



Anti-racism, Equity, Diversity, Inclusion and Justice Strategy & Action Plan 2023-2026

Second Annual Progress Report

2026

Table of Contents

| | |
|--|----|
| Acknowledgements | 3 |
| Executive Summary | 4 |
| Introduction | 5 |
| Reporting Against our AEDIJ Goals | 6 |
| Strong Foundations | 6 |
| Background..... | 6 |
| Year 2 Benchmarks | 6 |
| Progress Assessment | 7 |
| Future Outlook..... | 8 |
| People and Culture | 10 |
| Background..... | 10 |
| Year 2 Benchmarks..... | 11 |
| Progress Assessment..... | 11 |
| Future Outlook..... | 13 |
| Align and connect | 15 |
| Background..... | 15 |
| Year 2 Benchmarks..... | 15 |
| Progress Assessment..... | 16 |
| Looking Forward..... | 18 |
| Listen and engage | 20 |
| Background..... | 20 |
| Year 2 Benchmarks..... | 20 |
| Progress Assessment | 21 |
| Moving Forward | 23 |
| Conclusion | 25 |

Acknowledgements

This second annual report on Cooperation Canada’s progress against its Anti-Racism, Equity, Diversity, Inclusion and Justice (AEDIJ) Strategy and Action Plan reflects our ongoing commitment to equity and justice—both within our organization and across Canada’s international cooperation sector.

We extend our sincere thanks to the members of the AEDIJ Committee for their time, care and thoughtful contributions to this report. Your leadership and insight continue to shape our collective learning and guide our efforts to advance AEDIJ in meaningful and measurable ways.

Committee members supporting this year’s report include Emmanuel Galleguillos-Côté, Paul Farran, Shannon Kindornay, Marie Mailhot, Olga Ndione, Andy Ouedraogo and Samantha Searle.

We also thank the entire Cooperation Canada team, along with our members and partners, for their commitment to embedding anti-racism, equity, justice, diversity and inclusion in their work. This report is a testament to our shared vision: building a sector that not only upholds these values but puts them into action.

Executive Summary

Cooperation Canada's Anti-Racism, Equity, Diversity, Inclusion and Justice (AEDIJ) Strategy and Action Plan sets a three-year path (2023–2026) to embed AEDIJ across our operations and influence. Grounded in solidarity, social justice and continuous learning, this second annual report (September 2024–August 2025) shows movement from commitment to practice—while naming the work that remains.

Year 2 Highlights

- **Strong Foundations:** AEDIJ remained embedded in organizational planning and performance. Policy work continued however progress was slower than anticipated. Team dialogue and learning deepened, with ongoing attention to shared leadership and accountability across the organization.
- **People and Culture:** Onboarding, flexible work practices and career development processes were strengthened to better reflect AEDIJ commitments. Continued work is underway to improve data systems and reduce barriers to equitable advancement for equity-deserving groups.
- **Align and Connect:** Monitoring and risk processes more consistently integrated AEDIJ and convening practices continued to apply inclusive design and evaluation. Public accountability advanced through clearer communication of commitments and sustained attention to accessibility, with additional inclusive-language supports in development.
- **Listen and Engage:** Reconciliation commitments were embedded in governance and practice, with visible Indigenous leadership in programming and strengthened community relationships; this work continues with humility and intention. Standards for bold, values-driven communications were implemented and collaboration with Global Affairs Canada and sector partners to advance equity remained active. Work to systematize procurement monitoring and encourage staff volunteerism will be further developed.

Overall Progress: Year 2 consolidated AEDIJ across planning, people practices, measurement and partnerships—reinforcing that equity is both a strategic priority and a daily practice. Priorities for the coming year include completing sequenced policy updates, strengthening HR and procurement data and monitoring, supporting staff capacity through targeted training and advancing a reconciliation roadmap that sustains reciprocal relationships across our work.

Introduction

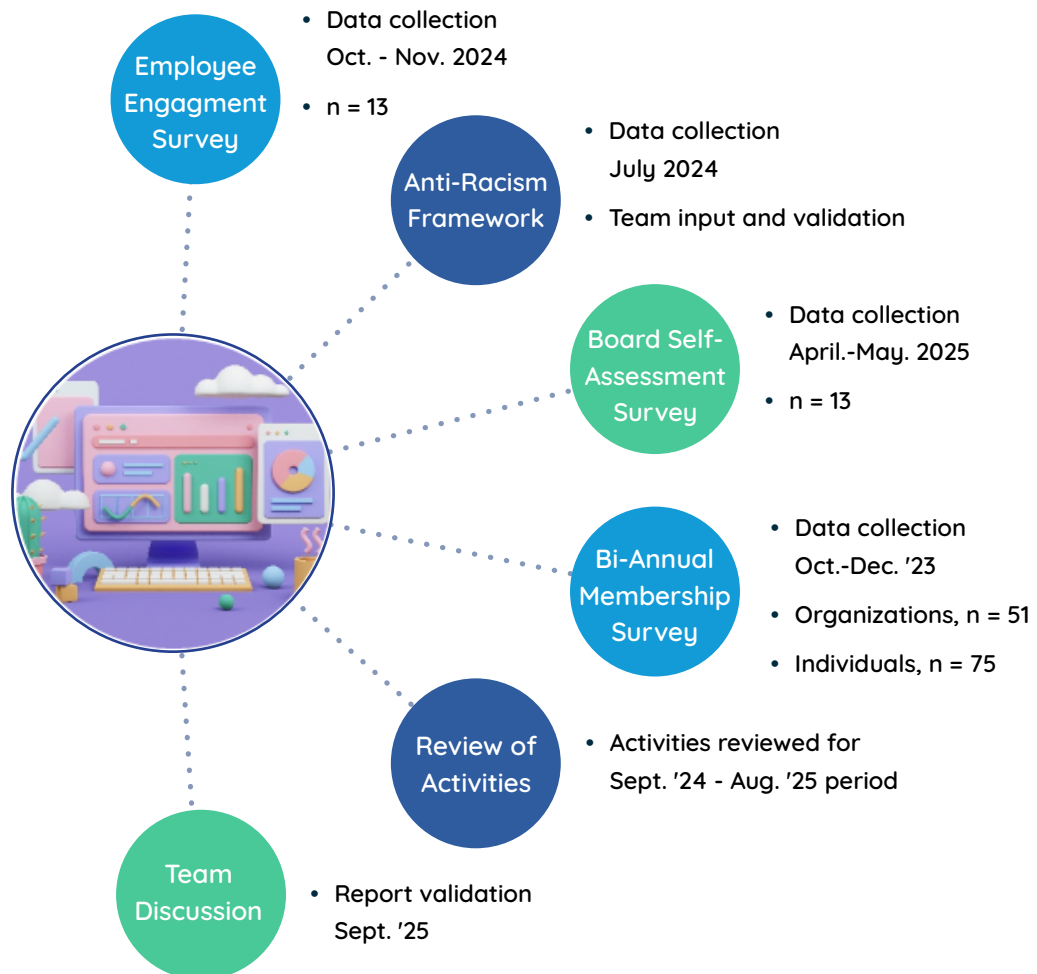
In September 2023, Cooperation Canada launched its three-year **Anti-Racism, Equity, Diversity, Inclusion and Justice Strategy and Action Plan (2023-2026)**. The strategy, grounded in the findings of an organizational equity assessment and the **Global Diversity, Equity and Inclusion (DEI) Benchmarks**, serves as a roadmap for embedding Anti-racism, equity, diversity, inclusion and justice (AEDIJ) principles across every facet of our work—from internal governance and team culture to sector-wide engagement, communications and advocacy.

This second annual progress report¹ outlines the strides we’ve made, the challenges we’ve encountered and the priorities we will continue to pursue as part of our ongoing commitment to building a more inclusive and equitable international cooperation sector in Canada.

