

Supplementary Information Tables: 2020-21 Departmental Plan

National Research Council Canada

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Departmental Plan

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Details on transfer payment programs

3-year plan for Assessed Contribution to the Bureau International des Poids et Mesures (BIPM)

Start date	Canada signed the Metre Convention and became a member state of BIPM in 1907
End date	Ongoing
Type of transfer payment	Contribution
Type of appropriation	Estimates
Fiscal year for terms and conditions	2018-19
Link to departmental result(s)	Scientific and technological knowledge advances Innovative businesses grow Evidence-based solutions inform decisions in Government priority areas
Link to the NRC's Program Inventory	Core Responsibility: Science and Innovation Metrology
Purpose and objectives of transfer payment program	By representing Canada on the international metrology stage through its affiliation with the BIPM and associated regional metrology organization <i>Sistema Interamericana de Metrologia (SIM)</i> , the NRC is able to more effectively and efficiently respond to its mandated responsibility for maintenance of national measurement standards, as articulated in the <i>NRC Act</i> and the <i>Weights and Measures Act</i> .
Expected results	By maintaining international recognition in measurement science through its interactions with the BIPM and SIM, NRC can continue to provide metrology research and services that help transform ideas into market-ready technologies that benefit Canadian society, the economy and the environment.
Fiscal year of last completed evaluation	2015-16
Decision following the results of last evaluation	Continuation
Fiscal year of next planned evaluation	2020-21
General targeted recipient groups	International organizations and foreign countries. Bureau international des poids et mesures (BIPM) is an annual assessed contribution reflecting Canada's status as a State Party to the Metre Convention Treaty since 1907.

Initiatives to engage applicants and recipients	<p>The NRC participates in the activities and meetings relative to the Bureau international des poids et mesures and associated regional metrology organization <i>Sistema Interamericana de Metrologia</i> (SIM).</p> <p>The NRC provides professional expertise and laboratory facilities required to deliver its metrology program to achieve socio-economic impact for Canadian citizens and businesses.</p>
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Financial information (dollars)

Type of transfer payment	2019-20 planned spending	2020-21 planned spending	2021-22 planned spending	2022-23 planned spending
Total grants	-	-	-	-
Total contributions	659,000	659,000	659,000	659,000
Total other types of transfer payments	-	-	-	-
Total Transfer Payments	659,000	659,000	659,000	659,000

3-year plan for the Collaborative Science, Technology and Innovation Program

Start date	April 1, 2018
End date	Ongoing
Type of transfer payment	Grants & Contributions
Type of appropriation	Estimates
Fiscal year for terms and conditions	2018-19
Link to departmental result(s)	Scientific and technological knowledge advances Innovative businesses grow Evidence-based solutions inform decisions in Government priority areas
Link to the NRC's Program Inventory	Core Responsibility: Science and Innovation Collaborative Science, Technology and Innovation Program
Purpose and objectives of transfer payment program	Provides grant and contribution funding for external collaborators with complementary capabilities (e.g. small and medium-sized enterprises (SMEs), post-secondary institutions and non-profit research organizations). The program is comprised of 1) NRC Collaborative Research & Development (R&D) initiatives – funding external collaborators working with NRC researchers on projects that make up a series of large-scale collaborative R&D programs in priority areas; 2) the Ideation Fund – funding external collaborators working with NRC personnel to encourage, test and validate transformative self-directed, exploratory research ideas; and 3) the Outreach Initiative – funding to support conferences, workshops, symposia or other outreach initiatives, in order to promote engagement of Canadians, particularly those in under-represented groups, interested in Science, Technology, Engineering and Mathematics (STEM).
Expected results	Enable new and potentially disruptive technologies to be developed with targeted recipient groups. Strengthen collaborations across industry, academia and governmental levels to address issues of national importance related to the Canadian economy and quality of life, and to find solutions to some of Canada's serious public policy challenges. Create stronger innovation ecosystems in specific sectors currently experiencing gaps.
Fiscal year of last completed evaluation	Not applicable (new program)
Decision following the results of last evaluation	Not applicable

