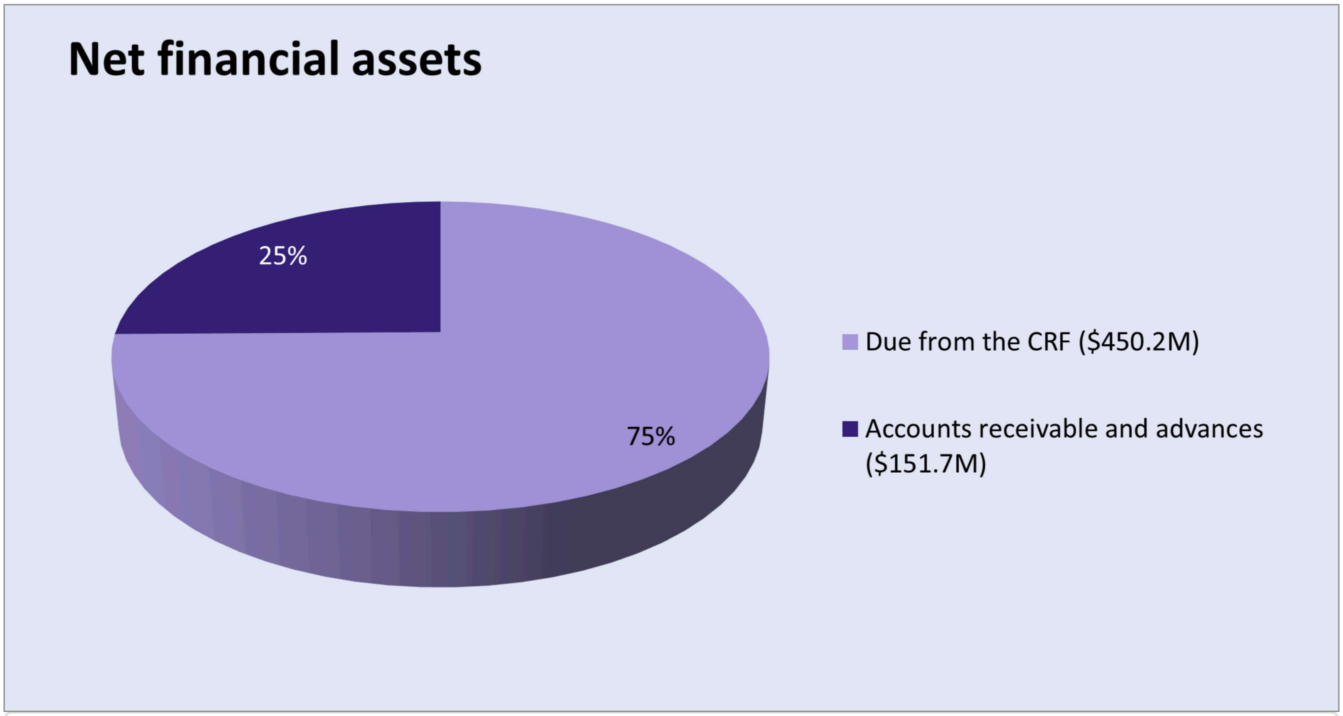
Total liabilities were $852.9 million at the end of 2024-25, a decrease of $42.4 million (5%) over the previous year’s total liabilities of $895.3 million. In 2024-25, accounts payable and accrued liabilities represented the largest portion (63%) at $538.2 million ($634.2 million and 71% in 2023-24). Lease obligations for tangible capital assets represented 14%

at $115.9 million ($58.4 million and 6% in 2023-24). Obligation under public private partnership represented 12% at $101.6 million ($105.7 million and 12% in 2023-24).



