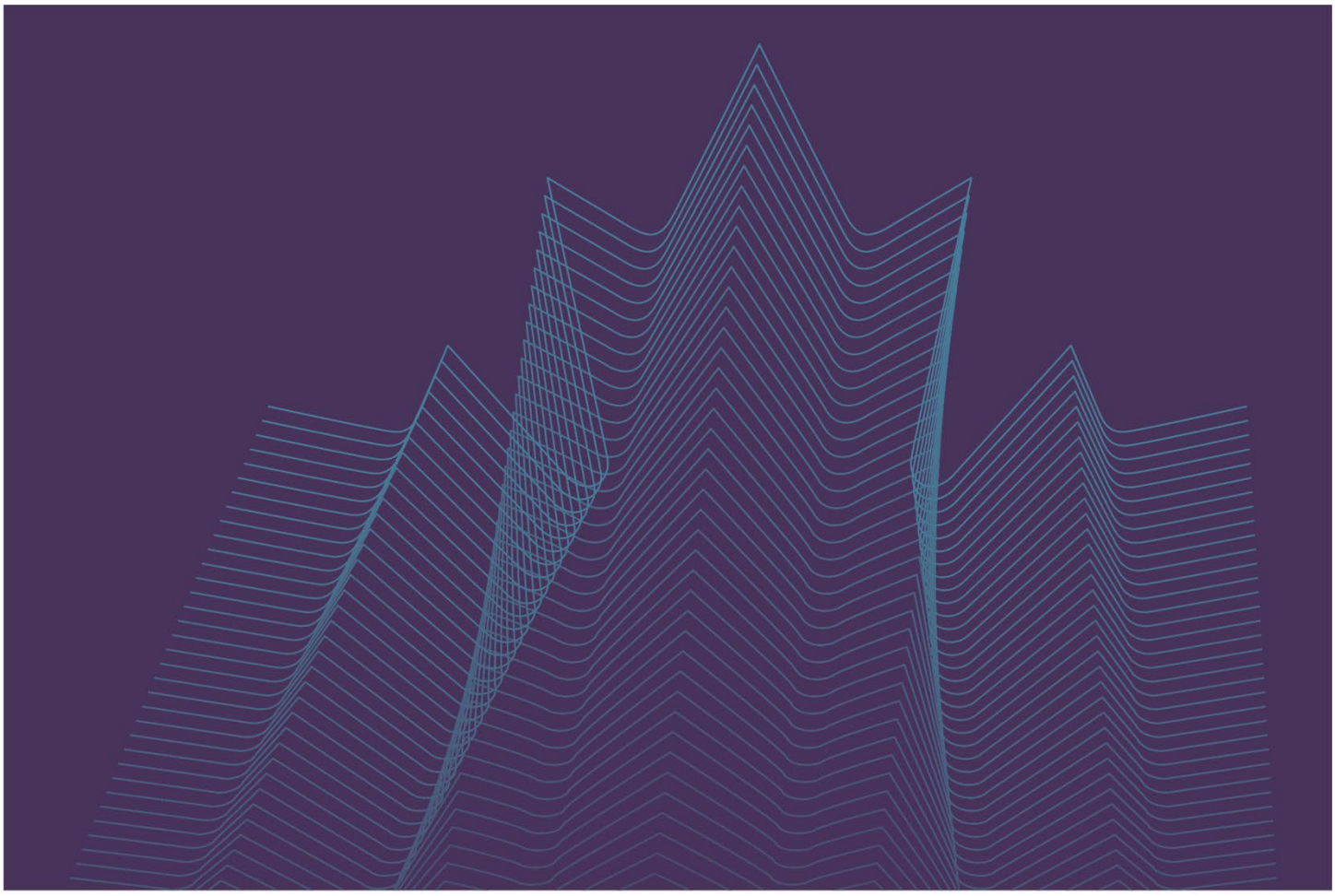
Canada School of Public Service | École de la fonction publique du Canada

Financial Statements (Unaudited)

For the year ended March 31, 2026



Canada

Statement of Management Responsibility Including Internal Control Over Financial Reporting

Responsibility for the integrity and objectivity of the accompanying financial statements for the year ended March 31, 2026, and all information contained in these financial statements rests with the management of the Canada School of Public Service (the School). These financial statements have been prepared by management using the Government of Canada's accounting policies, which are based on Canadian public sector accounting standards.