Fiscal year of next planned evaluation	2023-24 (five-year cycle)
General targeted recipient groups	Academic organizations, SMEs; Not-for-Profits; Canadian government departments, agencies, crown corporations, research technology organizations; international organizations; social enterprises; Indigenous governments; individuals; non-Canadian recipients.
Initiatives to engage applicants and recipients	<p>For NRC Collaborative R&D Initiatives, potential collaborators, stakeholders and eligible recipients will be invited by the NRC to participate in designing the R&D focus as well as proposed projects intended to achieve outcomes for each specific initiative. External researchers will be invited to work with NRC researchers to develop team proposals to compete for project funding. Projects are being selected against criteria such as research excellence, impact, collaborations, and feasibility/ probability of success.</p> <p>For the Ideation Fund, annual open calls within the NRC are launched for individuals or small teams to submit proposals to conduct exploratory research with collaborators. Projects are being selected against criteria such as: research excellence, innovation/creativity, deliverables, collaboration and feasibility.</p>

Financial information (dollars)

Type of transfer payment	2019-20 planned spending	2020-21 planned spending	2021-22 planned spending	2022-23 planned spending
Total grants	3,000,000	7,994,065	7,994,065	7,000,000
Total contributions	24,000,000	24,561,545	24,561,545	20,000,000
Total other types of transfer payments	-	-	-	-
Total Transfer Payments	27,000,000	32,555,610	32,555,610	27,000,000
Explanation of variances	The variance between the forecast spending and planned spending is mainly due to a reprofile request that was submitted by the NRC for the 2020-21 Annual Reference Level Update. The NRC requested a reprofile of \$11.2M from the 2018-19 lapse to future years (\$5.6M to 2020-21 and \$5.6M to 2021-22).			

3-year plan for Innovative Solutions Canada

Start date	2017-18 The first NRC challenge posted in December 2017, to coincide with the Program launch.
End date	2021-22
Type of transfer payment	Grant and Procurement
Type of appropriation	Estimates
Fiscal year for terms and conditions	The NRC received authority for the Innovation Science and Economic Development (ISED) led Ts&Cs for Innovative Solutions Canada (ISC) grants in 2017-18 (January 2018).
Link to departmental result(s)	ISC is an ISED-led program, with NRC as one of twenty federal departments mandated to participate. Program results will be reported by ISED.
Link to the NRC's Program Inventory	ISC is an ISED-led program, with NRC as one of twenty federal departments mandated to participate. At the NRC, this ISED-led program is administered by NRC IRAP.
Purpose and objectives of transfer payment program	ISC is a grant and procurement program that enables participating departments and agencies to support the scale-up of Canadian small businesses through early-stage, pre-commercial R&D. The Program allocates a portion of departmental funding to: <ul style="list-style-type: none"> • Fuel the development and adoption of technological innovation in Canada. • Grow Canadian companies through direct funding to support early stage, pre-commercial R&D, late stage prototypes, and to accelerate commercialization. • Encourage procurement from companies led by under-represented groups, such as women, Indigenous, youth, disabled individuals, LGBTQ+ and others. • Foster greater industry-research collaboration through the release of challenges for solutions that address key Government of Canada priorities. • Provide federal departments and agencies with opportunities to develop new capabilities to meet their research and development needs and thereby advance government priorities.
Expected results	The expected results of the ISC Program are aligned with the priorities of the Innovation Skills Plan (ISC) to grow domestic small businesses in the innovation economy and deliver on three key areas for action: <ul style="list-style-type: none"> • People and Skills: This program will help build a culture of innovation in Canada, where Canadians see opportunity to take smart risks and embark upon the paths of discovery that lead to entrepreneurship and inclusive growth. ISC will help increase the number of science and technology-related jobs in the Canadian

