

Public Service Pride Network



Strategic Plan 2026-2028

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Introduction: A message from the Executive Director

Dear members of the Public Service Pride Network,

I am pleased to share with you the Public Service Pride Network's Strategic Plan covering 2026-2028. This plan arrives at a pivotal moment and reflects it.

Over the past eight years, we've grown from a grassroots initiative into an important voice and influence in the public service. As the government navigates a period of significant transition and organizational review, the PSPN remains a committed advocate for equity, diversity and inclusion. These are a source of strength and enrich our federal institutions. Along with reconciliation, anti-racism and accessibility, they make up the fourth of the 2025-2026 Corporate Priorities for the Government of Canada.

As the federal government focuses on productivity, building stronger institutions and prudent use of public funds, we all have an important role to play. The focus of our strategy and work is the 2SLGBTQIA+ community of public servants. Our strategy and work also connect to and support core government priorities: focus, simplification, accountability, attracting and retaining world-class talent, and continued progress in human rights and workplace well-being.

I am grateful for your commitment to this vision. Together, we are helping build a fairer, more representative public service that reflects the best of Canada.

Scott Cantin
Executive Director, Public Service Pride Network



Our Vision

The PSPN envisions a federal public service where all 2SLGBTQIA+ employees are included, safe, and have equal opportunities. We are a force for change to bring about an equitable workplace that actively supports the well-being and advancement of 2SLGBTQIA+ employees through policies, programs, and practice. Every 2SLGBTQIA+ employee should have the opportunity to thrive, contribute, and succeed in their career, in a culture of respect and belonging.

Our Mission

Our mission is to build a workplace where every employee is valued, respected, and empowered to contribute fully, so that the federal public service is a leader in inclusion and equity. To achieve this, we represent and empower 2SLGBTQIA+ employees through:

I. Strategic Advice and Consultation

We can act as a direct link between 2SLGBTQIA+ public servants and the policy, program or systems owner. By offering perspectives and guidance on policies and projects from the start, we encourage alignment with our community's needs and identities, and the government's legal and ethical obligations to advance equity across the public service.

Impact: Getting it right the first time saves the government time and money. As a trusted advisor, we help the government avoid costs of systems that do not work for everyone while upholding employee dignity.

II. Advocacy During Transitions: Equity in times of change

We advocate for fairness and equity, so 2SLGBTQIA+ employees are treated with the respect they deserve. We work with others to solve real problems and help make the public service somewhere every employee belongs.

Impact: We help strengthen the integrity of the public service by upholding the [Values and Ethics Code](#) that guides our work. By fostering a culture of respect, we contribute to a healthy, high-performing public service that continuously values its people.

III. Community Representation



We represent the perspectives of thousands of public servants across Canada and abroad. We draw on our members' experience to provide evidence-based insights, helping the public service identify gaps in equity.

Impact: Accurate representation identifies and removes barriers to participation. This creates a more effective workforce where every employee is positioned to deliver results for Canadians.

Who We Are

The Public Service Pride Network (PSPN) unites thousands of 2SLGBTQIA+ public servants and allies across over 95 federal organizations and missions abroad. While Pride initiatives in the public service date back decades, the PSPN began in 2018 as a small network of federal employees. The PSPN represents our members through advocacy; creates career and development opportunities; recognizes individual and team achievements; and is an important part of the federal public service's diversity, equity and inclusion activities. The Network is supported by micro-assignments, where staff are funded by their home organizations, usually for one-year periods.

Because 2SLGBTQIA+ employees have not yet been recognized as an equity-deserving group under the *Employment Equity Act*, we are limited in what questions we can ask our members. This directly impacts our ability to collect accurate data. Consequently, we draw on publicly available information about our communities' representation or experiences in the workplace; the results of the Public Service Employment Survey; and encourage members to share their experiences, in part, to improve our qualitative data. While these sources are valuable, they offer only a partial picture of our community's actual representation within the workforce. According to data from the Canadian Community Health Survey 2019 to 2021, approximately 1.3 million people in Canada reported being 2SLGBTQ+. Furthermore, according to the 2021 Census of Population, 100,815 people aged 15 years and older are transgender (59,460) or non-binary (41,355). Due to historical factors and contemporary discrimination, 2SLGBTQIA+ may not feel comfortable self-identifying in a workplace or government. We can reasonably expect these numbers to under-report the actual proportion of the population as a result.