Management is responsible for the integrity and objectivity of the information in these financial statements. Some of the information in the financial statements is based on management's best estimates and judgment and gives due consideration to materiality. To fulfill its accounting and reporting responsibilities, management maintains a set of accounts that provides a centralized record of the School's financial transactions. Financial information submitted in the preparation of the Public Accounts of Canada and included in the School's Departmental Results Report, is consistent with these financial statements.

Management is also responsible for maintaining an effective system of internal control over financial reporting (ICFR) designed to provide reasonable assurance that financial information is reliable, that assets are safeguarded and that transactions are properly authorized and recorded in accordance with the *Financial Administration Act*, the *Canada School of Public Service Act* and other applicable legislation, regulations, authorities and policies.

Management seeks to ensure the objectivity and integrity of data in its financial statements through careful selection, training and development of qualified staff; through organizational arrangements that provide appropriate divisions of responsibility; through communication programs aimed at ensuring that regulations, policies, standards, and managerial authorities are understood throughout the School and through conducting an annual risk-based assessment of the effectiveness of the system of ICFR.

The system of ICFR is designed to mitigate risks to a reasonable level based on an ongoing process to identify key risks, to assess effectiveness of associated key controls, and to make any necessary adjustments. A risk-based assessment of the system of ICFR for the year ended March 31, 2026, was completed in accordance with the Treasury Board Policy on Financial Management and the results and action plans are summarized in the annex to the statement of management responsibility including internal control over financial reporting.

The financial statements of the School have not been audited.

Original signed by:

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Wendy Bullion-Winters
Acting Deputy Head (President)

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Wendy Bullion-Winters
Vice-President, Business Enablement Branch
And Chief Financial Officer

Ottawa, Canada
June 30, 2026

Canada School of Public Service
Statement of Financial Position (Unaudited)
As at March 31

(in thousands of dollars)	**2026**	**2025**
Liabilities		
Accounts payable and accrued liabilities (note 4)	8,257	9,289
Vacation pay and compensatory leave	3,594	3,739
Employee future benefits (note 6)	1,332	1,495
Other liabilities	13	-
Total liabilities	**13,196**	**14,523**
Financial assets		
Due from Consolidated Revenue Fund	7,263	8,452
Accounts receivable and advances (note 7)	1,950	2,879
Total gross financial assets	**9,213**	**11,331**
Financial assets held on behalf of Government		
Accounts receivable and advances (note 7)	(1,136)	(1,682)
Total financial assets held on behalf of Government	**(1,136)**	**(1,682)**
Total net financial assets	**8,077**	**9,649**
Departmental net debt	**5,119**	**4,874**
Non-financial assets		
Prepaid expenses	3,177	2,805
Tangible capital assets (note 8)	6,810	7,144
Purchased intangible assets (note 9)	5	5
Total non-financial assets	**9,992**	**9,954**
Departmental net financial position	**4,873**	**5,080**

The accompanying notes form an integral part of the financial statements.

Original signed by:

_____
Wendy Bullion-Winters
Acting Deputy Head (President)

_____
Wendy Bullion-Winters
Vice-President, Business Enablement Branch
And Chief Financial Officer

Ottawa, Canada
June 30, 2026

Canada School of Public Service
Statement of Operations and Departmental Net Financial Position (Unaudited)
For the year ended March 31

(in thousands of dollars)	**2026 Planned Results**	**2026 Actual**	**2025 Actual**
Expenses			
Learning services	79,315	85,646	79,478
Internal services	29,336	35,443	32,072
Total expenses	**108,651**	**121,089**	**111,550**
Revenues			
Sales of goods and services	11,131	21,533	20,282
Other revenues	-	5	7
Revenues earned on behalf of government	-	(2)	(1)
Total revenues	**11,131**	**21,536**	**20,288**
Net cost of operations before government funding and transfers	**97,520**	**99,553**	**91,262**
Government funding and transfers			
Net cash provided by Government of Canada		86,436	82,000
Change in due from Consolidated Revenue Fund		(1,189)	(3,417)
Services provided without charge by other government departments (note 10)		14,343	14,165
Transfer of assets (to) / from other government departments (note 11)		(244)	(82)
Net cost of operations after government funding and transfers		**207**	**(1,404)**
Departmental net financial position - Beginning of year		**5,080**	**3,676**
Departmental net financial position - End of year		**4,873**	**5,080**

Segmented information (note 12)

The accompanying notes form an integral part of the financial statements.