The AEDIJ Strategy and Action Plan is rooted in the values of solidarity, social justice and continuous learning. Its vision is to support a culture at Cooperation Canada—and across the broader sector—that actively advances AEDIJ. Through clearly defined goals, annual benchmarks and shared accountability, the strategy helps guide our operational decisions, our public voice and how we show up in partnership with others.

This second progress report was developed by Cooperation Canada’s AEDIJ Committee, drawing on a range of internal and external data sources to reflect a holistic view of our efforts.

Figure 1. Data Informing the Second Annual Report on Cooperation Canada’s Progress Against its Anti-Racism, Equity, Diversity, Inclusion and Justice Strategy and Action Plan



¹ The first annual progress report can be found here: <https://cooperation.ca/our-commitments/>.

Reporting Against our AEDIJ Goals

Cooperation Canada's AEDIJ Strategy and Action Plan is structured around four core goals, each aligned with the Global Diversity, Equity and Inclusion Benchmarks. These goals serve as the foundation for measuring progress and guiding action across the organization. The four goals are:

- **Strong foundations:** Goal 1 - Structures, policies and accountable leadership drive AEDIJ at Cooperation Canada.
- **People and culture:** Goal 2 - Cooperation Canada is a caring employer that fosters a sense of belonging among diverse staff.
- **Align and connect:** Goal 3 - Cooperation Canada's AEDIJ efforts are advanced through evidence-based decision making, clear communications and learning.
- **Listen and engage:** Goal 4 - Cooperation Canada advances AEDIJ through its efforts to promote a fairer, safer and more sustainable world.

This report assesses progress made in Year 2 against each of these goals, based on the benchmarks and metrics set out in the strategy. It highlights achievements, identifies challenges and outlines key areas for continued focus. Each section includes a summary of activities, a snapshot of progress against planned benchmarks and an overview of the next steps as we continue to deepen our commitment to AEDIJ across all areas of our work.

Strong Foundations

Background

The Strategy and Action Plan remains Cooperation Canada's first comprehensive roadmap for embedding AEDIJ across the organization. In its inaugural year, attention was placed on setting the stage, aligning goals, identifying gaps and creating structures for accountability. By Year 2, the emphasis shifted toward embedding these commitments into day-to-day operations, ensuring they are not only aspirational but also measurable and actionable.

Rather than focusing solely on vision-setting, this year's efforts centered on strengthening organizational culture, deepening staff engagement and building leadership capacity. This work acknowledges that advancing AEDIJ requires ongoing investment, consistent leadership and collective responsibility at every level of the organization.

The outcomes pursued under Goal 1 remain unchanged:

- Leaders who are competent, accountable and visible champions of AEDIJ.
- Staff who take ownership of AEDIJ as a core aspect of organizational culture.
- A workforce equipped to navigate AEDIJ-related challenges and conflicts.
- Recognition of Cooperation Canada as a sector leader and AEDIJ champion.

Year 2 Benchmarks

Year 2 benchmarks for Goal 1 focused on integration, learning and accountability:

1. Ongoing implementation of AEDIJ in organizational planning, work plans and performance reviews.
2. Identification and review of priority policies to align with AEDIJ.

3. Implementation of the AEDIJ competency learning plan.
4. Review and update of AEDIJ team discussions and community guidelines.

Cooperation Canada’s commitment to building a culture that centers AEDIJ in leadership accountability and team member actions is evidenced through intentional policy integration, structural improvements and, crucially, through the feedback provided by members and staff.

Table 1. Progress on Year 2 Benchmarks for Strong Foundations

| | Benchmarks | Progress |
|---|---|---------------|
| 1 | Ongoing integration of AEDIJ into organizational goals, work plans and performance reviews. | Fully met |
| 2 | Identification and revision of priority policies to align with AEDIJ commitments. | Partially met |
| 3 | Implementation of the AEDIJ learning plan to address competency gaps. | Fully met |
| 4 | Review and adaptation of approaches to AEDIJ team discussions and evergreen community guidelines. | Fully met |

In terms of progress on the benchmarks, AEDIJ objectives were fully embedded into organizational planning processes and individual performance reviews, ensuring that AEDIJ competencies are now a routine part of staff assessment and accountability. Cooperation Canada’s advancement in terms of policy updates was only partially met. Policies identified for alignment included those pertaining to harassment, recruitment, hybrid work and governance. While five policies were updated in Year 1, only three additional policies (community guidelines, health and safety policy suite and the harassment policy) were reviewed or developed and updated in 2024–2025. No additional policies were prioritized for immediate revision.

Staff engaged in competency-building through individualized learning goals. Data shows that 23 staff identified AEDIJ competencies and priorities, with 25 staff participating in related activities such as workshops and reflection circles. The Employee Engagement Survey confirmed that 69% of staff reported an increase in their AEDIJ capacity, a modest improvement from 67% in the previous year.

AEDIJ remained a regular feature of team dialogue, with 18 discussions held this year (compared to 19 in 2023–2024). The evergreen community guidelines were reviewed and updated in February ahead of planning week, reaffirming shared norms for participation.

Progress Assessment

Table 2 provides a snapshot of Cooperation Canada’s progress against the metrics on Goal 1. Perceptions by staff and members suggest that AEDIJ is widely recognized as an essential organizational priority. Staff and members expressed confidence in leadership’s commitment to fostering equitable practices and inclusive spaces. Notably, the 2023 membership survey showed that 87% of members view Cooperation Canada as a leader in AEDIJ. The 2024 Employee Engagement Survey revealed marginal declines in team perceptions of key indicators in this area, in the context of lower staff engagement, with only 13 out of 21 responses and an overall decrease on key indicators. Eighty-five percent (85%) of staff agree that organizational efforts create a welcoming environment for

Perceptions by staff and members suggest that AEDIJ is widely recognized as an essential organizational priority.

all. Additionally, 77% of staff find their leaders trustworthy, citing their commitment to equity and inclusion as key indicators. Staff also rated Cooperation Canada’s integration of racial justice within its operations and activities at 3 out of 5, a downward shift over the previous reporting period.

While Cooperation Canada’s commitment to AEDIJ is clear, survey data highlights areas for improvement. For instance, while 92% of staff feel valued within an inclusive environment, up from the previous year, only 54% agreed there is open and honest communication within the organization (down from 67% in the previous year), signaling room for more transparent dialogue and increased communication. During the reporting year, managerial staff at Cooperation Canada were trained on how to manage difficult conversations in a culturally sensitive manner and the team underwent an exercise to examine commitments and actions towards Reconciliation following the resignation of an Indigenous Board member. This included a session without senior leadership to ensure a safe and open space for dialogue and communication, as well as a follow-up session looking toward next steps, with all teammates.

While 92% of staff feel valued within an inclusive environment, up from the previous year, only 54% agreed there is open and honest communication within the organization

Following feedback from Year 1 implementation, significant efforts were taken to promote shared leadership and accountabilities for progress on advancing AEDIJ. Each team further embedded specific deliverables into annual planning, career development pathways and quarter planning and reflection processes.

Future Outlook

| | |
|------------------------------|---|
| Year 3 Benchmarks | AEDIJ learning approach assessed, revised to meet needs and continued rollout. |
| | All policies and procedures reviewed to align with AEDIJ strategy. |
| | Quantitative and qualitative AEDIJ targets and next steps developed and refined based on improved data collection and employee engagement. |
| | Review AEDIJ committee mandate, progress and identify next steps. |

As Cooperation Canada reflects on the successes and lessons of 2024–2025, the organization is poised to deepen implementation by expanding team capacity and reinforcing shared responsibility for results across all teams. A newly formed policy review sub-group of the AEDIJ Committee will prioritize and sequence policy updates, beginning with alignment to the renewed Leaders’ Pledge on the Prevention of Sexual Misconduct and Abuse. To strengthen care and competency in equity-centred conversations, the team will participate in facilitation for psychological wellbeing training in November 2025. In parallel, Cooperation Canada will begin discussion on overall progress on AEDIJ and work with the team to identify next steps following the final year of Strategy and Plan. Year 3 progress and efforts will be revisited at annual planning next year, where the team will assess what is working, identify where responsibilities or approaches may need to shift and continue embedding AEDIJ as an everyday, shared practice.