Acknowledging this challenge, we affirm that the Canadian public service must be reflective of the diversity of the population that we serve. We will seek out partnerships and opportunities with organizations conducting research to close these gaps and better our understanding of 2SLGBTQIA+ communities and numbers in Canada.

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We use the 2SLGBTQIA+ acronym to be intentionally inclusive. We recognize that our members have multiple identities. They are women, gender-diverse, Black, Indigenous, racialized, neurodiverse, parents, caregivers, spouses, and people with disabilities. We celebrate this intersectionality and work collaboratively with other employee-led networks wherever possible to advance our common goals. We recognize that to achieve meaningful inclusion, we must put in the work to ensure our advocacy reflects the richness and complexity of our lived experiences.

Our Why

When our practices and systems work for everyone, the public service runs more efficiently. Focusing on these key areas allows us to simplify our work and get better results:

- **Community Building:** Convening virtual and in-person spaces for 2SLGBTQIA+ public servants and allies to exchange ideas, navigate career growth, and build networks. Creating a sense of community belonging.
- **Meaningful Connections:** Breaking isolation by building bridges and connections between communities, individuals, and a wide network of peers and mentors, providing support and resources where gaps exist.
- **Information Practices:** Proposing solutions for systems that do not permit or accommodate diverse identities (e.g. gender marker X) reduces administrative errors and eliminates redundant paperwork.
- **Inclusive Infrastructure:** Designing workplaces that are accessible and inclusive – including washrooms – removes physical barriers to productivity and ensures all employees can work with dignity and perform their duties to a high standard.
- **Streamlined Workings of Government:** Contributing to and consulting on best practices and policy to promote equitable employee experiences. Highlighting and proposing solutions to inadvertent or historical biases brings our employment experience in line with modern Canadian society.
- **Aligned and improved employee experiences:** Sharing opportunities for improvement identified by our members, saves time and energy currently wasted on "work-arounds," allowing us all to focus on better serving Canadians. The resulting equitable experience and access to systems supports employee well-being and retention.



Our Mandate for Action

The PSPN's strategy aligns with the Government of Canada's commitment to a modern, efficient, and inclusive public service. Our work directly supports the three core priorities articulated by the Clerk of the Privy Council: **Simplification, Focus, and Accountability.**

1. Delivering on Core Priorities

We support the Clerk's call for simplification, focus, and accountability. We have streamlined our approach to concentrate on where we have the most impact: identifying and advocating for the removal of administrative hurdles and simplification by proposing alternatives to duplicated or outdated processes.

We help the public service in its efforts to attract and develop talent, through our programs that develop future leaders and support career advancement. Our guidance helps the government meet its commitments.

As we move into 2026-2028, the PSPN is expanding its scope from raising awareness to supporting the practical integration of 2SLGBTQIA+ experience into government operations. We act as a partner and advisor to help departments and organizations put their values into practice, so that human rights, fairness, and safety are felt by every employee in their daily work.

2. Identifying Solutions

The 2021 report, [Emerging From the Purge](#), remains a foundational roadmap for driving meaningful change. The report highlights Pride Networks as a major strength for turning ideas into real-world change. We champion the report's recommendations by advising and helping federal organizations follow the report's 23 recommendations. By championing the voices of our community, we help the public service be a high-impact, inclusive and diverse public service with a focus on services to Canadians.

3. The Federal 2SLGBTQI+ Action Plan

The PSPN is recognized as a key partner in [Priority Area 6 of the Federal Action Plan: Embedding 2SLGBTQI+ issues in the work of the Government of Canada](#). We advocate for our community's needs and workplace goals, like fair healthcare and better data systems.



How We Do Our Work

The PSPN's impact is driven by the perspectives, expertise and dedication of our members. Our work is dynamic, balancing our national programs with agile responses to emerging issues affecting 2SLGBTQIA+ public servants. We deliver results through three primary modes of action: information sharing, partnerships and collaborations, and direct, constructive advocacy.

The PSPN Secretariat provides strategic leadership and continuity to the network. Its core functions include:

- **Program Design & Delivery:** We develop and pilot new initiatives while delivering signature events, including the Pride Mentoring Program, Public Service Pride Week and the Public Service Pride Awards. These programs help employees find support and connect with one another across the public service.
- **Strategic Communications:** We manage the network's digital presence across web and social media to keep members informed. By sharing clear and consistent information, we support our community and the public service as a whole.
- **Advisory Support:** We convene the 2SLGBTQIA+ Executive Network and collaborate with senior leaders. We convene departmental Pride leads through our Pride Network Chairs Committee. Our role is to listen to community voices, provide a perspective that helps decision-makers identify and address systemic barriers and identify opportunities for improvement and change.
- **Collaboration:** We partner with other equity-seeking employee networks to share common issues and find collective solutions that benefit the entire public service.