Canada School of Public Service
Statement of Change in Departmental Net Debt (Unaudited)
For the year ended March 31

(in thousands of dollars)	**2026**	**2025**
	Actual	Actual
Net cost of operations after government funding and transfers	**207**	**(1,404)**
Change due to tangible capital assets		
Acquisition of tangible capital assets	1,490	1,836
Amortization of tangible capital assets	(1,781)	(1,730)
Transfer to other government departments	-	(11)
Adjustments to Work in Progress	(43)	-
Total change due to tangible capital assets	**(334)**	**95**
Change due to prepaid expenses	372	929
Increase (decrease) in departmental net debt	**245**	**(380)**
Departmental net debt - Beginning of year	**4,874**	**5,254**
Departmental net debt - End of year	**5,119**	**4,874**

The accompanying notes form an integral part of the financial statements.

Canada School of Public Service
Statement of Cash Flows (Unaudited)
For the year ended March 31

(in thousands of dollars)	**2026**	**2025**
Operating activities		
Net cost of operations before government funding and transfers	99,553	91,262
Non-cash items		
Amortization of tangible capital assets (note 8)	(1,781)	(1,730)
Services provided without charge by other government departments (note 10)	(14,343)	(14,165)
Amortization of purchased intangible assets (note 9)	(8)	(8)
Prior years' work-in-progress expensed	(43)	-
Transfer of assets to other government departments (note 11)	244	82
Variations in Statement of Financial Position		
Increase (decrease) in accounts receivable and advances	(383)	653
Increase in prepaid expenses	372	929
Decrease in accounts payable and accrued liabilities	1,032	2,634
Decrease in vacation pay and compensatory leave	145	466
Decrease in employee future benefits	163	44
Increase in other liabilities	(13)	-
Cash used in operating activities	**84,938**	**80,167**
Capital investing activities		
Acquisitions of tangible capital assets (note 8)	1,490	1,836
Proceeds from disposal of tangible capital assets	-	(11)
Acquisitions of purchased intangible assets	8	8
Cash used in capital investing activities	**1,498**	**1,833**
Net cash provided by Government of Canada	**86,436**	**82,000**

The accompanying notes form an integral part of the financial statements.

Notes to the Financial Statements (Unaudited)

For the year ended March 31

1. Authority and objectives

On April 1, 2004, amendments to the *Canadian Centre for Management Development Act* were proclaimed, and the organization was renamed the Canada School of Public Service (the School). The amended legislation now entitled the *Canada School of Public Service Act*, continues and expands the mandate of the former organization as a departmental corporation. The School reports to the President of the Treasury Board and Minister of Digital Government.

The School has a single core responsibility: “Common Public Service Learning”.

The School was created to ensure that all employees of the Public Service of Canada have the required competencies and common knowledge to serve Canadians in the most efficient and effective way possible. To achieve this goal, the School continues to offer a strong, consistent curriculum that focuses on the key skills and knowledge required by a dynamic public service that must constantly adapt to the needs of its stakeholders and Canadians.

2. Summary of significant accounting policies

These financial statements are prepared using the School’s accounting policies stated below, which are based on Canadian Public Sector Accounting Standards. The presentation and results using the stated accounting policies do not result in any significant differences from Canadian public sector accounting standards.

Significant accounting policies are as follows:

(a) Parliamentary authorities

The School is financed primarily by the Government of Canada through parliamentary authorities. Financial reporting of authorities provided to the School do not parallel financial reporting according to generally accepted accounting principles since authorities are primarily based on cash flow requirements. Consequently, items recognized in the Statement of Operations and Departmental Net Financial Position and in the Statement of Financial Position are not necessarily the same as those provided through authorities from Parliament.