Table 2. Goal 1: Structures, Policies and Accountable Leadership Drive AEDIJ at Cooperation Canada

| Metrics | 2024-2025 Data | 2023-2024 Data | Source |
|---|----------------|-----------------------|------------------------------------|
| Outcome 1: Competent and accountable leaders champion AEDIJ through all aspects of Cooperation Canada’s work | | | |
| % of staff who agree that their leaders are trustworthy, citing equitable and inclusive treatment | 77% | 80% | Employee Engagement Survey |
| % of staff who agree their manager has the capacity to advance AEDIJ | 77% | 80% | Employee Engagement Survey |
| % of staff who agree leadership makes an effort to create a space that is welcoming for all | 85% | 87% | Employee Engagement Survey |
| # of policies reviewed and updated | 3 | 5 | Review of policies ² |
| % of policies reviewed and updated | | | |
| Outcome 2: Staff have ownership over AEDIJ efforts and agree that AEDIJ is a core aspect of organizational culture | | | |
| % of staff who agree Cooperation Canada values diversity | 92% | 87% | Employee Engagement Survey |
| % of staff who agree there is open and honest communication at Cooperation Canada | 54% | 67% | Employee Engagement Survey |
| Existence of operational policies and practices that include explicit reference to anti-racist principles and consultation with BIPOC groups to inform these policies and practices | YES | YES | Anti-Racist Cooperation Survey |
| # of AEDIJ committee meetings held | 15 | 1 | Meeting Schedule |
| # of AEDIJ committee initiatives ongoing/completed | 6 | 1 ³ | Meeting Minutes |
| Outcome 3: Staff and leaders are competent in resolving AEDIJ related challenges and conflicts | | | |
| % of staff who indicate an increase in their capacity to promote AEDIJ year on year | 69% | 67% | Employee Engagement Survey |
| # of staff that have identified AEDIJ competencies/learning priorities | 23 | 23 ⁴ | Capacity development tracking tool |
| # and % of staff participating in AEDIJ competency learning activities | 25, 100% | 23, ⁵ 100% | Registration data, multiple events |
| # of AEDIJ discussions held with team | 18 | 19 | Meeting Schedule |

2 Community Guidelines, Harassment, Discrimination and Workplace Violence Policy, Hybrid Work Guidelines, Travel Policy, Cooperation Canada Board Nominations Guidelines.

3 First annual report.

4 In year one, this data was obtained from a manager survey using jotform.

5 All staff have participated in at least one training.

| Metrics | 2024-2025 Data | 2023-2024 Data | Source |
|---|------------------------|----------------|--------------------------------|
| Outcome 4: Cooperation Canada is known for its leadership as an AEDIJ champion | | | |
| % of members who agree Cooperation Canada is demonstrating leadership on AEDIJ | 87%⁶ | 87% | Membership Survey |
| Cooperation Canada staff rating our organization's current overall integration of racial justice within our operations and activities | 3/5 | 4/5 | Anti-Racist Cooperation Survey |

People and Culture

Background

The second goal of the 2023–2026 AEDIJ Strategy focuses on people and Culture, with the aim of positioning Cooperation Canada as a caring employer that fosters a strong sense of belonging among its diverse staff. The goal recognizes that all staff have a responsibility to advance AEDIJ, including by contributing to an inclusive work culture. Targeted outcomes under this goal include:

- Diverse employees hold positions at all levels of Cooperation Canada.
- Intentional and supported career development across the organization.
- Data driven recruitment and retention effort.
- Maintenance of a flexible work environment.

Those outcomes inform the composition of the workforce itself. As of August 31, 2025, Cooperation Canada employed 25 full-time term or indeterminate employees, compared to 24 in the previous year. While the broader administrative count sometimes includes hosted program-based staff, interns and co-op placements, these positions are excluded from this report since they are temporary in nature.

The organization experienced ongoing staffing transitions through Year 2. Over the year, seven staff departed (four permanent employees, one co-op student, one intern and one staff member on a 12-month parental leave) and eight new staff joined (four permanent and two term employees, one intern and one co-op student). Cooperation Canada aims to provide the same attention to AEDIJ in its hiring, onboarding, offboarding and on-the-job training to all people joining or leaving the organization, regardless of their employment status.

The six new indeterminate and term employees make up 24% of the current workforce, a slight decrease compared to Year 1, when new staff represented 28%. Among these new hires, two joined the management team (33%) and all were in unionized positions. As in 2023 and 2024, three employees have remained with the organization for more than five years, representing 12% of the current workforce. This highlights a small but steady core of long-tenured staff, including two managerial and one non-managerial position.

Finally, the workforce experienced a transition year with the implementation of a fixed hybrid work model, requiring staff members to work in person twice a week on fixed days in the office. Other environmental factors, such as the Canadian political context or the ongoing armed conflicts around the globe, also contributed to renewed challenges for people within the organization and the sector at large, regarding commitments to advanced AEDIJ.

6 The membership survey is conducted bi-annually. This data is from 2023-2024. The next round of data collection will occur in 2025-2026.

Year 2 Benchmarks

In the area of people and culture, Year 2 benchmarks focused on building on the updates to processes and systems carried out in Year 1. This included efforts to:

- Further refine the recruitment processes to remove bias and communicate the organization’s AEDIJ commitments.
- Keep updating onboarding and offboarding to include AEDIJ Considerations.
- Systematize methods for engaging staff on advancement opportunities and career development.
- Ongoing implementation of the organization’s work location arrangements.

Table 3 provides an overview of progress against the benchmarks. Cooperation Canada updated onboarding and offboarding processes including AEDIJ considerations (for example AEDIJ questions in exit interviews), made enhancements to the organization’s internal guide for new employees and adopted more robust documentation and engagement on the organization’s AEDIJ commitments as part of onboarding processes.

As outlined under Goal 1, efforts under the first benchmark related to recruitment are still partially met. Cooperation Canada’s system for managing recruitments and staff does not fully enable the kind of data collection that the organization envisions to drive changes in recruitment processes and employee experience more generally (particularly in terms of understanding the needs of and engagement trends concerning equity-seeking communities). Further efforts will still be needed to fully meet this benchmark, particularly around data collection and dissemination of recruitment processes to diverse communities.

Some areas remain in progress or unchanged. Recruitment and HR software (BambooHR) is not yet fully aligned with organizational data collection needs or the AEDIJ strategy. Diversity data in recruitment and leadership roles remains unavailable due to system limitations.

Table 3. Progress on Year 2 Benchmarks for People and Culture

| | Benchmarks | Progress |
|---|--|---------------|
| 1 | Tools, procedures and systems established that enable data collection and equitable recruitment. | Partially met |
| 2 | Consolidated review of offboarding data and identification of priorities to improve employee experience. | Partially met |
| 3 | Ongoing staff engagement in advancement opportunities and career development. | Fully met |
| 4 | Implementation of work location arrangements. | Fully met |

Progress Assessment

Over Year 2, significant progress was made in several areas of people and culture, particularly around onboarding and offboarding, staff engagement, organizational culture and workforce growth. With Cooperation Canada’s workforce being unionized, the ratification and socialization of the 2024–2028 collective agreement provided an important opportunity to strengthen relationships between labour and management.

