



Government  
of Canada

Gouvernement  
du Canada

Canada



# 2023 to 2027 Departmental Sustainable Development Strategy

National Film Board of Canada

Cat. No.: NF2-3E-PDF  
ISSN 2817-8130

Unless otherwise specified, you may not reproduce materials in this publication, in whole or in part, for the purposes of commercial redistribution without prior written permission from the National Film Board of Canada (NFB)'s copyright administrator. To obtain permission to reproduce Government of Canada materials for commercial purposes, apply for Crown Copyright Clearance by contacting:

National Film Board of Canada  
1501 De Bleury Street  
Montreal, QC  
Canada H3A 0H3  
Telephone: 1-800-267-7710  
Email: [reports@onf-nfb.gc.ca](mailto:reports@onf-nfb.gc.ca)

Cover photo: © Environment and Climate Change Canada

© His Majesty the King in Right of Canada, as represented by the Honourable Pascale St-Onge, Minister of Canadian Heritage, 2023

Aussi disponible en français

SECTION 1

# 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, the NFB supports the goals laid out in the FSDS through the activities described in this Departmental Sustainable Development Strategy (DSDS). This DSDS considers the mandate of the NFB, states the organization's goals and plans regarding sustainable development, and complies with the FSDS.

In its section 5, the [Federal Sustainable Development Act](#) also sets out [seven principles](#) that must be considered in the development of the FSDS as well as the DSDSs. These basic principles have been considered and incorporated in the NFB's DSDS. Through the



present DSDS, which fully incorporates the seven basic principles of the FSDA, the NFB will contribute further to the sustainable development of Canadian society, so that the needs of current generations can be met without compromising the ability to meet those of future generations. To promote coordinated action on sustainable development throughout the Government of Canada, as required by the FSDA, the NFB's DSDS also supports Canada's implementation of Canada's 2030 Agenda National Strategy, supported by the targets and indicators of the United Nations Global Indicator Framework (GIF) and the Canadian Indicator Framework (CIF).

## SECTION 2

# The NFB's Sustainable Development Vision

The NFB actively supports the goals of the FSDS, framed under the UN SDGs, both in the performance of its mandate and in the ongoing evolution of its organizational culture. In particular, the two FSDS goals that invoke the principles of equity and inclusion (Goal 5: Champion Gender Equality and Goal 10: Advance Reconciliation with Indigenous Peoples and Take Action to Reduce Inequality) and the equivalent goals 5<sup>1</sup> and 10<sup>2</sup> in the Global Indicator Framework (GIF) for the United Nations 2030 Agenda, are an integral part of the NFB and central to its values, both in its relations with its partners and audiences and within the teams that make up the organization.

In 2016, the NFB showed leadership by formulating goals for gender parity<sup>3</sup> in the number of audiovisual works directed and in production budgets. Today, seven years after making this initial commitment to gender parity, the NFB continues to meet its goals both for the number of productions in progress or completed<sup>4</sup> and for production budgets. Regarding the composition of its production teams, the NFB has also met or surpassed its targets for gender parity in most creative roles while achieving improvements in others. Women in roles that are underrepresented may be offered mentorship opportunities. The efforts made by the NFB to achieve gender parity in recent years have been recognized by the awarding of six Parity Certifications by Women in Governance (most of them at the Gold Parity or Platinum Parity level).

In 2017, the NFB followed its gender-parity commitments with its Indigenous Action Plan<sup>5</sup> for redefining its relationships with Indigenous Peoples.

---

<sup>1</sup> GIF. Goal 5: Achieve gender equality and empower all women and girls.

<sup>2</sup> GIF. Goal 10: Reduce inequality within and among countries (10.3: Ensure equal opportunity and reduce inequalities of outcome, including by eliminating discriminatory laws, policies and practices and promoting appropriate legislation, policies and action in this regard). CIF Canadian Ambition 10.1: Canadians live free of discrimination and inequalities are reduced.

<sup>3</sup> Gender Parity at the NFB: <https://www.canada.ca/en/national-film-board/corporate/about/mandate-values/gender-parity.html> (Date modified: May 12, 2023).

<sup>4</sup> The NFB's Departmental Results Framework contains a performance target expressed in terms of percentage of completed productions directed by women.