Note 3 provides a reconciliation between the basis of reporting. The planned results amounts in the “Expenses” and “Revenues” sections of the Statement of Operations and Departmental Net Financial Positions are the amounts reported in the Future-oriented Statement of Operations included in the 2025-26 Departmental Plan. Planned results are not presented in the “Government funding and transfers” section of the Statement of Operations and Departmental Net Financial Position and in the Statement of Change in Departmental Net Debt because these amounts were not included in the 2025-26 Departmental Plan.

(b) Net cash provided by Government

The School operates within the Consolidated Revenue Fund (CRF), which is administered by the Receiver General for Canada. All cash received by the School is deposited to the CRF, and all cash disbursements made by the School are paid from the CRF. The net cash provided by Government is the difference between all cash receipts and all cash disbursements, including transactions between departments of the Government.

2. Summary of significant accounting policies (continued)

(c) Due from or to the CRF

Amounts due from or to the CRF are the result of timing differences at year-end between when a transaction affects authorities and when it is processed through the CRF. Amounts due from the CRF represent the net amount of cash that the School is entitled to draw from the CRF without further authorities to discharge its liabilities.

(d) Revenues

Revenues are comprised of revenues earned from non-tax sources. They include exchange transactions where goods or services are provided for consideration where a performance obligation exists, and non-exchange transactions where no performance obligations exist to provide a good or service. These transactions can be recurring or non-recurring in nature. Recurring transactions are viewed as ongoing, routine activities that form part of the normal course of operations and can be used to indicate if they can be reasonably expected to be earned again in future years.

Revenues that are non-respendable are not available to discharge the department's liabilities. While the Departmental Deputy Head is expected to maintain accounting control, he or she has no authority regarding the disposition of non-respendable revenues. As a result, non-respendable revenues are earned on behalf of the Government of Canada and are therefore presented as a reduction of the entity's gross revenues. Revenues earned on behalf of Government consist of the sale of services and gains on the sale of assets. These are recognized when earned.

(e) Expenses

Expenses are recorded on the accrual basis:

- Vacation pay and compensatory leave are accrued as the benefits are earned by employees under their respective terms of employment.
- Services provided without charge by other government departments for accommodation and employer contributions to the health and dental insurance plans are recorded as operating expenses at their estimated cost.

(f) Employee future benefits

- **Pension benefits:** Eligible employees participate in the Public Service Pension Plan, a multiemployer pension plan administered by the Government of Canada. The School's contributions to the Plan are charged to expenses in the year incurred and represent the total departmental obligation to the Plan. The School's responsibility with regard to the Plan is limited to its contributions. Actuarial surpluses or deficiencies are recognized in the financial statements of the Government of Canada, as the Plan's sponsor.
- **Severance benefits:** The accumulation of severance benefits for voluntary departures ceased for applicable employee groups. The remaining obligation for employees who did not withdraw benefits is calculated using information derived from the results of the actuarially determined liability for employee severance benefits for the Government as a whole.

2. Summary of significant accounting policies (continued)

(g) Non-financial assets

The costs of acquiring land, buildings, equipment, and other capital property are capitalized as tangible capital assets and, except for land, are amortized to expense over the estimated useful lives of the assets, as described in Note 8. All tangible capital assets and leasehold improvements having an initial cost of $5,000 or more are recorded at their acquisition cost. Tangible capital assets do not include immovable assets located on reserves as defined in *the Indian Act*, works of art, museum collection and Crown land to which no acquisition cost is attributable, and intangible assets.

Purchased intangibles are identifiable non-monetary economic resources without physical substance that are acquired in exchange transactions from arm's length third parties. Purchased intangibles exclude software, which is included in tangible capital assets. Commencing April 1, 2023, the cost of a purchased intangible is capitalized as an asset when the department controls the intangible and the intangible contributes to the capacity of the government to deliver services and products, generate future cash inflows or reduce cash outflows. Purchased intangible assets are amortized to expense over the estimated useful life of the assets. Prior to April 1, 2023, purchased intangibles were expensed as incurred.

(h) Measurement uncertainty

The preparation of these financial statements requires management to make estimates and assumptions that affect the reported and disclosed amounts of assets, liabilities, revenues, and expenses reported in the financial statements and accompanying notes at March 31. The estimates are based on facts and circumstances, historical experience, general economic conditions and reflect the Government's best estimate of the related amount at the end of the reporting period. The most significant items where estimates are used are the liability for employee future benefits and the useful life of tangible capital assets.