	<p>economy by allowing small Canadian businesses greater access to government procurement, which can develop and grow the expertise of scientists, engineers, and business people, create high-quality jobs and retain talent in the country.</p> <ul style="list-style-type: none"> • Research, Technology, Commercialization: The ISC program offers small businesses the opportunity to find customers who are willing to design, develop, test and adopt their innovations; willing to support R&D and understand how collaboration helps advance and bring leading-edge technologies to market. As a result, the ISC will support the ISP by increasing the value spent on business-led R&D, as well as, increasing the number of research collaborations between industry and with research institutes. • Companies, Investment, Scale-Up and Clean Growth: The ISC program will offer opportunities for Canadian companies to grow domestically, provide wins, and gain experience to compete internationally. By being a marquee customer through ISC, the government will be supporting companies by increasing the number of firms achieving high growth and increasing the dynamism of the Canadian economy.
Fiscal year of last completed evaluation	Not applicable
Decision following the results of last evaluation	Not applicable
Fiscal year of next planned evaluation	No firm date has been set for the first ISC program evaluation. ISED plans to lead an internal review of ISC in March 2020.
General targeted recipient groups	SMEs
Initiatives to engage applicants and recipients	<p>As one of 20 participating federal government departments, the NRC submits challenges to ISED for posting. NRC IRAP works with NRC Research Leads to:</p> <ul style="list-style-type: none"> • Assess and select proposals for funding. • Engage clients by developing and managing grants or contracts for proof of concept to prototype development.

Financial information (dollars)

Type of transfer payment	2019-20 planned spending	2020-21 planned spending	2021-22 planned spending	2022-23 planned spending
Total grants	291,000	2,800,000	1,000,000	1,000,000
Total contributions	-	-	-	-
Total other types of transfer payments	-	-	-	-
Total Transfer Payments	291,000	2,800,000	1,000,000	1,000,000

3-year plan for Industrial Research Assistance Program (IRAP)

Start date	September 1, 2018 (T&Cs renewal date; original start date: April 1, 1965)
End date	Ongoing
Type of transfer payment	Contribution
Type of appropriation	Estimates
Fiscal year for terms and conditions	2018-19
Link to departmental result(s)	Scientific and technological knowledge advances Innovative businesses grow Evidence-based solutions inform decisions in Government priority areas
Link to the NRC's Program Inventory	Core Responsibility: Science and Innovation Program: Industrial Research Assistance Program (IRAP)
Purpose and objectives of transfer payment program	<p>The program contributes to the growth and prosperity of Canadian SMEs by stimulating innovation, adoption and/or commercialization of technology-based products, services, or processes in Canada. This is done through: 1) technical and related business advice and networking facilitated by a cross-Canada network of field professional staff; 2) cost-shared merit-based contributions; and 3) contributions supporting employment of post-secondary graduates. [This program has the following streams: Contributions to Firms; Contributions to Organizations; and Youth Employment Program (YEP)].</p> <p>NRC IRAP supports the placement of graduates in SMEs through its participation in the delivery of YEP sponsored by Employment and Social Development Canada's Youth Employment and Skills Strategy (YESS).</p> <p>Recipients are not required to repay funds obtained under this transfer payment program.</p>
Expected results	<ul style="list-style-type: none"> • Stimulation of innovation in SMEs in Canada. • Increased growth of innovative SMEs and creation of wealth for Canada <p>See the Main portion of the NRC's Departmental Plan for additional plans pertaining to NRC IRAP.</p>
Fiscal year of last completed evaluation	2017-18
Decision following the results of last evaluation	Continuation
Fiscal year of next planned evaluation	2021-22