<sup>5</sup> <https://www.canada.ca/en/national-film-board/corporate/publications/plans-reports/indigenous-action-plan.html>. This plan is presented in more detail in section 4.

Lastly, in 2021, the NFB took another step toward reducing inequality, with its Diversity, Equity and Inclusion Action Plan,<sup>6</sup> designed to bring about lasting, significant changes that will make the NFB a more egalitarian, open and diverse organization. This Diversity, Equity and Inclusion Action Plan complements the goals, objectives and actions that the NFB set out in its Indigenous Action Plan, as well as its goals for gender parity. The Diversity, Equity and Inclusion Action Plan contains goals and concrete actions that will have impacts on the organization's entire culture, and in particular on its recruitment, production and distribution methods.

But the progress that the NFB has made in reducing inequality does not stop there. Recently, to present clear, accurate results regarding audiovisual production and programming, the NFB introduced a self-declaration questionnaire<sup>7</sup>—a confidential, respectful mechanism for collecting data from creators. By incorporating this questionnaire into the studios' operations, the NFB will be able to objectively measure the results of the efforts that it has made in recent years to achieve equity, diversity and inclusion. In addition, this questionnaire is designed to collect information needed to identify underrepresented groups and facilitate evaluation and planning of the actions and initiatives that will enable the NFB to meet its commitments to equitable representation of Canadian diversity. Lastly, in 2023, the NFB set new racial-equity targets<sup>8</sup> to further reduce existing inequality within the NFB and in the audiovisual industry in general.

This set of horizontal commitments to equity and inclusion of underrepresented groups that the NFB has maintained year after year supports the FSDS vision of an egalitarian Canada, the social pillar of its sustainable development. The NFB's egalitarian, inclusive values are also demonstrated in the way that it carries out its mandate. As a public producer, the NFB has the mandate to reflect the experiences and perspectives of all Canadians in its works. To ensure that the voices of underrepresented communities are represented equitably in the works that it produces, the NFB practises inclusion by working with creators from groups that often experience discrimination because of their gender identity and expression, ethnic origin, language, physical abilities and other characteristics, and produces works whose themes advance this goal. Thus, productions that deal with the lives and experiences of Indigenous

---

<sup>6</sup> [https://www.canada.ca/content/dam/nfb-onf/documents/pdfs/diversity-equity-and-inclusion/en/Diversity\\_equity\\_inclusion\\_Plan\\_NFB\\_February%202021.pdf](https://www.canada.ca/content/dam/nfb-onf/documents/pdfs/diversity-equity-and-inclusion/en/Diversity_equity_inclusion_Plan_NFB_February%202021.pdf)

<sup>7</sup> <https://production.nfbonf.ca/en/equity/#self-declaration-questionnaire-4>

<sup>8</sup> Press release of August 31, 2023: <https://mediaspace.nfb.ca/comm/equity-diversity-inclusion-targets-2023/>

people and/or present diverse perspectives on issues of race, ethnicity, religion, culture, disability, gender and sexuality figure prominently in the NFB's programming: in 2022–2023, as in 2021–2022, over half of the NFB's completed works dealt with such subjects. Lastly, both in its Departmental Results Framework and in its Program Inventory, the NFB has developed indicators designed to improve equality of opportunity for emerging creators, Indigenous creators and creators from official-language minority communities.

The NFB also helps to reduce inequality in Canadian society through its distribution activities. To ensure inclusive results with regard to content accessibility and audience engagement, the NFB distributes audiovisual works that reflect the realities of historically marginalized communities, while pursuing new partnerships with and highlighting its works to organizations that promote and defend the rights of marginalized groups. This collaboration brings the realities faced by disadvantaged people further into the light and represents the NFB's contribution to reducing inequality. In addition to these initiatives, the NFB engages in activities that promote and raise awareness around the issues of gender parity, reconciliation with Indigenous Peoples, and diversity, such as events during Truth and Reconciliation Week,<sup>9</sup> special programming for Francophonie Month and International Women's Day,<sup>10</sup> and activities honouring Latin American Heritage Month<sup>11</sup> and Black History Month.<sup>12</sup> Lastly, the NFB has created channels on its online viewing space **nfb.ca/onf.ca** where NFB works about specific communities and specific issues can be viewed for free. Examples of such channels include Francophones Across Canada,<sup>13</sup> The Role of the English Community in Quebec<sup>14</sup> and Indigenous Cinema.<sup>15</sup> The NFB also offers an online playlist of films that explore cases of racism in Canada, with the goal of advancing dialogue on equality and diversity.<sup>16</sup>