Actual results could significantly differ from those estimated. Management's estimates are reviewed periodically and, as adjustments become necessary, they are recorded in the financial statements in the year they become known.

3. Parliamentary authorities

The School receives most of its funding through annual Parliamentary authorities. Items recognized in the Statement of Operations and Departmental Net Financial Position and the Statement of Financial Position in one year may be funded through Parliamentary authorities in prior, current or future years. Accordingly, the School has different net results of operations for the year on a government funding basis than on an accrual accounting basis. The differences are reconciled in the following tables:

(a) Reconciliation of net cost of operations to current year authorities used

(in thousands of dollars)	**2026**	**2025**
Net cost of operations before government funding and transfers	99,553	91,262
Adjustments for items affecting net cost of operations but not affecting authorities:		
Revenues	21,536	20,288
Decrease in employee future benefits	163	44
Other expenditures not affecting authorities	193	-
Refund of prior years' expenditures	180	120
Decrease in vacation pay and compensatory leave	145	466
Bad debt expense	39	(705)
Amortization of purchased intangible assets	(8)	(8)
Adjustment to Prior years' work-in-progress	(43)	-
Amortization of tangible capital assets	(1,781)	(1,730)
Services provided without charge by other government departments	(14,343)	(14,165)
Total items affecting net cost of operations but not affecting authorities	6,081	4,310
Adjustments for items not affecting net cost of operations but affecting authorities:		
Acquisition of tangible capital assets	1,490	1,836
Increase in prepaid expenses	372	929
Other adjustments	198	436
Accountable Advances & Other Loans & Advances to Employees	15	-
Acquisition of purchased intangible assets	8	8
Total items not affecting net cost of operations but affecting authorities	2,083	3,209
Current year authorities used	**107,717**	**98,781**

3. Parliamentary authorities (continued)

(b) Authorities provided and used

(in thousands of dollars)	**2026**	**2025**
Authorities provided:		
Vote 1 – Operating expenditures	77,520	74,087
Statutory amounts	43,887	38,724
Total authorities provided	**121,407**	**112,811**
Less:		
Authorities available for future years	(11,285)	(11,805)
Lapsed: Operating	(2,405)	(2,225)
Current year authorities used	**107,717**	**98,781**

4. Accounts payable and accrued liabilities

The following table presents details of the School's accounts payable and accrued liabilities:

(in thousands of dollars)	**2026**	**2025**
Accounts payable - Other government departments and agencies	851	1,049
Accounts payable - External parties	2,394	3,406
Total accounts payable	3,245	4,455
Accrued liabilities	5,012	4,834
Total accounts payable and accrued liabilities	**8,257**	**9,289**

5. Revenues

The department has the following major types of revenues: Regulatory fees, miscellaneous revenues, and revenues earned on behalf of the Government. Regulatory fees are recorded when they are earned. Miscellaneous revenues include the lease and use of public property, the sale of goods and information products, and other fees and charges. These are recorded when as performance obligations are satisfied.

Revenues

(in thousands of dollars)	**2026**	**2025**
Regulatory fees (exchange)	21,533	20,282
Gain on Disposal of Non-Capital Assets to Outside Parties	3	6
Other Gains on Foreign Exchange Valuations	2	1
Revenues earned on behalf of Government (exchange)	(2)	(1)
Total revenues	**21,536**	**20,288**

6. Employee future benefits

(a) Pension benefits

The School's employees participate in the Public Service Pension Plan (the Plan), which is sponsored and administered by the Government of Canada. Pension benefits accrue up to a maximum period of 35 years at a rate of 2 percent per year of pensionable service, times the average of the best five consecutive years of earnings. The benefits are integrated with the Canada/Québec Pension Plan benefits, and they are indexed to inflation.

Both the employees and the School contribute to the cost of the Plan. Due to the amendment of the *Public Service Superannuation Act* following the implementation of provisions related to Economic Action Plan 2012, employee contributors have been divided into two groups – Group 1 consists of existing plan members as of December 31, 2012, and Group 2 consists of members joining the Plan as of January 1, 2013. Each group has a distinct contribution rate.