Activities and Programs

Public Service Pride Week

The annual Public Service Pride Week (PSPW) is a cornerstone of the federal government's commitment to 2SLGBTQIA+ inclusion. Designed to both educate and celebrate public servants across Canada and in missions abroad, PSPW has evolved into a vital platform for fostering a sense of belonging and driving systemic cultural change.

Each year, the PSPN sets a theme for PSPW to focus on important issues for our community.

- **2021: Intersectionality** – Recognizing the diverse and overlapping identities within the 2SLGBTQIA+ community.

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- **2022: Being Your Authentic Self at Work** – Focusing on psychological safety and individual empowerment.
- **2023: Taking Action to Create a More Inclusive Public Service** – Shifting from visibility to tangible, local improvements.
- **2024: Unity in Diversity** – Emphasizing the collective strength found in our differences and standing together against intolerance.
- **2025: Together, We Create Change** – Highlighting the power of partnership and our record-breaking reach involving 13,000 people across 120 organizations.

The theme for the 2026 PSPW is “**Everybody In!**”. It’s a call for total inclusion across the federal public service. It plays on the idea that while the journey of "coming out" is a personal one, the journey of "coming in" to a safe, supportive, and welcoming workplace belongs to all of us. This theme emphasizes that 2SLGBTQIA+ inclusion is an active process. From the most remote field stations to our busiest urban headquarters, we are helping create a public service where no one is left out and everyone is invited in.

Our biggest annual event, Public Service Pride Week is a visible, concrete way the government celebrates and supports diversity. By uplifting our community and offering learning opportunities, the week helps focus attention on 2SLGBTQIA+ workplace experiences. Our goal is to simplify how employees access these resources so that a sense of belonging is built into the workplace all year long.

Public Service Pride Awards

Created in 2021, the Annual [Public Service Pride Awards](#) celebrate the change makers, allies, and individuals who go above and beyond to make the federal public service a better place for 2SLGBTQIA+ employees. These awards recognize leadership in creating safe, respectful, and effective workplaces where everyone can show up authentically and succeed.

Agent of Change Award

An award for advocates and leaders who initiate and drive action to remove systemic barriers and advance the inclusion and integration of 2SLGBTQIA+ communities in the federal public service. This action-oriented individual is amplifying the voices of 2SLGBTQIA+ communities within their department/agency or across the federal family. Their actions will have led to a marked improvement in their workplace.

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Pride Network of the Year Award

An award to a department, agency or Crown corporation pride network that stood out this year for its work in advancing 2SLGBTQIA+ inclusion across their department or agency.

Workplace Pride Initiative of the Year Award

An award for a novel workplace policy, plan, event or activity that has demonstrated benefit for 2SLGBTQIA+ inclusion in the workplace.

Career Impact Award

An award that recognizes individuals who have made a lasting impact during their career. This individual's long-standing and active support of 2SLGBTQIA+ communities within the federal public service will have had substantial impact.

Department/Agency Award for Excellence in Pride Leadership

An award that celebrates a department, agency or Crown corporation which has demonstrated exceptional leadership in supporting 2SLGBTQIA+ employees. For example, this award could recognize a department or agency that has made meaningful improvements to internal processes and procedures relevant to 2SLGBTQIA+ communities, or that has implemented a series of initiatives of benefit to these communities.

Pride Mentoring Program

Launched in 2023, the [Pride Mentoring Program](#) creates opportunities for connection and development for 2SLGBTQIA+ mentors and mentees across the federal public service. The program promotes professional growth, a sense of belonging, and career confidence through one-on-one sessions, group mentoring, networking events, guidance for participants and job shadowing activities. In just four cycles, we have connected close to 300 public servants.

The program provides a safe space to navigate both professional milestones and the specific complexities of our community's lived experiences, including:

- **Identity at Work:** Navigating the journey of coming out or being out in a professional setting.
- **Overcoming Barriers:** Strategies for managing challenging environments, isolation, or discrimination.
- **Career Advancement:** Intentional career planning, professional development, and job shadowing.



The Pride Mentoring Program draws on the unique experience, perspectives and advice of our executive members. By connecting them with employees at all levels and stages of their careers, we help develop the future leaders of Canada's public service.