---

<sup>9</sup> <https://mediaspace.nfb.ca/comm/nfb-commemorates-truth-and-reconciliation-week-2022/>

<sup>10</sup> <https://mediaspace.nfb.ca/comm/nfb-march-2023/>

<sup>11</sup> <https://mediaspace.nfb.ca/comm/nfb-october-2022/>

<sup>12</sup> <https://mediaspace.nfb.ca/comm/nfb-marks-black-history-month-2023/>, <https://mediaspace.nfb.ca/comm/nfb-february-2023/>

<sup>13</sup> <https://www.nfb.ca/channels/francophones-across-canada/>

<sup>14</sup> [https://www.nfb.ca/playlist/role\\_english\\_community\\_quebec/#:~:text=This%20feature%20documentary%20gives%20voice,nationalism%20took%20a%20violent%20turn](https://www.nfb.ca/playlist/role_english_community_quebec/#:~:text=This%20feature%20documentary%20gives%20voice,nationalism%20took%20a%20violent%20turn)

<sup>15</sup> [https://www.nfb.ca/indigenous-cinema/?&film\\_lang=en&sort=year:desc,title&year\\_min=1939&year\\_max=2023](https://www.nfb.ca/indigenous-cinema/?&film_lang=en&sort=year:desc,title&year_min=1939&year_max=2023)

<sup>16</sup> <https://www.nfb.ca/playlist/anti-racism-films/>

In short, the preconditions for the equity sought under the FSDS include the acceptance and inclusion of diversity that are so central to the NFB, whose mandate is to produce and distribute films that interpret Canada to Canadians. In today's pluralistic Canada, the NFB's works provide a greater knowledge and understanding of equity-seeking individuals, thus promoting gender parity, reconciliation with Indigenous Peoples and reduction of inequality. These important works exist and are readily accessible throughout Canada thanks to the production and distribution efforts of the NFB.

In addition to FSDS goals 5 and 10, the NFB actively supports some of this strategy's other goals, such as Goal 4, Promote Knowledge and Skills for Sustainable Development. In this regard, the NFB regularly produces current, relevant teaching materials on a number of sustainable-development issues, such as environmental pollution, waste management, forest management, sustainable agriculture and the right to clean water. The NFB also continues to develop *Ocean School*, an educational resource that helps to promote Goal 14, Conserve and Protect Canada's Oceans. It is also important to mention that the NFB brings several other themes related to FSDS goals to the screen and makes Canadian audiences more aware of these issues. NFB works completed in the past two years alone have focused not only on subjects related to goals 4, 5, 10 and 14, but also on issues of poverty and homelessness (Goals 1 and 11), mental health (Goal 3), protecting Canada's water (Goal 6), public transportation and active transportation (Goal 11), climate (Goal 13) and protection of species (Goal 15). In this last regard, it is worth noting that through the works that it produces, the NFB has been sounding the alarm about environmental degradation since as far back as the 1970s.



## SECTION 3

# Listening to Canadians

As required by the *Federal Sustainable Development Act*, the NFB 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 We Heard

Reviewing all of the comments received, the NFB identified those sustainable-development priorities and issues that concern it most closely. One of the priorities identified is to educate young people about and sensitize them to issues of sustainable development, and more specifically to climate change, as well as to support teachers who work in this subject area. One suggestion for meeting this priority was to increase the volume of resources allocated to teaching sustainable development and climate-related subjects. These recommendations are closely related to the activities of the NFB, which has for many years served as a reliable resource for education professionals, offering them a variety of innovative teaching tools. In the Education section of the NFB’s online viewing platform, **nfb.ca/onf.ca**, the NFB offers free educational activities in the form of mini-lessons, developed around landmark NFB works, that teachers can use to address climate change and its effects on the environment and human societies with their students. For example, the mini-lesson based on the NFB documentary *Borealis*<sup>17</sup> makes young people ages 14 to 18 aware of the effects that climate change is having on the boreal forest. The mini-lesson based on the documentary *Metamorphosis*<sup>18</sup>