The 2025-2026 expense amounts to $6,686 thousand ($6,415 thousand in 2024-25). For Group 1 members, the expense represents approximately 1.01 times (1.02 times in 2024-25) the employee contributions and, for Group 2 members, approximately 1.00 times (1.00 times in 2024-25) the employee contributions.

The School's responsibility with regard to the Plan is limited to its contributions. Actuarial surpluses or deficiencies are recognized in the financial statements of the Government of Canada, as the Plan's sponsor.

(b) Severance benefits

Severance benefits provided to the School's employees were previously based on an employee's eligibility, years of service and salary at termination of employment. However, since 2011 the accumulation of severance benefits for voluntary departures progressively ceased for substantially all employees. Employees subject to these changes were given the option to be paid the full or partial value of benefits earned to date or collect the full or remaining value of benefits upon departure from the public service. By March 31, 2018, substantially all settlements for immediate cash out were completed. Severance benefits are unfunded and, consequently, the outstanding obligation will be paid from future authorities.

Changes in obligations during the year were as follows:

(in thousands of dollars)	**2026**	**2025**
Accrued benefit obligation, beginning of year	1,495	1,539
Expense for the year	167	142
Benefits paid during the year	(330)	(186)
Accrued benefit obligation - end of year	**1,332**	**1,495**

7. Accounts receivable and advances

The following table presents details of the School's accounts receivable balances.

(in thousands of dollars)	**2026**	**2025**
Receivables - Other government departments and agencies	1,230	1,658
Receivables - External parties	1,186	1,733
Employee advances	208	204
Subtotal	2,624	3,595
Allowance for doubtful accounts on receivables from external parties	(674)	(716)
Gross accounts receivable	**1,950**	**2,879**
Accounts receivable held on behalf of Government	(1,136)	(1,682)
Net accounts receivable and advances	**814**	**1,197**

The following table provides an aging analysis of accounts receivable from external parties and the associated valuation allowances used to reflect their net recoverable value.

(in thousands of dollars)	**2026**	**2025**
Accounts receivable from external parties		
Not past due	1,136	1,685
Number of days past due		
1 to 30	4	-
31 to 365	1	-
Over 365	45	48
Subtotal	1,186	1,733
Less: Valuation allowance	(521)	(716)
Total	**665**	**1,017**

8. Tangible capital assets

All tangible capital assets and leasehold improvements having an initial cost of $5,000 or more are recorded at their acquisition cost. The School does not capitalize intangible assets.

Amortization of tangible capital assets is calculated on a straight-line basis over the estimated useful life of the assets as follows:

Asset class	Amortization period
Machinery and equipment	5-10 years
Other equipment (including furniture)	5-12 years
Informatics hardware	3-5 years
Software (including developed software)	3-5 years
Leasehold improvements	Over the useful life of the improvement or the lease term, whichever is shorter

Assets under construction are recorded in the applicable capital asset class and amortized when they become available for use.

8. Tangible capital assets (continued)

(in thousands of dollars)

Capital asset class	Cost					Accumulated amortization					Net book value	
	Opening balance	Acquisi-tions	Adjust ments (a)	Disposals and Write-Offs	**Closing balance**	Opening balance	Amorti-zation	Adjust ments	Disposals and Write-Offs	**Closing balance**	**2026**	**2025**
Machinery and equipment	5,630	452	-	-	**6,802**	4,205	374	-	-	**4,579**	**1,503**	**1,425**
Other equipment (including furniture)	2,083	905	-	-	**2,988**	718	172	-	-	**890**	**2,098**	**1,365**
Informatics hardware	6,601	133	-	-	**6,734**	5,444	587	-	-	**6,031**	**703**	**1,157**
Software (including developed software)	12,768	-	-	-	**12,768**	11,636	189	-	-	**11,825**	**943**	**1,132**
Leasehold improvements	6,643	-	-	-	**6,643**	4,621	459	-	-	**5,080**	**1,563**	**2,022**
Assets under construction	43	-	(43)	-	**-**	-	-	-	-	**-**	**-**	**43**
Total	**33,768**	**1,490**	**(43)**	-	**35,215**	**26,624**	**1,781**	-	-	**28,405**	**6,810**	**7,144**

(a) Adjustments include assets under construction that were reallocated to expense accounts.