All five new staff members (100%) participated in AEDIJ onboarding, ensuring consistency in values alignment. Exit interviews were conducted with six departing staff, each of which included AEDIJ-related discussions, maintaining a 100% completion rate for this measure. The turnover rate

Ongoing monitoring and analysis of the recruitment and selection process would generate deeper insights into the organization’s progress.

remained at the three-year mark. By the end of Year 2, 11 employees (38% of the workforce) had more than three years of seniority. This critical volume, in conjunction with the turnover data, led to the implementation of structured exit interviews. Four participated, representing a 36% completion rate and their recommendations have been shared with management to inform Year 3 planning. Ongoing monitoring and analysis of the recruitment and selection process would generate deeper insights into the organization's progress. This should include systematic tracking of applicant pool diversity, an examination of shortlisting and selection patterns to identify and address potential barriers and an assessment of how hiring decisions affect team composition across the organization. Such analysis would enable more accurate measurement of outcomes, highlight areas requiring attention and inform evidence-based adjustments to strengthen organizational practices and advance long-term equity and inclusion goals.

On the policy front, the Hybrid Work Guidelines were implemented and staff members were consulted after 6 months to assess implementation, allowing further organizational reflection on work flexibility and employee value proposition. The policy and program pertaining to prevention of workplace violence, discrimination and harassment was revised, while reviews of hiring practices and job classifications were also advanced, including eight compensation and classification revisions. Results from the Employee Engagement Survey (EES), while limited in terms of representation this year with a lower participation rate (13 of 21 staff), still offered valuable insights: 92% of staff agreed they had the flexibility to balance work and personal needs, 69% felt their manager regularly discussed career growth and 62% believed they had opportunities for growth in their current role.

However, only 54% felt they could develop to their full potential and just 46% agreed that staff from all backgrounds had equitable opportunities for advancement—a 20% decline from 2023. More concerning, only half of respondents indicated that Cooperation Canada is a safe and supportive workplace for BIPOC (Black, Indigenous and People of Colour), representing a 23% decrease from the previous year.

This data is accompanied by a strong consensus on the importance of transparent communication, psychological safety and honesty, particularly as the organizational management model evolves toward a more structured hierarchy with the introduction of middle management. This shift is aligned with the organization's objective to establish clearer career paths and expand internal opportunities for professional growth. As a result, Cooperation Canada also updated its Employee Engagement Plan to carry out a more intentional, transparent approach to staff engagement and organizational culture brokerage.

There is a strong consensus on the importance of transparent communication, psychological safety and honesty, particularly as the organizational management model evolves toward a more structured hierarchy with the introduction of middle management.

Co-designed and developed with staff, the plan aims to mitigate risks and opportunities identified through the EES, onboarding survey and the hybrid work consultation held in late 2024. Specifically, the plan addresses ongoing concerns regarding process accountability, mission alignment across activities and workload management. As noted below, additional efforts were also made to boost capacities and competencies related to advancing AEDIJ through collective and individual professional development opportunities. A matrix was also developed to better track and monitor progress in this area.

Cooperation Canada signed up to the 50-30 Challenge in 2023, which commits the organization to ensuring at least 50% woman and/or gender diverse individuals in leadership positions at organizational and Board levels and 30% representation for members of other equity-deserving groups, including those who identify as racialized, black and/or people of colour, people with disabilities, 2SLGBTQ+ and/or gender and sexually diverse individuals and Aboriginal and/or Indigenous Peoples.

One area of setback was the low participation rate in the Demographic Survey, which rendered the data inconclusive for Year 2. As such, the organization is unable to report on its 50-30 Challenge commitments at the staff level in

this report. In response, the AEDIJ Committee revisited the survey design, clarifying intent, purpose and data use, to encourage stronger engagement in Year 3. Staff members are inputting on the questions and the survey will be administered with results showcased in the Year 3 AEDIJ report.

At the governance level, the 2025 Board Self-Assessment survey showed that:

- 82% identify as women (9 of 11 respondents) and 18% as men (2 of 11 respondents);
- 58% (7 of 12 respondents) identified as Black or Person of Colour, 8% (1 of 12 respondents) identified as First Nations, Métis or Inuk (Inuit) and 33% (4 of 12 respondents) identified as white; and
- No Board member (13 respondents) identified as having a disability while one Board member (8%) identified as 2SLGBTQ+ and/or gender and sexually diverse.

Future Outlook

Year 3 Benchmarks

Establish and implement regularized review of hiring practices and job classification and compensation to address inequities.

Metrics and targets for recruitment, advancement and retention developed based on data collection in recruitment, employee engagement and offboarding.

In Year 3 of the 2023–2026 AEDIJ Strategy and Action Plan, the focus will be on consolidating workforce growth, strengthening retention and embedding further equity across all HR processes, in alignment with new legal requirements in Ontario. Building on Year 2 progress, the organization will establish and implement a regularized review of hiring practices and job classifications to identify and address inequities, ensuring alignment with AEDIJ commitments and the 50-30 Challenge targets for leadership and Board representation.

Recruitment, onboarding and career development processes will be refined to emphasize inclusivity and transparency, with metrics and targets for recruitment, advancement and retention developed based on data collected through recruitment tracking, employee engagement surveys and structured exit interviews. The new website will be an opportunity to permanently communicate all AEDIJ-related recruitment and selection provisions and practices that Cooperation Canada is proud to follow.

The 2025 Employee Engagement Plan will guide efforts to foster an always stronger sense of belonging, psychological safety and equitable opportunity, addressing Year 2 gaps in staff perceptions of advancement potential and workplace support. By leveraging data-driven insights and embedding continuous monitoring and evaluation into HR practices, Year 3 will aim to create a more inclusive, fair and supportive organizational culture, ensuring that all staff have equitable opportunities to thrive and develop their careers at Cooperation Canada.

The 2025 Employee Engagement Plan will guide efforts to foster an always stronger sense of belonging, psychological safety and equitable opportunity,

Moving forward, staff members have expressed interest in seeing clearer impact measurements of the time, resources and effort invested in people and culture initiatives, programs and processes. This reflects a positive shift, as employees are not only engaging with these initiatives but also seeking to understand their outcomes and value. Demonstrating tangible results will be particularly important as the organization enters the final year of the current plan, providing an opportunity to further showcase impact, evaluate effectiveness and identify lessons that can inform future priorities.

Table 4. Goal 2: Cooperation Canada Is a Caring Employer That Fosters a Sense of Belonging Among Diverse Staff

| Metrics | Data 2024-2025 | 2023-2024 Data | Source |
|---|----------------|----------------|--------------------------------|
| Outcome 1: Diverse employees hold positions at all levels of Cooperation Canada | | | |
| # and % of new staff that participate in AEDIJ onboarding | 6/100% | 6/100% | BambooHR |
| % of diverse staff in management positions at Cooperation Canada <ul style="list-style-type: none"> Identify as woman or non-binary | n/a | 80% | Employee Engagement Survey |
| % of diverse staff in management positions at Cooperation Canada <ul style="list-style-type: none"> Identify as woman or non-binary Identify as BIPOC | n/a | 40% | Employee Engagement Survey |
| % of diverse Directors on Cooperation Canada's Board of Directors (as per 50-30 challenge) <ul style="list-style-type: none"> Identify as woman or non-binary | 82% | 82% | Board Self-Assessment Survey |
| % of diverse Directors on Cooperation Canada's Board of Directors (as per 50-30 challenge) <ul style="list-style-type: none"> Identify as BIPOC | 67% | 66% | Board Self-Assessment Survey |
| Existence of hiring or recruitment policies and practices that include explicit reference to anti-racist principles | Yes | Yes | Anti-Racist Cooperation Survey |
| Outcome 2: Career development is intentional and supported across the organization | | | |
| % of staff who believe that people from all backgrounds and with a range of identities have equitable opportunities to advance their careers at Cooperation Canada | 46% | 73% | Employee Engagement Survey |
| % of employees that indicate their immediate manager regularly discusses their development and career growth with them | 69% | 80% | Employee Engagement +-Survey |
| % of staff who believe that they have the opportunity for growth and development in my current role | 62% | 47% | Employee Engagement Survey |
| % of staff who believe Cooperation Canada provides opportunities for them to develop to their full potential | 54% | 60% | Employee Engagement Survey |
| Outcome 3: Recruitment and retention efforts are data driven | | | |
| Recruitment and human resource software meets organizational data collection needs aligned with AEDIJ strategy | No | No | Review of software |

| Metrics | Data 2024-2025 | 2023-2024 Data | Source |
|---|----------------|----------------|---|
| # and % of exiting staff for whom their exit interview includes a discussion of AEDIJ experiences | 6/100% | 1/100% | Review of exit interviews |
| # of reviews of hiring practices, job classifications and compensation | 8 ⁷ | 1 ⁸ | Collective Agreement Bargaining/Internal Review of Activity |
| % of diverse and underrepresented applicants in Cooperation | n/a | n/a | BambooHR ⁹ |
| Outcome 4: Maintenance of a flexible work environment | | | |
| Work location policy developed | Yes | Yes | Review of activities |
| % of employees that agree their workplace provides them with the flexibility they need to meet their needs at home and work | 92% | 93% | Employee Engagement Survey |

Align and connect

Background

Cooperation Canada is continuing to build and refine the systems and practices needed to ensure that AEDIJ efforts are grounded in evidence, supported by inclusive and accessible communications and informed by continuous learning across the organization.