---

<sup>17</sup> <https://blog.nfb.ca/blog/2021/04/07/mini-lesson-for-borealis/>

<sup>18</sup> <https://blog.nfb.ca/blog/2019/04/10/mini-lesson-for-metamorphosis/>

invites young people ages 15 to 18 to think about sustainability in the context of global warming, by asking them to briefly investigate the evidence of climate change in their communities or countries and then brainstorm solutions to the problems that climate change is causing there. (This mini-lesson is enriched by a blog post entitled “*Metamorphosis: Climate Change and Sustainable Living*.”<sup>19</sup>) Lastly, the mini-lesson for *The Magnitude of all Things*<sup>20</sup> gives students the chance to move from learning to action by conducting a climate-change awareness and mobilization campaign. In another educational initiative, under the auspices of the NFB’s free environmental-education resource *Ocean School*, the NFB has begun working with three Inuit communities in Nunatsiavut to co-create content dealing with climate change, biodiversity and use of marine resources.

Other priorities reflected in the NFB’s commitments include promoting gender parity, diversity, equity and inclusion and redefining its relationship with Indigenous Peoples. The stakeholders consulted said that it is essential to broaden the scope of FSDS goals 5 and 10 to include marginalized communities, in particular 2SLGBTQI+ and BIPOC people, people living with disabilities, and Indigenous women. This suggested improvement is echoed in the steps that the NFB is taking to reduce the inequality that marginalized communities experience within this organization and in the audiovisual industry in general. For more details on the NFB’s commitments in this regard, see section 2.

## What We Did

The NFB has taken the above-mentioned priorities and key issues into consideration in the present DSDS. First of all, the NFB has considered the suggestions regarding government goals and initiatives for buying green and for incorporating information on sustainability into its business practices in areas such as procurement. To respond to these suggestions, the NFB proposes to ensure that all of its employees with procurement authority receive training in the concepts and principles of green procurement from the Canada School of Public Service. In this training, through an analysis of the goods and services life cycle, these employees will become better aware of the

---

<sup>19</sup> <https://blog.nfb.ca/blog/2020/03/09/metamorphosis-climate-change-and-sustainable-living/>

<sup>20</sup> <https://blog.nfb.ca/blog/2022/01/10/mini-lesson-for-the-magnitude-of-all-things/>

environmental impacts of every purchase and the benefits of buying green. We hope that this training will enable these employees to successfully integrate environmental considerations into their procurement decisions. This departmental action will support FSDS Goal 12, Reduce Waste and Transition to Zero-Emission Vehicles, by helping to improve green-procurement criteria.

Second, the NFB will act on the comments received regarding the need to reduce the government's greenhouse-gas (GHG) emissions. Many of the stakeholders stressed the importance of setting more ambitious targets for reducing these emissions, as well as the federal government's role as a driver for GHG reduction and climate resilience. One of the observers suggested that the organizations participating in the FSDS communicate their plans for reducing GHGs. The NFB has heard these comments and proposes, as a departmental action in support of Goal 13, to reduce its GHGs by implementing its internal Green Plan. This plan is already under development and will be deployed in the coming years. In addition, the NFB plans to implement several GHG-reduction strategies that are specific to its activities as a public producer, presenter, distributor and caretaker of audiovisual works.

For more about the public consultation on the FSDS, see the [FSDS Consultation Report](#).

SECTION 4

## The NFB's Commitments





## GOAL 10: ADVANCE RECONCILIATION WITH INDIGENOUS PEOPLES AND TAKE ACTION ON INEQUALITY

### FSDS Context

As Canada's public producer and distributor of documentary films, animation and interactive/immersive experiences, with a mandate to reflect Canadian perspectives to Canadian and global audiences, the NFB actively contributes to the process of reconciliation with Indigenous Peoples.