General targeted recipient groups	Industry-related — For-profit businesses (SMEs) and Non-profit Organizations
Initiatives to engage applicants and recipients	<p>NRC IRAP is a national program managed on a regional basis with over 255 Industrial Technology Advisors (ITAs) located in approximately 120 communities across the country, who provide customized advice to growth oriented technologically innovative SMEs. ITAs are engaged with client SMEs throughout the entire contribution management process, from building project proposals through to project completion.</p> <p>At the end of their funded project, recipients are required to complete an online Post-Project Report. This assessment captures information on the recipient's experience with NRC IRAP and, along with published service standards, is used by the program to develop continuous program improvements.</p> <p>NRC IRAP has an Advisory Board composed of 10 to 12 members from the industry sector and industry associations. This Board provides advice to NRC IRAP management and brings an external perspective on the strategic directions and management of the program.</p> <p>NRC IRAP is actively engaged with Treasury Board Secretariat (TBS) Grants and Contributions Reform. Participation in workshops and constant alignment with recent TBS policy and guidelines has enabled the program to steadily move toward principles such as a Recipient Engagement Strategy.</p>

Financial information (dollars)

Type of transfer payment	2019-20 planned spending	2020-21 planned spending	2021-22 planned spending	2022-23 planned spending
Total grants	-	-	-	-
Total contributions	315,283,708	307,214,000	309,014,000	309,014,000
Total other types of transfer payments	-	-	-	-
Total Transfer Payments	315,283,708	307,214,000	309,014,000	309,014,000
Explanation of variances	The variance between forecast spending and planned spending is within accepted tolerances.			

3-year plan for International Affiliations Program

Start date	1958
End date	Ongoing
Type of transfer payment	Grant
Type of appropriation	Estimates
Fiscal year for terms and conditions	2011-12
Link to departmental result(s)	Scientific and technological knowledge advances
Link to the NRC's Program Inventory	Core Responsibility: Science and Innovation International Affiliations
Purpose and objectives of transfer payment program	Canada's membership in international science and technology (S&T) organizations promotes international market-oriented research and innovation, networking, advocacy, leadership and benchmarking opportunities as well as access to research and benchmarking possibilities, enabling Canadian science, technology, and industry to remain competitive.
Expected results	<ul style="list-style-type: none"> • Enhance the NRC's international visibility and Canada's reputation as a global leader in science, technology and innovation (STI). • Enhance Canadian influence in solidifying interdisciplinary science based global policy making. • Contribute to Canadian STI leader development via ISC opportunities for leadership development and leadership opportunities implementing EDI approaches. • Increase market-oriented innovation opportunities to Canadian SMEs and export growth via global value chains to ensure Canadian excellence and competitiveness.
Fiscal year of last completed evaluation	2015-16
Decision following the results of last evaluation	Continuation
Fiscal year of next planned evaluation	2020-21
General targeted recipient groups	International organizations and foreign countries. (Foreign recipients which are international S&T organizations having two or more states as members. As well, non-foreign recipients are non-governmental Canadian delegates who attend related meetings hosted by these foreign recipients).

Initiatives to engage applicants and recipients	<p>An in-depth engagement took place over 2019-20 with representatives of each Canadian National Committees (CNCs) that has assessed evolving priorities, most valued benefits of the program to participants and perceived needs of each international affiliation's CNC.</p> <p>It is foreseen that further ongoing dialogue will take place over the next couple of years with existing CNCs to gauge their desired level of international participation as well as with other potential applicants.</p> <p>In addition, further engagement with international affiliations management will take place to gauge achievements and plans. This will inform the Canadian STI management community of the science diplomacy needs of Canadian practitioners in light of track records of international affiliations and of associated level of required support.</p> <p>Moreover, a regular, selective engagement will take place including completion of a reporting questionnaire.</p>
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Financial information (dollars)

Type of transfer payment	2019-20 planned spending	2020-21 planned spending	2021-22 planned spending	2022-23 planned spending
Total grants	601,000	560,000	560,000	560,000
Total contributions	-	-	-	-
Total other types of transfer payments	-	-	-	-
Total Transfer Payments	601,000	560,000	560,000	560,000