In Year 2 of implementation, the focus under this pillar has shifted from laying initial groundwork to reinforcing and operationalizing the systems that help us monitor progress, embed AEDIJ in our planning cycles and communicate commitments more transparently—both internally and externally. This includes expanding AEDIJ data tracking, improving staff training and engagement strategies, strengthening digital accessibility and enhancing public accountability through more visible communications of our commitments and progress.

- Cooperation Canada’s efforts in this area are focused on the following outcomes:
- AEDIJ efforts are evidence based, monitored and transparently reported on a regular basis.
- Staff and leaders are responsible for advancing AEDIJ and competent in resolving AEDIJ related challenges and conflicts.
- Cooperation Canada is known for its leadership as an AEDIJ champion.
- AEDIJ an essential element of internal and external capacity development activities and programming.

Year 2 Benchmarks

In its second year of implementation, Cooperation Canada focused on consolidating internal systems and processes to ensure that AEDIJ efforts are grounded in evidence and reflected in all areas of organizational planning, communication and learning. Year 2 benchmarks are outlined in the strategy and tracked in Table 5 below.

7 Given the transitional period of the organization noted above, a largely number of roles were reviewed as team members moved into new positions and new positions were created in the organization.

8 The review and negotiation of Cooperation Canada’s Collective Agreement was considered as one review during Year 1 reporting.

9 As noted, Cooperation Canada’s current system for managing recruitment and employees currently does not enable data collection for this metric. The system will be adjusted to capture voluntary data collection in Year 3.

Table 5. Progress on Year 2 Benchmarks for Align and Connect

| | Benchmarks | Progress |
|---|---|-----------|
| 1 | Ongoing implementation of AEDIJ through organization’s goal-based planning framework, work plans and performance reviews | Fully met |
| 2 | Ongoing monitoring and evaluation of AEDIJ goals, integrated across organizational activities, including risk assessments | Fully met |
| 3 | Development of inclusive language resource and training plan for Cooperation Canada members | Fully met |
| 4 | AEDIJ information up to date and readily available on the Cooperation Canada website | Fully met |

Progress across the four benchmarks reflects a continued focus on strengthening organizational systems to support evidence-based AEDIJ practices. AEDIJ continues to be integrated into annual and quarterly team planning processes and a matrix and monitoring plan to track Cooperation Canada’s overall performance against the strategy has been developed. Cooperation Canada presents AEDIJ related risks to its Board of Directors annual through its risk registrar, which also includes provisions for monitoring and mitigating risks.

Inclusive language training has yet to be incorporated into the onboarding process for new staff joining the Cooperation Canada team. While the initial training session was only conducted once in a group, all new staff are now required to review the training as part of their onboarding. Cooperation Canada also created a simple inclusive writing guide to support the team. While staff as well as Cooperation Canada members have had the opportunity to learn inclusive writing in the past, there are no recurring trainings happening to continue this work. In the year to come, resources on communications that incorporate AEDIJ principles will be shared with members, including an ethical storytelling resource that is currently in development. In partnership with Future of Good, Cooperation Canada also contributed to a conversation on ethical storytelling.

On the website, the “Our Commitments” page is continuously updated to transparently showcase Cooperation Canada’s commitments to principles and standards. While Cooperation Canada provides detailed information on its AEDIJ commitments in all job postings, one area for improvement is ensuring this information is always readily available on the website (rather than embedded in individual job postings). Cooperation Canada will be adding this to the website when it is redesigned during Year 3.

Progress Assessment

Since last year’s reporting period, Cooperation Canada has moved from recognizing the need for better data systems to implementing a structured approach to support evidence-based AEDIJ efforts. A new system for quarterly and annual data updates has been developed through internal consultation, with clear roles, data sources and responsibilities now assigned. This system—outlined in the updated matrix—lays the foundation for more systematic monitoring and evaluation of AEDIJ goals, addressing the previously identified gap around the need for further investment in data collection and use.

Cooperation Canada has moved from recognizing the need for better data systems to implementing a structured approach to support evidence-based AEDIJ efforts.

In the space of convening and events, AEDIJ integration remains a consistent practice in planning, content development, participant data collection and evaluation. As was the case last year, systems exist for disaggregated race-related data collection and for incorporating AEDIJ considerations into event evaluations and planning tools. However, the previously noted challenge of rolling up data and outcomes from individual events into an

organization-wide monitoring system persists. While progress has been made in consistently gathering information on accessibility needs and accommodations, the ability to analyze and apply these data in a strategic way has not advanced, partly due to staff transitions within the events team.

Cooperation Canada has also advanced its approach to tracking progress on AEDIJ goals across teams. Last year, we noted the need to identify appropriate systems for monitoring each team's contributions. This year, AEDIJ goals have been integrated into team-level annual planning with check-ins during quarterly planning. This positions the organization to more effectively assess each team's contributions to the strategy, creating a more consistent mechanism for reflection and accountability.

Regarding outcomes related to staff competencies and capacities—which appear across the first two goals of the Strategy and Action Plan—Cooperation Canada continued to build on its prior investments. Last year's self-directed learning tool from QuakeLab has been complemented this year by new all-staff wellness training and conflict and difficult conversation training for managers. In addition, a staff-wide session was held to help team members identify AEDIJ competencies relevant to their roles, led by two members of the AEDIJ Committee. To support this, a new matrix was developed to track professional development goals across the team, with an indication of which are AEDIJ-specific. These developments reflect a deepening of both individual and collective capacity-building efforts, building directly on the foundations laid in the previous reporting period. The team identified the need to build capacities for facilitation approaches that promote psychological safety as a learning objective in Year 1. During Year 2, a consultant was secured to deliver this training, however it will occur in Year 3 of the plan. The training was shifted to create space for team engagement around Cooperation Canada's efforts towards reconciliation, which included two sessions lead by Bridge Building Group.

Beyond the efforts already noted above, Cooperation Canada carried out additional activities in support of its commitments to AEDIJ in communications and programming. Cooperation Canada undertook proactive communications, advocacy and knowledge-sharing activities with explicit anti-racist objectives. For the second year in a row, the organization ran a Black History Month campaign to celebrate Black Changemakers, Innovators and Disruptors Shaping Canada's International Cooperation Sector, amplifying their contributions and stories. These efforts were complemented by sector-wide knowledge-sharing initiatives, such as webinars and collaborative discussions, to advance anti-racist practices and foster greater equity and inclusion within global development cooperation. During the month of June, for National Indigenous History Month, a series of social media posts were developed focusing on the organization's steps towards reconciliation, reflection and the sharing of resources. This campaign allowed a public opportunity for transparency and discussion, contributing to the organization's reconciliation journey.