As a public producer, the NFB has been producing works by First Nations, Métis and Inuit directors since 1968. In order to encourage industry talents from these communities and enable them to present their perspectives on the world to Canadian audiences, the NFB's Departmental Results Framework sets a target for the percentage of completed NFB productions that are directed by Indigenous filmmakers and creators. It is important to mention that for film shoots in Indigenous communities, the NFB is inspired by and asks its production partners to follow the recommendations outlined in *ON-SCREEN PROTOCOLS & PATHWAYS: A Media Production Guide to Working with First Nations, Métis and Inuit Communities, Cultures, Concepts and Stories*.<sup>21</sup> The NFB also offers Indigenous Circle, a support circle for staff and creators who regularly work with the NFB. The NFB may also offer mentoring opportunities for Indigenous crew in craft positions.

In its distribution activities, the NFB publicizes and promotes works by Indigenous artists by presenting these works at various festivals in Canada and abroad, by screening them in various other settings,<sup>22</sup> and by making them

---

<sup>21</sup> Prepared for imagineNATIVE, 2019: [https://creativebc.com/wp-content/uploads/2022/02/imagineNATIVE\\_on\\_screen\\_protocols\\_and\\_pathways\\_5\\_15\\_2019.pdf](https://creativebc.com/wp-content/uploads/2022/02/imagineNATIVE_on_screen_protocols_and_pathways_5_15_2019.pdf)

<sup>22</sup> For example, the tour [Aabiziingwashi \(Wide Awake\), a series of over 1000 screenings of works by Indigenous filmmakers, as well as the community-screenings initiative that resulted from it.](#)

available for free on the NFB's Indigenous Cinema portal,<sup>23</sup> which offers 460 films by Indigenous filmmakers in various languages, including 19 Indigenous languages. At the same time, the NFB offers Canadian teachers numerous resources for classroom discussions of subjects related to the history, culture and current experiences of Canada's Indigenous Peoples,<sup>24</sup> thus helping to advance understanding of Indigenous realities in Canadian schools. The NFB's latest project in this regard is the *Indigenous Voices* learning program, the first module of which will be released in 2024. Lastly, the NFB works to preserve the accessibility of an impressive archive of film and audiovisual works that reflect Indigenous lives and experiences from the early 1940s to the present day.

In addition, in 2017, the NFB launched its 2017–2020 Indigenous Action Plan for redefining its relationships with Indigenous creators, partners and audiences, and responding to systemic inequities and barriers to access that the Indigenous community has long identified in the current audiovisual production ecosystem. Developed in collaboration with an Indigenous Advisory Group, this plan includes additional commitments that respond to the work and recommendations of the Truth and Reconciliation Commission of Canada and address Indigenous creators' concerns, particularly in the areas of production, distribution, industry leadership and transformation of the organizational culture. For example, in its Indigenous Action Plan, the NFB has committed to allocate 15% of its production spending to projects by Indigenous artists. This plan is the starting point for a major initiative and a long-term institutional commitment. Work has also begun on measuring what this plan has achieved since its inception and on pursuing these efforts by setting priorities shared by the entire organization.

Internally, in 2021–2022, the NFB created and filled the position of Director, Indigenous Relations and Community Engagement. This director helps to develop closer relationships with Canada's Indigenous communities and advises the NFB on the production and distribution of its works. Since her appointment, she has developed customized training sessions on Indigenous cultural competency that have been presented to all NFB employees. These sessions focused mainly on the culture and experiences of members of First Nations. Given the distinctive character of Canada's Métis and Inuit communities, the NFB will be offering its employees in-depth training sessions on the specific perspectives of these two Indigenous Peoples, under Goal 10 of its DSDS.

---

<sup>23</sup> [https://www.nfb.ca/indigenous-cinema/?&film\\_lang=en&sort=year:desc,title&year\\_min=1939&year\\_max=2023](https://www.nfb.ca/indigenous-cinema/?&film_lang=en&sort=year:desc,title&year_min=1939&year_max=2023)

<sup>24</sup> For example, the [Indigenous Cinema](#) educational playlists offer teachers a variety of films on these subjects, organized according to their students' ages.

But first, to make sure that all NFB employees have the basic knowledge needed to understand the differences among members of First Nations, Métis and Inuit communities, all NFB staff must take the following three courses from the Canada School of Public Service: *Reflecting on Cultural Bias: Indigenous Perspectives* (IRA101), *The Uncomfortable Truth: A Brief History of the Relationship Between Indigenous Peoples and the Government of Canada* (IRA102) (IRA102) and *Inuit in Canada* (IRA105).