3-year plan for International Astronomical Observatories Program

Start date	1978
End date	Ongoing
Type of transfer payment	Contribution
Type of appropriation	Estimates
Fiscal year for terms and conditions	2015-16
Link to departmental result(s)	<p>Scientific and technological knowledge advances</p> <p>Innovative businesses grow</p> <p>Evidence-based solutions inform decisions in Government priority areas</p>
Link to the NRC's Program Inventory	<p>Core Responsibility: Science and Innovation</p> <p>Program: Herzberg Astronomy & Astrophysics</p>
Purpose and objectives of transfer payment program	<p>Astronomy is a global science. The increasing cost of leading-edge observatories and the scarcity of ideal observation sites have led to a greater focus on international collaboration for large-scale astronomy projects which lead to advances in our knowledge and understanding of the universe.</p> <p>The NRC, in collaboration with other international bodies, provides financial contributions to support the management and operations of offshore ground-based observatories and their related facilities, including the Canada-France-Hawaii Telescope (CFHT), the twin telescopes of the Gemini Observatory and the Atacama Large Millimeter Array (ALMA). The NRC participates in the oversight and direction of these facilities and their research capabilities. The NRC also represents Canada in the Square Kilometre Array (SKA) consortium for the pre-construction phase of the telescope. In 2015, Canada joined the international partnership to participate in the Thirty Meter Telescope (TMT). The NRC, on behalf of Canada, provides both financial and in-kind contributions.</p> <p>International agreements governing these observatories are long-term commitments that specify contributions to support preconstruction design and development, construction, operation and maintenance, capital improvements (e.g., development of new astronomical instruments and other facility upgrades) and decommissioning of the international ground-based observatories and their related facilities. In addition, they include commitments to support the university-based user communities to ensure a fair and progressive use of these observatories. The NRC participates in the governance of these international facilities on behalf of the Canadian astronomy research community and provides appropriate support, including sophisticated data management services and instrumentation. Through the NRC's financial and in-kind contributions, the Canadian astronomy community is assured merit-based access to these facilities with appropriate support.</p> <p>Recipients are not required to repay funds obtained under this transfer payment program.</p>

Expected results	<ul style="list-style-type: none"> • Canadian astronomers have access to leading-edge facilities and technology. • Qualified students and post-doctoral researchers have access to facilities to advance their training. • Canada plays a prominent role in international scientific endeavours. • Scientific benefit of telescopes to the Canadian and the global community is maximized through progressive science programs using leading-edge instrumentation. • Canadian industry has opportunities to participate in advanced scientific projects and opportunities to benefit from contracts and technology development.
Fiscal year of last completed evaluation	2016-17
Decision following the results of last evaluation	Continuation
Fiscal year of next planned evaluation	2021-22
General targeted recipient groups	<p>Foreign States, intergovernmental organizations or corporations that operate international observatories that have entered into agreements with Canada (NRC) to support costs related to ground-based astronomical observatories. In the case of intergovernmental organizations, Canada and one or more foreign states are members. An eligible recipient can be a Canadian Crown Corporation or other delivery partner.</p>
Initiatives to engage applicants and recipients	<p>The NRC manages observatories established or maintained by the Government of Canada for the benefit of the Canadian astronomy research community, aligning its contributions to the priorities of the community's Long Range Plan for Astronomy and Astrophysics. The NRC participates on the Boards which oversee the observatories to ensure that the science directions and programs of the facilities reflect Canadian strengths and interests. In addition, the NRC ensures that these activities increase opportunities for Canadian researchers and firms to develop relevant instrumentation for the observatories. To carry out its roles effectively, the NRC provides current information about each observatory to research community-based committees of scientists which provide expert advice on observatory operations and development. The NRC provides extensive support to the user community through numerous services extending from administering the time allocation process for Canadian researchers through to delivery of science-ready data (through its Canadian Astronomy Data Centre).</p>

Financial information (dollars)

Type of transfer payment	2019-20 planned spending	2020-21 planned spending	2021-22 planned spending	2022-23 planned spending
Total grants	-	-	-	-
Total contributions	29,418,393	58,703,501	52,226,691	39,052,495
Total other types of transfer payments	-	-	-	-
Total Transfer Payments	29,418,393	58,703,501	52,226,691	39,052,495
Explanation of variances	The variance between the 2019-20 forecast spending and the 2020-21 planned spending is mainly due to reprofile request that was submitted by the NRC for the 2020-21 Annual Reference Level Update due to project activity delays associated with Canada's contribution to TMT. The NRC requested a reprofile of \$26.0M from 2019-20 to future years (\$13.0M to 2020-21 and 2021-22).			

