2023 to 2027

Departmental Sustainable Development Strategy

Shared Services Canada

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Executive Summary

The *Departmental Sustainable Development Strategy* (DSDS) presents the vision and goals for sustainable development at Shared Services Canada (SSC) from 2023 to 2027. It brings together:

- the implementation strategies that SSC will use to achieve these goals
- the actions that support these implementation strategies
- the performance indicators that will measure their success.

SSC's vision is to support environmental, social and economic sustainable development through operating and modernizing Government of Canada (GC) Information Technology (IT) infrastructure. This vision reflects the GC's sustainable development priorities and aligns with SSC's mandate to provide modern, secure and reliable IT services to GC organizations. This DSDS reflects feedback from Canadians during public consultation and takes into account suggestions on accessible digital services, a circular economy, and responsible waste management.

This is SSC's first long-form DSDS and the first required by a strengthened *Federal Sustainable Development Act*. It aligns with the *2022-2026 Federal Sustainable Development Strategy* (FSDS) and the *United Nations 2030 Agenda for Sustainable Development*.

The DSDS incorporates the principles of the FSDS and focuses on the 3 Sustainable Development Goals (SDG) that SSC supports:

- SDG 10: Advance reconciliation with Indigenous Peoples and take action to reduce inequality
- SDG 12: Reduce waste and transition to zero-emission vehicles
- SDG 13: Take action on climate change and its impacts.

SSC provides network connectivity services and cyber security, data centres and other hosting services, and digital communications services to enable the public service to effectively deliver services to Canadians. Its mandate as an internal service provider, however, limits its direct impacts outside of the GC.

SSC will strive to reduce greenhouse gas (GHG) emissions throughout these operations, by:

- moving data and applications from legacy hosting infrastructure to more sustainable Enterprise Data Centres (EDC) or Cloud
- investing in zero-emission vehicles and right-sizing the number of vehicles in its fleet
- continuing to reduce electronic waste (e-waste) by considering sustainability throughout the lifecycle of its digital infrastructure, from procurement to responsible consumption, reuse, repair, or recycling
- promoting reconciliation and equality by
  - providing accessible digital services
  - buying from Indigenous businesses
  - encouraging cultural competency training
  - supporting employees from equity deserving groups
- Further integrating sustainable development into SSC's planning and decision-making processes

SSC will report against commitments made in the DSDS on an annual basis, starting in November 2024. These reports will:

- be tabled in Parliament and posted online
- show how SSC delivers digital services while contributing to a more sustainable future for Canada

Introduction to the Departmental Sustainable Development Strategy

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

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

The *Federal Sustainable Development Act* also sets out seven principles that must be considered in the development of the FSDS as well as DSDSs. These principles have been considered and incorporated in SSC's DSDS.

In order to promote coordinated action on sustainable development across the GC, this departmental strategy integrates efforts to advance Canada's implementation of the 2030 Agenda National Strategy, supported by the Global Indicator Framework (GIF) and Canadian Indicator Framework (CIF) targets and indicators. The strategy also now captures SDG initiatives that fall outside the scope of the FSDS to inform the development of Canada's Annual Report on the 2030 Agenda and the SDGs.

SSC's Sustainable Development Vision

SSC is the common information technology (IT) service delivery organization for the GC. In this role, SSC leads how the government builds, manages, modernizes and replaces major IT infrastructure. SSC digitally enables government programs and services and provides assets and tools so the public service can effectively deliver services to Canadians. SSC's vision is to work with public and private sector stakeholders to maintain and modernize GC digital services in a way that supports social, economic and environmental sustainability.

Advances in digital technologies continue to support environmentally sustainable practices. New technologies tend to be more energy efficient, offer more accessibility features and can be more easily maintained or refurbished. Regardless of how well SSC maintains its assets, they will eventually need to be replaced. However, replacing legacy or aged assets can create additional waste from SSC operations. This creates both opportunities and challenges in achieving SSC's sustainable development goals. SSC works with its strategic partners to meet increasing digital needs while supporting the SDGs.
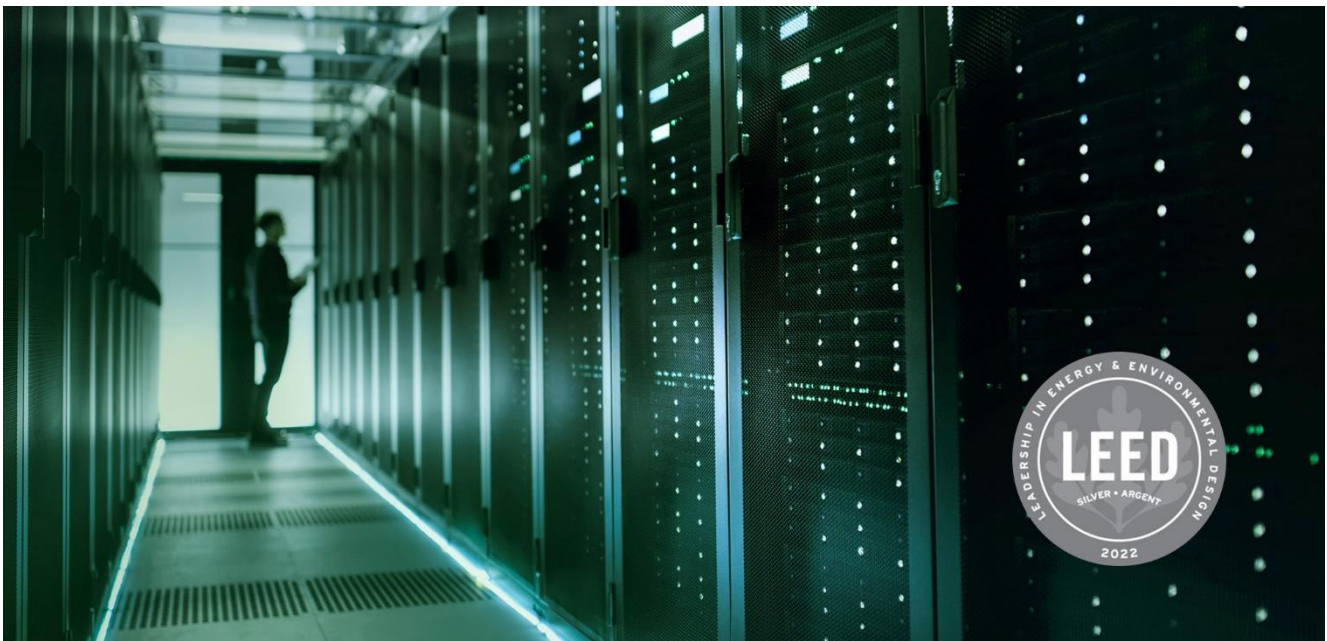
SSC's Enterprise Data Centre (EDC) Borden has achieved a significant milestone by becoming LEED® Silver Certified through the Canada Green Building Council, a worldwide green building certification program.