Digital Presence and Communications

PSPN's digital presence and communications keep our members and allies connected, informed, and supported across the country and in missions abroad. These channels are our primary means of resource sharing, community updates, and professional visibility:

- [The PSPN website](#): Our main public-facing platform, which raises visibility for our vision and mission and provides updates on programs, upcoming events, and available resources.
- [GCXchange Presence](#): Our internal, government-wide collaboration space where public servants can join or initiate discussions and access resources securely within the GC network.
- [LinkedIn](#): Our external professional networking platform, used to amplify the achievements of our members, promote upcoming events, and showcase the federal public service as an inclusive, modern employer of choice.

2SLGBTQIA+ Executive Network

In January 2022, the 2SLGBTQIA+ Executive Network was established to increase visibility, networking, and capture the insight of some of the most senior leaders in the public service. These dedicated executives contribute to members' professional development through dialogue, peer support, and mentoring.

Now with over 160 members, the network also supports the PSPN through consultation, advice and sharing their knowledge. These leaders play an important role as advocates and champions of 2SLGBTQIA+ priorities at the highest levels of the public service. The PSPN recognizes their contributions to the broader network, including their lived experience, and understanding of how things work and get done in government.

Brave Discussion Spaces and Community Coffee Chats

Brave Discussion Spaces – held in breakout rooms of twenty people, to allow for greater participation – cover a wide range of topics. This experience allows members of our communities to connect and share their experiences in an open and safe environment where they can be vulnerable and brave.

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Currently, community coffee chats are held for members of the Two-Spirit, transgender, non-binary and gender diverse (2STNBDG) community and for parents and family members seeking to support their 2STNBDG loved ones. These informal spaces give participants the opportunity to connect with one another and share knowledge, ideas and advice – especially valuable for those who may be the only community members in their workplace.

Building Community: PSPN Socials

The PSPN creates regular opportunities across Canada for employees to meet, make connections, share experiences and support one another in person. These social events contribute to a healthy workplace. They help reduce the isolation and lack of connection that some employees may feel in their regions and/or home teams. By bringing people together, we create informal opportunities for networking, career development, and professional growth. Above all, our socials provide a safe environment for our community to have fun and connect.

Advancing Workplace Dignity and Belonging

We advocate for a public service where respect and safety are the default and design. This means that administrative systems, physical infrastructure, and corporate policies reflect the dignity of all 2SLGBTQIA+ employees.

1. Promoting Fairness and a Modern Employee Experience

A successful public service is one where all 2SLGBTQIA+ employees can see a clear path for their future. We are working to ensure that from the day an employee is hired to the day they retire, fairness and equity are built into career progression. We provide managers with the practical tools and guidance they need to support diverse teams effectively. By providing career development and mentorship programs, our community has the opportunity to fully participate in the workplace and to lead.

This commitment to a respectful environment also extends to the symbols used in our workplaces. Organizations show their support by displaying the [Intersex-Inclusive Pride Flag](#), adopted as the official Pride flag for the federal public service. This flag celebrates the intersex community alongside all persons with diverse sexual orientations and gender expressions. To ensure consistency across the public service, Public Services and Procurement Canada maintains an inventory of these flags, making them easily available for all federal buildings and events.

2. Evidence-Based Advocacy and Data Collection

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To drive meaningful change, advocacy must be backed by clear, reliable data. The 2SLGBTQIA+ community advocates for and eagerly awaits formal designation as an equity-deserving group under a modernized Employment Equity Act (EEA). This will eventually standardize demographic data collection, and support evidence-based insights to inform current policy, hiring practices and address equity gaps.

Moving forward, the PSPN aims to establish dedicated capacity within the Secretariat focused on data collection that is safe, compliant, and respectful. Following the rules governing privacy and the use of data, this will help us collect qualitative and quantitative insights directly from our community. By transforming employee experiences into reliable data, we can provide senior leaders with the concrete evidence needed to justify system upgrades, policy updates, and targeted workplace investments.

3. Removing Barriers for Transgender, Non-Binary, and Gender-Diverse Employees

Out of date terminology and functions persist in some GC systems and are not suitable for users with diverse gender expressions or identities. One example of this is binary gender fields in travel, pay and other GC systems.

Our physical workspaces and infrastructure are too often inadequate to meet the needs of a diverse workforce, such as a lack of inclusive washroom facilities. These create risks to mental health and personal security. The cost of inaction is an environment where talented employees face impacts to their dignity, unnecessary hurdles to their productivity and threats to their safety.