9. Purchased intangible assets

The following table presents details of the School's purchased intangible assets

(in thousands of dollars)

Purchased Intangible Asset Class	Cost					Accumulated amortization					Net book value	
	Opening balance	Acquisi-tions	Adjust-ments	Disposals and Write-Offs	**Closing balance**	Opening balance	Amorti-zation	Adjust-ments	Disposals and Write-Offs	**Closing balance**	**2026**	**2025**
License agreements to broadcast recorded media	8	8	-	8	**8**	3	8	-	8	**3**	**5**	**5**
Total	8	8	-	8	**8**	3	8	-	8	**3**	**5**	**5**

The estimated useful lives of the School's purchased intangible assets are finite. The School amortizes purchased intangible assets as follows:

Purchased intangible asset class	Amortization method and period
License agreements to broadcast recorded media	Straight-line basis over the license period (1 to 3 years)

10. Related party transactions

The School is related, as a result of common ownership to all government departments, agencies, and Crown corporations. Related parties also include individuals who are members of key management personnel or close family members of those individuals, and entities controlled by, or under shared control of, a member of key management personnel or a close family member of those individuals.

The School enters into transactions with these entities in the normal course of business and on normal trade terms.

(a) Common services provided without charge by other government departments

During the year, the School received services without charge from certain common service organizations related to accommodation and the employer's contribution to the health and dental insurance plans. These services provided without charge have been recorded at their carrying value in the School's Statement of Operations and Departmental Net Financial Position as follows:

(in thousands of dollars)	**2026**	**2025**
Accommodation	8,020	8,331
Employer's contribution to the health and dental insurance plans	6,323	5,834
Total common services provided without charge from other government departments	**14,343**	**14,165**

The Government has centralized some of its administrative activities for efficiency and cost-effectiveness purposes to the public. As a result, the Government uses central agencies and common service organizations so that one department performs services for all other departments and agencies without charge. The costs of these services, such as payroll and cheque issuance services provided by Public Services and Procurement Canada, information technology services provided by Shared Services Canada are not included in the School's Statement of Operations and Departmental Net Financial Position.

(b) Other transactions with other government departments and agencies

(in thousands of dollars)	**2026**	**2025**
Expenses	19,387	10,294
Revenues	21,533	20,282

Expenses and revenues disclosed in (b) exclude common services provided without charge, which are already disclosed in (a).

11. Transfers from/to other government departments

The School transferred assets from/to other departments:

- During the year, accounts receivable relating to salary overpayments were transferred to/from other government departments.

(in thousands of dollars)	**2026**	**2025**
Accounts receivable	244	70
Tangible capital asset (note 8)	-	12
Total assets transferred	**244**	**82**

12. Segmented information

Presentation by segment is based on the School's core responsibility and follows the same accounting policies as described in the Summary of significant accounting policies in note 2. The following table presents the expenses incurred and revenues generated for the main core responsibilities, by major object of expense and by major type of revenue. The segment results for the period are as follows:

(in thousands of dollars)	Learning Services	Internal Services	**2026**	**2025**
Operating expenses				
Salaries and employee benefits	64,552	21,976	86,528	83,166
Rentals	8,825	3,996	12,821	11,247
Professional and special services	4,461	3,702	8,163	6,960
Accommodation	6,015	2,005	8,020	8,331
Amortization of tangible capital assets	575	1,206	1,781	1,730
Small equipment and parts	249	1,148	1,397	904
Repair and maintenance	-	1,136	1,136	513
Transportation and telecommunications	875	146	1,021	714
Utilities, materials and supplies	54	67	121	129
Printing and publishing	70	34	104	279
Amortization of intangible capital assets	8	-	8	8
Other operating expenses	(38)	27	(11)	(2,431)
Total expenses	**85,646**	**35,443**	**121,089**	**111,550**
Revenues				
Sales of Goods and Services	20,058	1,475	21,533	20,282
Other Revenues	-	5	5	7
Revenues earned on behalf of Government	-	(2)	(2)	(1)
Total revenues	**20,058**	**1,478**	**21,536**	**20,288**
Net cost from continuing operations before government funding and transfers	**65,588**	**33,965**	**99,553**	**91,262**