Although SSC primarily functions as the common IT service provider for the GC, the Department is taking strides towards being an employer of choice. This means working to:

- improve overall equity, diversity and inclusion within the organization
- build a diversified and regional workforce who can proudly serve Canadians by enabling GC's digital services
- better understand Canada's relationship with its Indigenous Peoples (First Nations, Inuit and Métis) and the history of colonization in Canada

SSC directly supports the implementation of 3 SDGs in the FSDS:

- **SDG 10**: Advance reconciliation with Indigenous Peoples and take action to reduce inequality
- **SDG 12**: Reduce waste and transition to zero-emission vehicles
- **SDG 13**: Take action on climate change and its impacts

SSC will continue to promote reconciliation and equality in its roles as a government organization, as a service provider and as an employer. The Department will consider sustainability throughout the lifecycle of its digital infrastructure, from procurement to responsible consumption to reuse, repair or recycling, and will strive to reduce waste and divert it from landfills as much as possible. SSC will strive to limit GHG emissions through the use of zero-emission vehicles and more environmentally sustainable data centres. The future of government is digital, and SSC plays a key role in that vision. SSC will work with its strategic partners to balance the current and future digital needs of the GC with the need for sustainability.

SSC is also working to include considerations for sustainable development at all levels of its planning and decision-making. Becoming a truly sustainability-focused digital service delivery organization will result in better outcomes for GC organizations, the public servants working there, and for Canadians.

Listening to Canadians

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

What Was Heard

Across the submissions received, SSC identified sustainable development priorities and issues affecting it as a department. The main themes of the public consultation relevant to SSC were accessibility of digital services for all groups, a circular economy, and waste management. Consultation feedback from Canadians included suggestions and provided key priorities to promote sustainable development through a social, economic and environmental lens.

SDG 10: Advance reconciliation with Indigenous Peoples and take action to reduce inequality

Consultation feedback:
- emphasized the importance of full accessibility of services and information in a digital context.
- demonstrated the expertise of Indigenous communities (First Nation, Inuit and Métis) in the area of sustainability
- suggested further partnership with Indigenous Peoples as an important way to learn from and access expertise in sustainable development

SDG 12: Reduce waste and transition to zero-emission vehicles

Consultation comments:
- emphasized the importance of sustainability and of promoting environmentally responsible initiatives, including the management of technology products

- proposed solutions to promote responsible production and consumption, like reusing, repurposing, recycling, and repairing initiatives
- highlighted Canadians' desire to actively find ways to improve the state of the environment and the economy. For instance, many comments suggested to:
    - encourage green and sustainable business practices with stakeholders rather than target single-use plastics
    - promote recycling
    - raise awareness on the benefits of a circular economy to prevent waste
    - create sustainable development guidelines with businesses involved in the GC's procurement of technological products and materials

SDG 13: Take action on climate change and its impacts

The stakeholders' comments:
- put forward many ideas to promote sustainable development, including
    - support companies adopting innovative methods with technology
    - incentivize vendors
    - create sustainable business standards
- proposed shifting waste responsibility. Participants advocated for businesses and industries taking on the responsibilities of managing waste their production activities generated
- highlighted the benefits of choosing operational practices to limit environmental impacts in the future. One example was locating data storage centres in areas that use renewable electricity
- recognized the GC's leadership role in environmental sustainability

How SSC is Responding

SSC took the above-mentioned key priorities and issues into consideration in this DSDS.

SSC promotes the accessibility of digital services to all public servants. Inclusivity is a priority to ensure sustainable development of the federal workforce as legislated by the *Accessible Canada Act*. SSC has already embedded some of these practices in programs or initiatives, such as:
- [Accessibility, Accommodation and Adaptive Computer Technology (AAACT) Program](#)
- [*Shared Services Canada's Accessibility Plan 2022-2025*](#)

SSC has also reached out to its largest vendors to ensure that the principles of accessibility are built into all solutions procured for the GC.

SSC is helping to ensure that:
- the digital GC services Canadians receive are not impacted by where they live
- government IT infrastructure supports a universal standard of government digital service delivery across Canada

Canadians also mentioned the need for a more circular economy. This way of doing business focuses on keeping and recovering as much value as possible from products and materials. It promotes reusing, repairing, refurbishing, remanufacturing, repurposing and recycling.

SSC supports this approach by:
- participating in initiatives that will ensure recycling, repurposing and reusing of government technological products, like GC Surplus and Computers for Schools Plus Program
- continuing to innovate and promote circular economy practices
- working with strategic partners to develop initiatives to encourage circularity and using its purchasing power to promote it in the IT industry
- advancing the sustainability of its digital operations through green procurement

Please find more information on the FSDS public consultation and its results in the FSDS Consultation Report.