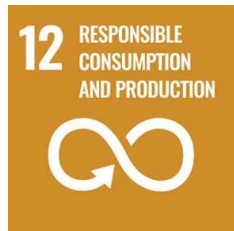
**Target theme:** Advancing reconciliation with First Nations, Inuit and Métis communities

**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 TARGETS AND, WHERE APPLICABLE, TO CANADA’S 2030 AGENDA NATIONAL STRATEGY AND SDGs
Implement the <i>United Nations Declaration on the Rights of Indigenous Peoples Act</i>	Design and deliver to permanent employees (via Microsoft Teams) in-depth training sessions on Indigenous cultural competency, specifically and distinctively presenting the perspectives of Inuit and Métis communities. Although these Peoples are Indigenous, each community has its own history, culture and lived experience, and the NFB will make them known to all of its employees. This training, which will deal with such subjects as history, intercultural competency, human rights, conflict resolution and antiracist education, will be	<p><b>Performance indicator:</b> Percentage of permanent employees who have taken the in-depth training sessions on Indigenous (Inuit and Métis) cultural competency.</p> <p><b>Starting point:</b> No permanent employees (0%) will have taken these training sessions as of November 2, 2023.</p> <p><b>Consecutive targets:</b></p> <p><b>As of March 31, 2024:</b> 99% of all permanent employees will have taken</p>	<p>In the public sector, lack of Indigenous cultural competency can reinforce racist attitudes and feed public distrust toward members of Indigenous communities. The NFB recognizes the need to act so as to create the conditions conducive to a genuine, sustained transformation of its organizational culture, by giving its employees the opportunity to develop a better understanding of this subject.</p> <p>Members of the Public Service are in a unique position to facilitate respectful relationships with Indigenous Peoples in</p>

IMPLEMENTATION STRATEGY	DEPARTMENTAL ACTION	PERFORMANCE INDICATOR STARTING POINT TARGET	HOW THE DEPARTMENTAL ACTION CONTRIBUTES TO THE FSDS GOAL AND TARGETS AND, WHERE APPLICABLE, TO CANADA'S 2030 AGENDA NATIONAL STRATEGY AND SDGs
	<p>developed in collaboration with Métis and Inuit consultation services, respectively.</p> <p><b>Program:</b> Internal Services (Director, Indigenous Relations and Community Engagement)</p>	<p>Indigenous (Inuit) professional learning sessions, presented in French and in English, in collaboration with an Inuit facilitator.</p> <p><b>As of March 31, 2025:</b> 50% of all permanent employees will have taken Indigenous (Métis) professional learning sessions, presented in French and in English, in collaboration with a Métis facilitator.</p> <p><b>As of March 31, 2026:</b> 99% of all permanent employees will have taken Indigenous (Métis) professional learning sessions, presented in French and in English, in collaboration with a Métis facilitator.</p>	<p>Canada. The proposed action encourages employees of the Public Service to increase their cultural competency and their sensitivity to issues related to the First Nations, Métis and Inuit in Canada. This action will contribute to the development of the cultural competencies and knowledge needed to implement the <i>United Nations Declaration on the Rights of Indigenous Peoples</i>.</p> <p><b>Relevant targets or ambitions:</b> <b>GIF Target:</b> 10.3 Ensure equal opportunity and reduce inequalities of outcome, including by eliminating discriminatory laws, policies and practices and promoting appropriate legislation, policies and action in this regard.</p>





## GOAL 12: REDUCE WASTE AND TRANSITION TO ZERO-EMISSION VEHICLES

### **FSDS Context**

The NFB fully supports the goal of reducing waste. Although the NFB does not own any vehicles or buildings, it still takes initiatives to make its operations more environmentally friendly. For example, before moving its headquarters to the LEED®-NC-Gold-certified Îlot Balmoral building in Montreal in 2019, the NFB undertook an extensive project to digitize its operations and archives in order to reduce its use of paper. In 2023, the number of photocopies that the NFB made was down 47% from 2019, which represented 20,000 fewer pages photocopied every month throughout the organization. In this context, it should also be noted that the NFB ensures that its office computers have an average service life of at least four years; that 95% of its purchases of paper for photocopying, commercial printing and envelopes have at least 30% recycled content; and that 90% of its empty toner cartridges are returned to the supplier or recycled through programs provided by building management.