- **Advocacy in Action:** By listening to and partnering with our community, we identify where we can help the public service simplify and improve the systems we use every day. We build on the lessons learned from recent work — such as the work on "X" gender markers in the Neo Travel and Expense System — to address remaining barriers. We are focused on digital tools that are efficient and respectful for everyone. Our approach is constructive and respectful, recognizing we are a network of public servants. While we propose solutions and highlight areas that would benefit from change, we do so in compliance with our duty of loyalty and in keeping with the [Values and Ethics Code for the Public Sector](#).
- **Inclusive Infrastructure:** We support a consistent, national approach to inclusive washrooms and changing facilities across the public service. This will enhance productivity and safety when employees can access facilities that reflect their identities



and dignity. We will continue to advocate for a public service where modern, accessible infrastructure is the standard, ensuring that every workplace is ready to support a diverse workforce from day one.

- **Standardizing Digital Communication** We support the broad implementation of modern communication standards across all digital tools including MS Teams, Outlook, and internal directories. We advocate for GC-wide standards that make features like pronoun fields a routine part of the user experience and profile. This approach simplifies interactions and ensures that our digital tools support a professional and respectful experience for everyone by default.

4. Strategic Partnerships for Progress

The PSPN Secretariat works with partners across the government to share ideas, find solutions, and maintain momentum on shared goals. Our main strategic partner in this work is a forum we convened in May 2025: the Pride Network Chairs Committee (PNCC) Working Group. The PNCC facilitates cross-government collaboration and is a space where:

- **Departmental networks connect**, so we aren't working in silos.
- **Common barriers are identified** giving us a clear view of workplace issues.
- **Leading practices are shared**, so members and teams don't have to reinvent the wheel.
- **Government-wide conversations happen**, reflecting different perspectives and creating a unified approach.

To learn and share lessons and successes beyond the federal family, we also collaborate with provincial, territorial, and municipal partners through our Intergovernmental Working Group. Through this partnership, we bring local, regional and federal perspectives to our respective efforts to create more equitable workplaces and cultures of belonging.

These partnerships support better-informed advocacy toward meeting the recommendations in the [Emerging From the Purge](#) report. Employee feedback is organized to inform our advice to senior leaders on where gaps and impediments to real change persist.

Through the PNCC in particular,, we identify issues and barriers raised by members, determine solutions and next steps, and track progress over time. The PNCC and our intergovernmental forums are strategic mechanisms which support cross-government teamwork and a focus on practical results.

5. Enhanced Governance and Decision-Making



The PSPN is entering its eighth year of existence and has grown to represent thousands of members. In order to remain representative and accountable to our members, we will enhance how decisions are made, including how we select our leaders.

In FY2026-27, we will explore and develop an enhanced governance structure that includes a Steering Committee, made up of executive and non-executive members. The committee will help decide on program activities, priorities, and the focus of our work. An open, fair, and transparent call for members will launch later in 2026 and include clear Terms of Reference. This will enhance network governance and aim to widen representation in decision-making and overall accountability.

The Steering Committee will also support a new approach to selecting the network's Executive Director, who will concurrently serve as the Steering Committee Chair. Going forward, the Executive Director and Steering Committee Chair position is rotational, typically for a term of two years.

The current Executive Director was selected by the previous Executive Director, the host department line manager of the Executive Director, and the host department's Deputy Minister. As the PSPN has expanded to represent thousands of members, its leadership selection process should evolve accordingly. A new selection process will bring greater transparency to choosing a leader. The process will be documented, merit-based, and designed to ensure fairness and accountability. It will include the following elements:

- An open call for expressions of interest across the Executive Network
- Clear selection criteria (e.g., prior involvement with PSPN, leadership experience, experience in anti-racism, equity, diversity, and inclusion, representation considerations)
- The Steering Committee will serve as the selection panel responsible for selecting the successful candidate
- A documented decision rationale shared with members

This enhanced approach will strengthen accountability, reinforce member confidence, and support more representative leadership for the network.

Conclusion: A Legacy of Fairness, A Future of Excellence

As the federal public service evolves, the PSPN remains an essential partner. We assist in building a workplace that remains modern and efficient by design while being responsive to the diverse needs, talents and perspectives of our many thousands of members.



Our 2026-2028 Strategic Plan focuses on influencing lasting solutions and collaborating across organizations to build modern systems that work for everyone. Together, we are helping to create a more representative and high-performing public service for all Canadians.