SSC's Commitments

1 NO POVERTY	2 ZERO HUNGER	3 GOOD HEALTH AND WELL-BEING	4 QUALITY EDUCATION	5 GENDER EQUALITY
6 CLEAN WATER AND SANITATION	7 AFFORDABLE AND CLEAN ENERGY	8 DECENT WORK AND ECONOMIC GROWTH	9 INDUSTRY, INNOVATION AND INFRASTRUCTURE	10 REDUCED INEQUALITIES
11 SUSTAINABLE CITIES AND COMMUNITIES	12 RESPONSIBLE CONSUMPTION AND PRODUCTION	13 CLIMATE ACTION	14 LIFE BELOW WATER	15 LIFE ON LAND
16 PEACE, JUSTICE AND STRONG INSTITUTIONS	17 PARTNERSHIPS FOR THE GOALS			

Goal 10:
Advance Reconciliation with Indigenous Peoples and Take Action to Reduce Inequality

FSDS Context:

SSC is committed to advancing reconciliation with Indigenous Peoples (First Nations, Inuit and Métis) and taking action to reduce inequality. SSC's scope of engagement with this goal is limited because of its specific mandate to deliver digital services to other government organizations. SSC is, however, working to support this goal in its roles as an employer and as a service provider.

- **As an employer**, SSC strives to make all employees, including members from all diversity communities, feel supported, personally and professionally. These internal steps to increase diversity and inclusion are supported by Treasury Board Secretariat's (TBS) *Policy on People Management*.
- **As a service provider**, SSC integrates diversity, equity and inclusion, and Gender-based Analysis Plus (GBA Plus) considerations into the planning, design, and reporting of its programs and the services delivered. This will enable SSC to both promote equality and to better deliver on its mandate.

Although SSC is not officially tasked with implementing strategies under the "Taking action to reduce inequality" target, it is taking actions that support this target.

Reconciliation

SSC is working to support Indigenous employees through various initiatives. For example:

- The Government of Canada IT Apprenticeship Program for Indigenous Peoples, run by Economic and Social Development Canada, provides formal training and work experience for Indigenous People living and working in rural or remote communities. This program, along with all remote work, is supported by SSC's secure remote access services, which allows secure connections to the GC's networks from across Canada.
- SSC's Indigenous recruitment initiatives and targets, Indigenous career guides and Mentorship Plus programs as well as Indigenous Circle employee network seek to

provide meaningful employment and equitable opportunities for Indigenous employees within SSC.

SSC also uses its purchasing power to support Indigenous businesses by:

- increasing the diversity of bidders on IT contracts through initiatives such as ScaleUp, including but not limited to businesses owned or led by Indigenous persons
- setting aside a percentage of its contracts, by value, for Indigenous-led businesses, supporting the *Procurement Strategy for Indigenous Business,* which encourages the participation of Indigenous businesses in procurement related to professional services.

Inequality

SSC is taking action on inequality both as an employer and as a provider of IT services to GC organizations. Internally, SSC is working towards adequate representation from all equity deserving groups. These efforts include a particular focus on gender diversity in science, technology, engineering and mathematics (STEM). SSC's *Employment Equity, Diversity and Inclusion Plan 2022-2025* seeks to obtain targeted results for employment equity, diversity, inclusion and accessibility. By actively applying the plan, SSC can proactively address barriers and promote equal employment opportunities to Indigenous Peoples, persons with disabilities, women, and members of visible minority groups.

Accessibility

The GC aims to be the most inclusive public service in the world by creating barrier-free workplaces where everyone can fully participate. SSC's Accessibility, Accommodation and Adaptive Computer Technology (AAACT) Program helps public servants with disabilities, injuries and ergonomic requirements access systems, programs, information, computers and computer resources. SSC has also developed its own *Accessibility Plan 2022-2025*, aligned with the *Accessible Canada Act*. SSC's plan outlines how it will promote accessibility both as an employer and as a service provider. SSC will report on its work to foster accessibility through the annual progress reports and future versions of this plan.

Employee Support

SSC will continue to promote and implement initiatives and activities to support the mental health, well-being, and career development of employees with diverse backgrounds and experiences. SSC promotes cultural competency training, including courses on Indigenous history and culture, to all employees. Communications tools, along with departmental and branch events, seek to raise staff awareness on diverse cultures, traditions, and initiatives. SSC also supports and promotes 6 employee diversity networks. These are:

- the Indigenous Circle
- the Black Employees Network
- the Pride Network
- the Visible Minorities Network
- the Persons with Disabilities Network
- the Women's Network

Additionally, SSC has a Deputy-led Diversity Council, where questions of diversity and inclusion are regularly discussed.

Target theme:

Advancing reconciliation with First Nations, Inuit, and the Métis communities

Target:

Between 2023 and 2026, and every year on an ongoing basis, develop and table annual progress reports on implementing *the United Nations Declaration on the Rights of Indigenous Peoples Act* (Minister of Justice and Attorney General of Canada)

Implementation Strategy	Departmental Action	Performance Indicator Starting Point Target	How the Departmental Action Contributes to the FSDS Goal and Target and, where Applicable, to Canada's 2030 Agenda National Strategy and SDGs
Implement the *United Nations Declaration on the Rights of Indigenous Peoples Act*	Support equitable recruitment and promotion of Indigenous employees at SSC.	**Performance indicator (1)**: Percentage of SSC employees who are Indigenous. **Starting point**: Representation of Indigenous employees within	Aligned with SSC's 3-year Employment Equity, Diversity and Inclusion (EEDI) Action Plan: - establish Targeted Recruitment strategy