The goal of the departmental action described here is to enhance these various initiatives by familiarizing a large number of employees with the principles of green procurement, including an understanding of the life cycle of purchased goods and services and an awareness of the importance of giving preference to goods and services that have a lesser or reduced impact on the environment. The NFB expects that the proposed training in green procurement will give its staff the tools needed to reduce the amount of waste that the NFB generates; to promote use of renewable resources, reuse and recycling within the NFB; and, ultimately, to reduce the amount of GHGs that the NFB produces.

**Target theme:** Federal Leadership on Responsible Consumption

**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 TARGETS	HOW THE DEPARTMENTAL ACTION CONTRIBUTES TO THE FSDS GOAL AND TARGETS AND, WHERE APPLICABLE, TO CANADA’S 2030 AGENDA NATIONAL STRATEGY AND SDGs
Strengthen green procurement criteria	<p>Ensure that all NFB employees with procurement authority take the Canada School of Public Service course on green procurement.</p> <p><b>Program:</b> Internal Services (Director, Finance and Administration)</p>	<p><b>Performance indicator:</b> Percentage of employees with procurement authority who have taken the training in green procurement.</p> <p><b>Starting point:</b> As of November 2, 2023, fewer than 1% of all employees with procurement authority will have been trained in green procurement.</p> <p><b>Consecutive targets</b></p> <p><b>As of March 31, 2024:</b> 30% of all employees with procurement authority will have taken the Canada School of Public Service course on green procurement.</p> <p><b>As of March 31, 2025:</b> 99% of all employees with procurement authority will have taken the Canada School of Public Service course on green procurement.</p> <p><b>Subsequent years:</b> Keep the proportion of new employees trained in green procurement at 99%.</p>	<p>Green procurement practices incorporate environmental considerations into procurement decisions and should motivate suppliers to green their goods, services and supply chains. Also, by favouring green-procurement initiatives inspired by the principles of the circular economy, the NFB will reduce the volume of waste that it produces, thus contributing to the achievement of Goal 12.</p> <p><b>Relevant targets or ambitions:</b> <b>CIF Ambition/Target:</b> Canadians consume in a sustainable manner.</p> <p><b>CIF Indicator:</b> 12.2.1 Proportion of businesses that adopted selected environmental protection activities and management practices.</p> <p><b>GIF Target:</b> 12.7 Promote public procurement practices that are sustainable, in accordance with national policies and priorities.</p>



## GOAL 13: TAKE ACTION ON CLIMATE CHANGE AND ITS IMPACTS

### FSDS Context

As of 2022–2023, the NFB has not yet taken any actions specifically targeting climate change and its impacts, but some of the NFB’s initiatives have likely helped to reduce GHG emissions. One example was the implementation of its 2021–2025 Technology Plan, which was accelerated in connection with the COVID-19 pandemic. Although fighting climate change was not the primary goal of this plan, its deployment reduced the GHG emissions caused by travel by the NFB’s employees and partners. The 2021–2025 Technology Plan is intended to provide staff, production teams and specialists with the best available tools to deal with a constantly changing environment and thereby enable the NFB to reduce its carbon blueprint. Some of these tools are used for remote collaboration, not only by employees who are provided with all of the equipment that they need and can remotely access all of the software and services they need to work remotely, but also by production teams, creators, craftspersons and partners who have remote audiovisual production solutions at their disposal. These technology tools deployed by the NFB reduce local, regional and national travel and the associated GHG emissions. Another example of the NFB’s contribution to the fight against climate change and to the reduction of its environmental footprint was the 2019 move of its headquarters to the LEED®-NC-Gold-certified Îlot Balmoral building in Montreal. The NFB English Program’s Ontario Studio also leases office space in a building that is LEED® EB:O&M Platinum certified.