Cooperation Canada's Year 1 benchmark for bold communications standards was not met last year but now has been fully met. Additionally, ethical storytelling methods have been identified as a new priority. An ethical storytelling resource is in the process of being developed following a session during the International Cooperation Futures Forum in 2024 that provided a learning opportunity on this topic to Cooperation Canada members and beyond.

Cooperation Canada's Anti-Racist Cooperation (ARC) Hub program formally concluded during the reporting period. However, the organization continues to advance work on anti-racism and shifting power in international cooperation, as well as ongoing work to support the prevention of sexual exploitation, abuse and harassment (PSEAH) through new government funding. Importantly, efforts began during this reporting period to renew and revise Cooperation Canada's Leaders' Pledge to advance PSEAH, including efforts to include intersectional approaches and promote ambitious leadership across the sector.

For the second year in a row, Cooperation Canada ran a Black History Month campaign to celebrate Black Changemakers, Innovators and Disruptors Shaping Canada's International Cooperation Sector, amplifying their contributions and stories.

Looking Forward

Year 3 Benchmarks

Reporting on AEDIJ is regular and shows consistent improvements on meeting goals.

Development and implementation of collective organizational risk assessments.

Inclusive language guidelines and expectations clear to all staff.

Inclusive language training opportunities available to Cooperation Canada members.

Looking forward, Cooperation Canada will continue to strengthen systems for integrating AEDIJ into programming, monitoring and learning. There is an opportunity to further expand AEDIJ-related governance and operational policies available to the public on the 'Commitments Page' and to strengthen systems to consolidate data, monitor progress on AEDIJ goals and inform future planning. Finally, Cooperation Canada will seek to enhance staff and member learning opportunities to advance AEDIJ. Within the next year, Cooperation Canada's website will be completely redesigned and migrated to a new system. Ahead of choosing a firm to collaborate with, clear accessibility and inclusion goals have been laid out that need to be incorporated into the design. The redesign will include user accessibility features to help with website navigation, along with revised language on multiple pages that will clearly reflect AEDIJ principles.

Table 6. Goal 3: Cooperation Canada's AEDIJ efforts are advanced through evidence based decision making, clear communications and learning

| Metrics | 2024-2025 Data | 2023-2024 Data | Source |
|---|------------------------|------------------------|------------------------|
| Outcome 1: Diverse employees hold positions at all levels of Cooperation Canada | | | |
| Annual risk assessment template updated to systematically include AEDIJ | Yes | Yes | Annual Risk Assessment |
| Outcome 2: Career development is intentional and supported across the organization | | | |
| # of Cooperation Canada teams that have identified AEDIJ goals | 7 | 7 | Annual plan |
| # of Cooperation Canada teams monitoring their implementation of AEDIJ goals | | 6, 100% | Quarterly planning |
| # and % of staff that have identified AEDIJ competencies / learning priorities | 11, 52% ¹⁰ | 22, 100% ¹¹ | PD Tracking Matrix |
| # and % of staff participating in AEDIJ competency learning activities | 27, ¹² 100% | 23, ¹³ 100% | Review of activities |

¹⁰ Data as of April/May 2025. Note that team transitions and growth occurred following. This data point captures 21 team members at the time of entry.

¹¹ Previous Data Source: Manager survey, Jotform.

¹² All staff have participated in at least one training.

¹³ All staff have participated in at least one training, including temporary staff from May-August 2025 (interns/co-op students).

| Metrics | 2024-2025 Data | 2023-2024 Data | Source |
|---|---------------------------------------|-------------------------------------|--|
| # and % of staff trained on inclusive language | n/a ¹⁴ | 13, 57% | Training has not been repeated- will now be part of the onboarding process |
| % of staff who agree their manager has the capacity to advance AEDIJ | 77% | 80% | Employee Engagement Survey |
| % of staff who indicate an increase in their capacity to promote AEDIJ year on year | 69% | 67% | Employee Engagement Survey |
| Professional development and/or training specifically in anti-racism required for staff, volunteers, or consultants engaged by your organization in communications, fundraising and/or stakeholder engagement roles | Yes | Yes | Anti-Racist Cooperation Survey |
| Outcome 3: Recruitment and retention efforts are data driven | | | |
| # and % of individuals from member organizations trained on inclusive language | n/a ¹⁵ | 0 | |
| # of reviews and revisions to information on Cooperation Canada's website regarding AEDIJ efforts | 8 | 2 | Website |
| Organization has undertaken proactive communications, advocacy, or knowledge-sharing activities for which there was (an) explicit anti-racist objective(s) | Yes | Yes | Anti-Racist Cooperation Survey |
| Website accessibility tools | Yes | Yes | Website, UserWay |
| Website Accessibility Index | 93% | 93% | UserWay |
| Outcome 4: Maintenance of a flexible work environment | | | |
| # and % of training and events that incorporate data collection to support and inform AEDIJ activities (identify characteristics of participants, narrative reporting to funders on the focus of trainings) | 85.71%, 30 of 35 events ¹⁶ | 92 %, 50 of 54 events ¹⁷ | Registration forms (Zoom, Jotform, GlueUp) |
| Organization currently collects and analyzes disaggregated race-related data for program participants | Yes | Yes | Anti-Racist Cooperation Survey |
| Organizational policies or procedures that guide your project or program development practices include explicit reference to anti-racism and anti-racist guidelines | No ¹⁸ | No | Anti-Racist Cooperation Survey |

14 Recently added to onboarding for all new staff.

15 Cooperation Canada pivoted to produce an Ethical Storytelling Guide in Year 2 and had a session on this topic at the 2024 International Cooperation Futures Forum as well as during a Communications Working Group meeting. While the sessions were highly attended, we do not have exact data on the number of participants across the sessions.

16 Data for 4081 participants.

17 Data for 2336 participants.

18 Cooperation Canada does not have formal policies and procedures for project and program development. While all team members are expected to incorporate AEDIJ considerations into the activities they lead, there is no formal guidance at this time.

Listen and engage

Background

Cooperation Canada is committed to advancing AEDIJ through its efforts to promote a fairer, safer and more sustainable world. This means harnessing and intentionally integrating AEDIJ into the organization's work with members, non-members, other coalitions, government departments, elected officials, international partners and community engagement. Under this goal, Cooperation Canada's commitments emphasize deliberate, measurable progress through actions aimed at advancing reconciliation and Indigenous rights, ensuring inclusive spaces for dialogue and learning and strengthening opportunities to advance quality in collaboration with partners like Global Affairs Canada (GAC). The metrics of success for this goal highlight a multifaceted approach: enhancing internal capacity, engaging external partners and adopting systems that promote equity and inclusion. Efforts in this area are focused on the following outcomes:

- Cooperation Canada is known for its leadership as an AEDIJ champion.
- Cooperation Canada has meaningful relationships and partnerships with Indigenous Peoples that support advancement towards reconciliation.
- Cooperation Canada contributes to the advancement of AEDIJ in its community.
- Cooperation Canada and its membership support equitable procurement.
- Cooperation Canada and Global Affairs Canada work collaboratively to advance equity in international cooperation.

Year 2 Benchmarks

Table 7 provides an overview of progress against the Year 2 benchmarks at a glance. From September 2024 to August 2025, Cooperation Canada advanced this pillar across relationships, standards and engagement. We assessed our efforts to build relationships with Indigenous partners as fully met over the period—while acknowledging this work is ongoing and never complete. Illustrative actions over the period include Indigenous protocols and programming at the Futures Forum, community relationship-building (discussed further below), board governance learning and repair processes facilitated with Indigenous partners,

team reflection on collective efforts to advance Reconciliation and deepening relationships with Indigenous service providers. We also embedded Reconciliation commitments into Cooperation Canada's revised Code of Ethics and delivered training to the sector on Indigenous ethics. Support for staff to volunteer was partially met as the pilot provision of staff leave for volunteering and tracking came online during the period, however no volunteer leaves were requested. Bold communications standards were finalized and rolled out (fully met), while procurement monitoring and public reporting did not progress to implementation (not met). We fully met commitments to share practices with members (including the ratified Code of Ethics and process to renew the Leaders' Pledge on Prevention of Sexual Misconduct and Abuse) and to sustain dialogue with Global Affairs Canada on localization, equity and decolonization.