	Program: Internal Services	SSC as of April 1, 2023, is 2.77%. **Target**: 3.37% by end of FY 2026-2027 **Performance indicator (2)**: Percentage of promotion of Indigenous employees within SSC. **Starting point:** Percentage of promotion rates for all SSC employees in 2021-22 was 10.8 %. Percentage of promotion rates for Indigenous employees for 2021-22 was 10.2%. **Target**: The percentage of Indigenous employees promoted each year is equal or above the percentage of SSC's population promoted in that year.	• identify employees for the Mentorship Plus programs to support the career progression and development of Indigenous employees within SSC. • lead the implementation of *Public Service Employment Act* amendments at SSC. These changes are aimed at identifying and removing barriers in the staffing process. Equity in Promotions and Advancement: • review and update promotion and advancement policies and practices to ensure equitable opportunities for Indigenous employees. By implementing this strategy, SSC can take significant steps towards advancing reconciliation with Indigenous peoples by respecting and upholding their rights as outlined in the *United Nations Declaration on the Rights of Indigenous Peoples*.
Implement the *United Nations Declaration on the Rights of Indigenous Peoples Act*	Conduct voluntary set-asides for Indigenous businesses under the *Procurement Strategy for Indigenous Businesses* for various procurement related to professional services, and for workplace technology devices and maintenance and support services. **Program:** Internal Services	**Performance indicator:** Percentage of the total value of SSC-funded contracts awarded to Indigenous businesses. **Starting point:** 6% (2021-2022)[1] **Target:** 5% annually	By supporting Indigenous businesses, through the awarding of federal contracts, SSC can contribute to the economic, health and social rights of Indigenous Peoples (First Nation, Inuit and Métis) as outlined in articles 20, 21, 22, 23 and 24 of the *United Nations Declaration on the Rights of Indigenous Peoples*. This indicator is aligned with SSC's support for the *United Nations Declaration on the Rights of Indigenous Peoples Act Action Plan*.

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[1] When the mandatory minimum 5% Indigenous procurement target was initiated, Shared Services Canada (SSC) was identified as a phase 1 department/agency responsible to meet or exceed the 5% target by fiscal year 2022/2023. In response to mandated target, SSC provided guidance and awareness of tools such as voluntary set-asides, mandatory set-asides, Indigenous benefit plans, etc. to ensure that SSC as an organization met and exceeded the 5% goal for the mandatory phase1 slated for FY 22-23 . After receiving our fiscal year 21-22 results for our Indigenous procurement target, SSC obtained over 6%. That is why 6% has been identified as SSC's official starting point for the percentage of the total value of SSC-funded contracts awarded to Indigenous businesses.

Target Theme:

Taking action on inequality

Target:

Each year, the federal public service meets or surpasses the workforce availability for women, Indigenous persons, persons with a disability, and members of a visible minority.

Implementation Strategy	Departmental Action	Performance Indicator Starting Point Target	How the Departmental Action Contributes to the FSDS Goal and Target and, where Applicable, to Canada's 2030 Agenda National Strategy and SDGs
Foster diversity, inclusion and accessibility in the federal public service	Perform improvements to SSC workspaces to meet accessibility standards so that employees have barrier-free access to office spaces. **Program**: Internal Services	**Performance indicator**: Percentage of SSC workspaces needing accessibility modifications, which have been modified . **Starting point**: 0% (2022-2023) **Target**: 100% by 2025-2026	As per its engagement through the Departmental Accessibility Plan, SSC workspaces which have been recently modernized are already meeting the Canadian Standards Association's (CSA)standards on accessibility, focusing on the pathway from the main entrance of the building to its suites. Accessibility audits are being conducted by Public Services and Procurement Canada (PSPC), pointing out necessary improvements to meet relevant accessibility standards. The Accommodation team will work with landlords to complete the required work in SSC's long-term assets. Each long-term asset will be an independent project. The goal will be to modify, when feasible, the accessibility audit's findings with the collaboration of the landlord. A total of 18 buildings are currently being audited. By identifying and removing barriers in its main long-term buildings, SSC will increase the accessibility of its built environment to create a more inclusive and barrier-free physical work environment. This will enable a more accessible public service

			and contribute to reducing inequality.
Support Accessibility and employment opportunities for persons with disabilities	Support the integration of public servants with disabilities, injuries, and ergonomic requirements who require access to systems, programs, information, computers and computer resources into GC workplaces. **Program:** Internal Services	**Performance indicator (1):** Number of client needs assessments and training sessions provided. **Starting point**: 389 per year **Target:** 428 per year **Performance indicator (2):** Overall score of partner organization feedback on SSC's Accessibility Services (measured through SSC's Client Satisfaction Feedback Initiative [CSFI]). **Starting point:** 3.77 out of 5 **Target:** 4 out of 5 **Performance indicator (3):** Percentage of tested internal solutions that meet accessibility standards. **Starting point:** TBD **Target:** 25% **Performance indicator (4)**: Number of devices or software provided to public servants through the lending library. **Starting point:** 554 per year **Target:** 609 per year	Accessibility, Accommodations and Adaptive Computer Technology Program (AAACT) services and solutions help the public service to serve all Canadians, including those with disabilities. AAACT's expertise in accessible digital content ensures GC products and services are available to everyone. For public servants with disabilities or injuries, AAACT offers a wide range of adaptive computer technologies, tools, training, services and resources. Our programs and support help users explore, experiment, and learn about adaptive solutions and collaborative workplaces. We create individual work plans that allow public servants to work collaboratively in a safe, accessible and productive environment. Accommodation is vital for the full integration and participation of people with disabilities into the workplace. By enabling the accommodations and increasing accessibility for persons with disabilities, it creates opportunities for meaningful employment.
Support accessibility and employment opportunities for persons with disabilities	Removing barriers on mobile devices for persons with disability through Accessibility Assessments. **Program**: Telecommunications	**Performance indicator:** Number of Accessibility Assessments for mobile devices per fiscal year **Starting point:** TBD **Target:** TBD	The assessment supports GC employees by identifying a solution to remove barriers for persons with disabilities. Solutions range from enabling accessibility features to supplying a tablet for the larger display.

Goal 12:
Reduce Waste and Transition to Zero-Emission Vehicles

FSDS Context:

SSC's operations are complex and many stakeholders, including vendors and other government organizations, affect its ability to reduce waste and transition to zero-emission vehicles. Other government organizations make decisions that affect what technology they adopt, consume, and dispose of. SSC shares responsibility and collaborates with strategic partners, including TBS, to build systems to support sustainable consumption of IT.