To contribute to the fight against climate change more directly, the NFB participates actively in a group which was set up by CBC/Radio-Canada to discuss and exchange best practices on sustainable audiovisual production, including carbon emissions created through the production process. This group started meeting in the winter of 2022–2023 just as the NFB began work on its own Green Plan (provisional title). This initiative, currently in the design stage, will enable the NFB to participate in the fight against climate change by reducing its GHG emissions in particular and its

environmental footprint more broadly. The NFB is currently completing a preliminary audit of its GHG emissions so that it can determine which activities will have the greatest impacts on its carbon footprint in the short and long terms, and then target these activities as priorities.

**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 TARGETS AND, WHERE APPLICABLE, TO CANADA'S 2030 AGENDA NATIONAL STRATEGY AND SDGs
<p>Implement the Greening Government Strategy through measures that reduce greenhouse gas emissions, improve climate resilience, and green the government's overall operations</p>	<p><b>Reduce the NFB's GHG emissions by implementing its Green Plan (under development), which will comprise new practices to reduce the NFB's GHG emissions in its internal operations and in the production, distribution and conservation of its works.</b></p> <p><b>Program:</b> Internal Services (Partnerships and Business Development)</p>	<p><b>Performance indicator:</b> Complete the steps preliminary to setting a target for reducing GHG emissions, then set a science-based target.</p> <p><b>Starting point:</b> Form the internal working group and conduct the preliminary audit of the NFB's GHG emissions to identify the NFB activities that have the greatest impact on these emissions. This preliminary audit, which will be completed in fall 2023, will guide the NFB's subsequent actions.</p> <p><b>Consecutive targets:</b></p> <p><b>As of March 31, 2025:</b> Have completed an in-depth baseline study on the carbon</p>	<p>The development and implementation of the NFB's Green Plan will enable the organization to take concrete, effective steps to considerably reduce its GHG emissions, which will contribute to the Government of Canada's transition to net-zero emissions and its fight against climate change.</p> <p><b>Relevant targets or ambitions:</b> <b>CIF Ambition/Target:</b> Canadians reduce their greenhouse-gas emissions.</p> <p><b>CIF Indicator:</b> 13.1.1 Greenhouse-gas emissions</p> <p><b>GIF Target:</b> 13.2 Integrate climate change measures into national policies, strategies and planning.</p>

IMPLEMENTATION STRATEGY	DEPARTMENTAL ACTION	PERFORMANCE INDICATOR STARTING POINT TARGET	HOW THE DEPARTMENTAL ACTION CONTRIBUTES TO THE FSDS GOAL AND TARGETS AND, WHERE APPLICABLE, TO CANADA'S 2030 AGENDA NATIONAL STRATEGY AND SDGs
		<p>footprint of an NFB activity sector that has a large impact in terms of GHGs.</p> <p><b>As of March 31, 2026:</b> Have set a science-based GHG reduction target for the NFB activity sector that was the subject of the baseline study the year before.</p>	

SECTION 5

## Integrating Sustainable Development

The NFB will continue to ensure that its decision-making process includes consideration of FSDS goals and targets through its strategic environmental assessment process. A strategic environmental assessment of a proposed policy, plan or program analyzes its potential impacts on the environment, including on relevant FSDS goals and targets. The NFB conducted its most recent strategic environmental assessment on its 2022–2023 funding proposal, which was found to have no impacts on the environment. Indeed, by the very nature of the NFB’s mandate, the proposed policies, plans and programs that it submits for approval by a minister or by Cabinet seldom have major environmental effects, negative or positive.

Environmental considerations are nevertheless among the NFB’s horizontal priorities and are increasingly incorporated into its institutional planning documents. Thus the NFB’s 2021–2025 Technology Plan and its 2023–2025 Action Plan (under development) contain goals that will allow the NFB to reduce its environmental impact. This same concern is reflected in the NFB’s internal environmental policy (Green Plan), which the NFB is in the process of putting into place (for more details, see Goal 13). The Commissioner has sent all NFB staff a



communication about the development of this plan, to make them aware of this ambitious project and secure their buy-in. Through its Green Plan, the NFB intends to integrate sustainable development more closely into its operational processes.

To make decisions that support sustainable development, the NFB considers not only environmental factors, but social and economic factors as well. For more details on the statements of principle that guide the NFB's decisions regarding gender parity, equity, inclusion and relationships with Indigenous Peoples, see sections 2 and 4. In short, the NFB remains fully committed to incorporating considerations of sustainable development—environmental, social and economic—into its governance.