3-year plan for TRIUMF

Start date	April 1, 1977
End date	Ongoing
Type of transfer payment	Contribution
Type of appropriation	Estimates
Fiscal year for terms and conditions	2015-16
Link to departmental result(s)	Scientific and technological knowledge advances Innovative businesses grow Evidence-based solutions inform decisions in Government priority areas
Link to the NRC's Program Inventory	Core Responsibility: Science and Innovation Program: TRIUMF
Purpose and objectives of transfer payment program	<p>TRIUMF is Canada's particle accelerator centre. The laboratory is one of Canada's key investments in large-scale research infrastructure. It provides world-class facilities for research in sub-atomic physics, accelerator science, life sciences, and materials science. A consortium of 20 Canadian universities (14 full members and six associate members) owns and operates TRIUMF. TRIUMF receives its federal operational funding through the NRC in five-year allocations via a contribution agreement. The NRC plays an important oversight and stewardship role for TRIUMF on behalf of the Government of Canada.</p> <p>Recipients are not required to repay funds obtained under this transfer payment program.</p>
Expected results	<p>TRIUMF will support the Canadian and international particle and nuclear physics community in alignment with the 2017-2021 Canadian Subatomic Physics Long Range Plan, as well as the laboratory's Five-Year Plan (2020-25).</p> <p>Over the first year of the new Five-Year Plan, TRIUMF will begin delivering impact across the three core dimensions of Science and Technology, People and Skills, and Innovation and Collaboration. TRIUMF expects to:</p> <ul style="list-style-type: none"> • Conduct world-class science across TRIUMF's core programs. • Advance completion of the ARIEL facility, which will produce rare isotopes for science, business, and medicine. • Lead and participate in international research collaborations and facilitate the exchange of global talent. • Support the development of new industry and community partnerships in pursuit of increased economic and societal benefits for Canada. • Streamline processes and improve operational efficiency.

Fiscal year of last completed evaluation	2018-19
Decision following the results of last evaluation	Continuation
Fiscal year of next planned evaluation	2023-24
General targeted recipient groups	Non-profit organizations (TRIUMF)
Initiatives to engage applicants and recipients	<p>The NRC chairs the Agency Committee on TRIUMF (ACT), which includes the federal agencies that fund and oversee activities at TRIUMF, providing TRIUMF management the opportunity to present progress and discuss future directions for the facility.</p> <p>The NRC also manages the Advisory Committee on TRIUMF (ACOT), composed of international experts within disciplines that span the research and technology activities of TRIUMF. ACOT reports its findings to the NRC and TRIUMF senior management twice annually, making recommendations on programs and management as well as reporting on the scientific and technological achievements of TRIUMF programs and facilities. Observer representatives from the National Sciences and Engineering Research Council of Canada, the Canada Foundation for Innovation, the Canadian Institute of Nuclear Physics, the Canadian Institute of Particle Physics, the materials science community and TRIUMF's user community ensure that TRIUMF's directions are well aligned with the research community's needs and that TRIUMF is working with all its constituencies across Canada. The Committee considers all aspects of the TRIUMF program, with a particular emphasis on science and technological issues to ensure the relevance, impact, and world-class standing of TRIUMF's activities.</p> <p>Through NRC activities in ACT and ACOT, the NRC maintains a close relationship with TRIUMF. Dialogue ensures that Government of Canada investments are optimal, and that the NRC meets the needs of its recipient, as well as provides a vehicle for feedback on the transfer payment management process.</p> <p>TRIUMF has approximately 430 staff and students supported via NRC's contribution agreement. An additional 128 positions are supported through other sources for specific designated purposes, including temporary funds to operate new capital infrastructure. In total, TRIUMF provides training for more than 200 undergraduate, graduate students, and postdoctoral fellows per year. TRIUMF has numerous programs aimed at young people, students, teachers, and the general public to ensure that as many as possible share the wonder of discovery and experience the excitement generated by one of Canada's premier laboratories. In addition, TRIUMF offers a suite of programs to aide in the growth and development of professional skills for its graduate students and postdocs.</p>