Green Procurement

SSC is responsible for purchasing IT for the rest of the GC. SSC:

- follows *Policy on Green Procurement* and *Standard on the Disclosure of Greenhouse Gas Emissions and the Setting of Reduction Targets* requirements
- works with its cloud providers to proactively disclose GHG emissions for cloud contracts over $4 million
- continues to work with strategic partners to strengthen procurement guidelines, aligned with the *Greening Government Strategy.* Procurement activities are vital to how SSC delivers services and it will continue to leverage these relationships to incentivize sustainability in the IT sector. By integrating environmental considerations into the procurement process, SSC can ensure its vendors are meeting the GC's standards on environmental sustainability.

SSC prioritizes the procurement of sustainable goods and services, considering ecolabels such as the Global Electronics Council's (GEC) Electronic Product Environmental Assessment Tool (EPEAT). In 2023, SSC received GEC's EPEAT Purchaser Award, which recognizes excellence in the procurement of sustainable technology. SSC will continue to build on its work in green procurement in order to procure effective and cost-efficient technology that also reduces the negative impact to the environment. SSC is continuing to work closely with its vendor community to ensure that vendors share in the GC's greening priorities. To that end, SSC has reached out to its largest vendors to reiterate its commitment to environmental sustainability.

Waste Diversion

SSC is working with partners to incorporate sustainability across the lifecycle of GC IT infrastructure. When possible, SSC reduces consumption by repairing, restoring and reusing devices like laptops, monitors, and mobile devices. When devices have reached the end of their useful life in the GC, SSC diverts the e-waste from landfills through initiatives like the Computer for Schools Plus Program. This program provides computers and other digital devices to assist schools, libraries, not-for-profit organizations, Indigenous communities and eligible low-income Canadians. SSC also works with vendors to develop prototypes for e-waste innovation as part of an e-waste recycling challenge (plastics challenge: e-waste) that is sponsored through Innovative Solutions Canada. These initiatives support a more circular digital economy and reduce the amount of e-waste going to landfills. SSC supports waste diversion through the softphone initiative that will accelerate the decommissioning of non-essential fixed lines otherwise known as landlines, and replace unneeded mobile devices and landlines with a software solution that allows users to make phone calls using the internet.

SSC is working with its partners to reduce consumption and by extension waste. SSC has moved towards a model that allows public servants with disabilities to take their electronic devices with them when they move to another GC organization, instead of returning them. This supports SDG 10 and SDG 13. By allowing devices and associated software to move with employees, people with disabilities may experience less of a barrier to integration in new workplaces, as the adaptive computer technology they need would be immediately available. Additionally, enabling GC assets to move with an employee until the end of the lifecycle would reduce the GHG emissions stemming from shipping equipment, in particular for regional employees who may not have access to distribution centres. The Department is also exploring ways to extend the lifecycle of its assets by procuring devices with longer lifecycles when possible and by optimizing the time that devices are in use rather than in storage.

Fleet

SSC is also committed to increasing the sustainability and reducing the GHG emissions of its fleet of vehicles by transitioning to zero-emission vehicles (ZEV). SSC faces particular challenges in this area, since its vehicles are scattered across Canada in both urban and rural locations. These locations may not have the necessary infrastructure such as charging stations for SSC to transition its fleet to ZEV only. As a result, SSC's transition to ZEV depends on operational realities. SSC will use several strategies to lower its GHG emissions stemming from fleet by:

- buying hybrid vehicles when ZEVs are not operationally feasible

- tracking and analyzing usage data
- relocating underused vehicles
- working with stakeholders to install charging infrastructure

SSC is working to manage its fleet sustainably given operational needs and is working to limit the overall size of its fleet to reduce waste. When operationally feasible, SSC will also purchase ZEV.

Target theme:

Federal Leadership on Responsible Consumption

Target:

By 2030, the Government of Canada will divert from landfill at least 75% by weight of non-hazardous operational waste (All Ministers)

Implementation Strategy	Departmental Action	Performance Indicator Starting Point Target	How the Departmental Action Contributes to the FSDS Goal and Target and, where Applicable, to Canada's 2030 Agenda National Strategy and SDGs
Maximize diversion of waste from landfills	Deploy the MS Softphone Initiative across the GC. This initiative is in its pilot phase. **Program**: Telecommunications	**Performance indicator**: Percentage of legacy telephony lines replaced by Microsoft Teams Softphone **Starting point**: TBD as this is a new initiative. **Target**: TBD as this is a new initiative.	Softphone is a software that will allow users to make internal and external calls through their device (i.e., laptop, tablet, and desktop). The telephony software will be enabled through MS Teams. FY 2023-24 –1) Enable Softphone service to permit SSC partners to integrate with their M365 tenants. 2) Collaborate with SSC partners to complete their telephony consumption forecasts aiming at eliminating or modernizing their legacy telephony over a 3-year period. Targets will be established after deployment. The MS Softphone initiative will decrease materiel and electricity consumption by reducing standalone telecommunication systems across the enterprise. This will reduce product and delivery waste. The MS Softphone initiative

			will also support other sustainability goals and targets. It will decrease the need for mobile devices, reducing demand for rare natural materials. It will contribute to reduced infrastructure and electricity requirements in buildings and cut down on GHG emissions from travel previously needed to support the legacy telephony lines.
Maximize diversion of waste from landfills	Take part in the Mobile Device Disposal Strategy. The strategy considers both sustainability and secure data storage in the two-phase approach. The phase one process includes cleaning, repairing, restoring, testing, and reusing or reselling devices, when possible, to provide SSC with a credit for future operations. Phase two provides all SSC's partner organization three options for mobile devices repurposing: • Reuse recent and usable devices that have been returned to SSC • Provide unused devices to Computers for Schools Plus (CFS+) • Wipe devices and send them to Electronic Products Recycling Association for recycling **Program**: Telecommunications	**Performance indicator (1)**: Percentage of mobile devices reused within the GC because of the mobile device disposal strategy **Starting point**: TBD in 2023-24 **Target**: N/A – changes based on operational needs **Performance indicator (2)**: Percentage of total mobile devices recycled through the mobile device disposal strategy **Starting point**: TBD in 2023-24 **Target**: N/A – changes based on operational needs **Performance indicator (3)**: Percentage of mobile devices donated to Computers for Schools Plus through the mobile device disposal strategy **Starting point**: TBD in 2023-24 **Target**: N/A – changes based on operational needs	The initiative reduces waste by refurbishing, donating, or recycling returned phones. Shipping waste, and other negative environmental impacts due to transport are lowered by purchasing mobile devices in bulk twice-a-year. SSC is also exploring changing the replacement timelines of mobile devices by extending the timelines by one year.
Maximize diversion of waste from landfills	Maximize the use of every workplace technology device provided by Workplace Technology Services* (WTS) by prioritizing in-stock equipment rather than deploying new supplies. * As of FY 2023-2024 WTS provides shared services exclusively to	**Performance indicator**: Percentage of lifecycle a workplace technology device is in use, on average **Starting point**: TBD **Target**: TBD	The initiative reduces waste by maximizing the lifecycle of workplace technology devices and, therefore, minimizing the demand for new devices.