Cooperation Canada embedded Reconciliation commitments into Cooperation Canada's revised Code of Ethics and delivered training to the sector on Indigenous ethics.

Table 7. Progress on Year 2 Benchmarks for Listen and Engage

| | Benchmarks | Progress |
|---|---|---------------|
| 1 | Ongoing relationship development and engagement with Indigenous communities and organizations to identify opportunities and entry points for engagement | Partially met |
| 2 | Staff continue to be supported to volunteer in their community | Partially Met |
| 3 | Implementation of communication standards to publicly respond to injustice and advance AEDIJ from local to international levels | Fully Met |
| 4 | Public reporting on findings from procurement monitoring and preparation for strategic member engagement | Not Met |
| 5 | Cooperation Canada shares practices and experience in advancing AEDIJ with members, including through working groups | Fully Met |
| 6 | Dialogue/engagement with Global Affairs Canada on localization, power shift or other agreed priority that advances equity in international cooperation | Fully Met |

Progress Assessment

Progress on this benchmark has been supported through initiatives that created meaningful opportunities for Indigenous perspectives and leadership to shape sector dialogue. At the October 2024 Futures Forum, a key theme included Shifting Power Dynamics: Emphasis was placed on localization, feminist leadership, anti-racism and reconciliation within international cooperation. The forum included seven sessions and activities featuring Indigenous perspectives, including an opening with Elder Vince Kicknosway and the Niigaan Izhichigewin Maamawi session inviting deep listening to teachings and perspectives of Indigenous speakers on futures for international cooperation. Cooperation Canada also developed a dedicated Indigenous protocols guide for the Futures Forum. Community relationships deepened through collaboration with Colleen Gray and Minwaashin Lodge (live painting, panel participation, closing ceremony and a charity auction), an IDW film screening and painting unveiling where the auction result was announced, a follow-up staff visit to Minwaashin in April 2025 and staff participation in Red Dress Day at Ottawa City Hall where Minwaashin Lodge and Executive Director Mary Daoust were honoured. Relationship-building also advanced with Kitigan Zibi First Nation—an initial leadership visit was followed by a staff and Board retreat hosted by the community, focused on learning through storytelling and traditional crafts. These were positive step and more can be done to continue growing and building a reciprocal relationship with Kitigan Zibi First Nation. In parallel, procurement from Indigenous service providers increased, reflecting a shift to embed reconciliation in day-to-day resourcing. Cooperation Canada also supported the Métis National Global Summit in February 2025. Hosting the C7 provided further opportunities to work alongside Indigenous leaders, both through the C7 Steering Committee and the C7 Summit itself, which occurred in April 2025.

While Cooperation Canada has made significant advancements in building relationships with Indigenous peoples, we have assessed the benchmark as partially met given the departure of an Indigenous representative from Cooperation Canada’s Board of Directors in September 2024. Since then, the organization has undertaken steps to reflect and begin a healing journey. On governance, this has included: discussions between the representative and Board leadership; an extended reflection discussion with the Board of Directors, facilitated by an external Indigenous facilitator from Bridge Building Group; new steps to support the on-boarding process for new Board members, included a new Buddy system and more

While Cooperation Canada has made significant advancements in building relationships with Indigenous peoples, we have assessed the benchmark as partially met given the departure of an Indigenous representative from Cooperation Canada’s Board of Directors in September 2024.

thorough on-boarding discussions with new Board members; and efforts to build Board capacity around Indigenous governance, including through a collaboration with SevGen Consulting Inc. and upcoming training with the Board of Directors, which will later be offered across the Cooperation Canada membership and sector. Looking ahead, it will be important for Cooperation Canada to continue strengthening its approach by ensuring that responses to such situations are transparent, inclusive and grounded in dialogue from the outset, internally with the organization and with the communities harmed.

One staff member made use of volunteer leave during the reporting period, which explains our rationale for assessing the benchmark on volunteerism as partially met. We expect to see progress on this benchmark in the coming year. Members of Cooperation Canada's social committee have noted the possibility of identifying opportunities that all staff could join under this initiative.

Cooperation Canada took steps to ensure that it is equipped with bold communication standards to publicly respond to injustice, with the standards rolled out for implementation across the organization. This serves as a guide for decision-making consistency on public positions to enable Cooperation Canada to better publicly respond to injustice and advance AEDIJ. It focusses on issues related to who we are, what we stand for, where our members stand and where key external stakeholders stand. It further empowers Cooperation Canada to more holistically consider ethical issues, all aimed at better informing how Cooperation Canada should act.

Accordingly, Cooperation Canada made significant efforts to maintain bold communications standards throughout the year, notably with the C7 Communique and reaction statements to the G7 Summit and Ministerial meetings. Moreover, a number of statements and publications on international assistance were issued, as well as reactions to the Africa Strategy, USAID cuts and dismantling and the ongoing conflicts and atrocities in Gaza, Haiti and Sudan. Furthermore, statements and op-eds were published in light of global financing for development efforts, calling for global solidarity and justice in accessing finance.

Cooperation Canada also made progress in terms of sharing practices and experience in advancing AEDIJ with members, notably with the ratification of a revised Code of Ethics in January 2025. The Code is a voluntary, self-regulating framework that sets a standard for ethical practices within the international cooperation sector. It is an aspirational document with a primary objective to enhance the impact of international cooperation initiatives and bolster trust among collaborators by promoting greater transparency and accountability among its signatories. The revised Code of Ethics incorporates changes that more squarely reflect Cooperation Canada's AEDIJ commitments, a revision to its core principles focused on human rights, justice and decolonization, cooperation and solidarity, sustainability, protection and accountability.

In 2018, Cooperation Canada worked across the sector to launch the Leaders' Pledge on Preventing and Addressing Sexual Misconduct and Abuse. Over the reporting period, the organization initiated a renewal process for the Pledge, to reinvigorate senior level commitment and accountability towards PSEAH and ensure commitments were grounded in good practice, the latest international standards and intersectional approaches. In February 2025, a new Steering Committee was established to lead these efforts and significant sector consultations ensured, resulting in the renewed Leaders' Pledge launched in October 2025.

Cooperation Canada held working group sessions dedicated to advancing AEDIJ in international cooperation as well:

- Two Indigenous Rights and Reconciliation Working Group meetings;
- One Communications Working Group including a session dedicated to ethical storytelling;
- While Cooperation Canada's Human Resources Working Group regularly discusses issues related to AEDIJ, one session was held focused on reconciliation on June 26, 2025.

Cooperation Canada further engaged with Global Affairs Canada (GAC) on advancing equity in international cooperation. Through the C7 process, Cooperation Canada engaged systematically with GAC to strengthen civic space during Canada's presidency of the G7. Efforts also aimed at broadening the spectrum and ensuring the

inclusion of a diverse set of voices from within Canada and globally in devising the C7 Communique, especially on issues related to economic justice, climate justice, humanitarian needs, gender equality and human rights. This included eight Civil7 working group meetings and one global consultation.

During the reporting period, Cooperation Canada also advocated for strong Canadian leadership and action in response to conflict, suffering and major shifts in international development cooperation. In its regular dialogues with GAC, Cooperation Canada continues to support efforts towards reconciliation through the Civil Society Policy Advisory Group (CPAG). Working with the Co-Chairs from VIDEA and GAC, the CPAG continues to include Indigenous knowledge keepers and Elders in CPAG activities and prioritize meaningful land honourings and facilitation approaches rooted in relational ways of working.