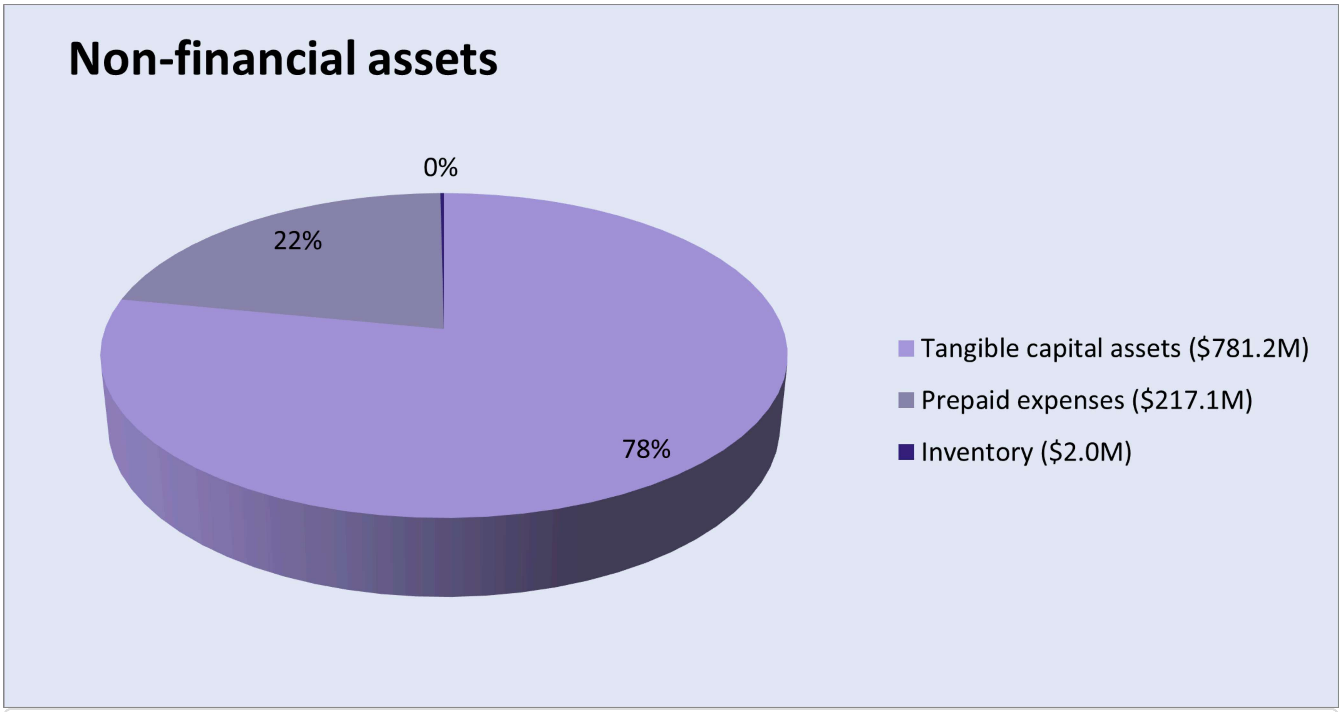
▶ Liabilities - Text version

Total net financial assets were $601.9 million at the end of 2024-25, a decrease of $112.5 million (16%) over the previous year's total net financial assets of $714.4 million. In 2024-25, the amount due from the Consolidated Revenue Fund (CRF) represented 75% of the net financial assets at $450.2 million ($513.0 million and 72% in 2023-24) and Accounts receivable and advances represented 25% at $151.7 million ($201.4 million and 28% in 2023-24).



▶ Net financial assets - Text version

Total non-financial assets were $1,000.3 million at the end of 2024-25, a decrease of $75.9 million (7%) over the previous year's total non-financial assets of $1,076.2 million. This decrease is mainly explained by a decrease of $106.9 million in tangible capital assets (from $888.1 million in 2023-24 to $781.2 million in 2024-25) and by an increase of $37.1 million in prepaid expenses (from $180.0 million in 2023 24 to $217.1 million in 2024-25).



▶ Non-financial assets - Text version

Human resources

This section presents an overview of the department's actual and planned human resources from 2022-23 to 2027-28.

Table 15: Actual human resources for core responsibilities and internal services

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

Core responsibilities and internal services	2022–23 actual full-time equivalents	2023-24 actual full-time equivalents	2024-25 actual full-time equivalents

Core responsibilities and internal services	2022–23 actual full-time equivalents	2023-24 actual full-time equivalents	2024-25 actual full-time equivalents
Common Government of Canada IT Operations	6,956	7,434	7,516
Subtotal	**6,956**	**7,434**	**7,516**
Internal services	1,694	1,842	1,830
Total	**8,650**	**9,276**	**9,346**

▼ Analysis of human resources over the last three years

FTE increases throughout the fiscal years are mainly due to additional FTEs to address the increased demand for SSC's services and to support service delivery improvements. The rate of growth of FTEs has declined to 1% in response to reductions in approved funding as noted above.

Table 16: Human resources planning summary for core responsibilities and internal services

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

Core responsibilities and internal services	2025–26 planned full-time equivalents	2026–27 planned full-time equivalents	2027–28 planned full-time equivalents
Common Government of Canada IT Operations	7,353	7,329	7,319
Subtotal	**7,353**	**7,329**	**7,319**
Internal services	1,857	1,857	1,857
Total	**9,210**	**9,186**	**9,176**

▼ Analysis of human resources for the next three years

The decrease from 2025-26 to 2026-27 and from 2026-27 to 2028-29 is mainly due to a reduction in funding related to time-limited initiatives such as the Presidency of the 2025 G7 Summit in Canada and for the Standardization of Mandatory Network, Security and Digital Services for Small Departments and Agencies.