	SSC, Public Services and Procurement Canada, Canada School of the Public Service, and Infrastructure Canada **Program**: Workplace Technologies		
Maximize diversion of waste from landfills	Continue to seek ways to refurbish, repurpose, and effectively reuse the material in an environmentally sustainable manner, prior to divestiture. Reduce the environmental impact of waste from SSC's operations through waste diversion. **Program:** Enterprise Services Design and Delivery	**Performance indicator:** Percentage of SSC owned end user IT equipment (including laptops, tablets and desktops) diverted from becoming waste through established mechanisms: selling, reusing or ethical recycling (EPRA) as well through possible future e-waste initiatives. **Starting point**: 75% **Target:** 100%	By favouring greener ways of divestiture, such as recycling or e-waste initiatives, SSC is minimizing the amount of waste going to landfills.

Target:

The Government of Canada's procurement of goods and services will be net-zero emissions by 2050, to aid the transition to a net-zero, circular economy (All Ministers)

Implementation Strategy	Departmental Action	Performance Indicator Starting Point Target	How the Departmental Action Contributes to the FSDS Goal and Target and, where Applicable, to Canada's 2030 Agenda National Strategy and SDGs
Strengthen green procurement criteria	Further integrate environmental requirements in decision-making processes and governance structures, through a phased adoption of environmental criteria in procurement vehicles. SSC will further incorporate globally recognized ecolabels in its procurement, such as the Global Electronic Council's Electronic Product Environmental Assessment Tool (EPEAT). **Program**: Enterprise Services Design and Delivery	**Performance indicator**: Percentage of SSC procurement vehicles that include environmental criteria **Starting point**: 33% of SSC's procurement vehicles include environmental criteria as of 2022 to 2023. **Target**: 40%	The inclusion of Green language in service offerings and service authorizations allows for environmental criteria that support the SDGs on clean water, clean energy, waste reduction and climate action. The inclusion of green procurement language, be it for ecolabels such as Electronic Product Environmental Assessment Tool (EPEAT), or for GHG reduction targets for vendors, directly supports the *Greening Government Strategy* and the *Policy on Green Procurement*'s requirements that procurements include criteria that address environmental benefits.
Strengthen green procurement criteria	Encourage suppliers to participate in initiatives (e.g., Science-Based Target initiatives) to reduce GHG emissions. **Program:** Enterprise Services Design and Delivery	**Performance Indicator (1):** Percentage of procurement expenditure to suppliers participating in initiatives to reduce GHG emissions. **Starting point:** 18% by volume and 28% by value of SSC-funded contracts are with suppliers that have already set a target to reduce their GHG emissions **Target:** N/A **Performance indicator (2):** Percentage of procurement expenditure to suppliers who have net-zero commitments **Starting point:** 20% by volume and 52.7% by value of SSC-Funded contracts are with suppliers who have net-zero commitments **Target:** N/A	SSC encourages suppliers to adopt science-based target initiatives which align to the UN SDGs, the Paris Climate Accords, or other sustainability goals.

Implementation Strategy	Departmental Action	Performance Indicator Starting Point Target	How the Departmental Action Contributes to the FSDS Goal and Target and, where Applicable, to Canada's 2030 Agenda National Strategy and SDGs
Strengthen green procurement criteria	Incentivize vendors to proactively disclose and reduce GHG emissions. Program: Enterprise Services Design and Delivery	**Performance indicator:** Percentage of procurements over $25 million, including taxes, subject to the Standard on the Disclosure of Greenhouse Gas Emissions and the Setting of Reduction Targets, that incentivized suppliers to measure and disclose their GHG emissions or adopt a science-based target to reduce GHG emissions **Starting point: N/A** **Target**: 100%	SSC supports new green procurement standard – The Standard on the Disclosure of Greenhouse Gas Emissions and the Setting of Reduction targets by adopting its mechanisms and by tracking the percentage of procurement that meet the thresholds outlined in the standard who have proactively disclosed.
Transform the federal light-duty fleet	Strive to lower GHG emissions from Fleet and prioritize the purchase of zero-emission and hybrid vehicles when it is operationally feasible to do so. SSC will continue to right size its fleet. Underutilized vehicles will be disposed of or relocated to accommodate new requirements when possible. **Program**: Enterprise Services Design and Delivery	**Performance indicator (1)**: Percentage of zero-emission or hybrid vehicles in SSC's fleet. **Starting point:** 6% (2022-2023) **Target**: 15% (2025) **Performance indicator (2):** Percentage of annual hybrid or zero-emission vehicle acquisition out of all fleet acquisitions that year. **Starting point:** 27% (2022-2023) **Target**: 75% (2025) **Performance indicator (3):** Total GHG emissions in kilotons of carbon equivalent (kt CO_2 eq) emitted by SSC's fleet vehicles. **Starting point**: 0.4 kt CO_2 eq (2021-22)	Detailed usage data will be captured and analyzed to help drive business decisions to transition to a greener fleet. SSC's transition to a greener fleet will help achieve the Mobility and Fleets goals in the Greening Government Strategy and reduce the environmental impacts of its fleet-related operations nationally.