Cooperation Canada contributed to the Organisation for Economic Co-operation and Development's Development Assistance Committee peer review of Canada, including through coordination of sector inputs and feedback focused on enhancing inclusion, intersectional feminism and equity in Canada's approach to the delivery of international cooperation. Cooperation Canada also hosted its annual dialogue with GAC on the prevention of sexual exploitation, abuse and harassment in June 2025 which included robust discussions on sector progress and how GAC can help advance this work.

Beyond Cooperation Canada's engagement with GAC, the organization plays an active role in Imagine Canada's Fair Funding for Non-Profits coalition, which focuses on improving federal government funding to the non-profit sector with an important focus on equitable employment and treatment of non-profit partners.

Moving Forward



- Development of a roadmap to support Cooperation Canada's commitment to reconciliation and Indigenous rights.
- Adherence to standards for bold communications to publicly respond to injustice and advance AEDIJ from local to international levels.
- Procurement lessons documented and members socialized on values-driven approaches to procurement.
- Membership marketing updated to reflect Cooperation Canada's championing of equity commitments.
- Staff continue to be supported to volunteer in their community.
- Dialogue/engagement with Global Affairs Canada on localization, power shift or other agreed priority that advances equity in international cooperation.
- Cooperation Canada is known for its leadership as an AEDIJ champion.

In Year 3, Cooperation Canada will deepen its leadership role by advancing reconciliation, equity and justice in both organizational practice and international cooperation. A central priority is the development of a roadmap that affirms the organization's commitment to reconciliation and Indigenous rights, ensuring that this commitment is embedded in all areas of its work. Existing initiatives represent important steps in strengthening relationships and identifying entry points for engagement. The roadmap will enable the organization to more systematically

Through the C7, aimed at broadening the spectrum and ensuring the inclusion of a diverse set of voices from within Canada and globally in devising the C7 Communique, especially on issues related to economic justice, climate justice, humanitarian needs, gender equality and human rights.

embed this work across the organization, building on the foundations created across teams in the organization, including the trainings and learning opportunities delivered by Cooperation Canada’s sector capacity strengthening efforts.

Cooperation Canada will continue to advance bold, values-driven communications and advance efforts to integrate Cooperation Canada’s equity commitments into membership-related materials. Members will also be consulted on Cooperation Canada’s efforts in the upcoming bi-annual member survey (2025-2026). Noting limited progress on advancing procurement commitments, Cooperation Canada will prioritize procurement reform, documenting lessons learned and engaging members in values-based approaches that highlight ethical and equitable procurement practices.

Staff remain at the heart of this vision, with continued support for employee volunteerism, recognizing that their contributions to community action enhance Cooperation Canada’s collective impact.

During the next reporting period, Cooperation Canada will launch a comprehensive, nine-month training program offering a series of practical, action-oriented courses related to PSEAH, anti-racism in cooperation, intersectional feminism, locally led development and humanitarian action and the triple nexus. The training program aims to strengthen individual, organizational and sector capacity to build a fairer, safer and more sustainable world in a time of deep disruption and injustice.

A central priority is the development of a roadmap that affirms the organization’s commitment to reconciliation and Indigenous rights, ensuring that this commitment is embedded in all areas of its work.

Table 8. Goal 4: cooperation Canada advances AEDIJ through its efforts to promote a fairer, safer and more sustainable world

| Metrics | Data 2024-2025 | Data 2023-2024 | Source |
|--|-------------------|----------------|--------------------------------|
| Outcome 1: Cooperation Canada is known for its leadership as an AEDIJ champion | | | |
| % of members who agree Cooperation Canada is demonstrating leadership on AEDIJ | 87% ¹⁹ | 87% | Membership survey |
| Organization has undertaken proactive communications, advocacy, or knowledge-sharing activities for which there was (an) explicit anti-racist objective(s) | Yes | Yes | Anti-Racist Cooperation Survey |
| Outcome 2: Cooperation Canada has meaningful relationships and partnerships with Indigenous Peoples that support advancement towards reconciliation | | | |
| Review of equity and reconciliation-oriented commitments embedded in the revised Code of Ethics | n/a | 1 | Review of activities |
| Creation of roadmap to support Cooperation Canada’s commitment to reconciliation and Indigenous rights | n/a | n/a | To be completed in year 3 |
| Review of progress on developing relationships with Indigenous organizations and communities | 1 | 1 | Review of activities |

19 Previous reporting cycle data (2023-2024). The next member survey is in 2025-2026.

| Metrics | Data 2024-2025 | Data 2023-2024 | Source |
|--|----------------|-------------------|-------------------------------------|
| Outcome 3: Cooperation Canada contributes to the advancement of AEDIJ in its community | | | |
| # of working group sessions dedicated to advancing AEDIJ in international cooperation | 4 | 14 | Working Group meeting minutes |
| # of staff participating in volunteering in their community | 1 | n/a ²⁰ | Bamboo HR |
| Communication standards developed | 1 | 0 | Review of activities |
| Outcome 4: Cooperation Canada and its membership support equitable procurements | | | |
| # of discussions on equitable procurement at the Cooperation Canada Chief Financial Officer Working Group | 0 | 0 | Meeting minutes |
| Outcome 5: Cooperation Canada and Global Affairs Canada work collaboratively to advance equity in international cooperation | | | |
| # of dialogues or engagements with Global Affairs Canada that advance equity in international cooperation | 1921 | 922 | Meeting minutes, event descriptions |

Conclusion

Cooperation Canada has continued to make meaningful progress in integrating AEDIJ principles into its operations, policies and culture over the past year. Year 2 was marked by steady movement from planning to practice—strengthening systems for accountability, deepening learning and engagement across teams and translating commitments into visible actions across programs and partnerships.

While the organization has made important strides, challenges remain in ensuring that AEDIJ is consistently embedded across all levels of decision-making, improving data and monitoring systems and sustaining progress on equitable policies and practices. These areas will continue to guide targeted action and learning in Year 3.

The AEDIJ Committee will draw on the findings of this report to inform its next workplan, prioritizing implementation of the policy-review roadmap, strengthening monitoring tools and supporting the organization’s collective reflection on the next iteration of the Strategy and Action Plan.

As Cooperation Canada moves forward, we reaffirm our commitment to humility, accountability and collaboration in this ongoing journey. Together—with our staff, members and partners—we will continue to advance a culture of equity, reconciliation and justice within our organization and across Canada’s international cooperation sector.

20 Data will be collected in next reporting period.

21 Key events captured include: International Cooperation Futures Forum, counted as one engagement here, but should be noted that GAC participated throughout the event, which included over 25 sessions, the majority of which touched on equity issues in the sector; C7 Summit; annual dialogue with GAC on PSEAH, CPAG plenary meetings (3), formal events with the sector (2) and sub-group meetings in which Cooperation Canada participated (3), engagements on the OECD-DAC peer review of Canada (2); engagement in the CFO WG/Co-Chairs (1); Partner Advisory Group and related sub-group meetings (2); IDW Film Screening and reception; Advisory Committee on Mapping and Strengthening the International Cooperation Sector (2).

22 Key events are captured here including official dialogues, CPAG plenary meetings and formal consultations. Regularly occurring meetings between Cooperation Canada and GAC for planning purposes or as part of mechanisms such as the Partner Advisory Group are not included.



Contact Cooperation Canada

123 Slater Street, Suite 800
Ottawa, Ontario, K1P 5G4
613-241-7007

For additional information on Cooperation Canada: info@cooperation.ca

Cooperation Canada Charitable Registration: #12971 6866 RR0001

Land Acknowledgement

Cooperation Canada acknowledges the historical and ongoing oppression and colonization of all Indigenous Peoples, cultures, and lands in what we now know as Canada. The land on which Cooperation Canada's office is located is the traditional unceded territory of the Algonquin Anishnaabe People. We believe that social justice in Canada and globally depends on reconciliation with all Indigenous peoples, including the First Nations, Métis, and Inuit peoples, who are the original guardians of the land we are grateful to be sharing.

All rights reserved.

© Cooperation Canada 2026

www.cooperation.ca