Financial information (dollars)

Type of transfer payment	2019-20 planned spending	2020-21 planned spending	2021-22 planned spending	2022-23 planned spending
Total grants	-	-	-	-
Total contributions	55,162,800	58,648,659	58,748,372	59,925,183
Total other types of transfer payments	-	-	-	-
Total Transfer Payments	55,162,800	58,648,659	58,748,372	59,925,183
Explanation of variances	The variance between forecast spending and planned spending is within accepted tolerances.			

Gender-based analysis (GBA) plus

General information

<p>Governance structures</p>	<p>The NRC will continue to formalize its GBA+ framework, accountability and reporting mechanisms. While the NRC does not have a specific GBA+ policy or statement of intent, GBA+ is part of the NRC’s Equity, Diversity and Inclusion (EDI) Strategy.</p> <ul style="list-style-type: none"> • The NRC is integrating GBA+ into annual operational plans at the research centre and program level to help in applying GBA+ to program design, as well as monitoring and evaluation. • NRC programs, such as NRC IRAP and the Collaborative Science, Technology and Innovation Program (Challenge Programs) are integrating GBA+ into their program delivery. Challenge Programs, GBA+ and EDI strategies are expected to be developed and updated on an evergreen basis. • Training and other capacity building initiatives have been conducted with Program Directors and Planners across the organization. <p>The Responsibility Centre for GBA+ was established in the Secretary General’s division and the Secretary General fills the role of GBA+ champion for the NRC.</p>
<p>Human resources</p>	<p>2.5 full-time equivalents (representing a portion of many positions across the NRC)</p>
<p>Planned initiatives</p>	<ul style="list-style-type: none"> • In alignment with the Gender Results Framework, the NRC conducts GBA+ analysis on Cabinet documents (e.g. MCs, TB submissions and budget two-pagers), as well as during program design and in the evaluation of initiatives. • GBA+ commitments are included in the NRC’s operational plans and training is conducted with all planners across the NRC. • The NRC’s EDI Strategy serves as a tool to increase diversity and inclusiveness in the NRC workforce and NRC’s engagements as a partner/collaborator. As part of this strategy, the NRC has developed two mandatory online courses for all staff in areas related to EDI, including a fundamentals course and unconscious bias training. A mandatory course on managing bias in hiring was created for all supervisors and moving forward plans are in development for training in targeted areas of the organization. • The NRC has implemented and intends to implement further programs and initiatives with a specific focus on women researchers and students from employment equity designated groups, such as an initiative targeted to increase the percentage of women in STEM careers through the hiring of more women in post-doctoral positions. Statistics on women in STEM are monitored and tracked by the Human Resources division. The NRC also developed and is implementing a new strategy for the recruitment and retention of women. • The NRC’s Five-Year Strategic Plan, launched in 2019, includes employment equity targets for all research centres, corporate branches, and NRC IRAP. These targets would see each business unit achieve at

	<p>least labour market availability for each of the under-represented groups (women, Indigenous peoples, visible minorities, and persons with disabilities) by 2024.</p> <ul style="list-style-type: none"> • The NRC continues to build capacity and expand awareness of GBA+ across the organization. To date this has included policy employees, the NRC planning community, and Program Directors. In addition to refreshing this training, this effort will be expanded to include Vice-President and Director General offices.
<p>Reporting capacity and data</p>	<p>Not applicable</p>