Implementation Strategy	Departmental Action	Performance Indicator Starting Point Target	How the Departmental Action Contributes to the FSDS Goal and Target and, where Applicable, to Canada's 2030 Agenda National Strategy and SDGs
		Target: 0.38 kt CO2 eq, a reduction of 5%, by 2025	

Goal 13: Take Action on Climate Change and its Impacts

FSDS Context:

SSC operates in a complex environment, supporting GC organizations and using both GC-owned and third-party vendor infrastructure, hardware and software. SSC has created infrastructure hubs across Canada to enable GC digital services from coast to coast to coast. SSC also works inter-departmentally to build policies, services and programs which safeguard the data and privacy for Canadians. This complexity means that collaboration is essential to enable SSC to take action on climate change and its impacts. The sustainability of SSC's operations is impacted by other GC organizations, third-party vendors, and even provinces and territories. SSC will work with its partners and continue to green its operations, while taking action on climate change.

Data Centres

In support of its modernization goals, SSC is closing older, less efficient legacy hosting infrastructure sites and updating and migrating the applications and data from these sites to cloud storage or to GC-owned Enterprise Data Centres (EDC). Prior to SSC's creation, these data centres were typically housed inside a PSPC-leased or owned building and each department was responsible for upkeeping their applications' health and safeguarding data. As a result, the GHG emissions stemming from those data centres are undistinguishable from those of the buildings overall.

SSC currently reports on 2 data centres while PSPC reports on the GHG emissions for most other buildings. SSC's EDCs are LEED© Silver certified or equivalent. They are designed to be modern, efficient and resilient – including the reduction of water and power use. However, SSC does not have a way of measuring the net improvements to the environment, since we cannot isolate and measure the legacy hosting infrastructure sites' emissions. SSC predicts that migrating from legacy to EDCs may:

- increase the GHG emissions for the data centres that SSC reports on
- decrease the GHG outputs from buildings across the GC, thereby reducing the overall GHG footprint.

SSC is also working with its partners to identify applications that are most at risk due to their age or storage. SSC is updating these applications in order to run them on modern hosting solutions such as cloud or EDC. These updated GC applications are hosted with more energy efficiency, reducing their GHG emissions overall. Applications and data are also being consolidated into single EDCs or Cloud instances rather than duplicated in several legacy hosting sites or replicated in the Cloud. This reduces the amount of required equipment and, by default, GHG emissions.

Enabling Hybrid and Regional Work

The digital programs and services that SSC provides also enable greening efforts across the GC. Secure Remote Access services allow public servants to connect securely to the GC network from anywhere in Canada. This provides an opportunity to reduce emissions from commuting. SSC's cloud priorities enable GC cloud adoption, which in turn helps to simplify the GC IT landscape. Another way SSC supports remote and hybrid work is by expanding remote collaboration tools. SSC will continue to onboard departments and agencies to M365 so that they can take advantage of Microsoft Teams and the other collaboration features of these technologies. As a result, employees will have what they need to collaborate from anywhere in Canada if operationally feasible.

Vendor Commitments

SSC is taking action on climate change through its GC Cloud Service Providers (CSP). They demonstrate environmental leadership in advancing sustainability goals by:

- committing to GHG reductions in the Science-based Targets Initiative, which is aligned to the Paris Climate Agreement
- making substantial sustainability commitments related to energy conservation, climate protection, responsible consumption and production, and carbon neutral operations.

SSC values these commitments and looks to work with partners that can support its sustainability goals

Climate Resilience

SSC is working to combat climate change and to be resilient against its effects.

SSC works to increase its climate resilience in order to adapt and continue to provide its services despite the risks from the changing climate. SSC is aware that the frequency and severity of natural disasters and extreme weather events are increasing. Its business continuity plans include disaster recovery for mission-critical services, ensuring that

redundancies are built into the EDC infrastructure. This allows them to function seamlessly in the event of a natural disaster. SSC has also implicitly considered climate resilience in its day-to-day operations to address the risks that climate change impacts, such as flooding, fires and extreme heat, pose to IT infrastructure. SSC will continue to improve its assessment and mitigation of climate risks to continue to fulfil its mandate.

Target theme:

Federal Leadership on Greenhouse Gas Emissions Reductions and Climate Resilience

Target:

The Government of Canada will transition to net-zero carbon operations for facilities and conventional fleets by 2050 (All Ministers)

Implementation Strategy	Departmental Action	Performance Indicator Starting Point Target	How the Departmental Action Contributes to the FSDS Goal and Target and, where Applicable, to Canada's 2030 Agenda National Strategy and SDGs
Modernize through net-zero-carbon buildings	Maintain a minimum mandatory requirement for LEED© Silver certification or equivalent [2] for all new and existing SSC enterprise data centres and will include a minimum mandatory requirement for LEED© silver for all new major construction projects for existing enterprise data centres. **Program**: Data Centre IT Operations	**Performance indicator**: Percentage of enterprise data centres with a minimum of LEED© silver certification or equivalent **Starting point**: 100% (2022-2023) **Target**: 100% annually	LEED© is a green building certification program. The achievement of a minimum of LEED© silver certification or equivalent demonstrates modernization and increased efficiency in the EDCs. These EDCs, predicted to be more environmentally sustainable than the legacy data centres, support the reduction of GHG emissions and the greening of the GC's operations.

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[2] or equivalent" refers to a LEED© Silver equal or superior criteria to allow for equal or superior criteria to be met through different certifications.