Supplementary information tables

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

- Gender-based analysis plus

Federal tax expenditures

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

Corporate information

▼ Departmental profile

Appropriate minister:

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

Institutional head:

Scott Jones, President, SSC

Ministerial portfolio:

Public Works and Procurement, and Minister responsible for Shared Services Canada

Enabling instrument:

Shared Services Canada Act

Year of incorporation / commencement:

2011

Other:

- 2011-0877
- 2011-1297
- 2012-0960
- 2013-0366
- 2015-1071 Schedule
- 2016-0003

▼ Departmental contact information

General inquiries:

Please send your inquiries to the following email address publication-publication@ssc-spc.gc.ca

Media inquiries:

Please send your inquiries by email to media@ssc-spc.gc.ca or to the Media Relations Office by telephone at 613-670-1626.

Website(s):

Shared Services Canada - Canada.ca

Definitions

▼ List of terms

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 3-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 2024-25 Departmental Results Report, government priorities are the high-level themes outlining the government’s agenda as announced in the 2021 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)

For the purposes of a Departmental Result Report, this includes any entity that meets the Indigenous Services Canada's criteria of being ownedand operated by Elders, band and tribal councils, registered in the Indigenous Business Directory or registered on a modern treaty beneficiary business list.

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.

Footnotes

1 IRCC was migrated in 2024-25; however other migrations have been delayed as partners had not completed the preparatory work required to meet the security requirements necessary for email migrations as the remaining departments are still fully on legacy email services.

2 As of 2023-24, the scope of this indicator has changed to exclude satisfaction with contact centres and conferencing services as they will be reported individually. Note that results 2022-23 for this indicator include contact centre and conferencing services.

3 As of 2023-24, the scope of this indicator has been expanded to include provisioning of printing products. Note that results for 2022-23 for this indicator do not include provisioning of printing products.

4 In 2024-25, the service did not meet its availability target due to three major infrastructure related incidents: a database connectivity loss during a scheduled network change in May 2024, delayed alerting during a widespread iPhone email issue in June 2024, and degraded iOS email performance caused by a faulty firewall firmware upgrade in October 2024. To mitigate future risks, SSC is working to enhance coordination, improve alerting and monitoring processes, and strengthen validation protocols for third-party infrastructure changes.

5 As of 2023-24, the scope of this indicator has been expanded to include cloud advisory services.

6 While technical service levels and availability of cloud brokering and cloud advisory services were sustained, the new Application Hosting Strategy promulgated during 2024-2025 represented a significant shift in accountability for cloud operations from partners to SSC. This change in accountability and control may have contributed to the reduced satisfaction rating, as partners adjusted to the new framework and roles. To address these challenges, improvements are underway to streamline cloud intake processes and to strengthen SSC's role as a trusted steward and broker for cloud services across the GC. These efforts aim to enhance service delivery to partners and improve the overall cost-effectiveness of cloud operations for the GC. The progress of these efforts will continue to be tracked, and this indicator will be closely monitored in the coming year to assess their impact on client satisfaction.

7 Uncertainty surrounding technology selection, funding, and evolving requirements for both SSC-led and customer-led projects can affect planning and execution. Additionally, cybersecurity projects experienced greater than average variances due to evolving requirements and the rapid evolution of the cybersecurity landscape. This makes it challenging to deliver effectively using traditional waterfall approaches, in which all planning is done at the start. SSC is moving towards Agile project practices, in which planning and delivery are done iteratively, and estimates are updated as new information is available. Strong governance remains in place to ensure that budgets are expected and strategic priorities are delivered.

8 In 2024-25, there were incidents requiring greater resolution time due to issue complexity or coordination requirements. SSC has identified three issues as root causes of some longer to resolve incidents and are addressing these. The first cause of incidents are problems arising from change implementations since these incidents are higher complexity. To address this root cause, SSC is assessing the possibilities of additional review and validation requirements to reduce the likelihood of incidents caused by changes. The second cause of extended incidents is extended wait time for replacement hardware in some cases, which has been magnified by supply chain issues in recent years. To address this, SSC is assessing establishing a emergency replacement service to provide rapid hardware replacement of critical equipment at some sites. The third category of incidents with greater resolution time are outages involving remote locations, which take longer to resolve due to logistical challenges. To address this, SSC is investigating opportunities to pre-identify additional remote support, to reduce resolution time by enabling prompt escalation to experts in remote regions.

Date modified: 2026-02-03