Implementation Strategy	Departmental Action	Performance Indicator Starting Point Target	How the Departmental Action Contributes to the FSDS Goal and Target and, where Applicable, to Canada's 2030 Agenda National Strategy and SDGs
Modernize through net-zero-carbon buildings	Use clean energy in SSC-owned data centres, including by working with Public Services and Procurement Canada to purchase renewable energy certificates to compensate for the high-carbon portion of the electricity grid. **Program:** Data Centre IT Operations	**Performance indicator:** Percentage of primary source clean electricity used in SSC-owned data centre locations **Starting point:** In 2019 to 2020, 90.81% of electricity used in SSC owned data centres was classified as clean. **Target:** 100% clean electricity use by 2025, including through the purchase of renewable energy certificates	The use of clean electricity reduces GHG emissions and encourages the provision of clean electricity.

Implement the Greening Government Strategy through measures that reduce greenhouse gas emissions, improve climate resilience, and green the government's overall operations	Limit and report on GHG emissions in SSC's data centres. SSC is responsible for reporting on 2 data centres, (one legacy and one EDC). SSC will continue to report on its GHG emissions stemming from hosting services. **Program:** Data Centre IT Operations	**Performance indicator:** Total GHG emissions from SSC's 2 data centres in tons of CO2 equivalent **Starting point:** 721 tCO2e (2022-23) **Target:** TBD	SSC is committed to tracking the GHG emissions stemming from its operations as well as from service offerings. It is expected that the total GHG emissions SSC reports on will increase over time as new applications and data get stored in its data centres. This, however, is a result of legacy data centre closures. SSC estimates that moving applications and data to EDCs is more efficient than keeping the applications and data stored in legacy equipment. At this time, SSC has chosen not to establish a target as it would like to first establish a trend. Although SSC's data centres cannot be net zero at this time, efficient operation and tracking will contribute to the reduction of greenhouse gas emissions overall.
Implement the Greening Government Strategy through measures that reduce greenhouse gas emissions, improve climate resilience, and green the government's overall operations	Decommission and replace aging, less efficient data centre infrastructure managed by SSC with more efficient enterprise data centres (Data Centre Consolidation). **Program:** Data Centre IT Operations	**Performance indicator:** Number of legacy data centres closed. **Starting point:** 440 out of 720 legacy data centres have been closed to date - (61%). In FY 2022-23, SSC closed a total of 52 small and medium legacy data centres. **Target:** For FY 2023-24, SSC plans to close 46 legacy data centres, which represents 67% (486) of all data centres closed.	SSC will shrink the aggregate government-wide requirement on computer resources by leveraging modern facilities either in GC enterprise data centres or provided by public cloud service providers, enabling efficiencies. Closing and migrating data centres to more efficient storage options is estimated to improve data centre energy efficiency and reduce the GC's GHG emissions for hosting services overall.
Implement the Greening Government Strategy through measures that reduce greenhouse gas emissions, improve climate resilience, and green the government's overall operations	Provide secure and reliable remote access services to enable government employees to work from outside the workplace. **Program:** Security	**Performance indicator:** Percentage of time the Secure Remote Access services are available **Starting point:** 100% (2022-2023 result) **Target:** 99.9%	Through the provision of available secure remote access services, SSC enables GC employees to participate in the hybrid work model by working from home as directed and as operationally feasible. Hybrid work reduces greenhouse gas emissions from employee commuting and presence in the workplace and contributes to greening the government's operations.

| Implement the Greening Government Strategy through measures that reduce greenhouse gas emissions, improve climate resilience, and green the government's overall operations | Mobilize and engage SSC employees to support environmental sustainability.

Program: Internal Services (Communications) | **Performance indicator:** Number of times SSC annually engages SSC employees via communiques, contests, lock screen, etc. on separate environmental issues, announcements or initiatives

Starting point: 0 (2022-2023)

Target: 4 | Employee engagement will help to create a sustainable workplace, which is part of greening SSC's overall operations. |

Target:

The Government of Canada will transition to climate resilient operations by 2050 (All Ministers)

Implementation Strategy	Departmental Action	Performance Indicator Starting Point Target	How the Departmental Action Contributes to the FSDS Goal and Target and, where Applicable, to Canada's 2030 Agenda National Strategy and SDGs
Reduce risks posed by climate change to federal assets, services and operations	Maintain a minimum mandatory requirement for LEED© Silver certification or equivalent [3] for all new and existing SSC enterprise data centres and will include a minimum mandatory requirement for LEED© silver for all new major construction projects for existing enterprise data centres. **Program**: Data Centre IT Operations	**Performance indicator**: Percentage of enterprise data centres with a minimum of LEED© silver certification or equivalent **Starting point**: 100% **Target**: 100%	LEED© is a green building certification program. The achievement of a minimum of LEED© silver certification or equivalent demonstrates modernization and increased efficiency in the EDCs. These EDCs, predicted to be more environmentally sustainable than the legacy data centres, support the reduction of GHG emissions and the greening of the GC's operations.
Reduce risks posed by climate change to federal assets, services and operations	Assess and mitigate risks posed by climate change to SSC's assets, services and operations **Program**: Enterprise Services Design and Delivery	**Performance indicator:** Percentage of critical service business continuity plans that include climate change risk assessments **Starting point:** 100% **Target:** 100%	The assessment and mitigation of risks posed by climate change to SSC's assets, services and operations will enable SSC to effectively take action on climate change and its impacts

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[3] or equivalent" refers to a LEED© Silver equal or superior criteria to allow for equal or superior criteria to be met through different certifications.

Integrating Sustainable Development

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

Public statements on the results of Shared Services Canada's assessments are made public when an initiative has undergone a detailed SEA and when the results of the SEA can be shared. The purpose of the public statement is to demonstrate that the environmental effects, including the impacts on achieving the FSDS goals and targets, of the approved policy, plan or program have been considered during proposal development and decision-making.

SSC is working to further develop its SEA process in order to identify and mitigate the environmental impacts of its operations. SSC is also working to include considerations for environmental sustainable development at all levels of its planning and decision-making.

SSC is committed to implementing 3 SDGs: advancing reconciliation with Indigenous Peoples and taking action to reduce inequality, reducing waste and transitioning to zero-emission vehicles, and taking action on climate change and its impacts. SSC will continue to support sustainable development throughout its operations to have a positive impact on Canada and the world.